

DAIMLER

Automotive Credit Conference 2010

Dr. Michael Mühlbayer

Senior Vice President
Investor Relations & Treasury

London, May 20, 2010

Agenda

1 Financial Results

2 Technology and Market Strategies

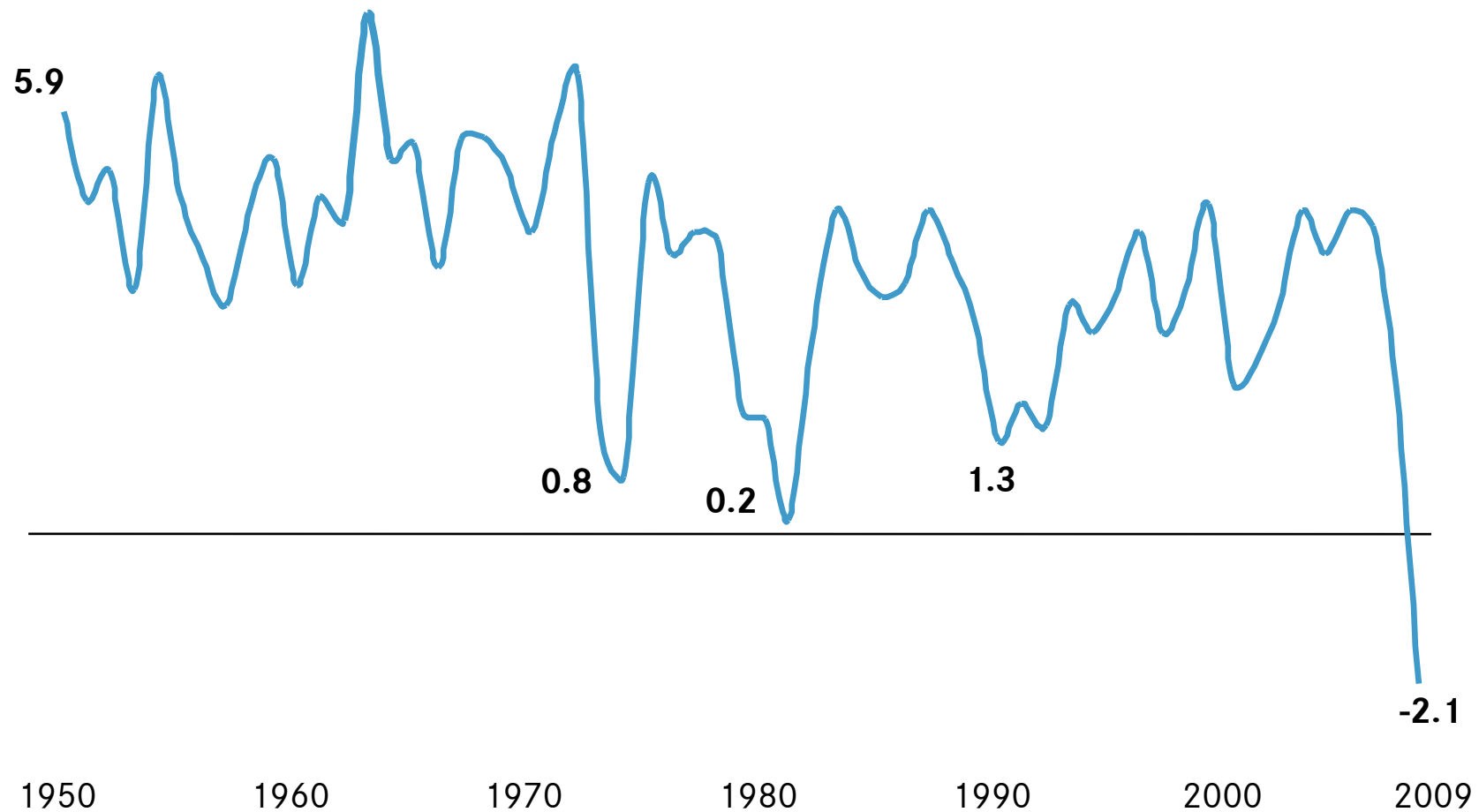
3 Liquidity and Debt

Highlights Q1 2010

- World economy continued recovery path in Q1
- Market success of our attractive product portfolio
- Strong performance with EBIT of €1.2 billion driven by very positive development of Mercedes-Benz Cars and Daimler Trucks
- Net profit improved to €0.6 billion
- Positive free cash flow

Global economy contracts for first time in 60 years

Real GDP growth [% change p.a.]



Major macroeconomic turning points reached

Stock markets

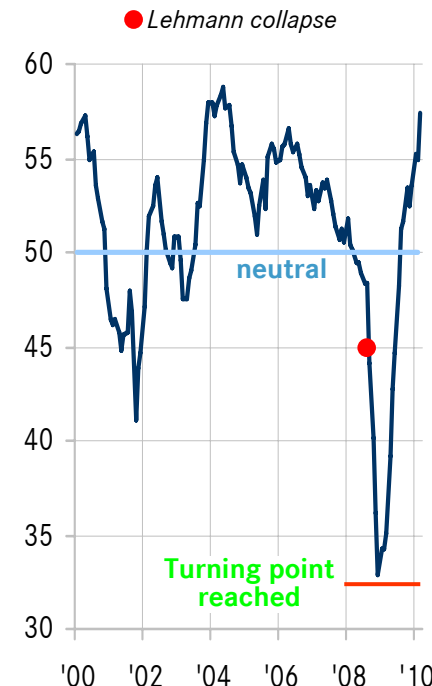
Dow Jones



Financial market

Business sentiment

PMI¹⁾, Triad, manufacturing

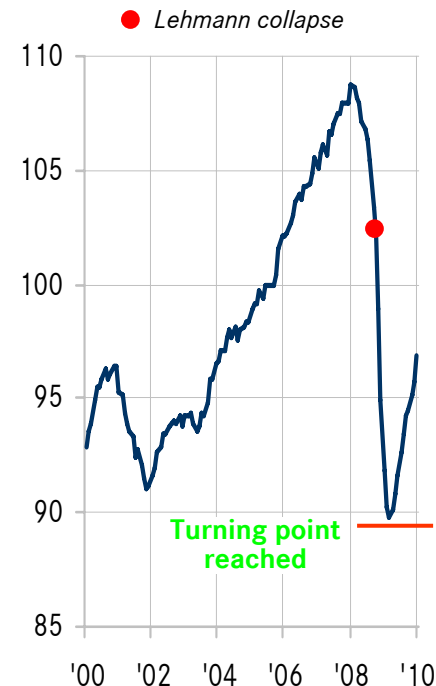


Confidence

¹⁾ Purchasing Managers' Index

Production

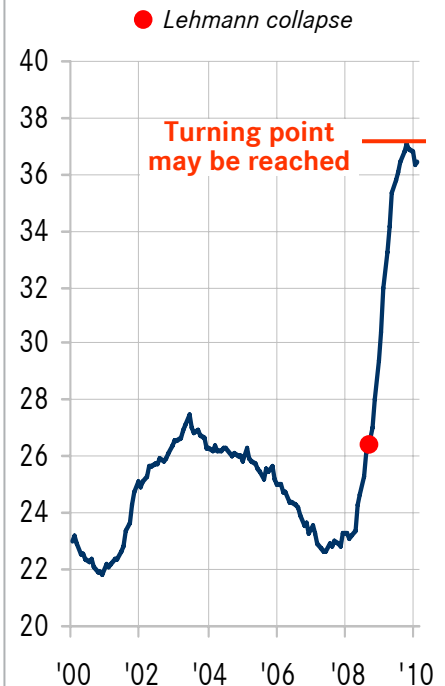
OECD, mfg., 2005 = 100



Real economy

Unemployment

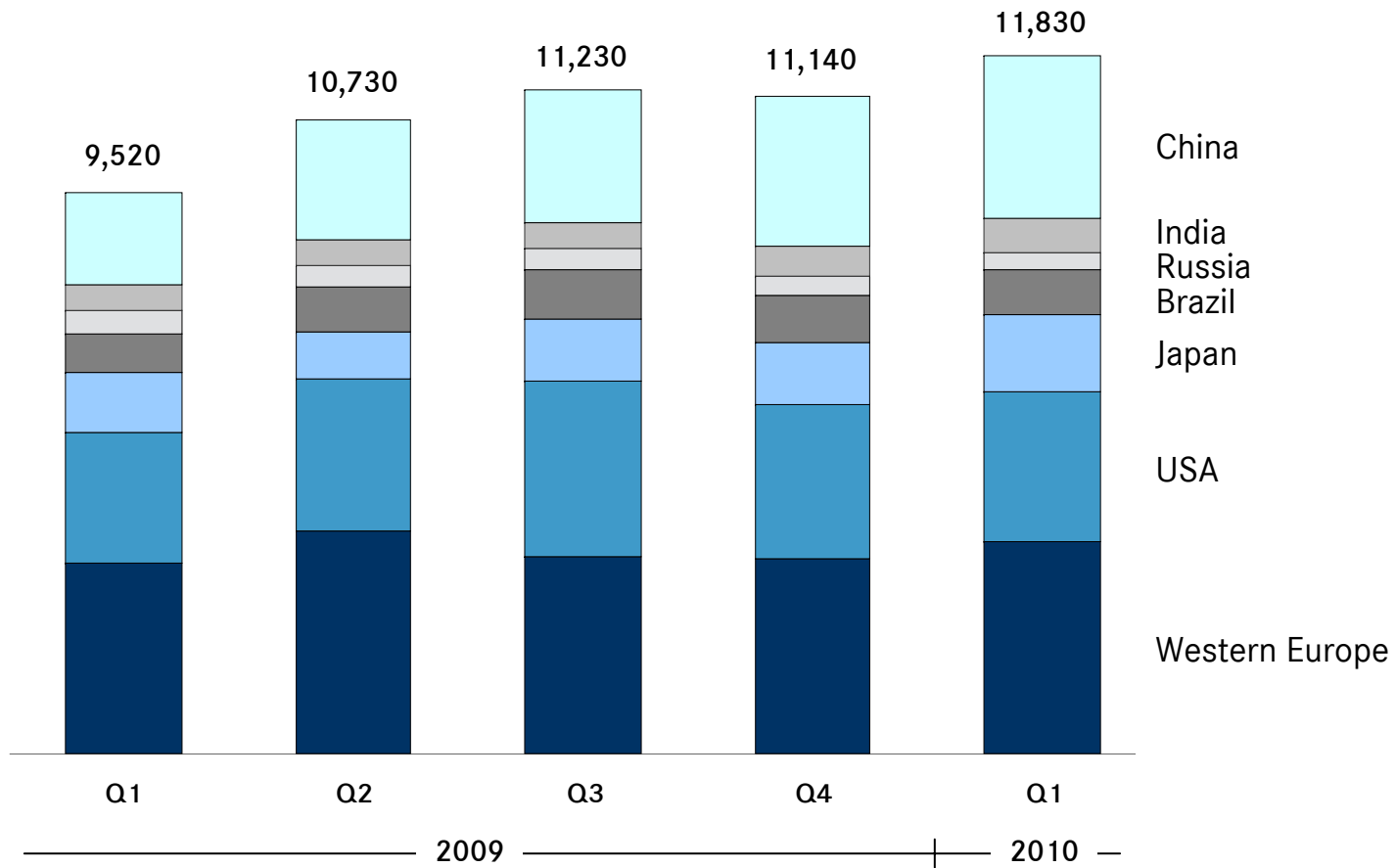
Triad, in million



Labor market

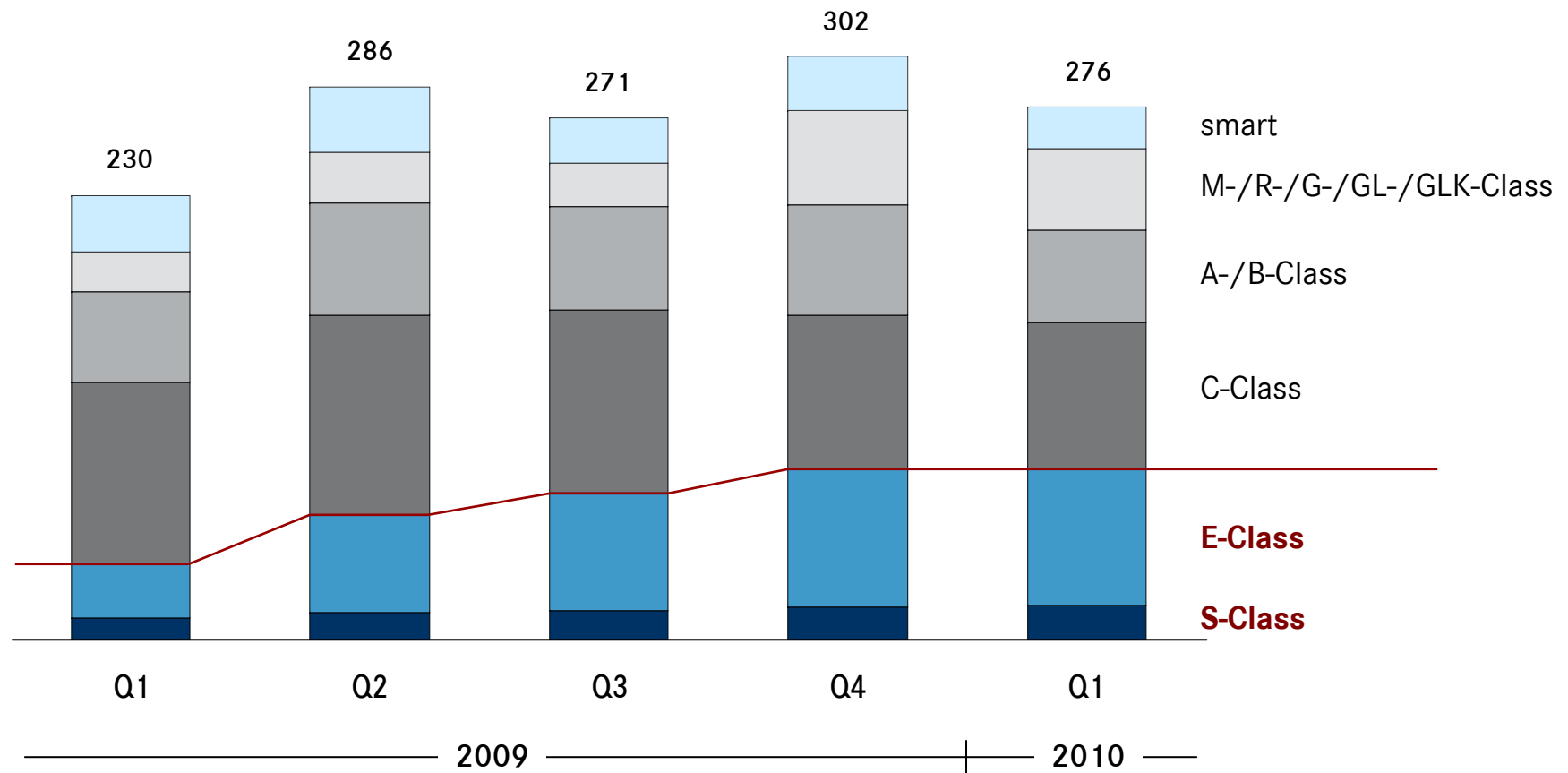
Car markets development in the last 15 months

- in thousands of units -



Mercedes-Benz model mix improved by launch of new E-Class and new-generation S-Class

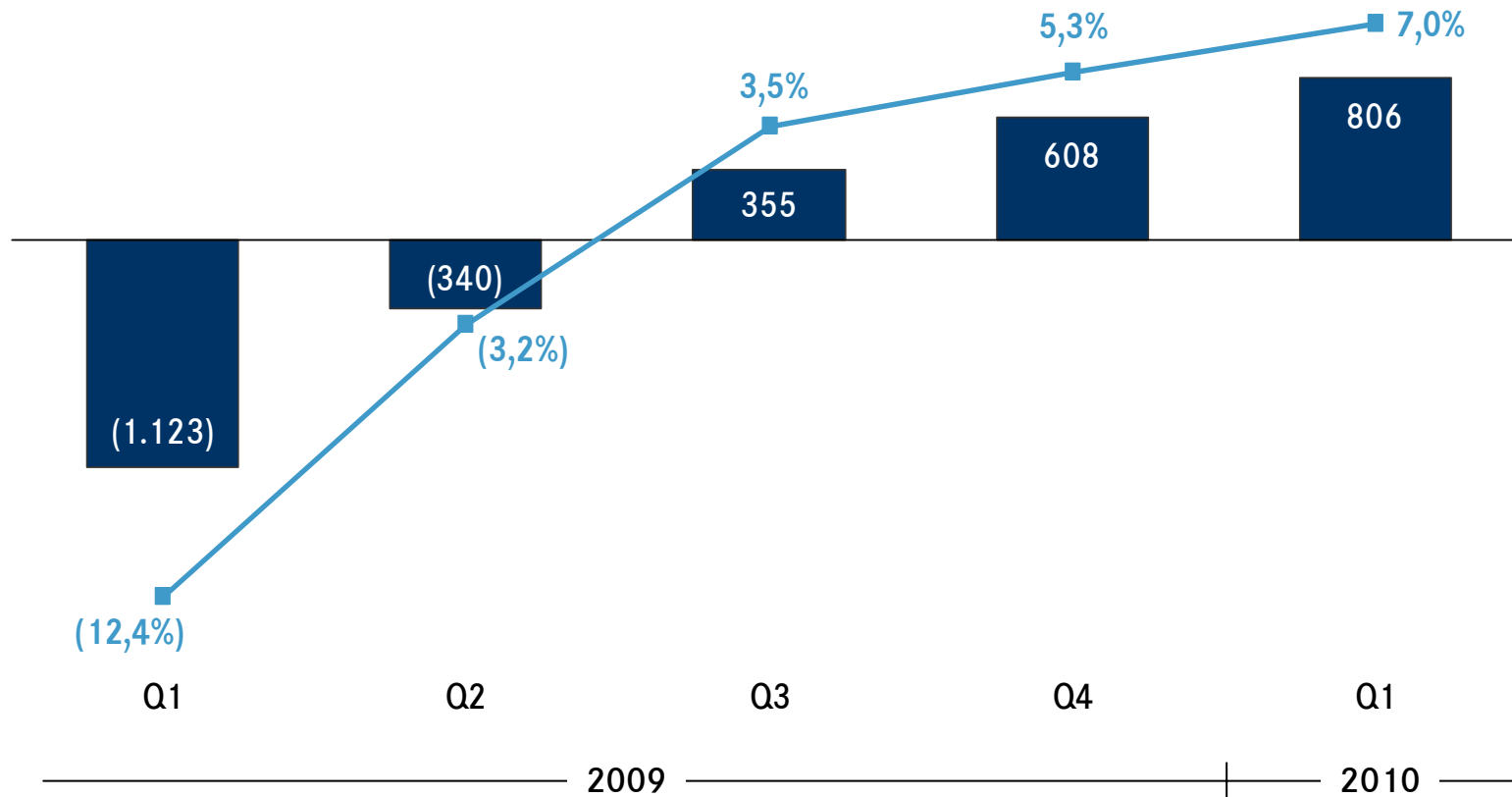
- Group sales in thousands of units* -



* Excluding Mitsubishi vehicles produced and/or sold in South Africa

MBC with strong performance due to higher volume, more favorable model mix and better margins

- EBIT in millions of €, return on sales in % -



Product highlights Mercedes-Benz Cars

E-Class Cabriolet



R-Class



SLS AMG



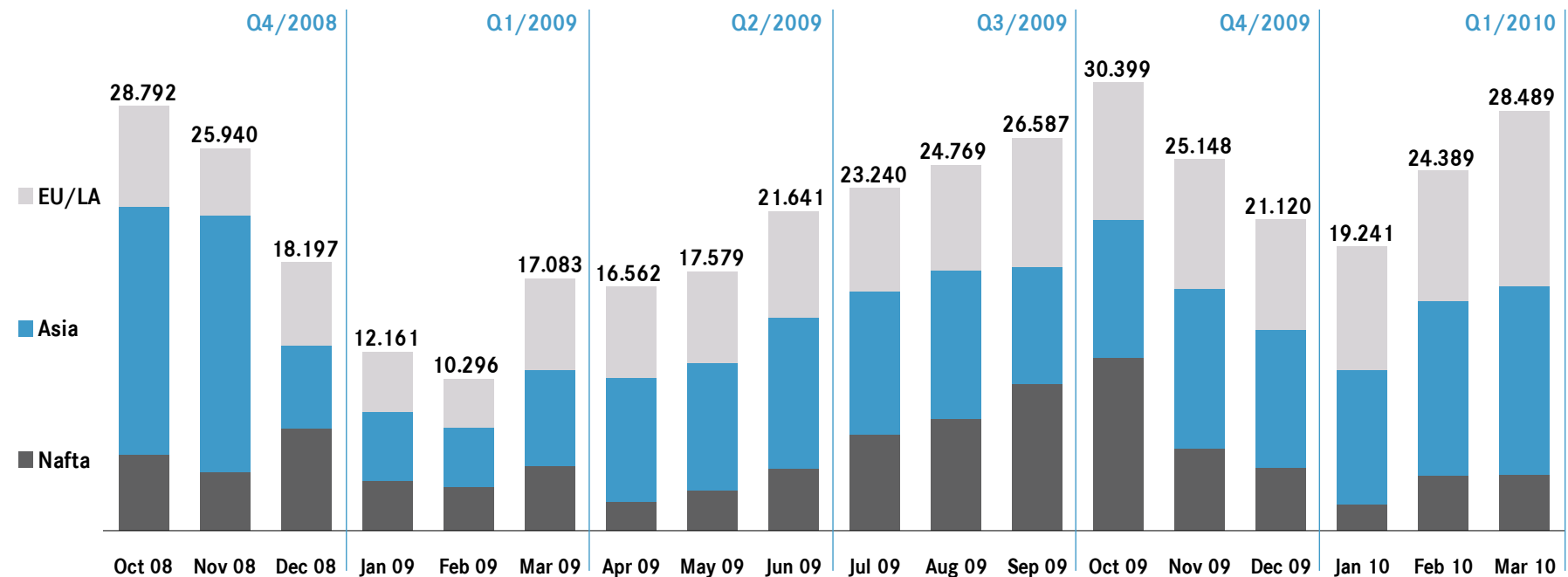
F 800 Style



Daimler Trucks order intake shows continuous increase in 2010

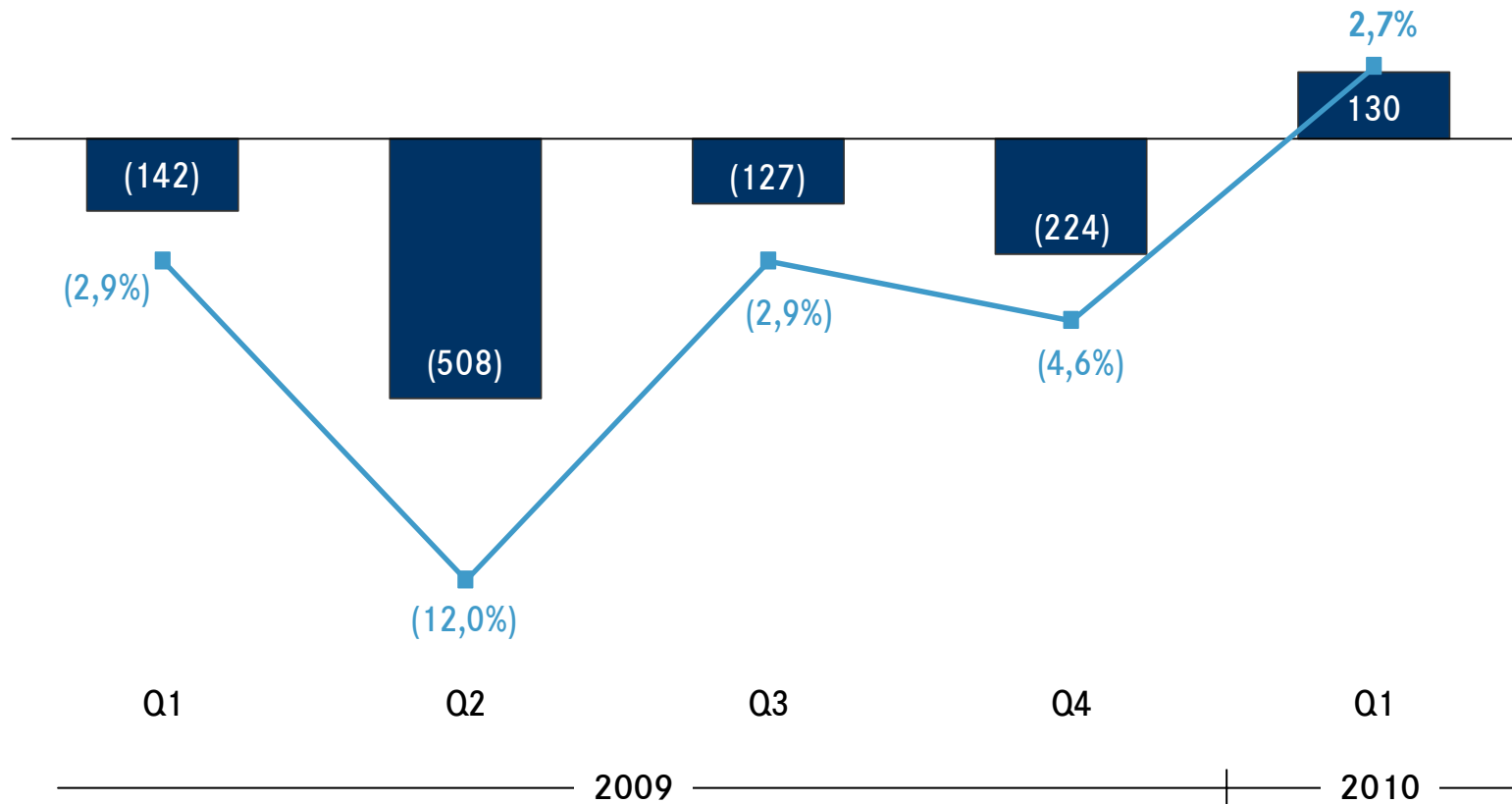
Incoming Orders - Monthly development

- in units -



Positive Daimler Trucks EBIT in Q1 2010

- EBIT in millions of €, return on sales in % -



Product highlights Daimler Trucks

Mercedes-Benz Actros BlueTec EEV



Fuso Super Great



Freightliner Coronado

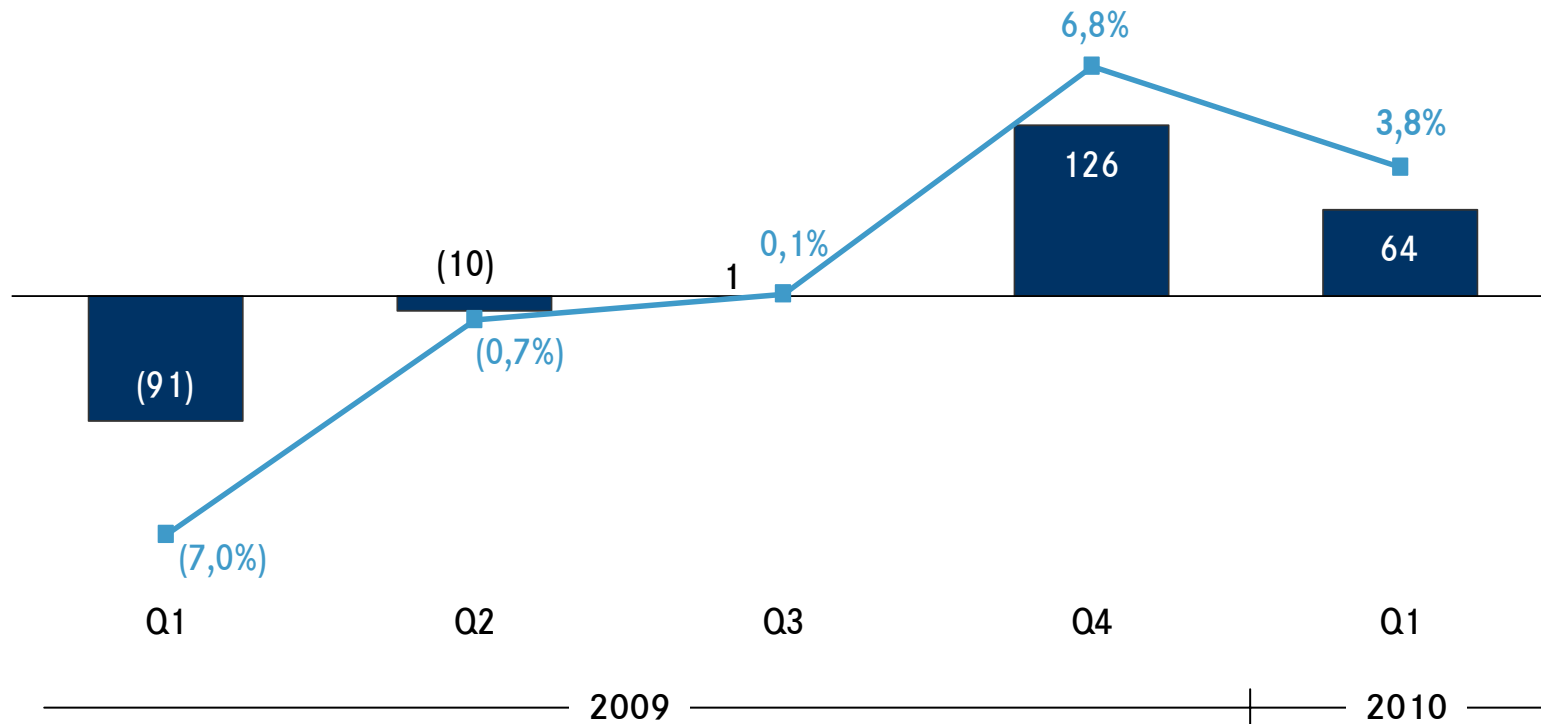


Fuso Canter Eco Hybrid



EBIT of Mercedes-Benz Vans increased in line with higher unit sales

- EBIT in millions of €, return on sales in % -



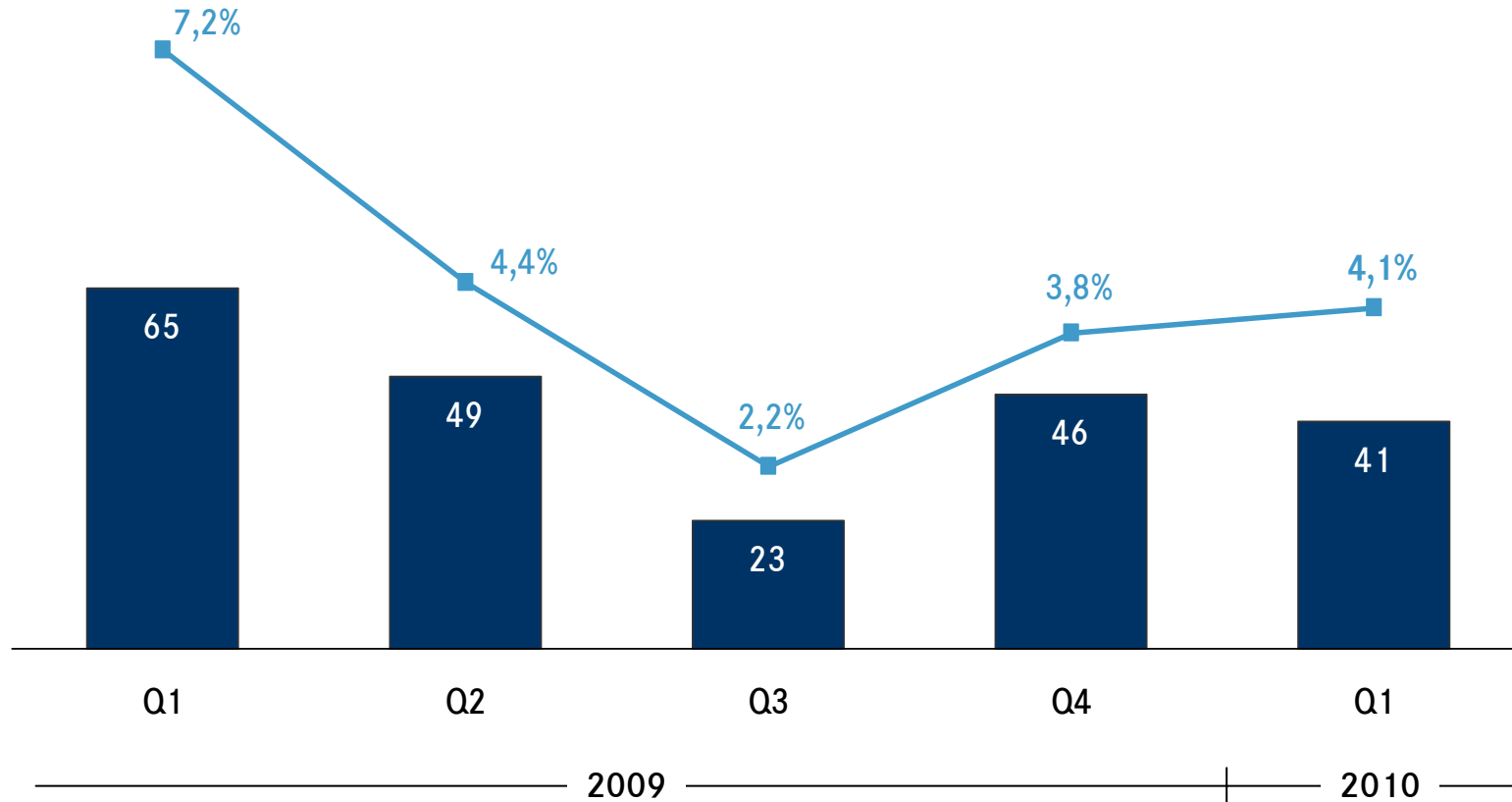
Product highlights Mercedes-Benz Vans



Mercedes-Benz Vito E-Cell

Daimler Buses continued its good performance despite less favorable model mix

- EBIT in millions of €, return on sales in % -



Product highlights Daimler Buses

Mercedes-Benz Citaro BlueTec Hybrid



Mercedes-Benz Travego "Safety Edition"



Setra TopClass S 417

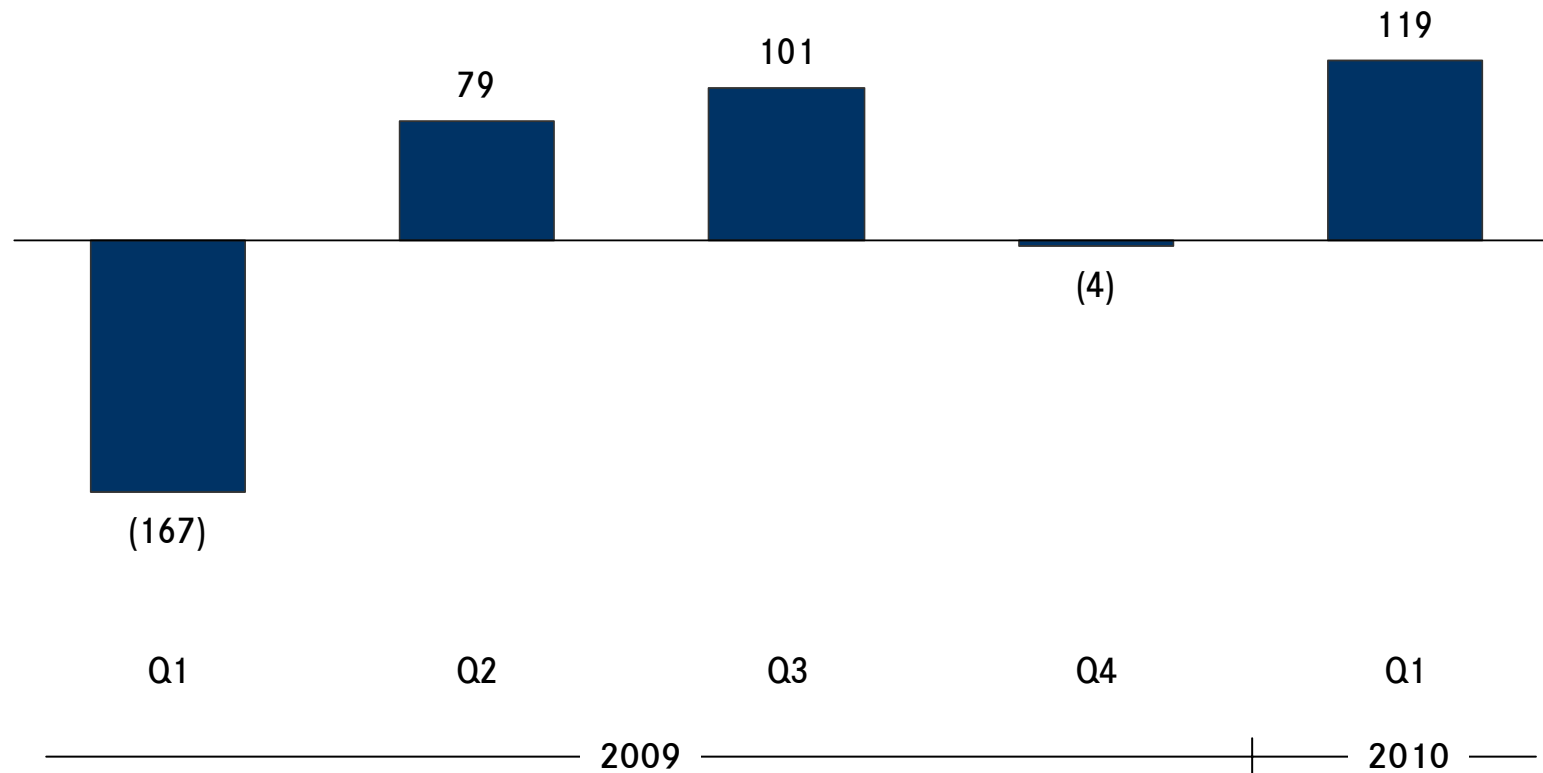


Orion Diesel-Electric Hybrid



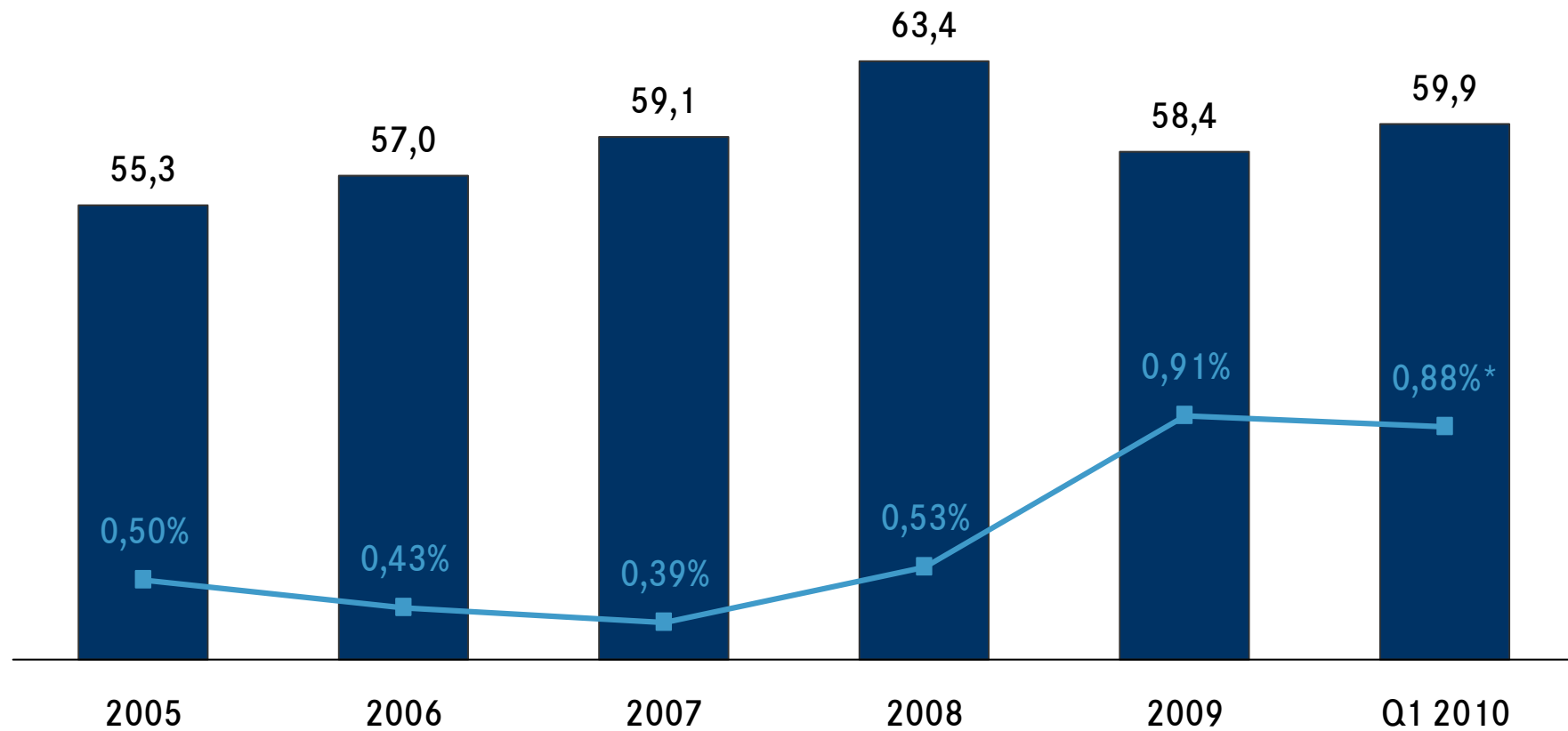
Strict risk management pays off at Daimler Financial Services

- EBIT in millions of € -



Financial Services Portfolio and Net Credit Losses

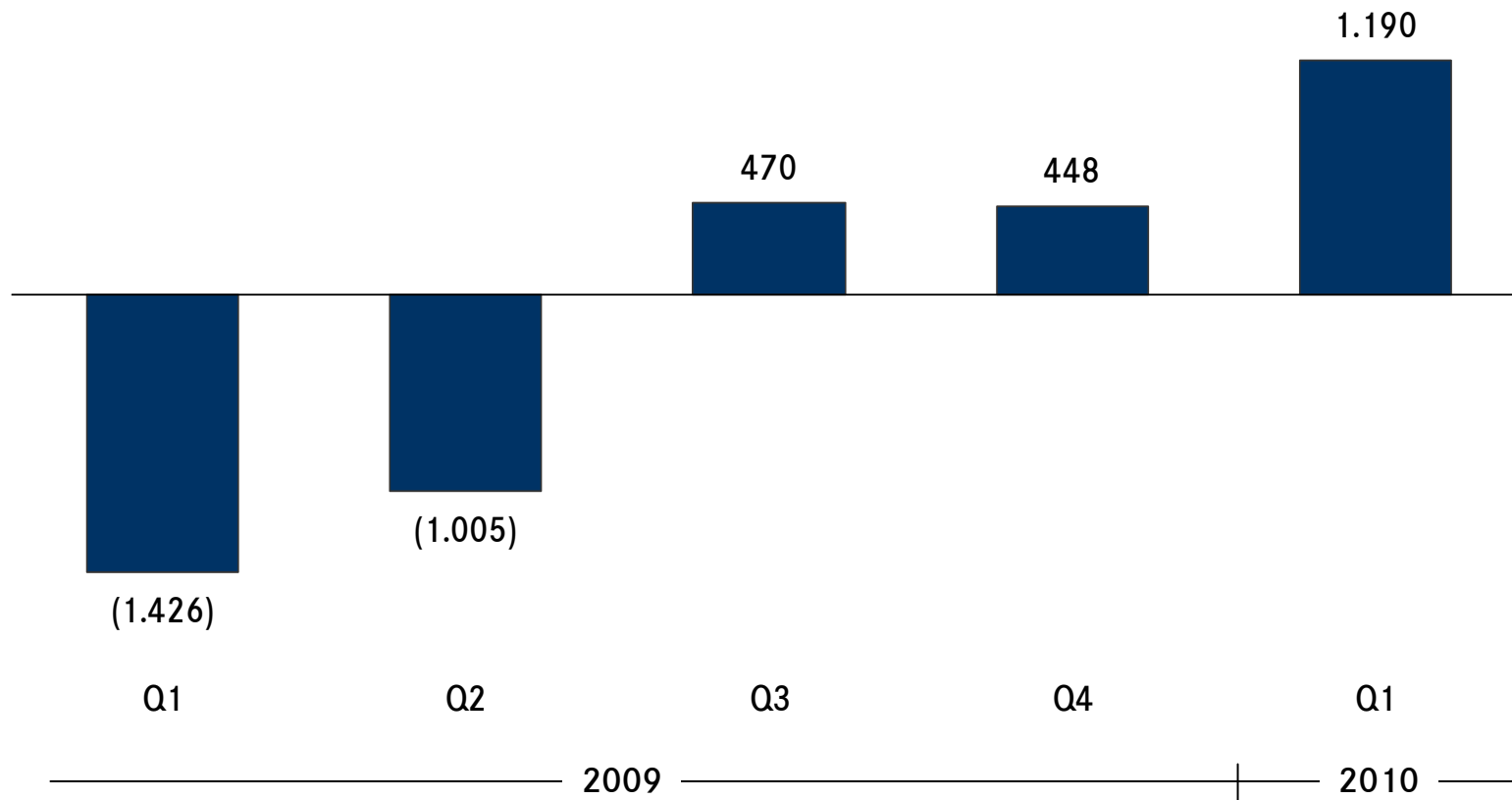
- Portfolio in billions of €, Net Credit Losses in % of global automotive portfolio subject to credit risk -



* annualized rate

Daimler Group results on track

- EBIT in millions of € -



Assumptions for automotive markets in 2010

● Car markets

- Worldwide market expected to grow by approximately 3 to 4%
- Growth potential in particular in China and North America

● Truck markets

- Demand for medium- and heavy-duty trucks expected to increase globally, driven by Latin America, North America and Asia
- Europe: slightly higher than 2009
- NAFTA region: +10%
- Brazil: +20 to 25%
- Japan: +20 to 30%

● Van markets

- Positive market development expected from low level

● Bus markets

- Growing worldwide market primarily driven by Latin American markets, while Western European bus markets are expected to decline

Outlook 2010 for Daimler sales

● Mercedes-Benz Cars

- Unit sales should grow at around double the rate of the global market
- Demand stimulated by attractive and competitive product portfolio

● Daimler Trucks

- 2010 unit sales expected to increase from low level
- Main drivers are increased demand in Latin America and market recovery in North America and Japan

● Mercedes-Benz Vans

- Positive unit sales development should continue

● Daimler Buses

- Higher unit sales anticipated due to market growth in Latin America

Outlook 2010 for EBIT

Mercedes-Benz Cars

- Results from ongoing business should benefit from higher unit sales and improved margins
- EBIT from the ongoing business of €2.5 to 3 billion expected

Daimler Trucks

- Profit of €500 to 700 million expected, driven by the ongoing repositioning and efficiency programs and slight volume growth

Mercedes-Benz Vans

- Should achieve EBIT of approximately €250 million

Daimler Buses

- EBIT of approximately €180 million expected

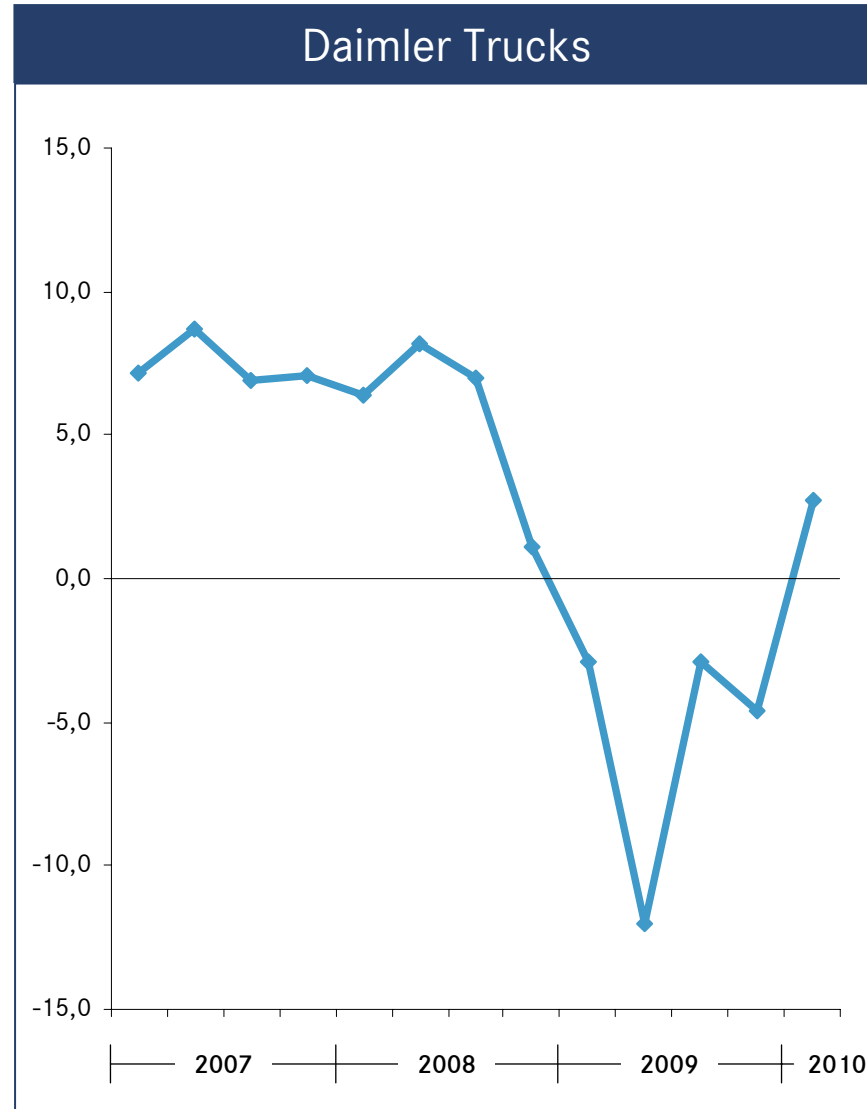
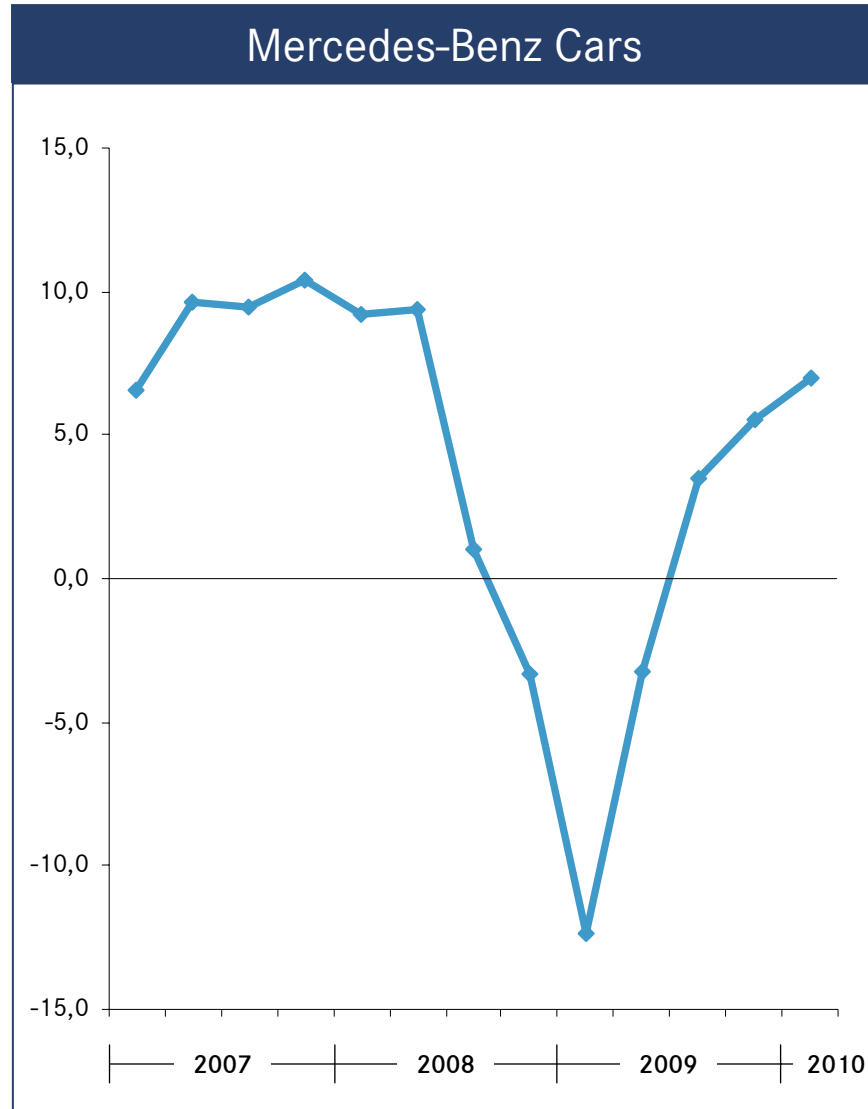
Daimler Financial Services

- EBIT from the ongoing business of more than €500 million expected

Daimler Group

- We expect Daimler to post EBIT from the ongoing business of more than €4 billion
- For the reconciliation between the sum of the segments and the Group, charges of €200 million are expected
- We still have a cautious look at the development of the automotive markets and continue to monitor risks along the automotive value chain

Return on Sales 2007-2010



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1 Financial Results

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3 Liquidity and Debt

Four levers for generating more momentum

Leading products and brands



Pioneering technologies and business models



New markets and networks



Continuing efficiency gains



16 new models in 2010/2011



E-Class convertible



SLS



New generation R-Class



New generation S-Class Coupe



B-Class F-Cell



A-Class E-Cell



S-Class 4-cyl diesel



New generation smart



CLS



New generation C-Class



SLK



E-Class long version



C-Class coupe



M-Class



B-Class



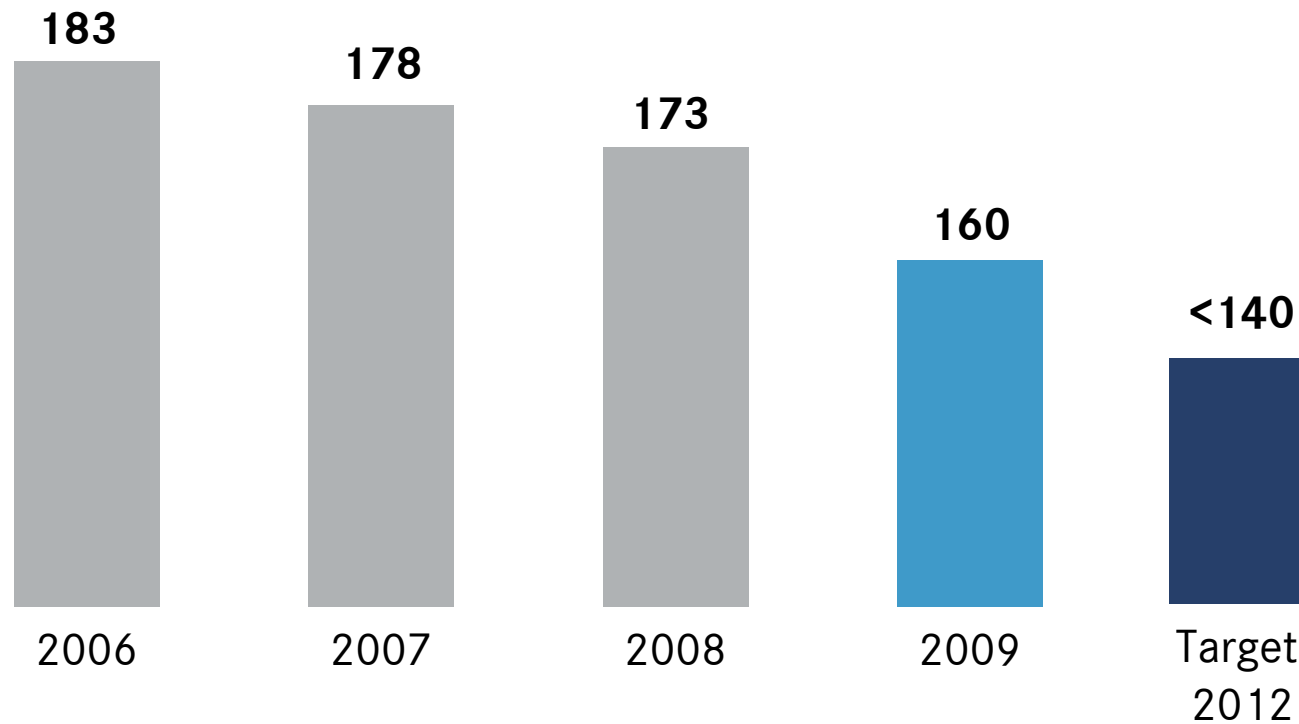
E-Class BlueTEC Hybrid

85 BlueEFFICIENCY models by end of 2010



CO₂ emissions substantially reduced in 2009

CO₂ fleet average for Mercedes-Benz Cars
[in grams / kilometer]



New models Trucks, Vans, Buses in 2010/11



New generation Fuso Super Great



Freightliner Coronado



Setra ComfortClass



Introduction of Mercedes-Benz Actros in Brazil



New Euro 5 Mercedes-Benz bus chassis generation



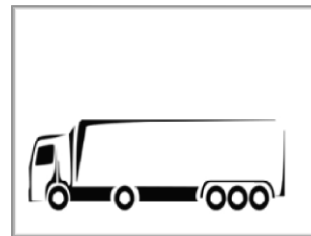
Innovation fleet Mercedes-Benz Atego BlueTec Hybrid truck



Expansion of Freightliner vocational product line



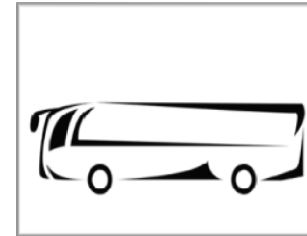
New generation Vito/Viano



New generation Axor



New generation Atego



New heavy Fuso coach



New light Fuso truck

Competitive edge thanks to hybrid technology



S 400 HYBRID¹⁾



ML 450 HYBRID¹⁾



S 500 Plug-In Hybrid²⁾



E 300 BlueTEC Hybrid³⁾



Fuso Canter Eco Hybrid¹⁾



Freightliner Business Class M2e Hybrid



Sprinter Hybrid²⁾



Citaro FuelCELL-Hybrid²⁾



Citaro G BlueTec Hybrid¹⁾

1) Already available 2) Test vehicle 3) Market launch in 2011 4) Small batch production in 2010

Unique position in the electric drive arena

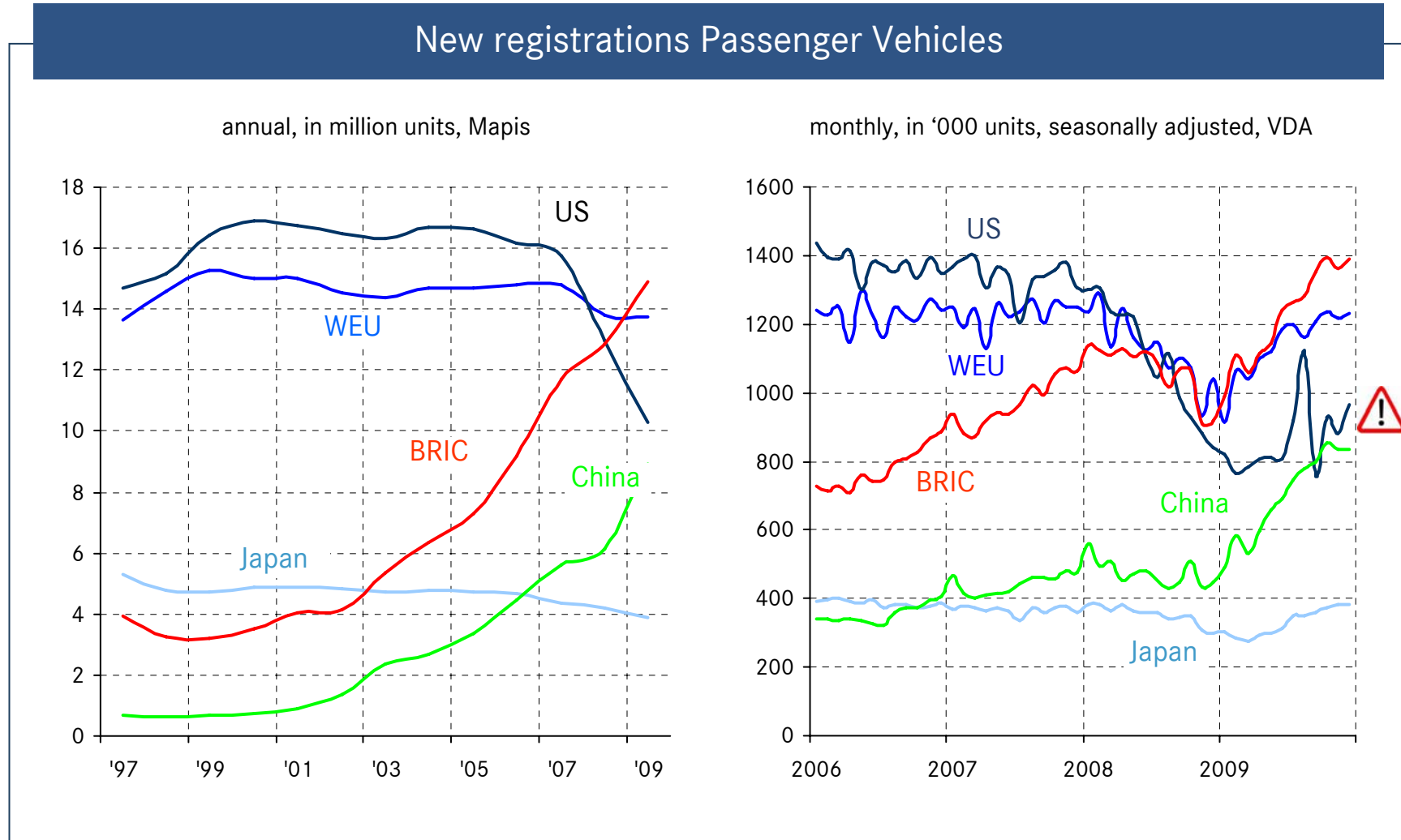


smart electric drive

A-Class E-Cell

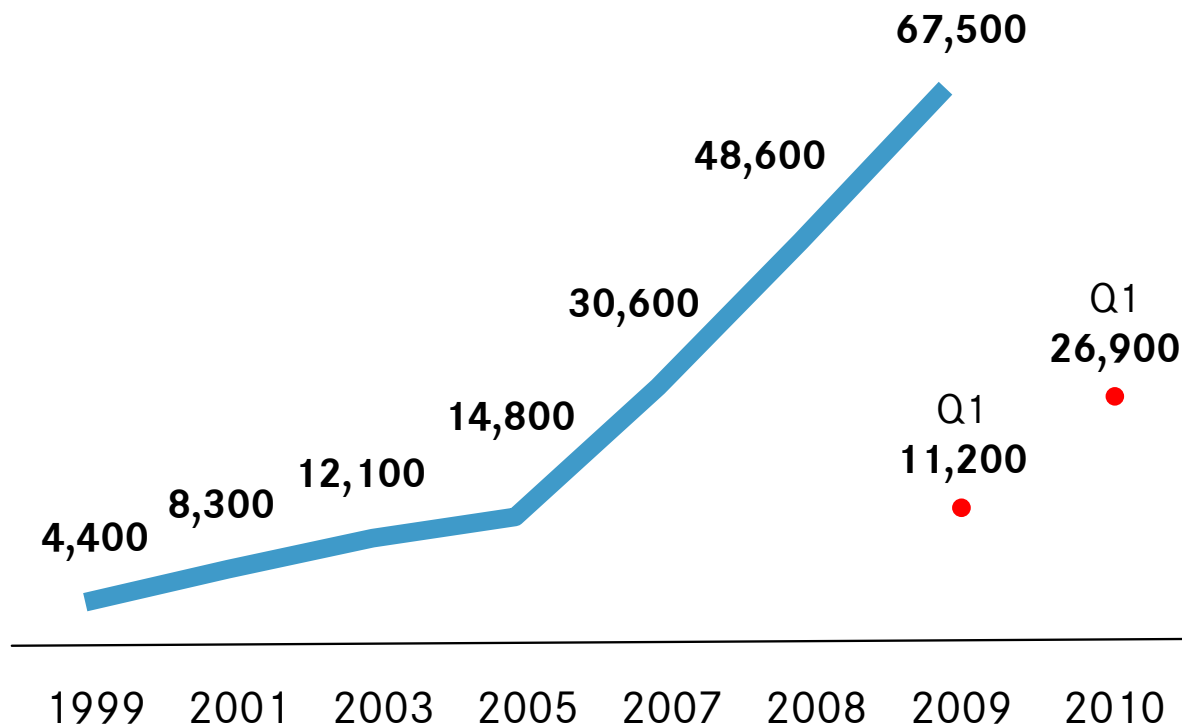
B-Class F-Cell

BRIC overtake WEU & US in terms of sales; China closed gap to US market



Mercedes-Benz Cars: Focus on growth markets

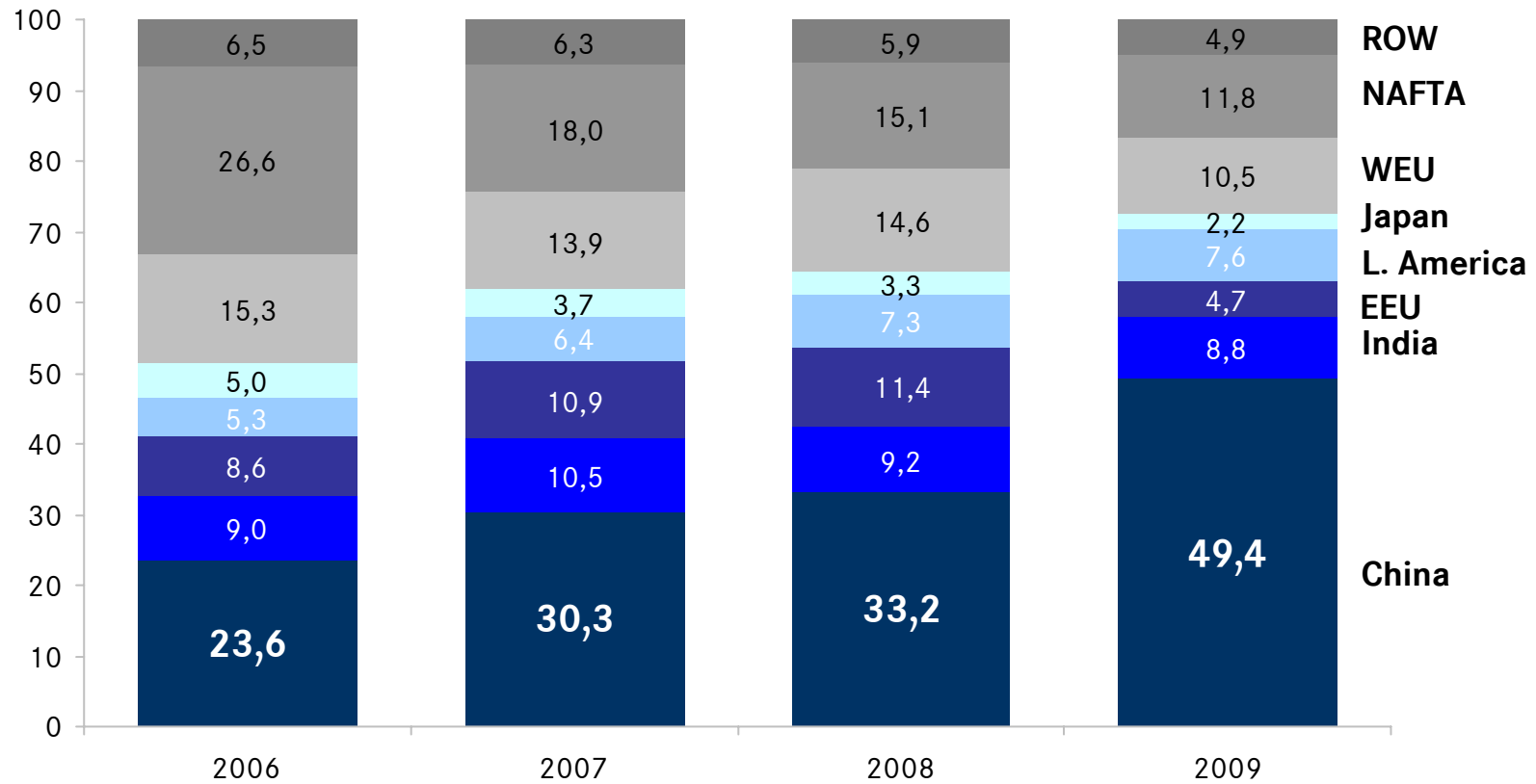
Mercedes-Benz sales in China
[in units]



In 2009, every other truck was sold in China

World truck sales (>6t)

Regional sales in % of total sales



Trucks, Vans, and Buses: Pursuing growth in emerging markets

Russia



Strategic partnership with **KAMAZ** expanded

India



Daimler India Commercial Vehicles Pvt Ltd. established

New **luxury coach** presented by **Daimler/ Sutlej**

China

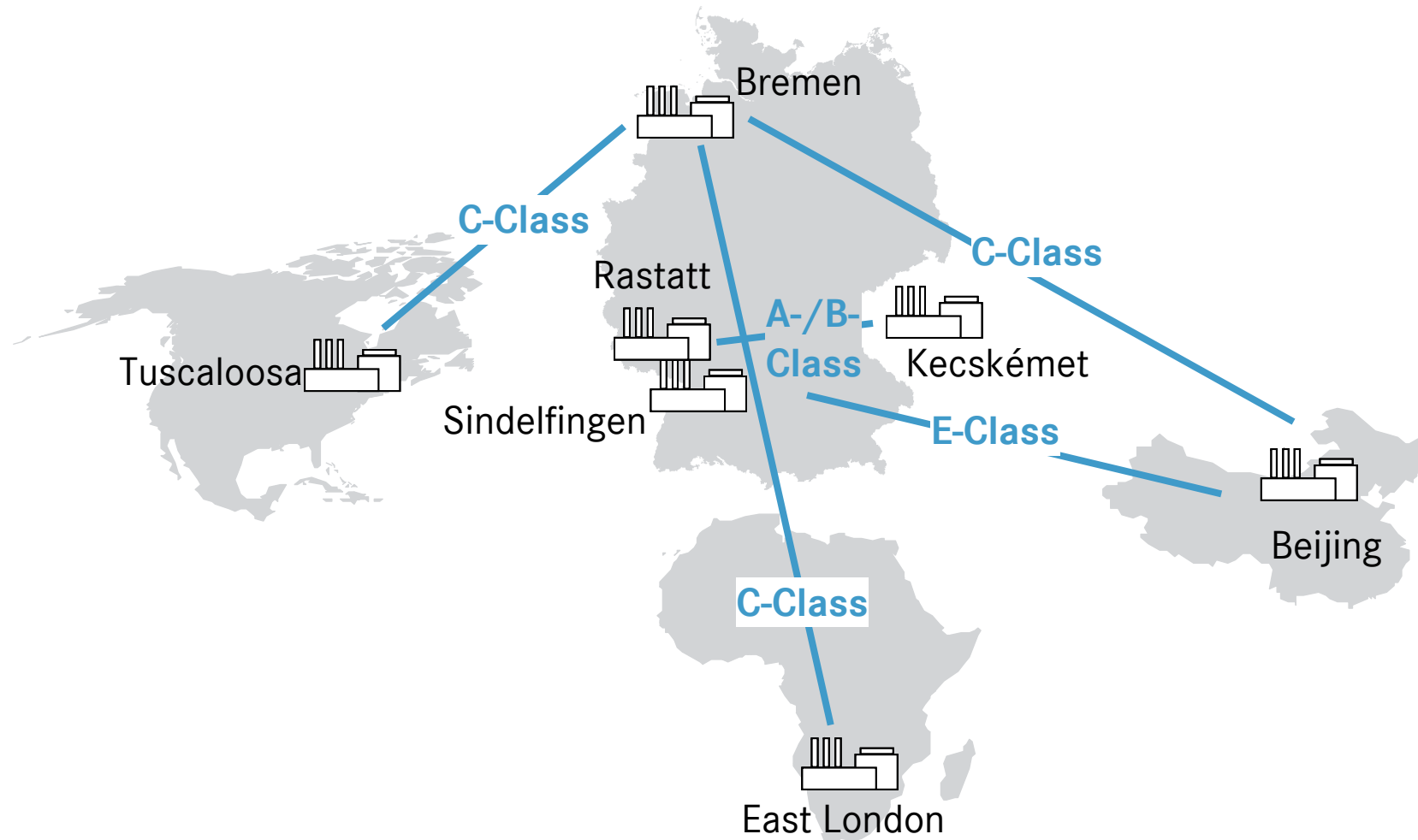


Letter of intent signed with **Foton**

Fujian Daimler Automotive Ltd. to start production of Vito and Viano

Realignment of MBC's global production

Selected Mercedes-Benz Cars locations and their products as of 2014



Strategic cooperation with Renault-Nissan agreed

Four concrete cooperation projects have been launched:

- Common architecture for the next generation of smart 2- and 4-seater as well as Renault Twingo – based on today's smart concept; all models also available with electric drive right from the product launch; smart with clear USP and high commonality between 2- and 4-seater

Market launch
- Joint use and development of new, compact three- and four-cylinder engines for small and compact cars

2013
- Supply of Mercedes-Benz engines and transmissions to Nissan and Infiniti

2012
- Common vehicle architecture for city vans and sharing of powertrain components for mid-sized vans

2013

2012

2014

Additionally, cross-shareholding to support the cooperation

Agenda

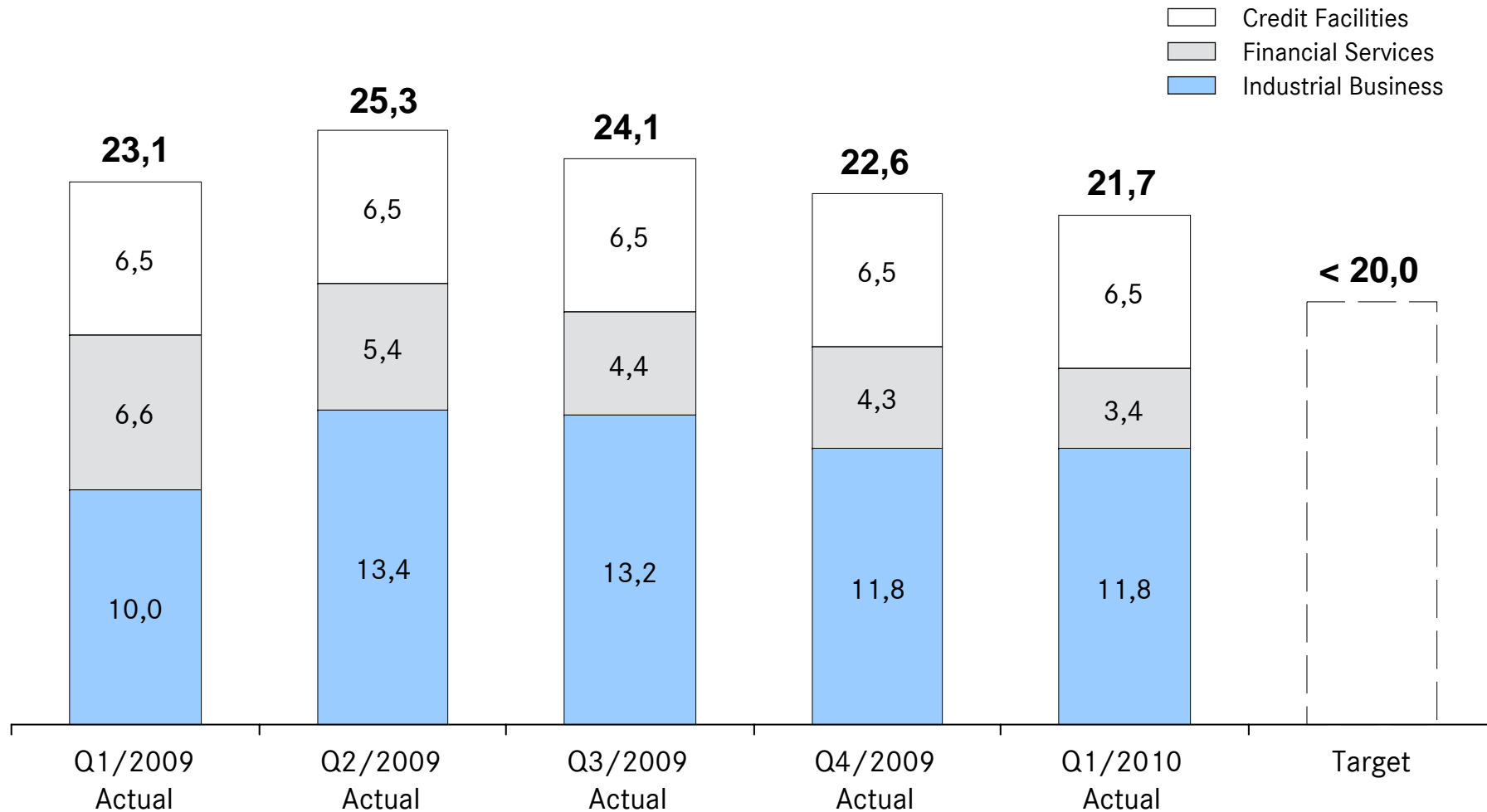
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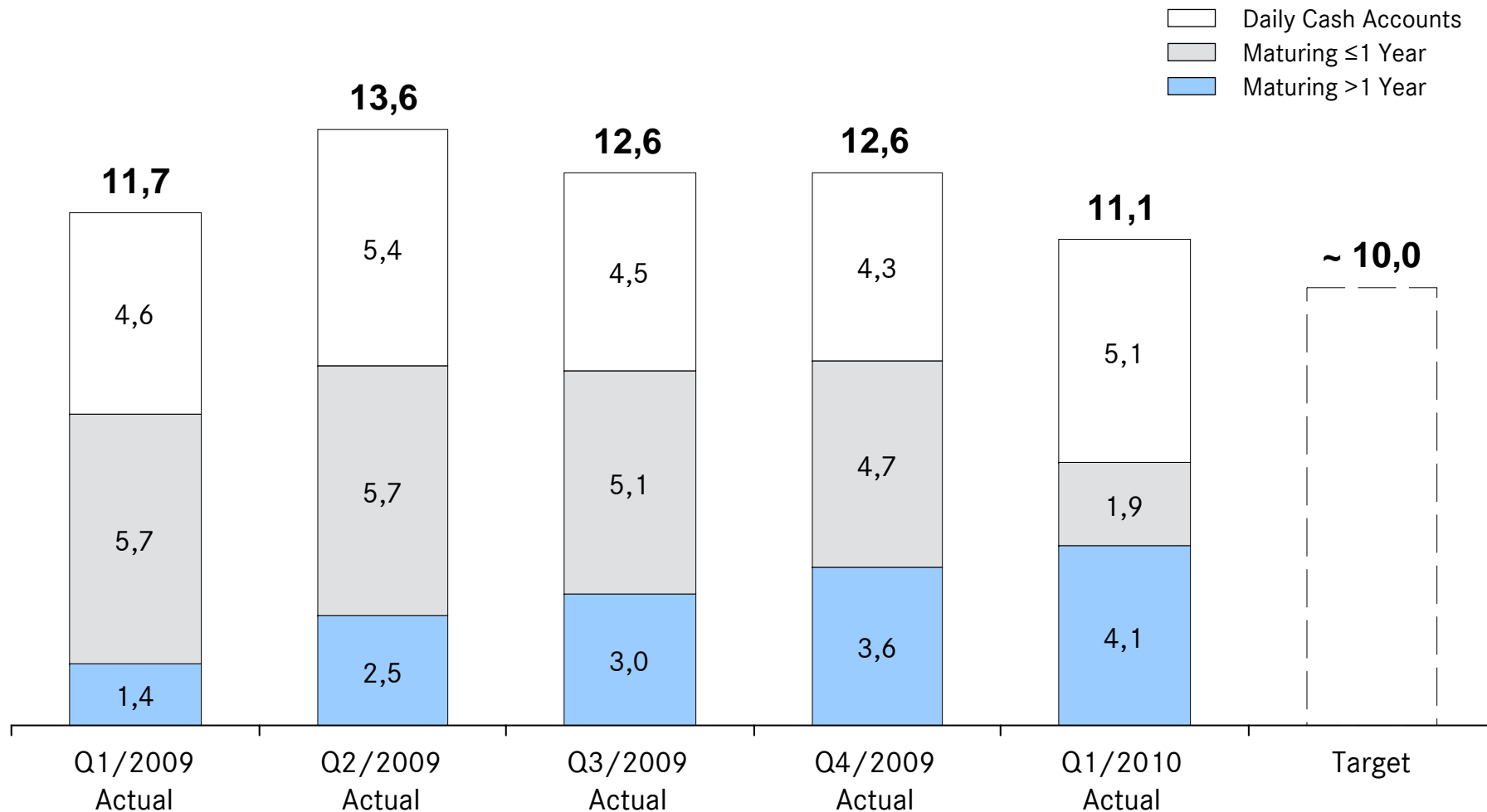
Total Liquidity Development 2009–2010

- in billions of € -



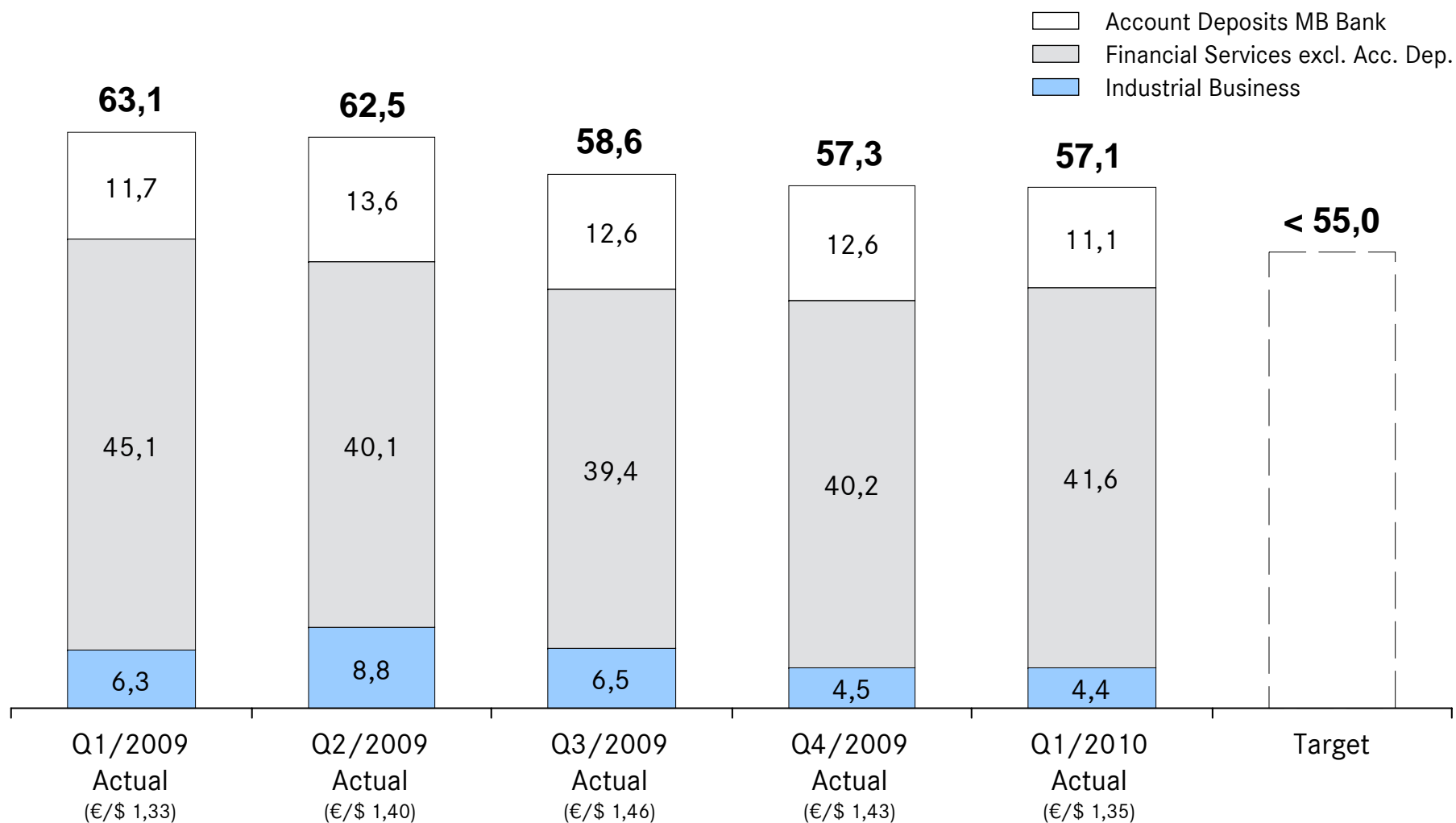
Account Deposits Development 2009–2010

- in billions of € -



Financing Liabilities Development 2009–2010

- in billions of € (nominal amount) -



Financing Liabilities Development 2009–2010

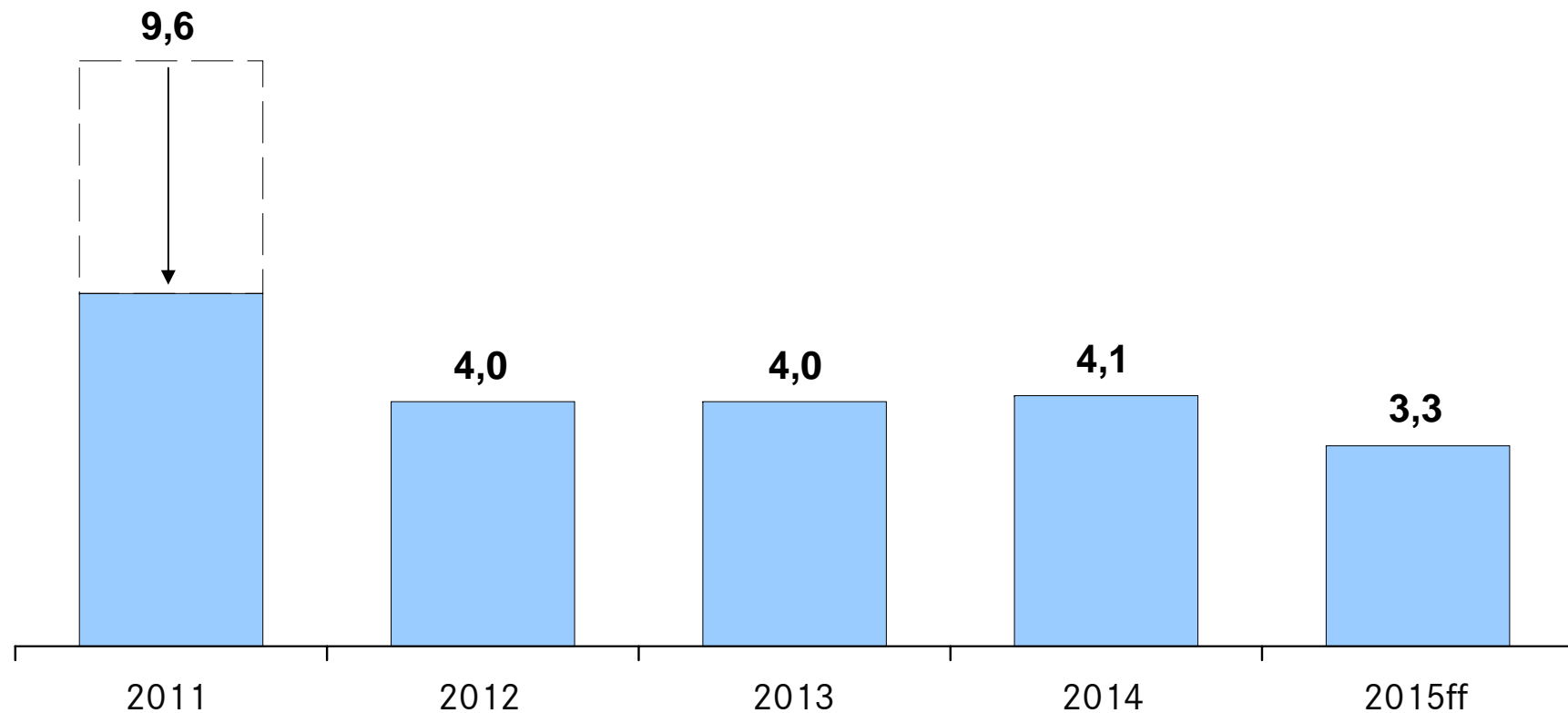
➤ Financing debt actively reduced by about €6 bn year-over-year

| In billions of € | Actual Q1 2009 | Actual Q1 2010 | Variance Q1 2009 vs. Q1 2010 |
|--|-------------------|-------------------|------------------------------------|
| Bonds | 32,9 | 30,1 | - 2,8 |
| Bank Loans | 14,6 | 13,3 | - 1,2 |
| Account Deposits | 11,7 | 11,1 | - 0,6 |
| ABS | 1,4 | 1,2 | - 0,2 |
| Commercial Paper | 1,5 | 0,1 | - 1,4 |
| Other | 0,9 | 1,3 | + 0,4 |
| Financing Liabilities (hedged nominal amount) | 63,1 | 57,1 | -5,9 |

Bond Maturities as of March 31, 2010

- in billions of € -

- Volume to be redeemed in 2011 depends on Industrial Free Cash Flow and growth of Financial Services portfolio

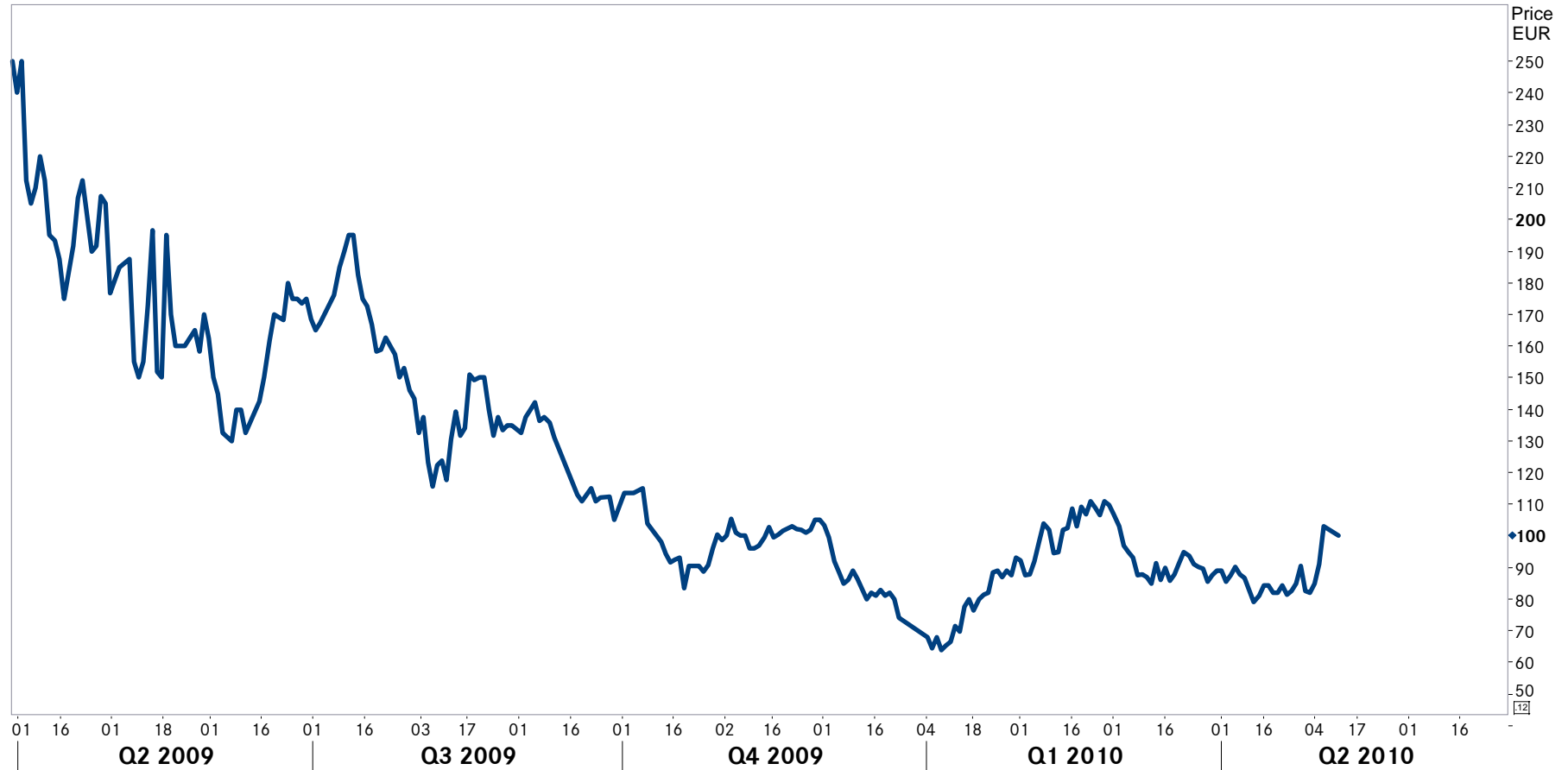


Daimler Bond Yields

- effective yield rates as of May 2010 -

| USD | | EUR | |
|---------------|-------|----------------|-------|
| March 2011 | 2,75% | March 2011 | 1,34% |
| November 2013 | 3,19% | July 2013 | 2,30% |
| | | September 2015 | 3,37% |
| | | January 2017 | 3,76% |

Daimler CDS 5 Years



Funding Principles

- ~**95%** of Funding applies to **Financial Services assets**, reflecting funding for our customers and dealers
- Based on such asset structure, the **following funding principles** are applied:
 - Liquidity matched funded
 - Interest rate matched funded
 - Currency matched funded
- Exceptions from these principles to be defined and closely monitored (e.g. interest mismatch in Euroland for Financial Services to benefit from steep yield curve)

Daimler is having a strong Balance Sheet

| - in billions of € - | Dec. 31, 2009 | Mar. 31, 2010 |
|----------------------------|---------------|---------------|
| Daimler Group | | |
| Equity ratio | 24.7% | 24.5% |
| Gross liquidity | 16.1 | 15.2 |
| Industrial business | | |
| Equity ratio | 42.6% | 41.0% |
| Net liquidity | 7.3 | 7.4 |

DAIMLER

We invented the car and the truck and are passionate about their future



DAIMLER

Mercedes-Benz SLS AMG



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Automotive Credit Conference 2010

Questions & Answers

London, May 20, 2010

Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including a lack of further improvement or a renewed deterioration of global economic conditions, in particular a renewed decline of consumer demand and investment activity in Western Europe or the United States, or a downturn in major Asian economies; a continuation or worsening of the tense situation in the credit and financial markets, which could result in a renewed increase in borrowing costs or limit our funding flexibility; changes in currency exchange rates or interest rates; the ability to continue to offer fuel-efficient and environmentally friendly products; a permanent shift in consumer preference towards smaller, lower margin vehicles; the introduction of competing, fuel-efficient products and the possible lack of acceptance of our products or services, which may limit our ability to adequately utilize our production capacities or raise prices; price increases in fuel, raw materials and precious metals; disruption of production due to shortages of materials, labor strikes, or supplier insolvencies; a further decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization programs at all of our segments, including the repositioning of our truck activities in the NAFTA region and in Asia; the business outlook of companies in which we hold an equity interest, most notably EADS; the successful implementation of the strategic cooperation with Renault, changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending governmental investigations and the outcome of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk Report” in Daimler’s most recent Annual Report and under the headings “Risk Factors” and “Legal Proceedings” in Daimler’s most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission. If any of these risks and uncertainties materialize, or if the assumptions underlying any of our forward-looking statements prove incorrect, then our actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements. Any forward-looking statement speaks only as of the date on which it is made.