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13. German & Austrian Corporate Conference

Daimler Trucks

Frankfurt, 21th May 2010
Andreas Renschler

Mercedes-Benz FUSO FREIGHTLINER WESTERN STAR THOMAS BUILT BUSES DETROIT DIESEL

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Agenda

1) Macro-economic Environment

2) Daimler Trucks – Status Quo / Outlook

3) Daimler Trucks – Strategy “Global Excellence”

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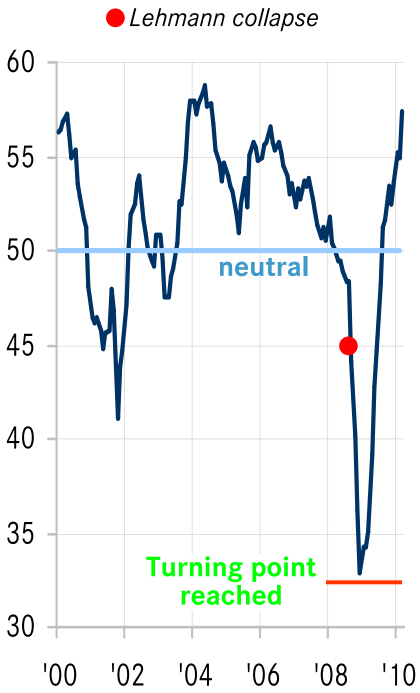
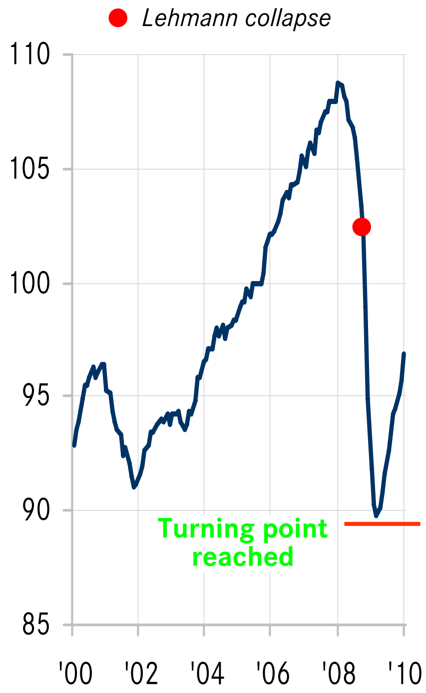
In Q1/2010 “Good News”: Macroeconomic turning points reached

Stock markets
Dow Jones

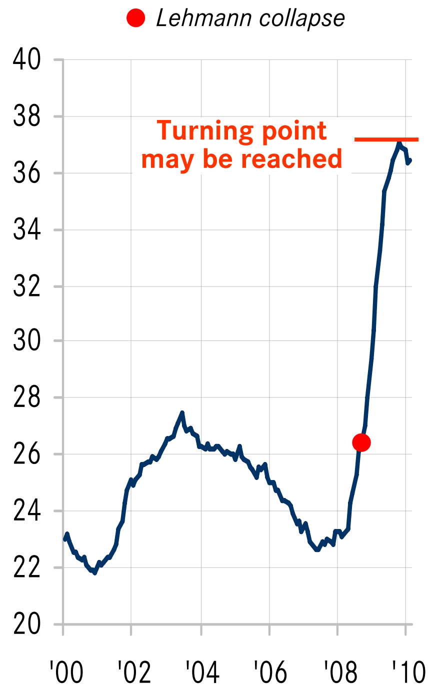
Business sentiment
PMI[1)], Triad, manufacturing



Production
OECD, mfg., 2005 = 100



Unemployment
Triad, in million



Financial market | Confidence | Real economy | Labor market

N.B: PMI = Purchasing Managers‘ Index; Source: Individual Publications (03/2010)

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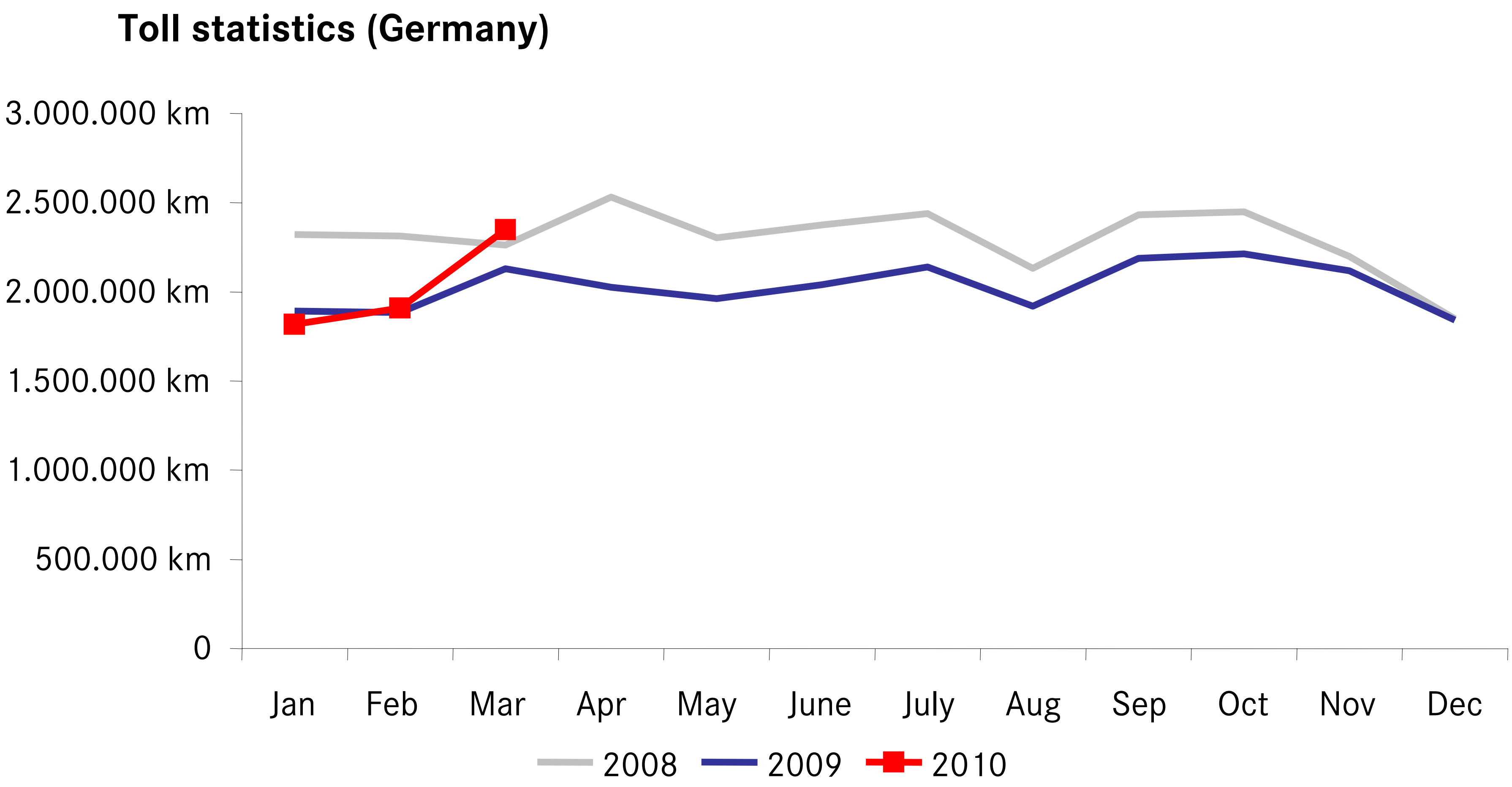
Truck industry shows recovery:
Positive development of business climate...

SCI Logistics Barometer (Germany)

N.B: Comparable to “ifo Business Climate” Index, but with focus on transport business; Source: www.sci.de

…Rising transports on German highways in March 2010



N.B: km = Driven kilometers on highways, charged by Toll Collect; Source: Bundesamt für Güterverkehr, 03/2010

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Daimler Trucks Q1/2010: Positive development, Sales increase: +8%, Positive EbIT: 130 mill.€

Trucks

	Q1/2009 Actual	Q1/2010 Actual	Delta `10 vs. `09
Group Sales (units in ‘000)	65.405	70.557	+5.152
Revenues (in mill.€)	4.918	4.873	-45
EbIT (in mill.€)	-142	130	+272
EbIT w/o SRI (in mill.€)	-97	146	+243
RoS (in %)	-2,9%	2,7%	+5,6%-pts

N.B: Figures may not tie due to rounding

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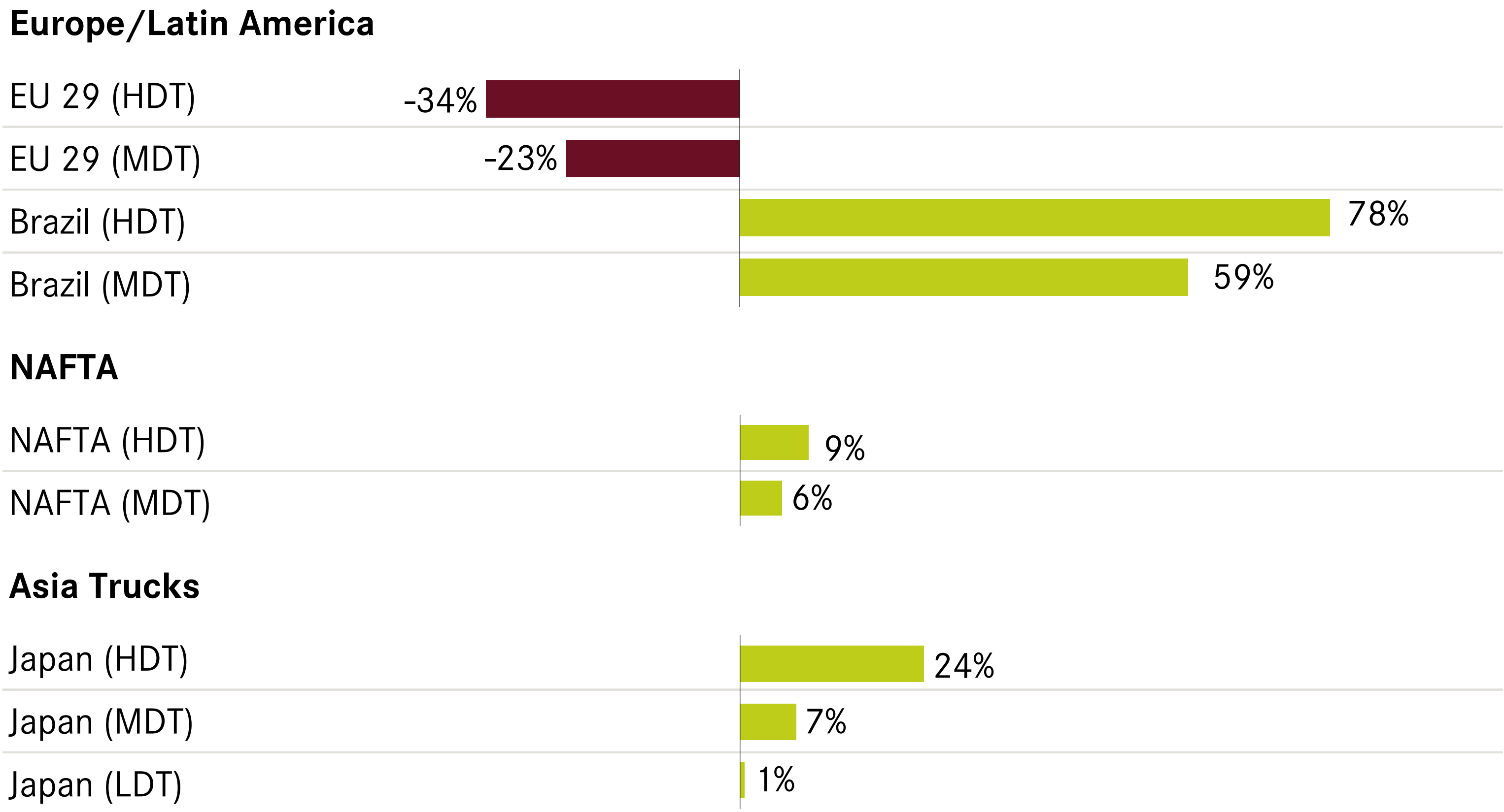
Market recovery visible, Strong increase in Brazil, NAFTA and Japan with uptrend

Deviation Core Markets
YTD 03/2010 vs. YTD 03/2009



Sales increase +8%, All Operating Units with positive development

Sales (in units)

	Actual Q1/09	Actual Q1/10	Delta (in %) Act. ´10 vs. Act.´09
Mercedes-Benz Trucks EU/LA	23.136	25.574	+11%
Western Star / Freightliner Trucks NAFTA	17.172	17.919	+4%
FUSO Trucks Asia	25.097	27.064	+8%
Daimler Trucks	**65.405**	**70.557**	**+8%**

Trucks EU/LA:
- Strong increase in Brazil (+81%)
- Decline in Western European mainly driven by Germany
- Eastern Europe increasing due to Turkey

Trucks NAFTA:
- Moderate recovery from low level

Trucks Asia:
- Indonesia as main driver for sales increase
- Better performance of most international markets
- Decline in domestic market Japan

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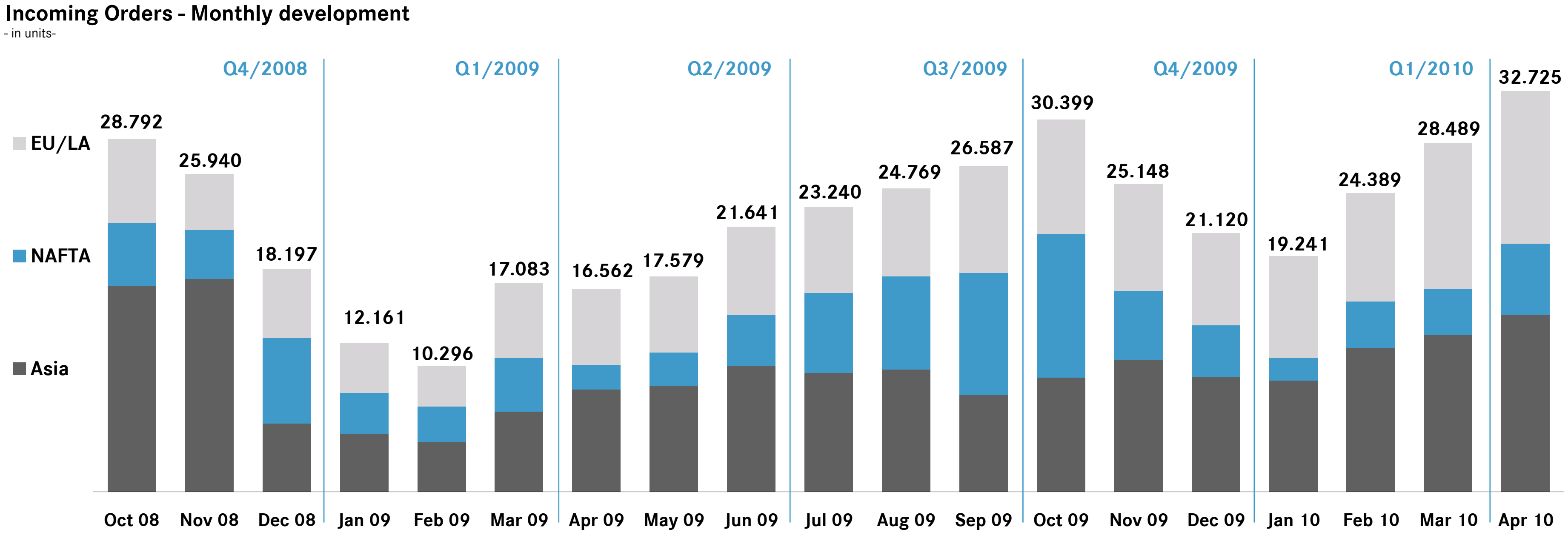
Order Intake shows continuous increase, April 2010 strongest month since August 2008



Daimler Trucks – Outlook Total Year 2010

Truck Markets

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

Sales

- Sales 2010 expected to increase from low level
- Main driver: Increased demand in Latin America, Market recovery in North America and Japan

EBIT

- Profit of 500 – 700 mill.€ expected
- Main driver: Ongoing repositioning and efficiency programs, Slight volume growth

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Daimler Trucks Strategy: Global Excellence

Overall Vision:

"We are No. 1 in the global Truck business, create superior value for our customers and are benchmark for quality and profitability"

Pillars

1. Management of Cycles
2. Operational Excellence
3. Growth and Market Exploitation
4. Future Product Generations

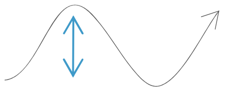
Effectiveness & Efficiency

Strategic Growth & New Products

Production flexibility & “Kurzarbeit”: Winning combination

Flexible working hours

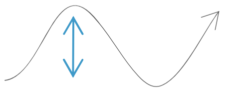
+300 hours



-300 hours

Flexible cycle time

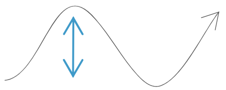
430 units/day



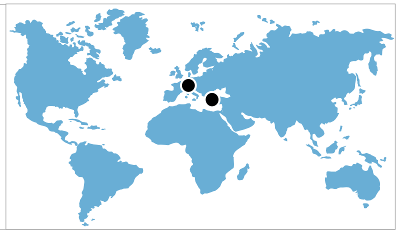
300 units/day

Flexible network

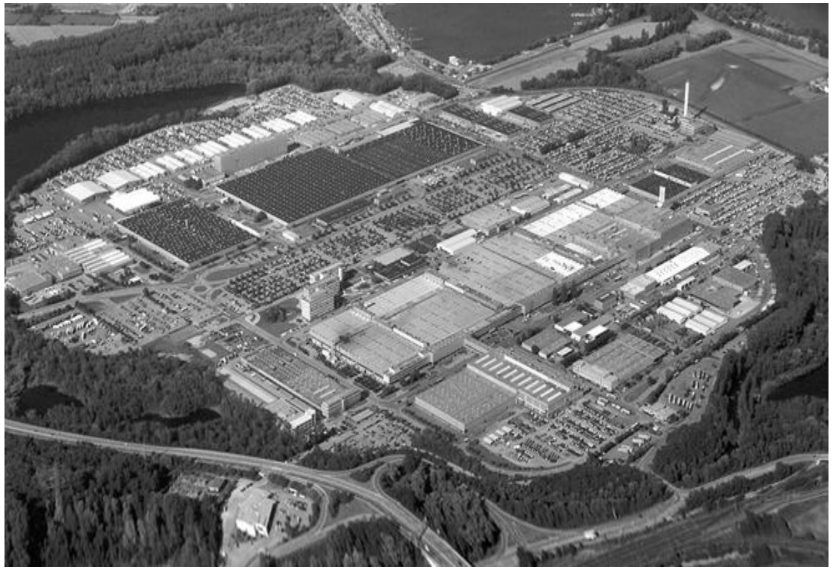
Wörth



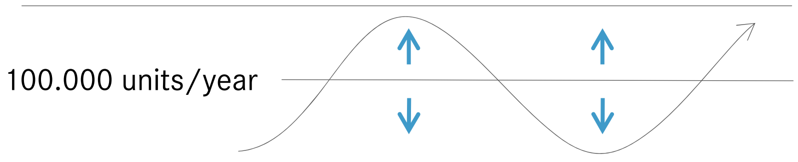
Aksaray



Success factor flexibility*



120.000 units/year



70.000 units/year

* Wörth Plant

Regional programs implemented

Scope 2009/
Further improvements 2010 and 2011

Daimler Trucks EU/LA

Contingency Program Mercedes-Benz Aggregates & Trucks

- Flexibility in
  - Working hours
- Flexibility in
  - Cycle time
- Inclusion of all Subunits and R&D, Cross functions and HQ
- Fixed cost reduction

Daimler Trucks NAFTA

Repositioning Program
DTNA Repositioning

- Two brand strategy
- Adjustment of plant capacity to longterm market demand
- Direct material cost optimization
- New plant in Saltillo, Mexico
- Lean production

2010: 600 mill. US$ (acc.)
480 mill. €

2011: 900 mill. US$ (acc.)
720 mill. €

Daimler Trucks Asia

Realignment Program
Fuso Realignment

- Streamlining product portfolio
- Realignment of manufacturing operations
- Streamlining Japan retail network and enhancing international after sales
- Material cost optimization
- Fixed cost reduction

2010: 594 Oku Yen (acc.)
450 mill. €

2011: 1,003 Oku Yen (acc.)
760 mill. €

BRIC strategy with tailor-made approaches

Status Quo →

Brazil

Top position in truck market

- Further strengthen market position
- Integration into international network
  - Components
  - Products
- Capacity increase


Russia

Partnership with Kamaz

- Cooperation with HDT market leader to enter Russian volume market
- JV “Fuso Kamaz Trucks Rus”
- JV “MB Trucks Vostok”
- MoU: Stake increase in Kamaz


India

Market entry realized

- Market entry in volume truck segment
- Tailored to Indian market
- Construction work ongoing
- Test ground opened
- New brand

China

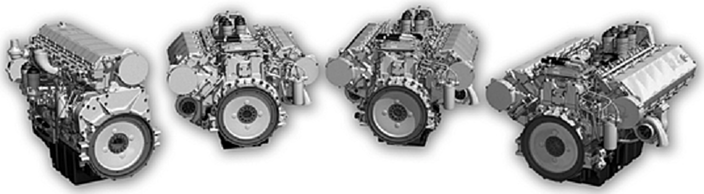
LoI with Foton

- Decision for JV between Daimler and Beiqi Foton affirmed in LoI
- Shareholder structure 50:50
- JV focus on production of medium/ heavy-duty trucks and technology exchange


Strategic Direction →

Brazil	Russia	India	China
Strengthening of **leadership position** in truck market	**“Create Russian champion”** with clear focus on trucks	“Driving the future” of Daimler Trucks by **entering the Indian mass market**	Entry into big volume CV market China **with strong local partner**

Organic growth: Off-highway business & services



Signing Ceremony in Friedrichshafen, December 4th, 2009

Tognum

1. Leadership in product innovation
2. Broadening business and customer portfolio
3. Integrating system and service offerings

Daimler Trucks

1. Protection of core business
2. Realize further growth potentials

Strategic direction of Tognum

- Line extensions (<500 kW, Tractor)
- Growth in Oil & Gas Segment

Alignment

Strategic direction of Daimler Trucks "off highway"

- Entry into new segments, i.e. Tractors"
- Introduction clean technology to Off-Highway

Commonality: New Heavy Duty Engine Generation

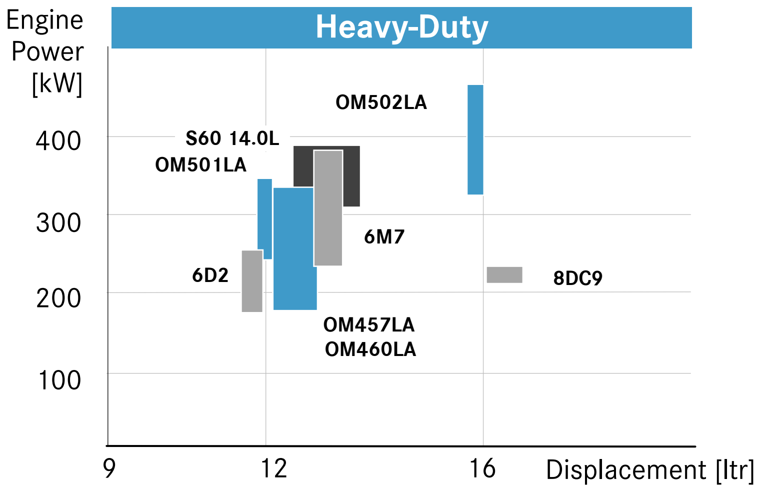
PAST
4 Engine Families / 4 Production Sites

FUTURE
1 New Engine Generation / 2 Production Sites

Opportunities and Challenges:

- Economies of scale
- Balanced global value streams
- Standardized and scalable production network
- Overall product specifications are driven by strongest regional emission requirements

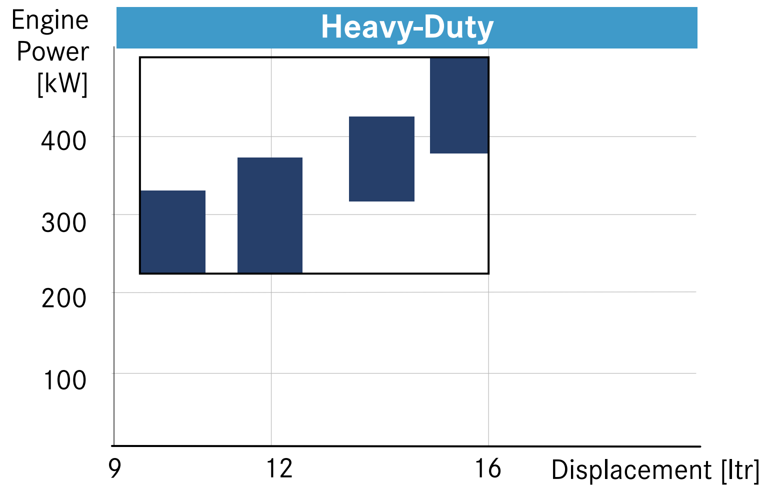
Current Engine Portfolio



Multiple engine series in same segments

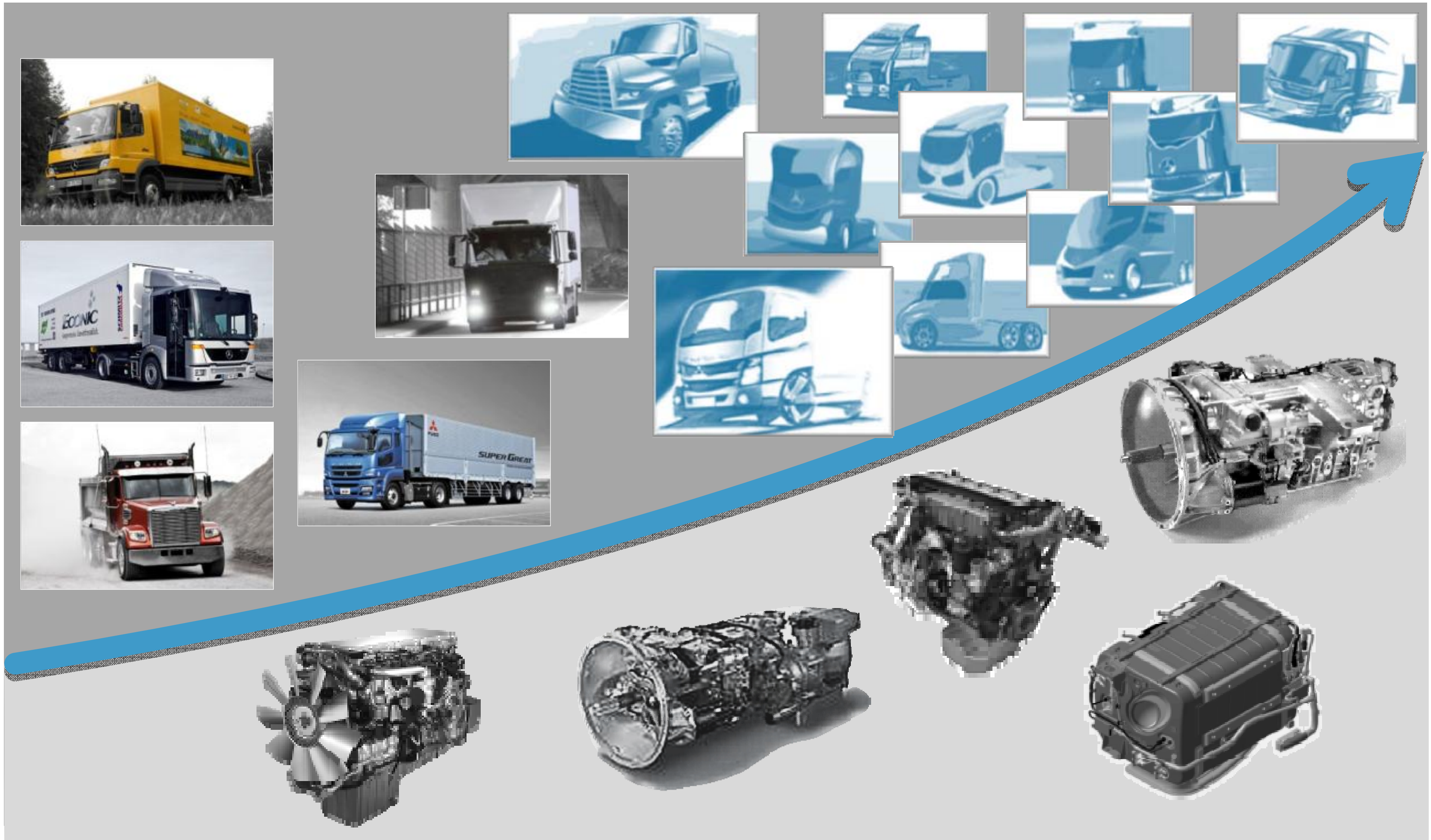
Mercedes-Benz DETROIT DIESEL FUSO

Future Engine Portfolio



One platform, different number of engine series

Most comprehensive product launch ever



2010

Shaping Future Transportation: Safe & Clean

Shaping Future Trans-portation

→ SafeDrive Technologies


Daimler Trucks leading in industry

- >10,000 Active Brake Assist system in customer use
- >110,000 assistance systems on the road

→ CleanDrive Technologies

Daimler Trucks as market leader

- > 280,000 vehicles with SCR technology
- >13,000 vehicles with alternative drivetrain

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Thank you very much for your attention!