

DAIMLER

“GET to 8”

Daimler Trucks’ Path to Profitable Growth

Daimler Trucks and Daimler Buses Division Day

Wörth, 30th November 2010

Andreas Renschler, Head of Daimler Trucks and Daimler Buses



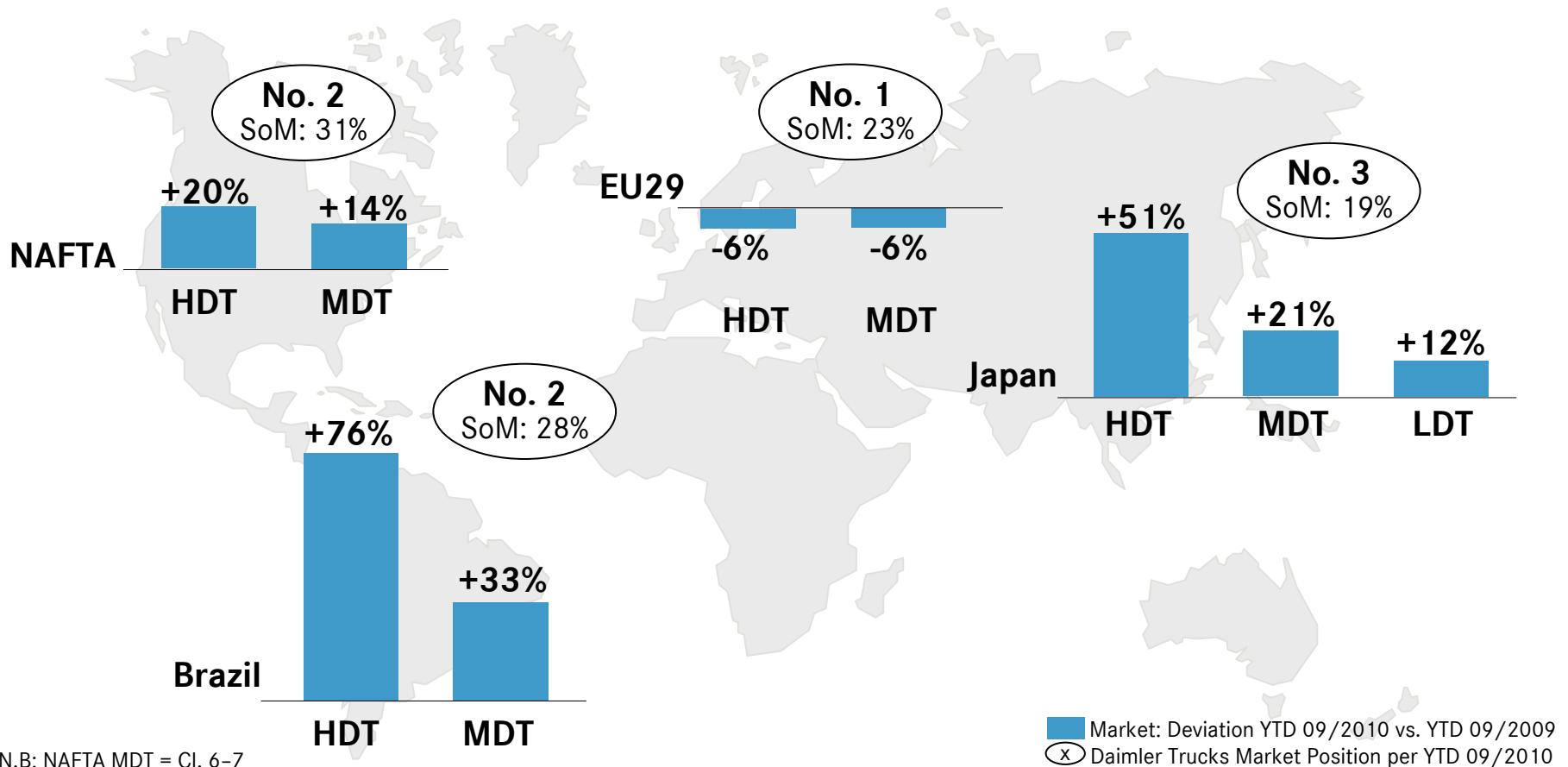
- **Current performance**
- **GET to 8**
- **Changing truck industry**
- **Global Excellence**
- **Outlook 2011**



Current performance

Worldwide growth of truck markets, Daimler Trucks with leadership position

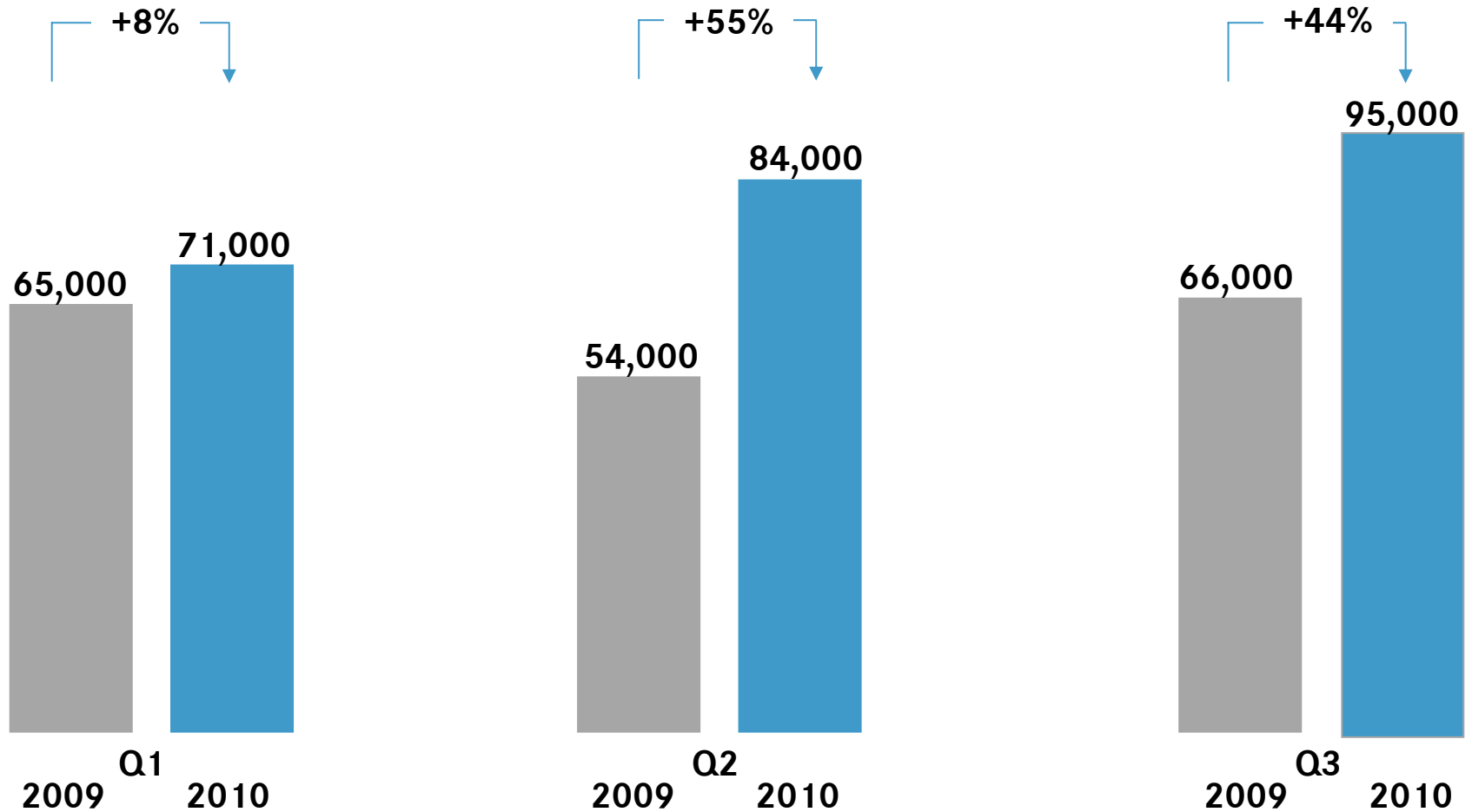
Market / Market Position



N.B: NAFTA MDT = Cl. 6-7

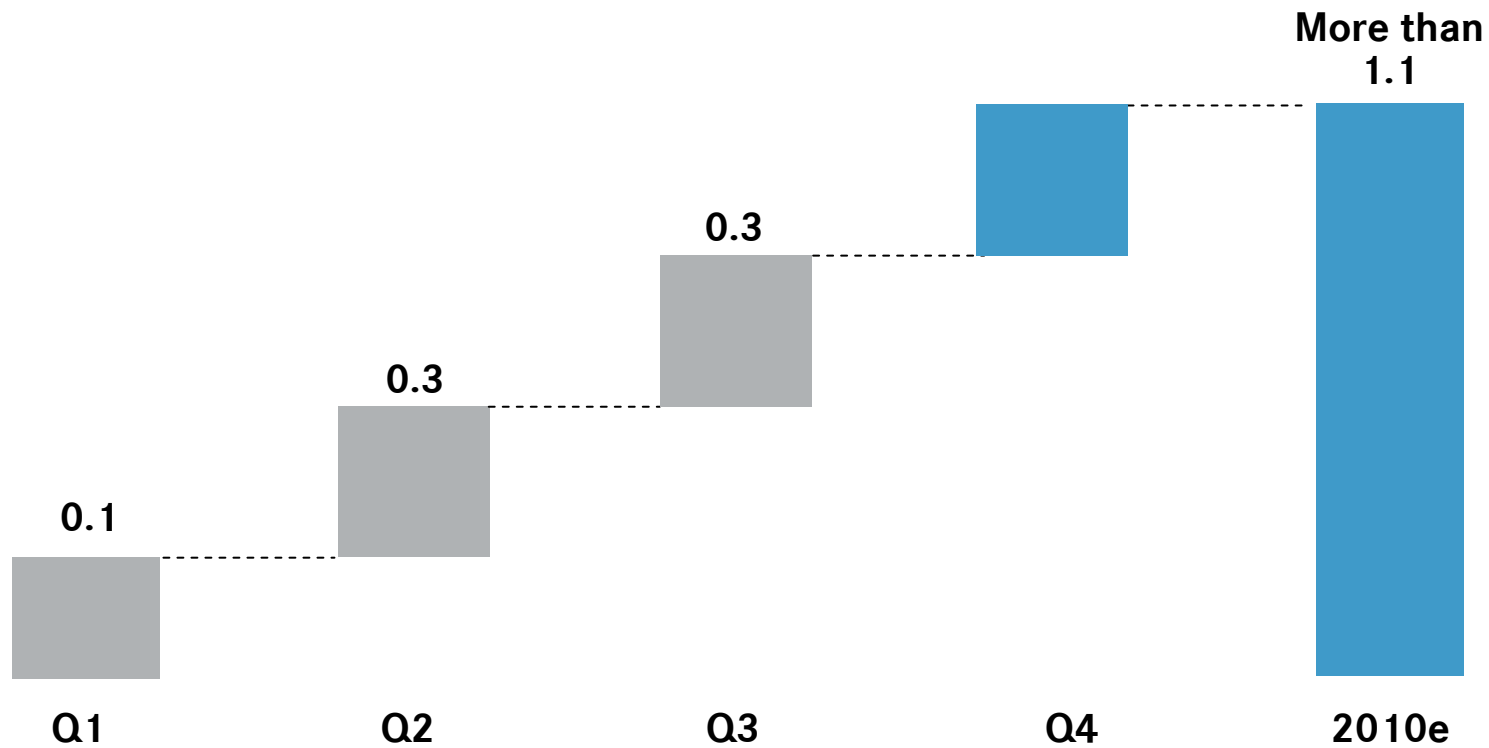
Daimler truck sales significantly increasing, Per Q3/2010: +34%

Sales (in units)



Performance mainly driven by higher volume and cost improvements

EbIT from ongoing business (in bill.€)





GET to 8

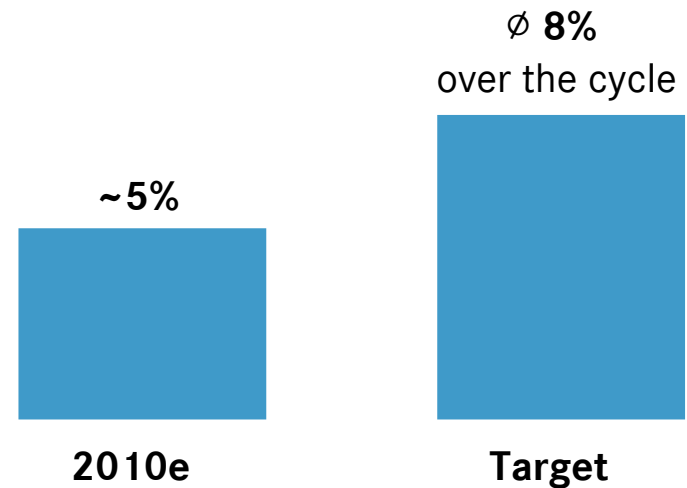
“GET to 8”, Target = 8% RoS over the cycle

Vision / Target

Vision

“We are No. 1 in the global truck business, create superior value for our customers and set the benchmark for quality and profitability”

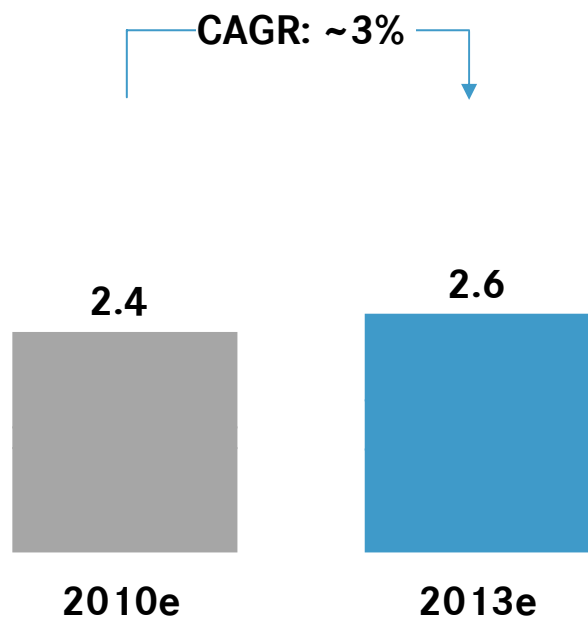
RoS



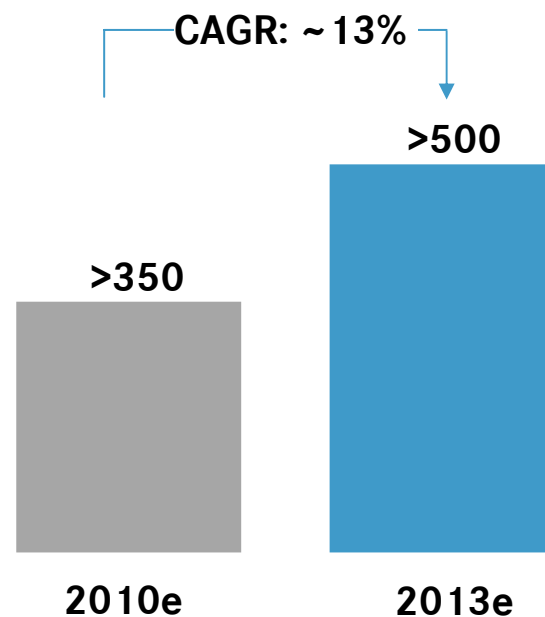
Target: >500,000 units in 2013

Market / Sales - Forecast

Global Truck Market HDT/MDT (in mill. units)

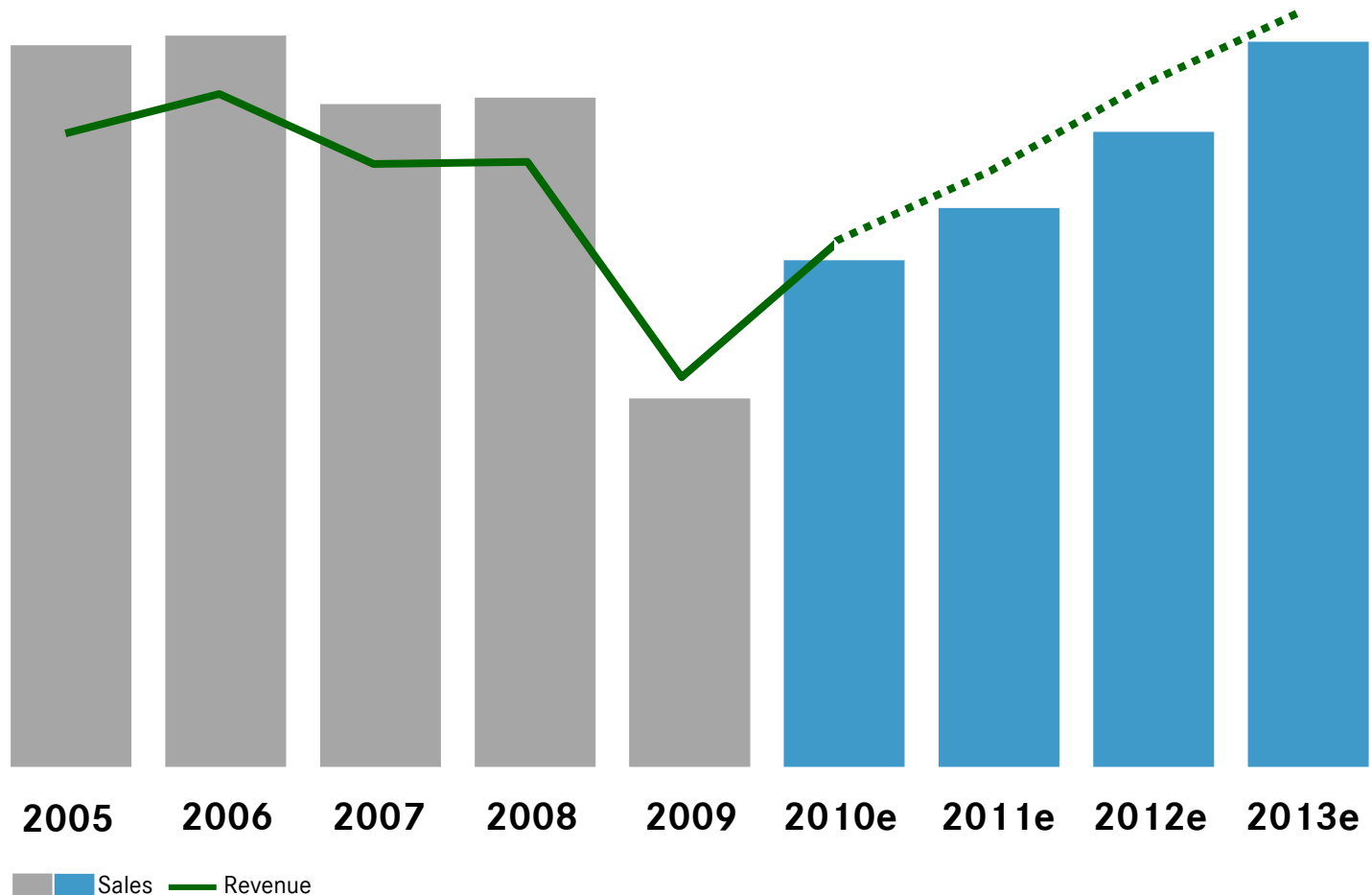


Daimler Trucks - Sales (in '000 units)



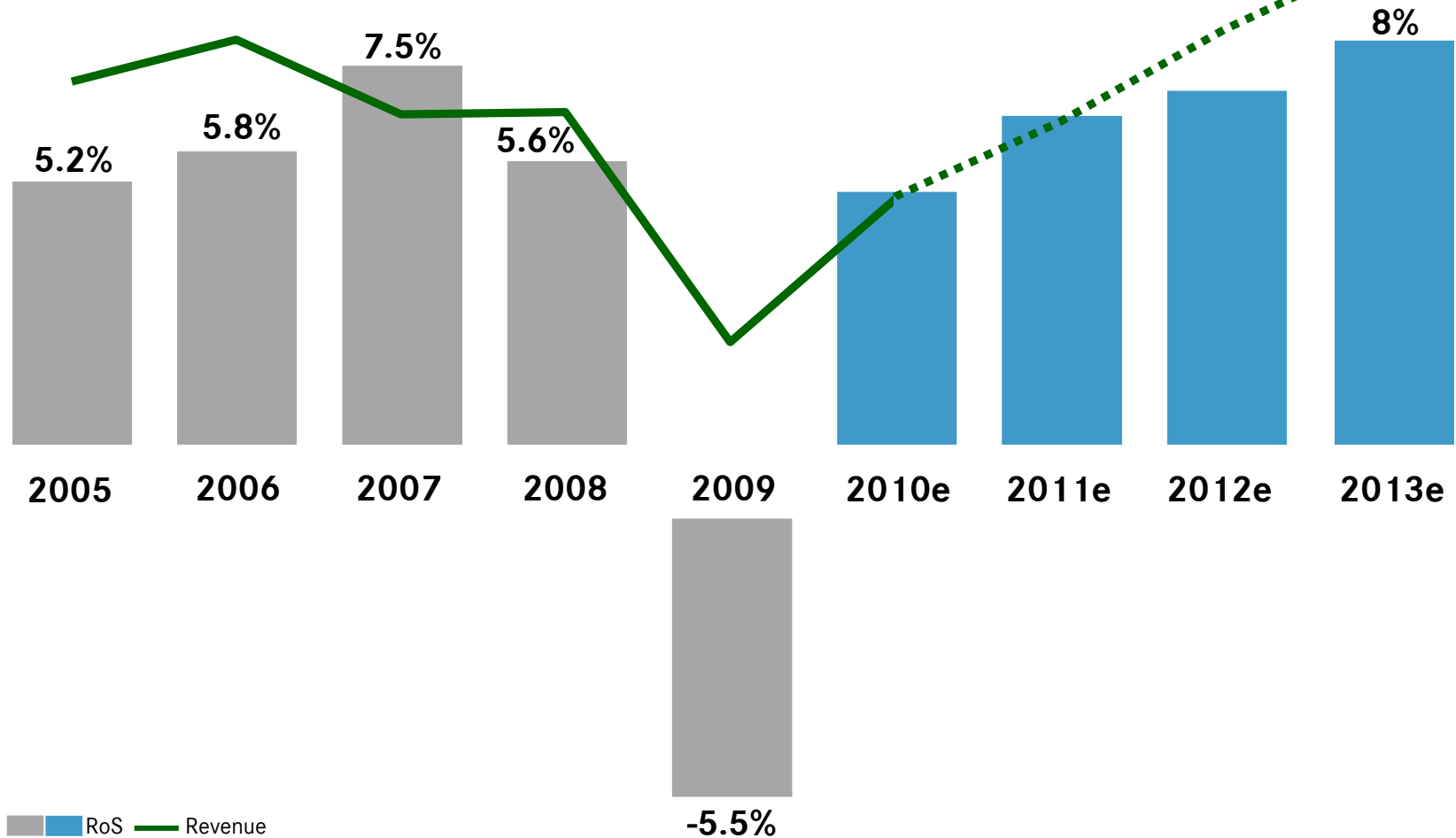
Development of revenue in line with sales

Revenue / Sales - Forecast

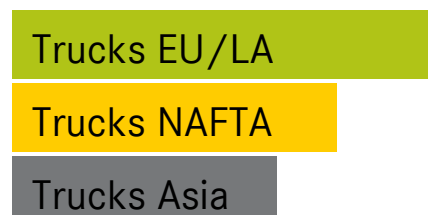
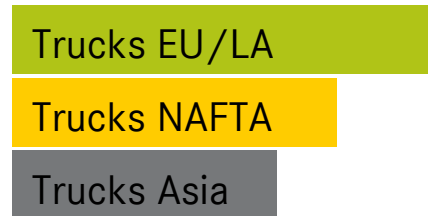
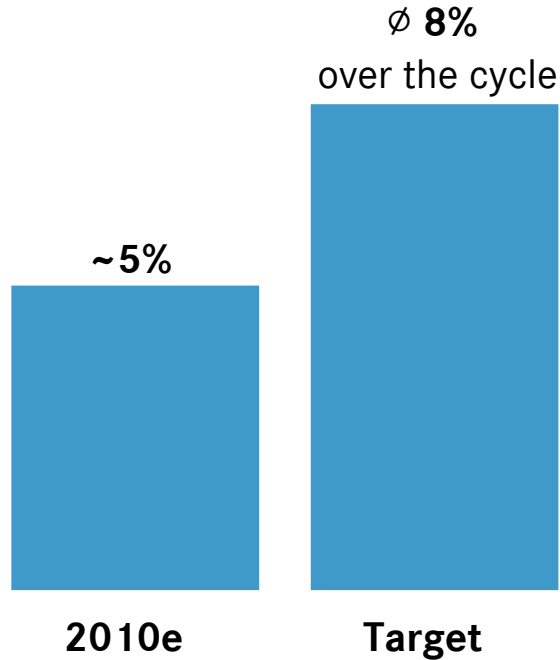


Daimler Trucks is determined to reach 8% RoS in 2013

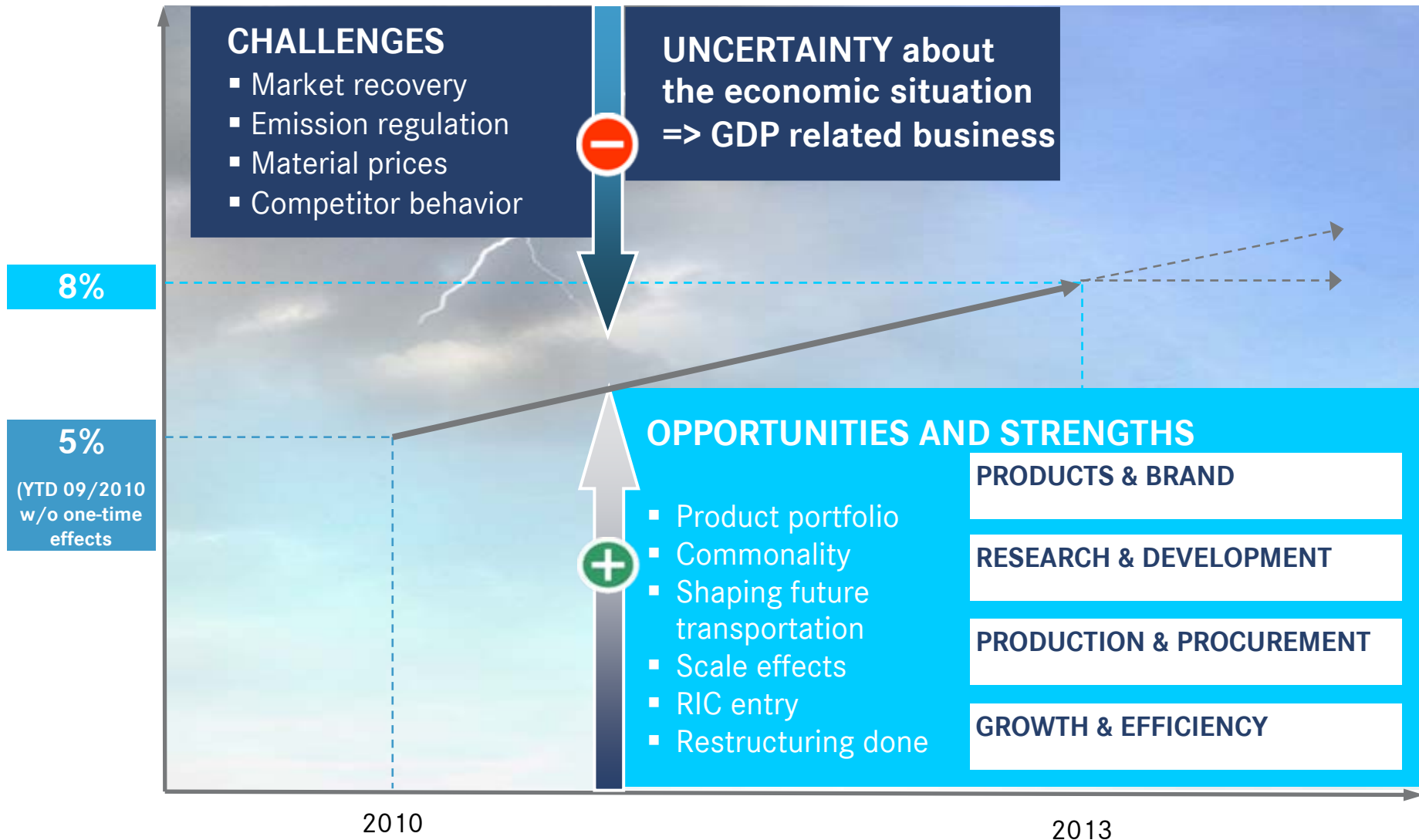
Revenue / RoS - Forecast



“Regional Champion” approach



Safeguarding our earnings in a difficult environment





*Changing
truck industry*

New challenges in environment

Industry Environment

1 Changing Market Situation:

—> Triad and (B)RIC

2 Legislation:

—> More severe emission regulations

3 New Customer Requirements:

—> “Integrated Truck”





Global Excellence

“Global Excellence” as underlying strategic program

Global Excellence - Pillars



Winning combination: Production flexibility & “Kurzarbeit”

Down-/Upcycle Management

Crisis Management

Flexibility



Recovery Management

Capacity adjustments by usage of flexible working hours, flexible cycle time and flexible network

„Kurzarbeit“



End of “Kurzarbeit” in all German production locations (rescinded by latest 30.06.2010)

Efficiency programs are on track or outperforming

Efficiency Programs

Daimler Trucks **EU/LA**



TruckPlus Next Generation

Daimler Trucks **NAFTA**



Repositioning Program DTNA Repositioning

2010: 600 mill. US\$ (acc.)

2011: 900 mill. US\$ (acc.)

Daimler Trucks **Asia**



Realignment Program Fuso Realignment

2010: 594 Oku Yen (acc.)

2011: 1,003 Oku Yen (acc.)

Significant ramp-up in RIC, Capacity increase in Brazil

BRIC



India activities according to plan, DICV products with one family design under a new brand

India – Status Quo / Next Steps

DICV products derived from global brands ...



Mercedes-Benz
Axor base



Fuso
Canter base

... offering strong value proposition

- Lower Total Cost of Ownership (TCO)
- High Quality & Reliability
- Environment Friendliness & High Safety
- High Driveability

Signing of Joint Venture contract with Foton (July 2010)

China – Status Quo / Next Steps

CHINA DAILY

Daimler in truck deal with Foton



THE WALL STREET JOURNAL

Daimler, Beiqi Foton Ink Deal On China Truck Joint Venture

Next Steps

- Start engine industrialization and deployment of personnel to China
- Conclusion of agreements supplementing signed Joint Venture Contract
- Move designated joint management to HQ Foton /to New HQ JV

Most comprehensive product launch ever...



Coronado



Canter



Atego (12t HEV)



New Atego/Axor



Super Great



Fighter



2010

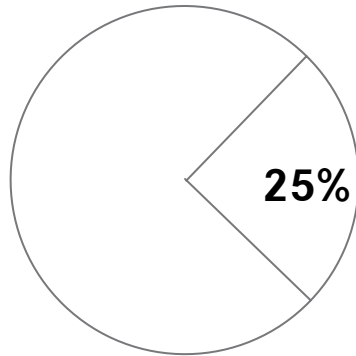
2011 - 2013

... supported by comprehensive service portfolio

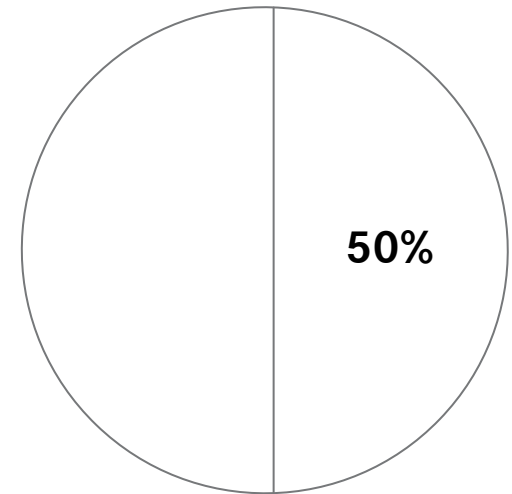
Value Drive

Share of Service Volume
(per € of revenue generated)

Status Quo
→



2030 Outlook
→

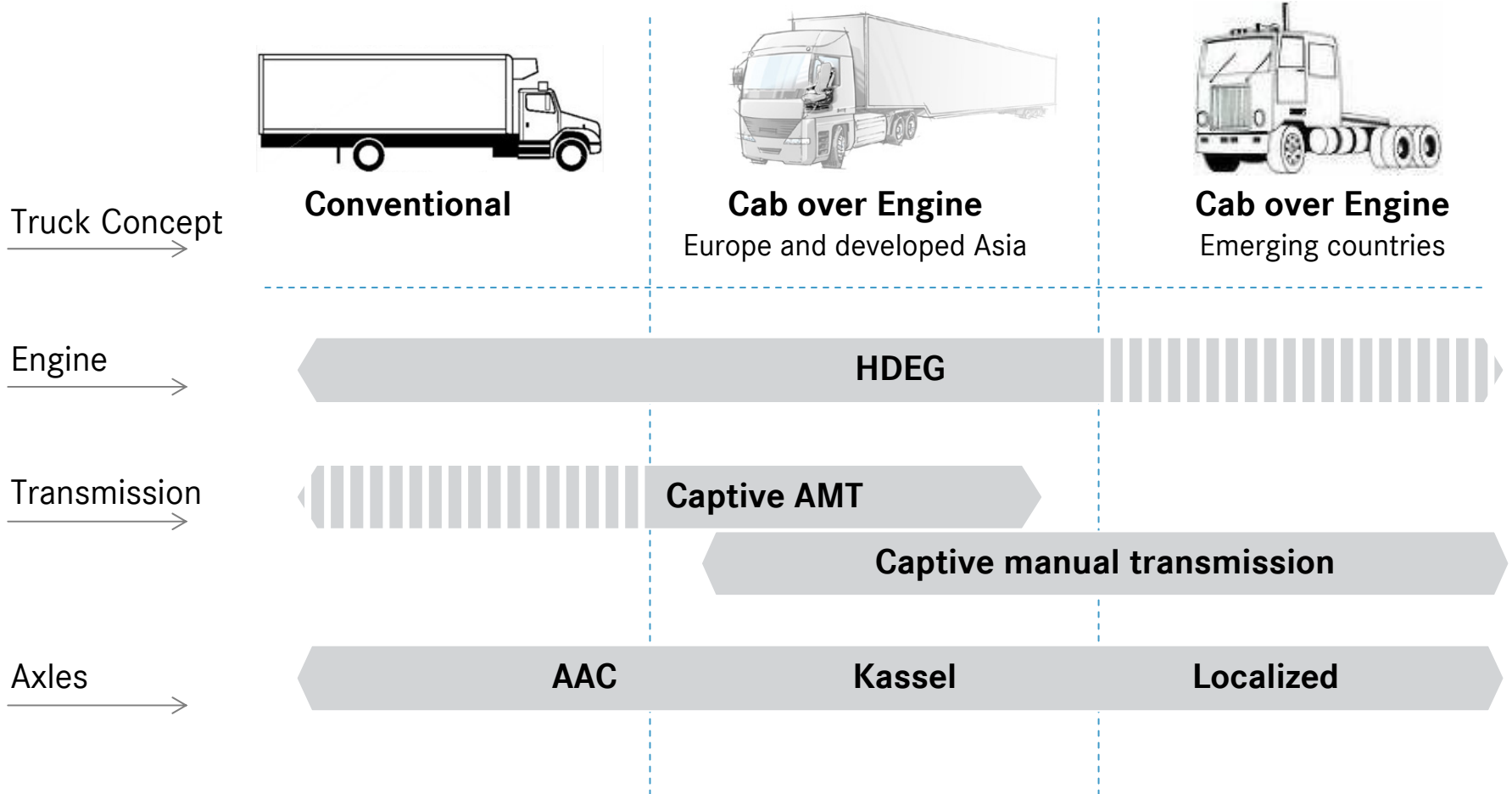


Service Portfolio Daimler Trucks



Commonality – Modular truck concept: Unified aggregates for different truck concepts

Commonality



Successful implementation of Global Excellence program, Results clearly visible

Effectiveness & Efficiency



Down-/Up-cycle management

- Crisis management performed
- Flexibility instruments used

Organizational optimization realized

- Efficiency programs implemented
- Lean organization underway

Growth & Products



Growth underway

- Exploitation of Triad
- Realization of RIC market entry
- Next 11 in focus

Global product push

- Launch of new products world-wide
- Comprehensive service portfolio
- Leadership in commonality



Outlook 2011

2011 EBIT significantly higher compared to 2010 EBIT

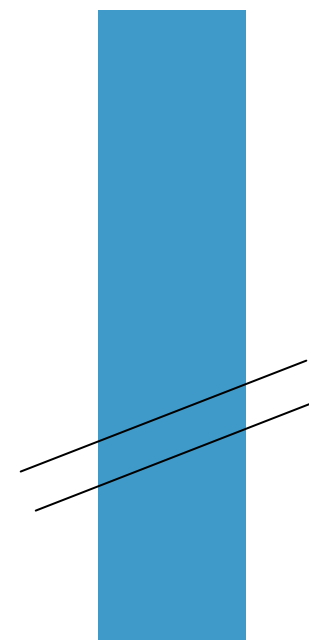
Ebit from ongoing business (in bill.€)

More than
1.1 bill.€



2010e

- + Market
- + Product Portfolio
- + After Market / Service
- + Efficiency
- Higher Capex and R&D
- Higher raw-material prices



2011e

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 renewed 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-Nissan, 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.

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