

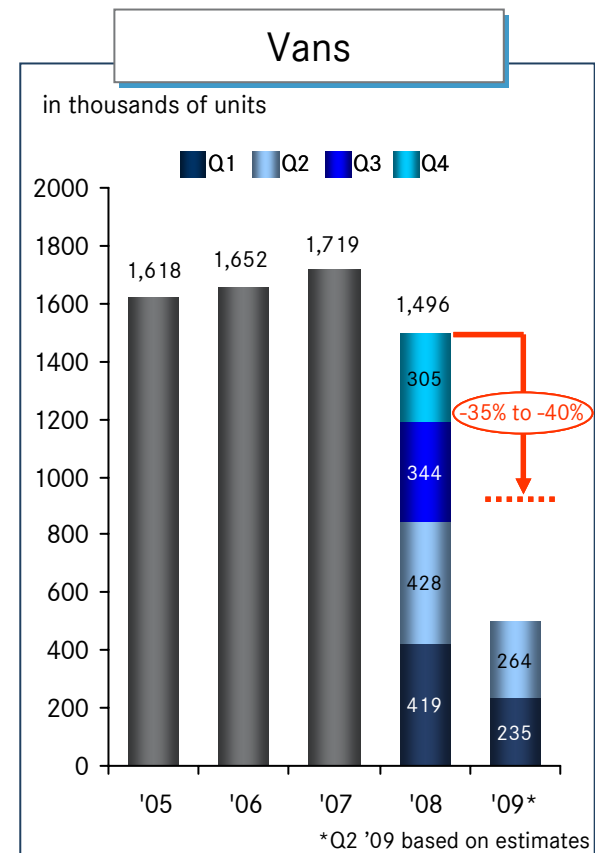
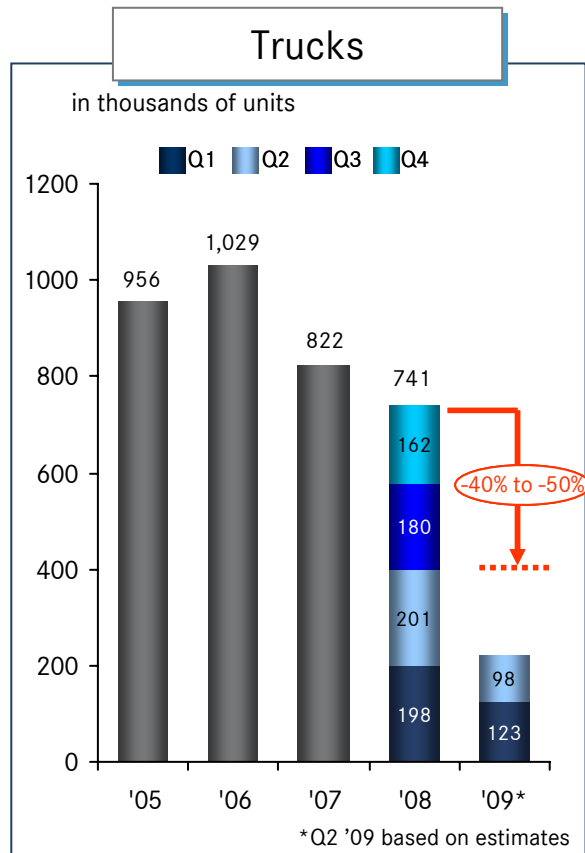
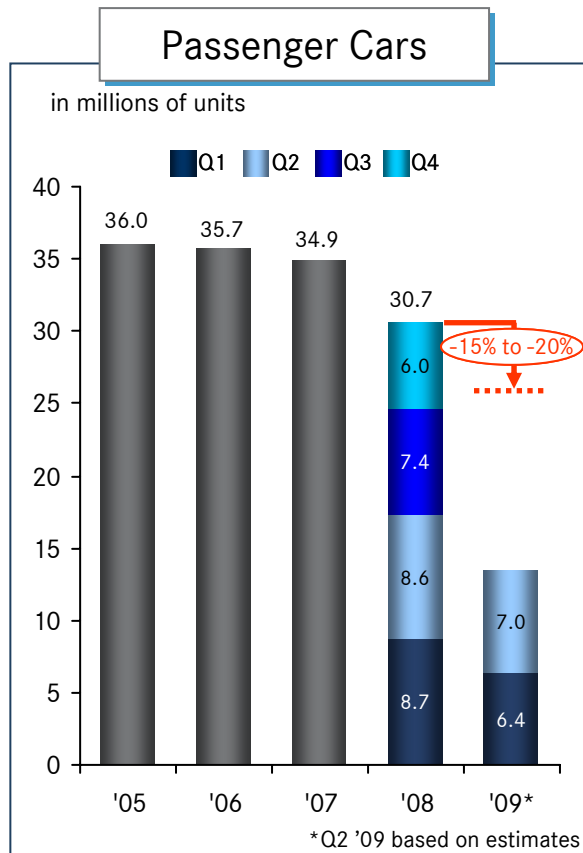
DAIMLER

UniCredit Group – German Investment Conference

Dr. Michael Muehlbayer
Senior Vice President
Investor Relations & Treasury

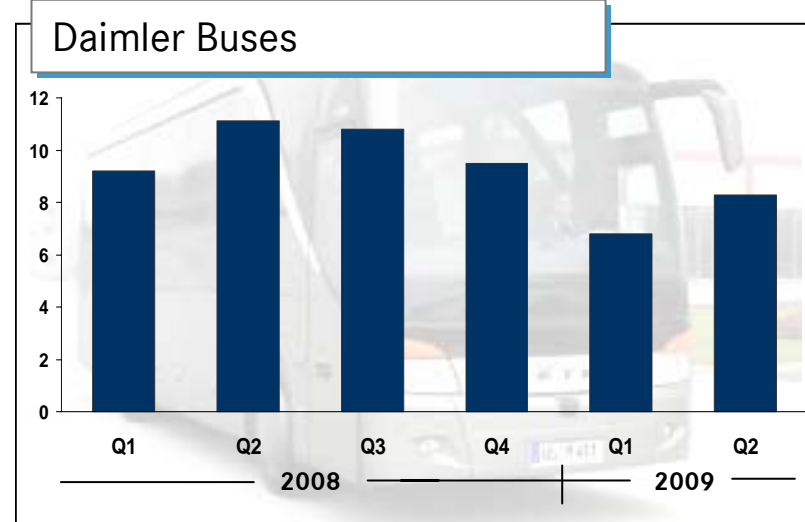
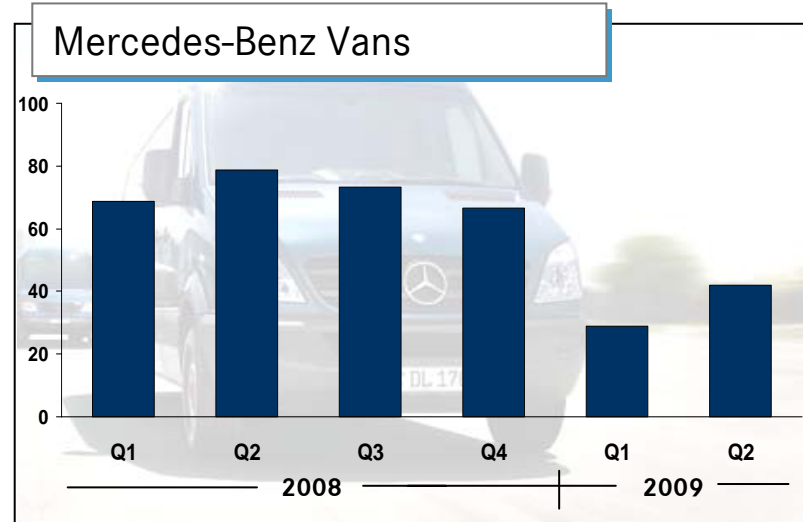
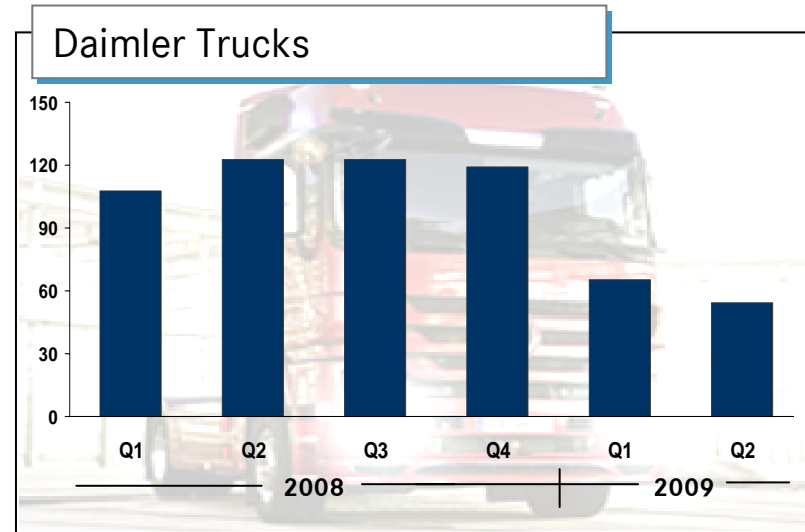
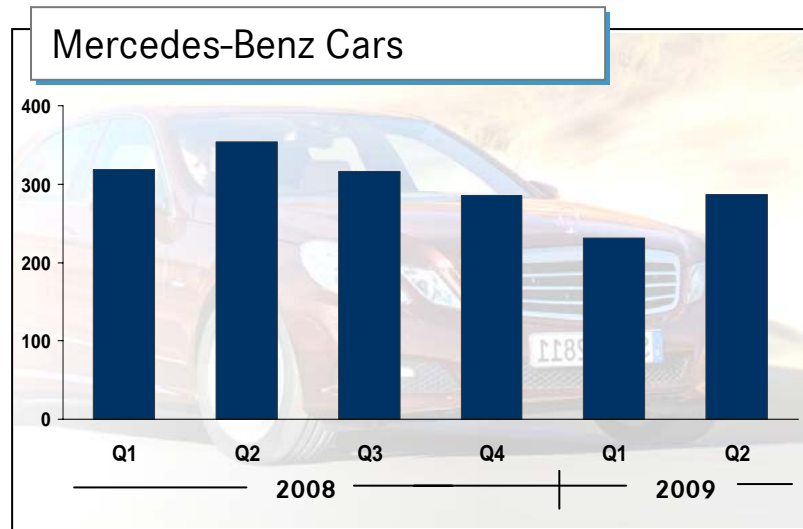
Munich, September 24, 2009

Automotive market slump in triad markets



Declining sales stabilizing at low level

- Group sales in thousands of units -



Key financials

- in billions of € -	Q1 2009	Q2 2009
Revenue	18.7	19.6
EBIT	(1.4)	(1.0)
EBIT excluding special reporting items	(1.4)	(0.4)
Net profit	(1.3)	(1.1)
Free cash flow industrial business (Jan - Mar/ Mar - Jun)	(1.1)	1.4

Significant improvement in Group EBIT from ongoing business

- in billions of € -	Q1 2009	Q2 2009
EBIT Daimler Group (as reported)	(1.4)	(1.0)
EBIT (excluding special reporting items)		
- Group	(1.4)	(0.4)
- Mercedes-Benz Cars	(1.1)	(0.3)
- Daimler Trucks	(0.1)	(0.3)
- Mercedes-Benz Vans	(0.1)	(0.0)
- Daimler Buses	0.1	0.0
- Daimler Financial Services	(0.2)	0.1

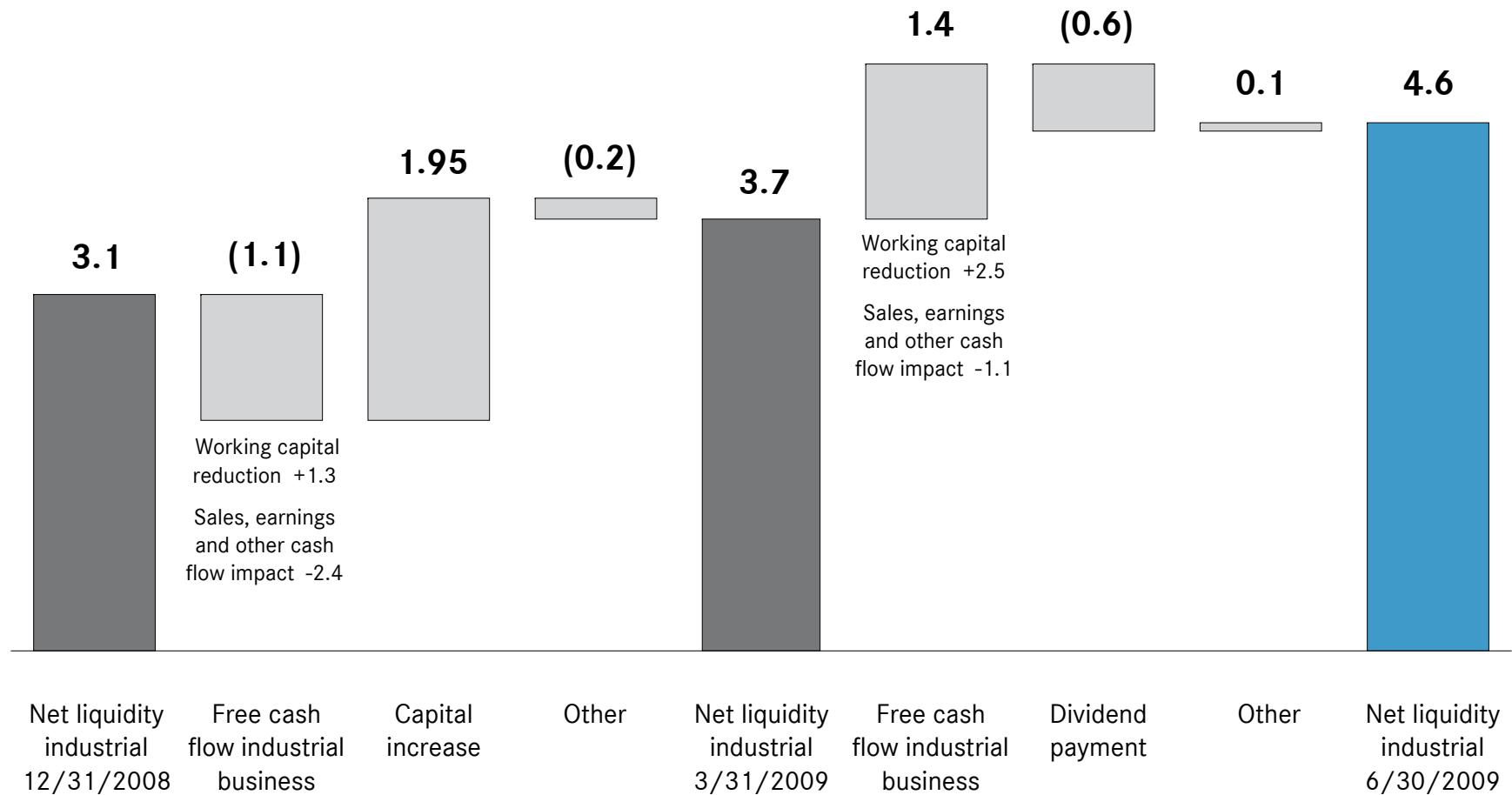
Key balance-sheet and financial figures

- in billions of € -	Dec. 31, 2008	March 31, 2009	June 30, 2009
Daimler Group			
Equity ratio	24.3%*	23.8%	23.3%
Gross liquidity	8.0	16.7	18.8
Industrial business			
Equity ratio	42.7%*	42.1%	39.8%
Net liquidity	3.1	3.7	4.6

* Excluding dividend payment

Changes in net liquidity – industrial business

– in billions of € –



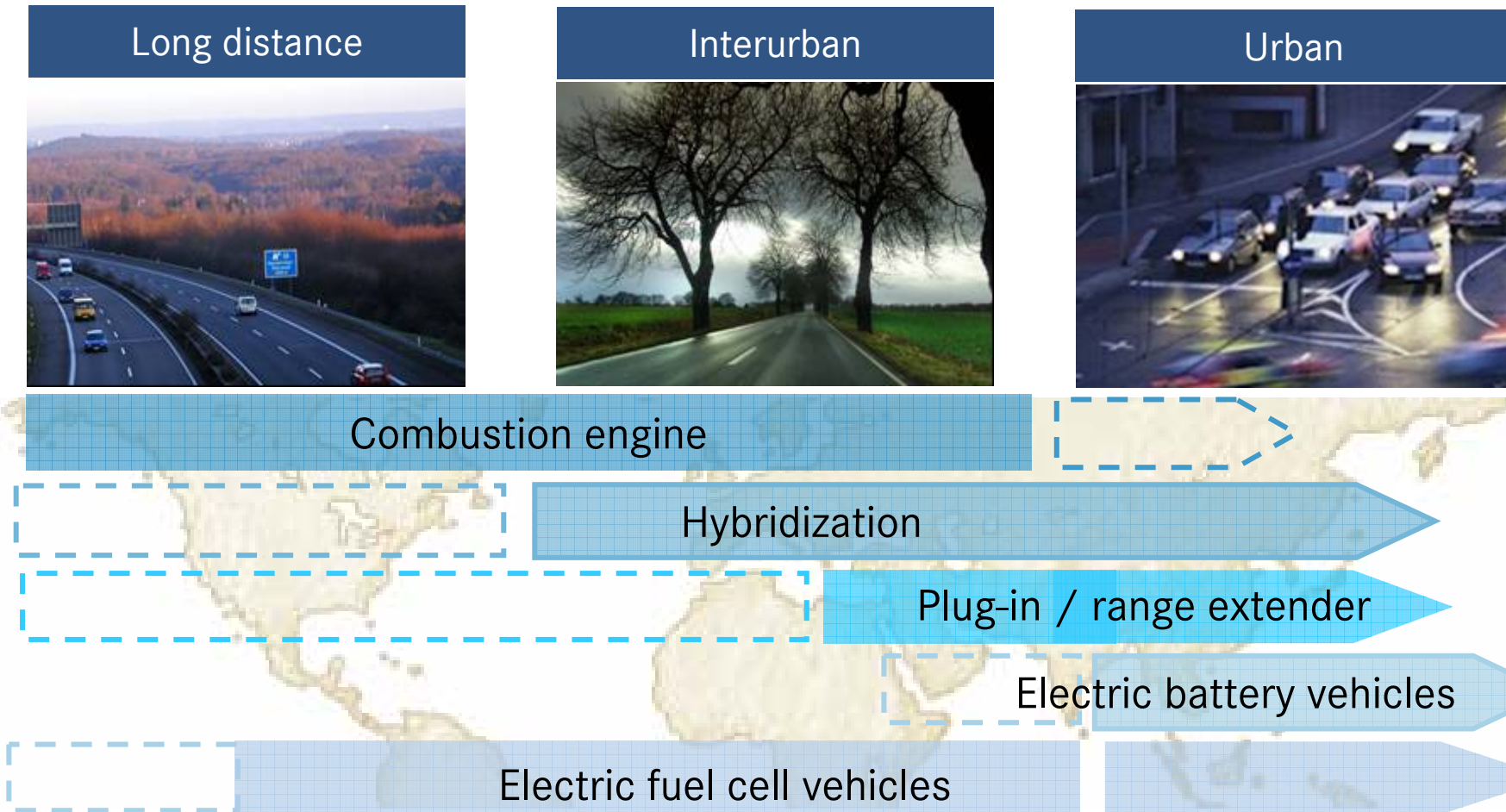
Countermeasures to stabilize earnings and cash flow

Target FY 2009			Achievement H1 2009	
Net proceeds	20%	Safeguard positive net pricing Earlier market launch of new E-Class sedan in the U.S. Optimization of pricing potential of extras/packages and fuel-efficiency features	14%	
Personnel costs	40%	Short-time work in production and other functions Reduced working time and labor costs at Daimler AG	45%	
Material costs	15%	Achieving lower prices based on declining raw material market prices Accelerated implementation of module strategy	14%	
Further overhead	25%	Cutting expenses and reducing spending Prioritization of investment projects Optimization of non-productive materials	27%	
Total EBIT impact: €4 bn			€1.9 bn	

Outlook 2009 for EBIT

- **Mercedes-Benz Cars**
 - Q2 confirms gradual improvement of Mercedes-Benz Cars' profitability
 - H2 2009 with positive earnings due to expected sales development
- **Daimler Trucks**
 - Continued significant burdens expected on H2 2009 results from significantly lower market demand
- **Mercedes-Benz Vans**
 - Slight earnings improvement in H2
- **Daimler Buses**
 - Positive EBIT in H2 2009 despite higher R&D expenditure for new products
- **Daimler Financial Services**
 - H2 results expected to be slightly positive
- **Daimler Group**
 - Group-wide measures of €4 bn initiated in order to reduce or avoid expenses and cash outflows in 2009
 - Gradual improvement of operational earnings expected from ongoing business in H2

Mobility needs call for an innovative powertrain portfolio



Daimler's technology portfolio for future mobility

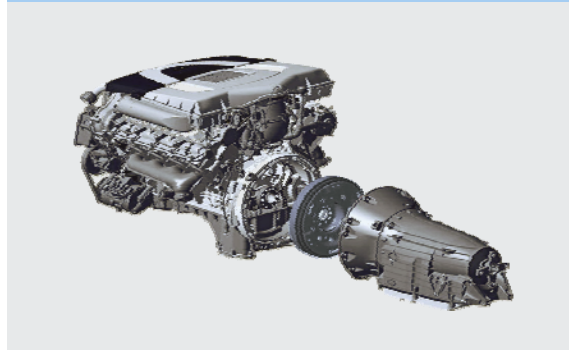
Optimizing our vehicles
with high-tech
combustion engines

BlueEFFICIENCY
CGI, BlueTEC
DIESOTTO



Hybridization
for further
increase in efficiency

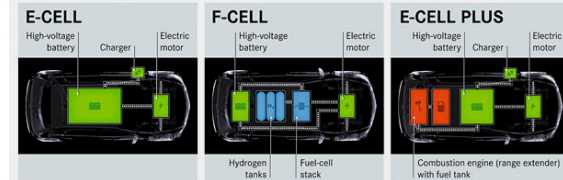
HYBRID



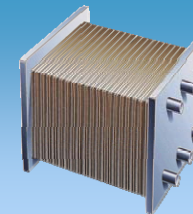
Electric vehicles
powered by fuel-cells
or batteries

electric drive (smart)
E-Cell
F-Cell
E-Cell Plus

Concept BlueZERO – Modular concept for electromobility



Key components will
define future success



Daimler's technology portfolio for future mobility

Optimizing our vehicles
with high-tech
combustion engines

BlueEFFICIENCY
CGI, BlueTEC
DIESOTTO



Hybridization
for further
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HYBRID



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Key components will
define future success



Optimization of the traditional combustion engines

4-cylinder Diesel engines (CDI)



Emission standard:	EURO 5
Example:	E 250 CDI BlueEFFICIENCY
CO ₂ emission:	150g
Fuel consumption:	5.7 l/100km
Performance:	150 KW 500 Nm

4-cylinder Gasoline engines (CGI)













Emission standard:	EURO 5
Example:	C180 CGI
CO ₂ emission:	156g
Fuel consumption:	6,5 l/100km
Performance range:	115 KW 250 Nm

Direct fuel injection, smaller displacement, turbo charger, start-stop technology

Maximum customer benefit with BlueEFFICIENCY

58 models by year end 2009 - 76 models in total by year end 2010

2008		2009	
C180 Kompr. C200 CDI C250 CDI C350 CGI		E350 CGI E200 CGI E250 CGI	E220 CDI E250 CDI E350 CDI 
A150 rsg A170 rsg A160 CDI		GLK220 CDI	
B150 rsg B170 rsg B170 NGT		CLK350 CDI CLK250 CDI CLK350 CGI CLK250 CGI	
S320 CDI		ML300 CDI ML350 CDI	
		GL350 CDI	
		R300 CDI	

EM-Technologies: Effect on fleet average of up to **14g CO₂** in 2015

Daimler's technology portfolio for future mobility

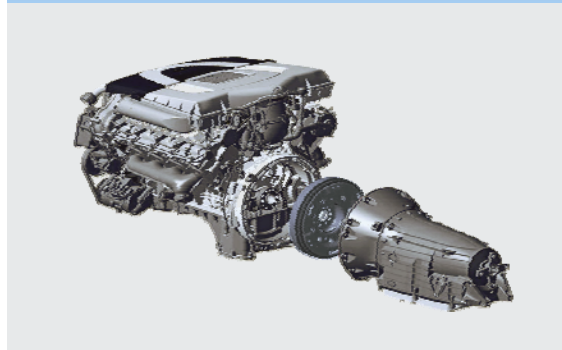
Optimizing our vehicles
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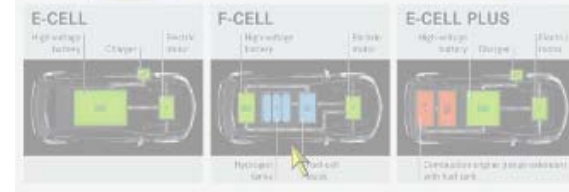
HYBRID



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electric drive (smart)
E-Cell
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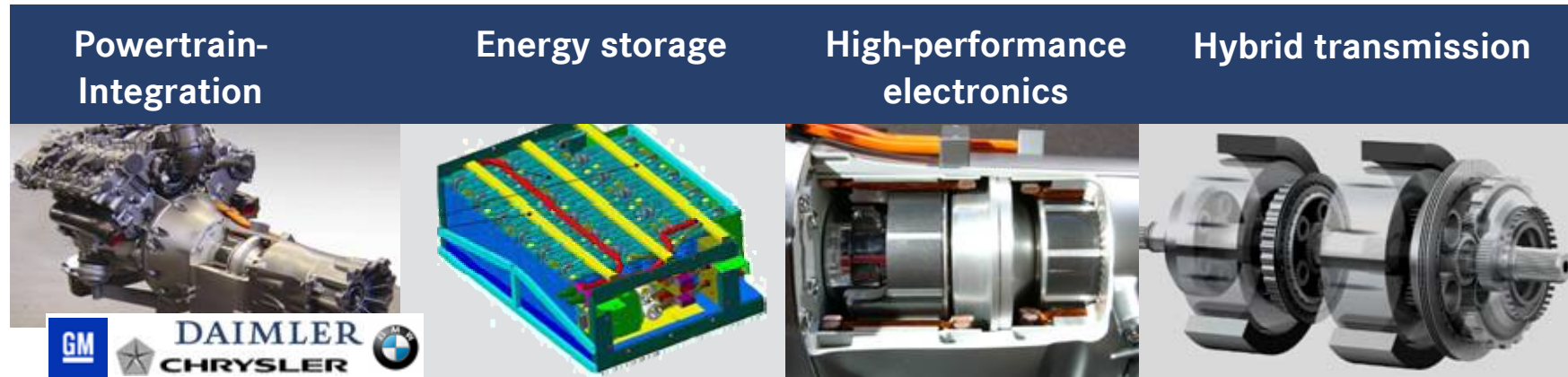
Concept BlueZERO - Modular concept for electromobility



Key components will
define future success



Modular hybrid technology Strong focus on cost optimization



Pooling expertise and resources

Increase in efficiency by hybridization



S 400 BlueHYBRID with
Lithium-Ion battery



ML 450 BlueHYBRID
two-mode



Hybrid city bus



Hybrid truck

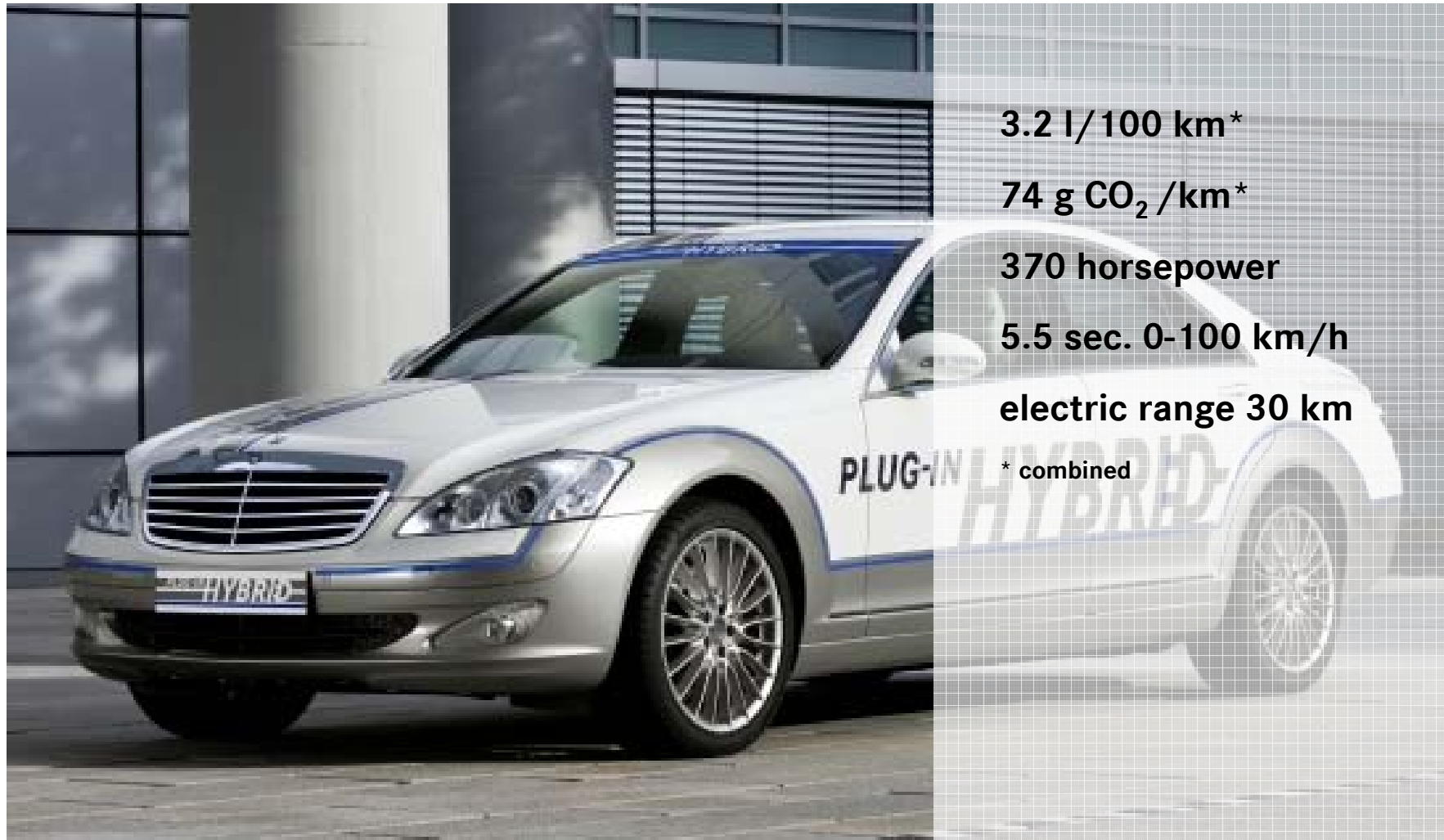
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Vision E 300 BlueTEC HYBRID



DAIMLER

S 500 Plug-in Hybrid



Daimler's technology portfolio for Future Mobility

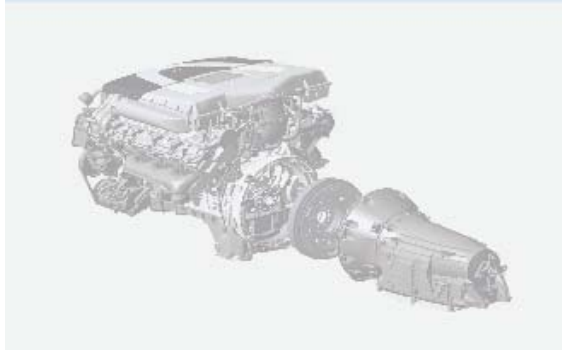
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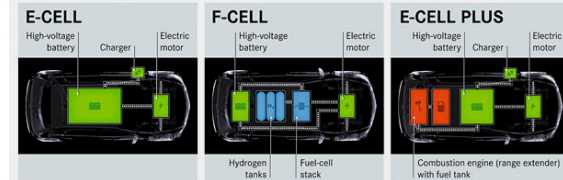
HYBRID



Electric vehicles
powered by fuel-cells
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electric drive (smart)
E-Cell
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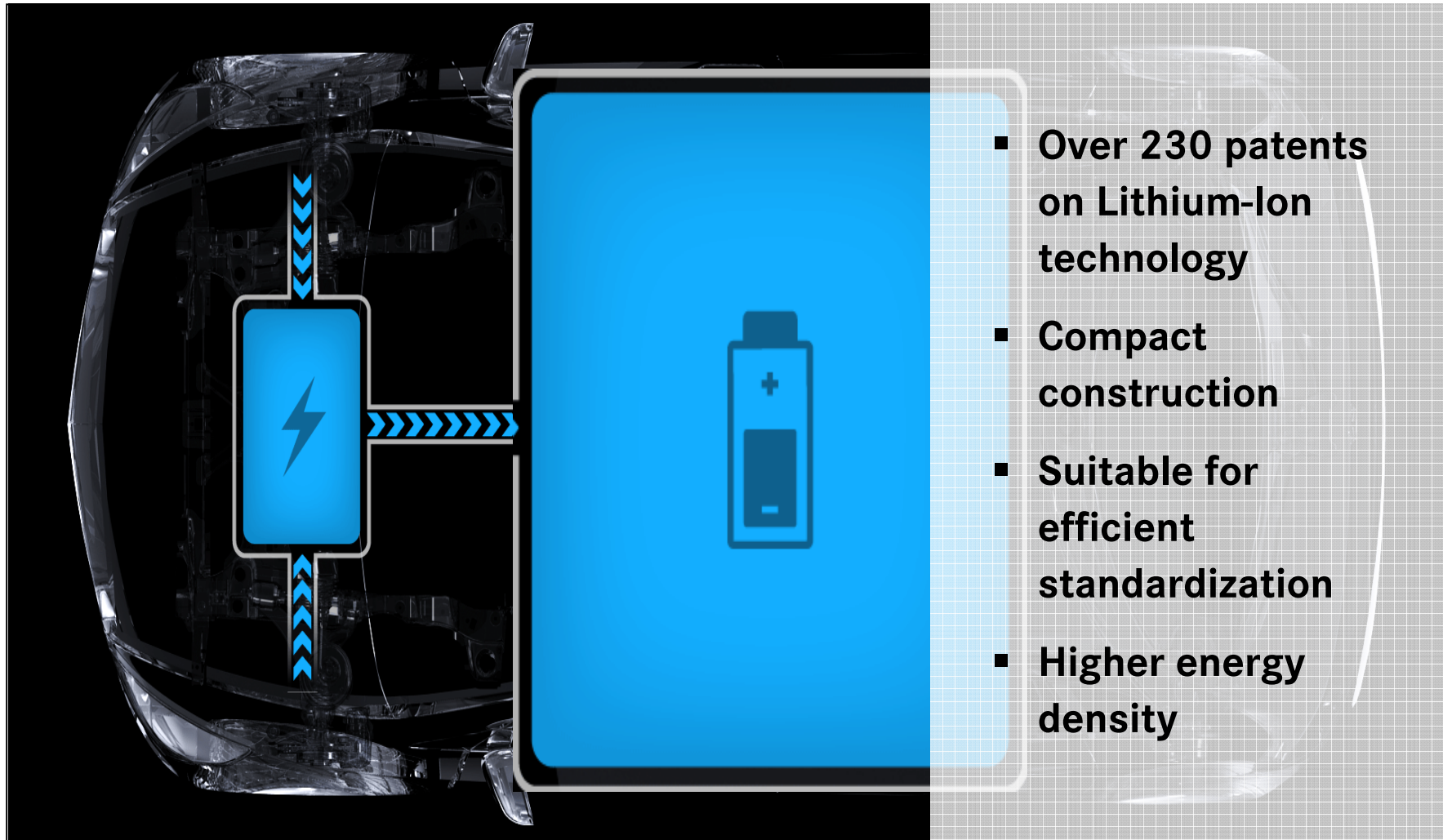
Concept BlueZERO – Modular concept for electromobility



Key components will
define future success



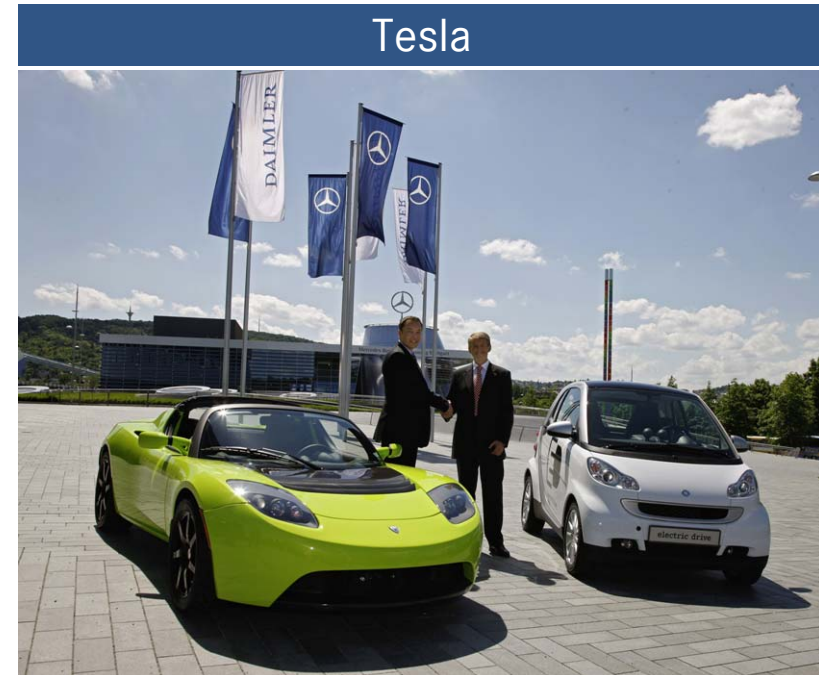
Efficient storage of energy is key to emission-free driving – Lithium-Ion battery sets the benchmark



Strategic alliances to develop Lithium-Ion batteries: Evonik and Tesla



- Research, development and production of Lithium-Ion batteries in Germany
- Commercial series production of Lithium-Ion batteries for MBC vehicles
- Application in hybrid, battery and fuel cell vehicles (pass. cars & commercial vehicles)
- Near term application of li-Tec-cells in e-vehicles of MBC



- Combined development of battery technology and electric drives
- Daimler supports Tesla in vehicle development

Emission-free driving: Electric vehicles powered by fuel cells or batteries

Emission fees

Congested
urban areas

Zero-emission
regions

Megacities

Fuel-cell vehicles



~ 100 F-CELL vehicles
in customer hands

Enablers

- **Technology/components**
 - Battery (esp. Li-Ion)
 - Fuel-cell stacks
 - Hydrogen storage
 - Electric engines
 - Power electronics
- **IP-Rights**
- **Partnerships**

Battery-electric vehicle



~ 100 smart ev -
test fleet in London

BlueZERO: Modular Concept for E-Mobility



Strategic Mobility Concepts: e-mobility project & H2 Mobility Project

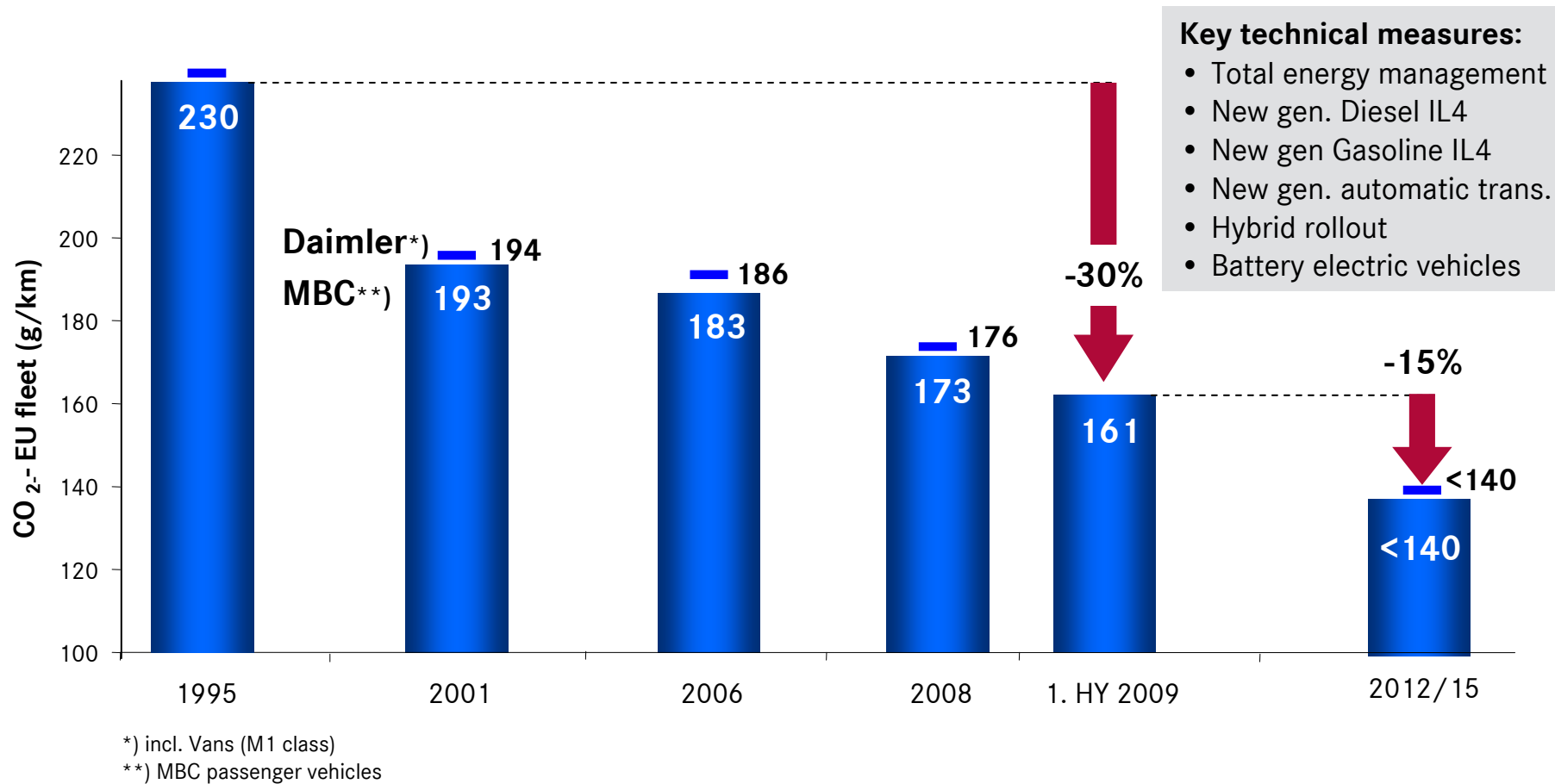


- The world's most far-reaching cooperation in the field of electric driving
- More than 100 e-Drive-vehicles, both from smart and Mercedes-Benz
- 500 charging stations will be installed by RWE



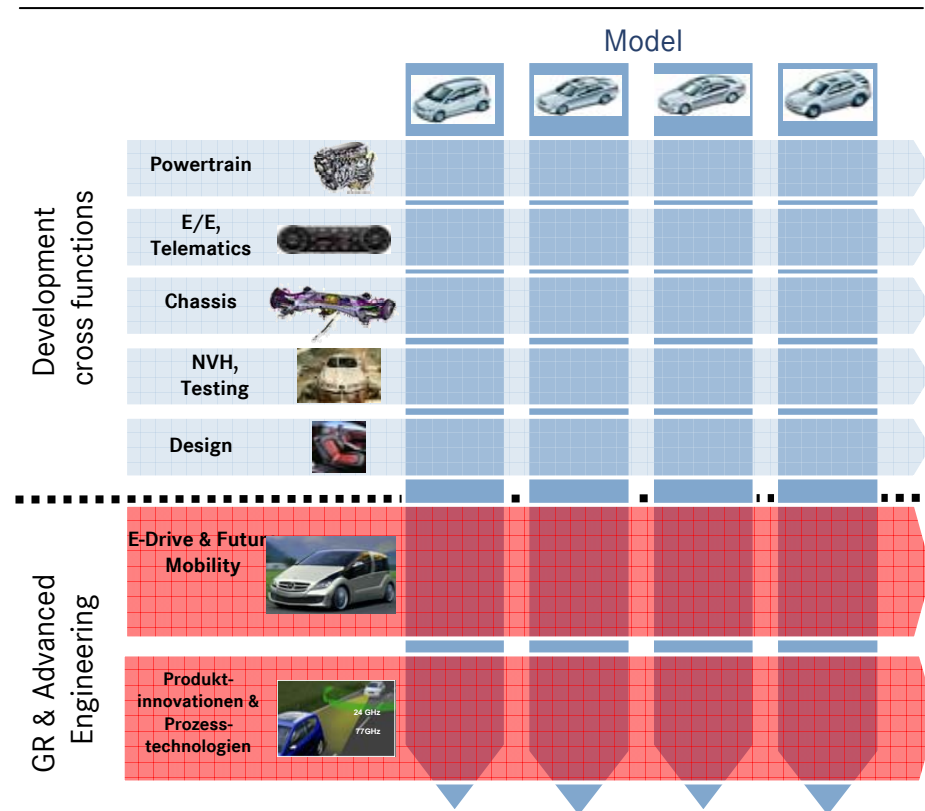
- H2-infrastructure built-up plan, leading to significant expansion of hydrogen fueling stations network by end of 2011
- Leading vehicle manufacturers pursue the development and commercialization of electric vehicles with fuel cell.
- Partners: Daimler, EnBW, Linde, OMV, Shell, Total, Vattenfall, NOW GmbH

MBC fleet consumption achieving significant improvements



Future financial strength requires efficient implementation

New matrix organisation focused on e-drive activities



- Efficient allocation of resources (development & production) for different variants
- Creation and use of standard concepts
- Increased level of synergies and modularization
- Cooperation & Alliances
- The right products!

On the Road to emission free mobility

2006 / 2007	2008	2009	...
-------------	------	------	-----

- | | | | |
|--|--|--|--|
| <ul style="list-style-type: none"> ▪ E 320 BlueTEC ✓ ▪ Smart mhd ✓ ▪ Smart ed ✓ ▪ 2nd Gen. CGI ✓ | <ul style="list-style-type: none"> ▪ BlueTEC ML/R/GL-Class ✓ ▪ B 180 NGT ✓ ▪ 20 BlueEFFICIENCY models ✓ | <ul style="list-style-type: none"> ▪ S 400 HYBRID ✓ ▪ ML 450 HYBRID ✓ ▪ smart electric drive (small series) ▪ B 220 F-CELL (small series) ▪ A total of 58 BlueEFFICIENCY models ✓ | <ul style="list-style-type: none"> ▪ A-Class ▪ E-CELL ▪ E 300 BlueTEC HYBRID ▪ Further increase in number of BlueEFFICIENCY models ▪ DIESOTTO ▪ S500 Plug-in Hybrid ▪ BlueZero ▪ ... |
|--|--|--|--|



New Product Highlights



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 improvement or a further deterioration of global economic conditions; a continuation or worsening of the turmoil in the credit and financial markets, which could result in ongoing high borrowing costs or limit our funding flexibility; changes in currency exchange rates and interest rates; 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; 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.