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**Annual Press Conference**  
2010 Results

Dr. Dieter Zetsche  
Chairman of the Board of Management  
Head of Mercedes-Benz Cars

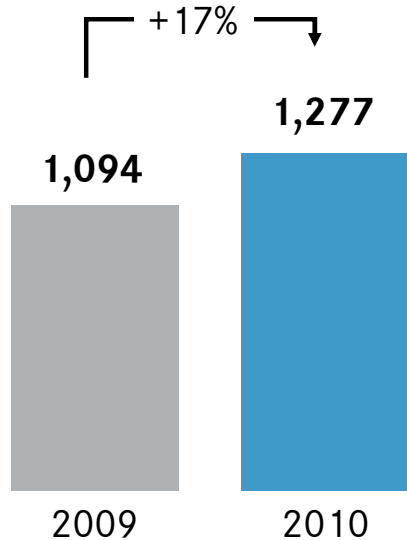
Stuttgart, February 16, 2011

## Daimler: EBIT of €7.3 billion

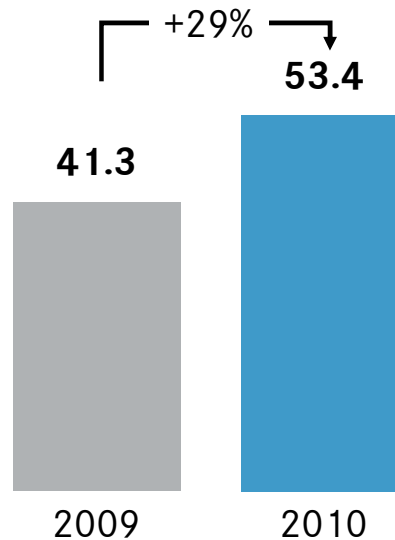
- in billions of € -	FY 2010	FY 2009	% change
Revenue	97.8	78.9	+24
EBIT	7.3	(1.5)	•
Net profit (loss)	4.7	(2.6)	•
Dividend - in € -	1.85	0.0	•
Free cash flow industrial business	5.4	2.7	+101

## Mercedes-Benz Cars: EBIT of €4.7 billion

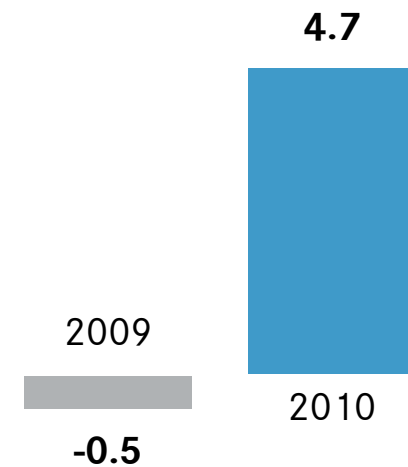
Mercedes-Benz Cars unit sales  
[in thousands of units]



Mercedes-Benz Cars revenue  
[in billions of €]



Mercedes-Benz Cars EBIT  
[in billions of €]



New models in 2010



SLS AMG



CLS-Class



E-Class Convertible



New generation R-Class



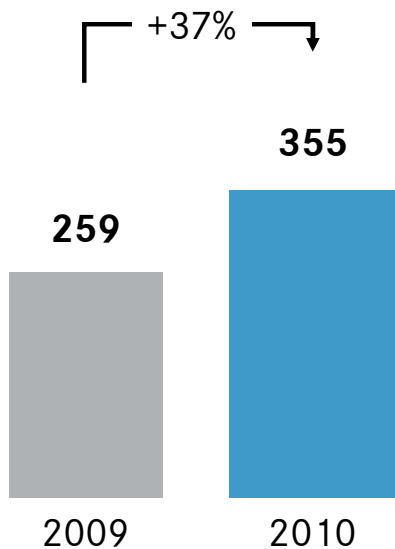
New generation CL-Class



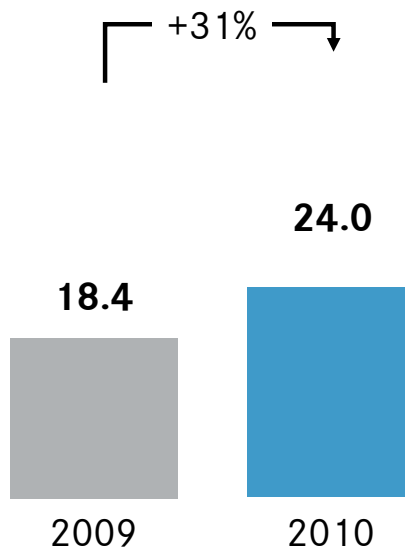
New generation smart

## Daimler Trucks: EBIT of €1.3 billion

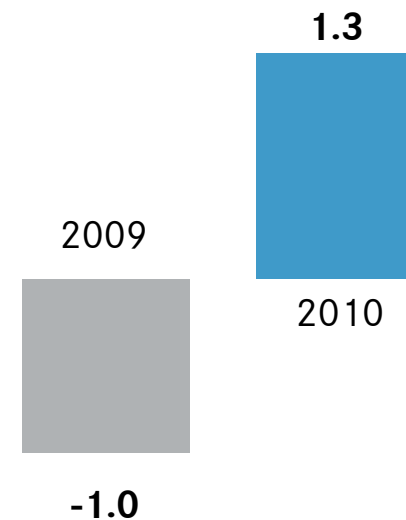
Daimler Trucks unit sales  
[in thousands of units]



Daimler Trucks revenue  
[in billions of €]



Daimler Trucks EBIT  
[in billions of €]



New models in 2010



Mercedes-Benz Atego



Mercedes-Benz Axor



Freightliner Coronado



Fuso Canter



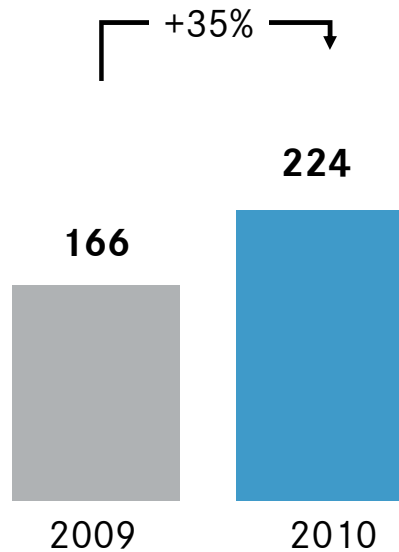
Fuso Fighter



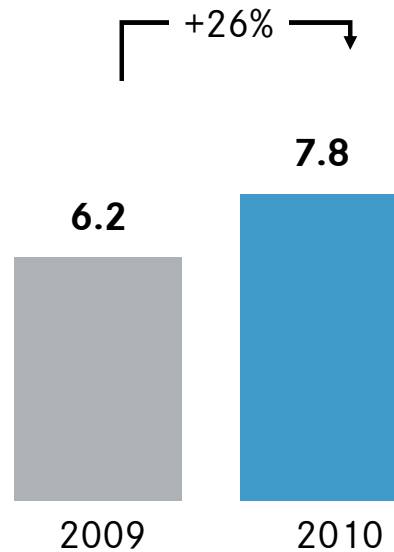
Fuso Super Great

## Mercedes-Benz Vans: EBIT of €451 million

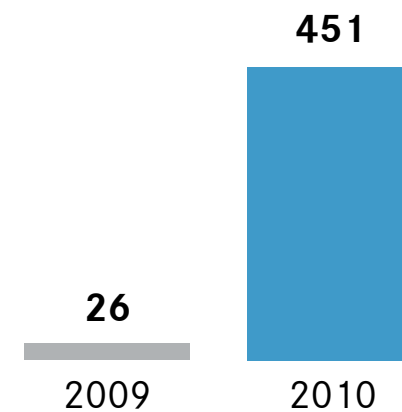
Mercedes-Benz Vans  
unit sales [in thousands of units]



Mercedes-Benz Vans revenue  
[in billions of €]



Mercedes-Benz Vans EBIT  
[in millions of €]



New models in 2010



Mercedes-Benz Vito



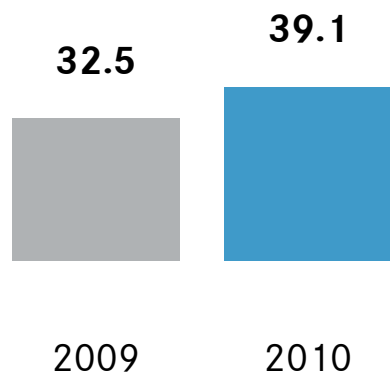
Mercedes-Benz Viano



## Daimler Buses: EBIT of €215 million

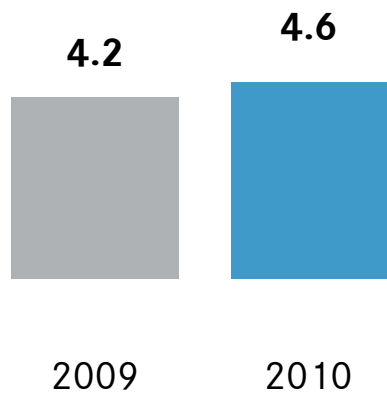
Daimler Buses unit sales  
[in thousands of units]

+20%

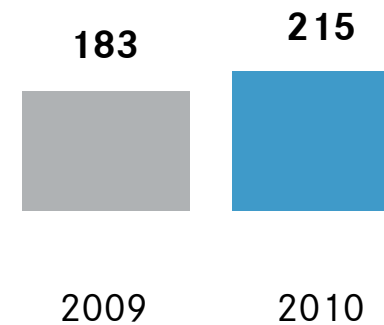


Daimler Buses revenue  
[in billions of €]

+8%

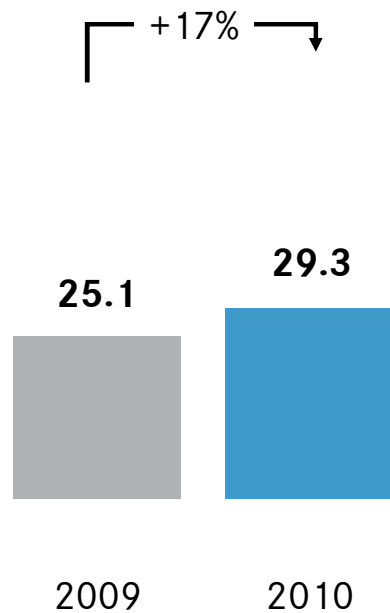


Daimler Buses EBIT  
[in millions of €]

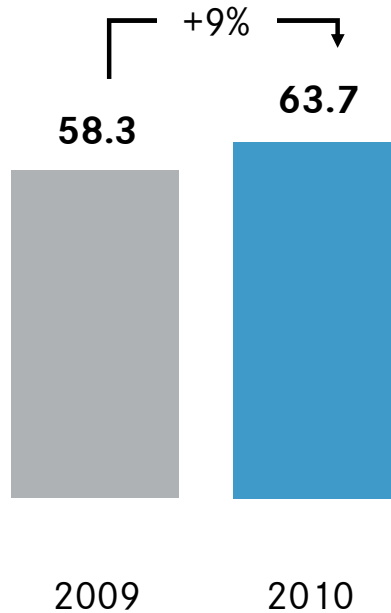


## Daimler Financial Services: EBIT of €831 million

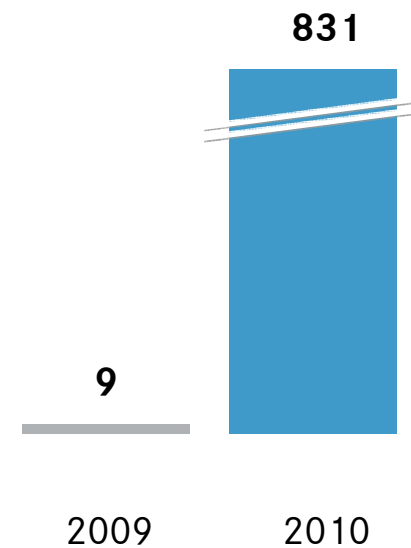
DFS new business  
[in billions of €]



DFS contract volume  
[in billions of €]



DFS EBIT  
[in millions of €]



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## More than 110 awards in 2010

### Examples



Daimler in 2010

## Aiming for superior performance

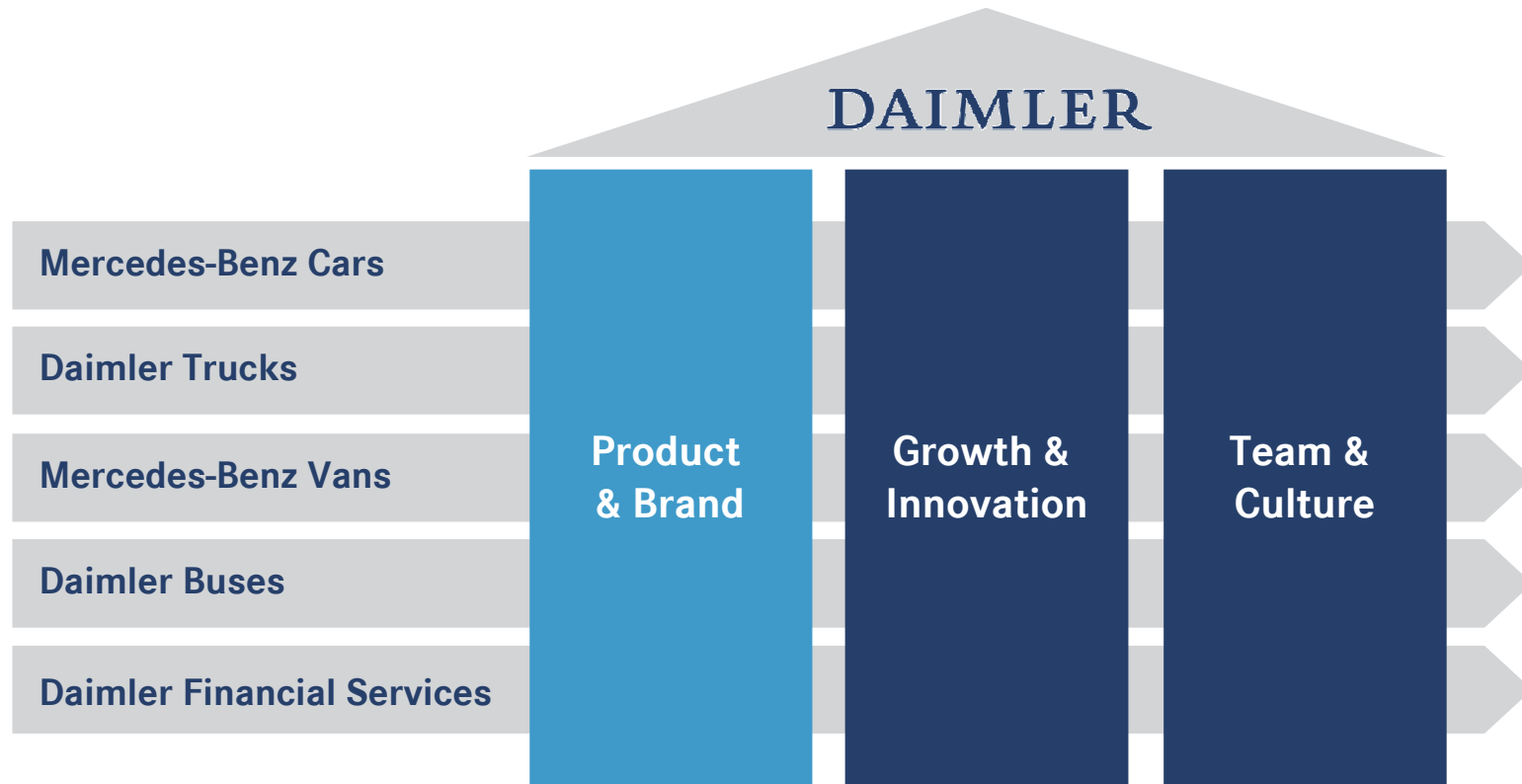
Mission statements and financial targets from 2013 onwards, average over the cycle (RoS/RoE\* in %)

<b>Mercedes-Benz Cars: “Most successful premium manufacturer“</b>		<b>10</b>
<b>Daimler Trucks: “No. 1 in the global truck business“</b>		<b>8</b>
<b>Mercedes-Benz Vans: “Most successful van manufacturer”</b>		<b>9</b>
<b>Daimler Buses: “No. 1 in the global bus business”</b>		<b>6</b>
<b>Daimler Financial Services: “Best financial services provider”</b>		<b>17</b>

\* Automotive Business: Return on Sales (RoS); Daimler Financial Services: Return on Equity (RoE)

## Laying the cornerstone for future success

Key action areas



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Product and Brand

## New generation Mercedes-Benz C-Class



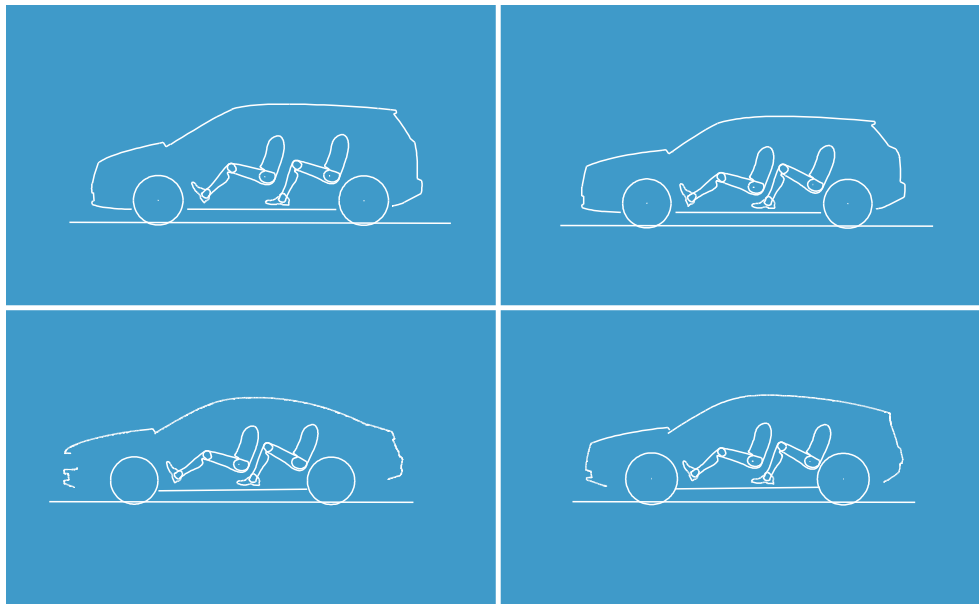
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Product and Brand

## New Mercedes-Benz SLK



## New Mercedes-Benz compact cars



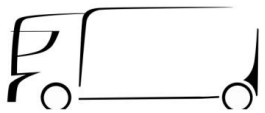
Four new models



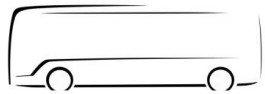
New plant in Kecskemét, Hungary



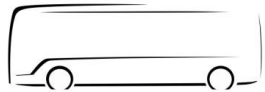
## New Trucks and Buses in 2011



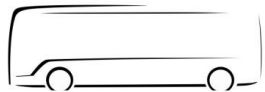
**Western Star Zodiac**



**Mercedes-Benz Citaro**



**Setra ComfortClass S 407 (North America)**

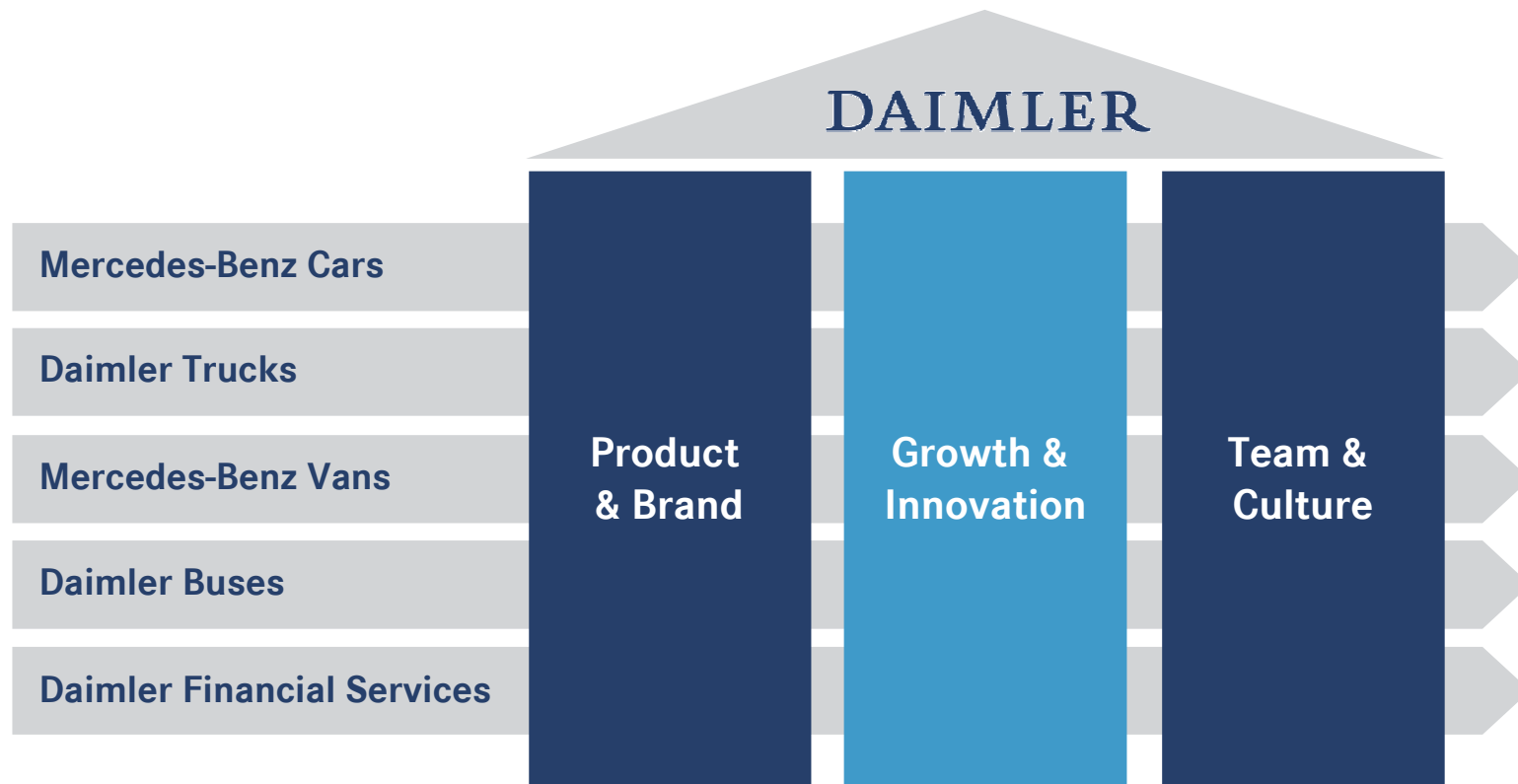


**Fuso Rosa Light Bus**

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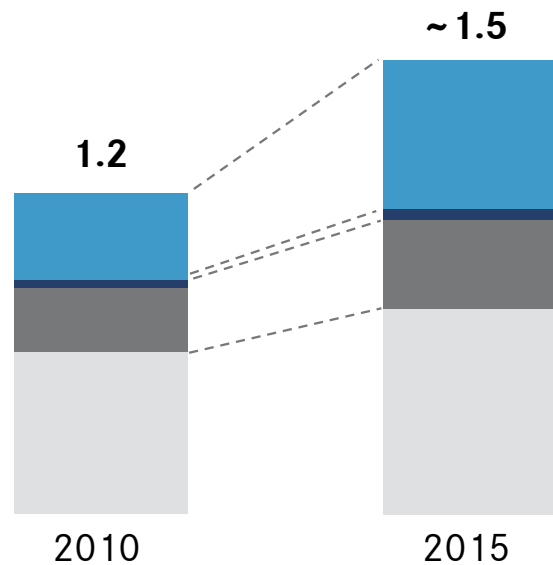
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## Growth & Innovation

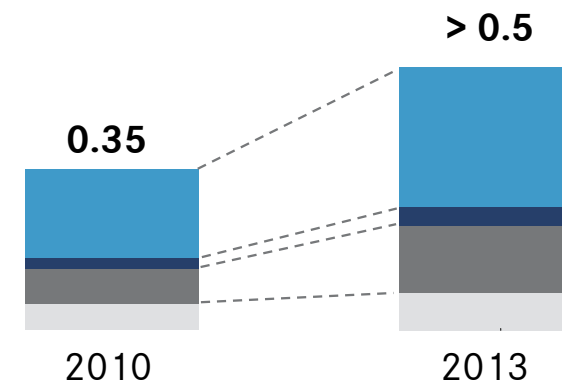


## Aiming for substantial growth – across all regions

Mercedes-Benz Passenger Cars  
Group sales by region [in million units]



Daimler Trucks  
Group sales by region [in million units]



■ Non-Triad   
 ■ Japan   
 ■ NAFTA   
 ■ WEU

## Strengthening our position in important markets

### Next steps [Examples]



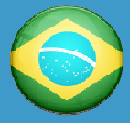
- Build engine plant in Beijing
- Localize production of additional model series
- Rapidly expand dealer network



- Prepare local van production with GAZ
- Implement additional projects with KAMAZ



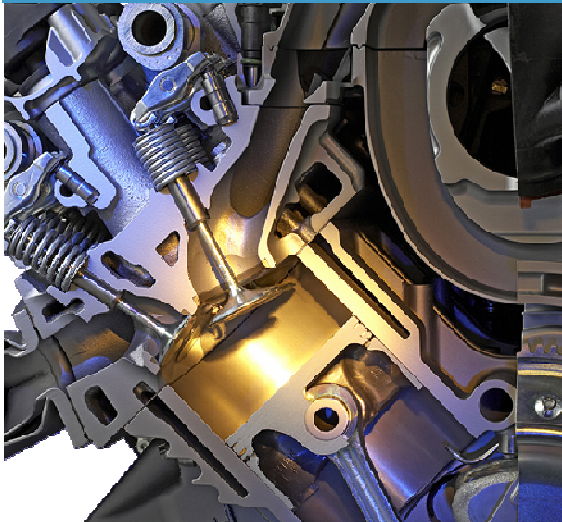
- Launch Daimler India Commercial Vehicles in 2012
- Start financial services business



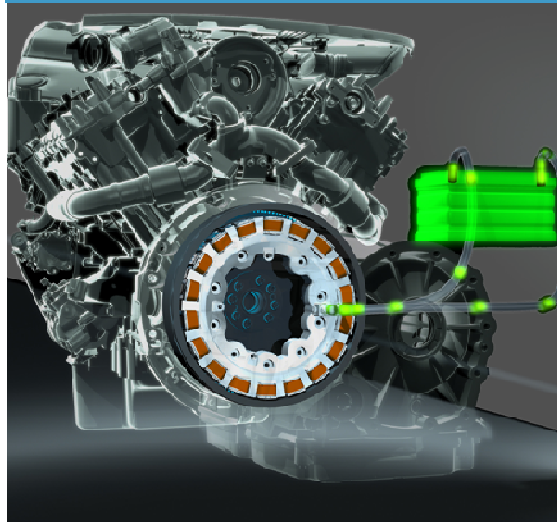
- Prepare local production of Mercedes-Benz Actros in Juiz de Fora
- Prepare market launch of MB Sprinter in Latin America in 2012

## Our roadmap to sustainable mobility

Optimization of combustion engines



Hybridization



Emission-free driving  
(battery-electric & fuel cell)



## F-CELL World Drive



# Mobility needs are changing – and so are we

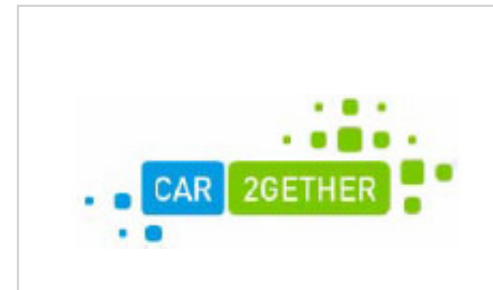
Examples



**Mercedes-Benz Rent**



**car2go**



**car2gether**



**Bus Rapid Transit**



**FleetBoard**



**CharterWay**

# The right partners are crucial

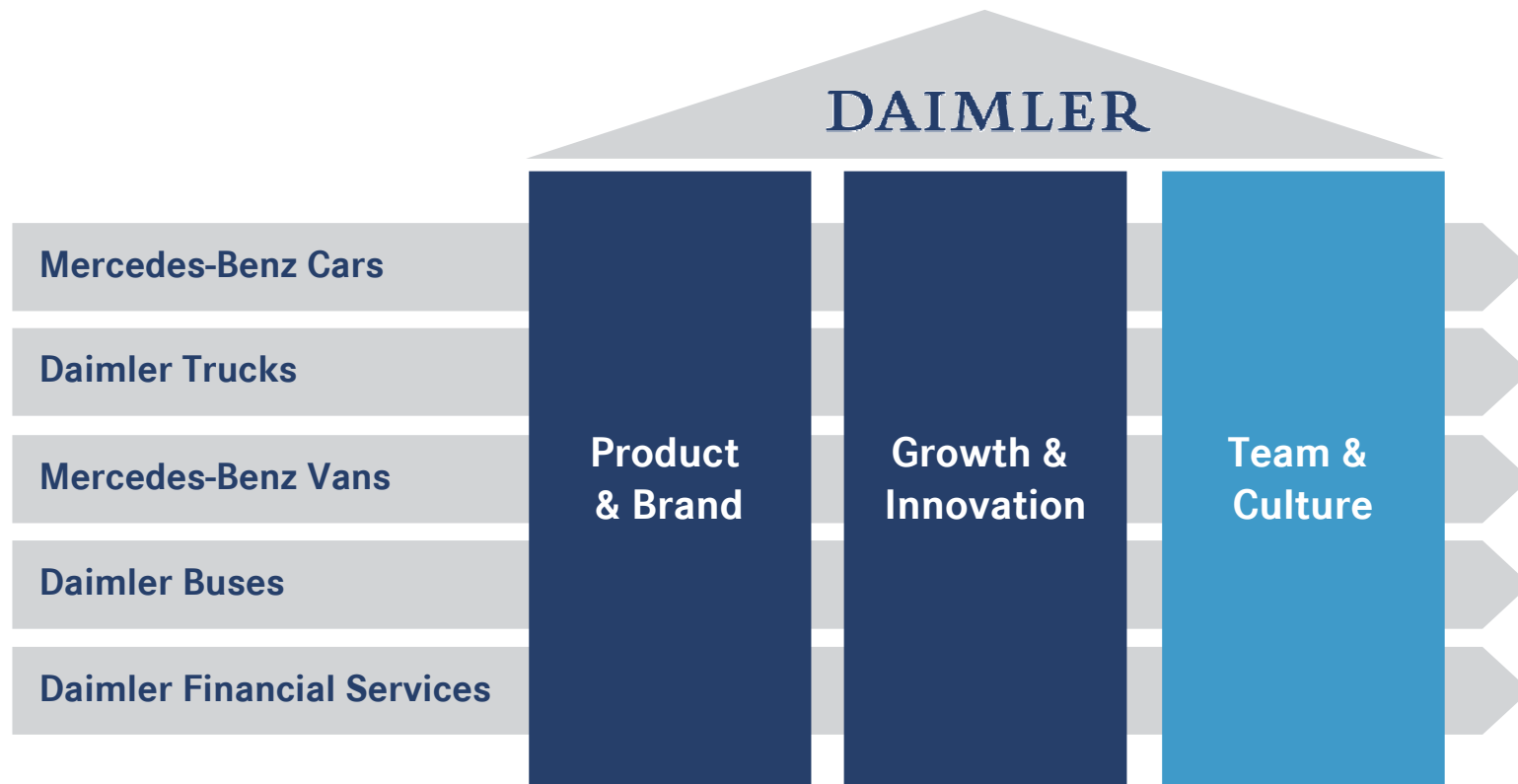
Markets	Technology	Scale
 <p>MAZ</p> <p>BYD</p> <p>СЕРВИС КОМЕРЧЕСКИХ АВТОМОБИЛЕЙ</p> <p>Sutlej Buses Luxury and Comfort</p> <p>KAMAZ</p>	 <p>li-Tec endless power.</p> <p>RWE</p> <p>Enel</p> <p>EVONIK INDUSTRIES</p> <p>THE LINDE GROUP</p> <p>TORAY</p>	 <p>RENAULT</p> <p>NISSAN</p> <p>BMW</p>



# DAIMLER

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## Team & Culture

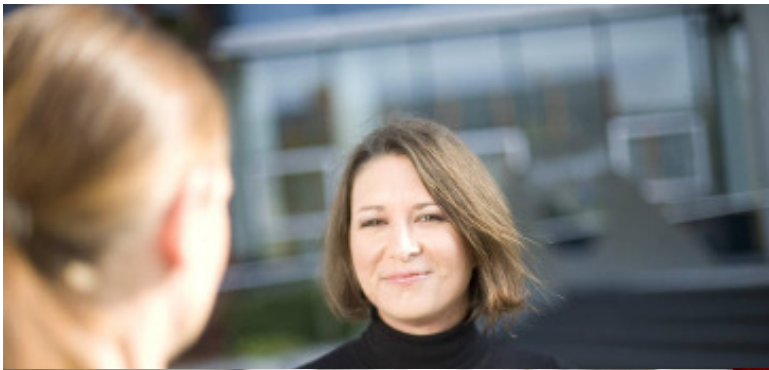


# Committed to Excellence

Contribution, responsibilities & integrity		Decision and implementation culture	
Alignment of vision, goals and people		People	
Customer orientation		Innovation	
Continuous improvement		Undisputed will to succeed	



# Outstanding performance requires outstanding employees



## Outlook 2011



**Set all-time sales record**



**Significant increase in sales**



**Significant increase in sales**



**Previous-year level of sales**

Daimler Financial Services

**Further growth in contract volume and new business**

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**EBIT from ongoing business significantly above previous year**

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We drive the future



## 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 an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a deterioration of our funding possibilities on the credit and financial markets; changes in currency exchange rates; a shift in consumer preference towards smaller, lower margin vehicles; or a possible lack of acceptance of our products or services, which may limit our ability to implement prices as well as to adequately utilize our production capacities; price increases in fuel, raw materials; disruption of production due to shortages of materials, labor strikes, or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook of companies in which we hold a significant equity interest, most notably EADS; the successful implementation of strategic cooperations and joint ventures, 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 conclusion 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 Annual Report. 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.