

DAIMLER

Global Industrials Conference Chicago

Chicago, 16th June 2011

Andreas Renschler



Agenda

1) **Macro-economic Environment**

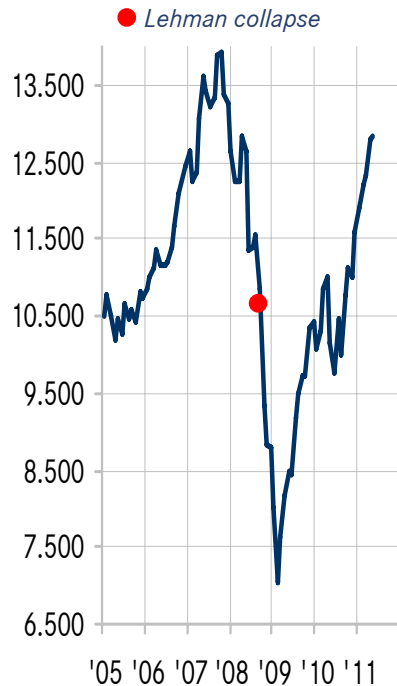
2) Daimler Trucks – Key Figures / “Global Excellence”

3) Daimler Trucks – Outlook

Leading indicators in positive territory Global economy still in a solid upswing phase

Stock markets

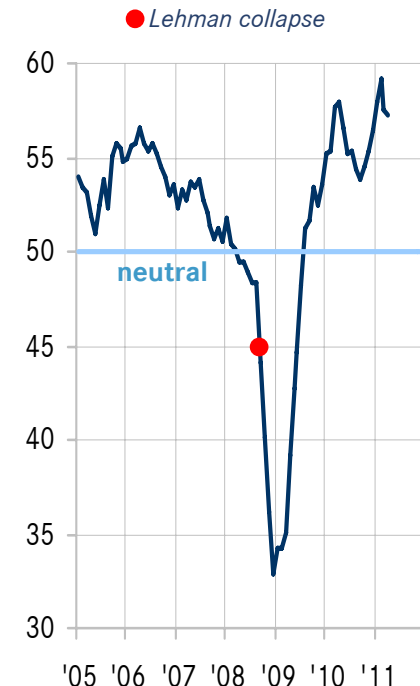
Dow Jones



Financial market

Business sentiment

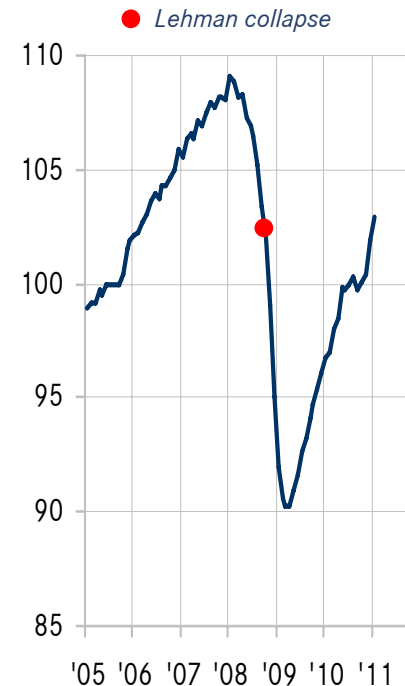
PMI¹⁾, Triad, manufacturing



Confidence

Production

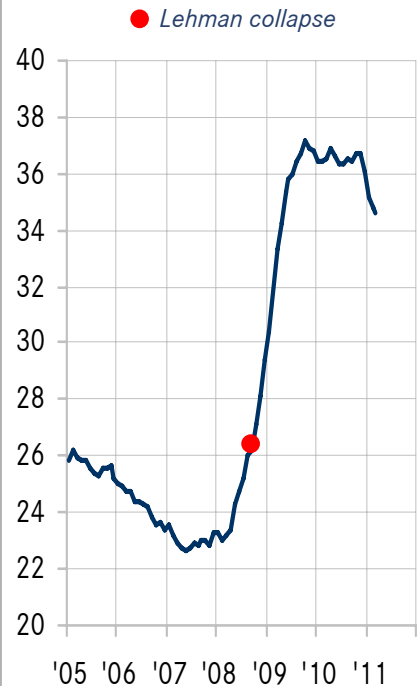
OECD, mfg., 2005 = 100



Real economy

Unemployment

Triad, in million

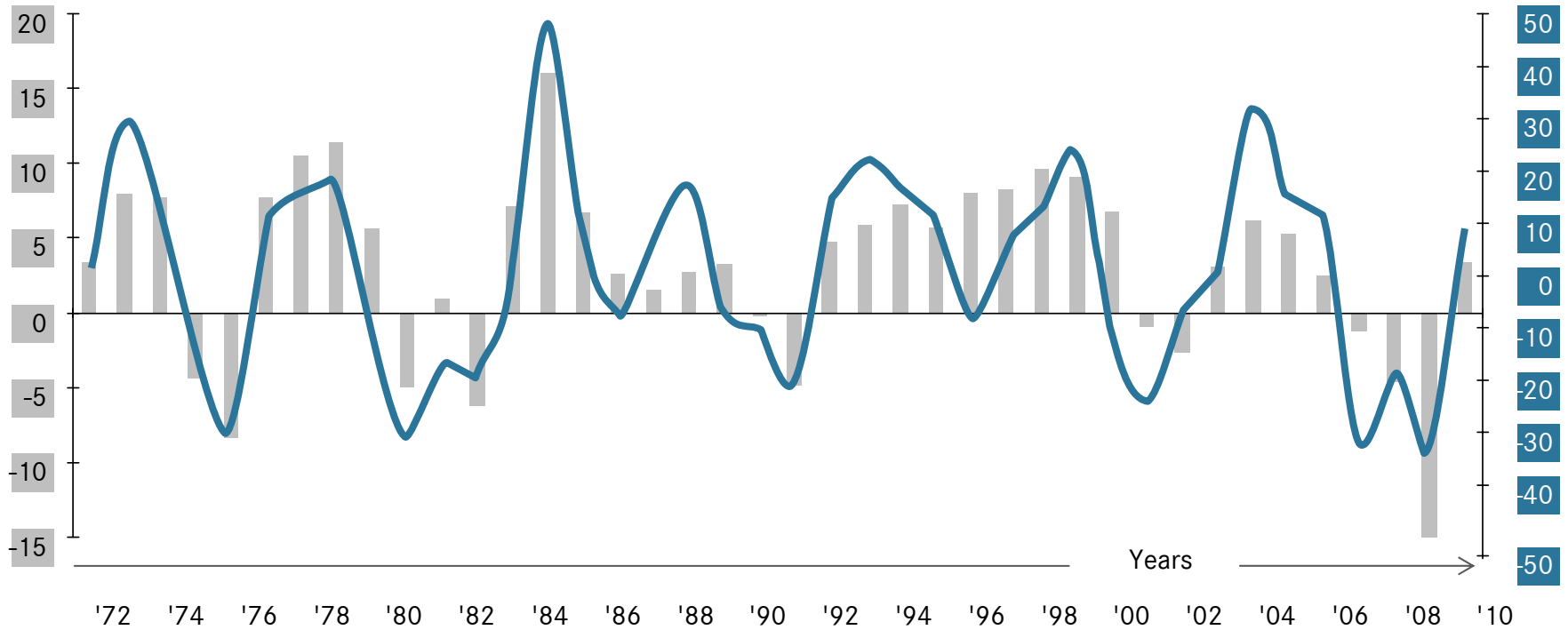


Labor market

Economic growth means truck growth

Fixed Investment
YoY in %

US Truck market
development
(M/HDT)
YoY in %



Positive sign in overall German logistics visible

Fixed Investment
YoY in %



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1) Macro-economic Environment

2) Daimler Trucks – Key Figures / “Global Excellence”

3) Daimler Trucks – Outlook

Daimler Trucks: Sustainable growth in Q1 2011, Sales increase: +27%, EBIT: 415 mill.€

Key Figures



	Actual Q1/2010	Actual Q1/2011	Delta `11 vs. `10
Group Sales (units in '000)	70,557	89,260	+27%
Revenues (in mill.€)	4,873	6,242	+1,369
Ebit (in mill.€)	130	415	+285
RoS (in %)	2,7%	6,6%	+4,0%-pts
RoS adjusted. (in %)	3,0%	7,4%	+4,4%-pts

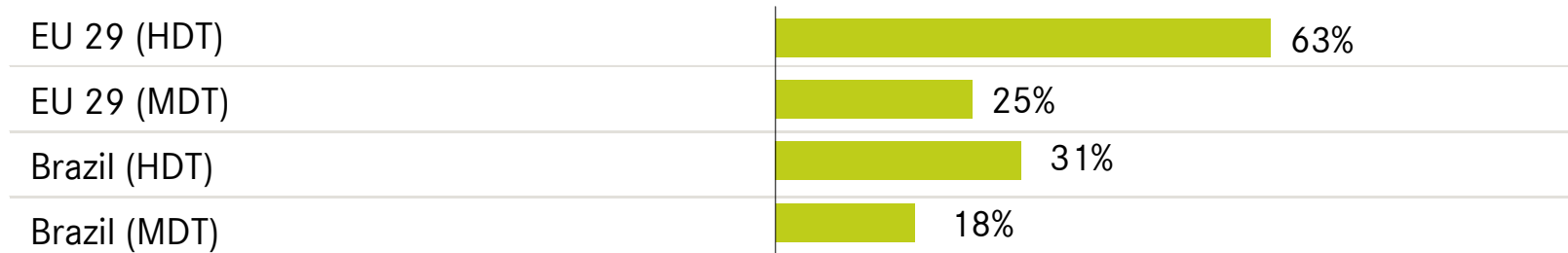
N.B: Figures may not tie due to rounding

Double digit growth rates vs. 2010 prior year in all regions and segments, exception LDT Japan

Deviation Core Markets

YTD 03/2011 vs. YTD 03/2010

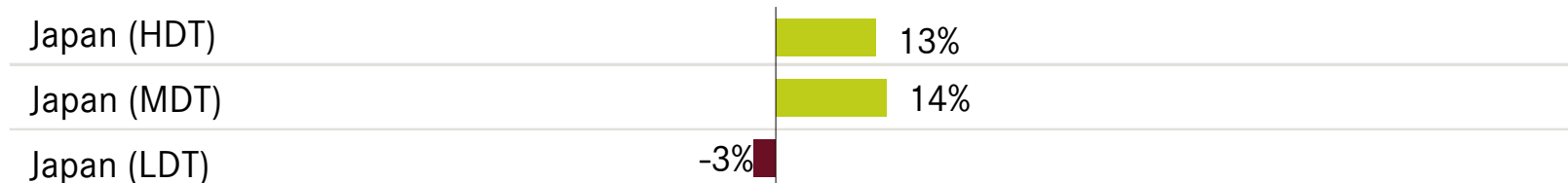
Europe/Latin America



NAFTA



Asia Trucks



Daimler Trucks as global “Number 1”, Market leader in Europe and Nafta region

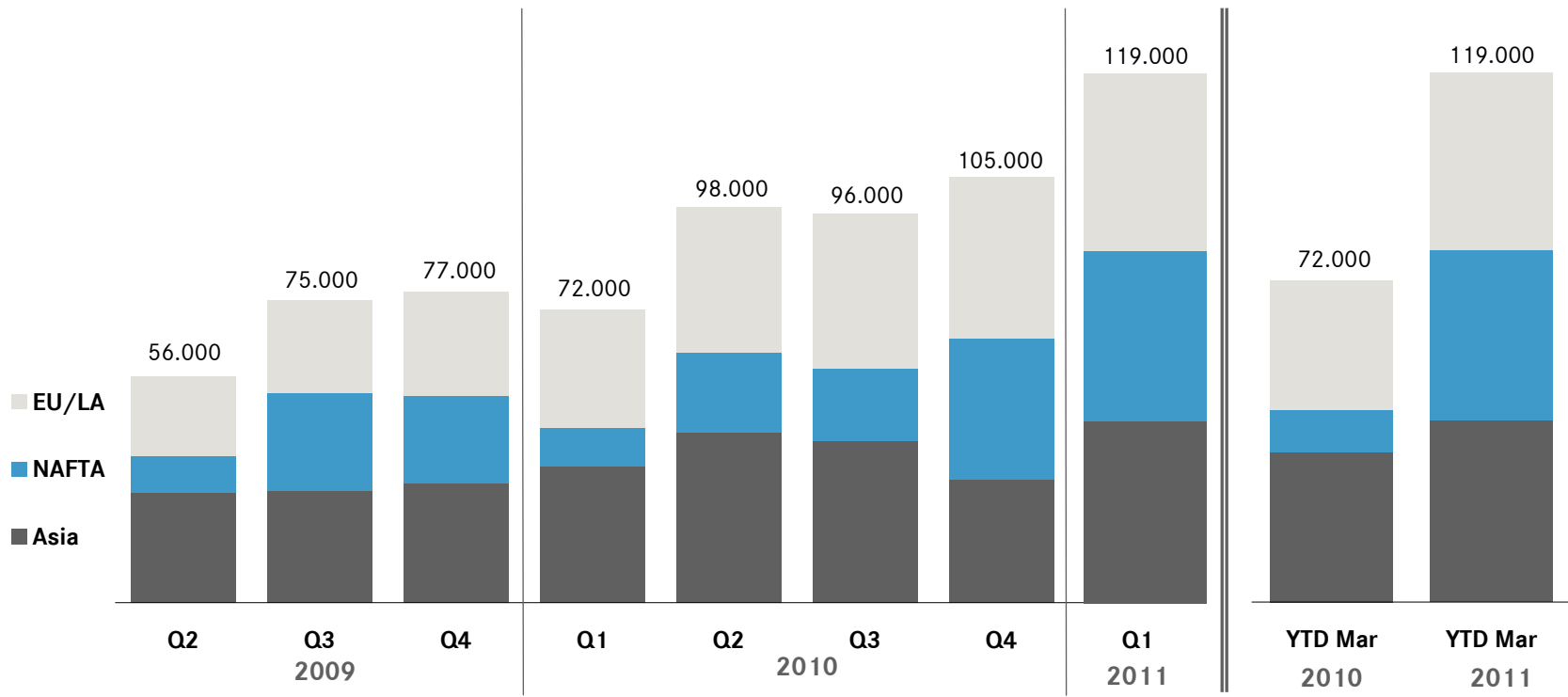
SoM (in %)

	Actual Q1/2010	Actual Q1/2011	Act Q1/2011 vs. Act Q1/2010		
Trucks EU/LA					
EU 29 Trucks (HDT)	20.0%	18.4%	-1.6%-pts.	➤	EU 29
EU 29 Trucks (MDT)	28.0%	30.1%	+2.1%-pts.		No. 1
Brazil Trucks (HDT)	23.5%	26.7%	+3.2%-pts.		MB
Brazil Trucks (MDT)	28.6%	26.8%	-1.8%-pts.		20.3%
Trucks NAFTA					
NAFTA Cl. 8 Trucks	32.4%	37.0%	+4.6%-pts.	➤	Brazil
NAFTA Cl. 6-7 Trucks	27.8%	37.4%	+9.6%-pts.		No. 2
Trucks Asia					
Japan Trucks (HDT)	16.3%	20.1%	+3.8%-pts.	➤	MB
Japan Trucks (MDT)	12.7%	14.5%	+1.8%-pts.		26.7%
Japan Trucks (LDT)	18.4%	21.1%	+2.7%-pts.		NAFTA
					No. 1
					DTNA
					37.1%
					Japan
					No. 3
					Fuso
					19.5%

N.B: Figures may not tie due to rounding; Brazil method change based on registrations; Ranks: HDT/MDT, Nafta: Class 6-8, Japan: HDT/MDT/LDT

In Q1/2011, highest incoming orders since Q1/2008, Book-to-Bill ratio of 133%

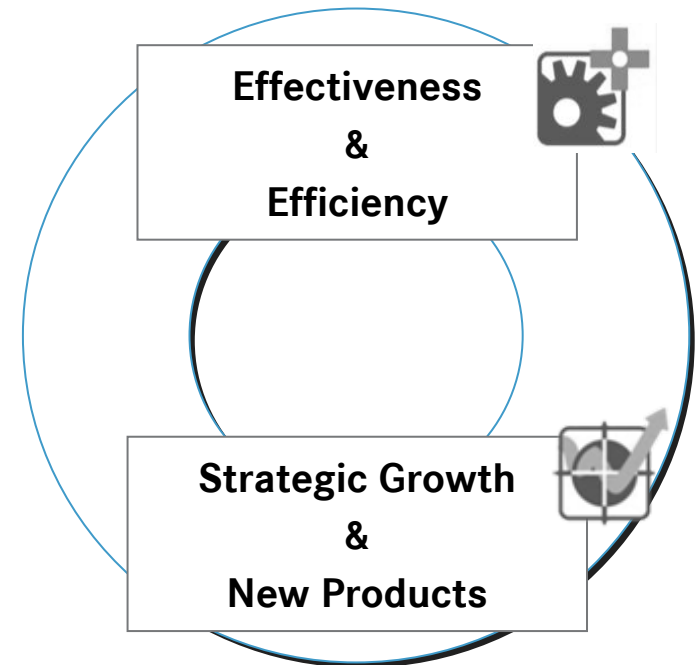
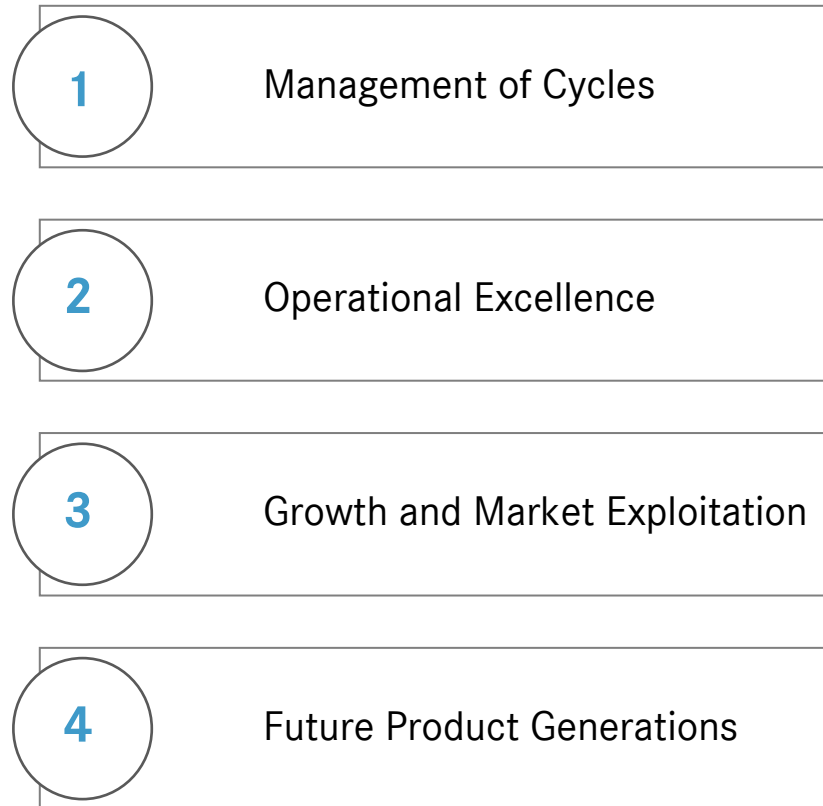
Incoming Orders
- in units -



Path to the future: Global Excellence

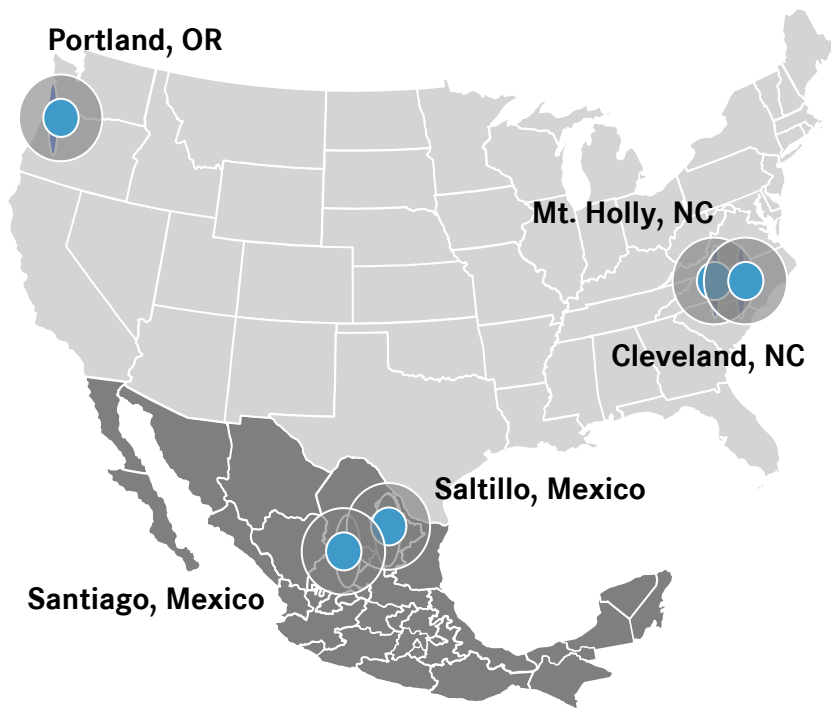
Daimler Trucks

Global Excellence Strategy





Cycle management complete in NAFTA: Production flexibility in Mexican and US plant network



Increase in Cascadia flexible capacity by ~ 100% while lowering total network cost



Maximize Military flexible capacity while decreasing per unit cost across entire network



Maximize Medium duty flexible capacity while not increasing per unit cost across entire network





DTNA Repositioning Program significantly enhanced DTNA's competitive positioning

Program "DTNA Repositioning"

Business Model Optimization

- Transition to two brand strategy
- Improvement in truck & aftermarket margins obtained

Structural Manufacturing Optimization

- Full ramp-up of Saltillo (Mexico) plant
- Closure of St. Thomas plant
- Conclusion of union negotiations (North Carolina/Redford)

Variable Cost Reductions

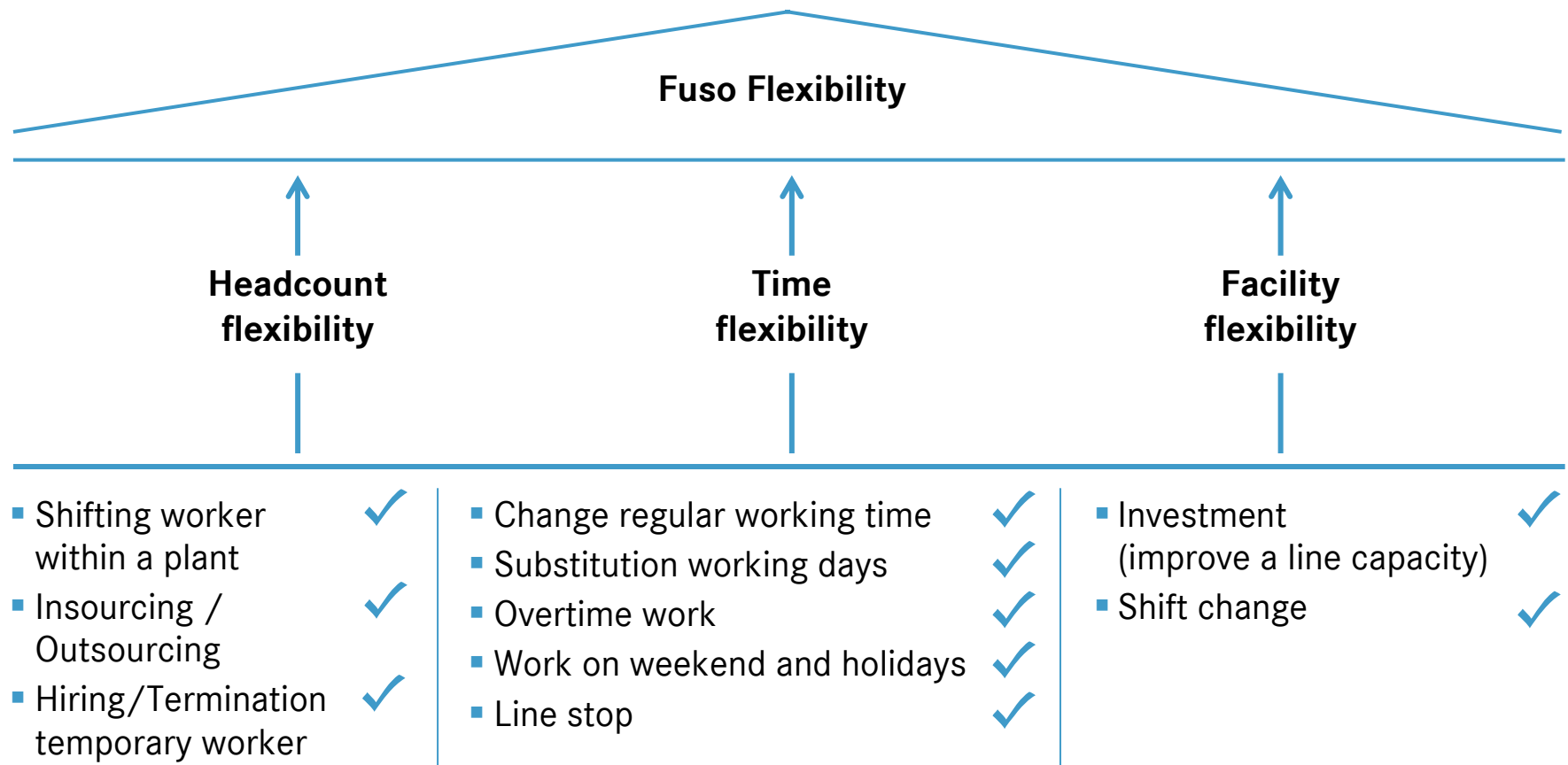
- 20% material evaluated for global sourcing
- Technical cost improvement program well underway
- Improvement of conversion cost

Fixed Cost Reduction

- Reduction of structural fixed cost: ~20%
- Reduction of white collar headcounts: ~1,200 people



High flexibility at Fuso





Fuso Realignment program leads to significant efficiency increase

Program “Fuso Realignment”

Streamlining product portfolio



- Reduction of model variants: 50%
- Reduction of parts variants: 30%

Realignment of manufacturing operations



- Integration HD/MD lines Kawasaki plant
- Sales of Thailand plant
- Closure of Oye bus plant

Streamlining Japanese retail network & enhancing international aftersales



- Reduction of Japan sales locations: 25%
- Launch of “Good Support” campaign

Material cost optimization



- Optimization of total material costs
- Improvement of global sourcing rate

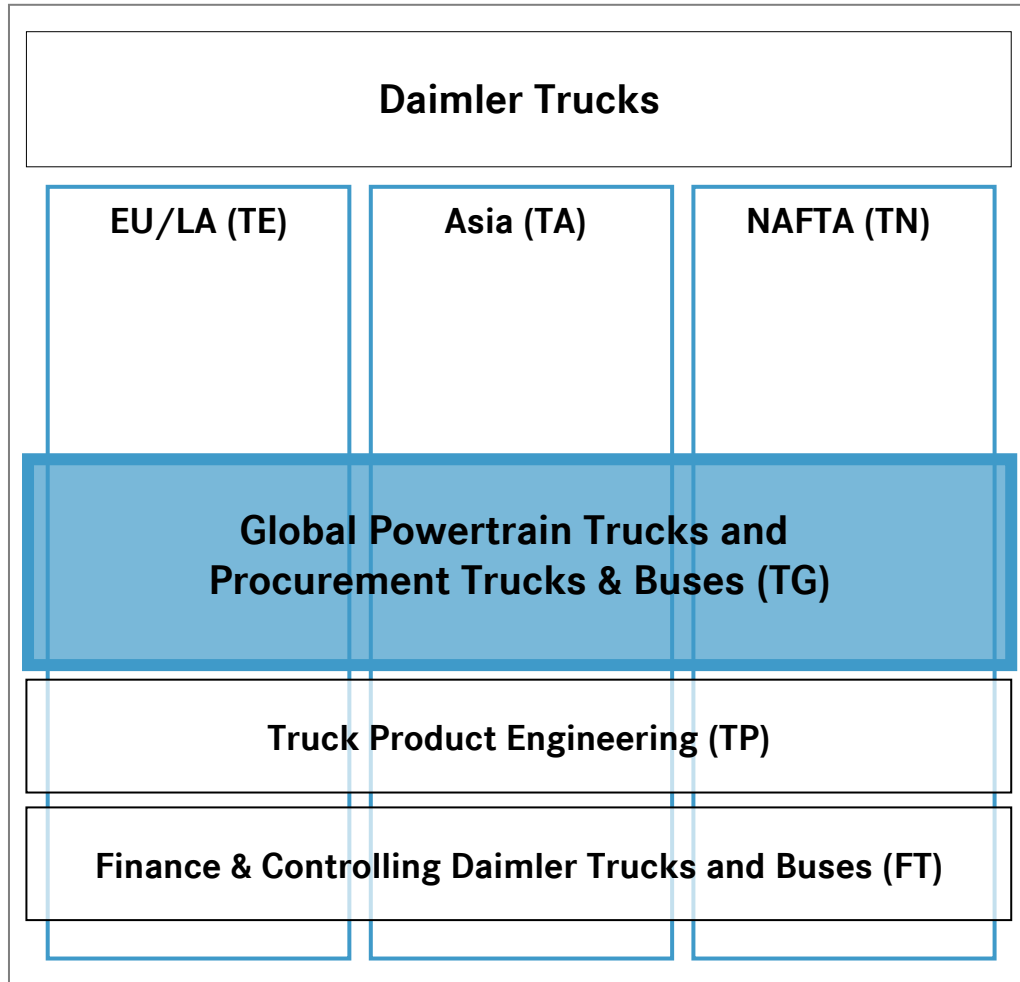
Fixed cost reduction



- Fixed cost reduction: 25%
- Workforce reduction: 2,300 people



“Global Powertrain Trucks and Procurement Trucks and Buses” with full result responsibility

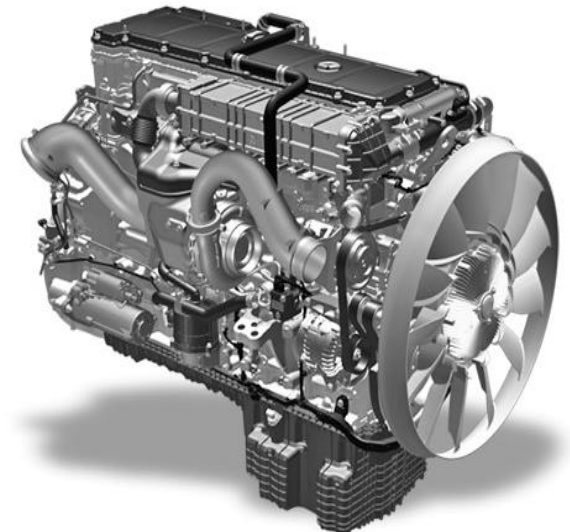


Benefits

- 1 Global result responsibility facilitates **entrepreneurial culture**
- 2 Globally aligned strategy to optimize **product portfolio** and **production network**
- 3 Strengthened matrix organization **supports commonality**
- 4 Global standardization and governance to **manage complexity**



Global Innovation / Local Adaptation



Mercedes-Benz



Growth in traditional markets: Investment in plant Aksaray / Actros “Made in Turkey”



“
AKSARAY”

**Guinness'e giren kamyon
12 milyon euro yatırımla
Aksaray'da üretilecek**



AKSARAY
Posta
15 NİSAN 2010 PERŞEMBE www.aksarayposta.net Fiyatı: 30 Krş.

Actros kamyonlar Aksaray'da üretilmeye başlayacak



Otomotiv devi Mercedes Benz, Türkiye'ye yeni görev verdi. Düşük yakıt tüketimiyle Guinness Rekorlar Kitabı'na giren Mercedes'in kamyonundaki amiral gemisi ve en pahalısı Actros, 12 milyon euro'luk yatırımla artık Türkiye'de üretilecek

Mercedes Benz Türk'ten yeni bir atılım daha:

Dünyanın en kaliteli ve en çok satılan kamyoncu olarak bilinen Actros kamyonlarının üretimi Aralık 2010 tarihinden itibaren Aksaray'da üretime başlayacak. Actros'un üretime başlamasından dolayı Mercedes Benz Kamyon Global Üretim Müdürlüğü Yaşin Pürsün tarafından Mercedes Benz Türk Aksaray Kamyon Fabrikası Direktörü Gerald Jank'a sembolik olarak nazar boncuklu Actros'un anahtarı verildi.

Mercedes Benz Kamyon üretimi için Türkiye'de açılan ilk üretim tesisi olan Mercedes Benz Türk Aksaray Kamyon Fabrikası'nın inşaatı 2008 yılında başladı. Mercedes Benz'in Türkiye'de ürettiği ilk kamyon olan Actros'un üretimini başlatmasıyla birlikte...

At arabasından düşerek yaralanmış

Milvian silye kullanılarak yapılan testler sırasında bir kişi silye altına düşerek yaralandı. Yaralı kişi ambulansla hastaneye kaldırıldı. Yaralı kişinin yaralarının derin olduğu öğrenildi. Yaralı kişi hastanede tedavi altına alındı. Yaralı kişinin yaralarının derin olduğu öğrenildi. Yaralı kişi hastanede tedavi altına alındı.





Juiz de Fora transformation into full-fledged CV plant, Actros on-road launch in Brazil, Nationalization started

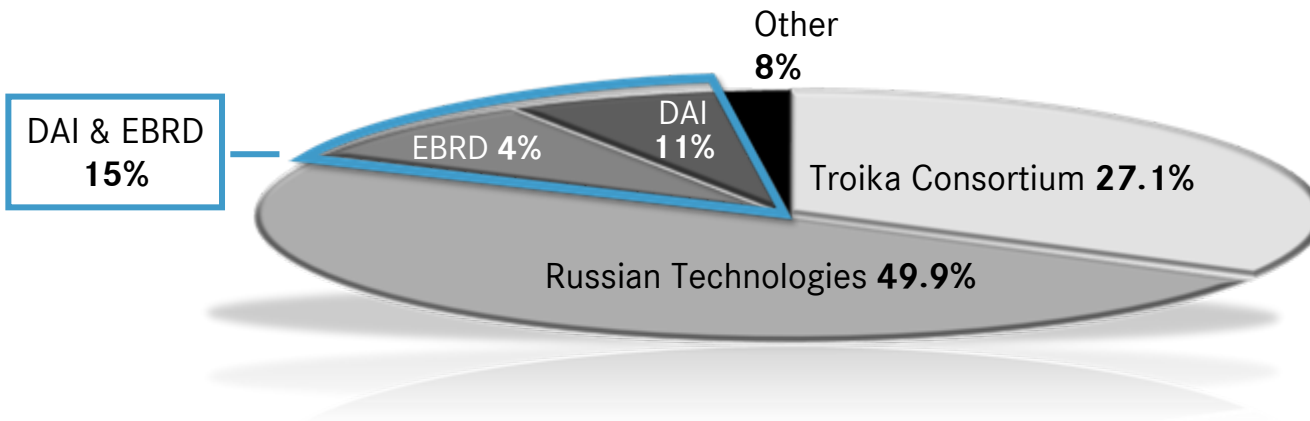


- Products (2011): Actros and Accelo
- Planned capacity: 15,000 units
- Employment: 1,500 people
- Space: 2.8 mill. sqm
- HDT segment (+63% in 2010) is fastest growing Brazilian market segment
- Market introduction 2010: Actros on-road (CBU)
- Target: 60% nationalization within three years



Russia: Good progress in strategic partnership with Kamaz!

Strategic Partnership with Kamaz





India: New brand for Daimler Trucks: “BharatBenz”



One name will say it all.

Excellence. Strength. Reliability. Prosperity.

In 2012, India's trucking industry will awaken to a name that stands for all this, and much more: BharatBenz.

A name that symbolises a commitment to India from Daimler, the world's leading truck maker. BharatBenz brings with it an investment of over ₹ 4,400 crores in a state-of-the-art manufacturing facility near Chennai, a rich legacy of world-class trucks, and a complete understanding of the requirements of the Indian trucking industry.

Soon, Daimler will begin production of BharatBenz trucks that are made in India, for Indian needs, and deliver on an undisputed reputation for the best in quality, technology, reliability and value. Trucks that are derived from the genes of the world's most respected brands, like Mercedes-Benz, leaders in heavy duty trucks, and Fuso, the frontrunners in light duty trucks.

India's trucking industry will embark on a journey of prosperity. And one name shall lead the way.



BHARATBENZ



China: Making headway with Foton

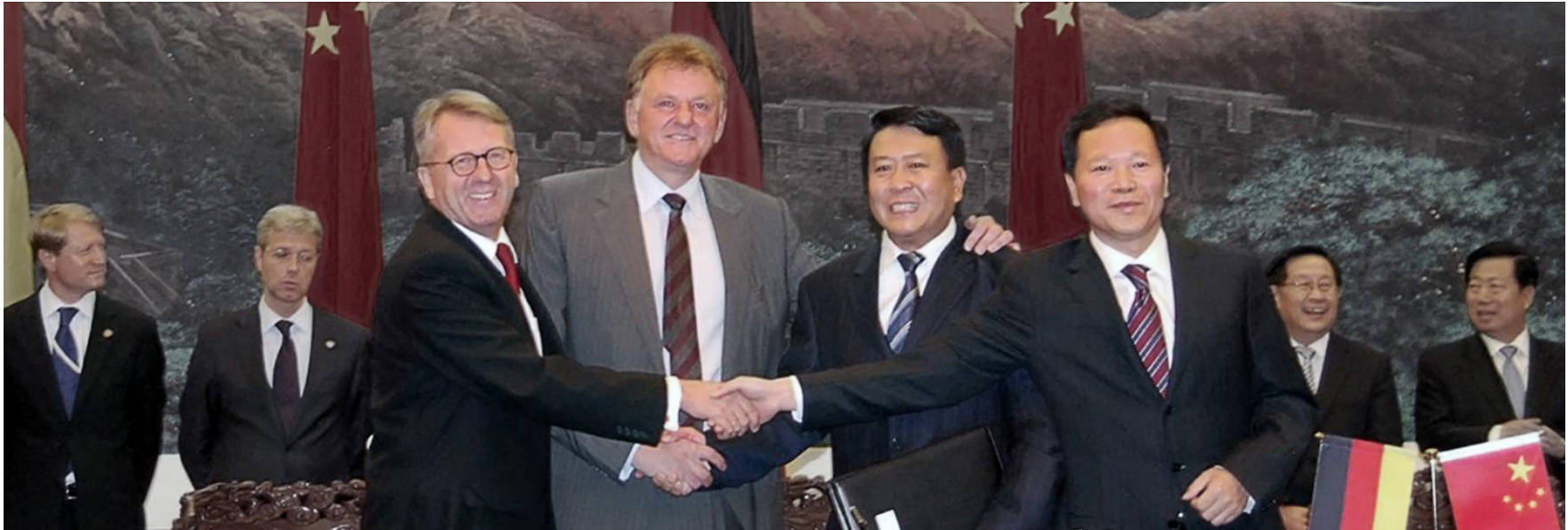
Franfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

Daimler baut Lastwagen in China

Kooperation mit Foton Motor

THE WALL STREET JOURNAL

Daimler, Beiqi Foton Ink Deal On China Truck Joint Venture



CHINA DAILY

Daimler in truck deal with Foton

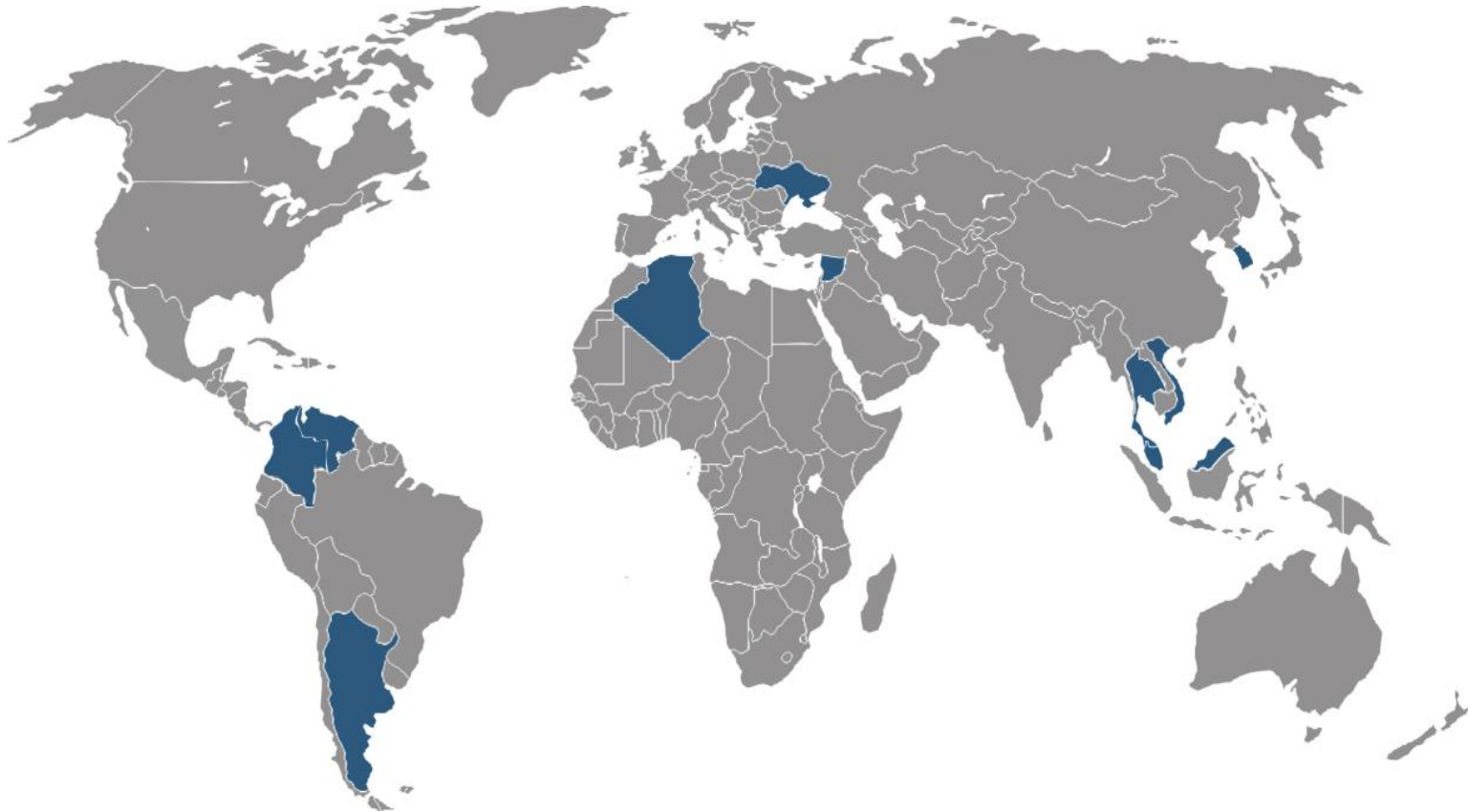
Börsen-Zeitung
Zeitung für die Finanzmärkte

Daimler gelingt Durchbruch in China



Daimler Trucks “Future Focus Markets”

- Algeria
- Argentina
- Columbia
- Malaysia
- South Korea
- Syria
- Thailand
- Ukraine
- Venezuela
- Vietnam





Most comprehensive product launch ever



Coronado



Canter



Atego



New Atego/Axor



Fuso Super Great



Fuso Fighter



2010

2011 - 2013



Significant product launches at all Operating Units in 2010, Fuso with completely new product portfolio



Coronado

Super Great

Fighter



Atego

Axor

Atego HEV

Canter



BlueEfficiency Power!



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2011 Outlook

● Truck market outlook

- Further market growth expected for medium- and heavy-duty trucks in the triad
- Europe: +20 to 25%
- NAFTA region: +30 to 35%
- Brazil: moderate increase in market volume
- Japan: cannot be accurately forecasted on the basis of the information currently available

● Daimler Trucks sales outlook

- Daimler Trucks maintains its overall target to increase unit sales substantially despite the situation in Japan
- European business expected to grow in line with market expansion
- Significant growth of unit sales in the NAFTA region based on strong order situation and growing market shares
- Mercedes-Benz do Brasil expects to remain on current high level
- Further growth in Asia; development in Japan difficult to predict

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; events of force majeure, including, amongst others, natural disasters, acts of terrorism, political unrest, industrial accidents and their effects on our sales, purchases, production or financial services activities; 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 or 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 most recent 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.