

# DAIMLER

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## Unicredit Conference Munich



September 2011

## Agenda

- **Daimler Group Q2 and Half Year 2011 Results**
- Daimler Trucks
- Mercedes-Benz Cars

## Key developments in Q2 2011

- **Q2 2011 marked another strong quarter**
- **Group sales increased by 6%, and revenue grew by 5%**
- **Mercedes-Benz Cars on track to post new record sales in 2011**
- **Daimler Trucks launched the all-new Actros and increased capacity in the Americas**
- **Net industrial liquidity remains on a high level**
- **Public tender offer for Tognum successfully completed**

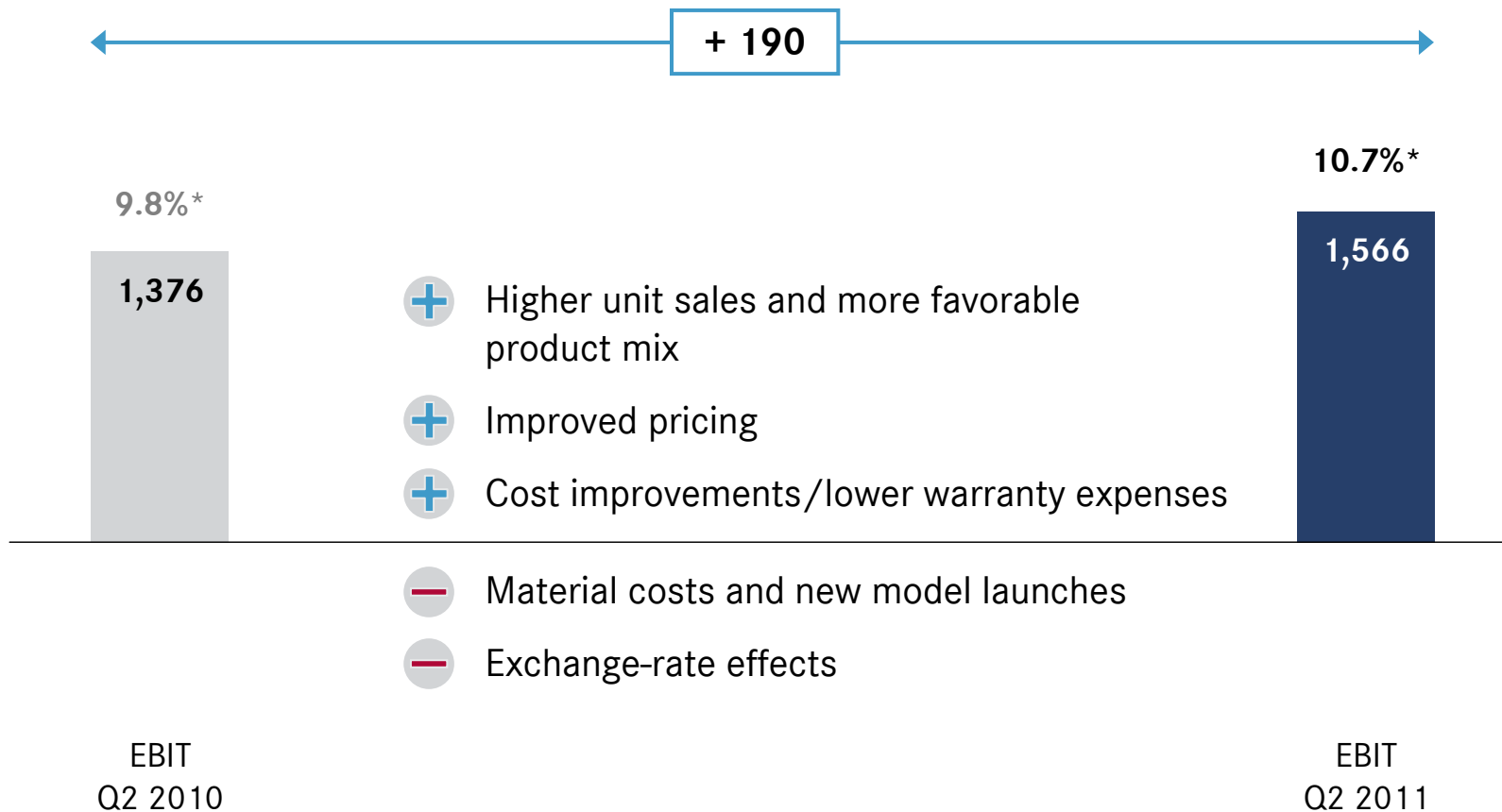
## Key financials

- in billions of euros -

	Q2 2010	Q2 2011
<b>Revenue</b>	25.1	26.3
<b>EBIT</b>	2.1	2.6
<b>Net profit</b>	1.3	1.7
<b>Earnings per share (in euros)</b>	1.18	1.51
<b>Net liquidity industrial business (2010: year-end)</b>	11.9	11.5
<b>Free cash flow industrial business (January-June)</b>	2.8	0.6

# Ongoing strong EBIT performance

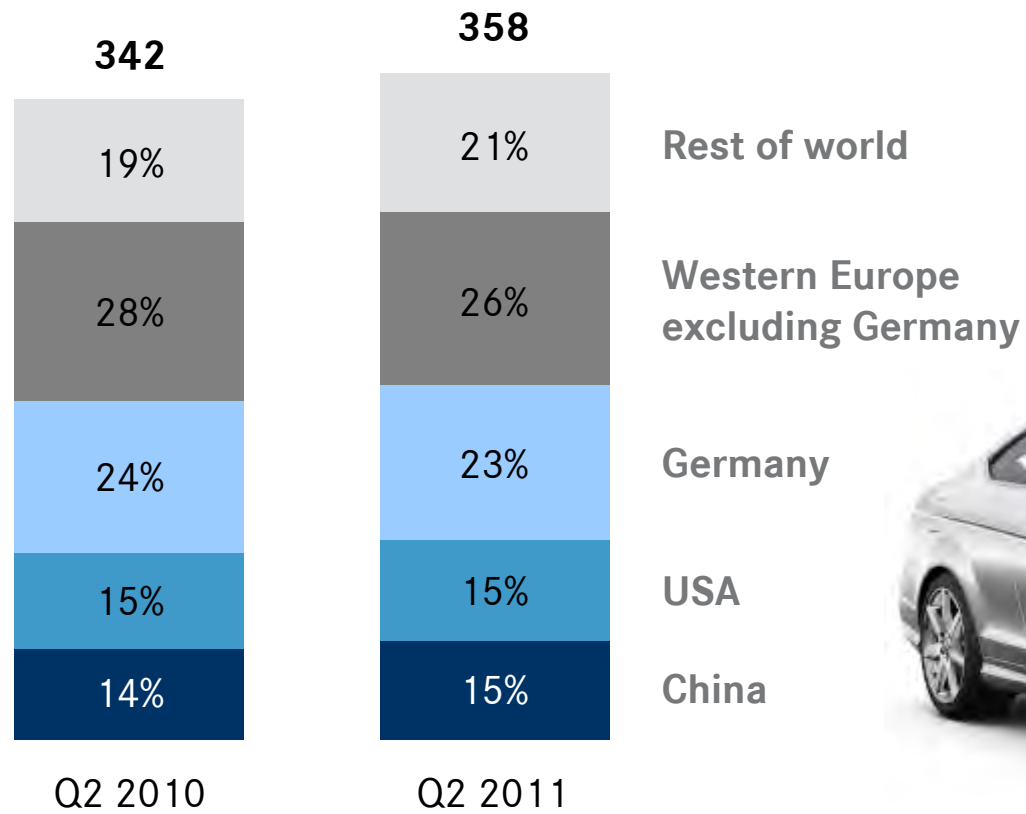
- in millions of euros -



\* Return on sales

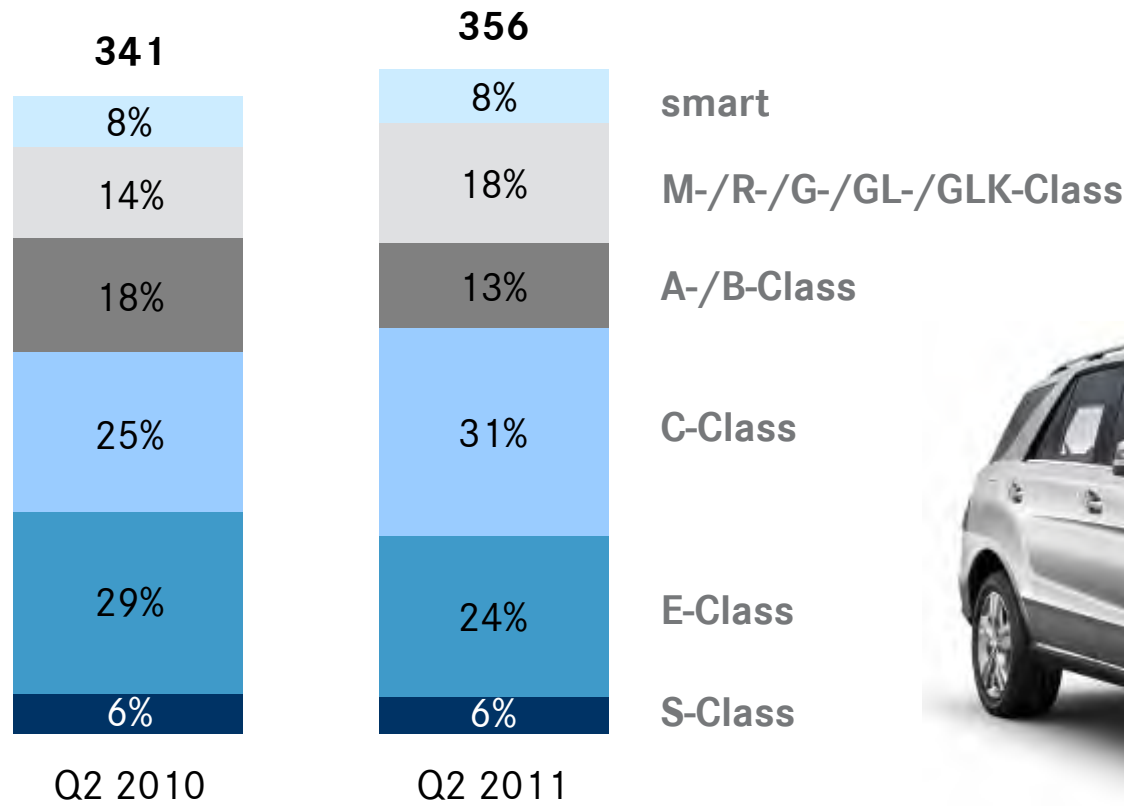
## Balanced sales structure

- Unit sales in thousands -



# Further increase in unit sales

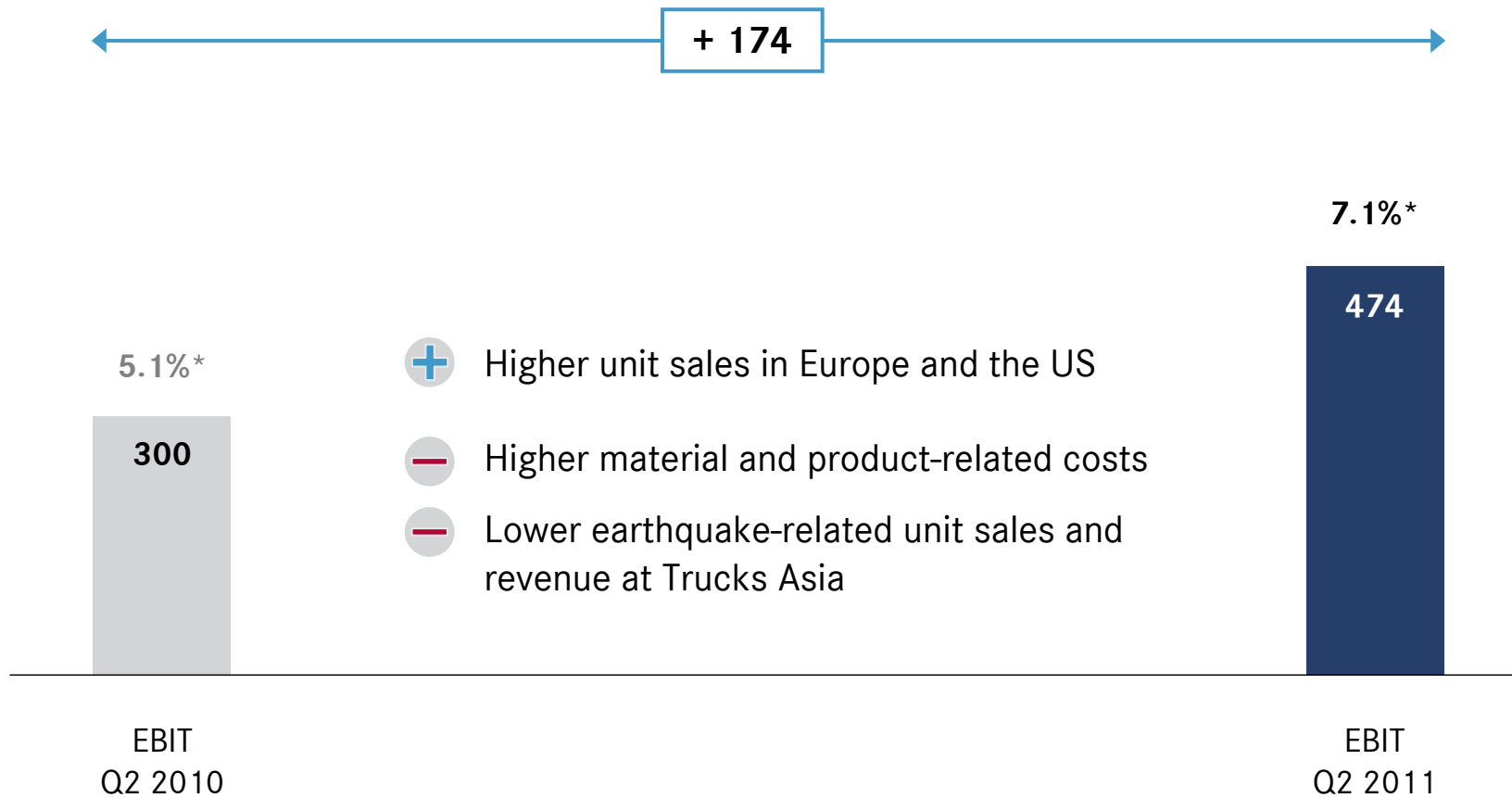
- Unit sales in thousands\* -



\* Excluding Mitsubishi vehicles produced and/or sold in South Africa

# Significant improvement in EBIT

- in millions of euros -

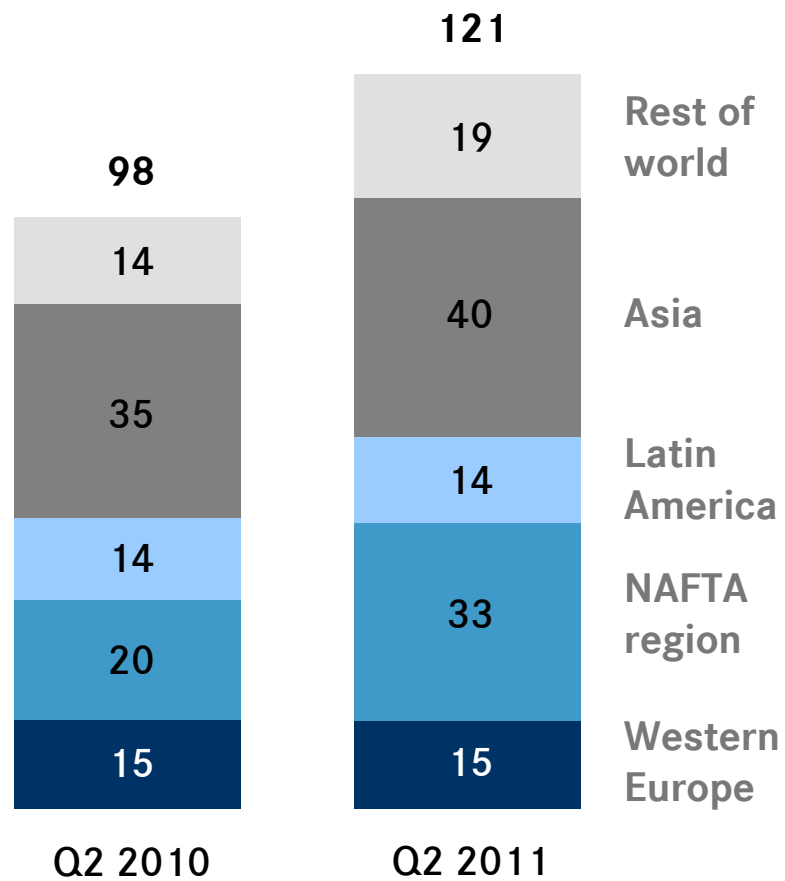


\* Return on sales



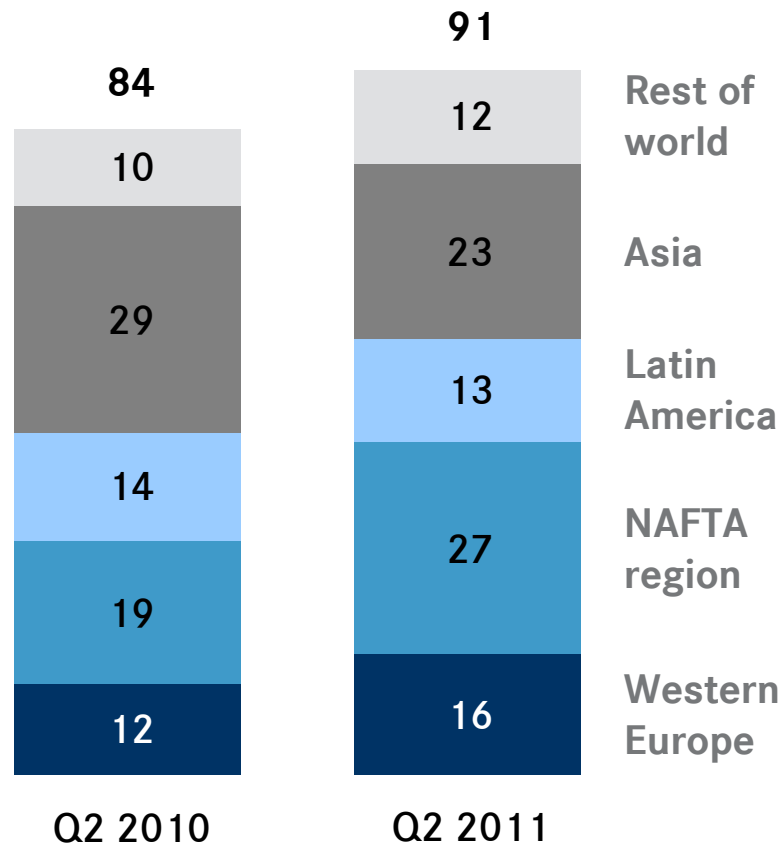
# Incoming orders rose significantly

- in thousands of units -



# Significant increase in unit sales despite lower volume in Asia

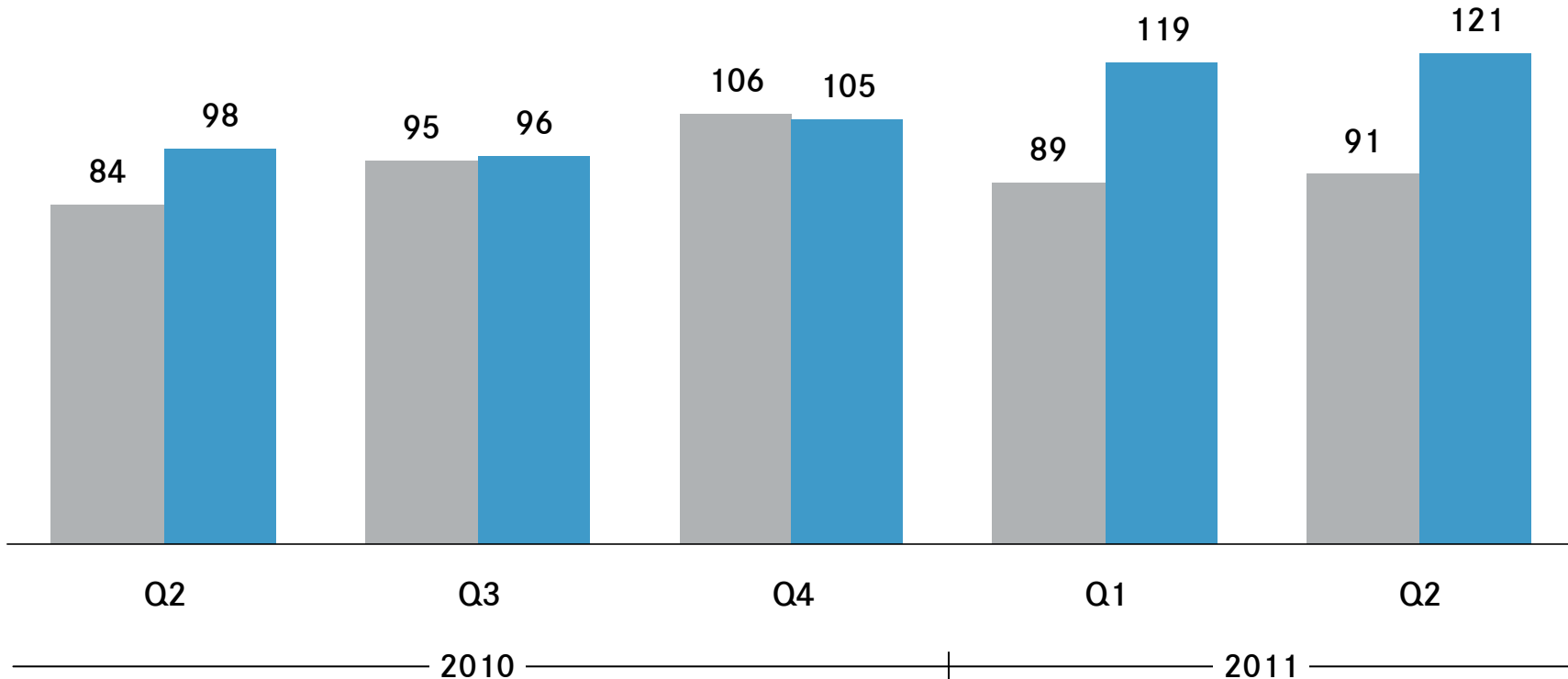
- in thousands of units -



# Incoming orders in Q2 2011 clearly above prior year and above unit sales

- in thousands -

■ Unit sales ■ Incoming orders



## Revenue and earnings outlook for 2011

- **Based on the currently good market expectations, we expect to post Group revenue of significantly more than €100 billion**
- **In light of the better than anticipated performance in the first half of 2011 and the currently good market demand, Daimler targets EBIT from the ongoing business which will be better than we previously expected and will very significantly exceed the level of 2010**
- **Developments in the first half of the year have shown that we continue to make good progress toward the targeted rates of return to be achieved on a sustained basis as of the year 2013**
- **These targets are based on the assumption that the economic and political environment will remain stable and that automotive markets will remain intact**

## Aiming for superior performance

Mission statements and financial targets from 2013 onwards (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>

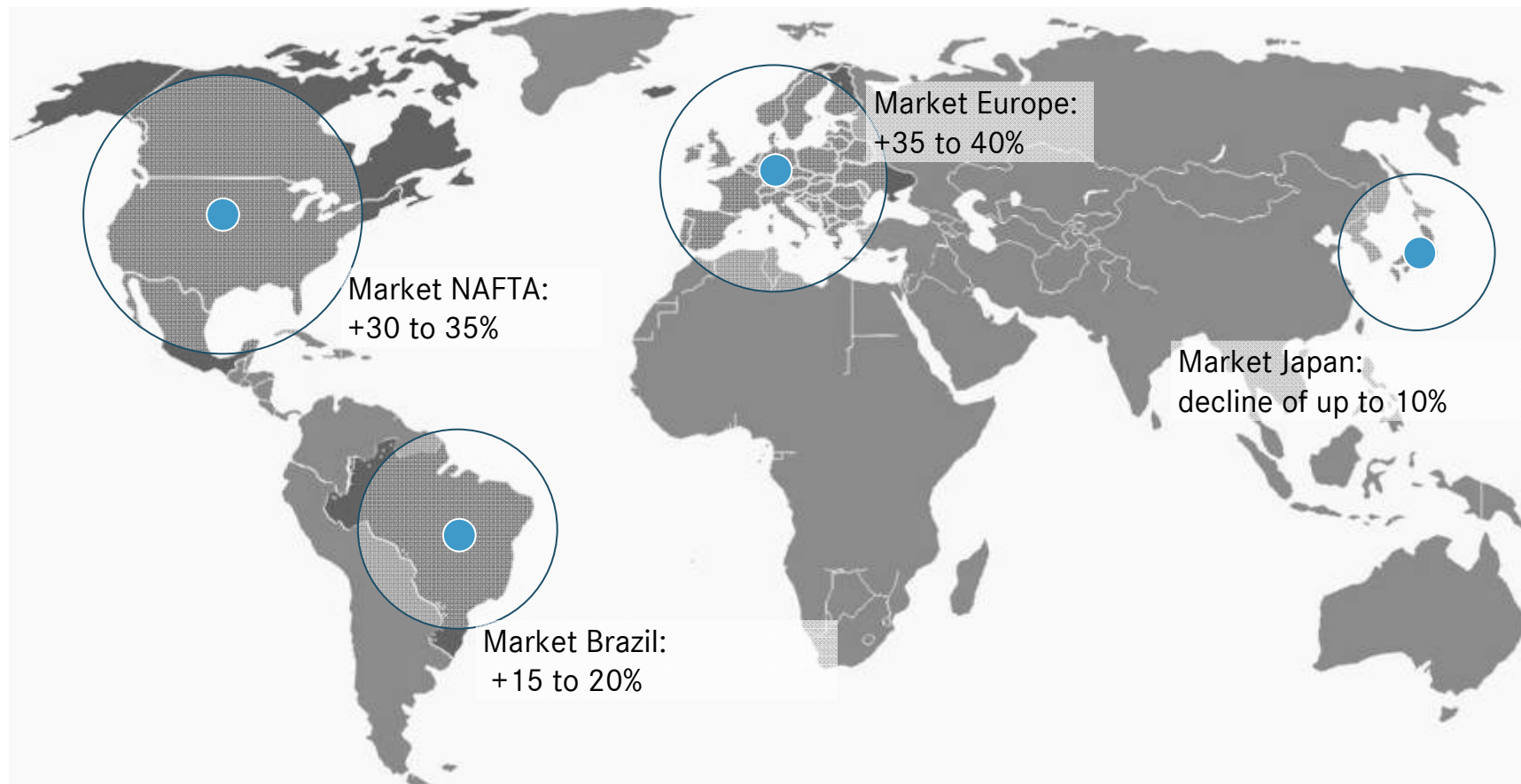
\* Automotive Business: Return on Sales (RoS); Daimler Financial Services: Return on Equity (RoE)

\*\* over the cycle

## Agenda

- Daimler Group Q2 and Half Year 2011 Results
- **Daimler Trucks**
- Mercedes-Benz Cars

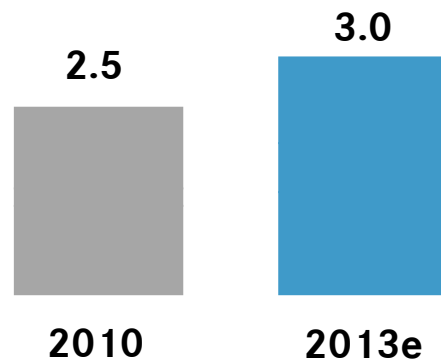
# Outlook - FY 2011: Strong sales performance in recovering environment



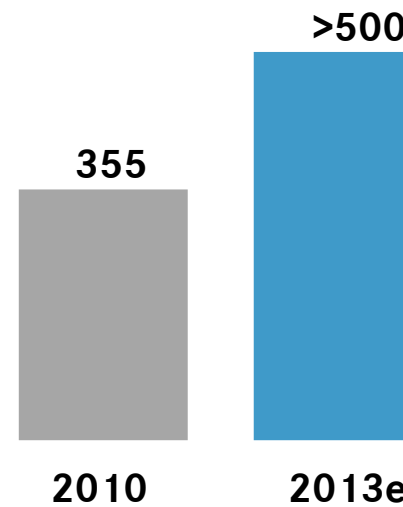
# Target: >500,000 units in 2013

## Market / Sales - Forecast

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



Daimler Trucks – Sales  
(in '000 units)





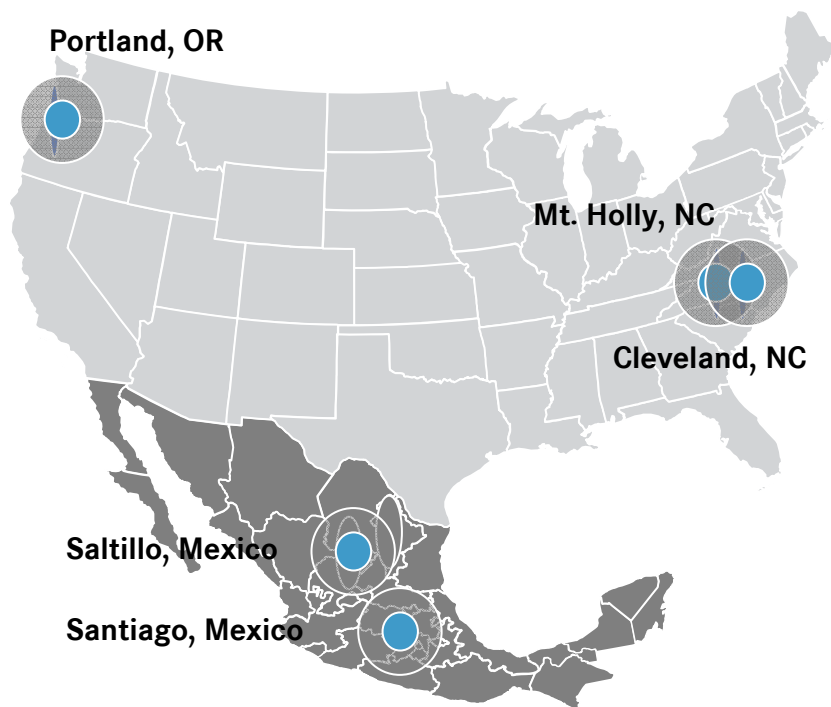
# Staying the course: Global Excellence

## Daimler Trucks Global Excellence

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



# 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



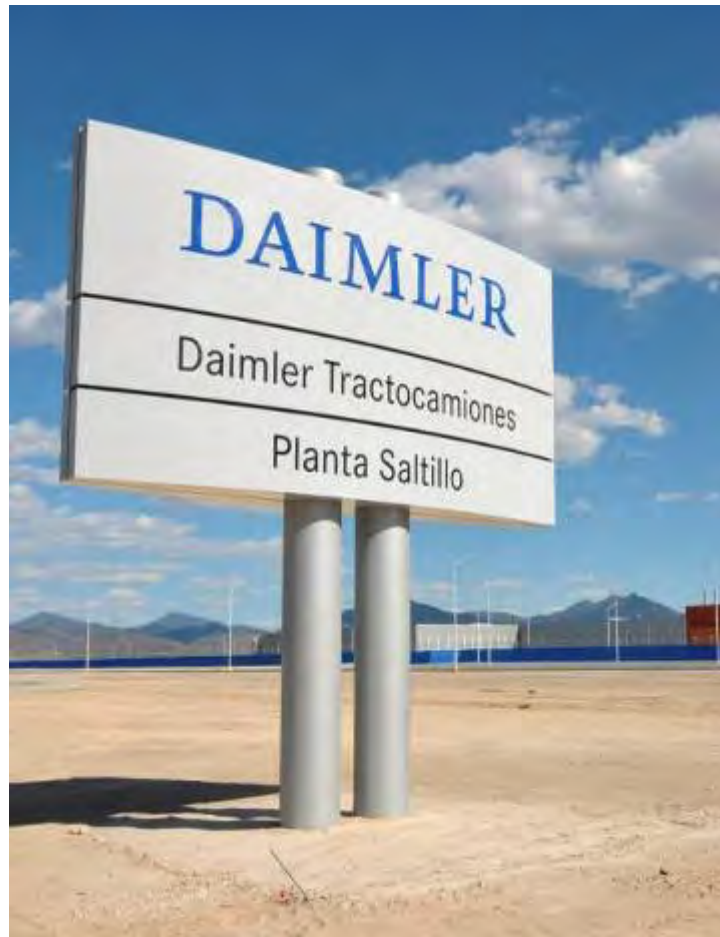
Maximize Military flexible capacity while decreasing per unit cost across entire network



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



# State-of-the-art plant in Mexico, Know-how transfer through Truck Operating System



# Production flexibility of over 30% in Wörth

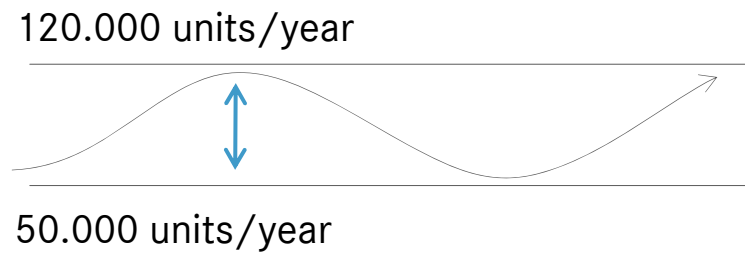
## Flexible working hours



## Flexible cycle time

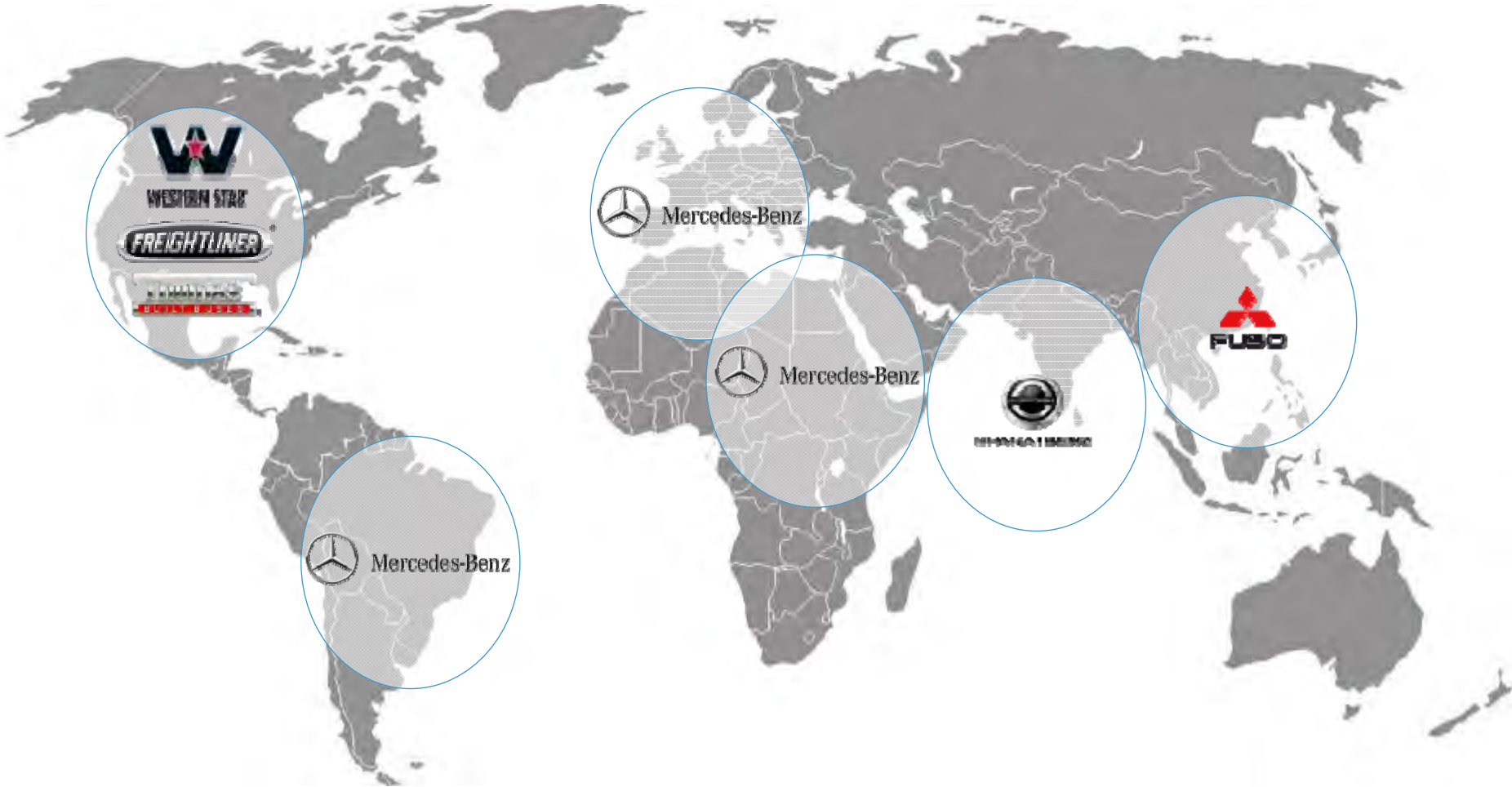


## Flexibility





# Global Footprint / Local Expertise



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



Coronado

Super Great

Fighter



Atego

Axor



Atego HEV



Canter

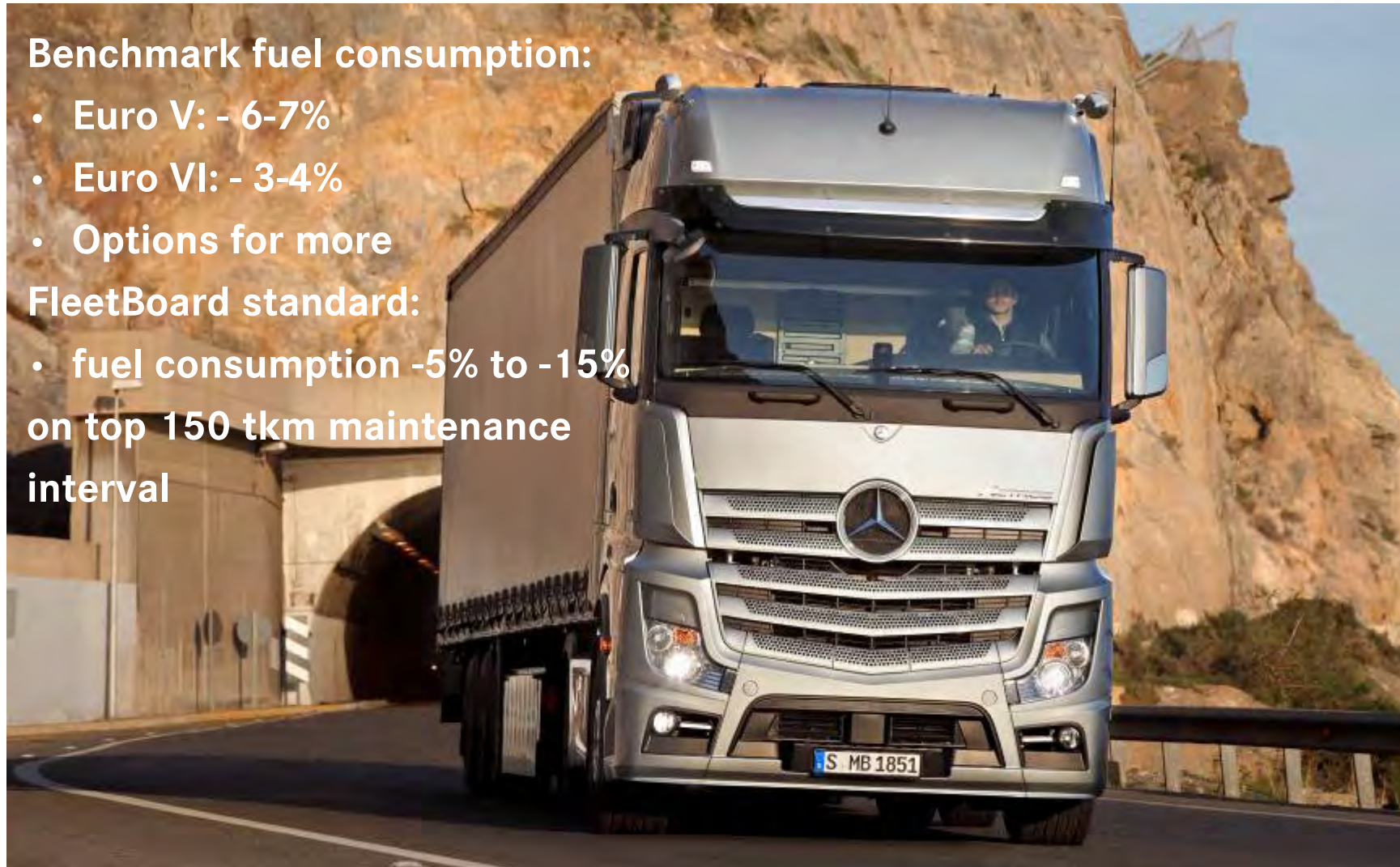
## The New Actros: No stone left unturned. Overall Total Cost of Ownership optimisation.

Benchmark fuel consumption:

- Euro V: - 6-7%
- Euro VI: - 3-4%
- Options for more

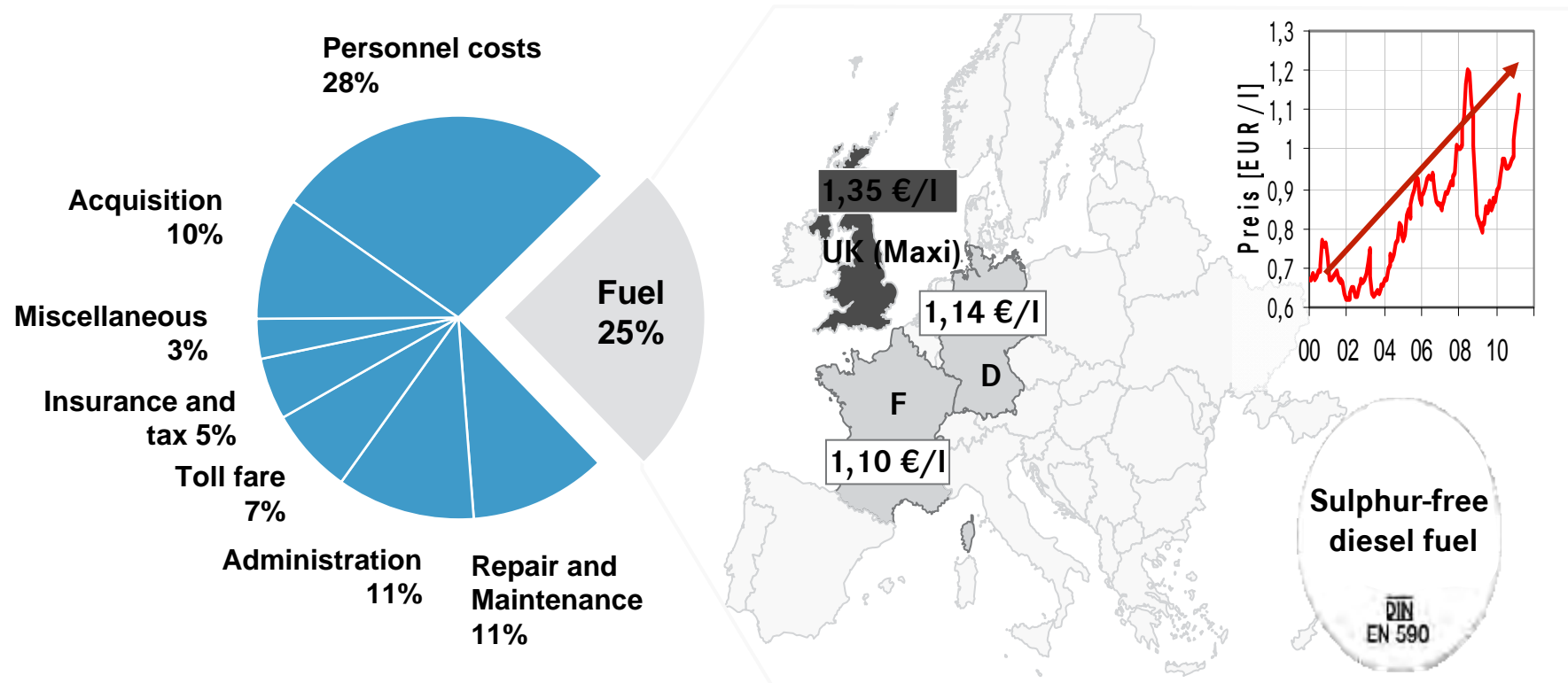
FleetBoard standard:

- fuel consumption -5% to -15%  
on top 150 tkm maintenance  
interval





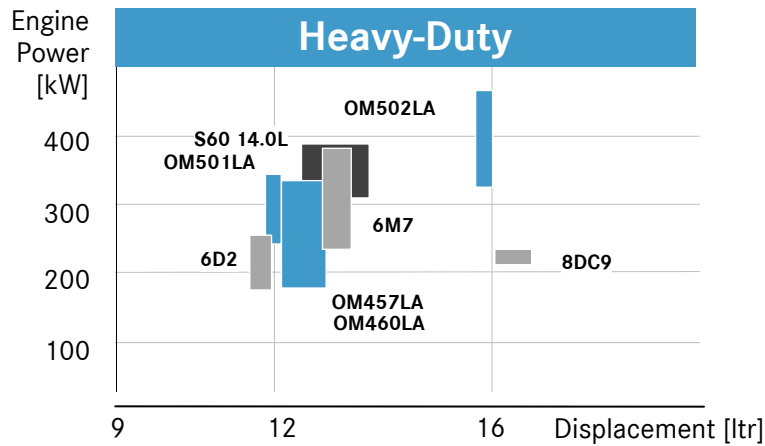
# Major profitability leverage is fuel consumption – Importance grows when fuel price increases.



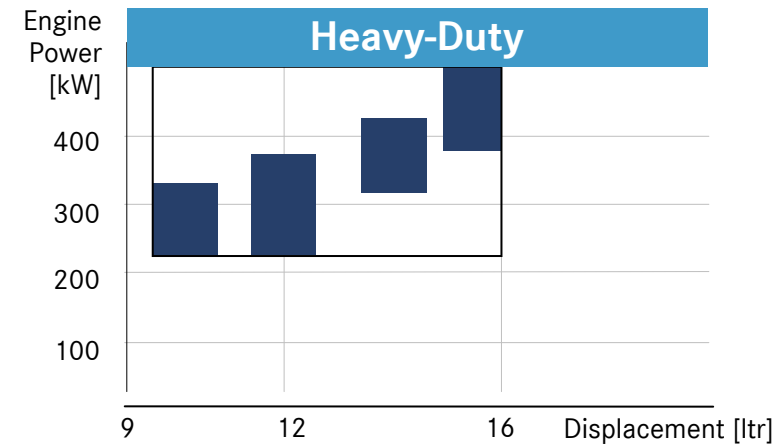


# Commonality – HDEG: Substitution of multiple platforms by global platforms

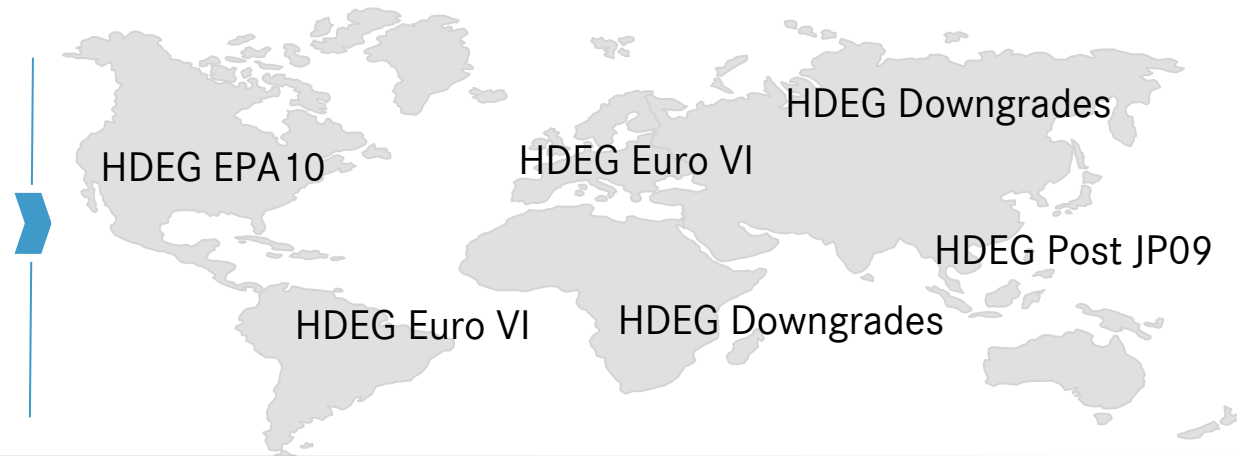
**Current Engine Portfolio**



**Future Engine Portfolio**



**Market  
Introduction  
HDEG EPA07  
North America**



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Heavy-Duty Engine Generation:  
Start of Production in Mannheim on March 17, 2011



## Agenda

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- Daimler Trucks
- **Mercedes-Benz Cars**



## New generation Mercedes-Benz C-Class - Interior



## New C-Class Coupe





## New C-Class Coupe - Interior



## New Mercedes-Benz SLK





## New Mercedes-Benz SLK - Interior



## The new Mercedes-Benz M-Class



## The new Mercedes-Benz M-Class - Interior





## The new Mercedes-Benz B-Class



## The new Mercedes-Benz B-Class - Interior



## Mercedes-Benz Concept A





# Mercedes-Benz Concept A - Interior & Connectivity





**Daimler R&D – Our key success factors**

**Ambition to Lead**  
*Our refined Brand Goals*

**Superior Products**  
*Sustainability in all Aspects*

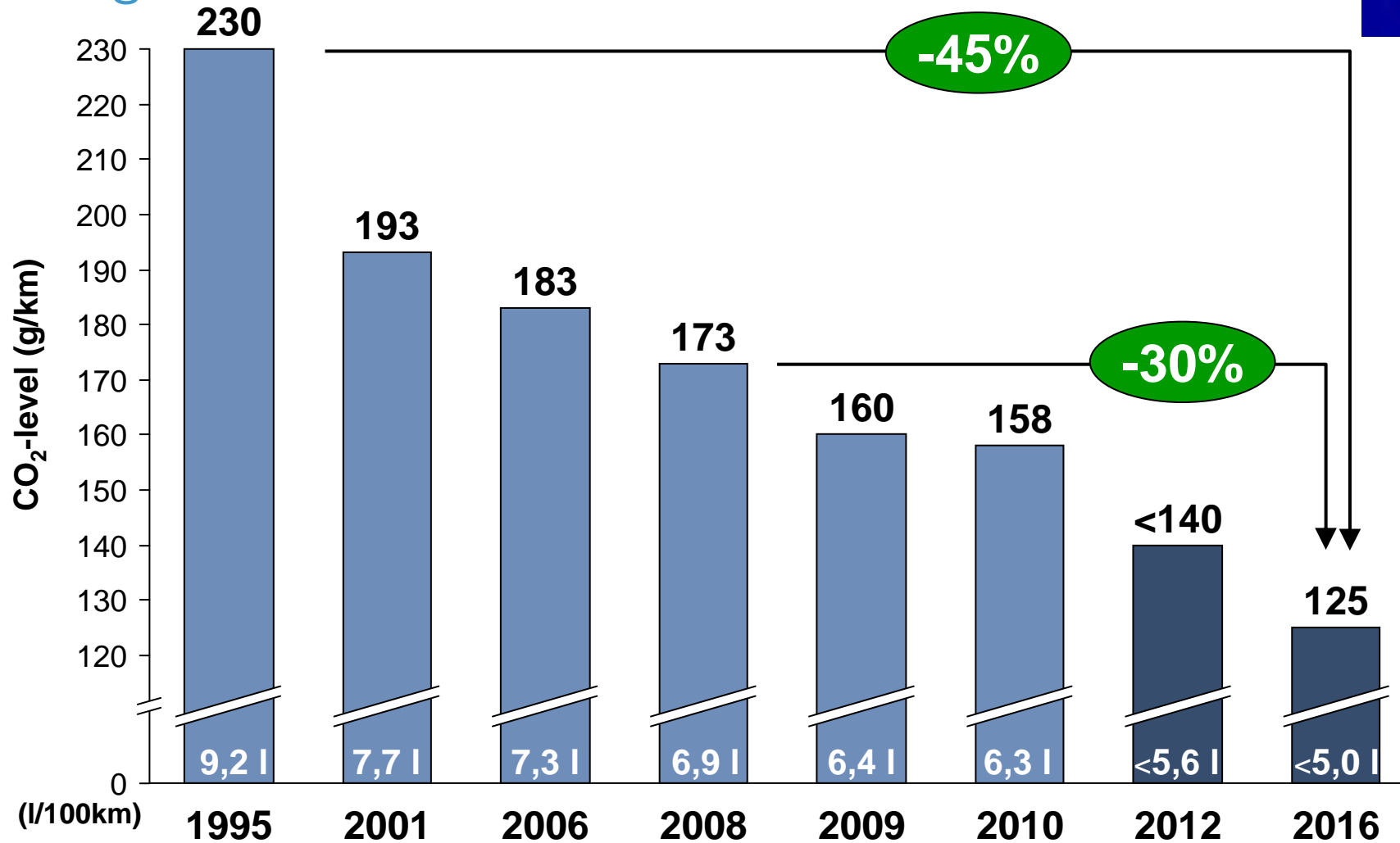
**Operational Excellence**  
*Efficient R&D Structures*

**Innovation and Technology**  
*Ahead of the Crowd*

**Strategic Investments & Cooperations**  
*Green Leadership*



**CO<sub>2</sub> Emissions** – Significant reduction of ECE fleet consumption, we are on our way to exceed regulatory targets



# Sustainability – Our roadmap to emission-free mobility

Optimization of vehicles with high-tech combustion engines

**CDI, CGI, BlueTEC, DIESOTTO**



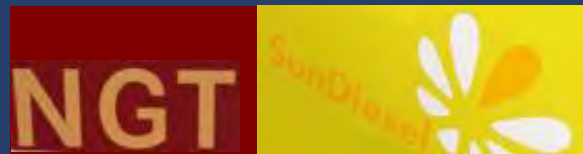
Further increase of efficiency through hybridization

**HYBRID, BlueTEC HYBRID, Plug-in HYBRID**



Locally emission-free electric vehicles with battery and fuel cell

**E-CELL, F-CELL, E-CELL PLUS**



*Clean fuels for combustion engines*

Energy sources for future mobility





# BlueEfficiency to reduce Emissions – Optimization of all relevant components proving to be effective

Tires

Gear Shift Indicator

Direct Injection

A/C Compressor

Ventilator Cover

Power Steering

Fuel Pump

Generator

ECO Start-Stop-Function

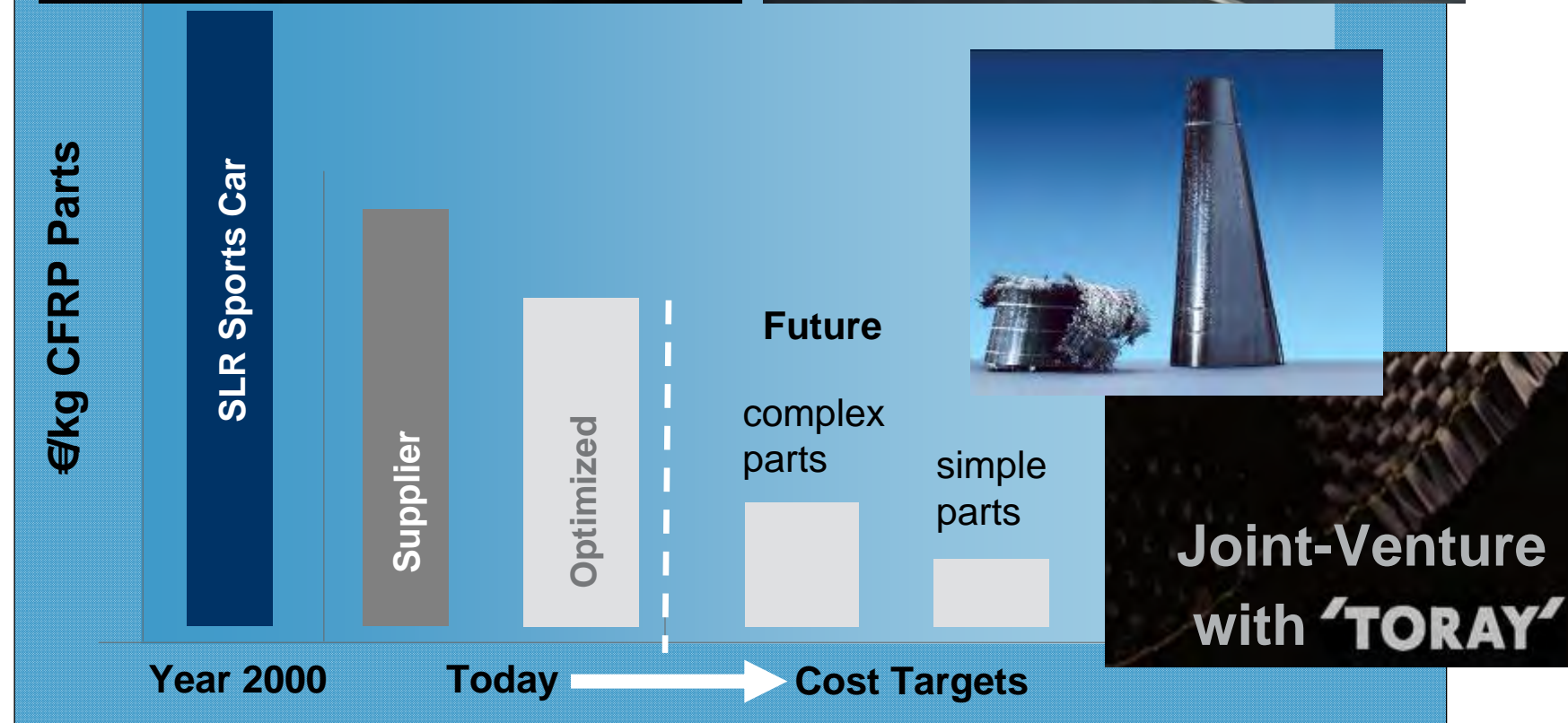
Aerodynamics

Lightweight Construction and Materials

High-tech Powertrains

**C220 CDI BE: 4,4 l/100km; 117 g CO2/km**

# Carbon Fiber – Cost reduction through strategic cooperation





# Hybridization – Electrification safeguards economic sustainability of large premium cars



ML450 HYBRID:  
**7,7 l/100km (182 g/km)**

S400 HYBRID:  
**7,9 l/100km (186 g/km)**



E300 HYBRID:  
**4,4 l/100km (<120 g/km)**



S500 Plug-In- HYBRID :  
**3,2 l/100km (74 g/km)**

**Next Gen.  
S-Class**

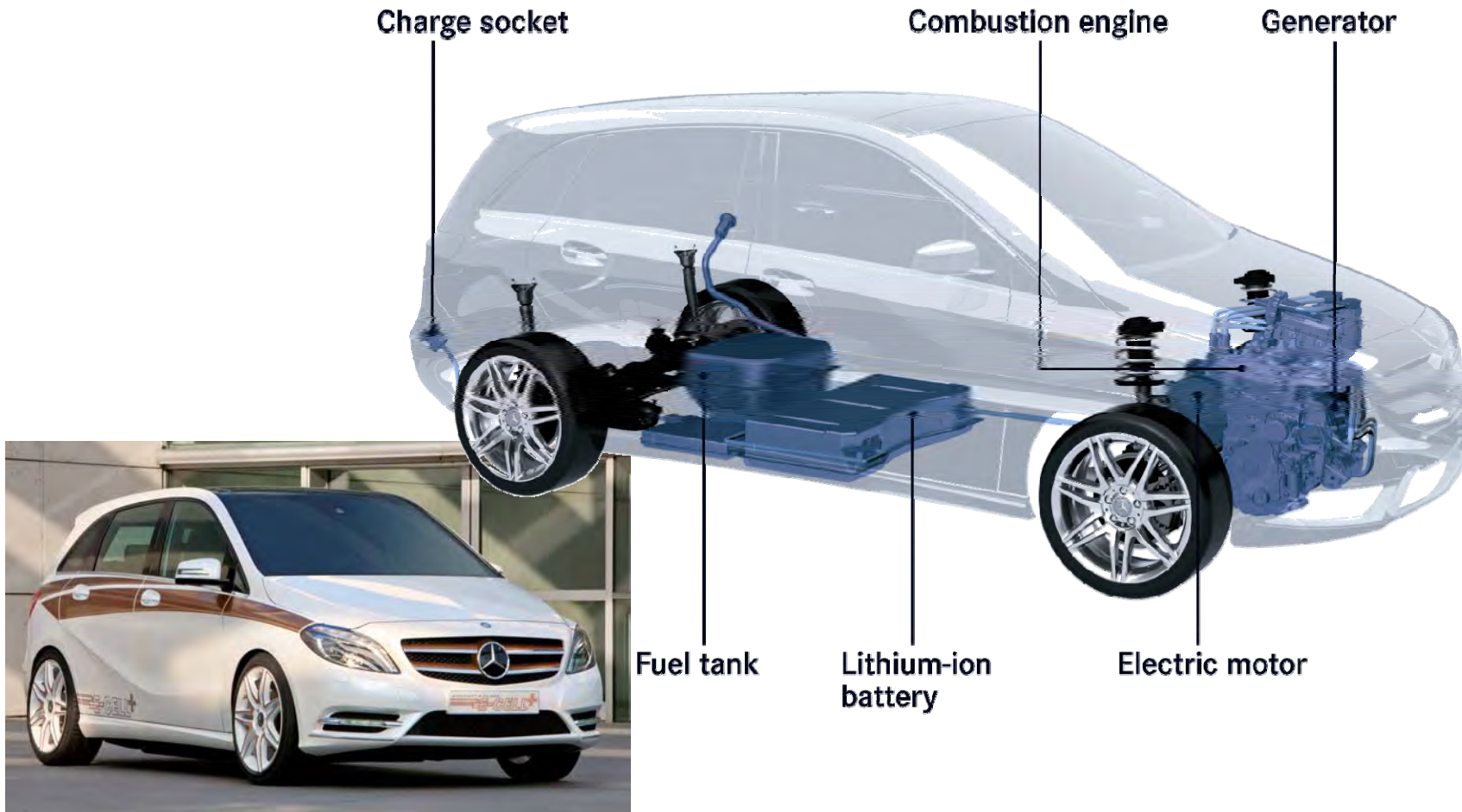


2009

2011

Modular Mercedes-Benz Hybrid-concept for maximum customer benefit

# Concept B-Class E-CELL PLUS



3-cyl. turbo engine, optimized as extender  
two-gear REX-transmission  
2 highly efficient e-motors

Range: up to 600 km  
Electrical Range: 100 km  
Emissions: 32 g CO<sub>2</sub> / km



# Zero-Emission Vehicles – Leading by experience



EVs with Battery

**Generation 1 : Test Fleet**  
smart fortwo electric drive in London  
2007

**Generation 2: Series Production**  
Customer fleet smart electric drive  
& A-Class E-CELL  
2009/10

**Generation 3: Mass Production**  
smart und MB electric drive  
starting 2012



EVs with Fuel Cell

**Generation 1: Worldwide Test Fleet**  
A-Class F-CELL  
2004

**Generation 2: Series Production**  
Worldwide Test fleet B-Class F-CELL  
2010

**Generation 3: Mass Production**  
Mercedes-Benz F-CELL  
starting 2014

Modular E-Drive components allow for synergies and top quality

**Electric Vehicles – With the broadest portfolio of series production EVs we lead the competition**

Mercedes-Benz A-Class E-CELL	smart fortwo electric drive	Mercedes-Benz SLS AMG E-CELL	Mercedes-Benz B-Class F-CELL	Mercedes-Benz Vito E-CELL
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E-Motor: <b>70 kW, 290 Nm</b> in series production	E-Motor: <b>30 kW, 120 Nm</b> in series production <b>&gt;2.000 vehicles'</b> in customers hands since 2009	4 synchronous E-Motors: <b>392 kW, 880 Nm</b> Market entry in 2013	E-Motor: <b>100 kW, 290 Nm</b> in series production <b>200 vehicles</b> in customers hands since 2010	E-Motor: <b>60 kW, 280 Nm</b> in series production
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**Driving Range**

250km	140km	200km	400km	130km
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# F-CELL World Drive



Mercedes-Benz

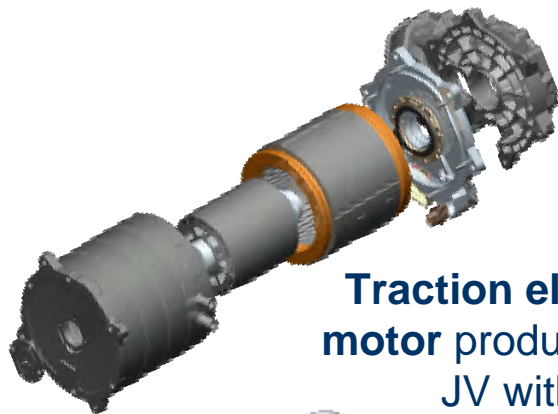


3 B-Class F-CELL, 125 days, 30000km,  
4 continents and 14 countries ...

... have proven that Mercedes-Benz fuel-cell  
technology is ready for series production!



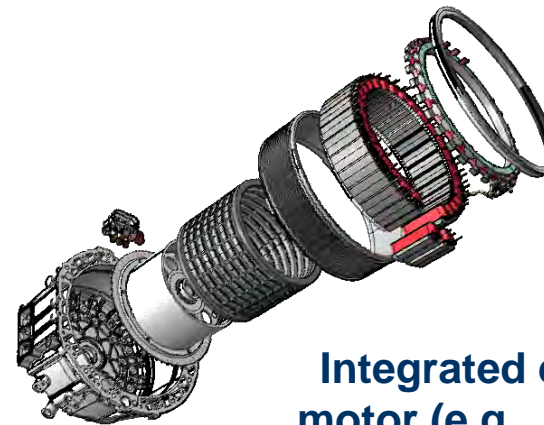
# Strengthening Key Know-How – Cooperation with BOSCH to develop and produce traction electric motors



**Traction electric motor** production in JV with



**BOSCH**



**Integrated electric motor (e.g., hybrids)** in-house production in Berlin

We control all key technological and cost aspects



# High-Voltage Batteries – Integrated battery production in Kamenz, Germany enables competitive advantages



Business and employment opportunities:


- OEMs
- Supplier & engineering service provider
- Chemical industry
- Logistics
- Plant / process engineering
- Electric / electronics
- Scientific community









 Mercedes-Benz

## 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 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 limits our ability to achieve 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.