

DAIMLER

DAIMLER

Sustainability Roadshow

Paris, January 24, 2012



Agenda

1 Company overview

2 Shaping the future of sustainable mobility

3 Mercedes-Benz Cars

4 Daimler Trucks

Five divisions with 100 % automotive business and automotive-related services

	Mercedes-Benz Cars	Daimler Trucks	Mercedes-Benz Vans	Daimler Buses	Daimler Financial Services		
							
Revenues	€ 53.4 bn	€ 24.0 bn	€ 7.8 bn	€ 4.6 bn	€ 12.8 bn		
Employees	96,281	71,706	14,557	17,134	6,742		
	 Mercedes-Benz		MAYBACH 				
							

Note: Revenue Group € 97.8 bn; Employees: 260,100; sales organization 48.299, Corporate/Others 5.381

Current Key financials

- in billions of euros -

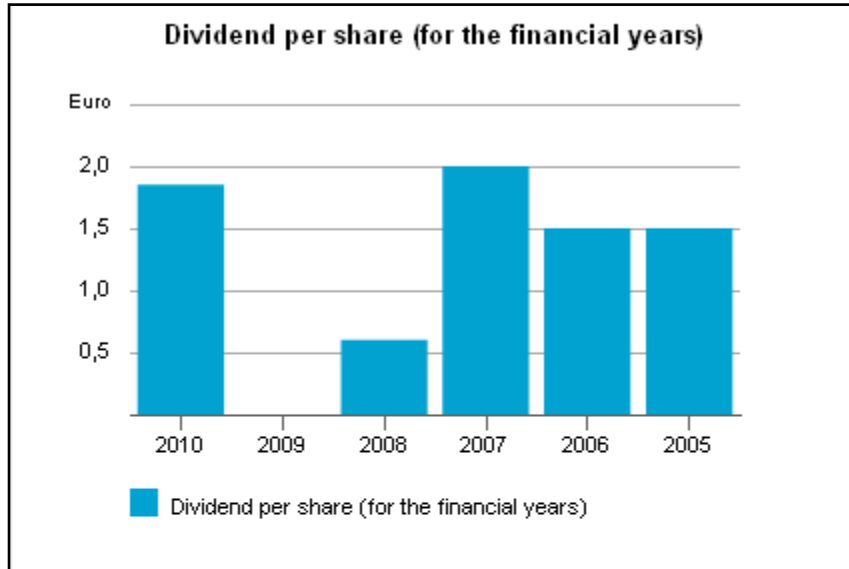
	Q1-Q3 2010	Q1-Q3 2011
Revenue	71,365	77,474
EBIT	5,712	6,580
Net profit	3,534	4,244
Earnings per share (in euros)	3.29	3.71
Net liquidity industrial business (2010: year-end)	11.9	10.4
Free cash flow industrial business	5.3	-0.2

Significant improvement of clean EBIT

- EBIT in billions of euros excluding special reporting items -

	Q1-Q3 '10 excl. SRIs	Q1-Q3 '11 excl. SRIs	Change
Mercedes-Benz Cars	3,481	3,962	481
RoS	8.9%	9.4%	0.5%
Daimler Trucks	783	1,514	731
RoS	4.6%	7.4%	2.8%
Mercedes-Benz Vans	313	579	266
RoS	5.6%	9.0%	3.4%
Daimler Buses	131	53	-78
RoS	4.1%	1.7%	-2.3%
Daimler Financial Services	705	1,027	322
Daimler Group	5,417	6,789	1,372

Attractive dividends and dividend policy



Dividend policy:

The Company is committed to a future pay-out ratio of 40% of the net profit attributable to the shareholders of Daimler AG.

Year		2010	2009	2008	2007	2006	2005
Div. per share	Euro	1.85	0	0.60	2.00	1.50	1.50
	USD	2.66	0	0.79	3.17	2.00	1.81
Pay-Out Ratio		44%	0%	41%	48%	48%	54%

Aiming for superior performance

Mission statements and financial targets from 2013 onwards (RoS/RoE* in %)

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

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

** over the cycle

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-

3 Mercedes-Benz Cars

4 Daimler Trucks

Our world is changing – Individual mobility is, too

Globalization

- Global networks
- Worldwide cooperation
- Shifting of markets
- Increasing competition

Shortage of resources

- Shortage of natural resources
- Demand for alternative energy sources
- ...

Change of values

- “Green“ awareness
- Individualization
- Additional forms of mobility
- New communication channels



Legislation

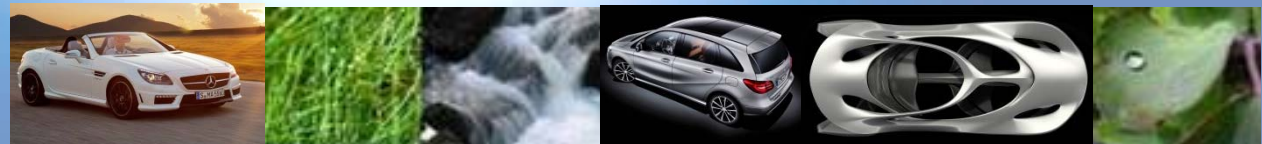
- National emission regulations
- National safety ratings
- Customs & trade restrictions
- Local production

Technology

- Powertrain innovations
- New materials and procedures
- ...

Urbanization

- Mega-Cities
- Shortage of space
- New mobility requirements
- Areas with restricted access



Sustainability at Daimler

A Strategic Target with Leadership Ambitions

- 2010: BoM decision to include sustainability in the Daimler target system: **“Operational Excellence and Sustainability”**.
- Daimler is fully committed to **leading the way** when it comes to sustainability.
- To underscore the Leadership claim, Daimler in January 2011 joined the **Global Compact LEAD Group with the Commitment of Sustainability leadership**. The LEAD Group (approx. 50 multinationals) has committed itself to aligning their operations and strategies with **ten universally accepted principles** in the areas of **human rights, labour, environment** and **anti-corruption**.

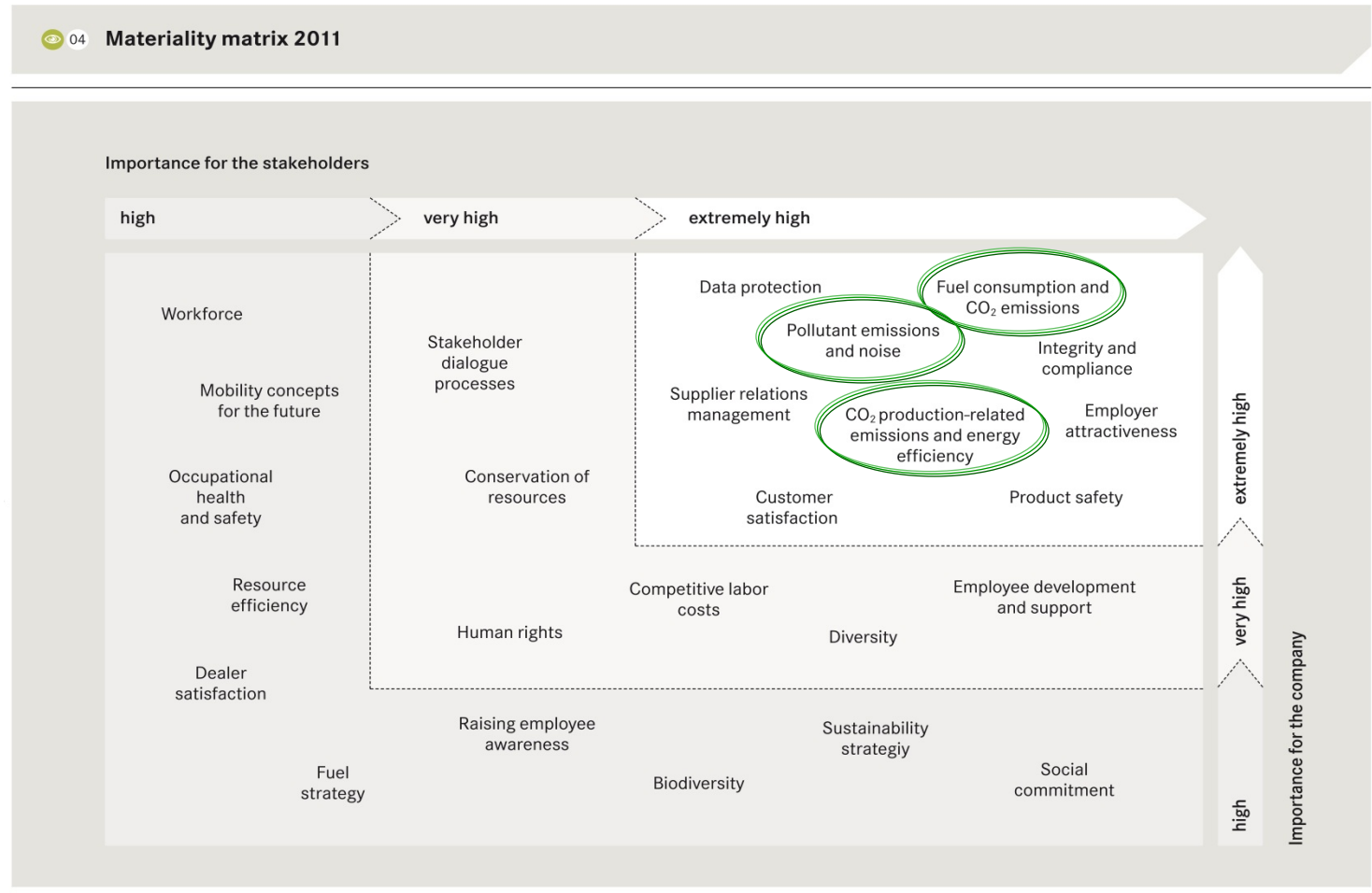


Global Compact
LEAD
PARTICIPANT

Sustainability at Daimler

Program 2011-2020: Materiality Matrix

Sustainability as basic principle of our business operations requires us to regard our business targets and corporate interests in relation to our stakeholders' expectations and thus to prioritize the different areas in which we are pursuing sustainability.



Daimler R&D – Our key success factors

Ambition to Lead
Our refined Brand Goals

Superior Products
Sustainability in all Aspects

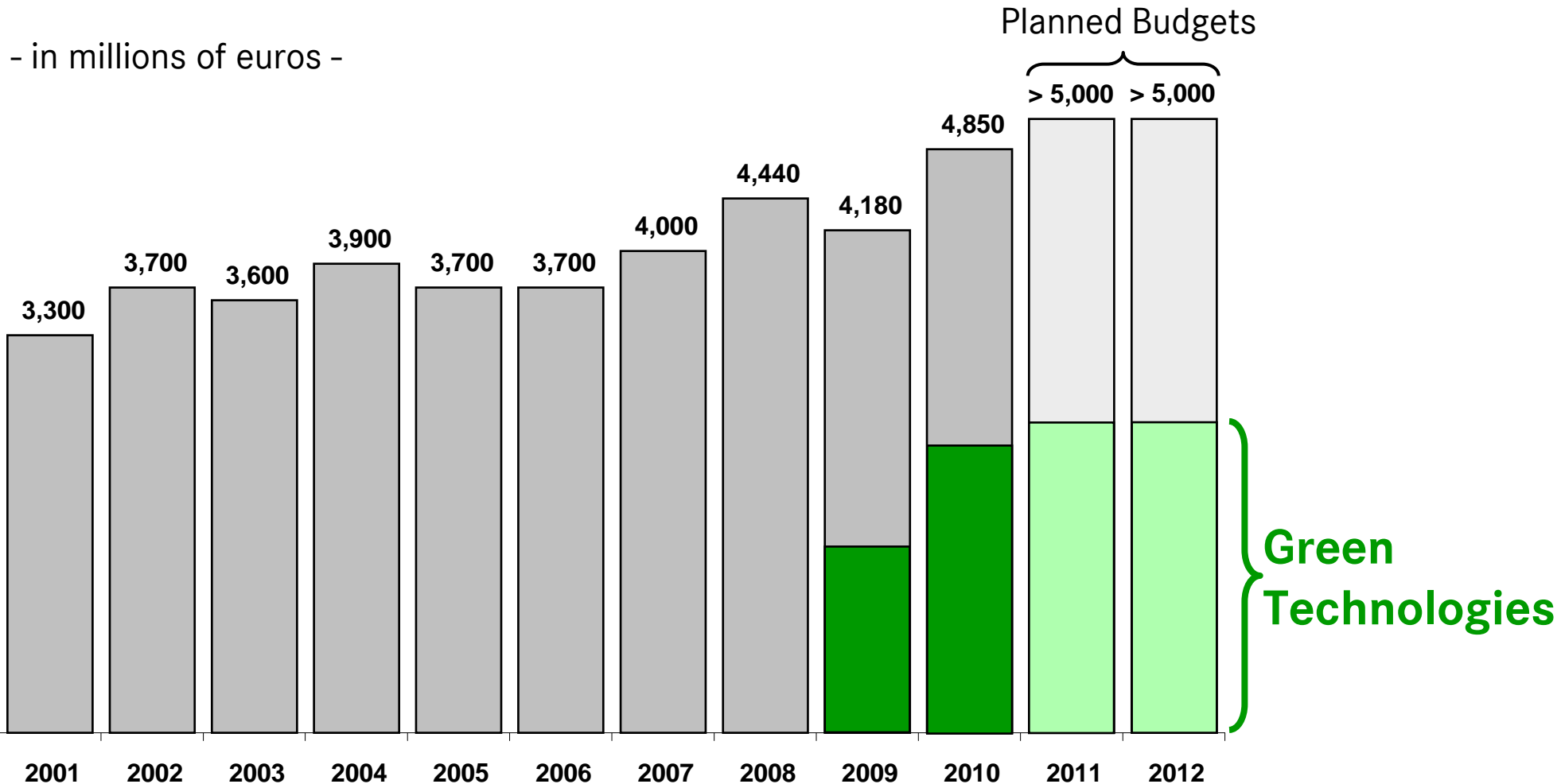
Operational Excellence
Efficient R&D Structures

Innovation and Technology
Ahead of the Crowd

Strategic Investments & Cooperations
Green Leadership

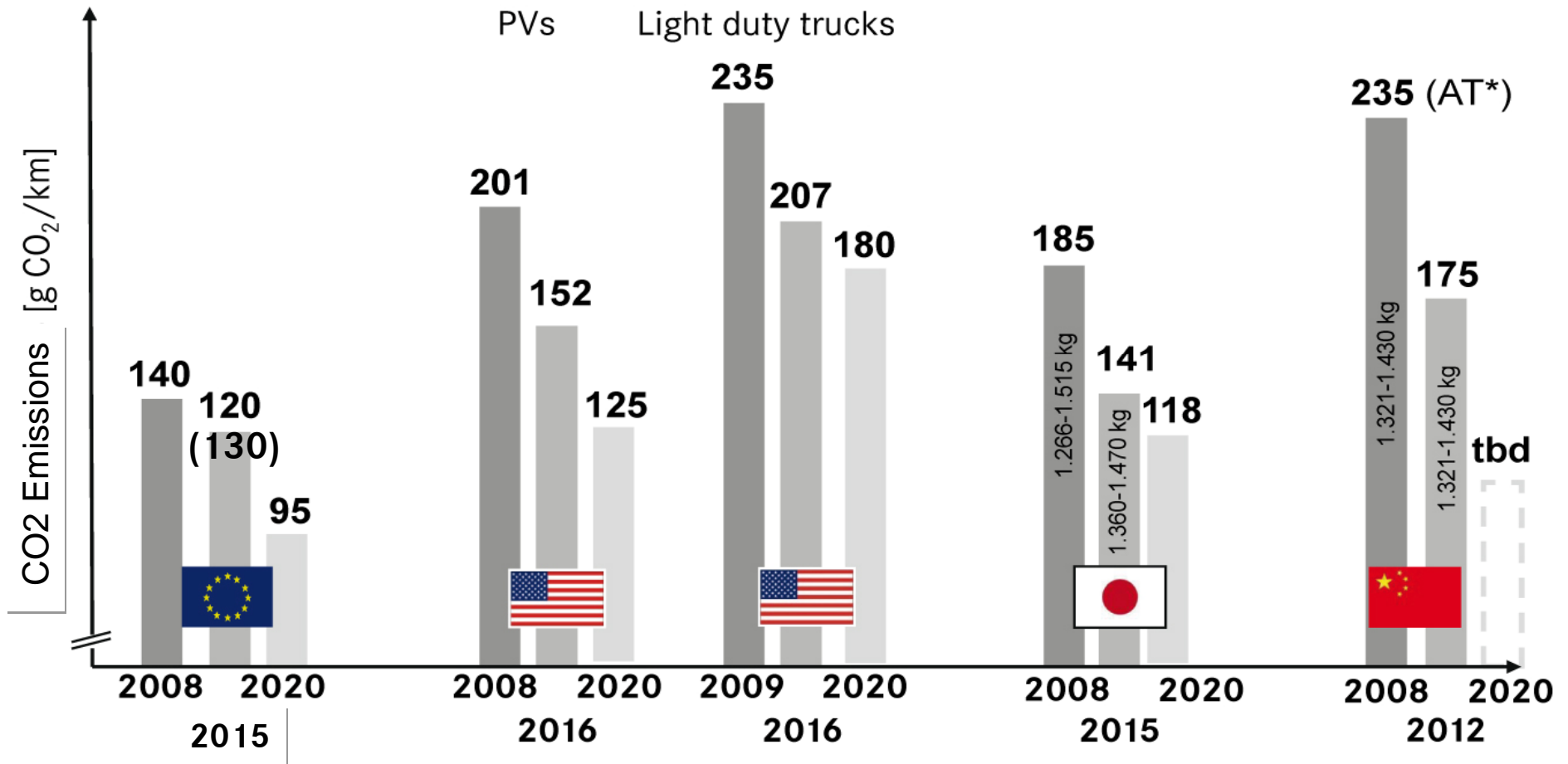
Research and Development efforts at Daimler

Approx. 50% of investments go into green technologies



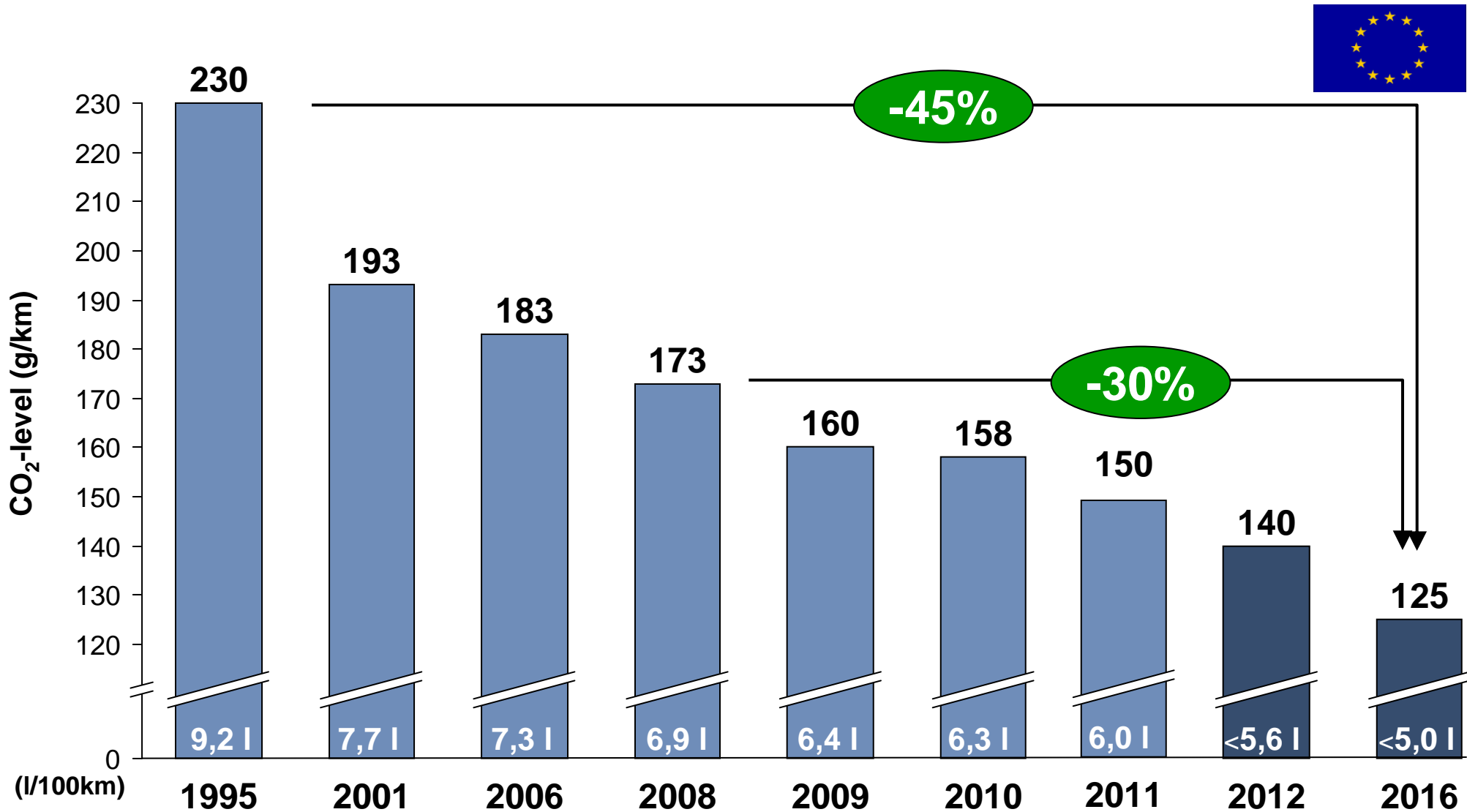
Different regulations in the regions

Example: CO₂ emission legislation for PV/Light duty trucks



*) AT=Automatic Transmission

CO2 Emissions – Significant reduction of ECE fleet consumption, we are on our way to exceed regulatory targets



Sustainability – Our roadmap to emission-free mobility

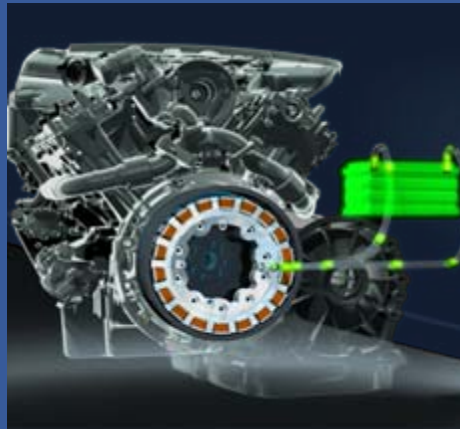
Optimization of vehicles with high-tech combustion engines

CDI, CGI, BlueTEC, DIESOTTO



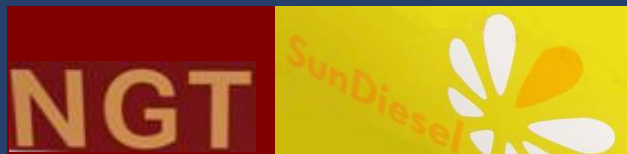
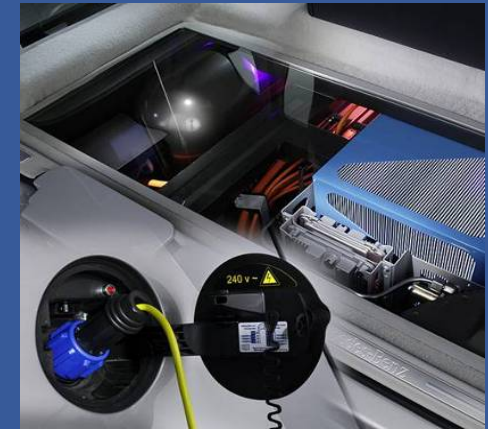
Further increase of efficiency through hybridization

HYBRID, BlueTEC HYBRID, Plug-in HYBRID



Locally emission-free electric vehicles with battery and fuel cell

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



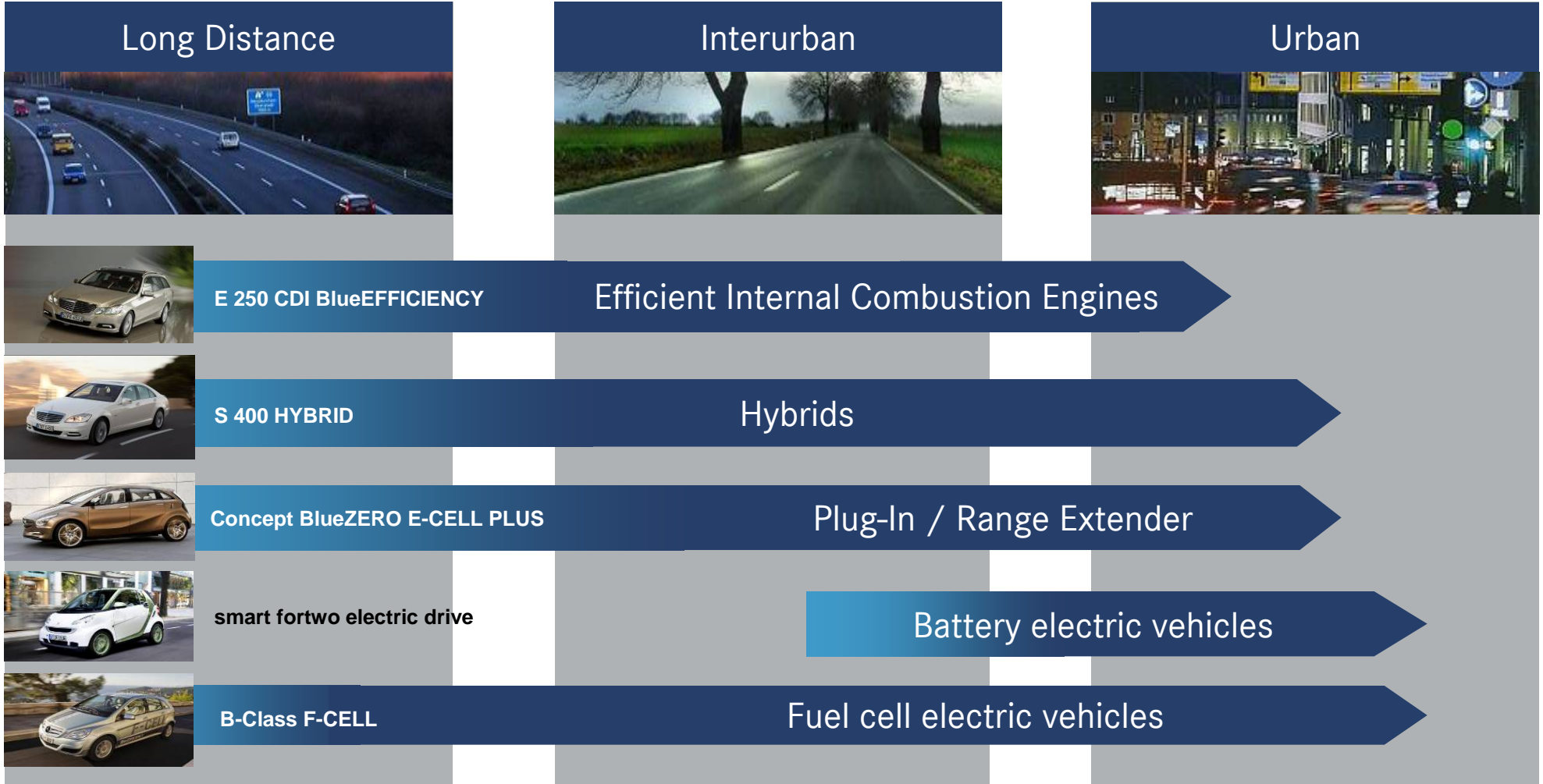
Clean fuels for combustion engines

Energy sources for future mobility

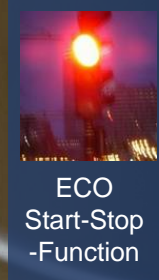
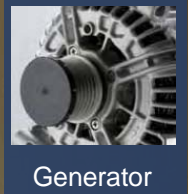
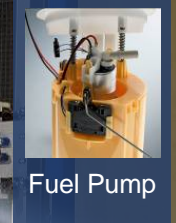
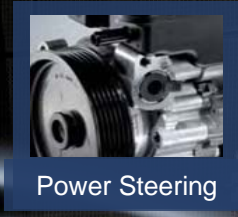
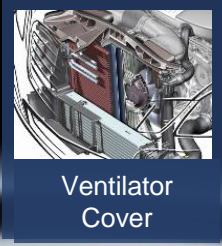
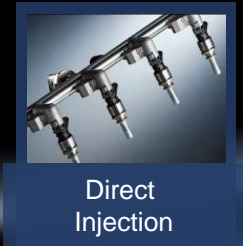
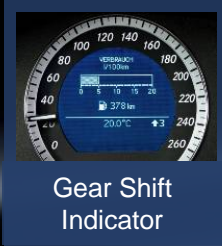
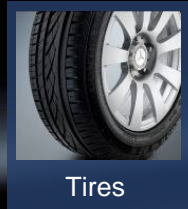


Drive train portfolio for tomorrows mobility

Different use cases and options



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



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

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 BlueTEC HYBRID :
4,2 l/100km (109 g/km)

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

Next Gen.
S-Class



2009

2012

Modular Mercedes-Benz Hybrid-concept for maximum customer benefit

The new Actros: We set a fuel efficiency record again!

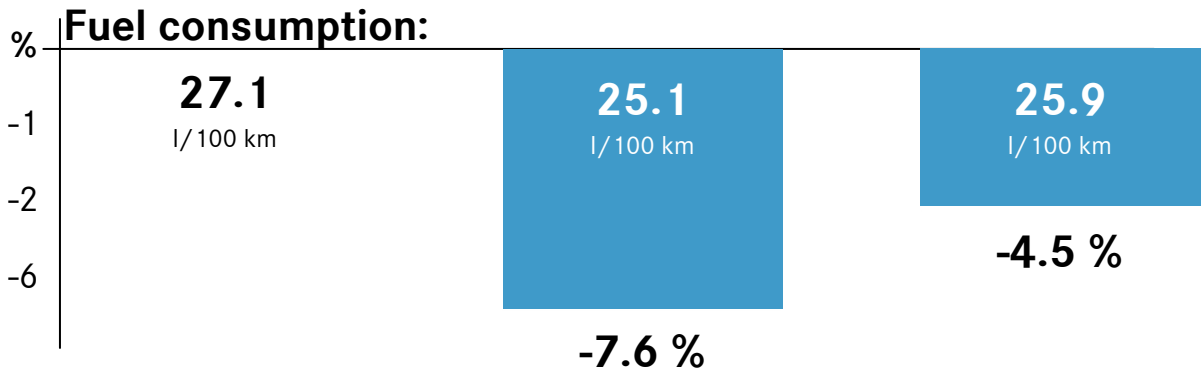
Actros 1844
(Euro V)



New Actros 1845
(Euro V)



New Actros 1845
(Euro VI)



Daimler Product Portfolio Alternative Drivetrains Distribution and other Commercial Vehicles



Freightliner M2^e Hybrid



Mercedes-Benz Atego
BlueTec Hybrid



Mercedes-Benz Vito E-CELL



Mercedes-Benz Sprinter NGT



Mercedes-Benz NGT Econic



FUSO Canter Eco Hybrid

FUSO Canter Eco Hybrid

Technical Data

Powertrain concept: Parallel hybrid

Power output: 96 kW (130 hp); Europe 107 kW (145 hp)

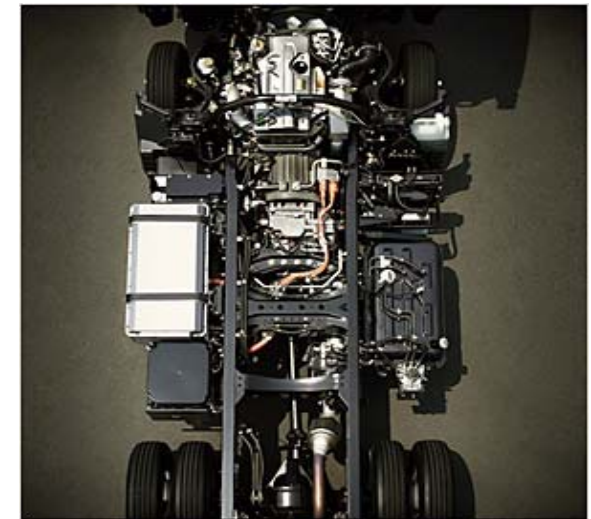
Torque: 255 Nm; Europe 304 Nm

Electric motor: 14,5 kW (35 kW max.)

Systems life expectancy: over 300 000 km



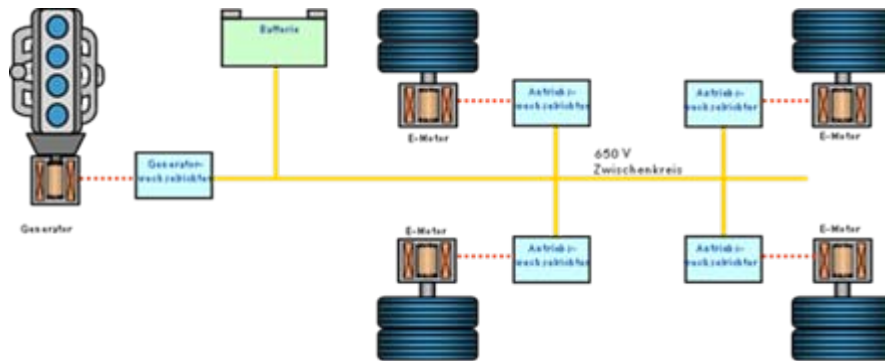
Drivetrain with
Lithium-Ion battery
and power
electronics



Daimler Hybrid-Bus for Stuttgart: Mercedes-Benz Citaro G BlueTec Hybrid on route 42

Diesel-Electric Hybrid Concept

- Serial Hybrid power train



- Up until now, the only hybrid bus which can run for some time on electricity only
- Electric wheel hub motor
- World wide largest Lithium-Ion battery in mobile application (max. 240 kW)



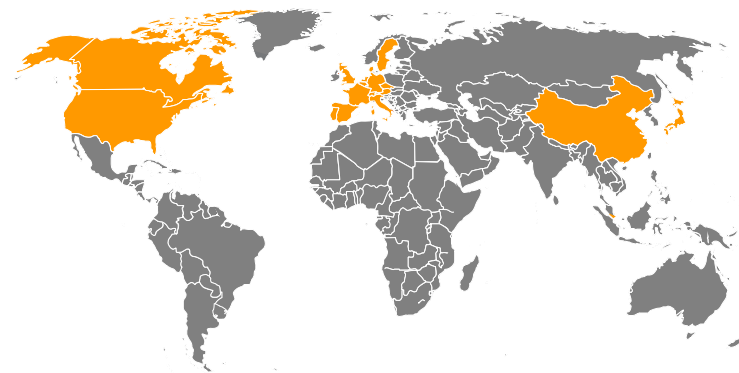
The Smart electric drive



Technical data	
Vehicle type	Smart fortwo (BR451)
Motor	E-Motor Output (Continuous output / Peak): 35 kW / 50 kW Max. Torque : 130 Nm
Consumption	~ 13 kWh / 100km
Range	150 km (100 miles)
Top speed.	125 km/h (78 mph)
Acceleration	11,5 s (0-100 km/h)
Battery	Li-Io-Battery, Output (Continuous output / Peak): 35 kW / 55 kW; Capacity: 17.6 kWh

Worldwide Fleet Operation with Daimler's Battery Electric Vehicles

- World wide fleet operation in diverse demonstration projects in Northern America, Europe and Asia from 2010
- Operation of 1500 electric smarts, 500 A-Class E-CELLs and 500 Vito E-CELL
- From 2012 the smart electric drive (phase 3) will be the first commercially sold battery electric vehicle from Daimler



Technical Data			
Vehicle	smart fortwo electric drive (phase 2)	A-Class E-CELL	Vito E-CELL
Motor	Output: 30 kW (41 PS) Torque: 120 Nm	Output: 70kW (95 PS) Torque: 290 Nm	Output: 60 kW (80 PS) Torque: 280 Nm
Range (NEFZ)	140 km	200 km	130 km
Top speed	100 km/h (limited)	150 km/h	90 km/h (limited)
Battery	Lithium-Ion-Battery, Capacity: 16,5 kWh	Lithium-Ion-Battery, Capacity: 35,5 kWh	Lithium-Ion-Battery, Capacity: 36 kWh

Daimler has the target to commercialize battery electric vehicles in the foreseeable future

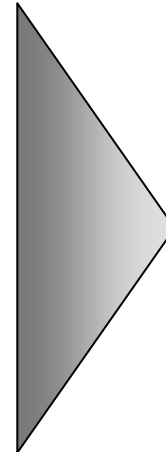
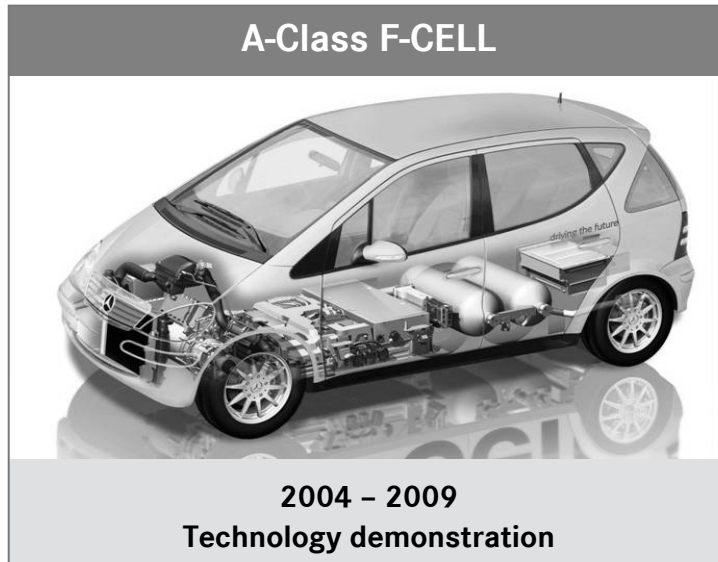
Worldwide Fleet Operation with Daimler's Fuel Cell Electric Vehicles

- New fleet operations has started in Germany, Europe and USA from 2010
- Operation of 200 Mercedes-Benz B-Class F-CELL, 30 Citaro FuelCELL Hybrid Busses and 3 Mercedes-Benz HySys Sprinter
- Worldwide largest Fuel Cell Fleet, over 4 mio. km operating experience
- All fleet operations / demonstrations have to be recognized as first steps to a later commercialization



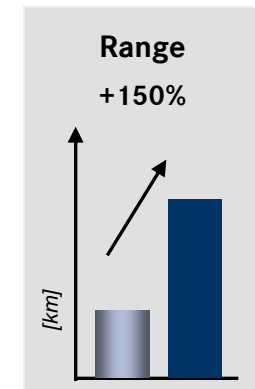
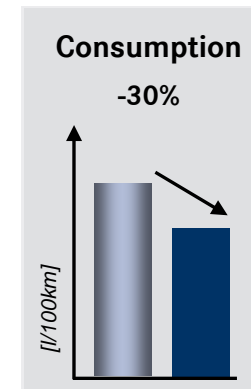
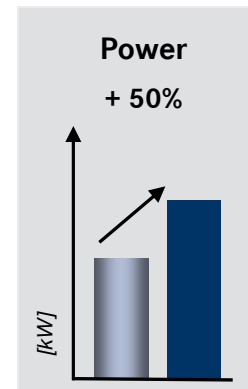
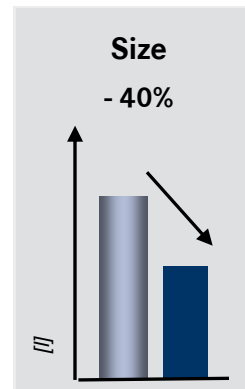
Daimler has the target to commercialize fuel cell vehicles in the foreseeable future

Daimler B-Class F-CELL – Current generation of Fuel Cell vehicles



B-Class F-CELL:



- Higher stack lifetime >2000h
- Improved Performance (65kW → 100kW)
- Improved Reliability
- Higher Range (160km → 400km)
- Improved cold start capability (-25 C°)
- Lithium-Ion Battery



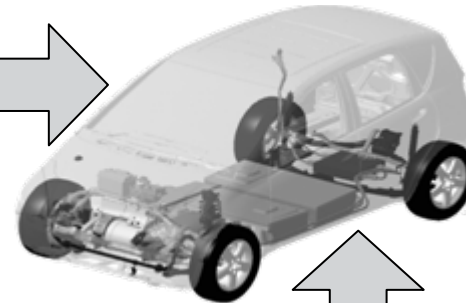
Vehicle overlapping module strategy as precondition for economic viability




smart electric drive



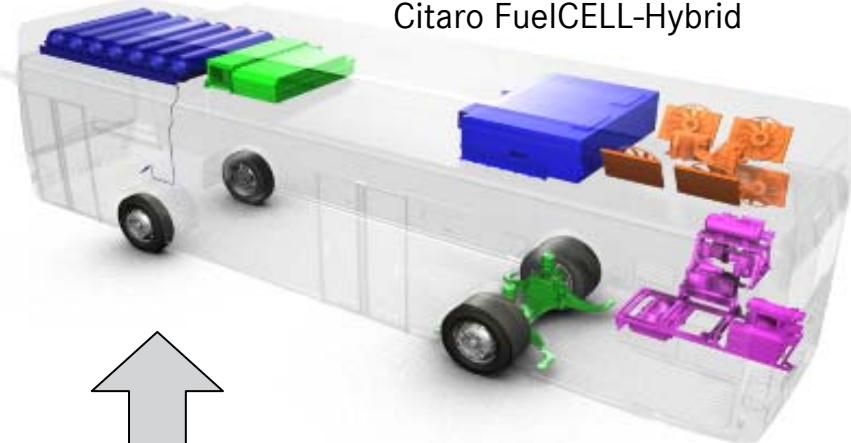
	High Energy Battery 16,5 kWh / 30 kW
	Onboard-Charger 3,3 kW

A-Class E-CELL



Additional Common Parts
<p>Main Radiator</p> 
<p>EE Cooling Pump</p> 
<p>Electric AC-Compressor</p> 



Citaro FuelCELL-Hybrid



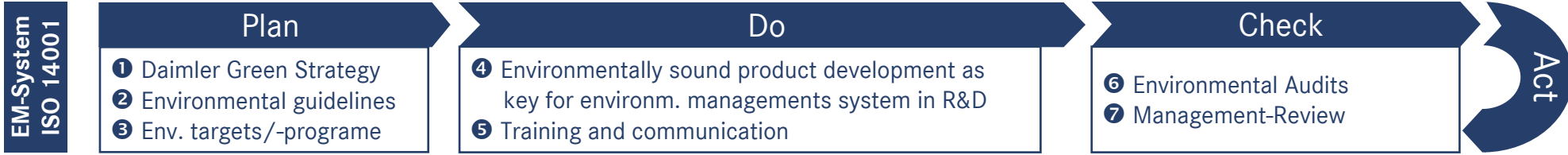
	Integrated Powertrain (IPT) E-Machine, Gearbox, Power Electronics 100 kW / 290 Nm
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B-Class F-CELL

	Fuel Cell System (FCS) 80 kW
	H₂ Tank System Size adaption (4kg / 35kg)

Elements of the environmental Management System MBC/D with Focus on Design for Environment

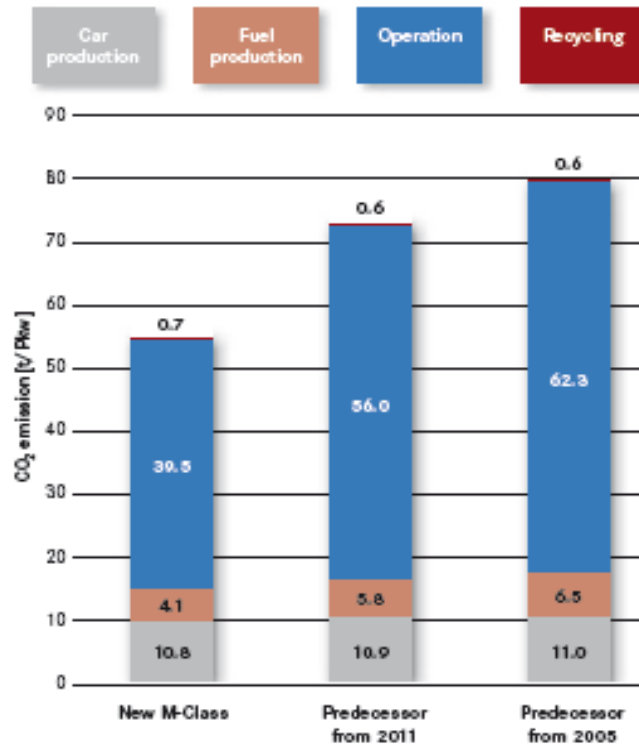


Mercedes-Benz Development Process



Eco Balance: complete vehicle level

ML 250 BlueTEC 4MATIC vs. predecessor



New M-Class: 158 g CO₂/km
 Predecessor from 2011: 224 g CO₂/km
 Predecessor from 2005: 249 g CO₂/km
 As at: June 2011

CO₂ - emissions: Cradle to Gate



Contribution production processes
 Daimler and Tier 1
 (direct/indirect emissions)*

Contribution material manufacture
 Metals, polymers, glas, etc.

* See DAI- Sustainability report: 1,8 t/PKW

ML 250 BlueTEC 4MATIC causes about 55 tons CO₂- emissions. Of these about 10,8 t (20%) are caused by the car production, over 77% by the usage phase.

car2go: Intelligent concept for up-to-date mobility



1 | Easy registration

Online unter www.car2go.com registrieren und Führerschein-Siegel im car2go Shop anbringen lassen.



2 | Flexible starting point

Jedes freie car2go kann spontan angemietet und sofort gefahren werden. Reservierungen – online oder telefonisch – sind bis zu 24 Stunden im Voraus möglich. Der Standort des reservierten Fahrzeugs wird 15 Minuten vor Fahrtantritt per SMS mitgeteilt.



5 | Easy termination

Am Ziel angekommen, kann das car2go auf einem beliebigen freien Parkplatz im Geltungsbereich von car2go oder einem der reservierten Parkspots abgestellt werden. Abgerechnet wird nach Nutzungsdauer. Die Gebühren beinhalten Kraftstoff, Versicherung, Wartung und sogar Parkgebühren.



4 | Start immediately

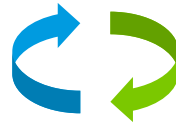
Den Schlüssel nehmen, car2go starten und losfahren. Bei Zwischenstopps bleibt das Fahrzeug reserviert.



3 | Direct entrance

Ein freies car2go öffnet sich, sobald das Siegel des Führerscheins vor das Lesegerät an der Windschutzscheibe gehalten wird. Zur Identifikation die persönliche Geheimzahl (PIN) eingeben und Bewertung des Fahrzeugs abgeben.

car2gether: Immediate ridesharing match of driver and fellow passenger



**“As the automotive pioneers,
it is our pride and obligation
to shape the future of safe and sustainable mobility”**



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4 Daimler Trucks

Mercedes-Benz Cars



Passenger car markets will continue to grow

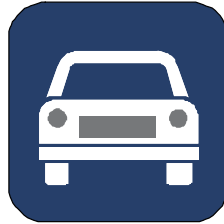
Estimated compound annual growth rate 2010-2020 [% p.a.]

~ 3



World economy

~ 5



Global passenger car market

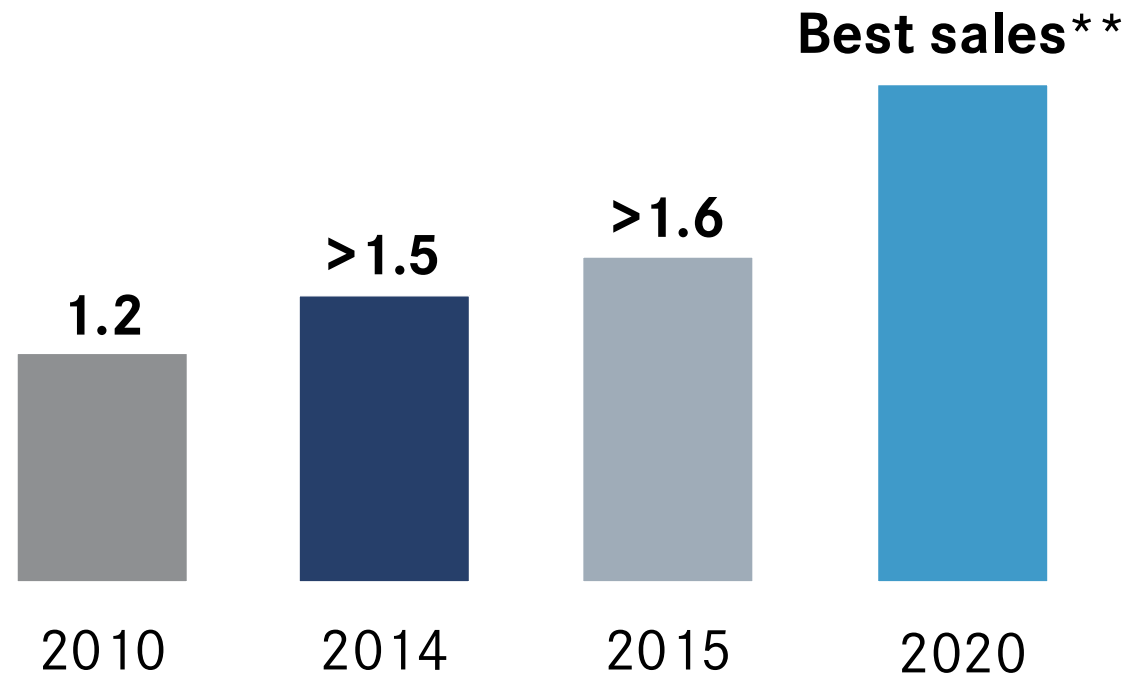
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Global premium car segment

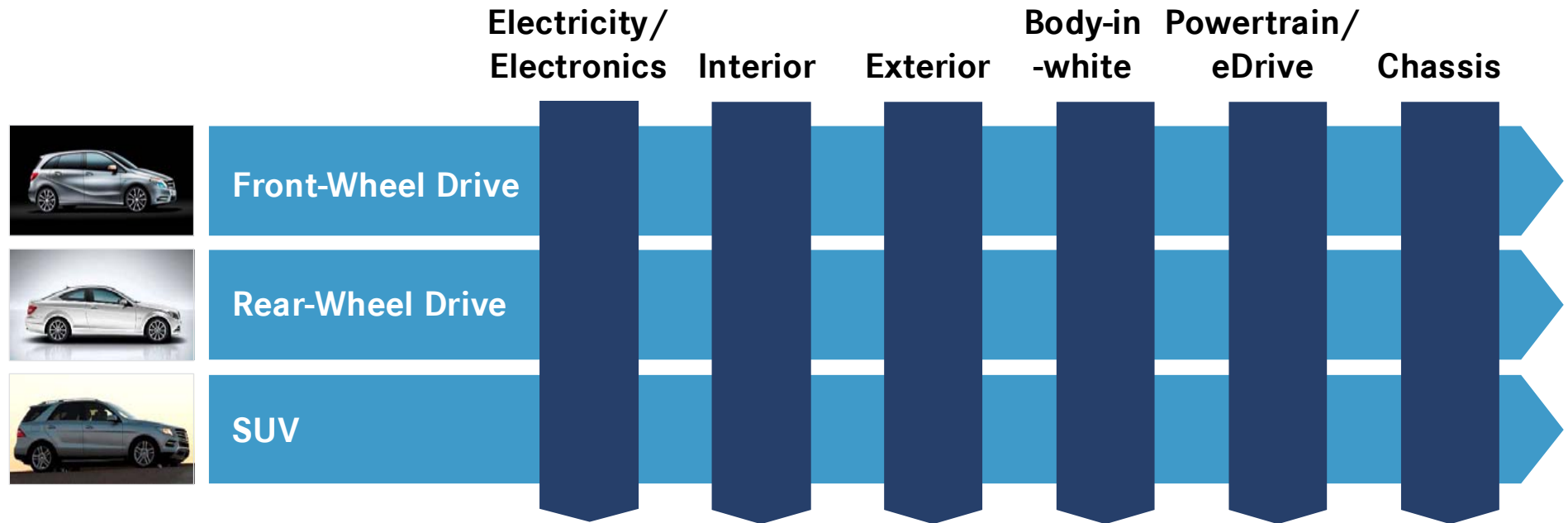
At least 1.6 million cars in 2015 – sales leadership in 2020

Mercedes-Benz group sales forecast* [million units]



* Without smart **Within automotive premium segment; schematic representation

Maximizing efficiency through commonality

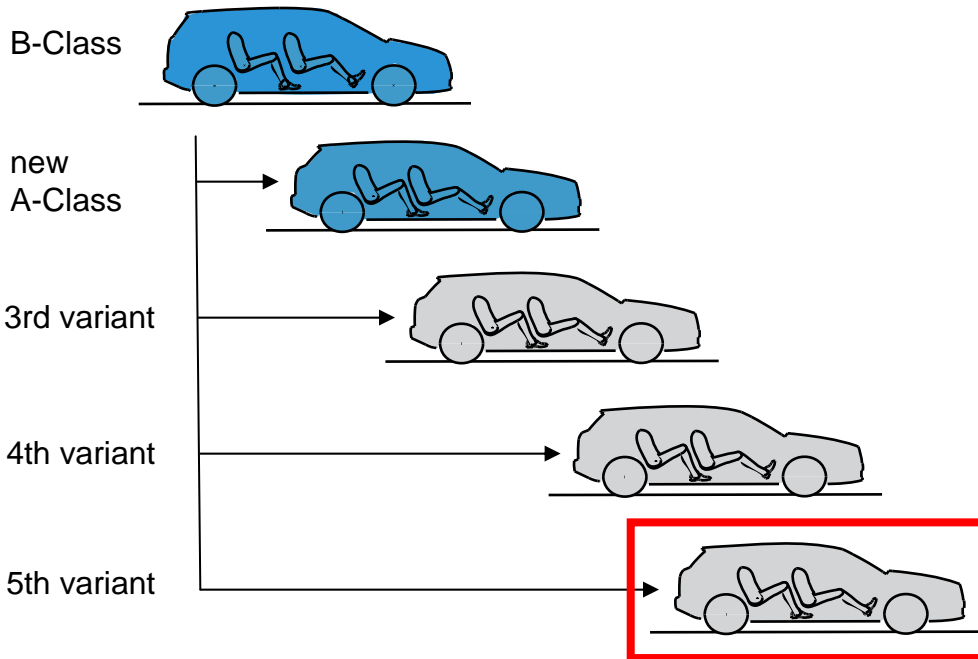


Common modules and architectures enable competitive and cost-efficient portfolio

Flexible Compact Car Architecture – Participating in segment growth below C-Class

Common architecture with high commonality rate

<08/11 11/11



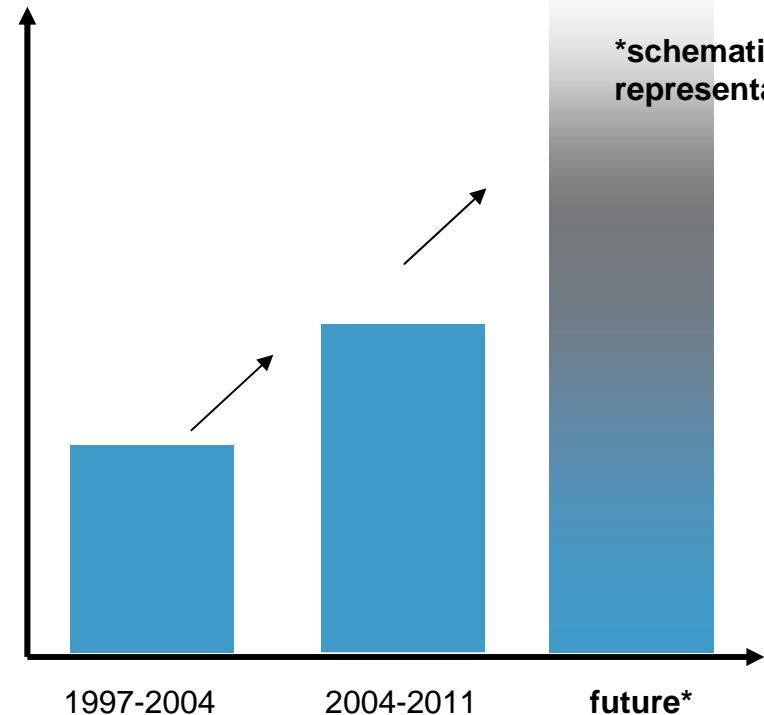
higher commonality than in current A/B-class despite much higher differentiation within MFA

Segment Growth

Ave. Volume (units/year)

MFA

*schematic representation



Comprehensive product offensive and portfolio expansion

- **Additional 10 new models by 2015**
- **Launch of the new compact car family has started**
- **New offers in all car lines (C-, E-, S-Class, SUV)**



The new Mercedes-Benz B-Class



Mercedes-Benz Concept A



Enhanced operative flexibility

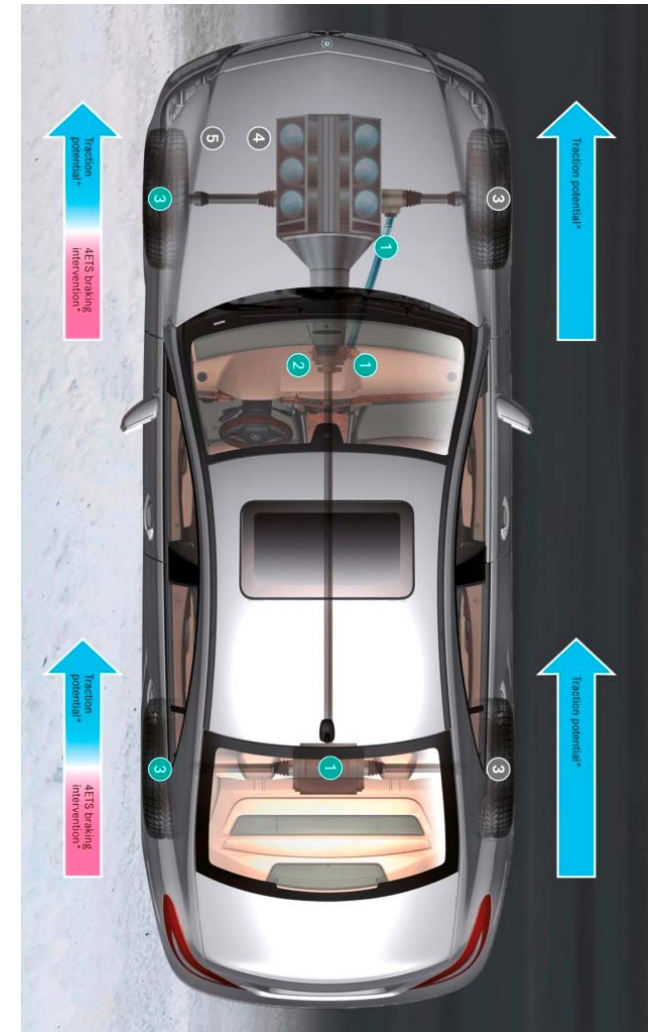
Strict cost management

Improved inventory management

Flexible production network

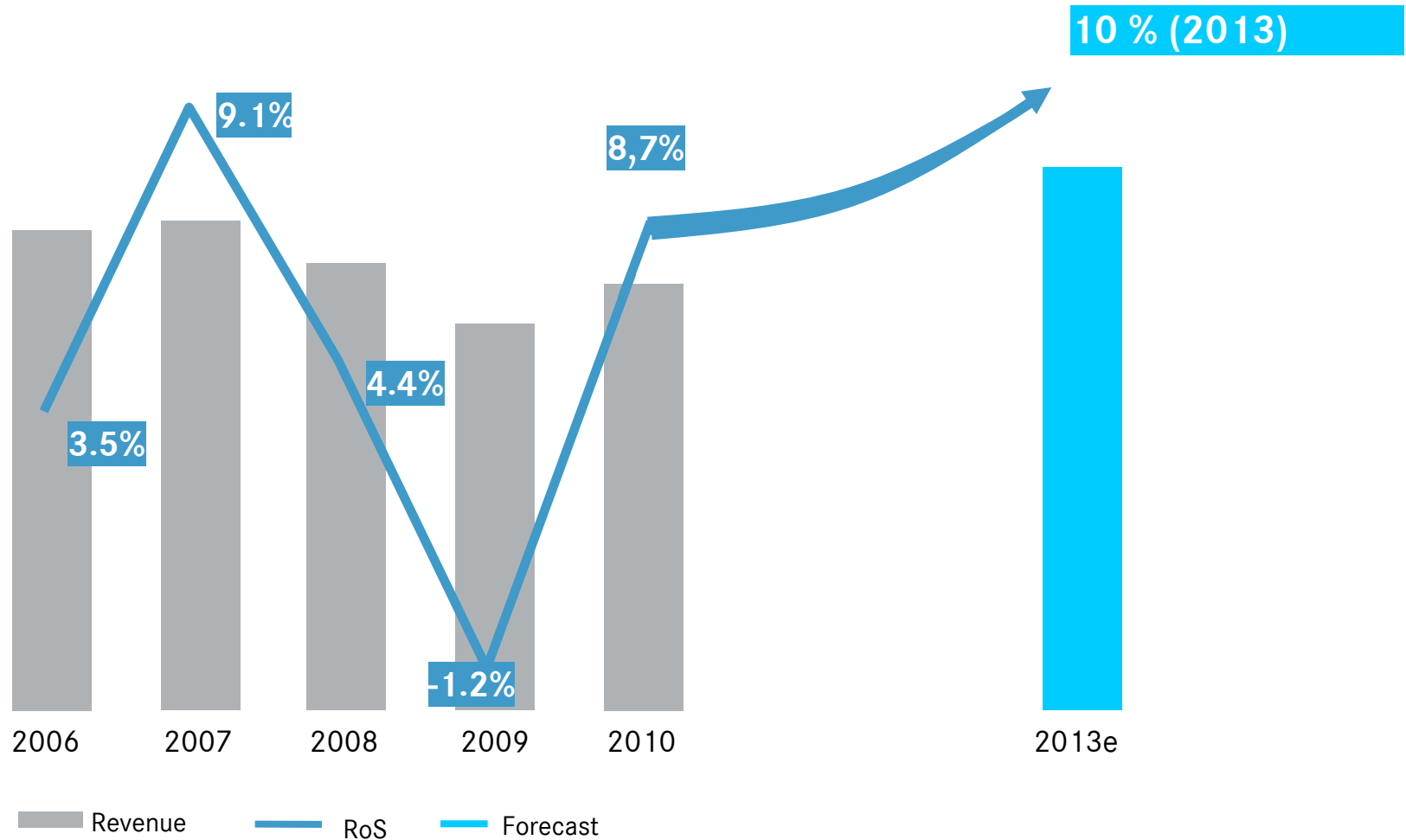
Optimized depth of added value

More flexible employment structure



Determined to post 10% return on sales in 2013

Mercedes-Benz Cars Revenue and Return on Sales* [in %]



* Note: before '05: RoS based on operating profit (US GAAP); from '05: RoS based on EBIT (IFRS)

“The best or nothing”



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3 Mercedes-Benz Cars

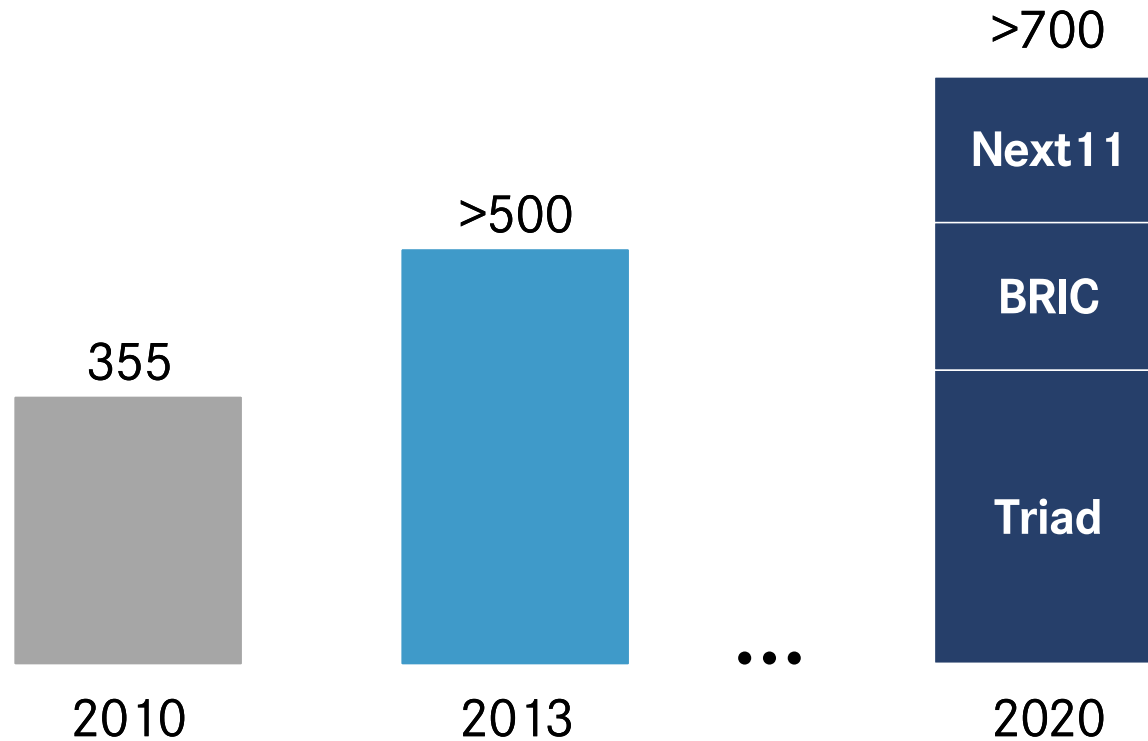
4 Daimler Trucks

Daimler Trucks



Clear target for Daimler Trucks: “No 1 in the global truck business”

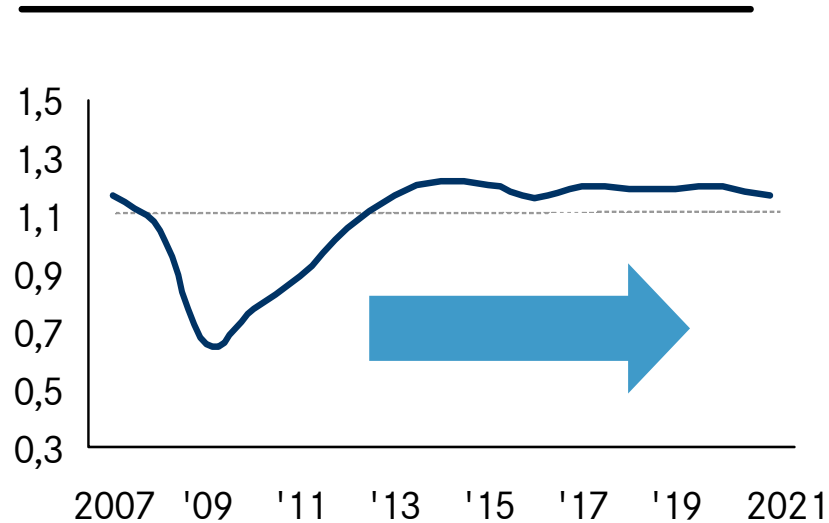
Daimler Trucks – Sales forecast
(in ‘000 units)



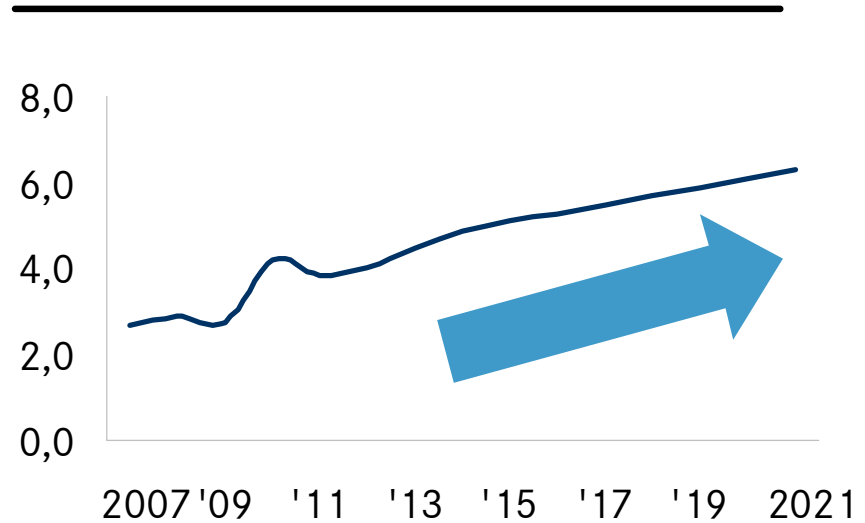
Future growth will be driven by non-triad truck markets

Market forecast commercial vehicles [million units >3.5 tons (LD/MD/HD)]

Triad



Non-Triad



New additions to our global footprint



BharatBenz will launch first products in 2012



Mercedes-Benz Axor

Mitsubishi Fuso Canter

BHARATBENZ

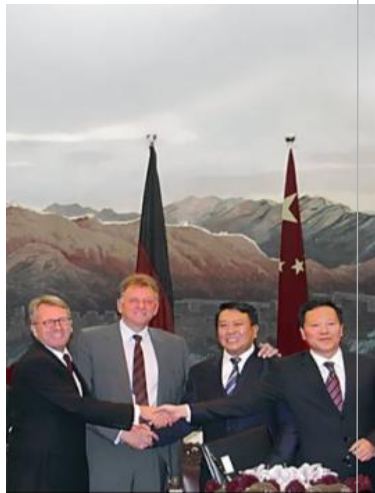
"Indianized" & localized
version of global brands

Final Approval of Foton JV as of September 2011



China: JV with Foton expected to be fully operational in March 2012

Signing
JV Contract



July 2010

MofCom
Filing

- Negotiation on **2nd plant** governmental approval requirements in progress



October 2011
Business License

Contribution
Process

- Transfer of Auman assets to BFDA
- Request of all licenses



March 2012
Start of Economic Interest

Full Operation →

- 2 production plants
- Maximum capacity 160,000 units/year



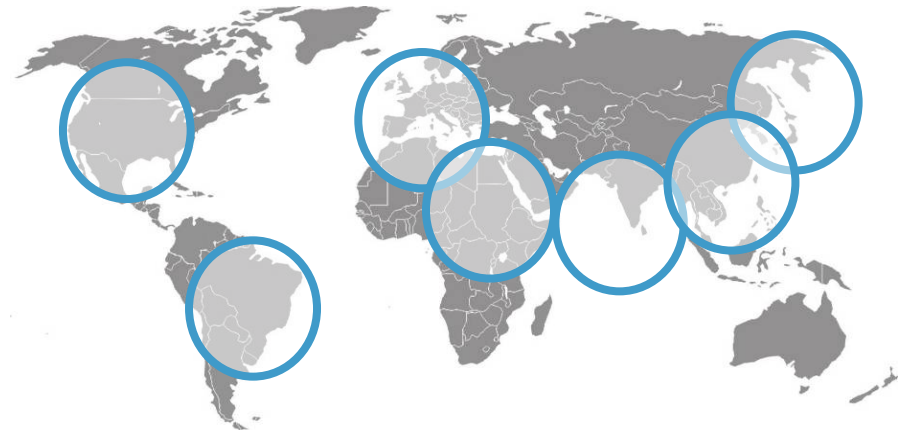
FOTONDAIMLER

Daimler Trucks strategy is mainly influenced by emission regulation

**Stricter emission regulation
increases cost share of
drive train**



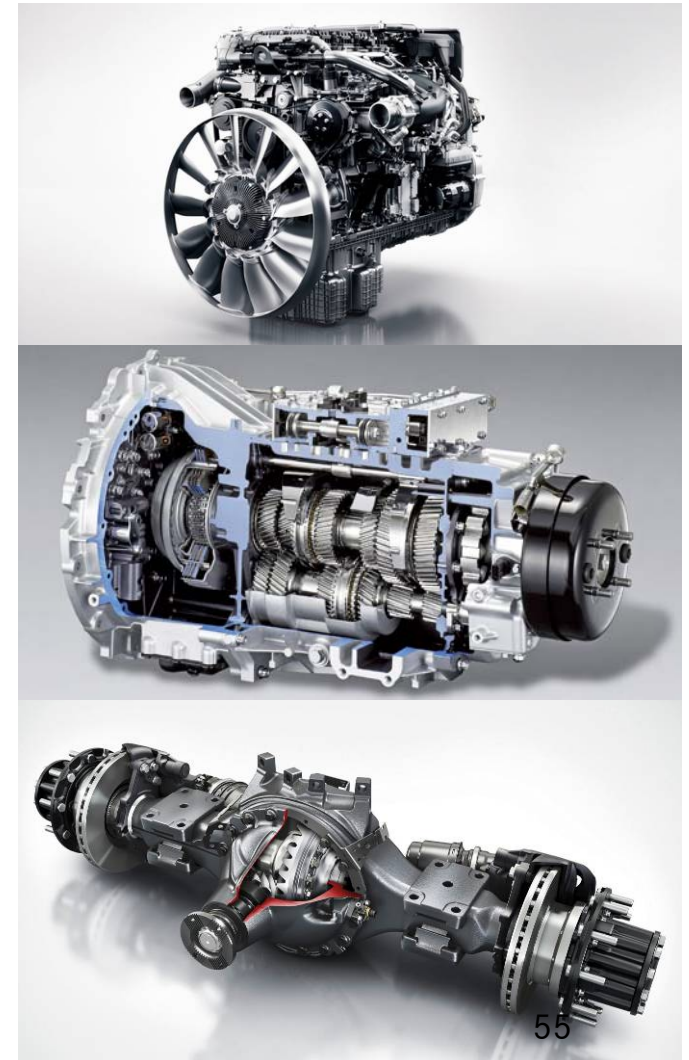
**Convergence of emission legislation
as enabler for
more commonality**



In future, scale will matter even more in powertrain business!

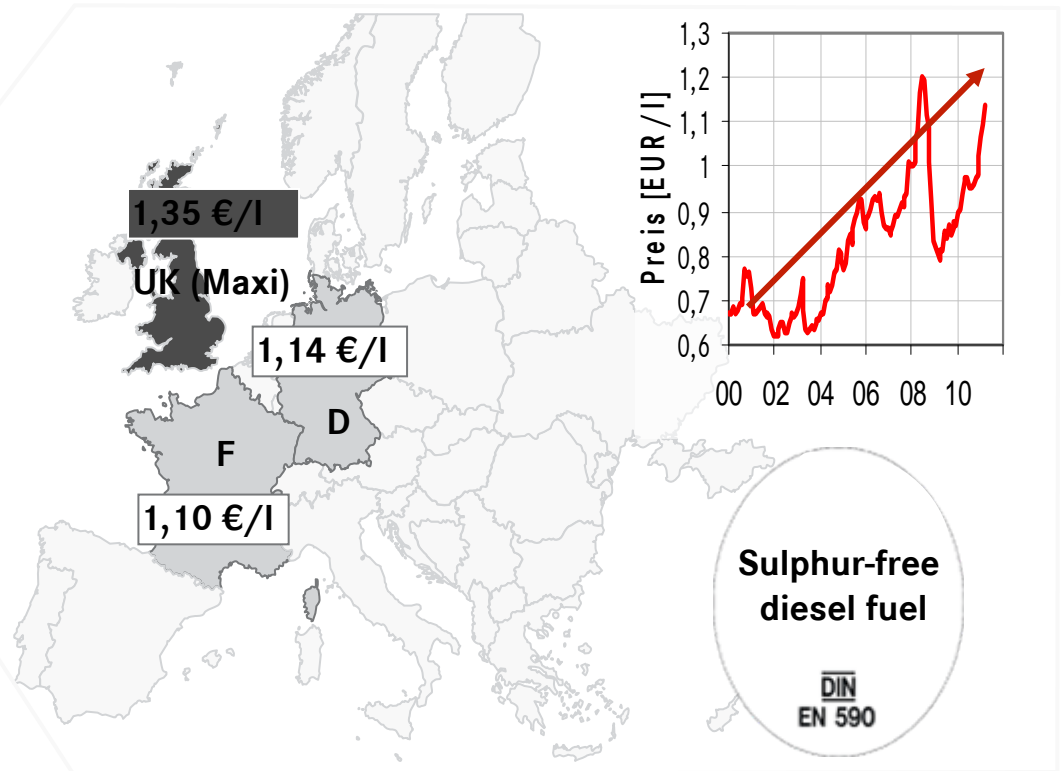
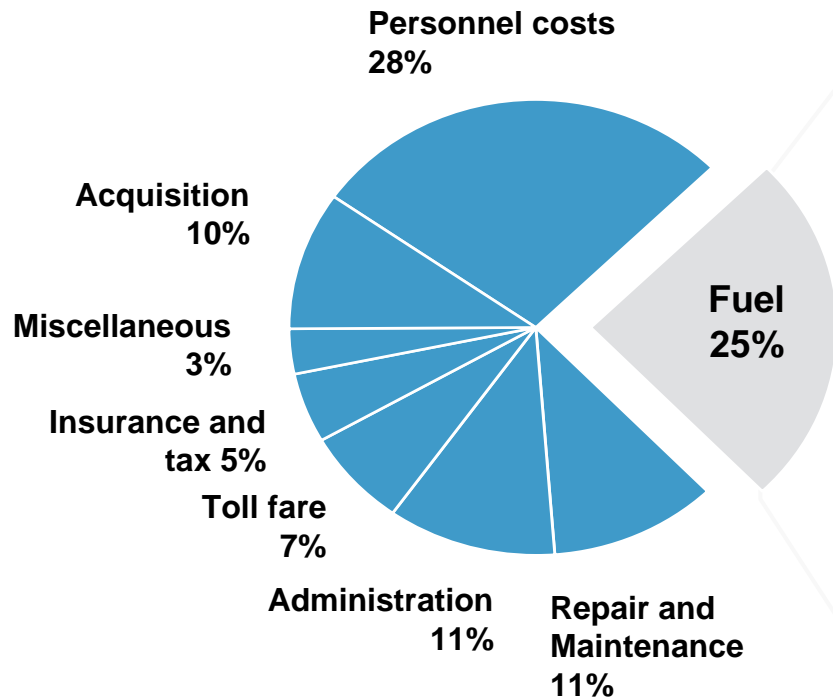
Realignment of Global Powertrain Business

Daimler Trucks		
Trucks EU/LA	Trucks Asia	Trucks NAFTA
Global Powertrain Trucks and Procurement Trucks & Buses (TG)		



Major profitability leverage is fuel consumption

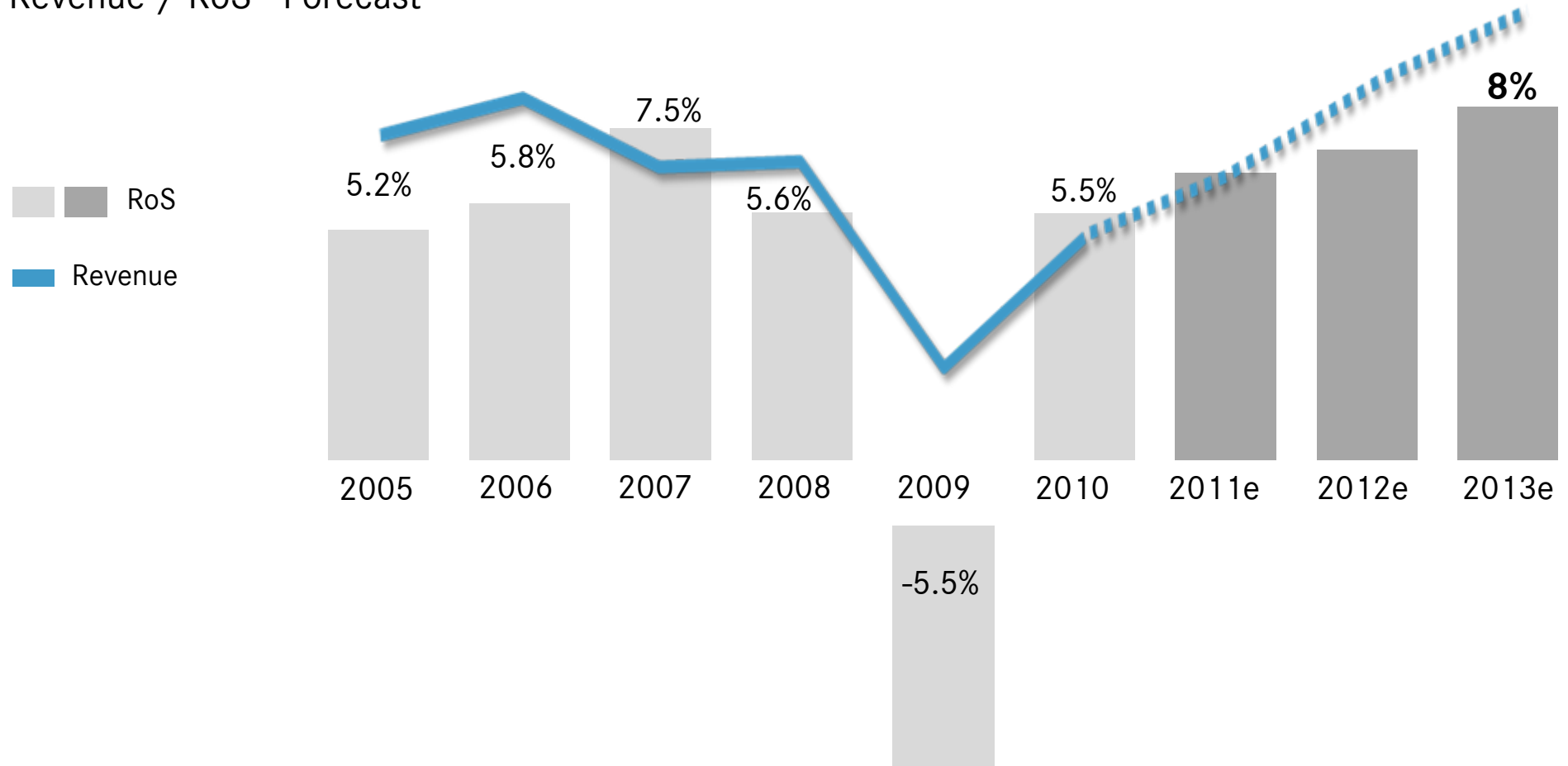
– Importance grows when fuel price increases



GET to 8!

Daimler Trucks is determined to reach 8% RoS in 2013

Revenue / RoS - Forecast



Size DOES matter!



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, purchasing, 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.