

# DAIMLER

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## **Annual Press Conference 2011 Results**

Dr. Dieter Zetsche

Chairman of the Board of Management  
Head of Mercedes-Benz Cars

# Last year's outlook



**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**

DAIMLER

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

# This year's results



Set all-time sales record



Significant increase in sales



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Previous-year level of sales



Daimler Financial Services

Further growth in contract volume and new business



DAIMLER

EBIT from ongoing business significantly above previous year



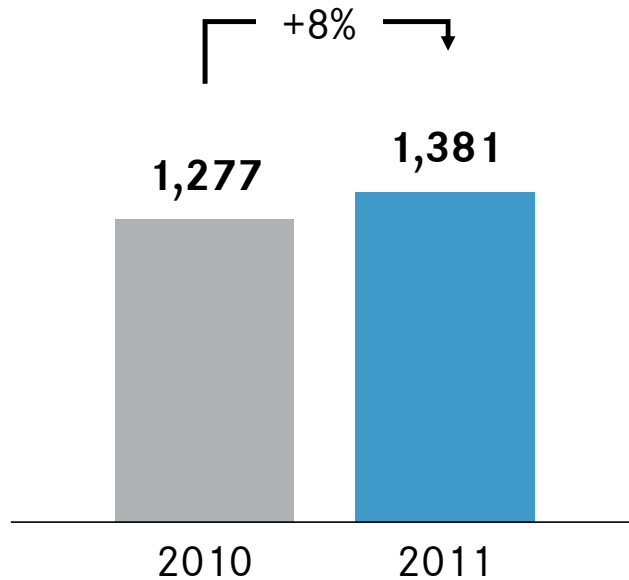
## Daimler: EBIT of € 8.8 billion

- in billions of euros -

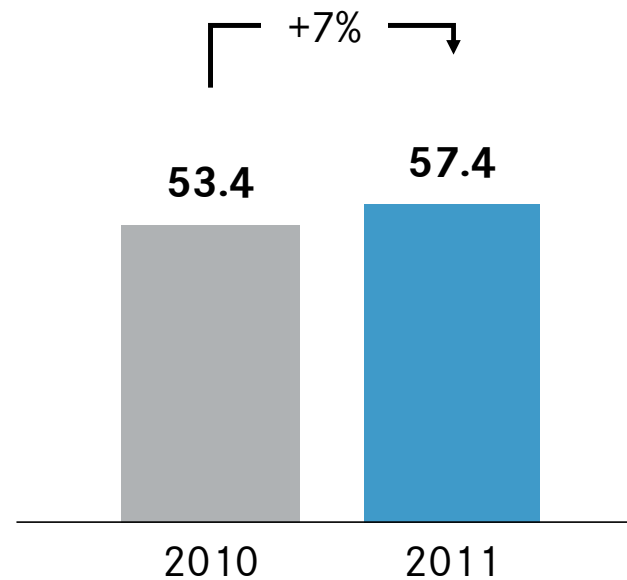
	FY 2010	FY 2011
Revenue	97.8	106.5
EBIT	7.3	8.8
Net profit	4.7	6.0
Dividend – in euros –	1.85	2.20
Free cash flow industrial business	5.4	1.0

## Mercedes-Benz Cars: EBIT of € 5.2 billion

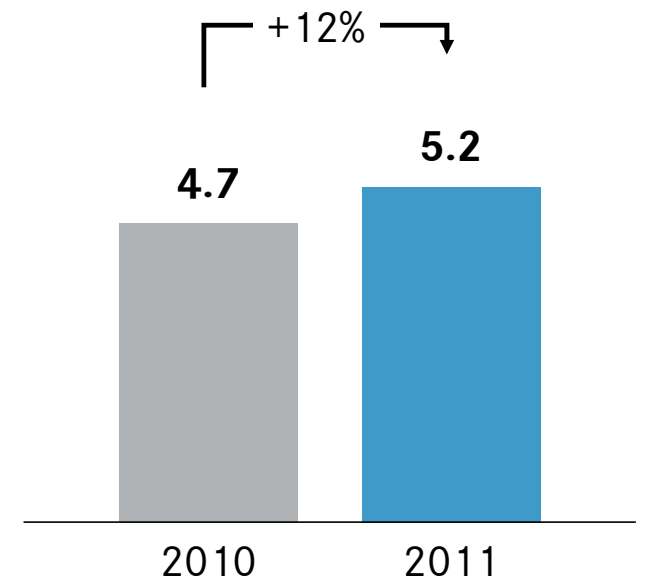
**Mercedes-Benz Cars unit sales**  
[in thousands of units]



**Mercedes-Benz Cars revenue**  
[in billions of euros]



**Mercedes-Benz Cars EBIT**  
[in billions of euros]



## Mercedes-Benz Cars in 2011: Ongoing success of our C-Class



## Mercedes-Benz Cars in 2011: Our new M-Class



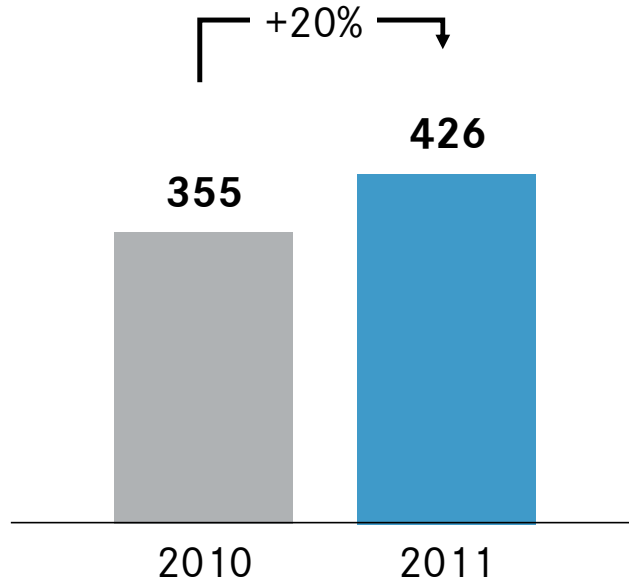
## Mercedes-Benz Cars in 2011: The smart story continues



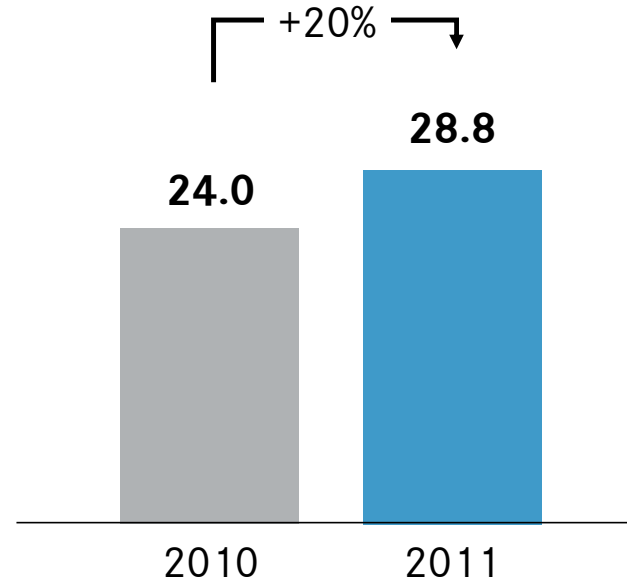


## Daimler Trucks: EBIT of € 1.9 billion

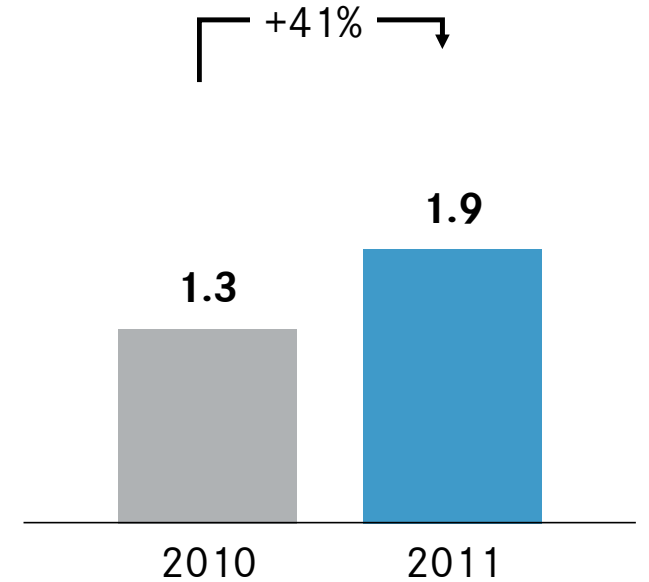
**Daimler Trucks unit sales**  
[in thousands of units]



**Daimler Trucks revenue**  
[in billions of euros]



**Daimler Trucks EBIT**  
[in billions of euros]



## The new Actros: „Truck of the Year“



## New products



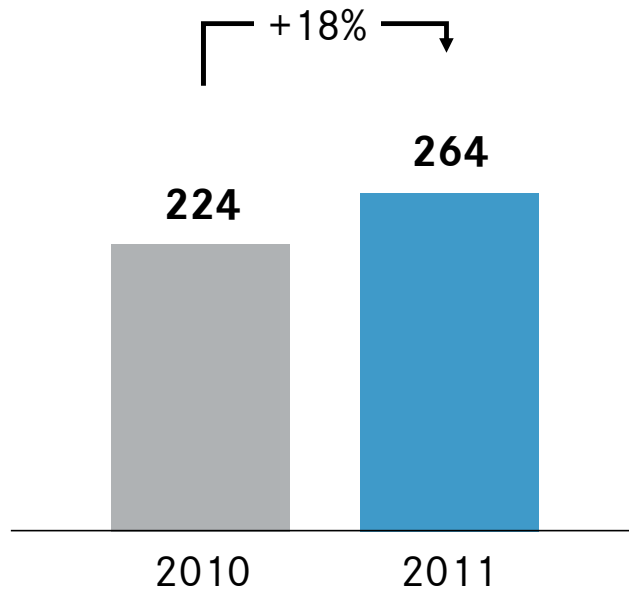
Western Star vocational truck



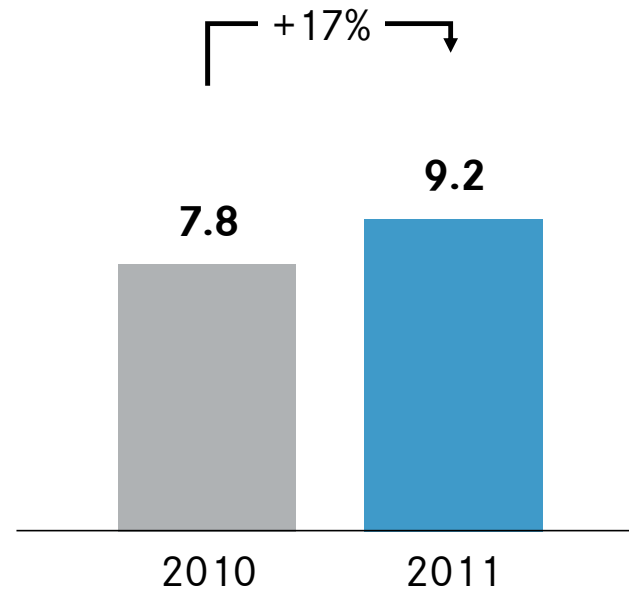
New Fuso Canter

## Mercedes-Benz Vans: EBIT of € 835 million

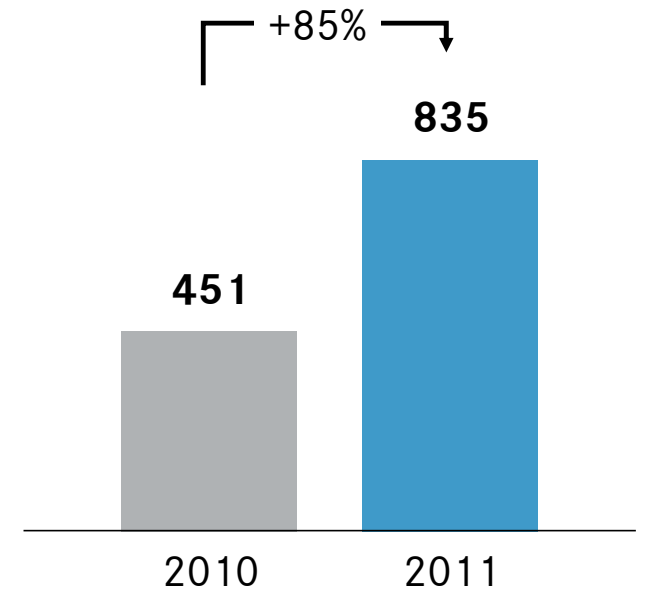
**Mercedes-Benz Vans unit sales**  
[in thousands of units]



**Mercedes-Benz Vans revenue**  
[in billions of euros]

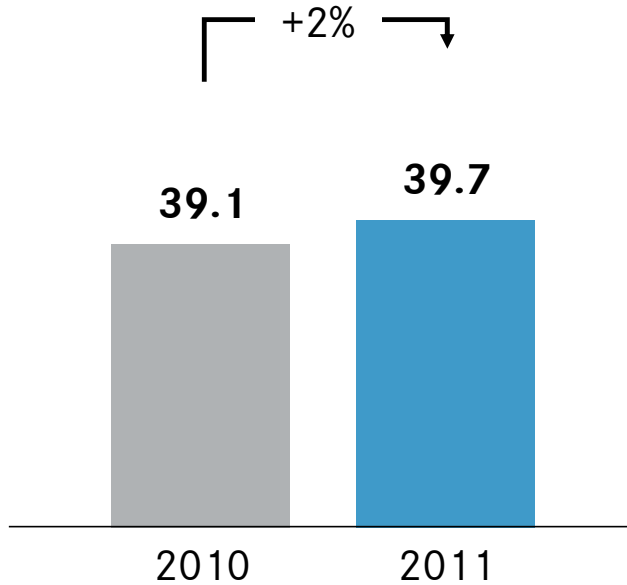


**Mercedes-Benz Vans EBIT**  
[in millions of euros]

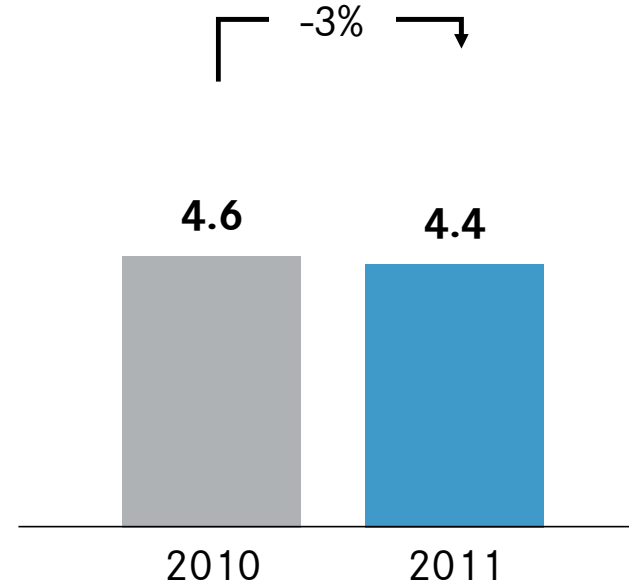


## Daimler Buses: EBIT of € 162 million

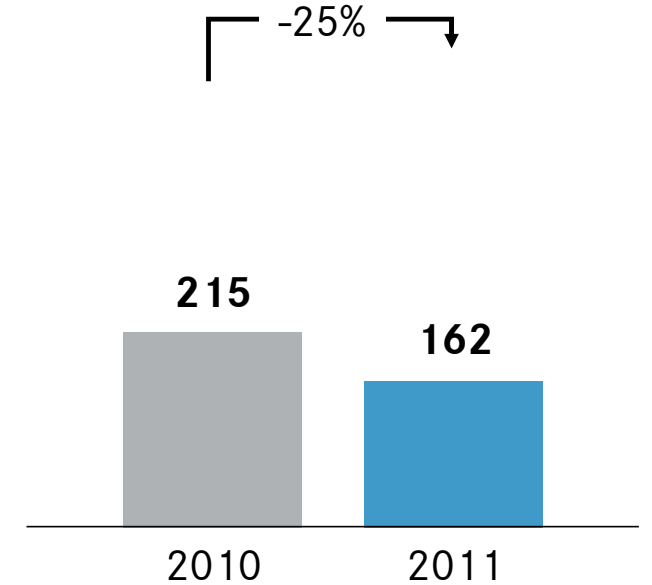
**Daimler Buses unit sales**  
[in thousands of units]



**Daimler Buses revenue**  
[in billions of euros]

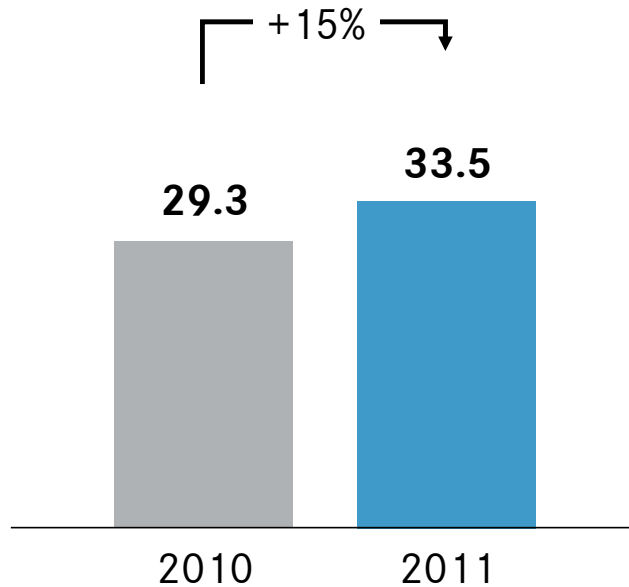


**Daimler Buses EBIT**  
[in millions of euros]

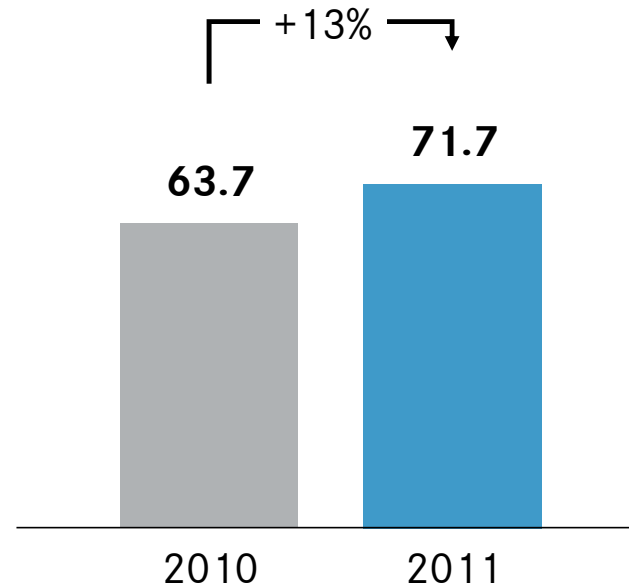


## Daimler Financial Services: EBIT of € 1.3 billion

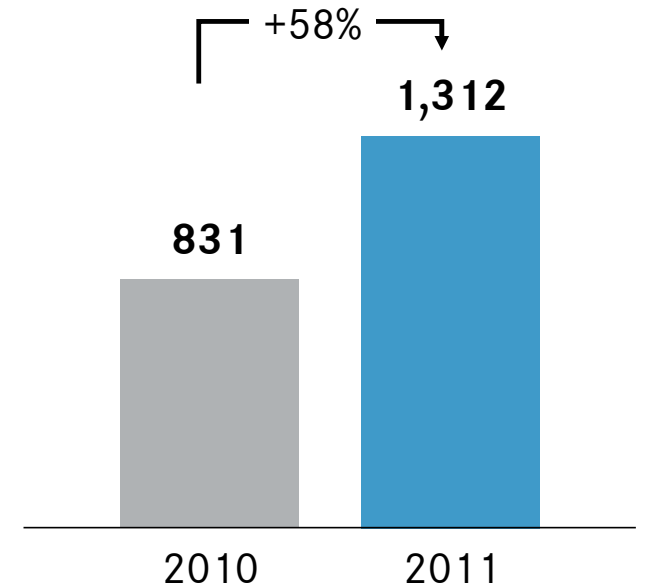
**DFS new business**  
[in billions of euros]



**DFS contract volume**  
[in billions of euros]



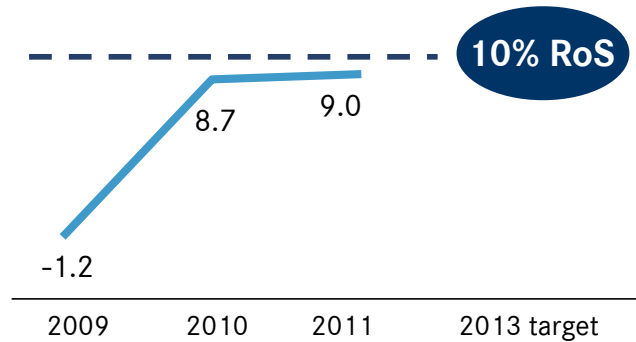
**DFS EBIT**  
[in millions of euros]



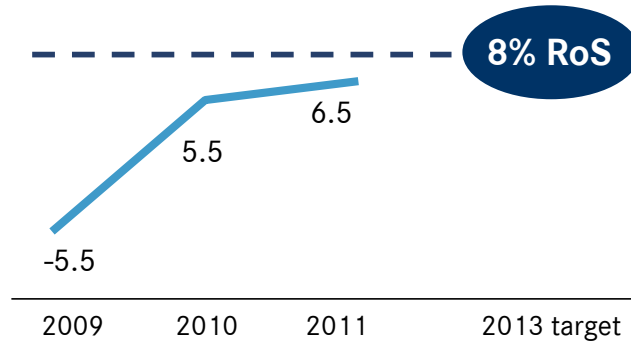
# We are well on our way

Financial targets to be achieved in 2013

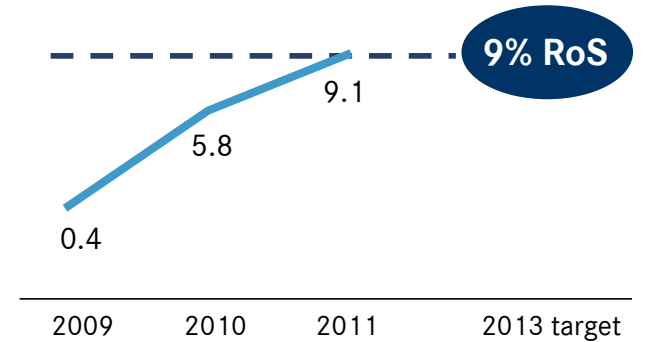
## Mercedes-Benz Cars



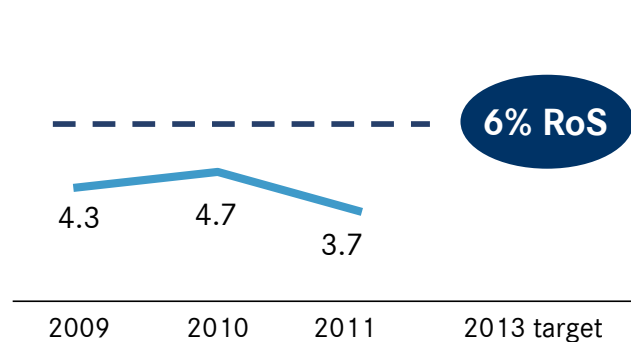
## Daimler Trucks



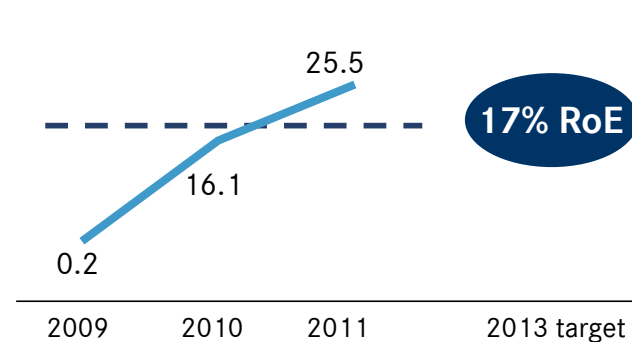
## Mercedes-Benz Vans



## Daimler Buses



## Daimler Financial Services



## Aiming for sustainable leadership

Mission statements / financial targets to be achieved in 2013

<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>



Daimler's identity as an automotive pioneer is fueled by leading technologies, strong brands and significant market leverage

DAIMLER

Technology leadership

Brand

Market leverage



Cars

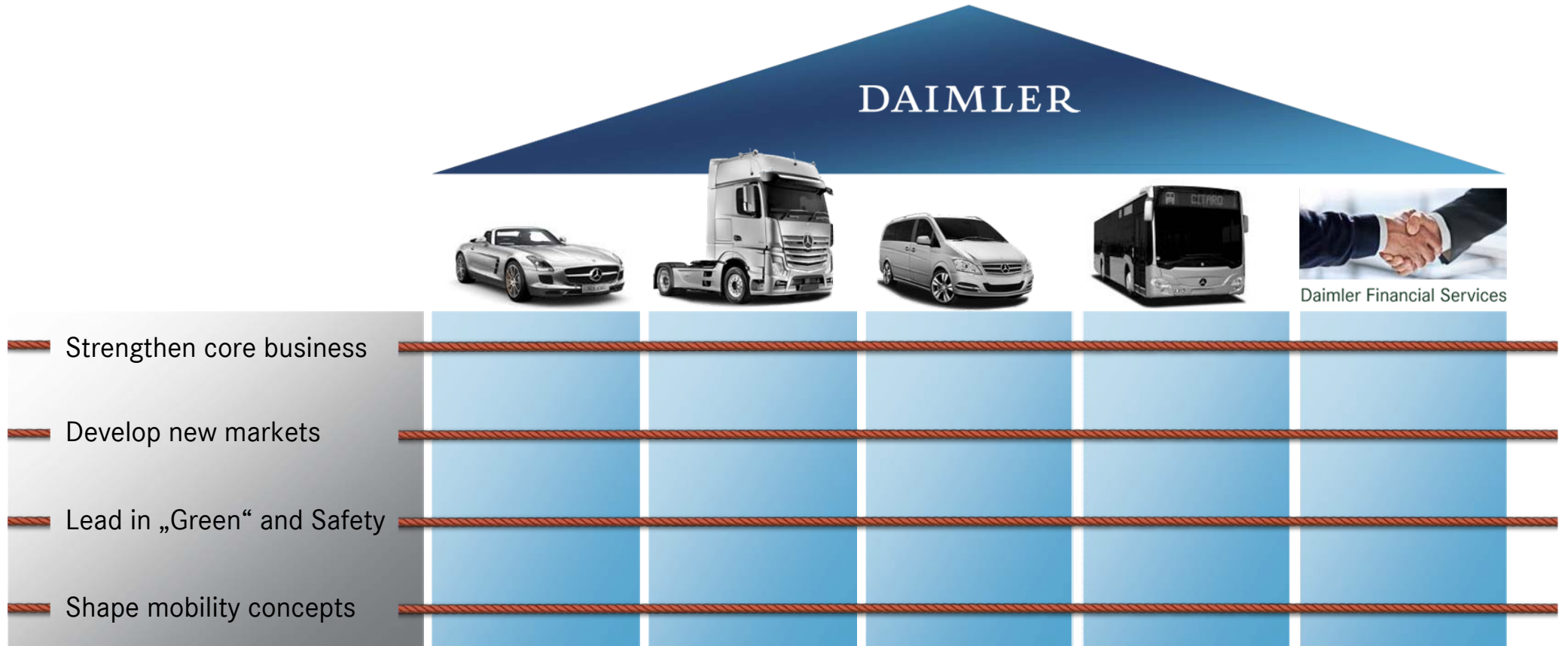
Trucks

Vans

Buses

Services

# Daimler corporate strategy: Four growth areas



## Mercedes-Benz 2020: Ambition to lead



Mercedes-Benz 2020

Best BRAND – Best PRODUCTS – Best SALES – Best PROFITABILITY

## Best BRAND: The pulse of a new generation



Concept A-Class

## Best PRODUCTS: New Mercedes-Benz SL

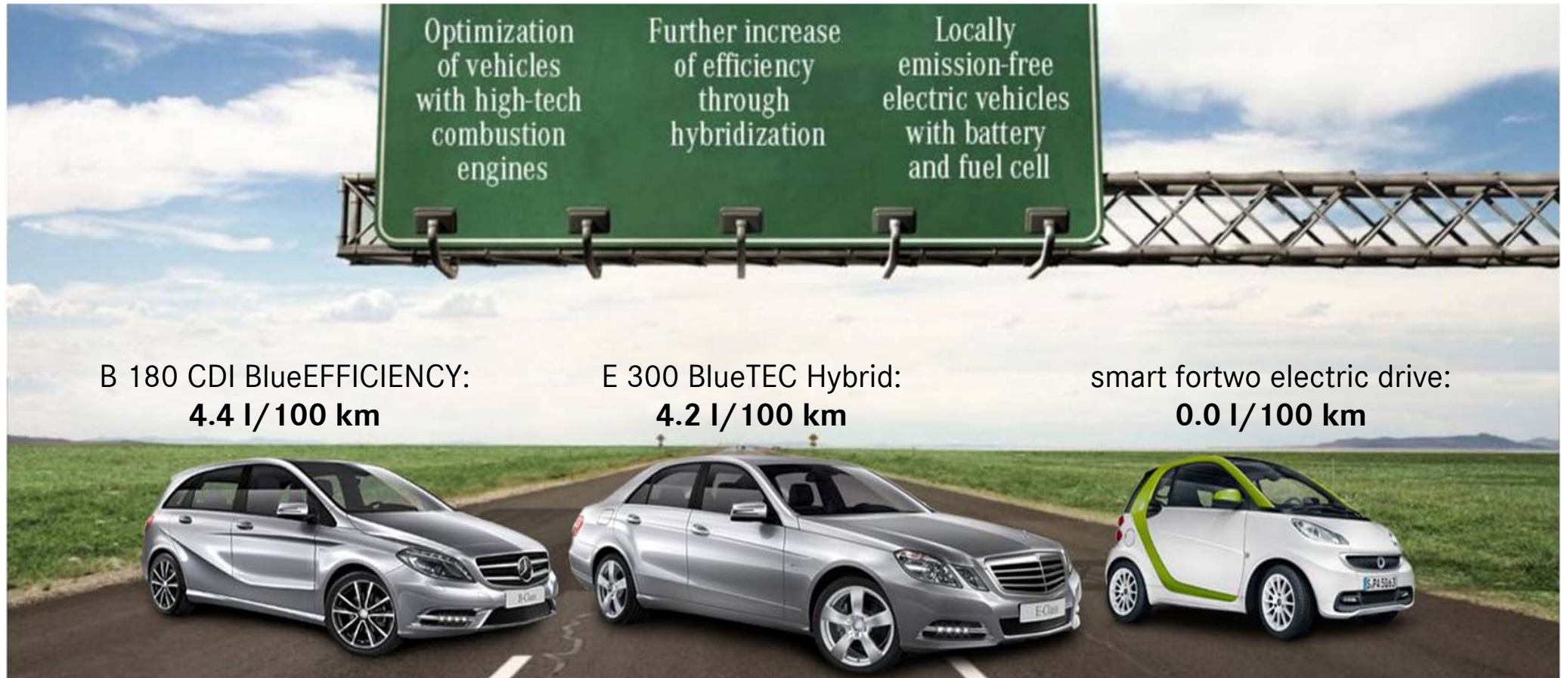


## Best PRODUCTS: New CLS Shooting Break



Concept Shooting Break

## Best PRODUCTS: Ever lower emissions



Optimization of vehicles with high-tech combustion engines

Further increase of efficiency through hybridization

Locally emission-free electric vehicles with battery and fuel cell

B 180 CDI BlueEFFICIENCY:  
**4.4 l/100 km**

E 300 BlueTEC Hybrid:  
**4.2 l/100 km**

smart fortwo electric drive:  
**0.0 l/100 km**

# Best SALES: Adding at least 10 new models to our existing portfolio by 2015

Compact



Mid-Size



Full-Size



Large



SUV

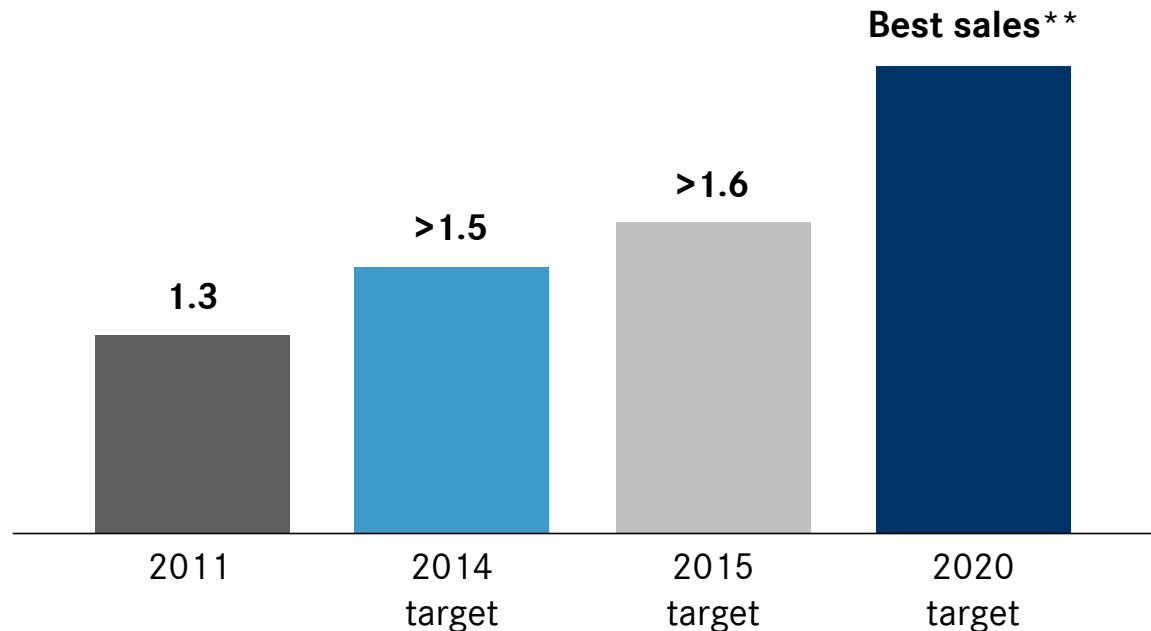




## Best SALES:

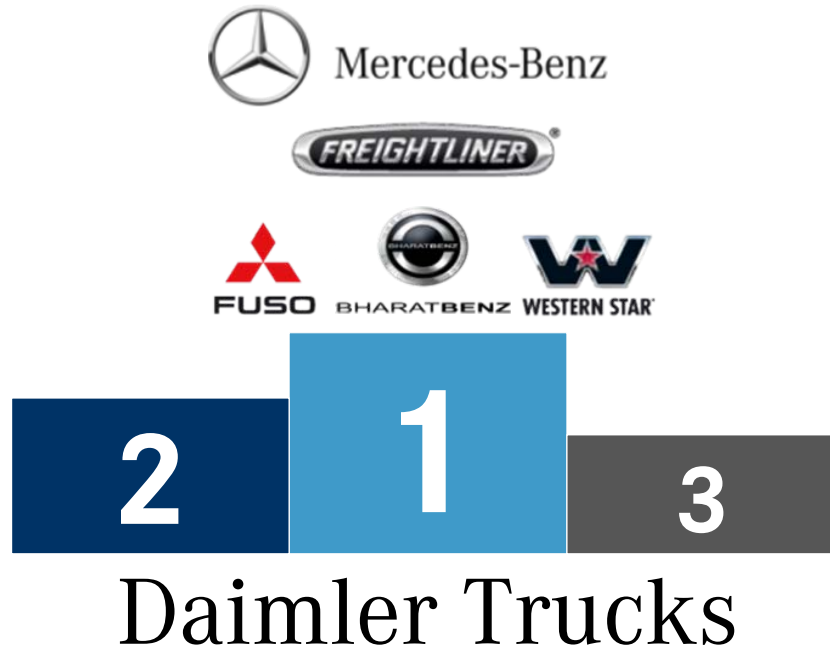
# At least 1.6 million cars in 2015 – sales leadership in 2020

[Mercedes-Benz group sales target in million units\*]



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

# Daimler Trucks: Global Excellence



**Strong PRODUCTS – Regional CHAMPIONS – Sustainable GROWTH**

## Strong PRODUCTS: Further Actros models



## Strong PRODUCTS: First BharatBenz Trucks in India



New BharatBenz Truck



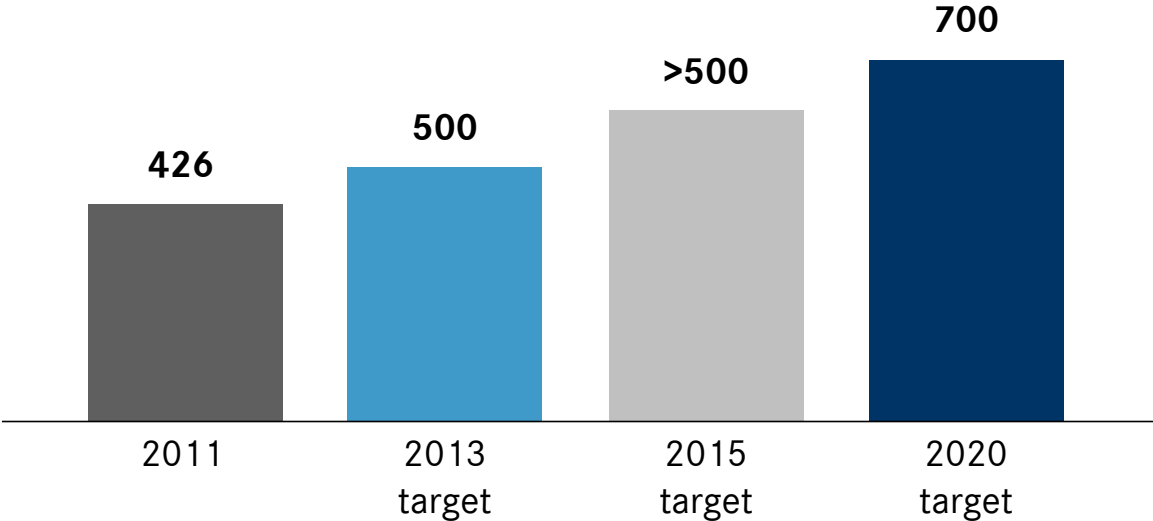
Preview Event in New Delhi in January

## Regional CHAMPIONS: Auman Trucks in China



# Sustainable GROWTH: Sales target

[in thousands of units]

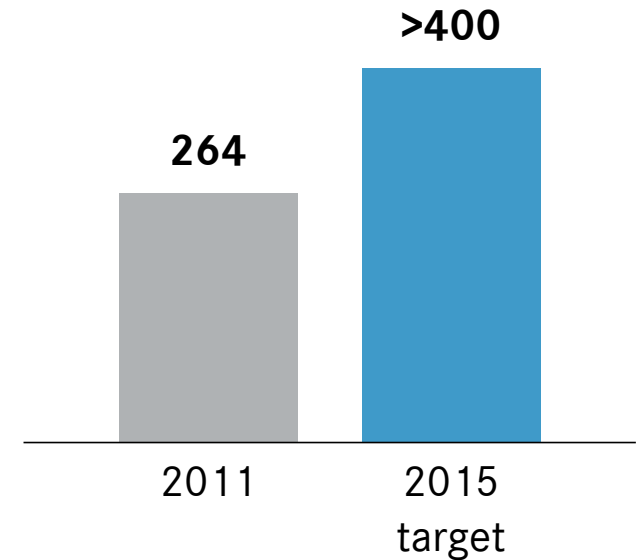


# Mercedes-Benz Vans



New Mercedes-Benz Citan

**Sales target**  
[in thousands of units]

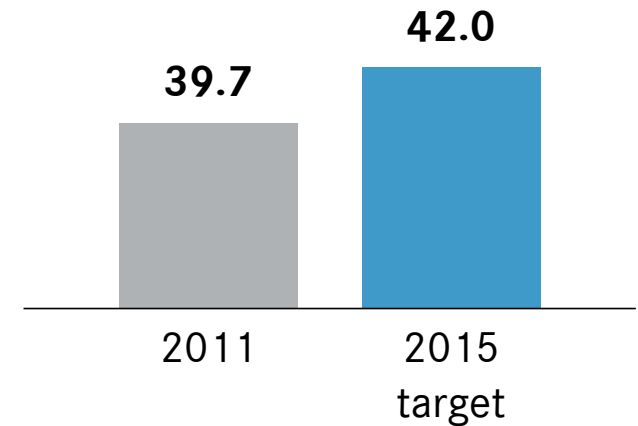


# Daimler Buses



Mercedes-Benz Travego Edition 1

**Sales target**  
[in thousands of units]

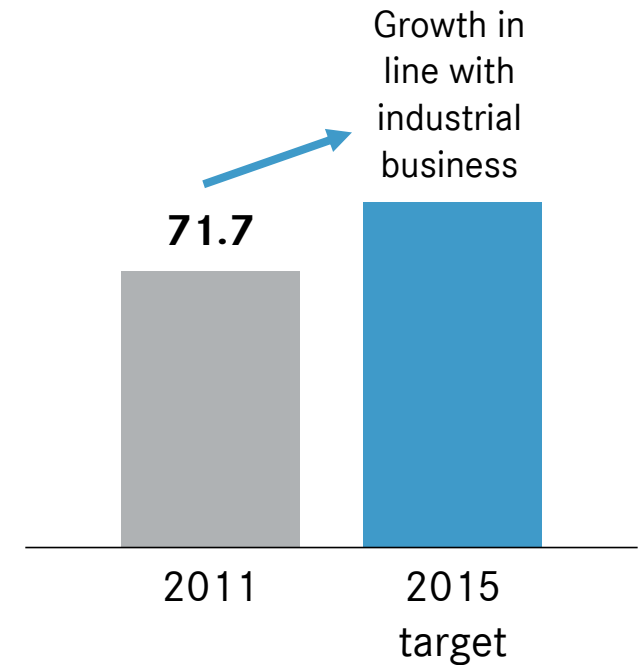




# Daimler Financial Services



## Contract volume target [in billions of euros]



# New mobility services



## Team and culture



# Outlook 2012



**New sales record**



**Further increase in sales**



**Continuous growth of sales**



**Slightly below previous-year level of sales**



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

Daimler Financial Services

**DAIMLER**

**EBIT on previous-year level**

## Disclaimer

**The figures in this document are preliminary and have neither been approved yet by the Supervisory Board nor audited by the external auditor.**

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 worsening of the public debt crisis in the eurozone; 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.