

DAIMLER

Hungry for More – Mercedes-Benz 2020

MBC Division Day 2012

Dr. Dieter Zetsche

Chairman of the Board of Management of Daimler

Head of Mercedes-Benz Cars

Kecskemét, March 29, 2012

Contents



I. Review:

Our Performance since Division Day 2010



II. Targets:

Ambition to Lead / Mercedes-Benz 2020



III. Strategy:

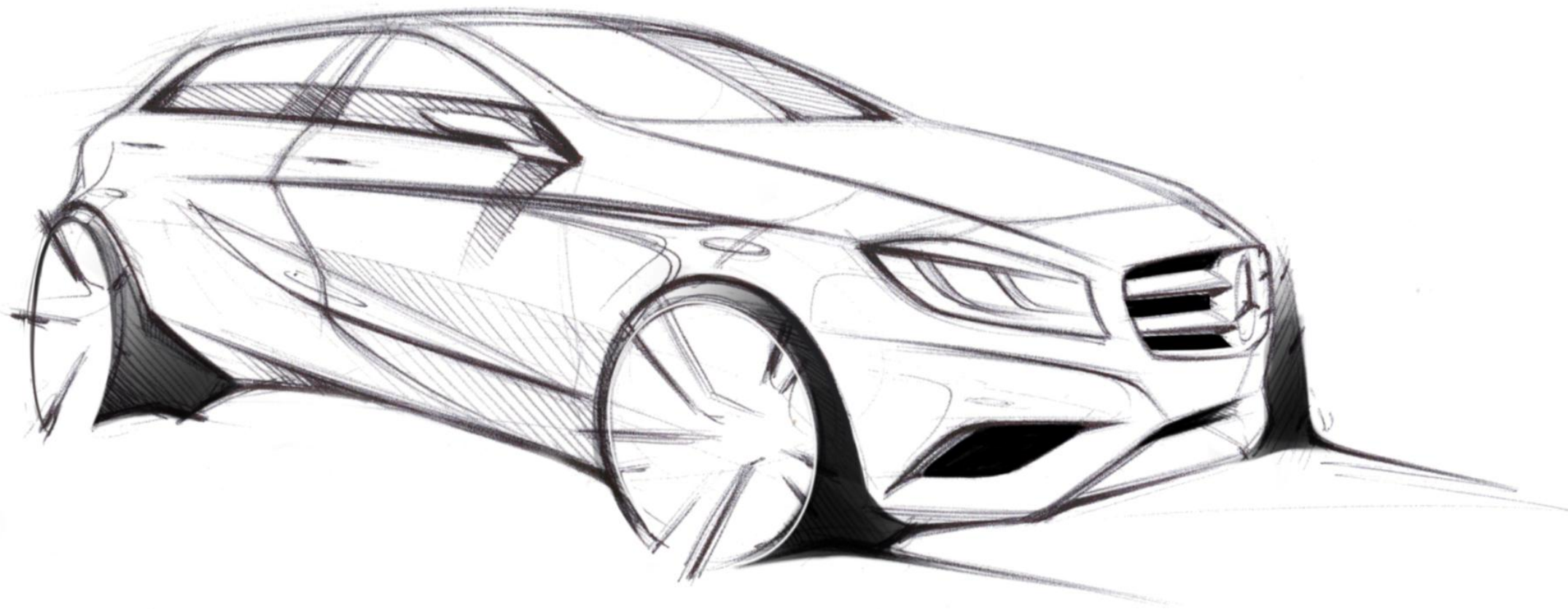
Measures for Brand, Product, Sales and Profit



IV. Deep Dive:

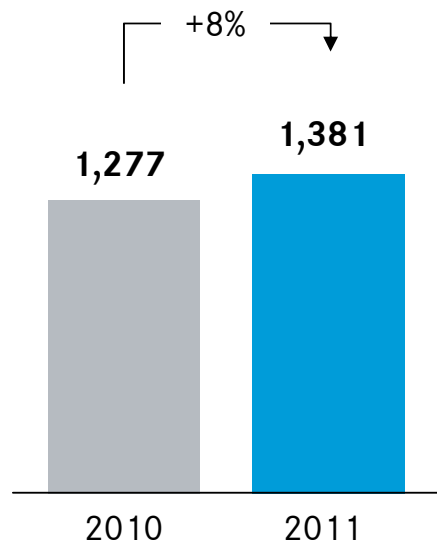
Dr. Schmidt, Dr. Weber, Dr. Bernhard

I. Review

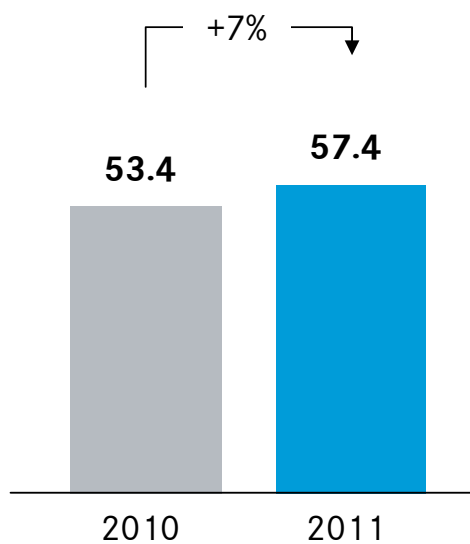


2010 we talked about “Gaining Momentum” – and we delivered

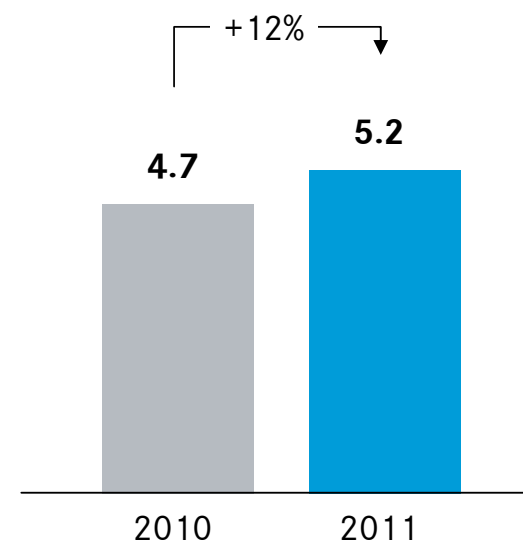
MBC unit sales
[in thousands of units]



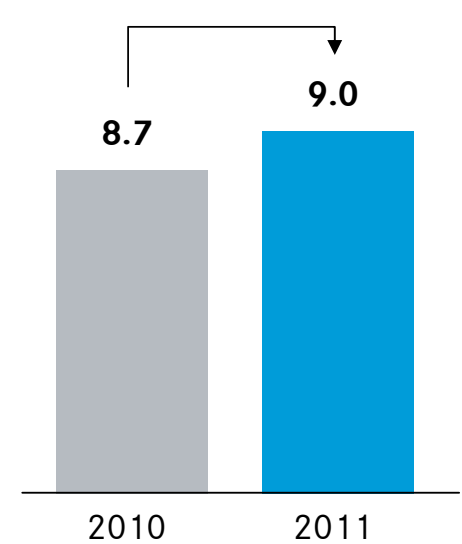
MBC revenue
[in billions of euros]



MBC EBIT
[in billions of euros]



MBC RoS
[in %]



2010 we talked about “Developing the Business” – and we delivered

Products



Technologies



Co-operations



Footprint



2010 we talked about “Headway in China” – and we delivered

200,000

MB unit sales

35%

YoY Growth rate

1st

S-/R-Class market



12,000

Van unit sales

53

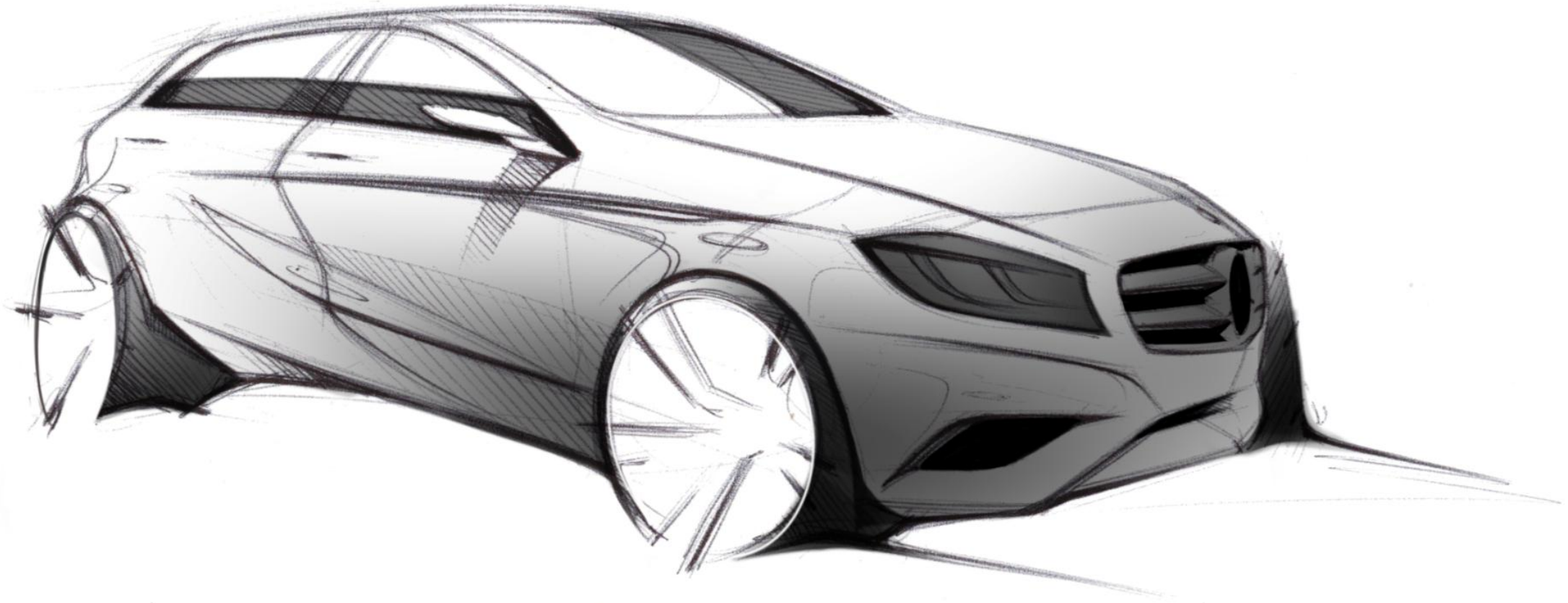
Dealerships

2nd

MB Van market



II. Targets



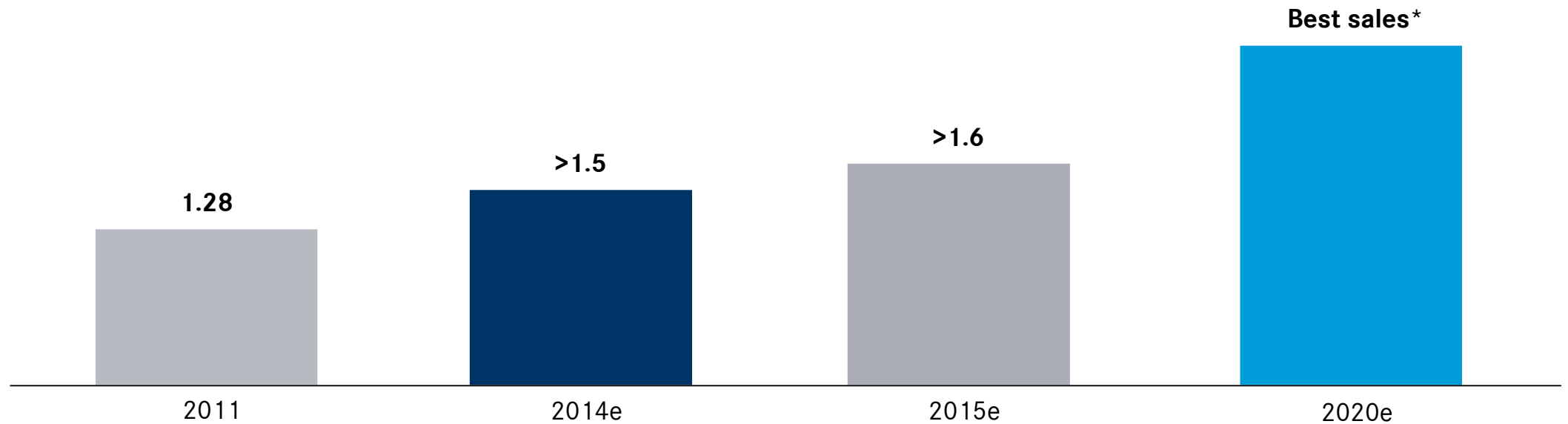
Leadership – a state of mind



Mercedes-Benz 2020

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

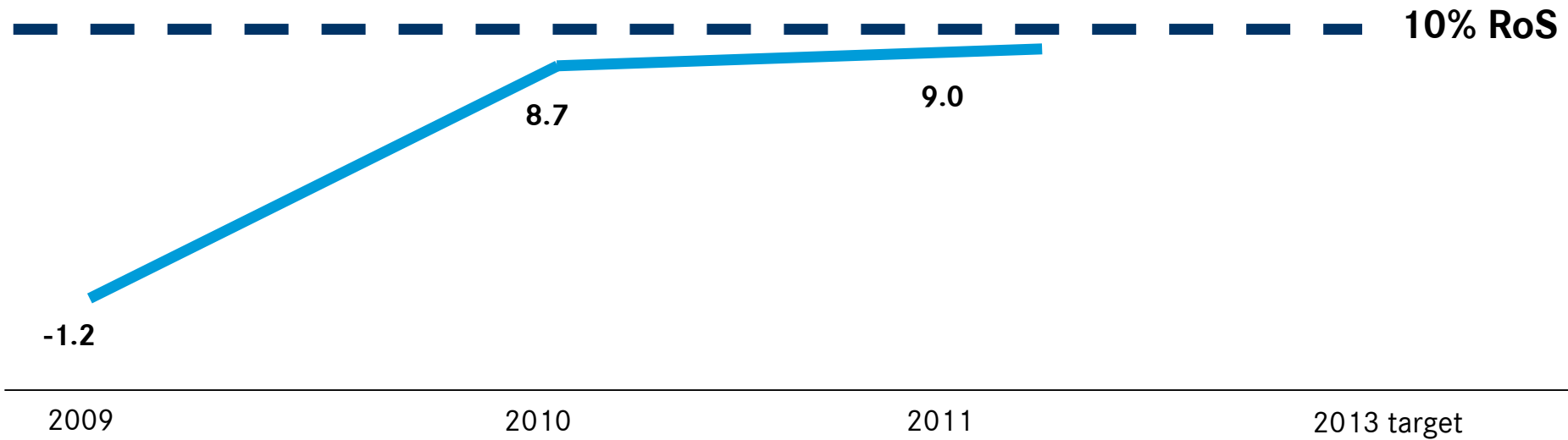
Mercedes-Benz sales forecast [million units – without smart]



*Within automotive premium segment; schematic representation

On track to hit our RoS target

Return on Sales
[in %]



Assumption based on stable economic framework.

III. Strategy



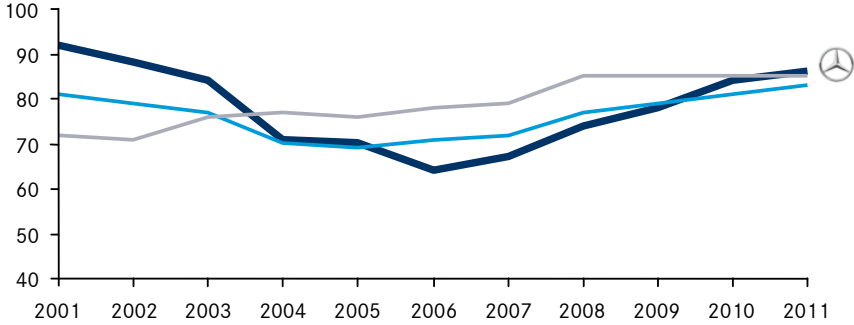
Four levers of Mercedes-Benz 2020



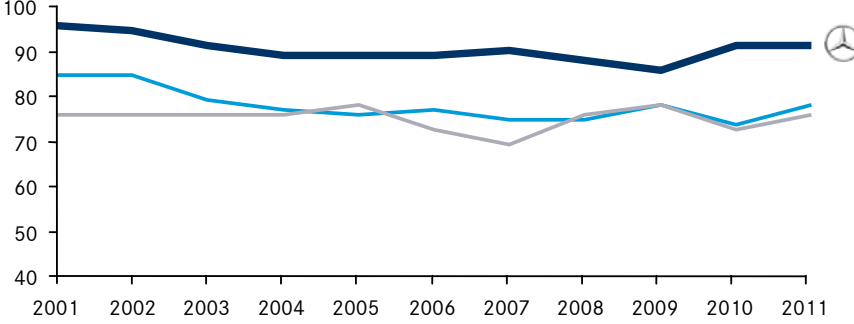


Brand: Development of brand value and perception

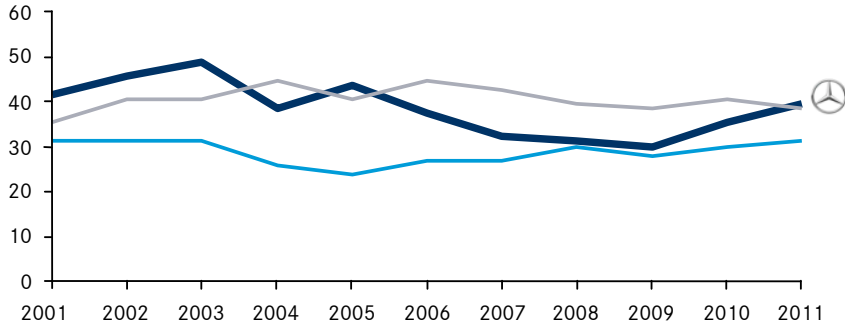
Product reliability AMS Best Cars



Safety AMS Best Cars

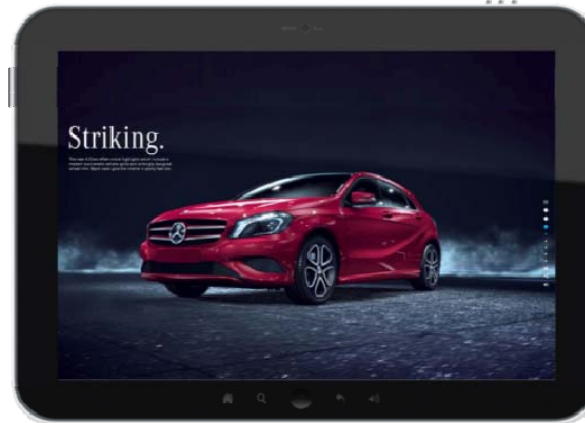


Perception of advertisement AMS Best Cars



■ = Competitor A ■ = Competitor B

Brand: A-Class online-hub



Brand: “The Best or Nothing”



Product: Delivering on fascination



Product: Delivering on responsibility



ML 250 BlueTEC 4MATIC

6.0



E 300 BlueTEC HYBRID

4.2



SLS AMG E-CELL

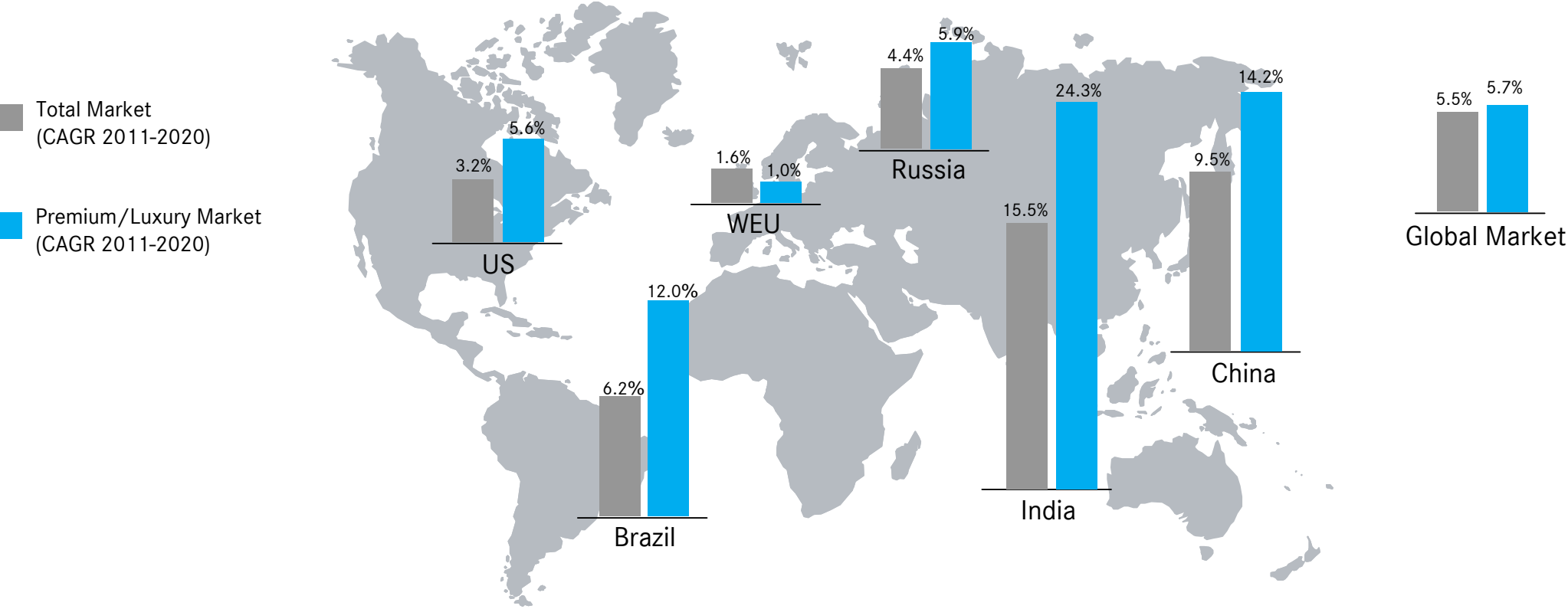
0

Fuel consumption combined in l/100 km

Product: Delivering on perfection



Sales: Headroom in the markets

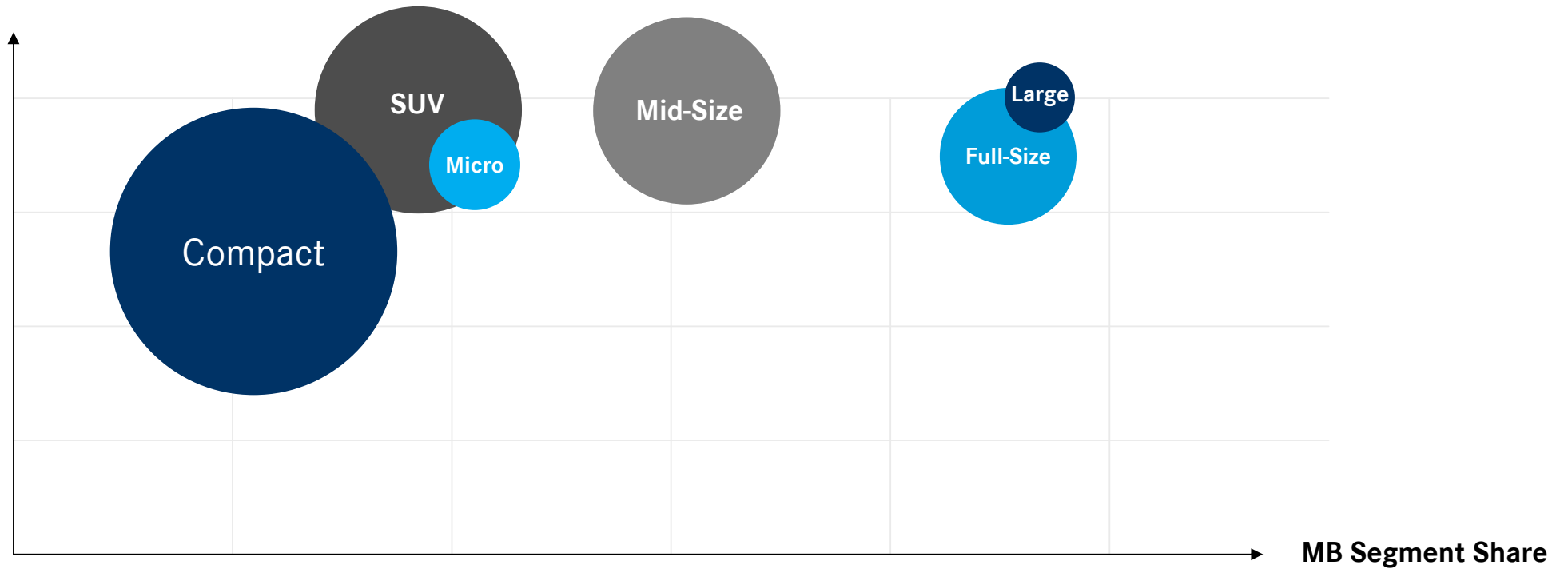


Source: Global Insight SP12

Sales: Headroom in targeted segments



Segment Growth
CAGR 2011-2020

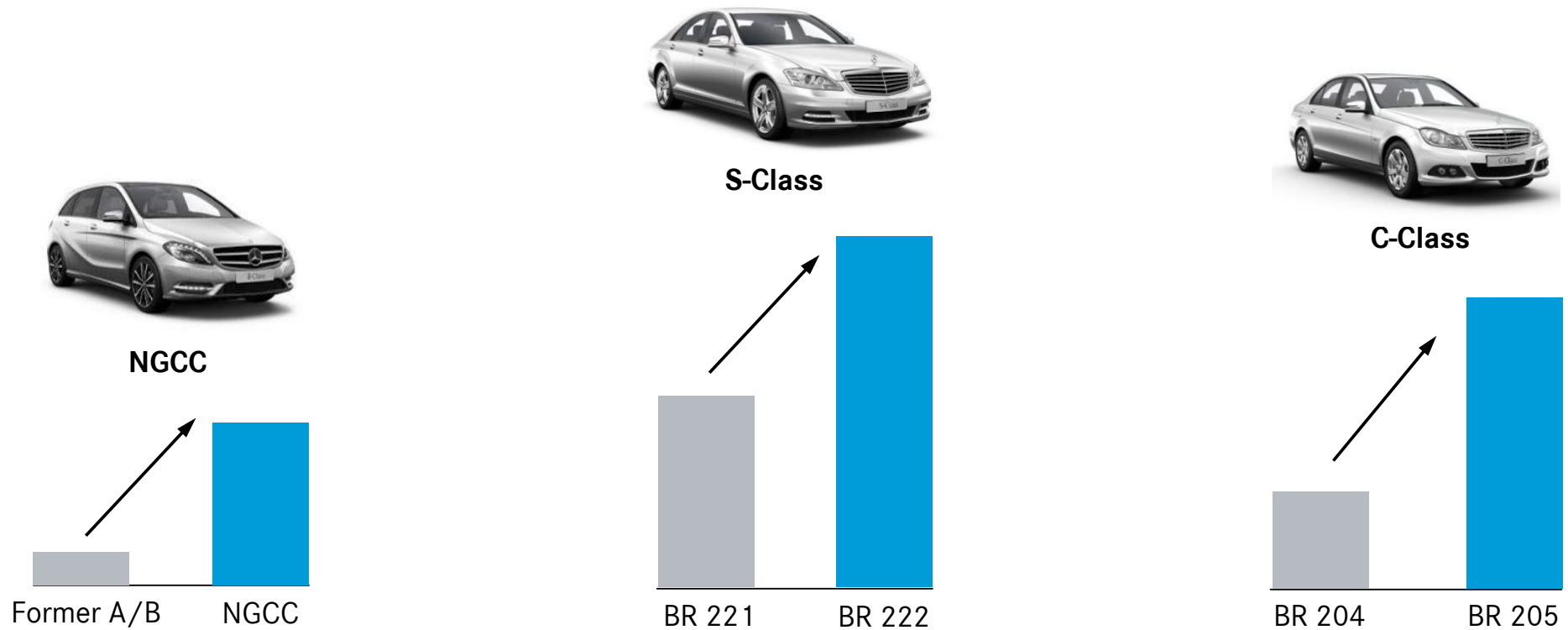


Bubble size represents segment size in relevant MB-market. Source: Global Insight SP12, Annual Report.

Profit: Strong improvement at NGCC, S-Class and C-Class



EBIT Lifecycle Performance Development



Profit: Leveraging co-operation benefits with Renault-Nissan



Additional Business



Joint Savings



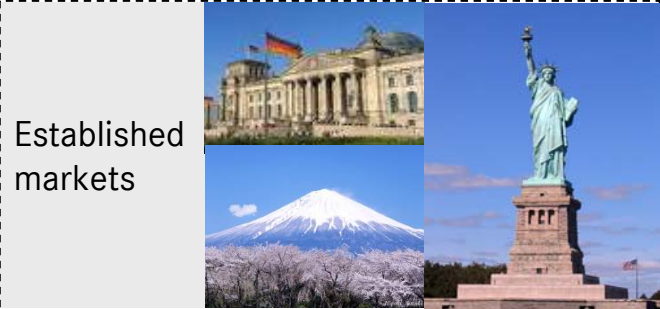
Avoided Investment



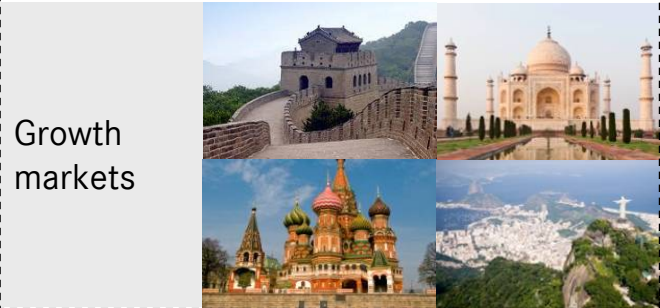
Further Synergies



We follow new paths, but not at the expense of old strengths...



+



+



+



...to deliver on our strategic targets

▶ **Sales leadership**

Milestones: >1.5 in 2014 / >1.6 in 2015

▶ **Technology leadership**

Milestone: 125 g CO₂ / km fleet average in 2016

▶ **Flexible footprint and productivity improvement**

Milestone: HPV 30h in 2015

▶ **Capital and cost discipline**

Milestones: CapEx Ratio ~7% / R&D Ratio ~6%

▶ **Sustainable profitability gain**

Milestone: 10% RoS on average from 2013 onwards

Hungry for more.



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.