DAIMLER

Prof. Herbert Kohler
Vice President
Group Research & Sustainability

Paris, 28 September 2012

Our world is changing – Individual mobility is changing, 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

Drive train portfolio for tomorrows mobility

Different use cases and options

Long Distance	Interurban	Urban
		

E 250 CDI BlueEFFICIENCY — Efficient Internal Combustion Engines

S 400 HYBRID — Hybrids

S 500 PLUG-IN HYBRID — Plug-In

smart fortwo electric drive — Battery electric vehicles

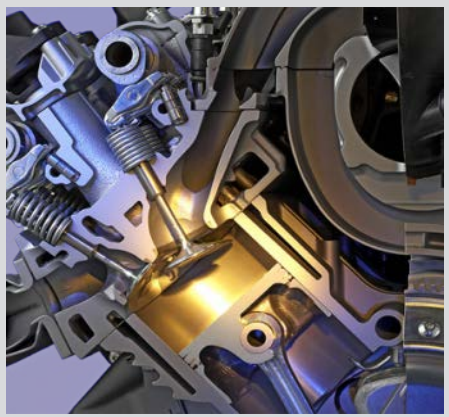
B-Class F-CELL — Fuel cell electric vehicles

Technology portfolio for sustainable mobility

I.

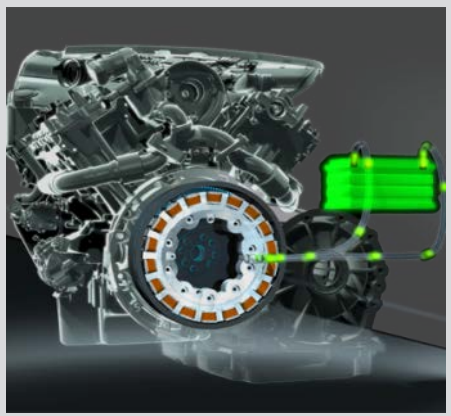
High-tech combustion engines

CDI, CGI, BlueTEC



Combustion engines with hybridization

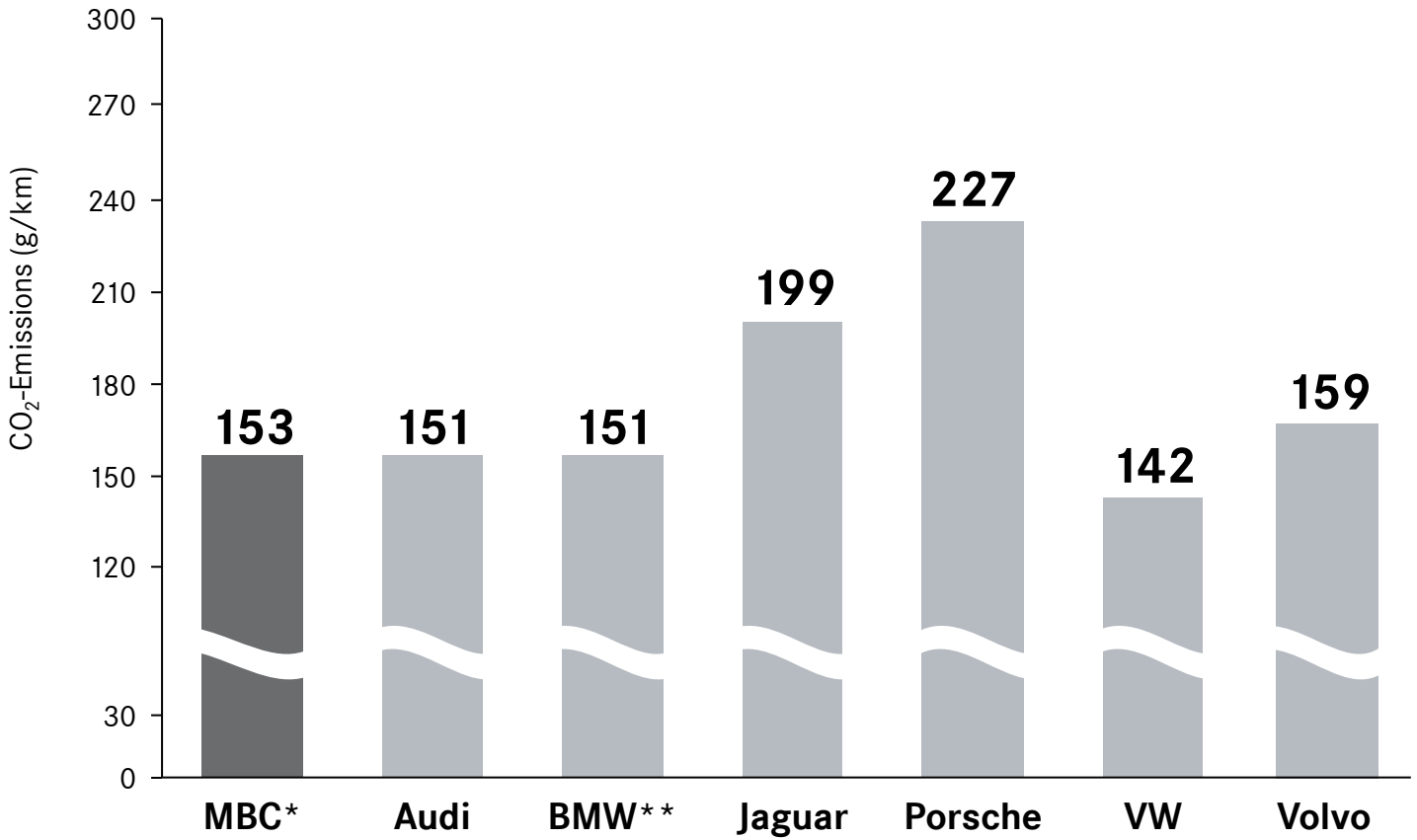
HYBRID, BlueTEC HYBRID, Plug-in HYBRID



Electric vehicles with battery and fuel cell

E-CELL, F-CELL

CO_2- Emissions of new cars registered in Germany in 2011



* Mercedes-Benz Cars incl. smart and excl. Vans

** BMW incl. Mini

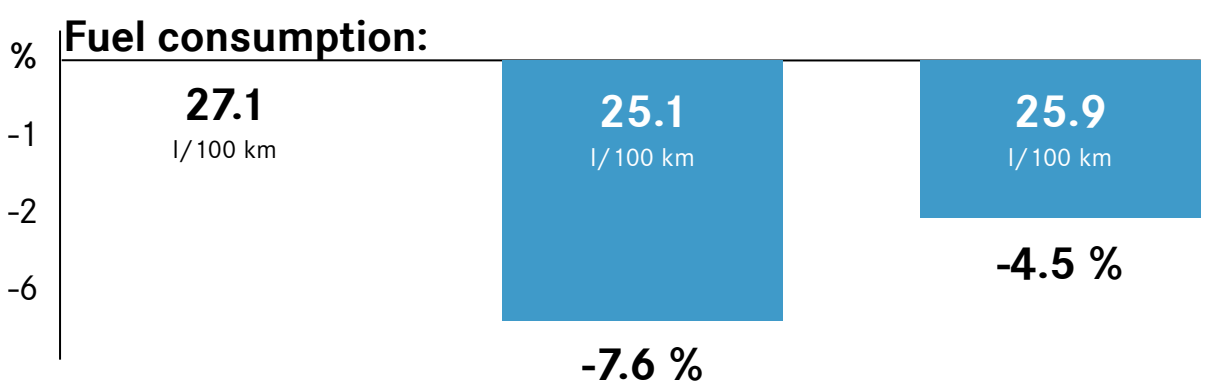
Source: Federal Motor Transport Authority (KBA); auto, motor und sport 5/2012

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

Actros 1844
(Euro V)

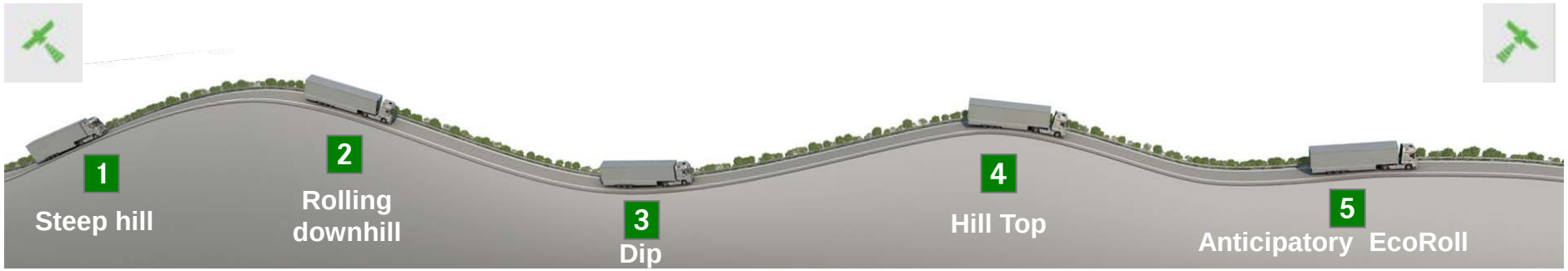
New Actros 1845
(Euro V)

New Actros 1845
(Euro VI)



The new Predictive Powertrain Control system reduces the fuel consumption of the new Actros by up to -3% additionally

Predictive Powertrain Control: Overview



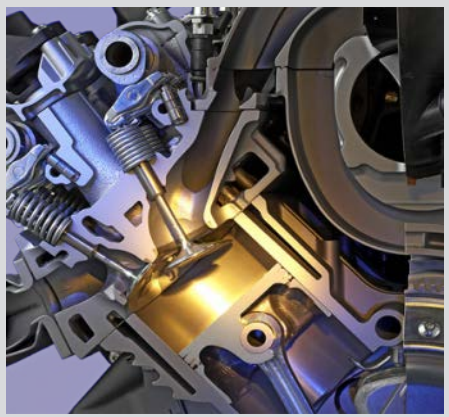
- By combining digital 3D maps and GPS information it is possible to generate an electronic horizon which is deployed to optimise shift points, gear steps and cruise control speed by anticipatory means
- In this way a driving style adapted to the given topography is integrated into the automated powertrain control system which even experienced drivers with a good knowledge of the route, the load and the vehicle's capabilities will barely be able to top
- This leads to fuel savings of up to -3% (value attainable at unaltered speed; specific level dependent on the characteristics of the route concerned)
- With this system, MB Trucks is the first company to offer a powertrain which controls the vehicle in a fully anticipatory manner; it rolls, accelerates AND changes gear in anticipatory mode – and in a way which is intuitively pleasant to the driver!

Technology portfolio for sustainable mobility

II.

High-tech combustion engines

CDI, CGI, BlueTEC



Combustion engines with hybridization

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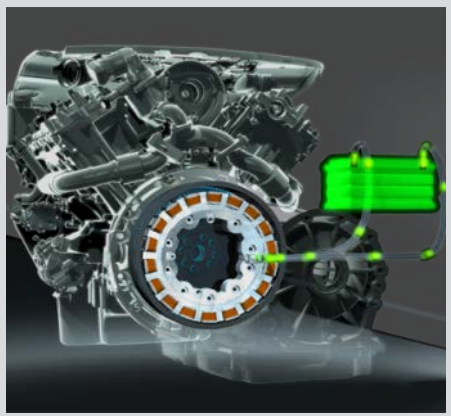


Electric vehicles with battery and fuel cell

E-CELL, F-CELL

Hybrid vehicles of Mercedes-Benz

S400 HYBRID:
7.9 l/100km (**186** g/km)

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

E300 BlueTEC HYBRID:
4.2 l/100km (**109** g/km)

E400 HYBRID:
37 mpg (adjusted)

S500 Plug-In- HYBRID:
3.2 l/100km (**74** g/km)

Scalable module hybrid system allows for maximum customer benefits and minimizes costs

Standardized hybrid **modules** …

… can be **combined** with various vehicle/powertrain configurations …

… to meet world-wide **customer** expectations!

e-motor

power electronics

HV-battery

…

Wide **model range**…

S … E … C ☑

Different **body types**…


…

☑

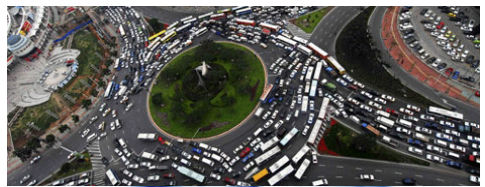
Left hand
&
right hand drive…


☑

Gasoline
&
Diesel engines…

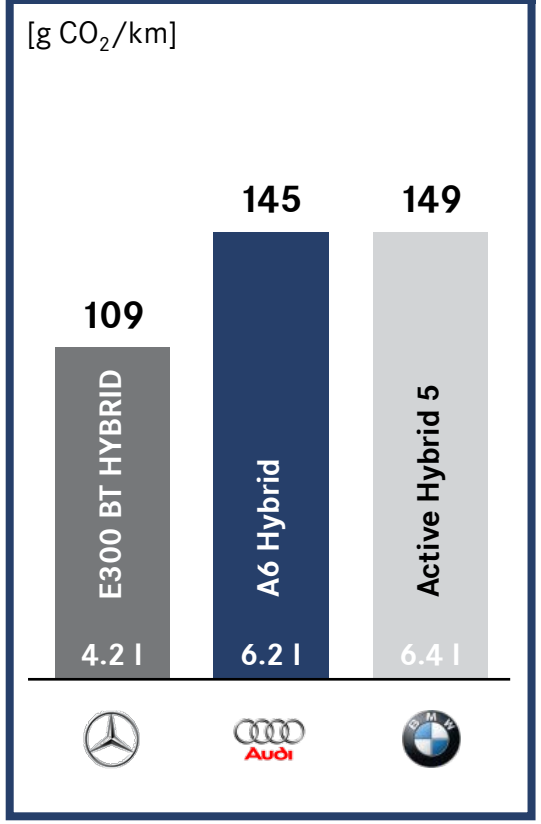

☑

Superior products for our customers world-wide



The world's most economical luxury-class model without any compromises in cargo capacity!

Full-Size Hybrid



E300 BlueTEC HYBRID

Daimler Product Portfolio Alternative Drivetrains

Distribution and other Commercial Vehicles

Freightliner M2e Hybrid

Mercedes-Benz Atego BlueTec Hybrid

Mercedes-Benz Vito E-CELL

Mercedes-Benz Sprinter NGT

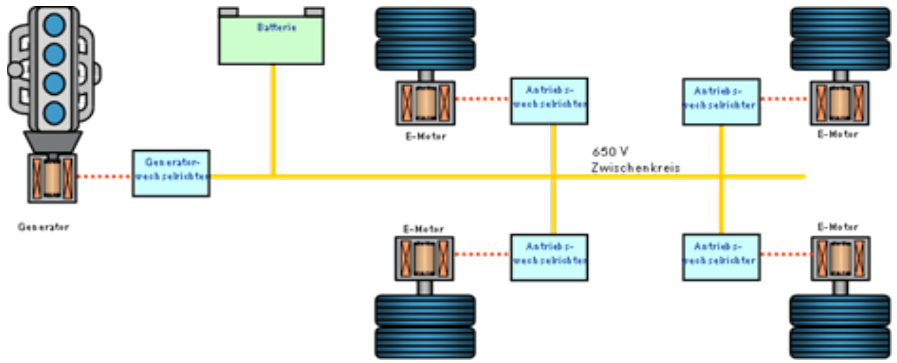
Mercedes-Benz NGT Econic

FUSO Canter Eco Hybrid

Daimler Hybrid-Bus: Mercedes-Benz Citaro G BlueTec Hybrid

Diesel-Electric Hybrid Concept

- Serial Hybrid power train

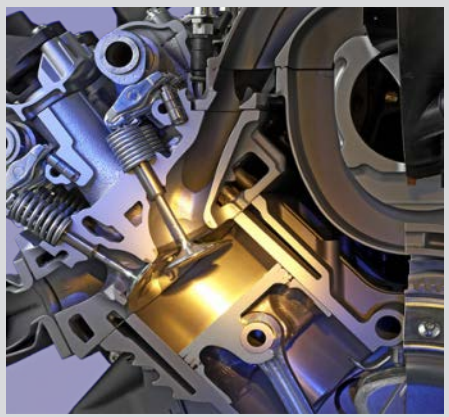


- Up until now, the only hybrid bus which can run for some time on electricity only
- Electric wheel hub motor
- World wide largest Lithium-Ion battery in mobile application (max. 240 kW)

Technology portfolio for sustainable mobility

High-tech combustion engines

CDI, CGI, BlueTEC



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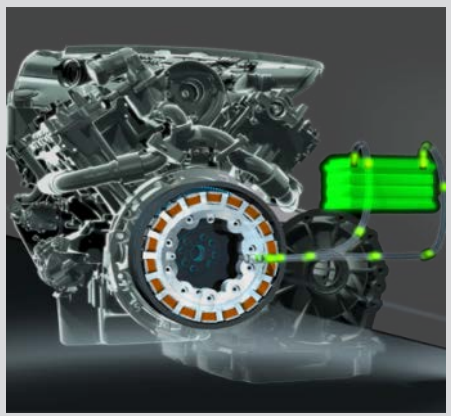


III.

Electric vehicles with battery and fuel cell

E-CELL, F-CELL

More than 3.000 electric vehicles on the road since 2011

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
				
70 kW, 290 Nm In series production	**30 kW, 120 Nm** In series production	**392 kW, 880 Nm** Market entry in 2013	**100 kW, 290 Nm** In series production	**60 kW, 280 Nm** In series production
250km	**140 km**	**200 km**	**400 km**	**130 km**

Purely electric driving for everyone - smart fortwo electric drive in “large scale” production

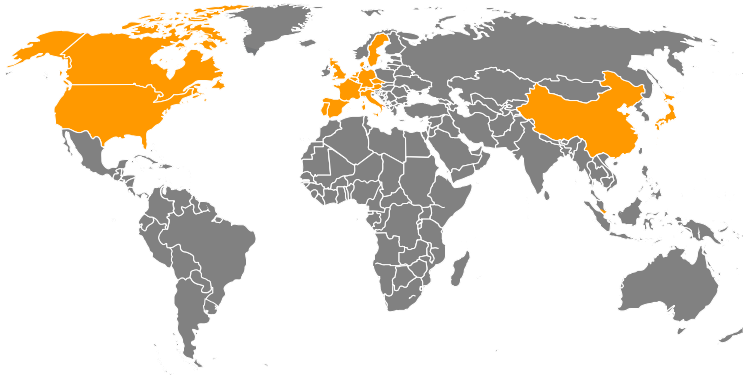
- E-motor: 55kW / 75hp peak
- Top speed: 125 km/h
- Li-Ion battery: 17.6 kWh
- Range: 140km
- Quick charging: 1h

Zero-Emission-Mobility and fascinating driving experience: SLS AMG E-CELL

- E-motor: 392 kW
- Torque: 880 Nm
- Li-Ion battery: 48 kWh
- 0-100 km/h: 4 sec

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



smart ed (phase 2)

A-Class E-CELL

Vito E-CELL

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

B-Class F-CELL

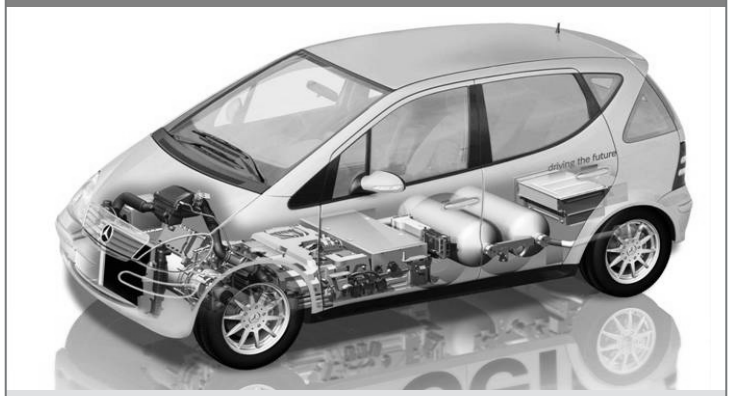
Citaro FuelCELL Hybrid

HySys Sprinter

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

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

A-Class F-CELL



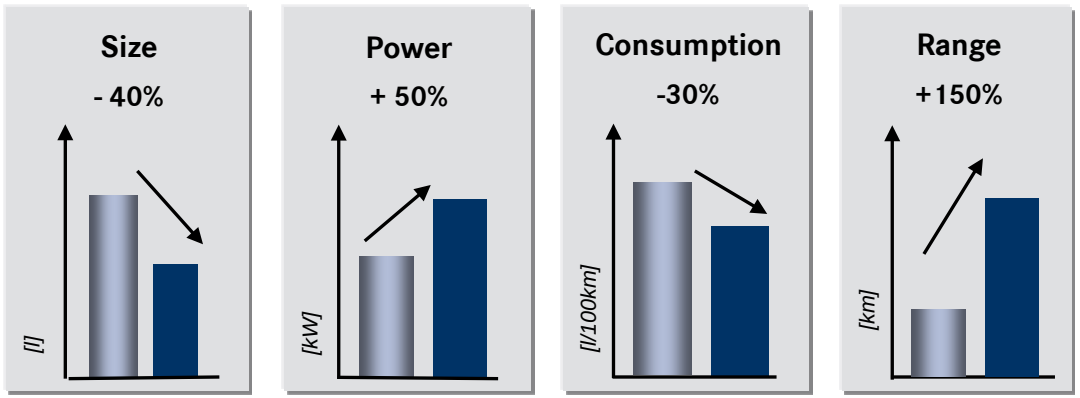
2004 – 2009
Technology demonstration

B-Class F-CELL

2009: Start small series production

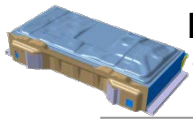
B-Class F-CELL:

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

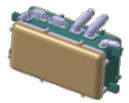


Vehicle overlapping module strategy as precondition for economic viability

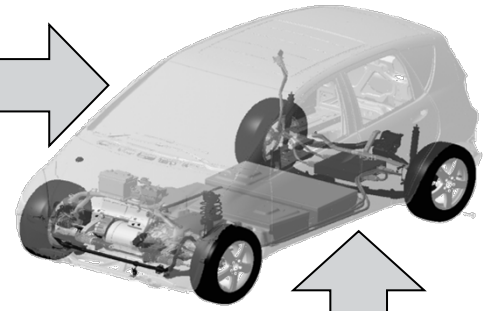
High Energy Battery
16,5 kWh / 30 kW



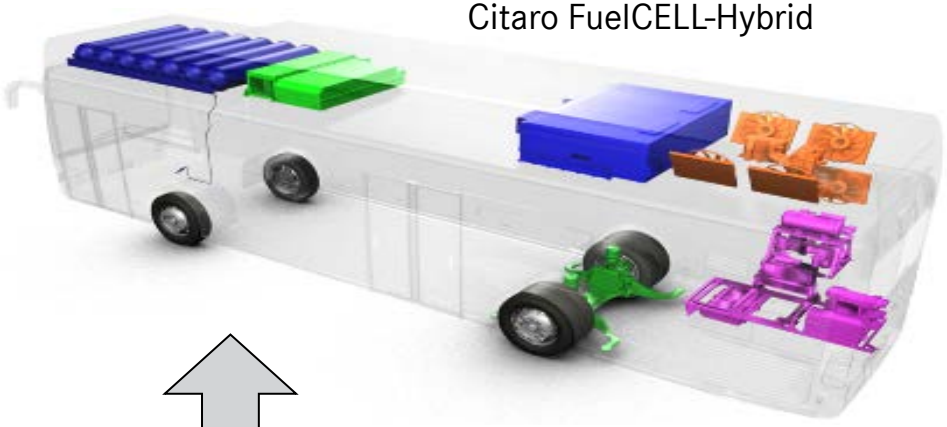
Onboard-Charger
3,3 kW



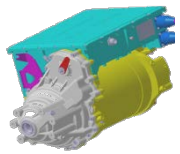
A-Class E-CELL

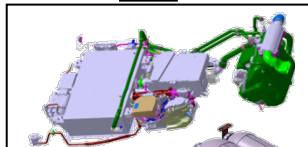


Citaro FuelCELL-Hybrid



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





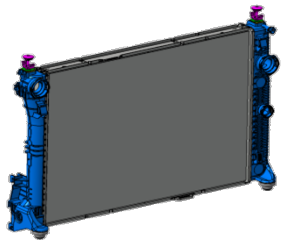
Fuel Cell System (FCS)
80 kW

H_2 Tank System
Size adaption (4kg / 35kg)

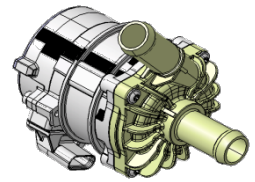
B-Class F-CELL

Additional Common Parts

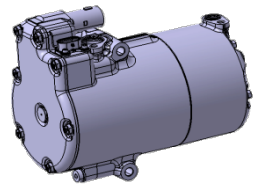
Main Radiator



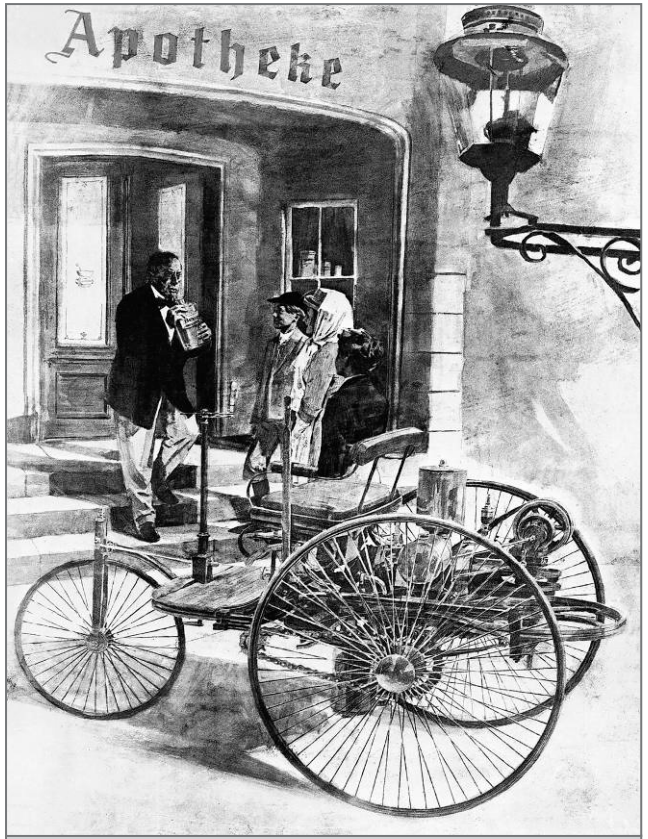
EE Cooling Pump



Electric AC-Compressor



Challenge of infrastructure – in the past and today



1888 – Lack of gas stations

Lack of public and private charging stations

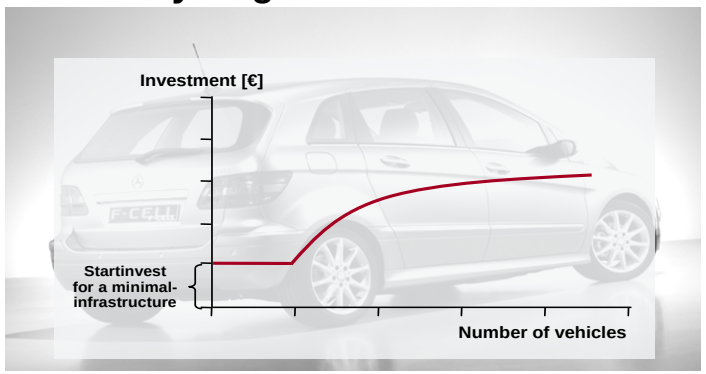
Lack of H_2-infrastructure (production and retailing)

Today

Summary

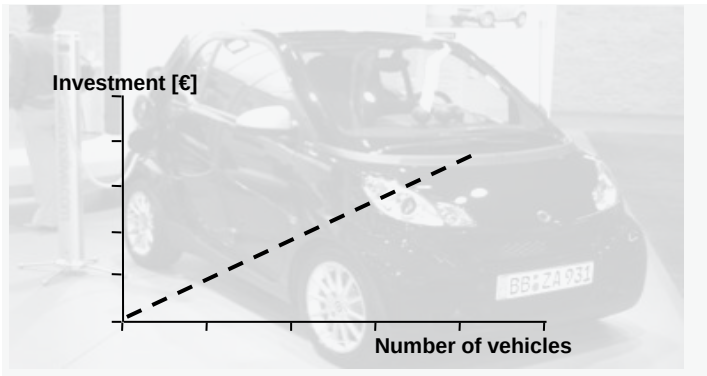
Financial aspects

Hydrogen Infrastructure



- H_2-infrastructure requires start-up investments
- In long term view the Business Case is positive

Public Charging Infrastructure



- The investment for public charging infrastructure is proportional to vehicle sales
- Negative Business Case for Public AC Charging stations expected

Conclusion

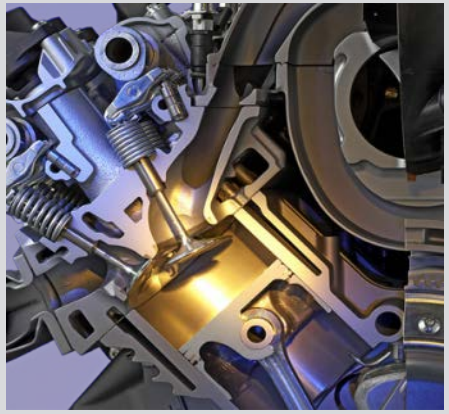
- Battery electric and fuel-cell electric vehicles will both be needed to achieve our CO2 reduction targets
- Both technologies need supporting infrastructure. FCEVs in particular need a start invest to overcome the initial hurdle.
- Joint efforts by industry and government have to prepare the markets and initiate infrastructure build-up

Mercedes-Benz F-CELL World Drive - maturity proven!

Summary: With our technology portfolio we are prepared for the Future

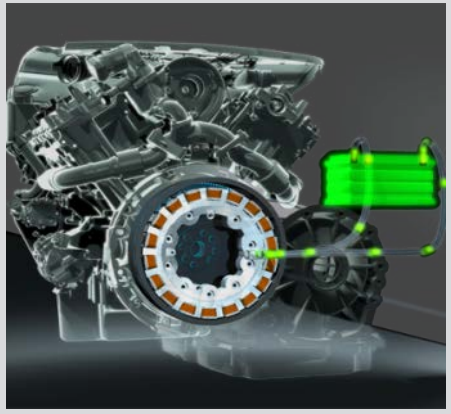
High-tech combustion engines

CDI, CGI, BlueTEC



Combustion engines with hybridization

HYBRID, BlueTEC HYBRID, Plug-in HYBRID



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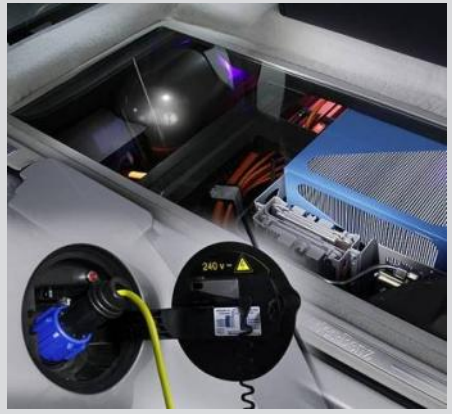


And we are best in class today:

VCD-environment-catalog 2012/2013:

Brand	Number of vehicles	★★★★★/ ★★★★	★★★	★★	★
Audi	18 (18)	1 (3)	6 (4)	5 (6)	6 (5)
BMW	17 (15)	0 (0)	3 (1)	5 (5)	9 (9)
Mercedes	23 (23)	2 (0)	4 (2)	12 (11)	5 (10)

() result of the preceding year

★★★★★ **when buying a car then one of these!**
★★★★ **acceptable for ecological sensitive drivers**
★★★ **only passable when driving environmentally friendly**
★★ **environmentally critical**
★ **environmentally questionable**

OEMs environmental engagement rating:

	Daimler /smart	Volkswagen	Peugeot / Citroën
Position	1	2	3

Source: VDC Umweltliste 2012/2013

Things you need to know...

Our achievements:

- Over **50%** of our new **patent applications** are **in Green Technologies.**
- We are the **first** automotive manufacturer which **certified passenger cars** according to ISO standard 14062 **"Design For Environment".**
- ***75%*** of our **passenger cars** consume **less** than ***7 l/100km.***
- Our **Mercedes-Benz cars** have the **lowest air resistance** (Cd values) in **every class**.
- **smart** is the global **CO_2 champion.**
- In Europe **almost every** sold **E- and C-class** is a **BlueEFFICIENCY** model.
- Our **S250 CDI** is the **first 5-Liter** car in the **luxury class**.
- Our **Vito E-CELL** is the **world`s first** series-produced **van** with **electric drive**.
- We are the **global market leader** for **hybrid drives** in the commercial vehicle segment - thanks to our **buses** and **trucks**.
- Our new **Cascadia** is the **fuel economy leader truck** in the USA.
- In the **ADAC EcoTest**, our **E350 BlueTec** became the first diesel car to achieve the **full points** for **exhaust emissions** and our **S350 BlueTec** had the **best environmental performance** of luxury cars (exhaust emissions and CO_2).

Things you need to know…

Our achievements:

- We have about **380000** Green Commercial Vehicles with **SCR technology** as well as**15550** with **alternative drive technology** on the road.
- Our new Mercedes-Benz **Actros** is the **world´s first truck** which fulfills the **Euro VI** emissions standard and is the **champion** for **fuel efficiency.**
- In **2014**, **50%** of our **passenger cars** will meet the **Euro 6** emissions standard **in advance**.
- Our **Diesel-SUVs** were the **first** to meet the stringent **emissions standards** of all **50 U.S. states.**
- We are the **only** German manufacturer to develop and produce our **own Li-ion batteries**, and we are the **first** worldwide **to introduce** a Li-ion battery into a **series-produced hybrid** car.
- We put the **world's first fuel cell vehicle**, the NECAR (MB100), **on the road** way back in **1994**.
- Our **fuel cell vehicles** have clocked up more than **4.5 million kilometers** and traveled around the globe in 125 days. We have the world's **largest fleet** of fuel cell vehicle.
- We are the **only** automaker that is already **building 4 series-production electric cars**! Until end of this year we will have approximately **5,000** electric vehicles **on the road**.
- The European Audit **EAMS** has given the **most comprehensive** environmental **certification** of all automobile sales organizations in Germany to our **Mercedes-Benz sales organization**.
- We were the **first** to **receive** the **Sustainable Building seal** for our **CO_2-neutral** Commercial Vehicle Center in Berlin.

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

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.

Appendix

1 **Mercedes-Benz Cars**

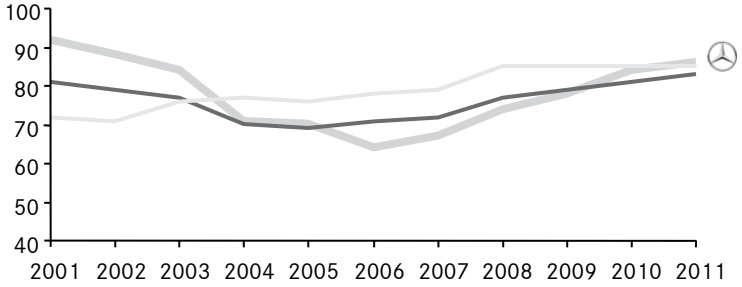
2 Daimler Trucks

Leadership – a state of mind

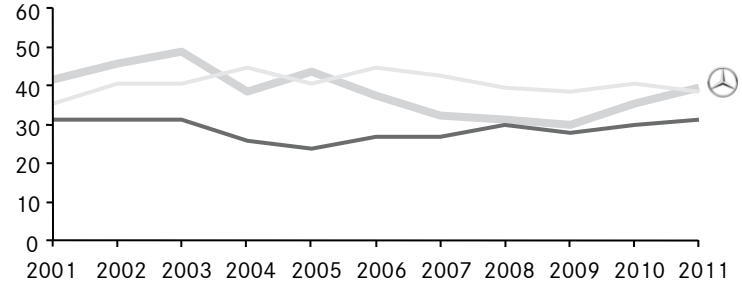
Four levers of Mercedes-Benz 2020

Brand: Development of brand value and perception

Product reliability AMS Best Cars

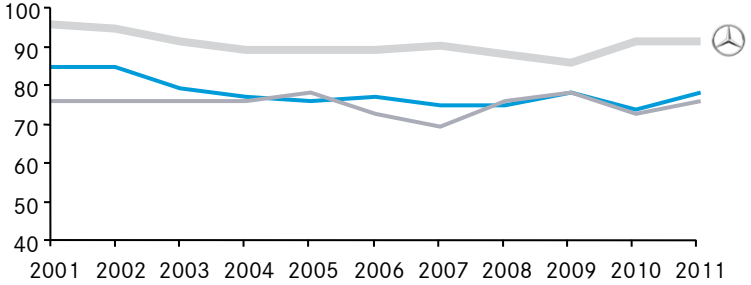


Perception of advertisement AMS Best Cars



= Competitor A = Competitor B

Safety AMS Best Cars

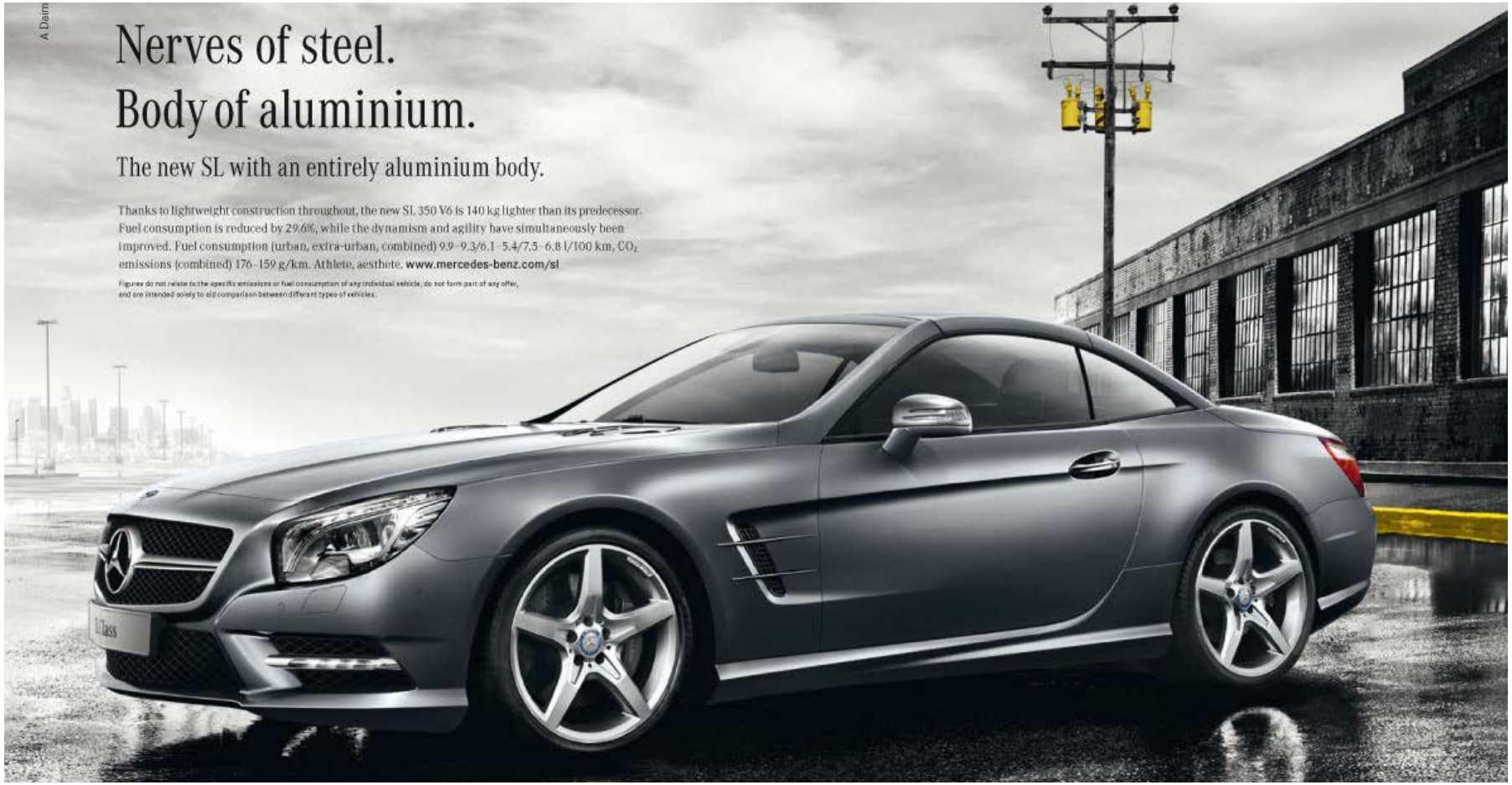


Brand: “The Best or Nothing”

Products: SUV Offensive - Our new GLK-Class

Products: SUV Offensive - Our new GL-Class

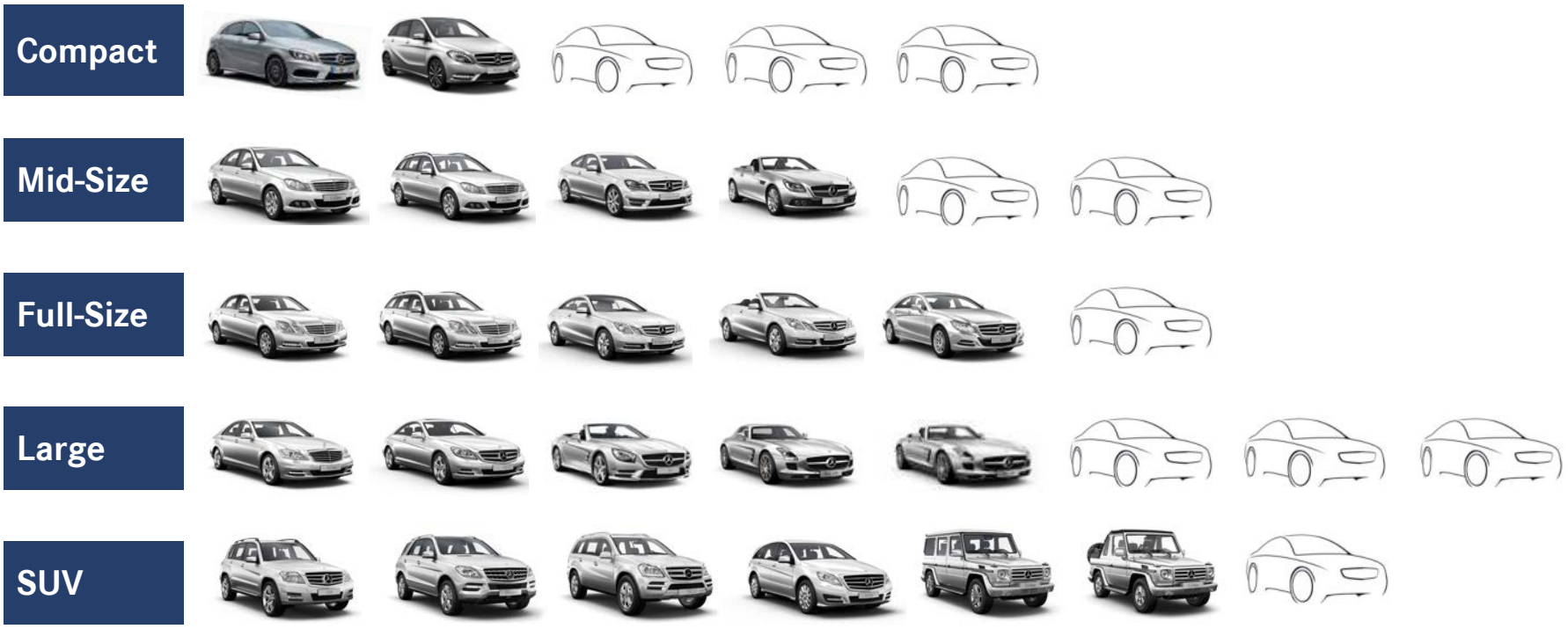
Products: Our new SL-Class



Products: The new A-Class

Products: Mercedes-Benz Concept Style Coupé

More to come: At least 10 additional model series by 2015



Products: Delivering on responsibility

ML 250 BlueTEC 4MATIC

6.0

E 300 BlueTEC HYBRID

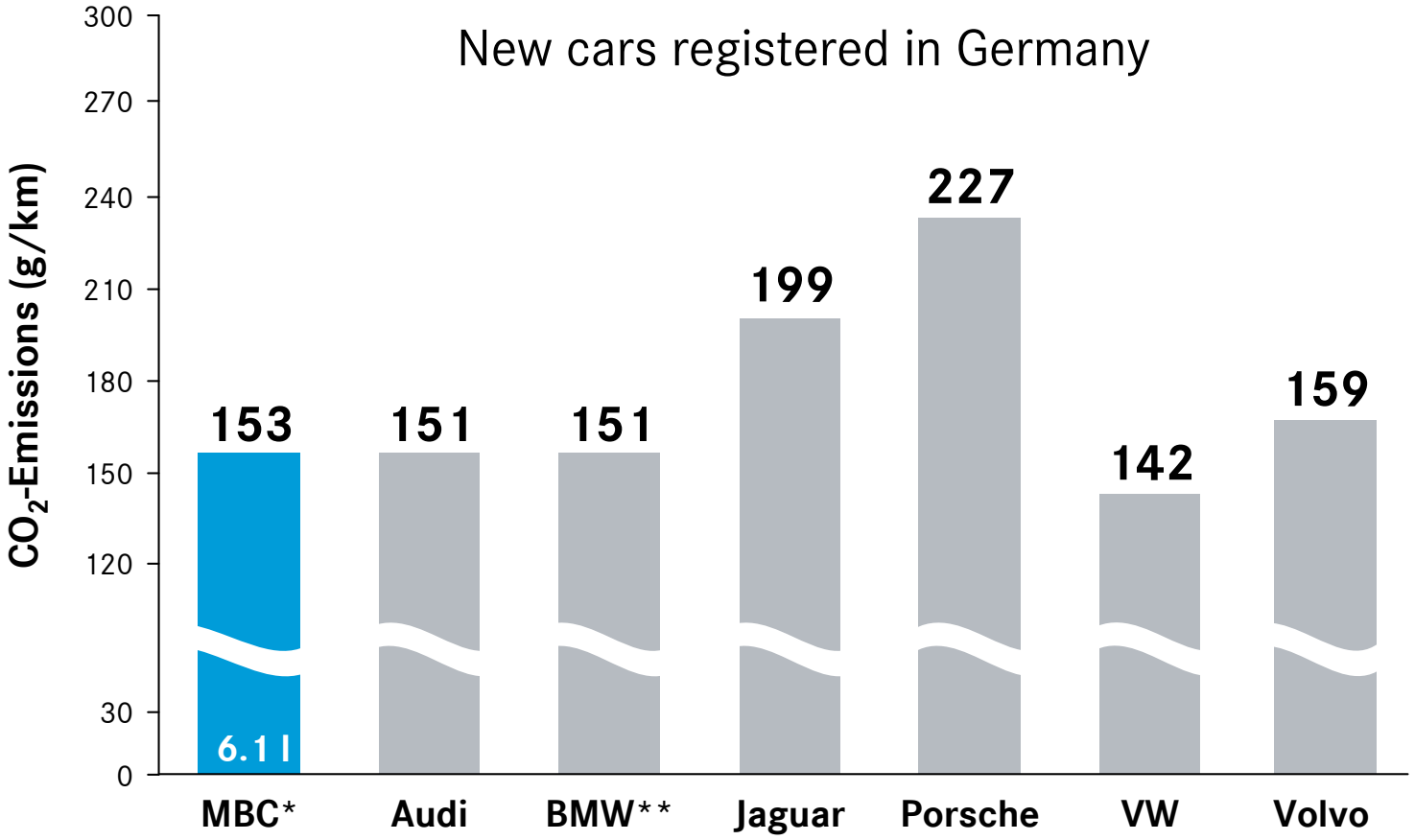
4.2

SLS AMG E-CELL

0

Fuel consumption combined in l/100 km

Products: CO_2- Emissions in 2011

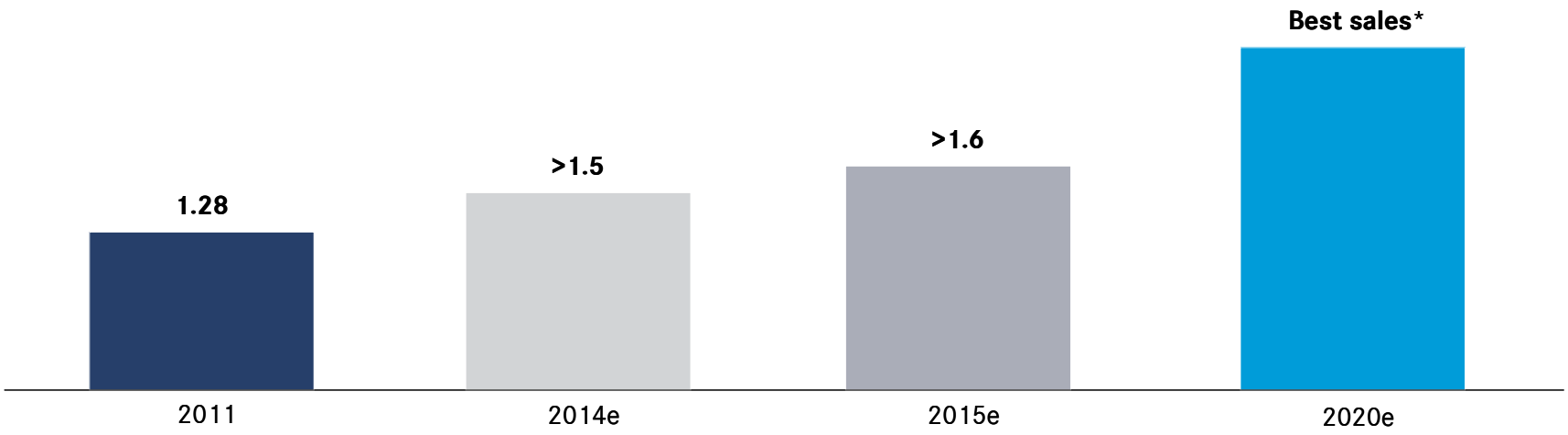


** Mercedes-Benz Cars incl. smart and excl. Vans* *** BMW incl. Mini*

Source: Federal Motor Transport Authority (KBA); auto, motor und sport 5/2012

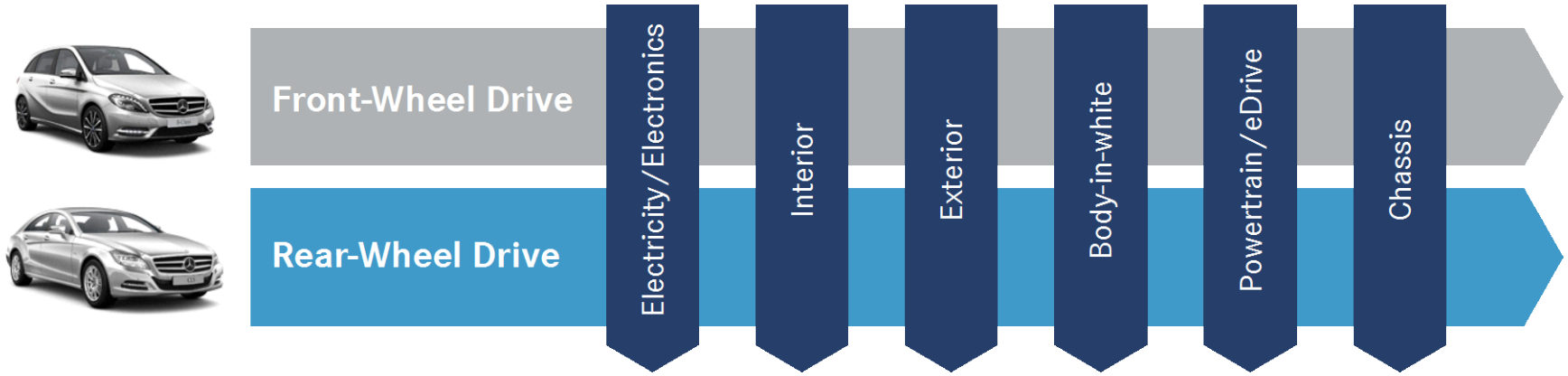
Sales: At least 1.6 million cars in 2015 – sales leadership in 2020

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



*Within automotive premium segment; schematic representation

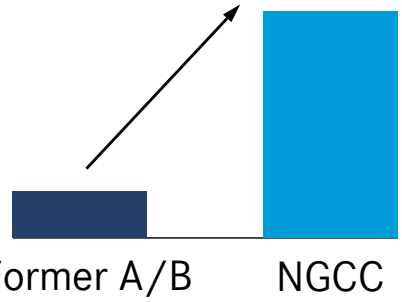
Profit: Common vehicle architectures and module strategy enable efficient use of resources



Profit: Strong improvement at New Generation Compact Cars, S-Class and C-Class

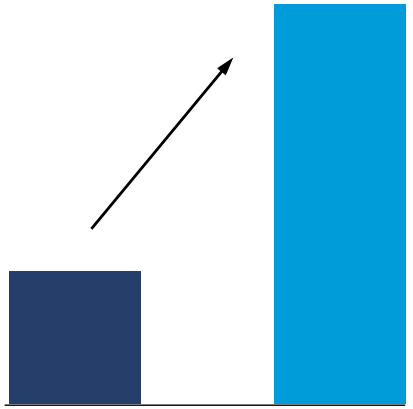
EBIT Lifecycle Performance Development

New Generation Compact Class



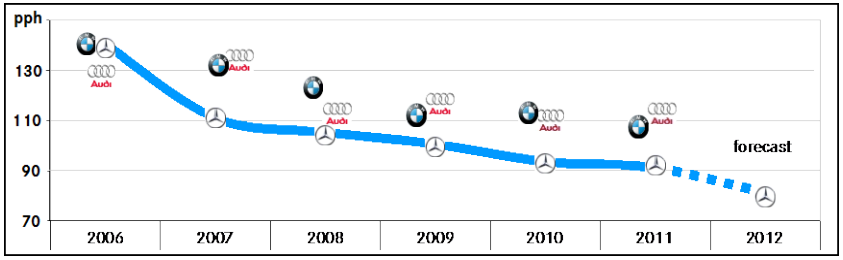
S-Class

C-Class

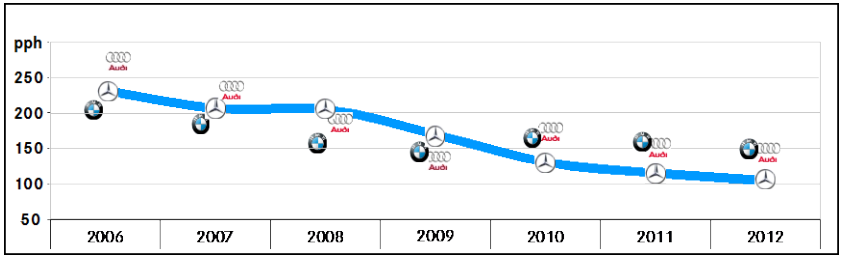


Profit: Mercedes outperforms competition in initial quality and long term quality dependability

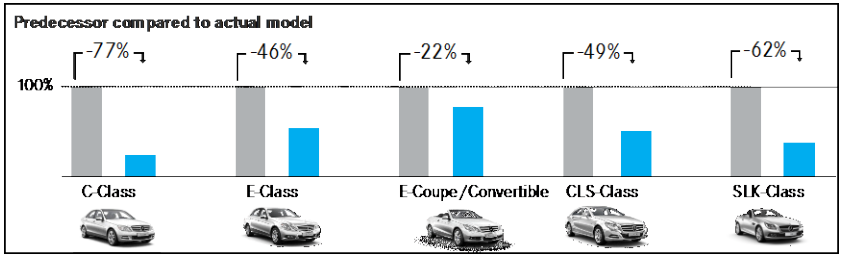
J.D. Power Initial Quality Study



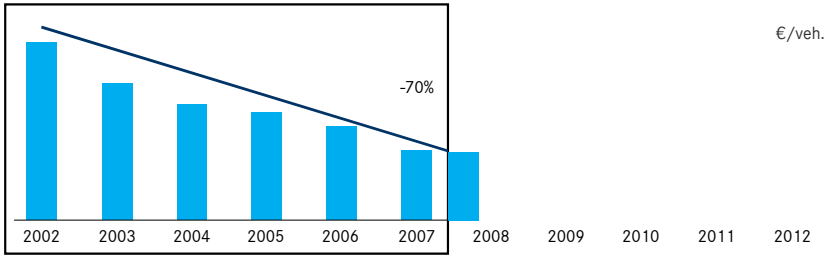
J.D. Power Vehicle Dependability Study



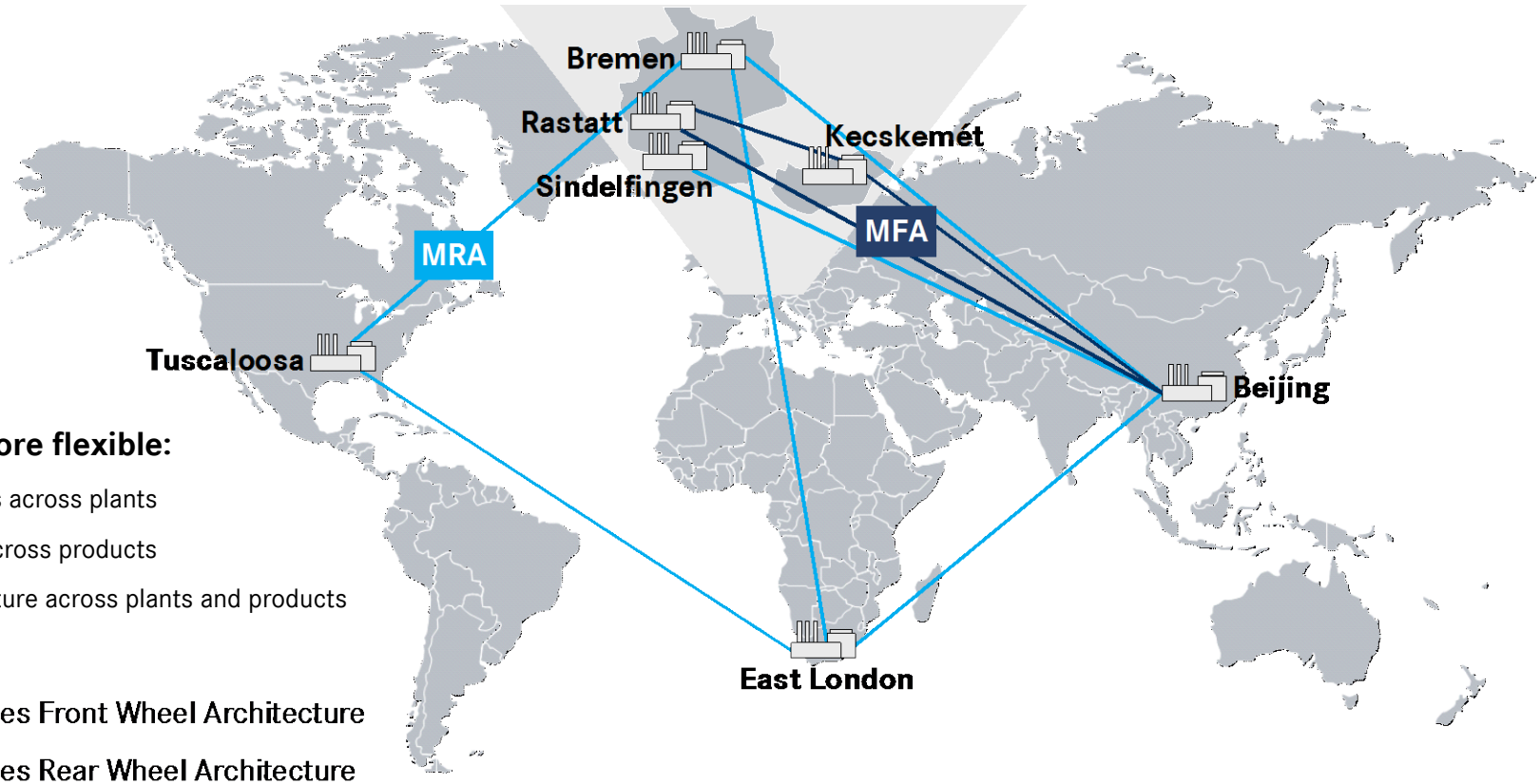
Warranty and good will cost – 12 months in sales



Warranty and good will cost – 60 months in sales



Profit: By 2015 two flexible manufacturing networks will be established



We will be more flexible:

- Within products across plants
- Within plants across products
- Within architecture across plants and products

MFA Mercedes Front Wheel Architecture

MRA Mercedes Rear Wheel Architecture

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

Established markets

+

Growth markets

Luxury cars

+

Compact cars

Combustion technology

+

Alternative drivetrains

...to deliver on our strategic targets

- **Sales leadership**
  Milestones: >1.5 in 2014 / >1.6 in 2015
- **Technology leadership**
  Milestone: 125 g CO_2 / 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

Appendix

1 Mercedes-Benz Cars

2 Daimler Trucks

Truck industry offers positive dynamics

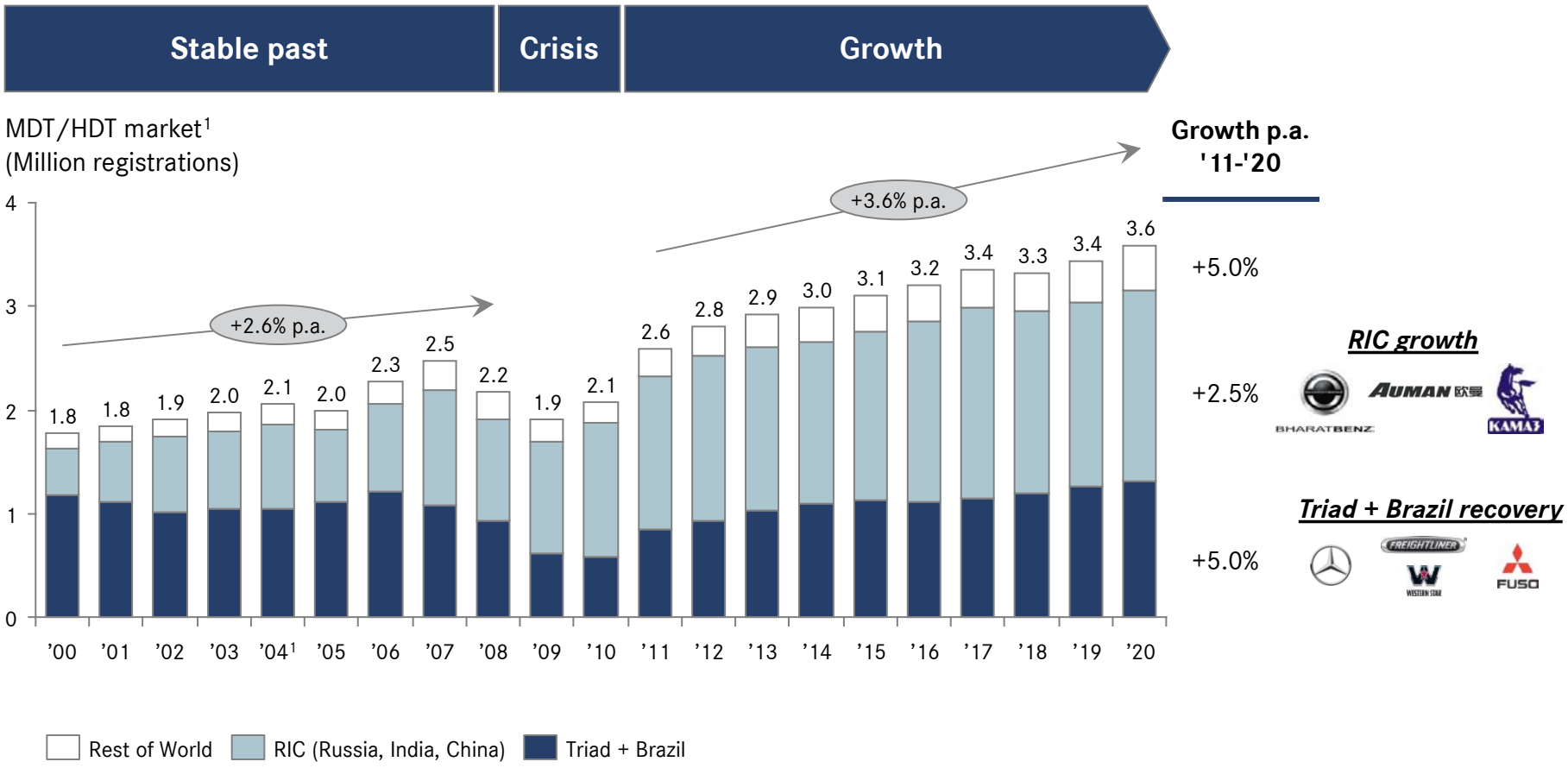
Short-term

- Market growth in NAFTA and Japan
- Challenging market in Brazil
- Low visibility in Europe
- Continuing market volatility

Mid-term

1. 3.6% p.a. growth, increasing relevance of BRIC
2. Convergence of emission regulations
3. TCO increasingly relevant for customers
4. Vehicle upgrading – "Modern Domestic" becoming biggest segment
5. Structural growth of high margin aftersales business

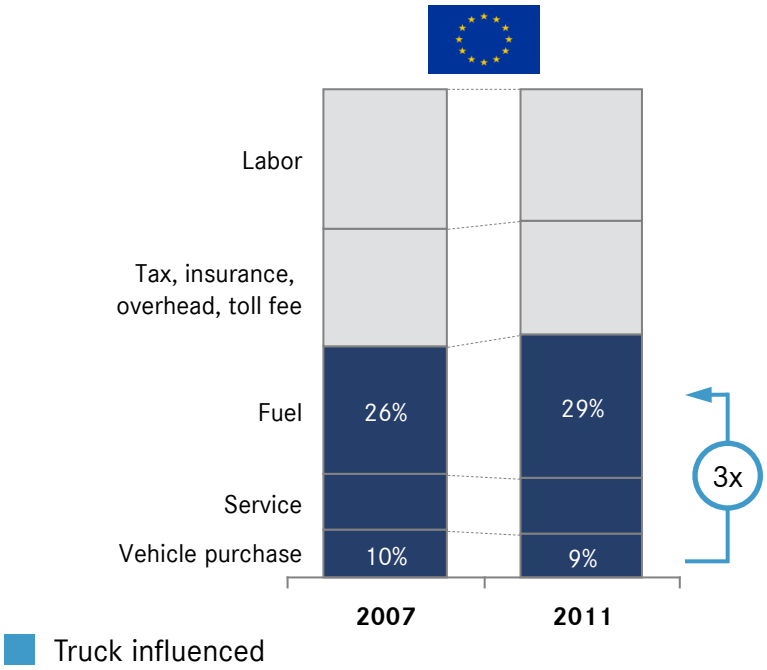
① Sustainable industry growth of 3.6% p.a. expected until 2020 across cycles driven by global GDP growth



1. 11 TOP OEMs considered

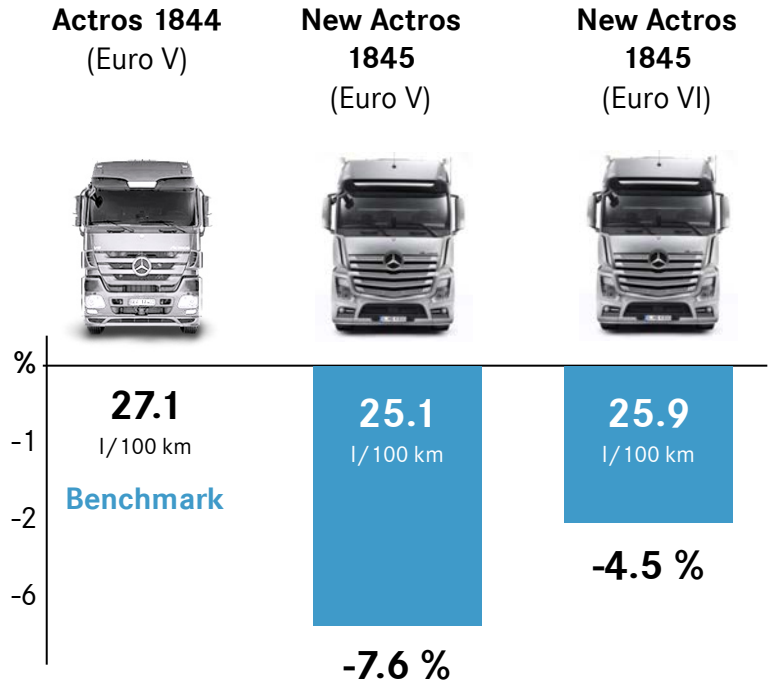
3 TCO increasingly relevant as key driver for customer decisions

Typical operator cost structure (triad)



DT benchmark in fuel efficiency

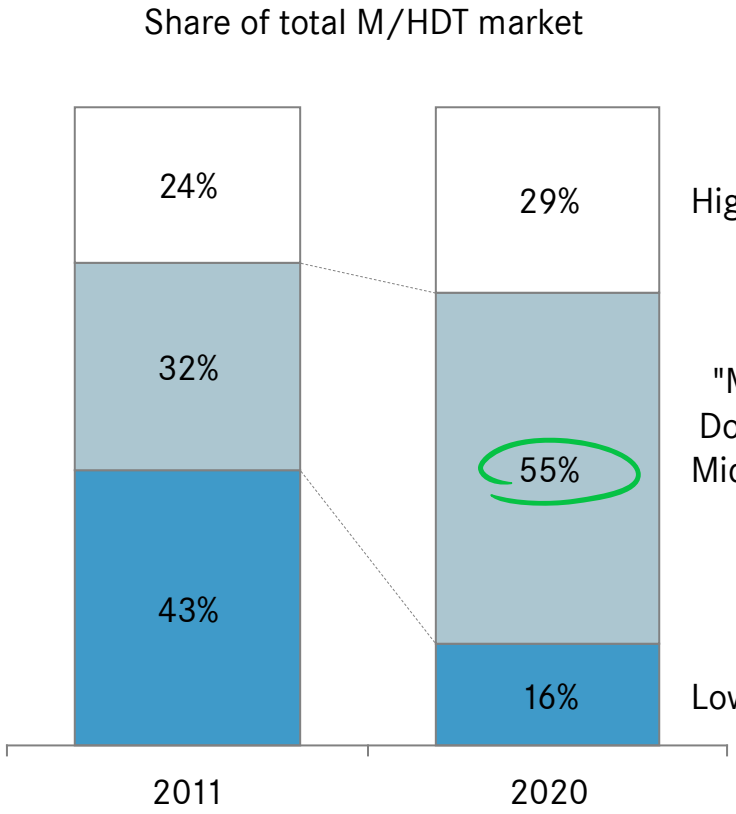
- example Europe -



New global engine generation ensures benchmark position in all regions

Source: Bundesverband Güterkraftverkehr, Logistik und Entsorgung; Trucker's Report

4 Technology dynamics will lead to significant vehicle upgrading

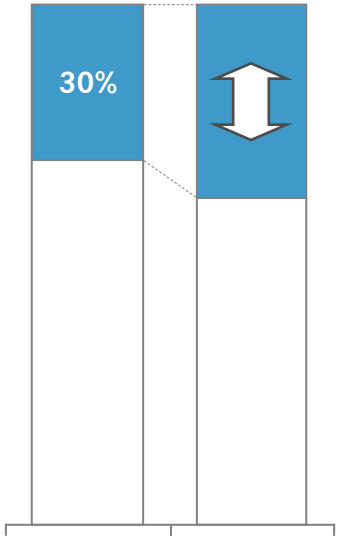


Not targeted

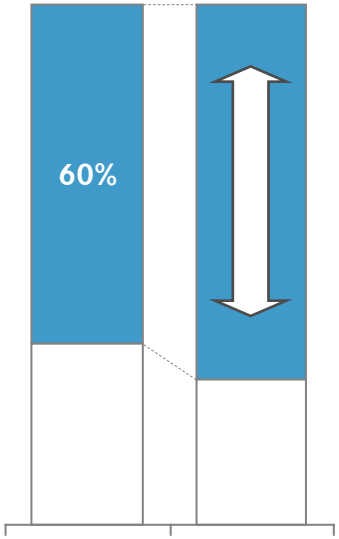
Strong DT lineup in "Modern Domestic" to play leading role in RIC
Products from DT toolbox localized to RIC needs

5 Industry profits expected to further shift from vehicle to high margin aftersales business

OEM revenues

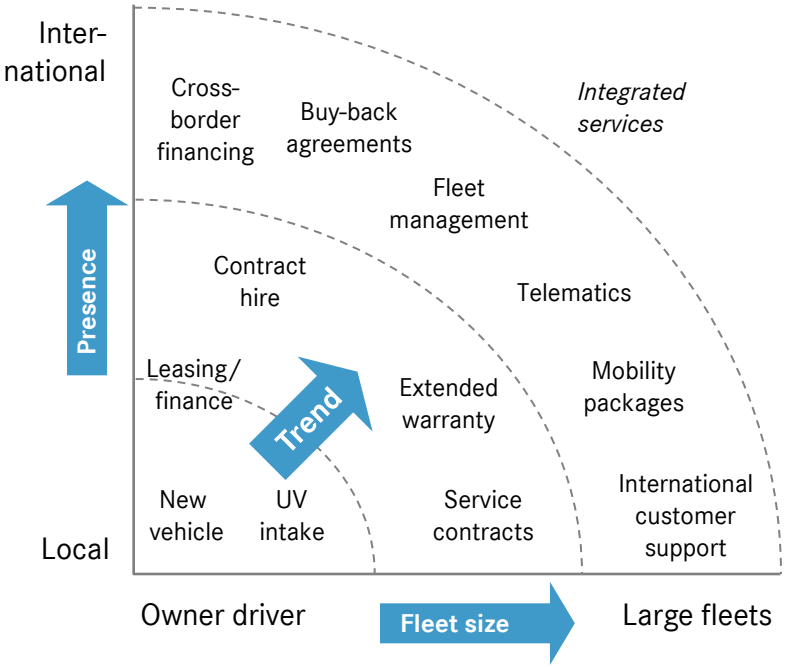


OEM profits



Aftersales | New truck sales

Increasing importance of aftersales business



Aftersales business creating stable cash flow across the cycle
DT with unique opportunity to link businesses across lifecycle

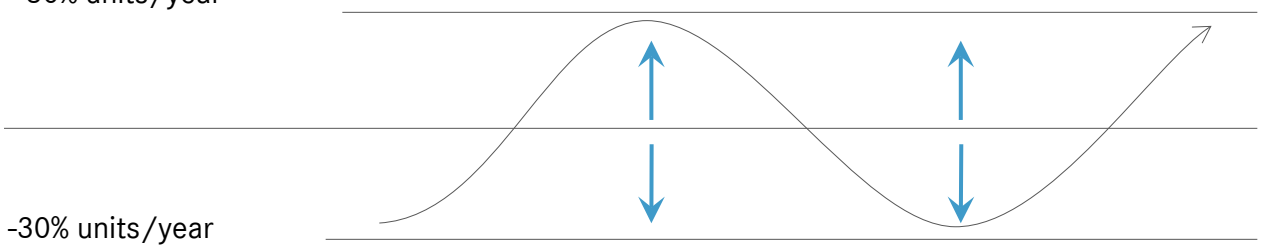
Global Excellence has brought Daimler Trucks to a new level – foundation laid

Global Excellence

Global Excellence Pillars	Achievements so far	Next phase
Management of Cycles	Flexibility Measures ✓	Strengthen global industry leadership
Operational Excellence	Efficiency Programs ✓	
Growth and Market Exploitation	BRIC Expansion ✓	
Future Product Generations	Global Platform Roll-out ✓	

Flexibility Measures: Strong progress in increasing DT's flexibility in production plants

Wörth, Mount Holly NC, Kawasaki



Workforce flexibility

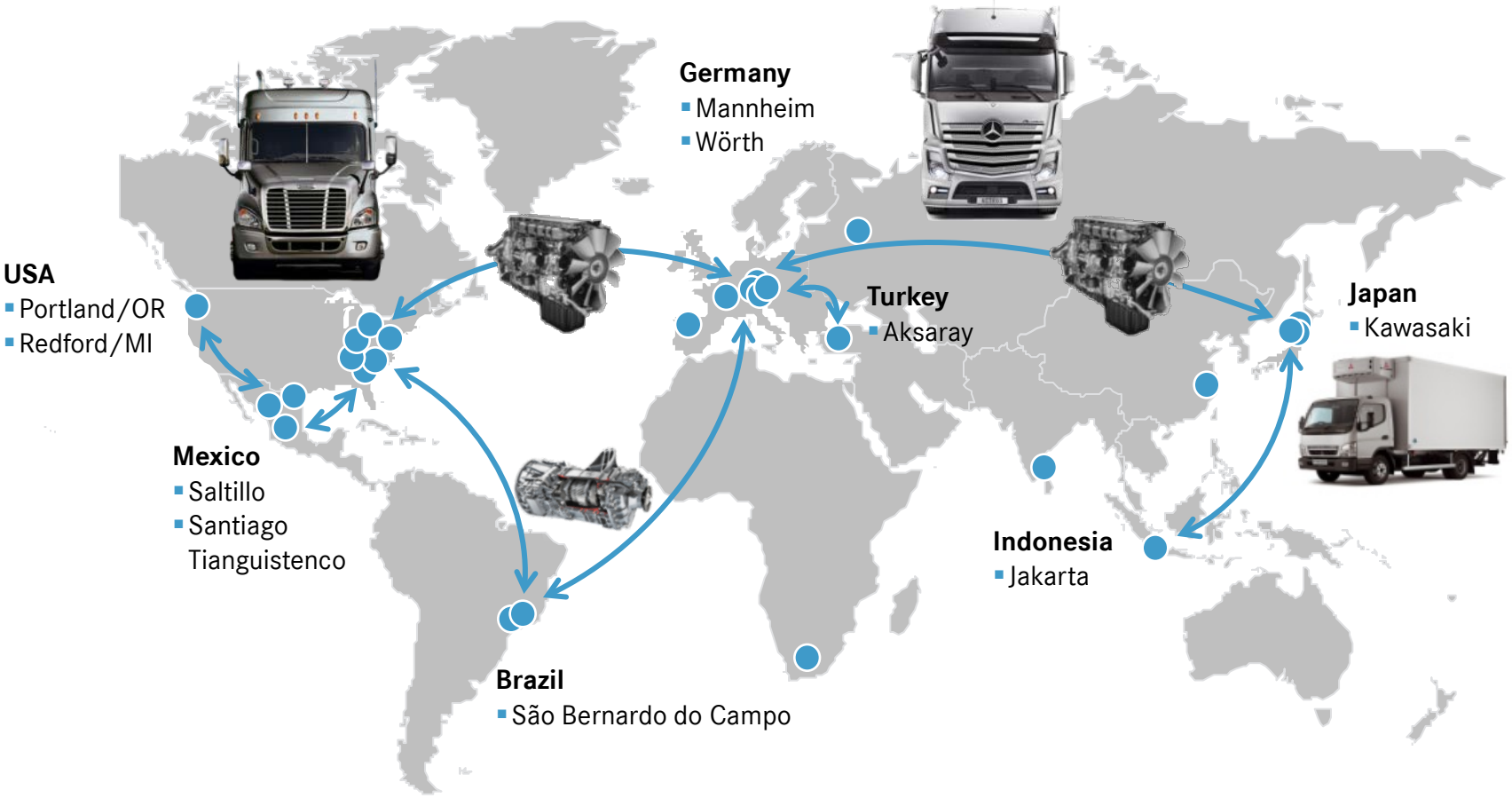
- Flexible working hours
- Flexible shift models

Flexible cycle time

- 430 ↔ 300 units/day

Further flexibility in global production network

Selected facility flexibility across 27 sites



Efficiency programs: New state-of-the-art plants in Mexico and in India

Achievements

- Benefit from regions with low labor costs
- Truck Operating System (TOS): Lean processes and worldwide standards allowed know-how transfer to new plants
- Global sourcing and Lead buying
- Lead/trans concept

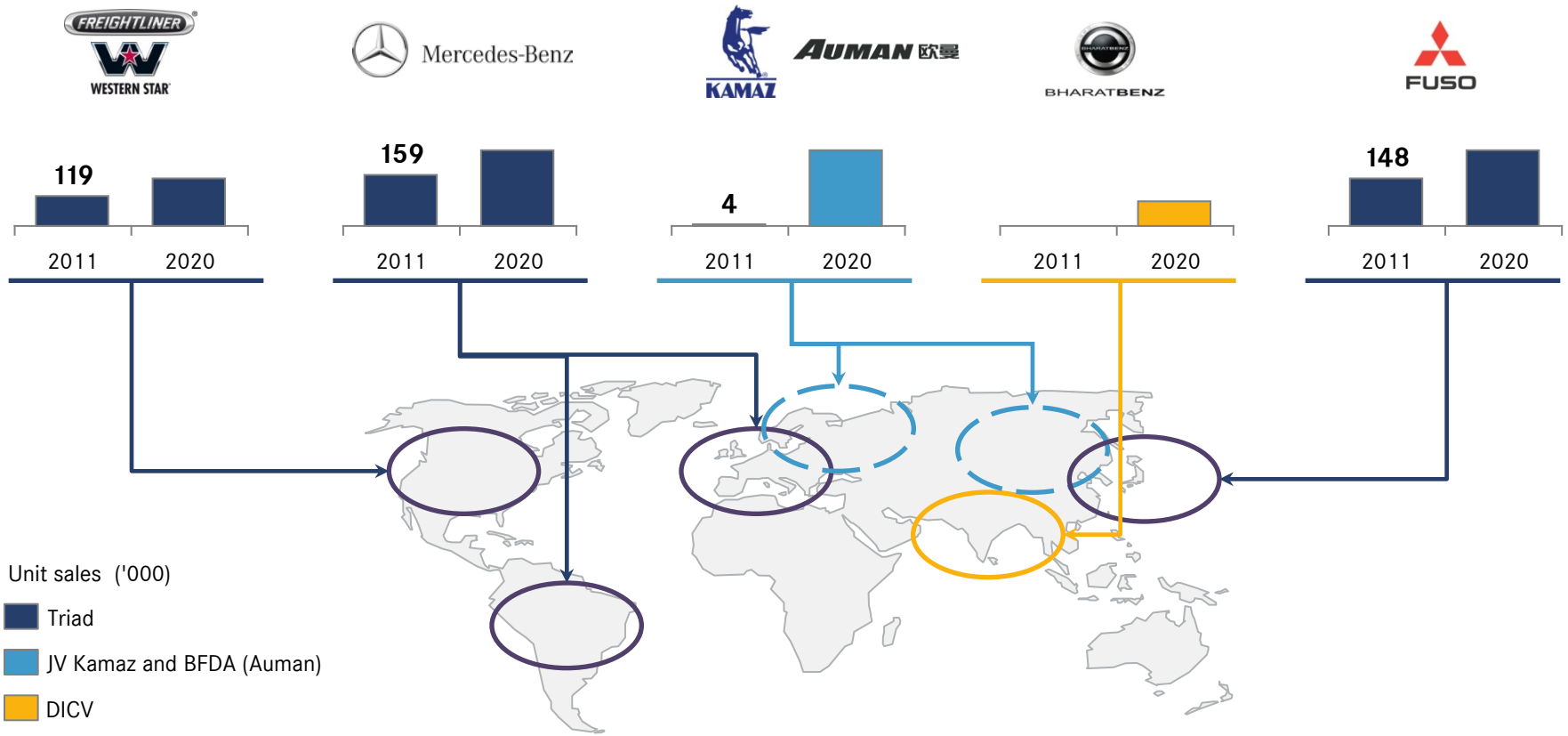
Efficiency programs achieved sustainable improvement

Daimler Trucks **EU/LA**	Daimler Trucks **NAFTA**	Daimler Trucks **Asia**

- Top-line push
- Business Model Optimization
- Structural Manufacturing Optimization
- Material and Production Cost Reductions
- Fixed Cost Reduction
- Consolidation of Locations

Targets achieved!

BRIC expansion: Excellent global coverage of Triad and Brazil – RIC coverage implemented in 2012



Target of selling 500 thousand[1] units in 2013 and 700 thousand[1] in 2020

1. Excluding JV sales Auman brand

Production in RIC-states “going live" in 2012

Russia

- Russian Market leader as JV partner
- Daimler is local OEM
- Strong sales performance of Joint Ventures

India

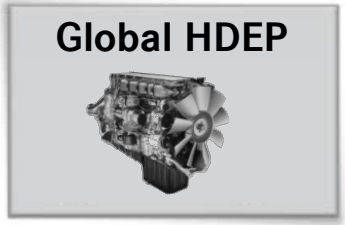
- 3rd biggest CV market
- Production capacity up to over 70,000 units
- Start of production and market launch Q3/12

China

- Strong entry into Chinese HDT market
- Production capacity of 160,000 units
- Start of Operational Business BFDA in July

Our activities in these countries underscore our goal of balanced growth

Global platform roll-out: Foundations laid to reap benefits of global scale



HDEP
Global HD engine platform

2008 Nafta
2010 Japan
2011 Europe

New Actros
Global platform for cab-over-engine trucks

2011 Europe

Global LDT
Roll-out of Fuso LDT concept to other markets

2010 Asia
2011 Europe

- Further global platform roll-out
- Launch of additional platforms

Roll-out of global product platforms has just begun

Best products for our customers and regional operations






Product offensive to continue over next years

We have defined a clear roadmap for Global Excellence to strengthen our global leadership position: DT#1

Global Excellence

Global Excellence Pillars	Achievements so far	Next phase
Management of Cycles	Flexibility Measures ✓	DT#1 Daimler Trucks
Operational Excellence	Efficiency Programs ✓	Cross-business Initiatives + Excellence Programs
Growth and Market Exploitation	BRIC Expansion ✓	
Future Product Generations	Global Platform Roll-out ✓	

Underlining our target of 8% RoS across the cycle

DT#1 targets 1.6 bn€ benefits – via Excellence Programs in our operating units and cross-business initiatives

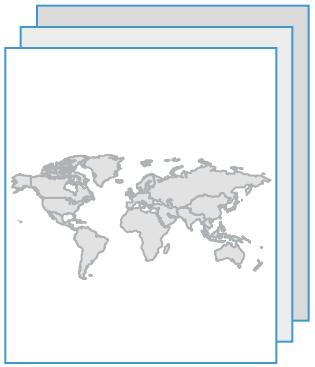
DT#1 Daimler Trucks

Excellence Programs

Trucks EU/LA	Trucks NAFTA	Trucks Asia	Powertrain
MB TRUCKS#1	*Road to Leadership*	*Fuso 2015*	*GET Full Power 2*
MB TRUCKS#1	R2L Road to Leadership	My Share. Our Future 私ができること 2015 Fuso	GET Full Power 2

+

Cross-business initiatives



Main topics

- Sales and aftersales push
- Cost optimization
- Quality push
- People and high performance culture

- Stringent portfolio review
- Integrated Asia business model
- Global scale realization
- Global aftersales

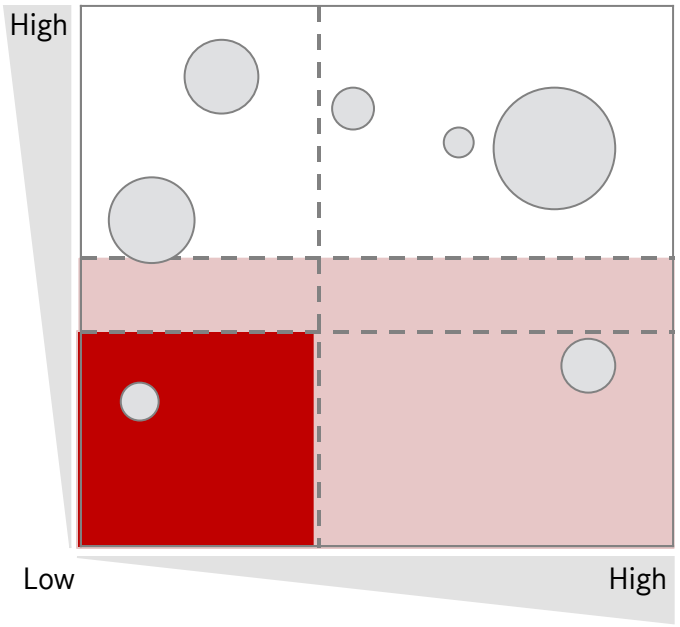
Stringent portfolio review: to optimize our business structure and ensure top performance

Topics

- Products
- Components
- Operations
- Value-chain
- Projects
- Variants

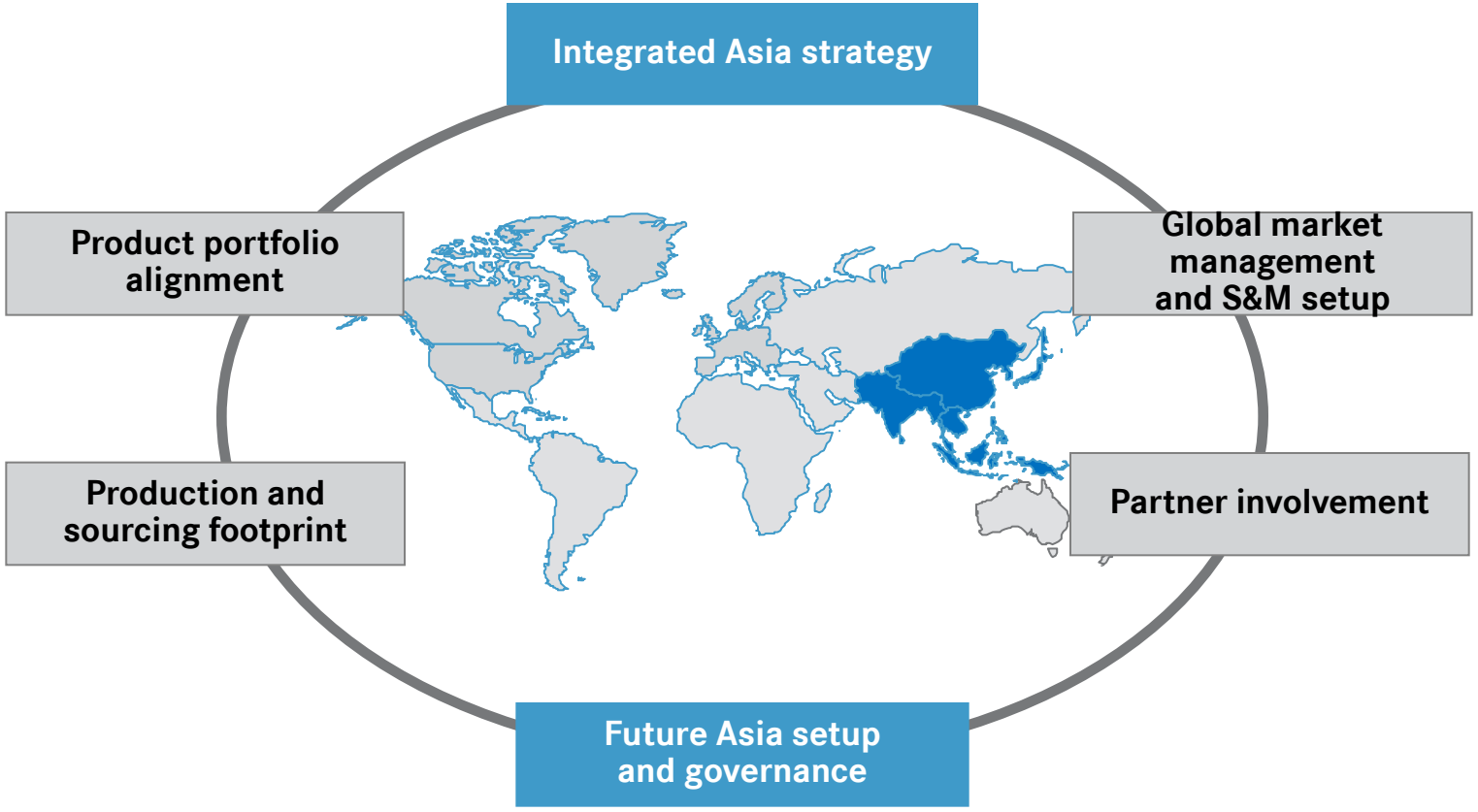
Portfolio analyses and action planning

Attractiveness
- Profitability
- Growth
- Capex/funding
- Value generation potential



DT competitive advantage
- Market position
- Technology

We are working on an integrated Asia business model to significantly improve regional performance

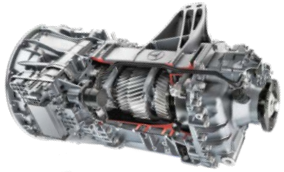


Target: Integrated business model

Global powertrain organization to realize scale effects

Strong product base...

HDEP/MDEG
The new global engine platforms

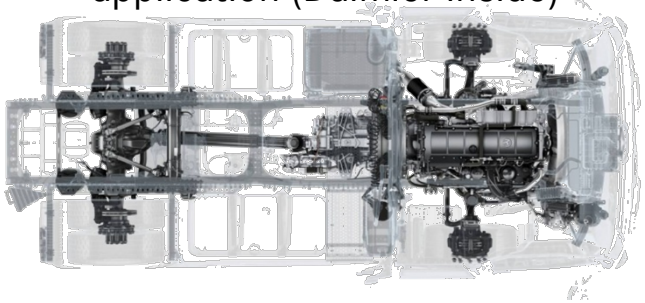


PowerShift
Perfect integration for high performance

Common Axle Platform
Cutting edge, globally

...and a clear vision

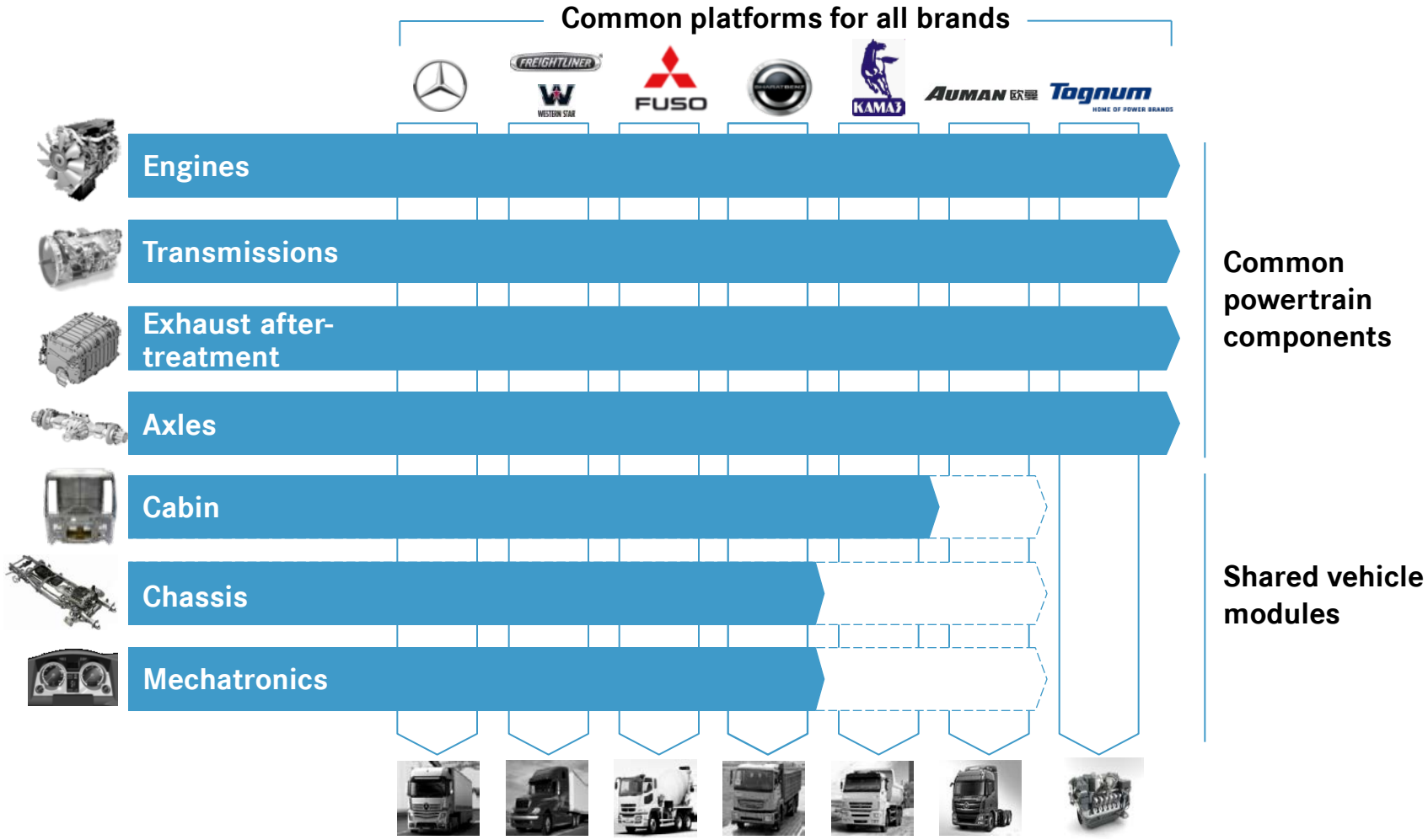
Integrated Powertrain with global application (Daimler inside)



Off-high-way push

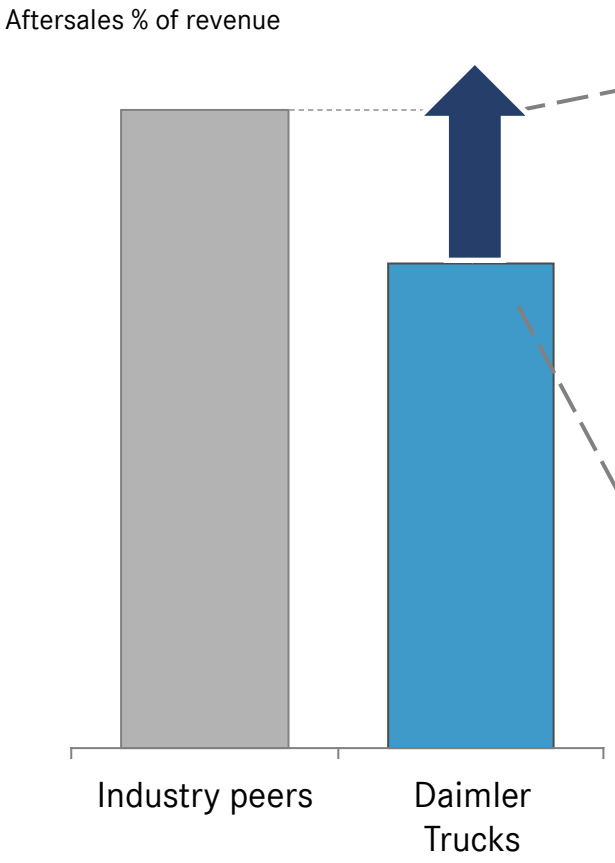
Tognum
HOME OF POWER BRANDS

Platform and module strategy to fully leverage commonality for powertrain and vehicles



Acceleration of aftersales business to fully tap aftermarket business

DT with strong aftersales potential



Key levers

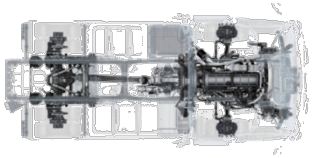
Aftersales excellence

Mercedes-Benz CharterWay ASP + FUSO VALUE

Common parts for global platform

HDEP/MDEG platforms

"Daimler inside" to increase DT powertrain penetration



Reman growth

DETROIT REMAN

Global fleetboard roll-out

FLEETBOARD

Financial Outlook and Targets

- **Outlook 2012**
  Higher unit sales expected and EBIT at least at the 2011 level

- **Target 2013**
  Milestone: 8% RoS in 2013 and on average over the cycle afterwards

- **Sales leadership**
  Milestones: 500k in 2013 / 700k in 2020

- **Technology leadership**
  We offer the best products in terms of TCO and fuel efficiency, globally.

- **Our vision**
  No. 1 in the global truck industry and sustainable leadership in profitability.
  DT#1 targets benefits of 1.6 B€, coming from Sales / After Sales Push, variable / fixed cost reduction and platform/module rollout

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 worsening of the sovereign-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.