

Jahrespressekonferenz
Annual Press Conference
February 7, 2013

Dr. Dieter Zetsche

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

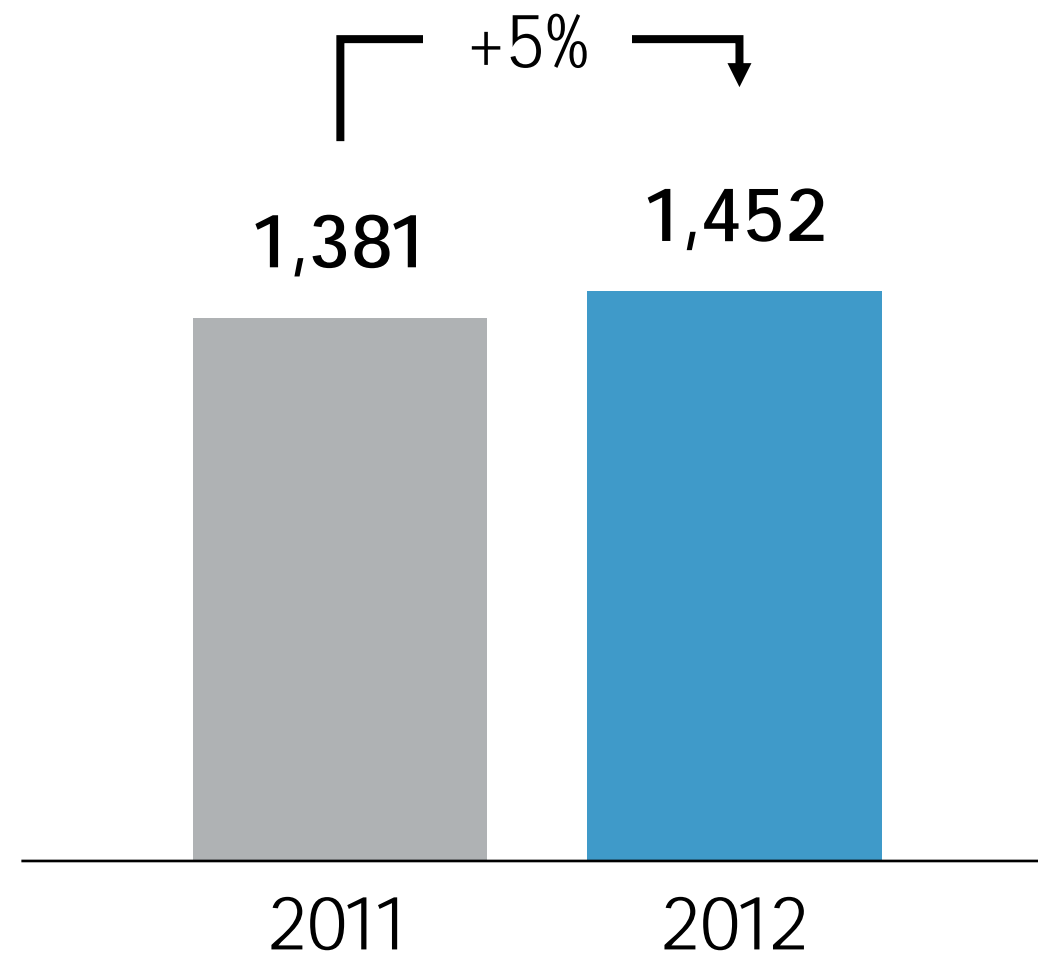
Daimler: EBIT of €8.6 billion

- in billions of euros -

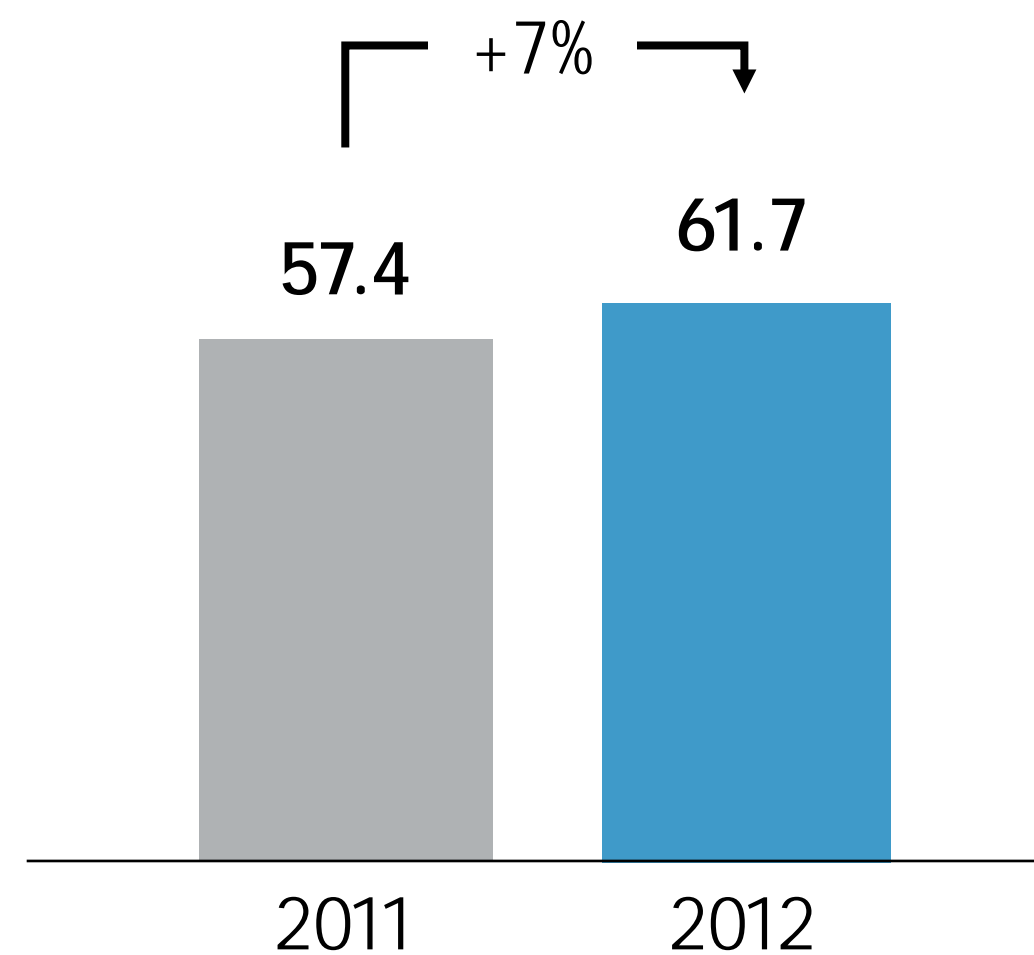
	FY 2011	FY 2012
Unit sales – in million units –	2.1	2.2
Revenue	106.5	114.3
EBIT	8.8	8.6
Net profit	6.0	6.5
Dividend – in euros –	2.20	2.20
Free cash flow industrial business	1.0	1.5

Mercedes-Benz Cars: EBIT of €4.4 billion

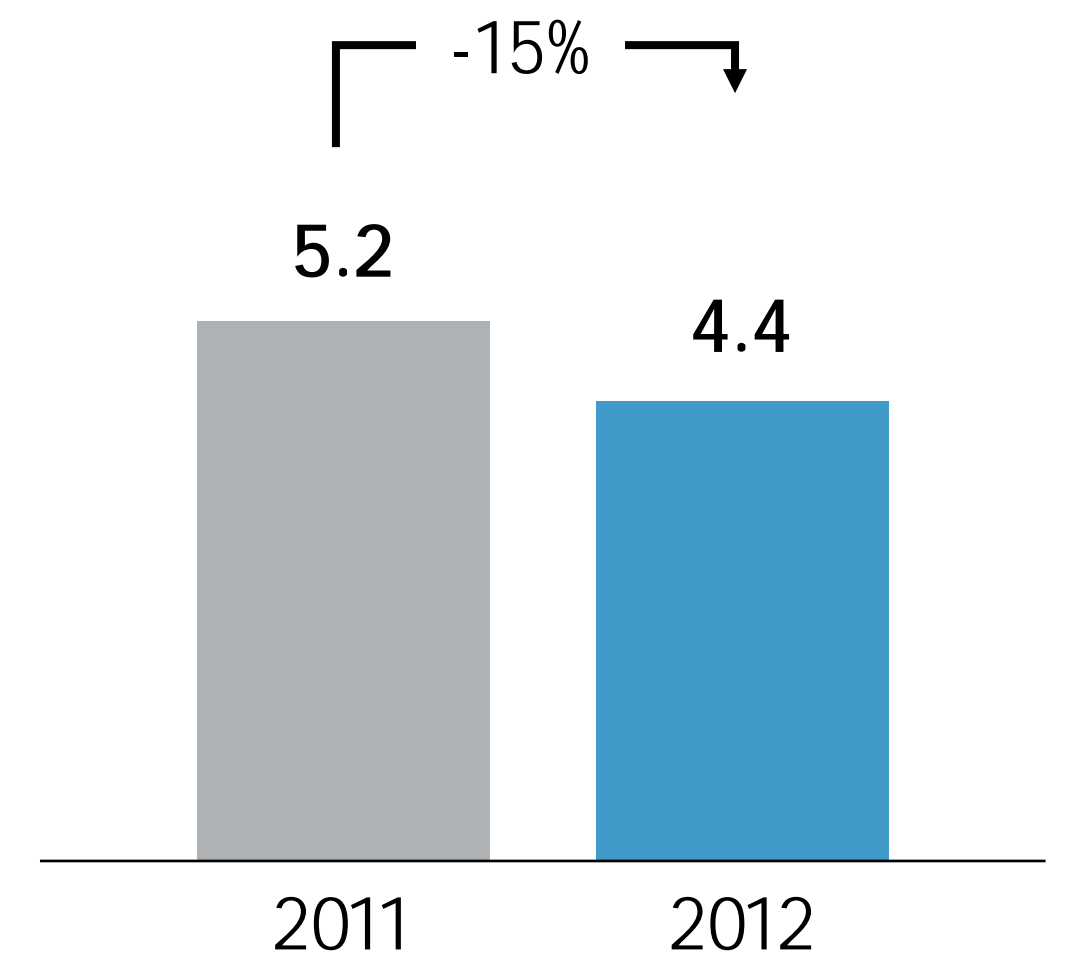
Mercedes-Benz Cars unit sales
[in thousands of units]



Mercedes-Benz Cars revenue
[in billions of euros]

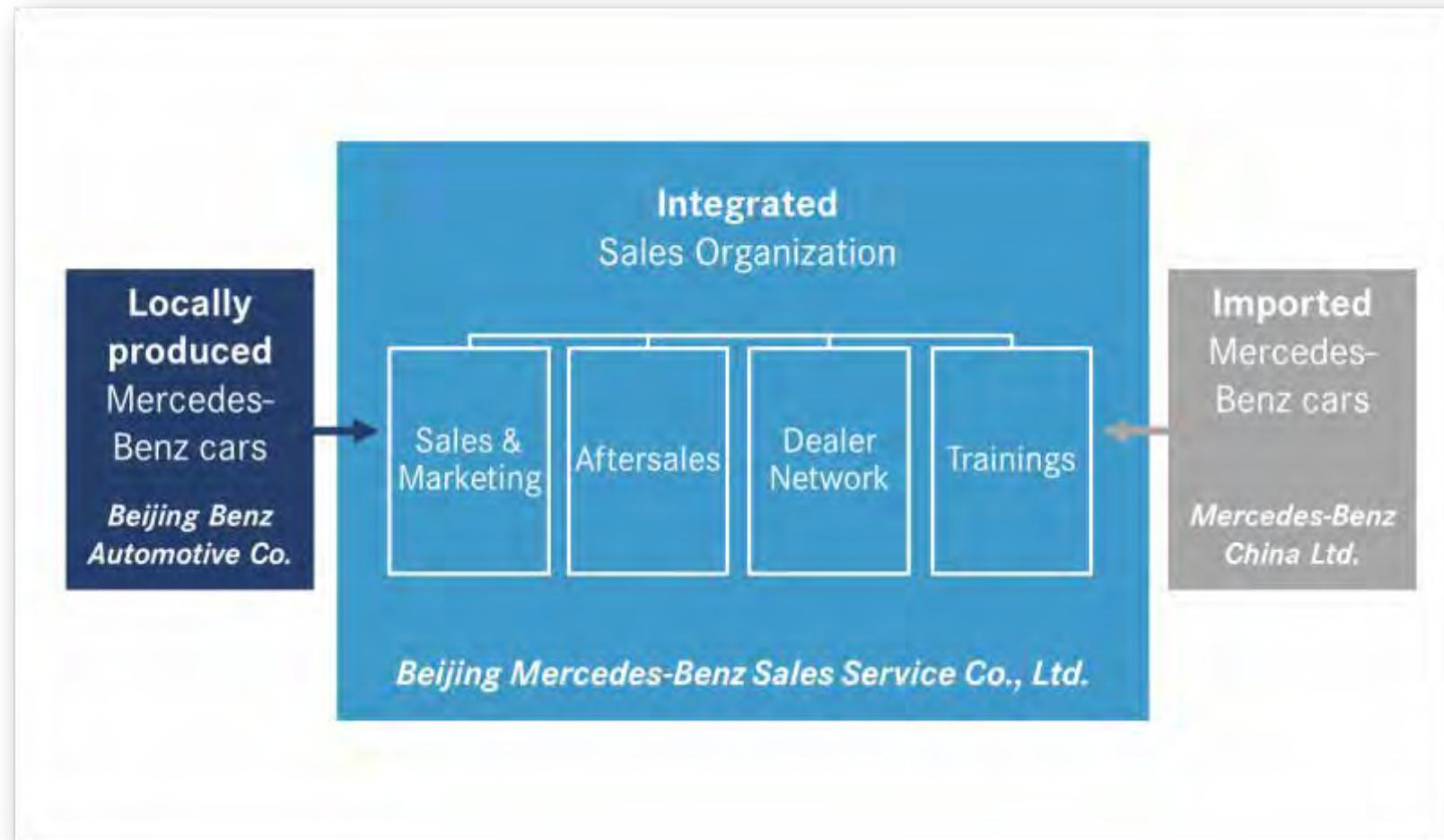


Mercedes-Benz Cars EBIT
[in billions of euros]



Changes in China

Integrated Sales Organization



New Board of Management Position



Hubertus Troska,
Member of the Board of Management "Greater China"



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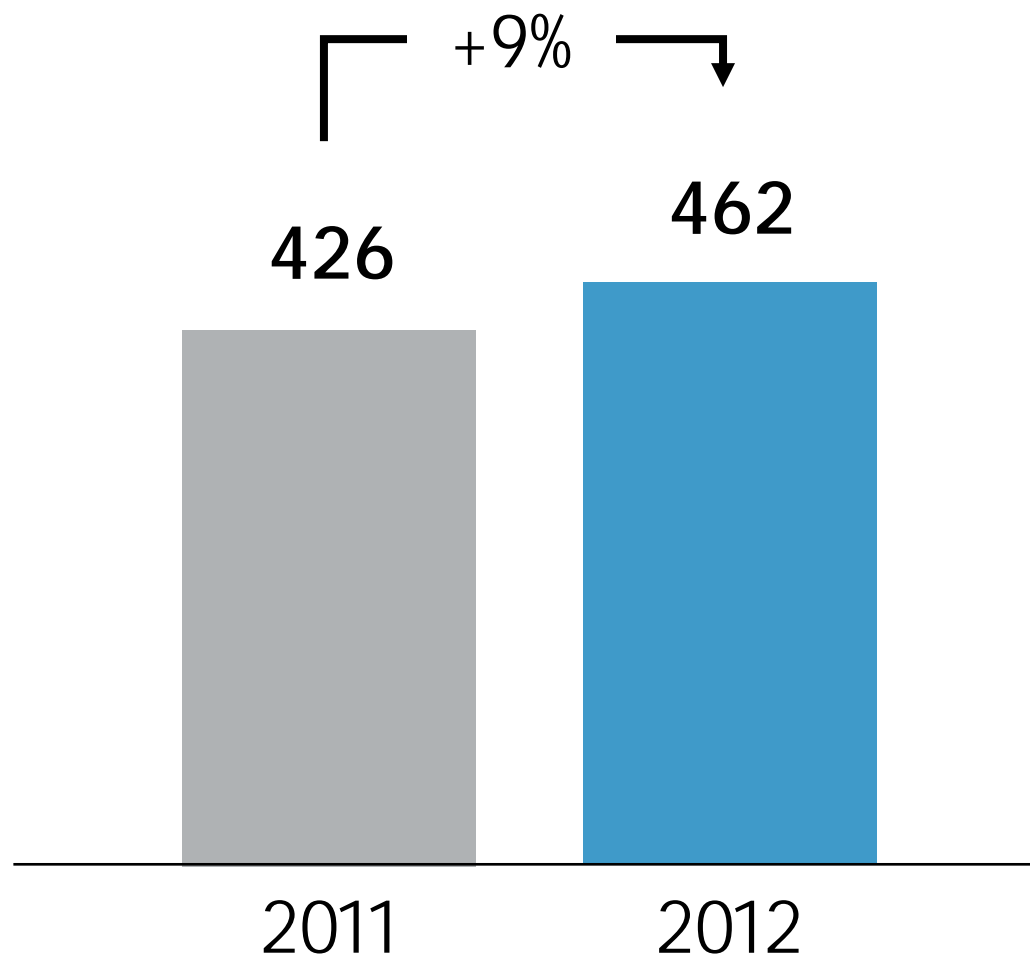




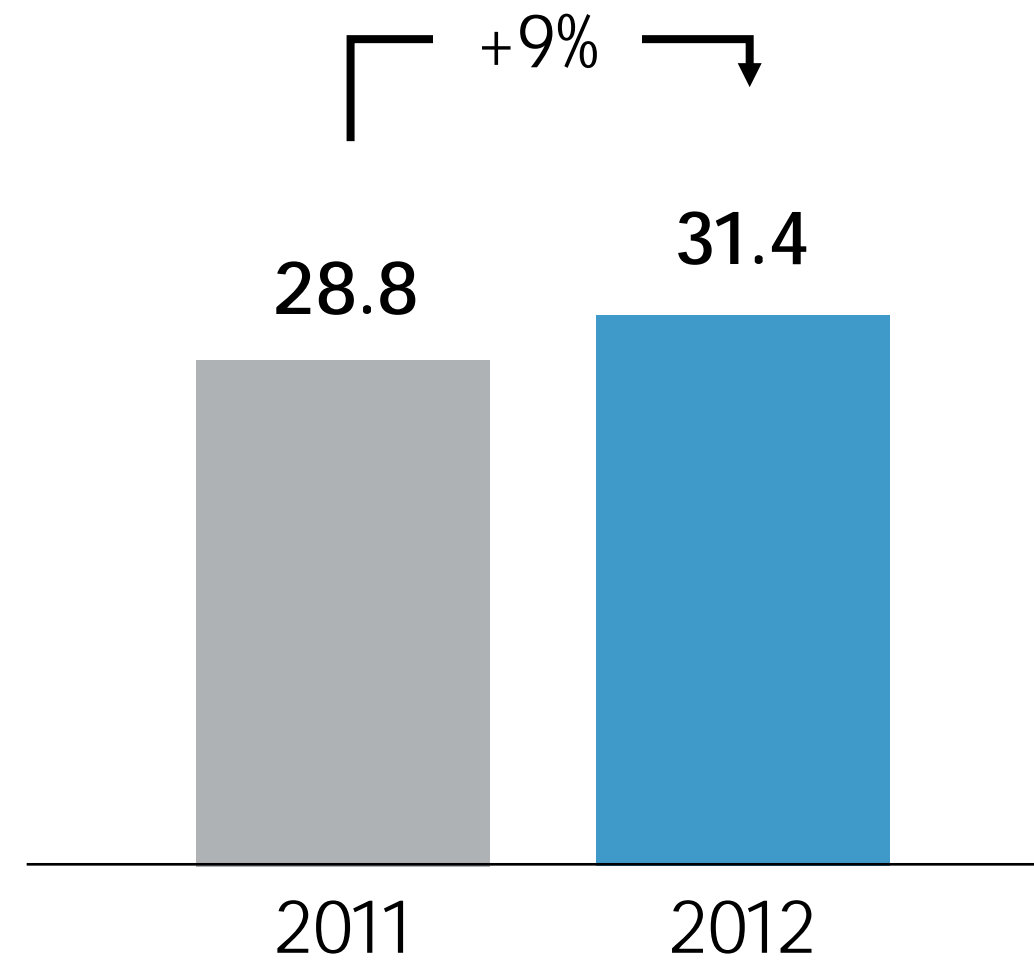
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www.smart.com

Daimler Trucks: EBIT of €1.7 billion

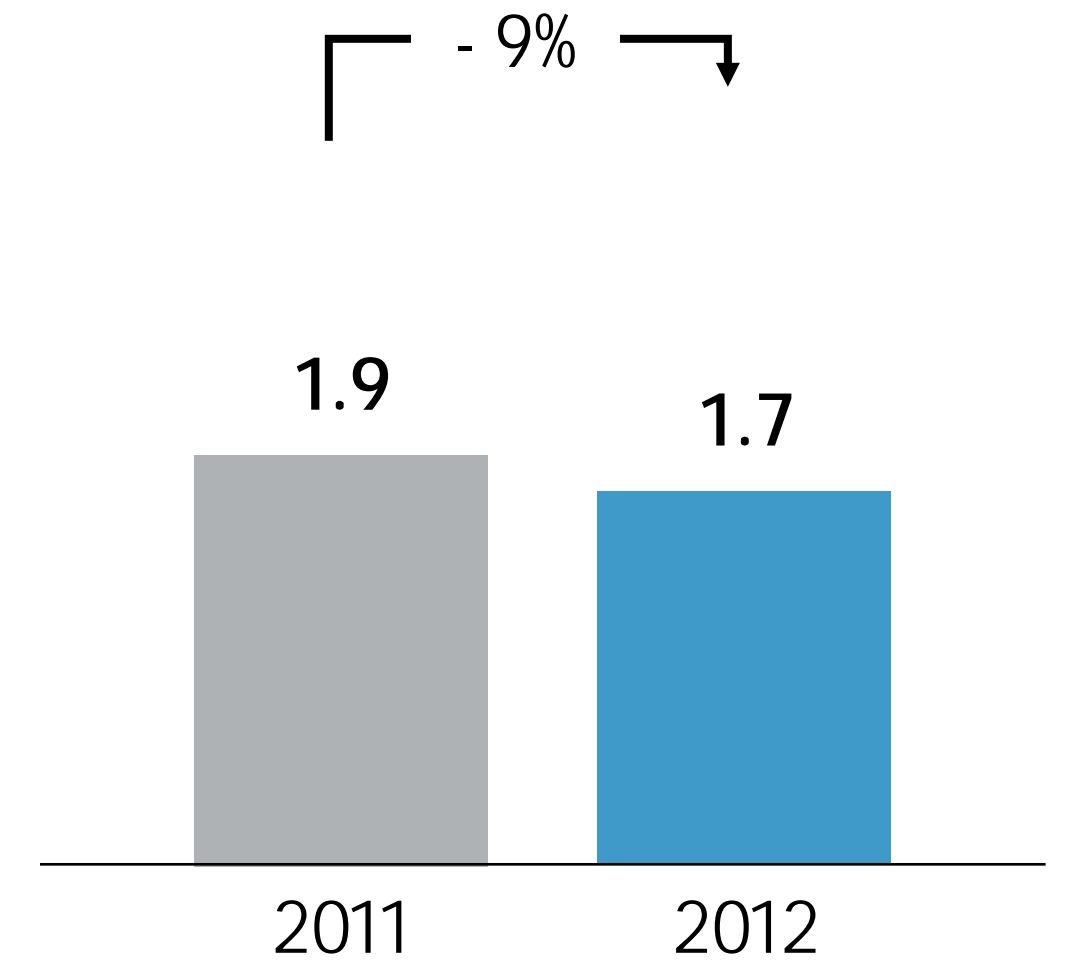
Daimler Trucks unit sales
[in thousands of units]



Daimler Trucks revenue
[in billions of euros]



Daimler Trucks EBIT
[in billions of euros]

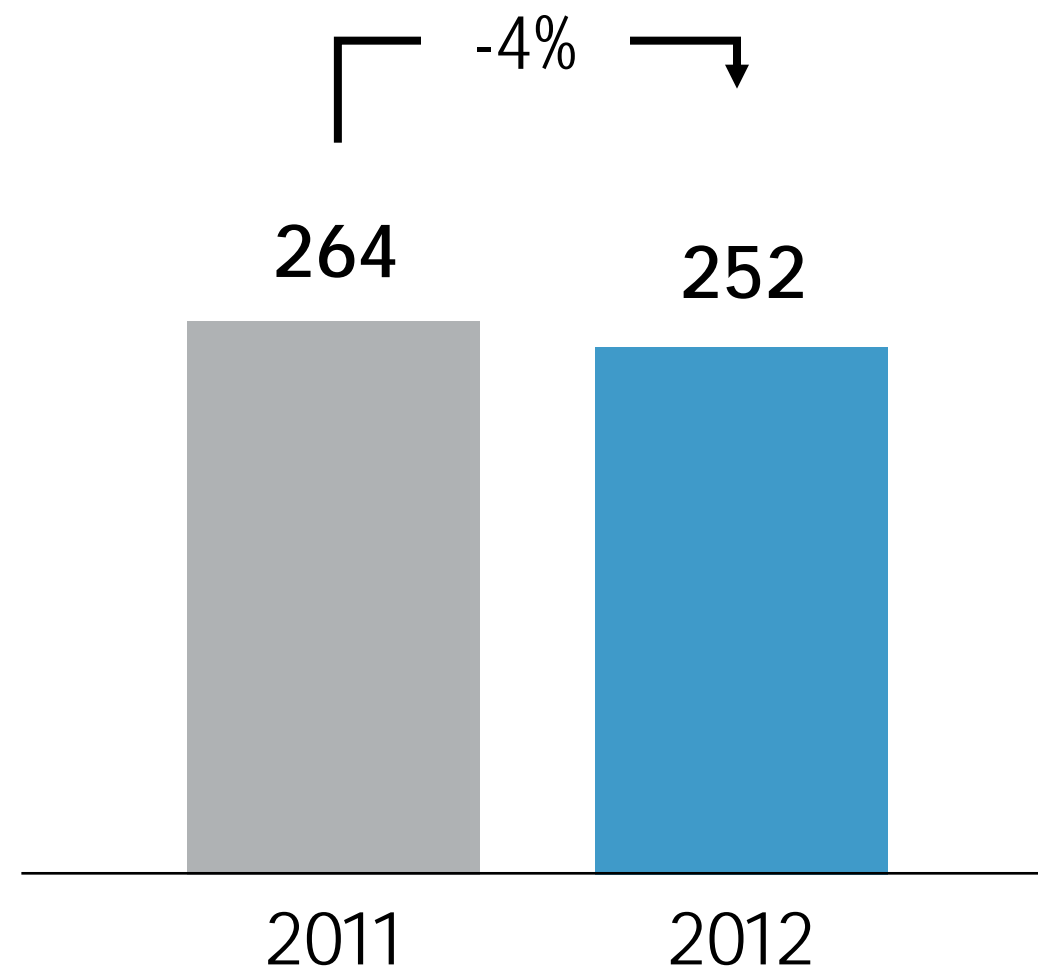




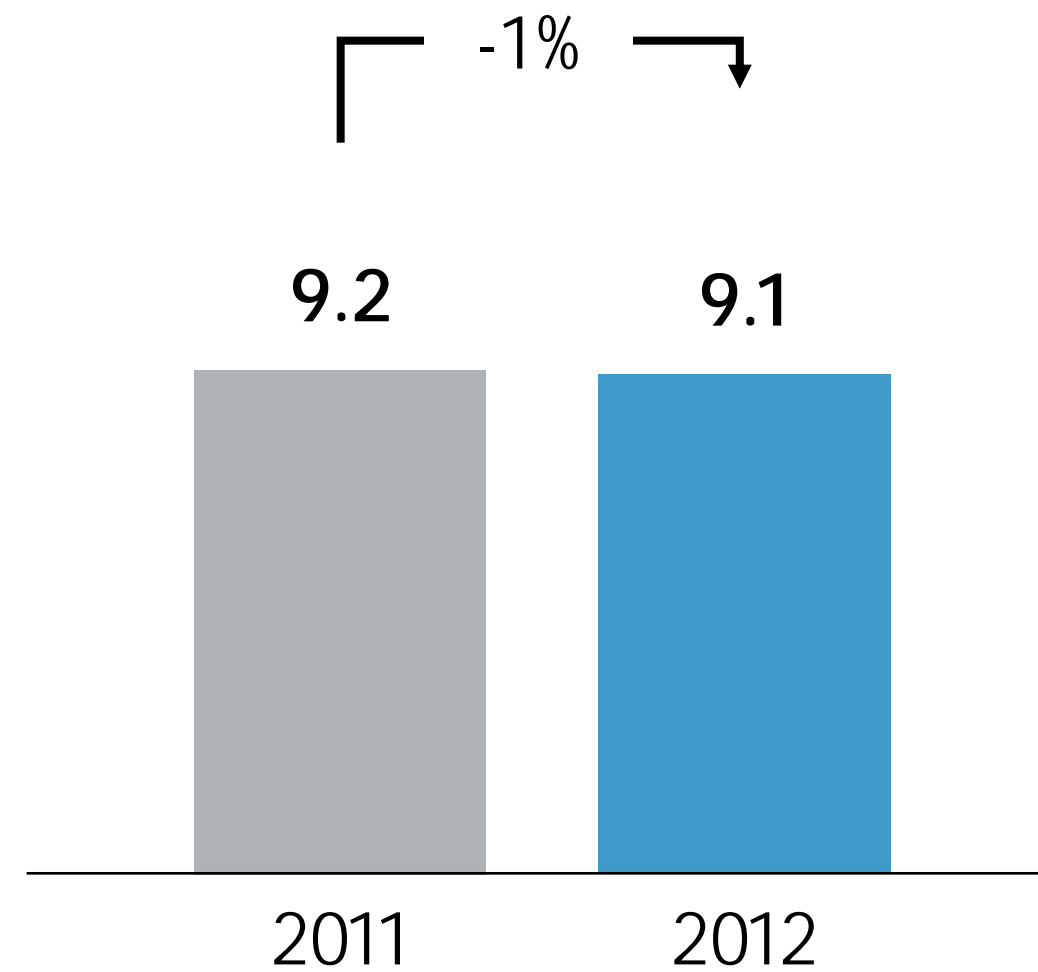


Mercedes-Benz Vans: EBIT of €541 million

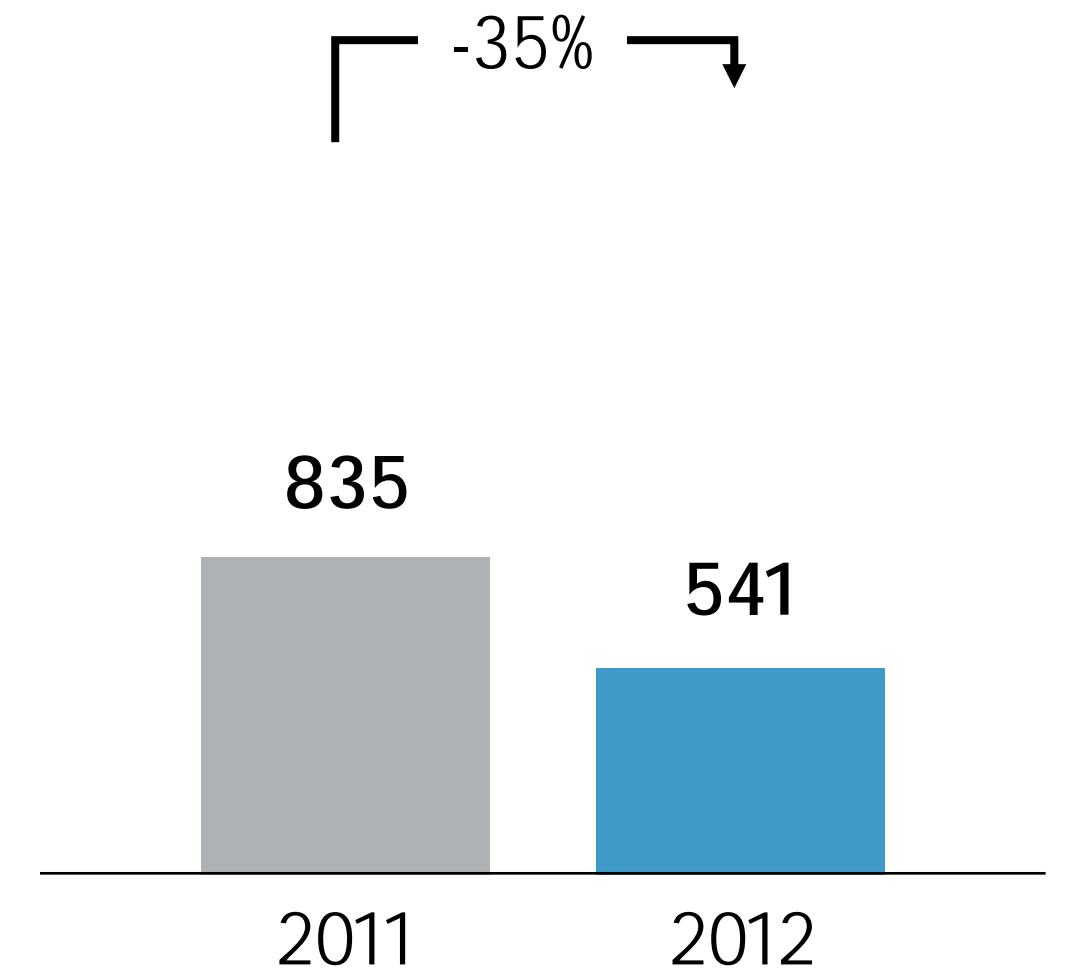
Mercedes-Benz Vans unit sales
[in thousands of units]



Mercedes-Benz Vans revenue
[in billions of euros]



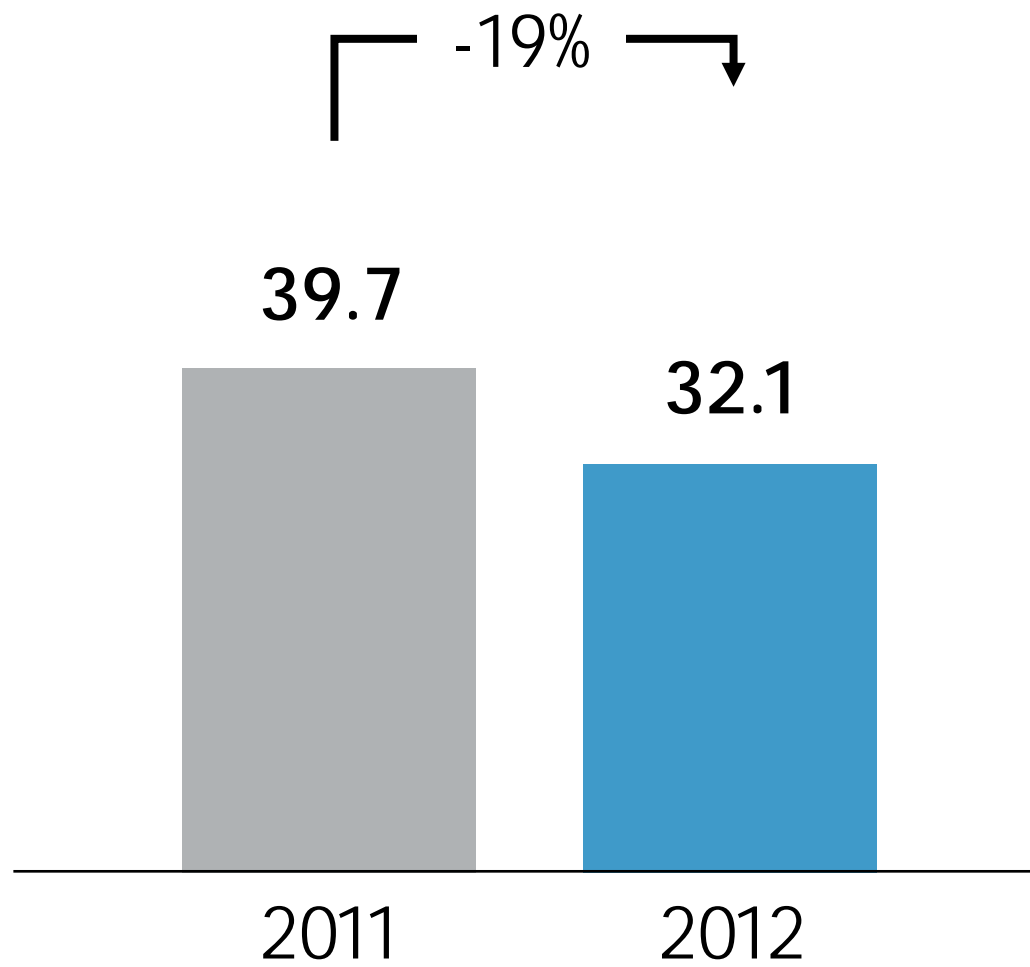
Mercedes-Benz Vans EBIT
[in millions of euros]



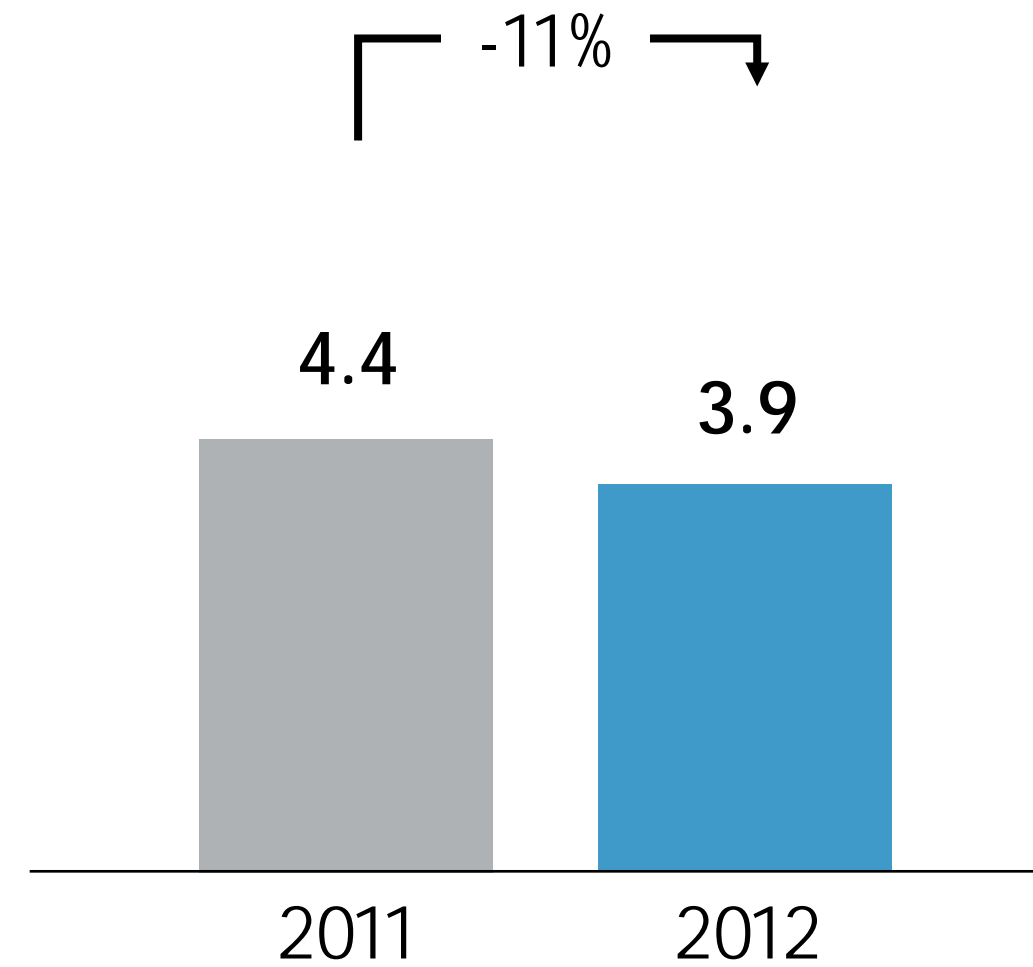


Daimler Buses: EBIT of minus €232 million

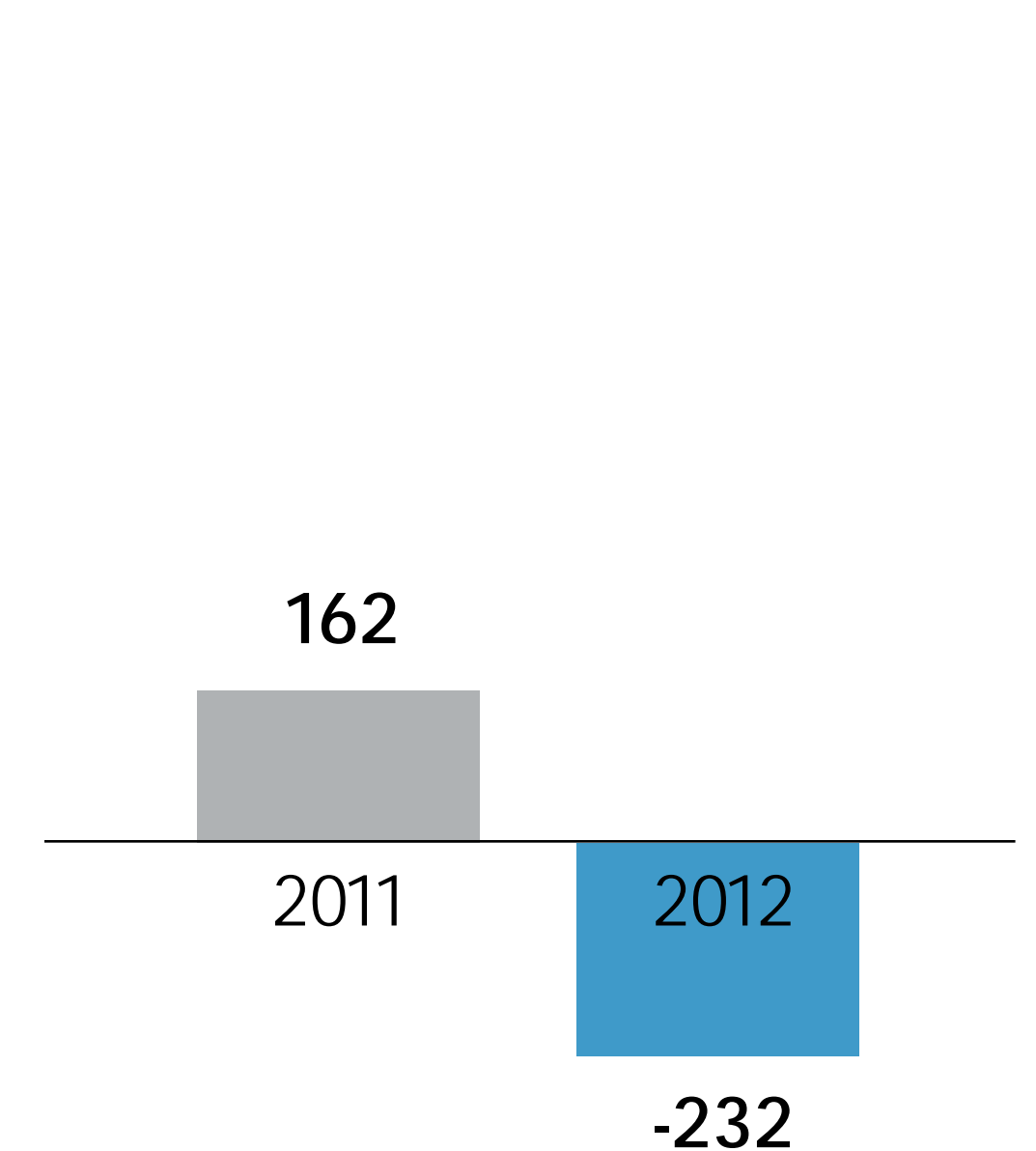
Daimler Buses unit sales
[in thousands of units]



Daimler Buses revenue
[in billions of euros]



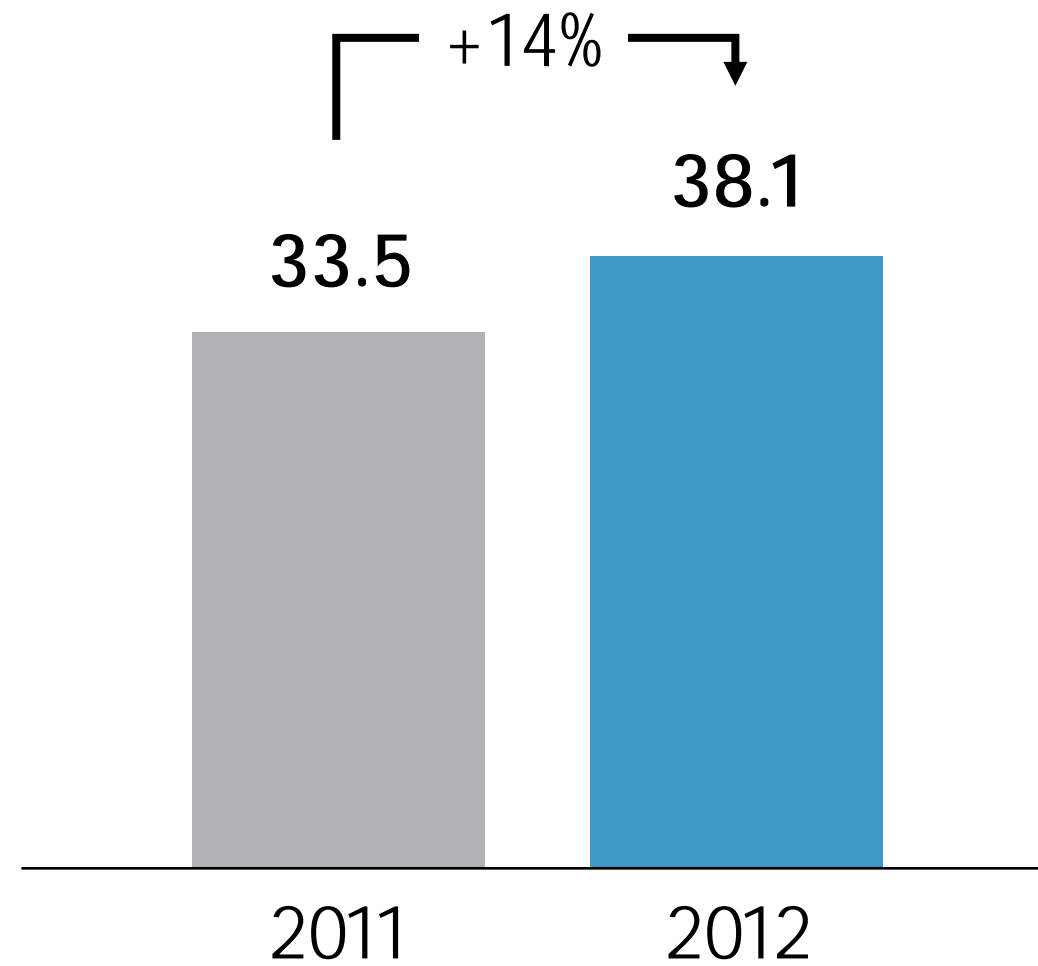
Daimler Buses EBIT
[in millions of euros]



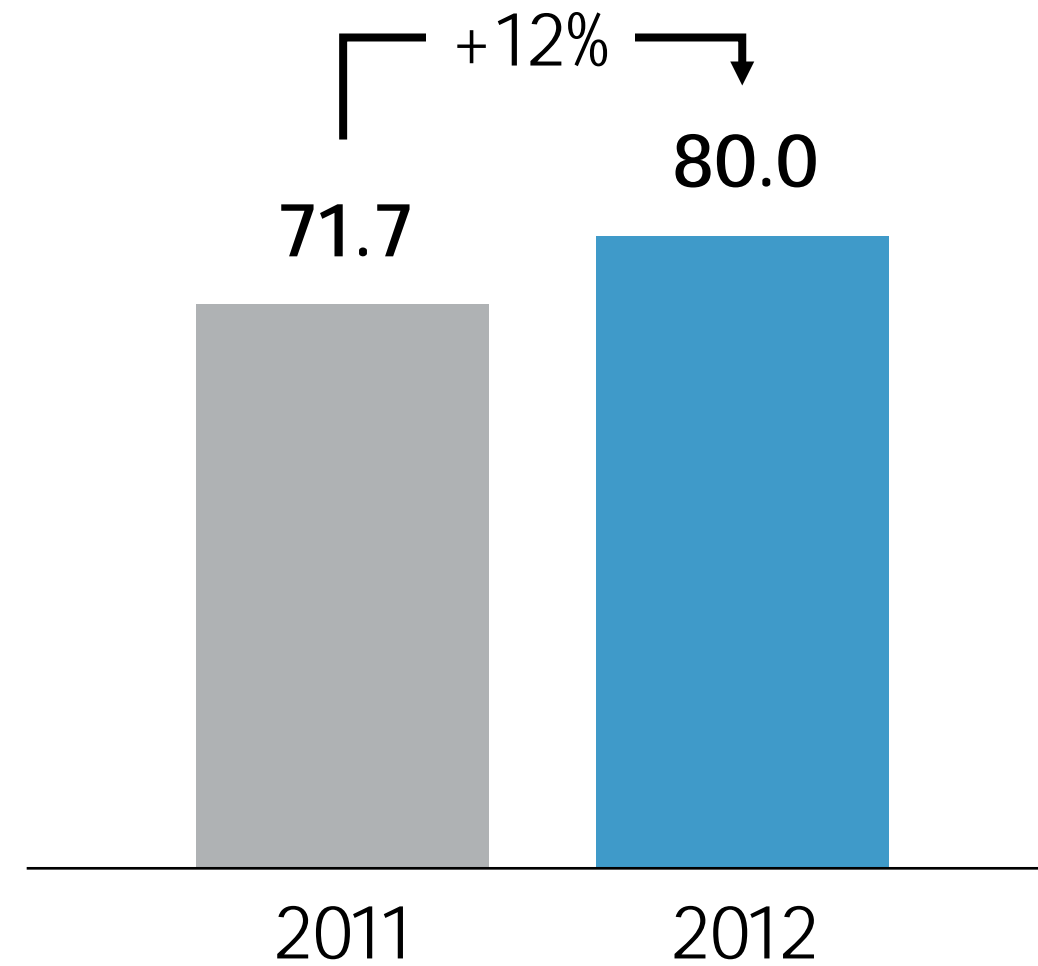


Daimler Financial Services: EBIT of €1.3 billion

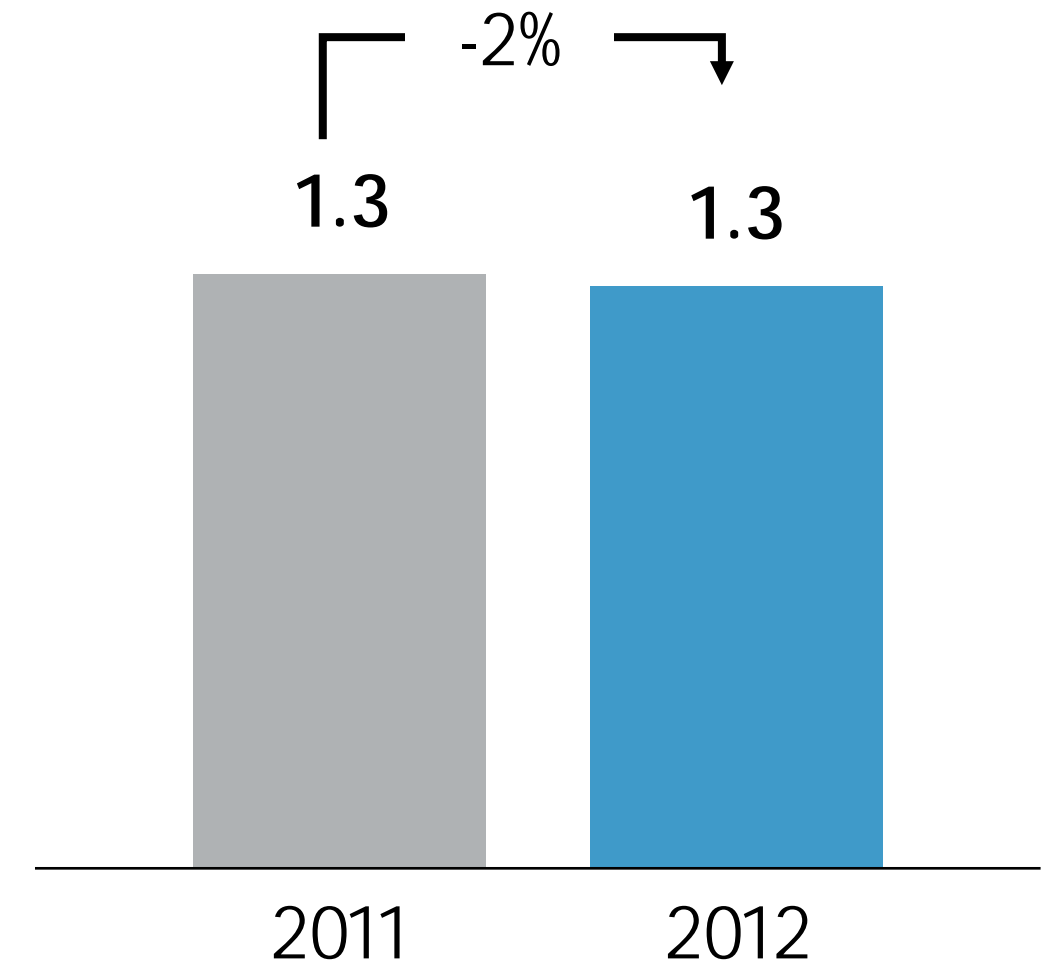
DFS new business
[in billions of euros]



DFS contract volume
[in billions of euros]



DFS EBIT
[in billions of euros]





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14:10

Start

Ich möchte

jetzt

von hier

nach Hackescher Markt
Berlin

.....

Und los!



B-GO 3366

Daimler's identity: a unique combination of leading technologies, strong brands and market leverage

DAIMLER

Technology leadership

Brand

Market leverage



Cars

Trucks

Vans

Buses

Services

Daimler strategy: Combining growth and efficiency across the entire group

Growth strategies

- Strengthening core business
- Growing in new markets
- Leading in green and safety technologies
- Shaping new mobility services

Efficiency Programs

- Modularization
- Cost reduction
- Flexibility

Combining growth and efficiency in every division

Examples for Mercedes-Benz Cars and Daimler Trucks

Growth Strategy Mercedes-Benz 2020

“Fit for Leadership”

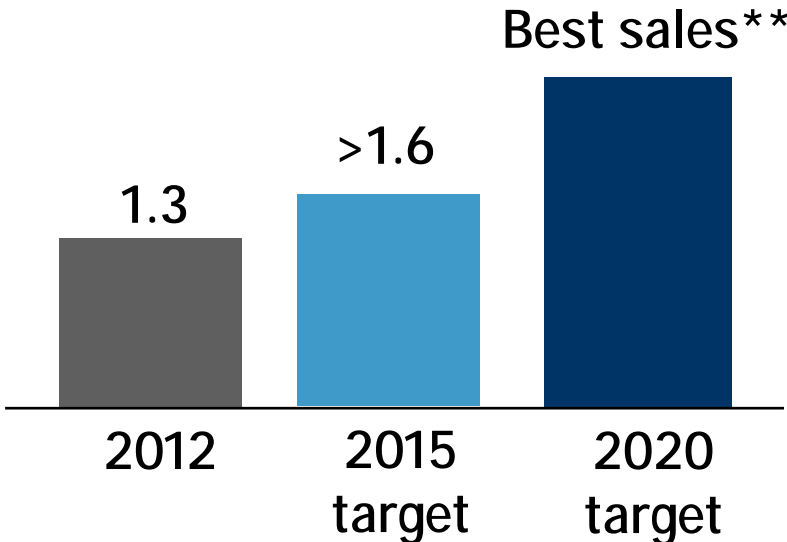
Growth Strategy Daimler Trucks Global Excellence

“Daimler Trucks #1”

Our growth targets

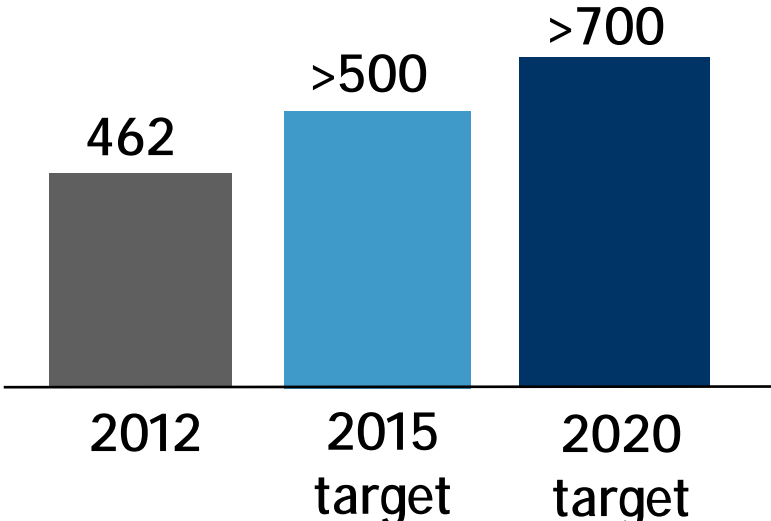
Mercedes-Benz Cars

- in million units*



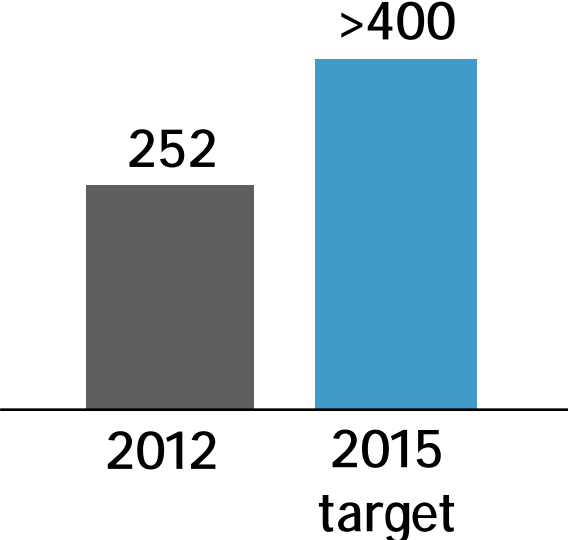
Daimler Trucks

- in thousands of units -



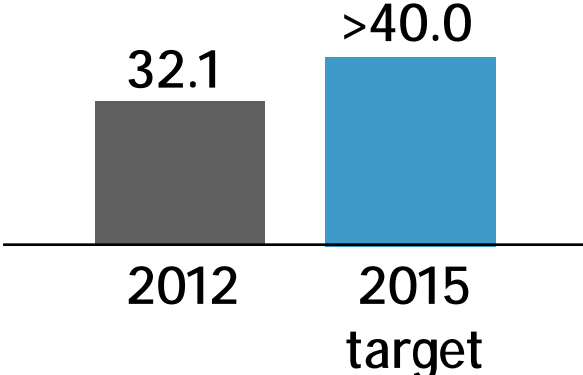
Mercedes-Benz Vans

- in thousands of units -



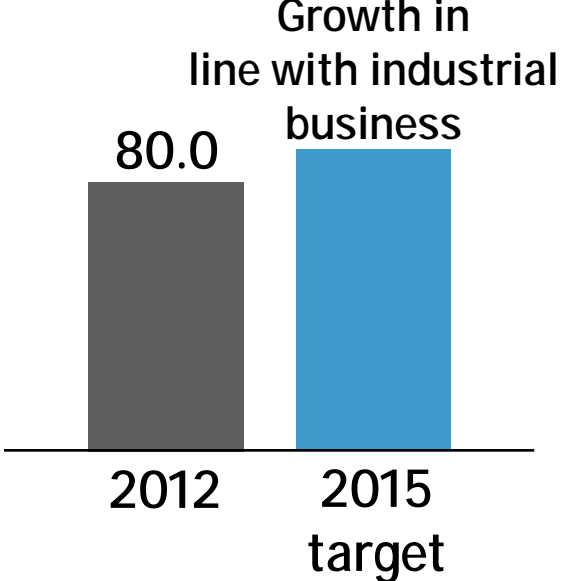
Daimler Buses

- in thousands of units -



Daimler Financial Services

- contract volume in billions of euros -



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

Our financial targets

Return on Sales / Return on Equity¹ in %



10

Mercedes-Benz
Cars



8

Daimler
Trucks



9

Mercedes-Benz
Vans



6

Daimler
Buses

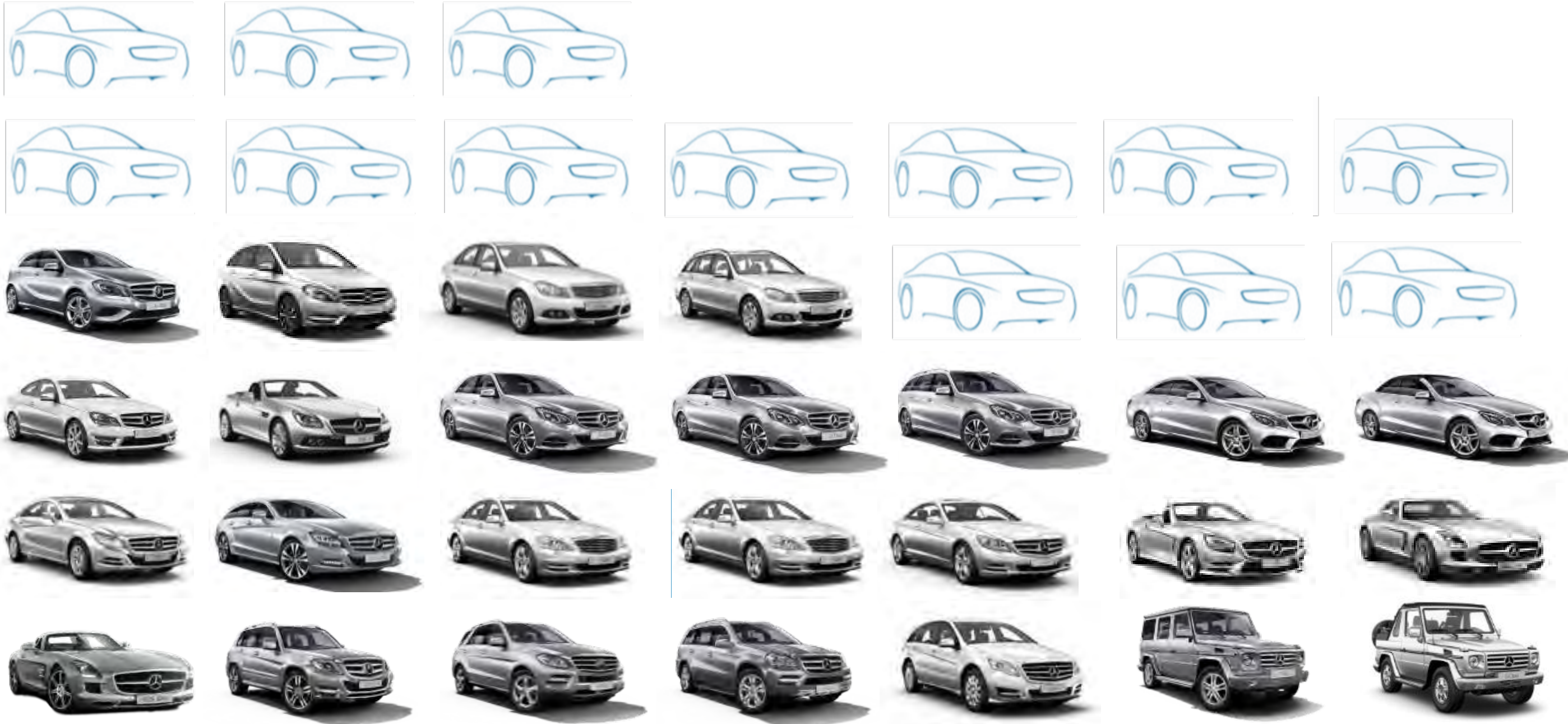


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Daimler
Financial Services¹

“Return on Sales” target automotive business 9 percent

Adding 13 new models to our existing portfolio by 2020



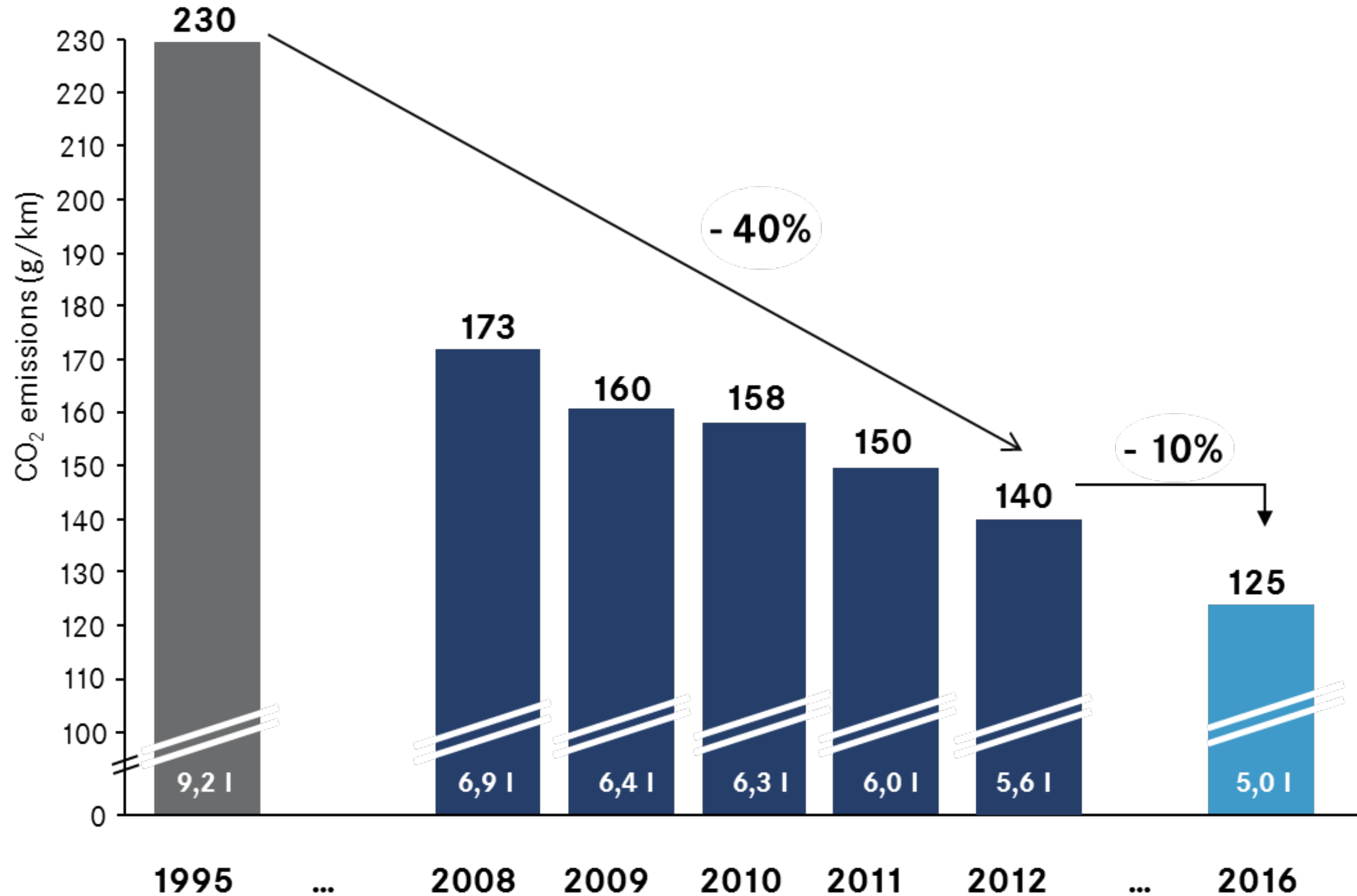






Reducing CO₂ emissions

Average CO₂ emissions per kilometer of our Mercedes-Benz Car fleet in Europe



Three essential drive systems

HIGHLY EFFICIENT
COMBUSTION ENGINES



A 180 CDI BlueEFFICIENCY Edition

3,6 l/km
92 gCO₂/km

HYBRID
DRIVE SYSTEMS



E 300 BlueTEC Hybrid

4,2 l/km
109 gCO₂/km

BATTERY AND FUEL CELL
FOR FULL ELECTRIC DRIVE



SLS AMG Coupé Electric Drive

0 l/km
0 gCO₂/km

Connecting growth and efficiency

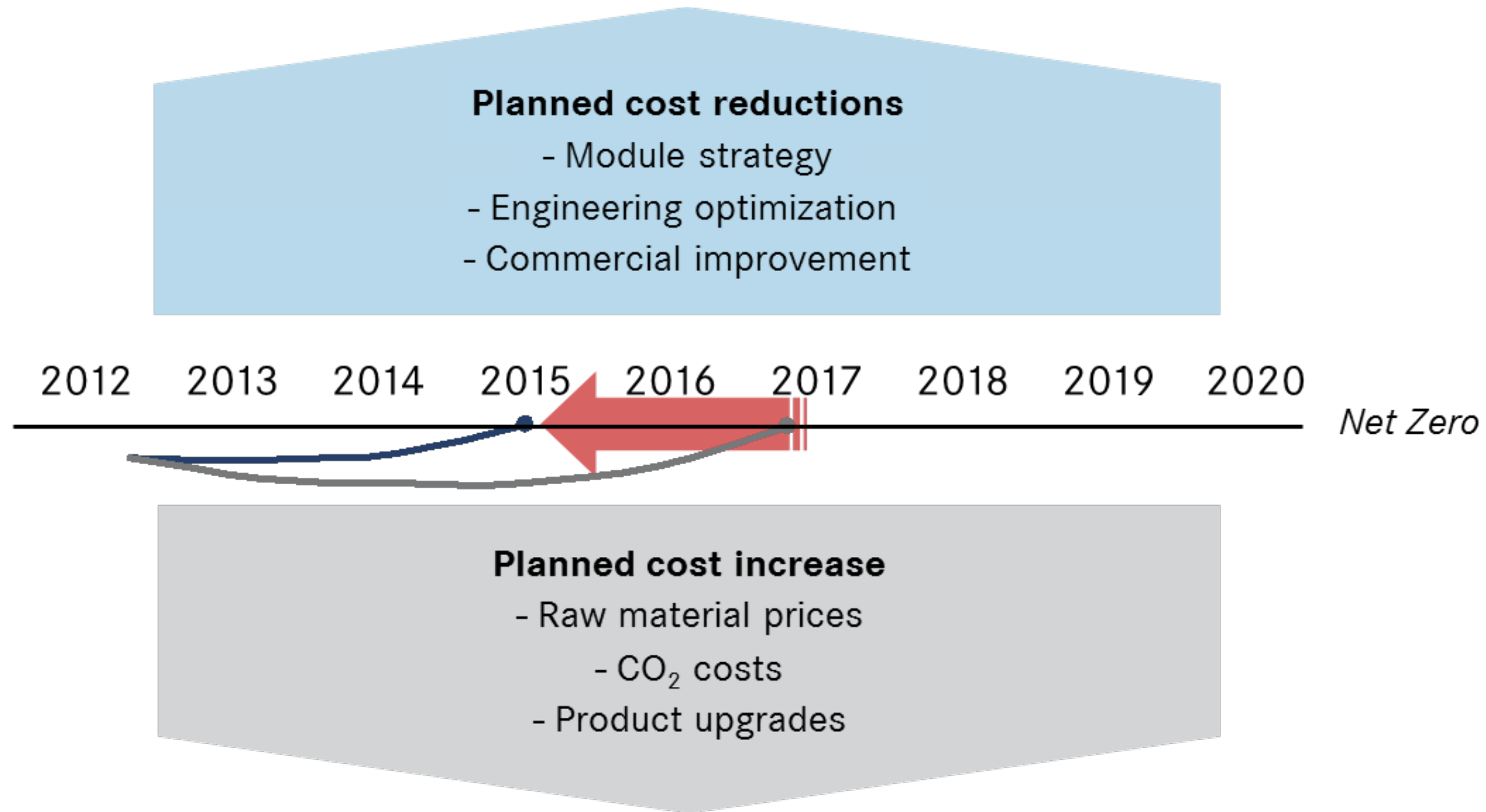
Growth Strategy Mercedes-Benz 2020

“Fit for Leadership”

**Profit optimization:
Material and production costs**

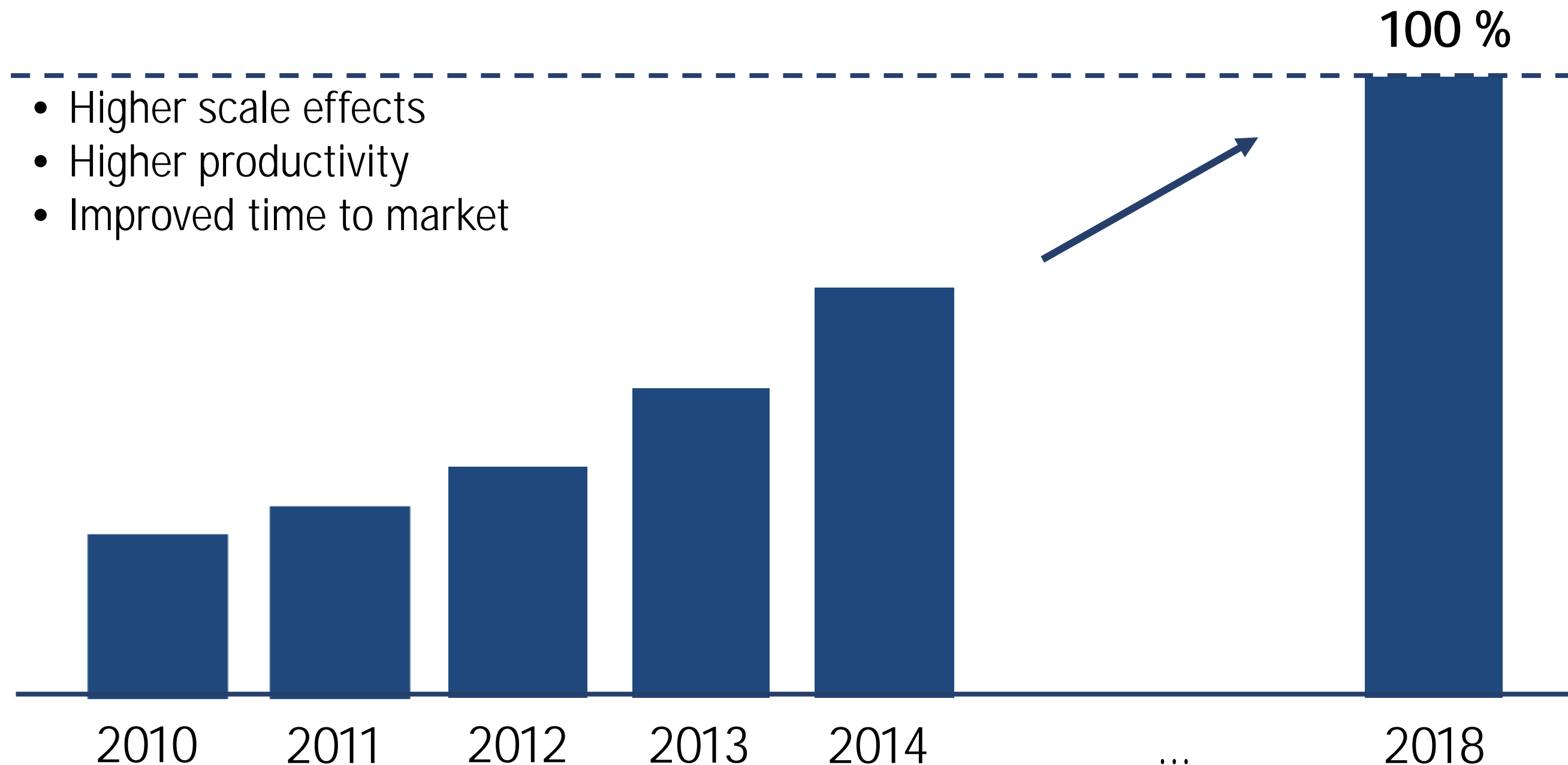
**Structural optimization
across all functions**

Accelerated achievement of "Net Zero"



Module strategy on track

Rollout of module strategy within all passenger car models, schematic representation



Increasing productivity even further

Mercedes-Benz passenger cars: reduction of hours per vehicle



Structural improvement in our China business

Shareholder and board seats in BAIC Motor

New Board of Management position for China

Integrated Sales Company for local and imported vehicles

Equity interest in Mercedes-Benz China Ltd. increased to 75%

Development of "Sales Region West" with headquarters in Chengdu

Adding about 50 new dealerships each year

Continuously expanding the product portfolio of Mercedes-Benz

2012

2013

2014

Strategic investment in BAIC motor



On our way to sales leadership in the premium segment



Mercedes-Benz 2020

“Global Excellence” has brought Daimler Trucks to a new level

Global Excellence

Global Excellence Pillars

Management of Cycles

Operational Excellence

Growth and Market Exploitation

Future Product Generations



Achievements so far

Flexibility Measures



Efficiency Programs



BRIC Expansion



Global Platform Roll-out



Next phase

Strengthen global industry leadership



Accelerating Global Excellence: "Daimler Trucks #1"

Global Excellence

Global Excellence Pillars

Achievements so far

Current focus

- Management of Cycles
- Operational Excellence
- Growth and Market Exploitation
- Future Product Generations



- Flexibility Measures ✓
- Efficiency Programs ✓
- BRIC Expansion ✓
- Global Platform Roll-out ✓

DT#1
Daimler Trucks

Excellence Programs of OUs

+

Cross-business Excellence Initiatives

Achieving global scale effects



Global engine platforms
HDEP/MDEG



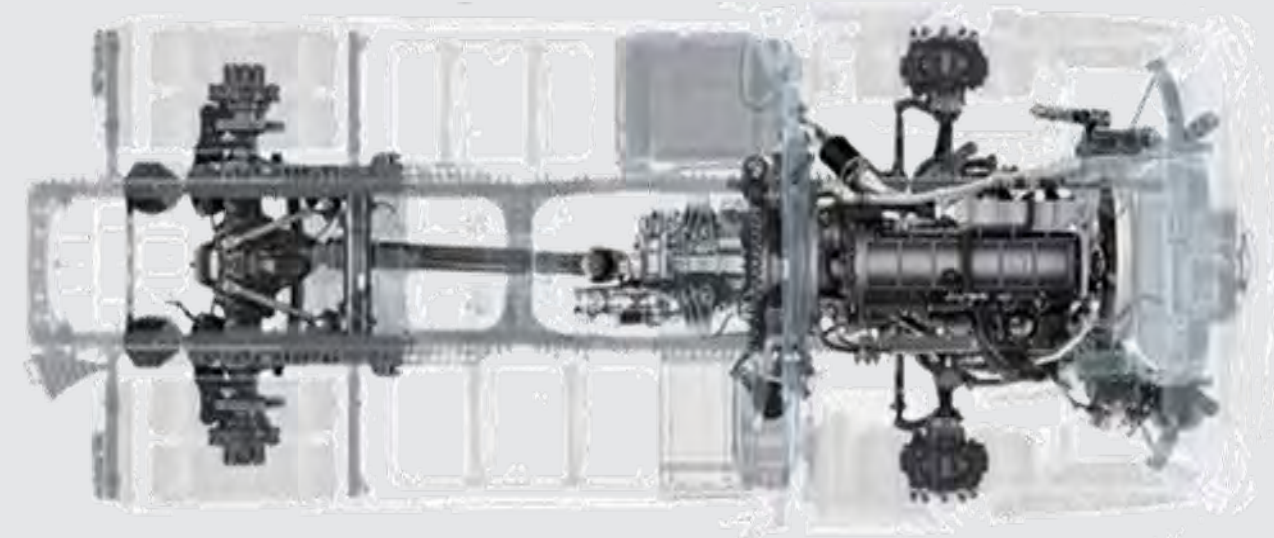
PowerShift
transmission platform



Common
axle platform



Integrated Powertrain
with global application





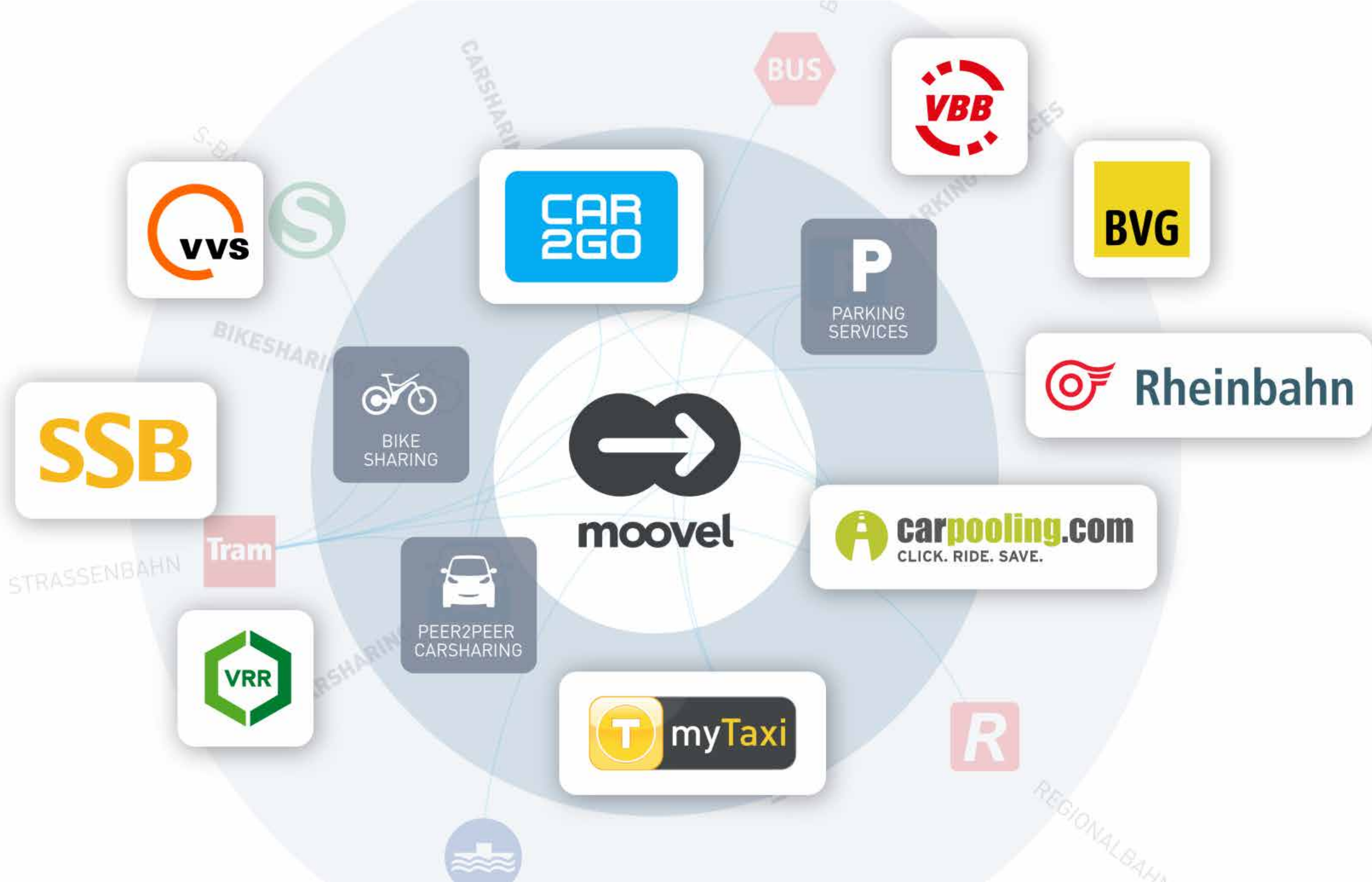




Daimler Financial Services

DFS 2020

Change. Grow. Lead.



The foundation for our success: our team



Sales Outlook 2013



Further sales increase



Unit sales slightly above prior year



Increase in unit sales



Higher unit sales expected



Daimler Financial Services

Further growth in contract volume and new business

2013 outlook for EBIT from ongoing business

First half of 2013:

Weaker earnings development anticipated compared with the first half of 2012, due to the expected weakness of major markets.

Second half of 2013:

Earnings improvement expected compared with the level of the first half, due to the planned new models, the assumptions made for the development of markets important to Daimler and the increasing effects of the efficiency measures that have been initiated.

Full year 2013:

Daimler: Group EBIT from the ongoing business in 2013 is expected to reach the magnitude of the prior year, based on the anticipated recovery in the second half of the year.

Mercedes-Benz Cars: Full-year EBIT is expected to be slightly lower than in 2012.

Other automotive divisions: Earnings are expected to be higher than in the prior year.

2014 and the following years:

Improvements in operative profit expected for all automotive divisions and for the Group.

Daimler Financial Services:

Stable development of earnings anticipated in the next two years.

DAIMLER

Strong perspectives based on strong products and services



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 sovereign-debt crisis in the euro zone; 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; 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.