

DAIMLER

4th Automotive Credit Conference
UniCredit Bank AG
London

May 16, 2013

Agenda

1 Actuals Q1 and Outlook 2013

2 Mercedes-Benz Cars Strategy

3 Daimler Trucks Strategy

4 Financing Strategy

Key financials

- in billions of euros -

	Q1 2012	Q1 2013
Revenue	27.0	26.1
EBIT*		
as reported	2.1	0.9
from ongoing business	2.1	0.9
Net profit*	1.4	0.6
Earnings per share (in euros)*	1.26	0.50
Net liquidity industrial business (2012: year-end)	11.5	10.0
Free cash flow industrial business	-2.0	-1.2

* The previous year's figures were adjusted for the effects of the application of the revised IAS 19.
Further information related to the adjustments of the prior-year figures is disclosed in charts no. 38 and 39 of this presentation.

Unit sales

- in thousand units-

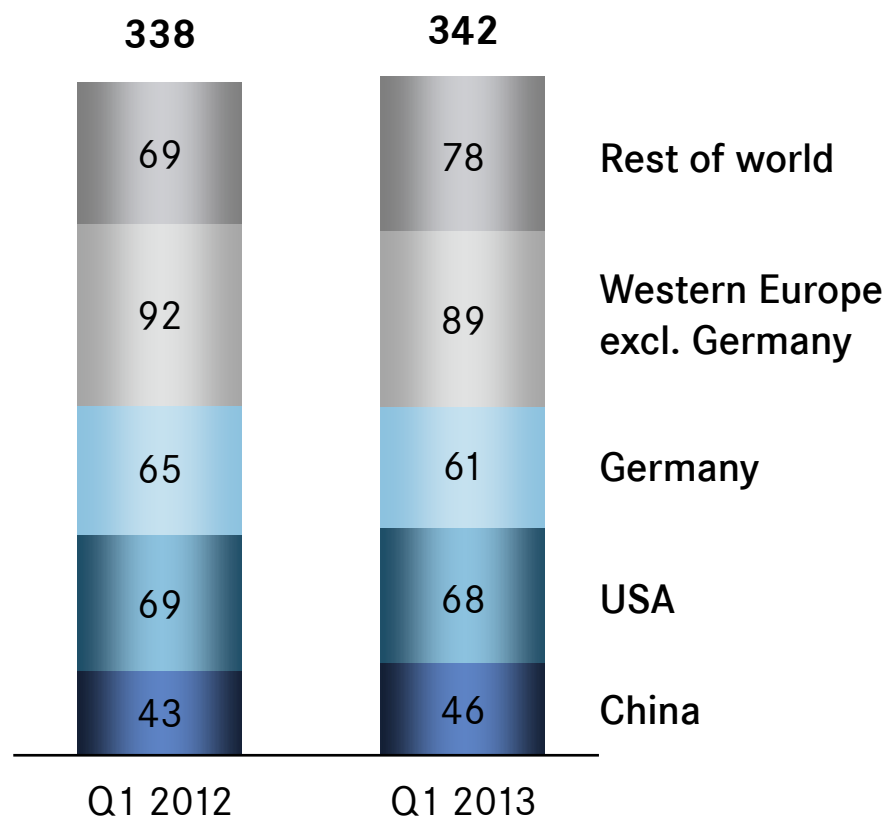
	Q1 2012	Q1 2013	% Change
Daimler Group	502.1	501.6	-0.1
of which			
Mercedes-Benz Cars	338.3	341.5	+0.9
Daimler Trucks	107.7	101.4	-5.8
Mercedes-Benz Vans	51.2	52.6	+2.7
Daimler Buses	4.9	6.0	+23.2

Product highlights



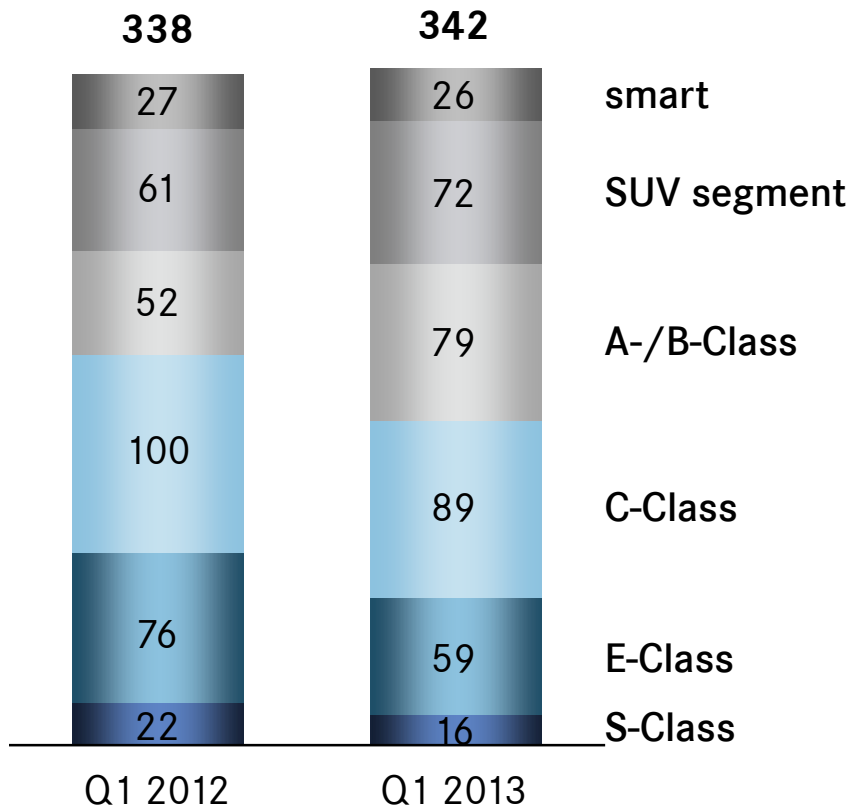
Balanced sales structure

- Unit sales in thousands -



Increase in unit sales mainly of A-/B-Class and SUVs

- Unit sales in thousands -



Product highlights



Mercedes-Benz Arocs



Mercedes-Benz Antos



Freightliner Cascadia



BharatBenz trucks



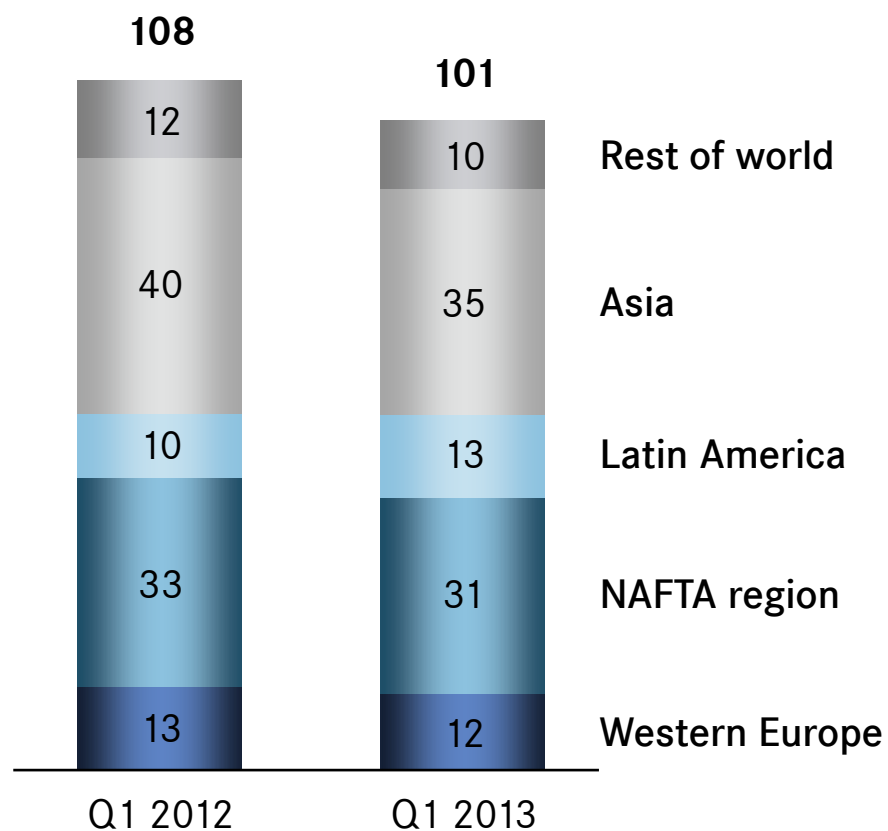
Auman truck



Fuso Canter Eco Hybrid

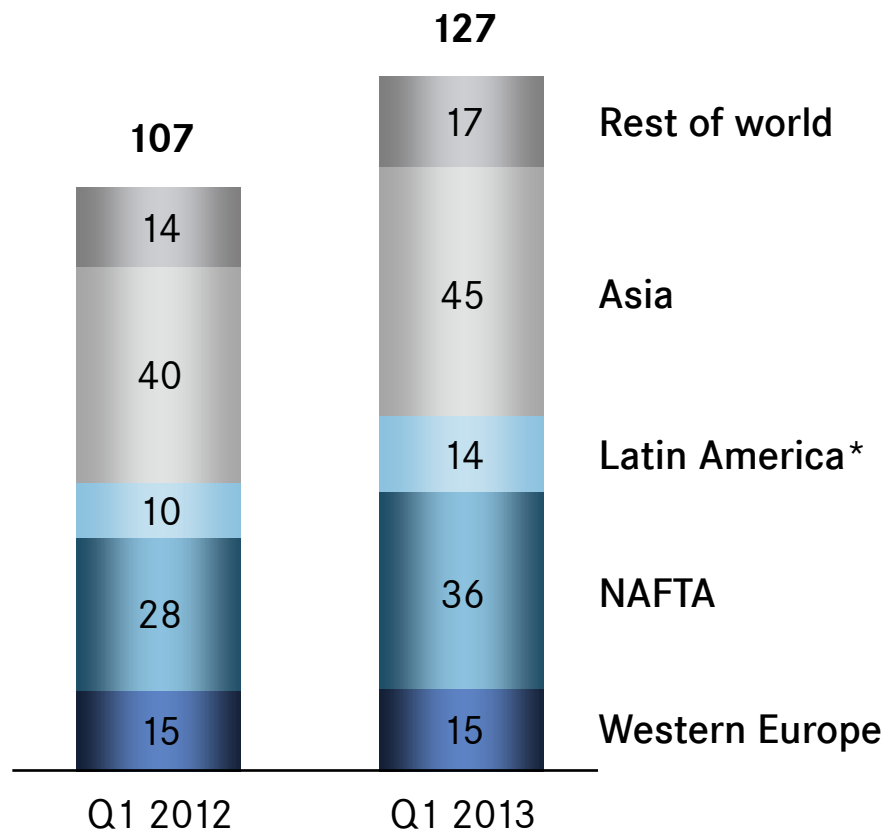
Sales decrease especially in Asia

- in thousands of units -



Higher level of order intake in most regions

- in thousands of units -



* Due to the business model, incoming orders in Brazil correspond with unit sales.

Revenue by segment

- in billions of euros -

	Q1 2012	Q1 2013	% Change
Daimler Group	27.0	26.1	-3.4
of which			
Mercedes-Benz Cars	14.9	14.1	-5.5
Daimler Trucks	7.4	7.0	-4.9
Mercedes-Benz Vans	2.1	2.0	-4.9
Daimler Buses	0.7	0.8	+2.9
Daimler Financial Services	3.1	3.6	+13.9
Contract volume of Daimler Financial Services*	80.0	81.7	+2.1

* Figures as of December 31, 2012 and March 31, 2013.

EBIT by division

- EBIT in millions of euros; RoS in % -

	Q1 2012		Q1 2013	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	2,098	6.6	917	2.6
of which				
Mercedes-Benz Cars	1,230	8.2	460	3.3
Daimler Trucks	376	5.1	116	1.7
Mercedes-Benz Vans	167	8.0	81	4.1
Daimler Buses	-105	-14.4	-31	-4.1
Daimler Financial Services	344	-	314	-
Reconciliation	86	-	-23	-

* Return on sales; Daimler Group excluding Daimler Financial Services

Assumptions for automotive markets in 2013

Car markets	Global	+2% to +4%
	Western Europe	decline
	U.S./Asia	growth in China and USA
Truck markets	NAFTA	up to -5%
	Europe	around -5%
	Japan	up to -5%
	Brazil	up to +10%
Van markets	Europe	around -5%
Bus markets	Western Europe	at prior year's level
	Brazil	moderate growth

Sales outlook FY 2013



- Further unit sales increase
- Strong momentum from new compact cars and SUVs
- Launch of new CLA, E-Class and S-Class



- Unit sales slightly above prior year
- Further increase based on strong product portfolio
- Growth of market share in major regions



- Increase in unit sales
- Support from new city van Citan and new generation of Sprinter
- Launch of Sprinter Classic in Russia



- Higher unit sales
- Growth supported by new Mercedes-Benz Citaro and Setra 500
- Maintain market leadership in core markets

2013 expectations for EBIT from ongoing business

Second half of 2013:

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

Full year 2013:

Daimler: Due to the fact that there will be no further equity-method results from EADS in the course of the year as well as lowered market expectations and the weaker than expected EBIT in the first quarter, Group EBIT from the ongoing business is expected to be below the previous year's level.

Mercedes-Benz Cars: Full-year EBIT is expected to be below the previous year's level.

Daimler Trucks and Mercedes-Benz Vans: Full-year EBIT is expected in the magnitude of the prior year.

Daimler Buses: 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.

Agenda

1 Actuals Q1 2013

2 Mercedes-Benz Cars Strategy

3 Daimler Trucks Strategy

4 Financing Strategy

Leadership – a state of mind



Mercedes-Benz 2020

Four levers of Mercedes-Benz 2020



Brand: “The Best or Nothing”



A silver Mercedes-Benz EQ electric sports car is shown from a rear three-quarter view with its gull-wing doors open. The car is parked on a road with a cloudy sky in the background.



A circular diagram representing the Mercedes-Benz brand strategy. At the center is the Mercedes-Benz logo with the text "AMBITION TO LEAD" and "Perfection" below it. The diagram is divided into two main sections: "Responsibility" on the left and "Fascination" on the right. The "Responsibility" section includes: Delightful Customer Care, Holistic Sustainability, Passionate Innovation, Energizing Comfort, and Perceivable Quality. The "Fascination" section includes: Refined Sportiness, Distinctive Style, Trendsetting Design, and Exemplary Safety.

BEST GLOBAL BRANDS 2011
Interbrand Creating and measuring brand value™

Mercedes-Benz is the most valuable premium automotive brand worldwide and Europe's most valuable brand overall

Products: SUV Offensive – Our new GLK-, G- and GL-Class



Products: SUV Offensive - Our new GL-Class



Products: Our new SL-Class



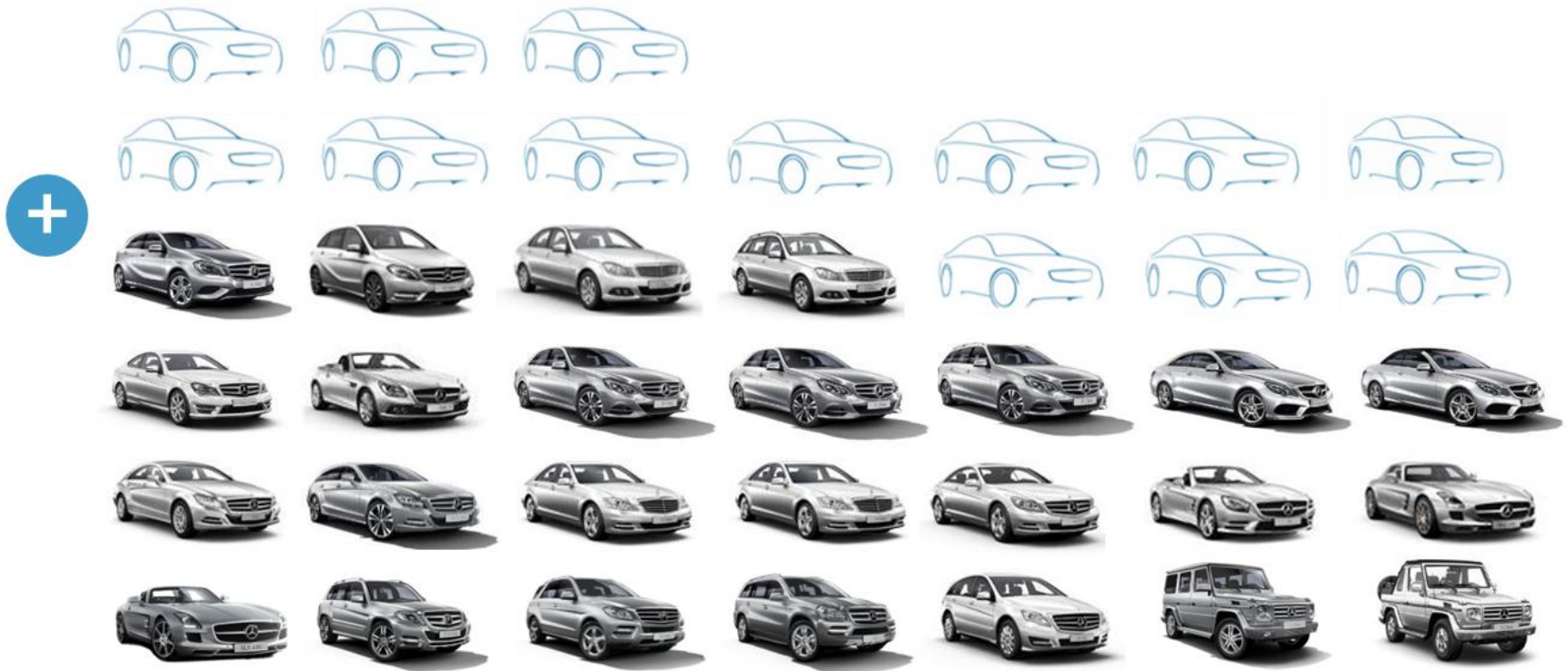
Products: The new A-Class



Products: The new CLA



Adding 13 new models to our existing portfolio by 2020



Products: Delivering on responsibility



ML 250 BlueTEC 4MATIC

6.0



E 300 BlueTEC HYBRID

4.2



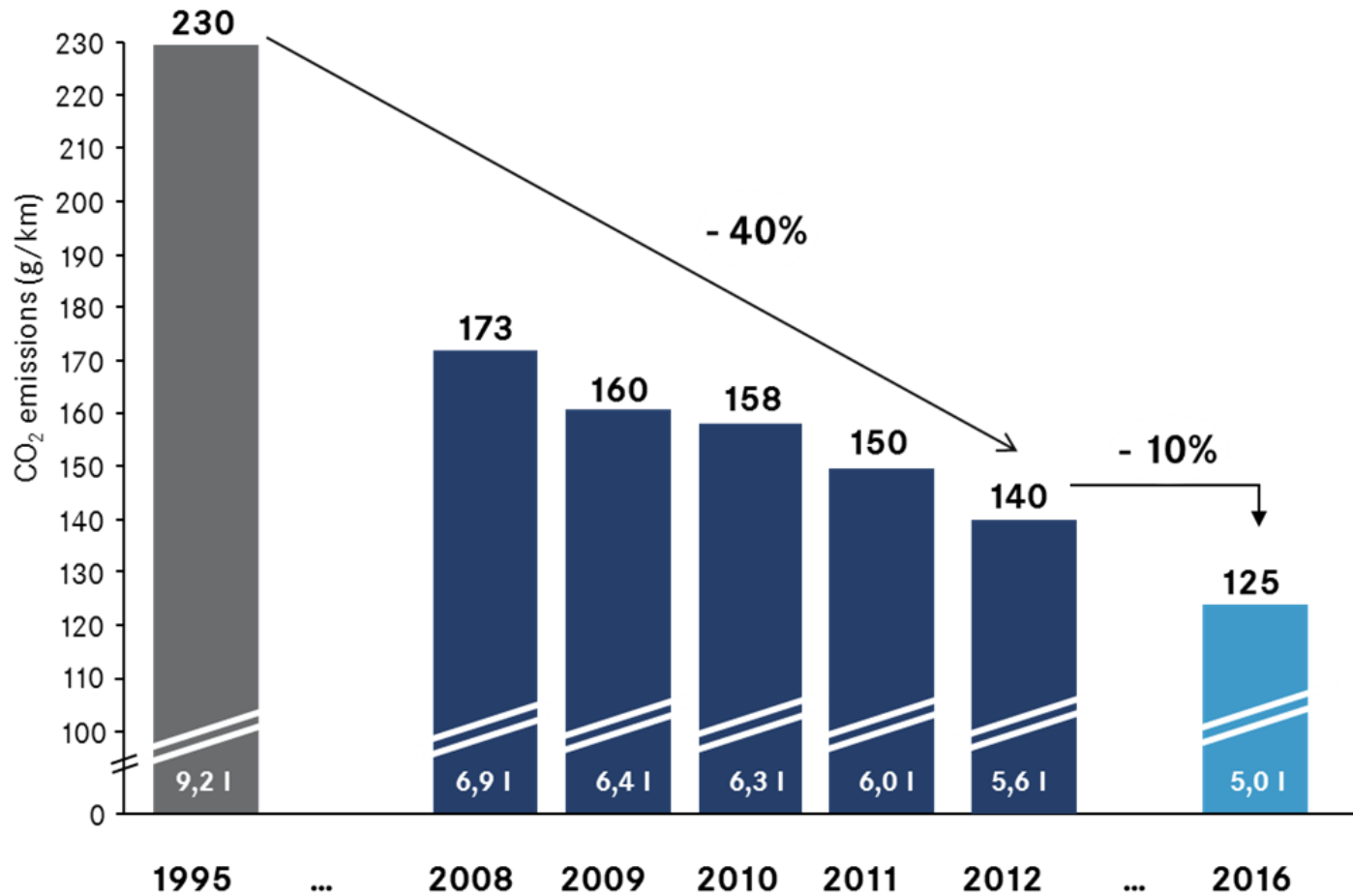
SLS AMG E-CELL

0

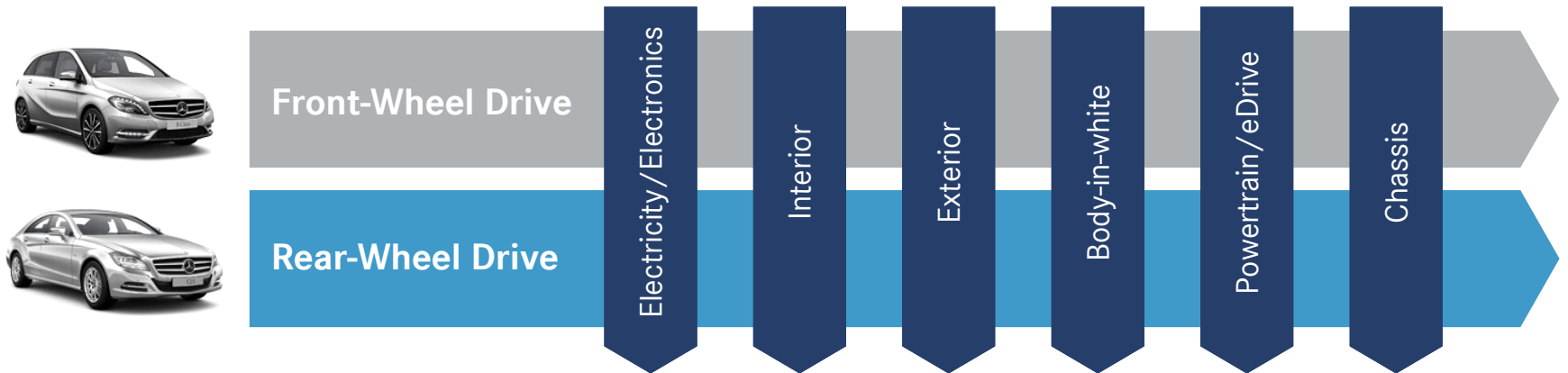
Fuel consumption combined in l/100 km

Reducing CO2 emissions

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

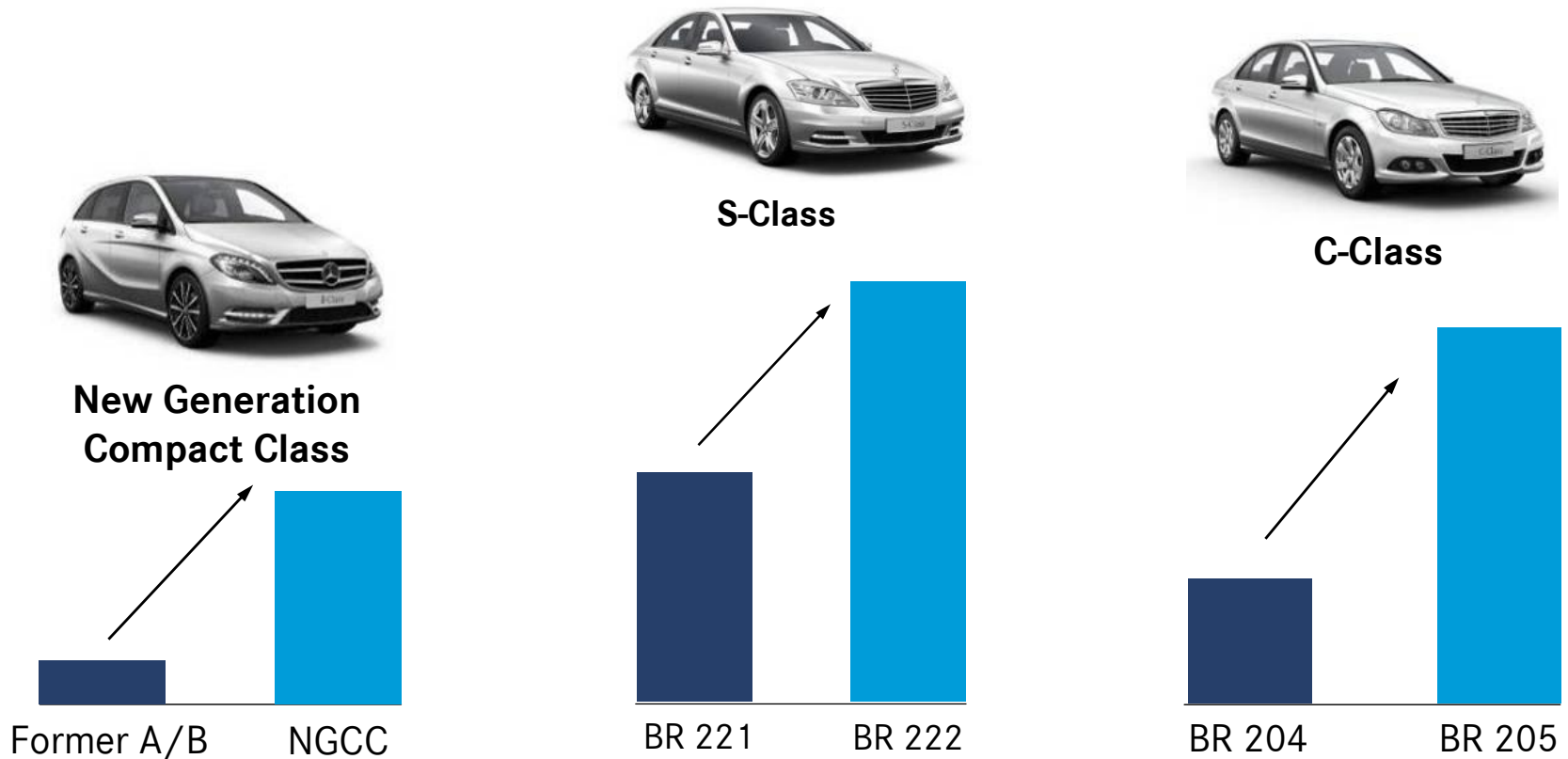


Profit: Common vehicle architectures and module strategy enable efficient use of resources



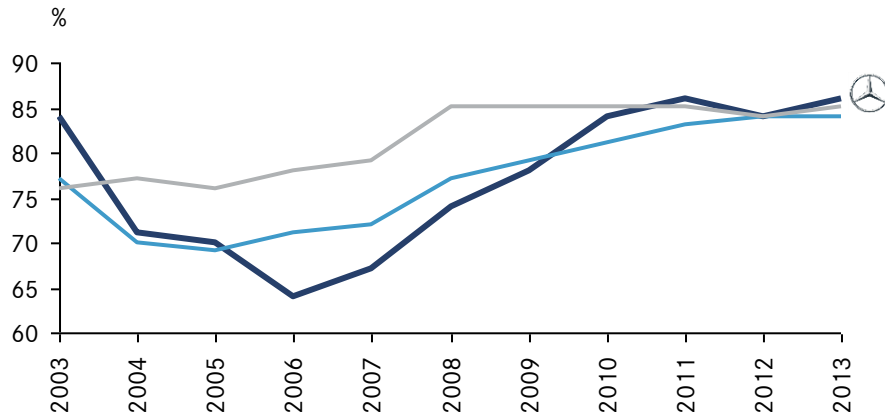
Profit: Strong improvement at New Generation Compact Cars, S-Class and C-Class

EBIT Lifecycle Performance Development

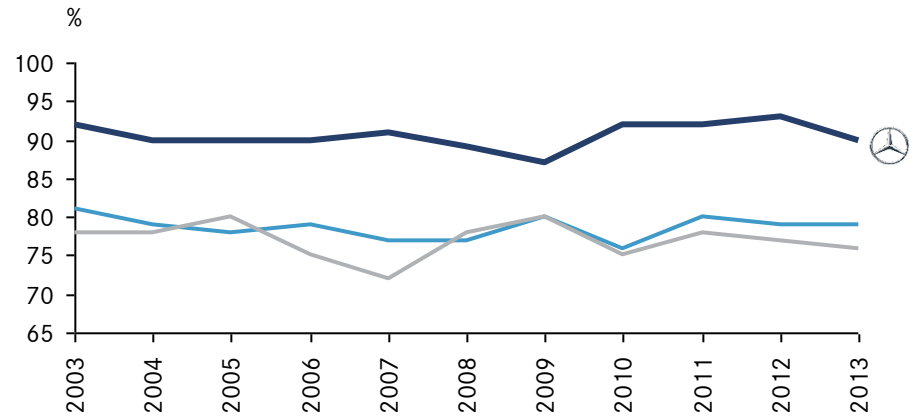


Brand: Development of brand value and perception

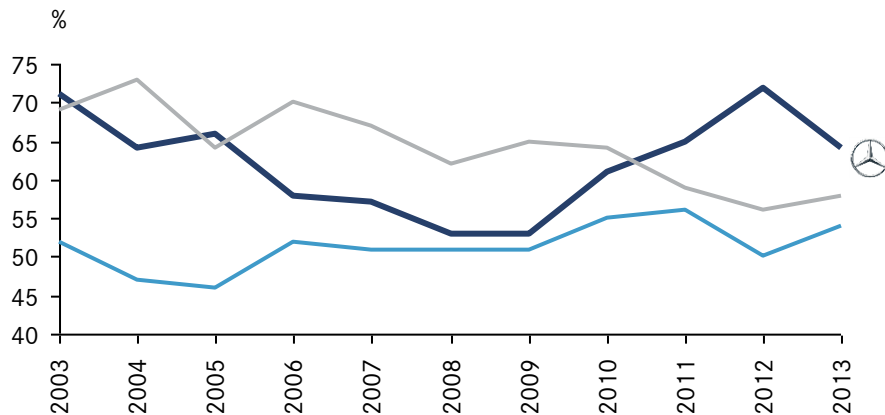
Product reliability – AMS Survey



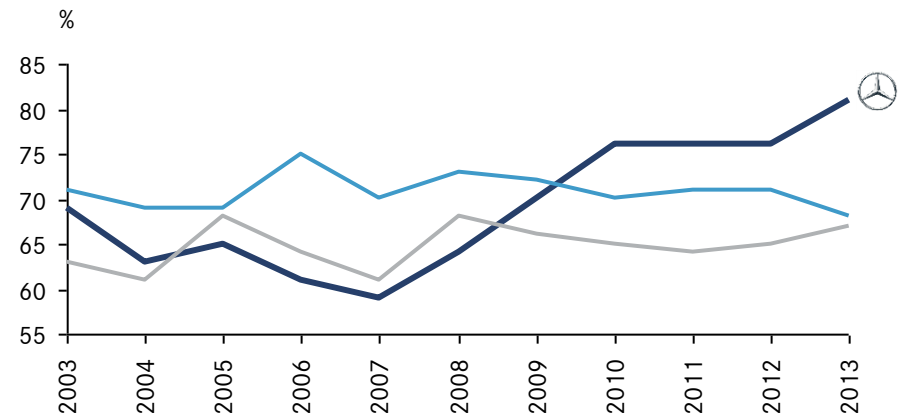
Safety – AMS Survey



Perception of advertisement – AMS Survey



Good aftersales – AMS Survey



— Competitor A — Competitor B

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

Financial Outlook and 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%

- ▶ **Strategic Return Target**

10% RoS on average

Agenda

1 Actuals Q1 2013

2 Mercedes-Benz Cars Strategy

3 Daimler Trucks Strategy

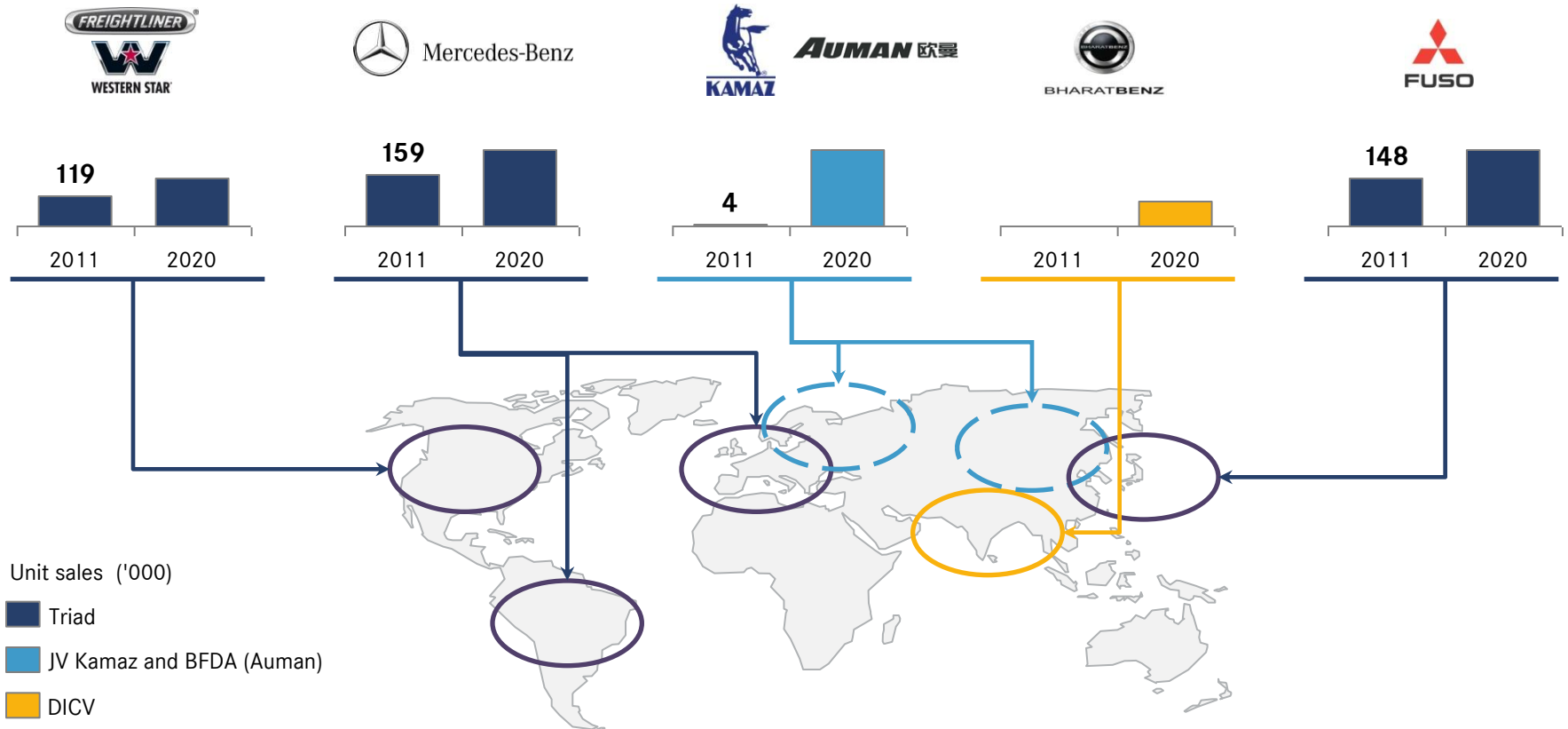
4 Financing Strategy

Best products for our customers and regional operations



Product offensive to continue over next years

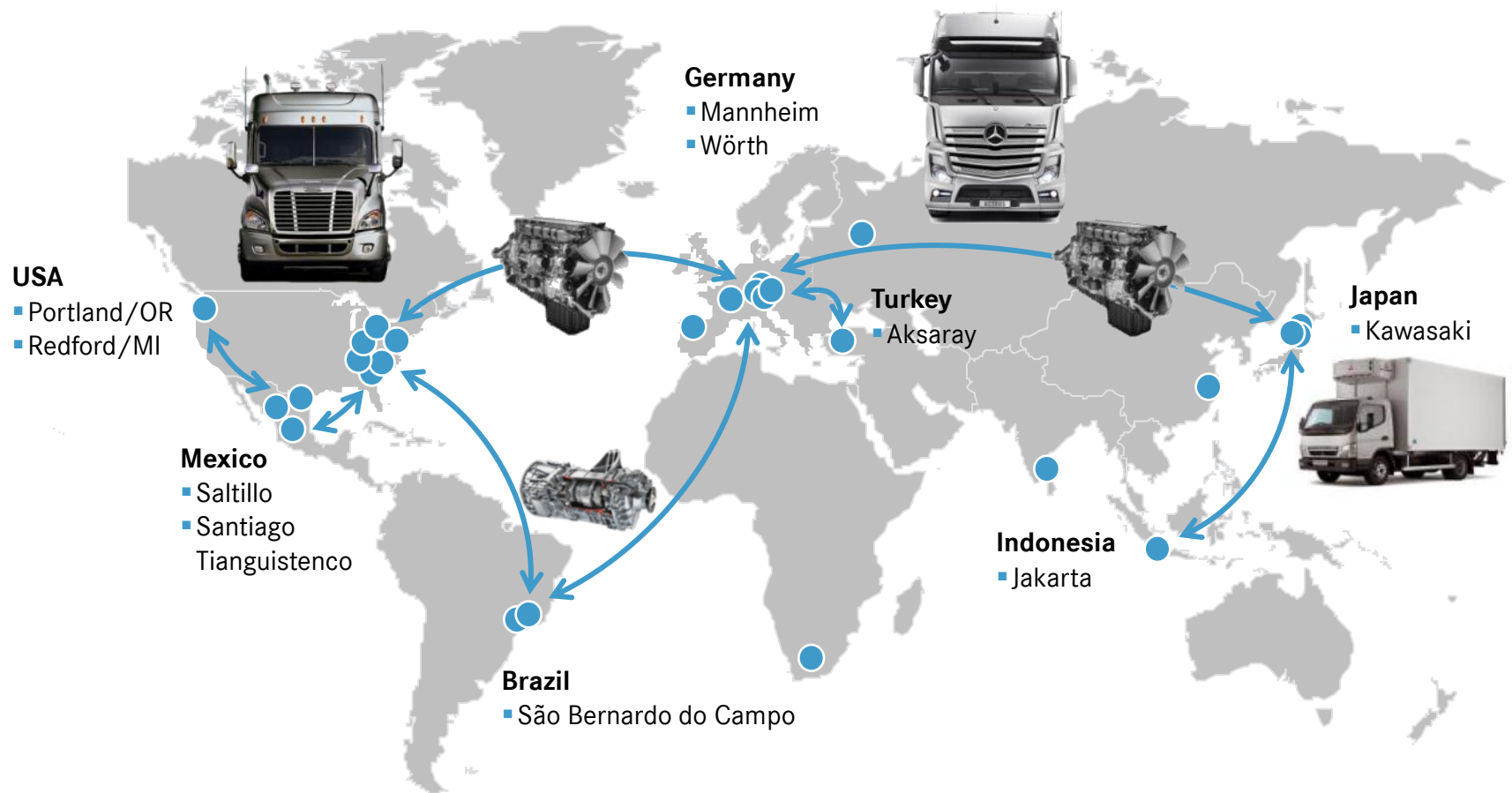
BRIC expansion: Excellent global coverage of Triad and Brazil – RIC coverage implemented in 2012



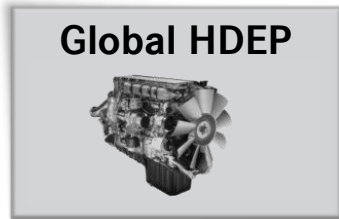
1. Excluding JV sales Auman brand

Further flexibility in global production network

Selected facility flexibility across 27 sites



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



Global HDEP

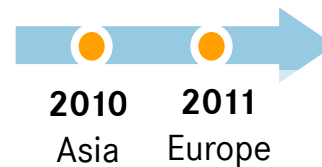
HDEP
Global HD engine platform



New Actros
Global platform for cab-over-engine trucks



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

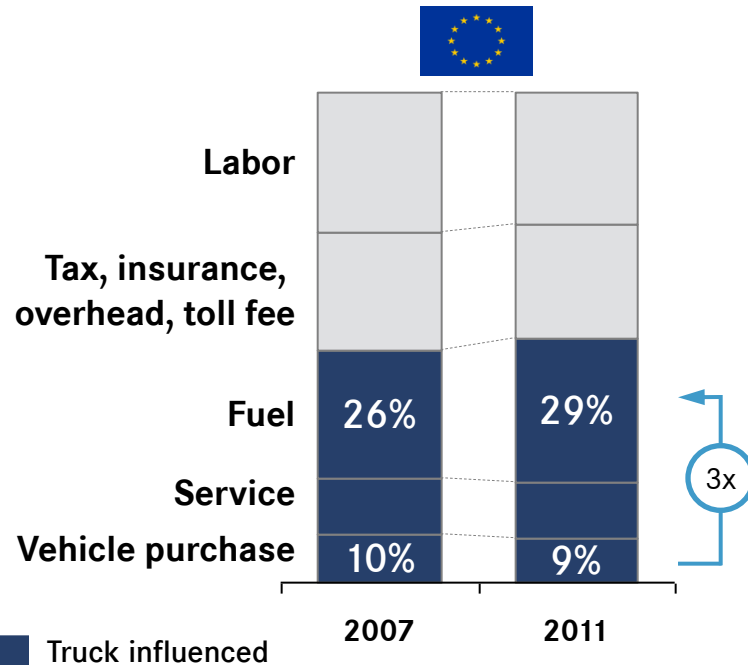


- Further global platform roll-out
- Launch of additional platforms

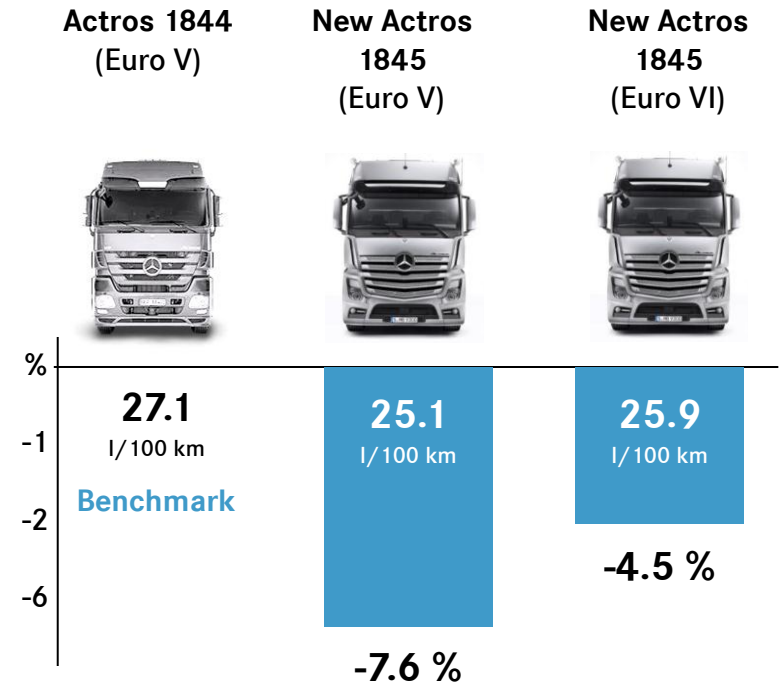
Roll-out of global product platforms has just begun

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

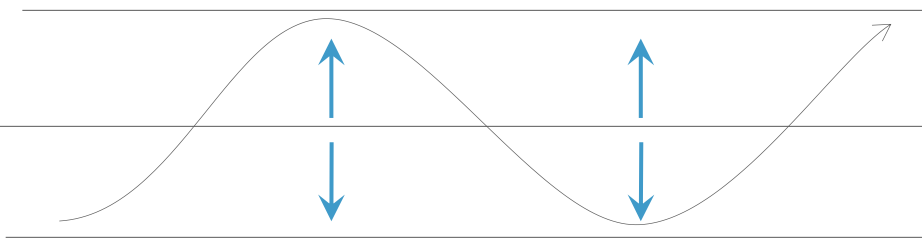
Flexibility Measures: Strong progress in increasing DT's flexibility in production plants



Wörth, Mount Holly NC, Kawasaki

+30% units/year

-30% units/year



Workforce flexibility

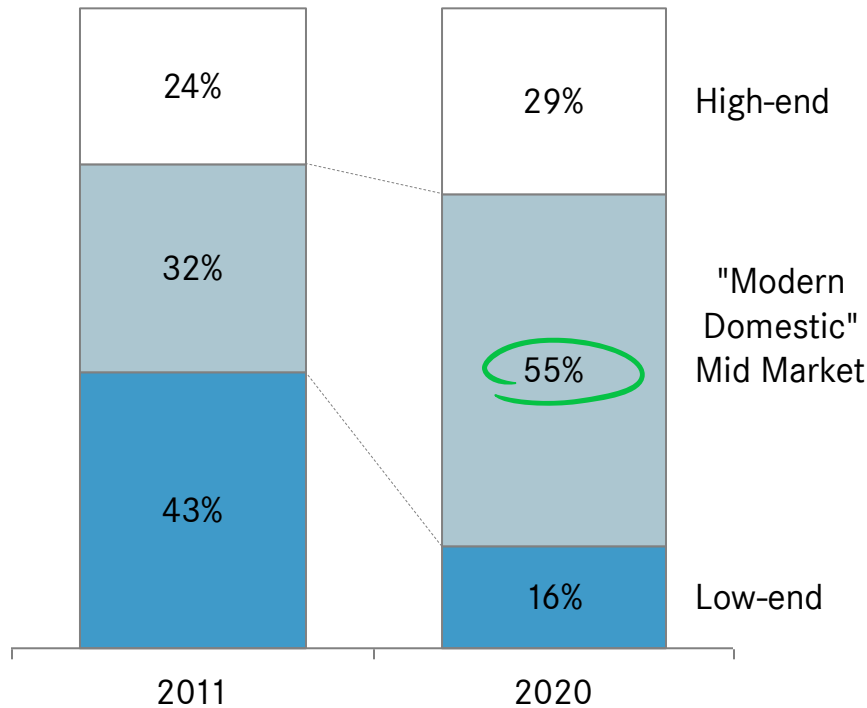
- Flexible working hours
- Flexible shift models

Flexible cycle time

- 430 ↔ 300 units/day

Technology dynamics will lead to significant vehicle upgrading

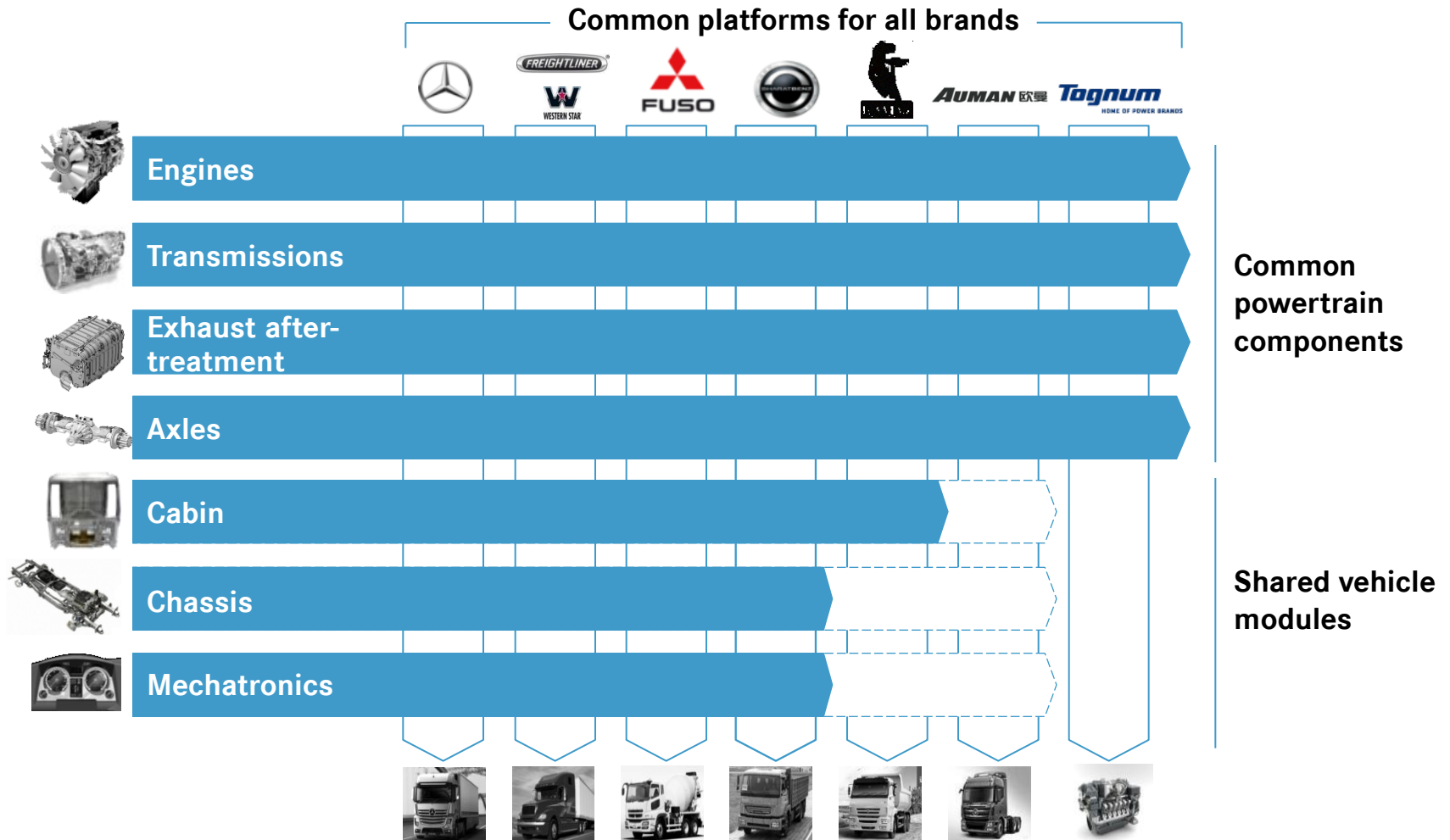
Share of total M/HDT market



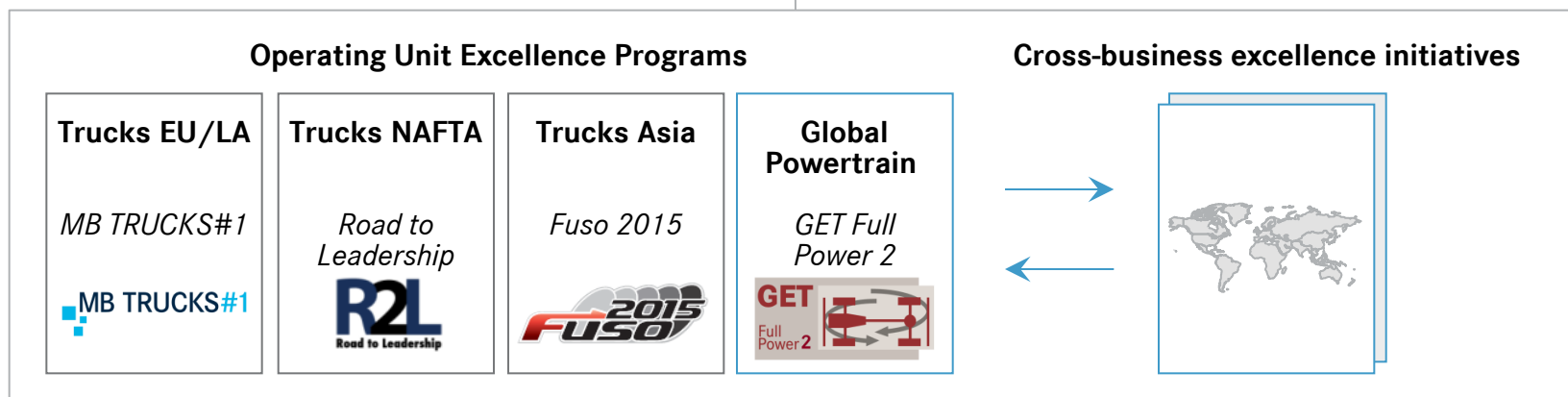
Not targeted

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

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



DT#1 with right structure to strengthen leadership position: "As global as possible, as local as necessary"



4 OU Excellence Initiatives covering our global business

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

8 Work packages for synergy effects

- WP1: Daimler Trucks business portfolio
- WP2: Sales push (white spots)
- WP3: Truck sales & marketing dedication
- WP4: Aftersales & downstream push
- WP5: DT product strategy & management
- WP6: New setup Truck Product Engineering
- WP7: Lean Daimler Trucks
- WP8: Asia business Model

Financial Outlook and Targets

▶ Outlook 2013

Increase in unit sales and EBIT in the magnitude of the prior year expected

▶ Target

We continue to target a RoS of 8% on average over the cycle, supported by DT#1, however, from a later starting point.

▶ Sales leadership

Milestones: over 500k in 2015 / 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

Agenda

1 Actuals Q1 2013

2 Mercedes-Benz Cars Strategy

3 Daimler Trucks Strategy

4 Financing Strategy

Key balance-sheet figures

- in billions of euros -

Daimler Group	Dec. 31, 2012	March 31, 2013
Equity ratio	22.7%*	22.5%
Gross liquidity	16.6	17.7
Industrial business		
Equity ratio	39.8%*	38.3%
Net liquidity	11.5	10.0

* Figures adjusted for the effects of the application of the revised IAS 19.

Further information related to the adjustments of the prior-year figures is disclosed in charts no. 38 and 39 of this presentation.

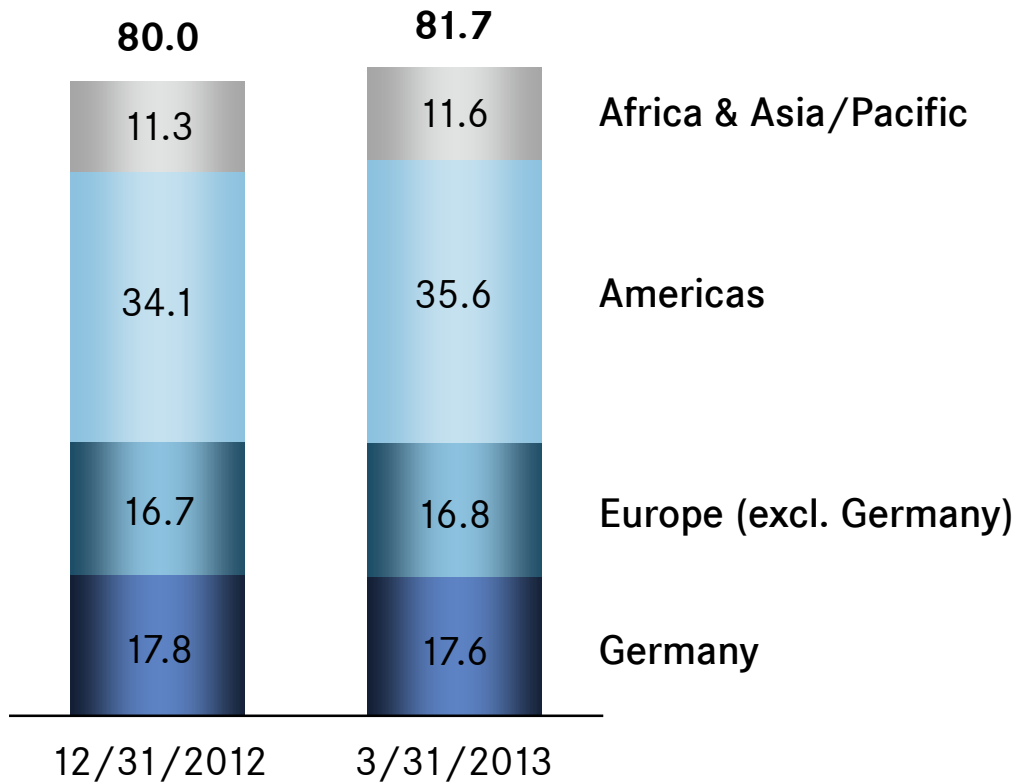
Funding Sources

Financial Liabilities as of March 31, 2013

in billions of €	Current	Non-current	Total
Bonds	9,6	29,1	38,7
Bank Loans	11,0	8,8	19,8
ABS	2,2	2,3	4,5
Commercial Paper	1,7	0,0	1,7
Account Deposits	8,3	4,3	12,6
Other	0,6	0,6	1,2
Total	33,4	45,1	78,5

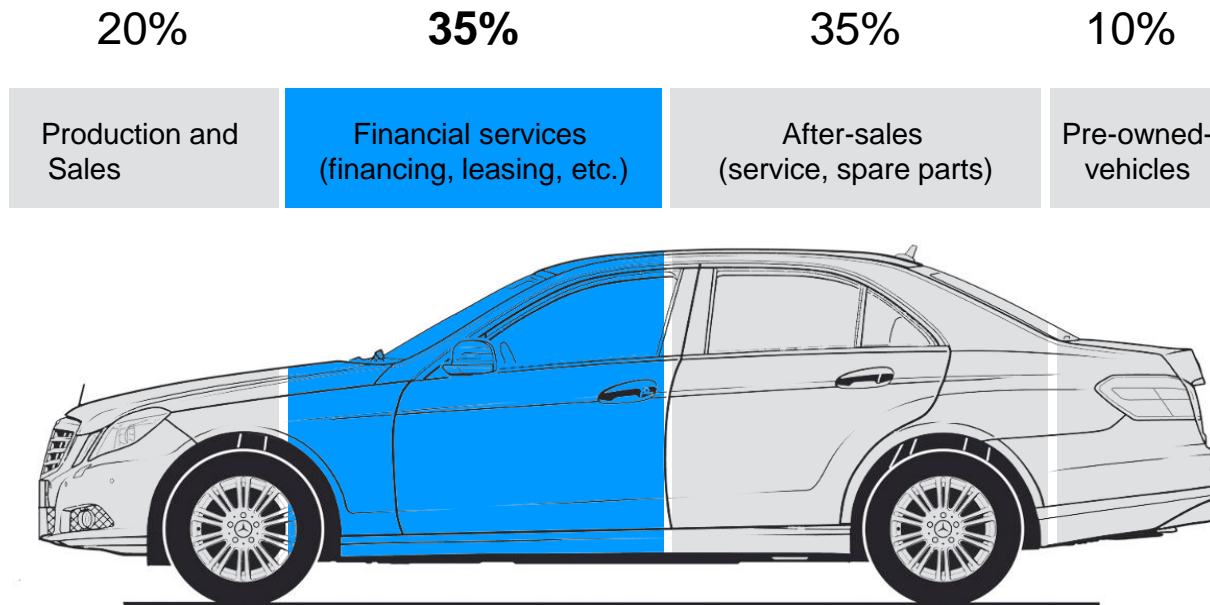
Increase in contract volume driven by growth in the Americas regions

- in billions of euros -



Automotive value chain

80% of profits are generated after the production phase – financial services account for a large share of these profits. Financial services however requires the majority of the Groups' funding volume.



Source: IXIS Securities, Mercer, Booz Allen Hamilton, Arthur D. Little 2006

Funding policy

Daimler is committed to insure a **strong Financial Flexibility** through a balanced mix of

- Solid cash position
- Committed credit facilities without any covenants
- Pool of receivables readily available for sale

Further **Diversification of Funding Sources** and Instruments to ensure thereby continued access to markets.

General applied **Funding Principles**:

1. Liquidity matched funding
2. Interest rate matched funding
3. Currency matched funding
4. Country matched funding

Worldwide access to capital markets

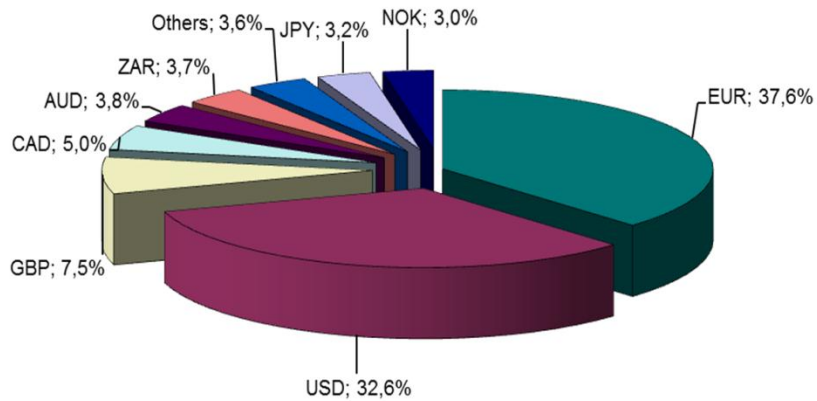
Capital market programs:

- 144a / RegS
Documentation for
US offerings
- Euro MTN Program
(35 bn EUR, multi currency and multi issuers)
- Local Programs established in Mexico, Argentina, South Africa, Thailand und Japan
- In future: India, China, Korea, Brazil and others to be added, when capital markets open and funding requirements justify the effort

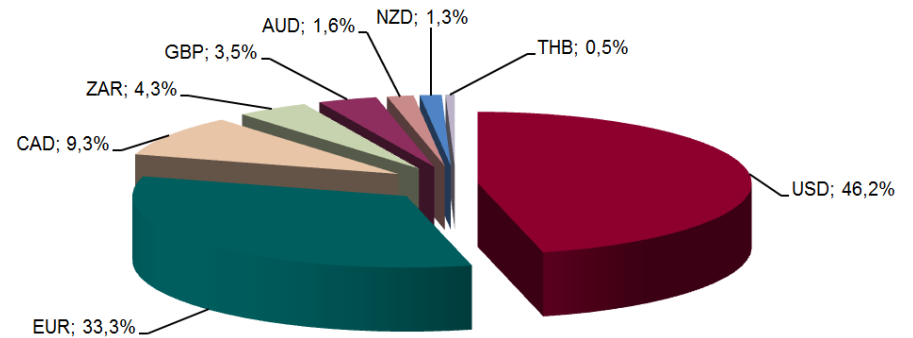
Bond Issuances

by currencies

2012
15 bn. €



Q1 2013
4.4 bn. €



Group's rating position

Current Ratings:	S&P:	A- stable	A-2
	Moody's:	A3 positive	P-2
	Fitch:	A- stable	F2
	DBRS:	A (low) stable	R-1 (low)
Daimler target:	Sustaining the A rating at all rating agencies		

Our new GLA



Our new S-Class



DAIMLER



DAIMLER



DAIMLER



DAIMLER



DAIMLER



DAIMLER



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.