

DAIMLER

Daimler Trucks Division Day 2013
September 20th, 2013



Matthias Gründler

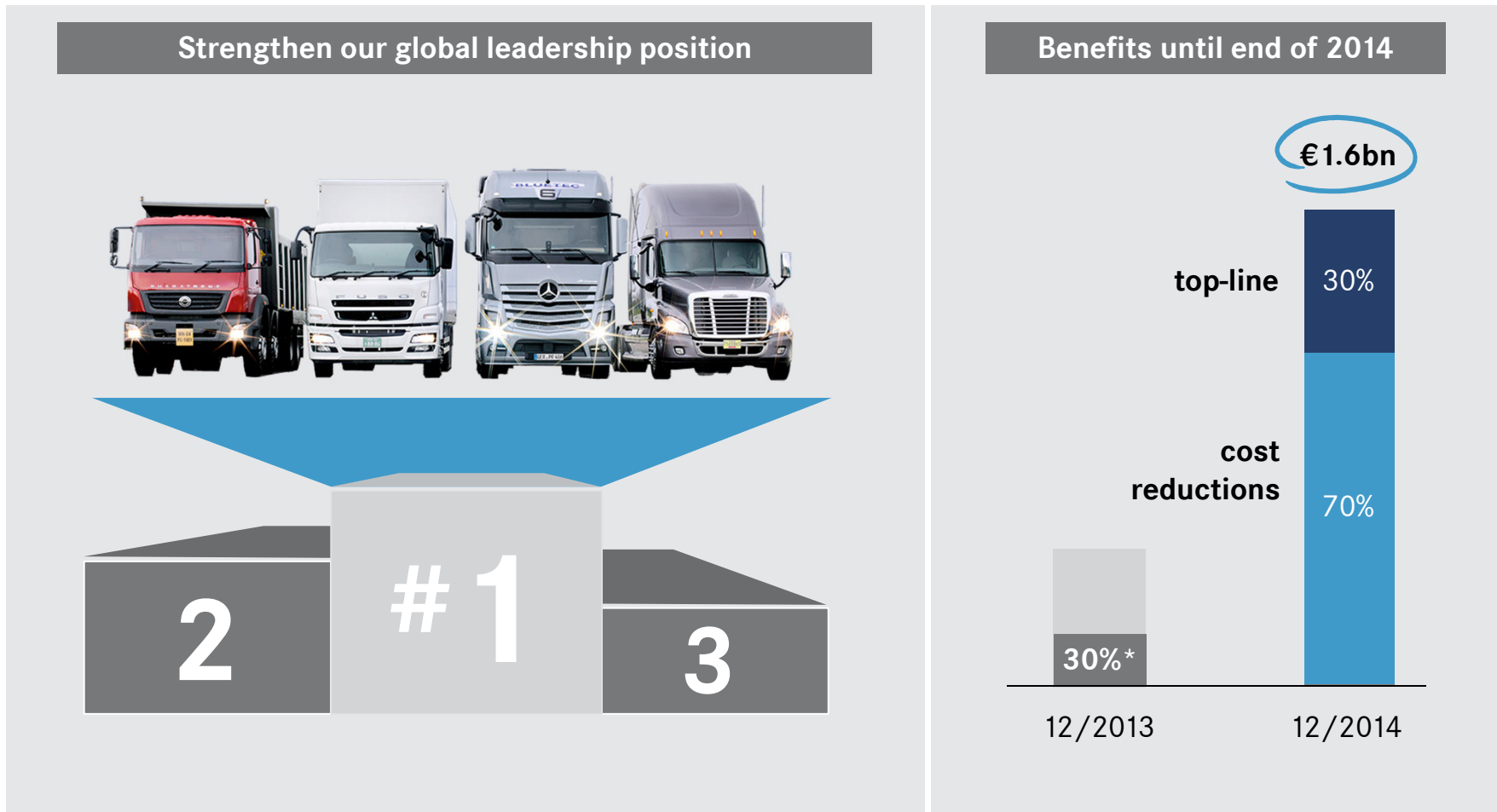
Head of Finance and Controlling Daimler Trucks



Mercedes-Benz

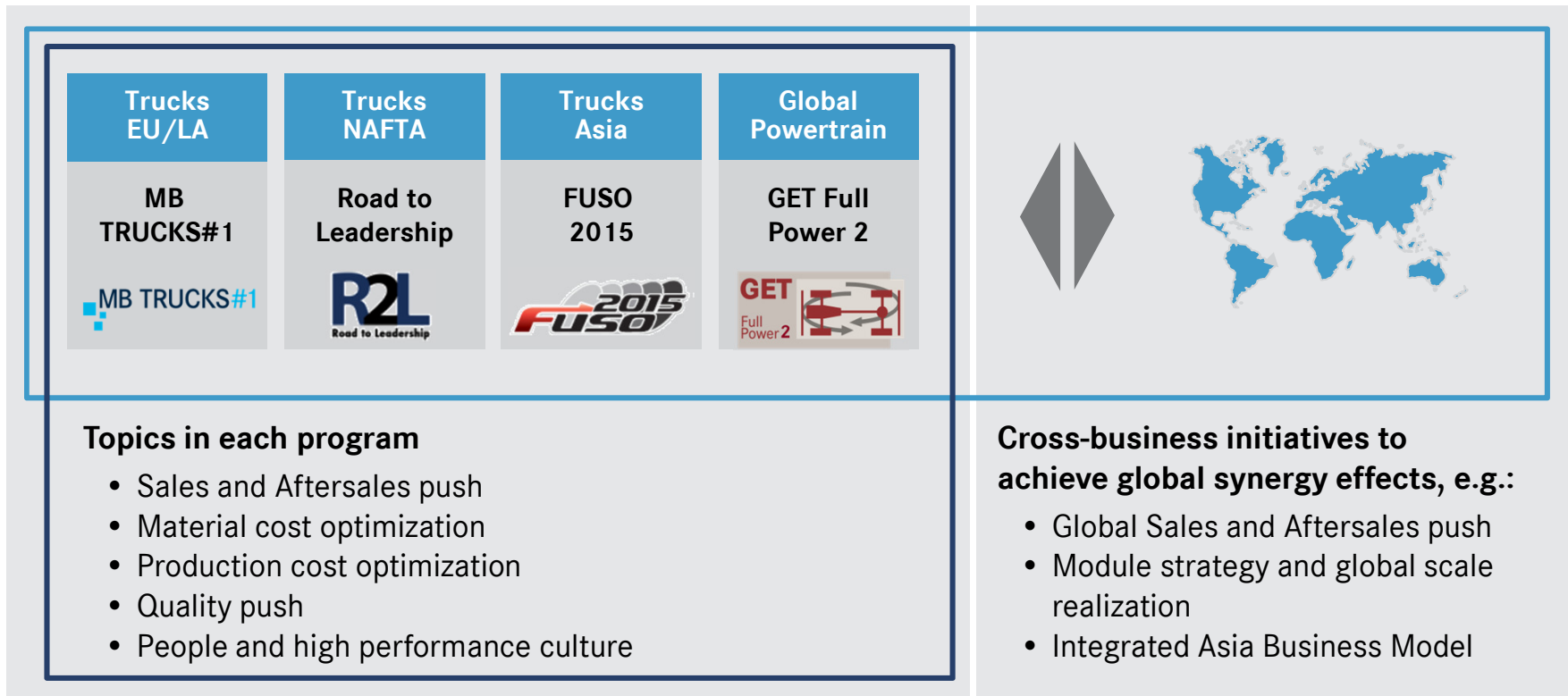


Recap: Daimler Trucks #1 initiated to realize substantial benefits



* Implementation level as of H1 2013: 30%

Recap: DT#1 addresses all levers in regions and cross-business



Significant progress achieved in all regions and in cross-business initiatives

Trucks NAFTA: Concrete initiatives implemented



Aftersales Reman push



Production and material cost optimization

Trucks Asia: Concrete initiatives implemented



Full Truck Load

Milk run

Consolidation freight

3-layer network design



Consolidation Center Yokohama

Logistics efficiency gains



Canter E-CELL



Canter Eco Hybrid - Fuel Efficiency Awards

Canter further push based on "Green Innovation"

Global Powertrain: Concrete initiatives implemented



Material cost optimization



Lead Function - Local Function

One global lead!

Local-function

One local function per location!

Development and Optimization

- Methods
- Processes
- Standards
- Systems

Lead-function

Requirements
CIP
Feedback

Standards and Support

Overhead cost optimization

Efficiency and effectiveness push

DT#1 addresses all levers in regions and cross-business



Trucks EU/LA	Trucks NAFTA	Trucks Asia	Global Powertrain
MB TRUCKS#1	Road to Leadership	FUSO 2015	GET Full Power 2

Topics in each program


- Sales and Aftersales push
- Material cost optimization
- Production cost optimization
- Quality push
- People and high performance culture

A blue world map is shown on the right side of the box. To its left is a grey double-headed arrow pointing horizontally, indicating a bidirectional relationship or synergy between the regional programs and the cross-business initiatives.

Cross-business initiatives to achieve global synergy effects, e.g.:

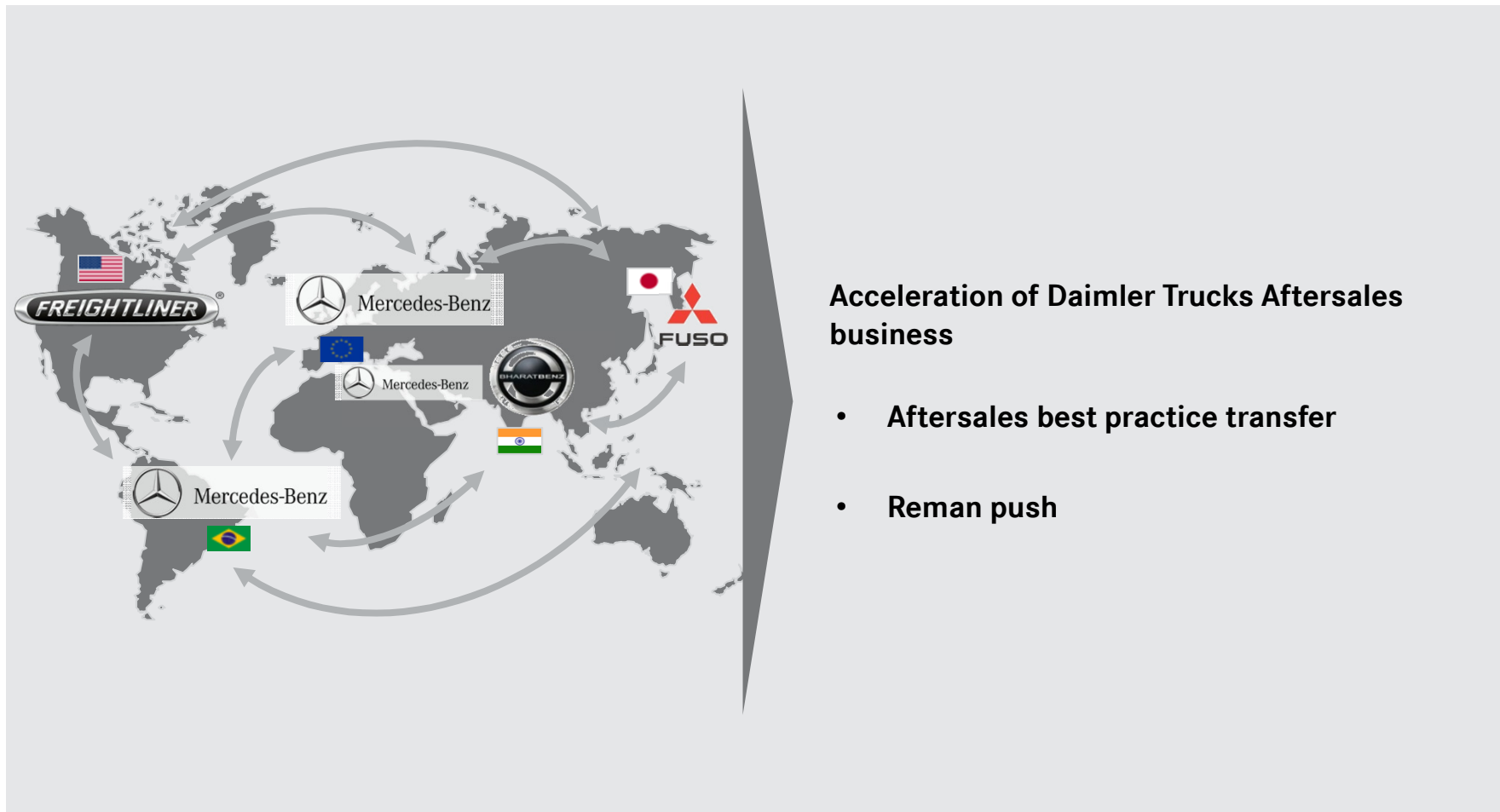
- Global Sales and Aftersales push
- Module strategy and global scale realization
- Integrated Asia Business Model

Global Sales Push: Generating growth in "hidden champion" markets

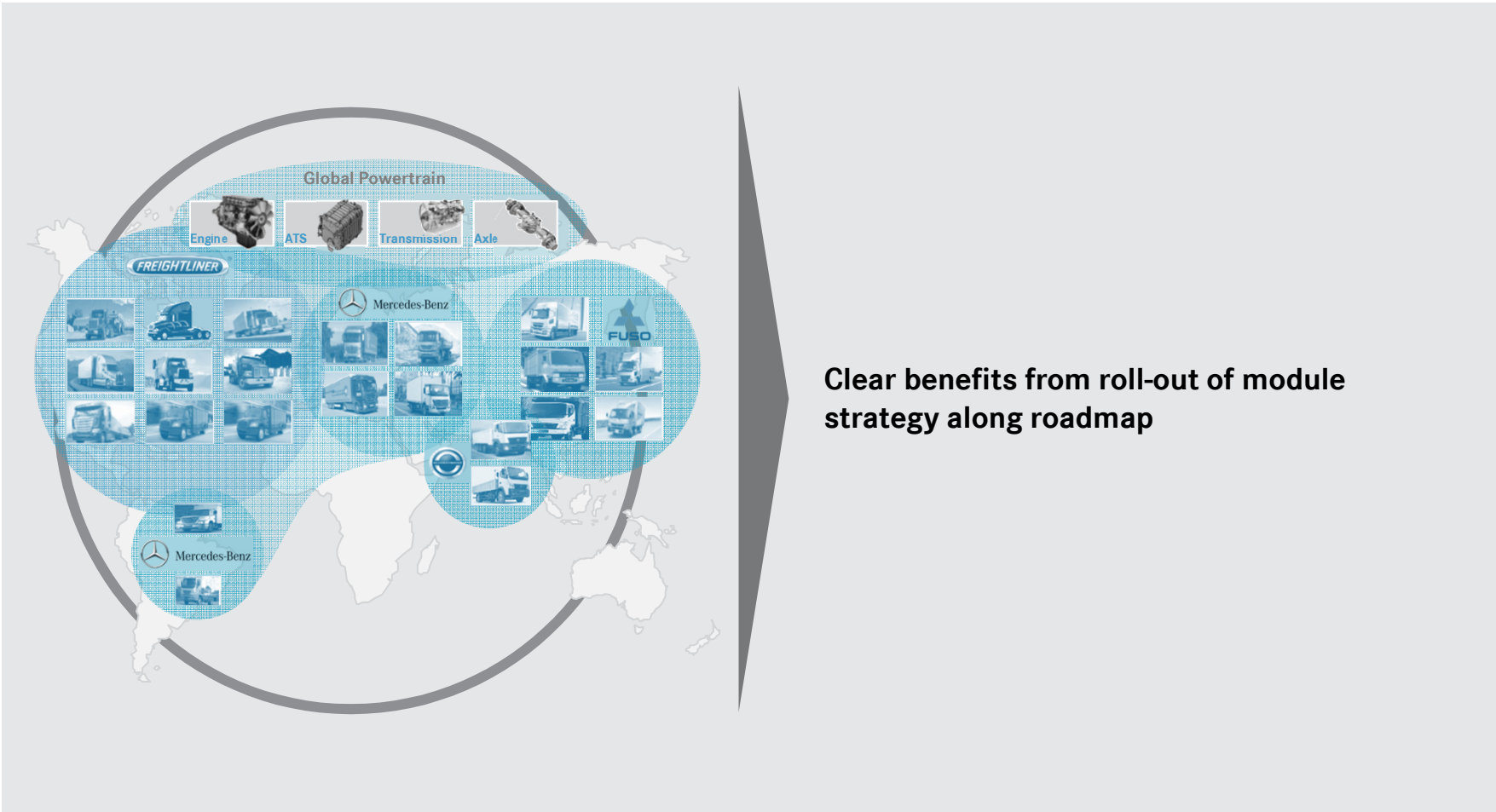


- **Structured market assessments**
- **Setup of regional sales offices to tap potentials for all brands, e.g. Peru**
- **Concrete sales push initiatives, e.g. Vietnam as Asian growth market**

Global Aftersales Push: Exploit benefits of worldwide presence



Module Strategy: Creating global synergies across our products



DT#1 continuing to realize our targets

- ▶ Stringent implementation of growth and cost initiatives in our regions
- ▶ Roll-out of strategic cross-business enablers
- ▶ Tapping the full potential of our global team and organization



Financial Outlook and Targets

» EBIT Guidance for 2013

Full-year EBIT from ongoing business is expected in the magnitude of the prior year.

» Sustainable EBIT development

'DT#1' targets benefits of 1.6 bn. € by the end of 2014.

» Stable Funding ratio

After significant investments in the past, ratio is expected to remain stable.

» Profitability target

We continue to target a RoS of 8% on average over the cycle.

» Our vision

No. 1 in the global truck industry and sustainable leadership in profitability.

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.