

# DAIMLER

## Corporate Presentation Fall 2014



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## Highlights of Q3 2014

Group unit sales

637,400

+7%

Highest unit sales ever at Mercedes-Benz Cars

431,000

+9%

Significant increase in EBIT from ongoing business

€2.8bn

+21%

World debut of the new Mercedes-AMG GT sports car

Presentation of the new smart fortwo and smart forfour

Presentation of the self-driving Mercedes-Benz Future Truck 2025

Production launch of the new Mercedes-Benz Vito mid-size van

Sale of 50-percent equity interest in Rolls-Royce Power Systems Holding completed

## Restructuring of the cooperation with Tesla

- Very successful partnership will be continued, but this does not require a financial stake
- Daimler continues to purchase the powertrain for the Mercedes-Benz B-Class Electric Drive from Tesla
- Change in Tesla board composition after the annual meeting triggered remeasurement of Tesla stake and a non-cash EBIT effect of €718 million in Q2 2014
- This was partially offset by negative non-cash EBIT effects due to the share price hedge
- In mid-October 2014, Daimler discontinued the share-price hedge and sold the stake in Tesla of approximately 4%
- Cash inflow of €0.6 billion in Q4 2014 will be used to strengthen Daimler's operational business
- EBIT effect of €488 million in Q1-Q3 2014
- A further gain of €0.1 billion will be recognized in Group EBIT in the fourth quarter

## Key financials

- in billions of euros -

|  | Q3 2013 | Q3 2014 |
|--|---------|---------|
| Revenue  | 30.1    | 33.1    |
| EBIT   |         |         |
| as reported  | 2.2     | 3.7     |
| from ongoing business                              | 2.3     | 2.8     |
| Net profit   | 1.9     | 2.8     |
| Earnings per share (in euros)                      | 1.72    | 2.56    |
| Net liquidity industrial business (2013: year-end) | 13.8    | 17.9    |
| Free cash flow industrial business                 | 1.6     | 5.4     |

## Unit sales

- in thousands of units -

|                      | Q3 2013 | Q3 2014 | % change |
|----------------------|---------|---------|----------|
| <b>Daimler Group</b> | 594.9   | 637.4   | +7       |
| of which             |         |         |          |
| Mercedes-Benz Cars   | 395.4   | 431.0   | +9       |
| Daimler Trucks       | 124.5   | 125.6   | +1       |
| Mercedes-Benz Vans   | 65.3    | 72.2    | +11      |
| Daimler Buses        | 9.6     | 8.6     | -11      |

## Revenue by division

- in billions of euros -

|   | Q3 2013 | Q3 2014 | % change |
|---|---------|---------|----------|
| <b>Daimler Group</b>                              | 30.1    | 33.1    | +10      |
| of which  |         |         |          |
| Mercedes-Benz Cars                                | 16.5    | 18.7    | +13      |
| Daimler Trucks                                    | 8.0     | 8.5     | +6       |
| Mercedes-Benz Vans                                | 2.3     | 2.5     | +12      |
| Daimler Buses                                     | 1.1     | 1.0     | -8       |
| Daimler Financial Services                        | 3.7     | 4.0     | +9       |
| Contract volume of<br>Daimler Financial Services* | 83.5    | 93.7    | +12      |

\* Figures as of December 31, 2013 and September 30, 2014.

## EBIT by division

– EBIT in millions of euros; RoS in % –

|                            | Q3 2013 |      | Q3 2014 |      |
|----------------------------|---------|------|---------|------|
|                            | EBIT    | RoS* | EBIT    | RoS* |
| <b>Daimler Group</b>       | 2,231   | 7.2  | 3,732   | 11.6 |
| of which                   |         |      |         |      |
| Mercedes-Benz Cars         | 1,200   | 7.3  | 1,584   | 8.5  |
| Daimler Trucks             | 522     | 6.5  | 588     | 6.9  |
| Mercedes-Benz Vans         | 152     | 6.7  | 176     | 7.0  |
| Daimler Buses              | 59      | 5.2  | 64      | 6.2  |
| Daimler Financial Services | 322     | –    | 355     | –    |
| Reconciliation             | -24     | –    | 965     | –    |

\* Return on sales; Daimler Group excluding Daimler Financial Services



## Net profit excluding RRPSH and Tesla

|  | January-September |
|--|-------------------|
|  | 2014              |
| Net profit, Group  | 6.1               |
| Profit attributable to shareholders of Daimler AG                                | 5.9               |
| M&A transactions (RRPSH and Tesla)   | 1.4               |
| Profit attributable to shareholders of Daimler AG,<br>excluding M&A transactions | 4.5               |

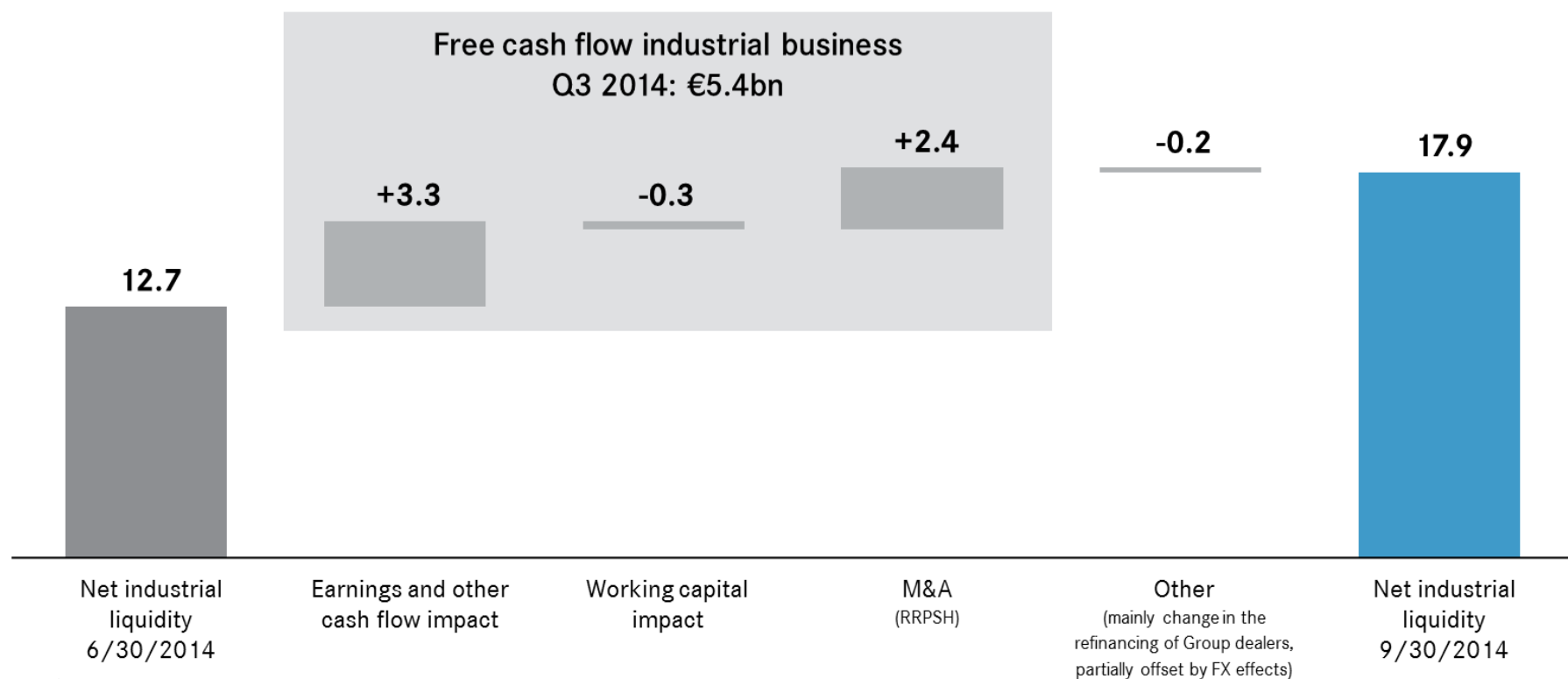
## Key balance sheet figures

- in billions of euros -

| <b>Daimler Group</b>       | <b>Dec. 31, 2013</b> | <b>Sept. 30, 2014</b> |
|----------------------------|----------------------|-----------------------|
| Equity ratio               | 24.3%                | 24.1%                 |
| Gross liquidity            | 18.1                 | 19.5                  |
| <b>Industrial business</b> |                      |                       |
| Equity ratio               | 43.4%                | 42.8%                 |
| Net liquidity              | 13.8                 | 17.9                  |

## Net industrial liquidity: development in Q3 2014

- in billions of euros -



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# Major global trends...



...and our answers.



# Combining growth and efficiency





## Our financial targets



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Mercedes-Benz  
Cars

8

Daimler  
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Mercedes-Benz  
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6

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Daimler  
Financial Services

„Return on Sales“ target automotive business: 9 percent



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# Mercedes-Benz Cars

New smart



Smart fortwo

New smart



Smart forfour



## New GLA-Class



GLA-Class

## New C-Class launched March 2014



C-Class Sedan

## New C-Class launched September 2014



C-Class Station Wagon



## New C-Class interior significantly upgraded



C-Class Interior



## The facelifted B-Class



B-Class

## The facelifted CLS-Class



CLS-Class



## The S-Class Plug-In Hybrid



S 500 Plug-In Hybrid

## The new Mercedes-AMG GT



Mercedes-AMG GT

## The new Mercedes-AMG GT



Mercedes-AMG GT Interior

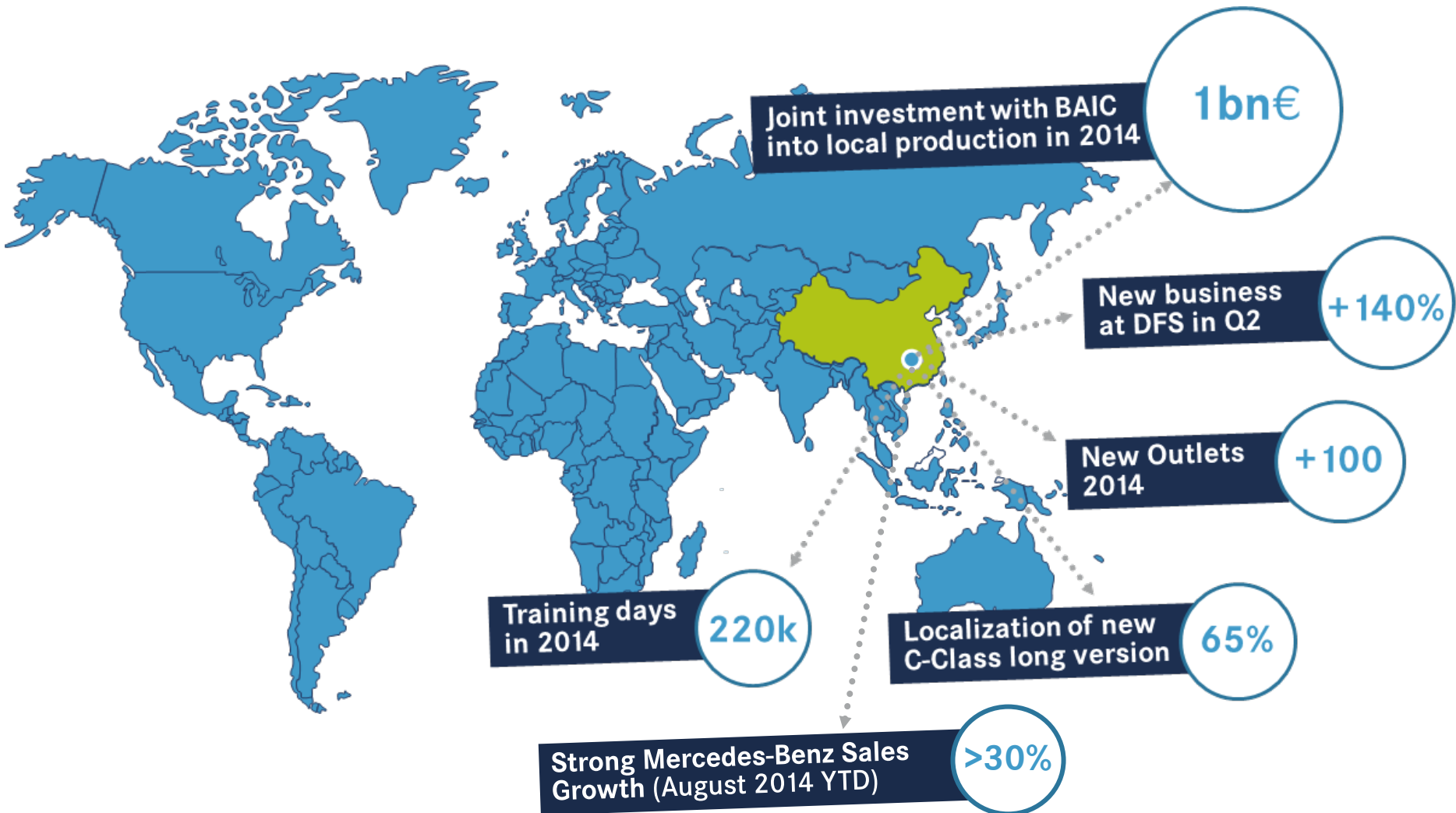


# Product offensive continues: 11 additional models by 2020



# China: We do our homework

## Achievements 2014



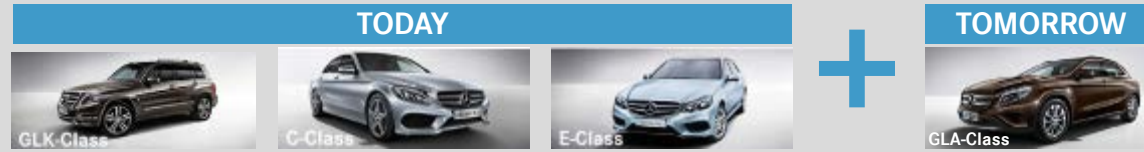
# China: All new long-wheelbase C-Class is a Game Changer Designed in China, made in China, for China





# China: As a main production hub, BBAC is an integral part of Mercedes-Benz

Locally produced models in China:



Expected shift in Chinese production mix:

~50% Imports  
~50% Local Production

2013



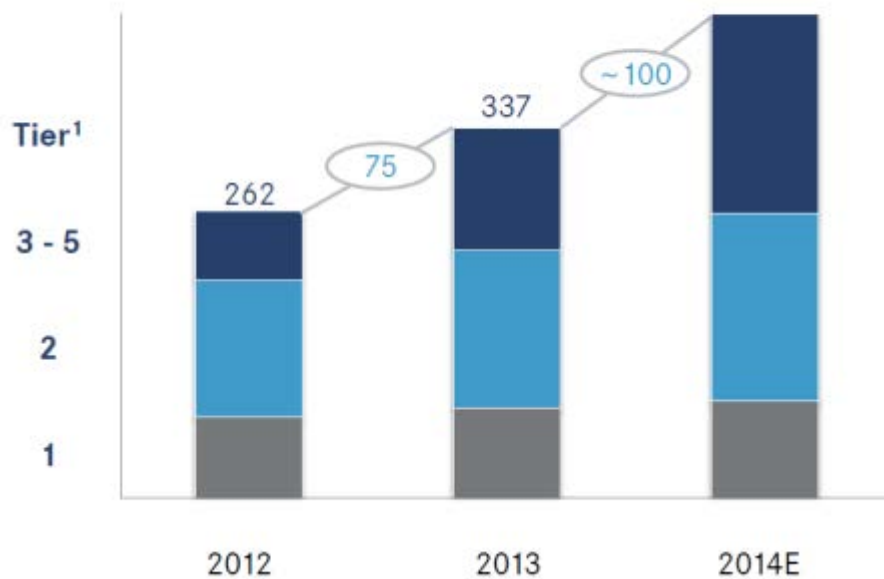
~1/3 Imports  
~2/3 Local Production

2015

# China: Dealer network expansion with clear focus on cities in lower tiers and quality of the dealer network

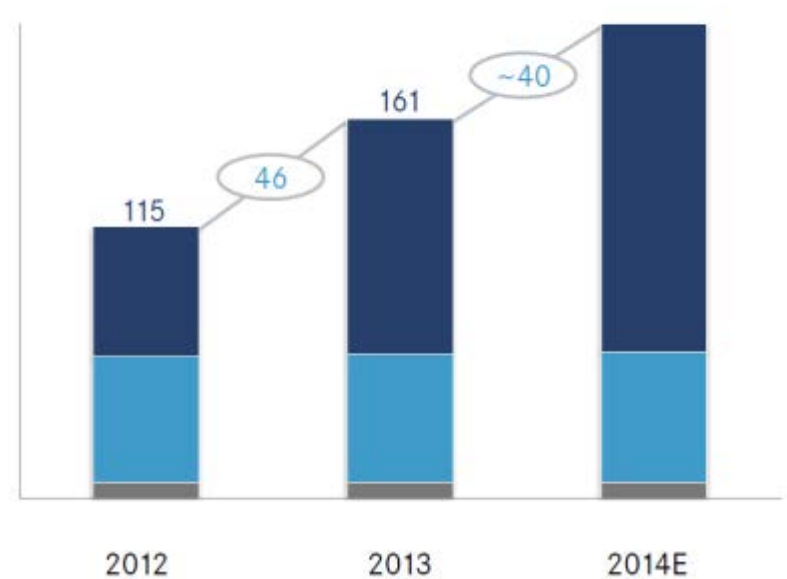
## MB outlet coverage

No. of outlets



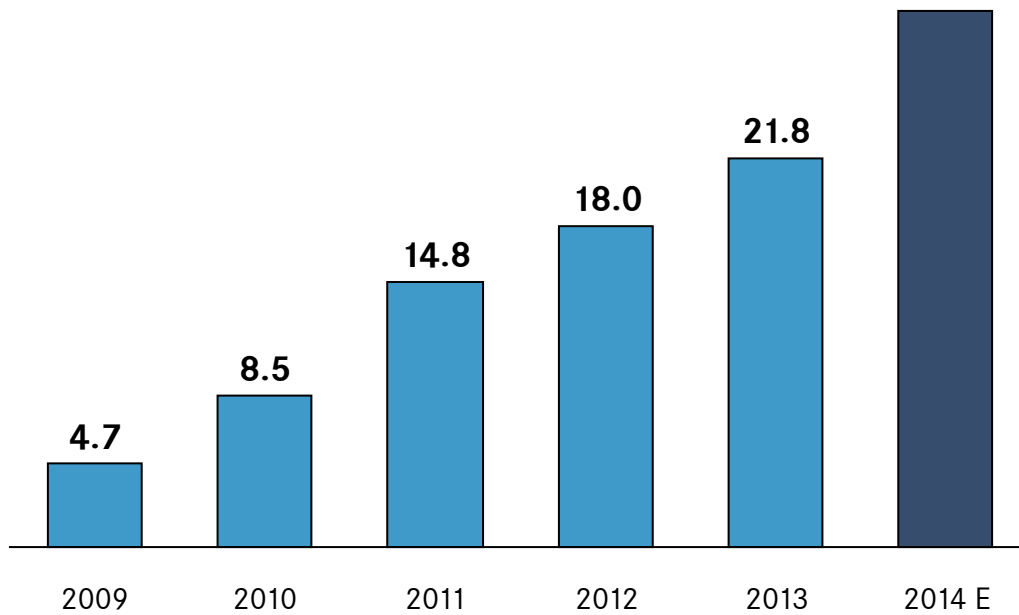
## MB city coverage

No. of cities with outlets

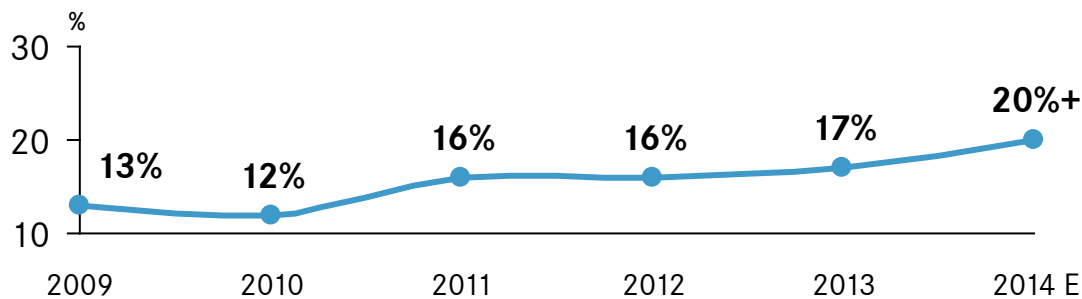


# China: Our commitment to drive Daimler's success in China is reflected in the growth of our portfolio

Portfolio volume in CNY bn.



MBF China Penetration Rate



# China: We are on a journey to build broad and innovative financing solutions to best serve our customers

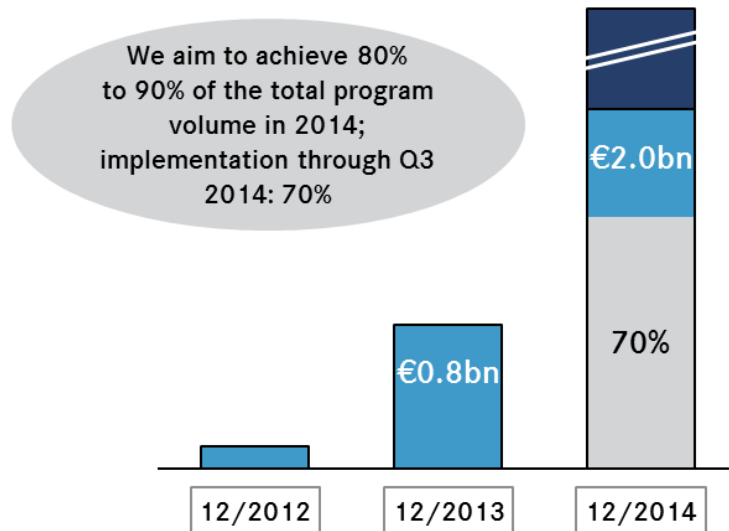
## Daimler Financial Services Product Roadmap China



# Mercedes-Benz Cars: Fit for Leadership

## Flight path towards benefits

- Additional top-line effects
- Cost reduction

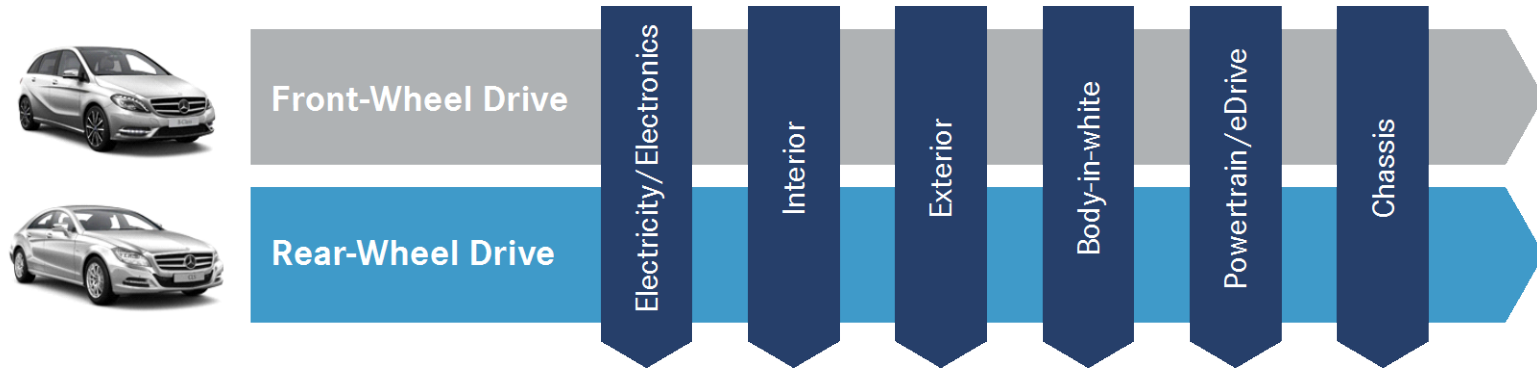


## Key levers

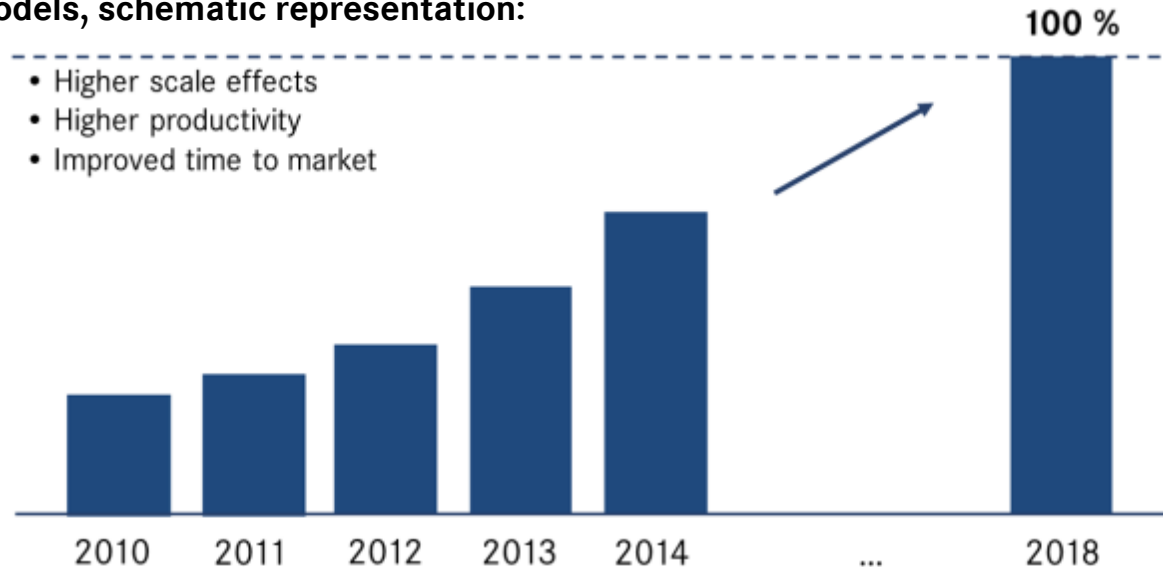
- Material costs/net-zero approach
- Further reduction of hours per vehicle
- Optimization of funding requirements
- Reduction of fixed costs
- Increased efficiency in application of funds
- Higher flexibility of MBC business model

# Module strategy on track

Common vehicle architectures and module strategy enable efficient use of resources



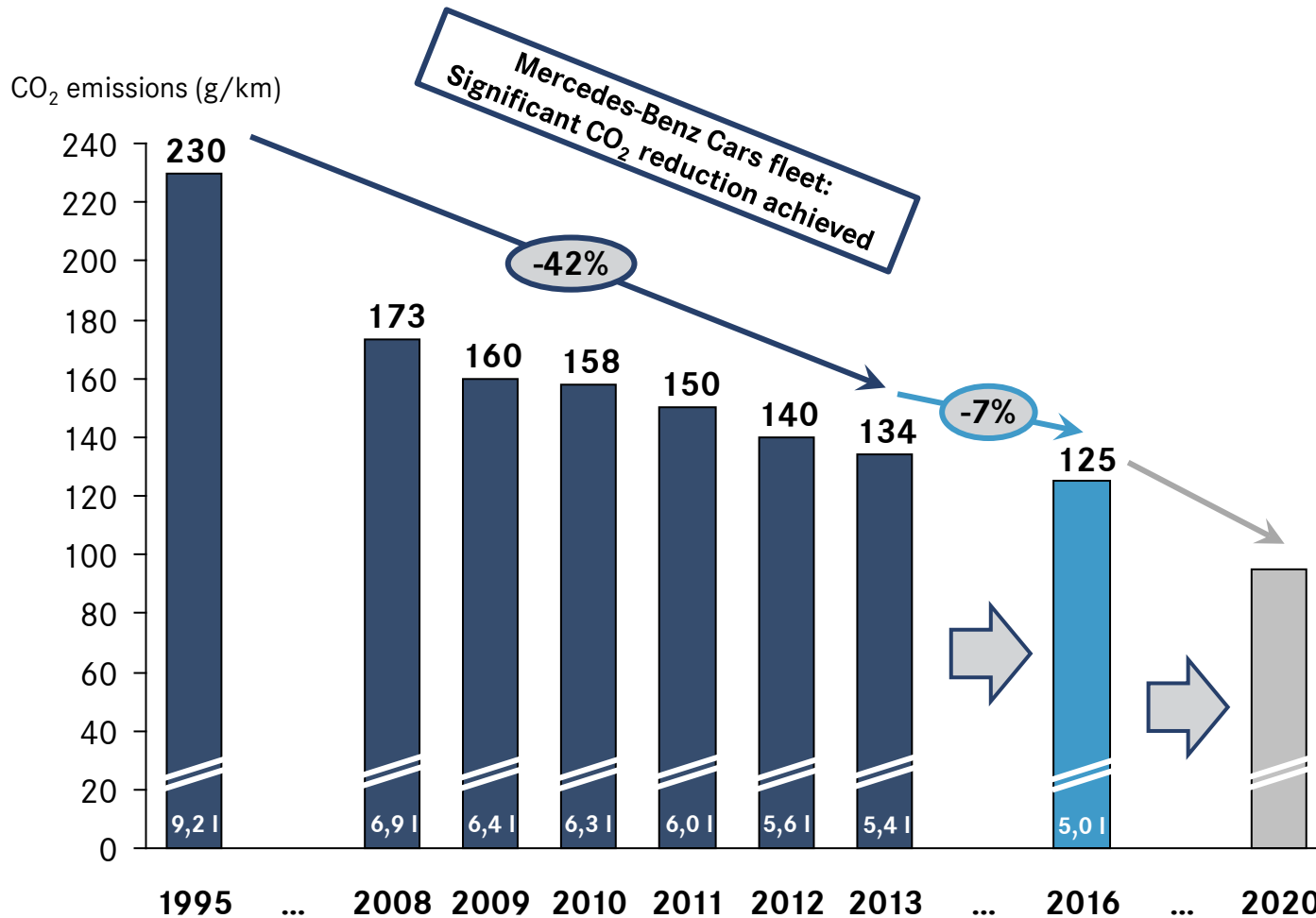
**Rollout of module strategy within all passenger car models, schematic representation:**



- Higher scale effects
- Higher productivity
- Improved time to market

# Targets to reduce CO<sub>2</sub> emissions

Average CO<sub>2</sub> emissions per kilometer of our Mercedes-Benz car fleet in Europe



Products with electric drive systems, examples:



S 500 PLUG-IN HYBRID



E 300 BlueTEC HYBRID



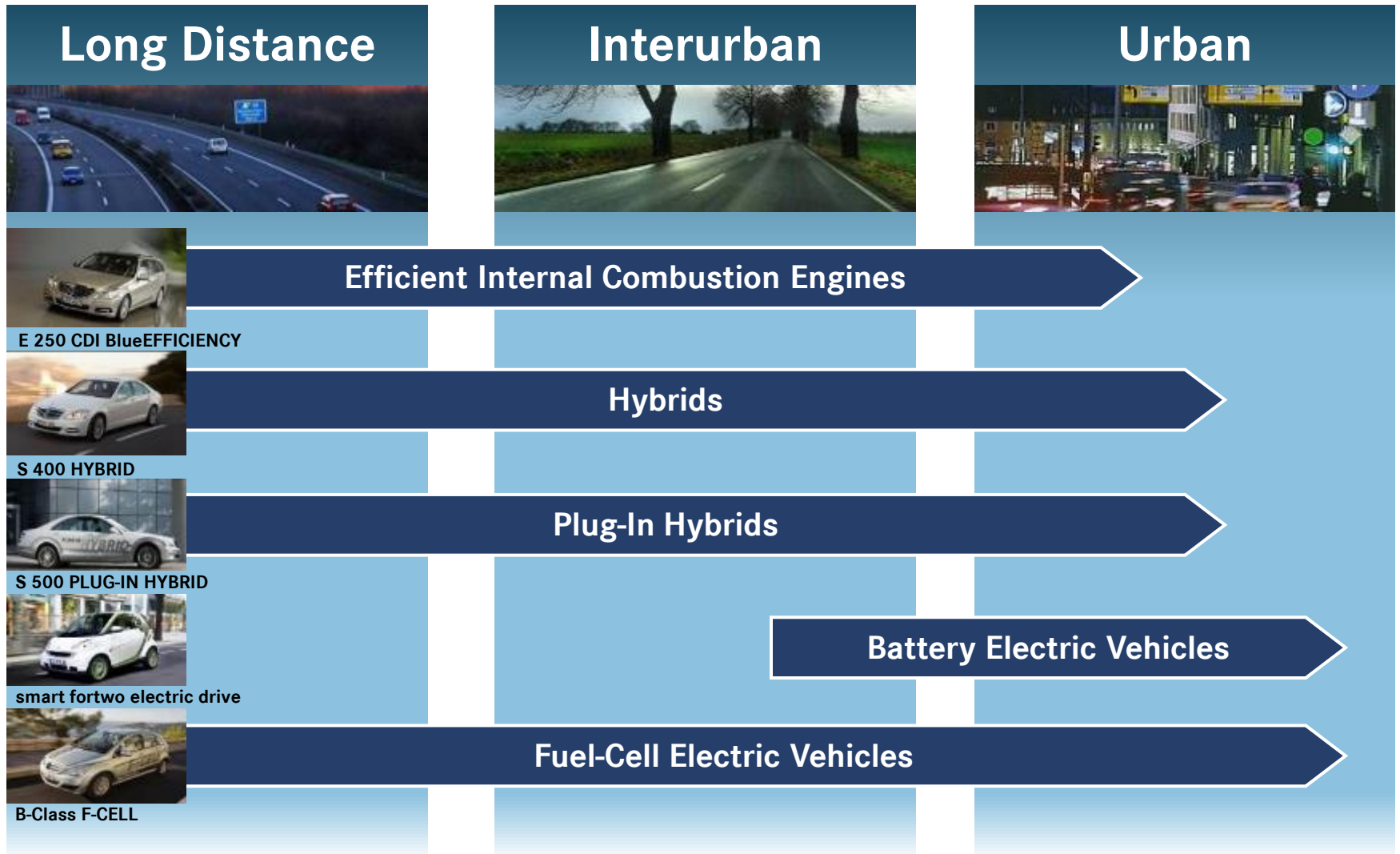
B-Class Electric Drive



smart fortwo electric drive

# Drive train portfolio for tomorrows mobility

Different use cases and options





# The new Mercedes-Benz B-Class Electric Drive

| Specifications*   |  |
|---|--|
| Vehicle   | Mercedes-Benz B-Class Electric Drive   |
| Launch  | 2014: USA (followed by Europe)         |
| Engine  | 130 kW                                 |
| Range   | 200 km (NEFZ), 115 Miles (US City)     |
| $v_{max}$   | 160 km/h (100 mph)                     |
| Acceleration<br>0-100 km/h (0-60 mph)                   | 7.9 sec                                |
| Battery   | Lithium-Ion                            |
| Charging time:<br>100 km (NEDC) /<br>60 miles (US City) | ECE: 1,5 h @ 400V /<br>USA: 2 h @ 240V |

\* preliminary values



B-Class Electric Drive



# The new S-Class

Premium Performance with 3 liters per 100km



150 + 20kW  
500 + 250 Nm  
4,4 l/100km  
115 g CO2/km

Fuel Economy / Efficiency Label:

- A+ (circled in red)
- A
- B
- C
- D
- E
- F
- G

S 300 BlueTEC HYBRID

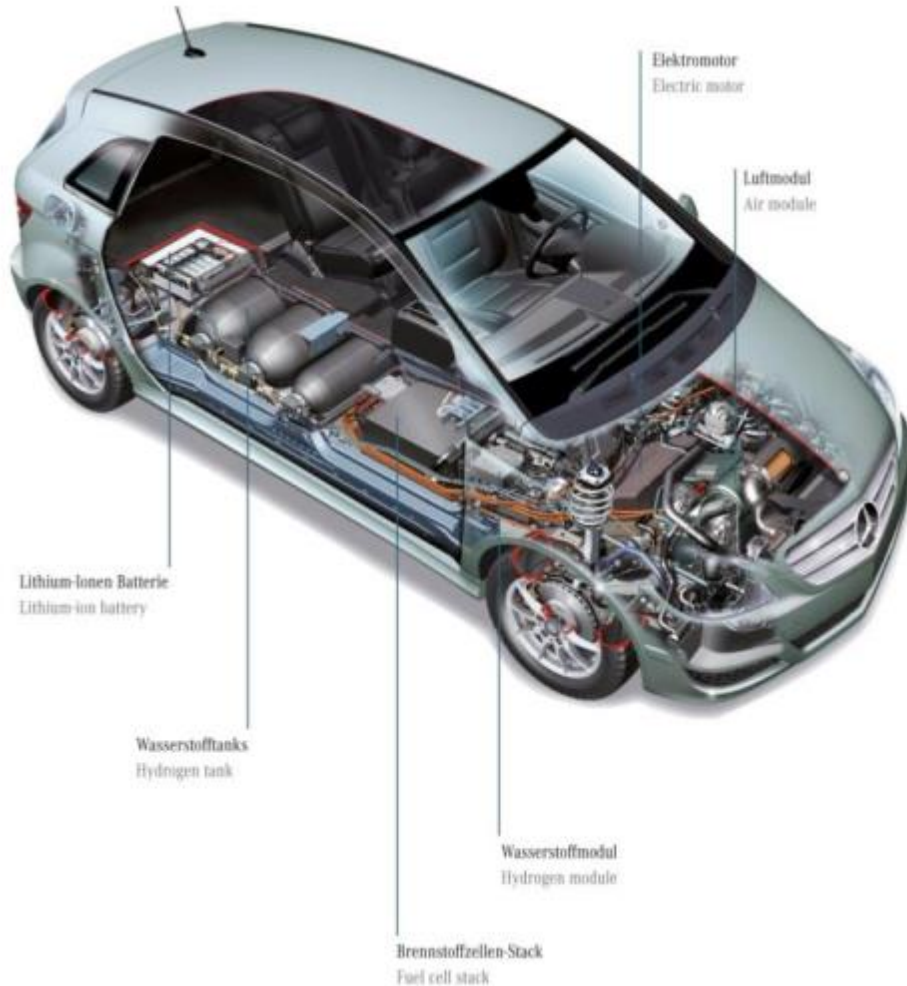
**S 500 PLUG-IN-HYBRID**

245 + 80 kW  
480 + 340 Nm  
30 km electrical range  
3 l/100km 69 g CO2



# Fuel Cell Vehicles

“Driving the Future” becomes Reality

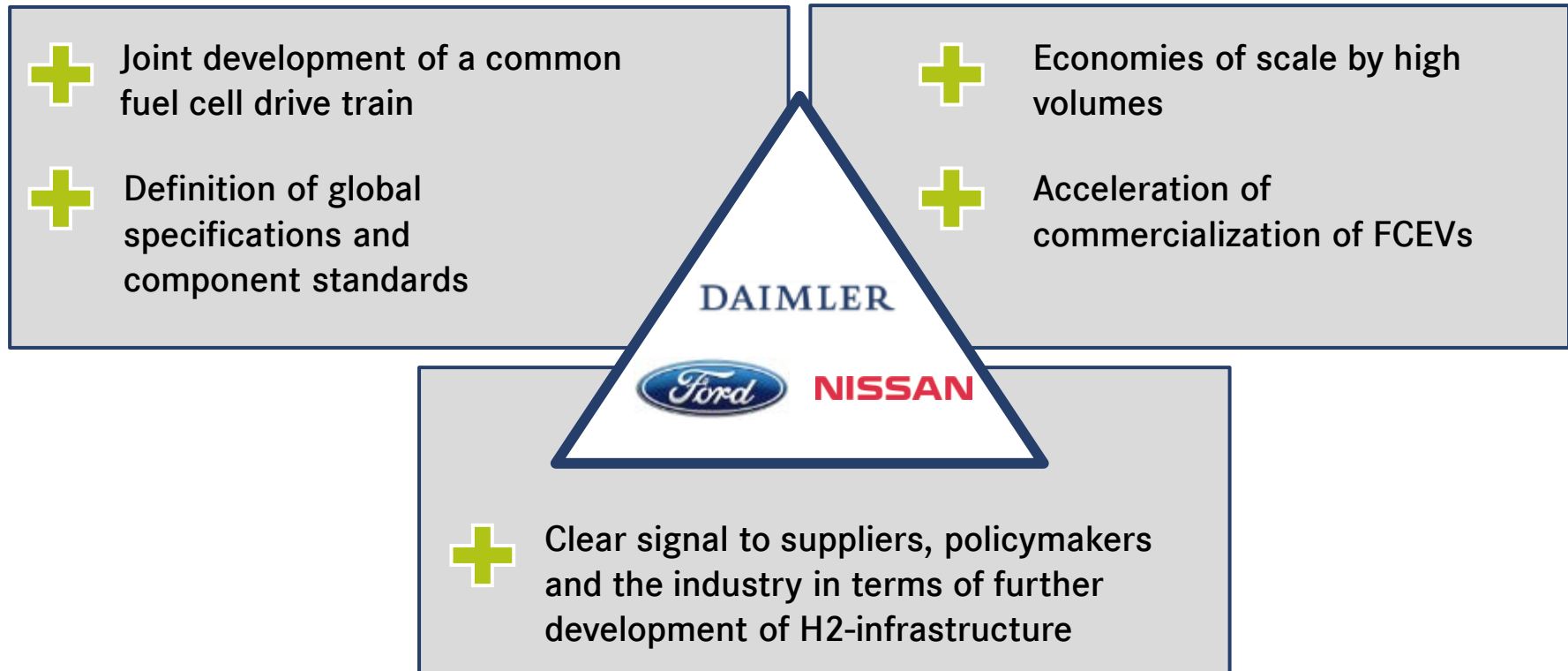


| Technical Data   |  |
|------------------|--|
| Vehicle          | Mercedes-Benz B-Class  |
| Fuel Cell System | PEM, 90 kW (122 hp)  |
| Engine           | Output (Cont./ Peak) 70kW / 100kW (136 hp)<br>Max. Torque: 290 Nm        |
| Fuel             | Compressed hydrogen (70 MPa)   |
| Range            | 380 km (NEDC)  |
| Top Speed        | 170 km/h   |
| Li-Ion Battery   | Output (Cont./ Peak): 24 kW / 30 kW (40 hp)<br>Capacity: 6.8 Ah, 1.4 kWh |



## F-Cell Cooperation Nissan/Ford/Daimler

“The Hydrogen Vehicle for the World”



H<sub>2</sub>-Infrastructure and market conditions are expected to be on an appropriate level by 2017. From 2017 onwards, we are planning for series production of F-Cell vehicles.

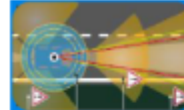
# Mercedes-Benz Intelligent Drive



## Accident-free driving

**Prevent and avoid accidents** altogether or at least mitigate their effects to an amount of minimum harm and damage

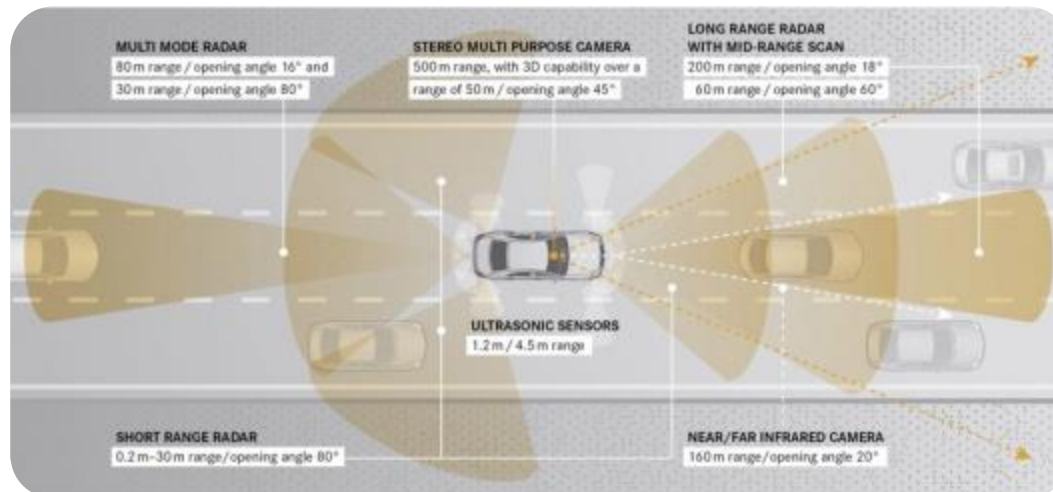
Safety



## Autonomous driving

**Assist drivers** with maneuvers **if they want it**, but only when and where it is technically possible without taking imponderable risks

Comfort





## Financial Outlook and Targets

### ▶ Outlook 2014

We expect unit sales as well as EBIT from ongoing business significantly above prior year.

### ▶ Sales leadership

Milestone: >1.6 mn in 2015

### ▶ Technology leadership

Milestone: 125 g CO<sub>2</sub> / 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 ~5.5%

### ▶ Strategic Return Target

10% RoS on average

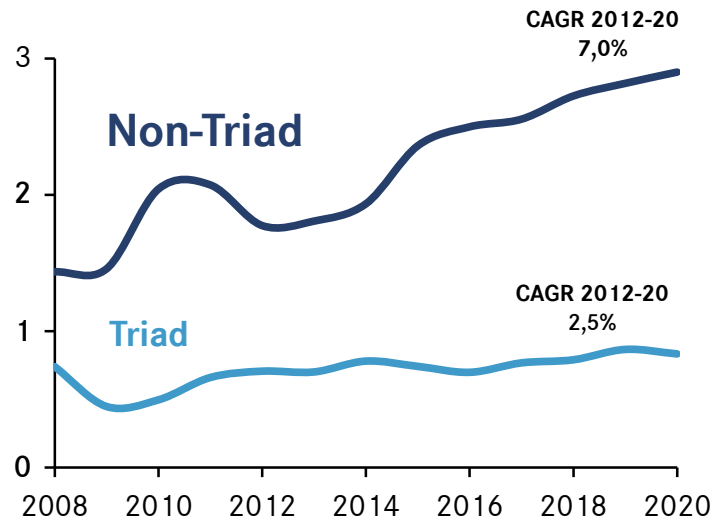


**Daimler Trucks**

# Megatrends impacting global truck business

## Regional volume growth

M/HDT in million units, source SP



Major growth in Non-Triad

## Legislation

selected examples (JP, US, EU)



### Emissions

e.g. Post JP 09  
 (NO<sub>x</sub> 0.4 g/kWh, PM 0.01 g/kWh)



### Consumption

e.g. GHG 2017



### Safety

e.g. AEBS: emergency braking system

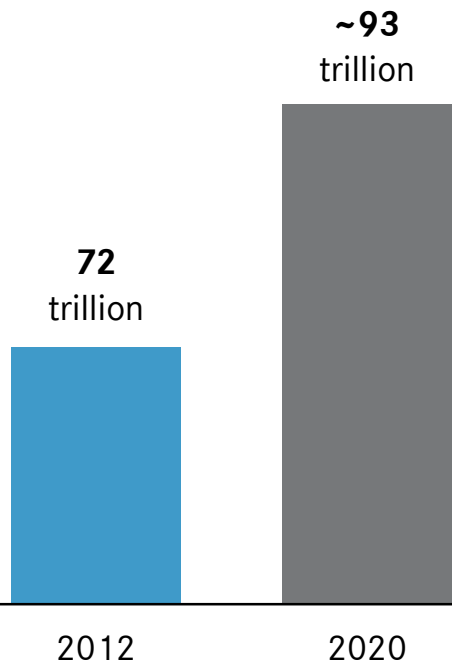


Standards regarding Emission, Consumption and Safety driven by Triad

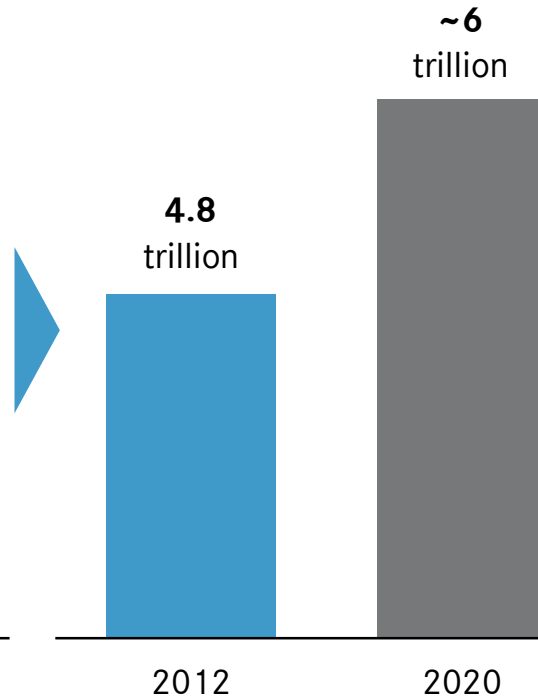


# Long-term outlook for truck industry shows strong growth potential in Non-Triad

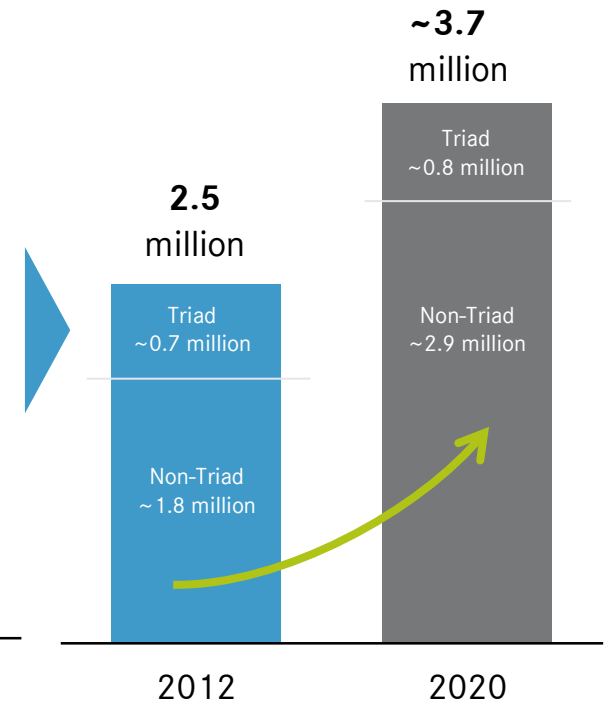
**World GDP**  
in USD<sup>1</sup>



**Transport volume**  
OECD, in ton-kilometer<sup>2</sup>



**Truck demand**  
World, in units<sup>3</sup>










<sup>1</sup> real, in 2012 USD;  
source: Daimler AG

<sup>2</sup> All transport modes;  
Source: OECD International Transport Forum, Daimler AG

<sup>3</sup> medium and heavy duty trucks;  
Source: Daimler AG  
Triad: Western Europe, NAFTA (Cl. 6-8), Japan

# Strategy of Daimler Trucks within the three defined market segments

| Triad   | Follower   | Developer   |
|---|--|---|
|                  |                                    |     |
| EPA10   Euro VI   JP09  | Euro IV/V  | < Euro IV   |
| <div style="text-align: center; margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> <li>▪ Focus Technological Leadership</li> <li>▪ Improve Cost Position</li> </ul> | <div style="text-align: center; margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> <li>▪ Push Platform Concept for Follower</li> <li>▪ Successfully manage Turnaround Brazil</li> </ul> | <div style="text-align: center; margin-bottom: 10px;">  </div> <ul style="list-style-type: none"> <li>▪ Increase Revenue Base</li> <li>▪ Leverage Indian Strength</li> </ul> |

# Product Offensive at Daimler Trucks



New Actros



Cascadia



Super Great HDEP



Actros Brazil



Antos



Severe Duty Line



Canter Hybrid



MDEG/HDEP



Bharat Benz



Auman

Product offensive to continue over next years

## Product Highlights

### Mercedes-Benz Future Truck 2025



Mercedes-Benz Future Truck 2025



## Product Highlights

### New Mercedes-Benz Arocs SLT



Mercedes-Benz Arocs SLT

## Product Highlights

### New Western Star 5700XE



Western Star 5700XE



## Product Highlights

### New FUSO Super Great V



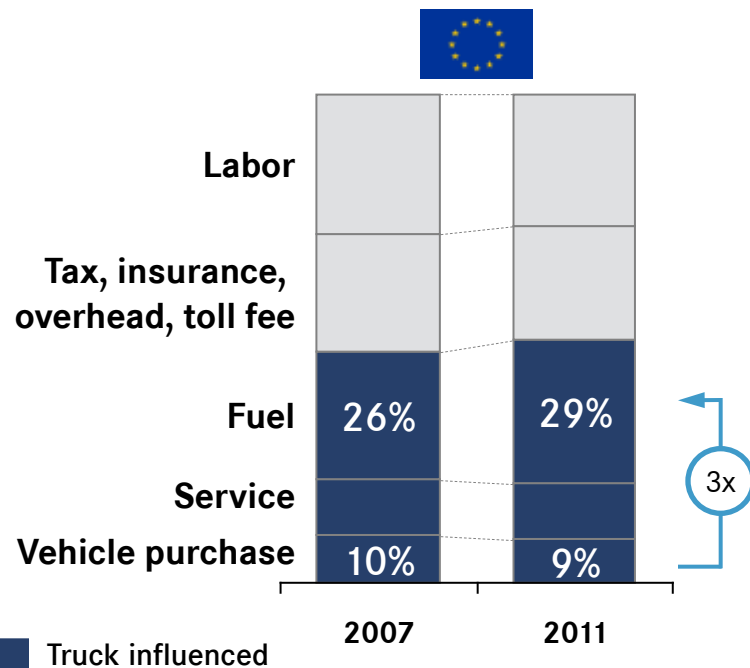
FUSO Super Great V

## First OEM to offer full Euro VI compliant product portfolio in Europe

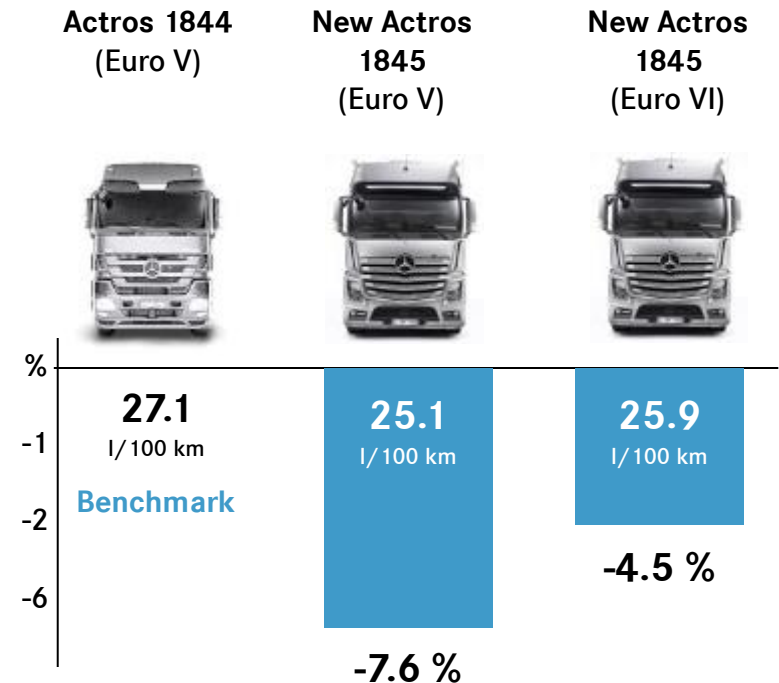


# TCO increasingly relevant as key driver for customer decisions

Typical operator cost structure (triad)



DT benchmark in fuel efficiency - example Europe -



New global engine generation ensures benchmark position in all regions

# Increasing Global Commonality of Engines and Powertrain Components

**Strong product base...**



**HDEP/MDEG**  
The new global engine platforms



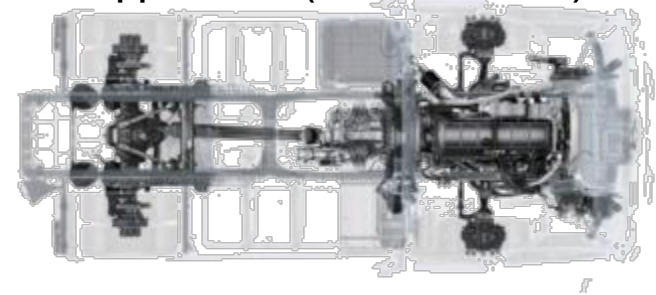
**PowerShift**  
Perfect integration for high performance



**Common Axle Platform**  
Cutting edge, globally

**...and a clear vision**

**Integrated Powertrain with global application (Daimler inside)**



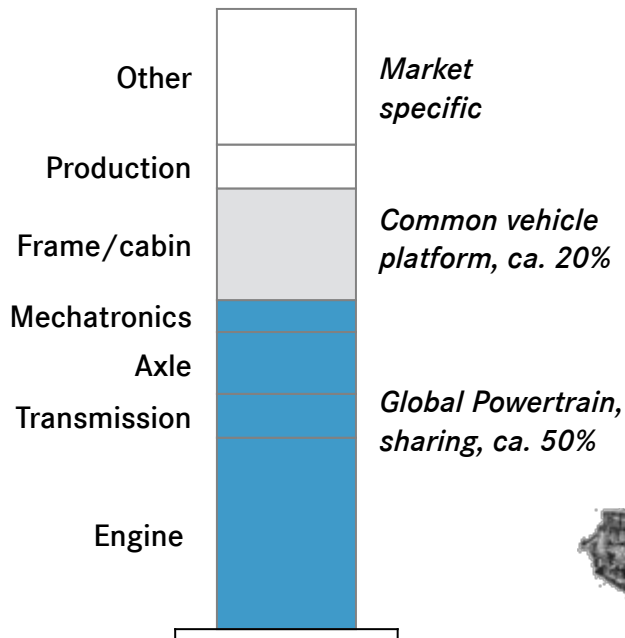


# Scale benefits of common modules just starting

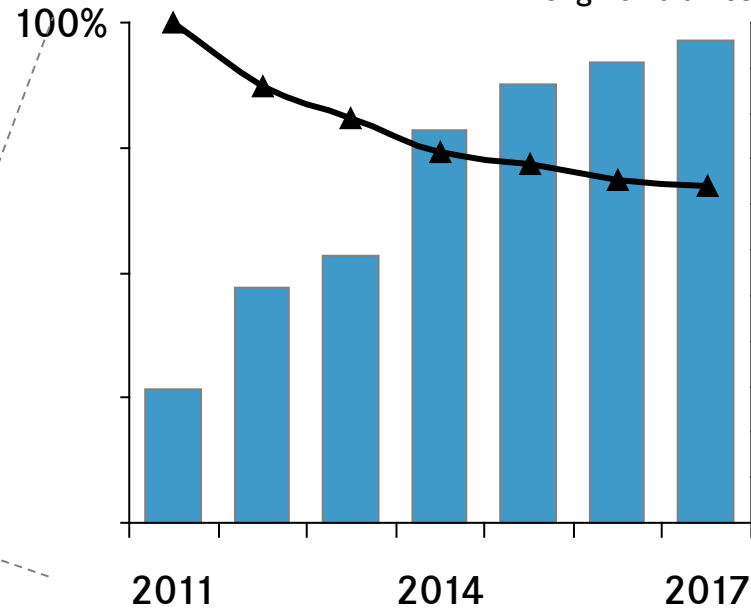
Up to 70% of vehicle sharable

Significant scale benefits (example engine)

SFTP cost structure



Cost index on synergy parts (in %)





# The program 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



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

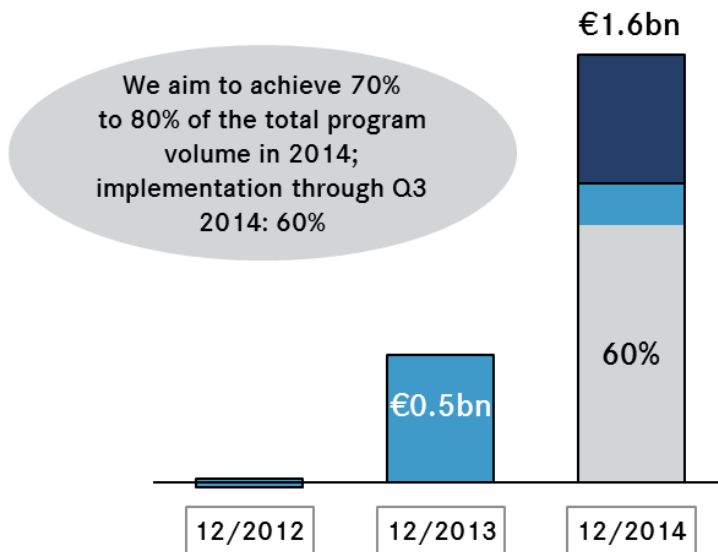
- Global Sales and Aftersales push
- Module strategy and global scale realization
- Integrated Asia Business Model

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

# Daimler Trucks # 1

## Flight path towards benefits

- Top-line effects (30%)
- Cost reductions (70%)



## Key levers

- Sales and aftersales push
- Module strategy to realize global scale
- Asia Business Model
- Strong efficiency push in all operating units:
  - Fixed costs
  - Material costs
  - Production costs
  - Warranty and quality costs

## Financial Outlook and Targets

### ▶ Outlook 2014

We expect unit sales as well as EBIT from ongoing business significantly above prior year.

### ▶ 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 bn, coming from Sales / After Sales Push, variable / fixed cost reduction and platform/module rollout



# Mercedes-Benz Vans

## Our new V-Class

The Mercedes among multi-purpose vehicles





## Our new V-Class

The Mercedes among multi-purpose vehicles



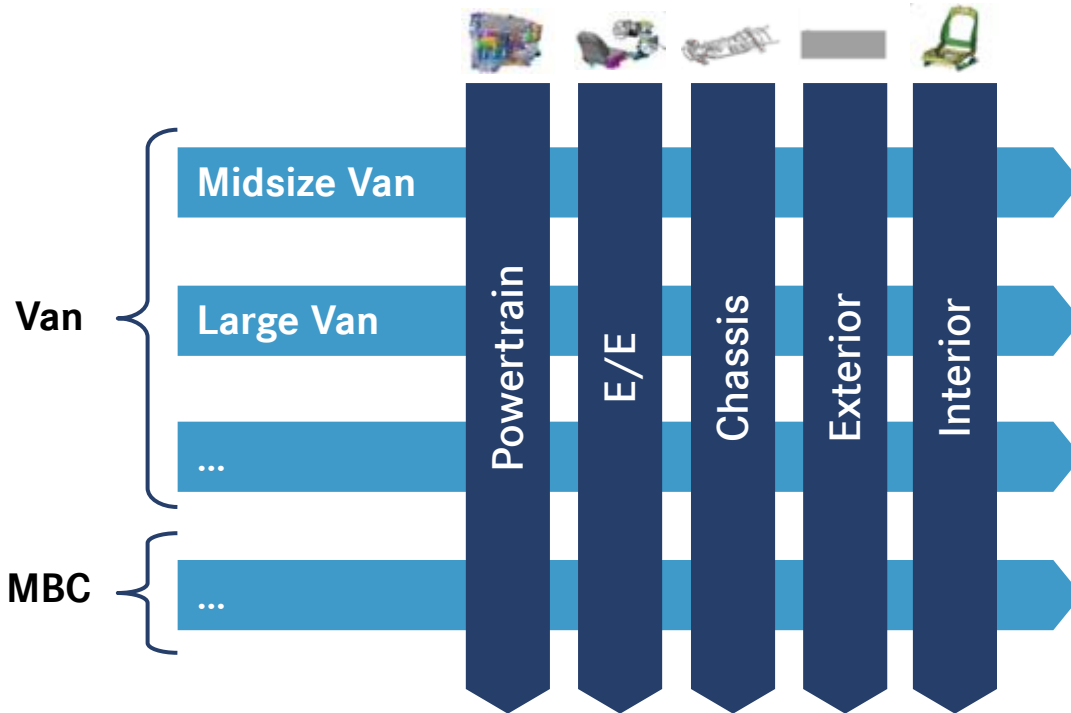
V-Class Interior

## Our new Mercedes-Benz Vito

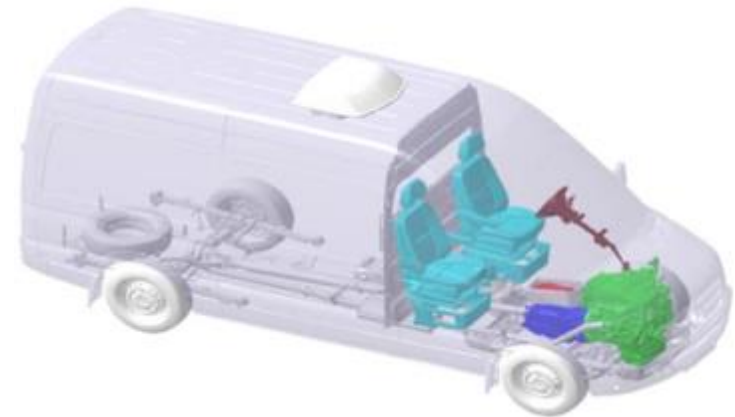


Mercedes-Benz Vito

# Joint module strategy with Mercedes-Benz Cars



- For engines and transmissions joint development and production as well as shared components (OM651, NAG2)



- Modification of components without changing the structure (e.g. SCS2 seats, A/C components)

- Blocking of electronic architecture and control units (e.g. engine control unit, ESP9i, airbag control unit)



# Daimler Buses



# Product Highlights



Mercedes-Benz Travego



Mercedes-Benz Citaro G



Setra MultiClass 400 LE Business



Setra ComfortClass 500 HD



# Growth in traditional as well as new markets

## Europe

- New generation city bus Citaro (C2) triggered by Euro VI
- Travego with Euro VI
- New coach Setra TC/CC500
- New interurban MB/Setra generation
- Start of “MB Business“ in 2015
- C2 with CNG, hybrid
- Altogether ca. 40 launches until 2017

## Russia

- Bus sales via MBTV

## China

- MB chassis and CBU sales

## Mexico

- New coach generation (G 7) with Polomex
- Nationalization of Braz. chassis to reduce costs
- LO successor to cover midibus market

## India

- Cooperation in coach segment (2-/3 axle):
  - Chassis together with truck (DICV), body from Wrightbus
  - Exports out of India starting end of 2014

## Latin America

- Expand product portfolio (school bus, Capachassis, CNG)
- LO successor
- New BRT projects
- Increasing demand for alternative fuel products (Dual, Hybrid)

## Algeria

- CKD production city bus (Conecto) and midi-bus (Medio)

## BRT (Bus Rapid Transit)

- Public transport solution for fast growing cities in emerging markets



# Technology Leadership

## Alternative drives

- Fuel Cell, Hybrids (Mercedes-Benz)
- CNG
- Dual Fuel



## Powertrain

- Optimization of current engines (EEV; Euro 6) and new generation



## Technology leader

- In safety, comfort, design & customer value (TCO)

## Production Network

- Flexible production network/green production

# Daimler Financial Services

BW GO 5053

CAR  
2GO

BLACK

# Pushing mobility services and Digital Life: Connecting with our customers

Mercedes-Benz <https://www.connection-online.mercedes-benz.com/>

Mercedes-Benz connect me  
Hamburg.

CO<sub>2</sub>-Effizienz

- A+
- A
- B
- C
- D
- E
- F
- G

**B**

42  
A-Klasse  
Angebote.

A 180 STYLE plus sDTM-Rennstern  
Kraftstoffverbr. komb.\*\*: 5,5 l/100 km  
CO<sub>2</sub>-Emissionen komb.\*\*: 128 g/km

A 180 STYLE plus sZubehör-Nutzungs  
Kraftstoffverbr. komb.\*\*: 5,5 l/100 km  
CO<sub>2</sub>-Emissionen komb.\*\*: 128 g/km

A 180 plus sZubehör-Nutzungs  
Kraftstoffverbr. komb.\*\*: 5,5 l/100 km  
CO<sub>2</sub>-Emissionen komb.\*\*: 128 g/km

A-Class



# Pushing mobility services and Digital Life: A new dimension of carsharing





# moovel: building the mobility ecosystem



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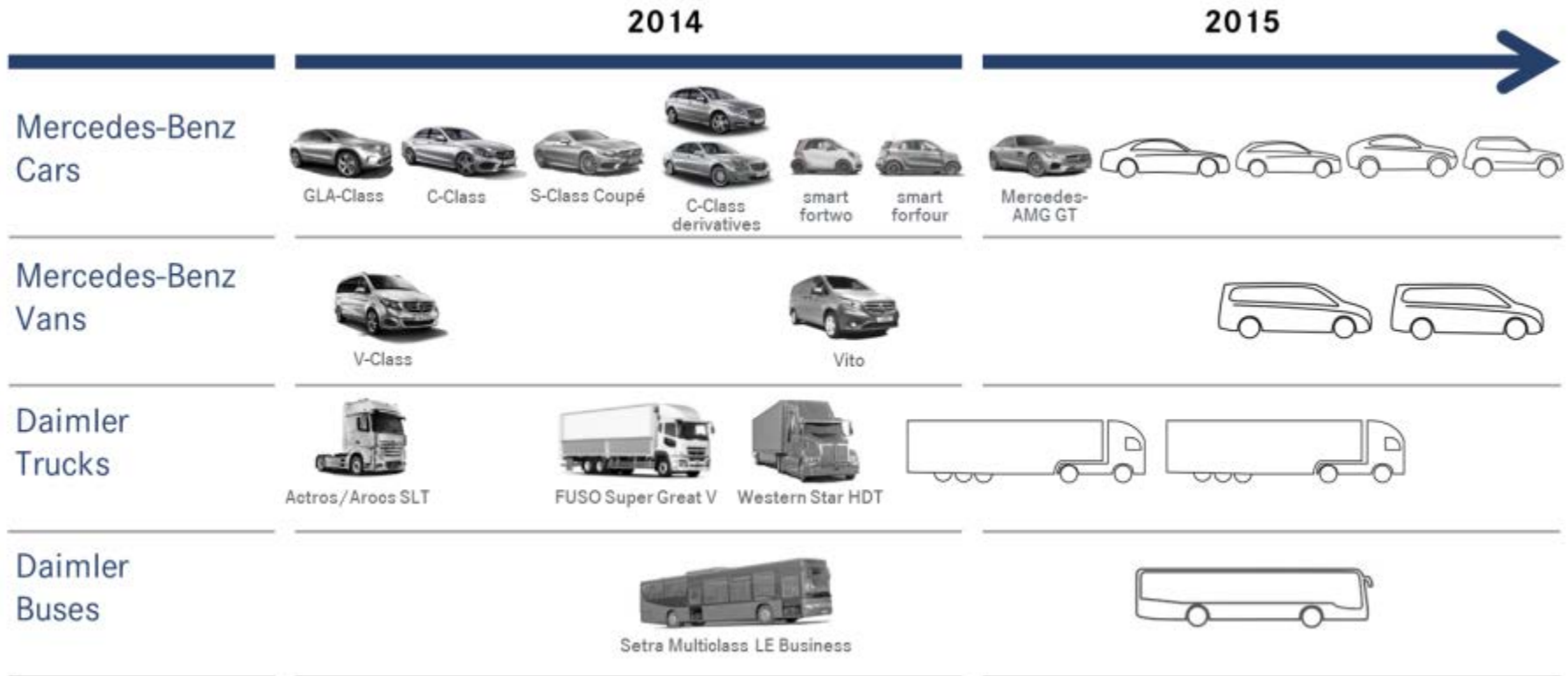
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# Our product offensive continues



## Assumptions for automotive markets in 2014

|                                      |                |  |
|--------------------------------------|----------------|--|
| Car markets                          | Global         | around +3%   |
|                                      | Western Europe | moderate market recovery   |
|                                      | USA/Asia       | significant growth in China, moderate growth in USA  |
| Medium- and heavy-duty truck markets | NAFTA region   | around +10%  |
|                                      | Europe         | around -10%  |
|                                      | Japan*         | around +10%  |
|                                      | Brazil         | around -15%  |
| Van markets                          | Europe         | mid-size/large vans: slight market recovery<br>small vans: slightly above the prior-year level |
| Bus markets                          | Western Europe | slightly above the prior-year level  |
|                                      | Brazil         | significantly below the prior-year level   |

In general, we carefully monitor the development in the emerging markets.

\* including light-duty trucks

## Sales outlook for 2014



- Significantly higher unit sales
- Strong momentum from new S-Class, S-Class Coupé and compact cars
- Launch of new GLA, C-Class, CLS-Class and smart



- Slightly higher unit sales
- Further increase based on full availability of the product portfolio
- Growth potential due to new Asia Business Model



- Significantly higher unit sales
- Additional momentum from new Sprinter and Citan city van
- Launch of new Vito and V-Class



- Unit sales slightly below the prior year
- Significantly higher sales of complete buses in Western Europe
- Significantly lower unit sales in Latin America



## 2014 outlook for EBIT from ongoing business

DAIMLER



We expect Group EBIT for FY 2014 to increase significantly based on the following expectations for the divisional EBIT:

Significantly above the prior year



Significantly above the prior year



At prior year's level



Significantly above the prior year



Slightly above the prior year

This guidance is based on the current market expectations and exchange rate environment.

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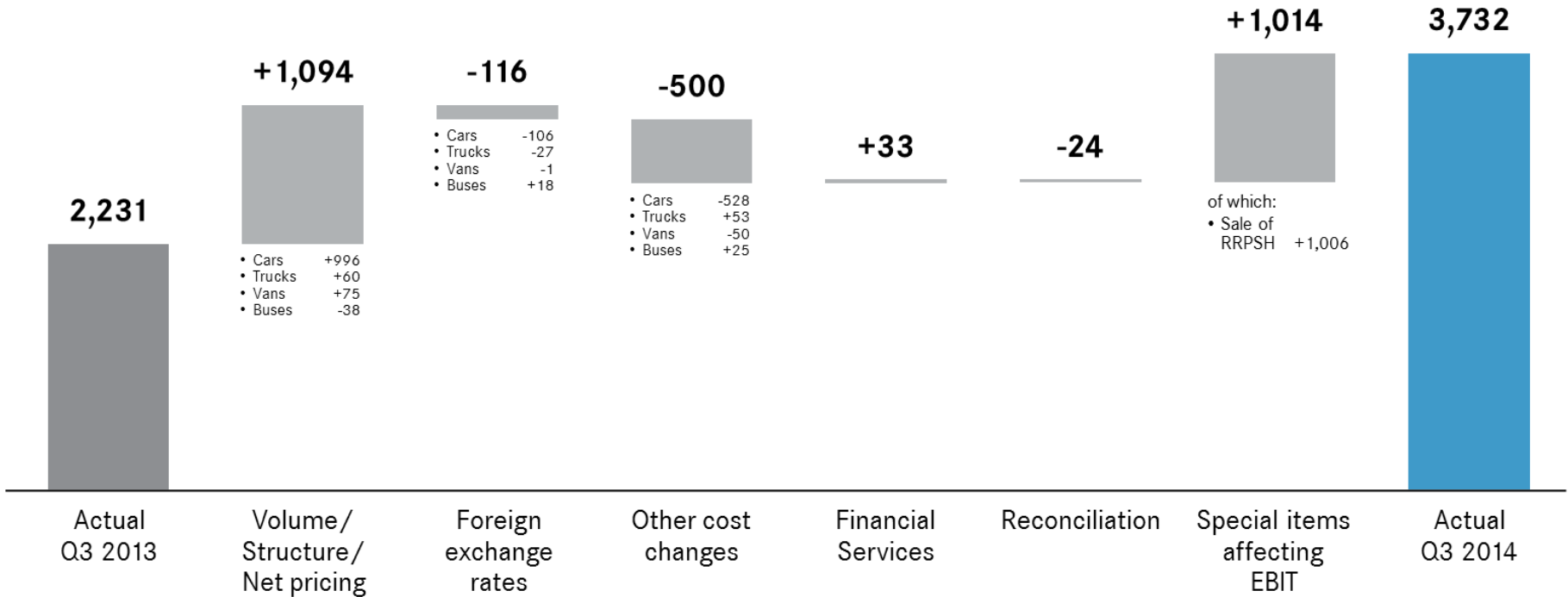
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# Group EBIT in Q3 2014

- in millions of euros -



## Special items affecting EBIT

– in millions of euros –

|  | Q3   |        | January-September |        |
|--|------|--------|-------------------|--------|
|  | 2013 | 2014   | 2013              | 2014   |
| <b>Mercedes-Benz Cars</b>  |      |        |                   |        |
| Impairment of investments in the area of alternative drive systems | -51  | -30    | -94               | -30    |
| <b>Daimler Trucks</b>  |      |        |                   |        |
| Workforce adjustments*   | -8   | -30    | -103              | -106   |
| <b>Mercedes-Benz Vans</b>  |      |        |                   |        |
| Reversal of impairment of investment in FBAC                       | -    | -      | -                 | +61    |
| <b>Daimler Buses</b>   |      |        |                   |        |
| Business repositioning   | -2   | -      | -26               | -9     |
| <b>Reconciliation</b>  |      |        |                   |        |
| Divestiture of EADS shares   | +13  | -      | +3,222            | -      |
| Measurement of put option for Rolls-Royce Power Systems Holding    | -21  | -      | -50               | -118   |
| Sale of shares in Rolls-Royce Power Systems Holding                | -    | +1,006 | -                 | +1,006 |
| Hedge of Tesla share price   | -    | -1     | -                 | -230   |
| Remeasurement of Tesla shares                                      | -    | -      | -                 | +718   |

\* Daimler Trucks expects expenses from workforce adjustments in a total of more than €150 million in 2014 and 2015, the majority of which will be recognized in 2014.

## EBIT from ongoing business

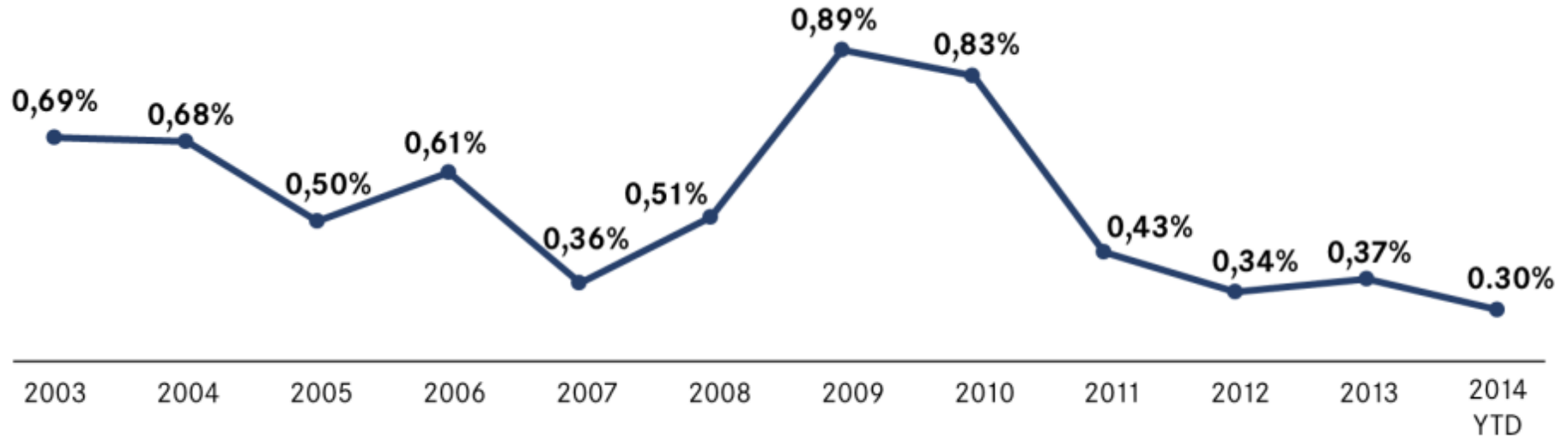
– EBIT in millions of euros; RoS in % –

|                            | Q3 2013 |      | Q3 2014 |      |
|----------------------------|---------|------|---------|------|
|                            | EBIT    | RoS* | EBIT    | RoS* |
| <b>Daimler Group</b>       | 2,300   | 7.5  | 2,787   | 8.4  |
| of which                   |         |      |         |      |
| Mercedes-Benz Cars         | 1,251   | 7.6  | 1,614   | 8.6  |
| Daimler Trucks             | 530     | 6.6  | 618     | 7.3  |
| Mercedes-Benz Vans         | 152     | 6.7  | 176     | 7.0  |
| Daimler Buses              | 61      | 5.4  | 64      | 6.2  |
| Daimler Financial Services | 322     | –    | 355     | –    |
| Reconciliation             | -16     | –    | -40     | –    |

\* Return on sales; Daimler Group excluding Daimler Financial Services



## Daimler Financial Services: Net credit losses\* at low level



\* as a percentage of portfolio, subject to credit risk

## Capital expenditure / Research and development

- in billions of euros -

|                            | Investment in property, plant<br>and equipment |                |                   | Research and development<br>expenditure |                |                   |
|----------------------------|--|----------------|-------------------|---|----------------|-------------------|
|                            | Actual<br>2012                                 | Actual<br>2013 | Plan<br>2014-2015 | Actual<br>2012                          | Actual<br>2013 | Plan<br>2014-2015 |
| <b>Daimler Group</b>       | 4.8  | 5.0            | 10.7              | 5.6                                     | 5.4            | 11.0              |
| of which                   |  |                |                   |   |                |                   |
| Mercedes-Benz Cars         | 3.5  | 3.7            | 8.1               | 3.9                                     | 3.8            | 7.7               |
| Daimler Trucks             | 1.0  | 0.8            | 2.0               | 1.2                                     | 1.1            | 2.4               |
| Mercedes-Benz Vans         | 0.2  | 0.3            | 0.4               | 0.4                                     | 0.3            | 0.6               |
| Daimler Buses              | 0.1  | 0.1            | 0.2               | 0.2                                     | 0.2            | 0.3               |
| Daimler Financial Services | 0.02   | 0.02           | 0.03              | -                                       | -              | -                 |

## Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “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; an increase in political tension in Eastern Europe; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, epidemics, 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 preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for 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 for 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 government 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 and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the 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 since they are based solely on the circumstances at the date of publication.