Speech by

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Welcome

Good morning from me as well.

2012 was a year of many achievements for Daimler, but also a year that clearly had potential for improvement:

- New records for unit sales and revenue,
- strong demand for our new products,
- and forward-looking investments

stand alongside the fact that we have not yet reached our strategic targets for earnings.

Let me briefly summarize last year's key figures:

- The Daimler Group sold a total of 2.2 million vehicles in 2012 and generated revenue of 114.3 billion euros – more than ever before.
- Our EBIT amounted to 8.6 billion euros and was therefore slightly lower than in the previous year. The major reasons for this were the increasingly difficult situation in important markets and the resulting higher pressure on prices. Another factor was our high level of investment in the product offensives at Mercedes-Benz Cars and Daimler Trucks. There was a positive impact from the gain of 709 million euros from the sale of a 7.5-percent stake in EADS.
- Our net profit amounted to 6.5 billion euros.

At this year's Annual Shareholders' Meeting on April 10th, the Board of Management and the Supervisory Board will propose the distribution of a dividend of 2 euros and 20 cents per share. As usual, this payout is related to our net profit and represents, in total, about 40 percent of the net profit attributable to our shareholders.

How did our divisions perform in 2012? I'll focus on major developments; then Bodo Uebber will talk about the financial data in greater detail.

Business development in 2012

Let's start with **Mercedes-Benz Cars**.

At our car division, we achieved new best figures for unit sales and revenue – and we did so even though our product offensive has only just begun. As I just mentioned, the expenditures required for this offensive had an impact on our EBIT; other negative factors were the weakening of demand as the year progressed along with the resulting price competition. In addition, our sales growth in China, after making great progress since 2005, slowed down during 2012.

We have analyzed the reasons for this and initiated our first countermeasures:

- In December, we reorganized our sales operations in China. The previously separate sales organizations for imported and locally produced Mercedes-Benz cars have now been brought under one roof. To be more exact, they have been merged into a joint venture with our longstanding partner Beijing Automotive Group (BAIC).
- At the same time, we appointed Hubertus Troska as the cross-divisional Board of Management member for China. This appointment also serves to emphasize the key importance that China plays in our growth plans.

These changes will not have obvious effects overnight – but they will start to make a positive impact over the course of this year.

In many other markets, business developed very well in 2012 – such as in the United States, where we posted double-digit growth in unit sales. In our home market of Germany, we were the manufacturer that had the most registrations in the premium sector with our brands Mercedes-Benz and smart – and we held this position for the 20th year in a row.

This success is based on strong products – such as our new models in the compact segment. Last year with the A-Class, we experienced the most successful market launch in the history of Mercedes-Benz. The numbers speak for themselves:

- with some 700,000 visitors to our dealerships in Europe on the opening weekend of the launch,
- with orders for more than 90,000 cars in the first six months,
- and with a conquest rate in Germany that has already topped 40 percent.

Receiving the “Yellow Angel” award for “Germany’s favorite car” from the ADAC three weeks ago also shows how delighted our customers are with the new A-Class. It’s a similar situation with the new B-Class: We sold more units of this model than ever before in 2012.

We set more new records with our SUVs, mainly reflecting excellent sales of the new-generation GLK and the M-Class. The latter was the best-selling vehicle in its segment worldwide. Our new G-Class remains a classic. After more than 30 years in the market and its model upgrade of last June, it is even more successful than ever before. Readers of the German car magazine *auto motor and sport* just voted it the best sport-utility vehicle. Our new GL has also been very well received. German *AutoBILD* awarded it the “Golden Steering Wheel” prize for the “best SUV 2012”.

In the E-Class segment, the focus was on our CLS models last year: The CLS Shooting Brake was launched in October. This model adds a completely new kind of car to our portfolio: The Shooting Brake combines the elegance of a sedan with the design of a coupe and the functionality of a station wagon. The CLS coupe – available since 2011 – once again sold very well and was the bestselling car in its category.

Another new model in 2012 was our iconic convertible - the SL. Thanks in part to strong demand in the United States, we were able to more than triple our unit sales of this model last year.

Our most important product in the luxury segment was once again the S-Class: Even in this generation’s eighth and final model year, it was the world’s best-selling automobile in its class.

Now to smart, which also had positive growth: In 2012 we sold in total more than 100,000 vehicles once again – although the smart fortwo was in its sixth model year. It was particularly successful in the United States and China.

In June of 2012, we also made the third-generation electric version of our smart fortwo available. Last year, we sold more than 1,000 of these cars in 6 countries. In Germany, our E-smart captured 20 percent of the electric-car market, establishing us as the market leader for pure battery-electric-drive cars.

That’s how business developed with our cars. Now let’s turn to **Daimler Trucks**. Our truck division was able to significantly increase its unit sales and revenue last year despite volatile markets. We shipped a total of more than 460,000 vehicles: 9 percent more than in the prior year. Demand was particularly strong for our trucks in Asia and North America. We were also able to further increase our market share in the NAFTA region and Western Europe.

Nonetheless, the total number of vehicles sold in Western Europe decreased slightly due to market weakness. In the Brazilian market, the transition to the new Euro V emission limits and a weak phase of the economy also led to lower unit sales. This had an impact on our EBIT, which was also reduced by scheduled expenses related to our product offensive.

Which new truck models did we launch in 2012? Let's first have a look at our traditional markets:

In Europe, we presented the Antos, our first truck specifically developed for heavy-duty distribution transport. Following the Actros, it is the second model series based on our new heavy-duty truck platform. Also new to Europe: the Fuso Canter Eco Hybrid. It consumes up to 23 percent less fuel than the conventional Canter. The additional purchase costs are amortized after just 3 to 4 years – that's a unique achievement in the industry so far.
In Japan, we agreed on cooperation between Fuso and Nissan on light-duty trucks below 5 tons. We have already introduced its first products.

We also made good progress in new growth markets:

- In India, we successfully started production and sales of our BharatBenz trucks. This brand was specially developed for India. We are targeting the modern domestic segment, which is comprised of high-quality, robust and particularly economical trucks.
- We now serve this segment in China as well: In a joint venture with Foton, we have been producing trucks under the Auman brand since last July.
- In Russia, Europe's biggest truck market, we have expanded our cooperation with Kamaz, that country's market leader in the heavy-duty truck segment. We have been supplying our Russian partner with truck engines and axles since November.

Now to vans. Business developments at **Mercedes-Benz Vans** were substantially impacted last year by the crisis in Western Europe, the division's key market. Despite the intense competition, we were able to defend our market share in the medium and large van segments. In Eastern Europe and in the Americas, we sold significantly more vans than in the prior year.

However, total unit sales, revenue and EBIT – due to the aforementioned weakness in the Western European market – were below the very good levels of the prior year. Nonetheless, we achieved the third-best earnings from the ongoing business in the division's history.

We anticipate additional sales impetus from our new city van, the Mercedes-Benz Citan.
We completed our van portfolio with this model last autumn – and put the first product born of our cooperation with Renault on the road.

At **Daimler Buses,** we sold more than 32,000 units in 2012. As a result, we were once again the market leader in the segment of buses above 8 tons in all our major markets. Nonetheless, unit sales, revenue and earnings decreased due to falling demand for bus chassis in Latin America. There were additional negative effects from the weak economy in Europe and the repositioning of our bus business in Europe and North America.

In order to improve the profitability of our bus division, we launched our GLOBE^{2013} growth and efficiency offensive at the beginning of 2012. Important elements have already been implemented. That includes the networking of our European production facilities and the reorganization of sales in Europe.

But the best remedy for weak markets is strong products – and that's what we have: With the Mercedes-Benz Citaro "Euro VI," we launched the world's first series-produced route bus to comply with this emission standard. And the new ComfortClass 500 coach from our premium brand Setra once again sets the benchmark for comfort, safety and efficiency.

Now let's look at **Daimler Financial Services**. Our financial services division continued its positive performance: New business and contract volume reached new record levels. Our EBIT of 1.3 billion euros was of the same magnitude as the very good prior year.

In 2012, we expanded our service offerings in numerous markets, especially in Asia:
- In China, we began offering leasing services last August – as the first premium manufacturer to do so.
- In Malaysia, we launched our financial services business in November.
- In India as of 2012, we have been supporting sales of BharatBenz trucks with attractive financing packages.

There were also new developments in the field of mobility services. car2go more than quadrupled its customer base last year – to 270,000 registered users in 18 cities. This makes us one of the most successful car-sharing providers worldwide. In addition, the first car2go locations broke even last year, which is significantly earlier than expected.

Our moovel service aims to network various mobility options. This new mobility platform has an app to show its users which modes of transport are the best option to travel from A to B – irrespective of whether they use a smart from car2go, a ride-sharing opportunity, a taxi, a bus, a local train or subway, or a street car. moovel went into operation in Berlin and Stuttgart in the second half of last year.
This makes us the first car manufacturer to offer such a comprehensively networked solution for urban mobility.

That's the review of important developments in our divisions. Next, what are Daimler Group's plans for this year?

Doing business efficiently, growing profitably – at all divisions

The basic answer is: The Group's development will, above all, continue to be a growth story in 2013. To be more precise, for us it's a matter of efficiently shaping the biggest growth program in our history so far.

Across all divisions, we are building on the combination of three fundamental strengths that embody the Daimler Group as a whole:
- our traditional role as an innovation and technology leader;
- the global reputation of our most important product brand, Mercedes-Benz;
- and our full leverage in the market as an integrated supplier of premium automobiles, first-class commercial vehicles and tailored financial services.

On the basis of these Daimler Group strengths, we have defined growth strategies for all of our divisions with which we will build on our traditional strengths, penetrate new market segments and target regionally distinct market needs.

The decisive point is that we don't want to grow "at any price," but with sustainable profitability. That's why the growth strategies of all our divisions have an efficiency program as a central component. Doing business efficiently and growing profitably – that's the leitmotiv. It runs through the entire Group just as it does through each of our divisions.

At Mercedes-Benz Cars, we have supplemented our “Mercedes-Benz 2020” growth strategy with the efficiency component, “Fit for Leadership.” At Daimler Trucks, we strengthened our “Global Excellence” strategy back in early 2012 with “Daimler Trucks Number One.” In our other divisions, we are combining growth and efficiency as well:

- with “Performance Vans 2013” at Mercedes-Benz Vans,
- with “Globe^{2013}” at Daimler Buses, and
- with “DFS 2020” at Daimler Financial Services.

How does that specifically translate into numbers?

Here you can see the targets we have set ourselves for growth:

- With cars, we want to sell at least 1.6 million vehicles of the Mercedes-Benz brand in 2015, and we intend to be at the top of the premium segment by 2020 at the latest.
- With our trucks, we aim to build on our leadership position with annual sales of more than half a million units by 2015 and more than 700,000 by 2020.
- We’re targeting significant growth in our other divisions as well.

Our targets for return on sales are also still valid: For our automotive business, we aim for an average return on sales of 9 percent in the medium term across market and product cycles – with corresponding return-on-sales targets in the individual divisions. Daimler Financial Services has already had a return on equity of at least 17 percent since 2011: We aim to ensure it is sustained at this level.

To make sure that we achieve our targets throughout the Group, we will be consistent in the implementation of our growth strategies and efficiency programs. Let me give you a few examples of what that means for our divisions.

Growth strategy “Mercedes-Benz 2020”

At Mercedes-Benz Cars, we are working hard on the implementation of our growth strategy “MB 2020.” With the strongest brand and the best products, we want to be the number one in premium-segment unit sales as well – by the end of this decade at the latest.

We are creating the right conditions to do just that with our product offensive: From today forward until 2020, we will launch a total of 13 new vehicles that have no predecessor in our portfolio. That also includes models specially created for our growth markets. At the same time, we will continue to renew and rejuvenate our model range.

It all starts this year with the new E-Class. With more than 2,000 new parts and components, we have fundamentally revised this car both inside and out. Thanks to a large number of innovative assistance systems, driving the new E-Class has also become even more comfortable and even safer. We will package these systems in the future under the heading of “Mercedes-Benz Intelligent Drive.” In essence, this involves networking data from the existing sensors in the vehicle: Just as we humans perceive our environment by combining input from several senses, radar and video camera input, for example, can be combined to give a more precise understanding of the vehicle’s environment. In this way, we continue along the road toward autonomous driving.

We are also continuing our offensive in the compact segment: With the CLA, we now offer a very sporty and design-oriented “entry-level model” within the Mercedes-Benz product world. The four-door coupe is the third member of our front-wheel-drive family. You can see it up here on the left. Two months from now, we will provide a first look at our compact SUV in Shanghai. The world premiere of the series version will follow at the Frankfurt Motor Show in

September. At our plant in Tuscaloosa, Alabama, we are currently preparing for the production of another new SUV: an especially dynamic all-terrain vehicle. You will hear more about that soon.

Our most important new model will make its world debut in the middle of this year: the new S-Class. The S-Class is not “just any” car:

- It is the epitome of the luxury sedan;
- a symbol of German engineering skill recognized the world over;
- a metaphor for best-in-class.

And we will live up to this reputation once again with this new model: in terms of fuel consumption and safety as well as comfort and design. Plus, there will be unprecedented choice in models at the top end of our portfolio. In the coming years, we will launch five versions of the new S-Class.

But that’s still not all: We’re not only making our cars younger, we’re also making them greener than ever before. We reduced the CO_2 emissions of our Mercedes-Benz Cars fleet in Europe by approximately 40 percent to an average of 140 grams per kilometer within two generations of vehicles. By 2016, we will achieve an average of 125 grams of CO_2 per kilometer for our European fleet. To do this, we are applying three relevant drive technologies:

First: efficient internal-combustion engines.
One example: The A 180 CDI BlueEFFICIENCY Edition has fuel consumption of 3.6 liters per 100 kilometers and CO_2 emissions of 92 grams per kilometer, making it the most environmentally friendly Mercedes with a conventional engine.

Second: hybrid drive.
This technology is primarily used in our large sedans. With the E 300 BlueTEC Hybrid, we already have the world’s most fuel-efficient large sedan. And the new S-Class plug-in hybrid will be the world’s first luxury automobile to consume about 3 liters of fuel per 100 kilometers.

Third: electric drive.
In addition to the smart electric drive, Mercedes also has an electric vehicle in the super-sports car segment as of this year: the SLS AMG Coupe Electric Drive. The new B-Class Electric Drive will have its world premiere this year. In the area of fuel cells, we have joined forces with Nissan and Ford to push forward with the industrialization and commercialization of this technology.

Efficiency program “Fit for Leadership”

To ensure that our growth is profitable, we have supplemented “MB 2020” with “Fit for Leadership.” The initiative works on two levels:

On the one hand, we aim to secure our earnings this year and next, especially in view of the expected weakness in major markets and our planned investments in new products and technologies. To do so, we will expand the efficiency actions that are now being implemented and will initiate additional ones. The bottom line is that we will reduce costs by 2 billion euros by the end of 2014. Bodo Uebber will give you some more numbers on this shortly.

But “Fit for Leadership” has a long-term component as well. This is about making structural changes to enable sustainable profitable growth. Let me give you a few examples for each of those two approaches.

In the relatively short term, we're striving to achieve significant improvements in material and production costs. For example, central functions such as development, production, sales and procurement will be more closely linked together; with the product always as the focal point. The result will be fewer interfaces, better defined responsibilities, and more speed.
That will also have a positive impact on our "Net Zero" target. Under this heading, we put together a package of measures in 2011 to compensate for the planned additional costs of production materials. We expect those additional costs to arise, for example, due to higher raw-material prices, product enhancements and the required spending on technologies to reduce CO_2 emissions. Originally, we wanted to achieve this "Net Zero" effect in 2017. Thanks to cross-functional efficiency measures, we will offset these additional material costs two years earlier – by 2015.

Our module strategy is making a major contribution to our efforts. With two fundamental vehicle architectures for front and rear-wheel drive and with around 100 standardized modules, we are developing and producing our new model series much more efficiently than their predecessors:

- We achieve better economies of scale with larger numbers of common parts.
- We are standardizing our assembly processes.
- And – what is especially relevant for our customers – we will get innovative technologies into our vehicles and across our model series faster. And we will do so with the highest quality.

As of now, there will be no new Mercedes vehicle that does not profit from the module strategy. By 2018, we will have fully implemented this approach in all our model series and derivatives – with corresponding positive effects on material costs.
With "Fit for Leadership," we are also reducing our production costs, for example by further increasing our productivity: We want to reach a production time of 30 hours per vehicle by 2015.

As said, with "Fit for Leadership" we will also address the long-term optimization of our business system. This means that we will examine our development, production and sales structures as a whole – always asking the question, what will make us more flexible and faster? What do we need to ensure that we sustain our competitive edge? For example, we will not develop engine production on our own in the United States, but in cooperation with Renault-Nissan. In this way, we have found a solution that is close to the market and, at the same time, very economical.

China

Another example of structural change is China. The country is an integral component of our growth strategy.

It is therefore very important for us to be optimally positioned there as well. The reorganization of our sales operations in China that I previously mentioned is just one important step toward that goal. In order to continue our systematic development of the Chinese market, we are also expanding our dealer network with the addition of about 50 new dealerships each year –especially outside the well-known mega-cities.

At the same time, we are launching additional Mercedes models in China. As of 2015, our goal is to sell at least 300,000 cars in China each year – about two-thirds of which will be locally produced. That's why we continue to expand our activities there: We will soon start production in our new engine plant in Beijing. We will further expand the existing capacity for the C-Class, the GLK and the long-wheelbase E-Class, and will also add production of Mercedes-Benz compact cars. There are other structural issues that we are working on. We will let you know as soon as decisions have been made.

On the heels of recent events, I have one additional comment on China. Less than a week ago, we signed a binding agreement that Daimler will invest in our partner of many years, BAIC Motor. This is a key milestone for our China strategy. It makes us the first foreign passenger car manufacturer to acquire an equity interest in a Chinese automobile company. These are the main elements of the agreement:

- Daimler will acquire a 12 percent stake in BAIC Motor and will have two seats on the board.
- BAIC will concurrently increase its stake in our production joint venture, BBAC, to 51 percent in order to consolidate this subsidiary before BAIC Motor's planned IPO.
- In return, we will increase our stake in the recently established sales joint venture to 51 percent.

Ladies and gentlemen, all of this shows: With the implementation of "Mercedes-Benz 2020," we are creating the requisite conditions to meet our growth targets. "Fit for Leadership" is an important component of that. And the name is meant to be taken literally: It will make us "fit" to achieve sustainable, profitable growth. In the process, Mercedes and Daimler will change – gradually and already before 2020. These are the right changes, which are necessary to be number one in the premium segment in terms of sales by 2020 at the latest.

"Global Excellence" and "Daimler Trucks Number One"

How do we move forward at our trucks division? At Daimler Trucks, the engine for profitable growth is called "Global Excellence." We launched this strategy in 2005 – and the interim analysis after seven years is good: Our product portfolio sets the standards worldwide in terms of efficiency, safety and comfort. The measures we have initiated to expand in the emerging markets are taking hold. And in terms of flexibility and efficiency, we are continuously improving due to our global production network and our modular strategy.

But we want to get better still. We strive to be on top of the competition in all markets – in both unit sales and profitability. With "Daimler Trucks Number One" (DT#1) we have therefore begun the next phase of our excellence strategy:

On the one hand, it's about improvement within the individual operating units. We want to further increase their market share and above all their profitability by, for example, strengthening our entire aftersales business, as well as by productivity improvements.

On the other hand, it is a matter of achieving cross-divisional synergies and economies of scale. The modular strategy is an important lever in this respect – just as with our cars.
We have therefore developed a global modular system for the complete drivetrain, based on our global platforms for engines, transmission and axles. In total, we want to achieve earnings improvements of 1.6 billion euros with "Daimler Trucks Number One" by the end of 2014.

But the focus on efficiency issues does not mean that we will concentrate less on our product offensive – on the contrary:
We're stepping on the gas with new products: In Europe, the Arocs – our new heavy-duty truck for construction work – will be on the road in May. After the Actros and the Antos, the Arocs is the third model series based on our platform for heavy-duty trucks. The first product on our new medium-duty truck platform will be presented in March: the new Atego.
At Daimler Trucks North America, we will start production of drivetrain components from our

global modular system. In this context, we will invest 120 million U.S. dollars at our plant in Redford, Michigan.

And new products are also in the pipeline for emerging markets: In India, we will launch the next new trucks of our BharatBenz brand. We will have a total of 17 models from 7 to 49 tons by 2014. In China, we will start construction of a new engine plant working together with our partner Foton next year. Engines will roll off the assembly line there for our Auman trucks as of 2016. In Russia, we plan to set up axle production with our partner Kamaz.

Environmentally friendly technologies are a factor for success in all commercial-vehicle markets. And in this respect, we're also out in front. Take the example of emission standards: In 2012 with the new Actros, we were the first to offer a Euro VI truck. This spring, we will be the first with a complete Euro VI portfolio. This standard will take effect in 2014. There will be new emission regulations in the United States starting next year as well: the Greenhouse Gas Standard. We have already certified our Freightliner fleet for those regulations – and we were the first manufacturer in the United States to do so.

All in all, it also applies for Daimler Trucks that when it comes to products, markets or technologies, we sustainably combine growth and efficiency.

Other divisions

What are our plans for **Mercedes-Benz Vans?** With our growth strategy "Mercedes-Benz Vans goes global," we are increasingly penetrating markets outside Europe. The most important vehicle in that respect is the Sprinter:

- In Argentina, we have been manufacturing the current European model since early 2012.
- In the first half of 2013, production of the Sprinter Classic will start at the facilities of truck manufacturer GAZ in Russia.
- In Europe, we will introduce the next generation of our successful van in the middle of this year.

In order to secure our profitability in difficult market environments, we have once again intensified our ongoing activities for efficiency enhancements and consolidated them into our "Performance Vans 2013" program. As a result, we are targeting earnings improvements of around 100 million euros this year.

At **Daimler Buses**, we are continuing our "GLOBE^{2013}" growth and efficiency offensive. Two new coaches should stimulate more growth as of this autumn: the new TopClass series of our premium brand, Setra, and the new Mercedes-Benz Tourismo. With buses, we will also be the first manufacturer to offer a complete Euro VI fleet.

At the same time, we are pushing forward with the efficiency components of "GLOBE^{2013}" – along the entire value chain and at all our plants. By the end of 2014, we aim to achieve a total earnings improvement of 200 million euros.

Last but not least: **Daimler Financial Services**. Here we set the course for further profitable growth last year with the "DFS 2020" strategy. Above all, we want to support the global product offensives of our vehicle divisions through finance, leasing and insurance services. We especially want to win over younger car customers – to the new A-Class, for example – with attractive and integrated financial service packages.

An increasingly important component of “DFS 2020” is the mobility services business that we continue to expand. We’re doing this by bringing existing services such as car2go and moovel to many other cities. At the same time, we are already working on new ideas to make mobility more flexible. This includes solutions for seeking, booking and reserving parking spaces.

With our mobility services we want to generate total revenues of more than 100 million euros as of 2014. We created the necessary organizational structure to facilitate this growth by establishing Daimler Mobility Services GmbH in January. We are now consolidating all of our mobility services in this DFS subsidiary. Looking ahead, the division will continue to develop from a financial services provider into more of a mobility services provider – notably not as a replacement for the core business, but as a supplement to it.

A thank you to the employees

But no matter which strategy we follow in our respective divisions – in the end even the best strategy is only as good as the people who implement it. Last year, our employees once again contributed substantially to the good results achieved by our company. We would like to express our thanks for their contributions.

We will of course once again emphasize that for the 134,000 eligible employees of Daimler AG in Germany with a fair and appropriate performance participation bonus. We will inform the workforce of the exact level of that bonus as soon as the Board of Management and the Group Works Council have decided on criteria for the performance participation bonus with long-term validity. That discussion is ongoing, the payout is planned for April as usual.

Outlook 2013

Now let’s turn to the outlook for this year: What do we expect on the whole for the year 2013? We assume that major economies will at first remain rather weak in the first half of the year. For the full year, we anticipate a moderate recovery in the world economy. The global economic outlook is overshadowed to a certain extent by ongoing uncertainty about overall economic developments in Europe.

European automobile markets could contract once again this year. We expect global demand for cars to increase by 2 to 4 percent in 2013 – whereby we also anticipate increasingly tough competition in the car markets that are important to us. We aim to grow in all of our automotive divisions also in 2013 as a result of our product offensives. At Daimler Financial Services, we want to further increase our contract volume and new business. We see additional potential in the area of innovative mobility services.

On the basis of our current assumptions for markets and the competitive environment, we assume that the development of earnings in the first half of 2013 will be weaker than in the prior year. We then anticipate an improvement in the second half of the year compared with the first due

- to our new products,
- the increasing effect of our efficiency actions,
- and our assumptions on market developments.

From today’s perspective, we therefore expect to achieve Group EBIT from the ongoing business in 2013 in the magnitude of the prior year. Mercedes-Benz Cars is likely to post EBIT of slightly below the prior-year level; the other automotive divisions should exceed their earnings of 2012.

In 2014 and the following years, we expect an improvement in operating profit for all the automotive divisions and for the Group. For Daimler Financial Services, we anticipate a stable development of earnings over the next two years.

Ladies and gentlemen,
all in all, our review of 2012 and outlook for 2013 show that we have yet to achieve all our goals, but we're on the right track. We have many strengths and are hard at work on what has to be done. And as we work with determination to improve our efficiency, we have good cause to look forward with optimism. We've set the right course to head toward our goal of sustainable, profitable growth – driven by the world's best cars, commercial vehicles and services. I would now like to hand you over to Bodo Uebber.

Thank you.

The figures in this document are preliminary and have neither been approved yet by the Supervisory Board nor audited by the external auditor.