

# DAIMLER

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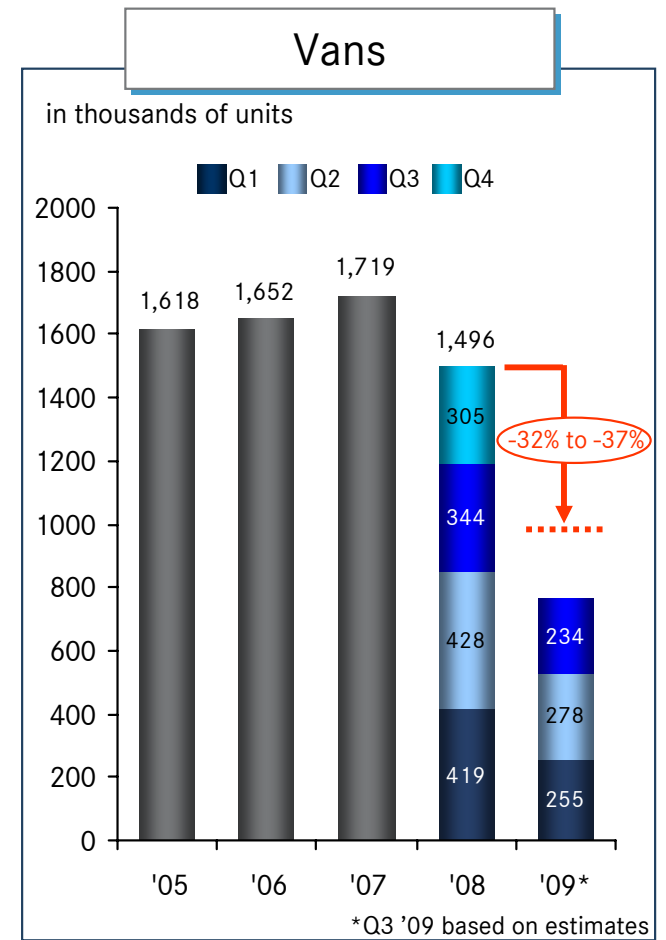
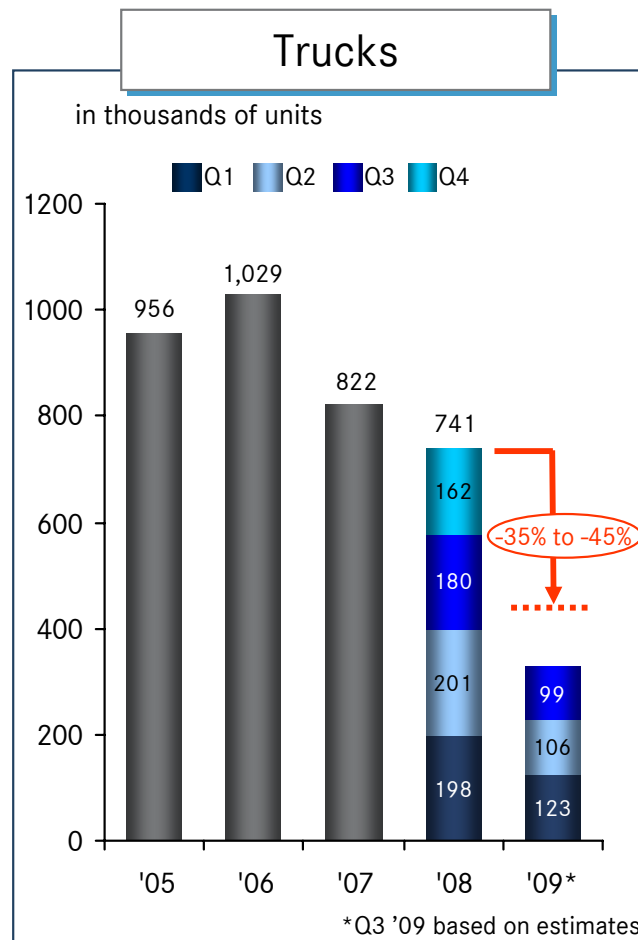
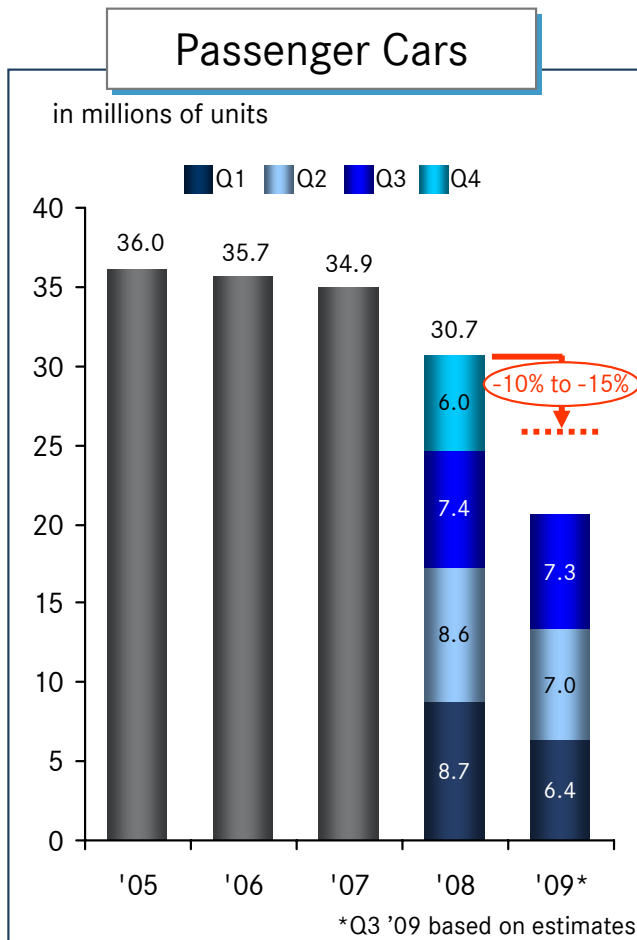
## **Conference Call Q3 and January-September 2009 Results**

Bodo Uebber

Member of the Board of Management  
Finance & Controlling and Daimler Financial Services

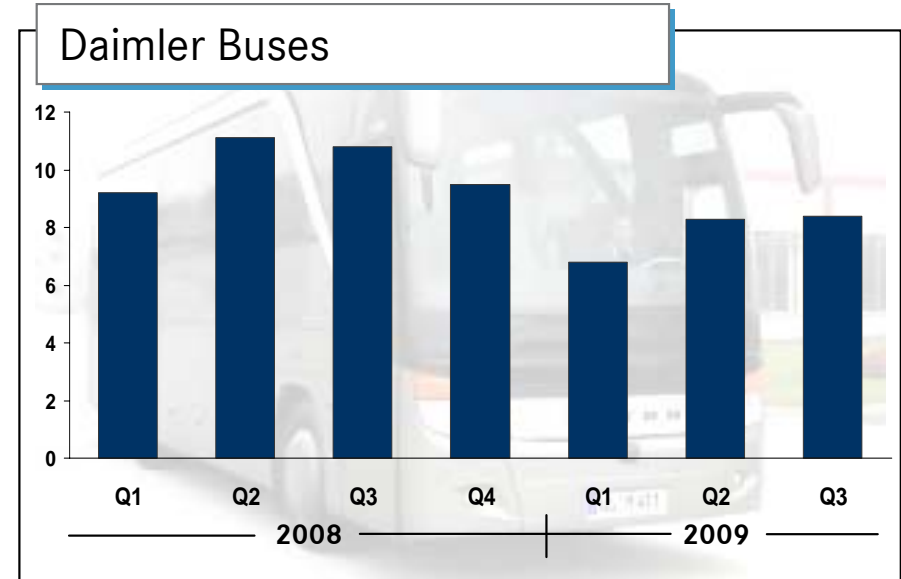
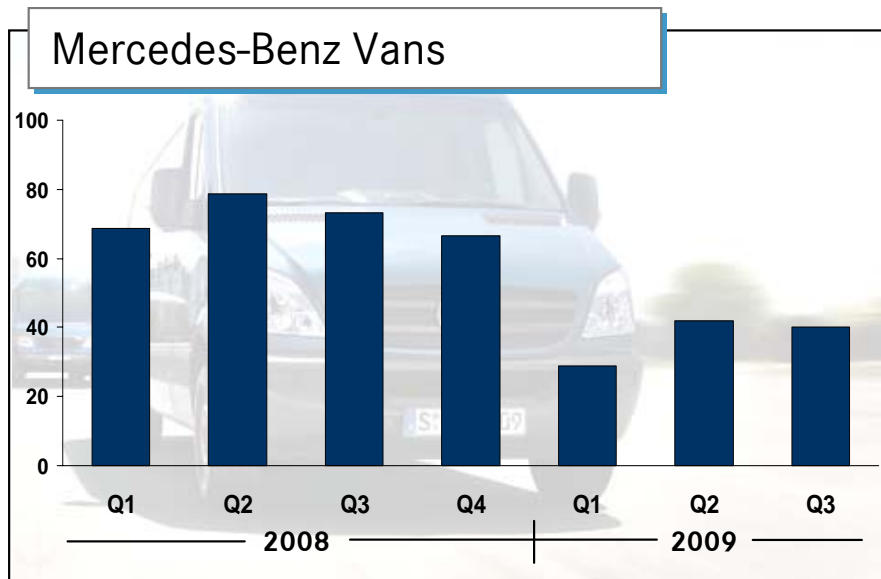
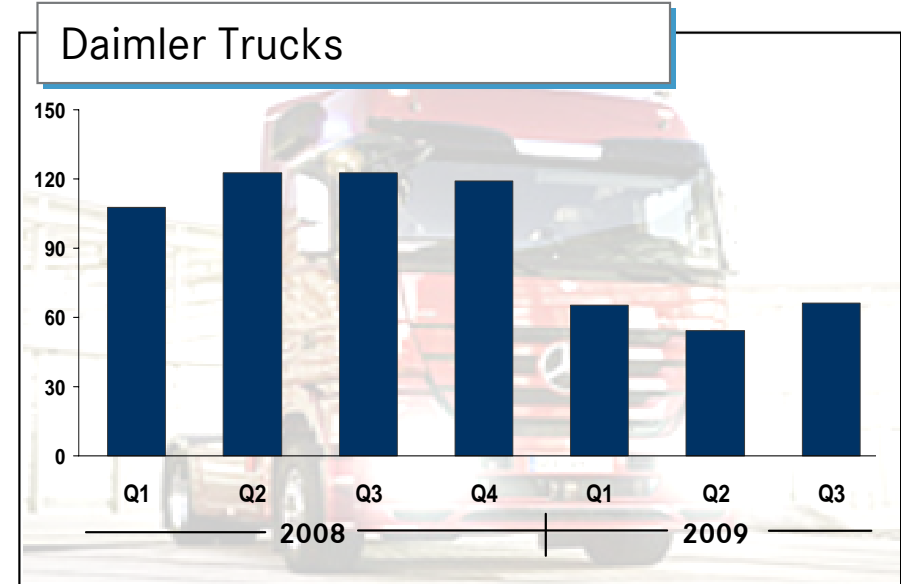
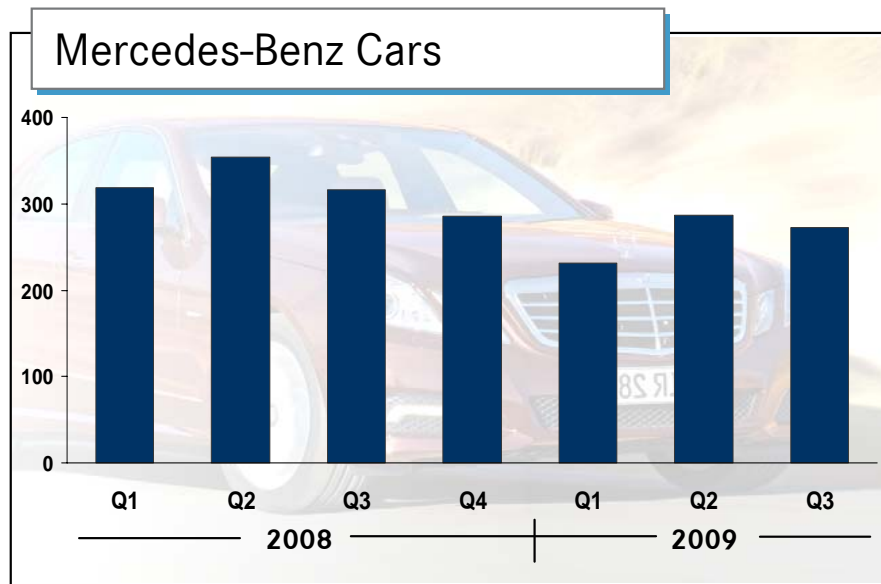
October 27, 2009

## Automotive market slump in triad markets



## Sales have stabilized

– Group sales in thousands of units –

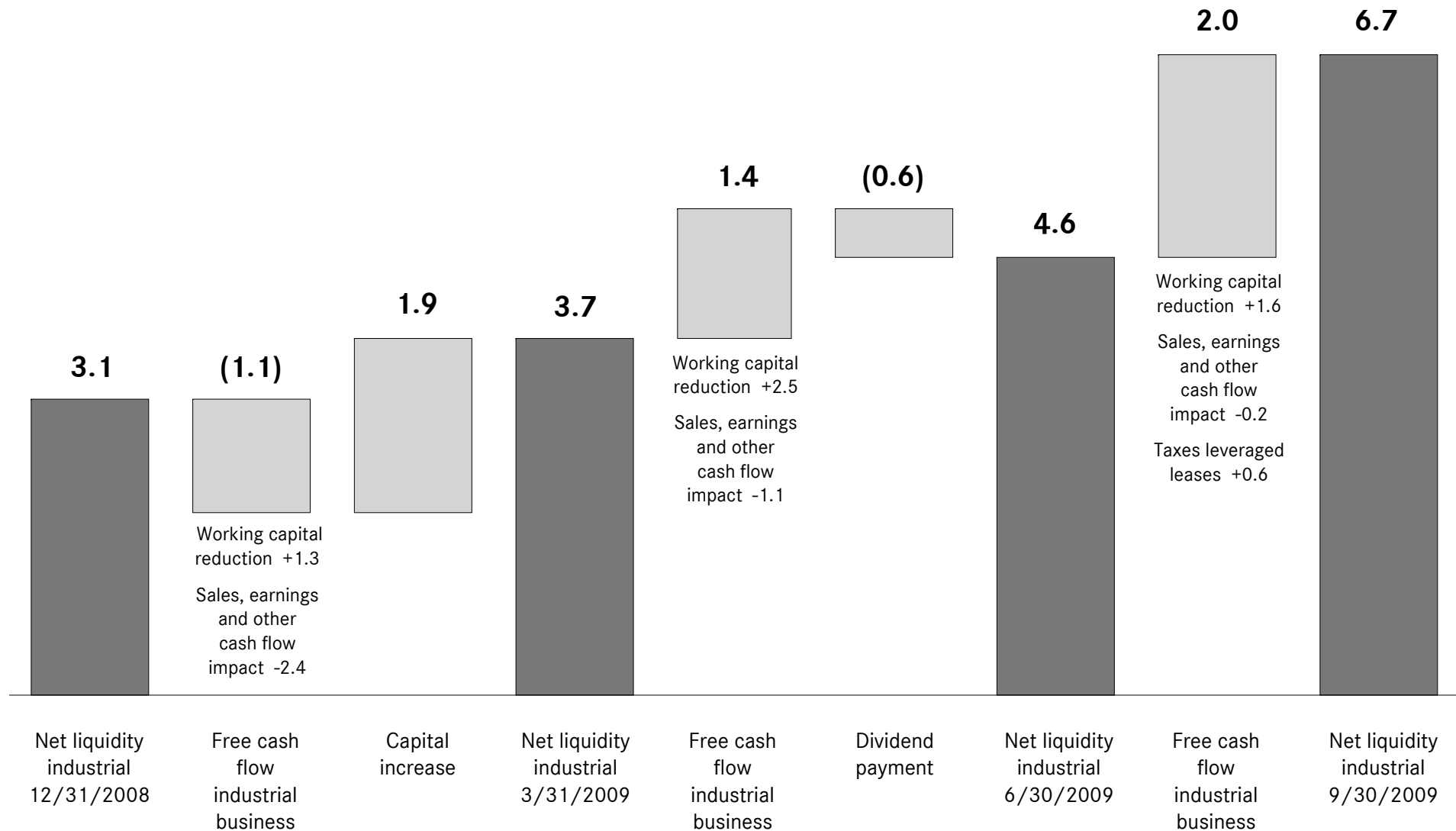


## Key financials

- in billions of € -	Q1 2009	Q2 2009	Q3 2009
Revenue	18.7	19.6	19.3
EBIT	(1.4)	(1.0)	0.5
EBIT excluding special reporting items	(1.4)	(0.4)	0.4
Net profit	(1.3)	(1.1)	0.1
Free cash flow industrial business	(1.1)	1.4	2.0
Net liquidity industrial business (period-end)	3.7	4.6	6.7

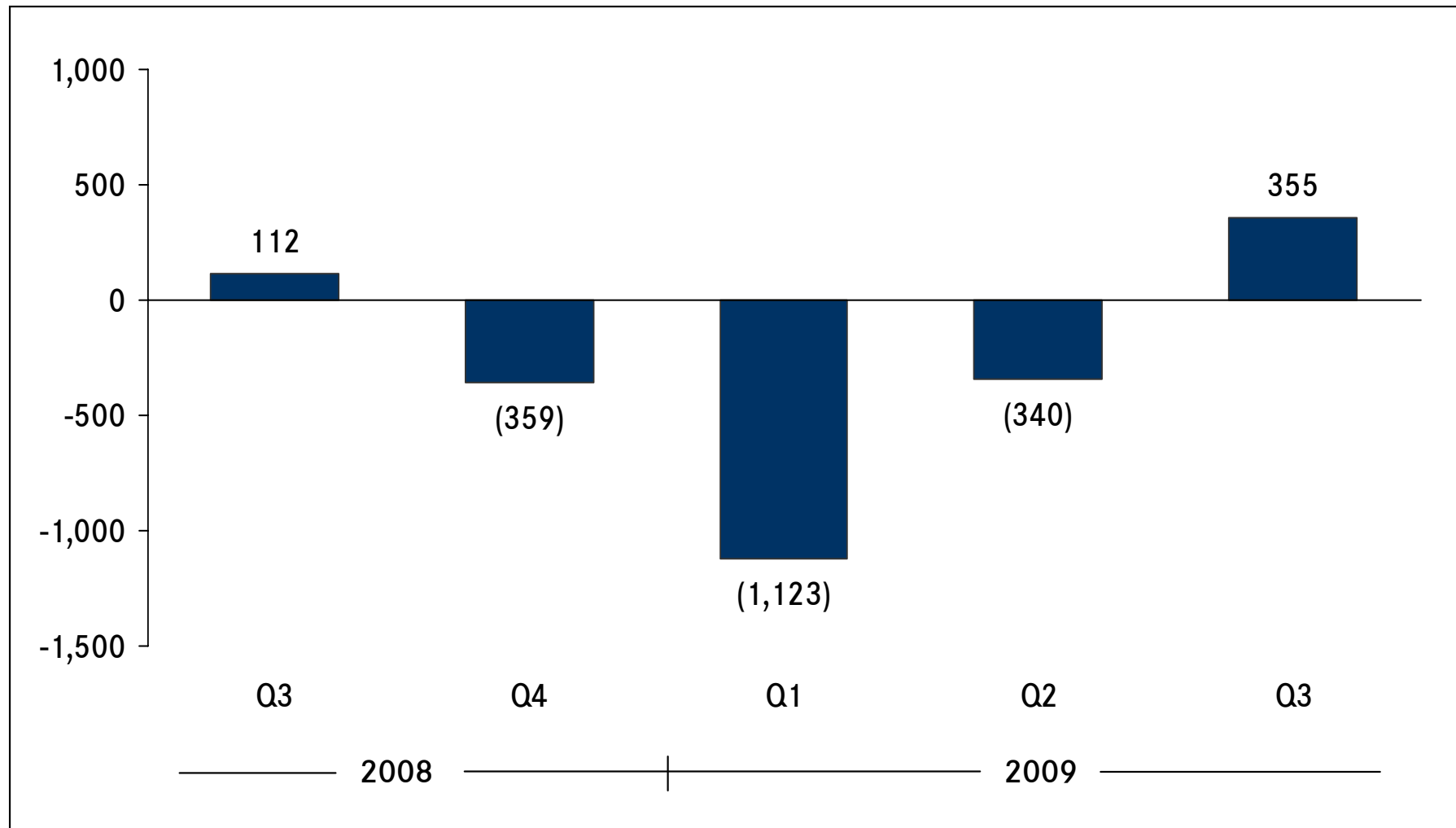
## Changes in net liquidity - industrial business

- in billions of € -



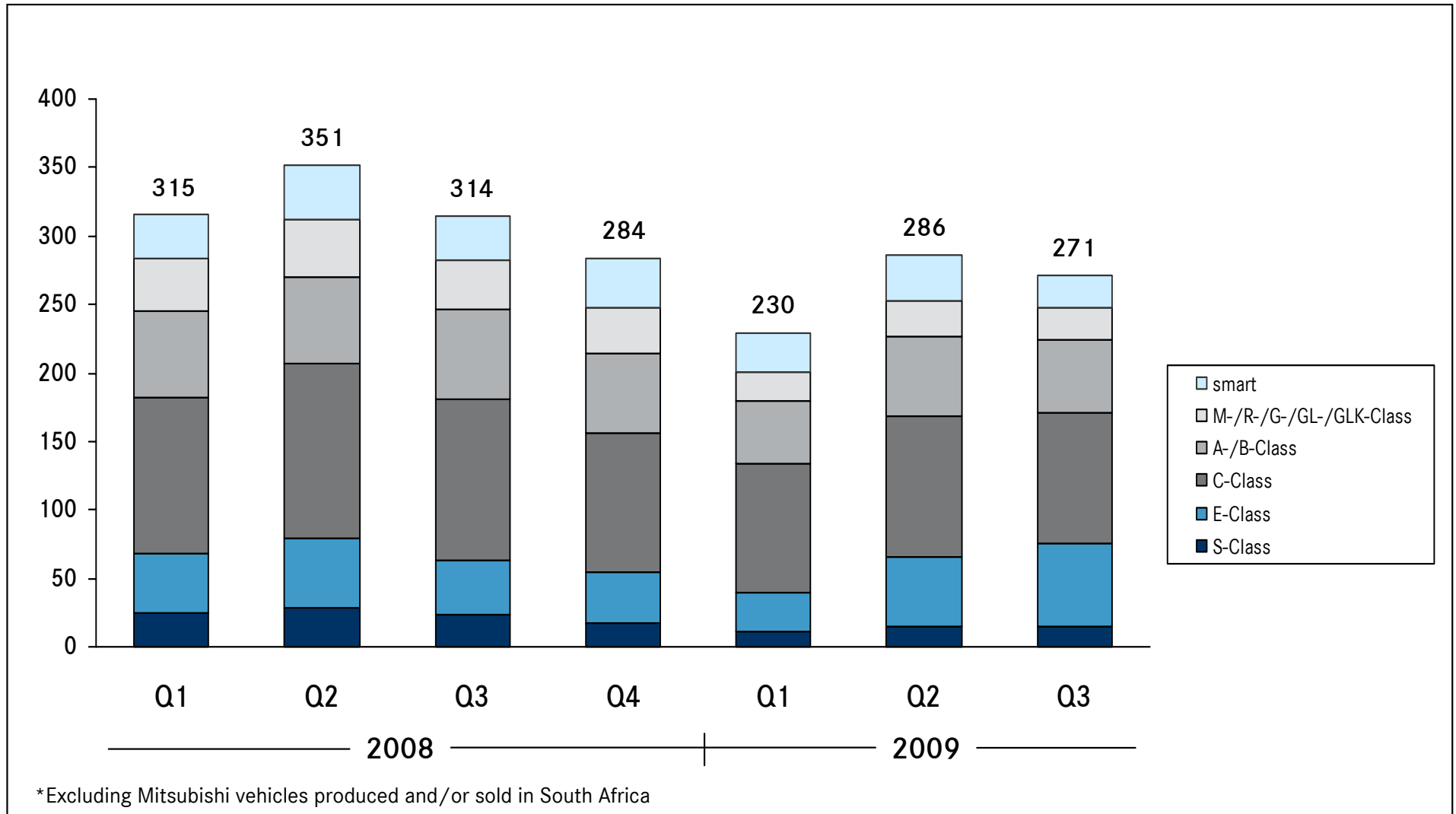
## Turnaround achieved, back to positive figures in Q3 2009

– EBIT in millions of € –



# Model mix improved by launch of new E-Class and new-generation S-Class

– Group sales in thousands of units\* –



## Product highlights

E-Class station wagon



Mercedes-Benz SLS AMG



B-Class F-CELL



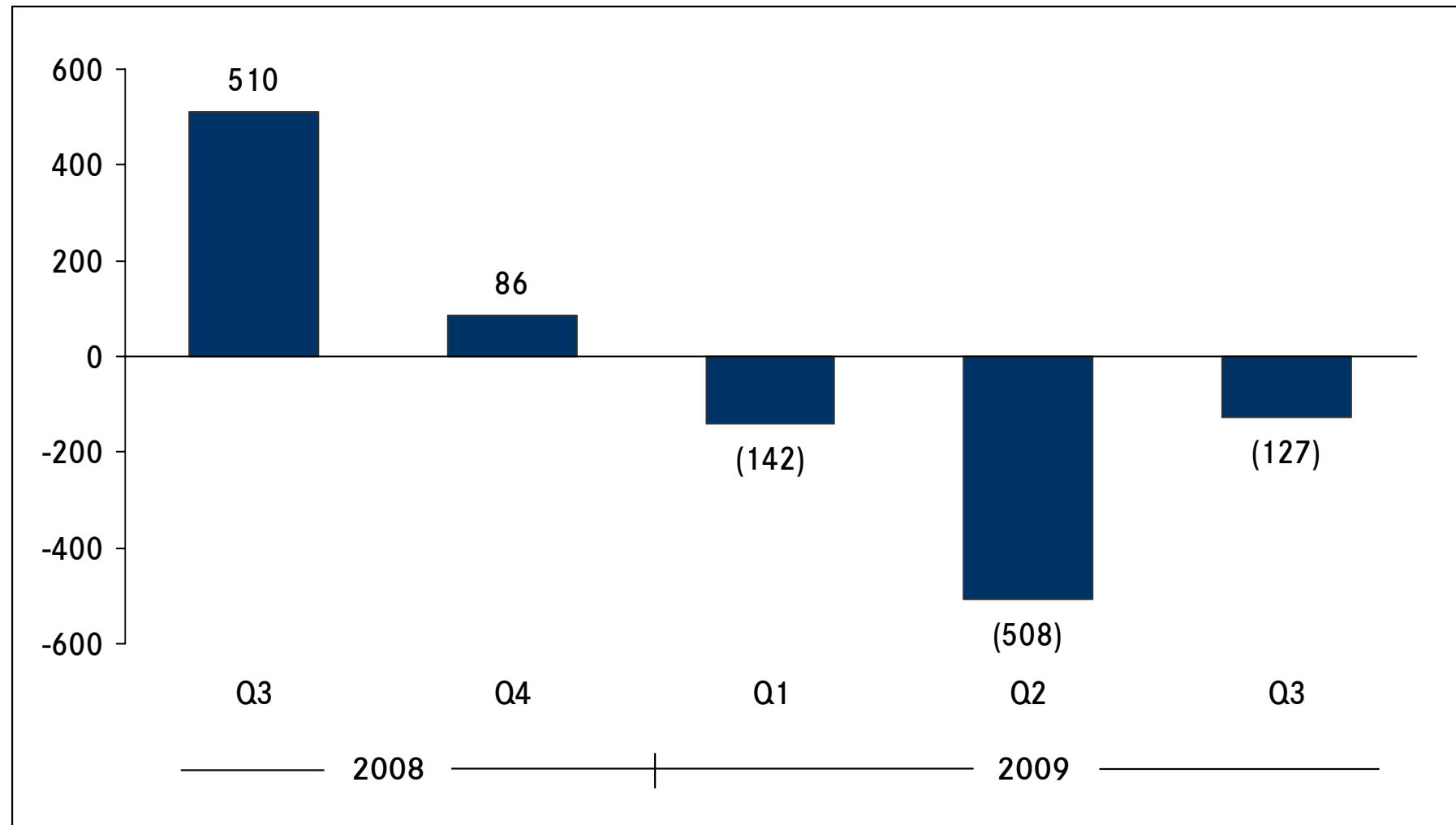
New-generation S-Class





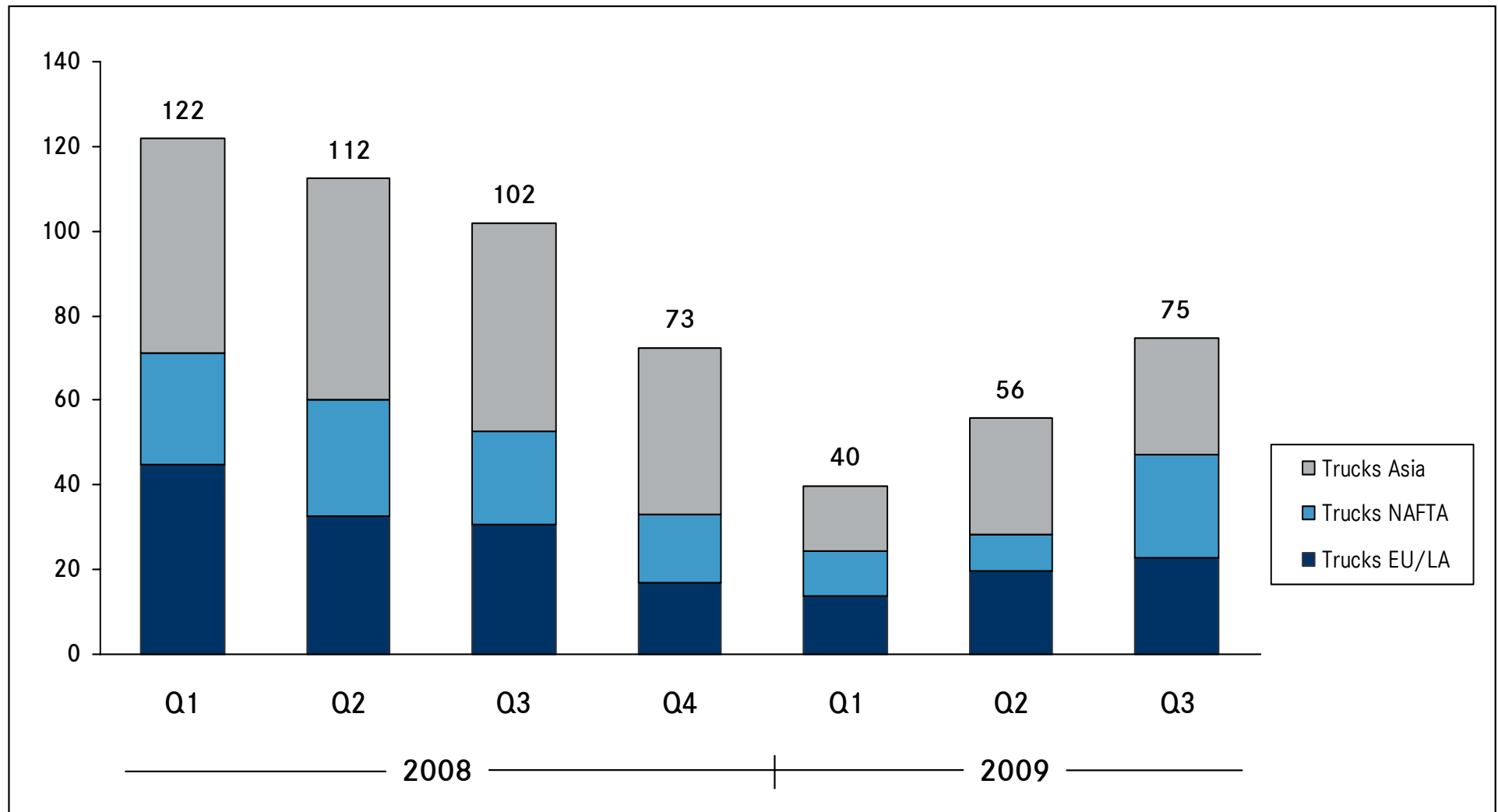
## Weak demand and repositioning in NAFTA and Asia impact earnings, but low point has been passed in Q2

– EBIT in millions of € –



# Incoming orders show signs of recovery in the truck business

– Incoming orders in thousands of units –



## Product highlights

Mercedes-Benz Actros Safety Truck



Freightliner Business Class M2 112 NG



Freightliner Cascadia BlueTec

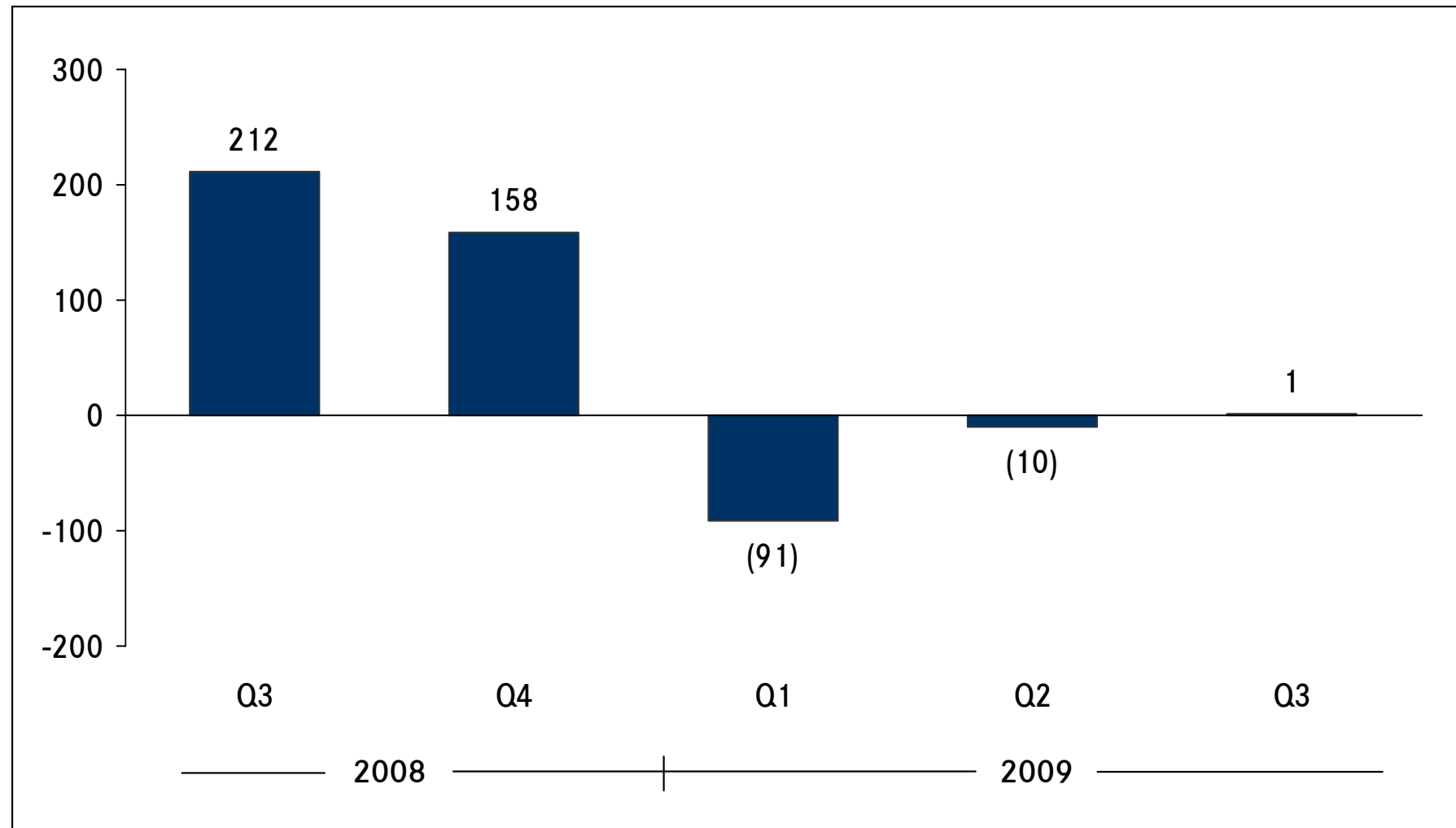


Mitsubishi Fuso Canter Eco Hybrid



## Break-even achieved through countermeasures and slight market recovery

– EBIT in millions of € –



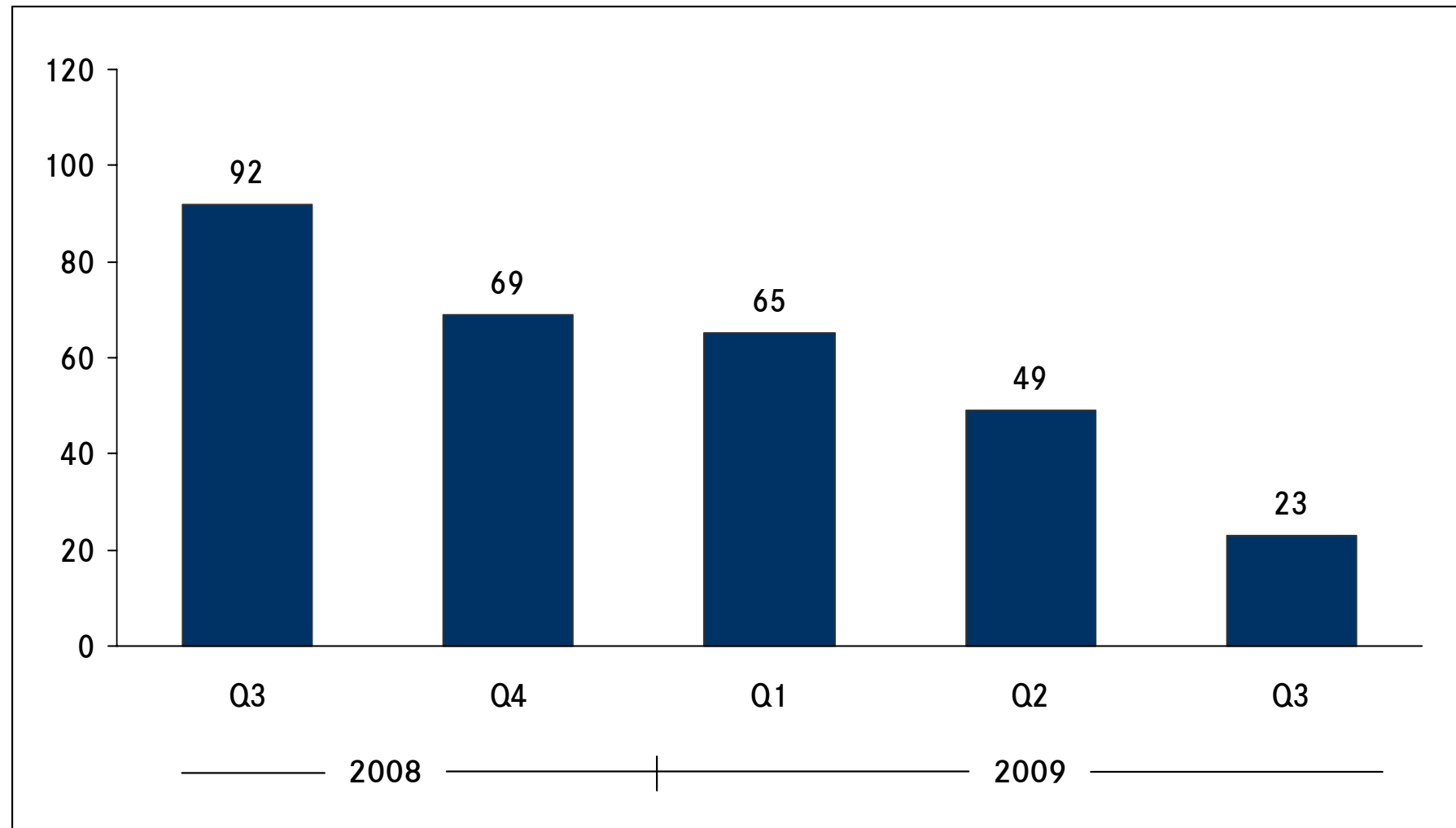
## Product highlights

Mercedes-Benz Sprinter BlueEFFICIENCY



## Daimler Buses maintain profitability despite lower unit sales in major markets

– EBIT in millions of € –





## Product highlights

Mercedes-Benz Citaro LÜ



Setra TopClass 400



Orion VII Diesel-Electric Hybrid

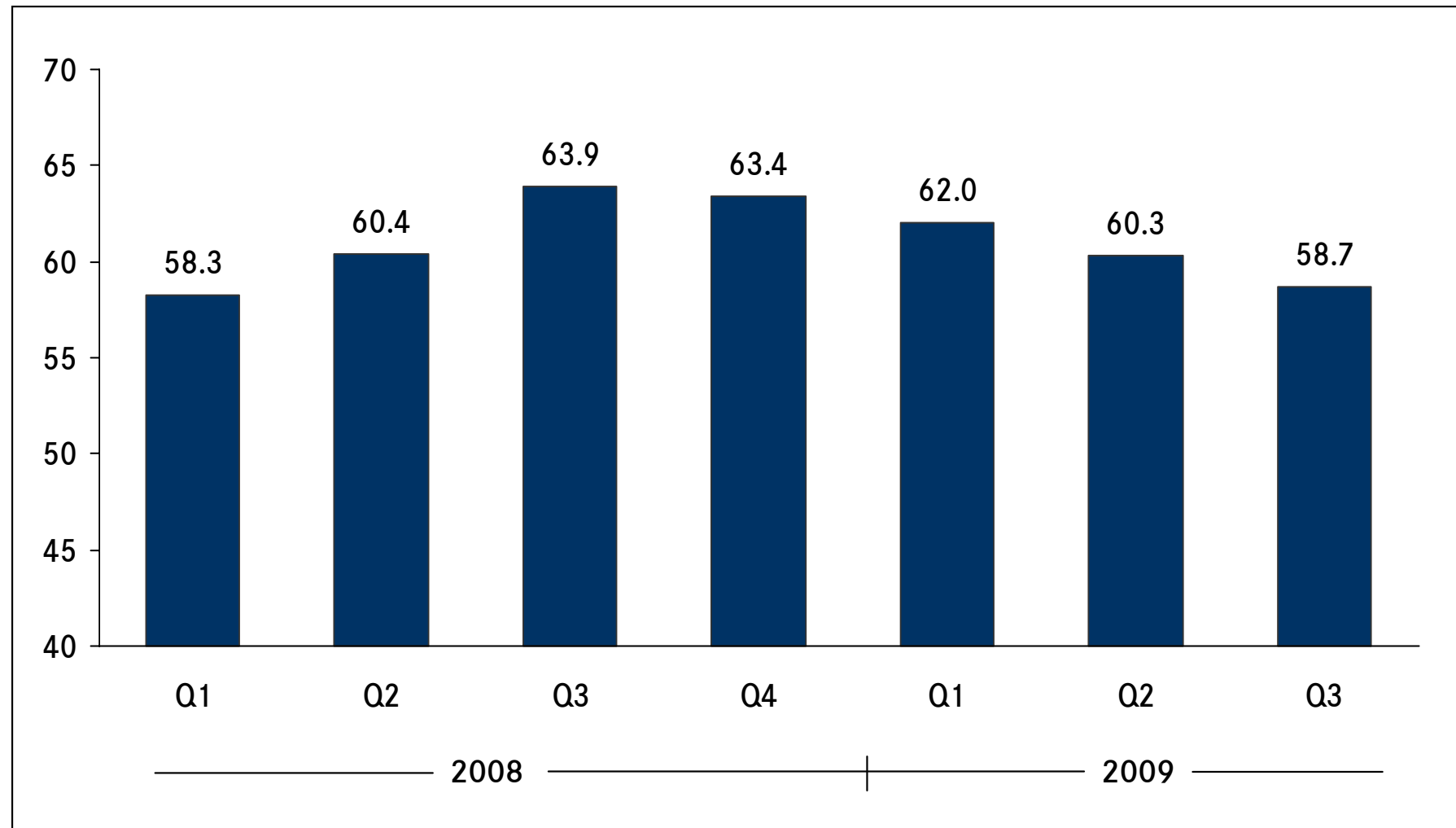


Mercedes-Benz Citaro FuelCELL-Hybrid



## Financial Services portfolio decreases after its peak at the end of September 2008

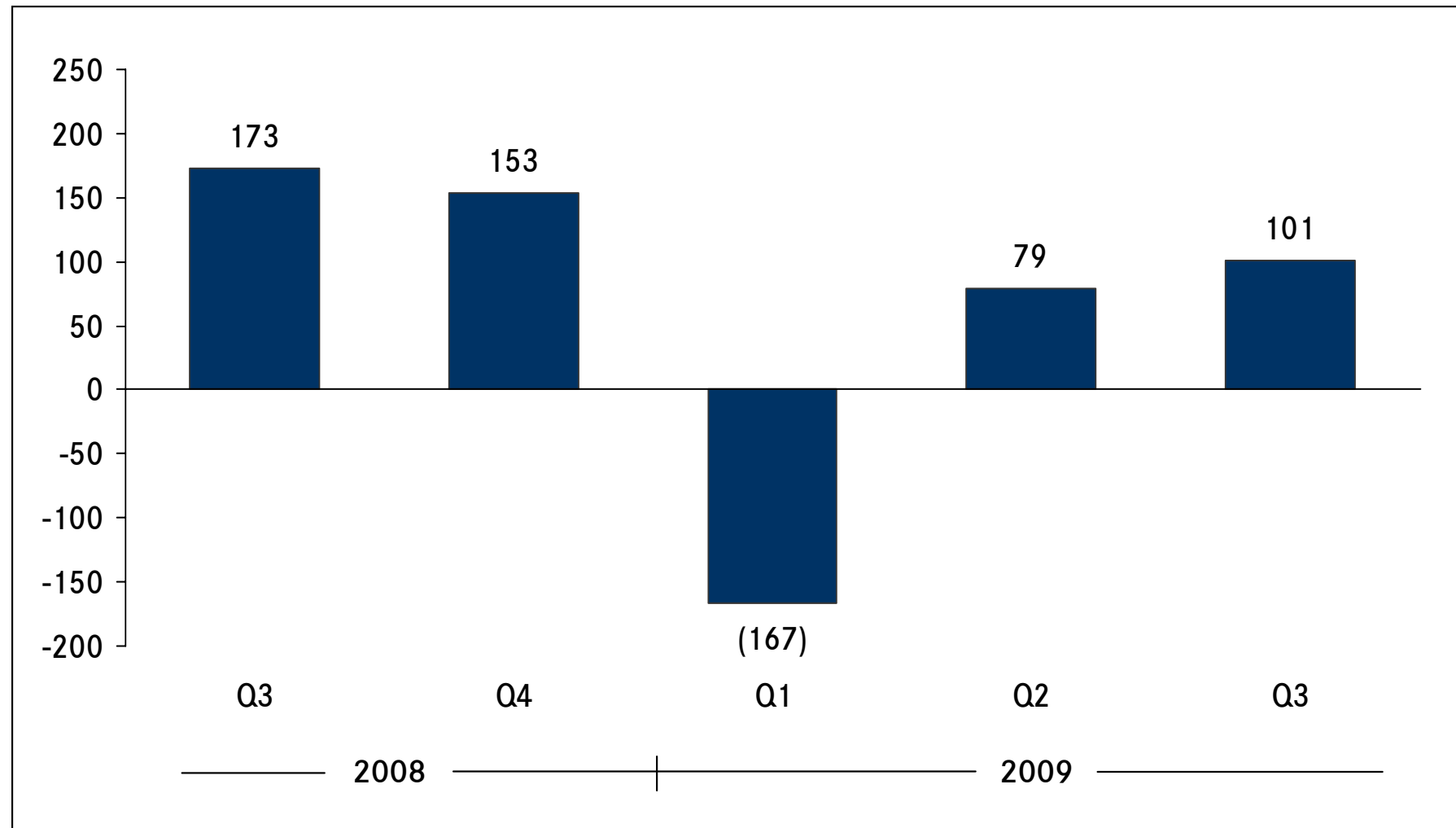
– Contract volume in billions of € –





## Financial Services affected by higher cost of risk

– EBIT in millions of € –



## Further improvement in Group EBIT from ongoing business

- in billions of € -	Q1 2009	Q2 2009	Q3 2009
EBIT Daimler Group (as reported)	(1.4)	(1.0)	0.5
EBIT (excluding special reporting items)			
- Group	(1.4)	(0.4)	0.4
- Mercedes-Benz Cars	(1.1)	(0.3)	0.4
- Daimler Trucks	(0.1)	(0.3)	(0.1)
- Mercedes-Benz Vans	(0.1)	(0.0)	0.0
- Daimler Buses	0.1	0.0	0.0
- Daimler Financial Services	(0.2)	0.1	0.1

## Daimler approaches short, medium & long term need for action



### Topics

- Brand management
  - Green technology
  - Product portfolio
  - BRIC
- 
- Capacity optimization
  - Efficiency programs
  - Cooperations
- 
- Cash flow measures
  - Labor cost measures
  - Funding

## Assumptions for automotive markets in 2009

### ● Car markets

- Worldwide market expected to contract by approximately 10%
- China will be the only major market with increased volume

### ● Truck markets

- Continued depressed demand for medium- and heavy-duty trucks globally
- Western Europe           -40% to -50%
- NAFTA                       -30% to -40%
- Japan                         -45% to -55%
- Brazilian market shows first signs of recovery

### ● Van markets

- Only slight improvement expected for the rest of the year

### ● Bus markets

- City bus market expected to be stable in 2009
- Ongoing difficult market for coaches and chassis

## Outlook 2009 for Daimler unit sales

### ● Mercedes-Benz Cars

- Q4 2009 unit sales expected to be above Q3 due to the new E-Class station wagon and full availability of the E-Class sedan

### ● Daimler Trucks

- Q4 2009 unit sales expected to stay at the low level of Q3

### ● Mercedes-Benz Vans

- Q4 2009 unit sales expected to increase slightly compared to the previous quarters

### ● Daimler Buses

- Q4 2009 unit sales expected to increase mainly due to higher deliveries in connection with major orders

## Outlook 2009 for EBIT

### ● Mercedes-Benz Cars

- Q4 2009 EBIT expected to show a moderate improvement compared to Q3
- Results from ongoing business should benefit from higher unit sales and efficiency improvements

### ● Daimler Trucks

- Weak demand in most important markets and less favorable regional mix will lead to lower earnings from ongoing business in Q4
- Business repositioning will lead to charges also in Q4

### ● Mercedes-Benz Vans

- The division will break even also in Q4 2009

### ● Daimler Buses

- Solid Q4 2009 EBIT expected

### ● Daimler Financial Services

- Continuing positive earnings expected for Q4 2009

### ● Daimler Group

- The Group expects to achieve a positive EBIT from ongoing business in Q4 2009
- However, the Group is monitoring dealer and supplier risks which could impact Q4 earnings

# DAIMLER

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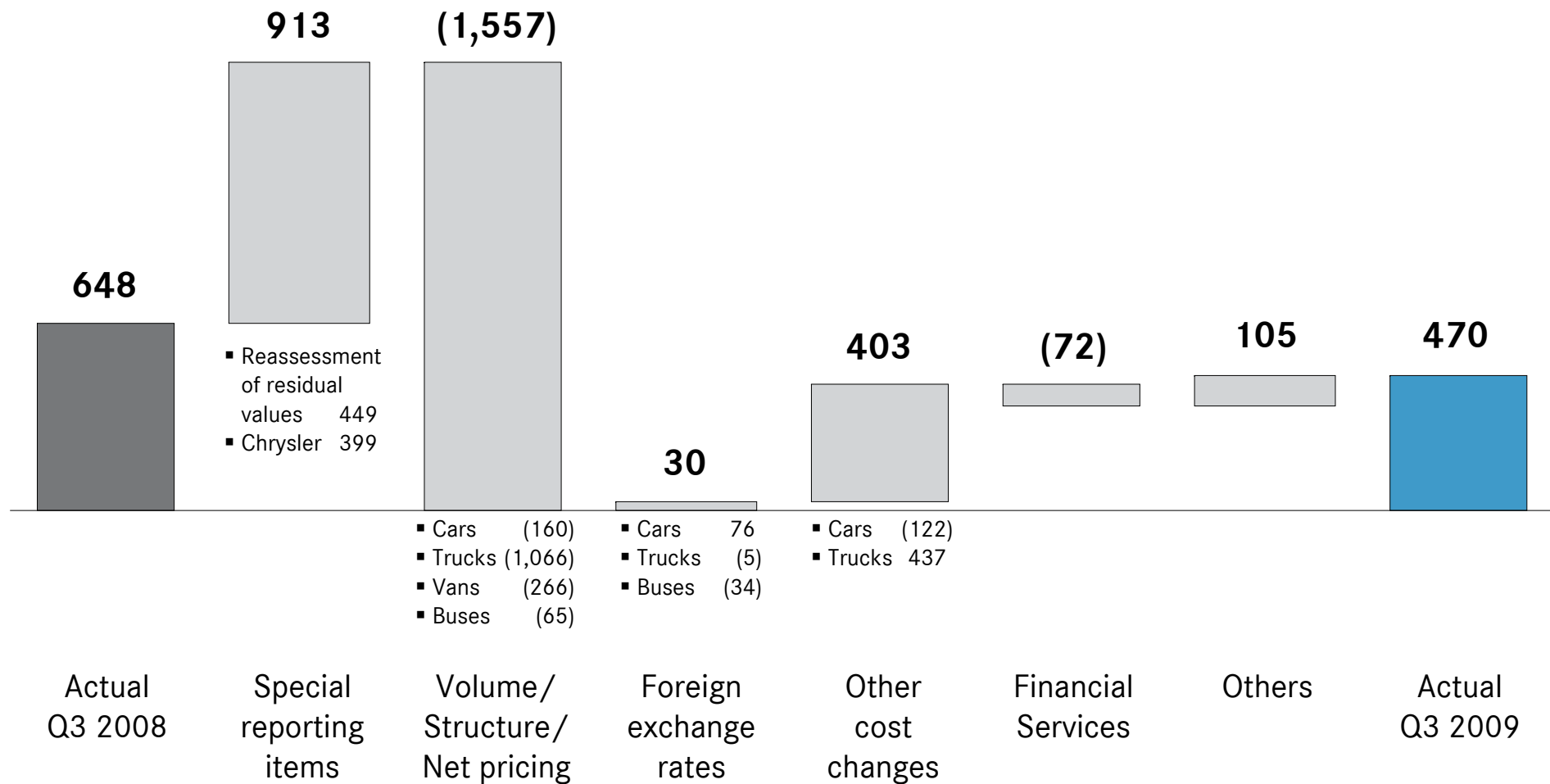
## **Conference Call Q3 and January-September 2009 Results**

Questions & Answers

October 27, 2009

## Group EBIT in Q3 2009

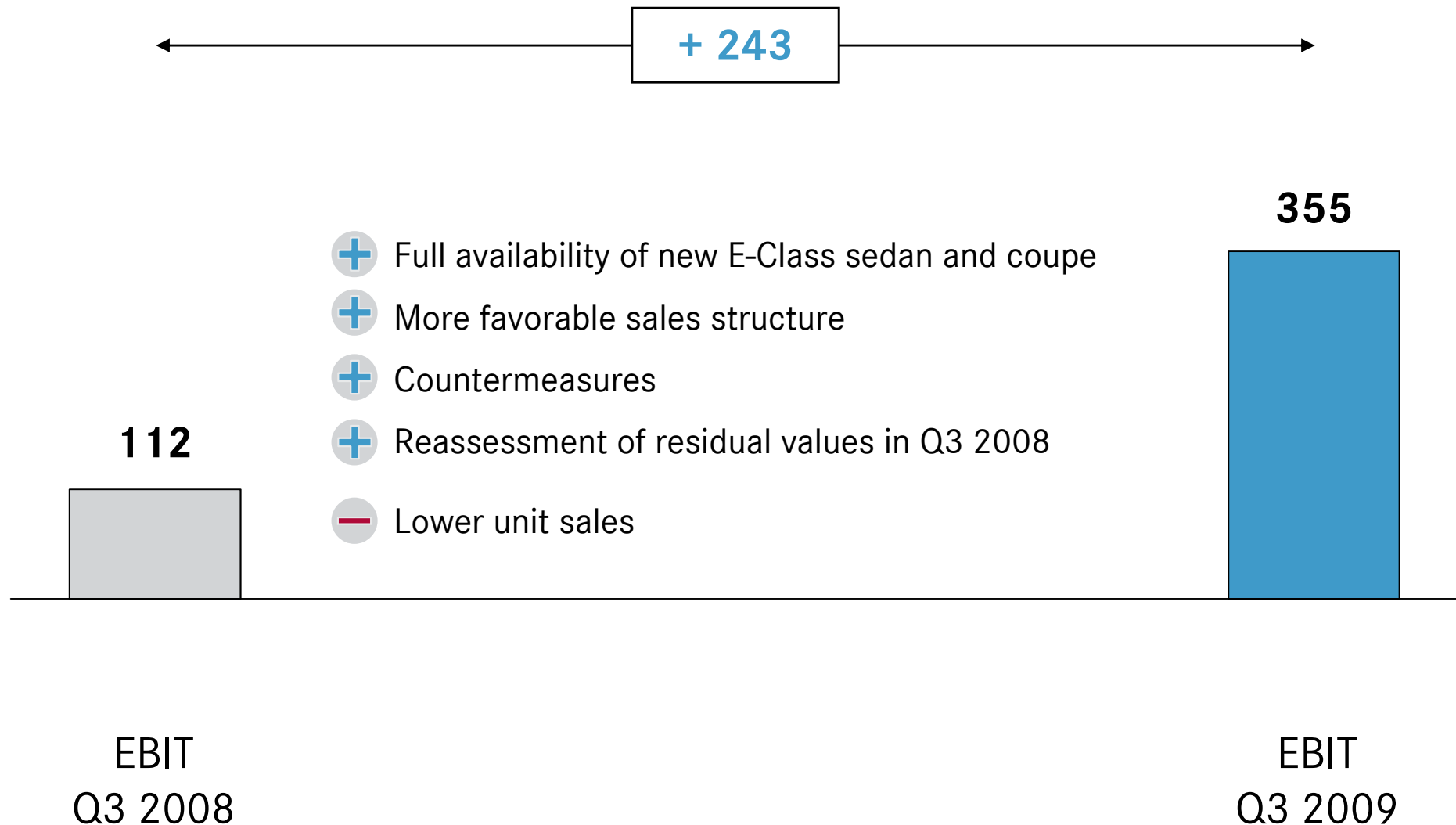
- in millions of € -





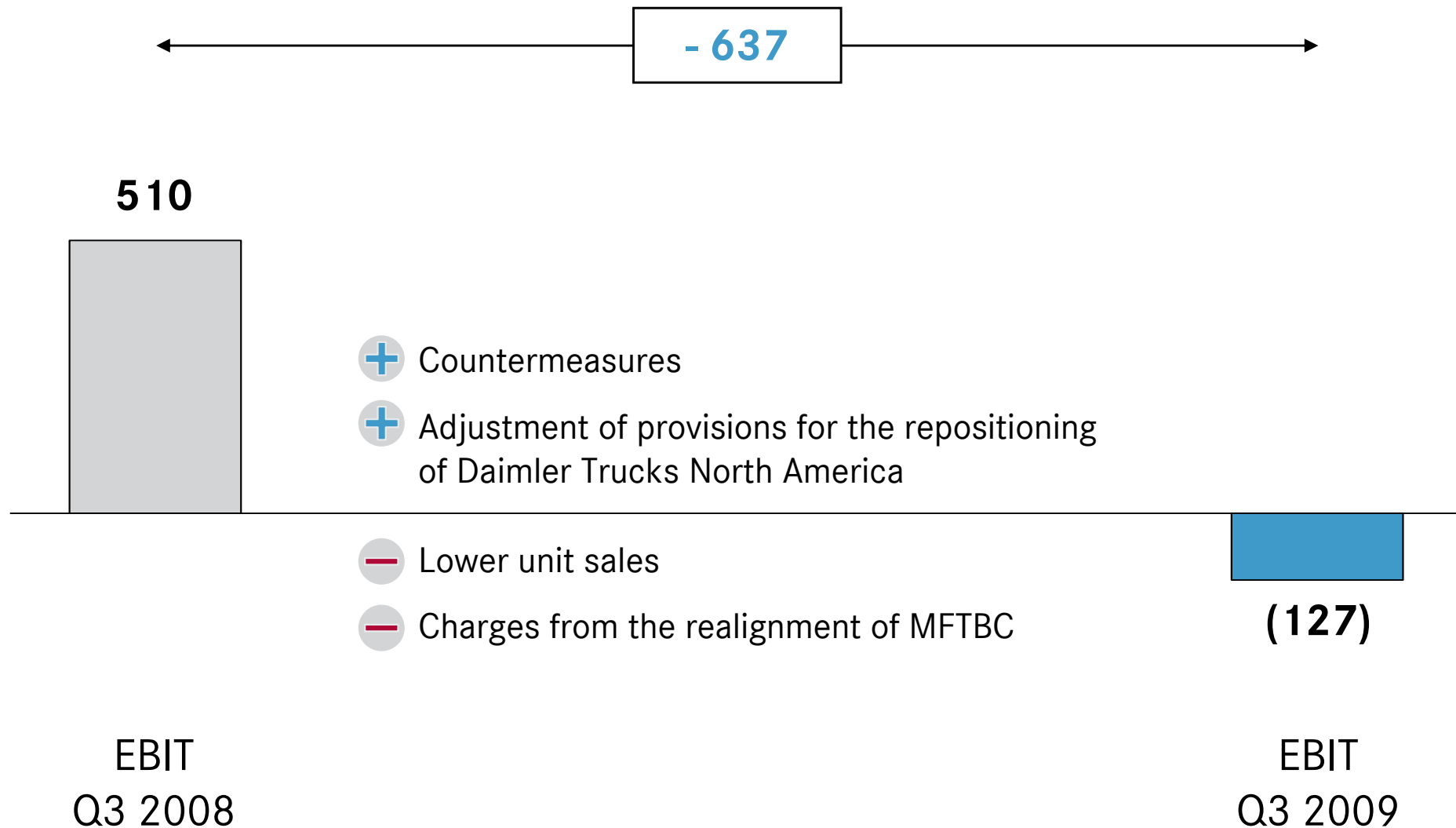
## Positive effect from full availability of new E-Class and more favorable sales structure

– in millions of € –



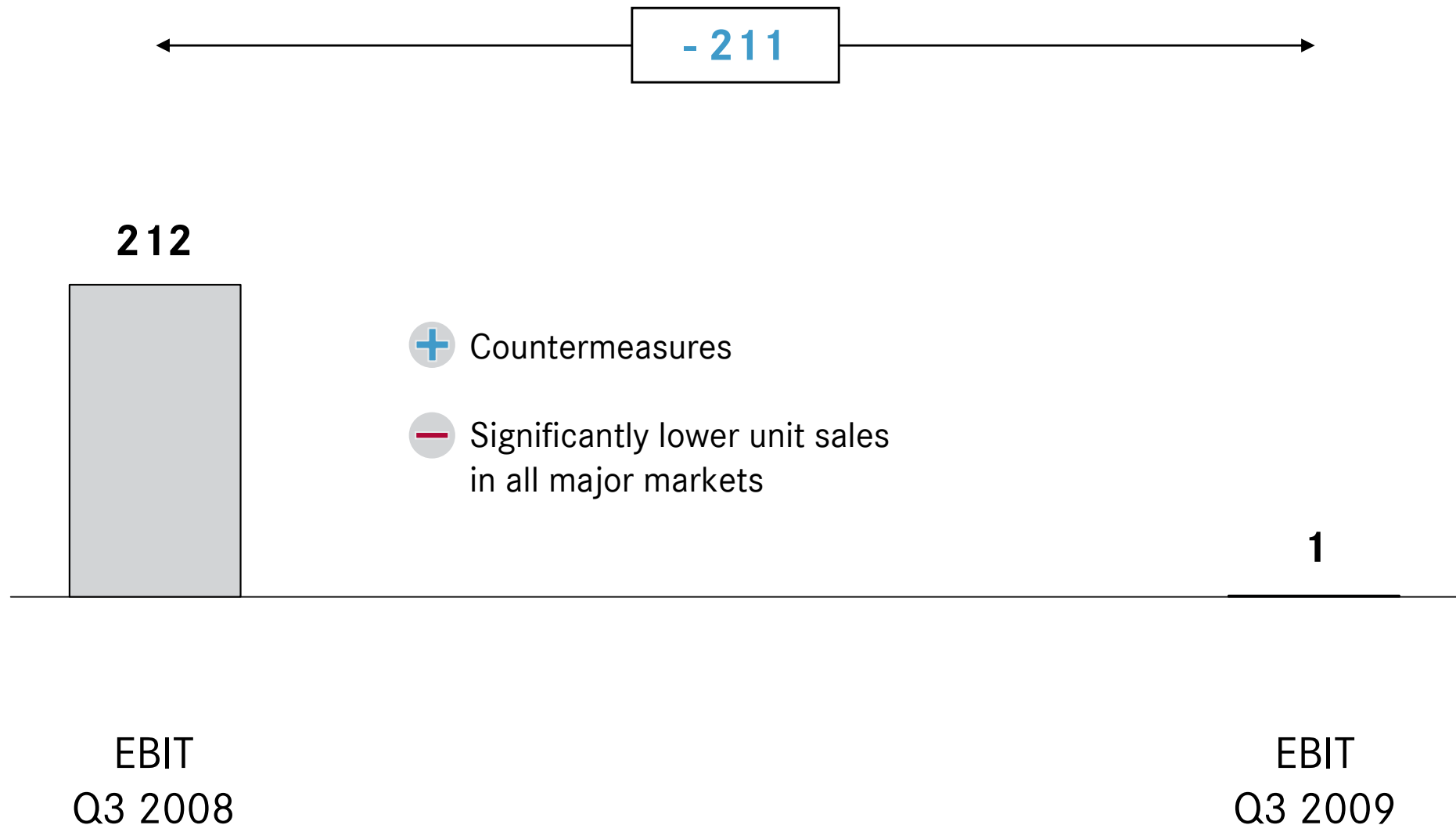
## Weak demand for trucks affected EBIT

- in millions of € -



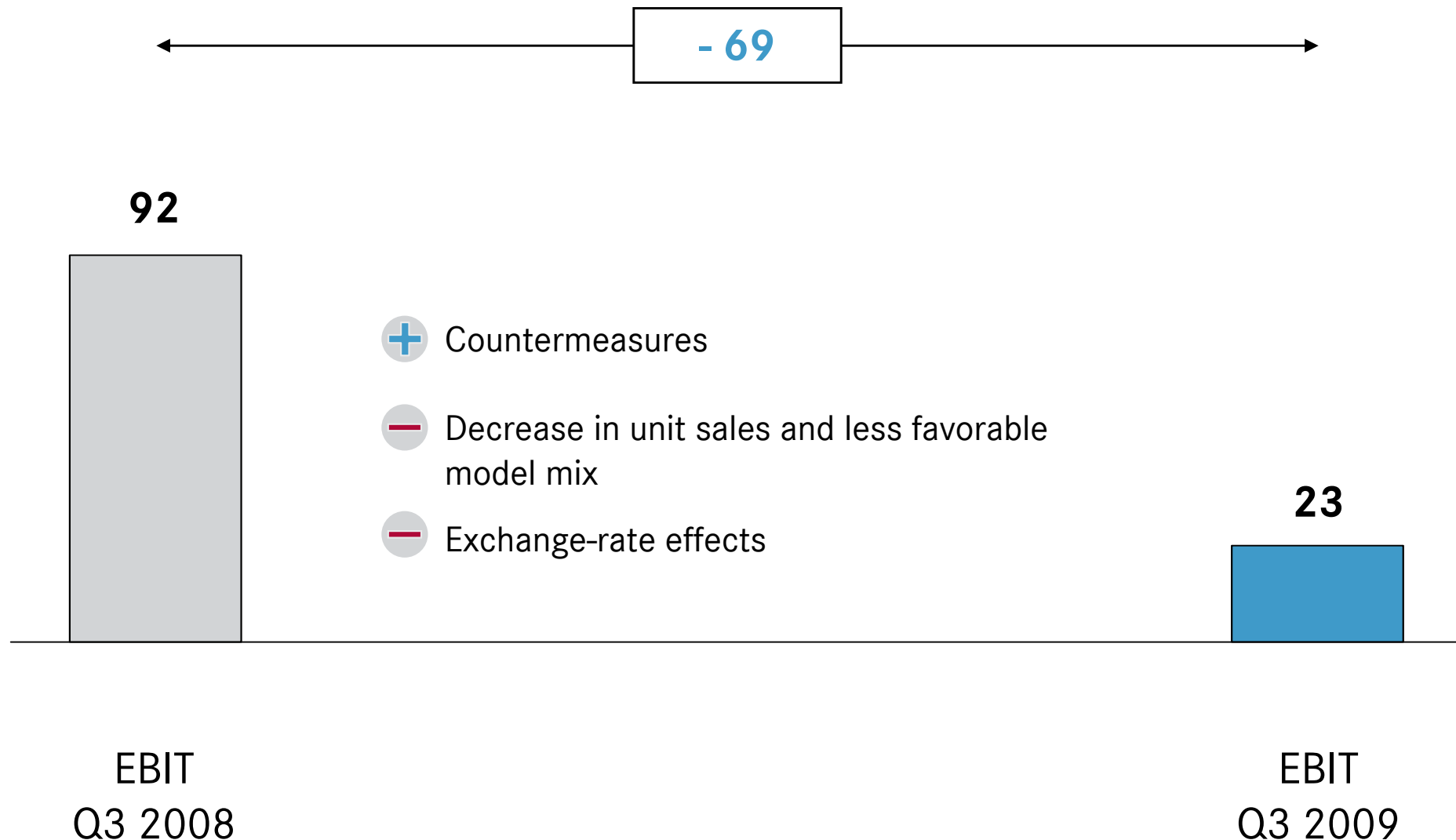
# Break-even achieved due to countermeasures despite significant market decline

- in millions of € -



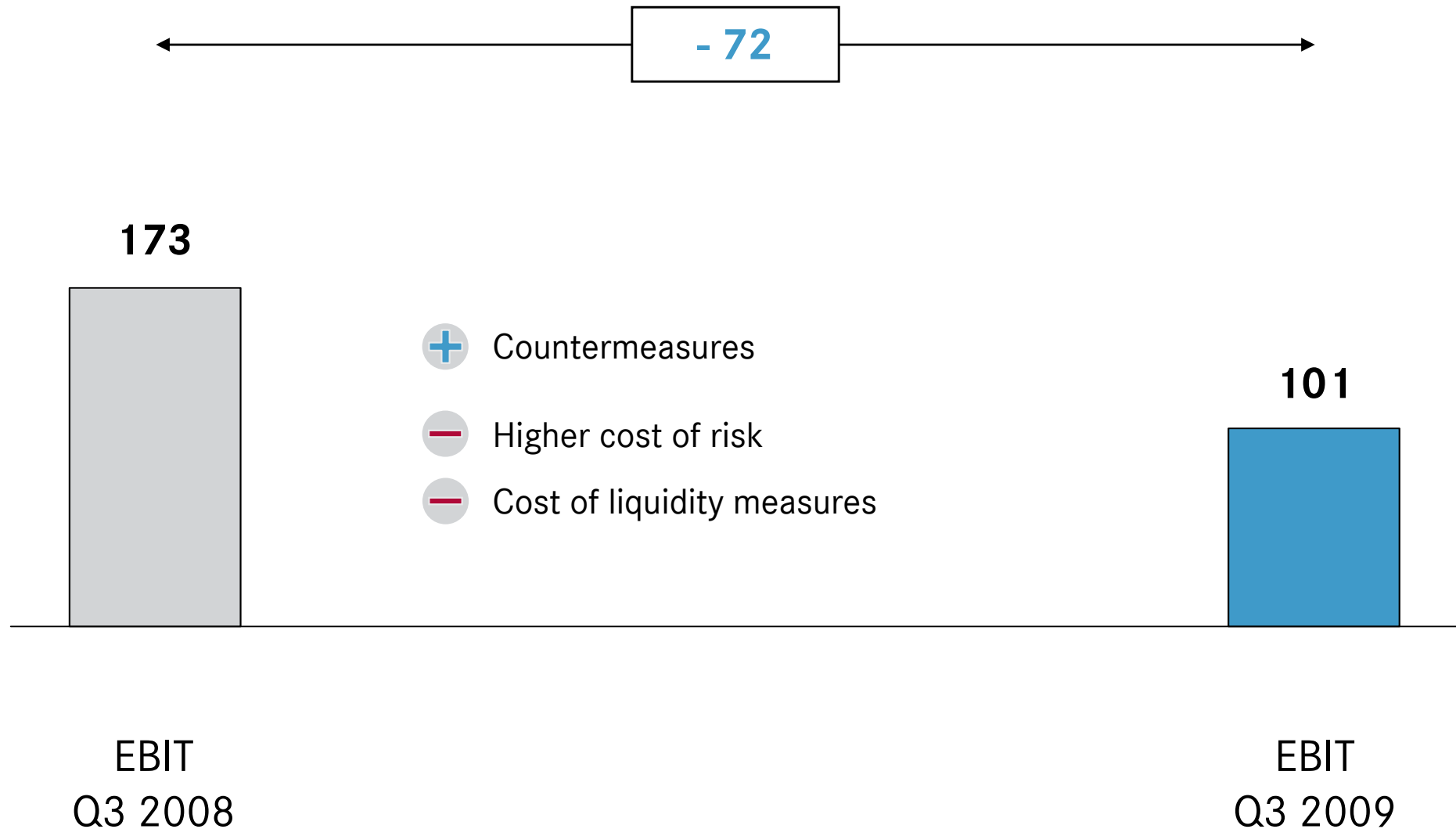
## Decrease in EBIT due to lower sales volume in major markets

- in millions of € -



# Financial Services affected by higher cost of risk

- in millions of € -



## Countermeasures to stabilize earnings and cash flow

	Target FY 2009		Achieved by 09/09
<b>Total EBIT impact:</b>	<b>€4 bn</b>		<b>€3.5 bn</b>
<b>Net proceeds</b>	<b>20%</b>	Safeguard positive net pricing Earlier market launch of new E-Class sedan in the U.S. Optimization of pricing potential of extras/packages and fuel-efficiency features	<b>13%</b>
<b>Personnel costs</b>	<b>40%</b>	Short-time work in production and other functions Reduced working time and labor costs at Daimler AG	<b>39%</b>
<b>Material costs</b>	<b>15%</b>	Achieving lower prices based on declining raw material market prices Accelerated implementation of module strategy	<b>12%</b>
<b>Further overhead</b>	<b>25%</b>	Cutting expenses and reducing spending Prioritization of investment projects Optimization of non-productive materials	<b>36%</b>

## Special items affecting EBIT

- in millions of € -	3rd quarter		January to Sept.	
	2008	2009	2008	2009
<b>Mercedes-Benz Cars</b>				
Reassessment of residual values	(449)	-	(449)	-
<b>Daimler Trucks</b>				
Realignment of Mitsubishi Fuso Truck and Bus Corporation	-	(13)	-	(217)
Repositioning of Daimler Trucks North America	-	10	-	(48)
<b>Reconciliation</b>				
Sale of real estate	-	-	449	-
Transfer of shares in EADS	(7)	-	130	-
Equity-method result Chrysler	(351)	-	(1,047)	-
Other gains/(expenses) related to Chrysler	-	48	(168)	(299)
New management model	(61)	-	(169)	-

## Key balance-sheet figures

- in billions of € -	June 30, 2009	Sept. 30, 2009
<b>Daimler Group</b>		
Equity ratio	23.3%	24.2%
Gross liquidity	18.8	17.6
<b>Industrial business</b>		
Equity ratio	39.8%	40.6%
Net liquidity	4.6	6.7



## Liquidity

- in millions of € -	June 30, 2009			September 30, 2009		
	Group	IB	FS	Group	IB	FS
Cash and cash equivalents	13,928	9,432	4,496	11,498	8,688	2,810
Marketable securities and term deposits	4,888	3,954	934	6,143	4,559	1,584
<b>Gross liquidity</b>	<b>18,816</b>	<b>13,386</b>	<b>5,430</b>	<b>17,641</b>	<b>13,247</b>	<b>4,394</b>
<b>Financing liabilities (nominal)</b>	<b>(62,496)</b>	<b>(8,814)</b>	<b>(53,682)</b>	<b>(58,560)</b>	<b>(6,533)</b>	<b>(52,027)</b>
<b>Net liquidity</b>	<b>(43,680)</b>	<b>4,572</b>	<b>(48,252)</b>	<b>(40,919)</b>	<b>6,714</b>	<b>(47,633)</b>

## Financing liabilities (nominal)

- in billions of € -	Sept. 30, 2009	thereof maturing in			
		Q4 2009	Q1 2010	Q2 2010	Q3 2010
Bonds	29.6	1.4	2.9	3.5	0.2
Bank loans	14.2	3.2	1.0	1.2	0.9
ABS	0.7	0.1	0.1	0.1	0.1
Commercial paper	0.4	0.4	0.0	0.0	0.0
Account deposits	12.6	5.2*	3.7	0.6	0.3
Other	1.0	0.1	0.1	0.1	0.1
<b>Total</b>	<b>58.6</b>	<b>9.3</b>	<b>7.8</b>	<b>5.3</b>	<b>1.6</b>

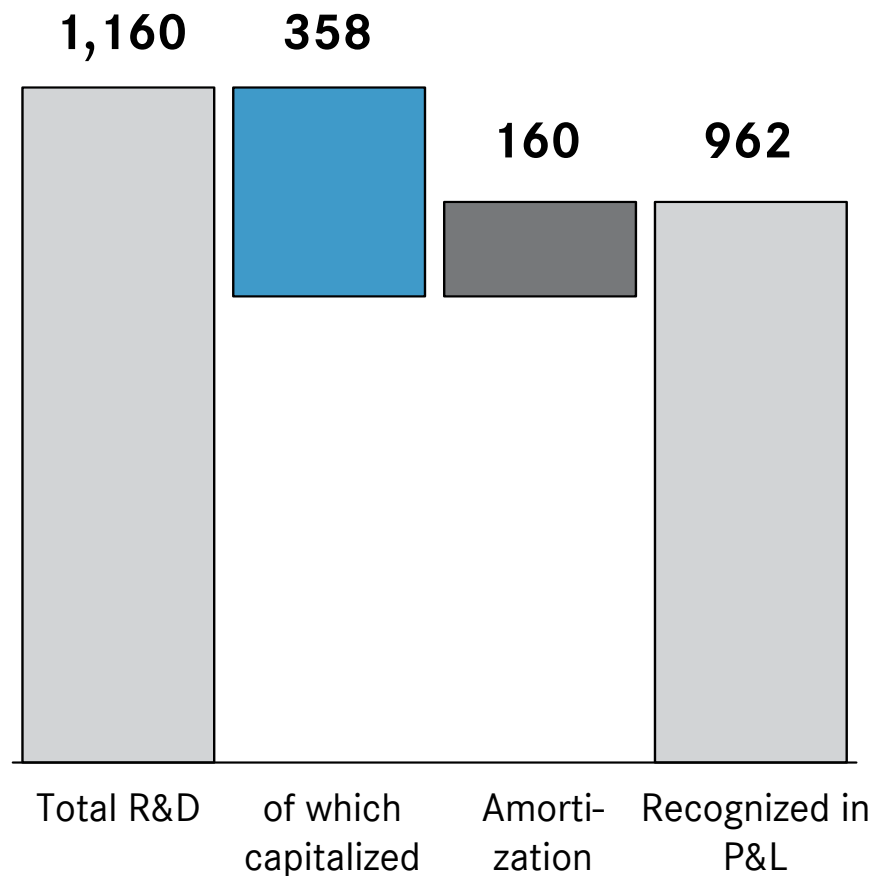
\* Thereof €4.5 bn daily cash accounts

## Funding status of pension and healthcare benefits

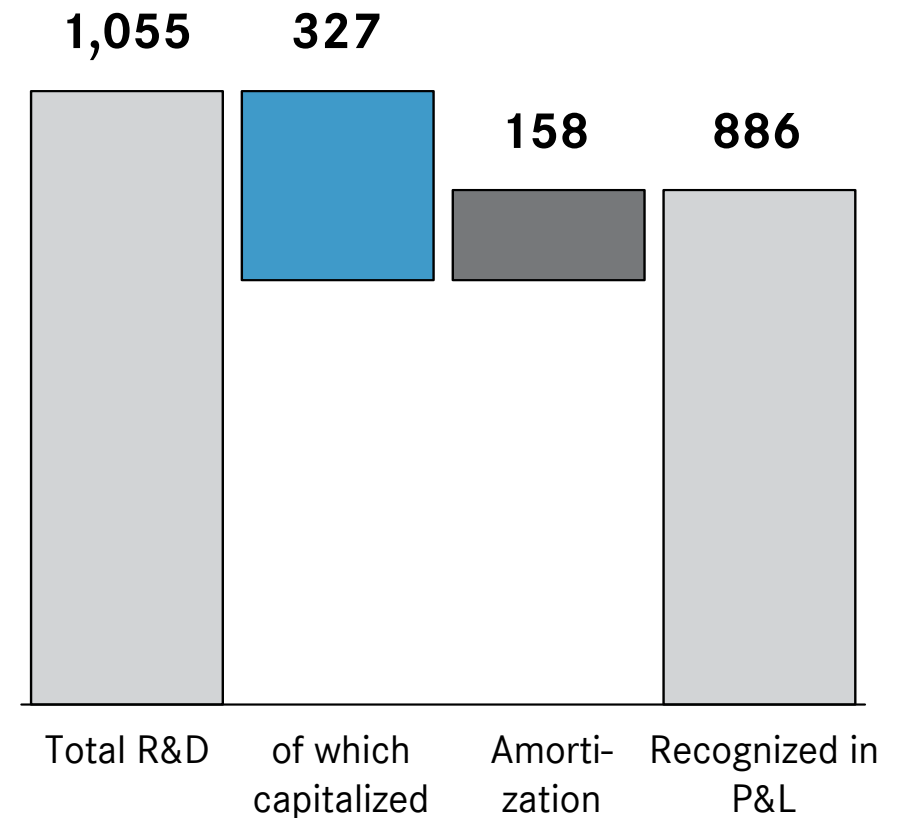
- in billions of € -	June 30, 2009	Sept. 30, 2009
<b>Pension benefits</b>		
Benefit obligations	(15.2)	(15.3)
Plan assets	9.9	10.4
Funded status	(5.3)	(4.9)
<b>Healthcare benefits</b>		
Benefit obligations	(1.0)	(1.0)
Plan assets	0.0	0.0
Reimbursement Medicare Act	0.1	0.1
Funded status	(0.9)	(0.9)

## Research & development costs

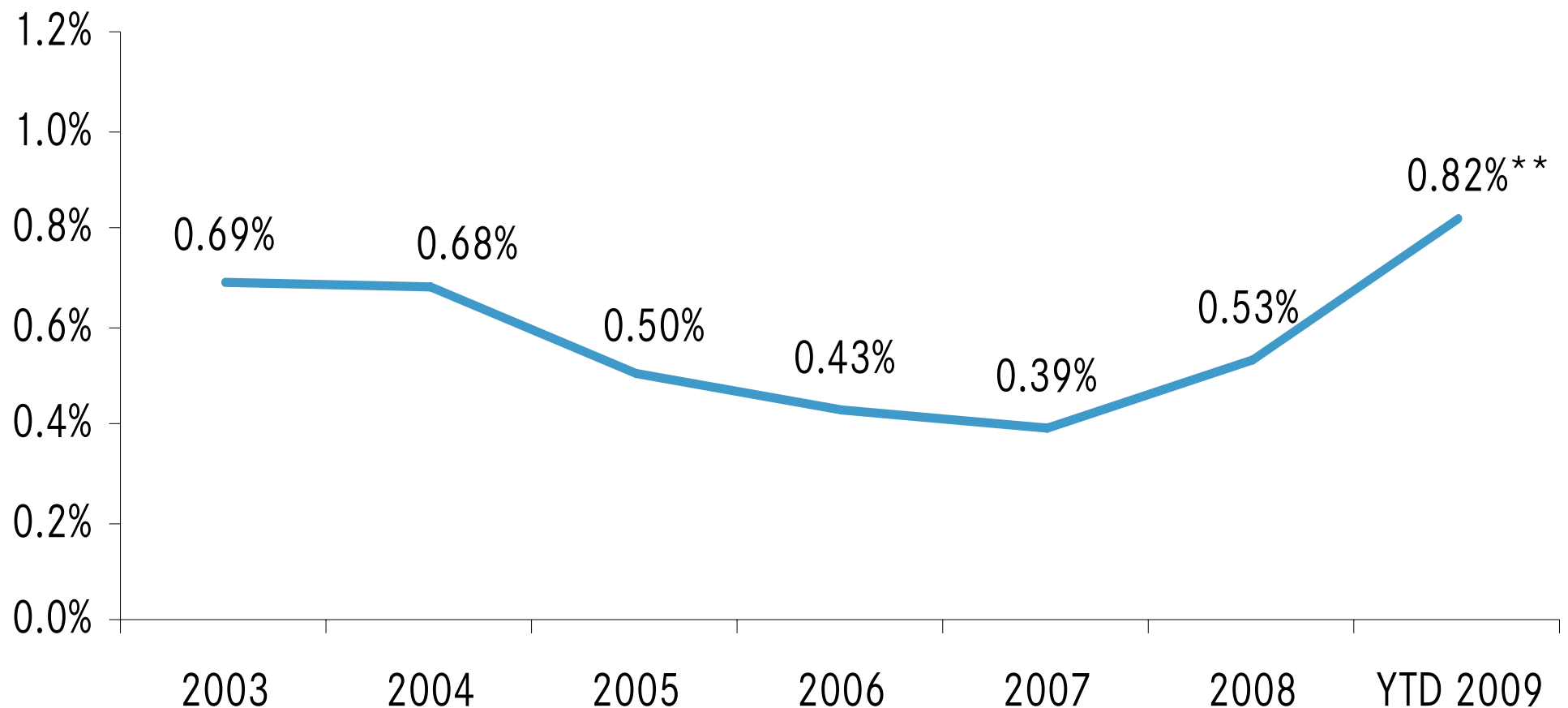
**Q2 2009**  
- in millions of € -



**Q3 2009**  
- in millions of € -



## Economic crisis is reflected by higher net credit losses\*



\* percent of global automotive portfolio, subject to credit risk

\*\* annualized rate

## Disclaimer

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 a lack of or a considerable delay in improvement or a further deterioration of global economic conditions; a continuation or worsening of the tense situation in the credit and financial markets, which could result in ongoing high borrowing costs or limit our funding flexibility; changes in currency exchange rates and interest rates; the introduction of competing, fuel-efficient products and the possible lack of acceptance of our products or services, which may limit our ability to adequately utilize our production capacities or raise prices; price increases in fuel, raw materials and precious metals; disruption of production due to shortages of materials, labor strikes, or supplier insolvencies; a further decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization programs at all of our segments, including the repositioning of our truck activities in the NAFTA region and in Asia; the business outlook of companies in which we hold an equity interest, most notably EADS; 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 outcome 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 and under the headings “Risk Factors” and “Legal Proceedings” in Daimler’s most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission. 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.