Mercedes-Benz Cars
Sales and Marketing Strategy
MBC Division Day 2012

Dr. Joachim Schmidt
Executive Vice President Mercedes-Benz Cars, Sales and Marketing

Kecskemét, March 29, 2012
With 1,279,100 units sales of Mercedes-Benz Passenger Cars up 9% worldwide in 2011

- Canada +3%
- Germany -1%
- Western Europe (without G.) -1%
- USA +14%
- Brazil +41%
- Russia +47%
- Taiwan +34%
- Japan +4%
- South Korea +27%
- China +35%
Successful across all segments – strong end of lifecycle for B- and M-Class

Group Sales YTD December 2011

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sales 2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compact segment</td>
<td>192,000</td>
<td>-14%</td>
</tr>
<tr>
<td>C-Class segment*</td>
<td>412,000</td>
<td>+20%</td>
</tr>
<tr>
<td>E-Class segment</td>
<td>340,000</td>
<td>+3%</td>
</tr>
<tr>
<td>S-Class segment</td>
<td>81,000</td>
<td>+0%</td>
</tr>
<tr>
<td>SUVs**</td>
<td>254,000</td>
<td>+25%</td>
</tr>
<tr>
<td>smart</td>
<td>100,000</td>
<td>+6%</td>
</tr>
</tbody>
</table>

*w/o GLK
**incl. GLK

Mercedes-Benz Cars in 2011
The smart story continues!
Sales of smart fortwo increased by +6% to 100,000 units in 2011

- smart defended segment leadership in Germany with 29,000 deliveries
- Italy still 2nd biggest market with 24,000 units
- More than 11,000 units delivered to Chinese customers
- Very high growth rates also e.g. in Mexico, the Netherlands, Poland and Czech Republic
Current performance and our targets for 2012
Firework of new products at Detroit Motor Show and in Geneva

New SL

E-Class Hybrids

smart for-us

New A-Class

C-Class Sport

smart brabus electric drive
New sales record in Jan.-Feb. 2012 with 182,600 units (+13%) and strongest growth of all premium competitors

Canada +22%
USA +21%
Germany +18%
Western Europe +10%
Russia +34%
India +8%
China +21%
Japan +33%
We grow again across all model ranges

- Compact Segment +7%
- C-Class Segment +29%
- E-Class Segment +3%
- S-Class Segment +30%
- SUVs +2%
  - M-Class +18%
- smart fortwo +17%

Retail YTD Feb. 2012
Mid-term targets: sales and marketing strategy outlook
Ambition to lead

Mercedes-Benz 2020

BRAND – PRODUCTS – SALES – PROFIT
Four levers of Mercedes-Benz 2020
Auto industry continues to be a growth industry - Passenger car market to grow from about 60 to 100 mio. units by 2020

- CAGR 2011 to 2020 –
  Global passenger car market: 5.5%
  Global premium car segment: 5.7%

Source: SP12 Forecast Global Insight
Premium luxury market offers even higher growth perspectives – especially in BRIC markets

- CAGR 2011 to 2020 –
  Global passenger car market: 5.5%
  Global premium car segment: 5.7%

Source: SP12 Forecast Global Insight
For the premium/luxury market strong growth is expected especially in the compact and SUV segment by 2020 – followed by mid-size and full-size segments.
Strong growth in the premium/luxury market comes especially from important emerging markets

<table>
<thead>
<tr>
<th>Top 10 Premium/Luxury Markets 2020 (in ‘000 units)</th>
<th>2020</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. China</td>
<td>6,858</td>
<td>14.2%</td>
</tr>
<tr>
<td>2. USA</td>
<td>3,478</td>
<td>5.6%</td>
</tr>
<tr>
<td>3. Germany</td>
<td>2,111</td>
<td>0.8%</td>
</tr>
<tr>
<td>4. UK</td>
<td>1,220</td>
<td>0.9%</td>
</tr>
<tr>
<td>5. France</td>
<td>1,149</td>
<td>0.2%</td>
</tr>
<tr>
<td>6. Italy</td>
<td>1,113</td>
<td>1.1%</td>
</tr>
<tr>
<td>7. Brazil</td>
<td>752</td>
<td>12.0%</td>
</tr>
<tr>
<td>8. Russia</td>
<td>723</td>
<td>5.9%</td>
</tr>
<tr>
<td>9. Spain</td>
<td>714</td>
<td>6.0%</td>
</tr>
<tr>
<td>10. India</td>
<td>459</td>
<td>24.3%</td>
</tr>
</tbody>
</table>

Source: Global Insight SP12
Automotive market development – Key emerging markets

China expected to become the most important premium car market in 2012!

30 mio. passenger vehicles in 2020

Second largest market for luxury products worldwide

Regional differences
Low car density
Massive urbanization

Rapidly growing middle class and increasing incomes

Environmental challenges
Support of fuel efficient vehicles

Largest S-Class market
High share of chauffeur cars

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Overall market and premium/luxury segments will maintain solid growth in China driven by stable economic growth.

**Passenger Vehicle Market**

<table>
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<tr>
<th>Year</th>
<th>Standard</th>
<th>Premium Luxury</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>3,309</td>
<td>610</td>
<td>3,919</td>
</tr>
<tr>
<td>2010</td>
<td>11,939</td>
<td>1,980</td>
<td>13,919</td>
</tr>
<tr>
<td>2015</td>
<td>20,308</td>
<td>3,320</td>
<td>23,628</td>
</tr>
<tr>
<td>2020</td>
<td>29,735</td>
<td>4,835</td>
<td>34,570</td>
</tr>
</tbody>
</table>

**Premium Luxury PV Market**

<table>
<thead>
<tr>
<th>Year</th>
<th>Luxury Large</th>
<th>Luxury Full-Size</th>
<th>Luxury Mid-Size</th>
<th>Luxury SUV / Crossover</th>
<th>Premium Compact</th>
<th>Premium Small</th>
<th>Premium Micro</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>218</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6,858</td>
</tr>
<tr>
<td>2010</td>
<td>1,626</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>4,061</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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CAGR 2011-2020:
- Total Market: 9.5%
- Standard: 8.4%
- Premium/Luxury: 14.2%

Source: SP12 Forecast Global Insight
India will become the third largest passenger car market by 2020 - Growth potential similar to China

- 8.6 mio passenger cars in 2020
- 1.2 billion inhabitants
- >50% younger than 25 years
- Very high chauffeur share
- Average GDP growth of 8% over the last five years to be continued
- Emerging of a new and wealthy middle class
- Important production hub
- High import taxes require local production
Passenger car market is expected to grow at 16% CAGR and achieve 8.6 mio. units by 2020

Passenger Vehicle Market

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<td>1,096</td>
<td></td>
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<td>2010</td>
<td>2,248</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>4,279</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>8,617</td>
<td></td>
<td>15.5%</td>
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Source: SP12 Forecast Global Insight

Premium Luxury PV Market

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<td>459</td>
</tr>
<tr>
<td>2020</td>
<td>207</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SP12 Forecast Global Insight
Very promising start for the new B-Class in Europe – More than 100,000 orders in our books!
New M-Class with very successful market start
New SL Roadster weighs up to 140 kilograms less than its predecessor thanks to intelligent lightweight design
Our new A-Class: The pulse of a new generation
Very positive feedback of the international media for the new A-Class
Portfolio extension: At least 10 additional model series by 2015
New models with ever lower emissions
Daimler’s ambition is to ensure an all-embracing eMobility customer offer.

Sales instruments
- sale & care

Products
- comprehensive

Services
- attractively priced

Carefree
COMAND Online launched in 2011 – New Apps follow in 2012
mbrace2 to be introduced in the US with new SL
We won a wide variety of awards for our products in 2011 and made significant improvements on the quality side.
The best or nothing.

Mercedes-Benz is the most valuable premium automotive brand worldwide and Europe’s most valuable brand overall.
Our communication activities support the three brand values:

<table>
<thead>
<tr>
<th>Fascination</th>
<th>Perfection</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>SLS Campaign</td>
<td>C-Class Campaign</td>
<td>BlueEFFICIENCY Campaign</td>
</tr>
</tbody>
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Mercedes-Benz Division Day 2012
Less is more:
We focus on five international sponsoring platforms
By using our sponsorship activities for classical advertising we communicate in an authentic way to our target groups.
Mercedes-Benz Division Day 2012

We strongly intensified communications of technology leadership and innovations – Activities result in higher scores in brand studies
Brand opening activities successfully paved the way for the launch of the new A-Class

- Concept A-CLASS in 20 countries on more than 80 events
- Brand opening campaign in 10 countries
- A-qualizer implemented in 38 countries
- Local mb! by Mercedes-Benz version in 18 countries
- 4,000 visitors at Avantgarde Diaries “Transmission 1” in Berlin
- 200 million hits on the event and online reviews
- Avantgarde Diaries Online Magazine with more than 250,000 visitors in 2011 among Top 10 fashion blogs in Germany
The new A-Class makes the digital communication more progressive, more interactive, more intelligent, more integrated.

Consolidation of our online platforms - 3 central platforms:
- mercedes-benz.com
- mb! Magazine
- The Avant/Garde Diaries

A-Class specific
- QR Trophy

Digital activities A-Class
- A-Class Hub
- eMB Rebrush
- Platform consolidation
- Literature App
- 360° configurator & driving experience
- Tech Center
- Online-Hub as the central platform for A-Class content
Online platform offers an innovative user experience in a progressive style on all devices
### Key network challenges in growing markets –
Strong retail network basis for capturing volume potentials

**Key challenges:**

<table>
<thead>
<tr>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find strong investors</td>
</tr>
<tr>
<td>Dynamic speed of network growth</td>
</tr>
<tr>
<td>Recruitment and qualification for retail staff</td>
</tr>
<tr>
<td>Availability of adequate land plots for new dealerships</td>
</tr>
</tbody>
</table>

- Changing expectations towards car buying process
- New ways of customer contact - more flexible channels and formats
- Achieve “Best Premium Franchise”
We also intensively work on the improvement of our processes & systems in order to be able to cope with the future sales volumes.

Implementation of standardized target processes and IT-landscape

Focusing on most important markets
The Mercedes-Benz product and technology offensive is accelerated by major training events and market launch trainings for our retail

- Technical trainings for After-Sales personnel (A-, G-, GL-, GLK-, SL-Class, smart electric drive etc.)
- EuroTraining “New Generation Compact Cars” in Berlin
- Trainings for processes & systems in Sales, After-Sales and Logistics
- smart EuroTraining electric drive & ebike in Amsterdam
At least 1.6 million cars in 2015 – sales leadership in 2020

Mercedes-Benz forecast* (million units)

- 2011: 1.28
- 2014 target: >1.5
- 2015 target: >1.6
- 2020 target: Best sales**

* Group Sales without smart  **Within automotive premium segment; schematic representation

We will increase our capacities accordingly – close to markets and customers!
A for Attack!
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 public debt crisis in the eurozone; 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, most notably EADS; 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.