

DAIMLER

Realignment of Mitsubishi Fuso Truck and Bus Corporation (MFTBC)

Analysts and Media Call Presentation

Stuttgart, May 13, 2009



FUSO brings clear strengths to Daimler Trucks



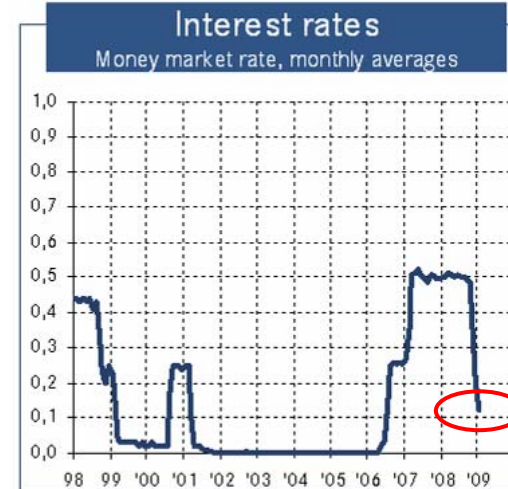
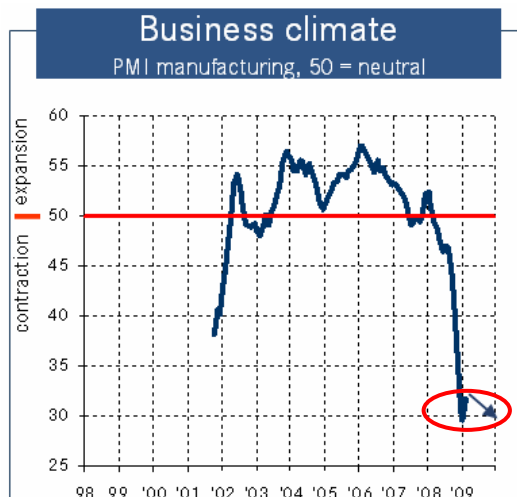
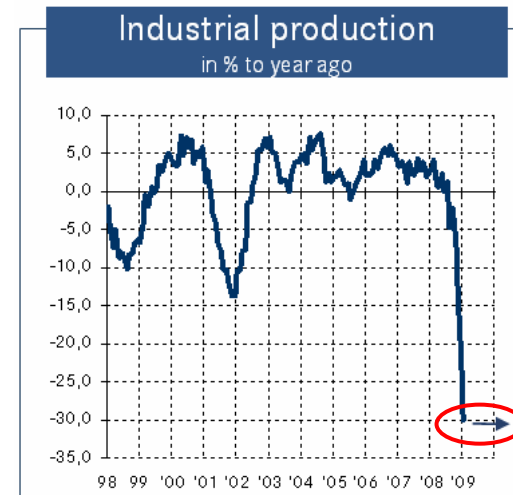
Key Messages

- **Immediate countermeasures** against the global economic crisis already show first effect
- As part of Daimler Trucks' Global Excellence Program, **Realignment MFTBC** focuses on **sustained profitability and competitiveness** of MFTBC through holistic countermeasures within the following key improvement areas:
 - Streamlining product portfolio
 - Realignment of manufacturing operations
 - Streamlining Japan Retail Network and Enhancing International After Sales
 - Optimization of material costs
 - Fixed cost reduction
- **Realignment MFTBC** will lead to an **EBIT improvement of 100 billion yen** (760 mill €) per year by 2011
- Estimated **Program Costs** with total **EBIT impact** of 35 billion yen (260 mill €) and total **Cash impact** of 29 billion yen (220 mill €)
- Business model change leads to a **reduction of 2,300 headcount** by the end of 2010

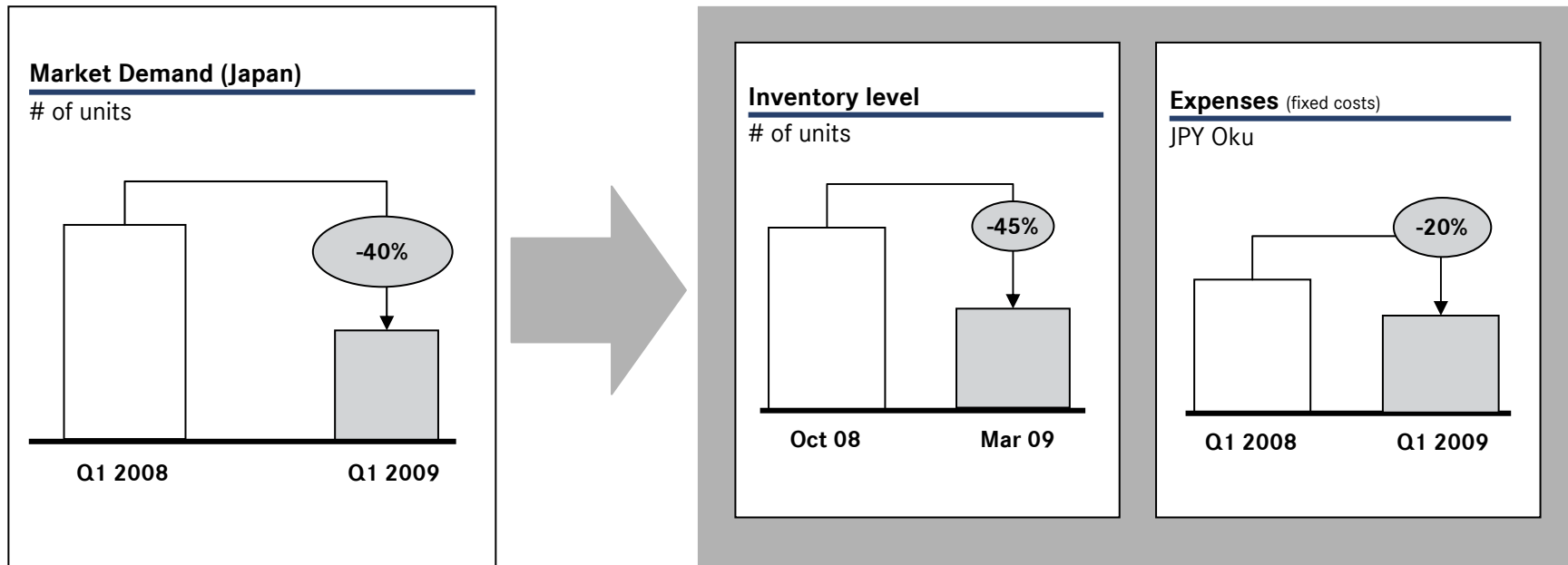
Agenda

1. Current business situation and immediate countermeasures of MFTBC
2. Realignment MFTBC – More than a “simple” reaction to the global economic crisis
3. Realignment MFTBC – Improvements and costs

Current situation: Drastic decline of Japan's exports drive industry down



Responding to changing market conditions MFTBC immediately set up countermeasures aimed to optimize Working Capital / Cash



Agenda

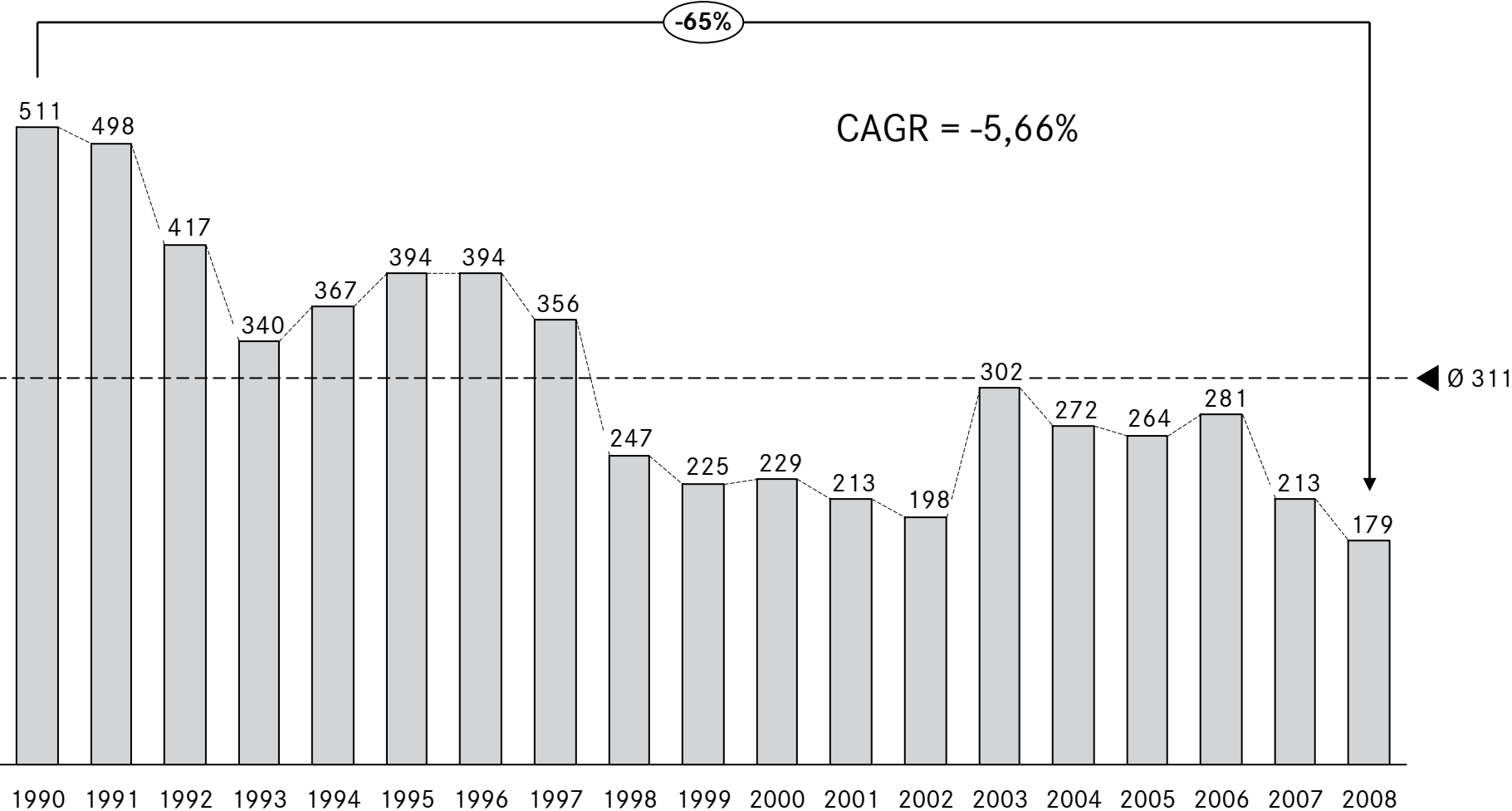
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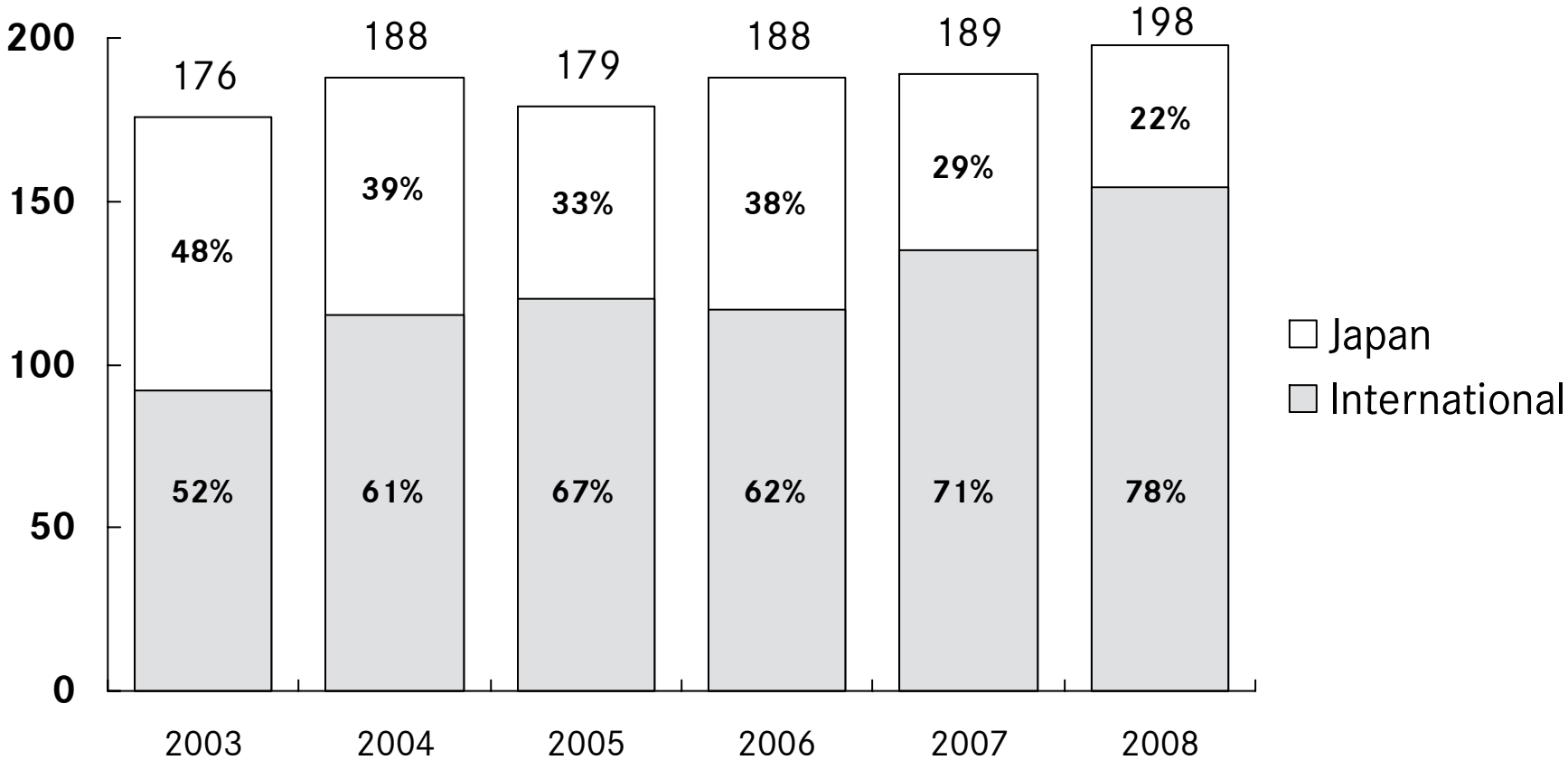
Need for Realignment: Long-term market decrease in Japan and ...

Japan's Total Truck & Bus Market Development
In '000 units

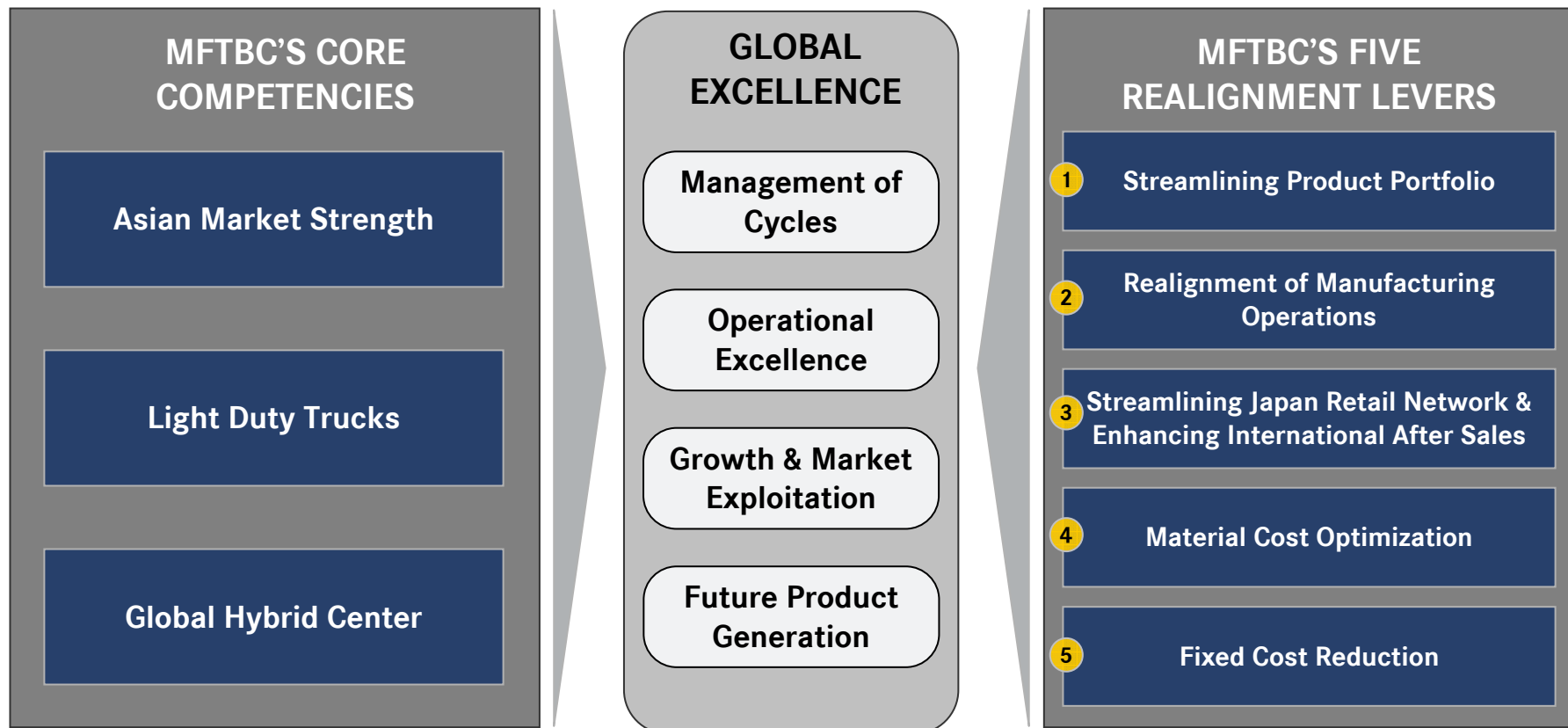


... structural changes in MFTBC Japan and International sales volume

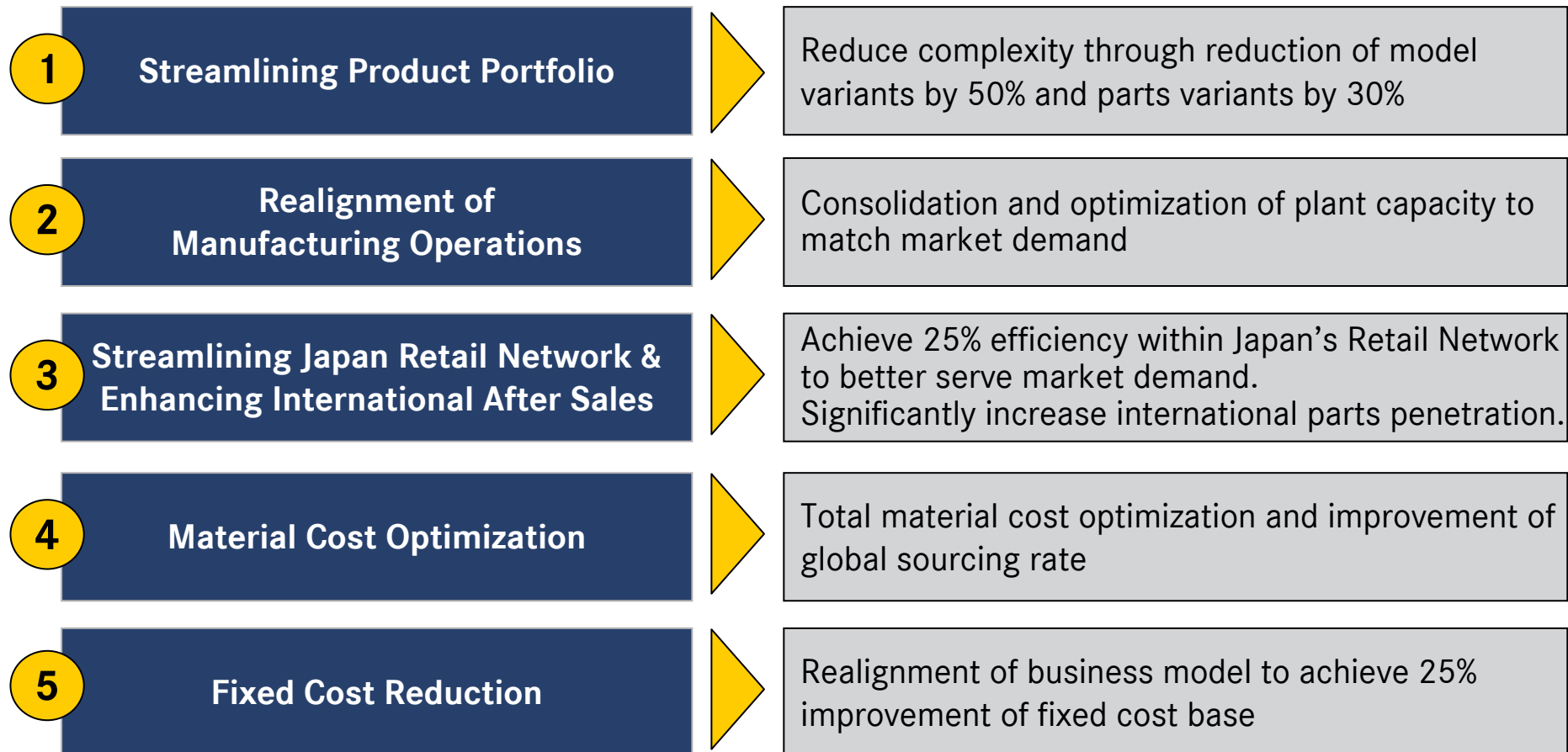
MFTBC Group Sales Development In '000 units



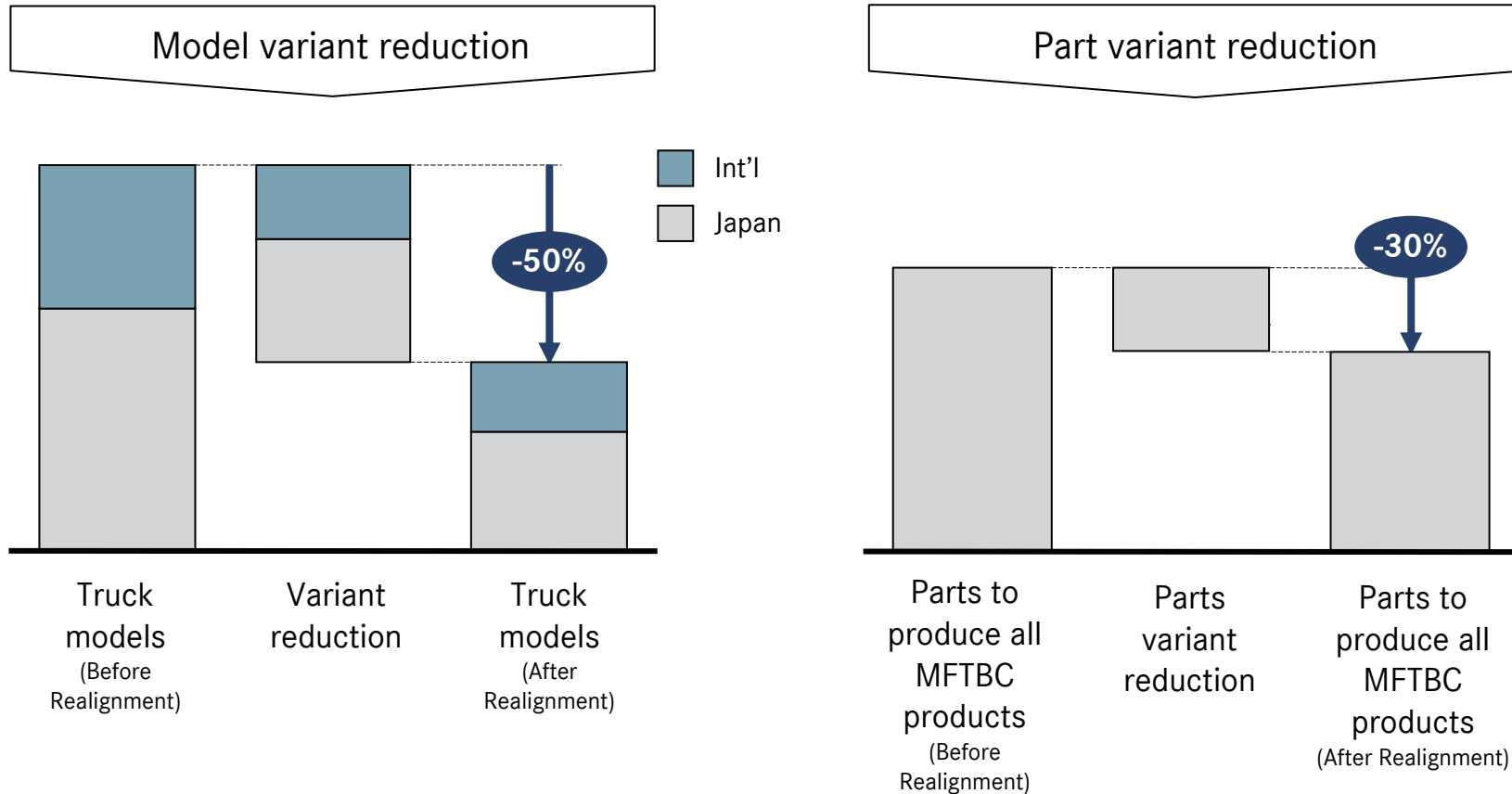
Realignment focused on fully leveraging MFTBC's core competencies within framework of Global Excellence



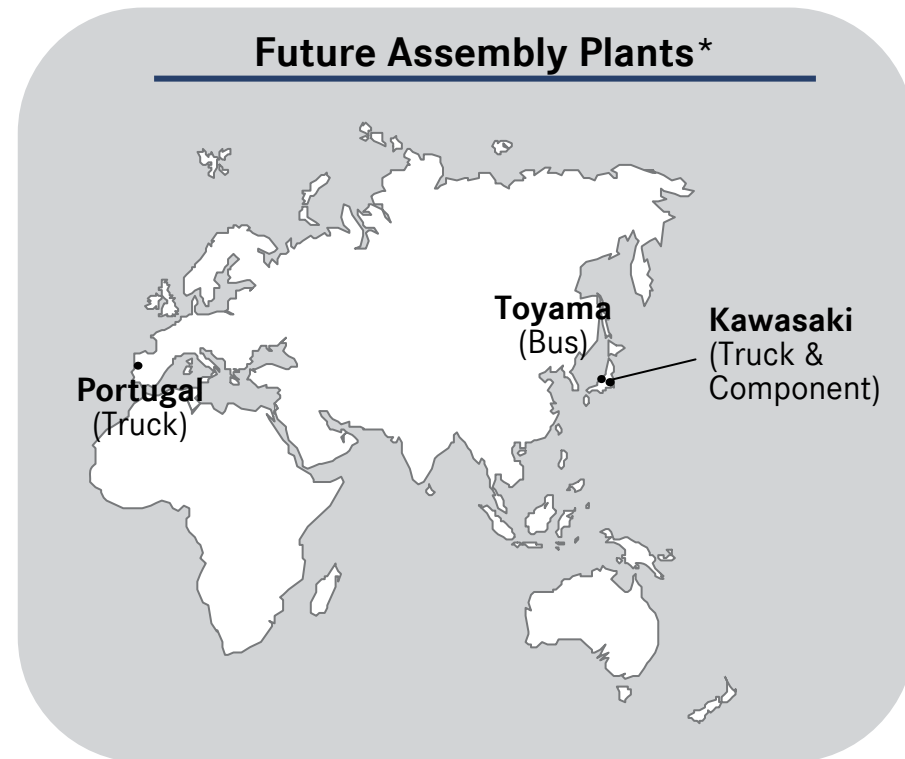
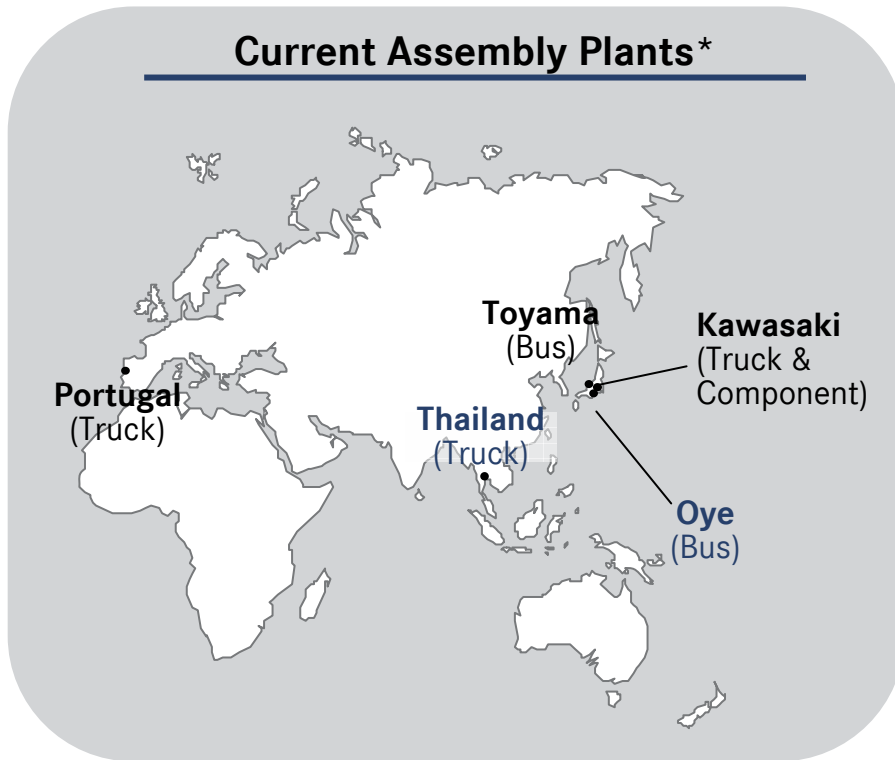
Five improvement levers of Realignment MFTBC will feed into Daimler Trucks' Global Excellence



1 Streamlining Product Portfolio: Substantial complexity reduction through reduction of model variants by 50% and part variants by 30%

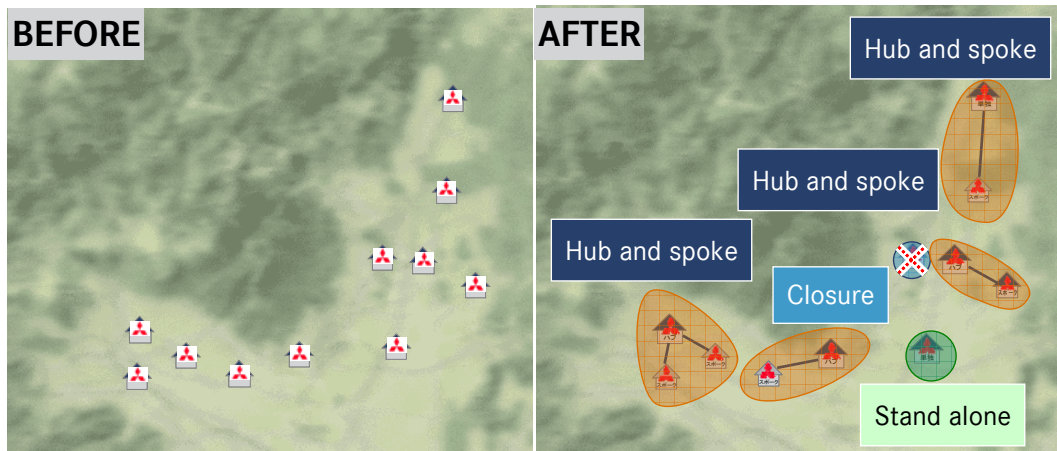
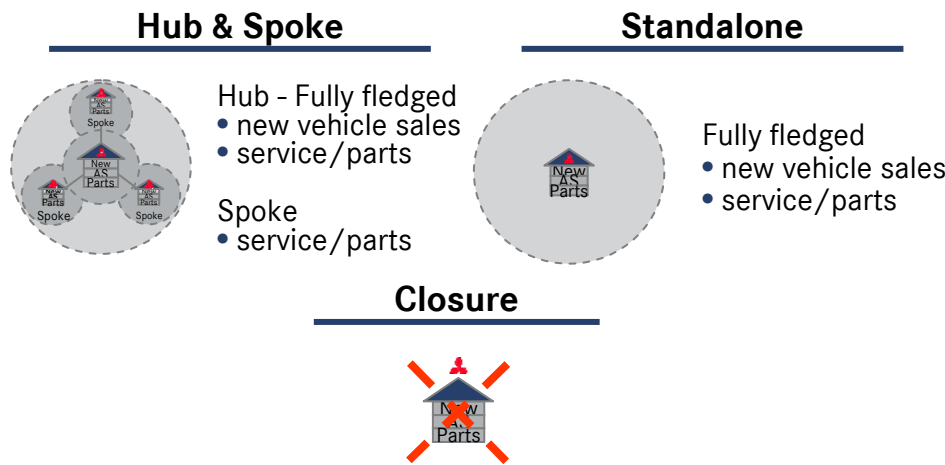


2 Realignment Manufacturing Operations: Capacity consolidated for higher utilization by closure of two plants



* Includes only fully consolidated MFTBC production locations

3 Streamlining Japan Retail Network: Reconfigure dealer network to better focus on customers whilst maximizing 25% efficiency in a declining market



Efficiency Benefits:

- Reduction of overhead costs
- Better coordination among outlets
- Elimination of unnecessary outlets

Customer Benefits:

- Specialized service to fleet and individual customers
- Reflexion of customer geographic location

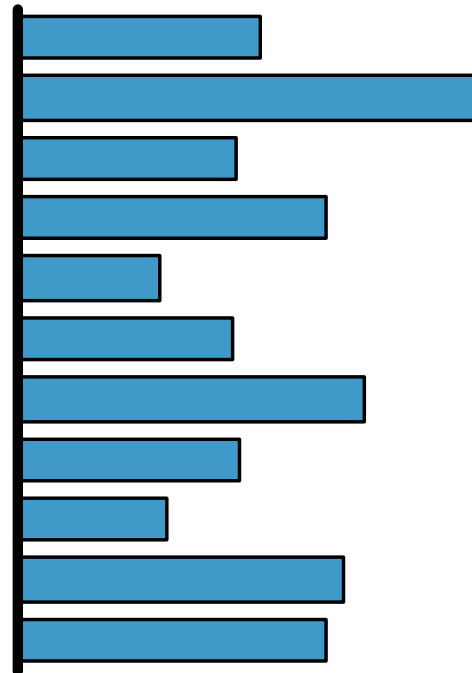
Other Extensive Measures:

- Service Productivity Improvement
- G&A Expense Reduction

3 Enhancing International After Sales: MFTBC penetration in the parts market to be significantly increased

After Sales penetration by market (2008)

Selected international markets



Measures

Price/Volume Optimization

Proactive Market Management

After Sales Product Portfolio Extension

Spare Parts Procurement Cost Optimization

4 Material cost optimization: comprehensive material cost reduction and increased global sourcing

Total Material Cost Optimization

- Focus on component variant reduction
- Significant involvement of suppliers in reduction efforts
- Further leverage Daimler's global scale

Global Sourcing

- Upcoming new products drives global sourcing share significantly higher
- Reduce parts costs and gain logistics savings through production shift closer to main markets (e.g. Portugal)

5 Fixed cost reduction: Optimized fixed cost base to serve as foundation lower breakeven below down-cycle volume

Streamlining product portfolio

Realignment of manufacturing operations

Streamlining Japan Retail Network

Efficiency improvements

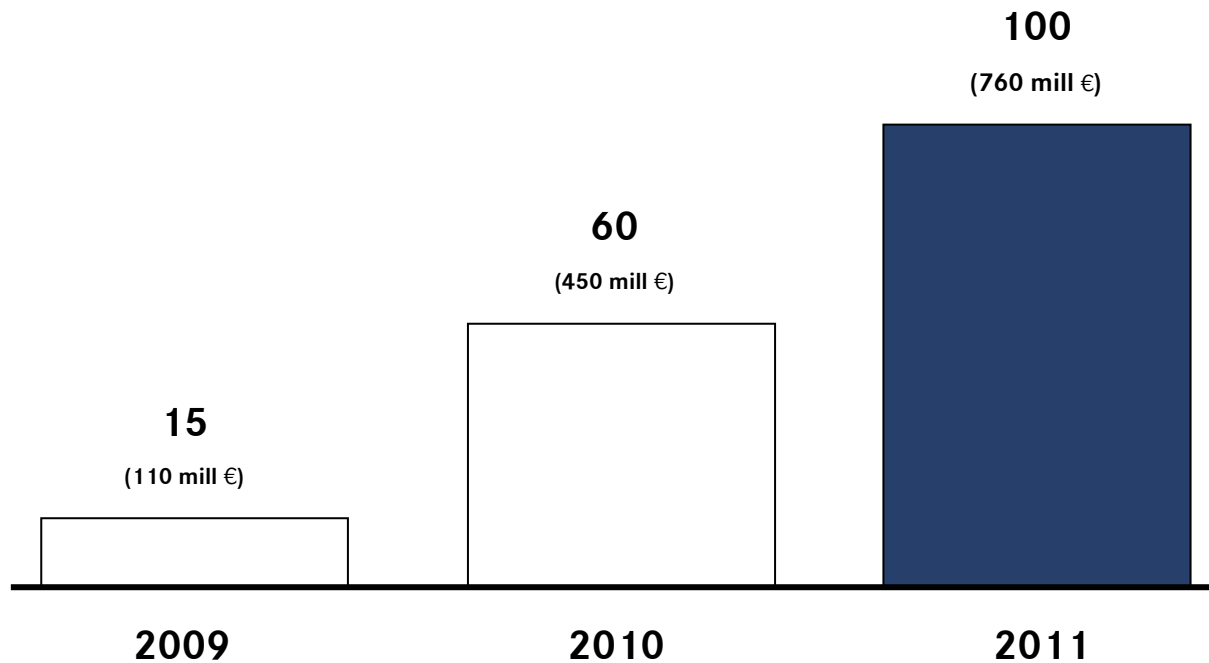
- Business Model to reduce indirect labor costs and fixed expenses throughout all functional areas
- Overall fixed cost reduction target of 25%
- Improved fixed cost base to help maximize profitability, thereby positively contributing to the development of our Return on Net Assets and our Return on Sales

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Realignment MFTBC to generate 100 billion Yen annual improvement on EBIT. Results to be delivered based on 75% cost / 25% revenue related measures.

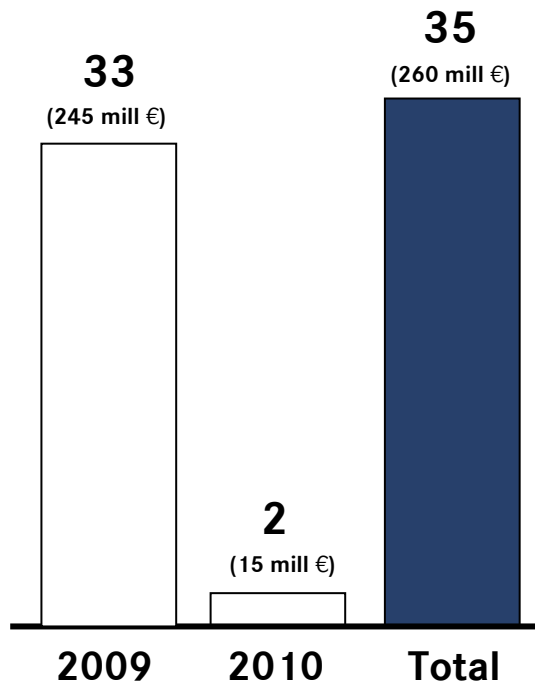
EBIT improvement in billion yen



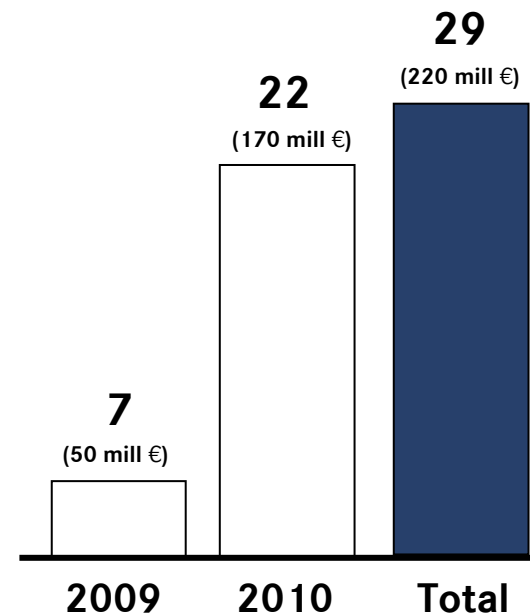
1 Euro=132 JPY: Figures rounded

Estimated program costs (EBIT- and Cash impact)

EBIT impact in billion yen



Cash impact in billion yen



1 Euro=132 JPY: Figures rounded

Estimated headcount impact

Business model change leads to a reduction of:

2,300 headcount

- **300 direct**
- **2,000 indirect**

By the end of 2010

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 improvement or a further deterioration of global economic conditions; a continuation or worsening of the turmoil 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; 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.