

# DAIMLER

Corporate Presentation  
**Spring 2015**

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HIGHLIGHTS AND RESULTS FOR Q1 2015

DAIMLER GROUP STRATEGY

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# Mercedes-Benz Cars: product highlights



New Mercedes-Benz GLE Coupé



New Mercedes-Benz CLA Shooting Brake



New Mercedes-Maybach S 600 Pullman



Research vehicle F 015 Luxury in Motion

# Daimler Trucks: product highlights



Mercedes-Benz Actros wins the “Fuel Duel”



Mercedes-Benz Econic NGT with natural-gas engine



Western Star 5700XE



BharatBenz tractor trailers

# Mercedes-Benz Vans: product highlights



Mercedes-Benz Vito Tourer



Mercedes-Benz Marco Polo compact camper van of the year



Mercedes-Benz Vito 4x4 Panel Van



Mercedes-Benz Metris for the North American market

# Daimler Buses: product highlights



Mercedes-Benz CapaCity L



Mercedes-Benz and Setra buses in annual winter tests



Setra ComfortClass 500 and TopClass 500



Setra TopClass 400 double-decker bus

# Highlights of Q1 2015

Group unit sales	641,600	+13%
Highest unit sales ever at Mercedes-Benz Cars	459,700	+18%
Increase in EBIT from ongoing business	€2.9bn	+41%

Premiere of the new Mercedes-Benz GLE Coupé

Start of production of the new Mercedes-Benz CLA Shooting Brake

World debut of the new Mercedes-Maybach S 600 Pullman

World premiere of the new research vehicle F 015 Luxury in Motion

Premiere of the new Mercedes-Benz Metris mid-size van for North America

# Key financials

– in billions of euros –

	Q1 2014	Q1 2015
Revenue	29.5	34.2
EBIT		
as reported	1.8	2.9
from ongoing business	2.1	2.9
Net profit	1.1	2.1
Earnings per share (in euros)	0.96	1.83
Net liquidity industrial business (2014: year-end)	17.0	20.5
Free cash flow industrial business	0.7	2.3



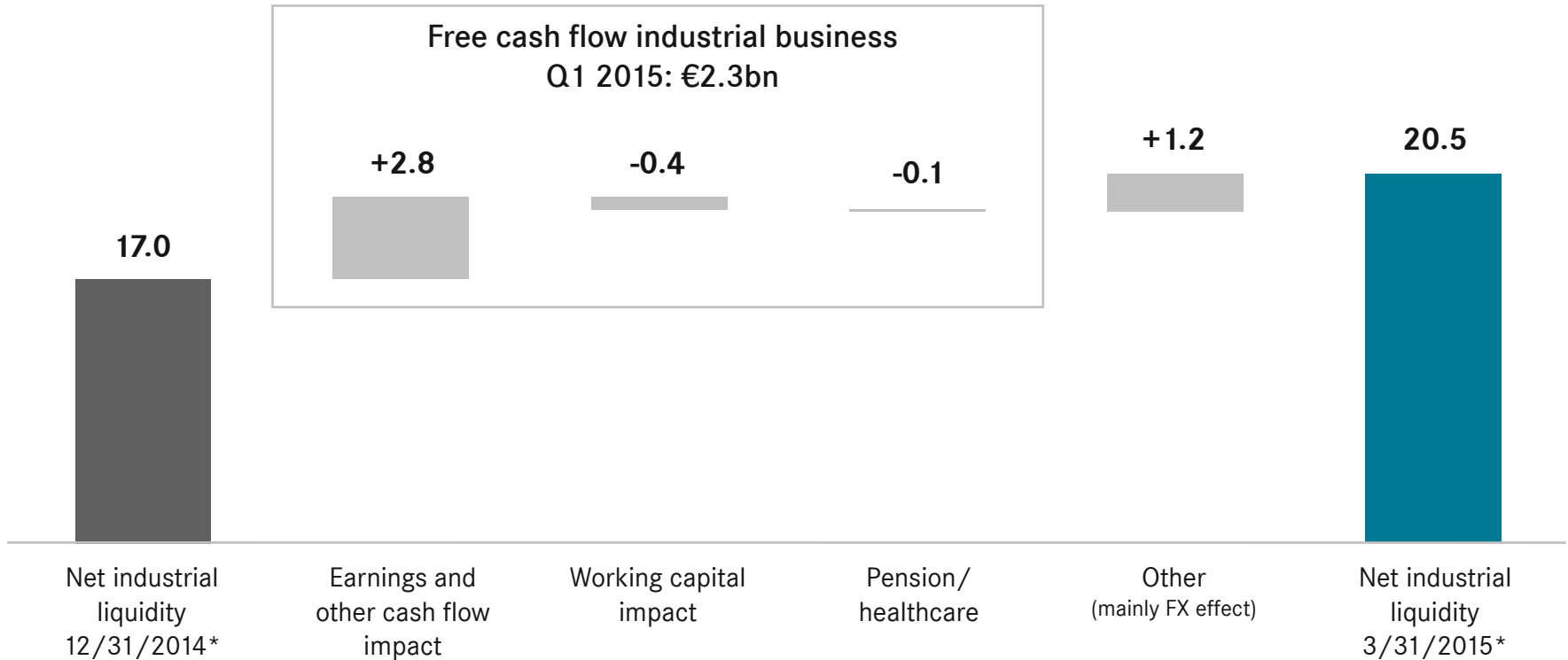
# Key balance sheet figures

– in billions of euros –

<b>Daimler Group</b>	<b>Dec. 31, 2014</b>	<b>March 31, 2015</b>
Equity ratio	22.1%	21.0%
Gross liquidity	16.3	19.0
<b>Industrial business</b>		
Equity ratio	40.8%	37.7%
Net liquidity	17.0	20.5

# Net industrial liquidity: development in Q1 2015

– in billions of euros –



\* Dividend not paid out until April

# Unit sales

- in thousands of units -

	Q1 2014	Q1 2015	% change
<b>Daimler Group</b>	565.8	641.6	+13
of which			
Mercedes-Benz Cars	389.5	459.7	+18
Daimler Trucks	108.5	112.4	+4
Mercedes-Benz Vans	61.1	63.8	+4
Daimler Buses	6.7	5.7	-15

# Revenue by division

– in billions of euros –

	Q1 2014	Q1 2015	% change
<b>Daimler Group</b>	29.5	34.2	+16
of which			
Mercedes-Benz Cars	17.0	19.5	+15
Daimler Trucks	7.1	8.4	+18
Mercedes-Benz Vans	2.2	2.4	+9
Daimler Buses	0.9	0.9	+2
Daimler Financial Services	3.8	4.5	+19
Contract volume of Daimler Financial Services*	99.0	108.7	+10

\* Figures as of December 31, 2014 and March 31, 2015.

# EBIT by division

– EBIT in millions of euros; RoS in % –

	Q1 2014		Q1 2015	
	EBIT	RoS*	EBIT	RoS*
<b>Daimler Group</b>	1,787	5.4	2,906	8.4
of which				
Mercedes-Benz Cars	1,183	7.0	1,841	9.4
Daimler Trucks	341	4.8	472	5.6
Mercedes-Benz Vans	123	5.6	215	8.9
Daimler Buses	53	6.2	34	3.9
Daimler Financial Services	397	–	409	–
Reconciliation	-310	–	-65	–

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

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# Clear aspiration for all our divisions

# DAIMLER

Mercedes-Benz  
Cars

“Most successful  
premium  
manufacturer”



Daimler Trucks

“No 1 in  
the global truck  
business”



Mercedes-Benz  
Vans

“Most successful  
player in  
worldwide van  
business”



Daimler Buses

“No 1 in the  
global bus  
business”



Daimler Financial  
Services

“Best financial  
and mobility  
services  
provider”



# Profit targets

Profit targets [Return on Sales / Return on Equity<sup>1)</sup> in %]



10

Mercedes-Benz  
Cars



8

Daimler  
Trucks



9

Mercedes-Benz  
Vans



6

Daimler  
Buses



17

Daimler  
Financial Services

**Return on sales-target for the automotive business : 9 percent**

1) Daimler Financial Services



# The four strategic growth areas of Daimler

Core business



New growth markets



Clean, safe, connected



Mobility concepts & DigitalLife



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# Mercedes-Benz Cars

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# Mercedes-Benz GLE Coupe

# 4

new high-margin  
Mercedes-Benz  
SUVs in 2015



# Mercedes-Benz CLA Shooting Brake

**1,354 L** maximum load capacity



# Mercedes-AMG GT



# 3.8 s

from zero to 100 km/h

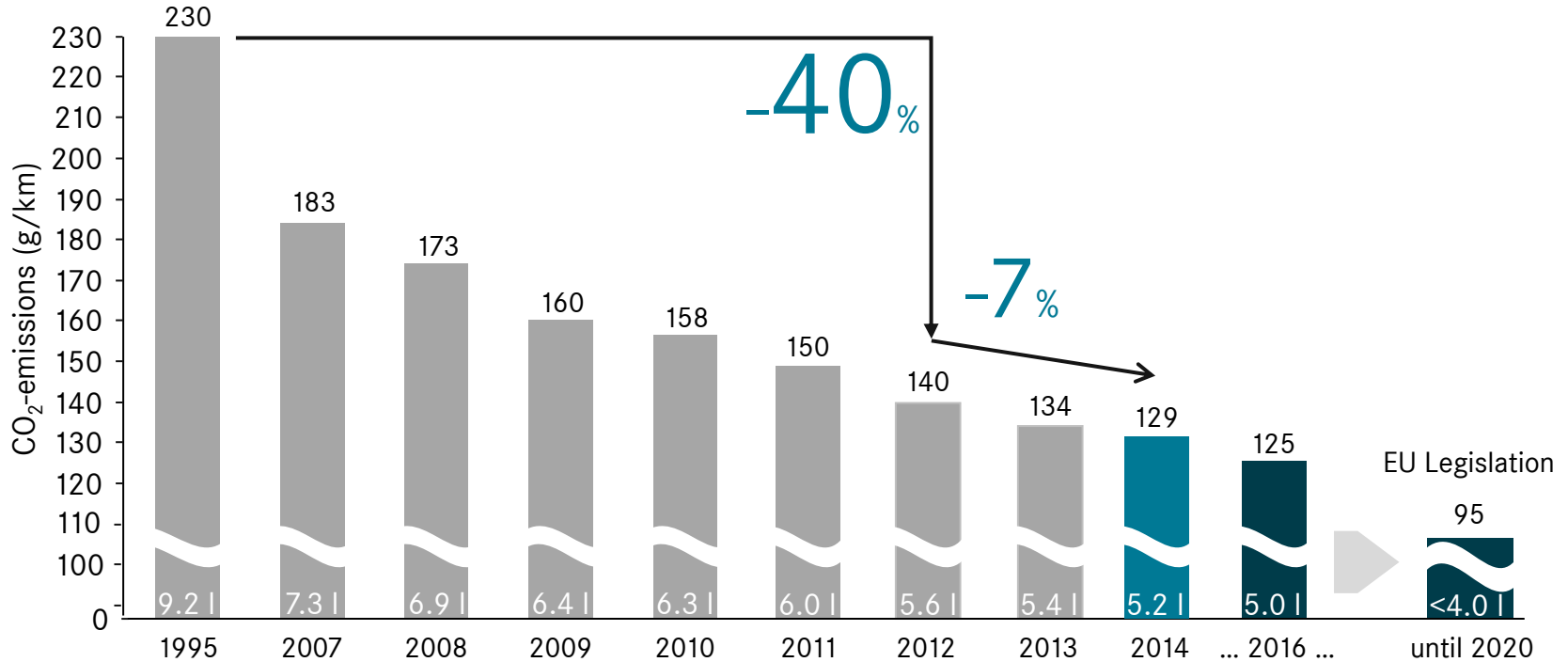
Mercedes-AMG GT S: Fuel consumption urban/extra-urban/combined: 12,5-12,2/7,9-7,8/9,6-9,4 l/100 km,  
CO<sub>2</sub> emissions combined: 224-219 g/km.

# By significantly expanding our portfolio we create the basis for further profitable growth



# Plug-In vehicles:

- Huge lever to improve MBC fleet consumption -

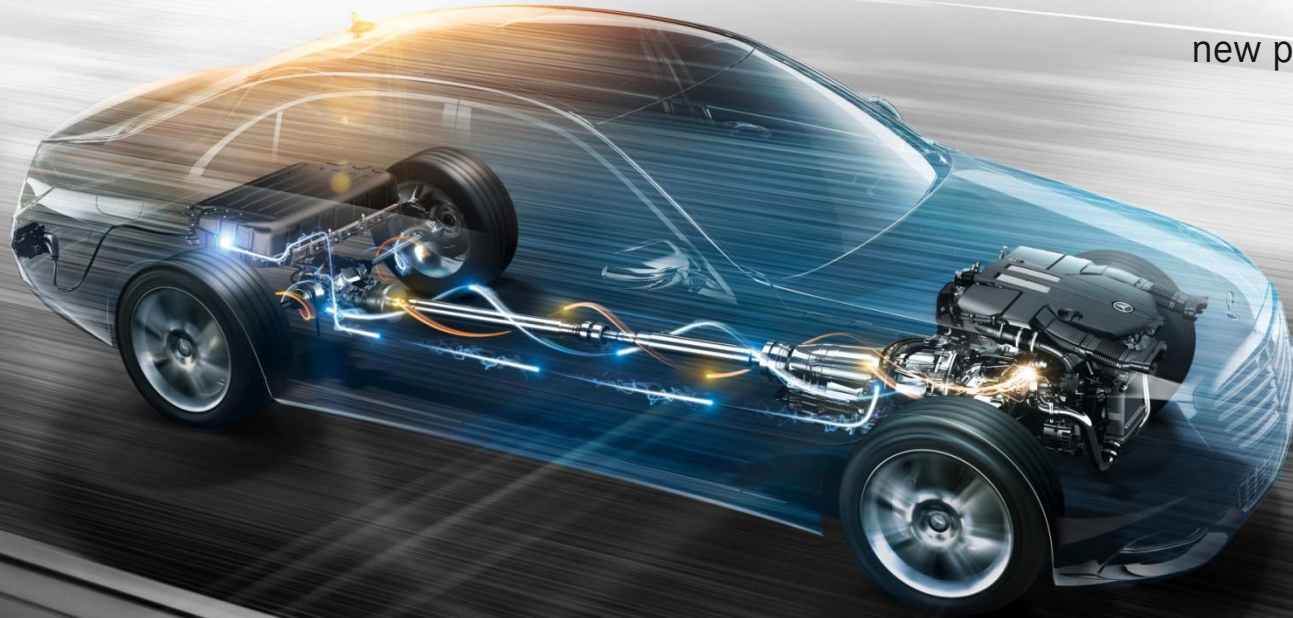




# Our strategy towards electric mobility

# 10

new plug-in hybrid models  
by 2017



# C-Class 350 e



# 2.1 l

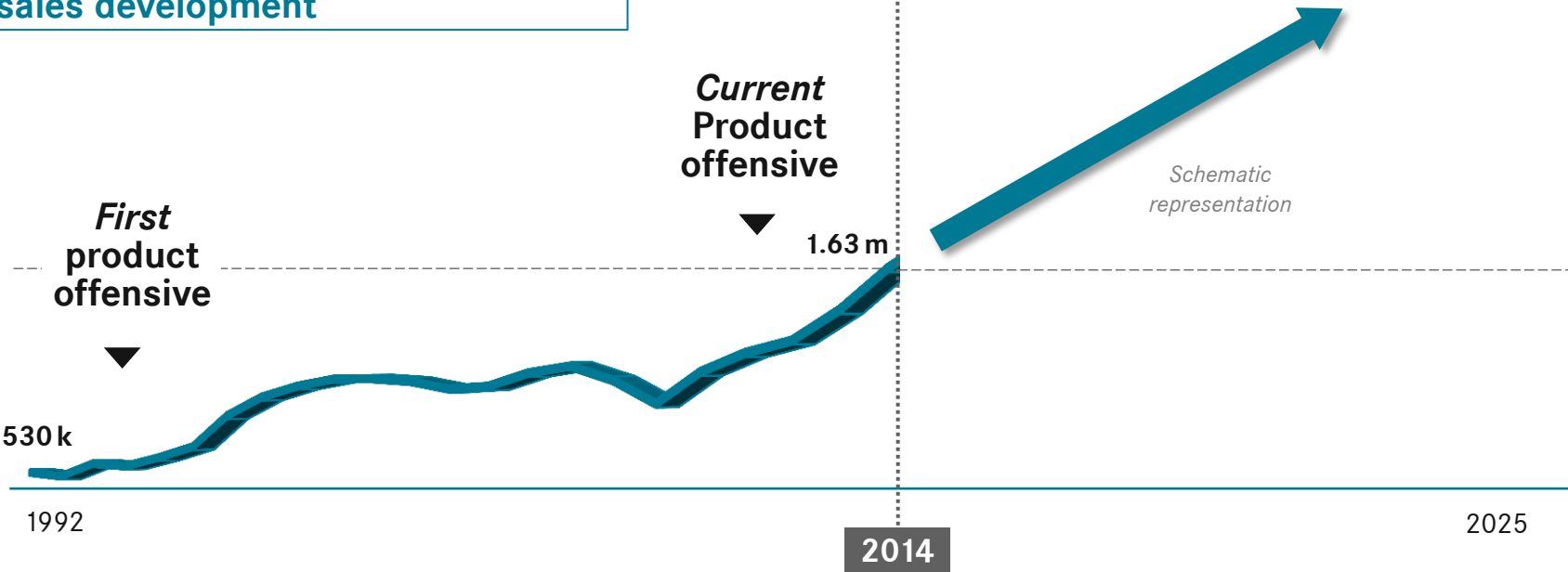
fuel per 100 kilometres

# 31 km

range in all-electric mode

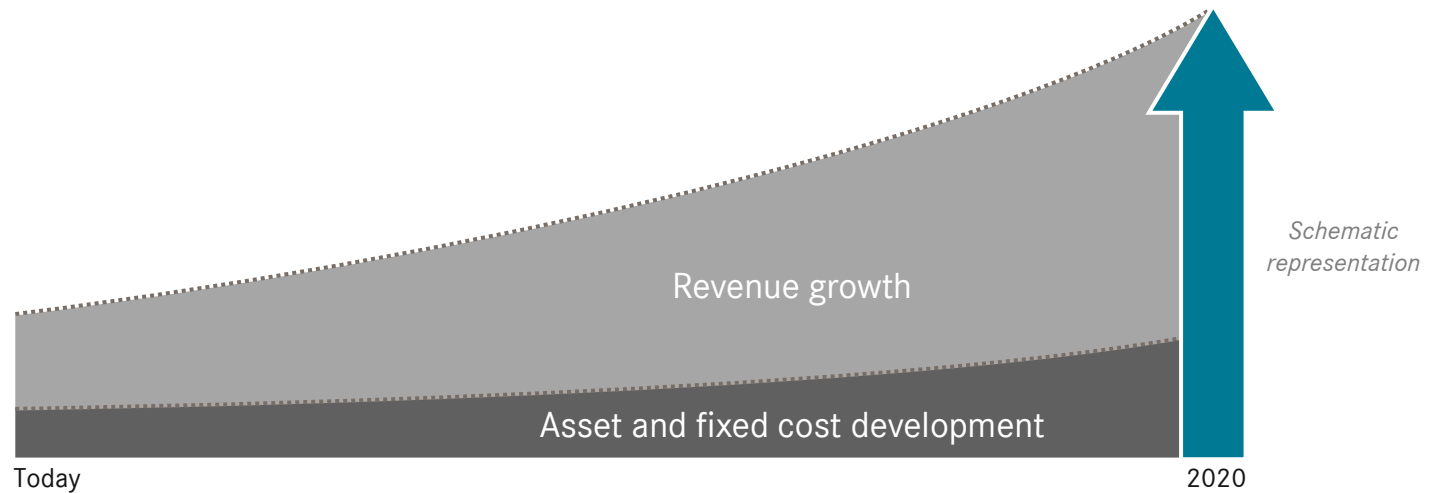
# Product offensive to fuel our sales offensive

Mercedes-Benz sales development



# Efficiency increase for profitable growth

Our growth plan



# China: key market for our growth plans

»» **300,000**

2015 units sales target  
for Mercedes-Benz in China



# Autonomous driving goes far beyond technology

# 15

years from now  
this car could be reality



# Daimler Trucks

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# Broadest and strongest truck portfolio in history



Mercedes-Benz

FREIGHTLINER



Thomas  
BUILT BUSES



BHARATBENZ





# We're focusing our energy on the right issues

Technology leadership  
in efficiency, safety and  
connectivity

Global Market Presence  
in traditional and  
emerging markets

Intelligent Platforms  
for tailored products and  
decisive economies of scale



# Efficiency: the most efficient trucks are Daimler Trucks

~ 11%

less fuel than “fuel duel” competitors\*



Mercedes-Benz Actros

~ 7%

less fuel than previous model



Freightliner Cascadia Evolution

~ 5%

below Fuel Efficiency Standard in Japan



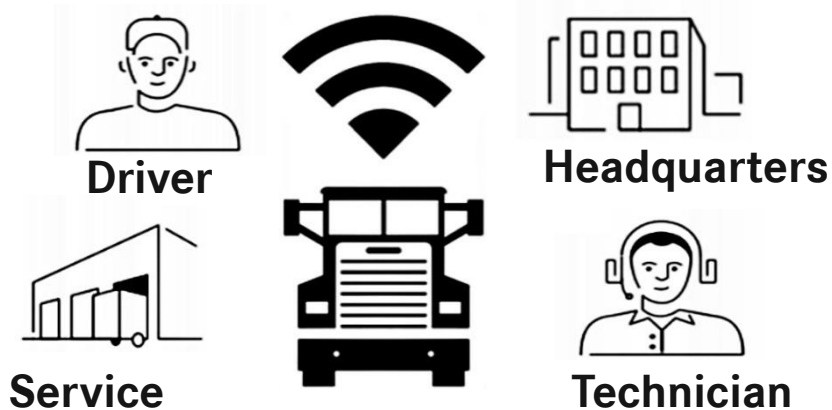
Fuso Super Great V

*\*Average saving versus competitor vehicles in over 600 so-called “fuel duels” in European fleets in 2014.*

# Safety: step by step towards autonomous driving with the Future Truck 2025

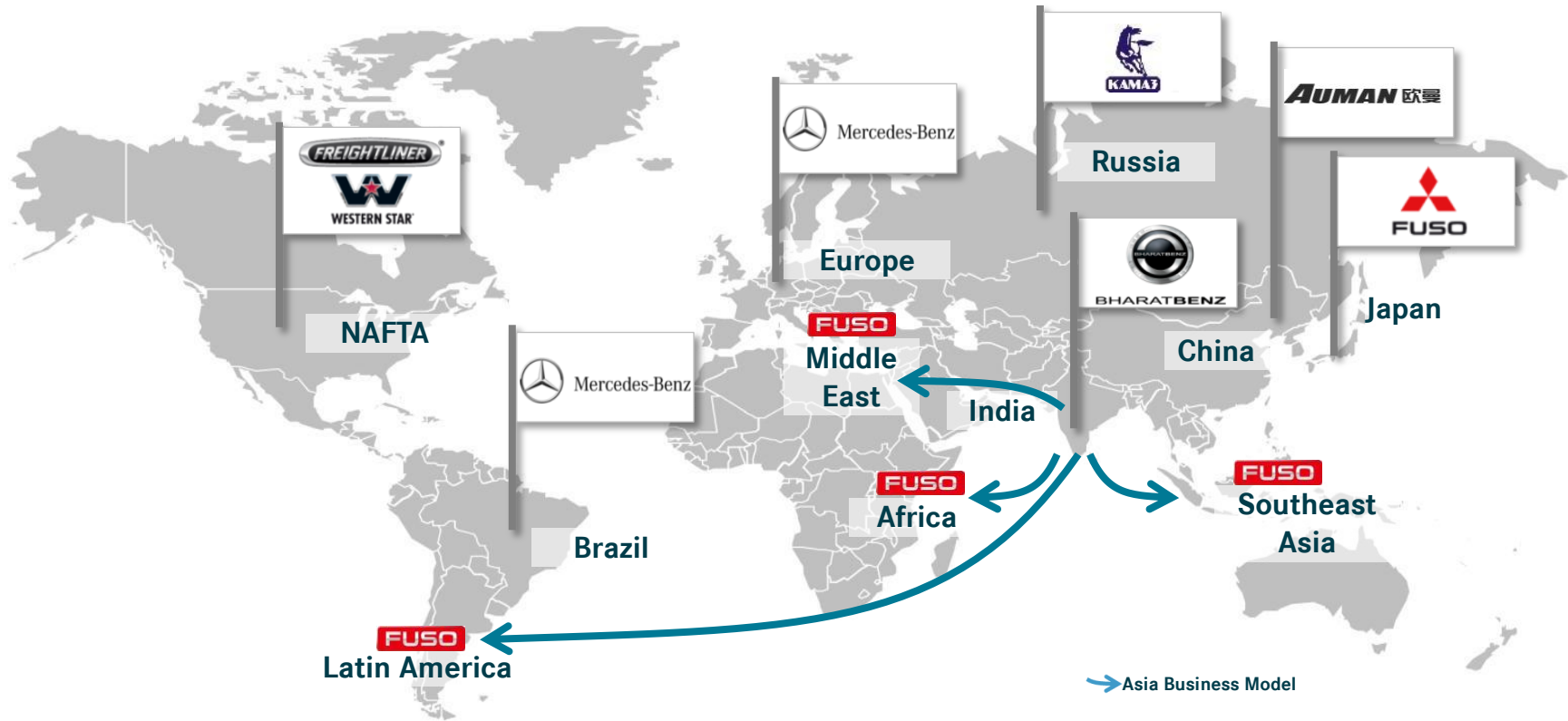


# Connectivity: the truck becomes part of an interacting environment



**+6%** uptime  
**-20%** repair costs

# Grow our strong position in core markets, develop our position in emerging markets



# India, Africa: product offensive continues

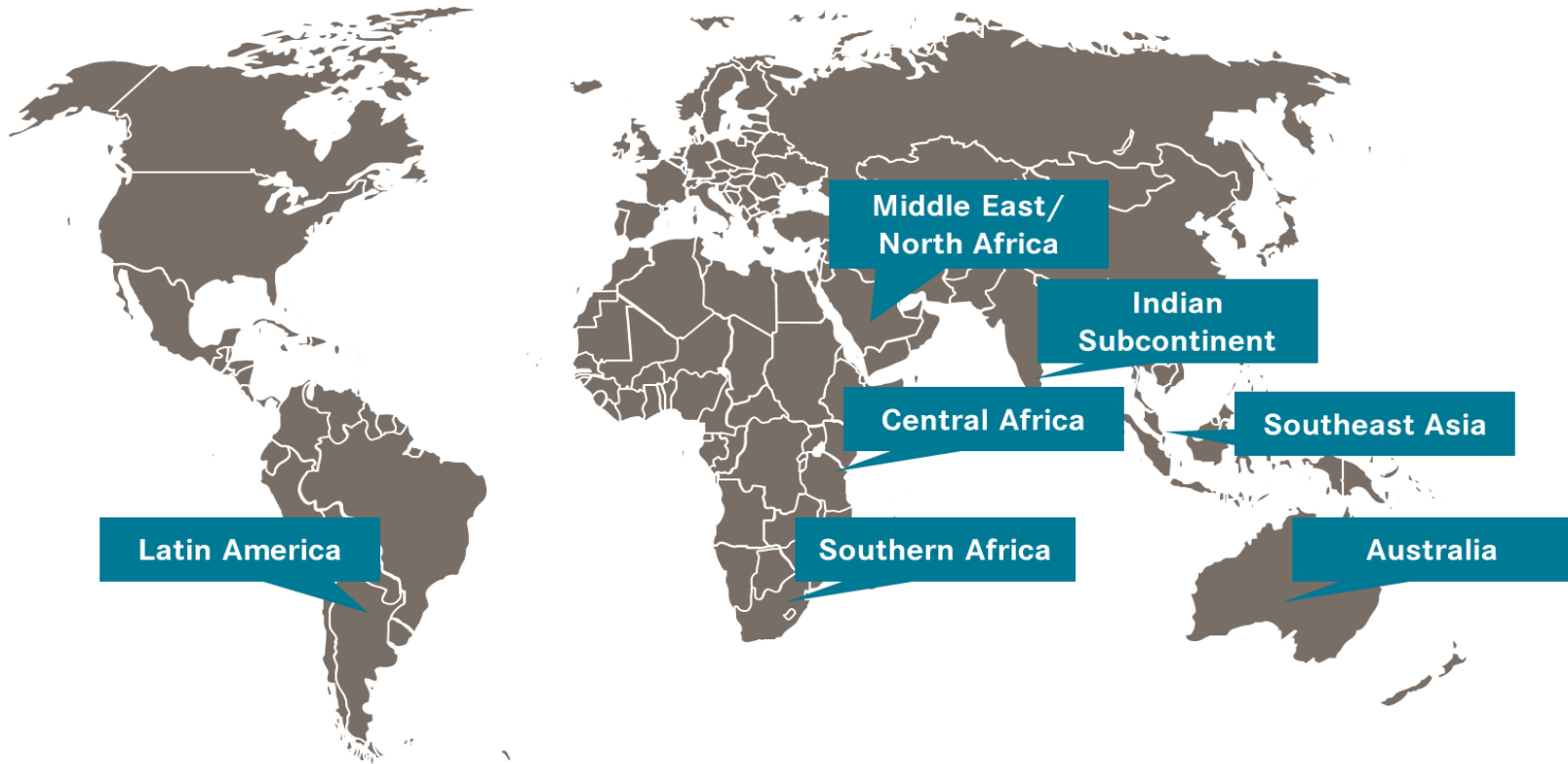
New **BharatBenz** trucks for India



New **FUSO** trucks from India for Africa, Asia, and Latin America



# Even closer to our customers with new sales structure



# NAFTA: integrated powertrain components are real game-changers

Status: Year end 2014



**Heavy Duty Engines - DD15 & DD13**  
89% Penetration



**Automated Manual Transmission - DT12**  
23% Penetration



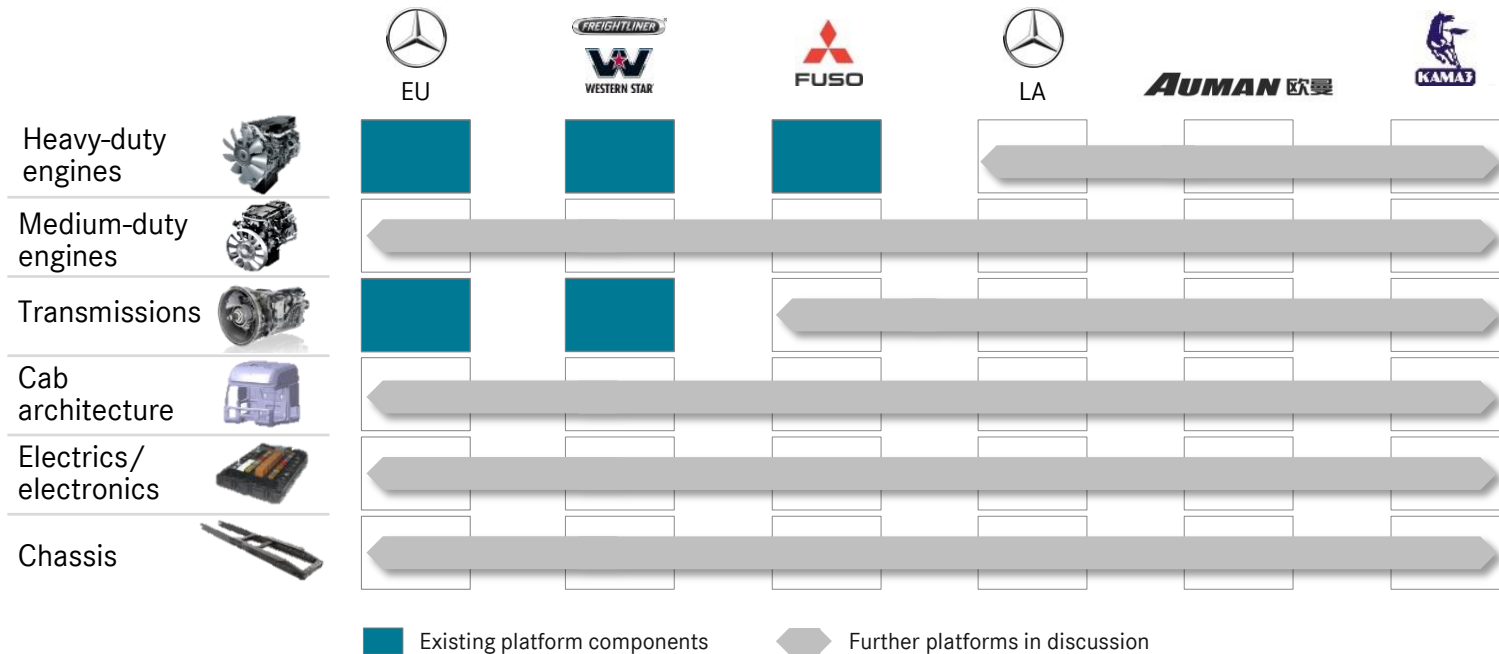
**Front Axle**  
70% Penetration

**Rear Axle**  
50% Penetration





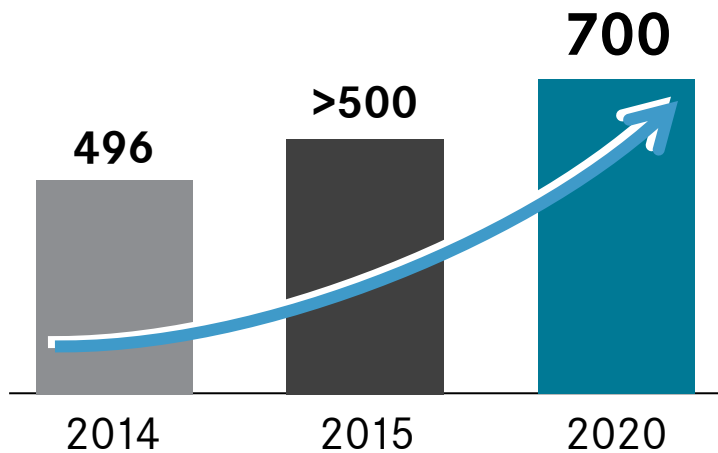
# We implement our platform strategy in all key regions



# Our target: undisputed leader in the truck industry

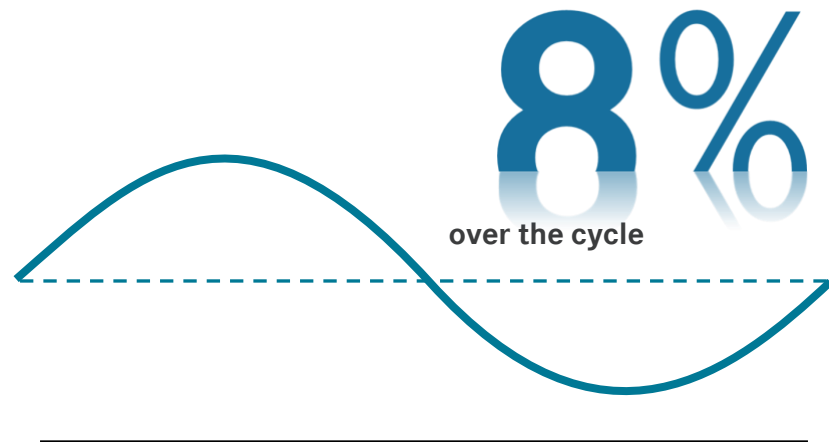
## Sales target

In thousand units



## Profitability target

Return on Sales in %



# Daimler Financial Services

Mercedes-Benz Bank

CAR  
2GO

moovel

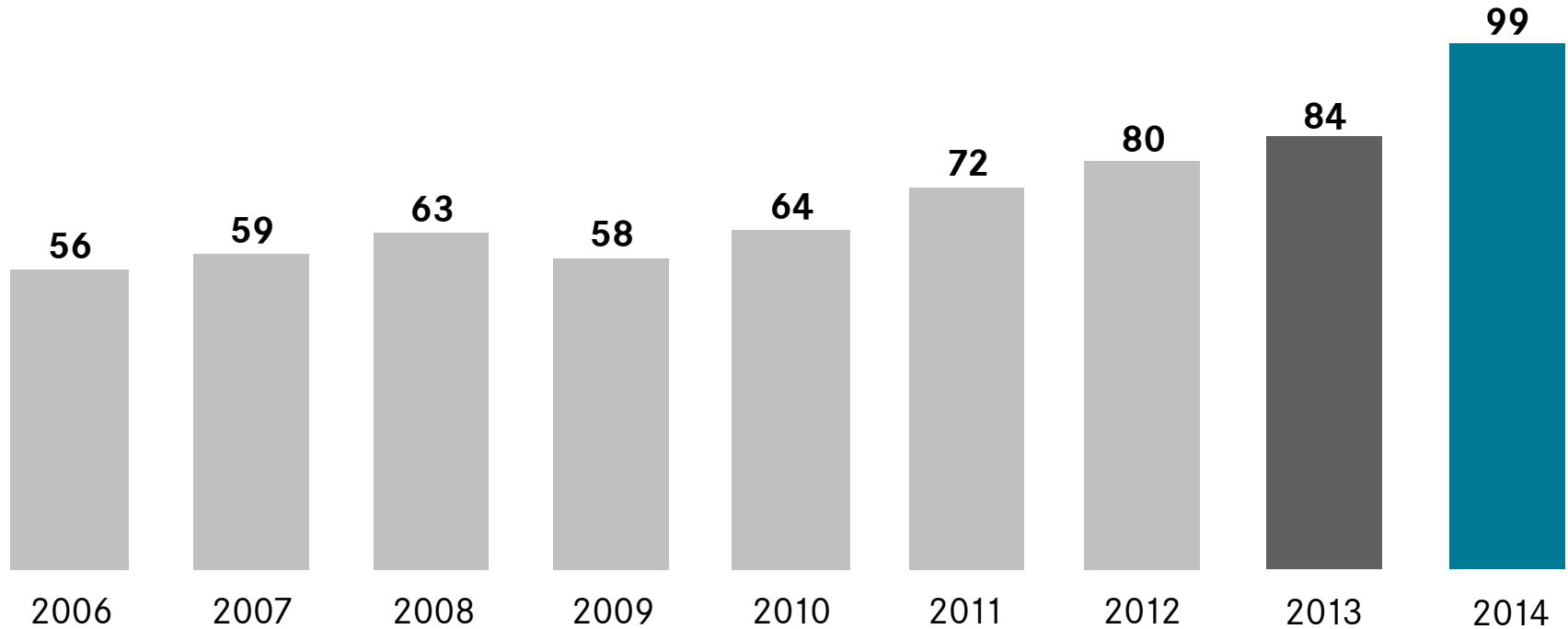
Mercedes-Benz Financial

Daimler Truck Financial

Mercedes-Benz Bank

# Strong business growth

- Contract volume [€ billion]-



# Services become an ever-more important part of our business model

**Financing**  
**Leasing** **Insurance**  
**Mobility Services**  
**Fleet Management**  
**Banking Services**  
**Mercedes-Benz Rent**

Nearly every **second** vehicle delivered to customers worldwide is being financed or leased\*

*\* Global average penetration rate with regard to passenger cars and commercial vehicles*

# Mobility services on growth path

**> 1,000,000** people use our mobility services



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# Our product offensive continues

2015



## Mercedes-Benz Cars



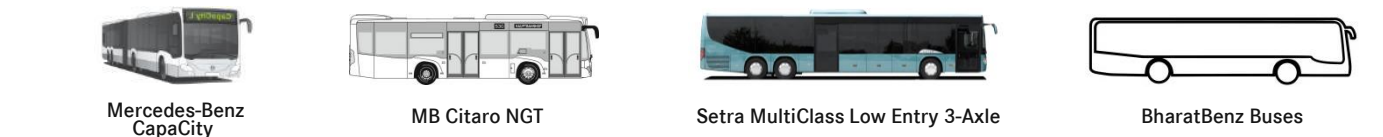
## Mercedes-Benz Vans



## Daimler Trucks



## Daimler Buses





# Assumptions for automotive markets in 2015

Car markets	Global	around +3%
	Western Europe	slight growth
	USA	slight growth
	China	significant growth
Medium- and heavy-duty truck markets	NAFTA region	+10 to 15%
	Europe	+5 to 10%
	Japan*	around the prior year level
	Brazil	around -30%
	Indonesia*	around -20%
Van markets	Europe	slight growth
Bus markets	Europe	slight growth
	Brazil	at least -20%

\* including light-duty trucks

# 2015 sales outlook



- Significantly higher unit sales based on young and attractive product portfolio
- Strong momentum from full availability of new C-Class and smart models
- Launch of all-new Mercedes-Maybach, Mercedes-AMG GT, CLA Shooting Brake and GLE Coupé



- Significantly higher unit sales due to strong product portfolio
- Strong order backlog, especially in NAFTA region
- Growth potential due to new Asia Business Model



- Significantly higher unit sales
- Strong momentum from full availability of new Vito and V-Class
- Product expansion to North and South America



- Significant decrease in unit sales
- Maintain market leadership in Western Europe and Brazil
- Stable sales development in Europe, significant sales decrease in Latin America

# 2015 outlook for EBIT from ongoing business

DAIMLER

We expect Group EBIT for FY 2015 to increase significantly based on the following expectations for divisional EBIT:



Significantly above the prior-year level



Significantly above the prior-year level



Significantly above the prior-year level



Significantly below the prior-year level



Daimler Financial Services

Slightly above the prior-year level

This guidance is based on current outlined market expectations and current exchange-rate expectations.

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# EBIT from ongoing business

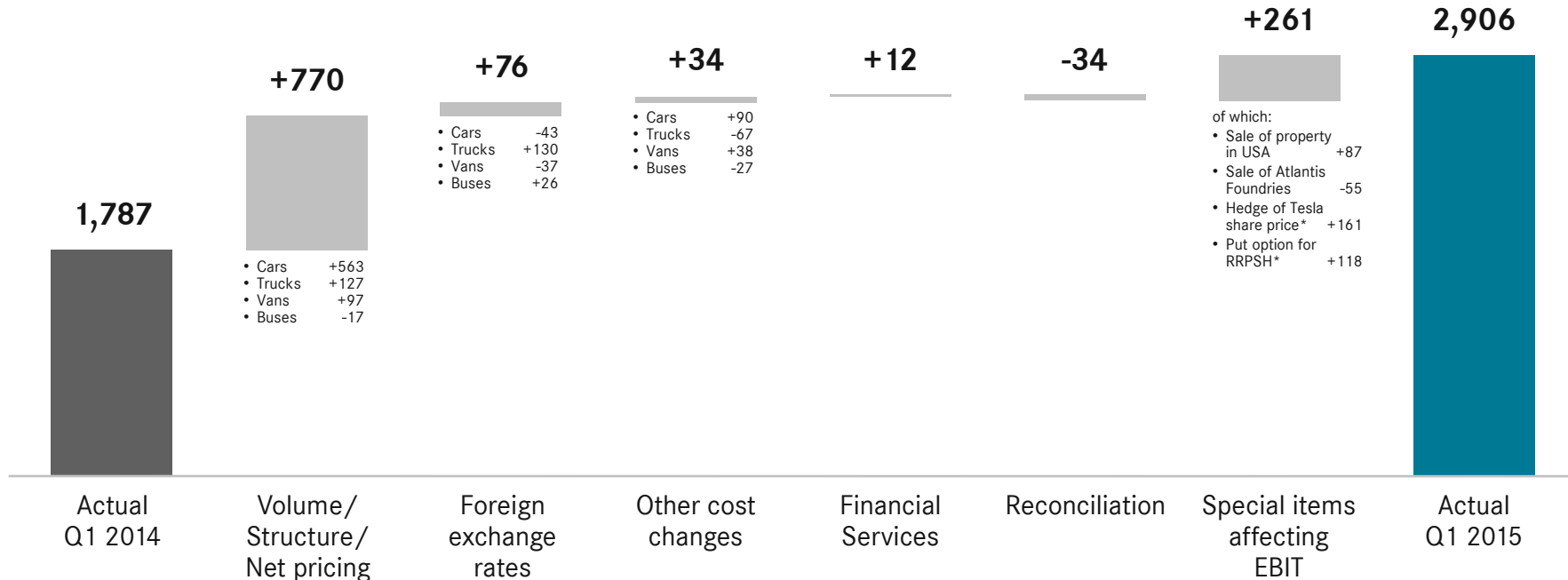
– EBIT in millions of euros; RoS in % –

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<b>Daimler Group</b>	2,072	6.5	2,930	8.5
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Mercedes-Benz Vans	123	5.6	221	9.2
Daimler Buses	54	6.3	35	4.0
Daimler Financial Services	397	–	409	–
Reconciliation	-31	–	-65	–

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

# Group EBIT in Q1 2015

- in millions of euros -



\* in Q1 2014

# Special items affecting EBIT

– in millions of euros –

	1 <sup>st</sup> quarter	
	2014	2015
<b>Mercedes-Benz Cars</b>		
Restructuring of sales organization in Germany*	–	-20
Relocation of MBUSA headquarters	–	-20
Sale of property in USA	–	+87
<b>Daimler Trucks</b>		
Workforce adjustments**	-5	-5
Restructuring of sales organization in Germany*	–	-4
Sale of Atlantis Foundries	–	-55
<b>Mercedes-Benz Vans</b>		
Restructuring of sales organization in Germany*	–	-4
Relocation of MBUSA headquarters	–	-2
<b>Daimler Buses</b>		
Business repositioning	-1	–
Restructuring of sales organization in Germany*	–	-1
<b>Reconciliation</b>		
Measurement of put option for Rolls-Royce Power Systems Holding	-118	–
Hedge of Tesla share price	-161	–

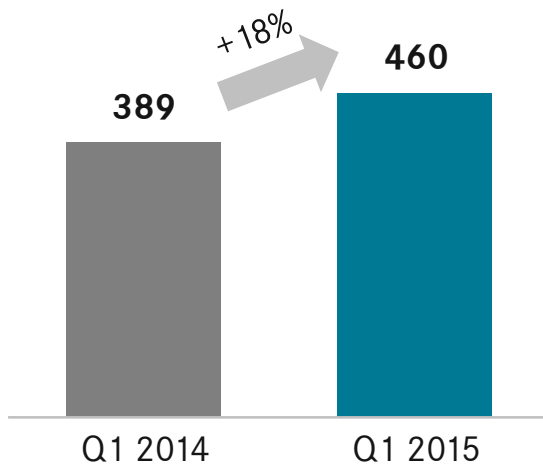
\* We expect expenses for the restructuring of the sales organization in Germany in a total of up to €500 million in 2015 and 2016.

\*\* Daimler Trucks expects expenses of up to €50 million in 2015.

# Mercedes-Benz Cars: further growth through success of attractive models

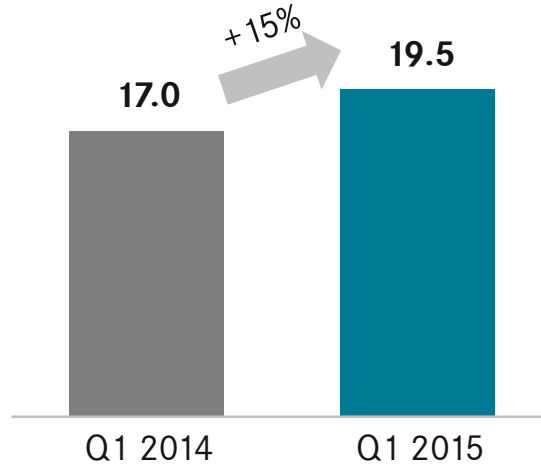
## Unit sales

- in thousands of units -



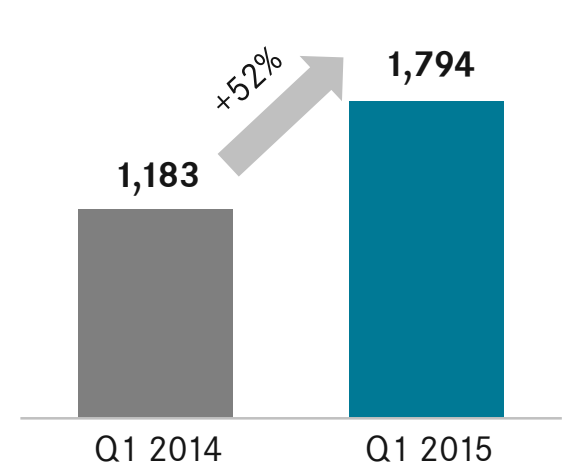
## Revenue

- in billions of euros -



## EBIT from ongoing business

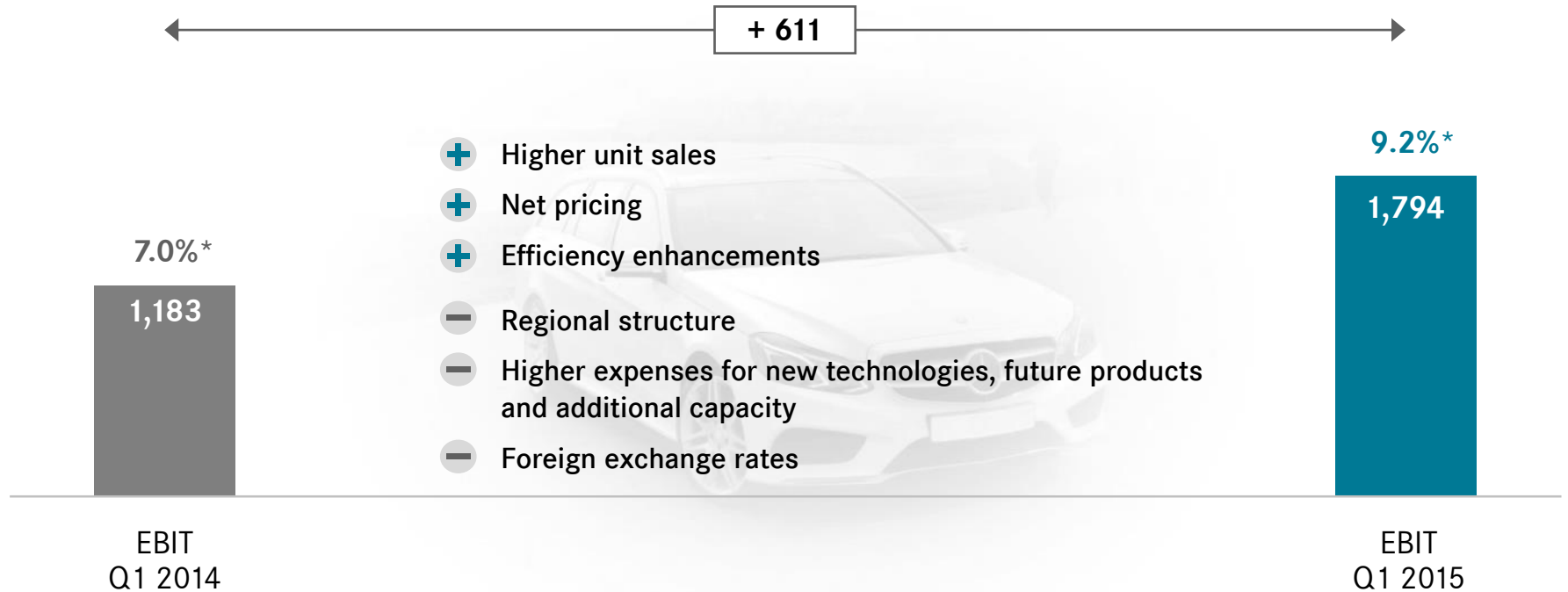
- in millions of euros -





# Mercedes-Benz Cars: EBIT from ongoing business

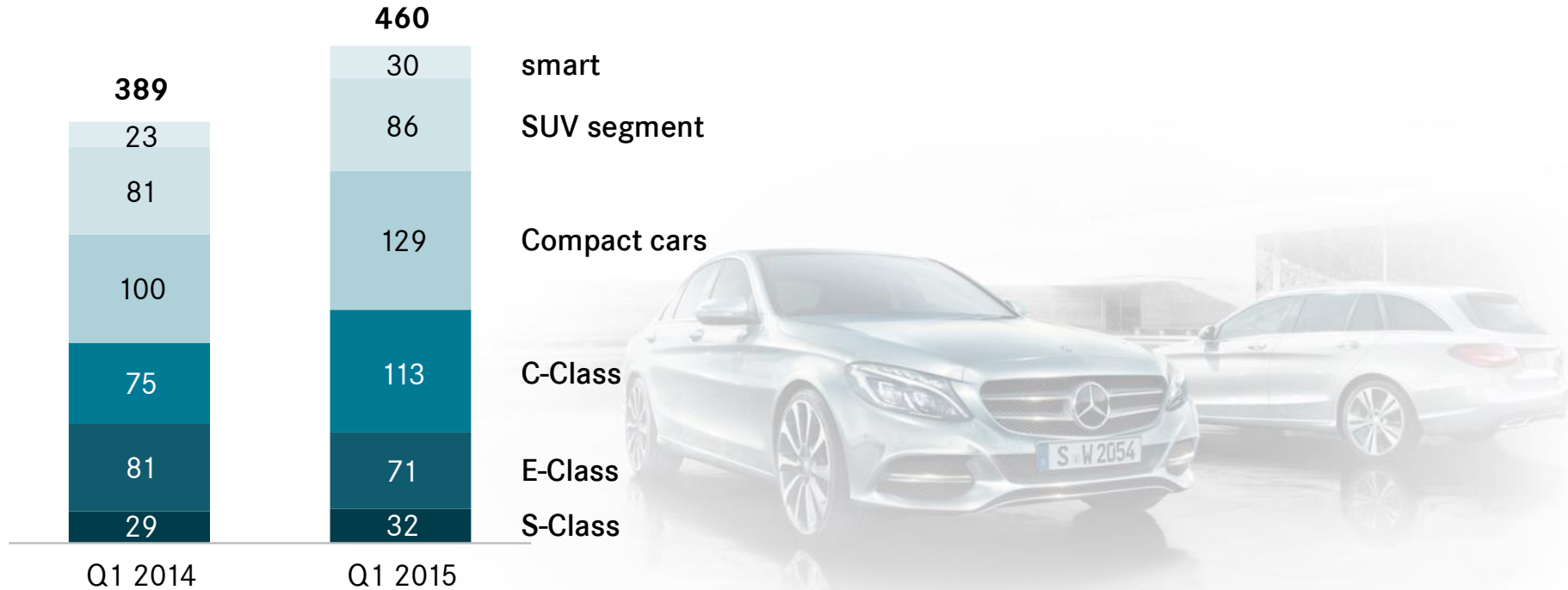
- in millions of euros -



\* Return on sales

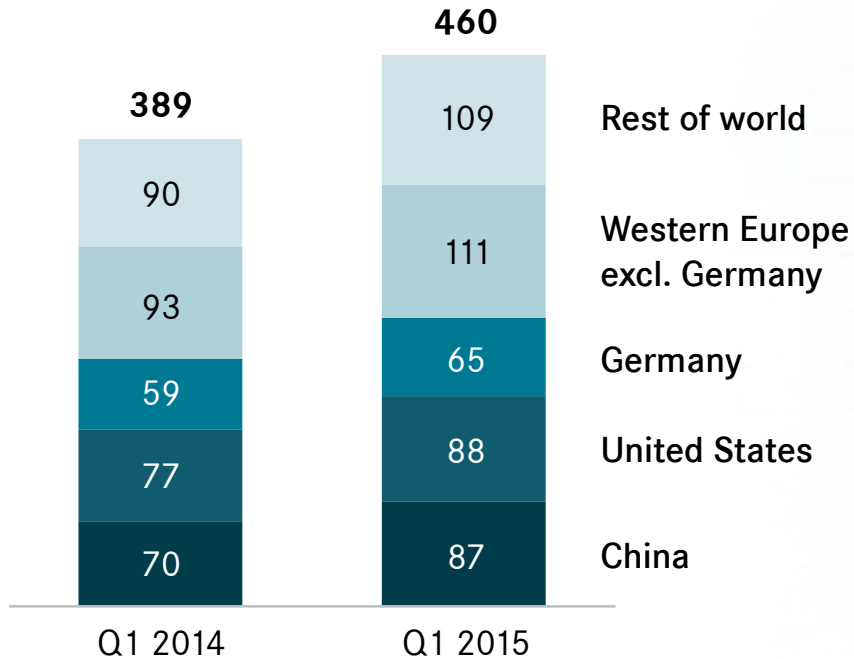
# Mercedes-Benz Cars: sales volume at new record level

- in thousands of units -



# Mercedes-Benz Cars: balanced sales structure

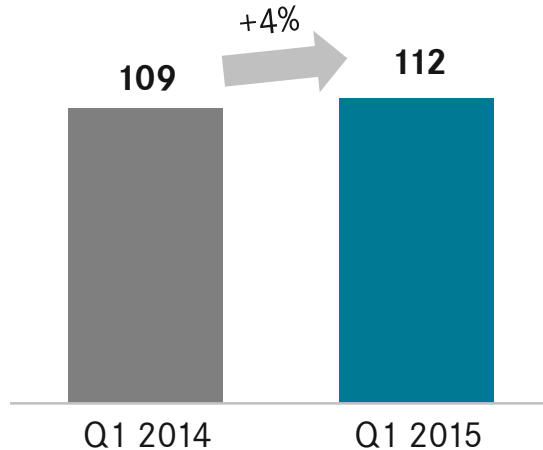
- Unit sales in thousands -



# Daimler Trucks: successful development in heterogeneous market environment

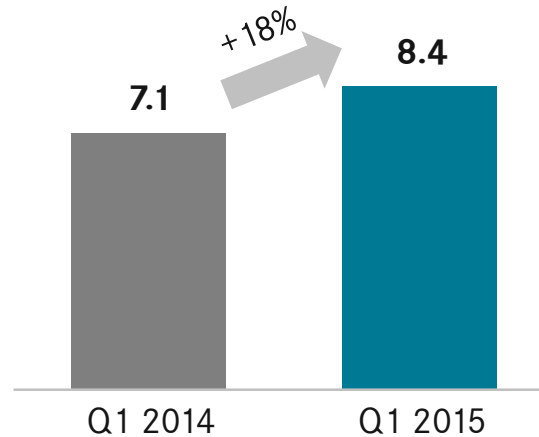
## Unit sales

- in thousands of units -



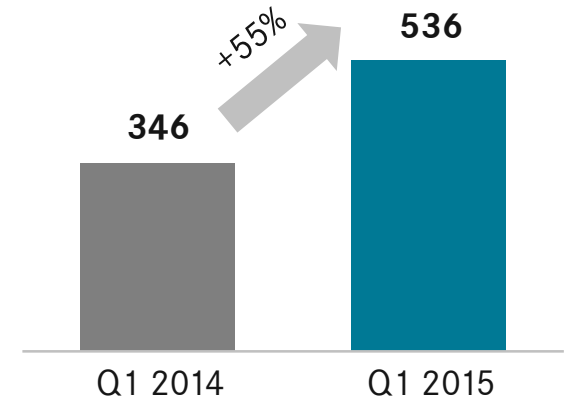
## Revenue

- in billions of euros -



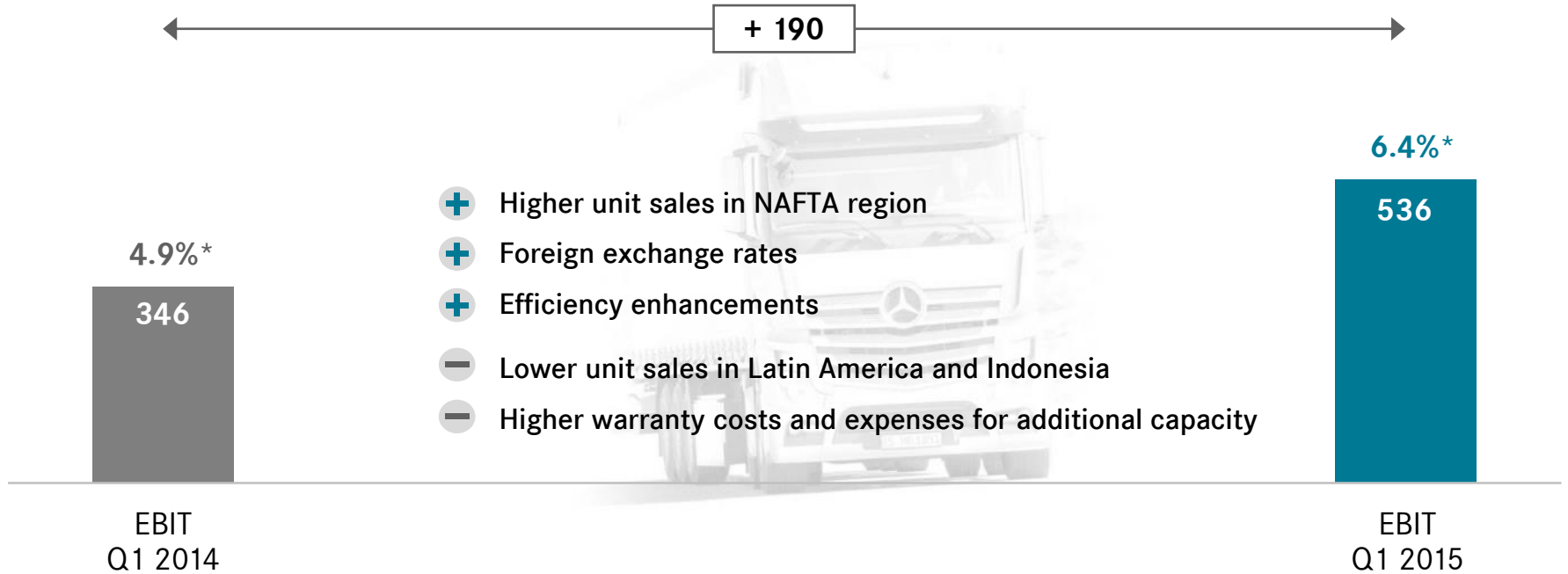
## EBIT from ongoing business

- in millions of euros -



# Daimler Trucks: EBIT from ongoing business

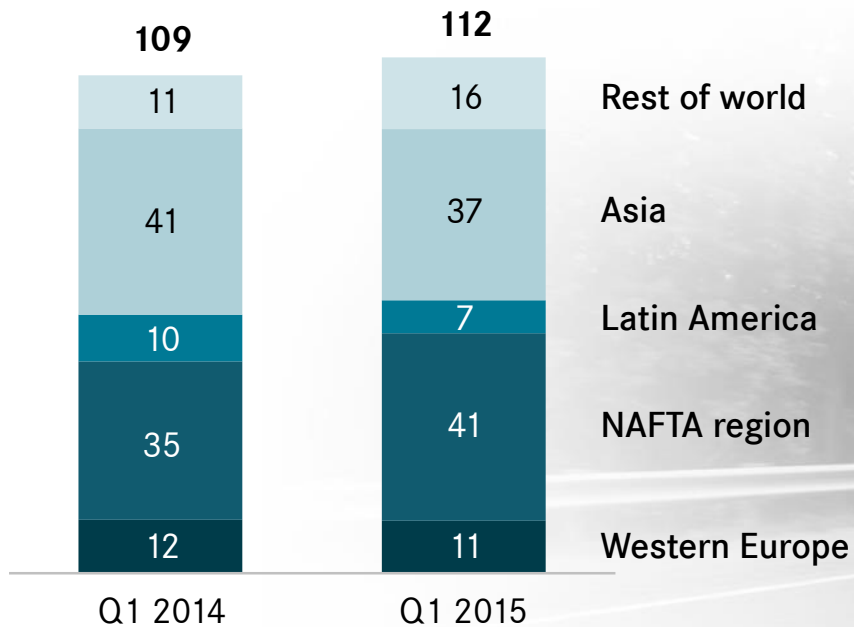
- in millions of euros -



\* Return on sales

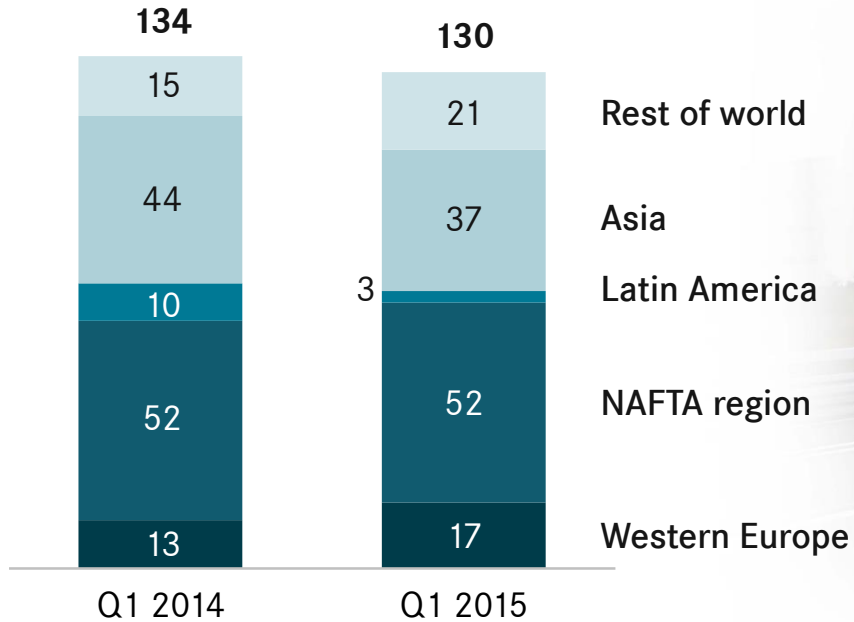
# Daimler Trucks: higher unit sales in NAFTA region

- in thousands of units -



# Daimler Trucks: incoming orders at a high level

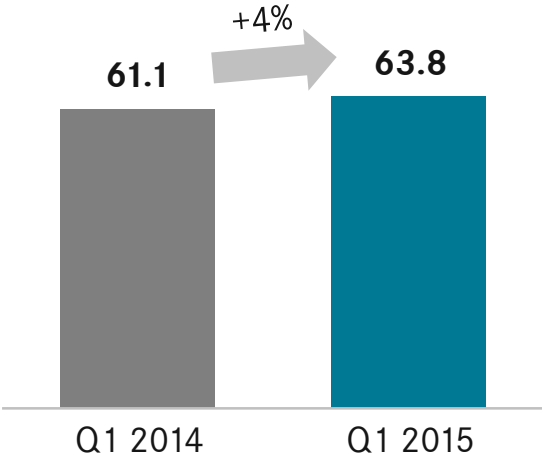
- in thousands of units -



# Mercedes-Benz Vans: success in volatile markets

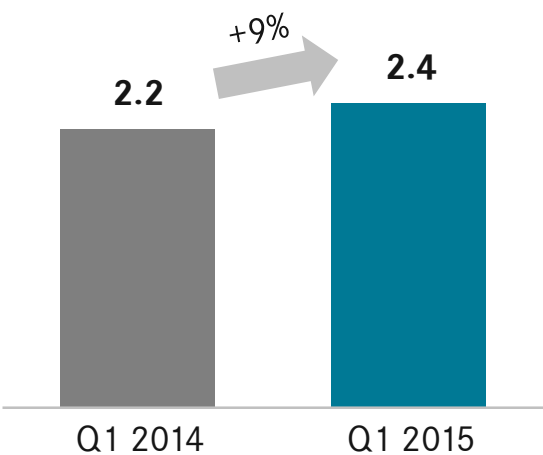
## Unit sales

- in thousands of units -



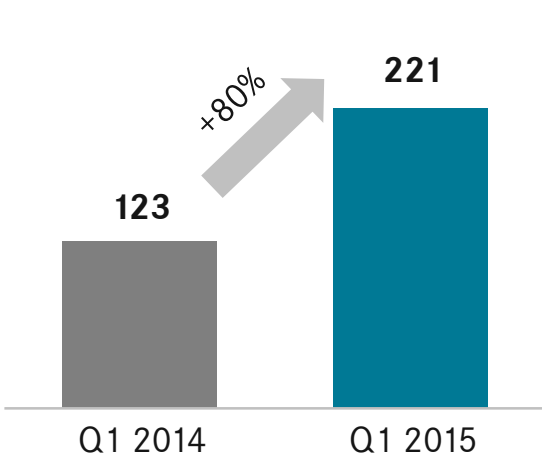
## Revenue

- in billions of euros -



## EBIT from ongoing business

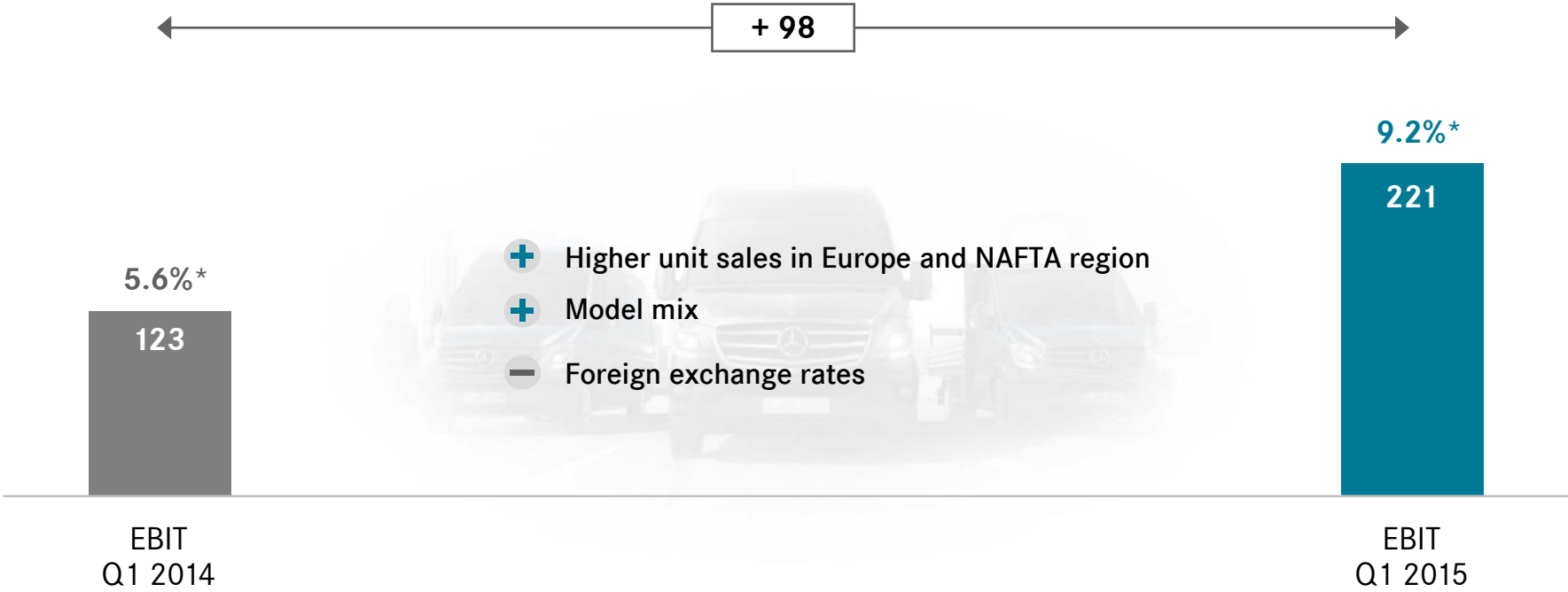
- in millions of euros -





# Mercedes-Benz Vans: EBIT from ongoing business

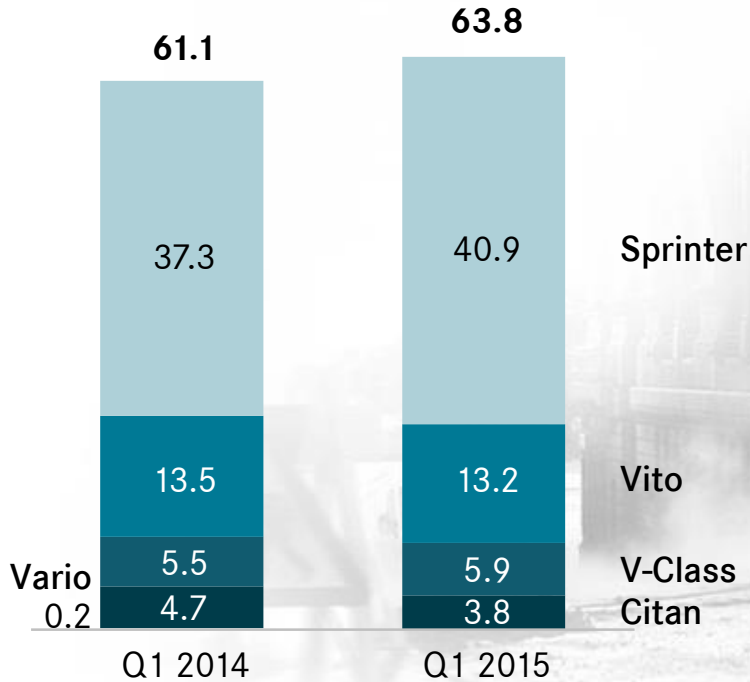
- in millions of euros -



\* Return on sales

# Mercedes-Benz Vans: higher unit sales

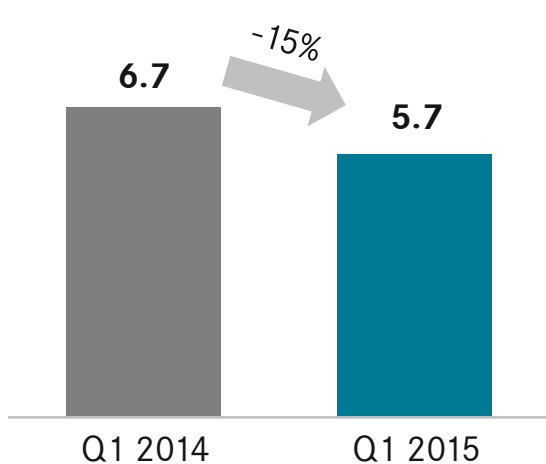
- in thousands of units -



# Daimler Buses: EBIT at a high level despite significant market contraction in Latin America

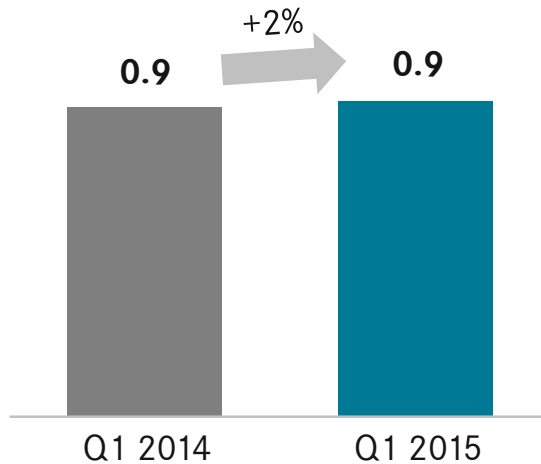
## Unit sales

- in thousands of units -



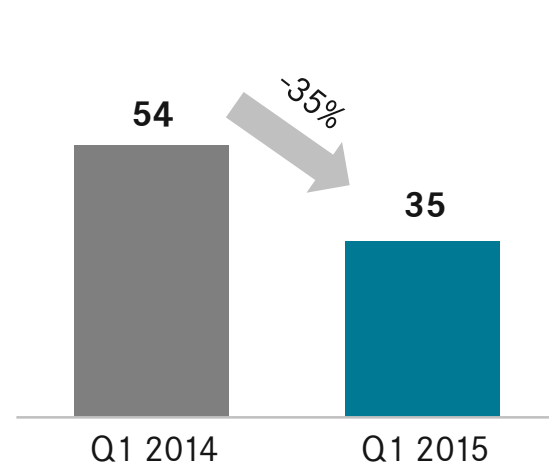
## Revenue

- in billions of euros -



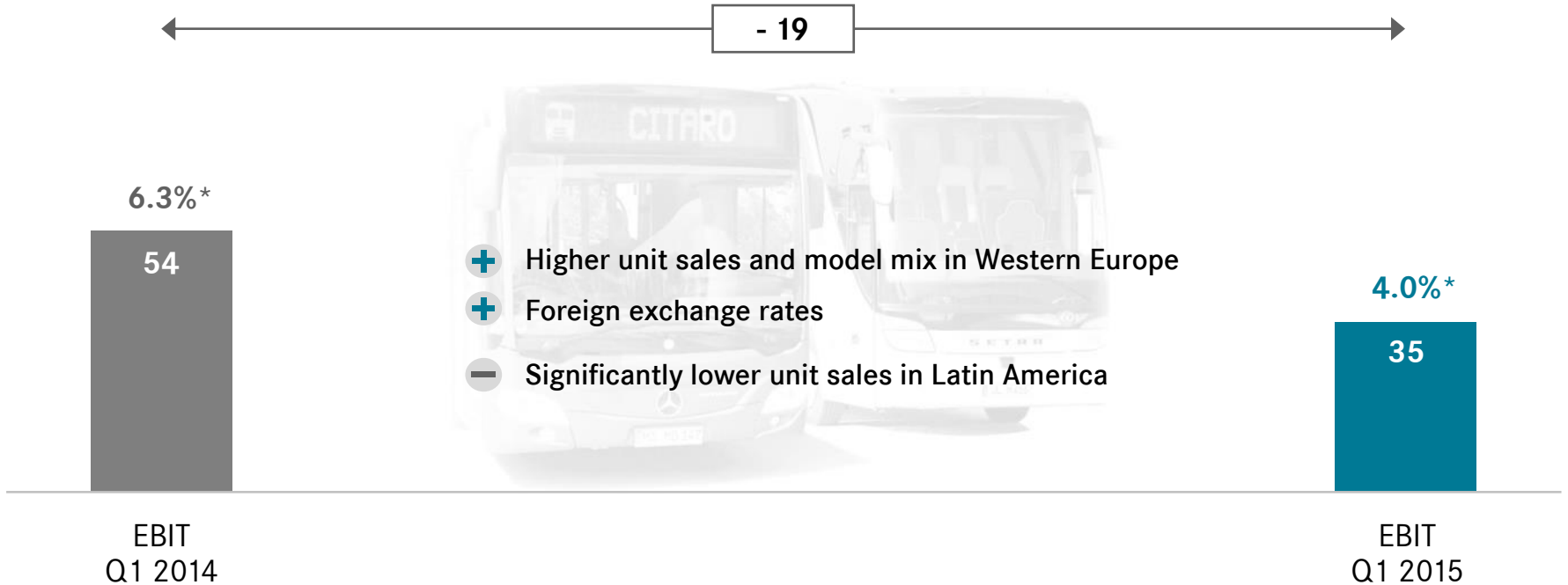
## EBIT from ongoing business

- in millions of euros -



# Daimler Buses: EBIT from ongoing business

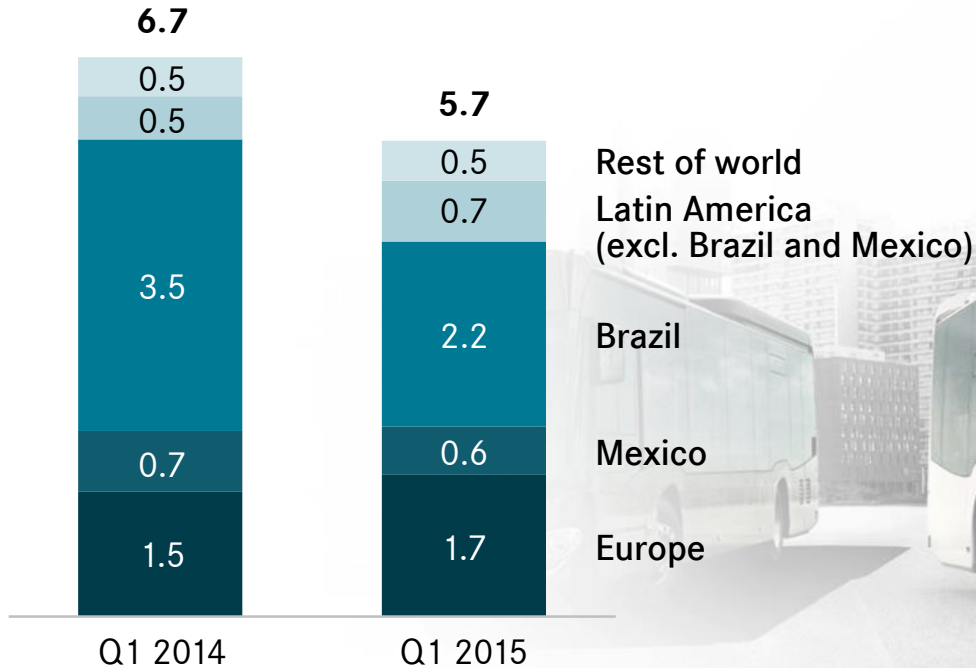
- in millions of euros -



\* Return on sales

# Daimler Buses: lower demand for bus chassis

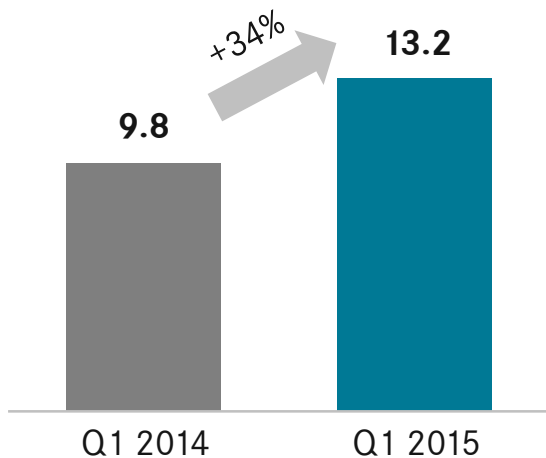
- in thousands of units -



# Daimler Financial Services: further business growth

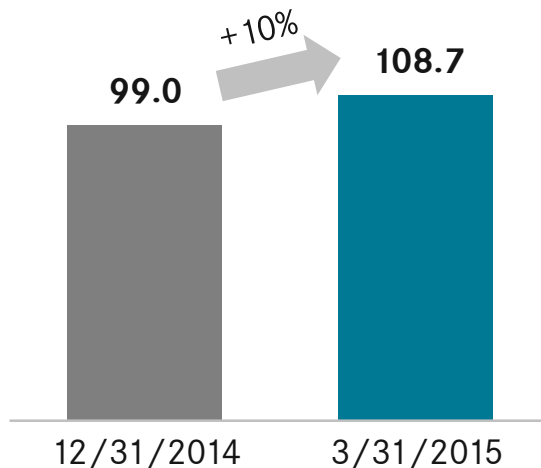
## New business

- in billions of euros -



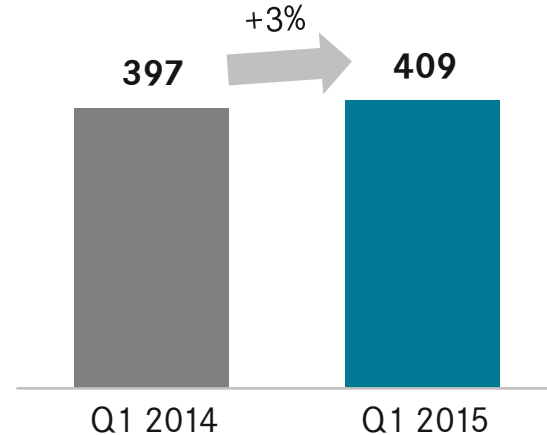
## Contract volume

- in billions of euros -



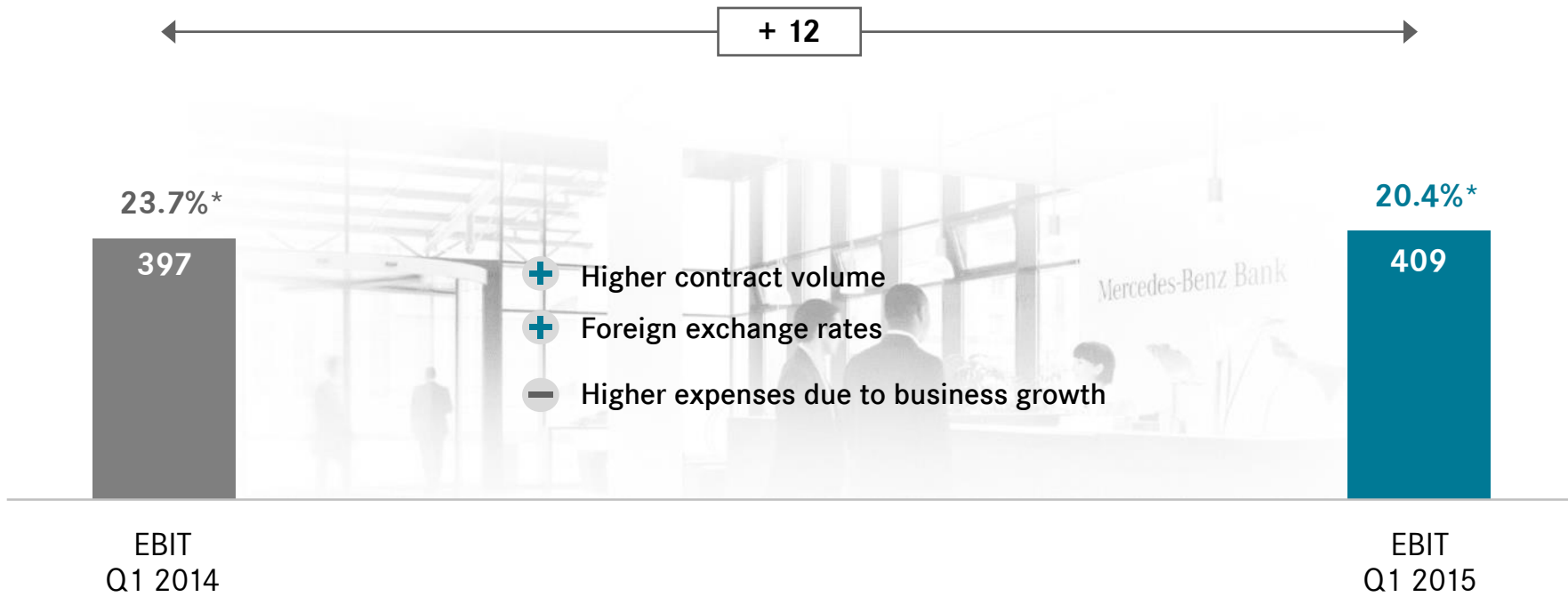
## EBIT from ongoing business

- in millions of euros -



# Daimler Financial Services: EBIT from ongoing business

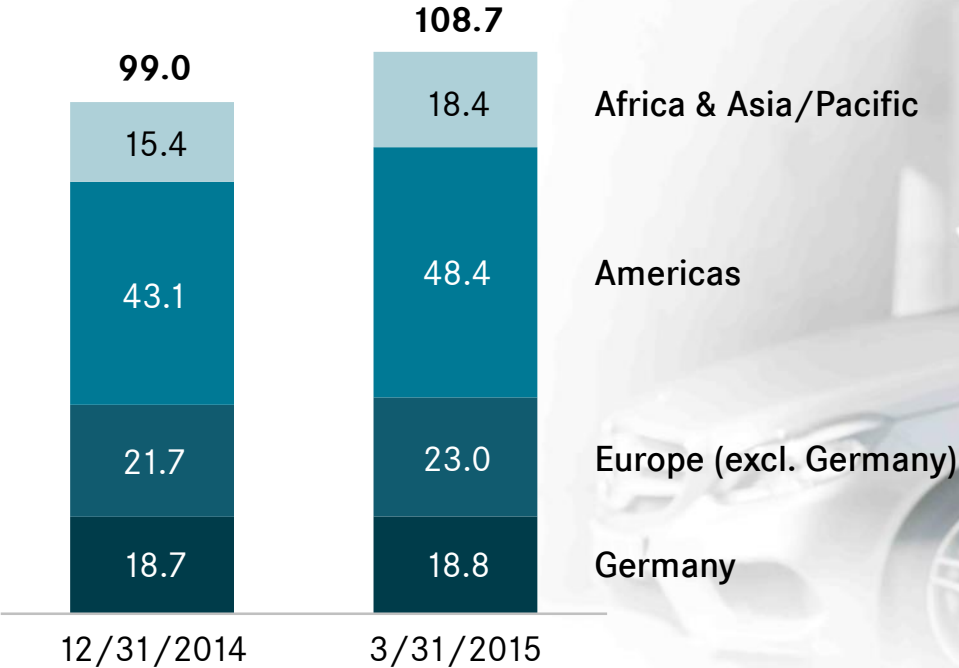
- in millions of euros -



\* Return on equity

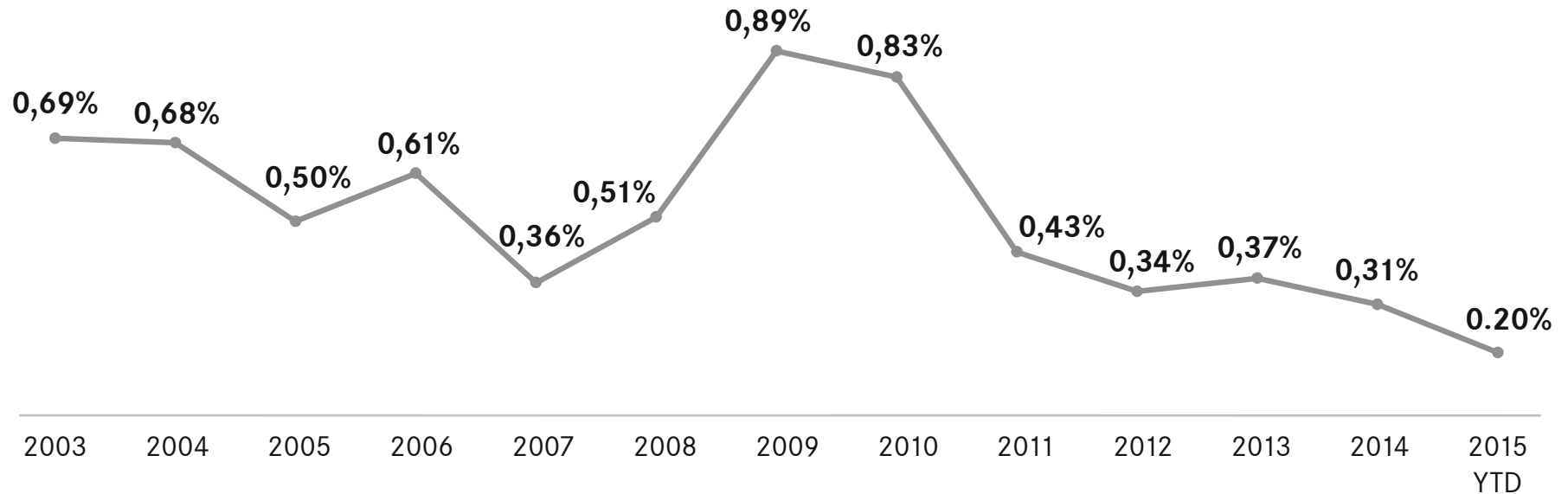
# Daimler Financial Services: higher contract volume

- in billions of euros -





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



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

# 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 official 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.