

# DAIMLER

Corporate Presentation  
**Summer 2015**

# Contents

HIGHLIGHTS AND RESULTS FOR Q2 2015

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# Mercedes-Benz Cars: product highlights



New generation of Mercedes-Benz A-Class



New Mercedes-Benz GLC



Mercedes-Benz Concept GLC Coupé



New Mercedes-Benz GLE and GLE Coupé



# Daimler Trucks: product highlights



Freightliner Inspiration Truck



New BharatBenz heavy-duty truck 3143

# Mercedes-Benz Vans: product highlights



Mercedes-Benz Vans: best in class for safety



# Daimler Buses: product highlights



Daimler Buses: leading position in safety technology

# Highlights of Q2 2015

Group unit sales	714,800	+14%
Highest unit sales so far at Mercedes-Benz Cars	500,700	+20%
Increase in EBIT from ongoing business	€3.8bn	+54%

World premiere of new Mercedes-Benz GLC and Concept GLC Coupé

Start of production of new GLE Coupé

Presentation of new generation A-Class and new GLE as successor of M-Class

World premiere of Freightliner Inspiration Truck on US highway

Opening of new bus plant in Chennai, India

# Key financials

– in billions of euros –

	Q2 2014	Q2 2015
Revenue	31.5	37.5
EBIT		
as reported	3.1	3.7
from ongoing business	2.5	3.8
Net profit	2.2	2.4
Earnings per share (in euros)	1.97	2.12
Net liquidity industrial business (2014: year-end)	17.0	18.4
Free cash flow industrial business (January-June)	1.4	3.4



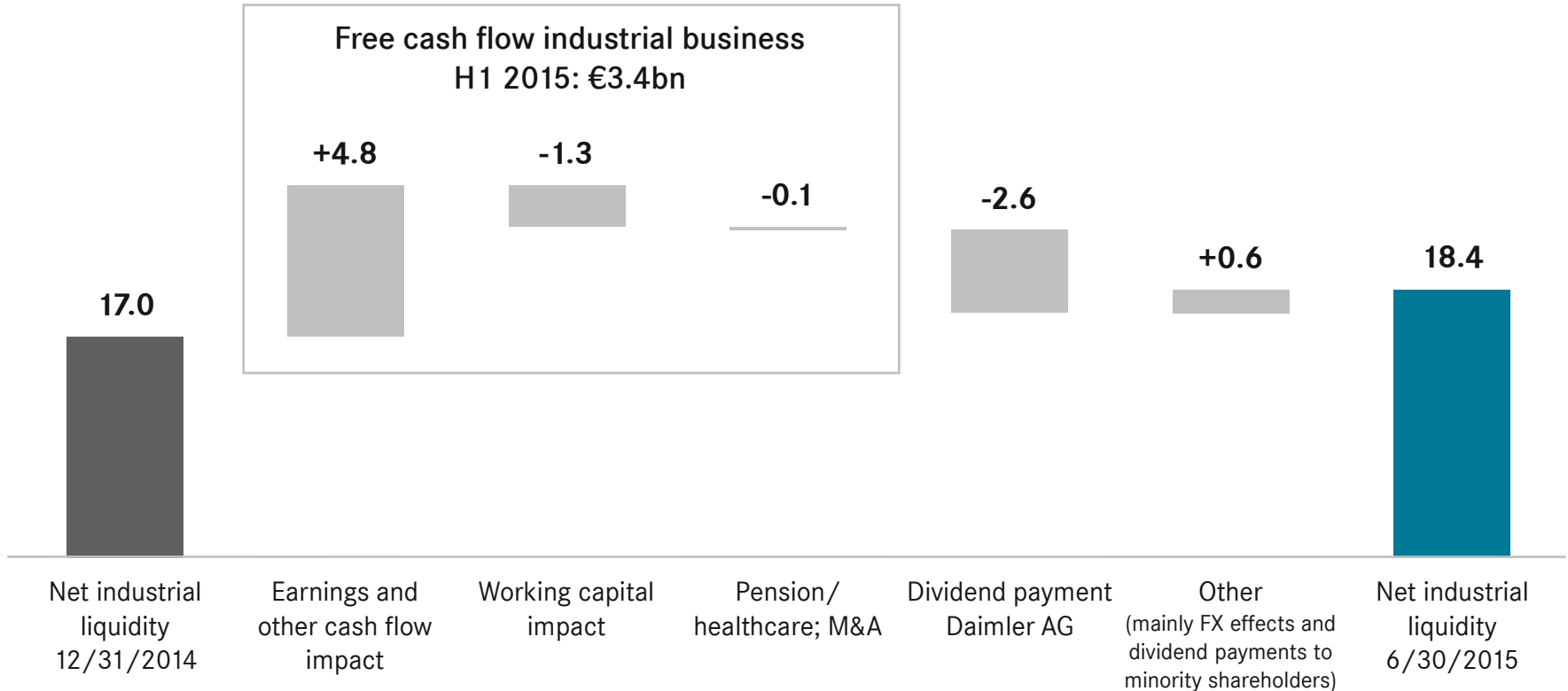
# Key balance sheet figures

– in billions of euros –

<b>Daimler Group</b>	<b>Dec. 31, 2014</b>	<b>June 30, 2015</b>
Equity ratio	22.1%	23.9%
Gross liquidity	16.3	16.1
<b>Industrial business</b>		
Equity ratio	40.8%	45.3%
Net liquidity	17.0	18.4

# Net industrial liquidity: development in H1 2015

- in billions of euros -



# Unit sales

- in thousands of units -

	Q2 2014	Q2 2015	% change
<b>Daimler Group</b>	628.9	714.8	+14
of which			
Mercedes-Benz Cars	418.7	500.7	+20
Daimler Trucks	126.1	125.1	-1
Mercedes-Benz Vans	76.0	81.6	+7
Daimler Buses	8.1	7.3	-9



# Revenue by division

– in billions of euros –

	Q2 2014	Q2 2015	% change
<b>Daimler Group</b>	31.5	37.5	+19
of which			
Mercedes-Benz Cars	17.8	21.1	+19
Daimler Trucks	8.0	9.4	+19
Mercedes-Benz Vans	2.5	2.8	+13
Daimler Buses	1.0	1.0	-1
Daimler Financial Services	3.8	4.8	+25
Contract volume of Daimler Financial Services*	99.0	110.6	+12

\* Figures as of December 31, 2014 and June 30, 2015.

# EBIT from ongoing business

– EBIT in millions of euros; RoS in % –

	Q2 2014		Q2 2015	
	EBIT	RoS*	EBIT	RoS*
<b>Daimler Group</b>	2,463	7.7	3,784	10.2
of which				
Mercedes-Benz Cars	1,409	7.9	2,252	10.7
Daimler Trucks	526	6.6	717	7.6
Mercedes-Benz Vans	181	7.3	240	8.5
Daimler Buses	58	5.5	57	5.5
Daimler Financial Services	336	–	445	–
Reconciliation	-47	–	73	–

\* 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



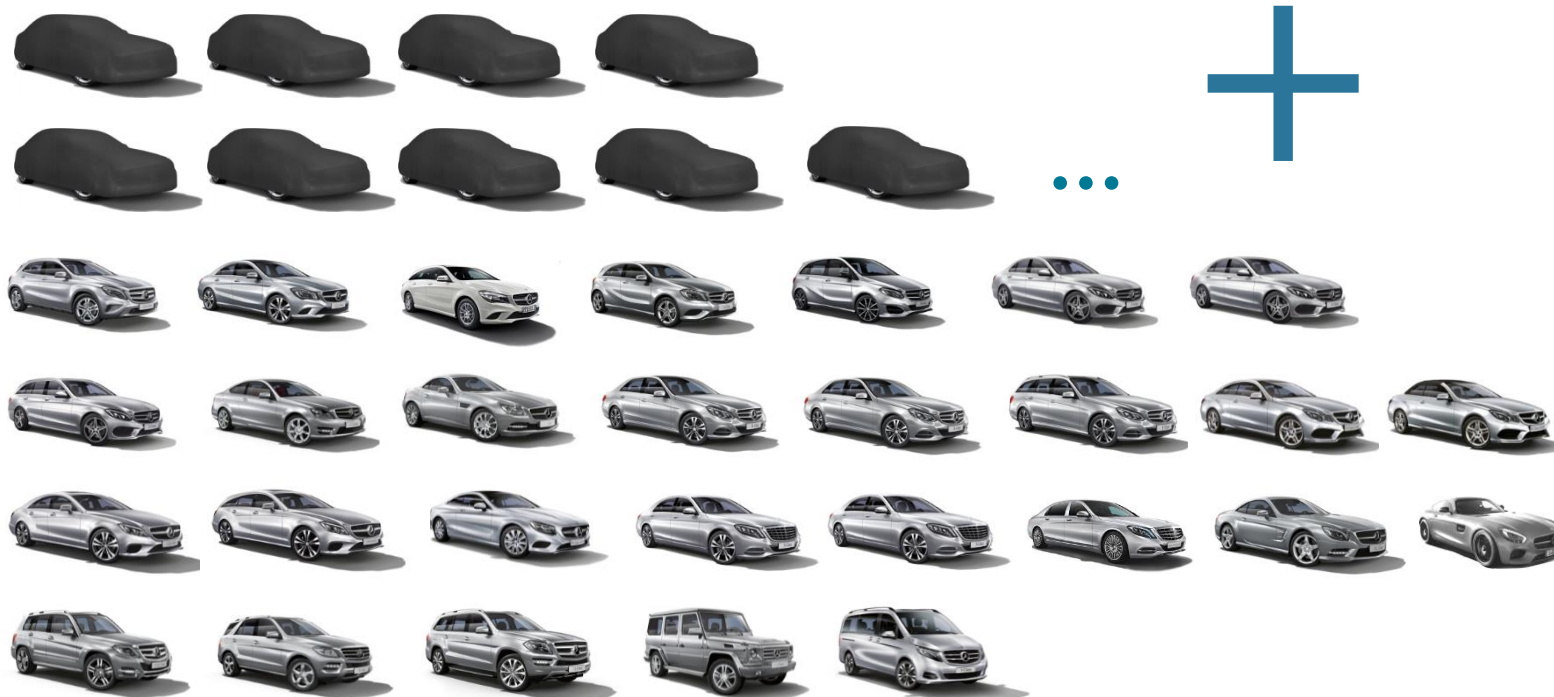
# 3.8 s

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.

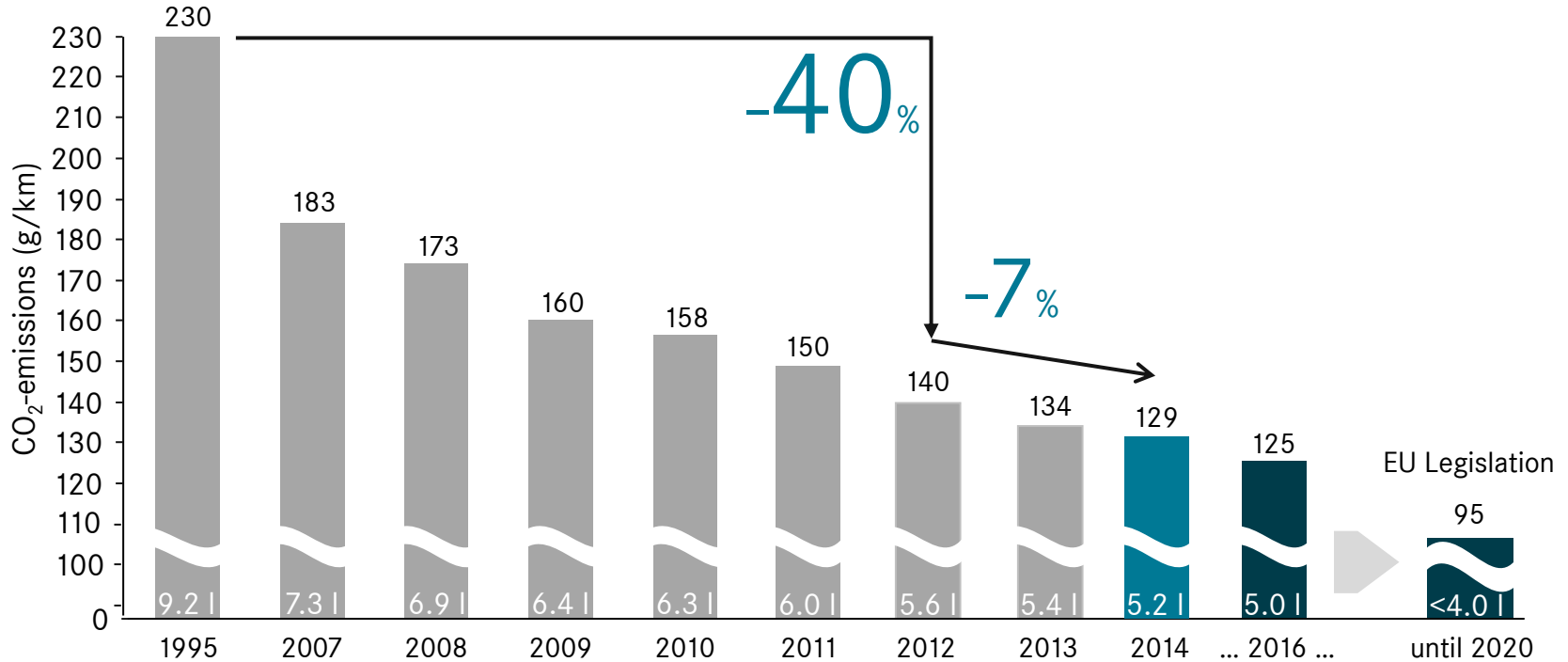


# By significantly expanding our portfolio we create the basis for further profitable growth



# Plug-In vehicles:

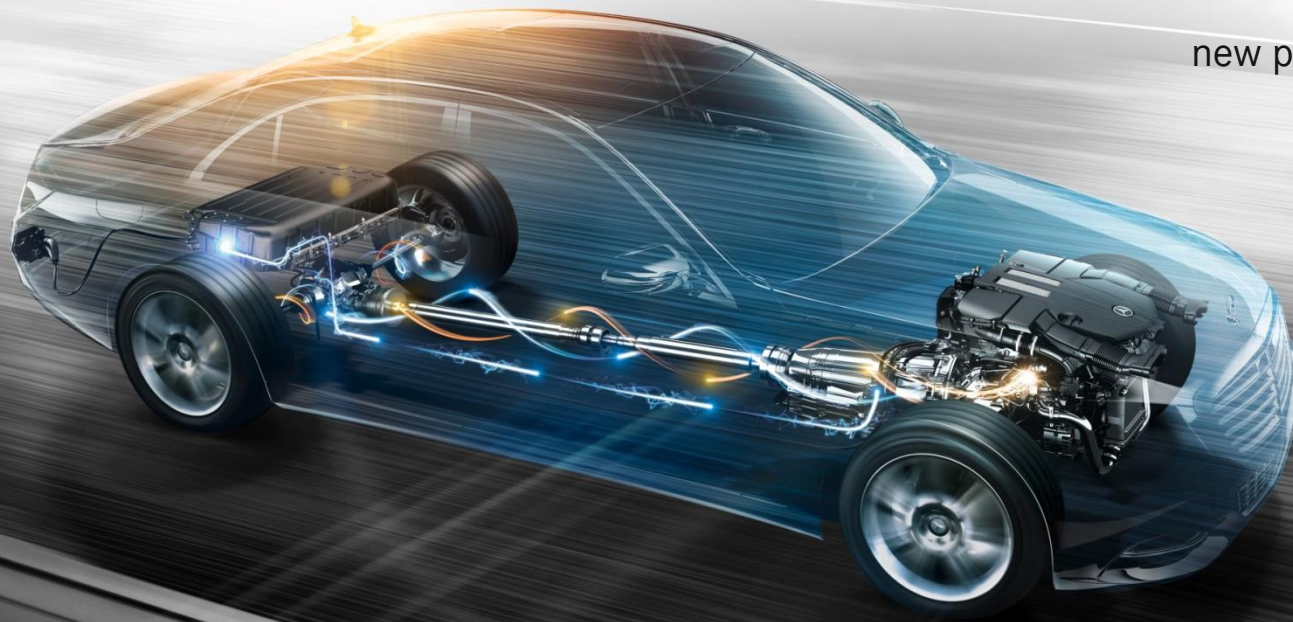
- Huge lever to improve MBC fleet consumption -



# 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

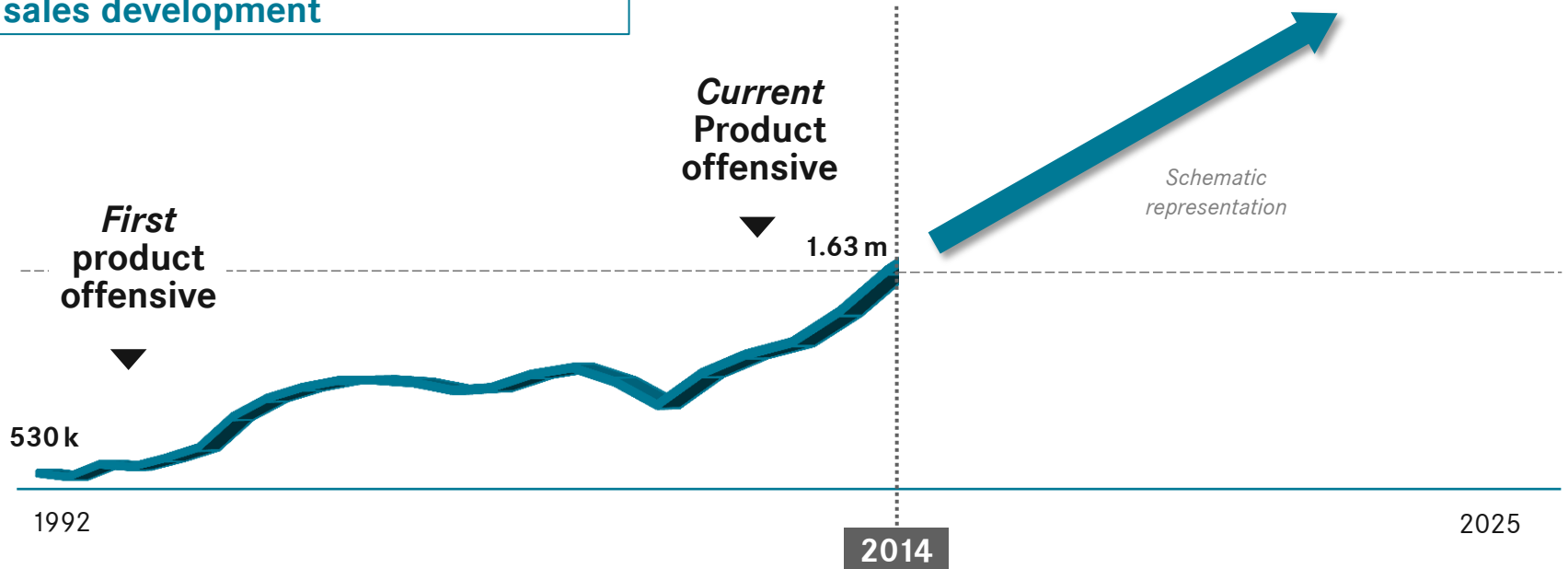
range in all-electric mode

# 48

gCO<sub>2</sub>/km

# Product offensive to fuel our sales offensive

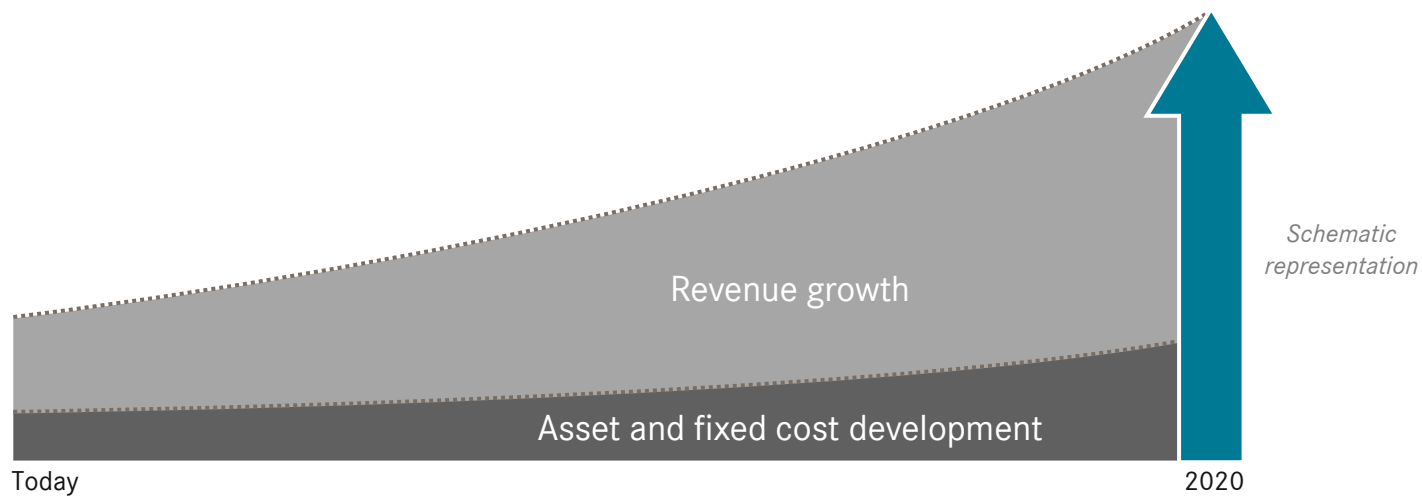
Mercedes-Benz  
sales development





# 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



# Connectivity as 'enabling technology' is the core of...

## Infotainment

Examples



Navigation



Radio/ Media



Internet/ Apps

## EVs

Examples



Remote Services



Range on Map



Charging Station Search

## Safety

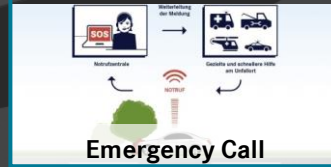
Examples



Live Traffic Information



Car-2-X Warnings



Emergency Call

## Autonomous Driving

Examples



Car-2-Car Communication



Smart Routing



Intelligent Parking Assist



# Daimler Trucks

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# Broadest and strongest truck portfolio in history



Mercedes-Benz



# 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 1,000 so-called “fuel duels” in European fleets in 2015.*



# Fuel Duel: Actros demonstrates its reliability, safety and efficiency and leaves the competition far behind

**1,331** Duels completed\*

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**6,345,108** Kilometers driven\*

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**Ø10.2%** Consumption advantage\*

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**>90%** Duels won\*



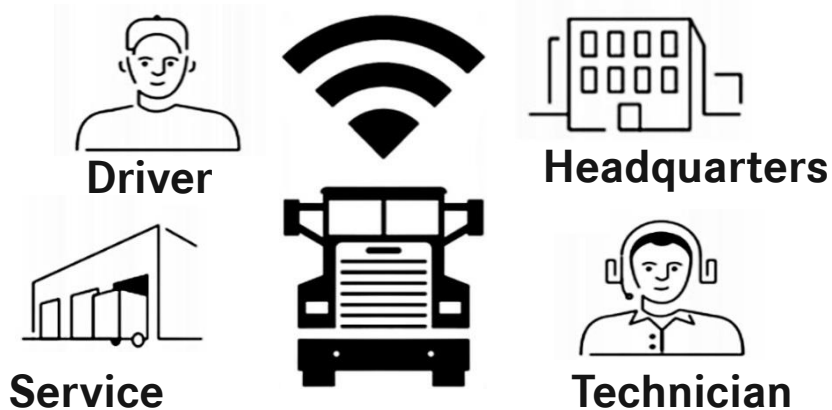
*\*Status as of July 2015: EURO-6- & EURO-5-vehicles.*

# Freightliner Inspiration Truck: the first licensed autonomous driving truck globally





# Connectivity: the truck becomes part of an interacting environment



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

# India, Africa: product offensive continues

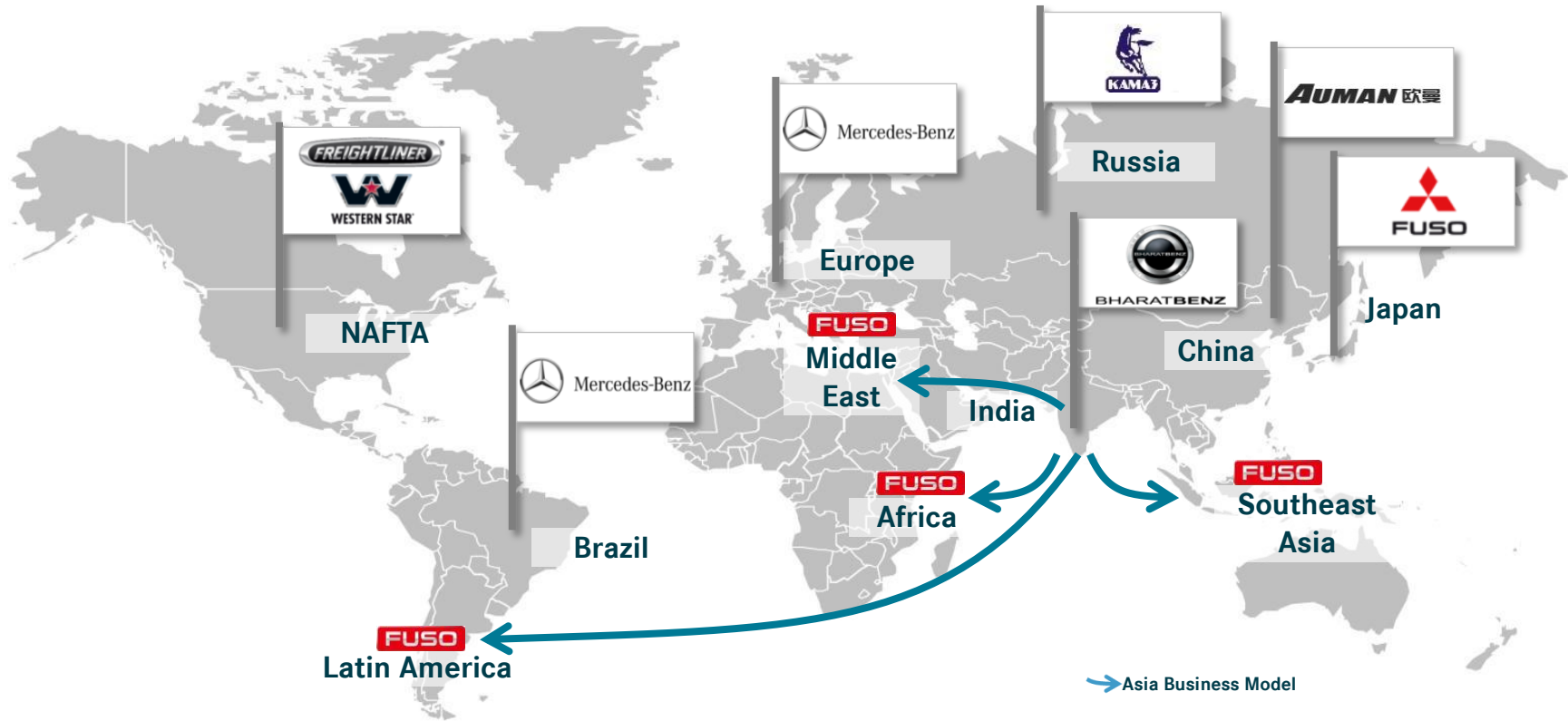
New **BharatBenz** trucks for India



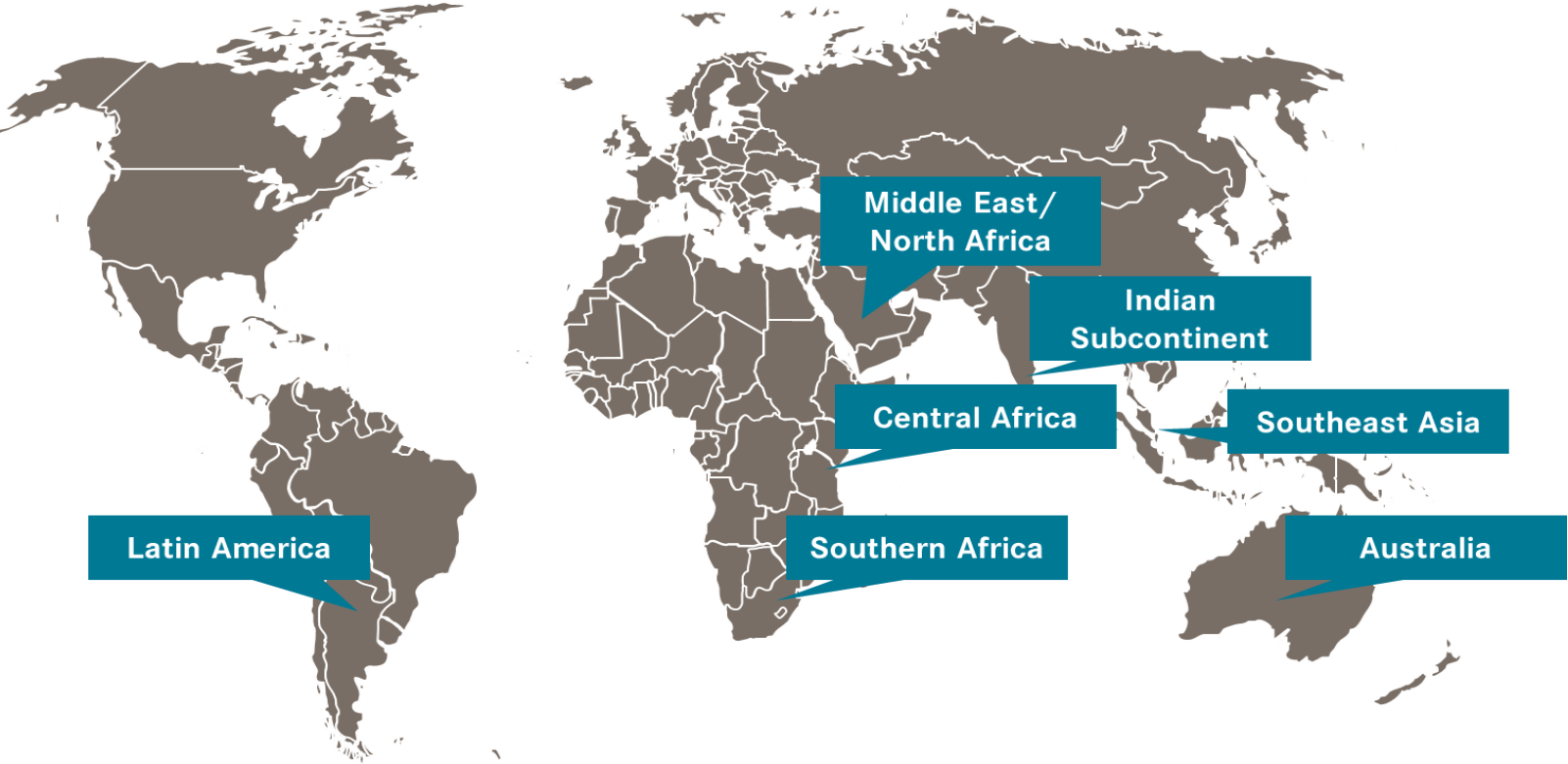
New **FUSO** trucks from India for Africa, Asia, and Latin America



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



# 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

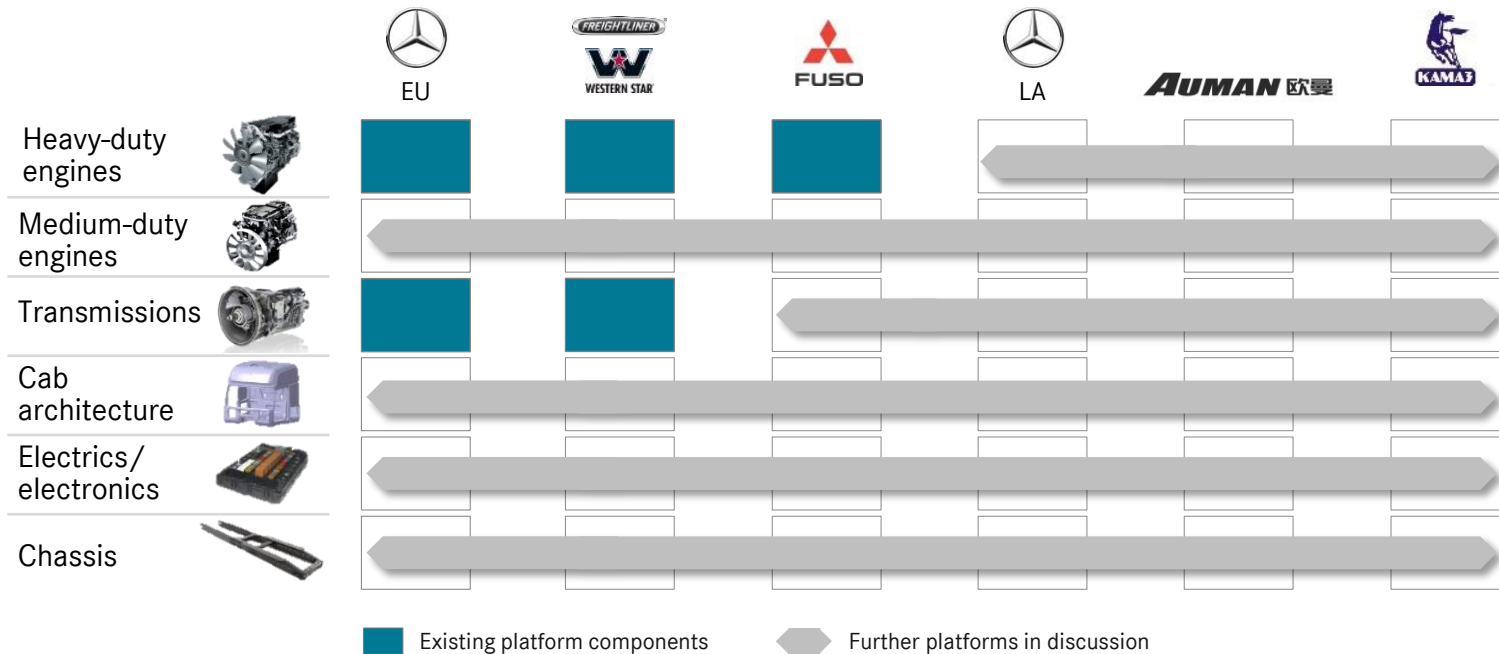


**Front Axle**  
70% Penetration

**Rear Axle**  
50% Penetration



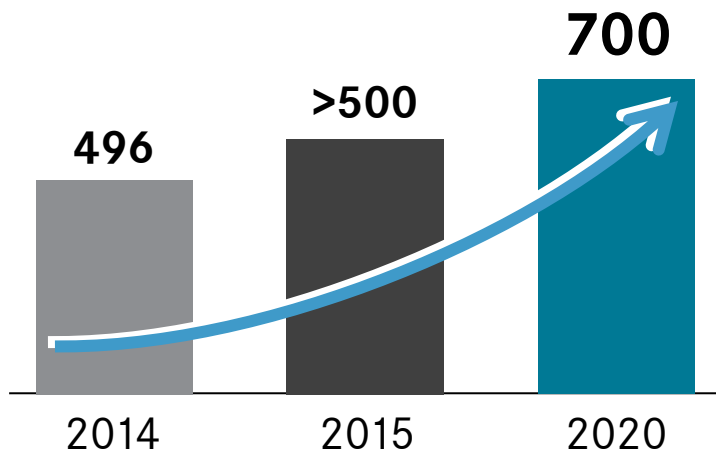
# We implement our platform strategy in all key regions



# Our target: undisputed leader in the truck industry

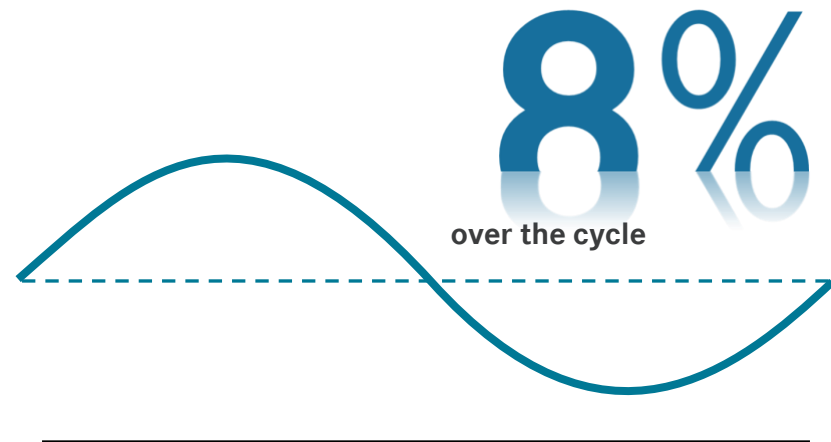
## Sales target

In thousand units



## Profitability target

Return on Sales in %



# Daimler Financial Services

Mercedes-Benz Bank

CAR  
2GO

moovel

Mercedes-Benz Financial

Daimler Truck Financial

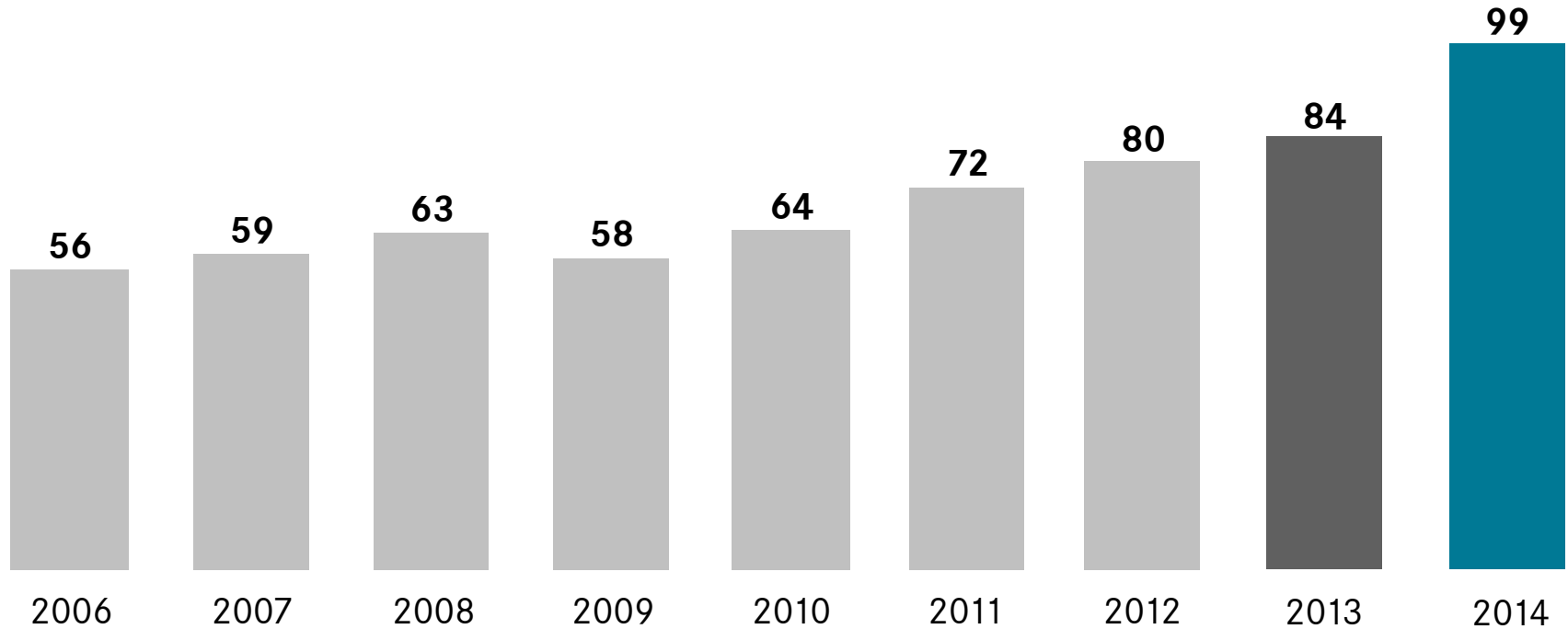
Mercedes-Benz Bank





# Strong business growth

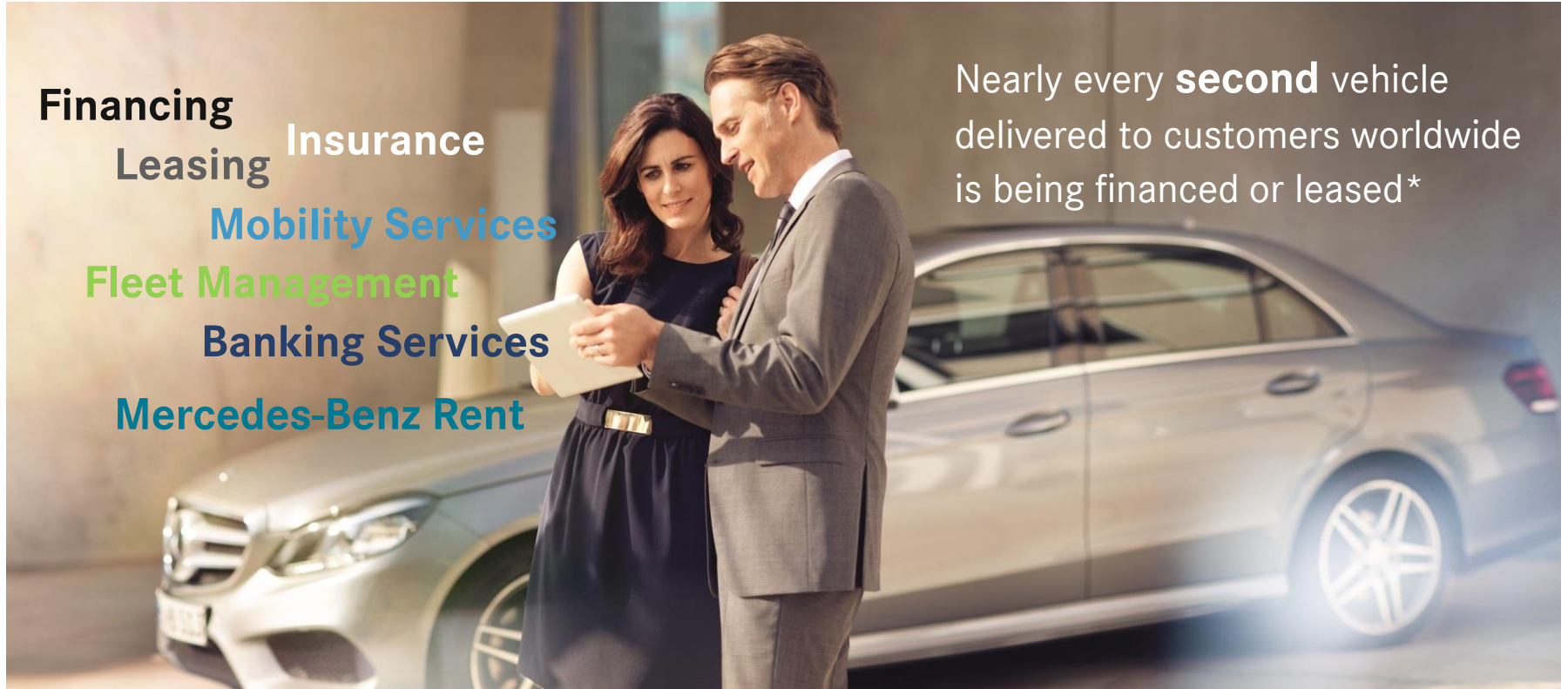
- Contract volume [€ billion]-



# 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



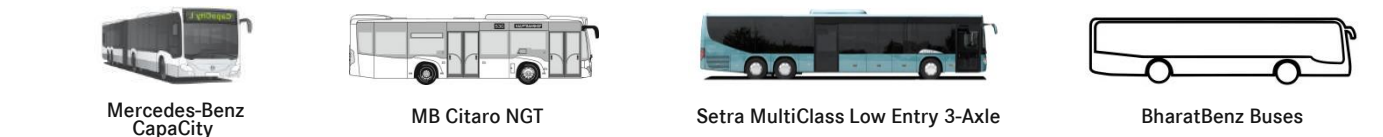
## Mercedes-Benz Vans



## Daimler Trucks



## Daimler Buses



# Assumptions for automotive markets in 2015

Car markets	Global	around +2%
	Western Europe	slight growth
	USA	slight growth
	China	significant growth
Medium- and heavy-duty truck markets	NAFTA region	+10 to 15%
	Europe	+10 to 15%
	Japan*	around the prior year level
	Brazil	around -40%
	Indonesia*	around -20%
Van markets	Europe	significant growth
Bus markets	Europe	slight growth
	Brazil	at least -25%

\* 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
- Continued strong sales development 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

Significantly above the prior-year level

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



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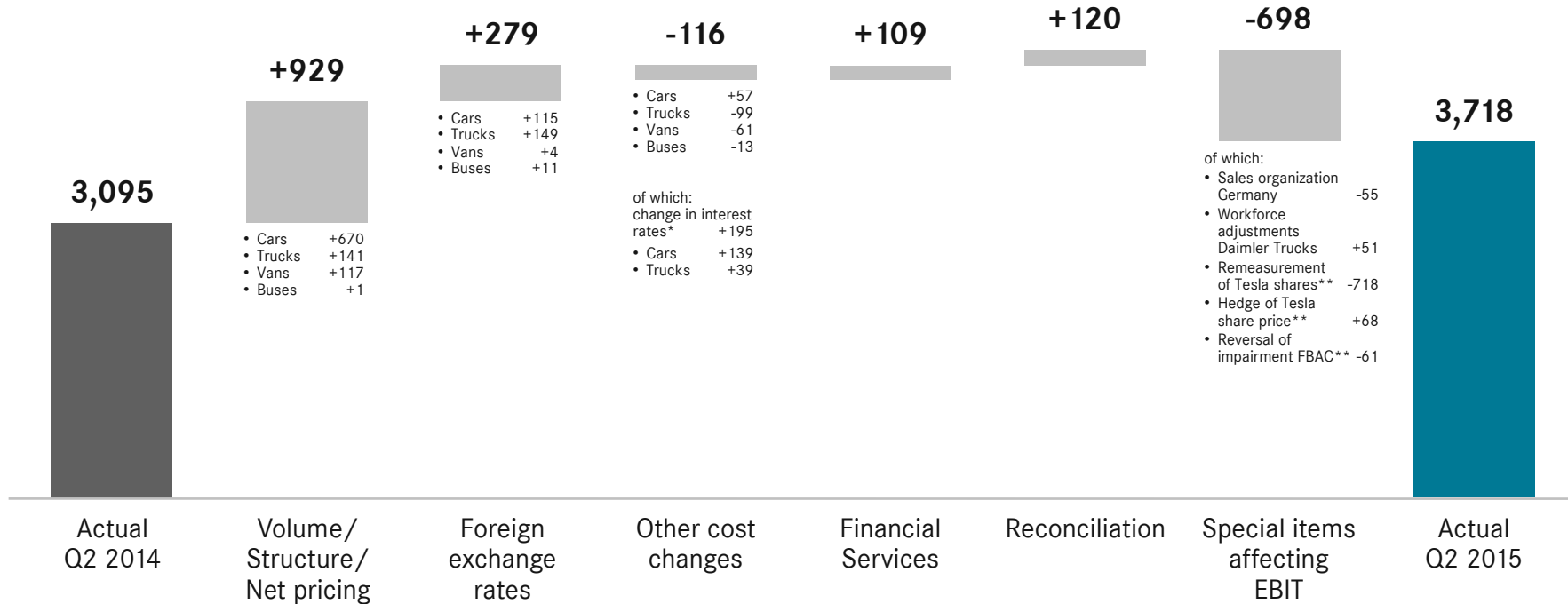
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# Group EBIT in Q2 2015

- in millions of euros -



\* Compounding of provisions and effects of increased discount rates

\*\* in Q2 2014

# EBIT by division

– EBIT in millions of euros; RoS in % –

	Q2 2014		Q2 2015	
	EBIT	RoS*	EBIT	RoS*
<b>Daimler Group</b>	3,095	10.0	3,718	10.0
of which				
Mercedes-Benz Cars	1,409	7.9	2,227	10.5
Daimler Trucks	455	5.7	682	7.2
Mercedes-Benz Vans	242	9.7	234	8.3
Daimler Buses	50	4.8	57	5.5
Daimler Financial Services	336	–	445	–
Reconciliation	603	–	73	–

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

# Special items affecting EBIT

– in millions of euros –

	Q2		January-June	
	2014	2015	2014	2015
<b>Mercedes-Benz Cars</b>				
Restructuring of sales organization in Germany*	-	-34	-	-54
Relocation of headquarters of MBUSA	-	+9	-	-11
Sale of real estate in the United States	-	-	-	+87
<b>Daimler Trucks</b>				
Workforce adjustments**	-71	-20	-76	-25
Restructuring of sales organization in Germany*	-	-15	-	-19
Sale of Atlantis Foundries	-	-	-	-55
<b>Mercedes-Benz Vans</b>				
Restructuring of sales organization in Germany*	-	-6	-	-10
Relocation of headquarters of MBUSA	-	-	-	-2
Reversal of impairment of investment in FBAC	+61	-	+61	-
<b>Daimler Buses</b>				
Business repositioning	-8	-	-9	-
Restructuring of sales organization in Germany*	-	-	-	-1
<b>Reconciliation</b>				
Measurement of put option for RRPSH	-	-	-118	-
Remeasurement of Tesla shares	+718	-	+718	-
Hedge of Tesla share price	-68	-	-229	-

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

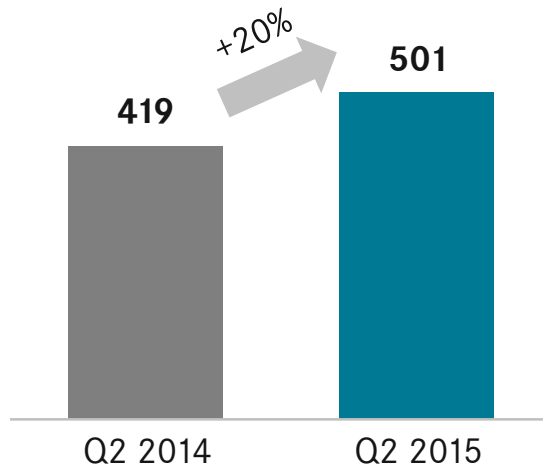
\*\* Daimler Trucks expects expenses of up to €50 million in 2015.



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

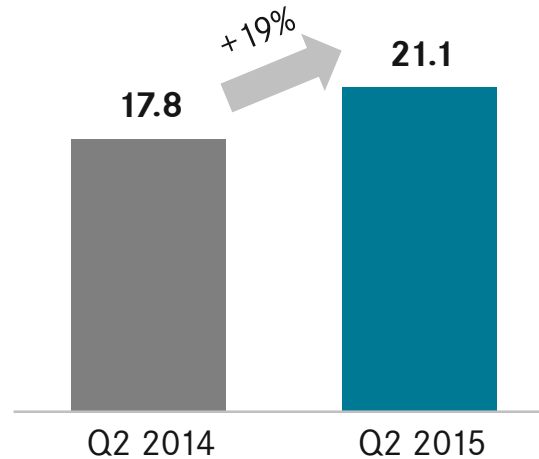
## Unit sales

- in thousands of units -



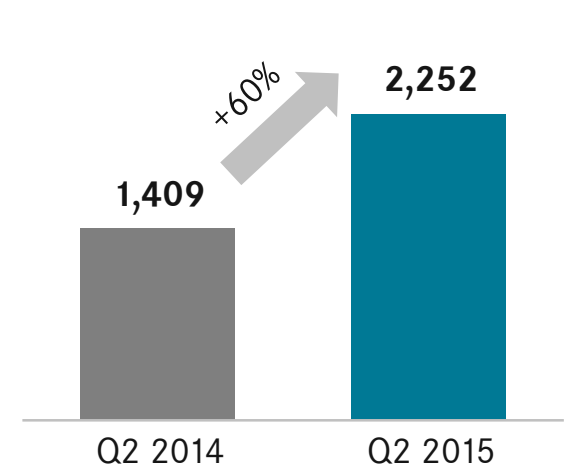
## Revenue

- in billions of euros -



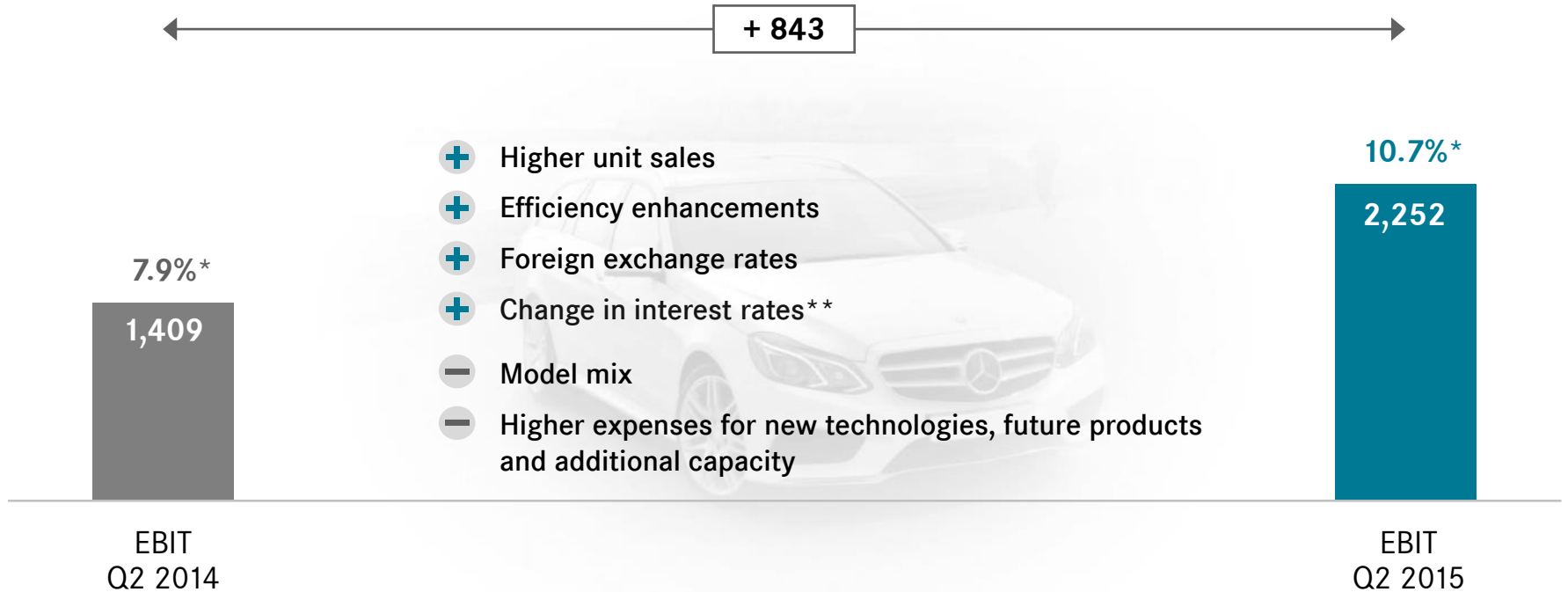
## EBIT from ongoing business

- in millions of euros -



# Mercedes-Benz Cars: EBIT from ongoing business

– in millions of euros –

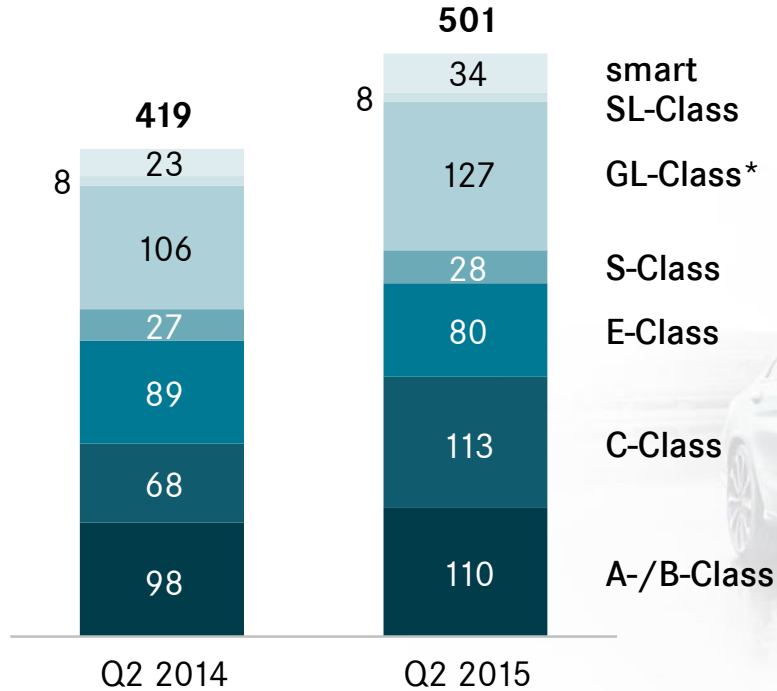


\* Return on sales

\*\* Compounding of provisions and effects of increased discount rates

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

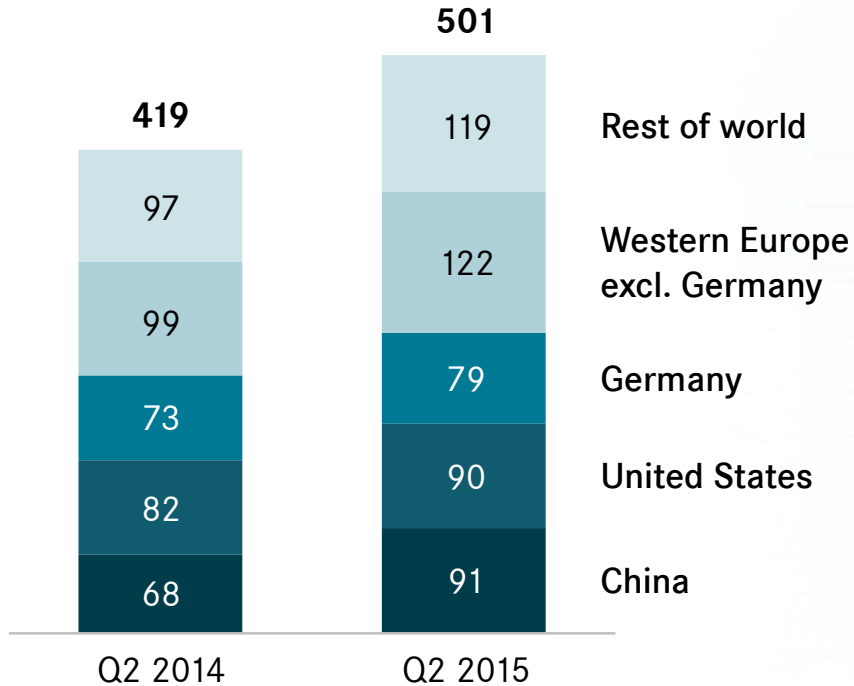
- in thousands of units -



\* incl. GLA

# Mercedes-Benz Cars: balanced sales structure

- Unit sales in thousands -

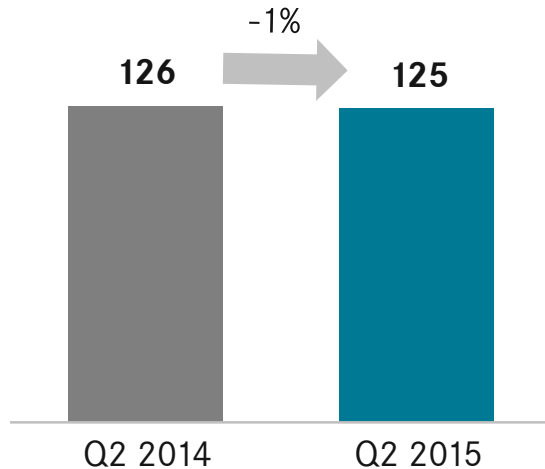




# Daimler Trucks: successful development in heterogeneous market environment

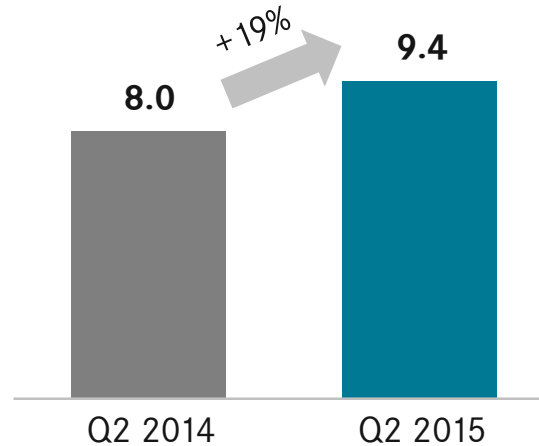
## Unit sales

- in thousands of units -



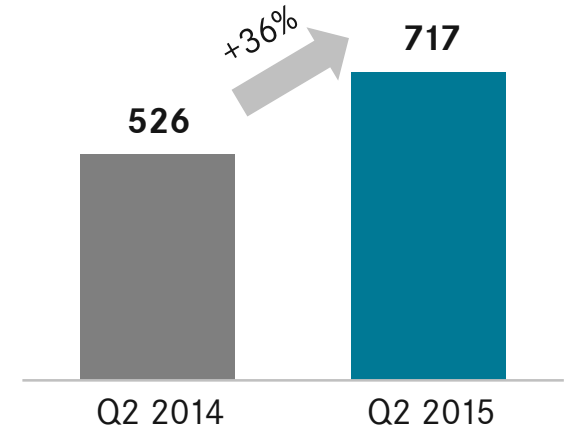
## Revenue

- in billions of euros -



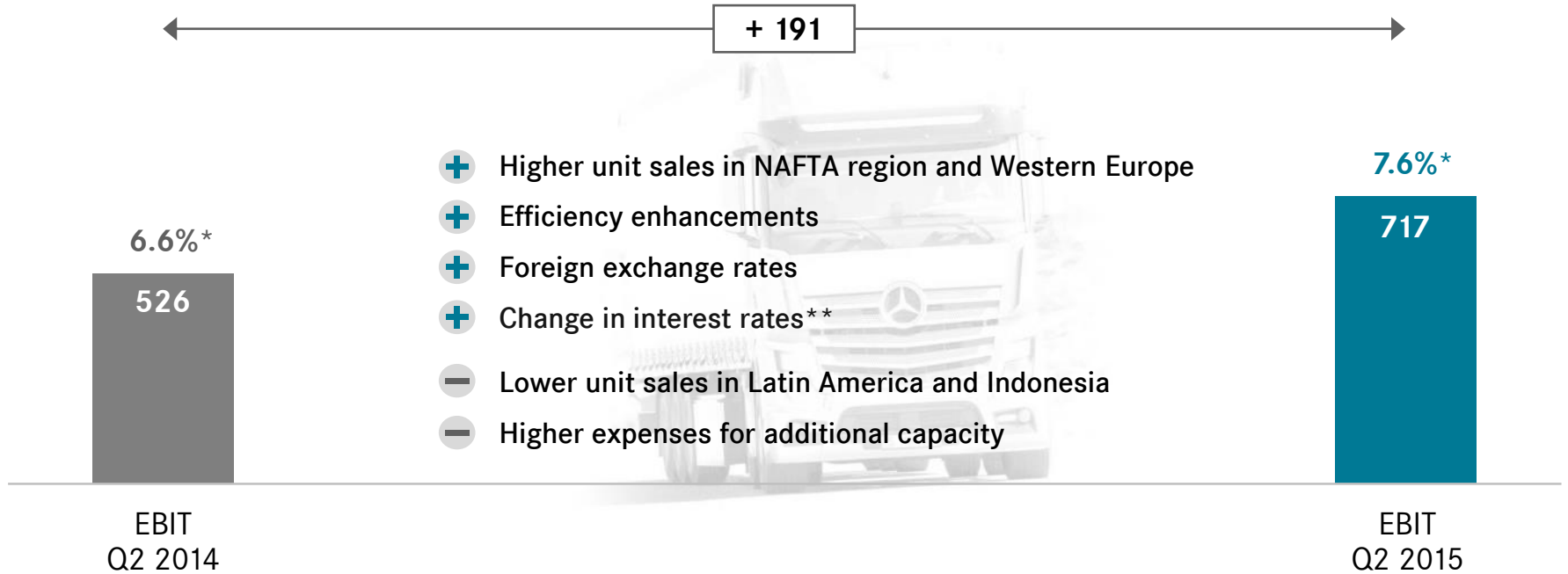
## EBIT from ongoing business

- in millions of euros -



# Daimler Trucks: EBIT from ongoing business

- in millions of euros -

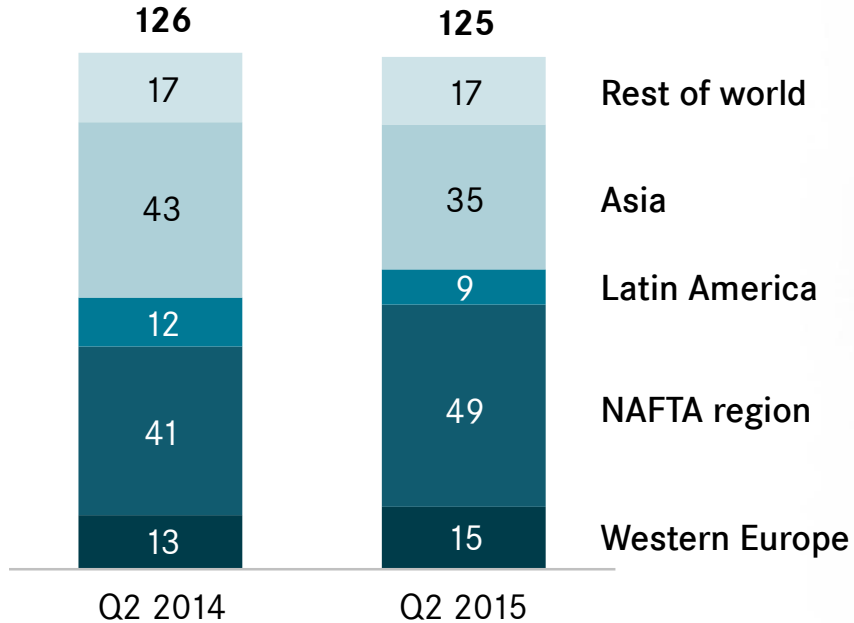


\* Return on sales

\*\* Compounding of provisions and effects of increased discount rates

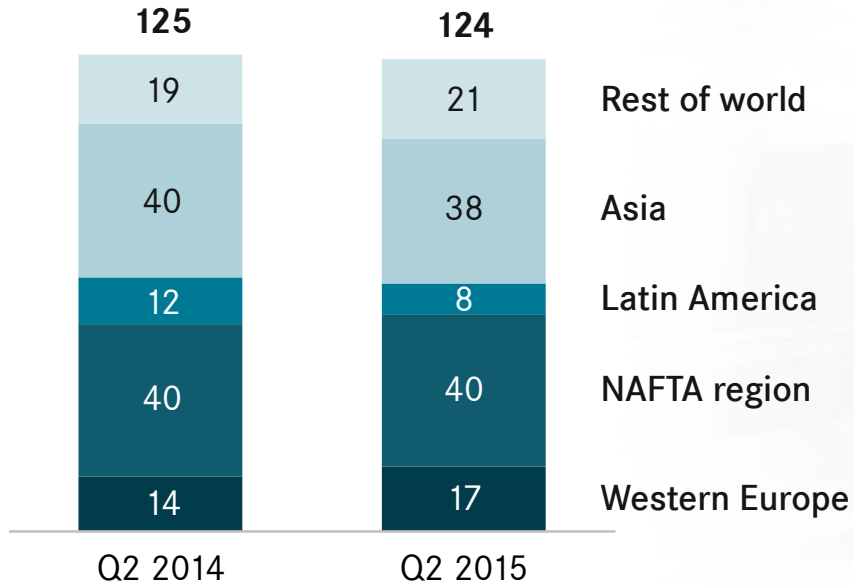
# Daimler Trucks: sales growth in NAFTA region and Western Europe

- in thousands of units -



# Daimler Trucks: incoming orders at a high level

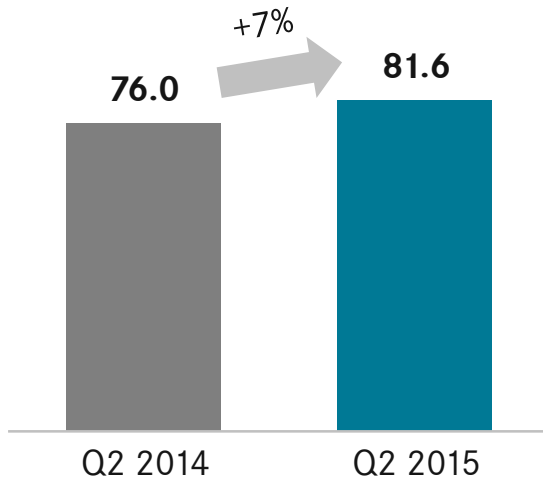
- in thousands of units -



# Mercedes-Benz Vans: success in volatile markets

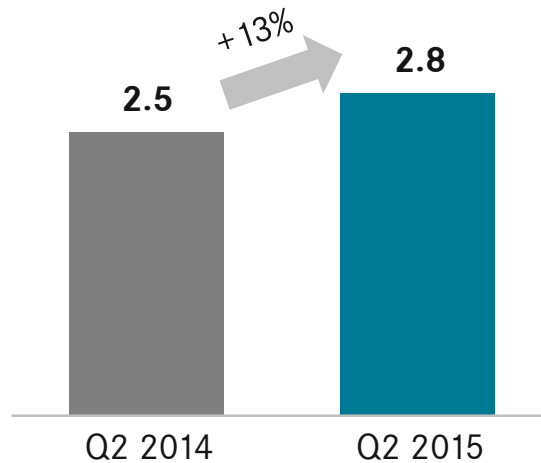
## Unit sales

- in thousands of units -



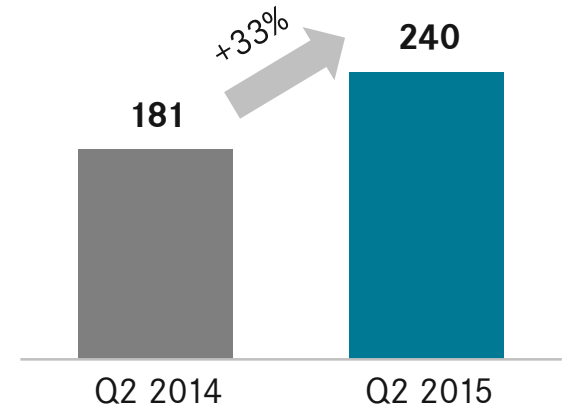
## Revenue

- in billions of euros -



## EBIT from ongoing business

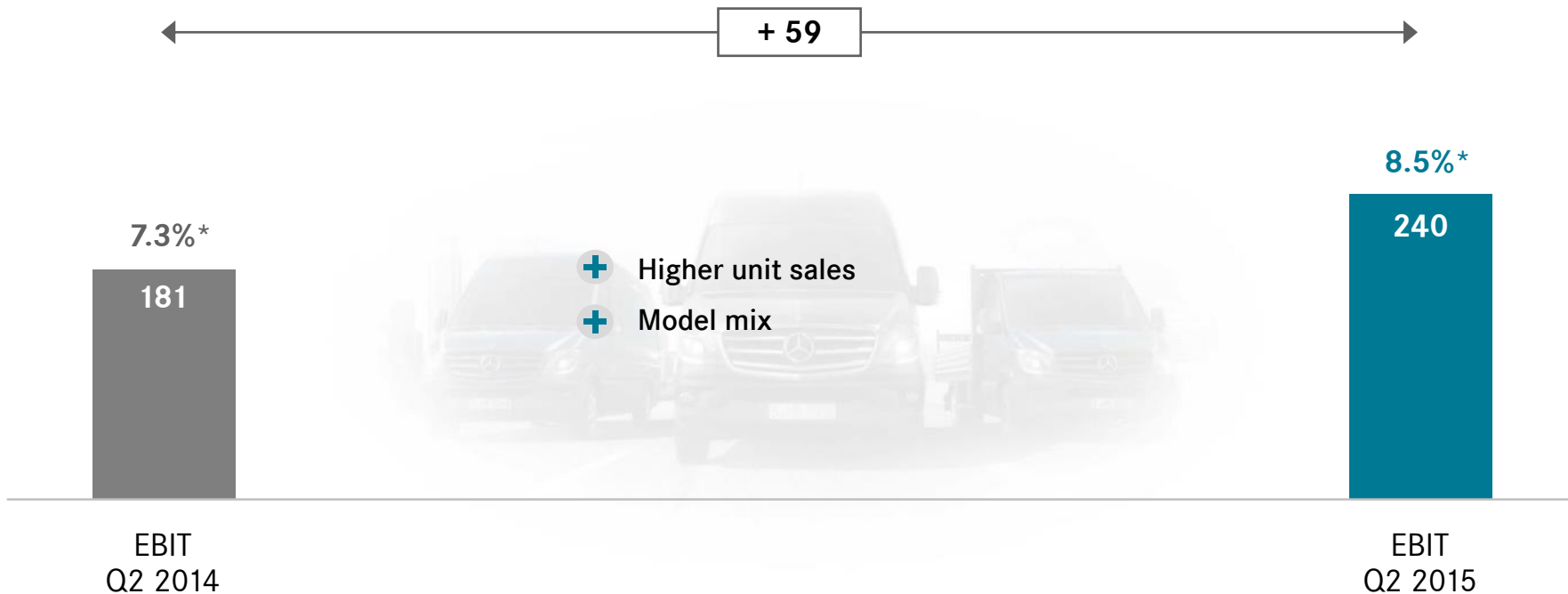
- in millions of euros -





# Mercedes-Benz Vans: EBIT from ongoing business

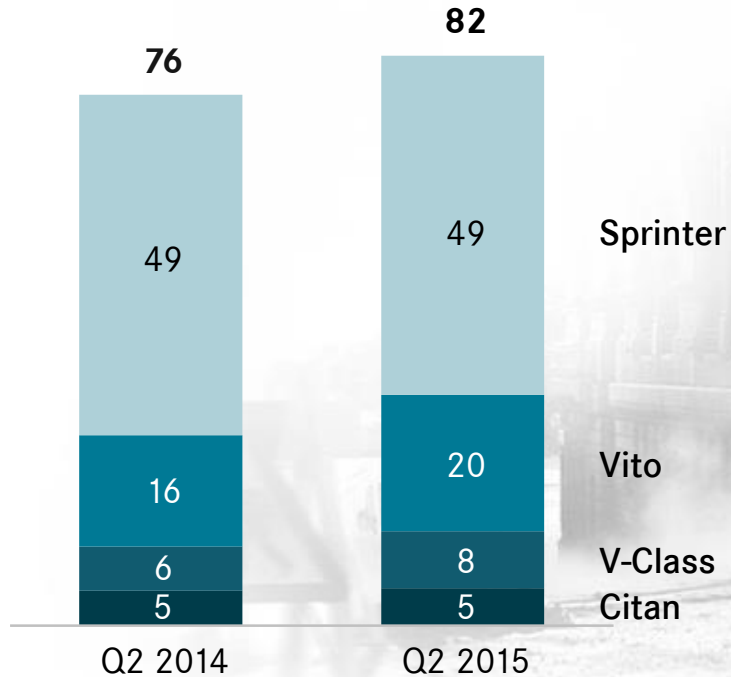
- in millions of euros -



\* Return on sales

# Mercedes-Benz Vans: market success of mid-size vans

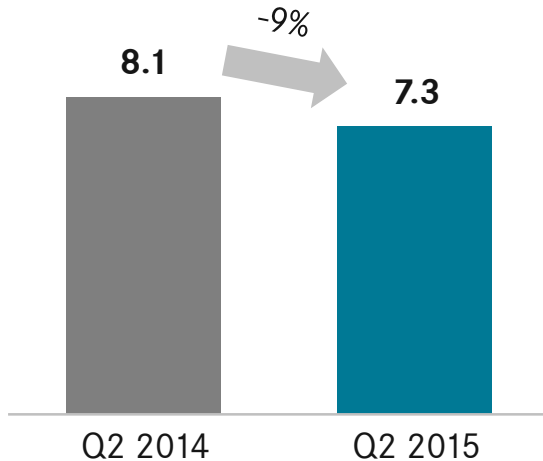
- in thousands of units -



# Daimler Buses: strong EBIT despite significant market contraction in Latin America

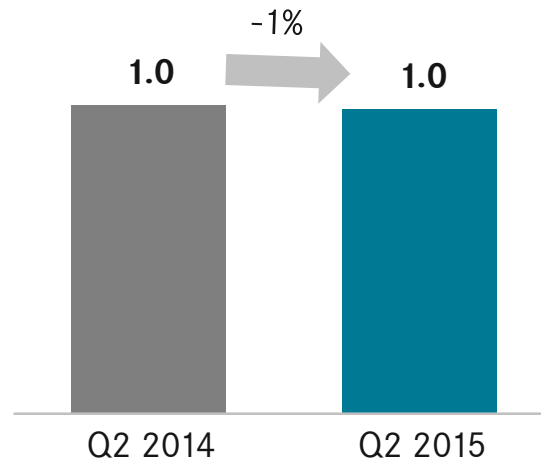
## Unit sales

- in thousands of units -



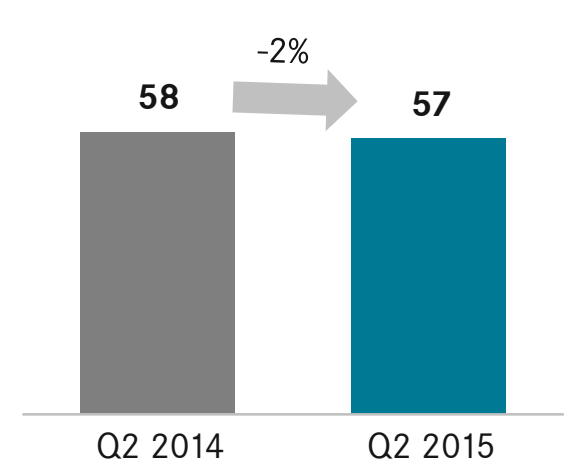
## Revenue

- in billions of euros -



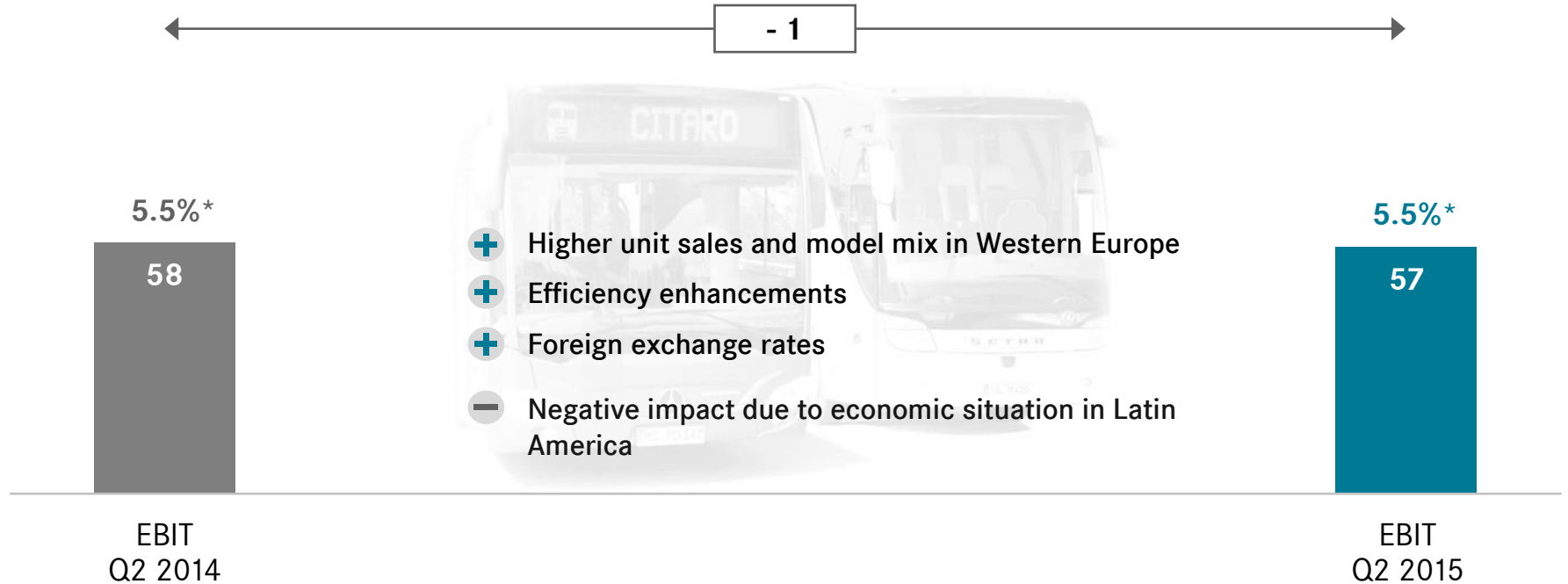
## EBIT from ongoing business

- in millions of euros -



# Daimler Buses: EBIT from ongoing business

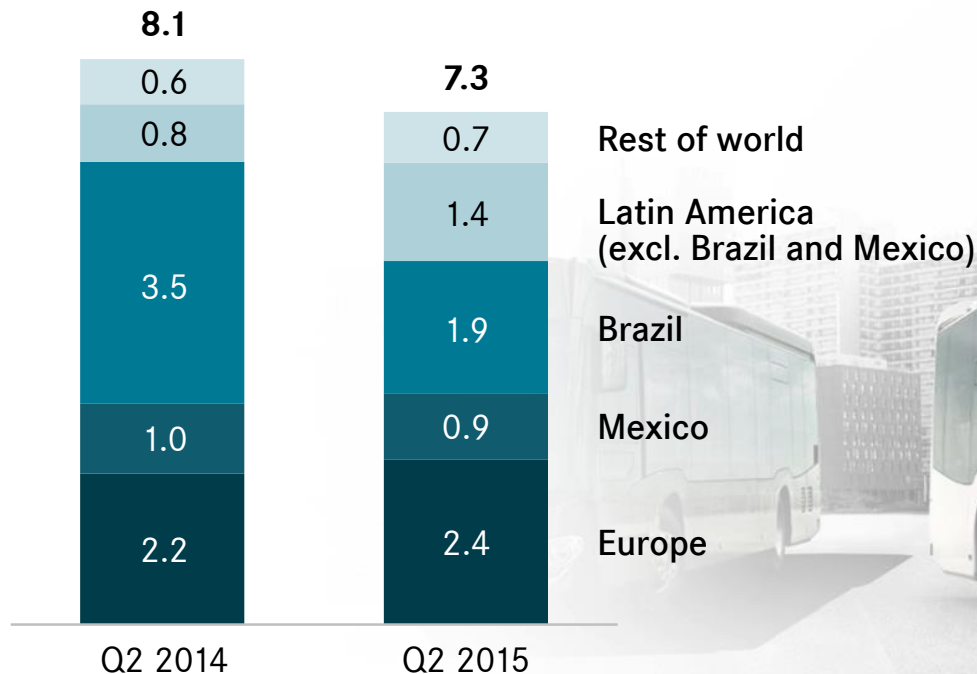
- in millions of euros -



\* Return on sales

# Daimler Buses: higher demand for complete buses, lower demand for bus chassis

- in thousands of units -

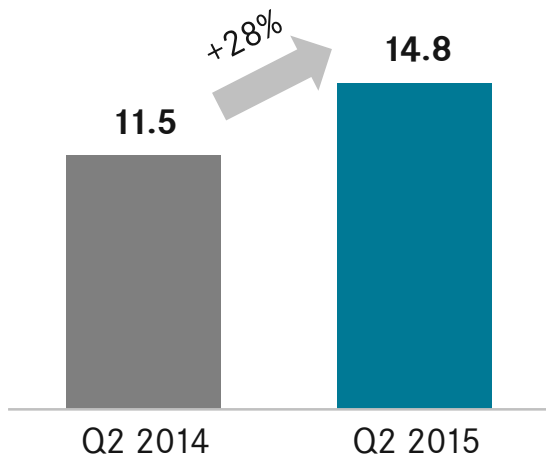




# Daimler Financial Services: further business growth

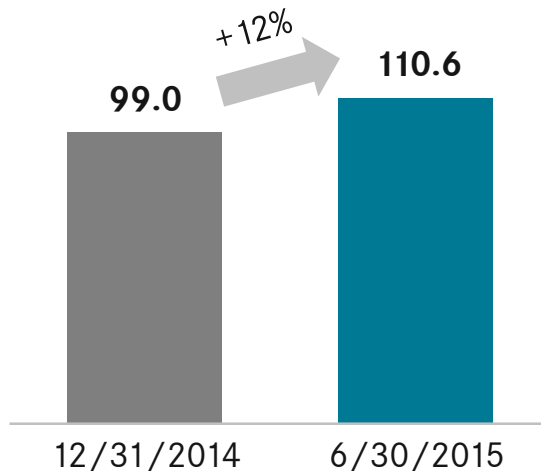
## New business

- in billions of euros -



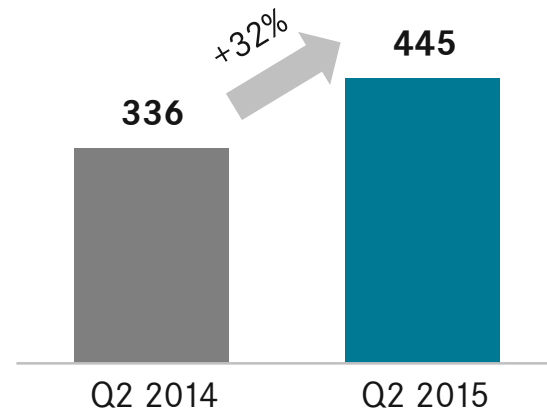
## Contract volume

- in billions of euros -



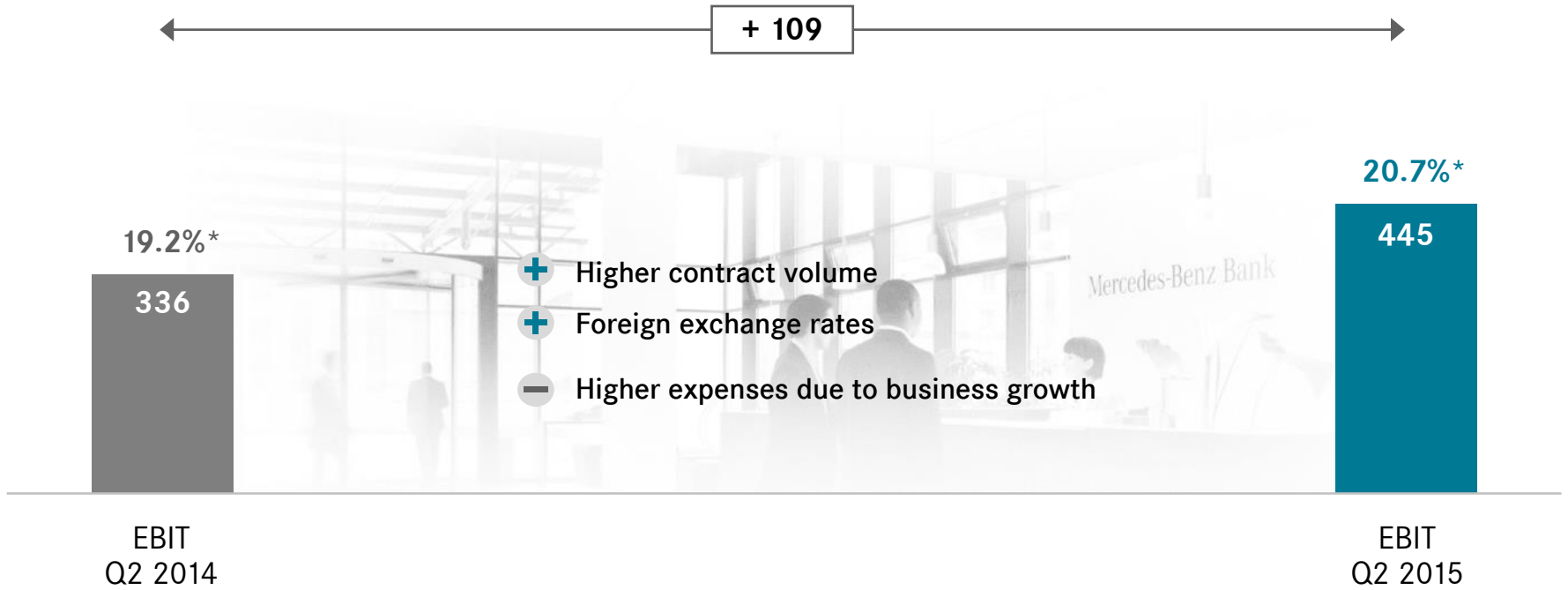
## EBIT from ongoing business

- in millions of euros -



# Daimler Financial Services: EBIT from ongoing business

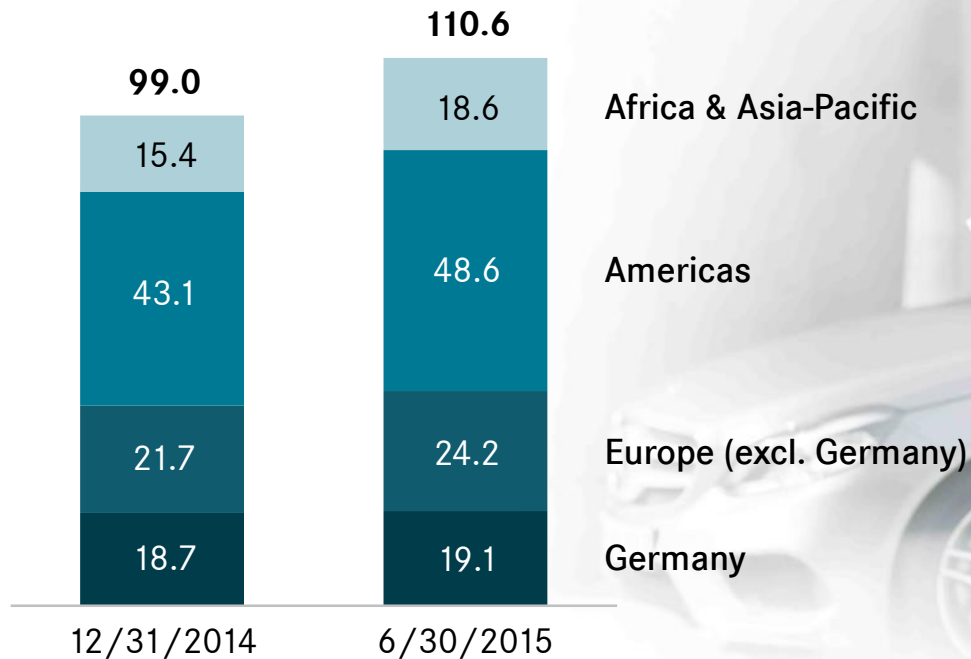
- in millions of euros -



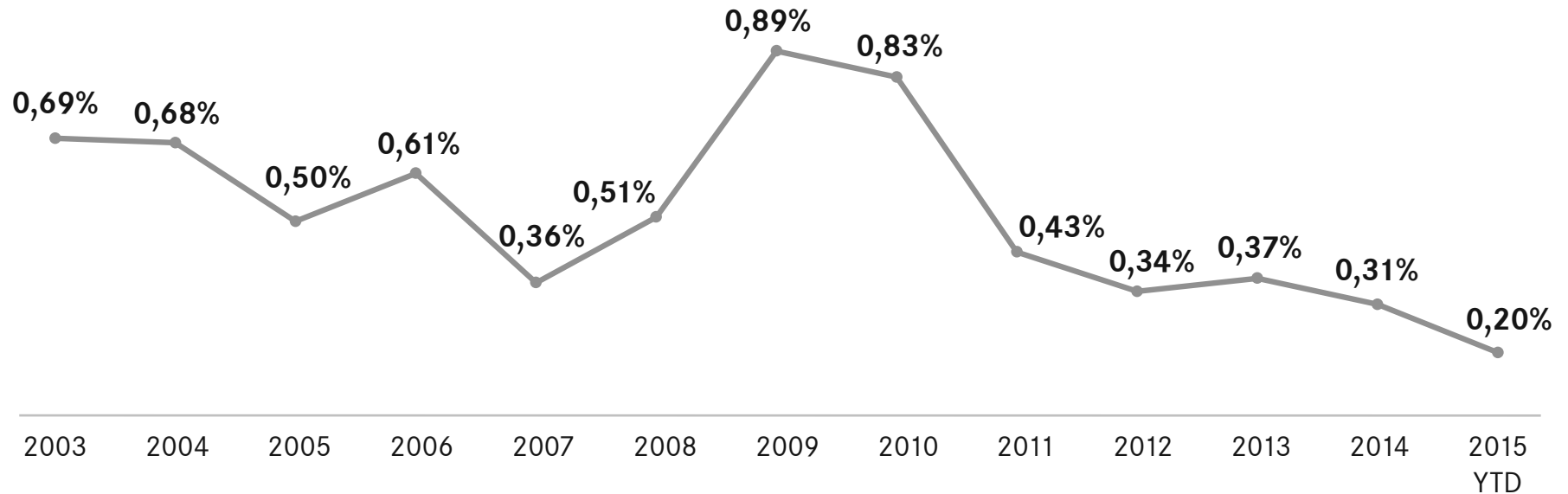
\* Return on equity

# Daimler Financial Services: growth in all regions

- in billions of euros -



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

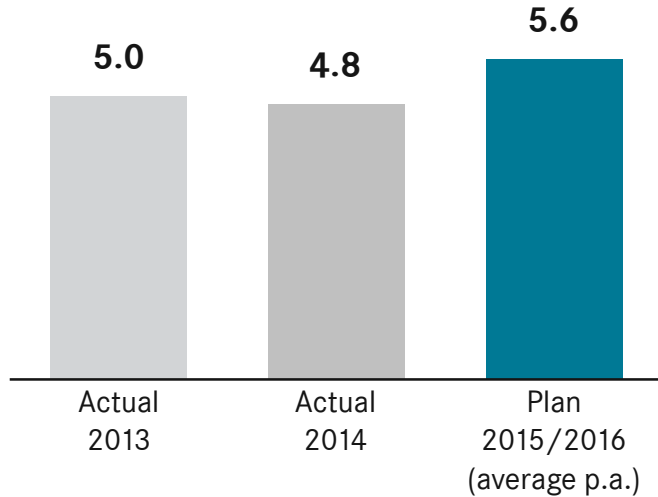


\* as a percentage of portfolio, subject to credit risk

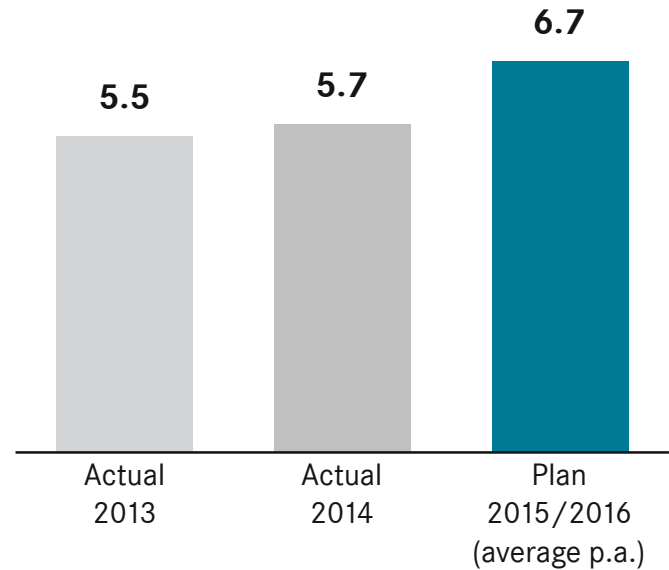
# Capital expenditure / Research and development

- in billions of euros -

## Investment in property, plant and equipment



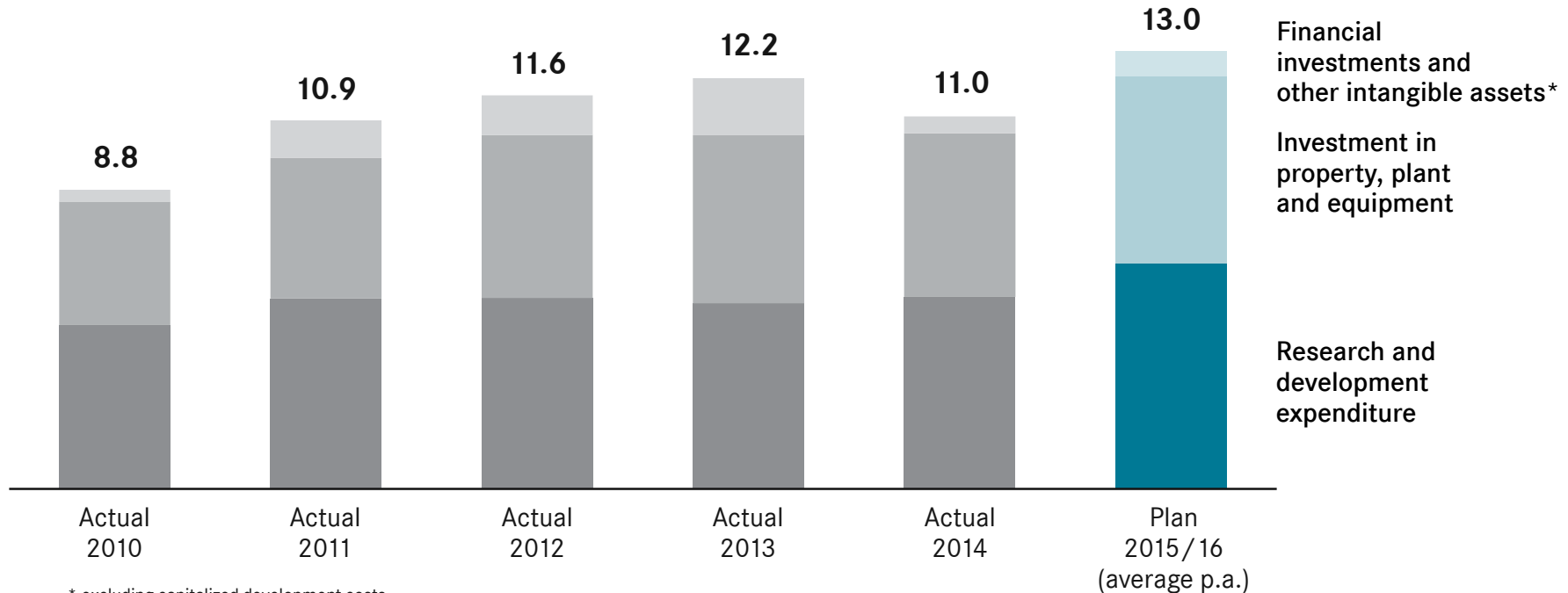
## Research and development expenditure





# Development of investment and R&D expenditure

– in billions of euros –



\* excluding capitalized development costs

# Capital expenditure / Research and development

– in billions of euros –

	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2013	Actual 2014	Plan 2015-2016	Actual 2013	Actual 2014	Plan 2015-2016
<b>Daimler Group</b>	5.0	4.8	5.6	5.5	5.7	6.7
of which						
Mercedes-Benz Cars	3.7	3.6	4.0	3.8	4.0	4.9
Daimler Trucks	0.8	0.8	1.1	1.2	1.2	1.2
Mercedes-Benz Vans	0.3	0.3	0.3	0.3	0.3	0.4
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.02	0.02	0.01	–	–	–

# 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 and increasing uncertainty 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, 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 government 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.