

DAIMLER

Corporate Presentation
Fall 2015

Contents

HIGHLIGHTS AND RESULTS FOR Q3 2015

DAIMLER GROUP STRATEGY

DIVISIONAL INFORMATION

OUTLOOK FOR 2015

APPENDIX

Mercedes-Benz Cars: product highlights



New Mercedes-Benz C-Class Coupé



New smart cabrio



New Mercedes-Benz S-Class Cabriolet



Mercedes-Benz Concept IAA

Daimler Trucks: product highlights



Camper van on the basis of the Mercedes-Benz Antos



Mercedes-Benz agricultural model Arocs



1,000,000 Mercedes-Benz Actros have already been produced



The award-winning Freightliner SuperTruck Study

Mercedes-Benz Vans: product highlights



The new Mercedes-Benz V-Class AMG Line brings sporty design into the MPV segment

Daimler Buses: product highlights



New Mercedes-Benz Citaro NGT (Natural Gas Technology)



Mercedes-Benz Sprinter City minibuses



Setra S 511 HD: 60 years of compact coach expertise



Setra ComfortClass 500 with new 1+1 seating concept

Highlights of Q3 2015

Group unit sales	720,000	+13%
Highest unit sales so far at Mercedes-Benz Cars	508,400	+18%
Increase in EBIT from ongoing business	€3.7bn	+31%

World premieres at the IAA 2015 of S-Class Cabriolet, C-Class Coupé and smart cabrio

World premiere of the new generation of the Euro VI engine OM 471 for Mercedes-Benz heavy-duty trucks

Presentation of the new Mercedes-Benz Citaro NGT

Agreement on joint acquisition of HERE digital mapping business together with Audi AG and BMW Group

Statement on diesel emissions

Daimler does not use and has never used defeat devices which illegally limit the effectiveness of the emission control system. This applies to all of our diesel and gasoline engines worldwide.

We place great importance on conducting our business with integrity and comply with applicable laws and regulations. We reject any accusations to the contrary.

We consider the diesel engine to be and remain an important fuel-efficient technology that plays a crucial part in achieving the climate goals.

We use the same SCR (selective catalytic reduction)-based technology in the EU6 diesel engines for Europe and the US market. Exhaust-specific modifications are required for the US on account of the different exhaust legislation.

We actively support the work on the Worldwide Harmonized Light Vehicles Test Procedure (WLTP) and a new measuring method for the real driving emissions (RDE).

We have already included the costs for introducing the WLTP and RDE in our development budget. The same applies to additional system costs for the introduction of future components.

Key financials

– in billions of euros –

	Q3 2014	Q3 2015
Revenue	33.1	37.3
EBIT		
as reported	3.7	3.7
from ongoing business	2.8	3.7
Net profit	2.8	2.4
Earnings per share (in euros)	2.56	2.23
<hr/>		
Net liquidity industrial business (2014: year-end)	17.0	19.5
Free cash flow industrial business (January-September)	6.8	4.8

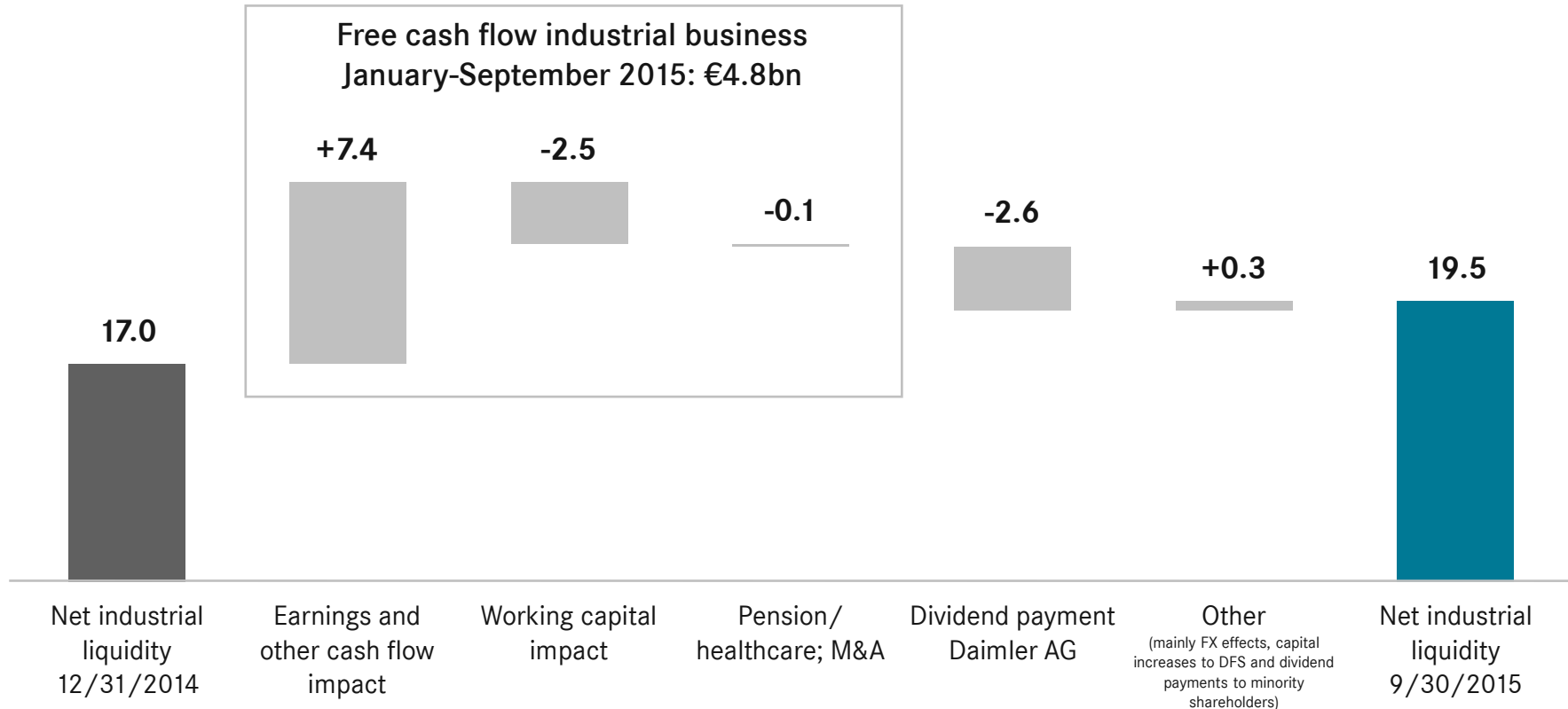
Key balance sheet figures

– in billions of euros –

Daimler Group	Dec. 31, 2014	Sept. 30, 2015
Equity ratio	22.1%	24.1%
Gross liquidity	16.3	18.4
Industrial business		
Equity ratio	40.8%	44.3%
Net liquidity	17.0	19.5

Net industrial liquidity: development through 09/2015

- in billions of euros -



Unit sales

- in thousands of units -

	Q3 2014	Q3 2015	% change
Daimler Group	637.4	720.0	+13
of which			
Mercedes-Benz Cars	431.0	508.4	+18
Daimler Trucks	125.6	128.5	+2
Mercedes-Benz Vans	72.2	75.7	+5
Daimler Buses	8.6	7.4	-14

Revenue by division

– in billions of euros –

	Q3 2014	Q3 2015	% change
Daimler Group	33.1	37.3	+13
of which			
Mercedes-Benz Cars	18.7	20.7	+11
Daimler Trucks	8.5	9.7	+14
Mercedes-Benz Vans	2.5	2.8	+9
Daimler Buses	1.0	1.0	-2
Daimler Financial Services	4.0	4.7	+18
Contract volume of Daimler Financial Services*	99.0	111.0	+12

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

EBIT from ongoing business

– EBIT in millions of euros; RoS in % –

	Q3 2014		Q3 2015	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	2,787	8.4	3,657	10.1
of which				
Mercedes-Benz Cars	1,614	8.6	2,161	10.4
Daimler Trucks	618	7.3	805	8.3
Mercedes-Benz Vans	176	7.0	196	7.1
Daimler Buses	64	6.2	90	8.8
Daimler Financial Services	355	–	378	–
Reconciliation	-40	–	27	–

* Return on sales; Daimler Group excluding Daimler Financial Services

Contents

HIGHLIGHTS AND RESULTS FOR Q3 2015

DAIMLER GROUP STRATEGY

DIVISIONAL INFORMATION

OUTLOOK FOR 2015

APPENDIX

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 Equity¹⁾ 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



Contents

HIGHLIGHTS AND RESULTS FOR Q3 2015

DAIMLER GROUP STRATEGY

DIVISIONAL INFORMATION

OUTLOOK FOR 2015

APPENDIX

Mercedes-Benz Cars



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

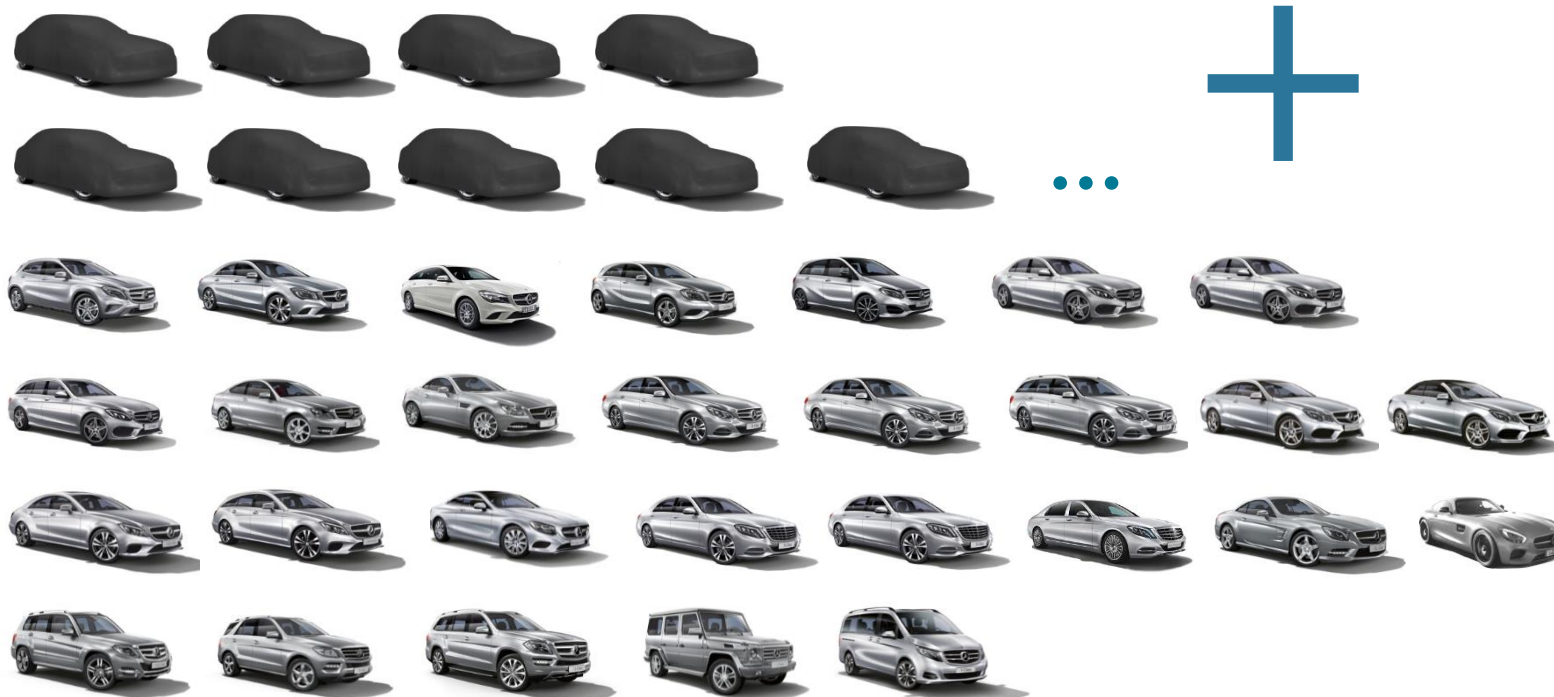


3.8 s

from zero to 100 km/h

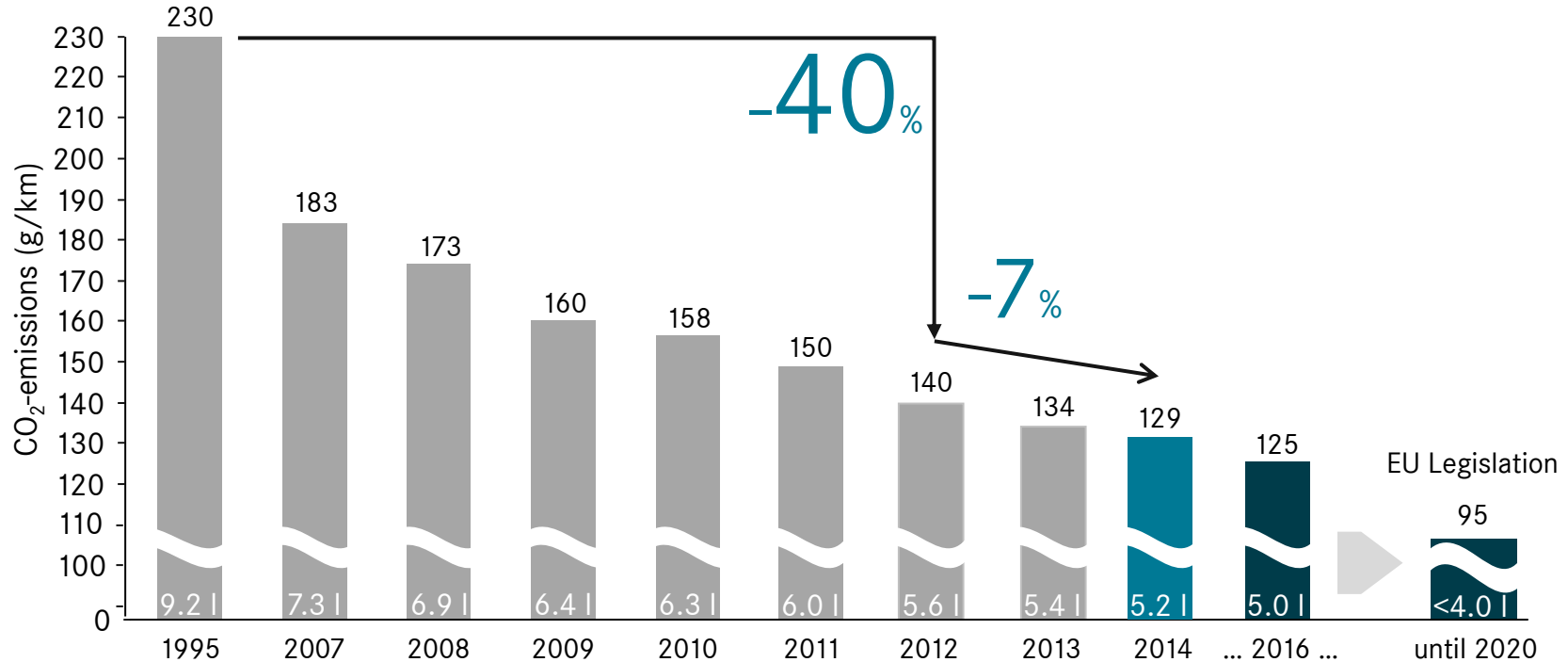
Mercedes-AMG GT S: Fuel consumption urban/extra-urban/combined: 12,5-12,2/7,9-7,8/9,6-9,4 l/100 km,
CO₂ emissions combined: 224-219 g/km.

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



Plug-In vehicles:

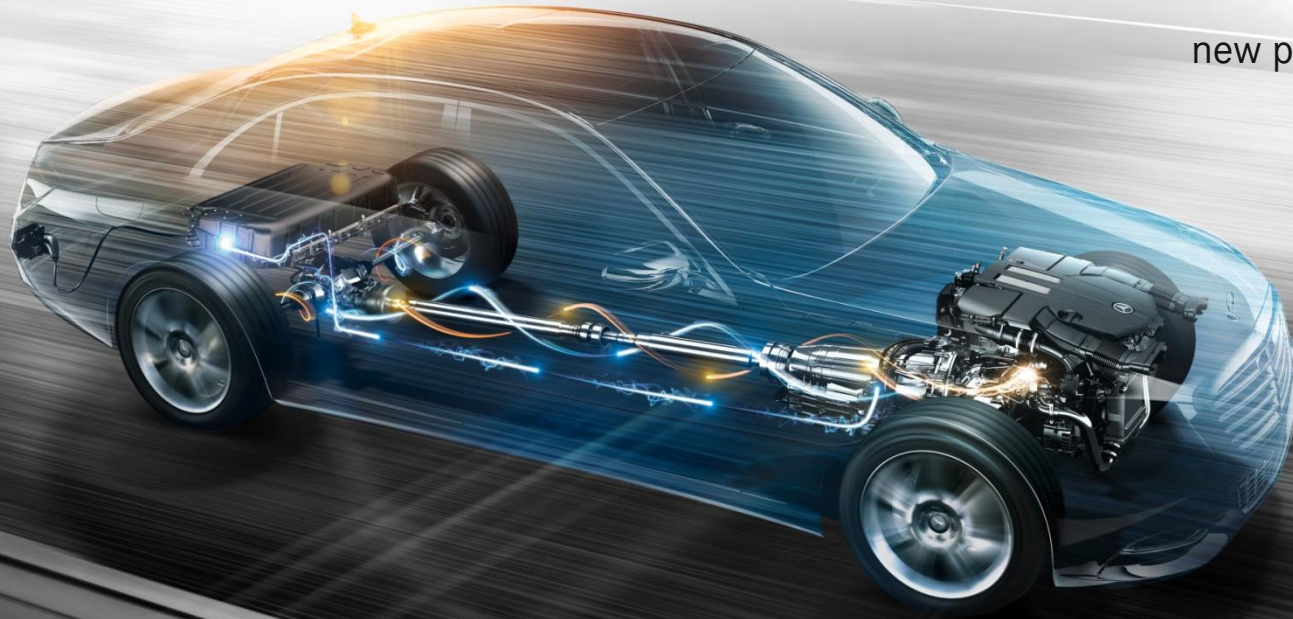
- Huge lever to improve MBC fleet consumption -



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

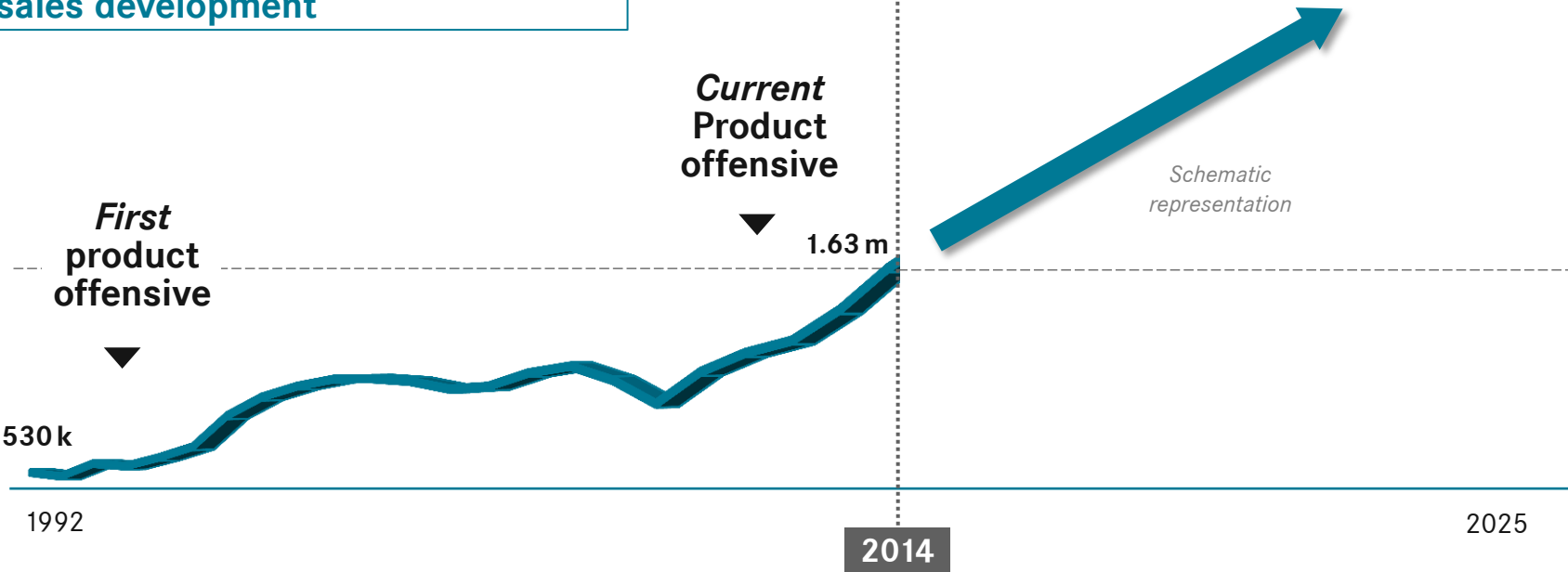
range in all-electric mode

48

gCO₂/km

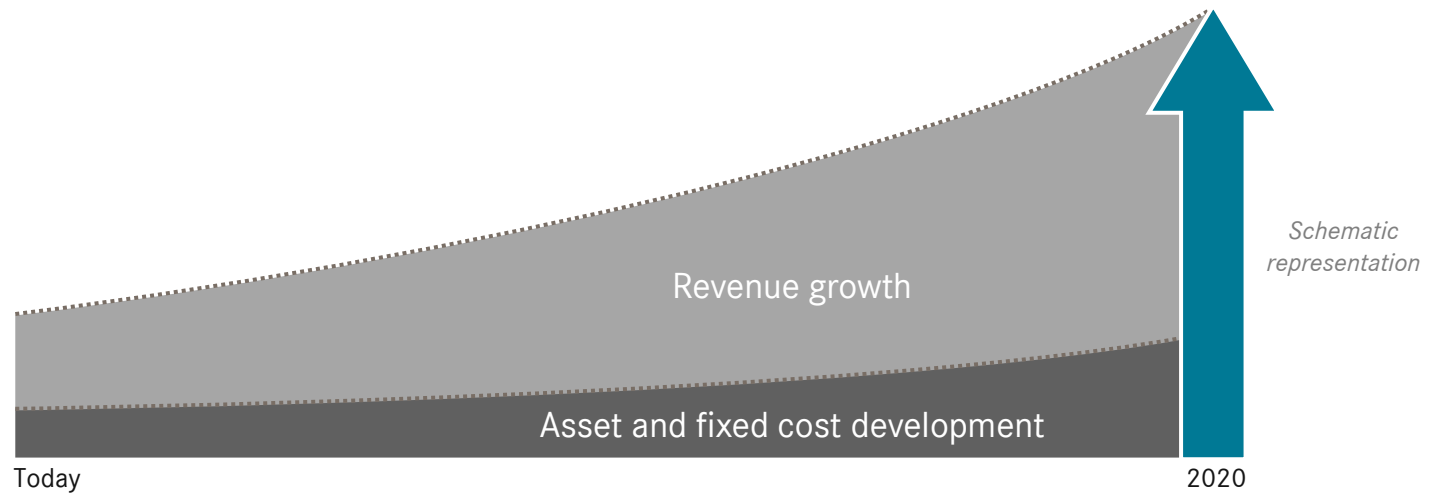
Product offensive to fuel our sales offensive

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

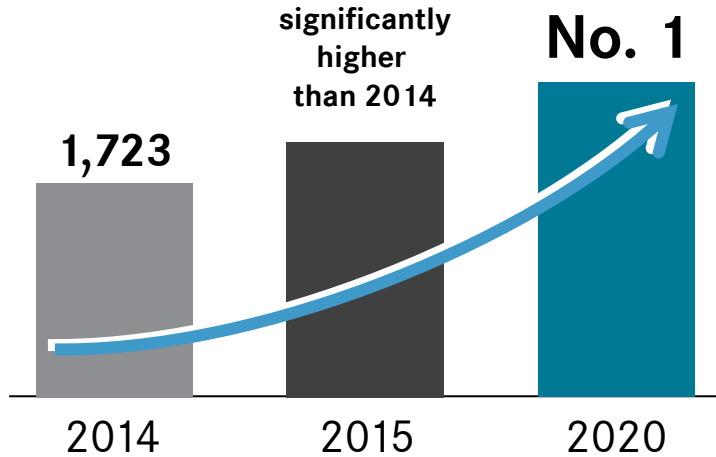
years from now
this car could be reality



Our target: No. 1 premium car manufacturer

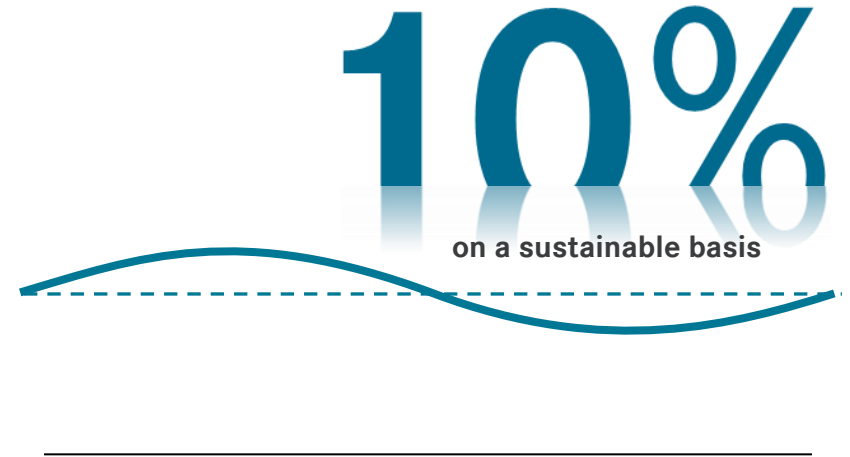
Sales target

In thousand units



Profitability target

Return on Sales in %




The new E-Class takes autonomous and accident-free driving to the next level




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

Infotainment


Examples



Navigation




Radio/ Media




Internet/ Apps

EVs

Examples




Remote Services



Range on Map

REICHWEITE ELEKTRISCH



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



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

~ 10%

less fuel than “fuel duel” competitors*



Mercedes-Benz Actros

~ 7%

less fuel than previous model



Freightliner Cascadia Evolution

~ 5%

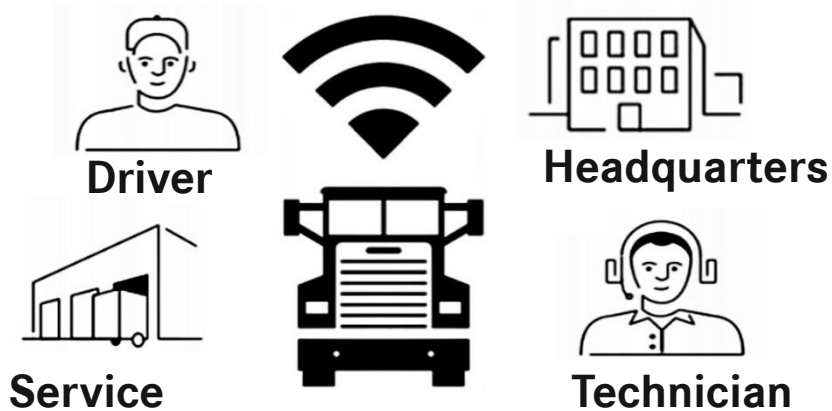
below Fuel Efficiency Standard in Japan



Fuso Super Great V

**10.4% average saving versus competitor vehicles in over 1,700 so-called “fuel duels” in European fleets [8,081,218 kilometers driven and more than 90% duels won] as of October 2015*

Connectivity: the truck becomes part of an interacting environment



+6% uptime
-20% repair costs

India, Africa: product offensive continues

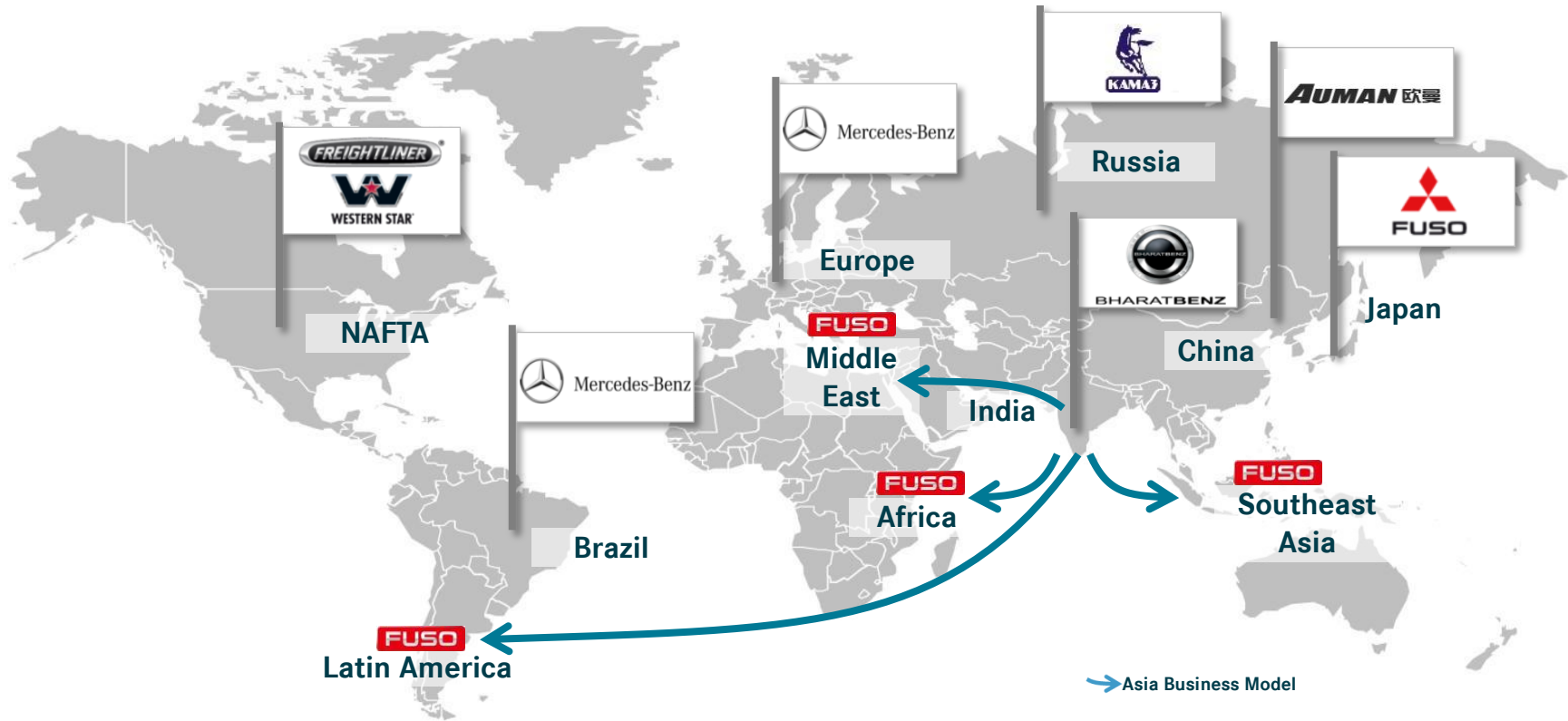
New **BharatBenz** trucks for India



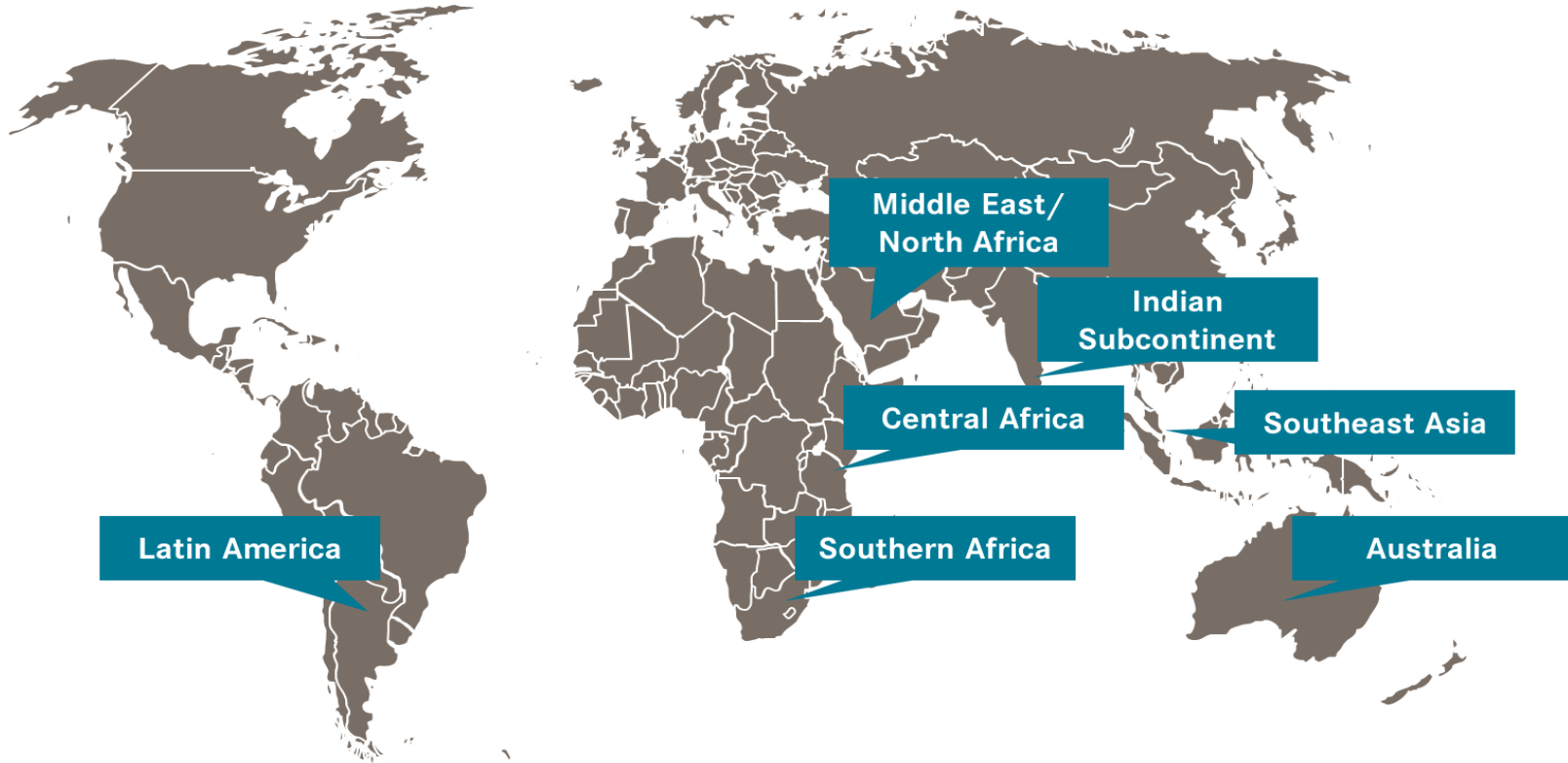
New **FUSO** trucks from India for Africa, Asia, and Latin America



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

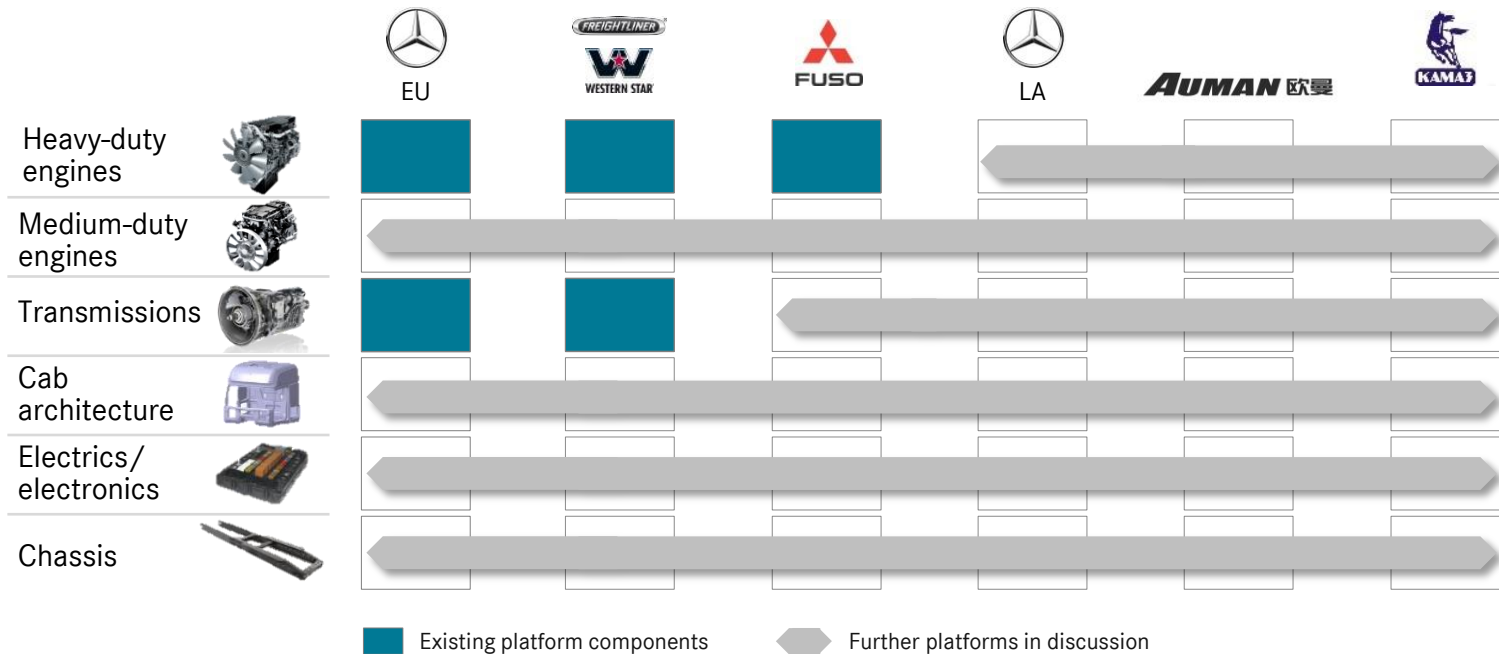


Front Axle
70% Penetration

Rear Axle
50% Penetration



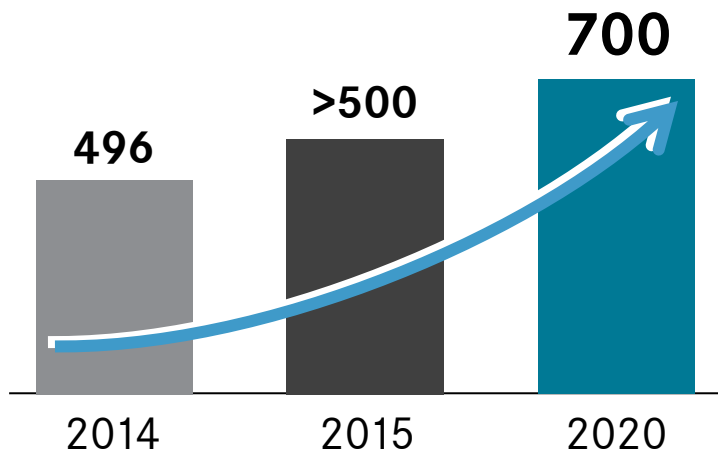
We implement our platform strategy in all key regions



Our target: undisputed leader in the truck industry

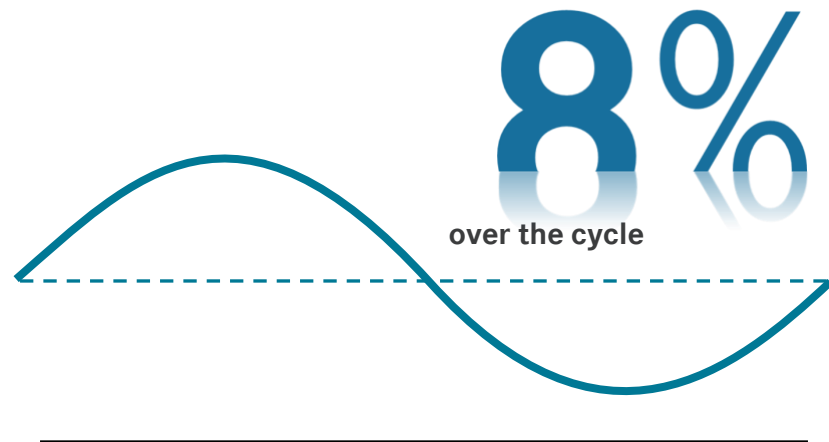
Sales target

In thousand units



Profitability target

Return on Sales in %



Freightliner Inspiration Truck: the first licensed autonomous driving truck globally



World premiere of Mercedes-Benz Actros with Highway Pilot on public roads



Mercedes-Benz Actros with Highway Pilot has been the first series-production truck to drive on a partially automated basis on the highway.

The multi-sensor fusion enables the truck to continually observe the entire area in front of the vehicle and to take control in certain situations.

With the Highway Pilot, the Actros keeps to its lane and maintains the optimum distance to the vehicle in front of it.

The Highway Pilot does not replace the drivers, but supports and relieves the strain on them by dealing with monotonous stretches and taking care of annoying stop-and-go driving.

Long-distance transport trucks are predestined for autonomous driving which enables a considerable increase in the efficiency of the transport sector, in particular through the reduction in TCO (total cost of ownership).

Daimler Financial Services

Mercedes-Benz Bank

CAR
2GO

moovel

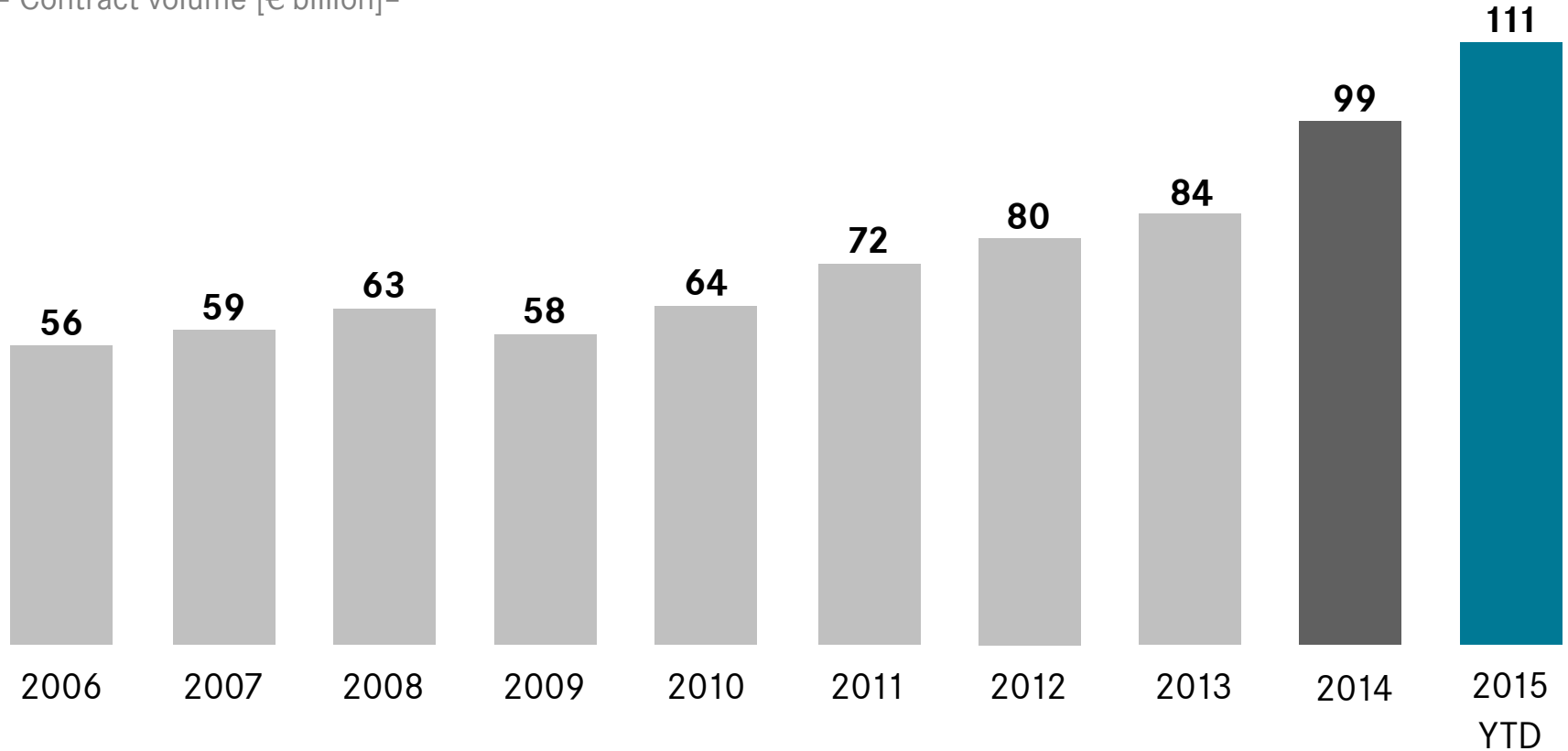
Mercedes-Benz Financial

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



Contents

HIGHLIGHTS AND RESULTS FOR Q3 2015

DAIMLER GROUP STRATEGY

DIVISIONAL INFORMATION

OUTLOOK FOR 2015

APPENDIX

Our product offensive continues

2015



Mercedes-Benz Cars



Mercedes-Maybach



Mercedes-AMG GT



CLA Shooting Brake



GLE Coupé



GLE



A-Class new generation



GLC



C-Class Coupé

Mercedes-Benz Vans



Vito panel van / Vito Tourer (Europe)



Mertris (Vito NAFTA)



Vito (Latin America)

Daimler Trucks



Western Star 5700XE



MB Unimog off-road



Econic NGT



BharatBenz 3143



Arocs HAD

Daimler Buses



Mercedes-Benz CapaCity



MB Citaro NGT



Setra MultiClass Low Entry 3-Axle



BharatBenz Buses

Assumptions for automotive markets in 2015

Car markets	Global	around the prior year level
	Western Europe	significant growth
	USA	slight growth
	China	slight growth
Medium- and heavy-duty truck markets	NAFTA region	+10 to 15%
	Europe	+10 to 15%
	Japan*	around the prior year level
	Brazil	up to -50%
	Indonesia*	up to -35%
Van markets	Europe	mid-size/large vans: significant growth small vans: slight growth
Bus markets	Europe	slight growth
	Brazil	at least -35%

* 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



- Slightly higher unit sales due to strong product portfolio
- Continued strong sales development in NAFTA region
- Further growth due to product launches in India



- 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
- Positive 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



Slightly 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.

Contents

HIGHLIGHTS AND RESULTS FOR Q3 2015

DAIMLER GROUP STRATEGY

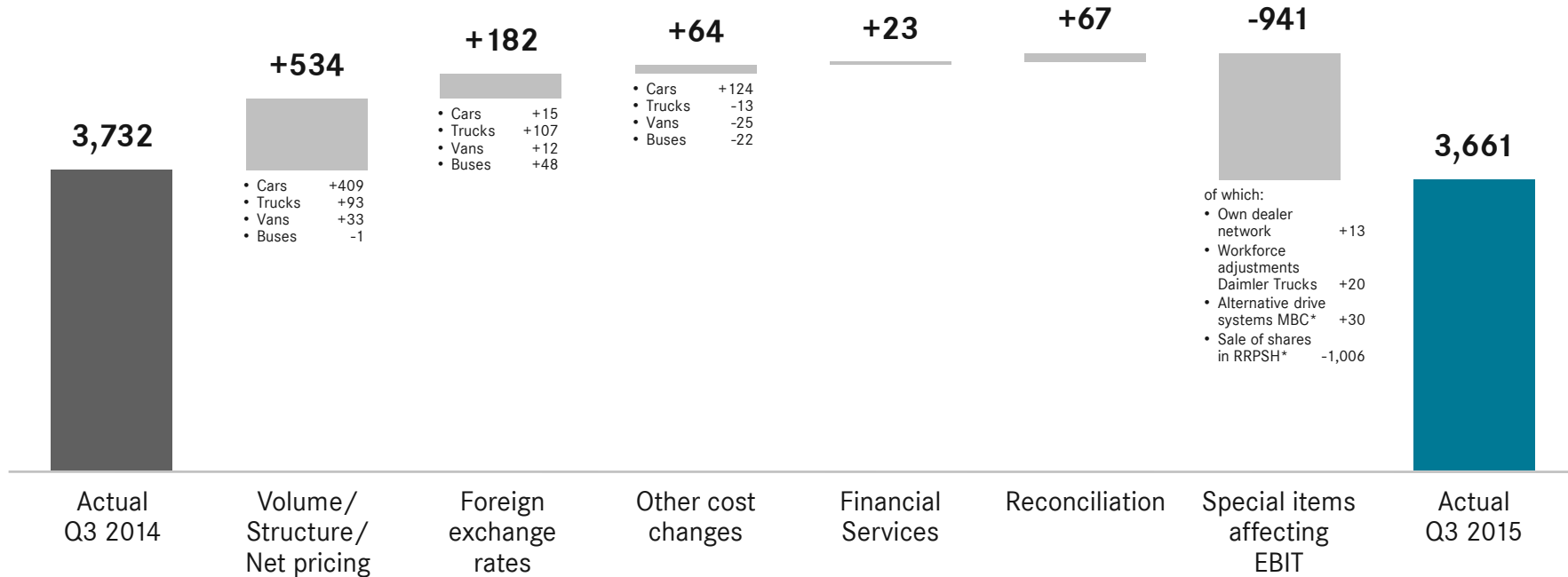
DIVISIONAL INFORMATION

OUTLOOK FOR 2015

APPENDIX

Group EBIT in Q3 2015

- in millions of euros -



* in Q3 2014

EBIT by division

– EBIT in millions of euros; RoS in % –

	Q3 2014		Q3 2015	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	3,732	11.6	3,661	10.1
of which				
Mercedes-Benz Cars	1,584	8.5	2,183	10.5
Daimler Trucks	588	6.9	791	8.2
Mercedes-Benz Vans	176	7.0	193	7.0
Daimler Buses	64	6.2	89	8.7
Daimler Financial Services	355	–	378	–
Reconciliation	965	–	27	–

* Return on sales; Daimler Group excluding Daimler Financial Services

Special items affecting EBIT

– in millions of euros –

	Q3		January-September	
	2014	2015	2014	2015
Mercedes-Benz Cars				
Restructuring of own dealer network *	–	+21	–	-15
Relocation of headquarters of MBUSA	–	+1	–	-10
Sale of real estate in the United States	–	–	–	+87
Impairment of investments in the area of alternative drive systems	-30	–	-30	–
Daimler Trucks				
Workforce adjustments**	-30	-10	-106	-35
Restructuring of own dealer network *	–	-4	–	-23
Sale of Atlantis Foundries	–	–	–	-55
Mercedes-Benz Vans				
Restructuring of own dealer network *	–	-3	–	-11
Relocation of headquarters of MBUSA	–	–	–	-2
Reversal of impairment of investment in FBAC	–	–	+61	–

* We expect expenses for the restructuring of the sales organization in Germany in a total of up to €400 million in 2015 and 2016.

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

Special items affecting EBIT

– in millions of euros –

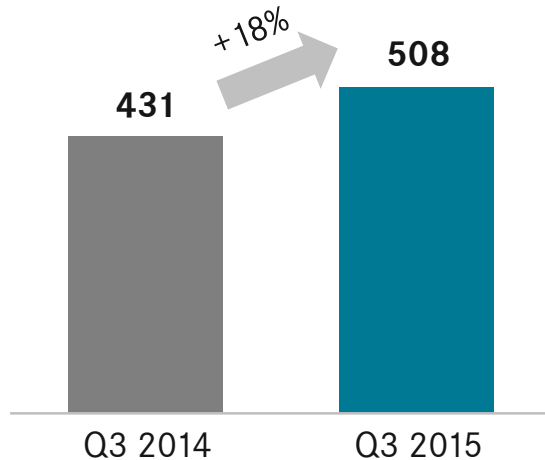
	Q3		January-September	
	2014	2015	2014	2015
Daimler Buses				
Business repositioning	-	-	-9	-
Restructuring of own dealer network*	-	-1	-	-2
Reconciliation				
Measurement of put option for RRPSH	-	-	-118	-
Sale of shares in RRPSH	+1,006	-	+1,006	-
Remeasurement of Tesla shares	-	-	+718	-
Hedge of Tesla share price	-1	-	-230	-

* We expect expenses for the restructuring of the sales organization in Germany in a total of up to €400 million in 2015 and 2016.

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

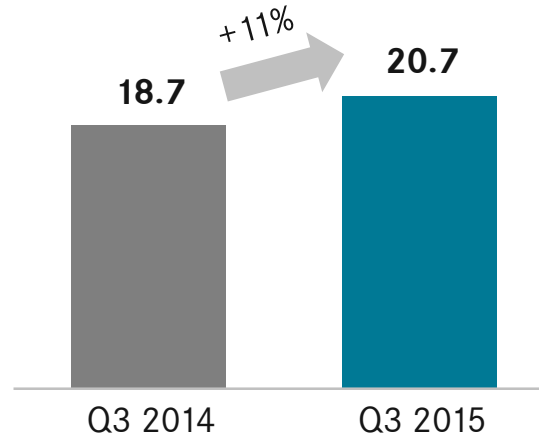
Unit sales

- in thousands of units -



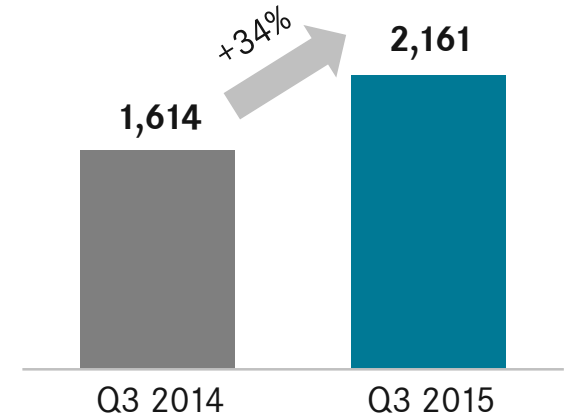
Revenue

- in billions of euros -



EBIT from ongoing business

- in millions of euros -



Mercedes-Benz Cars: EBIT from ongoing business

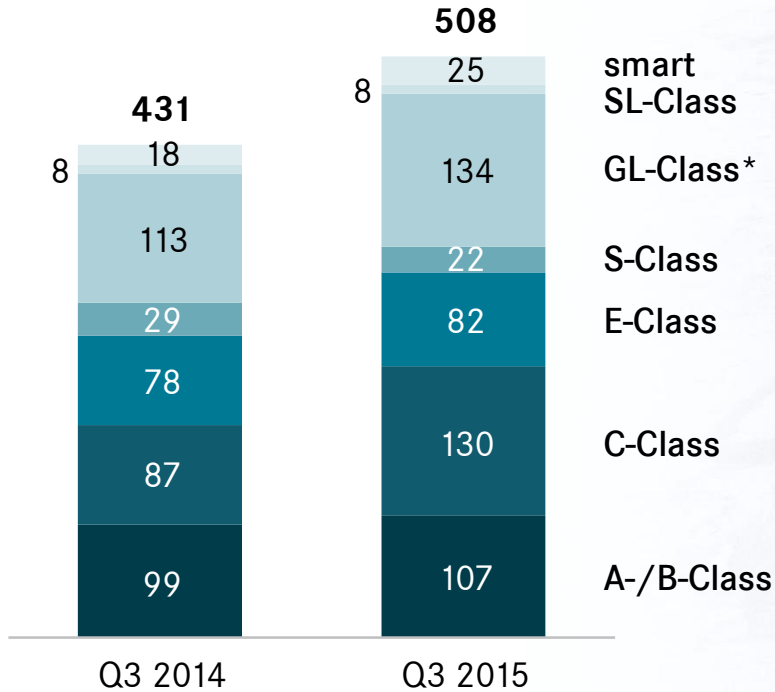
- in millions of euros -



* Return on sales

Mercedes-Benz Cars: sales volume at new record level

- in thousands of units -

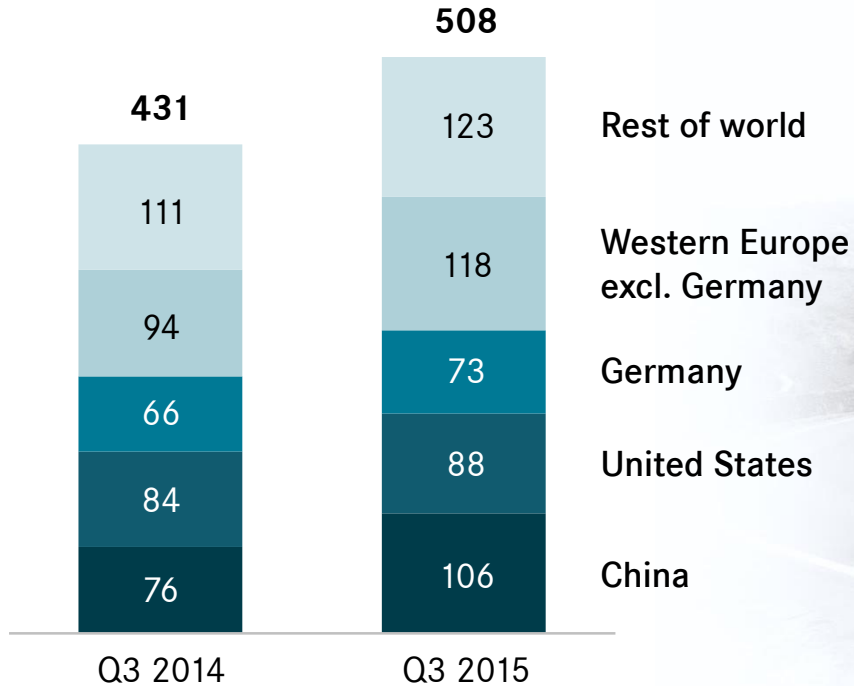


* incl. GLA



Mercedes-Benz Cars: balanced sales structure

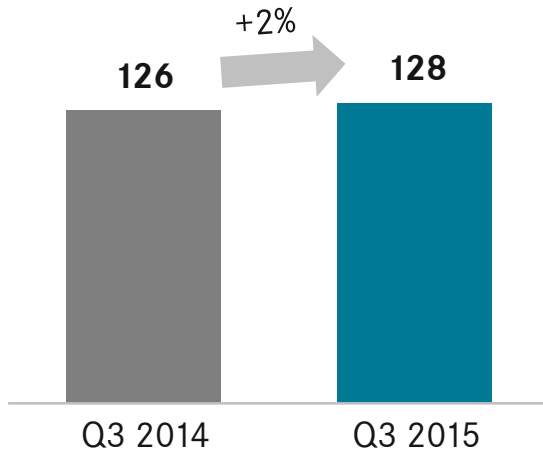
- Unit sales in thousands -



Daimler Trucks: successful development in heterogeneous market environment

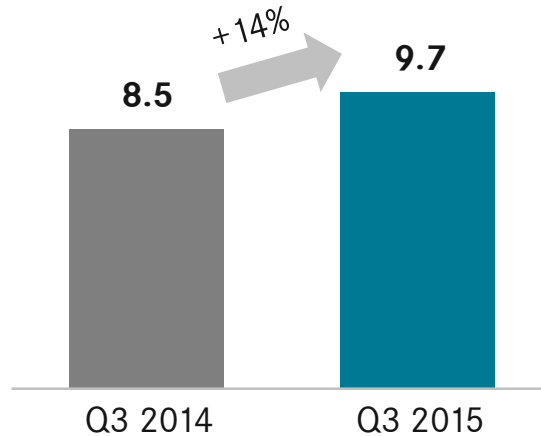
Unit sales

- in thousands of units -



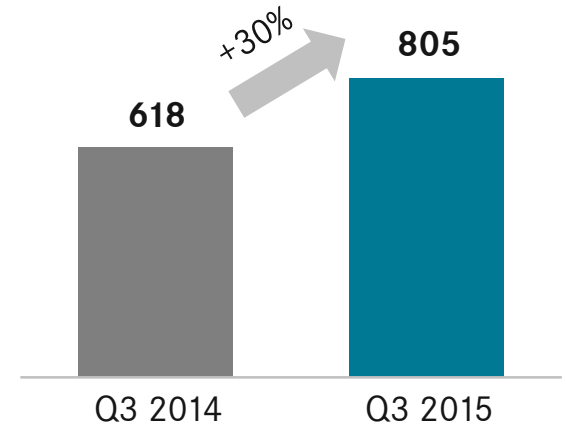
Revenue

- in billions of euros -



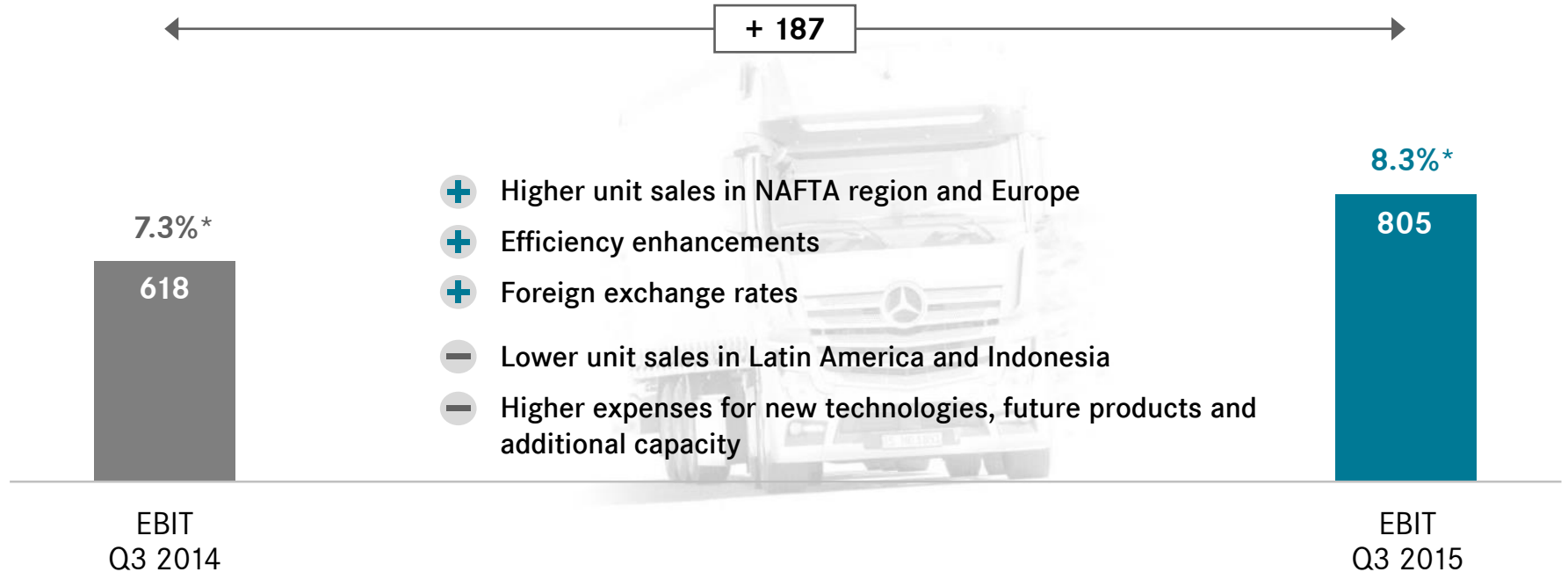
EBIT from ongoing business

- in millions of euros -



Daimler Trucks: EBIT from ongoing business

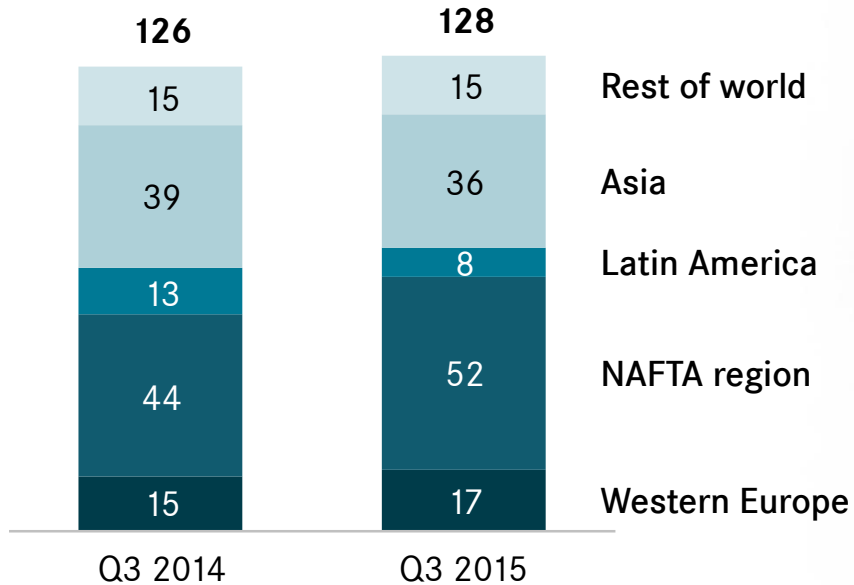
- in millions of euros -



* Return on sales

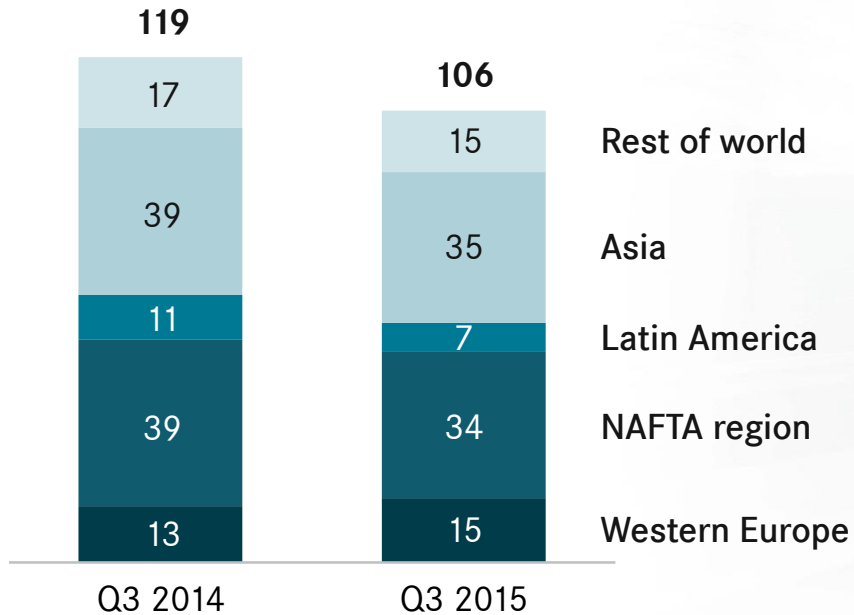
Daimler Trucks: sales growth in NAFTA region and Western Europe

- in thousands of units -



Daimler Trucks: incoming orders below prior-year level

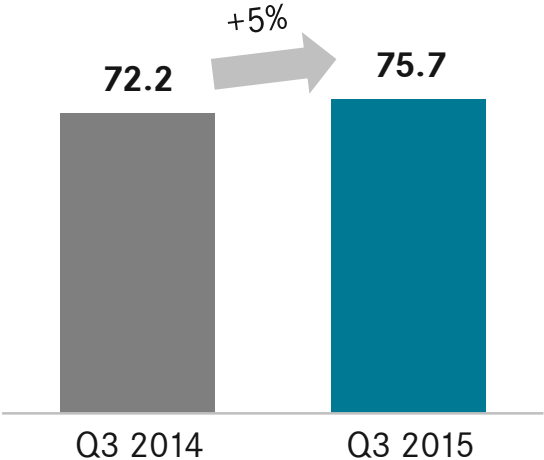
- in thousands of units -



Mercedes-Benz Vans: success in volatile markets

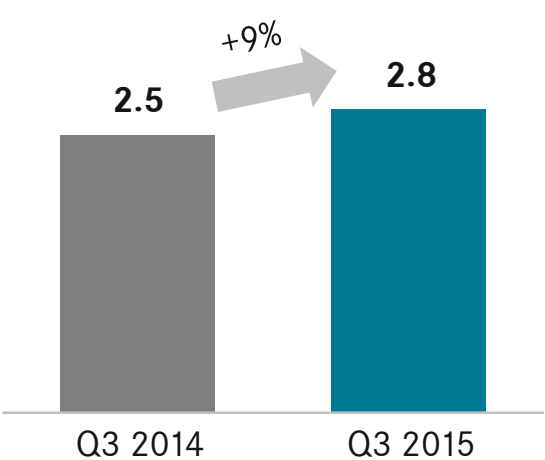
Unit sales

- in thousands of units -



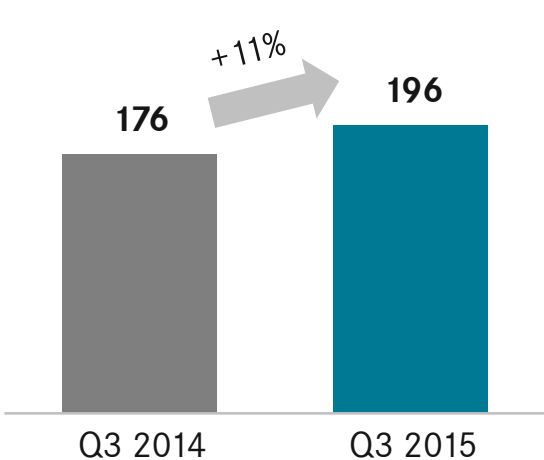
Revenue

- in billions of euros -



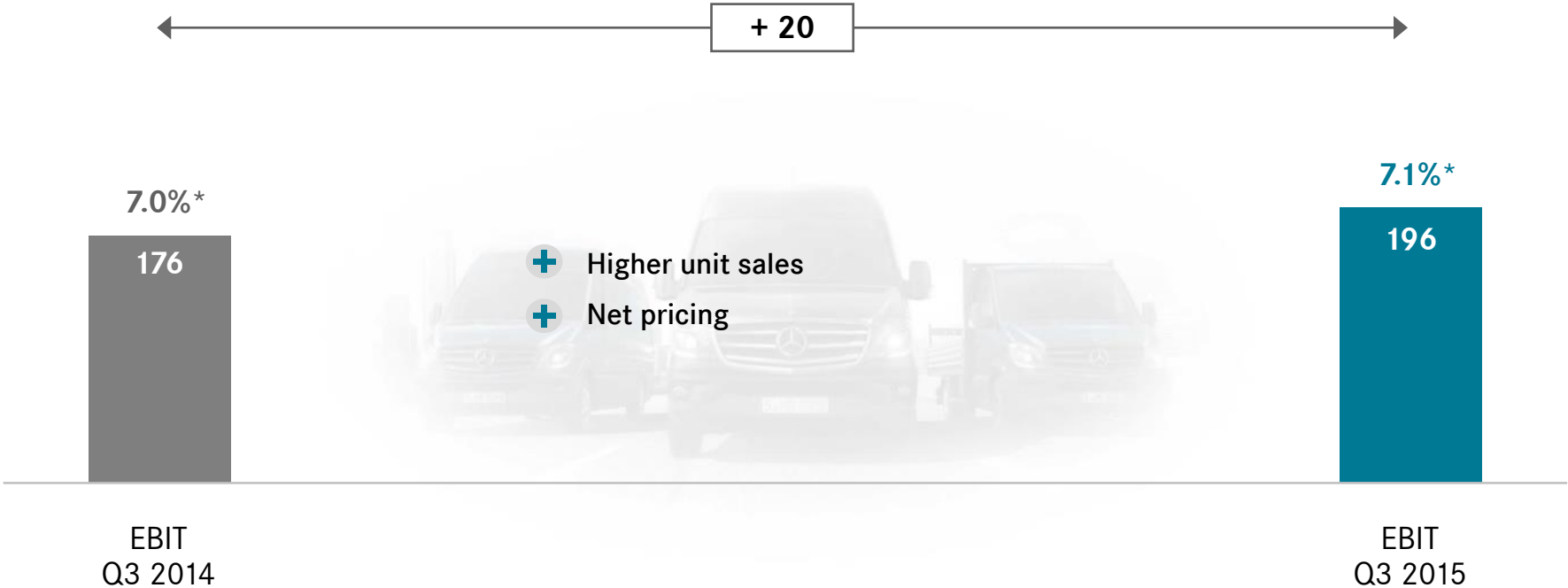
EBIT from ongoing business

- in millions of euros -



Mercedes-Benz Vans: EBIT from ongoing business

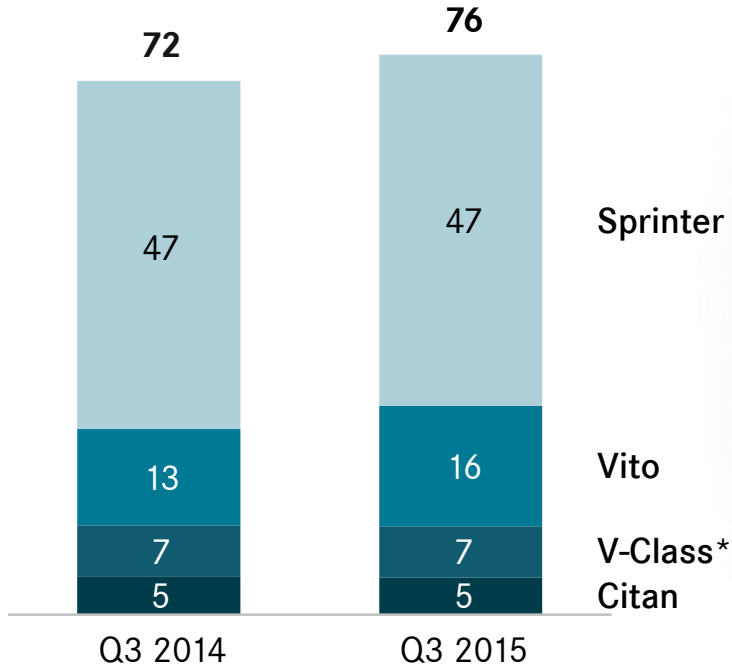
- in millions of euros -



* Return on sales

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

- in thousands of units -

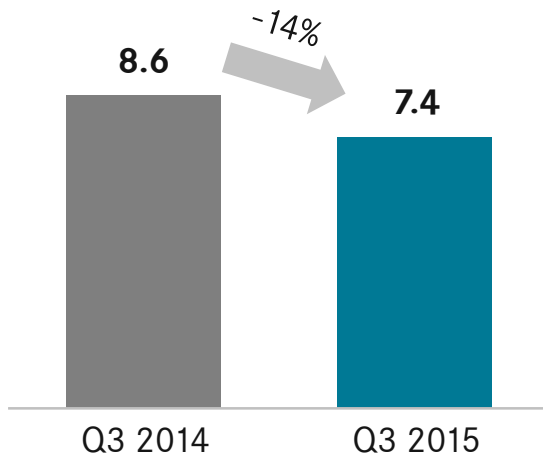


* incl. Viano

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

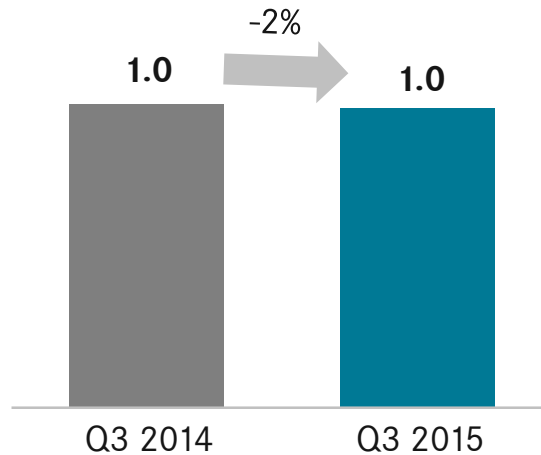
Unit sales

- in thousands of units -



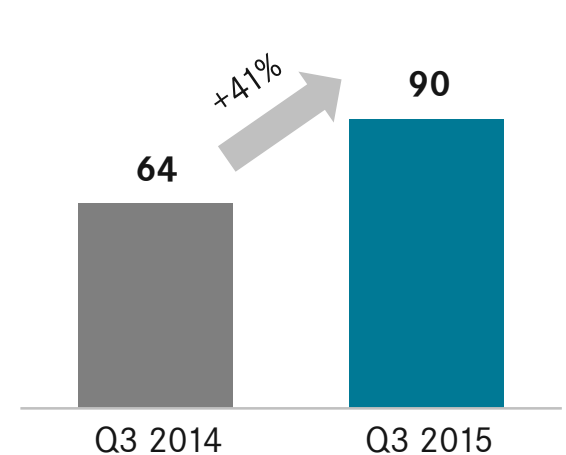
Revenue

- in billions of euros -



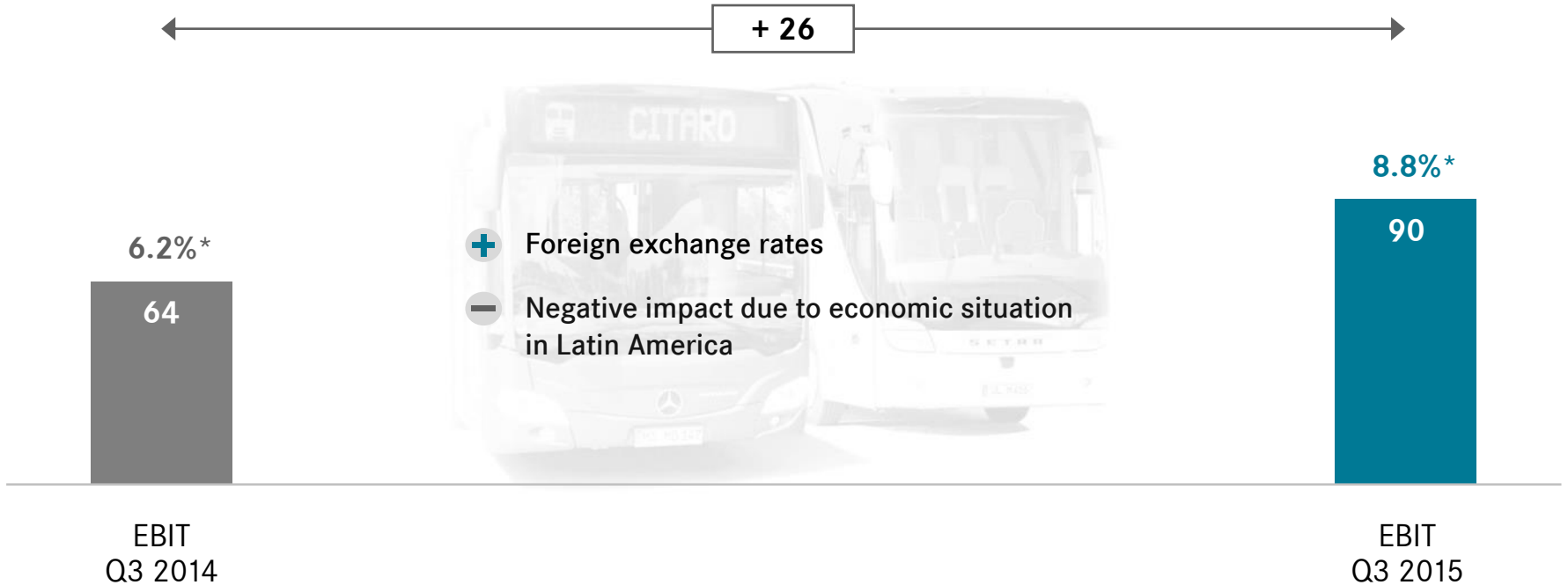
EBIT from ongoing business

- in millions of euros -



Daimler Buses: EBIT from ongoing business

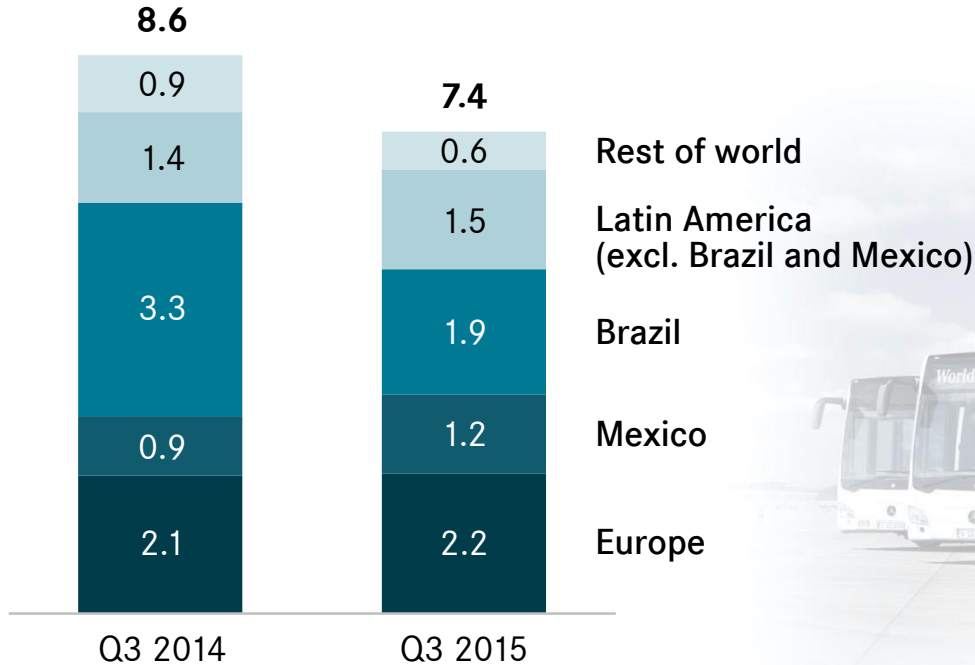
- in millions of euros -



* Return on sales

Daimler Buses: lower demand for bus chassis in Brazil

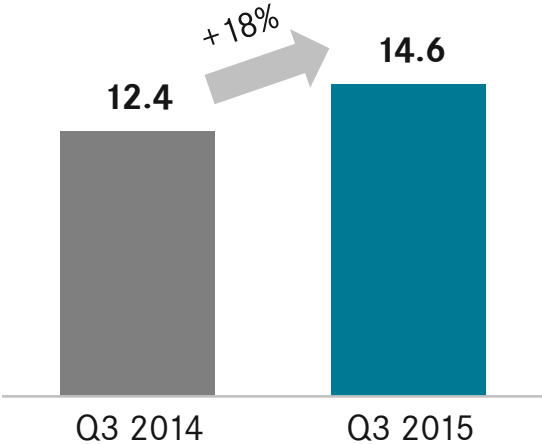
- in thousands of units -



Daimler Financial Services: further business growth

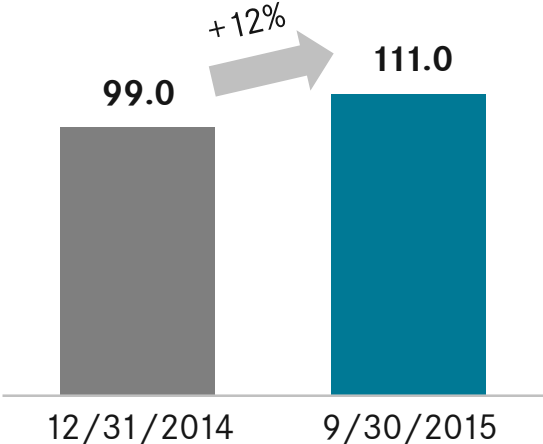
New business

- in billions of euros -



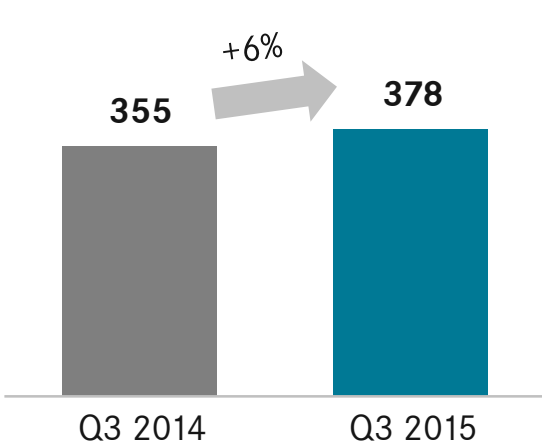
Contract volume

- in billions of euros -



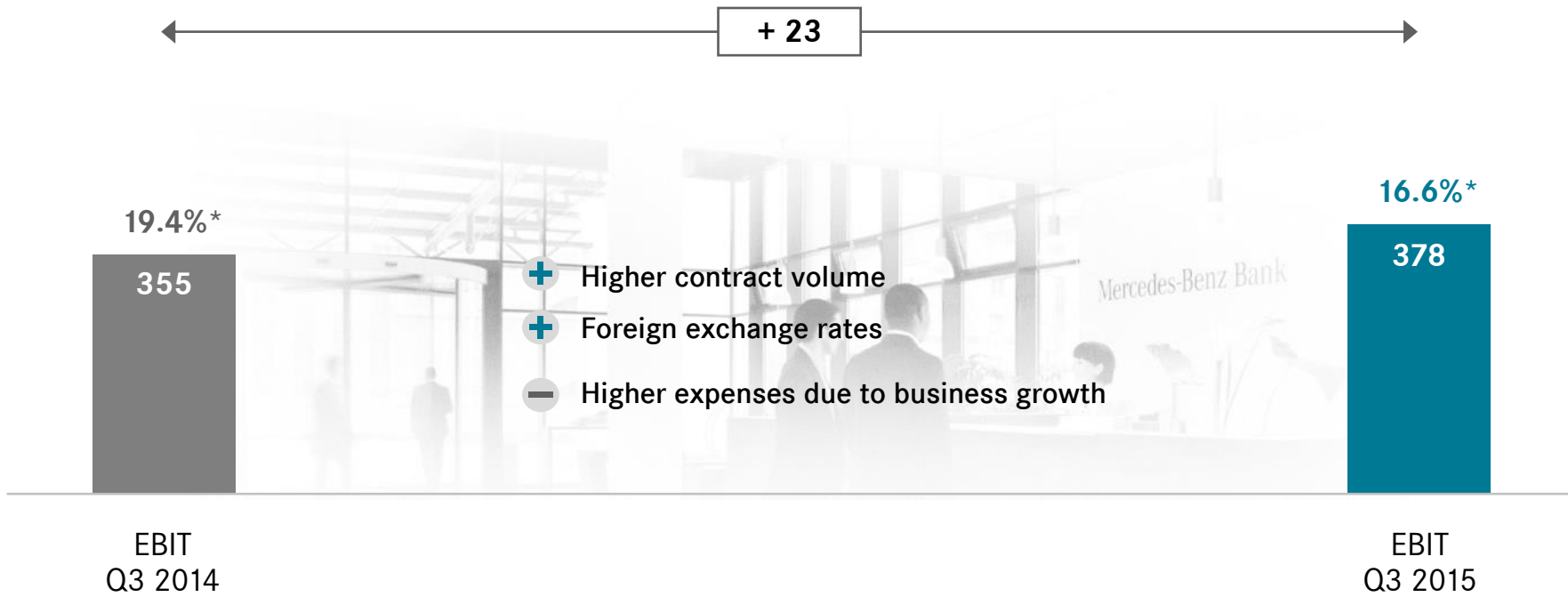
EBIT from ongoing business

- in millions of euros -



Daimler Financial Services: EBIT from ongoing business

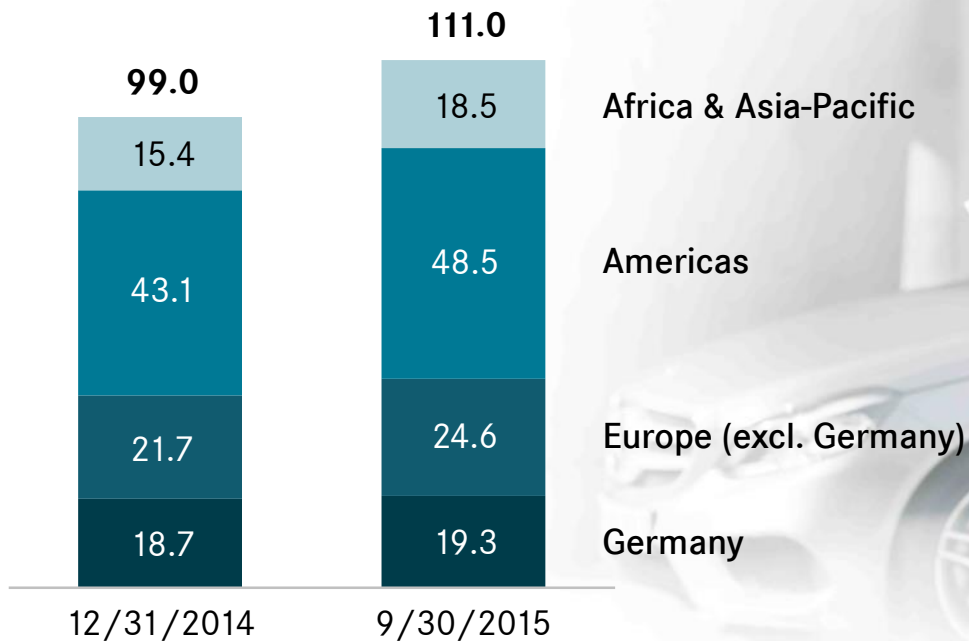
- in millions of euros -



* Return on equity

Daimler Financial Services: growth in all regions

- in billions of euros -



Daimler Financial Services: net credit losses* at low level

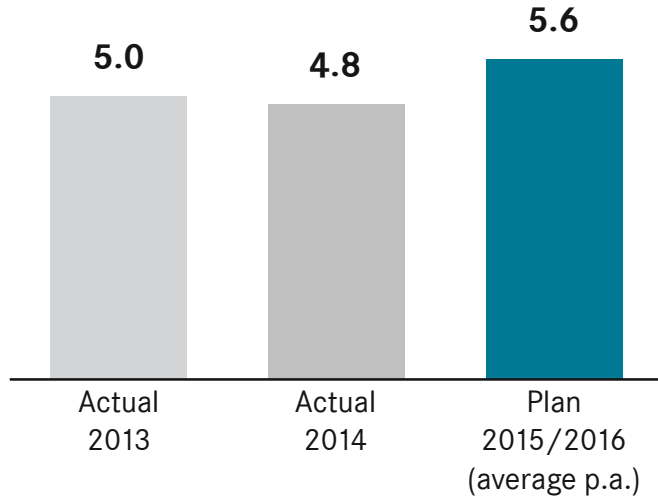


* as a percentage of portfolio, subject to credit risk

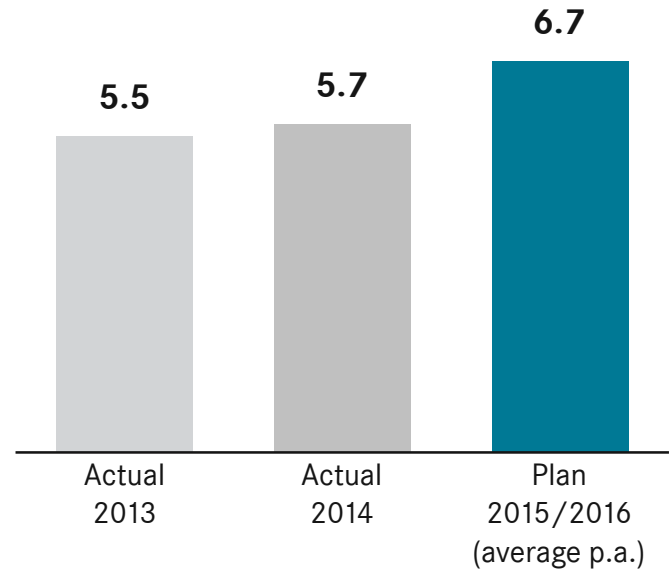
Capital expenditure / Research and development

- in billions of euros -

Investment in property, plant and equipment

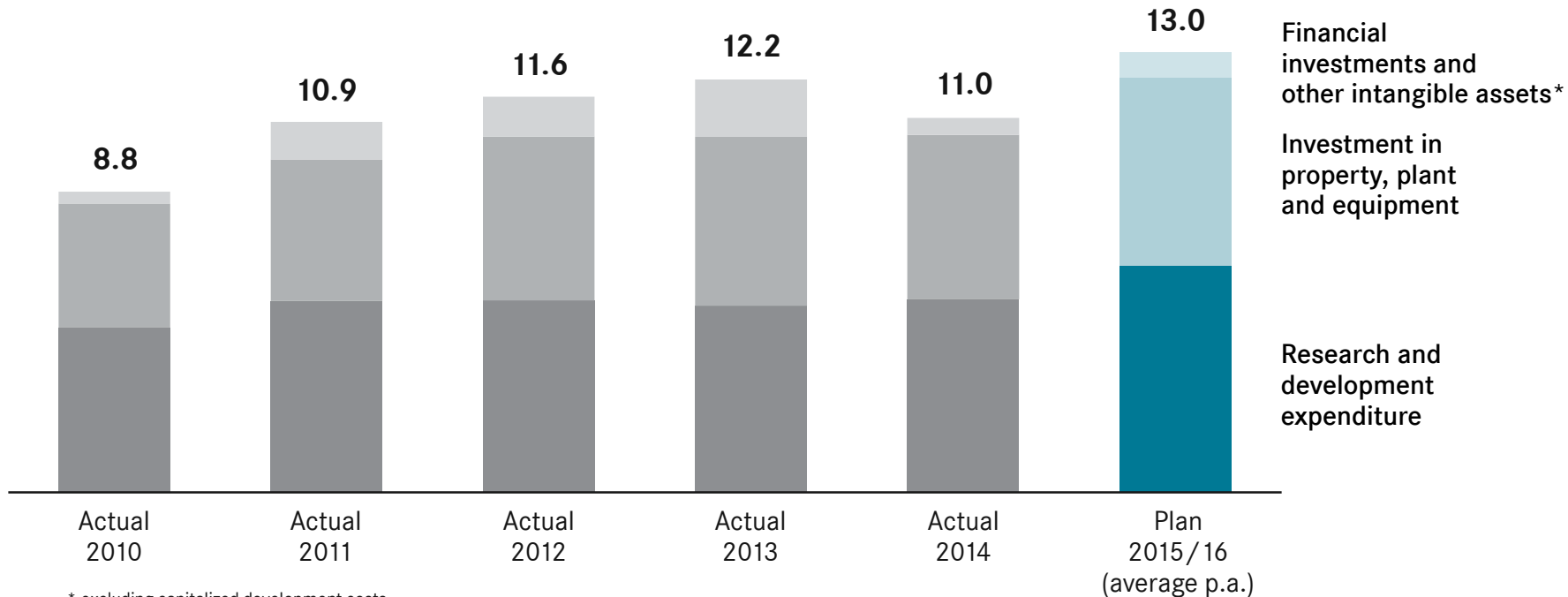


Research and development expenditure



Development of investment and R&D expenditure

– in billions of euros –



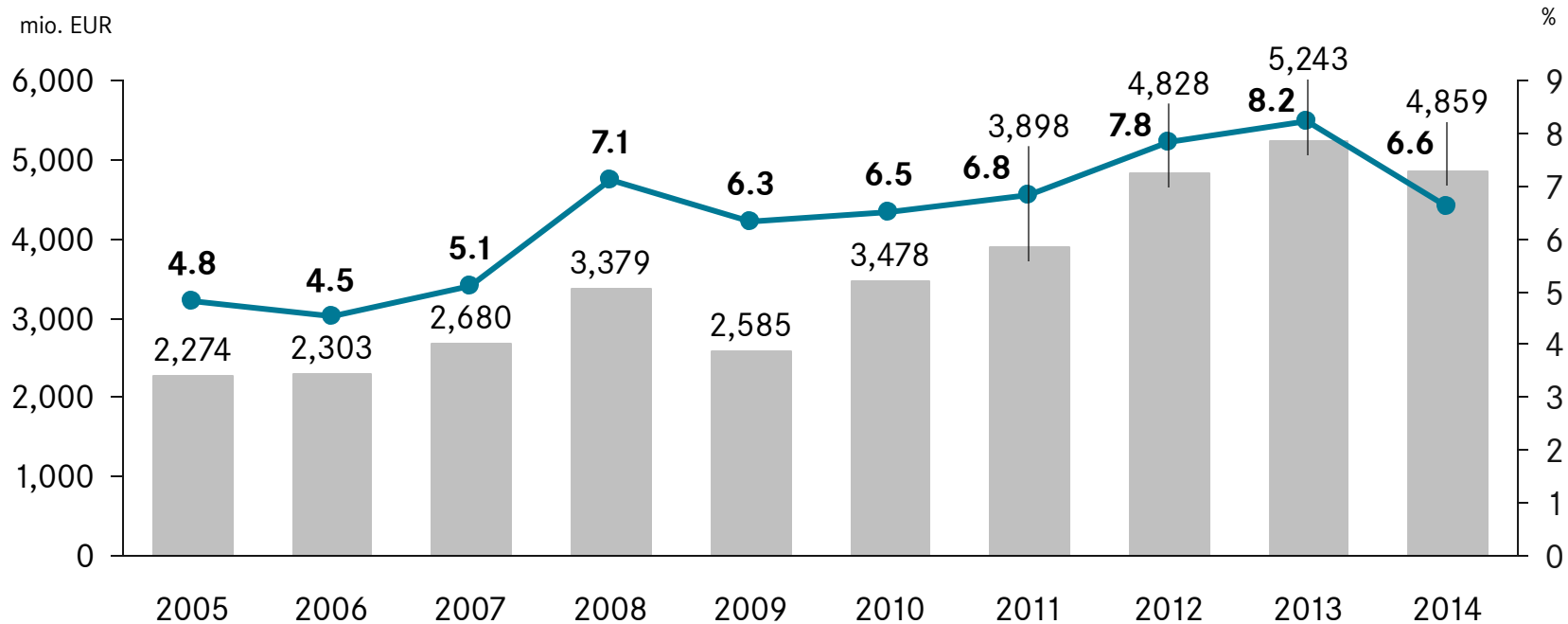
* excluding capitalized development costs

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
Daimler Group	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	–	–	–

CapEx ratio and total CapEx Mercedes-Benz Cars

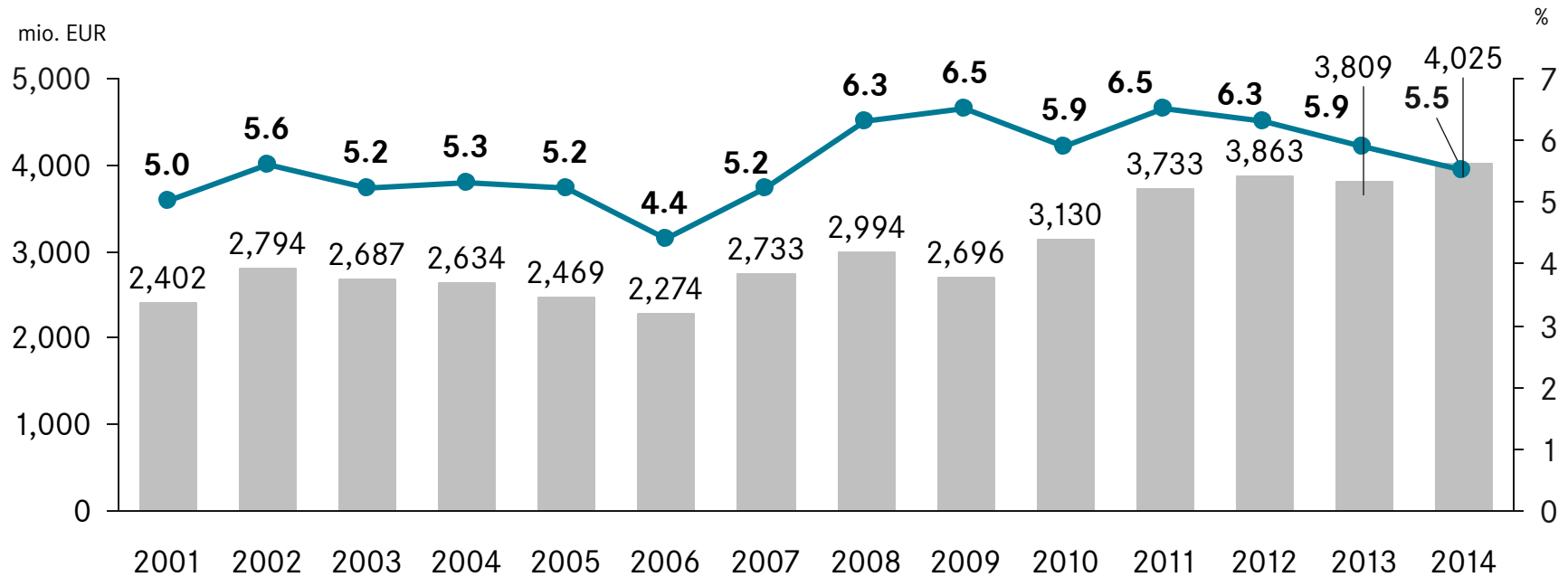


Strategic target CapEx ratio: around 7%

—●— CapEx ratio ■ Total CapEx

CapEx for pp&e, cap. dev. costs and intangible assets MBC in % of revenues MBC.

R&D ratio and total R&D expenditures Mercedes-Benz Cars



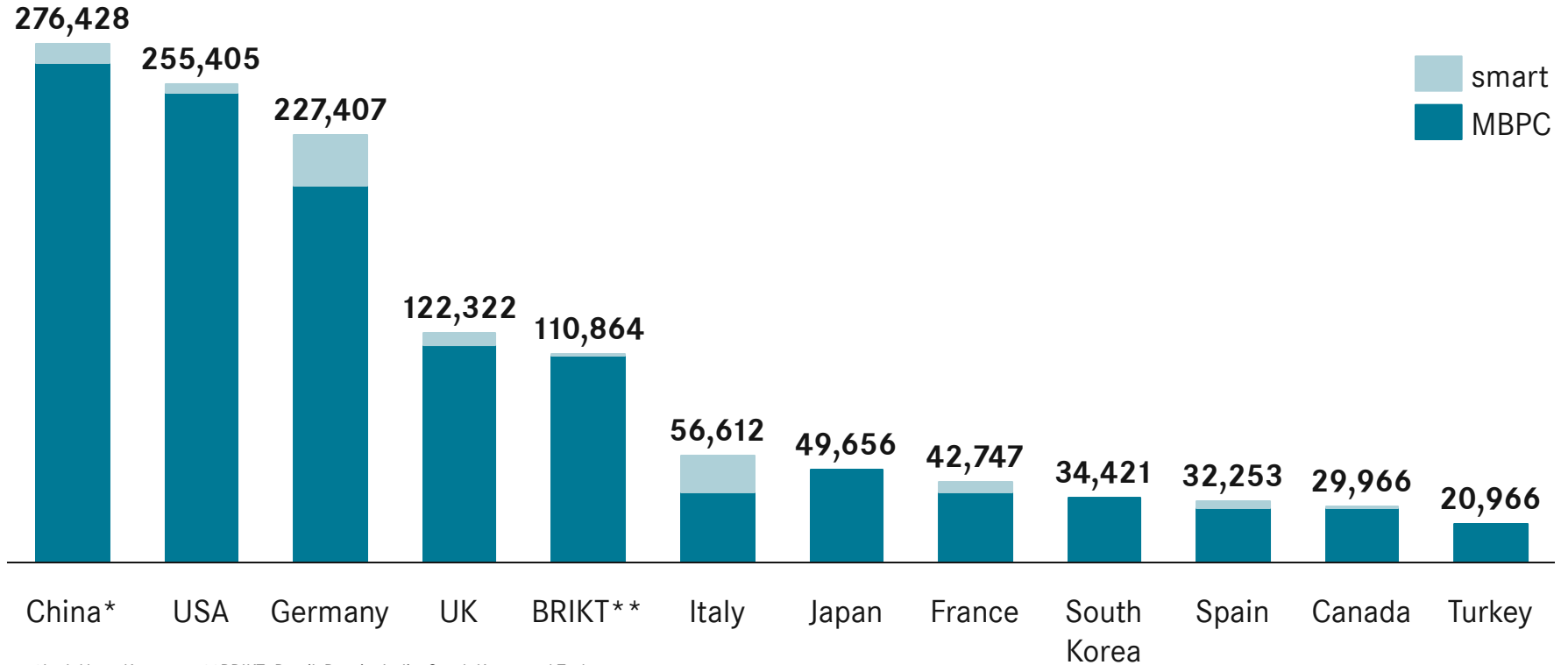
Strategic target R&D ratio: around 5.5 – 6%

—●— R&D ratio

■ Total R&D expenditures

MBC retail sales YTD September 2015

- in units -



*Incl. Hong Kong

**BRIKT: Brazil, Russia, India, South Korea and Turkey

MBC retail sales by model YTD September 2015

- in units -

Retail sales	YTD September 2015	YTD September 2014	Change in %
Mercedes-Benz	1,376,424	1,195,156	+ 15%
of which*:			
A-/B-Class	309,959	294,058	+5%
C-Class	346,665	228,179	+52%
E-Class	225,699	260,997	-14%
S-Class	81,528	76,212	+7%
GL-Class**	365,804	292,028	+25%
SL-Class	24,219	25,570	-5%
V-Class	22,550	18,112	+25%
smart	88,018	66,870	+32%
Mercedes-Benz Cars	1,464,442	1,262,026	+ 16%

* incl. Derivatives

** incl. GLA

MBC retail sales major markets YTD September 2015

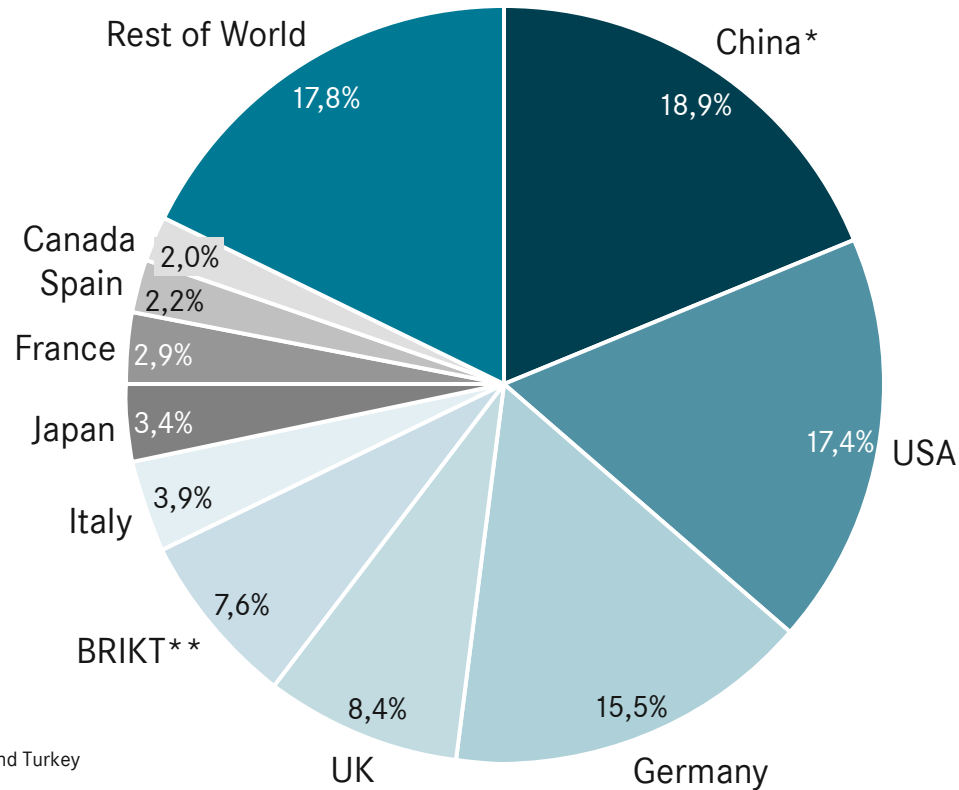
- in units -

Retail sales	YTD September 2015	YTD September 2014	Change in %
China*	276,428	217,210	+27%
thereof PbP	166,039	104,623	+59%
USA	255,405	241,338	+6%
Germany	227,407	206,388	+10%
UK	122,322	102,402	+19%
BRIKT**	110,864	93,504	+19%
Italy	56,612	45,475	+24%
Japan	49,656	44,642	+11%
France	42,747	38,203	+12%
South Korea	34,421	26,557	+30%
Russia	32,646	37,158	-12%
Spain	32,253	24,263	+33%
Canada	29,966	26,261	+14%
Turkey	20,966	14,975	+40%
Rest of World	260,782	222,340	+17%
Mercedes-Benz Cars	1,464,442	1,262,026	+16%

*Incl. Hong Kong

**BRIKT: Brazil, Russia, India, South Korea and Turkey

MBC regional retail mix YTD September 2015



*Incl. Hong Kong

**BRIKT: Brazil, Russia, India, South Korea and Turkey

MBC retail sales by model FY 2014

- in units -

Retail sales	FY 2014	FY 2013	Change in %
Mercedes-Benz	1,650,007	1,461,716	+ 13%
of which*:			
A-/B-Class	389,577	371,397	+5%
C-Class	343,195	339,800	+1%
E-Class	338,205	329,605	+3%
S-Class	107,277	58,021	+85%
GL-Class**	415,363	324,721	+28%
SL-Class	31,440	38,172	-18%
V-Class	24,950	0	-
smart	89,844	100,792	-11%
Mercedes-Benz Cars	1,739,851	1,562,508	+ 11%

* incl. Derivatives

** incl. GLA

MBC retail sales major markets FY 2014

- in units -

Retail sales	FY 2014	FY 2013	Change in %
China*	299,416	235,644	+27%
thereof PbP	147,633	114,320	+29%
USA	340,623	321,816	+6%
Germany	282,347	282,120	0%
BRIKT**	131,364	109,324	+20%
UK	127,823	113,081	+13%
Japan	61,768	54,324	+14%
Italy	61,596	63,710	-3%
France	55,436	52,331	+6%
Russia	50,131	44,569	+12%
Canada	36,474	33,593	+9%
South Korea	35,985	24,521	+47%
Spain	34,001	26,046	+31%
Turkey	23,263	20,133	+16%
Rest of World	309,003	270,519	+14%
Mercedes-Benz Cars	1,739,851	1,562,508	+11%

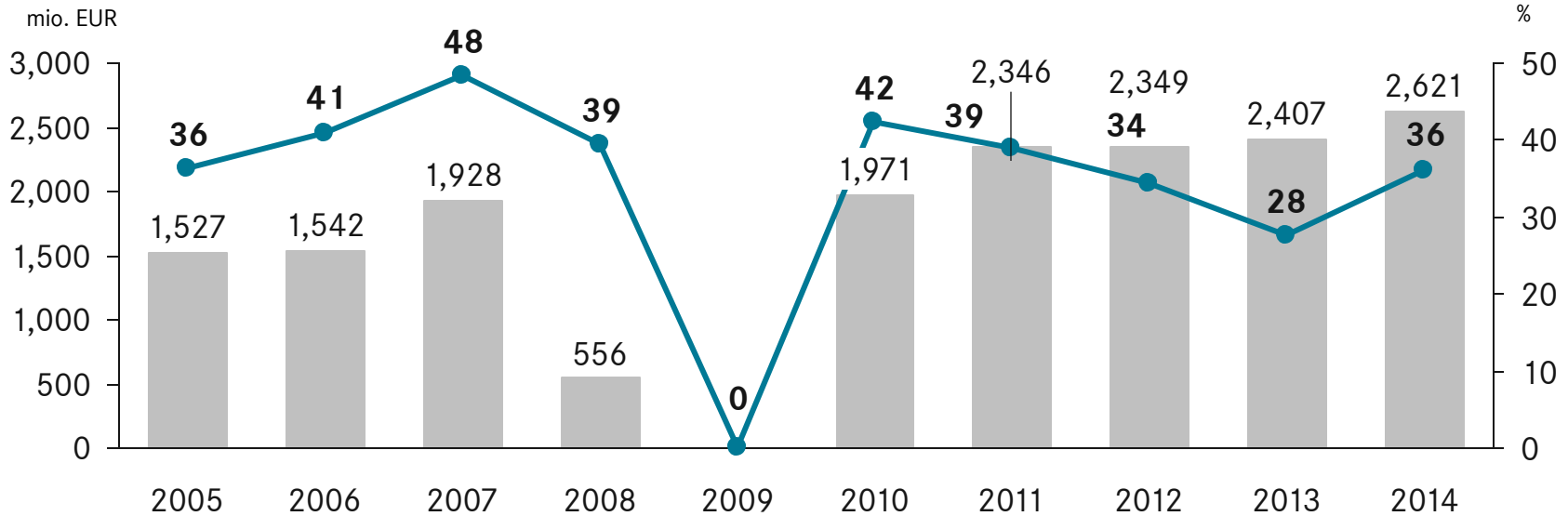
*Incl. Hong Kong

**BRIKT: Brazil, Russia, India, South Korea and Turkey

Dividend development and payout ratio

Strategic target pay-out ratio: 40%

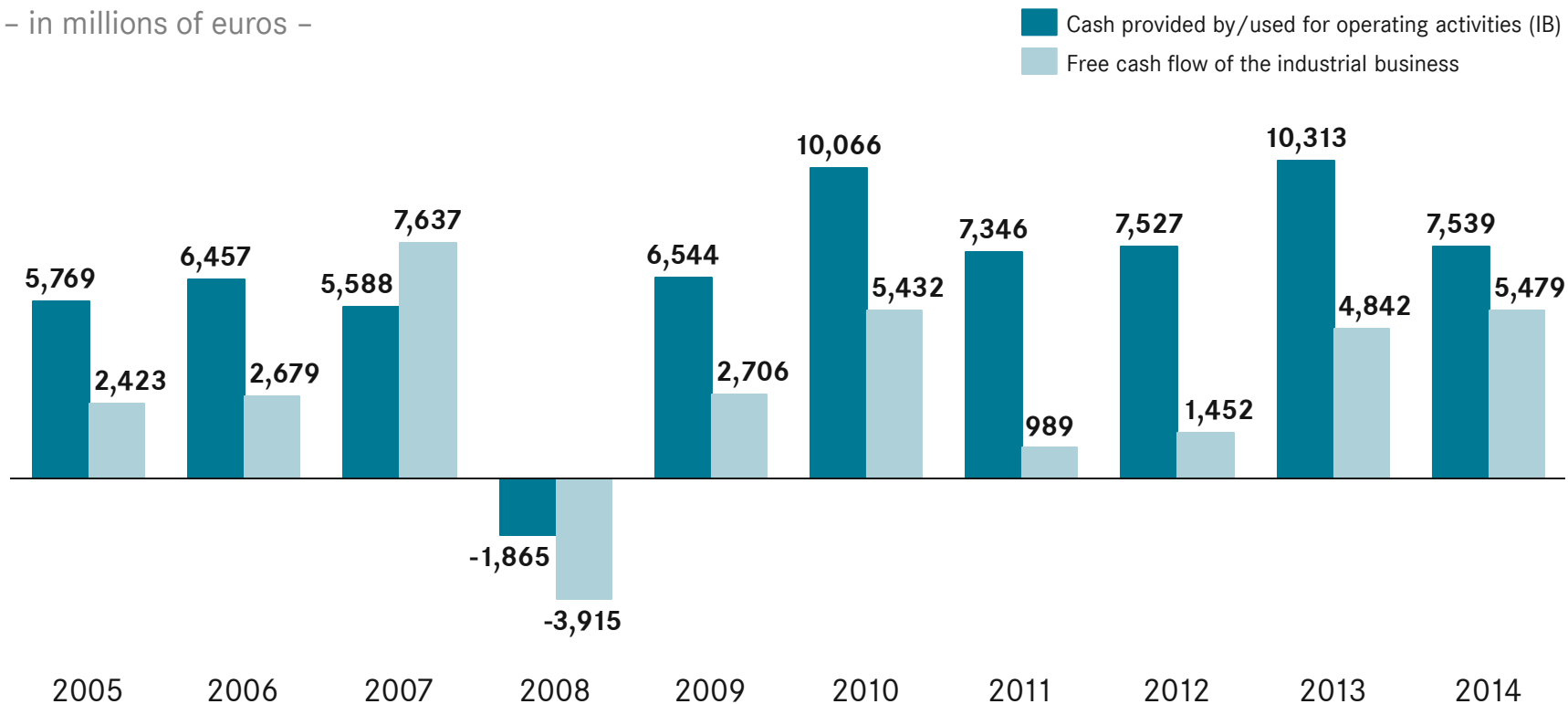
—●— Payout ratio ■ Total payout (in € million)



Financial year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Dividend per share (in €)	1.50	1.50	2.00	0.60	0.00	1.85	2.20	2.20	2.25	2.45

Cash provided by/used for operating activities (IB) and free cash flow of the industrial business

- in millions of euros -



Debt Maturities (short term)

– in billions of euros –

	Actual Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Next 12 months
Bonds	48,9	-1,5	-2,6	-1,1	-4,3	-9,5
Bank Loans	24,6	-4,2	-3,1	-3,3	-2,7	-13,3
ABS	8,1	-1,7	-0,9	-1,1	-0,9	-4,6
Commercial Paper	1,3	-1,0	-0,2	-0,1	0,0	-1,3
Account Deposits*	10,7	-6,5 **	-0,6	-0,4	-0,4	-7,9
Other	1,4	-0,1	-0,2	-0,2	-0,1	-0,7
Total	95,1	-15,0	-7,7	-6,1	-8,4	-37,3

* outflow based on maturity

** thereof EUR 6,1 bn daily cash accounts

Note: Figures may not be additive due to rounding.

Debt Maturities (long term)

- in billions of euros -

	Total Q3 2015	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds	48,9	-9,5	-11,9	-10,2	-4,8	-4,7	-1,9	-6,0
Bank Loans	24,6	-13,3	-6,6	-2,8	-1,1	-0,1	-0,5	-0,1
ABS	8,1	-4,6	-2,3	-1,1	-0,2	0,0	0,0	0,0
Commercial Paper	1,3	-1,3	0,0	0,0	0,0	0,0	0,0	0,0
Account Deposits	10,7	-7,9	-2,0	-0,3	-0,3	-0,1	-0,1	-0,0
Other	1,4	-0,7	-0,2	-0,2	-0,2	-0,0	-0,0	-0,0
Financing Liabilities	95,1	-37,3	-23,0	-14,6	-6,7	-4,9	-2,5	-6,1

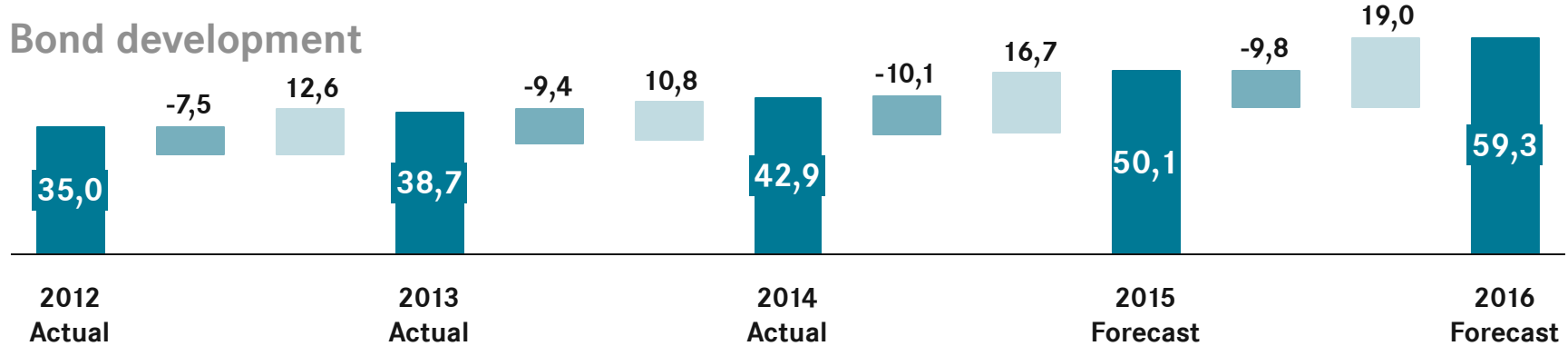
Note: Figures may not be additive due to rounding.

Bonds and ABS Development 2012 - 2016

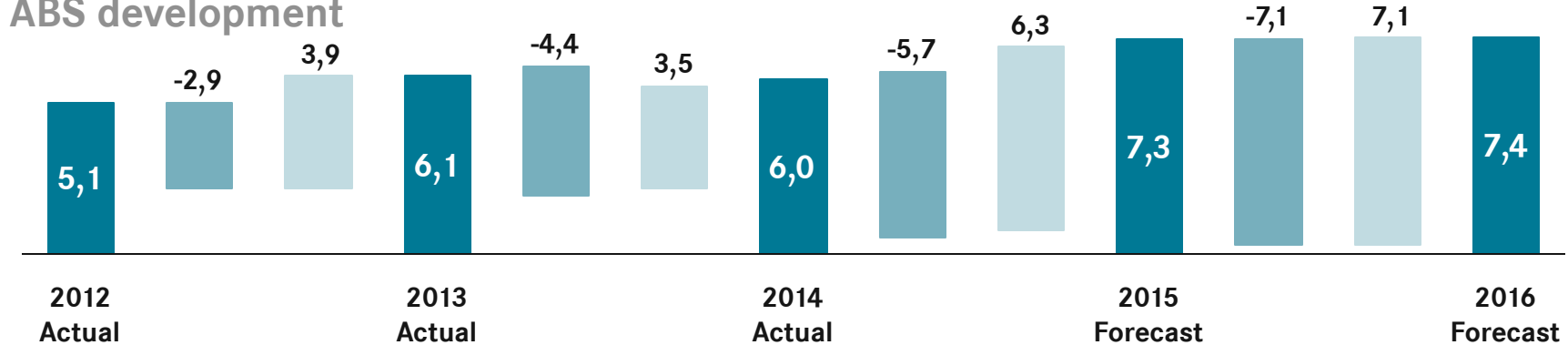
- in billions of euros -

■ Maturities
■ New deals

Bond development



ABS development



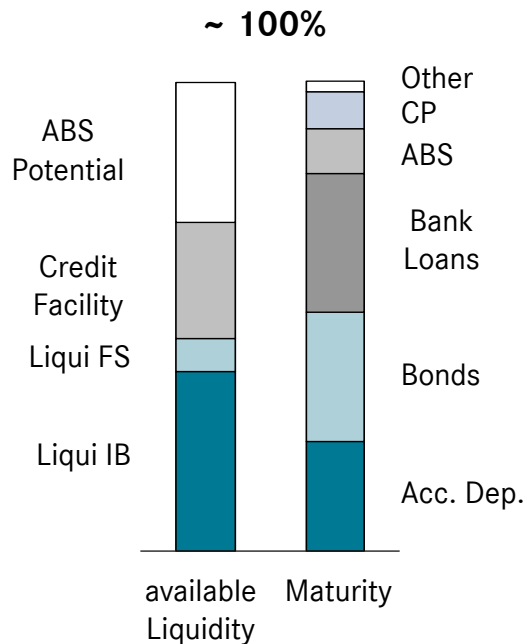
Note: Figures may not be additive due to fx effects and rounding.

Financial Flexibility is Key Liquidity Management Tool

General approach:

Maturities of next 12 months need to be covered by financial flexibility*

- * **Financial flexibility**
- = Cash
- + Committed Credit Facilities
- + Receivables available for sale (RAFS)



Ensures repayment of maturing debt in case of stress scenarios
Agencies see necessity to support growing FS business with sufficient liquidity

Our funding strategy is built on prudent principles

Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments:
Bank Loans, Bonds, ABS, CP, Deposits

No Covenants, no MAC, no asset pledges, no CSAs

Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

Stringent Global Funding Policy

Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

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, 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.