

DAIMLER

Corporate Presentation
December 2016



Contents

Results for Q3 2016

Outlook for 2016

Daimler Group Strategy

Divisional information

China

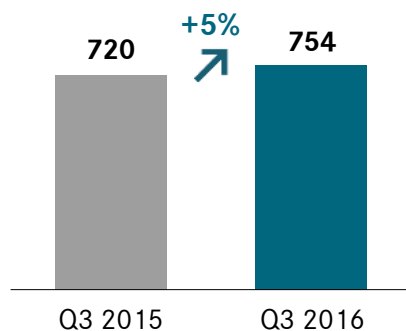
Appendix



Highlights of Q3 2016

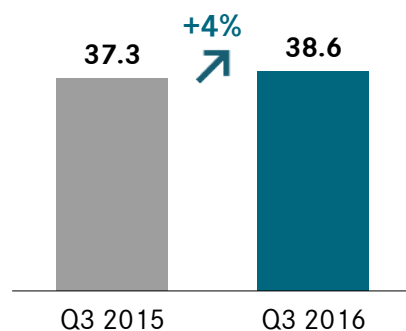
Unit sales

- in thousands of units -



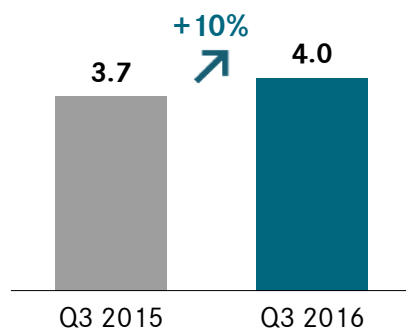
Revenue

- in billions of euros -



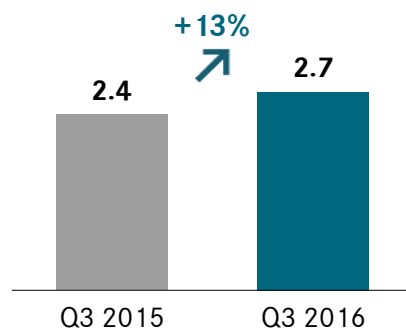
EBIT adjusted for special items

- in billions of euros -



Net profit

- in billions of euros -



Start of production of the new Mercedes-Benz E-Class station wagon, world premiere of the new E-Class All-Terrain

Presentation of the new product brand EQ for electric mobility and the EQ concept car at the Paris Motor Show

Presentation of the Mercedes-Benz Urban eTruck, the first fully electric truck for heavy distribution operations

Presentation of the new Freightliner Cascadia, the new flagship in Class 8

Presentation of the all-electric "Vision Van" van study as part of the adVANce initiative

Acquisition of Athlon Car Lease International as strategic investment in the European fleet management

Success of our products is reflected in strong financial results

	Q3 2015	Q3 2016
Revenue	37.3	38.6
EBIT		
as reported	3.7	4.0
adjusted for special items	3.7	4.0
Net profit	2.4	2.7
Earnings per share (in euros)	2.23	2.43
Net liquidity industrial business (2015: year-end)	18.6	17.9
Free cash flow of the industrial business (January-September)	4.8	2.6

in billions of euros

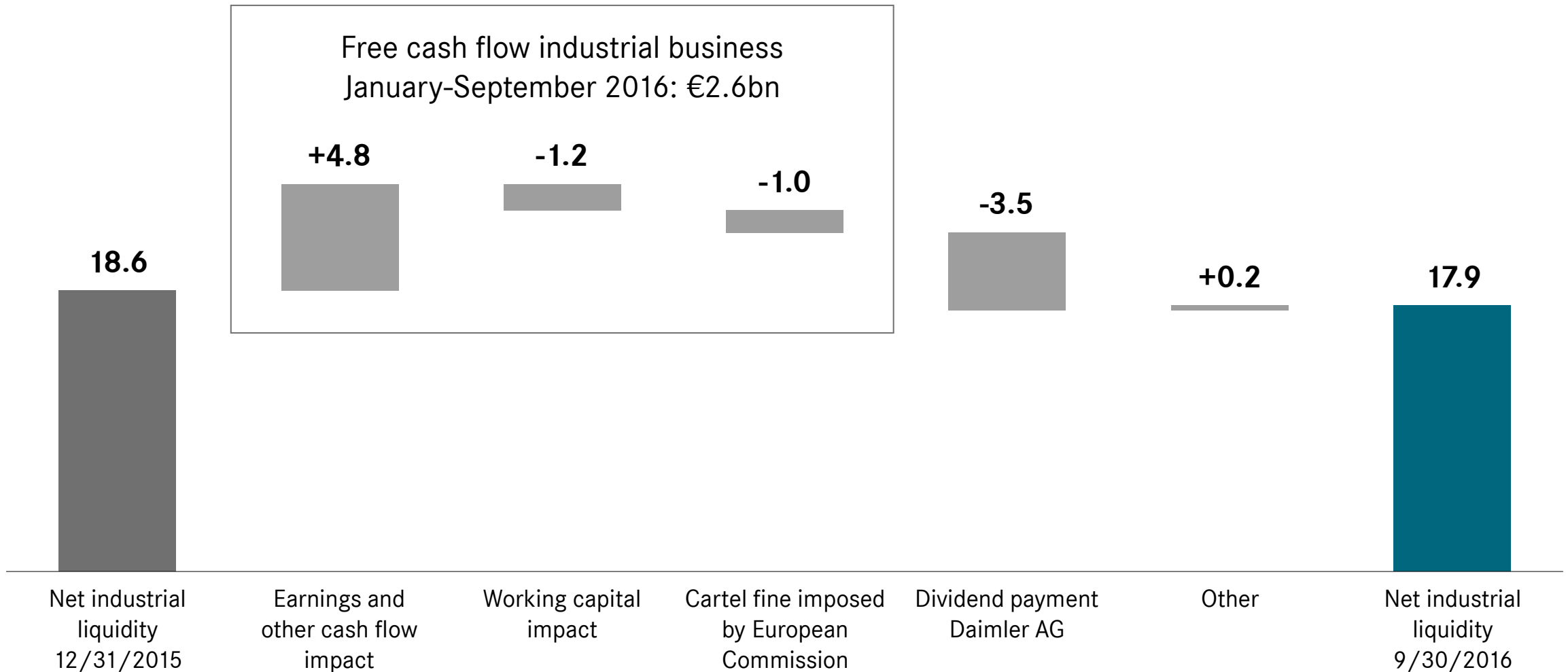
Strong financial and balance sheet figures support our financial strength and A-rating

Daimler Group	Dec. 31, 2015	Sept. 30, 2016
Equity ratio	23.6%	23.3%
Gross liquidity	18.2	23.6
Funded status of pension obligations	-7.4	-10.9
Industrial business		
Equity ratio	44.2%	42.4%
Net liquidity	18.6	17.9
Free cash flow (January-September)	4.8	2.6

in billions of euros

Continued high level of net industrial liquidity

- in billions of euros -



Continuing dynamic sales development of passenger cars and vans

	Q3 2015	Q3 2016	% change
Daimler Group	720.0	754.1	+5
of which			
Mercedes-Benz Cars	508.4	565.6	+11
Daimler Trucks	128.5	97.1	-24
Mercedes-Benz Vans	75.7	85.2	+13
Daimler Buses	7.4	6.2	-17

in thousands of units

Revenue by division

	Q3 2015	Q3 2016	% change
Daimler Group	37.3	38.6	+4
of which			
Mercedes-Benz Cars	20.7	23.3	+12
Daimler Trucks	9.7	7.9	-19
Mercedes-Benz Vans	2.8	3.1	+13
Daimler Buses	1.0	0.9	-8
Daimler Financial Services	4.7	5.1	+9
Contract volume of Daimler Financial Services*	116.7	122.1	+5

in billions of euros

* figures as of December 31, 2015 and September 30, 2016

EBIT by division

- EBIT in millions of euros; RoS in % -	Q3 2015		Q3 2016	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	3,661	10.1	4,037	10.8
of which				
Mercedes-Benz Cars	2,183	10.5	2,746	11.8
Daimler Trucks	791	8.2	464	5.9
Mercedes-Benz Vans	193	7.0	312	10.0
Daimler Buses	89	8.7	45	4.8
Daimler Financial Services	378	-	438	-
Reconciliation	27	-	32	-

* Return on sales; Daimler Group excluding Daimler Financial Services

EBIT adjusted for special items

- EBIT in millions of euros; RoS in % -	Q3 2015		Q3 2016	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	3,657	10.1	4,010	10.7
of which				
Mercedes-Benz Cars	2,161	10.4	2,659	11.4
Daimler Trucks	805	8.3	510	6.5
Mercedes-Benz Vans	196	7.1	319	10.2
Daimler Buses	90	8.8	52	5.5
Daimler Financial Services	378	-	438	-
Reconciliation	27	-	32	-

* Return on sales; Daimler Group excluding Daimler Financial Services

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Assumptions for automotive markets in 2016

Car markets	Global	 ~ +2%
	Western Europe	 significant growth
	USA	 slight decrease
	China	 significant growth
Medium- and heavy-duty truck markets	NAFTA region	 ~ -15%
	Europe	 +5 to 10%
	Japan*	 flat
	Brazil	 ~ -25%
	Indonesia*	 ~ -15%
Van markets	Europe	 significant growth
	USA	 significant growth
Bus markets	Western Europe	 significant growth
	Brazil	 significant decrease

* including light-duty trucks

2016 sales outlook



Mercedes-Benz Cars



Significantly higher unit sales

Strong momentum from renewed SUV portfolio and further plug-in hybrid models
Launch of all-new E-Class, C-Class Coupé, S-Class Cabriolet and smart fortwo cabrio



Daimler Trucks



Unit sales significantly below the prior-year level

Worsened situation of global truck markets; weakening NAFTA market can be only partially offset by the market development in Europe



Mercedes-Benz Vans



Significantly higher unit sales

Significant growth in core market Western Europe
Continued momentum from “Mercedes-Benz Vans goes global” strategy



Daimler Buses



Unit sales slightly below the prior-year level

Maintain market leadership in core markets
Significant growth in Western Europe, significantly lower demand in Brazil

2016 outlook for EBIT adjusted for special items

DAIMLER



We expect Group EBIT for FY 2016 to increase slightly based on the following expectations for divisional EBIT:



Mercedes-Benz Cars



Slightly above the prior-year level



Daimler Trucks



Significantly below the prior-year level



Mercedes-Benz Vans



Significantly above the prior-year level



Daimler Buses



Slightly above the prior-year level



Daimler Financial Services



Slightly above the prior-year level

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Clear aspiration for all our divisions

DAIMLER

Mercedes-Benz Cars	Daimler Trucks	Mercedes-Benz Vans	Daimler Buses	Daimler Financial Services
<p>“Most successful premium manufacturer”</p> 	<p>“No 1 in the global truck business”</p> 	<p>“Most successful player in worldwide van business”</p> 	<p>“No 1 in the global bus business”</p> 	<p>“Best financial and mobility services provider”</p> 

The four strategic focus areas of Daimler

Strengthening core business



Growing globally



Leading in technology



Pushing digitalization



Digitalization puts the focus on the customer

Digital target picture Daimler

Vision

„Shaping the future of safe and sustainable mobility“

Mission statement
DigitalLife@Daimler



We are among the leaders in our industry regarding digital work environment and culture. Our customers perceive us as the most innovative digital automotive manufacturer.

Direct
customer perception



Products & Services



Indirect
customer perception



Digitalization of the value chain¹⁾

Success factors

Processes and Structures

Digital skills & Corporate culture

Management system

1) Industry 4.0

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

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Mercedes-Benz Cars



Mercedes-Benz Cars: product highlights



New Mercedes-Benz E-Class All-Terrain



New Mercedes-AMG GLC 43 4MATIC Coupé



New Mercedes-AMG GT Roadster and GT C Roadster



New smart fortwo, forfour and cabrio electric drive

World premier in Paris: The first *star* of our product offensive under the product brand *EQ*



Electric Intelligence by
Mercedes-Benz



EQ concept vehicle with battery-electric drive



Mercedes-Benz Concept X-CLASS



Mercedes-Benz Concept X-CLASS



All-electric "Vision Van" study



Mercedes-Benz Cars and Vans: continued product offensive

2016

2017



GLS facelift



E-Class sedan



E-Class
(long wheelbase)



E-Class
station wagon



E-Class
All Terrain



E-Class
Coupé



S-Class
facelift



CLA facelift



GLC Coupé



GLA facelift



S-Class
Cabriolet



SL facelift



SLC facelift



C-Class
Cabriolet



GT R
Coupé



GT C
Roadster



E-Class
Cabriolet



GT C
Coupé



smart cabrio



smart
fortwo EV



smart
cabrio EV



smart
forfour EV



V-Class China



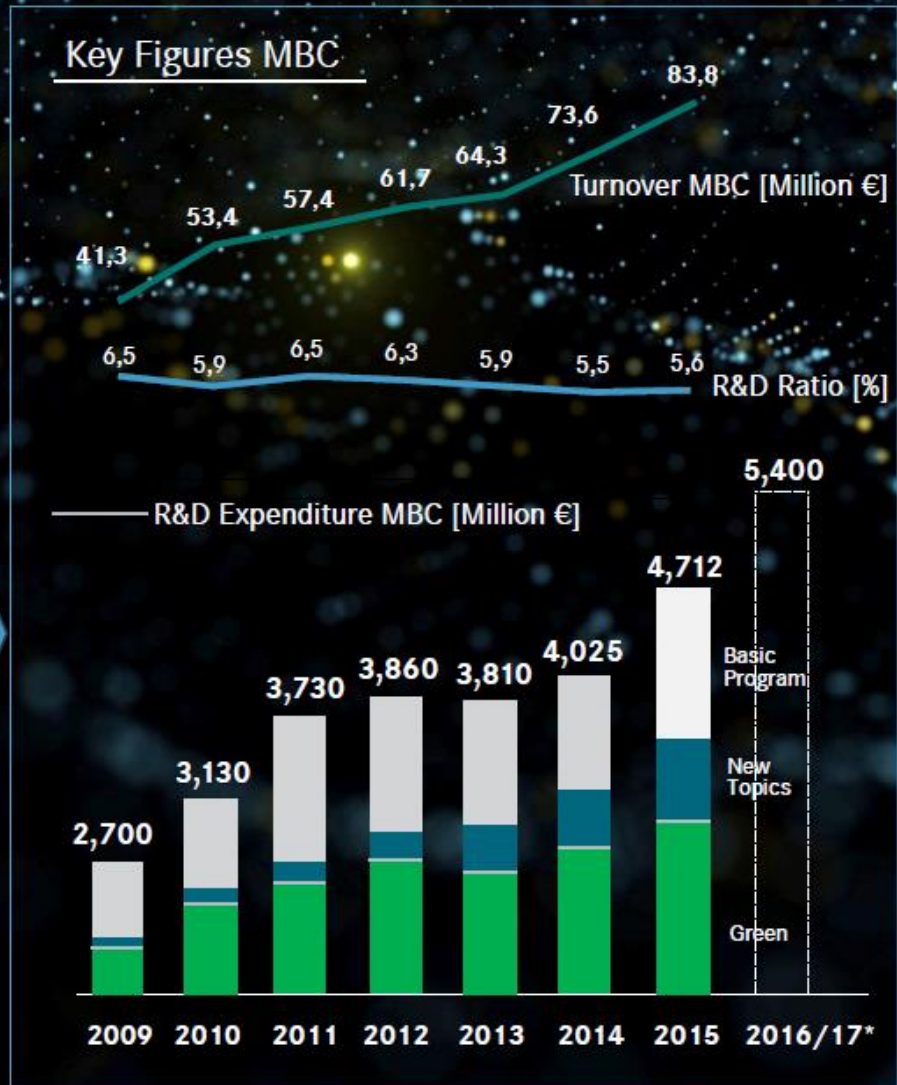
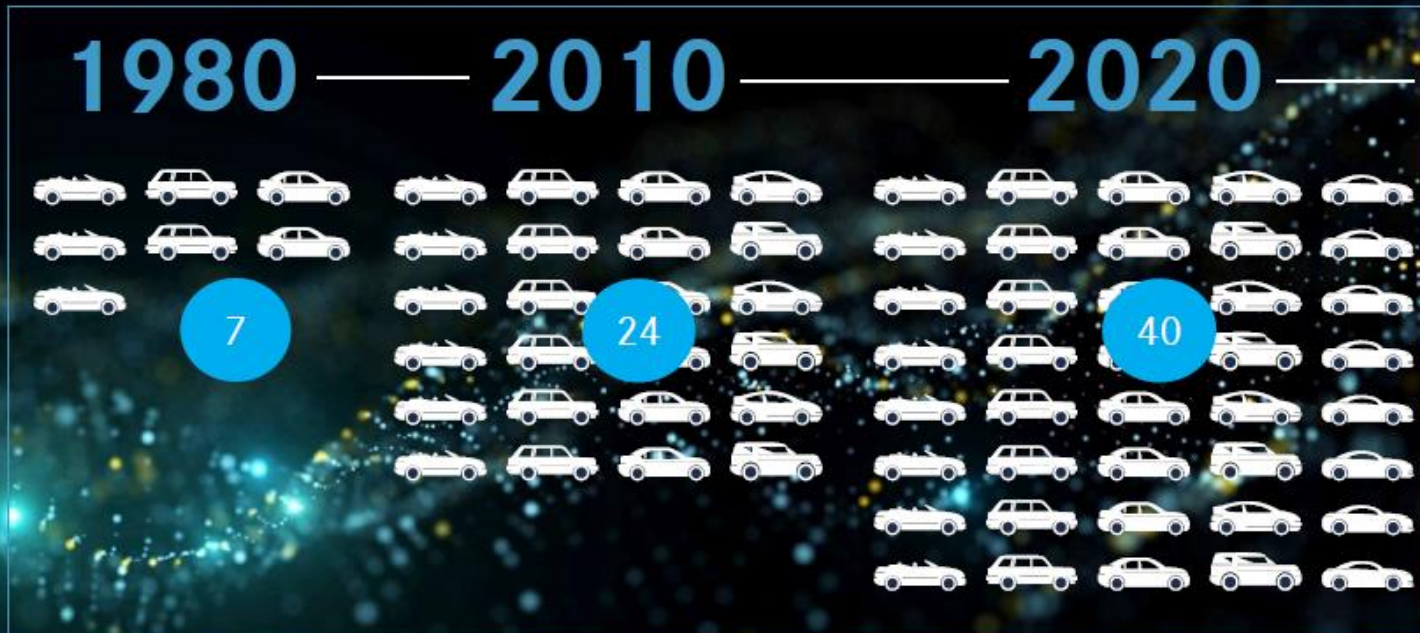
Vito China



Pickup

Our product- and technology offensive is at full speed

30 Models in 2016



Worldwide markets

- Long-wheel-base
- left/right hand drive
- All-wheel drive

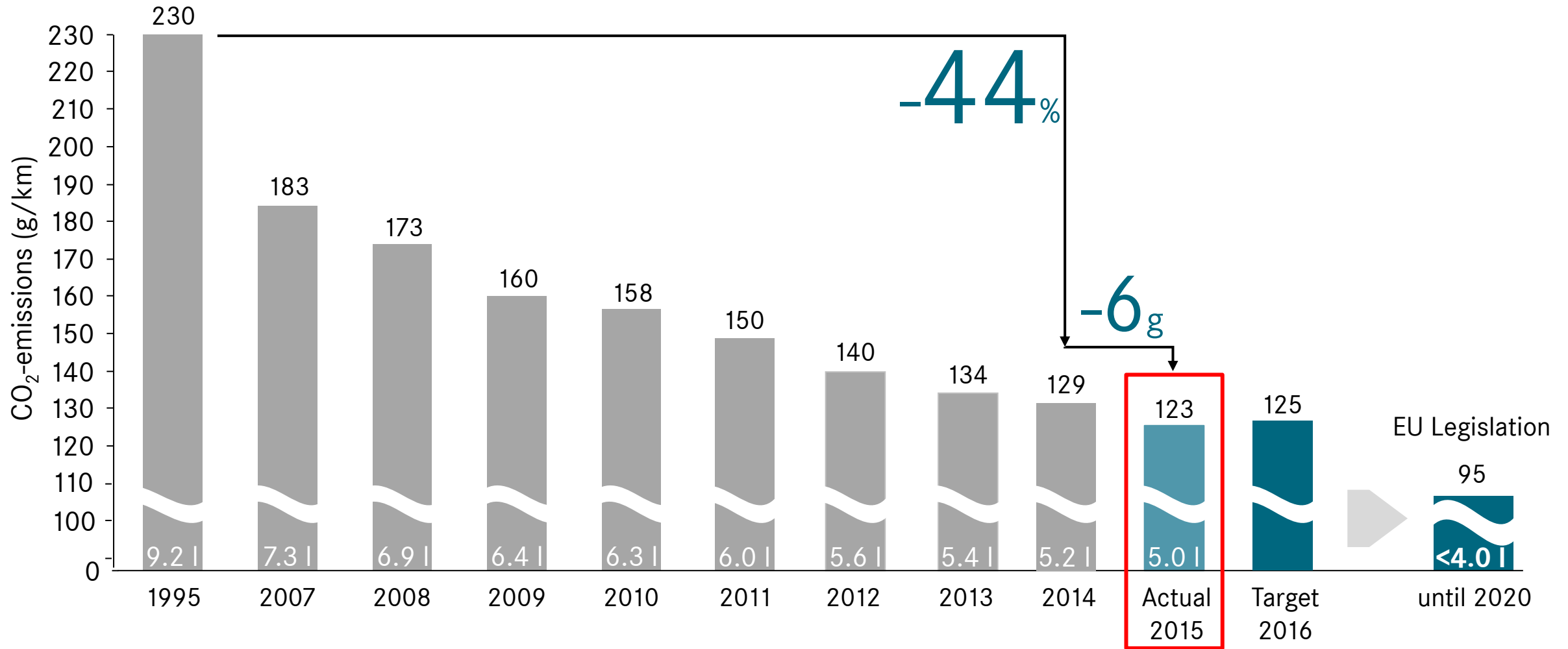
New and groundbreaking innovations

DRIVE PILOT, Intelligent Hybrid Technology, Magic Body Control, Light Systems, New Engines, Touchpad.

* average p.a.

We are on our way to emission-free driving

Example: MBC fleet consumption in Europe



Our roadmap for sustainable mobility



The new diesel engine OM654 the first member of a complete new engine family

17% weight reduction

24% friction reduction

18 kW more power

11% faster acceleration



13% CO₂ reduction

-80% NO_x emissions

CASE

 **C**onnected

 **A**utonomous

 **S**hared & services

 **E**lectrified



„Mercedes me“ – Connecting all services around the car

move



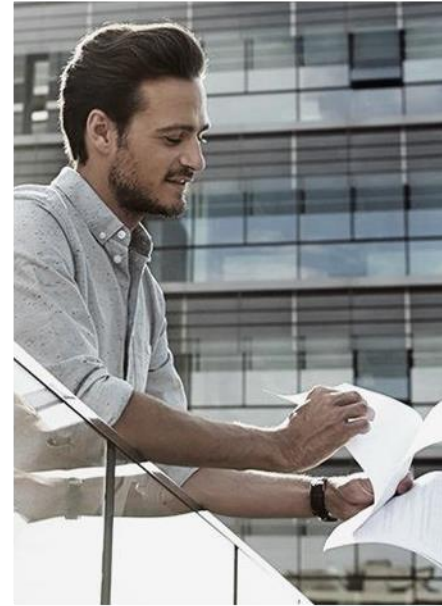
connect



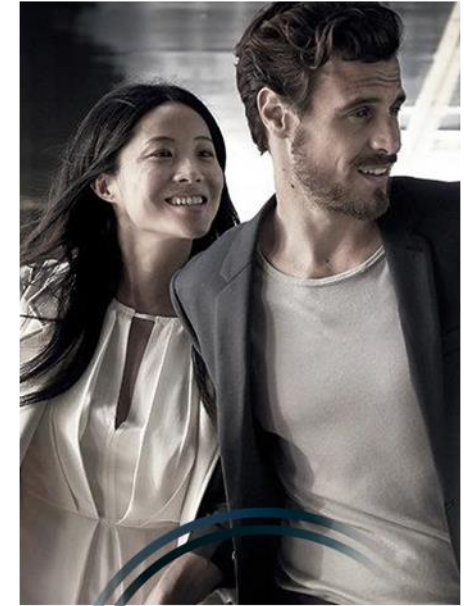
assist



finance



inspire



Mercedes *me*

We want to become digital champion of the automotive industry with the help of Mercedes me and the Mercedes-Benz Store



Remote
Park Pilot



Digital Car Key



Online Service
Appointment



Lifestyle
Configurator



Contract- & Document
Management



Integration
Mobility Offers
in Mercedes me (App)

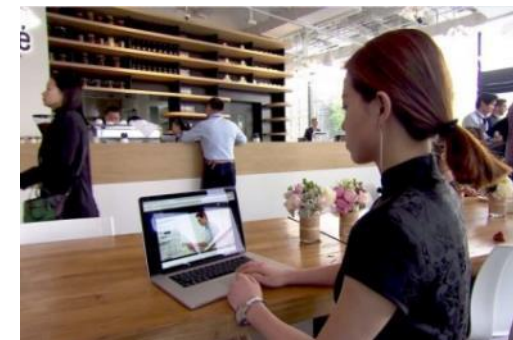


- **Launch of the Mercedes-Benz Store** for all Mercedes me connect markets
- Customer can purchase services **directly online** (Starting with Remote Park Pilot)

But Mercedes me is more than just digital...
...it's an innovative sales approach



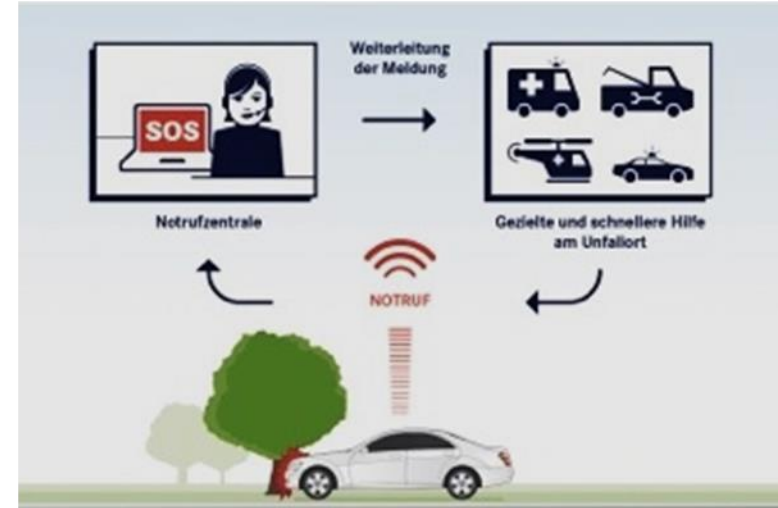
***Opening of the world-wide 6th
Mercedes me store in Beijing.***



Connectivity – Pushing new services and products

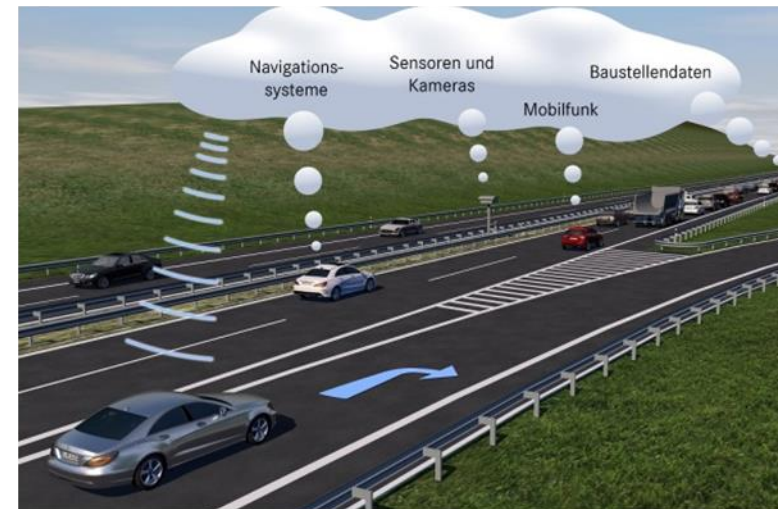
Examples

Mercedes
me
connect



Mercedes-
Benz
e-call

Mercedes
me
App



Real time
traffic
service



C **F** autonomous **S** **E**

Autonomous driving goes far beyond technology: A game changer in the automotive industry



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



Car-to-X-Communication

PRE-SAFE® PLUS

Beltbag

**Remote
Park-Pilot**

Active Lane Keeping Assist

**PRE-SAFE®
Impulse Side**

DRIVE PILOT

with Distance Pilot DISTRONIC, Steering Pilot, Active Lane Change Assist, Active Emergency Stop Assist, Speed Limit Pilot

PRE-SAFE®



Active Braking Assist

with Pedestrian Detection, Cross-Traffic Function and Congestion Emergency Braking Function

Active Blind Spot Assist

Evasive Steering Assist

MULTIBEAM LED Headlights

with Adaptive High Beam Assist

Development steps towards fully autonomous driving

- Currently offered by MB
& legally permissible -

Level 1 Driver Assistance



Single control functions such as speed selection, braking or lane keeping are automated.

Driver in charge.

Level 2 Partial Automation



More than one control function is automated.

Driver expected to take care of all remaining aspects of the dynamic driving task.

Level 3 Conditional Automation



Vehicle can perform the dynamic driving task in **certain modes**.

Driver expected to respond to requests to take control.

Level 4 High Automation



Vehicle can perform the dynamic driving task in **certain modes**.

Driver **not** expected to respond to requests to take control.

Level 5 Full Automation



Vehicle can perform the dynamic driving task in **all modes** that can also be managed by a human driver.

No driver needed.

Autonomous Driving

+ enabler for new & complementary mobility services



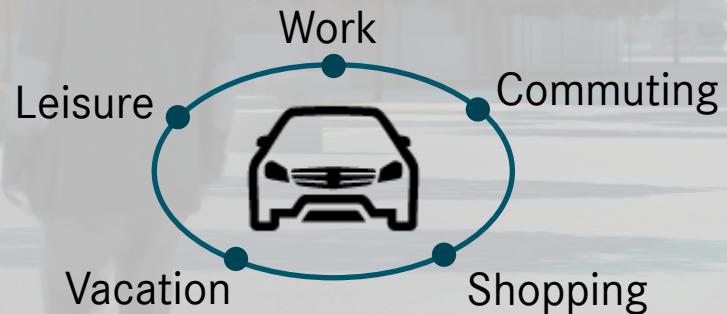
hared &
ervices



Today: one car for different mobility cases.
Tomorrow: possibly the most suitable car „*on-demand*“.

Today

One car for all use cases



Tomorrow

The fitting solution for each use case



Source: McKinsey&Company "Automotive revolution - perspective towards 2030"

Croove – expansion of our car sharing business



C A S E lectrified

Introduction of 10 plug-in-hybrid vehicles



S-Class



GLE



GLC



GLC COUPE



C-Class



C-Class
Estate



C-Class
LWB



E-Class



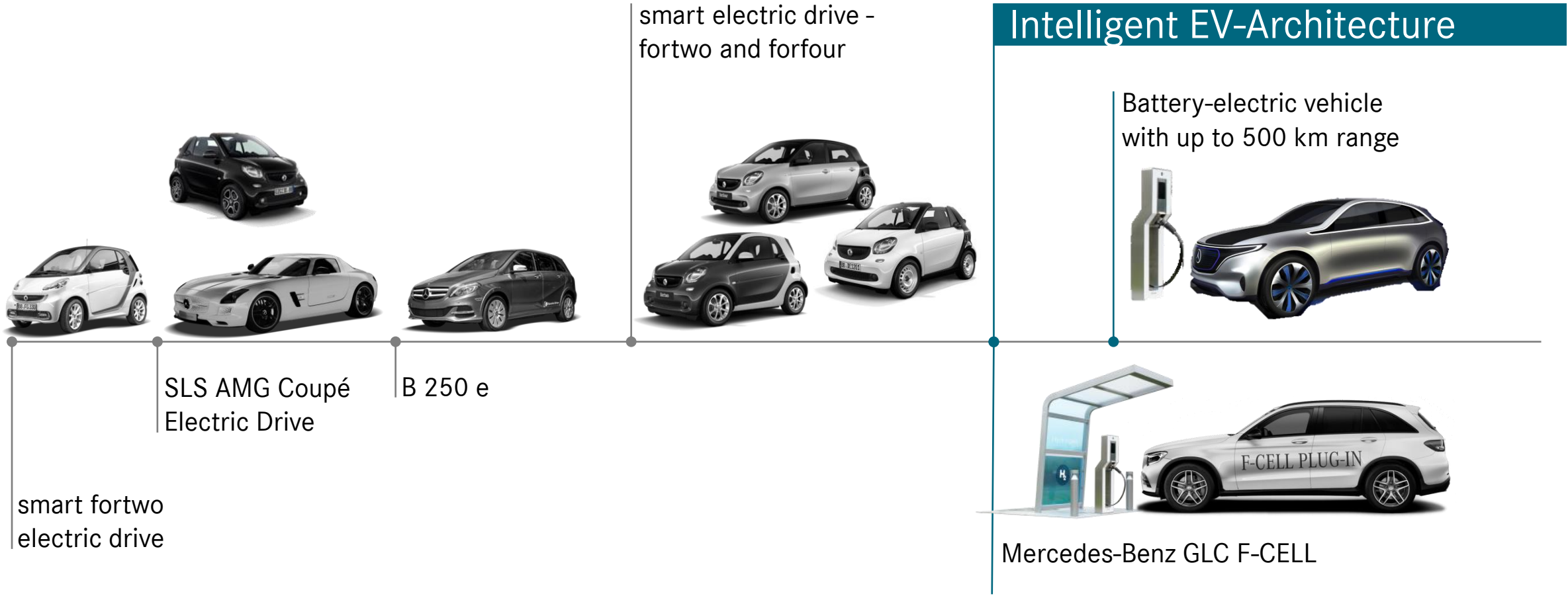
2014

2015

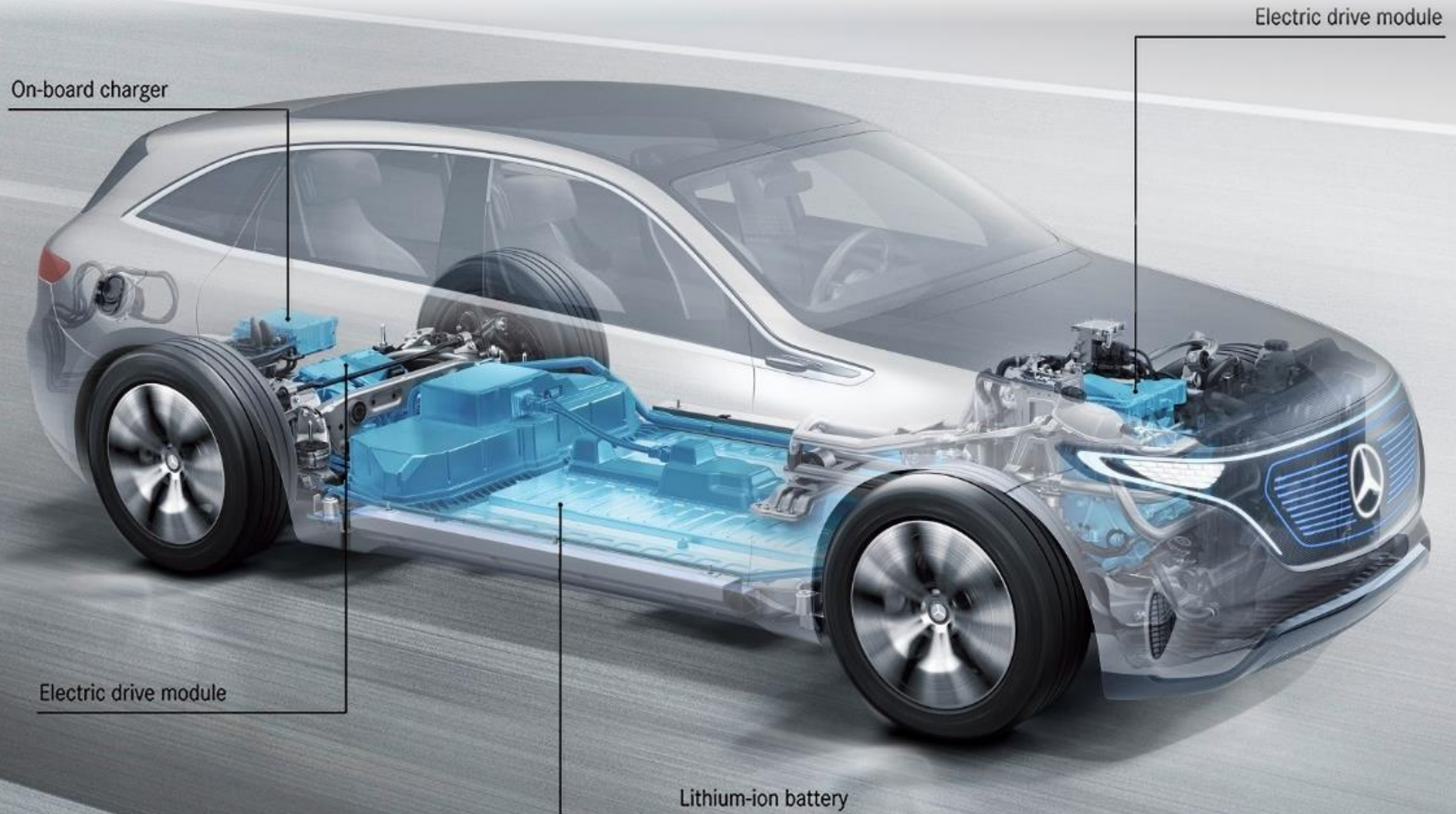
2016

2017

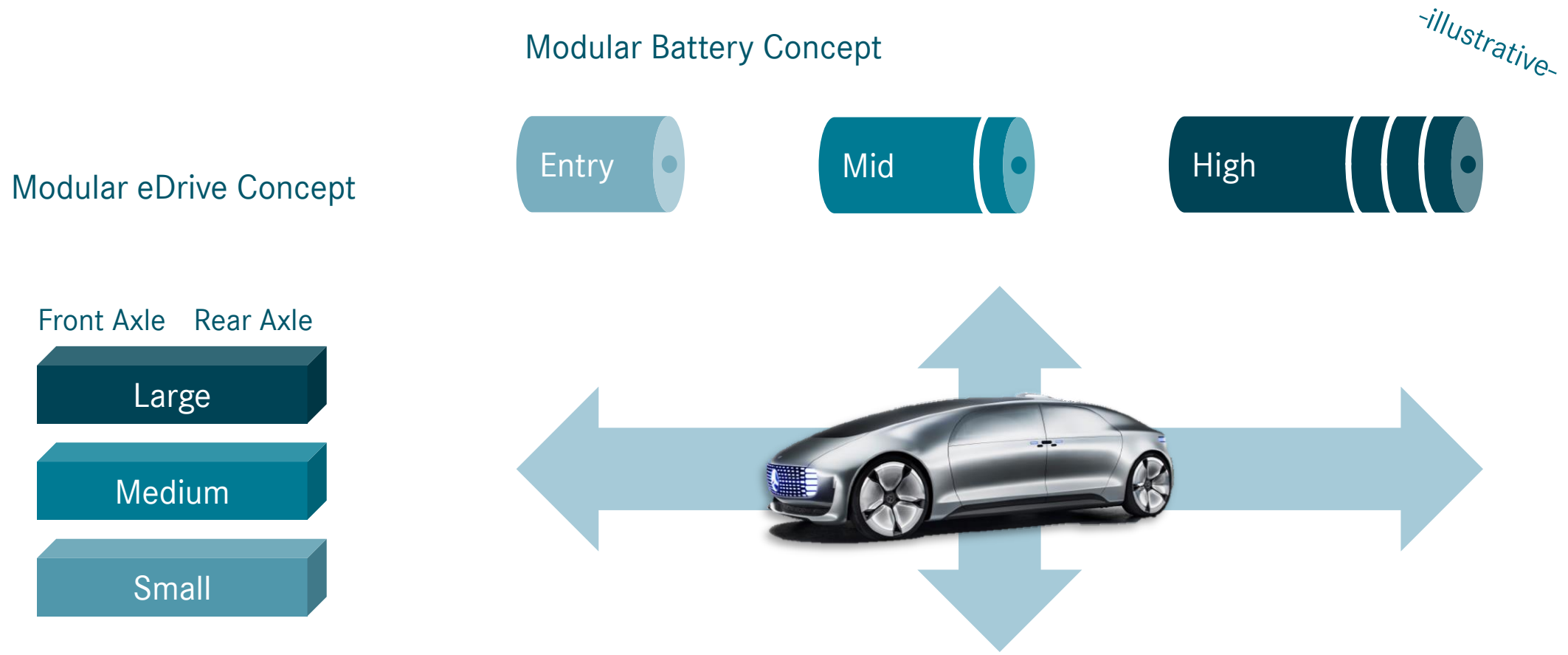
Electric Line Up extended into the Future



Foundation of new Mercedes-Benz electric vehicle strategy



Modular set up of next generation drive train technologies will allow a variety of derivatives



Investment of 500 million euros in our second battery plant in Germany

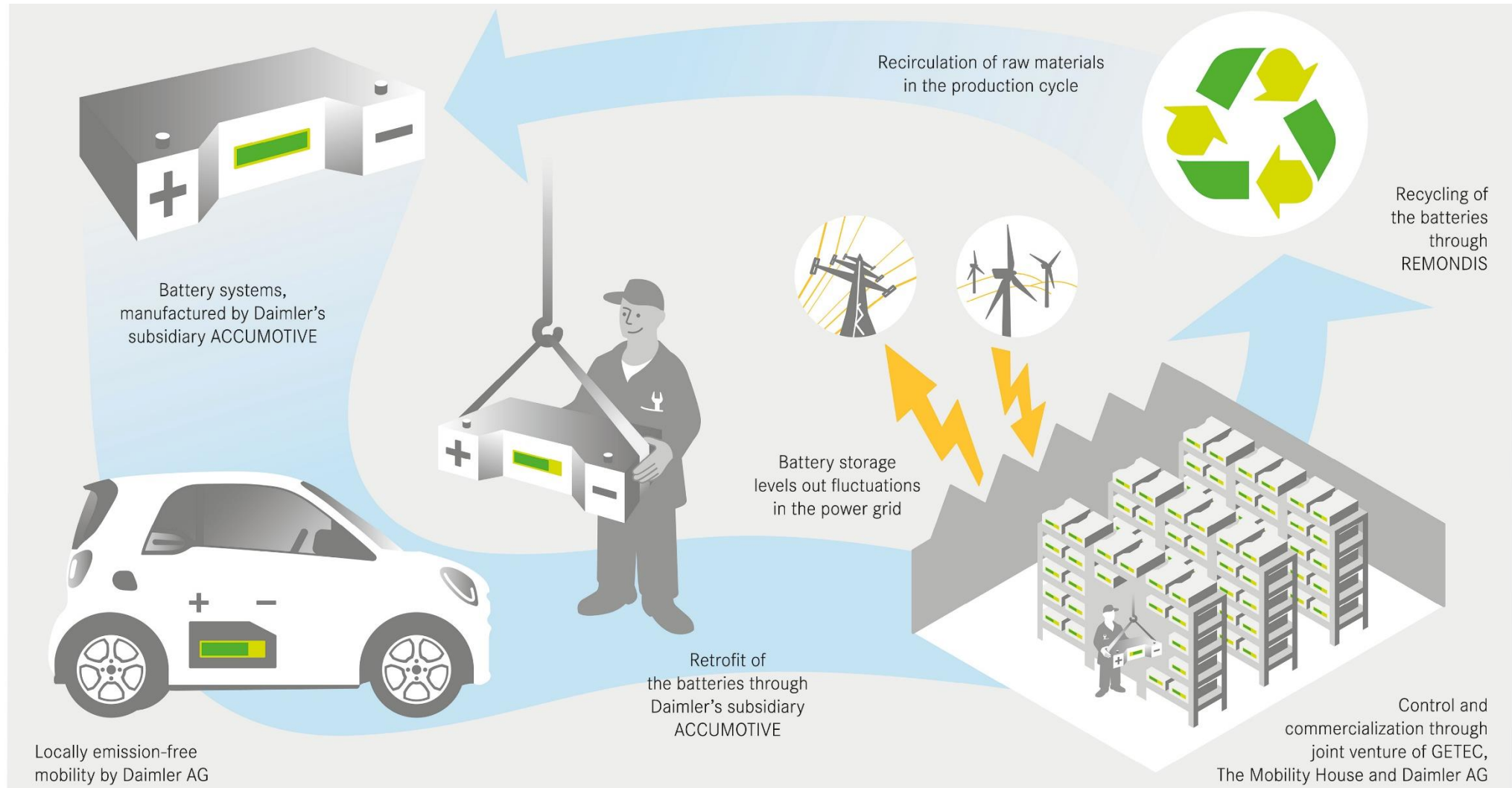


Deutsche ACCUMOTIVE GmbH & Co. KG, Kamenz, Germany

- Production space stocked up from 20,000 to 60,000 m²
- 2nd plant start of operations: summer 2017
- Production of Li-Ion batteries for hybrid as well as electric vehicles and energy storage systems

E-Mobility thought to the end

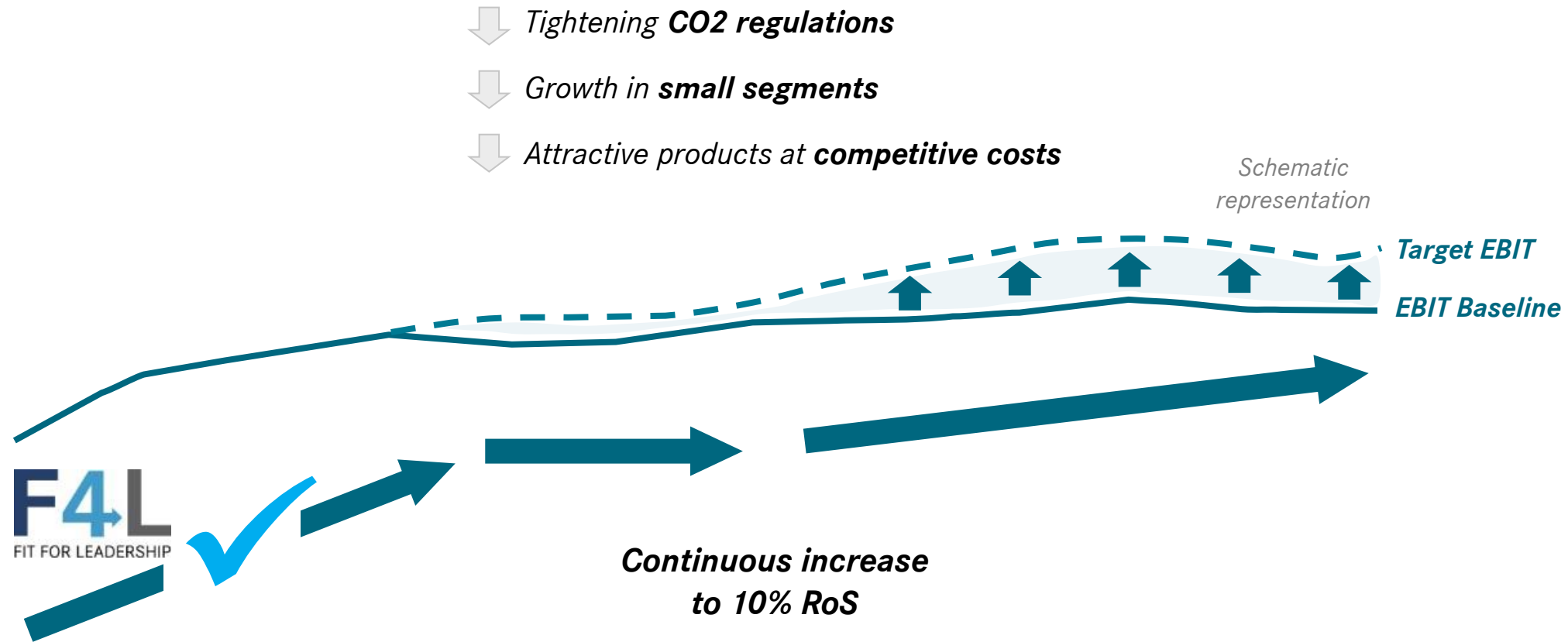
World's largest 2nd-use battery storage is starting up



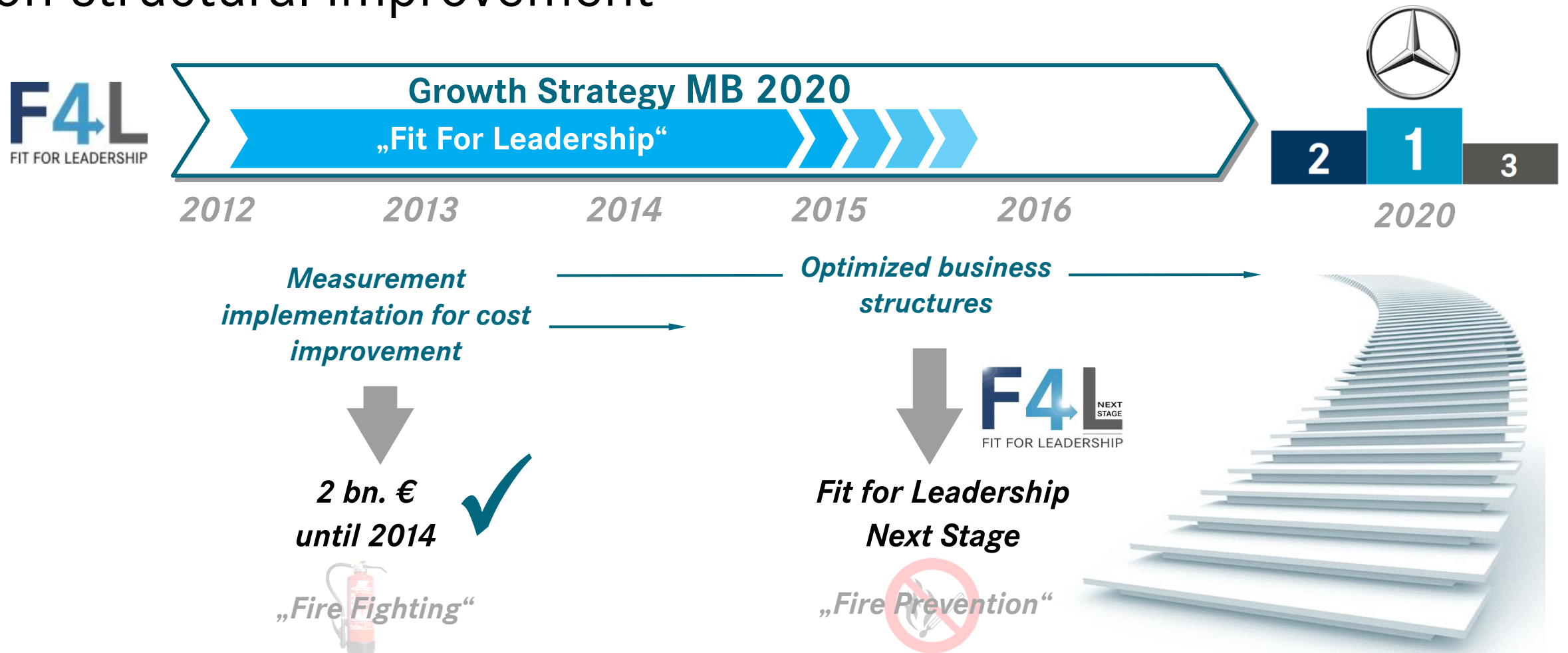
Leadership in Future Mobility will be determined by the combination of the four dimensions



External challenges burden EBIT development mid-term



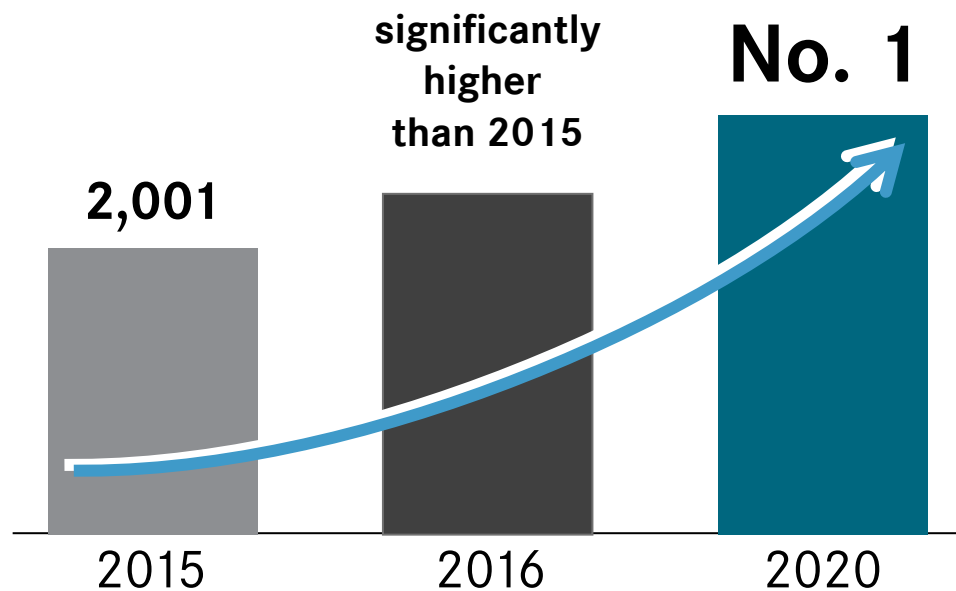
Fit for Leadership was designed as long-term profit optimization of „MB 2020“-strategy. „Next Stage“ will focus on structural improvement



Our target: No.1 premium car manufacturer

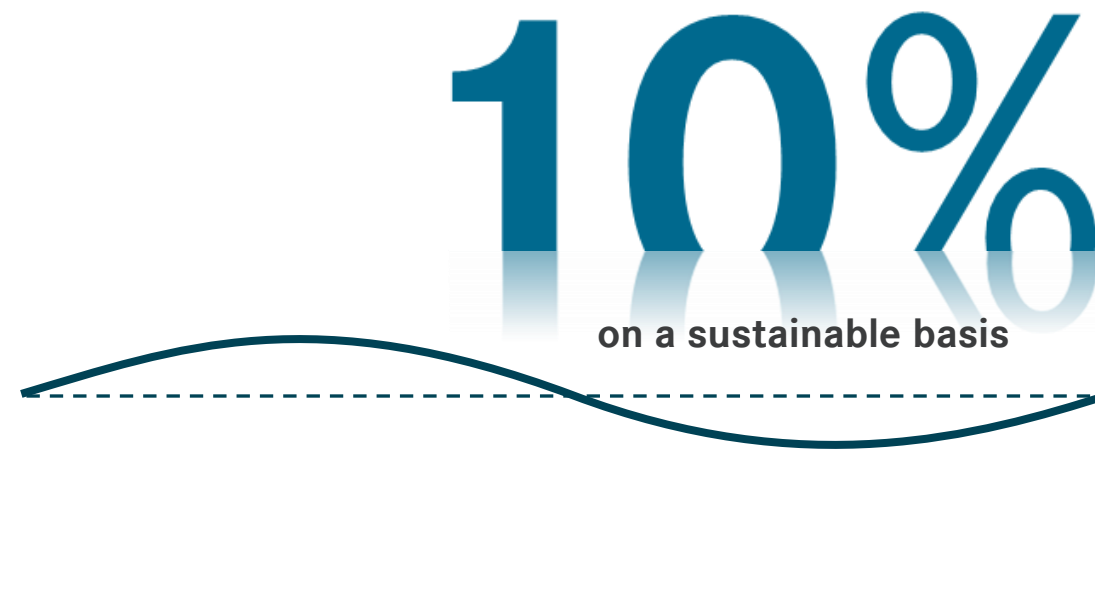
Sales target

In thousand units



Profitability target

Return on Sales in %



Daimler Trucks



Broadest and strongest truck portfolio in our history



Presentation of the Mercedes-Benz Urban eTruck



Our strategy works. We keep on executing it.

Technology Leadership

in efficiency, safety and connectivity



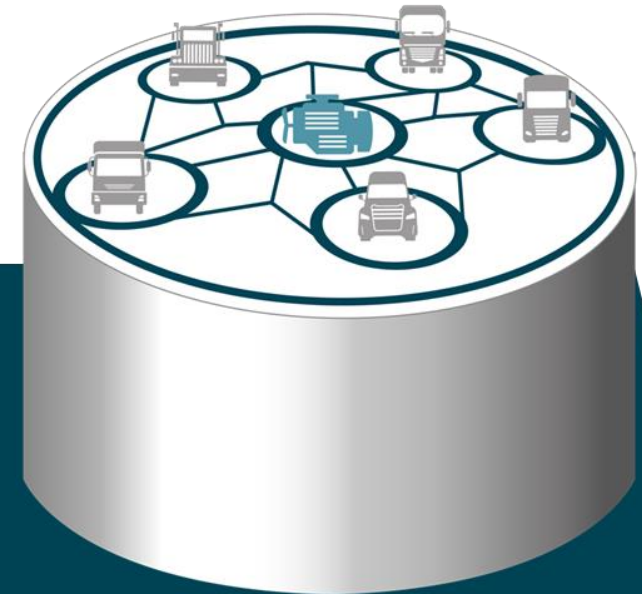
Global Market Presence

in traditional and emerging markets



Intelligent Platform Management

for tailored products and decisive economies of scale



A perfect ten in every respect: the all-new Cascadia

Efficiency

8% less fuel

Advanced powertrain & improved aerodynamics

Safety

Detroit Assurance 4.0

Active Break Assist

Connectivity

Detroit Connect Analytics

Fuel efficiency analysis on fleet level



Efficiency: the most efficient trucks are Daimler Trucks

up to 15%

less fuel than previous model



New Generation Mercedes-Benz Actros

up to 8%

less fuel than previous model



New Freightliner Cascadia Evolution

up to 5%

less fuel than previous model



Fuso Super Great V

Efficiency: First to market with electric distribution trucks

Fuso eCanter



- Range up to 100km (4-5 batteries, modular)
- 1,000€/ 10K km lower running costs vs. fuel
- Market introduction end of 2017

Mercedes-Benz Urban eTruck



- Range up to 200km with 212 kWh battery
- Payload 12.8t: on par with conventional truck
- Fit for daily use & profitable: Intelligent Range Management & Truck2Grid Management
- Market introduction end of 2020

Safety: new industry firsts at IAA 2016

Sideguard Assist



- Detecting pedestrians and cyclists
- Warns of collision (visual & acoustic)

Active Brake Assist 4 (ABA 4)



- Detecting pedestrians: an industry first
- Warns driver, initiates braking

Safety: will introduce semi-autonomous trucks to the market by 2020

Future Truck

world premiere



Inspiration Truck

premiere on US highway



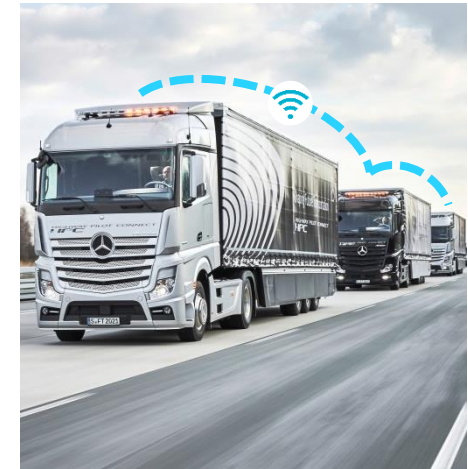
Highway Pilot

test licence for German autobahn



Highway Pilot Connect

world premiere of platooning

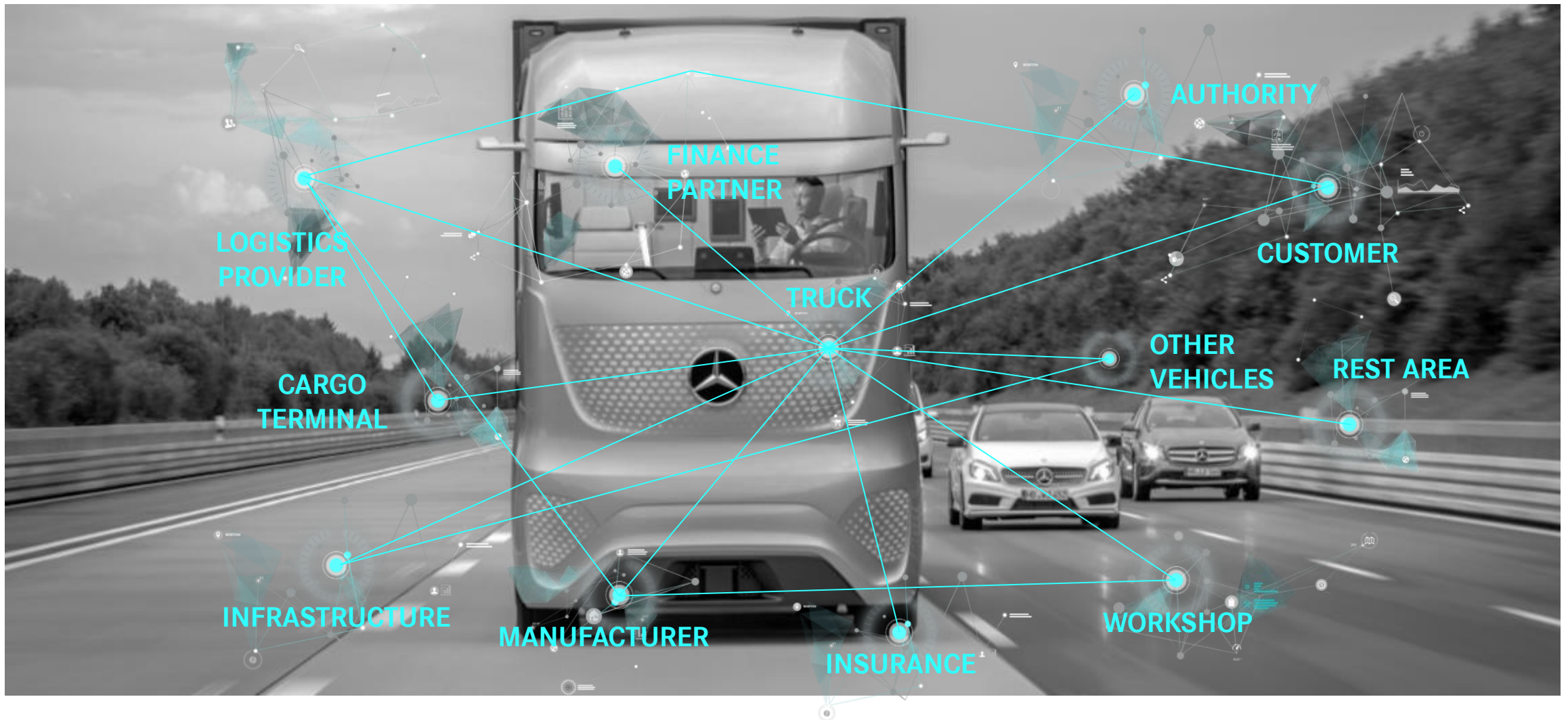


2014

2015

2016

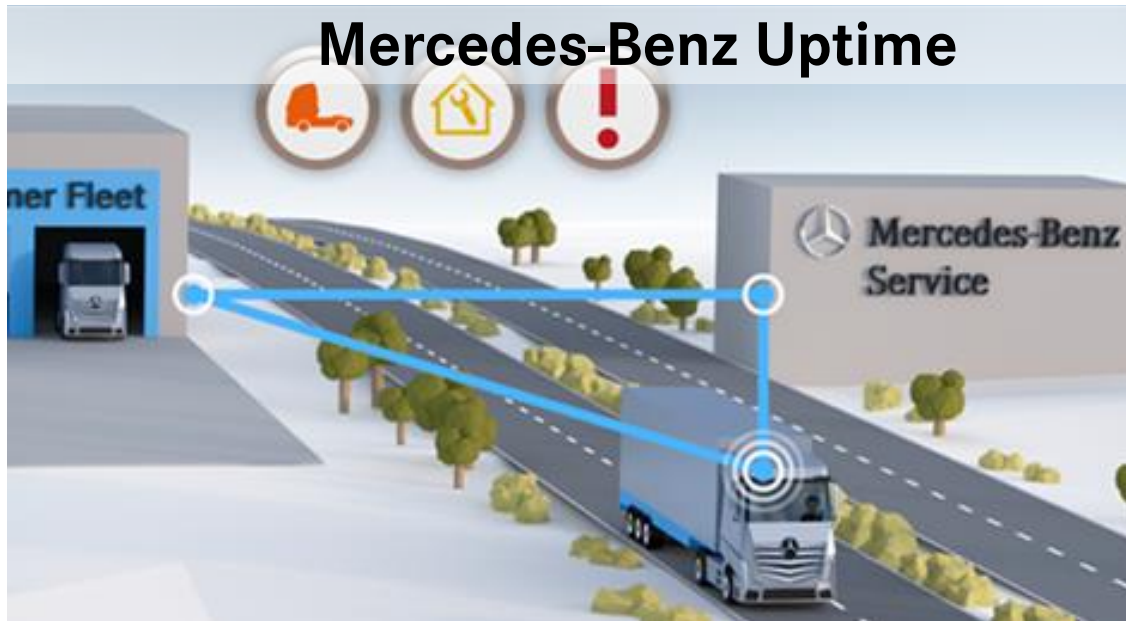
Connectivity: the truck becomes the mobile data center of the logistics network



Connectivity: Platooning has many benefits

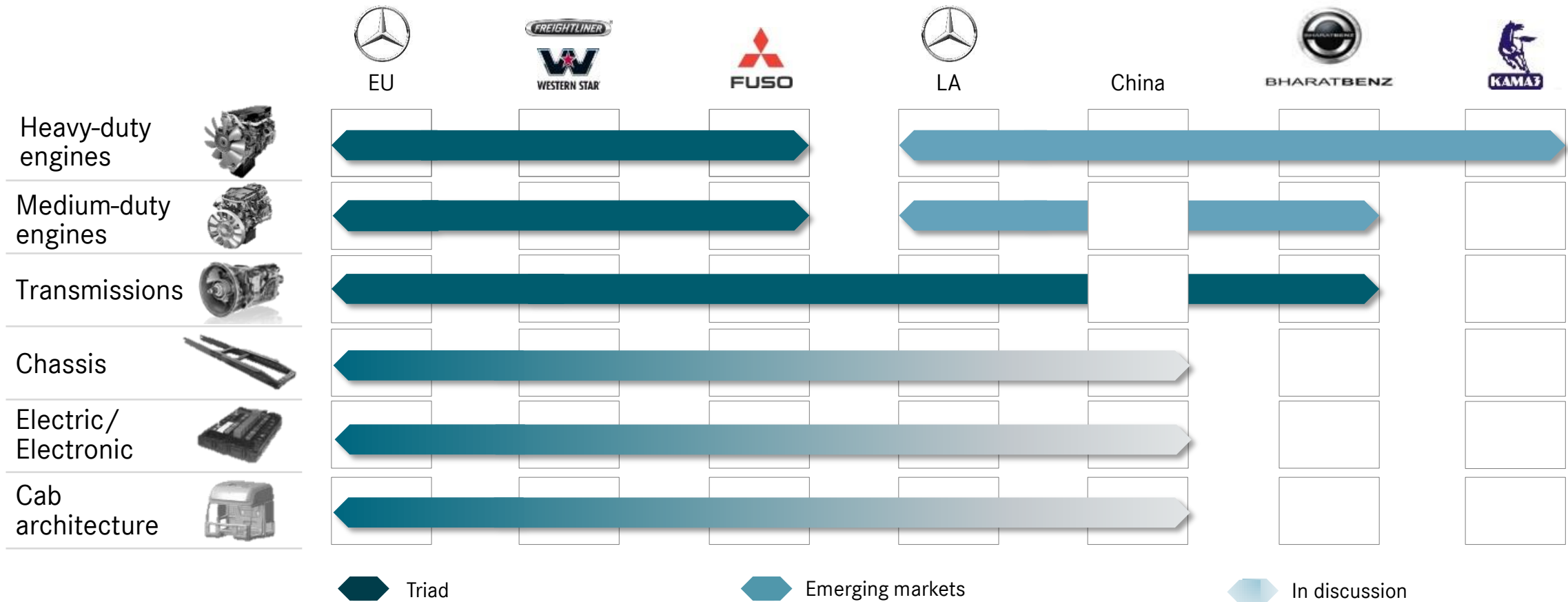


We're already delivering connectivity to our customers



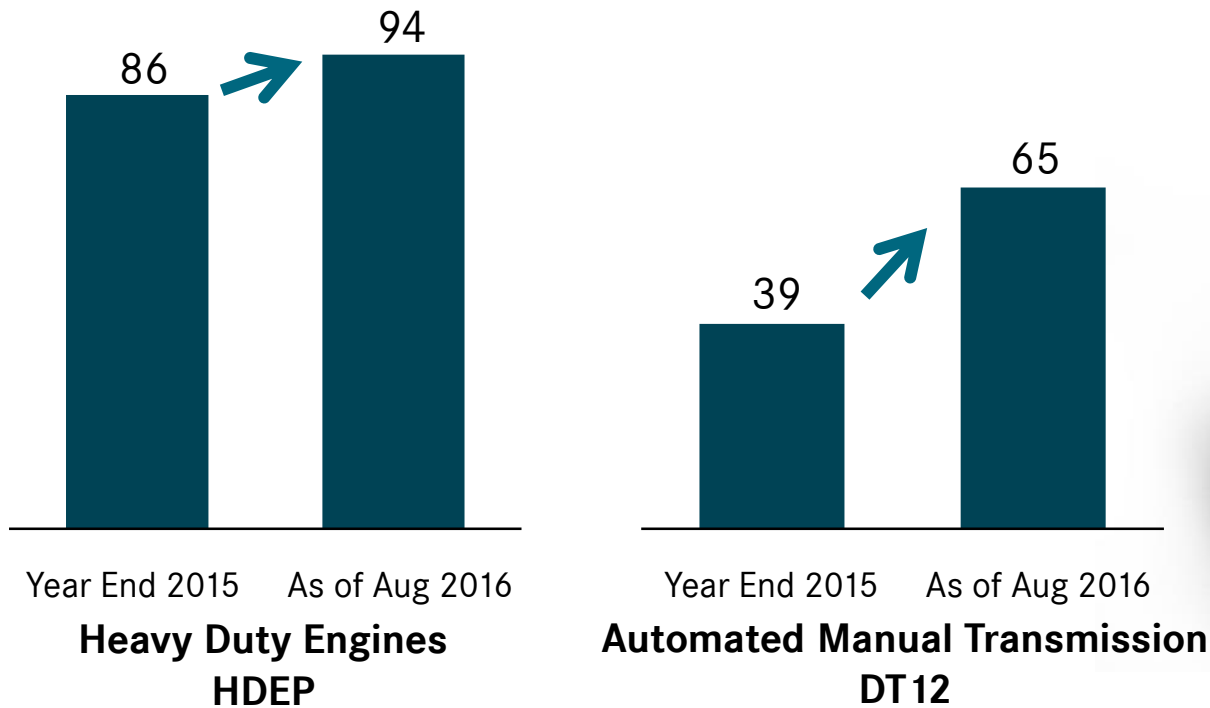
- Improves uptime by analyzing real-time data of truck
 - Detects situations that might lead to breakdowns
 - In case of emergency, “pit-stop” is organized
 - Regular workshop stops are optimized
- „One-stop-shop“ for apps on transport & logistics
 - Open to all industry partners
 - World-premiere at IAA, featuring 15 apps

Roll-out of intelligent platforms continues: most integrated set-up of all Truck manufacturer in the world



Captive component strategy to strengthen undisputed market leadership in NAFTA

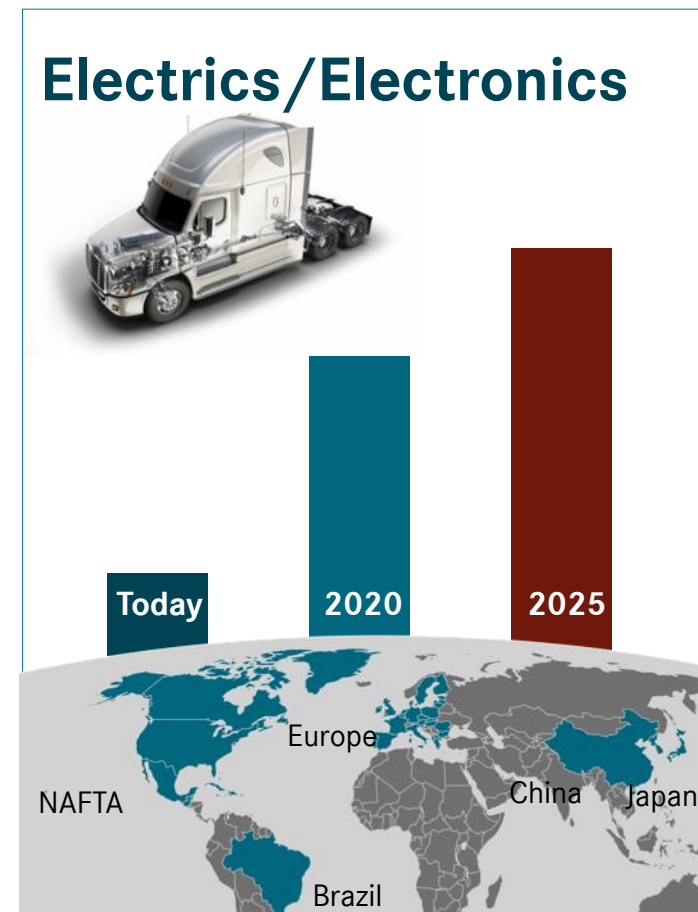
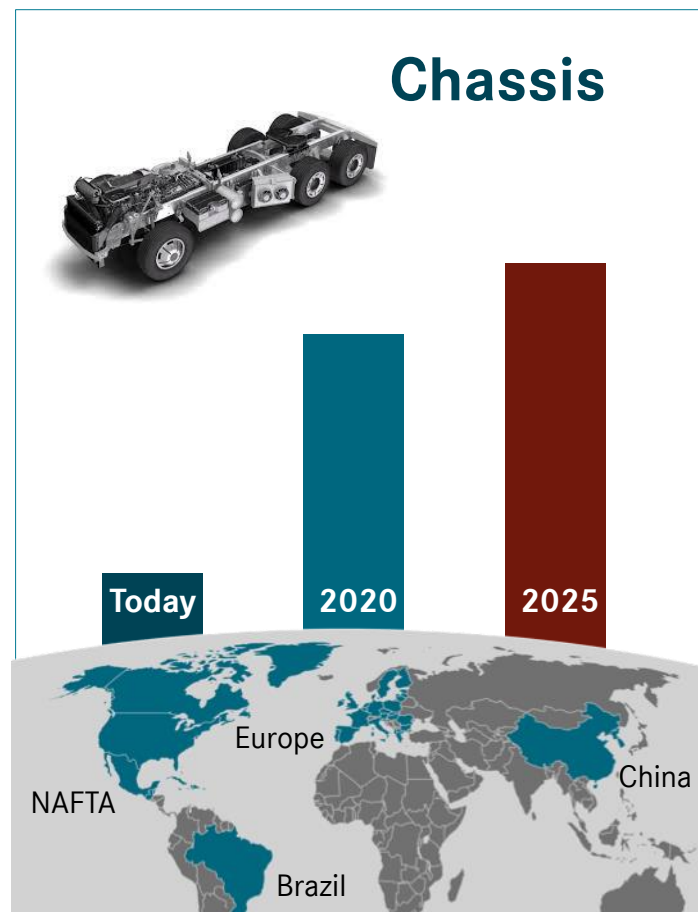
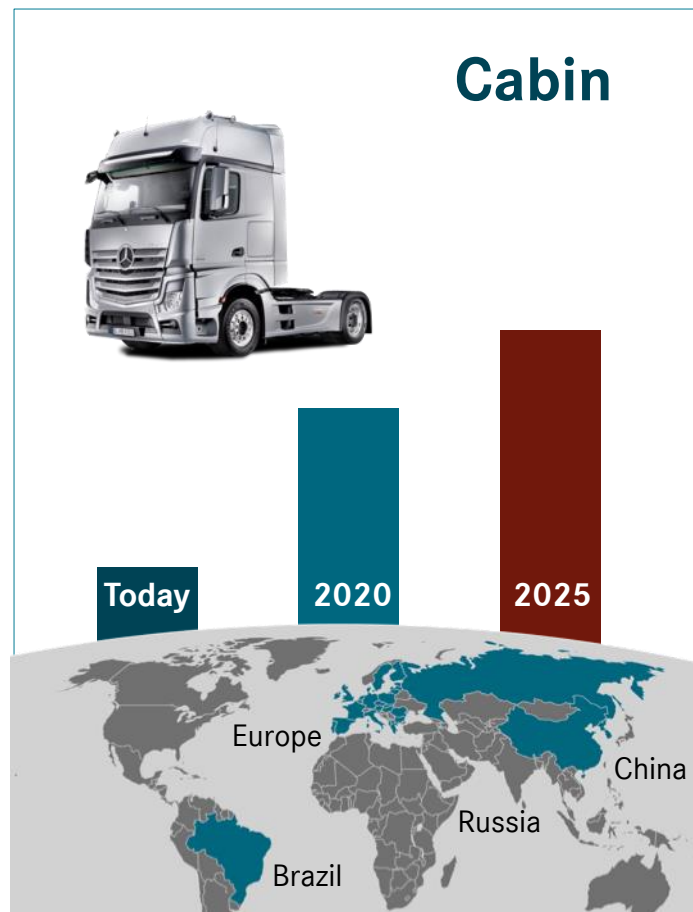
Penetration rate integrated powertrain in %



YTD 2016 numbers are based on invoiced/backlogged units



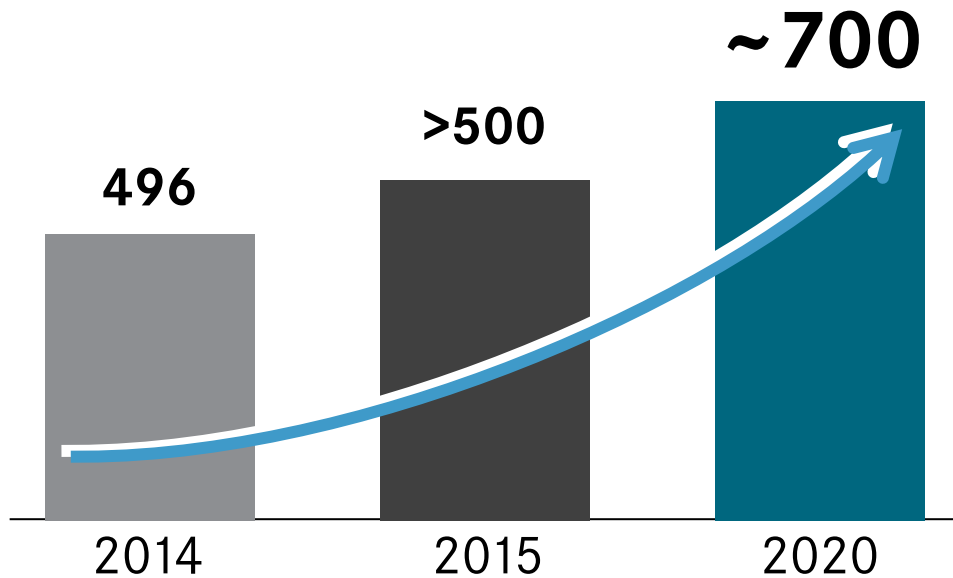
Global Platform Roll-out will secure pass-car-like volumes in next decade for Daimler Trucks



Sticking to our target: undisputed leader in the truck industry

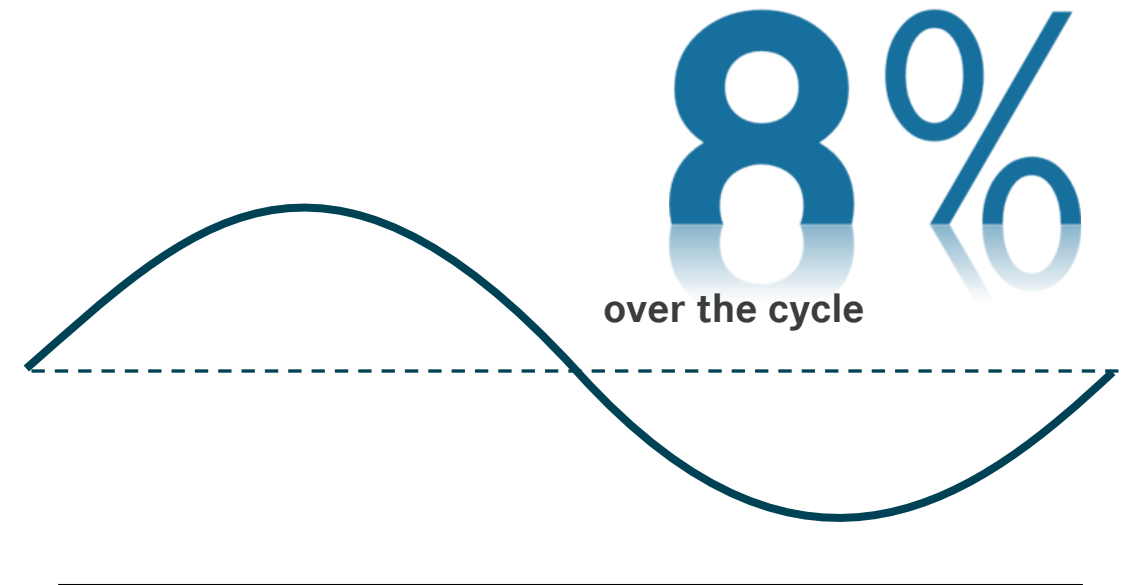
Sales target

In thousand units



Profitability target

Return on Sales in %



Daimler Financial Services

Mercedes-Benz
Financial Services

Mercedes-Benz Bank





Daimler Fleet Management

BHARATBENZ Financial

Daimler Truck Financial

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



- | | | | |
|--|------------------|--|------------|
|  | Financing |  | Banking |
|  | Leasing |  | Carsharing |
|  | Insurance |  | Taxi |
|  | Fleet Management |  | Moovel |

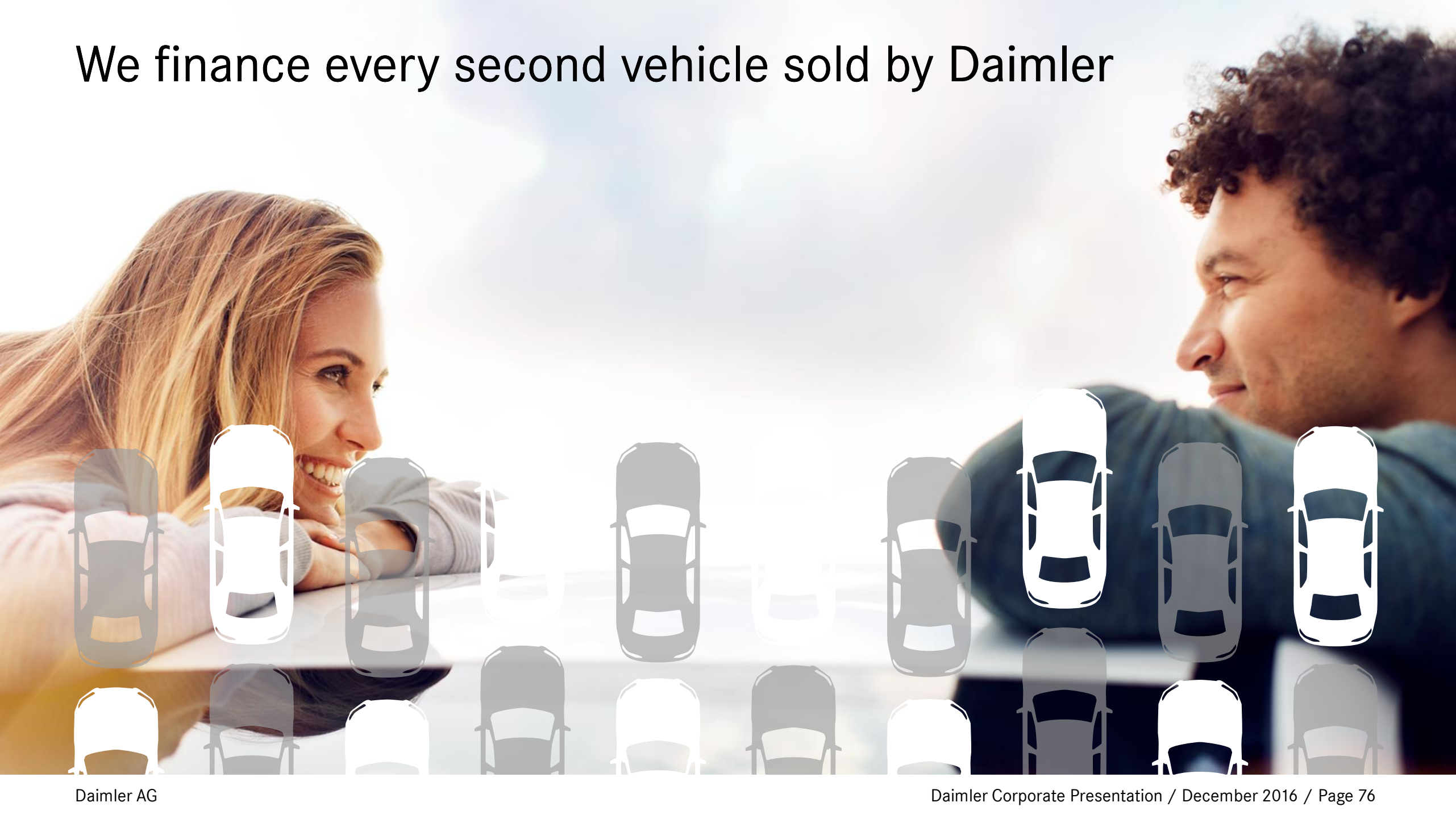
Supporting all Daimler brands



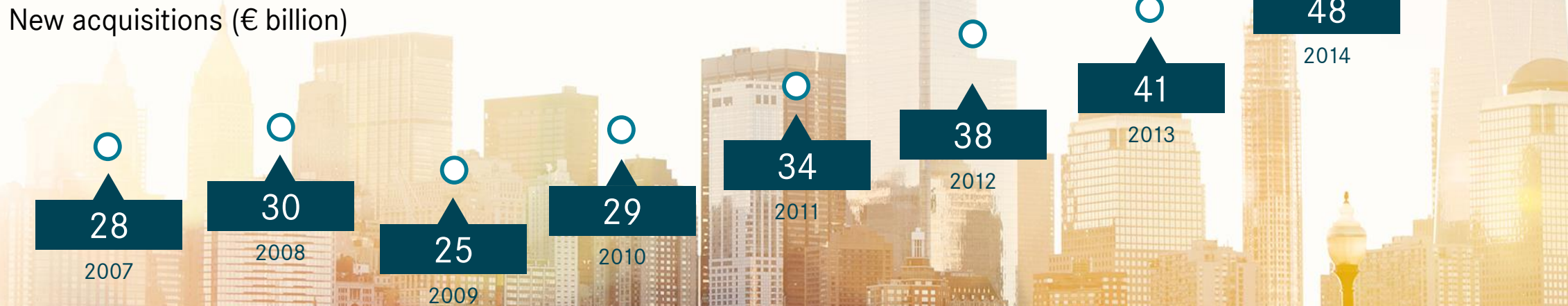
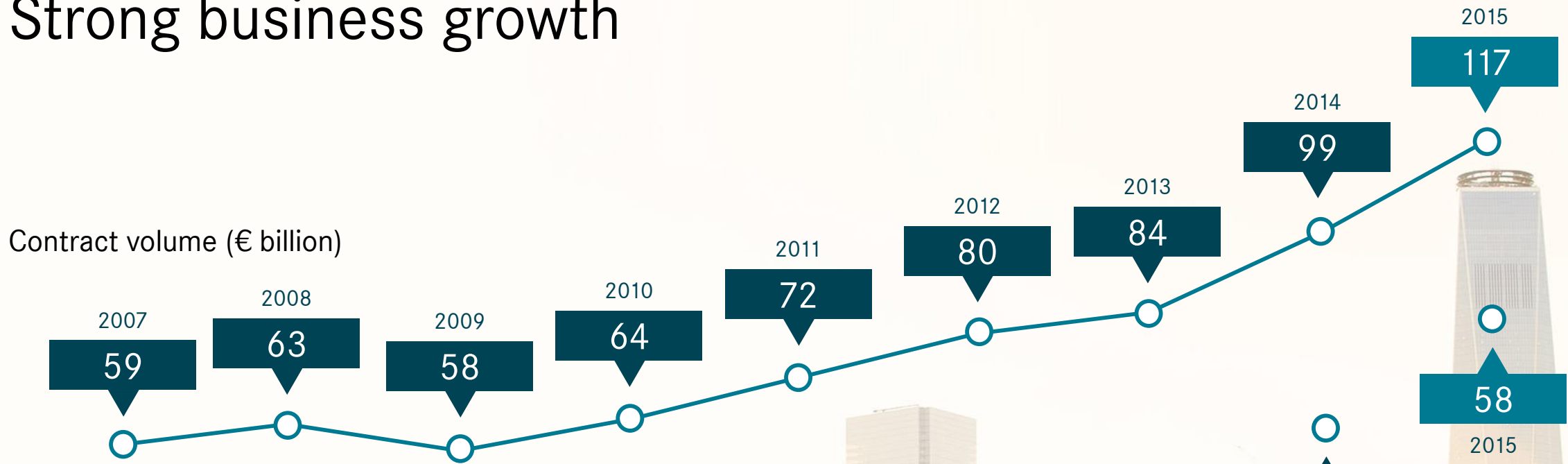
Daimler Financial
Services



We finance every second vehicle sold by Daimler



Strong business growth



We are about to re-invent personal mobility

Selfdriving



Mobility Marketplace



Ride4Hire



BLACKLANE
YOUR PROFESSIONAL DRIVER

MEiNFERNBUS
FLIXBUS

moovel – find, book and pay



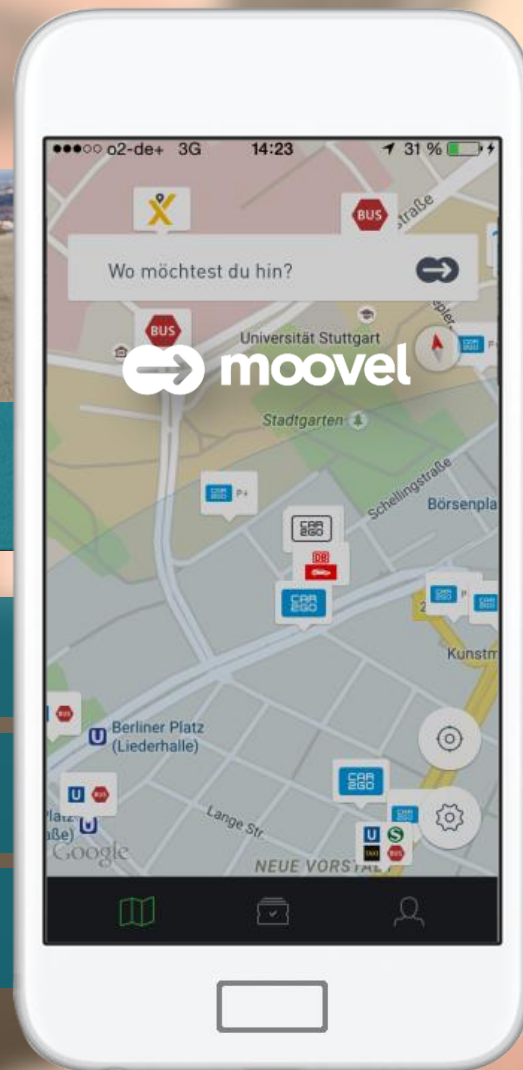
Public transport



Carsharing



Railway



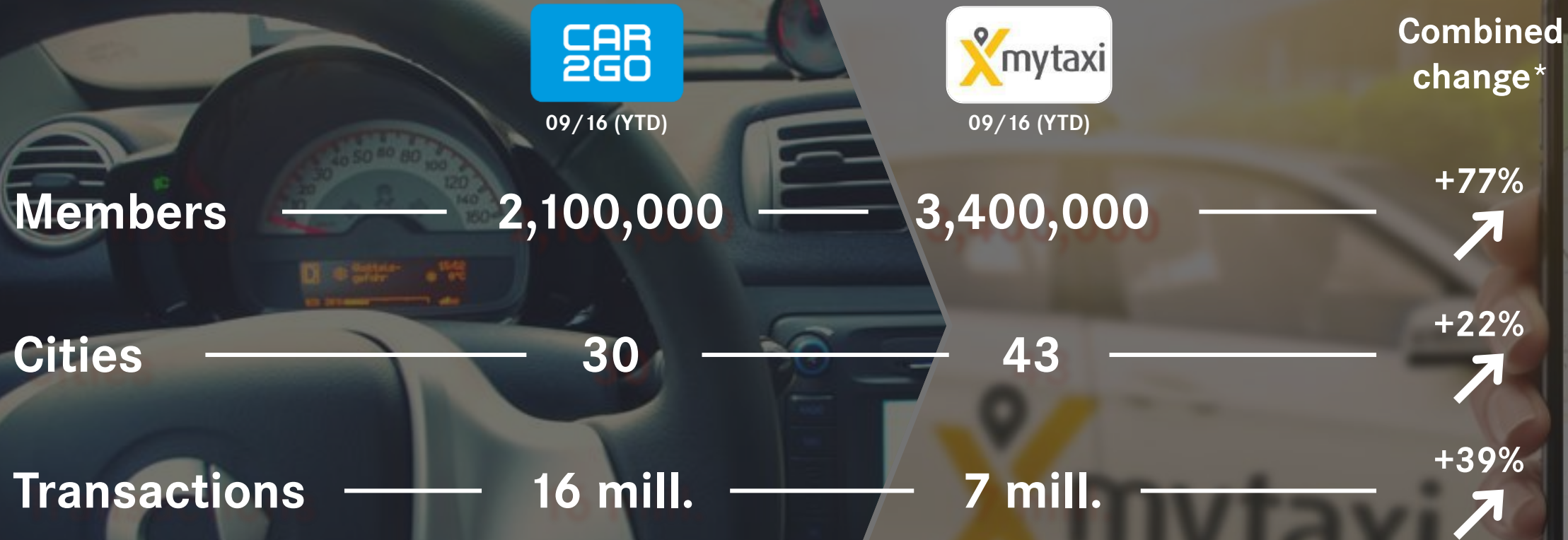
Taxi



Bikesharing



Forging ahead with increasing business in Mobility Services



* car2go and mytaxi combined 09/16 (YTD) vs. 09/15 (YTD)



mytaxi and Hailo create Europe's largest taxi e-hailing company



+



20
million
rides p.a.

100,000
registered
taxi drivers

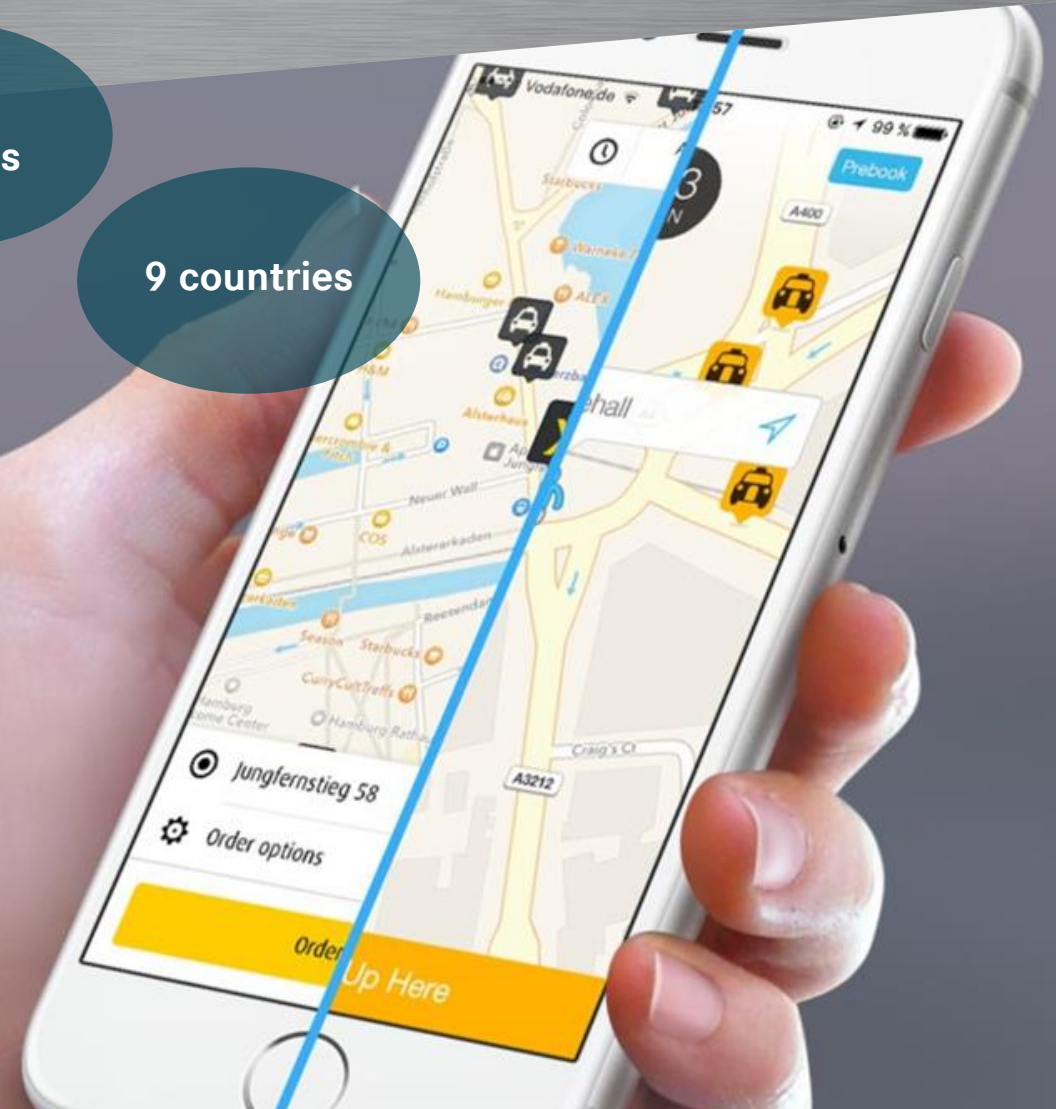
over
50 cities

9 countries

The two innovative leaders in the field of taxi e-hailing are joining forces

Customers enjoy various forms of mobility with a transparent overview and easy-to-pay services

Another strategic step in making Daimler Financial Services a leader of mobility solutions and platforms



Financing with just a few clicks: AutoGravity



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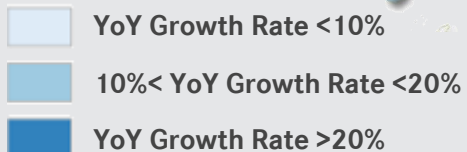
China

Appendix



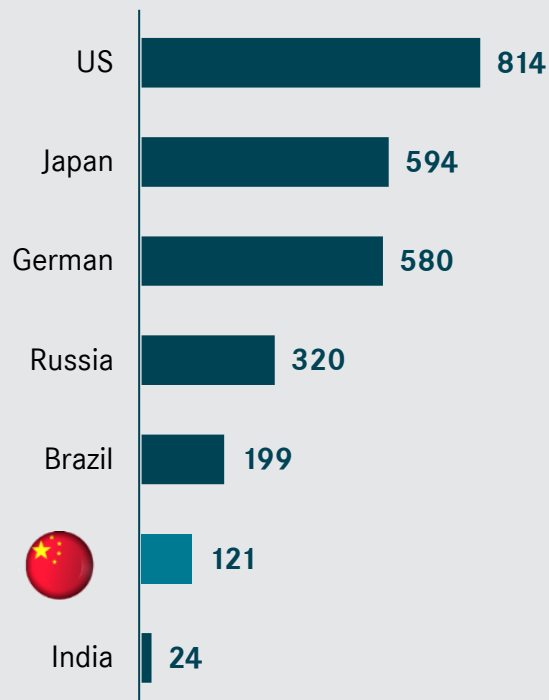
The fundamentals remain unchanged

Regional Potentials



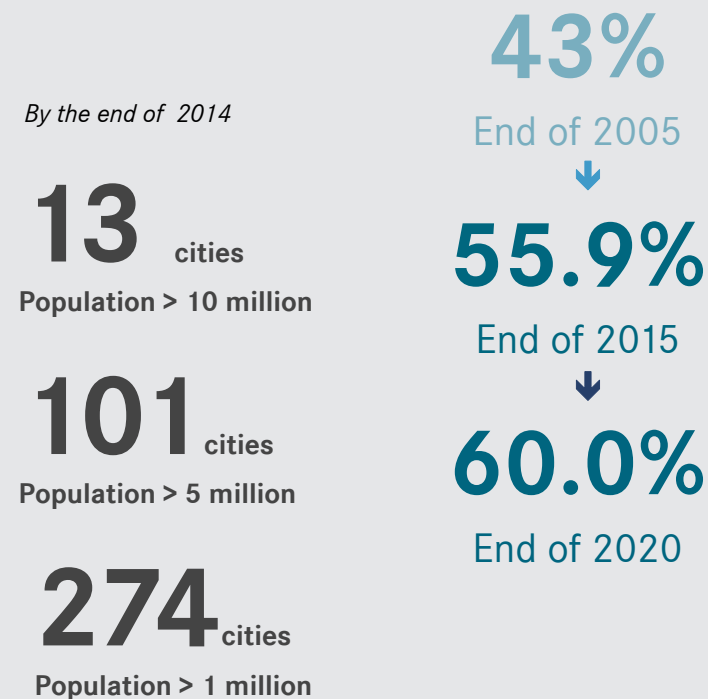
Note: New Car Registration YoY Growth rate 2015

Low Car Density



Light Vehicle per 1,000 people
(in units in I2015, IHS Report)

Urbanization

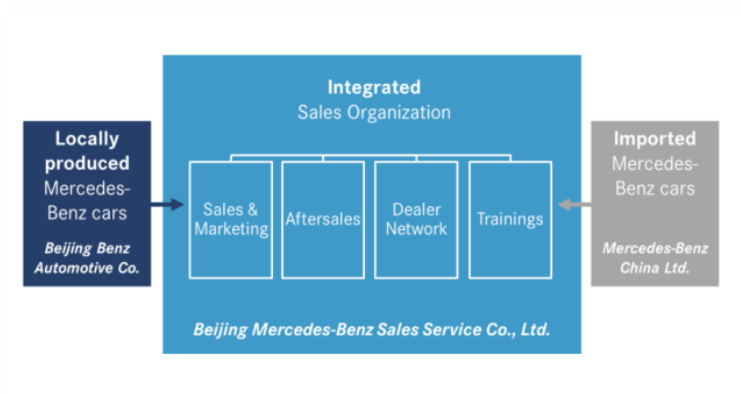


Source: NBSC,
Calculation by MI

Daimler in China



The 6 key initiatives start to pay off



Integrated Sales Organization



Expansion Dealer Network



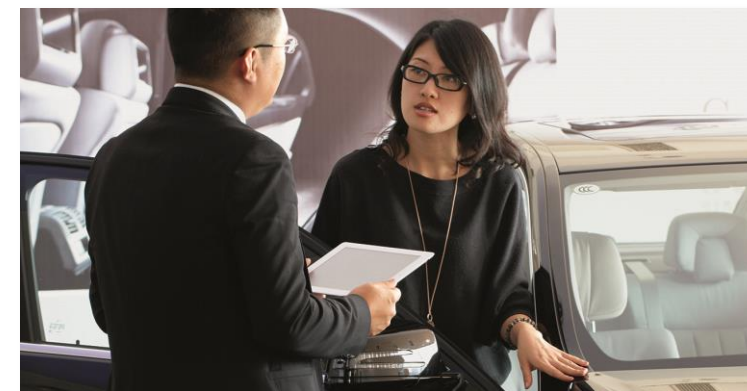
Extension Product Portfolio



Extension Local Production



Extension Local R&D



Leverage Financial Services

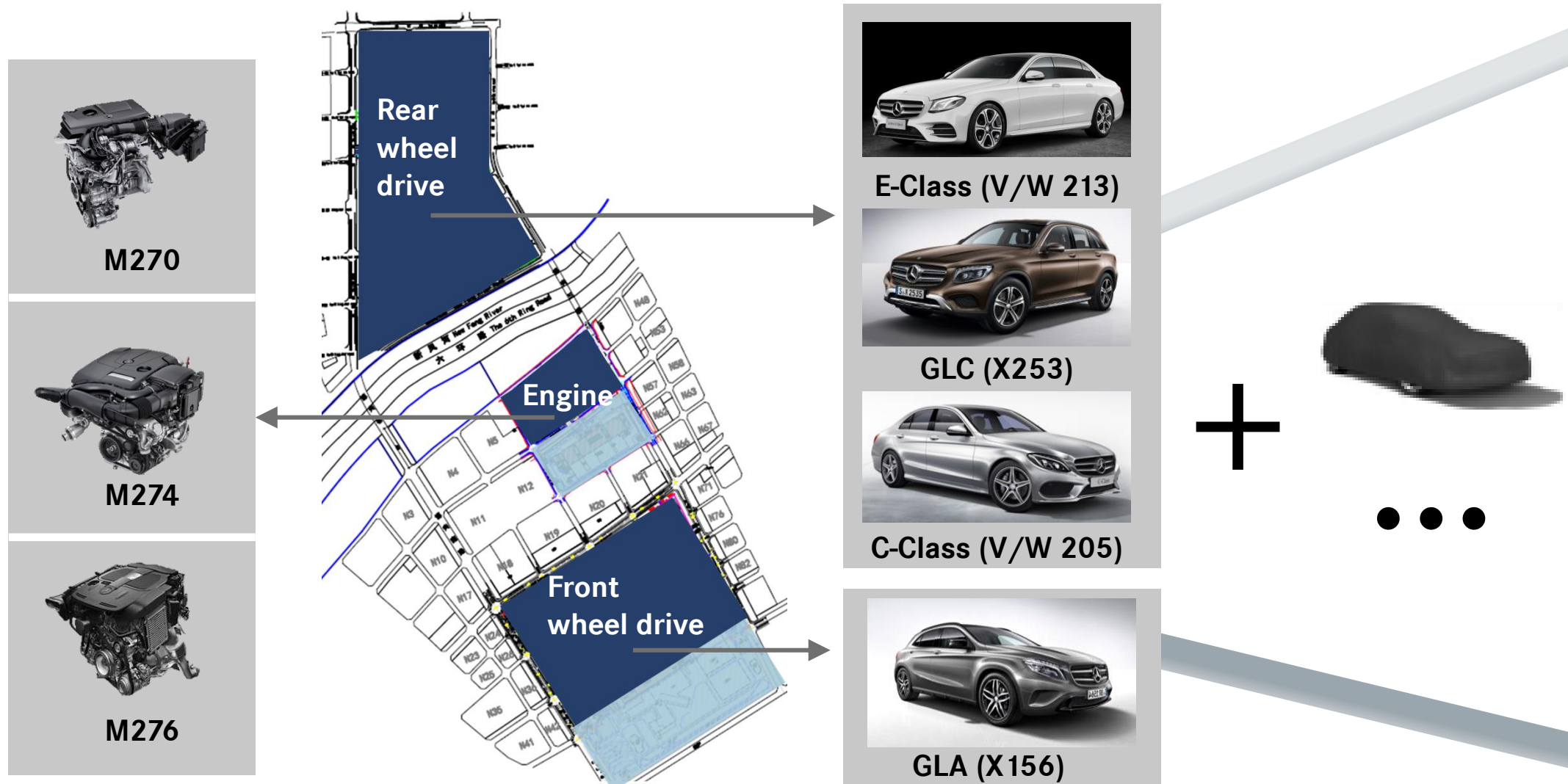
Mercedes-Benz Cars in China: huge sales growth with increasing share of locally produced vehicles

- in thousands of units -

■ imported
■ locally produced

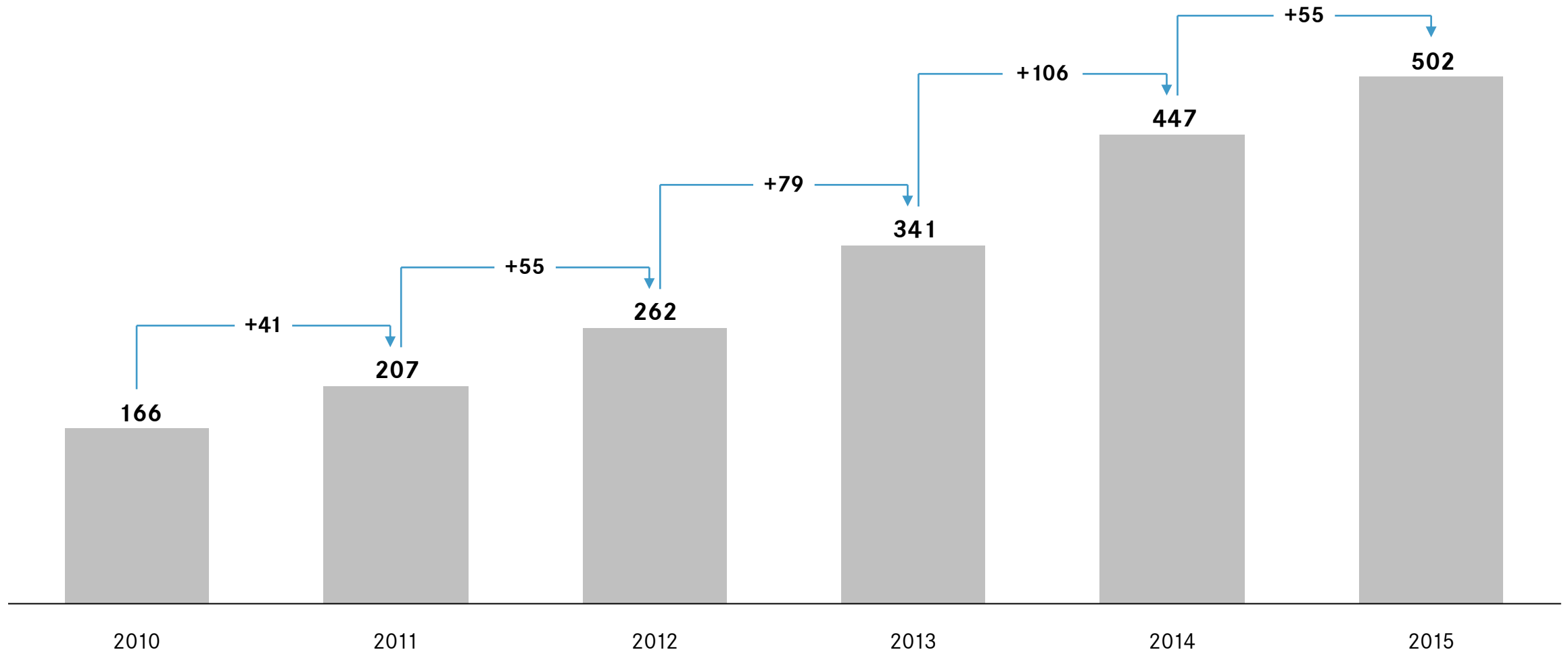


Made in China for China: we're producing four car models and three engine models at BBAC



Mercedes-Benz Network Development in China

Number of Outlets



We are managing our network for the future: hardware



We are managing the network for the future: software



Consistency in sales quality



Profitable growth of franchise business

The superlative new E-Class Long Wheelbase comes to market right now!



The locally produced V-Class and Vito were introduced to the China market this year



All new V-Class
Launched in March

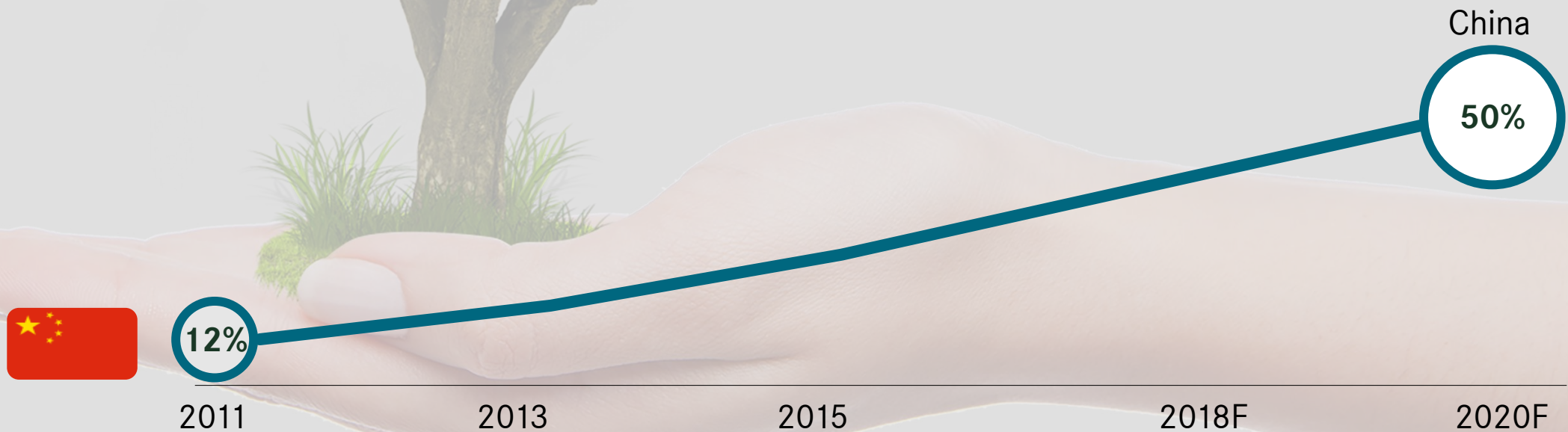


All new Vito
Launched in September



Demand for Auto Financing is increasing and we will make sure we have our share...

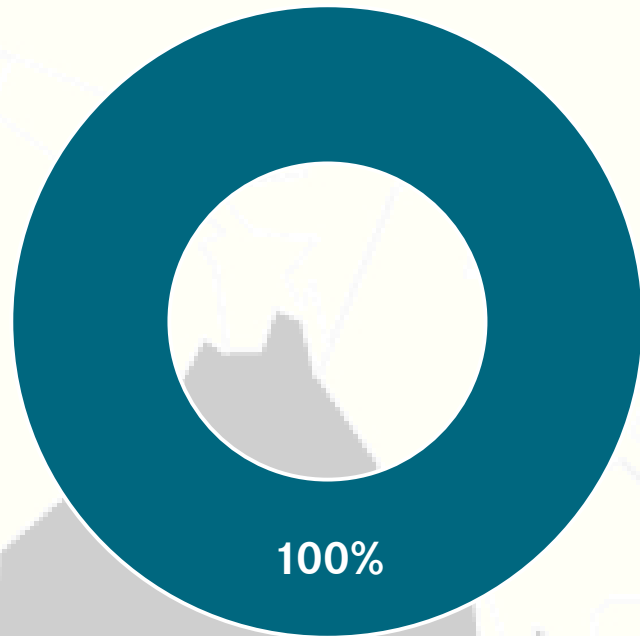
MBFS penetration rate will mature over time to the level of the global DFS penetration rate.



...by covering customers' finance, leasing & insurance needs based on a solid shareholding structure

Portfolio as of
2016 Sep YTD

53 Billion RMB

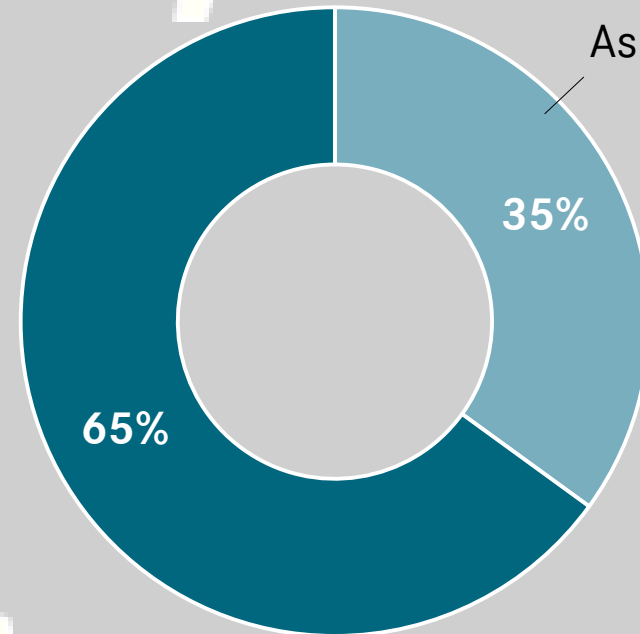


■ Daimler

Mercedes-Benz Auto Finance Ltd.

4 Billion RMB

As of March 2015



■ BAIC ■ Daimler

Mercedes-Benz Leasing Co., Ltd.

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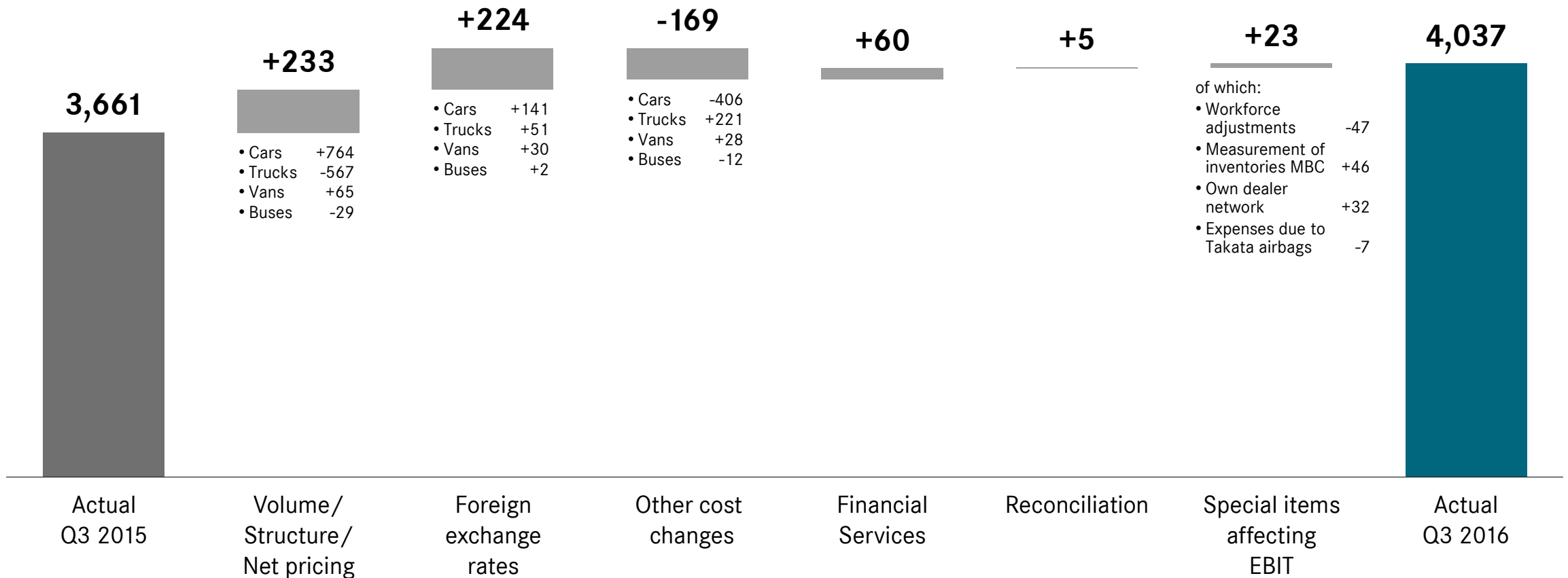
China

Appendix



Group EBIT in Q3 2016

- in millions of euros -



Special items affecting EBIT (I)

	Q3		January-September	
	2015	2016	2015	2016
Mercedes-Benz Cars				
Restructuring of own dealer network	+21	+41	-15	+20
Relocation of headquarters of MBUSA	+1	-	-10	-
Sale of real estate in the United States	-	-	+87	-
Expenses in connection with Takata airbags	-	-	-	-460
Profit/loss in connection with remeasurement of inventories	-	+46	-	-238
Settlement in connection with patent dispute	-	-	-	-64
Daimler Trucks				
Workforce adjustments	-10	-49	-35	-83
Restructuring of own dealer network	-4	+3	-23	-4
Sale of Atlantis Foundries	-	-	-55	-

in millions of euros

Special items affecting EBIT (II)

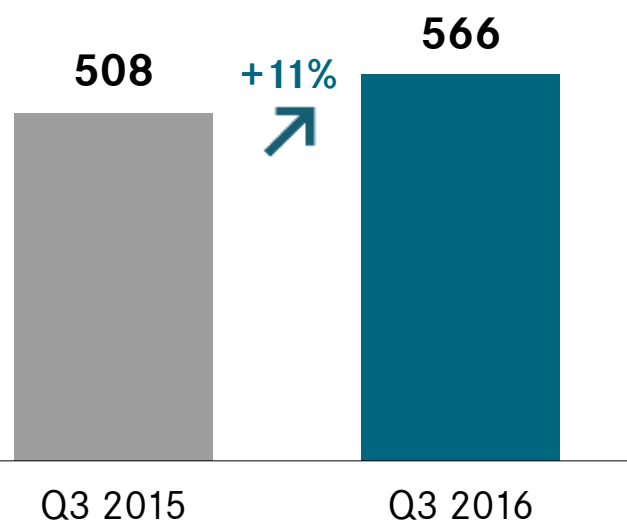
	Q3		January-September	
	2015	2016	2015	2016
Mercedes-Benz Vans				
Restructuring of own dealer network	-3	-	-11	-3
Relocation of headquarters of MBUSA	-	-	-2	-
Expenses in connection with Takata airbags	-	-7	-	-70
Workforce adjustments in Germany	-	-	-	-30
Daimler Buses				
Restructuring of own dealer network	-1	+1	-2	0
Workforce adjustments	-	-8	-	-8
Reconciliation				
Expenses related to legal proceedings	-	-	-	-400
Impairment of investment in BAIC Motor	-	-	-	-244
Losses from currency transactions (not allocated to business operations)	-	-	-	-241
Contribution of shares of Renault and Nissan to pension plan assets	-	-	-	+605

in millions of euros

Mercedes-Benz Cars: continued business growth based on strong product portfolio

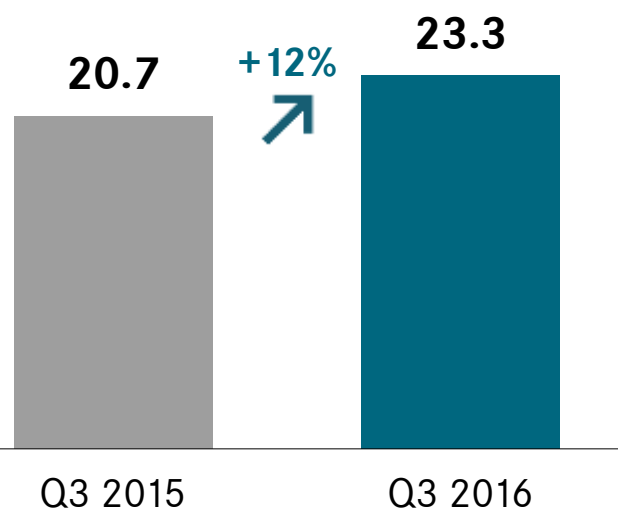
Unit sales

- in thousands of units -



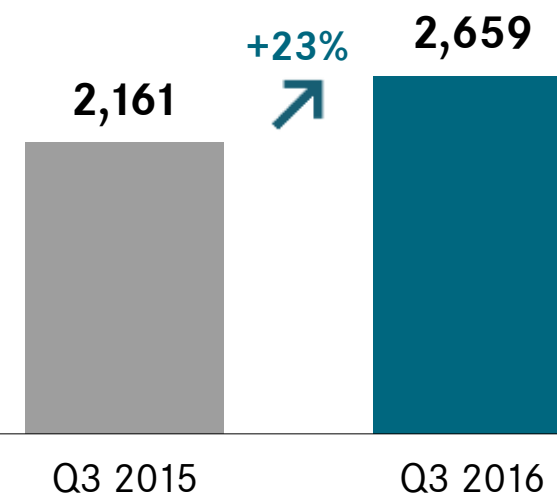
Revenue

- in billions of euros -



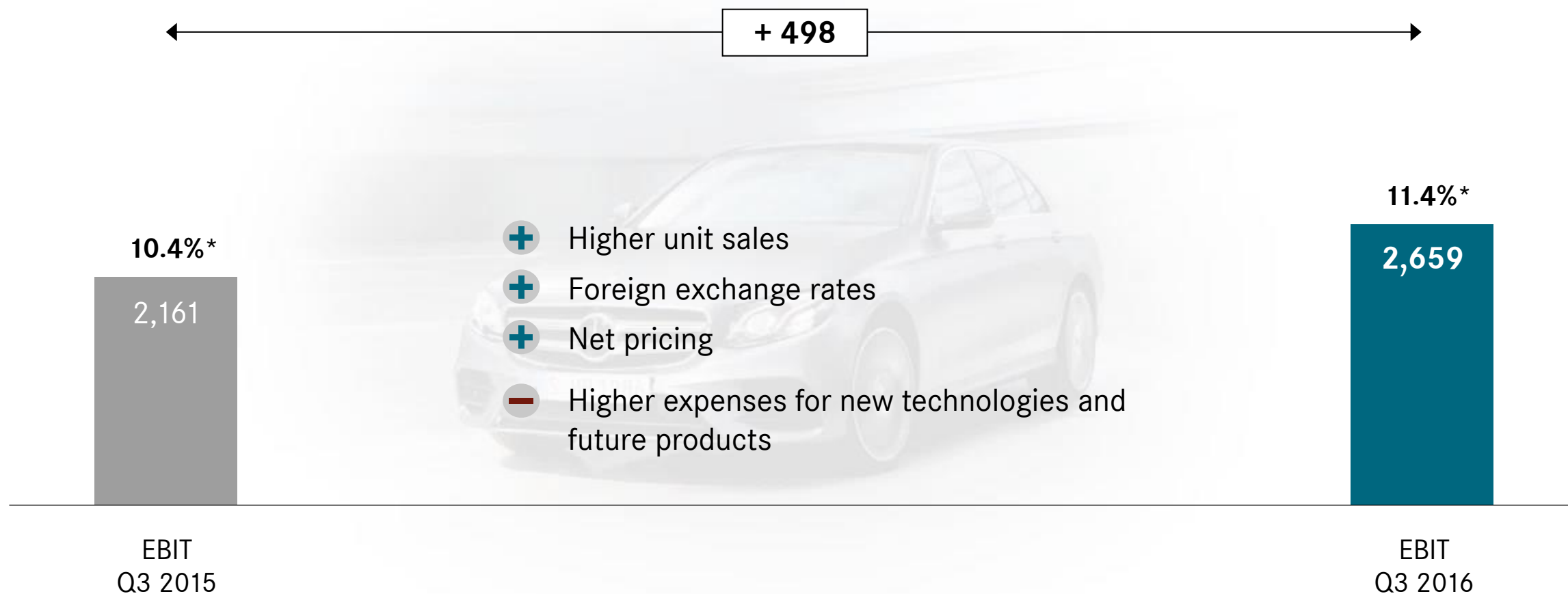
EBIT adjusted for special items

- in millions of euros -



Mercedes-Benz Cars: EBIT adjusted for special items

- in millions of euros -

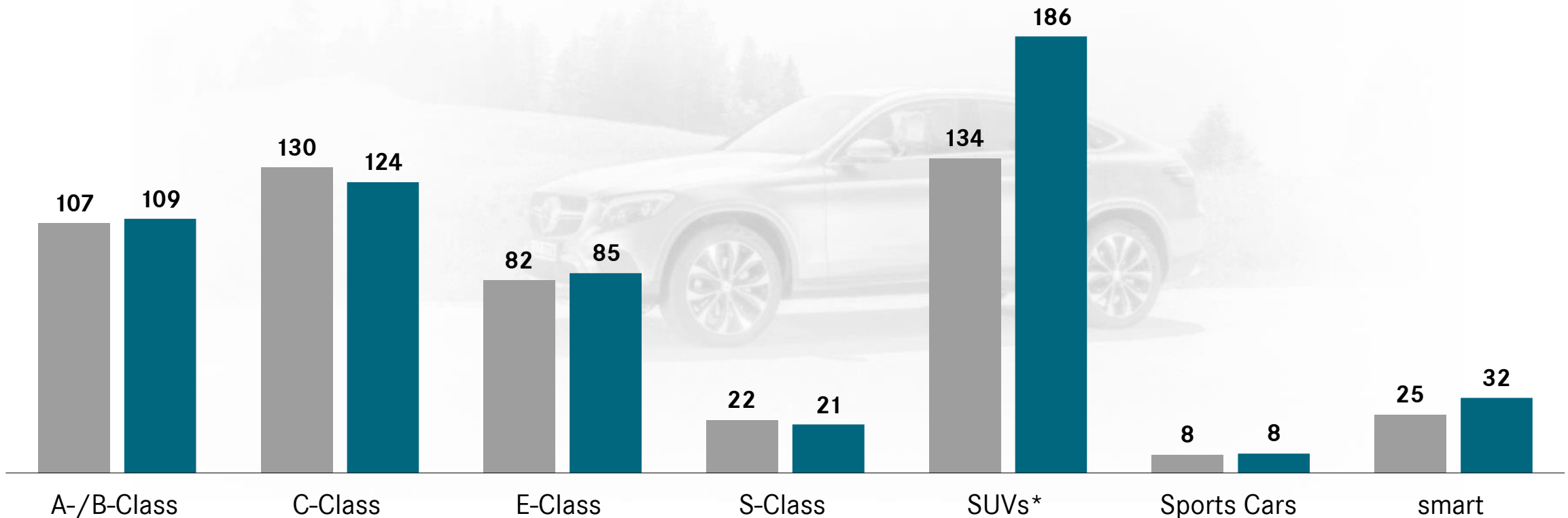


* Return on sales

Mercedes-Benz Cars: sales increase to 566,000 units (+11%) reflecting our strong product line-up

- in thousands of units -

■ Q3 2015
■ Q3 2016

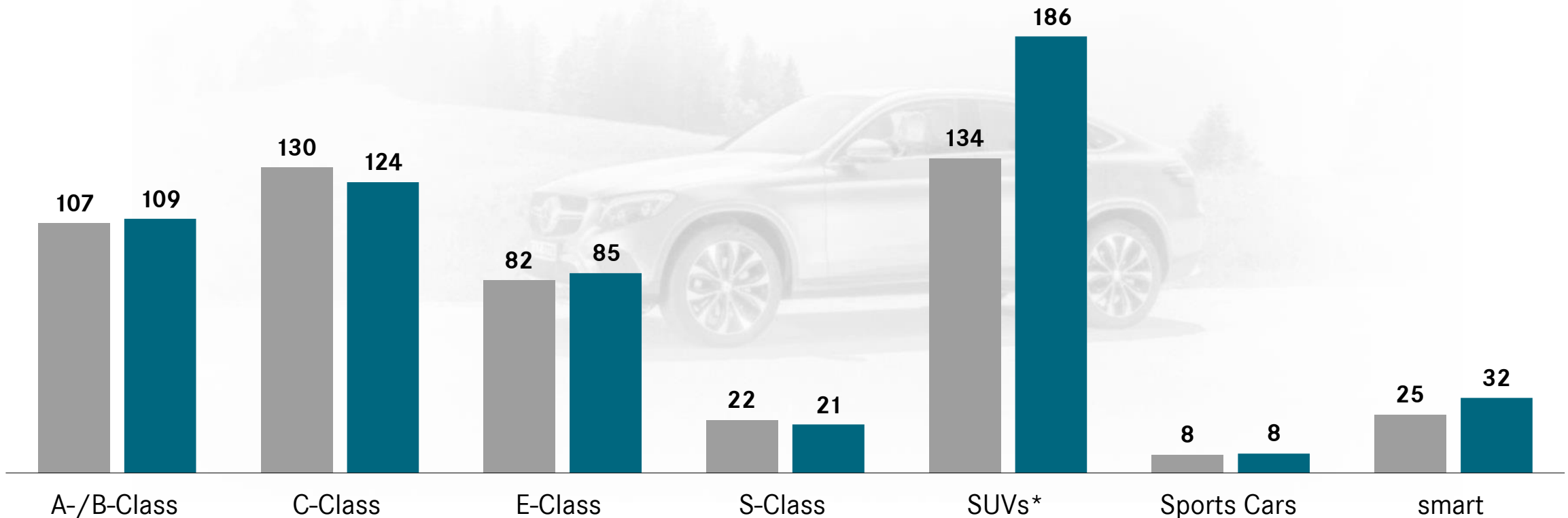


* incl. GLA

Mercedes-Benz Cars: sales increase to 566,000 units (+11%) reflecting our strong product line-up

- in thousands of units -

■ Q3 2015
■ Q3 2016

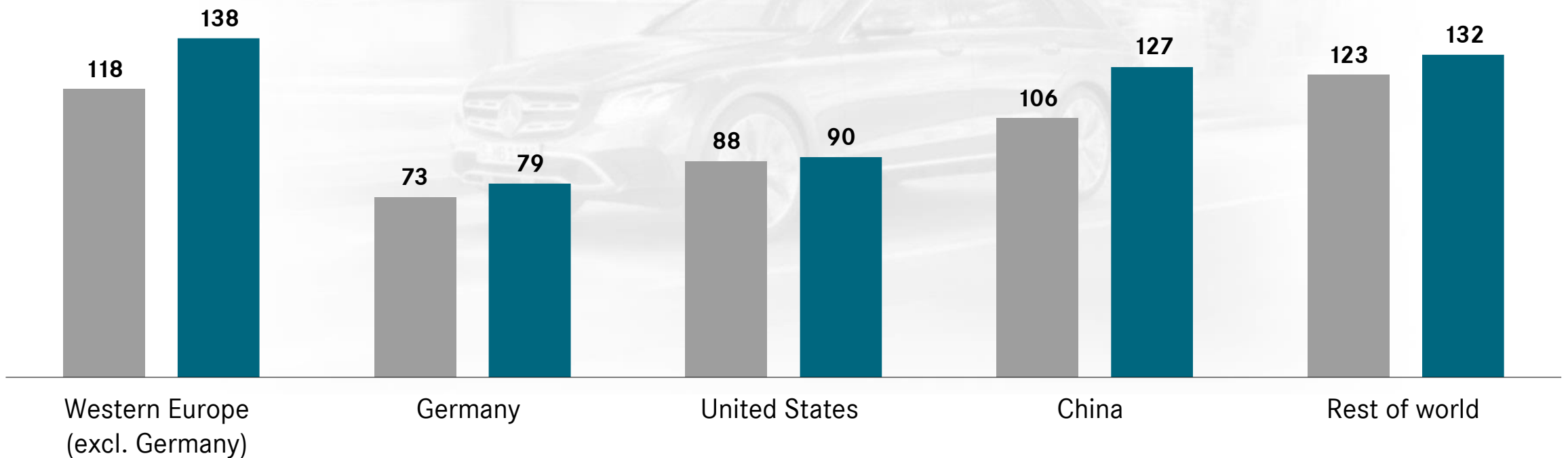


* incl. GLA

Mercedes-Benz Cars: globally balanced sales structure with strong development in all major regions

- in thousands of units -

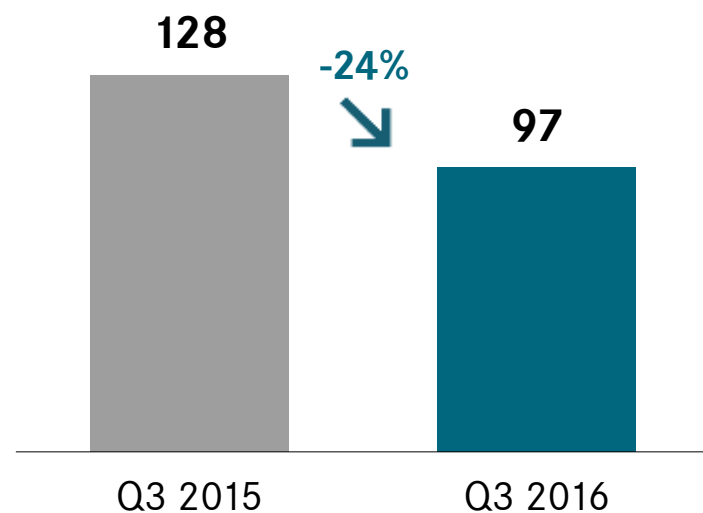
■ Q3 2015
■ Q3 2016



Daimler Trucks: financials significantly impacted by headwinds in many of our truck markets

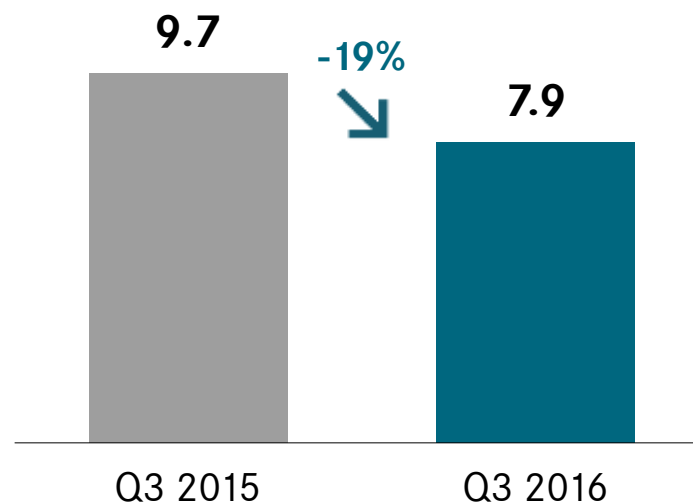
Unit sales

- in thousands of units -



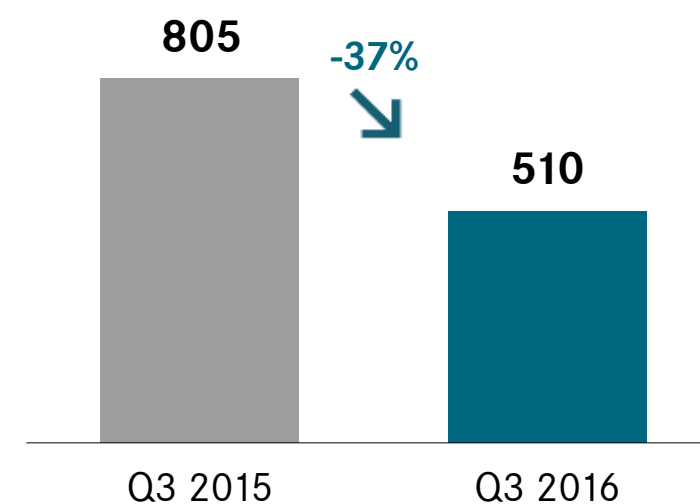
Revenue

- in billions of euros -



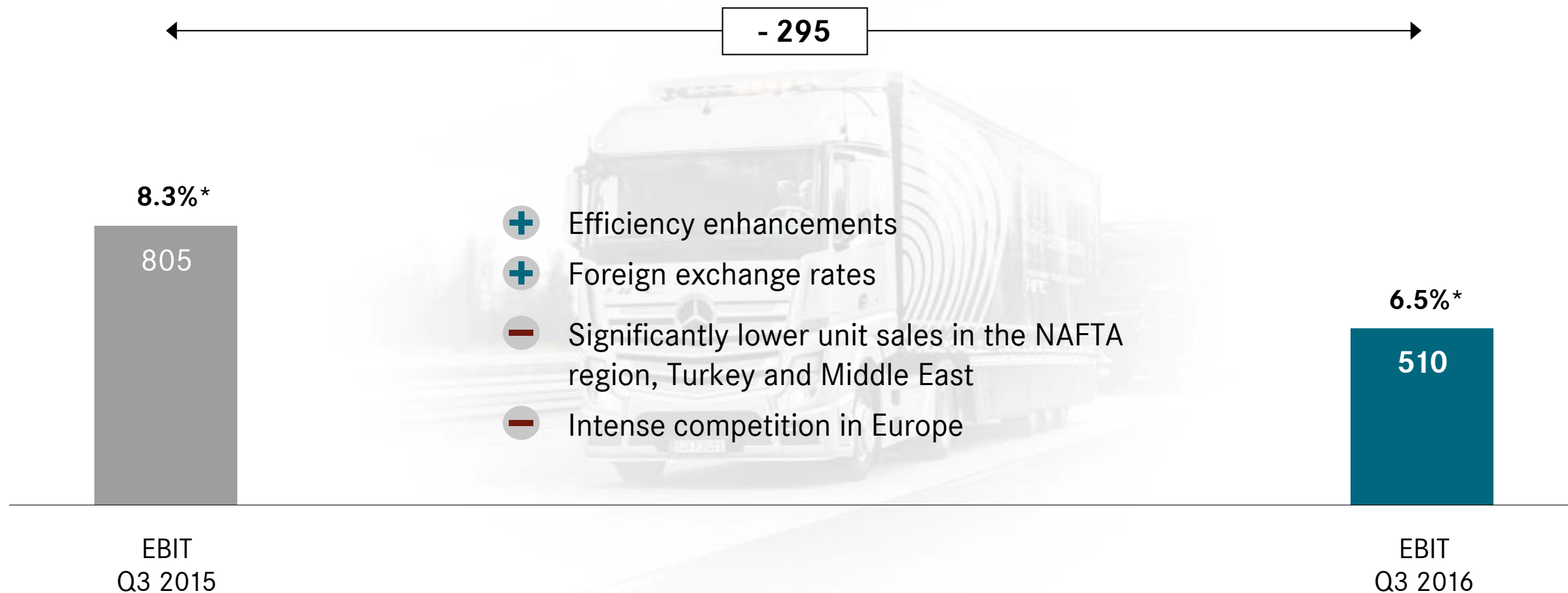
EBIT adjusted for special items

- in millions of euros -



Daimler Trucks: EBIT adjusted for special items

- in millions of euros -

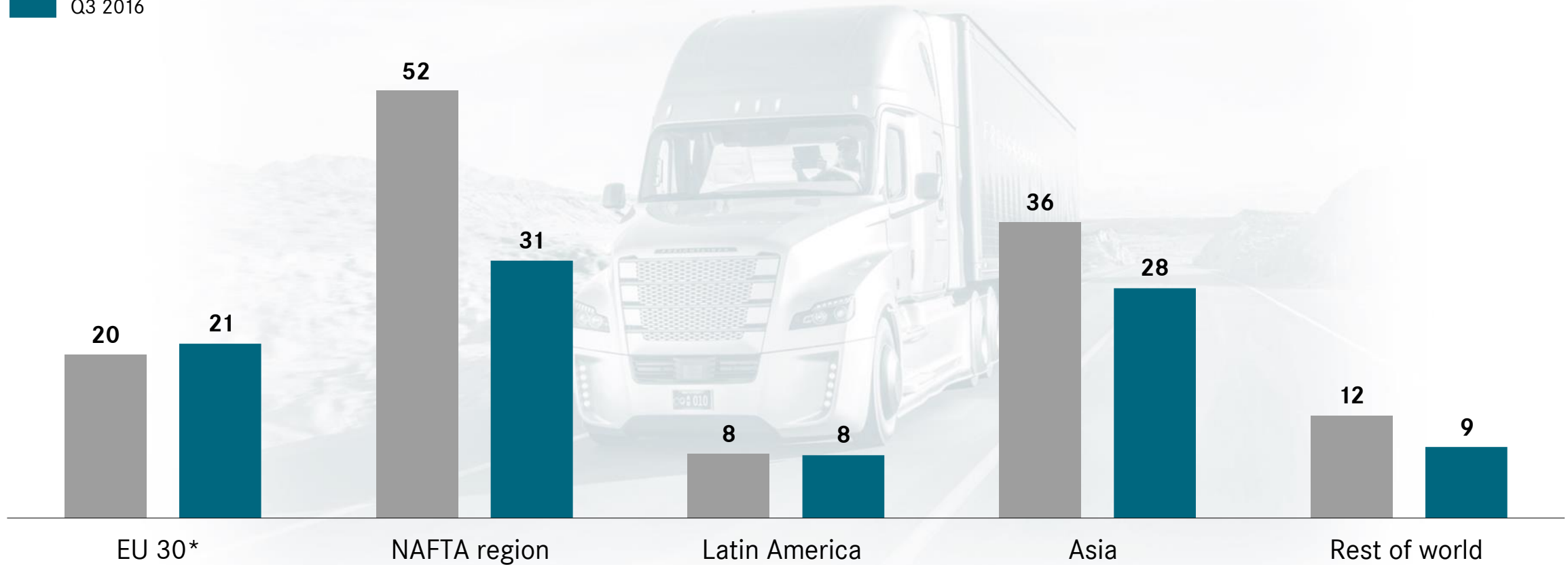


* Return on sales

Daimler Trucks: sales decrease to 97,000 units (-24%) driven by NAFTA region, Turkey and Middle East

- in thousands of units -

■ Q3 2015
■ Q3 2016

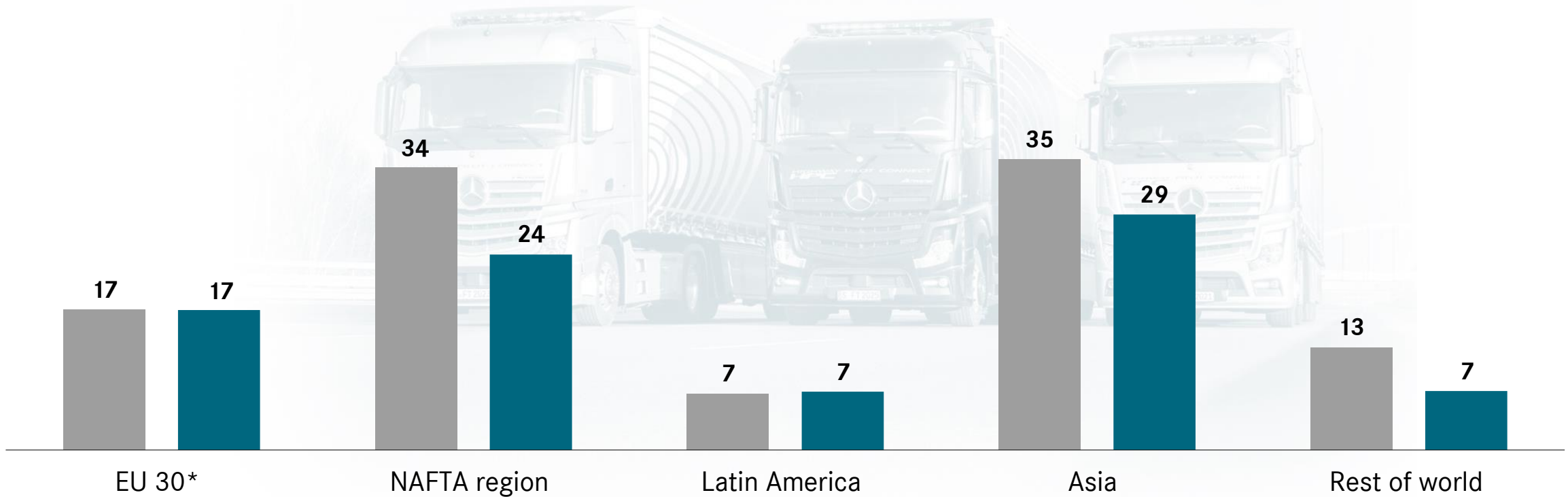


* European Union, Switzerland and Norway

Daimler Trucks: incoming orders below prior-year level due to weak demand in NAFTA region, Turkey and Middle East

- in thousands of units -

■ Q3 2015
■ Q3 2016

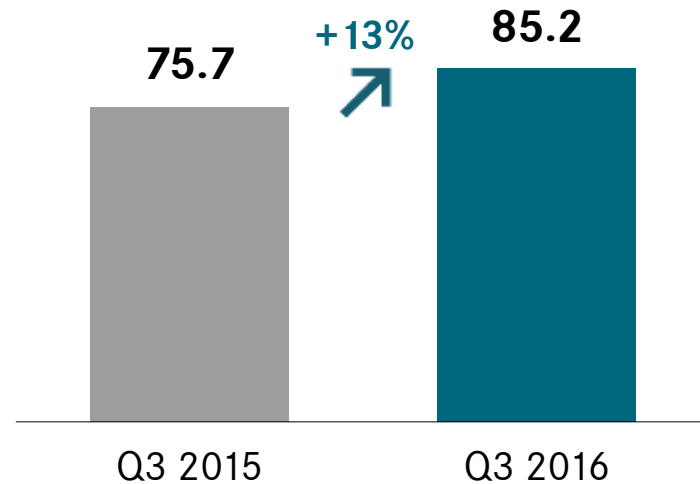


* European Union, Switzerland and Norway

Mercedes-Benz Vans: strong development based on very successful products

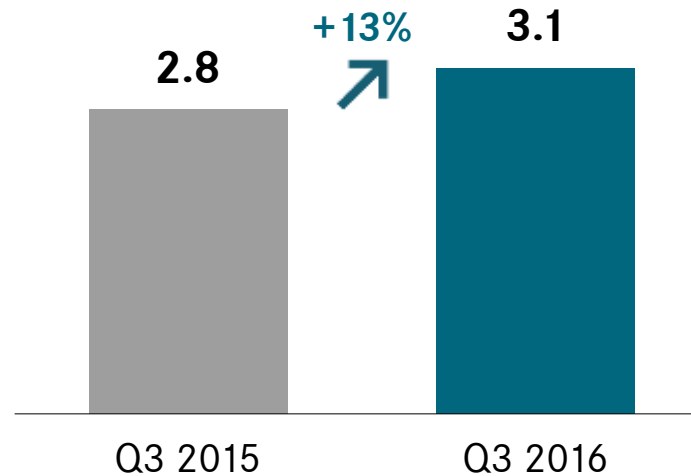
Unit sales

- in thousands of units -



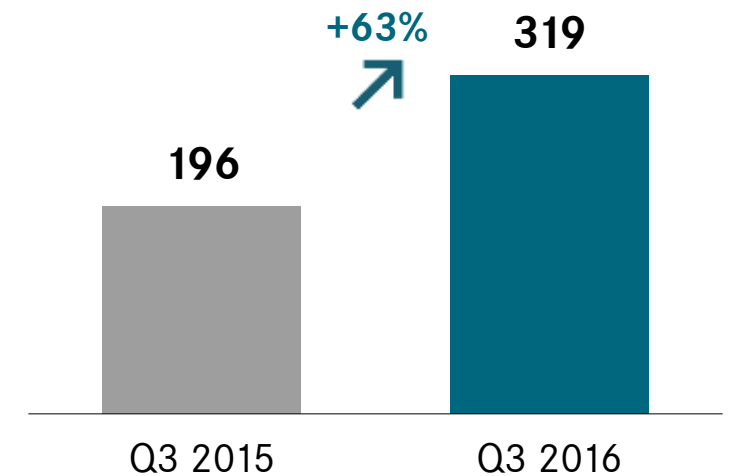
Revenue

- in billions of euros -



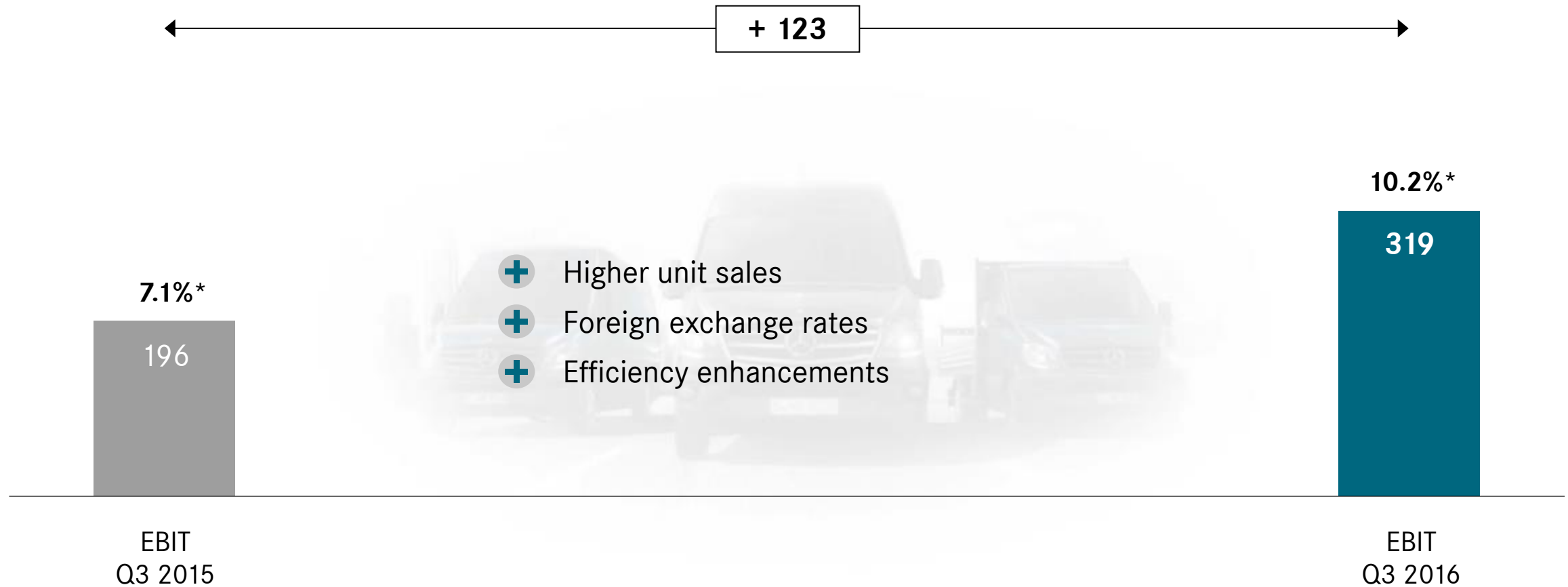
EBIT adjusted for special items

- in millions of euros -



Mercedes-Benz Vans: EBIT adjusted for special items

- in millions of euros -

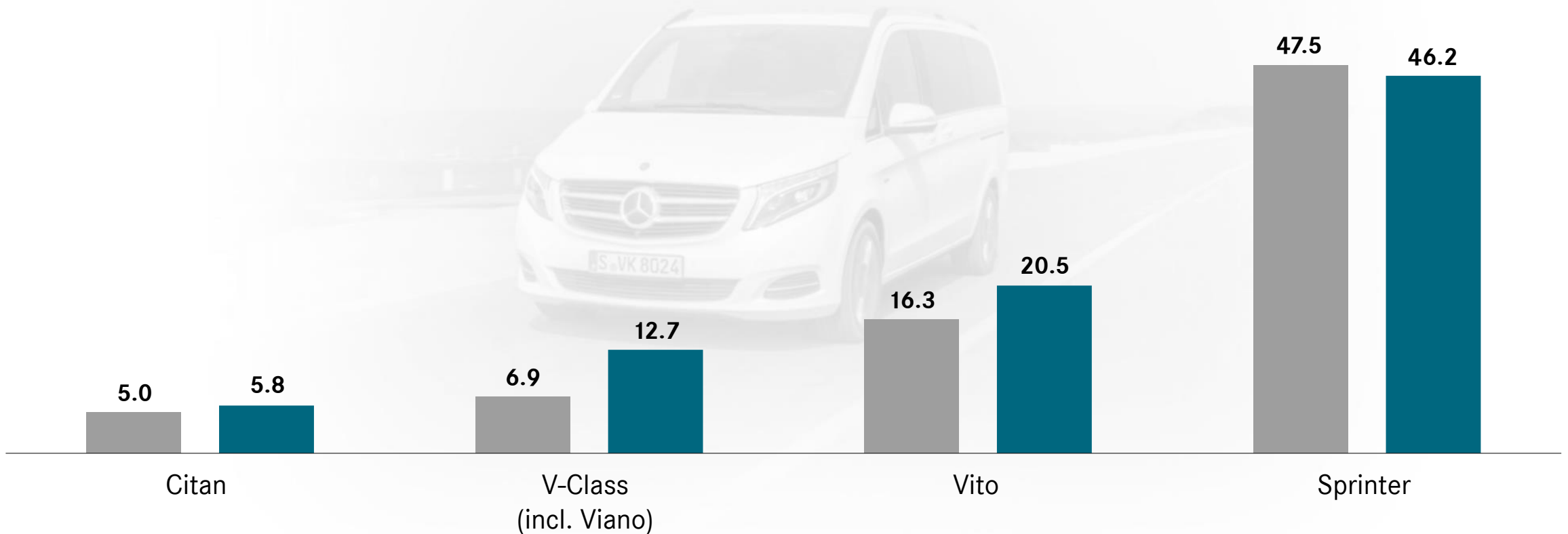


* Return on sales

Mercedes-Benz Vans: sales increase to 85,200 units (+ 13%) due to market success of mid-size vans

- in thousands of units -

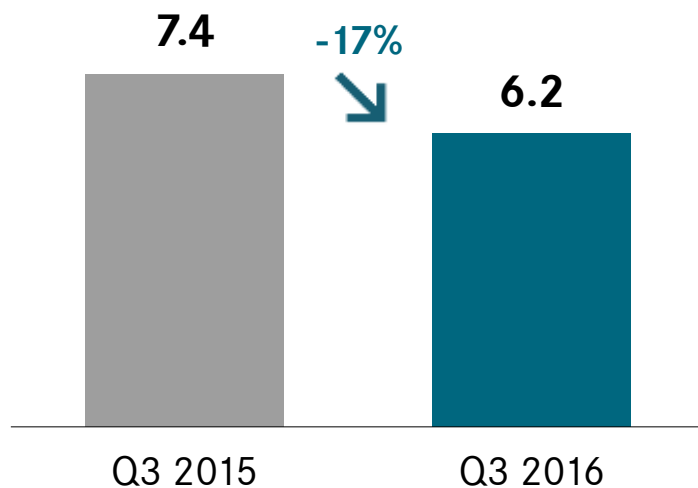
■ Q3 2015
■ Q3 2016



Daimler Buses: business negatively affected by difficult situation in Brazil and Turkey

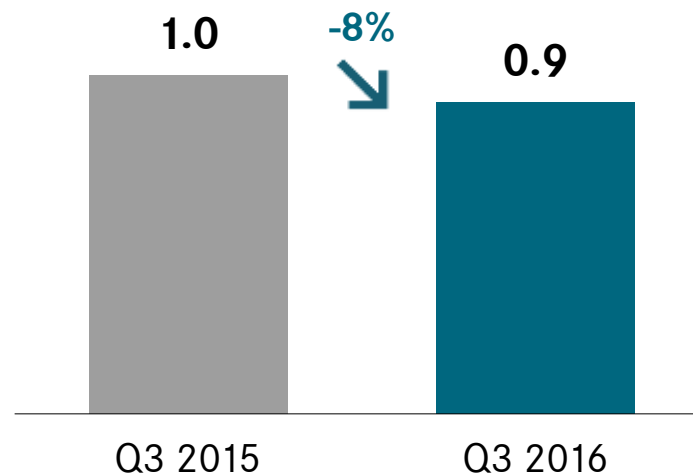
Unit sales

- in thousands of units -



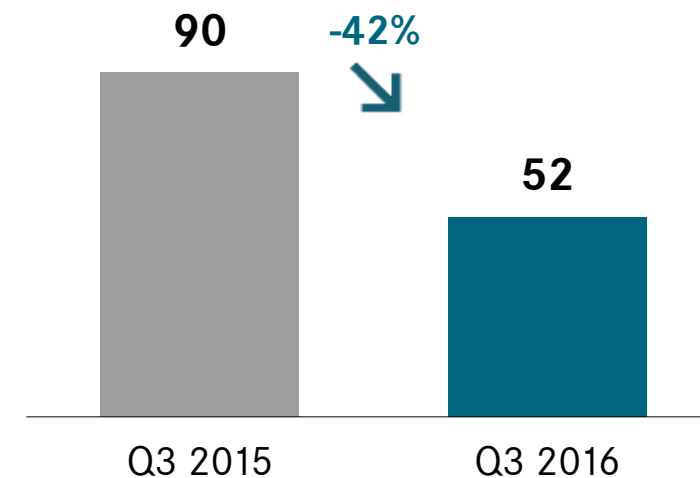
Revenue

- in billions of euros -



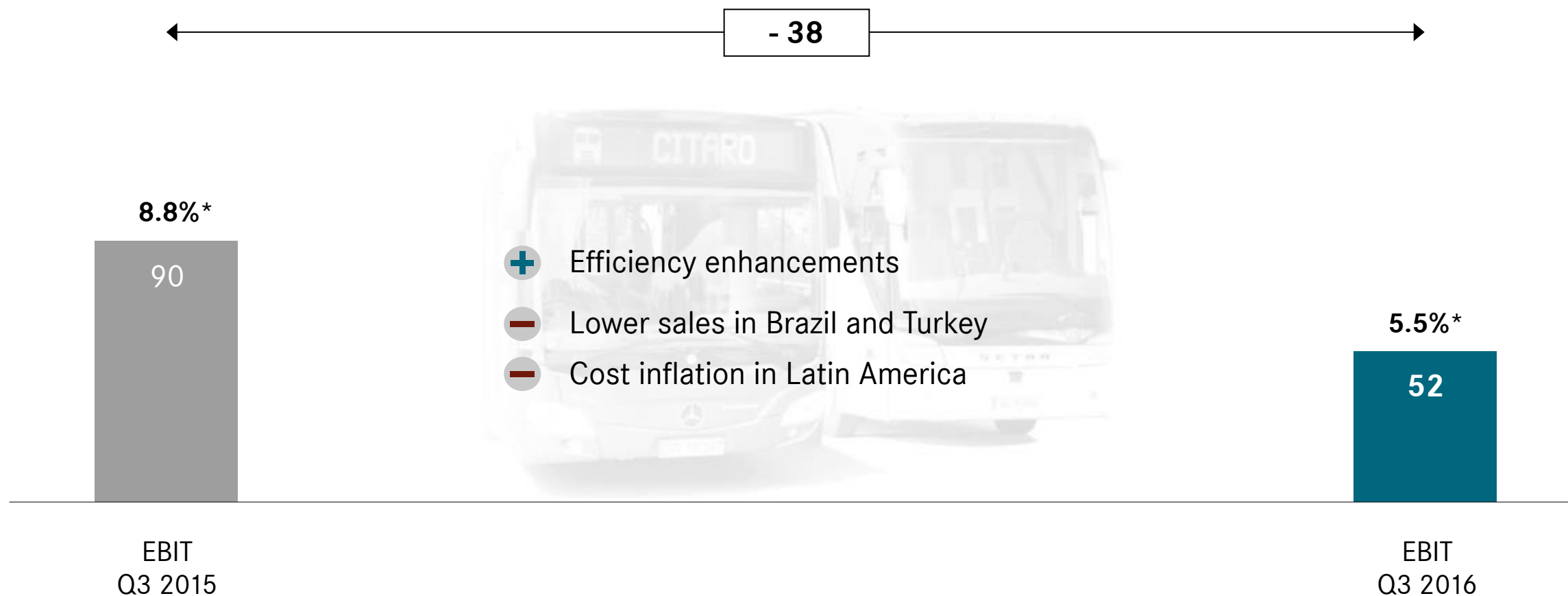
EBIT adjusted for special items

- in millions of euros -



Daimler Buses: EBIT adjusted for special items

- in millions of euros -

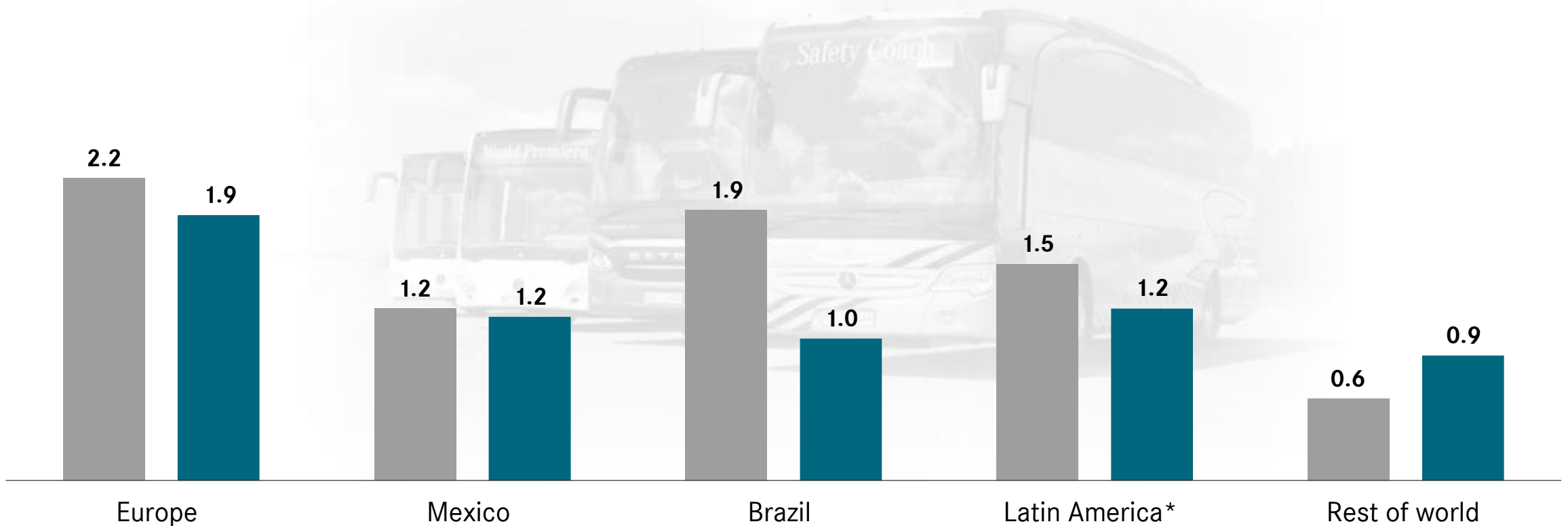


* Return on sales

Daimler Buses: sales decrease to 6,200 units (-17%) mainly due to lower demand in Latin America and Europe

- in thousands of units -

■ Q3 2015
■ Q3 2016

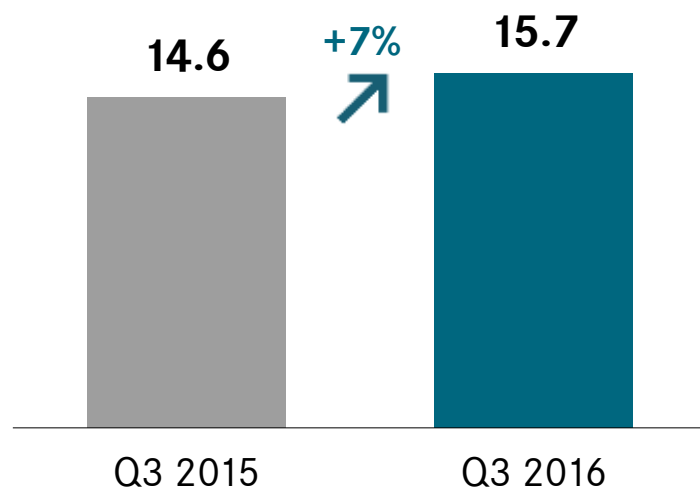


* excluding Brazil and Mexico

Daimler Financial Services: further business growth

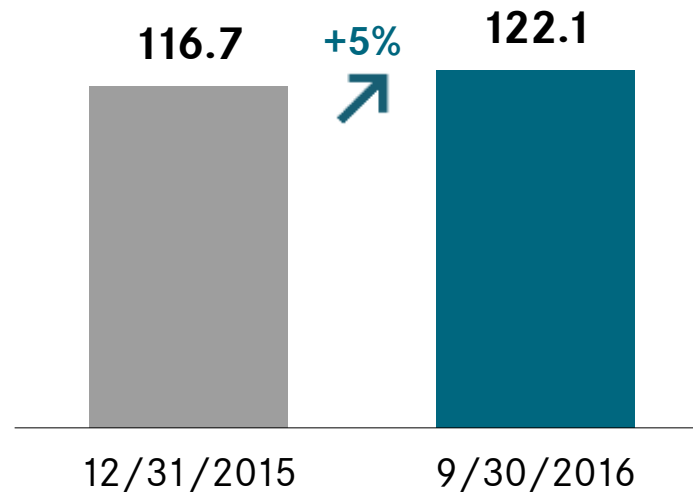
New business

- in billions of euros -



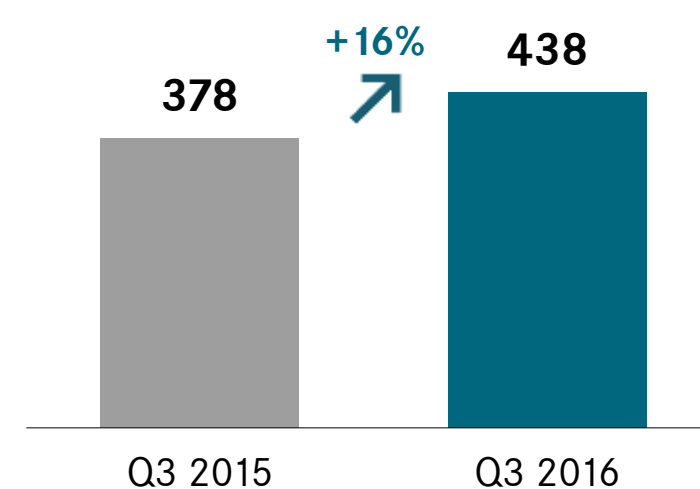
Contract volume

- in billions of euros -



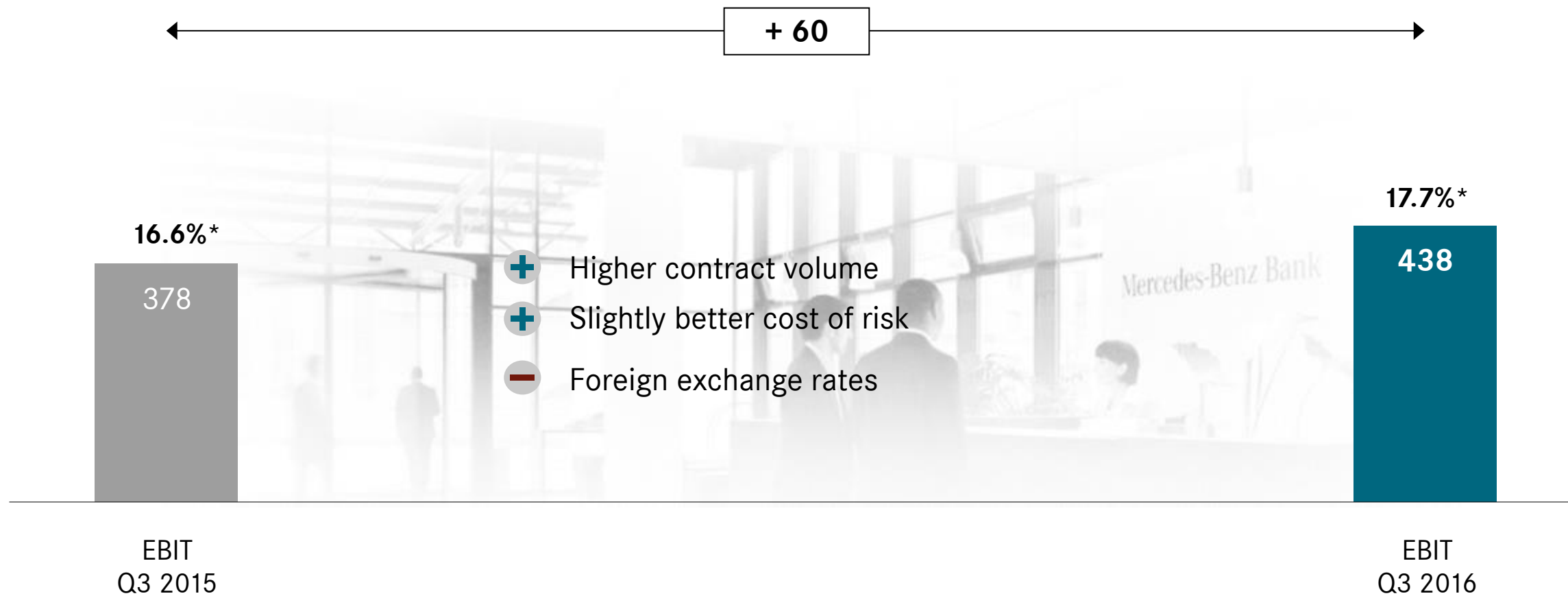
EBIT

- in millions of euros -



Daimler Financial Services: EBIT

- in millions of euros -

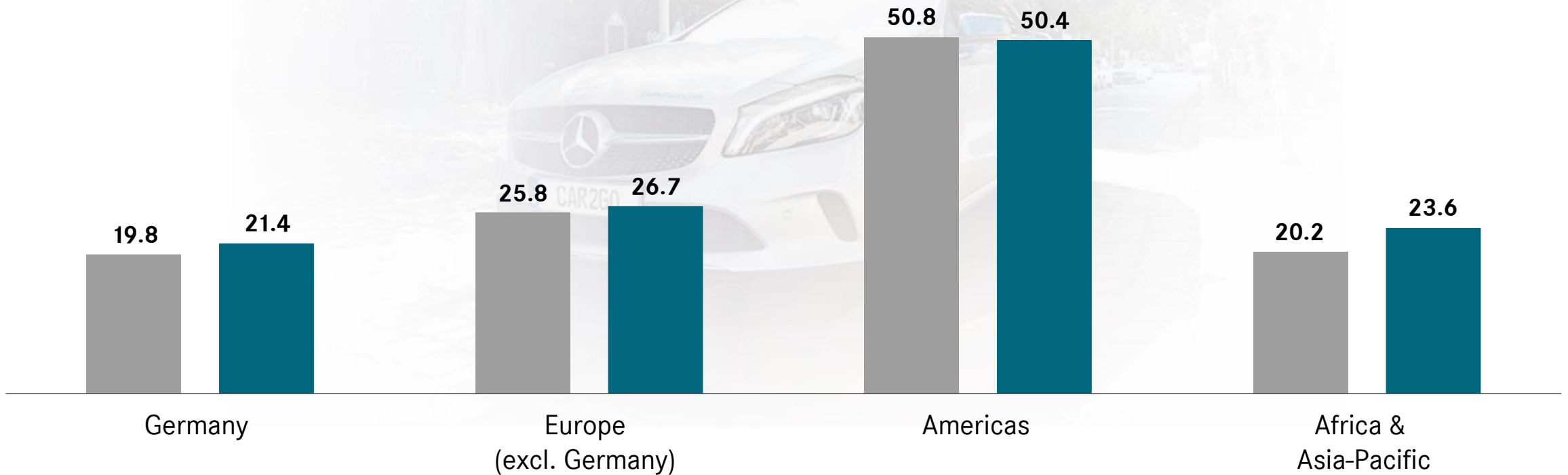


* Return on equity

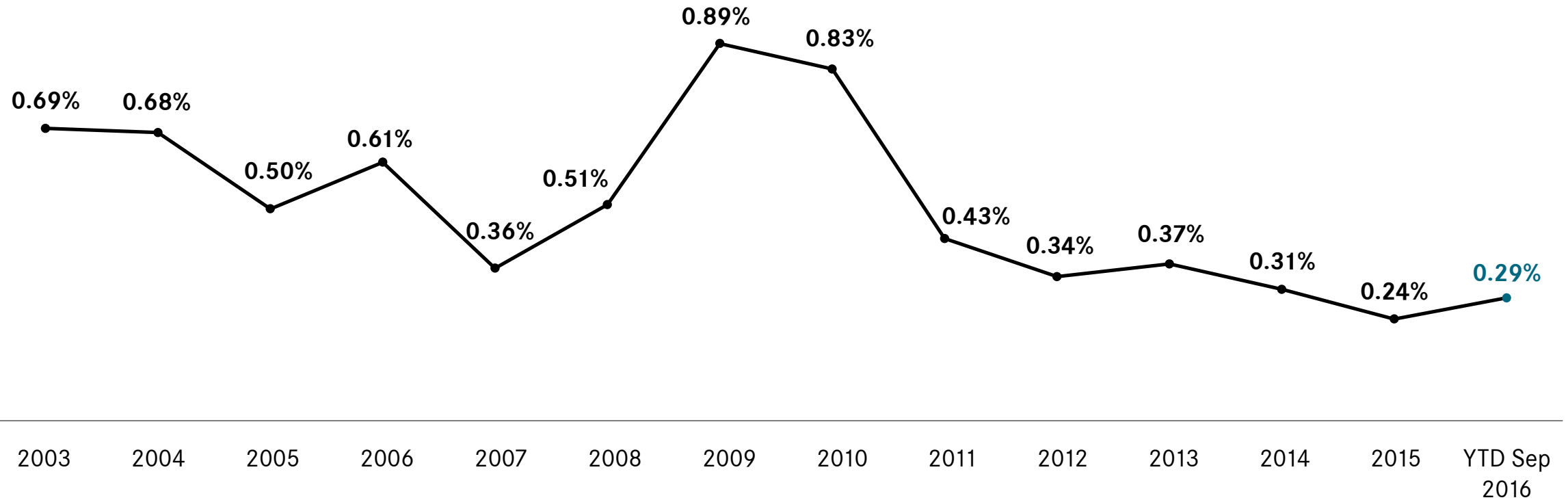
Daimler Financial Services: further increase in contract volume to 122.1 billion euros (+5%)

- in billions of euros -

■ 12/31/2015
■ 9/30/2016



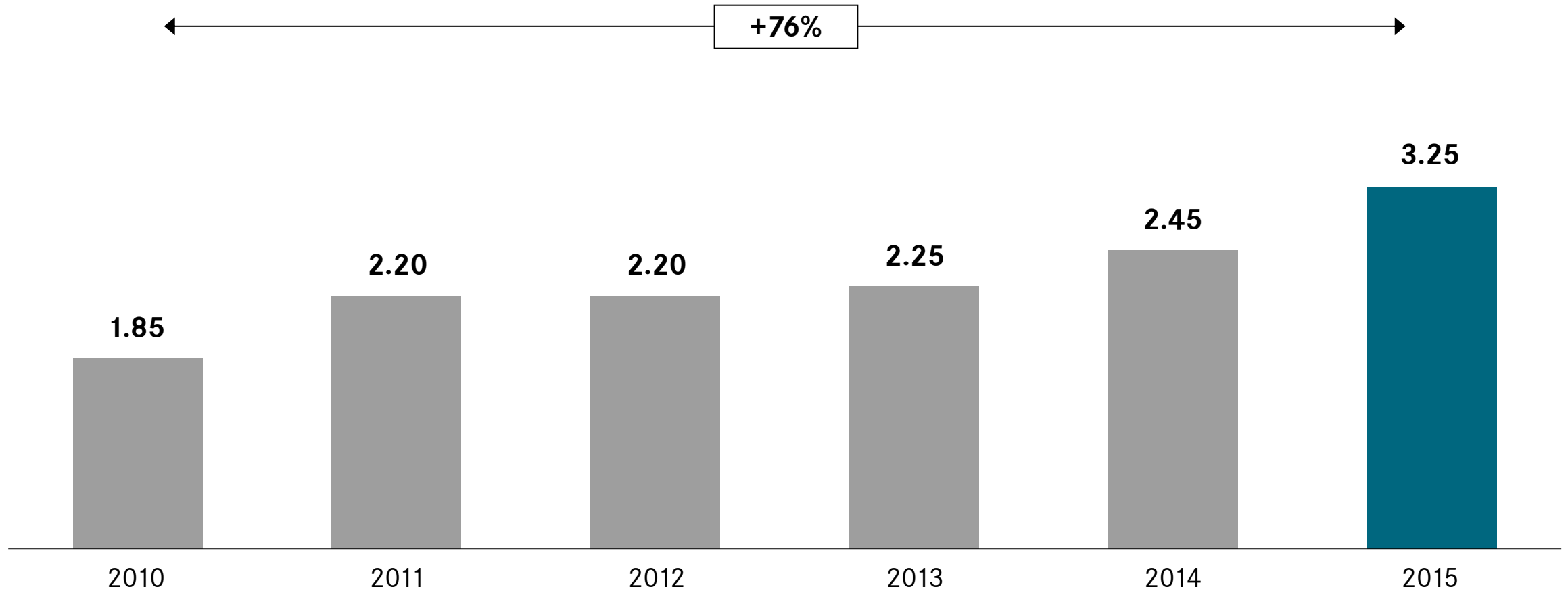
Daimler Financial Services: net credit losses* at low level due to disciplined risk approach



* as a percentage of portfolio, subject to credit risk

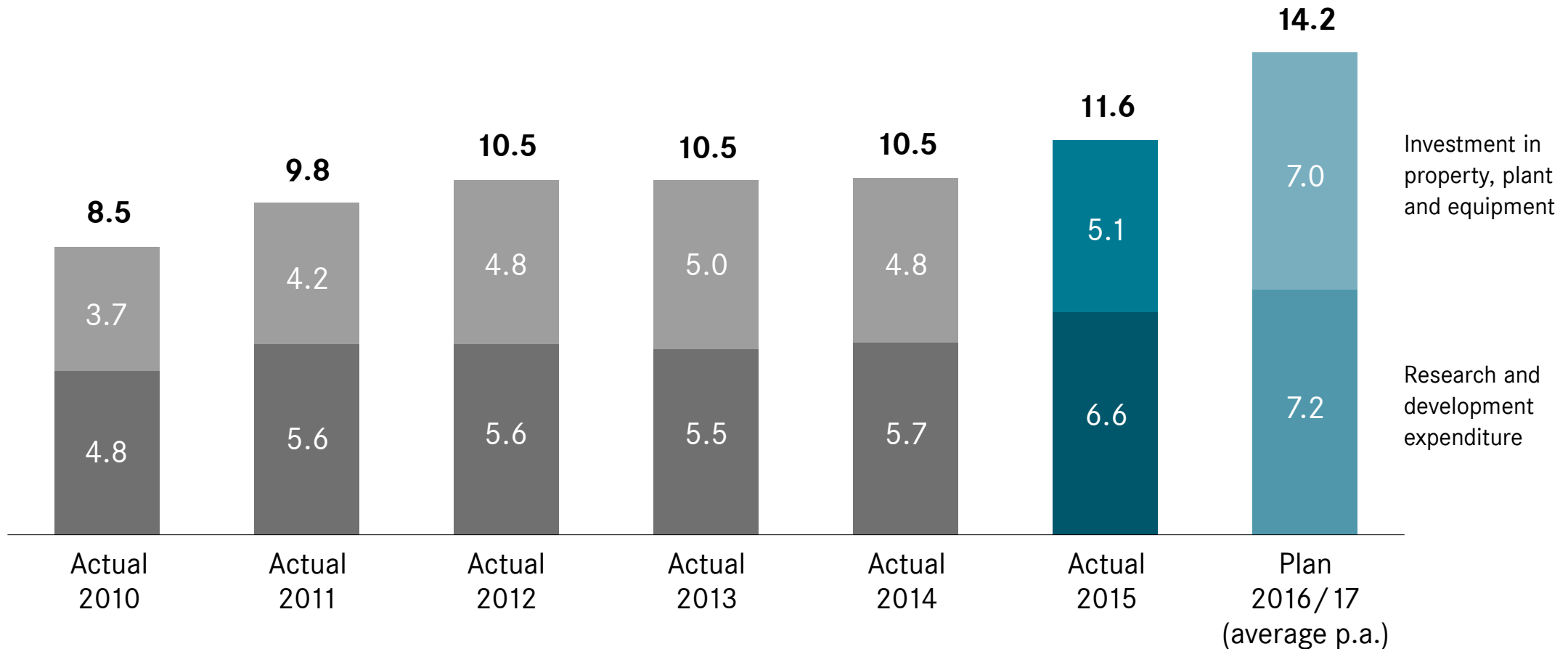
Development of dividend per share

- in euros -



Increased investment as a basis for profitable growth

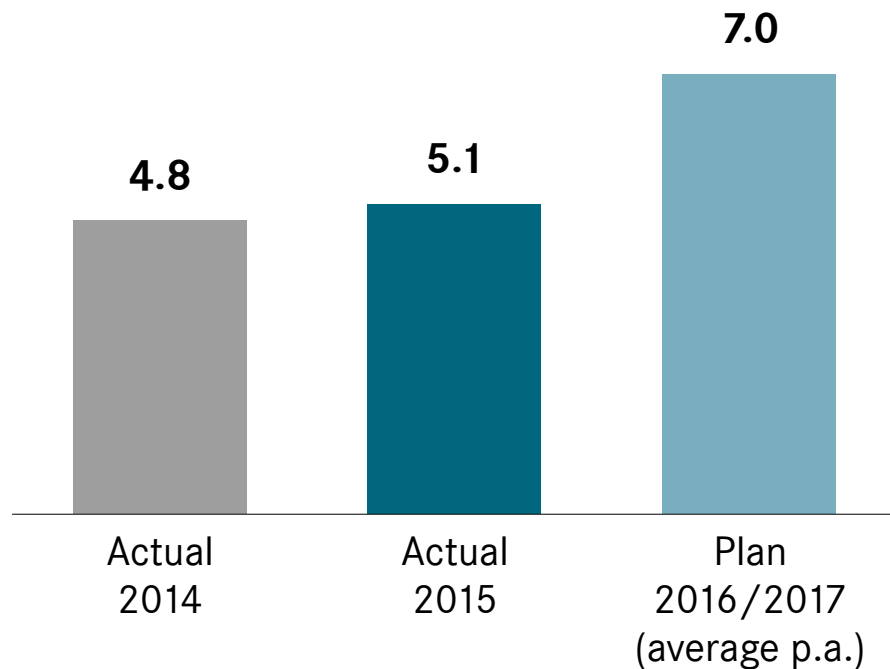
- in billions of euros -



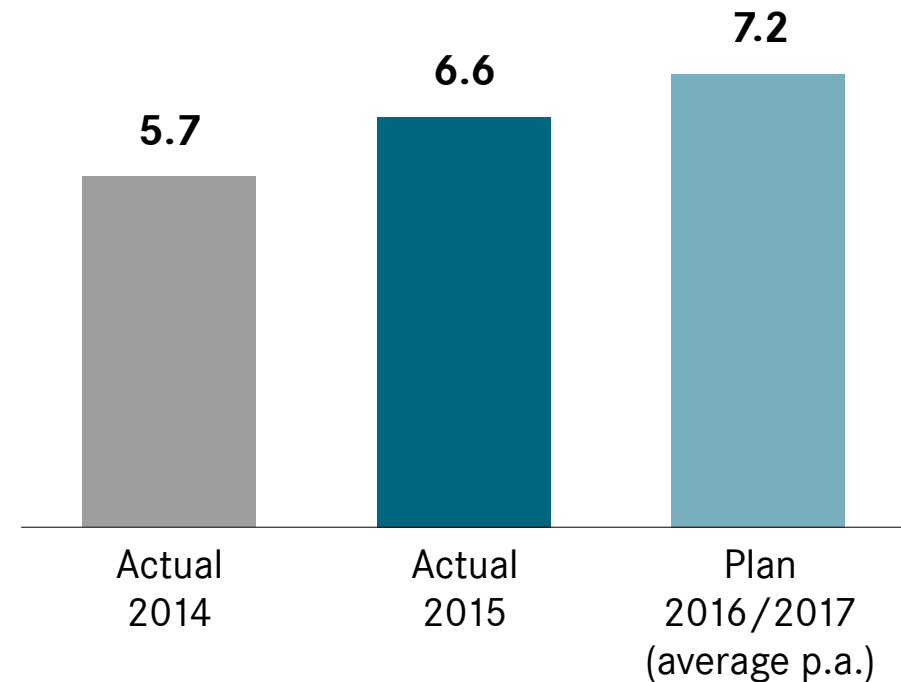
Capital expenditure / Research and development

- in billions of euros -

Investment in property, plant and equipment



Research and development expenditure



Capital expenditure / Research and development

	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2014	Actual 2015	Plan* 2016-2017	Actual 2014	Actual 2015	Plan* 2016-2017
Daimler Group	4.8	5.1	7.0	5.7	6.6	7.2
of which						
Mercedes-Benz Cars	3.6	3.6	5.0	4.0	4.7	5.4
Daimler Trucks	0.8	1.1	1.4	1.2	1.3	1.3
Mercedes-Benz Vans	0.3	0.2	0.6	0.3	0.4	0.4
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.02	0.03	0.02	–	–	–

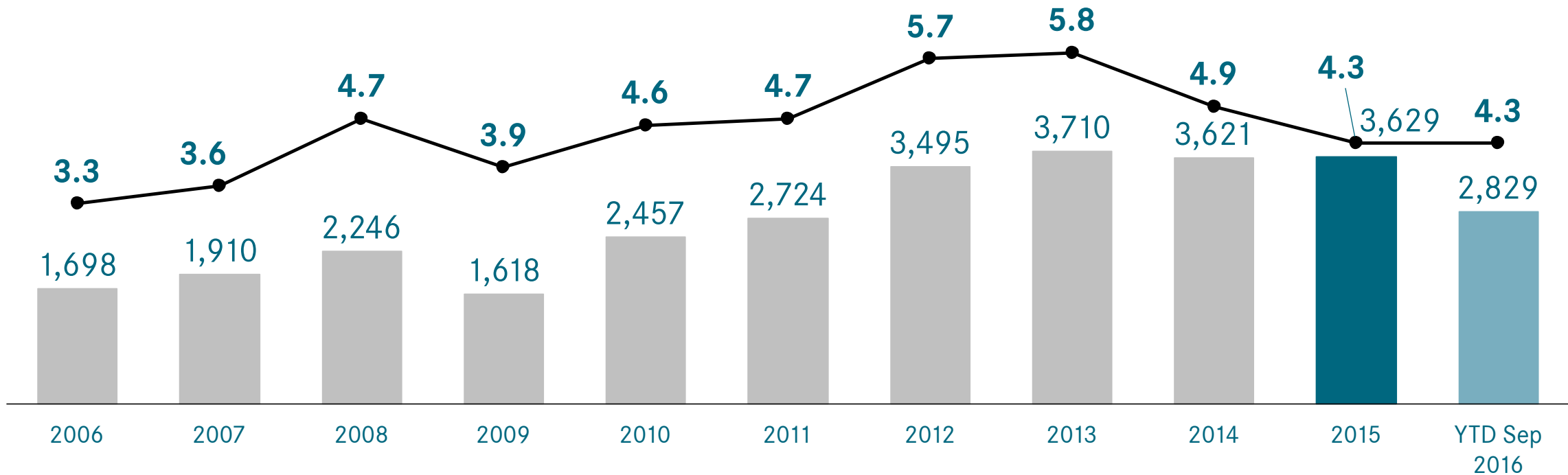
* average p.a.

in billions of euros

Capital expenditure Mercedes-Benz Cars

● Capex ratio for pp&e** in % ■ Capex for pp&e* in millions of euros

Target Capex ratio for pp&e: around 5%



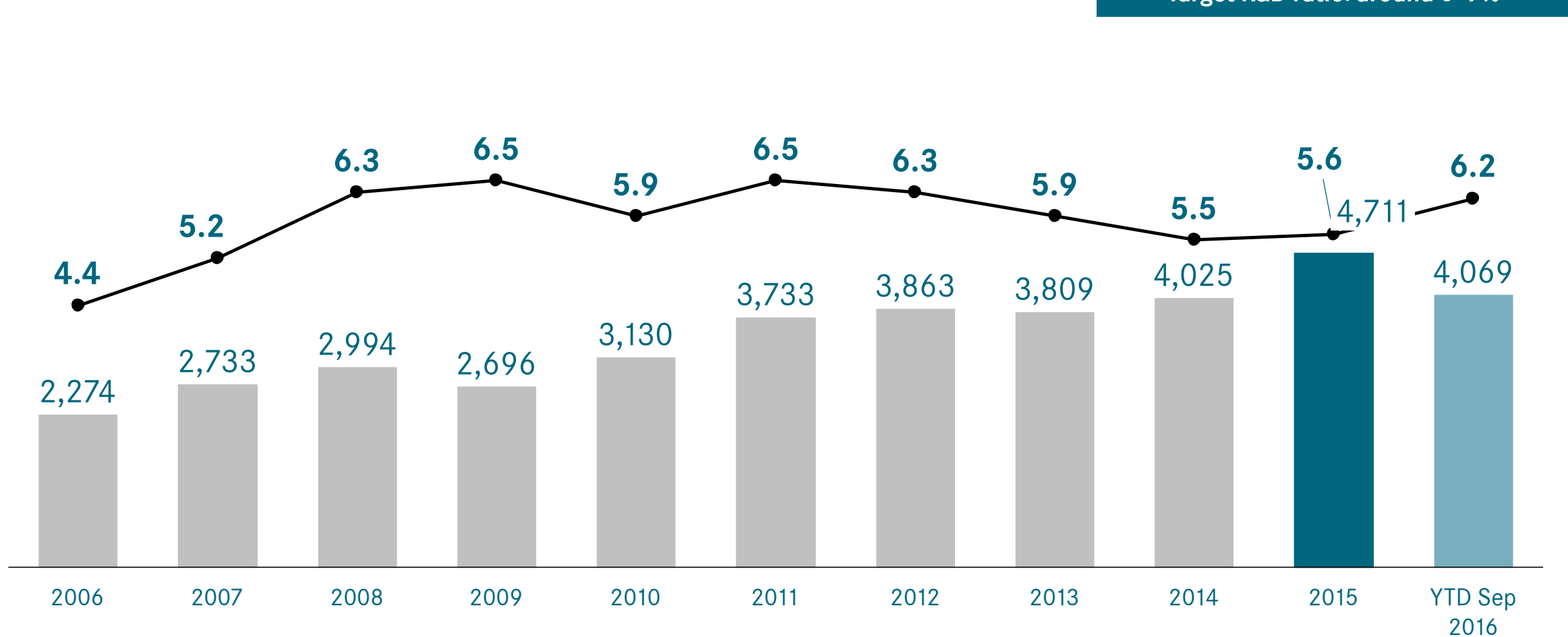
* Capital expenditure for property, plant and equipment (pp&e) MBC

** Capital expenditure for property, plant and equipment (pp&e) MBC in % of revenues MBC.

Research and development expenditure Mercedes-Benz Cars

● R&D ratio** in % ■ R&D expenditure* in millions of euros

Target R&D ratio: around 6–7%



* Expensed R&D costs and capitalized development costs MBC.

** Expensed R&D costs and capitalized development costs MBC in % of revenues MBC.

MBC retail sales by model YTD Sep 2016

- in units -

Retail sales	YTD Sep 2016	YTD Sep 2015	Change in %
Mercedes-Benz	1,537,921	1,376,352	+11.7
of which*:			
A-/B-Class	329,009	309,959	+6.1
C-Class	358,528	346,627	+3.4
E-Class	207,785	225,665	-7.9
S-Class	66,747	81,528	-18.1
SUVs**	520,321	365,804	+42.2
Sports Cars	21,074	24,219	-13.0
V-Class	34,457	22,550	+52.8
smart	105,695	88,018	+20.1
Mercedes-Benz Cars	1,643,616	1,464,370	+12.2

* incl. Derivatives

** incl. GLA

MBC retail sales by model FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
Mercedes-Benz	1,871,599	1,650,007	+13.4
of which*:			
A-/B-Class	414,365	389,577	+6.4
C-Class	460,497	343,195	+34.2
E-Class	301,566	338,205	-10.9
S-Class	107,335	107,277	+0.1
SUVs**	525,894	415,363	+26.6
Sports Cars	30,441	31,440	-3.2
V-Class	31,501	24,950	+26.2
smart	119,382	89,844	+32.9
Mercedes-Benz Cars	1,990,981	1,739,923	+14.4

* incl. Derivatives

** incl. GLA

MBC retail sales major markets YTD Sep 2016

- in units -

Retail sales	Q1-2 2016	Q1-2 2015	Change in %
China*	229,137	173,553	+32.0
of which locally produced vehicles	148,495	98,393	+50.9
USA	165,383	168,616	-1.9
Germany	161,271	150,648	+7.1
UK	93,745	77,979	+20.2
BRIKT**	70,931	71,777	-1.2
Italy	49,728	41,484	+19.9
Japan	34,288	32,706	+4.8
France	32,961	28,770	+14.6
South Korea	25,208	22,235	+13.4
Spain	27,019	21,479	+25.8
Russia	19,271	23,325	-17.4
Canada	21,149	19,817	+6.7
Turkey	14,509	11,846	+22.5
Rest of World	206,460	188,059	+9.8
Mercedes-Benz Cars	1,080,129	960,517	+12.5

*Incl. Hong Kong **BRIKT: Brazil, Russia, India, South Korea and Turkey

MBC retail sales major markets YTD Sep 2016

- in units -

Retail sales	YTD Sep 2016	YTD Sep 2015	Change in %
China*	359,546	276,428	+30.1
of which locally produced vehicles	231,514	166,039	+39.4
USA	253,247	255,316	-0.8
Germany	244,764	227,407	+7.6
UK	145,293	122,322	+18.8
BRIKT**	108,273	110,864	-2.3
Italy	66,933	56,612	+18.2
Japan	53,555	49,656	+7.9
France	48,897	42,747	+14.4
South Korea	39,898	34,421	+15.9
Spain	39,505	32,253	+22.5
Canada	32,221	29,966	+7.5
Russia	28,757	32,646	-11.9
Turkey	21,399	20,966	+2.1
Rest of World	309,601	283,630	+9.2
Mercedes-Benz Cars	1,643,616	1,464,370	+12.2

*Incl. Hong Kong **BRIKT: Brazil, Russia, India, South Korea and Turkey

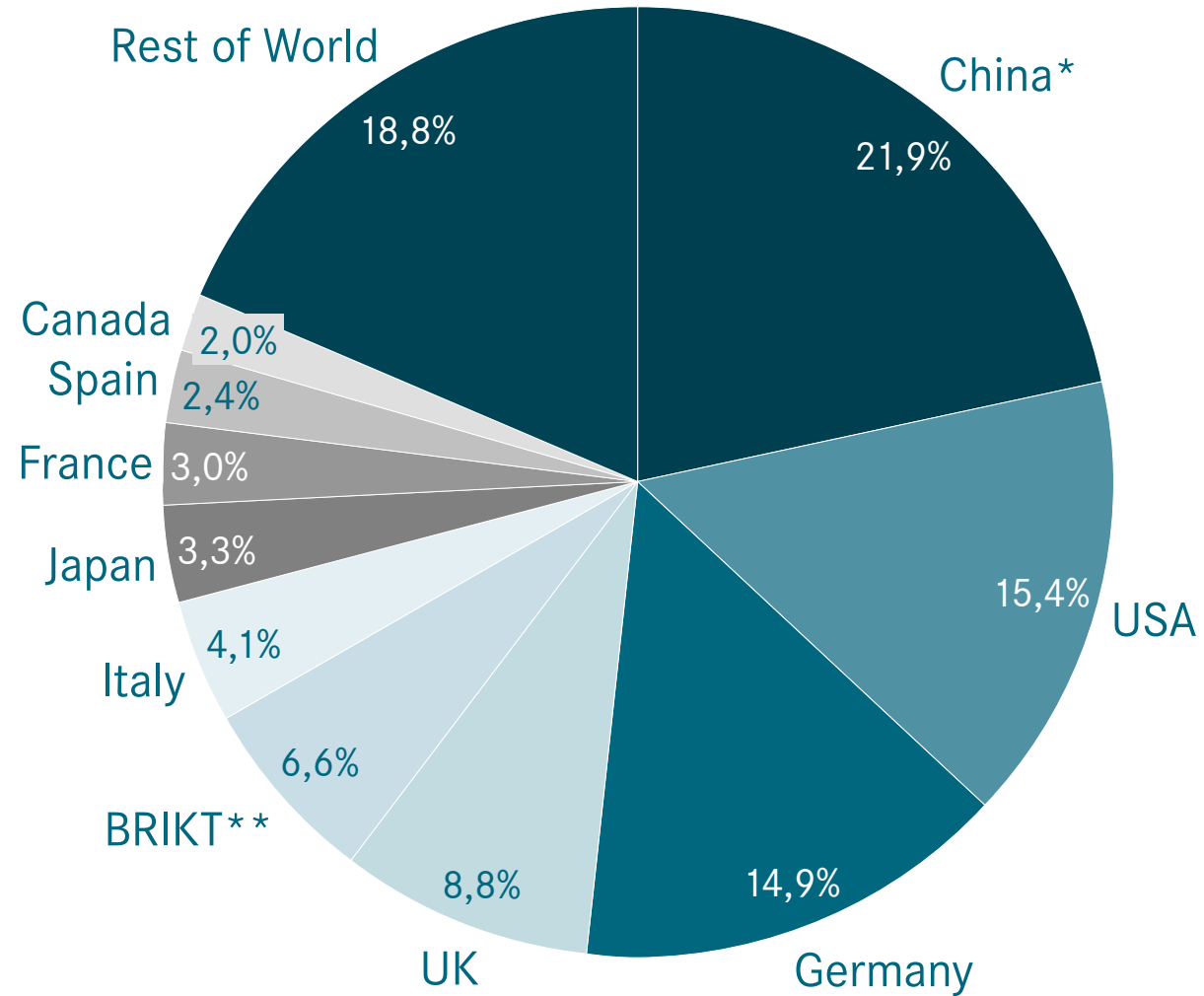
MBC retail sales major markets FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
China*	386,635	299,416	+29.1
of which locally produced vehicles	237,894	147,633	+61.1
USA	350,548	340,623	+2.9
Germany	309,989	282,347	+9.8
UK	152,929	127,823	+19.6
BRIKT**	149,357	131,364	+13.7
Italy	76,064	61,596	+23.5
Japan	65,983	61,768	+6.8
France	62,971	55,436	+13.6
South Korea	45,638	35,985	+26.8
Spain	45,132	34,001	+32.7
Russia	42,179	50,131	-15.9
Canada	39,696	36,474	+8.8
Turkey	30,433	23,263	+30.8
Rest of World	351,677	309,003	+13.8
Mercedes-Benz Cars	1,990,981	1,739,923	+14.4

*Incl. Hong Kong **BRIKT: Brazil, Russia, India, South Korea and Turkey

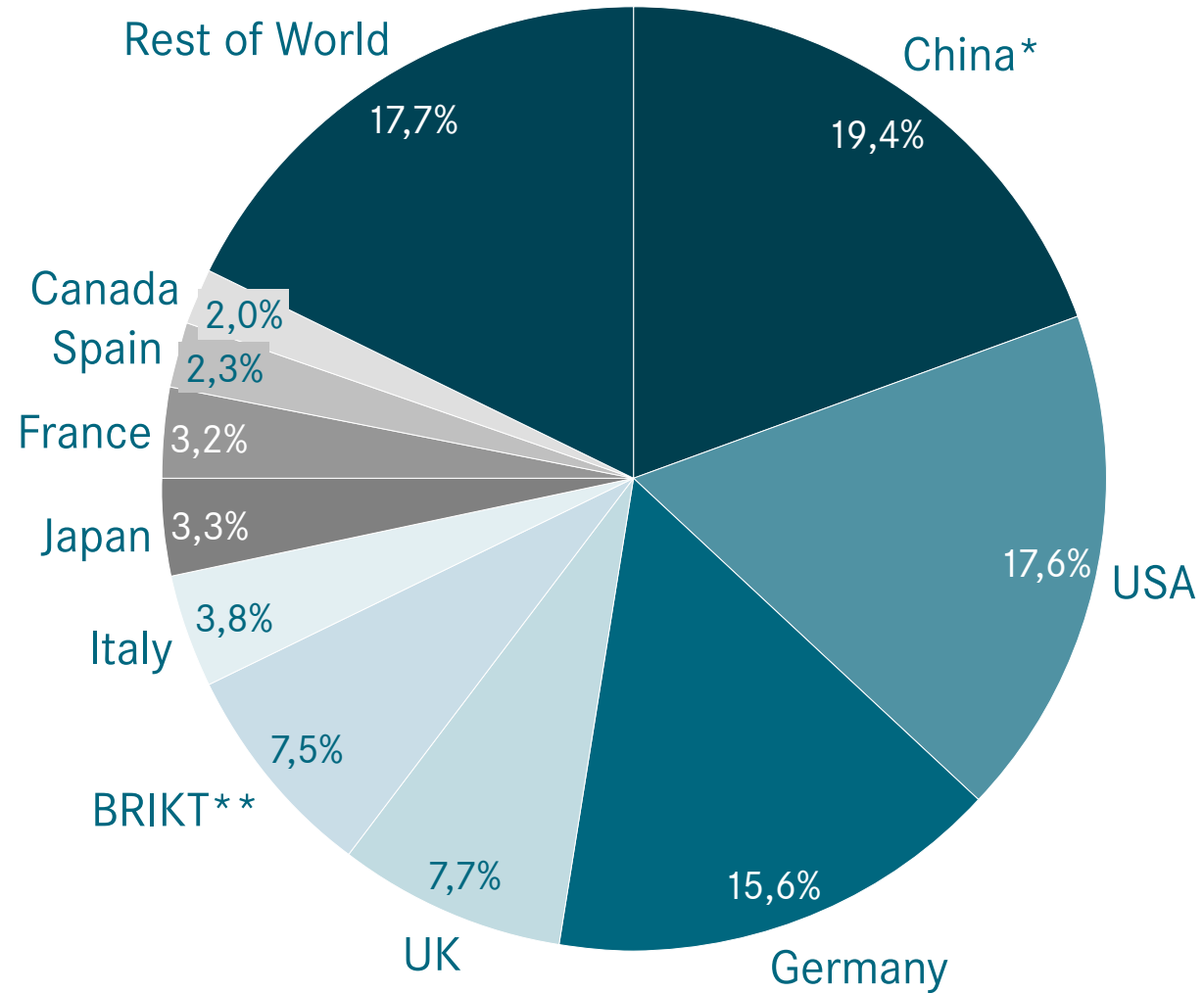
MBC regional retail sales mix YTD Sep 2016



*Incl. Hong Kong

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

MBC regional retail sales mix FY 2015



*Incl. Hong Kong

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

Daimler follows a conservative Financial Policy

Clear commitment to a single A rating

Balanced approach between shareholder interest and credit providers

Dividend policy on a sustainable basis (40% target pay-out ratio)

No share buybacks planned, further pension contributions will be evaluated

Bond Maturities

- in billions of euros -

Bonds total outstanding as of Q3 2016: 58.7

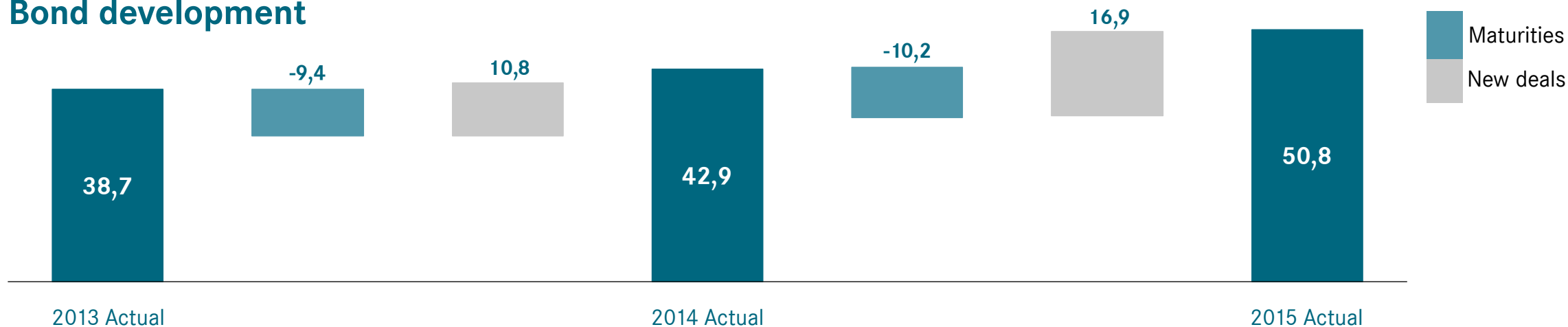
	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Next 12 months
Bonds short term	-2.1	-4.7	-2.9	-3.3	-13.0

	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds long term	-13.0	-12.8	-10.2	-7.5	-5.1	-2.2	-7.9

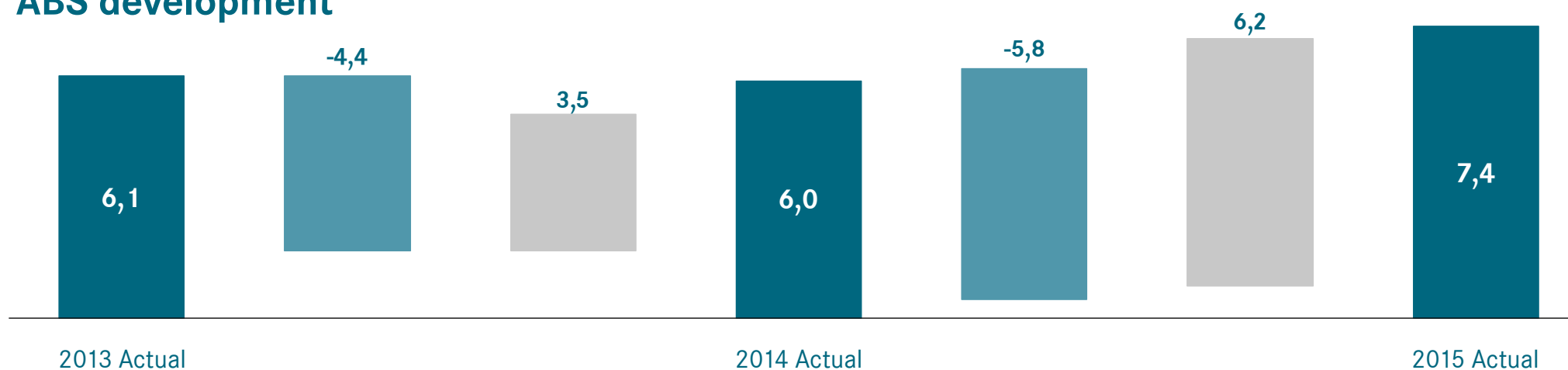
Bonds and ABS Development 2013 - 2015

- in billions of euros -

Bond development



ABS development



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

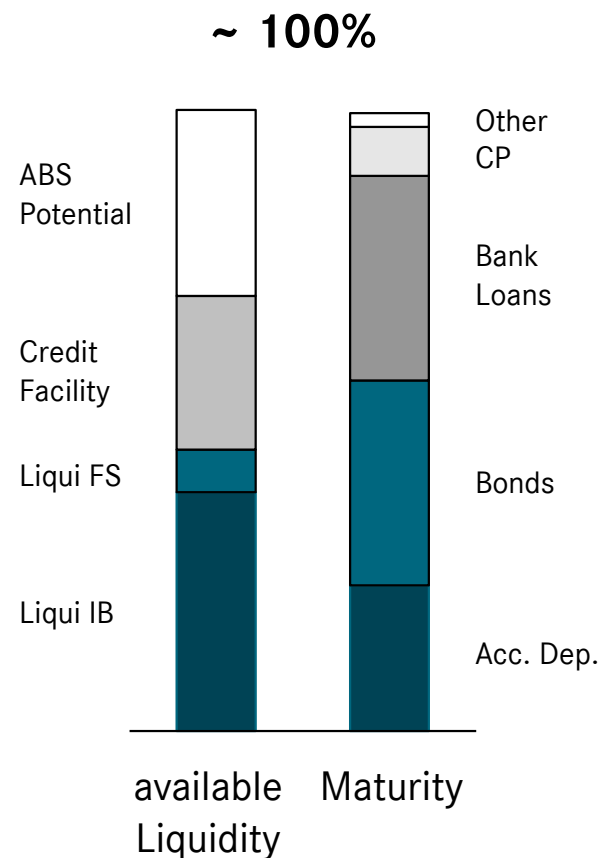
Financial Flexibility is Key Liquidity Management Tool

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

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 deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, armed conflicts, 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 or of investigations requested by governments 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.