

# DAIMLER

Corporate Presentation  
Fall 2016



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**Results for Q3 2016**

Outlook for 2016

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China

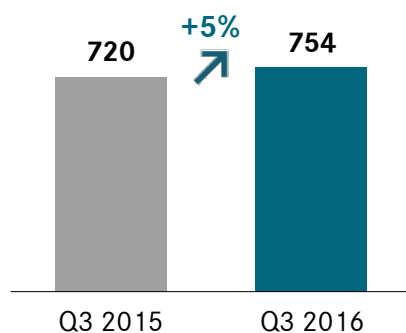
Appendix



# Highlights of Q3 2016

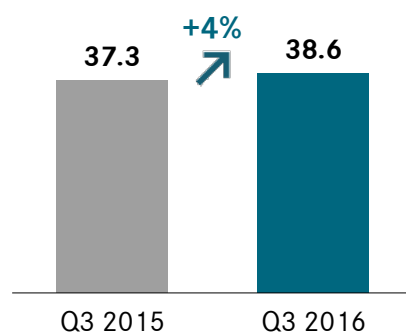
## Unit sales

- in thousands of units -



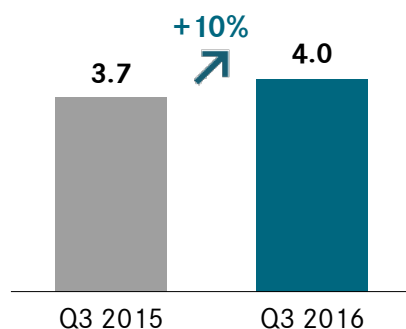
## Revenue

- in billions of euros -



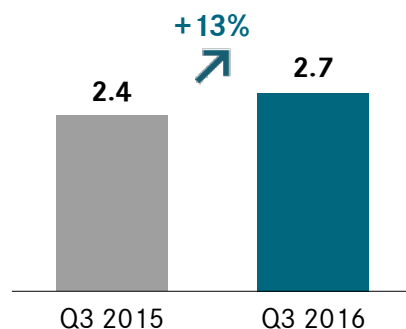
## EBIT adjusted for special items

- in billions of euros -



## Net profit

- in billions of euros -



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

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

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

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

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

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

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# Success of our products is reflected in strong financial results

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

in billions of euros

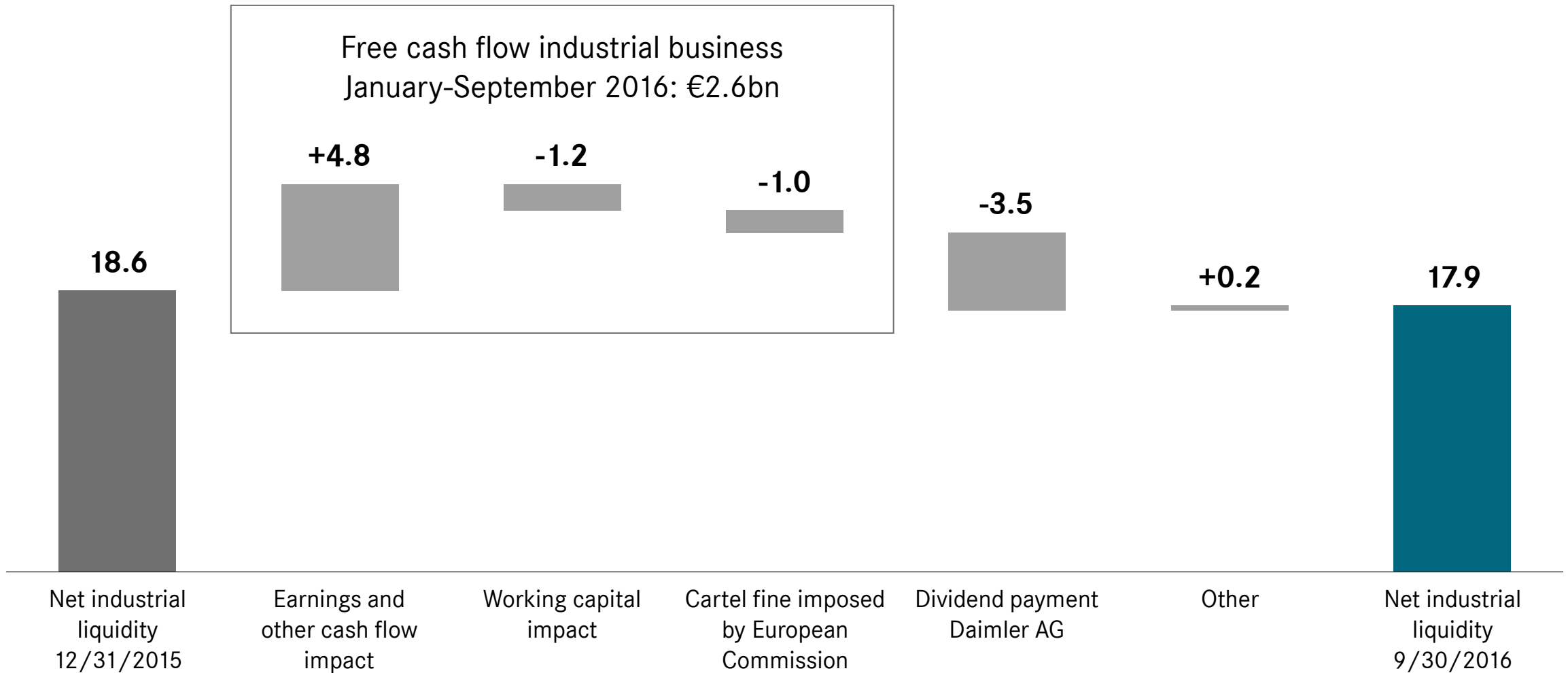
# Strong financial and balance sheet figures support our financial strength and A-rating

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

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
<b>Daimler Group</b>	720.0	<b>754.1</b>	+5
of which			
Mercedes-Benz Cars	508.4	<b>565.6</b>	+11
Daimler Trucks	128.5	<b>97.1</b>	-24
Mercedes-Benz Vans	75.7	<b>85.2</b>	+13
Daimler Buses	7.4	<b>6.2</b>	-17

in thousands of units

# Revenue by division

	Q3 2015	Q3 2016	% change
<b>Daimler Group</b>	37.3	<b>38.6</b>	+4
of which			
Mercedes-Benz Cars	20.7	<b>23.3</b>	+12
Daimler Trucks	9.7	<b>7.9</b>	-19
Mercedes-Benz Vans	2.8	<b>3.1</b>	+13
Daimler Buses	1.0	<b>0.9</b>	-8
Daimler Financial Services	4.7	<b>5.1</b>	+9
Contract volume of Daimler Financial Services*	116.7	<b>122.1</b>	+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*
<b>Daimler Group</b>	3,661	10.1	<b>4,037</b>	<b>10.8</b>
of which				
Mercedes-Benz Cars	2,183	10.5	<b>2,746</b>	<b>11.8</b>
Daimler Trucks	791	8.2	<b>464</b>	<b>5.9</b>
Mercedes-Benz Vans	193	7.0	<b>312</b>	<b>10.0</b>
Daimler Buses	89	8.7	<b>45</b>	<b>4.8</b>
Daimler Financial Services	378	-	<b>438</b>	-
Reconciliation	27	-	<b>32</b>	-

\* 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*
<b>Daimler Group</b>	3,657	10.1	<b>4,010</b>	<b>10.7</b>
of which				
Mercedes-Benz Cars	2,161	10.4	<b>2,659</b>	<b>11.4</b>
Daimler Trucks	805	8.3	<b>510</b>	<b>6.5</b>
Mercedes-Benz Vans	196	7.1	<b>319</b>	<b>10.2</b>
Daimler Buses	90	8.8	<b>52</b>	<b>5.5</b>
Daimler Financial Services	378	-	<b>438</b>	-
Reconciliation	27	-	<b>32</b>	-

\* 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

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## 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 chain<sup>1)</sup>

Success factors

**Processes and Structures**

**Digital skills & Corporate culture**

**Management system**

1) Industry 4.0

# 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

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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

# 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



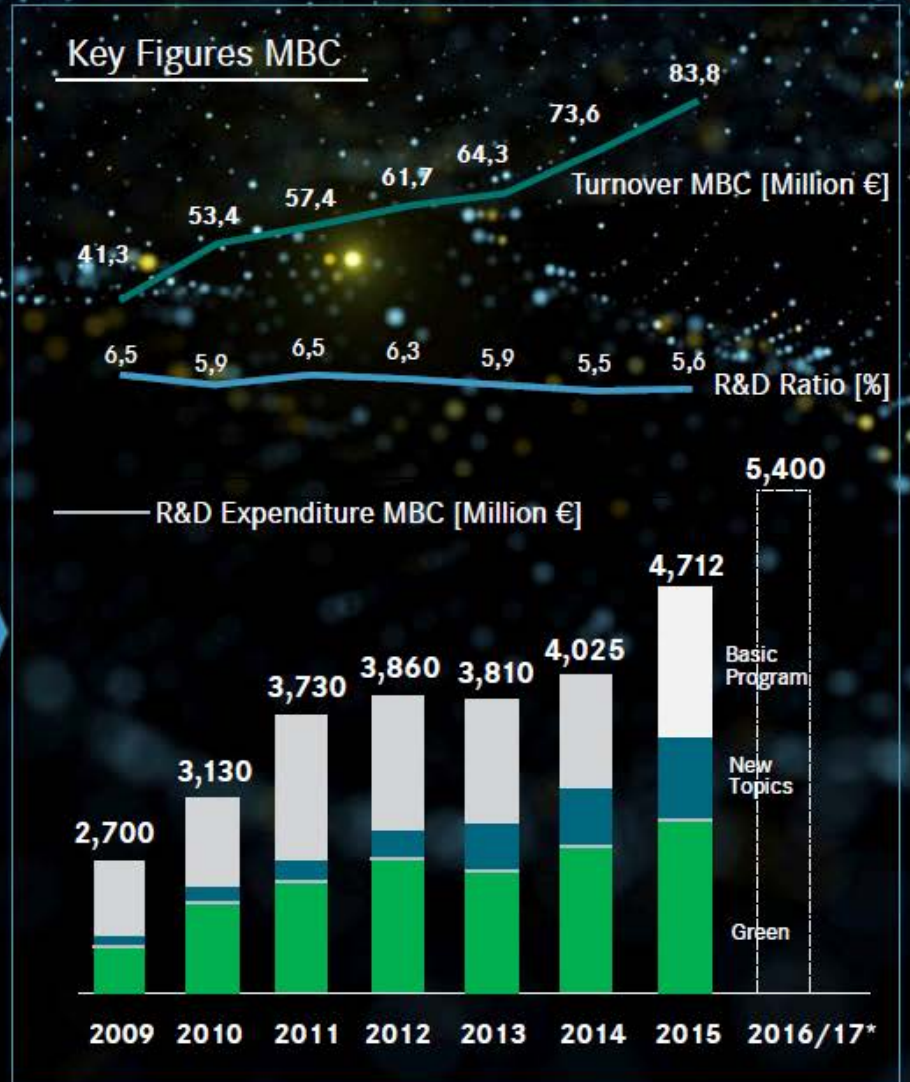
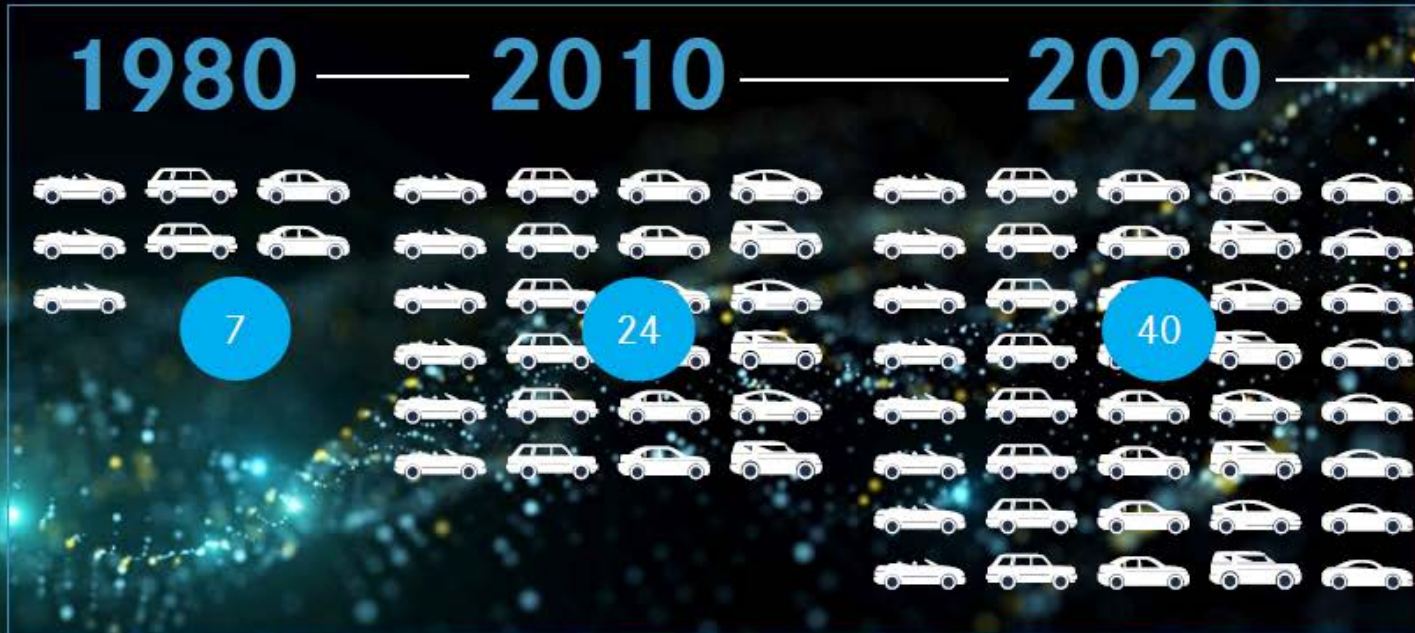
Vito China



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

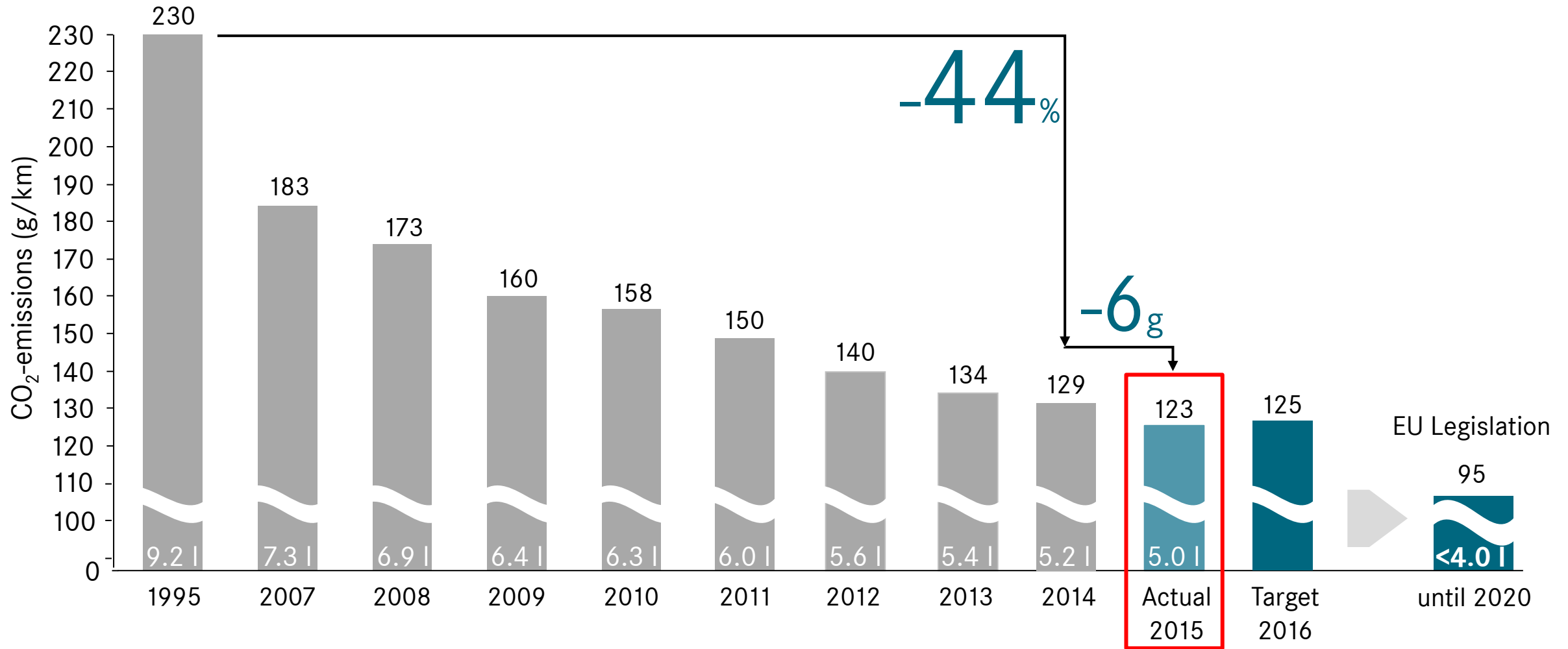
DRIVE PILOT, Intelligent Hybrid Technology, Magic Body Control, Light Systems, New Engines, Touchpad.

\*average p.a.

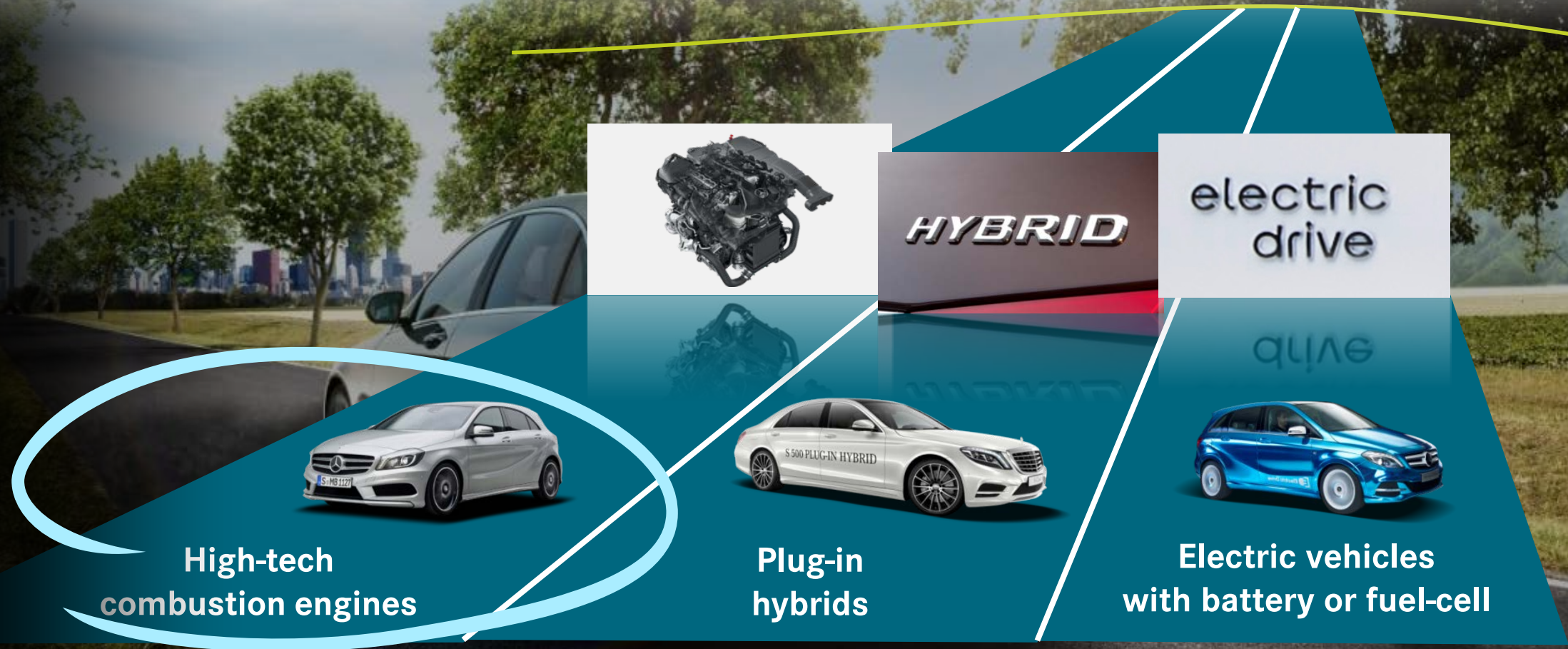


# We are on our way to emission-free driving

## 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

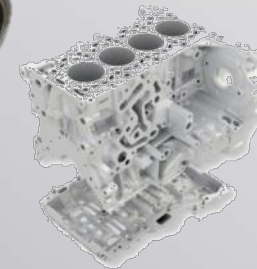
18 kW more power

11% faster acceleration



13% CO<sub>2</sub> reduction

-80% NO<sub>x</sub> emissions



# CASE

 **C**onnecting

 **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.***

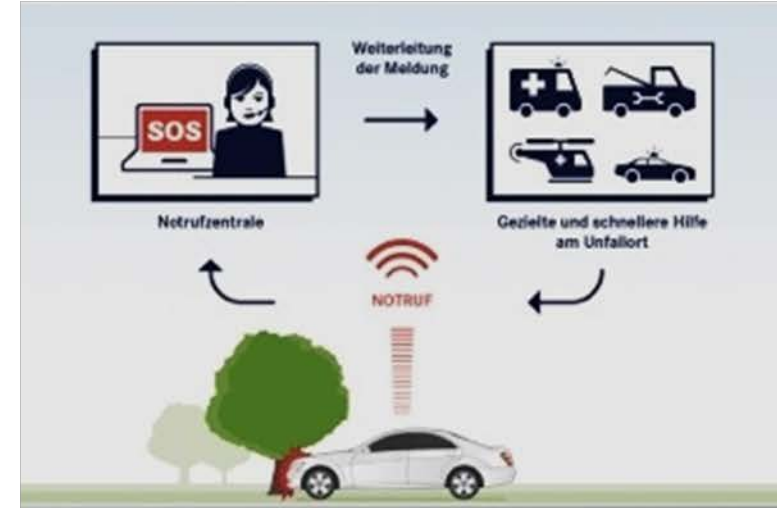




# Connectivity – Pushing new services and products

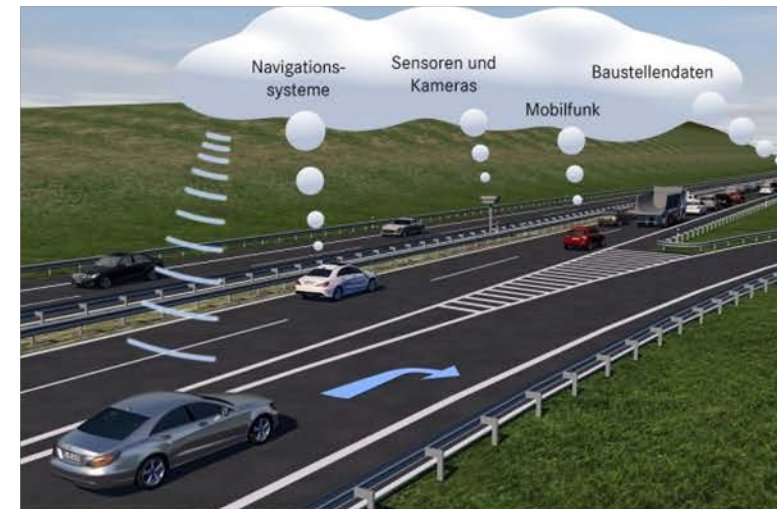
## Examples

Mercedes  
me  
connect



Mercedes-  
Benz  
e-call

Mercedes  
me  
App



Real time  
traffic  
service



**C** **F** **A**utonomous **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



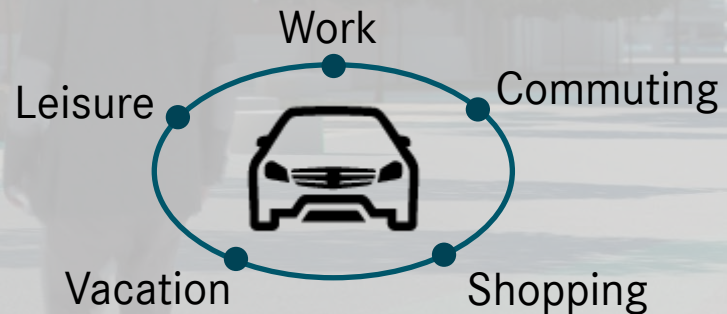
hared &  
ervices



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





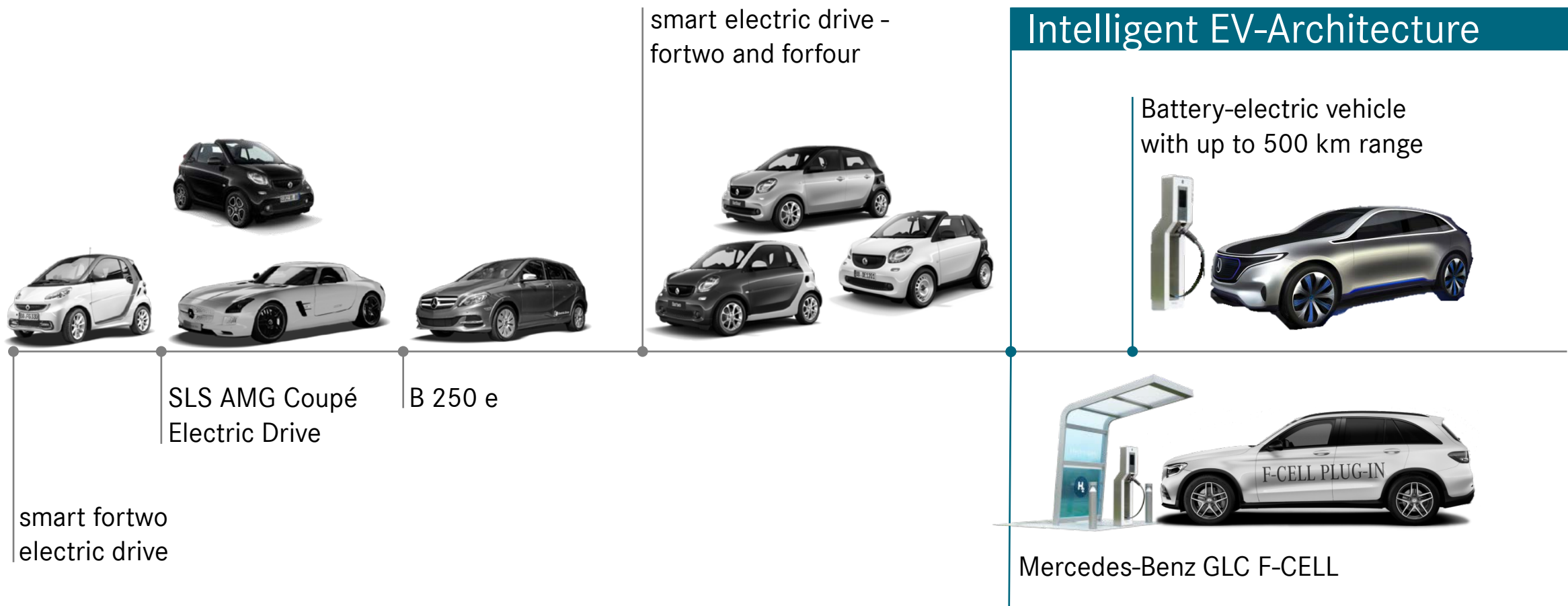


lectrified

# Introduction of 10 plug-in-hybrid vehicles



# Electric Line Up extended into the Future



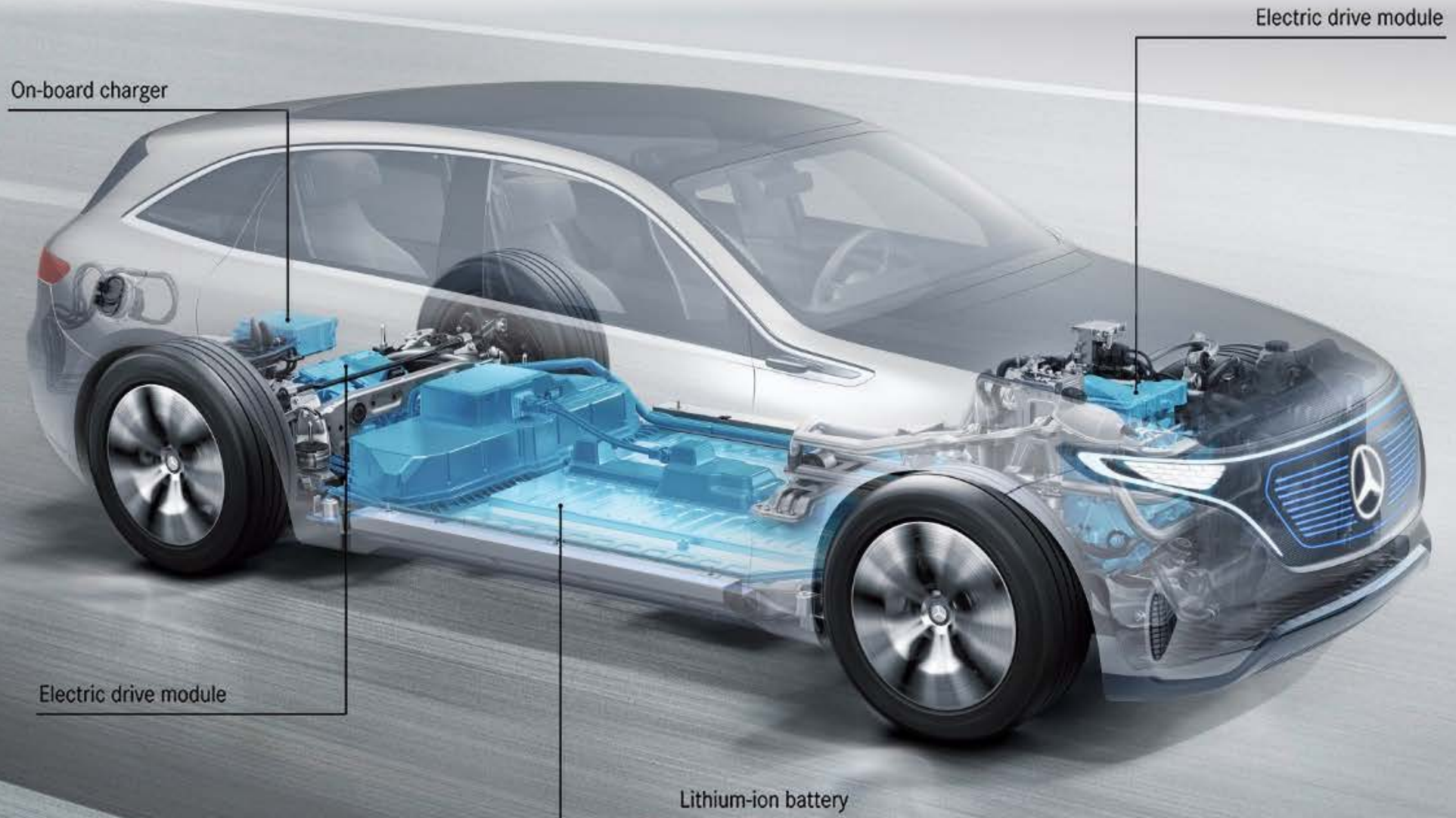
World premier in Paris: The first *star* of our product offensive under the product brand *EQ*

EQ

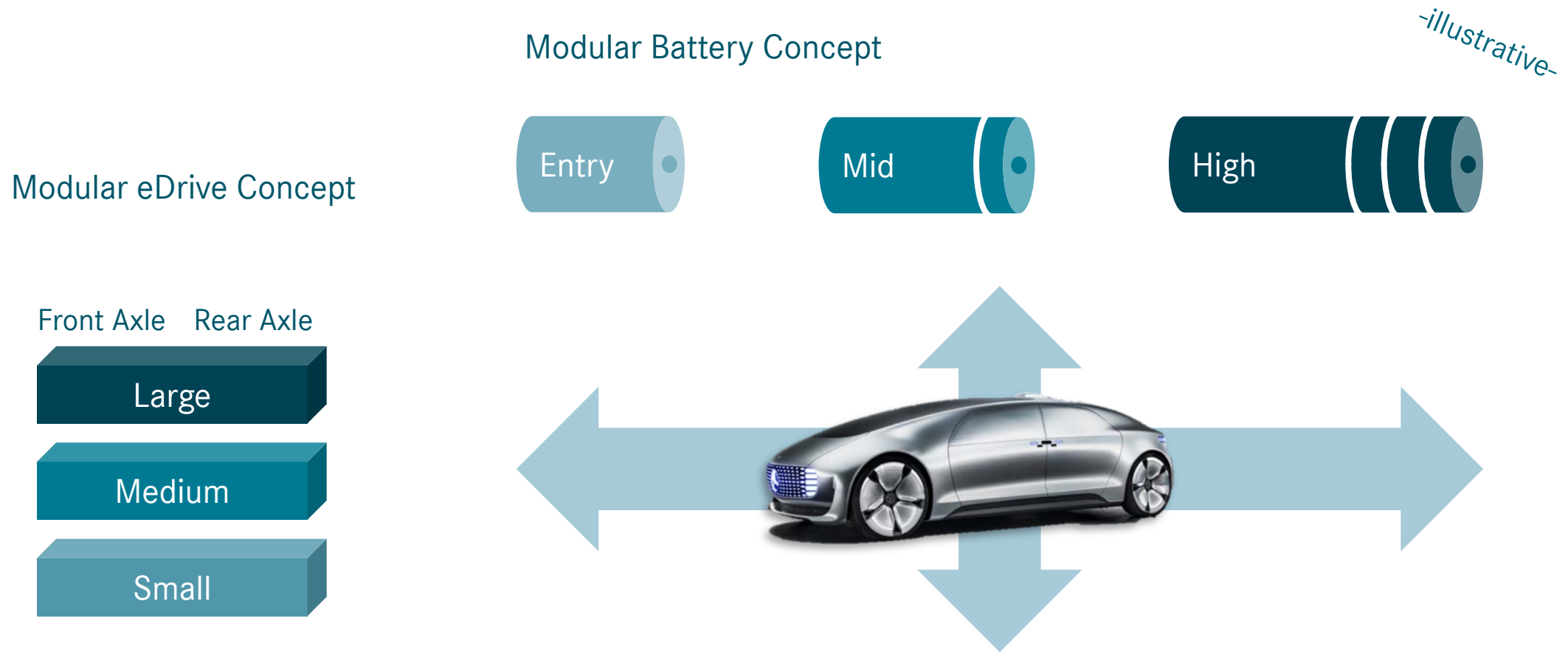
Electric Intelligence by  
Mercedes-Benz



# 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

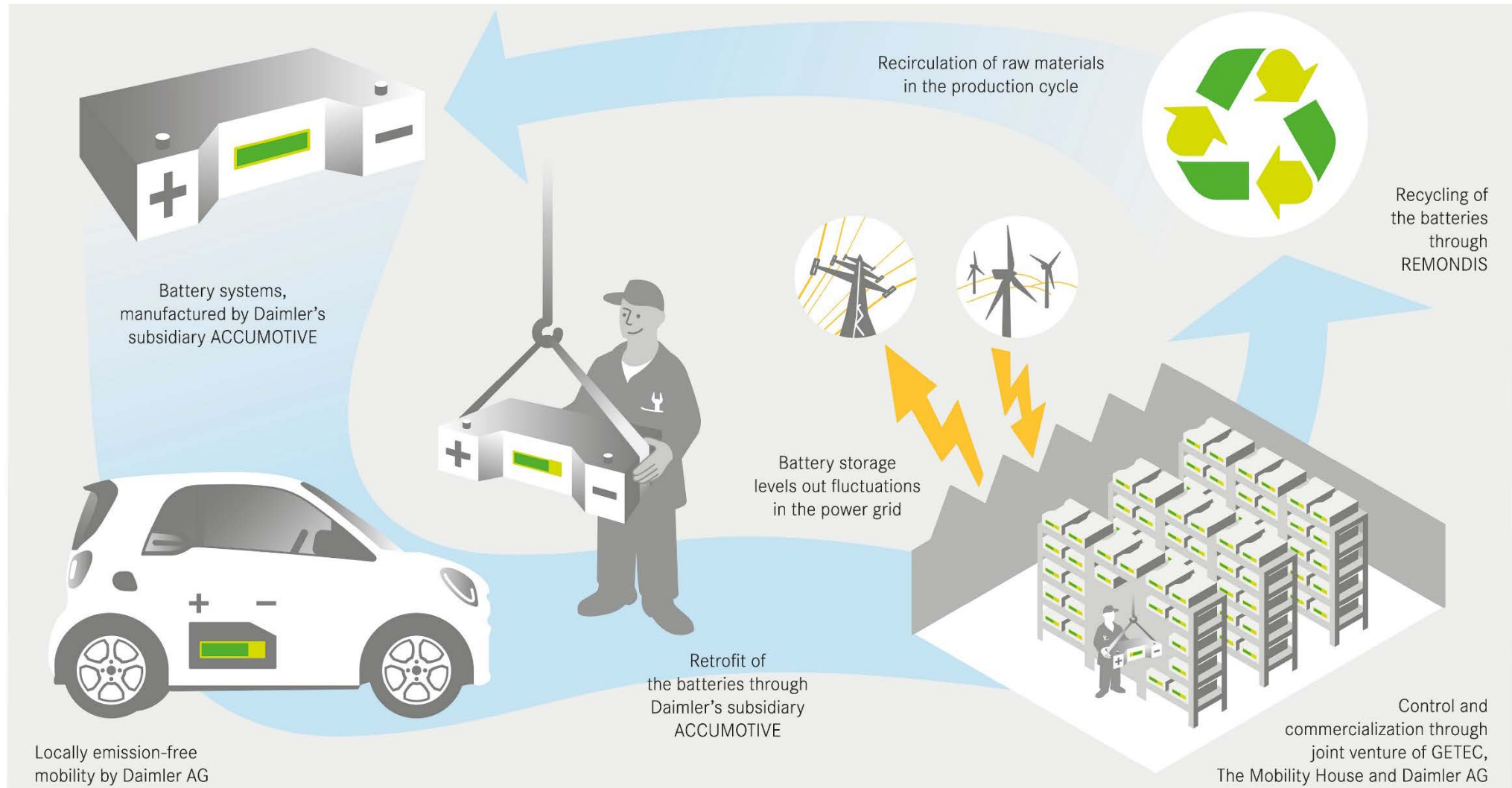


Deutsche ACCUMOTIVE GmbH & Co. KG, Kamenz, Germany

- Production space stocked up from 20,000 to 60,000 m<sup>2</sup>
- 2<sup>nd</sup> 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

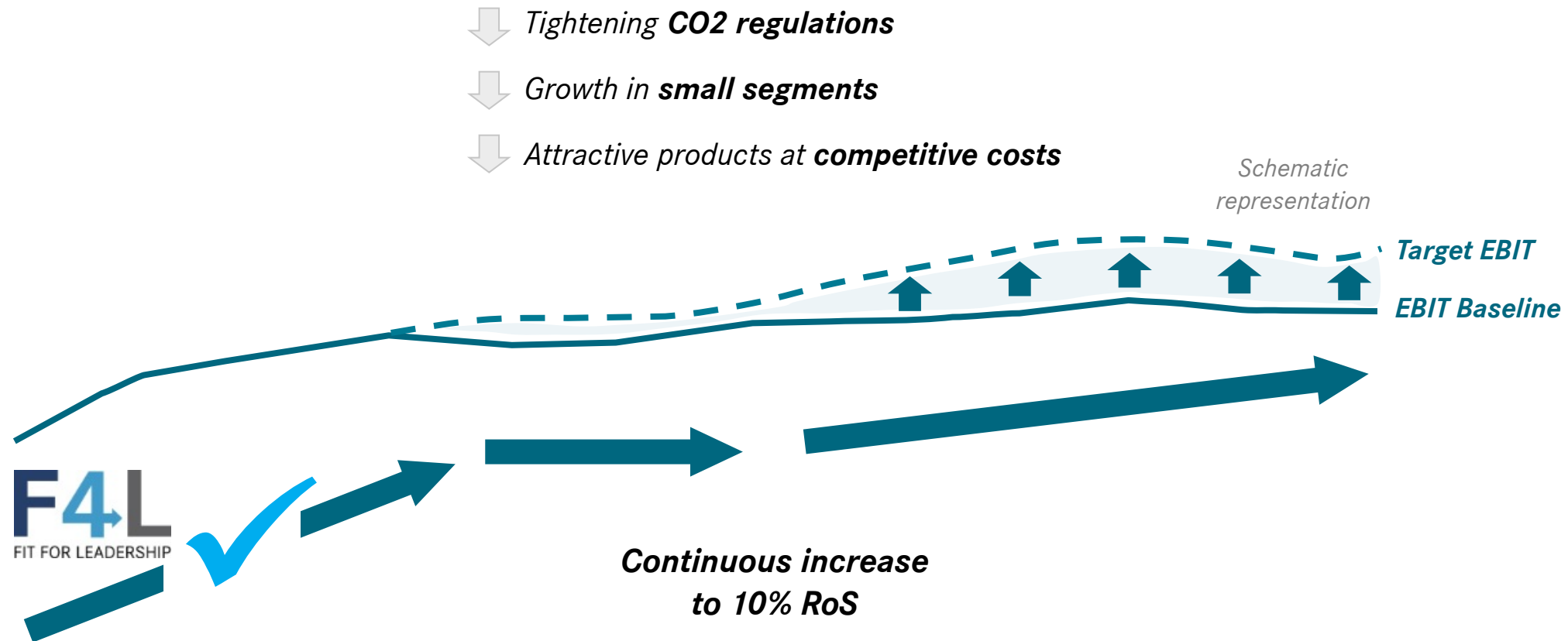




Leadership in Future Mobility will be determined by the combination of the four dimensions



# 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



*Measurement implementation for cost improvement*



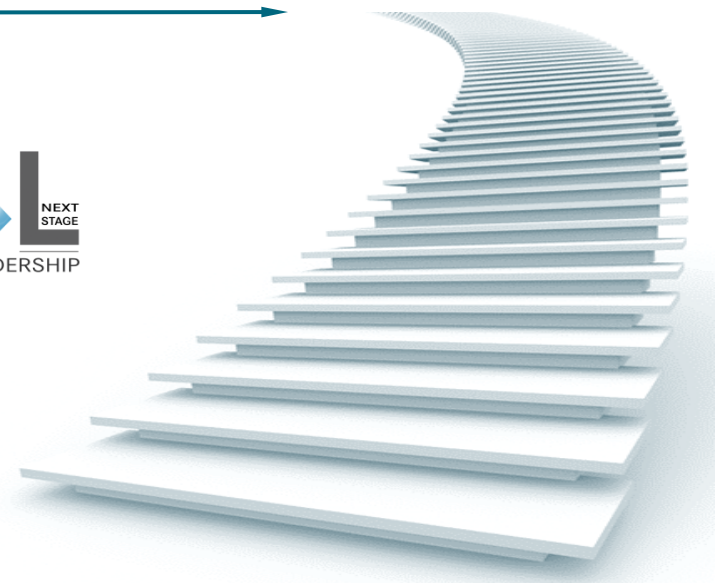
**2 bn. € until 2014**



*Optimized business structures*



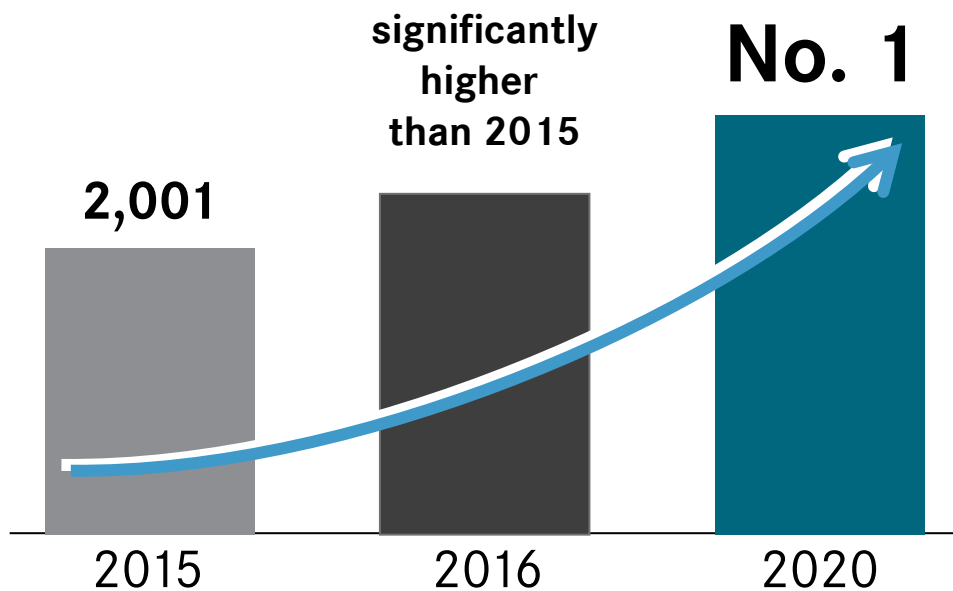
**Fit for Leadership Next Stage**



# Our target: No.1 premium car manufacturer

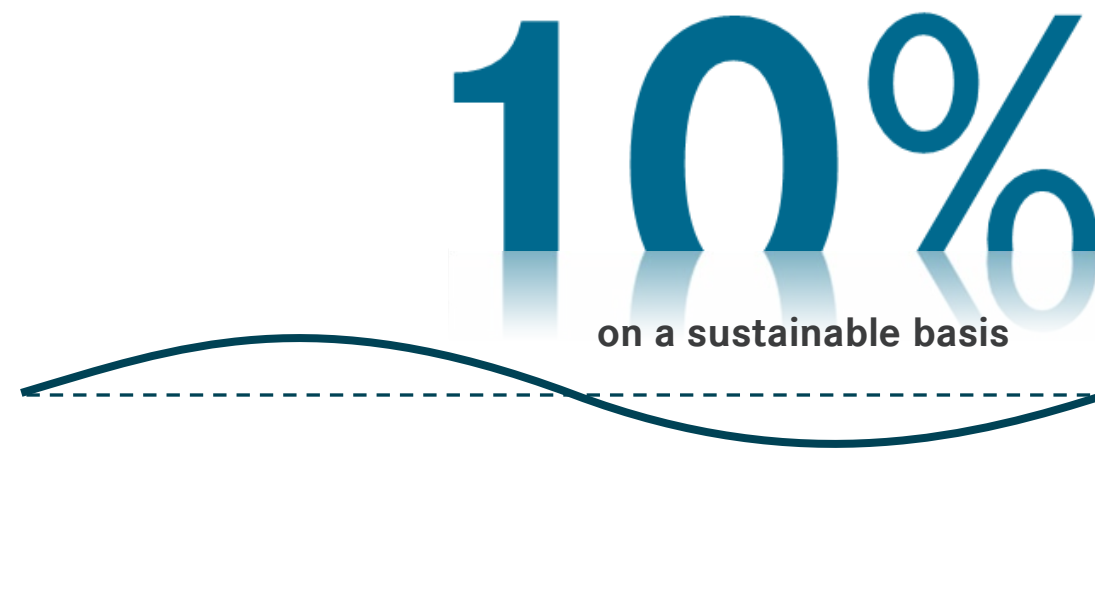
## Sales target

In thousand units



## Profitability target

Return on Sales in %



# Daimler Trucks



# Broadest and strongest truck portfolio in our history



# Our strategy works. We keep on executing it.

## Technology Leadership

in efficiency, safety and connectivity



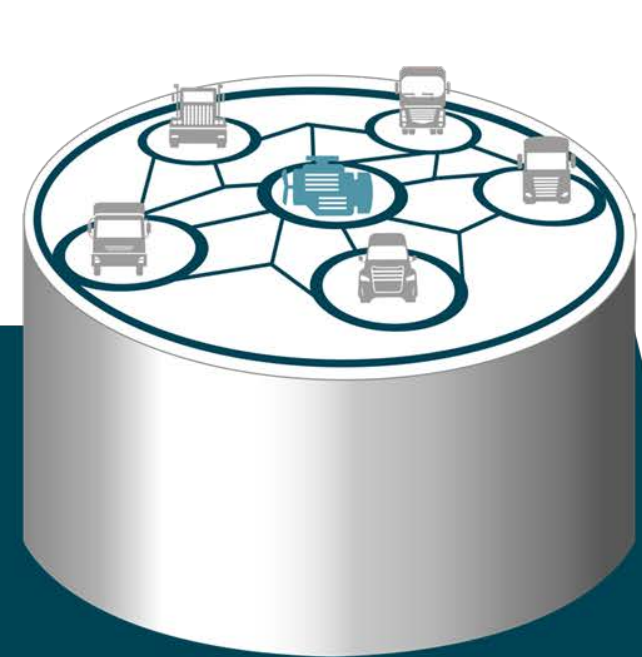
## Global Market Presence

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

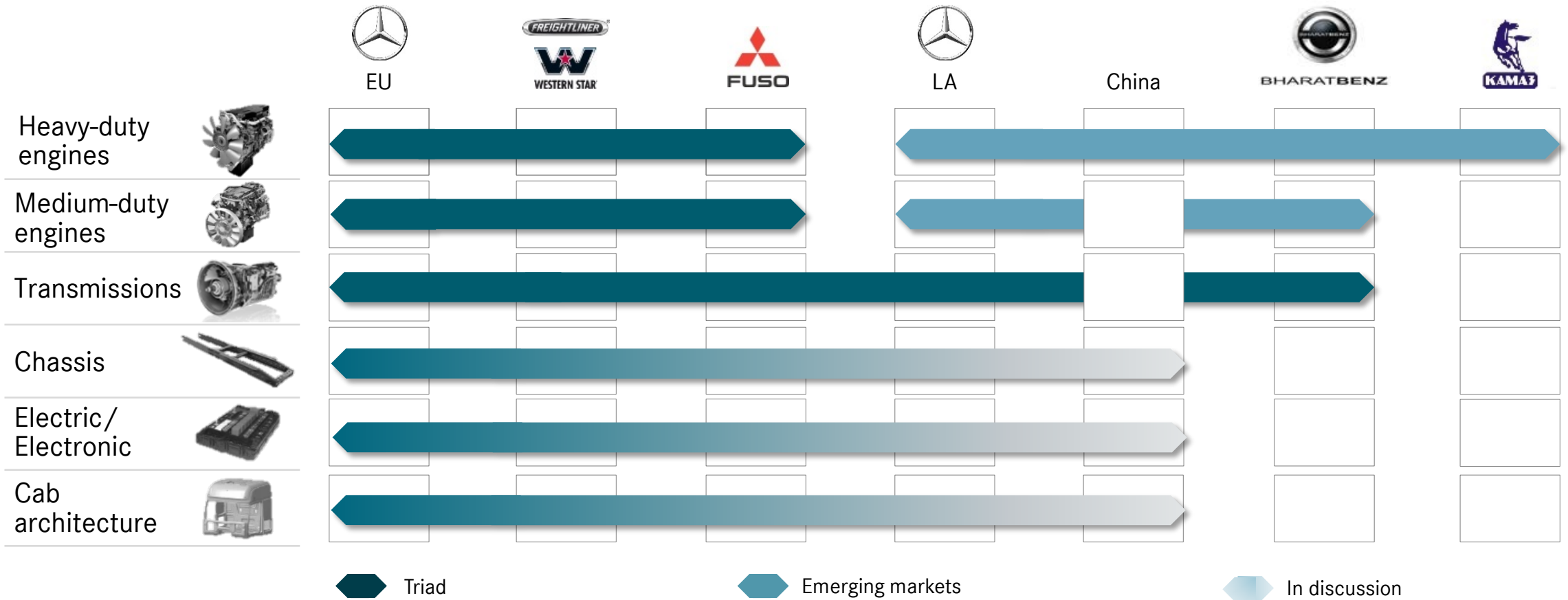


# We're already delivering connectivity to our customers



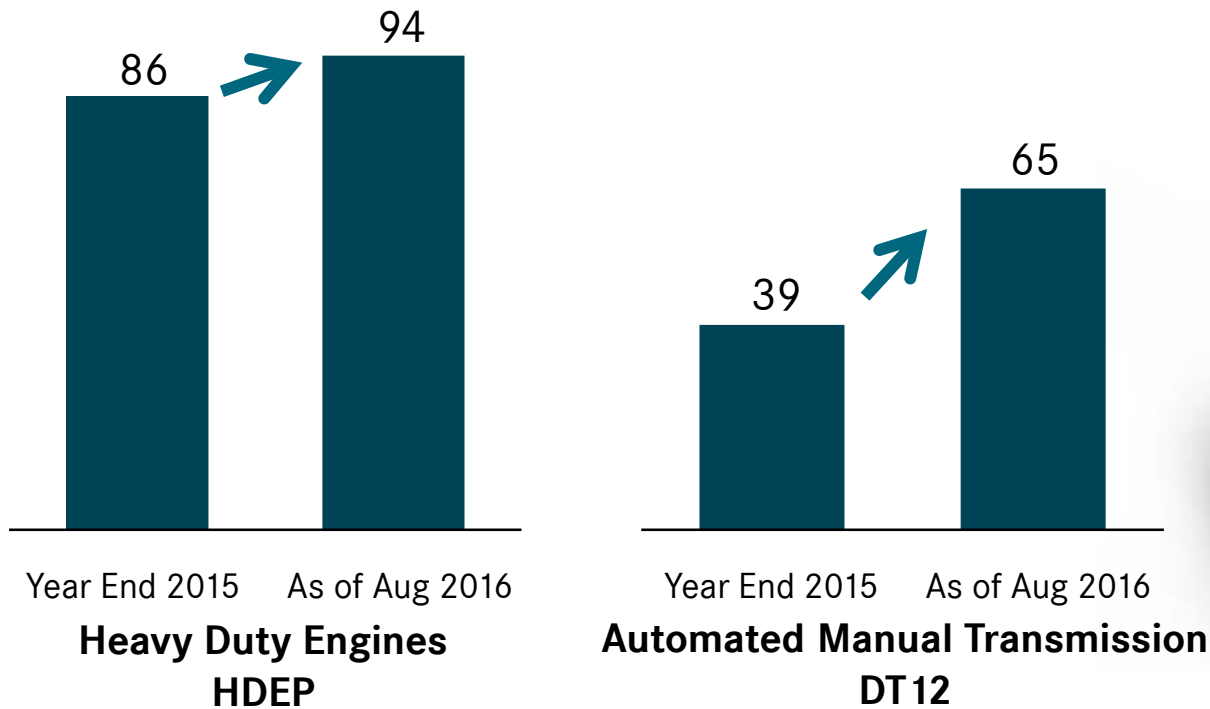
- Improves uptime by analyzing real-time data of truck
  - Detects situations that might lead to breakdowns
  - In case of emergency, “pit-stop” is organized
  - Regular workshop stops are optimized
- „One-stop-shop“ for apps on transport & logistics
  - Open to all industry partners
  - World-premiere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

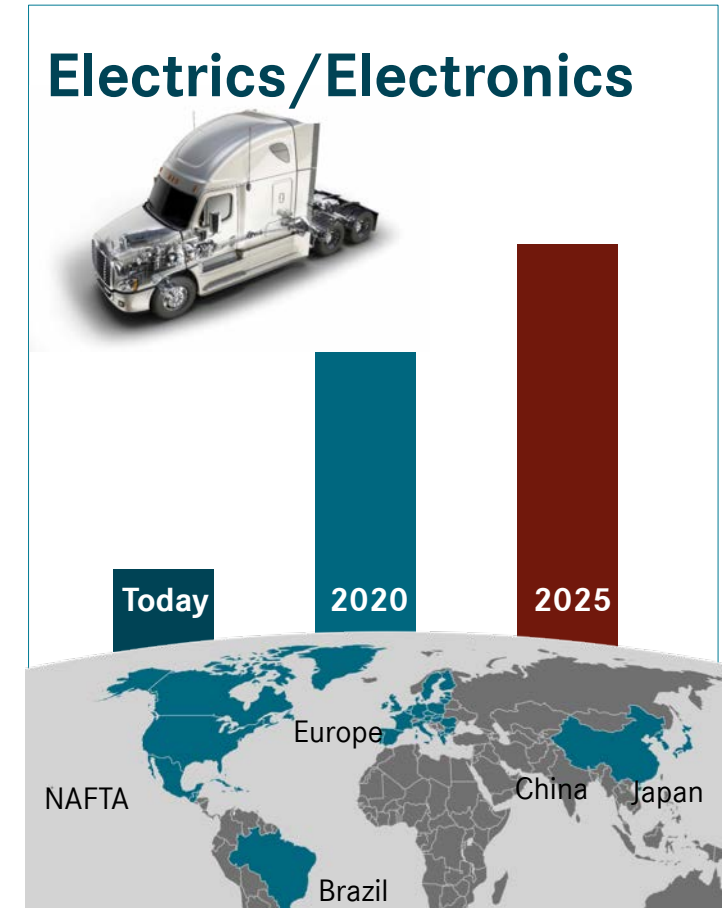
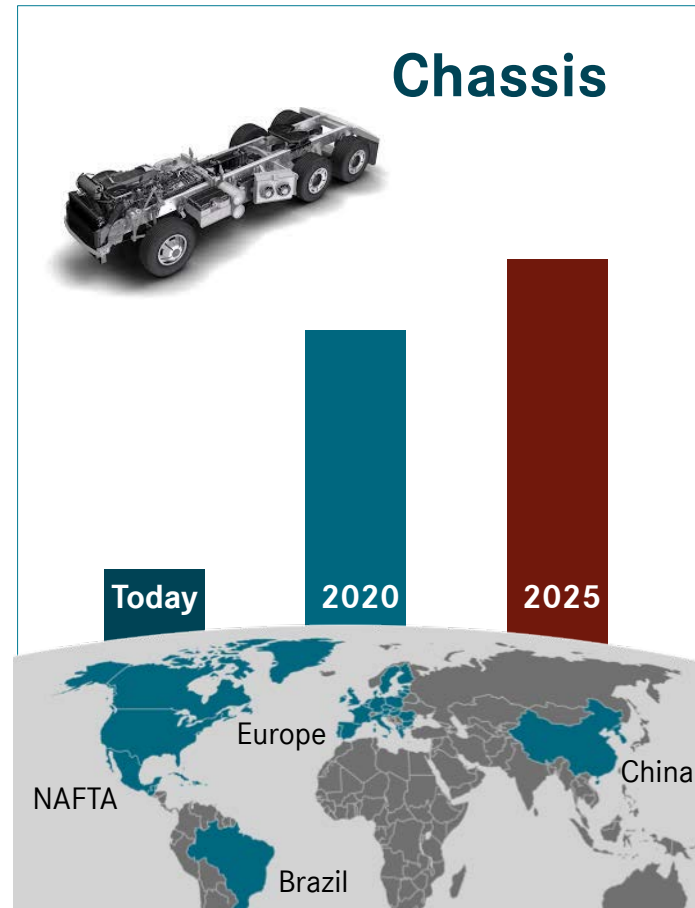
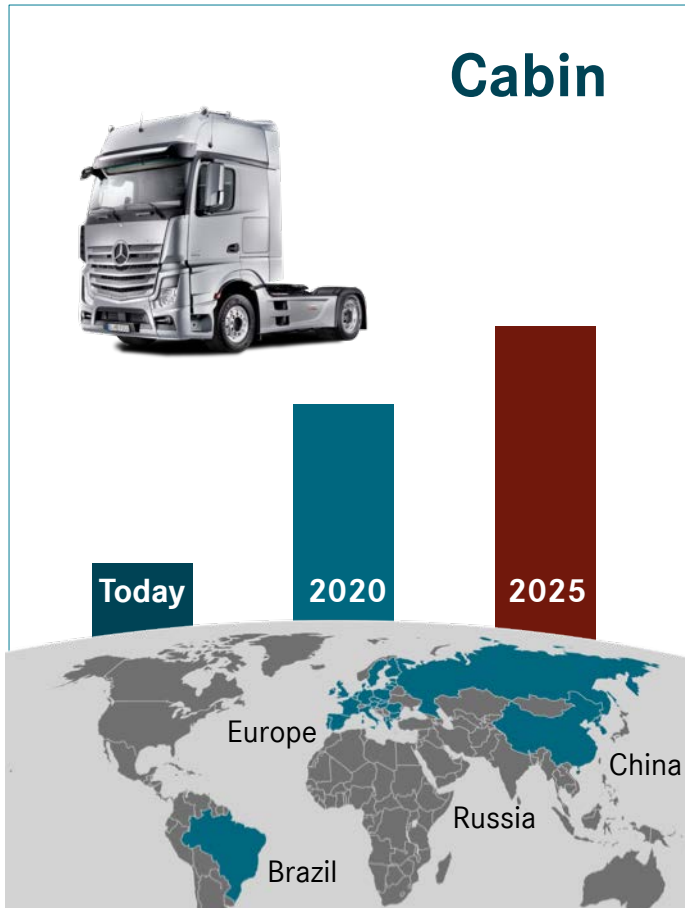


*YTD 2016 numbers are based on invoiced/backlogged units*





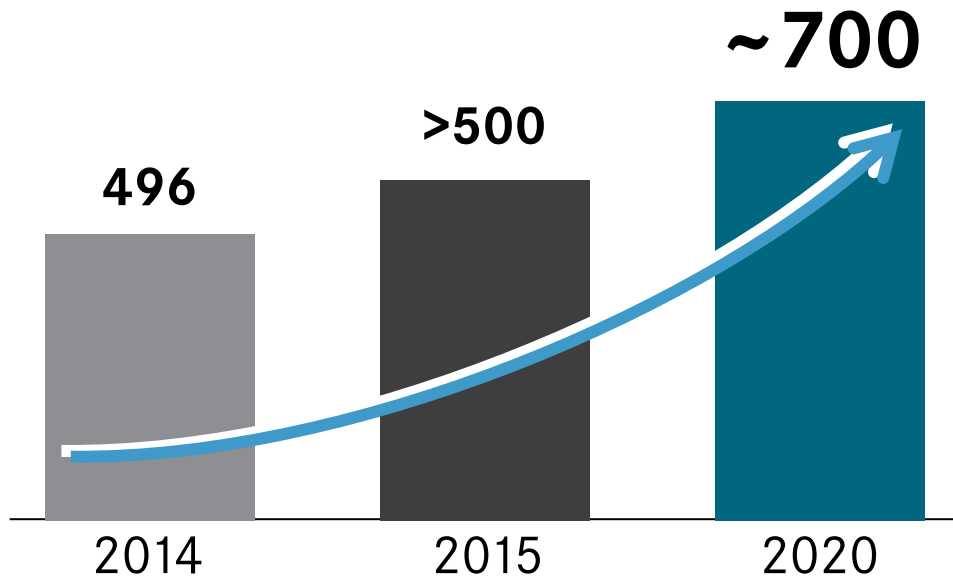
# Global Platform Roll-out will secure pass-car-like volumes in next decade for Daimler Trucks



# Sticking to our target: undisputed leader in the truck industry

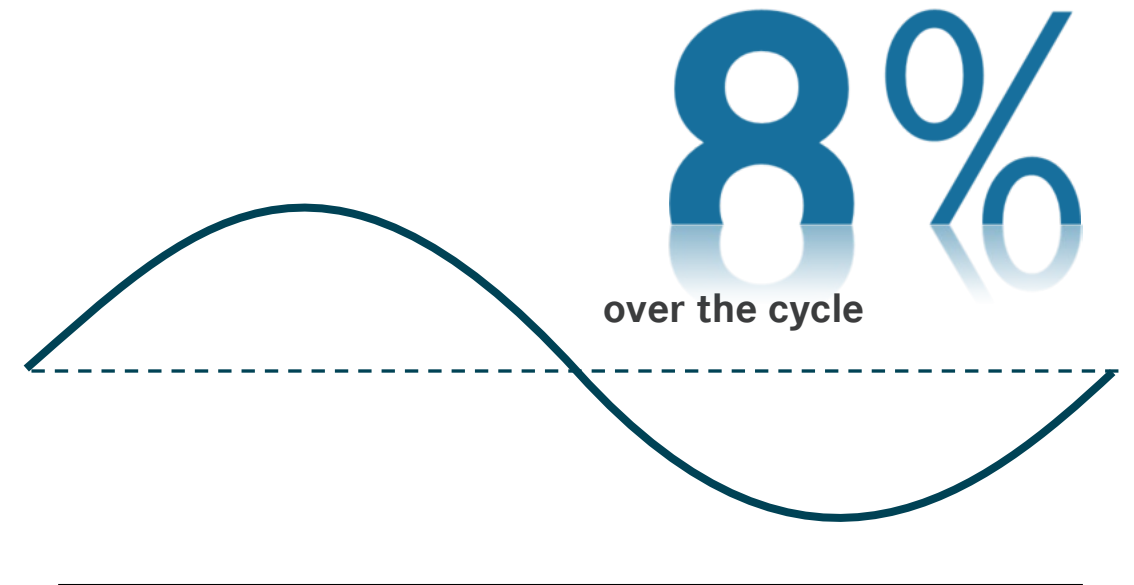
## Sales target

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



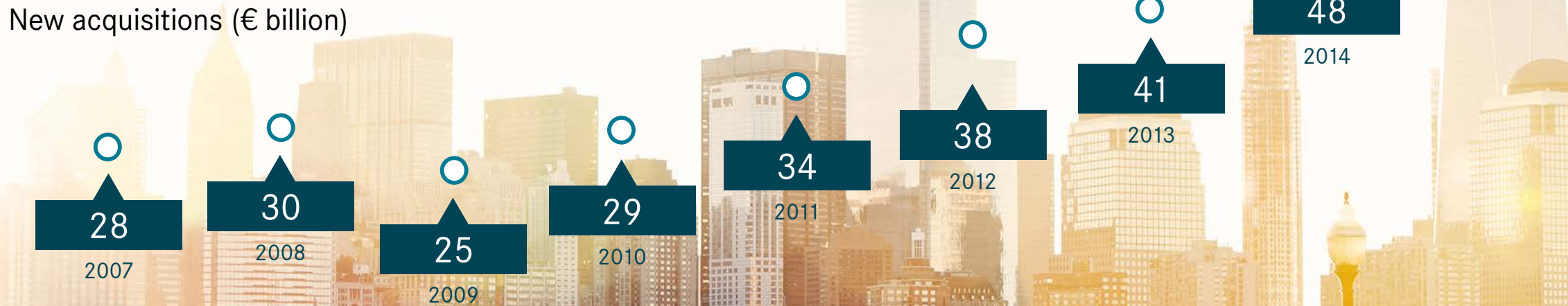
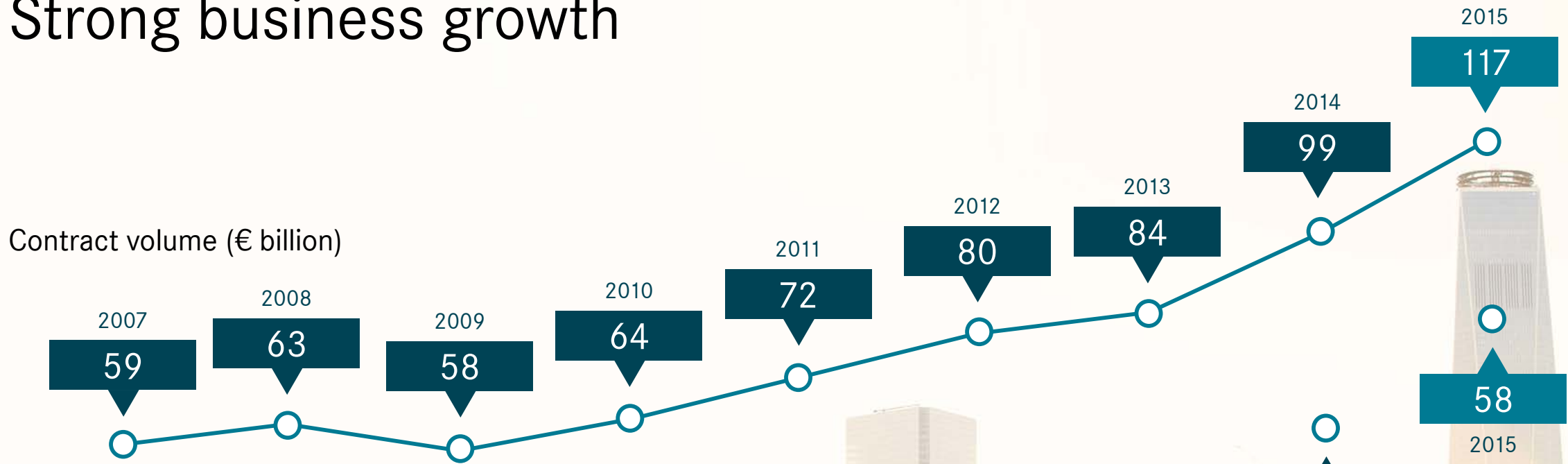
Daimler Financial  
Services



# 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



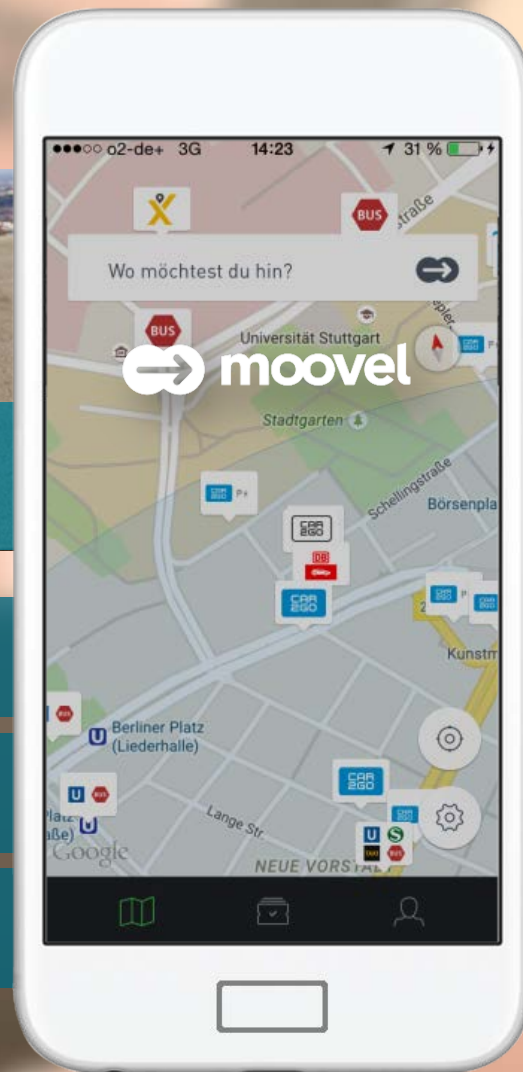
Public transport



Carsharing



Railway



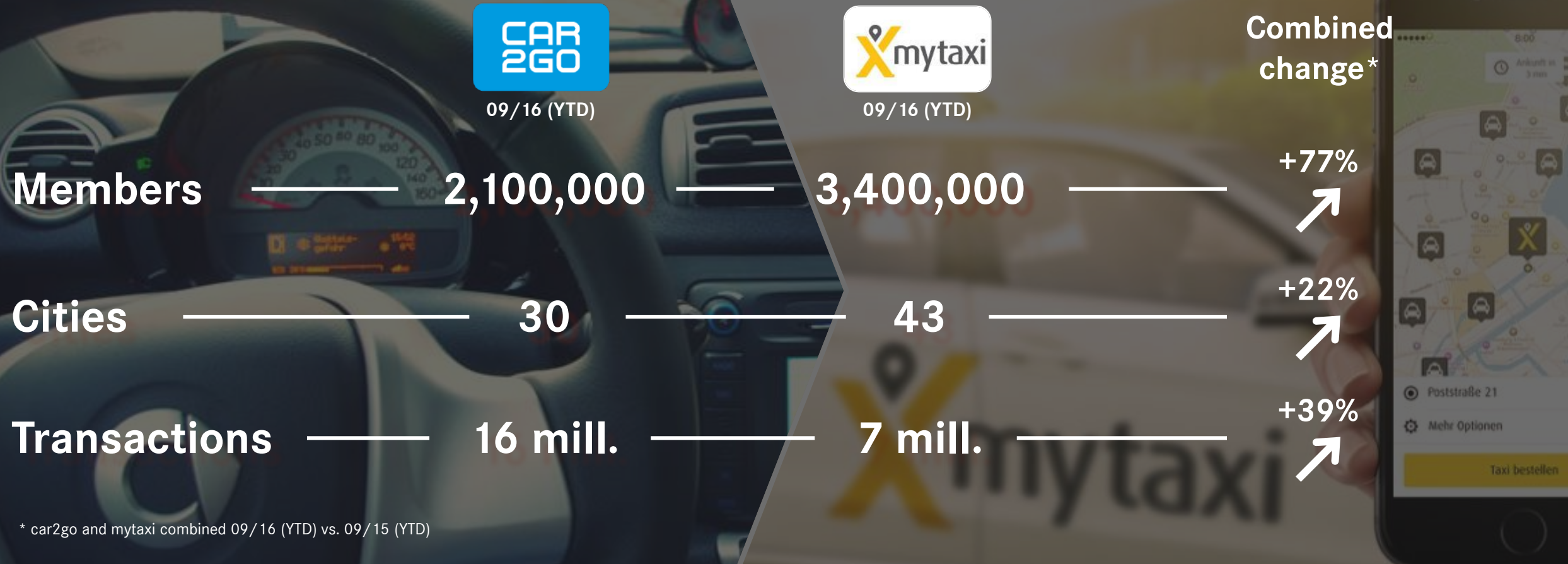
Taxi



Bikesharing



# Forging ahead with increasing business in Mobility Services



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



20  
million  
rides p.a.

100,000  
registered  
taxi drivers

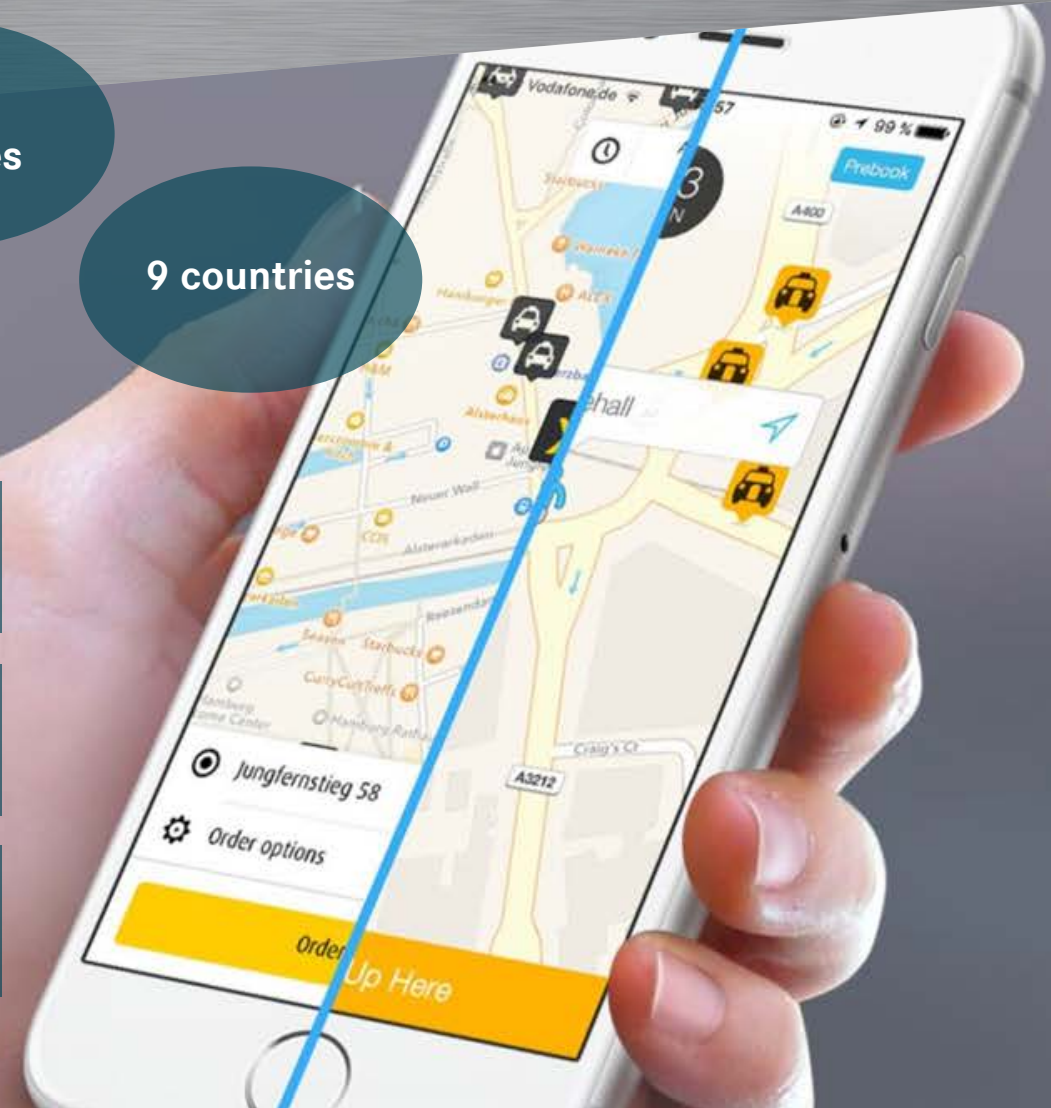
over  
50 cities

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

**AG AUTOGRAVITY**

9:41 AM

1 Choose Your Car

2 Find a Dealer

3 Apply for Financing

4 Select Your Lender

2016 Mercedes-Benz C300 RWD

Find A Dealer

Personal Information

Credit Decision Details

Congratulations, Your Application Has Been Approved

Credit Decision Summary

Mercedes-Benz Financial Services

Approved For Up To	\$38,950
Estimated Trade-in	\$0
Capitalized Cost Reduction	\$3,895
Miles /Year	12,000
Term	36 Month
APR	4.50%
Monthly Payment	\$519 /Month

EXPIRES: Wednesday, Oct 12, 2016

Personal Information

First Name

Date of Birth

Current Residence

Address

(Address Line 2)

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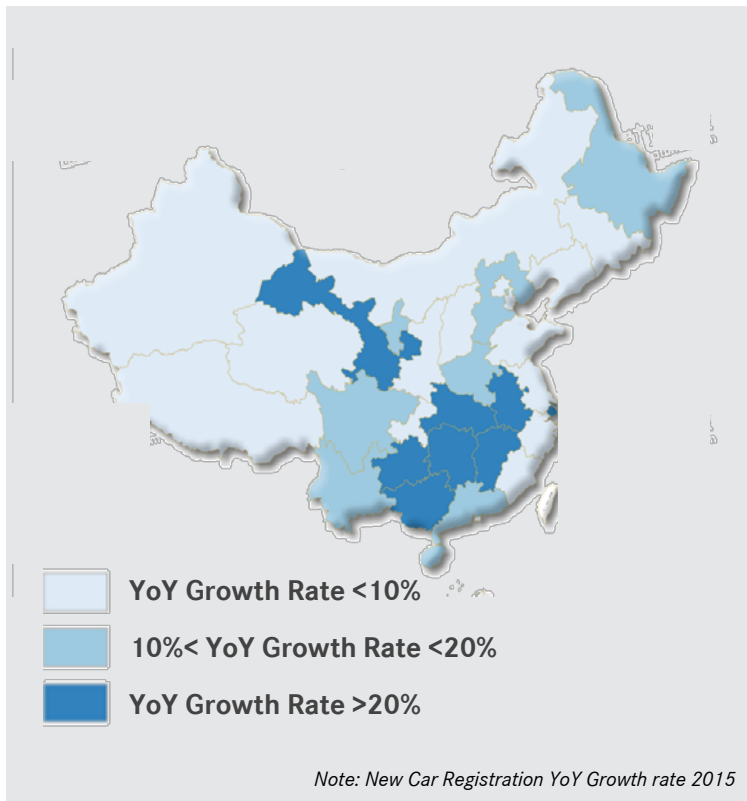
**China**

Appendix

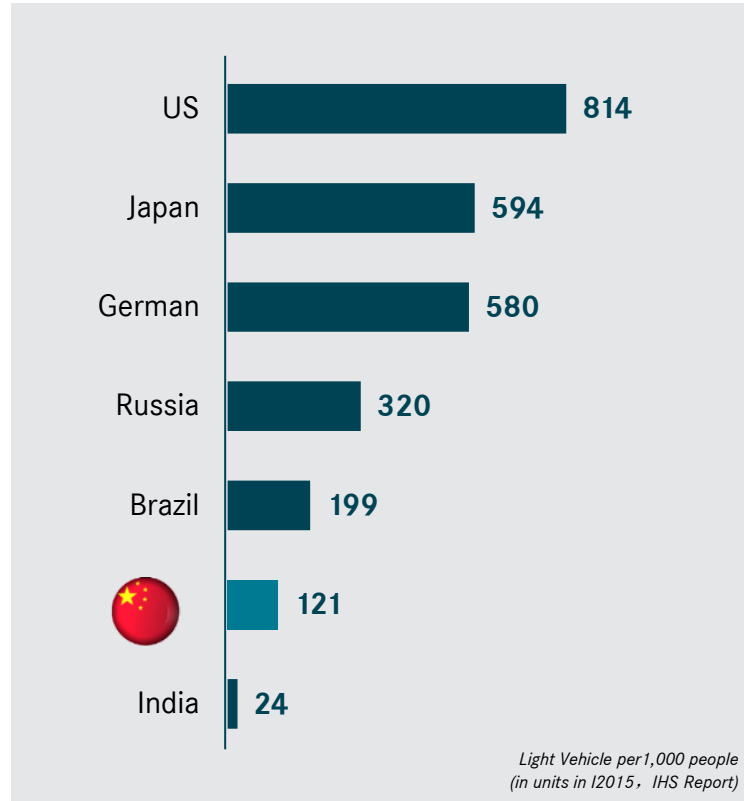


# The fundamentals remain unchanged

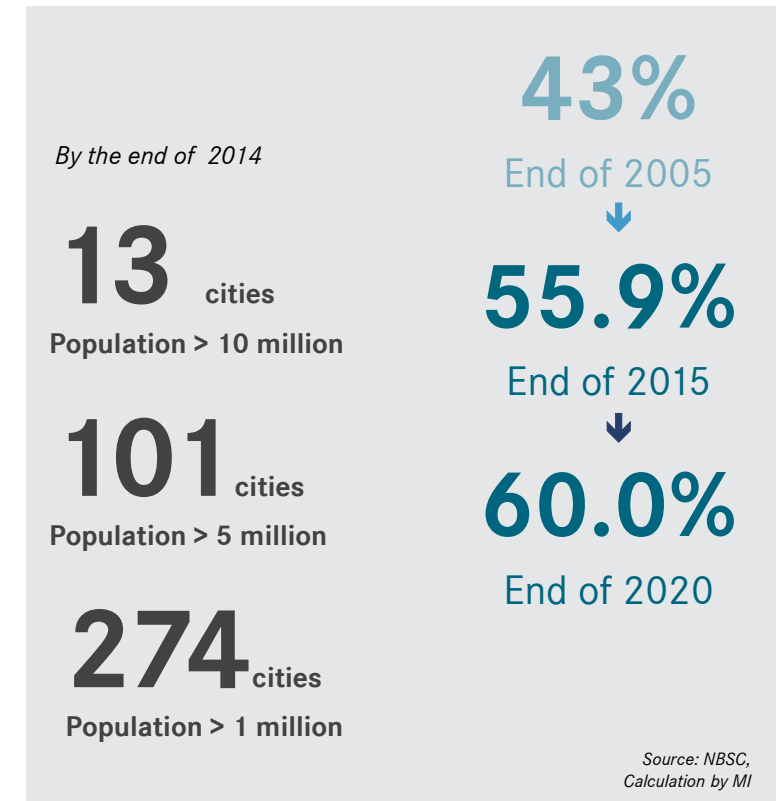
## Regional Potentials



## Low Car Density



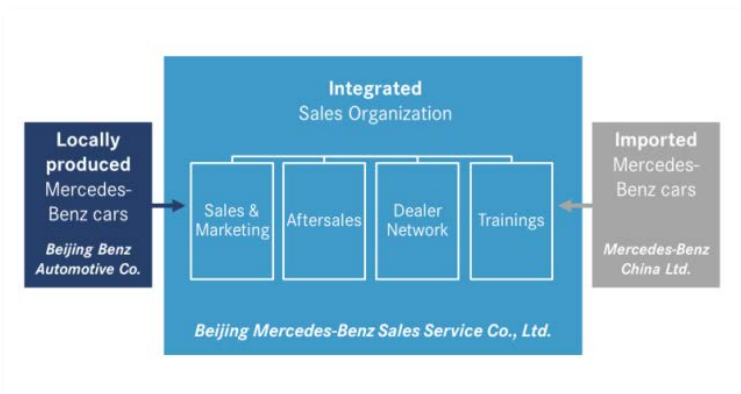
## Urbanization



# Daimler in China



# The 6 key initiatives start to pay off



**Integrated Sales Organization**



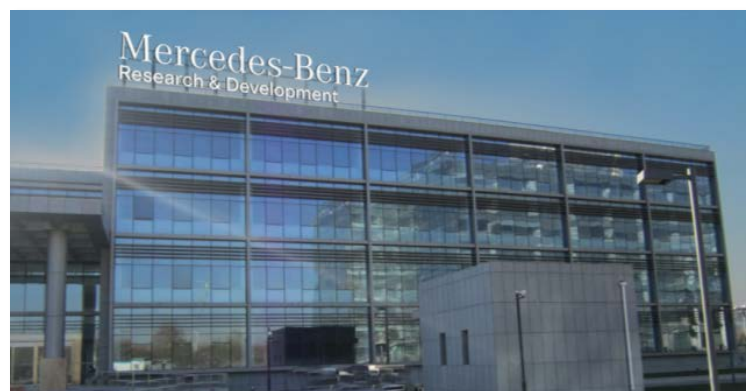
**Expansion Dealer Network**



**Extension Product Portfolio**



**Extension Local Production**



**Extension Local R&D**



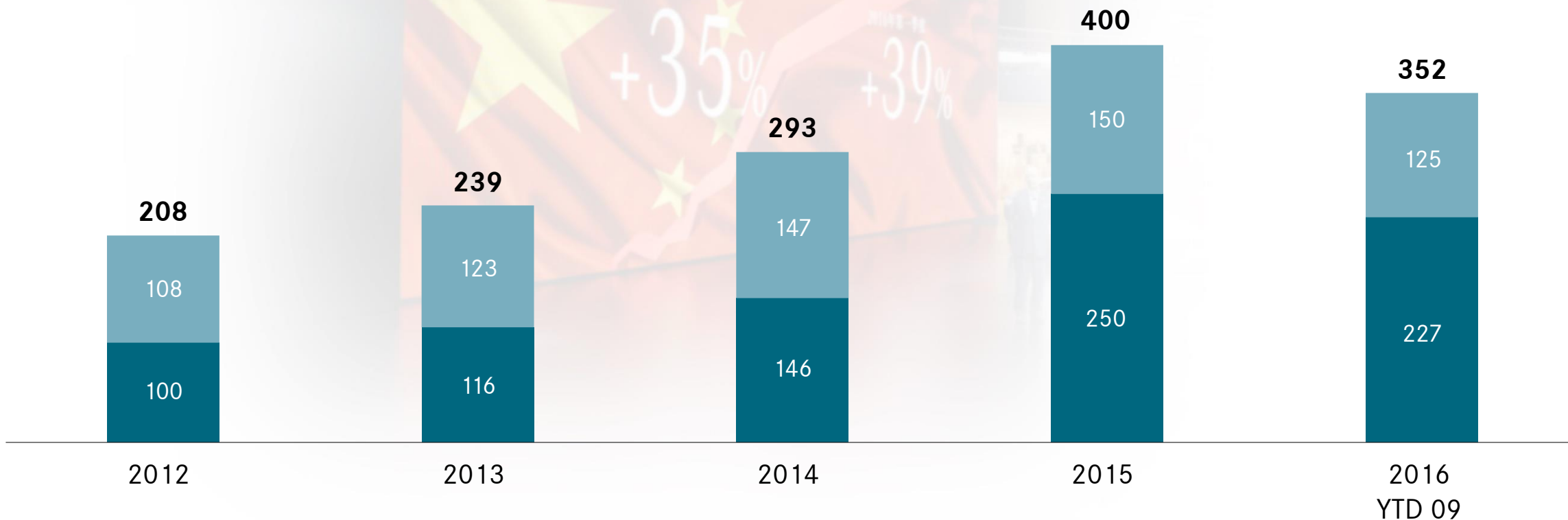
**Leverage Financial Services**



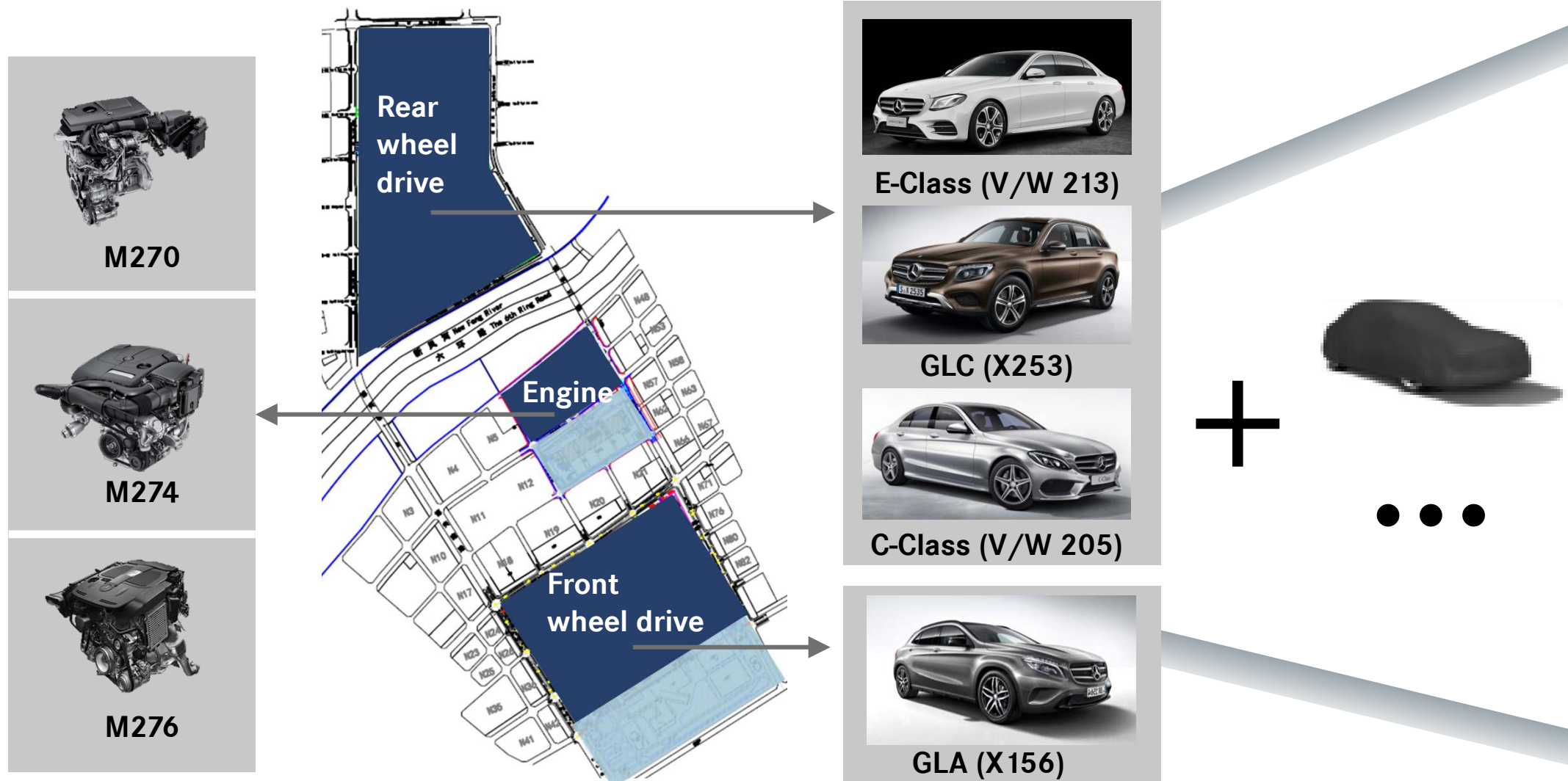
# Mercedes-Benz Cars in China: huge sales growth with increasing share of locally produced vehicles

- in thousands of units -

■ imported  
■ locally produced

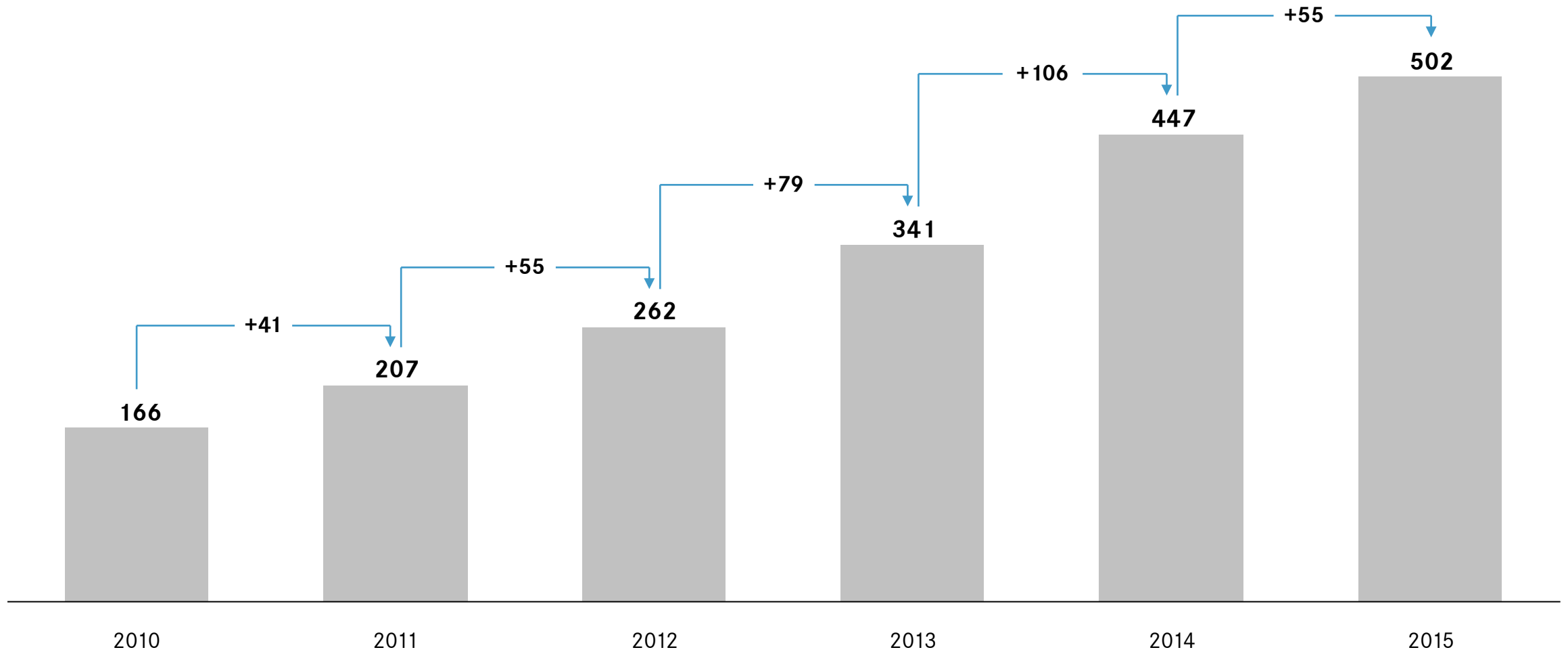


# Made in China for China: we're producing four car models and three engine models at BBAC



# Mercedes-Benz Network Development in China

Number of Outlets



# We are managing our network for the future: hardware



Upgrading and relocations to enhance capacities



Optimizing and digitalizing our sales space

Mercedes-Me Touch

E-Price Stand

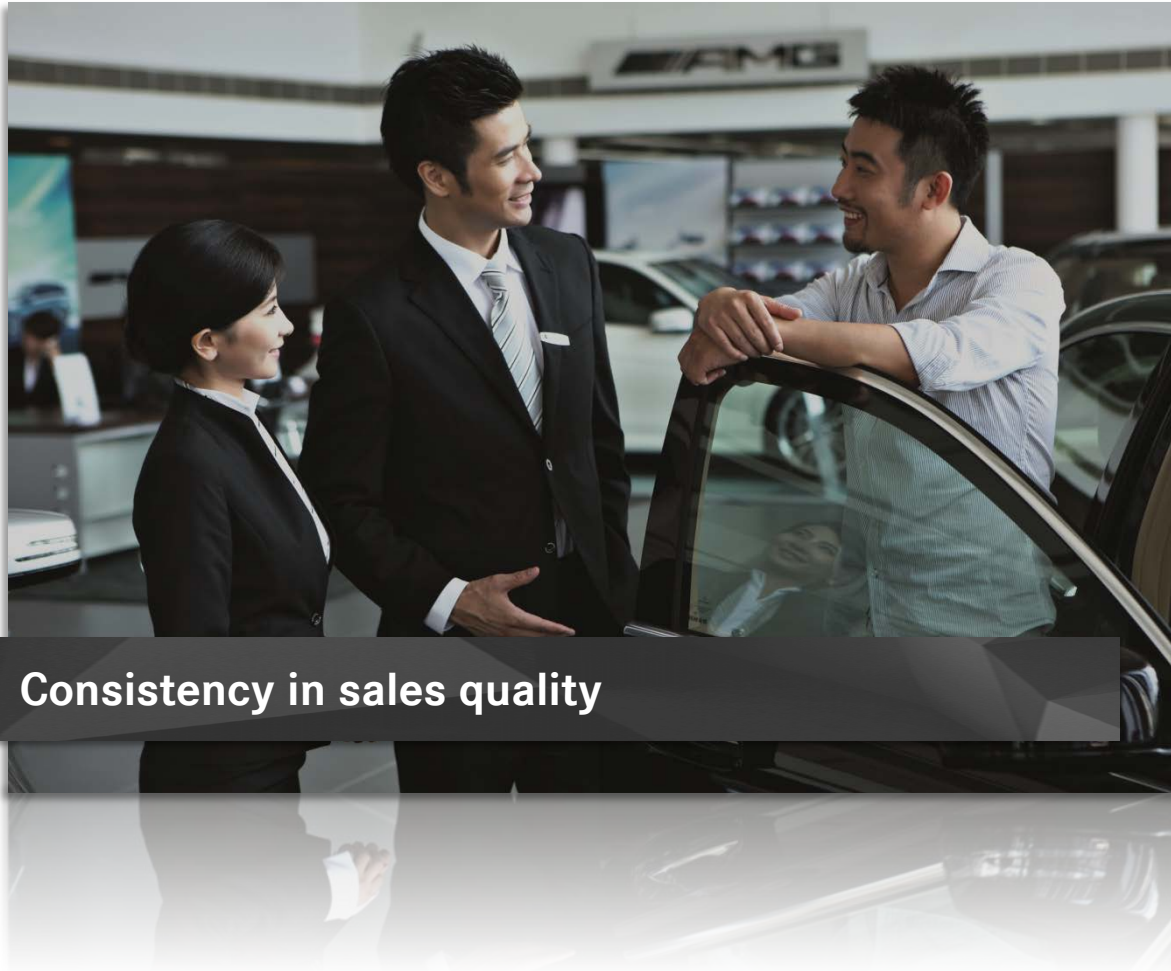
Collection Panel

Information Board

Product Power Wall

Consultant Panel

# We are managing the network for the future: software



Consistency in sales quality

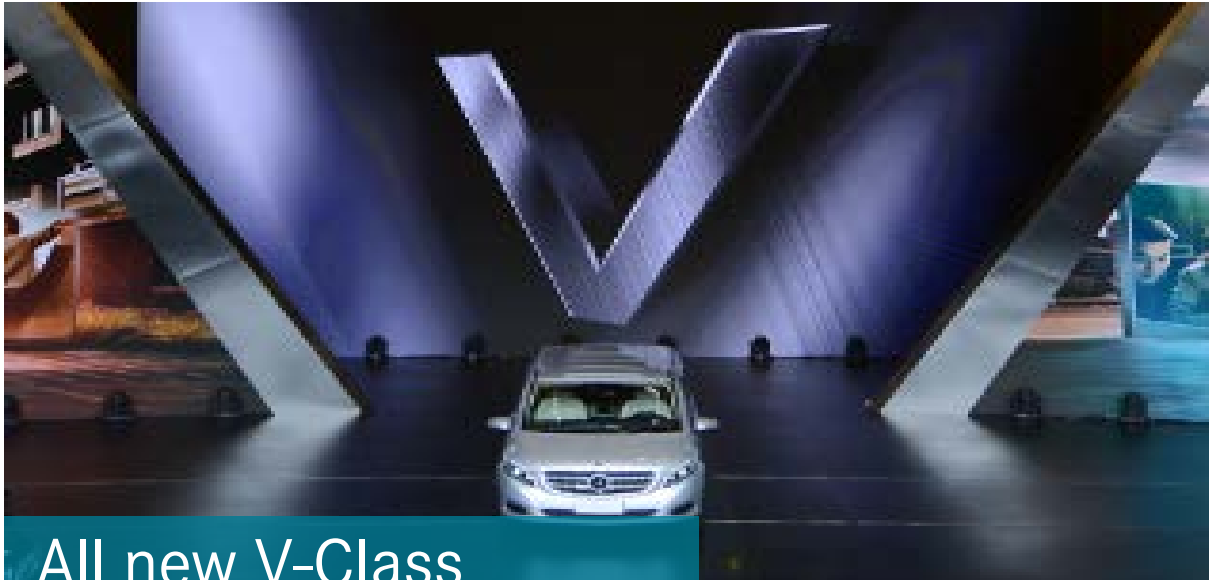


Profitable growth of franchise business

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*

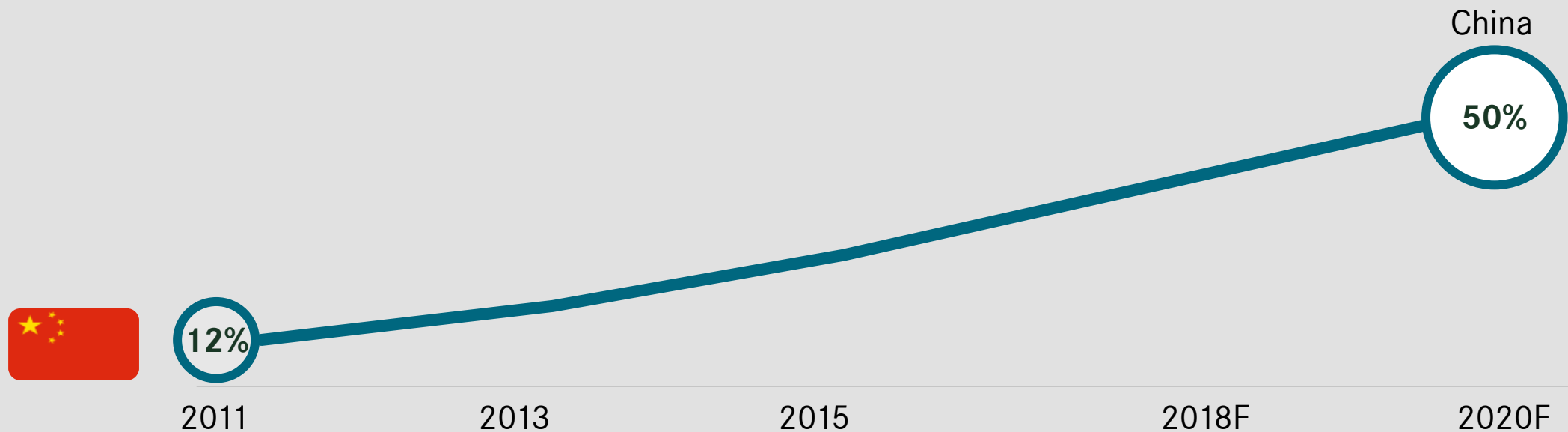


All new Vito  
*Launched in September*



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.**

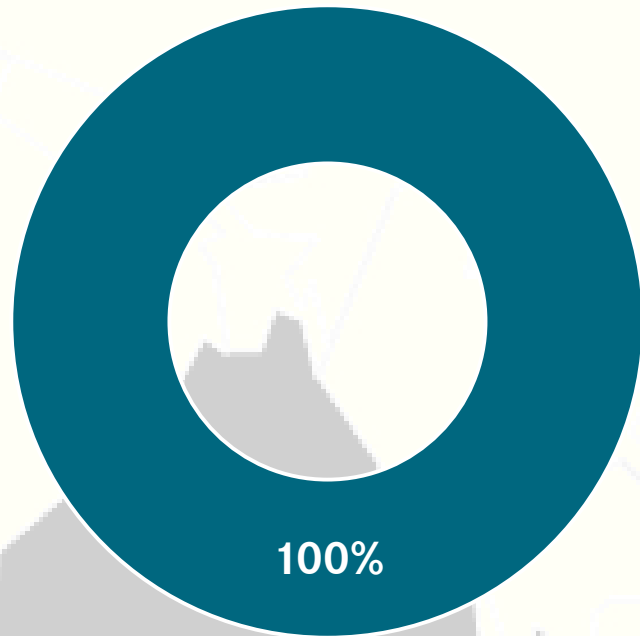




# ...by covering customers' finance, leasing & insurance needs based on a solid shareholding structure

Portfolio as of  
2016 Sep YTD

53 Billion RMB

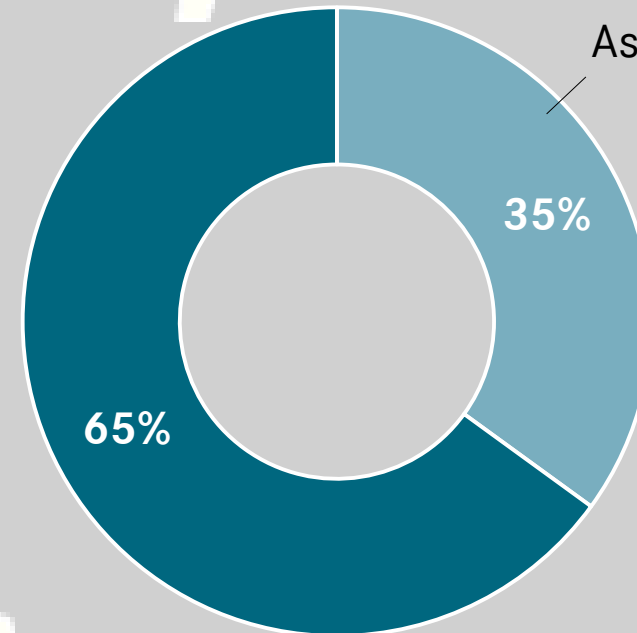


■ Daimler

**Mercedes-Benz Auto Finance Ltd.**

4 Billion RMB

As of March 2015



■ BAIC

■ Daimler

**Mercedes-Benz Leasing Co., Ltd.**

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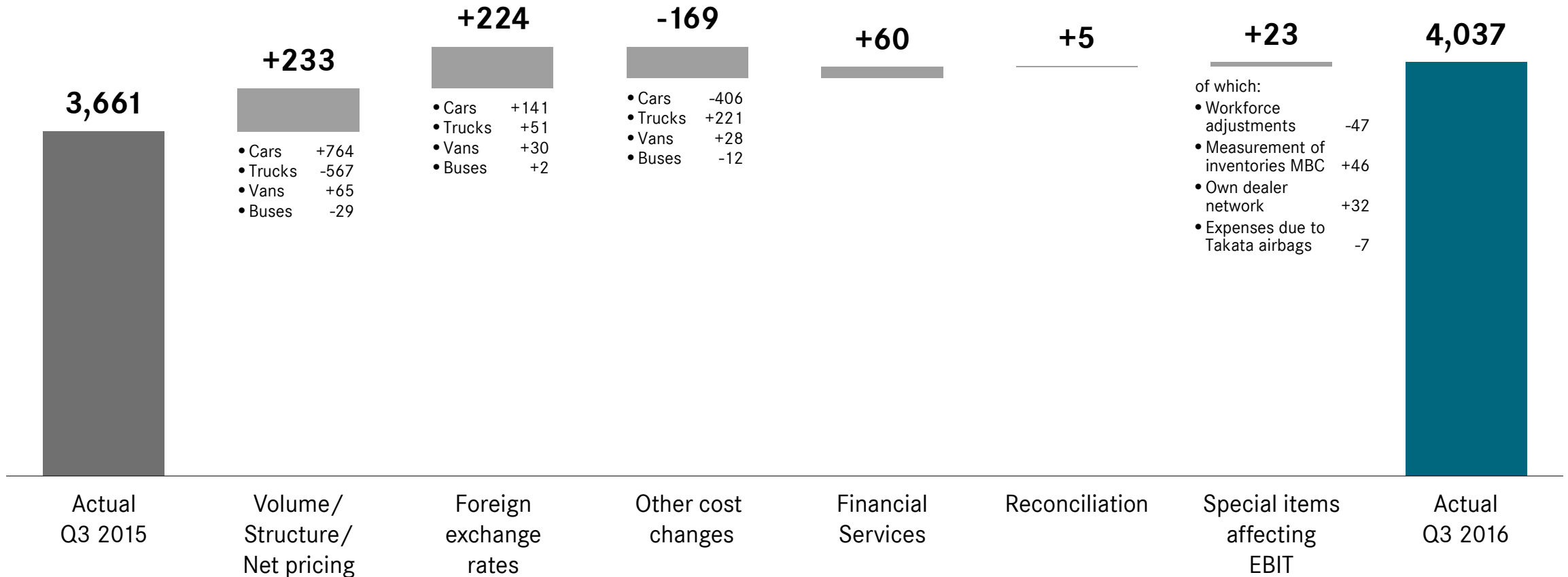
China

**Appendix**



# Group EBIT in Q3 2016

- in millions of euros -



# Special items affecting EBIT (I)

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

in millions of euros

# Special items affecting EBIT (II)

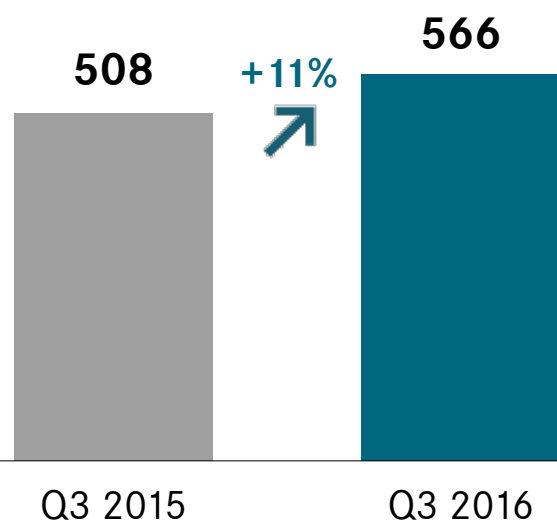
	Q3		January-September	
	2015	2016	2015	2016
<b>Mercedes-Benz Vans</b>				
Restructuring of own dealer network	-3	-	-11	-3
Relocation of headquarters of MBUSA	-	-	-2	-
Expenses in connection with Takata airbags	-	-7	-	-70
Workforce adjustments in Germany	-	-	-	-30
<b>Daimler Buses</b>				
Restructuring of own dealer network	-1	+1	-2	0
Workforce adjustments	-	-8	-	-8
<b>Reconciliation</b>				
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

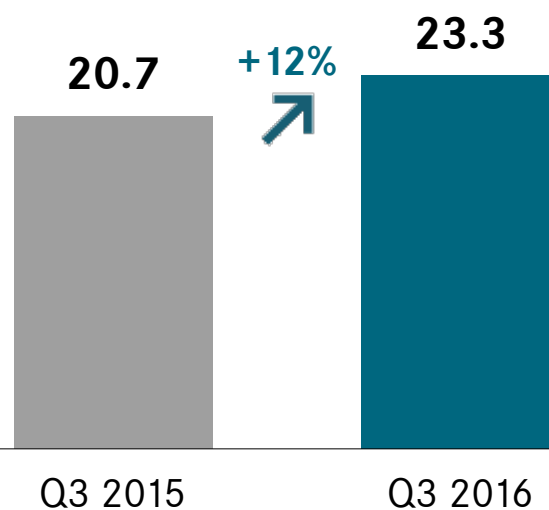
## Unit sales

- in thousands of units -



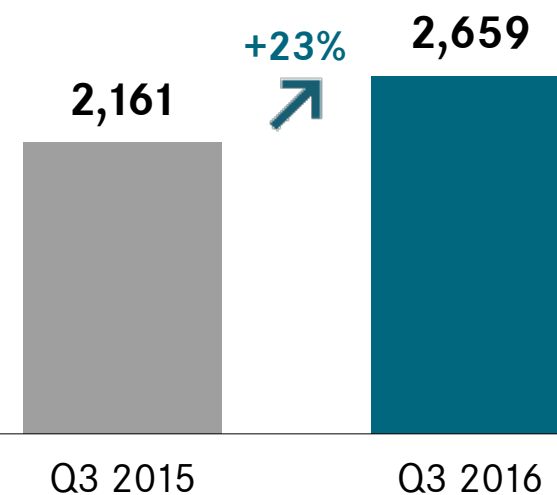
## Revenue

- in billions of euros -



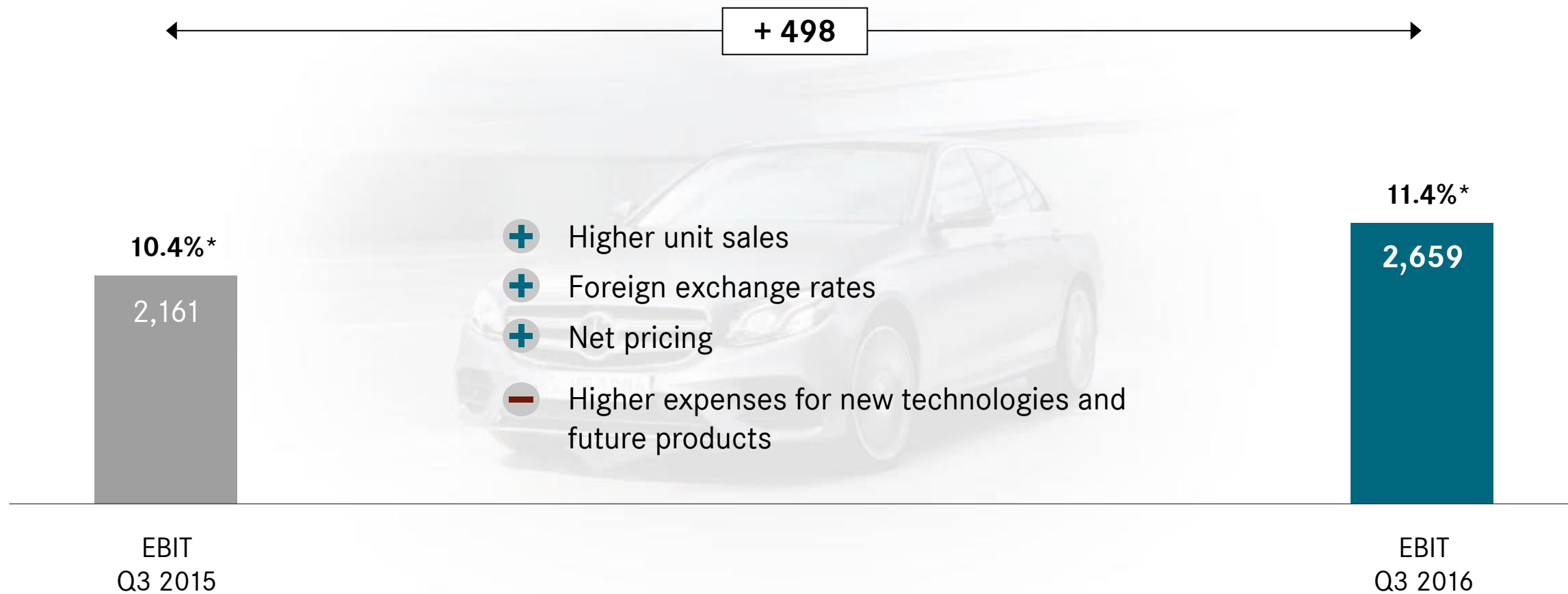
## EBIT adjusted for special items

- in millions of euros -



# Mercedes-Benz Cars: EBIT adjusted for special items

- in millions of euros -

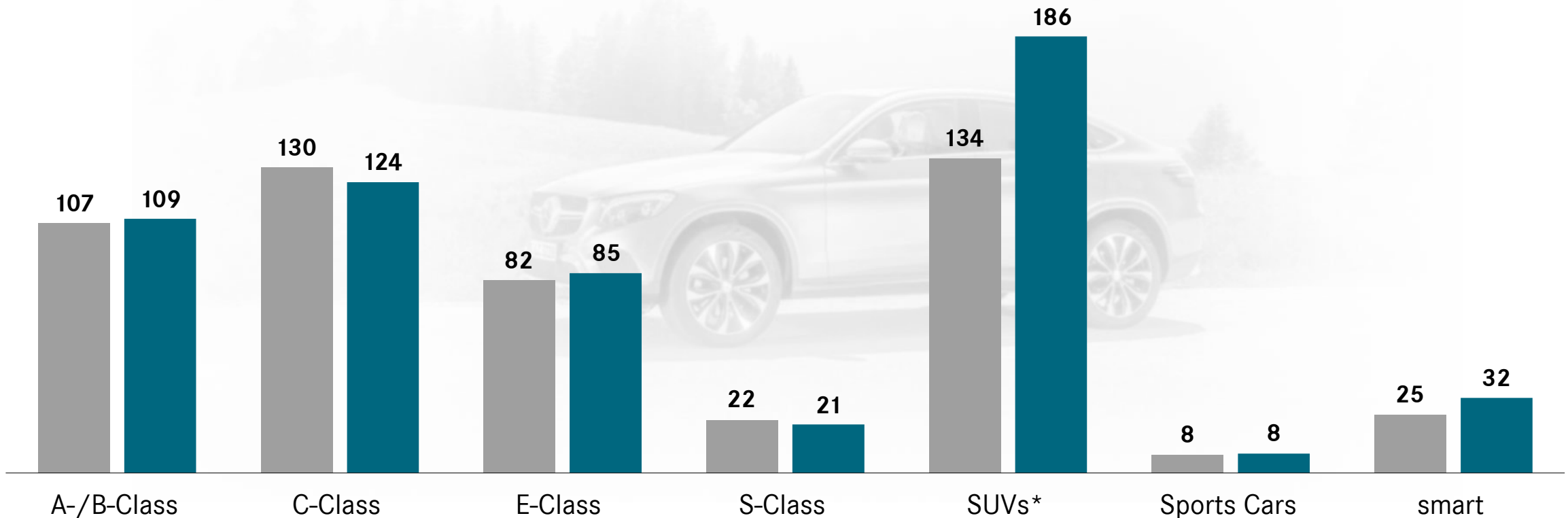


\* Return on sales

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

- in thousands of units -

■ Q3 2015  
■ Q3 2016



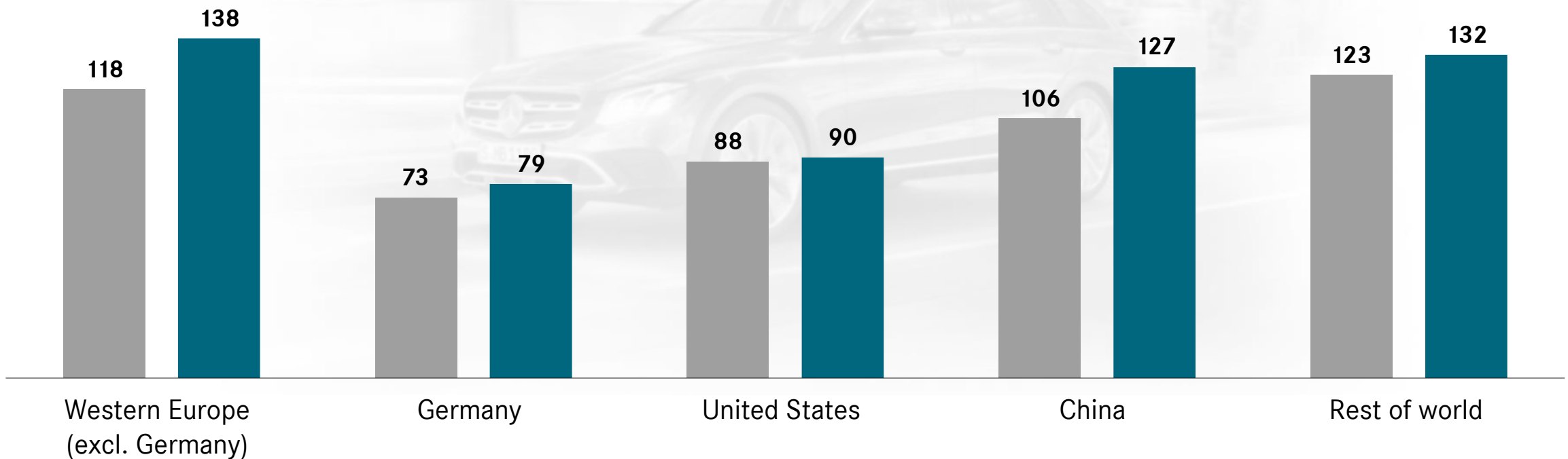
\* incl. GLA



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

- in thousands of units -

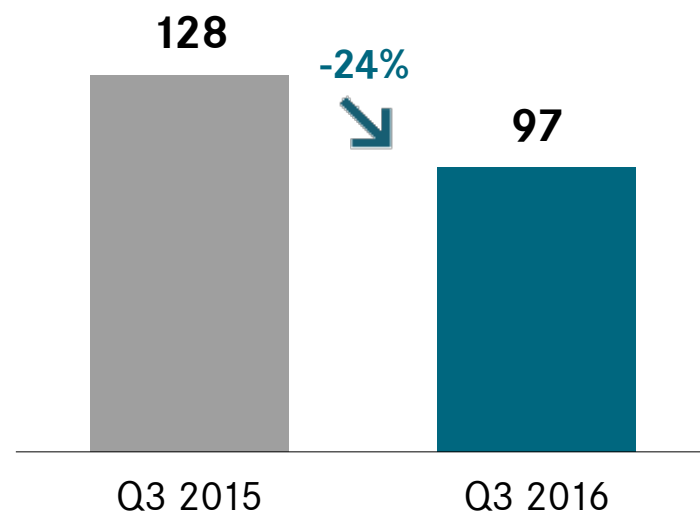
■ Q3 2015  
■ Q3 2016



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

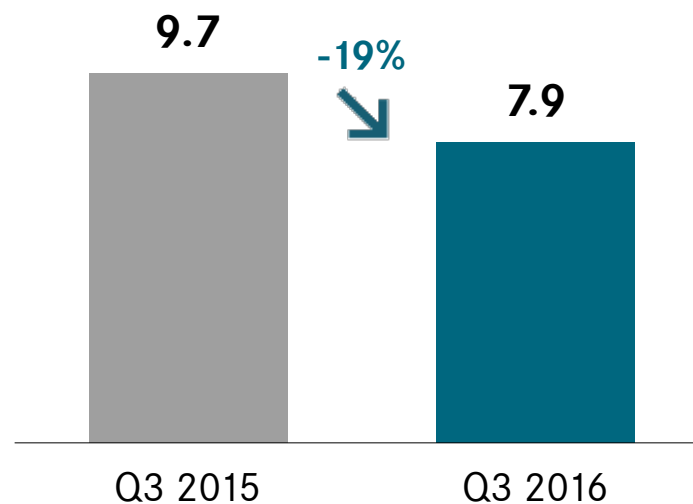
## Unit sales

- in thousands of units -



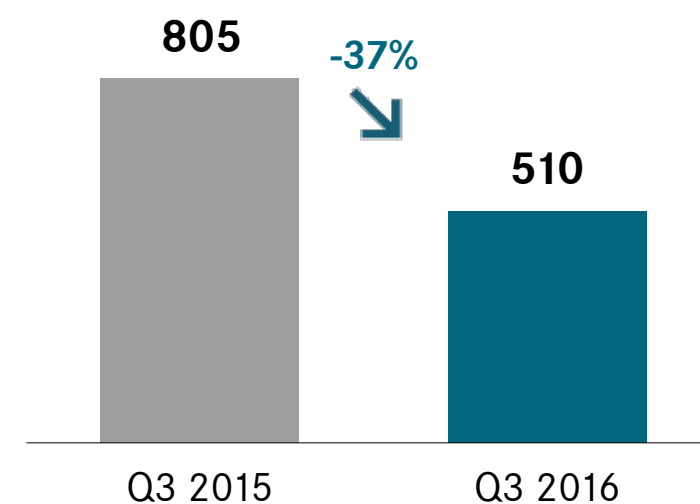
## Revenue

- in billions of euros -



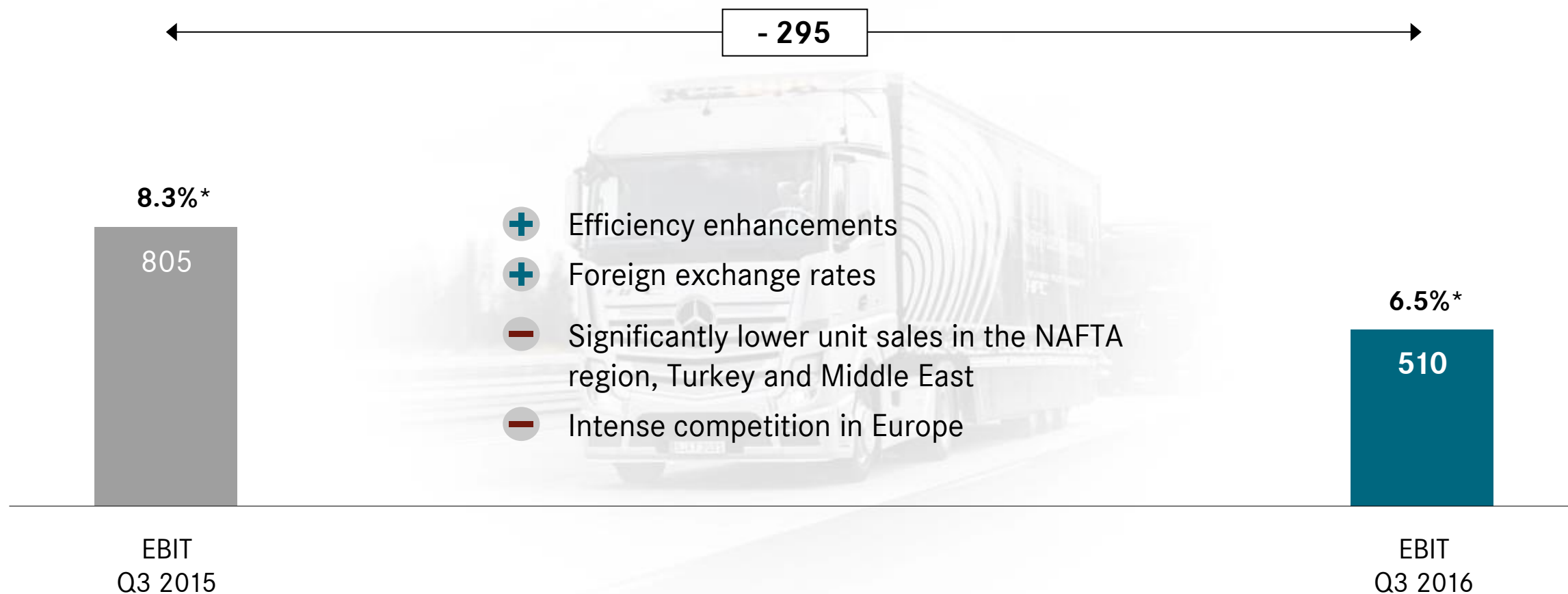
## EBIT adjusted for special items

- in millions of euros -



# Daimler Trucks: EBIT adjusted for special items

- in millions of euros -

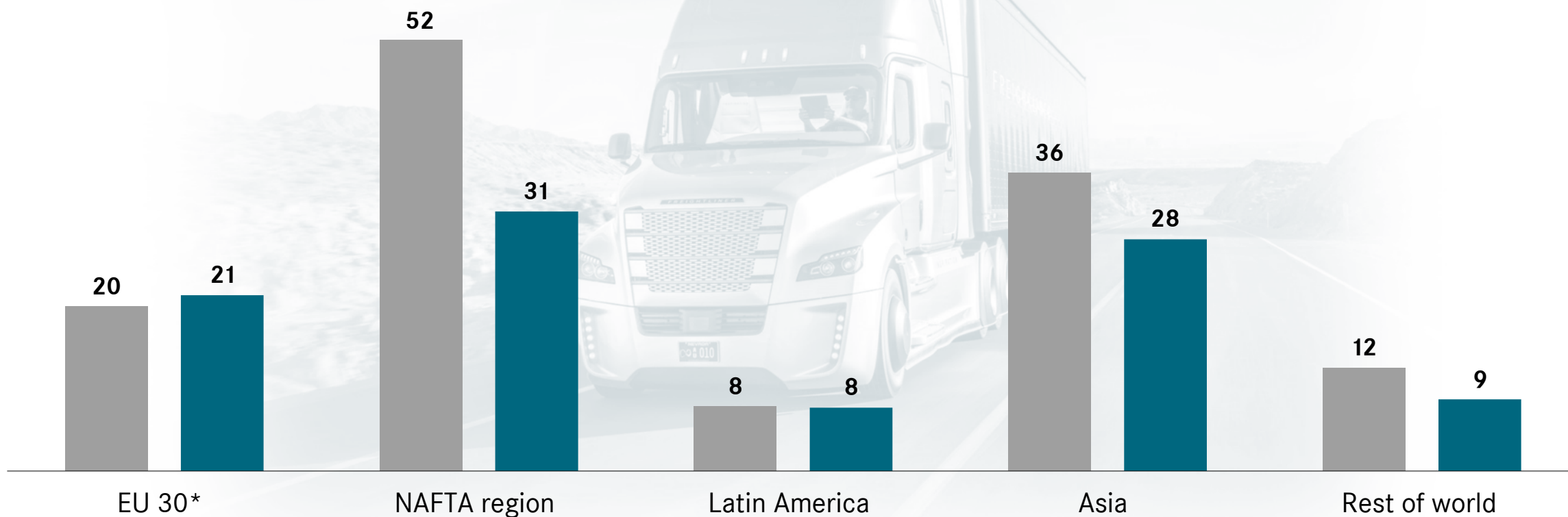


\* Return on sales

# 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

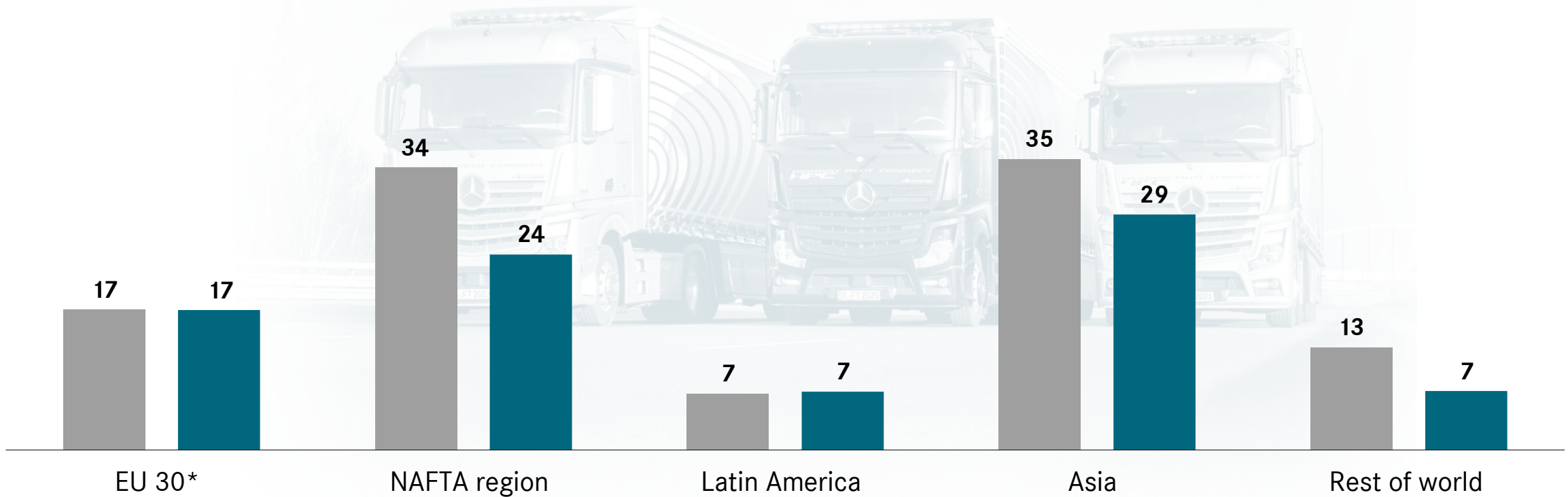


\* European Union, Switzerland and Norway

# 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

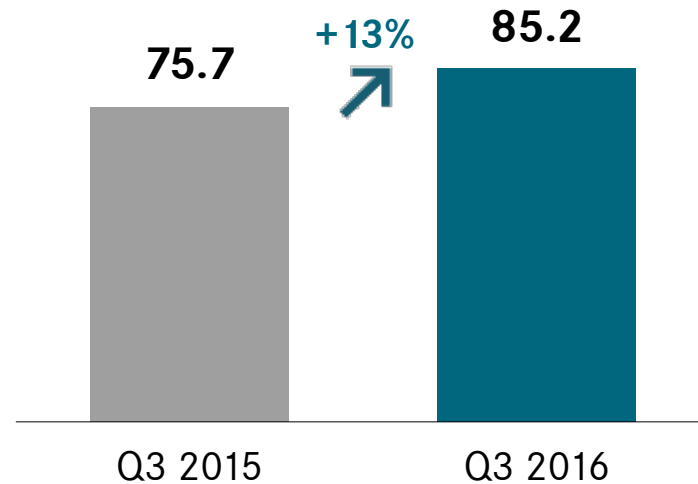


\* European Union, Switzerland and Norway

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

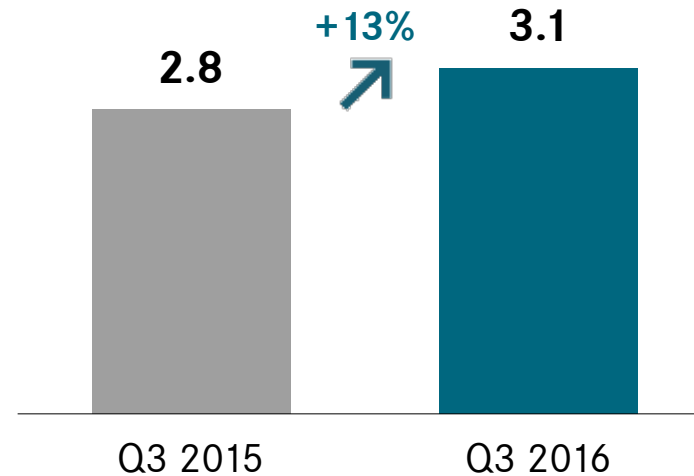
## Unit sales

- in thousands of units -



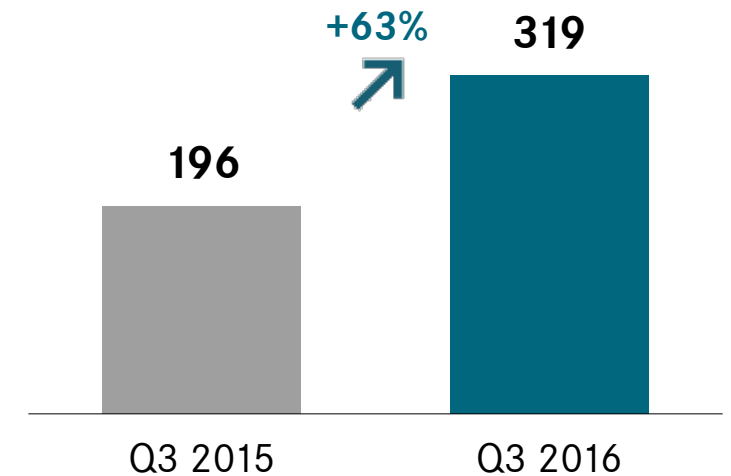
## Revenue

- in billions of euros -



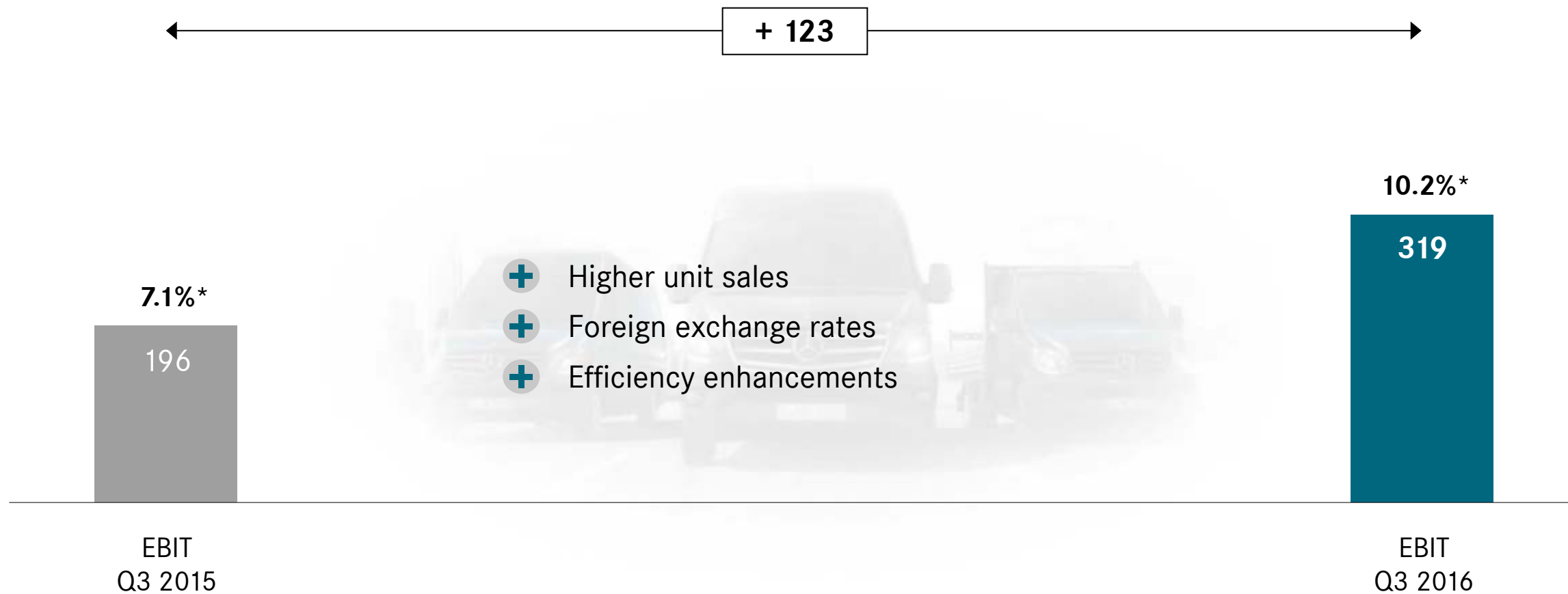
## EBIT adjusted for special items

- in millions of euros -



# Mercedes-Benz Vans: EBIT adjusted for special items

- in millions of euros -

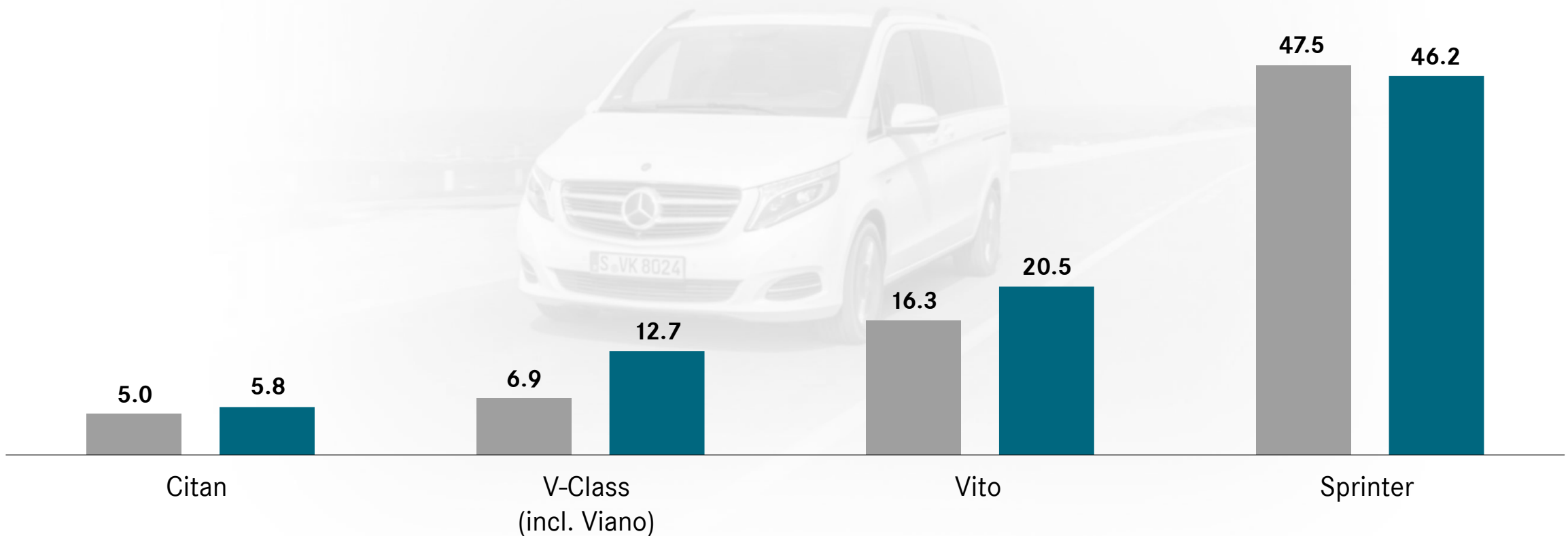


\* Return on sales

# 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

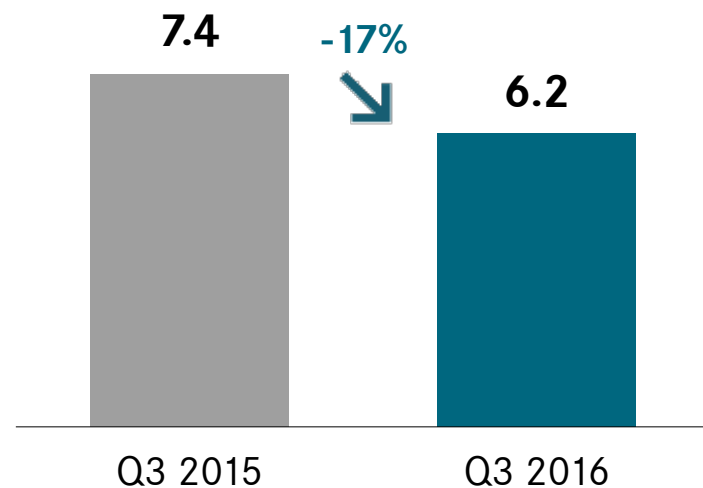




# Daimler Buses: business negatively affected by difficult situation in Brazil and Turkey

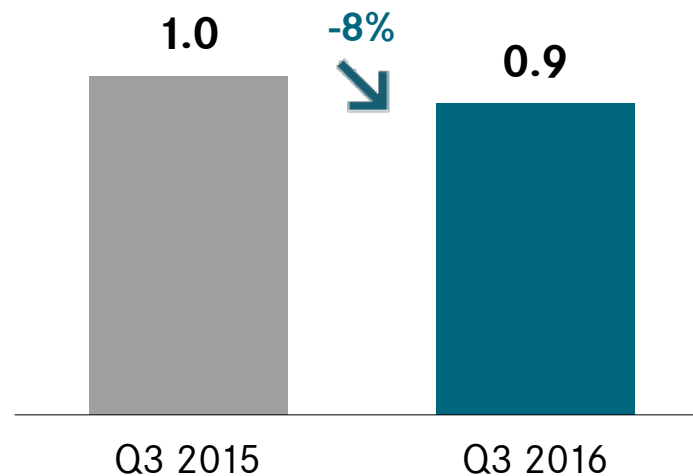
## Unit sales

- in thousands of units -



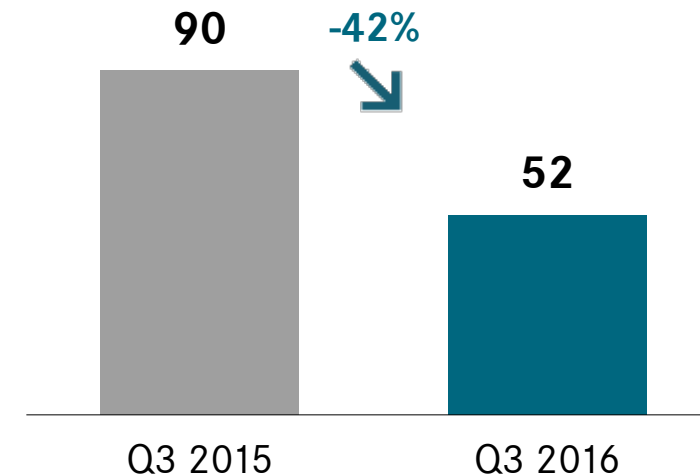
## Revenue

- in billions of euros -



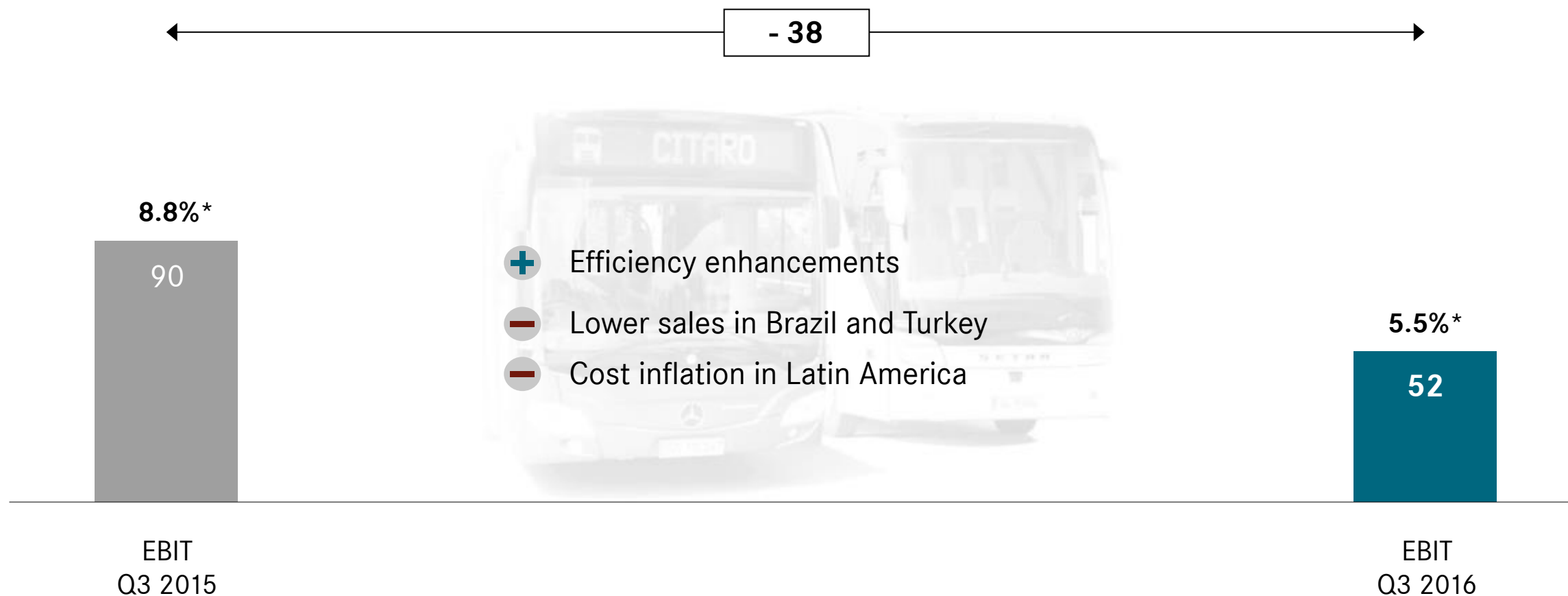
## EBIT adjusted for special items

- in millions of euros -



# Daimler Buses: EBIT adjusted for special items

- in millions of euros -

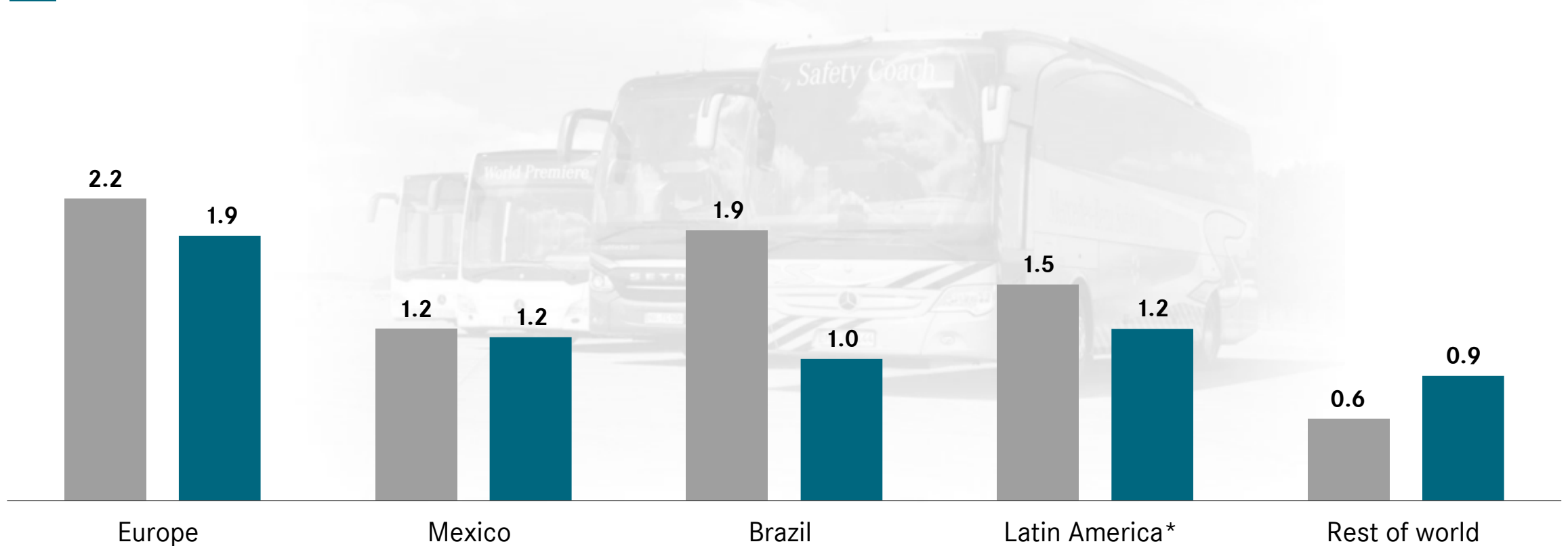


\* Return on sales

# 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

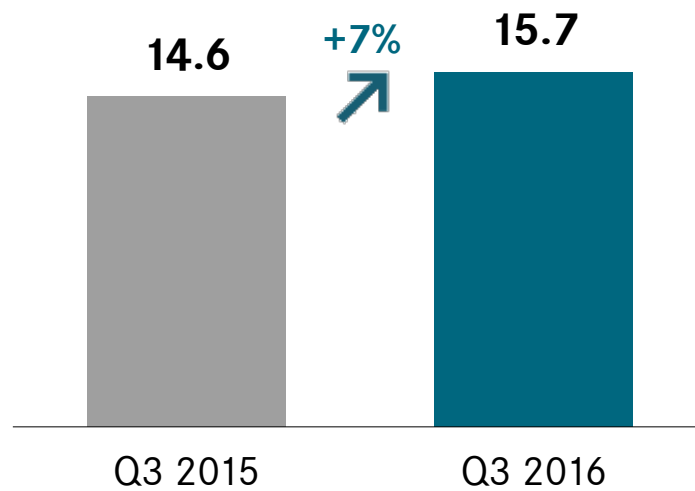


\* excluding Brazil and Mexico

# Daimler Financial Services: further business growth

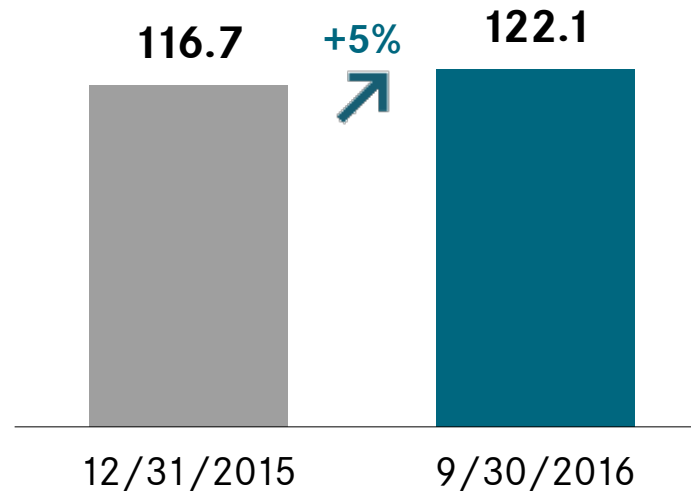
## New business

- in billions of euros -



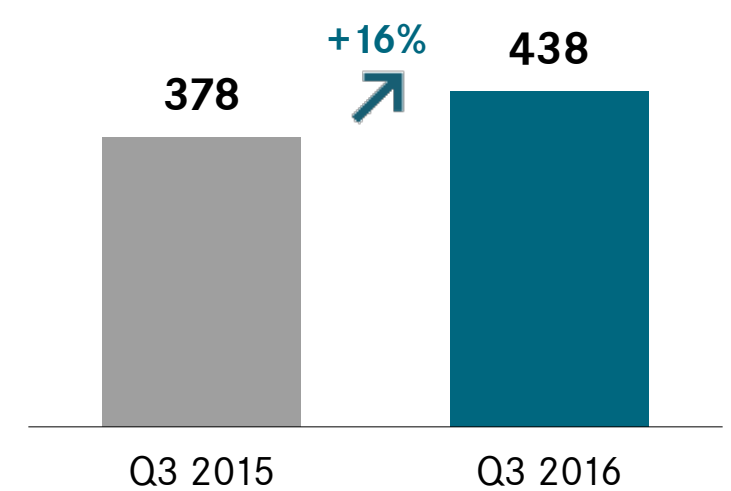
## Contract volume

- in billions of euros -



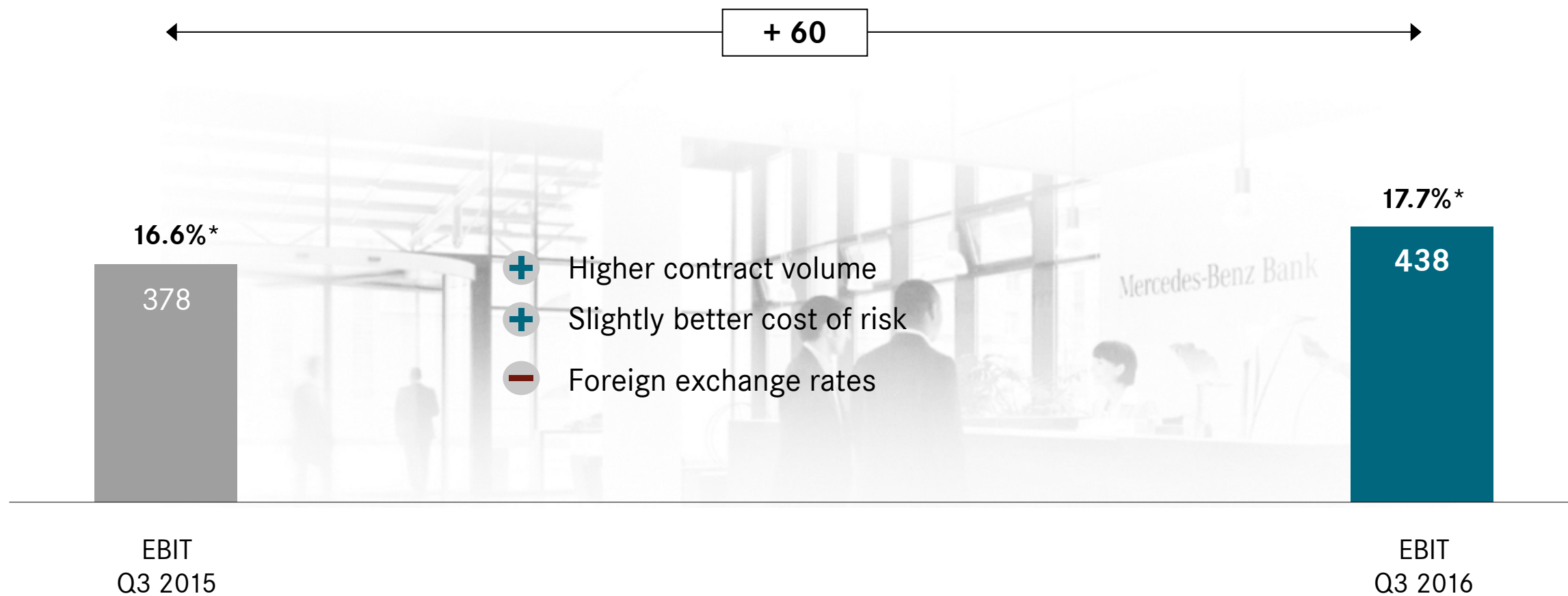
## EBIT

- in millions of euros -



# Daimler Financial Services: EBIT

- in millions of euros -

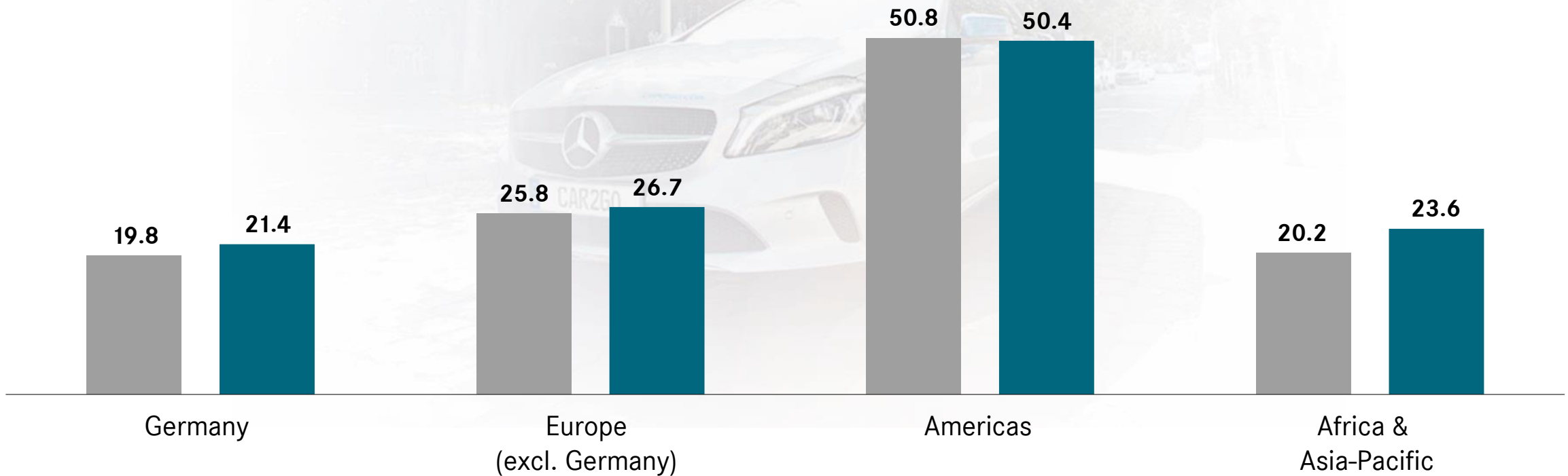


\* Return on equity

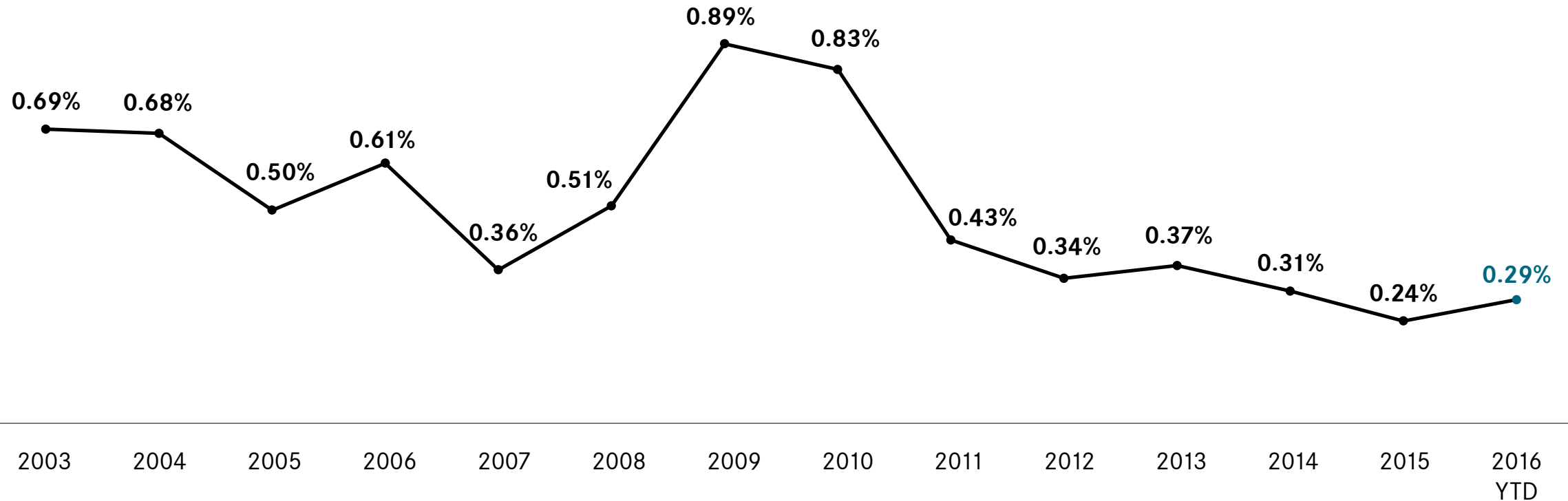
# Daimler Financial Services: further increase in contract volume to 122.1 billion euros (+5%)

- in billions of euros -

■ 12/31/2015  
■ 9/30/2016



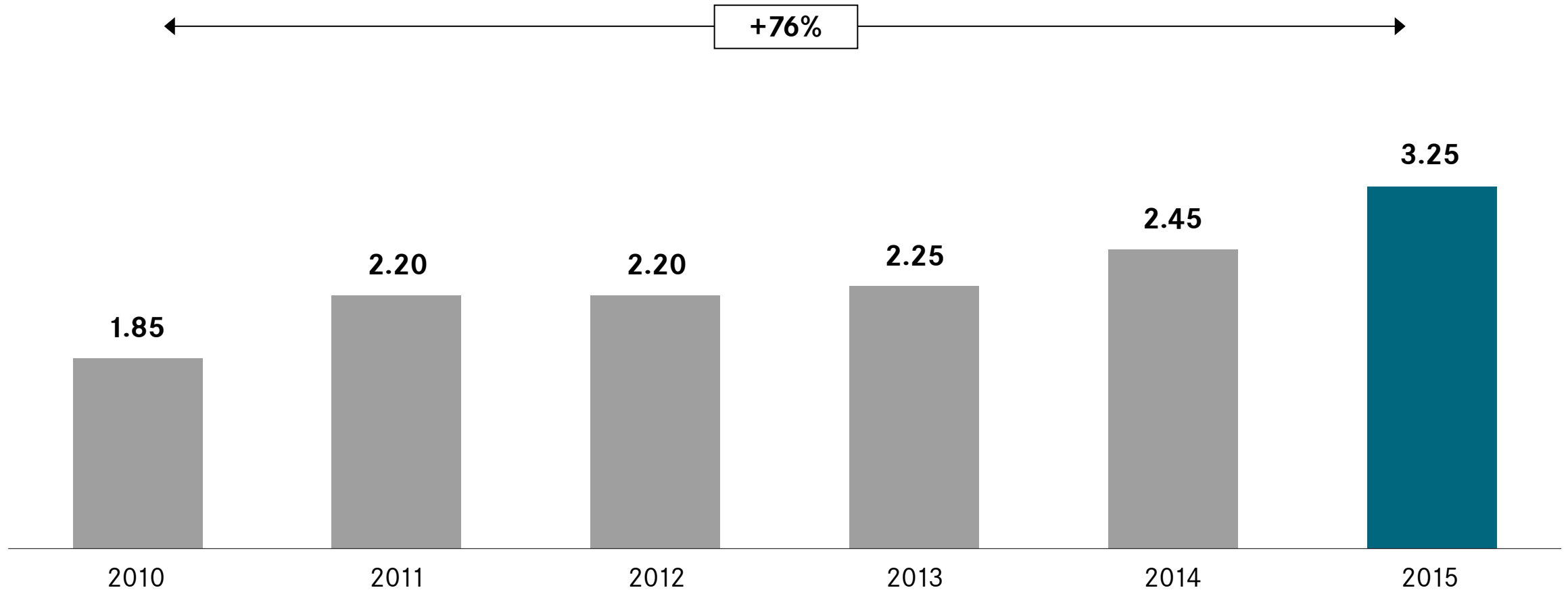
# Daimler Financial Services: net credit losses\* at low level due to disciplined risk approach



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

# Development of dividend per share

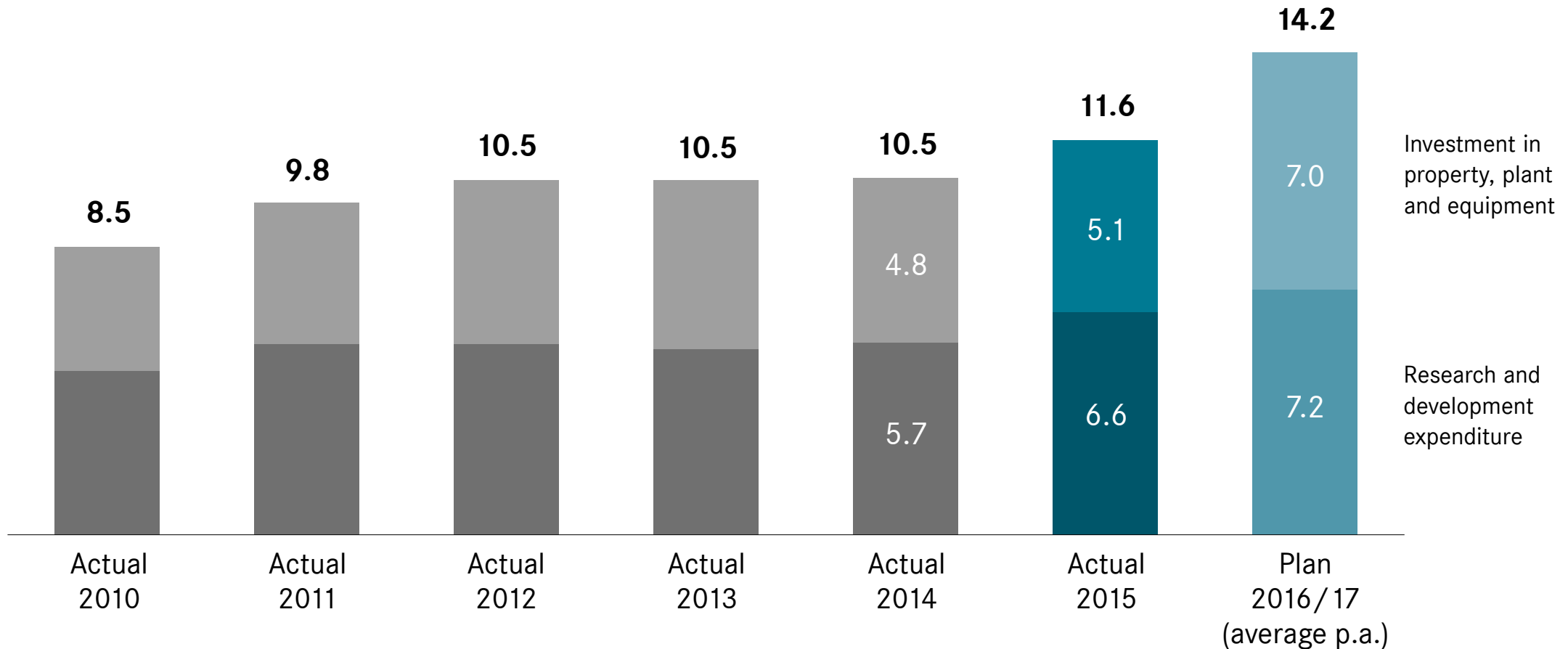
- in euros -





# Increased investment as a basis for profitable growth

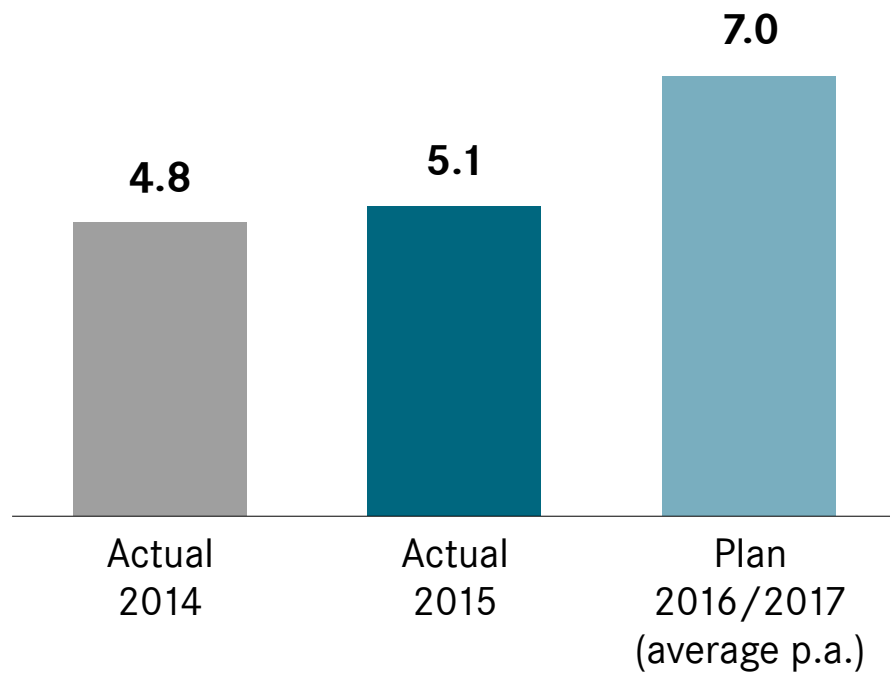
- in billions of euros -



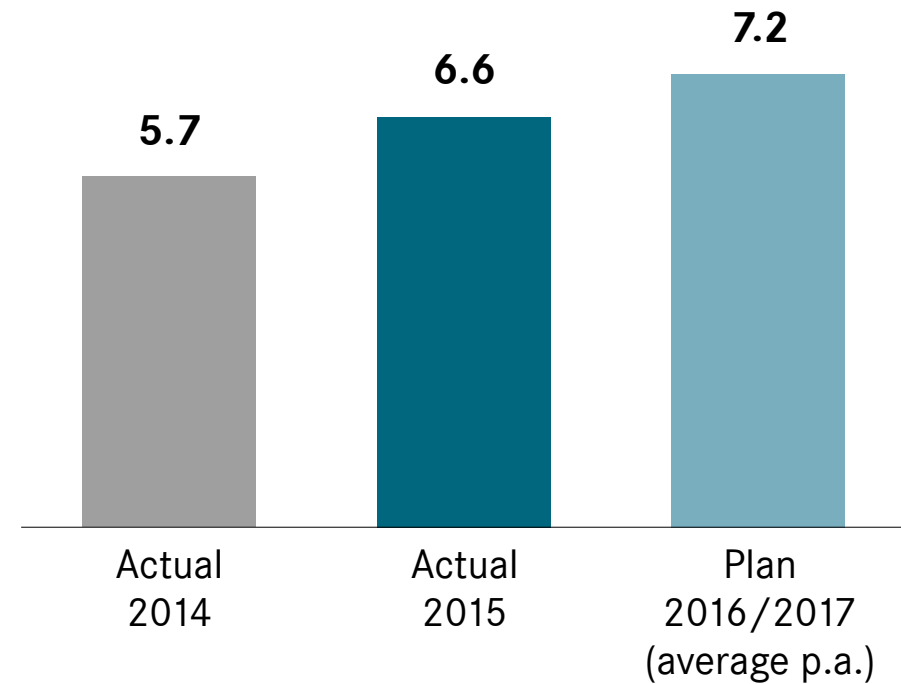
# Capital expenditure / Research and development

- 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	<b>Actual 2015</b>	Plan* 2016-2017	Actual 2014	<b>Actual 2015</b>	Plan* 2016-2017
<b>Daimler Group</b>	4.8	<b>5.1</b>	7.0	5.7	<b>6.6</b>	7.2
of which						
Mercedes-Benz Cars	3.6	<b>3.6</b>	5.0	4.0	<b>4.7</b>	5.4
Daimler Trucks	0.8	<b>1.1</b>	1.4	1.2	<b>1.3</b>	1.3
Mercedes-Benz Vans	0.3	<b>0.2</b>	0.6	0.3	<b>0.4</b>	0.4
Daimler Buses	0.1	<b>0.1</b>	0.1	0.2	<b>0.2</b>	0.2
Daimler Financial Services	0.02	<b>0.03</b>	0.02	–	<b>–</b>	–

\* average p.a.

in billions of euros

# MBC retail sales by model YTD Sep 2016

- in units -

Retail sales	YTD Sep 2016	YTD Sep 2015	Change in %
<b>Mercedes-Benz</b>	<b>1,537,921</b>	<b>1,376,352</b>	<b>+11.7</b>
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
<b>smart</b>	<b>105,695</b>	<b>88,018</b>	<b>+20.1</b>
<b>Mercedes-Benz Cars</b>	<b>1,643,616</b>	<b>1,464,370</b>	<b>+12.2</b>

\* incl. Derivatives

\*\* incl. GLA

# MBC retail sales by model FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
<b>Mercedes-Benz</b>	<b>1,871,599</b>	<b>1,650,007</b>	<b>+13.4</b>
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
<b>smart</b>	<b>119,382</b>	<b>89,844</b>	<b>+32.9</b>
<b>Mercedes-Benz Cars</b>	<b>1,990,981</b>	<b>1,739,923</b>	<b>+14.4</b>

\* 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
<b>Mercedes-Benz Cars</b>	<b>1,080,129</b>	<b>960,517</b>	<b>+12.5</b>

\*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
<b>Mercedes-Benz Cars</b>	<b>1,643,616</b>	<b>1,464,370</b>	<b>+12.2</b>

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

# MBC retail sales major markets FY 2015

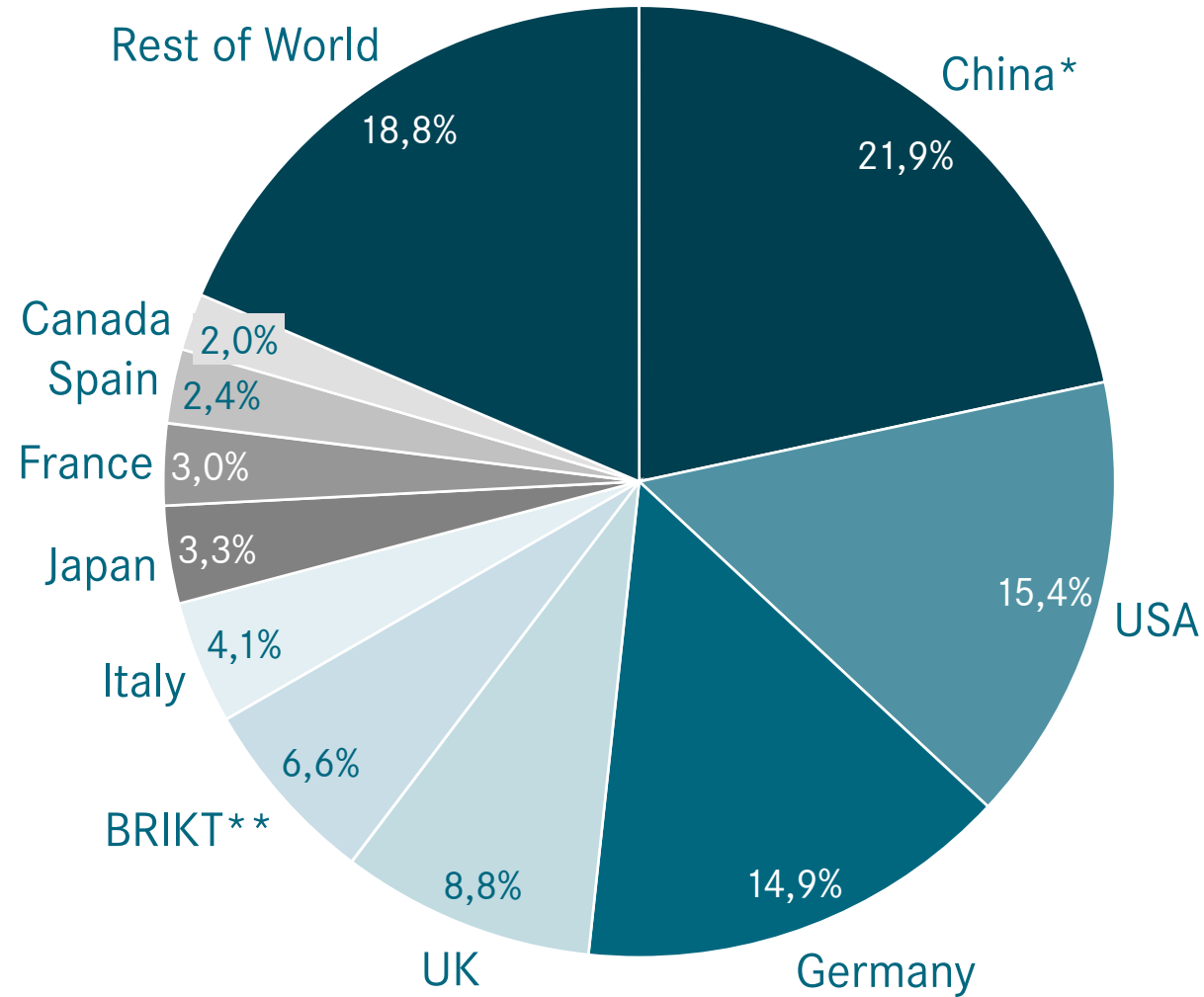
- in units -

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
<b>Mercedes-Benz Cars</b>	<b>1,990,981</b>	<b>1,739,923</b>	<b>+14.4</b>

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



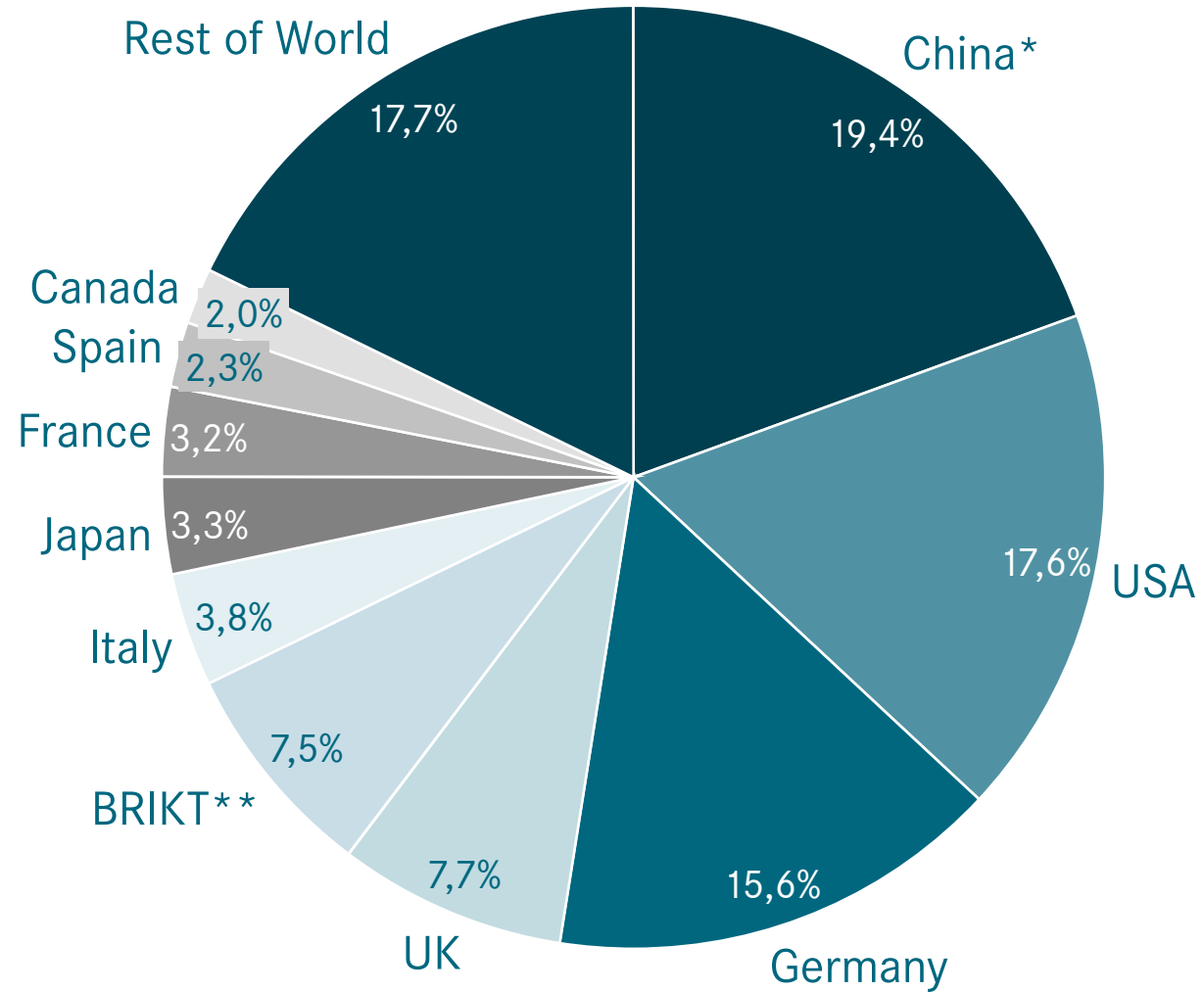
# MBC regional retail sales mix YTD Sep 2016



\*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

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**Clear commitment to a single A rating**

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**Balanced approach between shareholder interest and credit providers**

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

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**No share buybacks planned, further pension contributions will be evaluated**

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# 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

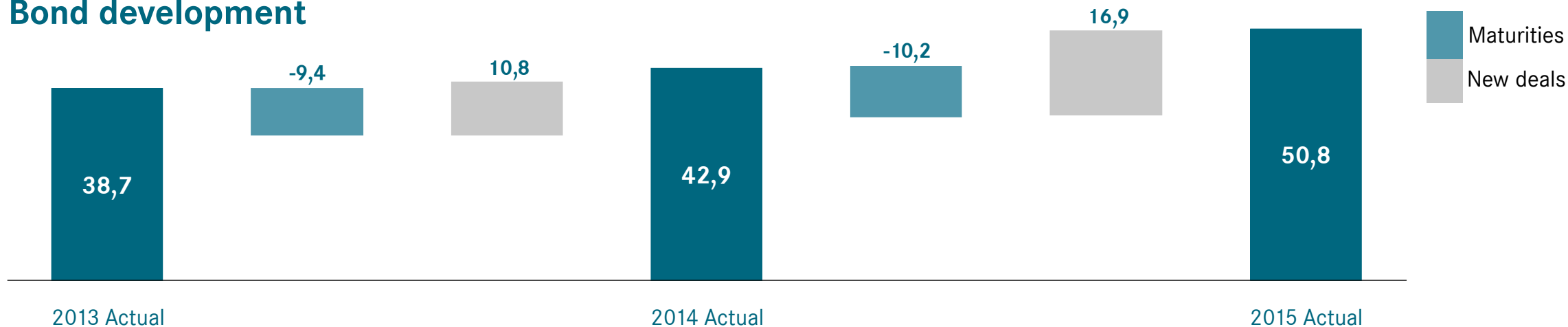
  

	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds long term	-13.0	-12.8	-10.2	-7.5	-5.1	-2.2	-7.9

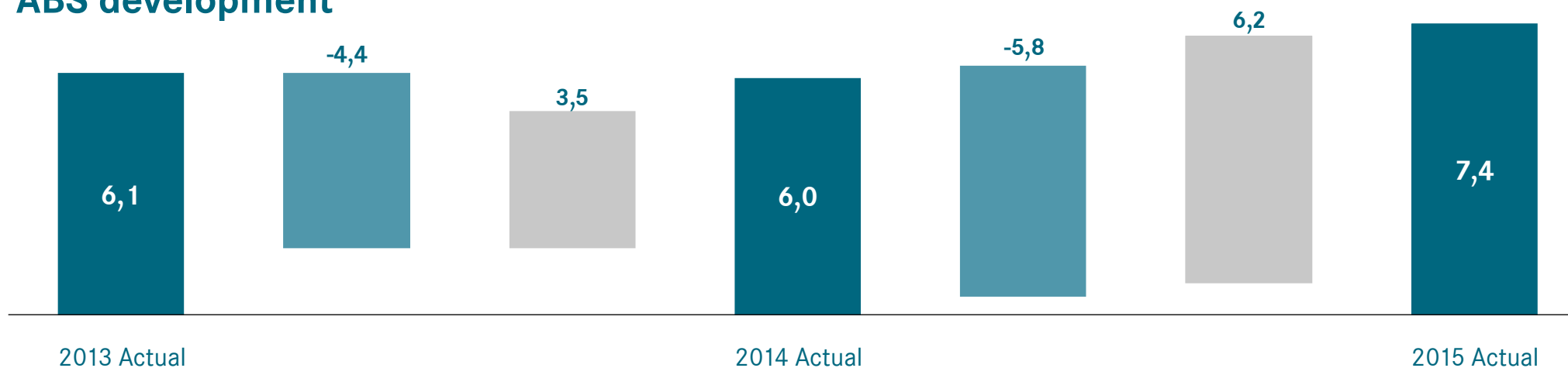
# Bonds and ABS Development 2013 - 2015

- in billions of euros -

## Bond development



## ABS development



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

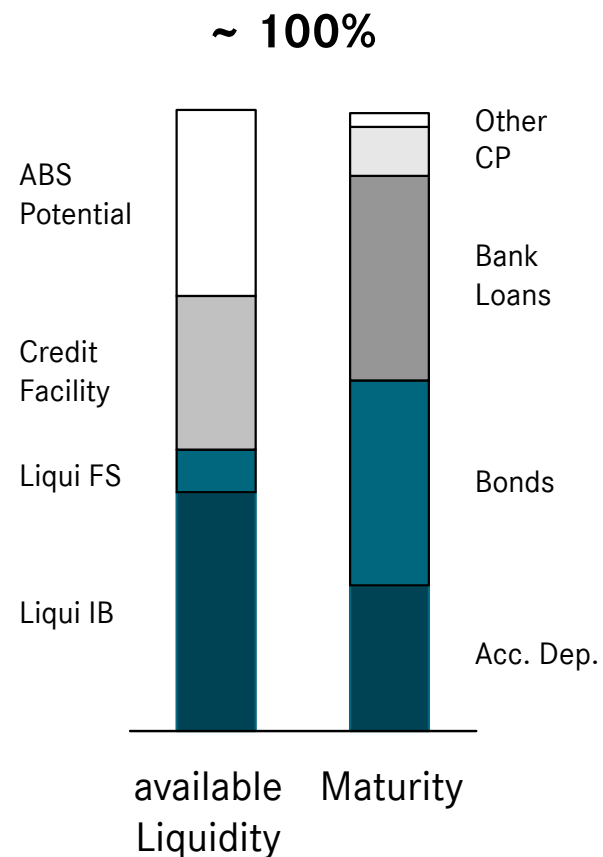
# Financial Flexibility is Key Liquidity Management Tool

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.