

DAIMLER

FY 2016

Corporate Presentation



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Key figures

Divisional information

Group financials

Daimler Group Strategy

China

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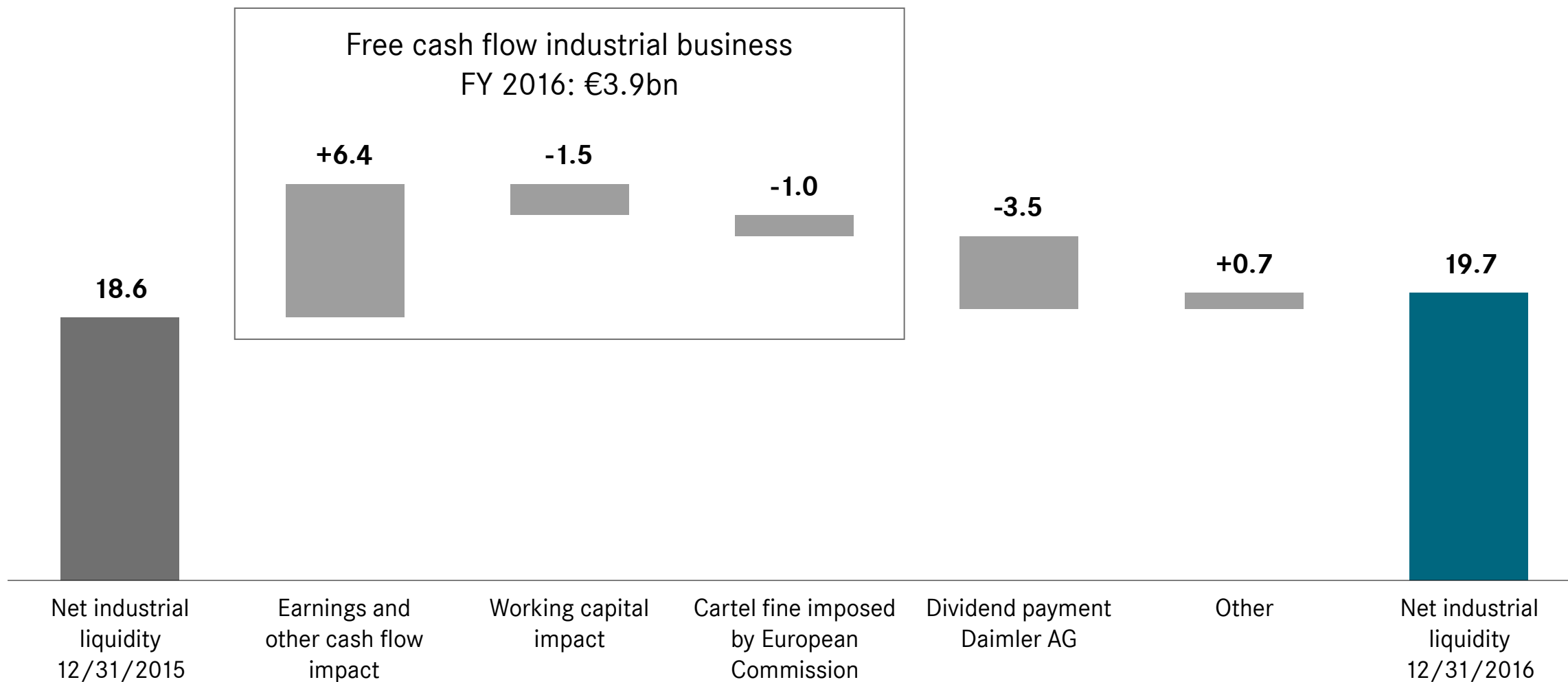
Key figures

	2015	2016
Unit sales (in thousands of units)	2,853	2,998
Revenue	149.5	153.3
EBIT		
as reported	13.2	12.9
adjusted for special items	13.8	14.2
Net profit	8.7	8.8
Free cash flow of the industrial business	4.0	3.9
Earnings per share (in euros)	7.87	7.97
Dividend per share (in euros)	3.25	3.25

in billions of euros

Continued high level of net industrial liquidity

- in billions of euros -



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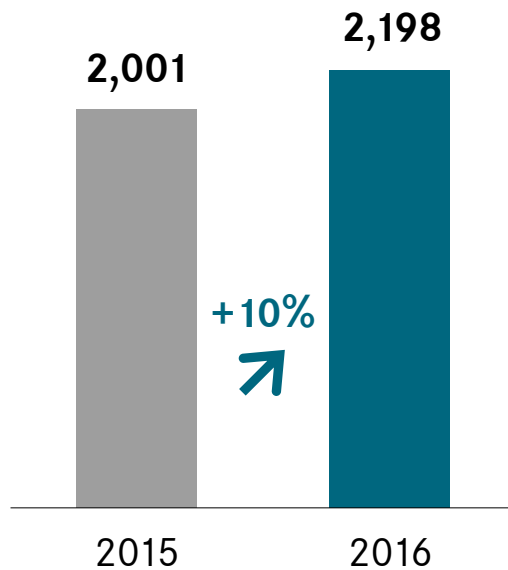
Appendix



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

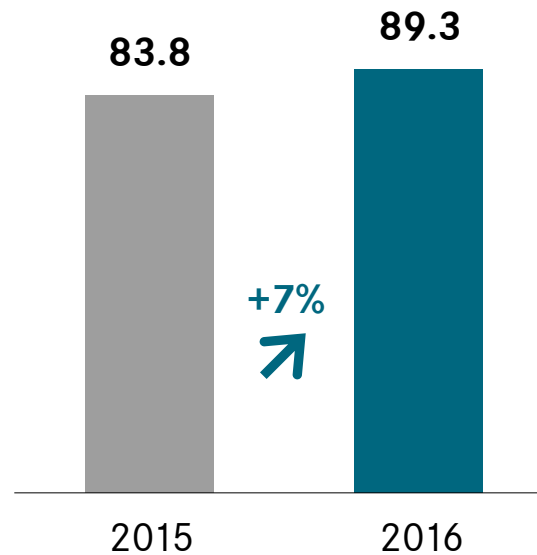
Unit sales

- in thousands of units -



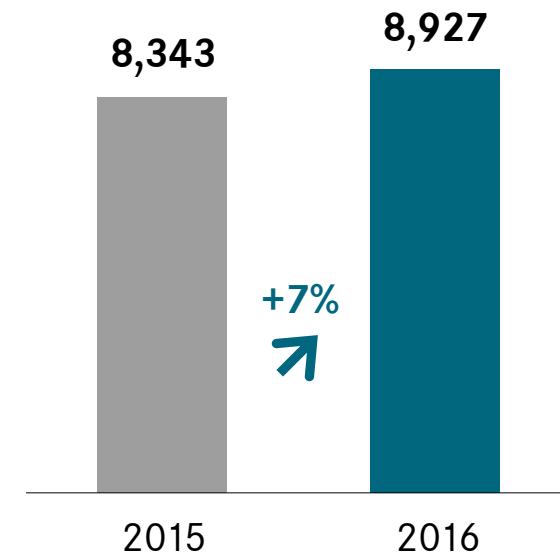
Revenue

- in billions of euros -



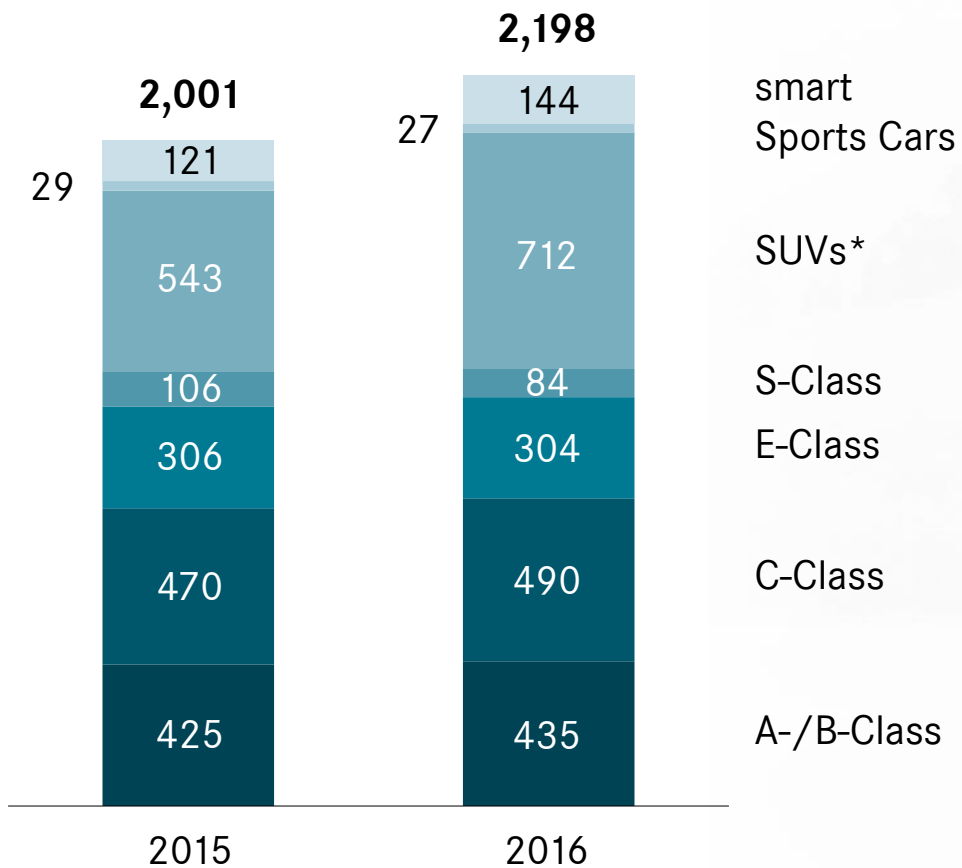
EBIT adjusted for special items

- in millions of euros -



Mercedes-Benz Cars: significant sales increase reflecting our strong product line-up

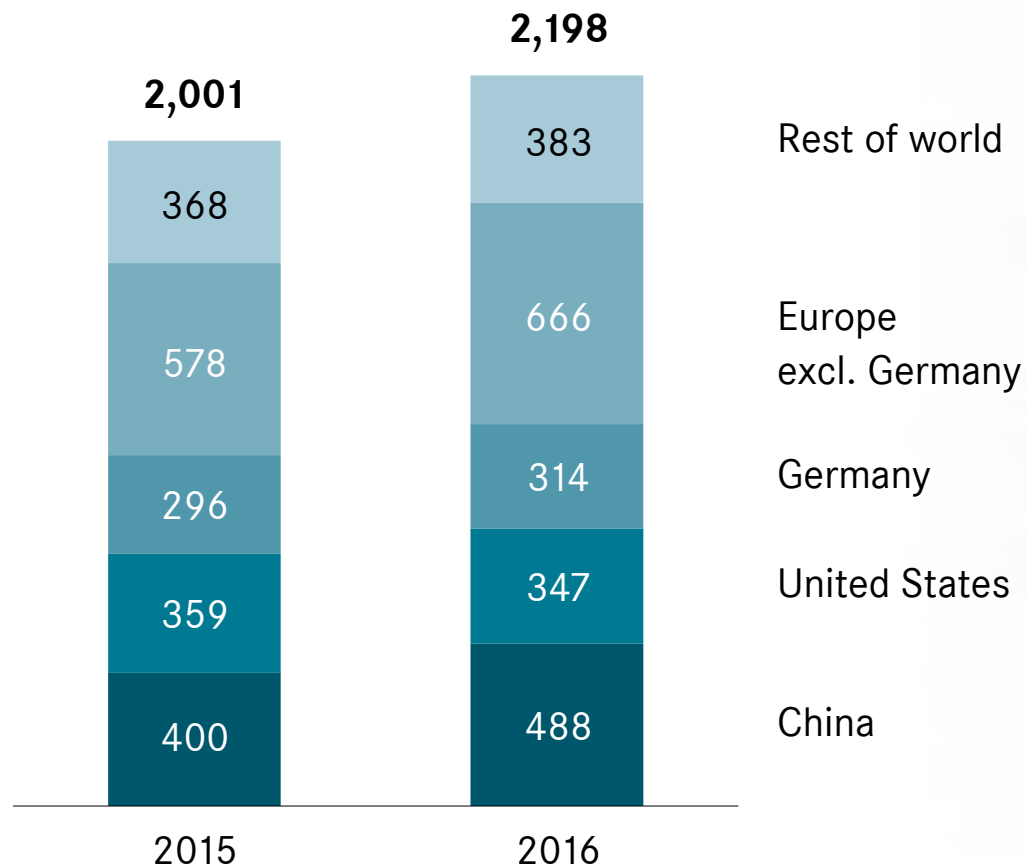
- in thousands of units -



* incl. GLA

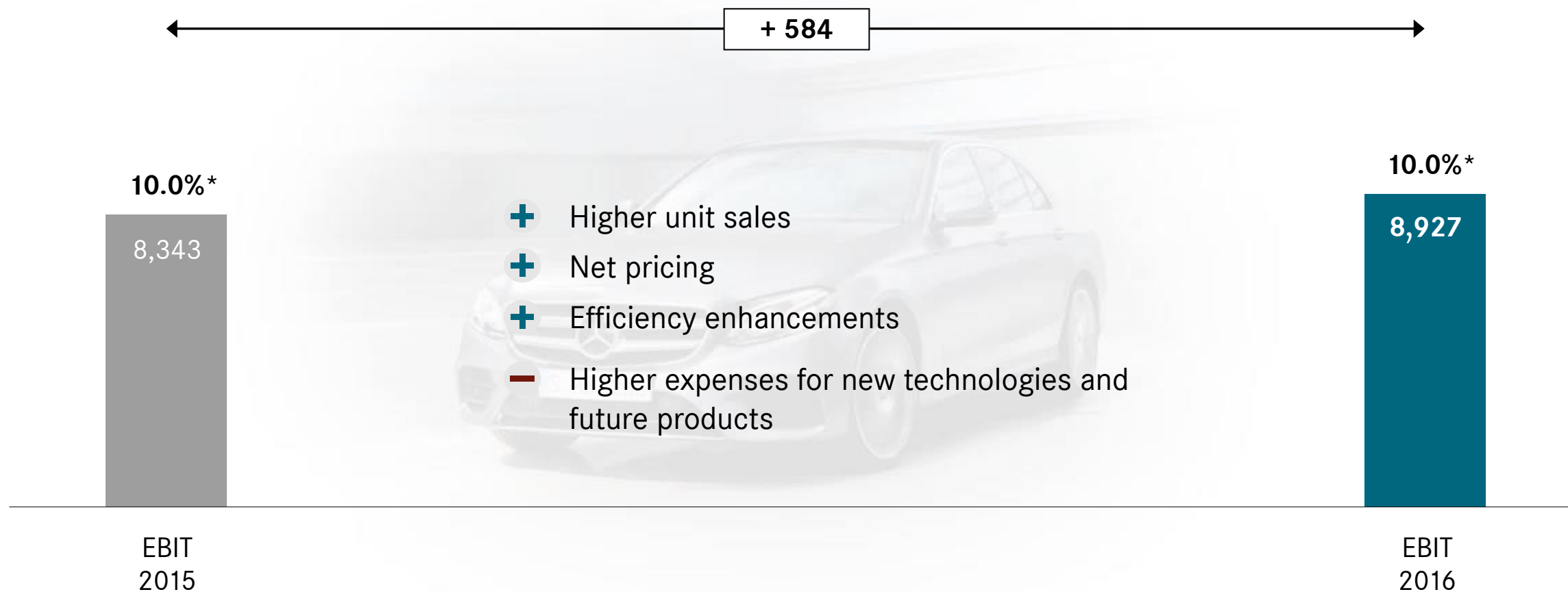
Mercedes-Benz Cars: globally balanced sales structure with strong development in all major regions

- unit sales in thousands -



Mercedes-Benz Cars: EBIT adjusted for special items

- in millions of euros -

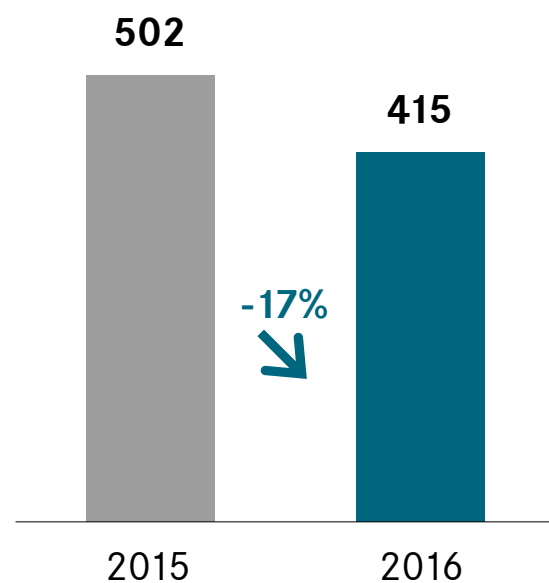


* Return on sales

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

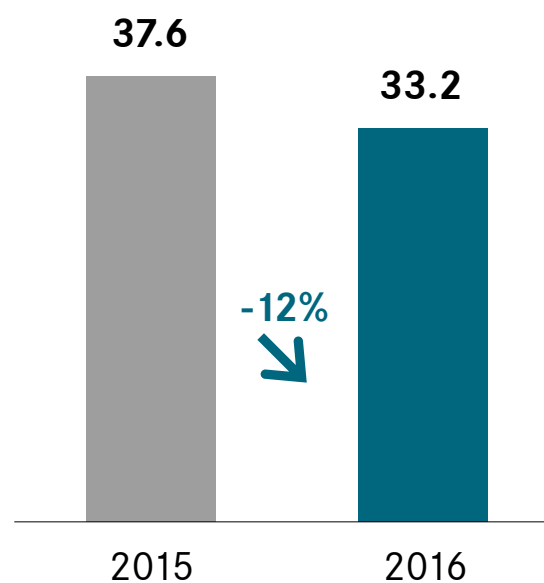
Unit sales

- in thousands of units -



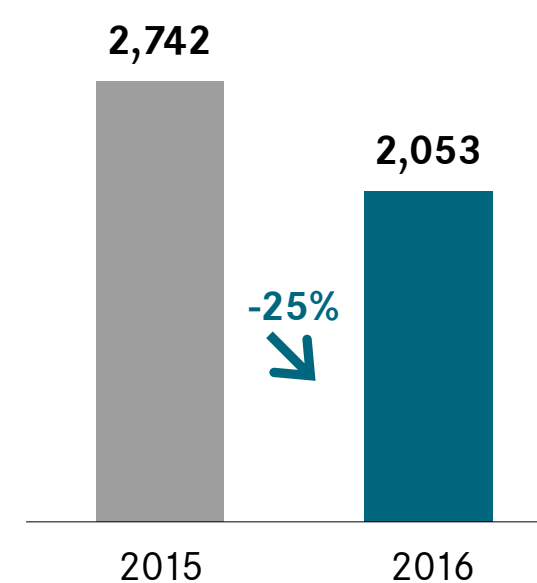
Revenue

- in billions of euros -



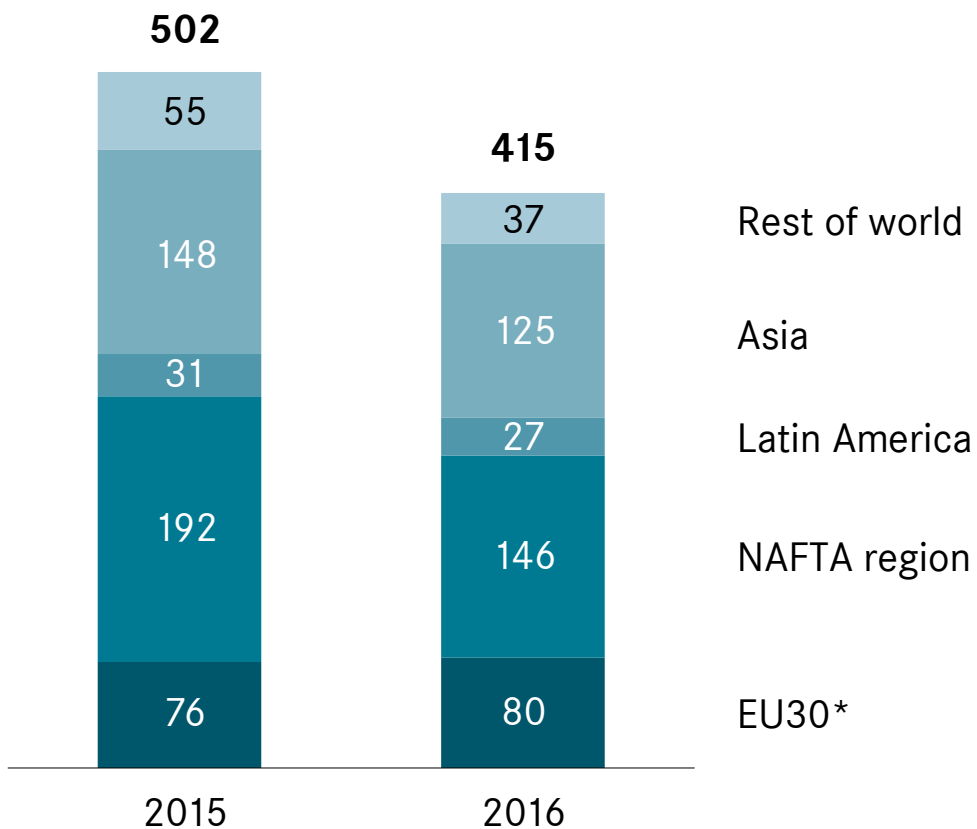
EBIT adjusted for special items

- in millions of euros -



Daimler Trucks: sales decrease mainly driven by NAFTA region, Turkey and Middle East

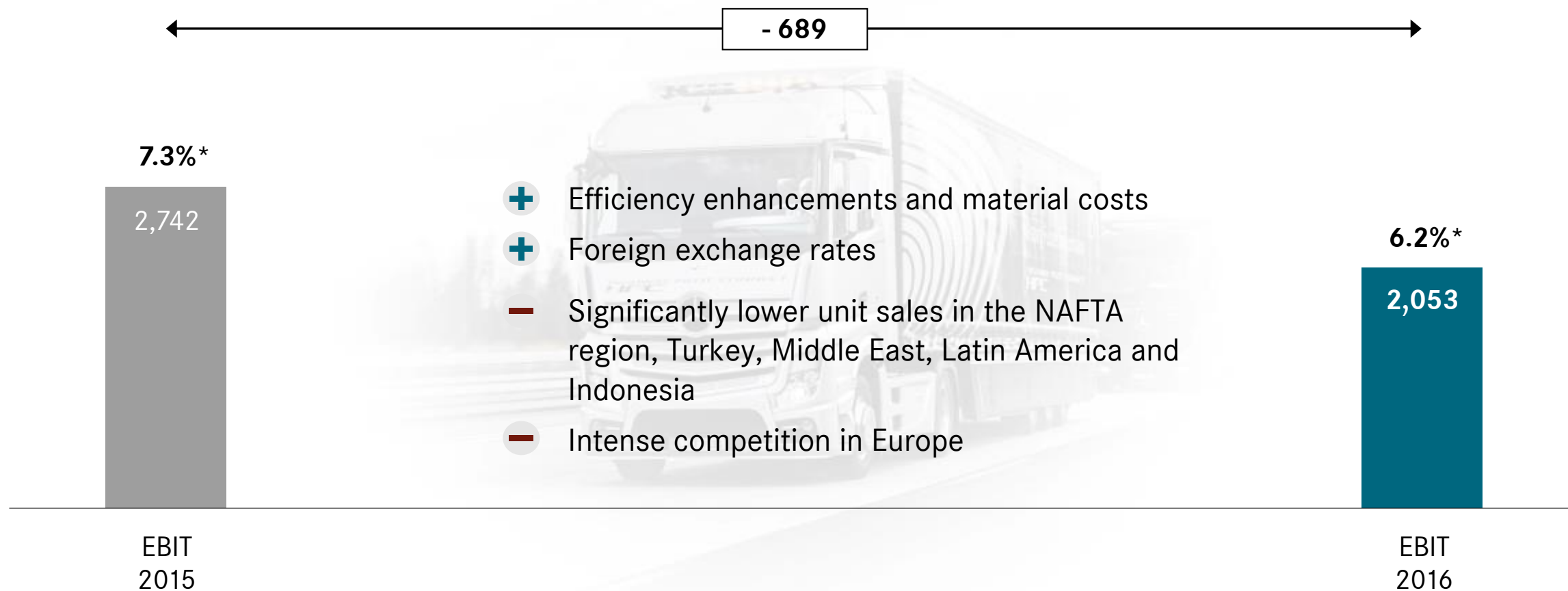
- in thousands of units -



* European Union, Switzerland and Norway

Daimler Trucks: EBIT adjusted for special items

- in millions of euros -

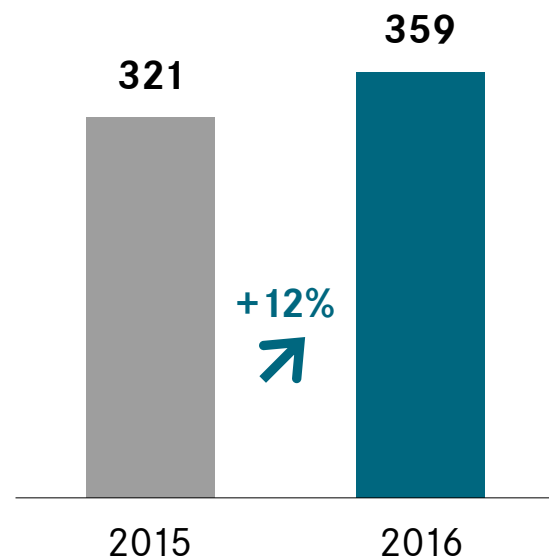


* Return on sales

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

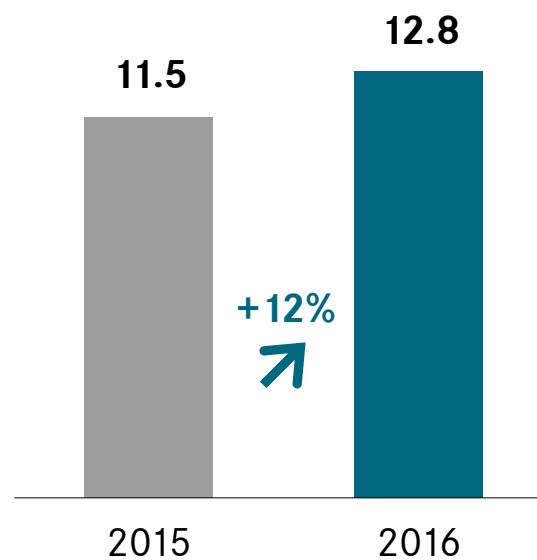
Unit sales

- in thousands of units -



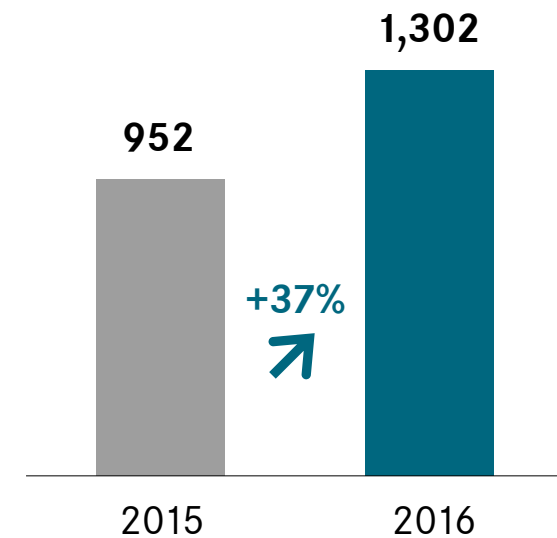
Revenue

- in billions of euros -



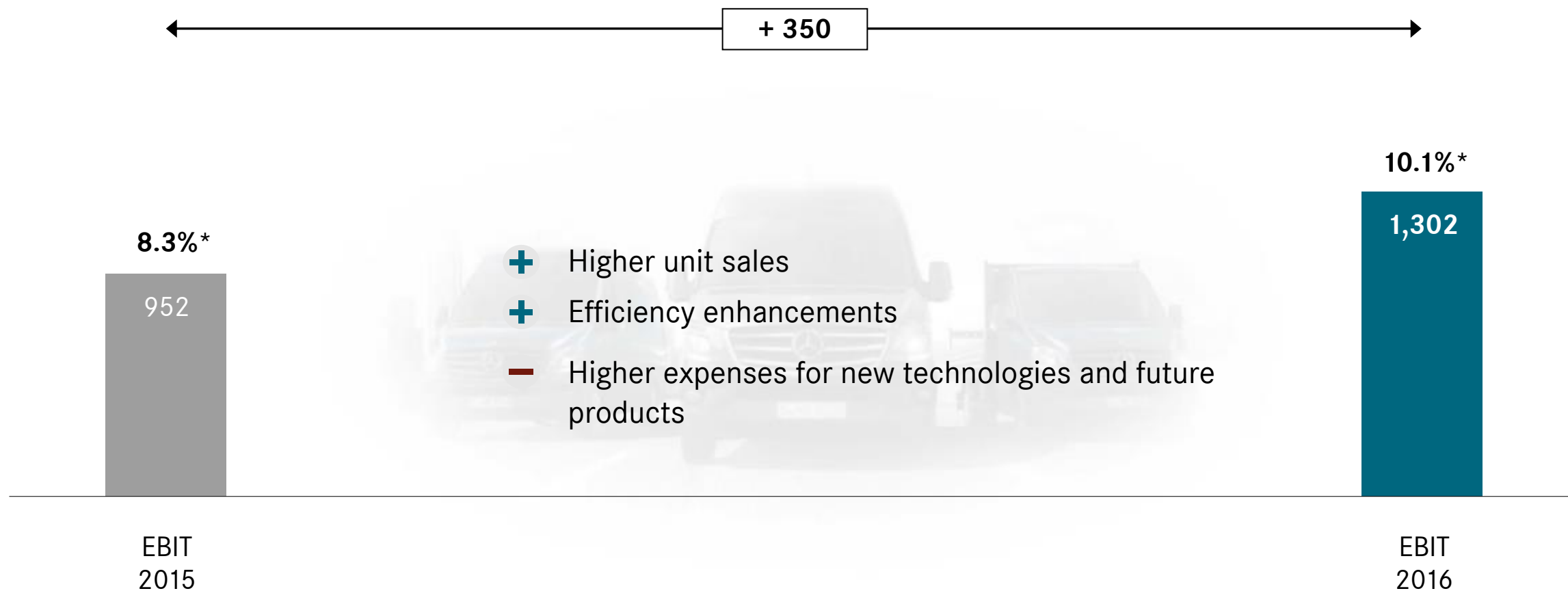
EBIT adjusted for special items

- in millions of euros -



Mercedes-Benz Vans: EBIT adjusted for special items

- in millions of euros -

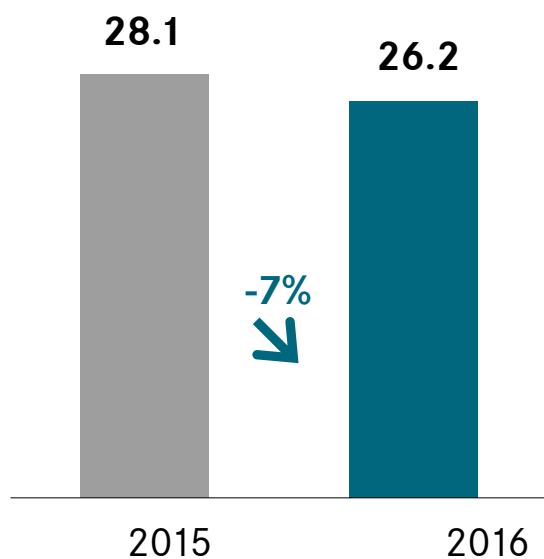


* Return on sales

Daimler Buses: strong EBIT improvement despite difficult situation in Brazil and Turkey

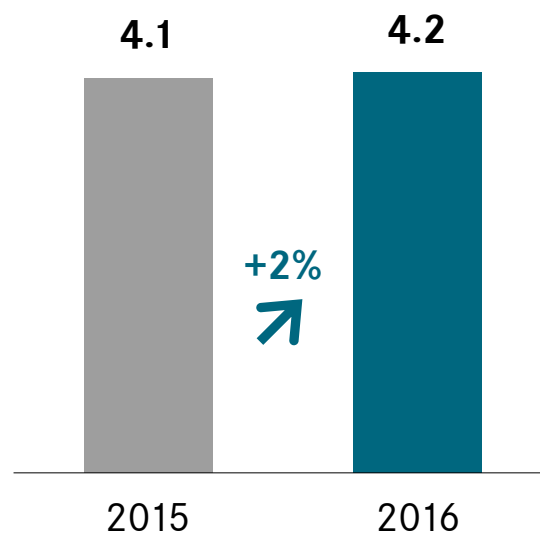
Unit sales

- in thousands of units -



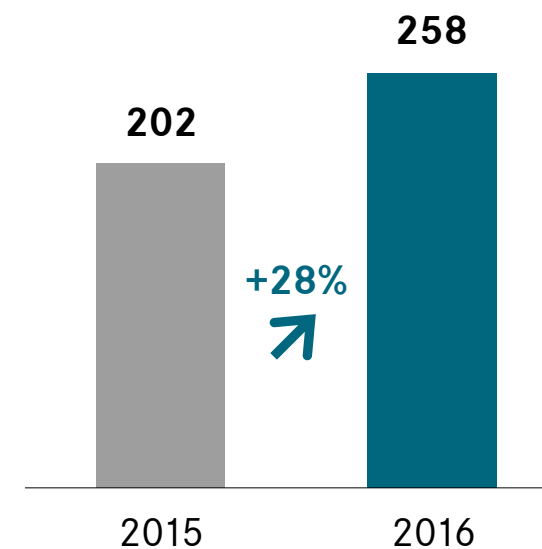
Revenue

- in billions of euros -



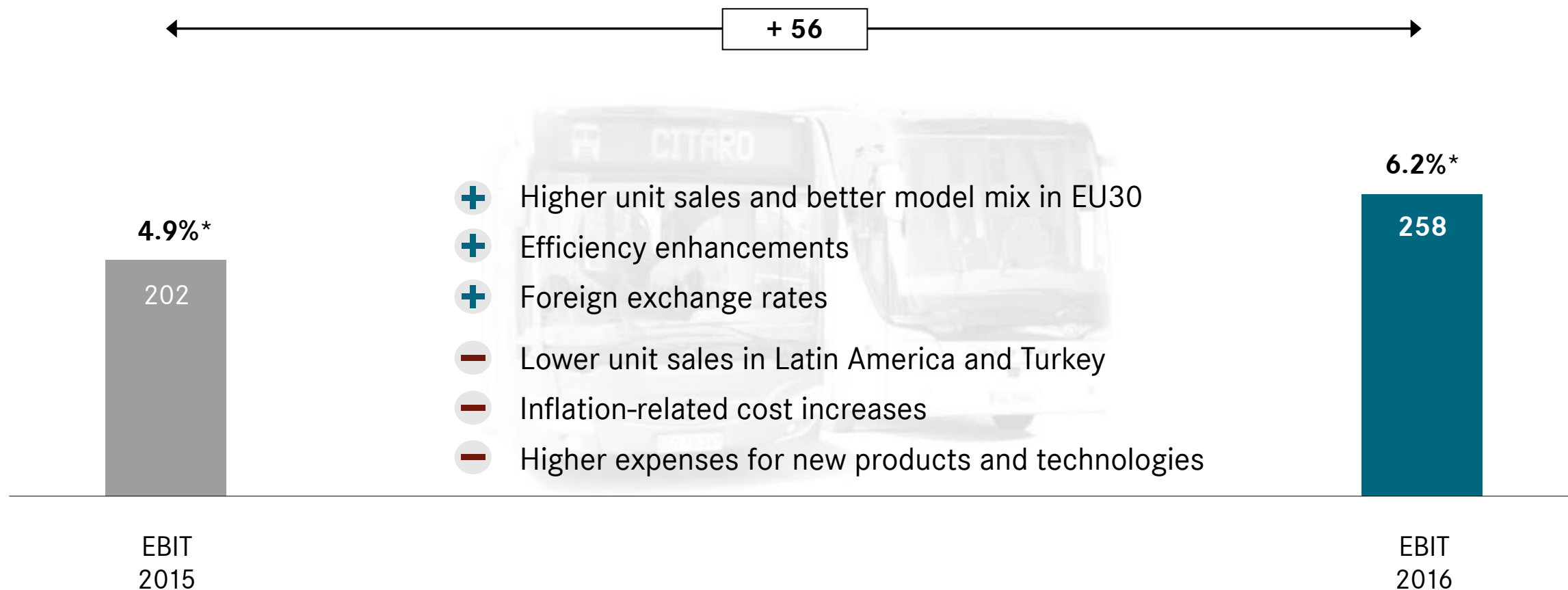
EBIT adjusted for special items

- in millions of euros -



Daimler Buses: EBIT adjusted for special items

- in millions of euros -

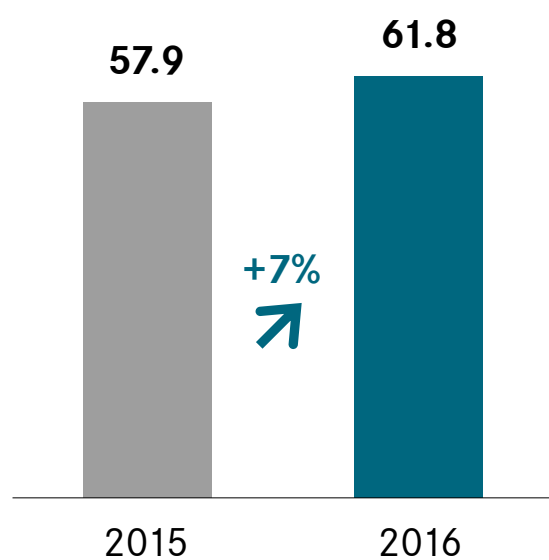


* Return on sales

Daimler Financial Services: further business growth

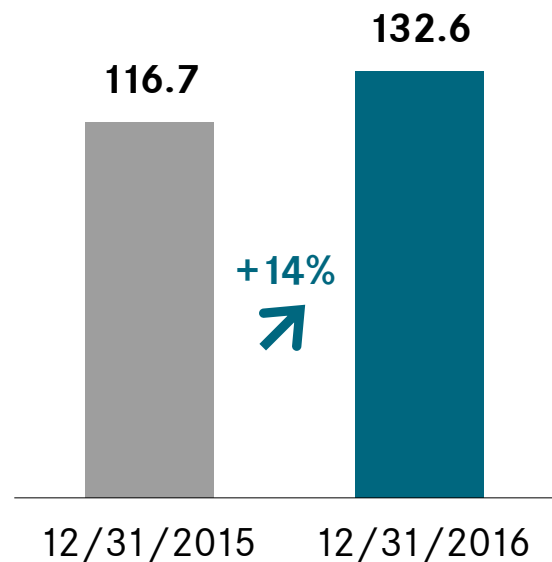
New business

- in billions of euros -



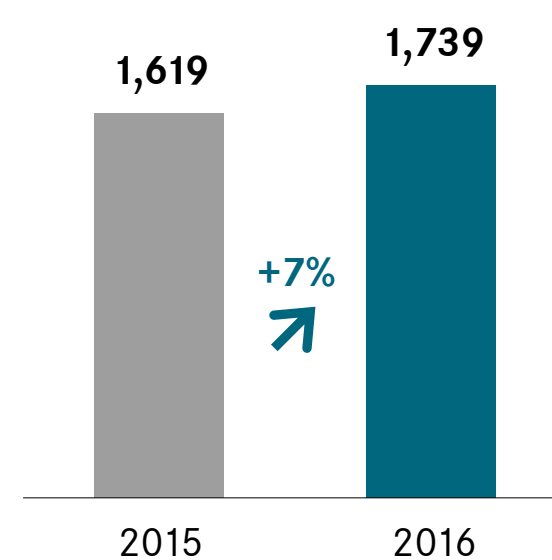
Contract volume

- in billions of euros -



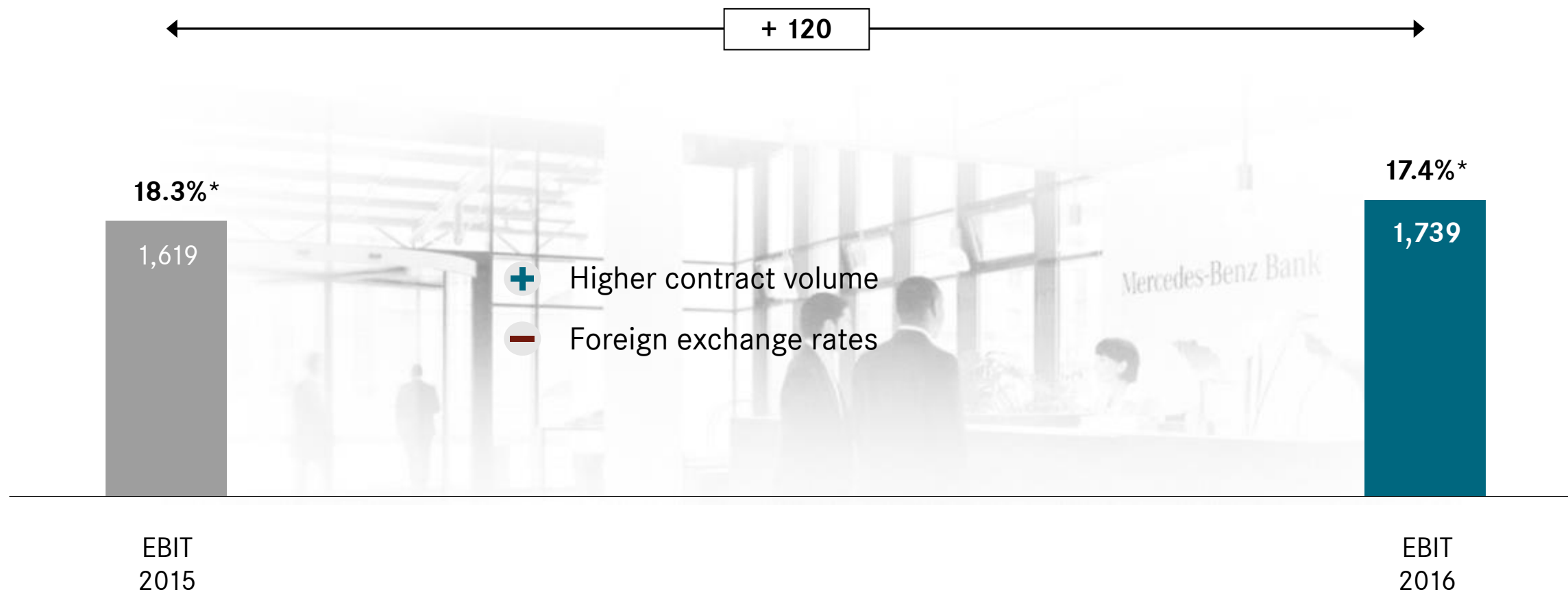
EBIT

- in millions of euros -



Daimler Financial Services: EBIT

- in millions of euros -



* Return on equity

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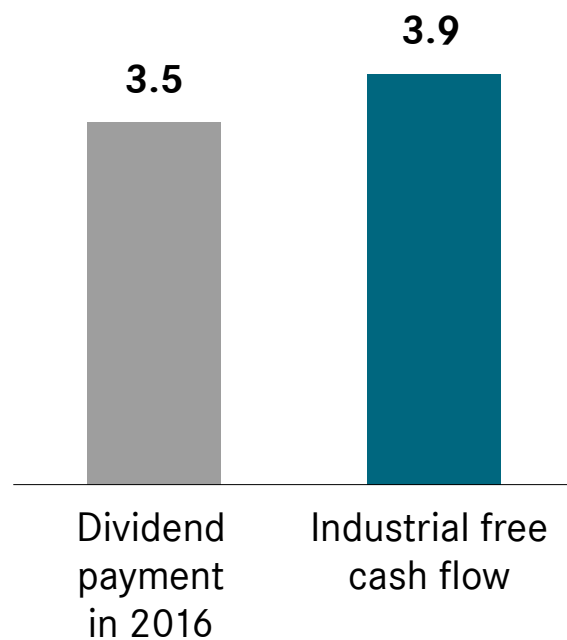
Appendix



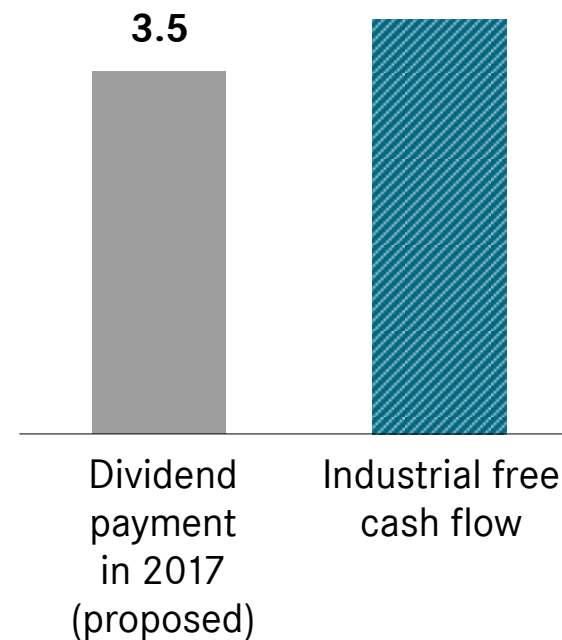
Free cash flow of industrial business for 2017 expected to be in the magnitude of 2016 and above dividend payment

- in billions of euros -

FY 2016 (actuals)

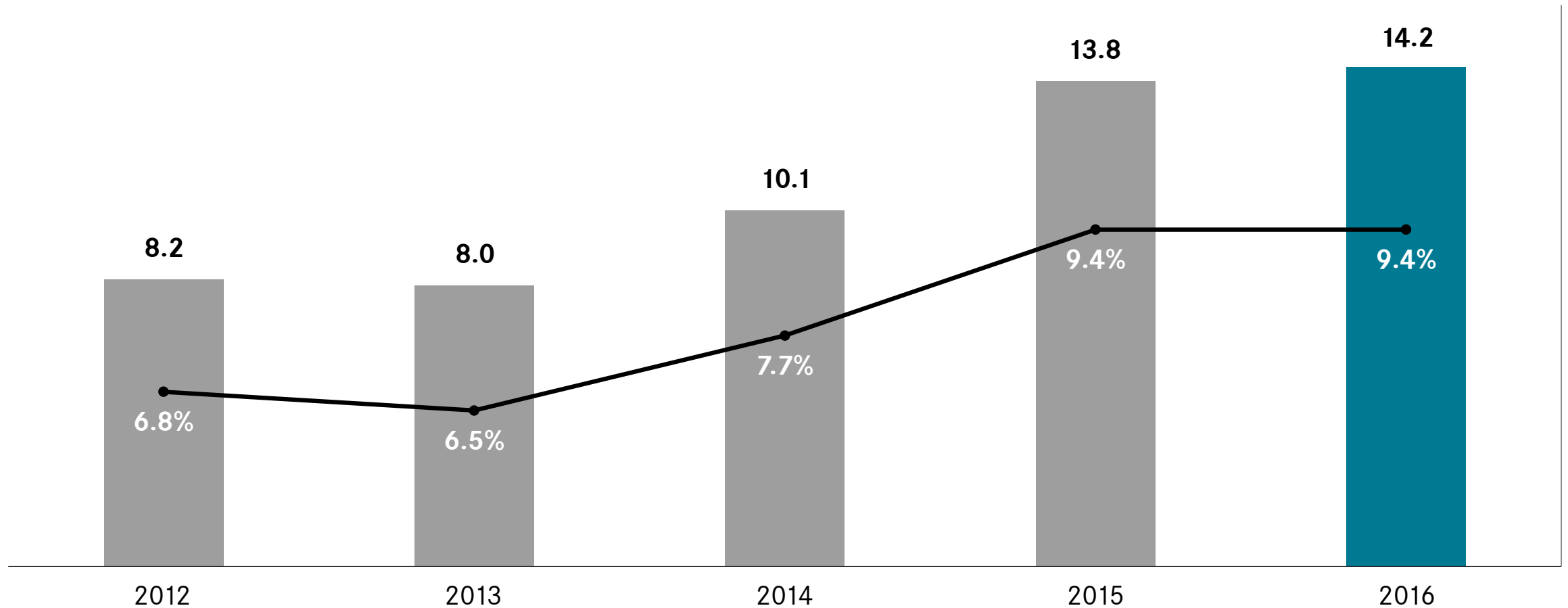


FY 2017 (expectation)



Development of EBIT and RoS adjusted for special items*

- EBIT in billions of euros; RoS in % -

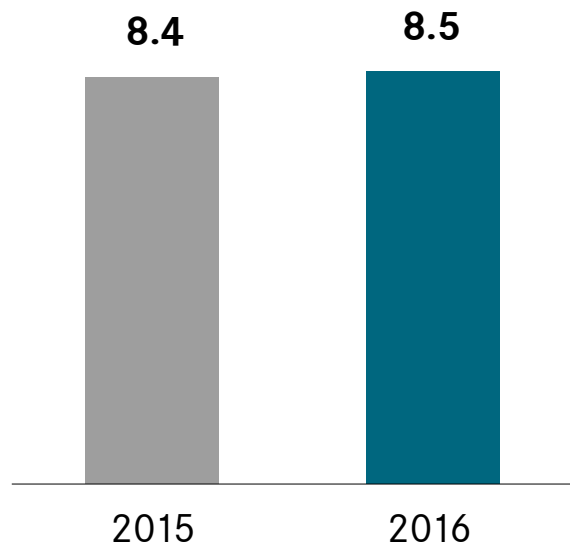


* EBIT adjusted for special items of Daimler Group; return on sales adjusted for special items of Daimler Group excluding Daimler Financial Services

Dividend at high level based on strong net profit

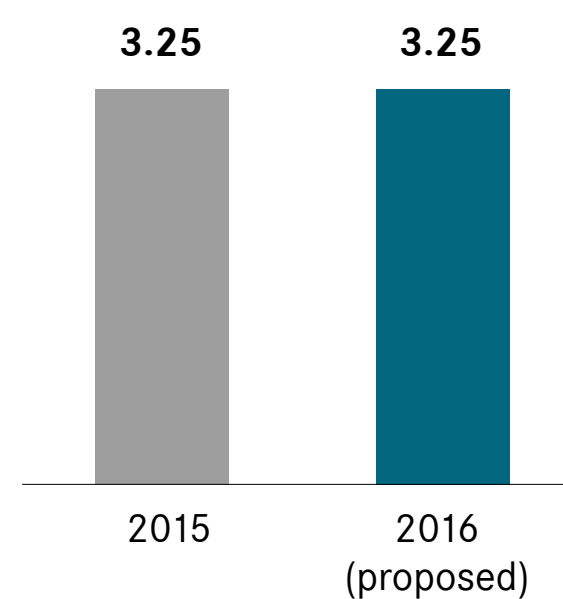
Net profit*

- in billions of euros -



Dividend per share

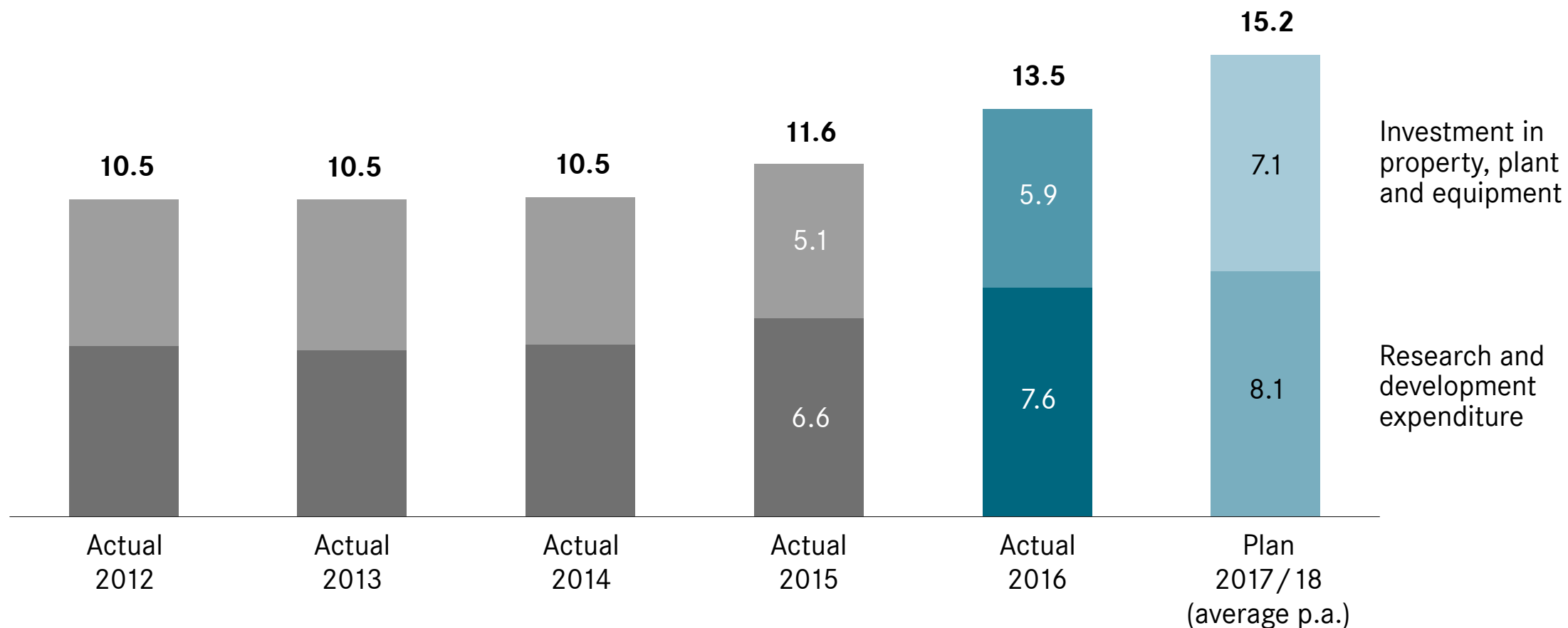
- in euros -



* attributable to shareholders of Daimler AG

Further investment growth as a basis for profitable growth and development of future mobility

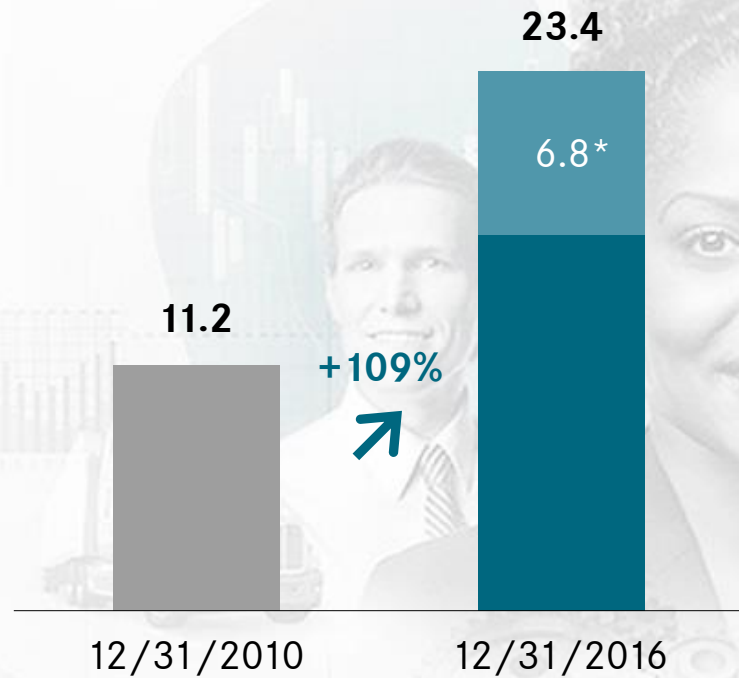
- in billions of euros -



Attractive employer

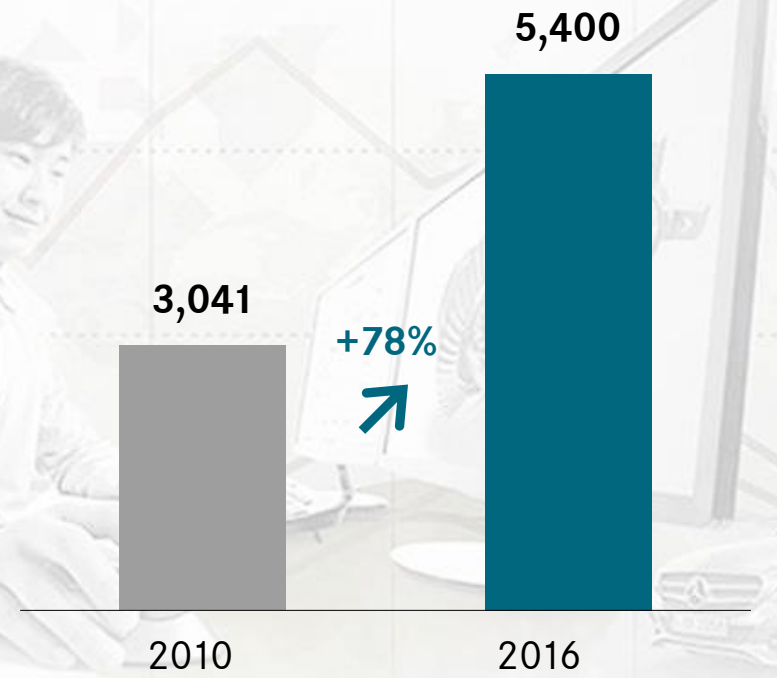
Fair value of pension plan assets

- in billions of euros -



Profit sharing**

- in euros -



* related to extraordinary contributions to the German pension fund assets in 2011, 2014, 2015 and 2016

** paid out to each eligible employee of Daimler AG for the respective financial year

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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





Leadership 2020


 Leadership role
and development


 Digital
transformation


 Feedback
culture

 Performance
management

 Best fit – Daimler
success path

 Swarm
organization

 Decision
making

 Incubator –
“Back to the garage”

The future of our
corporate culture

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

Mercedes-Benz Cars



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



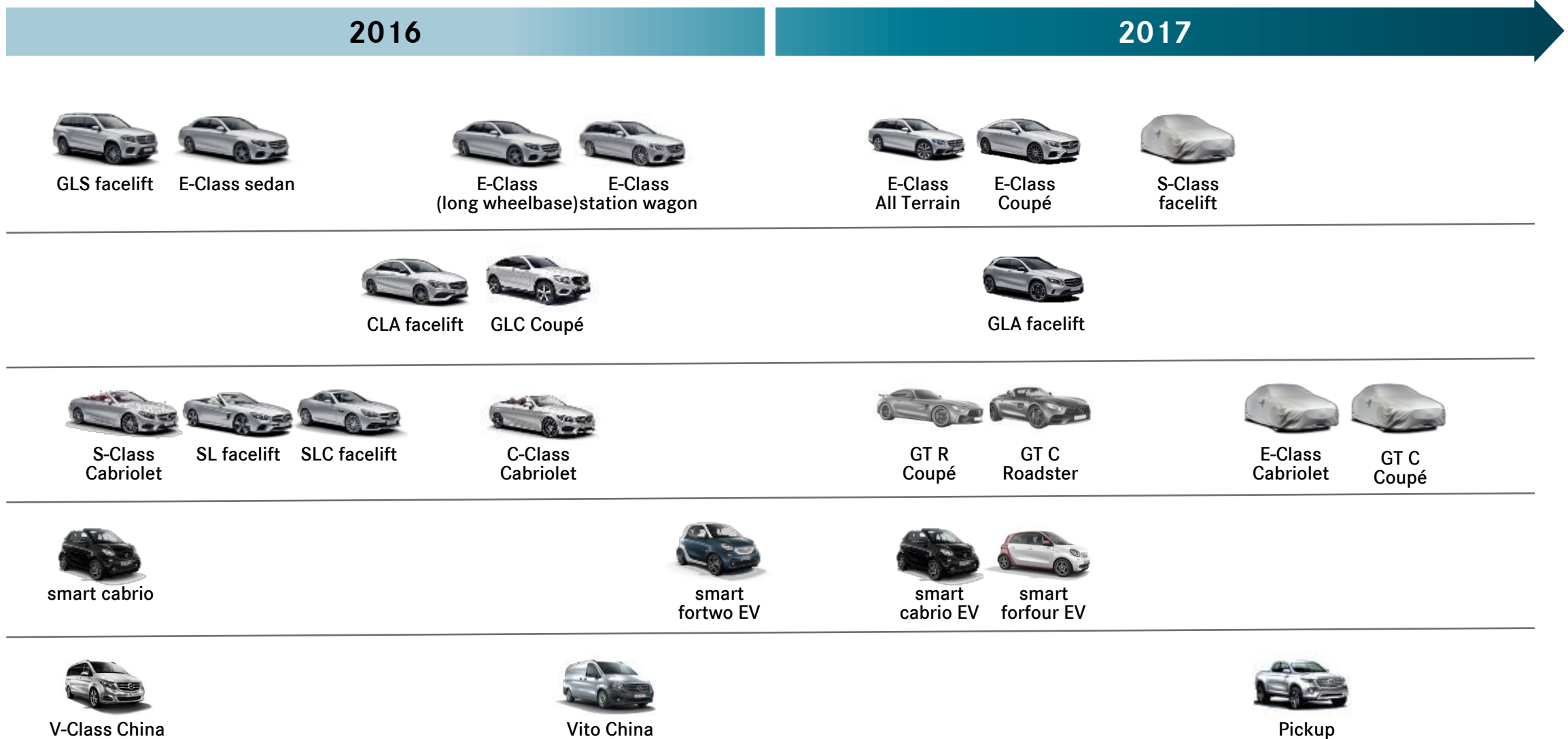
Mercedes-Benz Concept X-CLASS



Mercedes-Benz Concept X-CLASS

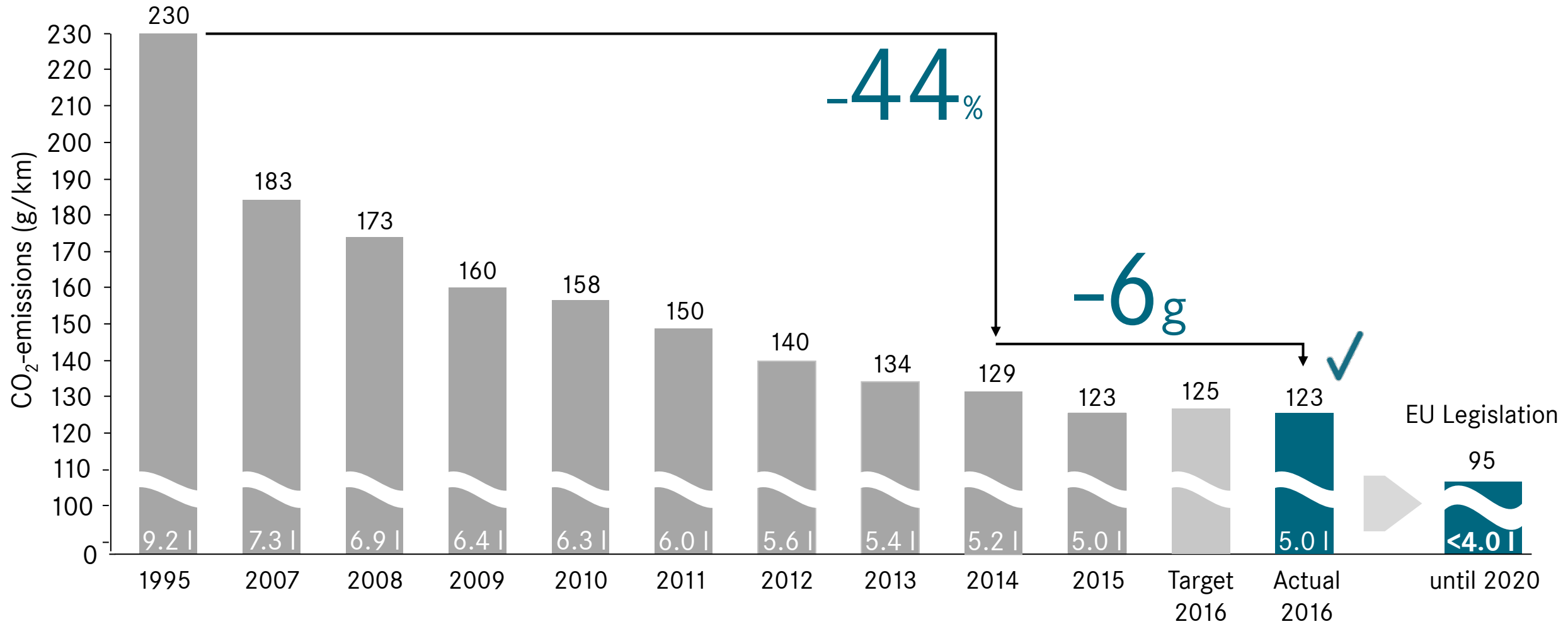


Mercedes-Benz Cars and Vans: continued product offensive

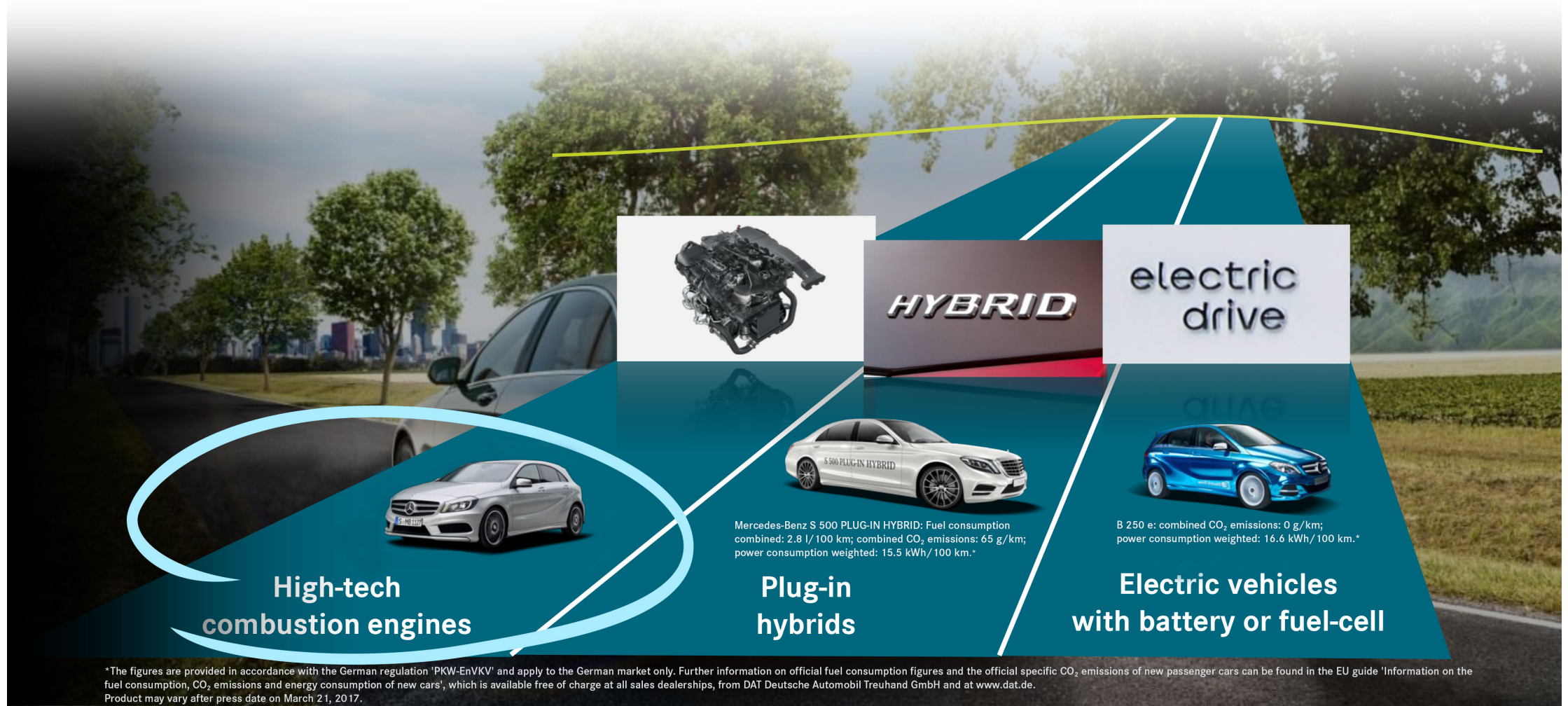


We are on our way to emission-free driving

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

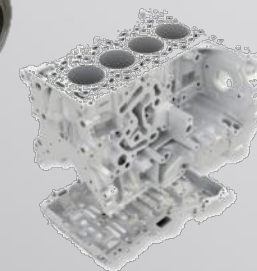
18 kW more power

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



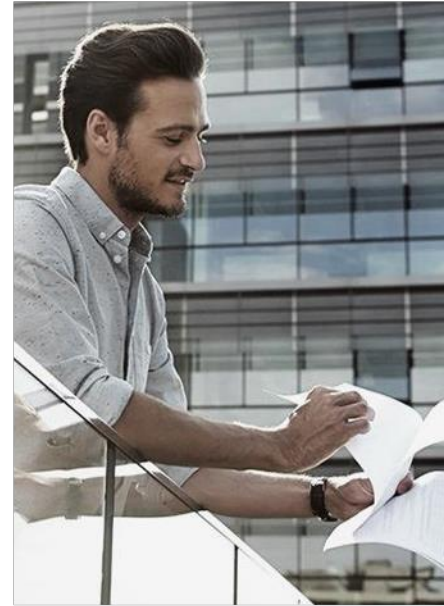
connect



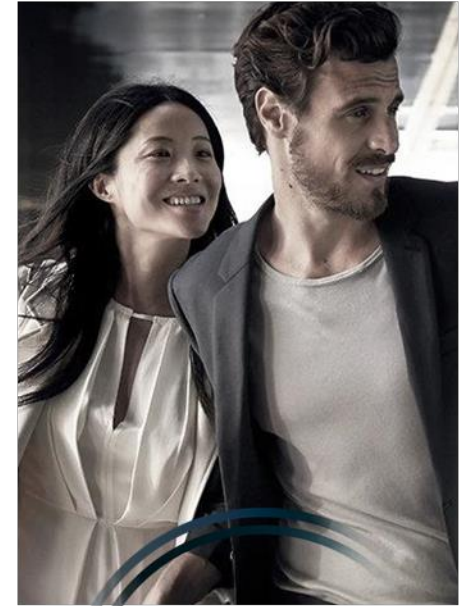
assist



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)

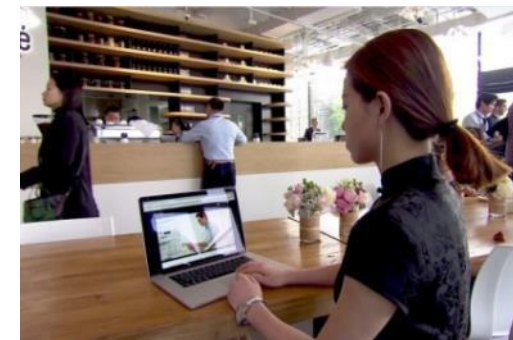


- **Launch of the Mercedes-Benz Store** for all Mercedes me connect markets
- Customer can purchase services **directly online** (Starting with Remote Park Pilot)

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



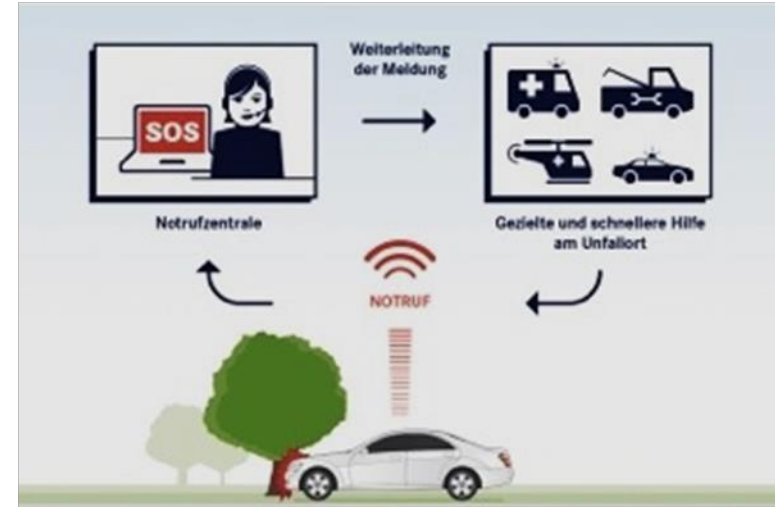
***Opening of the world-wide 6th
Mercedes me store in Beijing.***



Connectivity – Pushing new services and products

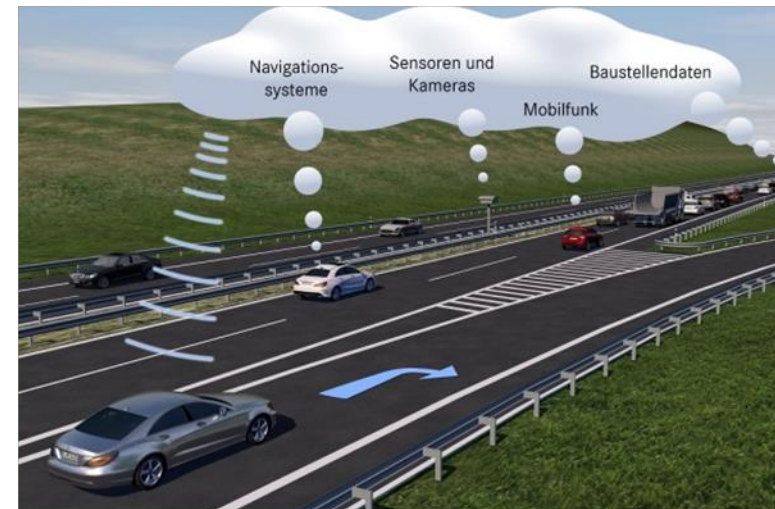
Examples

Mercedes
me
connect



Mercedes-
Benz
e-call

Mercedes
me
App



Real time
traffic
service



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



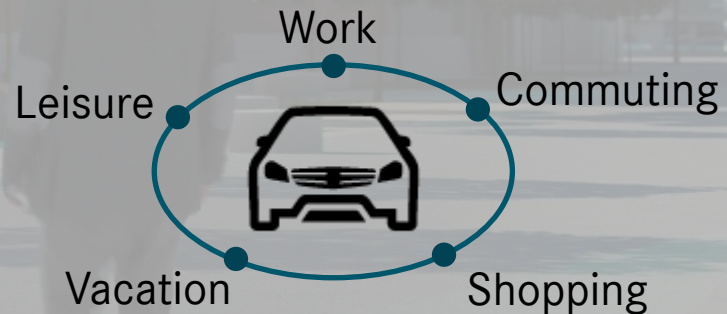
hared &
ervices



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

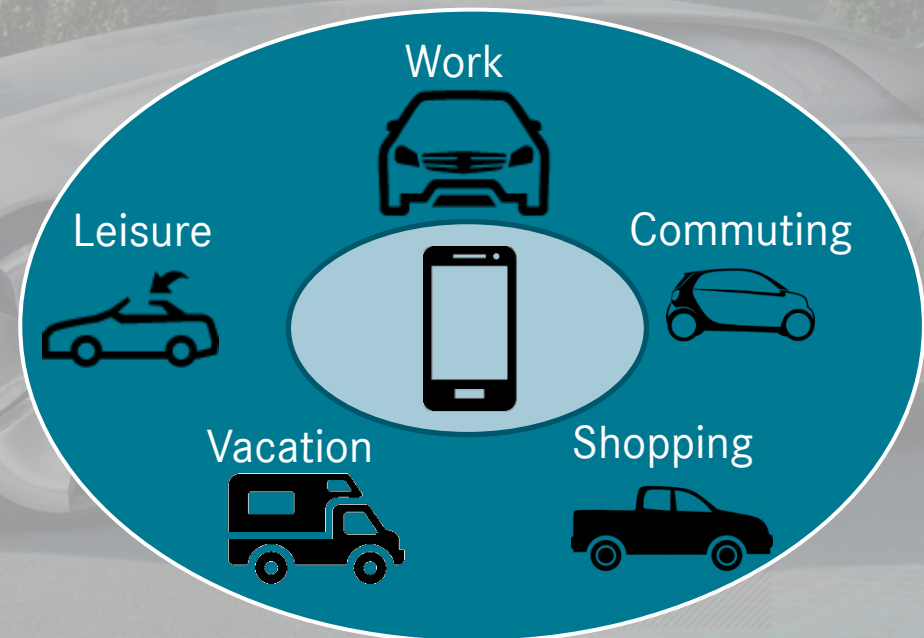
Today

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



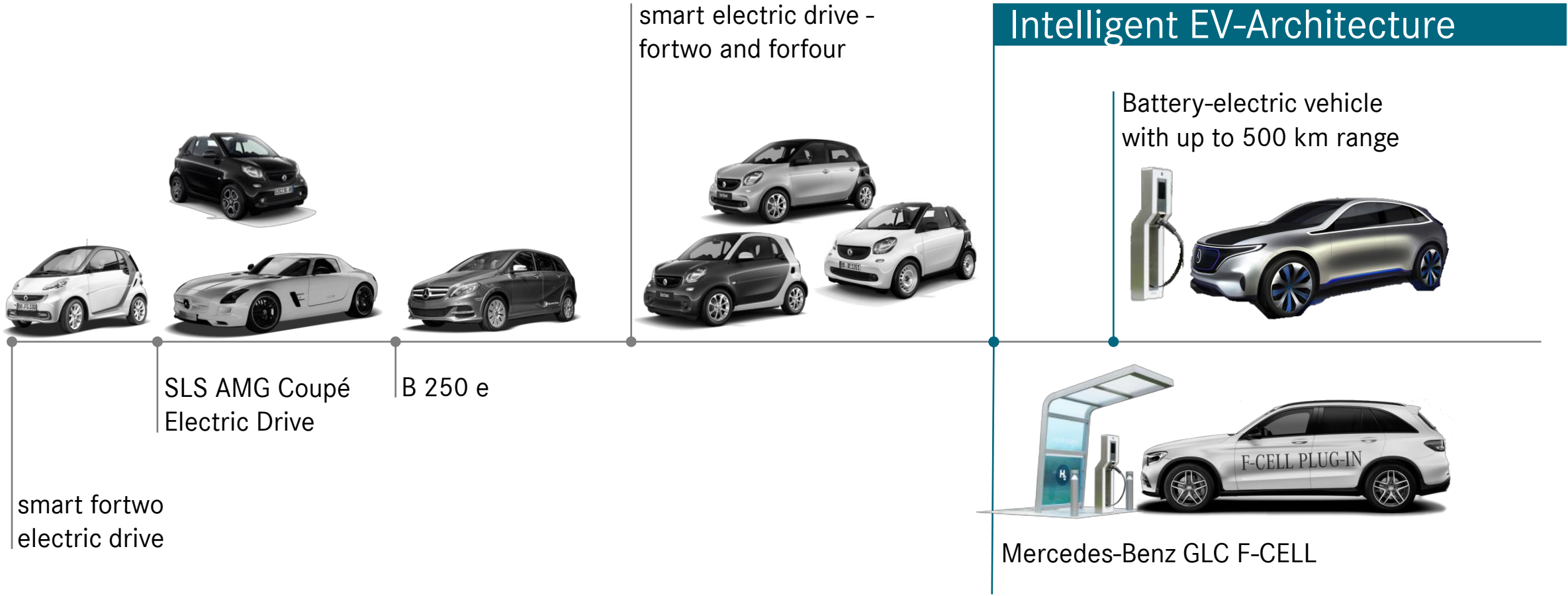


lectrified

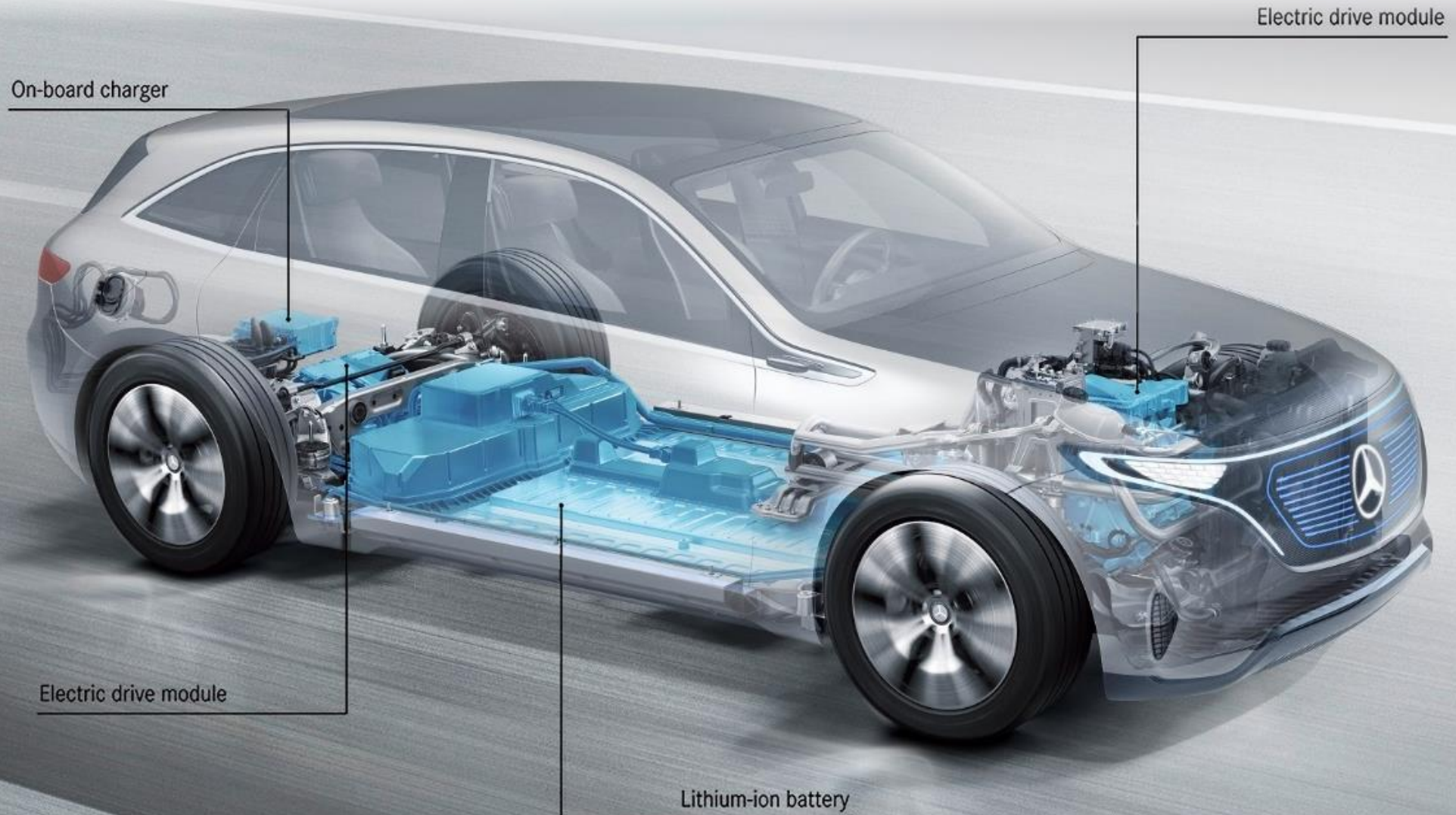
Introduction of 10 plug-in-hybrid vehicles



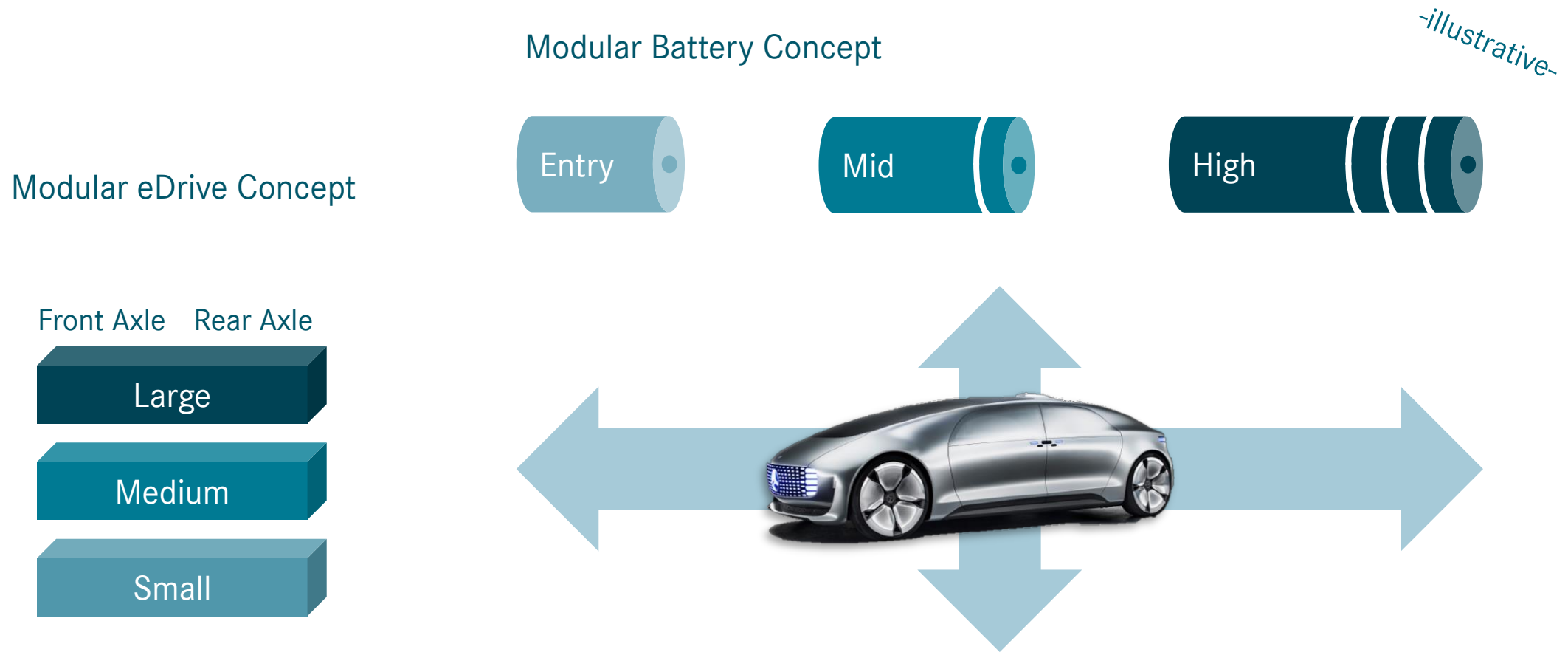
Electric Line Up extended into the Future



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

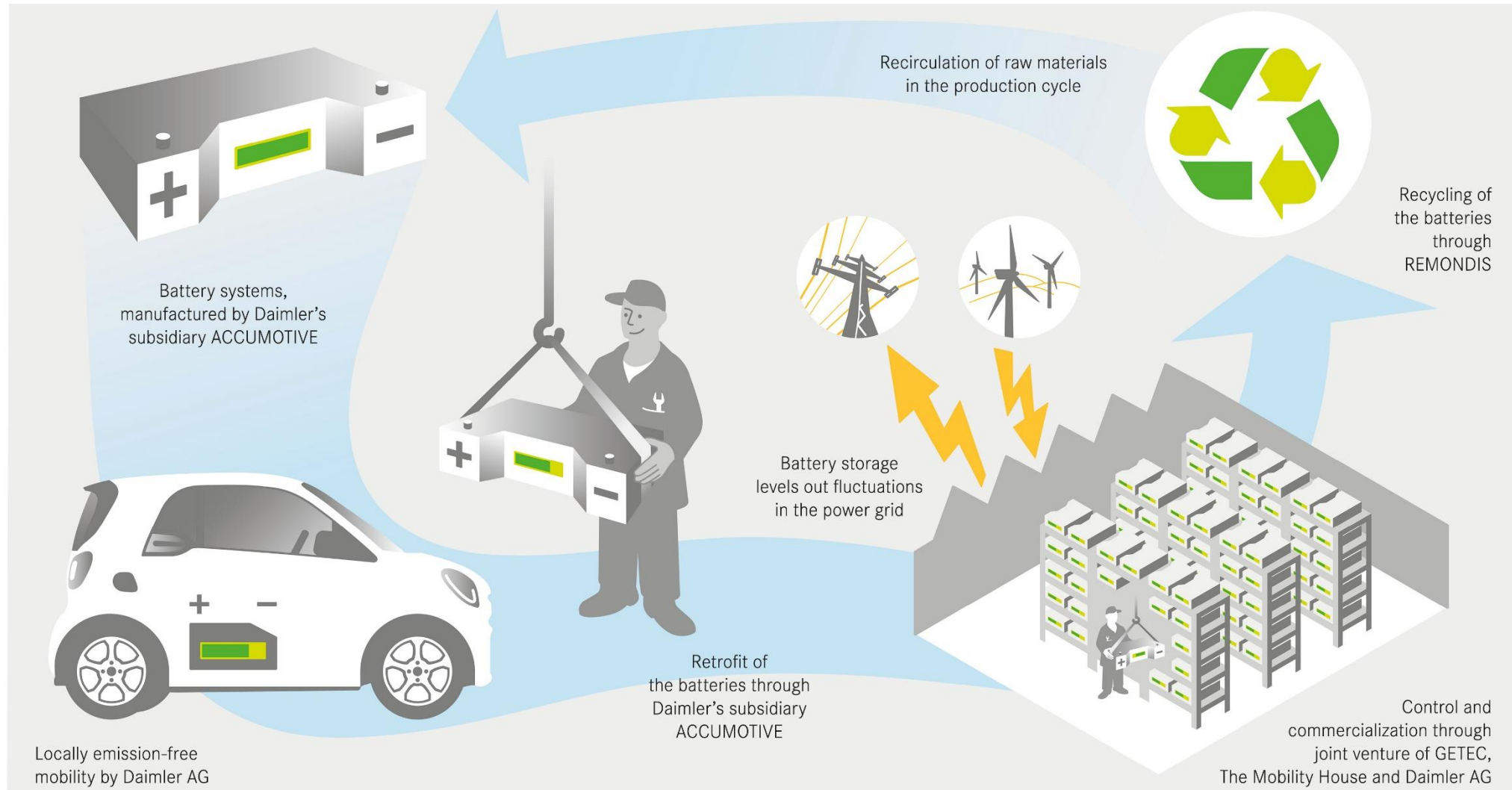


Deutsche ACCUMOTIVE GmbH & Co. KG, Kamenz, Germany

- 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



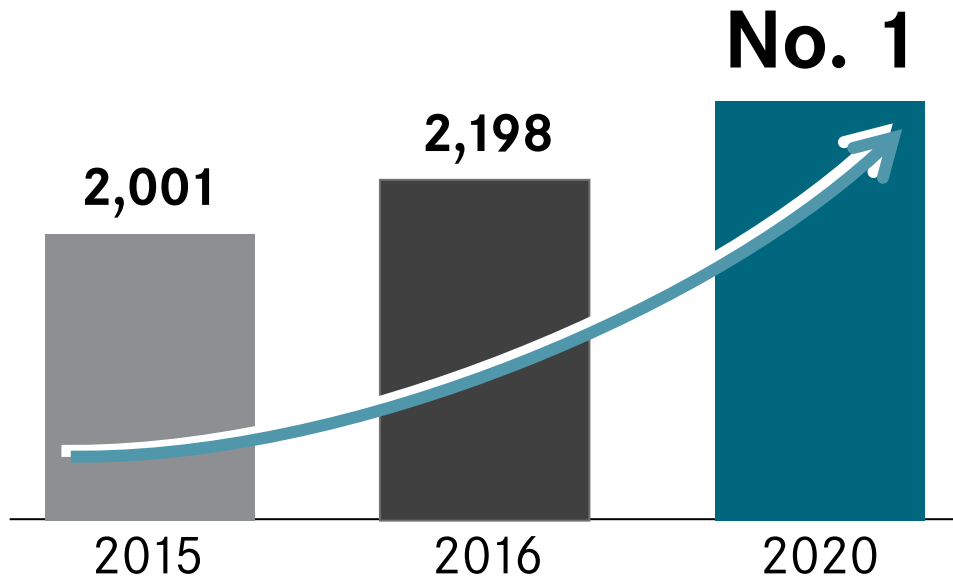
Leadership in Future Mobility will be determined by the combination of the four dimensions



Our target: No.1 premium car manufacturer

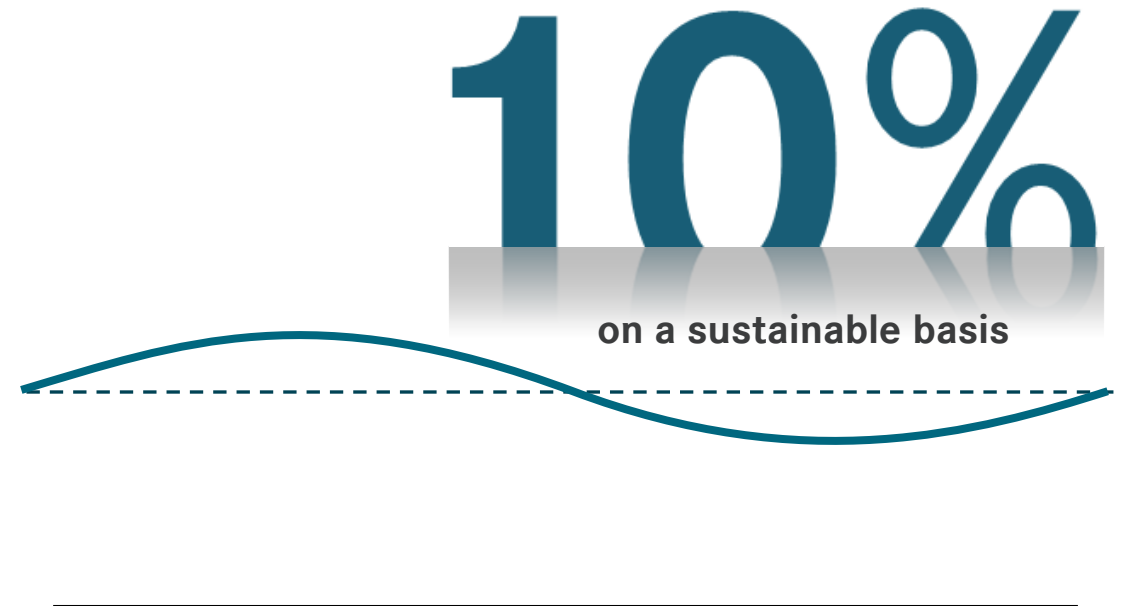
Sales target

In thousand units



Profitability target

Return on Sales in %





The future of logistics

Mercedes-Benz
Vision | **VAN**

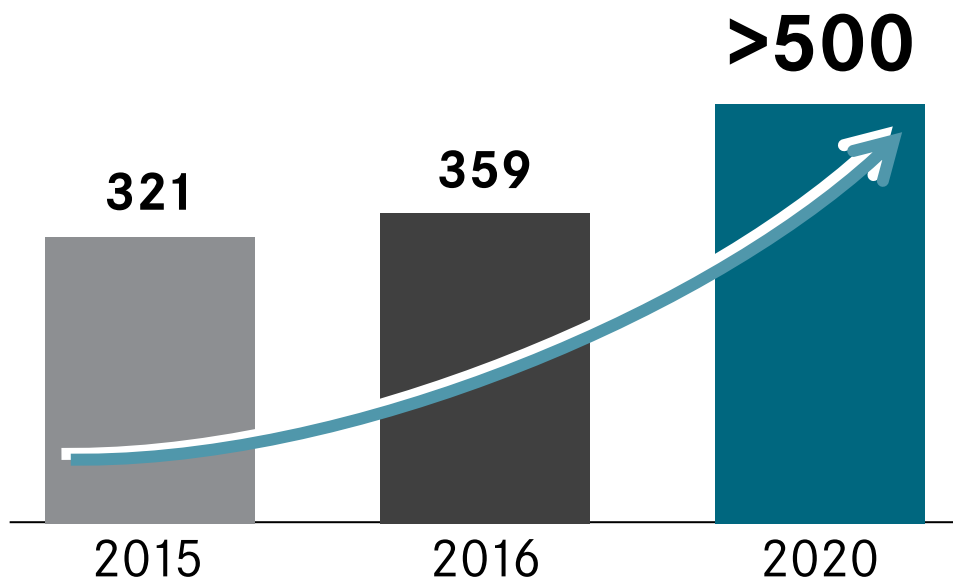


Turning the van into a
data center on wheels

Our target: Most successful company in global Van business

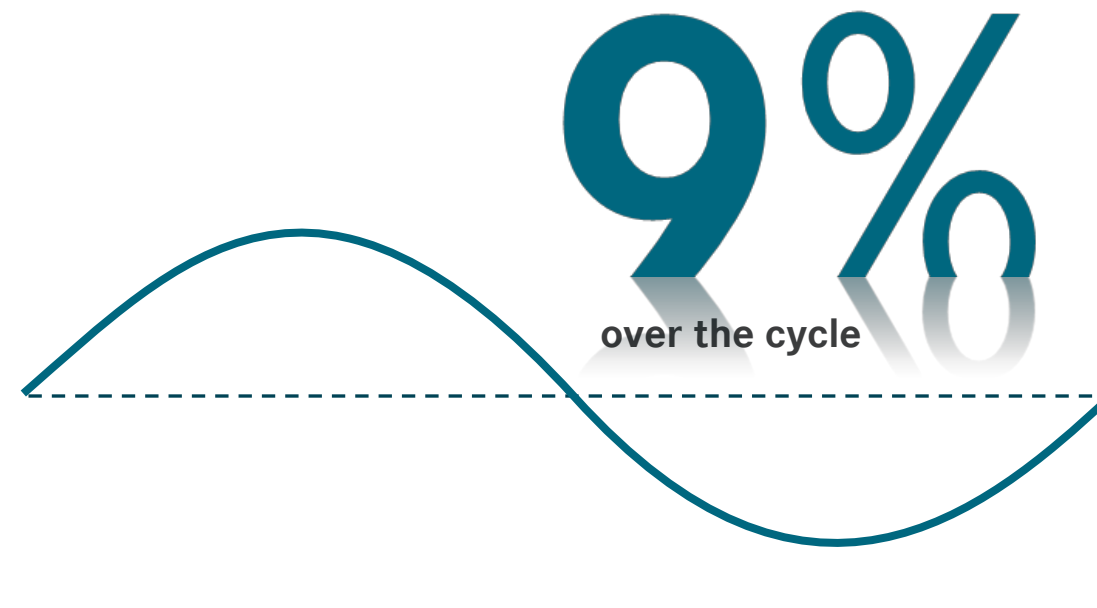
Sales target

In thousand units



Profitability target

Return on Sales in %



Daimler Trucks



Our strategy works. We keep executing it.

Technology Leadership

in efficiency, safety and connectivity



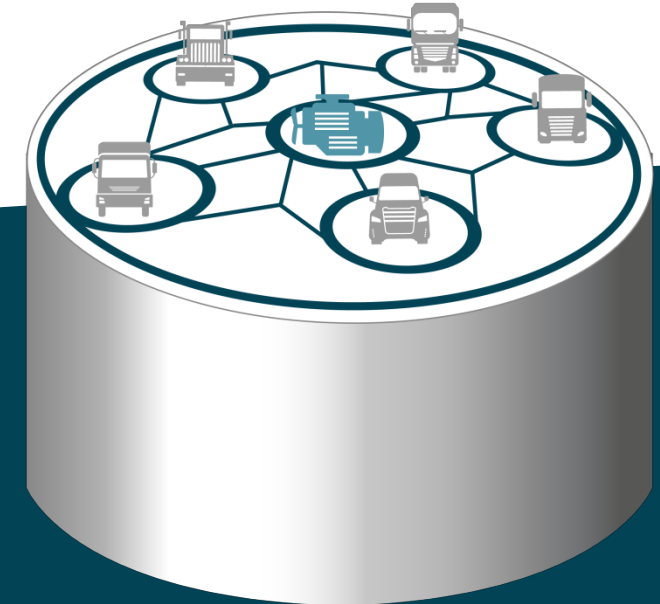
Global Market Presence

in traditional and emerging markets

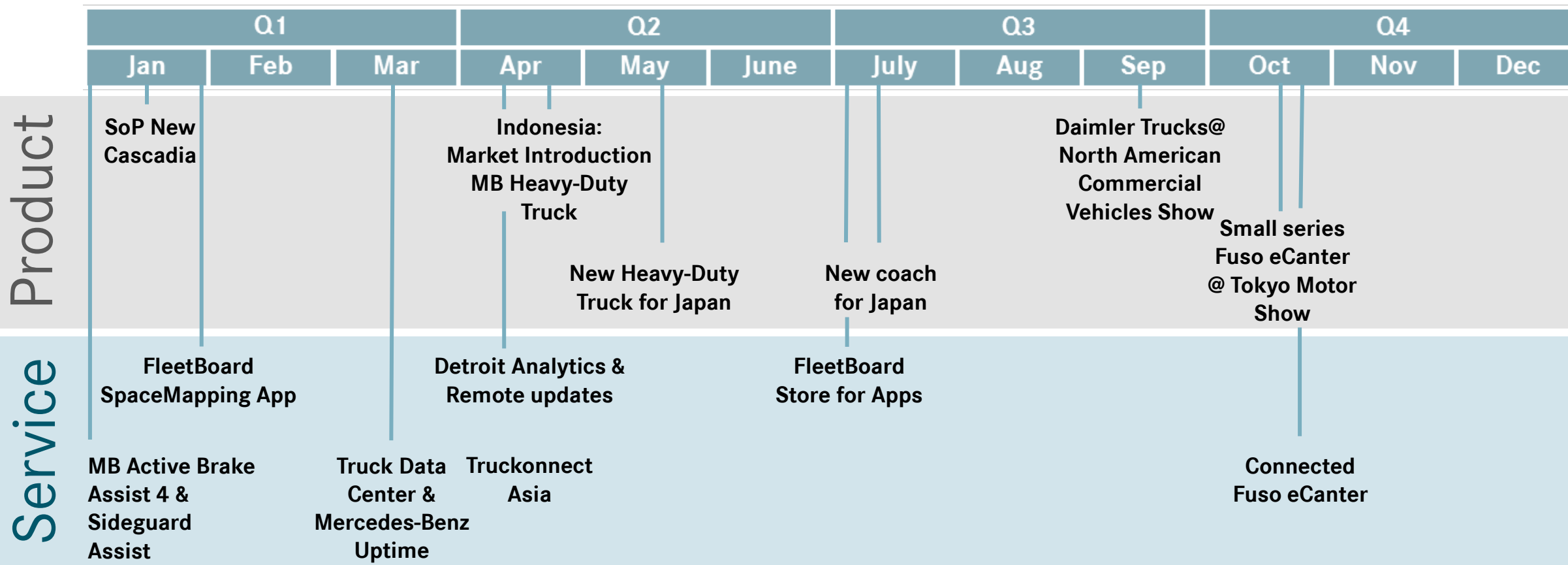


Intelligent Platform Management

for tailored products and decisive economies of scale



Selected milestones 2017



Efficiency: the most efficient trucks are Daimler Trucks

Europe: TCO leader
Mercedes-Benz Actros



Fuel reduction **up to -15%**
Next efficiency step **by 2018**

NAFTA: TCO leader
Freightliner New Cascadia



Fuel reduction **up to -8%**
Next efficiency step **by 2019**

Japan: TCO leader
Fuso Super Great V



Fuel reduction **up to -5%**
Next efficiency step **Q2/2017**

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

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: First to market with electric distribution trucks



FUSO eCanter

Range: **up to 100km**, modular battery system (4-5)
Cost: 1,000€/ 10,000 km **lower running costs** vs. fuel
Market: introduction by the end of **2017**



Mercedes-Benz Urban eTruck

Range: **up to 200km** (212 kWh battery)
Cost: ca. **-40%** for electricity vs. Diesel
Market: introduction by the end of **2020**

Safety: new industry firsts, now available in every new Actros

Sideguard Assist

Detects **moving** objects (pedestrians and cyclists)
Visual and audible warning (also while **manoeuvring**)
Covers **entire length** of vehicle (up to 18.75 m)

Active Brake Assist 4 (ABA 4)

Industry's **first** system with pedestrians detection
Next generation radar: Warning, initiates braking
Functions **independently of weather** conditions



Safety: semi-autonomous trucks customer-ready by 2020

Highway Pilot

Proof of concept 2014

Serial tests in 9 European countries and USA,
over 100,000km on the road

Market introduction by the end of 2020

Highway Pilot Connect:

Proof of concept for Europe in 2015;
checking out new opportunities in other regions



Connectivity: boosting logistics performance

Detroit Connect Analytics



- Improves fuel and safety performance** by
- detecting changes in fuel consumption & recommending
 - safety event reporting (hard braking, lane departures)

Analysis on **trip, vehicle and fleet basis**

Available mid 2017

Detroit Connect Remote Updates



“Flash Over the Air” service for engine, transmission & aftertreatment firmware

Remote access on the truck (max vehicle speed, idle shut down) from customer office

Available mid 2017

Connectivity: boosting logistics performance

Mercedes-Benz Uptime

starting
Q1 2017

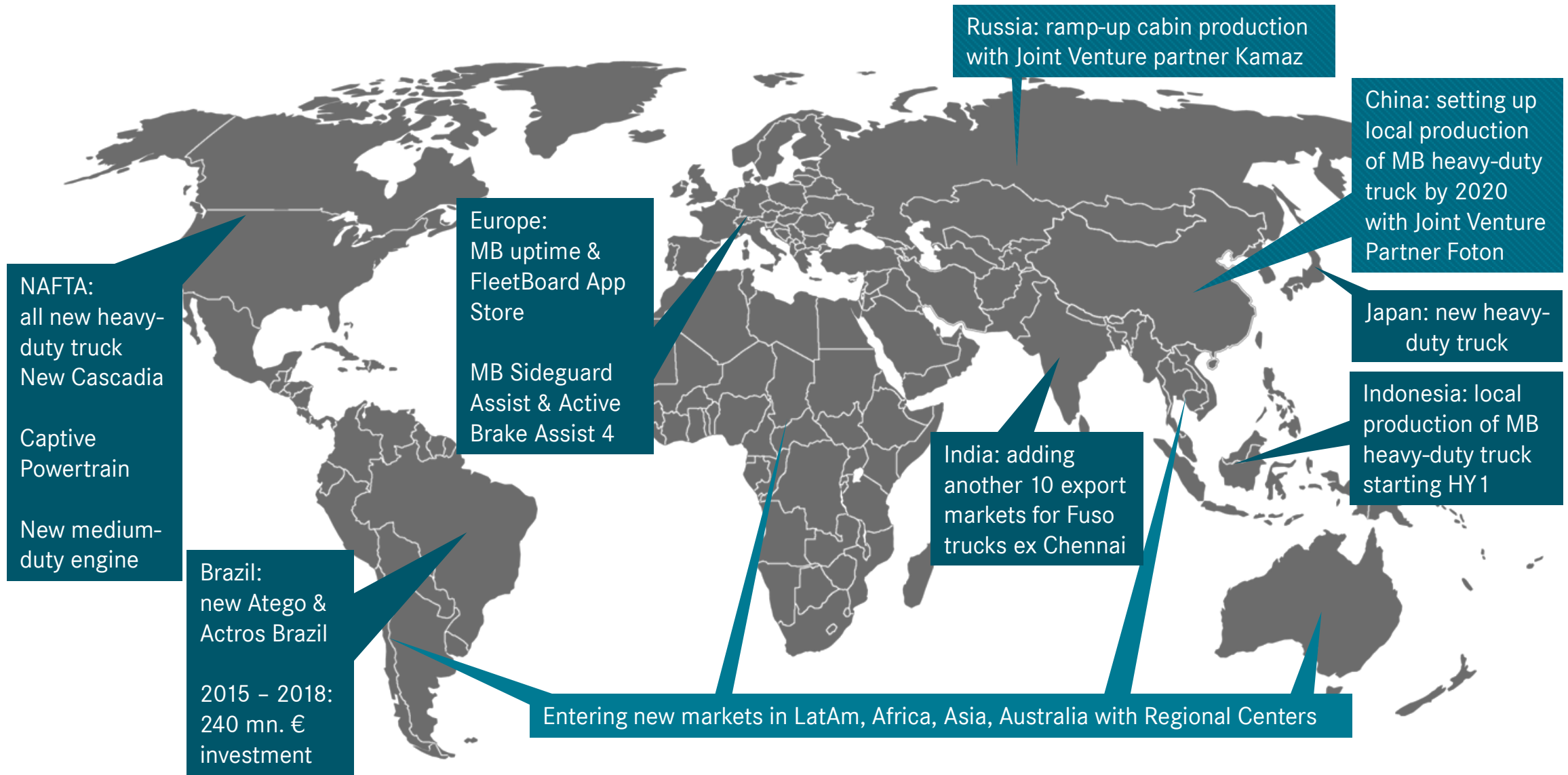
Improves uptime by analyzing real-time data

- Detects potential breakdown situations
- Organizes “pit-stop” in case of emergency
- Optimizes regular workshop stops

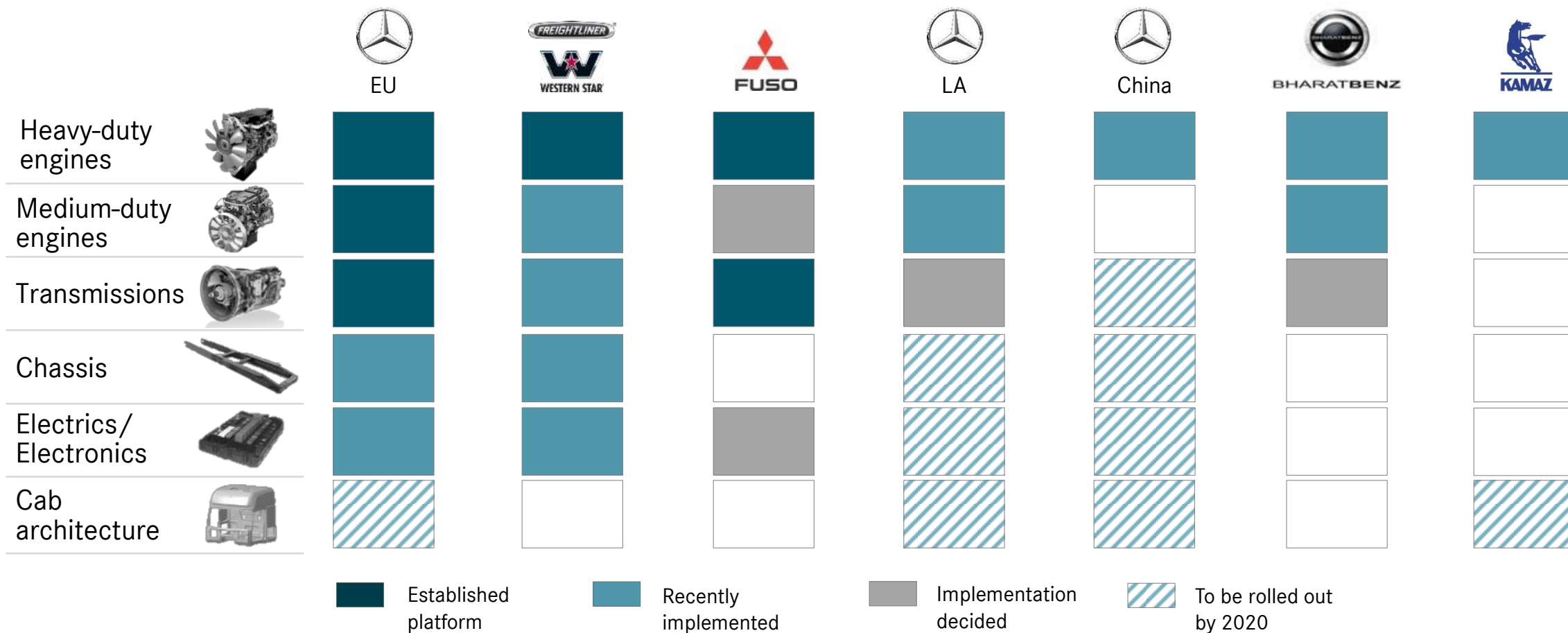
FleetBoard Store

- „One-stop-shop“ for apps on transport & logistics
- Open to **all industry partners**
- Launch in **Q3 2017**

Making our strong global footprint even stronger

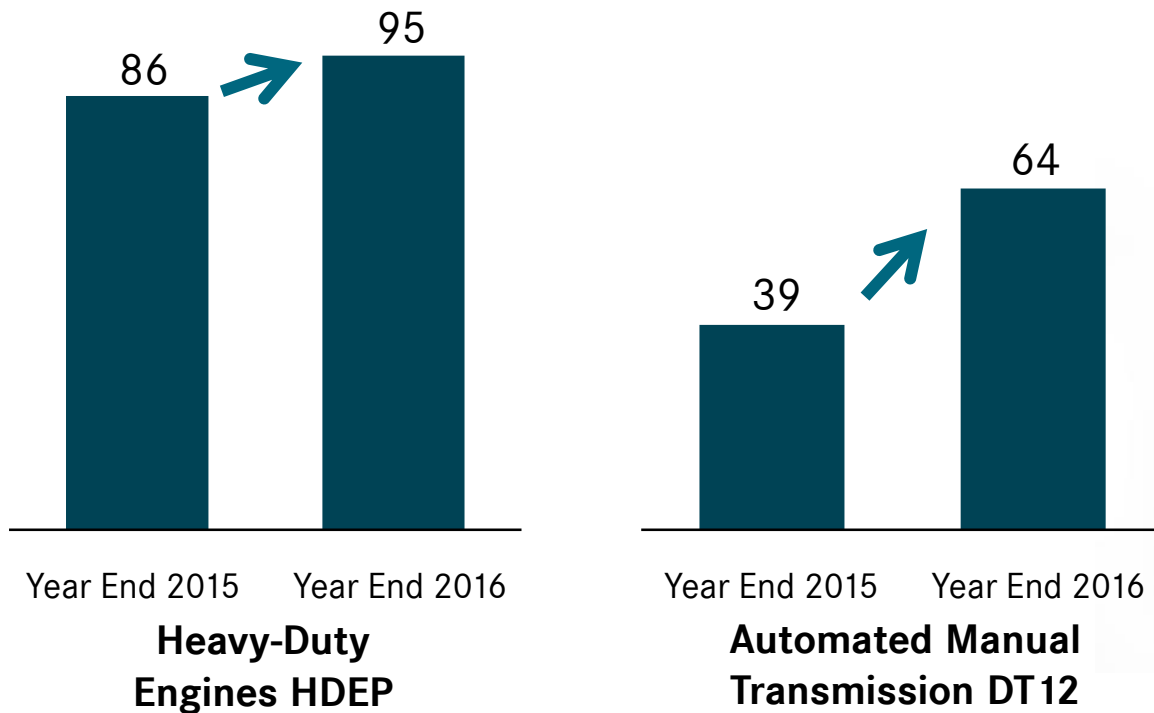


Platform rollout in triad completed by 2017; global rollout done by 2020

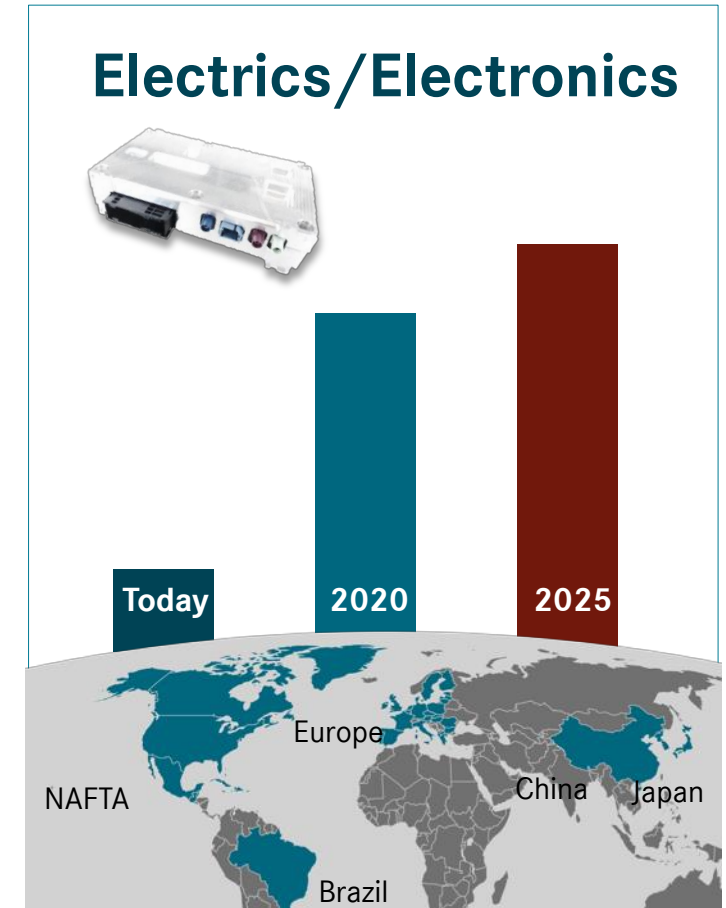
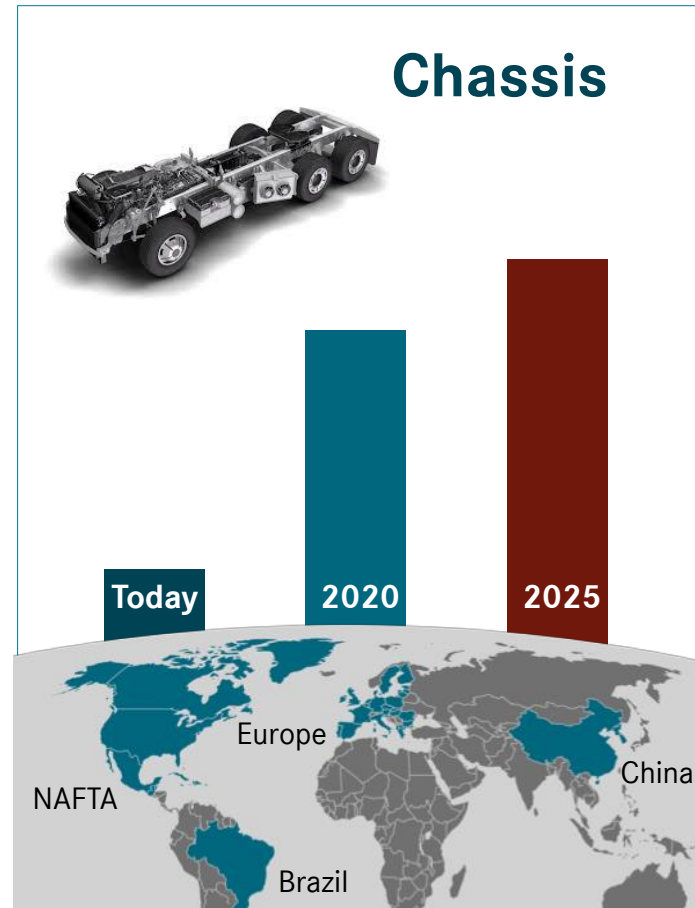
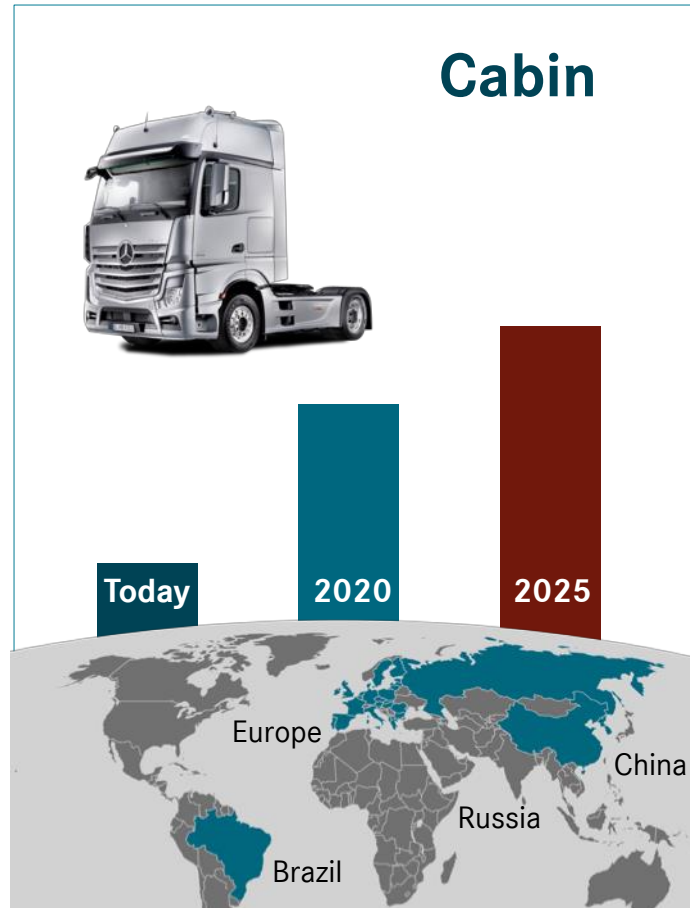


Captive component strategy to strengthen undisputed market leadership in NAFTA

Penetration rate integrated powertrain in %



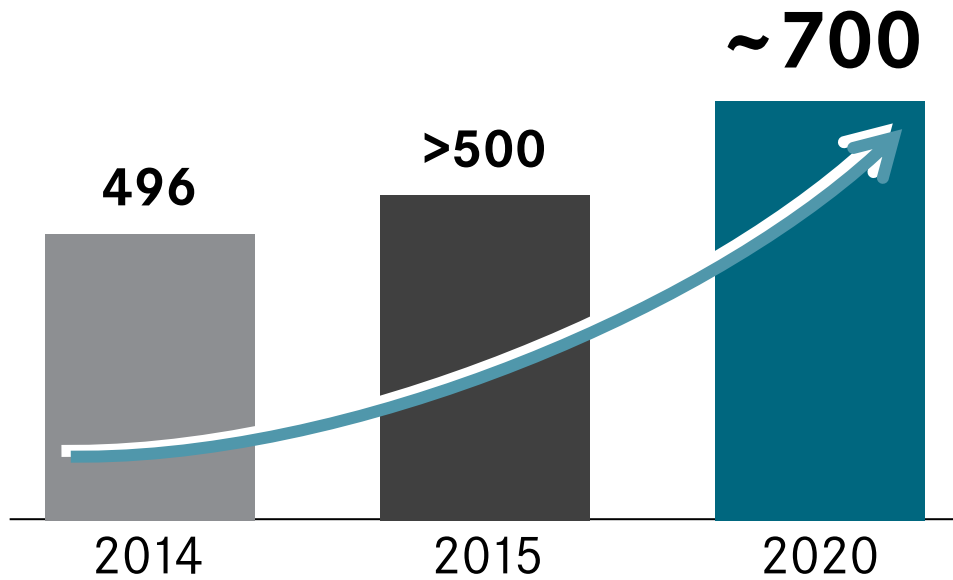
Global Platform Roll-out will secure pass-car-like volumes in next decade for Daimler Trucks



Sticking to our target: undisputed leader in the truck industry

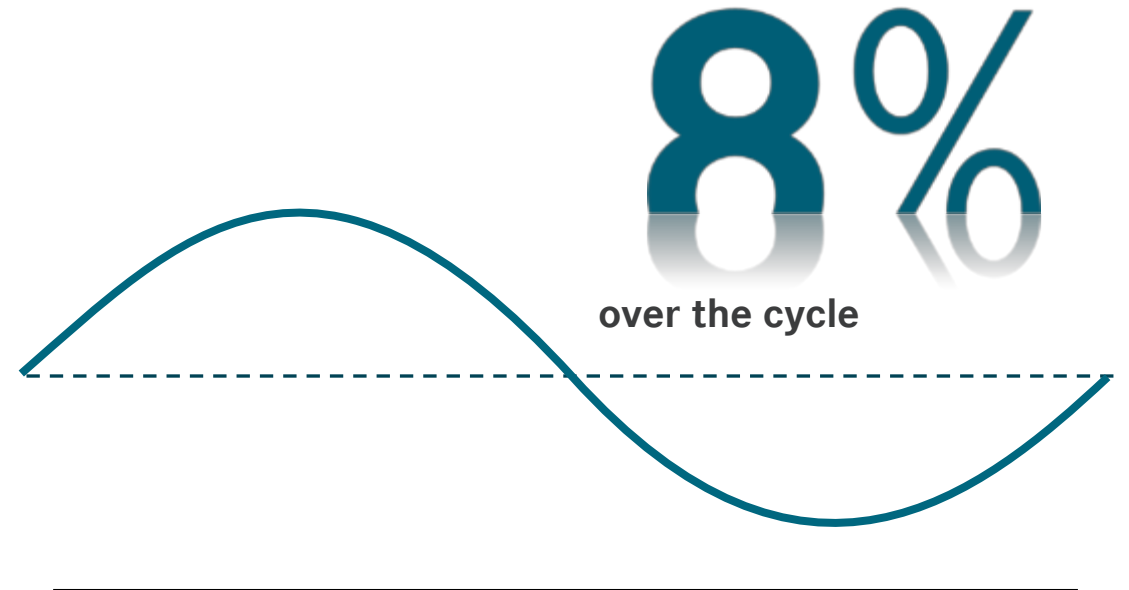
Sales target

In thousand units



Profitability target

Return on Sales in %



The future of public transport

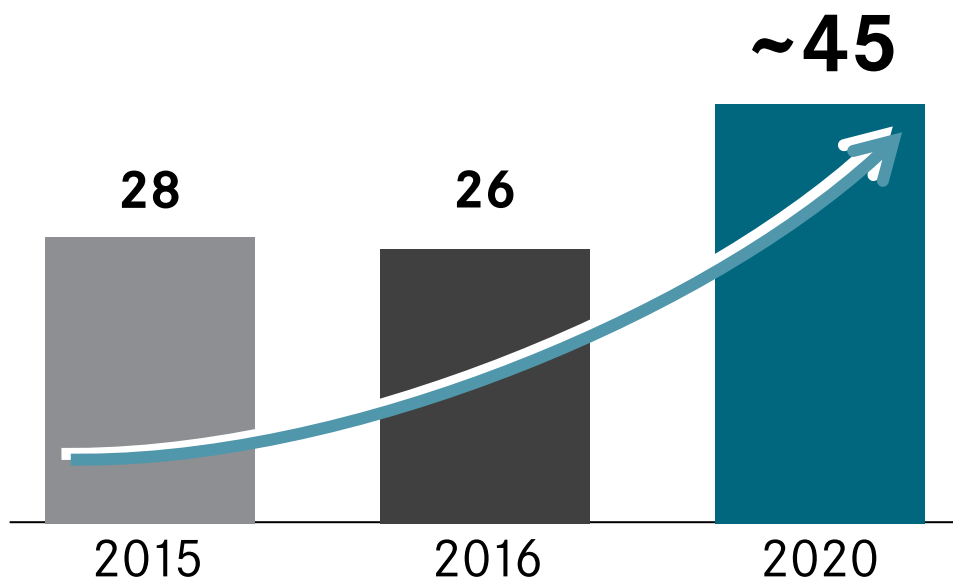
Mercedes-Benz
Future **BUS**



Our target: Undisputed leader in the bus industry

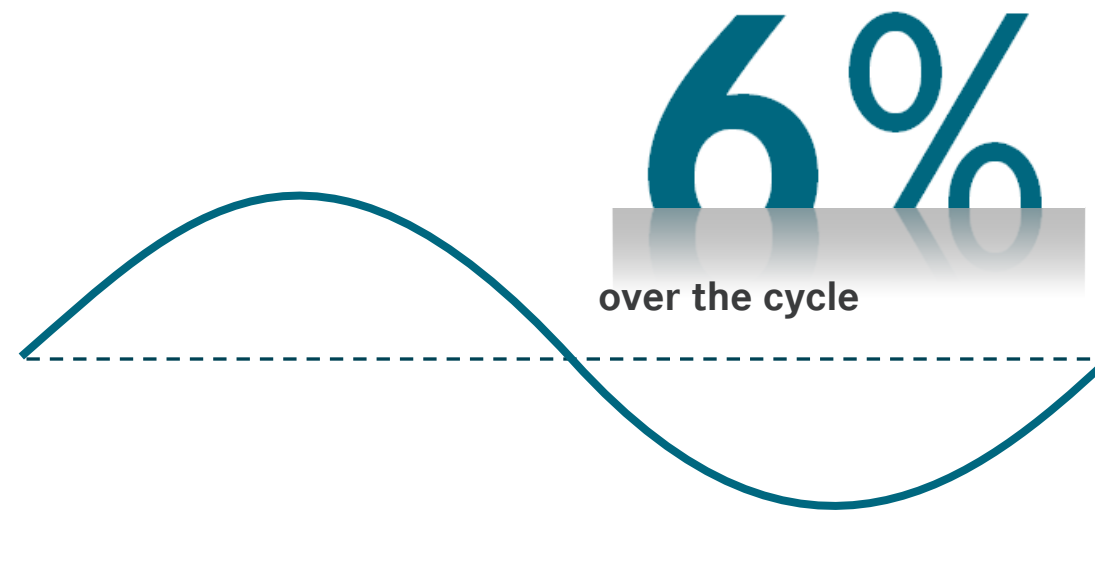
Sales target

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

We are preparing for the mobility value chain of tomorrow



Vehicle Manufacturer

“Somebody needs to **develop, produce** and **sell** the vehicle”



Mercedes-Benz



Asset Provider

“Somebody needs to **pay for** and **own** the vehicle”



Mercedes-Benz Financial

Daimler Truck Financial

Mercedes-Benz Insurance

CharterWay

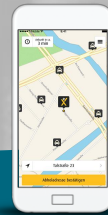


Fleet Operator

“Somebody needs to **take care** of the vehicles”



Mercedes-Benz Rent



Service Platform

“Somebody needs to **offer** the individual **mobility service** to customers”



BLACKLANE

CROOVE

FLIXBUS



Aggregator Platform

“Somebody needs to turn various mobility options into **one-stop-shopping solutions**”



Meta Platform

“Customers will expect mobility options to be seamlessly **integrated** into their **digital life sphere**”



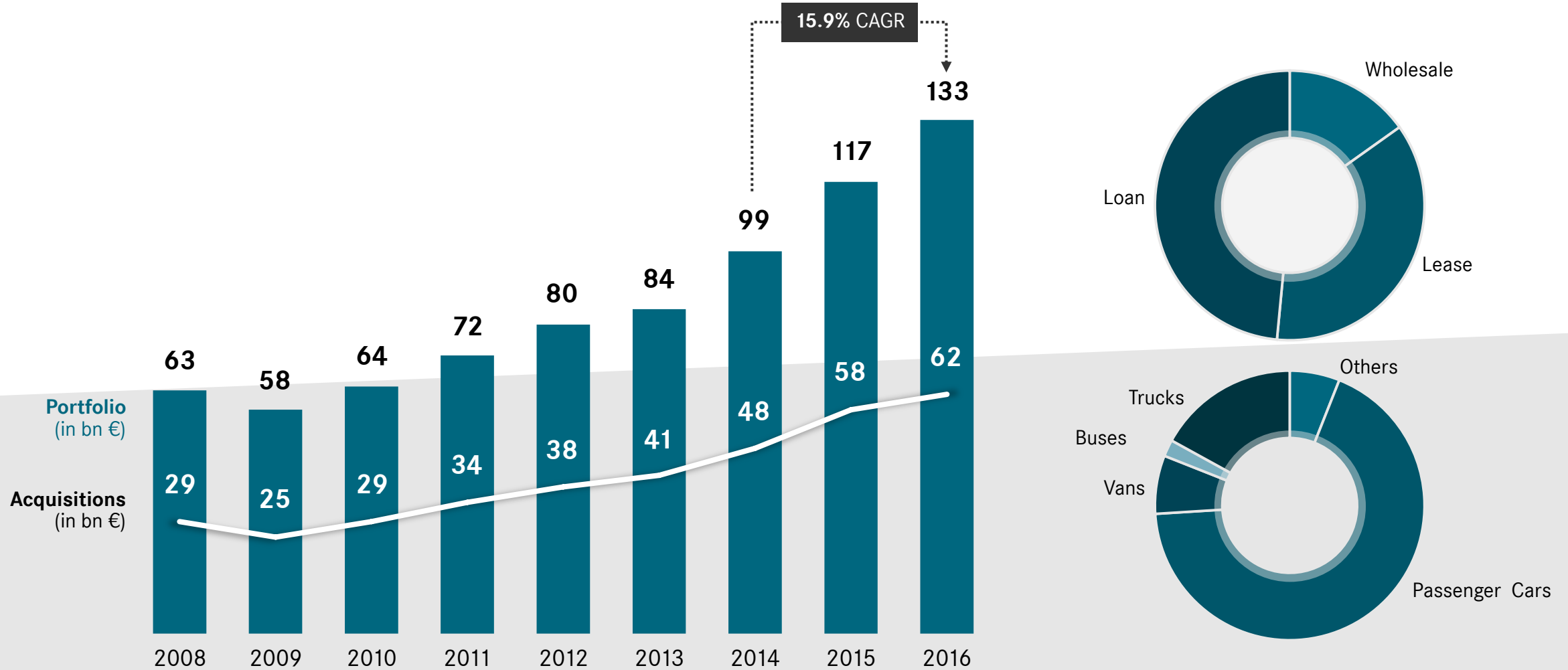
Mobility Customer

Consuming „mobility-as-a-service/ robo car services“

We offer a broad variety of financial and mobility services – serving approximately 20 million customers

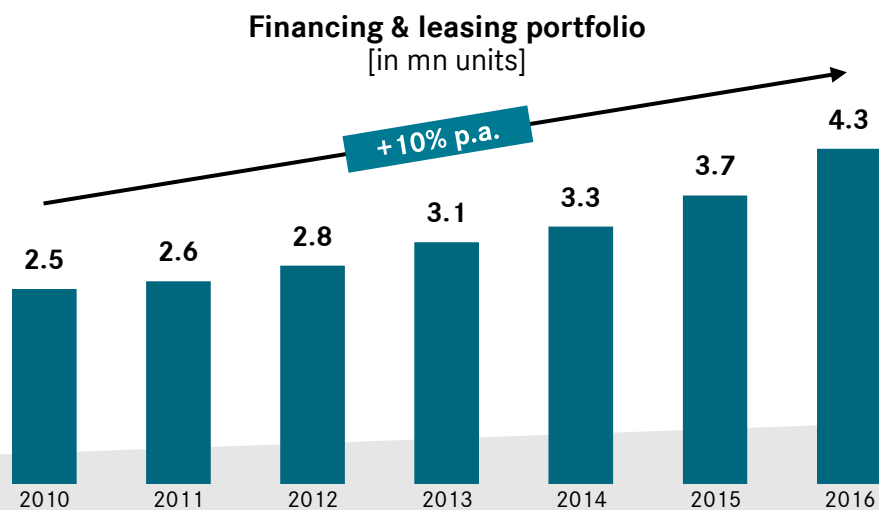


Our portfolio is growing considerably year over year

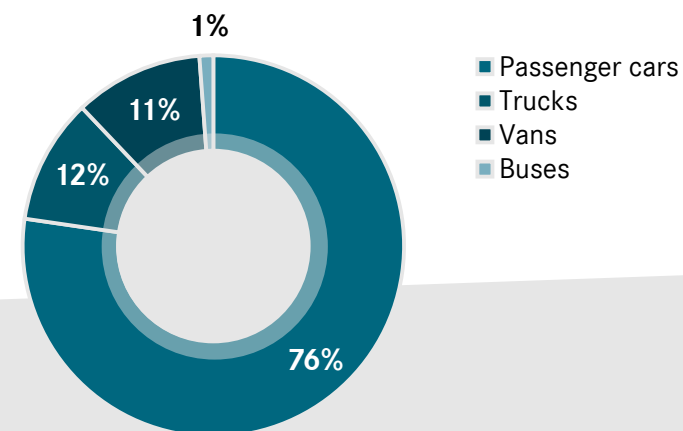


We are among the world's leading captive finance providers

PERFORMANCE



Share of vehicle types in 2016
[in %; based on units]



STRATEGIC BENEFITS



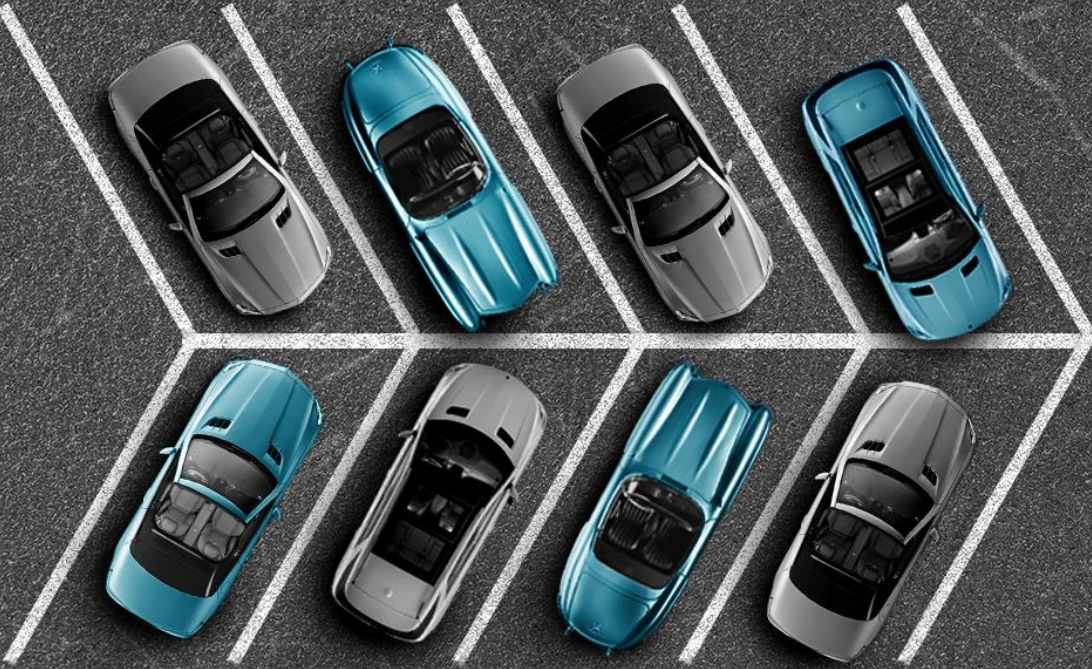
Drive vehicle sales



Foster customer loyalty



Contribute to the group's EBIT

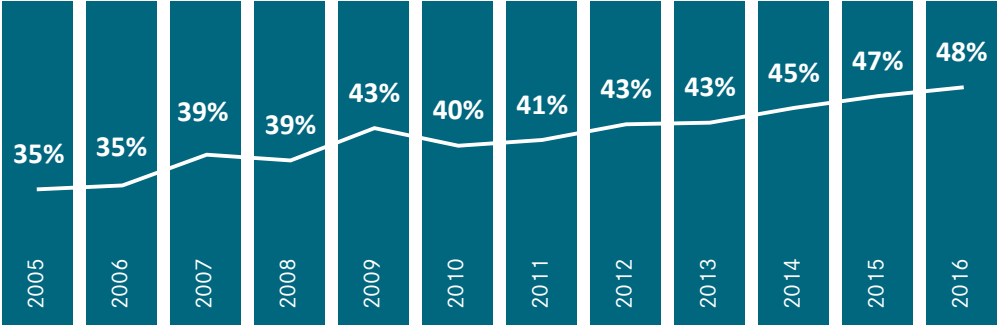


WE FINANCE NEARLY EVERY SECOND VEHICLE SOLD BY DAIMLER

Penetration rates per vehicle segment

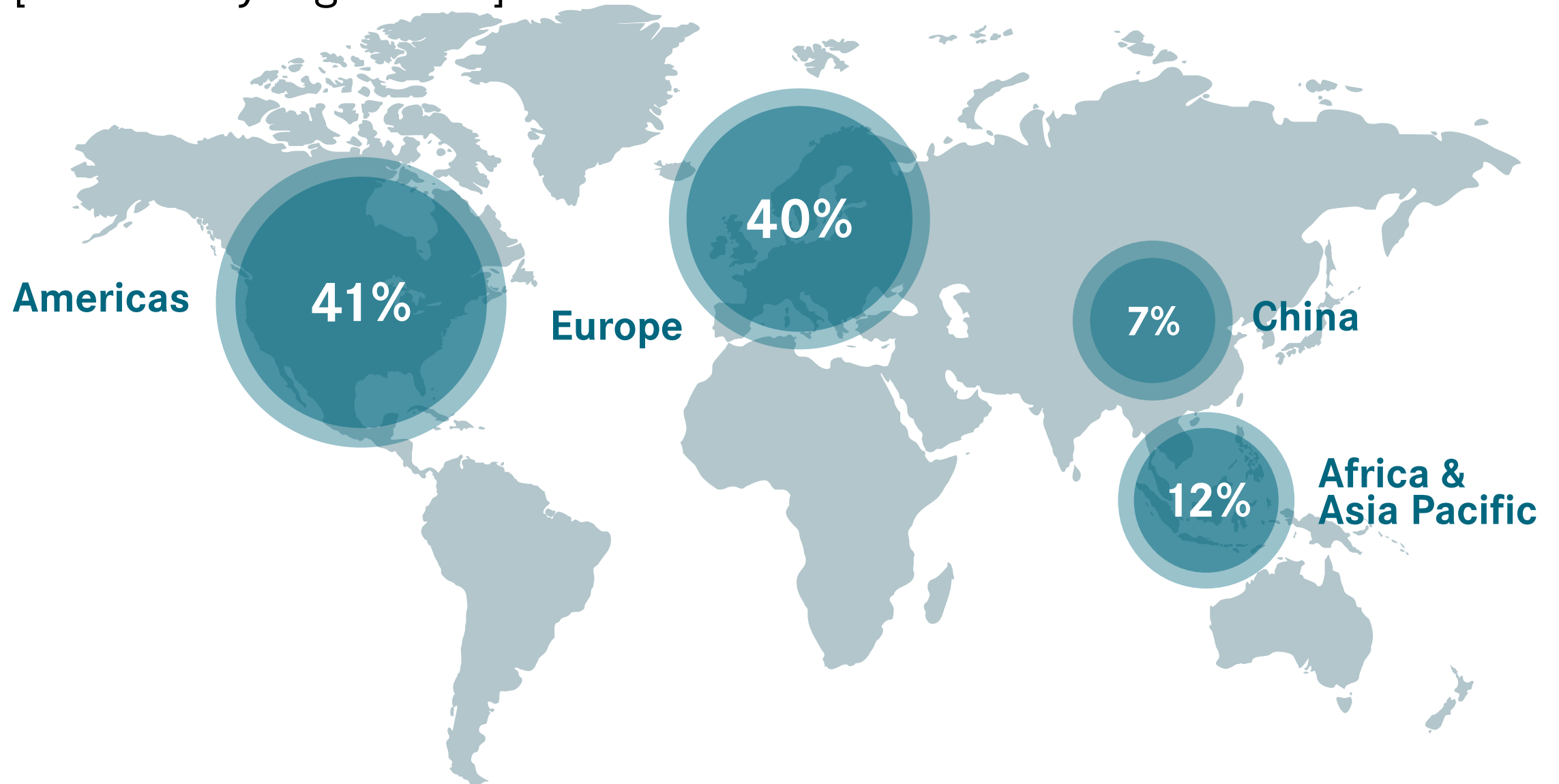


Global penetration rate DFS



Managing a portfolio of 133 billion € in 40 countries

[Portfolio by region in %]



We mitigate risk and volatility through a balanced mix of funding instruments and clear principles



STRINGENT FUNDING POLICY WORLDWIDE

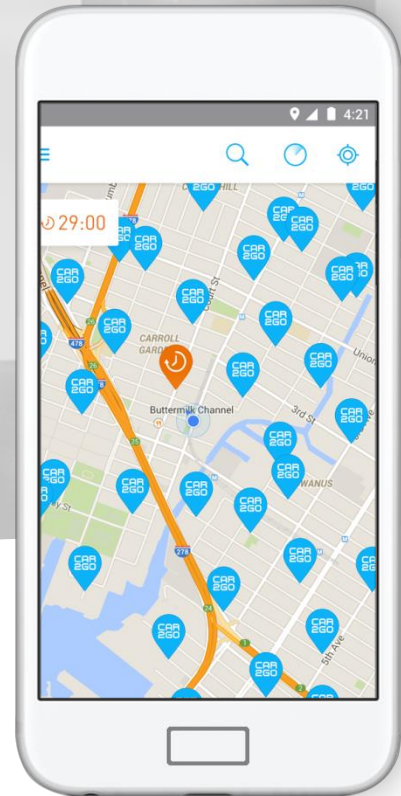
- Liquidity matched funding
- Interest rate matched funding
- Currency matched funding
- Country matched funding

We will create a holistic and customer-centric ecosystem for connected mobility solutions





is the world's market leader in flexible car sharing



Number of customers
[in mn]



Find | Find a car2go next to you – with or without reservation. Whenever you need it.

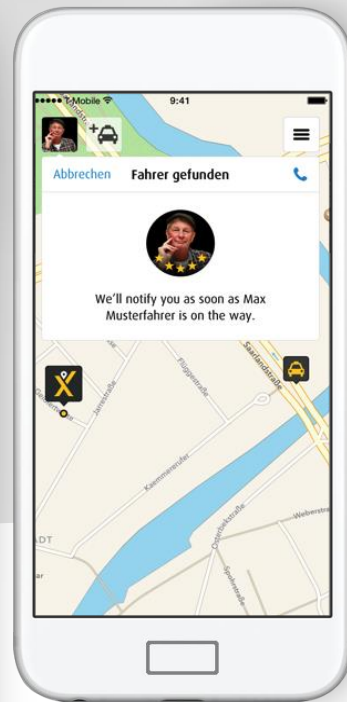
Drive | Simply open your car2go with your smartphone and start driving – as long as you want.

Park | After having arrived, park your car2go on any parking lot within the business area. That's it!

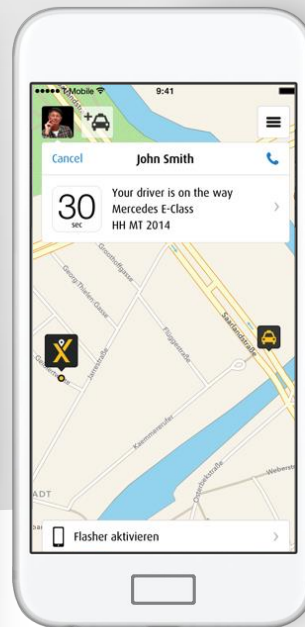
Xmytaxi has become Europe's largest taxi-hailing provider



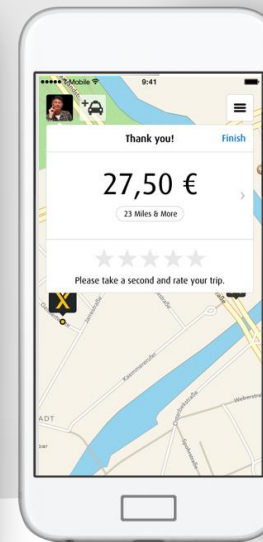
Step 1 | Order your cab **via your smartphone**



Step 2 | **Directly** get in touch with **your driver**



Step 3 | Get **real-time information** about estimated arrival



Step 4 | Pay your ride with just one **swipe**



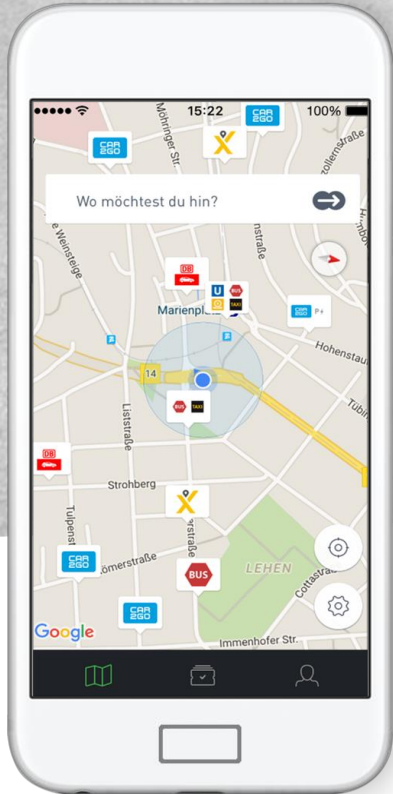
Number of customers
[in mn]

+210%



moovel is an urban mobility company, making cities smarter

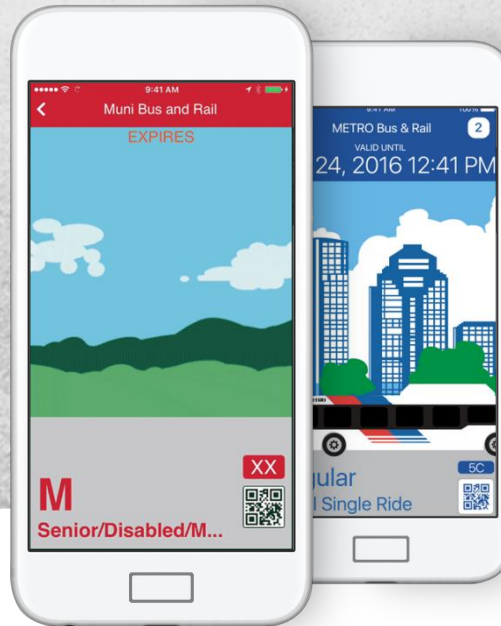
moovel app



B2C app
for urban locals

- „One-stop shop“ for mobility
- Look, book & pay functionality
- Car sharing, taxi, railway, etc.
- Feinstaub Stuttgart ticket record

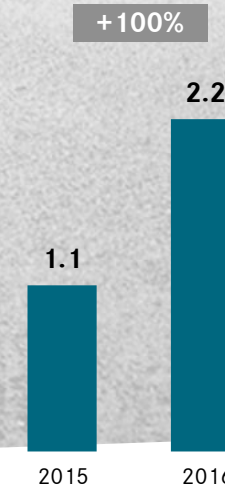
moovel transit



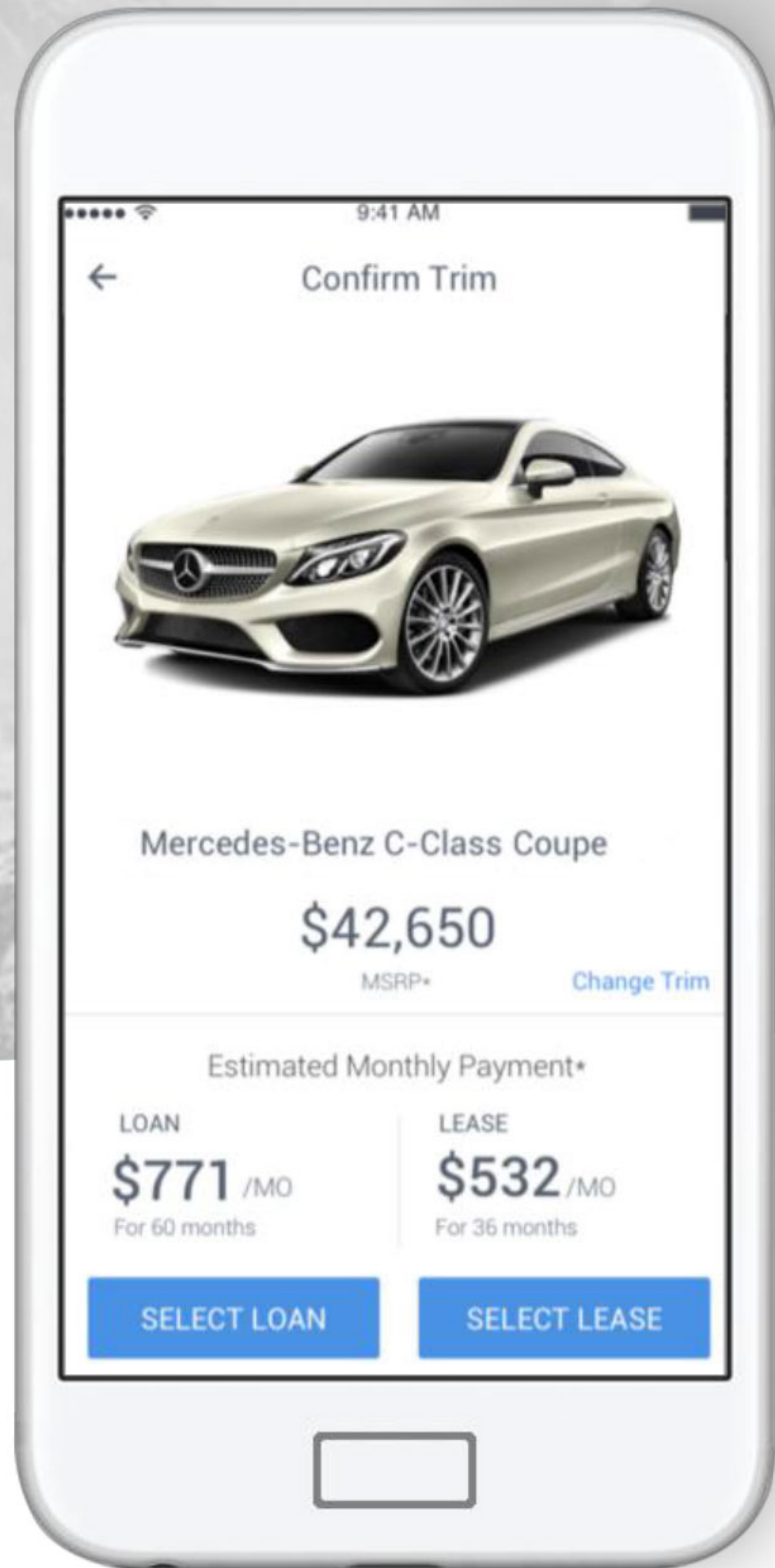
B2B white-label solutions
for public transportation authorities

- Mobile ticketing for public transit
- White label solution
- 16 transit operators integrated
- Market leader in mobile ticketing in the U.S.

Number of customers
[in mn]

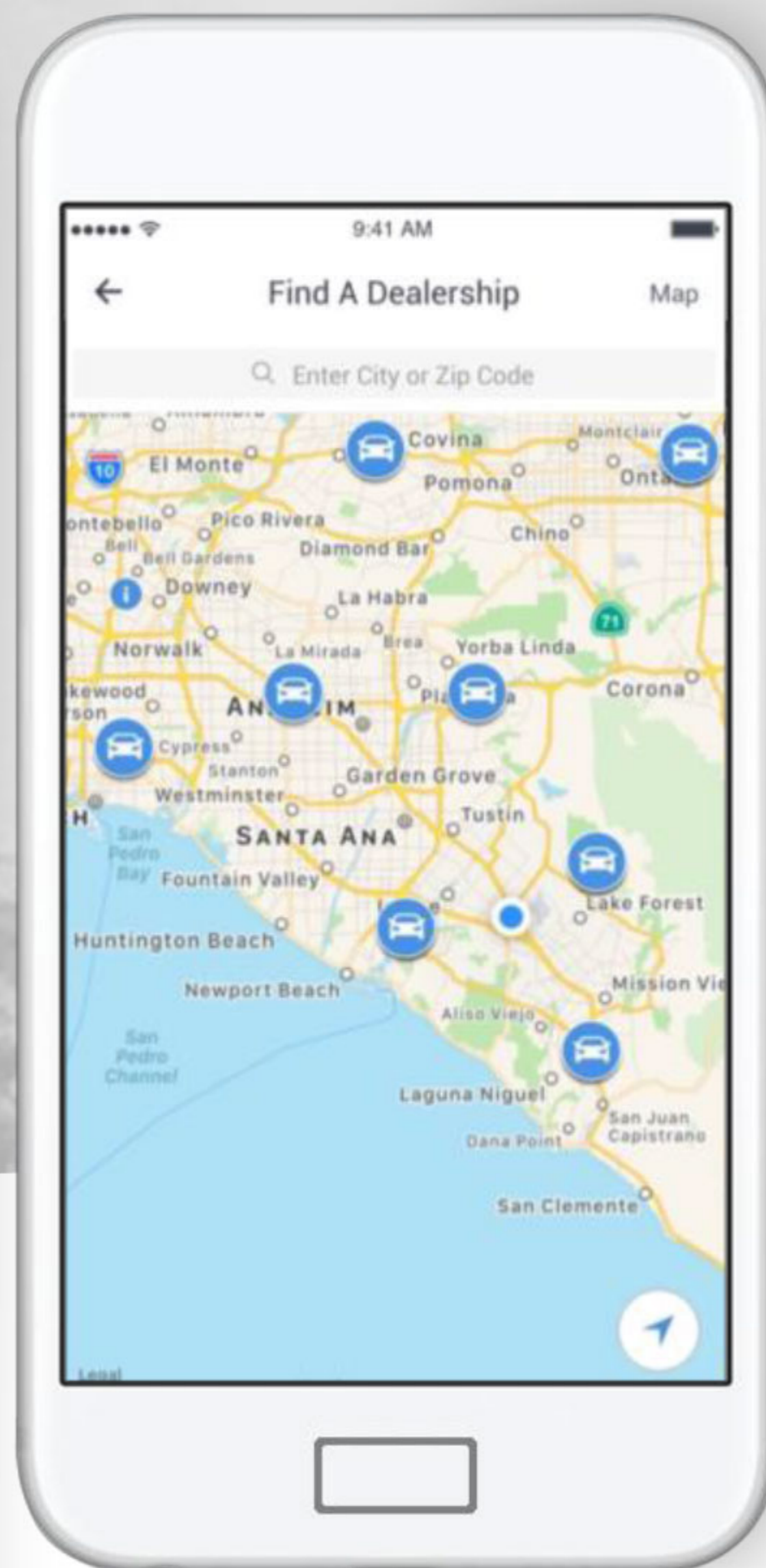


AUTOGRAVITY puts car financing in the palm of your hand



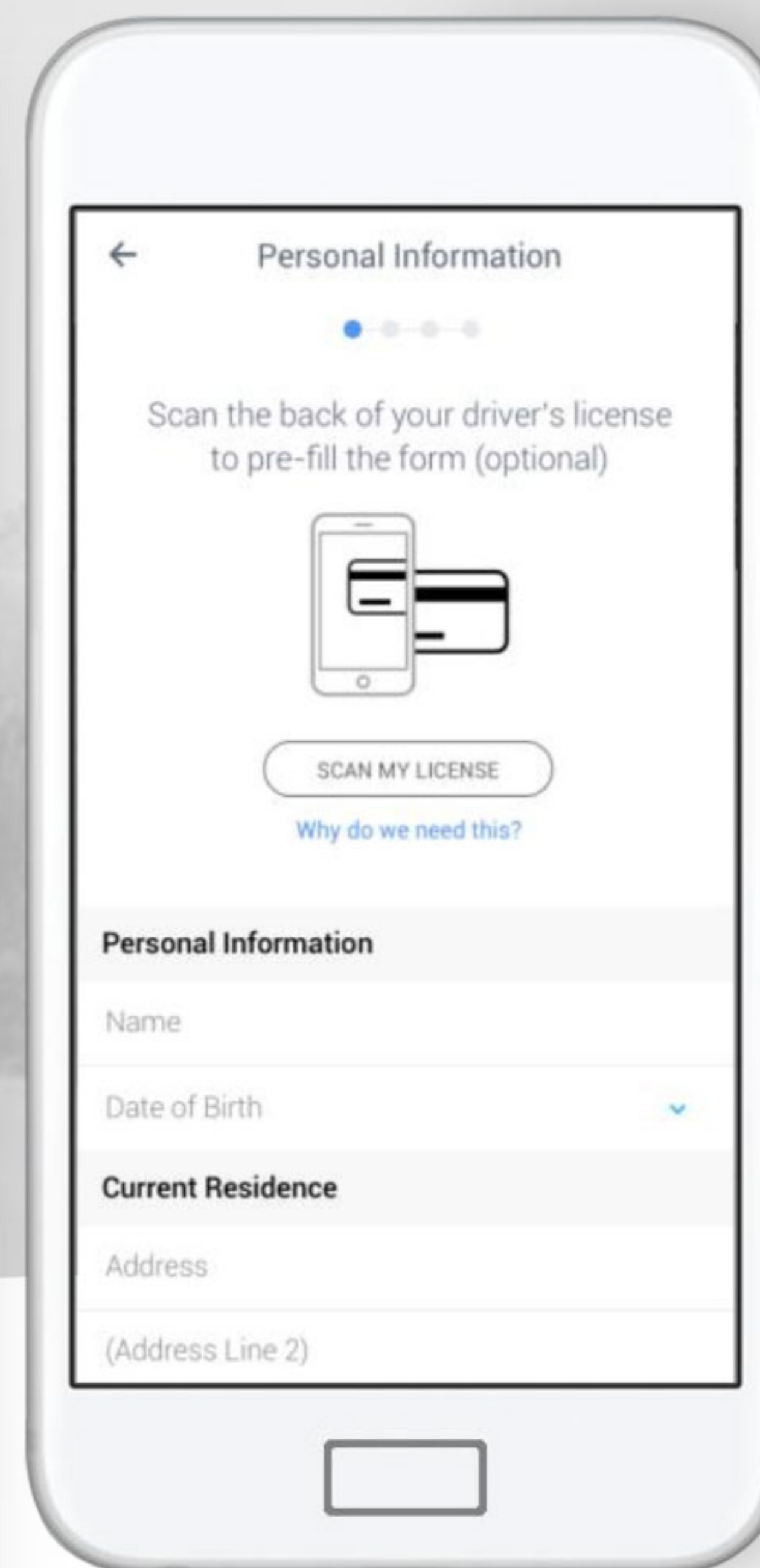
Choose Your Car

all makes, models, and trims



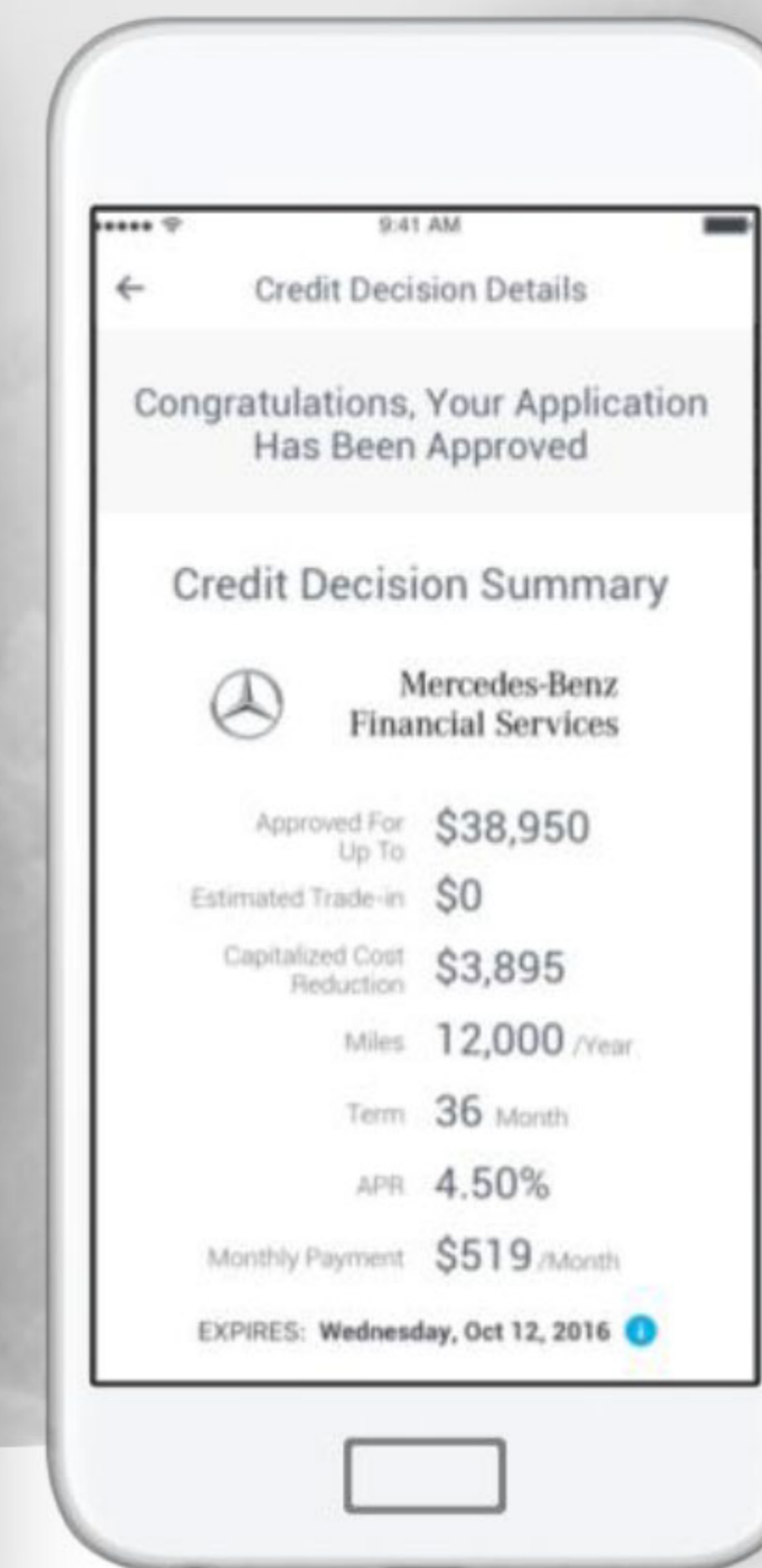
Find a Dealer

all brands and dealers nationwide



Apply for Financing

license scan; LinkedIn integration



Select Your Offer

instant credit decision

Integrated partners
[as of February 2016]



Westlake Financial Services



Mercedes-Benz Financial Services



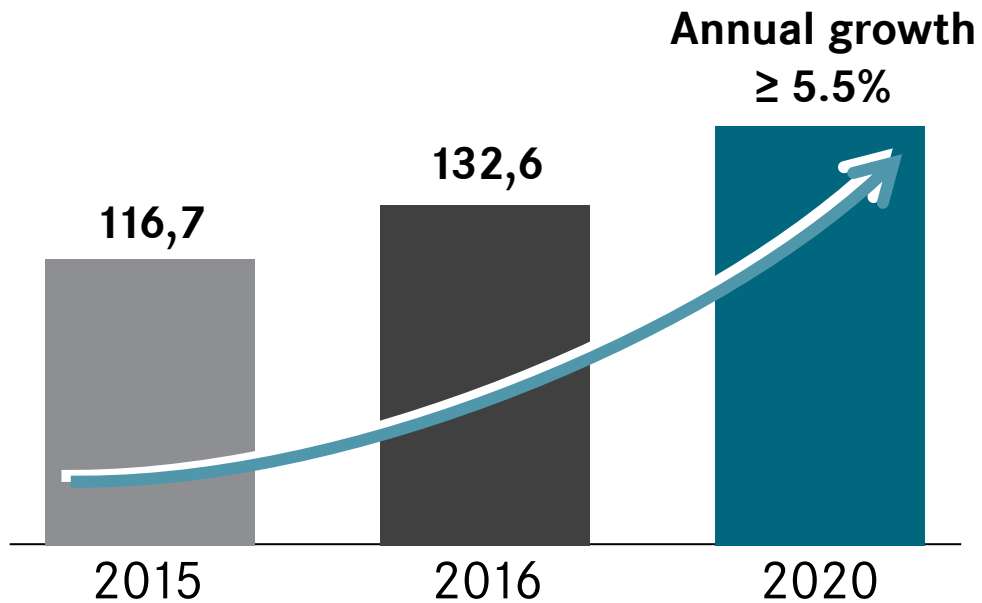
Available in:



Our target: first-choice provider of financial and mobility services

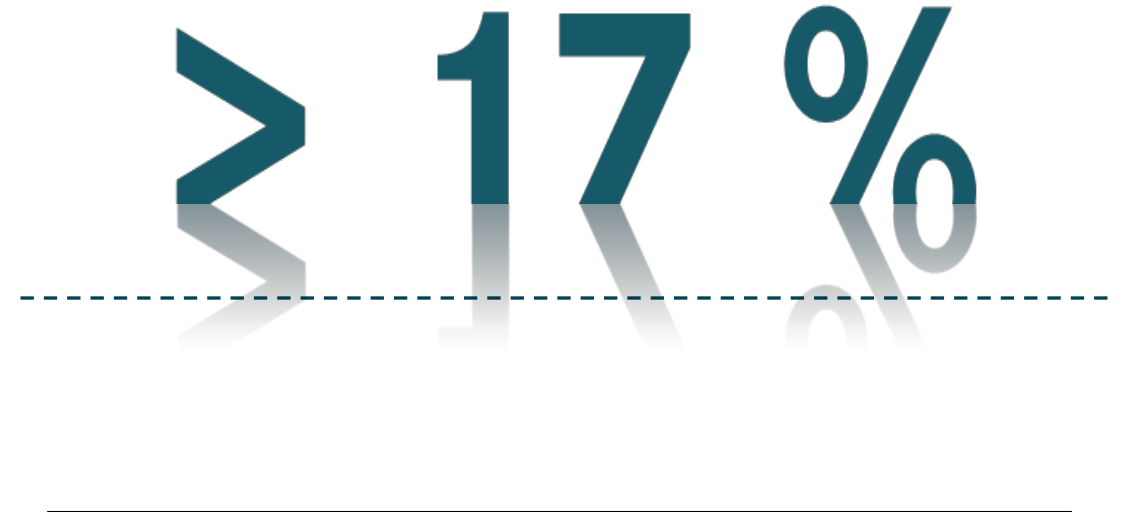
Portfolio target

In EUR bn



Profitability target

Return on Equity in %



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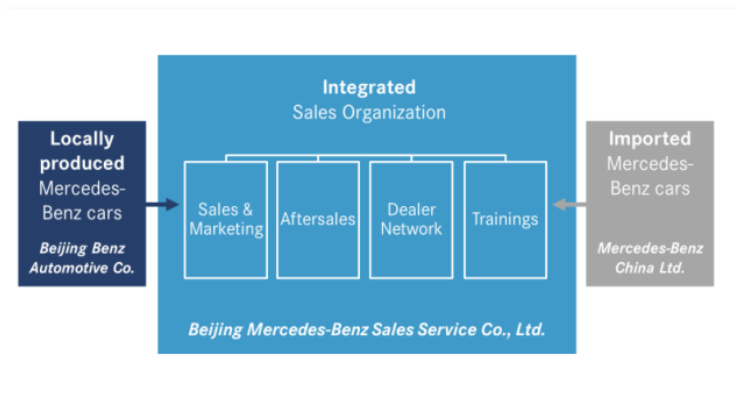
Appendix



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

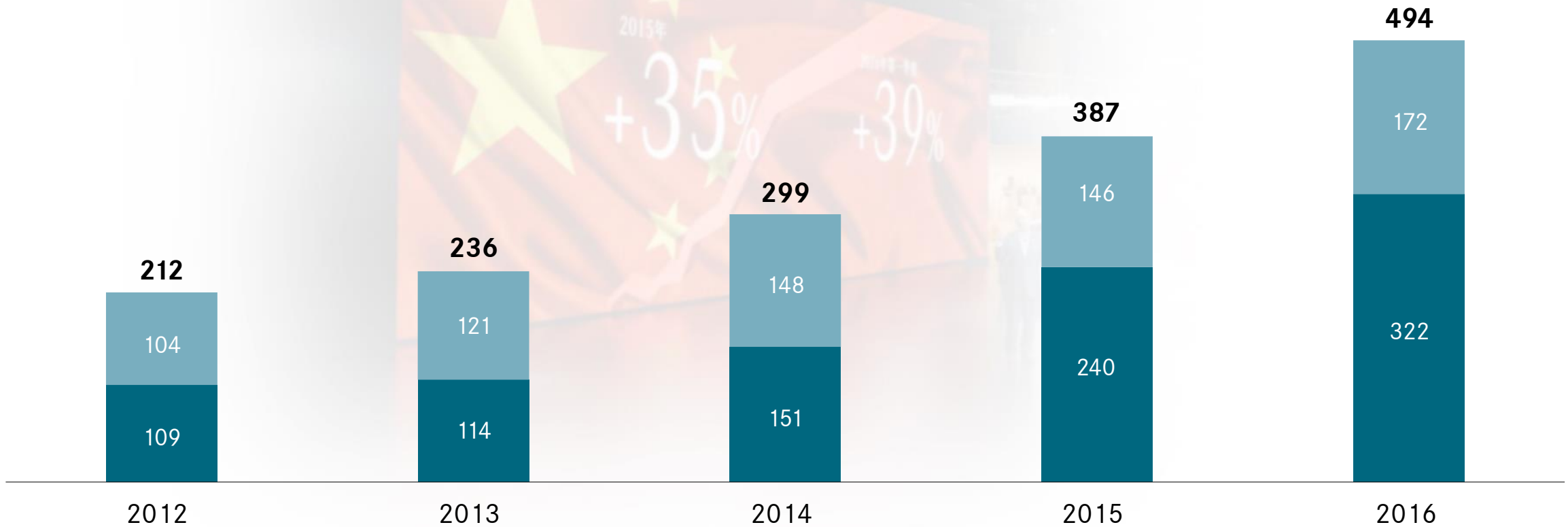


Leverage Financial Services

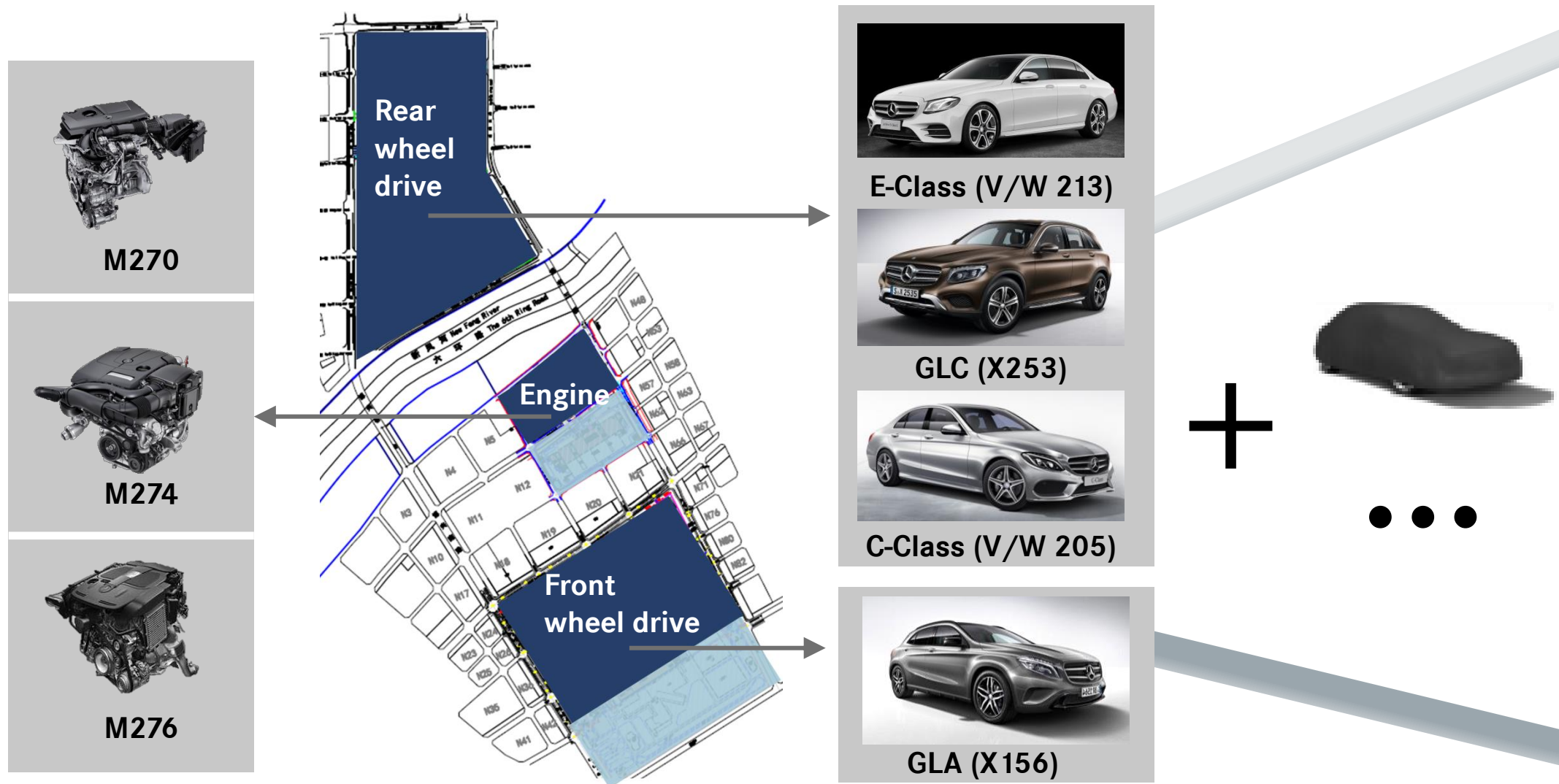
Mercedes-Benz Cars retail sales in China: huge sales growth with increasing share of locally produced vehicles

- in thousands of units -

■ imported
■ locally produced



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



The superlative new E-Class Long Wheelbase: the most intelligent executive sedan in the market



The locally produced V-Class and Vito: tailored to Chinese customer requirements



All new V-Class
Launched in March 16

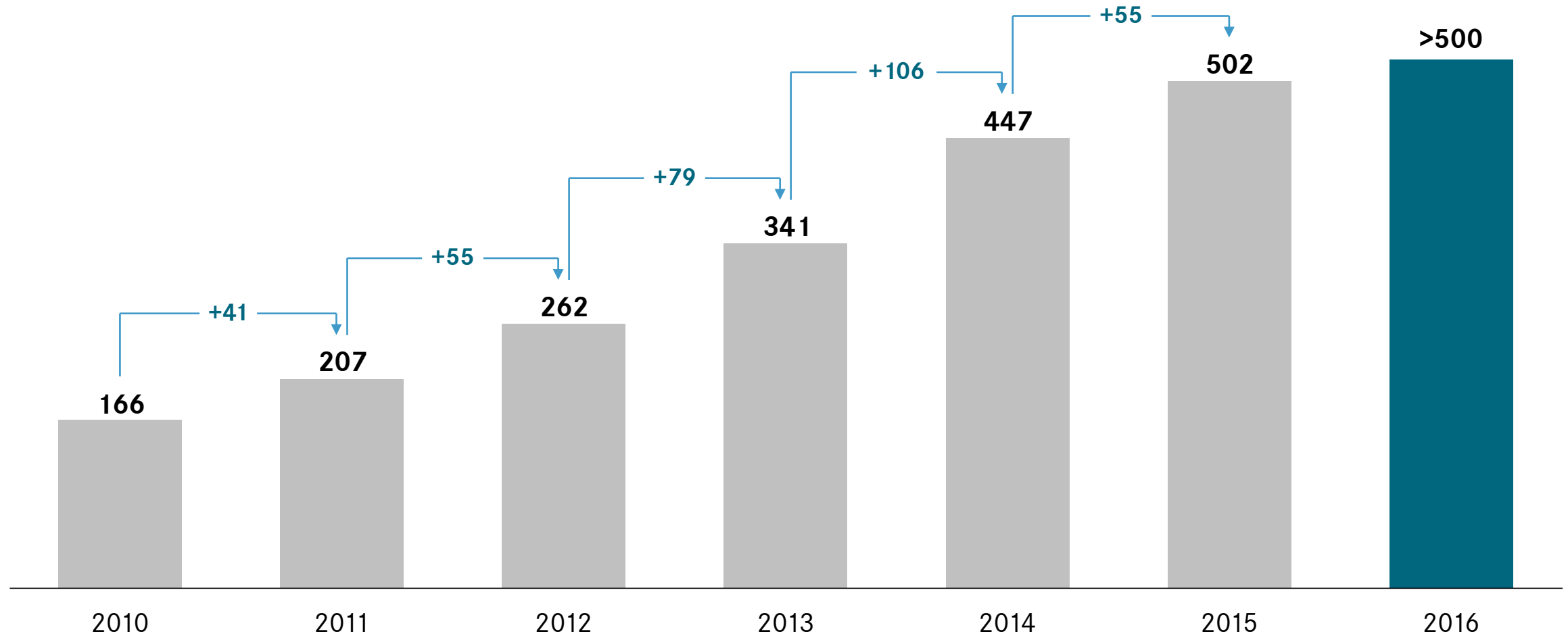


All new Vito
Launched in September 16



Mercedes-Benz Network Development in China

Number of Outlets



We are managing our network for the future: hardware



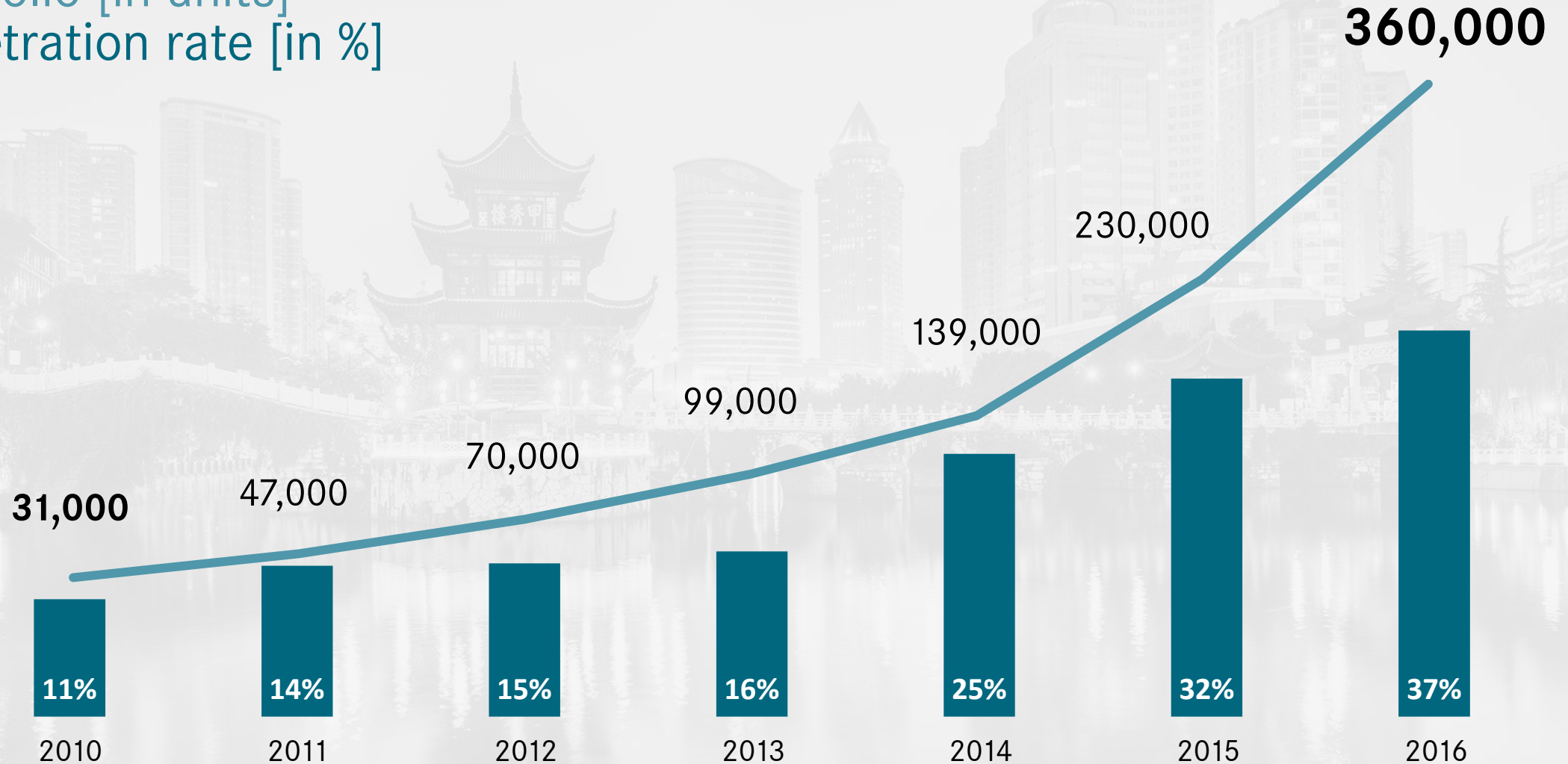
We are managing the network for the future: software



Automotive financing is taking off – but minimal risk due to high down payment rates

Portfolio [in units]

Penetration rate [in %]



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Assumptions for automotive markets in 2017

Car markets	Global	 +1 to 2%
	Europe	 slight growth
	USA	 around the prior-year level
	China	 slight growth
Medium- and heavy-duty truck markets	NAFTA region	 around -5%, with Class 8 weaker than Class 6-8
	EU30	 slight decrease
	Japan*	 around -5%
	Brazil	 slight growth from low level
	Indonesia*	 around the prior-year level
Van markets	EU30	 slight growth
	USA	 around the prior-year level
Bus markets	EU30	 slight growth
	Brazil	 significant growth from low level

* including light-duty trucks

2017 sales outlook



Mercedes-Benz Cars



Slightly higher unit sales

Further growth particularly in China and Europe

Strong momentum especially from new E-Class models and SUV portfolio



Daimler Trucks



Unit sales around the prior-year level

In total, unit sales around the prior-year level in Europe, North America and Japan

Increases from low level in Brazil and India



Mercedes-Benz Vans



Slightly higher unit sales

Slight growth in core market EU30

Continued momentum from “Mercedes-Benz Vans goes global” strategy



Daimler Buses



Significantly higher unit sales

Maintain market leadership in core markets

Moderate growth in EU30 region, significant sales increase in Brazil and Mexico

2017 outlook for EBIT

DAIMLER



We expect Group EBIT for FY 2017 to increase slightly based on the following expectations for divisional EBIT:



Mercedes-Benz Cars



Significantly above the prior-year level



Daimler Trucks



Slightly below the prior-year level



Mercedes-Benz Vans



Significantly below the prior-year level



Daimler Buses



Slightly above the prior-year level



Daimler Financial Services



In the magnitude of the prior year

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

Daimler Group	Dec. 31, 2015	Dec. 31, 2016
Equity ratio	23.6%	22.9%
Gross liquidity	18.2	21.7
Funded status of pension obligations	-7.4	-7.8
Industrial business		
Equity ratio	44.2%	44.7%
Net liquidity	18.6	19.7
Free cash flow	4.0	3.9

in billions of euros

Continuing dynamic sales development of passenger cars and vans

	2015	2016	% change
Daimler Group	2,853.0	2,998.4	+5
of which			
Mercedes-Benz Cars	2,001.4	2,198.0	+10
Daimler Trucks	502.5	415.1	-17
Mercedes-Benz Vans	321.0	359.1	+12
Daimler Buses	28.1	26.2	-7

in thousands of units

Revenue by division

	2015	2016	% change
Daimler Group	149.5	153.3	+3
of which			
Mercedes-Benz Cars	83.8	89.3	+7
Daimler Trucks	37.6	33.2	-12
Mercedes-Benz Vans	11.5	12.8	+12
Daimler Buses	4.1	4.2	+2
Daimler Financial Services	19.0	20.7	+9
Contract volume of Daimler Financial Services*	116.7	132.6	+14

in billions of euros

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

Revenue by region

	2015	2016	% change
Daimler Group	149.5	153.3	+3
of which			
Europe	58.2	63.4	+9
<i>of which Germany</i>	22.0	23.5	+7
NAFTA	47.7	45.0	-6
<i>of which United States</i>	41.9	39.2	-7
Asia	33.7	35.6	+5
<i>of which China*</i>	14.7	16.0	+9
Other markets	9.8	9.3	-5

in billions of euros

* excluding revenue of not fully consolidated companies

Group EBIT in 2016

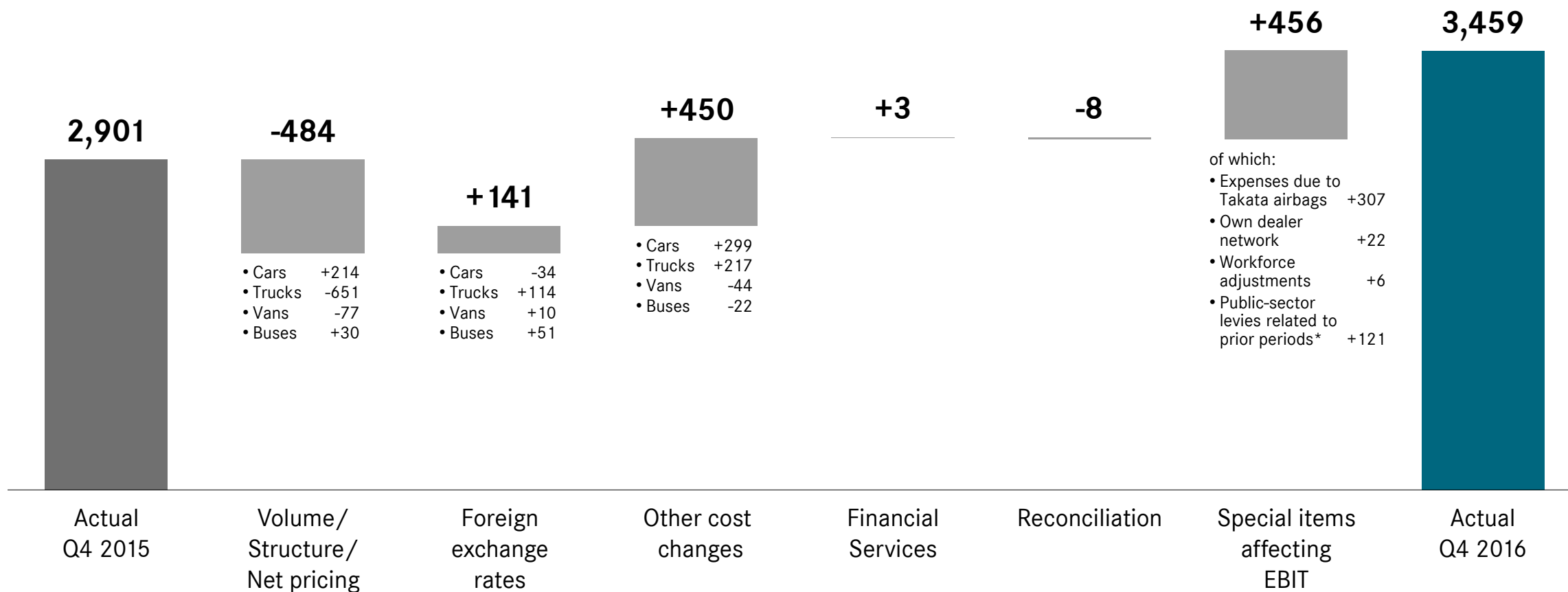
- in millions of euros -



* in 2015

Group EBIT in Q4 2016

- in millions of euros -



* in Q4 2015

EBIT by division

	2015		2016	
- EBIT in millions of euros; RoS in % -	EBIT	RoS*	EBIT	RoS*
Daimler Group	13,186	8.9	12,902	8.4
of which				
Mercedes-Benz Cars	7,926	9.5	8,112	9.1
Daimler Trucks	2,576	6.9	1,948	5.9
Mercedes-Benz Vans	880	7.7	1,170	9.1
Daimler Buses	214	5.2	249	6.0
Daimler Financial Services	1,619	-	1,739	-
Reconciliation	-29	-	-316	-

* Return on sales; Daimler Group excluding Daimler Financial Services

Special items affecting EBIT (I)

	Q4		Full year	
	2015	2016	2015	2016
Mercedes-Benz Cars				
Restructuring of own dealer network	-49	-53	-64	+33
Relocation of headquarters of MBUSA	-9	-	-19	-
Sale of real estate in the United States	-	-	+87	-
Expenses in connection with Takata airbags	-300	-20	-300	-480
Public-sector levies related to prior periods	-121	-	-121	-
Profit/loss in connection with remeasurement of inventories	-	-	-	-238
Settlement in connection with patent dispute	-	-	-	-64
Daimler Trucks				
Workforce adjustments	-23	-8	-58	-91
Restructuring of own dealer network	-24	-10	-47	-14
Sale of Atlantis Foundries	-6	-	-61	-

in millions of euros

Special items affecting EBIT (II)

	Q4		Full year	
	2015	2016	2015	2016
Mercedes-Benz Vans				
Restructuring of own dealer network	-18	-8	-29	-11
Relocation of headquarters of MBUSA	-1	-	-3	-
Expenses in connection with Takata airbags	-40	-13	-40	-83
Workforce adjustments in Germany	-	-8	-	-38
Daimler Buses				
Restructuring of own dealer network	-2	-	-4	0
Sale of investment in New MCI Holdings Inc.	+16	-	+16	-
Workforce adjustments	-	-1	-	-9
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

EBIT adjusted for special items in FY 2016

	2015		2016	
- EBIT in millions of euros; RoS in % -	EBIT	RoS*	EBIT	RoS*
Daimler Group	13,829	9.4	14,243	9.4
of which				
Mercedes-Benz Cars	8,343	10.0	8,927	10.0
Daimler Trucks	2,742	7.3	2,053	6.2
Mercedes-Benz Vans	952	8.3	1,302	10.1
Daimler Buses	202	4.9	258	6.2
Daimler Financial Services	1,619	-	1,739	-
Reconciliation	-29	-	-36	-

* Return on sales; Daimler Group excluding Daimler Financial Services

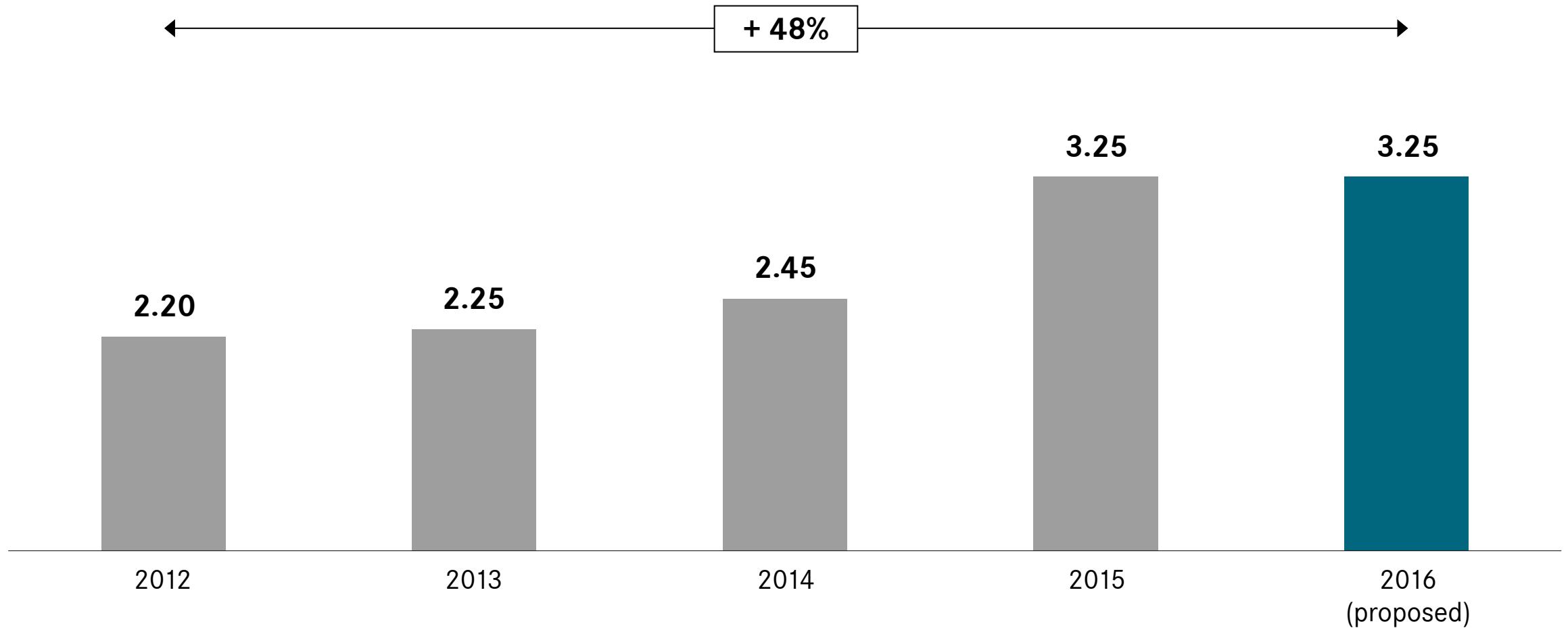
EBIT adjusted for special items in Q4 2016

- EBIT in millions of euros; RoS in % -	Q4 2015		Q4 2016	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	3,478	8.7	3,580	9.0
of which				
Mercedes-Benz Cars	2,154	9.6	2,634	11.0
Daimler Trucks	684	6.8	365	4.3
Mercedes-Benz Vans	297	8.5	185	5.3
Daimler Buses	20	1.7	78	6.1
Daimler Financial Services	387	-	390	-
Reconciliation	-64	-	-72	-

* Return on sales; Daimler Group excluding Daimler Financial Services

Development of dividend per share

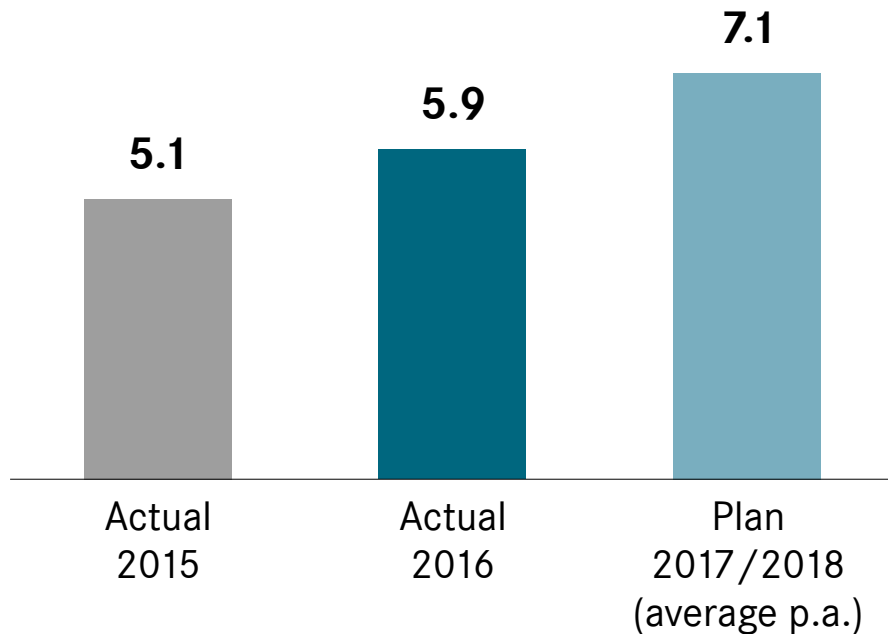
- in euros -



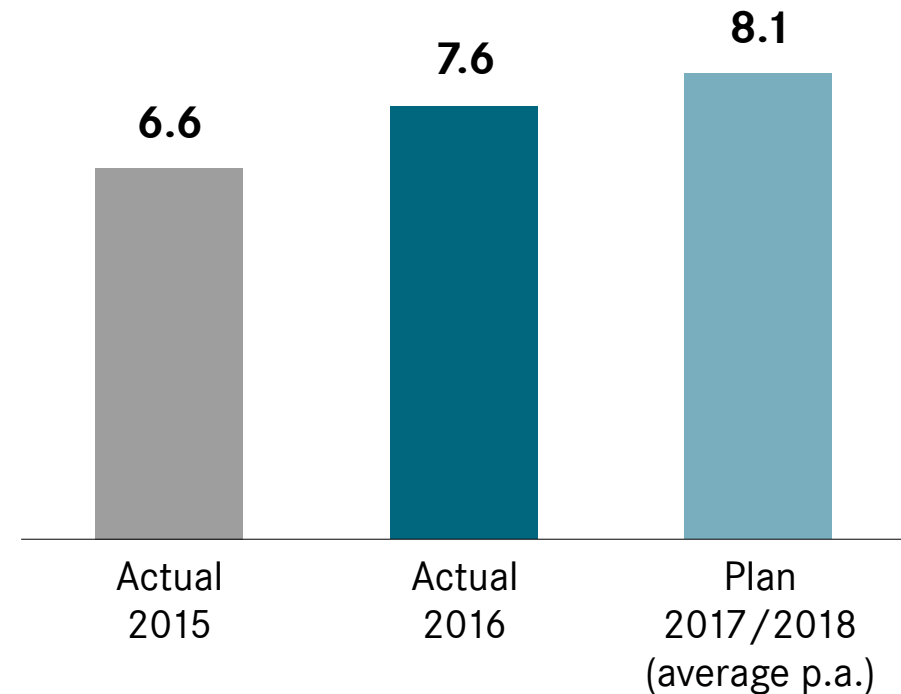
Capital expenditure / Research and development

- in billions of euros -

Investment in property, plant and equipment



Research and development expenditure



Capital expenditure / Research and development

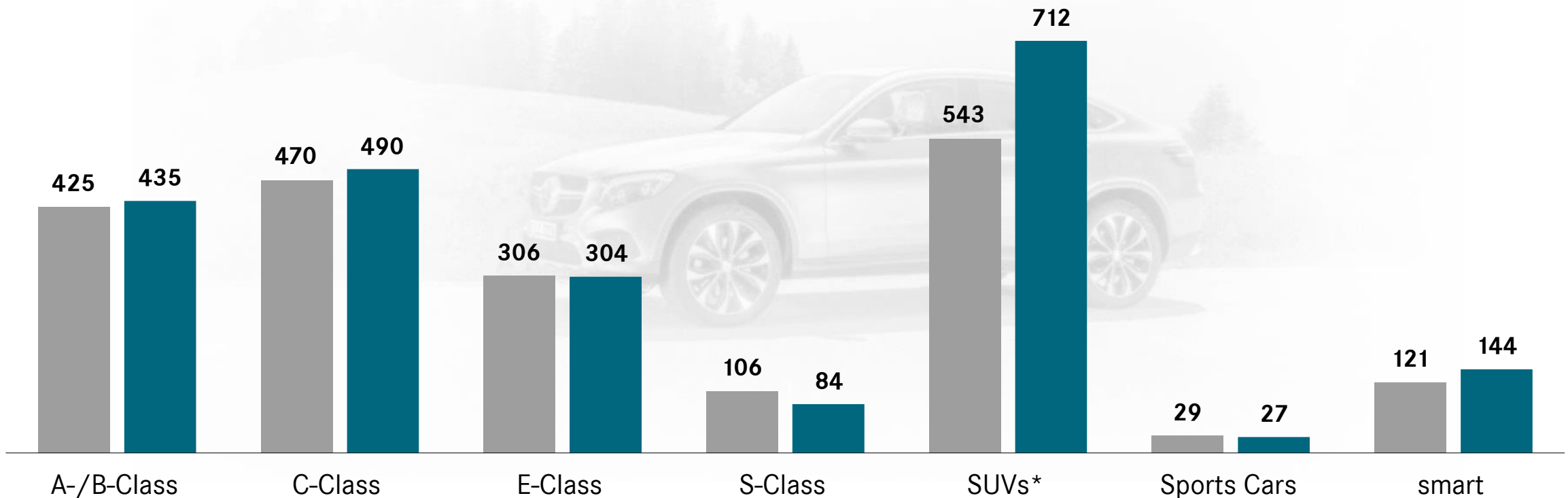
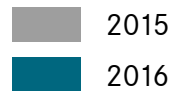
	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2015	Actual 2016	Plan* 2017-2018	Actual 2015	Actual 2016	Plan* 2017-2018
Daimler Group	5.1	5.9	7.1	6.6	7.6	8.1
of which						
Mercedes-Benz Cars	3.6	4.1	5.2	4.7	5.7	6.1
Daimler Trucks	1.1	1.2	1.2	1.3	1.3	1.3
Mercedes-Benz Vans	0.2	0.4	0.6	0.4	0.4	0.5
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.03	0.04	0.03	–	–	–

in billions of euros

* average p.a.

Mercedes-Benz Cars: sales increase to 2,198,000 units (+ 10%) reflecting our strong product line-up

- in thousands of units -

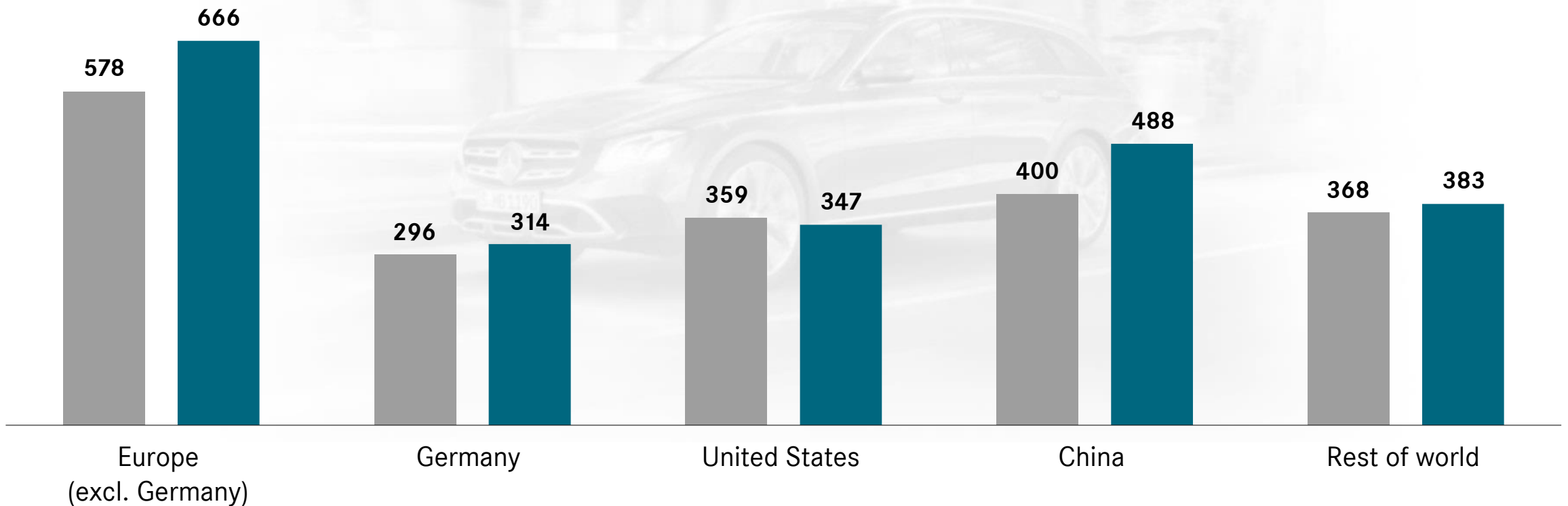


* incl. GLA

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

- in thousands of units -

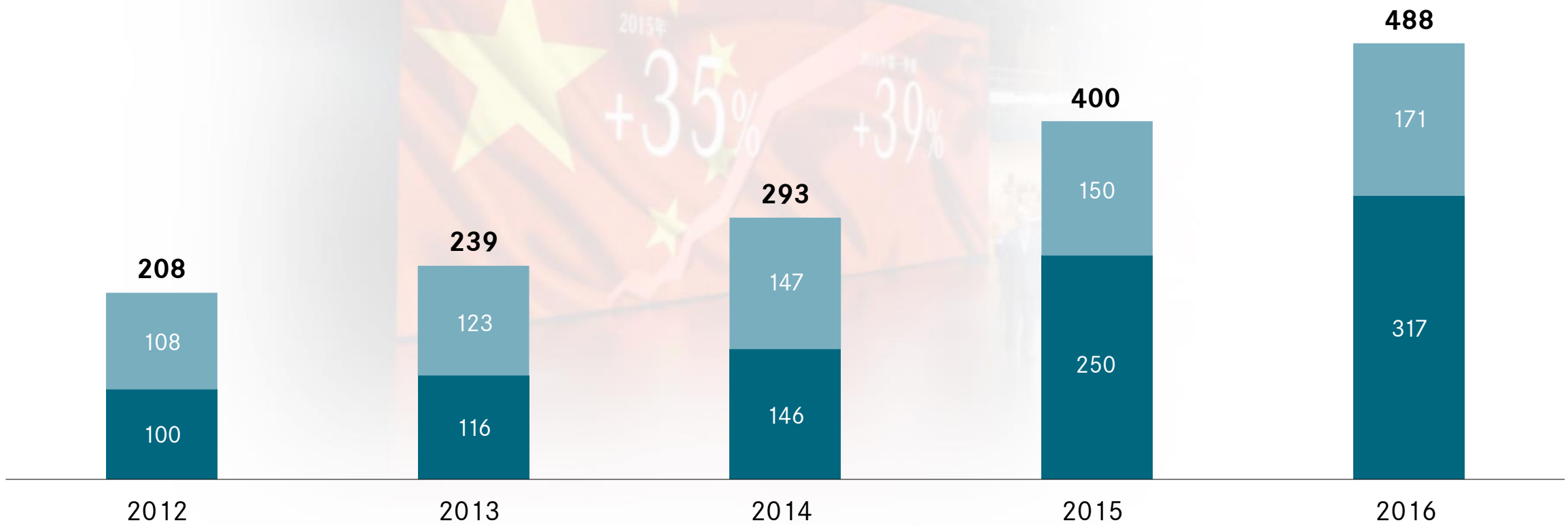
■ 2015
■ 2016



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

- in thousands of units -

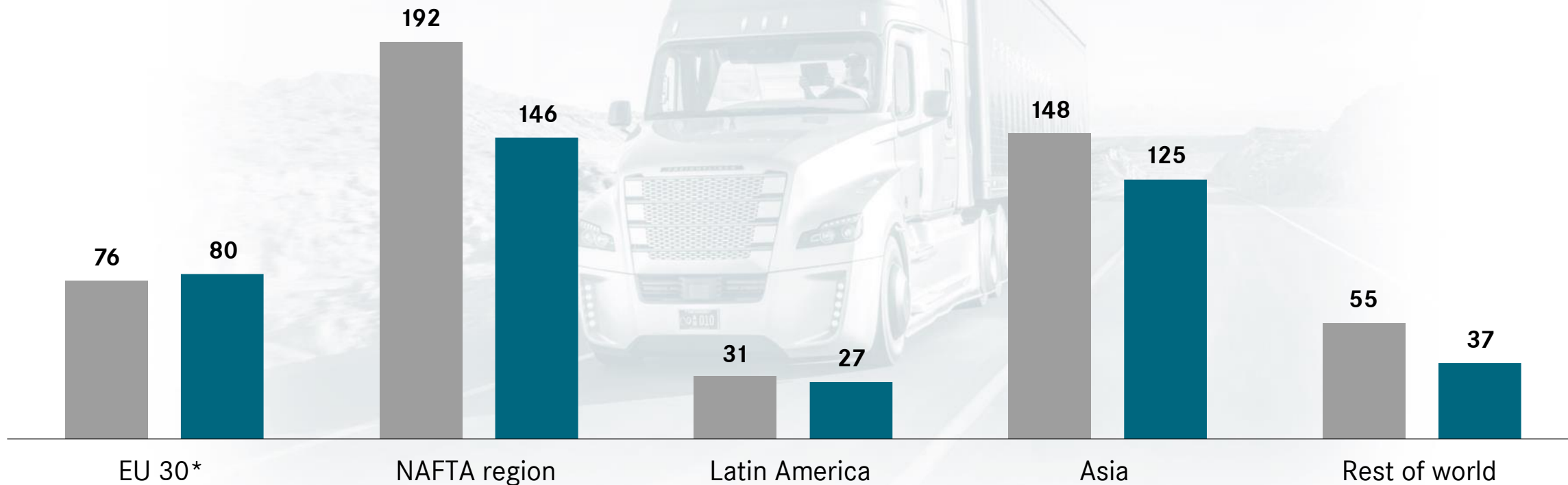
■ imported
■ locally produced



Daimler Trucks: sales decrease to 415,000 units (-17%) mainly driven by NAFTA region, Turkey and Middle East

- in thousands of units -

■ 2015
■ 2016

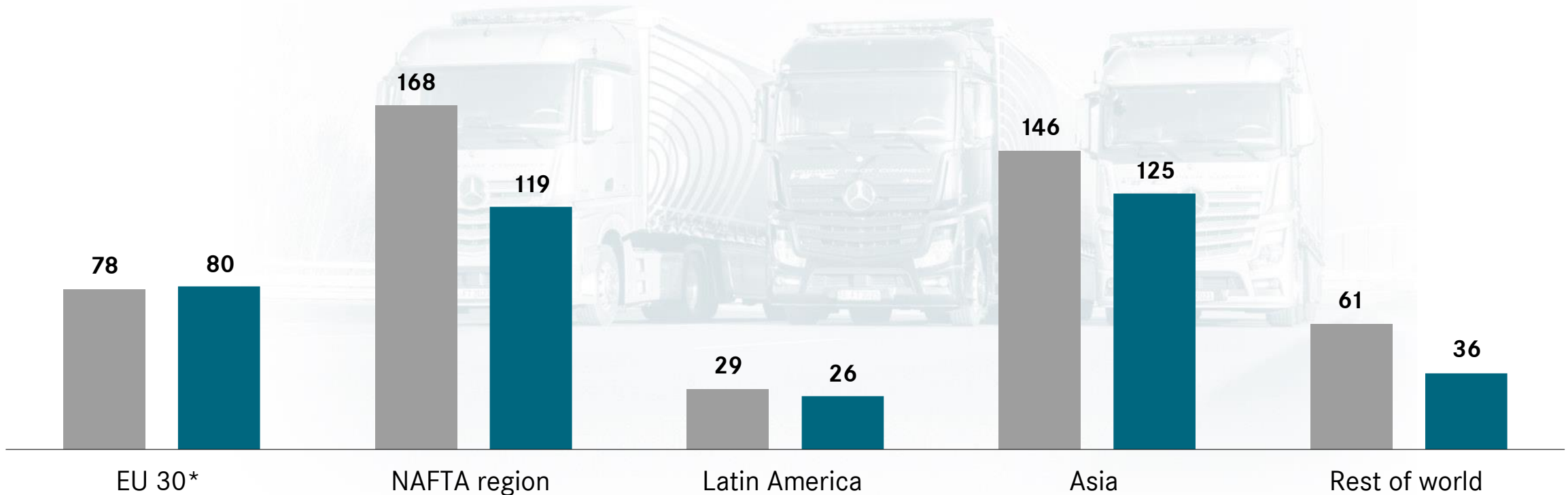


* European Union, Switzerland and Norway

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

- in thousands of units -

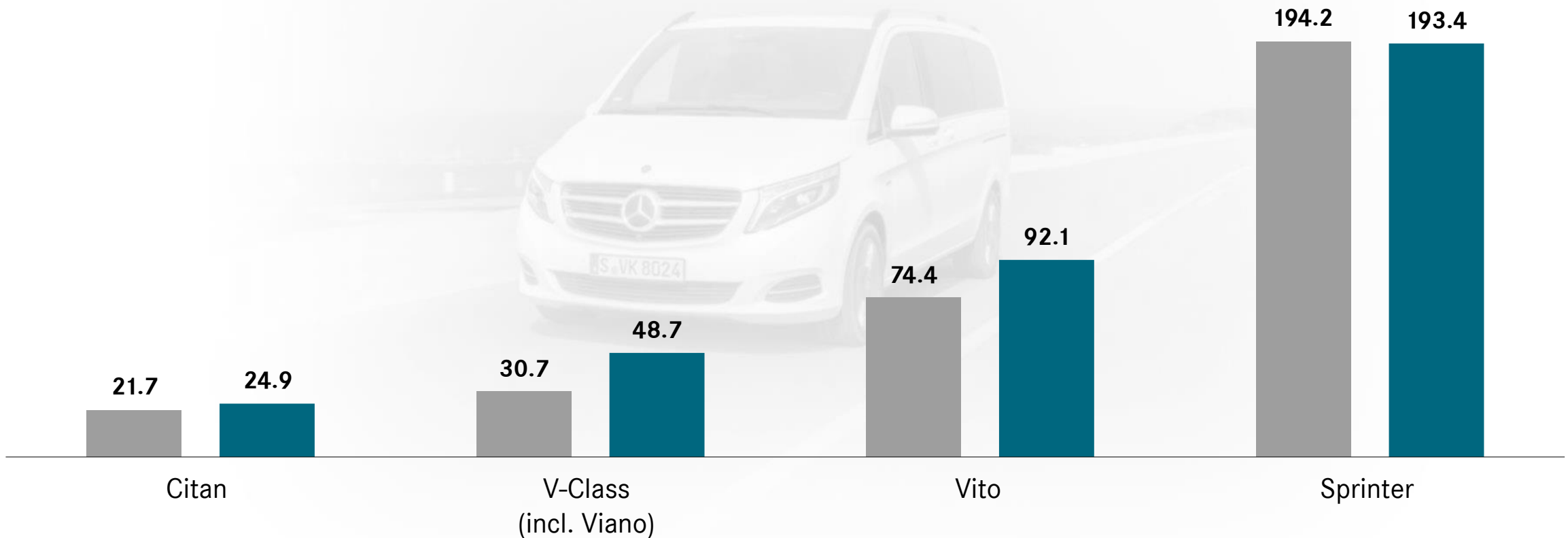
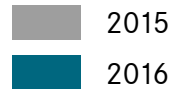
■ 2015
■ 2016



* European Union, Switzerland and Norway

Mercedes-Benz Vans: sales increase to 359,100 units (+12%) due to market success of mid-size vans

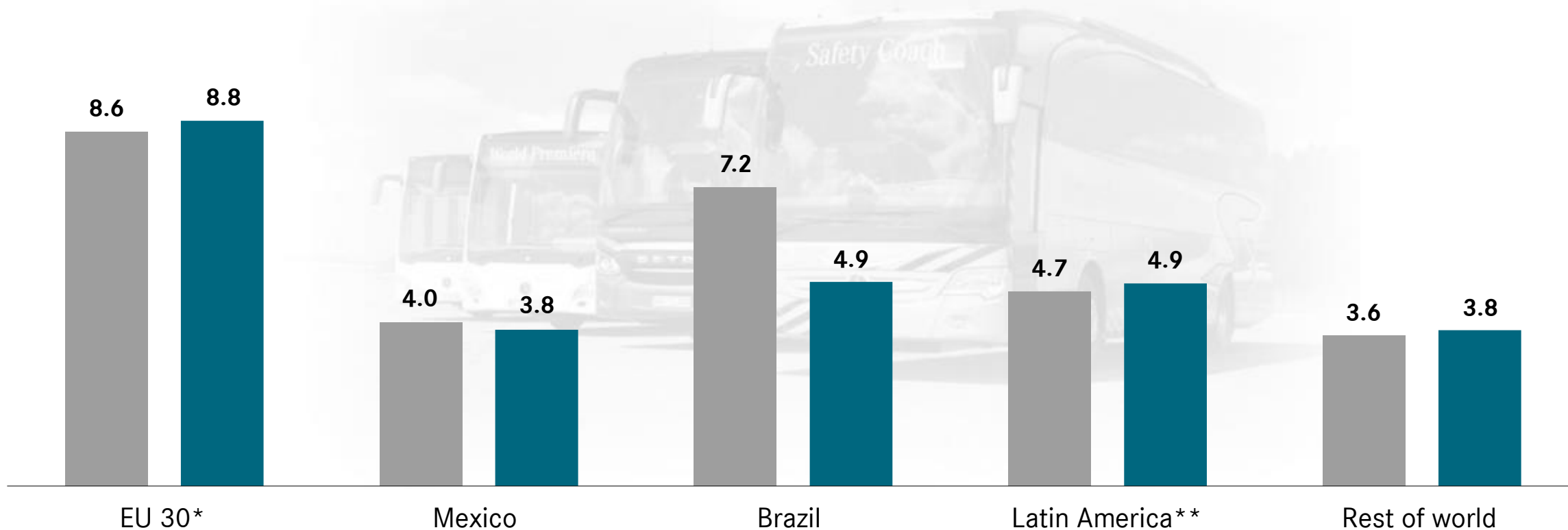
- in thousands of units -



Daimler Buses: sales decrease to 26,200 units (-7%) mainly due to difficult economic situation in Brazil

- in thousands of units -

■ 2015
■ 2016



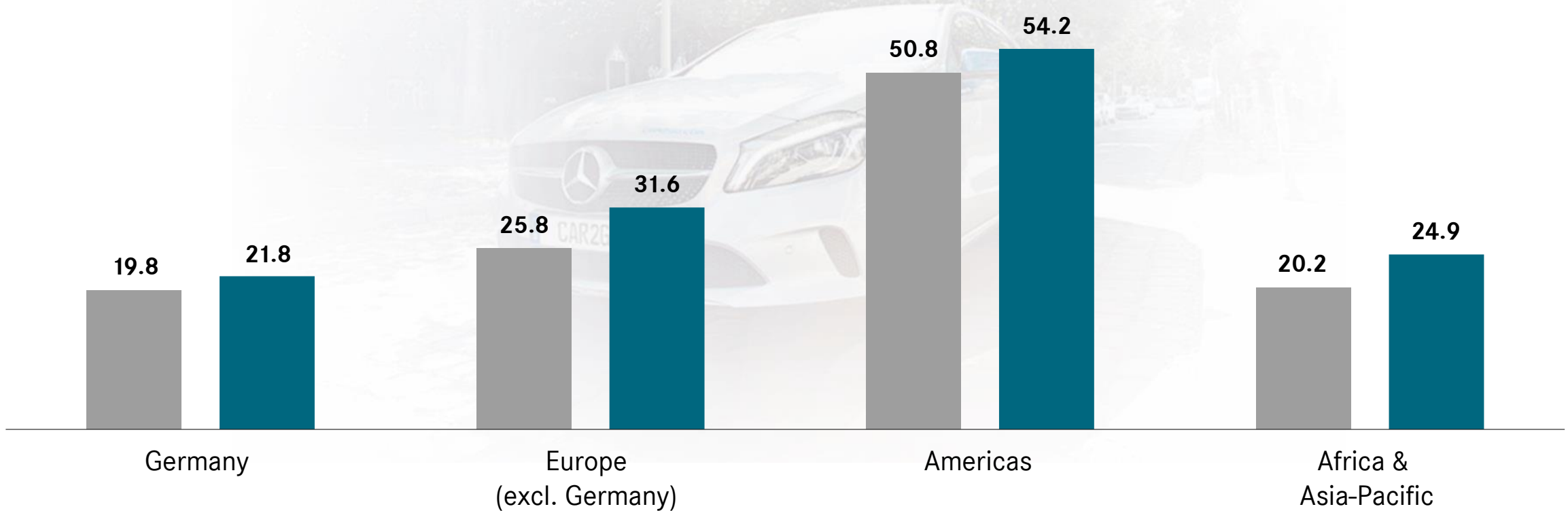
* European Union, Switzerland and Norway

** excluding Brazil and Mexico

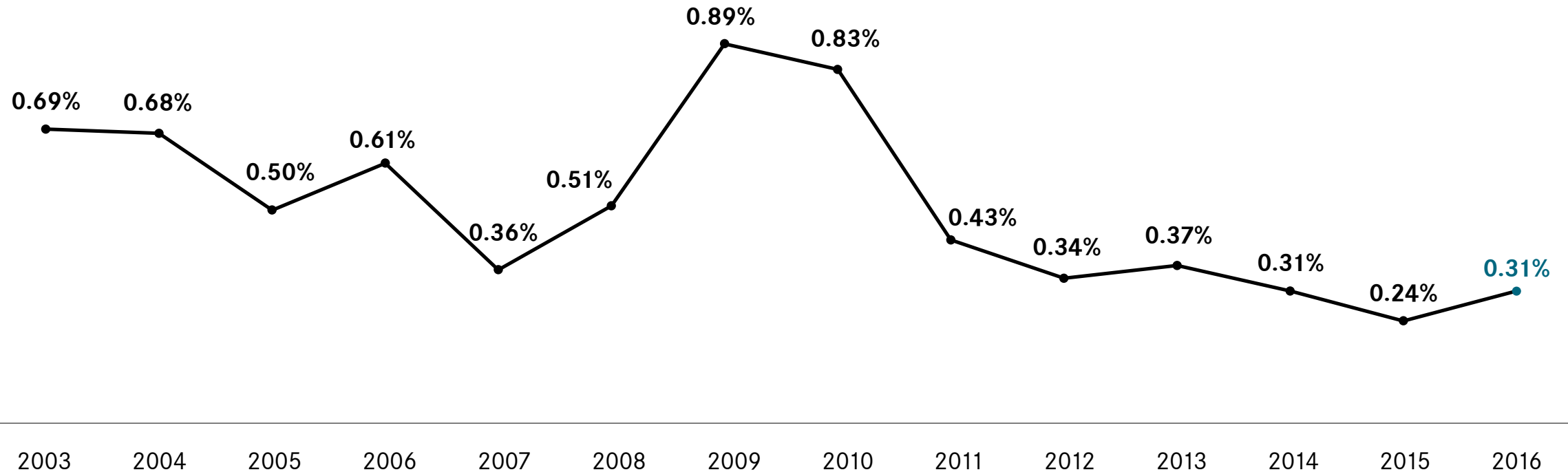
Daimler Financial Services: further increase in contract volume to 132.6 billion euros (+14%)

- in billions of euros -

■ 12/31/2015
■ 12/31/2016



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

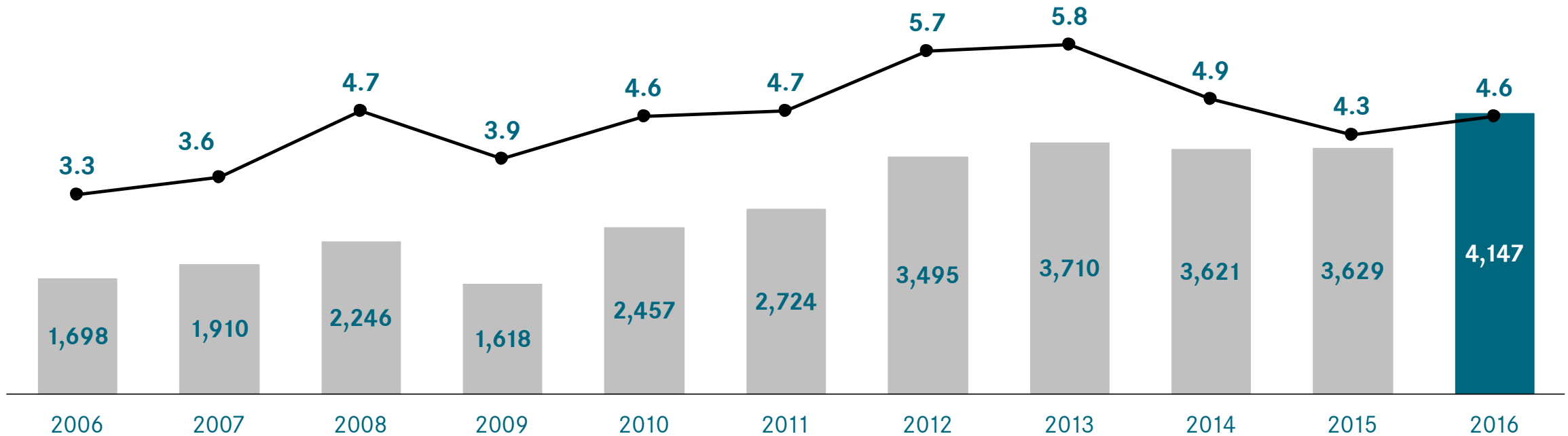


* as a percentage of portfolio, subject to credit risk

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%



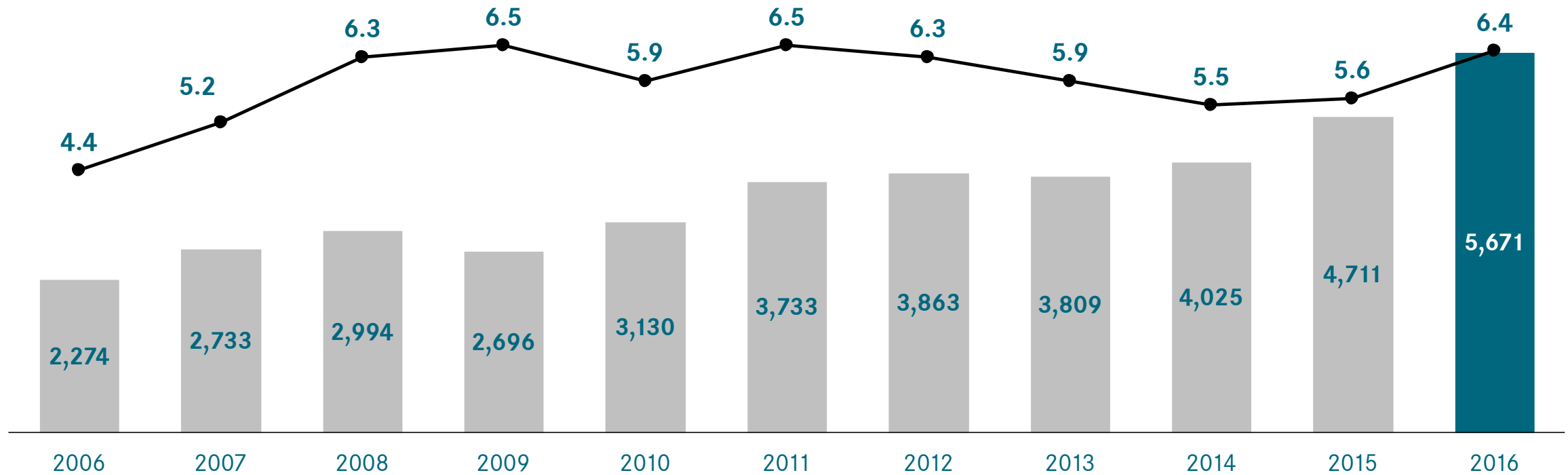
* Capital expenditure for property, plant and equipment (pp&e) MBC

** 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.

Mercedes-Benz Cars retail sales by model FY 2016

- in units -

Retail sales	FY 2016	FY 2015	Change in %
Mercedes-Benz	2,083,888	1,871,599	+11.3
of which*:			
A-/B-Class	438,575	414,365	+5.8
C-Class	480,537	460,497	+4.4
E-Class	296,324	301,566	-1.7
S-Class	88,520	107,335	-17.5
SUVs**	706,170	525,894	+34.3
Sports Cars	27,067	30,441	-11.1
V-Class	46,695	31,501	+48.2
smart	144,479	119,382	+21.0
Mercedes-Benz Cars	2,228,367	1,990,981	+11.9

* incl. Derivatives

** incl. GLA

Mercedes-Benz Cars 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

Mercedes-Benz Cars retail sales in major markets FY 2016

- in units -

Retail sales	FY 2016	FY 2015	Change in %
China*	493,929	386,635	+27.8
of which locally produced vehicles	321,716	240,140	+34.0
USA	346,451	350,526	-1.2
Germany	330,846	309,989	+6.7
UK	180,434	152,929	+18.0
BRIKT**	152,199	149,357	+1.9
Italy	89,511	76,064	+17.7
France	73,150	62,971	+16.2
Japan	71,741	65,983	+8.7
South Korea	57,060	45,638	+25.0
Spain	53,908	45,132	+19.4
Canada	42,401	39,696	+6.8
Russia	37,577	42,179	-10.9
Turkey	32,886	30,433	+8.1
Rest of World	393,797	351,699	+12.0
Mercedes-Benz Cars	2,228,367	1,990,981	+11.9

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

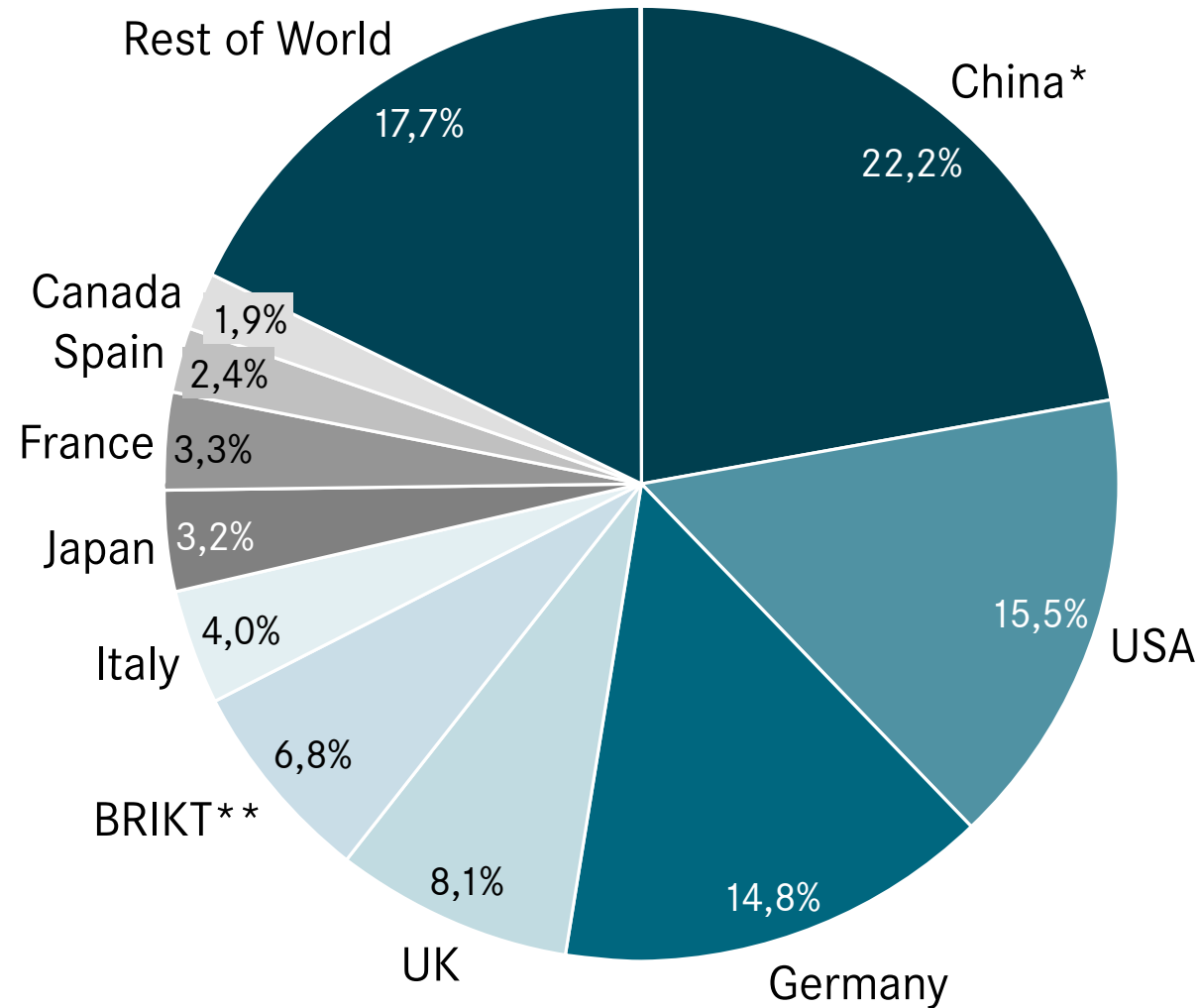
Mercedes-Benz Cars retail sales in major markets FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
China*	386,635	299,416	+29.1
of which locally produced vehicles	240,140	151,234	+58.8
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

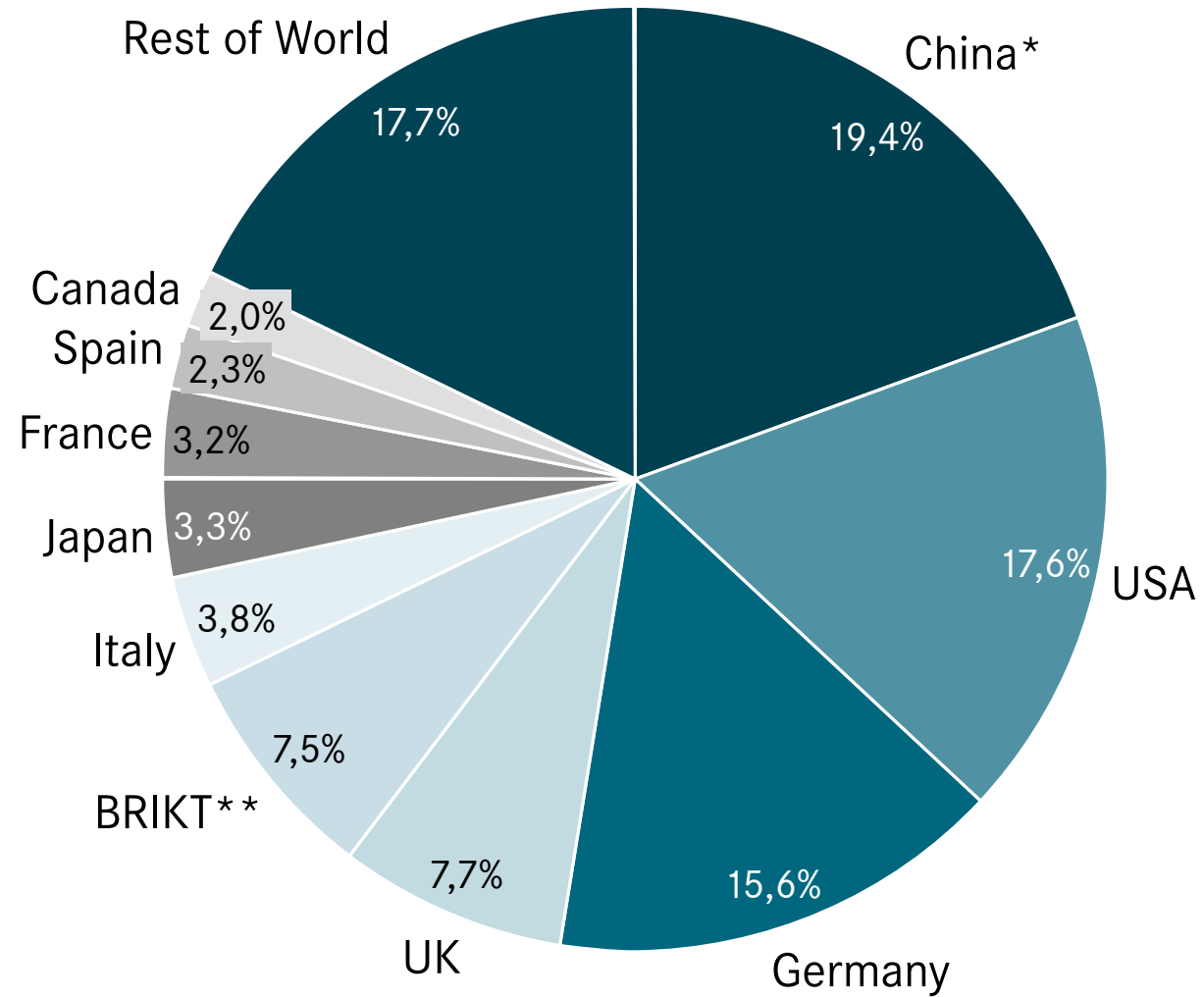
MBC regional retail sales mix FY 2016



*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 Q4 2016: 63,0

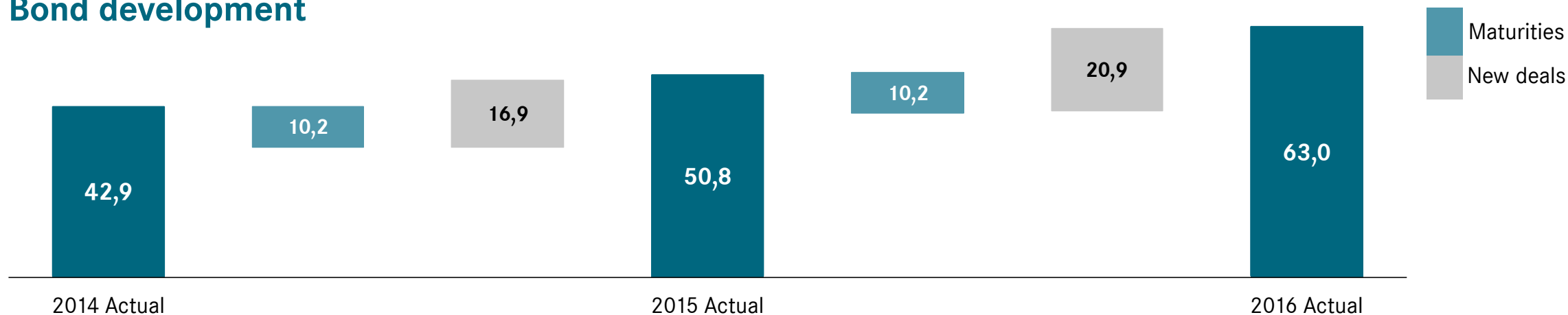
	Total Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Next 12 months
Bonds short term	63,0	-4,8	-3,0	-3,5	-2,3	-13,6

	Total Q4 2016	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds long term	63,0	-13,6	-13,3	-11,5	-8,3	-6,4	-2,0	-8,0

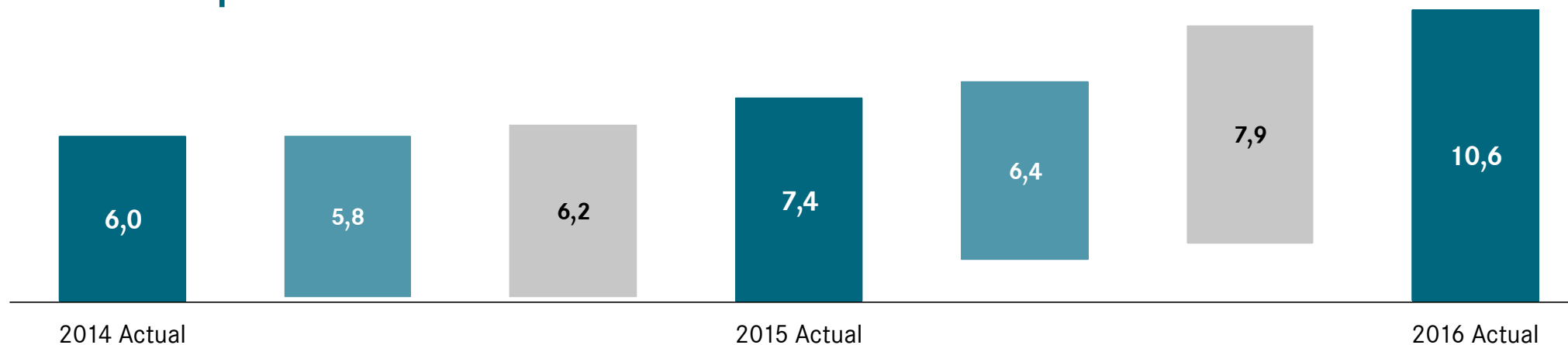
Bonds and ABS Development 2014 - 2016

- in billions of euros -

Bond development



ABS development



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

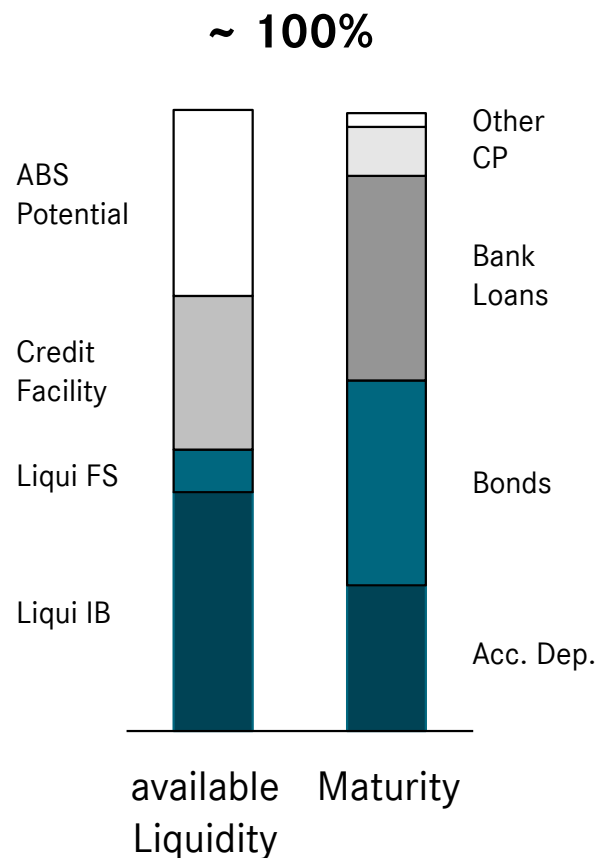
Financial Flexibility is Key Liquidity Management Tool

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

The figures in this document are preliminary and have neither been approved yet by the Supervisory Board nor audited by the external auditor.

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.