DAIMLER

FY 2018 Corporate Presentation



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Key figures

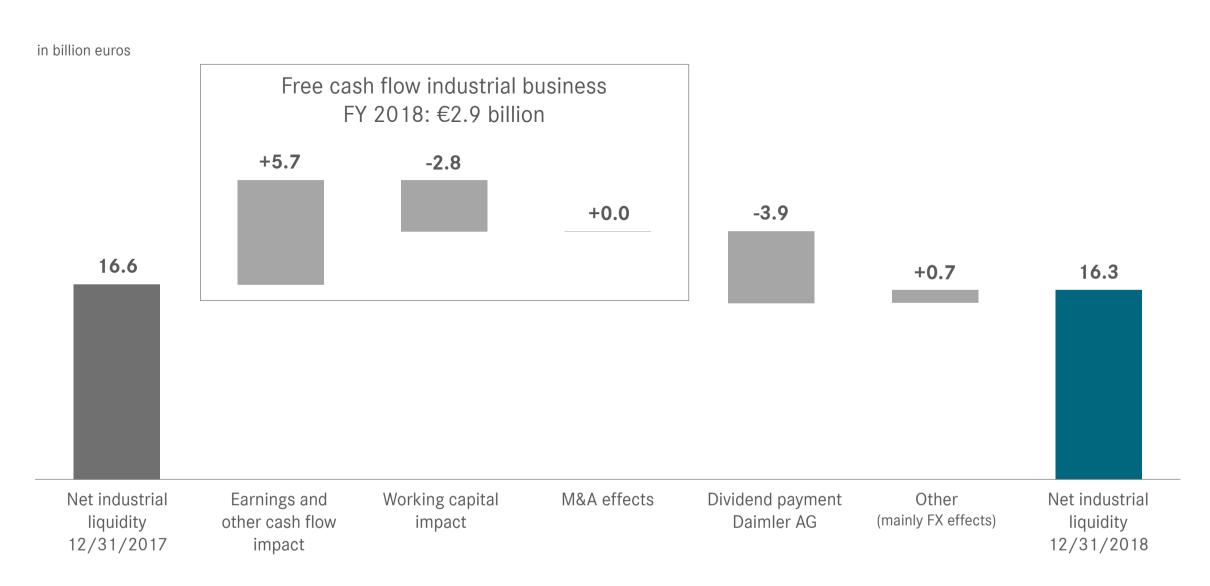
in billion euros

	2017	2018
Unit sales (in thousands of units)	3,274	3,352
Revenue*	164.2	167.4
EBIT*	14.3	11.1
Net profit*	10.6	7.6
Free cash flow of the industrial business	2.0	2.9
Earnings per share (in euros)*	9.61	6.78
Dividend per share (in euros)	3.65	3.25**

^{*} The 2017 figures have been adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

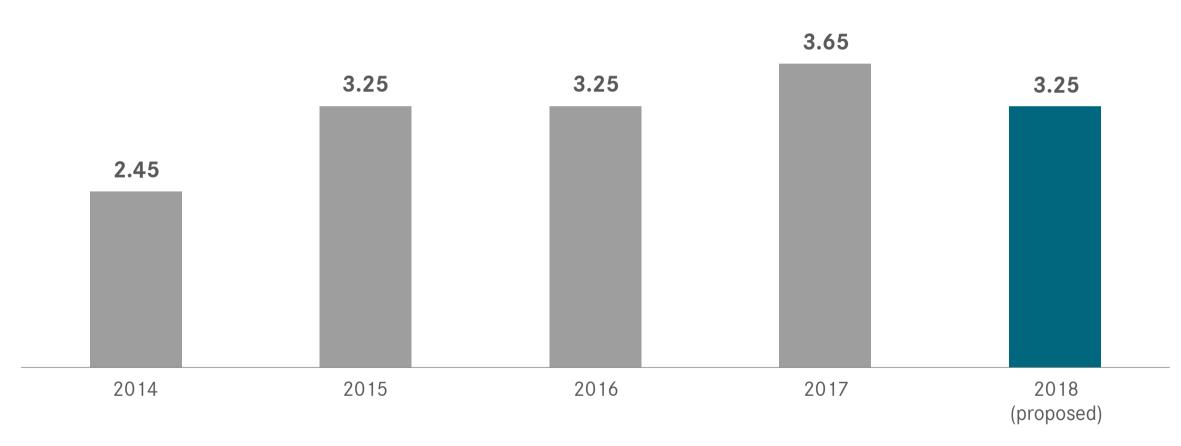
^{**} Proposed

Continued high level of net industrial liquidity



Development of dividend per share

in euros



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Mercedes-Benz Cars: new sales record in a challenging environment

Unit sales

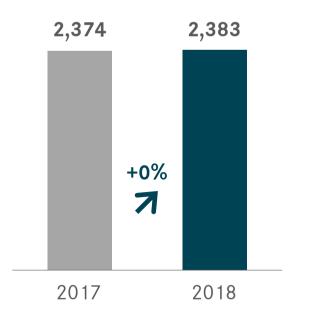
in thousand units

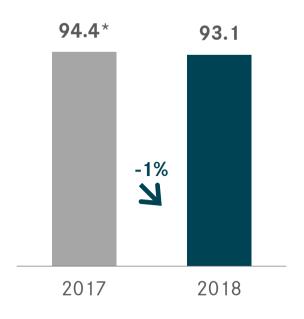
Revenue

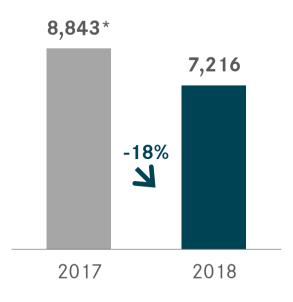
in billion euros

EBIT

in million euros







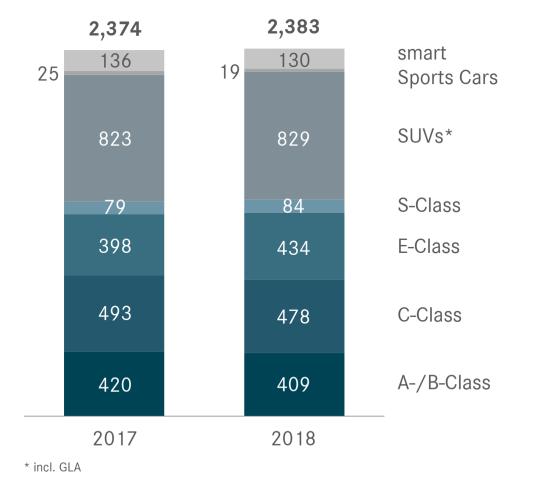
^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

The EQC – power consumption combined: 22.2 kWh/100 km; CO_2 emissions combined: 0 g/km, preliminary figures (Information on electricity consumption and CO_2 emissions is provisional and has been determined by an external technical service and is non-binding. Range figures are also provisional and non-binding. EU type approval and a certificate of conformity with official figures are not yet available. The figures given above may deviate from the official figures.

Mercedes-Benz Cars

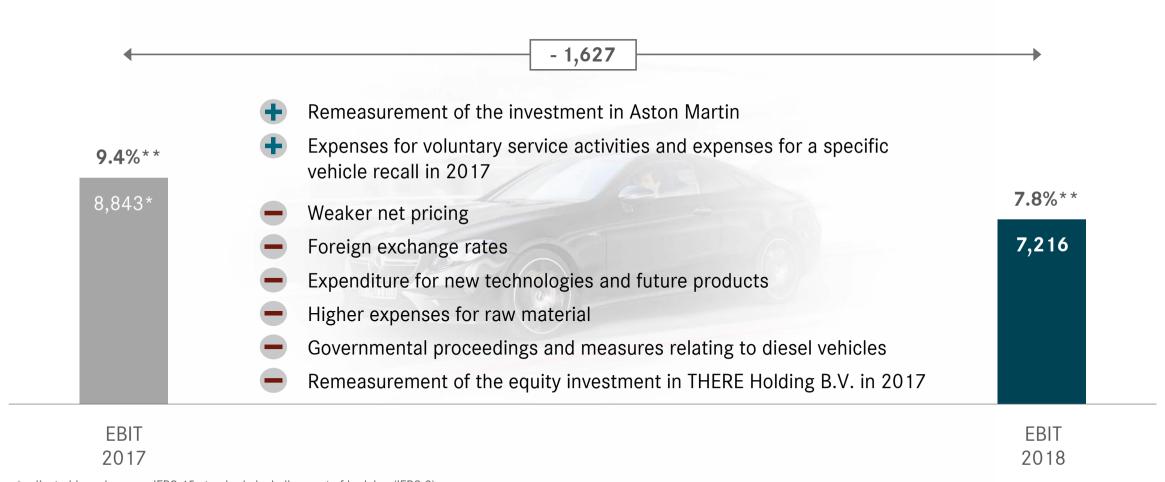
New sales record

in thousand units



Mercedes-Benz Cars: EBIT

in million euros



^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

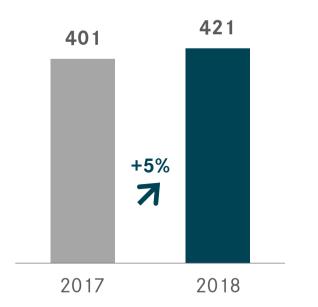
^{**} Return on sales

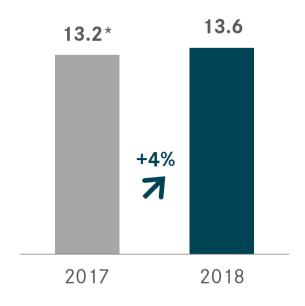
Mercedes-Benz Vans: continued growth of business volume

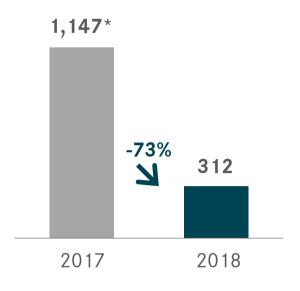


Revenue in billion euros









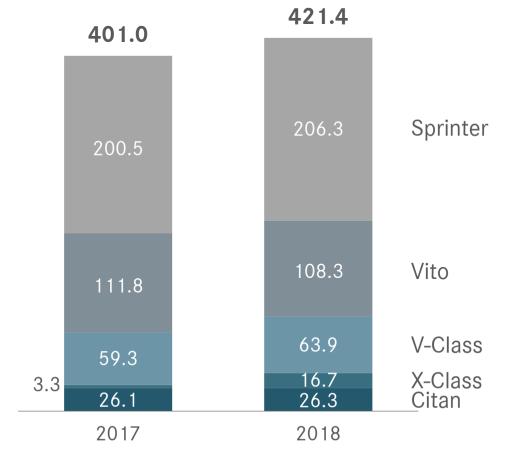
^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



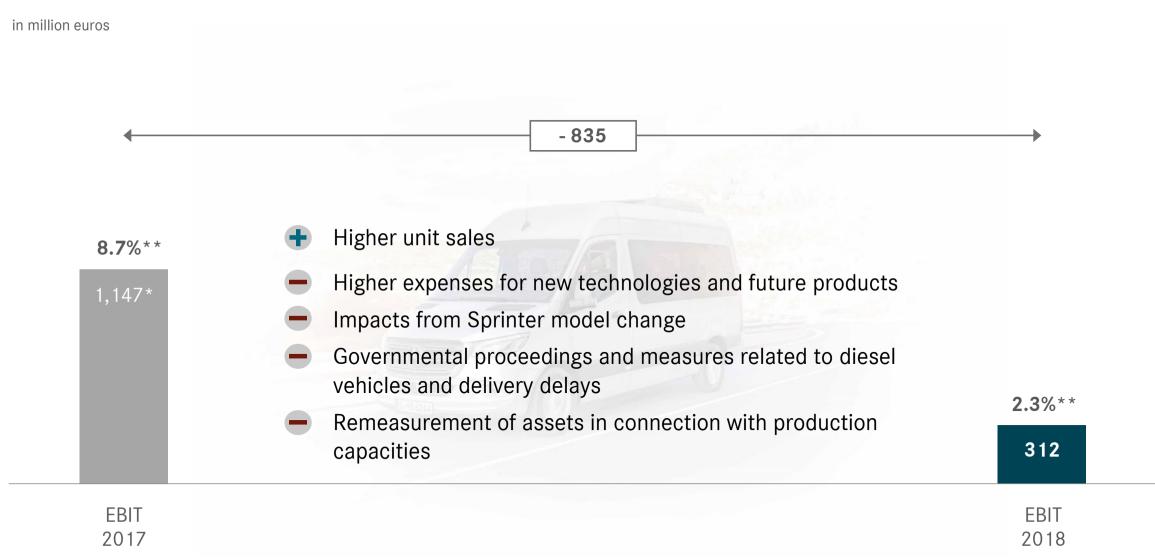
Mercedes-Benz Vans

Sales increase by 5%

in thousand units



Mercedes-Benz Vans: EBIT



^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

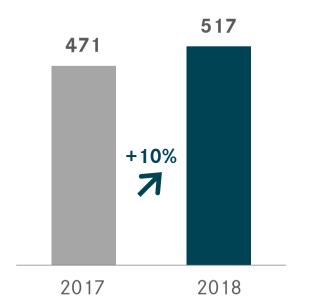
^{**} Return on sales

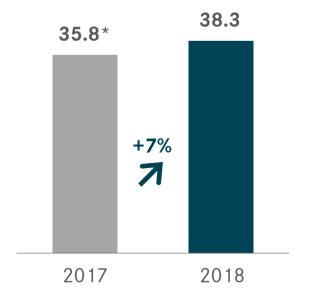
Daimler Trucks: strong business development based on attractive products and rising demand in core markets













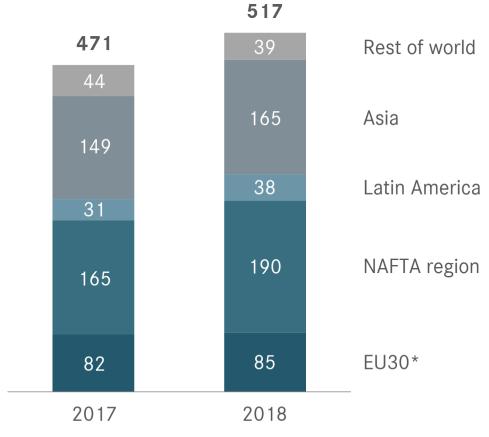
^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Daimler Trucks

Sales increase by 10%

in thousand units



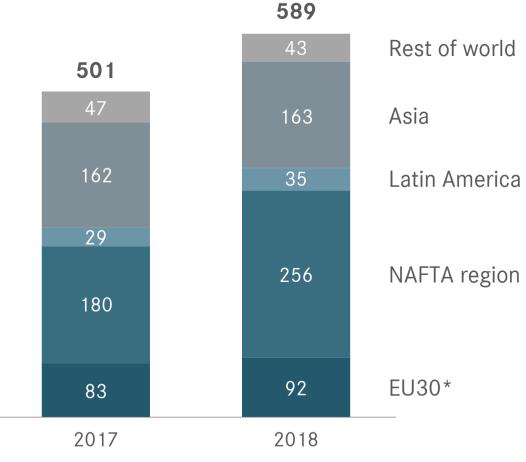
^{*} European Union, Switzerland and Norway



Daimler Trucks

Incoming orders increase primarily driven by NAFTA region

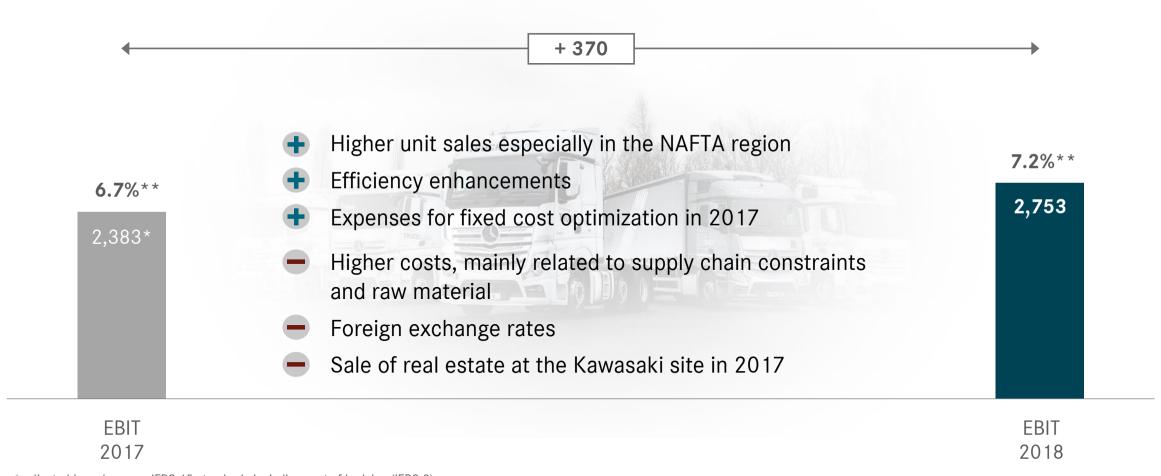
in thousand units



^{*} European Union, Switzerland and Norway

Daimler Trucks: EBIT

in million euros



 $^{^{\}star}$ adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

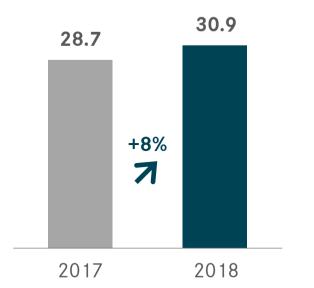
^{**} Return on sales

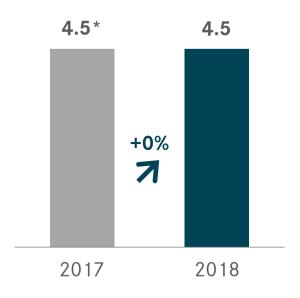
Daimler Buses: very heterogeneous business development in our core regions



Revenue in billion euros

EBITin million euros







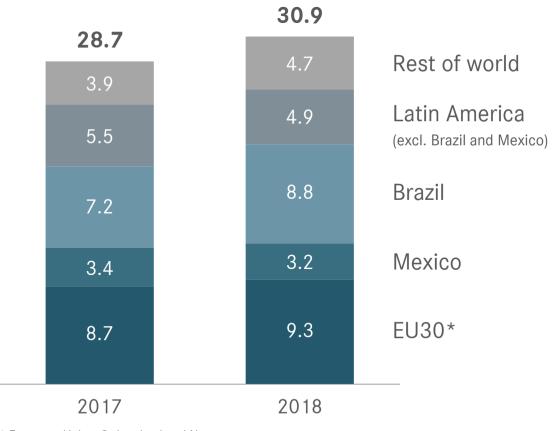
^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Daimler Buses

Sales increase by 8%

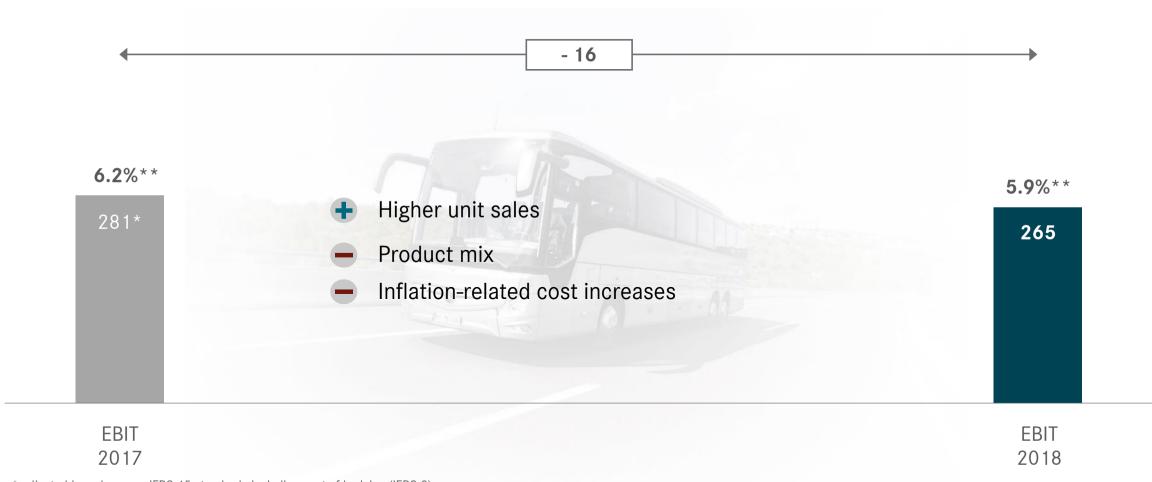
in thousand units



^{*} European Union, Switzerland and Norway

Daimler Buses: EBIT

in million euros



 $^{^{\}star}$ adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} Return on sales

Daimler Financial Services: further business growth; EBIT impacted by settlement of Toll Collect arbitration proceedings

New business

in billion euros

Contract volume

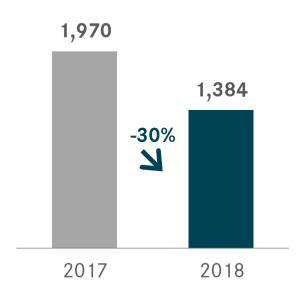
in billion euros

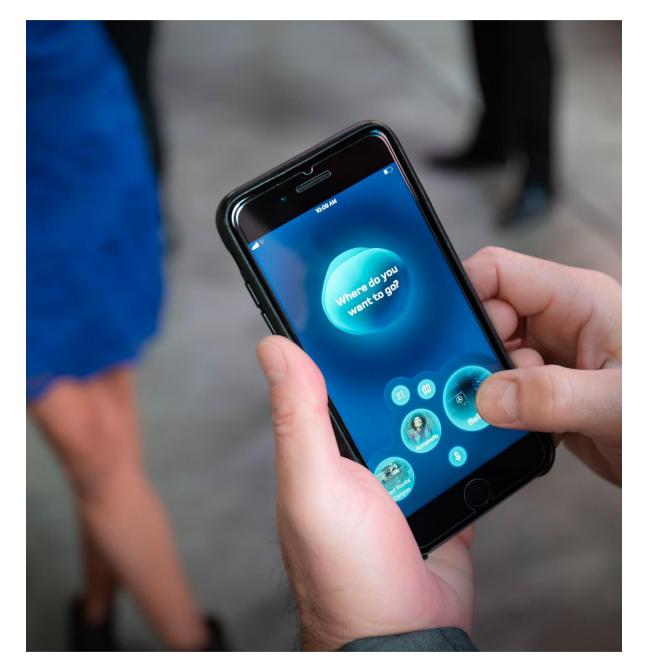
EBIT

in million euros





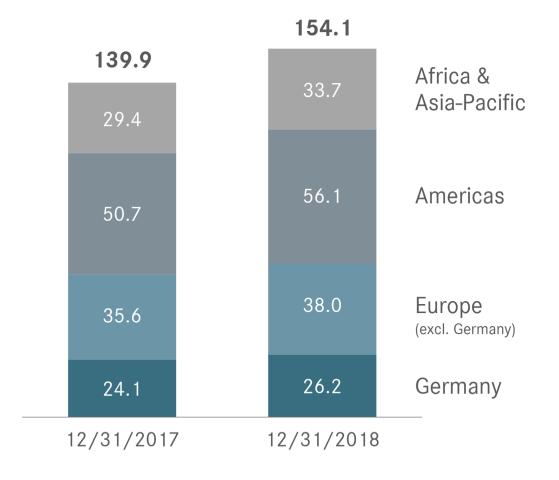




Daimler Financial Services

Further increase in contract volume to 154.1 billion euros (+10%)

in billion euros



Daimler Financial Services: EBIT

in million euros



* Return on equity

Daimler AG

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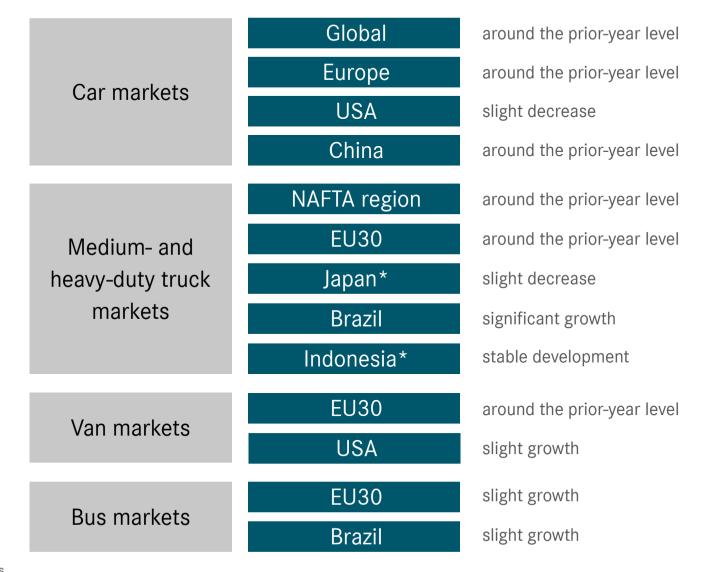
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Assumptions for automotive markets in 2019



^{*} including light-duty trucks

2019 sales outlook



Mercedes-Benz Cars

Slightly higher unit sales

Strong momentum from a dozen new and upgraded vehicles



Slightly higher unit sales

Slight growth in NAFTA and EU30 region, significant growth in India and Brazil Unit sales around the prior-year level in Japan and Indonesia, slight decrease in Turkey



Significantly higher unit sales

Significant growth in the United States, slight growth in EU30 region Additional momentum from the new Sprinter



Daimler Buses

Significantly higher unit sales

Slight growth in EU30 region, significant growth in India Unit sales around the prior-year level in Latin America

2019 outlook for Group EBIT and divisional RoS/RoE

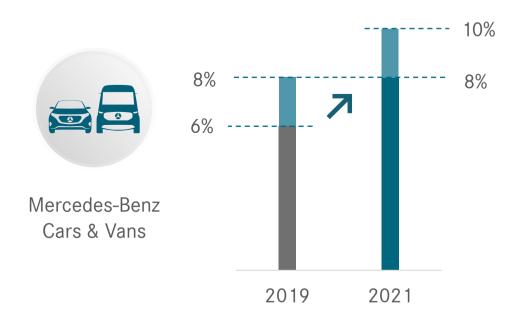
DAIMLER	We expect Group EBIT for FY 2019 to be slightly above the prior-year level	
Mercedes-Benz Cars	Return on sales in the range of 6 to 8%	
Daimler Trucks	Return on sales in the range of 7 to 9%	
Mercedes-Benz Vans	Return on sales in the range of 5 to 7%	
Daimler Buses	Return on sales in the range of 5 to 7%	
Daimler Financial Services	Return on equity in the range of 17 to 19%*	

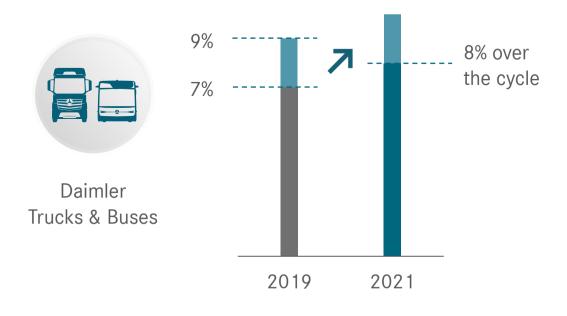
^{*} Including significant one-time valuation and earnings effects from the combination of the mobility services business with BMW Group.

Improving future profits to invest in future technologies and sustainably achieve our target margins

Sustainable return to target RoS range

Sustainable achievement of target RoS level and exploitation of additional potential





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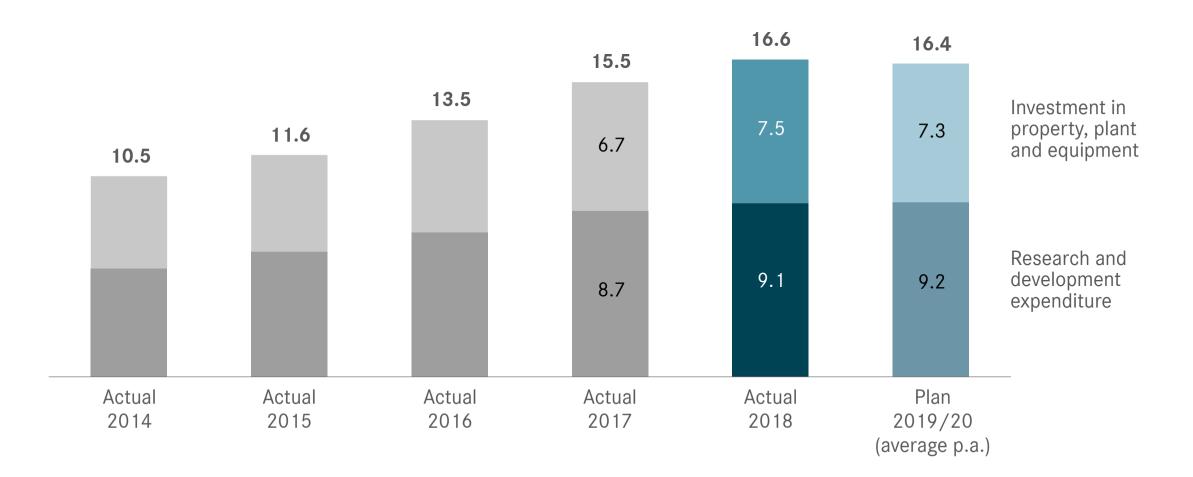


Daimler has set the course for a successful future



Investment to remain at a high level as a basis for profitable growth and development of future mobility

in billion euros

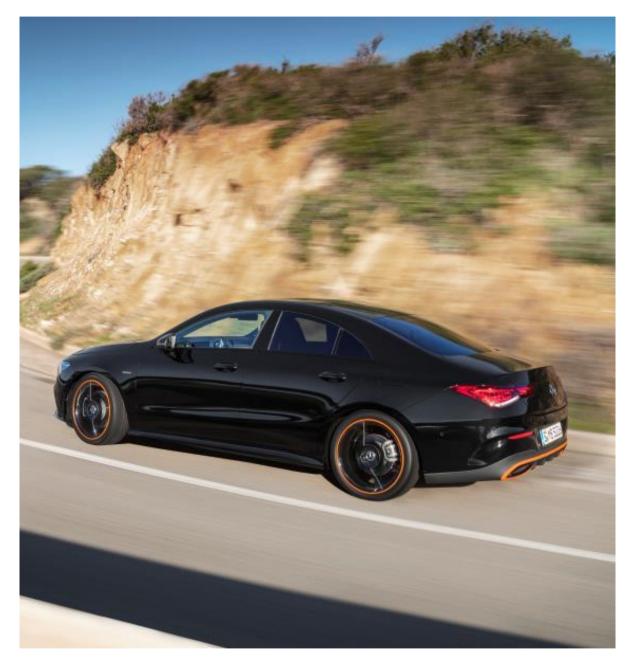


Mercedes-Benz Cars & Vans



Exciting and promising future ahead of us

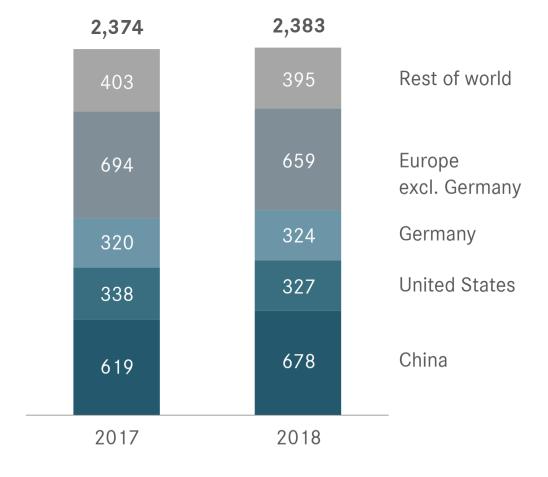




Mercedes-Benz Cars

Globally balanced sales structure

in thousand units

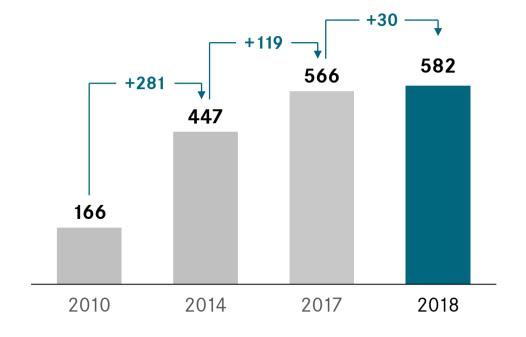


Mercedes-Benz Cars in China: strong sales growth with increasing share of locally produced vehicles



Mercedes-Benz Network Development in China

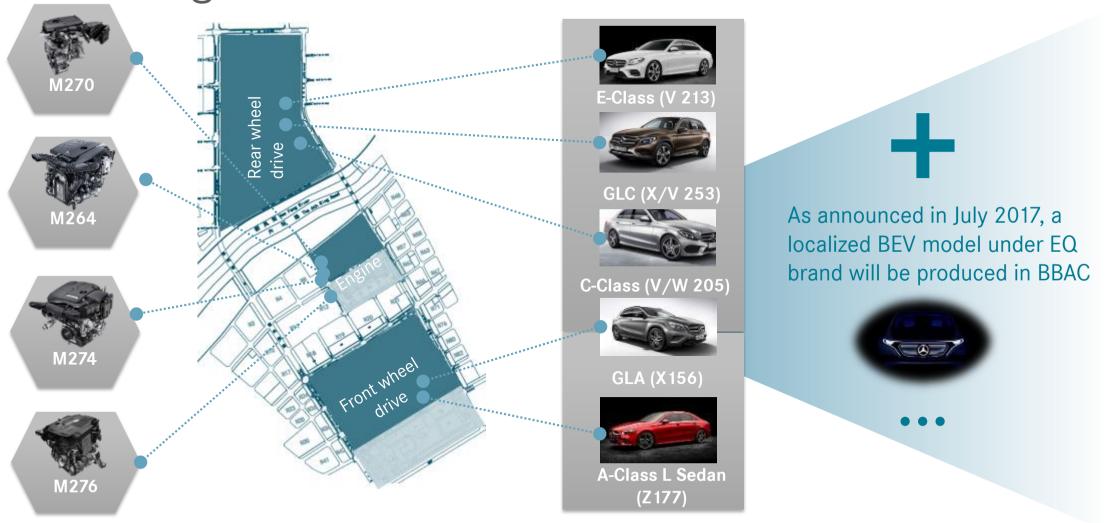
Number of Outlets



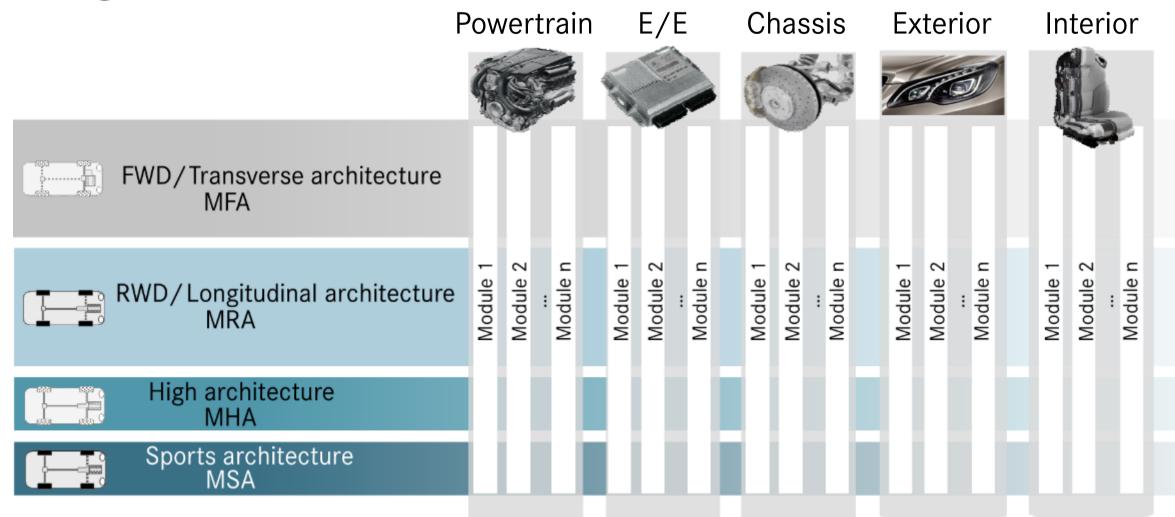
Outlets by regions 2018

Region	Dealer#
North	181
South	138
East	174
West	103

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



With vehicle architecture and modular strategy, we aim at being more cost efficient, faster and more flexible

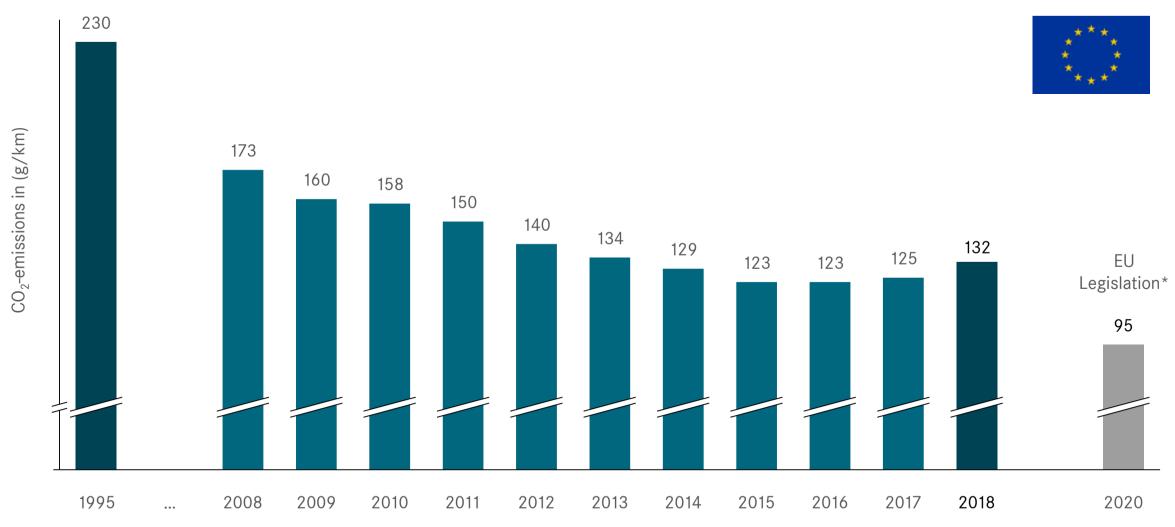


High degree of modularity of the entire drive train



Development of CO₂ emissions

Average CO₂-emissions in g/km Mercedes-Benz Cars fleet in Europe



^{*} Target value for average weight of European fleet.

Overview CO₂ reduction measures

CO₂ measures in and on the vehicle



Aerodynamics



Energy recovery



Rolling resistance



Eco-Mode, Intelligent Drive



Weight



Energy efficient operational strategy

CO₂ measures ICE powertrain



Efficient high-tech diesel and gasoline engines



Efficient transmissions



Efficient ancillary units

Electrification of powertrain

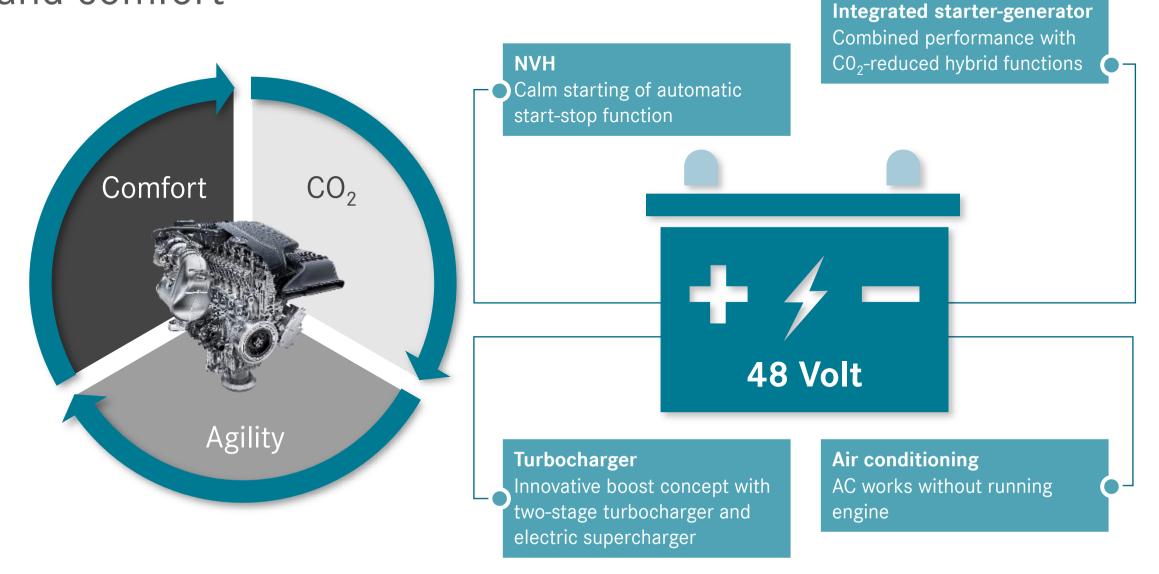


၁

Degree of electrification

100%

48 Volt electrification: several advantages regarding CO2 and comfort



Hybrid offensive as further step to reach CO₂ targets



Combined fuel consumption: 2.6-2.5 I/100 km, combined CO2 emissions: 59-57 g/km*, combined electrical consumption: 20.2-20.0 kWh/100 km 1 The stated figures were determined in accordance with the prescribed measuring method. These are the "NEDC CO2 figures" according to Art. 2 No. 1 Implementing Regulation (EU) 2017/1153. The fuel consumption figures were calculated based on these figures. Further information on the vehicles on offer, including the WLTP values, can be found for each country at www.mercedes-benz.com

Mercedes-Benz Cars and Vans: continued product offensive

2018 2019



smart (upgraded)



A-Class



A-Class Sedan & Sedan (long wheelbase)



B-Class



CLA 4-door Coupe



CLA Shooting Brake



C-Class Sedan, Wagon, Coupe, Cabriolet (upgraded) wheelbase, upgraded)



C-Class Sedan (long



CLS



S-Class Coupe & Cabriolet (upgraded)



AMG 4-door Mercedes-Maybach Coupe S-Class Pullman (upgraded)



G-Class (upgraded)



GLC F-CELL



GLE



GLC & GLC Coupe (upgraded)



EQC GLS



8th Compact



X-Class





eVito

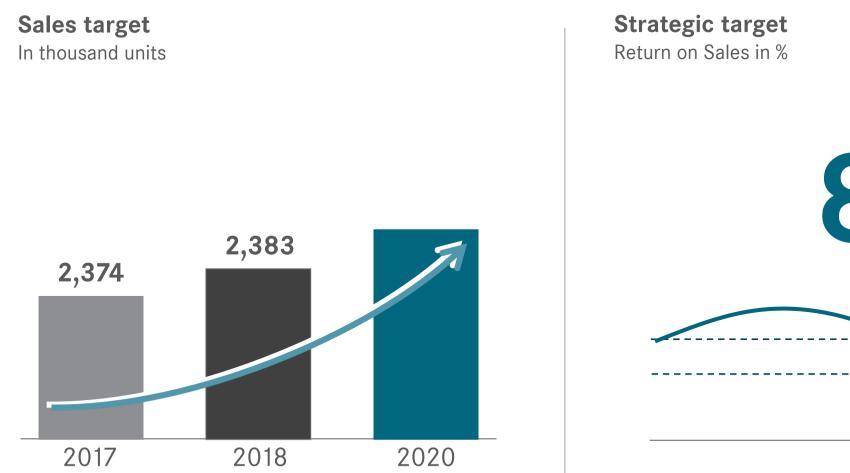


V-Class (upgraded)



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Mercedes-Benz Cars' target: remain No.1 premium car brand

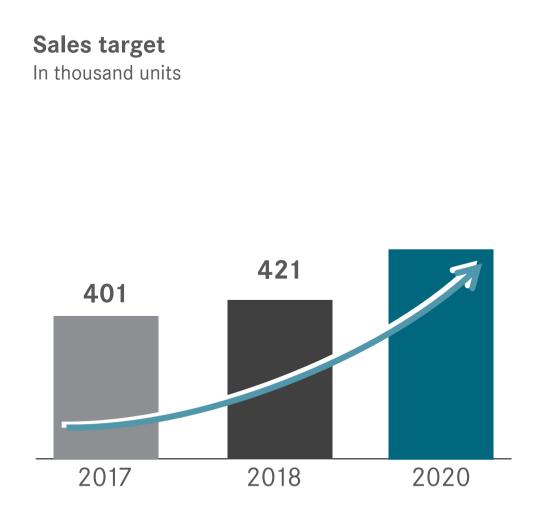


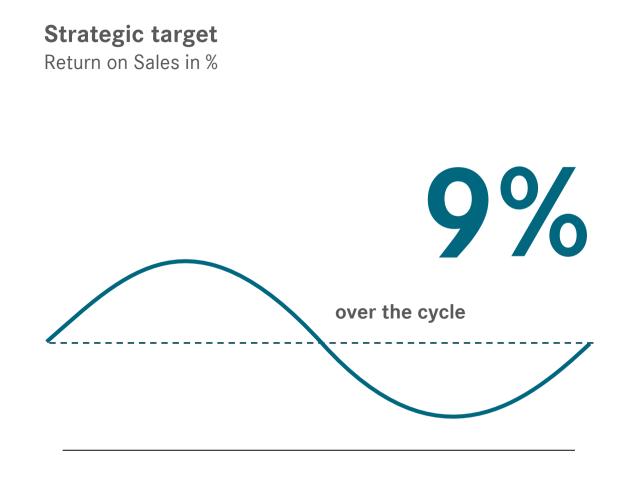


New Sprinter plant in North Charleston - Amazon becomes the world's largest Sprinter customer



Mercedes-Benz Vans' target: No. 1 provider of holistic transport and mobility solutions



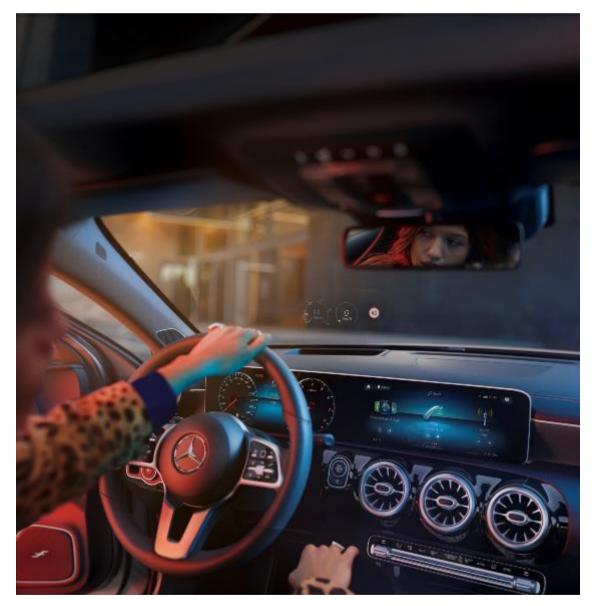


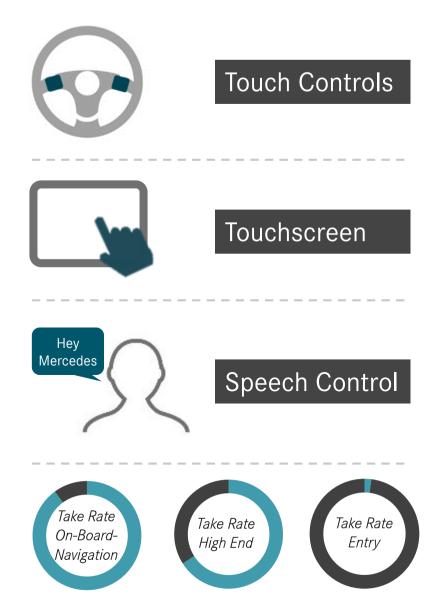
CASE trends leading to fundamental changes in the automotive industry





Successful launch of MBUX in Compact Cars







Connect - Anytime. Anywhere.





Development steps towards fully automated 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 under certain conditions.

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 under **certain conditions**.

Driver expected to respond to requests to take control.

Level 4 High Automation



Vehicle can perform all dynamic driving tasks within a **certain use case**.

Driver <u>not</u> expected to take control.

Level 5 Full Automation



Vehicle can perform **all** dynamic driving tasks that can also be managed by a human driver.

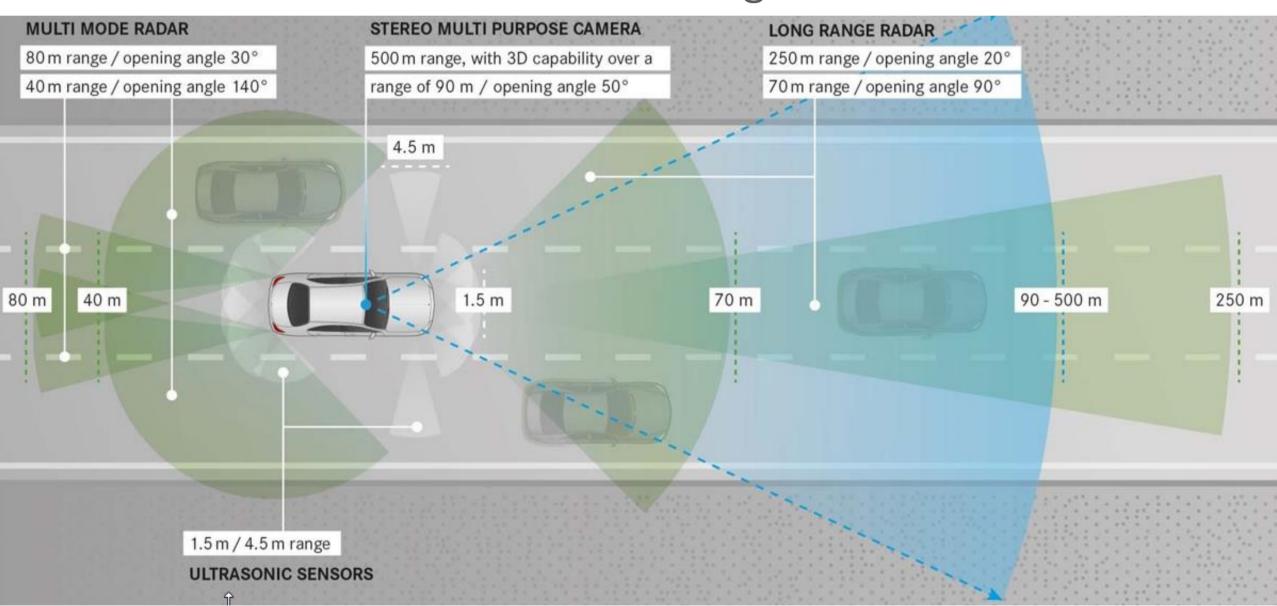
No driver needed.

Autonomous Driving

+ enabler for new & complementary mobility services



Sensors for Driver Assistance Package





HD MAP for highly automated driving and HERE cooperation

- The HD Live Map is a mandatory part for the HAD* system for planning and positioning
- The HD Map is the only sensor that delivers context information and a long road horizon
- Close strategic cooperation with HERE for:
 - map content, format, accuracy, coverage,
 - quality assurance, maintenance and
 - update concept









^{*}highly automated driving

⁻ illustrative examples -



In the future - driver controlled and system controlled

Driver controlled



Safety technologies and automated systems, which are situational activated by the driver

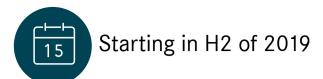
System controlled

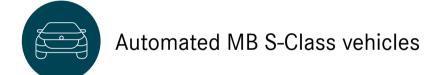


Automated systems, which drive the vehicle from the starting point to the destination

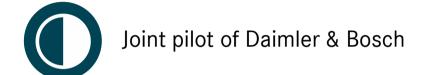


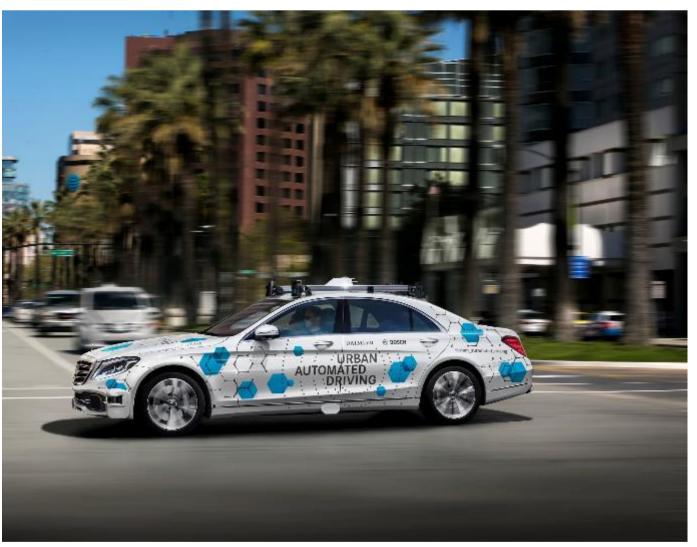
San José will become first pilot testing city for automated driving in 2019













Vision URBANETIC - Mobility concept for needs-based, efficient and sustainable mobility

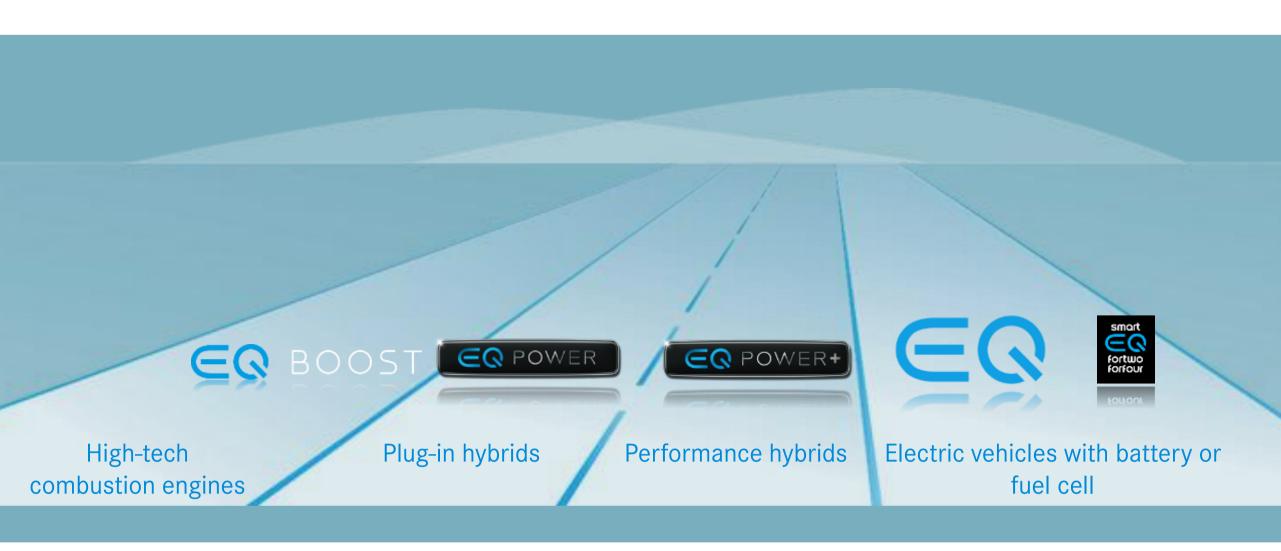


EQ - intelligent electromobility. The new product and





We are on our way to emission-free mobility





Pushing ahead with our electric vehicle offensive

- New brand EQ for electric mobility
- **€20 billion** invest into battery cells
- €10 billion invest into e-mobility fleet
- > €1 billion invest in a global battery production network
- Above 130 electrified alternatives by 2022: In each series of Mercedes-Benz at least one electrified version (either 48V, PIH and/or BEV)
- Estimated BEV volume share between 15% and 25% until
 2025
- A total of more than 10 BEV vehicle types planned
- smart fully electric in EU/USA until 2020
- Implementation of charging infrastructure in Europe via joint venture "IONITY"





World premiere of the new fully-electric EQC*

Range (NEDC) Output Peak torque Top speed Acceleration 0-100 km/h **Battery Battery energy content (NEDC) Battery** weight

S. MB 2931E

Power consumption (NEDC)

22.2* kWh/100 km more than 450* km 300 kW (408 hp) 765 Nm

180 km/h (governed)

5.1 s

Lithium-ion 80 kWh

650 kg

* electricity consumption combined: 22.2 kWh/100 km; CO2 emissions combined: 0 g/km, preliminary figures (figures on electricity consumption and CO2 emissions are preliminary and calculated by Technical Service. Figures on range are likewise preliminary, EC type approval and conformity certification with official figures are not yet available. The official figures may vary from those stated.)



smart fully electric in Europe & US by 2020





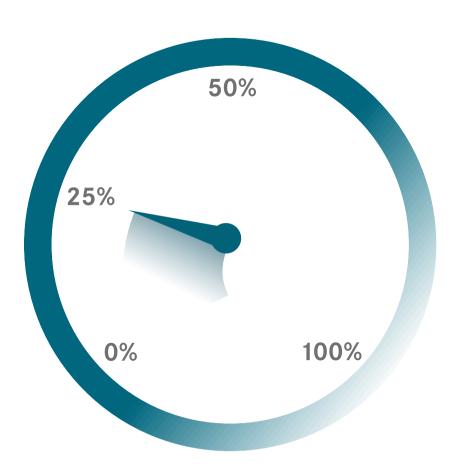
eVito: electrically powered, mid-sized van has been available to order since the end of 2017

- Ecosystem to electrify commercial fleets
- Range of up to 150 km
- Designed for innercity delivery, commercial and passenger transport

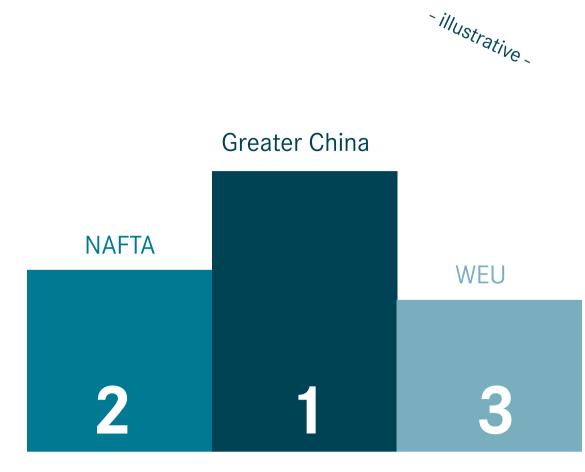




Ambitious definition of our EV market targets



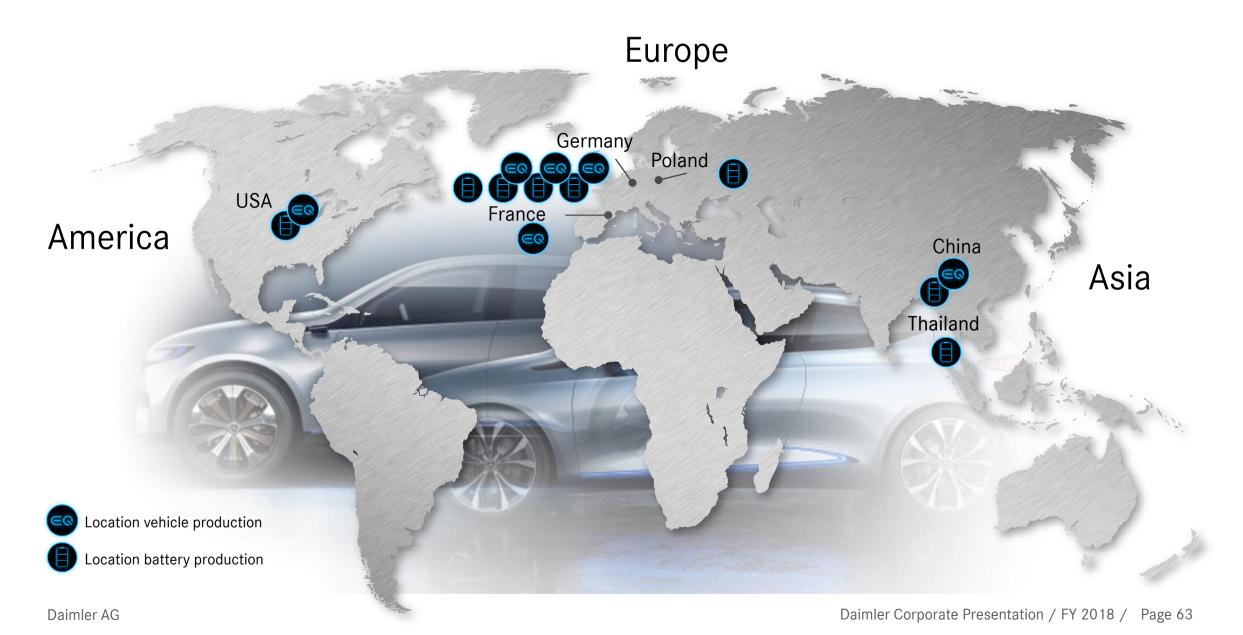
EV share Mercedes-Benz Cars sales 2025



Highest potential EV share Mercedes-Benz Cars 2025

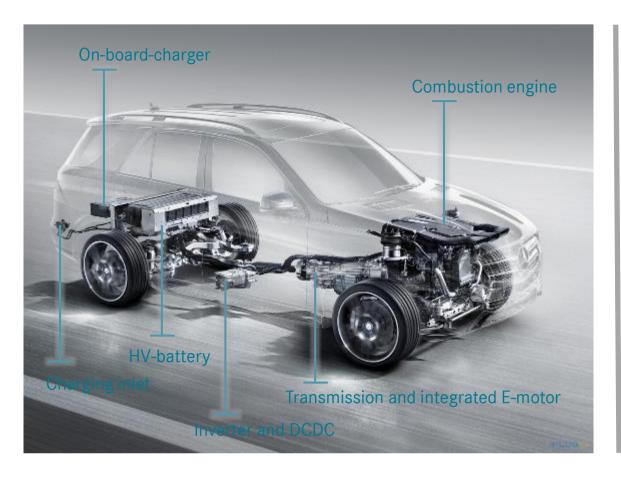


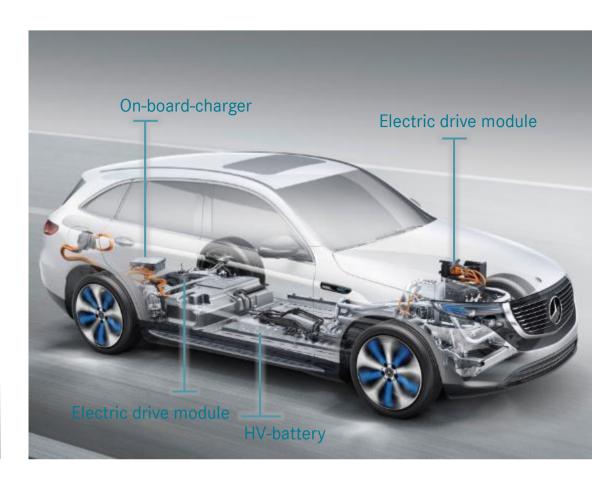
Highly flexible production for electric vehicles and batteries





Flexible architecture to integrate all types of electrified powertrains





Illustration



Charging network together with partners improve customer experience







Mercedes-Benz GLC F-CELL: Combined hydrogen consumption: 0.34 kg/100 km, combined CO2 emissions: 0 g/km, combined electrical consumption: 13.7 kWh/100 km; Figures for fuel consumption, electrical consumption and CO2 emissions are provisional and were determined by the technical service for the certification process in accordance with the WLTP test method and correlated into NEDC figures. The EC type approval and a certificate of conformity with official figures are not yet available. Differences between the stated figures and the official figures are possible.

Mercedes-Benz C 300 de: Combined fuel consumption 1.6 I/100 km, combined CO2 emissions 42 g/km, combined electrical consumption 19.1-18.7 kWh/100 km* smart EQ fortwo: Combined power consumption: 13.5-13.0 kWh/100km; CO2 emissions combined: 0 g/km *

^{*} The stated figures were determined in accordance with the prescribed measuring method. These are the "NEDC CO2 figures" according to Art. 2 No. 1 Implementing Regulation (EU) 2017/1153. The fuel consumption figures were calculated based on these figures. Power consumption has been determined on the basis of Directive 692/2008/EC.

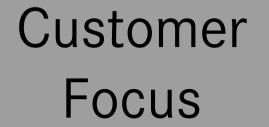
Daimler Trucks & Buses



Our answers to master future challenges



Daimler Trucks: our strategy



Global Market
Presence





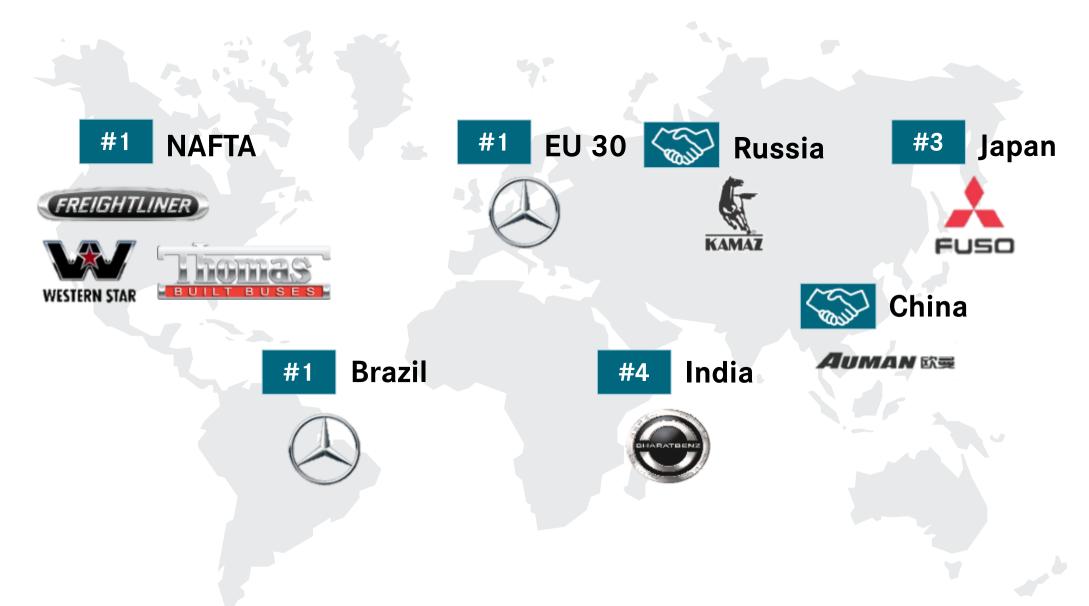






Innovation Leadership Global Platforms

Strong brands and strong market positions around the world



China: we are well prepared to tap into the biggest market

Biggest market of commercial vehicles.





Strengthen our market position by further enhancing our product portfolio.

Market shifting towards premium segment and new technologies.



Strong,

committed

partnership

with Foton



Our Joint venture BFDA delivers **strong sales**. Over **100k** trucks **sold** in 2018.



Our Mission: make our customers more successful

Best-in-class products in all regions













Customer experience as differentiator



Service and Parts Network



Continuous Process Improvement



Customer-focused product development

Services beyond the hardware



Extended Warranty & Service Products



Connectivity & Uptime



End—to-End Support & Consulting

Measurable Benefits



Ease of Doing Business



Trusted Partner

Efficiency: improving our customers' bottom line

Europe: Mercedes-Benz Actros

NAFTA: Freightliner New Cascadia

Japan: FUSO Super Great



Fuel reduction **up to -3**%*on motor-ways and **up to -5**%* on rural routes

*Fuel reductions compared to previous model



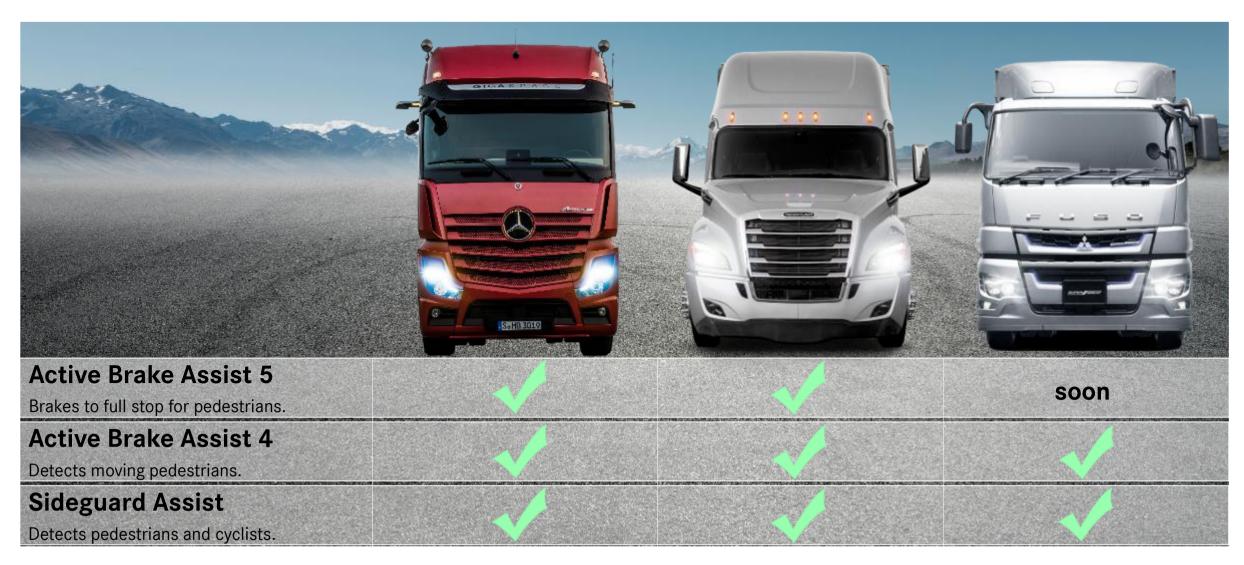
Fuel reduction **up to -8**%*

Next efficiency step **by 2019**

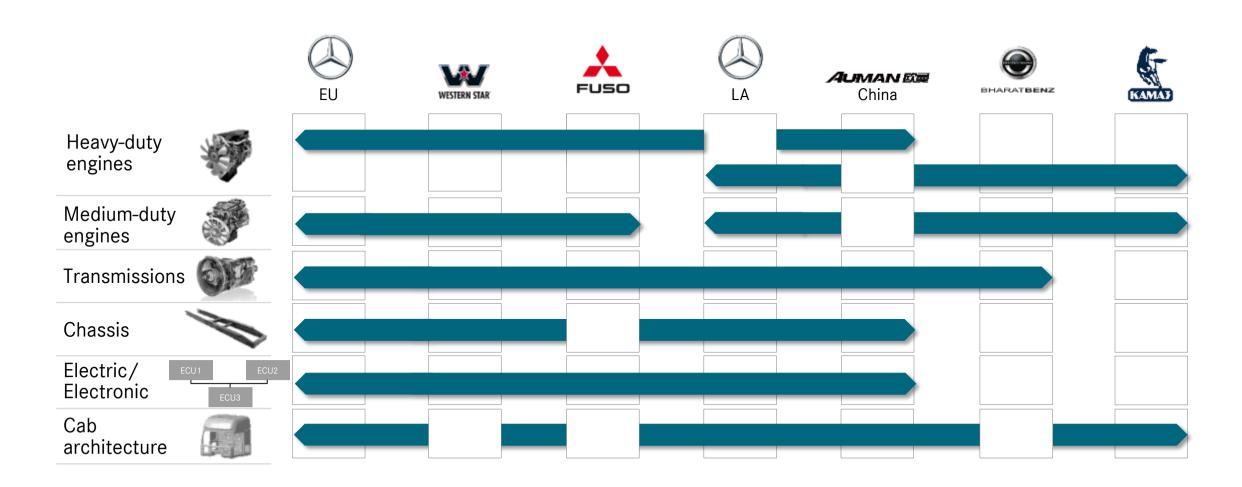


Fuel reduction **up to -15**%*
Complete efficiency **makeover**

We already offer leading safety assistance systems in all of our core markets.



Global Platforms: leveraging our global scale in technology & cost



Global platforms are a great competitive advantage

- they achieve several goals at the same time:

Speed of Innovation



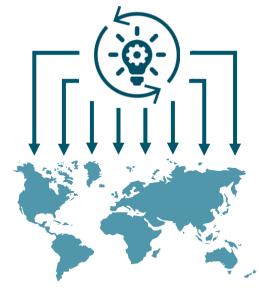
Global platforms enable fast rollout of innovations

Economies of Scale



Global platforms can secure pass-carlike volumes.

R&D Efficiency

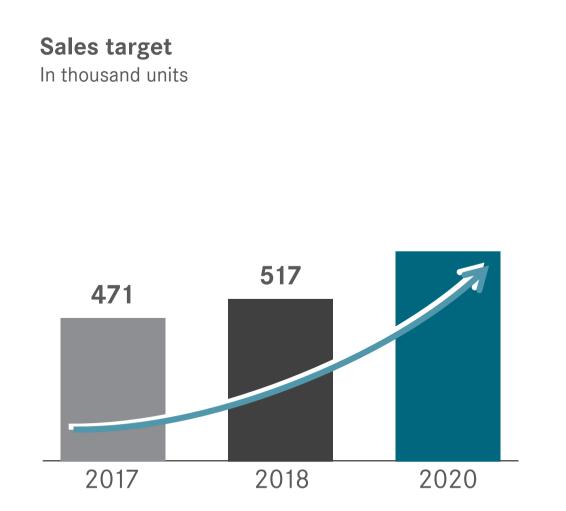


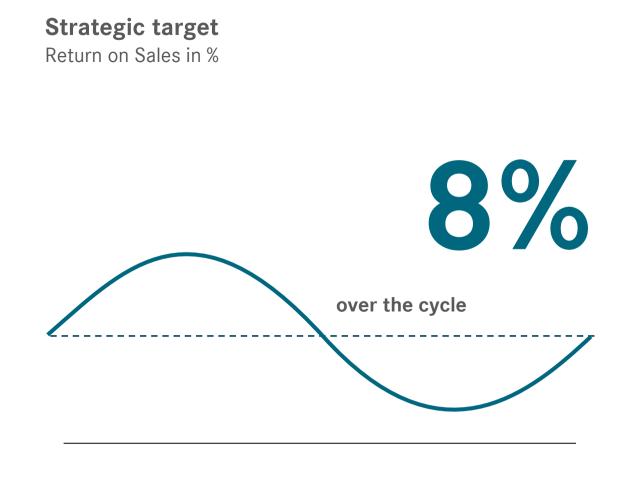
Common base development in an efficient R&D network.

Daimler Trucks is setting the stage for a total of >1,400 mn € improvement fully effective in 2019



Daimler Trucks - sticking to our target: leader in the truck industry

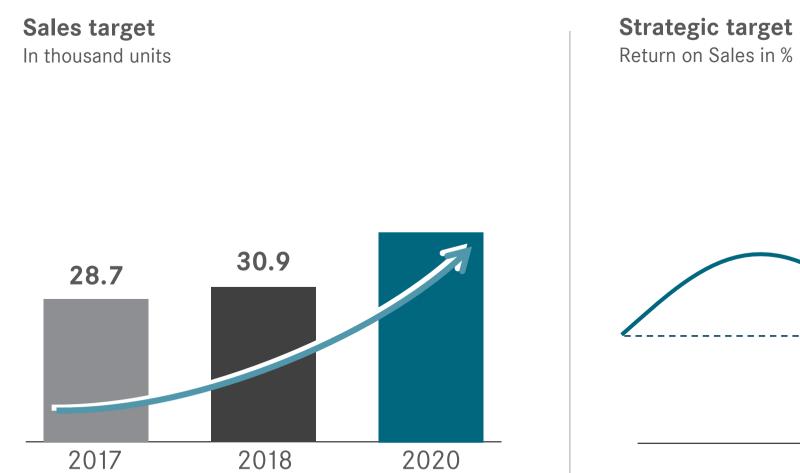


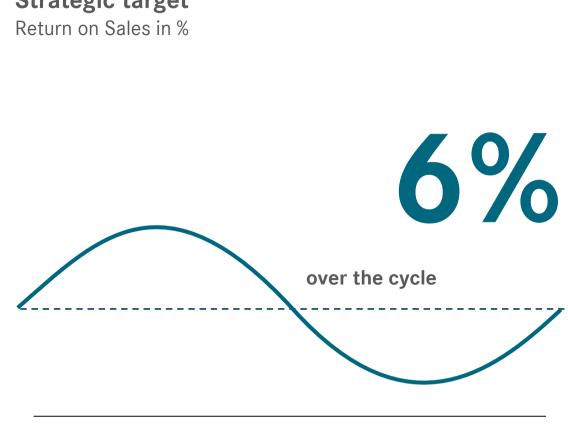


Leading in the bus industry



Daimler Bus's target: No. 1 in the global bus business





Our invest in future technologies in 2018 and 2019 @ DT

Total R&D investment

(2018 - 2019)



> 2.5 bn €

Investment in Connectivity, Automated, Electric (2018-2019)



~ 500 mn €

We make a lot of progress in future technologies







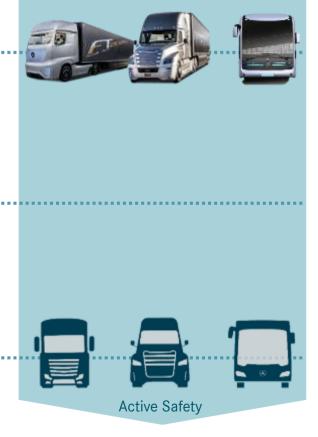






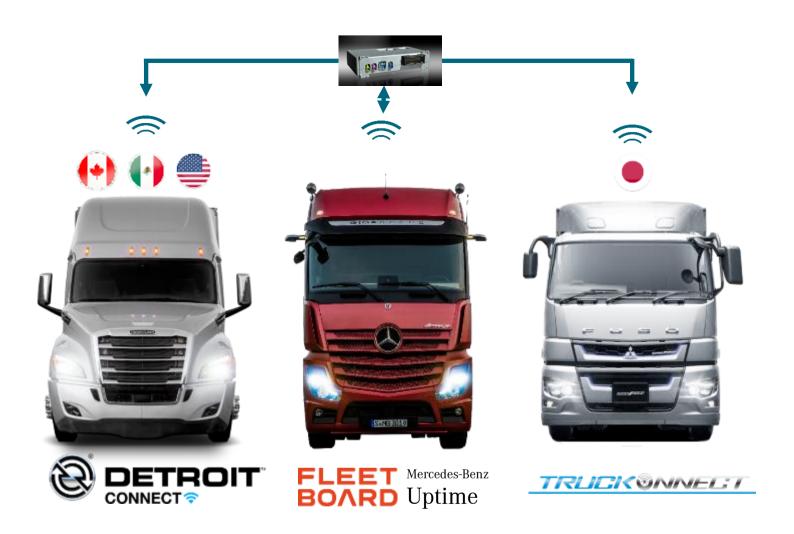








Connectivity: today our trucks are online in every region with real benefits for our customers and ourselves internally





One common global backbone



Real customer benefit optimizing Uptime



Big Data Analytics as basis to further optimize our products

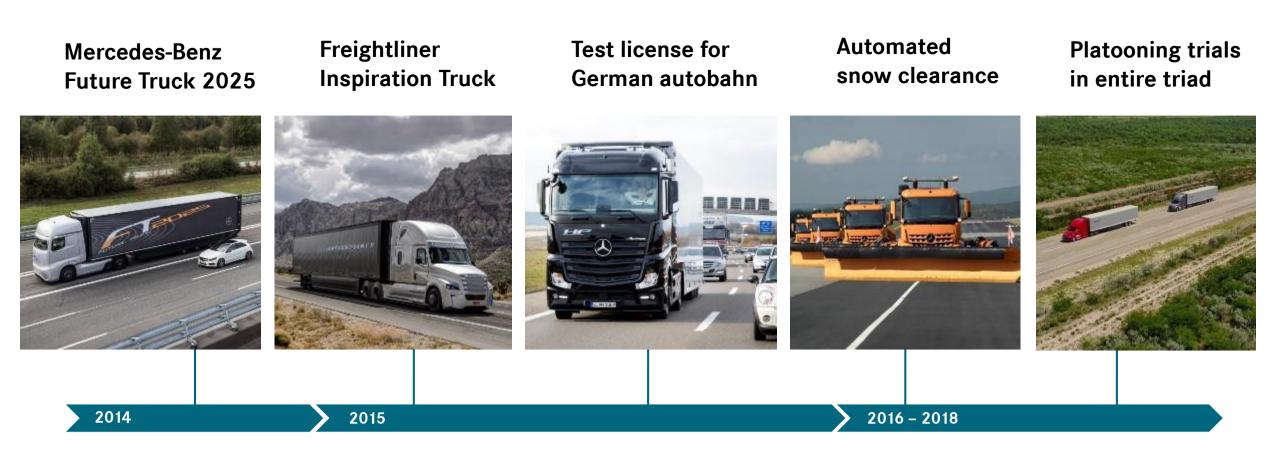


Connected: Detroit Connect boosts logistics performance

Analytics Virtual Technician Remote Updates Improves fuel Helps to reduce service-**Updates firmware** consumption and safety related downtime "over-the-air" • Detects changes in fuel Alerts customers to Installs firmware consumption and offers vehicle faults for engine, transmission recommendations and aftertreatment Provides immediate without workshop visit Reports safety-related steps for action Remote access to truck events Analysis of entire fleet from customer office Analysis on the basis history of trip, vehicle, and fleet



We are pioneering automated trucking for many years





After introducing the New Actros in Europe, we are ready to launch Level 2 series trucks in the US.

New Cascadia:

- Active Brake Assist 5.0 Full Emergency Braking on stationary objects incl. Pedestrians.
- Lane Keep Assist: Lateral control at all vehicle speeds.
- **Lane Departure Protection:** Active steering if vehicle departs lane.
- **Side Guard Assist:** Lane Change Assist. Turn Assist. Trailer Sweep Assist.
- **Adaptive Cruise Control:** Distronic+ down to 0mph for stop and go traffic.





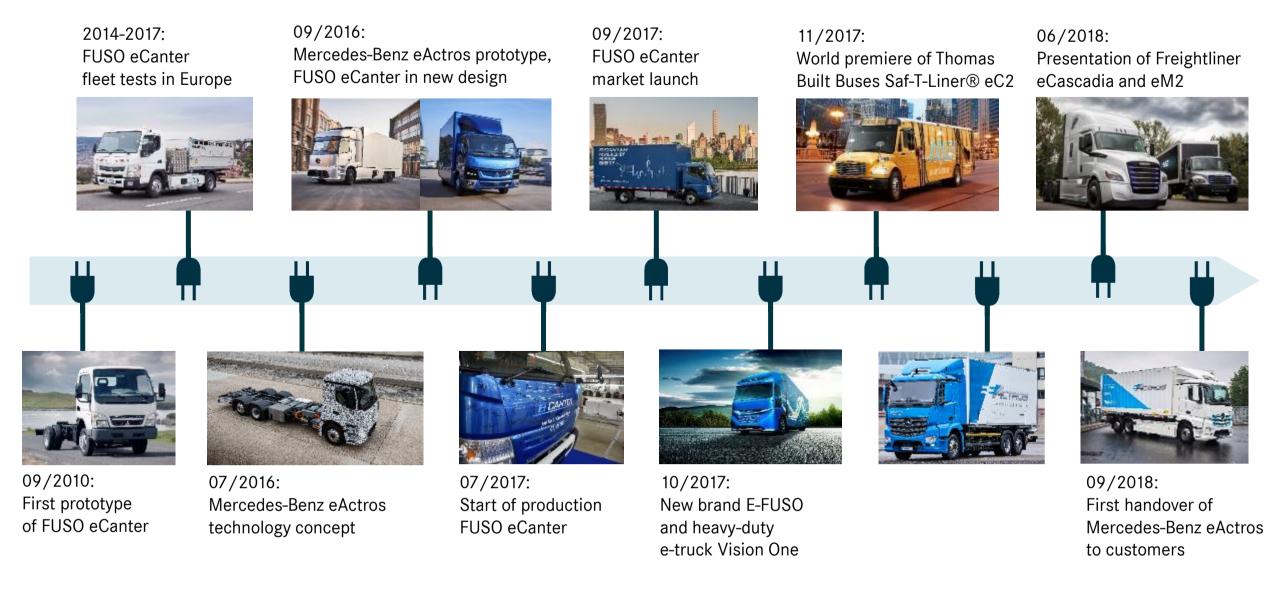
We are working on all aspects of autonomous trucking



6496 The road map towards the fully automated truck IM DEVELORMENT Conditional Partial automation Function-specific automation Driver



Electric: we have been the pioneers for many years





Locally emission-free and quiet: our battery-powered commercial vehicles for urban areas.









Mercedes-Benz eCitaro

2018: Customer Fleet Test

2018: Market introduction

2019: Large series

FUSO eCanter

2014: Innovation fleet

2017: Market introduction

End of decade: Large series

Thomas Built Buses Saf-T-Liner® eC2

2017: World premiere

2018: Innovation fleet

2019: Small series

eActros, eCascadia & eM2

2016/18: World premiere

2018/19: Innovation fleet

2021: Market introduction



Freightliner eCascadia and eM2: leading the charge







The all-electric Citaro: emission-free through the city



Daimler Financial Services



Daimler AG

Daimler Mobility - We move you

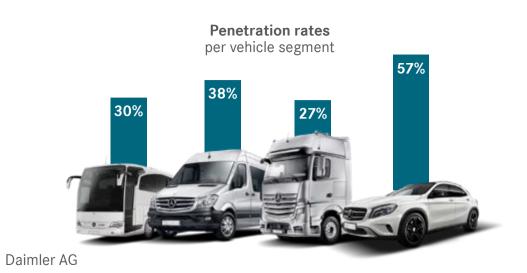


We offer a broad variety of financial and mobility services





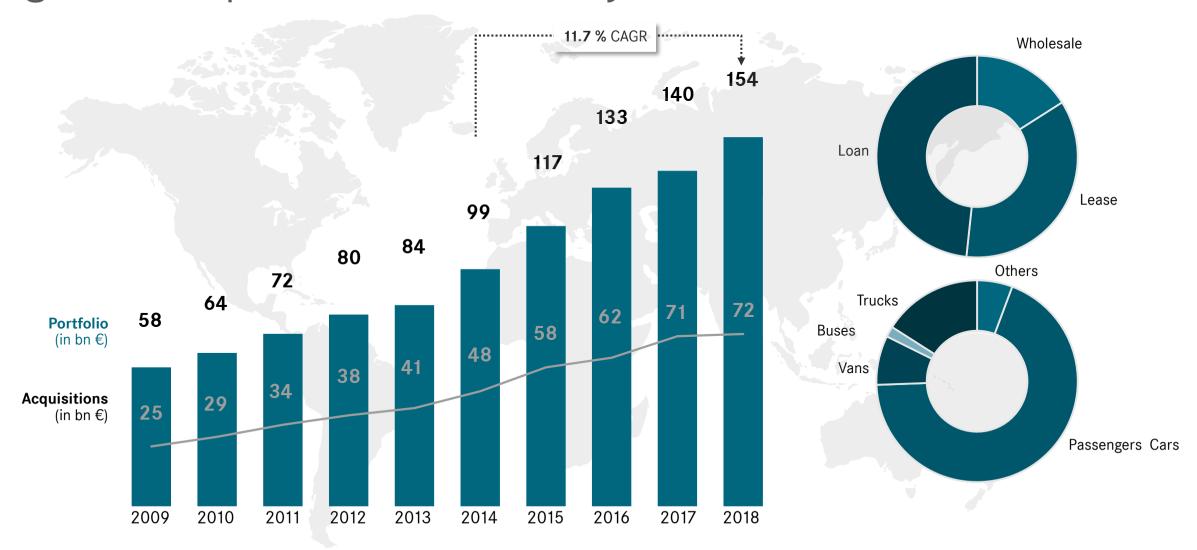
We finance nearly every second vehicle sold by Daimler



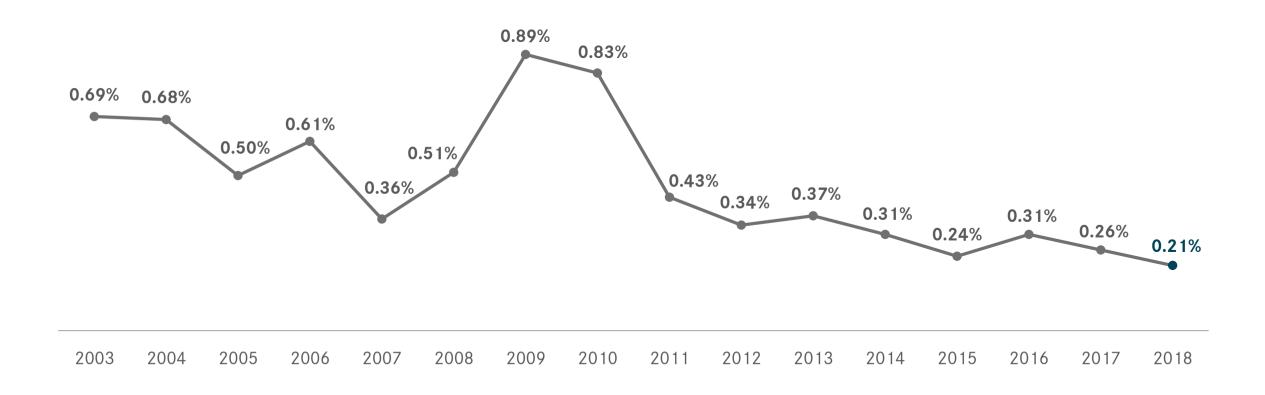
Global penetration rate DFS in 2018

~50%

We operate in over 40 countries and we have successfully grown our portfolio in over the years



Net credit losses* at low level

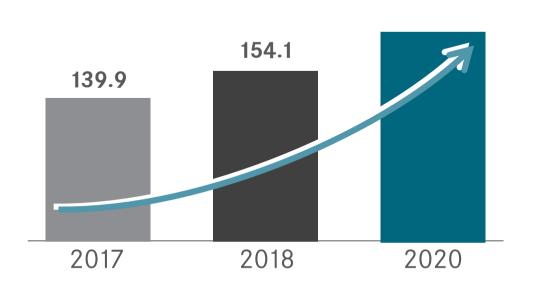


^{*} as a percentage of portfolio, subject to credit risk

Daimler Financial Services' target: best financial and mobility services provider



in billions of EUR



Strategic target

Return on Equity in %

17%

Increasingly more urban customers prefer to consume mobility as a service





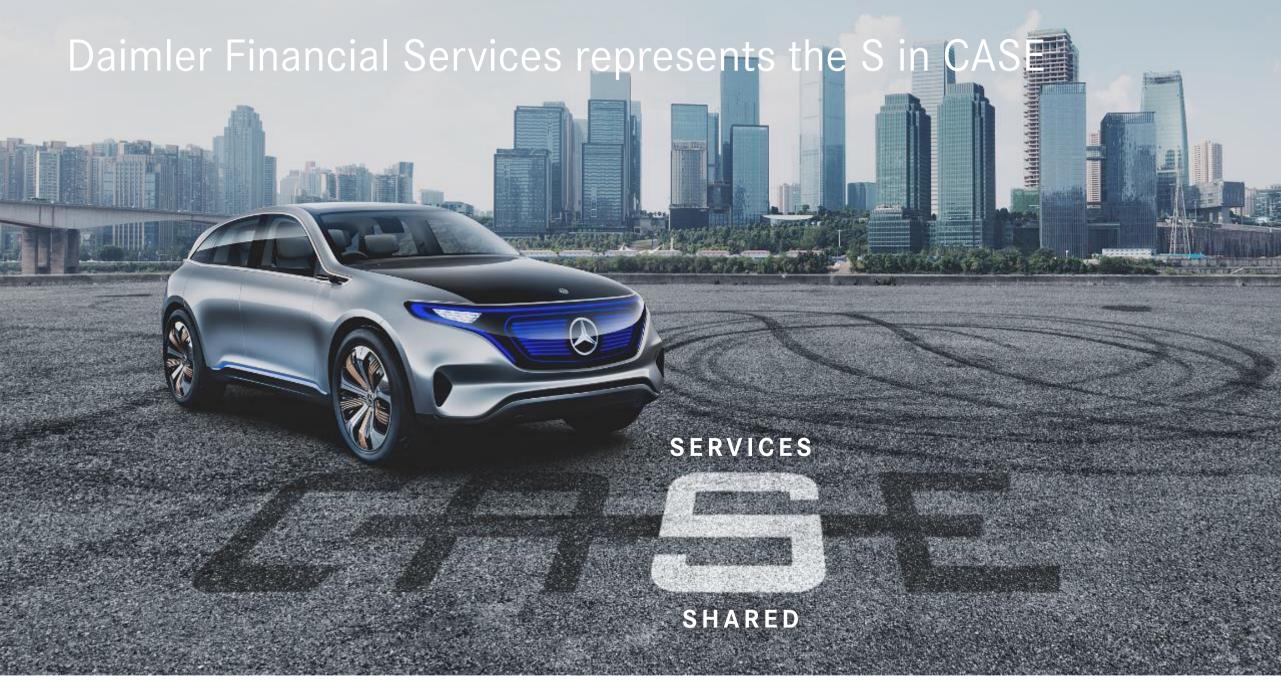
CABE

TOMORROW

CONSUMING

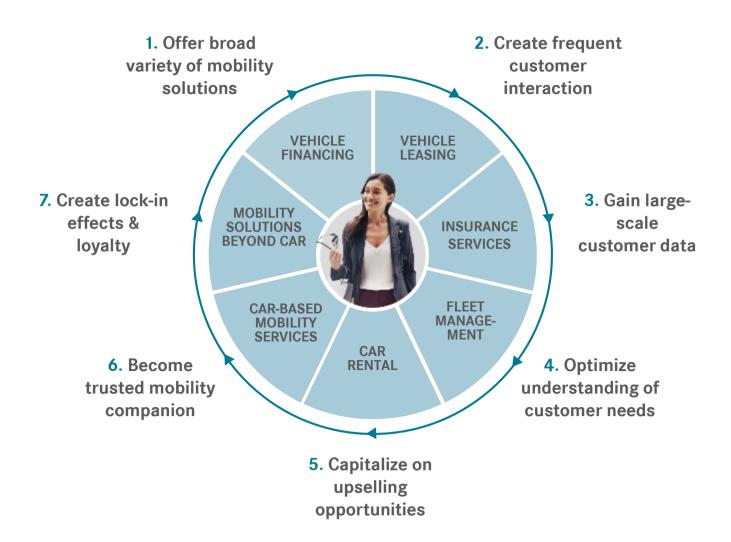
mobility as a service

Enabler: Finance & Lease





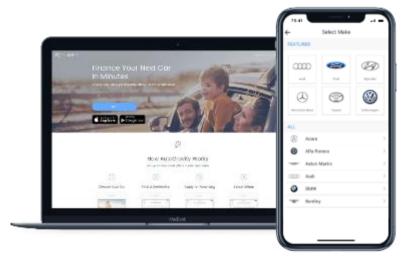
We aim to build a holistic mobility ecosystem



"DFS' ambition is to become an entirely customer-centric, fully digitized, integrated financial & mobility services provider, operating in the most efficient way."



AS AUTOGRAVITY is a showcase example for digital financing



TOP FACTS AUTOGRAVITY 2018

- 2.8 million users
- Top-ranked Android & Apple app
- Over \$4.3 bn in total finance requests since launch

Daimler investment rationale behind AutoGravity engagement

Lead the digitization of the industry

by launching disruptive approach towards automotive financing

Provide outstanding customer experiences

by offering first-of-its-kind comparison app for vehicle shopping and financing

Build additional asset-light revenue sources

by building commission-based platform business

Maintain customer contact and enable growth

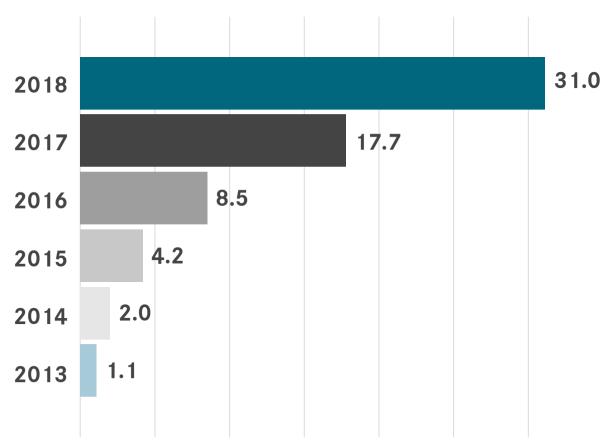
While relieving Daimler balance sheet via third party financing

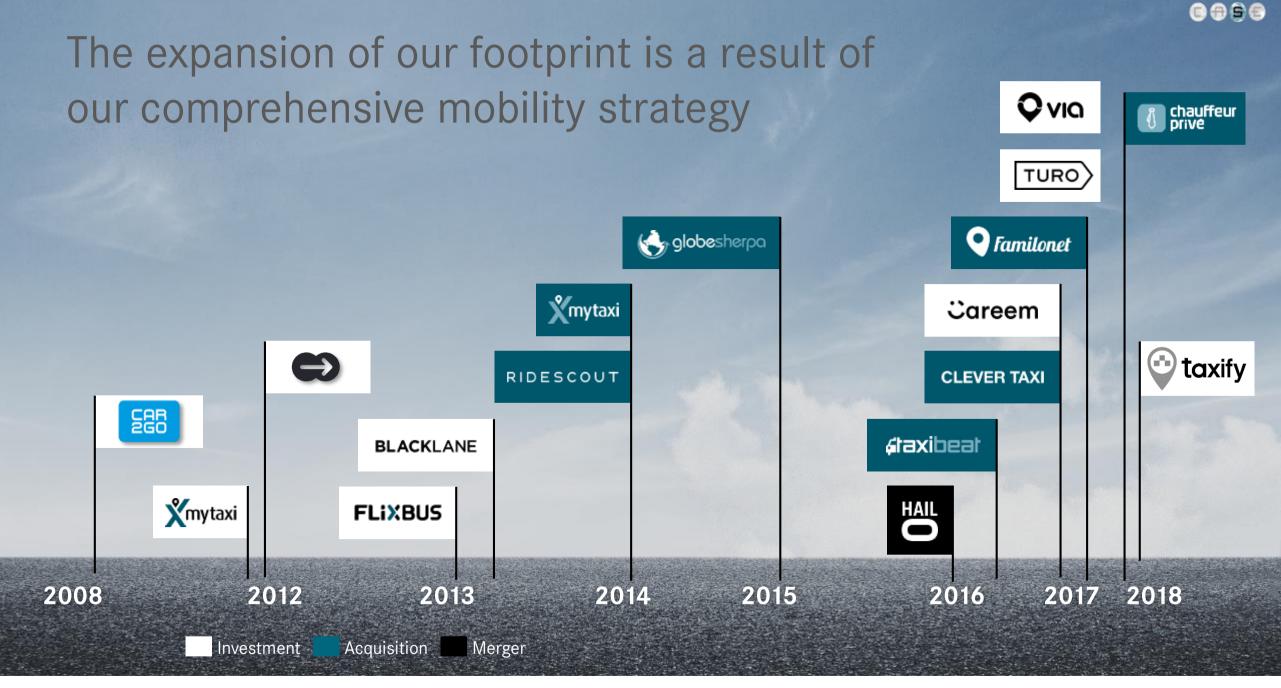


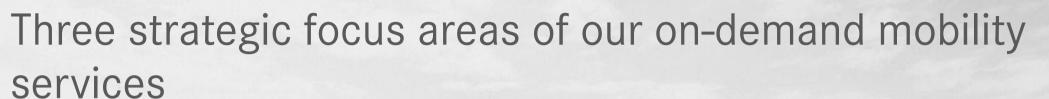


Daimler Mobility Services

Total customers in mn









CAR SHARING

Manage IoT fleets & strengthen MB brand

The **worldwide** leading free floating car-sharing concept. The car2go service is used by **3.6 mn customers** with **14,600 vehicles** at numerous locations in

Europe, North America and Asia.

RIDE-HAILING

Scale customer base & geographic footprint

The Ride-Hailing Group contains the brands mytaxi, Beat, Clever Taxi and Chauffeur Privé with 21.3 mn customers, available in over 110 cities within 15 countries. In Europe a mytaxi hail is accepted every second by one of mytaxi's 100,000+ drivers.

MULTI-MODAL

Build mobility marketplace & city relationships

moovel radically simplifies
individual mobility by combining & offering
innovative mobility services to more than 6.2
mn users worldwide via our services: ticketing
apps, on-demand shuttle service, fare connect.

Intelligent apps covers different market segments





Licensed Taxi in Europe



Private Hire Vehicles in Europe



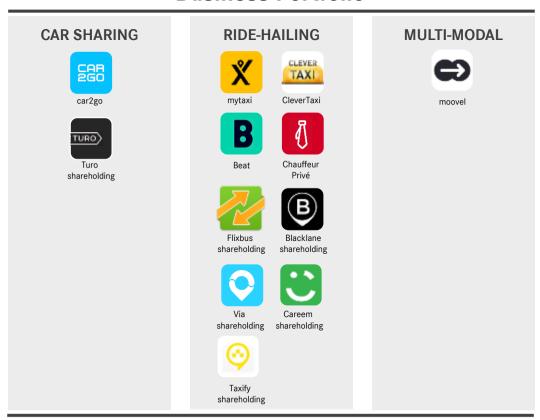
Private Hire Vehicles in Latin America





Daimler Mobility Services: our current portfolio is a strong starting point to conquer the customer interface

Daimler Mobility Services Business Portfolio*



31.0mn

186.1mn

>130 Cities

Strategic Targets



Generate New Revenue

by entering a three-digit billion USD market

Extend Daimler Ecosystem

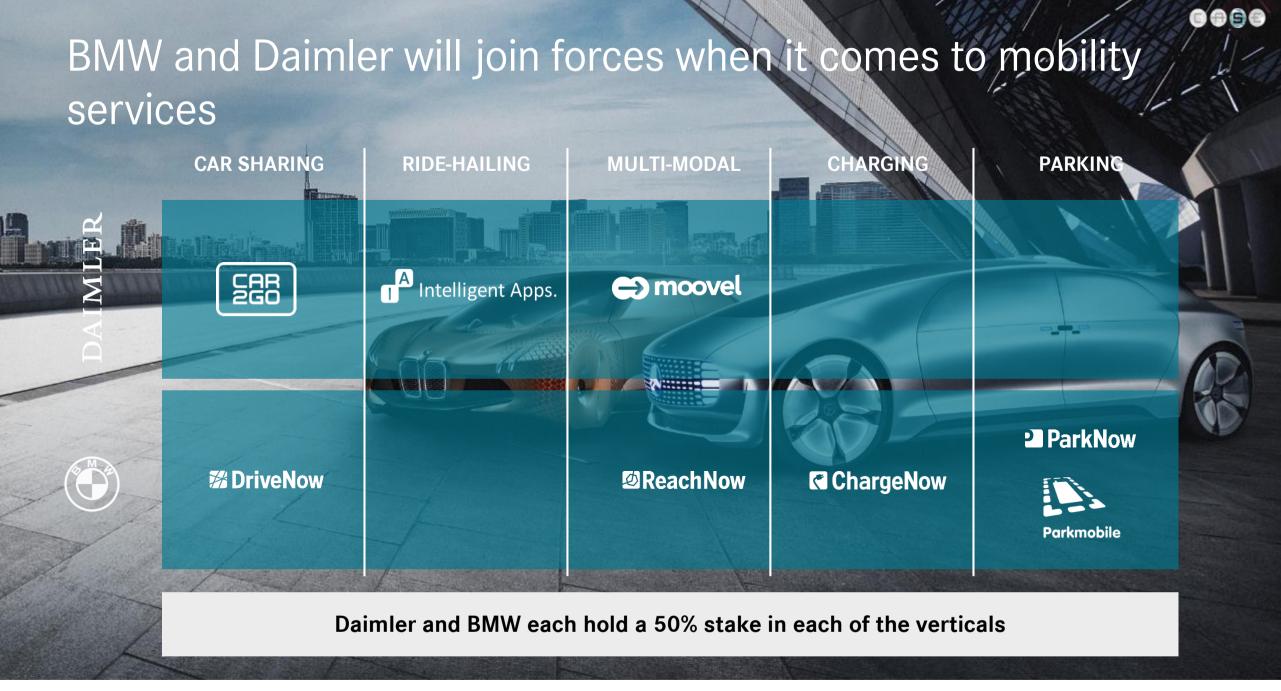
by offering one-stop shopping

Prepare For The Future

by building customer base and skills

Grow Customer Base

by addressing their finance & mobility needs





Our business is strongly future oriented

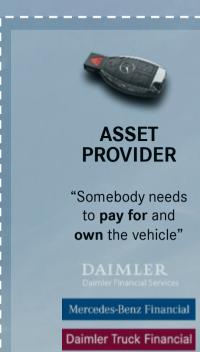


Vehicle Manufacturer

"Somebody needs to **develop, produce** and **sell** the vehicle"

> DAIMLER O smart





Mercedes-Benz Insurance







moovel



Future Mobility Customer

Consuming "mobilityas-a-service/ self-driving car services"

Scope of current DFS Bbusiness



Our current mobility services will be the entry point for tomorrow's self-driving car services



Business Volume Today

(non-autonomous)

Services Business Volume

(Incl. Autonomous)

X%

Self-driving Car



Self-driving technology will likely increase the demand for shared mobility services

Self-driving car services will ...

...Deliver a unique customer experience

...Enhance traffic safety

...Improve quality of life in cities

...Provide a huge market opportunity

Leading to a reinforcing cycle of mobility services

Prices will decrease due to higher fleet utilization

Customer demand More volume **FUTURE** SELF-**DRIVING** CAR **SERVICES** Puronomous Investin

will increase due to higher attractiveness

Increasing need for self-driving car services





is providing on-demand shuttle services



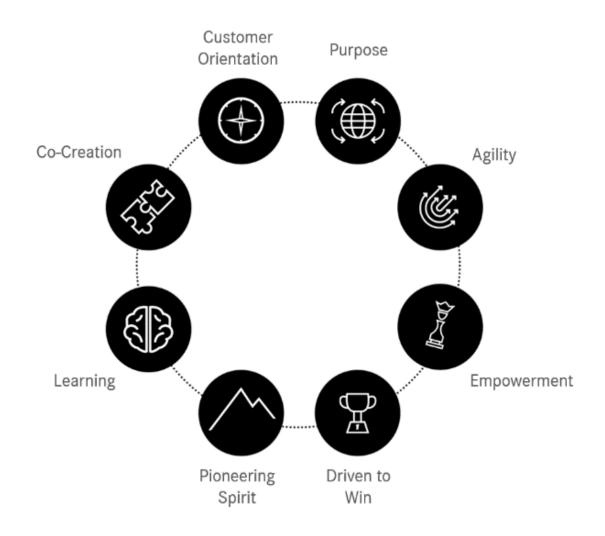
- Launched by SSB in 06/2018 (successful moovel pilot from 12/2017-05/2018)
- Fleet & staff provided by SSB, technology provided by moovel
- **Deep integration** into public transport system (tariff, brand, intermodality)
- First service of its kind in Germany with "Liniengenehmigung" (PBefG)
- Developed within less than 1 year, incl. machine learning and own IP
- We completely **own the source code** at moovel

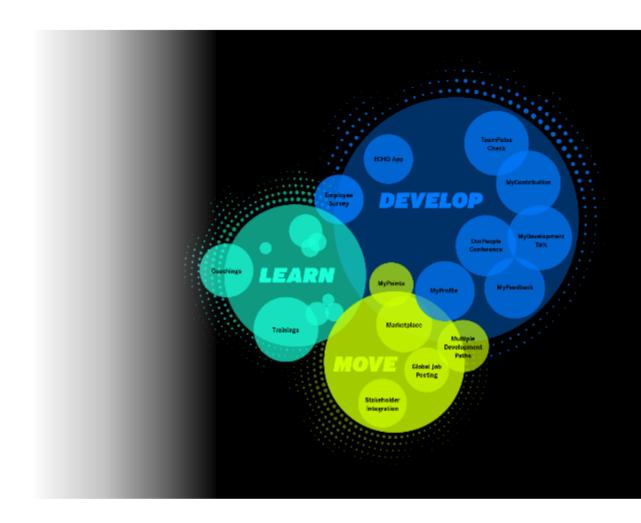
Daimler Group Strategy Culture



Daimler Corporate Presentation / FY 2018 / Page 113

Transforming the Mindset





TECHINVEST we are investing in the future*















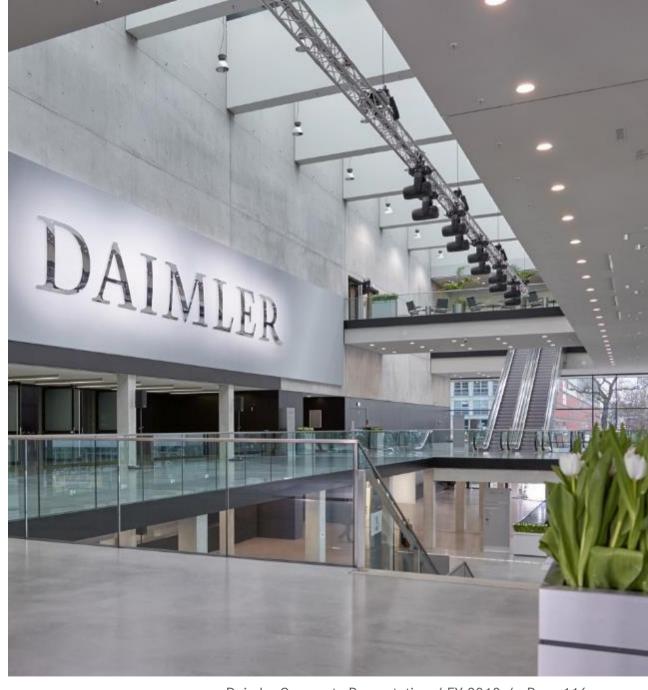








Daimler Group Strategy Company



Daimlers way forward will lead to more flexibility...



...to exploit new growth opportunities in order to be even more successful in the future.

...to give Daimler's divisions more freedom to make decisions and bring innovations to market even faster.

...to be a **strong partner** for new
technologies
and mobility services.

...to secure the longterm commitment of current and future investors through transparency and easier comparison with competitors. ...to provide promising future perspectives for employees that provide security in a fast-changing world.

PROJECT FUTURE will create a strong family of companies with three legally independent divisions¹

In the future, the Daimler Group will consist of three legally independent entities and Daimler AG as the parent company.

The Group is creating **strong divisions** with a sharp focus on
customers and markets. Daimler AG
will be the **connecting element**that ensures cohesion and the
impact of a global corporation.



MERCEDES-BENZ AG

Cars & Vans
~ 175,000 employees worldwide²



Strategy, guidance and services
~2,000 employees in governance functions
~4,000 employees in business services functions
worldwide



DAIMLER MOBILITY AG

Mobility and financial services ~ 13,000 employees worldwide²

DAIMLER TRUCK AG

Trucks & Buses ~ 100,000 employees worldwide²

¹⁾ Our shareholders will have to make their vote in the general annual meeting on May 22nd, 2019.

²⁾ Number of employees in all companies allocated to the respective division

PROJECT FUTURE is a consecutive building block of an even more customer-oriented company structure

Customers

Customer Dedication

New organizational structure to increase customer proximity

We have been working to focus our divisions completely on our customers' needs

Revenue increase

Markets

Legal Entity Dedication

Organizational realignment through legal entities

We have set up new companies in our international markets to better adapt to the specific needs of each country and market

Organization

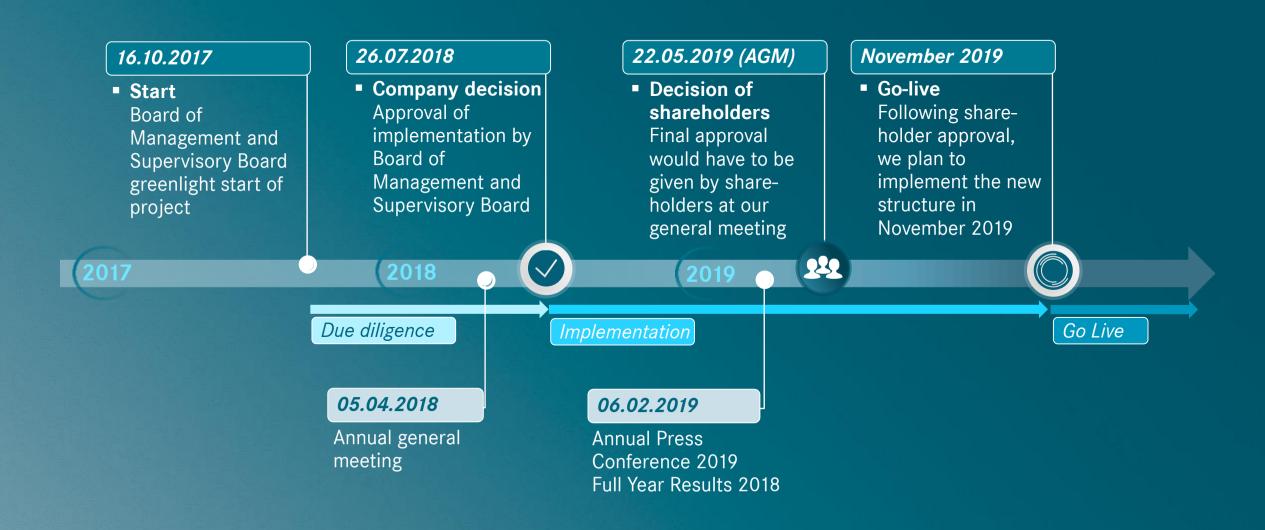
PROJECT FUTURE

Legal separation of divisions

We are continuing down this road by creating the right corporate structure



Major milestones of PROJECT FUTURE



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Daimler follows a prudent Financial Policy

Clear commitment to a single A rating

Balanced approach between shareholder interest and credit providers

Dividend policy of 40% target pay-out ratio*

No share buybacks planned

Pensions: current funded ratio at 80%

^{*}Based on net profit attributable to shareholders of Daimler AG.

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

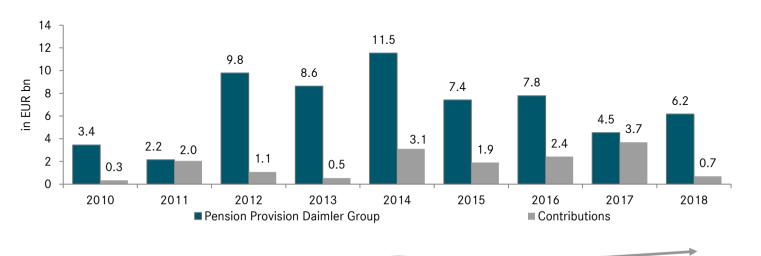
Project Future - Financial Principles for "One Credit"



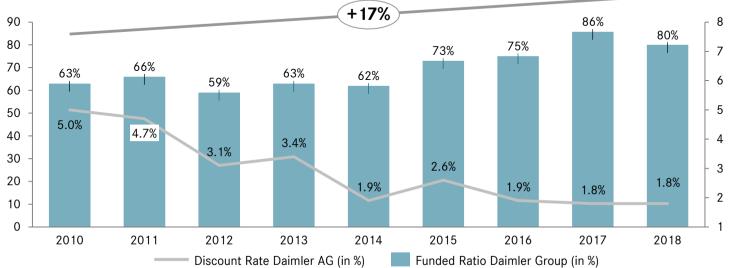
- Centralized steering of Group liquidity
- Centralized steering of group funding supported by written guarantees
- Centralized management of the impact of market fluctuations (FX, Interest, Commodities, Pension Assets)
- DPLTAs* guarantee access to all operating cash flows
- Strong commitment to maintain Daimler's strong credit profile

^{*} DPLTA: Domination and Profit & Loss Transfer Agreement

Daimler pension funded ratio increased to 80% since 2010

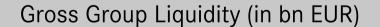


Significant contributions of EUR
 15.8bn since 2010 support the solid
 capital structure



Even though German Discount Rate decreased significantly since 2010, Funded Ratio increased by 17%

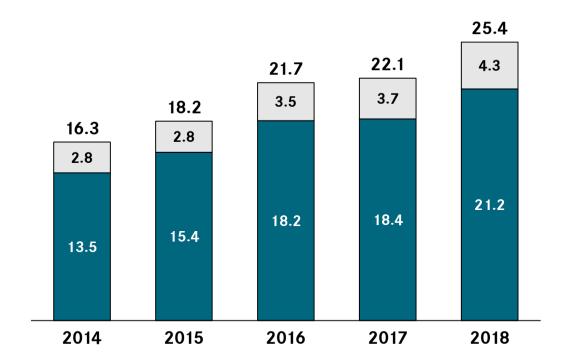
Daimler follows a prudent financial management approach and further strengthened the balance sheet...

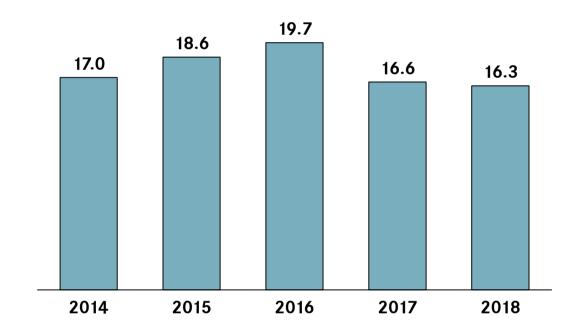


Net Industrial Liquidity (in bn EUR)

Financial Services

Industrial Business

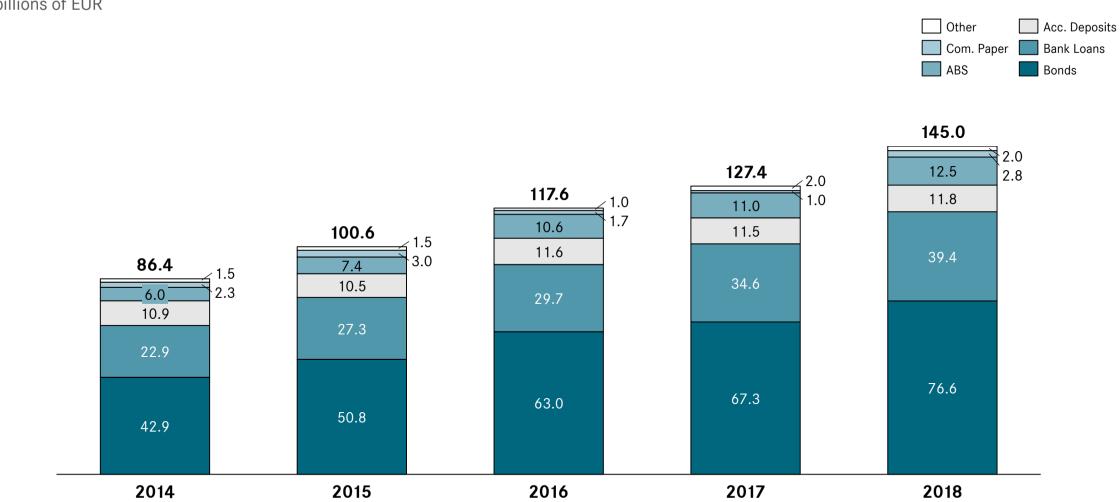




Note: Figures may not be additive due to rounding.

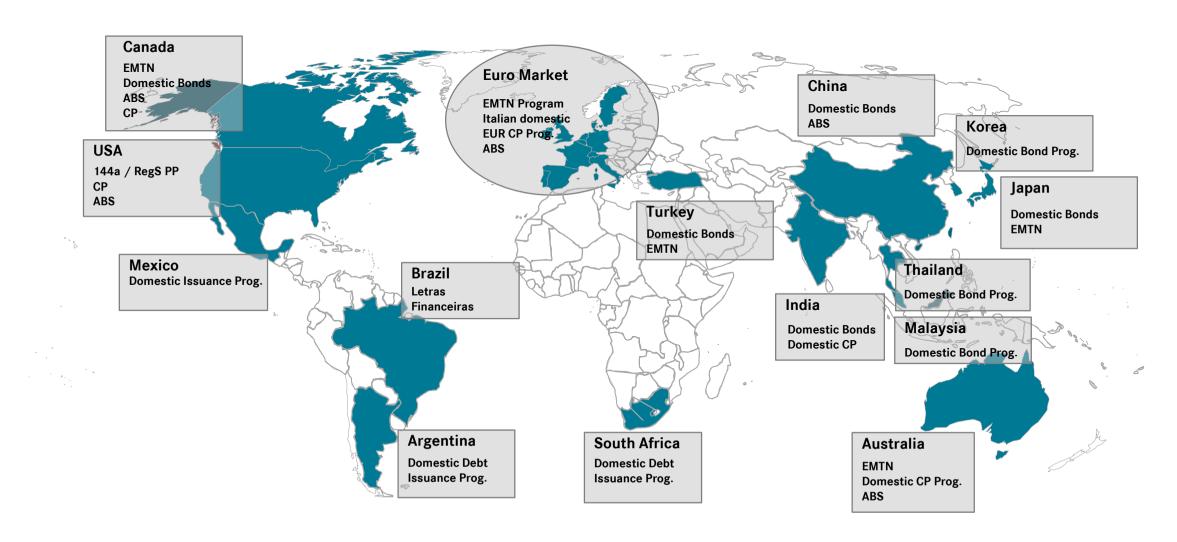
Financing Liabilities with a balanced mix

in billions of EUR



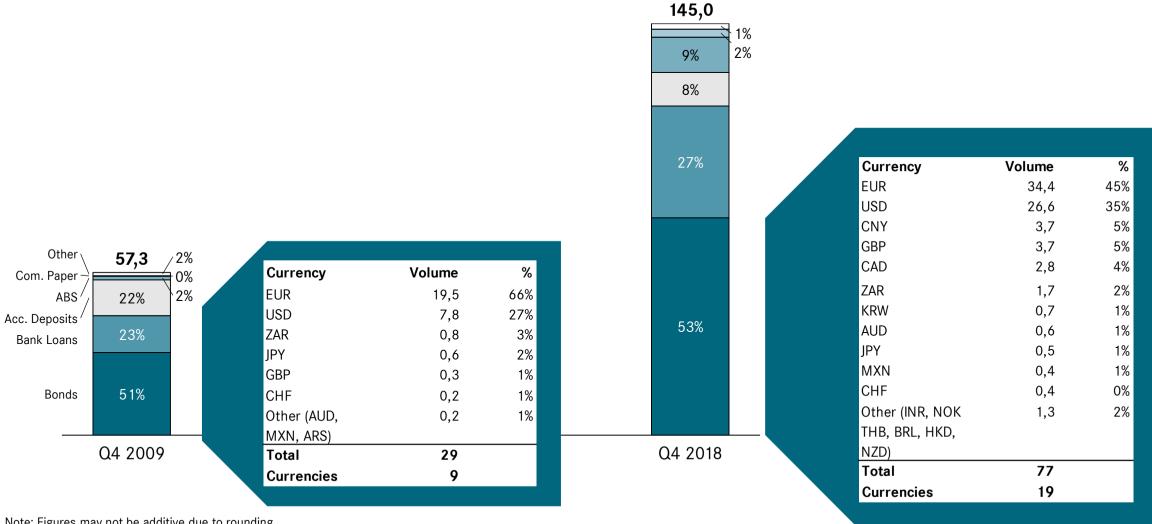
Note: Figures may not be additive due to rounding.

Consequent Development to Global Capital Market Funding Diversification will continue



Funding base further diversified to a true global set-up

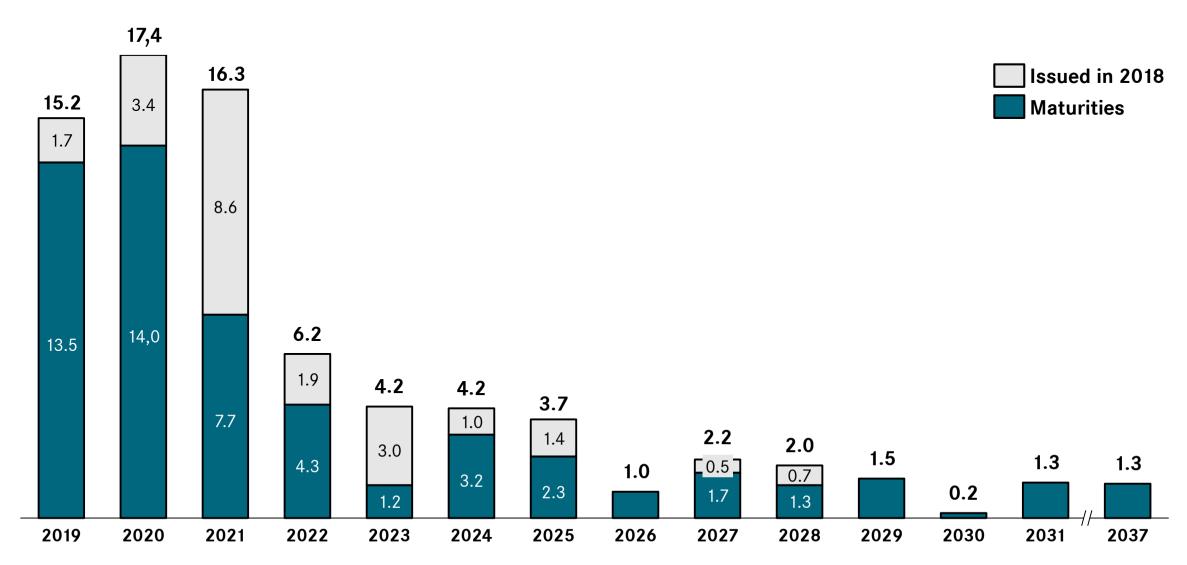
in billions of FUR



Note: Figures may not be additive due to rounding.

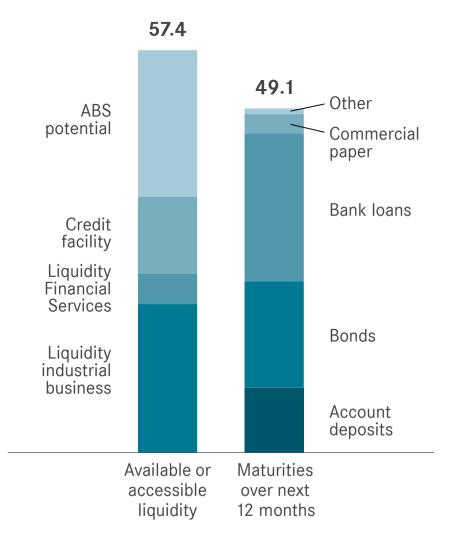
Maturity profile further lengthened

in billions of EUR as of 31 December 2018



Financial flexibility over a 12-month period

in billion euros



The financial flexibility provides support to mitigate risk and volatility through a balanced mix of funding instruments and clear principles

Daimler follows a financial management to safeguard our A-rating and thus our attractive refinancing conditions

A high financial flexibility is a key support to our A-Rating

Available or short-term accessible liquidity is higher than the total maturities over the next 12 months

The current liquidity position reflects the volatile market environment, the currently required high investments for our future business model and the required financial flexibility for our business

Solid rating supports Daimler's funding

Current ratings:	S&P:	A stable	A-1
	Moody's:	A2 stable	P-1
	Fitch:	A- stable	F2
	DBRS:	A stable	R-1 (low)
	Scope:	A stable	S-1
Daimler target:	Sustaining the A rating at all rating agencies		

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

in billion euros

Daimler Group	Dec. 31, 2017	Dec. 31, 2018
Equity ratio	24.0%	22.2%
Gross liquidity	22.1	25.4
Funded status of pension obligations	-4.5	-6.2
Funding ratio	86%	80%
Industrial business		
Equity ratio	46.4%	42.8%
Net liquidity	16.6	16.3
Free cash flow	2.0	2.9

Units sales by division

in thousand units

	2017	2018	% change
Daimler Group	3,273.9	3,352.4	+2
of which			
Mercedes-Benz Cars	2,373.5	2,382.8	+0
Daimler Trucks	470.7	517.3	+10
Mercedes-Benz Vans	401.0	421.4	+5
Daimler Buses	28.7	30.9	+8

Revenue by division

in billion euros	2017*	2018	% change
Daimler Group	164.2	167.4	+2
of which			
Mercedes-Benz Cars	94.4	93.1	-1
Daimler Trucks	35.8	38.3	+7
Mercedes-Benz Vans	13.2	13.6	+4
Daimler Buses	4.5	4.5	+0
Daimler Financial Services	24.5**	26.3	+7
Contract volume of Daimler Financial Services***	139.9	154.1	+10

^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} At the Daimler Financial Services segment, the Group's internal revenue and cost of sales have been adjusted by the same amount. These adjustments have been fully eliminated in the reconciliation.

^{***} figures as of December 31, 2017 and December 31, 2018

Revenue by region

in billion euros	2017*	2018	% change
Daimler Group	164.2	167.4	+2
of which			
Europe	68.3	68.5	+0
of which Germany	24.3	24.8	+2
NAFTA	46.5	48.0	+3
of which United States	40.1	41.2	+3
Asia	39.1	40.6	+4
of which China**	18.8	19.8	+5
Other markets	10.2	10.3	+1

^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} excluding revenue of not fully consolidated companies

EBIT by division

	20)17*	20	18
EBIT in million euros; RoS/RoE in %	EBIT	RoS/RoE**	EBIT	RoS/RoE**
Daimler Group	14,348	8.9	11,132	6.9
of which				
Mercedes-Benz Cars	8,843	9.4	7,216	7.8
Daimler Trucks	2,383	6.7	2,753	7.2
Mercedes-Benz Vans	1,147	8.7	312	2.3
Daimler Buses	281	6.2	265	5.9
Daimler Financial Services	1,970	17.7	1,384	11.1
Reconciliation	-276	-	-798	_

 $^{^{\}star}$ adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} Return on sales for automotive business, return on equity for Daimler Financial Services; Daimler Group excluding Daimler Financial Services

EBIT in Q4 2018

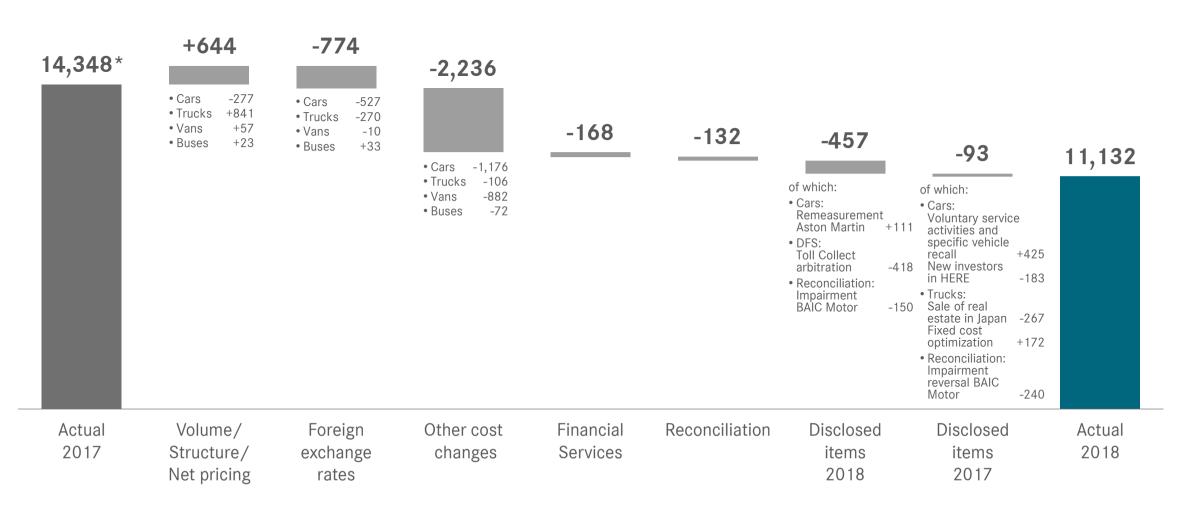
	Q4	2017*	Q4 2	2018
EBIT in million euros; RoS/RoE in %	EBIT	RoS/RoE**	EBIT	RoS/RoE**
Daimler Group	3,421	8.1	2,669	5.8
of which				
Mercedes-Benz Cars	2,375	9.5	1,883	7.3
Daimler Trucks	559	5.8	710	6.8
Mercedes-Benz Vans	247	6.6	81	2.0
Daimler Buses	99	7.3	132	8.6
Daimler Financial Services	416	14.3	378	12.0
Reconciliation	-275	-	-515	_

^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} Return on sales for automotive business, return on equity for Daimler Financial Services; Daimler Group excluding Daimler Financial Services

Group EBIT in 2018

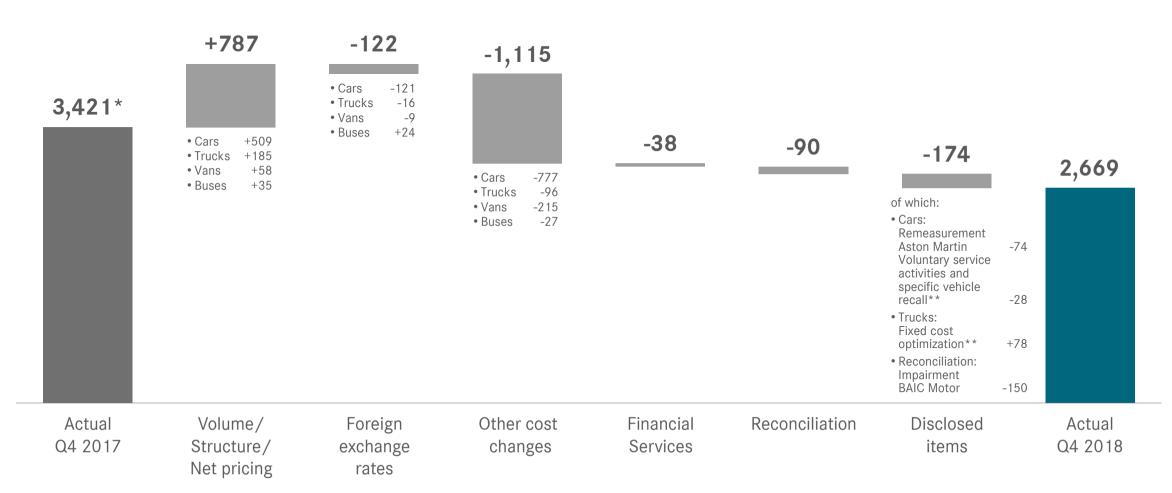
in million euros



^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

Group EBIT in Q4 2018

in million euros



^{*} adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

^{**} in Q4 2017

Capital expenditure / Research and development

in billion euros		nent in prope and equipme	P 1	Resea	rch and deve expenditure	•
	Actual 2017	Actual 2018	Plan* 2019-2020	Actual 2017	Actual 2018	Plan* 2019-2020
Daimler Group	6.7	7.5	7.3	8.7	9.1	9.2
of which						
Mercedes-Benz Cars	4.8	5.7	5.7	6.6	7.0	7.0
Daimler Trucks	1.0	1.1	1.1	1.3	1.3	1.4
Mercedes-Benz Vans	0.7	0.5	0.2	0.6	0.7	0.5
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.04	0.06	0.05	-	-	-

^{*} average p.a.

Daimler Investor Relations Events Q1-2019

Feb 14 2019	CFO Roadshow	London
Feb 18 2019	CFO Roadshow	Frankfurt
Feb 19-21 2019	CFO Roadshow	New York/Chicago/Los Angeles
Feb 21 2019	IR Meetings	Miami
Feb 26-27 2019	CFO Roadshow	Geneva/Zurich
Feb 27 2019	CFO Roadshow	Stockholm
Mar 5-6 2019	IR Meetings	Geneva International Auto Show
Mar 13-14 2019	IR Roadshow	Belgium/Netherlands

For latest dates please see https://www.daimler.com/investors/events/roadshows/

Daimler Investor Relations Financial Calendar 2019

Feb 06 2019	Annual Press Conference 2019 / Full Year Results 2018
Feb 07 2019	Investor and Analyst Conference
Feb 15 2019	Annual Report 2018 online available
Apr 26 2019	Interim Report 1st Quarter 2019
May 22 2019	Annual Meeting 2019
Jul 24 2019	Interim Report 2nd Quarter 2019
Oct 24 2019	Interim Report 3rd Quarter 2019

For latest dates please see https://www.daimler.com/investors/events/financial-calendar/

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 and tariff regulations; 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.