

DAIMLER

Q1 2017

Corporate Presentation



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Key figures

Divisional information

Group financials

Daimler Group Strategy

China

Outlook

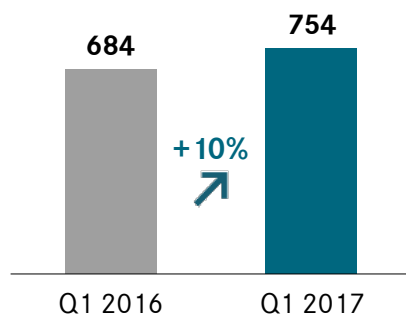
Appendix



Highlights of Q1 2017

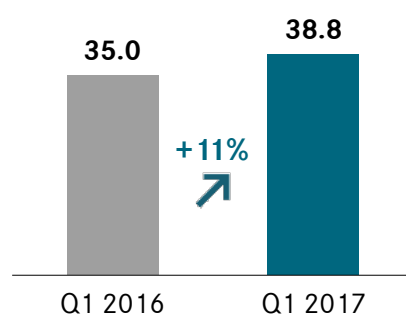
Unit sales

- in thousands of units -



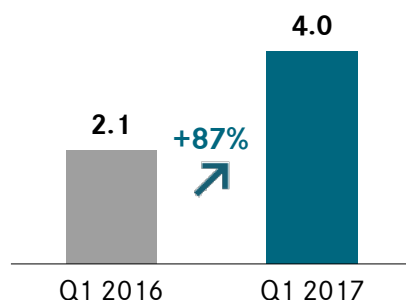
Revenue

- in billions of euros -



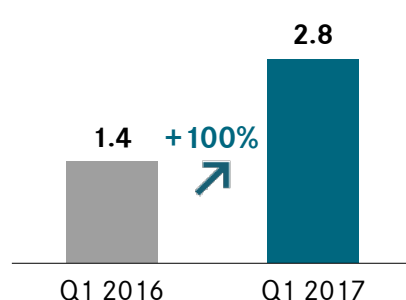
EBIT

- in billions of euros -



Net profit

- in billions of euros -



Completion of the E-Class model family with the new E-Class Coupé and E-Class Cabriolet

Start of production of the newly redesigned Mercedes-Benz GLA compact SUV

Presentation of the new pickup Mercedes-Benz Concept X-CLASS study at the Geneva Motor Show

Launch of Truck Data Center and the new digital services Mercedes-Benz Uptime and FleetBoard Manager

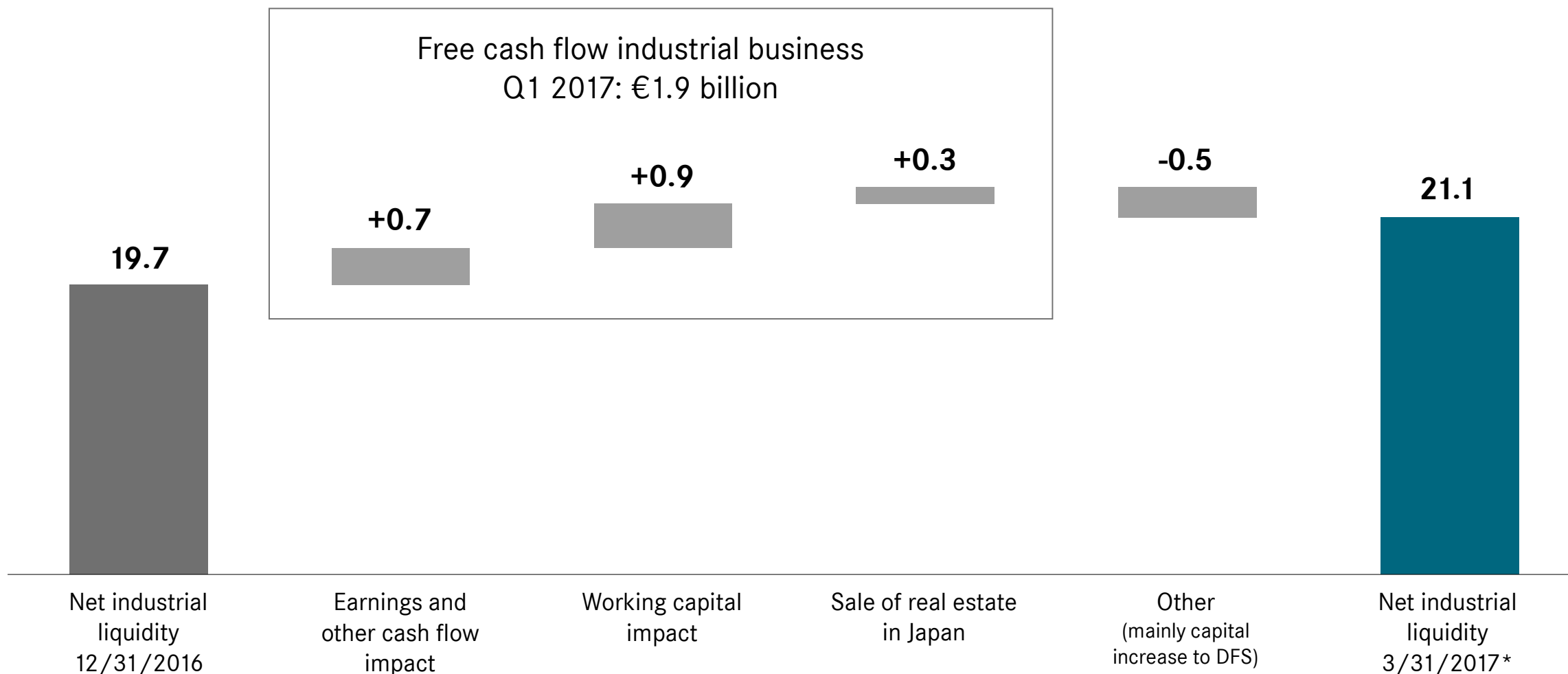
Strategic investment in charging solution provider ChargePoint

Strengthening of the digital mapping business of HERE by involvement of new investors (Intel, Chinese investor consortium)

Investments in PayCash Europe for electronic payment services and launch of services of AutoGravity for digital vehicle financing

Continued high level of net industrial liquidity

- in billions of euros -



* dividend of €3.5 billion not paid out until April

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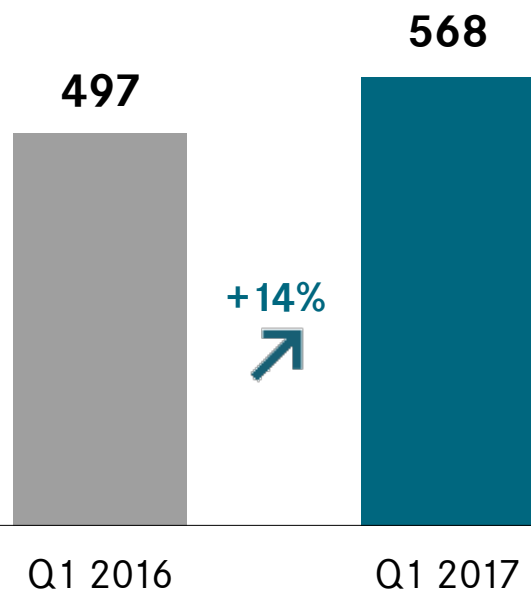
Appendix



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

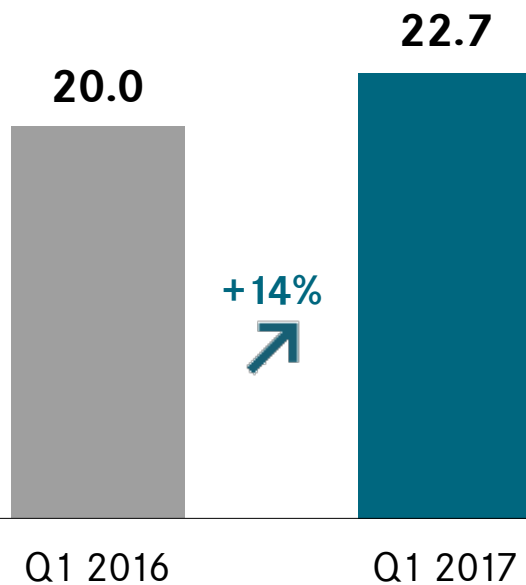
Unit sales

- in thousands of units -



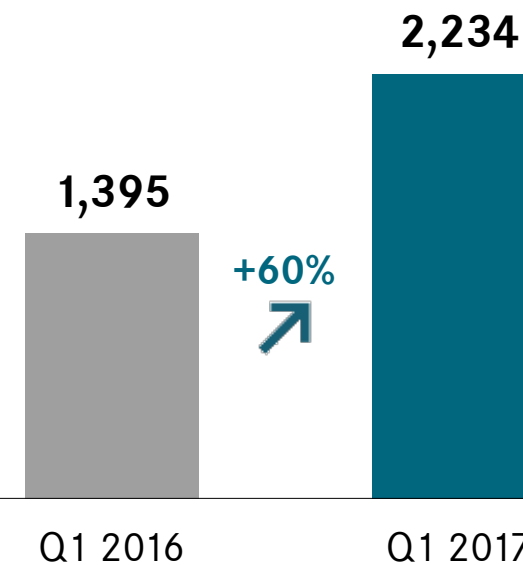
Revenue

- in billions of euros -



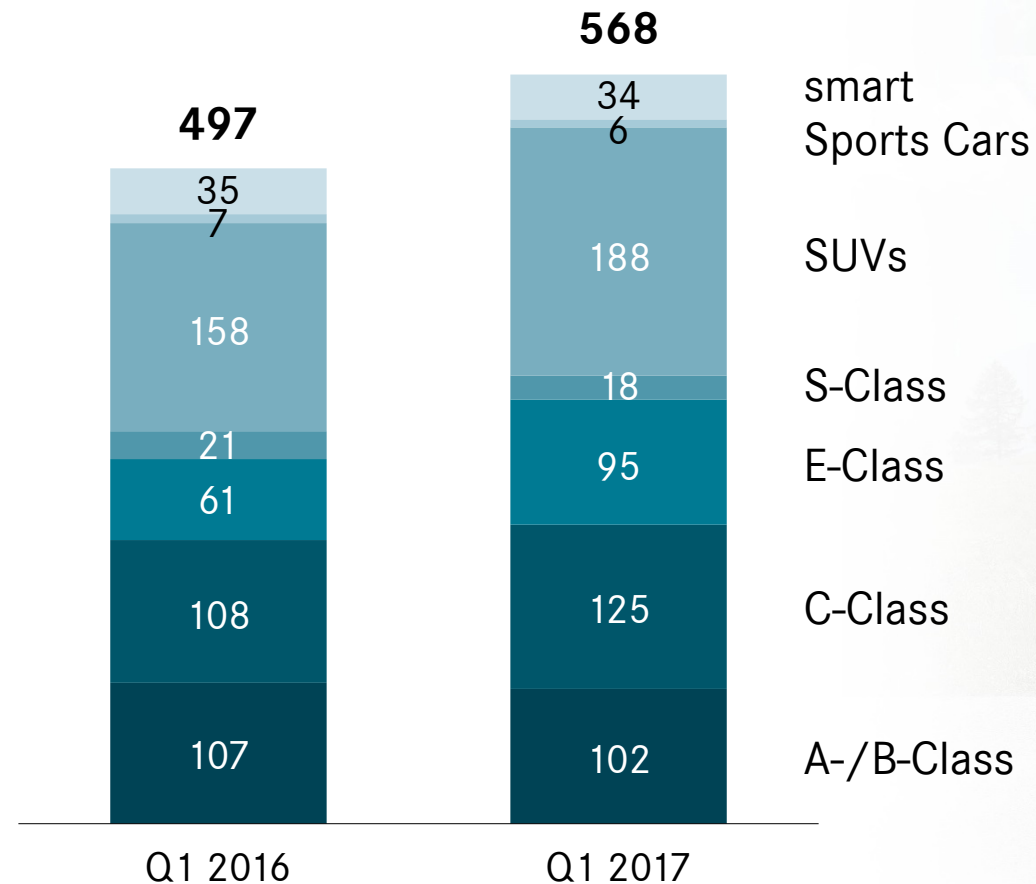
EBIT

- in millions of euros -



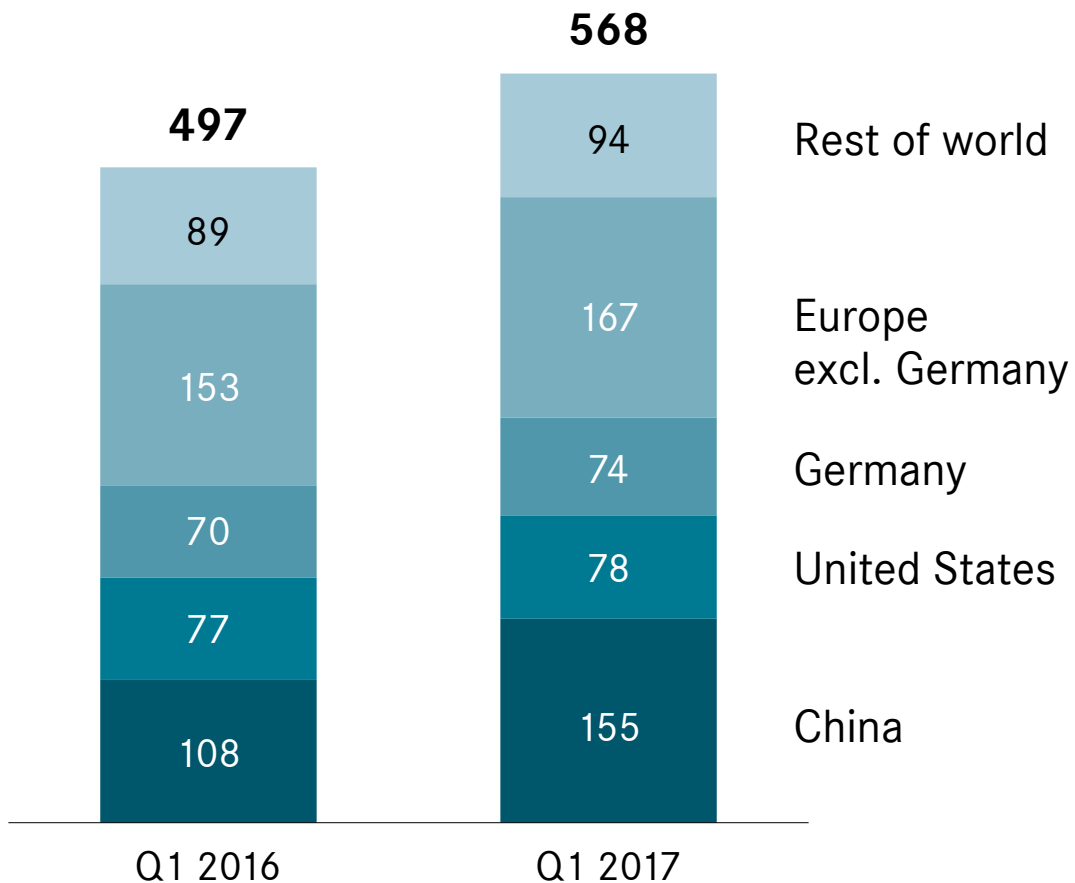
Mercedes-Benz Cars: sales increase by 14% reflecting our strong product line-up

- in thousands of units -



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

- unit sales in thousands -



Mercedes-Benz Cars: EBIT

- in millions of euros -

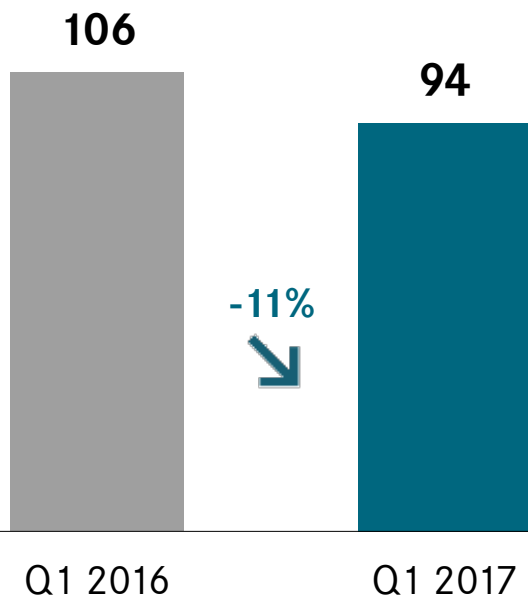


* Return on sales

Daimler Trucks: increase in EBIT driven by sale of real estate in Japan

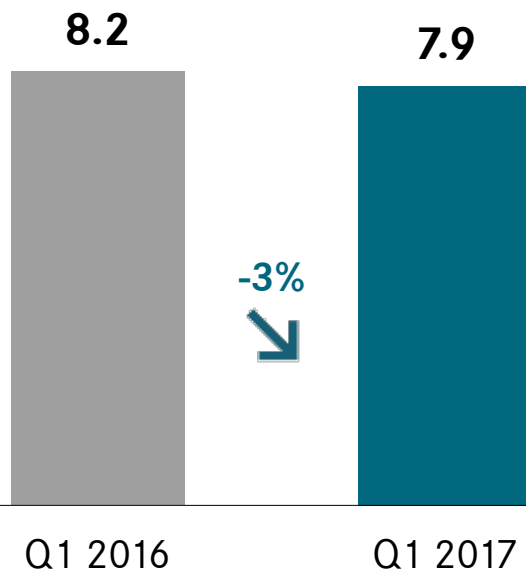
Unit sales

- in thousands of units -



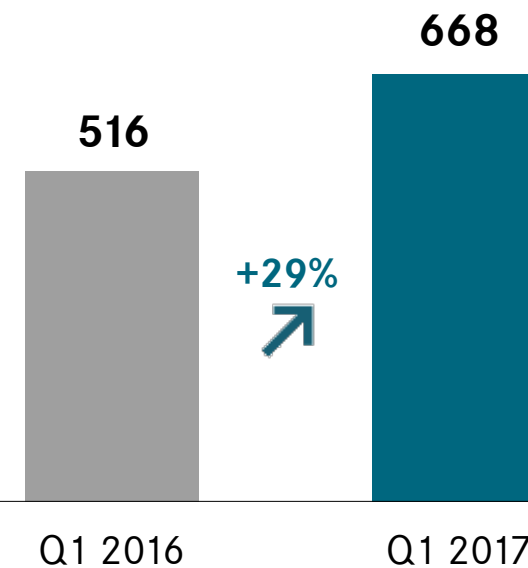
Revenue

- in billions of euros -



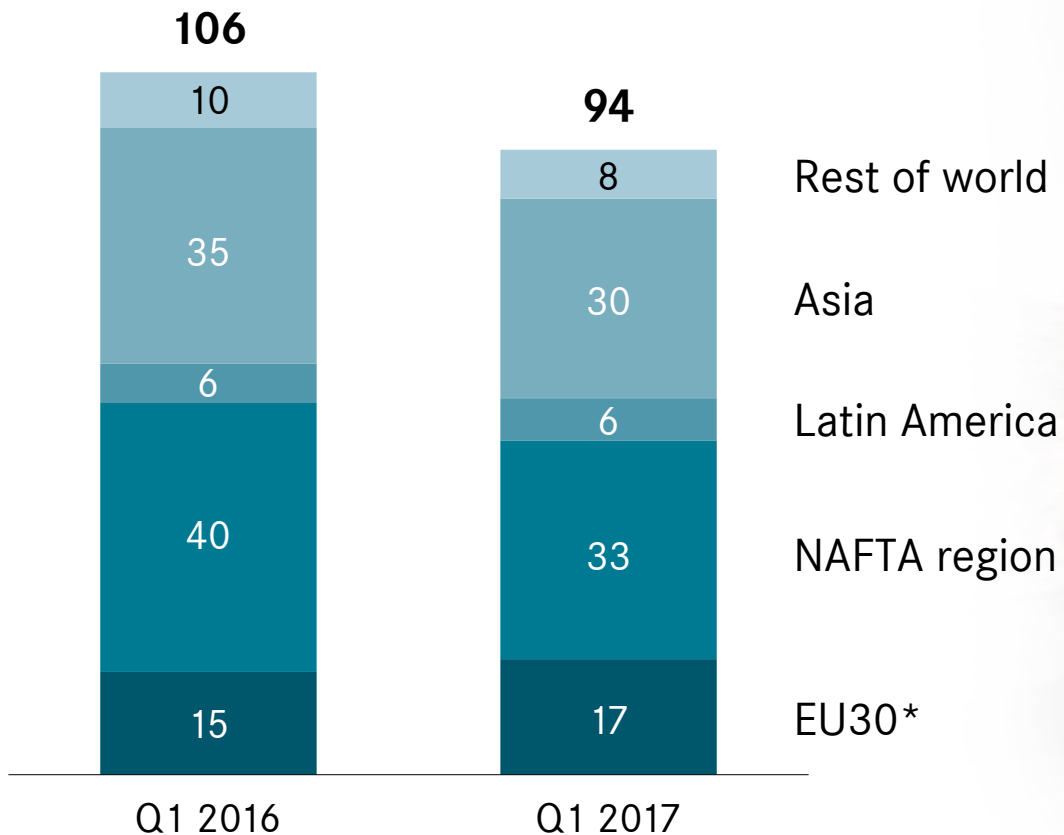
EBIT

- in millions of euros -



Daimler Trucks: sales decrease by 11% mainly driven by NAFTA region

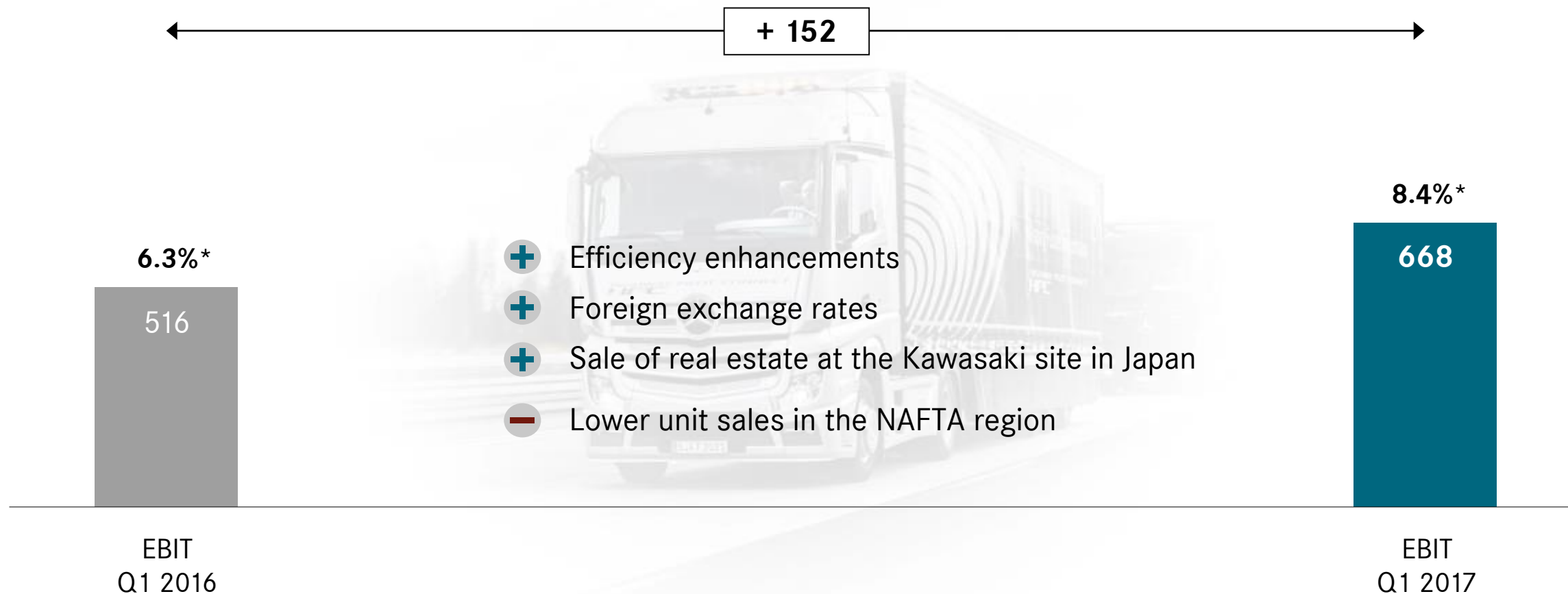
- in thousands of units -



* European Union, Switzerland and Norway

Daimler Trucks: EBIT

- in millions of euros -

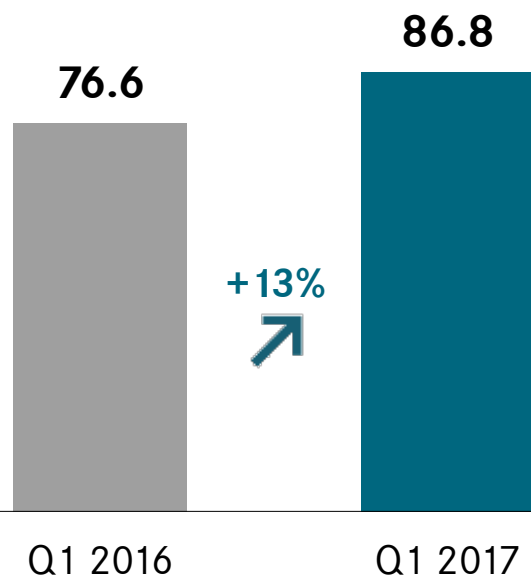


* Return on sales

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

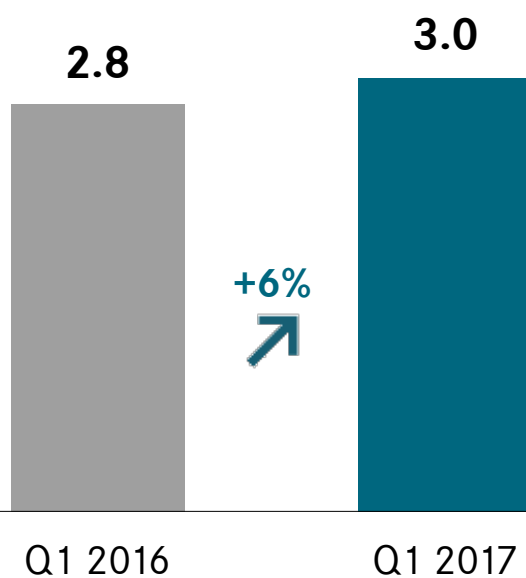
Unit sales

- in thousands of units -



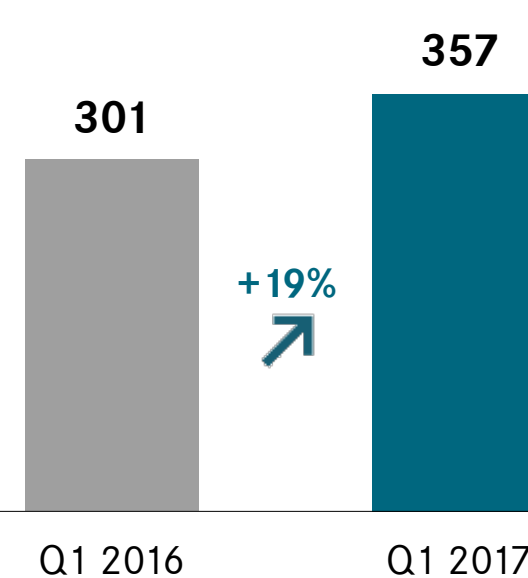
Revenue

- in billions of euros -



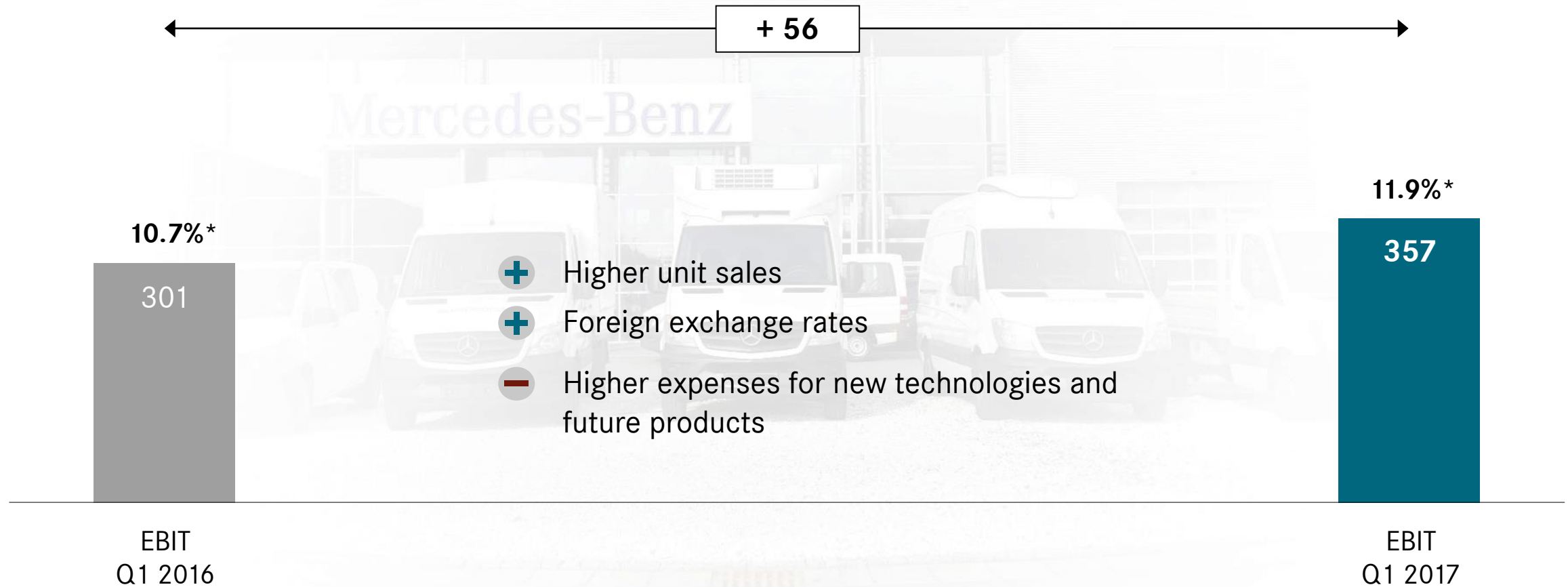
EBIT

- in millions of euros -



Mercedes-Benz Vans: EBIT

- in millions of euros -

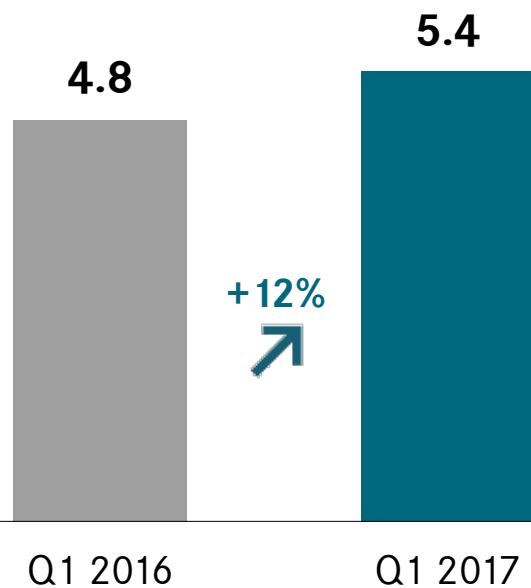


* Return on sales

Daimler Buses: positive development driven by strong European business and higher unit sales in Latin America

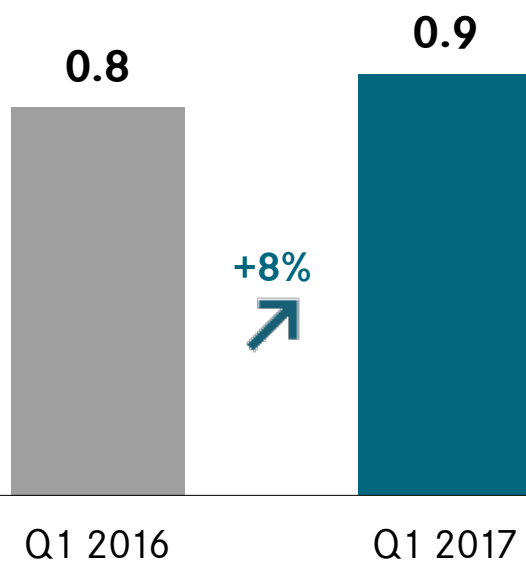
Unit sales

- in thousands of units -



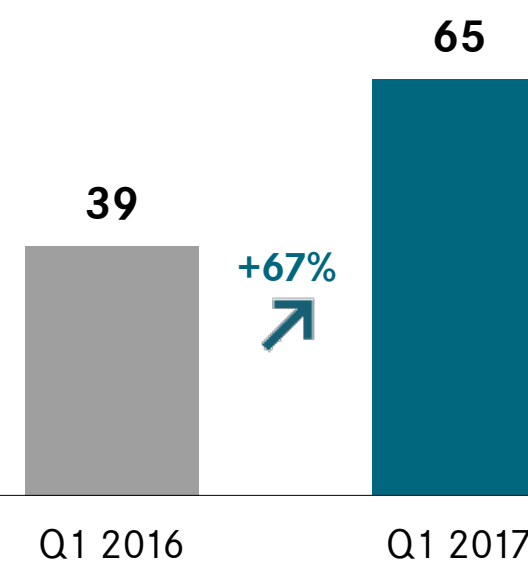
Revenue

- in billions of euros -



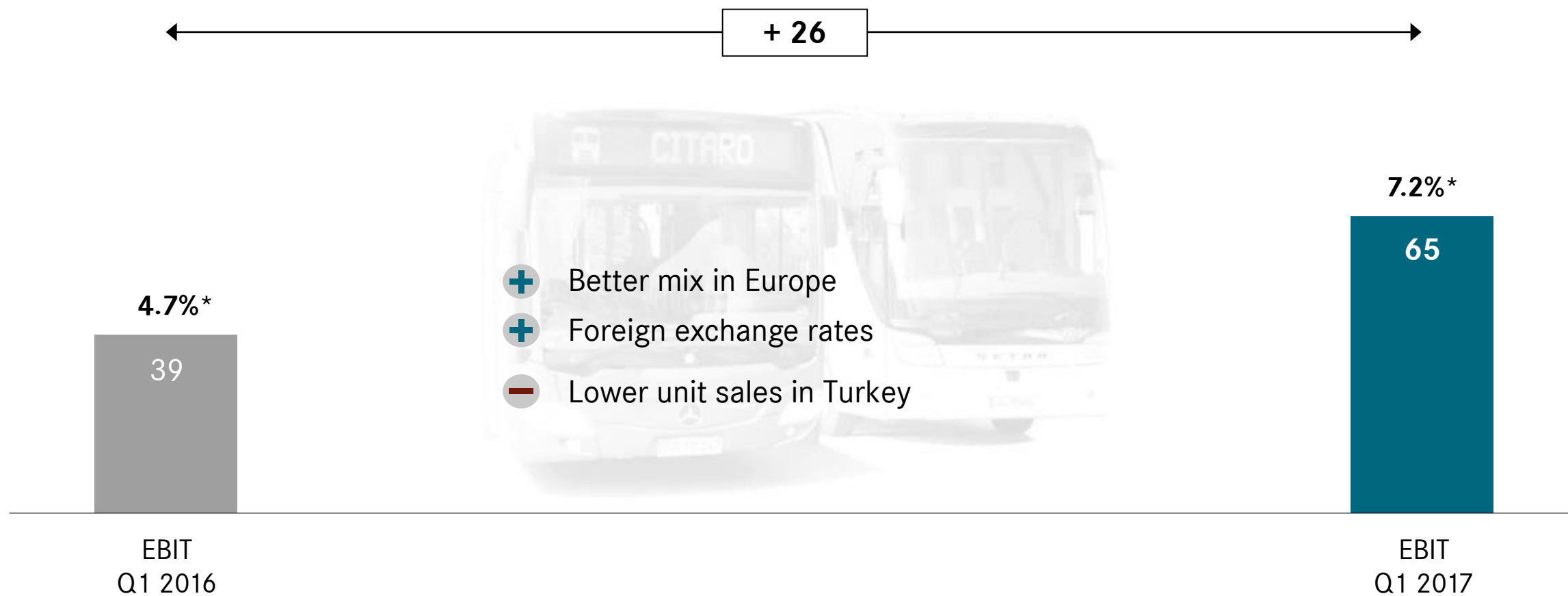
EBIT

- in millions of euros -



Daimler Buses: EBIT

- in millions of euros -

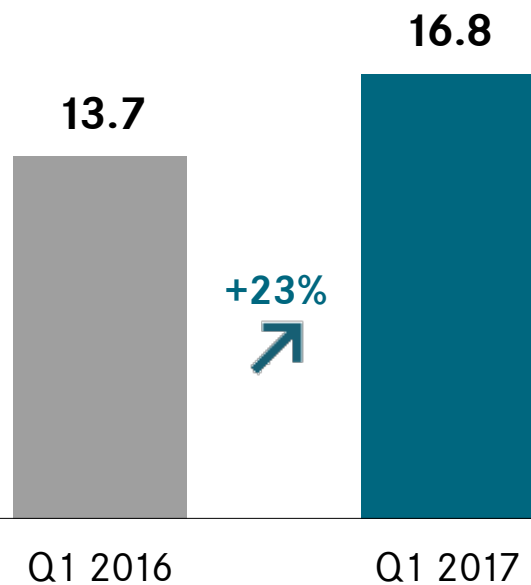


* Return on sales

Daimler Financial Services: further business growth

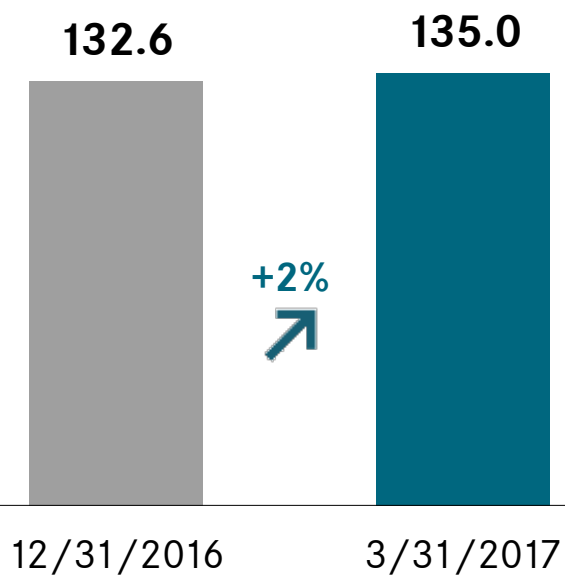
New business

- in billions of euros -



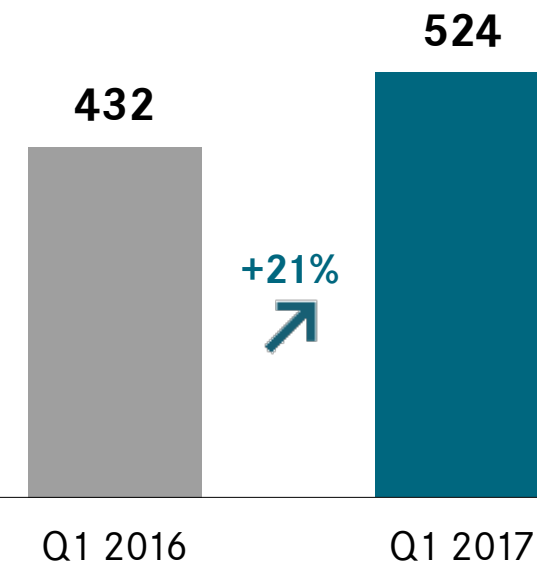
Contract volume

- in billions of euros -



EBIT

- in millions of euros -



Daimler Financial Services: EBIT

- in millions of euros -



* Return on equity

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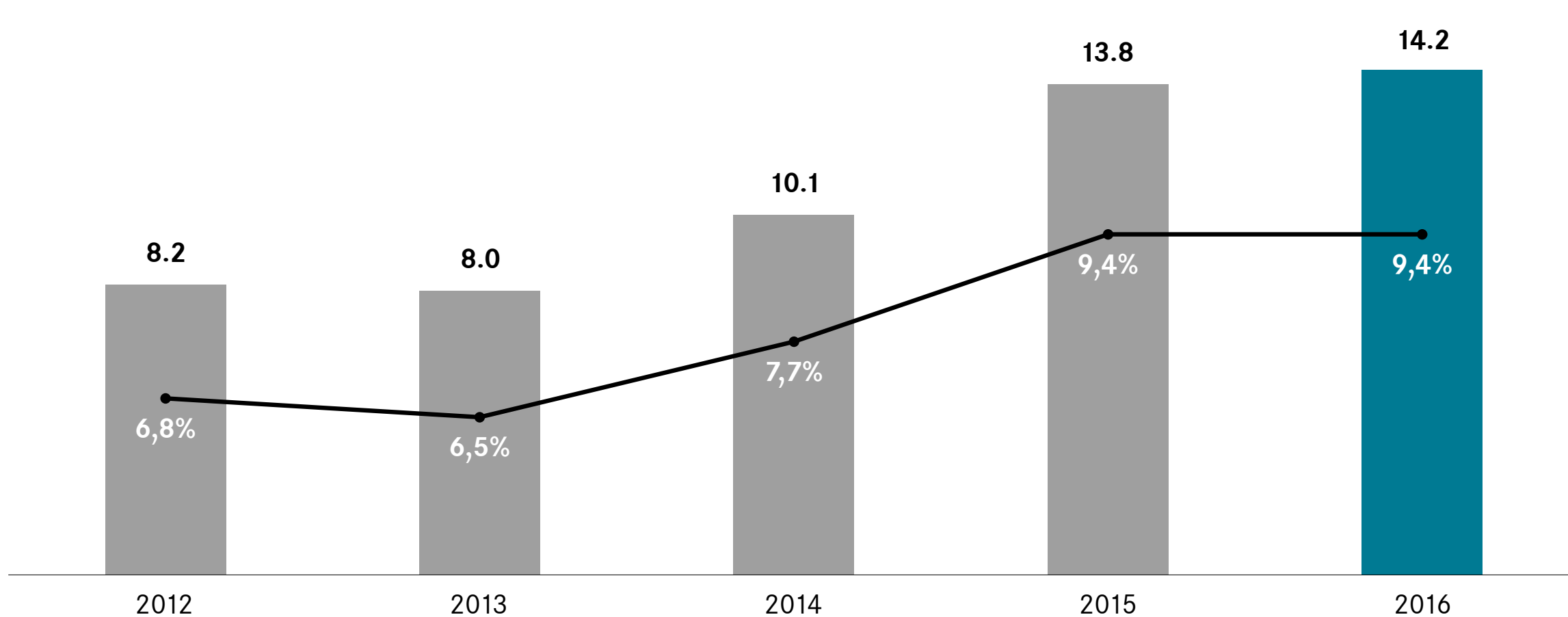
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Development of EBIT and RoS adjusted for special items*

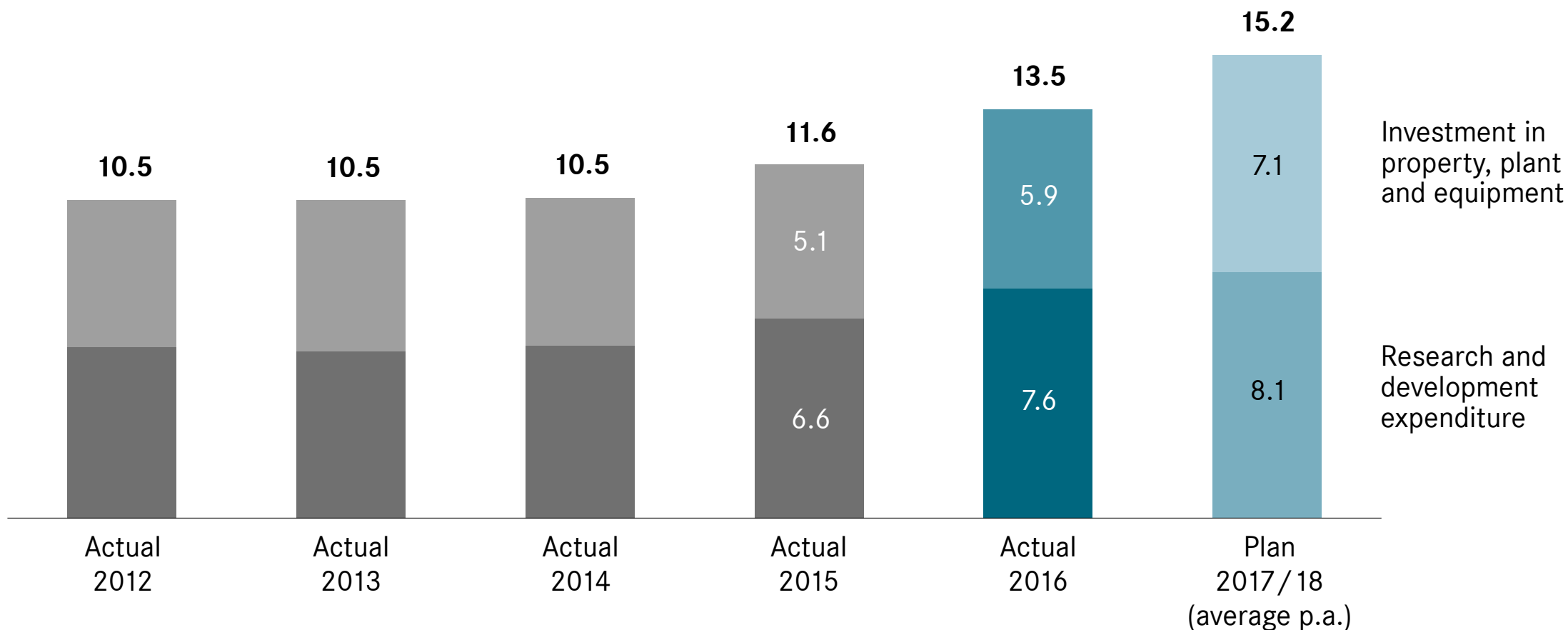
- EBIT in billions of euros; RoS in % -



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

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

- in billions of euros -



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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



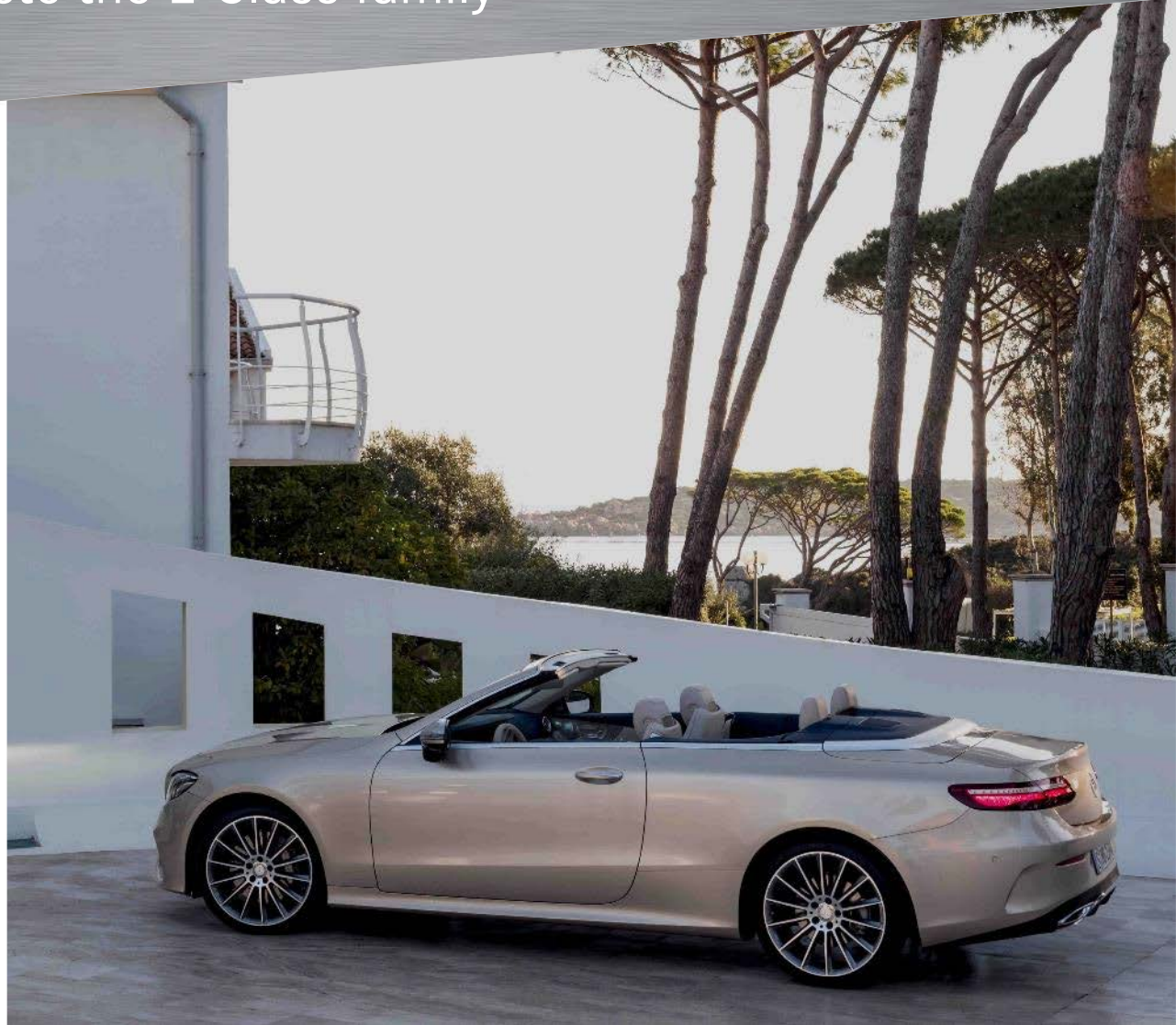
Mercedes-Benz Cars: product highlights

The new GLA compact SUV celebrated its world premiere



Mercedes-Benz Cars: product highlights

The new E-Class Coupé and Cabriolet complete the E-Class family



Mercedes-Benz Cars: product highlights

Presentation of the Mercedes-AMG GT Concept hybrid show car



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 Cars and Vans: continued product offensive



E-Class Coupé



E-Class All Terrain



S-Class facelift



E-Class Cabriolet

Jan.	Feb.	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
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2017

2018



GLA facelift



smart fortwo electric drive



smart cabrio electric drive



AMG GT Roadster



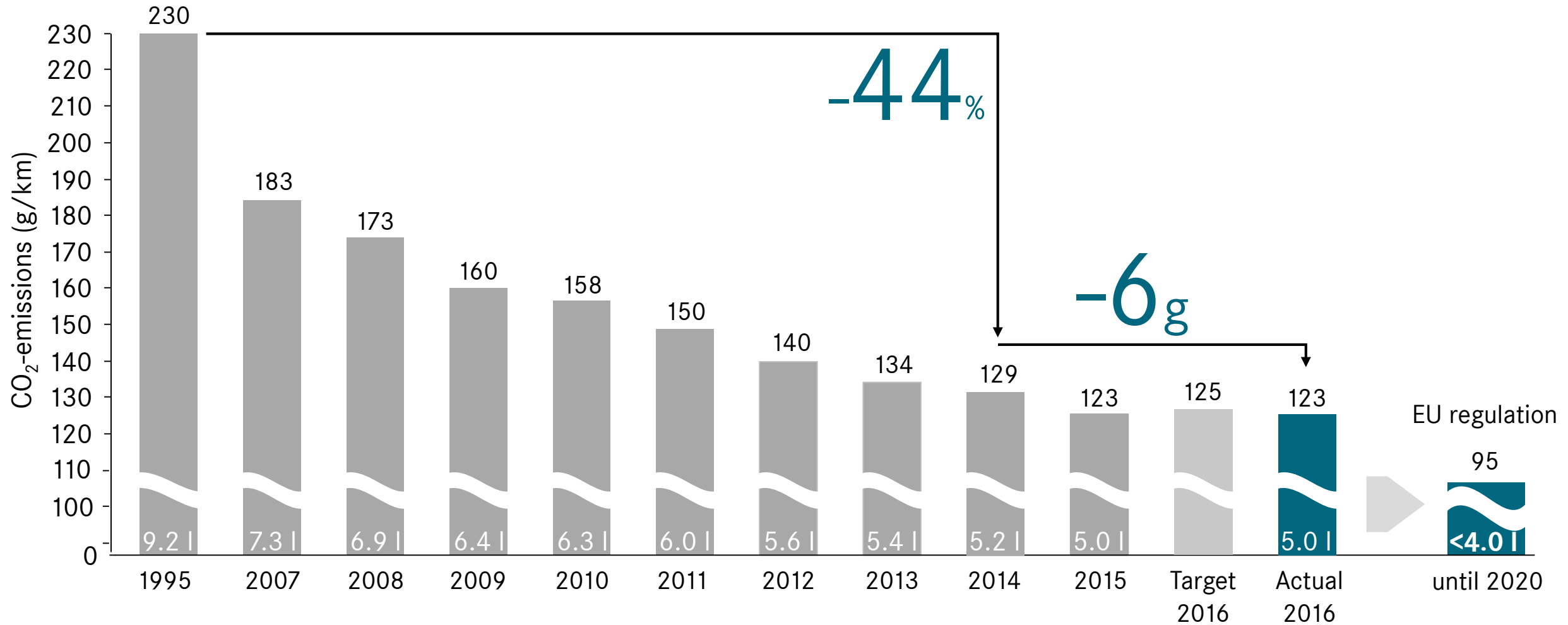
smart forfour electric drive



Premium Pickup X-Class

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

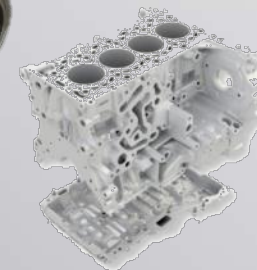
18 kW more power

11% faster acceleration



13% CO₂ reduction

-80% NO_x emissions



CASE

 **C**onected

 **A**utonomous

 **S**hared & services

 **E**lectrified



„Mercedes me“ – Connecting all services around the car

move



connect



assist



finance



inspire



Mercedes *me*

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



Remote
Park Pilot



Digital Car Key



Online Service
Appointment



Lifestyle
Configurator



Contract- & Document
Management



Integration
Mobility Offers
in Mercedes me (App)

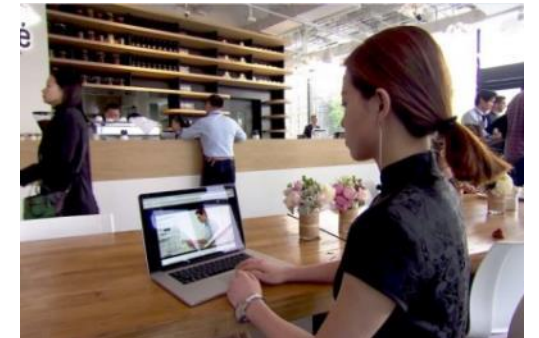


- **Launch of the Mercedes-Benz Store** for all Mercedes me connect markets
- Customer can purchase services **directly online** (Starting with Remote Park Pilot)

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



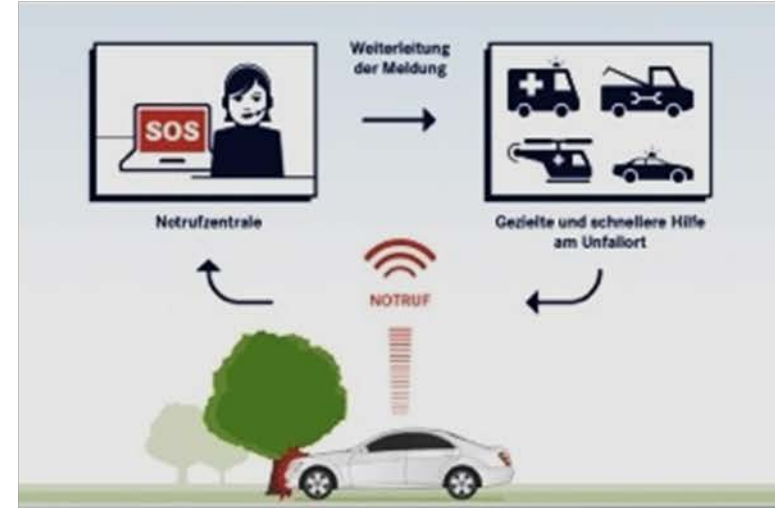
***Opening of the world-wide 6th
Mercedes me store in Beijing.***



Connectivity – Pushing new services and products

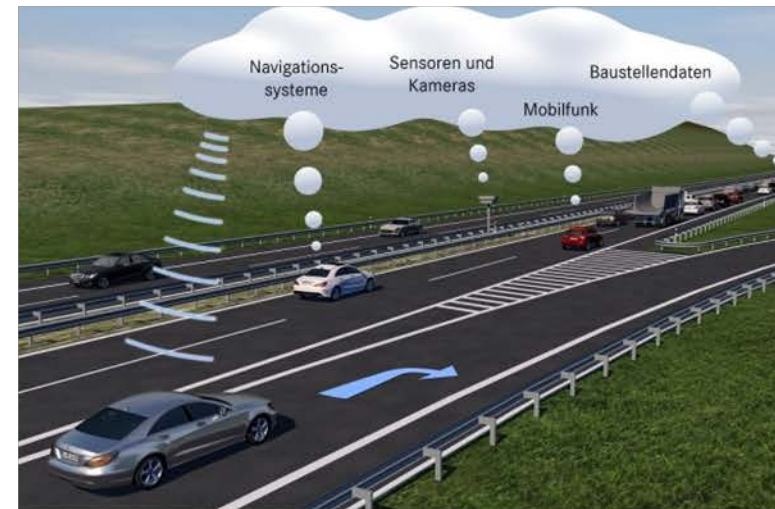
Examples

Mercedes
me
connect



Mercedes-
Benz
e-call

Mercedes
me
App



Real time
traffic
service



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

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



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



Car-to-X-Communication

PRE-SAFE® PLUS

Beltbag

**Remote
Park-Pilot**

Active Lane Keeping Assist

**PRE-SAFE®
Impulse Side**

DRIVE PILOT

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

PRE-SAFE®



Active Braking Assist

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

Active Blind Spot Assist

Evasive Steering Assist

MULTIBEAM LED Headlights

with Adaptive High Beam Assist

Development steps towards fully autonomous driving

- Currently offered by MB
& legally permissible -

Level 1 Driver Assistance



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

Driver in charge.

Level 2 Partial Automation



More than one control function is automated.

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

Level 3 Conditional Automation



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

Driver expected to respond to requests to take control.

Level 4 High Automation



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

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

Level 5 Full Automation



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

No driver needed.

Autonomous Driving

+ enabler for new & complementary mobility services



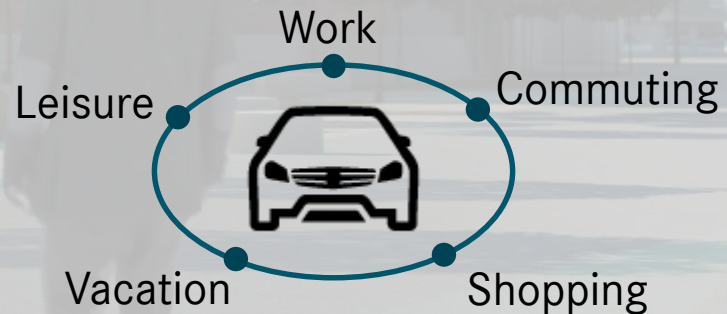
hared &
ervices



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

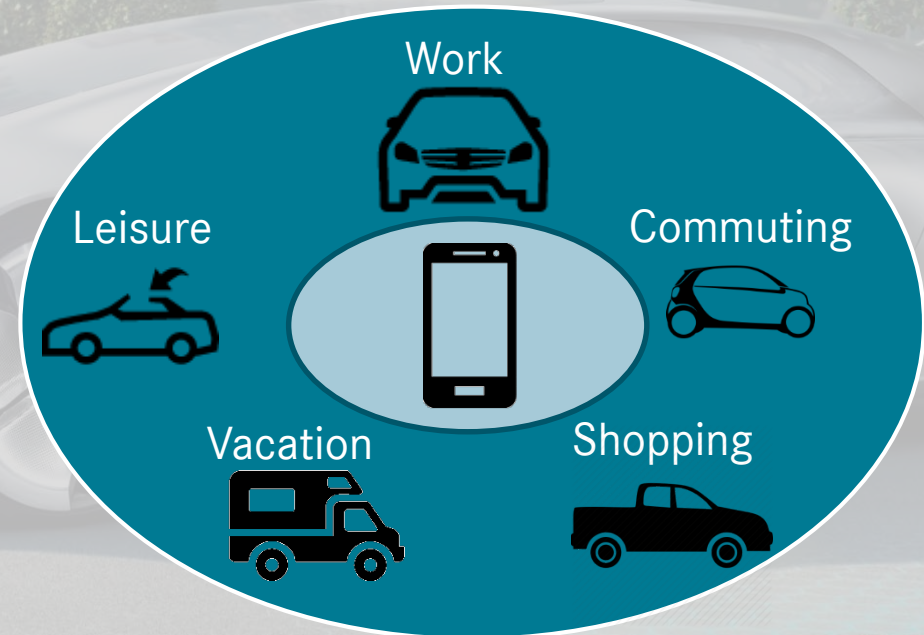
Today

One car for all use cases



Tomorrow

The fitting solution for each use case



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

Croove – expansion of our car sharing business



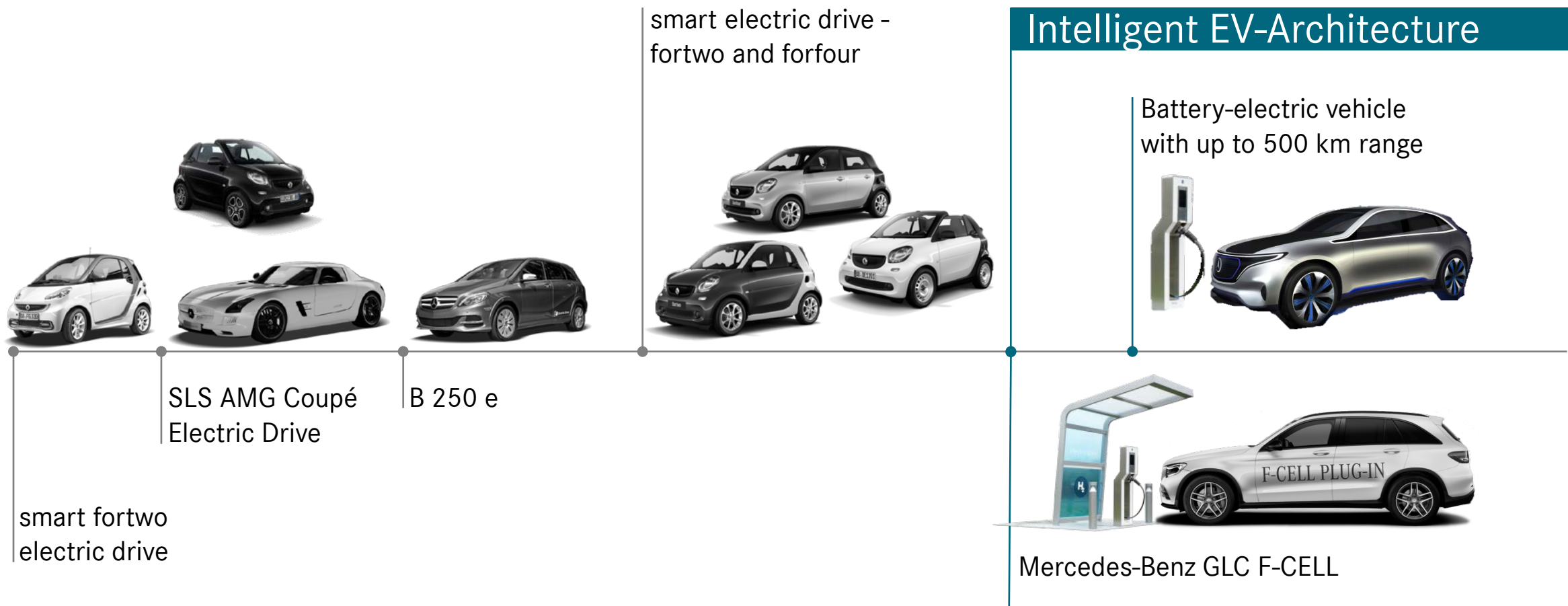


lectrified

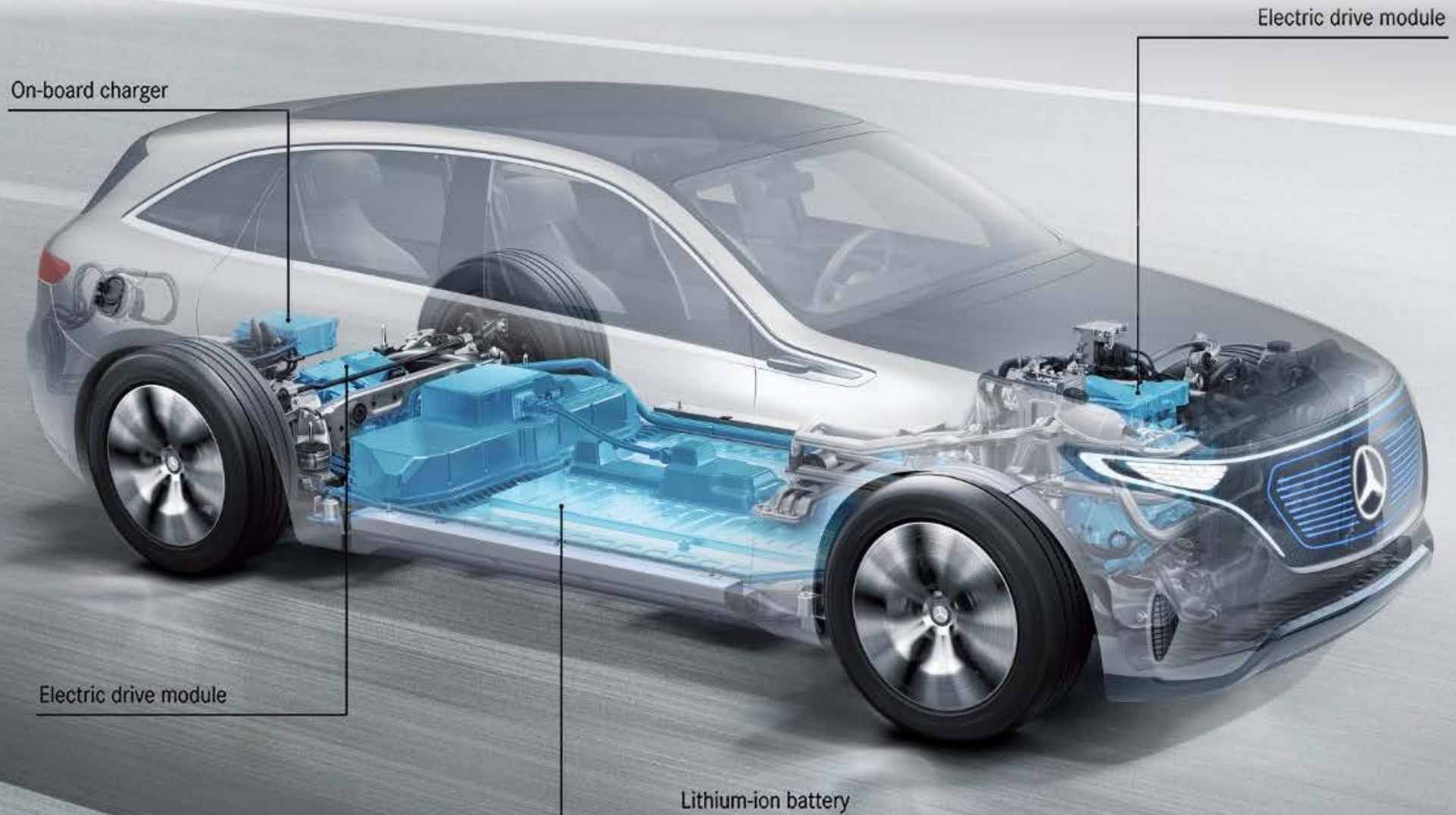
Introduction of 9 plug-in-hybrid vehicles



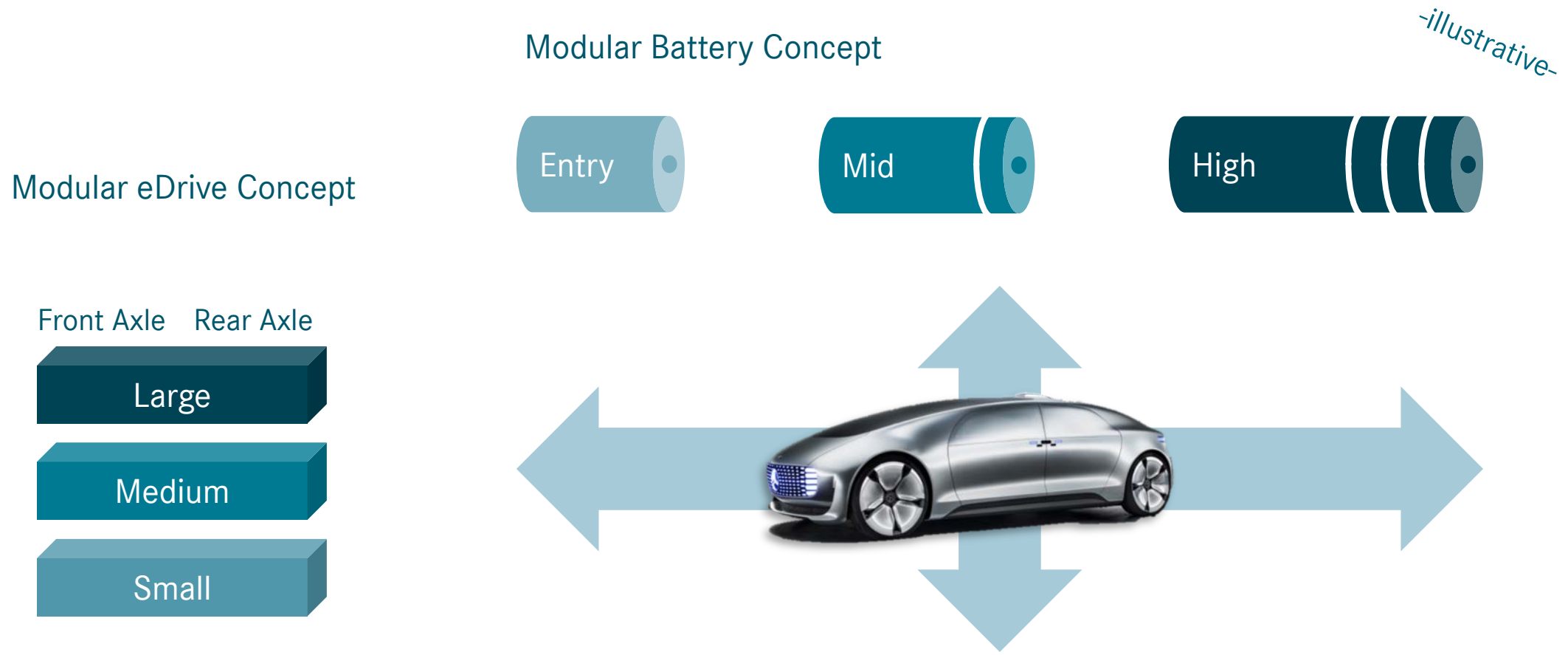
Electric Line Up extended into the Future



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

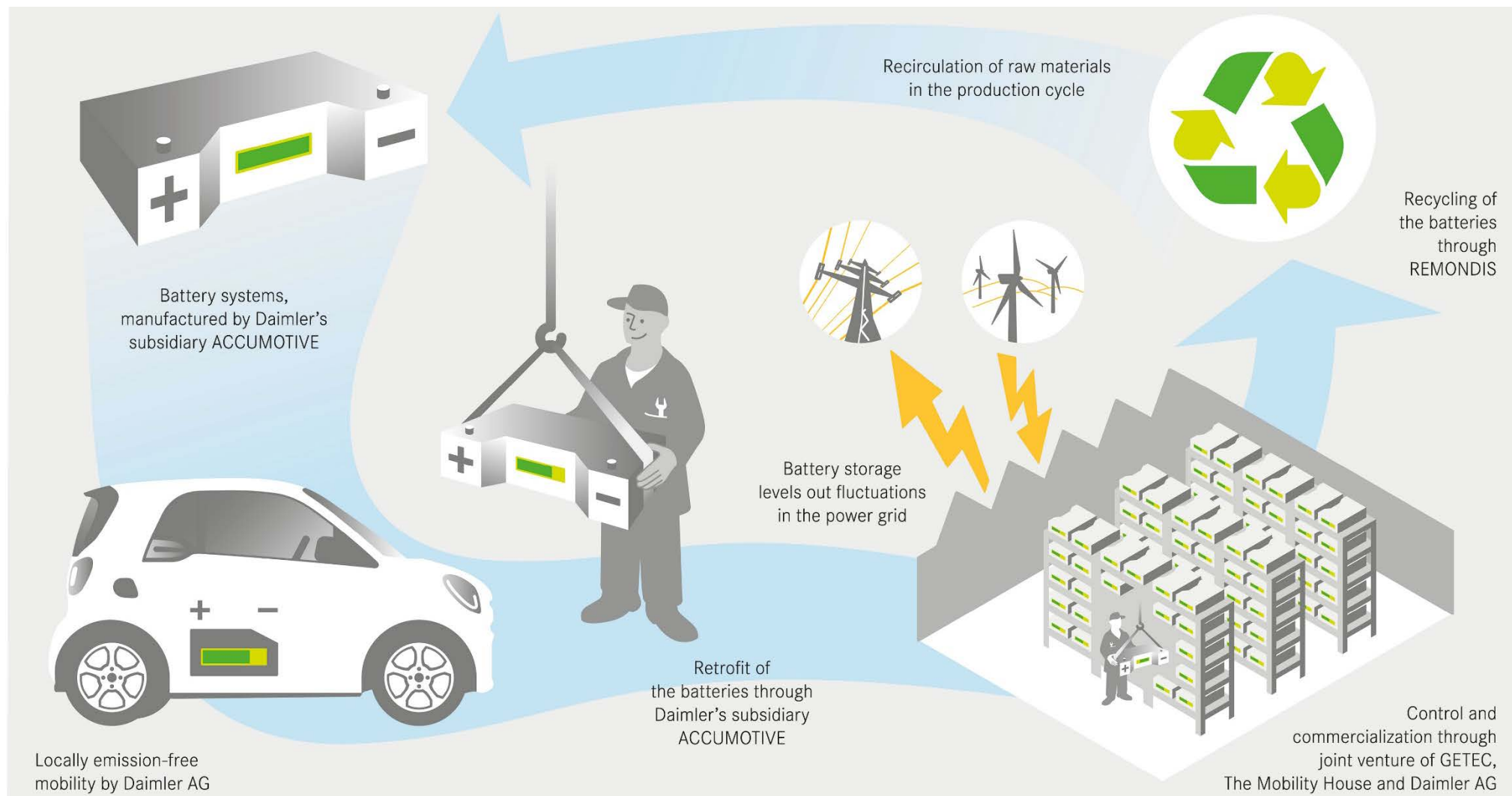


Deutsche ACCUMOTIVE GmbH & Co. KG, Kamenz, Germany

- 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

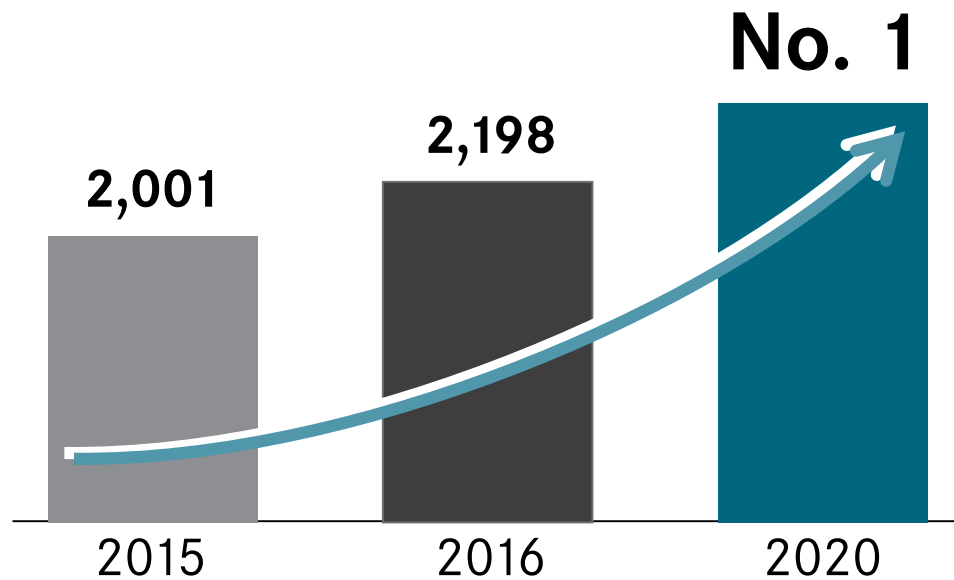


Our target: remain No.1 premium car manufacturer

achieved already in 2016!

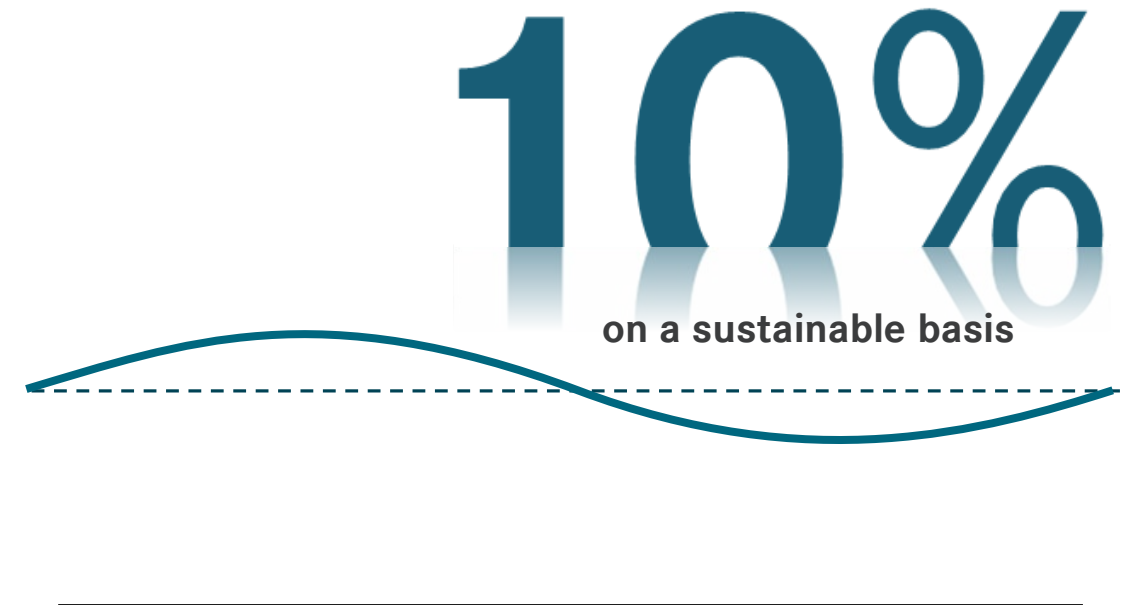
Sales target

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

Mercedes-Benz Concept X-CLASS



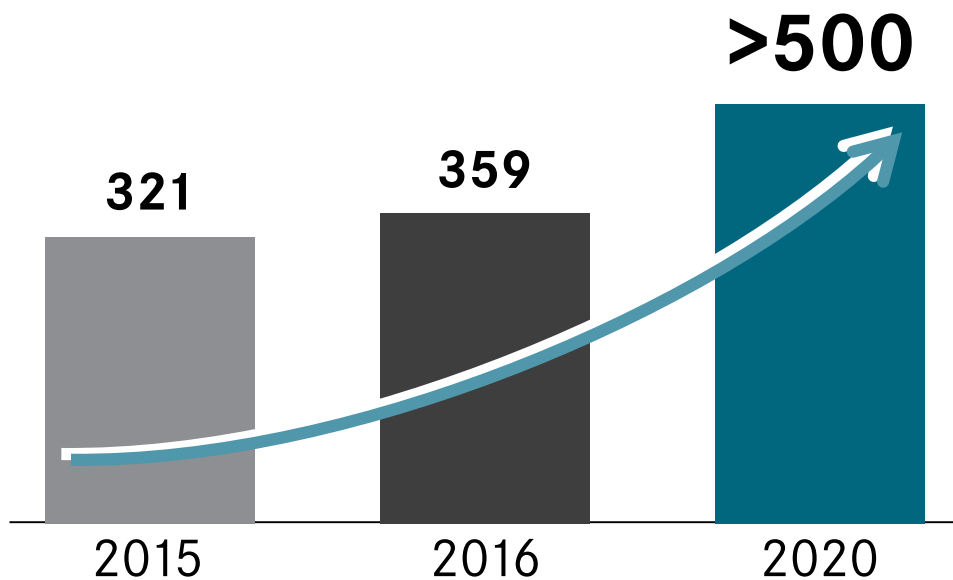
Mercedes-Benz Concept X-CLASS



Our target: Most successful company in global Van business

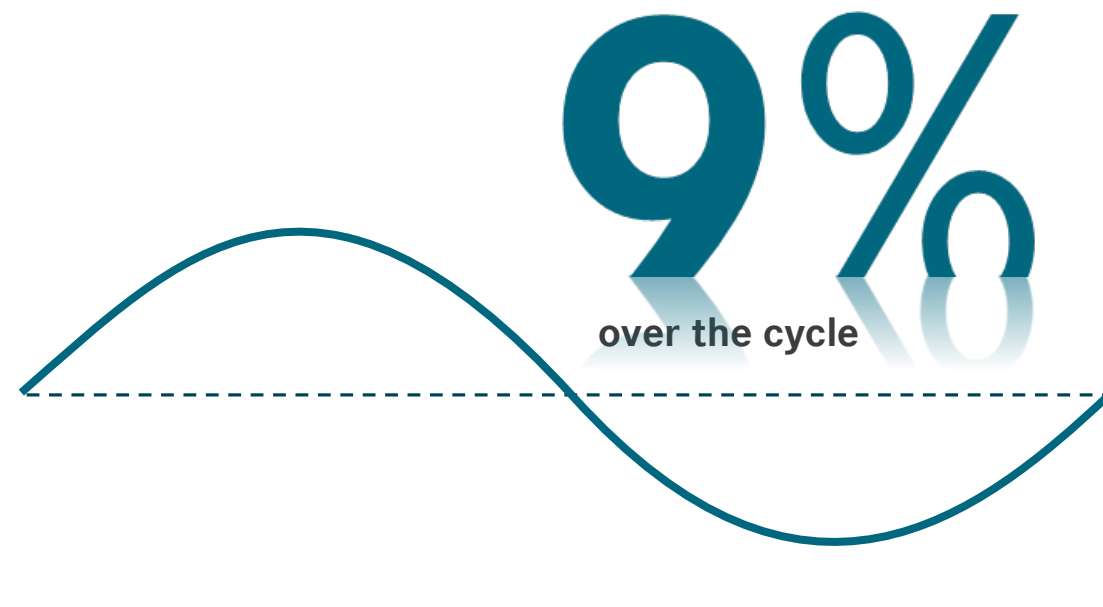
Sales target

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



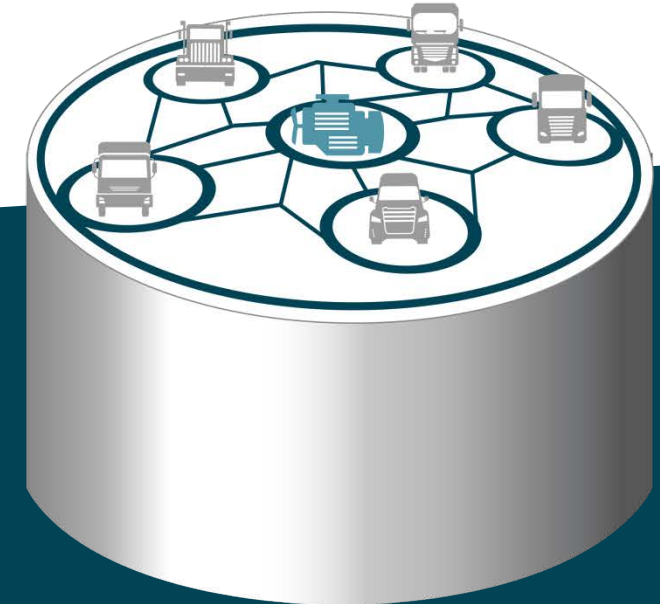
Global Market Presence

in traditional and emerging markets

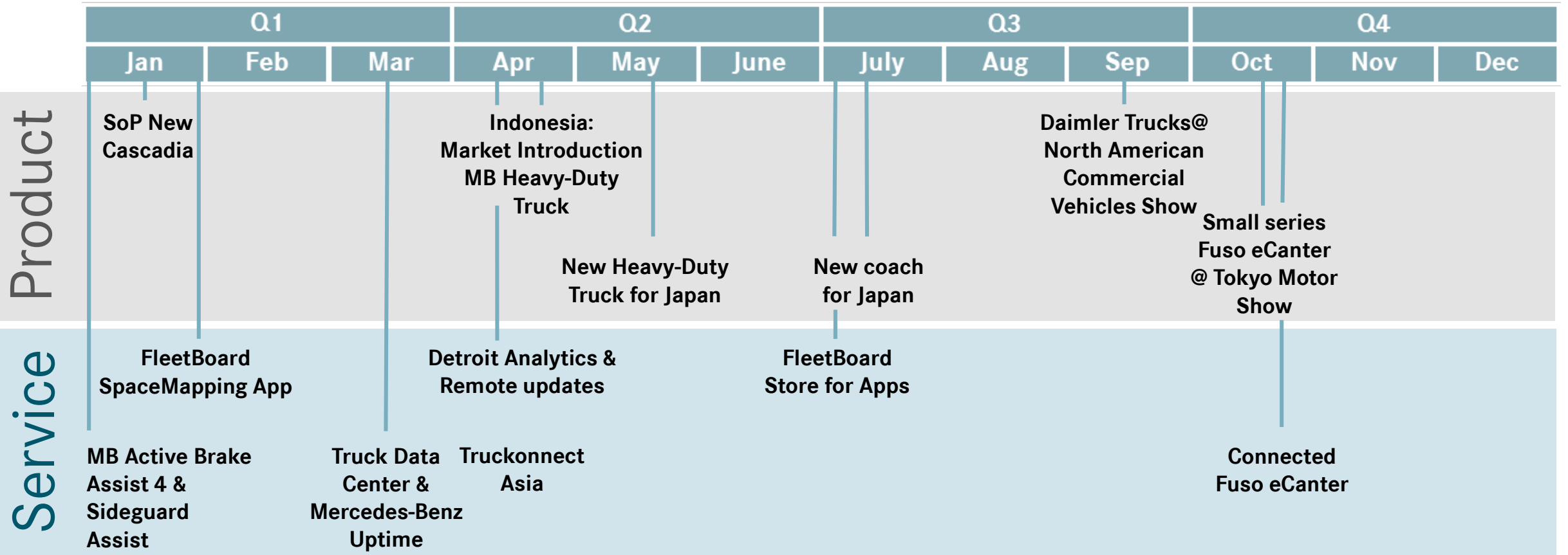


Intelligent Platform Management

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**

Fuel reductions compared to previous model

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

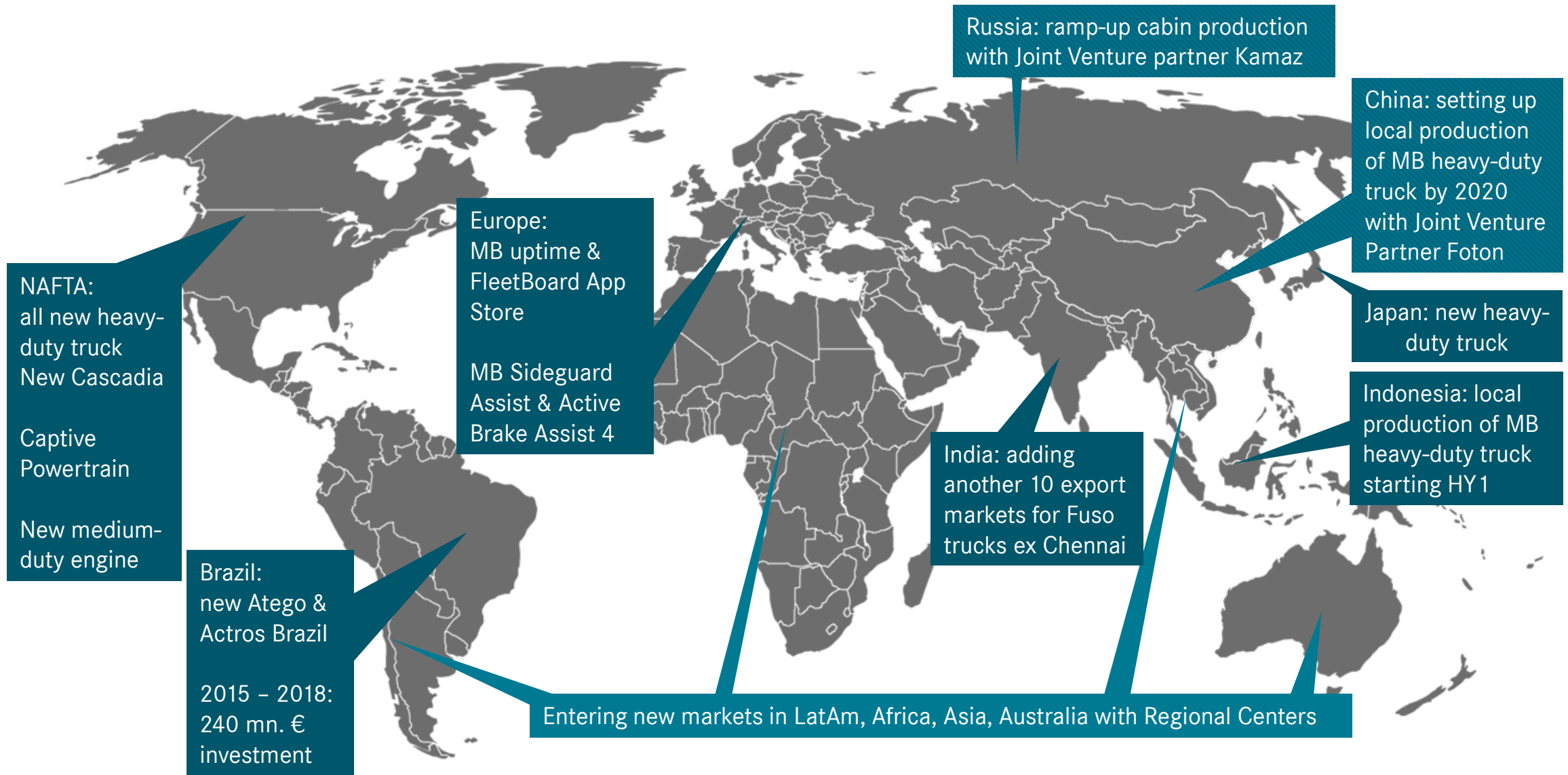


„One-stop-shop“ for apps on transport & logistics

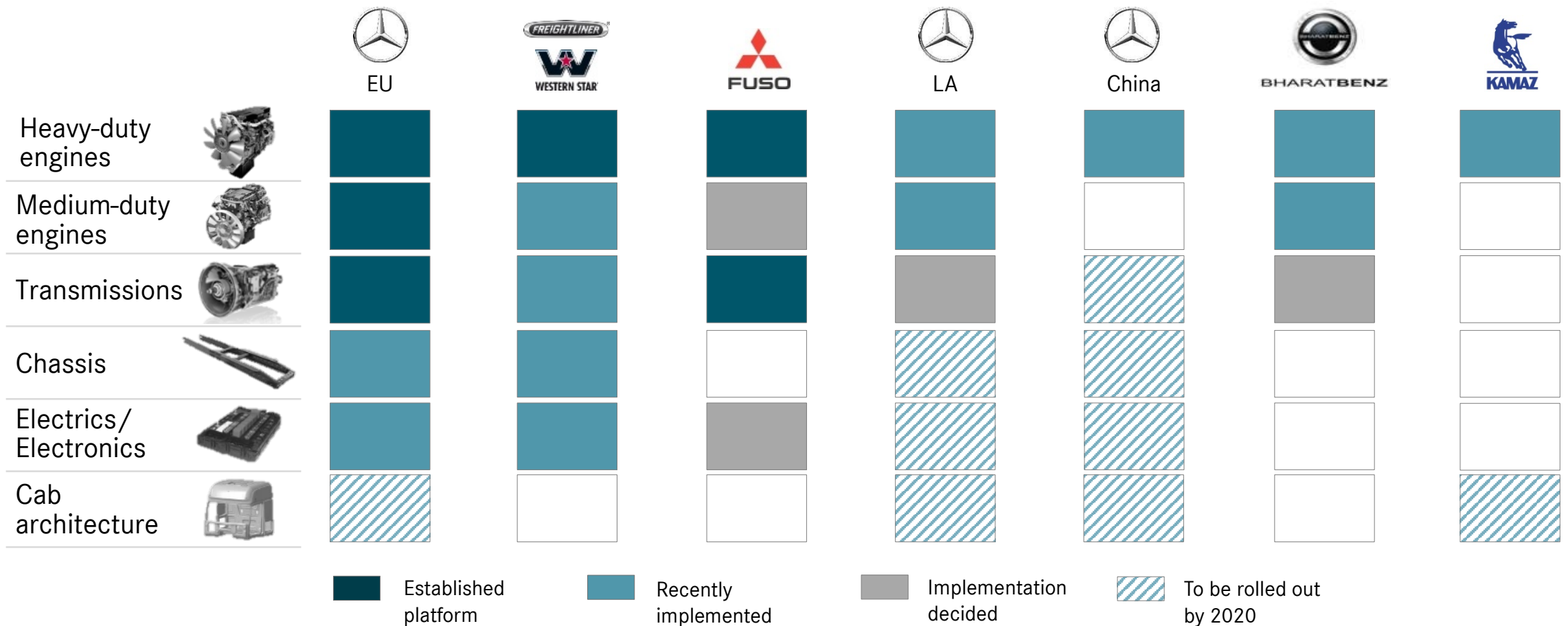
Open to **all industry partners**

Launch in **Q3 2017**

Making our strong global footprint even stronger

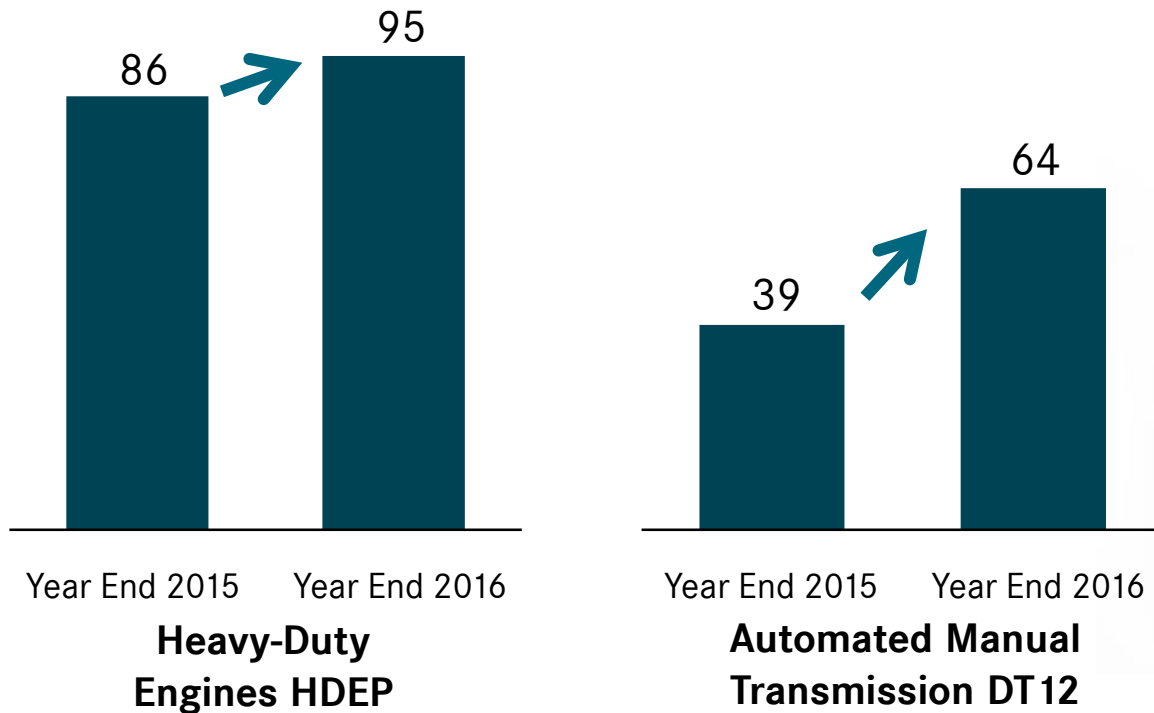


Platform rollout in triad completed by 2017; global rollout done by 2020

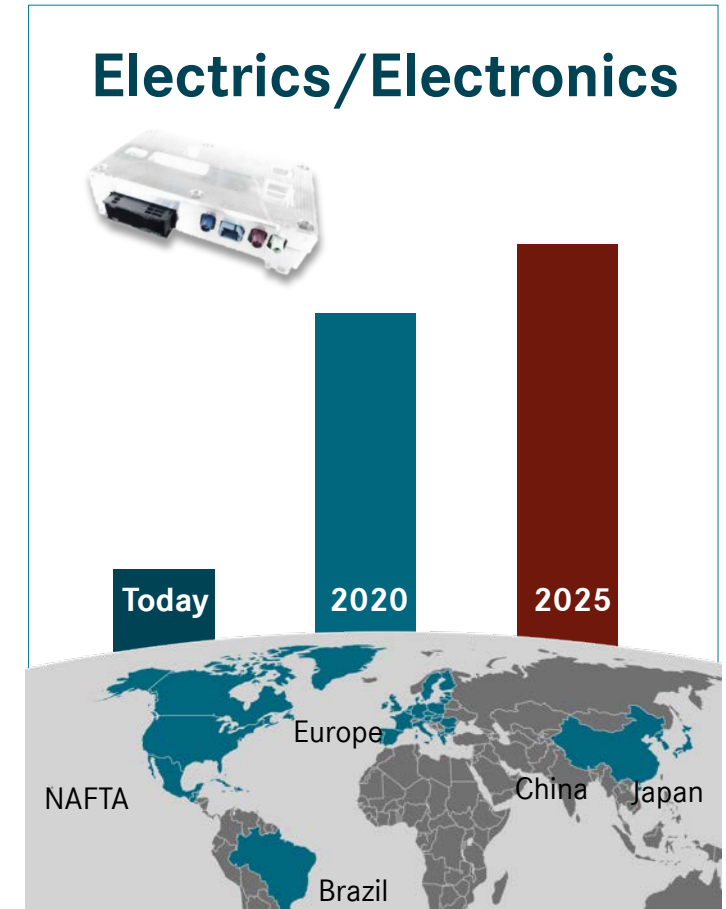
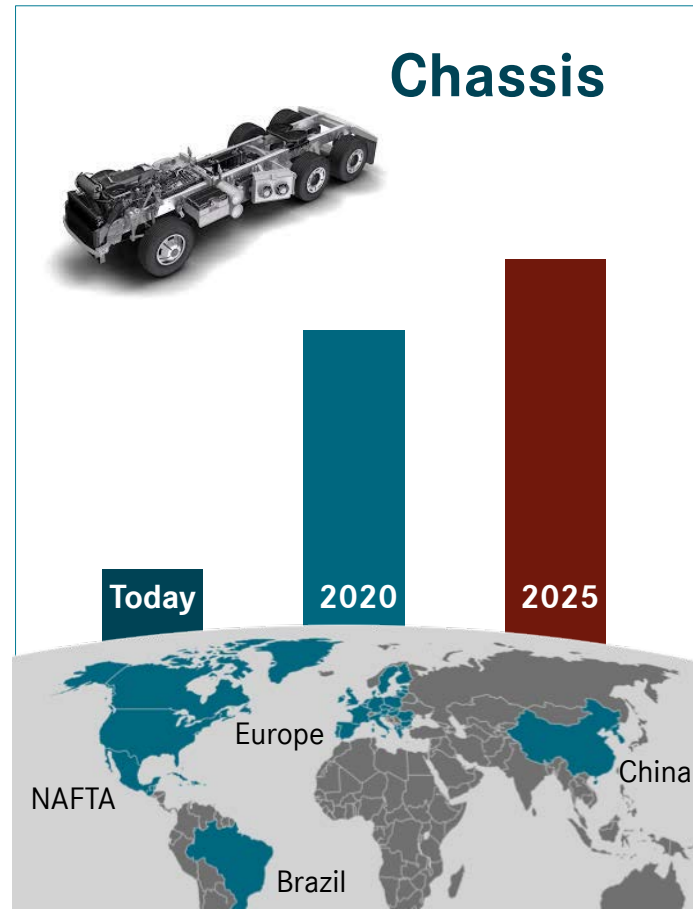
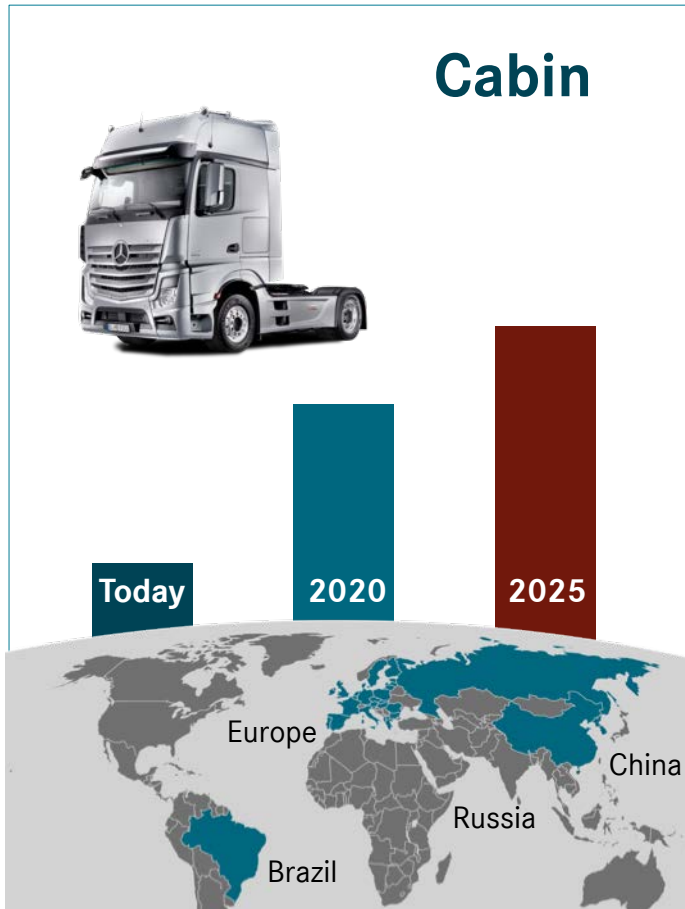


Captive component strategy to strengthen undisputed market leadership in NAFTA

Penetration rate integrated powertrain in %



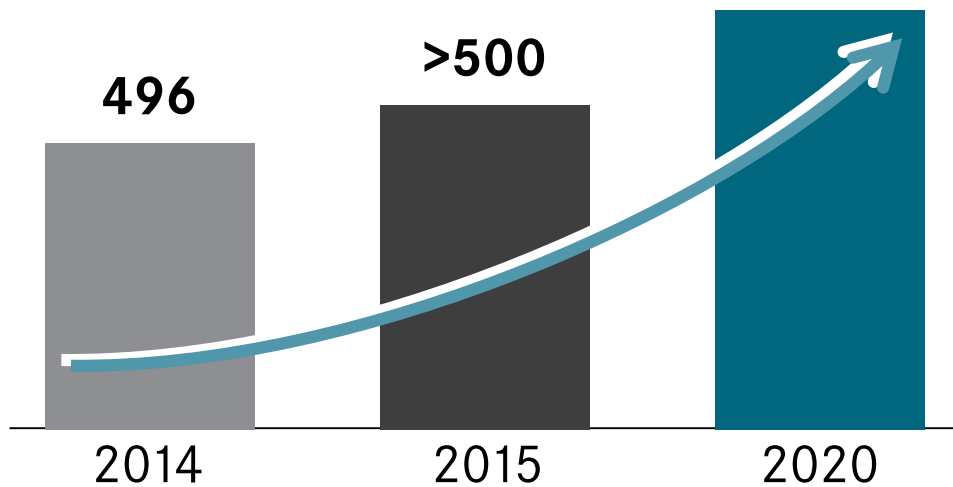
Global Platform Roll-out will secure pass-car-like volumes in next decade for Daimler Trucks



Sticking to our target: undisputed leader in the truck industry

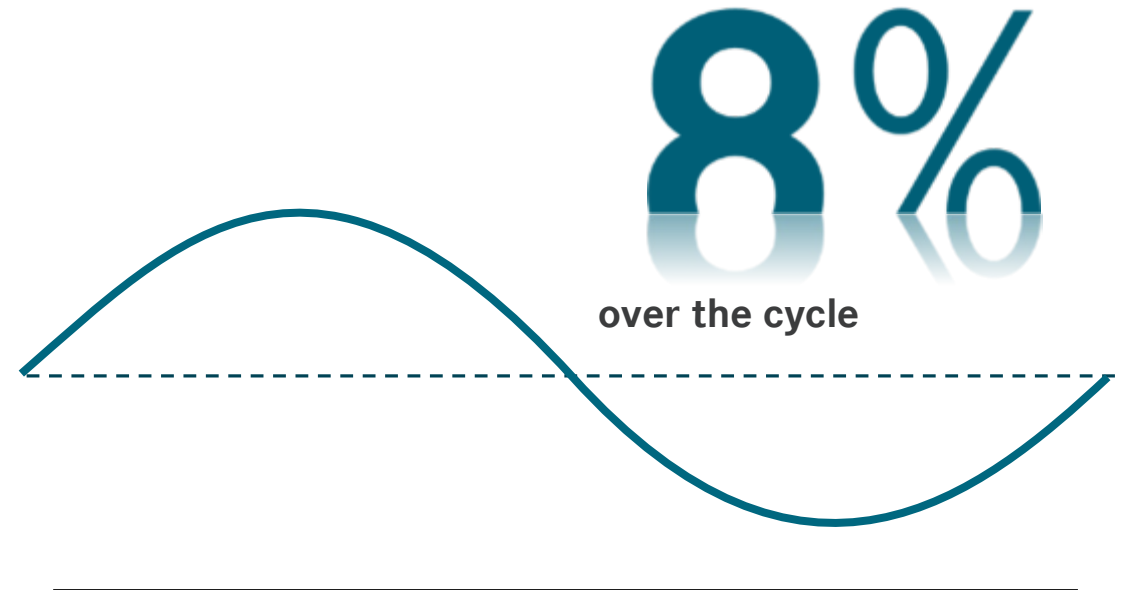
Sales target

In thousand units



Profitability target

Return on Sales in %



The future of public transport

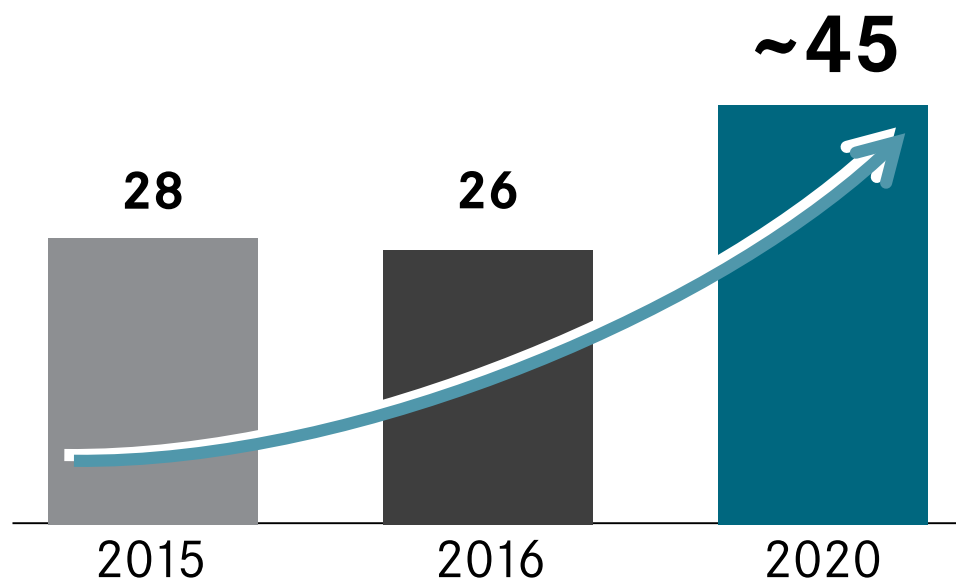
Mercedes-Benz
Future **BUS**



Our target: Undisputed leader in the bus industry

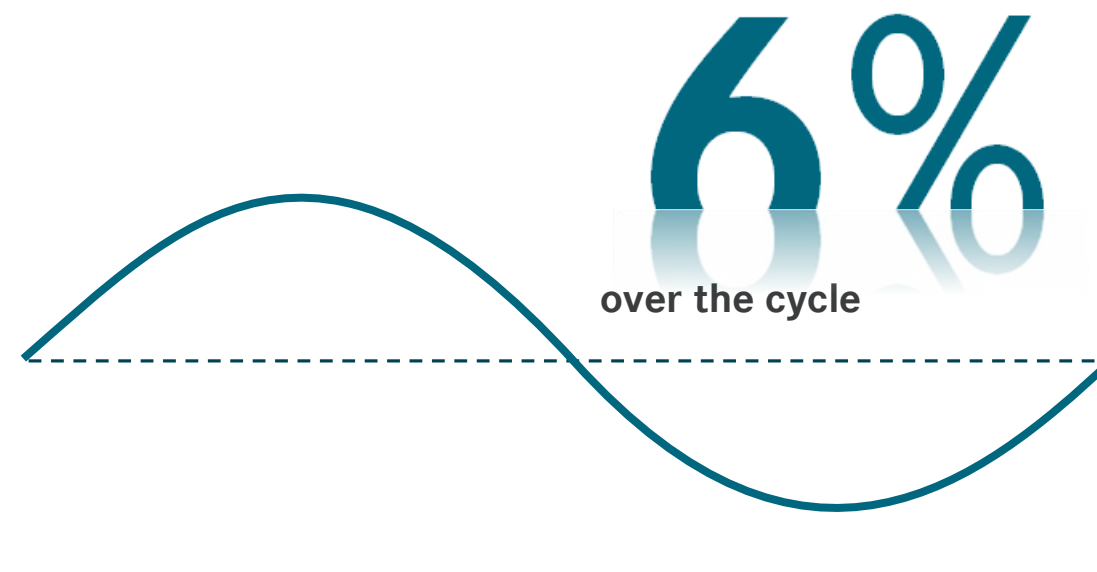
Sales target

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

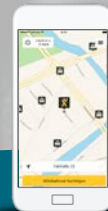


Fleet Operator

“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

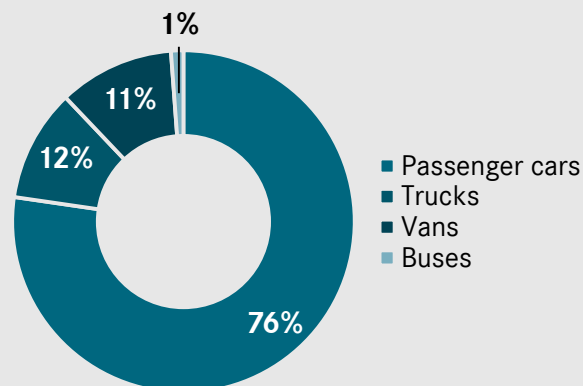
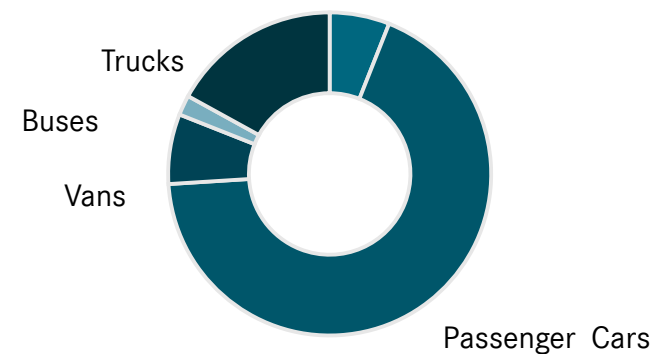
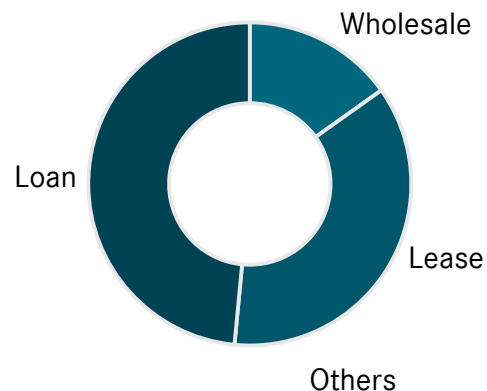
Consuming „mobility-as-a-service/ robo car services“

We offer a broad variety of financial and mobility services – serving approximately 20 million customers as of March 31, 2017



We are among the world's leading captive finance providers

Full Year 2016



STRATEGIC BENEFITS



Drive vehicle sales

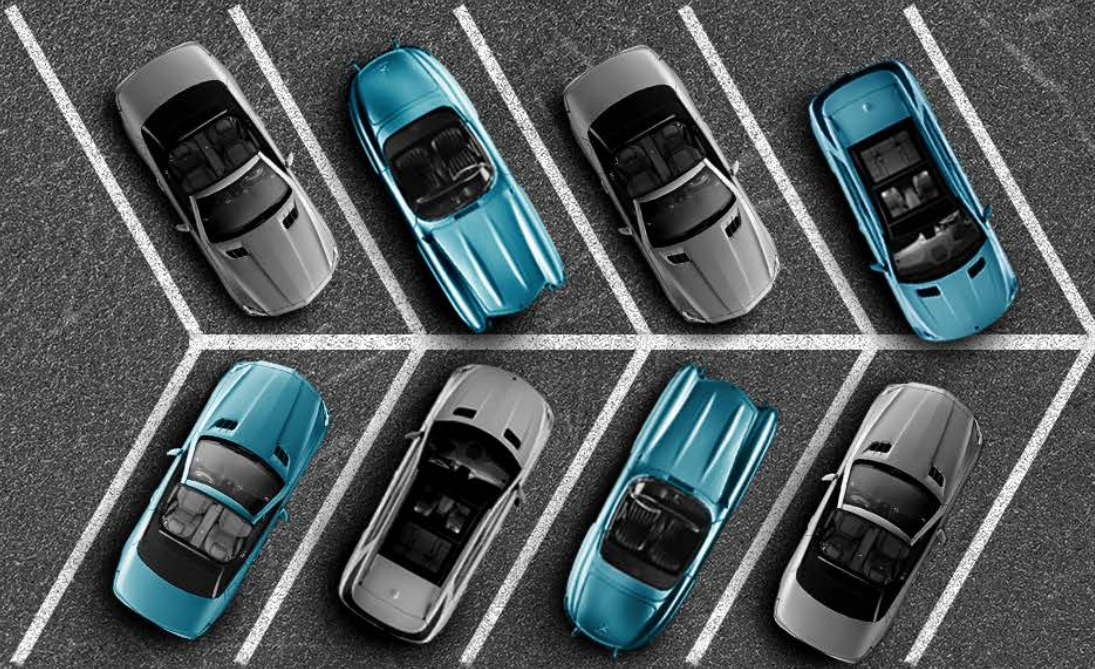


Foster customer loyalty



Contribute to the group's EBIT

WE FINANCE NEARLY
EVERY SECOND VEHICLE
SOLD BY DAIMLER



Penetration rates
per vehicle segment

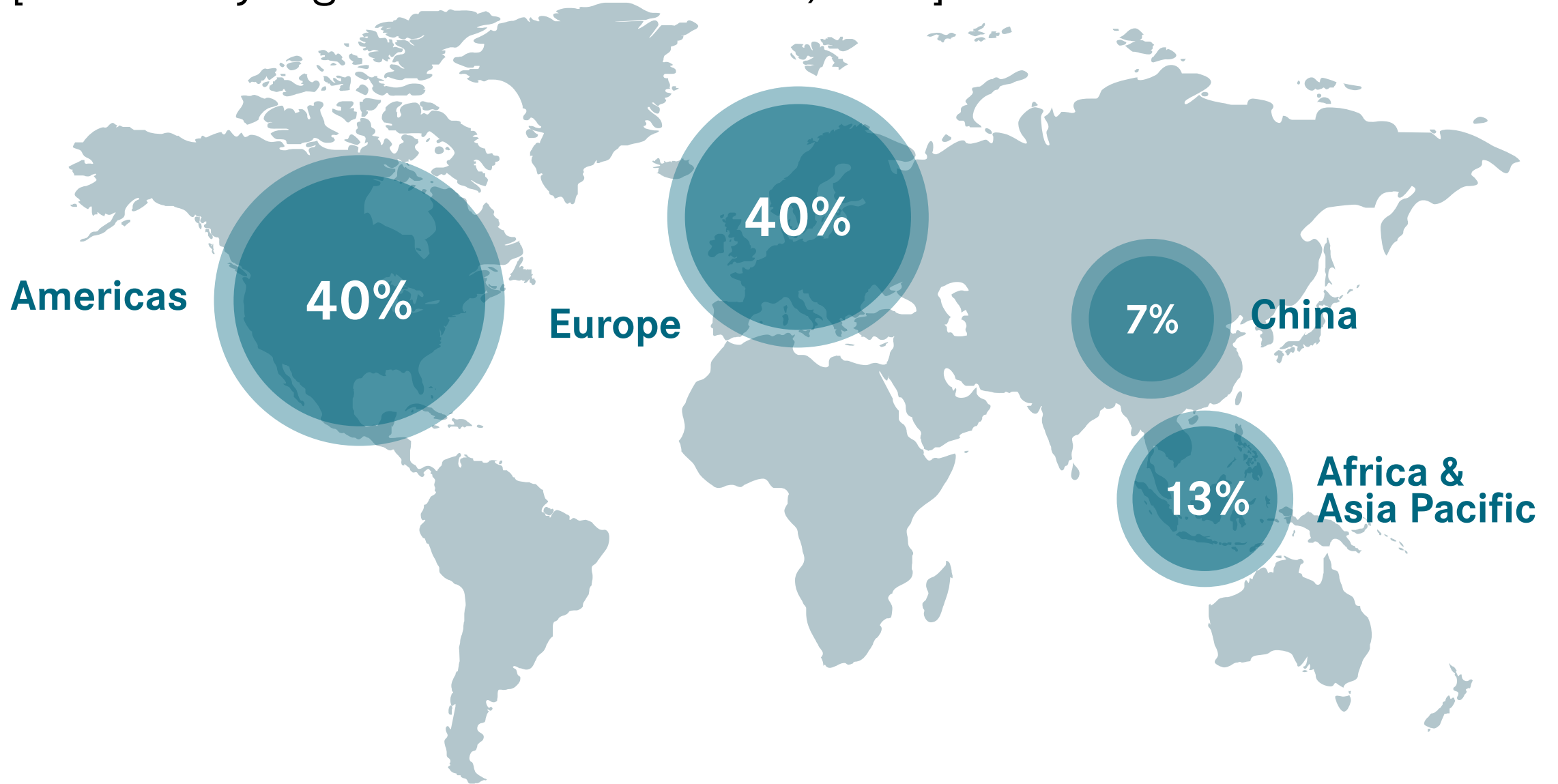


Global penetration rate DFS in 2016

48%

Managing a portfolio of 135 billion € in 40 countries

[Portfolio by region in % as of March 31, 2017]



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

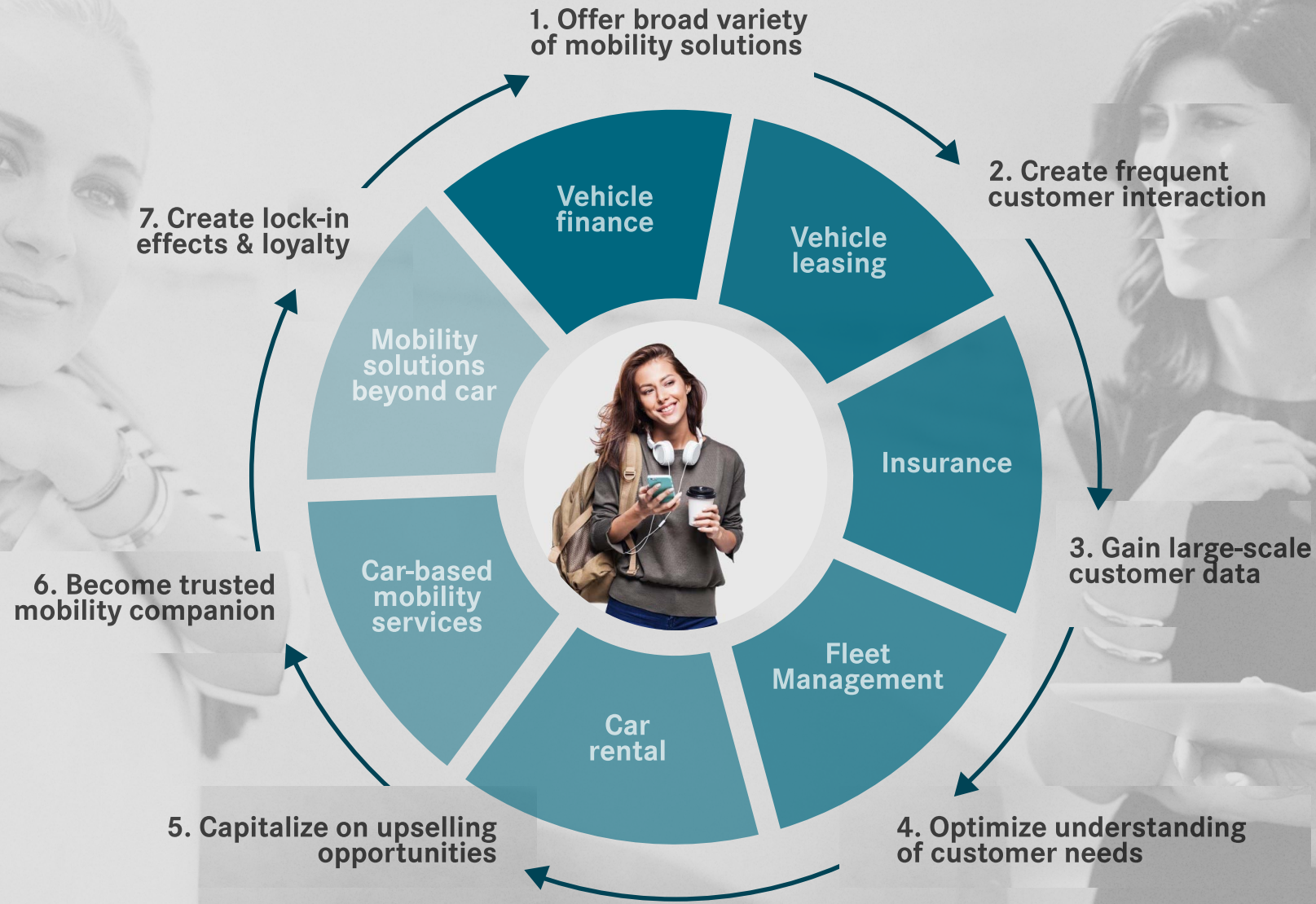


STRINGENT FUNDING POLICY WORLDWIDE



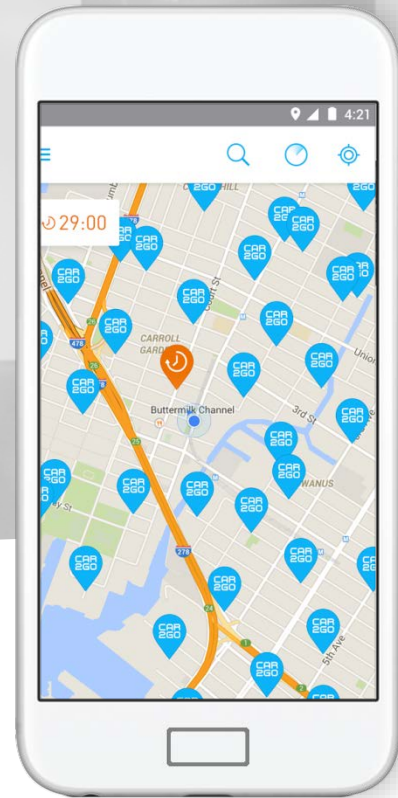
- Liquidity matched funding
- Interest rate matched funding
- Currency matched funding
- Country matched funding

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]

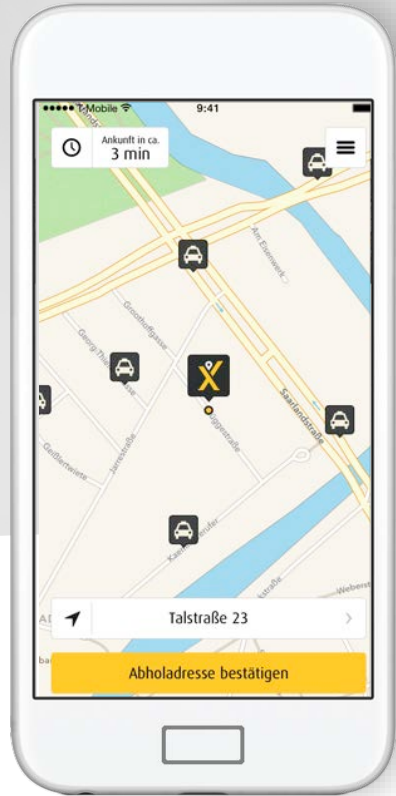


Find | Find a car2go next to you – with or without reservation. Whenever you need it.

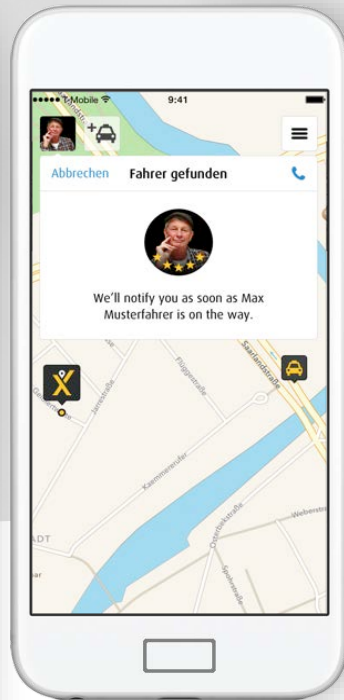
Drive | Simply open your car2go with your smartphone and start driving – as long as you want.

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

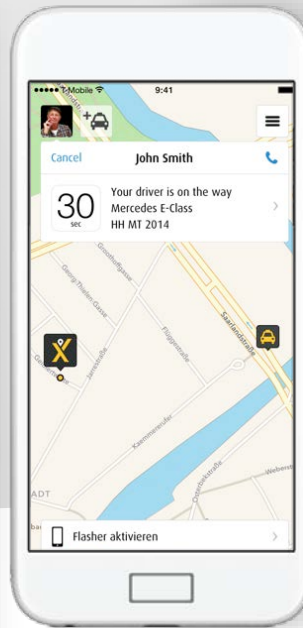
Xmytaxi has become Europe's largest taxi-hailing provider



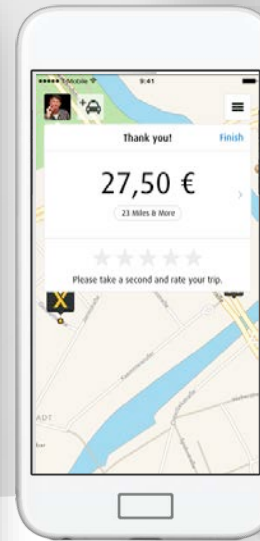
Step 1 | Order your cab **via your smartphone**



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**

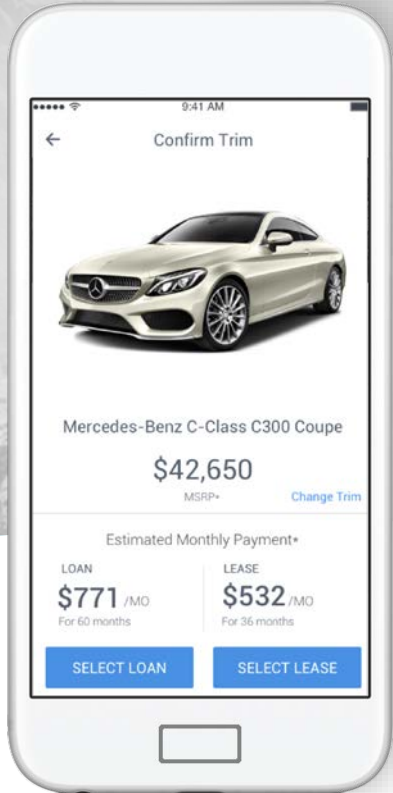


Number of customers
[in mn]

+210%

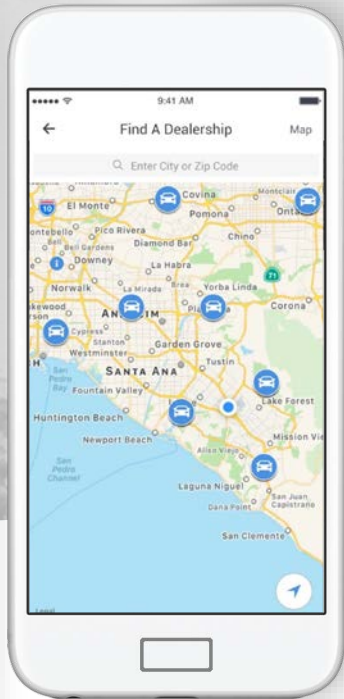


AUTOGRAVITY puts car financing in the palm of your hand



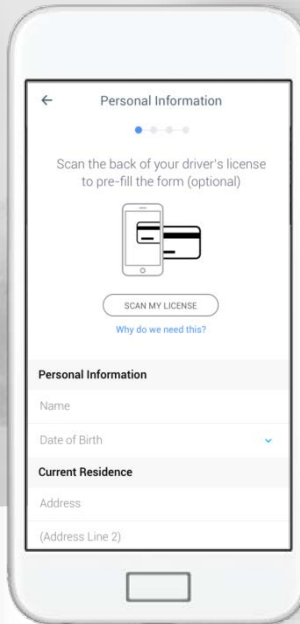
Choose Your Car

all makes, models, and trims



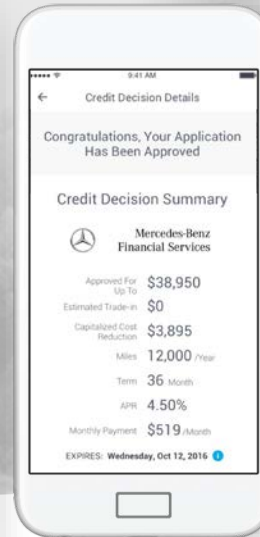
Find a Dealer

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



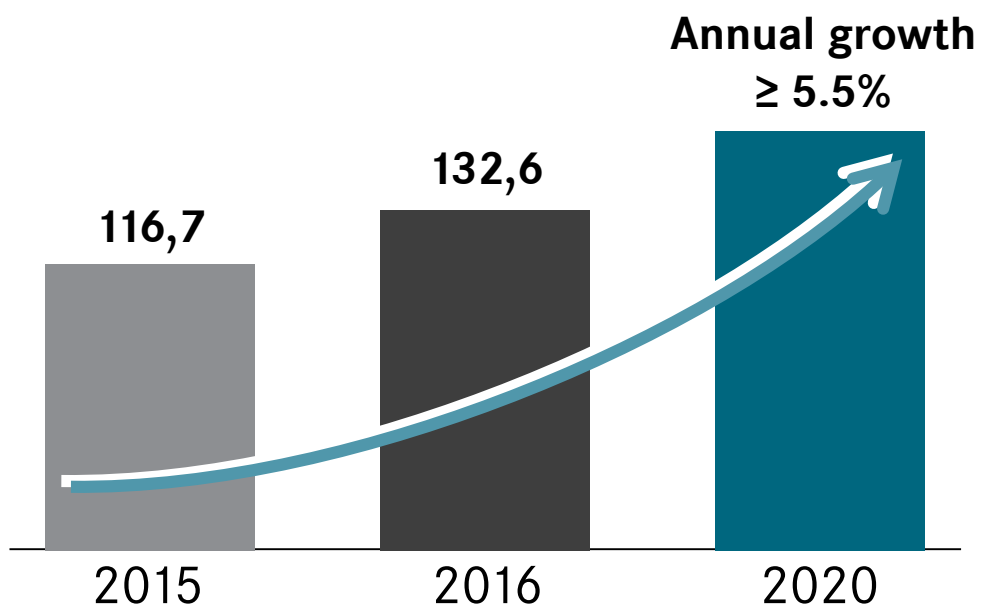
Available in:



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

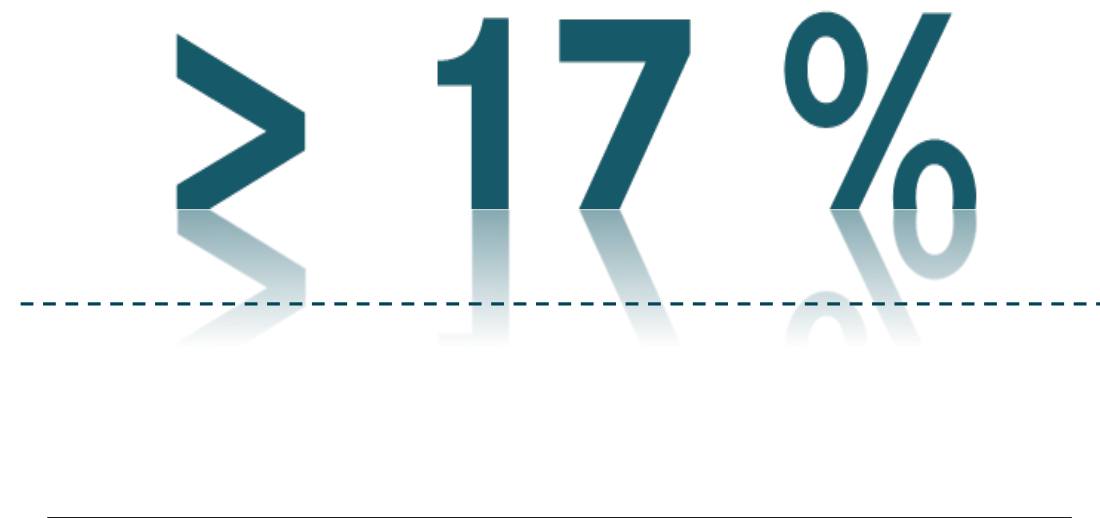
Portfolio target

In EUR bn



Profitability target

Return on Equity in %



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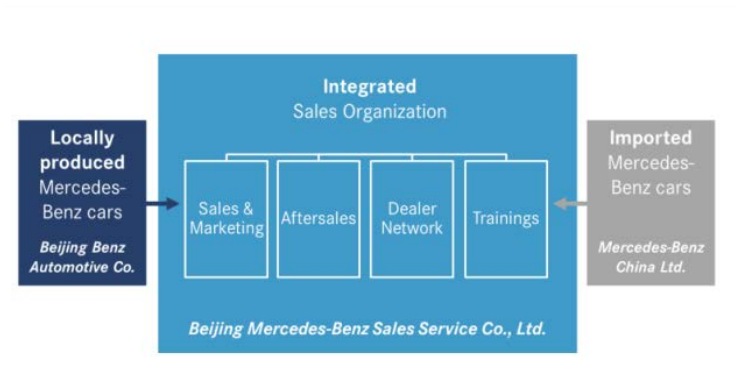
Appendix



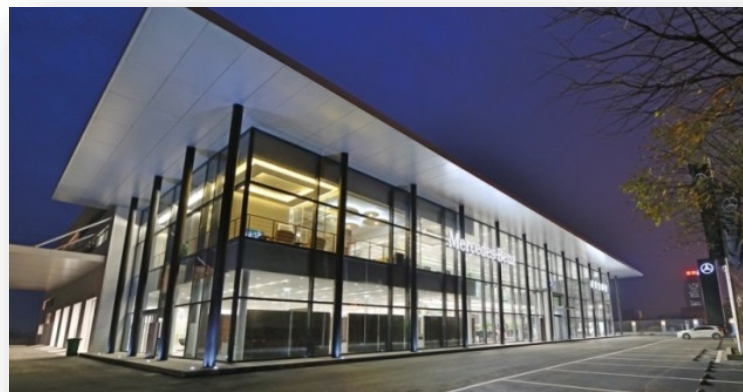
Daimler in China



The 6 key initiatives start to pay off



Integrated Sales Organization



Expansion Dealer Network



Extension Product Portfolio



Extension Local Production



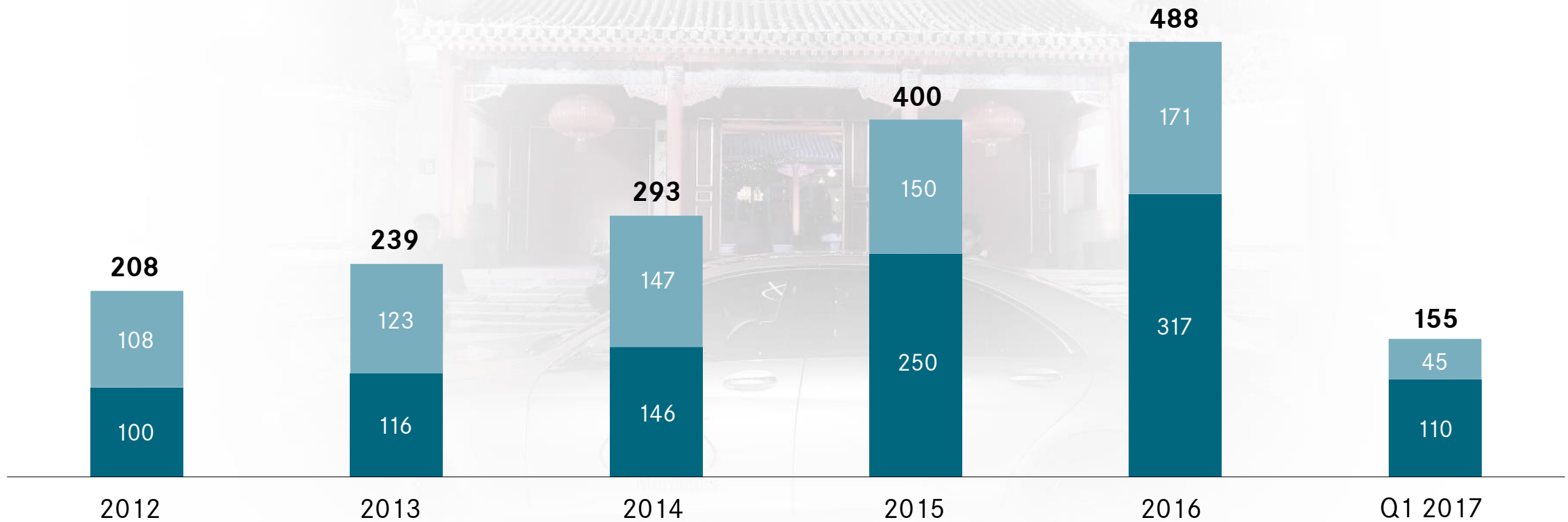
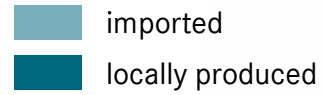
Extension Local R&D



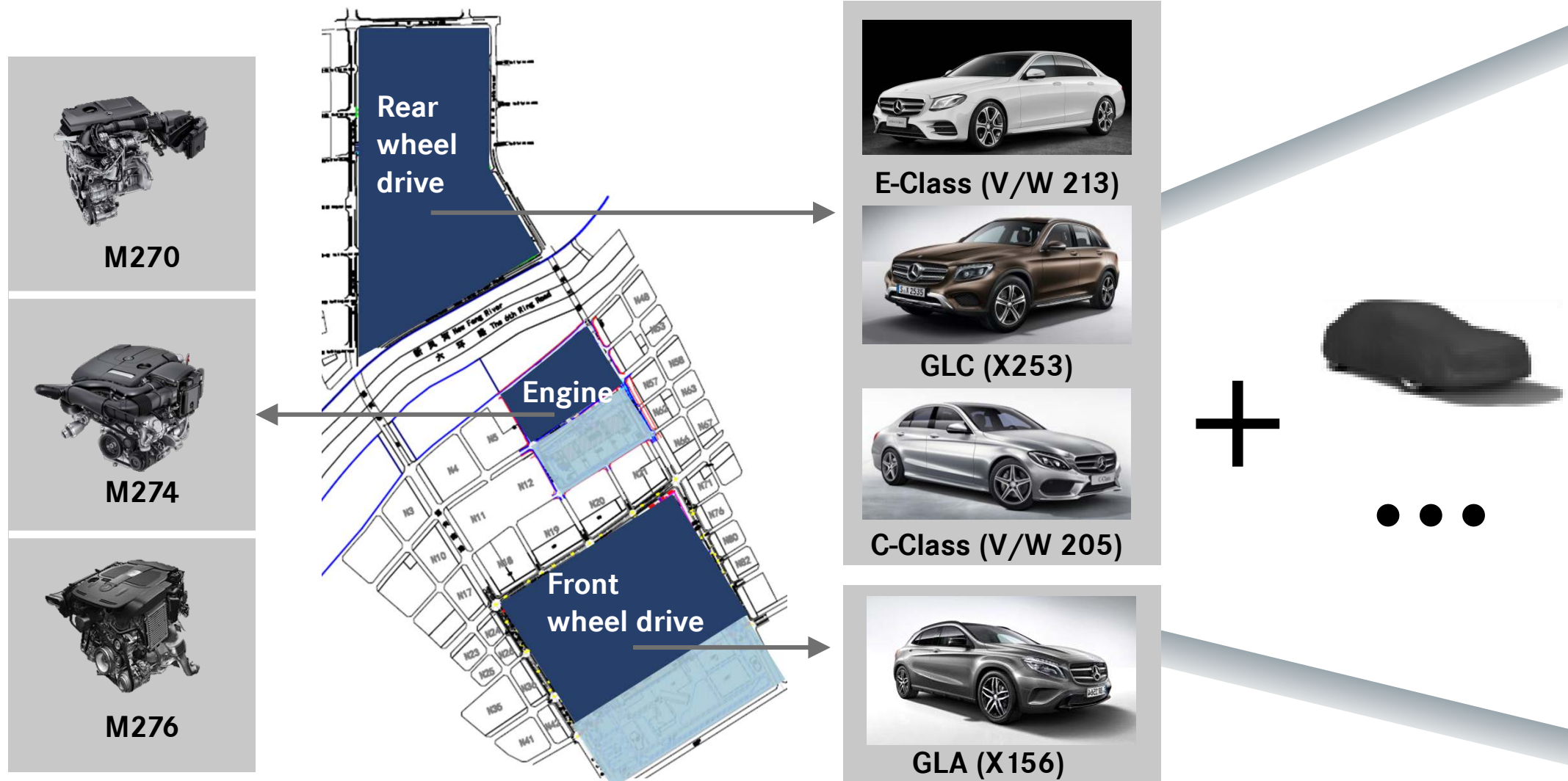
Leverage Financial Services

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

- in thousands of units -



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

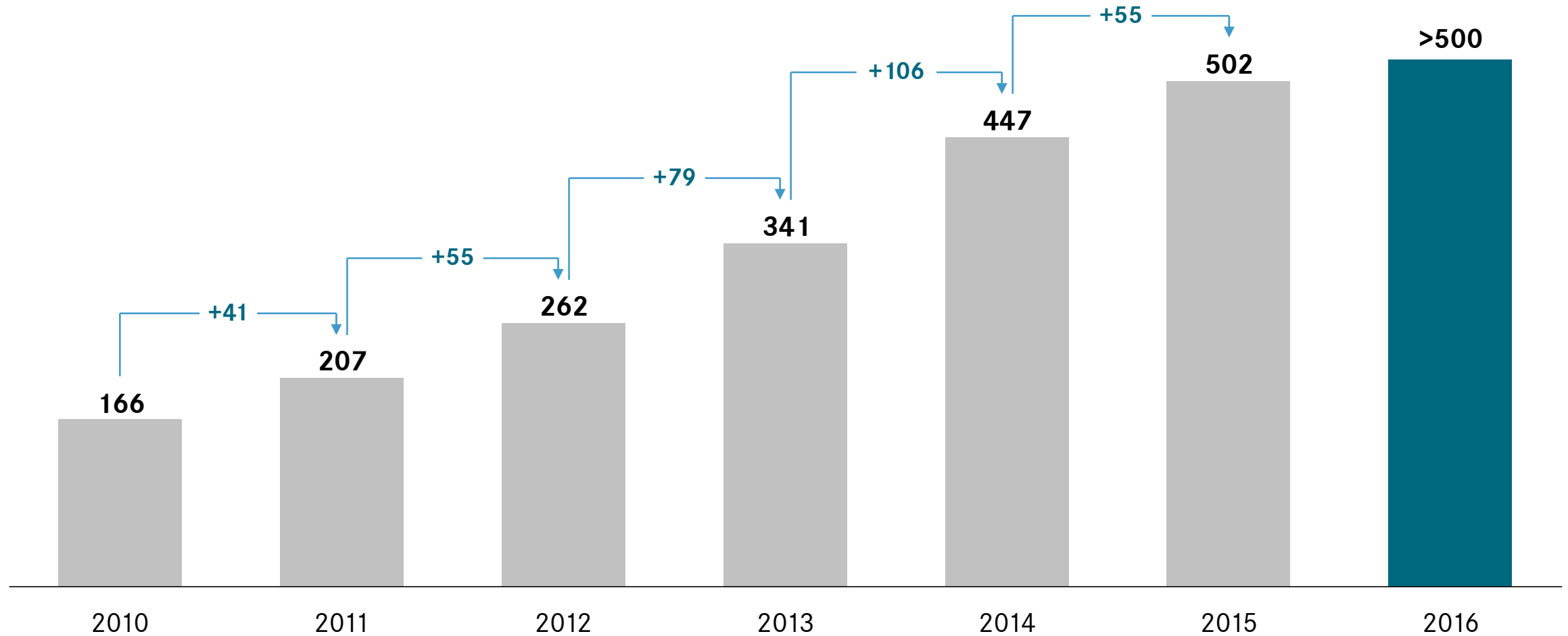


All new Vito
Launched in September 16



Mercedes-Benz Network Development in China

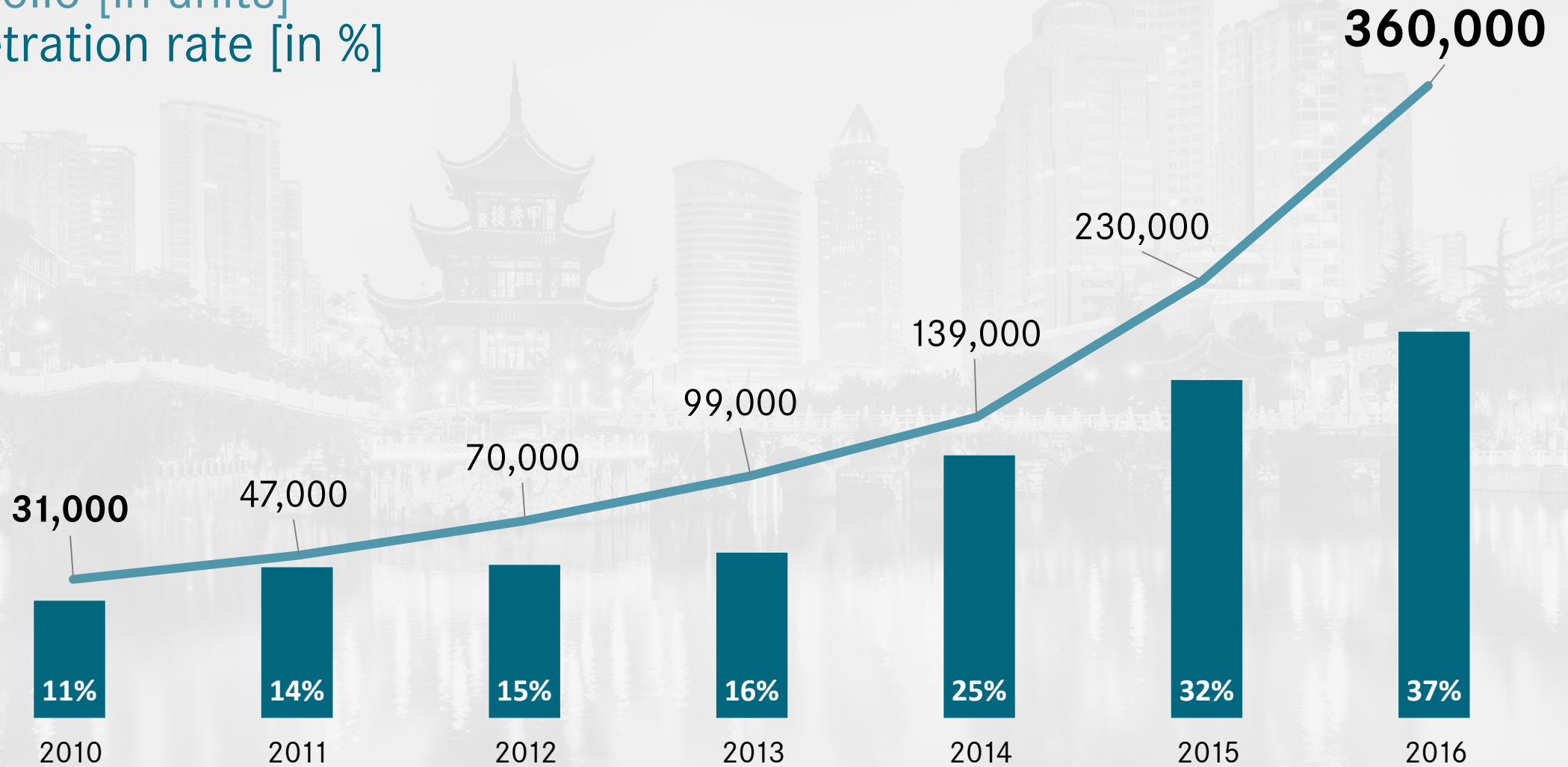
Number of Outlets



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	 around the prior-year level
	Japan*	 around the prior-year level
	Brazil	 slight decrease
	Indonesia*	 slight increase
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



Significantly 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

Unit sales around the prior-year level in Europe, North America and Japan
Sales in Brazil around the low level of prior year; sales increase in India



Mercedes-Benz Vans



Significantly higher unit sales

Significant 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

2017 outlook for EBIT

DAIMLER



We expect Group EBIT for FY 2017 to increase significantly 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



Slightly below the prior-year level



Daimler Buses



Slightly above the prior-year level



Daimler Financial Services



Slightly above the prior-year level

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

Daimler Group	Dec. 31, 2016	March 31, 2017
Equity ratio	22.9%	23.6%
Gross liquidity	21.7	21.6
Funded status of pension obligations	-7.8	-7.7
Industrial business		
Equity ratio	44.7%	45.3%
Net liquidity	19.7	21.1
Free cash flow (January-March)	0.3	1.9

in billions of euros

Double-digit growth in units sales of passenger cars, vans and buses

	Q1 2016	Q1 2017	% change
Daimler Group	683.9	754.3	+10
of which			
Mercedes-Benz Cars	496.8	568.1	+14
Daimler Trucks	105.7	94.0	-11
Mercedes-Benz Vans	76.6	86.8	+13
Daimler Buses	4.8	5.4	+12

in thousands of units

Revenue by division

	Q1 2016	Q1 2017	% change
Daimler Group	35.0	38.8	+11
of which			
Mercedes-Benz Cars	20.0	22.7	+14
Daimler Trucks	8.2	7.9	-3
Mercedes-Benz Vans	2.8	3.0	+6
Daimler Buses	0.8	0.9	+8
Daimler Financial Services	4.9	5.9	+22
Contract volume of Daimler Financial Services*	132.6	135.0	+2

in billions of euros

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

Revenue by region

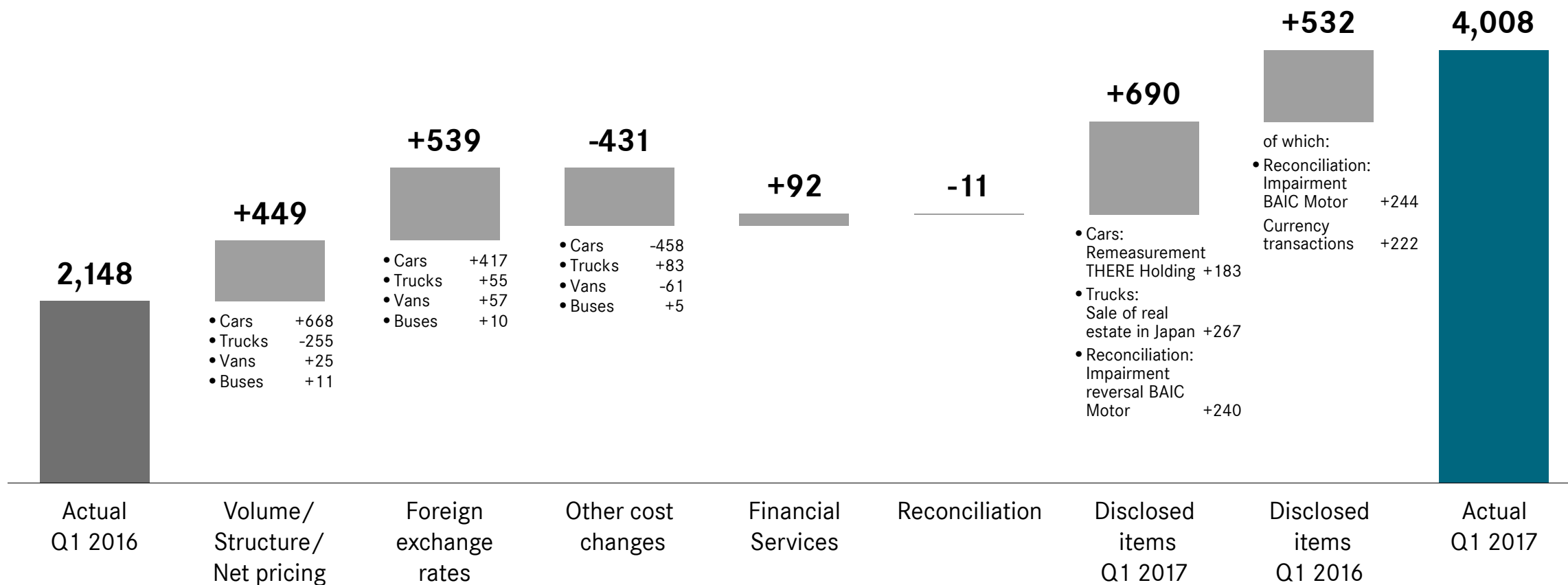
	Q1 2016	Q1 2017	% change
Daimler Group	35.0	38.8	+11
of which			
Europe	14.2	16.2	+14
<i>of which Germany</i>	5.3	5.7	+9
NAFTA	10.6	11.1	+4
<i>of which United States</i>	9.4	9.7	+3
Asia	8.2	9.1	+10
<i>of which China*</i>	3.7	4.2	+15
Other markets	2.0	2.4	+19

in billions of euros

* excluding revenue of not fully consolidated companies

Group EBIT in Q1 2017

- in millions of euros -



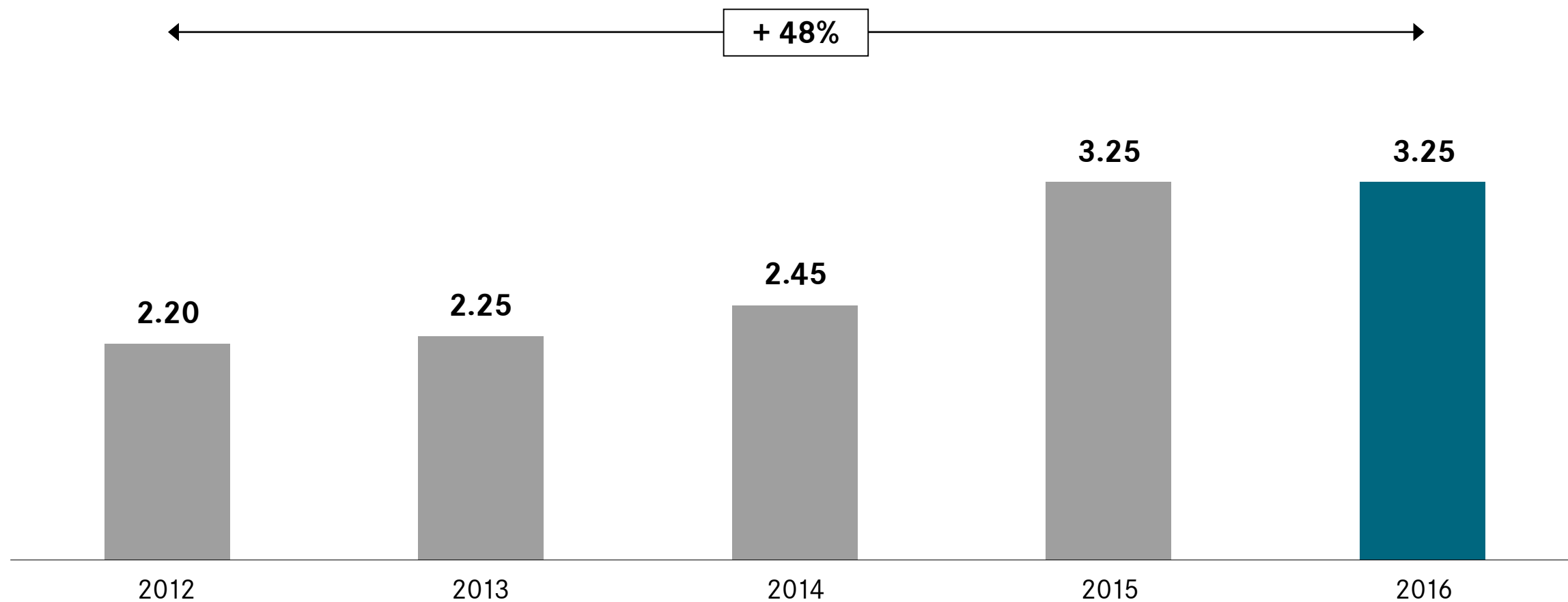
EBIT by division

- EBIT in millions of euros; RoS in % -	Q1 2016		Q1 2017	
	EBIT	RoS*	EBIT	RoS*
Daimler Group	2,148	5.7	4,008	10.6
of which				
Mercedes-Benz Cars	1,395	7.0	2,234	9.8
Daimler Trucks	516	6.3	668	8.4
Mercedes-Benz Vans	301	10.7	357	11.9
Daimler Buses	39	4.7	65	7.2
Daimler Financial Services	432	-	524	-
Reconciliation	-535	-	160	-

* Return on sales; Daimler Group excluding Daimler Financial Services

Development of dividend per share

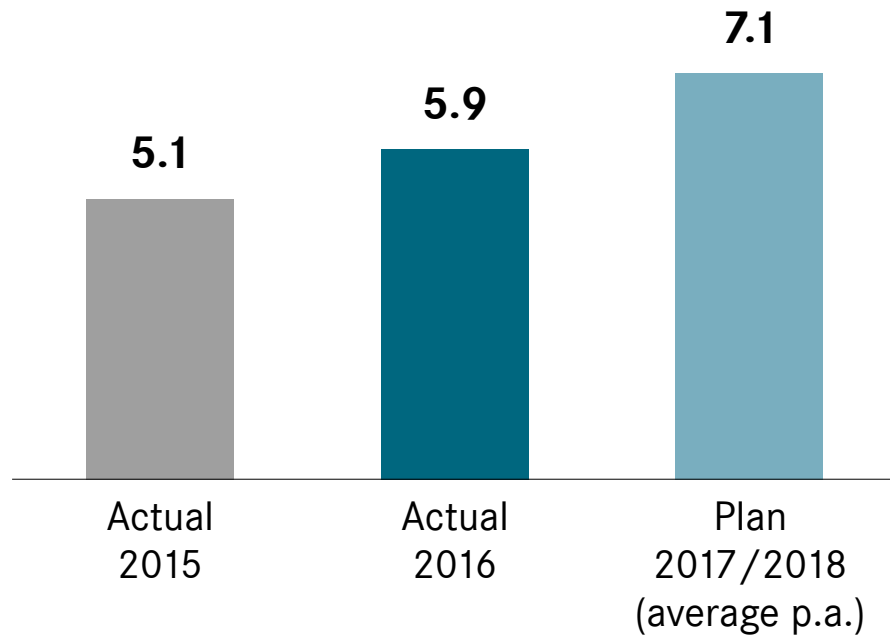
- in euros -



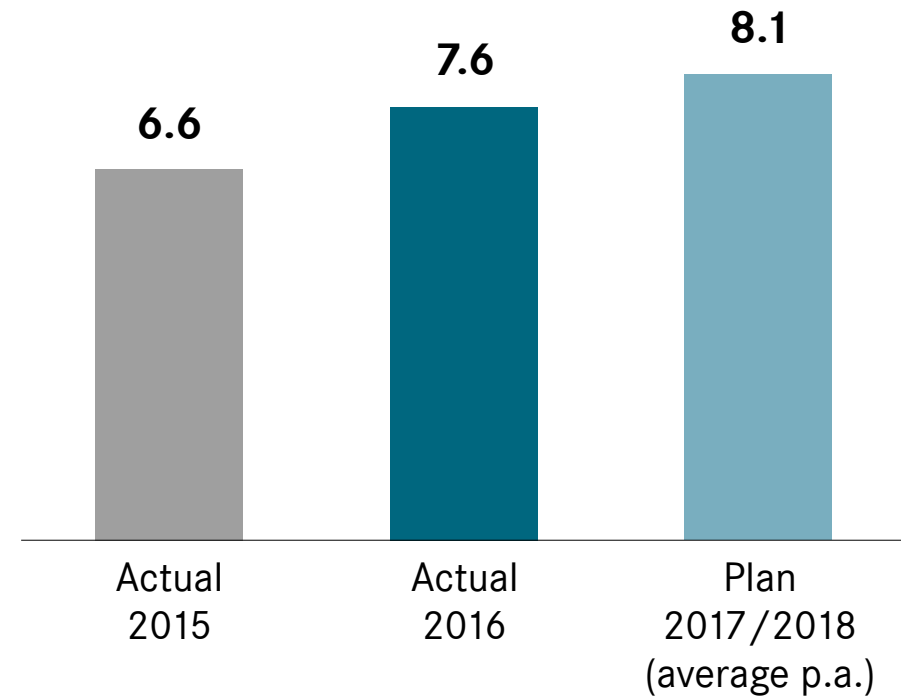
Capital expenditure / Research and development

- in billions of euros -

Investment in property, plant and equipment



Research and development expenditure



Capital expenditure / Research and development

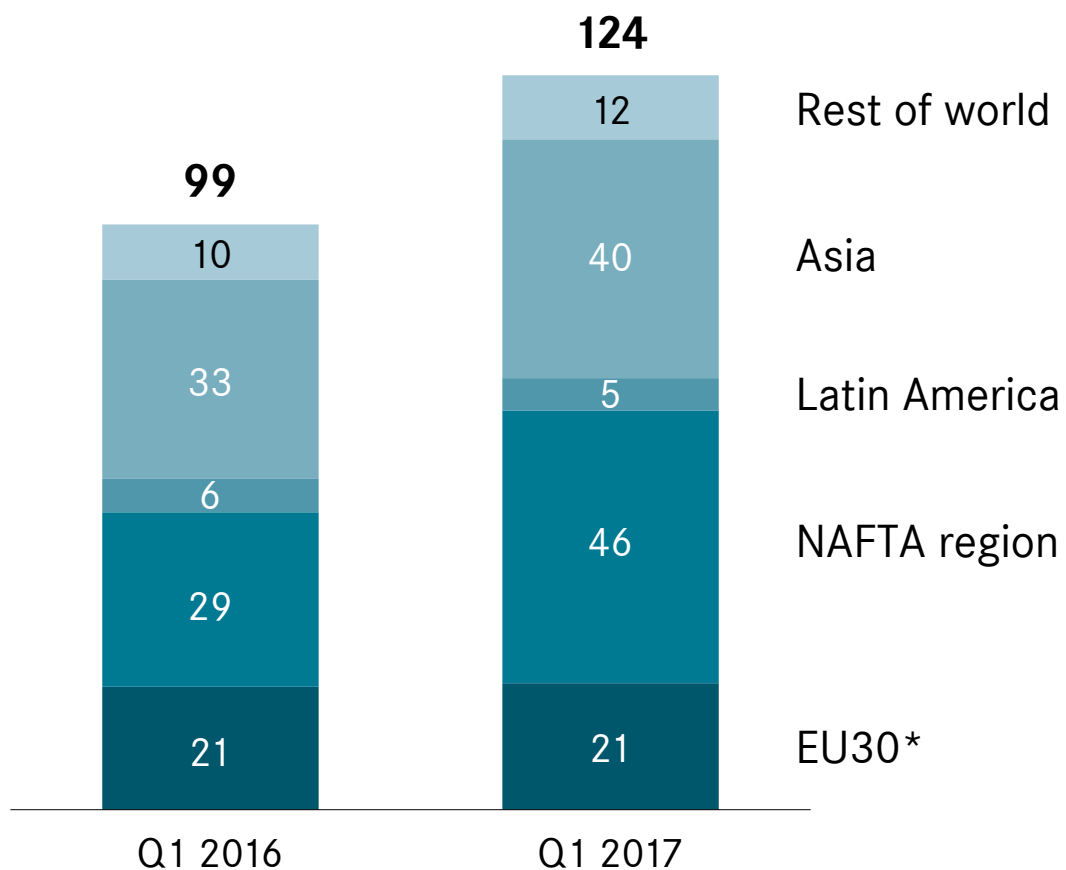
	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2015	Actual 2016	Plan* 2017-2018	Actual 2015	Actual 2016	Plan* 2017-2018
Daimler Group	5.1	5.9	7.1	6.6	7.6	8.1
of which						
Mercedes-Benz Cars	3.6	4.1	5.2	4.7	5.7	6.1
Daimler Trucks	1.1	1.2	1.2	1.3	1.3	1.3
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.

Daimler Trucks: incoming orders increase significantly driven by NAFTA region, Indonesia and Middle East

- in thousands of units -

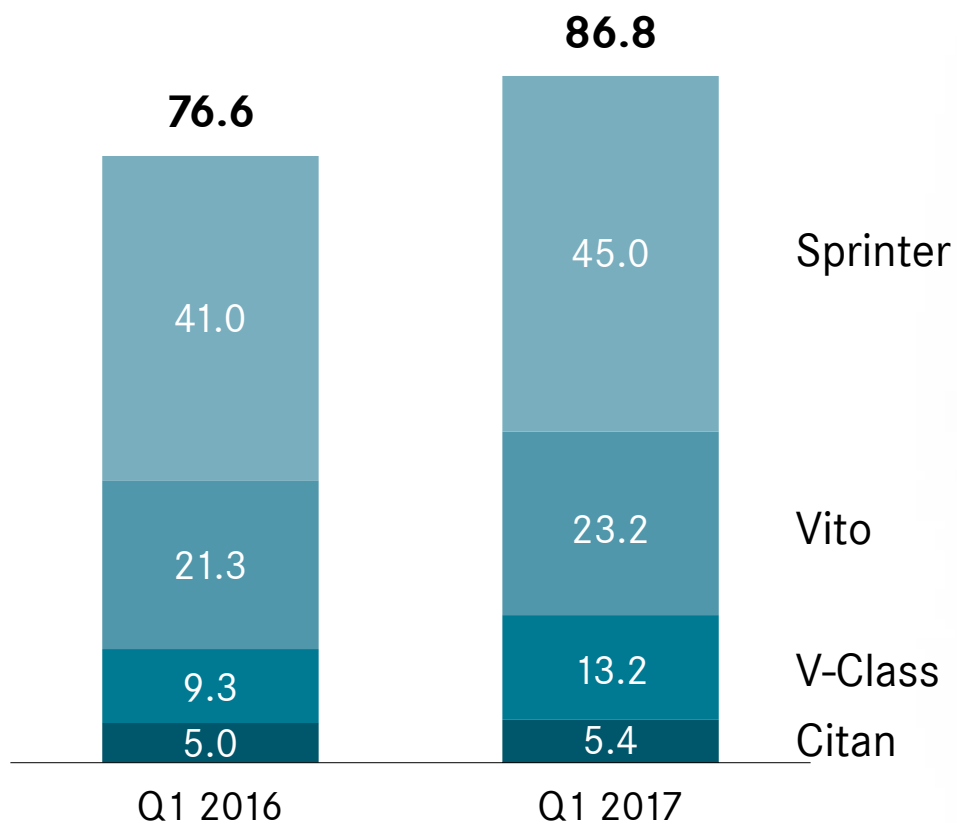


* European Union, Switzerland and Norway



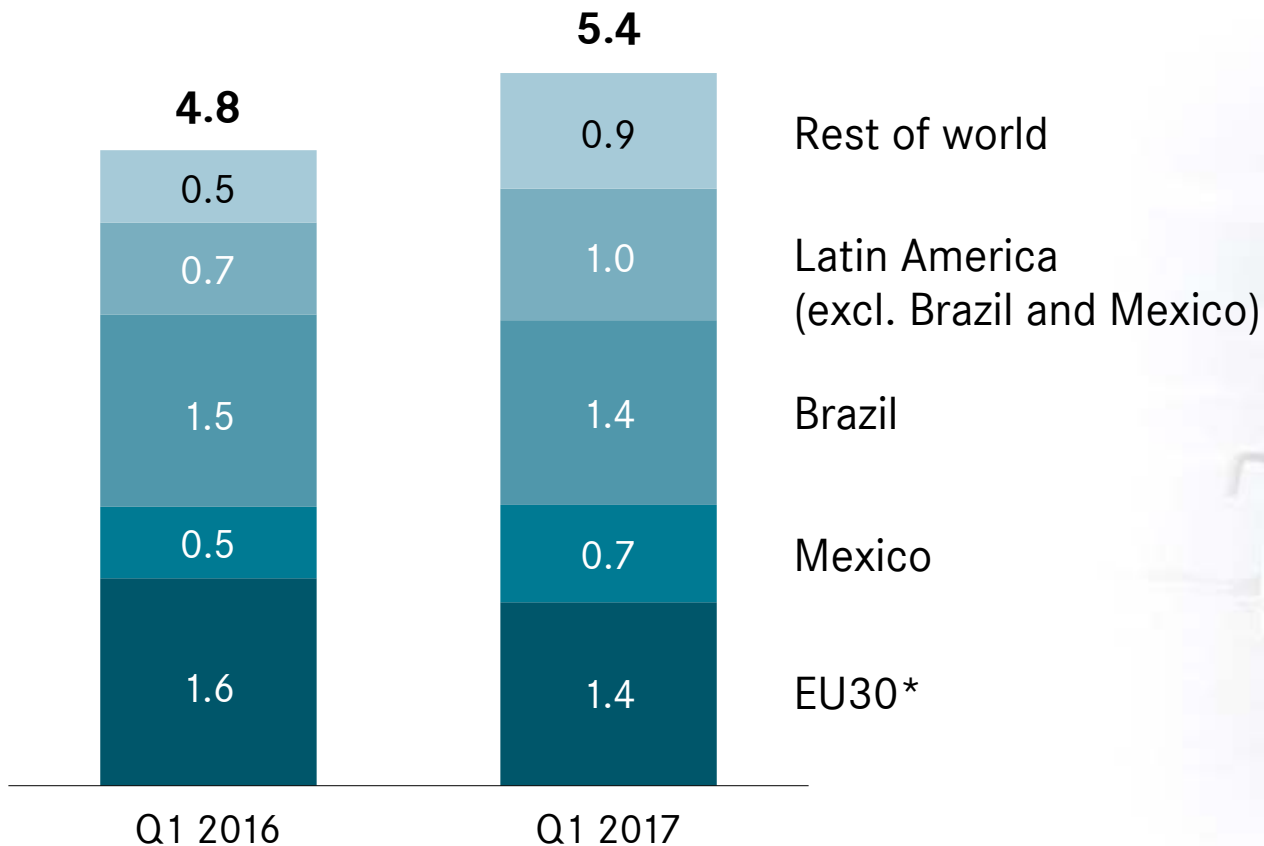
Mercedes-Benz Vans: sales increase by 13% due to market success of attractive product portfolio

- in thousands of units -



Daimler Buses: sales increase by 12% mainly due to higher demand in emerging markets

- in thousands of units -

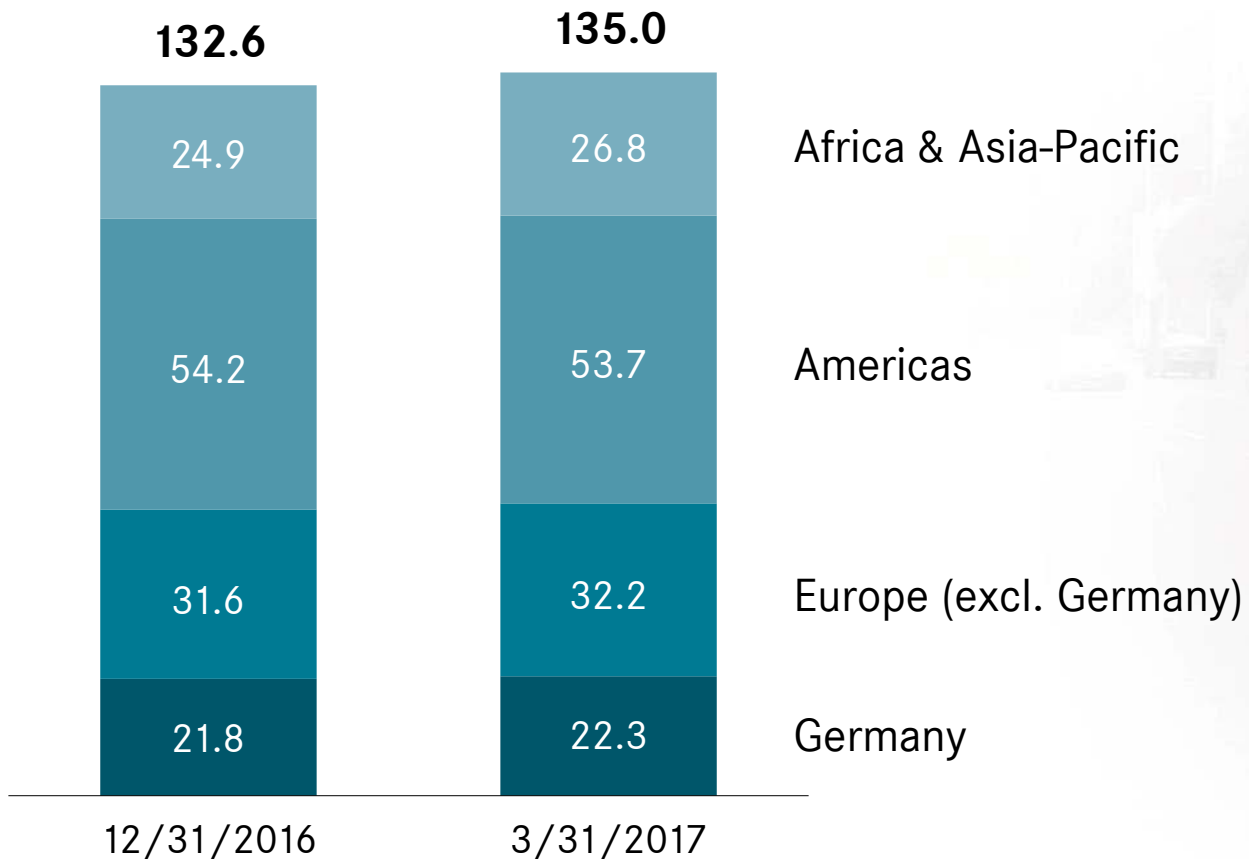


* European Union, Switzerland and Norway

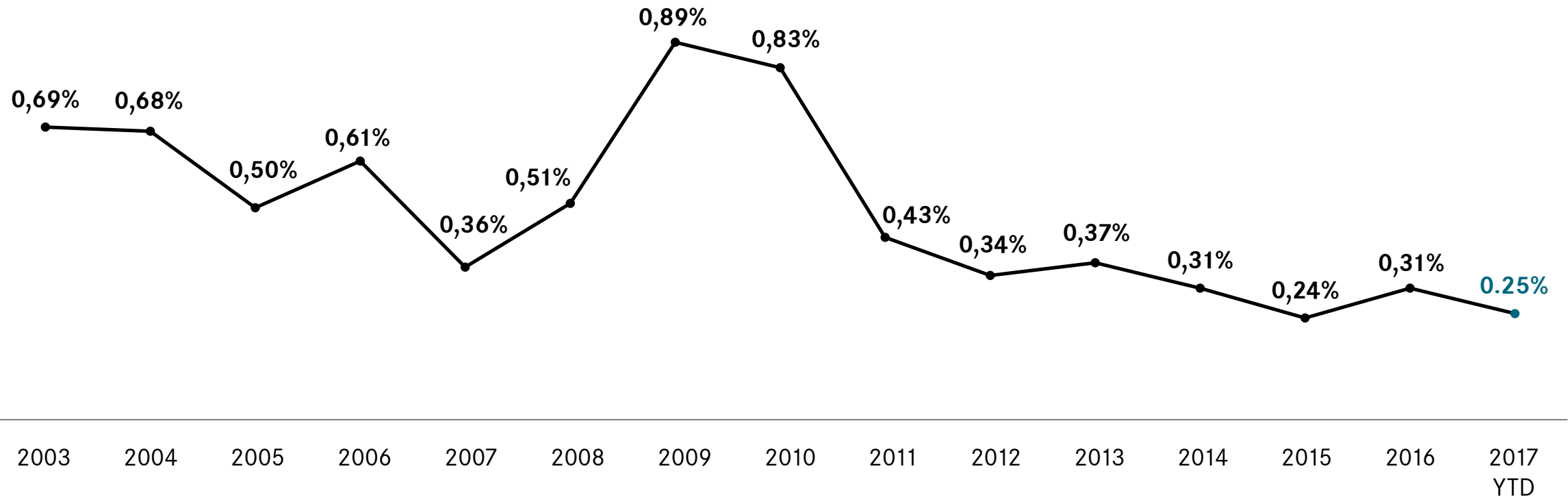


Daimler Financial Services: further increase in contract volume to 135.0 billion euros (+2%)

- in billions of euros -



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

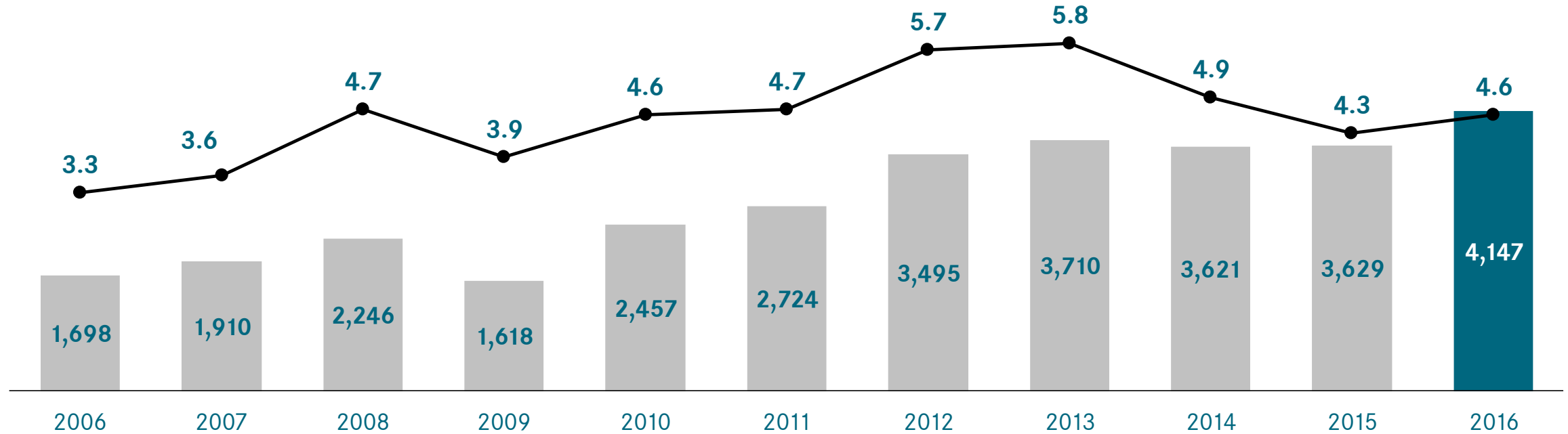


* as a percentage of portfolio, subject to credit risk

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%



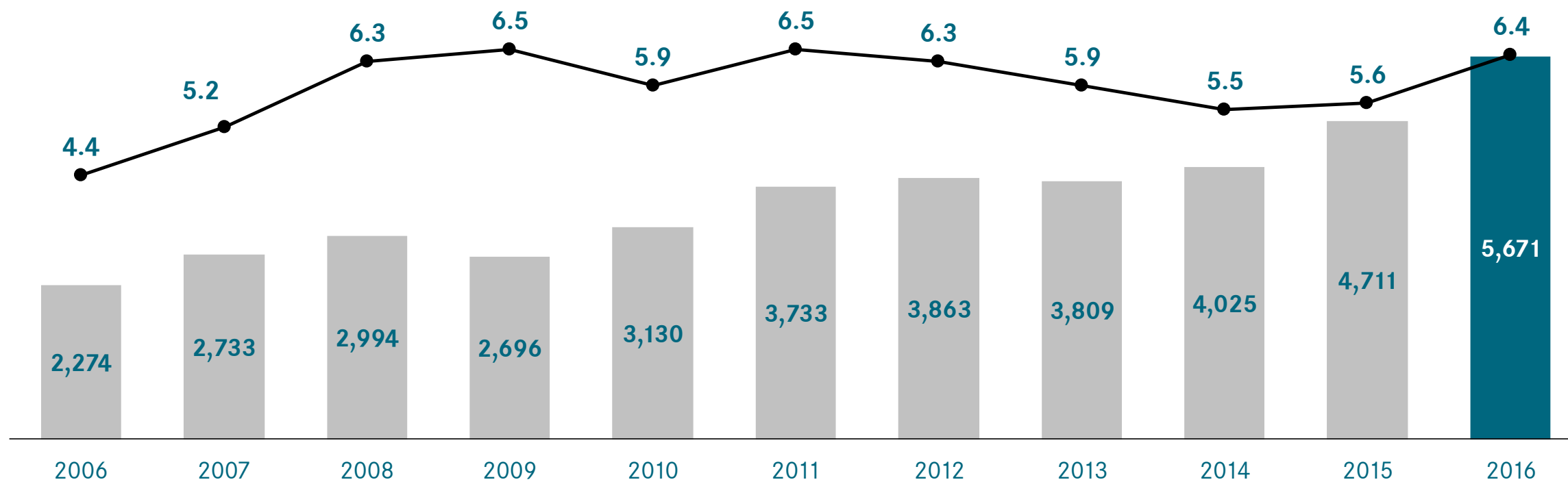
* Capital expenditure for property, plant and equipment (pp&e) MBC

** 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 Q1 2017

- in units -

Retail sales	Q1 2017	Q1 2016	Change in %
Mercedes-Benz	560,625	483,487	+16.0
of which*:			
A-/B-Class	105,068	107,927	-2.6
C-Class	130,484	108,283	+20.5
E-Class	97,884	66,196	+47.9
S-Class	19,594	22,559	-13.1
SUVs**	188,138	162,237	+16.0
Sports Cars	6,890	6,884	+0.1
V-Class	12,567	9,401	+33.7
smart	34,156	35,453	-3.7
Mercedes-Benz Cars	594,781	518,940	+14.6

* incl. Derivatives

** incl. GLA

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 in major markets Q1 2017

- in units -

Retail sales	Q1 2017	Q1 2016	Change in %
China*	151,878	110,870	+37.0
of which locally produced vehicles	102,944	71,723	+43.5
USA	80,155	77,045	+4.0
Germany	77,837	72,806	6.9
UK	57,217	49,837	14.8
BRIKT**	37,026	35,211	5.2
Italy	24,328	24,131	0.8
Japan	18,810	18,950	-0.7
France	14,401	14,127	1.9
South Korea	18,907	13,944	35.6
Spain	14,586	12,837	13.6
Russia	8,291	9,823	-15.6
Canada	10,852	9,687	12.0
Turkey	3,914	5,288	-26.0
Rest of World	107,691	93,439	15.3
Mercedes-Benz Cars	594,781	518,940	14.6

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

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

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 Q1 2017: 64,5

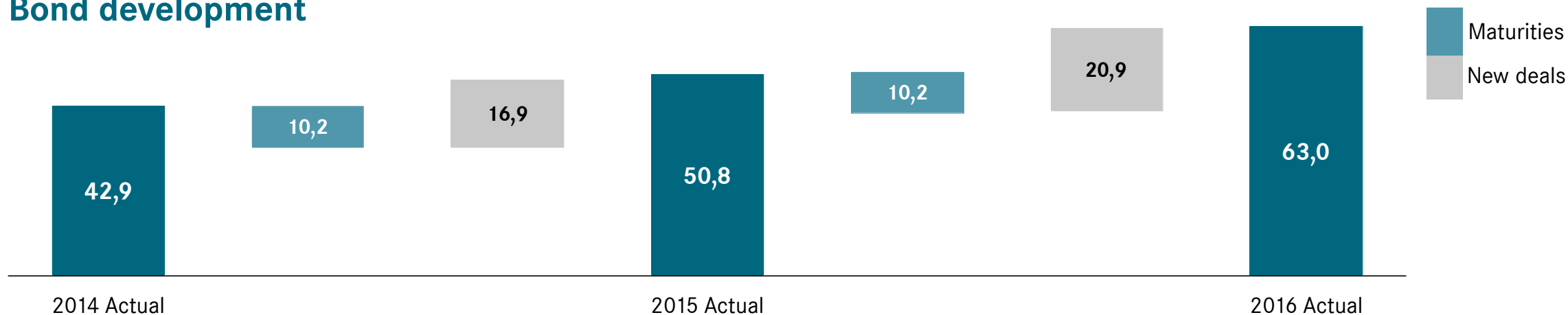
	Total Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Next 12 months
Bonds short term	64,5	-3,0	-3,4	-2,3	-4,9	-13,6

	Total Q1 2017	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds long term	64,5	-13,6	-11,3	-14,5	-7,1	-6,7	-1,4	-9,9

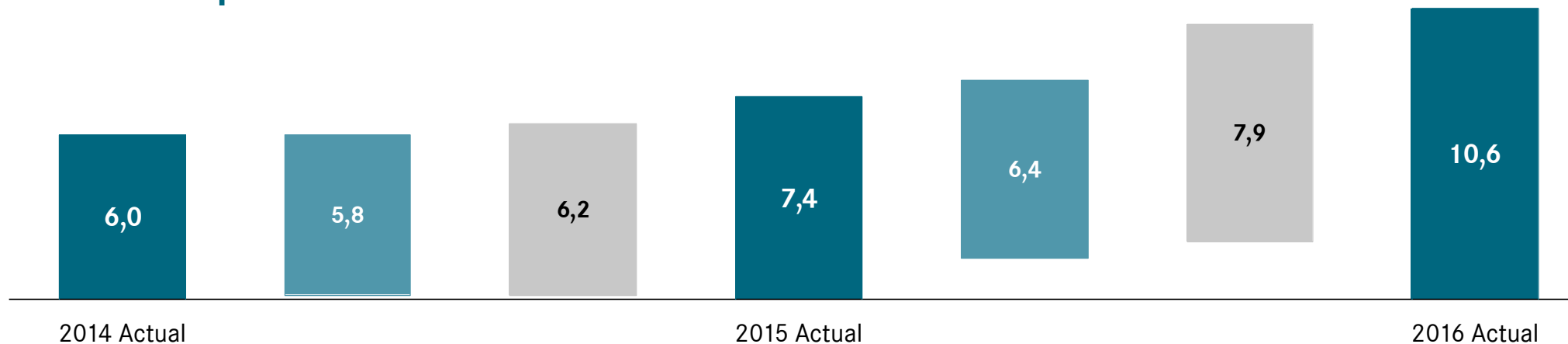
Bonds and ABS Development 2014 - 2016

- in billions of euros -

Bond development



ABS development



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

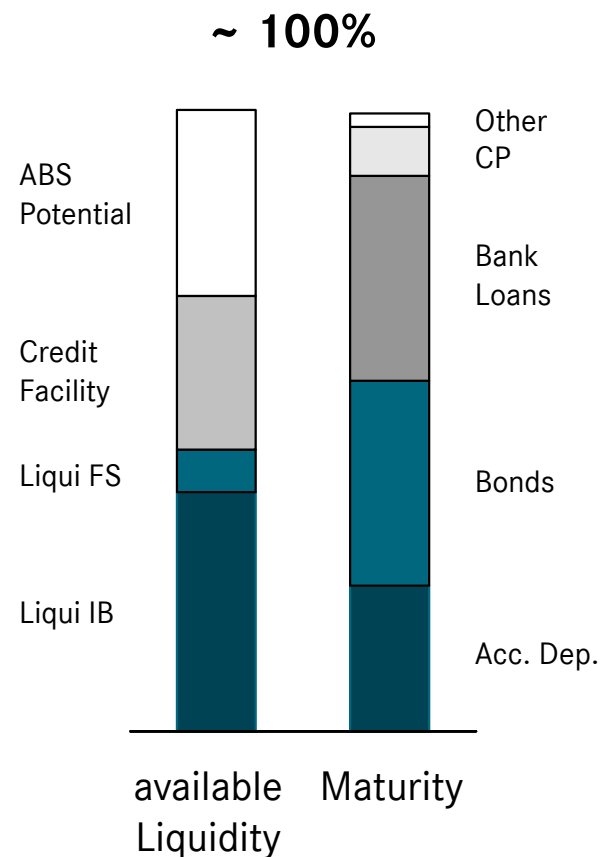
Financial Flexibility is Key Liquidity Management Tool

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

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.