

# DAIMLER

Corporate Presentation June 2016



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**Results for Q1 2016**

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# Highlights of Q1 2016

Strong growth in Group unit sales	683,900	+ 7 %
Highest Q1 unit sales so far at Mercedes-Benz Cars	496,800	+ 8 %
EBIT from ongoing business	€ 2.7bn	- 9 %

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World premiere of the new Mercedes-Benz E-Class

---

Presentation of the new Mercedes-Benz GLC Coupé and C-Class Cabriolet

---

Debut of the new four-cylinder diesel engine OM 654

---

World premiere of a group of connected and autonomous trucks (Platoon) driving on a public highway

---

Announcement of €500 million investment in a second battery factory in Germany

---

Daimler Financial Services AG awarded Germany's best employer in its category

# Key financials

	Q1 2015	Q1 2016
Revenue	34.2	<b>35.0</b>
EBIT		
as reported	2.9	<b>2.1</b>
from ongoing business	2.9	<b>2.7</b>
Net profit	2.1	<b>1.4</b>
Earnings per share (in euros)	1.83	<b>1.26</b>
Net liquidity industrial business (2015: year-end)	18.6	<b>18.5</b>
Free cash flow of the industrial business	2.3	<b>0.3</b>

in billions of euros

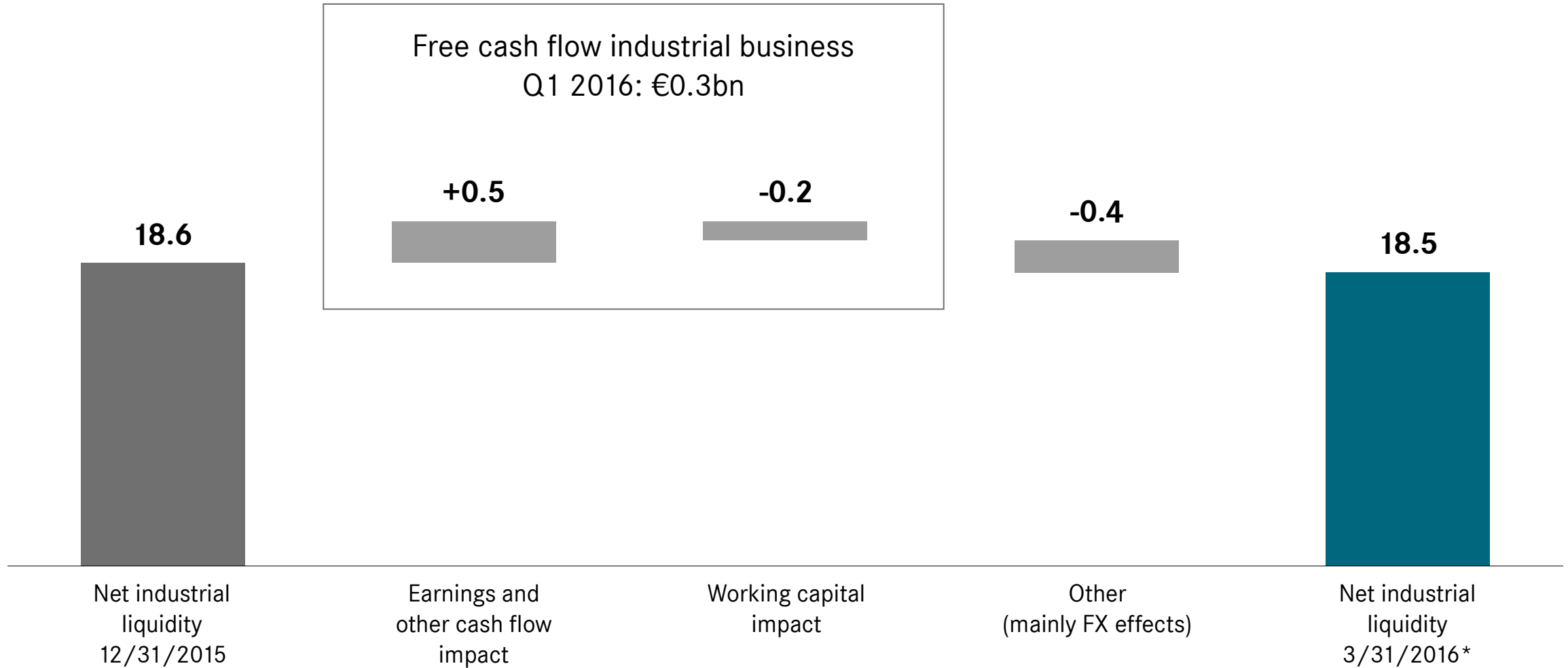
# Key balance sheet and financial figures

<b>Daimler Group</b>	Dec. 31, 2015	March 31, 2016
Equity ratio	23.7%	<b>22.9%</b>
Gross liquidity	18.2	<b>23.1</b>
<b>Industrial business</b>		
Equity ratio	44.5%	<b>40.8%</b>
Net liquidity	18.6	<b>18.5</b>

in billions of euros

# Net industrial liquidity: development in Q1 2016

- in billions of euros -



\* dividend not paid out until April

# Unit sales

	Q1 2015	Q1 2016	% change
<b>Daimler Group</b>	641.6	<b>683.9</b>	+7
of which			
Mercedes-Benz Cars	459.7	<b>496.8</b>	+8
Daimler Trucks	112.4	<b>105.7</b>	-6
Mercedes-Benz Vans	63.8	<b>76.6</b>	+20
Daimler Buses	5.7	<b>4.8</b>	-15

in thousands of units

# Revenue by division

	Q1 2015	Q1 2016	% change
<b>Daimler Group</b>	34.2	<b>35.0</b>	+2
of which			
Mercedes-Benz Cars	19.5	<b>20.0</b>	+2
Daimler Trucks	8.4	<b>8.2</b>	-2
Mercedes-Benz Vans	2.4	<b>2.8</b>	+17
Daimler Buses	0.9	<b>0.8</b>	-5
Daimler Financial Services	4.5	<b>4.9</b>	+7
Contract volume of Daimler Financial Services*	116.7	<b>115.7</b>	-1

in billions of euros

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



# EBIT from ongoing business

- EBIT in millions of euros; RoS in % -	Q1 2015		Q1 2016	
	EBIT	RoS*	EBIT	RoS*
<b>Daimler Group</b>	2,930	8.5	<b>2,680</b>	<b>7.4</b>
of which				
Mercedes-Benz Cars	1,794	9.2	<b>1,425</b>	<b>7.1</b>
Daimler Trucks	536	6.4	<b>517</b>	<b>6.3</b>
Mercedes-Benz Vans	221	9.2	<b>336</b>	<b>11.9</b>
Daimler Buses	35	4.0	<b>39</b>	<b>4.7</b>
Daimler Financial Services	409	-	<b>432</b>	-
Reconciliation	-65	-	<b>-69</b>	-

\* Return on sales; Daimler Group excluding Daimler Financial Services

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# Assumptions for automotive markets in 2016

Car markets	Global	around +3%
	Western Europe	slight growth
	USA	around the prior-year level
	China	significant growth
Medium- and heavy-duty truck markets	NAFTA region	around -15%
	Europe	around +10%
	Japan*	around the prior-year level
	Brazil	around -20%
	Indonesia*	around -15%
Van markets	Europe	slight growth for small, mid-size and large vans
	USA	slight growth
Bus markets	Western Europe	slight growth
	Brazil	significant decrease

\* including light-duty trucks

# 2016 sales outlook

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Mercedes-Benz Cars

## **Significantly higher unit sales**

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

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Daimler Trucks

## **Unit sales significantly below the prior-year level**

Sustained market leadership in weakening NAFTA market, strong product portfolio across all regions, expansion of global market presence with regional centers

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Mercedes-Benz Vans

## **Significantly higher unit sales**

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

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Daimler Buses

## **Unit sales at the prior-year level**

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

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# 2016 outlook for EBIT from ongoing business

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## DAIMLER

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

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Mercedes-Benz Cars

Slightly above the prior-year level



Daimler Trucks

Significantly below the prior-year level



Mercedes-Benz Vans

Significantly above the prior-year level



Daimler Buses

Slightly above the prior-year level



Daimler Financial Services

Slightly above the prior-year level

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# Clear aspiration for all our divisions

# DAIMLER

Mercedes-Benz  
Cars

“Most successful  
premium  
manufacturer”



Daimler Trucks

“No 1 in  
the global truck  
business”



Mercedes-Benz  
Vans

“Most successful  
player in  
worldwide van  
business”



Daimler Buses

“No 1 in the  
global bus  
business”



Daimler Financial  
Services

“Best financial  
and mobility  
services provider”



# The four strategic focus areas of Daimler

Strengthening core business



Growing globally



Leading in technology



Pushing digitalization





# Digitalization puts the focus on the customer

## Digital target picture Daimler

Vision

**„Shaping the future of safe and sustainable mobility“**

Mission statement  
DigitalLife@Daimler



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

**Direct**  
customer perception



Products & Services



**Indirect**  
customer perception



Digitalization of the value chain<sup>1)</sup>

Success factors

**Processes and Structures**

**Digital skills & Corporate culture**

**Management system**

1) Industry 4.0

# Profit targets

Profit targets [Return on Sales / Return on Equity<sup>1)</sup> in %]



10

Mercedes-Benz  
Cars



8

Daimler  
Trucks



9

Mercedes-Benz  
Vans



6

Daimler  
Buses



17

Daimler  
Financial Services

Return on sales-target for the automotive business : 9 percent

1) Daimler Financial Services

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# Mercedes-Benz Cars



# Mercedes-Benz Cars: our product offensive continues



GLS facelift



E-Class sedan



smart cabrio



SL facelift



CLA facelift



E-Class  
(long wheelbase)



smart EV

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

2016



S-Class Cabriolet



C-Class Cabriolet



E-Class  
station wagon



SLC facelift

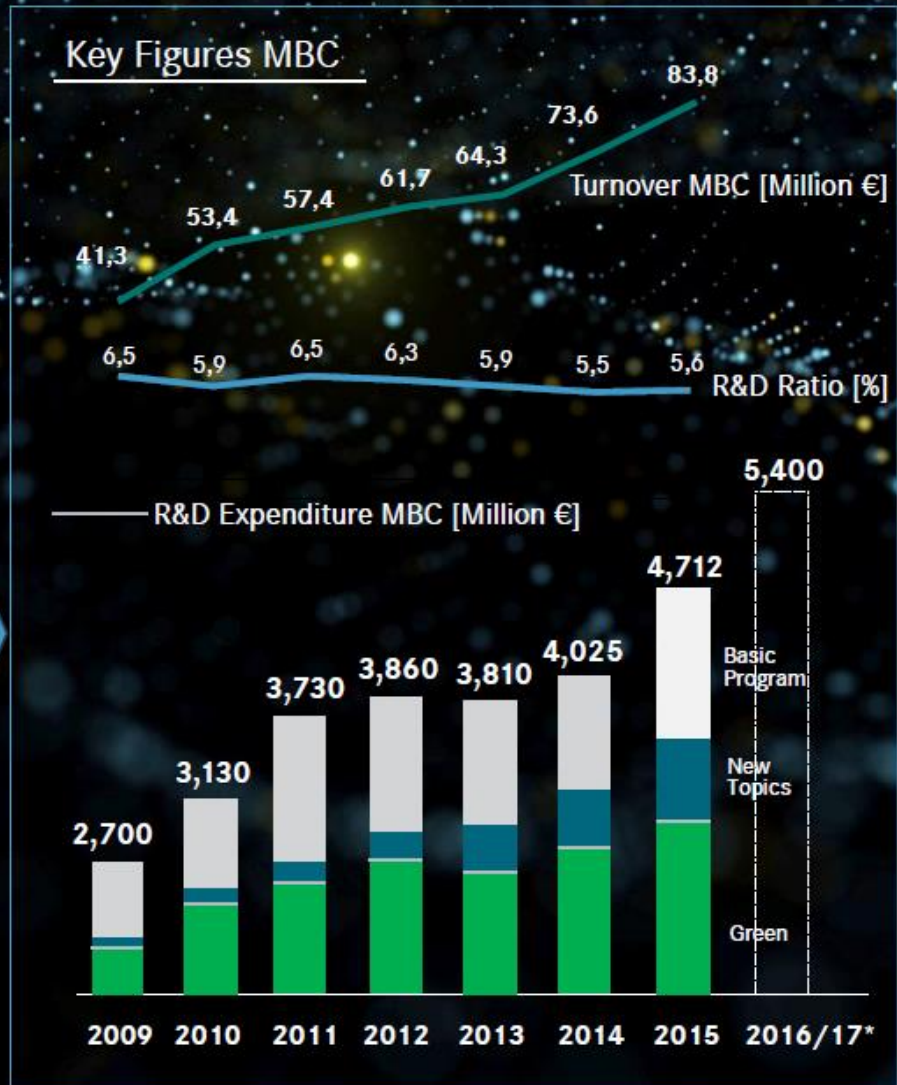
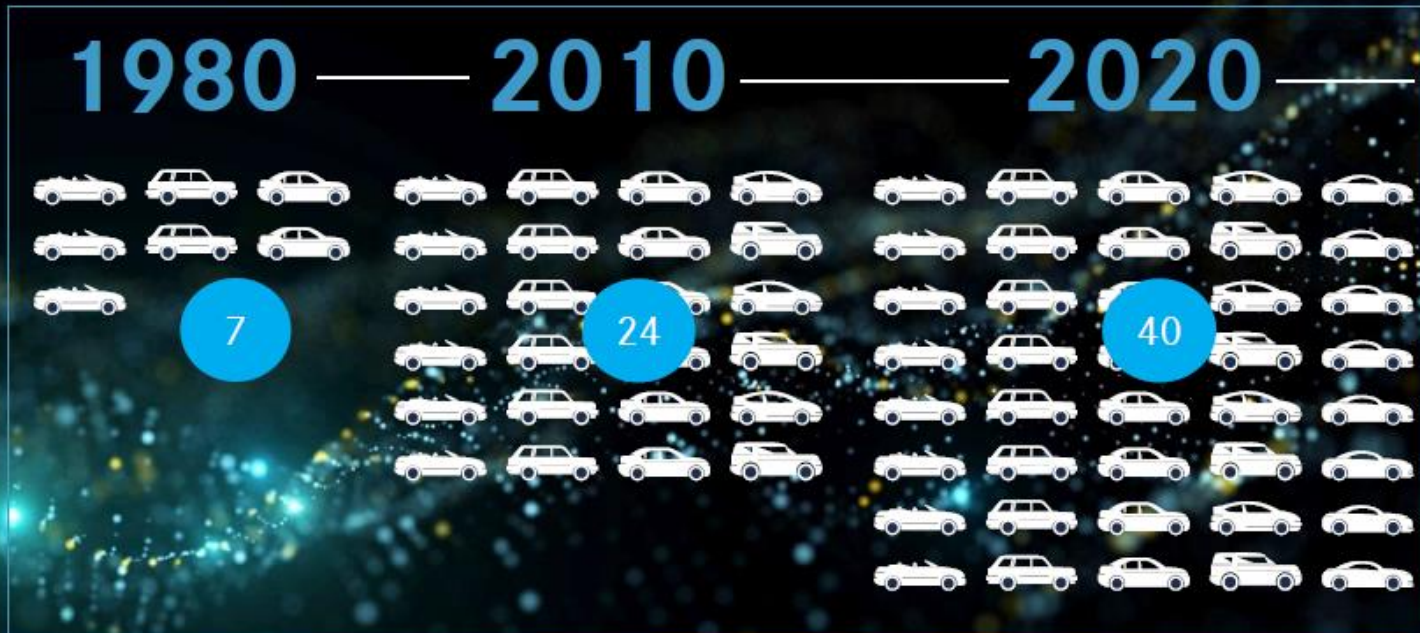


GLC Coupé

2017

# Our product- and technology offensive is at full speed

## 30 Models in 2016



### Worldwide markets

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

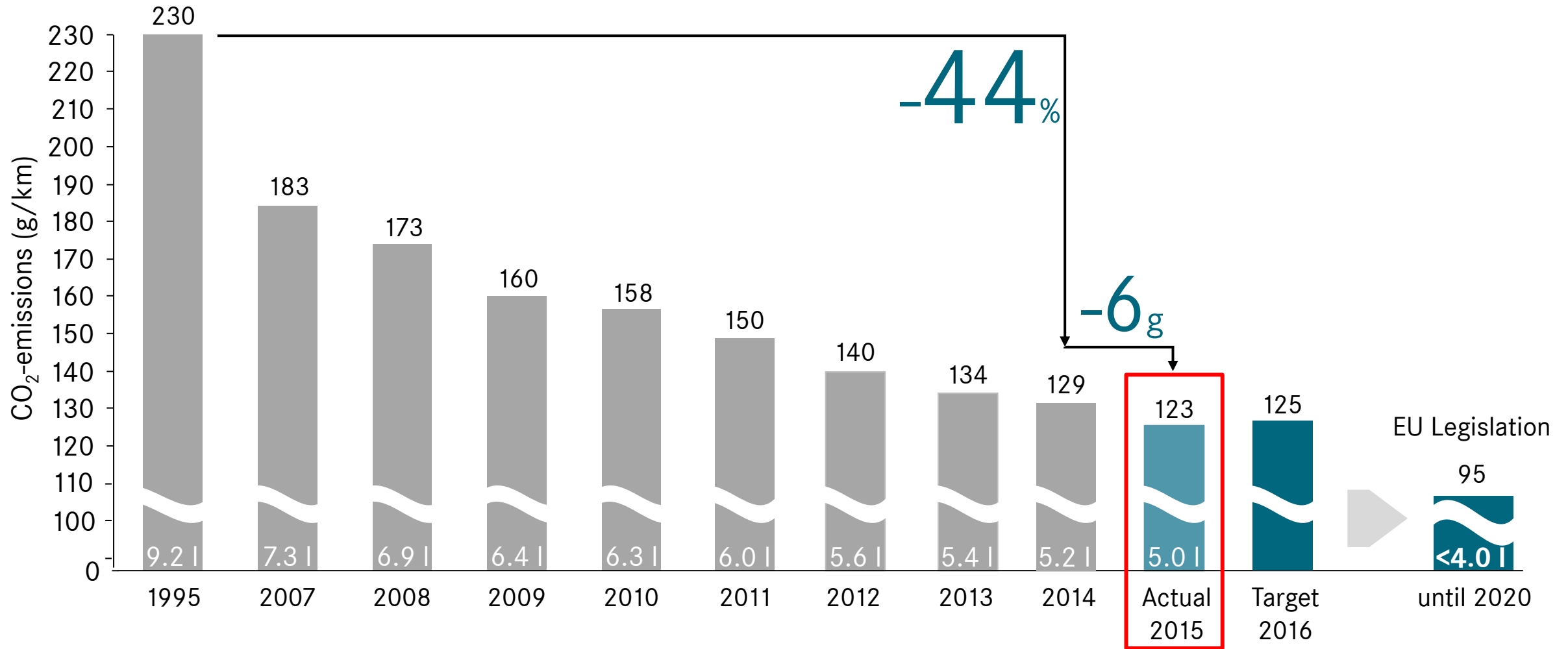
### New and groundbreaking innovations

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

\* average p.a.

# We are on our way to emission-free driving

## Example: MBC fleet consumption in Europe



# Our roadmap for sustainable mobility





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

17% weight reduction

24% friction reduction

18 kW more power

11% faster acceleration

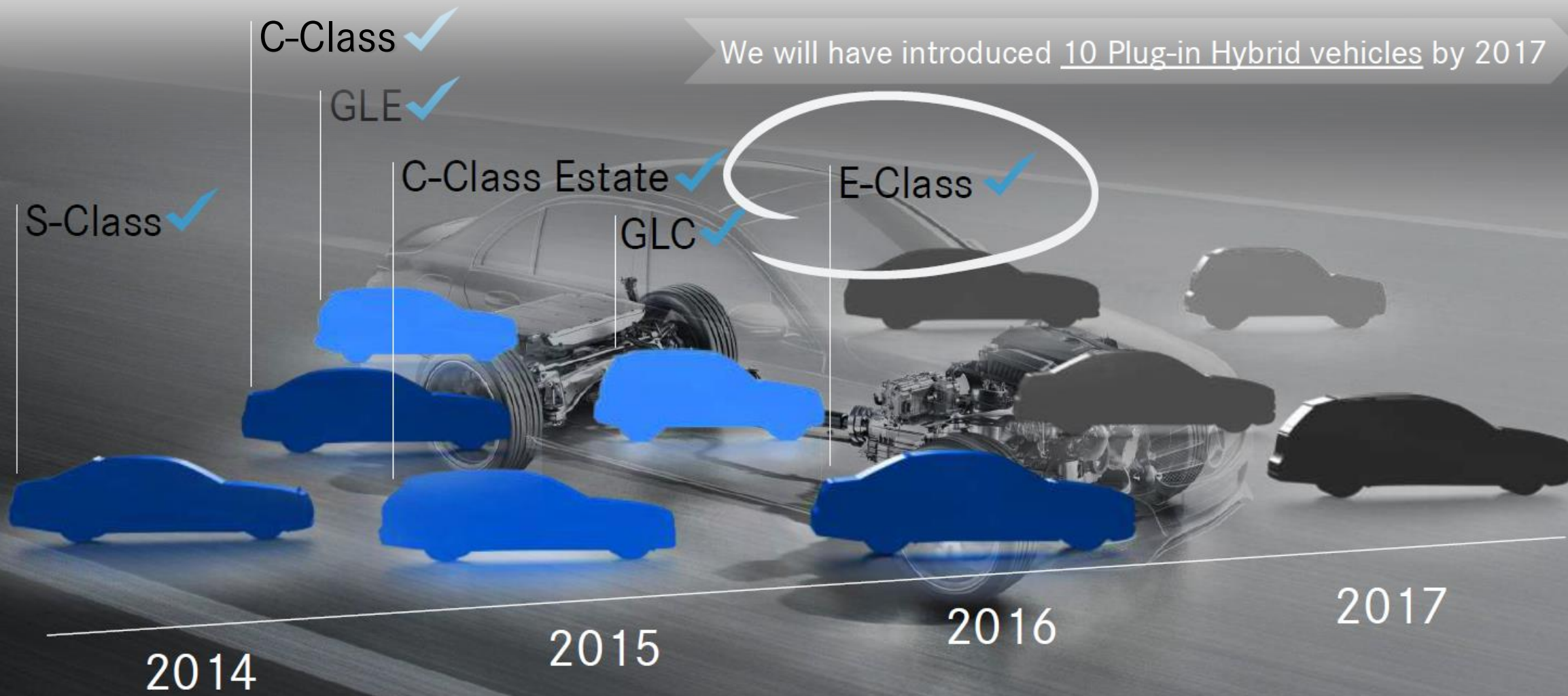


13% CO<sub>2</sub> reduction

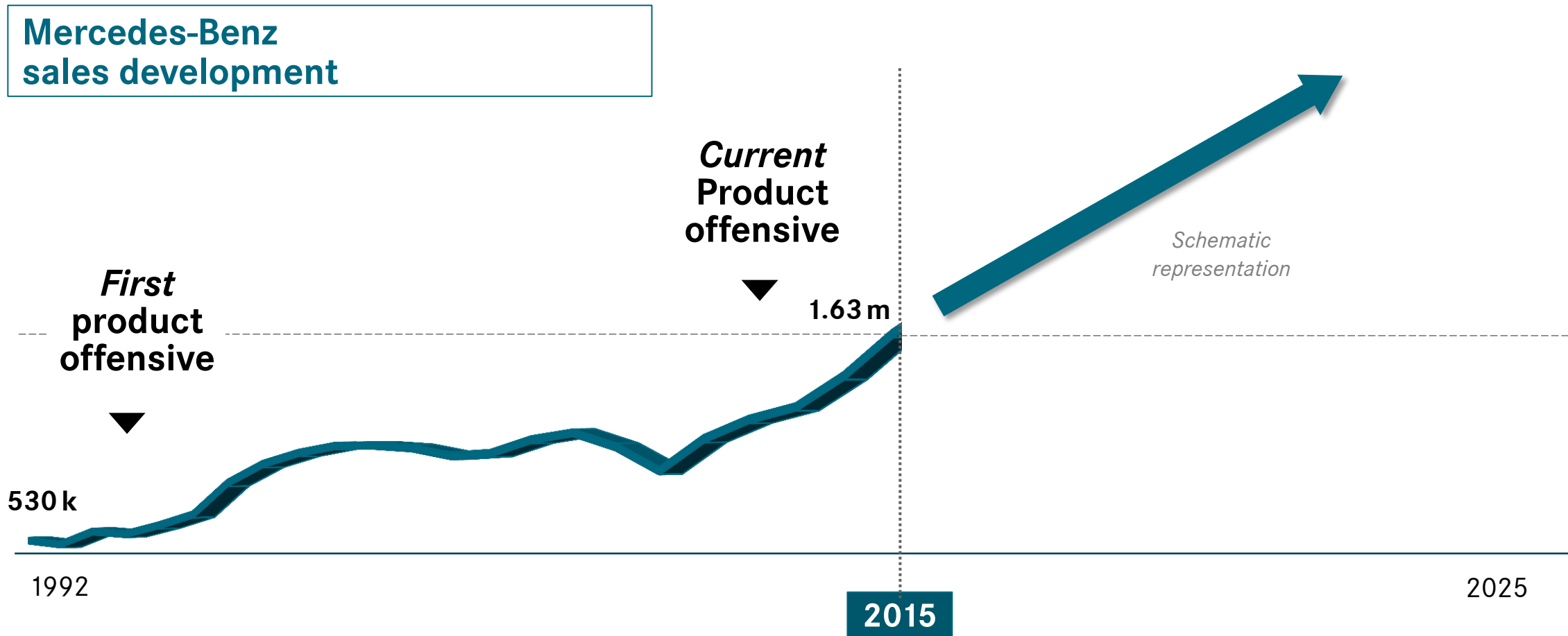
-80% NO<sub>x</sub> emissions

# Our Plug-In Hybrid Rollout is at full speed

We will have introduced 10 Plug-in Hybrid vehicles by 2017

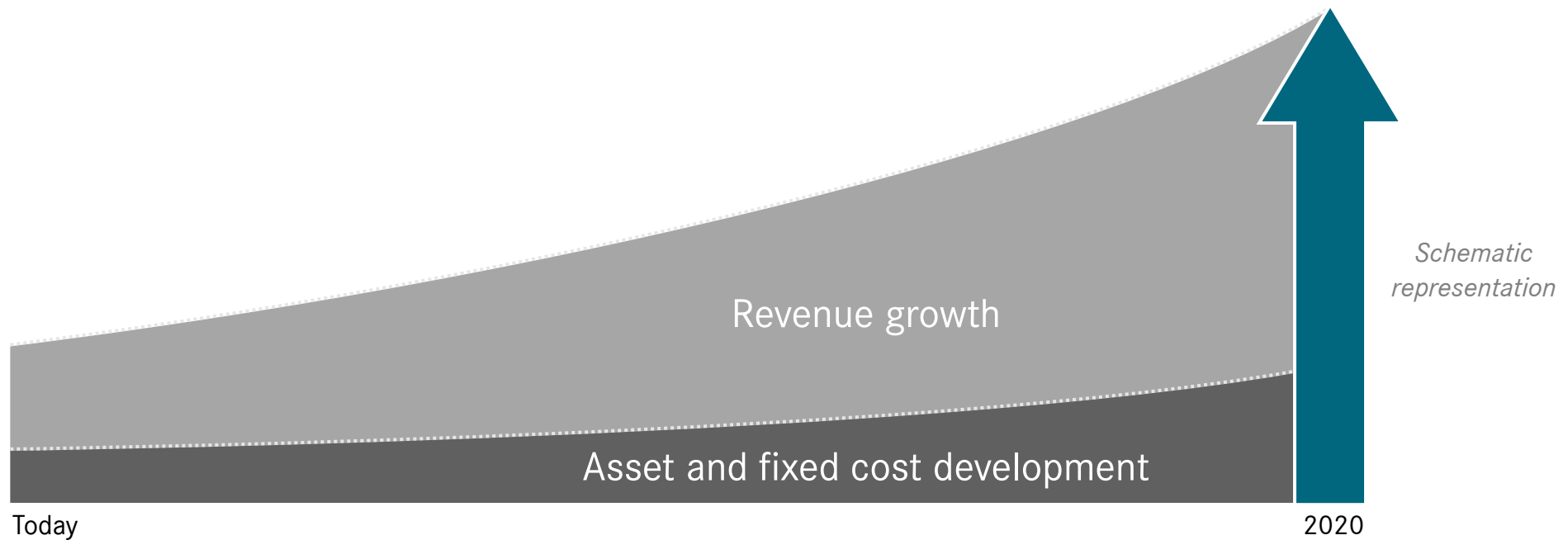


# Product offensive to fuel our sales offensive



# Efficiency increase for profitable growth

Our growth plan



# Autonomous driving goes far beyond technology



# 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


# Connectivity as 'enabling technology' is the core of...

## Infotainment


*Examples*



**Navigation**




**Radio/ Media**



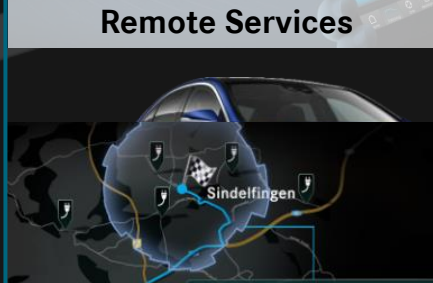
**Internet/ Apps**

## EVs

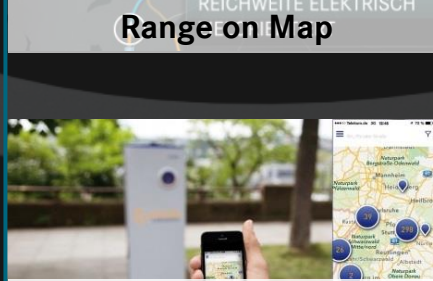
*Examples*



**Remote Services**



**Range on Map**



**Charging Station Search**

## Safety

*Examples*



**Live Traffic Information**




**Car-2-X Warnings**



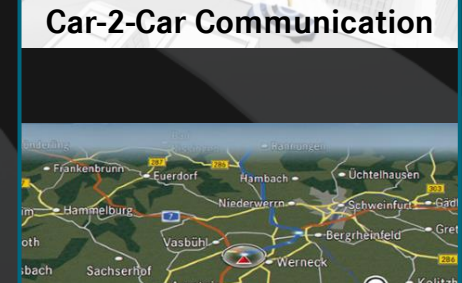
**Emergency Call**

## Autonomous Driving

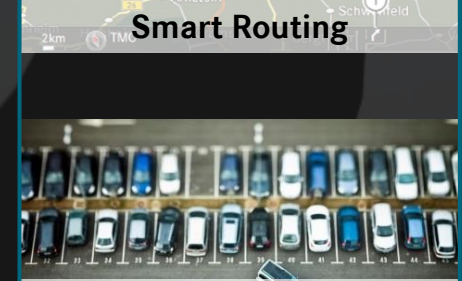
*Examples*



**Car-2-Car Communication**



**Smart Routing**

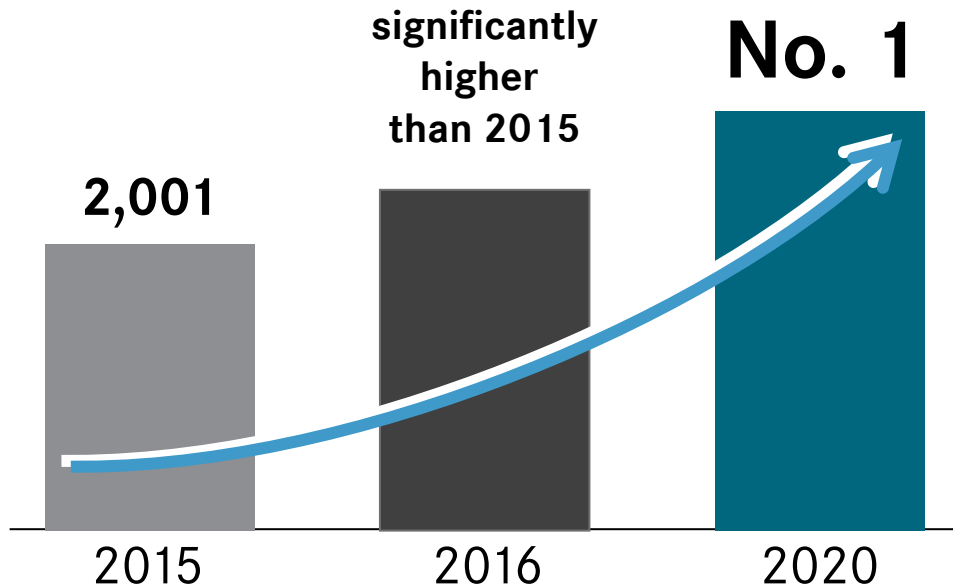


**Intelligent Parking Assist**

# Our target: No.1 premium car manufacturer

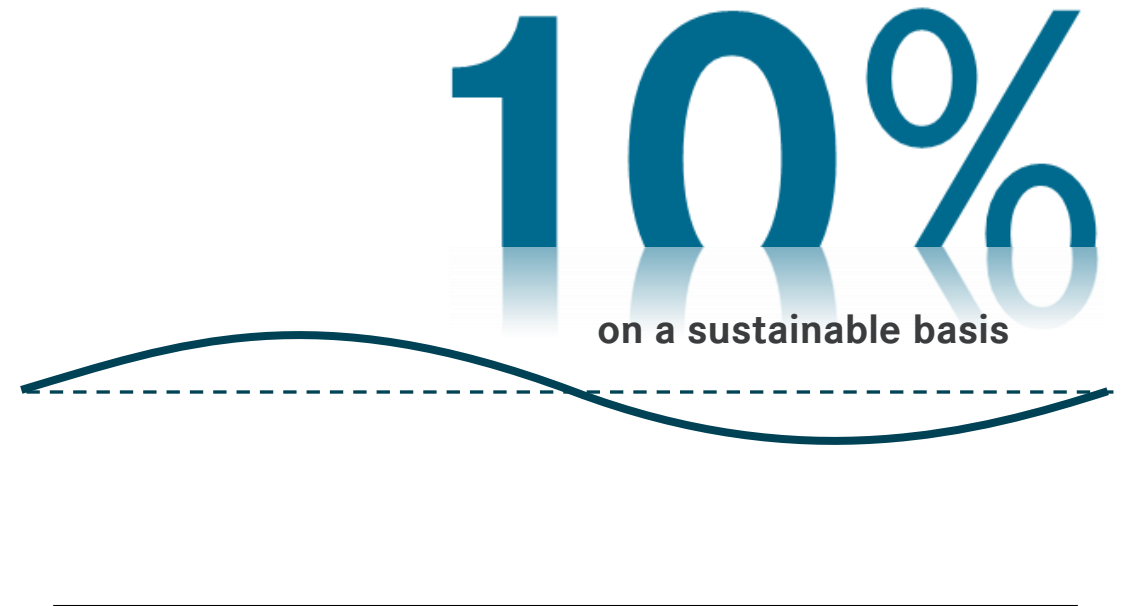
## Sales target

In thousand units



## Profitability target

Return on Sales in %





# Daimler Trucks



# Broadest and strongest truck portfolio in our history



Mercedes-Benz



# Our strategy pays off – and we continue executing it

## Technology Leadership

in efficiency, safety and connectivity



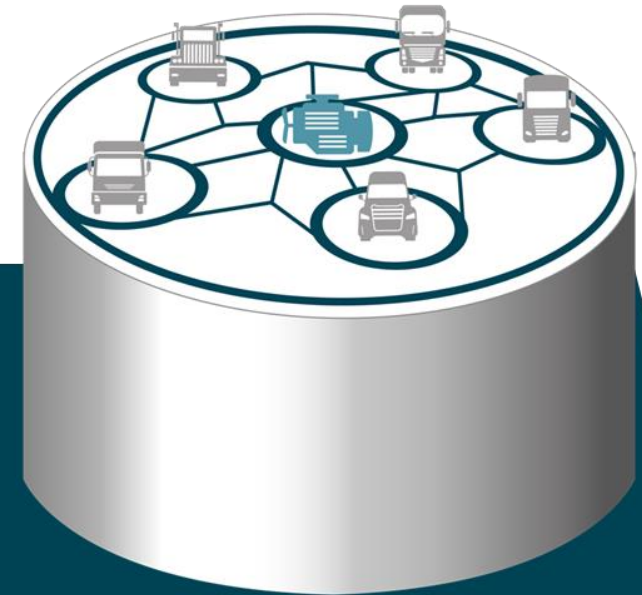
## Global Market Presence

in traditional and emerging markets



## Intelligent Platforms

for tailored products and decisive economies of scale



# Efficiency: the most efficient trucks are Daimler Trucks

~ 13%

less fuel than previous model



Mercedes-Benz Actros

~ 7%

less fuel than previous model



Freightliner Cascadia Evolution

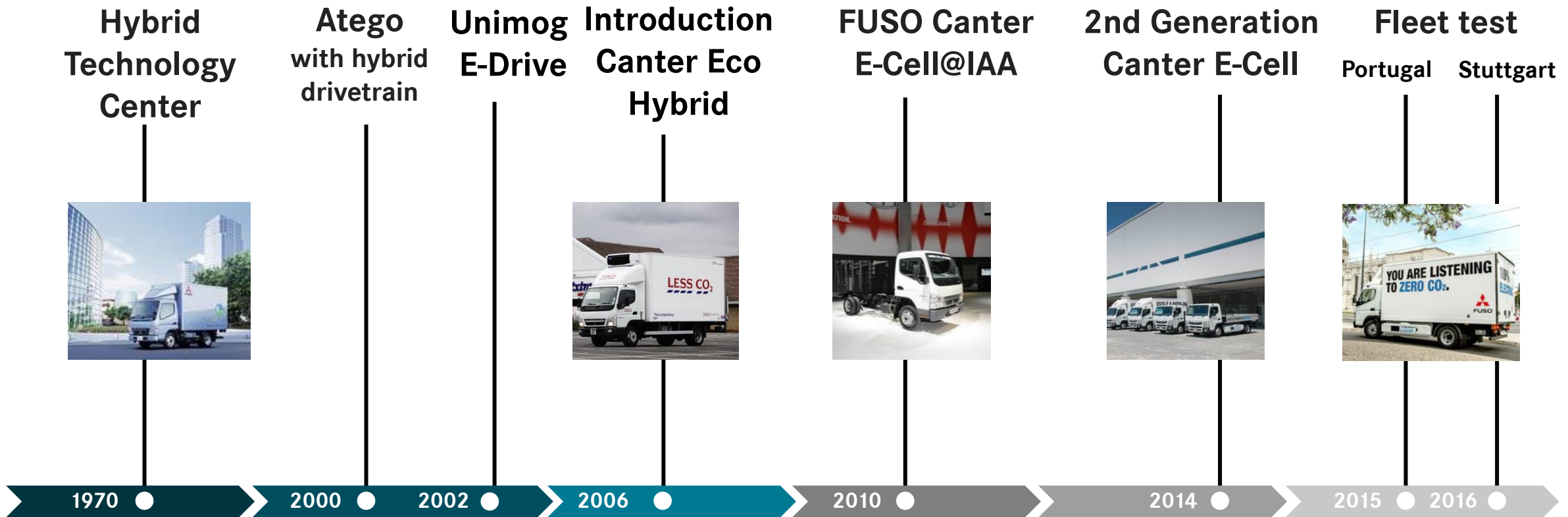
~ 5%

less fuel than previous model



Fuso Super Great V

# Efficiency: we are pioneering alternative drivetrains



# Efficient trucks and integrated powertrain components will strengthen undisputed market leadership in NAFTA

## Integrated Powertrain

Penetration rate components, as of April 2016 Built

Heavy Duty Engines - HDEP

95%



Automated Manual Transmission - DT12

67%



Front Axle

76%

Rear Axle

53%



**DETROIT**  
Powertrain*i*



# Heavy investment in captive powertrain components

## Capacity Investments

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HD Engine



HD Transmission



- Strong NAFTA demand challenges current Heavy-duty (HD) powertrain capacities
- Invest to provide additional capacities for HD engine and transmission

## HDEP 2020

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- Daimler Trucks HD engines are leading in Total Cost of Ownership in NAFTA & Europe
- To maintain this position, investments for further technology improvements of HD engine are being made

## MDES NAFTA

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- Currently no captive NAFTA MD engine
- Target: Repeat HD Powertrain success story in terms of Fuel Efficiency/TCO
- Invest in roll-out of MD engine platform in NAFTA

# Safety: many firsts on our record



**1981**

Anti-lock Braking System  
(ABS)

**2001**

Electronic Stability Program (ESP)

**2006** Active Brake Assist (ABA)



# Safety: new Blind Spot Monitor improves active safety further



Avoid up to **50%**  
of accidents with bikers and pedestrians

# We are pioneering autonomous driving

**Future Truck**  
world premiere



**Inspiration Truck**  
premiere on US highway



**Highway Pilot**  
test licence for German autobahn



**Highway Pilot Connect**  
world premiere of platooning



2014

2015

2016

# We will lead in connectivity like we do in autonomous driving



- Less fuel: ~7% savings/entire platoon
- More safety: shorter reaction time (< 0,1 sec. vs. 1.4 sec. driver)
- Less space: 3 trucks span 80m vs. 150m

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



# Connectivity: with its real-time information, the connected truck solves major logistics inefficiencies

**NO MORE WAITING TIME**  
All information transmitted digitally in advance (e.g. toll)

**NO MORE OVERBOOKED REST AREAS**  
Connected truck makes reservation in time

**NO MORE EMPTY RUNS**  
Ride sharing platforms for cargo

**NO MORE TRAFFIC JAMS**  
Real-time data from infrastructure & vehicles

TRUCK COOP

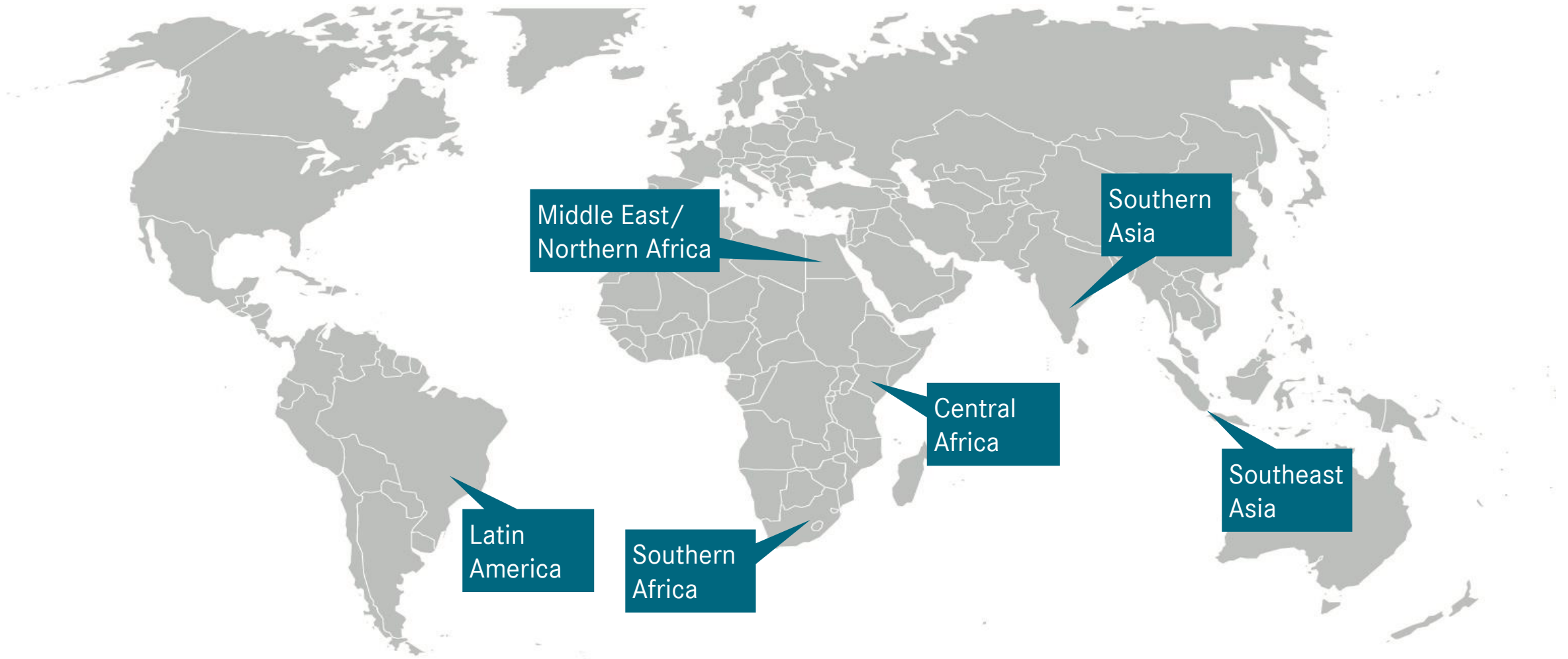
DAF

T. HOLLAND

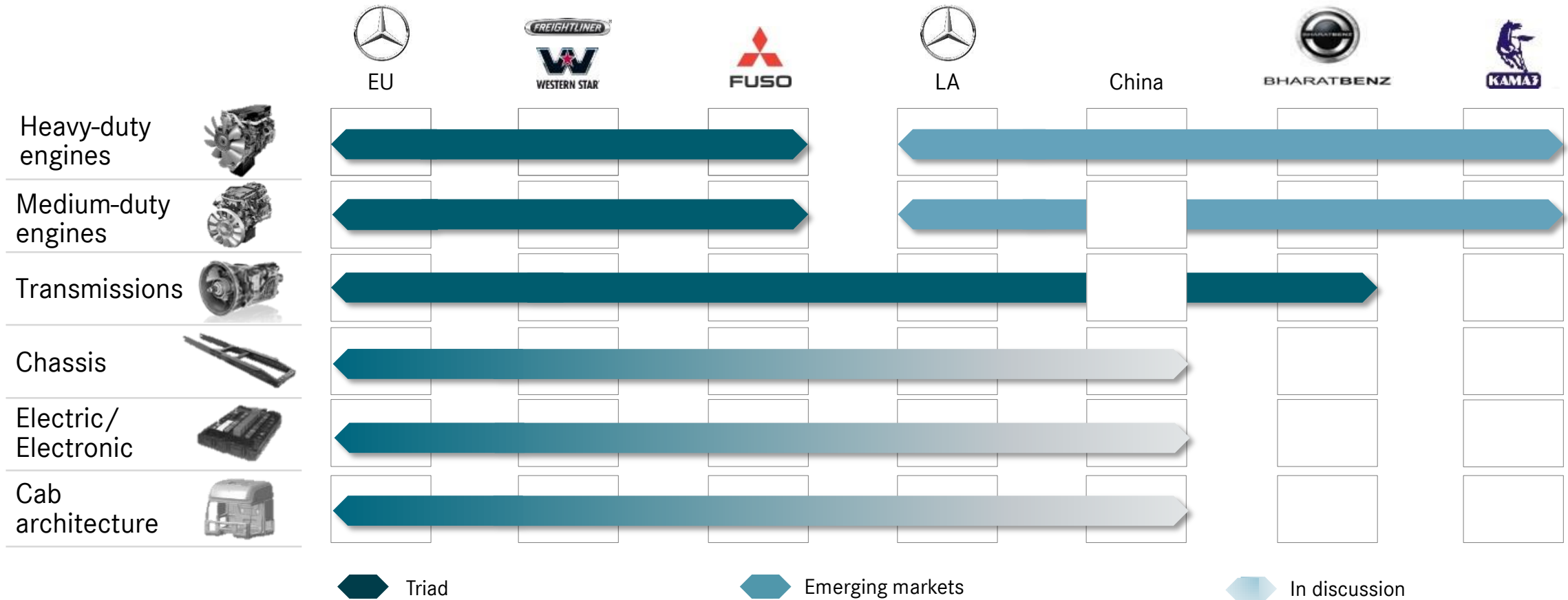
WOLFRUM

The image features an aerial view of a city with five circular callouts. Each callout contains a photograph and a text box. The callouts are: 1. A toll booth with cars and a truck. 2. The back of an empty truck. 3. A long line of cars in traffic. 4. A truck at a rest area. 5. A line of trucks parked at a rest area. The text boxes describe the inefficiency and the solution provided by connectivity.

# With our new Regional Centers, we push sales and after sales in emerging markets



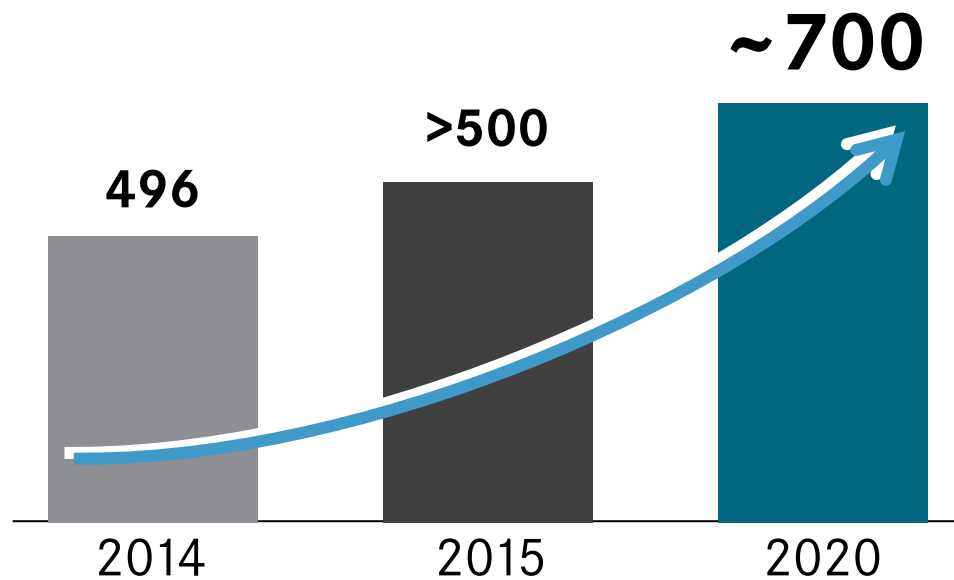
# Roll-out of intelligent platforms continues: most integrated set-up of all Truck manufacturer in the world



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

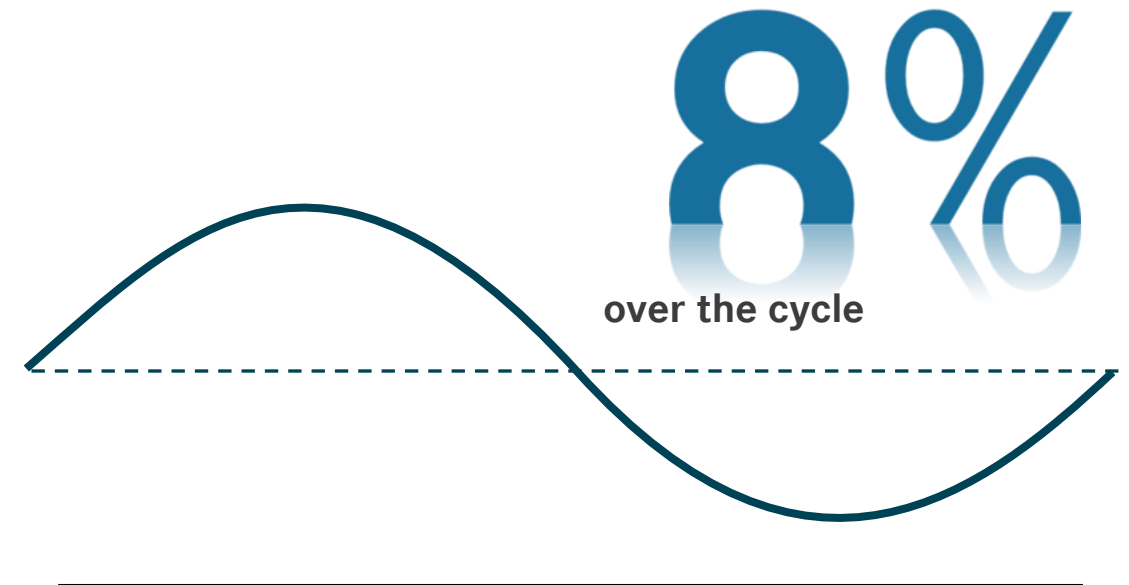
## Sales target

In thousand units



## Profitability target

Return on Sales in %





# Daimler Financial Services

Mercedes-Benz  
Financial Services

Mercedes-Benz Bank





Daimler Fleet Management

BHARATBENZ Financial

Daimler Truck Financial

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



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

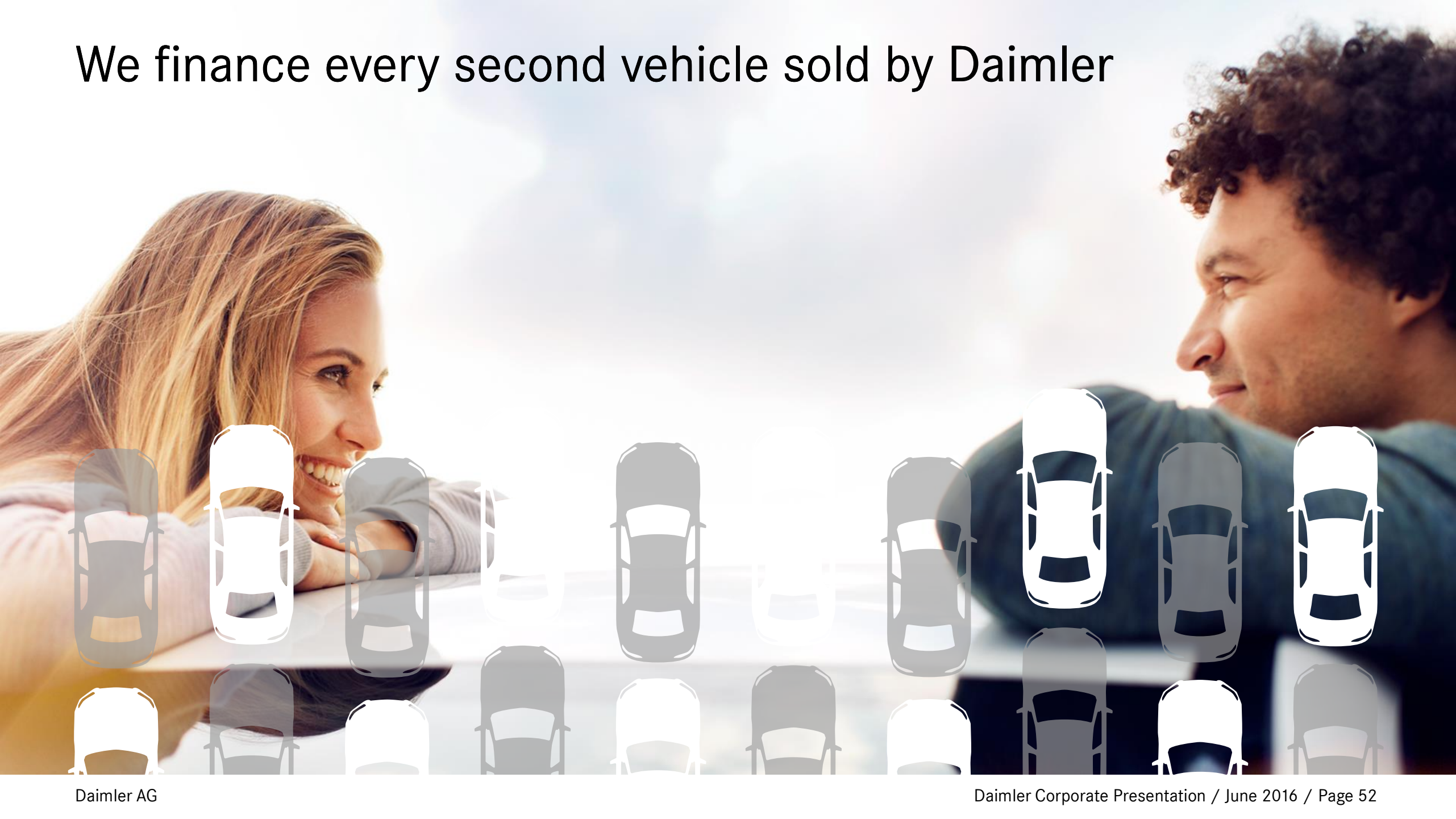
# Supporting all Daimler brands



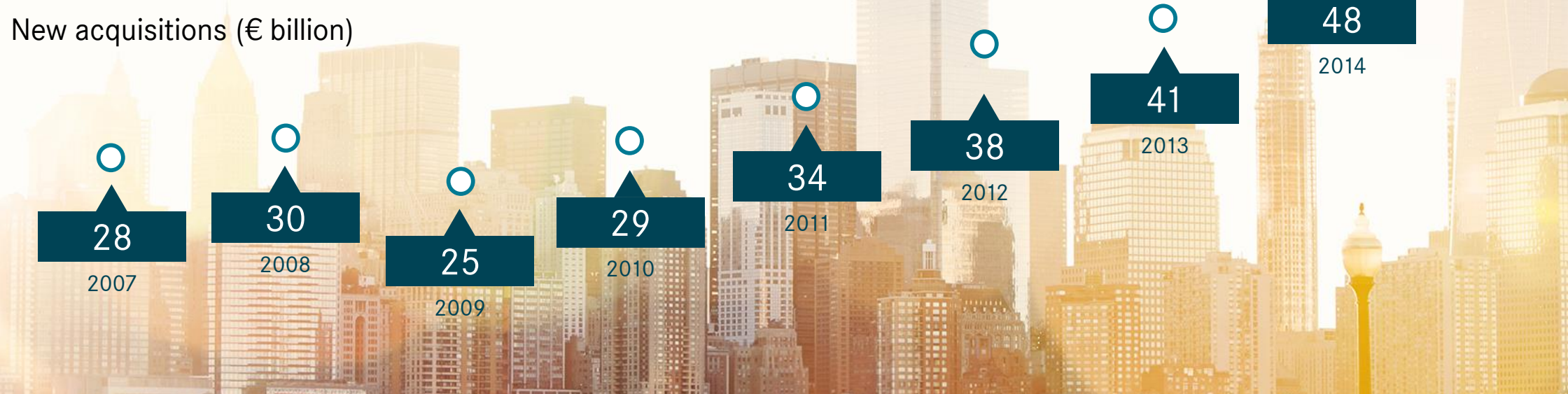
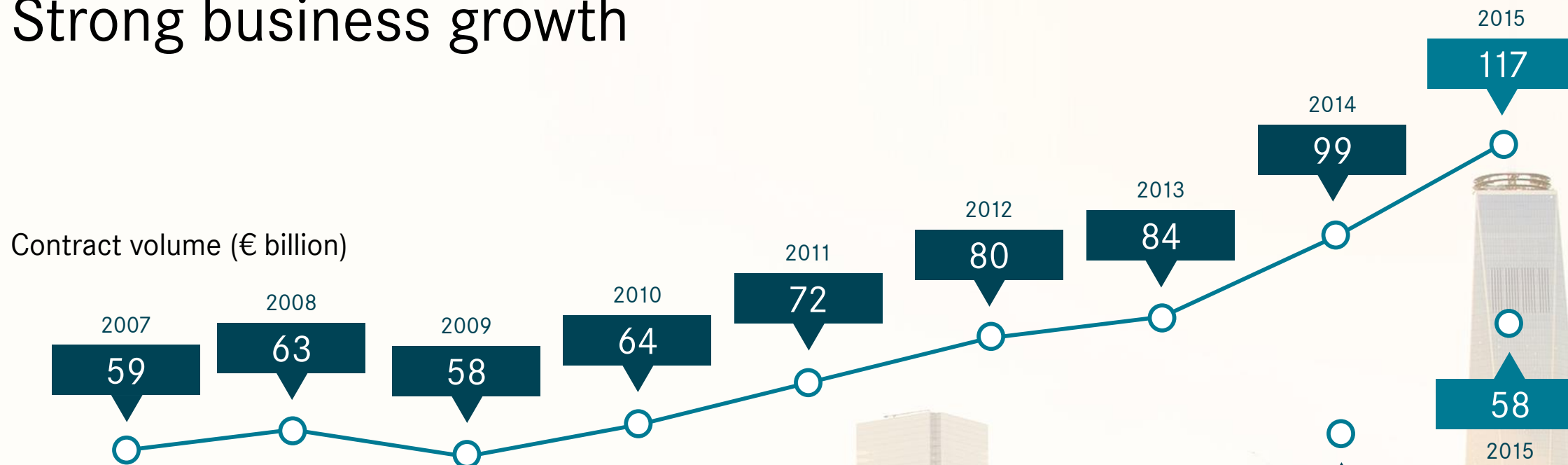
Daimler Financial  
Services



# We finance every second vehicle sold by Daimler



# Strong business growth



# We are about to re-invent personal mobility

Selfdriving



Mobility Marketplace



Ride4Hire



**BLACKLANE**  
YOUR PROFESSIONAL DRIVER

**MEiNFERNBUS**  
**FLiXBUS**

# car2go is the world's largest carsharing company



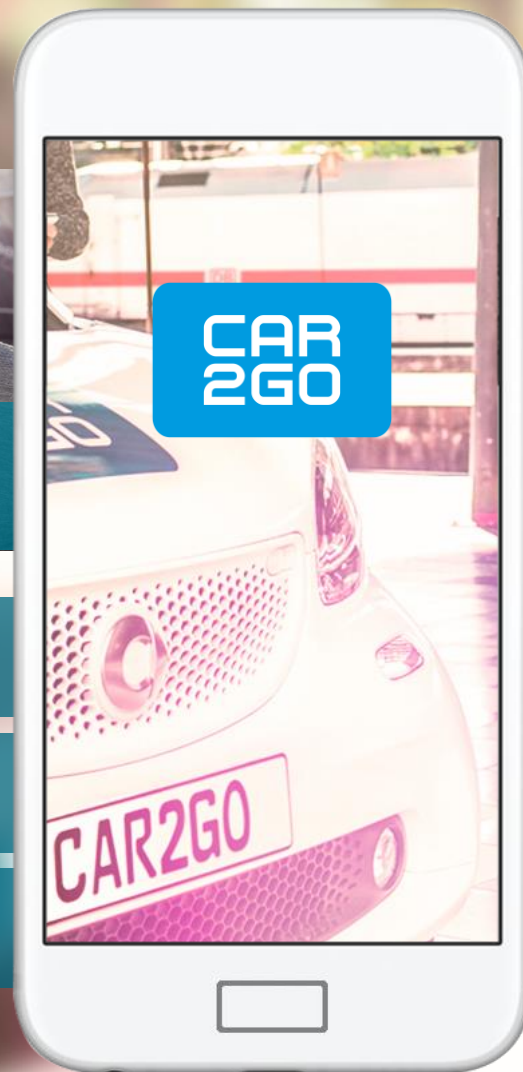
1.2 million customers



31 cities



New rental every  
1.4 seconds



14,400 vehicles



>10% electric vehicles



339 million km driven



# moovel – find, book and pay



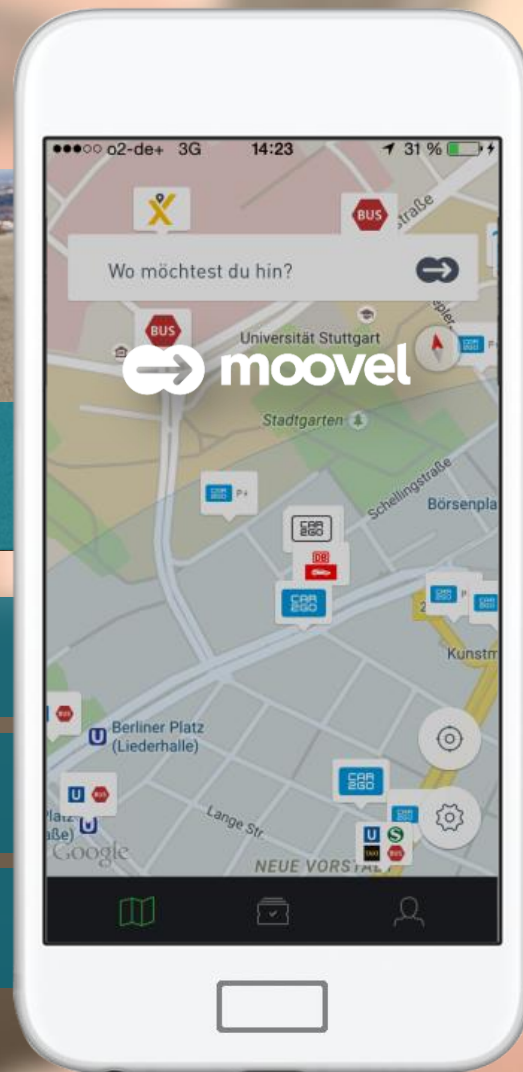
Public transport



Carsharing



Railway



Taxi



Bikesharing





# mytaxi – the world's first taxi app



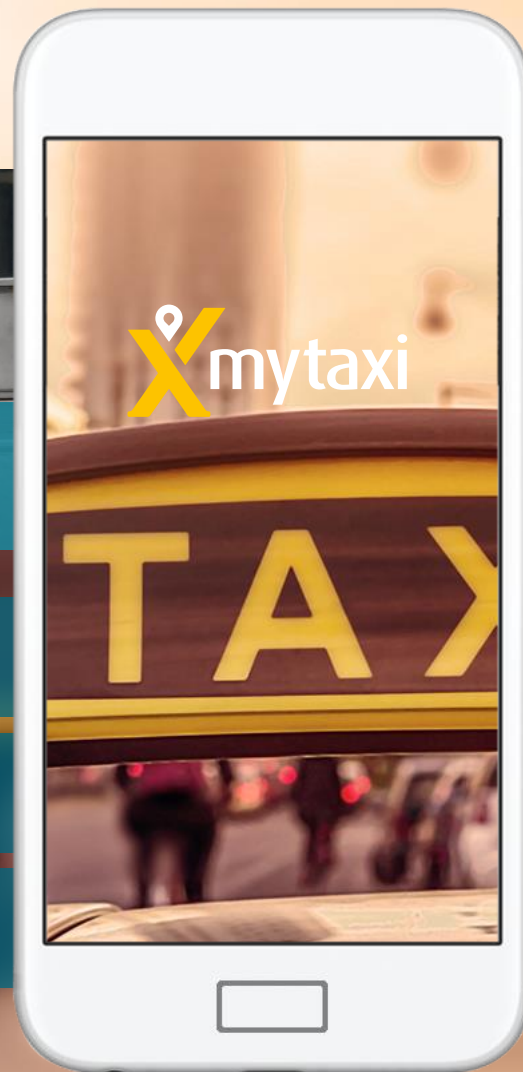
3-4 minutes until arrival



40 cities



45,000 registered drivers



Number of tours tripled



> 10 million downloads



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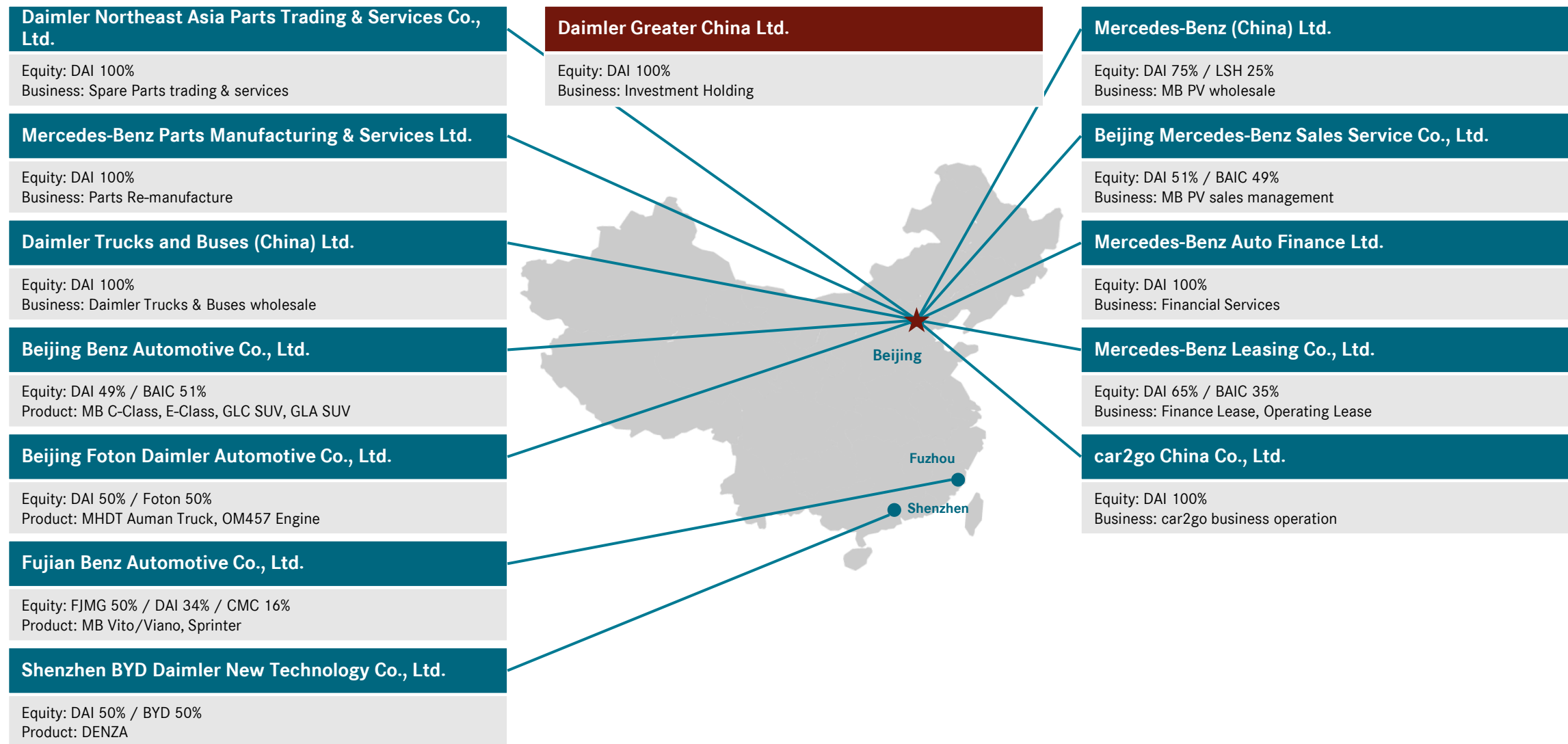
Divisional information

**China**

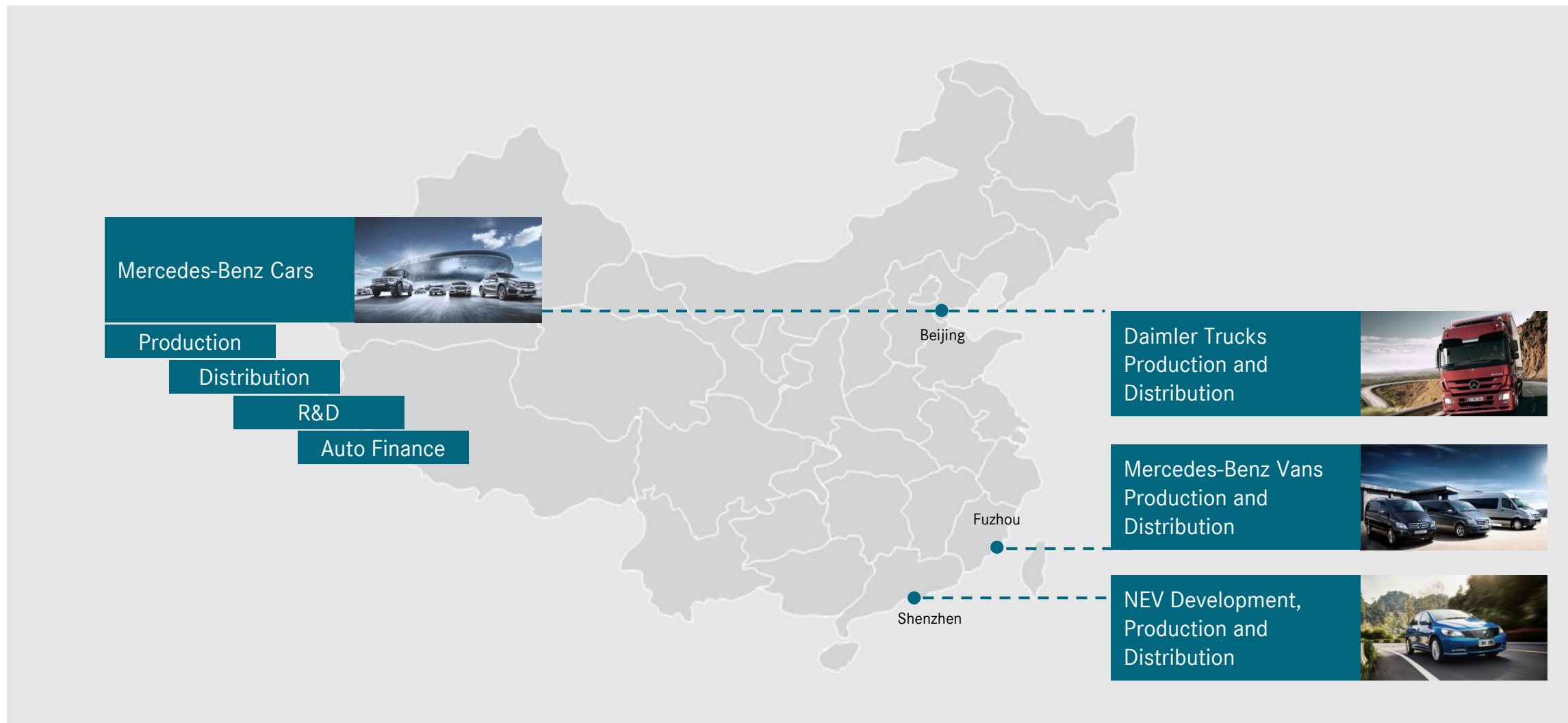
Appendix



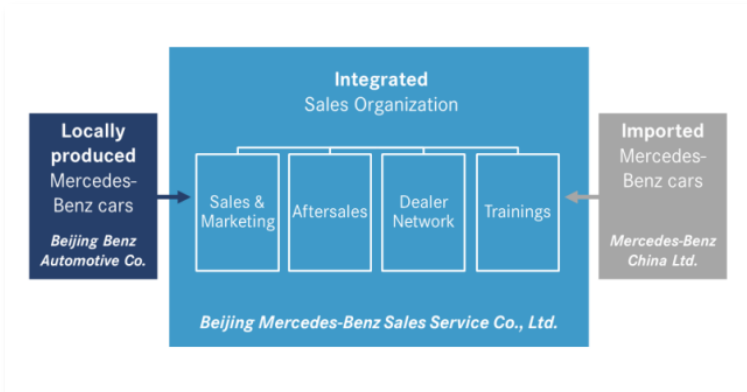
# Daimler presence in Mainland China



# Daimler in China



# We do our homework and we're determined to pick up the pace in China



**Integrated Sales Organization**



**Expansion Dealer Network**



**Extension Product Portfolio**



**Extension Local Production**



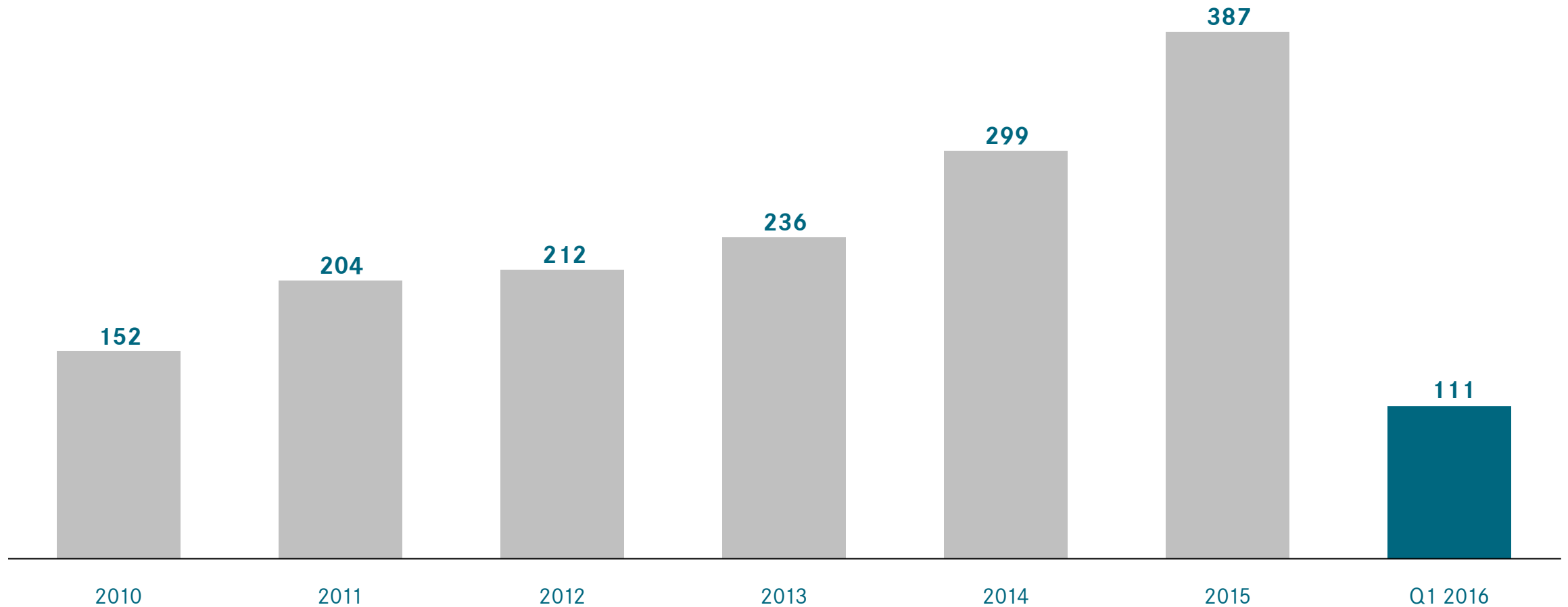
**Extension Local R&D**



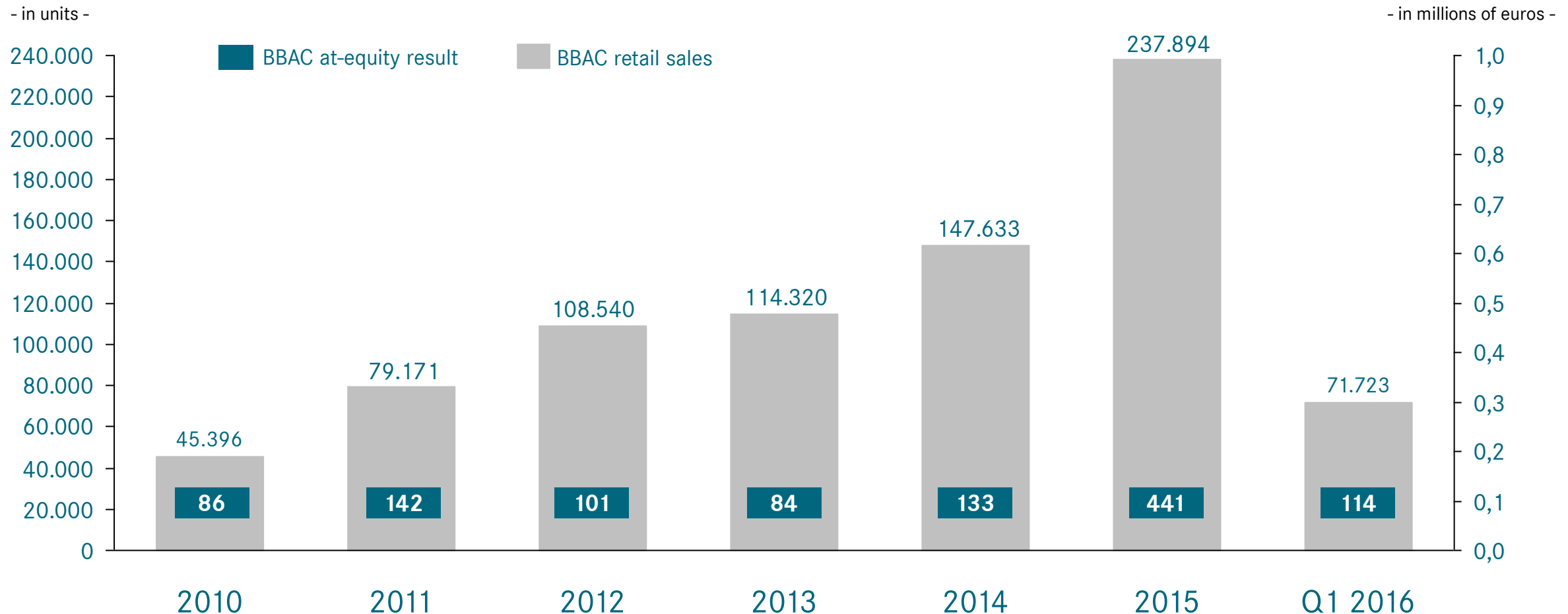
**Leverage Financial Services**

# Mercedes-Benz Cars Sales Development in China

Retail Sales (incl. Hong Kong)  
in thousands of units

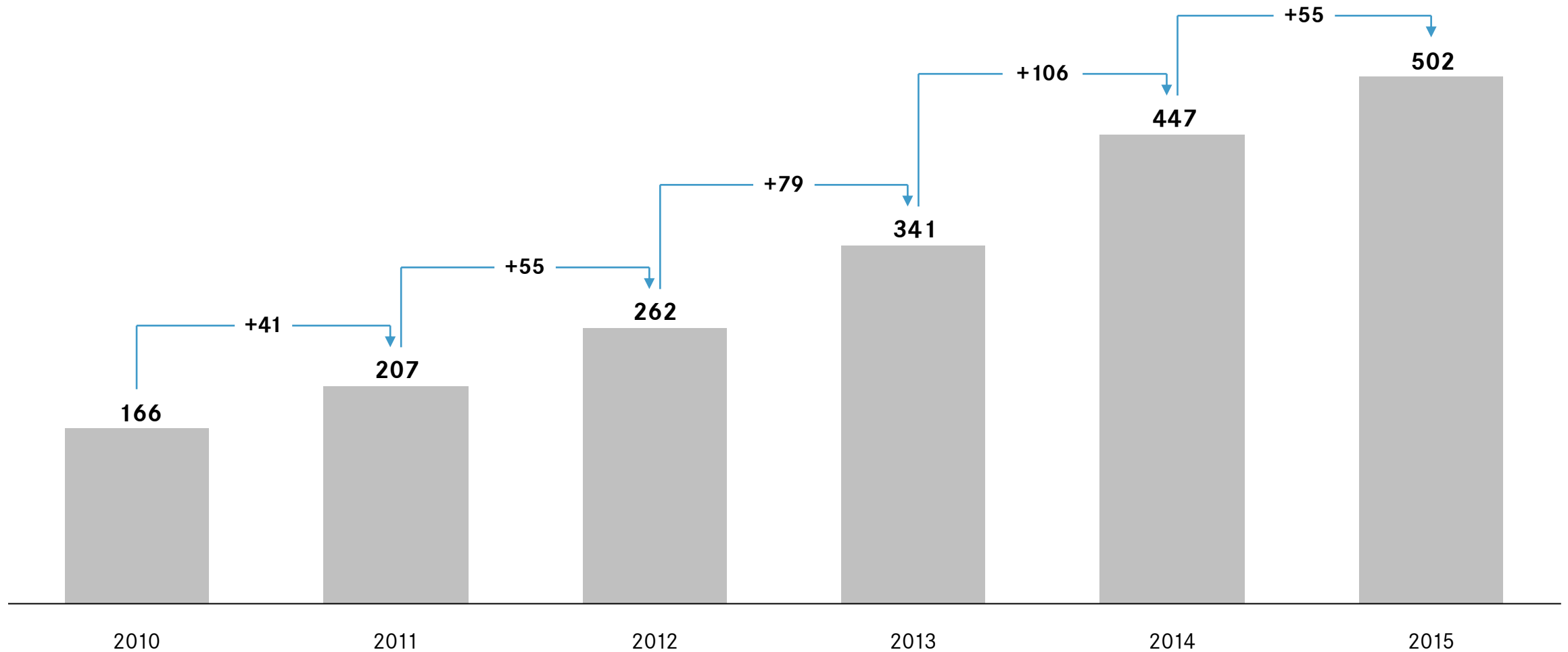


# Local production in China is ramping up resulting in increasing retail sales and at-equity result at BBAC



# Mercedes-Benz Network Development in China

Number of Outlets





# Key Product Launches in 2015 and 2016

# 15

new/facelifted cars  
launched in 2015



Mercedes-Maybach (January 2015)



GLA SUV (April 2015)



C-Class W205 (June 2015)



GLE Sport SUV (September 2015)



GLE SUV (October 2015)



GLC SUV (November 2015)

# 2016

continue product  
offensive in China

new **E-Class**

facelifted **GLS SUV**

new **C-Class Coupe**

more to come .....

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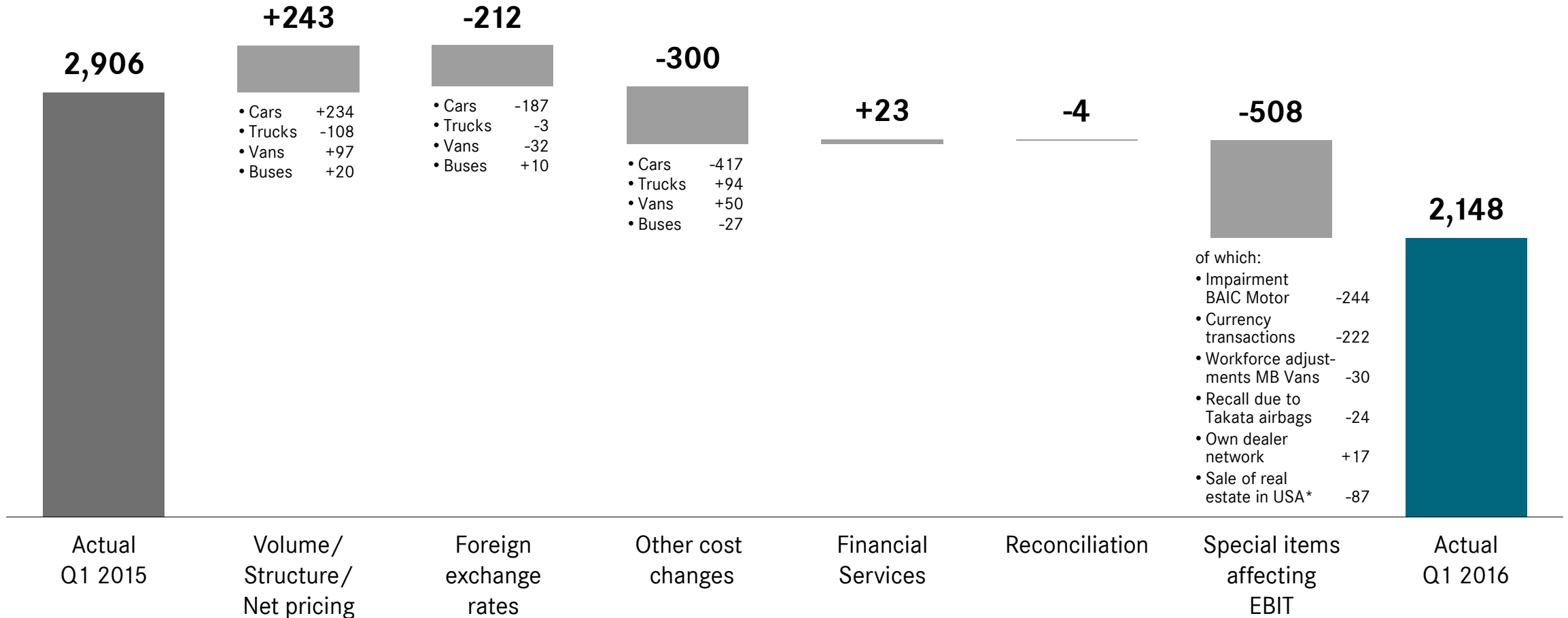
# EBIT by division

- EBIT in millions of euros; RoS in % -	Q1 2015		Q1 2016	
	EBIT	RoS*	EBIT	RoS*
<b>Daimler Group</b>	2,906	8.4	<b>2,148</b>	<b>5.7</b>
of which				
Mercedes-Benz Cars	1,841	9.4	<b>1,395</b>	<b>7.0</b>
Daimler Trucks	472	5.6	<b>516</b>	<b>6.3</b>
Mercedes-Benz Vans	215	8.9	<b>301</b>	<b>10.7</b>
Daimler Buses	34	3.9	<b>39</b>	<b>4.7</b>
Daimler Financial Services	409	-	<b>432</b>	-
Reconciliation	-65	-	<b>-535</b>	-

\* Return on sales; Daimler Group excluding Daimler Financial Services

# Group EBIT in Q1 2016

- in millions of euros -



\* in Q1 2015

# Special items affecting EBIT

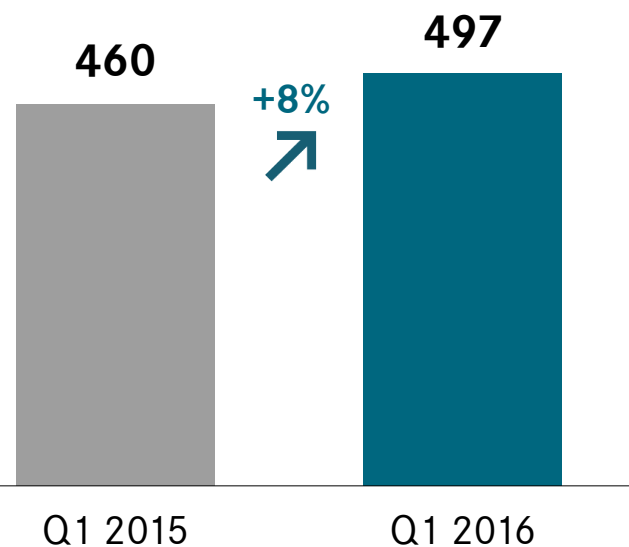
	Q1 2015	Q1 2016
<b>Mercedes-Benz Cars</b>		
Restructuring of own dealer network	-20	-10
Relocation of headquarters of MBUSA	-20	-
Sale of real estate in the United States	+87	-
Recall in connection with Takata airbags	-	-20
<b>Daimler Trucks</b>		
Workforce adjustments	-5	-
Restructuring of own dealer network	-4	-1
Sale of Atlantis Foundries	-55	-
<b>Mercedes-Benz Vans</b>		
Restructuring of own dealer network	-4	-1
Relocation of headquarters of MBUSA	-2	-
Recall in connection with Takata airbags	-	-4
Workforce adjustments in Germany	-	-30
<b>Daimler Buses</b>		
Restructuring of own dealer network	-1	-
<b>Reconciliation</b>		
Impairment of investment in BAIC Motor	-	-244
Losses from currency transactions (not allocated to business operations)	-	-222

in millions of euros

# Mercedes-Benz Cars: decrease in EBIT due to life-cycle effects

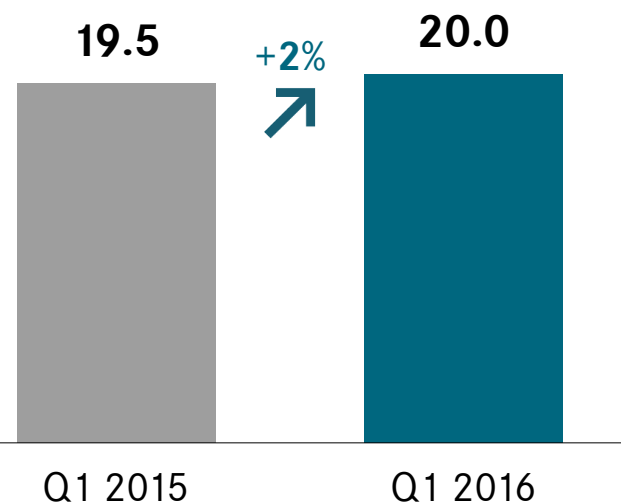
## Unit sales

- in thousands of units -



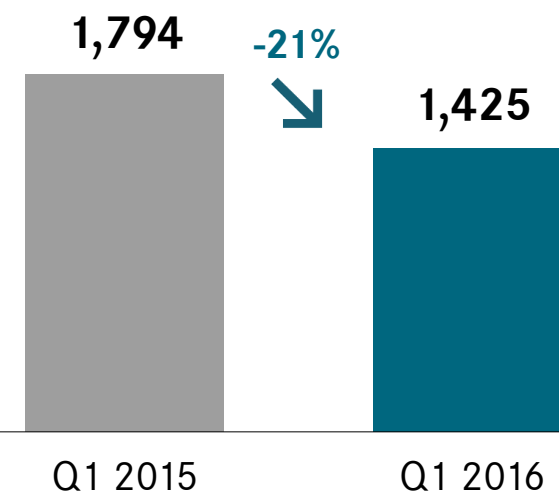
## Revenue

- in billions of euros -



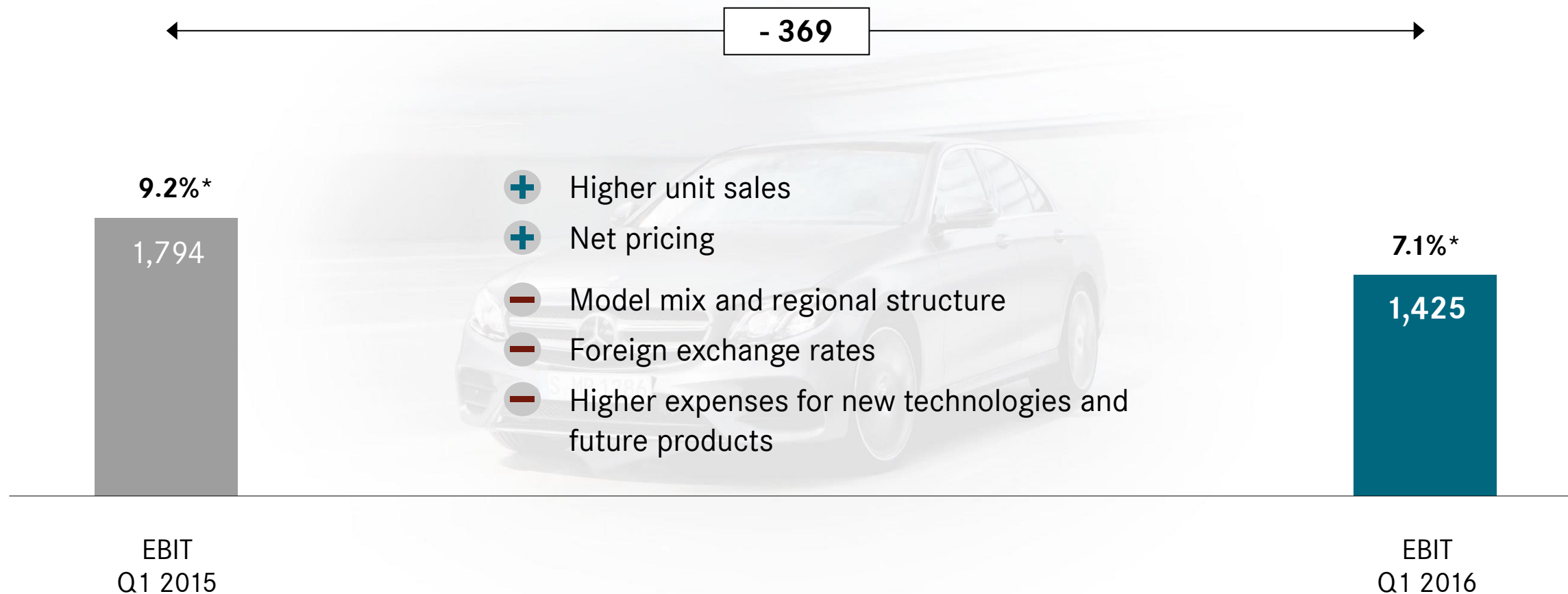
## EBIT from ongoing business

- in millions of euros -



# Mercedes-Benz Cars: EBIT from ongoing business

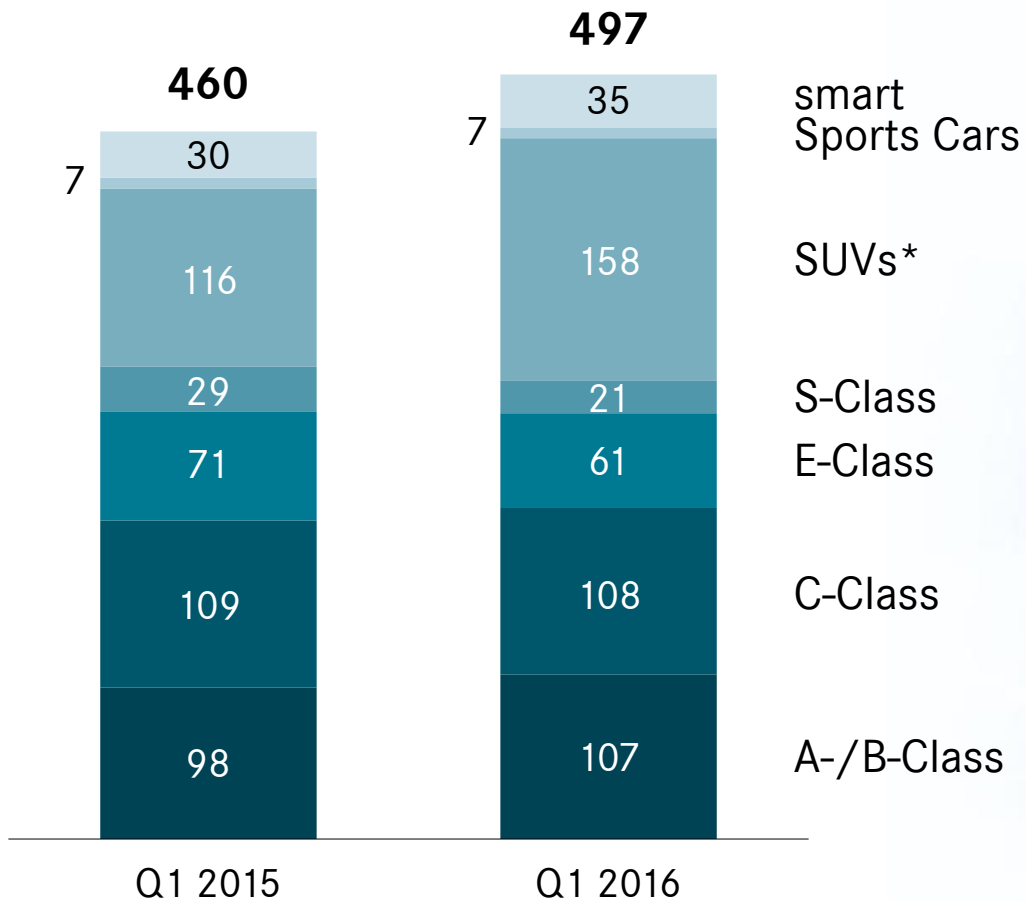
- in millions of euros -



\* Return on sales

# Mercedes-Benz Cars: sales volume above prior-year level

- in thousands of units -

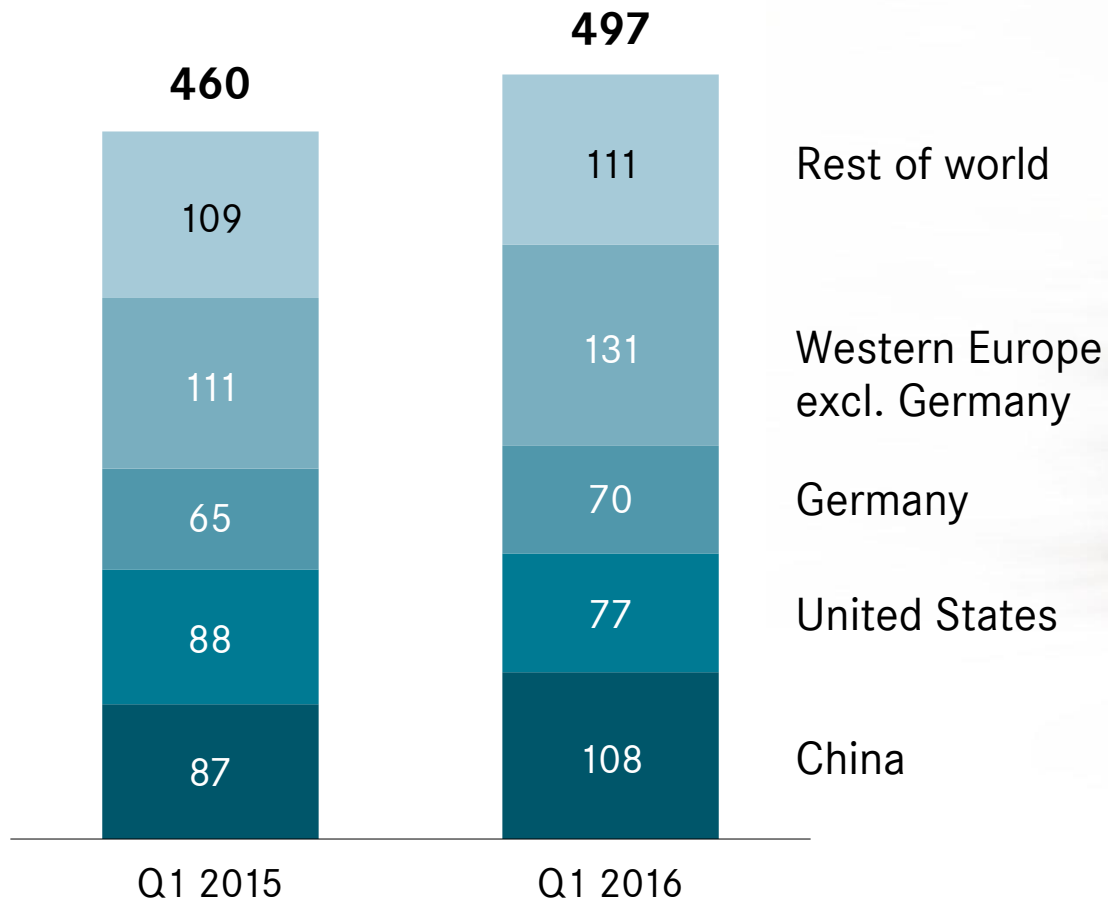


\* incl. GLA



# Mercedes-Benz Cars: balanced sales structure

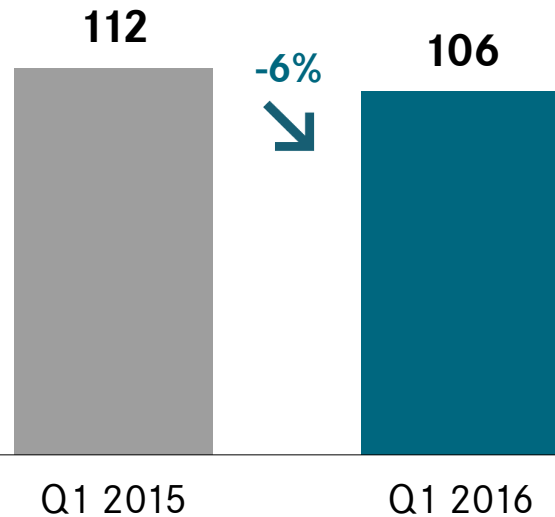
- unit sales in thousands -



# Daimler Trucks: key figures driven by heterogeneous market development

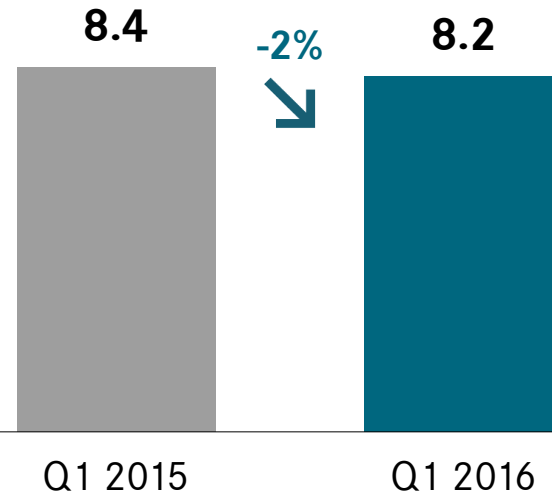
## Unit sales

- in thousands of units -



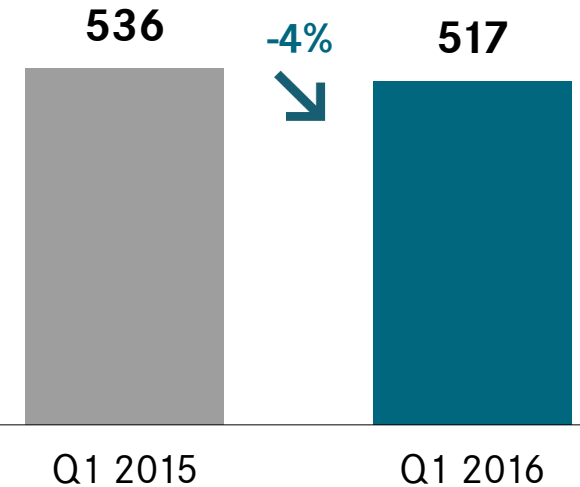
## Revenue

- in billions of euros -



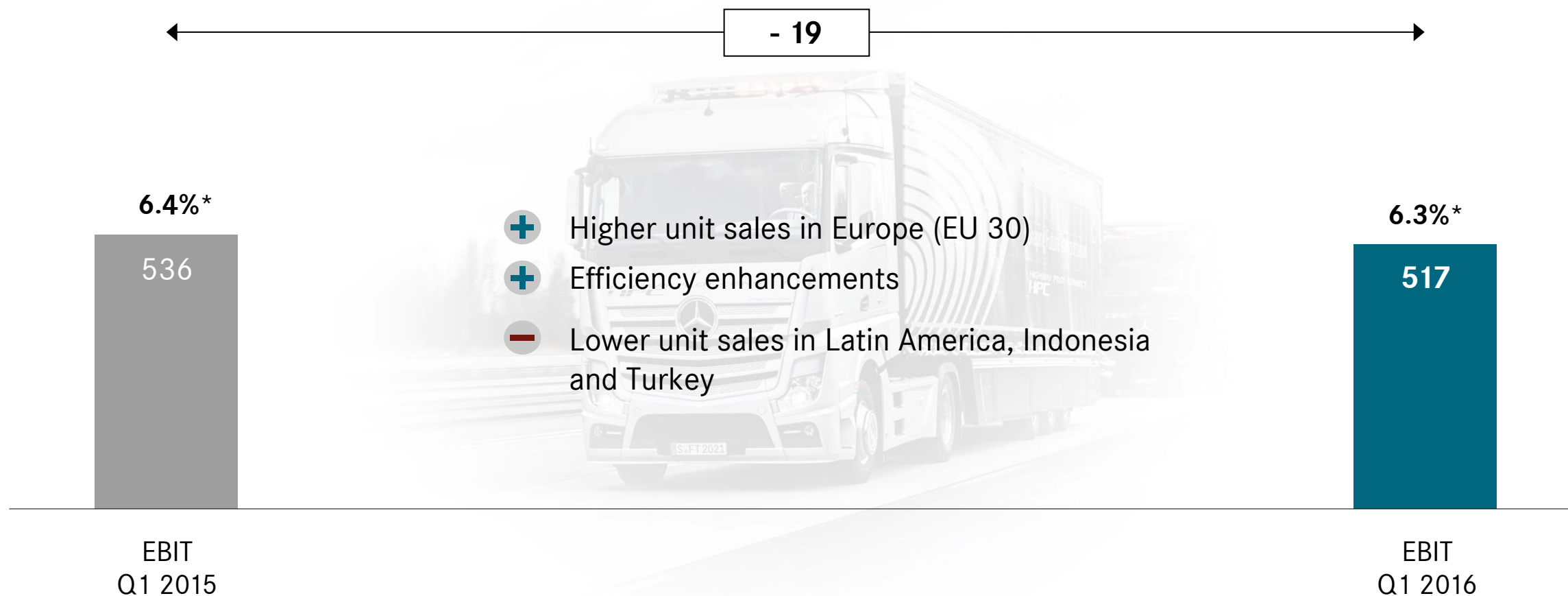
## EBIT from ongoing business

- in millions of euros -



# Daimler Trucks: EBIT from ongoing business

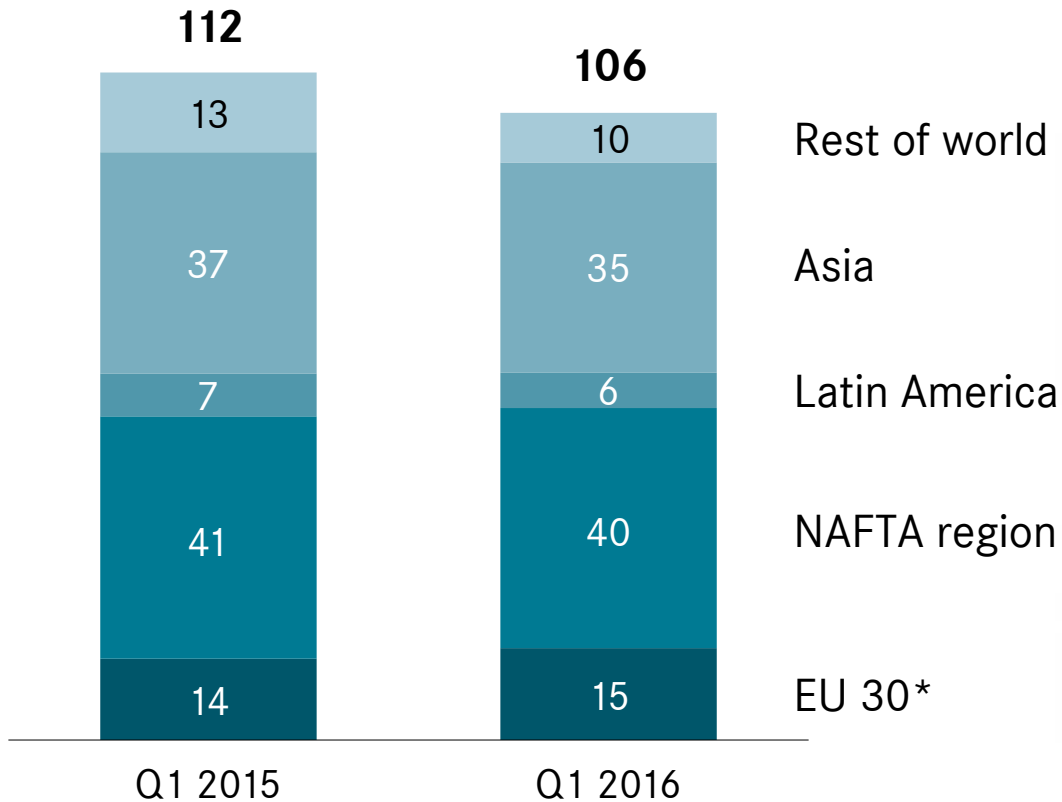
- in millions of euros -



\* Return on sales

# Daimler Trucks: decrease in unit sales driven by Latin America, Indonesia and Turkey

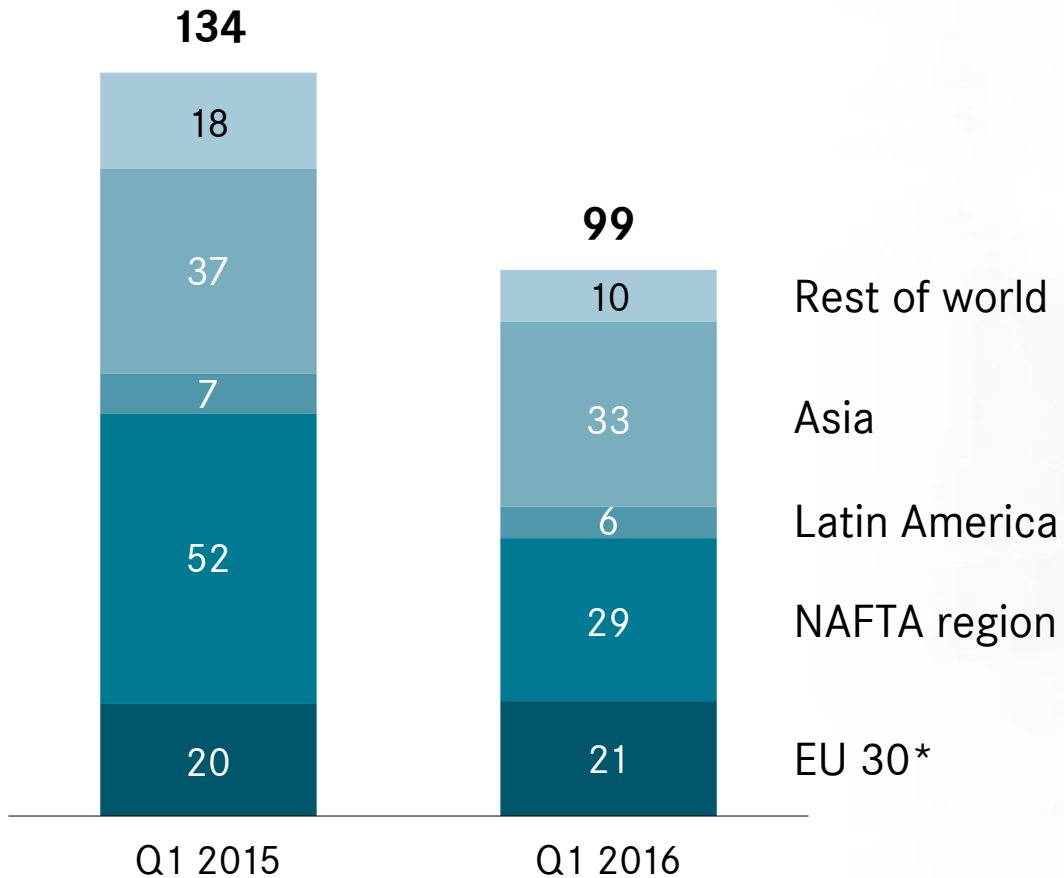
- in thousands of units -



\* European Union, Switzerland and Norway

# Daimler Trucks: incoming orders significantly below prior-year level

- in thousands of units -

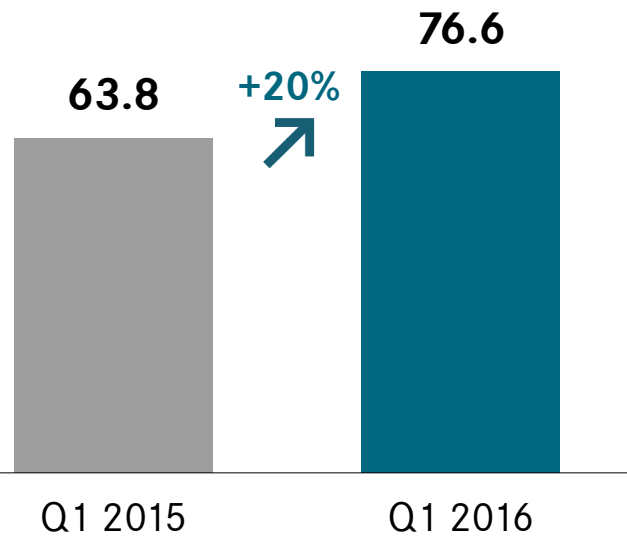


\* European Union, Switzerland and Norway

# Mercedes-Benz Vans: success in volatile markets

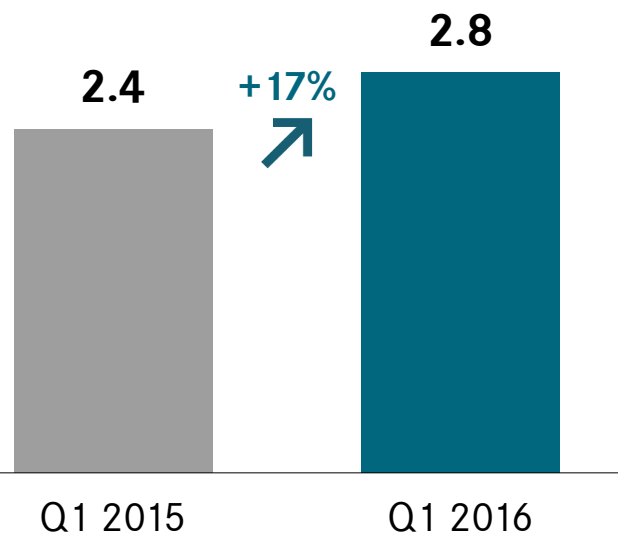
## Unit sales

- in thousands of units -



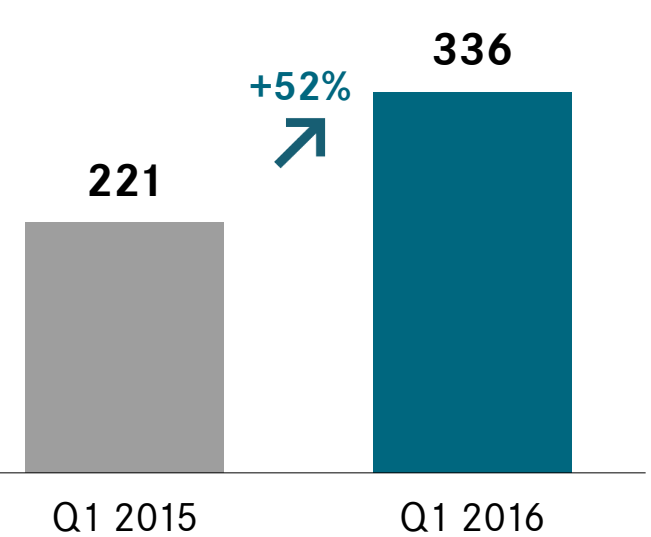
## Revenue

- in billions of euros -



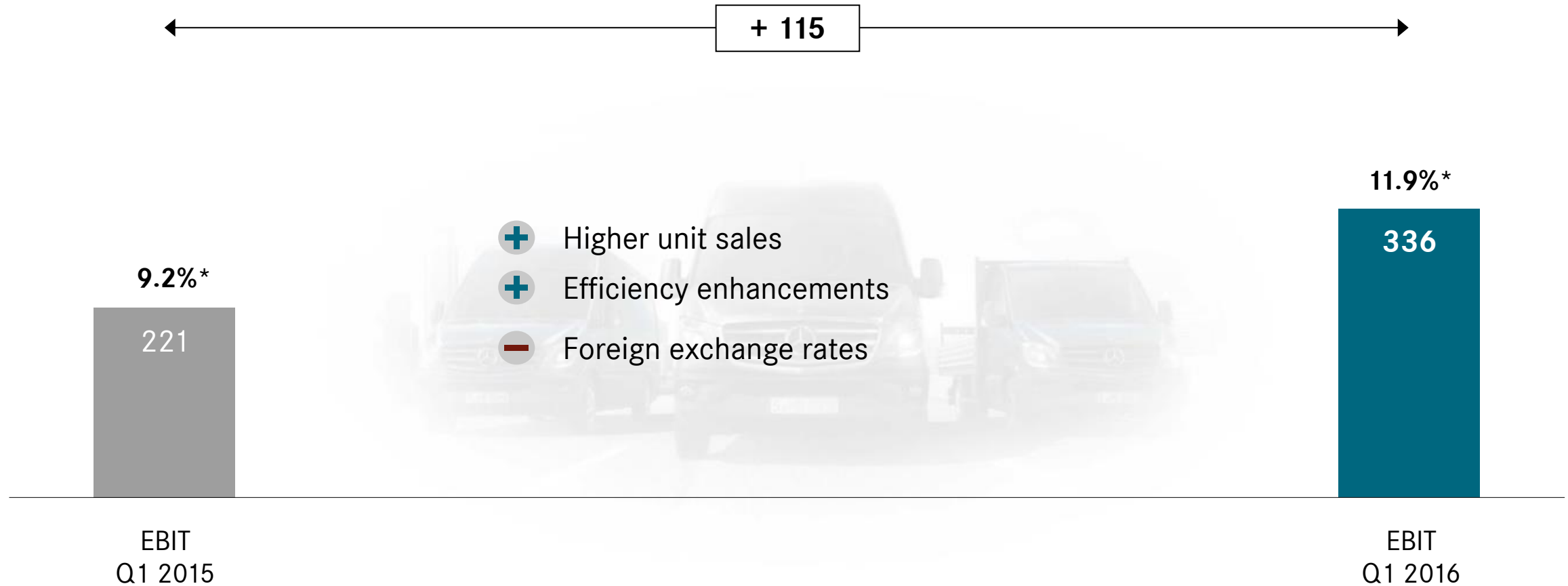
## EBIT from ongoing business

- in millions of euros -



# Mercedes-Benz Vans: EBIT from ongoing business

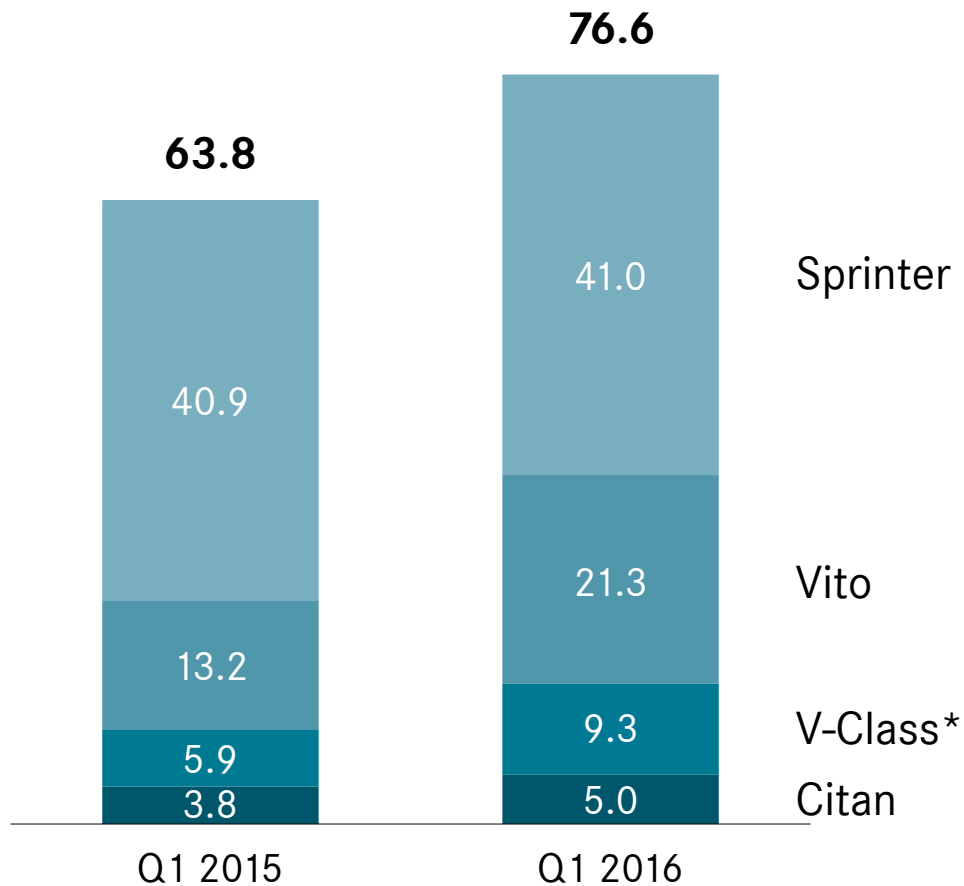
- in millions of euros -



\* Return on sales

# Mercedes-Benz Vans: market success of mid-size vans

- in thousands of units -



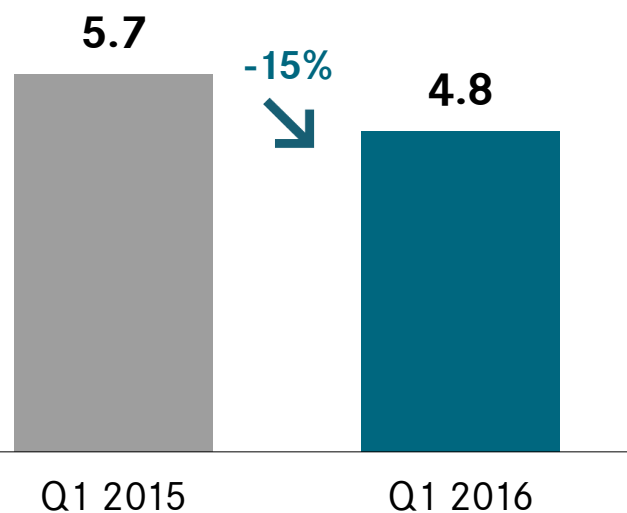
\* incl. Viano



# Daimler Buses: strong EBIT despite significant market contraction in Latin America

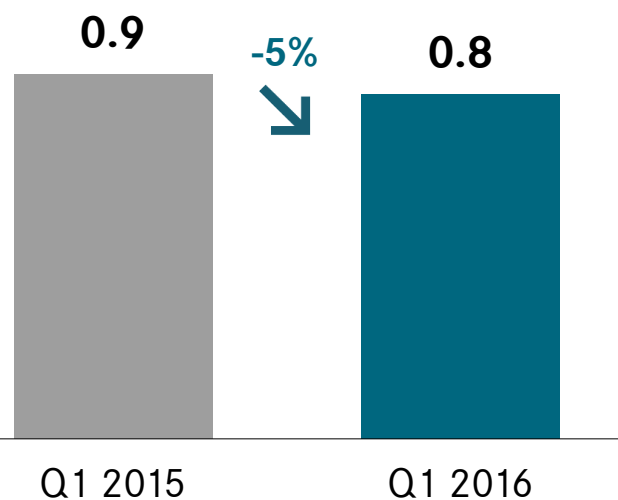
## Unit sales

- in thousands of units -



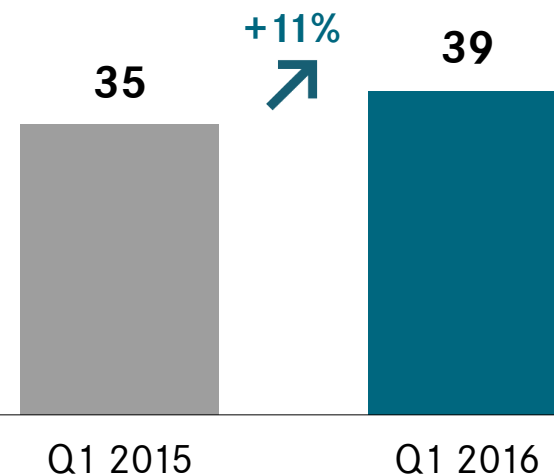
## Revenue

- in billions of euros -



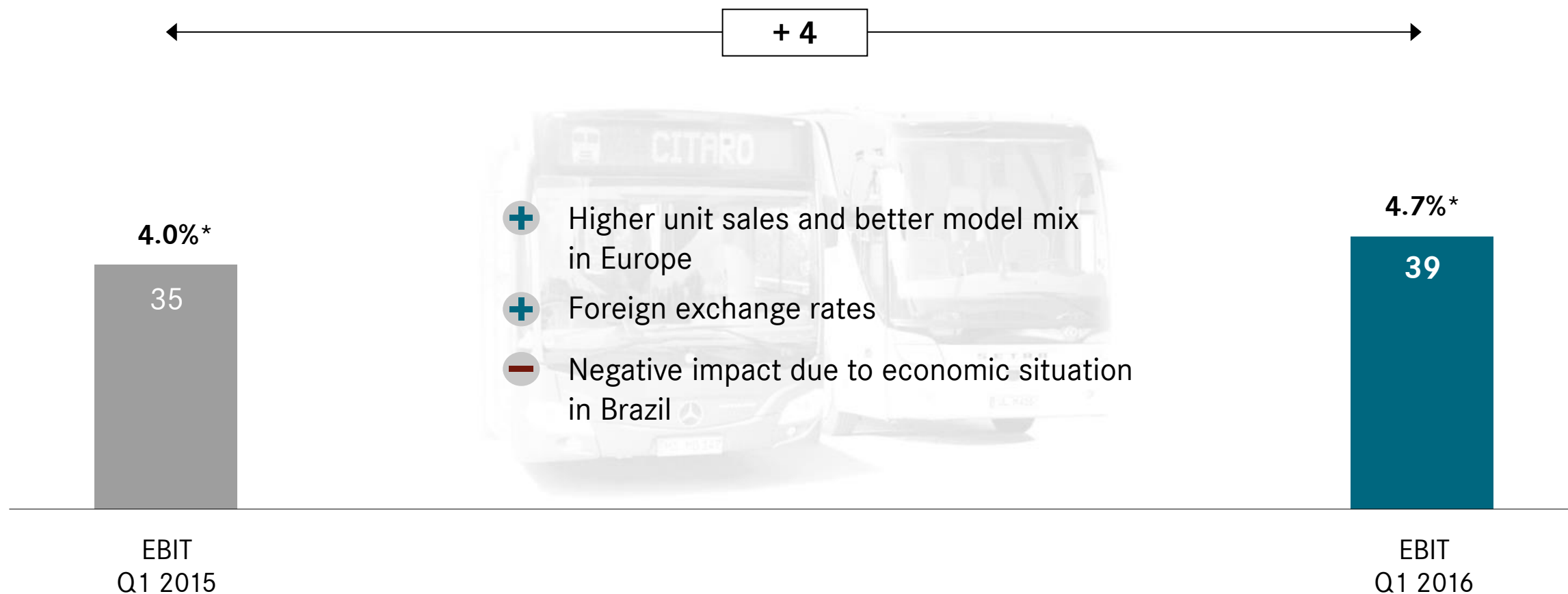
## EBIT from ongoing business

- in millions of euros -



# Daimler Buses: EBIT from ongoing business

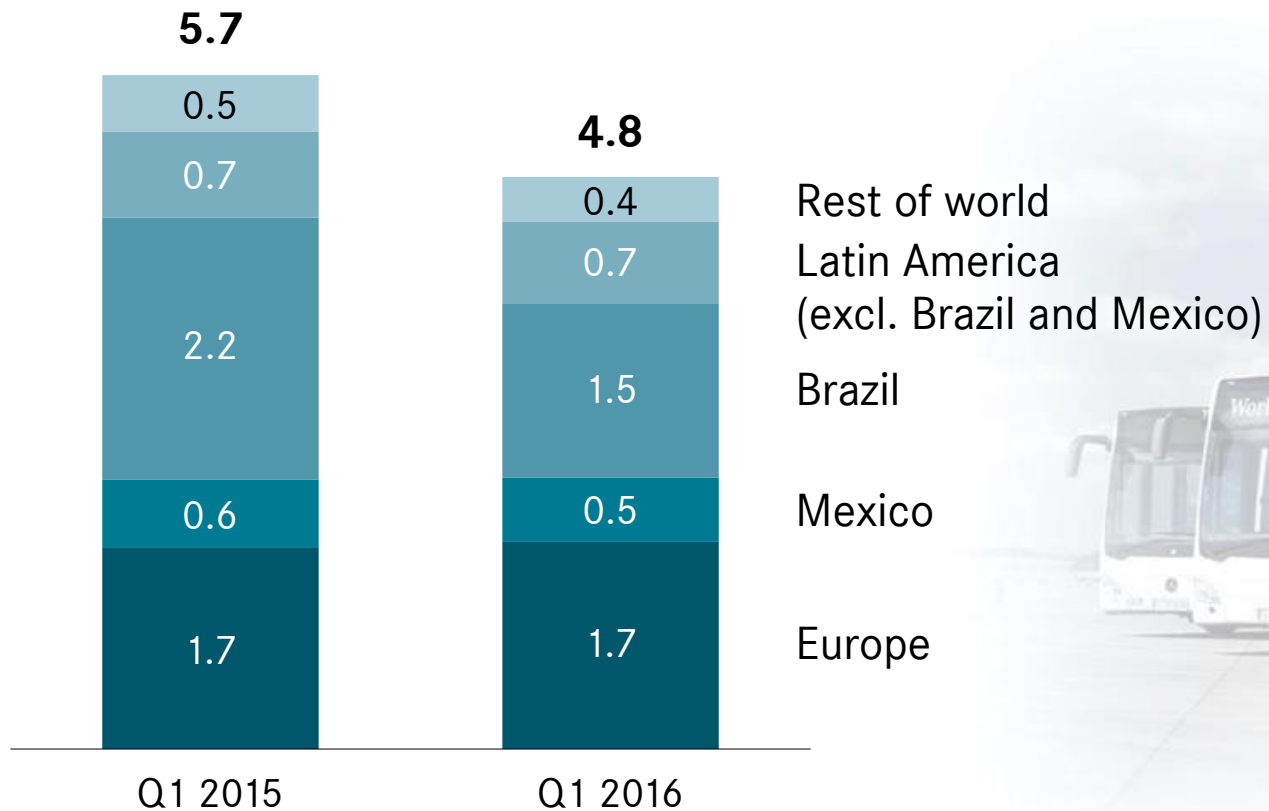
- in millions of euros -



\* Return on sales

# Daimler Buses: lower demand for bus chassis in Brazil

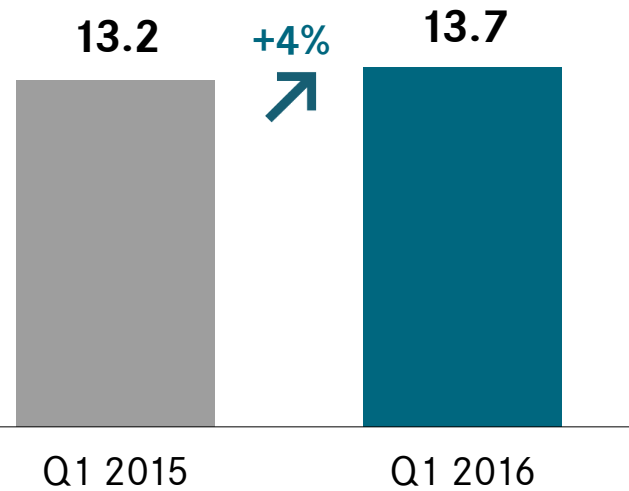
- unit sales in thousands -



# Daimler Financial Services: further business growth

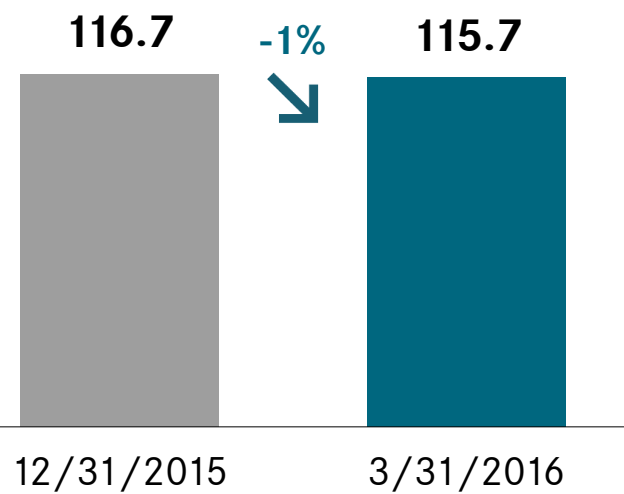
## New business

- in billions of euros -



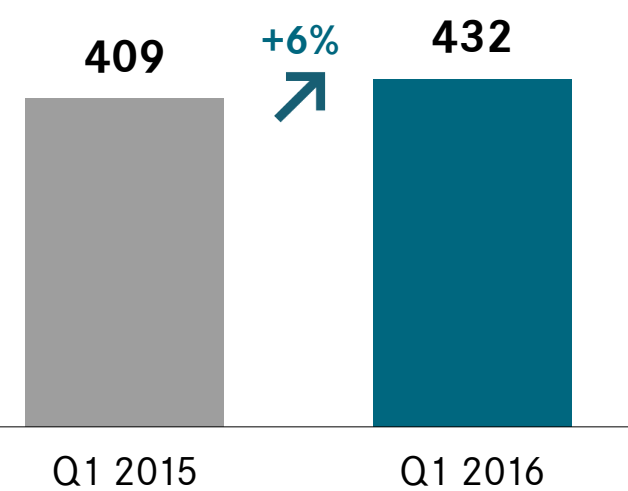
## Contract volume

- in billions of euros -



## EBIT from ongoing business

- in millions of euros -



# Daimler Financial Services: EBIT from ongoing business

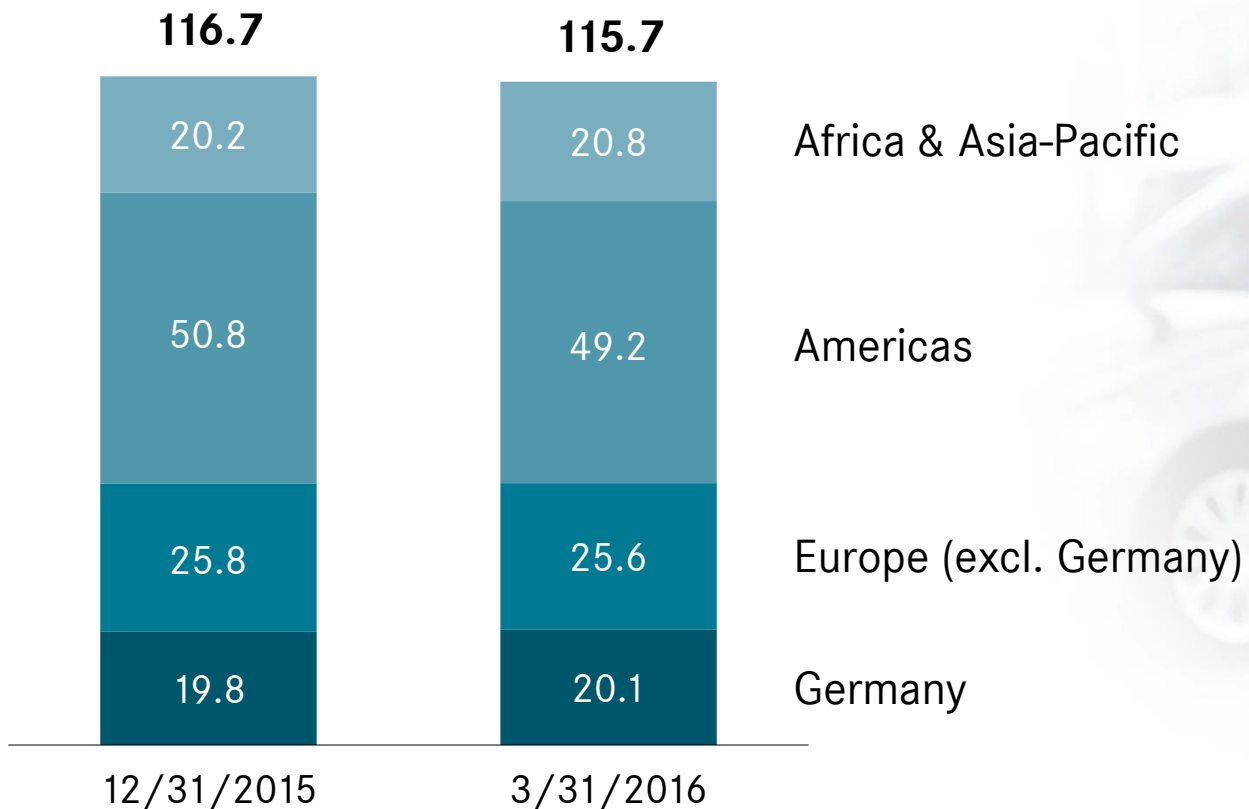
- in millions of euros -



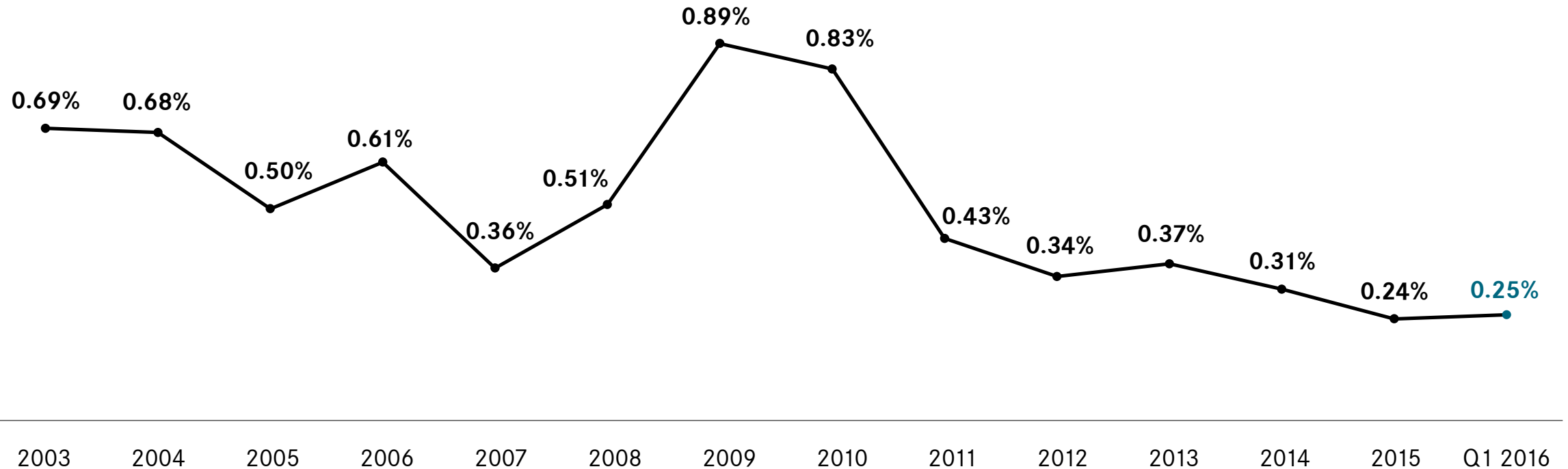
\* Return on equity

# Daimler Financial Services: exchange-rate adjusted growth in all regions

- contract volume in billions of euros -



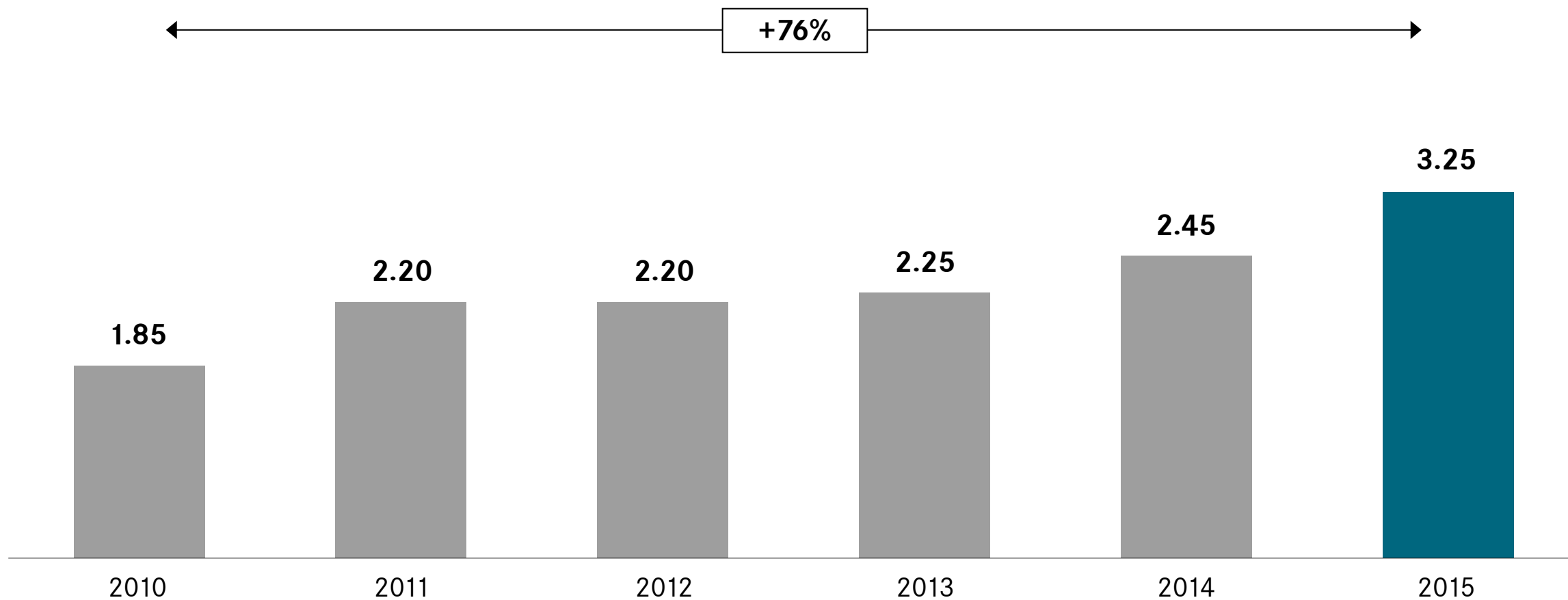
# Daimler Financial Services: net credit losses\* at low level



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

# Development of dividend per share

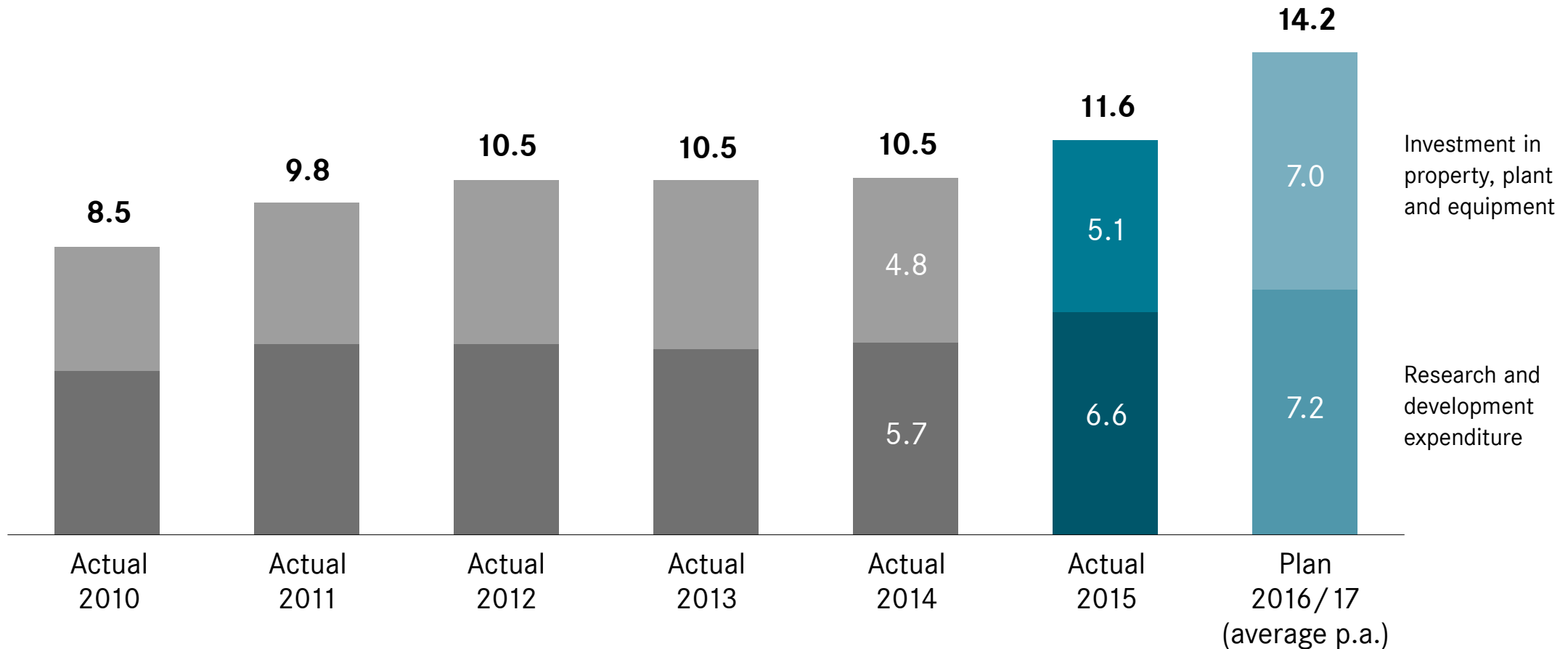
- in euros -





# Increased investment as a basis for profitable growth

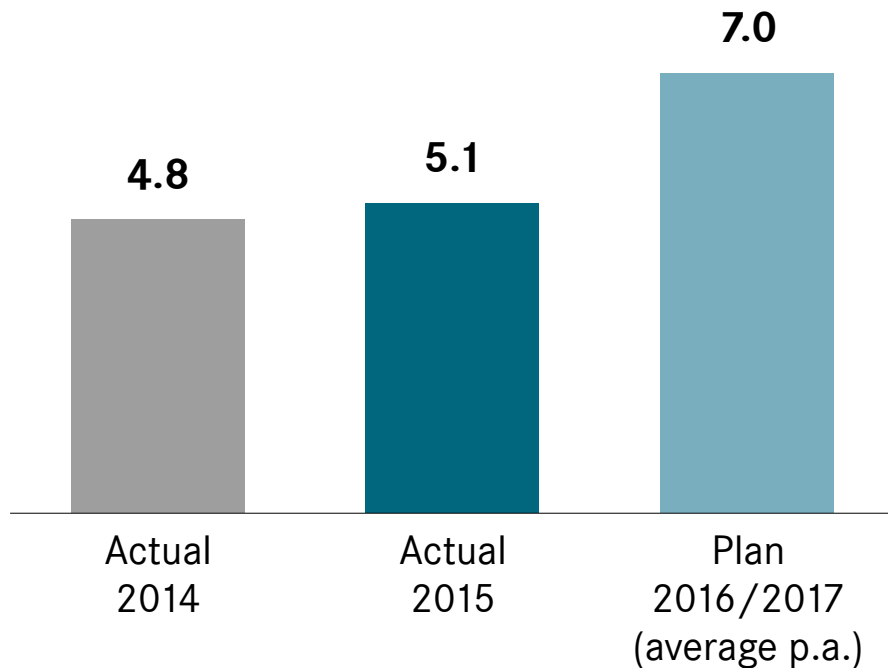
- in billions of euros -



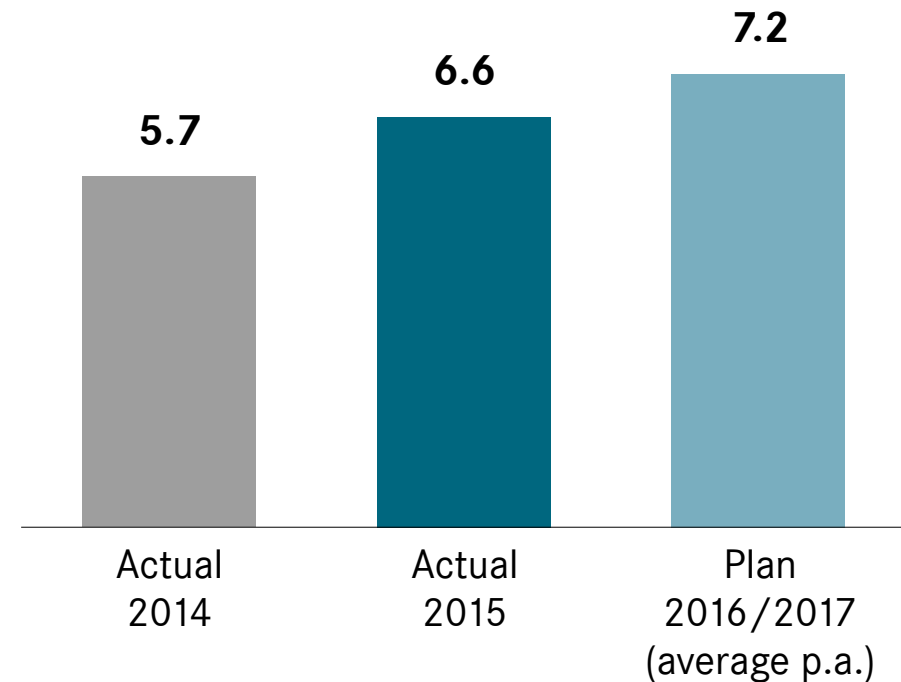
# Capital expenditure / Research and development

- in billions of euros -

## Investment in property, plant and equipment



## Research and development expenditure



# Capital expenditure / Research and development

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

\* average p.a.

in billions of euros

# MBC retail sales by model YTD March 2016

- in units -

Retail sales	YTD March 2016	YTD March 2015	Change in %
<b>Mercedes-Benz</b>	<b>483,487</b>	<b>429,532</b>	<b>+13%</b>
of which*:			
A-/B-Class	107,927	93,902	+15%
C-Class	108,283	114,317	-5%
E-Class	66,196	72,014	-8%
S-Class	22,559	28,200	-20%
SUVs**	162,237	107,323	+51%
Sports Cars	6,884	7,126	-3%
V-Class	9,401	6,650	+41%
<b>smart</b>	<b>35,453</b>	<b>28,744</b>	<b>+23%</b>
<b>Mercedes-Benz Cars</b>	<b>518,940</b>	<b>458,276</b>	<b>+13%</b>

\* incl. Derivatives

\*\* incl. GLA

# MBC retail sales by model FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
<b>Mercedes-Benz</b>	<b>1,871,599</b>	<b>1,650,007</b>	<b>+13%</b>
of which*:			
A-/B-Class	414,365	389,577	+6%
C-Class	460,497	343,195	+34%
E-Class	301,566	338,205	-11%
S-Class	107,335	107,277	0%
SUVs**	525,894	415,363	+27%
Sports Cars	30,441	31,440	-3%
V-Class	31,501	24,950	+26%
<b>smart</b>	<b>119,382</b>	<b>89,844</b>	<b>+33%</b>
<b>Mercedes-Benz Cars</b>	<b>1,990,981</b>	<b>1,739,923</b>	<b>+14%</b>

\* incl. Derivatives

\*\* incl. GLA

# MBC retail sales major markets YTD March 2016

- in units -

Retail sales	YTD March 2016	YTD March 2015	Change in %
China*	110,870	82,618	+34%
thereof PbP	71,723	46,576	+54%
USA	77,045	79,706	-3%
Germany	72,806	68,408	+6%
UK	49,837	41,474	+20%
BRIKT**	35,211	32,520	+8%
Italy	24,131	19,361	+25%
Japan	18,950	18,848	+1%
France	14,127	13,028	+8%
South Korea	13,944	10,389	+34%
Spain	12,837	10,142	+27%
Russia	9,823	11,503	-15%
Canada	9,687	8,280	+17%
Turkey	5,288	4,025	+31%
Rest of World	99,595	90,494	+10%
<b>Mercedes-Benz Cars</b>	<b>518,940</b>	<b>458,276</b>	<b>+13%</b>

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

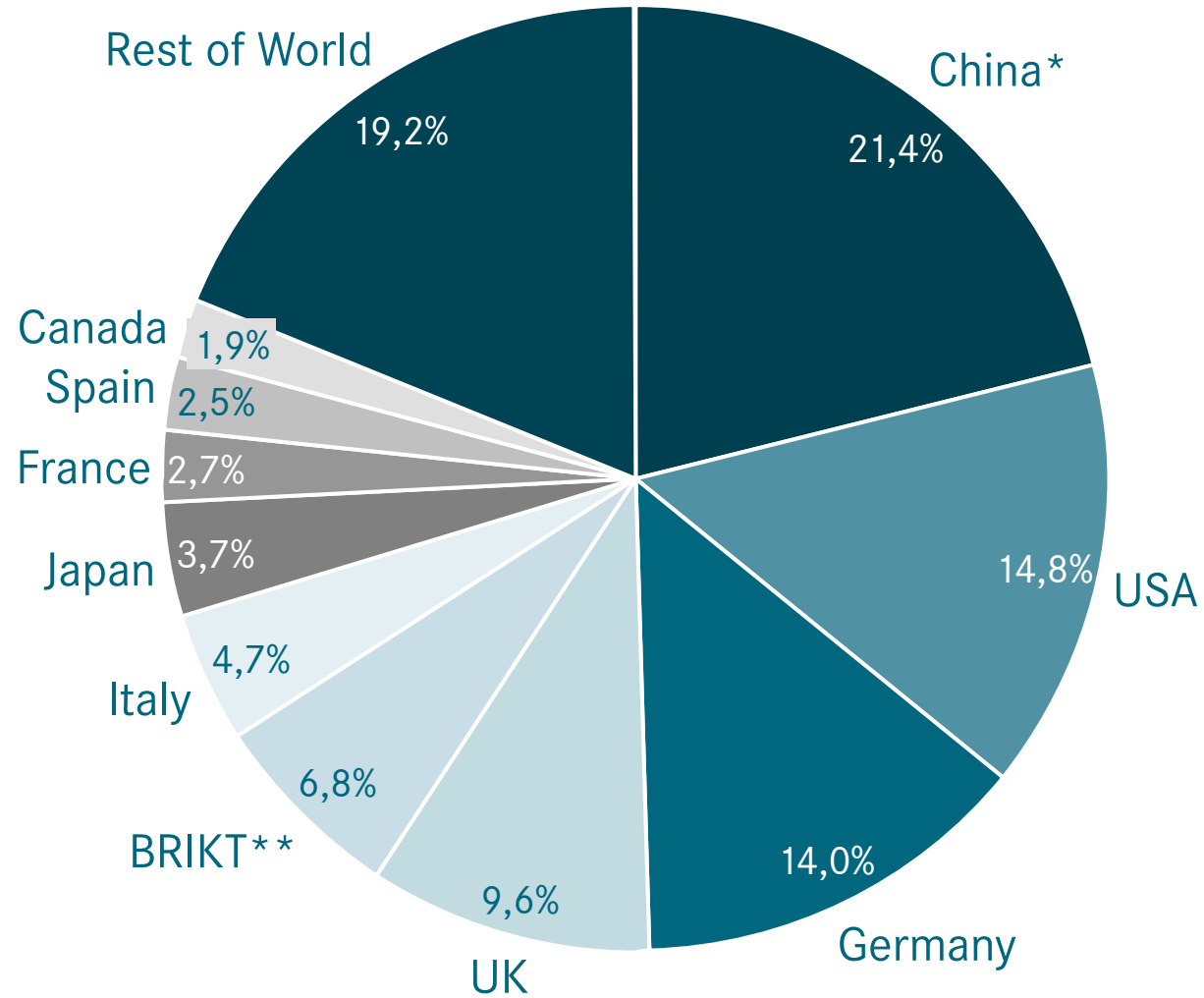
# MBC retail sales major markets FY 2015

- in units -

Retail sales	FY 2015	FY 2014	Change in %
China*	386,635	299,416	+29%
thereof PbP	237,894	147,633	+61%
USA	350,548	340,623	+3%
Germany	309,989	282,347	+10%
UK	152,929	127,823	+20%
BRIKT**	149,357	131,364	+14%
Italy	76,064	61,596	+24%
Japan	65,983	61,768	+7%
France	62,971	55,436	+14%
South Korea	45,638	35,985	+27%
Spain	45,132	34,001	+33%
Russia	42,179	50,131	-16%
Canada	39,696	36,474	+9%
Turkey	30,433	23,263	+31%
Rest of World	351,677	309,003	+14%
<b>Mercedes-Benz Cars</b>	<b>1,990,981</b>	<b>1,739,923</b>	<b>+14%</b>

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

# MBC regional retail sales mix YTD March 2016

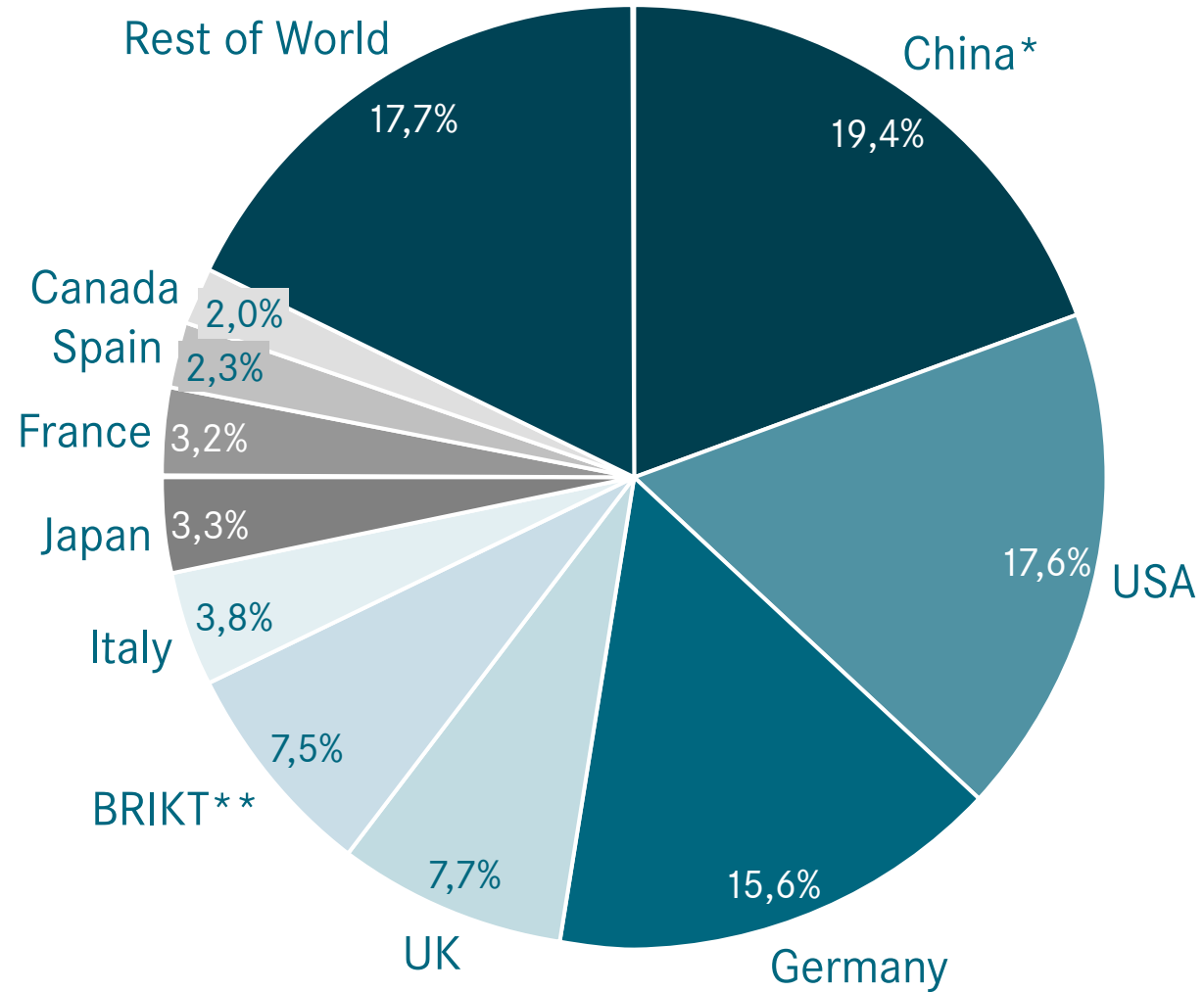


\*Incl. Hong Kong

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



# MBC regional retail sales mix FY 2015



\*Incl. Hong Kong

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

# Daimler follows a conservative Financial Policy

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**Clear commitment to a single A rating**

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

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

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

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# Bond Maturities

- in billions of euros -

**Bonds total outstanding as of Q1 2016: 54.2**

	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Next 12 months
Bonds short term	-1.2	-4.2	-2.1	-4.6	-12.1

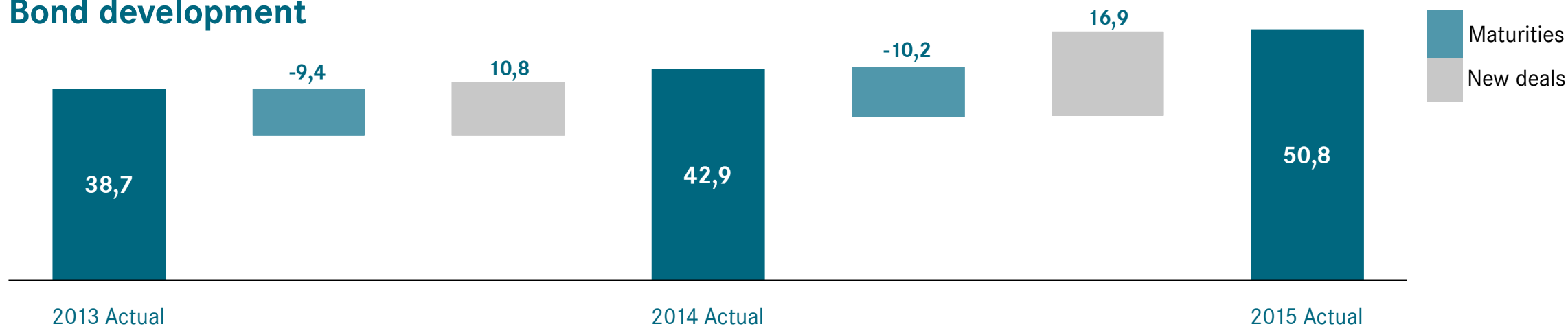
  

	0-1 Y	1-2 Y	2-3 Y	3-4 Y	4-5 Y	5-6 Y	>6 Y
Bonds long term	-12.1	-11.6	-8.8	-7.8	-4.9	-2.4	-6.6

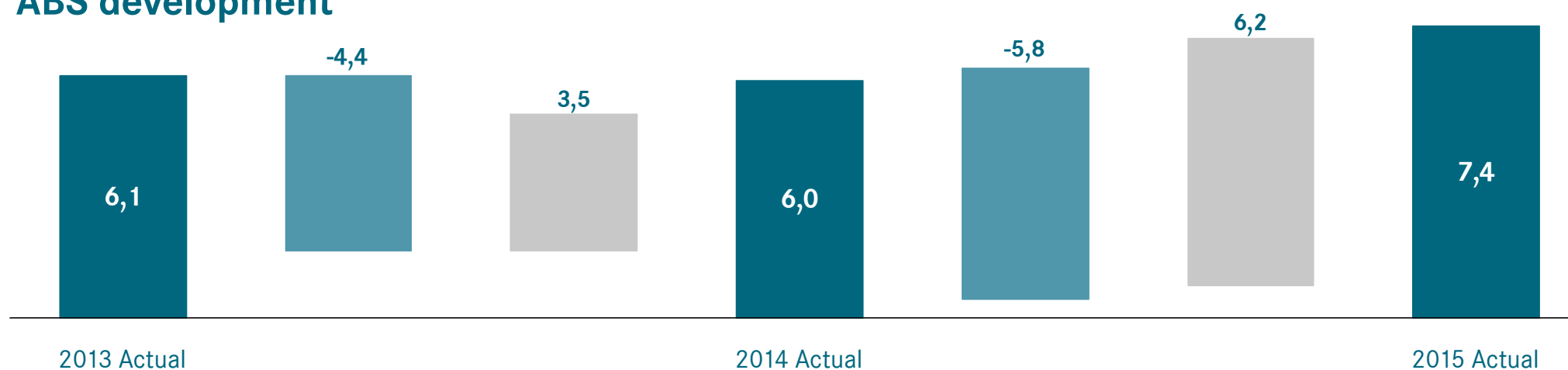
# Bonds and ABS Development 2013 - 2015

- in billions of euros -

## Bond development



## ABS development



Note: Figures may not be additive due to rounding.

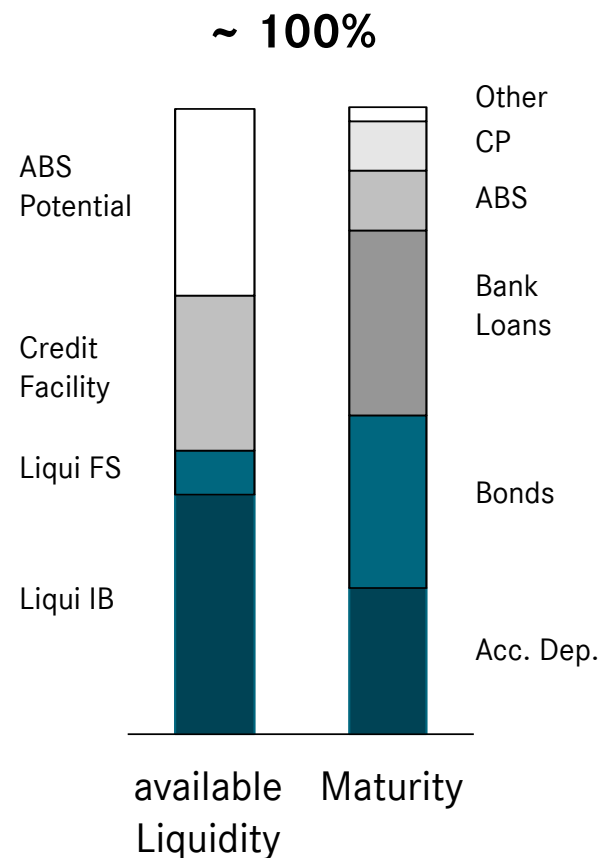
# Financial Flexibility is Key Liquidity Management Tool

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 worsening of the sovereign-debt crisis in the euro zone; an increase in political tension in Eastern Europe; 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 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.