

DAIMLER

Daimler Financial Services Capital Market Day 2017

London – February 14, 2017



DAIMLER

CAPITAL MARKET DAY 2017



Bodo Uebber

Member of the Board of Management Daimler AG
Finance & Controlling / Daimler Financial Services



As the inventor of the automobile, we aim to play a leading role in shaping the mobility of the future

Financial Strength

Strong Products & Services



Innovative Power

CASE
Agile new Business



Tomorrow

In all areas we consistently optimize our core business

Financial Strength

Profitable Growth

- Constant portfolio expansion
- Extension of module strategy
- Utilization of production flexibility

Efficient Organization

- Effective fixed-cost optimization
- Material cost improvements over total value chain
- Focused and optimized capital allocation



We invest in our future and our ambition is to play a leading role in all four fields of future mobility – C.A.S.E.

Innovative Power



CONNECTED



AUTONOMOUS



SHARED & SERVICES



ELECTRIFIED





AUTONOMOUS

SHARED & SERVICES

CONNECTED

ELECTRIFIED

**Premium automobiles and outstanding services
remain the core of our business**

**MOBILITY OF
THE FUTURE...**

**...MOBILITY AT
YOUR FINGERTIPS**

Disclaimer

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

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labor strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook for companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending government investigations or of investigations requested by governments and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.