



MBC Capital Market Day 2017

Dr. Dieter Zetsche
Chairman of the Board of Management of Daimler AG
Head of Mercedes-Benz Cars

September 11th, 2017

Mercedes-Benz
The best or nothing.



Ambition 2011

No.1 in the premium
business.

We outperformed the market.



We expanded our global infrastructure.



We introduced highly efficient combustion engines.



New 6-cylinder petrol engine „M 256“:

22% less emissions*

48V power supply

*compared to its V8 successor

We ensured profitable growth.

10.2%

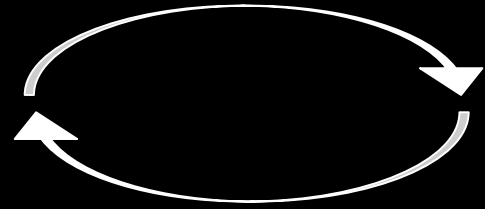
Return on Sales in 2nd quarter 2017

— Ambition today —

No.1 in the
CASE business.

We will have the resources.

CORE



CASE



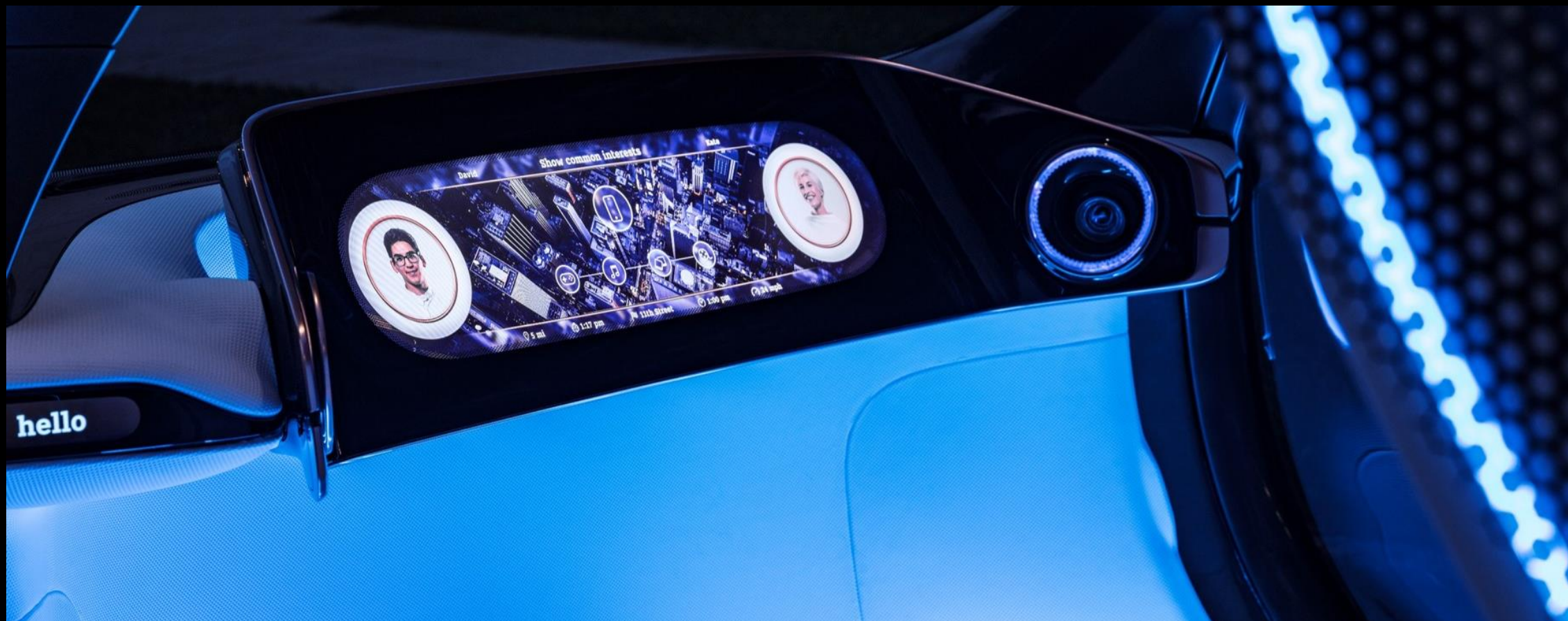
We will push connectivity forward.



We will expand our lead in autonomous driving.



We will take car sharing to the next level.



We will go all in on EVs .



Even greater opportunities ahead.



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.