

DAIMLER

FY 2018

Corporate Presentation



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Funding

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Key figures

in billion euros

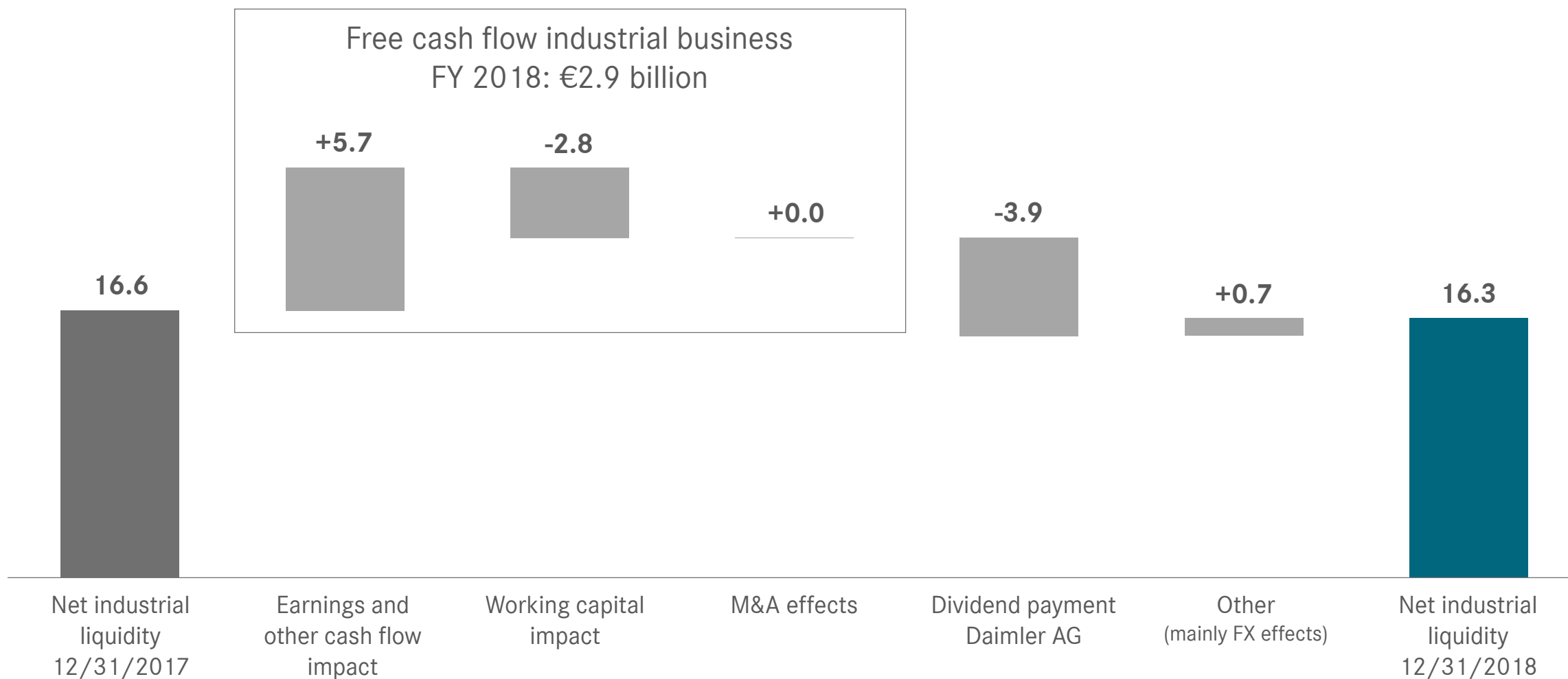
	2017	2018
Unit sales (in thousands of units)	3,274	3,352
Revenue*	164.2	167.4
EBIT*	14.3	11.1
Net profit*	10.6	7.6
Free cash flow of the industrial business	2.0	2.9
Earnings per share (in euros)*	9.61	6.78
Dividend per share (in euros)	3.65	3.25**

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

** Proposed

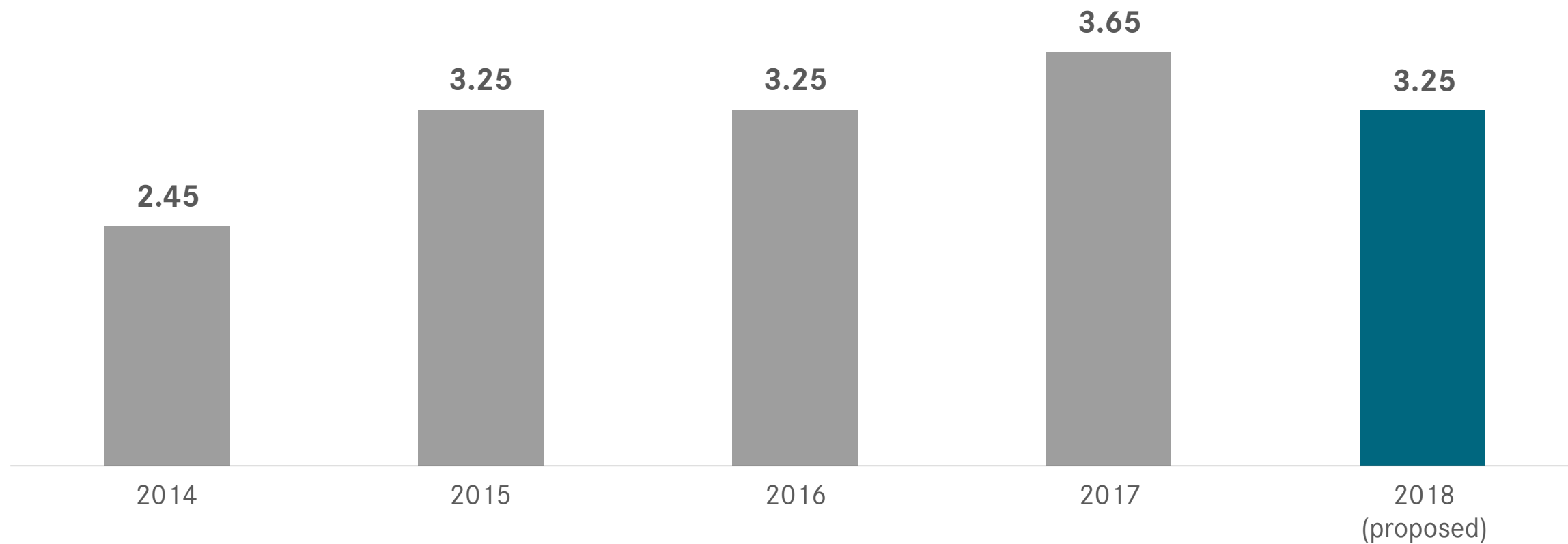
Continued high level of net industrial liquidity

in billion euros



Development of dividend per share

in euros



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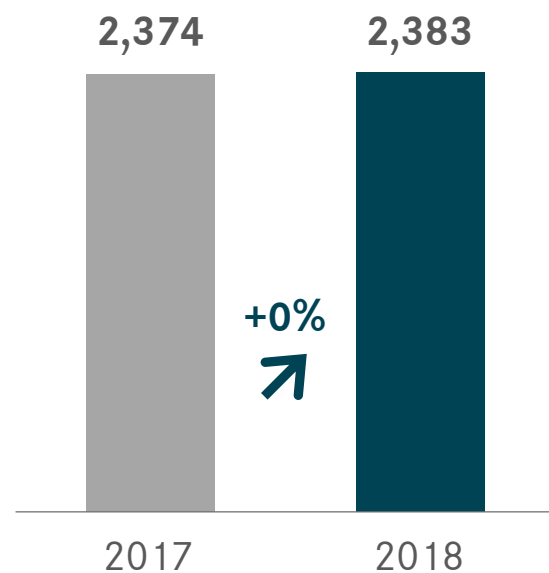
Appendix



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

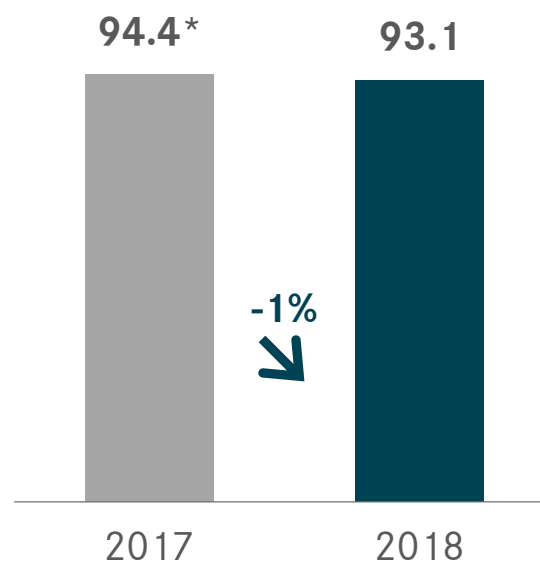
Unit sales

in thousand units



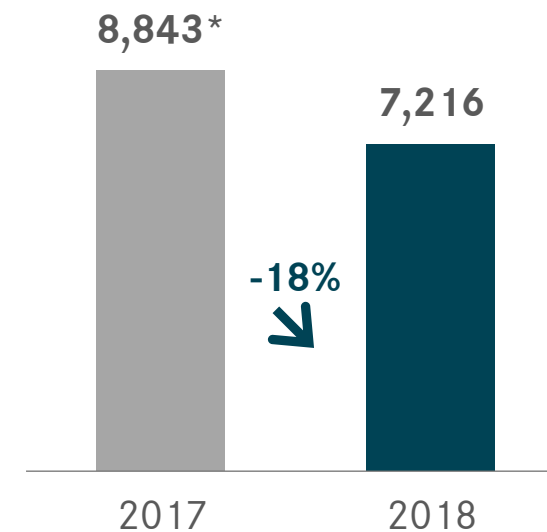
Revenue

in billion euros

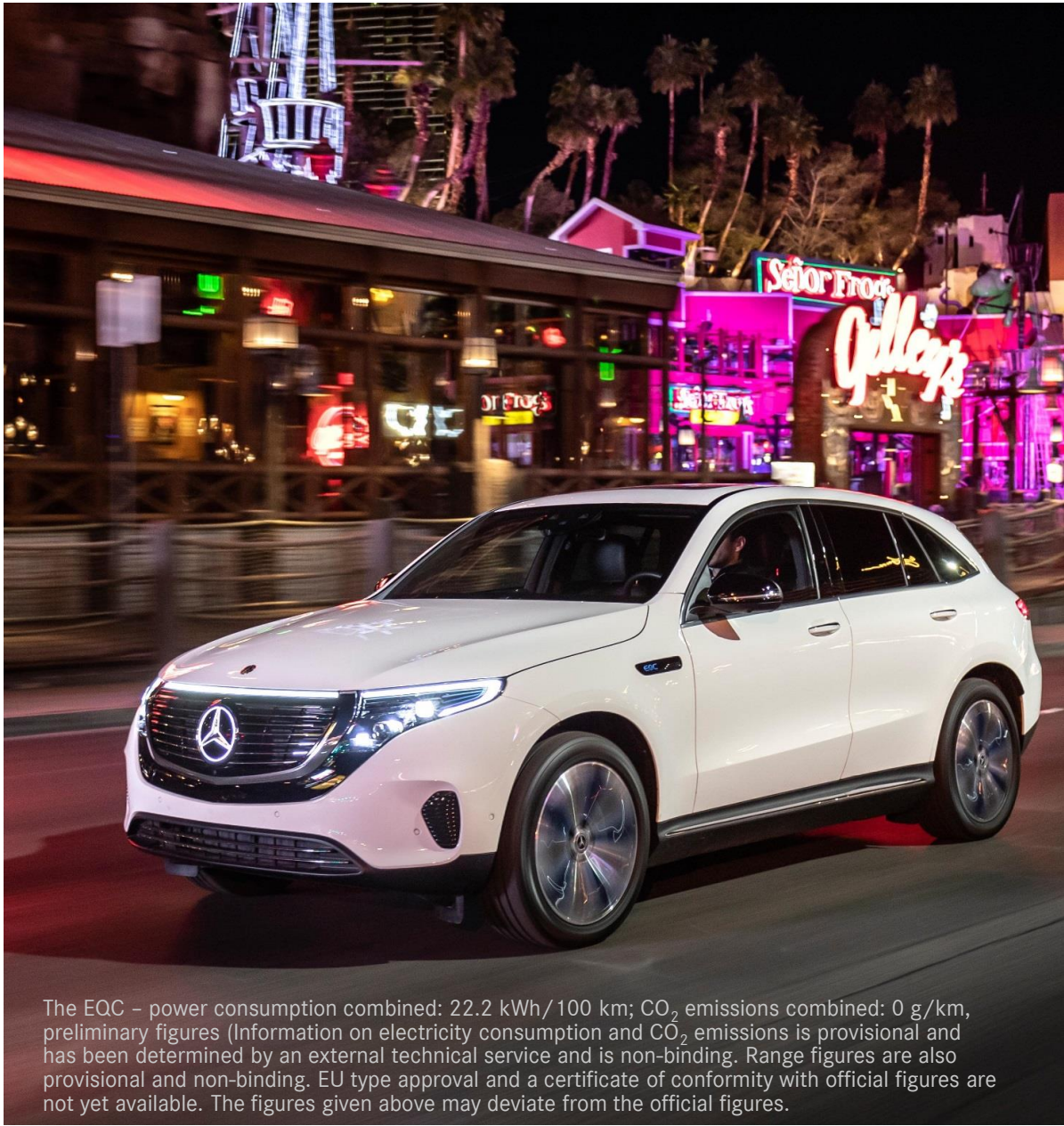


EBIT

in million euros



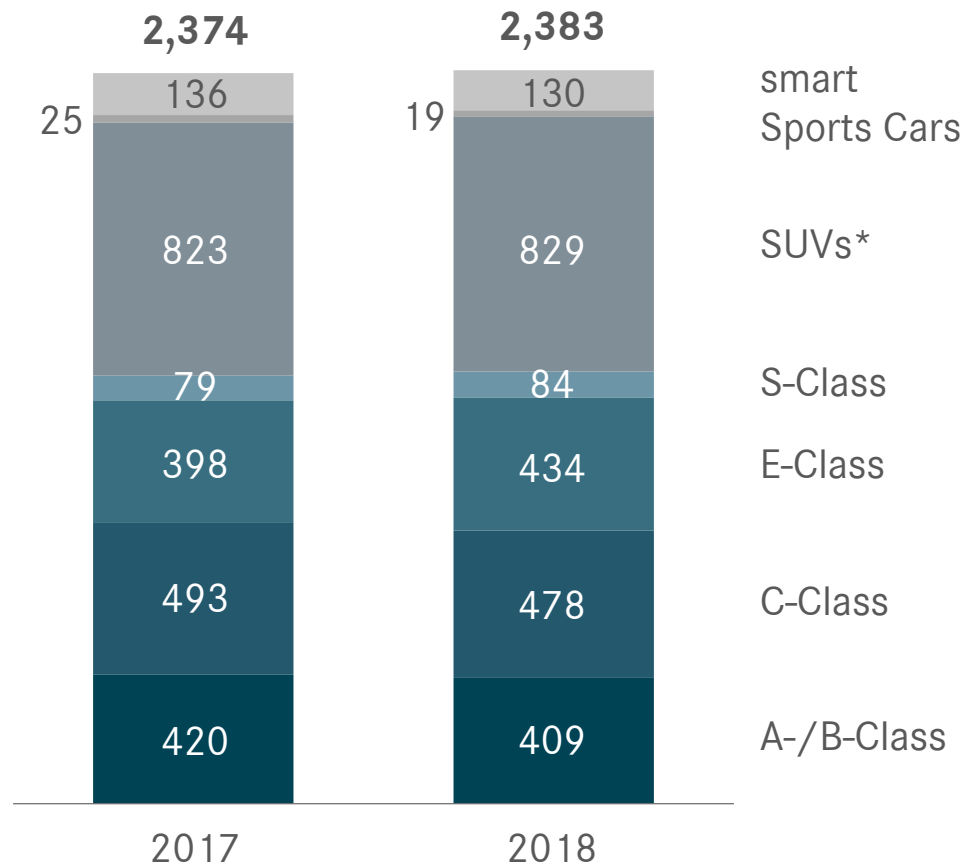
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Mercedes-Benz Cars

New sales record

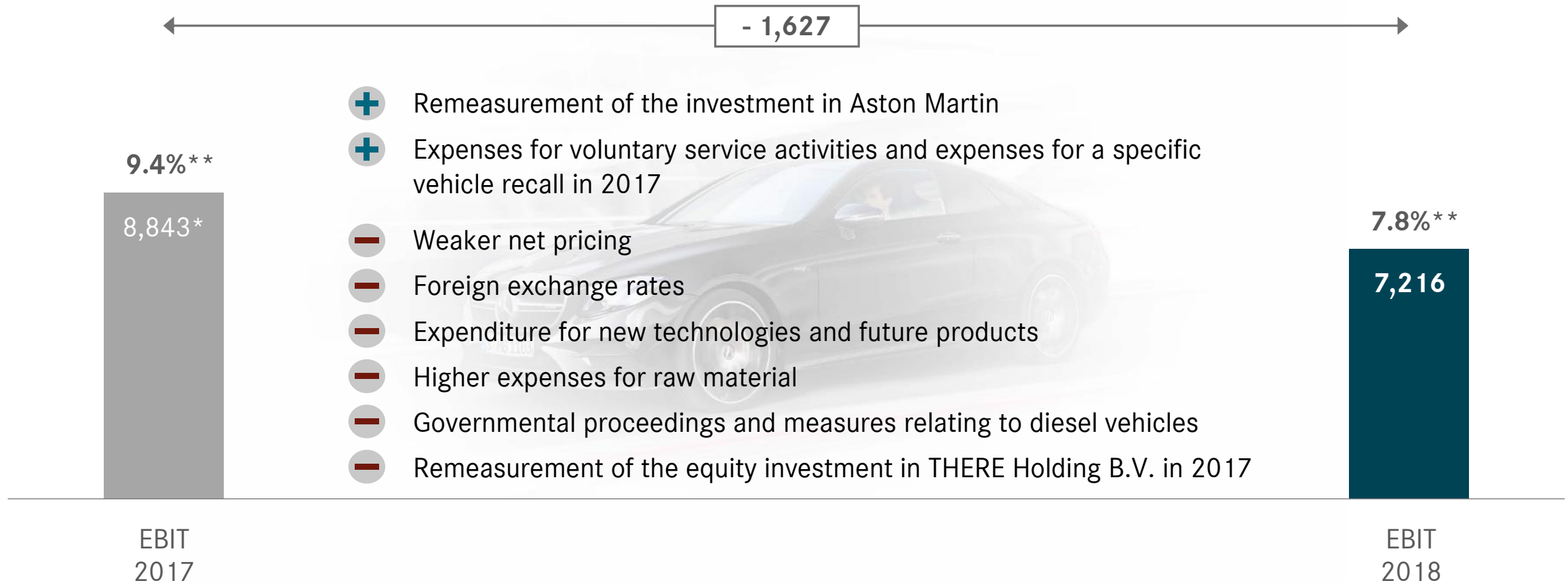
in thousand units



* incl. GLA

Mercedes-Benz Cars: EBIT

in million euros



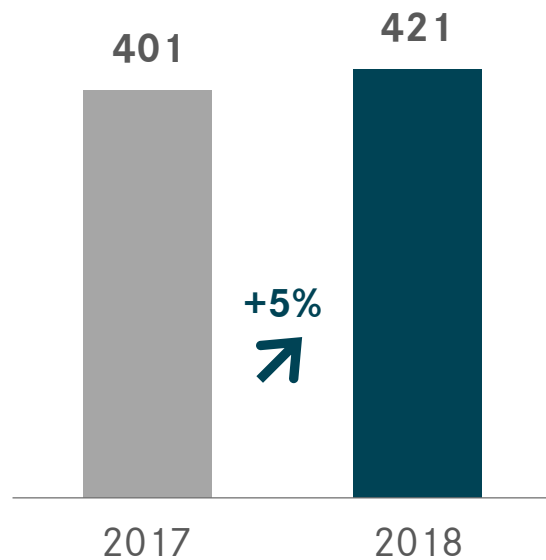
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

** Return on sales

Mercedes-Benz Vans: continued growth of business volume

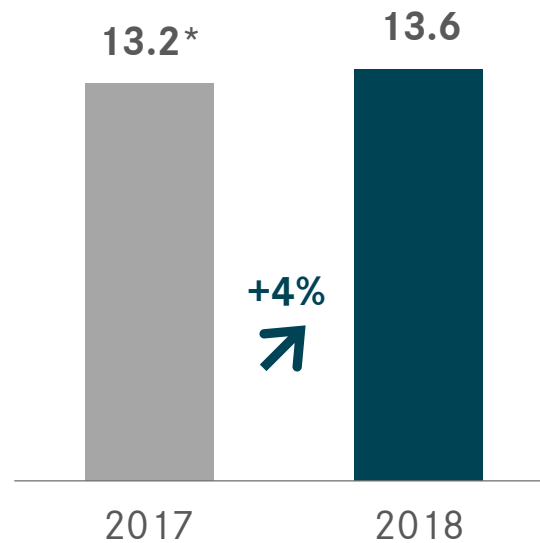
Unit sales

in thousand units



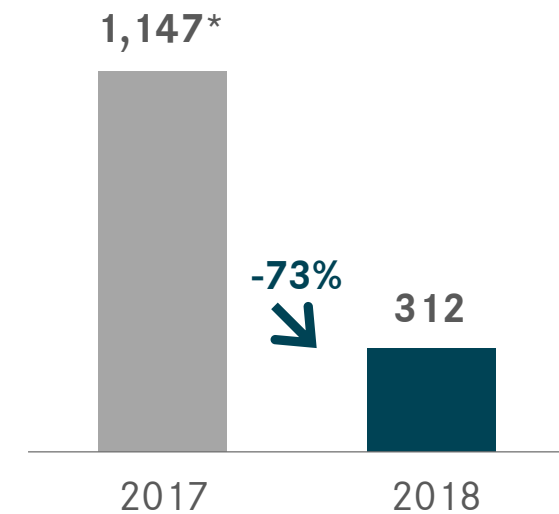
Revenue

in billion euros



EBIT

in million euros



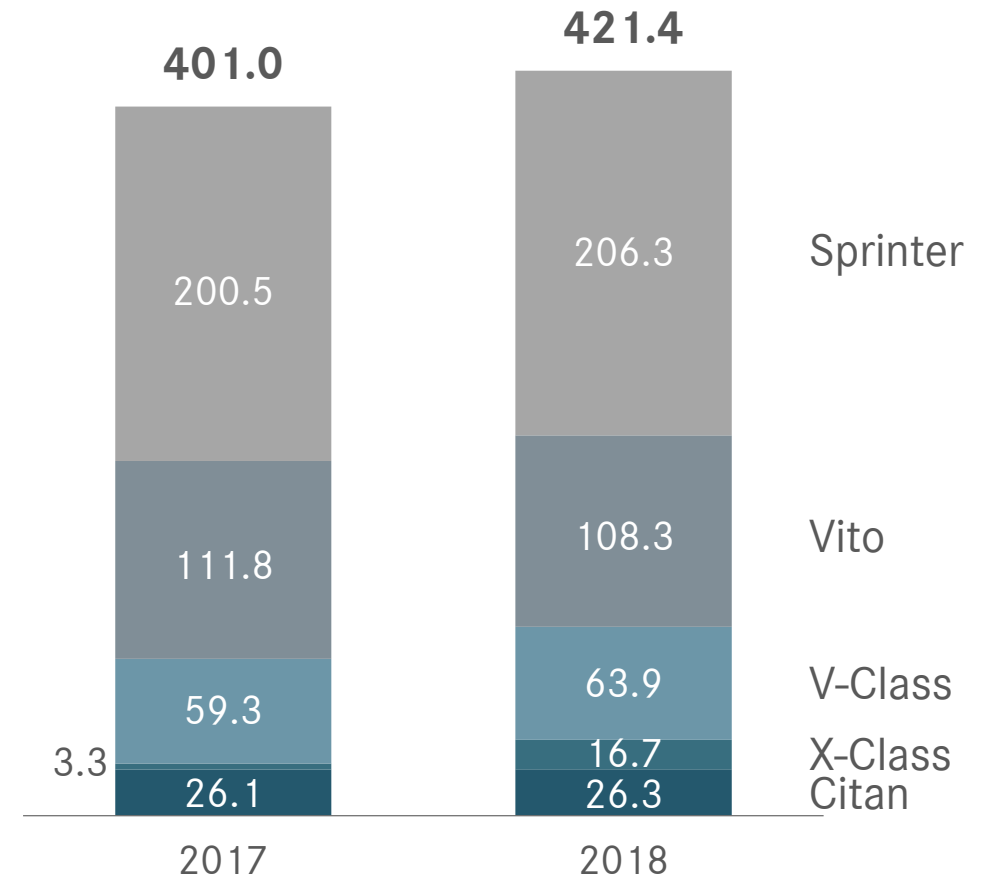
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Mercedes-Benz Vans

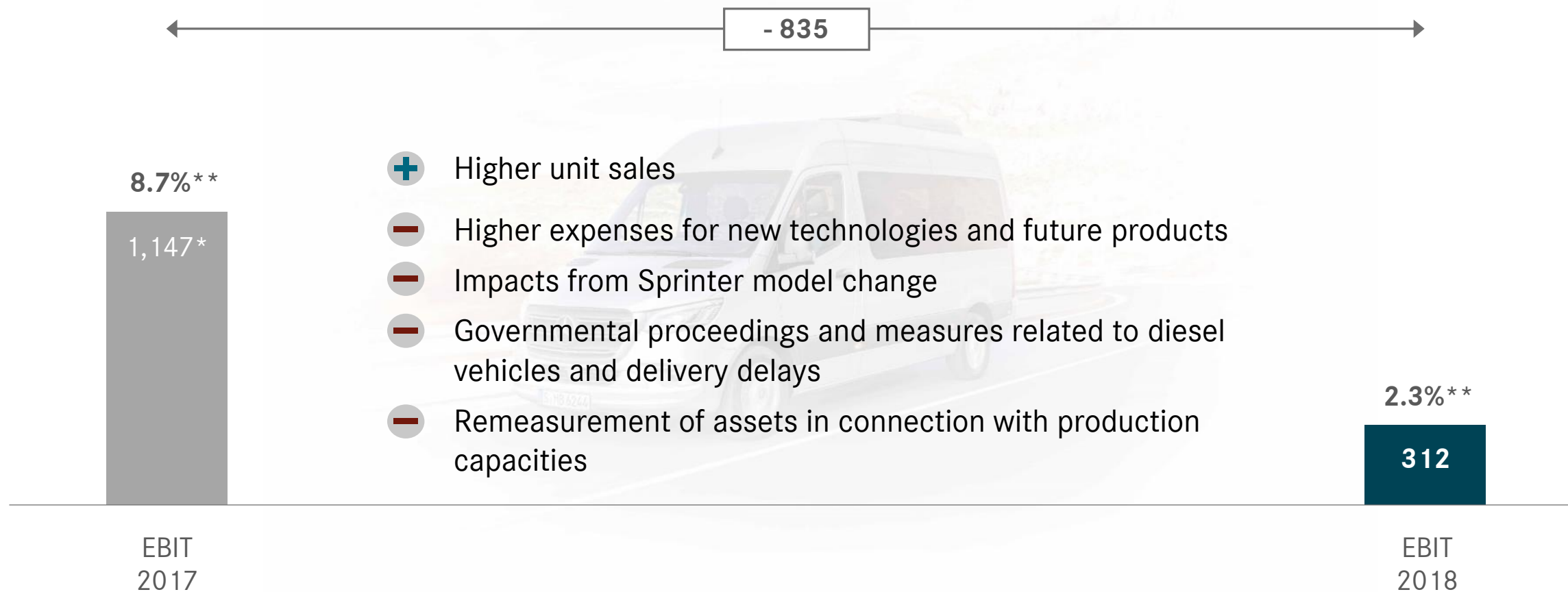
Sales increase by 5%

in thousand units



Mercedes-Benz Vans: EBIT

in million euros



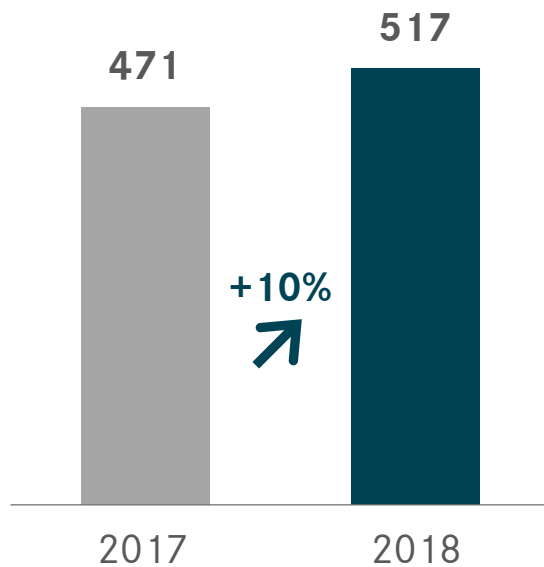
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

** Return on sales

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

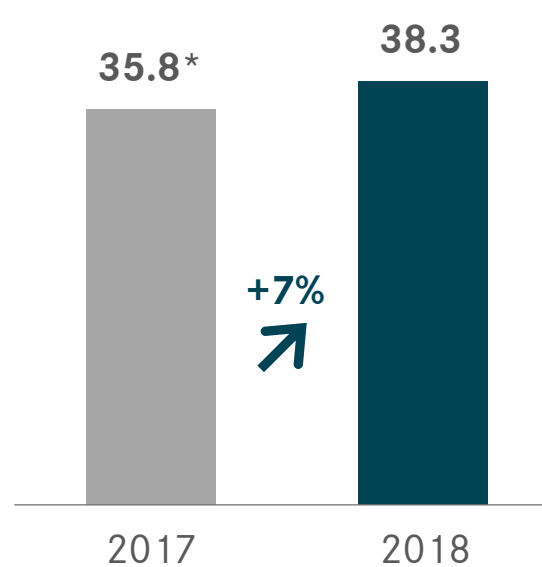
Unit sales

in thousand units



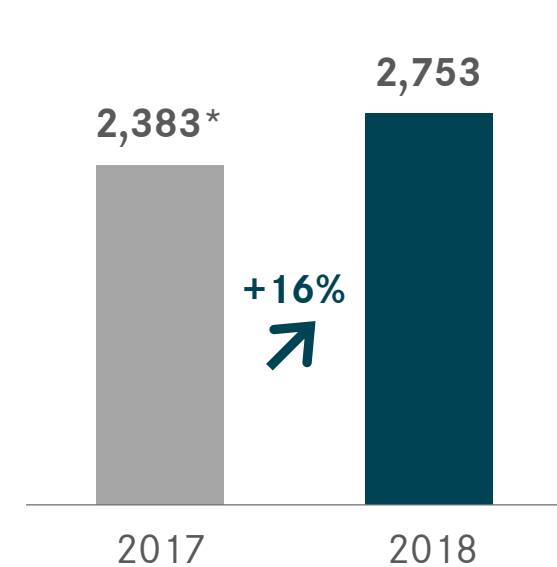
Revenue

in billion euros



EBIT

in million euros



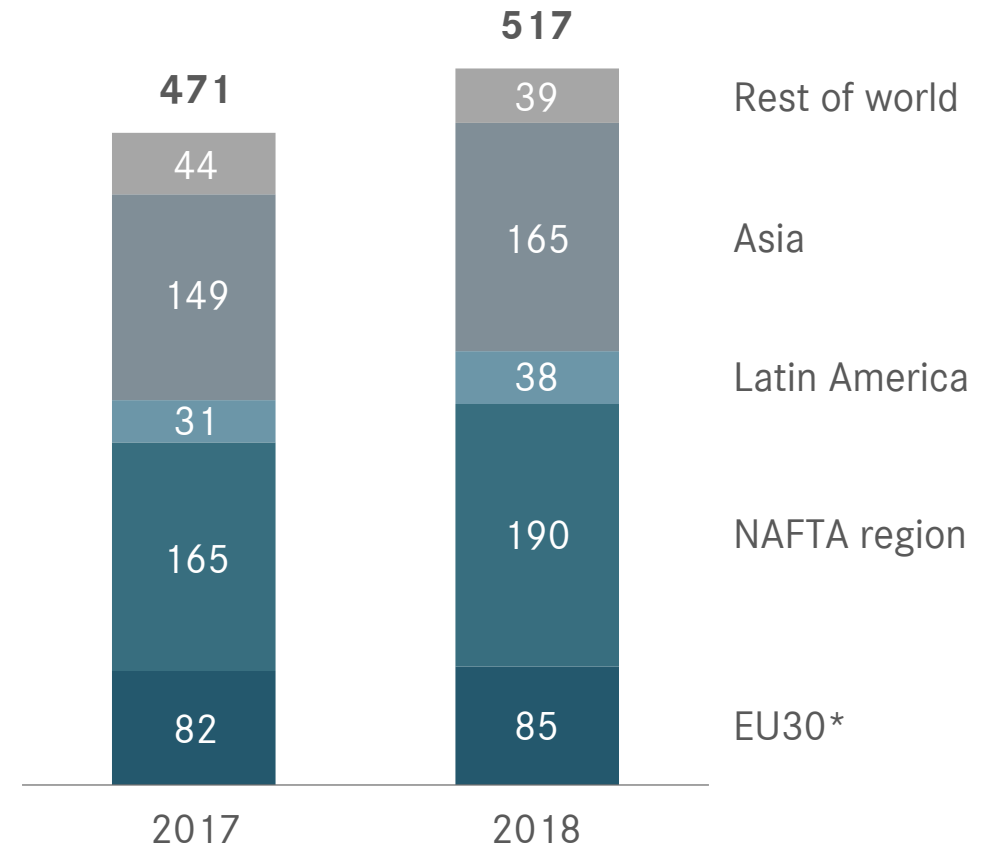
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Daimler Trucks

Sales increase by 10%

in thousand units



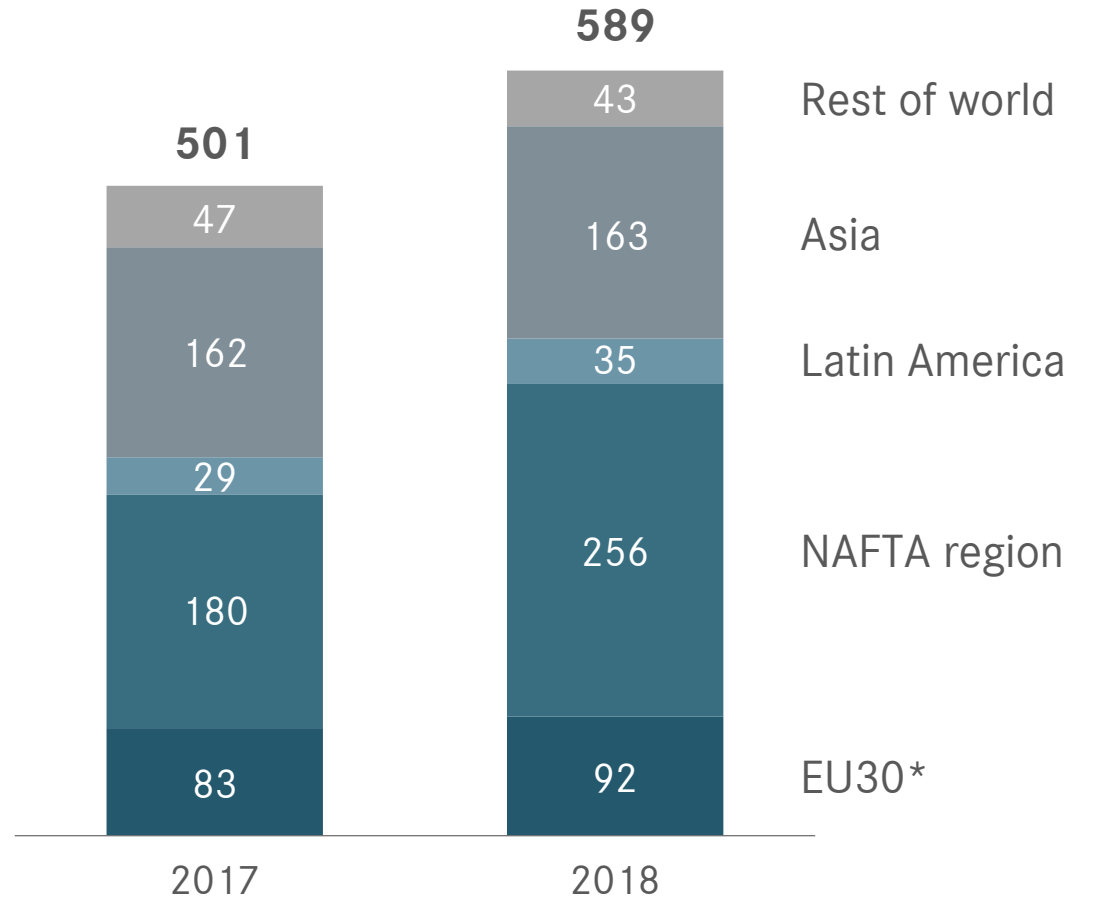
* European Union, Switzerland and Norway



Daimler Trucks

Incoming orders increase primarily driven by NAFTA region

in thousand units



* European Union, Switzerland and Norway

Daimler Trucks: EBIT

in million euros



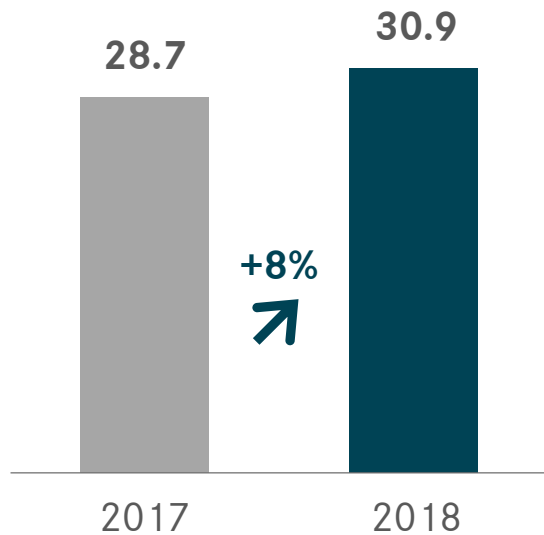
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

** Return on sales

Daimler Buses: very heterogeneous business development in our core regions

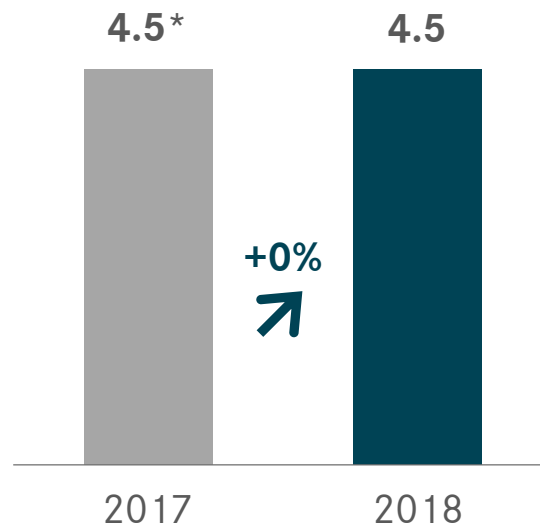
Unit sales

in thousand units



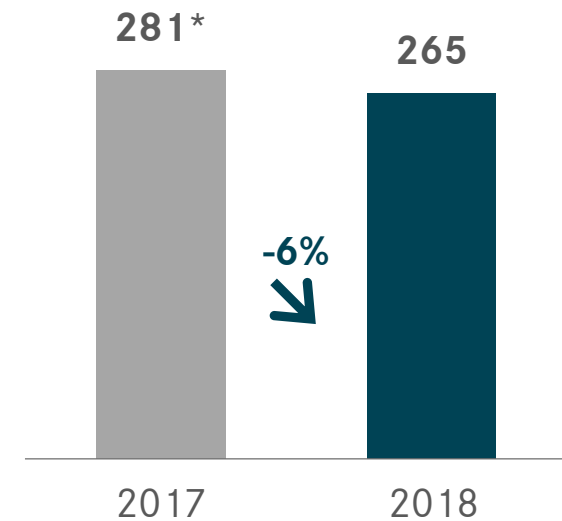
Revenue

in billion euros



EBIT

in million euros



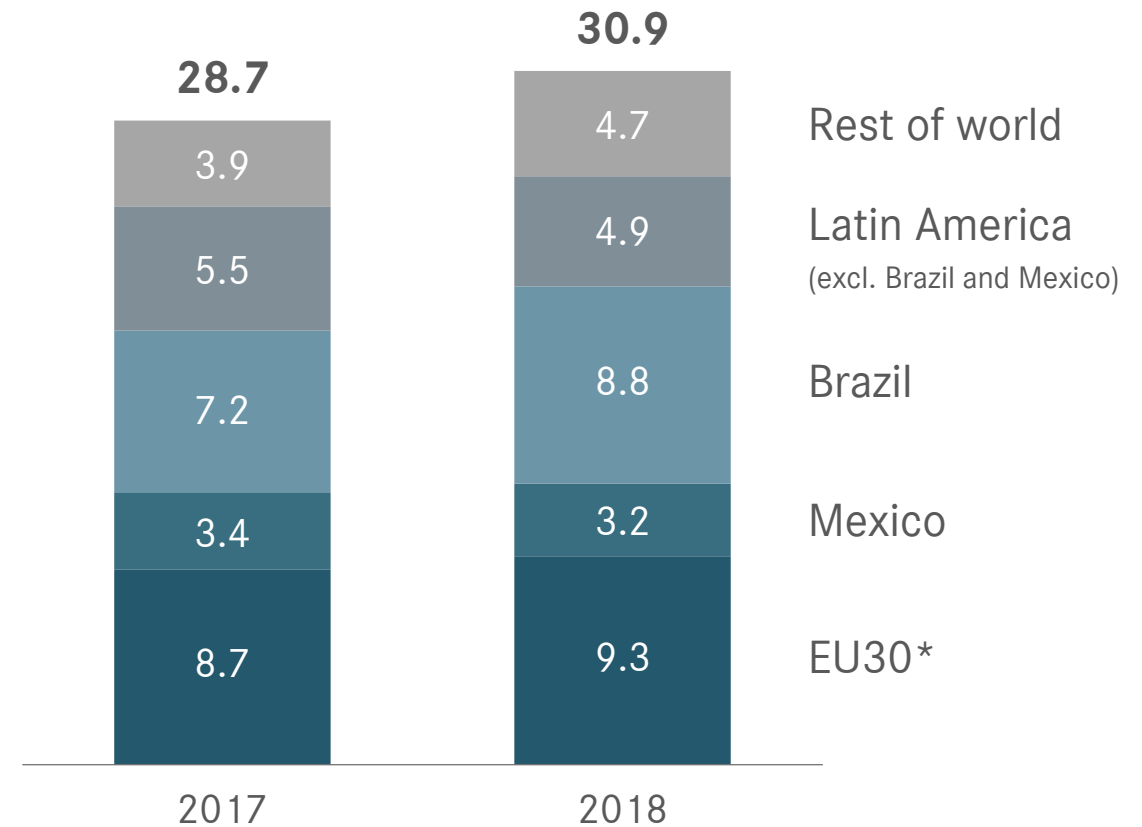
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)



Daimler Buses

Sales increase by 8%

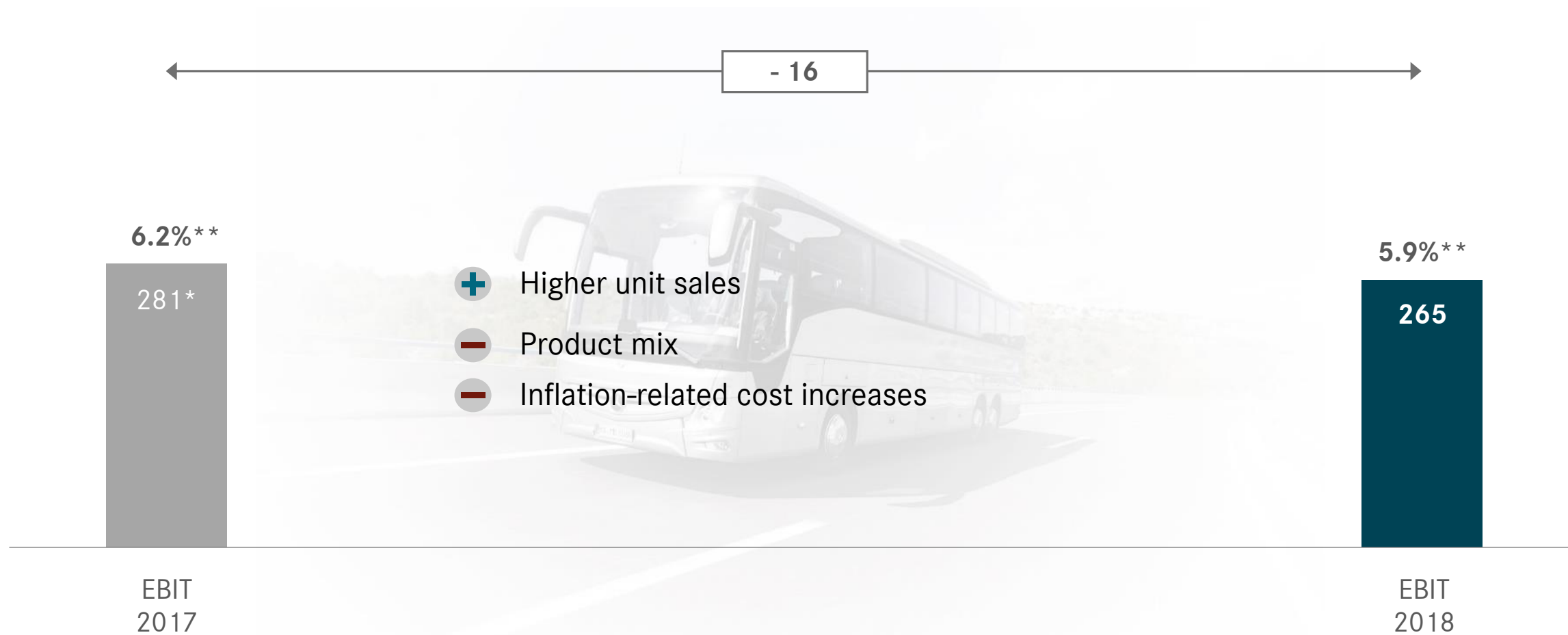
in thousand units



* European Union, Switzerland and Norway

Daimler Buses: EBIT

in million euros



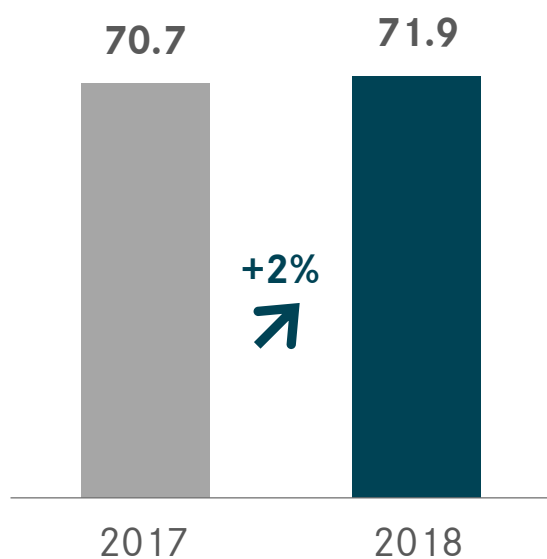
* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)

** Return on sales

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

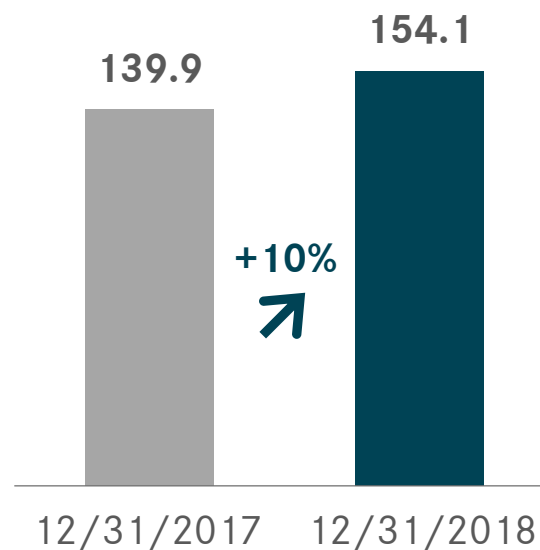
New business

in billion euros



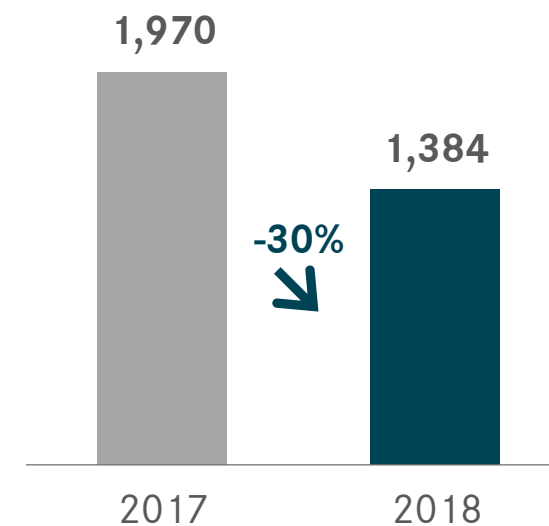
Contract volume

in billion euros



EBIT

in million euros

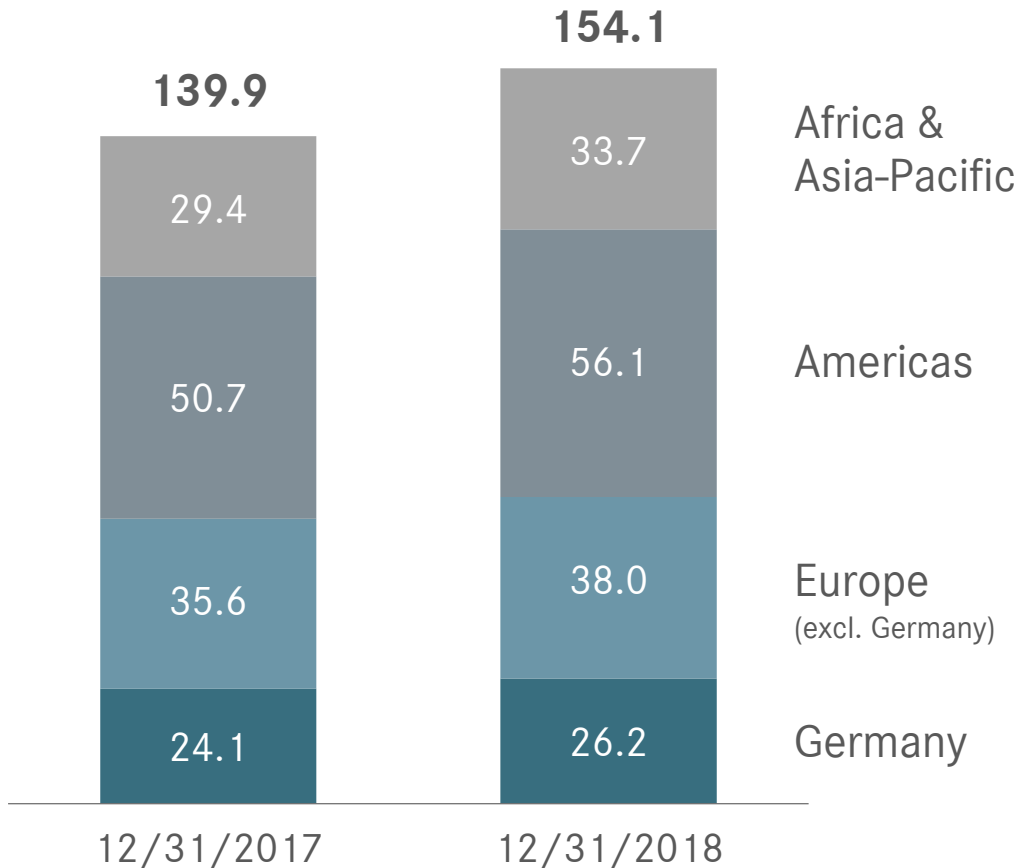




Daimler Financial Services

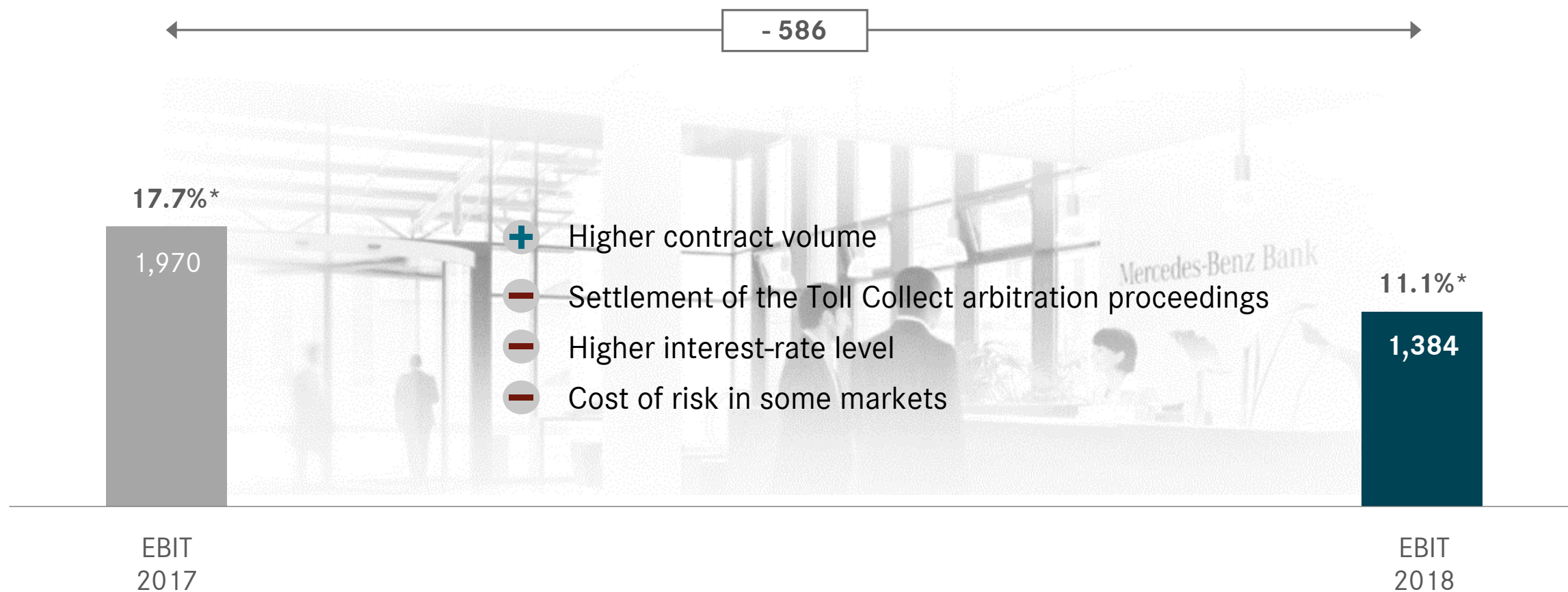
Further increase in contract volume to
154.1 billion euros (+10%)

in billion euros



Daimler Financial Services: EBIT

in million euros



* Return on equity

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Assumptions for automotive markets in 2019

Car markets	Global	around the prior-year level
	Europe	around the prior-year level
	USA	slight decrease
	China	around the prior-year level
Medium- and heavy-duty truck markets	NAFTA region	around the prior-year level
	EU30	around the prior-year level
	Japan*	slight decrease
	Brazil	significant growth
	Indonesia*	stable development
Van markets	EU30	around the prior-year level
	USA	slight growth
Bus markets	EU30	slight growth
	Brazil	slight growth

* including light-duty trucks

2019 sales outlook



Mercedes-Benz Cars

Slightly higher unit sales

Strong momentum from a dozen new and upgraded vehicles



Daimler Trucks

Slightly higher unit sales

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



Mercedes-Benz Vans

Significantly higher unit sales

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



Daimler Buses

Significantly higher unit sales

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

2019 outlook for Group EBIT and divisional RoS/RoE

DAIMLER

We expect Group EBIT for FY 2019 to be slightly above the prior-year level



Mercedes-Benz Cars

Return on sales in the range of 6 to 8%



Daimler Trucks

Return on sales in the range of 7 to 9%



Mercedes-Benz Vans

Return on sales in the range of 5 to 7%



Daimler Buses

Return on sales in the range of 5 to 7%



Daimler Financial Services

Return on equity in the range of 17 to 19%*

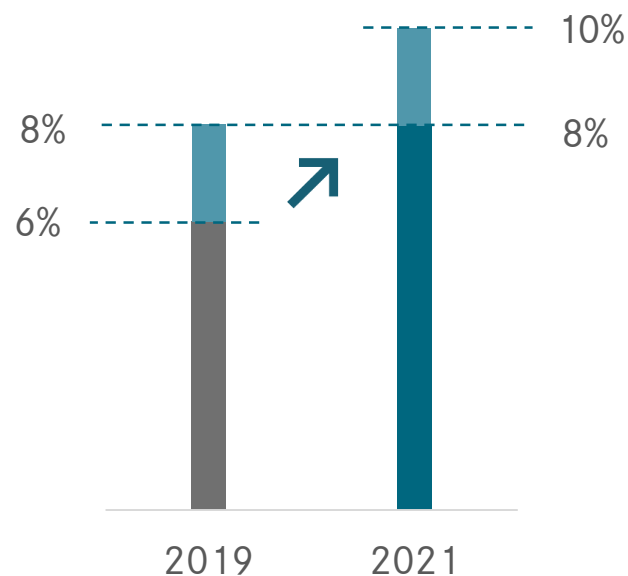
* Including significant one-time valuation and earnings effects from the combination of the mobility services business with BMW Group.

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

Sustainable return to target RoS range



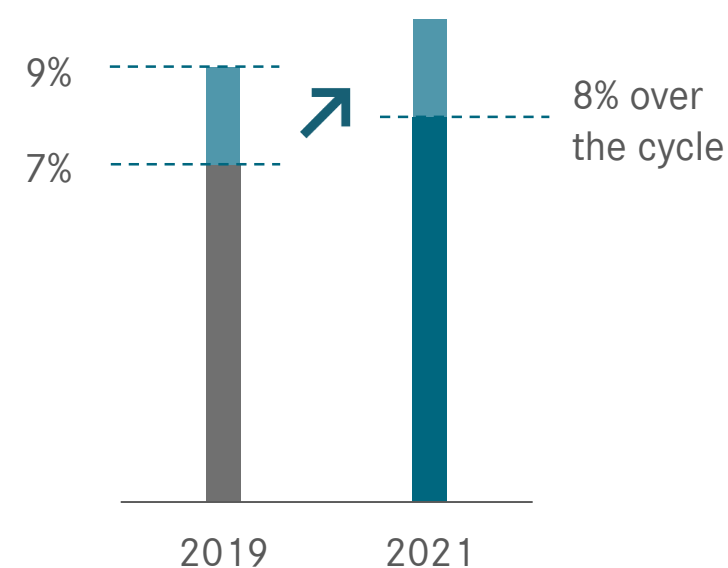
Mercedes-Benz
Cars & Vans



Sustainable achievement of target RoS level and exploitation of additional potential



Daimler
Trucks & Buses



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Daimler has set the course for a successful future

Profitable CORE business



Strategic CASE business



COMPANY structure

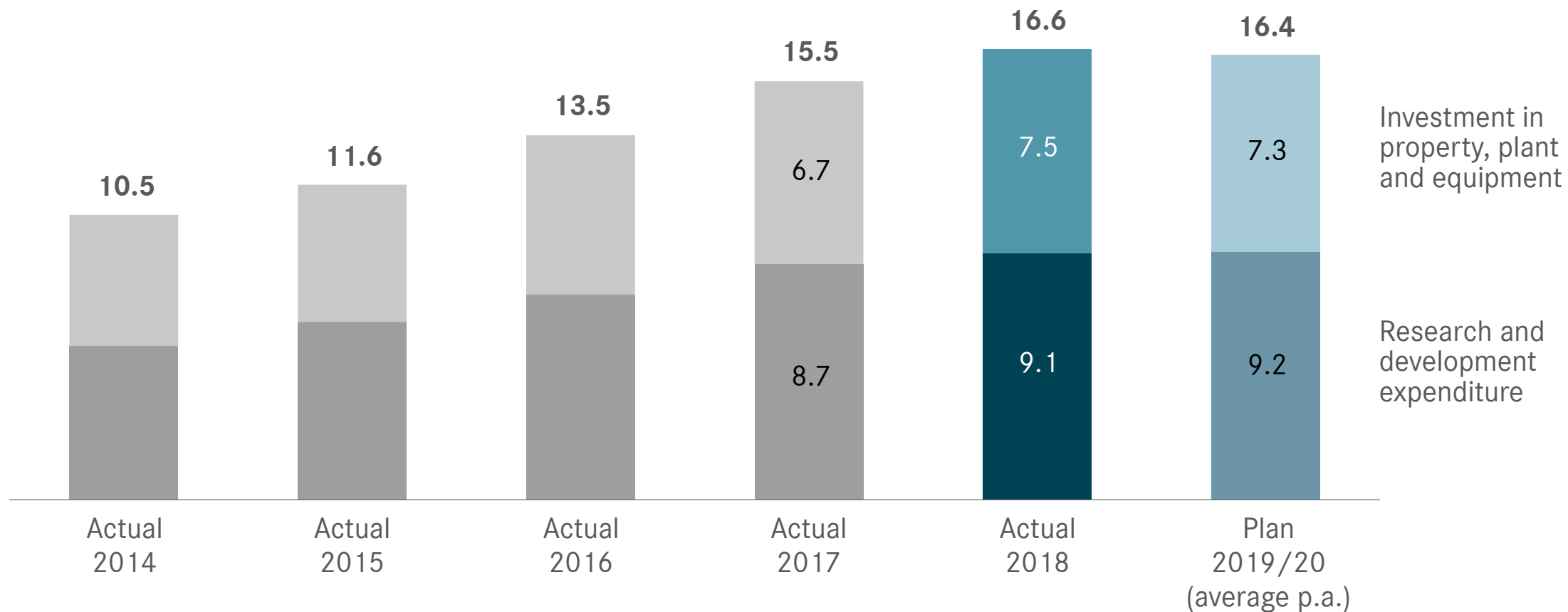


CULTURE change



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

in billion euros



Mercedes-Benz Cars & Vans



Exciting and promising future ahead of us

CORE  **Electric** 

Connected  **Autonomous** 

CORE Mercedes-Benz Electric
Connected Cars & Vans Autonomous

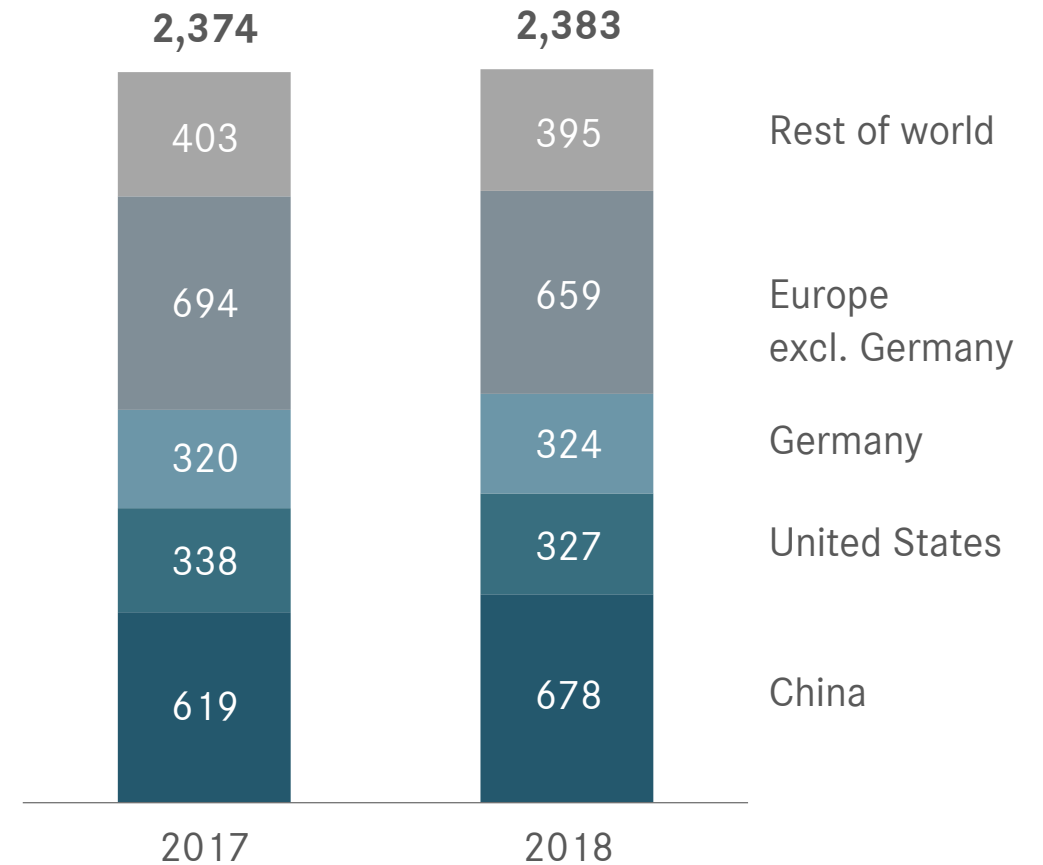
The central graphic features the Mercedes-Benz logo in a white circle, surrounded by a teal ring with the four strategic pillars: CORE, Electric, Autonomous, and Connected. The text 'Mercedes-Benz' is positioned above the logo, and 'Cars & Vans' is below it. The four quadrants of the image are: top-left (CORE) showing a silver SUV on a road; top-right (Electric) showing a blue electric car at night; bottom-left (Connected) showing a car's interior with a digital display; and bottom-right (Autonomous) showing a car on a road with sensor waves.



Mercedes-Benz Cars

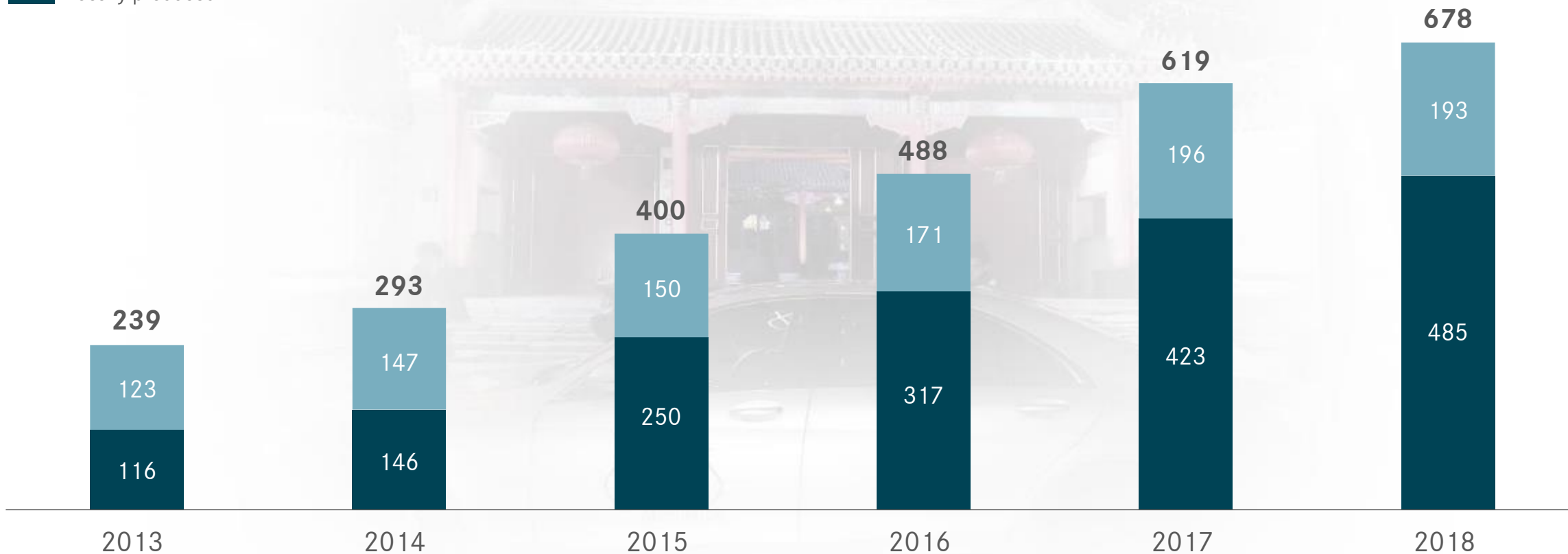
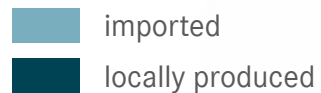
Globally balanced sales structure

in thousand units



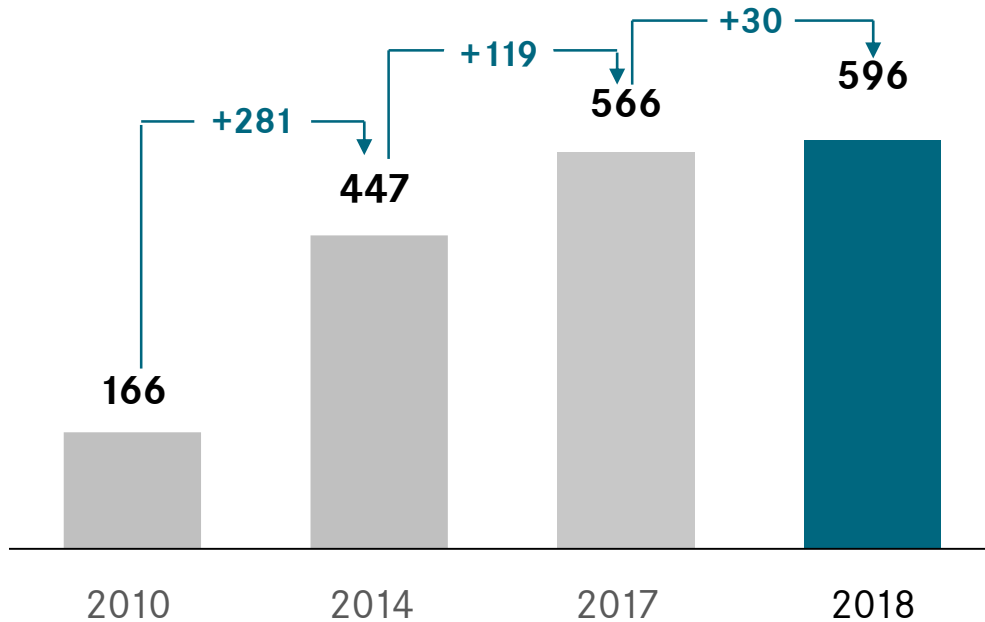
Mercedes-Benz Cars in China: strong sales growth with increasing share of locally produced vehicles

in thousand units



Mercedes-Benz Network Development in China

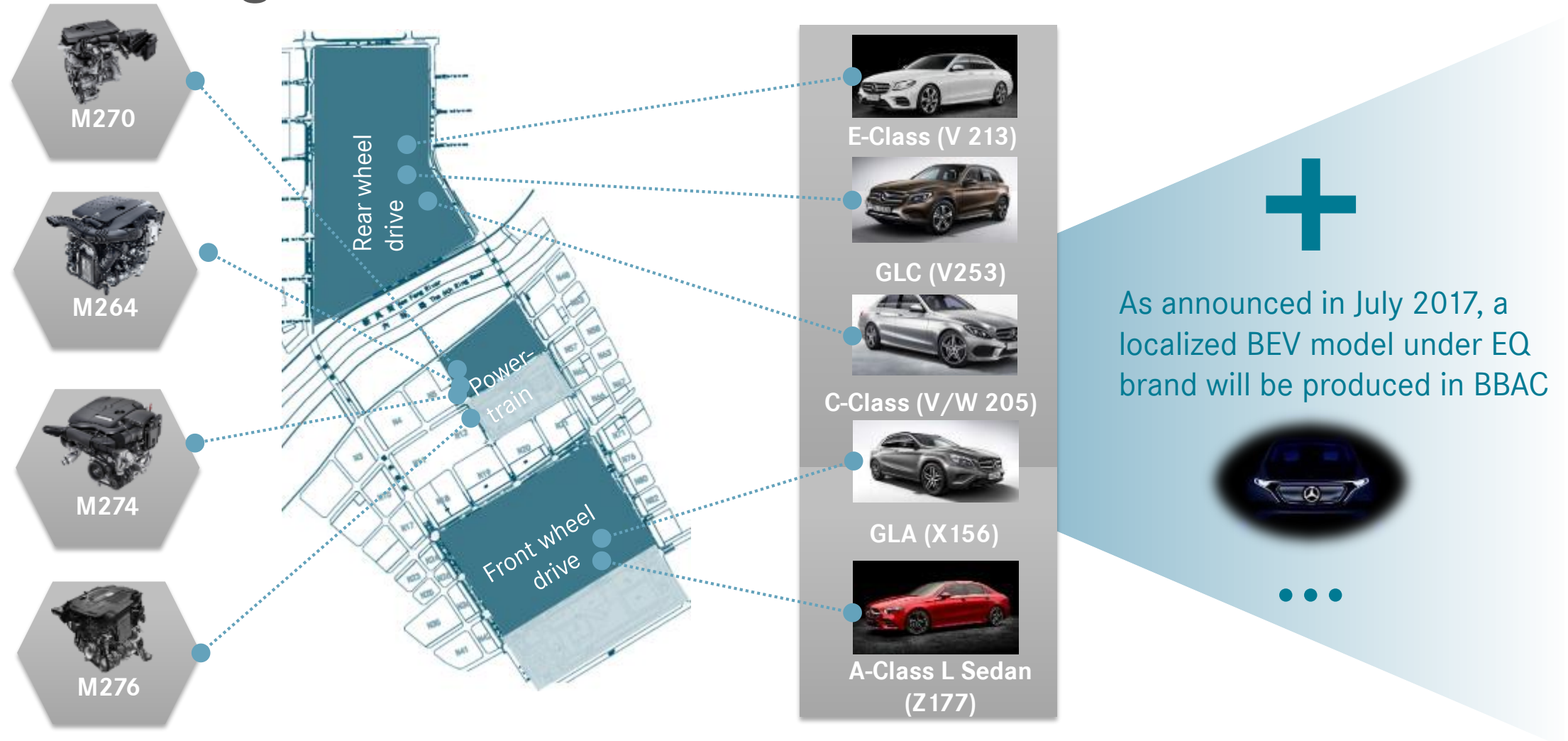
Number of Outlets



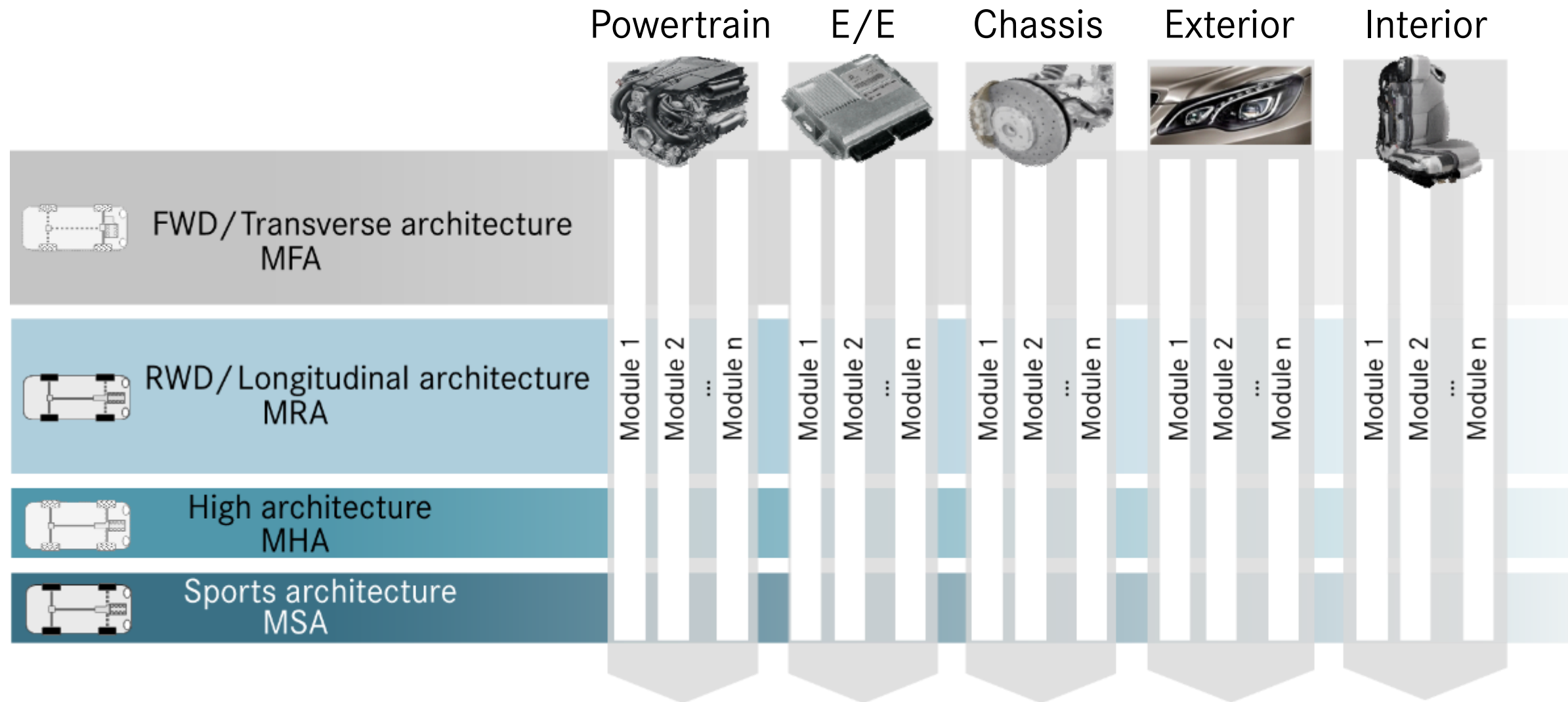
Outlets by regions 2018

Region	Dealer#
North	181
South	138
East	174
West	103

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



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

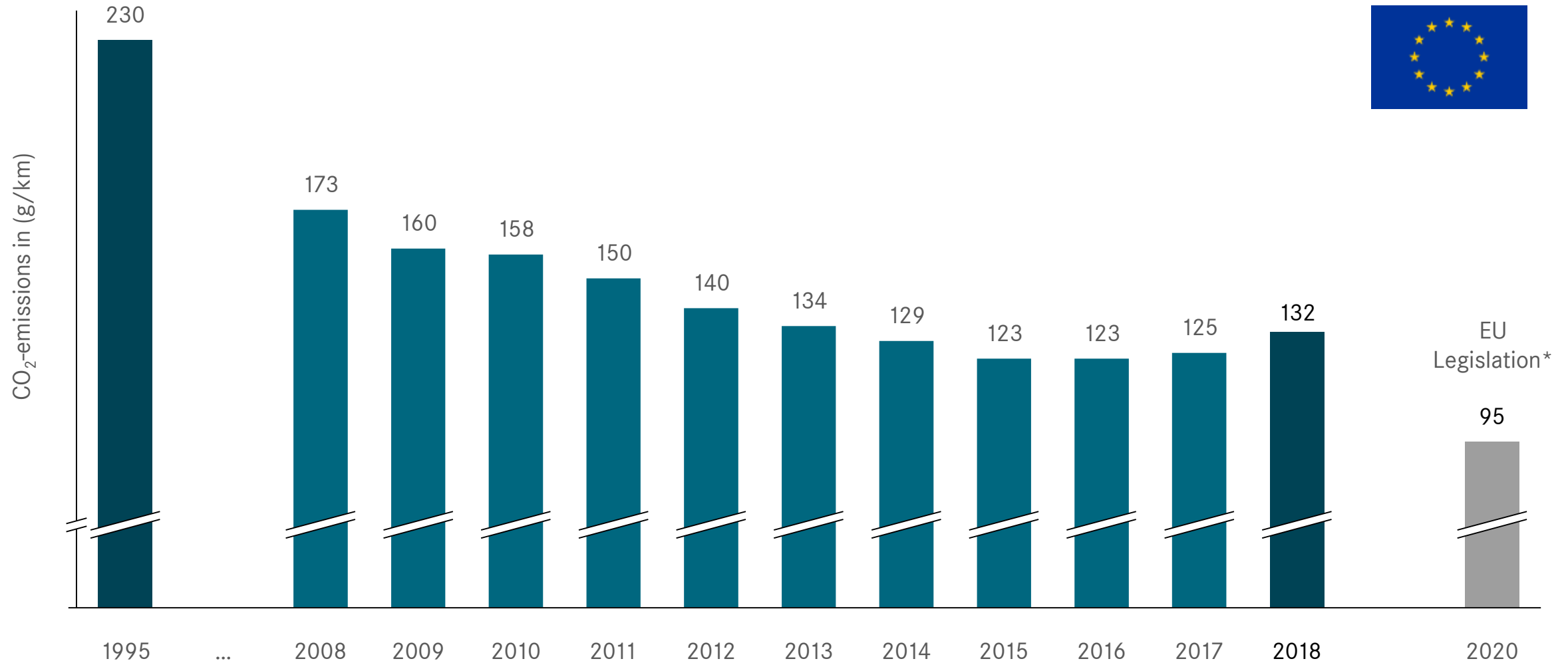


High degree of modularity of the entire drive train



Development of CO₂ emissions

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



* Target value for average weight of European fleet.

Overview CO₂ reduction measures

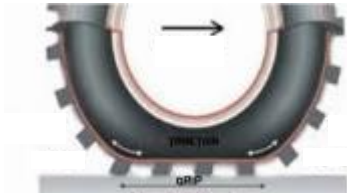
CO₂ measures in and on the vehicle



Aerodynamics



Energy recovery



Rolling resistance



Eco-Mode, Intelligent Drive



Weight



Energy efficient operational strategy

CO₂ measures ICE powertrain



Efficient high-tech diesel and gasoline engines

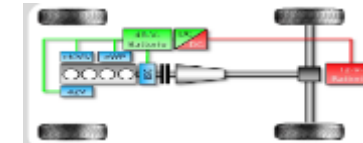


Efficient transmissions



Efficient ancillary units

Electrification of powertrain



48V-starting system (e.g. ISG)



PHEV



BEV



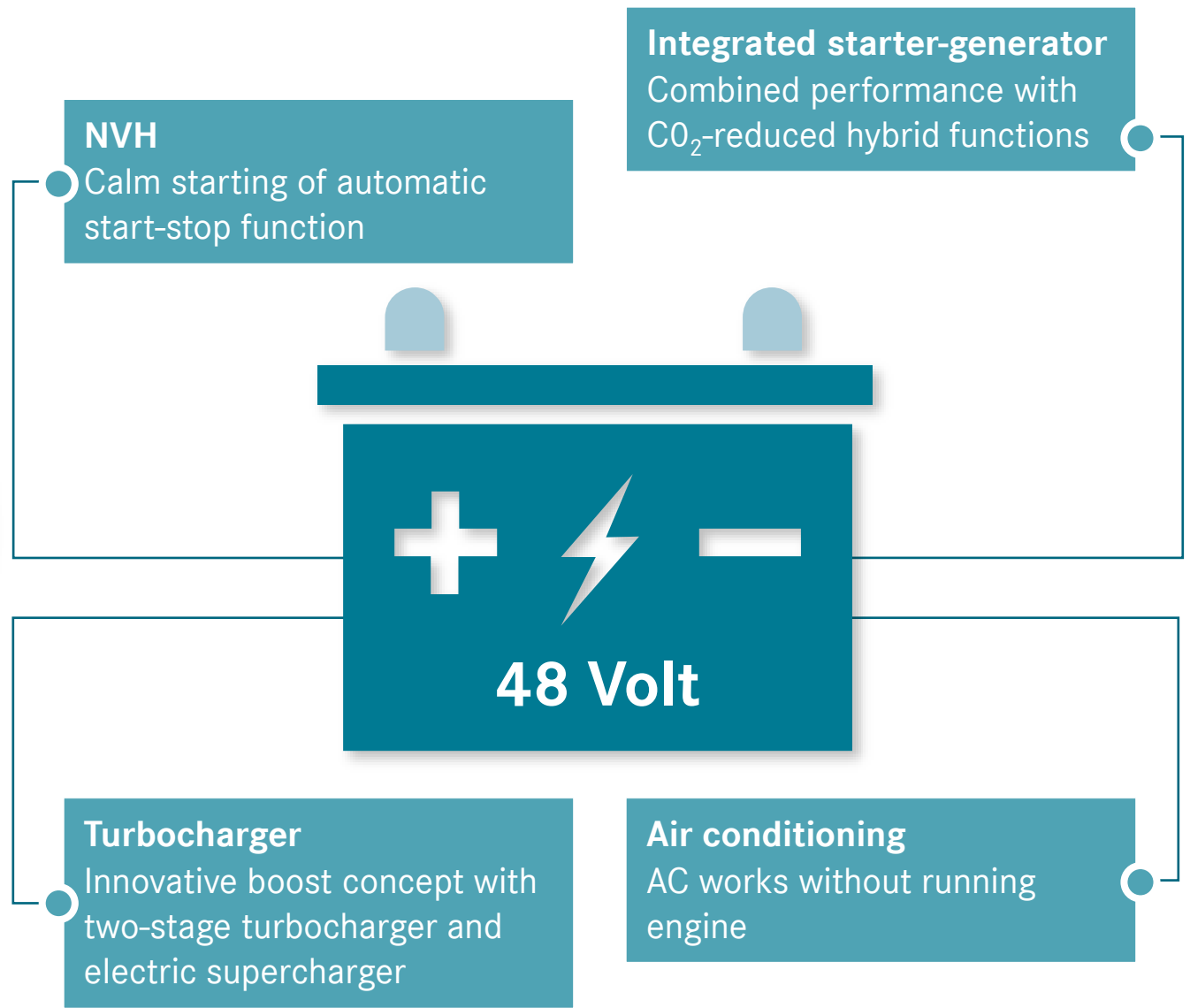
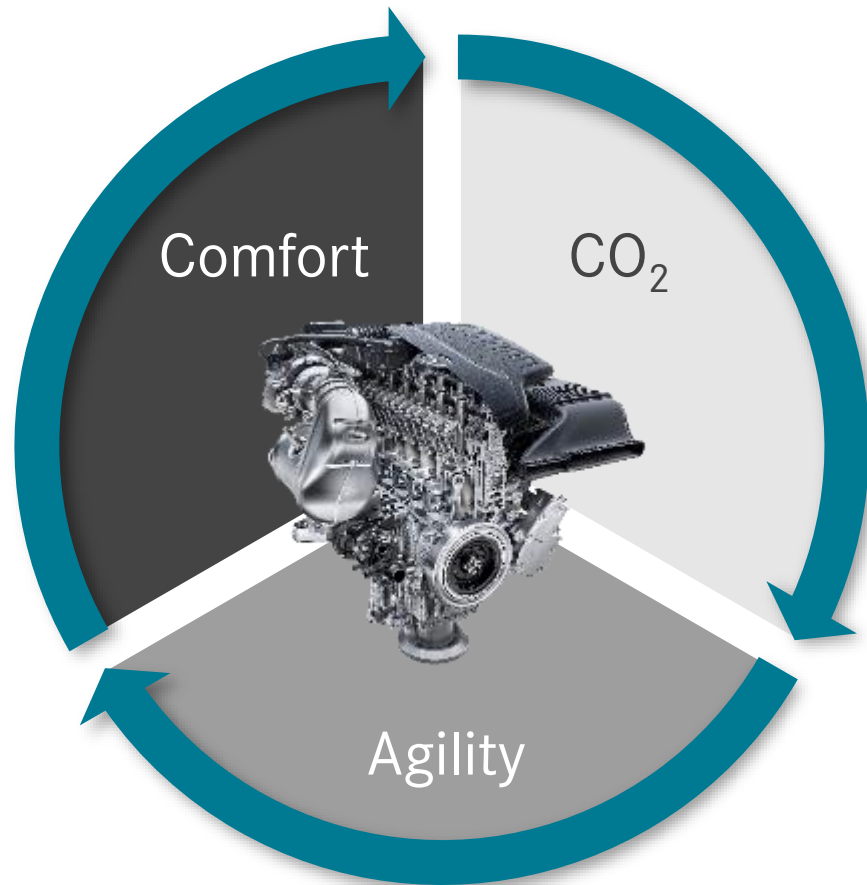
FCEV

0%

Degree of electrification

100%

48 Volt electrification: several advantages regarding CO₂ and comfort



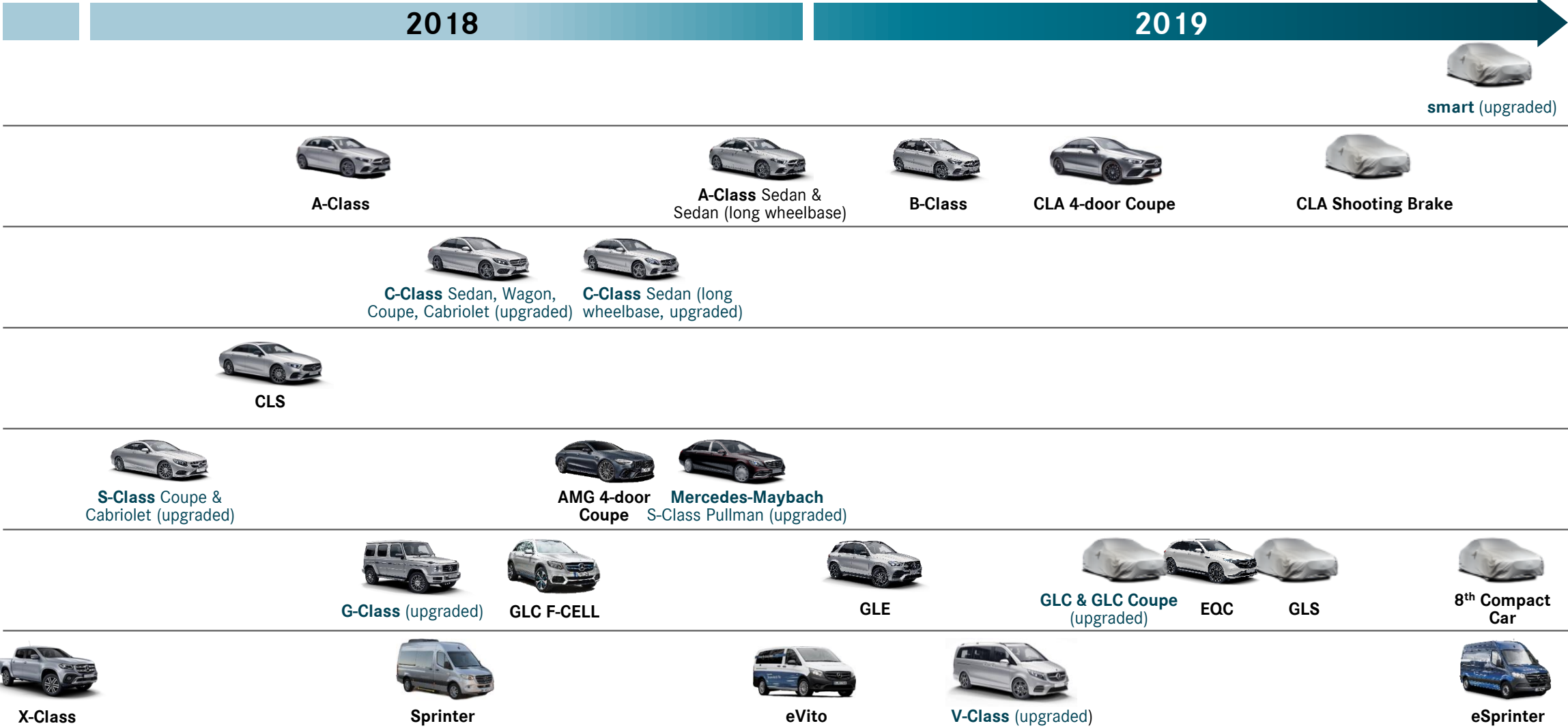
Hybrid offensive as further step to reach CO₂ targets

Example S 560 e Plug-in-Hybrid



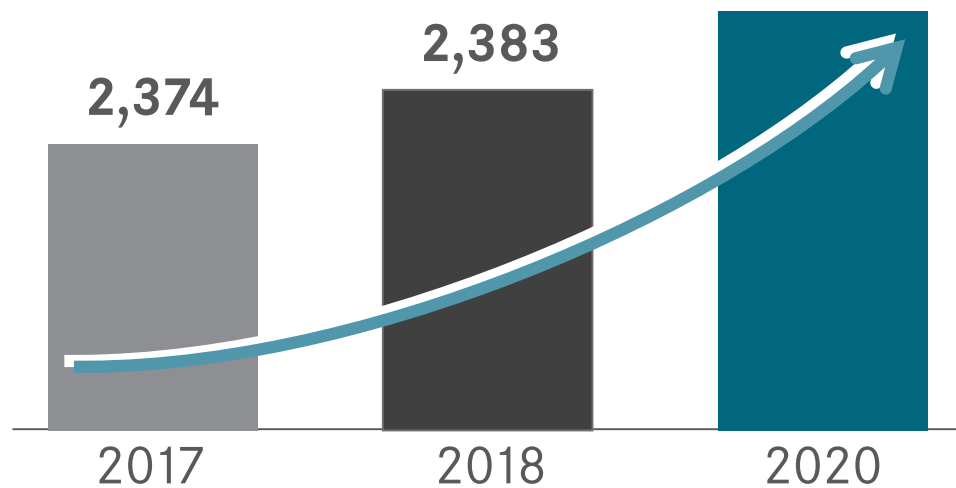
Combined fuel consumption: 2.6-2.5 l/100 km, combined CO₂ emissions: 59-57 g/km*, combined electrical consumption: 20.2-20.0 kWh/100 km 1 The stated figures were determined in accordance with the prescribed measuring method. These are the "NEDC CO₂ figures" according to Art. 2 No. 1 Implementing Regulation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

Mercedes-Benz Cars and Vans: continued product offensive



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

Sales target
In thousand units



Strategic target
Return on Sales in %

8-10%

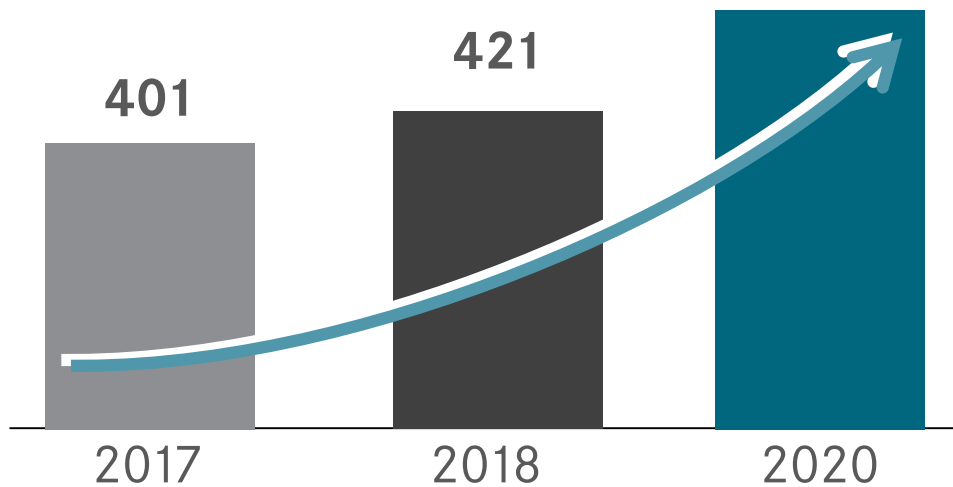
A line graph showing a fluctuating trend line between two horizontal dashed lines. The trend line starts at a level above the lower dashed line, rises to a peak above the upper dashed line, then falls to a trough below the lower dashed line, and finally rises back towards the lower dashed line. The text '8-10%' is displayed in large teal font above the graph.

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

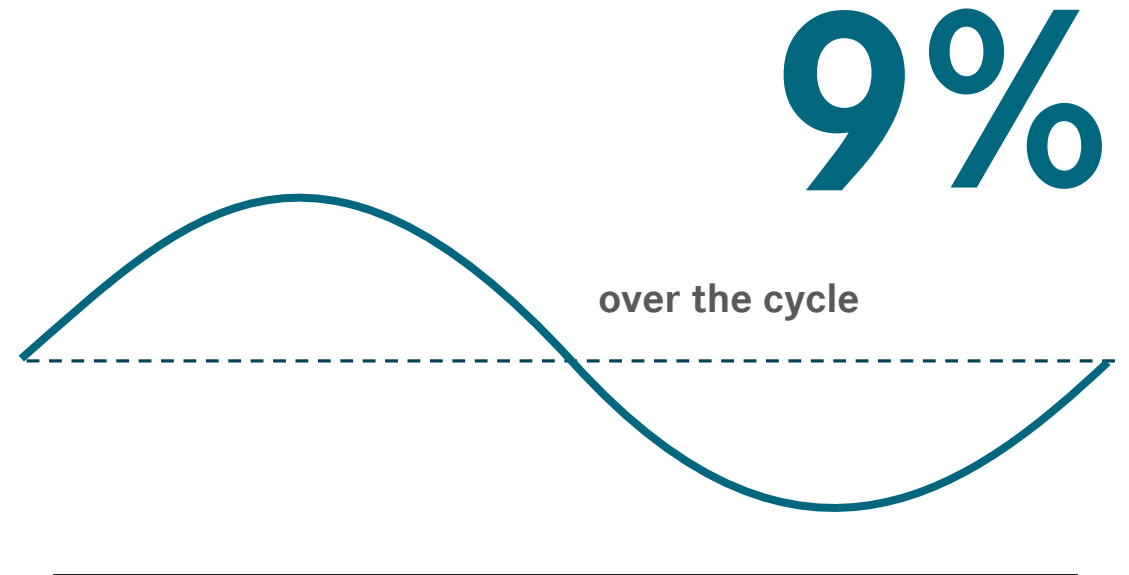


Mercedes-Benz Vans' target: No. 1 provider of holistic transport and mobility solutions

Sales target
In thousand units



Strategic target
Return on Sales in %



CASE trends leading to fundamental changes in the automotive industry



Successful launch of MBUX in Compact Cars



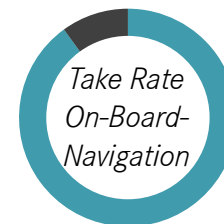
Touch Controls



Touchscreen



Speech Control



Take Rate
On-Board-
Navigation



Take Rate
High End



Take Rate
Entry

Connect - Anytime. Anywhere.



≥ 2.7


Mercedes *me*

million
connected vehicles

Development steps towards fully automated driving

- Currently offered by MB & legally permissible -

**Level 1
Driver Assistance**



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

Driver in charge.


**Level 2
Partial Automation**



More than one control function is automated under certain conditions.

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


**Level 3
Conditional Automation**



Vehicle can perform the dynamic driving task under **certain conditions**.

Driver expected to respond to requests to take control.


**Level 4
High Automation**



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

Driver **not** expected to take control.

**Level 5
Full Automation**



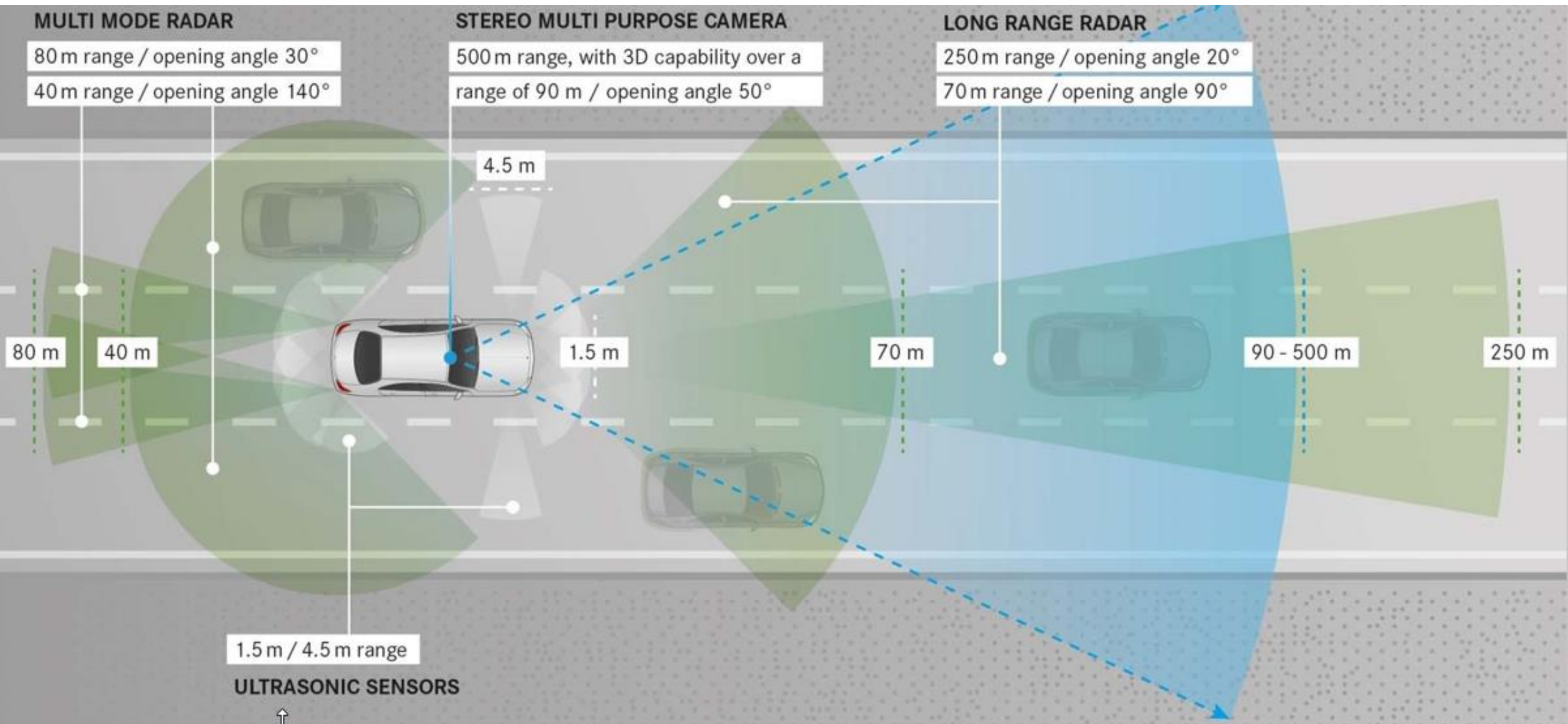
Vehicle can perform **all** dynamic driving tasks that can also be managed by a human driver.

No driver needed.

Autonomous Driving

+ enabler for new & complementary mobility services

Sensors for Driver Assistance Package



HD MAP for highly automated driving and HERE cooperation

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



*highly automated driving

- illustrative examples -

In the future - driver controlled and system controlled

Driver controlled



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

System controlled



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

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



Starting in H2 of 2019



Automated MB S-Class vehicles



SAE level 4/5



Joint pilot of Daimler & Bosch



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



EQ - intelligent electromobility. The new product and technology brand represents “emotion and intelligence”.



AMG



PERFORMANCE
LUXURY



MAYBACH



ULTIMATE
LUXURY



Mercedes-Benz



MODERN
LUXURY



EQ



PROGRESSIVE
LUXURY

HOT

COOL

We are on our way to emission-free mobility



High-tech
combustion engines

Plug-in hybrids

Performance hybrids

Electric vehicles with battery or
fuel cell

Pushing ahead with our electric vehicle offensive

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



World premiere of the new fully-electric EQC*



Power consumption (NEDC)	22.2* kWh/100 km
Range (NEDC)	more than 450* km
Output	300 kW (408 hp)
Peak torque	765 Nm
Top speed	180 km/h (governed)
Acceleration 0-100 km/h	5.1 s
Battery	Lithium-ion
Battery energy content (NEDC)	80 kWh
Battery weight	650 kg

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

smart fully electric in Europe & US by 2020



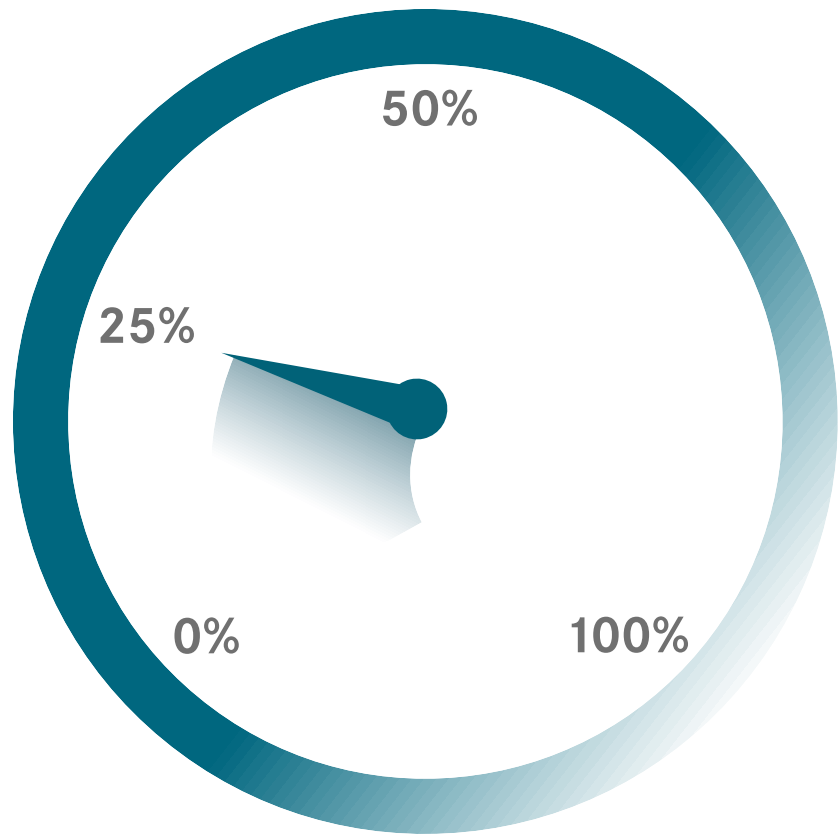
smart EQ fortwo: power consumption combined: 13,0-12,9 kWh/100km; CO₂-emission combined: 0 g/km
smart EQ forfour: power consumption combined: 13,2-13,1 kWh/100km; CO₂-emission combined: 0 g/km

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

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

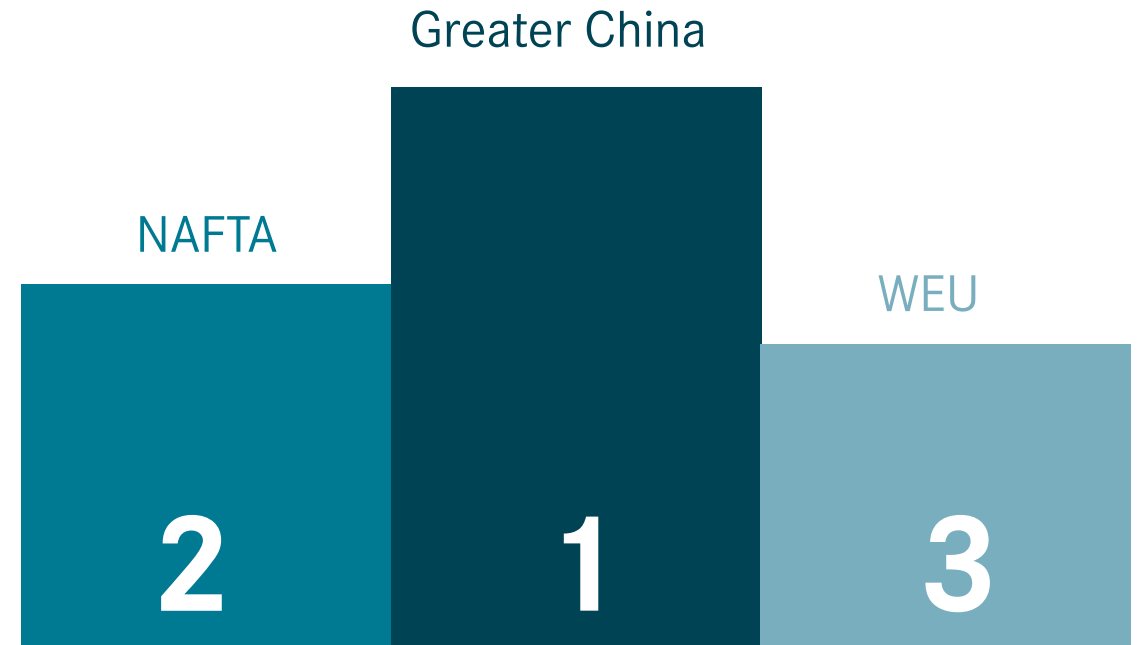


Ambitious definition of our EV market targets



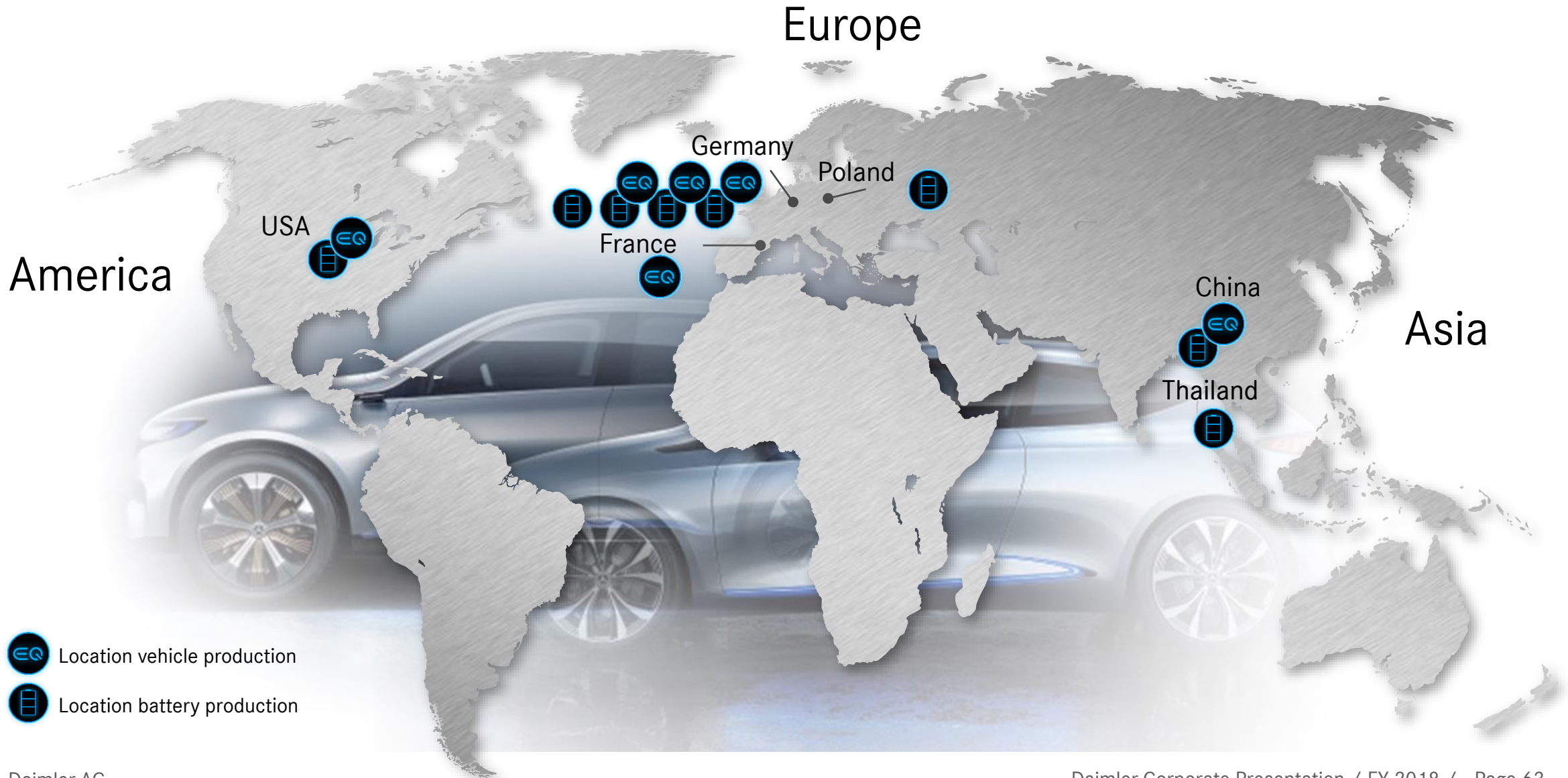
EV share Mercedes-Benz Cars sales 2025



- illustrative -



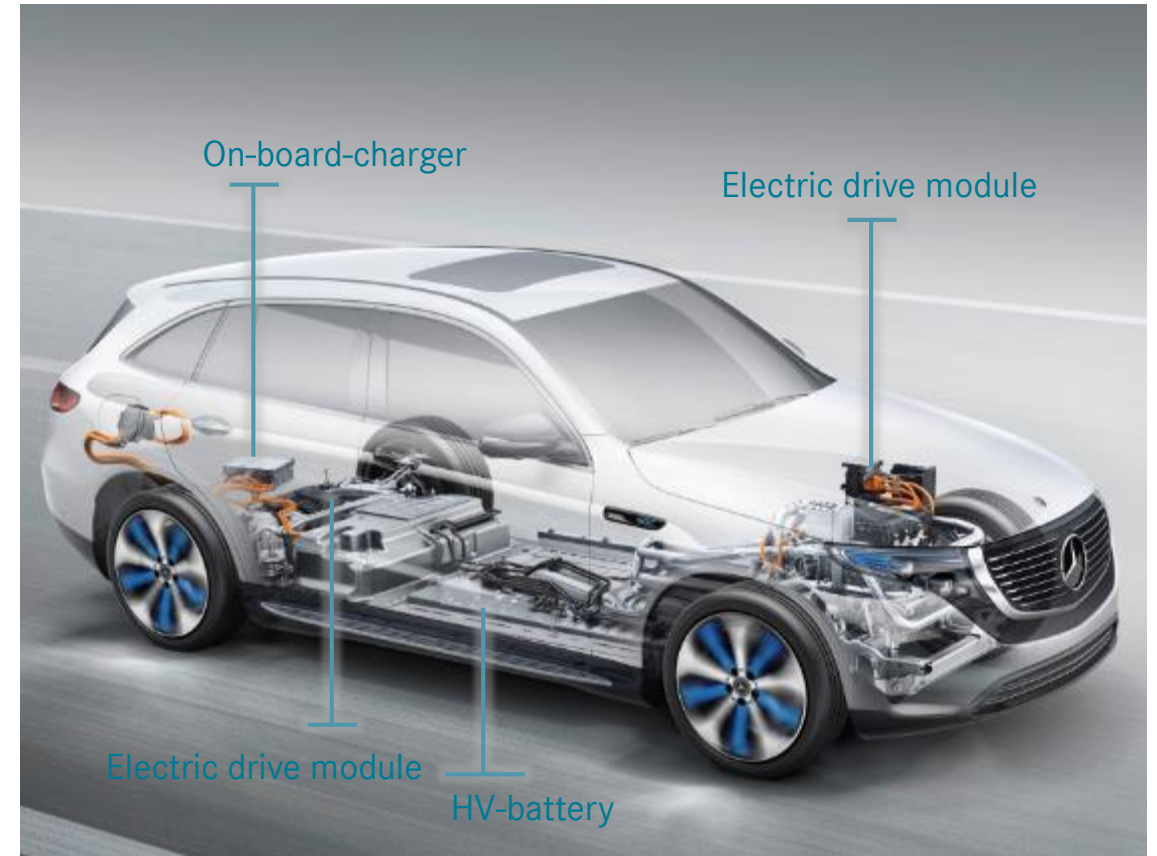
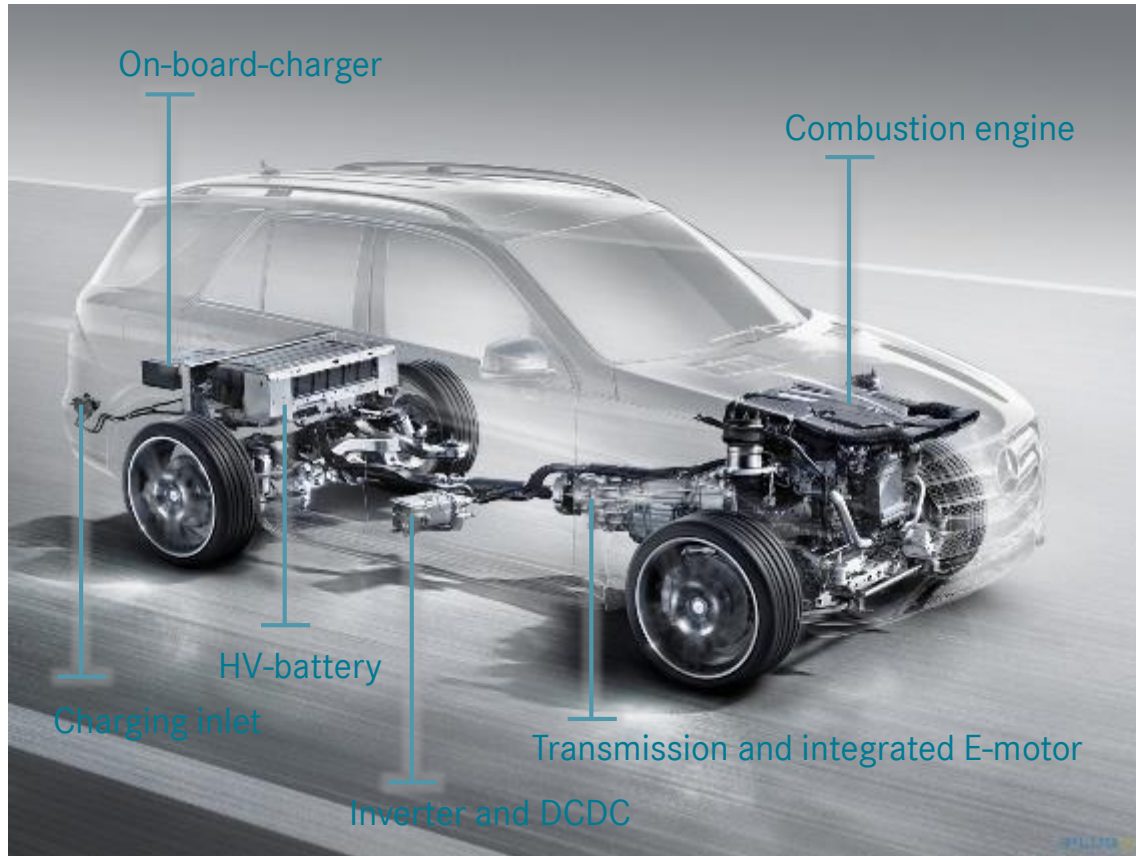
Highest potential EV share Mercedes-Benz Cars 2025

Highly flexible production for electric vehicles and batteries



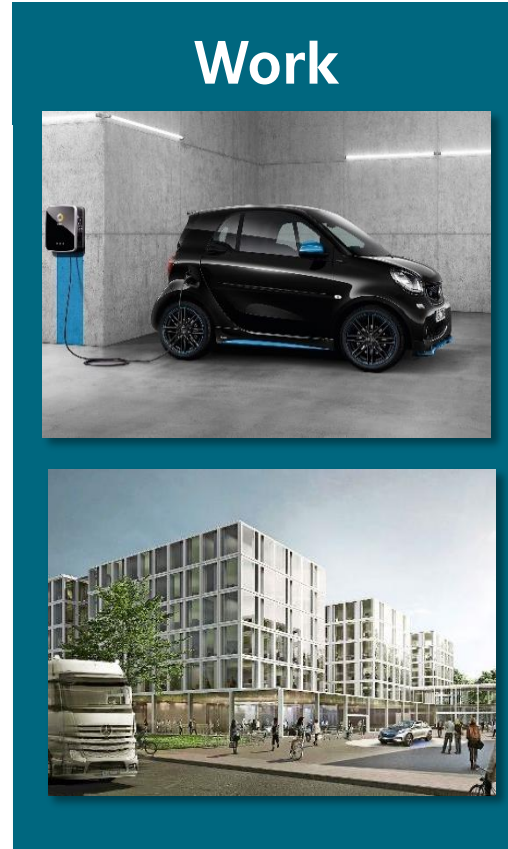
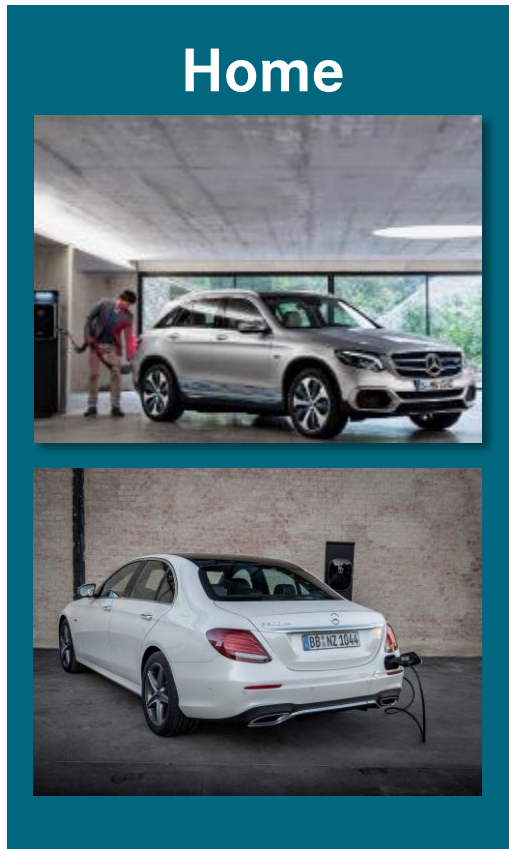
-  Location vehicle production
-  Location battery production

Flexible architecture to integrate all types of electrified powertrains



Illustration

Charging network together with partners improve customer experience



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

Mercedes-Benz C 300 de: Combined fuel consumption 1.6 l/100 km, combined CO2 emissions 42 g/km, combined electrical consumption 19.1-18.7 kWh/100 km*

smart EQ fortwo: Combined power consumption: 13.5-13.0 kWh/100km; CO2 emissions combined: 0 g/km *

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

Daimler Trucks & Buses



Our answers to master future challenges

CORE 

Electric 

Connected 

Automated 

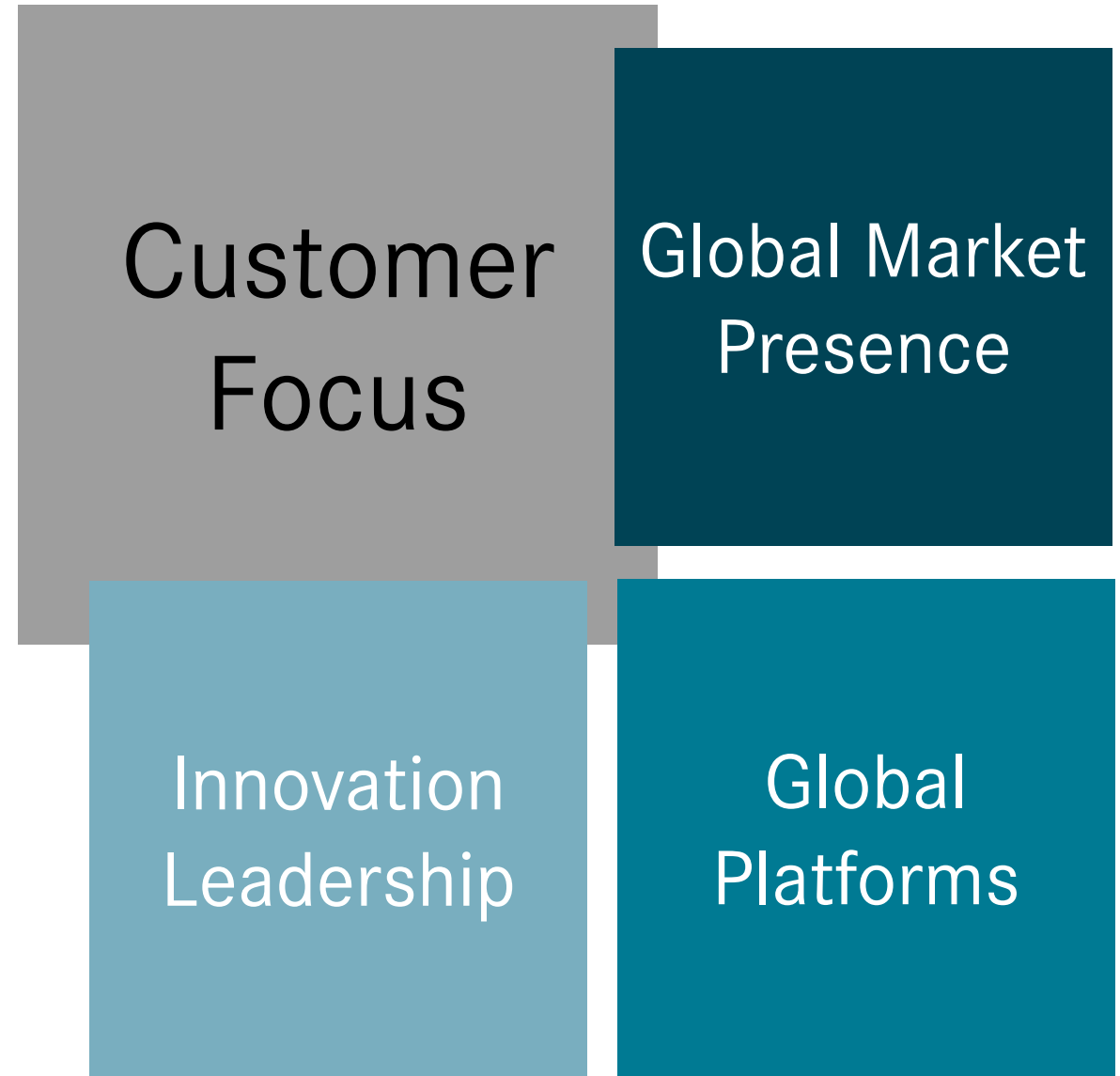
CORE **Electric** **Connected** **Automated**

Daimler

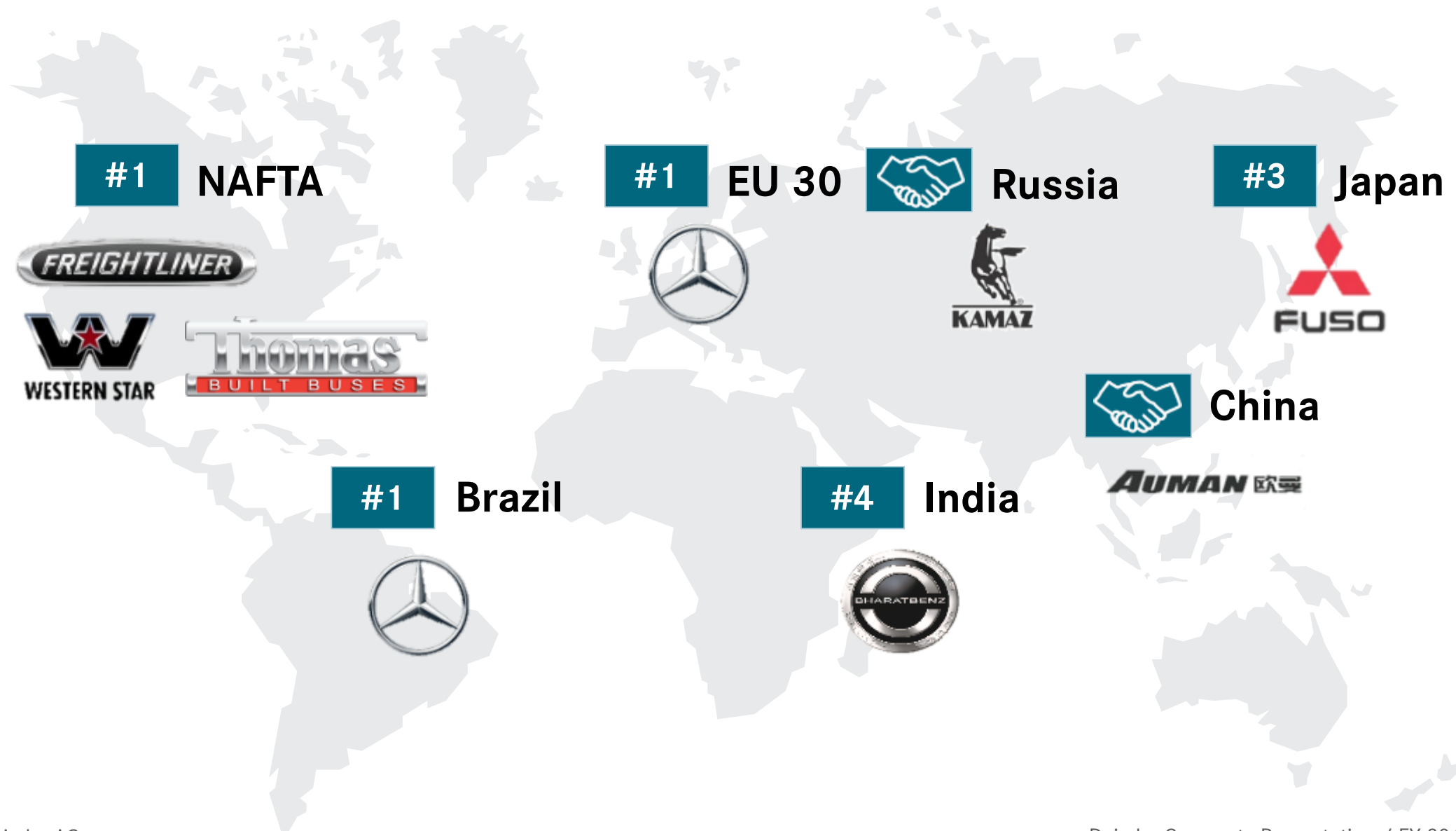
FREIGHTLINER **WESTERN STAR**

Trucks & Buses

Daimler Trucks: our strategy



Strong brands and strong market positions around the world



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

Biggest market of commercial vehicles.



Strengthen **our market position** by further enhancing our **product portfolio**.

Strong, committed partnership with Foton



Market **shifting** towards **premium segment** and **new technologies**.



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



Our Mission: make our customers more successful

Best-in-class products in all regions



Customer experience as differentiator



Service and
Parts Network



Continuous Process
Improvement



Customer-focused
product development

Services beyond the hardware



Extended Warranty
& Service Products



Connectivity &
Uptime



End-to-End Support
& Consulting

Measurable Benefits



Ease of Doing Business



Trusted Partner

Efficiency: improving our customers' bottom line

Europe: Mercedes-Benz Actros



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

*Fuel reductions compared to previous model

NAFTA: Freightliner New Cascadia



Fuel reduction **up to -8%***
Next efficiency step **by 2019**









Japan: FUSO Super Great



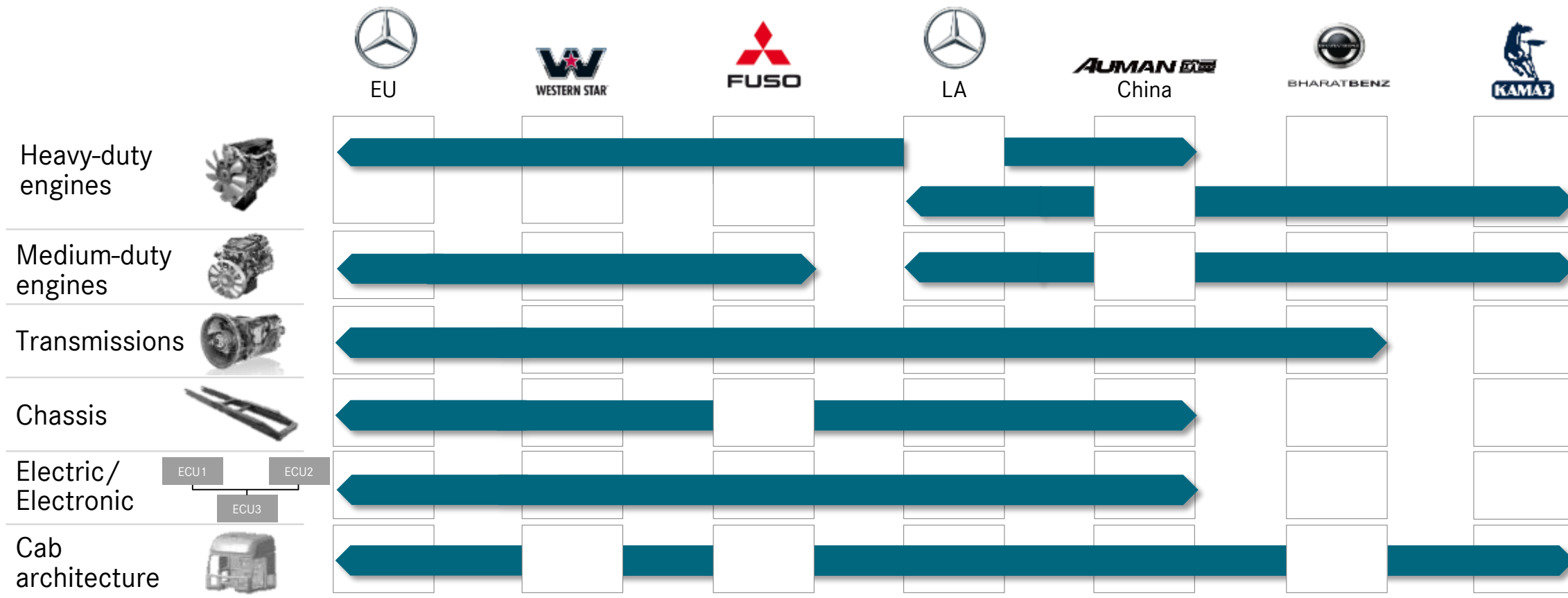
Fuel reduction **up to -15%***
Complete efficiency **makeover**

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



<p>Active Brake Assist 5 Brakes to full stop for pedestrians.</p>			<p>soon</p>
<p>Active Brake Assist 4 Detects moving pedestrians.</p>			
<p>Sideguard Assist Detects pedestrians and cyclists.</p>			

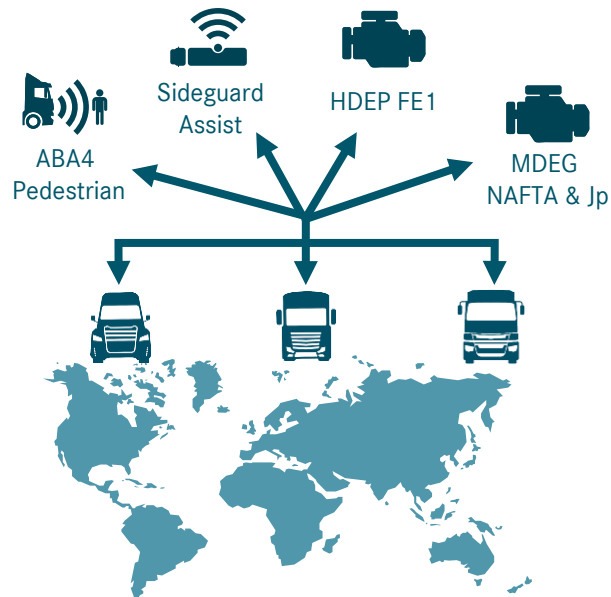
Global Platforms: leveraging our global scale in technology & cost



Global platforms are a great competitive advantage

- they achieve several goals at the same time:

Speed of Innovation



Global platforms enable fast rollout of innovations

Economies of Scale



Global platforms can secure pass-car-like volumes.

R&D Efficiency



Common base development in an efficient R&D network.

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

- 1 Growth & Customer focus
- 2 Global optimized network
- 3 Cost reduction initiative
- 4 Stream

EBIT Impact

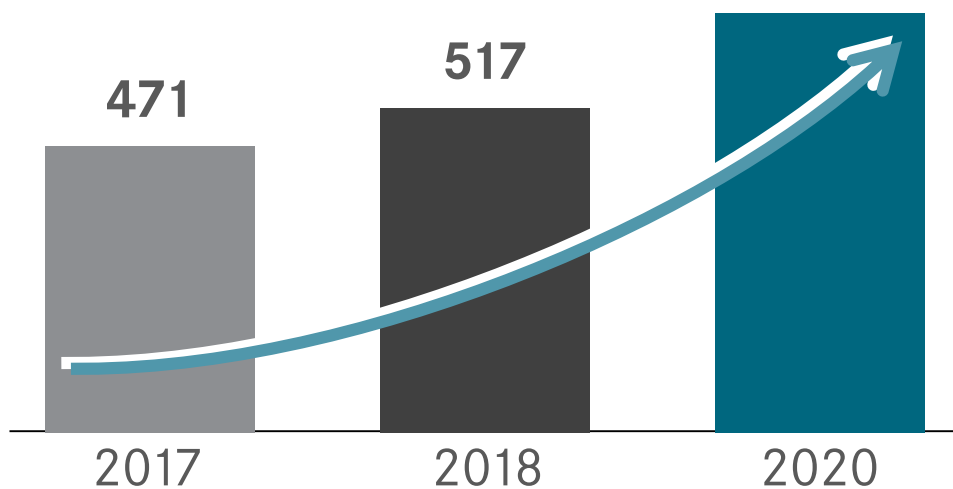


Net improvements
>1,400 mn €
Fully effective in 2019

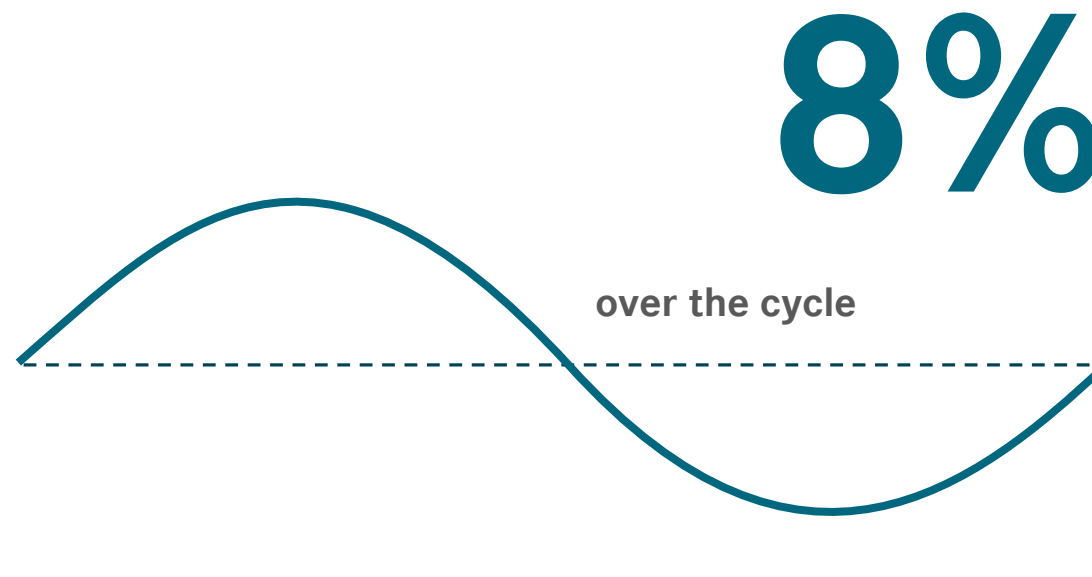


Daimler Trucks - sticking to our target: leader in the truck industry

Sales target
In thousand units



Strategic target
Return on Sales in %

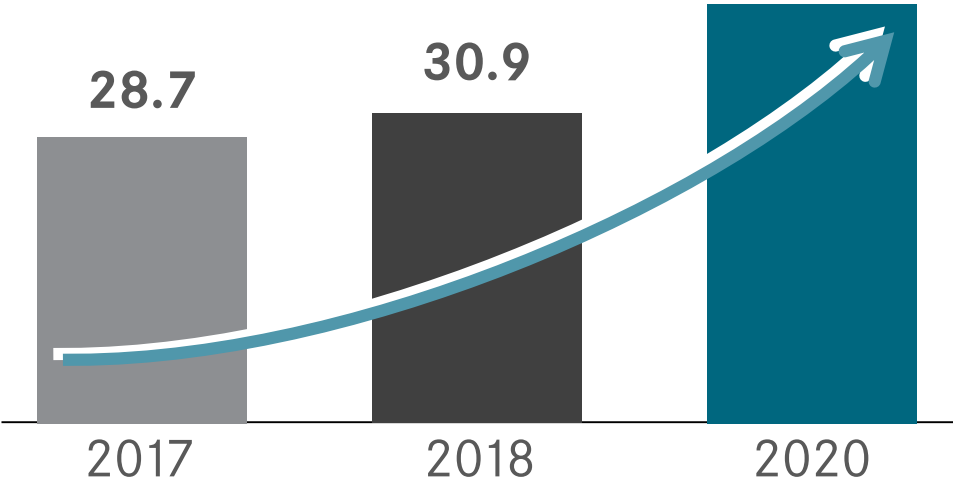


Leading in the bus industry

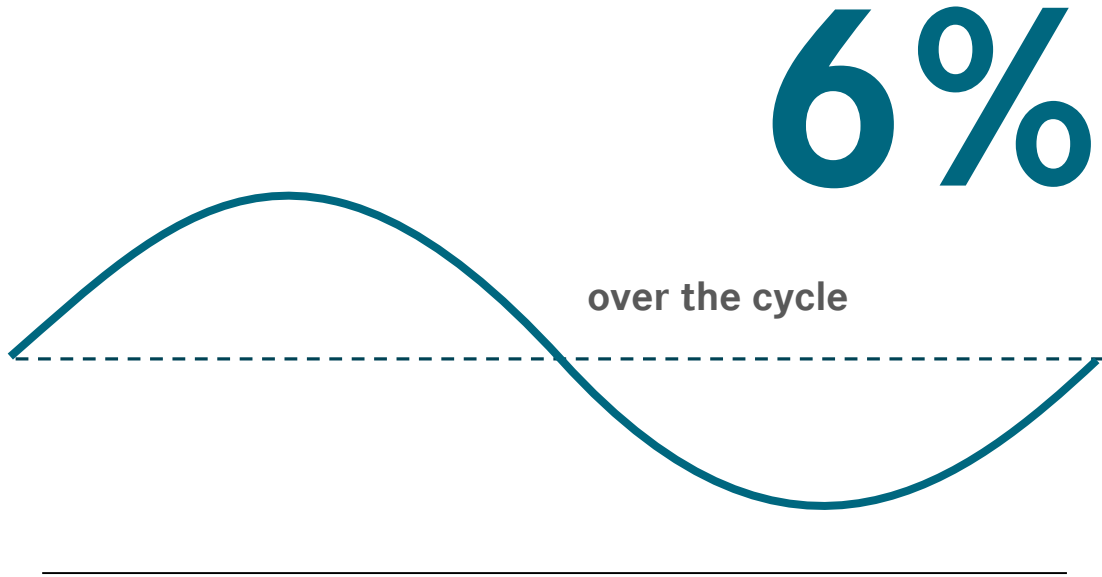


Daimler Bus's target: No. 1 in the global bus business

Sales target
In thousand units



Strategic target
Return on Sales in %



Our invest in future technologies in 2018 and 2019 @ DT

Total R&D investment
(2018 – 2019)



> 2.5 bn €

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

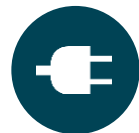


~ 500 mn €

We make a lot of progress in future technologies



Connected



Electric



Automated



Gain Headline



Gain Knowledge



Gain Business

TRUCKCONNECT
MB Uptime
DETROIT CONNECT
FLEET BOARD
OMNIplus ON

A collection of electric vehicles including a blue Mercedes-Benz truck, a silver Volvo truck, a yellow school bus, a blue box truck, a dark blue box truck, and a silver bus.

A collection of automated vehicles including a silver Volvo truck, a silver Volvo truck, a silver bus, and three stylized icons of a bus, a car, and a truck.

Active Safety

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



One common global backbone

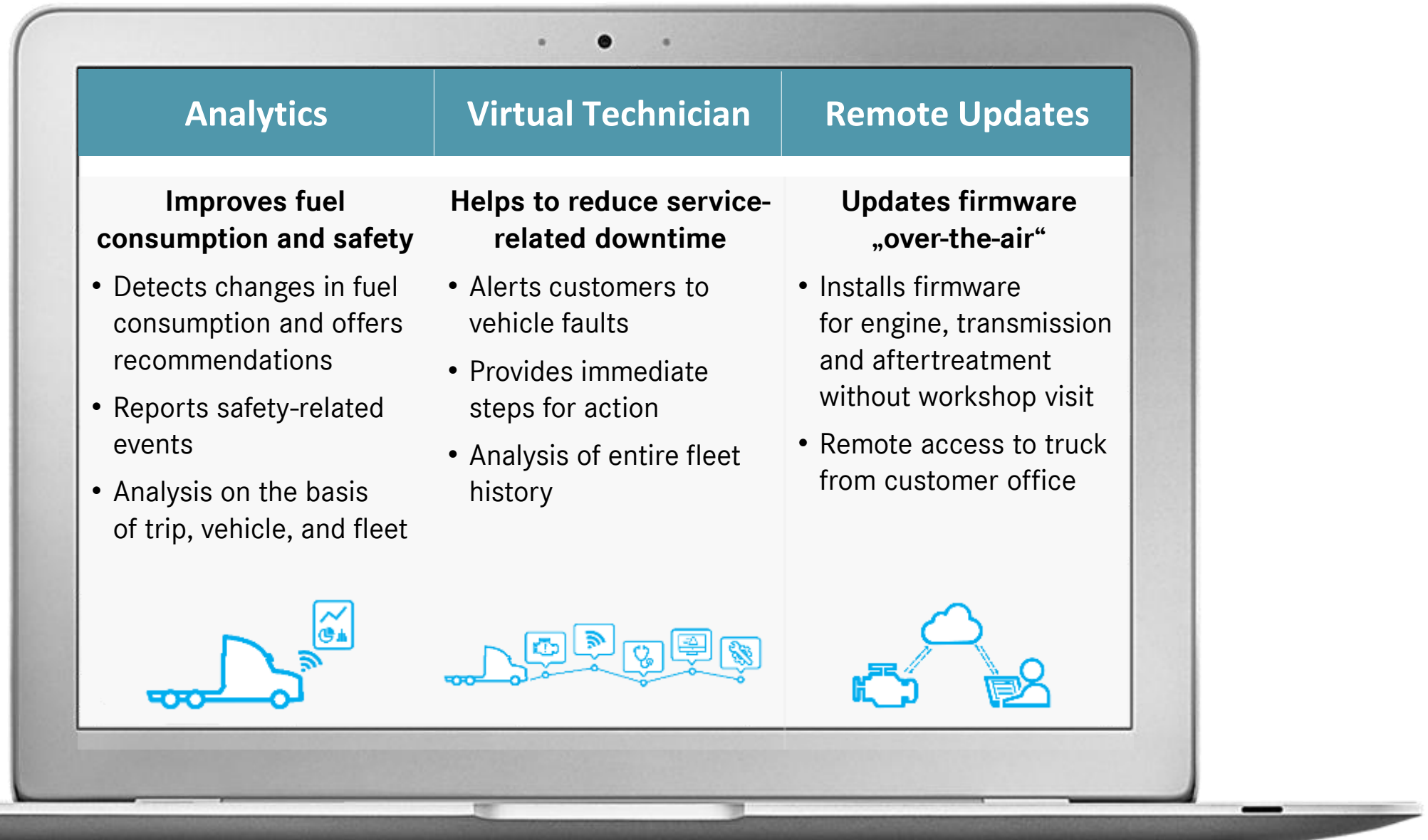


Real customer benefit optimizing Uptime



Big Data Analytics as basis to further optimize our products

Connected: Detroit Connect boosts logistics performance



We are pioneering automated trucking for many years

**Mercedes-Benz
Future Truck 2025**



**Freightliner
Inspiration Truck**



**Test license for
German autobahn**



**Automated
snow clearance**



**Platooning trials
in entire triad**



2014

2015

2016 – 2018

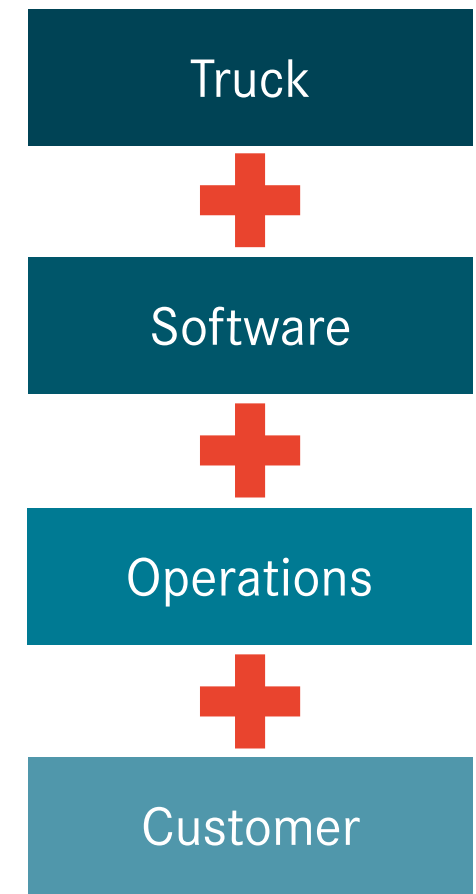
After introducing the New Actros in Europe, we are ready to launch Level 2 series trucks in the US.

New Cascadia:

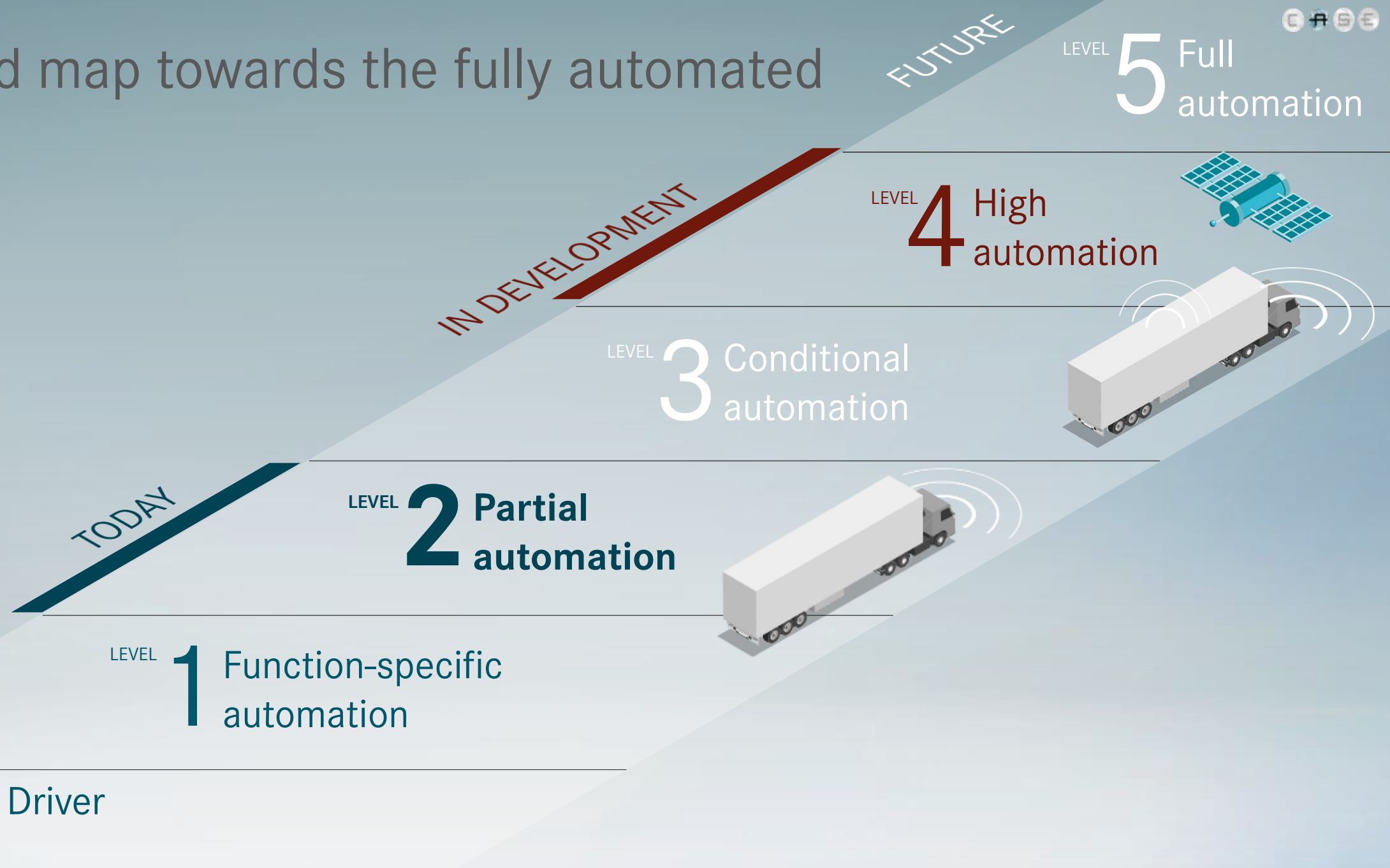
- **Active Brake Assist 5.0:**
Full Emergency Braking on stationary objects incl. Pedestrians.
- **Lane Keep Assist:**
Lateral control at all vehicle speeds.
- **Lane Departure Protection:**
Active steering if vehicle departs lane.
- **Side Guard Assist:**
Lane Change Assist.
Turn Assist.
Trailer Sweep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



We are working on all aspects of autonomous trucking



The road map towards the fully automated truck



Electric: we have been the pioneers for many years

2014-2017:
FUSO eCanter
fleet tests in Europe



09/2016:
Mercedes-Benz eActros prototype,
FUSO eCanter in new design



09/2017:
FUSO eCanter
market launch



11/2017:
World premiere of Thomas
Built Buses Saf-T-Liner® eC2



06/2018:
Presentation of Freightliner
eCascadia and eM2



09/2010:
First prototype
of FUSO eCanter



07/2016:
Mercedes-Benz eActros
technology concept



07/2017:
Start of production
FUSO eCanter



10/2017:
New brand E-FUSO
and heavy-duty
e-truck Vision One



09/2018:
First handover of
Mercedes-Benz eActros
to customers



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



**Mercedes-Benz
eCitaro**

2018: Customer Fleet Test
2018: Market introduction
2019: Large series



**FUSO
eCanter**

2014: Innovation fleet
2017: Market introduction
End of decade: Large series



**Thomas Built Buses
Saf-T-Liner® eC2**

2017: World premiere
2018: Innovation fleet
2019: Small series



**eActros,
eCascadia & eM2**

2016/18: World premiere
2018/19: Innovation fleet
2021: Market introduction

Freightliner eCascadia and eM2: leading the charge



eCASCADIA			
730	550	250	
HP PEAK	kWh USABLE CAPACITY	MILES OF RANGE	% CHARGE < 90 MIN
eM2			
480	325	230	
HP PEAK	kWh USABLE CAPACITY	MILES OF RANGE	% CHARGE < 60 MIN

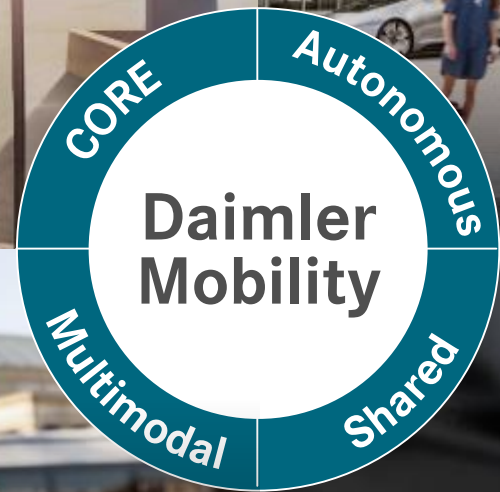
The all-electric Citaro: emission-free through the city



Daimler Financial Services



Daimler Mobility – We move you



We offer a broad variety of financial and mobility services





We finance nearly every second vehicle sold by Daimler

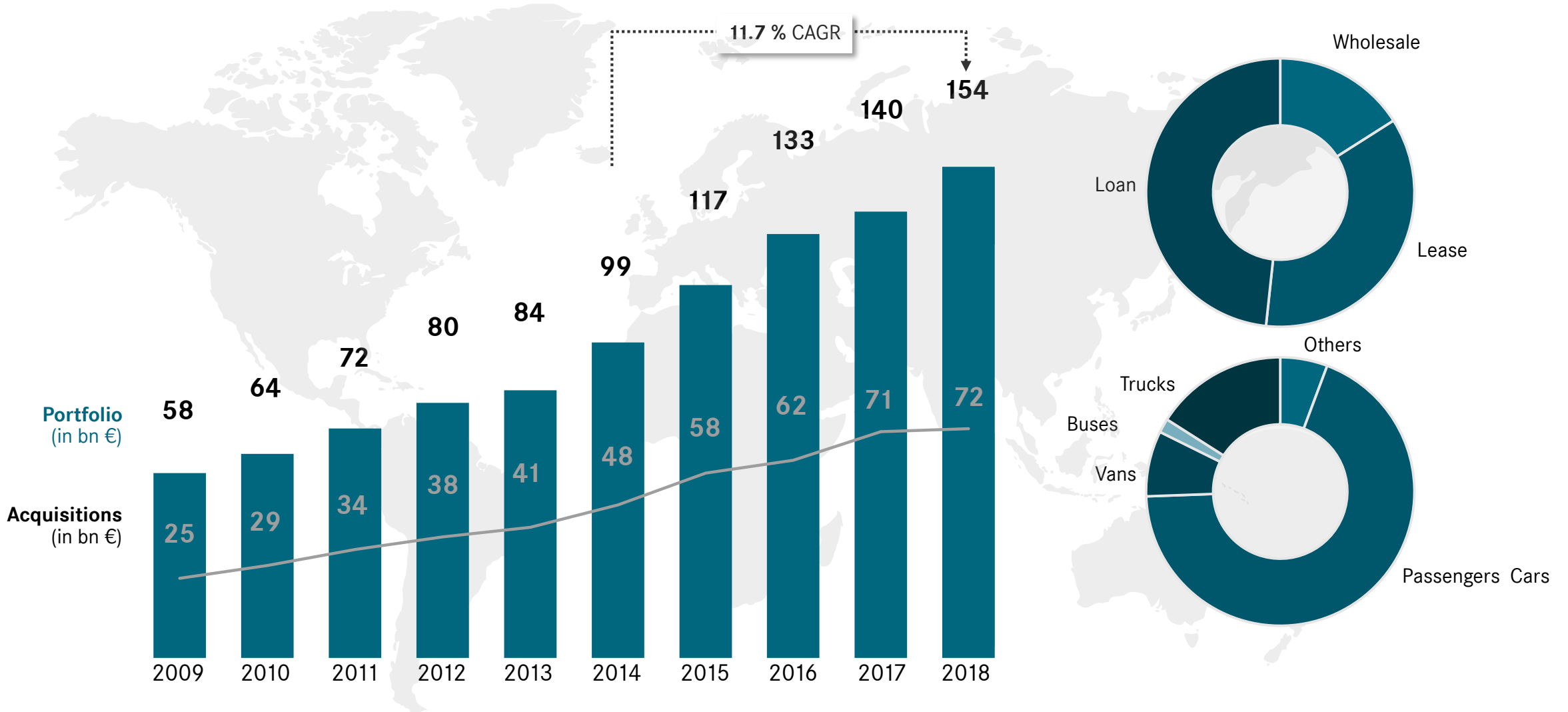
Penetration rates per vehicle segment



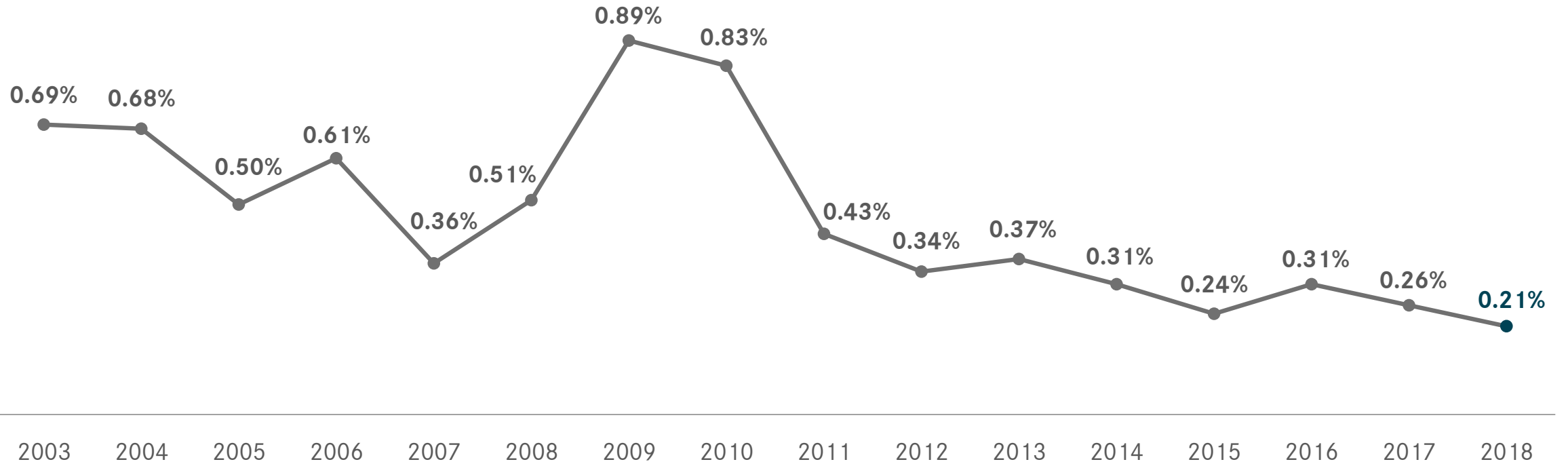
Global penetration rate DFS in 2018

~50%

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



Net credit losses* at low level

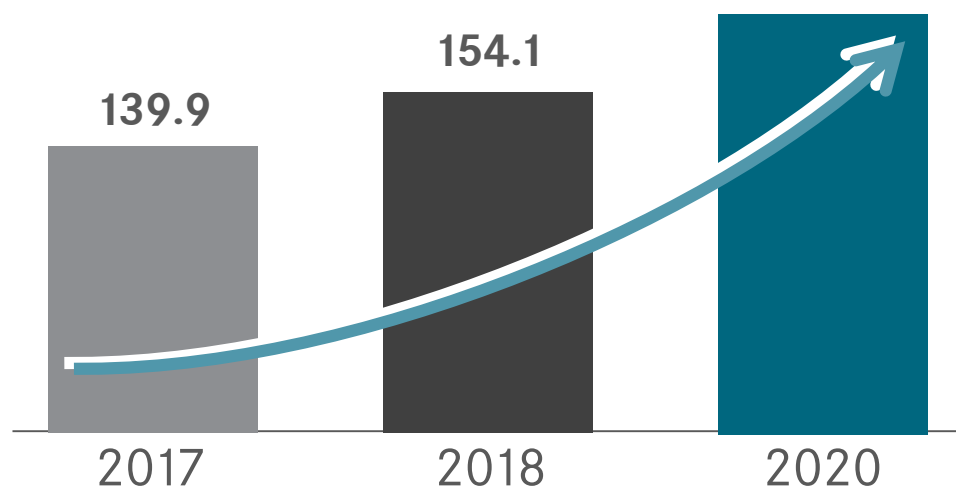


* as a percentage of portfolio, subject to credit risk

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

Portfolio target

in billions of EUR



Strategic target

Return on Equity in %

17%

Increasingly more urban customers prefer to consume mobility as a service



TODAY

TOMORROW

BUYING

mobility as a product

Enabler: Finance & Lease

CONSUMING

mobility as a service

Enabler: Finance & Lease

Daimler Financial Services represents the S in CASE

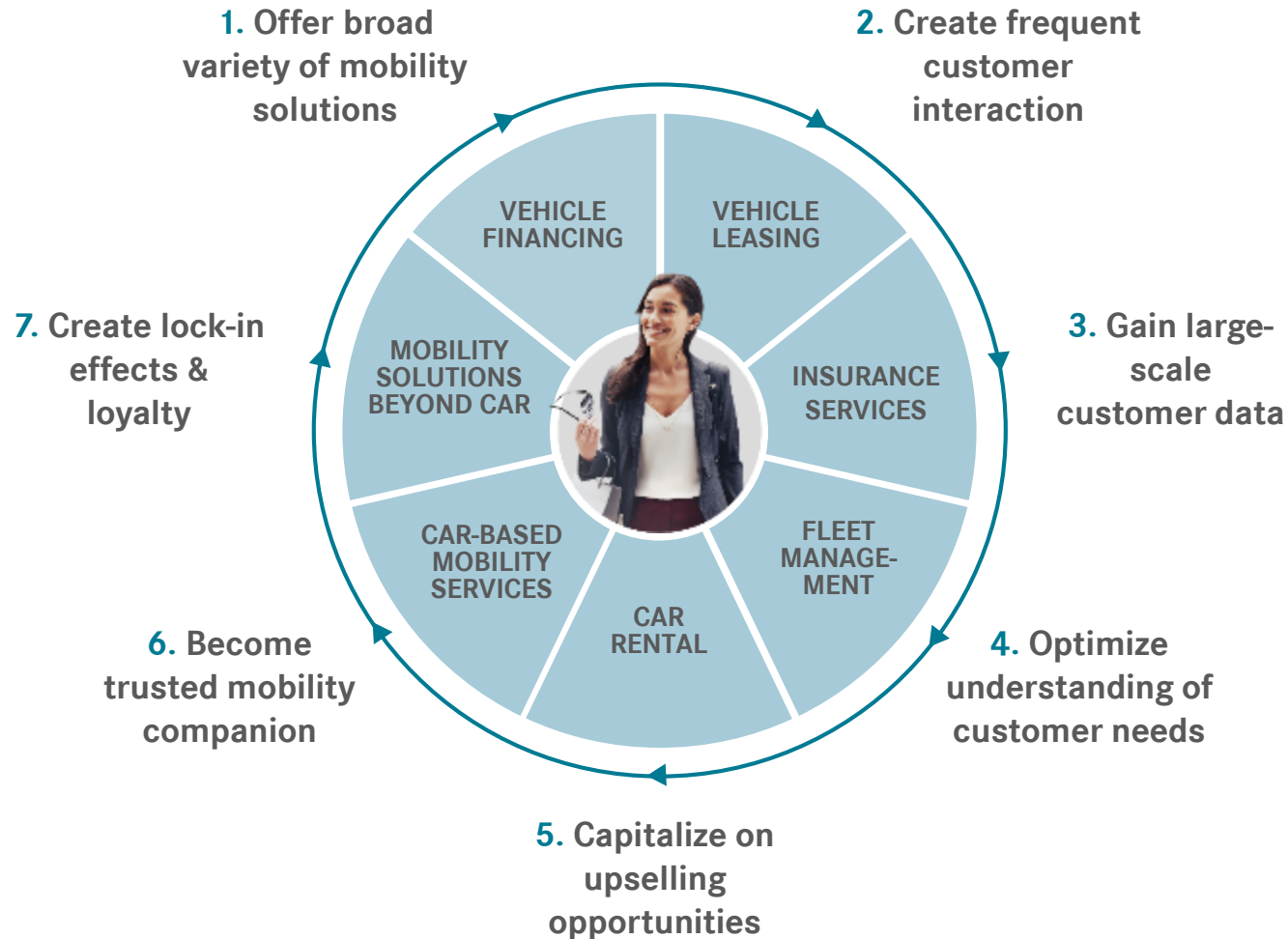


SERVICES

S

SHARED

We aim to build a holistic mobility ecosystem



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

AUTOGRAVITY is a showcase example for digital financing



TOP FACTS AUTOGRAVITY 2018

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

Daimler investment rationale behind AutoGravity engagement

Lead the digitization of the industry

by launching disruptive approach towards automotive financing

Provide outstanding customer experiences

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

Build additional asset-light revenue sources

by building commission-based platform business

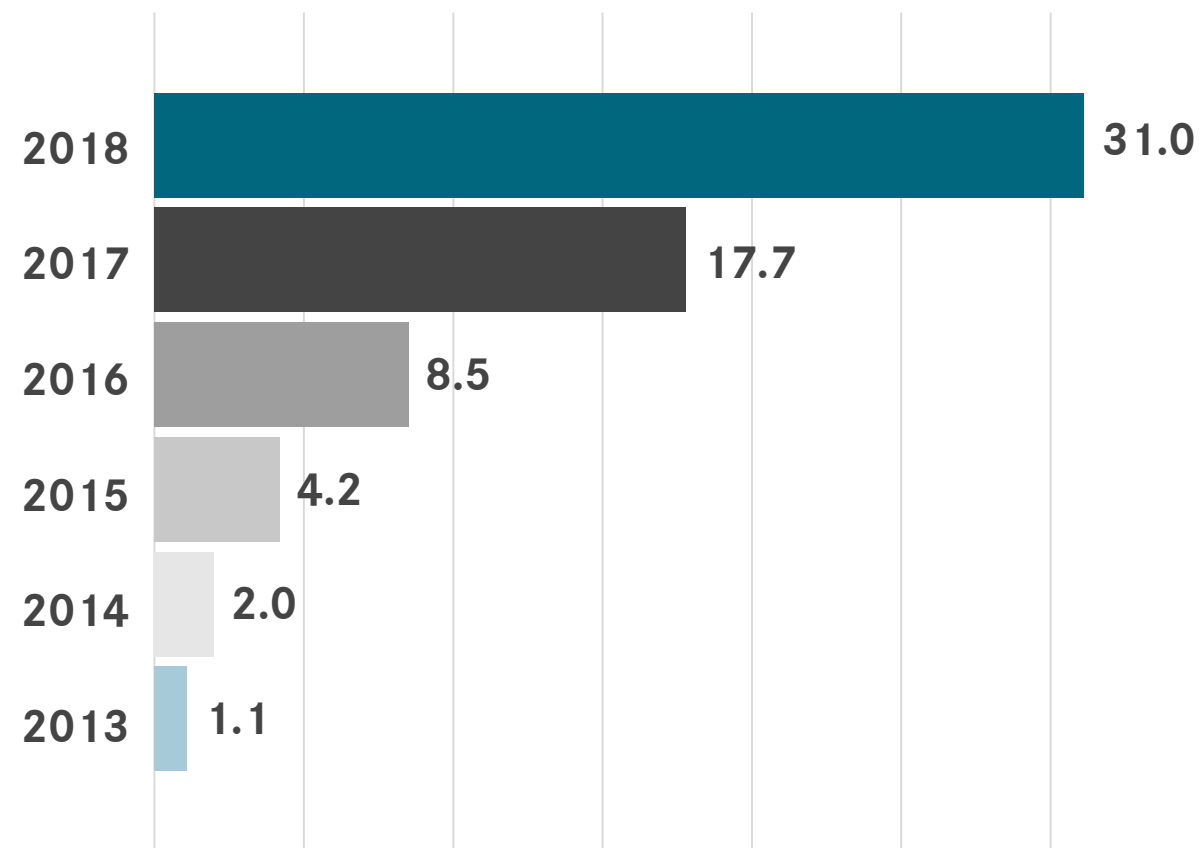
Maintain customer contact and enable growth

While relieving Daimler balance sheet via third party financing

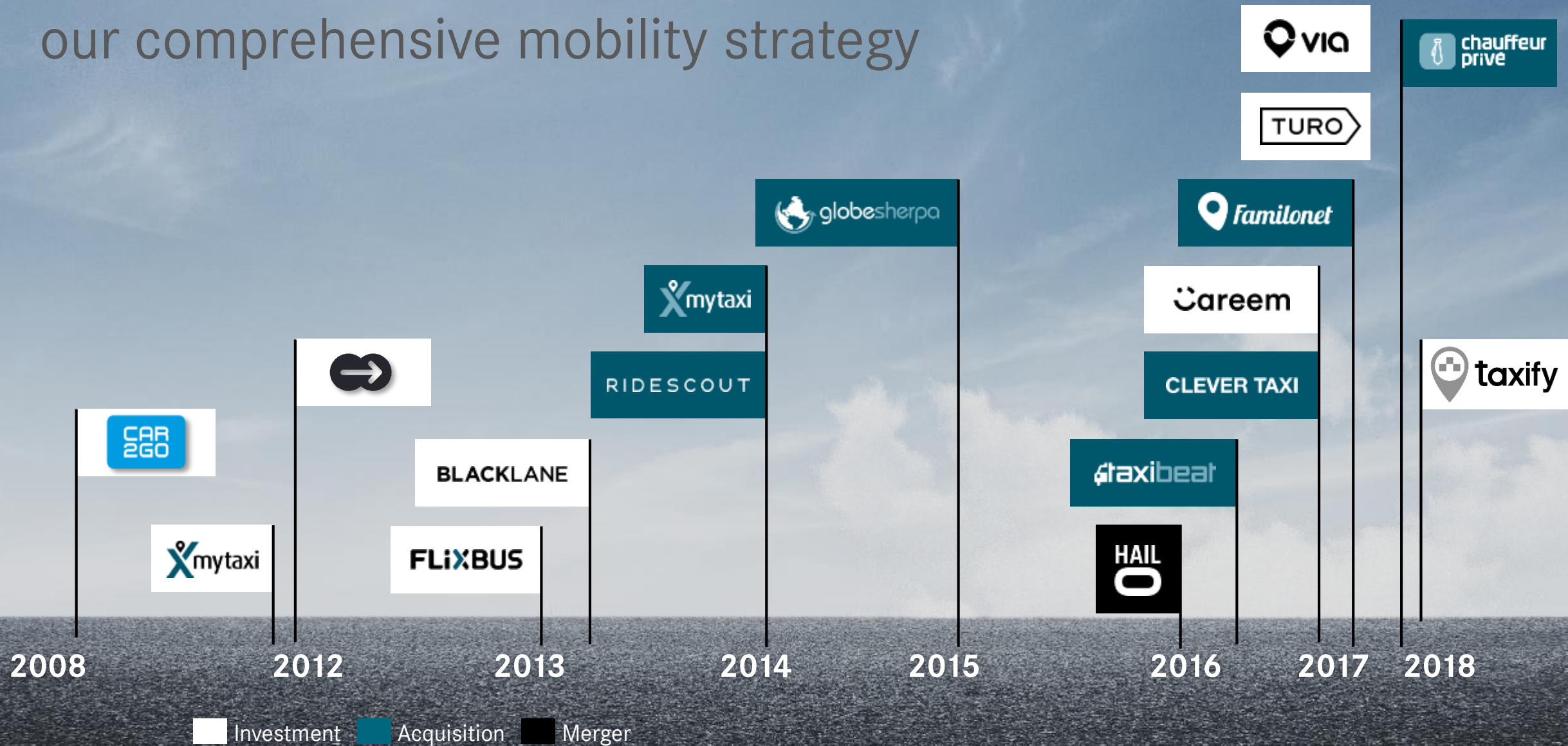


Daimler Mobility Services

Total customers in mn



The expansion of our footprint is a result of our comprehensive mobility strategy



Three strategic focus areas of our on-demand mobility services



A Intelligent Apps.



CAR SHARING

Manage IoT fleets & strengthen MB brand

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

RIDE-HAILING

Scale customer base & geographic footprint

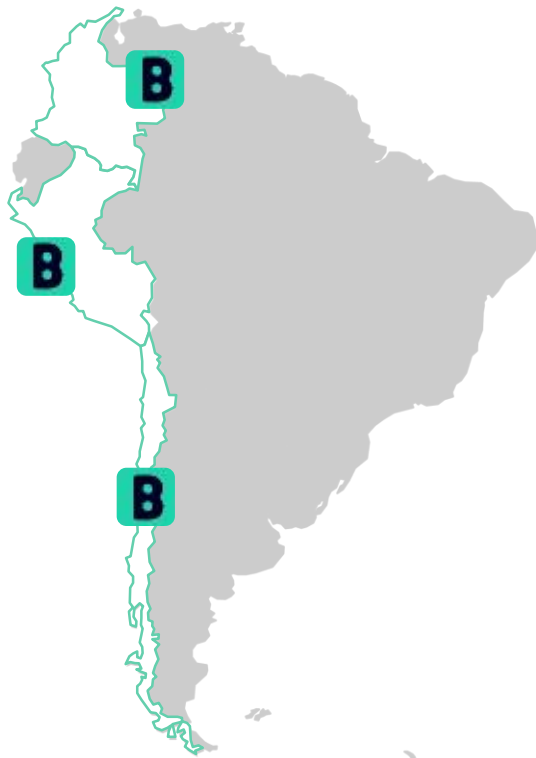
The Ride-Hailing Group contains the brands mytaxi, Beat, Clever Taxi and Chauffeur Privé with **21.3 mn customers**, available in over **110 cities within 15 countries**. In Europe a mytaxi hail is accepted every second by one of mytaxi's **100,000+ drivers**.

MULTI-MODAL

Build mobility marketplace & city relationships

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

Intelligent apps covers different market segments



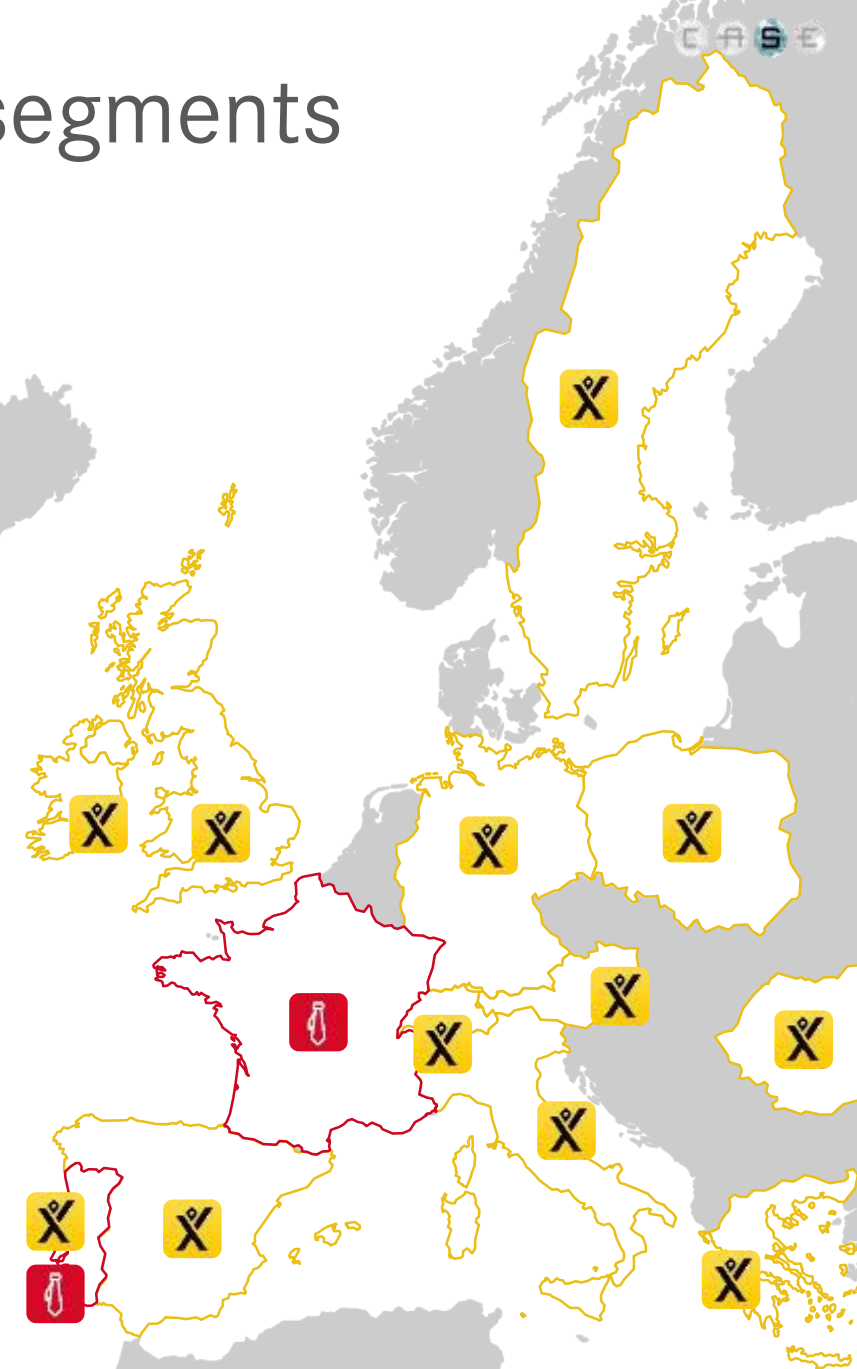
Licensed Taxi
in Europe



Private Hire Vehicles
in Europe

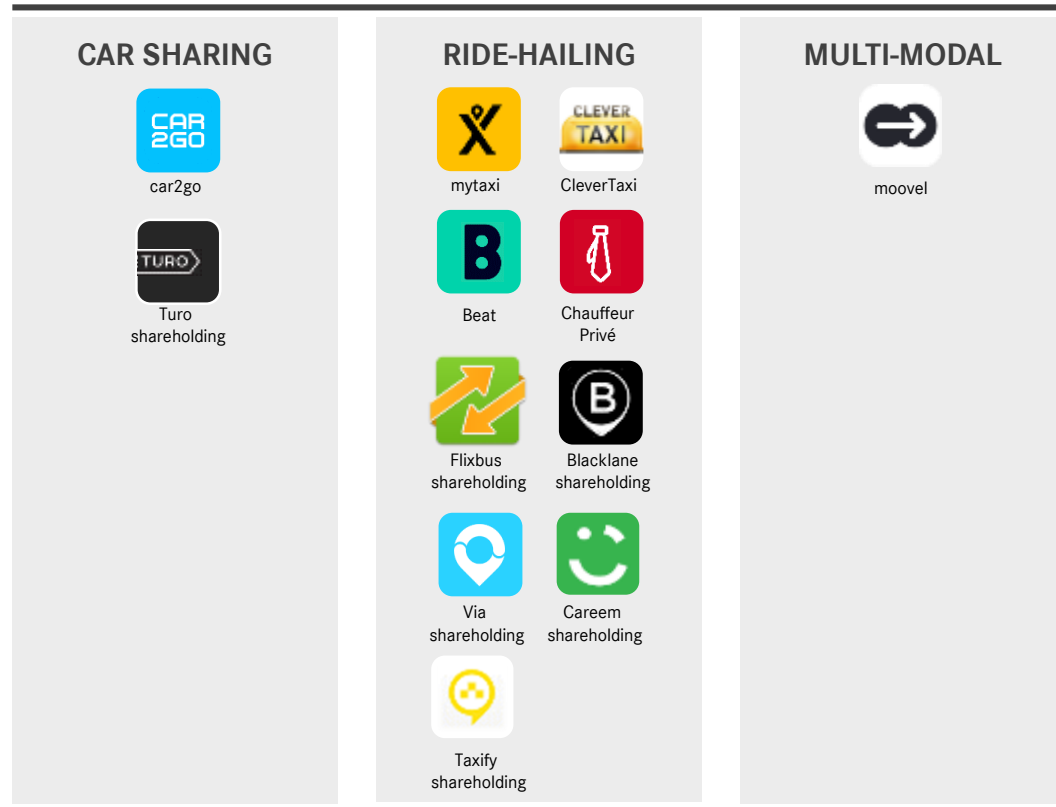


Private Hire Vehicles
in Latin America



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

Daimler Mobility Services Business Portfolio*

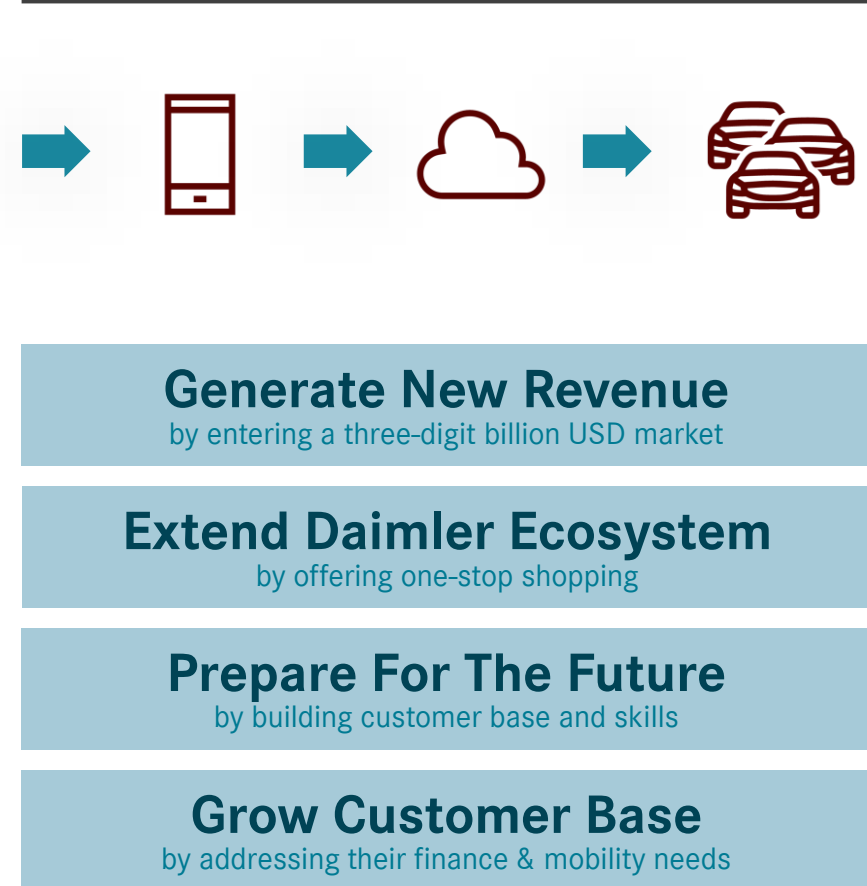


31.0mn
Customers

186.1mn
Interactions

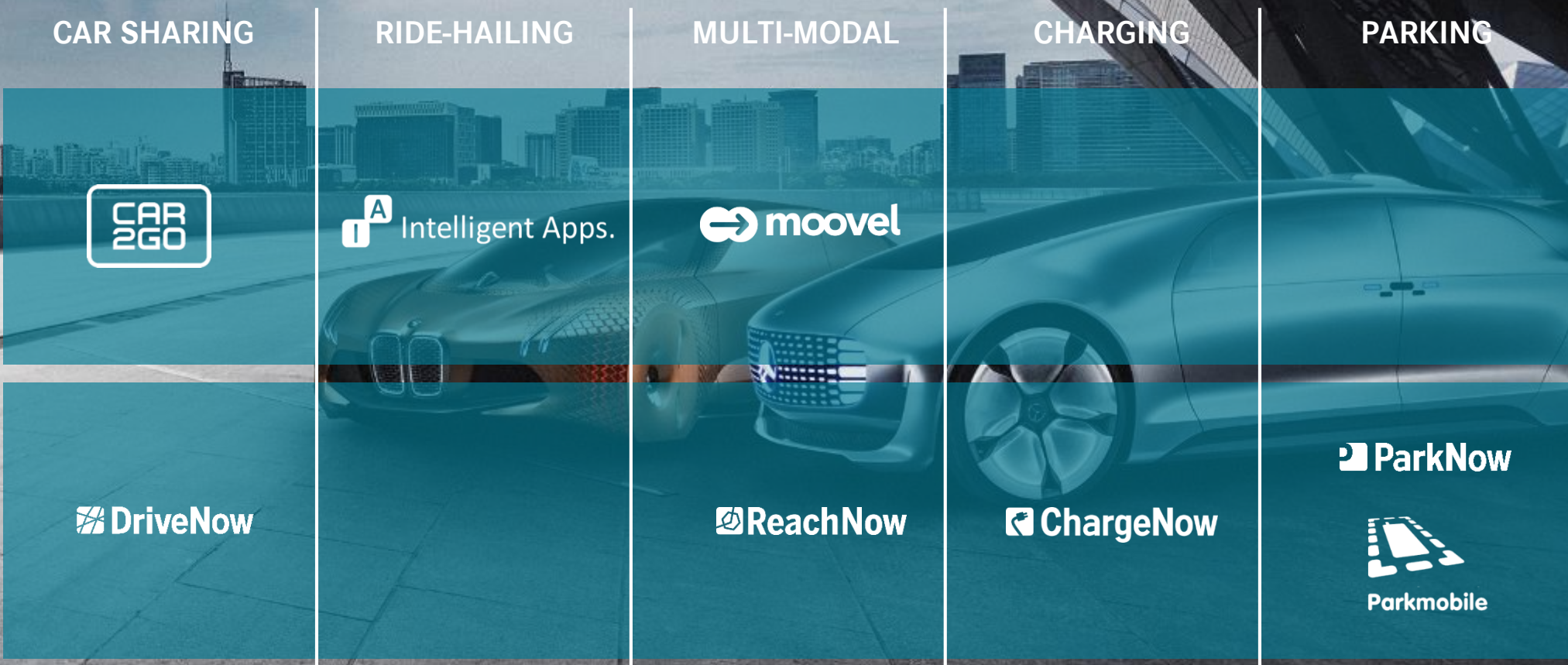
>130
Cities

Strategic Targets



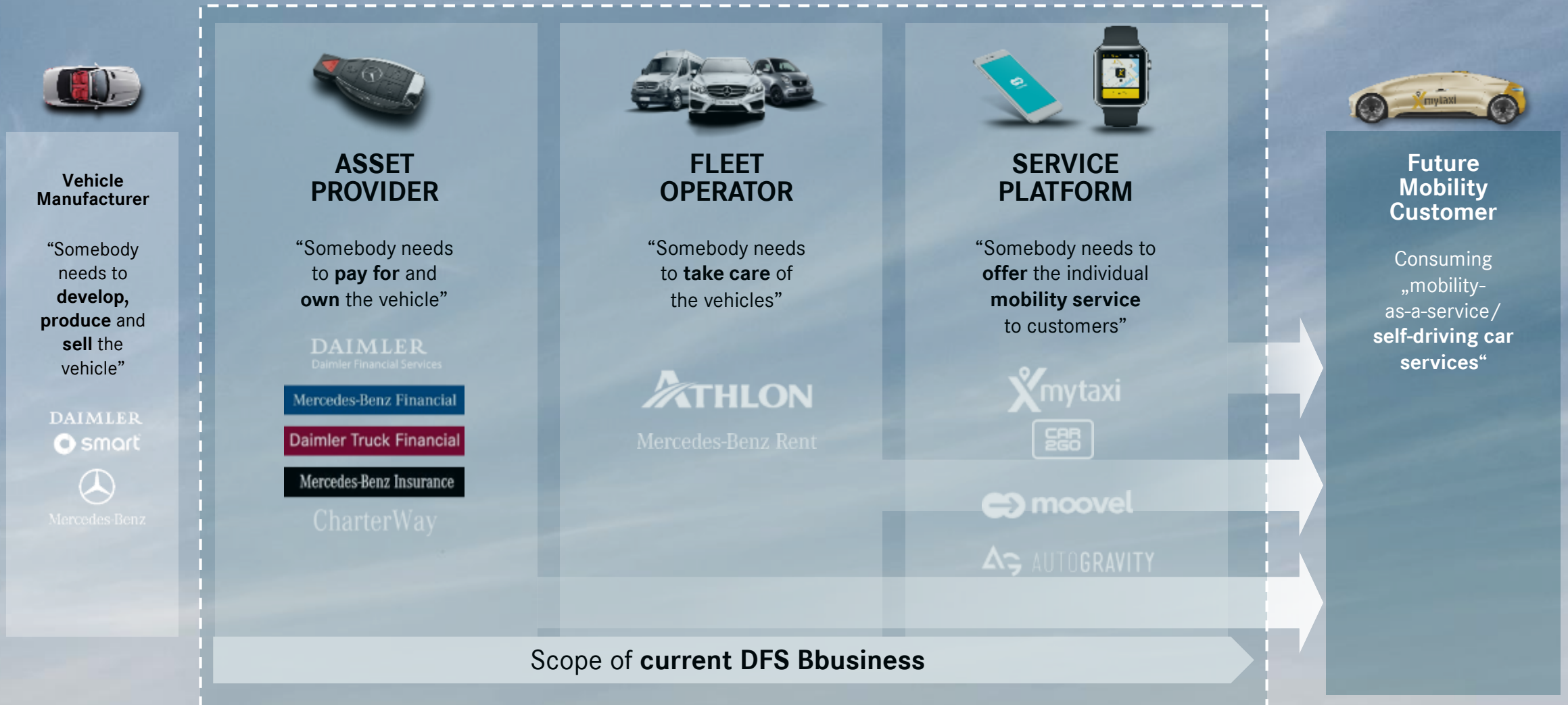
BMW and Daimler will join forces when it comes to mobility services

DAIMLER

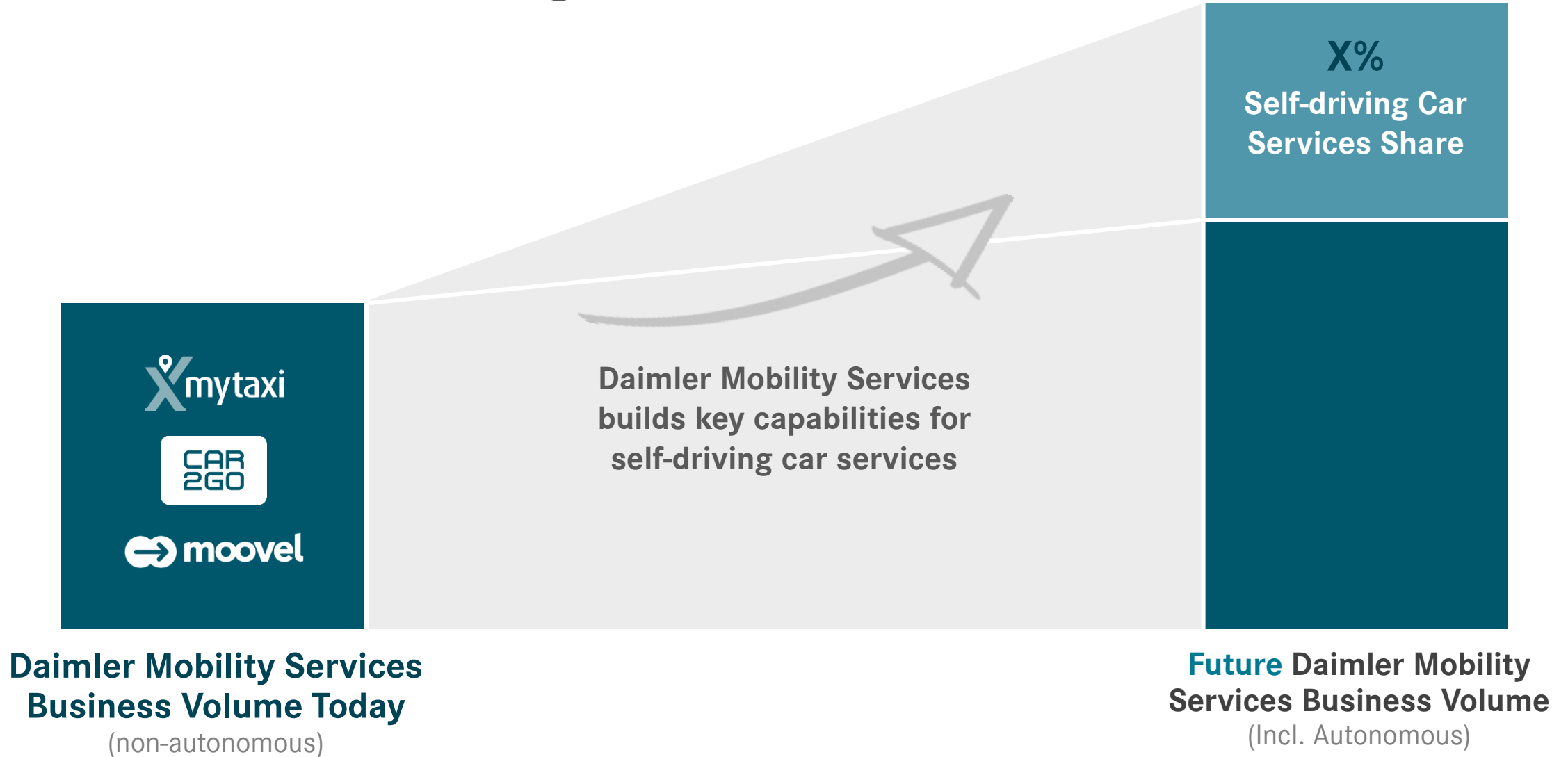


Daimler and BMW each hold a 50% stake in each of the verticals

Our business is strongly future oriented



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



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

Self-driving car services will ...

...Deliver a **unique customer experience**

...Enhance **traffic safety**

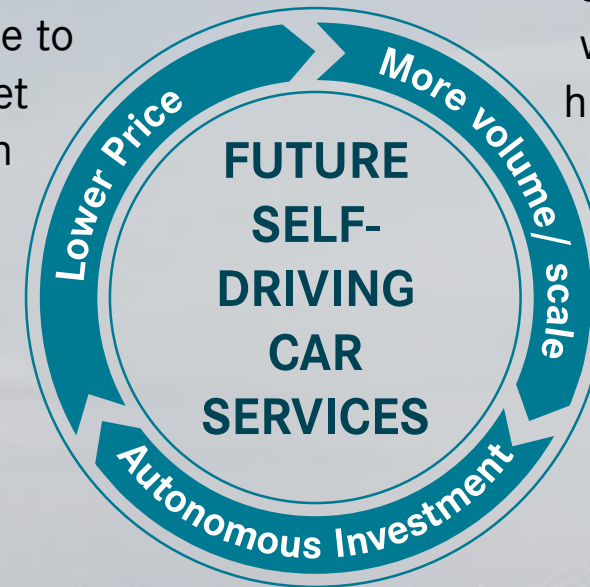
...Improve **quality of life** in cities

...Provide a huge **market opportunity**

Leading to a reinforcing cycle of mobility services

Prices will decrease due to higher fleet utilization

Customer demand will increase due to higher attractiveness



Increasing need for **self-driving car services**



 is providing on-demand shuttle services



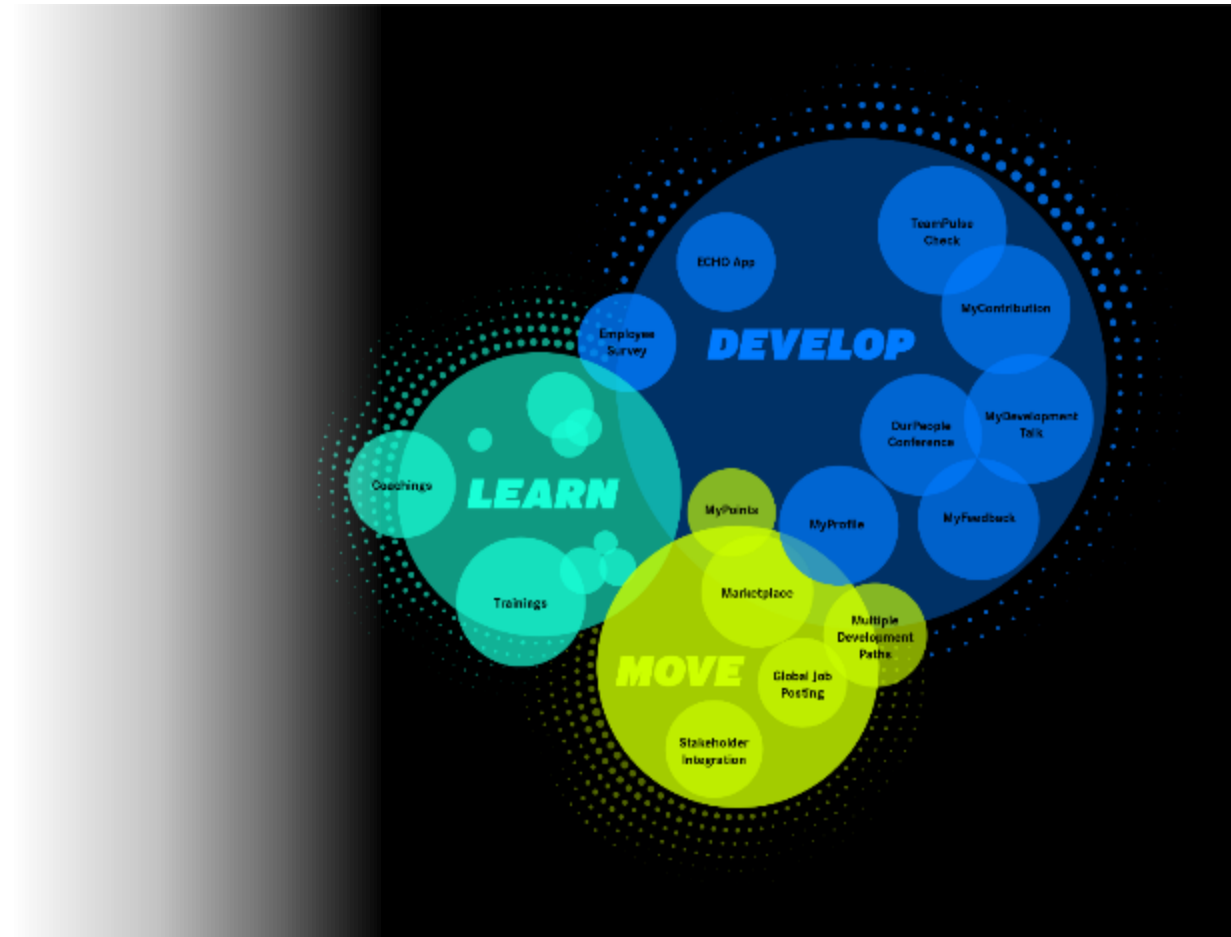
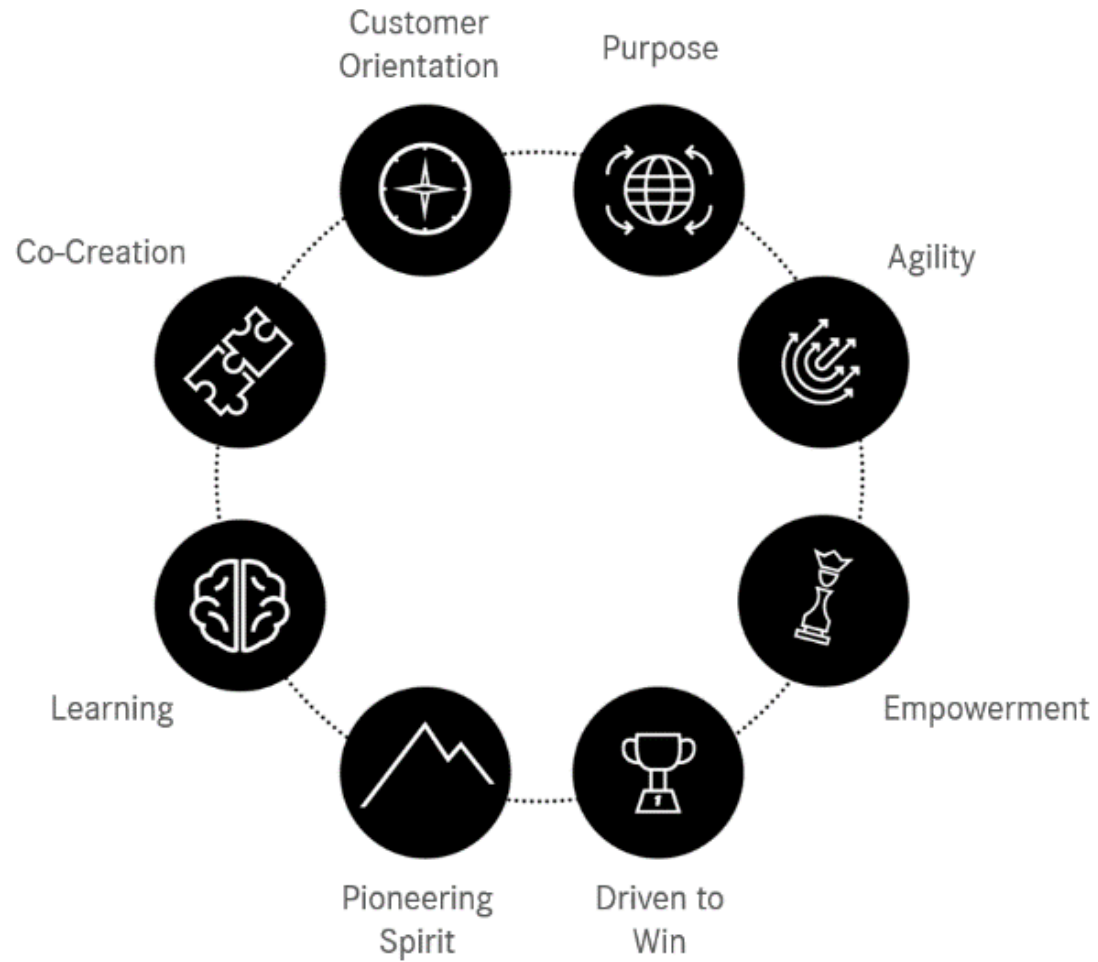
- **Launched by SSB** in 06/2018 (successful moovel pilot from 12/2017-05/2018)
- Fleet & staff provided by SSB, **technology** provided by moovel
- **Deep integration** into public transport system (tariff, brand, intermodality)
- **First service of its kind** in Germany with „Liniengenehmigung“ (PBefG)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

Daimler Group Strategy

Culture




Transforming the Mindset








TECHINVEST we are investing in the future*


C 


soul machines

SoundHound WHAT3WORDS

 Familonet

 hap2U

 TRUCKPAD

ANAGOG

A 

 thinci

 MOMENTA

 ZONAR

 QUANERGY

S 

 chauffeur prive

 CLEVER TAXI

 taxify

 fair

 HAIL

 Careem

 Xmytaxi

 PayCash

 BLACKLANE
YOUR PROFESSIONAL DRIVER

 VIA

 FLIXBUS


 TURO


 RIDESCOUT

 rally

 Tira mi ZOO

 taxibeat

E 

 PROTERRA

 chargepoint+

 StoreDot

VOLOCOPTER **STARSHIP**  IMMUTA  MATTERNET  SK GAMING **
GAMING IS BELIEVING

 AUTOGRAVITY **hey car** ** 

Daimler Group Strategy

Company



Daimlers way forward will lead to more flexibility...



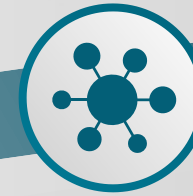
...to exploit **new growth opportunities** in order to be **even more successful** in the future.



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



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



...to secure the **long-term commitment of current and future investors** through transparency and easier comparison with competitors.



...to provide promising **future perspectives for employees** that provide security in a fast-changing world.

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

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

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



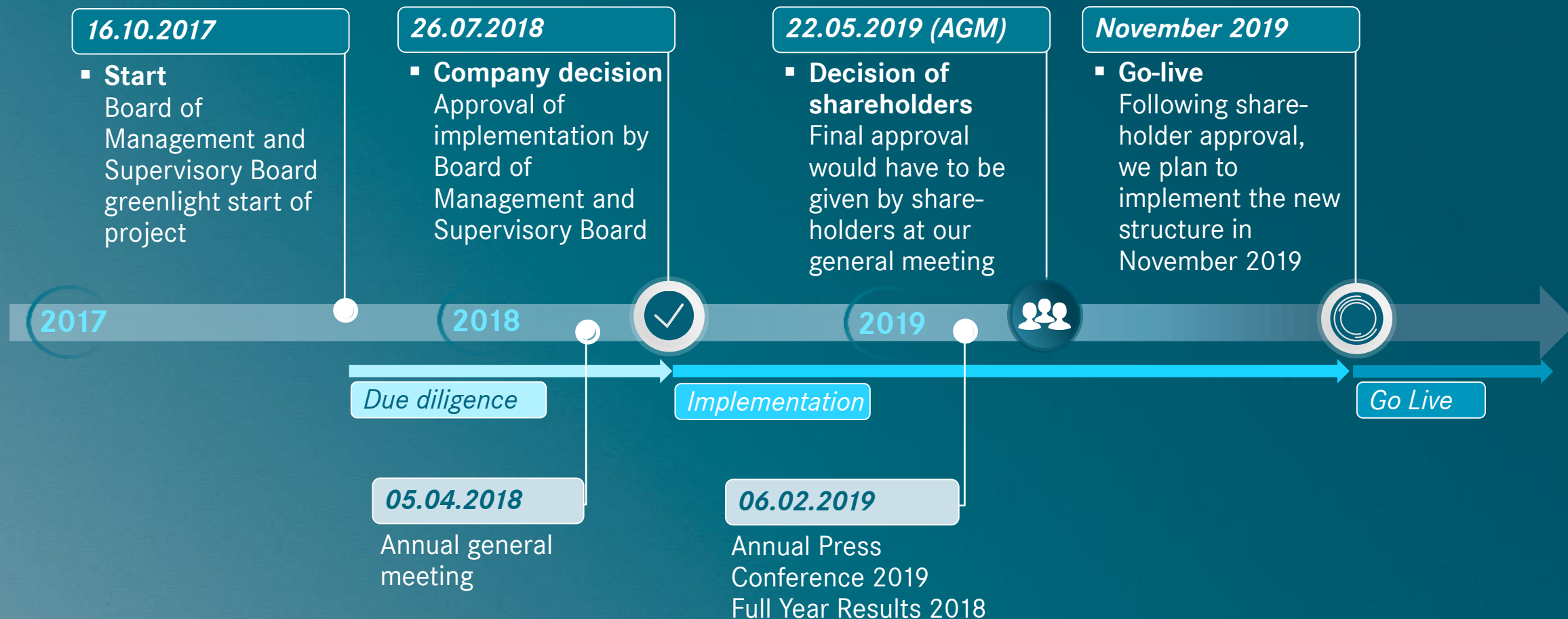
1) Our shareholders will have to make their vote in the general annual meeting on May 22nd, 2019.

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

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



Major milestones of PROJECT FUTURE



Contents

Group Financials

Divisional Information

Outlook

Daimler Group Strategy

Funding

Appendix



Daimler follows a prudent Financial Policy

Clear commitment to a single A rating

Balanced approach between shareholder interest and credit providers

Dividend policy of 40% target pay-out ratio*

No share buybacks planned

Pensions: current funded ratio at 80%

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

Our funding strategy is built on prudent principles

Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments:
Bank Loans, Bonds, ABS, CP, Deposits

No Covenants, no MAC, no asset pledges, no CSAs

Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

Stringent Global Funding Policy

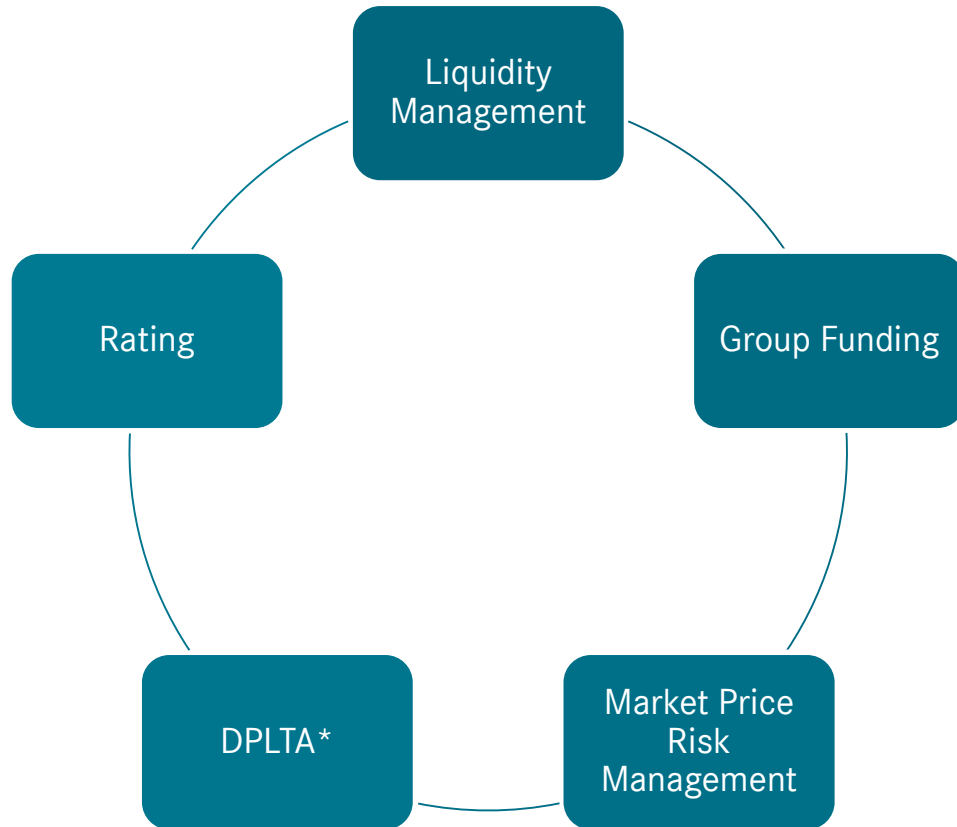
Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

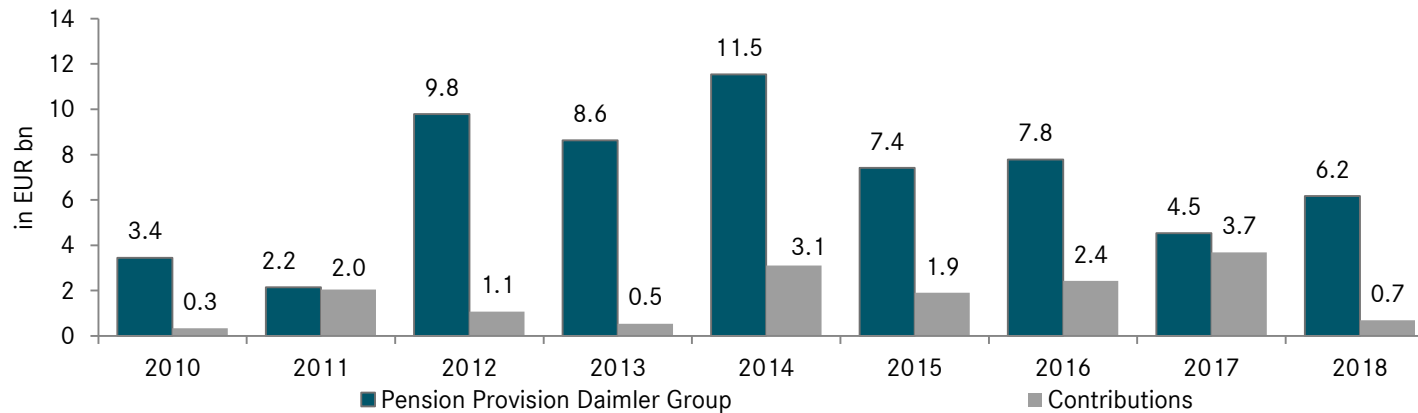
Project Future – Financial Principles for “One Credit”



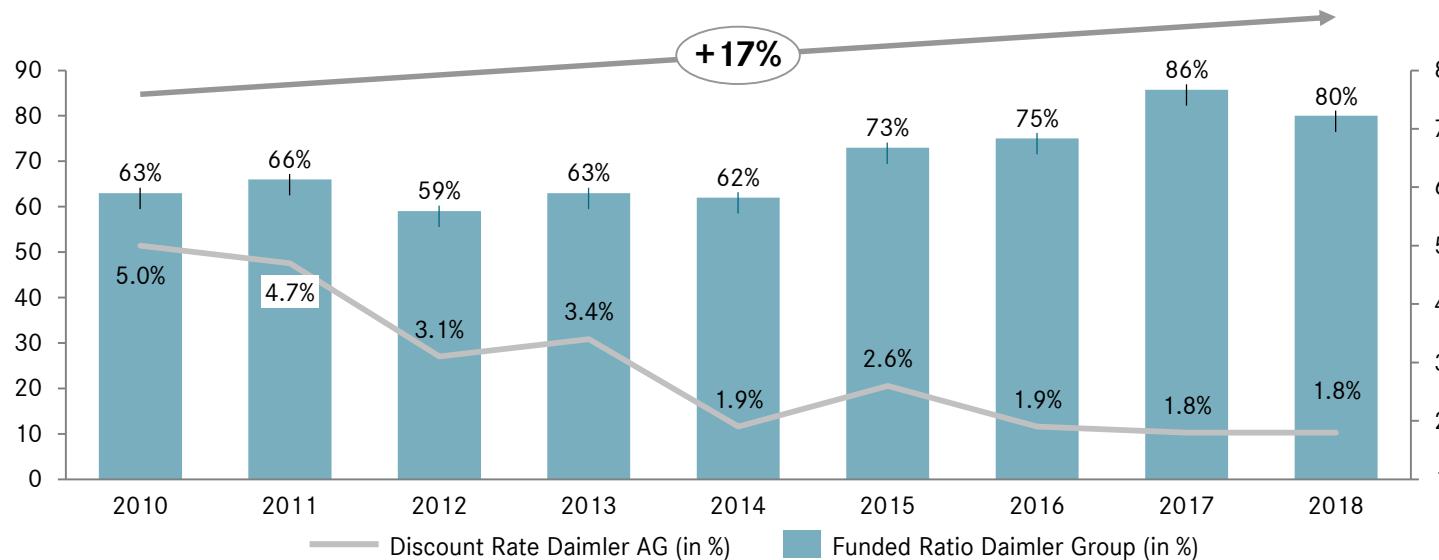
- **Centralized steering of Group liquidity**
- **Centralized steering of group funding** supported by written guarantees
- **Centralized management** of the **impact** of **market fluctuations** (FX, Interest, Commodities, Pension Assets)
- **DPLTAs*** guarantee **access to all operating cash flows**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

* DPLTA: Domination and Profit & Loss Transfer Agreement

Daimler pension funded ratio increased to 80% since 2010



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

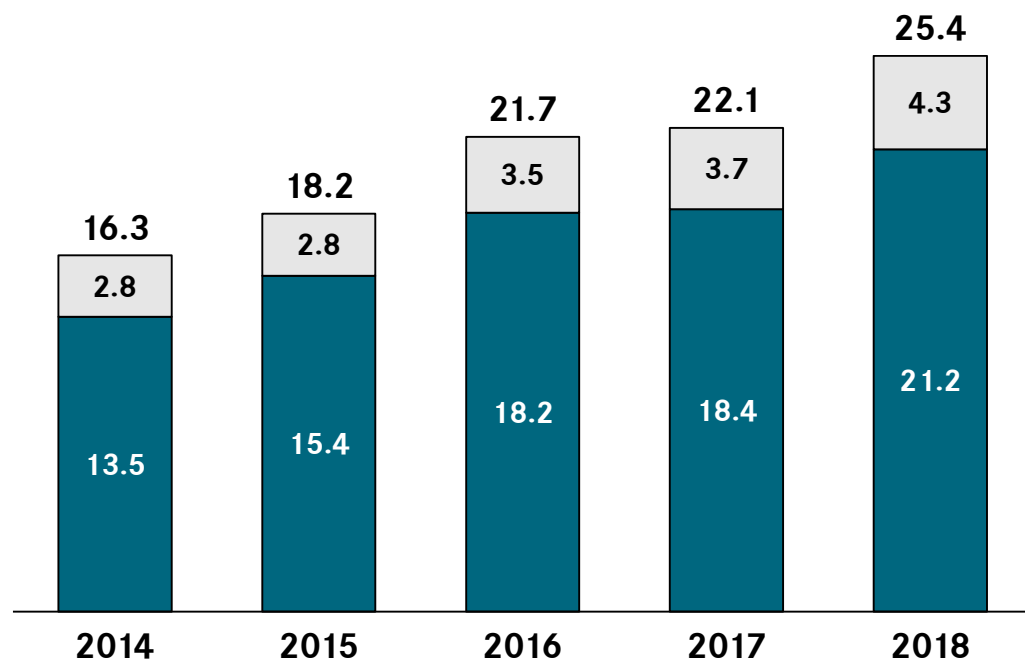


■ Even though German Discount Rate decreased significantly since 2010, **Funded Ratio increased by 17%**

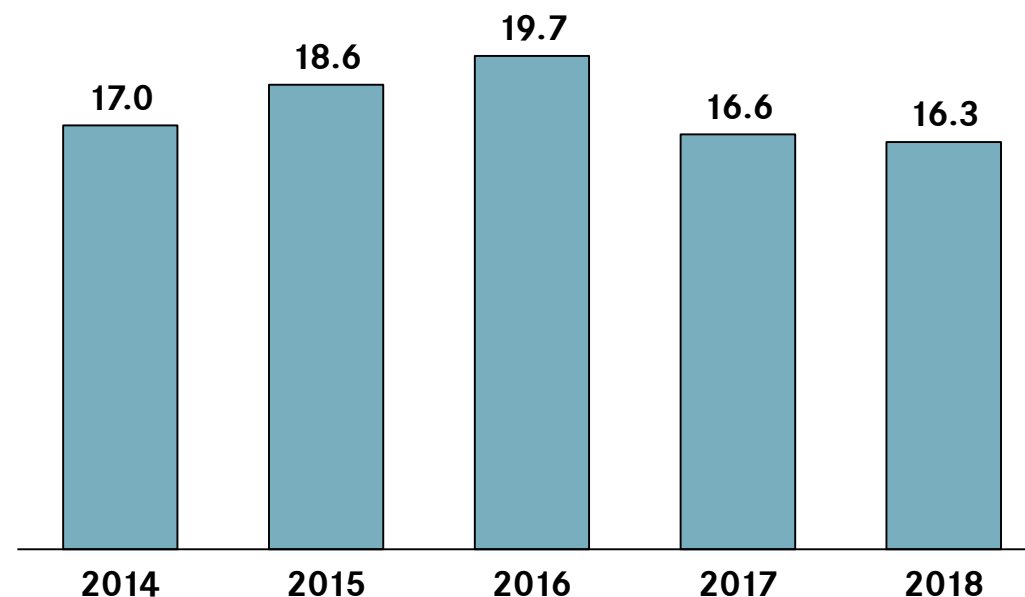
Daimler follows a prudent financial management approach and further strengthened the balance sheet...

Gross Group Liquidity (in bn EUR)

Financial Services
Industrial Business



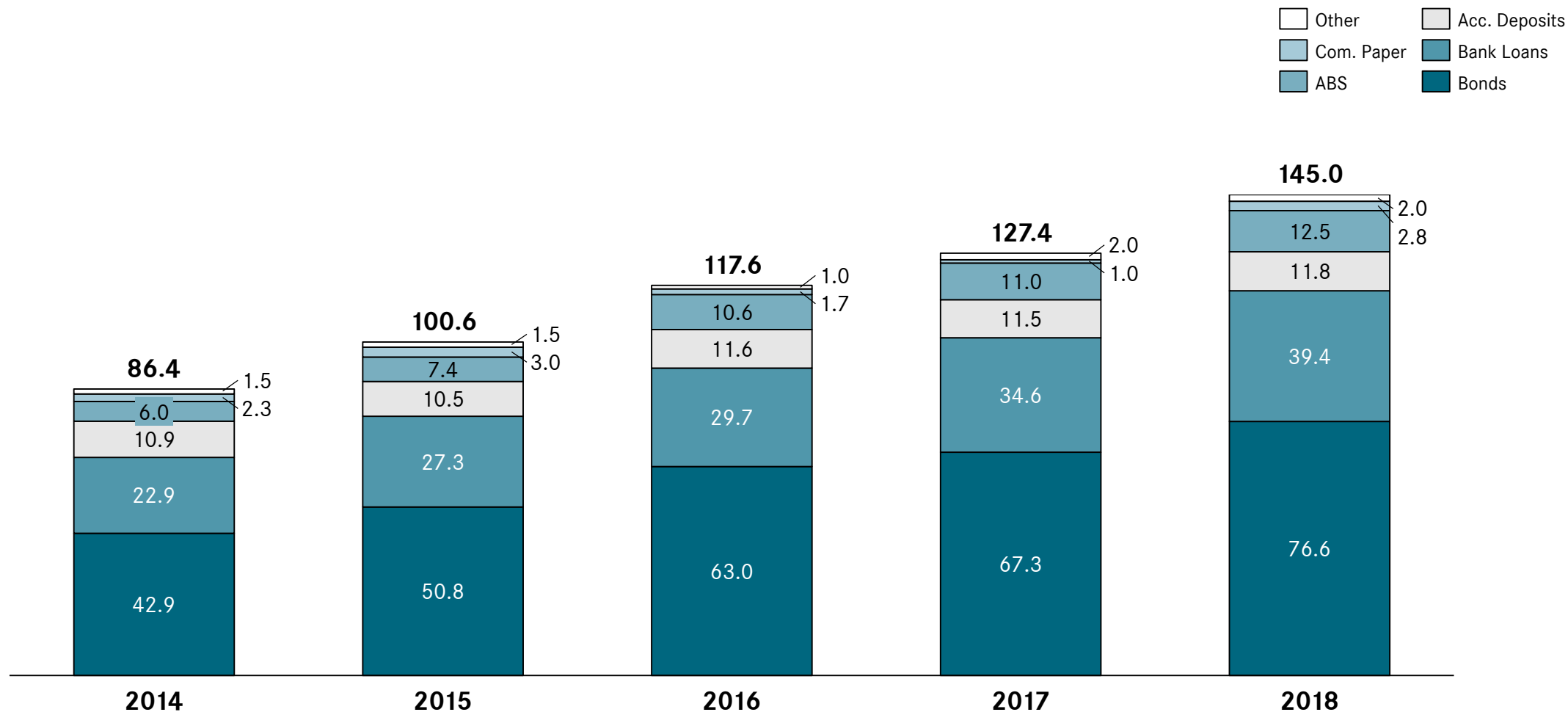
Net Industrial Liquidity (in bn EUR)



Note: Figures may not be additive due to rounding.

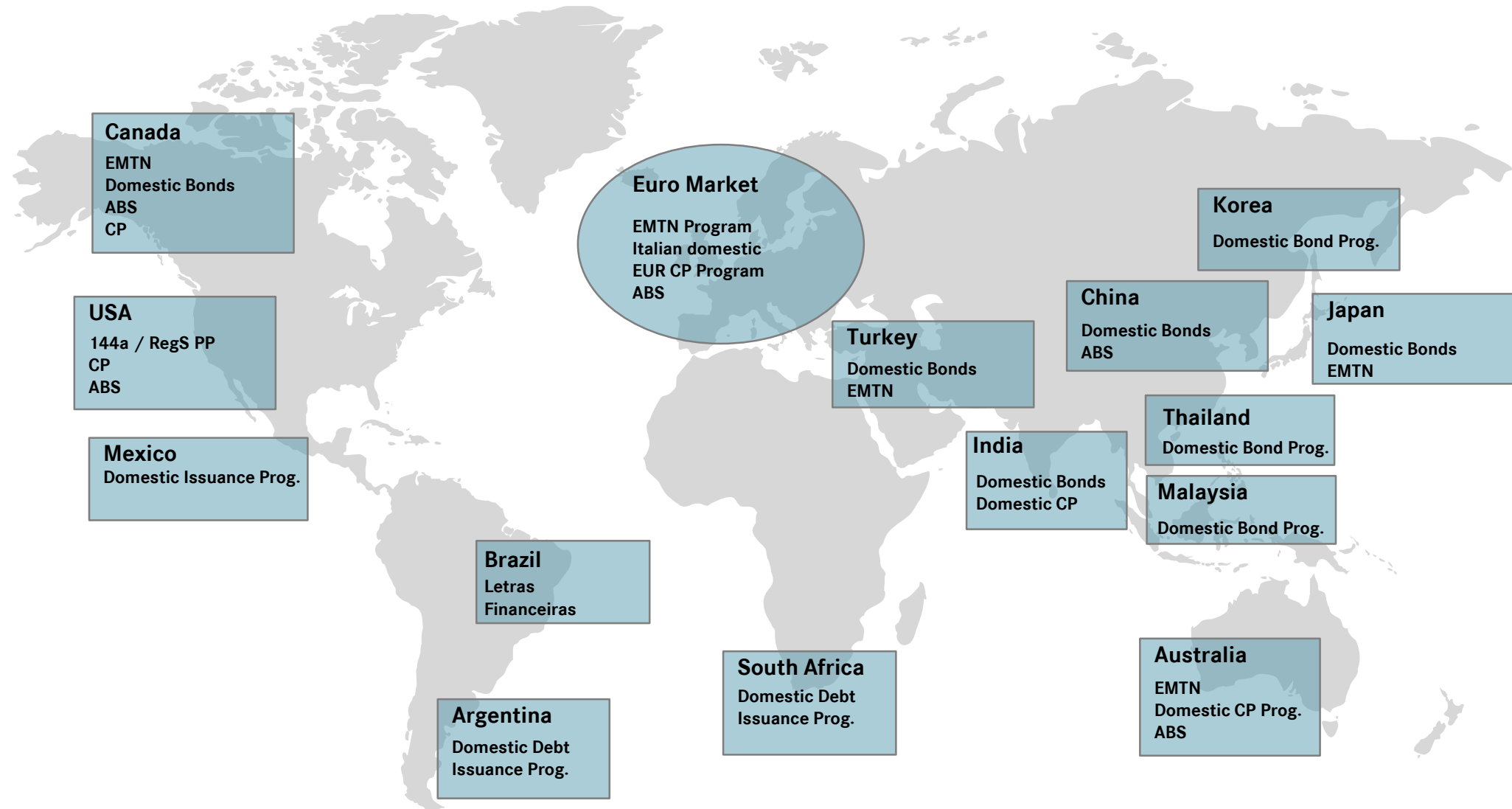
Financing Liabilities with a balanced mix

in billions of EUR



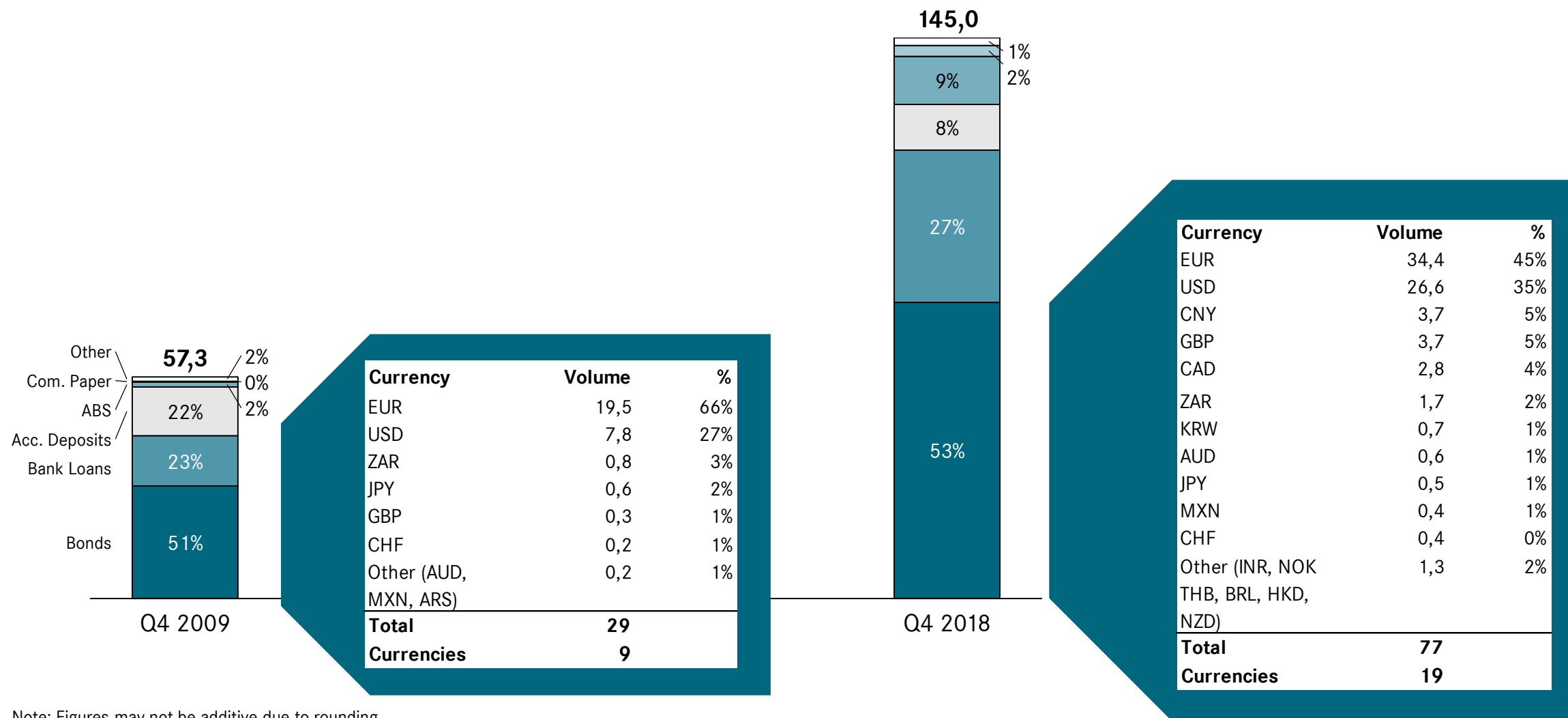
Note: Figures may not be additive due to rounding.

Consequent Development to Global Capital Market Funding Diversification will continue



Funding base further diversified to a true global set-up

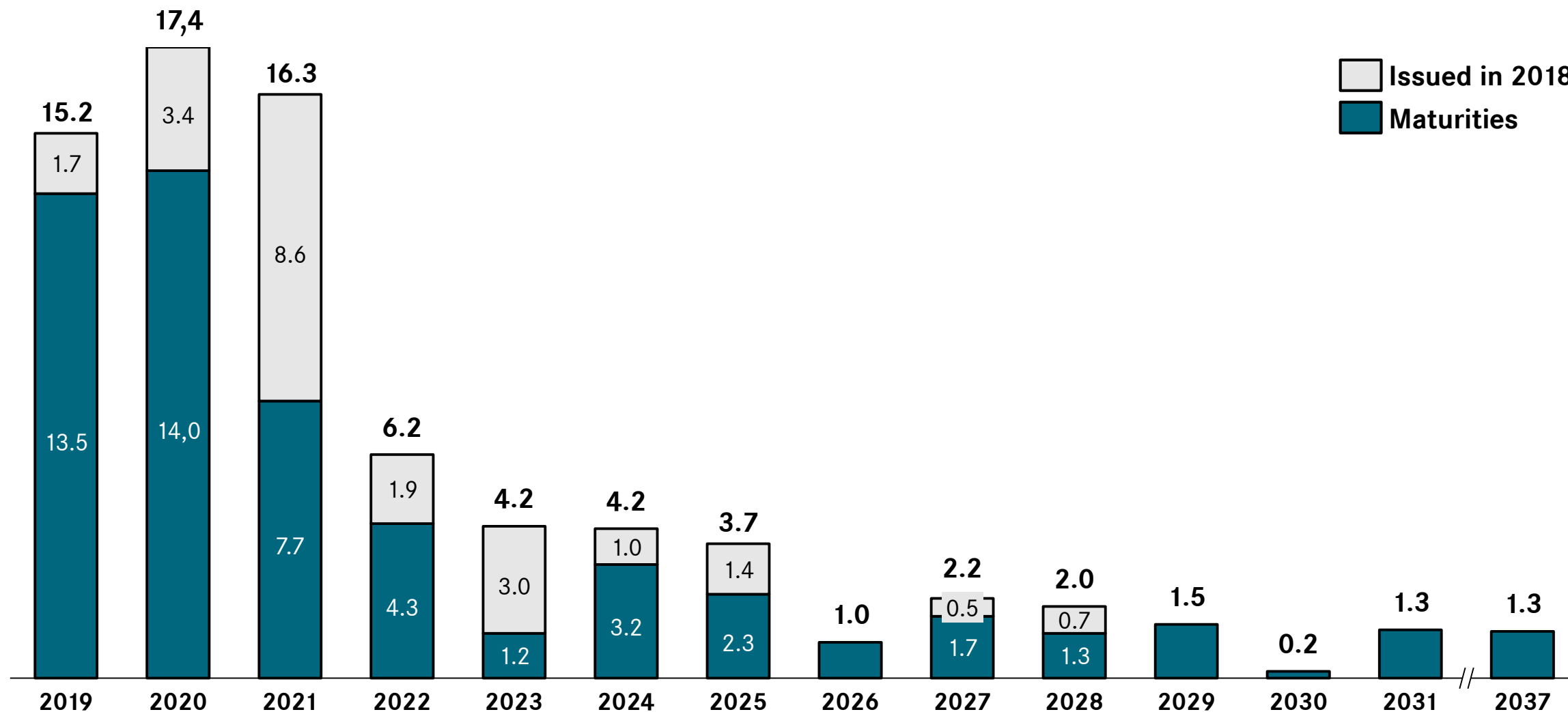
in billions of EUR



Note: Figures may not be additive due to rounding.

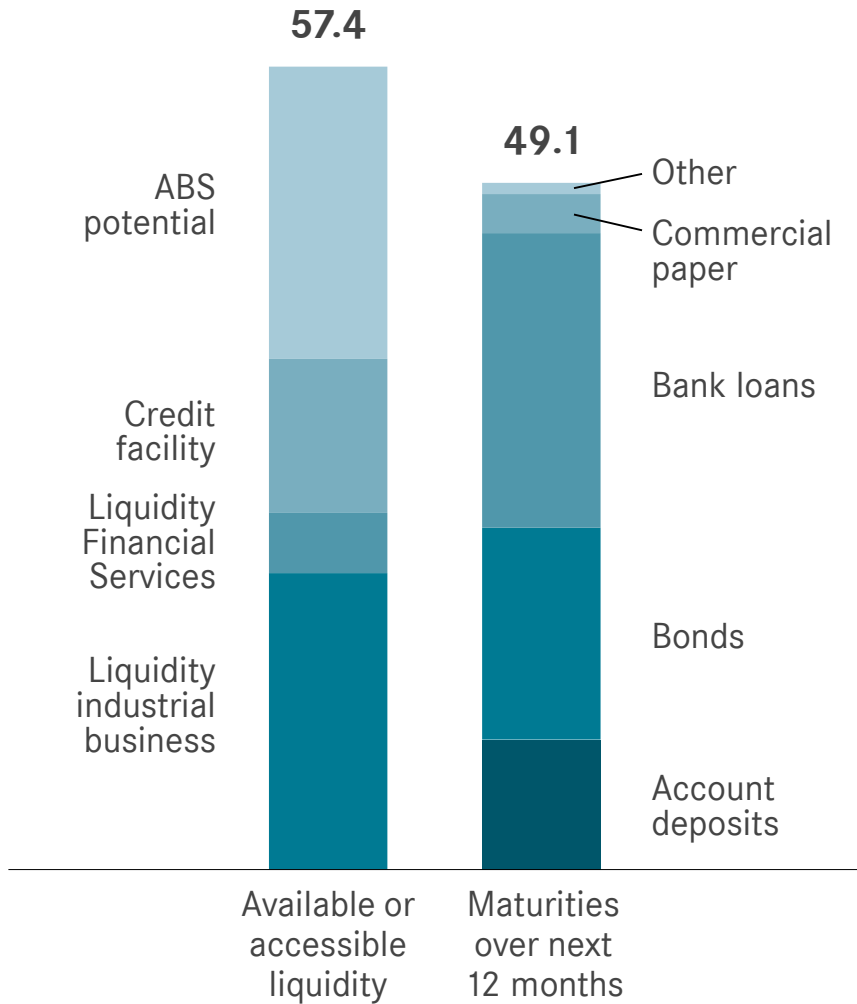
Maturity profile further lengthened

in billions of EUR as of 31 December 2018



Financial flexibility over a 12-month period

in billion euros



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

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

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

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

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

Solid rating supports Daimler's funding

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

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

in billion euros

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

Units sales by division

in thousand units

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

Revenue by division

in billion euros

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

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

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

*** figures as of December 31, 2017 and December 31, 2018

Revenue by region

in billion euros

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

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

** excluding revenue of not fully consolidated companies

EBIT by division

EBIT in million euros; RoS/RoE in %	2017*		2018	
	EBIT	RoS/RoE**	EBIT	RoS/RoE**
Daimler Group	14,348	8.9	11,132	6.9
of which				
Mercedes-Benz Cars	8,843	9.4	7,216	7.8
Daimler Trucks	2,383	6.7	2,753	7.2
Mercedes-Benz Vans	1,147	8.7	312	2.3
Daimler Buses	281	6.2	265	5.9
Daimler Financial Services	1,970	17.7	1,384	11.1
Reconciliation	-276	-	-798	-

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

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

EBIT in Q4 2018

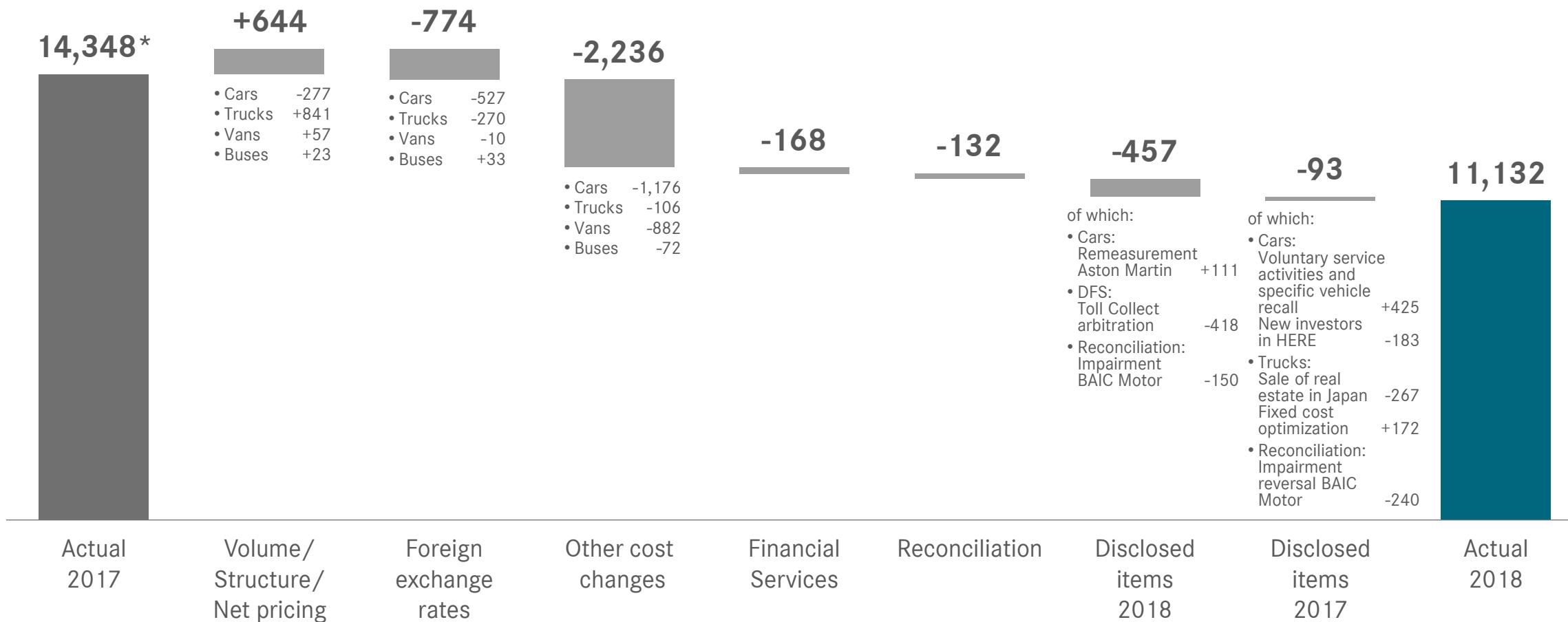
EBIT in million euros; RoS/RoE in %	Q4 2017*		Q4 2018	
	EBIT	RoS/RoE**	EBIT	RoS/RoE**
Daimler Group	3,421	8.1	2,669	5.8
of which				
Mercedes-Benz Cars	2,375	9.5	1,883	7.3
Daimler Trucks	559	5.8	710	6.8
Mercedes-Benz Vans	247	6.6	81	2.0
Daimler Buses	99	7.3	132	8.6
Daimler Financial Services	416	14.3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

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

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

Group EBIT in 2018

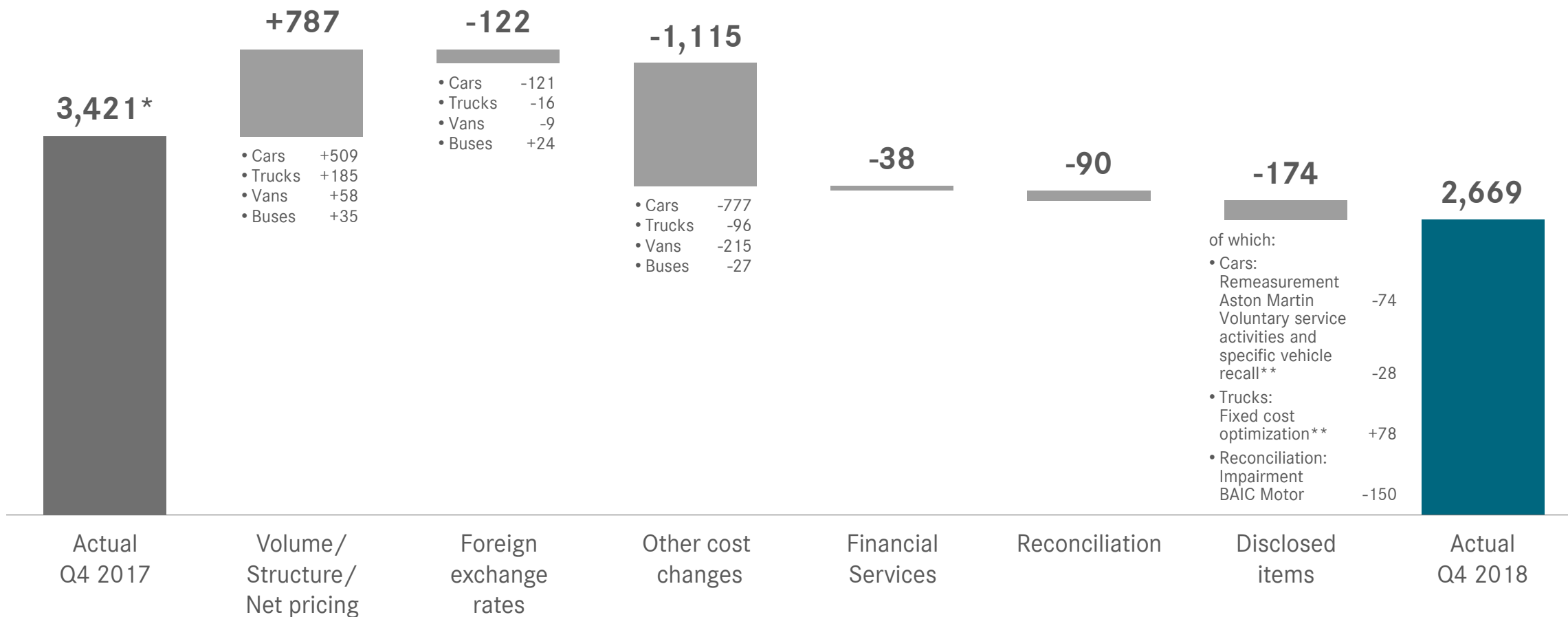
in million euros



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

Group EBIT in Q4 2018

in million euros



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

** in Q4 2017

Capital expenditure / Research and development

in billion euros

	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2017	Actual 2018	Plan* 2019-2020	Actual 2017	Actual 2018	Plan* 2019-2020
Daimler Group	6.7	7.5	7.3	8.7	9.1	9.2
of which						
Mercedes-Benz Cars	4.8	5.7	5.7	6.6	7.0	7.0
Daimler Trucks	1.0	1.1	1.1	1.3	1.3	1.4
Mercedes-Benz Vans	0.7	0.5	0.2	0.6	0.7	0.5
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.04	0.06	0.05	–	–	–

* average p.a.

Daimler Investor Relations Events Q1-2019

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

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

Daimler Investor Relations Financial Calendar 2019

Feb 06 2019 **Annual Press Conference 2019 / Full Year Results 2018**

Feb 07 2019 **Investor and Analyst Conference**

Feb 15 2019 **Annual Report 2018 online available**

Apr 26 2019 **Interim Report 1st Quarter 2019**

May 22 2019 **Annual Meeting 2019**

Jul 24 2019 **Interim Report 2nd Quarter 2019**

Oct 24 2019 **Interim Report 3rd Quarter 2019**

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

Disclaimer

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

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