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**Group Financials**
- Divisional Information
- Daimler Group Strategy
- Outlook
- Funding
- Appendix
Highlights of Q1 2018

- World premiere of the new Mercedes-Benz A-Class
- Presentation of the upgraded C-Class sedan, wagon, coupe and cabriolet
- World premiere of the new Mercedes-Benz Sprinter
- Daimler and BMW Group agreed to combine their mobility services
- Daimler further strengthened its electric mobility commitment in China through investment in BJEV, a subsidiary of BAIC Group
- Chinese entrepreneur Li Shufu acquired a 9.69% stake in Daimler AG
Continued high level of net industrial liquidity

- in billions of euros -

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net industrial liquidity 12/31/2017</td>
<td>16.6</td>
</tr>
<tr>
<td>Earnings and other cash flow impact</td>
<td>+1.5</td>
</tr>
<tr>
<td>Working capital impact</td>
<td>+0.3</td>
</tr>
<tr>
<td>M&amp;A effects</td>
<td>-0.0</td>
</tr>
<tr>
<td>Other (mainly dividends from DFS)</td>
<td>+0.3</td>
</tr>
<tr>
<td>Net industrial liquidity 3/31/2018</td>
<td>18.7</td>
</tr>
</tbody>
</table>

Free cash flow industrial business
Q1 2018: €1.8 billion
Further investment growth as a basis for profitable growth and development of future mobility

in billion euros

<table>
<thead>
<tr>
<th>Year</th>
<th>Research and development expenditure</th>
<th>Investment in property, plant and equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual 2013</td>
<td>10.5</td>
<td>16.3</td>
</tr>
<tr>
<td>Actual 2014</td>
<td>10.5</td>
<td>15.5</td>
</tr>
<tr>
<td>Actual 2015</td>
<td>11.6</td>
<td>13.5</td>
</tr>
<tr>
<td>Actual 2016</td>
<td>5.9</td>
<td>7.6</td>
</tr>
<tr>
<td>Actual 2017</td>
<td>8.7</td>
<td>15.5</td>
</tr>
<tr>
<td>Plan 2018/19 (average p.a.)</td>
<td>8.9</td>
<td>16.3</td>
</tr>
</tbody>
</table>

Daimler AG
New IFRS 9 and IFRS 15 standards to be applied for the first time for financial year 2018

Retrospective adjustment of Financial Statements 2017 for comparability reasons

The introduction of IFRS 15 results in changes regarding revenue recognition

The new IFRS 9 primarily affects the classification, measurement and impairment of financial instruments

The retrospective adoption for 2017 leads to changes in revenue and earnings at Group and divisional level, primarily at Mercedes-Benz Cars in Q1 2017

Based on the 2017 adjustments, 2018 outlook for Mercedes-Benz Cars and Daimler Buses has changed
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Mercedes-Benz Cars: continued business growth based on strong product portfolio

Unit sales
– in thousands of units –

<table>
<thead>
<tr>
<th>Unit sales</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>568</td>
<td>594</td>
</tr>
<tr>
<td>Change</td>
<td>+5%</td>
<td></td>
</tr>
</tbody>
</table>

Revenue
– in billions of euros –

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>22.5*</td>
<td>23.0</td>
</tr>
<tr>
<td>Change</td>
<td>+2%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT
– in millions of euros –

<table>
<thead>
<tr>
<th>EBIT</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,998*</td>
<td>2,060</td>
</tr>
<tr>
<td>Change</td>
<td>+3%</td>
<td></td>
</tr>
</tbody>
</table>

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
Mercedes-Benz Cars: EBIT

- in millions of euros -

EBIT
Q1 2017

1,998*

8.9%**

Higher unit sales
Aperiodic negative effect in Q1 2017 arising from application of the new IFRS 15
Higher expenses for raw material
Higher expenses for new technologies and future products
Valuation of the German leasing portfolio
Remeasurement of the equity investment in THERE Holding B.V. in Q1 2017

EBIT
Q1 2018

2,060

9.0%**

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
** Return on sales
**Mercedes-Benz Cars: sales increase by 5% reflecting our strong product line-up**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>smart Sports Cars</td>
<td>34</td>
<td>30</td>
</tr>
<tr>
<td>SUVs</td>
<td>188</td>
<td>212</td>
</tr>
<tr>
<td>S-Class</td>
<td>95</td>
<td>105</td>
</tr>
<tr>
<td>E-Class</td>
<td>125</td>
<td>120</td>
</tr>
<tr>
<td>C-Class</td>
<td>102</td>
<td>98</td>
</tr>
<tr>
<td>A-/B-Class</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>
Daimler Trucks: strong business development

<table>
<thead>
<tr>
<th>Unit sales</th>
<th>Revenue</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>– in thousands of units –</td>
<td>– in billions of euros –</td>
<td>– in millions of euros –</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>Q1 2018</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>94</td>
<td>114</td>
<td>8.0*</td>
</tr>
</tbody>
</table>

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
Daimler Trucks: sales increase by 21% mainly driven by NAFTA region and Asia

- in thousands of units -

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAFTA region</td>
<td>30</td>
<td>41</td>
</tr>
<tr>
<td>EU30*</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Latin America</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Asia</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>Rest of world</td>
<td>17</td>
<td>9</td>
</tr>
</tbody>
</table>

* European Union, Switzerland and Norway

Daimler AG
Daimler Trucks: significant increase in incoming orders mainly driven by NAFTA region

- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAFTA region</td>
<td>12</td>
<td>89</td>
</tr>
<tr>
<td>EU30*</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Latin America</td>
<td>40</td>
<td>8</td>
</tr>
<tr>
<td>Asia</td>
<td>12</td>
<td>51</td>
</tr>
<tr>
<td>Rest of world</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

* European Union, Switzerland and Norway
Daimler Trucks: EBIT

- in millions of euros -

**EBIT**

**Q1 2017**

8.3%**

662*

**EBIT**

**Q1 2018**

7.5%**

647

- Higher unit sales especially in the NAFTA region
- Efficiency enhancements
- Higher expenses for raw material
- Foreign exchange rates
- Sale of real estate at the Kawasaki site in Q1 2017

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
** Return on sales
Mercedes-Benz Vans: strong development based on very successful products

<table>
<thead>
<tr>
<th>Unit sales</th>
<th>Revenue</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit sales</strong> in thousands of units</td>
<td><strong>Revenue</strong> in billions of euros</td>
<td><strong>EBIT</strong> in millions of euros</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>Q1 2018</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>86.8</td>
<td>93.0</td>
<td>3.0*</td>
</tr>
</tbody>
</table>

+7% | +4% | +49% |

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
Mercedes-Benz Vans: EBIT

- in millions of euros -

EBIT Q1 2017

337*

11.3%**

Higher unit sales

Impacts from the Sprinter model change

Higher expenses for raw material

Higher expenses for new technologies and future products

EBIT Q1 2018

172

5.6%**

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

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

### Unit sales
- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5.4</td>
<td>5.7</td>
</tr>
<tr>
<td>Change</td>
<td>+6%</td>
<td></td>
</tr>
</tbody>
</table>

### Revenue
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>0.9*</td>
<td>0.85</td>
</tr>
<tr>
<td>Change</td>
<td>-8%</td>
<td></td>
</tr>
</tbody>
</table>

### EBIT
- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>72*</td>
<td>37</td>
</tr>
<tr>
<td>Change</td>
<td>-49%</td>
<td></td>
</tr>
</tbody>
</table>

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
Daimler Buses: EBIT

- in millions of euros -

EBIT Q1 2017

72*

EBIT Q1 2018

37

7.8%**

Efficiency enhancements

Product mix

Higher expenses for raw material

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

** Return on sales
Daimler Financial Services: further business growth

New business
- in billions of euros -

Q1 2017: 16.8
Q1 2018: 17.9
+6%

Contract volume
- in billions of euros -

12/31/2017: 139.9
3/31/2018: 141.7
+1%

EBIT
- in millions of euros -

Q1 2017: 524
Q1 2018: 548
+5%
Daimler Financial Services: EBIT

EBIT Q1 2017: 524
EBIT Q1 2018: 548

Return on equity

+ 24

19.3%*
17.9%*

Higher contract volume
Higher interest-rate level
Foreign exchange rates

* Return on equity
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CORE, CASE, CULTURE, COMPANY:
We have set the course for a successful future

CORE
Strengthening our global core business

CASE
Leading in new future fields

CULTURE
Innovation, integrity, lifelong learning

COMPANY
Forward-looking structure
Clear aspiration for all divisions

"Most successful premium manufacturer"

"No 1 provider of holistic transport and mobility solutions"

"No 1 in the global Truck business"

"No 1 in the global Bus business"

"Best financial and mobility services provider"
Profit targets

Profit targets Return on sales / Return on Equity1) in %

8-10 9 8 6 17

Mercedes-Benz Cars  Mercedes-Benz Vans  Daimler Trucks  Daimler Buses  Daimler Financial Services

Return on sales target for the automotive business: 9 percent

1) Daimler Financial Services
Our transformation is based on a position of strength. Core and CASE are two pillars of one strategy.

The basis... for investments into the future.
Exciting and promising future ahead of us
Daimler Group Strategy

Mercedes-Benz Cars

Core
Mercedes-Benz Cars: globally balanced sales structure with strong development especially in China

- in thousands of units -

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest of world</td>
<td>94</td>
<td>100</td>
</tr>
<tr>
<td>Europe excl. Germany</td>
<td>167</td>
<td>166</td>
</tr>
<tr>
<td>Germany</td>
<td>74</td>
<td>79</td>
</tr>
<tr>
<td>United States</td>
<td>78</td>
<td>70</td>
</tr>
<tr>
<td>China</td>
<td>155</td>
<td>179</td>
</tr>
</tbody>
</table>
Mercedes-Benz Cars in China: huge sales growth with higher share of locally produced vehicles

- in thousands of units -

**imported**

**locally produced**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>239</td>
<td>293</td>
<td>400</td>
<td>488</td>
<td>619</td>
<td>179</td>
</tr>
<tr>
<td>Imported</td>
<td>123</td>
<td>147</td>
<td>150</td>
<td>171</td>
<td>196</td>
<td>52</td>
</tr>
<tr>
<td>Locally produced</td>
<td>116</td>
<td>146</td>
<td>250</td>
<td>317</td>
<td>423</td>
<td>127</td>
</tr>
</tbody>
</table>

Daimler AG
Mercedes-Benz Network Development in China

Number of Outlets

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Outlets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>166</td>
</tr>
<tr>
<td>2011</td>
<td>207</td>
</tr>
<tr>
<td>2012</td>
<td>262</td>
</tr>
<tr>
<td>2013</td>
<td>341</td>
</tr>
<tr>
<td>2014</td>
<td>447</td>
</tr>
<tr>
<td>2015</td>
<td>502</td>
</tr>
<tr>
<td>2016</td>
<td>529</td>
</tr>
<tr>
<td>2017</td>
<td>566</td>
</tr>
<tr>
<td>Q1 2018</td>
<td>572</td>
</tr>
</tbody>
</table>
Made in China for China: we’re producing four car models and three engine models at BBAC

As announced in July 2017, a localized BEV model under EQ brand will be produced in BBAC

- M270
- M274
- M276
- E-Class (V/W 213)
- GLC (X253)
- C-Class (V/W 205)
- GLA (X156)
Mercedes-Benz Cars and Vans: continued product offensive

- S-Class Coupe (upgraded)
- S-Class Cabriolet (upgraded)
- CLS
- A-Class
- X-Class
- Sprinter
- GLC F-CELL
- G-Class (upgraded)
- C-Class Sedan (upgraded)
- C-Class Wagon (upgraded)
- C-Class Sedan (upgraded)
- C-Class Coupe (upgraded)
- C-Class Cabriolet (upgraded)
- AMG 4-door Coupe
- Mercedes-Maybach S-Class Pullman (upgraded)
- A-Class Sedan
- A-Class Sedan (long wheelbase)
- S-Class Cabriolet (upgraded)
- S-Class Coupe (upgraded)

2018

Daimler AG
With vehicle architecture and modular strategy, we will be more cost efficient, faster and more flexible.

<table>
<thead>
<tr>
<th>Powertrain</th>
<th>E/E</th>
<th>Chassis</th>
<th>Exterior</th>
<th>Interior</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWD/Transverse architecture MFA</td>
<td>Module 1</td>
<td>...</td>
<td>Module 1</td>
<td>Module 1</td>
</tr>
<tr>
<td>RWD/Longitudinal architecture MRA</td>
<td>Module 2</td>
<td>...</td>
<td>Module 2</td>
<td>Module 2</td>
</tr>
<tr>
<td>High architecture MHA</td>
<td>Module n</td>
<td>...</td>
<td>Module n</td>
<td>Module n</td>
</tr>
<tr>
<td>Sports architecture MSA</td>
<td>Module 1</td>
<td>...</td>
<td>Module 1</td>
<td>Module 1</td>
</tr>
</tbody>
</table>
High degree of modularity of the entire drive train
Our roadmap for sustainable mobility

- High-tech combustion engines
- Plug-in hybrids
- Electric vehicles with battery or fuel-cell
Development of CO₂ emissions

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

![Graph showing CO₂ emissions from 1995 to 2020](image)

- **1995**: 9.2 l
- **2008**: 6.9 l
- **2009**: 6.4 l
- **2010**: 6.3 l
- **2011**: 6.0 l
- **2012**: 5.6 l
- **2013**: 5.4 l
- **2014**: 5.2 l
- **2015**: 5.0 l
- **2016**: 5.0 l
- **2017**: 5.0 l
- **2020**: <4.0 l

**EU Legislation***

* Target value for average weight of European fleet.
48 Volt electrification: Several advantages regarding CO2 and comfort

- NVH: Calm starting of automatic start-stop function
- Integrated starter-generator: Combined performance with CO2-reduced hybrid functions
- Agility
- CO2
- Comfort
- Turbocharger: Innovative boost concept with two-stage turbocharger and electric supercharger
- Air conditioning: AC works without running engine

Daimler AG
Highly efficient combustion engines with additional 48 volt onboard network with a belt-driven starter/alternator

Example **C 200 Estate**

Fuel consumption combined: 6.2 l/100 km; CO$_2$-emission combined: 142 g/km
Hybrid offensive as further step to reach CO$_2$ targets
Next milestone in hybridization

Example **560 e Plug-in-Hybrid**

Fuel consumption combined: 2.1 l/100 km, CO₂-emissions combined: 49 g/km, weighted power consumption: 15.5 kWh/100 km, all-electric range of around 50 kilometres.
All-new powertrain setup guarantees flexibility with a wide range of concepts from ICE to xEV

**Diagram Description:**

- **Conventional**
- **HEV** (Hybrid Electric Vehicle)
- **PHEV** (Plug-in Hybrid Electric Vehicle)
- **F-Cell/BEV** (Fuel Cell Drive/Battery Electric Vehicle)

- **Dominant combustion engine driving**
- **Dominant electric driving**

- **Output CE (combustion engine)**
- **Electrical output**

- **Degree of electrification**
  - 12V
  - 48V
  - HV (high voltage)

**Abbreviations:**
- HEV = Hybrid Electric Vehicle
- PHEV = Plug-in Hybrid Electric Vehicle
- BEV = Battery Electric Vehicle
- F-Cell = Fuel Cell Drive

Daimler AG

Daimler Corporate Presentation / May 2018 / Page 41
Our target: remain No. 1 premium car manufacturer
achieved already in 2016!

Sales target
In thousand units

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in thousand units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2,198</td>
</tr>
<tr>
<td>2017</td>
<td>2,374</td>
</tr>
<tr>
<td>2020</td>
<td>No. 1</td>
</tr>
</tbody>
</table>

Profitability target
Return on Sales in %

- 8–10%
Daimler Group Strategy
Mercedes-Benz Cars
CASE
CASE trends leading to fundamental changes in the automotive industry
Revolution in the cockpit: Mercedes-Benz User Experience

- Touchpads
- Touchscreen
- Speech Control

Hey Mercedes
Development steps towards fully automated driving

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

Currently offered by MB & legally permissible

Daimler Corporate Presentation / May 2018 / Page 46

Daimler AG
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 -
Intelligent World Drive:
On our road to autonomy
In the future - driver controlled and system controlled

**Driver controlled**

- **Active Distance Assist DISTRONIC**
  - Route based speed adjustment
  - Active Speed Limit Assist

- **ATTENTION ASSIST**

- **Active Steering Assist**
  - Active Lane Change Assist
  - Active Emergency Stop Assist

- **Active Lane Keeping Assist**
  - Standard with Pre-Safe
  - Pre-Safe Sound

- **Active Braking Assist**
  - Standard with Pre-Safe
  - Evasive Steering Assist
  - Remote Parking Assist

- **MULTIBEAM LED**
  - ULTRA RANGE high beam

**System controlled**

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

Safety technologies and automated systems, which are situational activated by the driver
Bundling of our forces with Bosch

Aim: To put automated driving and driverless cars on the road in urban environments by early in the next decade.

Bosch

System

- Sensor Algorithms
- Motion Control
- Environment Fusion
- Behavior Generation
- Embed. SW Infrastr.
- Testing
- IT & Process Support
- Vehicle Control Center

- Hardware (Sensors, Actors, ECUs)
- Software for HW components
- Vehicles
- Integration of systems in vehicle line

Aim:
To put automated driving and driverless cars on the road in urban environments by early in the next decade.
High investments in electric vehicles, powertrains and portfolio

- **€10 billion** investment in electric vehicle fleet
- More than **10 BEV** until 2022
- Over **50 electrified passenger cars** until 2022
- **New brand EQ** for electric mobility
- smart **fully electric** in EU/USA until 2020
- „3-pillar“ strategy:
  
  **ICE with 48V - PlugIn Hybrid - BEV**
New brand EQ – Electric mobility @Mercedes-Benz Cars

„Showcar EQ“
Ambitious definition of our EV market targets

Ready for the market

50%
25%
15%
100%

EV Share
Mercedes-Benz Cars
Sales 2025

Greater China
NAFTA
WEU

Highest Potential EV Share
Mercedes-Benz Cars 2025

-illustrative-
Flexible integration of e-mobility in global production network

USA
- Tuscaloosa

Asia
- Beijing

Europe
- Bremen (2019 EQC)
- Rastatt
- Hambach
- Sindelfingen
- Untertürkheim
- Kamenz

1) Competence center for EQ production
2) smart production
Flexible architecture to integrate all types of electrified powertrains

- Combustion engine
- Transmission and integrated E-motor
- Inverter and DCDC
- HV-battery
- On-board-charger
- Charging inlet

- Electric Drive Unit
- HV-battery
- On-board-charger
Charging solutions dedicated to specific customer requirements

AC Charging  Inductive Charging  DC Charging
Taking electric mobility further: Setup of eRoaming and loading infrastructure together with strong partners

- **Work** (80%)
- **Highway** (20%)

**Home**  
Founding shareholder of the eRoaming platform Hubject

**Charging Processes**
1) 2012/ VW 2017  
2) Contract 2016  
3) Contract 2017

**Public Charging Stations**
1) Hubject
2) IONITY
3) ChargePoint

- Partnership with ChargePoint: Support of market entry in Europe
Daimler Group Strategy

Mercedes-Benz Vans
Core & CASE
Mercedes-Benz Vans: sales increase by 7% due to market success of attractive product portfolio

- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vito</td>
<td>23.2</td>
<td>41.3</td>
</tr>
<tr>
<td>Sprinter</td>
<td>45.0</td>
<td>27.0</td>
</tr>
<tr>
<td>X-Class</td>
<td>13.2</td>
<td>15.7</td>
</tr>
<tr>
<td>Citan</td>
<td>5.4</td>
<td>3.2</td>
</tr>
</tbody>
</table>

Daimler AG
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
Turning the van into a data center on wheels

The future of logistics:
- range of up to 270km
- fully automated cargo space
- integrated drones
Our target: No 1 provider of holistic transport and mobility solutions

Sales target
In thousand units

- 2016: 359
- 2017: 401
- 2020: >500

Profitability target
Return on Sales in %

9%
over the cycle
Daimler Group Strategy

Daimler Trucks

Core
Our strategy @ Daimler Trucks

CUSTOMER FOCUS

Innovation Leadership
- efficient & electric
- safe & automated
- connected

Global Market Presence

Global Platforms

COMPANY CULTURE
Strong brands and strong market positions around the world

- NAFTA
- EU 30
- Russia
- Japan
- Brazil
- India
- China
Daimler Trucks further strengthens its global footprint

NAFTA:
- All new heavy-duty truck New Cascadia
- Captive Powertrain
- New medium-duty engine

Europe:
- MB Uptime & Fleetboard App Store
- MB Sideguard Assist & Active Brake Assist 4

Russia:
- Ramp-up cabin production with Joint Venture partner Kamaz

China:
- Production of Auman trucks with joint venture partner Foton

Japan:
- New heavy-duty truck and new brand E-FUSO

India:
- Adding another 10 export markets for FUSO trucks ex Chennai

Brazil:
- New Atego & Actros
- Brazil
- 2017 – 2022: 600 mn. € investment

Indonesia:
- Local production of MB heavy-duty trucks

Entering new markets in LatAm, Africa, Asia, Australia with Regional Centers

Brazil 2017 – 2022: 600 mn. € investment
Efficiency: improving our customers’ bottom line

**Europe:** Mercedes-Benz Actros  
**NAFTA:** Freightliner New Cascadia  
**Japan:** FUSO Super Great

Fuel reduction **up to -15%**  
Next efficiency step **by 2018**

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

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

*Fuel reductions compared to previous model*
Intelligent Platform Management: leveraging our global scale in technology & cost

<table>
<thead>
<tr>
<th>Category</th>
<th>EU</th>
<th>W</th>
<th>FUSO</th>
<th>LA</th>
<th>China</th>
<th>China</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy-duty engines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium-duty engines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transmissions</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Chassis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric/Electronic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cab architecture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Captive component strategy to strengthen market leadership in NAFTA

Penetration rate integrated powertrain in %

Heavy Duty Engines HDEP

<table>
<thead>
<tr>
<th>Year End 2017</th>
<th>As of March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>95</td>
<td>96</td>
</tr>
</tbody>
</table>

Automated Manual Transmission DT 12

<table>
<thead>
<tr>
<th>Year End 2017</th>
<th>As of March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>75</td>
<td>79</td>
</tr>
</tbody>
</table>
Sticking to our target: leader in the truck industry

### Sales target
In thousand units

<table>
<thead>
<tr>
<th>Year</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>415</td>
</tr>
<tr>
<td>2017</td>
<td>471</td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
</tbody>
</table>

### Profitability target
Return on Sales in %

- Over the cycle: 8%
Daimler Group Strategy

Daimler Trucks

CASE
Daimler trucks are online in every region
Connected: MB Uptime boosts logistics performance

- Tested in 1,400 trucks covering 200 million km during pilot phase
- Available in 19 countries now, 8 additional countries in 2018
- Extension for trailer since March 2018

Real-time maintenance support
Efficient repair and upkeep management
Helps to avoid breakdowns
Connected: Fleetboard boosts logistics performance

- Mapping: Allows carriers to check the position and status of their entire fleet on a single map
- Trailer management: Offers transparency even for the trailer
- Logistics: Enables customers to manage orders more efficiently
- Performance analysis: Allows for fuel savings of up to 15 percent.
- Messaging: Provides driver with information on addresses etc.
- Time recording: Provides overview of driving times and rest periods
**Connected: Detroit Connect boosts logistics performance**

<table>
<thead>
<tr>
<th>Analytics</th>
<th>Virtual Technician</th>
<th>Remote Updates</th>
</tr>
</thead>
</table>
| Improves fuel consumption and safety  
- Detects changes in fuel consumption and offers recommendations  
- Reports safety-related events  
- Analysis on the basis of trip, vehicle, and fleet | Reduces service-related downtime  
- Alerts customers to vehicle faults  
- Provides immediate steps for action  
- Analysis of entire fleet history | Updates firmware „over-the-air“  
- Installs firmware for engine, transmission and aftertreatment without workshop visit  
- Remote access to truck from customer office |
Safety: partially automated trucks customer-ready by 2020

**Highway Pilot**

- **Proof of concept** 2014
- **Serial tests** in 9 European countries and USA, over 100,000km on the road
- **Market introduction** by the end of 2020

**Highway Pilot Connect:**
Proof of concept for Europe in 2015; checking out new opportunities in other regions
Testing Truck Platooning in Europe, North America & Asia
Electric, locally emission-free and quiet: Our battery-powered commercial vehicles for urban areas

<table>
<thead>
<tr>
<th>Thomas Built Buses Jouley</th>
<th>Mercedes-Benz eActros</th>
<th>FUSO eCanter</th>
<th>E-FUSO Vision One</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2017:</strong> World premiere</td>
<td><strong>2016:</strong> World premiere</td>
<td><strong>2014:</strong> Innovation fleet</td>
<td><strong>2017:</strong> World premiere</td>
</tr>
<tr>
<td><strong>2018:</strong> Innovation fleet</td>
<td><strong>2018:</strong> Innovation fleet</td>
<td><strong>2017:</strong> Market introduction</td>
<td>~<strong>2021:</strong> Market introduction</td>
</tr>
<tr>
<td><strong>2019:</strong> Small series</td>
<td></td>
<td><strong>End of decade:</strong> Large series</td>
<td></td>
</tr>
</tbody>
</table>
Daimler Group Strategy

Daimler Buses

Core & CASE
Daimler Buses: sales increase by 6% mainly due to higher demand in Latin America

- in thousands of units -

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2017</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU30*</td>
<td>1.4</td>
<td>1.4</td>
</tr>
<tr>
<td>Mexico</td>
<td>0.7</td>
<td>0.5</td>
</tr>
<tr>
<td>Brazil</td>
<td>1.4</td>
<td>1.9</td>
</tr>
<tr>
<td>Latin America (excl. Brazil and Mexico)</td>
<td>0.9</td>
<td>1.2</td>
</tr>
<tr>
<td>Rest of world</td>
<td>0.9</td>
<td>0.7</td>
</tr>
</tbody>
</table>

* European Union, Switzerland and Norway

Daimler AG
The future of public transport
Our target: No 1 in the global bus business

Sales target
In thousand units

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in thousand units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>26.2</td>
</tr>
<tr>
<td>2017</td>
<td>28.6</td>
</tr>
<tr>
<td>2020</td>
<td>~45</td>
</tr>
</tbody>
</table>

Profitability target
Return on Sales in %

- Over the cycle: 6%
Daimler Group Strategy
Daimler Financial Services
Core
We offer a broad variety of financial and mobility services

- 0.4 mn vehicles in fleet management
- 0.4 mn banking customers
- 4.7 mn insurance policies
- 4.9 mn financed or leased vehicles
- 3.1 mn car2go customers
- 13.9 mn mytaxi customers
- 4.4 mn moovel customers
WE FINANCE NEARLY EVERY SECOND VEHICLE SOLD BY DAIMLER

Penetration rates per vehicle segment

- 46%
- 44%
- 24%
- 57%

Global penetration rate DFS in Q1 2018

~51%
Daimler Financial Services: further increase in contract volume to 141.7 billion euros

- in billions of euros -

<table>
<thead>
<tr>
<th>Region</th>
<th>12/31/2017</th>
<th>3/31/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa &amp; Asia-Pacific</td>
<td>29.4</td>
<td>31.3</td>
</tr>
<tr>
<td>Americas</td>
<td>50.7</td>
<td>49.4</td>
</tr>
<tr>
<td>Europe (excl. Germany)</td>
<td>35.6</td>
<td>36.1</td>
</tr>
<tr>
<td>Germany</td>
<td>24.1</td>
<td>24.7</td>
</tr>
</tbody>
</table>
Daimler Financial Services: net credit losses* at low level due to disciplined risk approach

* as a percentage of portfolio, subject to credit risk

Daimler AG
Our target: best financial and mobility services provider

**Portfolio target**
In EUR bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>132.6</td>
</tr>
<tr>
<td>2017</td>
<td>139.9</td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
</tbody>
</table>

**Profitability target**
Return on Equity in %

Annual growth ≥ 5.5%

> 17%
Daimler Group Strategy
Daimler Financial Services
CASE
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.”

Daimler AG
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

TOP FACTS AUTOGRAVITY Q1 2018

- 1.7 million users
- Top-ranked Android & Apple app
- $2.4 bn in total finance requests
Daimler Mobility Services

Total customers in m

- 21.4* (Q1 2018)
- 17.8
- 8.5
- 4.2
- 2.0
- 1.1

*Q1 2018
Three main pillars of our mobility business

**mytaxi**

The world’s first taxi app and leading e-hailing app in Europe with **13.9 mn customers**, available in over **70 cities within 13 countries**. In Europe a mytaxi hail is accepted every second by one of mytaxi’s 160,000+ drivers.

**CAR2GO**

The **worldwide leading** free floating carsharing concept. The car2go service is used by **3.1 mn customers** with more than **14,000 vehicles** at numerous locations in Europe, North America and Asia.

**moovel**

moovel **radically simplifies individual mobility** by combining & offering innovative mobility services to more than **4.4 mn users** worldwide via our services: ticketing apps, on-demand shuttle service, fare connect.

Daimler AG

Daimler Corporate Presentation / May 2018 / Page 94
Daimler Mobility Services: our current portfolio is a strong starting point to conquer the customer interface

<table>
<thead>
<tr>
<th>DAIMLER MOBILITY SERVICES BUSINESS PORTFOLIO*</th>
<th>STRATEGIC TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAR SHARING</td>
<td>RIDE-HAILING</td>
</tr>
<tr>
<td>car2go</td>
<td>mytaxi</td>
</tr>
<tr>
<td>Turo shareholding</td>
<td>CleverTaxi</td>
</tr>
<tr>
<td>Turo</td>
<td>Chauffeur Privé</td>
</tr>
<tr>
<td>Flixbus shareholding</td>
<td>Blacklane shareholding</td>
</tr>
<tr>
<td>Via shareholding</td>
<td>Careem shareholding</td>
</tr>
</tbody>
</table>

**CUSTOMERS**

<table>
<thead>
<tr>
<th>21.4 mn</th>
</tr>
</thead>
</table>

**INTERACTIONS**

<table>
<thead>
<tr>
<th>37.5 mn</th>
</tr>
</thead>
</table>

**CITIES**

<table>
<thead>
<tr>
<th>&gt;100</th>
</tr>
</thead>
</table>

* YTD March 2018; numbers for car2go, moovel, mytaxi, Taxibeat, CleverTaxi.

---

**GENERATE NEW REVENUE**

BY ENTERING A THREE-DIGIT BILLION USD MARKET

**EXTEND DAIMLER ECOSYSTEM**

BY OFFERING ONE-STOP SHOPPING

**PREPARE FOR THE FUTURE**

BY BUIDLING CUSTOMER BASE AND SKILLS

**GROW CUSTOMER BASE**

BY ADDRESSING THEIR FINANCE & MOBILITY NEEDS

---

Daimler AG
## Daimler Mobility Services: ongoing business expansion

<table>
<thead>
<tr>
<th></th>
<th>YTD 03/18</th>
<th>Interactions in millions</th>
<th>Customers in millions</th>
<th>Cities</th>
<th>Combined change*</th>
</tr>
</thead>
<tbody>
<tr>
<td>* car2go, moovel and mytaxi (incl. Beat since 02/17, Clever Taxi since 06/17 and Chauffeur Privé since 03/18) combined, 03/18 (YTD) vs. 03/17 (YTD)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>** Number of cities with ticketing capability of public transit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>car2go</td>
<td>6.3</td>
<td></td>
<td>3.1</td>
<td>26</td>
<td>+76%</td>
</tr>
<tr>
<td>mytaxi</td>
<td>6.2</td>
<td></td>
<td>4.4</td>
<td>17**</td>
<td>+43%</td>
</tr>
<tr>
<td>Combined</td>
<td>25.0</td>
<td></td>
<td>13.9</td>
<td>&gt;70</td>
<td>+86%</td>
</tr>
</tbody>
</table>

* YTD 03/18

Daimler AG
Building an integrated mobility ecosystem

<table>
<thead>
<tr>
<th>VEHICLE MANUFACTURER</th>
<th>ASSET PROVIDER</th>
<th>FLEET OPERATOR</th>
<th>SERVICE PLATFORM</th>
<th>MULTI-MODAL PLATFORM</th>
<th>FUTURE MOBILITY CUSTOMER</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Somebody needs to develop, produce and sell the vehicle”</td>
<td>“Somebody needs to pay for and own the vehicle”</td>
<td>“Somebody needs to take care of the vehicles”</td>
<td>“Somebody needs to offer the individual mobility service to customers”</td>
<td>“Somebody needs to turn various mobility options into one-stop-shopping solutions and ensure integration into smart city transportation solutions”</td>
<td>Consuming „mobility-as-a-service/ self-driving car services”</td>
</tr>
</tbody>
</table>

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

Daimler Mobility Services builds key capabilities for self-driving car services

**FUTURE DAIMLER MOBILITY SERVICES BUSINESS VOLUME**
(incl. autonomous)

**DAIMLER MOBILITY SERVICES BUSINESS VOLUME TODAY**
(non-autonomous)
Daimler AG and BMW Group to combine their mobility services business

- Daimler and BMW signed an agreement to merge their mobility services business units
- Combination of expertise and experience to develop a unique, sustainable ecosystem for urban mobility
- Offer of on-demand mobility in the areas of car sharing, ride hailing, parking, charging and multimodality
- Each company will hold a 50-percent stake in a joint venture comprising both companies’ mobility services
- The formation of the joint venture will produce a significantly positive earnings effect at Daimler Financial Services
- The transaction is subject to examination and approval by the responsible competition authorities
Daimler Group Strategy

Culture
Transforming the Mindset

Customer Orientation  Purpose
Co-Creation

Agility
Learning

Empowerment

Pioneering Spirit  Driven to Win
Cultural changes supported by DigitalLife@Daimler

DigitalLife Day
- 1,000 participants, 32 booths
- 2,122 views on Instagram

DigitalLife Campus
- netWork Camp, 400 international participants
- Social Intranet / Community (internal and external)
- 4 Hackathons, 160 students with mentors from divisions

Ideation & Crowdfunding
- Launch crowdfunding platform at Open Space, 100 Million Challenge with ~1,000 ideas

Awards (external)
- Digital Leader Award, Digital Transformer of the Year...

DigitalLife Tour
- 8 plants, 12 cities, 5,000 visitors
Daimler Group Strategy

Company
Project Future: plans for new divisional structure

Cornerstones

- Plans for three legally independent entities under the roof and lead of Daimler AG
- Targeted new structure will help to better focus on changing requirements of markets and customers
- Strengthening of the corporate structure will serve future success of Daimler
- Agreement with employee representatives on balance of interests will secure the future of Daimler employees
- No final decision yet by Board of Management or Supervisory Board to implement the new divisional structure
- Aim to seek approval for implementing possible new structure at the shareholders’ meeting in 2019
Project Future: current activities

• Based on positive results of a first feasibility study, the Board of Management and the Supervisory Board decided in October 2017 to pursue the Project “Future“.

• Agreement with employee representatives on a comprehensive balance of interests including job guarantees until the end of 2029 and an extraordinary pension contribution of €3 billion.

• Current activities include an extensive and thorough due diligence of all economic, tax-related and organizational issues of the projected structure.

• Analyses comprise more than 700 subsidiaries in more than 60 countries.

• In the case of a positive result of the current feasibility study, the Board of Management and Supervisory Board would give the go-ahead for the new company structure in the course of the year 2018.

• Finally, the new structure would need approval from at least 75% of the Daimler shareholders at the Annual General Meeting in 2019.

• Given the size and complexity of the project, we are well on track.
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Group Financials
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Assumptions for automotive markets in 2018

Car markets
- Global
- Europe
- USA
- China

Medium- and heavy-duty truck markets
- NAFTA region
- EU30
- Japan*
- Brazil
- Indonesia*
  - around +2%
  - slight growth
  - around the prior-year level
  - slight growth
  - significant growth
  - around the prior-year level
  - slight decrease
  - significant growth from low level
  - positive development

Van markets
- EU30
- USA
  - slight growth

Bus markets
- EU30
- Brazil
  - slight growth
  - significant growth

* including light-duty trucks
2018 sales outlook

 мерcedes-benz cars

- Slightly higher unit sales
  - Further growth particularly in China
  - Strong momentum from the wide range of attractive and innovative vehicles

Daimler trucks

- Significantly higher unit sales
  - Significant growth in NAFTA region, Brazil, Indonesia and India
  - Unit sales around the prior-year level in EU30 region and Japan

mercedes-benz vans

- Significantly higher unit sales
  - Significant growth in EU30 region, China and the United States
  - Additional momentum from new X-Class and new Sprinter

Daimler buses

- Significantly higher unit sales
  - Maintain market leadership in core markets
  - Significant sales increase in EU30 region and Latin America
2018 outlook for EBIT

<table>
<thead>
<tr>
<th>DAIMLER</th>
<th>We expect Group EBIT for FY 2018 to be slightly above the prior-year level* based on the following expectations for divisional EBIT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mercedes-Benz Cars</td>
<td>Slightly above the prior-year level</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>Significantly above the prior-year level</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>Slightly below the prior-year level</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>Slightly above the prior-year level</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>In the magnitude of the prior-year level*</td>
</tr>
</tbody>
</table>

* subject to the completion of the mobility services transaction of Daimler and BMW Group as well as Toll Collect settlement with Deutsche Telekom AG and the German Federal Government in 2018
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Daimler follows a conservative Financial Policy

Clear commitment to a single A rating

Balanced approach between shareholder interest and credit providers

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

No share buybacks planned, further pension contributions will be evaluated
Positive Asset Returns and Contributions led to a significantly improved Funded Ratio

Daimler Group’s Funded Ratio Development
Funded Ratio Group & Discount Rate Development DAG 2010 – 03/2018 in %

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

Gross Group Liquidity (in bn EUR)

Net Industrial Liquidity (in bn EUR)

Note: Figures may not be additive due to rounding.
Financing Liabilities Structure 2012 – 2018 YTD

in billions of EUR

Note: Figures may not be additive due to rounding.
Consequent development to global bond 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 Daimler Group

in billions of EUR as of 12 April 2018

Daimler AG
Our funding strategy is built on prudent principles

<table>
<thead>
<tr>
<th>Targeting Financial Independence</th>
<th>Maximizing Financial Flexibility</th>
<th>Stringent Global Funding Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>No dependence from single markets, instruments, banks or investors</td>
<td>Keeping prudent amount of Cash and Committed Credit Facility</td>
<td>Liquidity matched funding</td>
</tr>
<tr>
<td>Diversification of funding sources and instruments: Bank Loans, Bonds, ABS, CP, Deposits</td>
<td>New markets funded via global and local banks first</td>
<td>Interest rate matched funding</td>
</tr>
<tr>
<td>No Covenants, no MAC, no asset pledges, no CSAs</td>
<td>Early capital market funding to save credit capacity in growth regions</td>
<td>Currency matched funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Country matched funding</td>
</tr>
</tbody>
</table>
### Solid rating supports Daimler’s funding

<table>
<thead>
<tr>
<th>Current ratings:</th>
<th>Daimler target:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S&amp;P:</strong></td>
<td>A stable</td>
</tr>
<tr>
<td><strong>Moody’s:</strong></td>
<td>A2 stable</td>
</tr>
<tr>
<td><strong>Fitch:</strong></td>
<td>A- stable</td>
</tr>
<tr>
<td><strong>DBRS:</strong></td>
<td>A stable</td>
</tr>
<tr>
<td><strong>Scope:</strong></td>
<td>A stable</td>
</tr>
</tbody>
</table>

**Daimler target:** Sustaining the A rating at all rating agencies
Contents

Group Financials
Divisional Information
Daimler Group Strategy
Outlook
Funding
Appendix
Daimler’s transition to IFRS 15

What is IFRS 15?
IFRS 15 is a new Standard regarding revenue recognition to be applied from January 1, 2018.

Major effects on Revenue and/or EBIT due to...
- Earlier recognition of sales incentives
- Earlier recognition of certain repurchase agreements
- Different accounting of Contract Manufacturing

Presentation
Financial Statements for 2017 retrospectively adjusted.
Daimler will apply IFRS 15 for the first time for the financial year beginning January 1, 2018

- Restatement of comparative periods of Financial Statements 2018 (interim reports and annual report)
- Daimler used simplifications available under IFRS 15 for transition (e.g. that contracts completed before January 1, 2017 had not to be reassessed)
Income Statement FY 2017: Application of IFRS 15 leads to reduction of earnings mainly in consequence of transition effects

- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>2017 (as reported)</th>
<th>2017 (adjusted)</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>164.330</td>
<td>164.154</td>
<td>-176</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>-129.999</td>
<td>-129.626</td>
<td>373</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td><strong>34.331</strong></td>
<td><strong>34.528</strong></td>
<td><strong>197</strong></td>
</tr>
<tr>
<td>Selling expenses</td>
<td>-12.965</td>
<td>-12.951</td>
<td>14</td>
</tr>
<tr>
<td>General administrative expenses</td>
<td>-3.809</td>
<td>-3.808</td>
<td>1</td>
</tr>
<tr>
<td>Research and non-capitalized development costs</td>
<td>-5.938</td>
<td>-5.938</td>
<td>0</td>
</tr>
<tr>
<td>Other operating income</td>
<td>2.824</td>
<td>2.259</td>
<td>-565</td>
</tr>
<tr>
<td>Other operating expense</td>
<td>-1.042</td>
<td>-1.043</td>
<td>-1</td>
</tr>
<tr>
<td>Profit/loss on equity-method investments, net</td>
<td>1.498</td>
<td>1.498</td>
<td>0</td>
</tr>
<tr>
<td>Other financial income/expenditure, net</td>
<td>-230</td>
<td>-210</td>
<td>20</td>
</tr>
<tr>
<td>Interest income/expenditure, net</td>
<td>-368</td>
<td>-368</td>
<td>0</td>
</tr>
<tr>
<td><strong>Profit before income taxes</strong></td>
<td><strong>14.301</strong></td>
<td><strong>13.967</strong></td>
<td><strong>-334</strong></td>
</tr>
<tr>
<td>Income taxes</td>
<td>-3.437</td>
<td>-3.350</td>
<td>87</td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td><strong>10.864</strong></td>
<td><strong>10.617</strong></td>
<td><strong>-247</strong></td>
</tr>
<tr>
<td>thereof profit attributable to non-controlling interests</td>
<td>-339</td>
<td>-339</td>
<td>0</td>
</tr>
<tr>
<td>thereof profit attributable to shareholders of Daimler AG</td>
<td>10.525</td>
<td>10.278</td>
<td>-247</td>
</tr>
<tr>
<td><strong>Earnings per share (in euros)</strong></td>
<td><strong>9.84</strong></td>
<td><strong>9.61</strong></td>
<td><strong>-0.23</strong></td>
</tr>
<tr>
<td>for profit attributable to shareholders of Daimler AG</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Major effects:

1. Earlier recognition of sales incentives
2. Different accounting of Contract Manufacturing
3. Reclassification of licenses from other operating income to revenue
4. Accounting for certain repurchase agreements as a sale (with a right of return) instead of a lease
5. Different accounting of Contract Manufacturing
6. Accounting for certain repurchase agreements as a sale (with a right of return) instead of a lease
7. Reclassification of licenses from other operating income to revenue
8. Presentation of Cost of Hedging (effect from IFRS 9)
9. Deferred taxes on adjustments

Impact on earnings partially due to transition effect from recognition of sales incentives in Q1/2017
Adjusted key figures due to transition to IFRS 9 and IFRS 15 in FY 2017

<table>
<thead>
<tr>
<th></th>
<th>as reported</th>
<th>adjusted</th>
<th>change</th>
<th>as reported</th>
<th>adjusted</th>
<th>change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daimler Group</strong></td>
<td>164,330</td>
<td>164,154</td>
<td>-176</td>
<td>14,682</td>
<td>14,348</td>
<td>-334</td>
</tr>
<tr>
<td></td>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td><strong>EBIT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>94,695</td>
<td>94,351</td>
<td>-344</td>
<td>9,207</td>
<td>8,843</td>
<td>-364</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>35,707</td>
<td>35,755</td>
<td>+48</td>
<td>2,380</td>
<td>2,383</td>
<td>+3</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>13,164</td>
<td>13,161</td>
<td>-3</td>
<td>1,181</td>
<td>1,147</td>
<td>-34</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>4,351</td>
<td>4,524</td>
<td>+173</td>
<td>243</td>
<td>281</td>
<td>+38</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>23,775</td>
<td>23,776</td>
<td>+1</td>
<td>1,970</td>
<td>1,970</td>
<td>0</td>
</tr>
<tr>
<td>Reconciliation/Eliminations</td>
<td>-7,362</td>
<td>-7,413</td>
<td>-51</td>
<td>-299</td>
<td>-276</td>
<td>+23</td>
</tr>
</tbody>
</table>
Adjusted key figures due to transition to IFRS 9 and IFRS 15 in Q1 2017

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>EBIT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>as reported</td>
<td>adjusted</td>
</tr>
<tr>
<td><strong>Daimler Group</strong></td>
<td>38,776</td>
<td>38,582</td>
</tr>
<tr>
<td></td>
<td><strong>of which</strong></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>22,723</td>
<td>22,521</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>7,940</td>
<td>7,951</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>2,993</td>
<td>2,977</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>900</td>
<td>923</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>5,911</td>
<td>5,911</td>
</tr>
<tr>
<td>Reconciliation/Eliminations</td>
<td>-1,691</td>
<td>-1,701</td>
</tr>
</tbody>
</table>
Balance sheet figures support our A-rating

<table>
<thead>
<tr>
<th></th>
<th>Dec. 31, 2017</th>
<th>March 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daimler Group</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity ratio</td>
<td>24.0%</td>
<td>24.0%</td>
</tr>
<tr>
<td>Gross liquidity</td>
<td>22.1</td>
<td>24.5</td>
</tr>
<tr>
<td>Funded status of pension obligations</td>
<td>-4.5</td>
<td>-4.9</td>
</tr>
<tr>
<td>Funding ratio</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td><strong>Industrial business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity ratio</td>
<td>46.4%</td>
<td>45.9%</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>16.6</td>
<td>18.7</td>
</tr>
<tr>
<td>Free cash flow (January-March)</td>
<td>1.9</td>
<td>1.8</td>
</tr>
</tbody>
</table>

in billions of euros
Continued strong growth in units sales

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017</th>
<th>Q1 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daimler Group</td>
<td>754.3</td>
<td>806.9</td>
<td>+7</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>568.1</td>
<td>594.3</td>
<td>+5</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>94.0</td>
<td>113.8</td>
<td>+21</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>86.8</td>
<td>93.0</td>
<td>+7</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>5.4</td>
<td>5.7</td>
<td>+6</td>
</tr>
</tbody>
</table>

in thousands of units
### Revenue by division

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017*</th>
<th>Q1 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daimler Group</strong></td>
<td>38.6</td>
<td>39.8</td>
<td>+3</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>22.5</td>
<td>23.0</td>
<td>+2</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>8.0</td>
<td>8.6</td>
<td>+8</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>3.0</td>
<td>3.1</td>
<td>+4</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>0.9</td>
<td>0.9</td>
<td>-8</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>5.9</td>
<td>6.0</td>
<td>+2</td>
</tr>
<tr>
<td><strong>Contract volume of Daimler Financial Services</strong></td>
<td>139.9</td>
<td>141.7</td>
<td>+1</td>
</tr>
</tbody>
</table>

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

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

in billions of euros
## Revenue by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2017*</th>
<th>Q1 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daimler Group</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>38.6</td>
<td>39.8</td>
<td>+3</td>
</tr>
<tr>
<td><strong>of which</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>16.1</td>
<td>16.4</td>
<td>+2</td>
</tr>
<tr>
<td><strong>of which Germany</strong></td>
<td>5.8</td>
<td>6.0</td>
<td>+3</td>
</tr>
<tr>
<td>NAFTA</td>
<td>10.8</td>
<td>10.6</td>
<td>-2</td>
</tr>
<tr>
<td><strong>of which United States</strong></td>
<td>9.4</td>
<td>9.1</td>
<td>-4</td>
</tr>
<tr>
<td>Asia</td>
<td>9.2</td>
<td>10.3</td>
<td>+12</td>
</tr>
<tr>
<td><strong>of which China</strong></td>
<td>4.3</td>
<td>5.2</td>
<td>+19</td>
</tr>
<tr>
<td>Other markets</td>
<td>2.4</td>
<td>2.4</td>
<td>+1</td>
</tr>
</tbody>
</table>

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
** excluding revenue of not fully consolidated companies

in billions of euros
EBIT by division

<table>
<thead>
<tr>
<th></th>
<th>Q1 2017*</th>
<th></th>
<th>Q1 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EBIT</td>
<td>RoS/RoE**</td>
<td>EBIT</td>
<td>RoS/RoE**</td>
</tr>
<tr>
<td>Daimler Group</td>
<td>3,771</td>
<td>9.9</td>
<td>3,335</td>
<td>8.3</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>1,998</td>
<td>8.9</td>
<td>2,060</td>
<td>9.0</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>662</td>
<td>8.3</td>
<td>647</td>
<td>7.5</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>337</td>
<td>11.3</td>
<td>172</td>
<td>5.6</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>72</td>
<td>7.8</td>
<td>37</td>
<td>4.4</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>524</td>
<td>19.3</td>
<td>548</td>
<td>17.9</td>
</tr>
<tr>
<td>Reconciliation</td>
<td>178</td>
<td>–</td>
<td>-129</td>
<td>–</td>
</tr>
</tbody>
</table>

* 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 Q1 2018

- in millions of euros -

Actual Q1 2017

Volume/Structure/Net pricing

Foreign exchange rates

Other cost changes

Financial Services

Reconciliation

Disclosed items Q1 2017

Actual Q1 2018

3,771*

-101

-461

+24

-67

-690

3,335

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9), primarily impacting Mercedes-Benz Cars with €236 million

- 183

-267

-240
## Capital expenditure / Research and development

<table>
<thead>
<tr>
<th>in billion euros</th>
<th>Investment in property, plant and equipment</th>
<th>Research and development expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daimler Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.9</td>
<td>6.7</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>4.1</td>
<td>4.8</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>1.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>0.4</td>
<td>0.7</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>0.04</td>
<td>0.04</td>
</tr>
</tbody>
</table>

* average p.a.
Financial flexibility over a 12-month period

- in billions of 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.
# Daimler Investor Relations Events Q2-2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 02 2018</td>
<td>IR Roadshow</td>
<td>Frankfurt</td>
</tr>
<tr>
<td>May 03-04 2018</td>
<td>IR Roadshow</td>
<td>Toronto, New York</td>
</tr>
<tr>
<td>May 04 2018</td>
<td>CFO Roadshow</td>
<td>London</td>
</tr>
<tr>
<td>May 08-09 2018</td>
<td>IR Meetings</td>
<td>Beijing</td>
</tr>
<tr>
<td>May 14-15 2018</td>
<td>IR Meetings</td>
<td>New York</td>
</tr>
<tr>
<td>May 15 2018</td>
<td>CFO Roadshow</td>
<td>Paris</td>
</tr>
<tr>
<td>May 2018</td>
<td>IR Roadshow</td>
<td>Scandinavia</td>
</tr>
<tr>
<td>Jun 05-06 2018</td>
<td>Capital Market Day Daimler Trucks</td>
<td>Portland, OR, USA</td>
</tr>
</tbody>
</table>

For latest dates please see [https://www.daimler.com/investors/events/roadshows/](https://www.daimler.com/investors/events/roadshows/)
Daimler Investor Relations Financial Calendar 2018/Q1 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 27 2018</td>
<td>Interim Report 1st Quarter 2018</td>
</tr>
<tr>
<td>Jul 26 2018</td>
<td>Interim Report 2nd Quarter 2018</td>
</tr>
<tr>
<td>Oct 25 2018</td>
<td>Interim Report 3rd Quarter 2018</td>
</tr>
<tr>
<td>Feb 06 2019</td>
<td>Full Year Results 2018 / Annual Press Conference 2019</td>
</tr>
<tr>
<td>Feb 07 2019</td>
<td>Investor and Analyst Conference</td>
</tr>
</tbody>
</table>

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