WE ENGAGE CUSTOMERS FOR LIFE
We create a holistic and customer-centric ecosystem for connected mobility solutions

1. Offer broad variety of mobility solutions
2. Create frequent customer interaction
3. Gain large-scale customer data
4. Optimize understanding of customer needs
5. Capitalize on upselling opportunities
6. Become trusted mobility companion
7. Create lock-in effects & loyalty

CONNECTED MOBILITY SOLUTIONS (ONE ID)

- Vehicle finance
- Vehicle leasing
- Insurance
- Fleet Management
- Car rental
- Car-based mobility services
- Mobility solutions beyond car
We focus on the individual needs of our customers

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**Dealer**

“We require **added value** to increase sales as well as **fast & easy** systems and processes.”

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**Private customers**

“We expect a **one-stop shopping experience** with **24/7 availability and mobility on demand**.”

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**Corporate customers**

“We need **flexible solutions and optimized total cost of ownership**.”

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**Fleet Mgmt. customers**

“We need **efficient multi-brand fleet management solutions** for our international business.”
LEAN SYSTEMS AND PROCESSES ARE KEY TO AN EXTRAORDINARY CUSTOMER JOURNEY
DEALER

"WE REQUIRE ADDDED VALUE TO INCREASE SALES AS WELL AS FAST & EASY SYSTEMS AND PROCESSES."

"
63% OUTSTANDING LOYALTY RATE

Source: AKA Study 'Automotive Finance 2016', Germany
We enable our dealers to be more successful

**PERFORMANCE**

- **Fast credit decisions** within 15 minutes
- **High automated approval rate**
- **Time saving per customer**

**80%**

**82%**

**45 min**

**STRATEGIC BENEFITS**

- Enable dealer success in a digital world
- Reduce time to retail
- Strengthen market position of Daimler brands
- Own customer interfaces & increase loyalty

*Germany
**UK*
Connecting customers and dealers is just a swipe away with StarMatch

**Fast and easy**
Simple information cards for fast decision making

**Tinder-like user experience**
Easily swipe through offers to find best fitting match

**Tailored**
Suggested packages are tailored to the users’ personal preferences

**Dealer contact and experience**
Sales enabling tool that digitalizes the experience at the dealership
PRIVATE CUSTOMERS

"WE EXPECT A ONE-STOP SHOPPING EXPERIENCE WITH 24/7 AVAILABILITY AND MOBILITY ON DEMAND."
ONLINE RESEARCH QUOTE ON FINANCIAL SERVICES AHEAD OF BRAND DECISION

Source: Google Consumer Survey 2015, UK
Financing at our customers’ fingertips is enabled by a seamless digital customer journey

**Find**
Product finder

**Calculate**
Internet calculator
StarMatch

**Buy**
Online credit check
Direct online financing

**Stay in touch**
Customer portal

**Re-buy**
Personalized offers
We create our products addressing individual needs based on stages of life*

**Generation Y**
- "fast & easy"
- "affordability"
- "everything online"
- "mobility on demand"

**Women**
- "hands-on advice, education"
- "flexibility"
- "personalized service"
- "security"

**Families**
- "added convenience"
- "comfort"
- "premium customer experience"

**Best agers**
- "ownership"
- "personal interaction"
- "security"

*extract
We offer a broad variety of products – from traditional to innovative solutions
We attract younger customers for Daimler brands with tailor-made products

**UP TO 9 YEARS YOUNGER CUSTOMERS**

**A-CLASS**

Online & social media campaigns

Affordability message

Digital customer journey

Fast and easy credit approvals
With our combined packages we ensure total mobility for customers with electric/hybrid vehicles.

**eMOBILITY PACKAGE**

**ELECTRIC VEHICLE OR PLUG-IN HYBRID**

**B FLEXIBLE PACKAGE**

+ **USAGE OF CAR2GO**

+ **USAGE OF MB RENT**
We care for our customers, engaging them for life

**PERFORMANCE**

- Internet calculations per year: 3mn
- Visits online store per week: 15k
- Reachability customer service: 80%

**STRATEGIC BENEFITS**

- Attract new customer groups for Daimler brands
- Turn customers into fans
- Contribute towards Daimler profitability

*Germany
COMMERCIAL CUSTOMERS

WE NEED FLEXIBLE SOLUTIONS AND OPTIMIZED TOTAL COST OF OWNERSHIP.
LEASED, FINANCED, RENTED COMMERCIAL VEHICLES

944,000
We are leading the business from ownership to flexible mobility solutions
We keep on innovating the business with tailor made mobility solutions for our commercial customers.
We delight our commercial customers by offering a broad variety of flexible financial and mobility solutions

PERFORMANCE

Van penetration (global) 41%
Portfolio CharterWay (Germany) 26%
Insurance discounts with safety products (Trucks) Up to 26%

2bn€

STRATEGIC BENEFITS

Offer one-stop shopping solutions
Increased revenues
Increase customer loyalty
FLEET MANAGEMENT CUSTOMERS

WE NEED **EFFICIENT** MULTI-BRAND FLEET MANAGEMENT **SOLUTIONS** FOR OUR INTERNATIONAL BUSINESS.
The European fleet management market is expected to double until 2020.

5.3 mn units (2015) → 10.6 mn units (2020)
The acquisition of Athlon will strengthen our market position

1.1 bn €
Purchase price

1,800
Employees

Almere, NL
Headquarters
We offer 360 degree Fleet Management solutions to our customers – they drive, we care

We offer 360 degree Fleet Management solutions to our customers – they drive, we care.
Our Fleet Management activities greatly contribute towards the overall Daimler strategy

**PERFORMANCE**

International coverage (contracts) 361k

Business mobility (contracts) 24k

Customer satisfaction 75%*

**STRATEGIC BENEFITS**

Own the customer interface

Utilize market potential for Daimler vehicles

Contribute towards Daimler profitability

*% of customers experienced easy business with Athlon, 11-2016
Our customers and dealers attest to our world class service!

CUSTOMER SATISFACTION

DEALER SATISFACTION
Disclaimer

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

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