Contents

**Group Financials**
Divisional Information
Daimler Group Strategy
Outlook
Funding
Appendix
Highlights of Q2 2018

Market launch of the new Mercedes-Benz Sprinter

World premiere of the new A-Class L Sedan and C-Class L Sedan for the Chinese market

Market launch of the new Mercedes-Benz A-Class

Daimler and Bosch intensify the development of fully-automated and driverless driving

New research and development center for automated trucks and buses in Portland, Oregon

Formation of the new global E-Mobility Group for electric driven commercial vehicles

Settlement of the Toll Collect arbitration proceedings

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
High level of net liquidity – 50% of dividend payment recovered in H1

- in billions of euros -

Free cash flow industrial business
H1 2018: €1.8 billion

<table>
<thead>
<tr>
<th>Component</th>
<th>Value</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>+2.3</td>
</tr>
<tr>
<td>Working capital impact</td>
<td>-0.5</td>
</tr>
<tr>
<td>M&amp;A effects</td>
<td>+0.0</td>
</tr>
<tr>
<td>Dividend payment Daimler AG</td>
<td>-3.9</td>
</tr>
<tr>
<td>Other</td>
<td>-0.0</td>
</tr>
<tr>
<td>Net industrial liquidity 6/30/2018</td>
<td>14.5</td>
</tr>
</tbody>
</table>
Further investment growth as a basis for profitable growth and development of future mobility

- in billions of euros -
Contents

Group Financials

Divisional Information

Daimler Group Strategy

Outlook

Funding

Appendix
**Mercedes-Benz Cars**

**Unit sales**  
- in thousands of units -

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>595</td>
<td>591</td>
<td>-1%</td>
</tr>
</tbody>
</table>

**Revenue**  
- in billions of euros -

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>23.6*</td>
<td>22.6</td>
<td>-4%</td>
</tr>
</tbody>
</table>

**EBIT**  
- in millions of euros -

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>2,365*</td>
<td>1,901</td>
<td>-20%</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**

**Q2 2017**

2,365*

- **10.0%**

**Q2 2018**

1,901

- **8.4%**

- **Warranty costs**
- **Temporarily weaker net pricing**
- **Foreign exchange rates**
- **Higher expenses for new technologies and future products**
- **Initiated service activities for diesel vehicles**
- **Production shortfall due to a fire at a supplier’s facility**

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

** Return on sales
Mercedes-Benz Cars: slight sales decrease due to model change of A- and C-Class

- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>smart</td>
<td>37</td>
<td>36</td>
</tr>
<tr>
<td>Sports Cars</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>SUVs</td>
<td>201</td>
<td>208</td>
</tr>
<tr>
<td>S-Class</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>E-Class</td>
<td>100</td>
<td>107</td>
</tr>
<tr>
<td>C-Class</td>
<td>122</td>
<td>118</td>
</tr>
<tr>
<td>A-/B-Class</td>
<td>112</td>
<td>97</td>
</tr>
</tbody>
</table>
Daimler Trucks

**Unit sales**
- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>116</td>
<td>124</td>
<td></td>
</tr>
</tbody>
</table>

**Revenue**
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.0*</td>
<td>9.2</td>
<td></td>
</tr>
</tbody>
</table>

**EBIT**
- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>548*</td>
<td>546</td>
<td></td>
</tr>
</tbody>
</table>

* adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
Daimler Trucks: sales increase by 6% mainly driven by Asia and NAFTA region

- in thousands of units -

<table>
<thead>
<tr>
<th>Region</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest of world</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Europe (EU30*)</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Latin America</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>NAFTA region</td>
<td>42</td>
<td>44</td>
</tr>
<tr>
<td>EU30*</td>
<td>20</td>
<td>21</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>Region</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU30*</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>NAFTA region</td>
<td>39</td>
<td>63</td>
</tr>
<tr>
<td>Latin America</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Asia</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Rest of world</td>
<td>12</td>
<td>41</td>
</tr>
</tbody>
</table>

* European Union, Switzerland and Norway
Daimler Trucks: EBIT

- in millions of euros -

EBIT Q2 2017: 548*
EBIT Q2 2018: 546

6.1%**
5.9%**

** Return on sales

- Higher unit sales especially in the NAFTA region
- Efficiency enhancements
- Customer service measures at Mercedes-Benz Trucks in Q2 2017
- Higher expenses for raw material
- Foreign exchange rates
- Higher costs, mainly related to supply chain constraints

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

Unit sales
- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>103.4</td>
<td>110.9</td>
</tr>
<tr>
<td></td>
<td>+7%</td>
<td></td>
</tr>
</tbody>
</table>

Revenue
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3.3*</td>
<td>3.5</td>
</tr>
<tr>
<td></td>
<td>+6%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT
- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>349*</td>
<td>152</td>
</tr>
<tr>
<td></td>
<td>-56%</td>
<td></td>
</tr>
</tbody>
</table>

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

- in millions of euros -

EBIT Q2 2017: 349*
EBIT Q2 2018: 152

10.5%**

Higher unit sales
Higher expenses for new technologies and new products
Impacts from the Sprinter model change
Initiated service activities for diesel vehicles and delivery delays

- 197

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

Unit sales
- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.5</td>
<td>7.5</td>
<td>+0%</td>
</tr>
</tbody>
</table>

Revenue
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2*</td>
<td>1.1</td>
<td>-12%</td>
</tr>
</tbody>
</table>

EBIT
- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>78*</td>
<td>66</td>
<td>-15%</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
Q2 2017

78*

EBIT
Q2 2018

66

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

6.4%**

- 12

Efficiency enhancements
Foreign exchange rates
Product mix
Inflation-related cost increases

6.1%**
Daimler Financial Services

New business
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17.9</td>
<td>18.3</td>
</tr>
<tr>
<td>Change</td>
<td>+2%</td>
<td></td>
</tr>
</tbody>
</table>

Contract volume
- in billions of euros -

<table>
<thead>
<tr>
<th></th>
<th>12/31/2017</th>
<th>6/30/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>139.9</td>
<td>146.7</td>
</tr>
<tr>
<td>Change</td>
<td>+5%</td>
<td></td>
</tr>
</tbody>
</table>

EBIT
- in millions of euros -

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>522</td>
<td>66</td>
</tr>
<tr>
<td>Change</td>
<td>-87%</td>
<td></td>
</tr>
</tbody>
</table>
Daimler Financial Services: EBIT

- in millions of euros -

**EBIT**

Q2 2017: 522

Q2 2018: -456

**Return on equity**

Q2 2017: 18.8%*

Q2 2018: 2.1%*

* Return on equity

Higher contract volume

Settlement of the Toll Collect arbitration proceedings

Higher interest-rate level

Foreign exchange rates
Contents

Group Financials
Divisional Information
Daimler Group Strategy
Outlook
Funding
Appendix
CORE, CASE, CULTURE, COMPANY: We have set the course for a successful future

CORE
Strengthen our global core business

CULTURE
Innovation, integrity, sustainability, learning

CASE
Lead in tomorrow's technologies

CUSTOMER
The focus of all our products and services

COMPANY
A modern corporate structure
Clear aspiration for all divisions

- Mercedes-Benz Cars: „Most successful premium manufacturer“
- Mercedes-Benz Vans: „No 1 provider of holistic transport and mobility solutions“
- Daimler Trucks: „No 1 in the global Truck business“
- Daimler Buses: „No 1 in the global Bus business“
- Daimler Financial Services: „Best financial and mobility services provider“
Profit targets

Profit targets Return on sales / Return on Equity\(^1\) in %

<table>
<thead>
<tr>
<th>Segment</th>
<th>Target (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mercedes-Benz Cars</td>
<td>8 – 10</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>9</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>8</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>6</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>17</td>
</tr>
</tbody>
</table>

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>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest of world</td>
<td>97</td>
<td>96</td>
</tr>
<tr>
<td>Europe excl. Germany</td>
<td>185</td>
<td>168</td>
</tr>
<tr>
<td>Germany</td>
<td>85</td>
<td>82</td>
</tr>
<tr>
<td>United States</td>
<td>78</td>
<td>78</td>
</tr>
<tr>
<td>China</td>
<td>150</td>
<td>167</td>
</tr>
</tbody>
</table>
Mercedes-Benz Cars in China: continued strong sales growth with higher share of locally produced vehicles

- in thousands of units -

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 YTD 06</th>
</tr>
</thead>
<tbody>
<tr>
<td>locally produced</td>
<td>116</td>
<td>146</td>
<td>250</td>
<td>317</td>
<td>423</td>
<td>252</td>
</tr>
<tr>
<td>imported</td>
<td>123</td>
<td>147</td>
<td>150</td>
<td>171</td>
<td>196</td>
<td>94</td>
</tr>
</tbody>
</table>

Daimler AG
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>YTD 2018</td>
<td>579</td>
</tr>
</tbody>
</table>
Made in China for China: we’re producing four car models and three engine models at BBAC

M270
M264
M274
M276

Rear wheel drive
Front wheel drive
Power-train

E-Class (V/W 213)
GLC (X253)
C-Class (V/W 205)
GLA (X156)

As announced in July 2017, a localized BEV model under EQ brand will be produced in BBAC
Mercedes-Benz Cars and Vans: continued product offensive

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

Daimler AG
With vehicle architecture and modular strategy, we will be more cost efficient, faster and more flexible
High degree of modularity of the entire drive train
Development of CO\textsubscript{2} emissions

Average CO\textsubscript{2}-emissions in g/km Mercedes-Benz Cars fleet in Europe

<table>
<thead>
<tr>
<th>Year</th>
<th>CO\textsubscript{2} emissions in g/km</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>230</td>
</tr>
<tr>
<td>2008</td>
<td>173</td>
</tr>
<tr>
<td>2009</td>
<td>160</td>
</tr>
<tr>
<td>2010</td>
<td>158</td>
</tr>
<tr>
<td>2011</td>
<td>150</td>
</tr>
<tr>
<td>2012</td>
<td>140</td>
</tr>
<tr>
<td>2013</td>
<td>134</td>
</tr>
<tr>
<td>2014</td>
<td>129</td>
</tr>
<tr>
<td>2015</td>
<td>123</td>
</tr>
<tr>
<td>2016</td>
<td>123</td>
</tr>
<tr>
<td>2017</td>
<td>125</td>
</tr>
<tr>
<td>2020</td>
<td>95</td>
</tr>
</tbody>
</table>

* 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
- Long Range PHEV
- BEV / FCEV

Degree of electrification

0%  100%
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
- **Turbocharger**: Innovative boost concept with two-stage turbocharger and electric supercharger
- **Air conditioning**: AC works without running engine

Daimler AG
Hybrid offensive as further step to reach $\text{CO}_2$ targets
Our target: remain No. 1 premium car brand

achieved already in 2016!

Sales target
In thousand units

Profitability target
Return on Sales in %

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (thousand units)</th>
<th>No. 1</th>
<th>Profitability Corridor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2,198</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>2,374</td>
<td>No. 1</td>
<td>8-10%</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

- Touch Controls
- Touchscreen
- Hey Mercedes
- Speech Control
Connect - Anytime. Anywhere.

1.5 million active users
Development steps towards fully automated driving

- Single control functions such as speed selection, braking or lane keeping are automated. Driver in charge.

- Currently offered by MB & legally permissible -

**Level 1**
**Driver Assistance**

**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.

+ enabler for new & complementary mobility services
Sensors for Driver Assistance Package

MULTI MODE RADAR
- 80 m range / opening angle 30°
- 40 m range / opening angle 140°

STEREO MULTI PURPOSE CAMERA
- 500 m range, with 3D capability over a range of 90 m / opening angle 50°

LONG RANGE RADAR
- 250 m range / opening angle 20°
- 70 m range / opening angle 90°

ULTRASONIC SENSORS
- 1.5 m / 4.5 m range
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**

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
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
Californian metropolis will become first pilot testing city for automated driving in 2019
EQ - Electric Intelligence. The new brand for electric mobility as part of our brand portfolio.

Performance
Luxury

Ultimate
Luxury

Modern
Luxury

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

- **€10 billion** investment into e-mobility fleet
- Above **130** electrified alternatives by 2022
- Thereof more than **10 BEV** vehicle types
- **In each series of Mercedes-Benz** at least one electrified version
- **BEV volume share between 15% and 25%** until 2025
- **smart fully electric** in EU/USA until 2020
- **New brand EQ** for electric mobility
- Implementation of **charging infrastructure** in Europe via joint venture “IONITY”
EQC first all electric Mercedes-Benz of the new product and technology brand to be revealed in September 2018
Ambitious definition of our EV market targets

Ready for the market

EV Share
Mercedes-Benz Cars
Sales 2025

Greater China
NAFTA
WEU

Highest Potential EV Share
Mercedes-Benz Cars 2025
Flexible integration of e-mobility in global production network

Daimler Corporate Presentation / Q2 2018 / Page 55
Flexible architecture to integrate all types of electrified powertrains

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

Illustration
Charging network together with partners improve customer experience

Home

Work

Public

Mercedes-Benz GLC F-CELL: Preproduction model
Mercedes-Benz GLE 500 e 4MATIC: comb. fuel consumption: 3.7-3.3 l/100km; comb. power consumption: 18.0-16.7 kWh/100km; CO2 emissions combined: 84-78 g/km
smart EQ fortwo: combined power consumption: 13.5-13.0 kWh/100km; CO2 emissions combined: 0 g/km
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>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vito</strong></td>
<td>29.3</td>
<td>51.7</td>
</tr>
<tr>
<td><strong>Sprinter</strong></td>
<td>51.2</td>
<td>110.9</td>
</tr>
<tr>
<td><strong>V-Class</strong></td>
<td>15.7</td>
<td>27.5</td>
</tr>
<tr>
<td><strong>X-Class</strong></td>
<td>7.1</td>
<td>18.7</td>
</tr>
<tr>
<td><strong>Citan</strong></td>
<td></td>
<td>7.7</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (in thousand units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>359</td>
</tr>
<tr>
<td>2017</td>
<td>401</td>
</tr>
<tr>
<td>2020</td>
<td>&gt;500</td>
</tr>
</tbody>
</table>

Profitability target
Return on Sales in %

9% over the cycle
Daimler Group Strategy
Daimler Trucks
Core
Our Strategy @ Daimler Trucks

We improve total cost of ownership and shape future transportation.

We expand economies of scale and speed up innovation.

We have a global reach and meet local needs.

efficient & electric
safe & automated
reliable & connected

Daimler AG
Our Mission: Make our customers more successful

Best-in-class products in all regions
Customer experience as differentiator
Services beyond the hardware

Measurable Benefits
Ease of Doing Business
Trusted Partner

- Extended Warranty & Service Products
- Connectivity & Uptime
- End-to-End Support & Consulting

Service and Parts Network
Continuous Process Improvement
Customer-focused product development

Daimler AG
Strong brands and strong market positions around the world

- NAFTA #1
- EU 30 #1
- Russia
- Japan #3
- Brazil #2
- China
- India #4
CHINA: We are well prepared to tap into the biggest market

**Biggest market** of commercial vehicles and promising **growth perspective**.

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

**Strong, committed partnership with Foton**

**Product Launches 2017**
- EST-A
- EST
- ETX
- GTL

Our Joint venture BFDA delivers **strong sales**. Over **100k** trucks **sold** in 2017.
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
Our global platform roll-out has come far
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.
Captive component strategy to strengthen market leadership in NAFTA

Penetration rate integrated powertrain in %

Year End 2017 | As of June 2018
---|---
Heavy Duty Engines HDEP | 95 | 96
Automated Manual Transmission DT 12 | 75 | 81
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**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net improvements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Net improvements**

>1,400 mn €

Fully effective in 2019

Daimler AG
Sticking to our target: leader in the truck industry

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>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 %

8% over the cycle
Daimler Group Strategy
Daimler Trucks
CASE
Our invest in future technologies in 2018 and 2019 @ DT

Total R&D investment (2018 – 2019)

> 2.5 bn €


> 500 mn €
We make a lot of progress in future technologies

- **Connected**
- **Electric**
- **Automated**

**Gain Headline**

**Gain Knowledge**

**Gain Business**

- Platooning
- Active Safety
Daimler trucks are online in every region

Mercedes-Benz
Uptime

FLEET BOARD

DETOIT CONNECT

TRUCK CONNECT
### Connected: Detroit Connect boosts logistics performance

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

Daimler AG

Daimler Corporate Presentation / Q2 2018 / Page 78
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
We will deliver level 2 soon

LEVEL 0 Driver
LEVEL 1 Function-specific automation
LEVEL 2 Partial automation
LEVEL 3 Conditional automation
LEVEL 4 High automation
LEVEL 5 Full automation

TODAY
FUTURE
SOON

Daimler AG
We are pioneering electric trucks 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 Jouley

06/2018: Presentation of Freightliner eCascadia and eM2

09/2010: First prototype of FUSO eCanter

07/2016: Mercedes-Benz eActros technology concept, one of the first e-trucks for heavy distribution

07/2017: Start of production FUSO eCanter

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

02/2018: Presentation of Mercedes-Benz eActros
Electric, locally emission-free and quiet: Our battery-powered commercial vehicles for urban areas

Thomas Built Buses Jouley
- 2017: World premiere
- 2018: Innovation fleet
- 2019: Small series

Mercedes-Benz eActros
- 2016: World premiere
- 2018: Innovation fleet
- ~2021: Market introduction

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

Freightliner eCascadia & eM2
- 2018: World premiere
- 2019: Innovation fleet
- 2021: Market introduction
Freightliner eCascadia and eM2: leading the charge
Daimler Group Strategy
Daimler Buses
Core & CASE
Daimler Buses: higher unit sales in Brazil and India

- in thousands of units -

<table>
<thead>
<tr>
<th>Region</th>
<th>Q2 2017</th>
<th>Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rest of world</td>
<td>0.9</td>
<td>1.1</td>
</tr>
<tr>
<td>Latin America (excl. Brazil and Mexico)</td>
<td>1.3</td>
<td>0.9</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.1</td>
<td>2.5</td>
</tr>
<tr>
<td>Mexico</td>
<td>1.0</td>
<td>0.8</td>
</tr>
<tr>
<td>EU30*</td>
<td>2.2</td>
<td>2.2</td>
</tr>
</tbody>
</table>

* European Union, Switzerland and Norway
World premiere of fully electrically powered Mercedes-Benz Citaro
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 (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 %

6% over the cycle
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
- 4.8 mn insurance policies
- 5.1 mn financed or leased vehicles
- 3.2 mn car2go customers
- 15.3 mn Ride-Hailing Group customers
- 5.0 mn moovel customers
WE FINANCE NEARLY EVERY SECOND VEHICLE SOLD BY DAIMLER

Penetration rates per vehicle segment

- 40%
- 42%
- 23%
- 56%

Global penetration rate DFS in Q2 2018

~50%
Daimler Financial Services: further increase in contract volume to 146.7 billion euros

- **in billions of euros** -

<table>
<thead>
<tr>
<th>Region</th>
<th>12/31/2017</th>
<th>6/30/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa &amp; Asia-Pacific</td>
<td>29.4</td>
<td>32.4</td>
</tr>
<tr>
<td>Americas</td>
<td>50.7</td>
<td>52.2</td>
</tr>
<tr>
<td>Europe (excl. Germany)</td>
<td>35.6</td>
<td>36.7</td>
</tr>
<tr>
<td>Germany</td>
<td>24.1</td>
<td>25.3</td>
</tr>
</tbody>
</table>

139.9 → 146.7

Daimler AG
Daimler Financial Services: net credit losses* at low level due to disciplined risk approach

* as a percentage of portfolio, subject to credit risk
Our target: best financial and mobility services provider

Portfolio target
in billions of EUR

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (billion EUR)</th>
<th>Annual growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>132.6</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>139.9</td>
<td>≥ 5.5%</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Profitability target
Return on Equity in %

> 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 investment rationale behind AutoGravity engagement**

**TOP FACTS AUTOGRAVITY Q2 2018**

- 1.8 million users
- Top-ranked Android & Apple app
- Over $3 bn in total finance requests

**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
Our Customers mobility needs will change

**TODAY**

**BUYING**
(car-based) mobility as a **product**

Enabler: Finance & Lease

**TOMORROW**

**CONSUMING**
(car-based) mobility as a **service**

Enabler: Finance & Lease
Daimler Mobility Services

Total customers in m

- 23.5* (Q2 2018)
- 17.8
- 8.5
- 4.2
- 2.0
- 1.1

*Q2 2018
The expansion of our footprint is a result of our comprehensive mobility strategy.
Three main pillars of our mobility business

The Ride-Hailing Group contains the brands mytaxi, Beat, Clever Taxi and Chauffeur Privé with **15.3 mn customers**, available in over **80 cities within 13 countries**. In Europe a mytaxi hail is accepted every second by one of mytaxi’s 100,000+ drivers.

The **worldwide leading** free floating carsharing concept. The car2go service is used by **3.2 mn customers** with more than **14,000 vehicles** at numerous locations in Europe, North America and Asia.

**moovel radically simplifies individual mobility** by combining & offering innovative mobility services to more than **5.0 mn users** worldwide via our services: ticketing apps, on-demand shuttle service, fare connect.
Daimler Mobility Services: our current portfolio is a strong starting point to conquer the customer interface

DAIMLER MOBILITY SERVICES
BUSINESS PORTFOLIO*

CAR SHARING
- car2go
- Turo
  shareholding

RIDE-HAILING
- mytaxi
- CleverTaxi
- Beat
- Chauffeur Privé
- Blacklane
  shareholding
- Via
  shareholding
- Careem
  shareholding
- Taxify
  shareholding

MULTI-MODAL
- moovel

23.5 mn
CUSTOMERS
42.4 mn
INTERACTIONS
>120
CITIES

STRATEGIC TARGETS

GENERATE NEW REVENUE
BY ENTERING A THREE-DIGIT BILLION USD MARKET

EXTEND DAIMLER ECOSYSTEM
BY OFFERING ONE-STOP SHOPPING

PREPARE FOR THE FUTURE
BY BUILDING CUSTOMER BASE AND SKILLS

GROW CUSTOMER BASE
BY ADDRESSING THEIR FINANCE & MOBILITY NEEDS

* YTD June 2018; numbers for car2go, moovel, mytaxi, Beat, Clever Taxi and Chauffeur Privé.
Combining forces with BMW to enhance the offer for the customer

Subject to antitrust approval
BMW and DAIMLER share a joint target picture

- SELF-DRIVING & ELECTRIC
- ON-DEMAND
- FLEETS IN CITIES

- CHARGING
- PARKING
- SUPPORT SERVICES
- CONNECTIVITY & AI
- ROUTING
- FLEET DISTRIBUTION
- MAINTENANCE
- VEHICLE PROVISION

Daimler AG
Our business is strongly future oriented

The diagram illustrates the different roles in the DFS (Daimler Financial Services) business model:

**ASSET PROVIDER**
- "Somebody needs to pay for and own the vehicle"
- Mercedes-Benz Financial
- Daimler Truck Financial
- Mercedes-Benz Insurance
- CharterWay

**FLEET OPERATOR**
- "Somebody needs to take care of the vehicles"
- Daimler

**SERVICE PLATFORM**
- "Somebody needs to offer the individual mobility service to customers"
- AThLON
- mytaxi
- CAR2GO
- moovel
- AUTOGRAVITY

**FUTURE MOBILITY CUSTOMER**
- Consuming "mobility-as-a-service/self-driving car services"

The scope of the current DFS business includes these roles and services.
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.

**Daimler Mobility Services Business Volume Today** (non-autonomous)

**Future Daimler Mobility Services Business Volume** (incl. autonomous)
Self-driving technology will 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

FUTURE SELF-DRIVING CAR SERVICES
Daimler Group Strategy

Culture
Our success is rooted in a strong and evolving culture
Transforming the Mindset

- Customer Orientation
- Purpose
- Co-Creation
- Agility
- Learning
- Empowerment
- Pioneering Spirit
- Driven to Win
Daimler Group Strategy
Company
PROJECT FUTURE will create a strong family of companies with three legally independent divisions

Our guiding principles

- The Daimler family will be preserved and further strengthened
- We will be less complex and closer to our customers
- We will build legally independent divisions under the umbrella of Daimler AG alongside the existing legally independent division Daimler Financial Services
- The new divisions will retain a substantial size and will continue to work closely together and leverage synergies
- All divisions will be German co-determined companies

The structure we envision

We are a family united under the umbrella of Daimler AG

Daimler AG

Mercedes-Benz AG

- Mercedes-Benz Cars
- Mercedes-Benz Vans

Daimler Truck AG

- Daimler Trucks
- Daimler Buses

Daimler Mobility AG

- Daimler Financial Services
- Daimler Mobility Services

1) After the Board of Management and the Supervisory Board of Daimler AG made their final decision on implementing the new structure in July 2018, our shareholders will have to make their vote in the general annual meeting in 2019.

2) Daimler Financial Services AG is planning to rename itself Daimler Mobility AG. The business division Daimler Financial Services already represents the Daimler group’s mobility portfolio.
Our new structure will create significant benefits for Daimler

- Strengthen own business units
  - accountability/transparency
- Strengthen entrepreneurial spirit & focus
- Facilitate cooperation potential
- Gain optionality and speed to address changing competitive environment
- Analysis and process provide strategic business impulses
- Increase management focus on strategic decision making
- Clear legal entity structures
- Create flexibility
- Increase operational efficiency
- Enhance transparency of underlying business
PROJECT FUTURE is a consecutive building block of an even more customer-oriented company structure.

**Customers**
- **Customer Dedication**
  - New organizational structure to increase customer proximity
  - We have been working to focus our divisions completely on our customers' needs

**Markets**
- **Legal Entity Dedication**
  - Organizational realignment through legal entities
  - We have set up new companies in our international markets to better adapt to the specific needs of each country and market

**Organization**
- **PROJECT FUTURE**
  - Legal separation of divisions
  - We are continuing down this road by creating the right corporate structure

**Revenue increase**
Major milestones of PROJECT FUTURE

- **16.10.2017**
  - **Start**
    - Board of Management and Supervisory Board greenlight start of project

- **26.07.2018**
  - **Company decision**
    - Approval of implementation by Board of Management and Supervisory Board

- **22.05.2019 (AGM)**
  - **Decision of shareholders**
    - Final approval would have to be given by shareholders at our general meeting

- **Autumn 2019**
  - **Go-live**
    - Following shareholder approval, we will implement the new structure in autumn 2019

**2017**
- **Due diligence**
  - **05.04.2018**
    - Annual general meeting

**2018**
- **Implementation**
  - **06.02.2019**
    - Annual Press Conference 2019
    - Full Year Results 2018

**2019**
- **Go Live**
Contents

Group Financials
Divisional Information
Daimler Group Strategy
**Outlook**
Funding
Appendix
## Assumptions for automotive markets in 2018

### Car markets

- **Global**: around +2%
- **Europe**: slight growth
- **USA**: around the prior-year level
- **China**: slight growth

### Medium- and heavy-duty truck markets

- **NAFTA region**: significant growth
- **EU30**: around the prior-year level
- **Japan**: slight decrease
- **Brazil**: significant growth from low level
- **Indonesia**: positive development

### Van markets

- **EU30**: slight growth
- **USA**: slight growth

### Bus markets

- **EU30**: slight growth
- **Brazil**: significant growth

* including light-duty trucks
2018 sales outlook

**Unit sales around the prior-year level**
Supported by wide range of attractive and innovative vehicles
Further growth in China

**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

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

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

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

* subject to the completion of the mobility services transaction of Daimler and BMW Group in 2018
Contents

Group Financials
Divisional Information
Daimler Group Strategy
Outlook
Funding
Appendix
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
Daimler renewed and increased its syndicated credit facility

- Renewal of syndicated €9 billion credit facility (maturing in September 2020)
- Increase to €11 billion
- Tenor of 5 years + 1 + 1, i.e. until 2023 + 2 years
- Syndicate of international banks mostly unchanged together with excellent support by relationship banks
- No covenants, rating triggers, etc.
- It is not intended to draw the credit facility

Secure significant long-term liquidity reserve at favorable cost
Positive Asset Returns and Contributions led to a significantly improved Funded Ratio
Daimler follows a conservative financial management approach and further strengthened the balance sheet...

Gross Group Liquidity (in bn EUR)

<table>
<thead>
<tr>
<th>Year</th>
<th>Financial Services</th>
<th>Industrial Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>13.0</td>
<td>10.8</td>
</tr>
<tr>
<td>2013</td>
<td>11.9</td>
<td>10.1</td>
</tr>
<tr>
<td>2014</td>
<td>16.3</td>
<td>13.5</td>
</tr>
<tr>
<td>2015</td>
<td>18.2</td>
<td>15.4</td>
</tr>
<tr>
<td>2016</td>
<td>21.7</td>
<td>18.2</td>
</tr>
<tr>
<td>2017</td>
<td>22.1</td>
<td>18.4</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>24.7</td>
<td>21.2</td>
</tr>
</tbody>
</table>

Net Industrial Liquidity (in bn EUR)

<table>
<thead>
<tr>
<th>Year</th>
<th>Financial Services</th>
<th>Industrial Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>11.5</td>
<td>10.8</td>
</tr>
<tr>
<td>2013</td>
<td>13.8</td>
<td>10.1</td>
</tr>
<tr>
<td>2014</td>
<td>17.0</td>
<td>13.5</td>
</tr>
<tr>
<td>2015</td>
<td>18.6</td>
<td>15.4</td>
</tr>
<tr>
<td>2016</td>
<td>19.7</td>
<td>18.2</td>
</tr>
<tr>
<td>2017</td>
<td>16.6</td>
<td>18.4</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>14.5</td>
<td>21.2</td>
</tr>
</tbody>
</table>

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.

Daimler AG
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 30 June 2018
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 |
## Solid rating supports Daimler’s funding

<table>
<thead>
<tr>
<th>Current ratings</th>
<th>S&amp;P:</th>
<th>A stable</th>
<th>A-1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Moody’s:</td>
<td>A2 stable</td>
<td>P-1</td>
</tr>
<tr>
<td></td>
<td>Fitch:</td>
<td>A- stable</td>
<td>F2</td>
</tr>
<tr>
<td></td>
<td>DBRS:</td>
<td>A stable</td>
<td>R-1 (low)</td>
</tr>
<tr>
<td></td>
<td>Scope:</td>
<td>A stable</td>
<td>S-1</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
## Key balance sheet and financial figures

<table>
<thead>
<tr>
<th></th>
<th>Dec. 31, 2017</th>
<th>June 30, 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>23.8%</td>
</tr>
<tr>
<td>Gross liquidity</td>
<td>22.1</td>
<td>24.7</td>
</tr>
<tr>
<td>Funded status of pension obligations</td>
<td>-4.5</td>
<td>-5.2</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>45.6%</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>16.6</td>
<td>14.5</td>
</tr>
<tr>
<td>Free cash flow (January-June)</td>
<td>3.0</td>
<td>1.8</td>
</tr>
</tbody>
</table>

In billions of euros
## Units sales by division

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017</th>
<th>Q2 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Daimler Group</strong></td>
<td>822.5</td>
<td>833.0</td>
<td>+1</td>
</tr>
<tr>
<td><strong>of which</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>595.2</td>
<td>590.7</td>
<td>-1</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>116.4</td>
<td>123.9</td>
<td>+6</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>103.4</td>
<td>110.9</td>
<td>+7</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>7.5</td>
<td>7.5</td>
<td>+0</td>
</tr>
</tbody>
</table>

*in thousands of units*
### Revenue by division

<table>
<thead>
<tr>
<th></th>
<th>Q2 2017*</th>
<th>Q2 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>41.2</td>
<td>40.8</td>
<td>-1</td>
</tr>
<tr>
<td><strong>of which</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mercedes-Benz Cars</td>
<td>23.6</td>
<td>22.6</td>
<td>-4</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td>9.0</td>
<td>9.2</td>
<td>+2</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td>3.3</td>
<td>3.5</td>
<td>+6</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td>1.2</td>
<td>1.1</td>
<td>-12</td>
</tr>
<tr>
<td>Daimler Financial Services</td>
<td>5.9</td>
<td>6.3</td>
<td>+6</td>
</tr>
<tr>
<td><strong>Contract volume of Daimler Financial Services</strong></td>
<td><strong>139.9</strong></td>
<td><strong>146.7</strong></td>
<td>+7</td>
</tr>
</tbody>
</table>

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

** figures as of December 31, 2017 and June 30, 2018

*in billions of euros*
### Revenue by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Q2 2017*</th>
<th>Q2 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daimler Group</td>
<td>41.2</td>
<td>40.8</td>
<td>-1</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>17.1</td>
<td>17.3</td>
<td>+1</td>
</tr>
<tr>
<td>of which Germany</td>
<td>6.2</td>
<td>6.2</td>
<td>+1</td>
</tr>
<tr>
<td>NAFTA</td>
<td>11.8</td>
<td>11.5</td>
<td>-2</td>
</tr>
<tr>
<td>of which United States</td>
<td>10.1</td>
<td>9.7</td>
<td>-4</td>
</tr>
<tr>
<td>Asia</td>
<td>9.7</td>
<td>9.5</td>
<td>-2</td>
</tr>
<tr>
<td>of which China**</td>
<td>4.8</td>
<td>4.5</td>
<td>-6</td>
</tr>
<tr>
<td>Other markets</td>
<td>2.6</td>
<td>2.5</td>
<td>-5</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>Q2 2017*</th>
<th></th>
<th>Q2 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><strong>Daimler Group</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,747</td>
<td>9.1</td>
<td>2,640</td>
<td>7.5</td>
</tr>
<tr>
<td>of which</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mercedes-Benz Cars</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,365</td>
<td>10.0</td>
<td>1,901</td>
<td>8.4</td>
</tr>
<tr>
<td><strong>Daimler Trucks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>548</td>
<td>6.1</td>
<td>546</td>
<td>5.9</td>
</tr>
<tr>
<td><strong>Mercedes-Benz Vans</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>349</td>
<td>10.5</td>
<td>152</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Daimler Buses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>78</td>
<td>6.4</td>
<td>66</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Daimler Financial Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>522</td>
<td>18.8</td>
<td>66</td>
<td>2.1</td>
</tr>
<tr>
<td><strong>Reconciliation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-115</td>
<td>–</td>
<td>-91</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 Q2 2018

- in millions of euros -

<table>
<thead>
<tr>
<th>Actual Q2 2017</th>
<th>Volume/Structure/Net pricing</th>
<th>Foreign exchange rates</th>
<th>Other cost changes</th>
<th>Financial Services</th>
<th>Reconciliation</th>
<th>Disclosed items</th>
<th>Actual Q2 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,747*</td>
<td>-257</td>
<td>-278</td>
<td>-164</td>
<td>-38</td>
<td>+24</td>
<td>-394</td>
<td>2,640</td>
</tr>
</tbody>
</table>

- **Cars**
  -399
  +113
  +30
  -1

- **Trucks**
  -177
  -109
  -3
  -31

- **Vans**
  -3
  -233
  -223
  -21

- **Buses**
  +11
  +111
  +111
  -11

- **Cars**
  -177
  -109
  -3
  -31
  -233
  -223
  -21

- **Trucks**
  -177
  -109
  -3
  -31
  -233
  -223
  -21

- **Vans**
  -3
  -233
  -223
  -21

- **Buses**
  +11
  +111
  +111
  +11

* * adjusted based on new IFRS 15 standards including cost of hedging (IFRS 9)
** in Q2 2017

Daimler AG
### Capital expenditure / Research and development

<table>
<thead>
<tr>
<th></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></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1</td>
<td>4.8</td>
</tr>
<tr>
<td>Daimler Trucks</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Mercedes-Benz Vans</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.4</td>
<td>0.7</td>
</tr>
<tr>
<td>Daimler Buses</td>
<td></td>
<td></td>
</tr>
<tr>
<td></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.

Daimler AG
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 Q3-2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul 26-27 2018</td>
<td>CFO Roadshow</td>
<td>Frankfurt</td>
</tr>
<tr>
<td>Jul 30-31 2018</td>
<td>IR Roadshow</td>
<td>London</td>
</tr>
<tr>
<td>Aug 02-03 2018</td>
<td>IR Roadshow</td>
<td>Boston/New York</td>
</tr>
<tr>
<td>Sep 04 2018</td>
<td>EQC premiere @ me Convention</td>
<td>Stockholm</td>
</tr>
<tr>
<td>Sep 20-21 2018</td>
<td>IAA Commercial Vehicles</td>
<td>Hanover</td>
</tr>
<tr>
<td>Sep 25-26 2018</td>
<td>IR Meetings</td>
<td>Munich</td>
</tr>
<tr>
<td>Oct 02 2018</td>
<td>Paris Motor Show</td>
<td>Paris</td>
</tr>
</tbody>
</table>

For latest dates please see [https://www.daimler.com/investors/events/roadshows/](https://www.daimler.com/investors/events/roadshows/)
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<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>
<tr>
<td>Apr 25 2019</td>
<td>Interim Report 1st Quarter 2019</td>
</tr>
<tr>
<td>May 22 2019</td>
<td>Annual Meeting 2019</td>
</tr>
<tr>
<td>Jul 24 2019</td>
<td>Interim Report 2nd Quarter 2019</td>
</tr>
<tr>
<td>Oct 23 2019</td>
<td>Interim Report 3rd Quarter 2019</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 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.