



Annual Results Conference 2020

February 18, 2021

Daimler: Key messages

Financial targets achieved

Restructuring measures increased

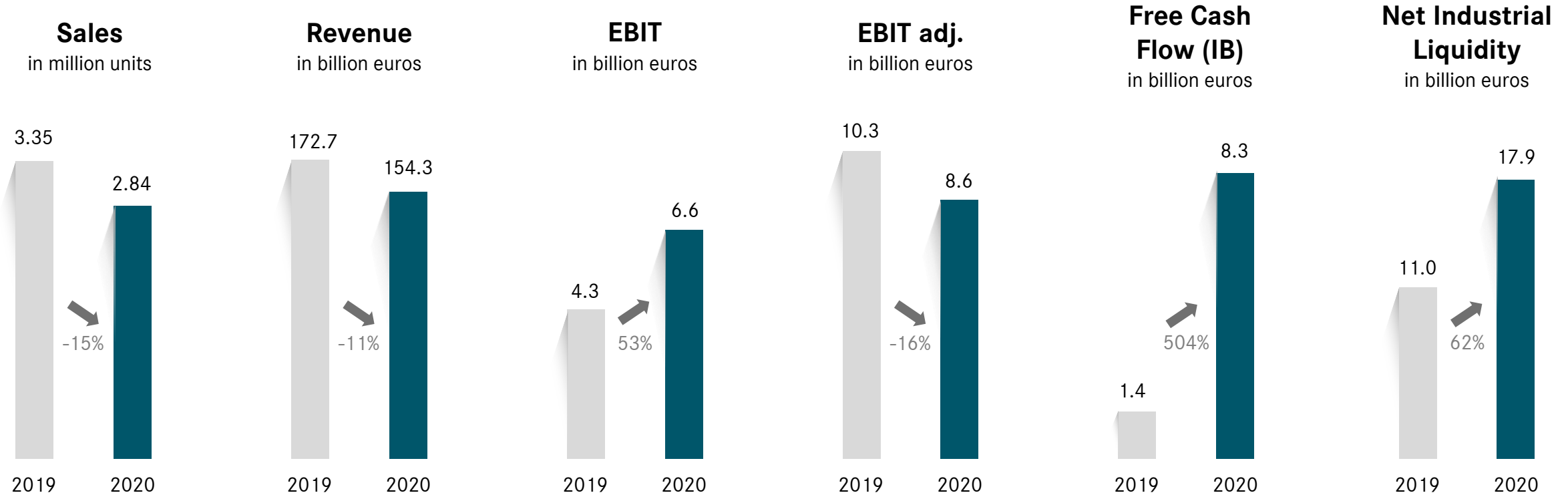
Strategy in all divisions refocused

Future corporate structure planned

Significant earnings progress expected in 2021



Daimler: Key figures





Review 2020

Mercedes-Benz Cars: Highlights

Mercedes-Benz: the world's leading luxury car brand;
new sales record in China

Tripled worldwide xEV sales; met European CO₂ targets for
passenger cars in 2020; next steps towards “Ambition 2039”

New Mercedes-Benz strategy targeting a leading position
in electric drive and car software

New S-Class introduced; Factory 56 accelerating to full capacity

Successful implementation of cost efficiency measures,
rightsizing of industrial footprint



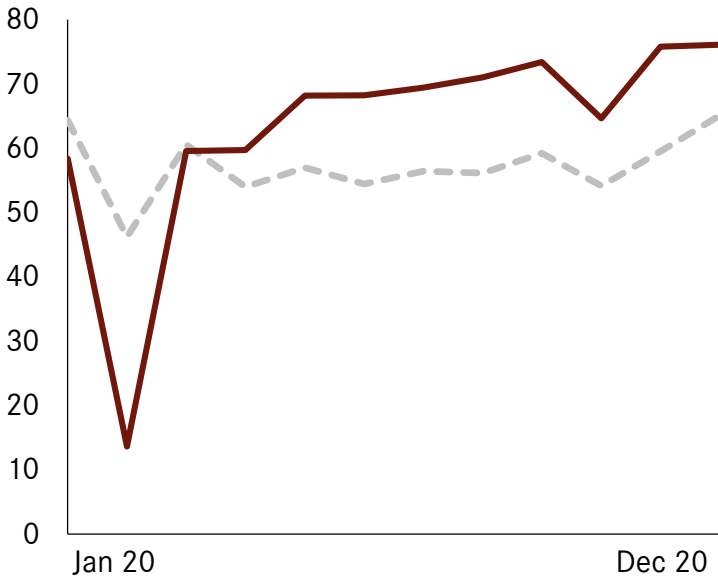
Mercedes-Benz Cars: Business recovery

Group sales of Mercedes-Benz passenger cars per month

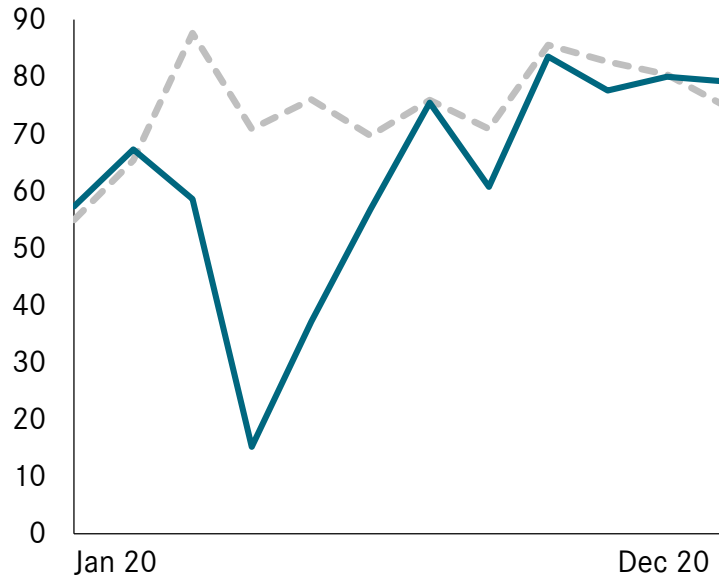
in thousand units

----- 2019

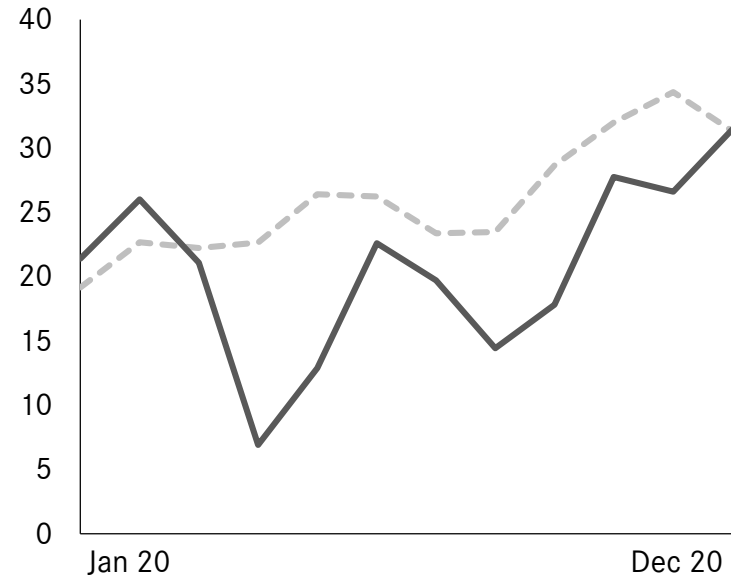
China



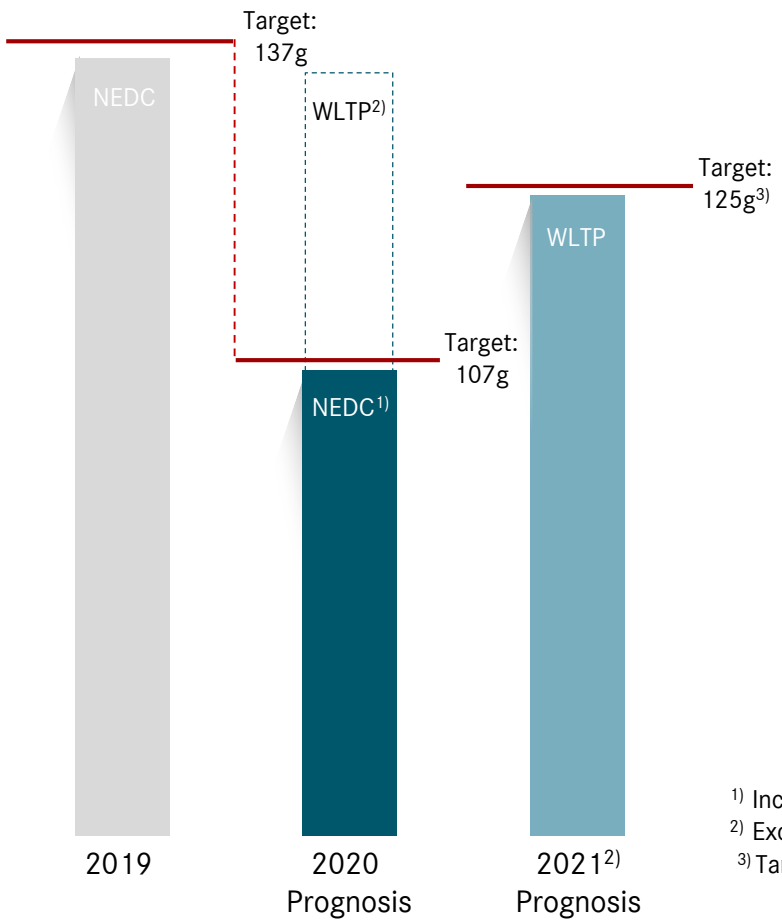
Europe



United States



Mercedes-Benz Cars: CO₂ compliance Europe



¹⁾ Incl. UK and Phase-In, Super Credits & Eco Innovation Credits
²⁾ Excl. UK and Phase-In, Super Credits & Eco Innovation Credits
³⁾ Target depends on fleet emission value 2020 (NEDC/WLTP) & fleet mix 2021



Mercedes-Benz Vans: Highlights

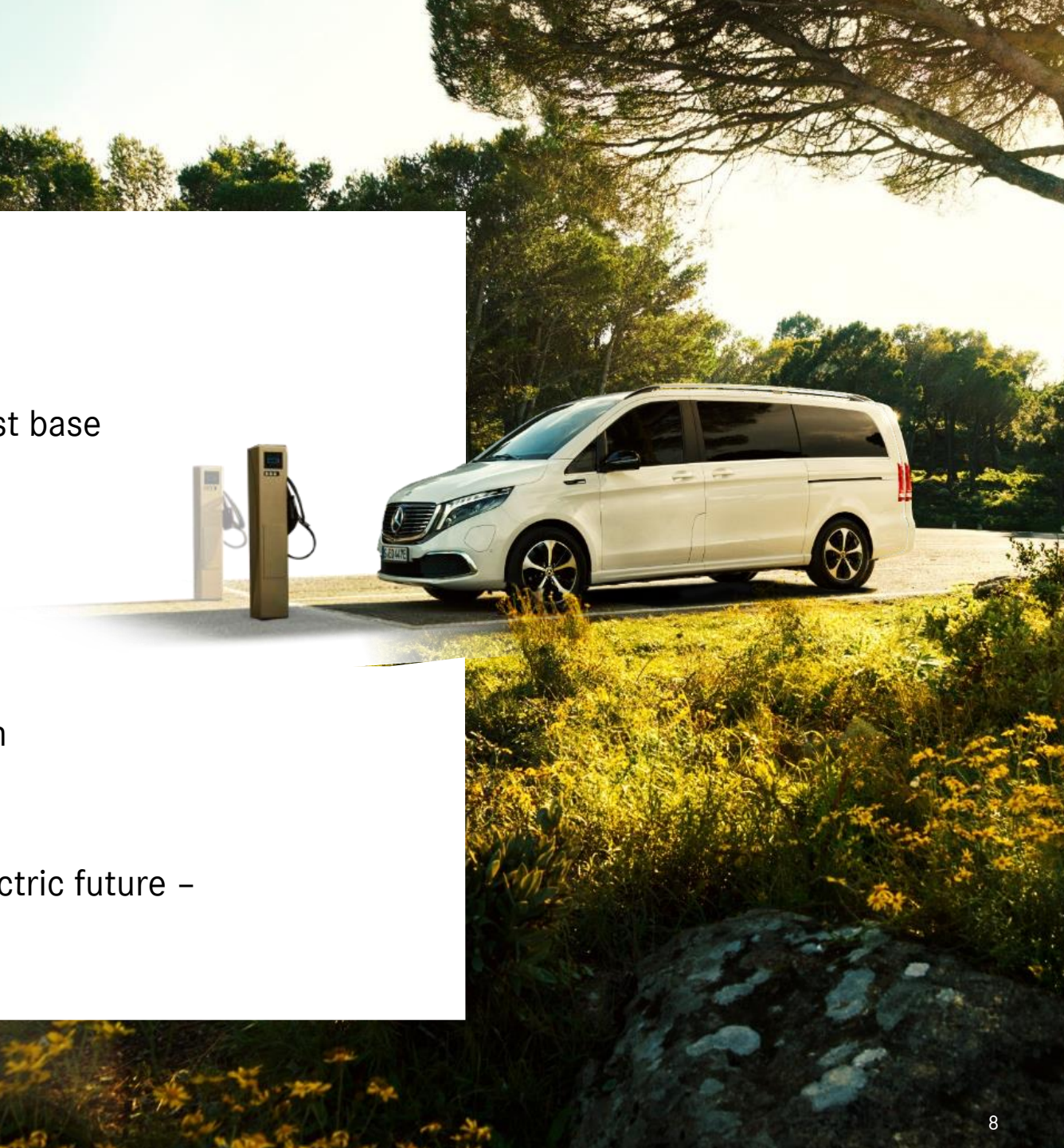
Financial turnaround achieved; significantly improved cost base

Market leader in premium van, industry's richest mix

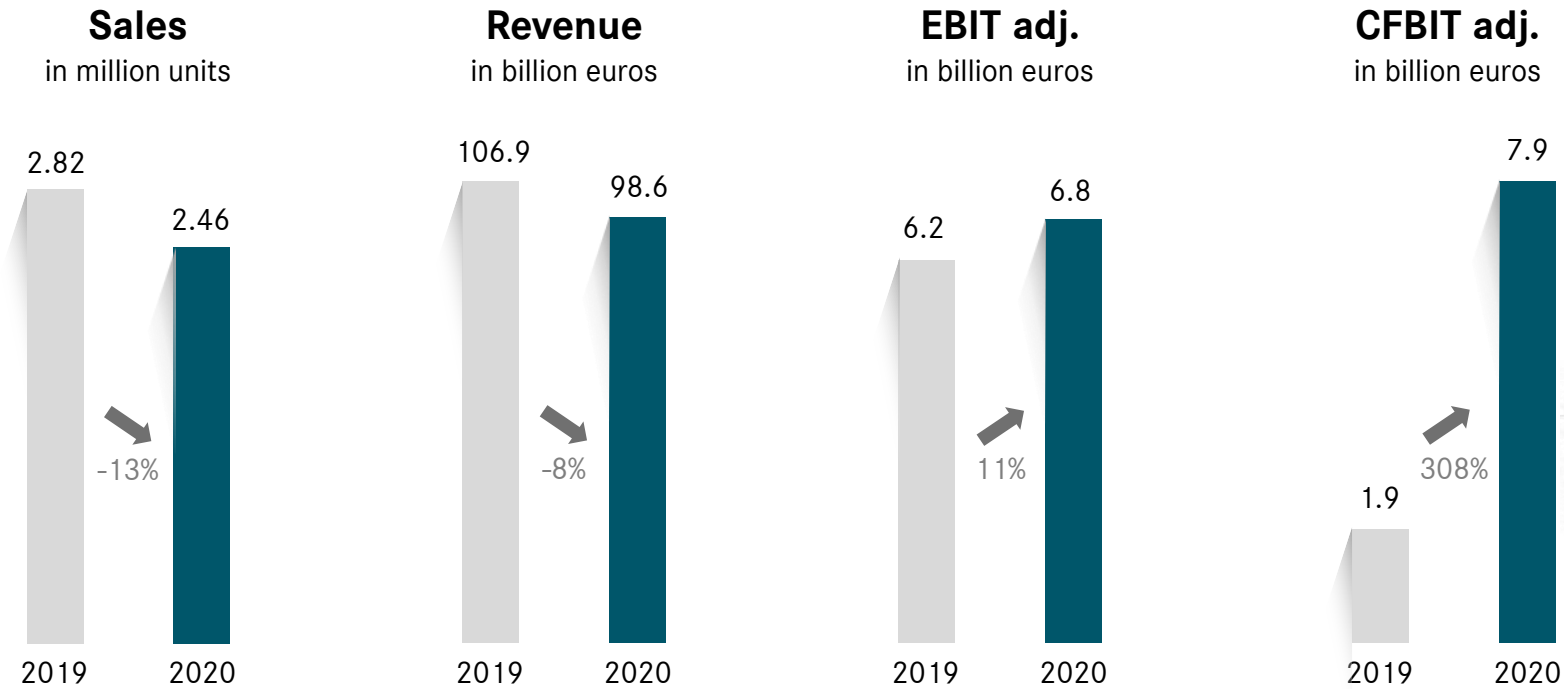
Strong H2 sales performance

Market leader in Europe in electric mid-size and large van segments; Launched eSprinter and EQV, rolled-out eVito

Continued portfolio renewal; accelerating towards an electric future – eSprinter 2.0 announced

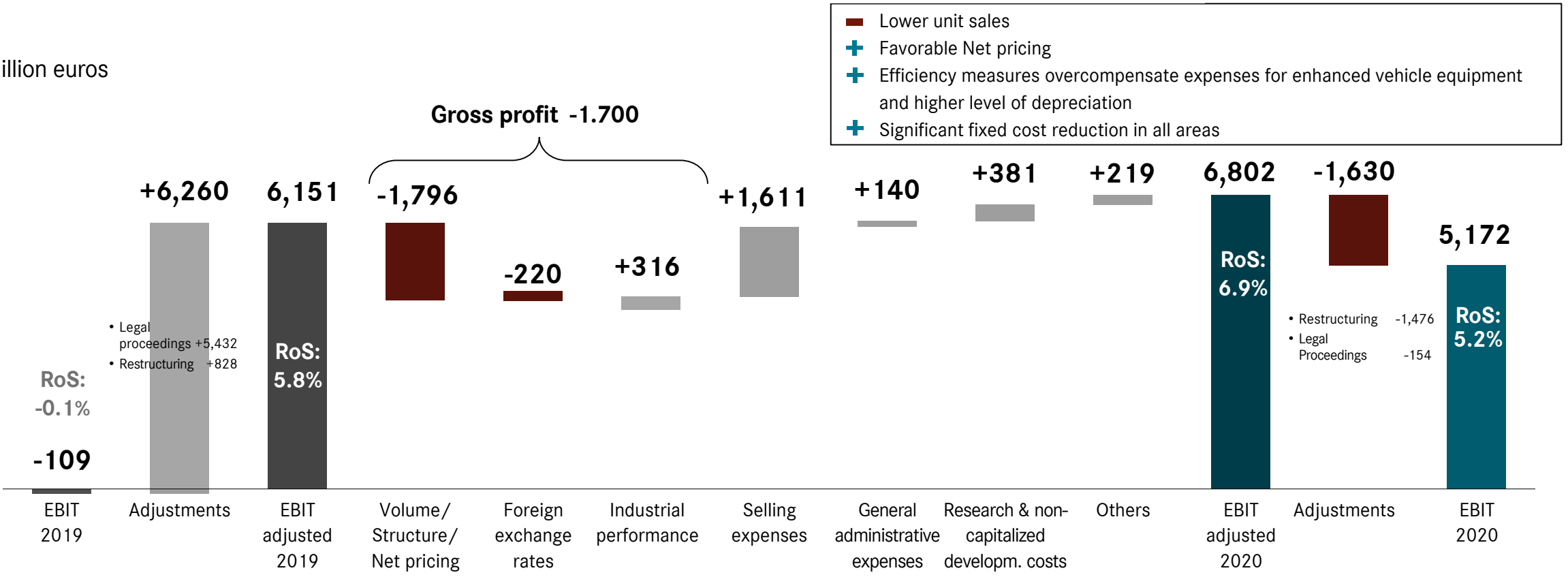


Mercedes-Benz Cars & Vans: Financials



Mercedes-Benz Cars & Vans: EBIT FY & RoS

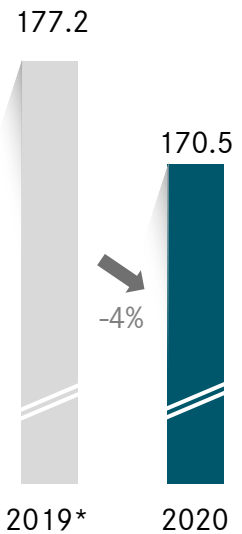
in million euros



Mercedes-Benz Cars & Vans: Indicators of change

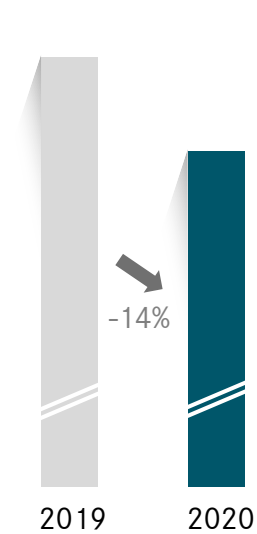
Headcount

In thousand employees



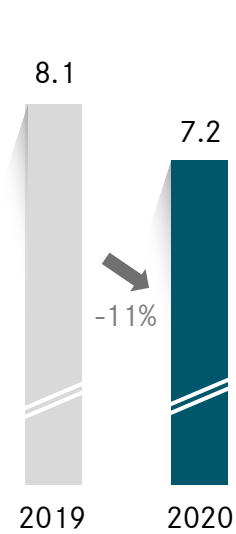
Fixed Costs

In billion euros



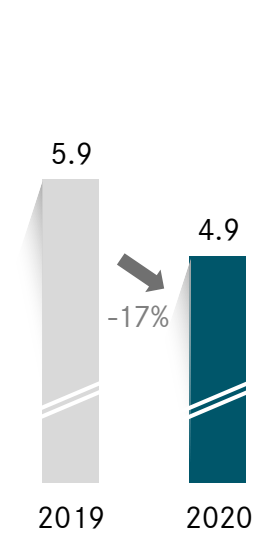
R&D

In billion euros



Investment in pp&e

In billion euros



Further improve profitability until **2025****

Fixed Cost reduction > **20%**

CapEx and R&D reduction > **20%**

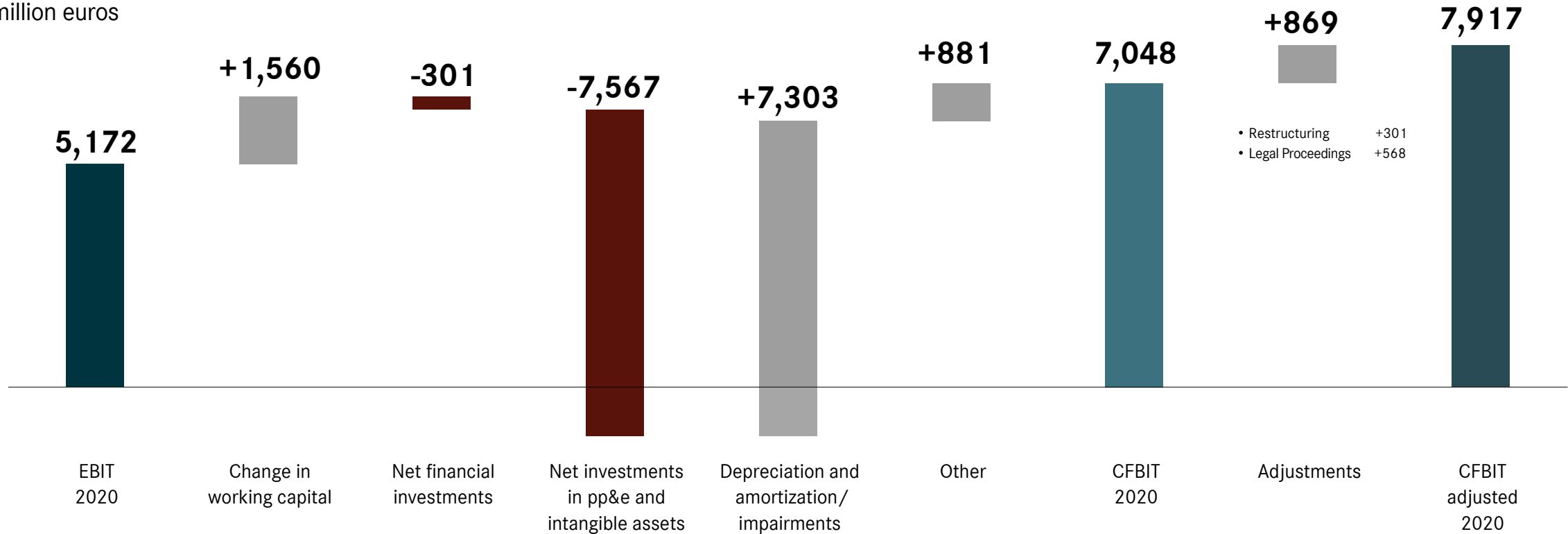
Variable costs reduction **1% p.a.**

* adjusted figure: includes 3.8k from internal shifting from Headquarter to Mercedes-Benz Cars & Vans

** compared vs. 2019 actuals

Mercedes-Benz Cars & Vans: Reconciliation from EBIT to CFBIT

in million euros



Daimler Trucks & Buses: Highlights

Challenging first half of the year with significant sales decrease due to Covid-19; strong comeback in second half

Incoming orders recovering fast; order backlog significantly above 2019 level

Focus on cash preservation measures incl. strict inventory management

Tight cost control and progressive execution of restructuring activities with resulting fixed cost reduction

Acceleration of electrification and autonomous driving by extending technology partnerships



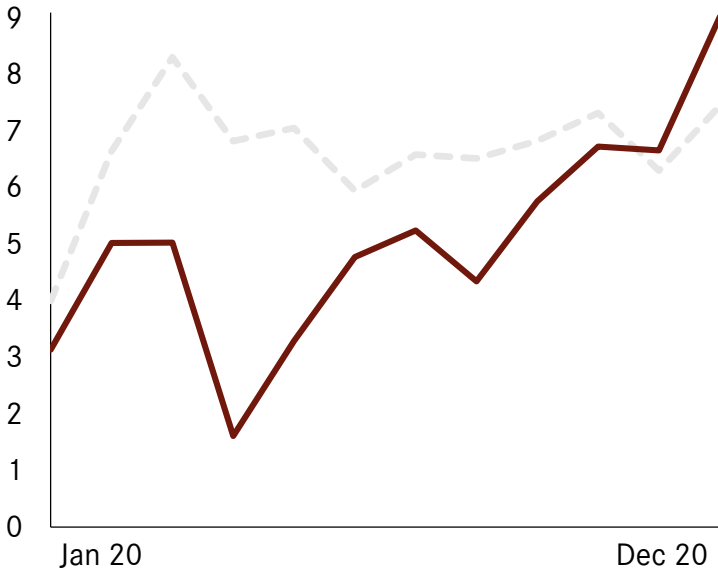
Daimler Trucks & Buses: Business recovery

Group sales of Daimler Trucks per month

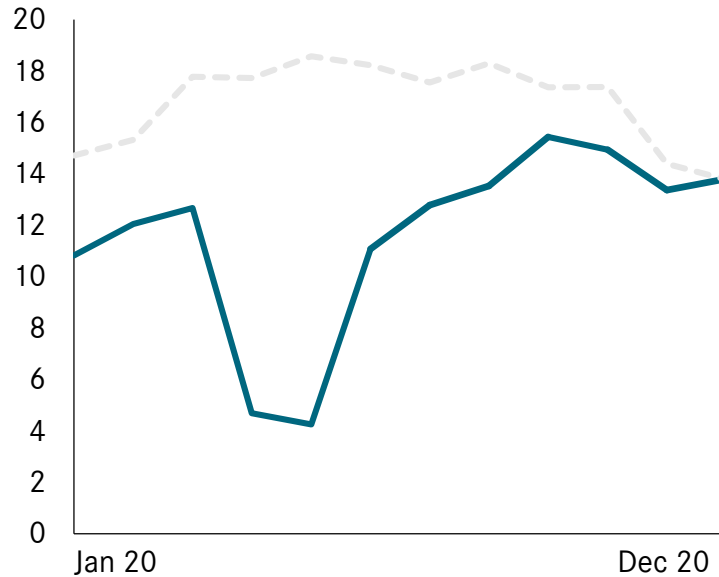
in thousand units

----- 2019

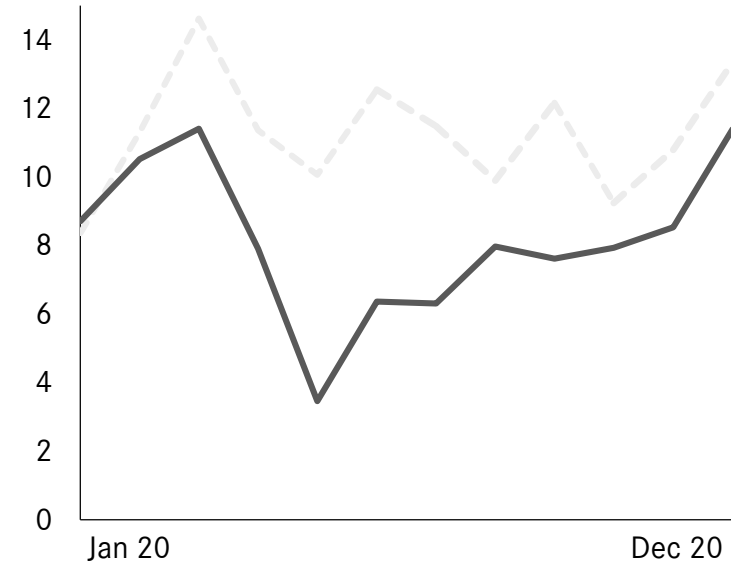
EU30



North America

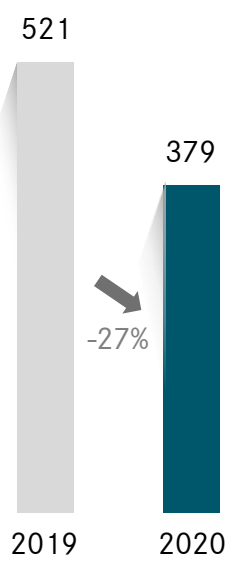


Asia

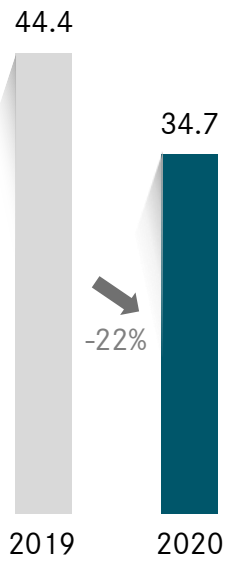


Daimler Trucks & Buses: Financials

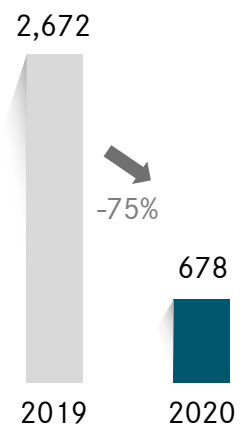
Sales
in thousand units



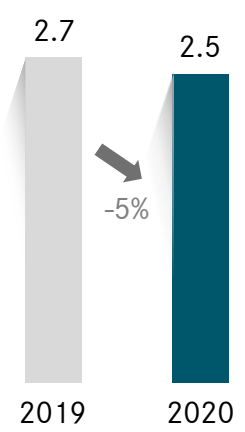
Revenue
in billion euros



EBIT adj.
in million euros

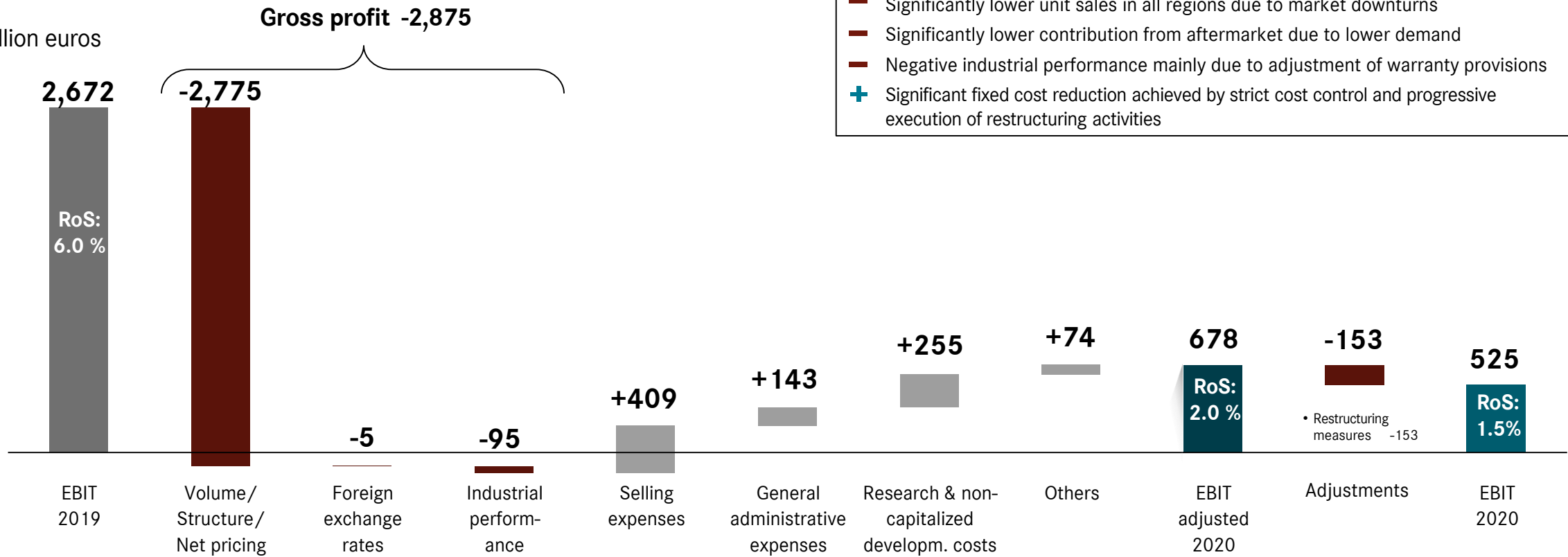


CFBIT adj.
in billion euros



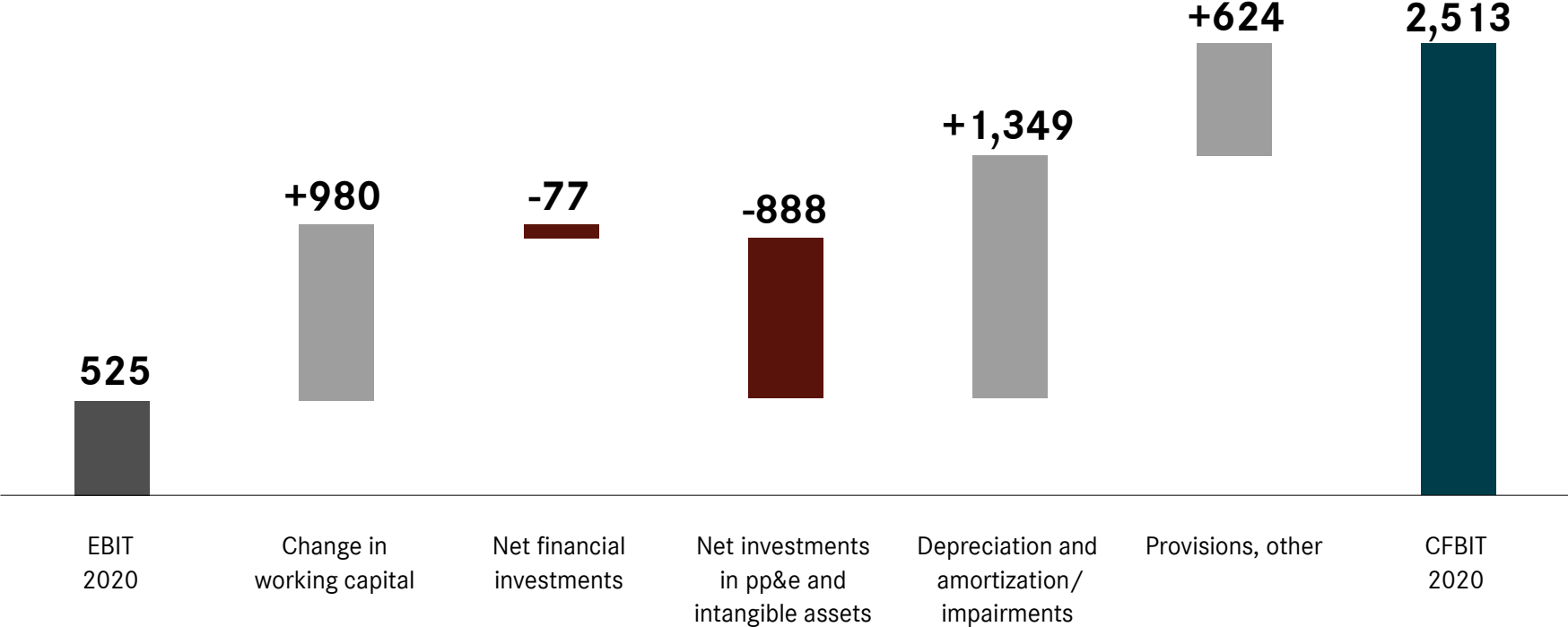
Daimler Trucks & Buses: EBIT & RoS

in million euros



Daimler Trucks & Buses: Reconciliation from EBIT to CFBIT

in million euros



Daimler Mobility: Highlights

Continuous high customer support during pandemic driving loyalty & retention

Positive effects from cost saving measures

Ongoing conservative risk management with strong focus on credit quality

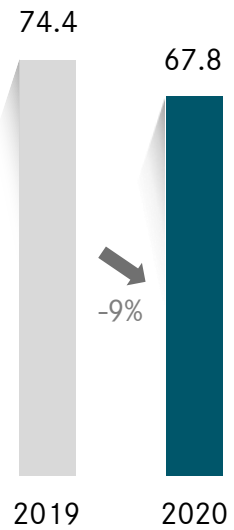
Flattening of credit risk reserves in second half of year

Mobility services continuing progress toward profitability due to quick response to pandemic

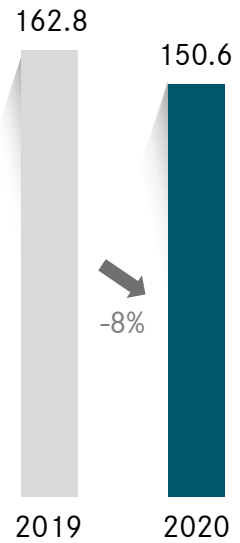


Daimler Mobility: Financials

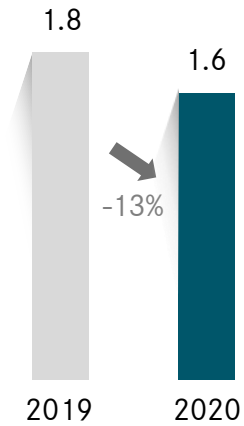
New business
in billion euros



Contract volume
in billion euros



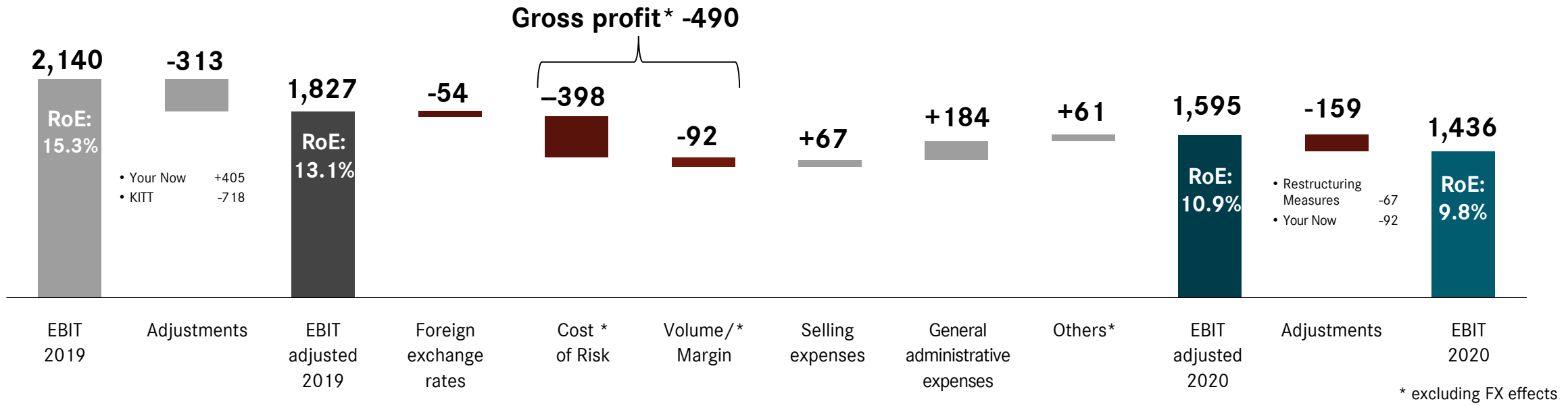
EBIT adj.
in billion euros



Daimler Mobility: EBIT & RoE

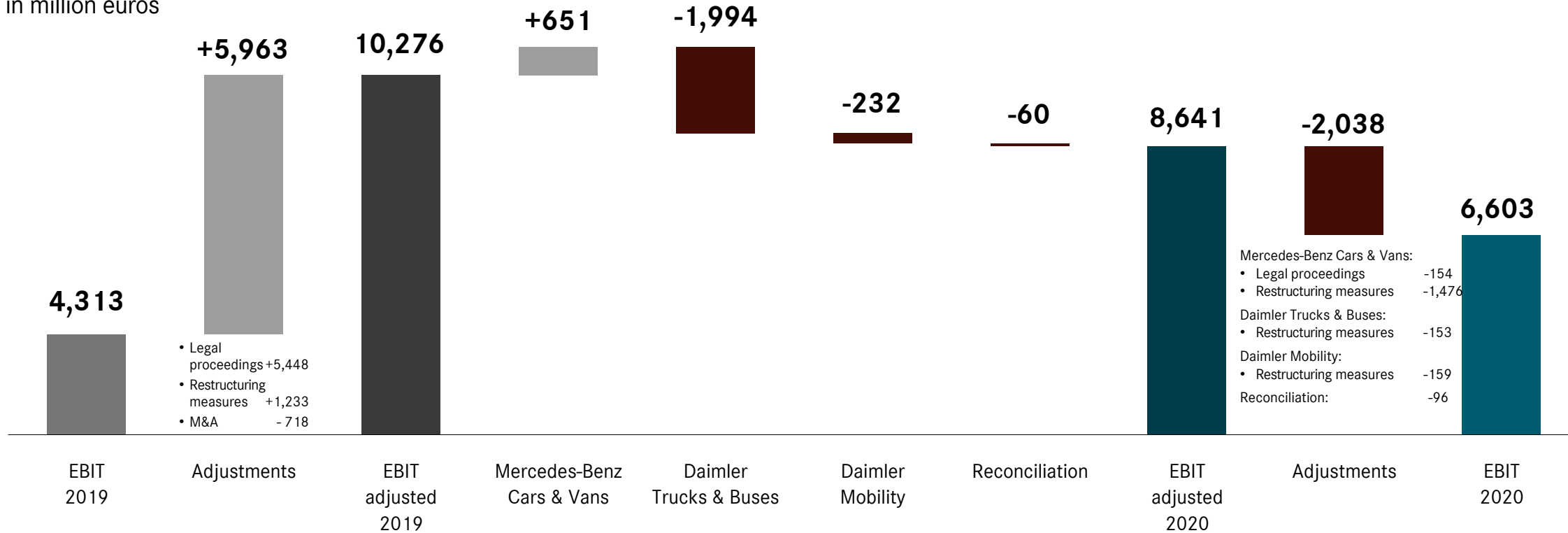
in million euros

- Increase of cost of credit risk due to Covid-19
- Impairment of software in context of streamlining IT-architecture
- + Fixed cost reductions in all areas

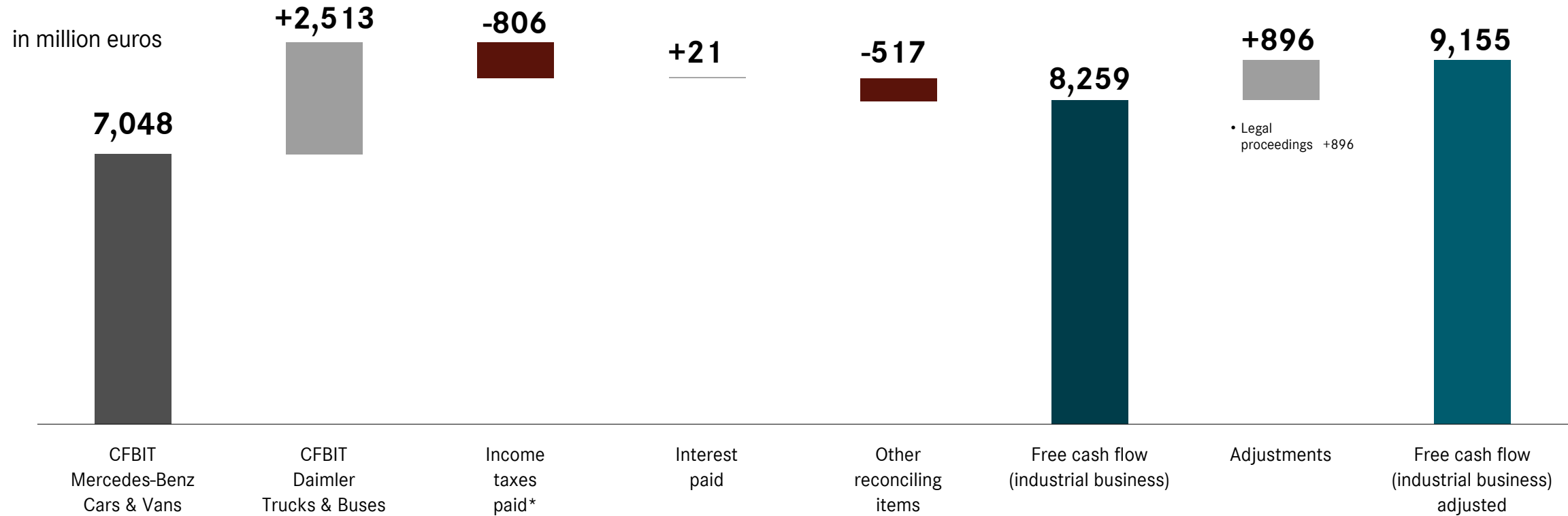


Daimler 2020: Group EBIT

in million euros



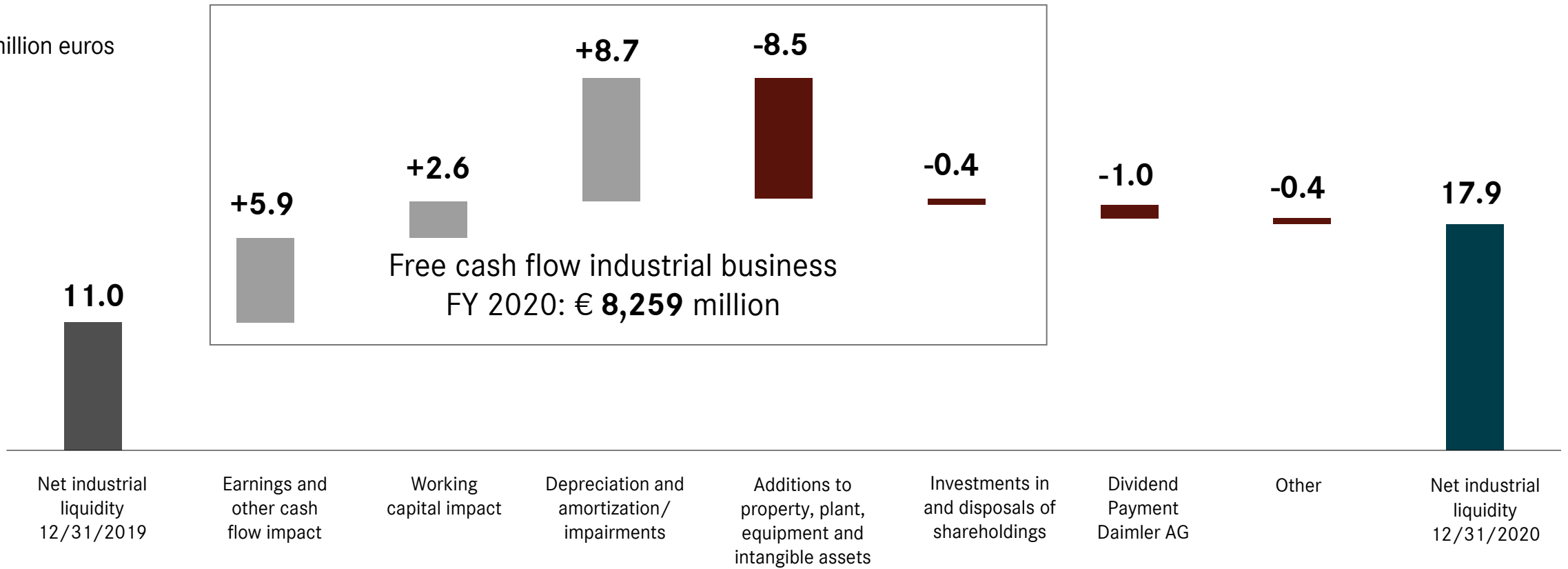
Daimler 2020: Reconciliation from CFBIT to Free Cash Flow



* includes internal tax prepayments from Daimler Mobility to the industrial business

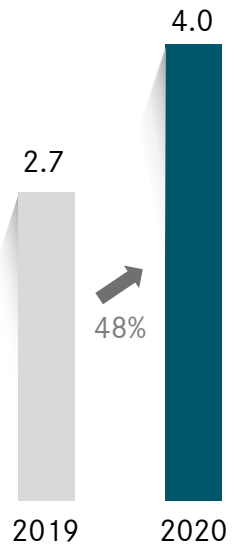
Daimler: Net Industrial Liquidity

in million euros

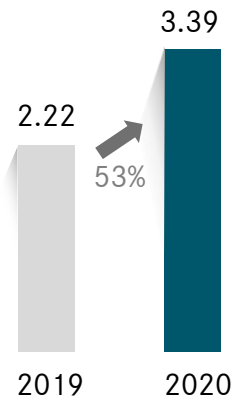


Daimler 2020: Dividend

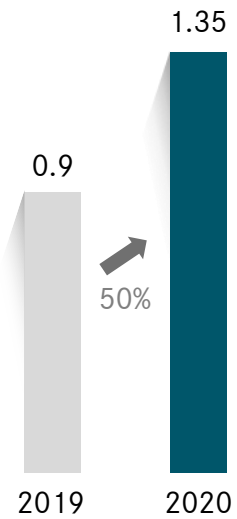
Net profit
in billion euros



Earnings per share
in euros



Dividend
proposed in euros



DAIMLER



Outlook 2021

Strategic priorities in 2021

Raising
Performance

Accelerating
Technology

Preparing
Project Focus



Performance: Market Guidance 2021

ASSUMPTION

Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

Car Markets	Global	significant increase
	Europe	significant increase
	USA	significant increase
	China	slight increase
Van Markets	EU30	significant increase
	USA	significant increase
Heavy-Duty Truck Markets	North America	significant increase
	EU30	significant increase
	Japan	at prior-year level
	Brazil	slight increase

Performance: Daimler Group Guidance 2021

ASSUMPTION

Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

Daimler Group Revenue	significantly above
Daimler Group EBIT	significantly above
Free Cash Flow (industrial business)	significantly below
Investment in PP&E	at prior-year level
R&D expenditure	slightly above
CO₂ emission (g/km)*	significantly below

* vs. the comparable figures for the previous year calculated according to WLTP (probably between 130 to 140 g/km, based on preliminary figures for fuel consumption in 2020 taking into account the statutory regulations of 2021)

The Daimler Business Plan covers the full year 2021 and is based on the existing Group structure, including Daimler Trucks & Buses. The spin-off of Daimler Trucks & Buses, including significant parts of the related financial services business, will be examined before the end of 2021. Before the spin-off, we will reclassify Daimler Truck as discontinued operations. We expect this to have considerable positive effects in the second half of the year, which cannot be reliably determined at present



Performance: Divisional Guidance 2021

ASSUMPTION

Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

Unit Sales	Cars	significantly above
	Vans	slightly above
	Trucks & Buses	significantly above
Return on Sales (adjusted*)	Mercedes-Benz Cars & Vans	8 to 10%
	Daimler Trucks & Buses	6 to 7%
	Daimler Mobility (RoE)	12 to 13%
Cash Conversion Rate** (adjusted)	Cars & Vans	0.7 to 0.9x
	Trucks & Buses	0.8 to 1.0x



* The adjustments include material adjustments if they lead to significant effects in a reporting period. These material adjustments relate in particular to legal proceedings and related measures, restructuring measures and M&A matters.

** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.



Project Focus





Daimler 2020

Unit sales by division

in thousand units

	2019	2020	% change
Daimler Group	3,345.0	2,840.4	-15
of which			
Mercedes-Benz Cars & Vans	2,823.8	2,461.9	-13
Daimler Trucks & Buses	521.1	378.5	-27

Daimler 2020

Revenue by divisions

in billion euros

	2019	2020	% change
Daimler Group	172.7	154.3	-11
of which			
Mercedes-Benz Cars & Vans	106.9	98.6	-8
Daimler Trucks & Buses	44.4	34.7	-22
Daimler Mobility	28.6	27.7	-3

Daimler 2020

Revenue by region

in billion euros

	2019	2020	% change
Daimler Group	172.7	154.3	-11
of which			
Europe	69.5	64.2	-8
<i>of which Germany</i>	26.3	25.3	-4
North America	52.2	42.9	-18
<i>of which United States</i>	45.4	37.8	-17
Asia	40.7	39.9	-2
<i>of which China*</i>	19.0	21.3	+13
Other markets	10.4	7.2	-30

* excluding revenue of not fully consolidated companies

Daimler 2020

EBIT by division

EBIT in million euros; RoS/RoE in %

	2019		2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	4,313	1.5	6,603	4.1
of which				
Mercedes-Benz Cars & Vans	-109	-0.1	5,172	5.2
Daimler Trucks & Buses	2,672	6.0	525	1.5
Daimler Mobility	2,140	15.3	1,436	9.8
Reconciliation	-390	-	-530	-

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

Daimler 2020

EBIT by division Q4

EBIT in million euros; RoS/RoE in %

	Q4 2019		Q4 2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	383	0.7	4,598	10.2
of which				
Mercedes-Benz Cars & Vans	62	0.2	3,669	12.0
Daimler Trucks & Buses	447	4.0	493	4.7
Daimler Mobility	87	2.4	584	16.2
Reconciliation	-213	-	-148	-

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

Daimler 2020

Reconciliation of EBIT reported to EBIT adjusted

in million euros

	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses	Daimler Mobility	Reconciliation	Daimler Group
EBIT as reported 2020	5,172	525	1,436	-530	6,603
Legal proceedings and related measures	154	-	-	10	164
Restructuring measures	1,476	153	159	86	1,874
M&A transactions	-	-	-	-	-
EBIT adjusted 2020	6,802	678	1,595	-434	8,641

Daimler 2020

EBIT adjusted by division

EBIT in million euros; RoS/RoE in %

	2019		2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	10,276	5.9	8,641	5.6
of which				
Mercedes-Benz Cars & Vans	6,151	5.8	6,802	6.9
Daimler Trucks & Buses	2,672	6.0	678	2.0
Daimler Mobility	1,827	13.1	1,595	10.9
Reconciliation	-374	-	-434	-

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

Daimler 2020

EBIT adjusted by division Q4

EBIT in million euros; RoS/RoE in %

	Q4 2019		Q4 2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	2,377	5.0	5,151	11.5
of which				
Mercedes-Benz Cars & Vans	1,763	5.7	4,066	13.3
Daimler Trucks & Buses	447	4.0	575	5.5
Daimler Mobility	384	10.5	623	17.3
Reconciliation	-217	-	-113	-

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

Daimler 2020

Key balance sheet and financial figures

in billion euros

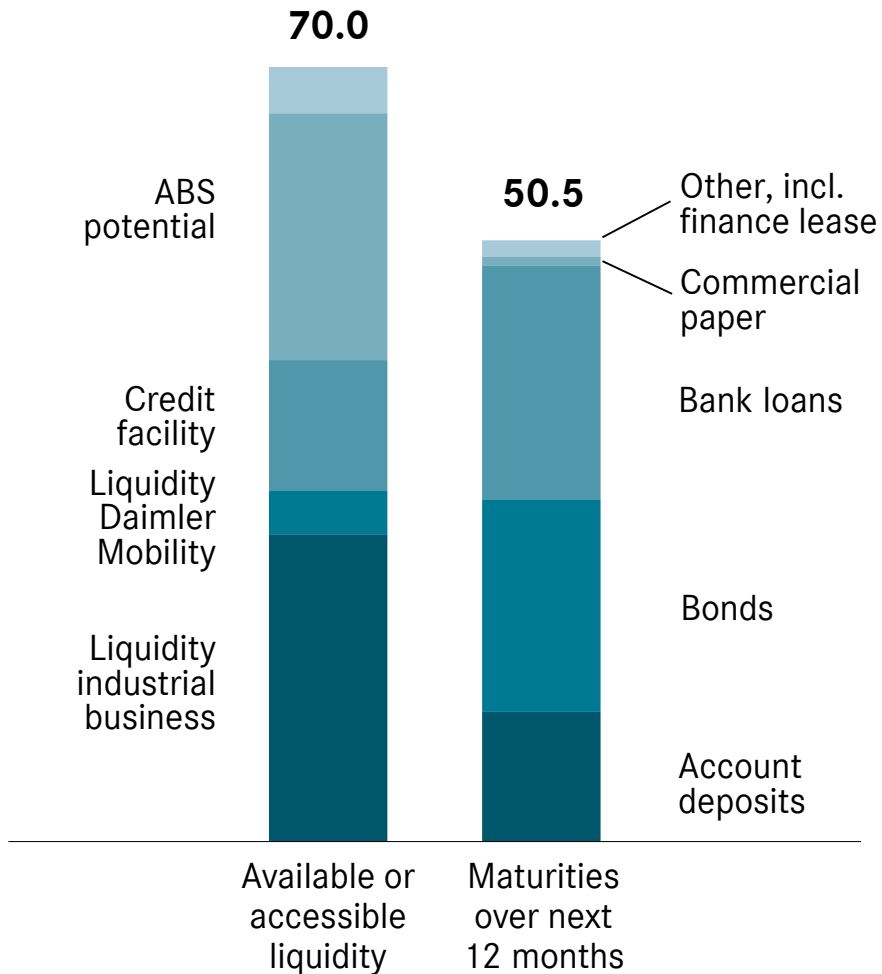
Daimler Group	Dec. 31, 2019	Dec. 31, 2020
Equity ratio	20.5%	21,3%
Gross liquidity	27.5	29.4
Funded status of pension obligations	-8.4	-11.0
<i>Funding ratio</i>	<i>77%*</i>	<i>72%*</i>
Industrial business		
Equity ratio	36.7%	37.3%
Net liquidity	11.0	17.9
Free cash flow (January-December)	1.4	8.3

* mainly driven by a reduction of discount rates

Daimler 2020

Financial flexibility over a 12-month period

in billion euros



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

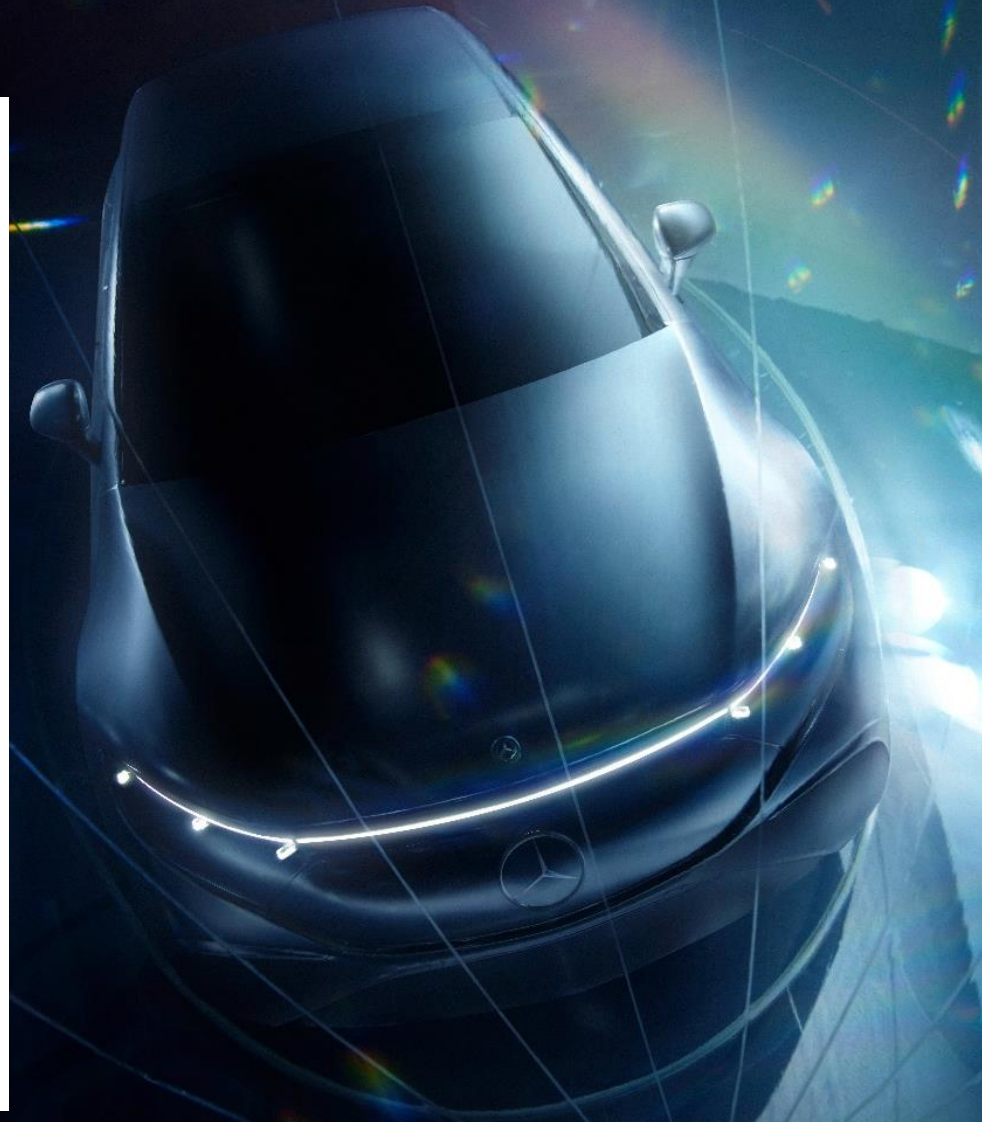
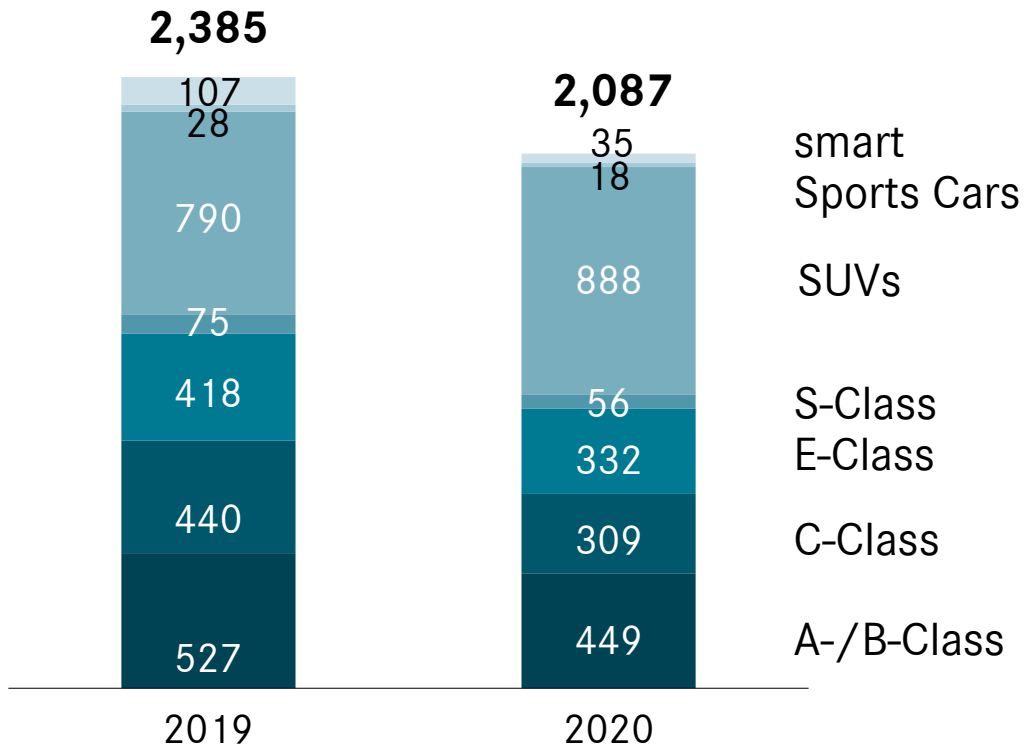
Daimler follows a financial management to safeguard our A-rating and thus our attractive refinancing conditions

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

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

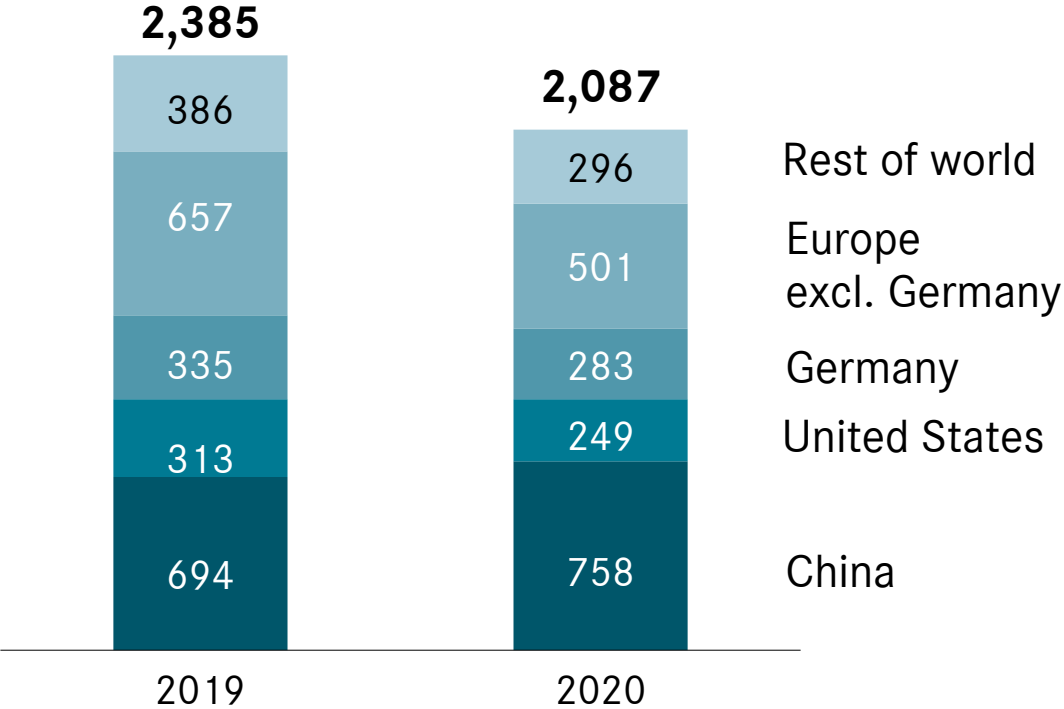
Mercedes-Benz Cars: unit sales by segments

in thousand units

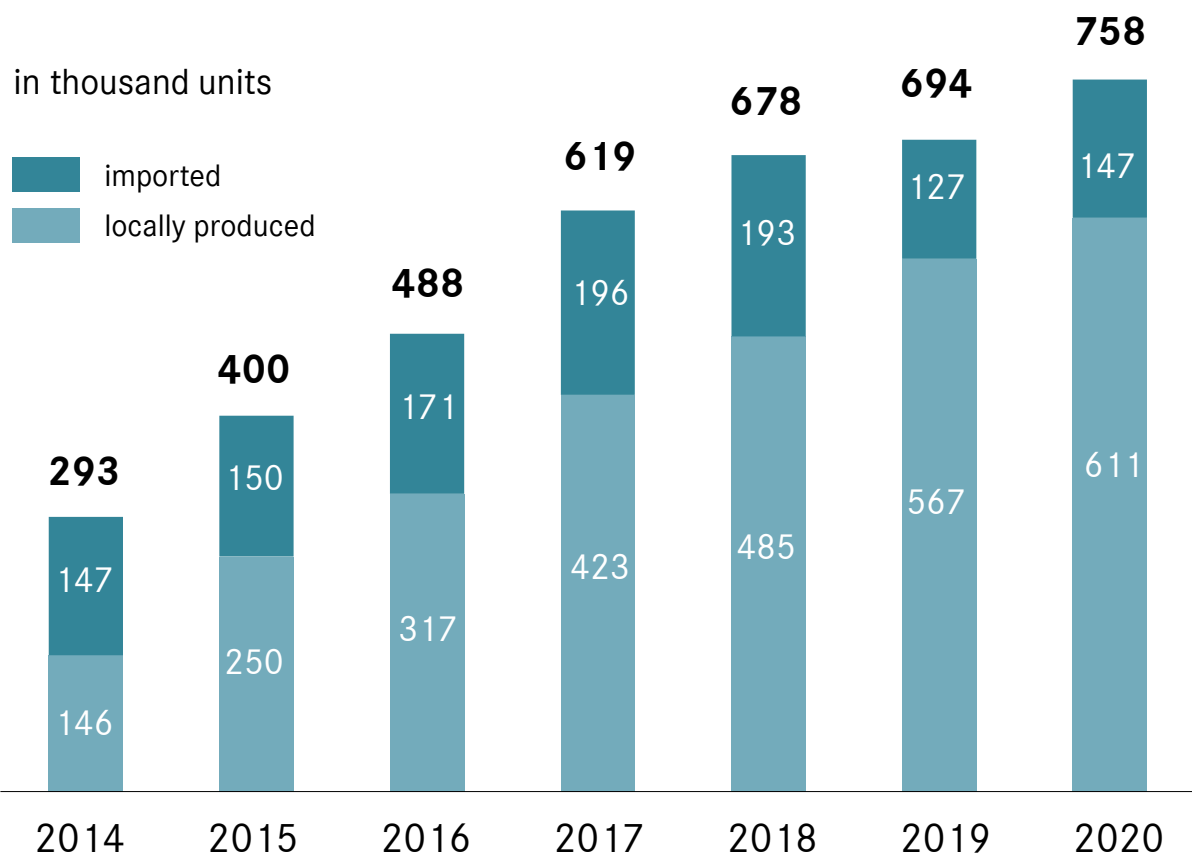


Mercedes-Benz Cars: unit sales by regions

in thousand units



Mercedes-Benz Cars: Unit sales in China



礼待天下

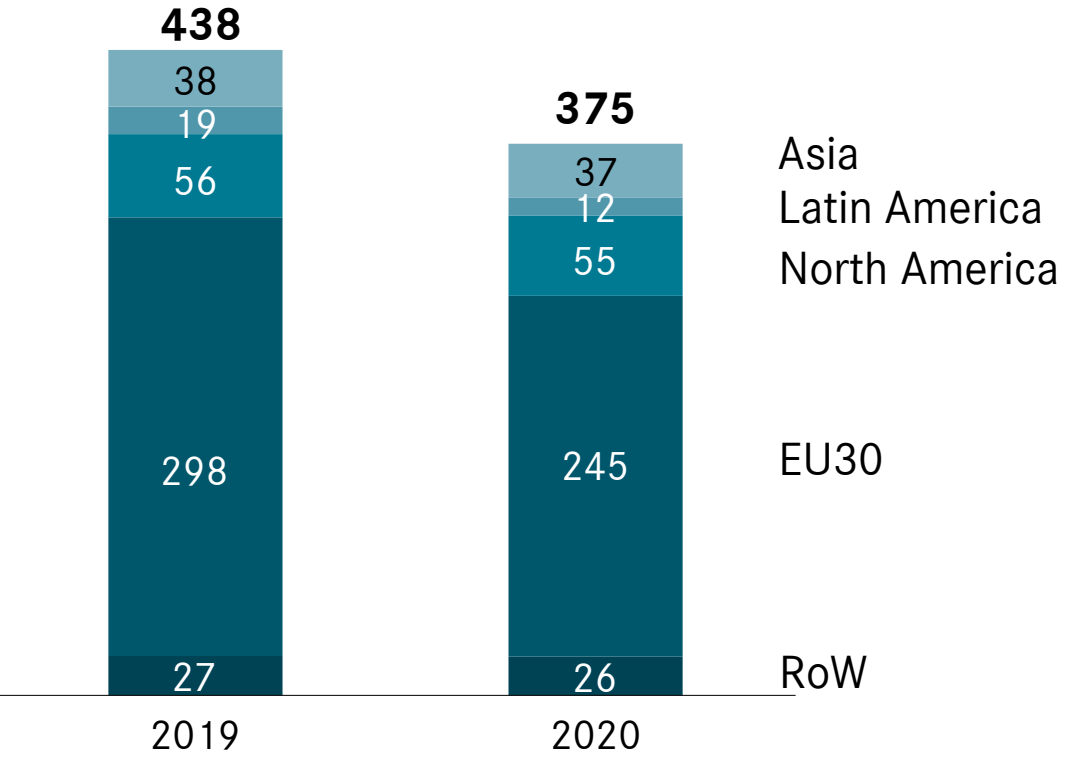
全新梅赛德斯-迈巴赫S级轿车全球首发

All-new Mercedes-Maybach S-Class World Premiere



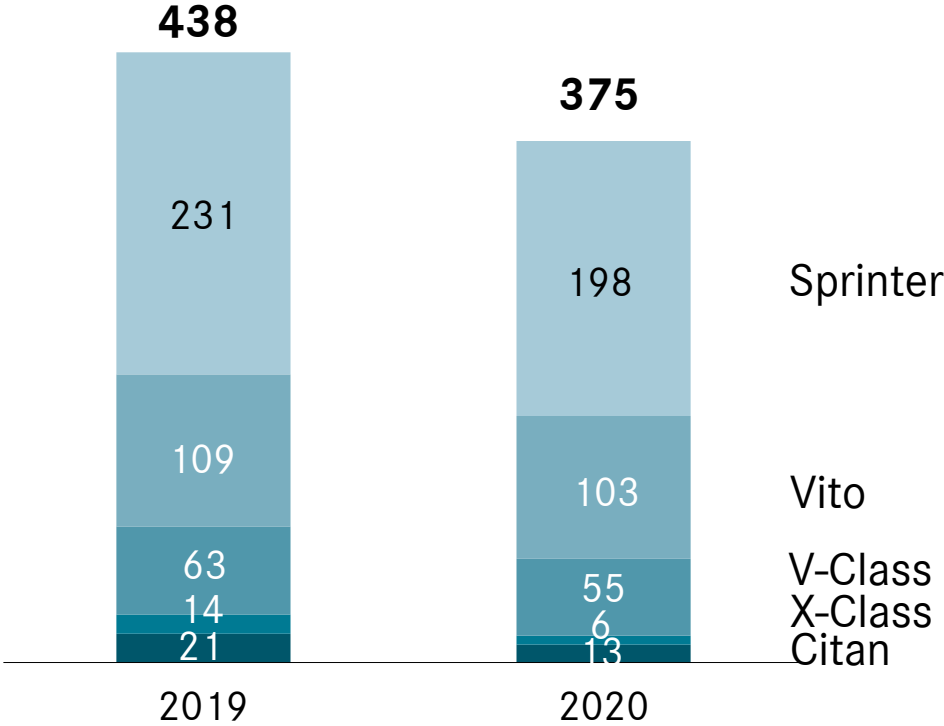
Mercedes-Benz Vans: Unit sales by Region

in thousand units



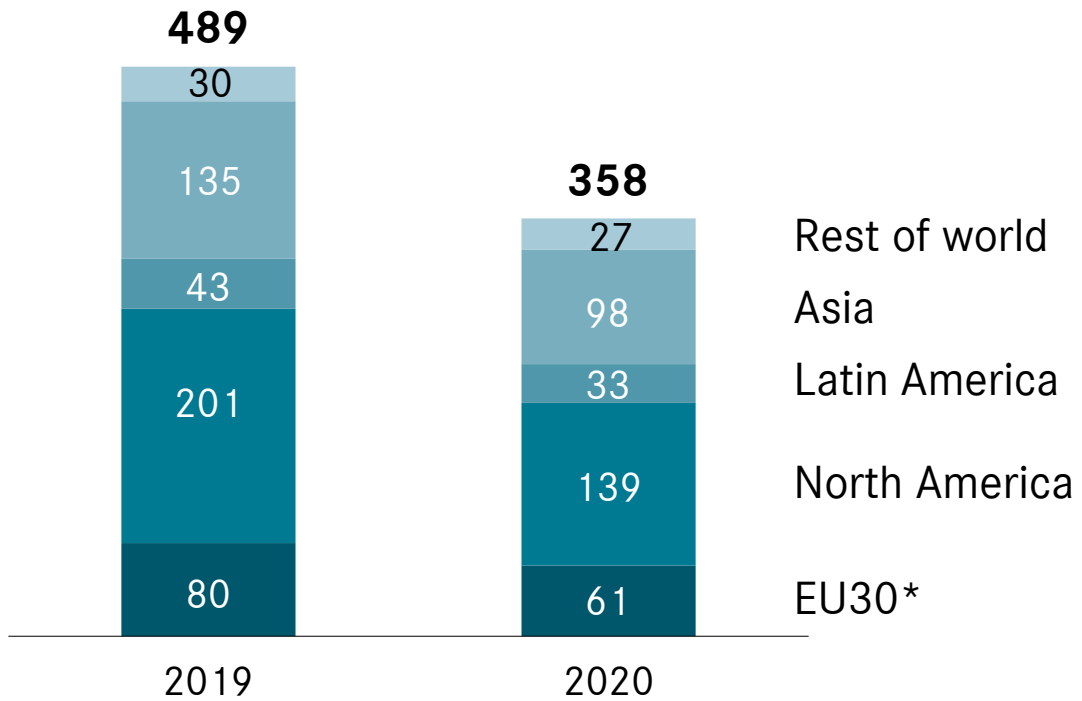
Mercedes-Benz Vans: Unit sales by segments

in thousand units



Daimler Trucks: Unit sales by region

in thousand units

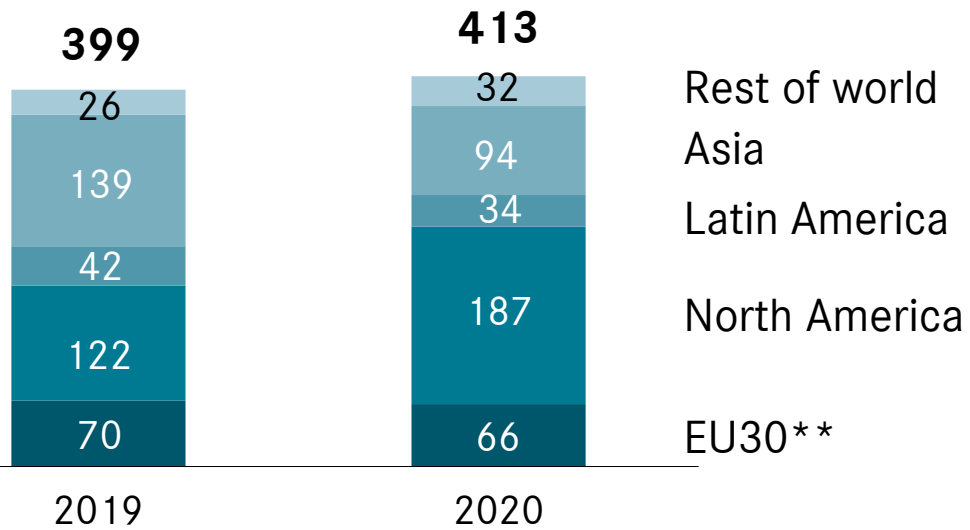


* European Union, Switzerland and Norway



Daimler Trucks: Incoming Orders*

in thousand units

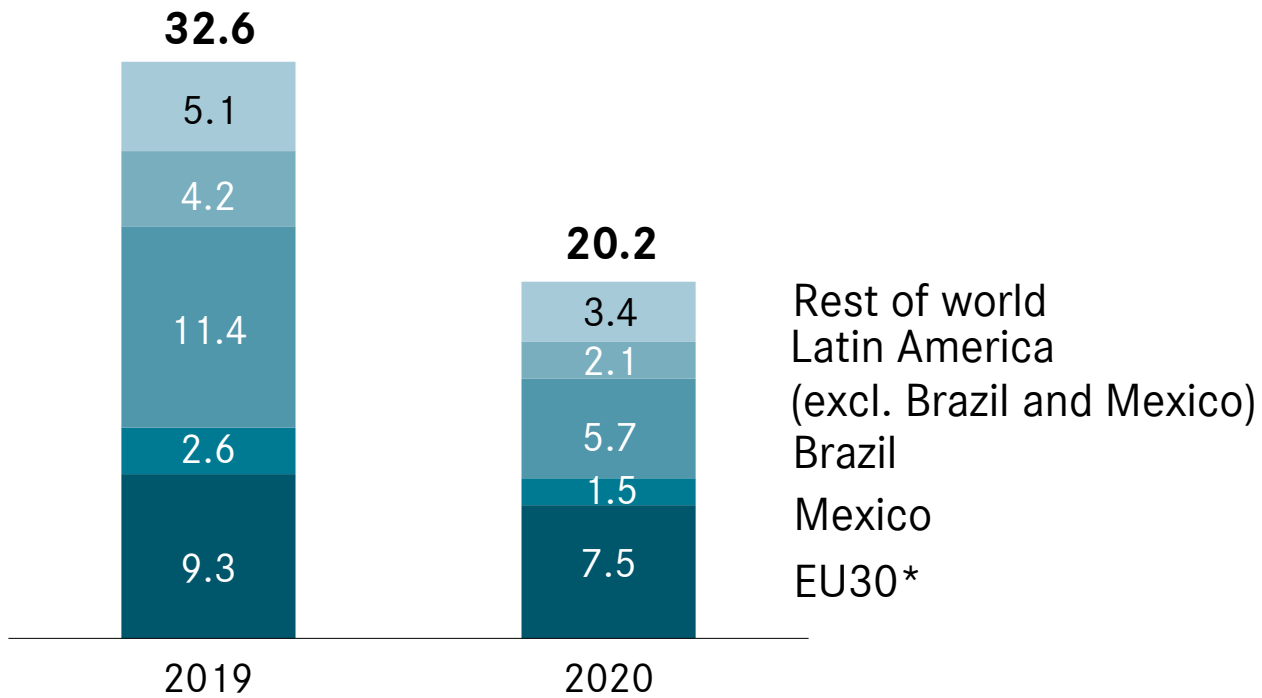


* net order intake, adjusted for cancellations
** European Union, Switzerland and Norway



Daimler Buses: Unit sales by regions

in thousand units

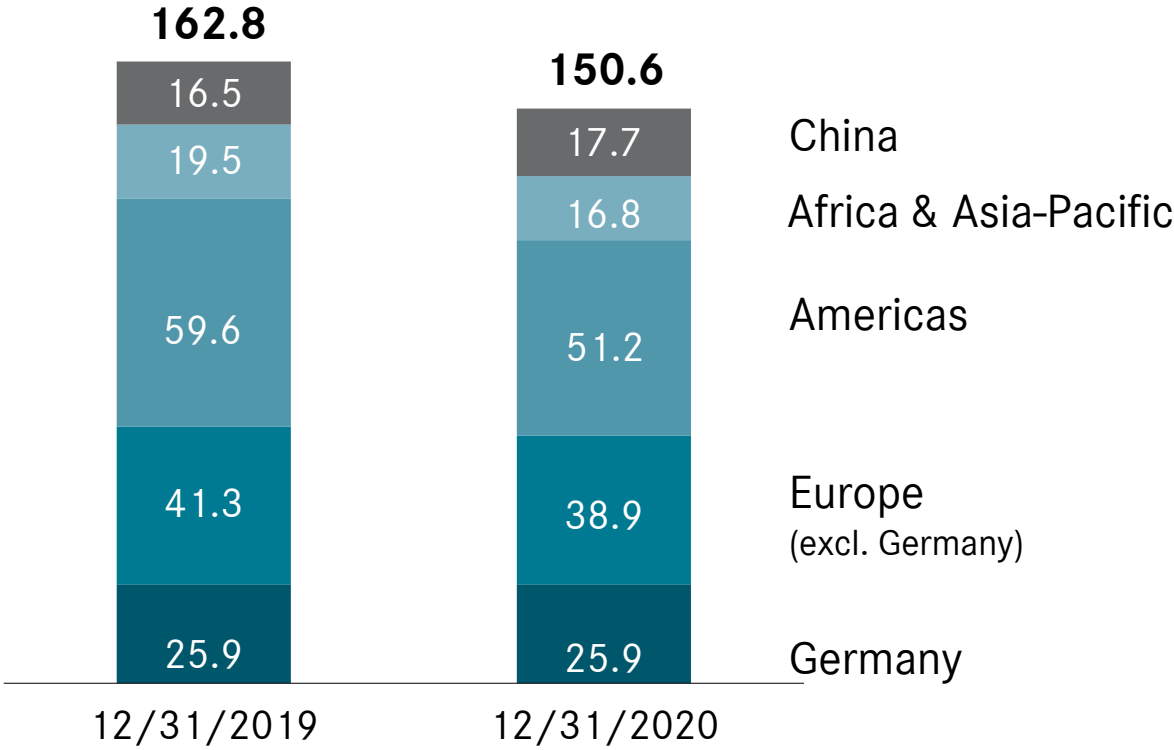


* European Union, Switzerland and Norway

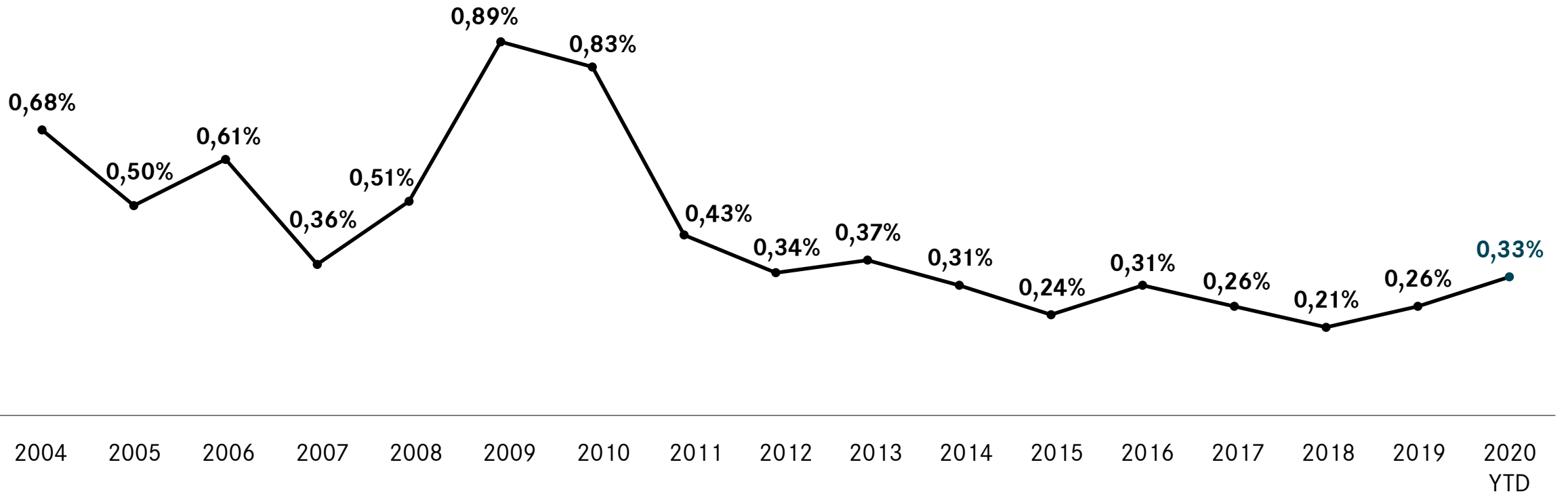


Daimler Mobility: Contract volume

in billion euros



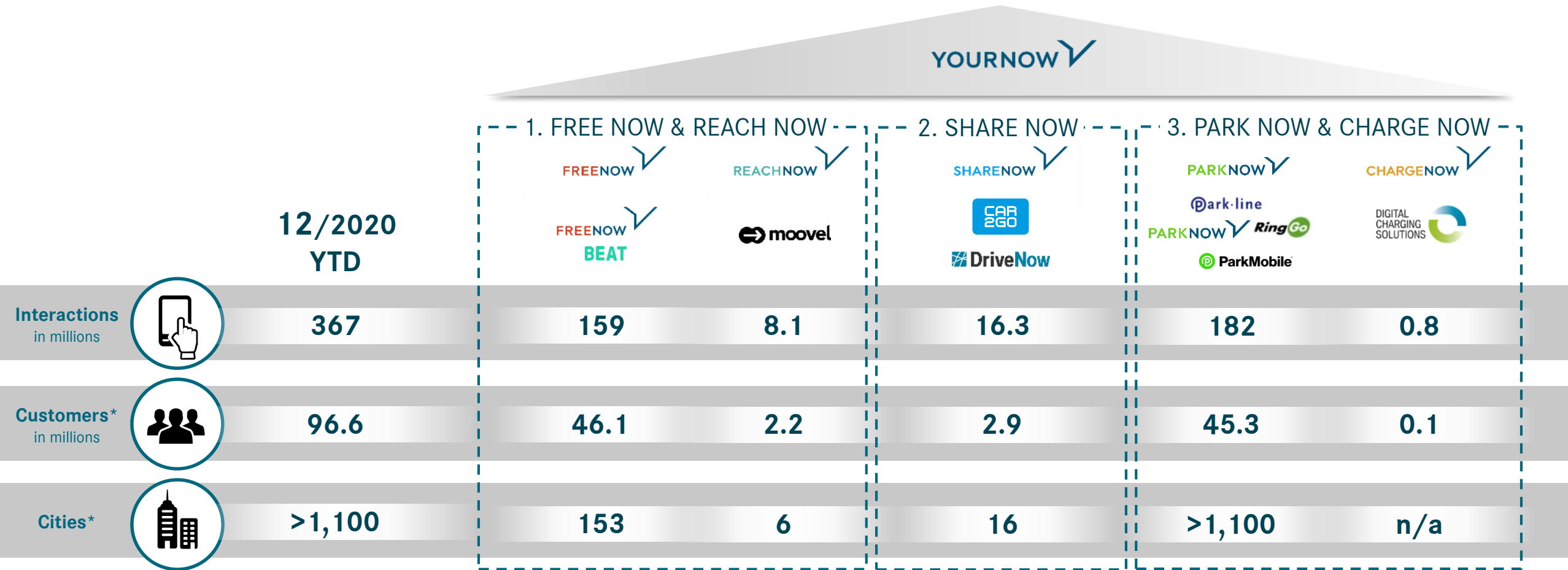
Daimler Mobility Net credit losses*



* as a percentage of portfolio, subject to credit risk

Daimler Mobility

YOUR NOW Joint Ventures



* Partially, data summation w/o consideration of possible redundancies

Daimler FY 2020

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, pandemics, 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, customs and foreign trade provisions; 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 are described 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.