

DAIMLER AG
DISCLOSURE Q1 2020

**CAPITAL MARKET
PRESENTATION**

April 29, 2020



DAIMLER Q1 2020

KEY TOPICS

- | Q1 in line with our expectations
- | Significant decline in all markets caused by COVID-19 pandemic
- | Strict actions taken to safeguard employees
- | Immediate measures taken to preserve cash and safeguard financial flexibility
- | Shutdown of production in almost all plants with short-time work in Germany
- | Strategic projects were continued
- | Decision-making paths shortened, organizational structure streamlined

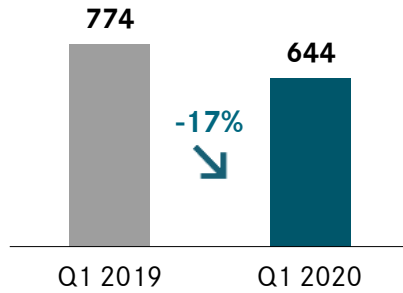


DAIMLER Q1 2020

KEY FIGURES

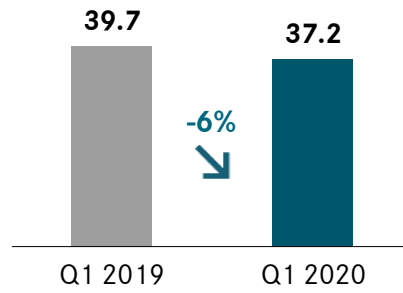
Unit sales

in thousands of units



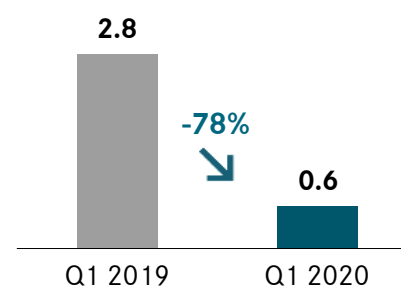
Revenue

in billions of euros



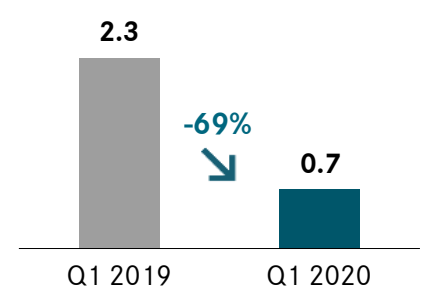
EBIT

in billions of euros



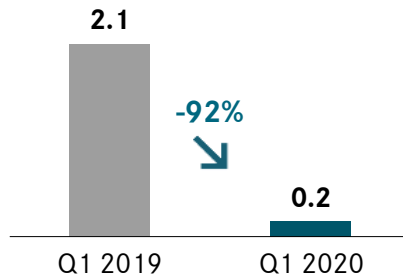
EBIT adjusted

in billions of euros



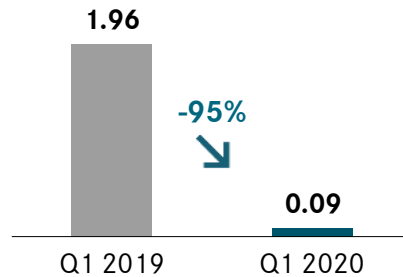
Net profit

in billions of euros



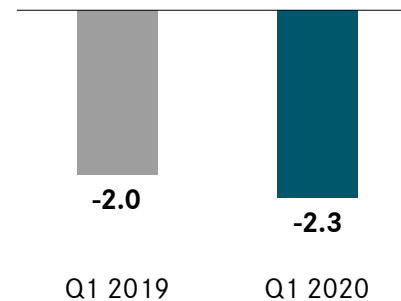
Earnings per share

in euros



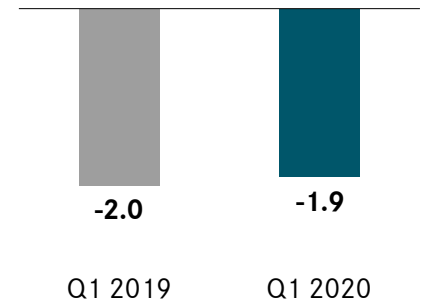
Free cash flow (IB)

in billions of euros



Free cash flow (IB) adjusted

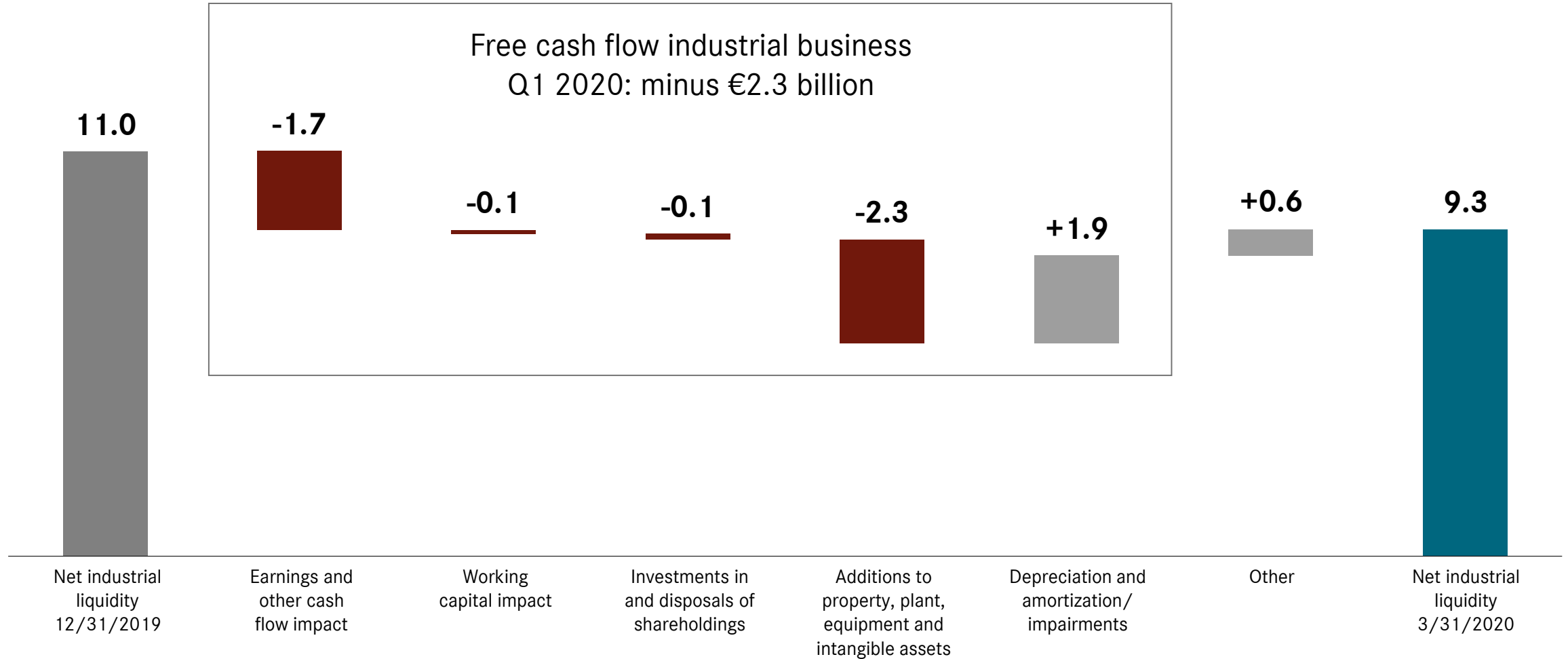
in billions of euros



DAIMLER Q1 2020

NET INDUSTRIAL LIQUIDITY

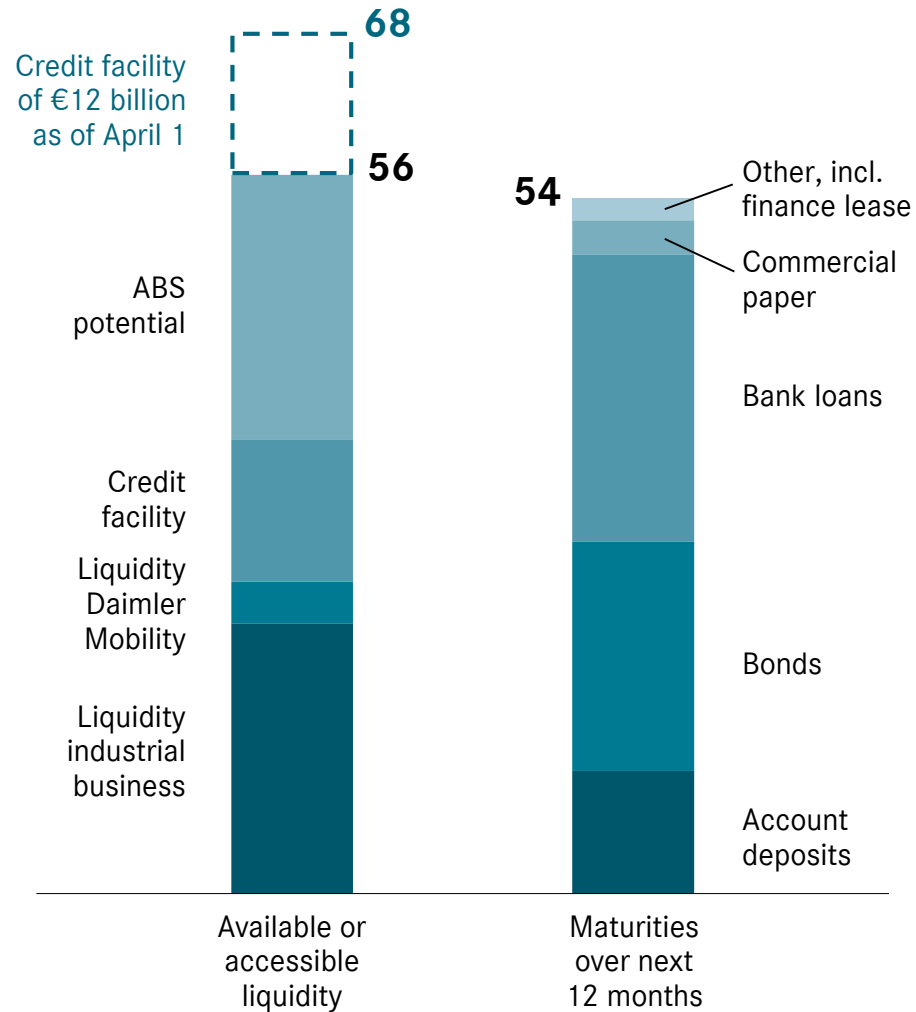
in billions of euros



DAIMLER Q1 2020

FINANCIAL FLEXIBILITY OVER A 12-MONTH PERIOD

in billions of euros



Net industrial liquidity at €9.3 billion continues to be at a comfortable level

Gross industrial liquidity at €20.8 billion

Financial flexibility supported by €11 billion revolving credit facility, which is unutilized

As of April 1, an additional €12 billion credit facility has been arranged increasing available liquidity to approximately €68 billion

MERCEDES-BENZ CARS & VANS

KEY TOPICS Q1 2020

Start into the year 2020 was very encouraging before demand dropped due to COVID-19 pandemic

Encouraging sales development in March in China and South Korea

Our attractive products are in strong demand, especially GLE and GLS

Focus on xEV ramp-up

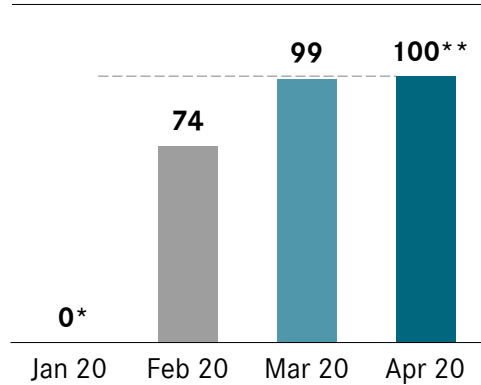
Digital world premiere of the comprehensively updated E-Class, new Vito and eVito Tourer

Major vehicle projects and activities in the areas of digitization and electrification have top priority

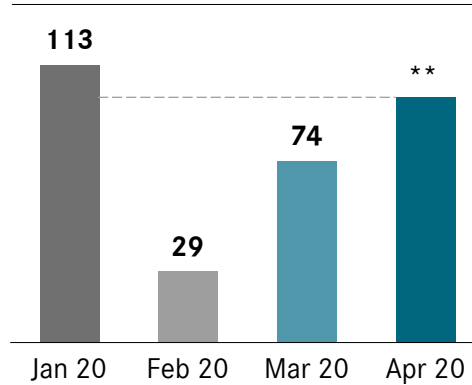


MERCEDES-BENZ BUSINESS RECOVERY IN CHINA

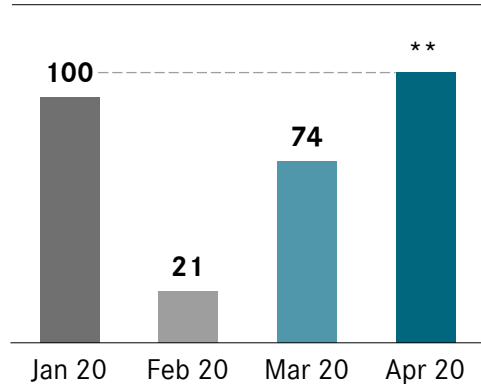
Open MB dealerships
in %



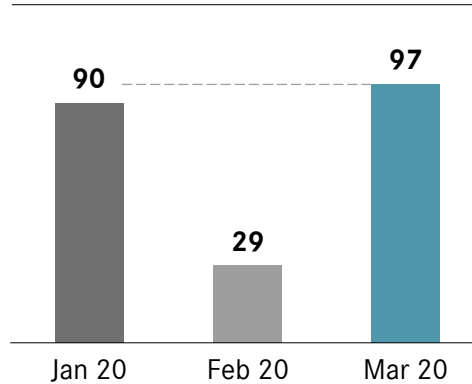
Production volume
in % vs. operational planning



Showroom traffic
in % vs. prior year



Unit sales
in % vs. prior year



* Complete lockdown end of January ** Forecast

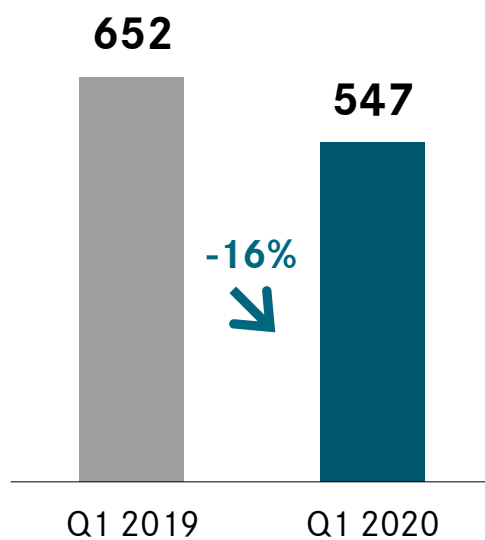


MERCEDES-BENZ CARS & VANS

KEY FIGURES

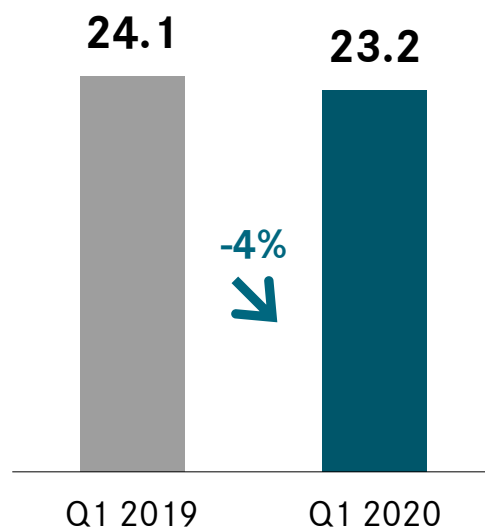
Unit sales

in thousands of units



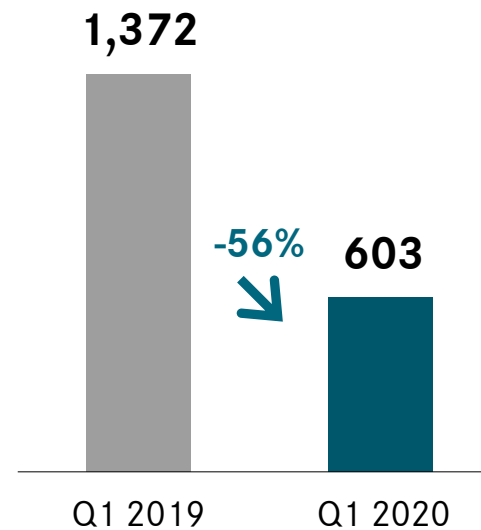
Revenue

in billions of euros



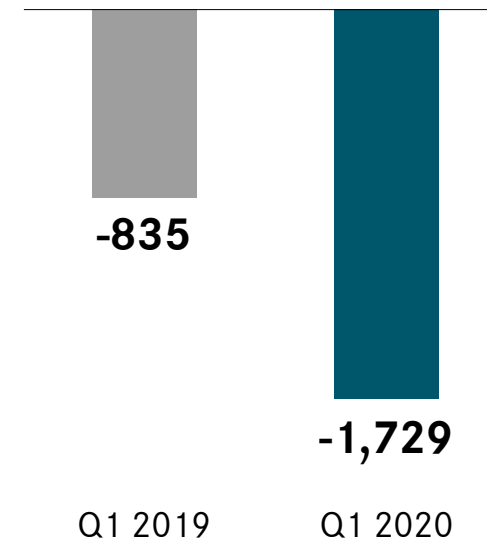
EBIT adjusted

in millions of euros



CFBIT

in millions of euros

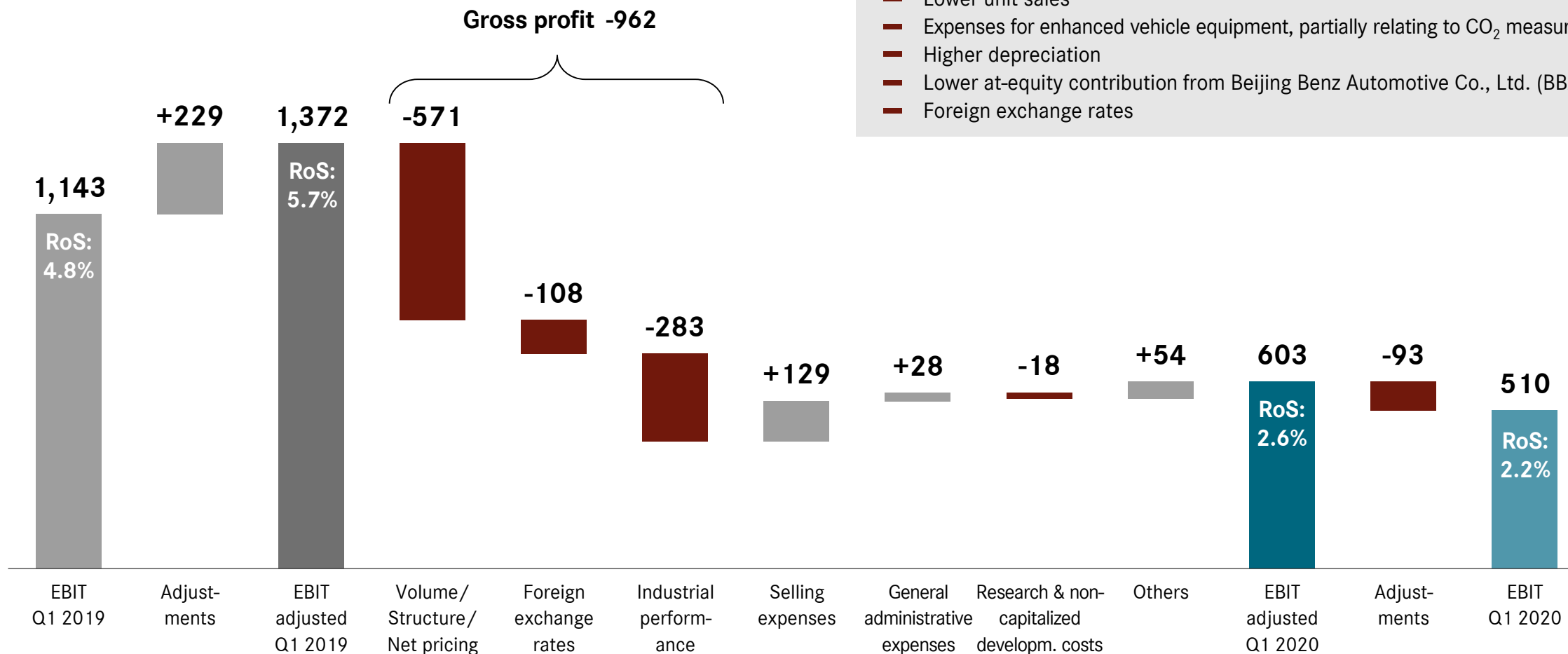


MERCEDES-BENZ CARS & VANS

EBIT AND ROS

in millions of euros

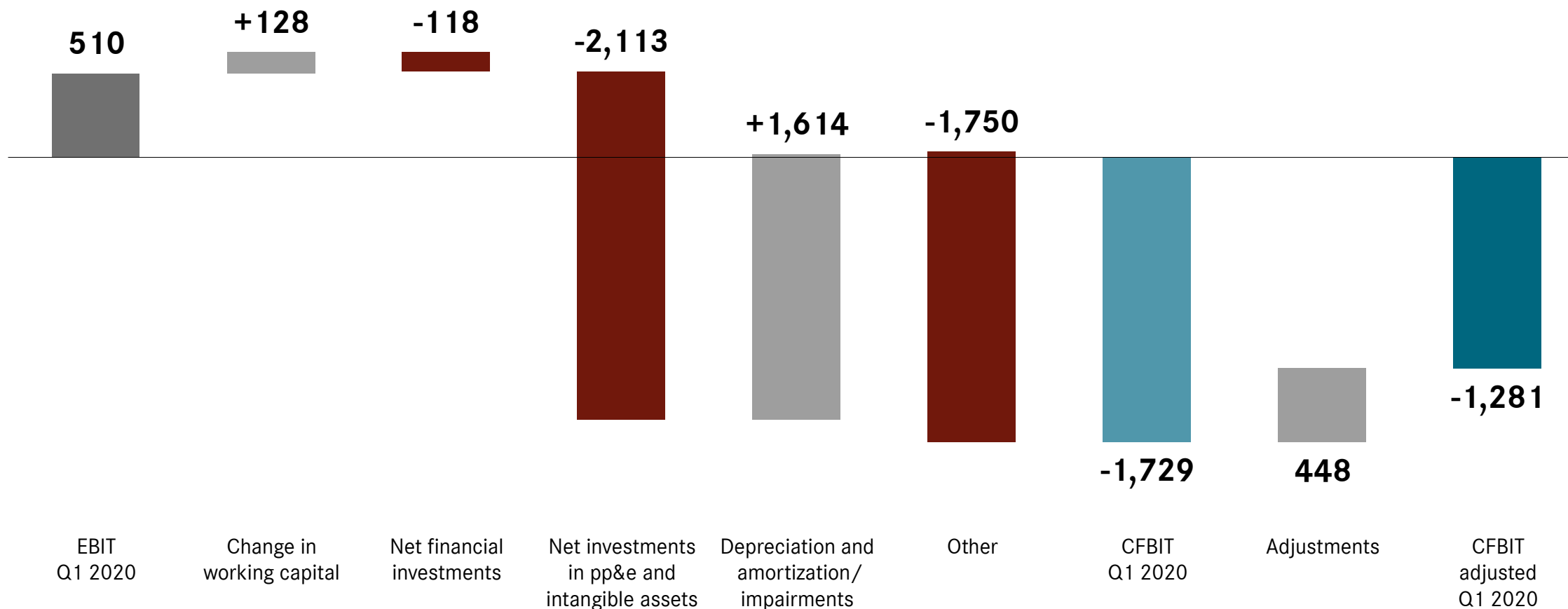
- + Favorable model mix
- + Contribution of the smart brand into smart Automobile Co., Ltd.
- + Charges related to product portfolio review in Q1 2019
- + Valuation effects due to interest increases
- Lower unit sales
- Expenses for enhanced vehicle equipment, partially relating to CO₂ measures
- Higher depreciation
- Lower at-equity contribution from Beijing Benz Automotive Co., Ltd. (BBAC)
- Foreign exchange rates



MERCEDES-BENZ CARS & VANS

RECONCILIATION FROM EBIT TO CFBIT Q1 2020

in millions of euros



DAIMLER TRUCKS & BUSES

KEY TOPICS Q1 2020

Headwinds in all major markets, with expected market declines in North America and Europe

Progressive implementation of the announced restructuring measures

Immediate and consistent COVID-19 crisis management with a production ramp-up since April 21

Signed a non-binding agreement with the Volvo Group to form a 50:50 joint venture for the production of fuel cells

Continuing focus on our strategic initiatives: autonomous trucking, battery and fuel-cell technology

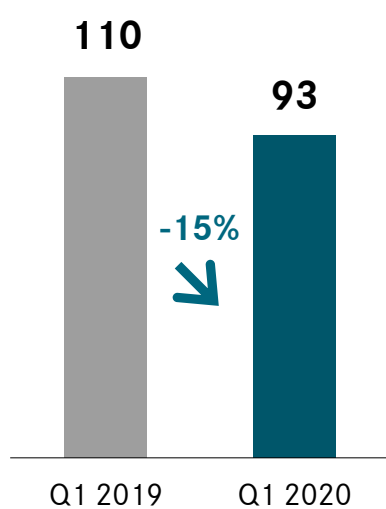


DAIMLER TRUCKS & BUSES

KEY FIGURES

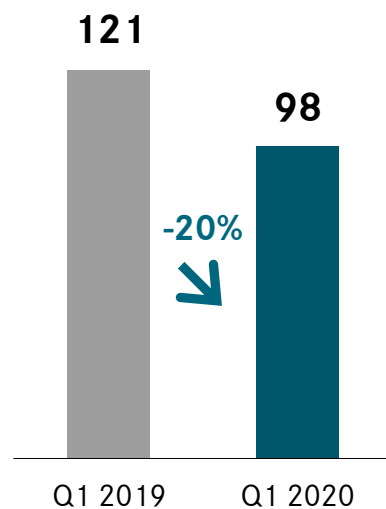
Incoming orders*

in thousands of units



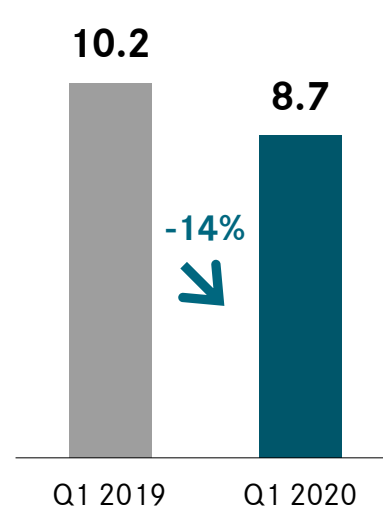
Unit sales

in thousands of units



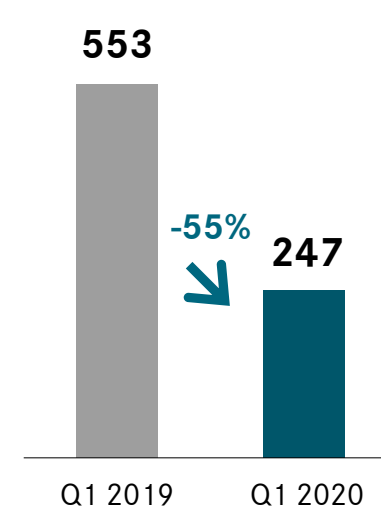
Revenue

in billions of euros



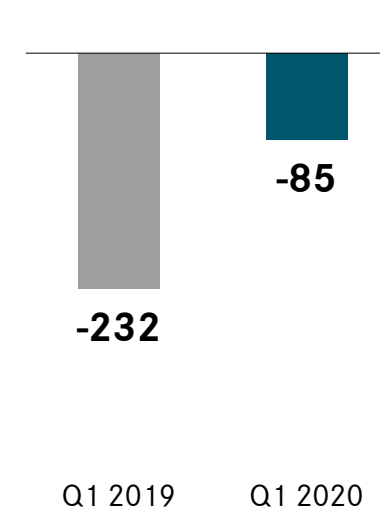
EBIT adjusted

in millions of euros



CFBIT

in millions of euros

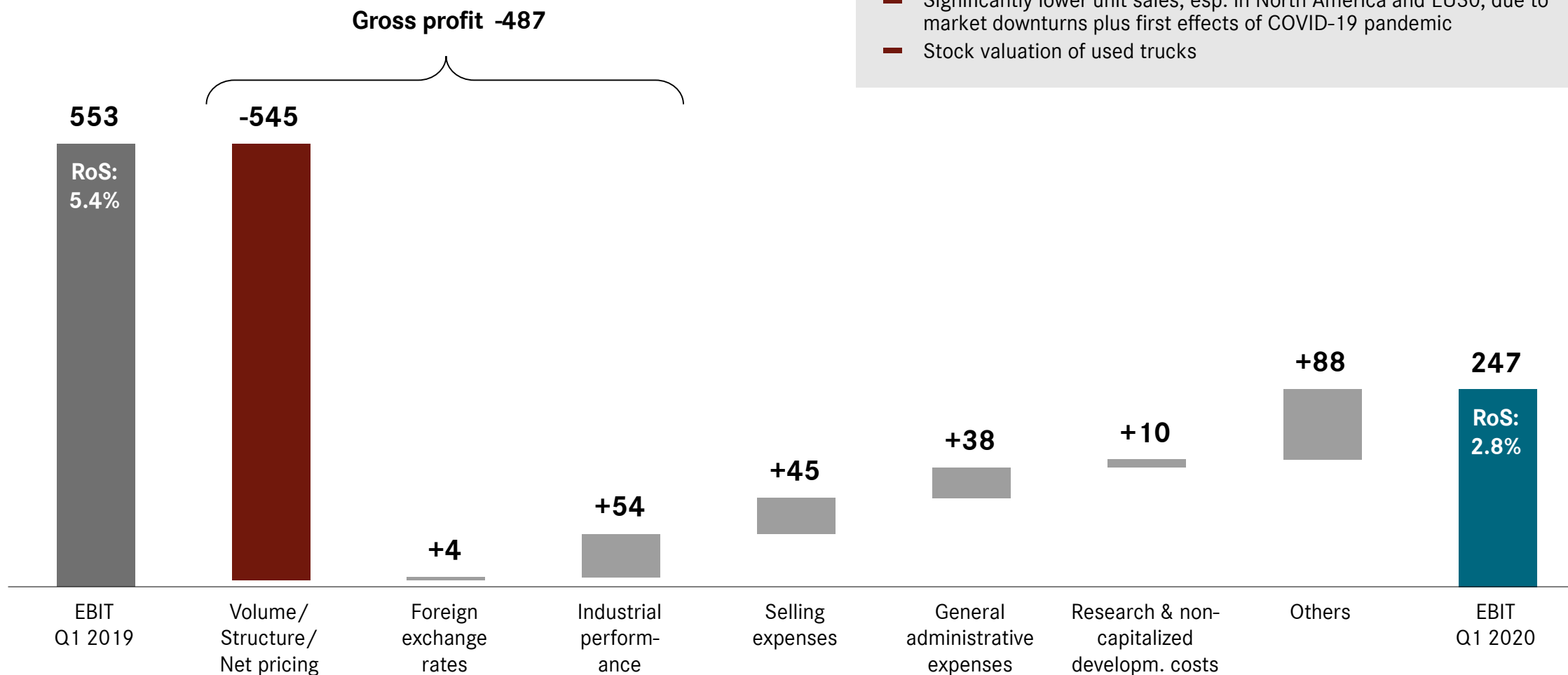


* Net order intake, adjusted for cancellations

DAIMLER TRUCKS & BUSES

EBIT AND ROS

in millions of euros

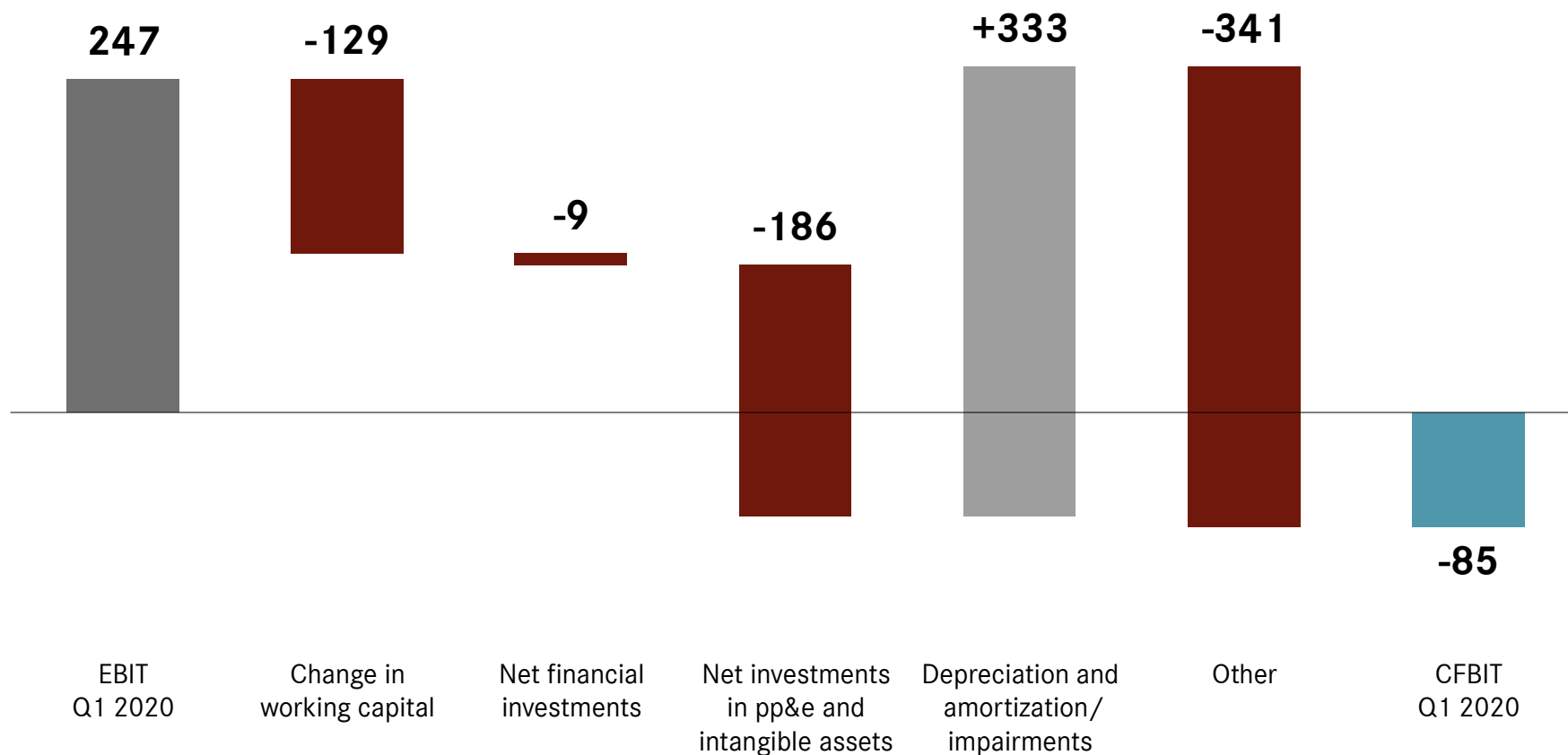


- + Cost improvements in all functional areas partly related to COVID-19 pandemic
- + Lower material costs partly related to raw material
- + Positive valuation effects, e.g. changes in discount rates
- Significantly lower unit sales, esp. in North America and EU30, due to market downturns plus first effects of COVID-19 pandemic
- Stock valuation of used trucks

DAIMLER TRUCKS & BUSES

RECONCILIATION FROM EBIT TO CFBIT Q1 2020

in millions of euros



DAIMLER MOBILITY KEY TOPICS Q1 2020

Decrease in new business due to COVID-19 pandemic

Q1 EBIT positive despite significant increase of credit risk provisions in anticipation of economic downturn with rising delinquencies

Immediate measures implemented to react to the effects of the crisis, including cash preservations measures

Safeguarding of refinancing and intensified efficiency measures

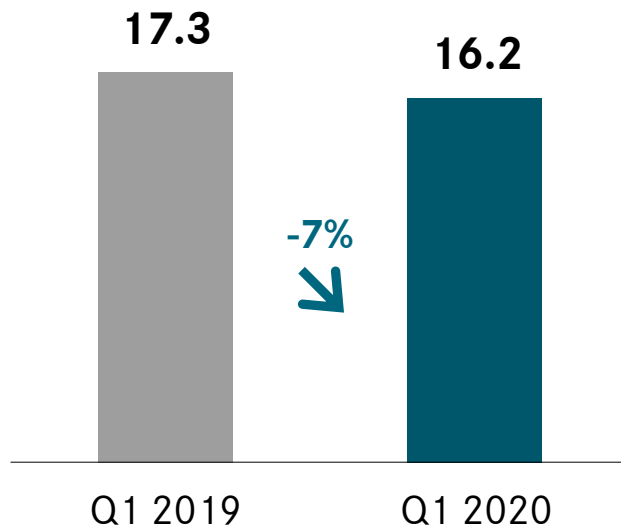
Support our dealer network and high-quality customers where needed to facilitate recovery phase



DAIMLER MOBILITY KEY FIGURES

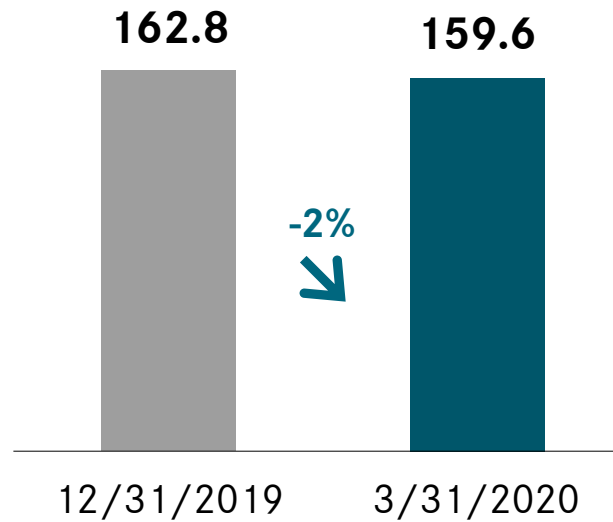
New business

in billions of euros



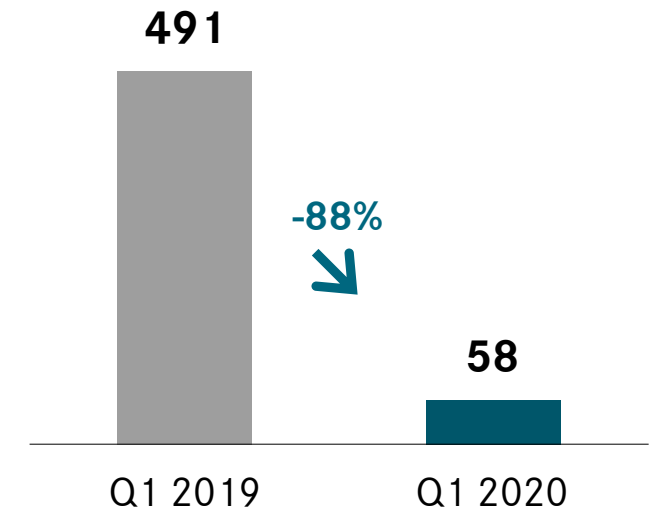
Contract volume

in billions of euros



EBIT adjusted

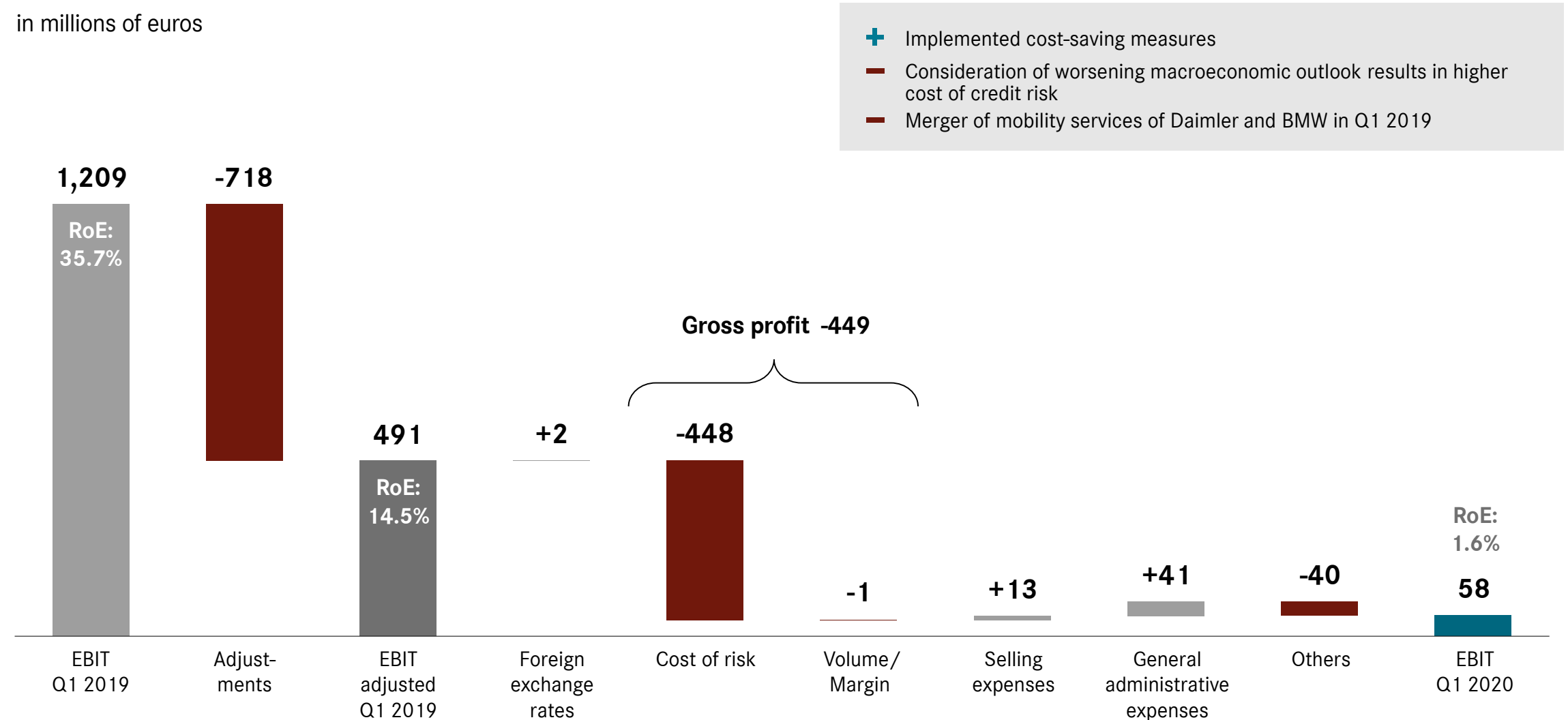
in millions of euros



DAIMLER MOBILITY

EBIT AND ROE

in millions of euros

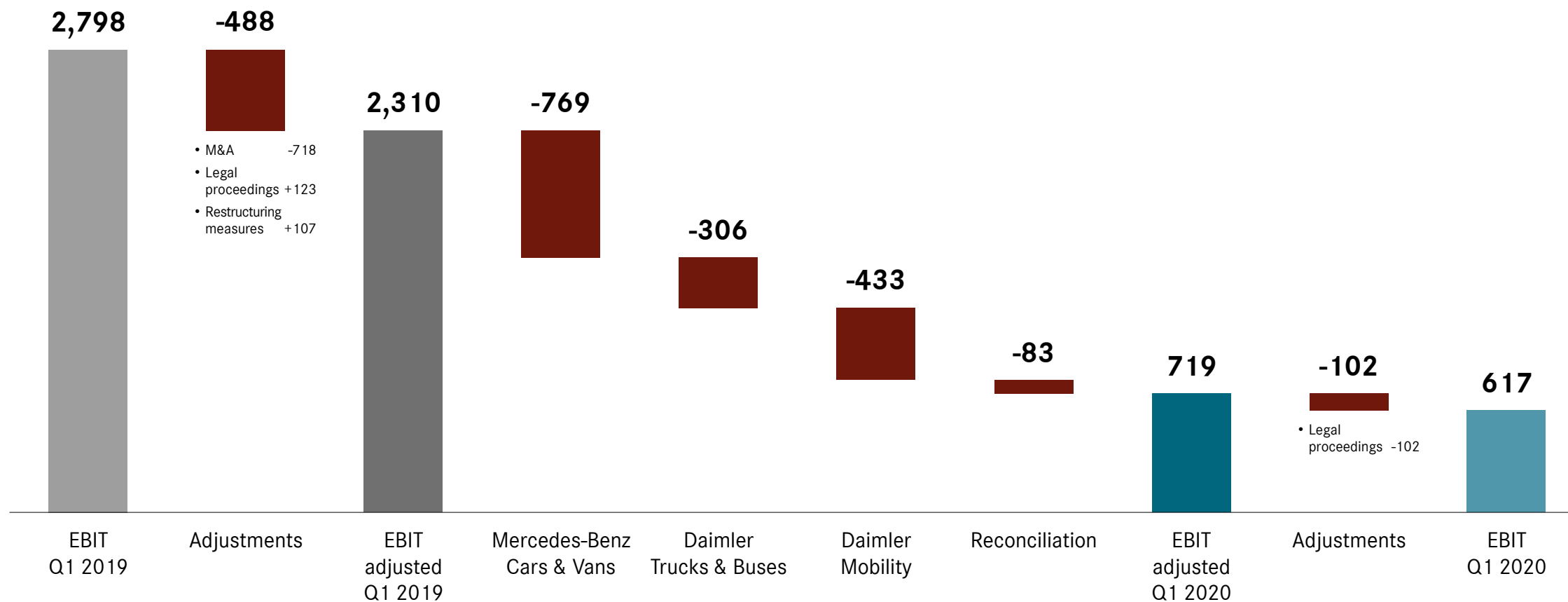


- + Implemented cost-saving measures
- Consideration of worsening macroeconomic outlook results in higher cost of credit risk
- Merger of mobility services of Daimler and BMW in Q1 2019

DAIMLER Q1 2020

GROUP EBIT

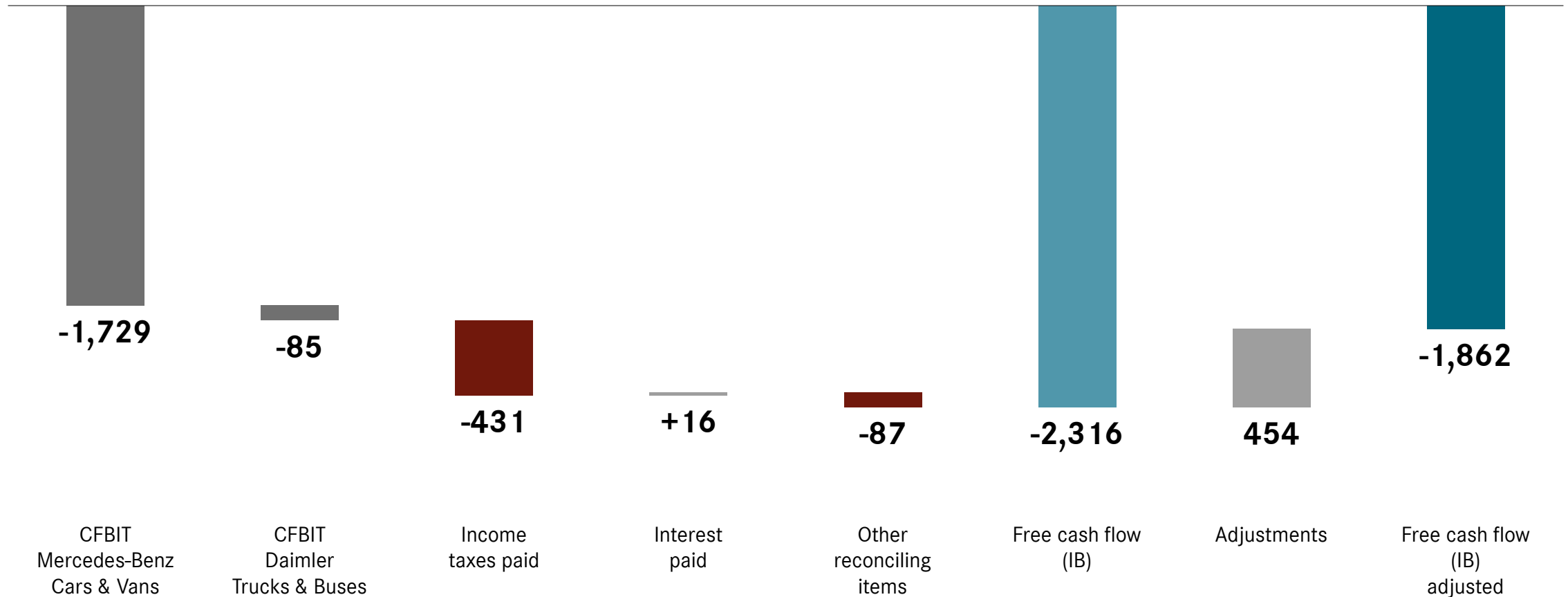
in millions of euros



DAIMLER Q1 2020

RECONCILIATION FROM CFBIT TO FREE CASH FLOW

in millions of euros



2020 OUTLOOK

ASSUMPTIONS FOR AUTOMOTIVE MARKETS

CAR MARKETS	Global	significant decrease
	Europe	significant decrease
	USA	significant decrease
	China	significant decrease
VAN MARKETS	EU30	significant decrease
	USA	significant decrease
HEAVY-DUTY TRUCK MARKETS	North America	significant decrease
	EU30	significant decrease
	Japan	significant decrease
	Brazil	significant decrease
BUS MARKETS	EU30	significant decrease
	Brazil	significant decrease



2020 OUTLOOK GUIDANCE

GROUP SALES	Daimler Group	Below the prior-year level
REVENUE	Daimler Group	Below the prior-year level
EBIT	Daimler Group	Below the prior-year level
FREE CASH FLOW	Industrial business	Below the prior-year level
INVESTMENT IN PP&E	Daimler Group	Below the prior-year level
R&D EXPENDITURE	Daimler Group	Below the prior-year level
NEW BUSINESS	Daimler Mobility	Below the prior-year level
ROE ADJUSTED	Daimler Mobility	Below the prior-year level



DAIMLER Q1 2020 LOOKING FORWARD

Comprehensive set of countermeasures implemented to counteract top-line decline

Ready to ramp-up and capture opportunities

Fully committed to CO₂ plans and electrification plans

Fully committed to transformation plans



DAIMLER

ADDITIONAL FINANCIAL DETAILS



DAIMLER Q1 2020

REVENUE BY DIVISIONS

in billions of euros

	Q1 2019	Q1 2020	% change
Daimler Group	39.7	37.2	-6
of which			
Mercedes-Benz Cars & Vans	24.1	23.2	-4
Daimler Trucks & Buses	10.2	8.7	-14
Daimler Mobility	6.9	7.1	+3

DAIMLER Q1 2020

REVENUE BY REGIONS

in billions of euros

	Q1 2019	Q1 2020	% change
Daimler Group	39.7	37.2	-6
of which			
Europe	16.6	15.3	-8
<i>of which Germany</i>	6.4	5.9	-7
North America	11.6	11.1	-4
<i>of which United States</i>	10.1	9.9	-3
Asia	9.0	8.6	-4
<i>of which China*</i>	4.4	3.8	-13
Other markets	2.5	2.1	-15

* excluding revenue of not fully consolidated companies

DAIMLER Q1 2020

EBIT BY DIVISIONS

EBIT in millions of euros; RoS/RoE in %

	Q1 2019		Q1 2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	2,798	4.8	617	1.9
of which				
Mercedes-Benz Cars & Vans	1,143	4.8	510	2.2
Daimler Trucks & Buses	553	5.4	247	2.8
Daimler Mobility	1,209	35.7	58	1.6
Reconciliation	-107	-	-198	-

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

DAIMLER Q1 2020

ADJUSTMENTS AFFECTING EBIT

in millions of euros

	Q1 2019	Q1 2020
Mercedes-Benz Cars & Vans		
Legal proceedings and related measures	122	93
Restructuring measures	107	–
Daimler Mobility		
M&A transactions	-718	–
Reconciliation		
Legal proceedings and related measures	1	9

DAIMLER Q1 2020

EBIT ADJUSTED BY DIVISIONS

EBIT adjusted in millions of euros; RoS/RoE adjusted in %

	Q1 2019		Q1 2020	
	EBIT adjusted	RoS/RoE adjusted*	EBIT adjusted	RoS/RoE adjusted*
Daimler Group	2,310	5.5	719	2.2
of which				
Mercedes-Benz Cars & Vans	1,372	5.7	603	2.6
Daimler Trucks & Buses	553	5.4	247	2.8
Daimler Mobility	491	14.5	58	1.6
Reconciliation	-106	-	-189	-

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

DAIMLER Q1 2020

CONSOLIDATED STATEMENT OF INCOME (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business		Daimler Mobility	
	Q1 2019	Q1 2020	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Revenue	39,698	37,223	32,817	30,122	6,881	7,101
Cost of sales	-32,127	-31,512	-26,150	-24,869	-5,977	-6,643
Gross profit	7,571	5,711	6,667	5,253	904	458
Selling expenses	-3,151	-2,889	-2,961	-2,711	-190	-178
General administrative expenses	-1,019	-920	-792	-733	-227	-187
Research and non-capitalized development costs	-1,704	-1,722	-1,704	-1,722	-	-
Other operating income/expense	992	415	243	376	749	39
Gains/losses on equity-method investments, net	262	-50	289	23	-27	-73
Other financial income/expense, net	-153	72	-153	73	-	-1
EBIT	2,798	617	1,589	559	1,209	58
Interest income/expense, net	-175	-77	-173	-74	-2	-3
Profit before income taxes	2,623	540	1,416	485	1,207	55
Income taxes	-474	-372	-344	-368	-130	-4
Net profit	2,149	168	1,072	117	1,077	51
Earnings per share (in euros)	1.96	0.09	-	-	-	-

DAIMLER Q1 2020

EBIT OF THE INDUSTRIAL BUSINESS

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses		Reconciliation	
	Q1 2019	Q1 2020	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Revenue	24,063	23,196	10,174	8,744	-1,420	-1,818
Cost of sales	-19,214	-19,276	-8,268	-7,325	1,332	1,732
Gross profit	4,849	3,920	1,906	1,419	-88	-86
Selling expenses	-2,398	-2,269	-673	-628	110	186
General administrative expenses	-447	-419	-363	-325	18	11
Research and non-capitalized development costs	-1,350	-1,368	-370	-360	16	6
Others	489	646	53	141	-163	-315
EBIT	1,143	510	553	247	-107	-198

DAIMLER Q1 2020

STATEMENT OF CASH FLOWS (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business	
	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Cash provided by operating activities	620	1,510	860	221
of which: Profit before income taxes	2,623	690	1,416	635
Depreciation and amortization/impairments	1,801	1,981	1,765	1,947
Change in working capital	-2,371	439	-2,391	-92
Cash used for investing activities	-3,763	-1,693	-3,249	-1,739
of which: Additions to property, plant and equipment	-1,668	-1,612	-1,654	-1,604
Cash used for/provided by financing activities	3,651	-2,596	3,696	-737
Free cash flow	-3,072	-1,043	-2,039	-2,316

DAIMLER Q1 2020

RECONCILIATION TO CFBIT ADJUSTED

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses	
	Q1 2019	Q1 2020	Q1 2019	Q1 2020
CFBIT	-835	-1,729	-232	-85
Legal proceedings and related measures	79	147	-	-
Restructuring measures	-	301	-	-
M&A transactions	-	-	-	-
CFBIT adjusted	-756	-1,281	-232	-85
EBIT adjusted	1,372	603	553	247
Cash conversion rate adjusted*	-0.6	-2.1	-0.4	-0.3

* Ratio of CFBIT adjusted to EBIT adjusted

DAIMLER Q1 2020

KEY BALANCE SHEET AND FINANCIAL FIGURES

Daimler Group	Dec. 31, 2019	March 31, 2020
Equity ratio	20.8%	20.9%
Gross liquidity	27.5	24.1
Funded status of pension obligations	-8.4	-7.5
<i>Funding ratio</i>	<i>77%</i>	<i>77%</i>
Industrial business		
Equity ratio	37.5%	37.4%
Net liquidity	11.0	9.3
Free cash flow (January-March)	-2.0	-2.3

DAIMLER Q1 2020

STATEMENT OF FINANCIAL POSITION (CONDENSED)

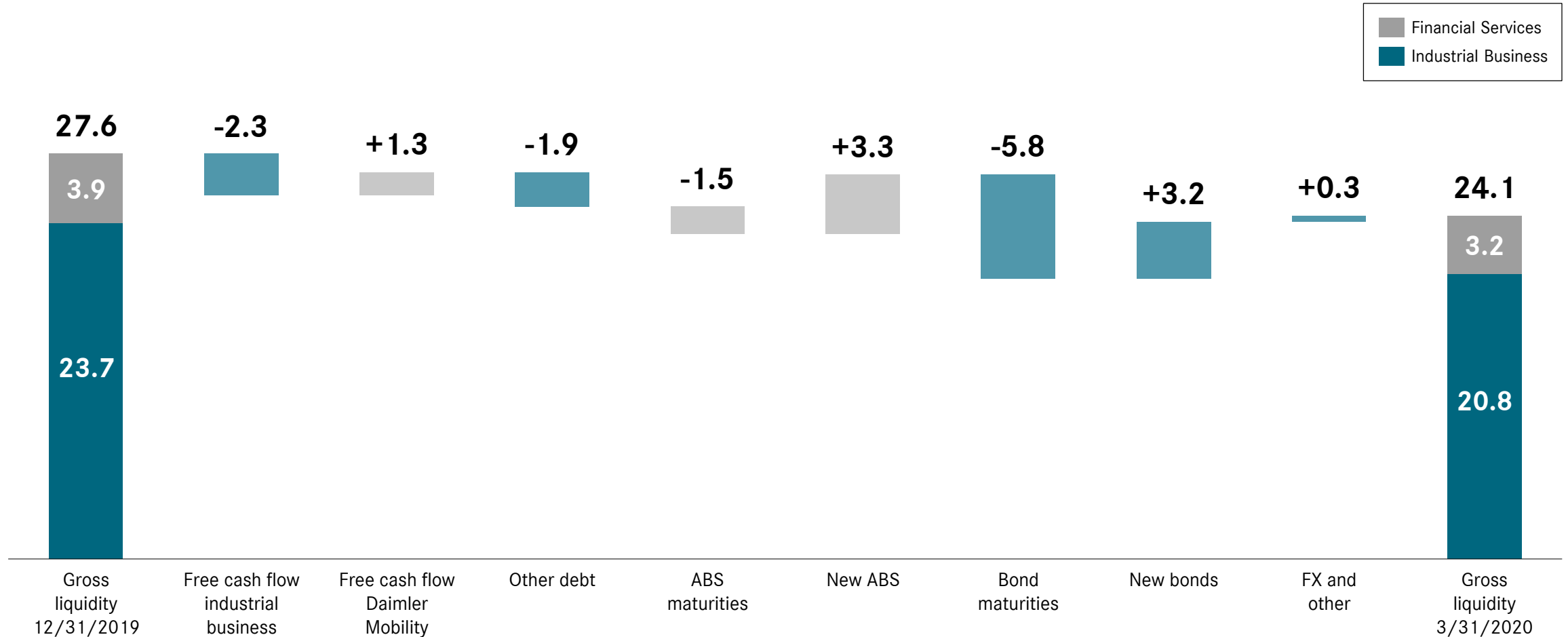
in millions of euros

	Daimler Group		Industrial Business	
	Dec. 31, 2019	March 31, 2020	Dec. 31, 2019	March 31, 2020
Intangible assets	15,978	16,306	15,077	15,409
Property, plant and equipment	37,143	36,905	36,782	36,563
Receivables from financial services & equipment on operating leases	155,143	152,189	18,711	18,233
Equity-method investments	5,949	6,188	4,842	5,151
Inventories	29,757	32,193	28,420	30,963
Trade receivables	12,332	10,065	11,045	9,282
Liquidity	27,538	24,050	23,674	20,841
Other assets	18,598	19,767	-10,934	-9,324
Total assets	302,438	297,663	127,617	127,118
Equity	62,841	63,163	47,858	48,531
Provisions	30,652	28,594	29,473	27,449
Financing liabilities	161,780	158,319	13,289	13,194
Trade payables	12,707	14,177	11,896	13,383
Other liabilities	34,458	33,410	25,101	24,561
Total equity and liabilities	302,438	297,663	127,617	127,118

DAIMLER Q1 2020

DEVELOPMENT OF GROSS INDUSTRIAL LIQUIDITY

in billions of euros



Note: Figures may not be additive due to rounding.

ADDITIONAL DIVISIONAL DETAILS



MERCEDES-BENZ CARS & VANS

NET ASSETS

in millions of euros

	Dec. 31, 2019	March 31, 2020
Intangible assets	13,234	13,607
Property, plant and equipment	27,933	27,837
Inventories	20,959	22,958
Trade receivables	7,556	6,165
Other segment assets	24,808	24,930
Segment assets	94,490	95,497
Trade payables	9,042	10,140
Other segment liabilities	52,150	50,442
Segment liabilities	61,192	60,582
Net assets	33,298	34,915

DAIMLER TRUCKS & BUSES

NET ASSETS

in millions of euros

	Dec. 31, 2019	March 31, 2020
Intangible assets	1,828	1,788
Property, plant and equipment	8,569	8,433
Inventories	7,615	8,136
Trade receivables	3,469	3,117
Other segment assets	6,497	6,180
Segment assets	27,978	27,654
Trade payables	2,847	3,319
Other segment liabilities	14,706	13,915
Segment liabilities	17,553	17,234
Net assets	10,425	10,420

DAIMLER Q1 2020

UNIT SALES

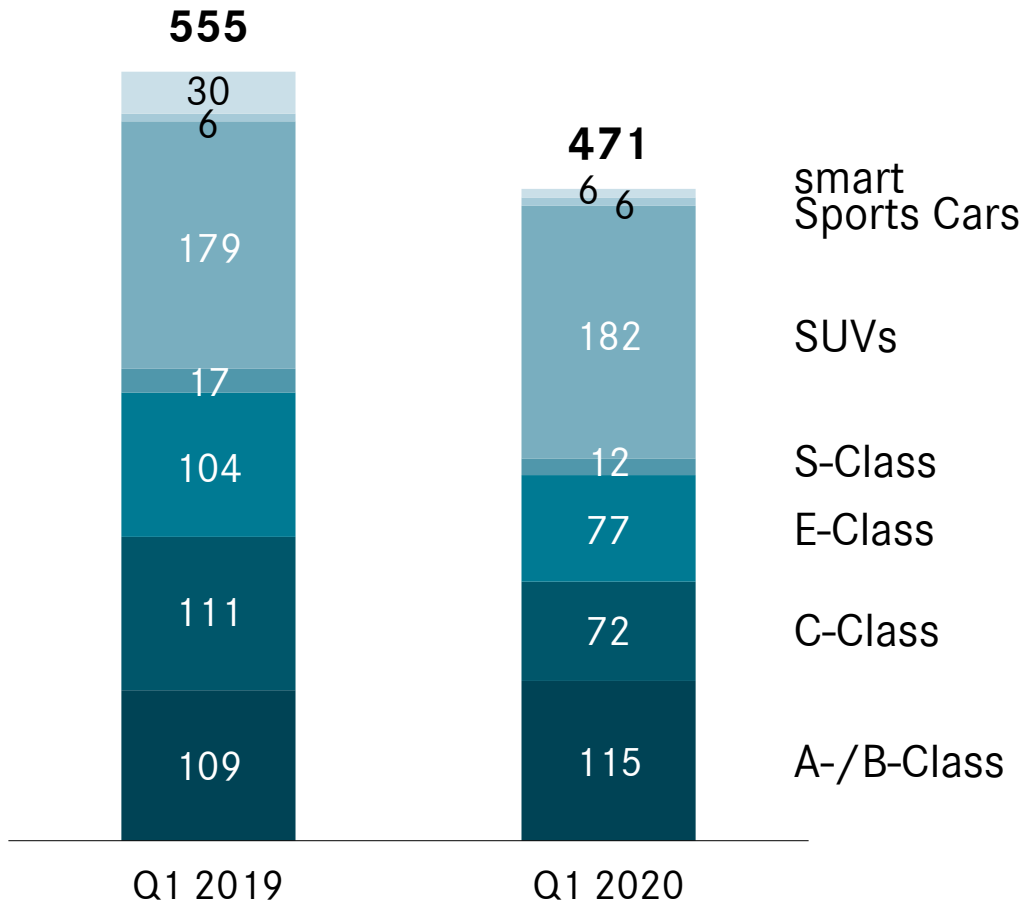
in thousands of units

	Q1 2019	Q1 2020	% change
Daimler Group	773.8	644.3	-17
of which			
Mercedes-Benz Cars	555.3	470.6	-15
Mercedes-Benz Vans	97.0	76.2	-22
Daimler Trucks	115.9	92.5	-20
Daimler Buses	5.5	5.1	-8

MERCEDES-BENZ CARS

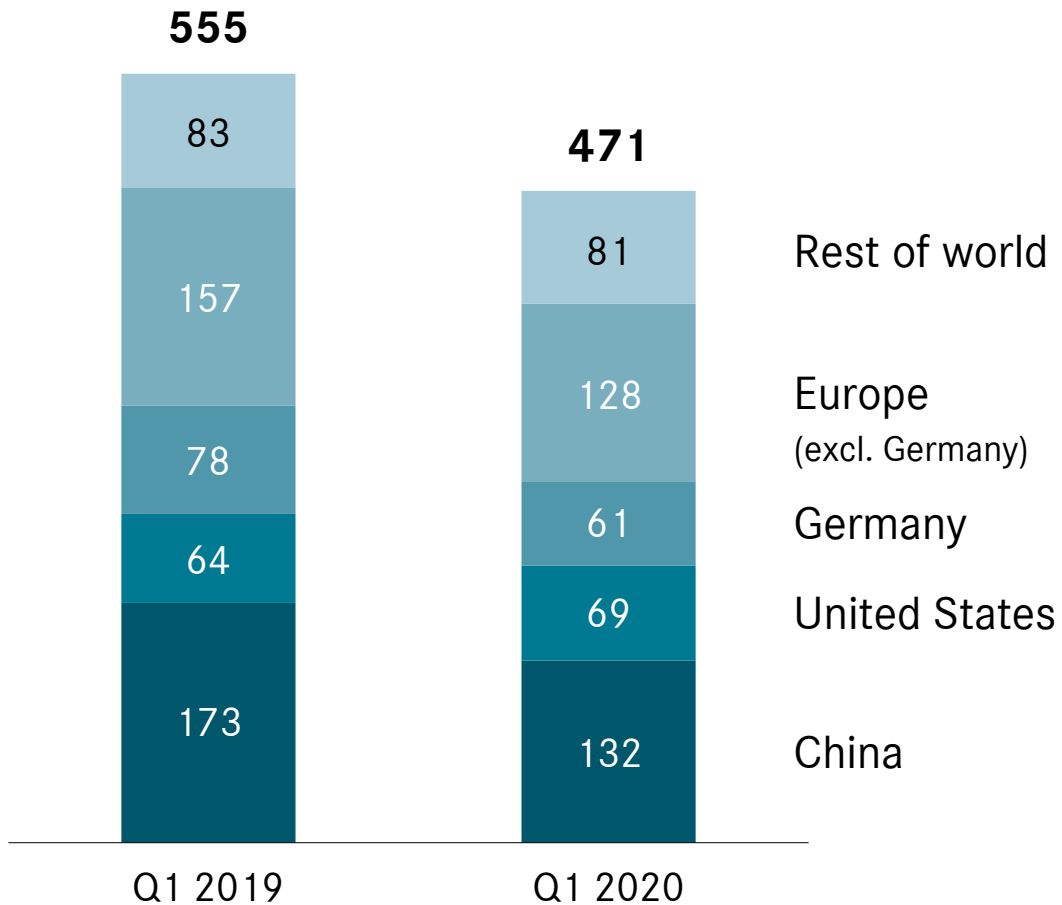
UNIT SALES BY SEGMENTS

in thousands of units



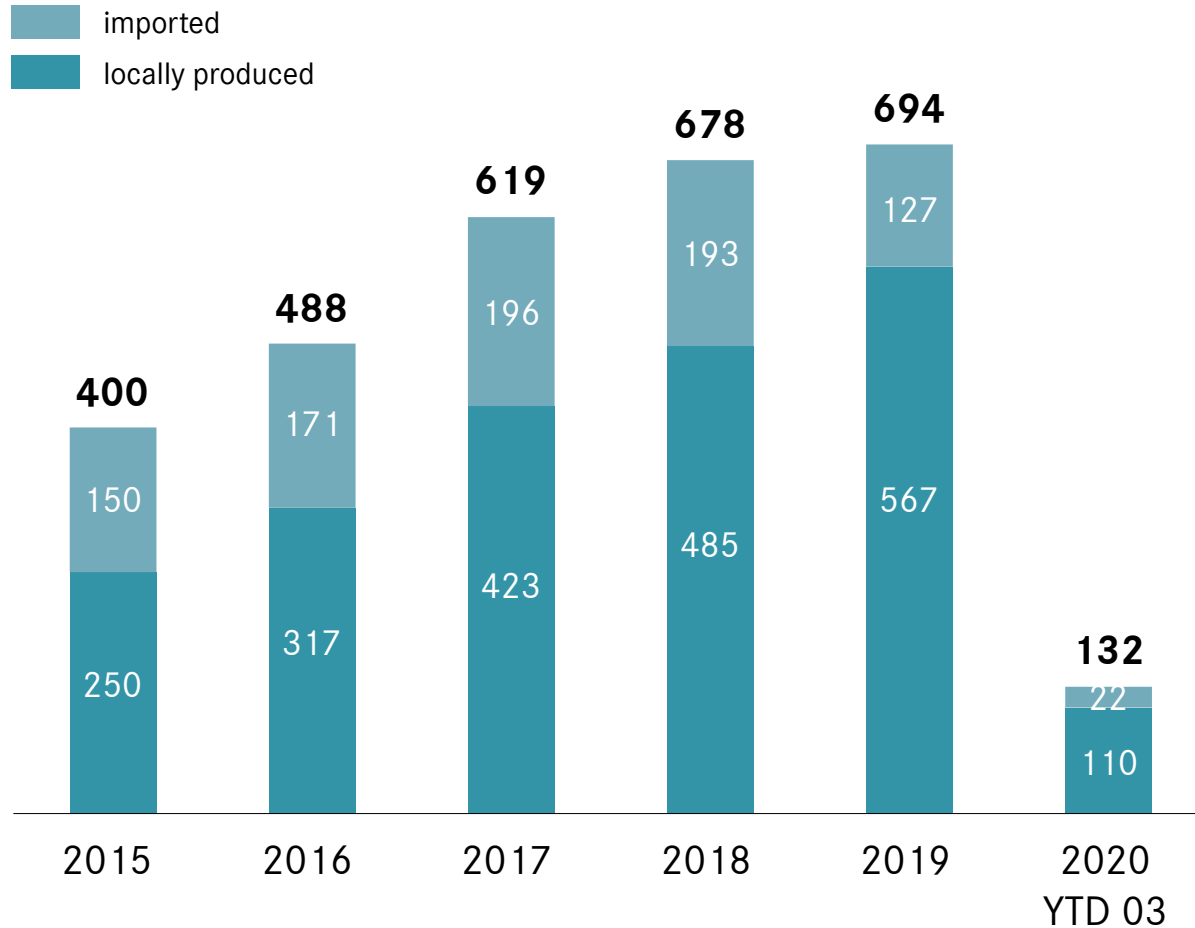
MERCEDES-BENZ CARS UNIT SALES BY REGIONS

in thousands of units



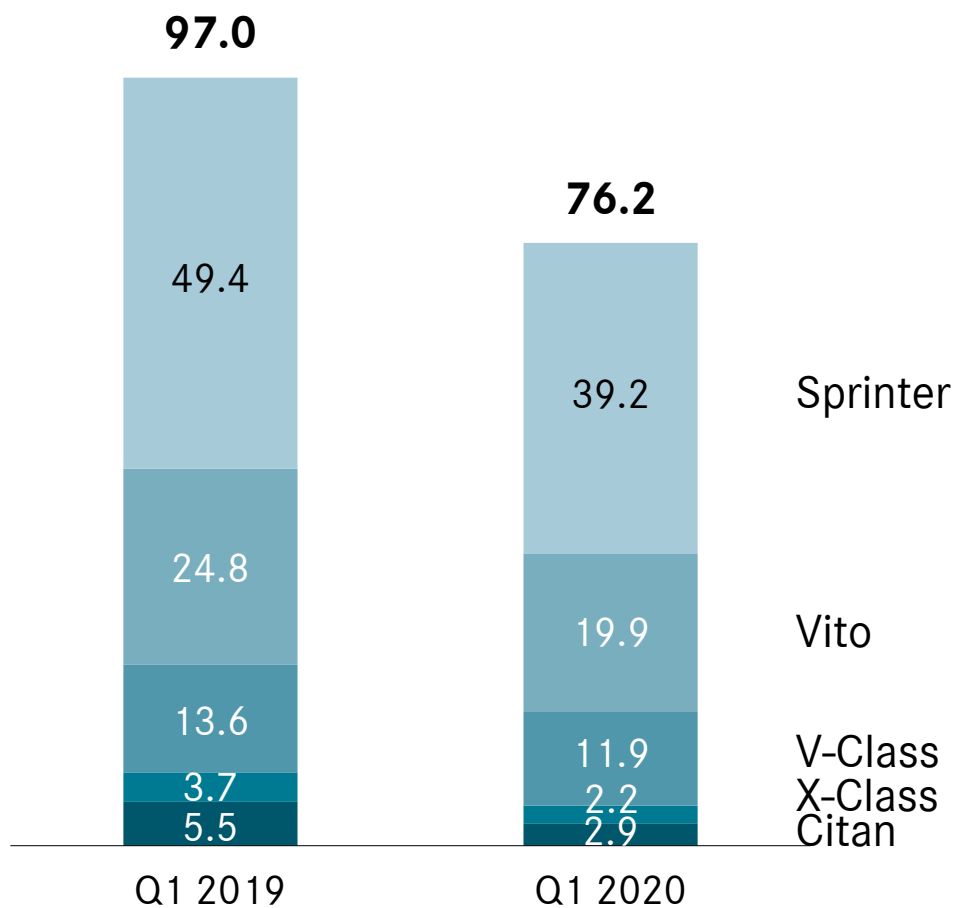
MERCEDES-BENZ CARS UNIT SALES IN CHINA

in thousands of units



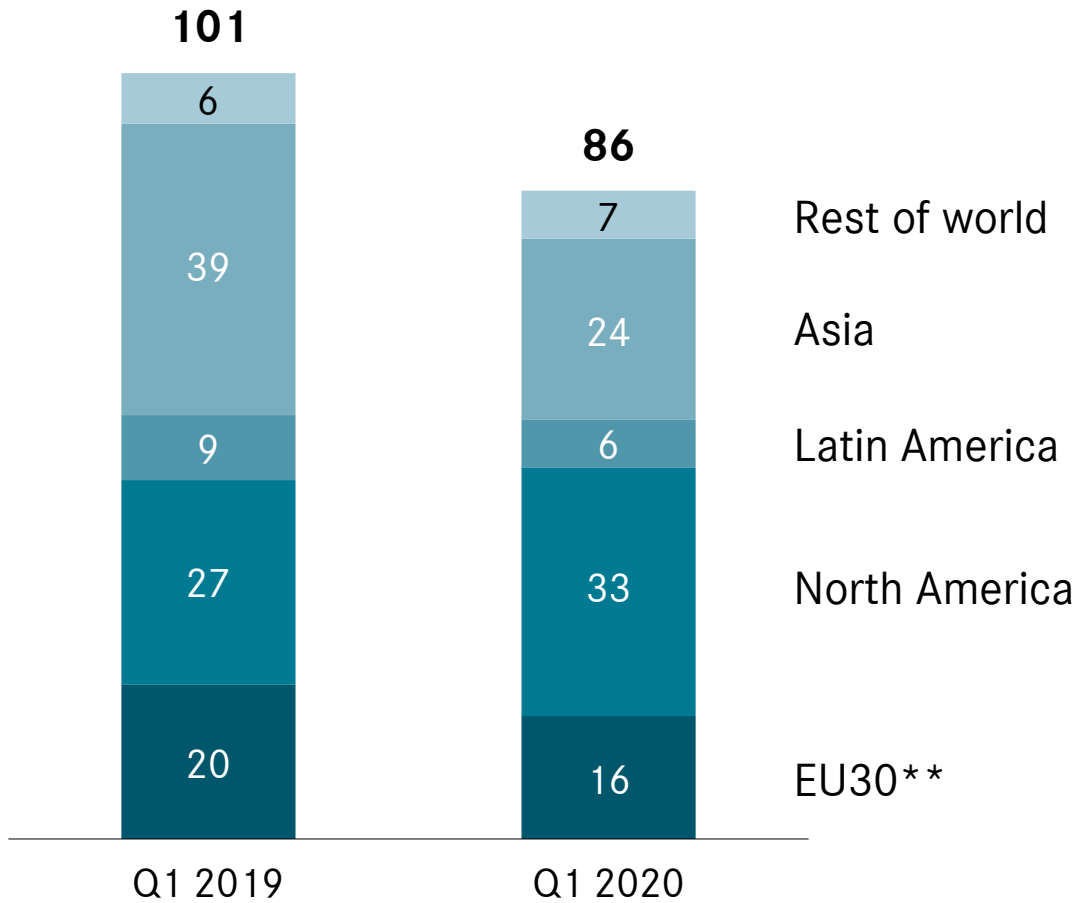
MERCEDES-BENZ VANS UNIT SALES BY SEGMENTS

in thousands of units



DAIMLER TRUCKS INCOMING ORDERS*

in thousands of units



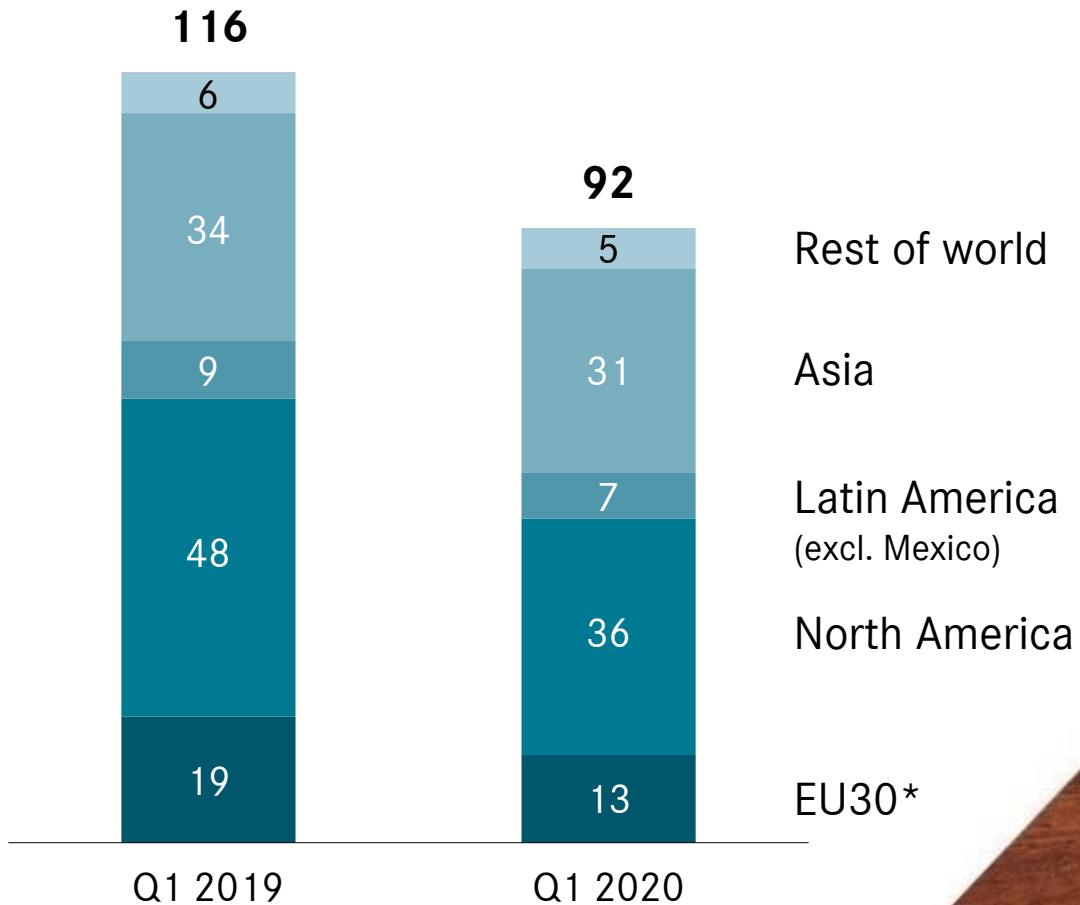
* Net order intake, adjusted for cancellations

** European Union, United Kingdom, Switzerland and Norway



DAIMLER TRUCKS UNIT SALES BY REGIONS

in thousands of units

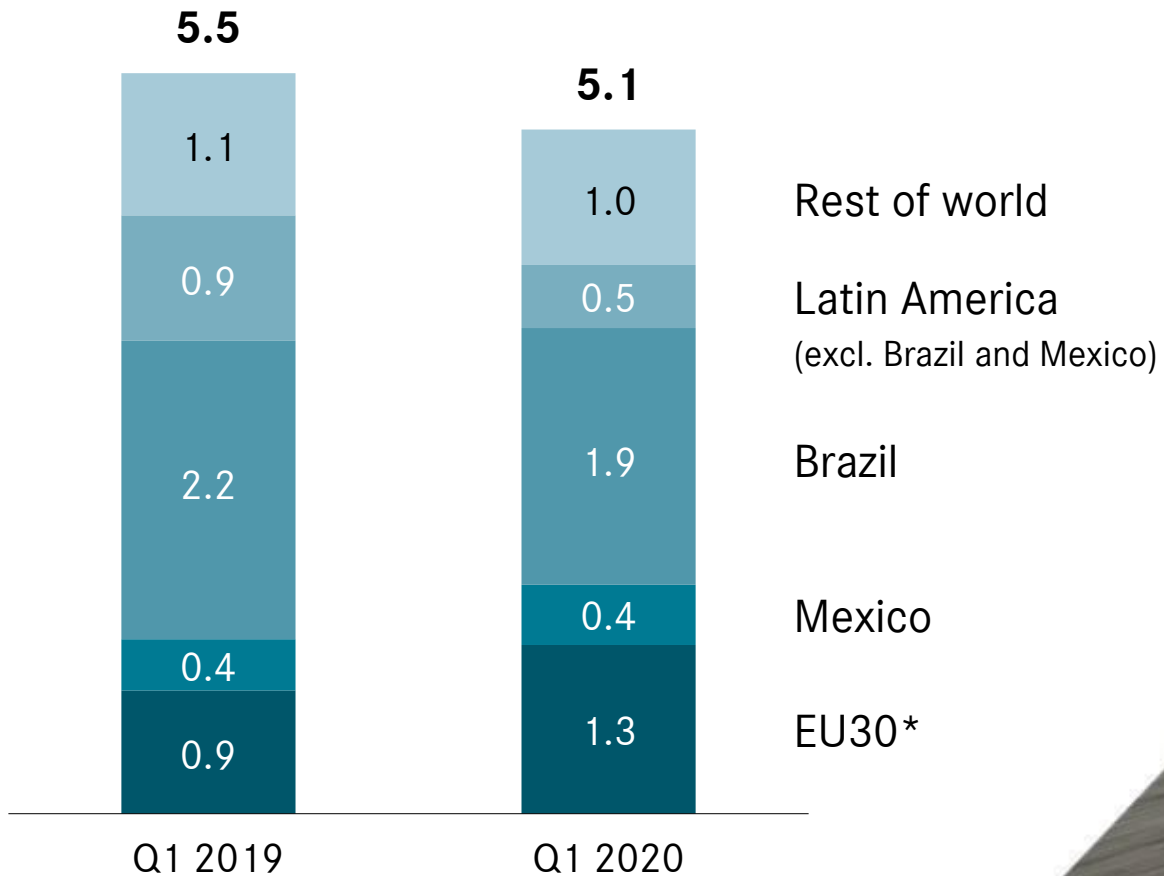


* European Union, United Kingdom, Switzerland and Norway



DAIMLER BUSES UNIT SALES BY REGIONS

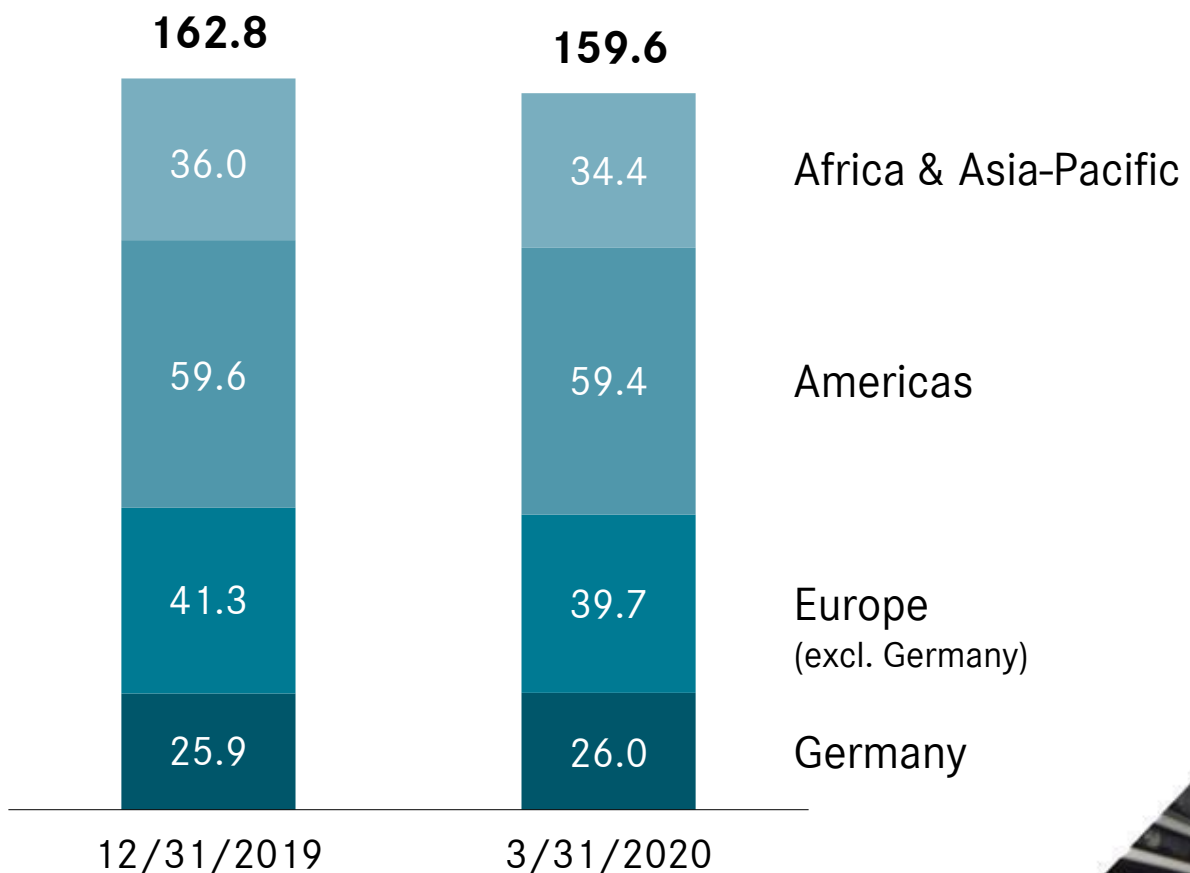
in thousands of units



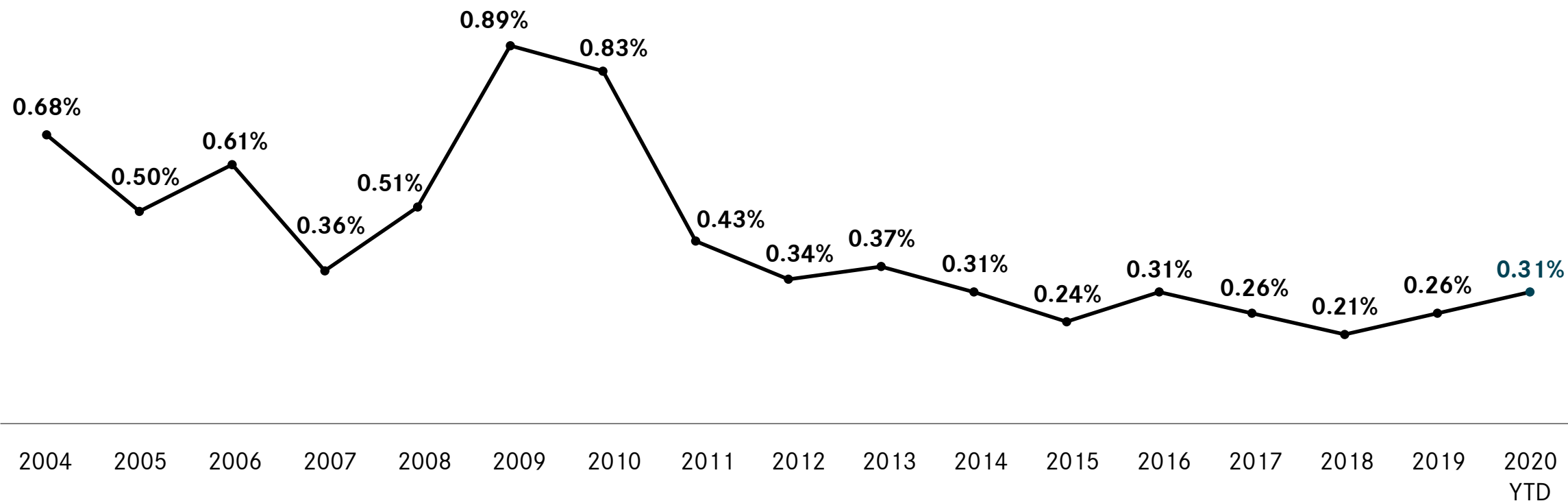
* European Union, United Kingdom, Switzerland and Norway

DAIMLER MOBILITY CONTRACT VOLUME

in billions of euros



DAIMLER MOBILITY NET CREDIT LOSSES*



* as a percentage of portfolio, subject to credit risk

DAIMLER MOBILITY YOUR NOW JOINT VENTURES

YOURNOW ✓

	03/2020 YTD	1. FREE NOW & REACH NOW		2. SHARE NOW	3. PARK NOW & CHARGE NOW	
Interactions in millions	148	77.6	7.1	5.6	57.2*	0.14
Customers** in millions	98.0	45.4	10.0	2.7	39.8*	0.06
Cities**	>1,000	151	19	16	>1,000*	n/a
GMV RR in bn €	n/a***					

* For U.S. entity of PARK NOW, March 2020 figures estimated ** Partially, data summation w/o consideration of possible redundancies *** Due to current uncertain situation, not applicable to estimate FY 2020 value

DAIMLER Q1 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 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.