

DAIMLER AG
DISCLOSURE Q2 2020

**CAPITAL MARKET
PRESENTATION**

July 23, 2020



DAIMLER Q2 2020

KEY TOPICS

Effective cash measures

Initiated large number of measures to protect cash position; net liquidity at a robust level.

Positive market signals

First signs of sales recovery: Mercedes-Benz passenger cars with best ever Q2 in China and Vans with best ever quarter in China; order intake at Trucks positive in nearly all core regions again.

Improving the cost base of our company

Reinforced efficiency measures and capacity adjustment of production network initiated.

Full focus on our strategic course

Making ground on our road to decarbonization and digitization: major partnerships with Volvo, Rolls-Royce, Farasis and NVIDIA.

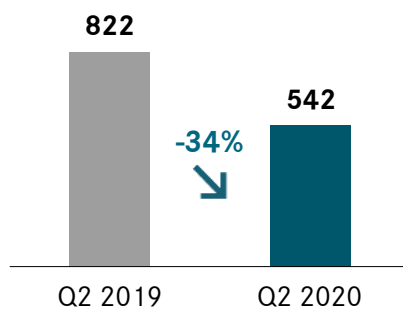


DAIMLER Q2 2020

KEY FIGURES

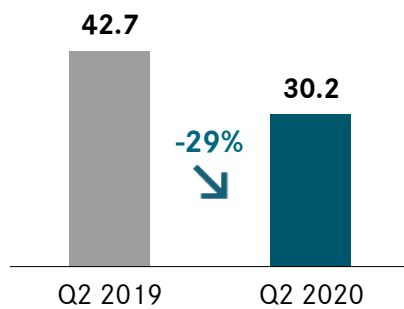
Unit sales

in thousands of units



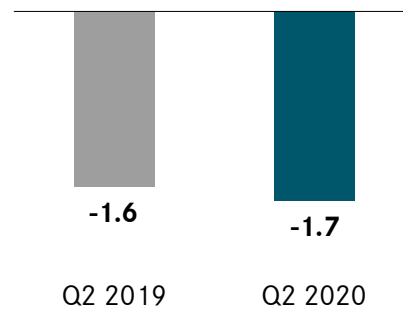
Revenue

in billions of euros



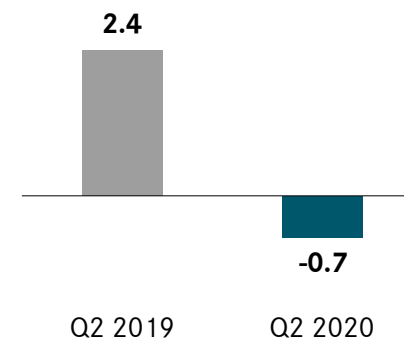
EBIT

in billions of euros



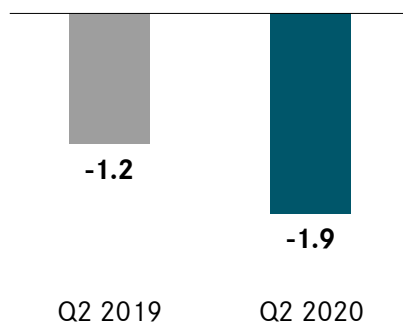
EBIT adjusted

in billions of euros



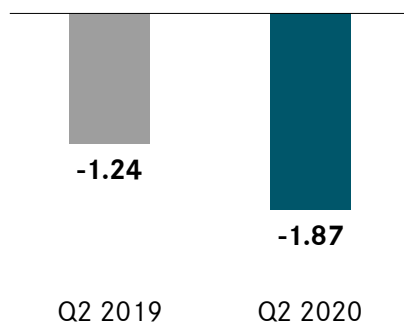
Net loss

in billions of euros



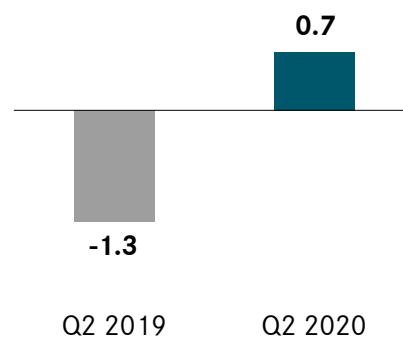
Earnings per share

in euros



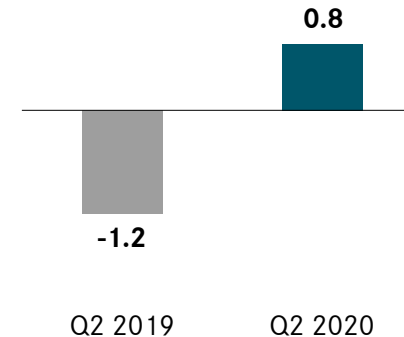
Free cash flow (IB)

in billions of euros



Free cash flow (IB) adjusted

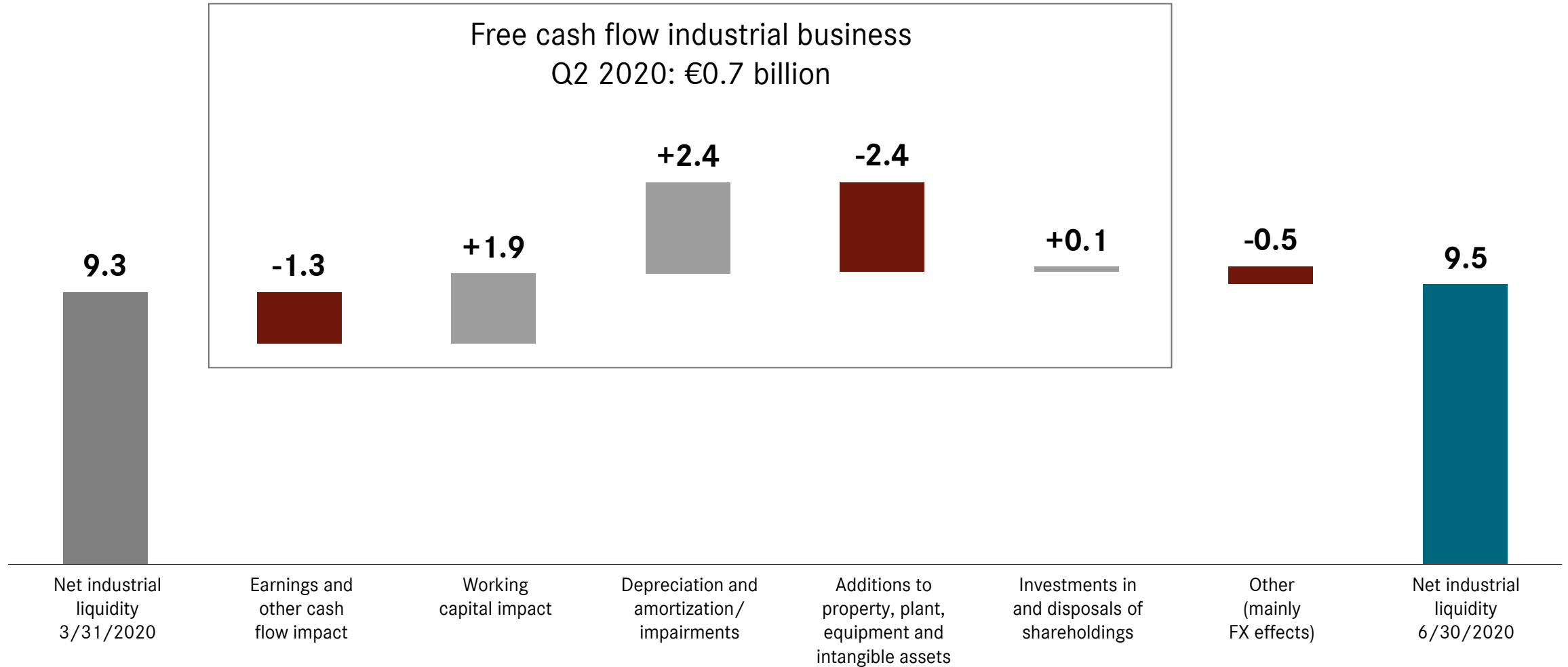
in billions of euros



DAIMLER Q2 2020

NET INDUSTRIAL LIQUIDITY

in billions of euros



MERCEDES-BENZ CARS & VANS

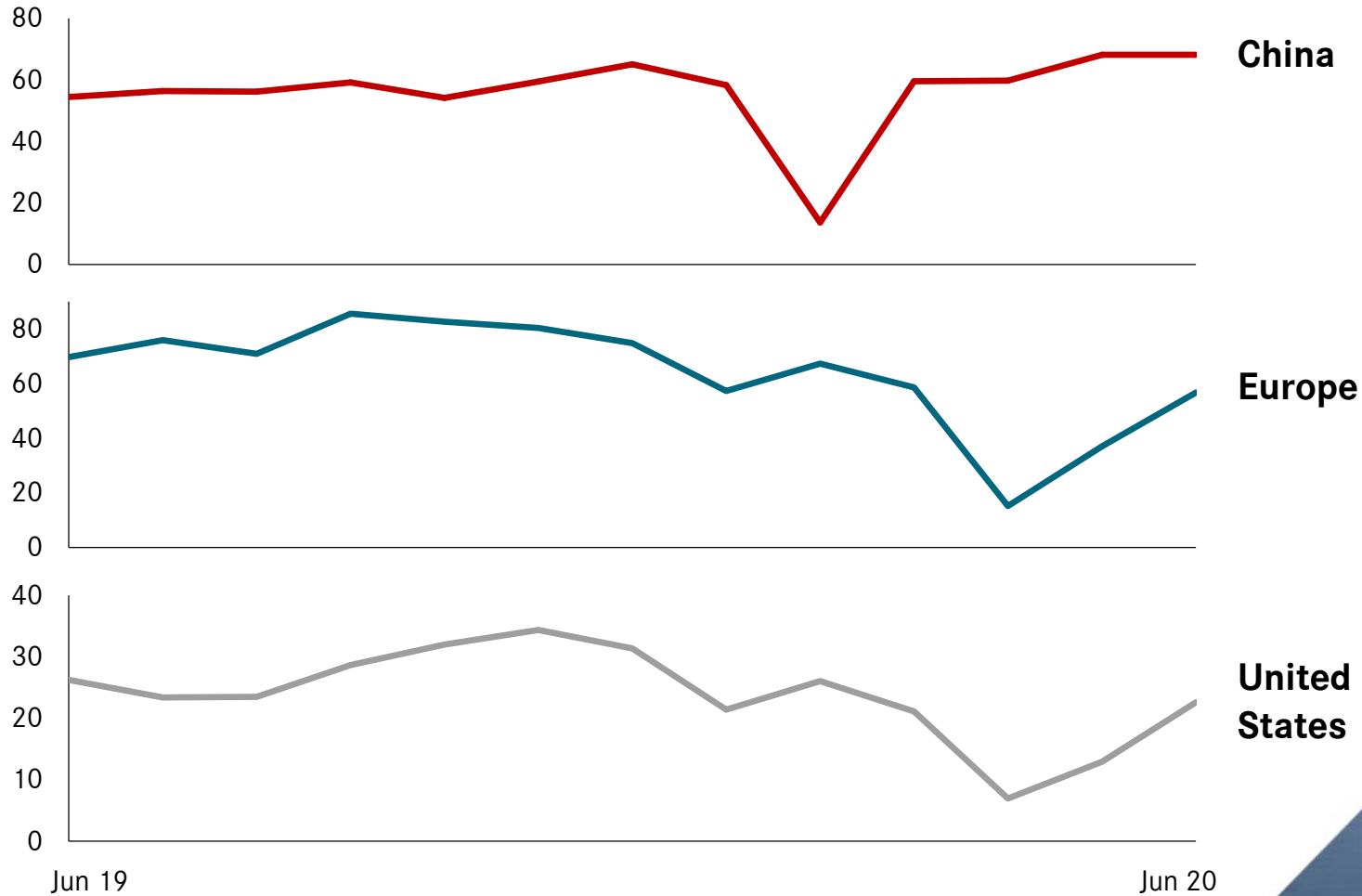
KEY TOPICS Q2 2020

- Nearly all worldwide dealerships reopened. Strong finish to global retail car deliveries for Q2 in June.
- Favorable development in model mix and pricing.
- Progressing on xEV share towards 2020 target.
- Streamlining of global production network.
- Strategic groundwork laid with NVIDIA for software-defined computing architecture in the field of driving assistance for next generation fleet.
- At Vans, EQV and eSprinter became available for order and will strengthen our leading position in this segment.



MERCEDES-BENZ PASSENGER CARS BUSINESS RECOVERY IN H1

Group sales
in thousands of units

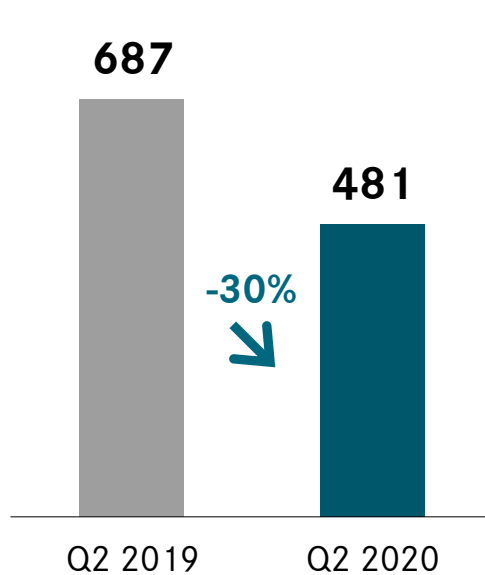


MERCEDES-BENZ CARS & VANS

KEY FIGURES

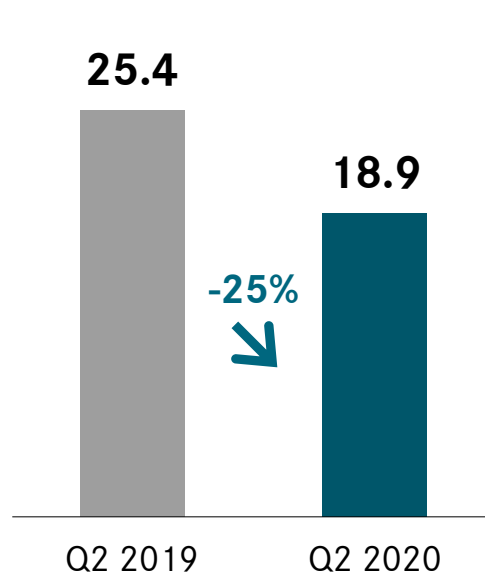
Unit sales

in thousands of units



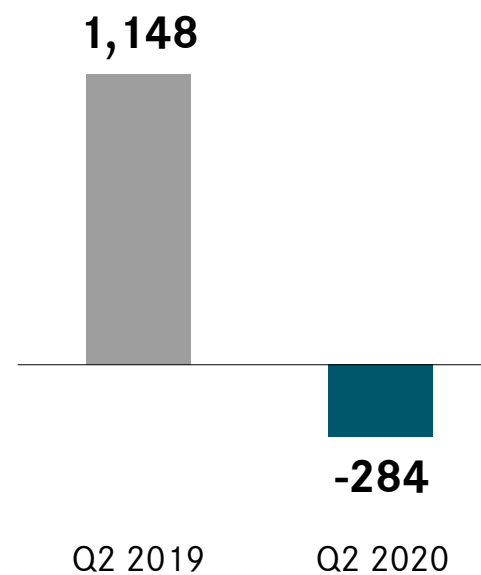
Revenue

in billions of euros



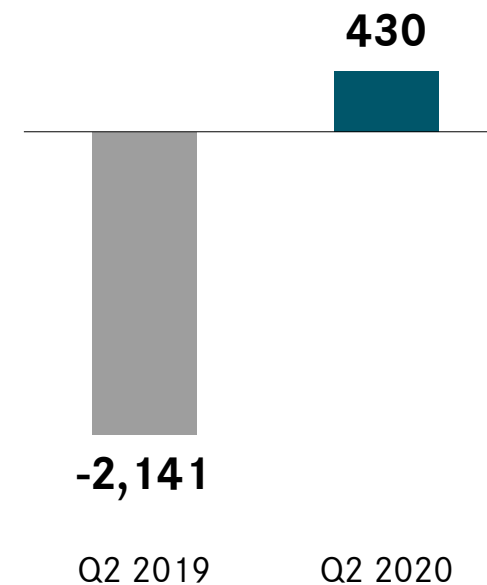
EBIT adjusted

in millions of euros



CFBIT

in millions of euros

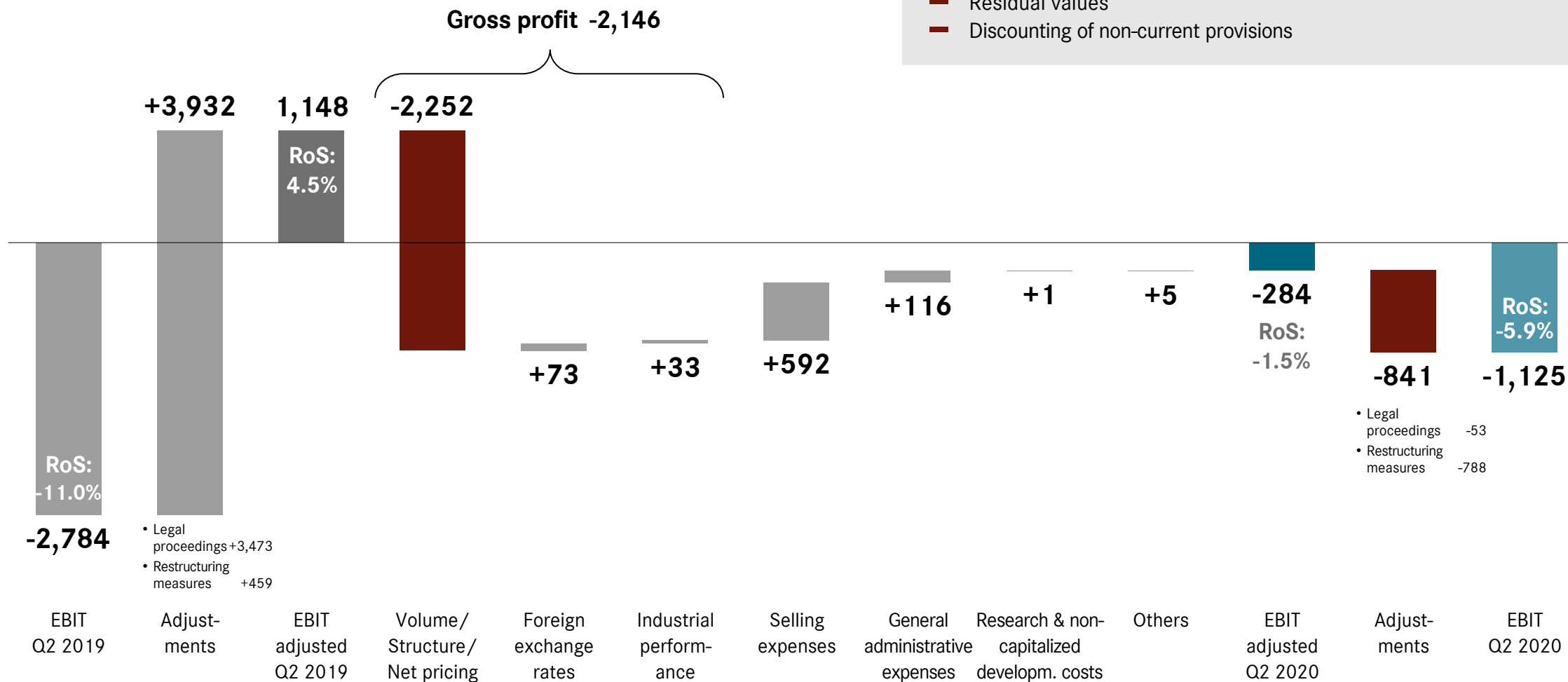


MERCEDES-BENZ CARS & VANS

EBIT AND ROS

in millions of euros

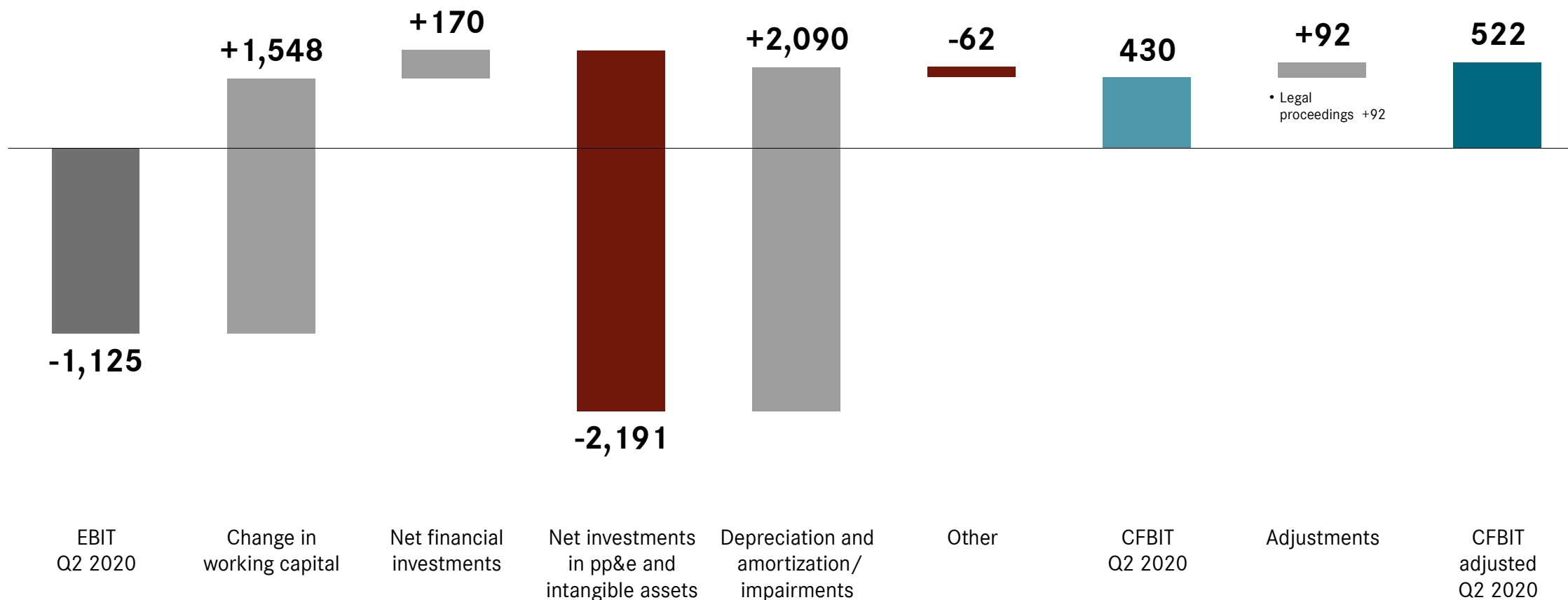
- + Favorable model mix and pricing
- + Cost and capacity adjustments
- + Fixed cost reduction in all functional areas
- Lower unit sales
- Residual values
- Discounting of non-current provisions



MERCEDES-BENZ CARS & VANS

RECONCILIATION FROM EBIT TO CFBIT Q2 2020

in millions of euros



DAIMLER TRUCKS & BUSES

KEY TOPICS Q2 2020

Significant sales decreases accelerated by COVID-19; most severe impact in Europe and North America

Incoming orders in Europe and North America show first positive signs

Ongoing strong focus on cash preservation measures

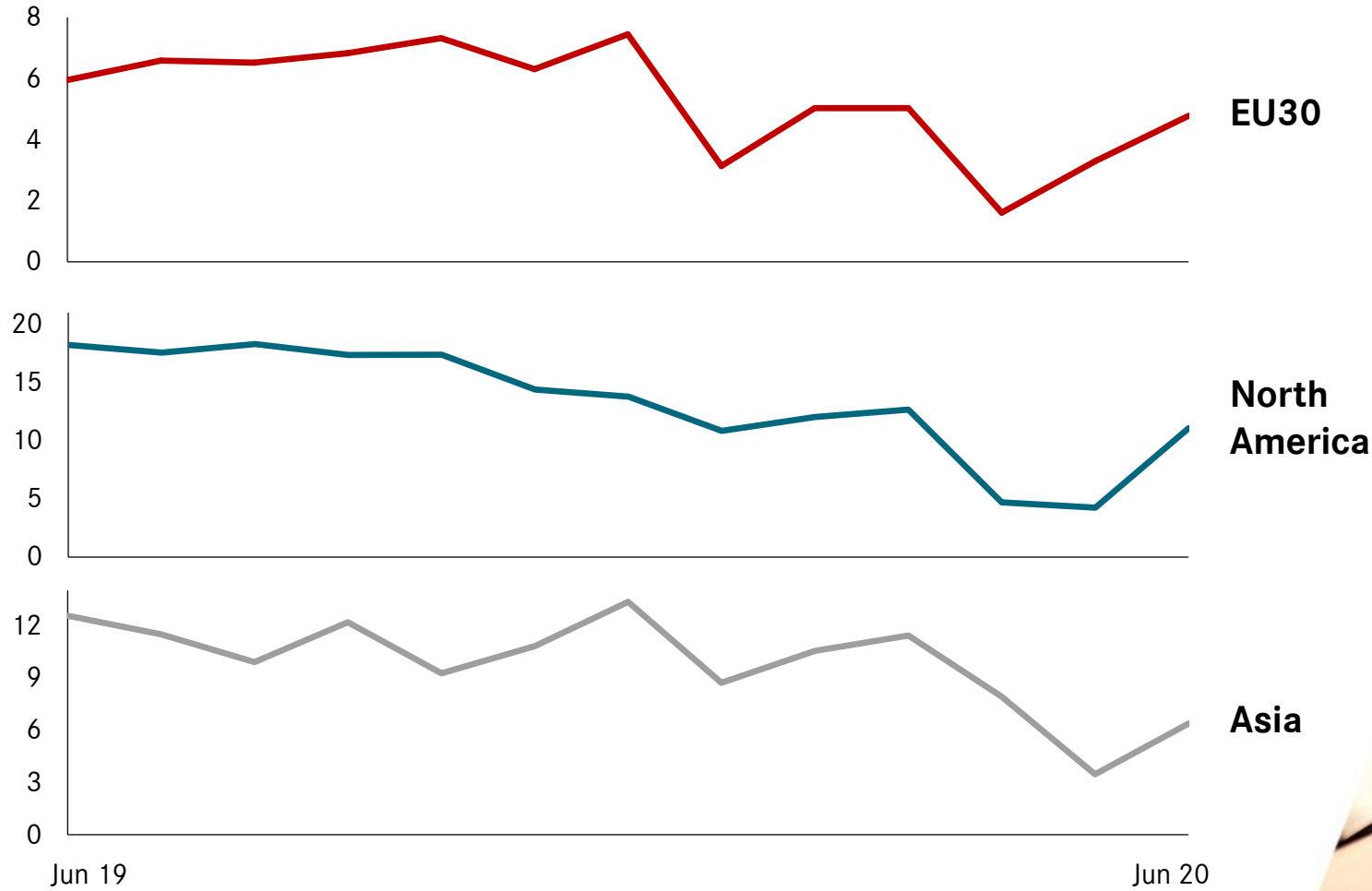
Progressive execution of restructuring activities with resulting fixed cost reduction

Focus on strategic initiatives such as expansion of fuel-cell activities



DAIMLER TRUCKS & BUSES BUSINESS RECOVERY IN H1

Group sales of Daimler Trucks
in thousands of units

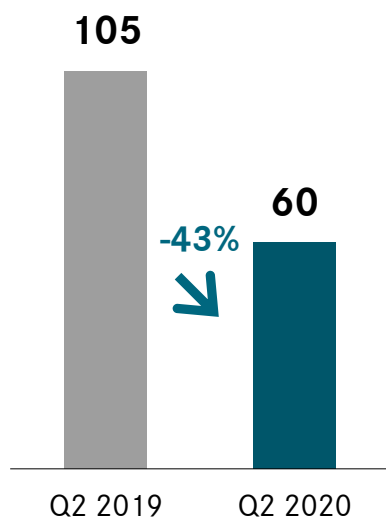


DAIMLER TRUCKS & BUSES

KEY FIGURES

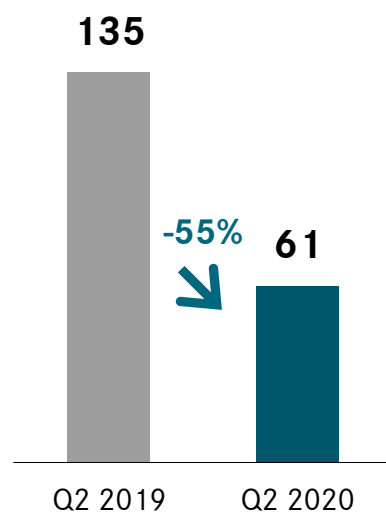
Incoming orders*

in thousands of units



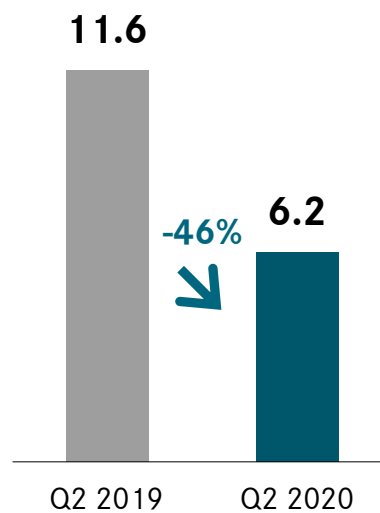
Unit sales

in thousands of units



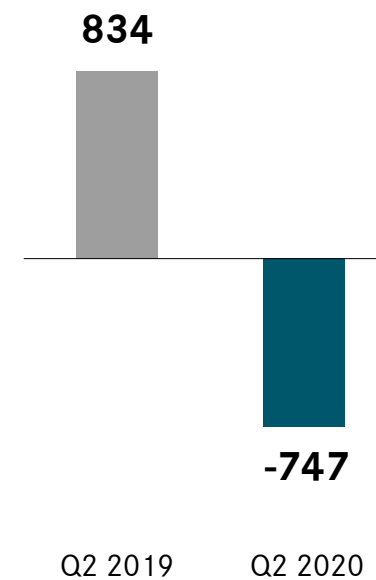
Revenue

in billions of euros



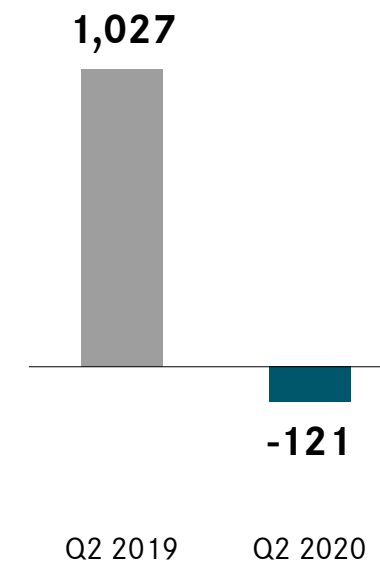
EBIT adjusted

in millions of euros



CFBIT

in millions of euros



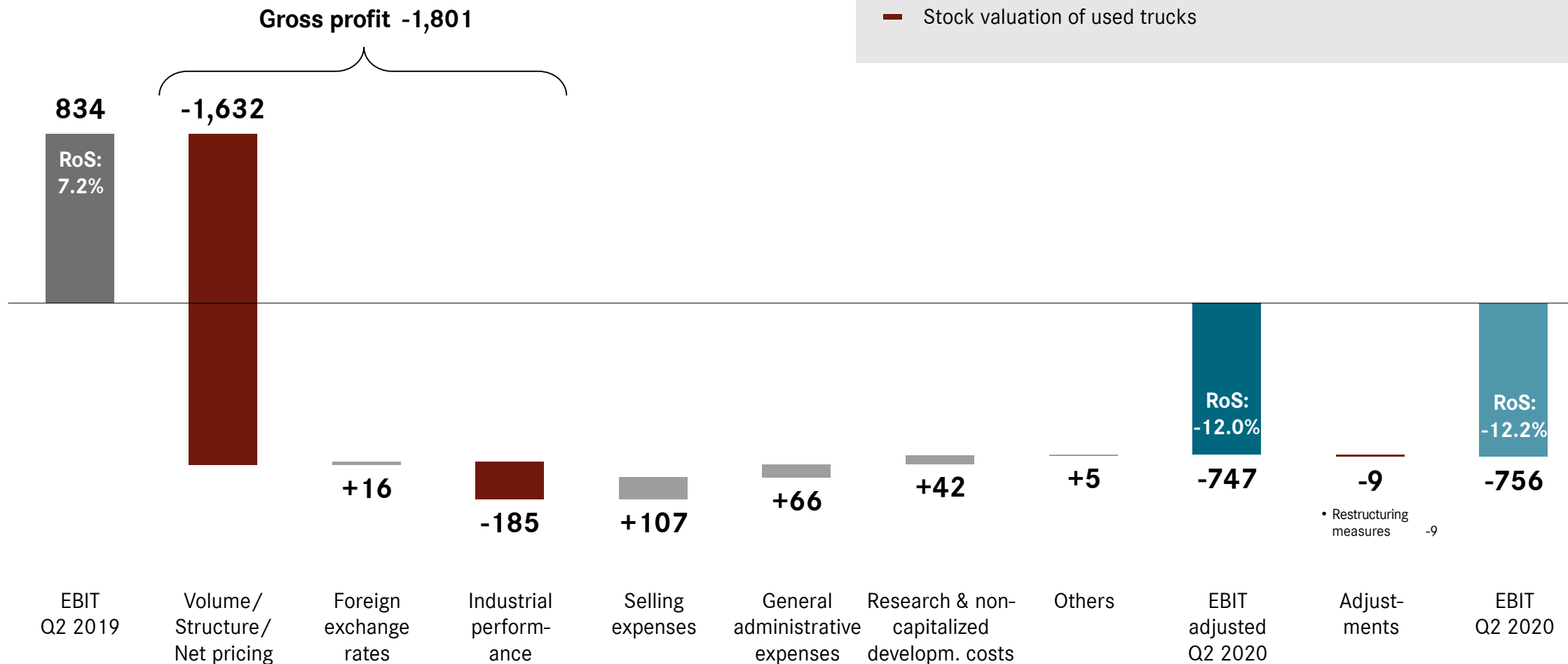
* Net order intake, adjusted for cancellations

DAIMLER TRUCKS & BUSES

EBIT AND ROS

in millions of euros

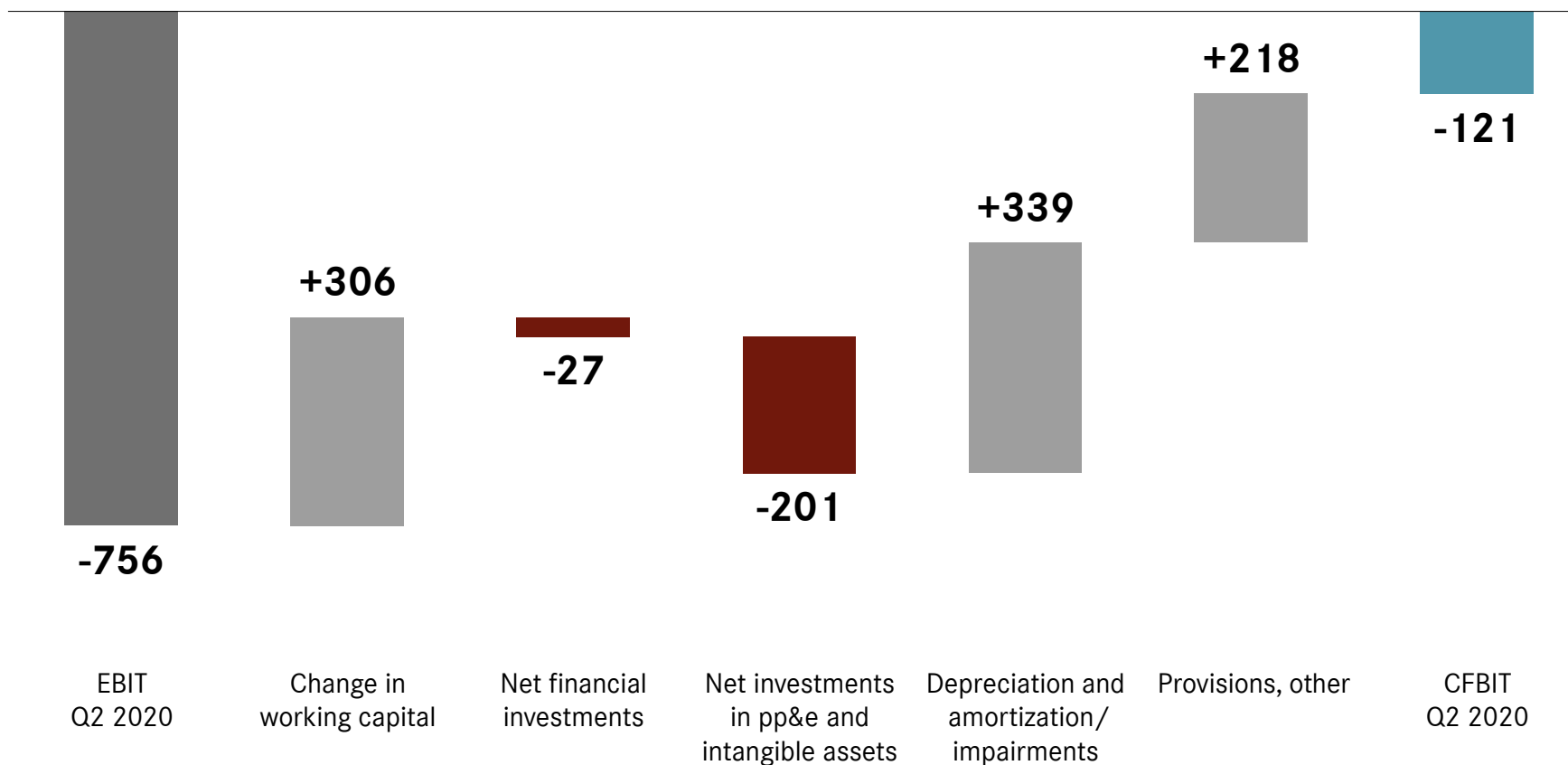
- + Cost and capacity adjustments in response to COVID-19 pandemic
- + Significant fixed cost reduction
- Significantly lower unit sales in all regions due to market downturns
- Customer service measures at Mercedes-Benz Trucks
- Stock valuation of used trucks



DAIMLER TRUCKS & BUSES

RECONCILIATION FROM EBIT TO CFBIT Q2 2020

in millions of euros



DAIMLER MOBILITY

KEY TOPICS Q2 2020

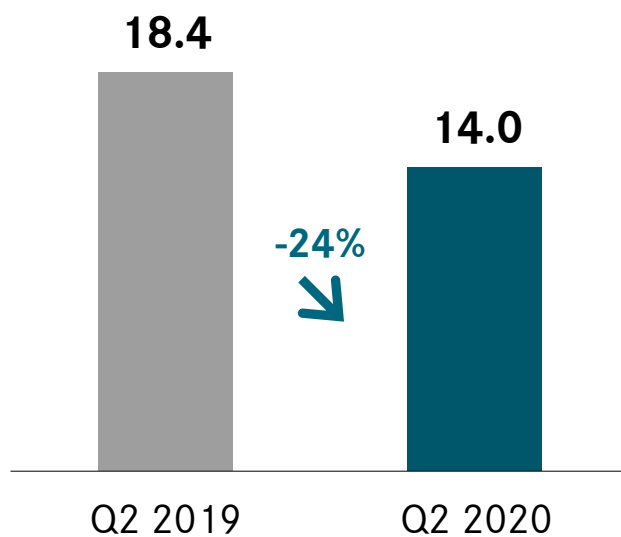
- Significant decrease in new business due to COVID-19 pandemic
- Support for our dealer network and high-quality customers ongoing to facilitate recovery phase
- Moderate adjustment of credit risk provisions in Q2
- Further adjustment on investment in YOUR NOW group
- Positive effects from implemented efficiency measures



DAIMLER MOBILITY KEY FIGURES

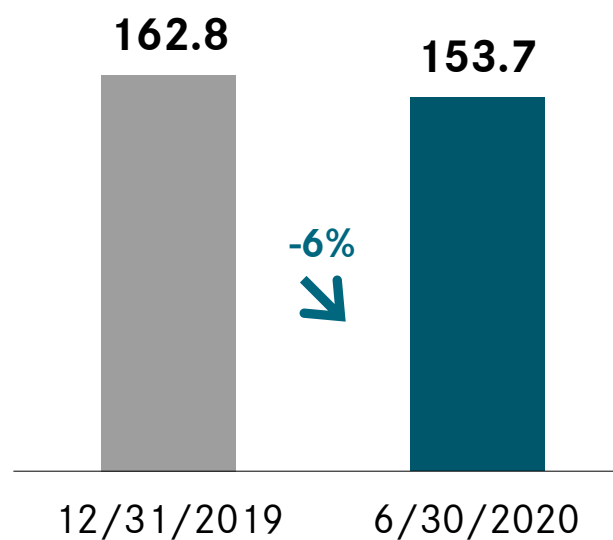
New business

in billions of euros



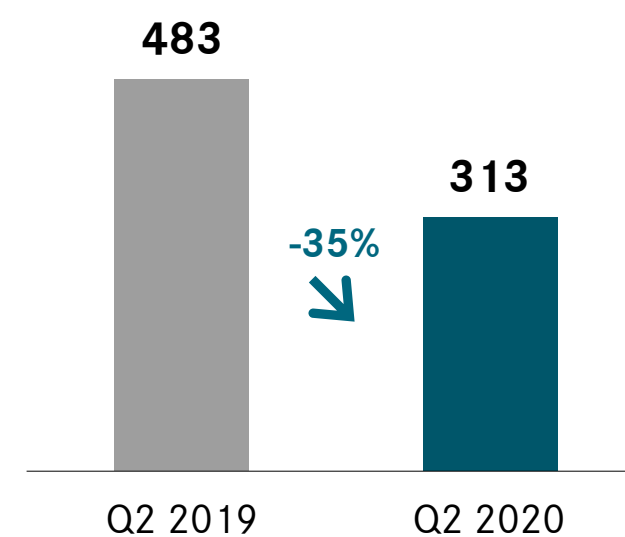
Contract volume

in billions of euros



EBIT adjusted

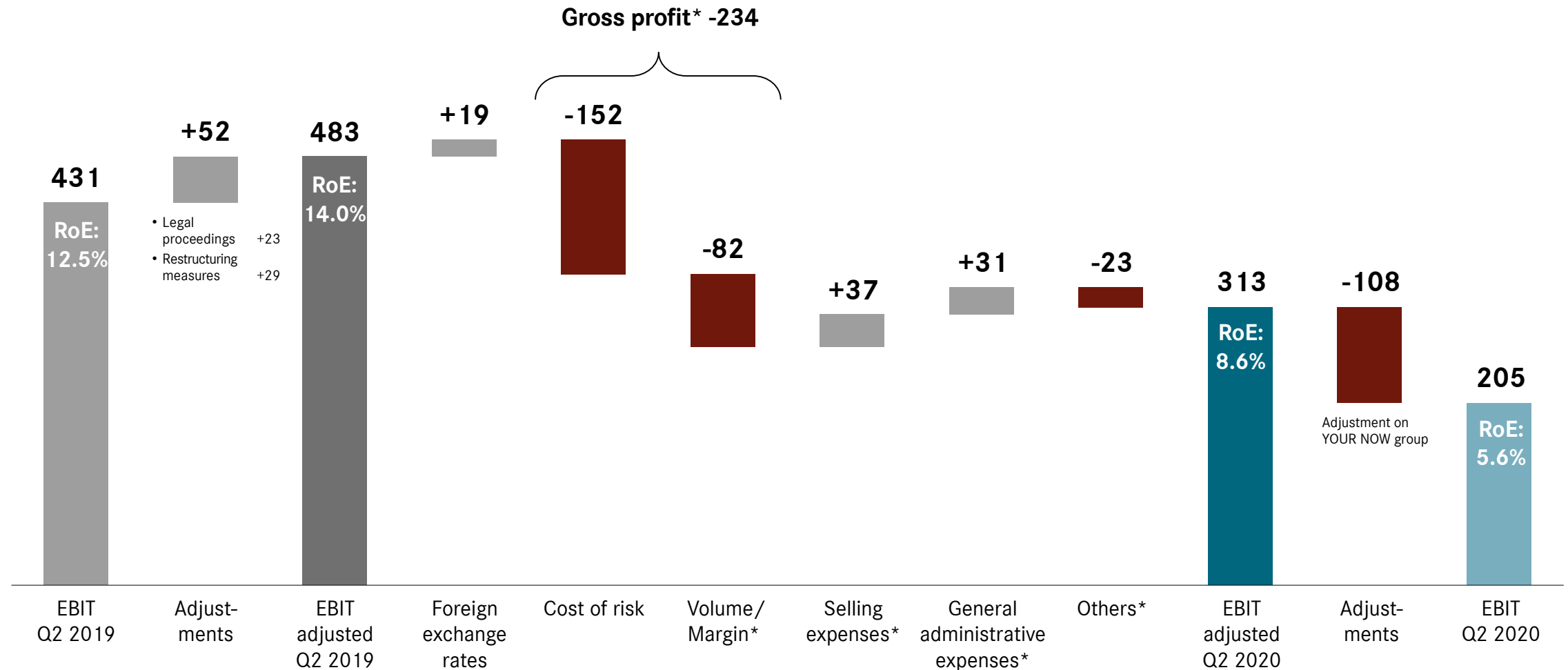
in millions of euros



DAIMLER MOBILITY

EBIT AND ROE

in millions of euros



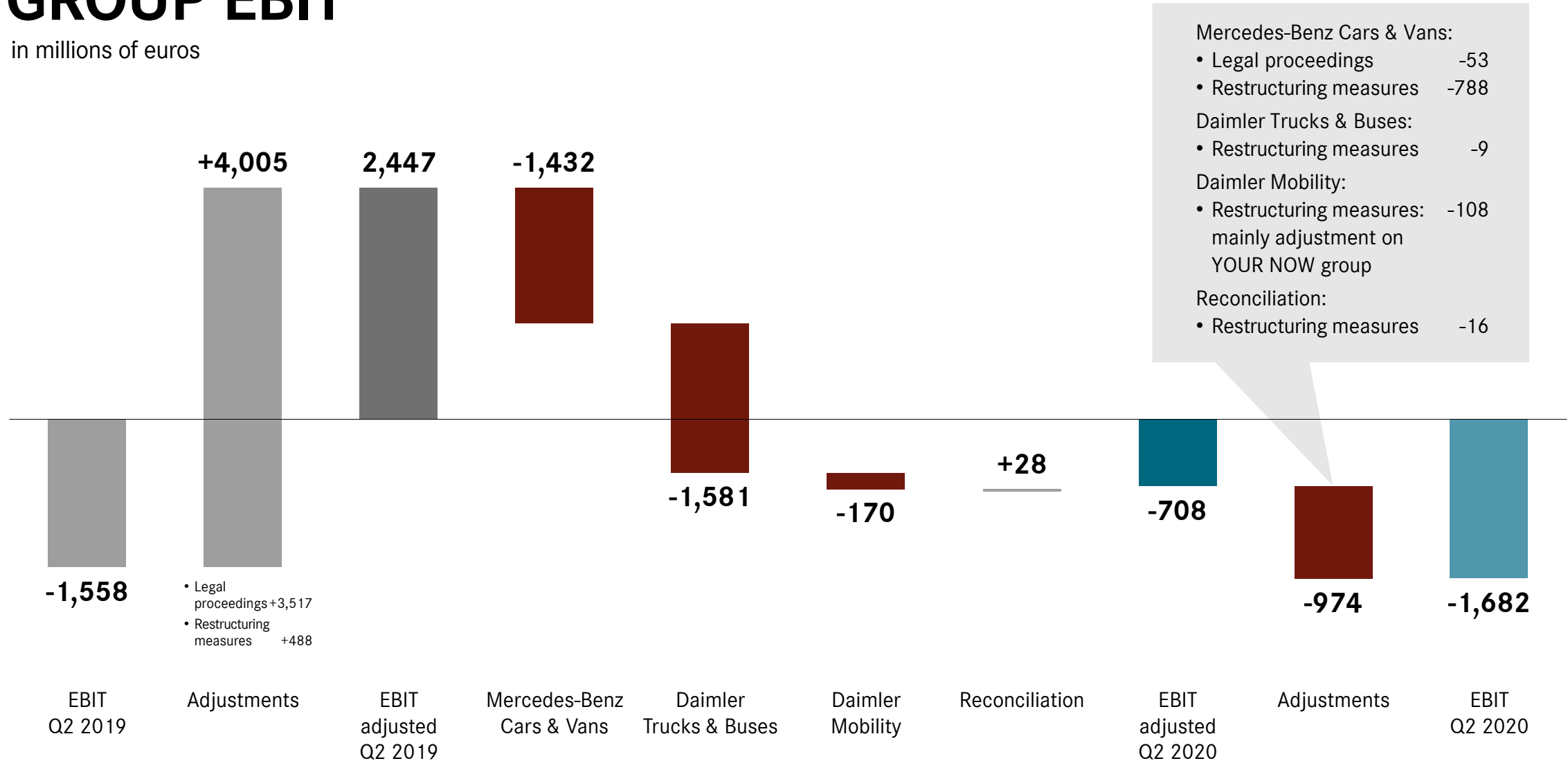
- + Implemented cost-saving measures
- Higher cost of credit risk due to COVID-19 pandemic
- Higher funding costs

* excluding FX effects

DAIMLER Q2 2020

GROUP EBIT

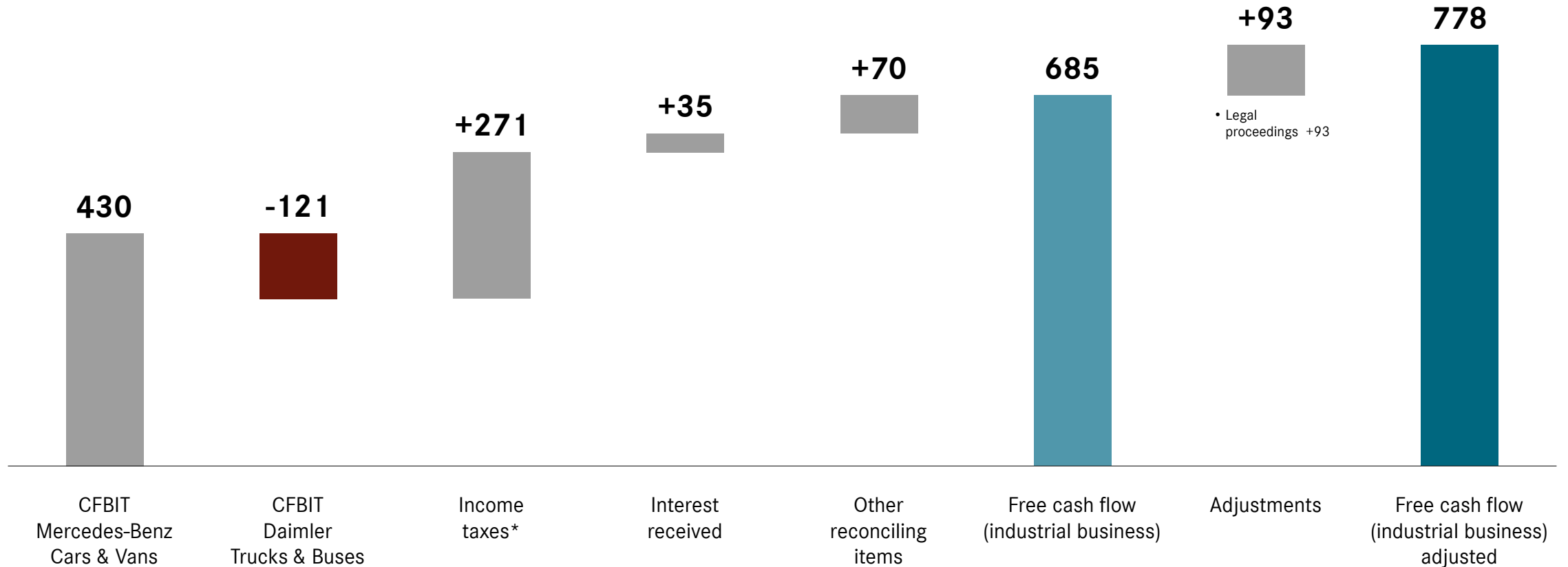
in millions of euros



DAIMLER Q2 2020

RECONCILIATION FROM CFBIT TO FREE CASH FLOW

in millions of euros



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

2020 OUTLOOK GUIDANCE

ASSUMPTIONS

FY: Significant decrease of all major automotive markets

H2: Significant recovery of economy and unit sales

Cost and cash measures to be continued

GROUP SALES	Daimler Group	Below the prior-year level
REVENUE	Daimler Group	Below the prior-year level
EBIT	Daimler Group	Positive, but below the prior-year level ¹
FREE CASH FLOW	Industrial business	Positive, but below the prior-year level ^{1, 2}
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

¹ This assumes an ongoing economic recovery during the second half of 2020 and that there will be no significant second wave of the COVID-19 pandemic in our major markets.

² Excluding possible expenses relating to legal and governmental proceedings.

DAIMLER Q2 2020

LOOKING FORWARD

- | Cost and cash preservation measures to continue in H2
- | Flexibility in production and market reaction remains a top priority
- | Capacity adjustments and efficiency measures to be intensified
- | New S-Class to be presented in fall setting the standard in digitization
- | Strong commitment to CO₂ targets and electrification plans
- | Increasing focus on software services as demonstrated by the most recent cooperation with NVIDIA



ADDITIONAL FINANCIAL DETAILS

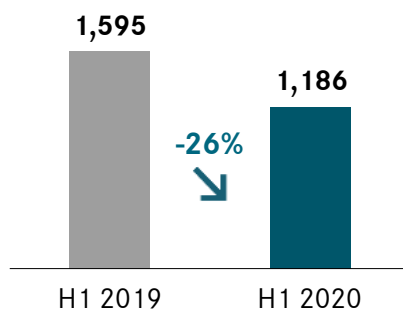


DAIMLER H1 2020

KEY FIGURES

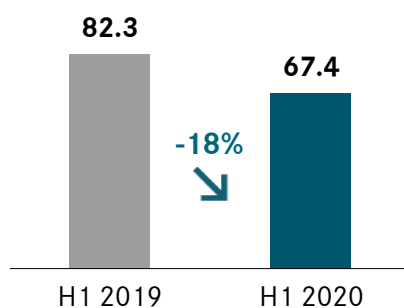
Unit sales

in thousands of units



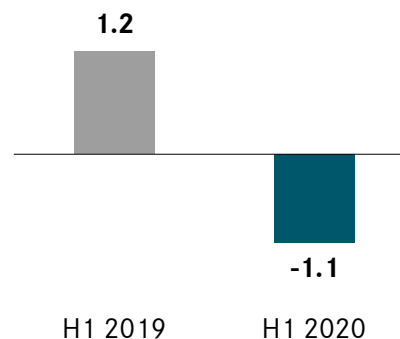
Revenue

in billions of euros



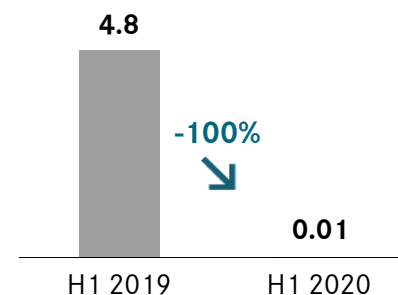
EBIT

in billions of euros



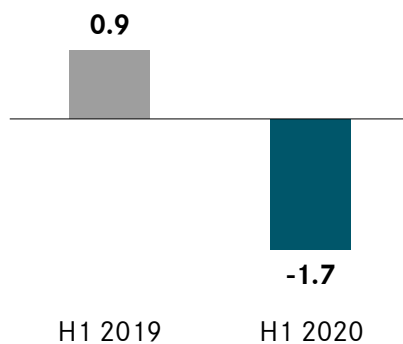
EBIT adjusted

in billions of euros



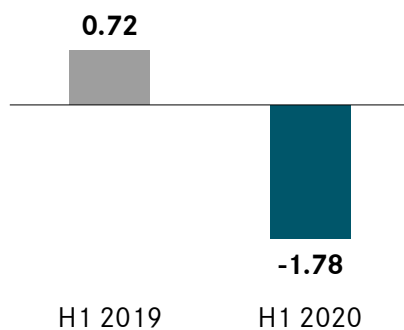
Net profit/loss

in billions of euros



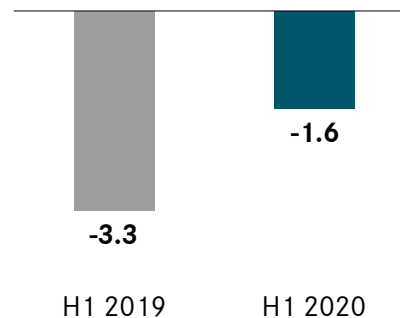
Earnings per share

in euros



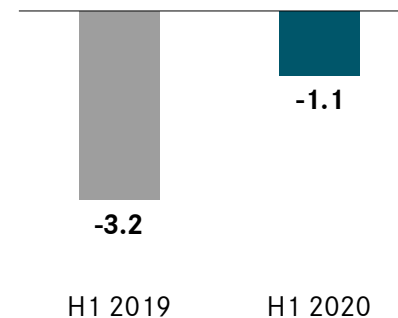
Free cash flow (IB)

in billions of euros



Free cash flow (IB) adjusted

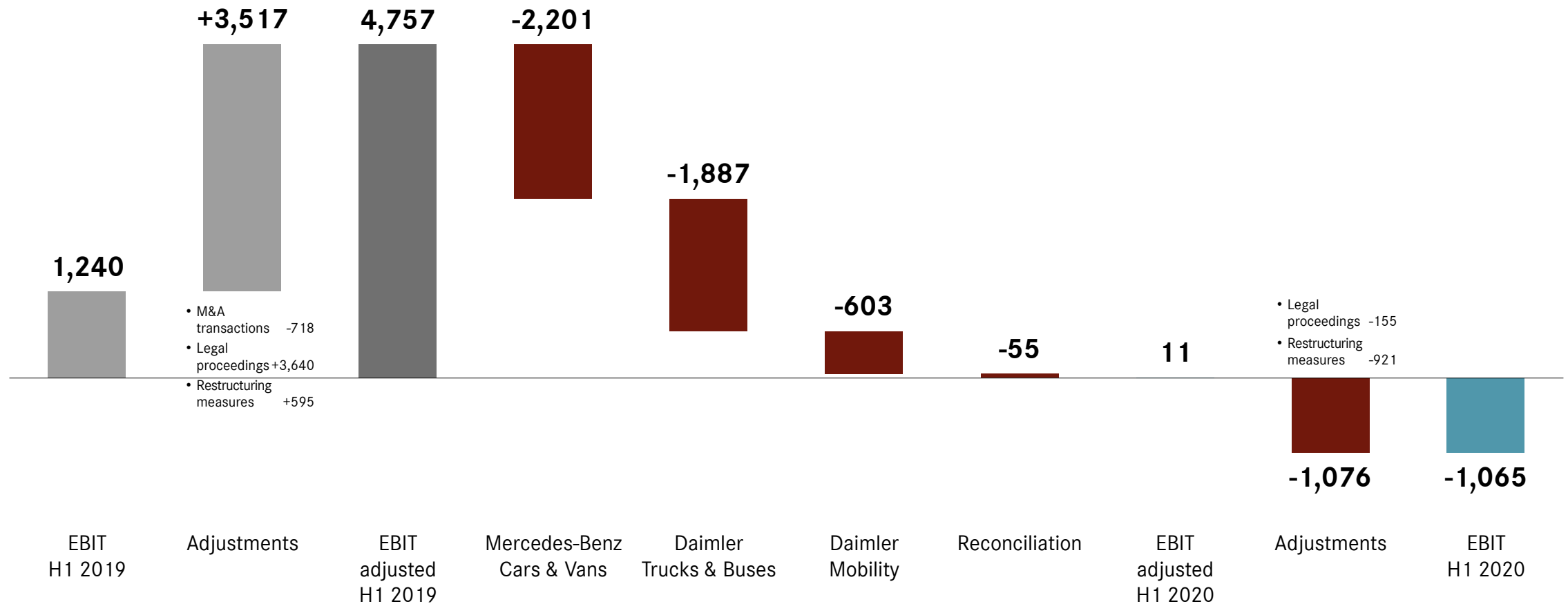
in billions of euros



DAIMLER H1 2020

GROUP EBIT

in millions of euros



DAIMLER Q2 2020

REVENUE BY DIVISIONS

in billions of euros

	Q2 2019	Q2 2020	% change
Daimler Group	42.7	30.2	-29
of which			
Mercedes-Benz Cars & Vans	25.4	18.9	-25
Daimler Trucks & Buses	11.6	6.2	-46
Daimler Mobility	7.1	6.5	-10

DAIMLER Q2 2020

REVENUE BY REGIONS

in billions of euros

	Q2 2019	Q2 2020	% change
Daimler Group	42.7	30.2	-29
of which			
Europe	17.2	11.5	-34
<i>of which Germany</i>	6.7	4.8	-29
North America	13.2	8.2	-38
<i>of which United States</i>	11.4	7.3	-36
Asia	9.7	9.2	-5
<i>of which China*</i>	4.7	5.3	+15
Other markets	2.5	1.3	-46

* excluding revenue of not fully consolidated companies

DAIMLER Q2 2020

EBIT BY DIVISIONS

EBIT in millions of euros; RoS/RoE in %

	Q2 2019		Q2 2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	-1,558	-5.6	-1,682	-8.0
of which				
Mercedes-Benz Cars & Vans	-2,784	-11.0	-1,125	-5.9
Daimler Trucks & Buses	834	7.2	-756	-12.2
Daimler Mobility	431	12.5	205	5.6
Reconciliation	-39	-	-6	-

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

DAIMLER Q2 2020

ADJUSTMENTS AFFECTING EBIT

in millions of euros

	Q2 2019	Q2 2020
Mercedes-Benz Cars & Vans		
Legal proceedings and related measures	3,473	53
Restructuring measures	459	788
Daimler Trucks & Buses		
Restructuring measures	–	9
Daimler Mobility		
Legal proceedings and related measures	23	–
Restructuring measures	29	108
Reconciliation		
Legal proceedings and related measures	21	–
Restructuring measures	–	16

DAIMLER Q2 2020

EBIT ADJUSTED BY DIVISIONS

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

	Q2 2019		Q2 2020	
	EBIT adjusted	RoS/RoE adjusted*	EBIT adjusted	RoS/RoE adjusted*
Daimler Group	2,447	5.5	-708	-4.3
of which				
Mercedes-Benz Cars & Vans	1,148	4.5	-284	-1.5
Daimler Trucks & Buses	834	7.2	-747	-12.0
Daimler Mobility	483	14.0	313	8.6
Reconciliation	-18	-	10	-

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

DAIMLER Q2 2020

CONSOLIDATED STATEMENT OF INCOME (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business		Daimler Mobility	
	Q2 2019	Q2 2020	Q2 2019	Q2 2020	Q2 2019	Q2 2020
Revenue	42,650	30,184	35,505	23,734	7,145	6,450
Cost of sales	-37,104	-27,489	-30,878	-21,742	-6,226	-5,747
Gross profit	5,546	2,695	4,627	1,992	919	703
Selling expenses	-3,072	-2,462	-2,875	-2,304	-197	-158
General administrative expenses	-975	-808	-760	-627	-215	-181
Research and non-capitalized development costs	-1,569	-1,544	-1,569	-1,544	-	-
Other operating income/expense	-1,611	366	-1,660	341	49	25
Gains/losses on equity-method investments, net	210	269	335	451	-125	-182
Other financial income/expense, net	-87	-198	-87	-196	-	-2
EBIT	-1,558	-1,682	-1,989	-1,887	431	205
Interest income/expense, net	-114	-60	-112	-57	-2	-3
Profit/loss before income taxes	-1,672	-1,742	-2,101	-1,944	429	202
Income taxes	430	-164	577	-28	-147	-136
Net profit/loss	-1,242	-1,906	-1,524	-1,972	282	66
Earnings per share (in euros)	-1.24	-1.87	-	-	-	-

DAIMLER H1 2020

CONSOLIDATED STATEMENT OF INCOME (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business		Daimler Mobility	
	H1 2019	H1 2020	H1 2019	H1 2020	H1 2019	H1 2020
Revenue	82,348	67,407	68,322	53,856	14,026	13,551
Cost of sales	-69,231	-59,001	-57,028	-46,611	-12,203	-12,390
Gross profit	13,117	8,406	11,294	7,245	1,823	1,161
Selling expenses	-6,223	-5,351	-5,836	-5,015	-387	-336
General administrative expenses	-1,994	-1,728	-1,552	-1,360	-442	-368
Research and non-capitalized development costs	-3,273	-3,266	-3,273	-3,266	-	-
Other operating income/expense	-619	781	-1,417	717	798	64
Gains/losses on equity-method investments, net	472	219	624	474	-152	-255
Other financial income/expense, net	-240	-126	-240	-123	-	-3
EBIT	1,240	-1,065	-400	-1,328	1,640	263
Interest income/expense, net	-289	-137	-285	-131	-4	-6
Profit/loss before income taxes	951	-1,202	-685	-1,459	1,636	257
Income taxes	-44	-536	233	-396	-277	-140
Net profit/loss	907	-1,738	-452	-1,855	1,359	117
Earnings per share (in euros)	0.72	-1.78	-	-	-	-

DAIMLER Q2 2020

EBIT OF THE INDUSTRIAL BUSINESS

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses		Reconciliation	
	Q2 2019	Q2 2020	Q2 2019	Q2 2020	Q2 2019	Q2 2020
Revenue	25,418	18,949	11,581	6,200	-1,494	-1,415
Cost of sales	-22,755	-17,341	-9,381	-5,805	1,258	1,404
Gross profit	2,663	1,608	2,200	395	-236	-11
Selling expenses	-2,431	-1,839	-713	-608	269	143
General administrative expenses	-453	-338	-376	-312	69	23
Research and non-capitalized development costs	-1,225	-1,223	-370	-330	26	9
Others	-1,338	667	93	99	-167	-170
EBIT	-2,784	-1,125	834	-756	-39	-6

DAIMLER H1 2020

EBIT OF THE INDUSTRIAL BUSINESS

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses		Reconciliation	
	H1 2019	H1 2020	H1 2019	H1 2020	H1 2019	H1 2020
Revenue	49,481	42,145	21,755	14,944	-2,914	-3,233
Cost of sales	-41,969	-36,617	-17,649	-13,130	2,590	3,136
Gross profit	7,512	5,528	4,106	1,814	-324	-97
Selling expenses	-4,829	-4,108	-1,386	-1,236	379	329
General administrative expenses	-900	-757	-739	-637	87	34
Research and non-capitalized development costs	-2,575	-2,591	-740	-690	42	15
Others	-849	1,313	146	240	-330	-485
EBIT	-1,641	-615	1,387	-509	-146	-204

DAIMLER H1 2020

STATEMENT OF CASH FLOWS (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business	
	H1 2019	H1 2020	H1 2019	H1 2020
Cash provided by operating activities	2,198	8,985	2,356	3,180
of which: Profit/loss before income taxes	951	-1,202	-685	-1,459
Depreciation and amortization/impairments	3,644	4,452	3,569	4,376
Change in working capital	-2,995	1,956	-3,463	1,773
Cash used for investing activities	-5,272	-3,353	-4,672	-3,557
of which: Additions to property, plant and equipment	-3,419	-3,221	-3,376	-3,206
Cash used for/provided by financing activities	-297	-2,381	30	2,316
Free cash flow	-4,375	-4,147	-3,341	-1,631

DAIMLER Q2 2020

RECONCILIATION TO CFBIT ADJUSTED

in millions of euros

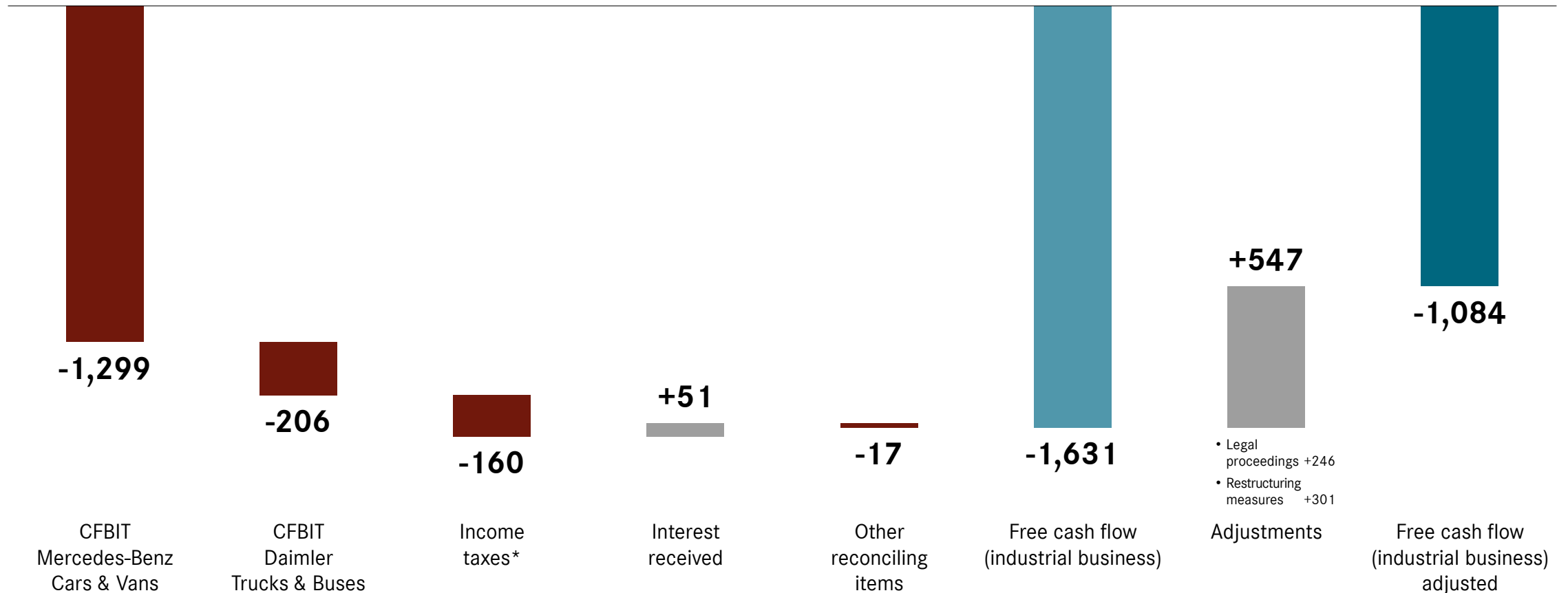
	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses	
	Q2 2019	Q2 2020	Q2 2019	Q2 2020
CFBIT	-2,141	430	1,027	-121
Legal proceedings and related measures	94	92	-	-
Restructuring measures	-	-	-	-
M&A transactions	-	-	-	-
CFBIT adjusted	-2,047	522	1,027	-121
EBIT adjusted	1,148	-284	834	-747
Cash conversion rate adjusted*	-1.8	-1.8	1.2	0.2

* Ratio of CFBIT adjusted to EBIT adjusted

DAIMLER H1 2020

RECONCILIATION FROM CFBIT TO FREE CASH FLOW

in millions of euros



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

DAIMLER Q2 2020

KEY BALANCE SHEET AND FINANCIAL FIGURES

Daimler Group	Dec. 31, 2019	June 30, 2020
Equity ratio	20.5%	19.6%
Gross liquidity	27.5	29.3
Funded status of pension obligations	-8.4	-10.3
<i>Funding ratio</i>	<i>77%</i>	<i>72%</i>
Industrial business		
Equity ratio	36.7%	33.7%
Net liquidity	11.0	9.5
Free cash flow (January-June)	-3.3	-1.6

DAIMLER Q2 2020

STATEMENT OF FINANCIAL POSITION (CONDENSED)

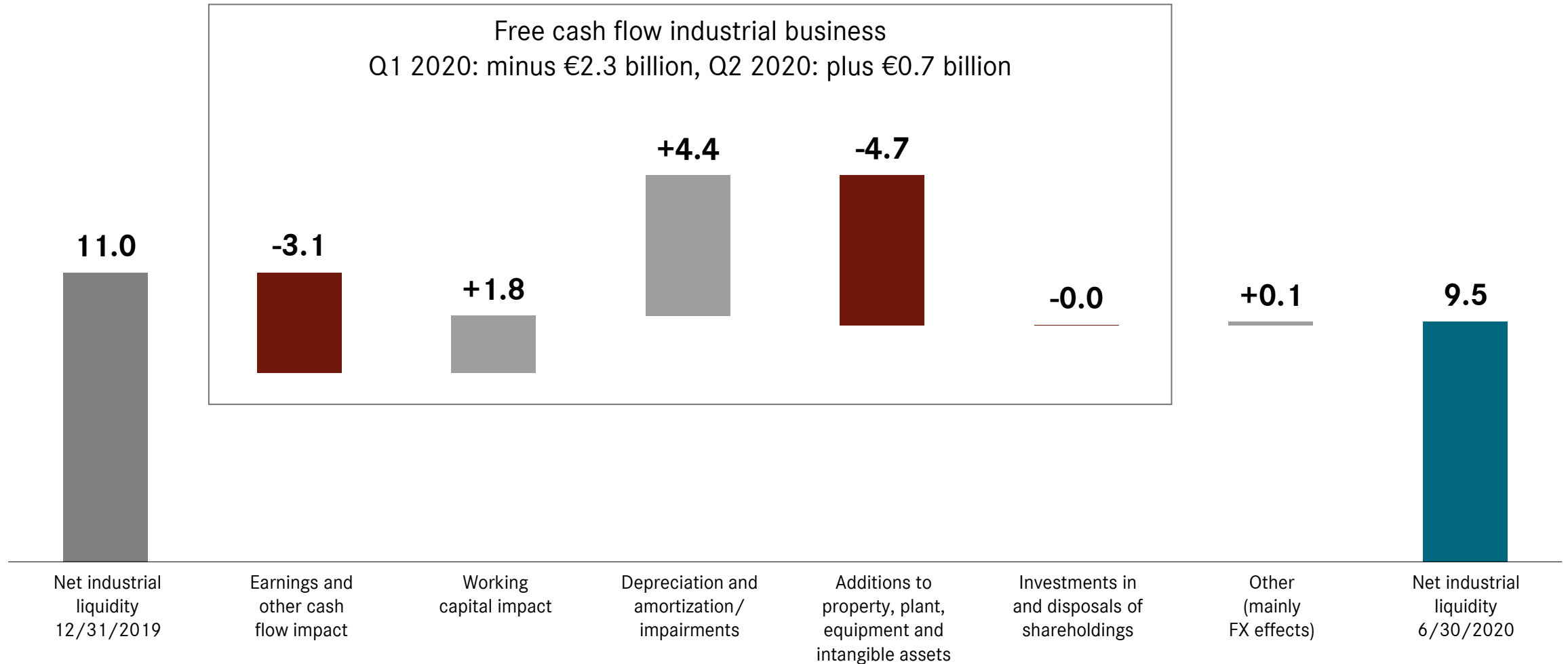
in millions of euros

	Daimler Group		Industrial Business	
	Dec. 31, 2019	June 30, 2020	Dec. 31, 2019	June 30, 2020
Intangible assets	15,978	16,587	15,077	15,697
Property, plant and equipment	37,143	36,483	36,782	36,162
Receivables from financial services & equipment on operating leases	155,143	146,444	18,711	17,388
Equity-method investments	5,949	4,932	4,842	4,079
Inventories	29,757	30,118	28,420	28,828
Trade receivables	12,332	9,928	11,045	8,886
Liquidity	27,538	29,319	23,674	24,436
Other assets	18,598	20,954	-10,934	-6,871
Total assets	302,438	294,765	127,617	128,605
Equity	62,841	58,857	47,858	44,263
Provisions	30,652	31,757	29,473	30,595
Financing liabilities	161,780	157,591	13,289	16,539
Trade payables	12,707	13,665	11,896	12,825
Other liabilities	34,458	32,895	25,101	24,383
Total equity and liabilities	302,438	294,765	127,617	128,605

DAIMLER H1 2020

NET INDUSTRIAL LIQUIDITY

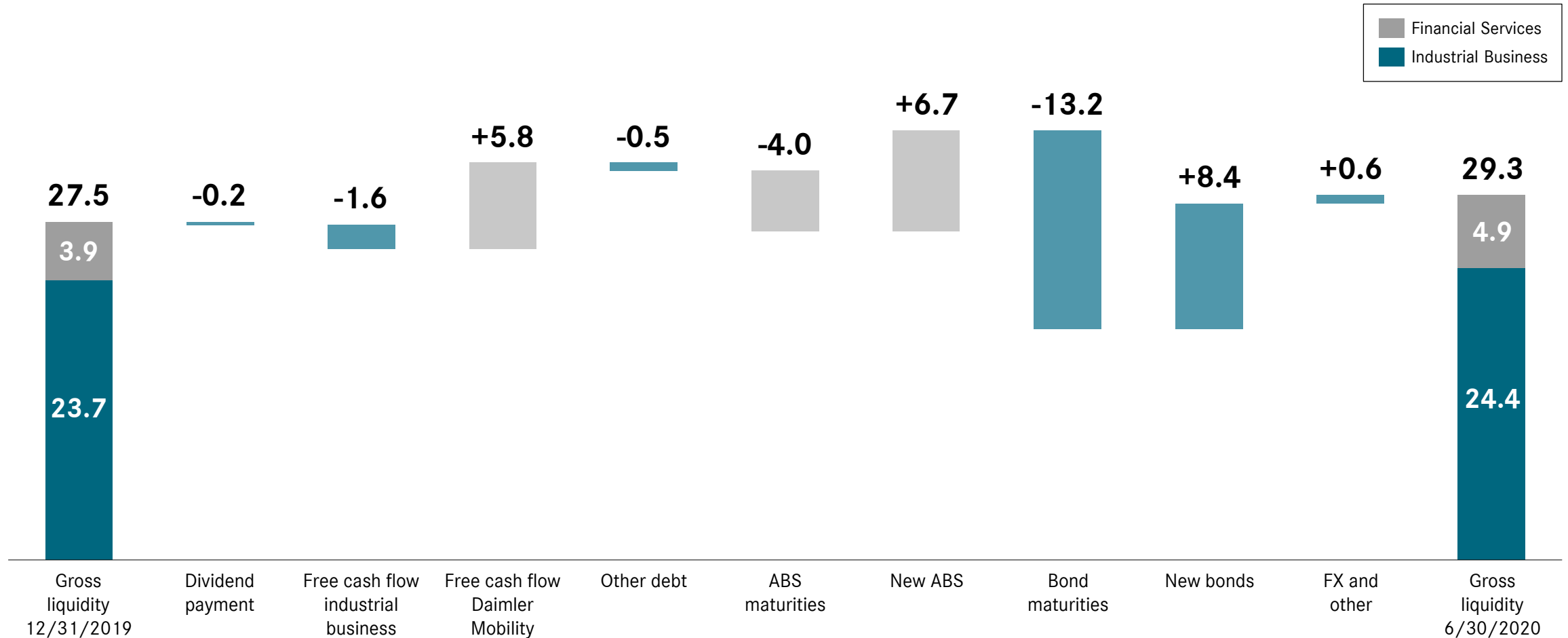
in billions of euros



DAIMLER H1 2020

DEVELOPMENT OF GROSS INDUSTRIAL LIQUIDITY

in billions of euros

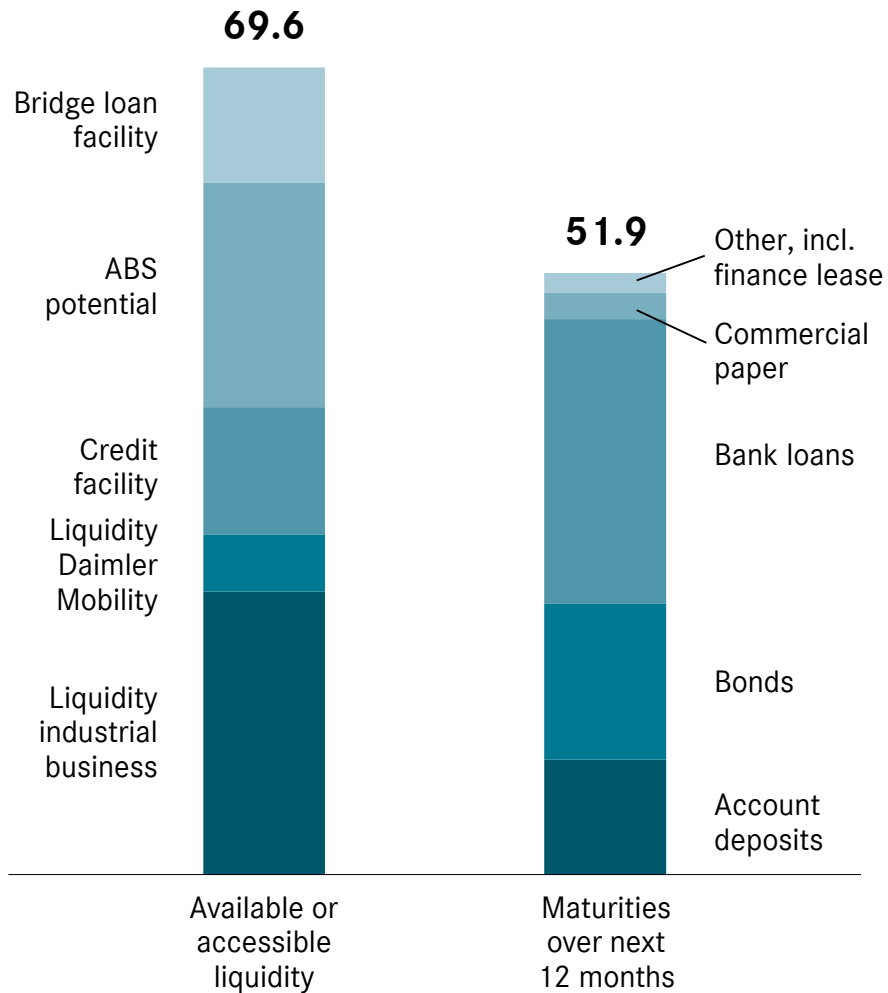


Note: Figures may not be additive due to rounding.

DAIMLER Q2 2020

FINANCIAL FLEXIBILITY OVER A 12-MONTH PERIOD

in billions of euros



Net industrial liquidity at €9.5 billion continues to be at a solid level

Gross industrial liquidity at €24.4 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; available on June 30: €9.9 billion

ADDITIONAL DIVISIONAL DETAILS



MERCEDES-BENZ CARS & VANS

NET ASSETS

in millions of euros

	Dec. 31, 2019	June 30, 2020
Intangible assets	13,234	13,888
Property, plant and equipment	27,933	27,586
Inventories	20,959	21,132
Trade receivables	7,556	6,291
Other segment assets	24,808	24,189
Segment assets	94,490	93,086
Trade payables	9,042	10,056
Other segment liabilities	52,150	49,738
Segment liabilities	61,192	59,794
Net assets	33,298	33,292

DAIMLER TRUCKS & BUSES

NET ASSETS

in millions of euros

	Dec. 31, 2019	June 30, 2020
Intangible assets	1,828	1,794
Property, plant and equipment	8,569	8,264
Inventories	7,615	7,839
Trade receivables	3,469	2,595
Other segment assets	6,497	5,976
Segment assets	27,978	26,468
Trade payables	2,847	2,851
Other segment liabilities	14,706	13,944
Segment liabilities	17,553	16,795
Net assets	10,425	9,673

DAIMLER Q2 2020

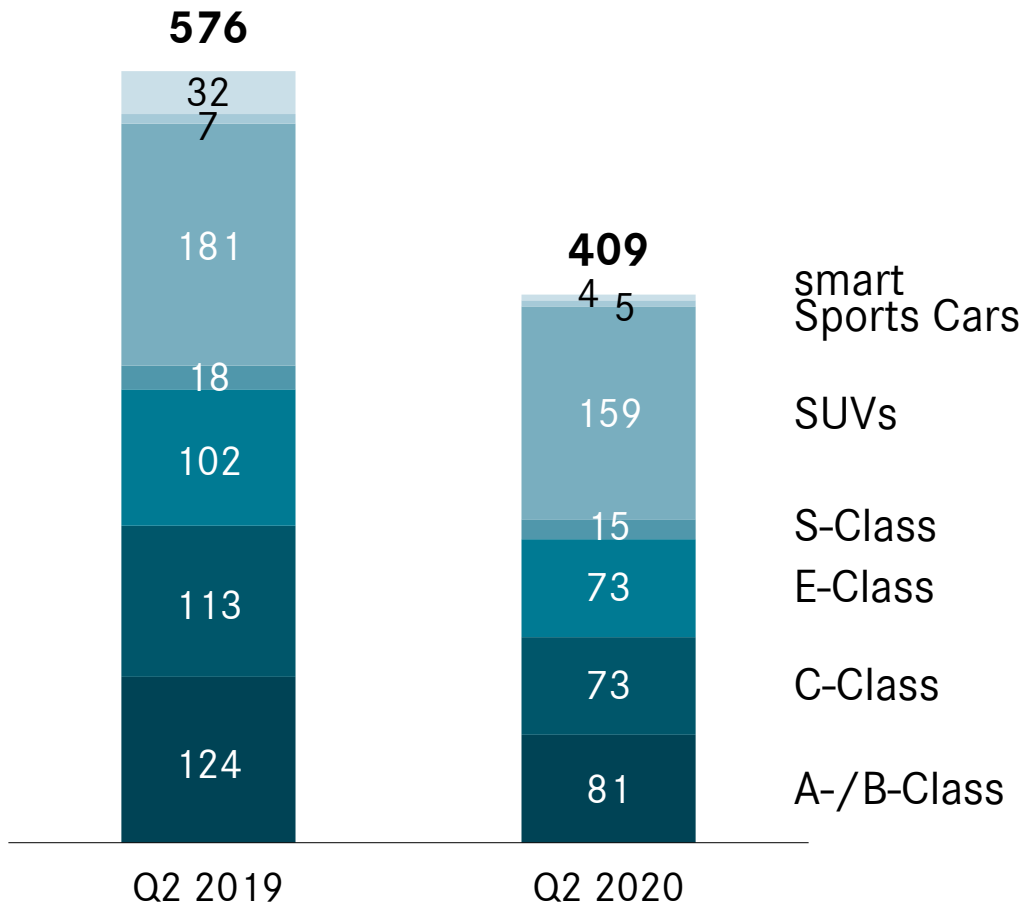
UNIT SALES

in thousands of units

	Q2 2019	Q2 2020	% change
Daimler Group	821.7	541.8	-34
of which			
Mercedes-Benz Cars	575.6	408.9	-29
Mercedes-Benz Vans	111.1	71.9	-35
Daimler Trucks	126.5	57.9	-54
Daimler Buses	8.4	3.1	-63

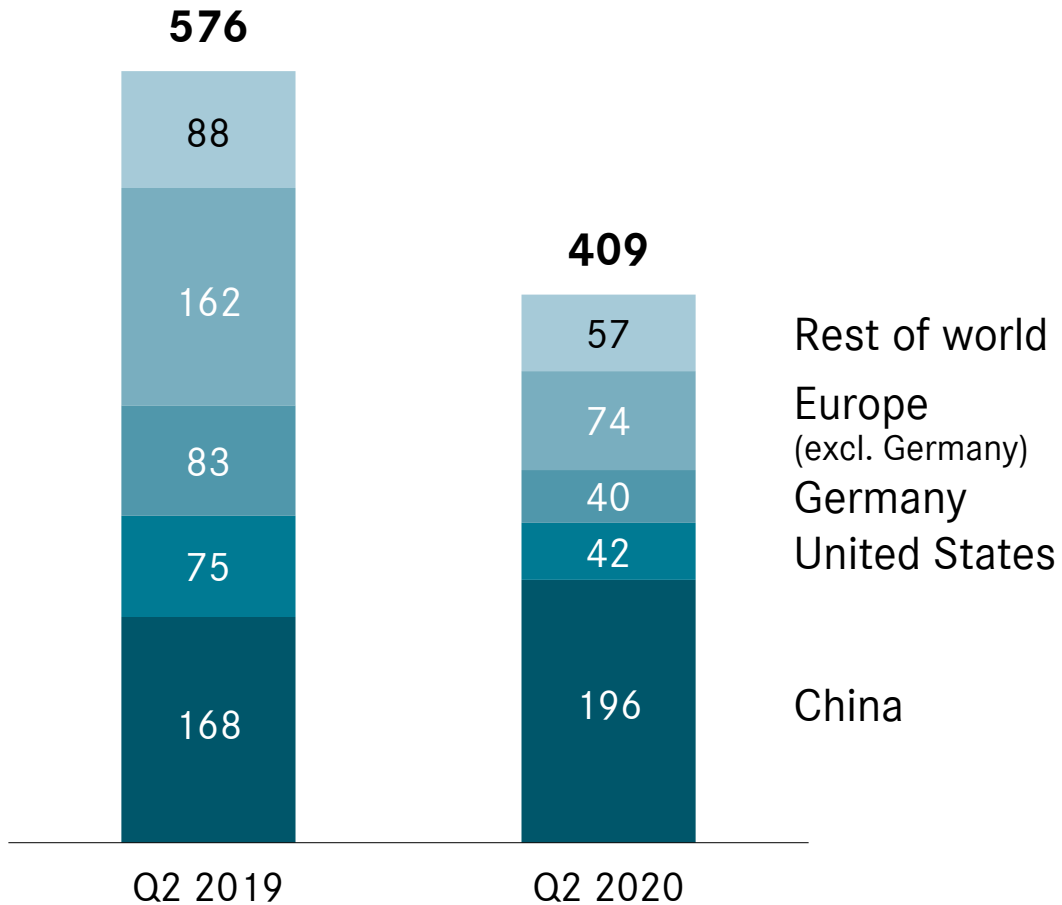
MERCEDES-BENZ CARS UNIT SALES BY SEGMENTS

in thousands of units



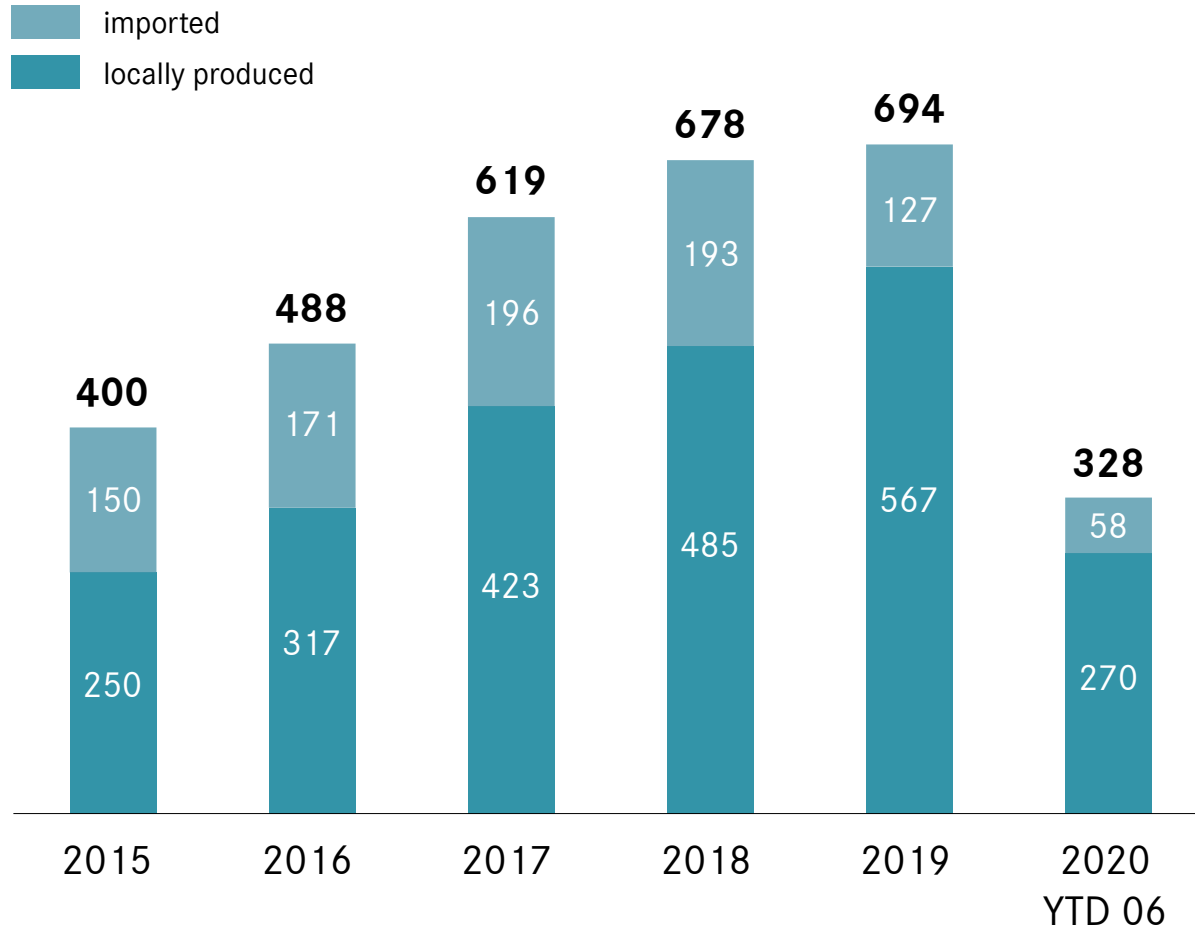
MERCEDES-BENZ CARS UNIT SALES BY REGIONS

in thousands of units



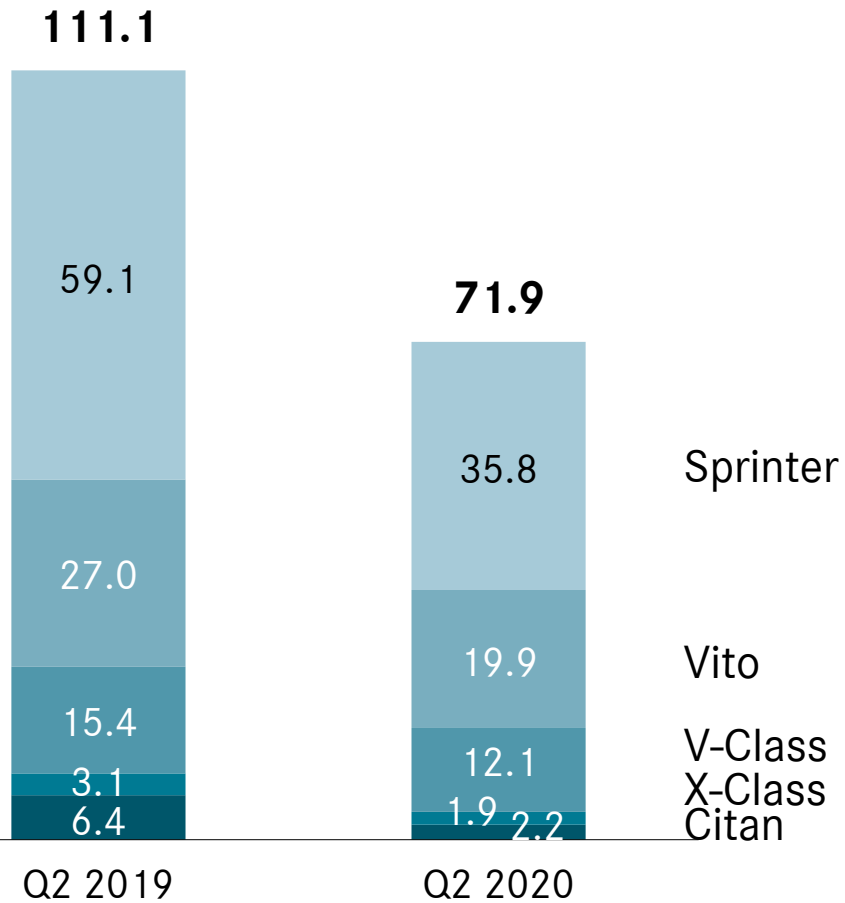
MERCEDES-BENZ CARS UNIT SALES IN CHINA

in thousands of units



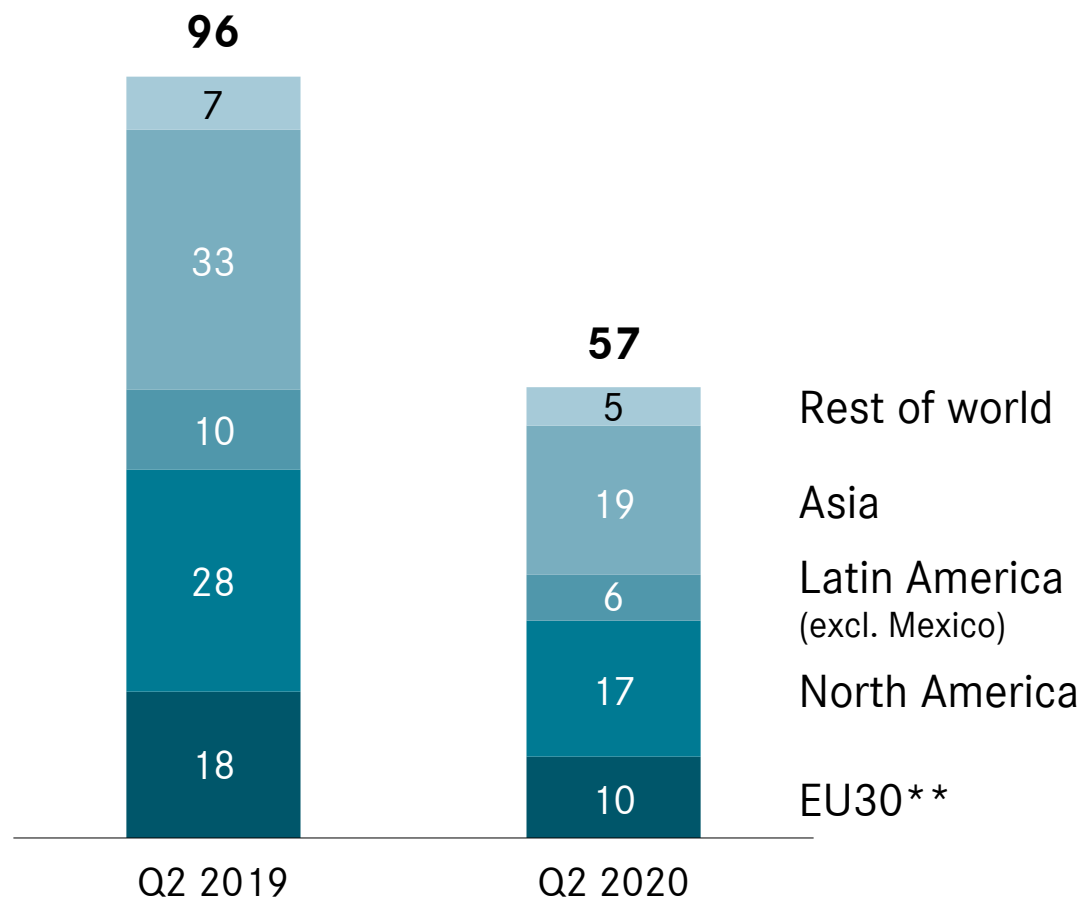
MERCEDES-BENZ VANS UNIT SALES BY SEGMENTS

in thousands of units



DAIMLER TRUCKS INCOMING ORDERS*

in thousands of units



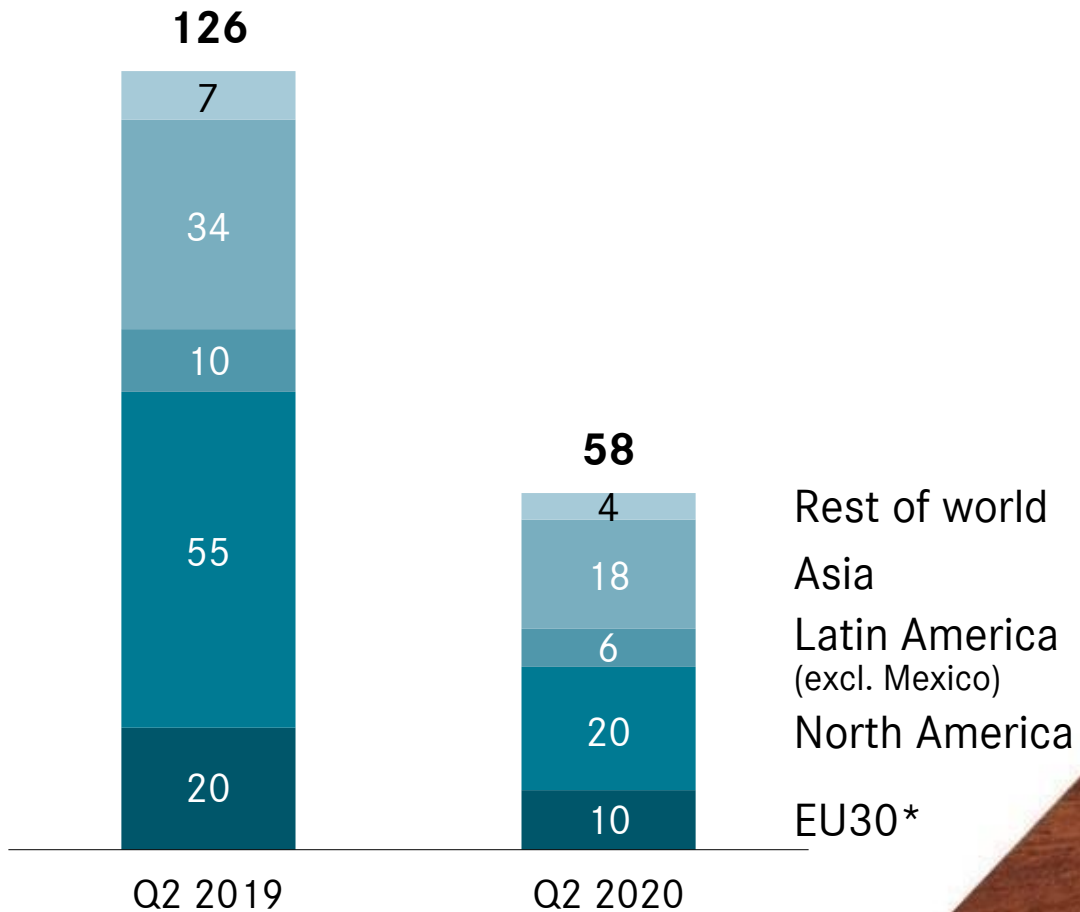
* Net order intake, adjusted for cancellations

** European Union, United Kingdom, Switzerland and Norway



DAIMLER TRUCKS UNIT SALES BY REGIONS

in thousands of units

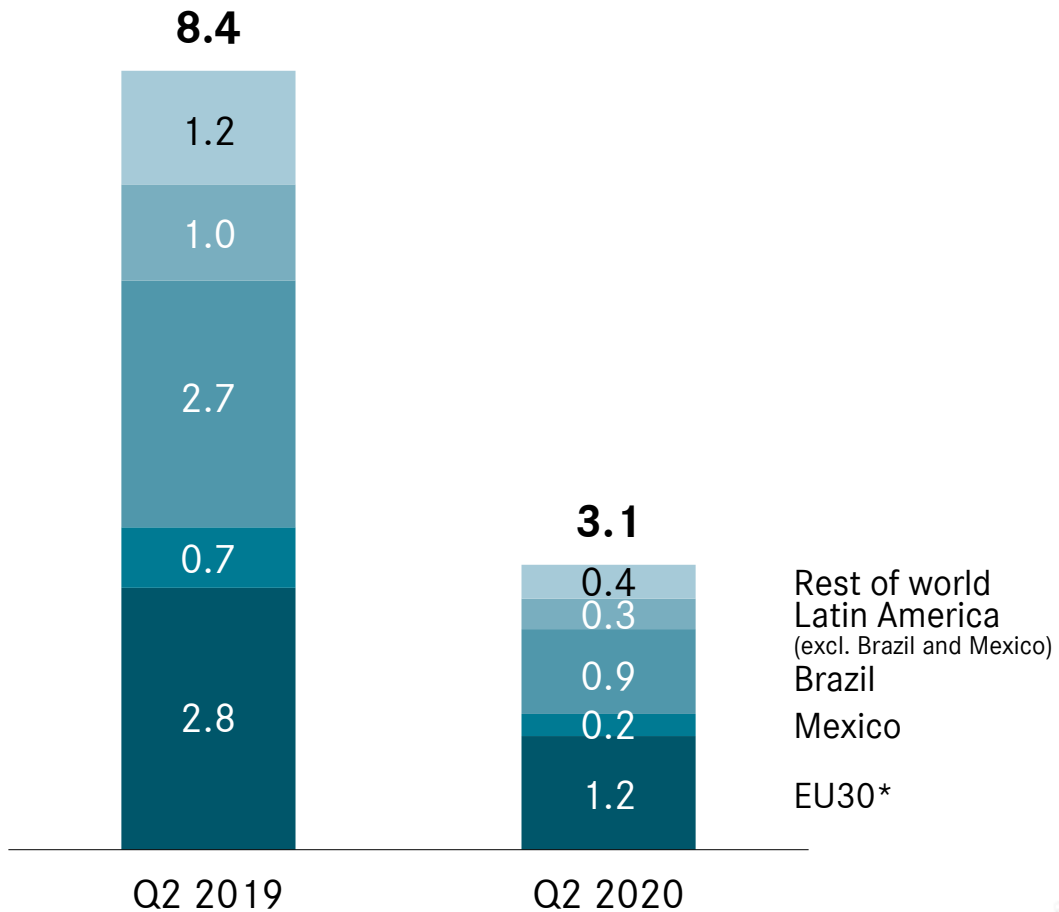


* European Union, United Kingdom, Switzerland and Norway



DAIMLER BUSES UNIT SALES BY REGIONS

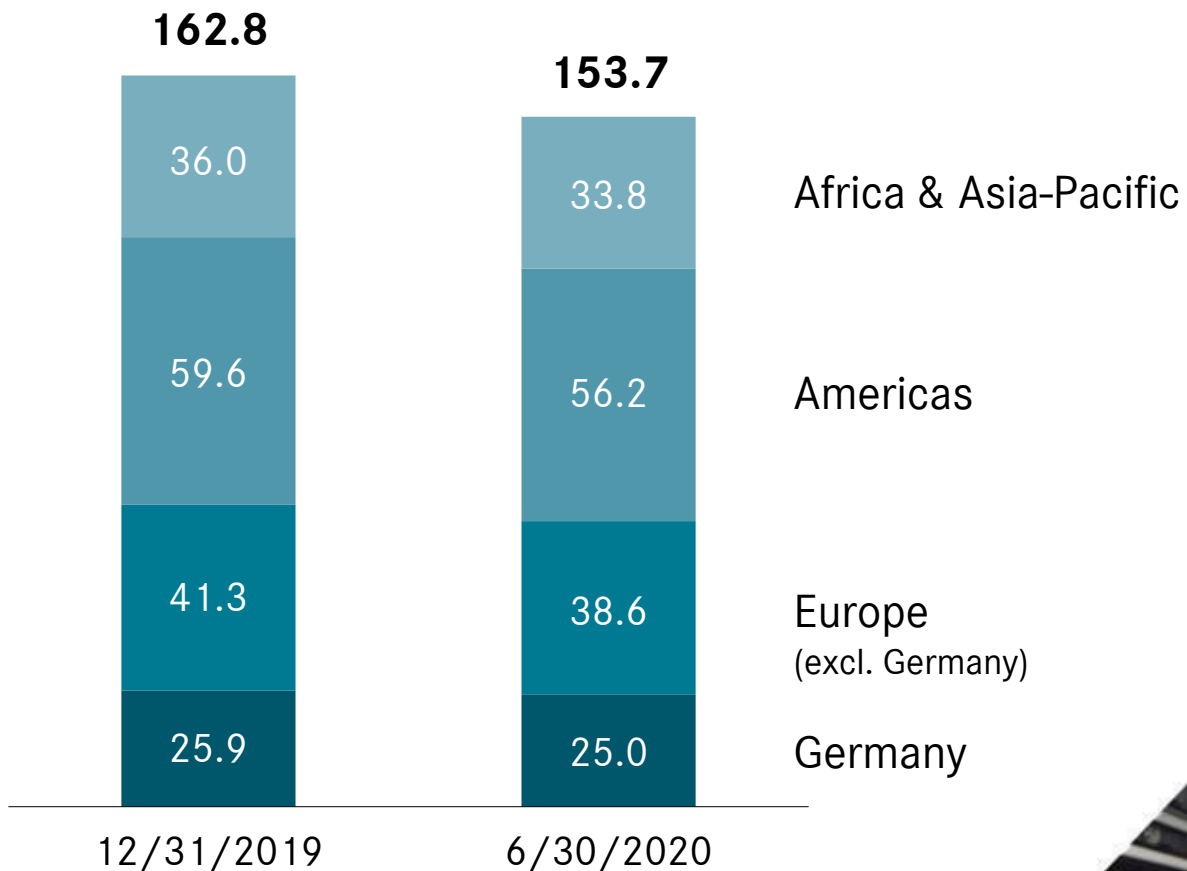
in thousands of units



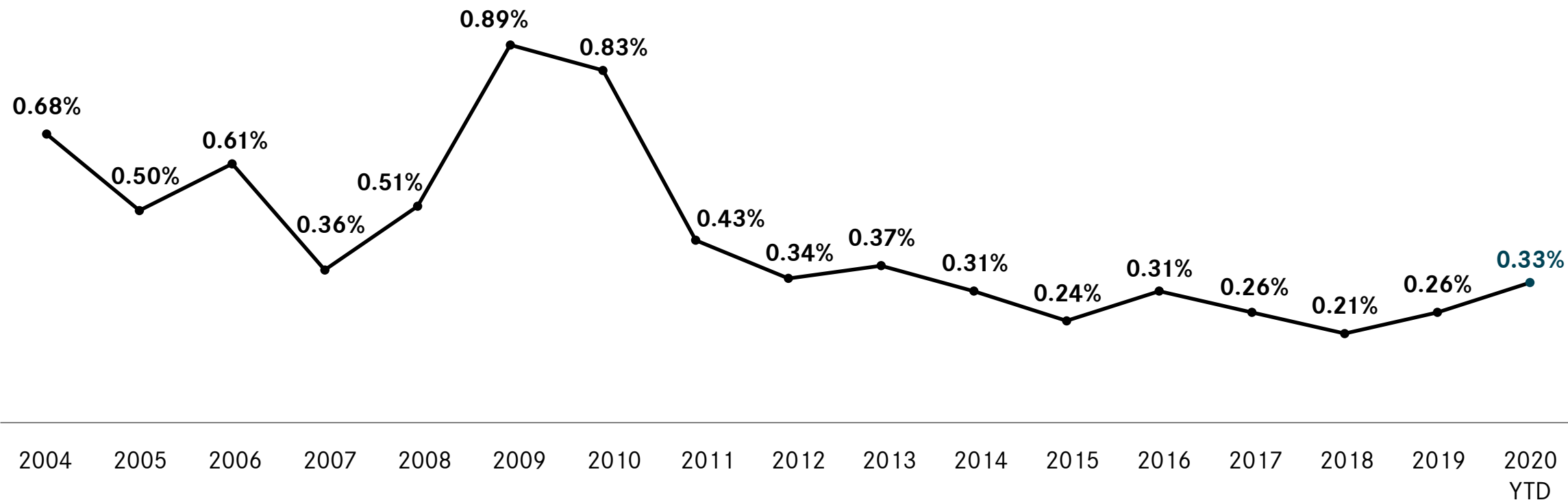
* European Union, United Kingdom, Switzerland and Norway

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 ✓

	06/2020 YTD	1. FREE NOW & REACH NOW		2. SHARE NOW	3. PARK NOW & CHARGE NOW	
Interactions in millions	191	92.8	7.6	8.5	82.1	0.27
Customers* in millions	92.0	46.4	2.1	2.7	40.7	0.06
Cities*	>1,000	151	5	16	>1,000	n/a
GMV RR in bn €	n/a**					

* Partially, data summation w/o consideration of possible redundancies ** Due to current uncertain situation, not applicable to estimate FY 2020 value

DAIMLER Q2 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 or latest Interim 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.