

DAIMLER AG  
**DISCLOSURE Q3 2020**

**CAPITAL MARKET  
PRESENTATION**

October 23, 2020



# DAIMLER Q3 2020

## KEY TOPICS

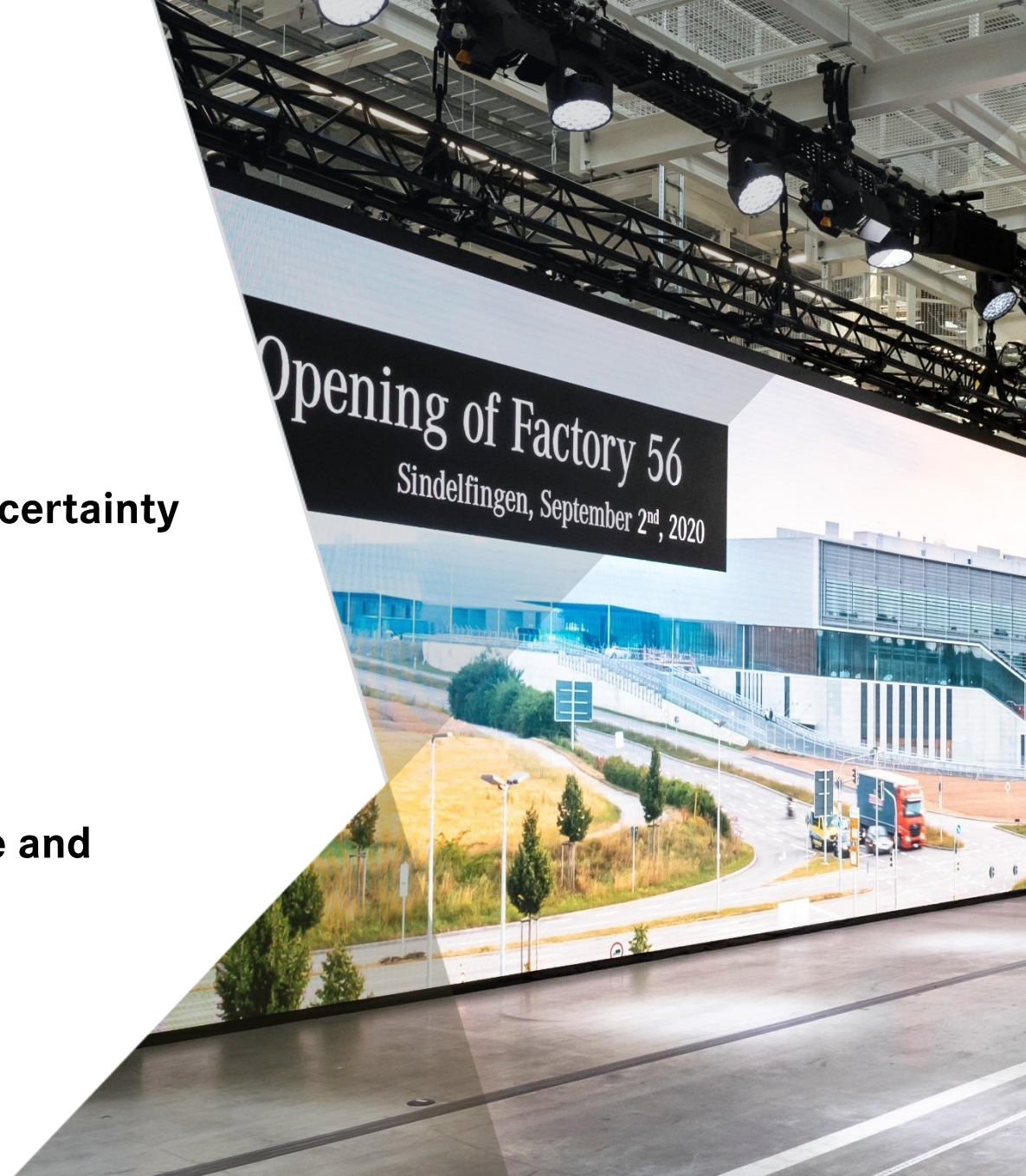
**New Mercedes-Benz Cars strategy presented**

**Diesel US settlement: Important step towards legal certainty**

**Right path to reducing break-even**

**Industrial FCF reflects strong business performance and extensive cost and cash preservation measures**

**Issuance of first green bond with 1bn EUR volume**

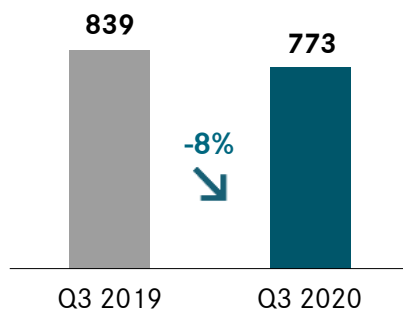


# DAIMLER Q3 2020

## KEY FIGURES

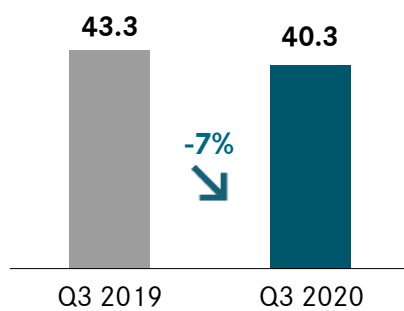
### Unit sales

in thousands of units



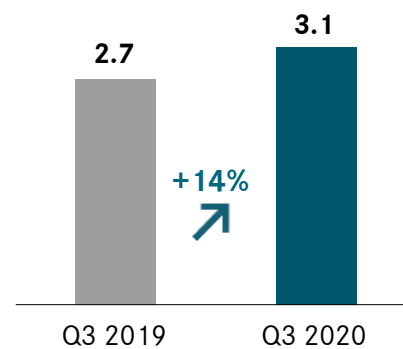
### Revenue

in billions of euros



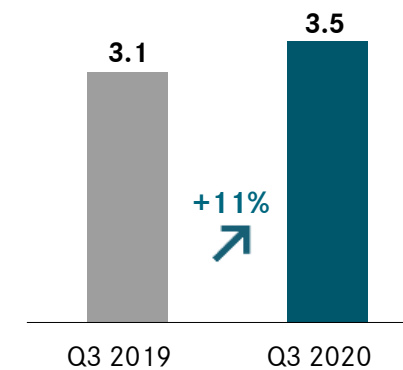
### EBIT

in billions of euros



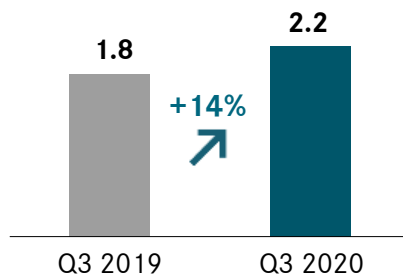
### EBIT adjusted

in billions of euros



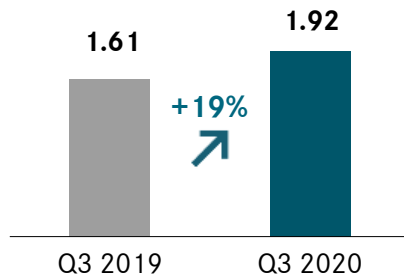
### Net profit

in billions of euros



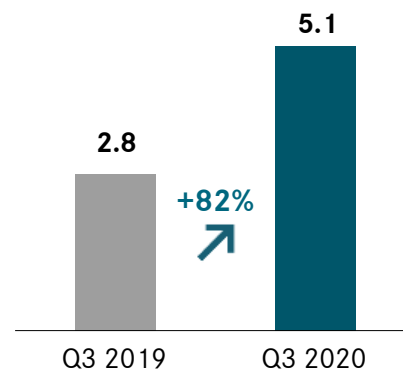
### Earnings per share

in euros



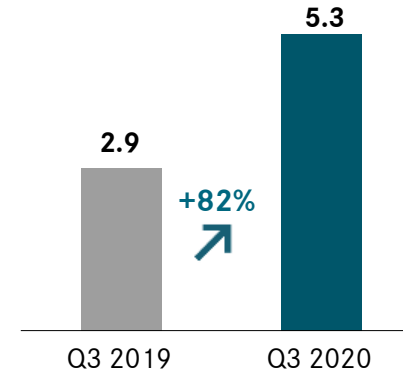
### Free cash flow (IB)

in billions of euros



### Free cash flow (IB) adjusted

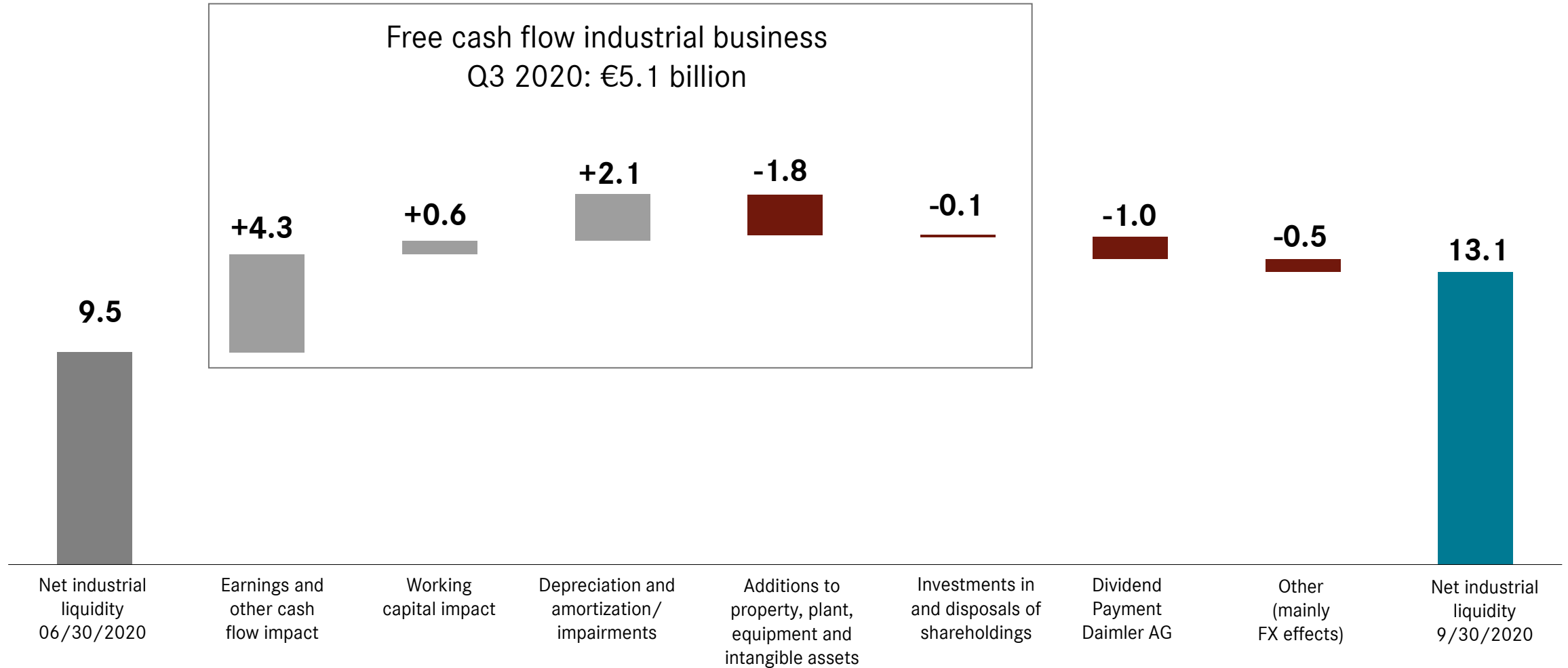
in billions of euros



# DAIMLER Q3 2020

## NET INDUSTRIAL LIQUIDITY

in billions of euros



# MERCEDES-BENZ CARS & VANS

## KEY TOPICS Q3 2020

**Positive development of unit sales in third quarter due to recovery of many markets**

**Favorable development in model mix and pricing**

**Indicators of change show operative improvement, e.g. accelerating headcount reduction, fixed cost coming down**

**Electric first: Progressing on xEV share and striking distance to meet 2020 CO2 targets**

**World Premiere of the new Mercedes-Benz S-Class and official opening of Factory 56**

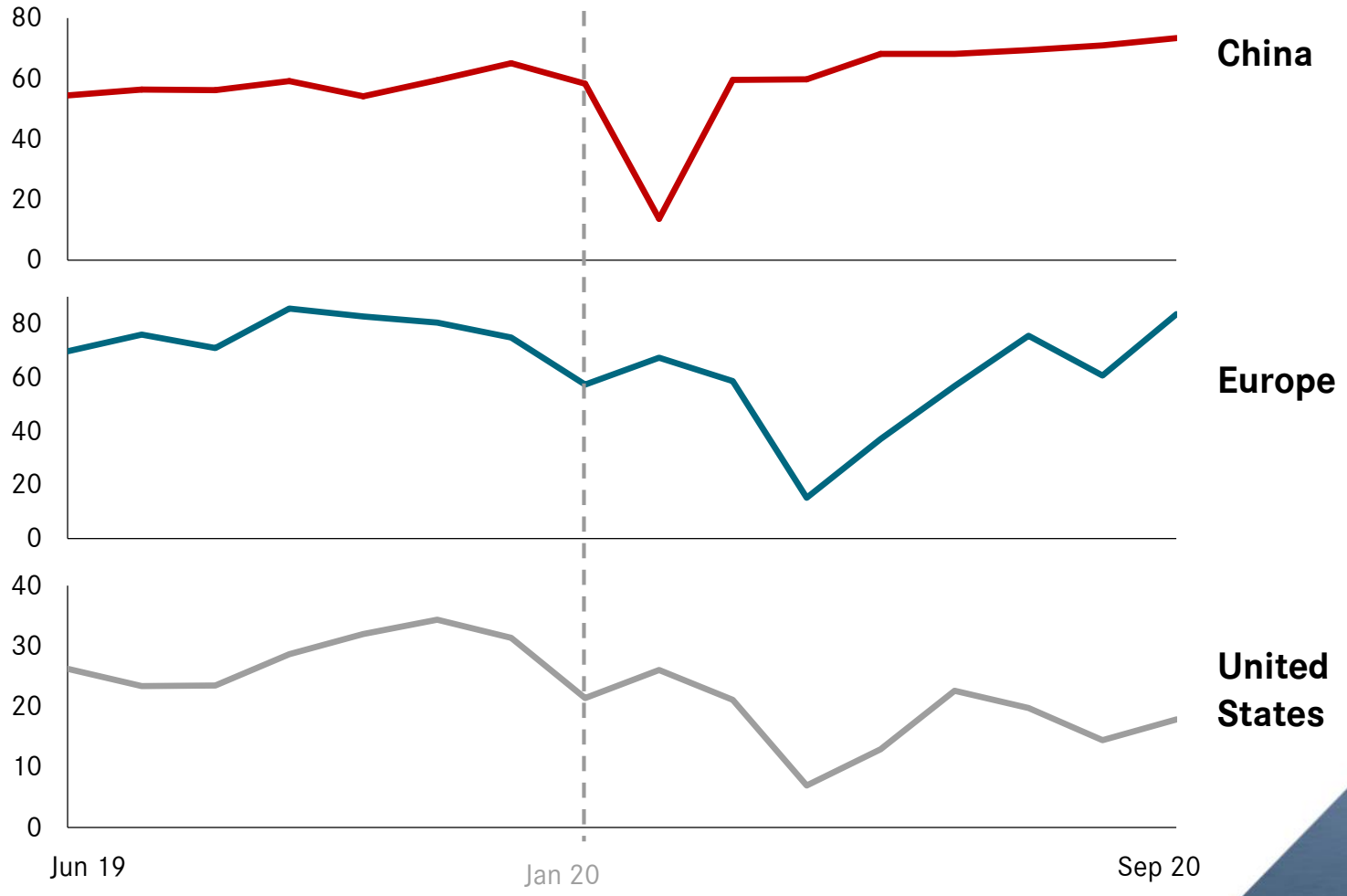
**Mercedes-Benz Vans: operational turnaround**

**Mercedes-Benz Vans goes electric – start of production of EQV**



# MERCEDES-BENZ CARS & VANS BUSINESS RECOVERY YTD 09/2020

Group sales of Mercedes-Benz passenger cars per month  
in thousands of units

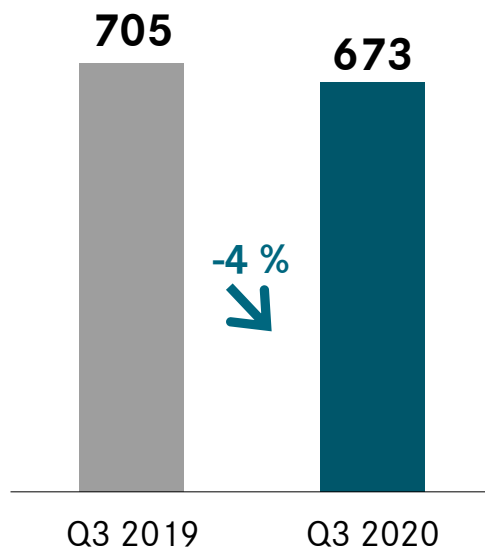


# MERCEDES-BENZ CARS & VANS

## KEY FIGURES

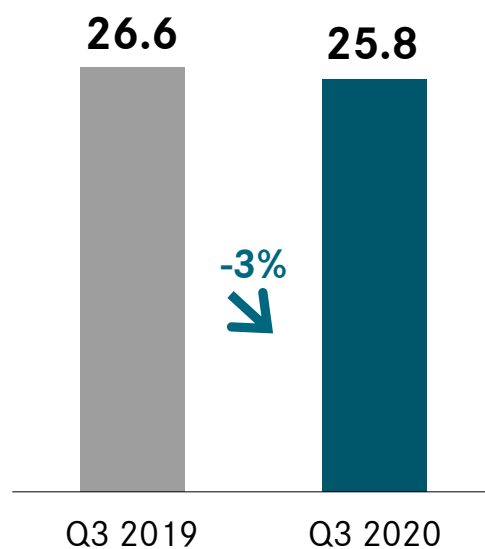
### Unit sales

in thousands of units



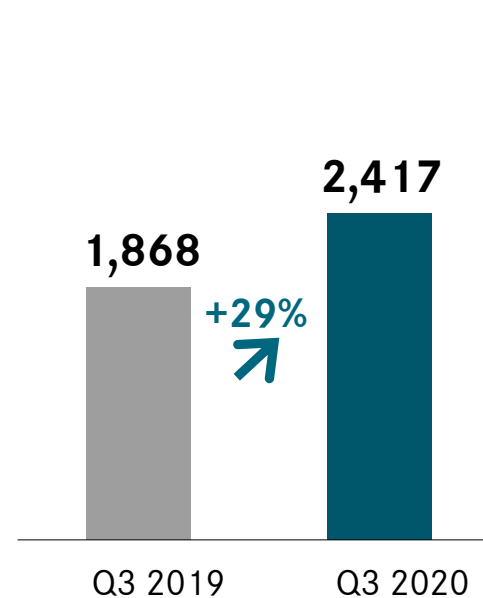
### Revenue

in billions of euros



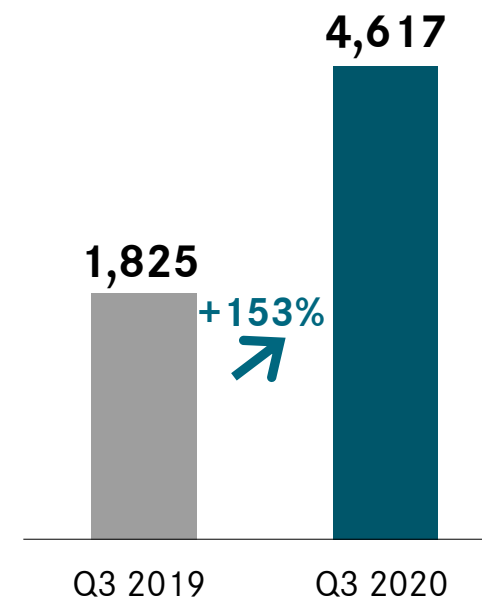
### EBIT adjusted

in millions of euros



### CFBIT

in millions of euros

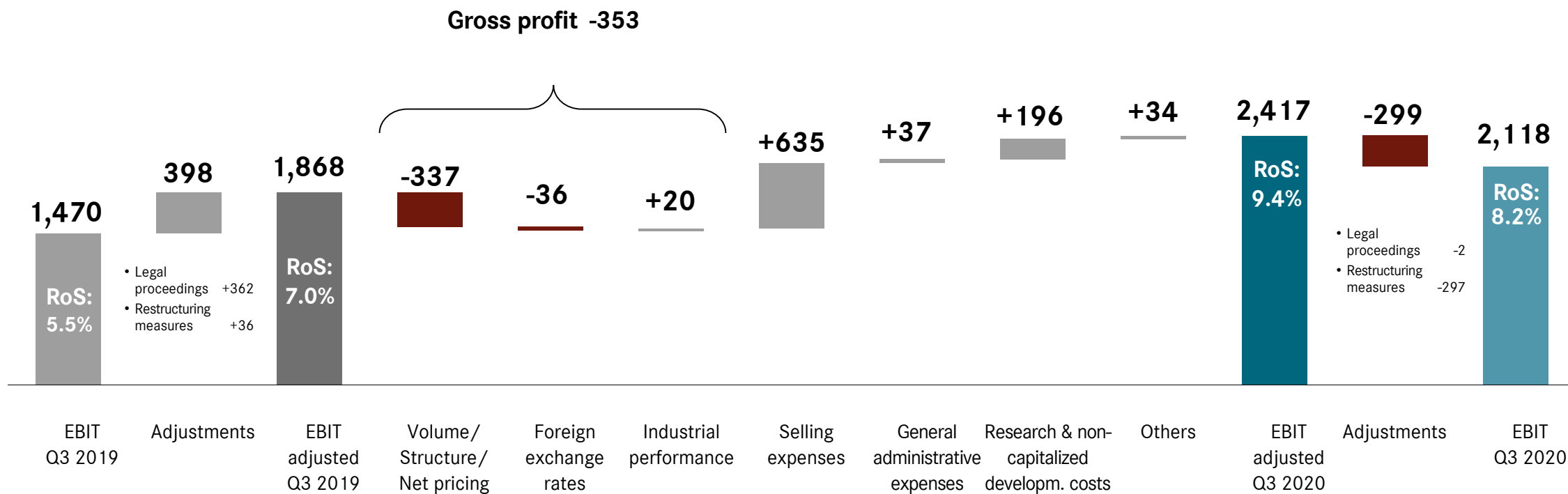


# MERCEDES-BENZ CARS & VANS

## EBIT AND ROS

in millions of euros

- + Significant fixed cost reduction in all areas
- + Favorable model mix and pricing
- + Positive one-time pension/healthcare effect in USA
- Lower unit sales

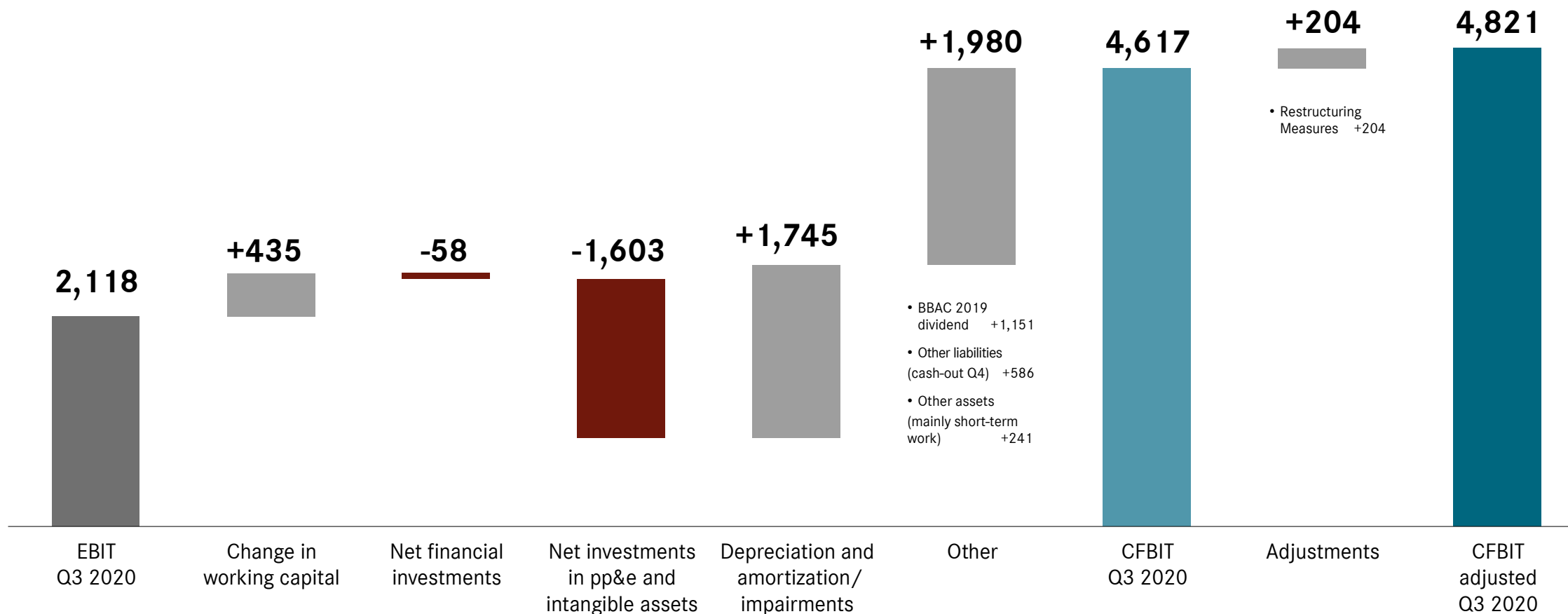




# MERCEDES-BENZ CARS & VANS

## RECONCILIATION FROM EBIT TO CFBIT Q3 2020

in millions of euros



# DAIMLER TRUCKS & BUSES

## KEY TOPICS Q3 2020

**Significant sales recovery vs. H1; significant decreases vs. Q3 2019 due to ongoing COVID-19 pandemic**

**Incoming truck orders in most key regions significantly above Q2; Europe and North America also positive compared to Q3 2019**

**Ongoing strong focus on cash preservation measures**

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

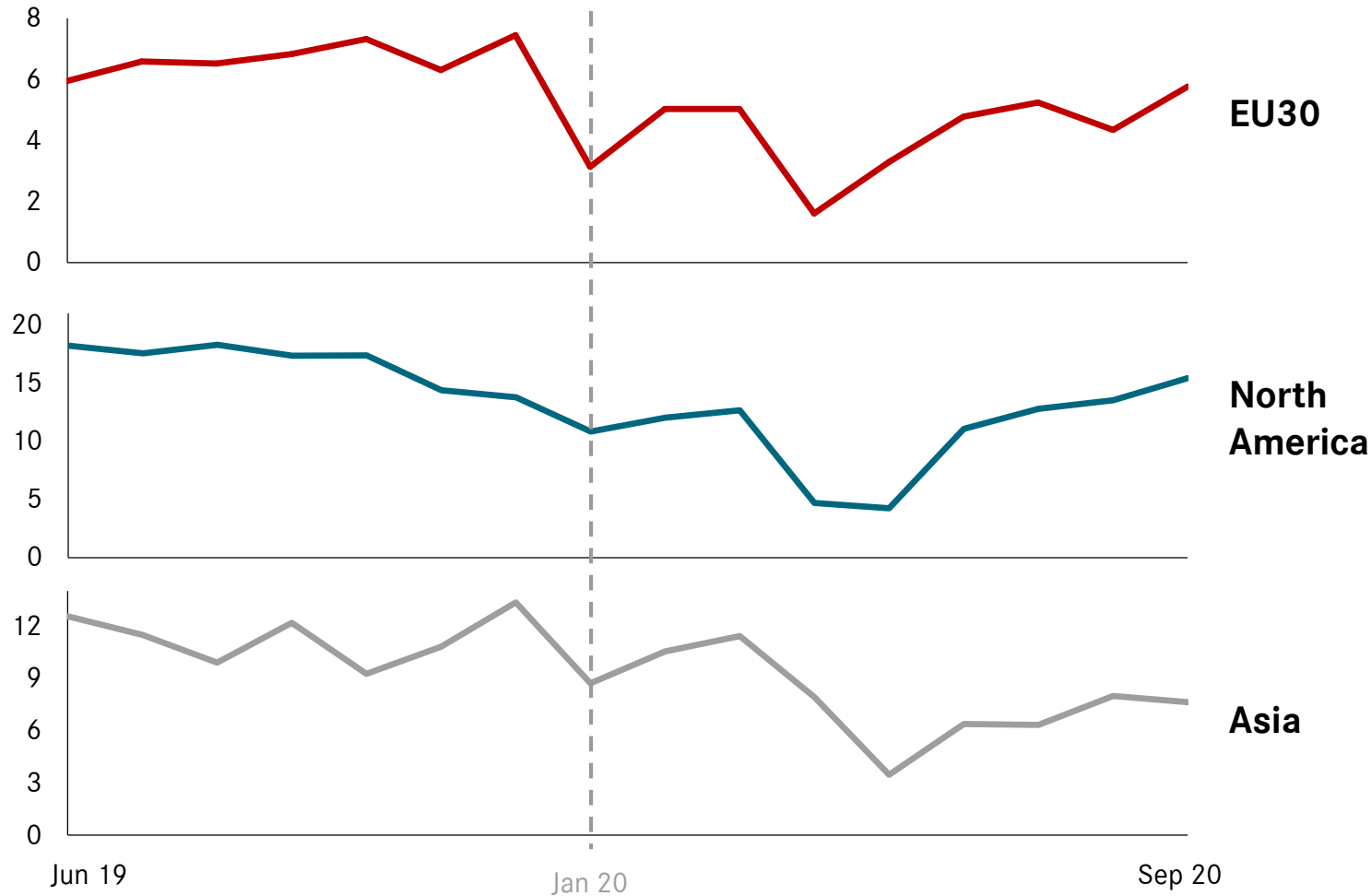
**Introduction of new products and concepts**



# DAIMLER TRUCKS & BUSES

## BUSINESS RECOVERY YTD 09/20

Group sales of Daimler Trucks per month  
in thousands of units

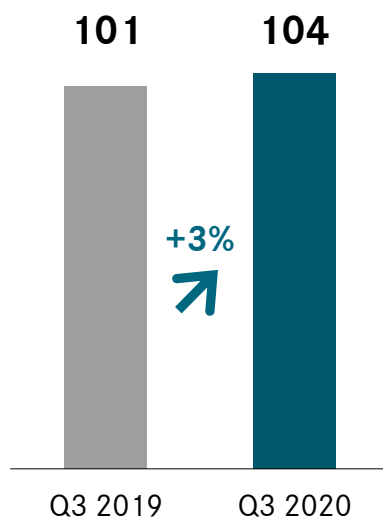


# DAIMLER TRUCKS & BUSES

## KEY FIGURES

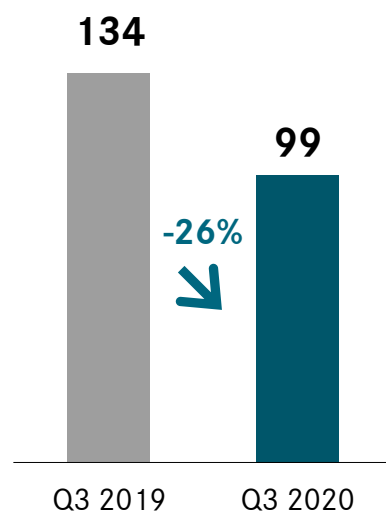
### Incoming orders\*

in thousands of units



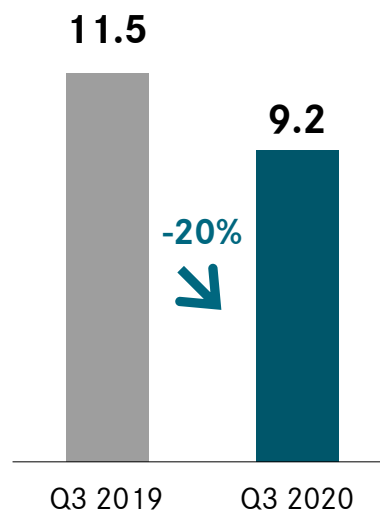
### Unit sales

in thousands of units



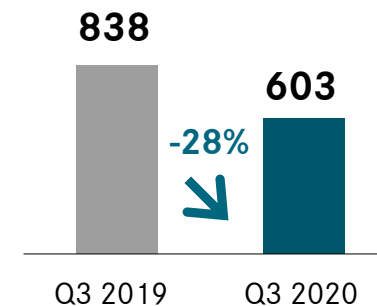
### Revenue

in billions of euros



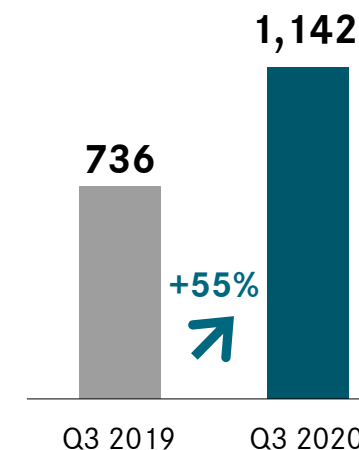
### EBIT adjusted

in millions of euros



### CFBIT

in millions of euros



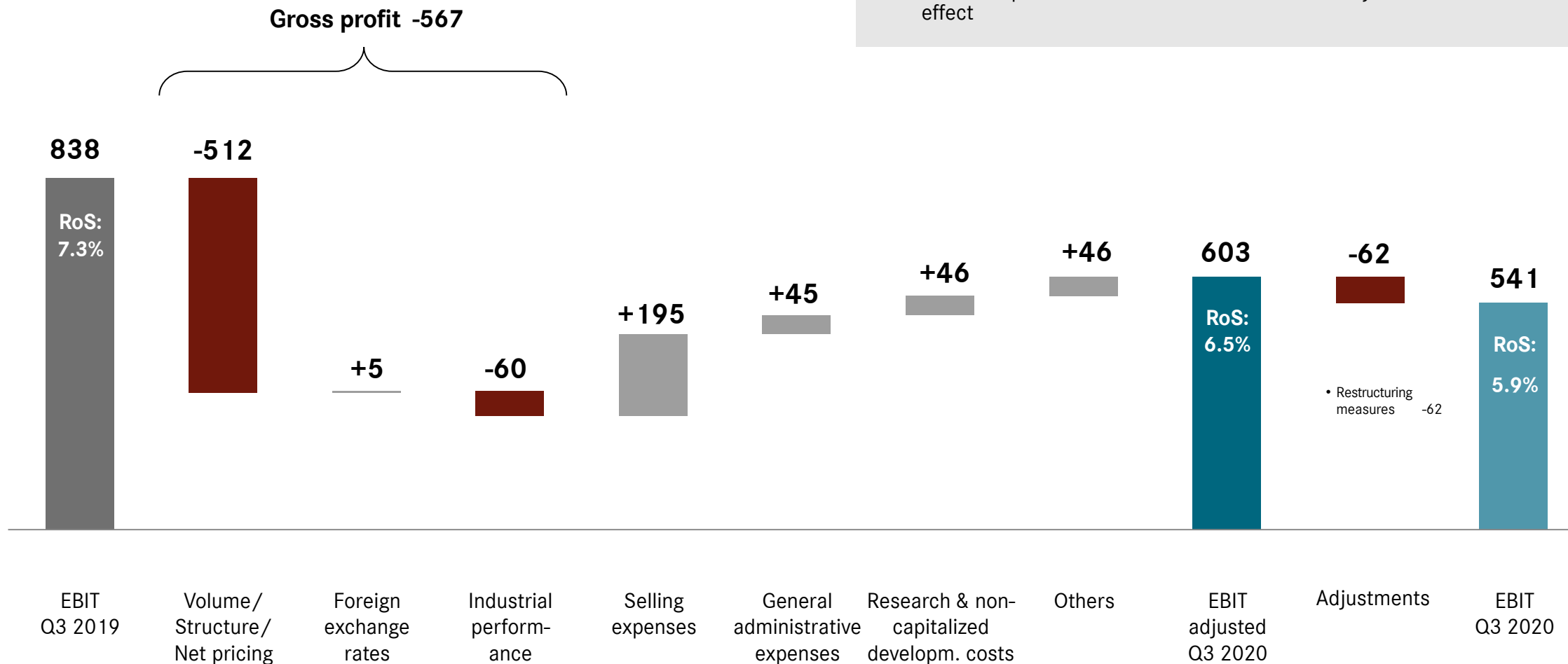
\* Net order intake, adjusted for cancellations

# DAIMLER TRUCKS & BUSES

## EBIT AND ROS

in millions of euros

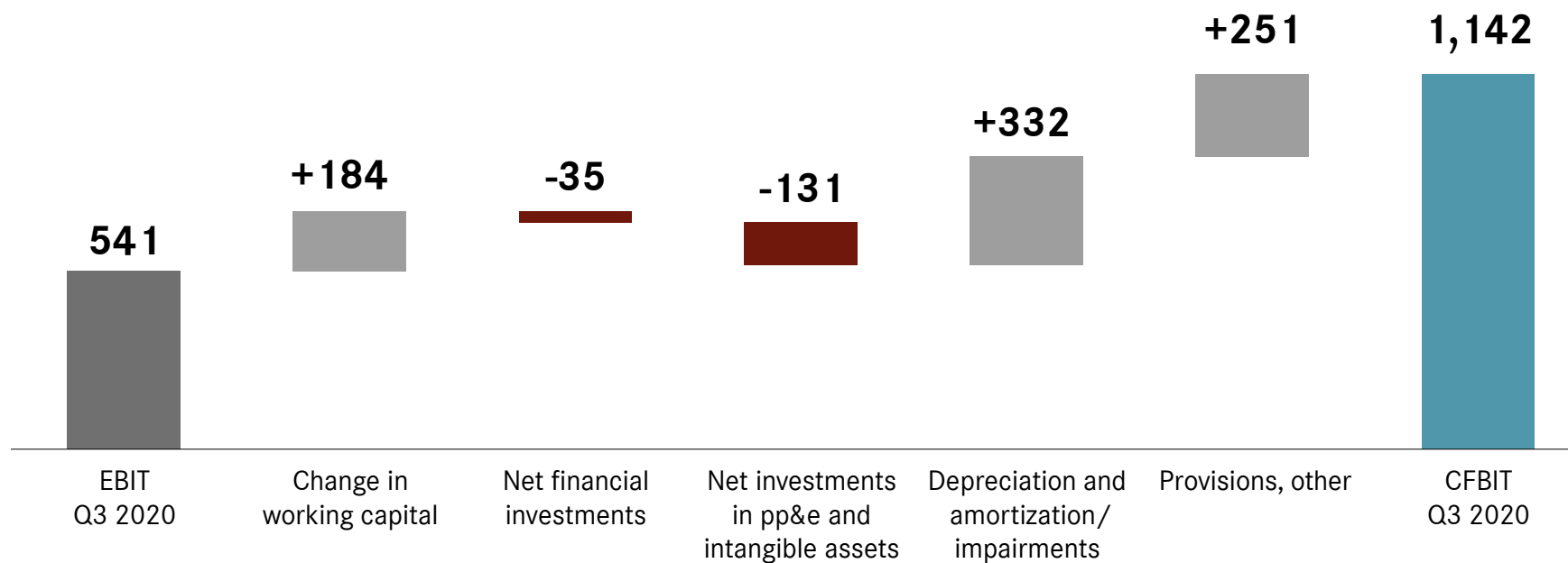
- + Significant fixed cost reduction in all areas
- Significantly lower unit sales in all regions due to market downturns
- Industrial performance: Q3 2019 characterized by favorable Takata one-time-effect



# DAIMLER TRUCKS & BUSES

## RECONCILIATION FROM EBIT TO CFBIT Q3 2020

in millions of euros



# DAIMLER MOBILITY KEY TOPICS Q3 2020

**New business stabilized with recovery effect in almost all regions**

**Payment restructuring programs expired in most markets with majority of customers returning to normal payment mode**

**No further increase of credit provisions required in Q3**

**Implemented efficiency measures with ongoing positive impact**

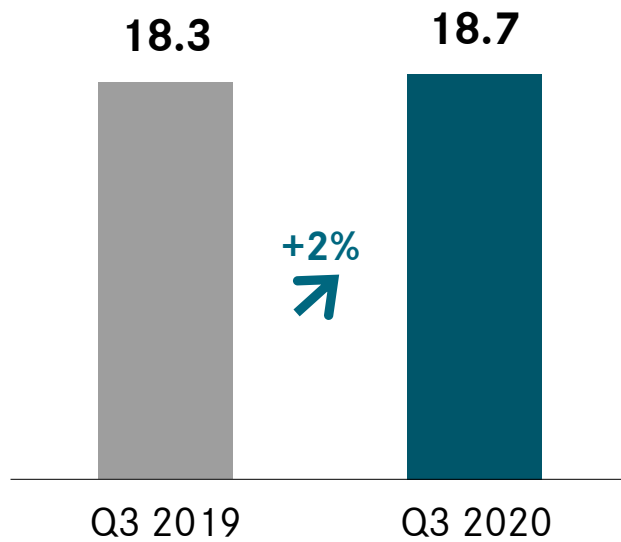
**Focus on customer loyalty and retention**



# DAIMLER MOBILITY KEY FIGURES

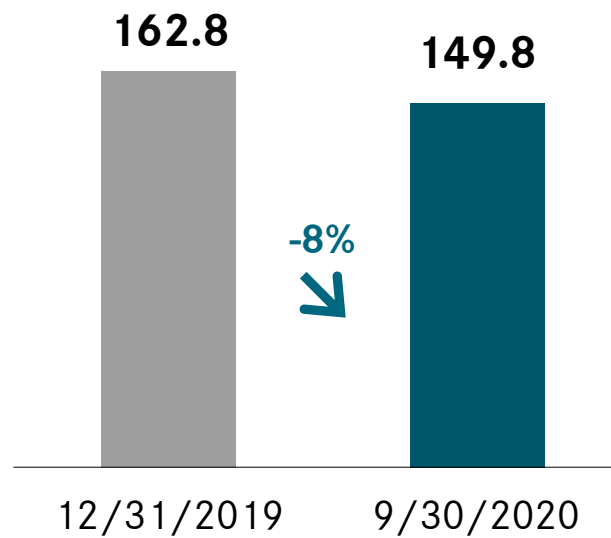
## New business

in billions of euros



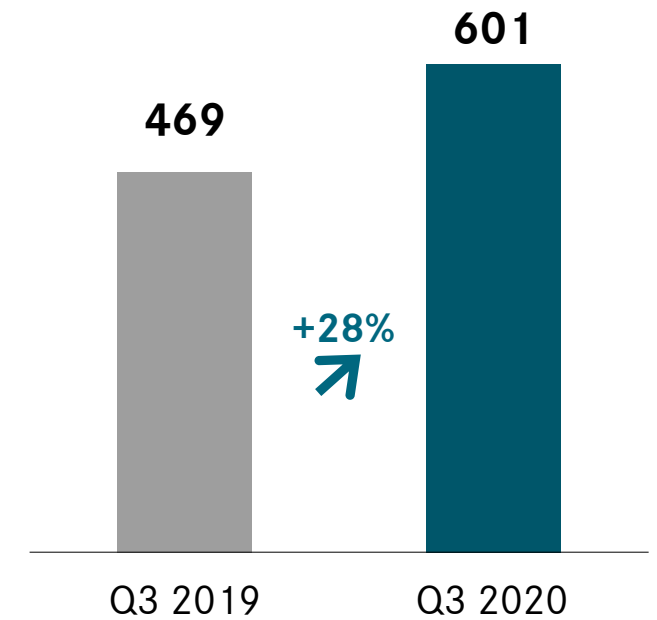
## Contract volume

in billions of euros



## EBIT adjusted

in millions of euros



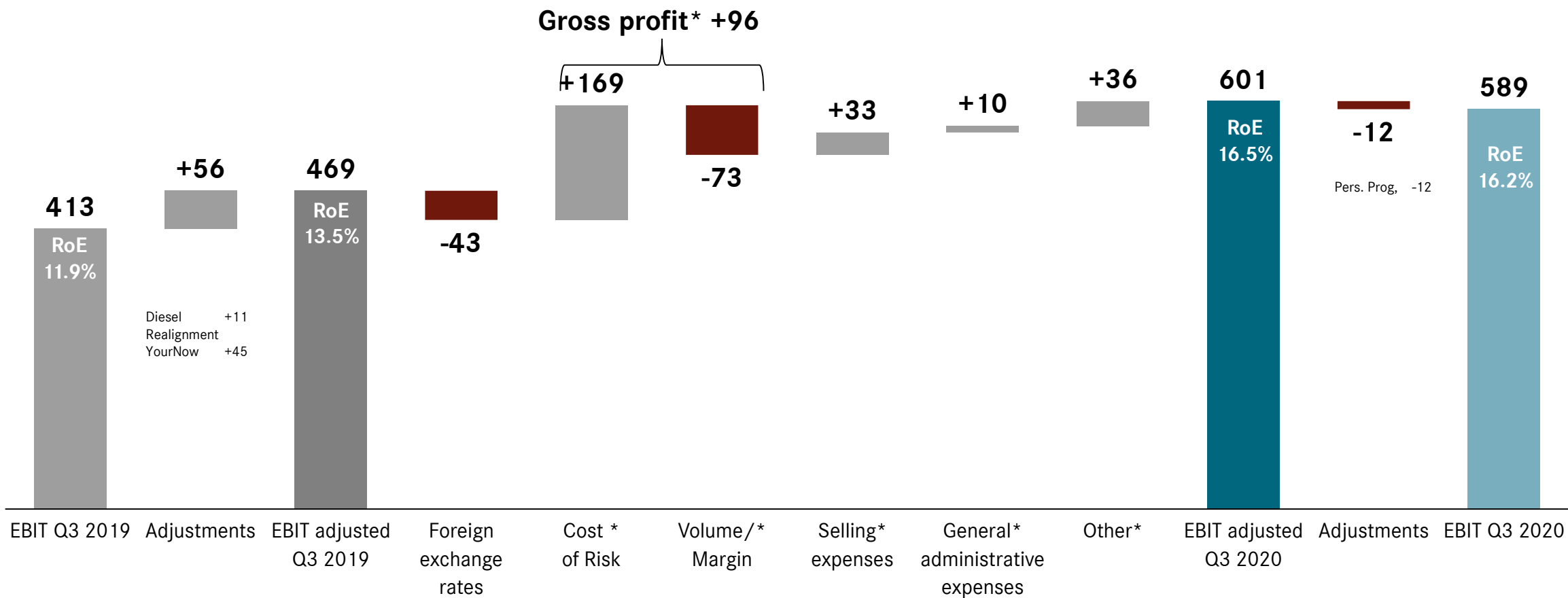


# DAIMLER MOBILITY

## EBIT AND ROE

in millions of euros

- + Fixed cost reductions in all areas
- + No further increase of credit risk reserve
- Impairment of software in context of streamlining IT-architecture

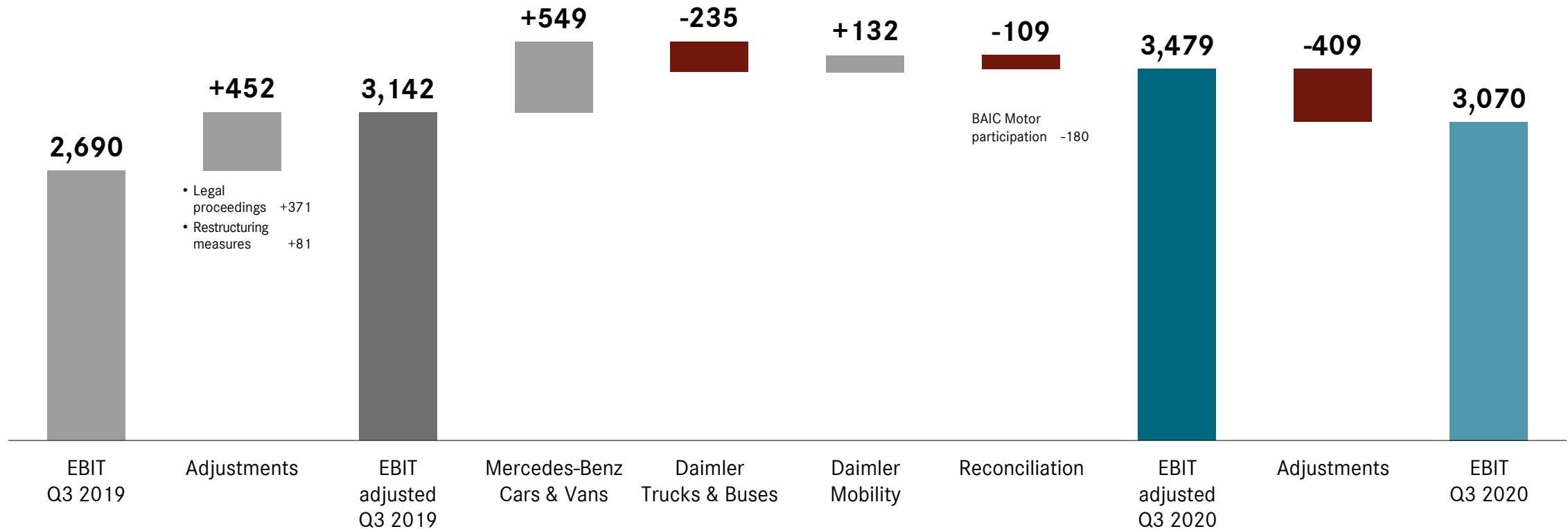


\* excluding FX effects

# DAIMLER Q3 2020

## GROUP EBIT

in millions of euros



Mercedes-Benz Cars & Vans:

- Legal proceedings -2
- Restructuring measures -297

Daimler Trucks & Buses:

- Restructuring measures -62

Daimler Mobility:

- Restructuring measures -12

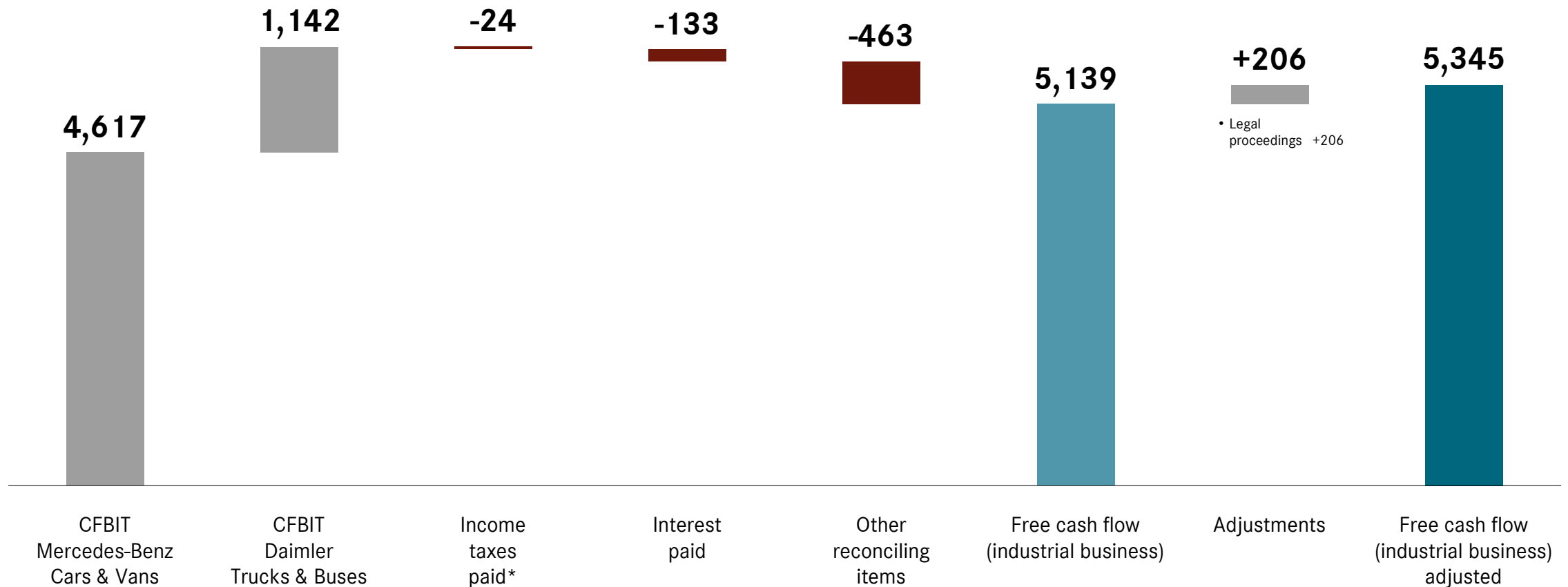
Reconciliation:

- Restructuring measures -36

# DAIMLER Q3 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

## DAIMLER GROUP

### 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.

<b>Daimler Group Revenue</b>	<b>Significant decrease</b>
<b>Daimler Group EBIT</b>	<b>At prior-year level</b>
<b>Free Cash Flow (industrial business)*</b>	<b>Significant increase</b>
<b>Investment in PP&amp;E</b>	<b>Significant decrease</b>
<b>R&amp;D expenditure</b>	<b>Slight decrease</b>

\* Excluding possible expenses relating to legal and governmental proceedings.



# 2020 OUTLOOK

## DAIMLER GROUP

### 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.

### Unit Sales

Cars	<b>Significant decrease</b>
Vans	<b>Significant decrease</b>
Trucks	<b>Significant decrease</b>
Buses	<b>Significant decrease</b>

### Return on Sales (adjusted\*)

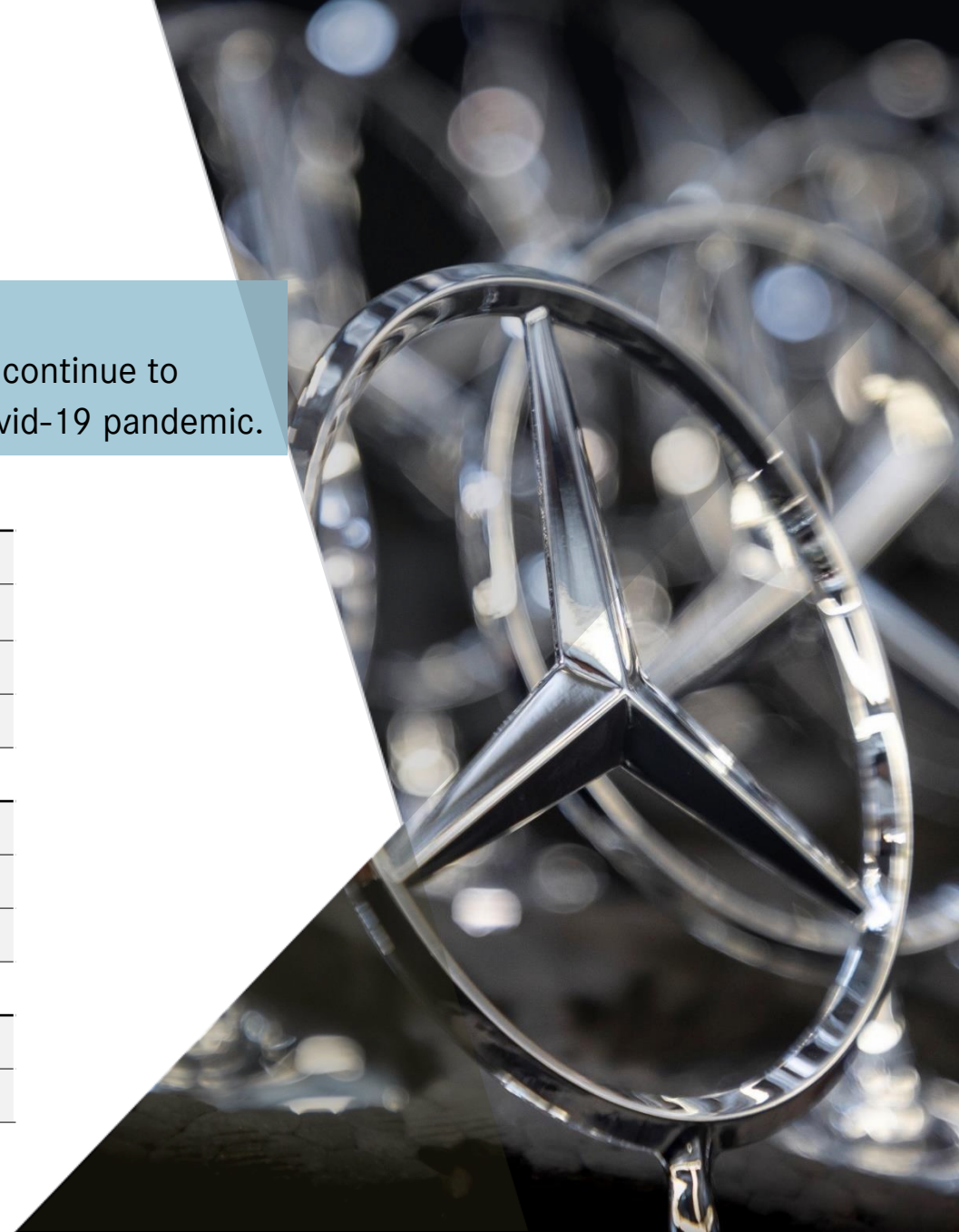
Mercedes-Benz Cars & Vans	<b>4.5 to 5.5%</b>
Daimler Trucks & Buses	<b>1 to 2%</b>
Daimler Mobility (RoE)	<b>9 to 10%</b>

### Cash Conversion Rate\*\* (adjusted)

Cars & Vans	<b>1x</b>
Trucks & Buses	<b>2x</b>

\* 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.



# DAIMLER Q3 2020 LOOKING FORWARD

**The transformation of Daimler is a long-distance race.  
We keep the pace with focus and full discipline.**



# ADDITIONAL FINANCIAL DETAILS



# DAIMLER Q3 2020

## REVENUE BY DIVISIONS

in billions of euros

	Q3 2019	Q3 2020	% change
<b>Daimler Group</b>	43.3	<b>40.3</b>	-7
of which			
Mercedes-Benz Cars & Vans	26.6	<b>25.8</b>	-3
Daimler Trucks & Buses	11.5	<b>9.2</b>	-20
Daimler Mobility	7.1	<b>6.9</b>	-3



# DAIMLER Q3 2020

## REVENUE BY REGIONS

in billions of euros

	Q3 2019	Q3 2020	% change
<b>Daimler Group</b>	43.3	<b>40.3</b>	-7
of which			
Europe	17.3	<b>17.5</b>	+1
<i>of which Germany</i>	6.6	<b>7.0</b>	+6
North America	13.1	<b>10.9</b>	-16
<i>of which United States</i>	11.4	<b>9.6</b>	-16
Asia	10.3	<b>10.0</b>	-3
<i>of which China*</i>	4.6	<b>5.5</b>	+18
Other markets	2.6	<b>1.8</b>	-30

\* excluding revenue of not fully consolidated companies

# DAIMLER Q3 2020

## EBIT BY DIVISIONS

EBIT in millions of euros; RoS/RoE in %

	Q3 2019		Q3 2020	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
<b>Daimler Group</b>	2,690	6.3	<b>3,070</b>	<b>7.4</b>
of which				
Mercedes-Benz Cars & Vans	1,470	5.5	<b>2,118</b>	<b>8.2</b>
Daimler Trucks & Buses	838	7.3	<b>541</b>	<b>5.9</b>
Daimler Mobility	413	11.9	<b>589</b>	<b>16.2</b>
Reconciliation	-31	-	<b>-178</b>	-

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

# DAIMLER Q3 2020

## ADJUSTMENTS AFFECTING EBIT

in millions of euros

	Q3 2019	Q3 2020
<b>Mercedes-Benz Cars &amp; Vans</b>		
Legal proceedings and related measures	362	2
Restructuring measures	36	297
<b>Daimler Trucks &amp; Buses</b>		
Restructuring measures	-	62
<b>Daimler Mobility</b>		
Legal proceedings and related measures	11	-
Restructuring measures	45	12
<b>Reconciliation</b>		
Legal proceedings and related measures	-2	-
Restructuring measures	-	36

# DAIMLER Q3 2020

## EBIT ADJUSTED BY DIVISIONS

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

	Q3 2019		Q3 2020	
	EBIT adjusted	RoS/RoE adjusted*	EBIT adjusted	RoS/RoE adjusted*
<b>Daimler Group</b>	3,142	7.4	<b>3,479</b>	<b>8.6</b>
of which				
Mercedes-Benz Cars & Vans	1,868	7.0	<b>2,417</b>	<b>9.4</b>
Daimler Trucks & Buses	838	7.3	<b>603</b>	<b>6.5</b>
Daimler Mobility	469	13.5	<b>601</b>	<b>16.5</b>
Reconciliation	-33	-	<b>-142</b>	<b>-</b>

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

# DAIMLER Q3 2020

## CONSOLIDATED STATEMENT OF INCOME (CONDENSED)

in millions of euros

	Daimler Group		Industrial Business		Daimler Mobility	
	Q3 2019	Q3 2020	Q3 2019	Q3 2020	Q3 2019	Q3 2020
Revenue	43,270	<b>40,281</b>	36,184	<b>33,404</b>	7,086	<b>6,877</b>
Cost of sales	-34,596	<b>-32,704</b>	-28,416	<b>-26,777</b>	-6,180	<b>-5,927</b>
<b>Gross profit</b>	8,674	<b>7,577</b>	7,768	<b>6,627</b>	906	<b>950</b>
Selling expenses	-3,136	<b>-2,364</b>	-2,941	<b>-2,208</b>	-195	<b>-156</b>
General administrative expenses	-1,005	<b>-888</b>	-814	<b>-699</b>	-191	<b>-189</b>
Research and non-capitalized development costs	-1,764	<b>-1,554</b>	-1,764	<b>-1,554</b>	-	<b>-</b>
Other operating income/expense	-167	<b>287</b>	-192	<b>250</b>	25	<b>37</b>
Gains/losses on equity-method investments, net	193	<b>162</b>	326	<b>215</b>	-133	<b>-53</b>
Other financial income/expense, net	-105	<b>-150</b>	-106	<b>-150</b>	1	<b>-</b>
<b>EBIT</b>	2,690	<b>3,070</b>	2,277	<b>2,481</b>	413	<b>589</b>
Interest income/expense, net	-115	<b>-38</b>	-112	<b>-36</b>	-3	<b>-2</b>
<b>Profit/loss before income taxes</b>	2,575	<b>3,032</b>	2,165	<b>2,445</b>	410	<b>587</b>
Income taxes	-762	<b>-874</b>	-640	<b>-670</b>	-122	<b>-204</b>
<b>Net profit/loss</b>	1,813	<b>2,158</b>	1,525	<b>1,775</b>	288	<b>383</b>
<b>Earnings per share (in euros)</b>	1.61	<b>1.92</b>	-	<b>-</b>	-	<b>-</b>

# DAIMLER Q3 2020

## EBIT OF THE INDUSTRIAL BUSINESS

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses		Reconciliation	
	Q3 2019	Q3 2020	Q3 2019	Q3 2020	Q3 2019	Q3 2020
Revenue	26,562	<b>25,818</b>	11,483	<b>9,230</b>	-1,861	<b>-1,644</b>
Cost of sales	-21,035	<b>-20,846</b>	-9,253	<b>-7,602</b>	1,872	<b>1,671</b>
<b>Gross profit</b>	5,527	<b>4,972</b>	2,230	<b>1,628</b>	11	<b>27</b>
Selling expenses	-2,387	<b>-1,820</b>	-751	<b>-566</b>	197	<b>178</b>
General administrative expenses	-414	<b>-379</b>	-383	<b>-344</b>	-17	<b>24</b>
Research and non-capitalized development costs	-1,379	<b>-1,237</b>	-379	<b>-342</b>	-6	<b>25</b>
Others	123	<b>582</b>	121	<b>165</b>	-216	<b>-432</b>
<b>EBIT</b>	1,470	<b>2,118</b>	838	<b>541</b>	-31	<b>-178</b>

# DAIMLER Q3 2020

## RECONCILIATION TO CFBIT ADJUSTED

in millions of euros

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses	
	Q3 2019	Q3 2020	Q3 2019	Q3 2020
<b>CFBIT</b>	1,825	<b>4,617</b>	736	<b>1,142</b>
Legal proceedings and related measures	112	<b>204</b>	-	-
Restructuring measures	-	-	-	-
M&A transactions	-	-	-	-
<b>CFBIT adjusted</b>	1,937	<b>4,821</b>	736	<b>1,142</b>
<b>EBIT adjusted</b>	1,868	<b>2,417</b>	838	<b>603</b>
<b>Cash conversion rate adjusted*</b>	1.0	<b>2.0</b>	0.9	<b>1.9</b>

\* Ratio of CFBIT adjusted to EBIT adjusted

# DAIMLER Q3 2020

## KEY BALANCE SHEET AND FINANCIAL FIGURES

<b>Daimler Group</b>	Dec. 31, 2019	Sept. 30, 2020
Equity ratio	20.5%	<b>20.2%</b>
Gross liquidity	27.5	<b>32.6</b>
Funded status of pension obligations	-8.4	<b>-11.4</b>
<i>Funding ratio</i>	<i>77%</i>	<i><b>70%</b></i>
<b>Industrial business</b>		
Equity ratio	36.7%	<b>33.8%</b>
Net liquidity	11.0	<b>13.1</b>
Free cash flow (January-September)	-0.5	<b>3.5</b>



# DAIMLER Q3 2020

## STATEMENT OF FINANCIAL POSITION (CONDENSED)

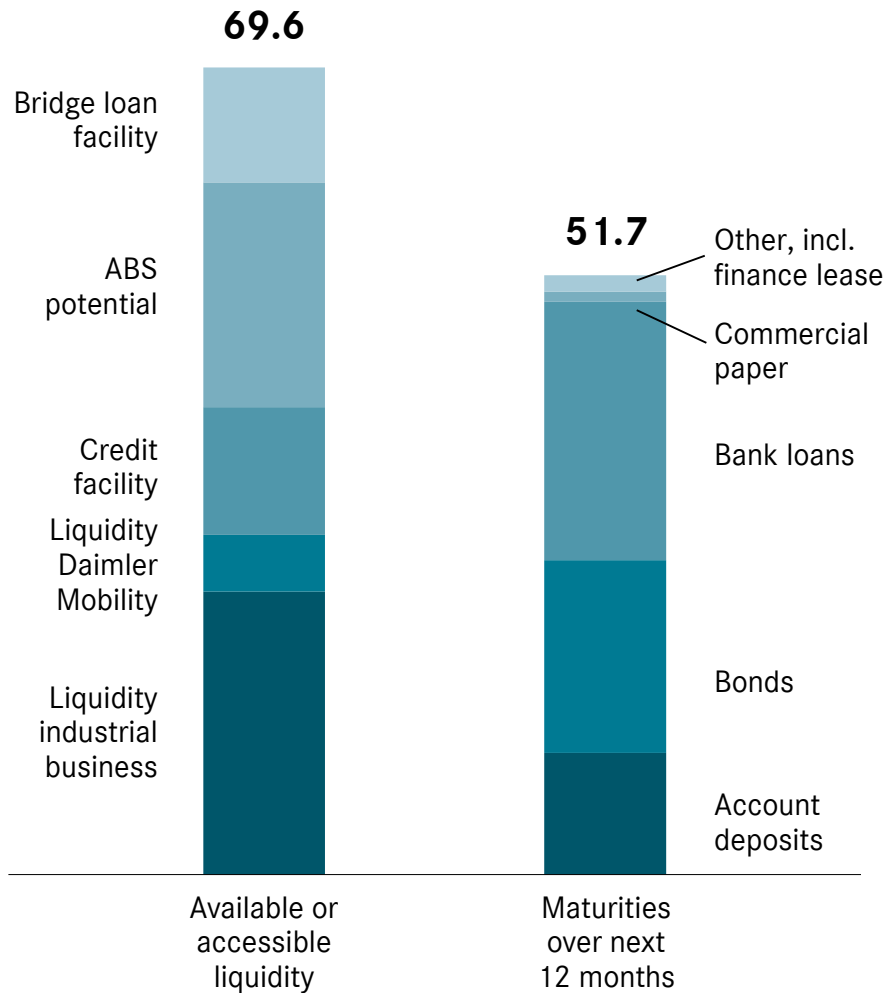
in millions of euros

	Daimler Group		Industrial Business	
	Dec. 31, 2019	Sept. 30, 2020	Dec. 31, 2019	Sept. 30, 2020
Intangible assets	15,978	<b>16,430</b>	15,077	<b>15,651</b>
Property, plant and equipment	37,143	<b>35,092</b>	36,782	<b>34,781</b>
Receivables from financial services & equipment on operating leases	155,143	<b>142,764</b>	18,711	<b>17,426</b>
Equity-method investments	5,949	<b>5,059</b>	4,842	<b>4,267</b>
Inventories	29,757	<b>29,534</b>	28,420	<b>28,553</b>
Trade receivables	12,332	<b>10,739</b>	11,045	<b>9,905</b>
Liquidity	27,538	<b>32,561</b>	23,674	<b>29,082</b>
Other assets	18,598	<b>18,474</b>	-10,934	<b>-9,174</b>
<b>Total assets</b>	302,438	<b>290,653</b>	127,617	<b>130,491</b>
Equity	62,841	<b>58,623</b>	47,858	<b>44,092</b>
Provisions	30,652	<b>32,720</b>	29,473	<b>31,545</b>
Financing liabilities	161,780	<b>152,220</b>	13,289	<b>17,467</b>
Trade payables	12,707	<b>14,877</b>	11,896	<b>13,937</b>
Other liabilities	34,458	<b>32,213</b>	25,101	<b>23,450</b>
<b>Total equity and liabilities</b>	302,438	<b>290,653</b>	127,617	<b>130,491</b>

# DAIMLER Q3 2020

## FINANCIAL FLEXIBILITY OVER A 12-MONTH PERIOD

in billions of euros



Net industrial liquidity at €13.1 billion continues to be at a solid level

Gross industrial liquidity at €29.1 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 September 30: €8.8 billion (reduction due to various bond issuances in Q2 and Q3)

# ADDITIONAL DIVISIONAL DETAILS



# MERCEDES-BENZ CARS & VANS

## NET ASSETS

in millions of euros

	Dec. 31, 2019	Sept. 30, 2020
Intangible assets	13,234	<b>13,913</b>
Property, plant and equipment	27,933	<b>26,506</b>
Inventories	20,959	<b>21,072</b>
Trade receivables	7,556	<b>6,983</b>
Other segment assets	24,808	<b>23,168</b>
<b>Segment assets</b>	<b>94,490</b>	<b>91,642</b>
Trade payables	9,042	<b>10,773</b>
Other segment liabilities	52,150	<b>50,247</b>
<b>Segment liabilities</b>	<b>61,192</b>	<b>61,020</b>
<b>Net assets</b>	<b>33,298</b>	<b>30,622</b>

# DAIMLER TRUCKS & BUSES

## NET ASSETS

in millions of euros

	Dec. 31, 2019	Sept. 30, 2020
Intangible assets	1,828	<b>1,723</b>
Property, plant and equipment	8,569	<b>7,953</b>
Inventories	7,615	<b>7,572</b>
Trade receivables	3,469	<b>2,923</b>
Other segment assets	6,497	<b>5,698</b>
<b>Segment assets</b>	<b>27,978</b>	<b>25,869</b>
Trade payables	2,847	<b>3,243</b>
Other segment liabilities	14,706	<b>13,794</b>
<b>Segment liabilities</b>	<b>17,553</b>	<b>17,037</b>
<b>Net assets</b>	<b>10,425</b>	<b>8,832</b>

# DAIMLER Q3 2020

## UNIT SALES

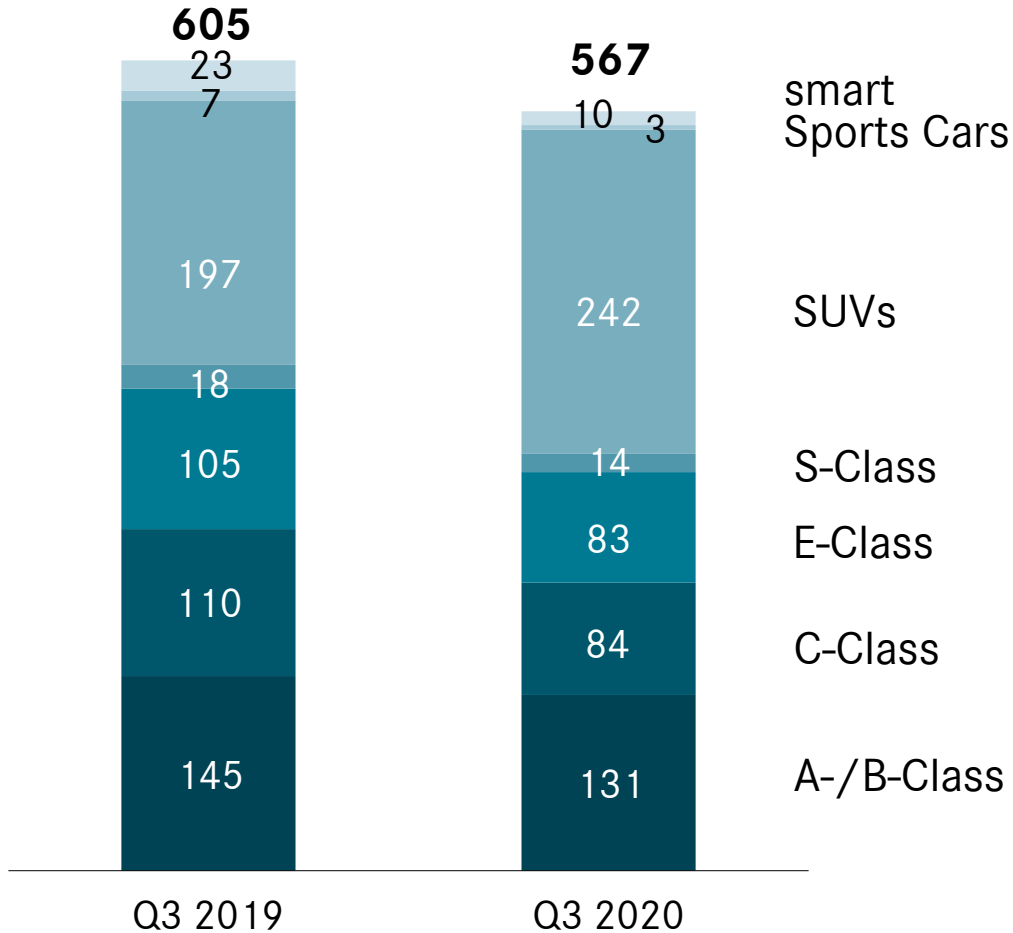
in thousands of units

	Q3 2019	Q3 2020	% change
<b>Daimler Group</b>	839.3	<b>772.7</b>	-8
of which			
Mercedes-Benz Cars	604.7	<b>566.6</b>	-6
Mercedes-Benz Vans	100.3	<b>106.9</b>	+7
Daimler Trucks	125.4	<b>94.1</b>	-25
Daimler Buses	9.0	<b>5.1</b>	-43

# MERCEDES-BENZ CARS

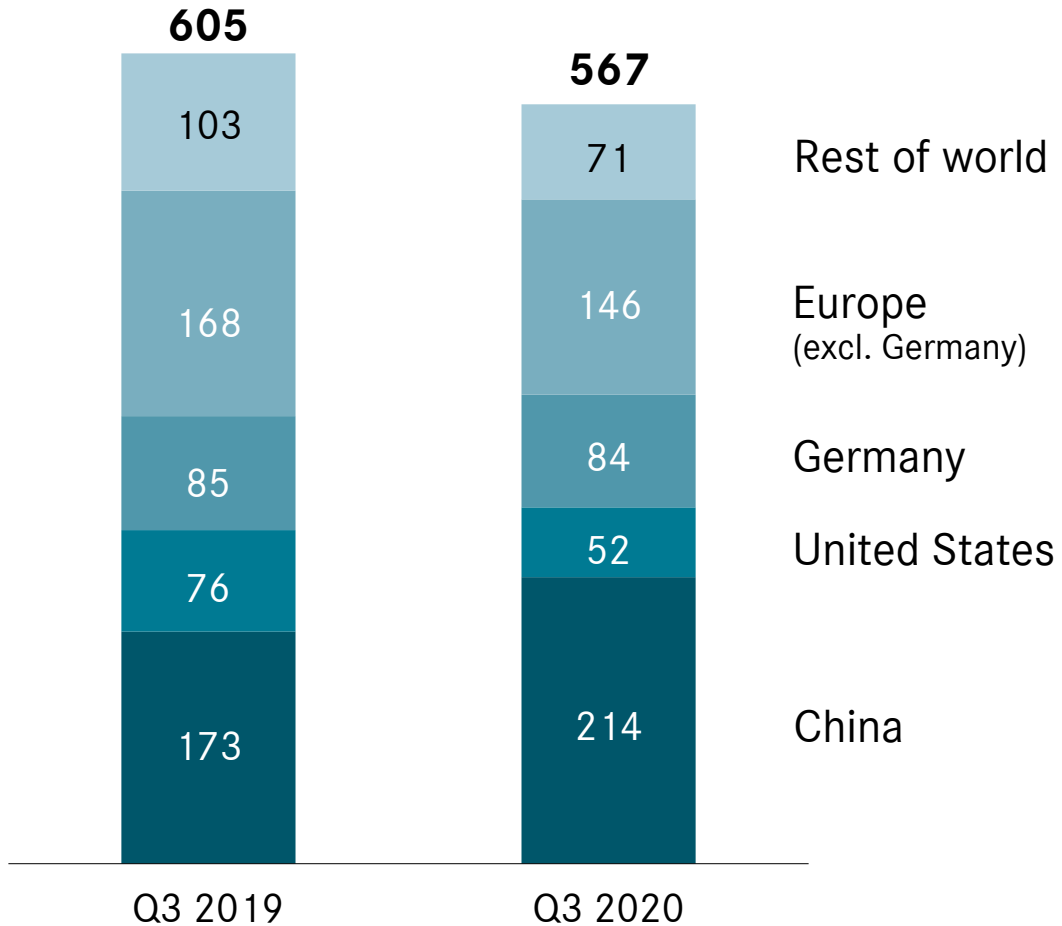
## UNIT SALES BY SEGMENTS

in thousands of units



# MERCEDES-BENZ CARS UNIT SALES BY REGIONS

in thousands of units

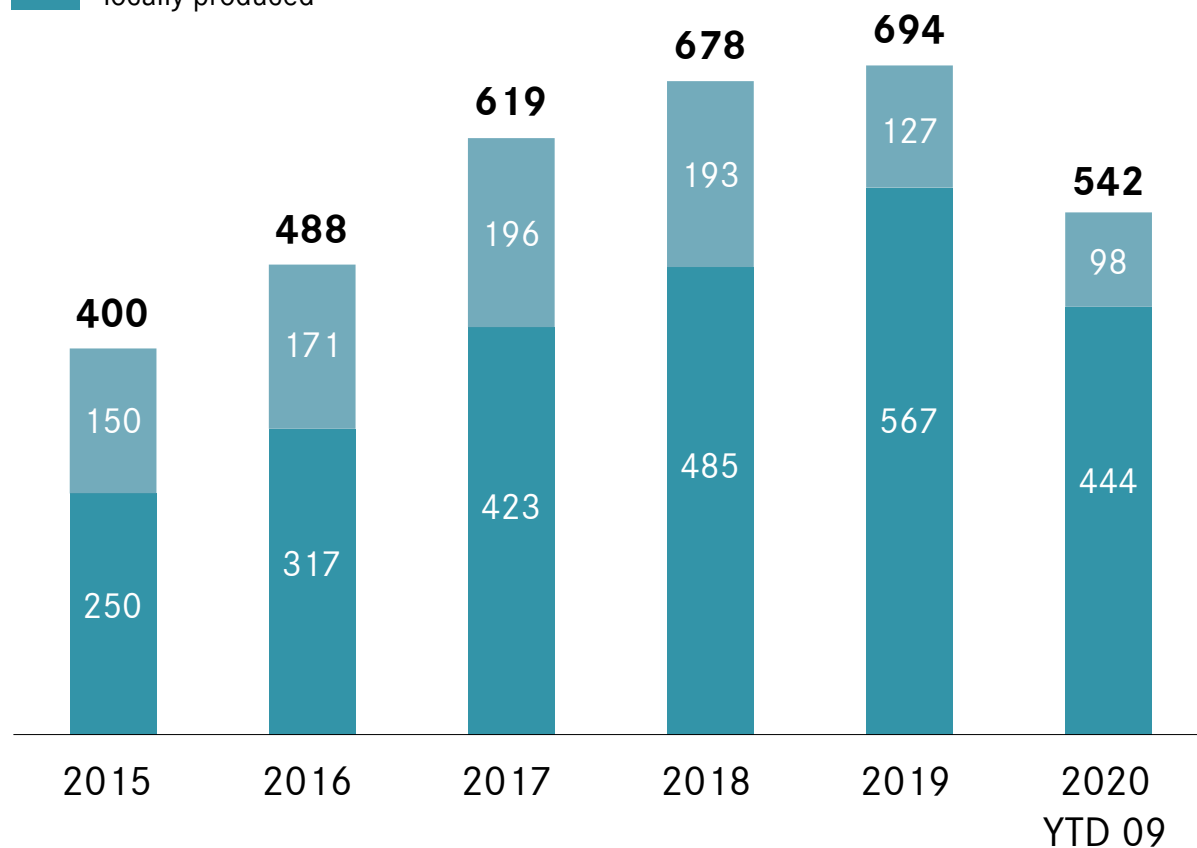




# MERCEDES-BENZ CARS UNIT SALES IN CHINA

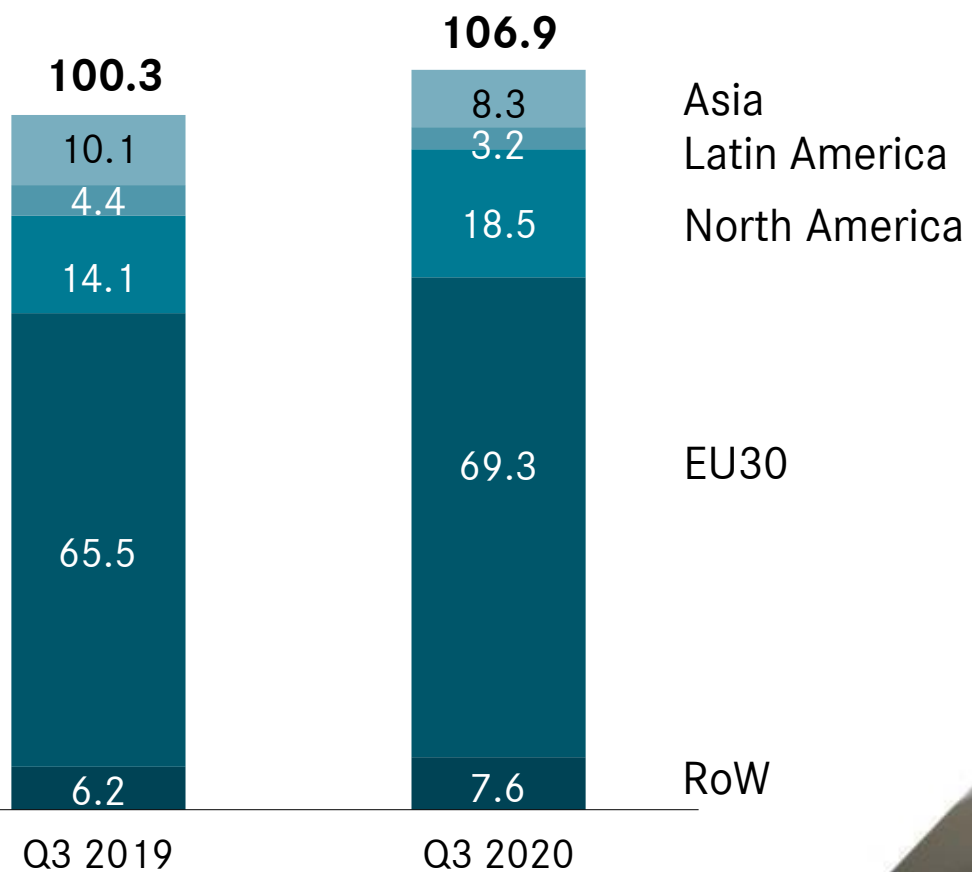
in thousands of units

imported  
locally produced



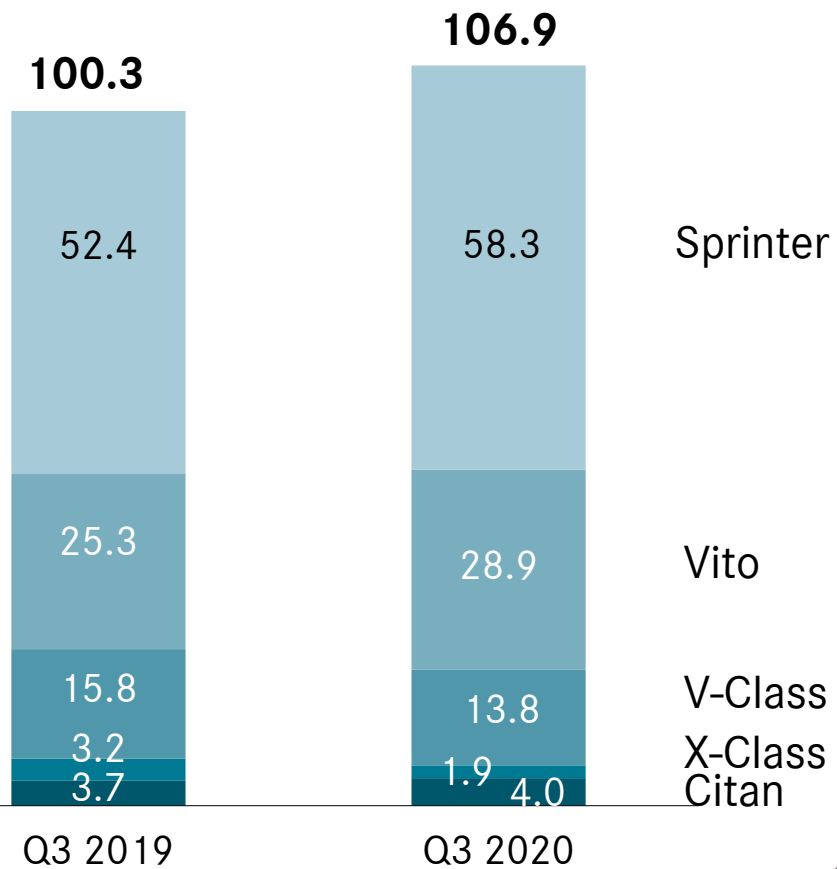
# MERCEDES-BENZ VANS UNIT SALES BY REGION

in thousands of units



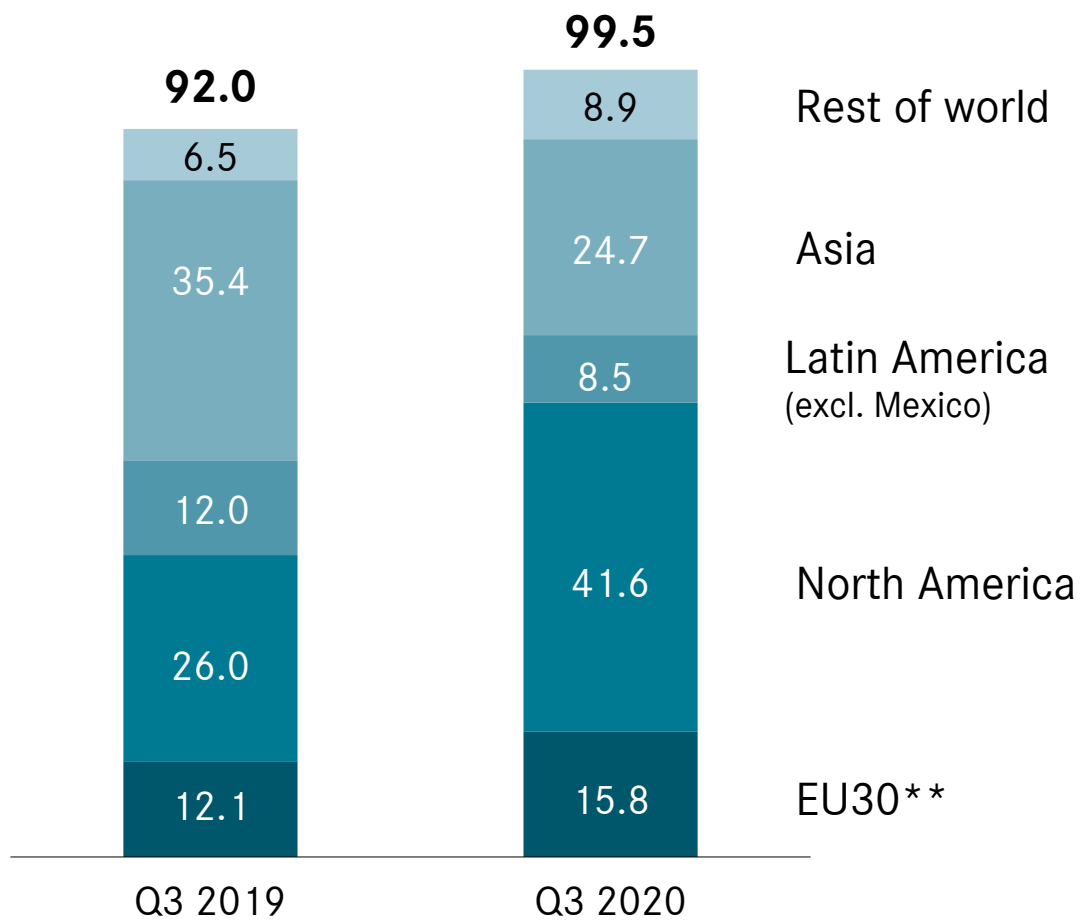
# MERCEDES-BENZ VANS UNIT SALES BY SEGMENTS

in thousands of units



# DAIMLER TRUCKS INCOMING ORDERS\*

in thousands of units



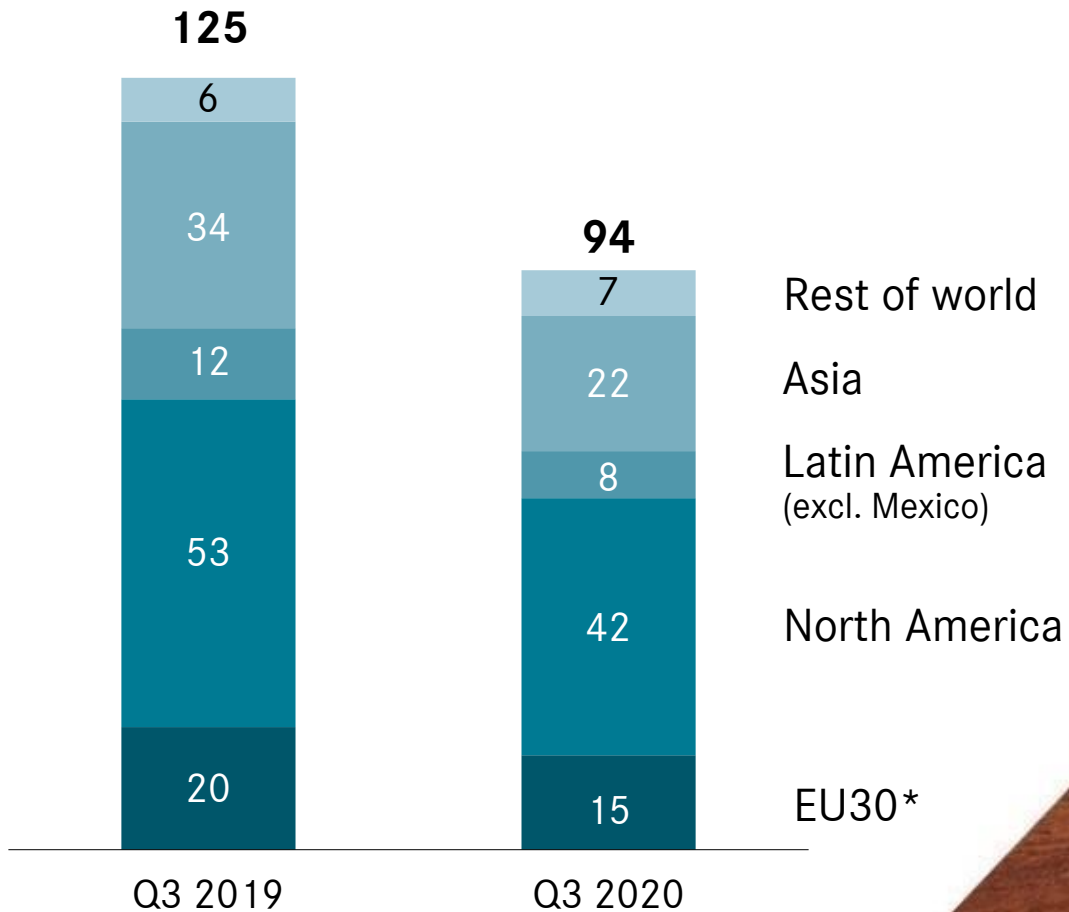
\* Net order intake, adjusted for cancellations

\*\* European Union, United Kingdom, Switzerland and Norway



# DAIMLER TRUCKS UNIT SALES BY REGIONS

in thousands of units

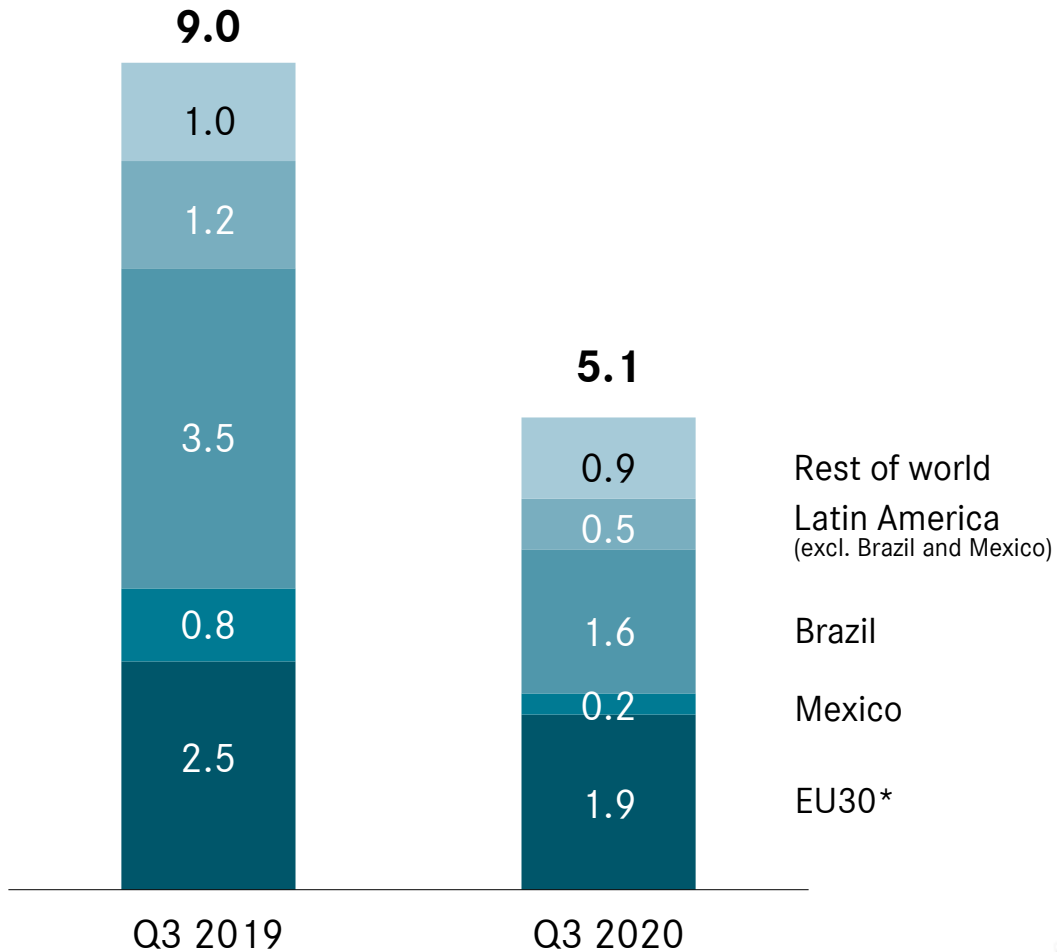


\* European Union, United Kingdom, Switzerland and Norway



# DAIMLER BUSES UNIT SALES BY REGIONS

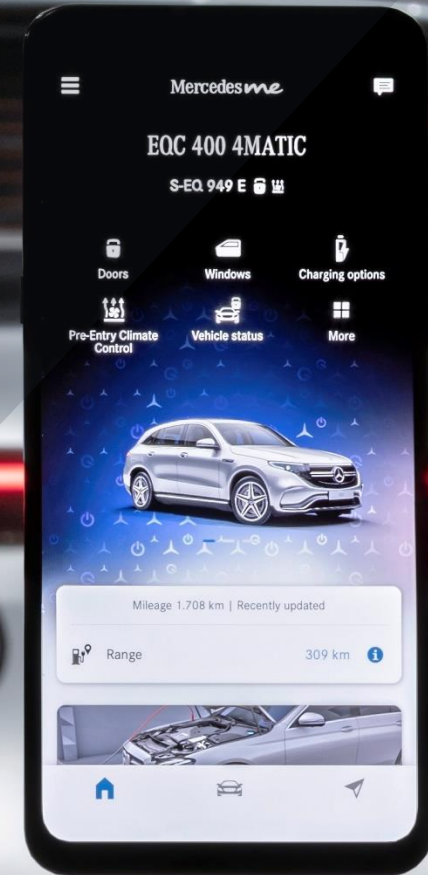
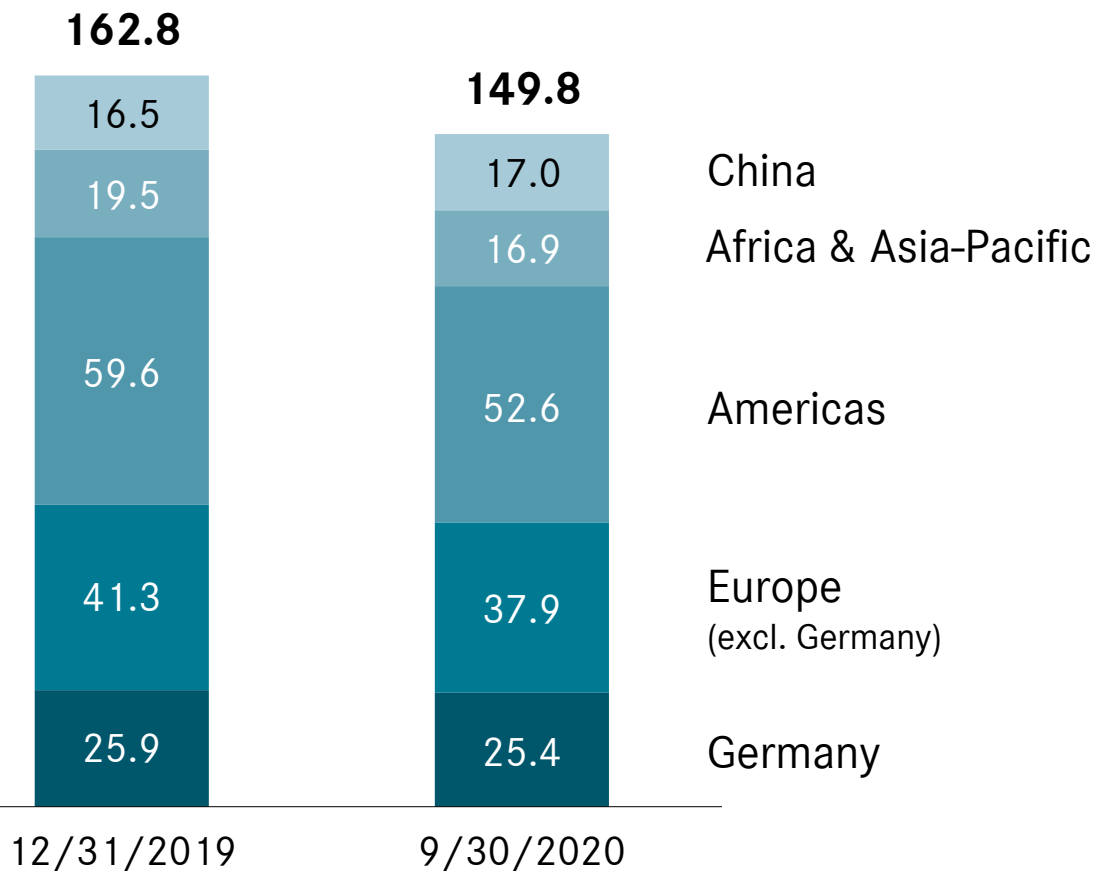
in thousands of units



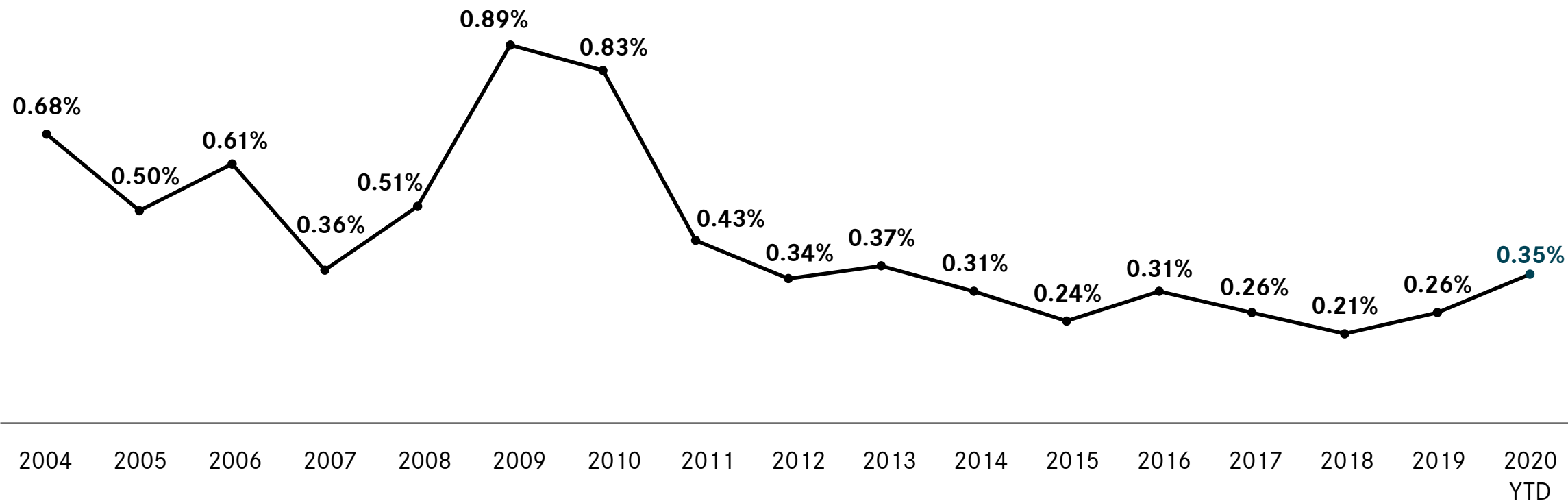
\* European Union, United Kingdom, Switzerland and Norway

# 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 ✓

	09/2020 YTD	1. FREE NOW & REACH NOW		2. SHARE NOW	3. PARK NOW & CHARGE NOW	
<b>Interactions</b> in millions	279	124	7.9	12.6	134	0.52
<b>Customers*</b> in millions	95.8	47.3	2.1	2.8	43.5	0.09
<b>Cities*</b>	>1,100	153	6	16	>1,100	n/a
<b>GMV RR</b> 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 based on the GMV run rate

# DAIMLER Q3 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.