

DAIMLER

July 12, 2019

Corporate Presentation



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Group Financials

Divisional Information

Outlook

Daimler Group Strategy

Funding

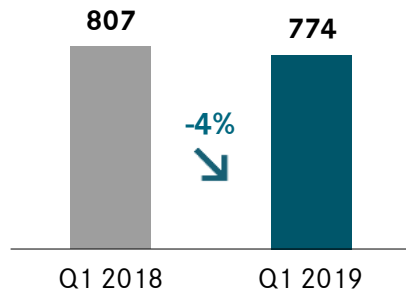
Appendix



Key figures

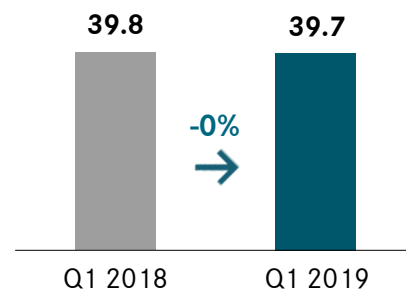
Unit sales

in thousands of units



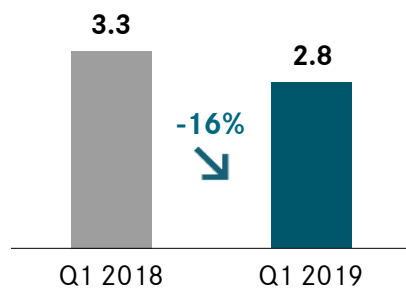
Revenue

in billions of euros



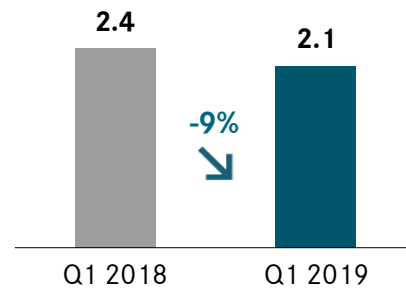
EBIT

in billions of euros



Net profit

in billions of euros



World premiere of the new CLA Coupe and CLA Shooting Brake

Presentation of the upgraded GLC and GLC Coupe

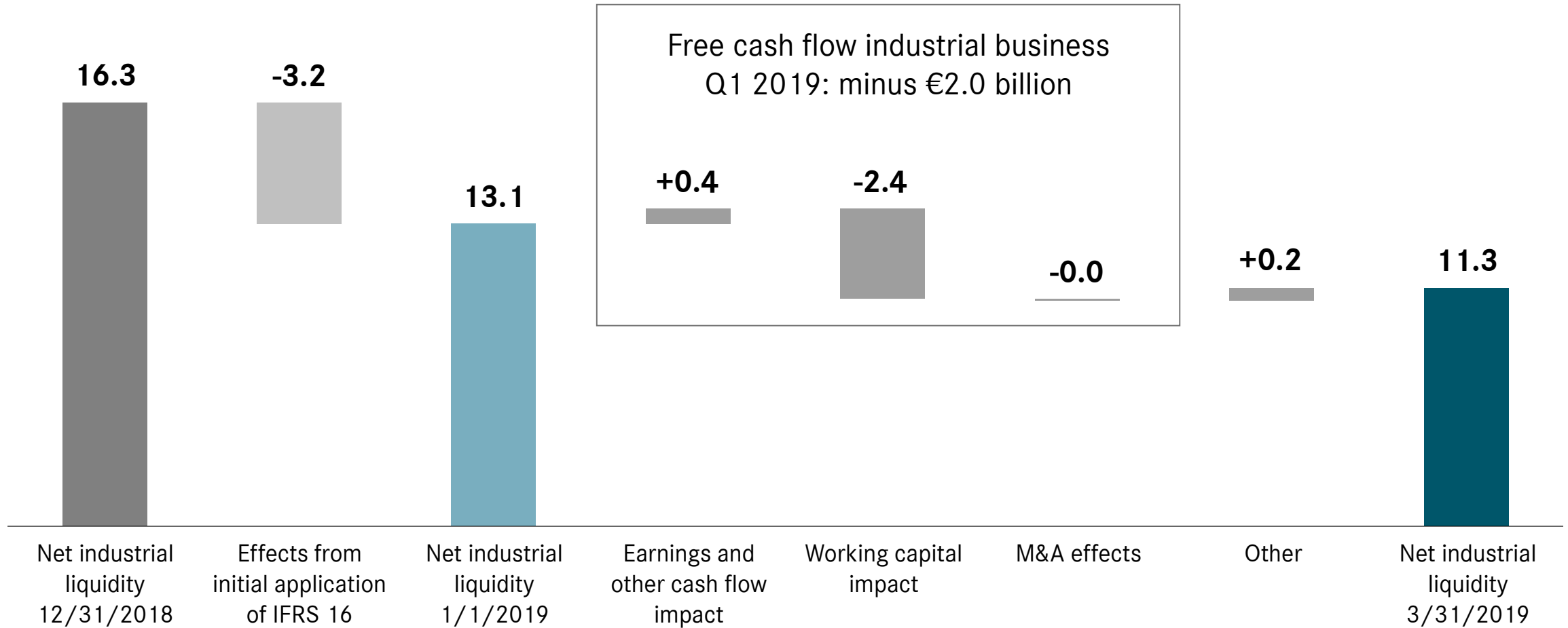
World premiere of the Vision URBANETIC and the Concept EQV as response to mobility questions of the future

Daimler and Geely Holding form global joint venture to develop smart

Daimler Trucks and Torc Robotics create technology powerhouse for automated trucks

Daimler AG and BMW Group are pooling their mobility services to create a new global player in the field of urban mobility

High level of net liquidity



Net liquidity impacted by initial application of IFRS 16 and higher working capital

Impact of €3.2 billion due to initial application of IFRS 16 for lessee accounting:
Recognition of right-of-use assets and lease liabilities leads to a one-time increase of financing liabilities stated in the balance sheet

Working capital increase of €2.4 billion impacted free cash flow of the industrial business

Higher working capital is mainly caused by increases in the level of finished and unfinished goods at all automotive divisions, resulting primarily from model changeovers, production ramp-up and delivery delays as well as market developments

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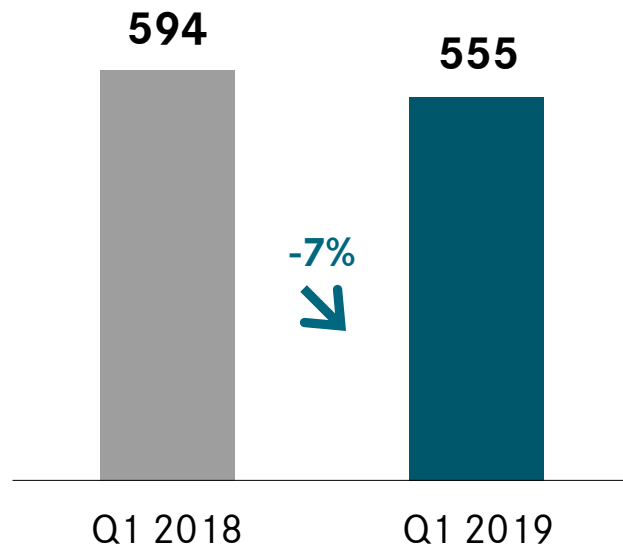
Appendix



Mercedes-Benz Cars

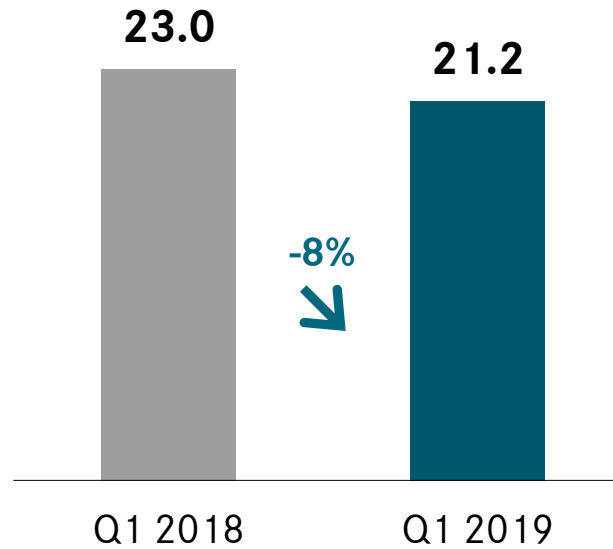
Unit sales

in thousands of units



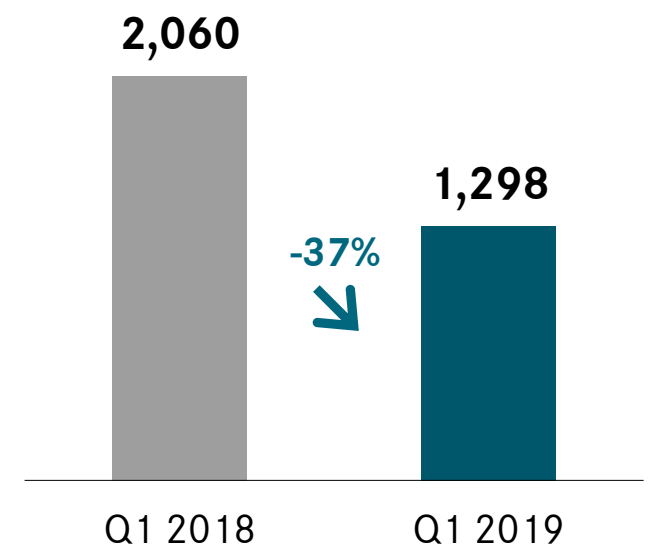
Revenue

in billions of euros



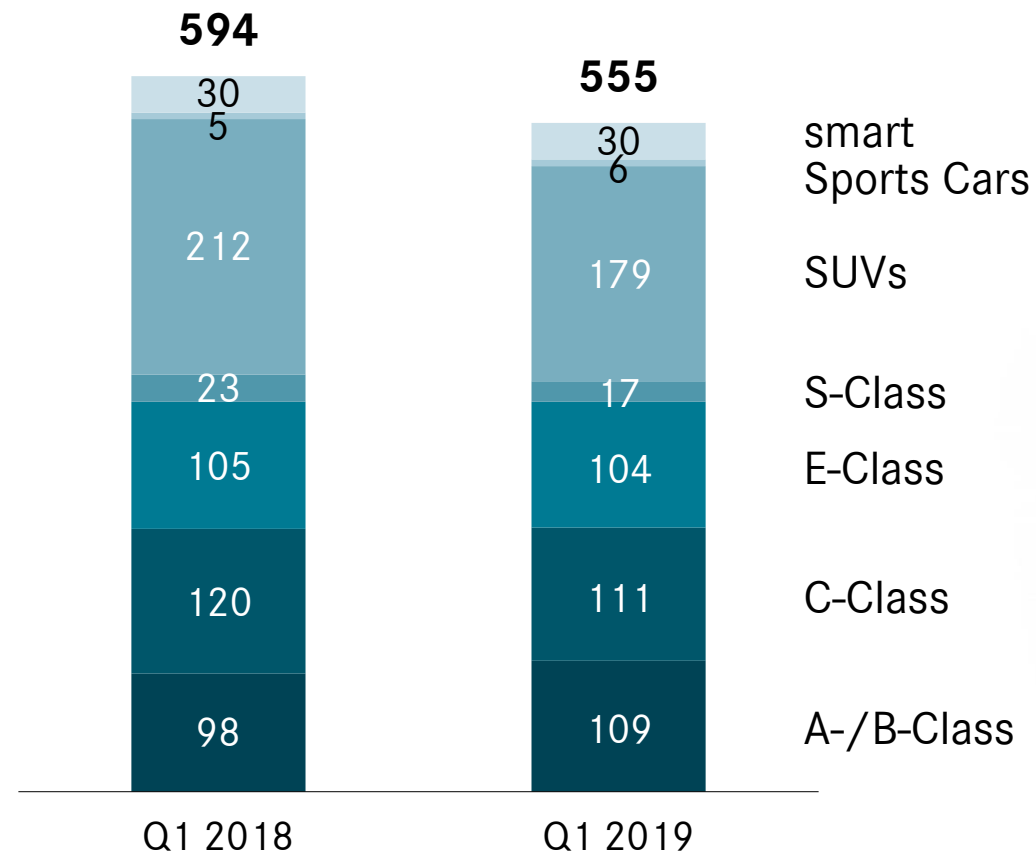
EBIT

in millions of euros



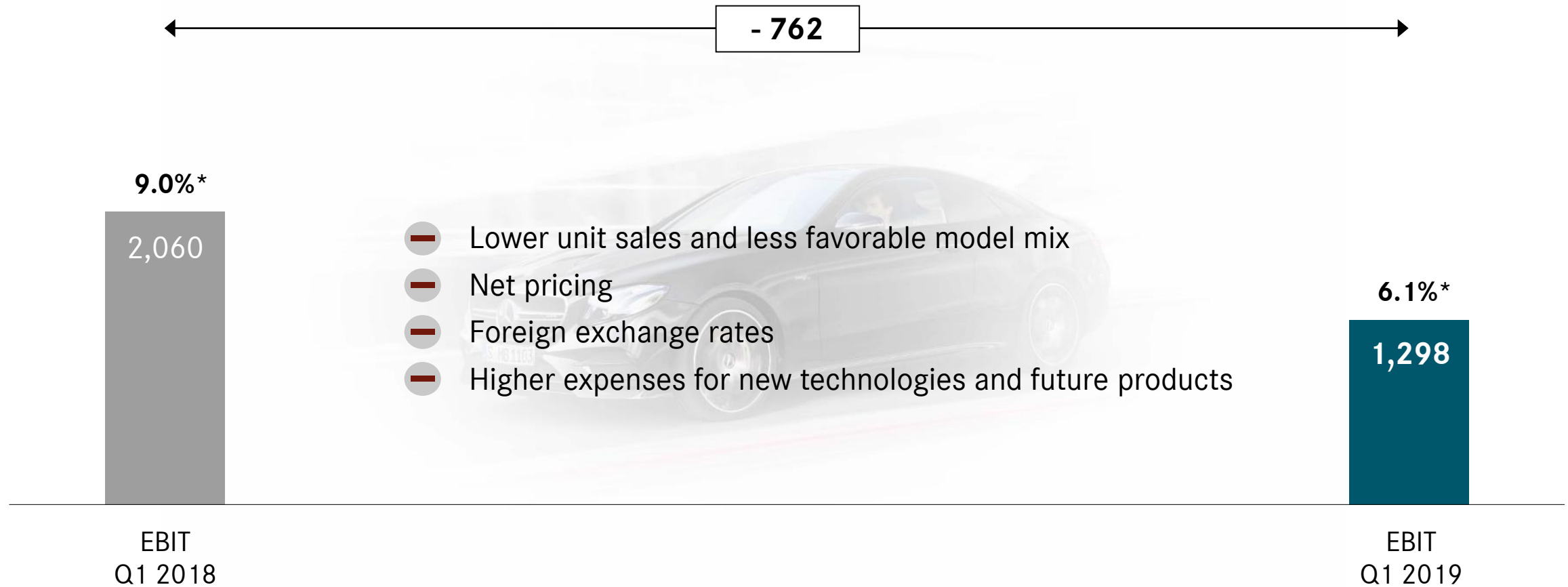
Mercedes-Benz Cars: sales decrease due to life cycle effects and model changes

in thousands of units



Mercedes-Benz Cars: EBIT

in million euros

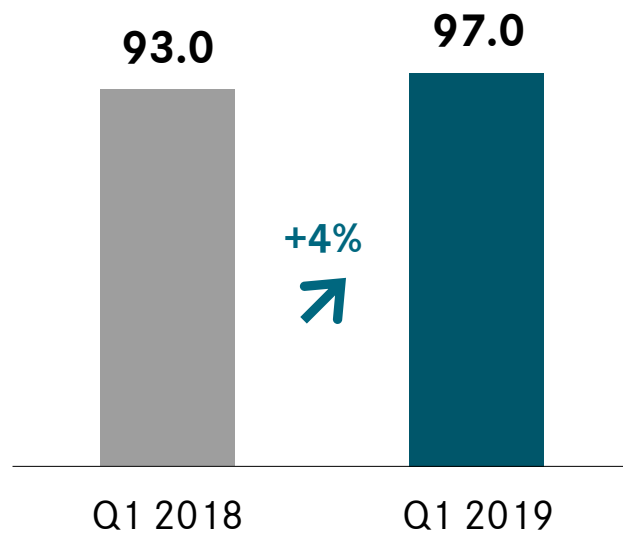


* Return on sales

Mercedes-Benz Vans

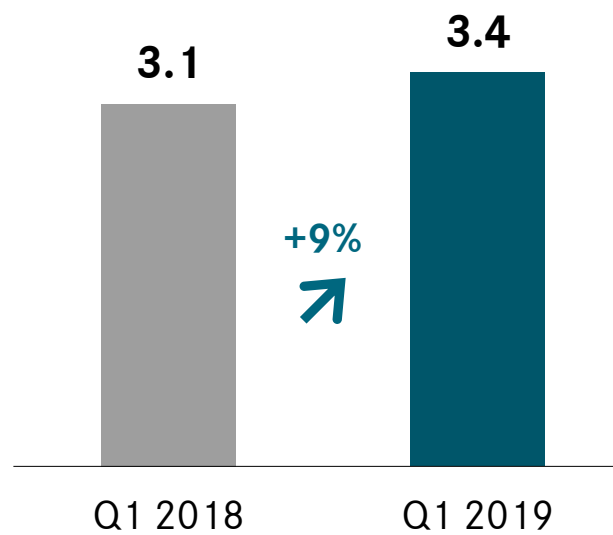
Unit sales

in thousands of units



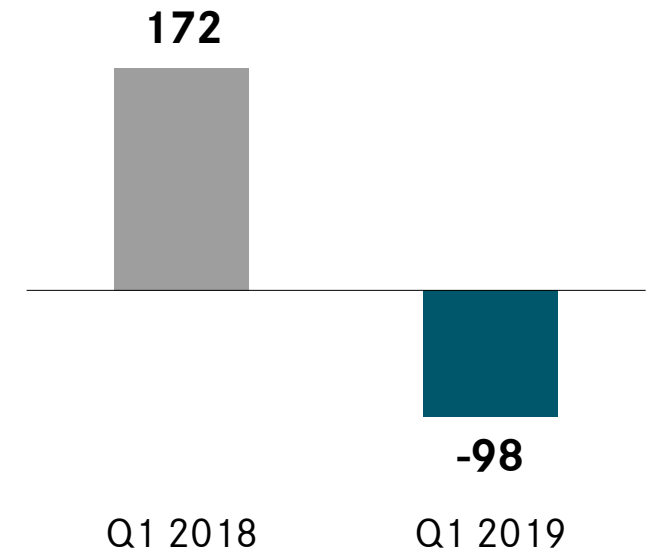
Revenue

in billions of euros



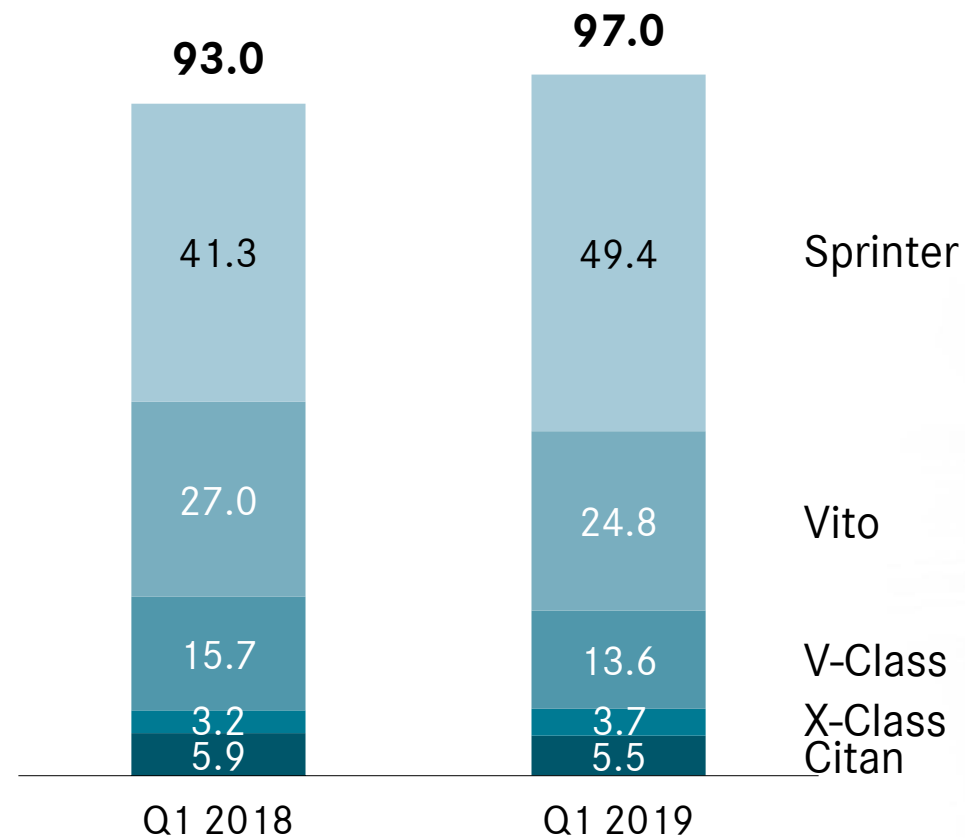
EBIT

in millions of euros



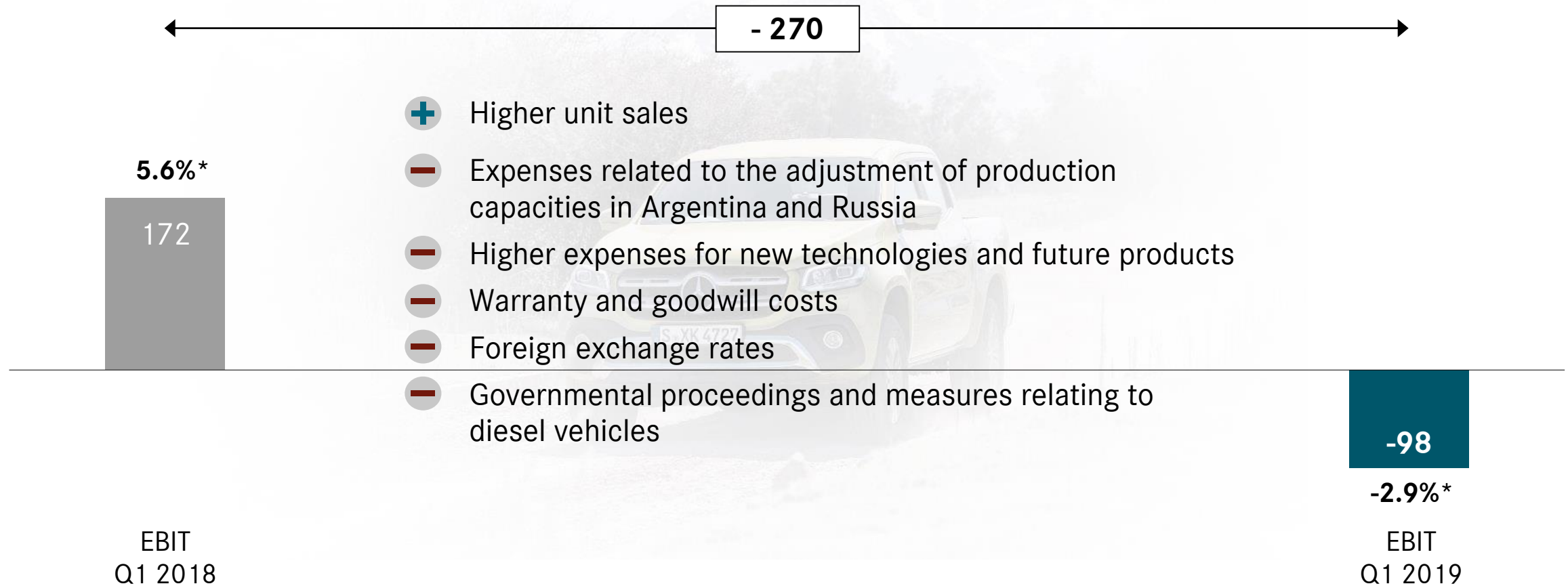
Mercedes-Benz Vans: sales increase by 4% mainly due to higher demand for the Sprinter

in thousands of units



Mercedes-Benz Vans: EBIT

in millions of euros

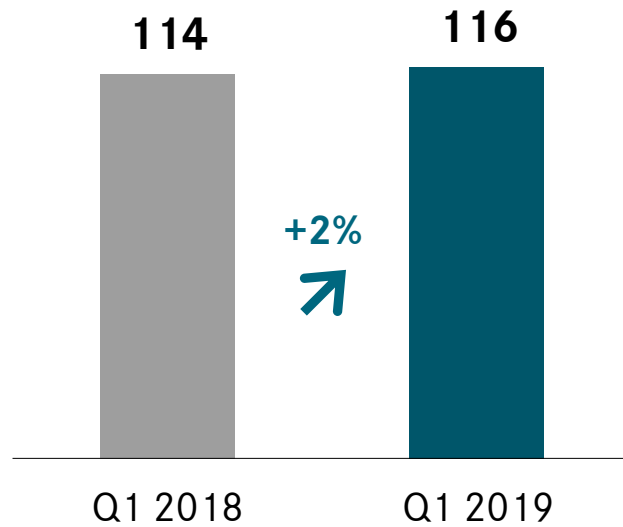


* Return on sales

Daimler Trucks

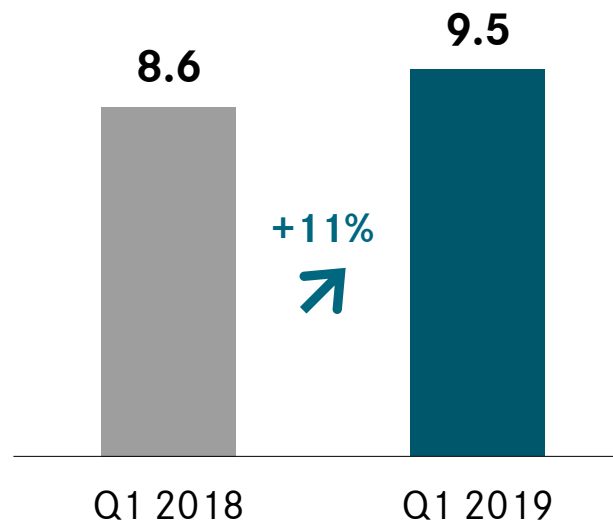
Unit sales

in thousands of units



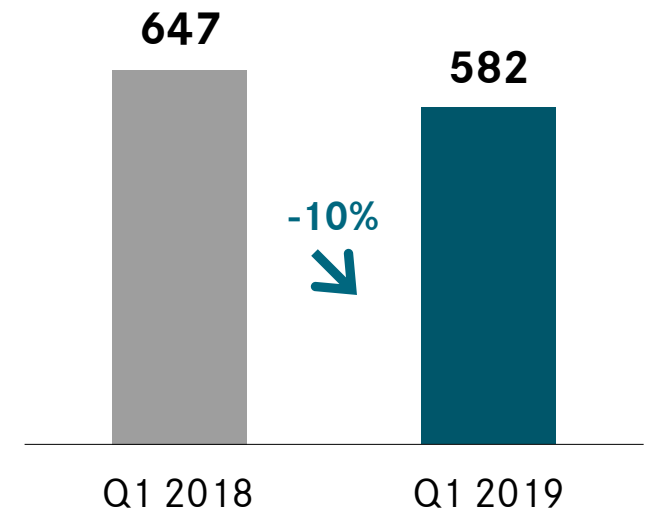
Revenue

in billions of euros



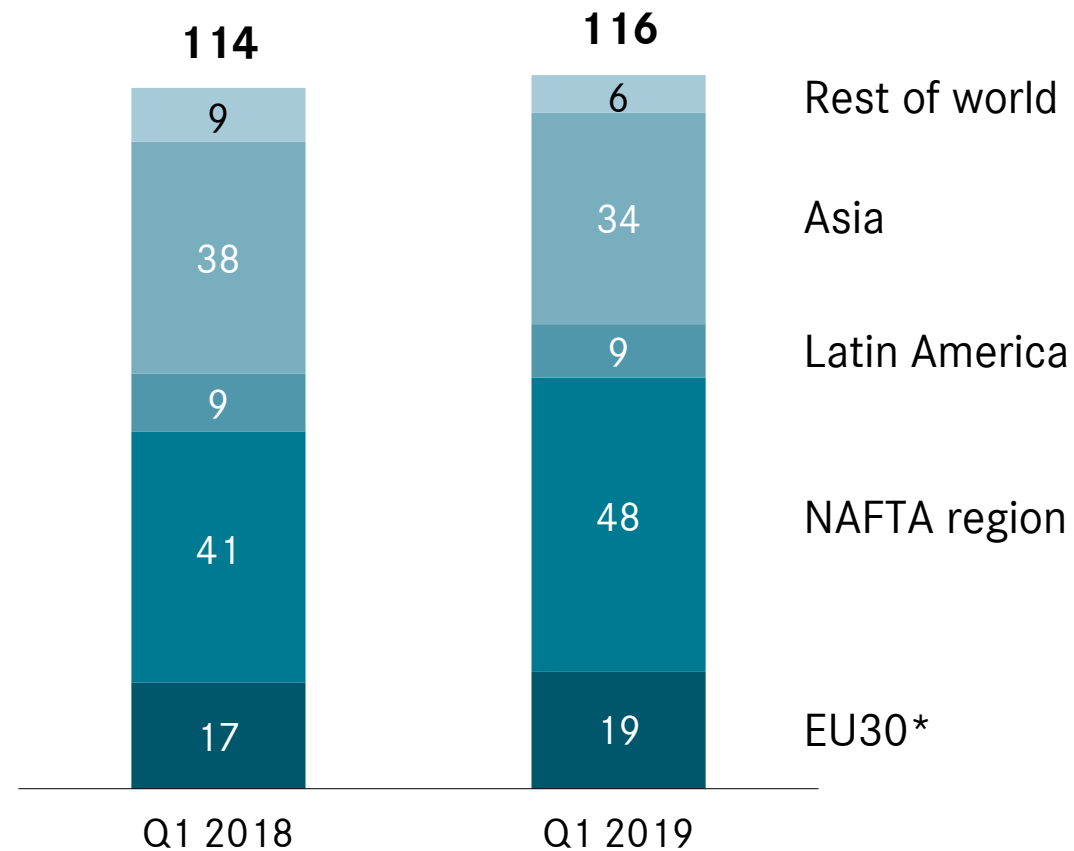
EBIT

in millions of euros



Daimler Trucks: sales increase by 2% mainly driven by NAFTA region

in thousands of units

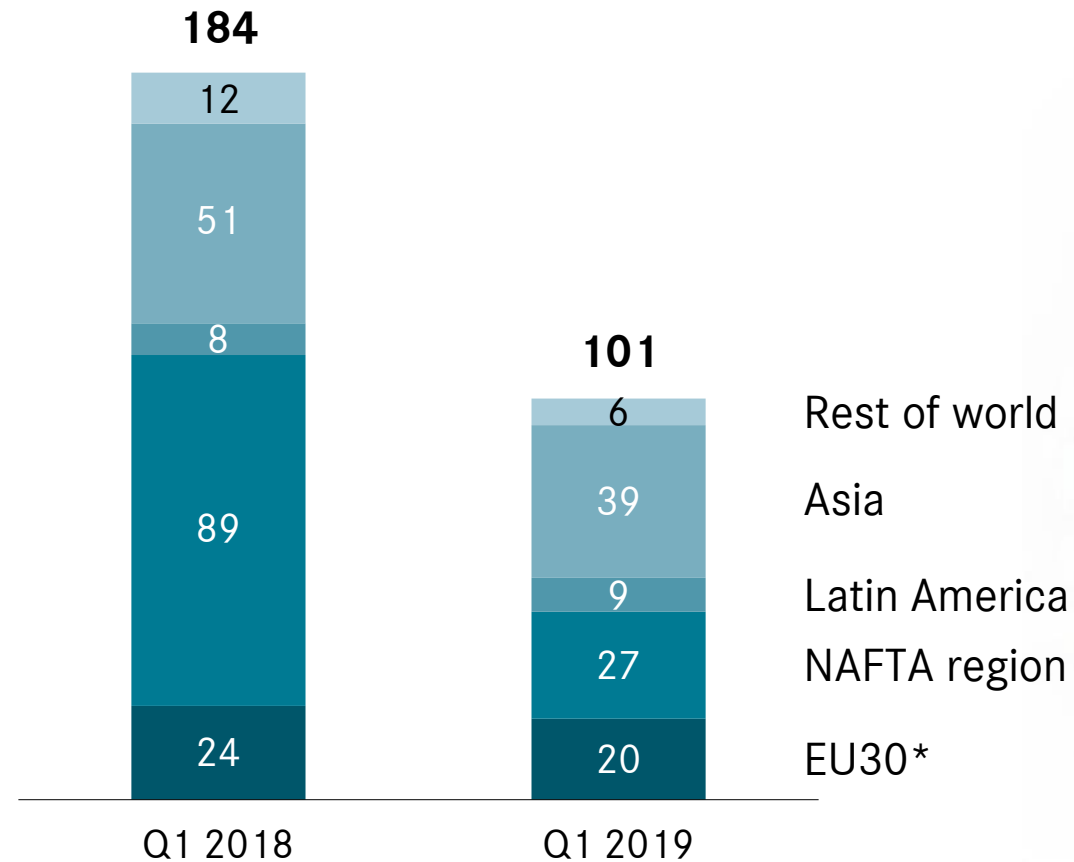


* European Union, Switzerland and Norway



Daimler Trucks: significant decrease in incoming orders mainly driven by NAFTA region

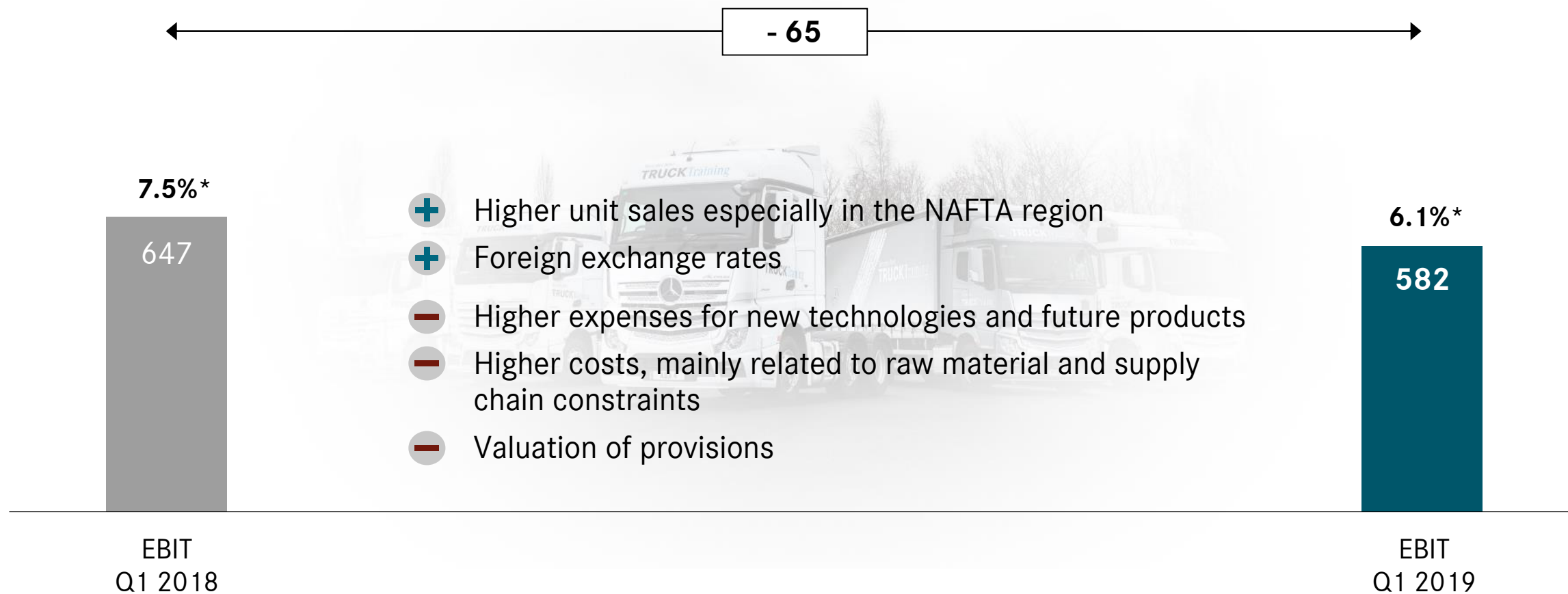
in thousands of units



* European Union, Switzerland and Norway

Daimler Trucks: EBIT

in millions of euros

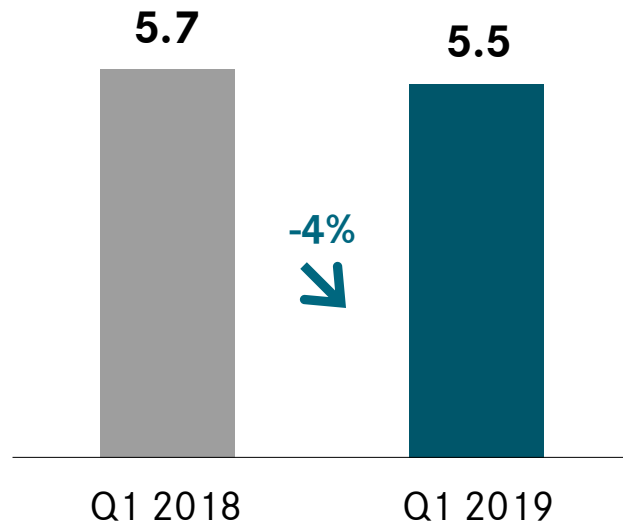


* Return on sales

Daimler Buses

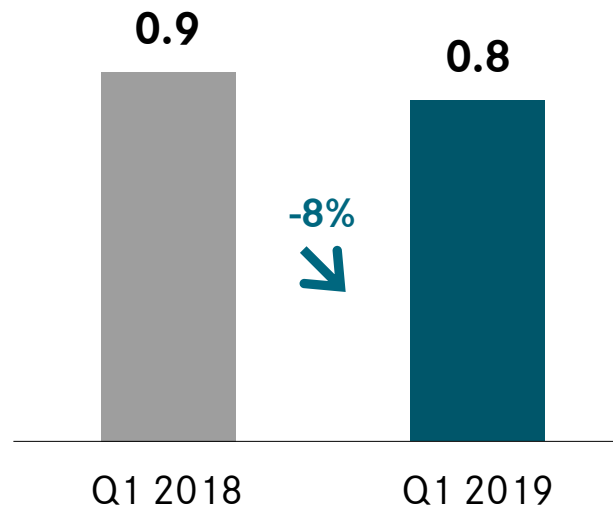
Unit sales

in thousands of units



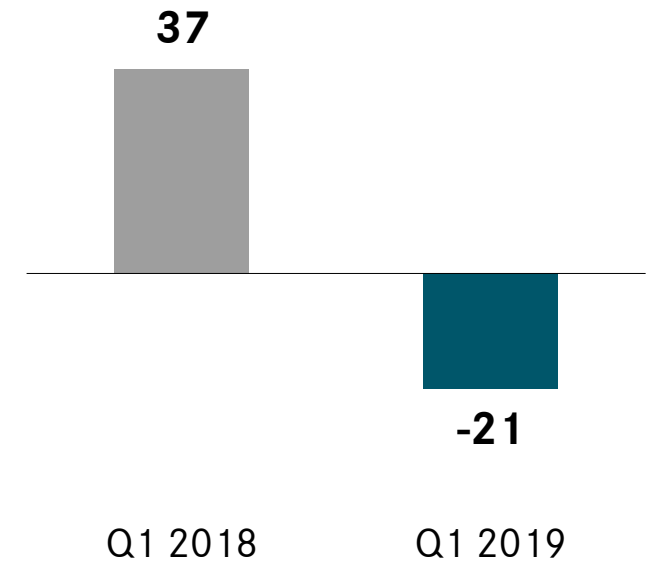
Revenue

in billions of euros



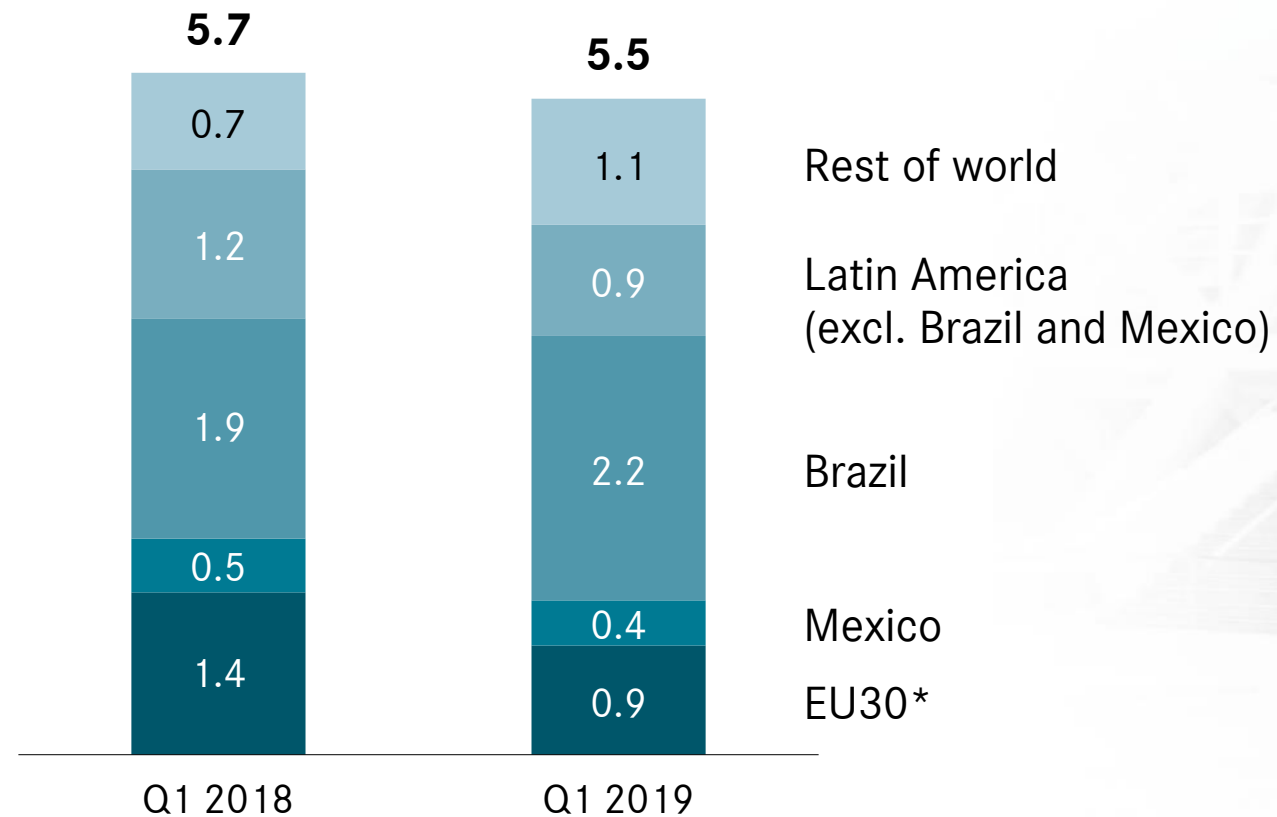
EBIT

in millions of euros



Daimler Buses: sales decrease by 4% despite higher demand in Brazil and India

in thousands of units

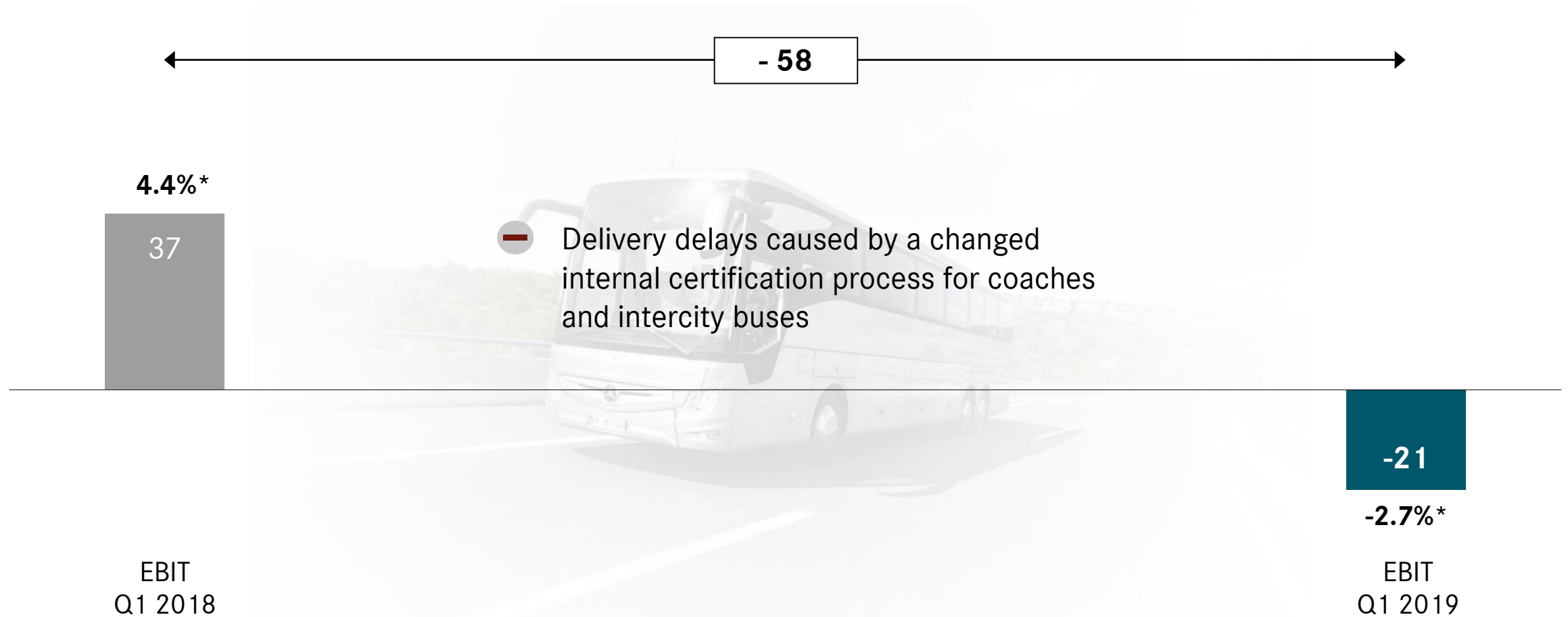


* European Union, Switzerland and Norway



Daimler Buses: EBIT

in millions of euros

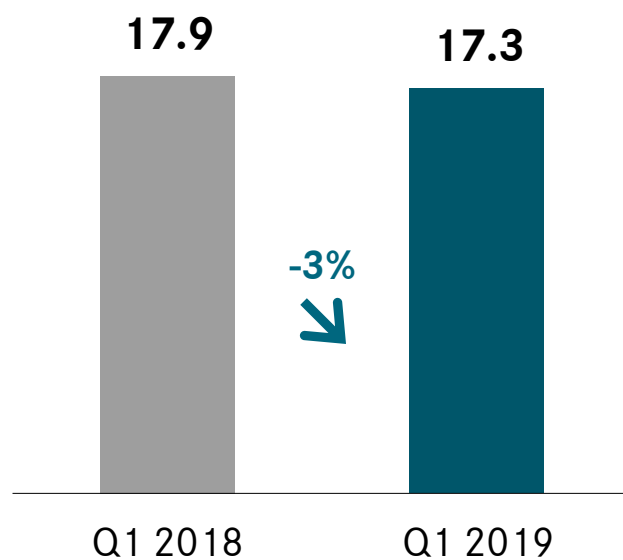


* Return on sales

Daimler Financial Services

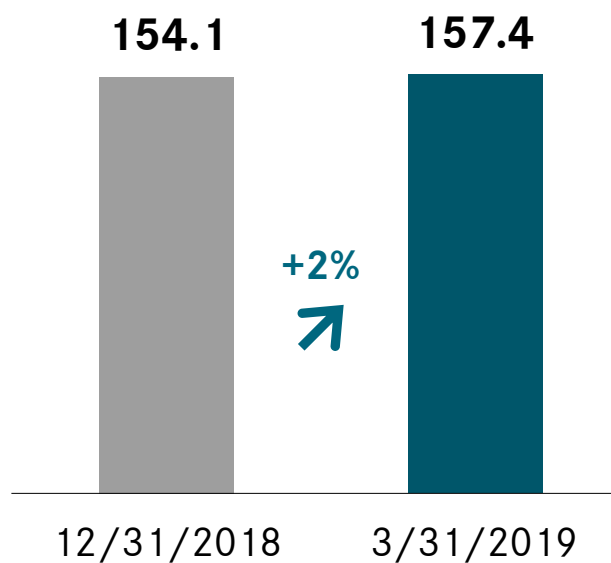
New business

in billions of euros



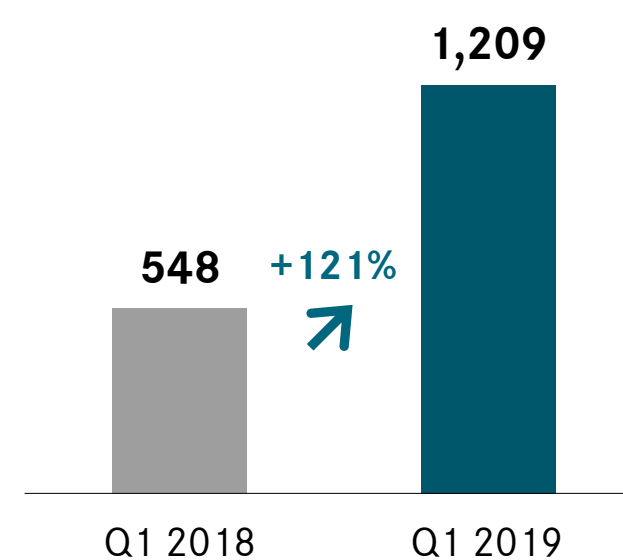
Contract volume

in billions of euros



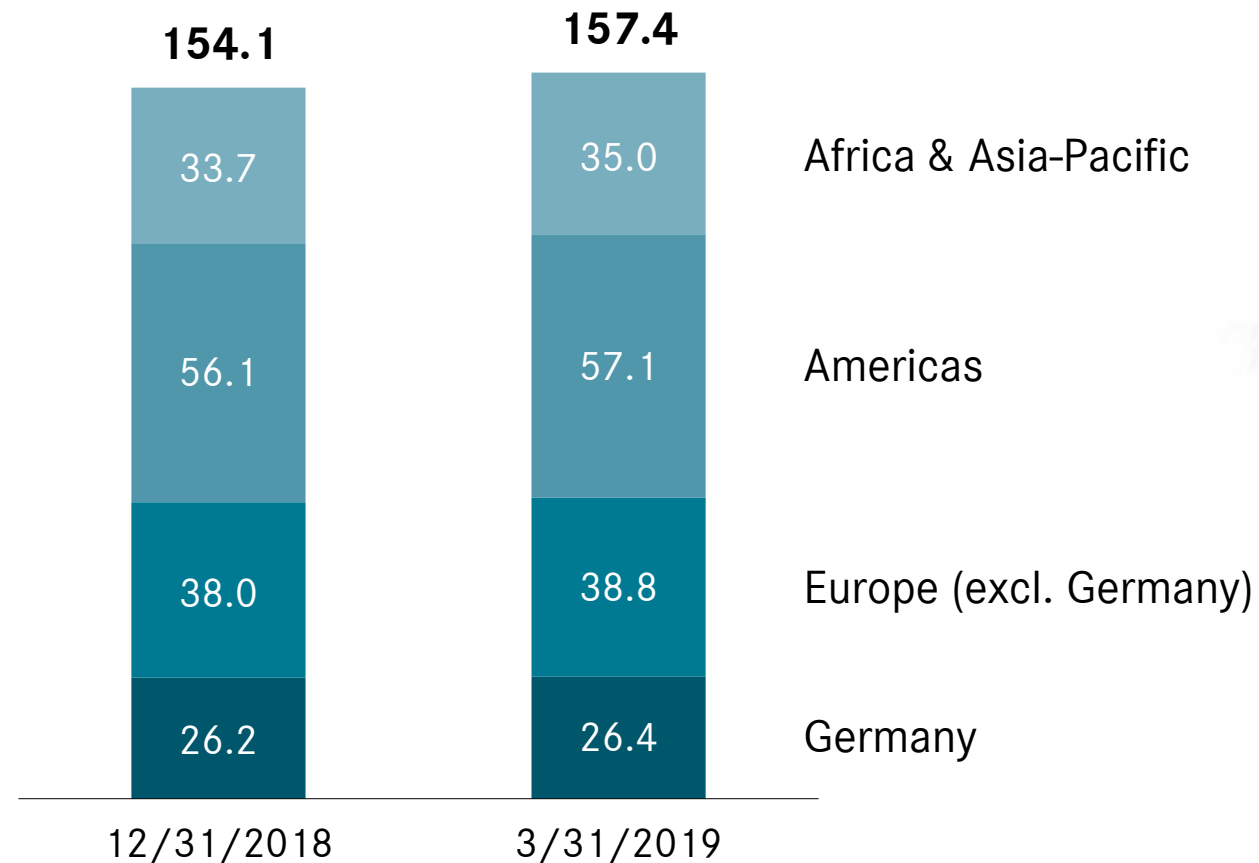
EBIT

in millions of euros



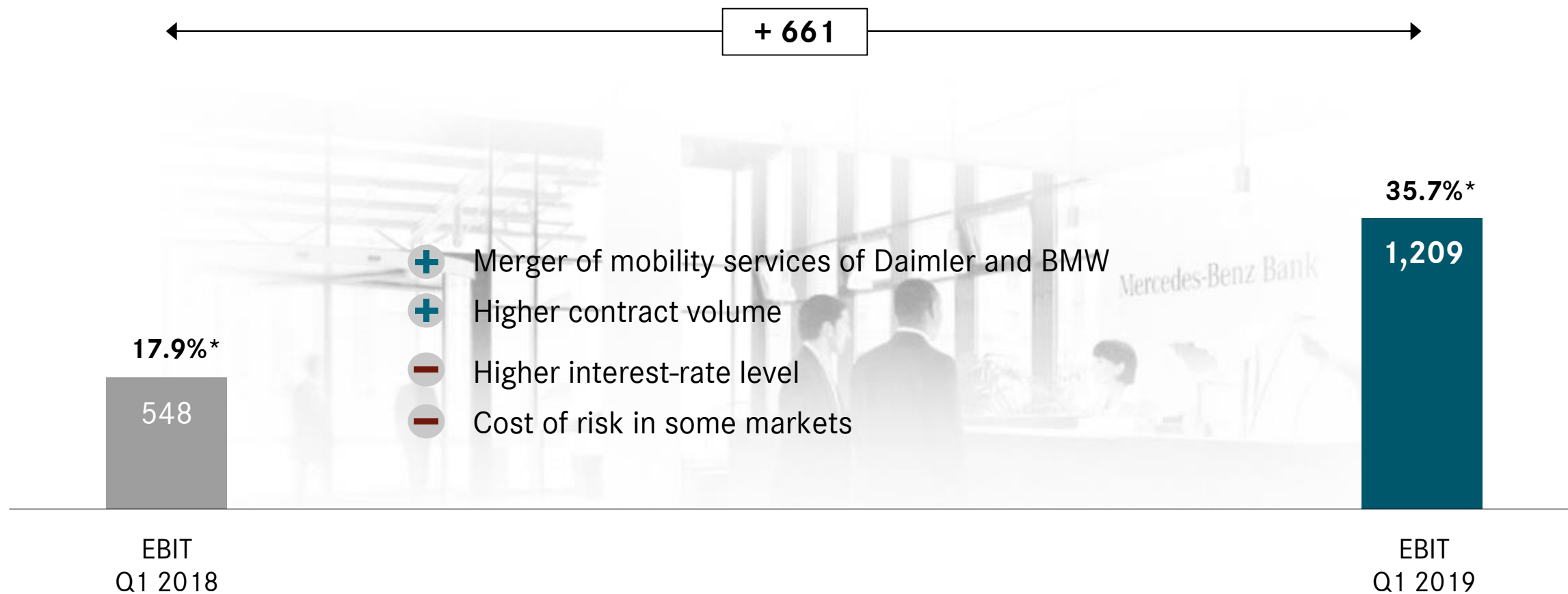
Daimler Financial Services: slight increase in contract volume

in billions of euros



Daimler Financial Services: EBIT

in millions of euros



* Return on equity

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Assumptions for automotive markets in 2019

Car markets	Global	around the prior-year level
	Europe	around the prior-year level
	USA	slight decrease
	China	slight decrease
Medium- and heavy-duty truck markets	NAFTA region	around the prior-year level
	EU30	around the prior-year level
	Japan*	around the prior-year level
	Brazil	significant growth
	Indonesia*	stable development
Van markets	EU30	slight growth in the midsize and large segment
	USA	around the prior-year level
Bus markets	EU30	slight growth
	Brazil	slight growth

* including light-duty trucks

Assumptions for automotive markets communicated at Q1 2019 disclosure.

2019 sales outlook



Mercedes-Benz Cars

Slightly higher unit sales

Success based on attractive and innovative model portfolio
Strong momentum from a dozen new and upgraded vehicles



Daimler Trucks

Slightly higher unit sales

Slight growth in NAFTA and EU30 region, increases in Brazil and India
Unit sales around the prior-year level in Japan, decreases in Turkey and Indonesia



Mercedes-Benz Vans

Slightly higher unit sales

Growth in the United States and in EU30 region
Additional momentum from the new Sprinter



Daimler Buses

Significantly higher unit sales

Slight growth in EU30 region, significant growth in India
Unit sales around the prior-year level in Latin America

2019 outlook for Group EBIT and divisional RoS/RoE

DAIMLER

We expect Group EBIT for FY 2019 to be significantly below prior year level.



Mercedes-Benz Cars

Return on sales in the range of 3 to 5%



Daimler Trucks

Return on sales in the range of 7 to 9%



Mercedes-Benz Vans

Return on sales in the range of -15 to -17%



Daimler Buses

Return on sales in the range of 5 to 7%



Daimler Financial Services

Return on equity in the range of 17 to 19%*

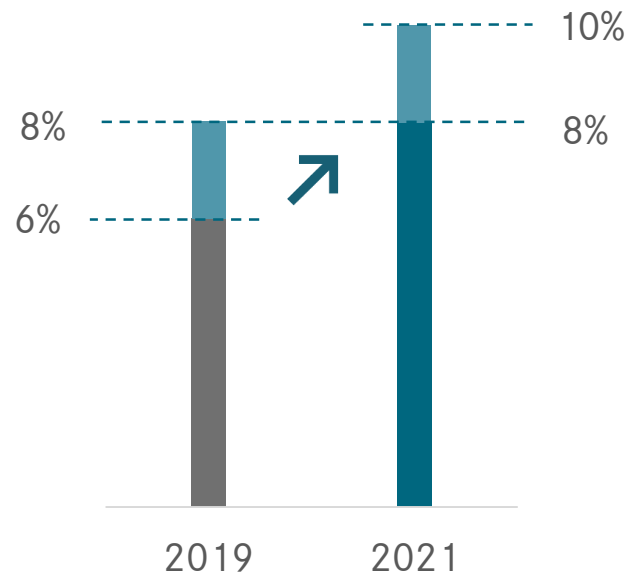
* Including significant one-time valuation and earnings effects from the combination of the mobility services business with BMW Group.

Improving future profits to invest in future technologies and sustainably achieve our target margins

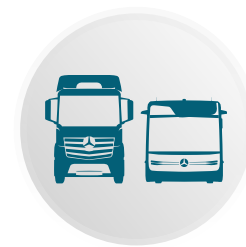
Sustainable return to target RoS range



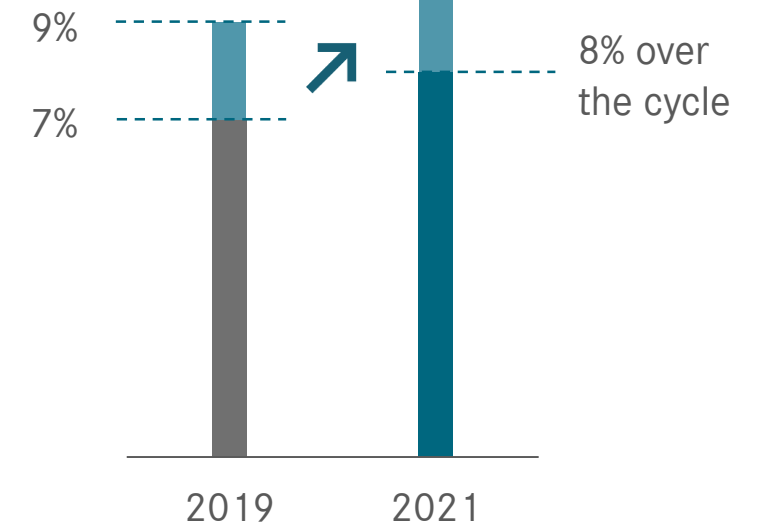
Mercedes-Benz
Cars & Vans



Sustainable achievement of target RoS level and exploitation of additional potential



Daimler
Trucks & Buses



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Daimler has set the course for a successful future

Profitable CORE business



Strategic CASE business



COMPANY structure





CULTURE change



A sustainable business strategy: A M B I T I O N 2 0 3 9

We aim to have a carbon-neutral new passenger car fleet in 20 years.



2030 2039
a transformation within less than 3 product cycles

We want to offer our customers a carbon-neutral driving experience.



2030 2039
50% xEV (BEV & Plug-in) carbon-neutral new car fleet

We strive for carbon-neutral production.



2022 2039
carbon-neutral car production in Europe other plants to follow

We will drive our supply chain to follow our ambition.




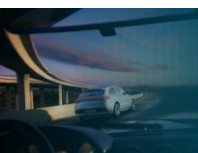
2030 2039
transparency on CO₂ footprint CO₂ as an award criteria

We inspire our customers for carbon-neutral mobility.



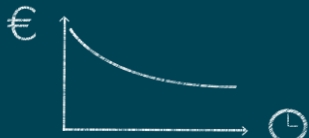
52%
half of the carbon footprint of an EQ arises in the use phase*

We call for a joint effort with policy makers and energy suppliers.



building up a comprehensive infrastructure

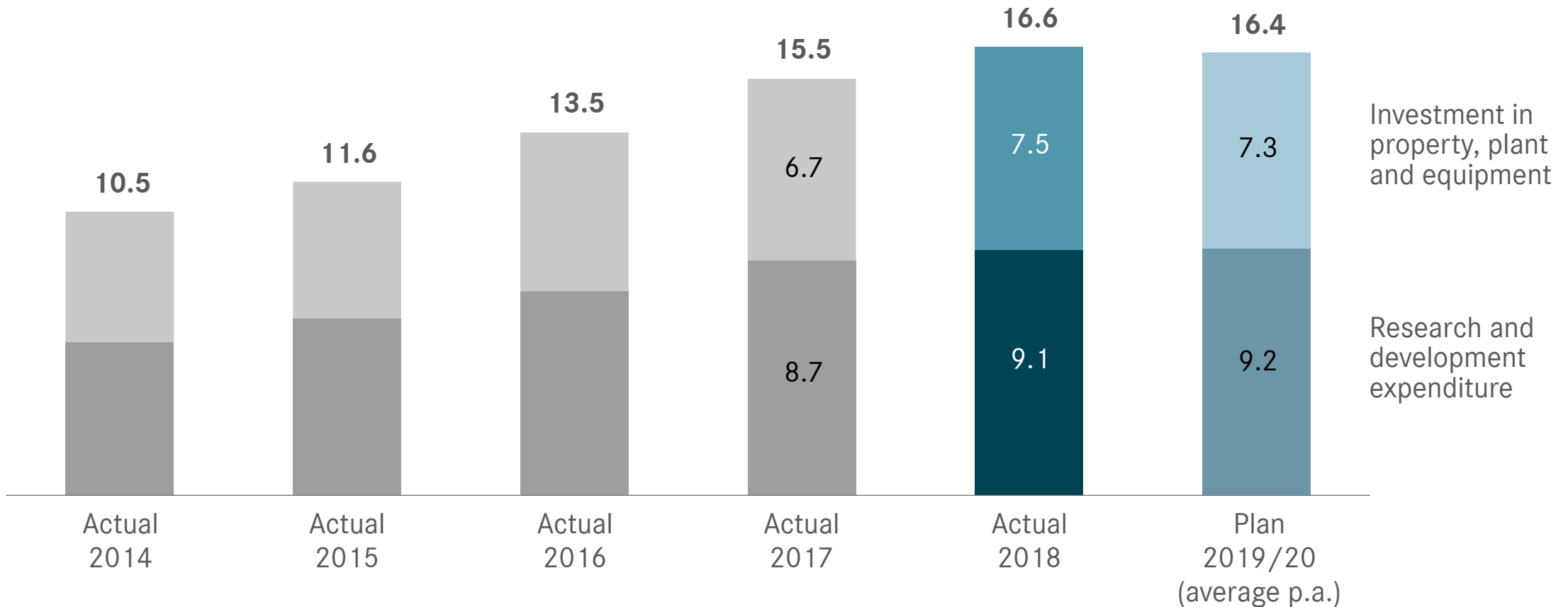
We drive innovation to bring EV performance up and costs down.



€

Investment to remain at a high level as a basis for profitable growth and development of future mobility

in billion euros



Mercedes-Benz Cars & Vans



Exciting and promising future ahead of us

CORE  **Electric** 

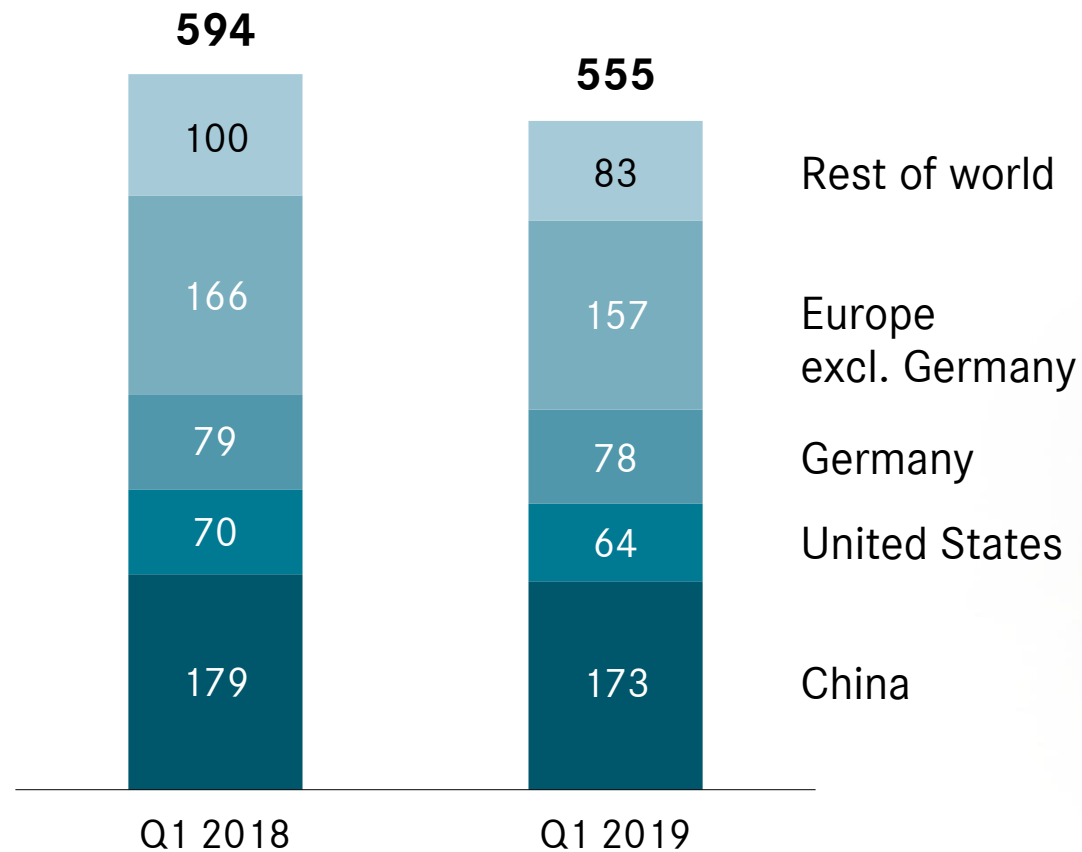
Connected  **Autonomous** 

CORE Mercedes-Benz Electric
Connected Cars & Vans Autonomous

The image features a central Mercedes-Benz logo surrounded by four strategic pillars: CORE (represented by car and SUV icons), Electric (represented by an electric car icon), Connected (represented by a cloud icon), and Autonomous (represented by an autonomous driving icon). The background is a collage of four images: a silver SUV driving on a road, a blue electric car at night, a car's interior dashboard with a globe on the screen, and a 3D rendering of a car navigating a city street with sensor waves.

Mercedes-Benz Cars: globally balanced sales structure

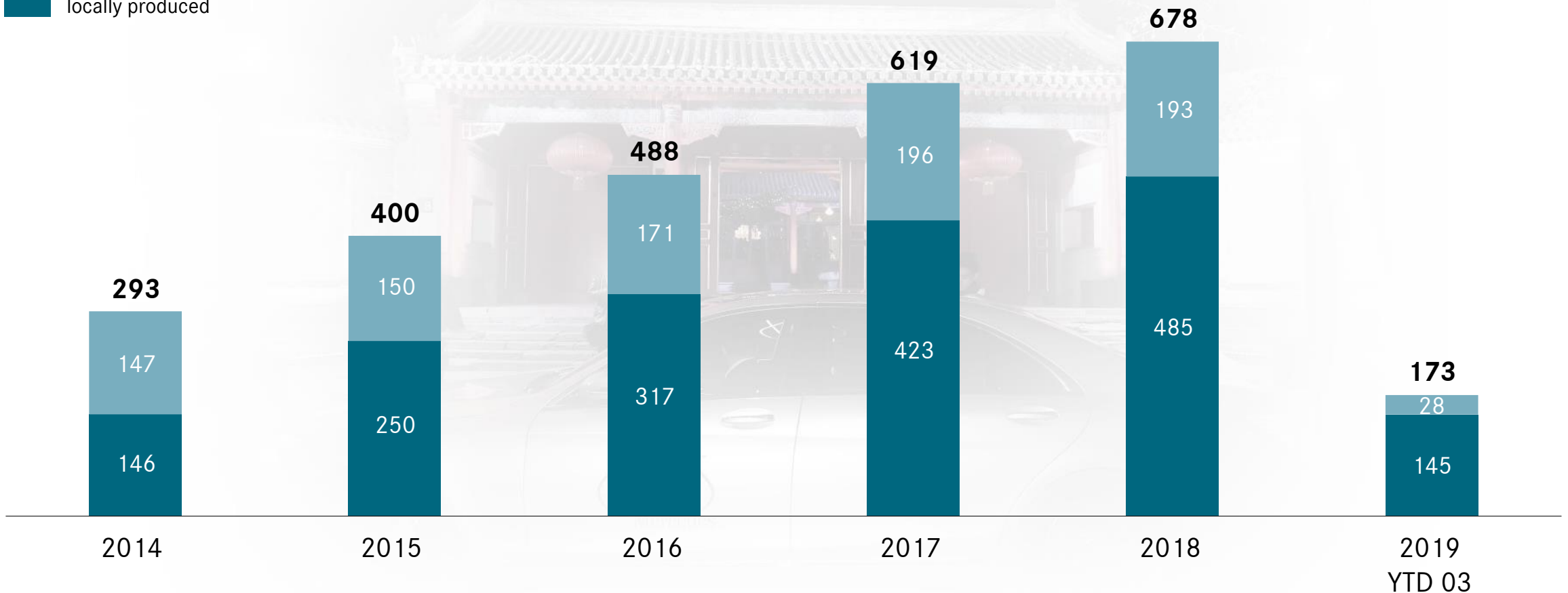
in thousands of units



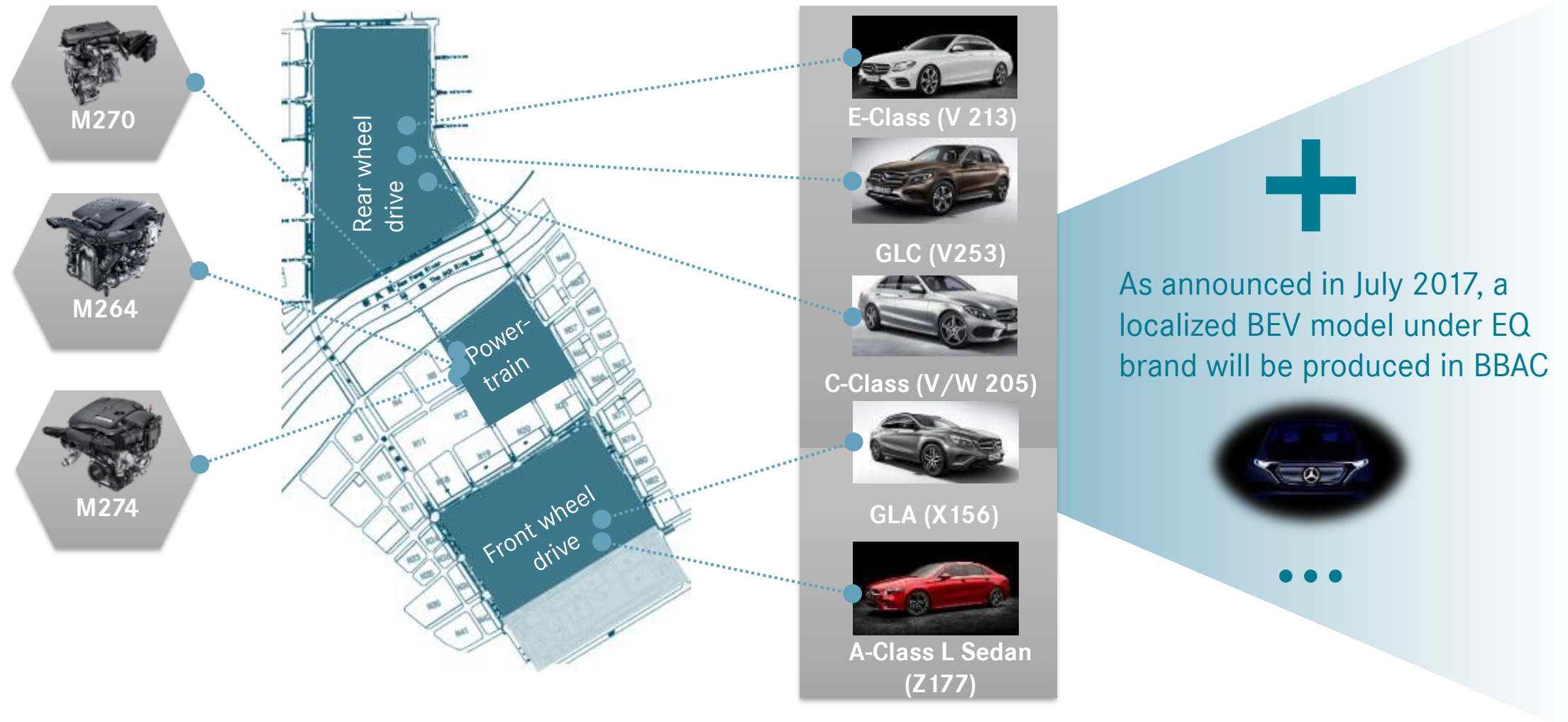
Mercedes-Benz Cars in China: continued strong sales growth with higher share of locally produced vehicles

in thousands of units

imported
locally produced



Made in China for China: we are producing five car models and three engine models at BBAC



Daimler and Geely Holding form global joint venture to develop smart

50:50 joint venture between Daimler and Geely based in China to develop and operate smart brand globally as all electric carmaker

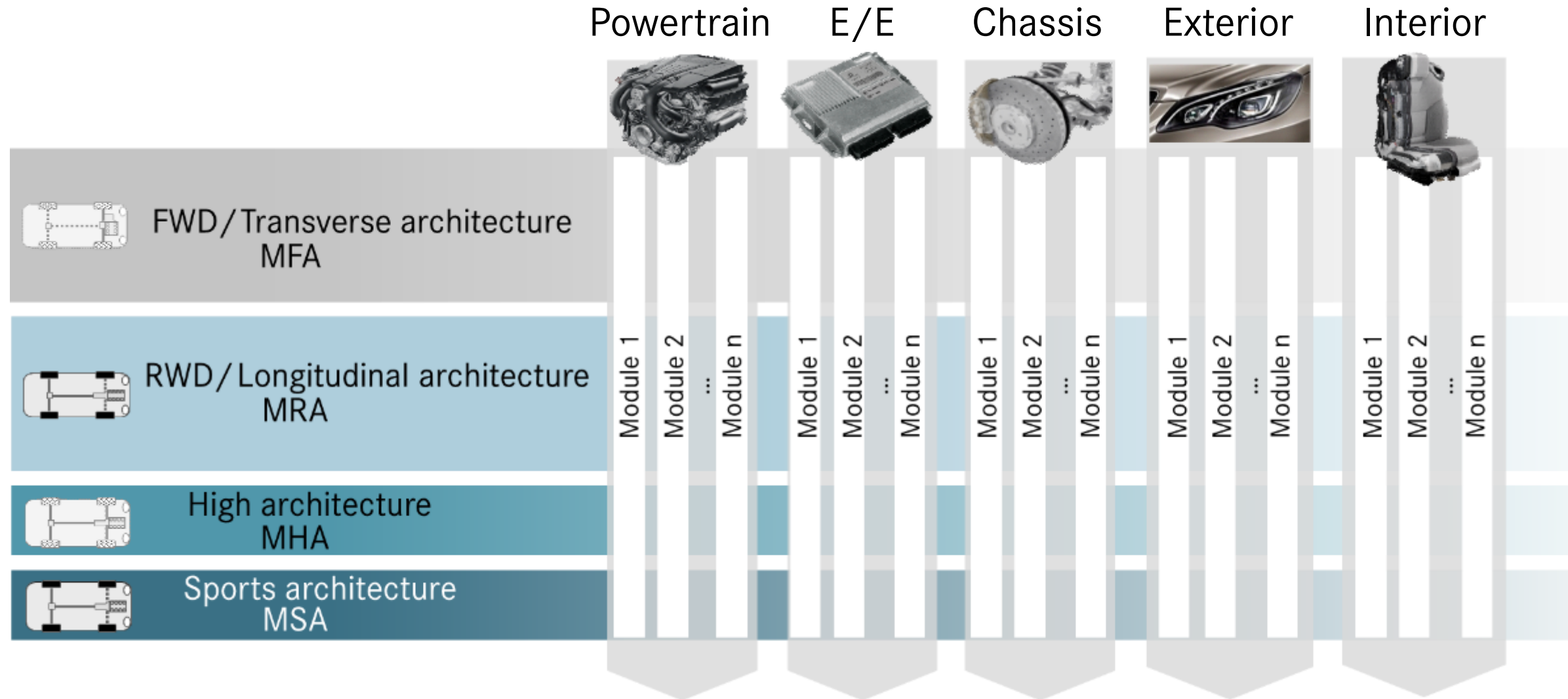
smart joint venture to gain shared expertise in manufacturing, engineering and design from both groups

New smart models planned from 2022 in all-electric product renewal

smart joint venture to meet demand for electrification with production based in China



With vehicle architecture and modular strategy, we aim at being more cost efficient, faster and more flexible

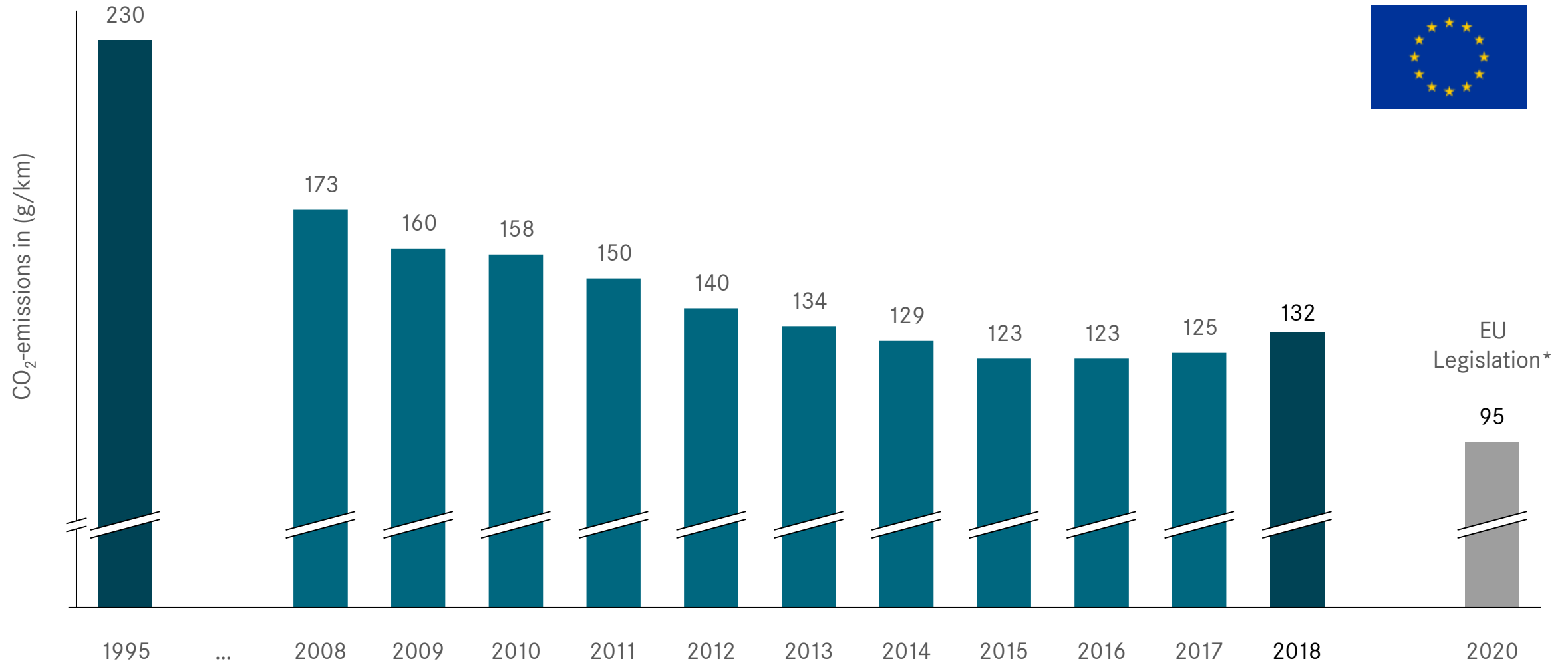


High degree of modularity of the entire drive train



Development of CO₂ emissions

Average CO₂-emissions in g/km Mercedes-Benz Cars fleet in Europe



* Target value for average weight of European fleet.

Overview CO₂ reduction measures

CO₂ measures in and on the vehicle



Aerodynamics



Energy recovery



Rolling resistance



Eco-Mode, Intelligent Drive



Weight



Energy efficient operational strategy

CO₂ measures ICE powertrain



Efficient high-tech diesel and gasoline engines

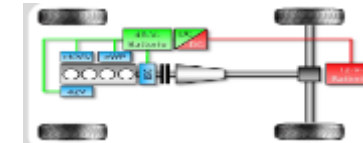


Efficient transmissions



Efficient ancillary units

Electrification of powertrain



48V-starting system (e.g. ISG)



PHEV



BEV / FCEV

0%

Degree of electrification

100%

Mercedes-Benz Cars and Vans: continued product offensive

2019



B-Class



CLA 4-door Coupe



CLA Shooting Brake



**smart
(upgraded)**



GLE



**GLC & GLC Coupe
(upgraded)**



EQC



GLS



GLB



eVito



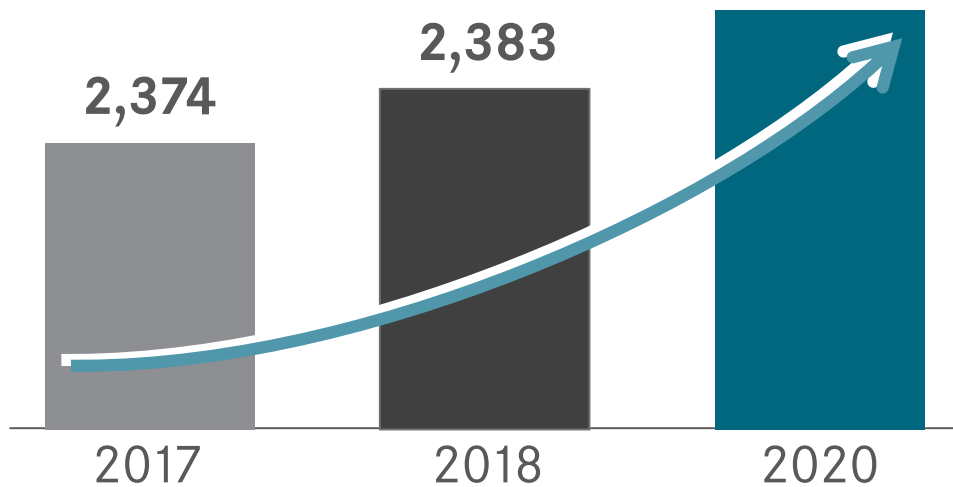
**V-Class
(upgraded)**



eSprinter

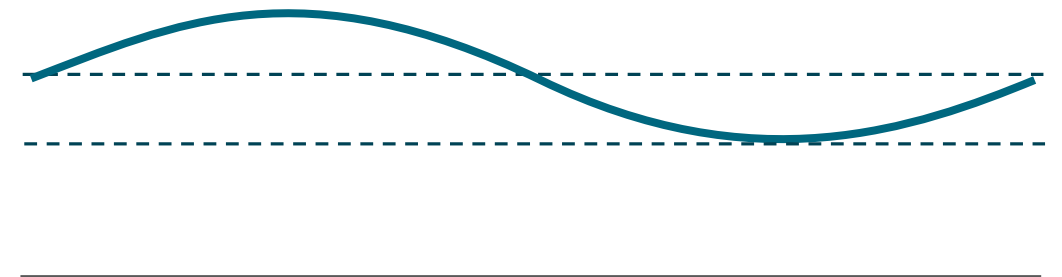
Mercedes-Benz Cars' target: remain No.1 premium car brand

Sales target
In thousand units



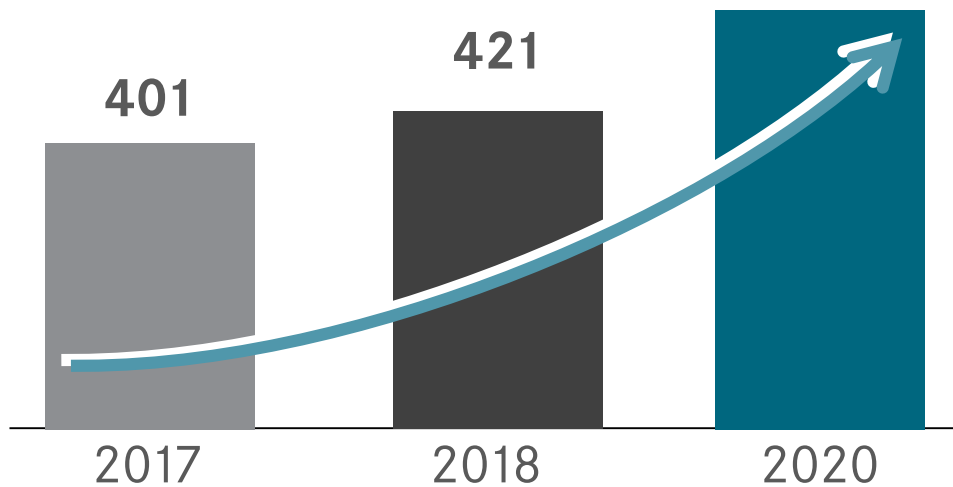
Strategic target
Return on Sales in %

8-10%

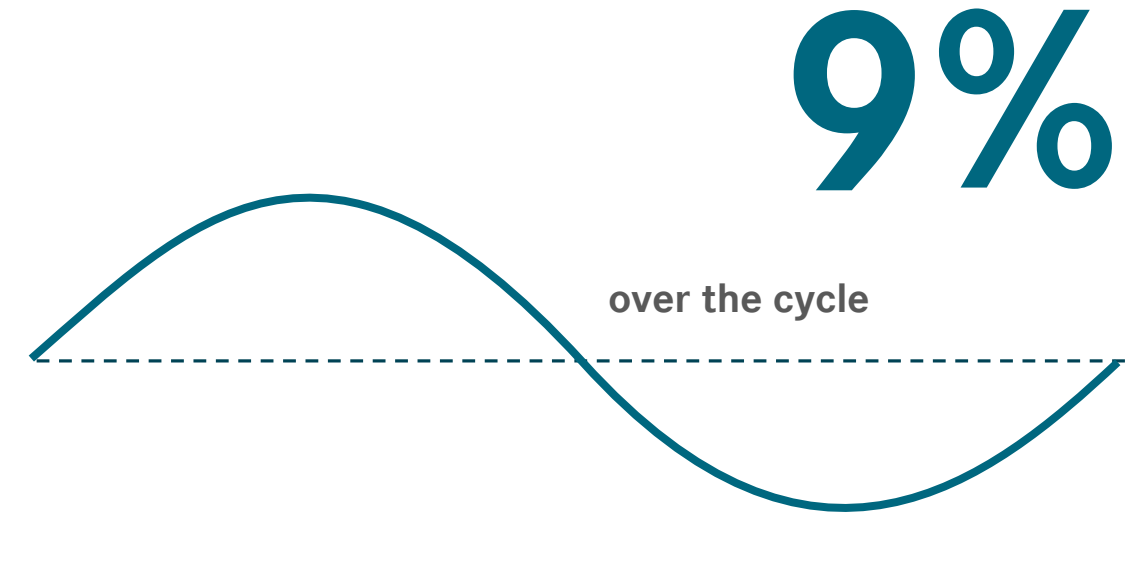


Mercedes-Benz Vans' target: No. 1 provider of holistic transport and mobility solutions

Sales target
In thousand units



Strategic target
Return on Sales in %



CASE trends leading to fundamental changes in the automotive industry



Successful launch of MBUX in Compact Cars



Touch Controls

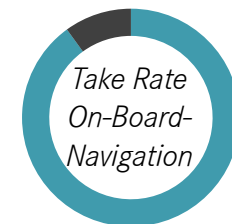


Touchscreen

Hey Mercedes



Speech Control



Development steps towards fully automated driving

- Currently offered by MB
& legally permissible -

Level 1 Driver Assistance



Single control functions such as speed selection, braking or lane keeping are automated.

Driver in charge.

Level 2 Partial Automation



More than one control function is automated under certain conditions.

Driver expected to take care of all remaining aspects of the dynamic driving task.

Level 3 Conditional Automation



Vehicle can perform the dynamic driving task under **certain conditions**.

Driver expected to respond to requests to take control.

Level 4 High Automation



Vehicle can perform all dynamic driving tasks within a **certain use case**.

Driver **not** expected to take control.

Level 5 Full Automation



Vehicle can perform **all** dynamic driving tasks that can also be managed by a human driver.

No driver needed.

Autonomous Driving

+ enabler for new & complementary mobility services

In the future - driver controlled and system controlled

Driver controlled



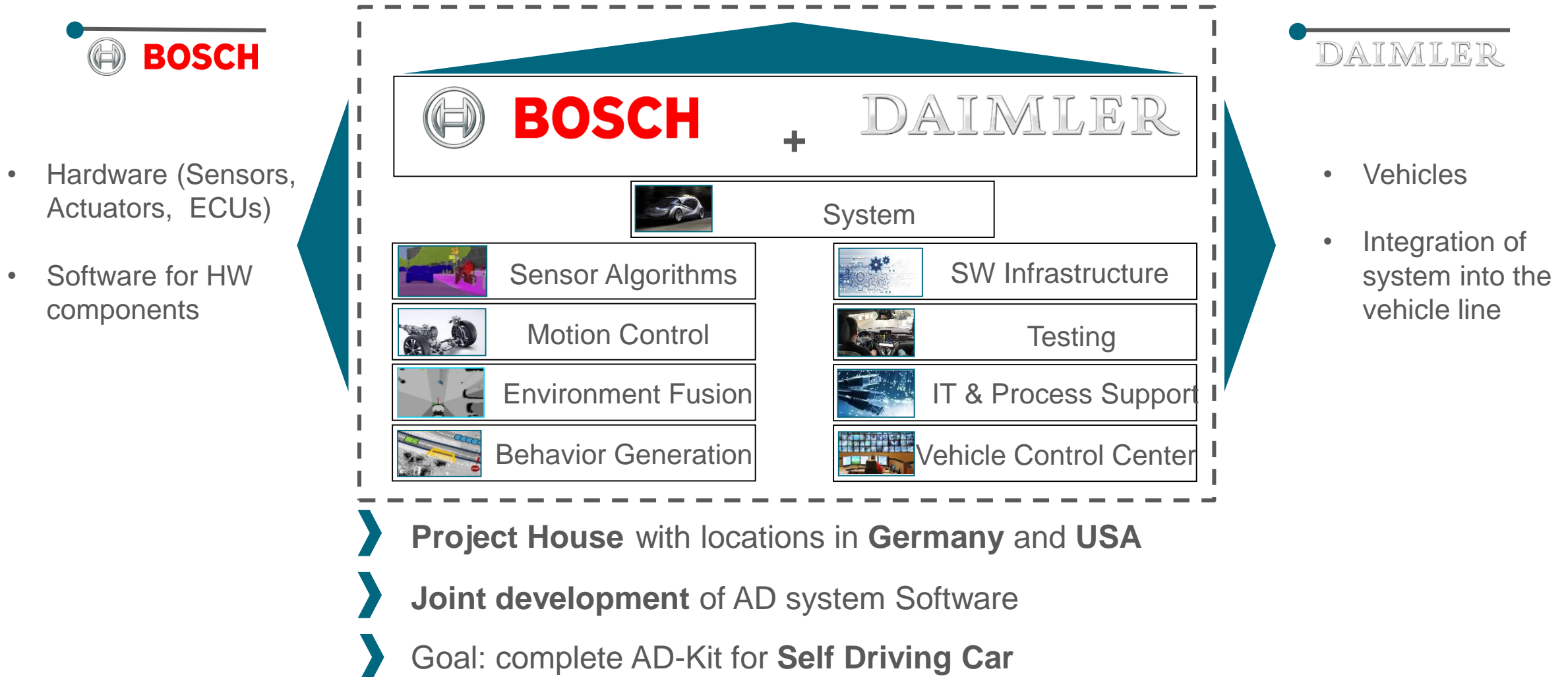
Safety technologies and automated systems, which are situational activated by the driver

System controlled



Automated systems, which drive the vehicle from the starting point to the destination

To stay ahead of competition, Daimler joined forces with Bosch



San José will become first pilot testing city for automated driving in 2019



Start in H2 of 2019

with demonstration of autonomous service



Automated MB S-Class vehicles

mounted with latest AD Systems



On-demand ride-hailing service

to simulate a real-life operating scenario

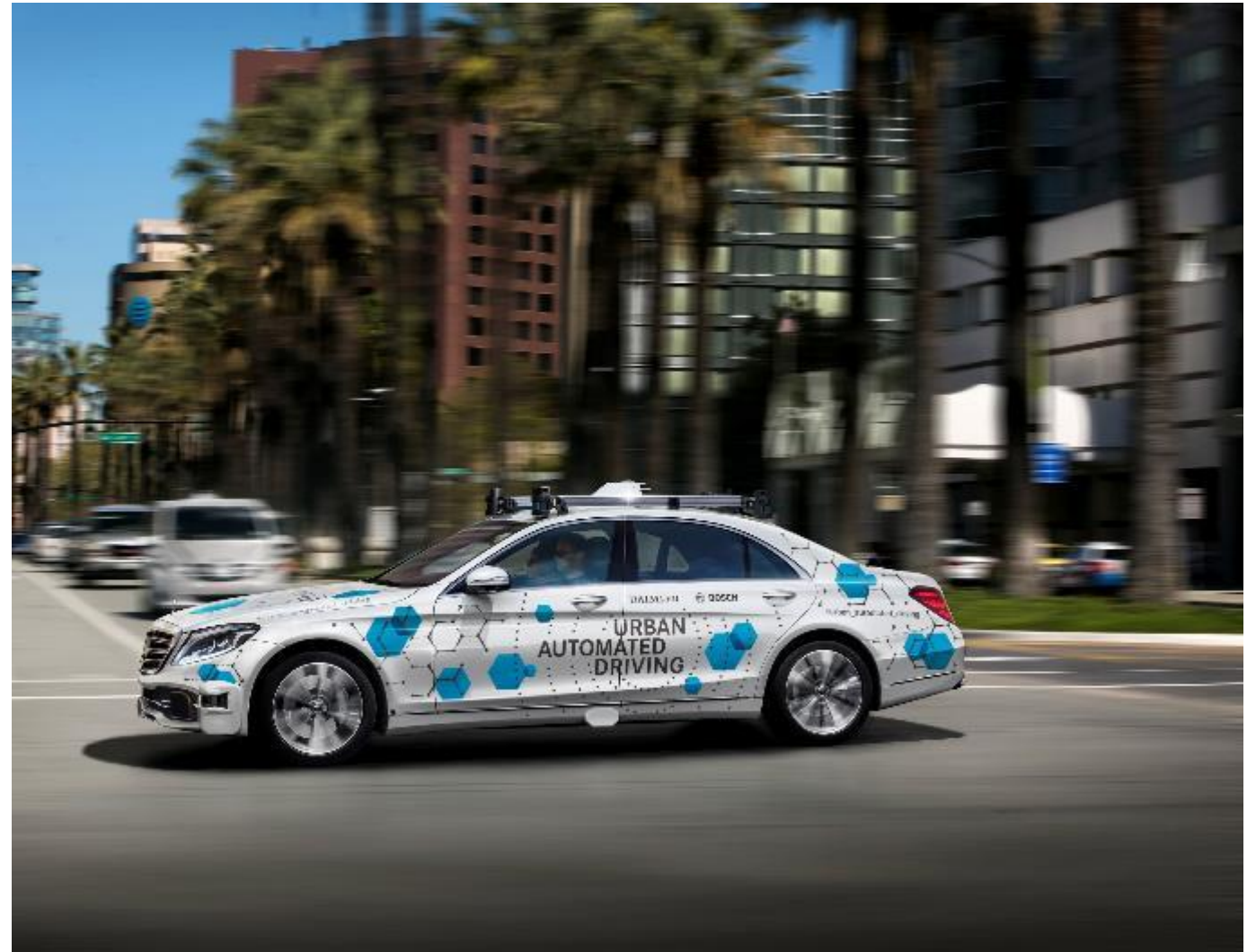


Day time operations

from dawn to dusk



Joint pilot of Daimler & Bosch



Daimler AG and BMW Group to jointly develop next-generation technologies for automated driving



Scope of cooperation

Next generation of technologies for driver assistance systems and highly automated driving:

- **Driving Functions** (NCAP, SAE Level 1 - Level 4 Highway).
- **Parking Functions** (up to SAE Level 4).



Goal of cooperation

- The **joint development** of a **scalable system with series maturity** which may be used equally by both partners.
- **Joint procurement** for certain components within the system.



Framework for cooperation → joint operation

- **Time:** planned start of collaboration **mid 2019** and duration until **product launch before 2025** including subsequent series support
- **Place:** common working spaces in **Stuttgart** and **Munich**

Vision URBANETIC - Mobility concept for needs-based, efficient and sustainable mobility



EQ - intelligent electromobility. The new product and technology brand represents “emotion and intelligence”.



AMG



PERFORMANCE LUXURY



MAYBACH



ULTIMATE LUXURY



Mercedes-Benz



MODERN LUXURY



EQ



PROGRESSIVE LUXURY

HOT

COOL

Pushing ahead with our electric vehicle offensive

- **New brand EQ** for electric mobility
- **€20 billion** supplier contracts to ensure battery cell supply
- **€10 billion** invest into e-mobility fleet
- **> €1 billion** invest in a global battery production network
- Above **130** electrified alternatives envisaged to be realized **by 2022**: In each series of Mercedes-Benz at least one electrified version (either 48V, PIH and/or BEV)
- Estimated BEV volume share between **15% and 25%** until 2025
- A total of more than **10 BEV** vehicle types planned
- smart envisaged to become the world's first automotive brand to switch fully to **electric drive systems** by 2020
- Implementation of **charging infrastructure** in Europe via joint venture “IONITY”



On the road to emission free mobility – Electrification of powertrain portfolio



EQ BOOST

Highly efficient 48 V
Technology



EQ POWER

Plug-In Hybrids

EQ POWER+

Performance-Hybrids



EQ

Battery Electric Vehicles &
Fuel Cell Electric Vehicles

EQC* - the first Mercedes of the product- and technology brand EQ

20.8 – 19.7 kWh/100km
combined electric
energy consumption

0 g/km
combined
CO₂ emissions

80 kWh
battery capacity
(NEDC)

approx. 40 min. charging
time for DC charging of
110 kW (80% SOC)

445 – 471 km
range (NEDC)



* Combined electricity consumption: 20.8 to 19.7 kWh/100 km; combined CO₂ emissions: 0 g/km.

Electricity consumption and range were determined on the basis of Regulation 692/2008/EC. Power consumption and range are dependent on the vehicle configuration (in particular on the selection of the maximum speed limit).¹⁾

GLC F-CELL* - worldwide first fuel cell vehicle with plug-in-hybrid-technology

approx. 0.34kg/100 km
combined hydrogen
consumption

0 g CO₂/100 km
combined CO₂-emissions

13.7 kWh/100km
combined electric
energy consumption

13.5/9.3 kWh
battery capacity

approx. 3 min.
fueling time

approx. 430/480 km
electric range F-CELL/
hybrid mode



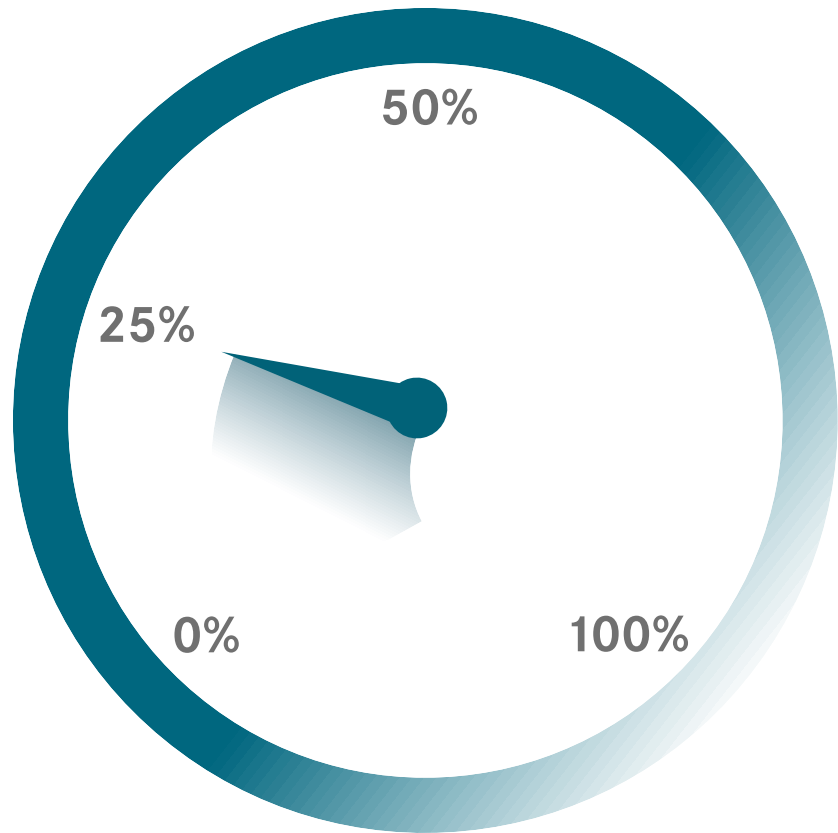
*Figures for fuel consumption, electrical consumption and CO₂ emissions are provisional and were determined by the technical service for the certification process in accordance with the WLTP test method, and correlated into NEDC figures. The EC type approval and a certificate of conformity with official figures are not yet available. Differences between the stated figures and the official figures are possible

With eDrive@VANs MB Vans provides holistic solutions for the electric future of the van business

- **eVito** successfully introduced into the market
- The **eSprinter** will follow in the second half of 2019
- The **ecosystem of apps and services** sets the focus beyond the car and offers solutions from charging to fleet management

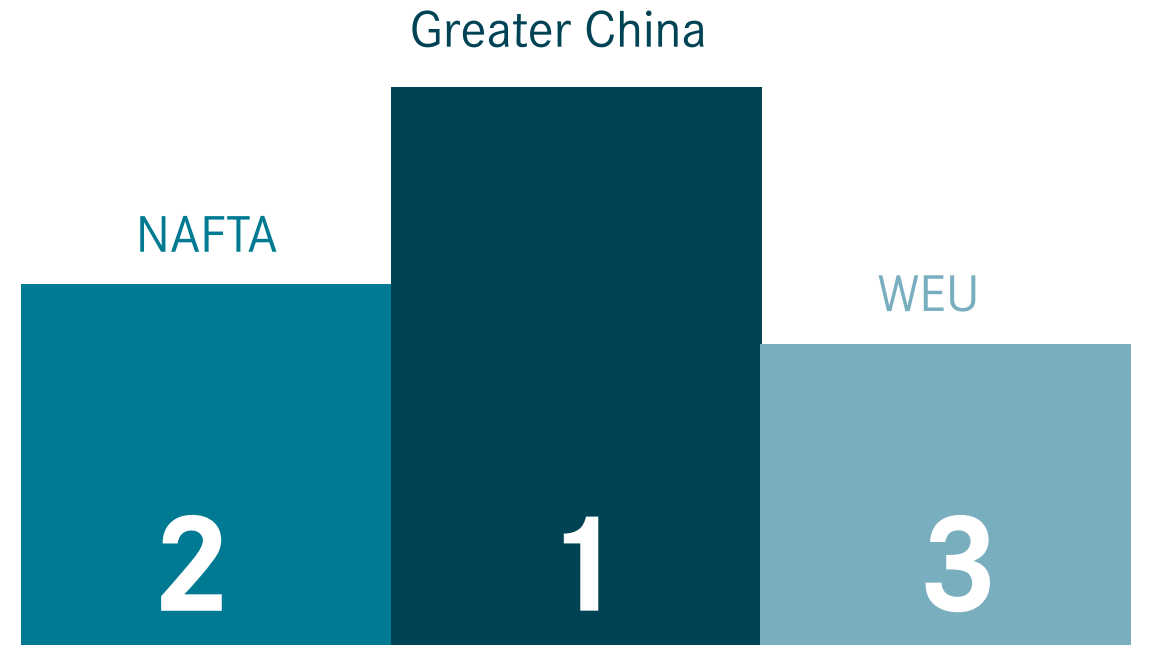


Ambitious definition of our EV market targets



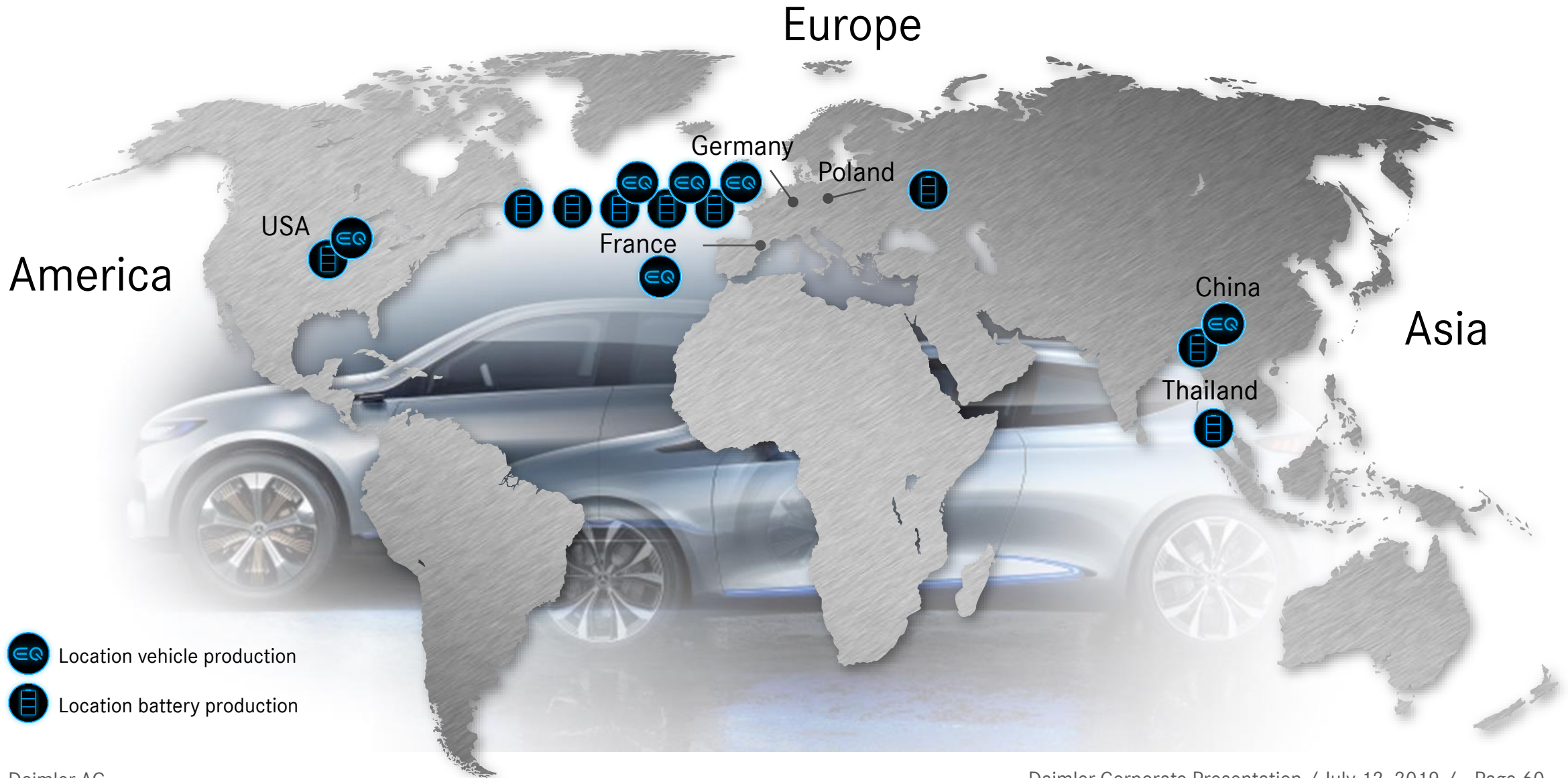
EV share Mercedes-Benz Cars sales 2025



- illustrative -



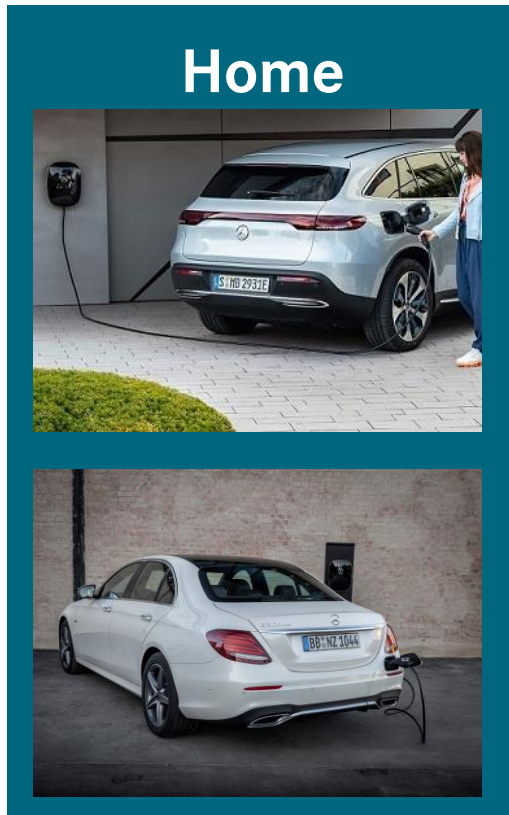
Highest potential EV share Mercedes-Benz Cars 2025

Highly flexible production for electric vehicles and batteries



-  Location vehicle production
-  Location battery production

Charging network together with partners improve customer experience



Mercedes-Benz EQC: Combined electricity consumption: 20.8 to 19.7 kWh/100 km; combined CO2 emissions: 0 g/km. Electricity consumption and range were determined on the basis of Regulation 692/2008/EC. Power consumption and range are dependent on the vehicle configuration (in particular on the selection of the maximum speed limit).¹⁾

Mercedes-Benz GLC F-CELL: Combined hydrogen consumption: 0.34 kg/100 km, combined CO2 emissions: 0 g/km, combined electric energy consumption: 13.7 kWh/100 km; Figures for fuel consumption, electric energy consumption and CO2 emissions are provisional and were determined by the technical service for the certification process in accordance with the WLTP test method and correlated into NEDC figures. The EC type approval and a certificate of conformity with official figures are not yet available. Differences between the stated figures and the official figures are possible.

Mercedes-Benz C 300 de: Combined fuel consumption 1.6 l/100 km, combined CO2 emissions 42 g/km, combined electrical consumption 18.7 kWh/100 km. The stated figures were determined in accordance with the prescribed measuring method. These are the "NEDC CO2 figures" according to Art. 2 No. 1 Implementing Regulation (EU) 2017/1153. The fuel consumption figures were calculated based on these figures. Electrical consumption has been determined on the basis of Directive 692/2008/EC.¹⁾

Daimler Trucks & Buses



Our answers to master future challenges

CORE 

Electric 

Connected 

Automated 

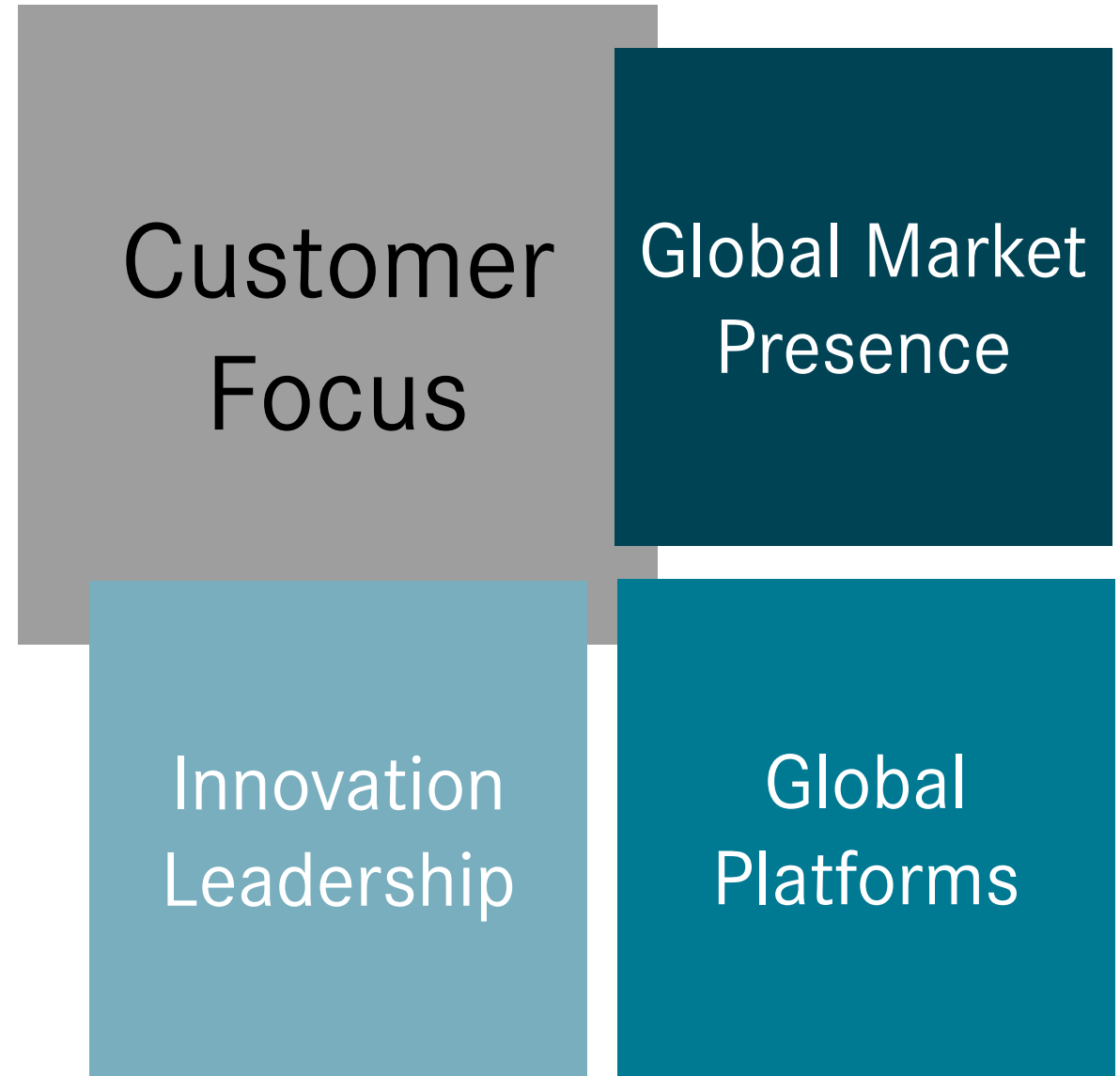
CORE **Electric** **Connected** **Automated**

Daimler

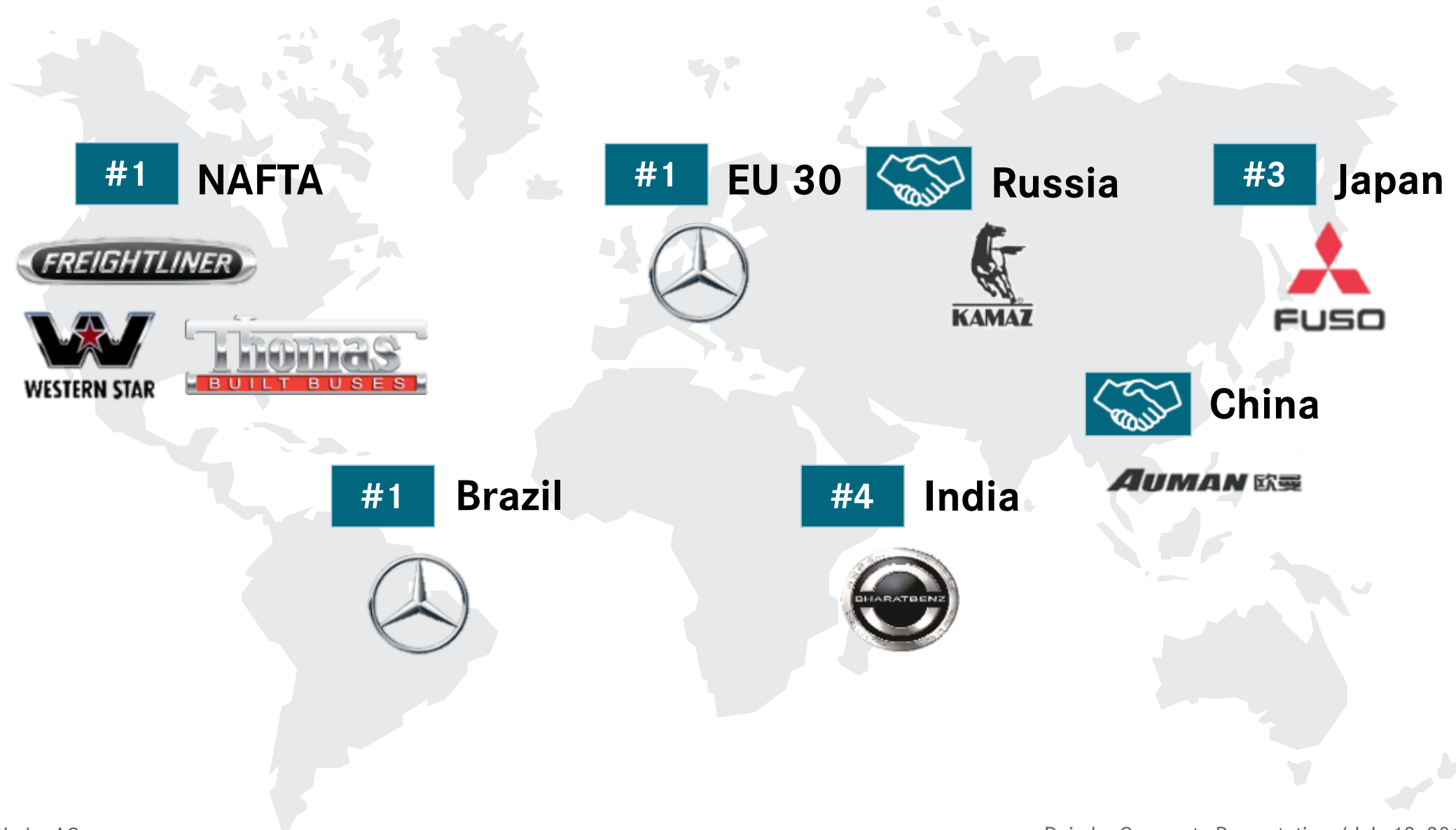
FREIGHTLINER **WESTERN STAR**

Trucks & Buses

Daimler Trucks: our strategy



Strong brands and strong market positions around the world



China: we are well prepared to tap into the biggest market

Biggest market of commercial vehicles.



Strengthen **our market position** by further enhancing our **product portfolio**.

Strong, committed partnership with Foton



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



Our Joint venture BFDA delivers **strong sales**. Over **100k** trucks **sold** in 2018.



Our Mission: make our customers more successful

Best-in-class products in all regions



Customer experience as differentiator



Service and
Parts Network



Continuous Process
Improvement



Customer-focused
product development

Services beyond the hardware



Extended Warranty
& Service Products



Connectivity &
Uptime



End-to-End Support
& Consulting

Measurable Benefits



Ease of Doing Business



Trusted Partner

Efficiency: improving our customers' bottom line

Europe: Mercedes-Benz Actros



Fuel reduction **up to -3%*** on motor-ways and **up to -5%*** on rural routes

*Fuel reductions compared to previous model

NAFTA: Freightliner New Cascadia



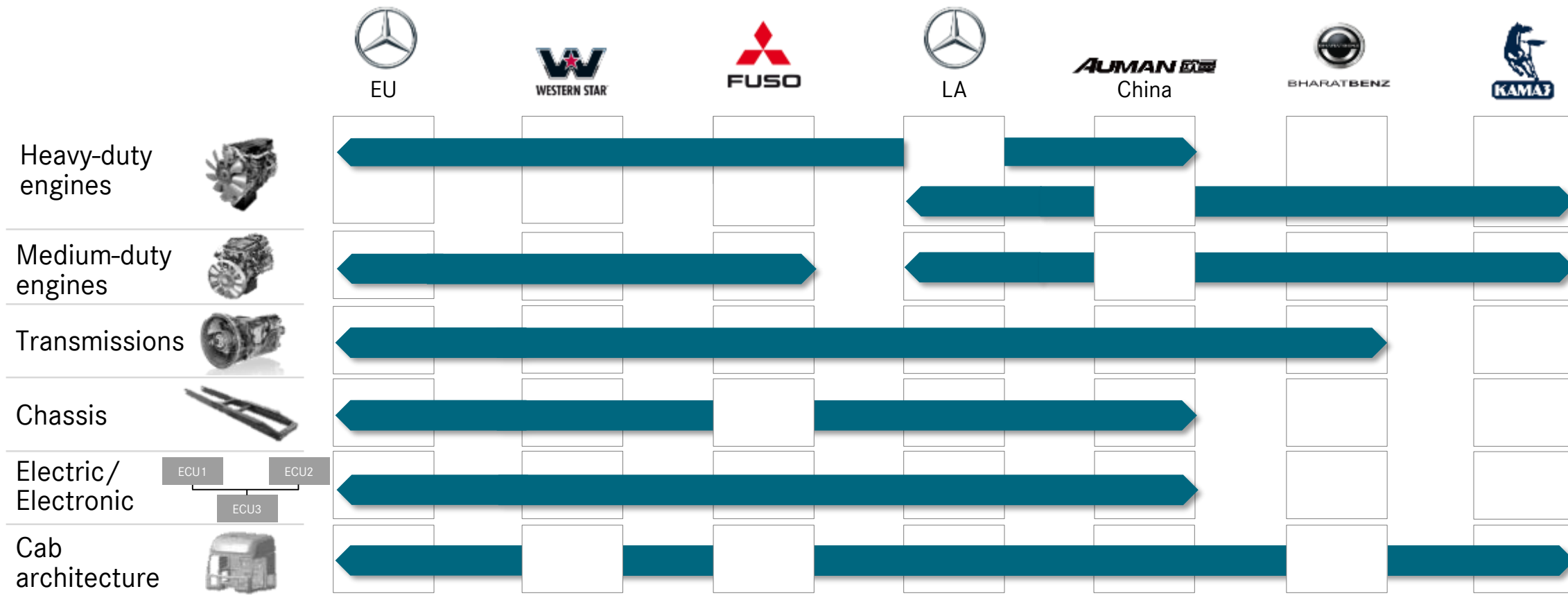
Fuel reduction **up to -8%***
Next efficiency step **by 2019**

Japan: FUSO Super Great



Fuel reduction **up to -15%***
Complete efficiency **makeover**

Global Platforms: leveraging our global scale in technology & cost



Global platforms are a great competitive advantage

- they achieve several goals at the same time:

Speed of Innovation



Global platforms enable fast rollout of innovations

Economies of Scale



Global platforms can secure pass-car-like volumes.

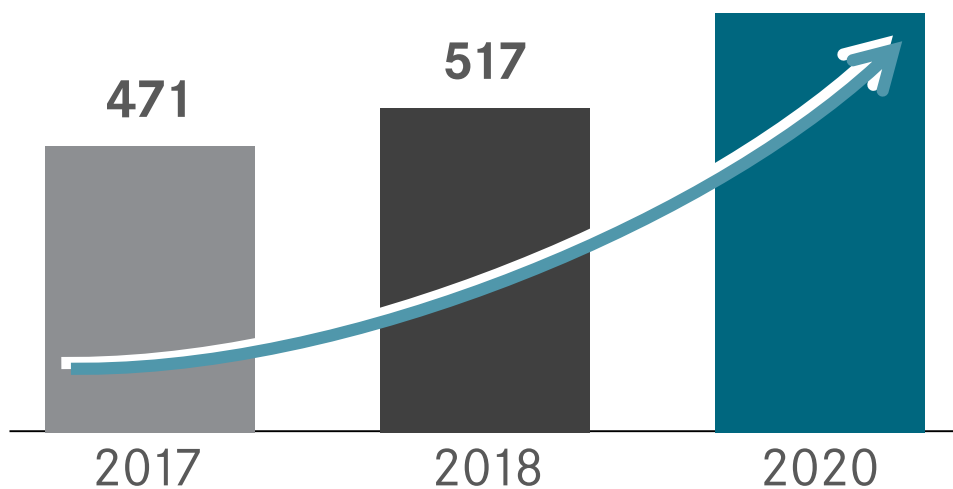
R&D Efficiency



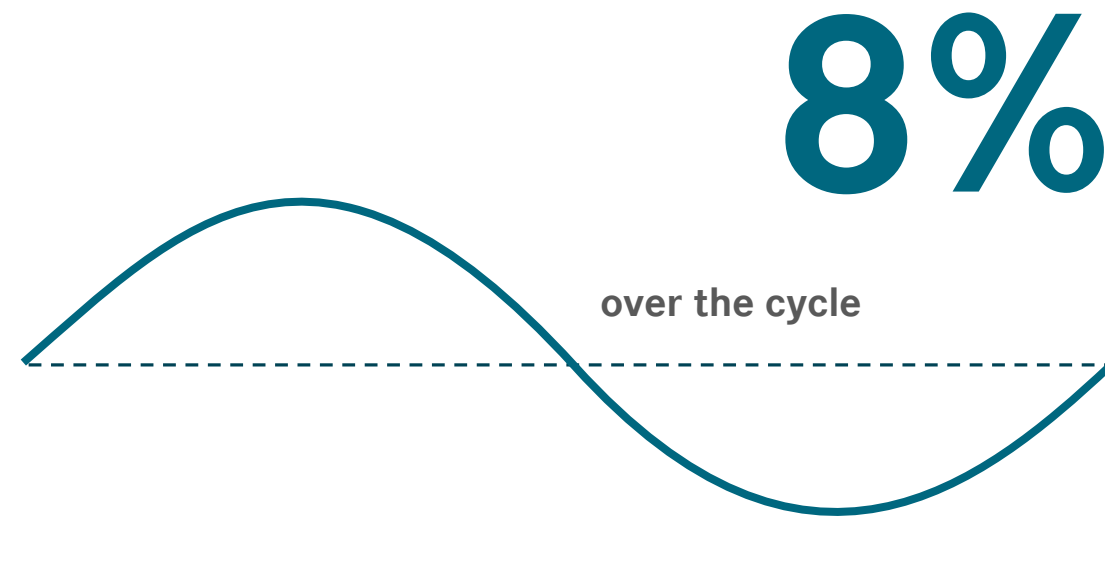
Common base development in an efficient R&D network.

Daimler Trucks - sticking to our target: leader in the truck industry

Sales target
In thousand units



Strategic target
Return on Sales in %



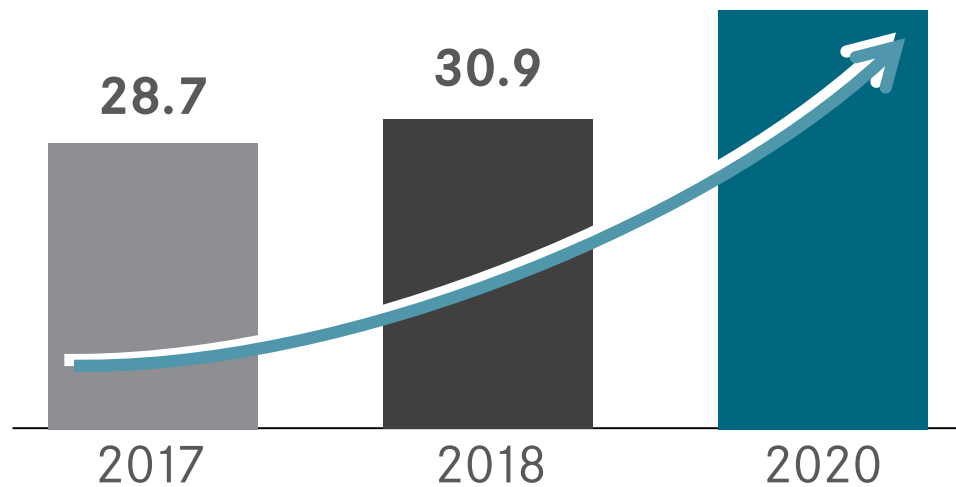
Target: leading in the bus industry



Daimler Bus's target: No. 1 in the global bus business

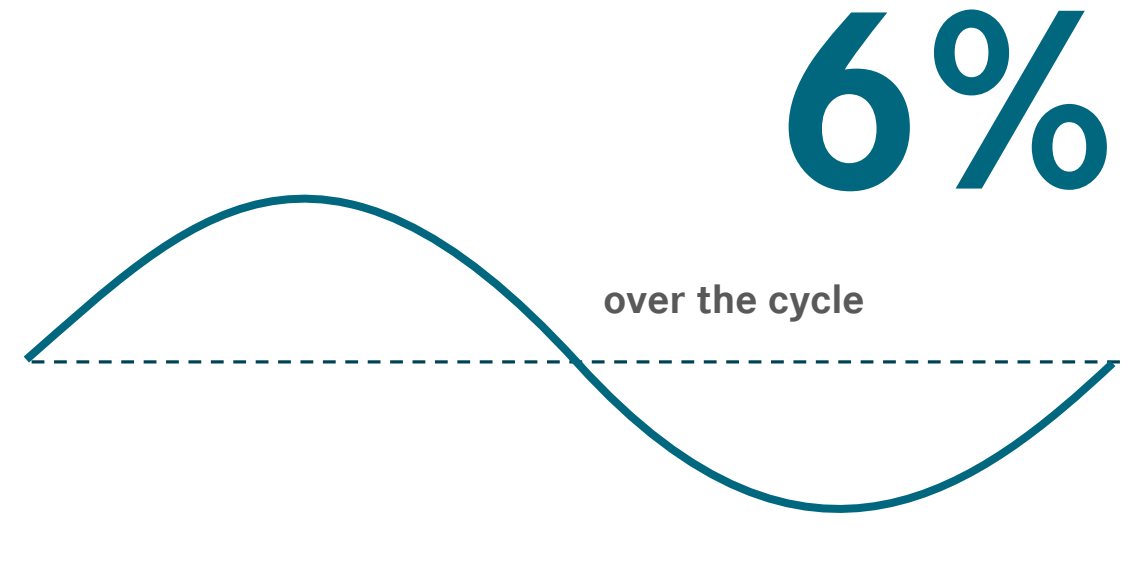
Sales target

In thousand units



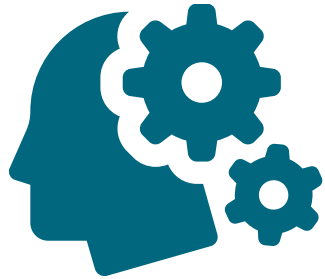
Strategic target

Return on Sales in %



Our invest in future technologies @ DT

Avg. R&D investment
(2019 & 2020)



~ 1.4 bn €

Investment in Automated Driving (Level 4)

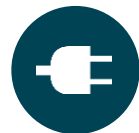


> 500 mn €

We make a lot of progress in future technologies



Connected



Electric



Automated



Gain Headline



Gain Knowledge



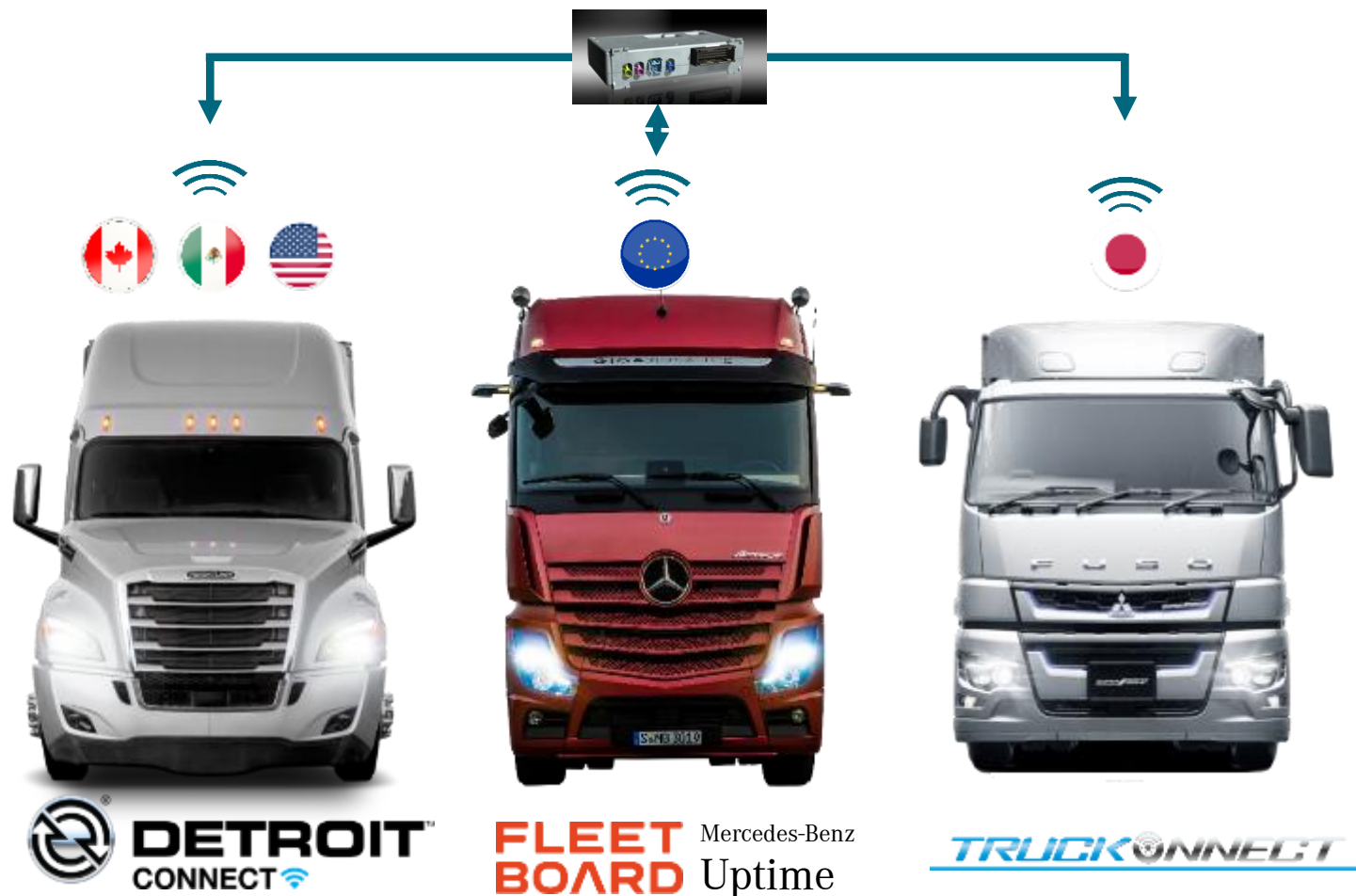
Gain Business

A light blue vertical panel representing connected technologies. It features a horizontal dotted line at the top. At the bottom, it contains the following text and logos: **TRUCKCONNECT**, MB Uptime, **DETROIT CONNECT** with a Wi-Fi symbol, **FLEET BOARD**, and **OMNIplus ON**.

A light blue vertical panel representing electric technologies. It features a horizontal dotted line at the top. It contains images of three electric trucks: a blue Mercedes-Benz truck, a silver Volvo truck, and a yellow Jooley school bus. Below these are two more images of trucks: a blue box truck and a dark truck. At the bottom, there is an image of a bus.

A light blue vertical panel representing automated technologies. It features a horizontal dotted line at the top. It contains images of three automated vehicles: a silver Volvo truck, a silver Volvo truck, and a white bus. At the bottom, there are three icons of vehicles (a bus, a car, and a truck) with the text **Active Safety** below them.

Connectivity: today our trucks are online in every region* with real benefits for our customers and ourselves internally



One common global backbone



Real customer benefit optimizing Uptime



Big Data Analytics as basis to further optimize our products

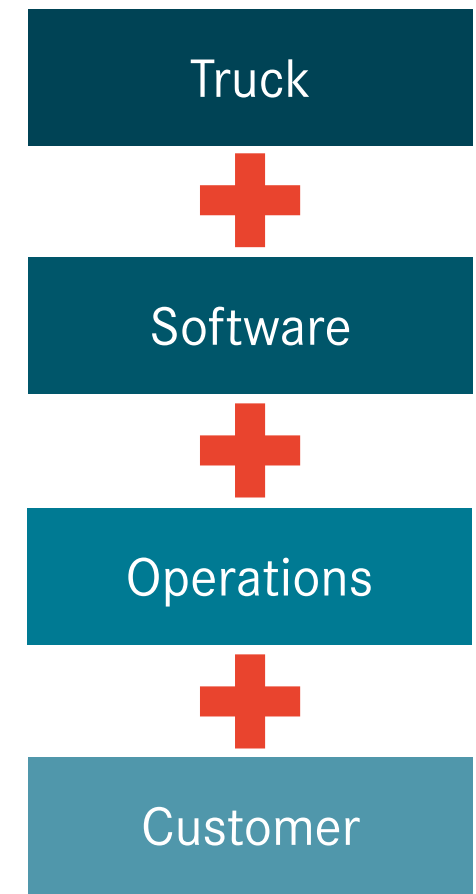
After introducing the New Actros in Europe, we have also launched Level 2 series trucks in the US.

New Cascadia:

- **Active Brake Assist 5.0:**
Full Emergency Braking on stationary objects incl. Pedestrians.
- **Lane Keep Assist:**
Lateral control at all vehicle speeds.
- **Lane Departure Protection:**
Active steering if vehicle departs lane.
- **Side Guard Assist:**
Lane Change Assist.
Turn Assist.
Trailer Sweep Assist.
- **Adaptive Cruise Control:**
Distronic+ down to 0mph for stop and go traffic.
-



We are working on all aspects of automated trucking

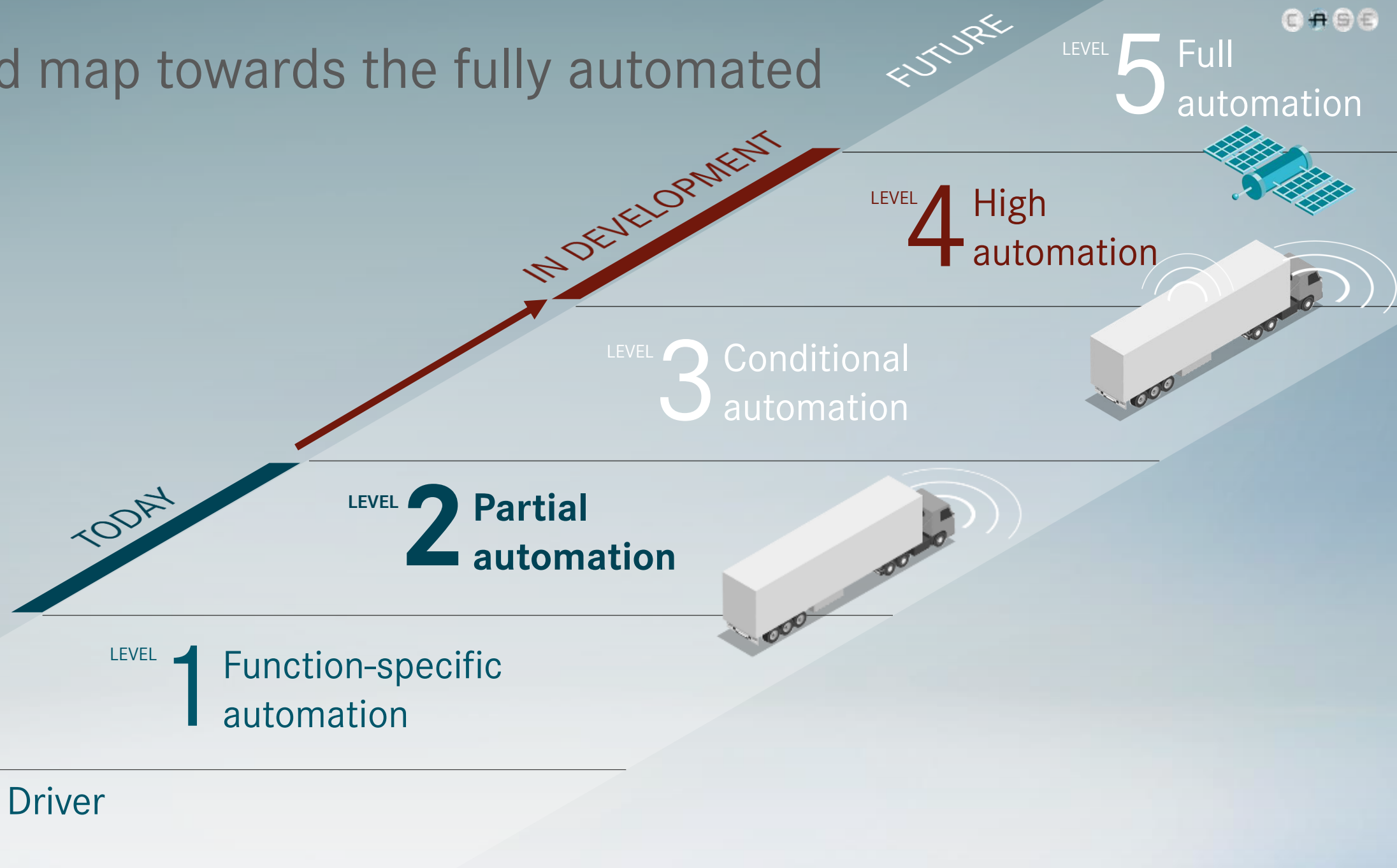


Daimler Trucks strives to develop highly automated trucks for market launch within next 10 years; investing 500+ Mio Euros including majority stake in TORC Robotics

- Torc Robotics is one of **most experienced** self-driving vehicle teams
- Torc Robotics to **retain location, name, and team members** while working closely with **Daimler Trucks research and development teams**, especially in North America
- Daimler Trucks to leverage **synergies across Daimler** through close cooperation with **Mercedes-Benz Cars** on automated vehicle technologies



The road map towards the fully automated truck



Electric: we have been the pioneers for many years

2014-2017:
FUSO eCanter
fleet tests in Europe



09/2016:
Mercedes-Benz eActros prototype,
FUSO eCanter in new design



09/2017:
FUSO eCanter
market launch



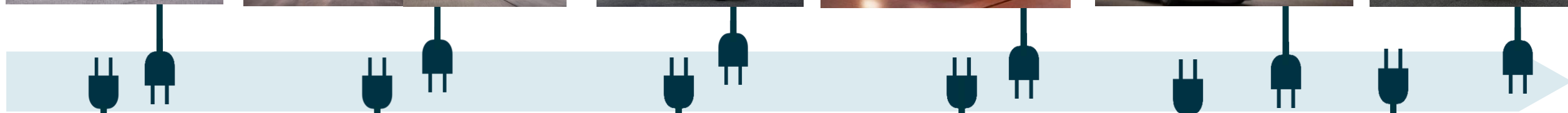
11/2017:
World premiere of Thomas
Built Buses Jouley



06/2018:
Presentation of Freightliner
eCascadia and eM2



12/2018
First handover of eM2
to customers



09/2010:
First prototype
of FUSO eCanter



07/2016:
Mercedes-Benz eActros
technology concept



07/2017:
Start of production
FUSO eCanter



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



02/2018:
Presentation of
Mercedes-Benz
eActros



09/2018:
First handover of
Mercedes-Benz eActros
to customers

Locally emission-free and quiet: our battery-powered commercial vehicles for urban areas.



**Mercedes-Benz
eCitaro**

2018: Customer Fleet Test
2018: Market introduction
2019: Large series



**FUSO
eCanter**

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



**Thomas Built Buses
Saf-T-Liner® eC2**

2017: World premiere
2018: Innovation fleet
2019: Small series



**eActros,
eCascadia & eM2**

2016/18: World premiere
2018/19: Innovation fleet
2021: Market introduction

Daimler Financial Services



Daimler Mobility – We move you





We finance nearly every second vehicle sold by Daimler

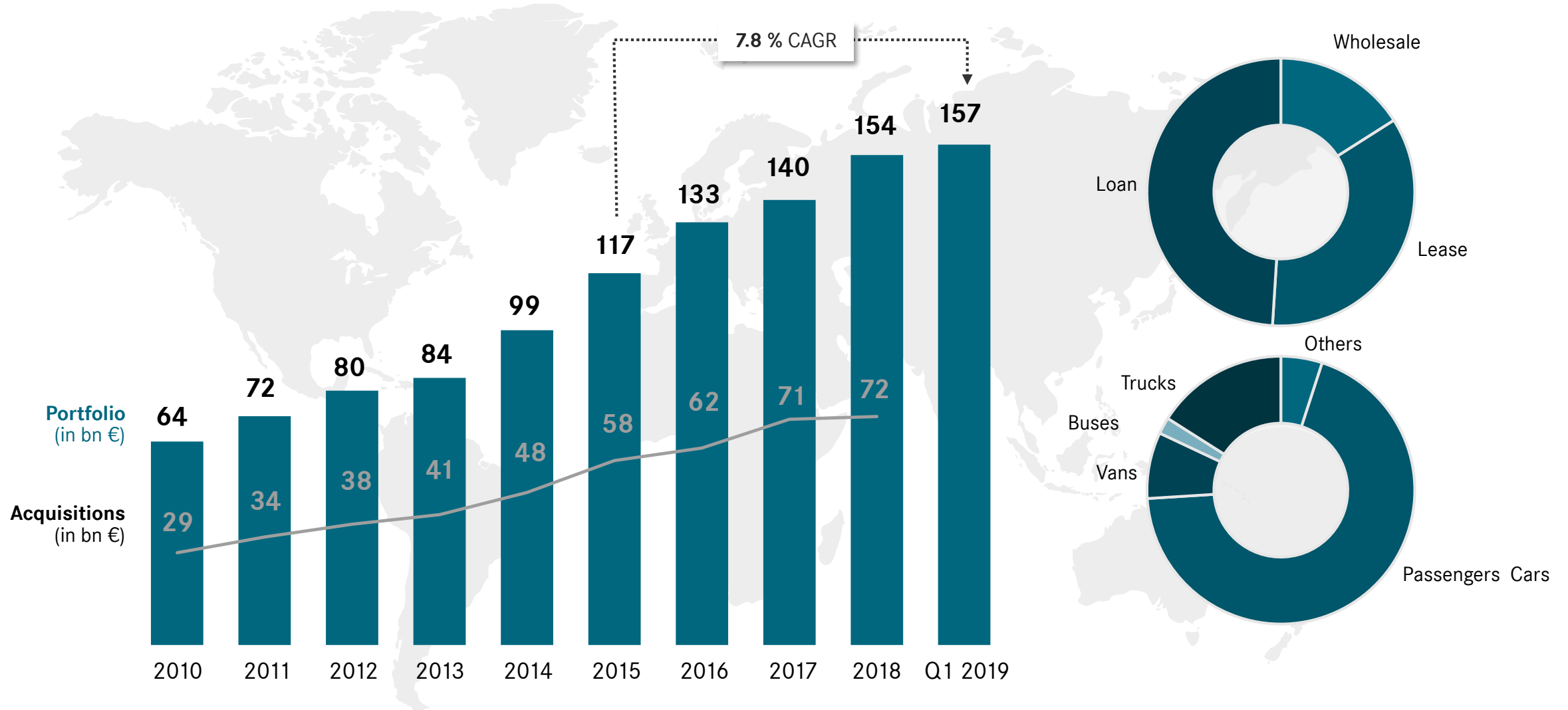
Penetration rates per vehicle segment



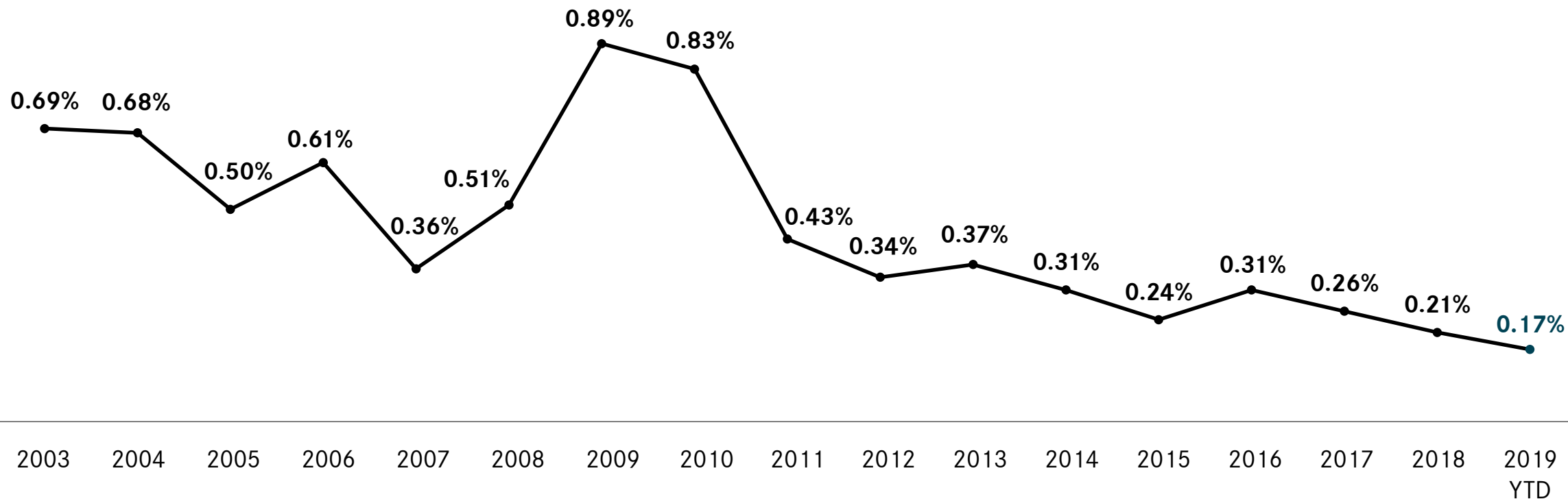
Global penetration rate DFS in Q1 2019

~50%

We operate in over 40 countries and we have successfully grown our portfolio over the years



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

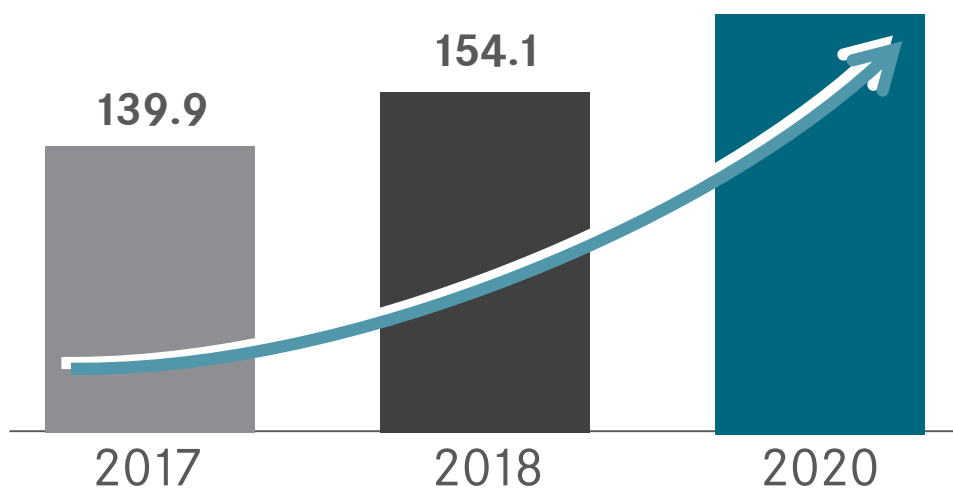


* as a percentage of portfolio, subject to credit risk

Daimler Financial Services' target: best financial and mobility services provider

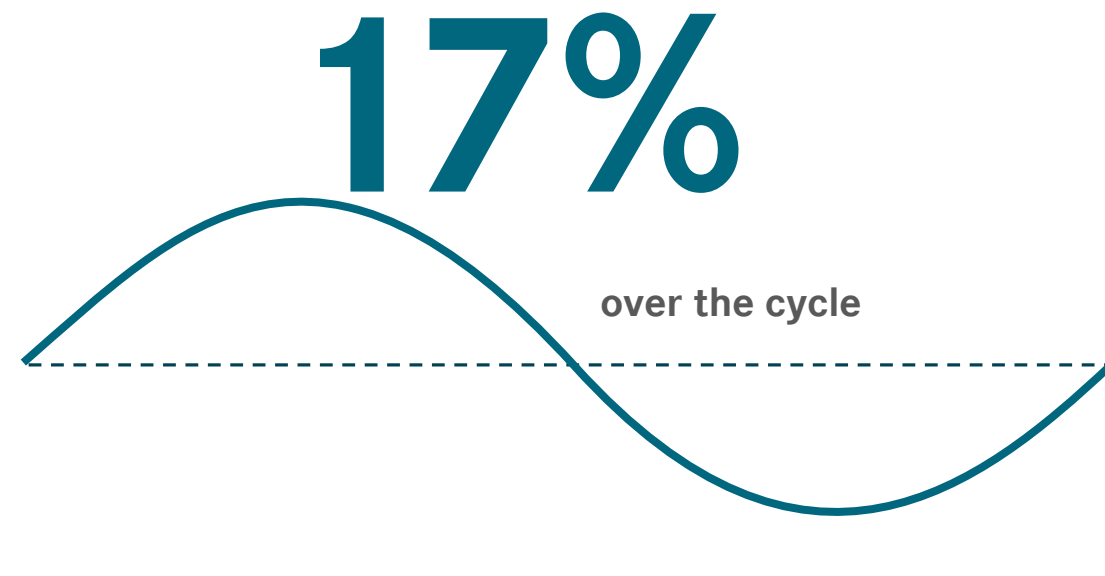
Portfolio target

in billions of EUR

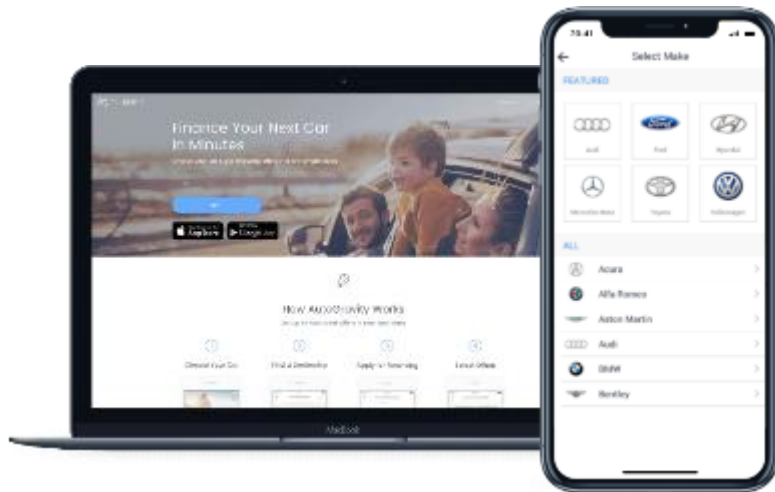


Strategic target

Return on Equity in %



AUTOGRAVITY is a showcase example for digital financing



TOP FACTS AUTOGRAVITY Q1 2019

- More than 3.0 million users
- Top-ranked Android & Apple app
- Over \$4.5 bn in total finance requests since launch

Daimler investment rationale behind AutoGravity engagement

Lead the digitization of the industry

by launching disruptive approach towards automotive financing

Provide outstanding customer experiences

by offering first-of-its-kind comparison app for vehicle shopping and financing

Build additional asset-light revenue sources

by building commission-based platform business

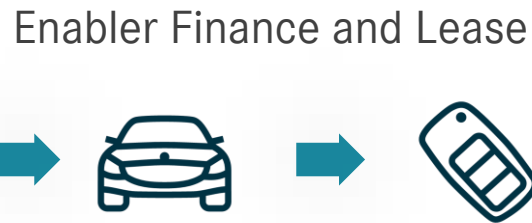
Maintain customer contact and enable growth

While relieving Daimler balance sheet via third party financing

Increasingly more urban customers prefer to consume mobility as a service

BUYING

Mobility as a product



5.3mn
Financed or
Leased
Vehicles

5.0mn
Insurance
Policies

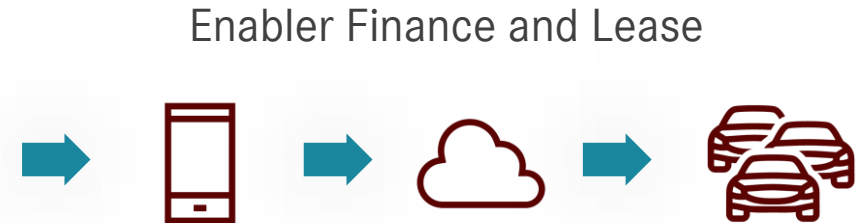
0.4mn
Vehicles in
Fleet
Management

0.4mn
Banking
Customers

Q1 2019

CONSUMING

Mobility as a service



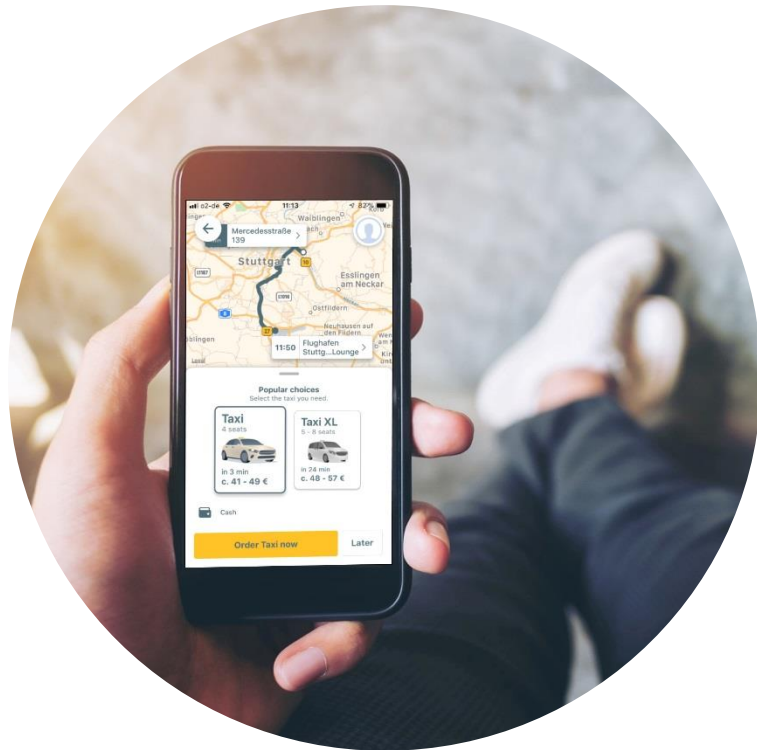
Generate New Revenue
by entering a three-digit billion USD market

Extend Daimler Ecosystem
by offering one-stop shopping

Prepare For The Future
by building customer base and skills

Grow Customer Base
by addressing their finance & mobility needs

Daimler and BMW are joining forces: creating one of the leading providers of urban mobility



31 million

Daimler mobility service customers at the end of 2018



Mobility joint ventures with BMW

including ride hailing, car sharing, parking, on-demand multimodal mobility and charging

YOUR NOW Joint Ventures

The Mobility Powerhouse

Q1 2019

SHARENOW ✓

FREENOW ✓

REACHNOW ✓

PARKNOW ✓

CHARGENOW ✓



DriveNow

Interactions in millions	124.2	9.2	53.2	7.7	54.1*	0.06
Customers** in millions	>66	>4	24.4	6.7	30.9*	0.02
Cities**	>1,200	30	>110	20	>1,200*	n/a
GMV RR*** in bn €	3.2*					



* For U.S. entity of PARK, March 2019 figure estimated ** Partially, data summation w/o consideration of possible redundancies *** Gross merchandise value run rate based on figures of previous month

SHARE NOW is the global market leader in free-floating car sharing



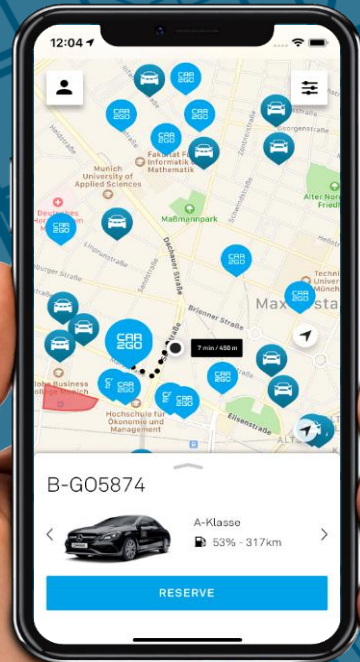
 **30** cities in **13** countries

 **9.2** million rentals in Q1 2019

 **4+** million customers

Q1 2019 Highlights

- Start of Paris as a new location with 400 fully electric smart fortwo vehicles.
- Introduction of deep-linking on Day One of the Joint Venture: Customers can see all cars in both – the car2go and the DriveNow apps.



FREE NOW ride-hailing and micromobility



 24+ million customers
  53 million tours

 500,000 drivers



-  mytaxi
-  BEAT
-  kaptan_
-  clever
-  hive



BEAT

Launch in Mexico City:
most successful launch ever



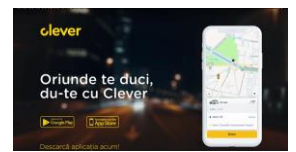
kaptan_

Rebrand Chauffeur Privé => Kaptan
Launch in Geneva



 mytaxi

Launch in Palermo and 6 more European cities



clever

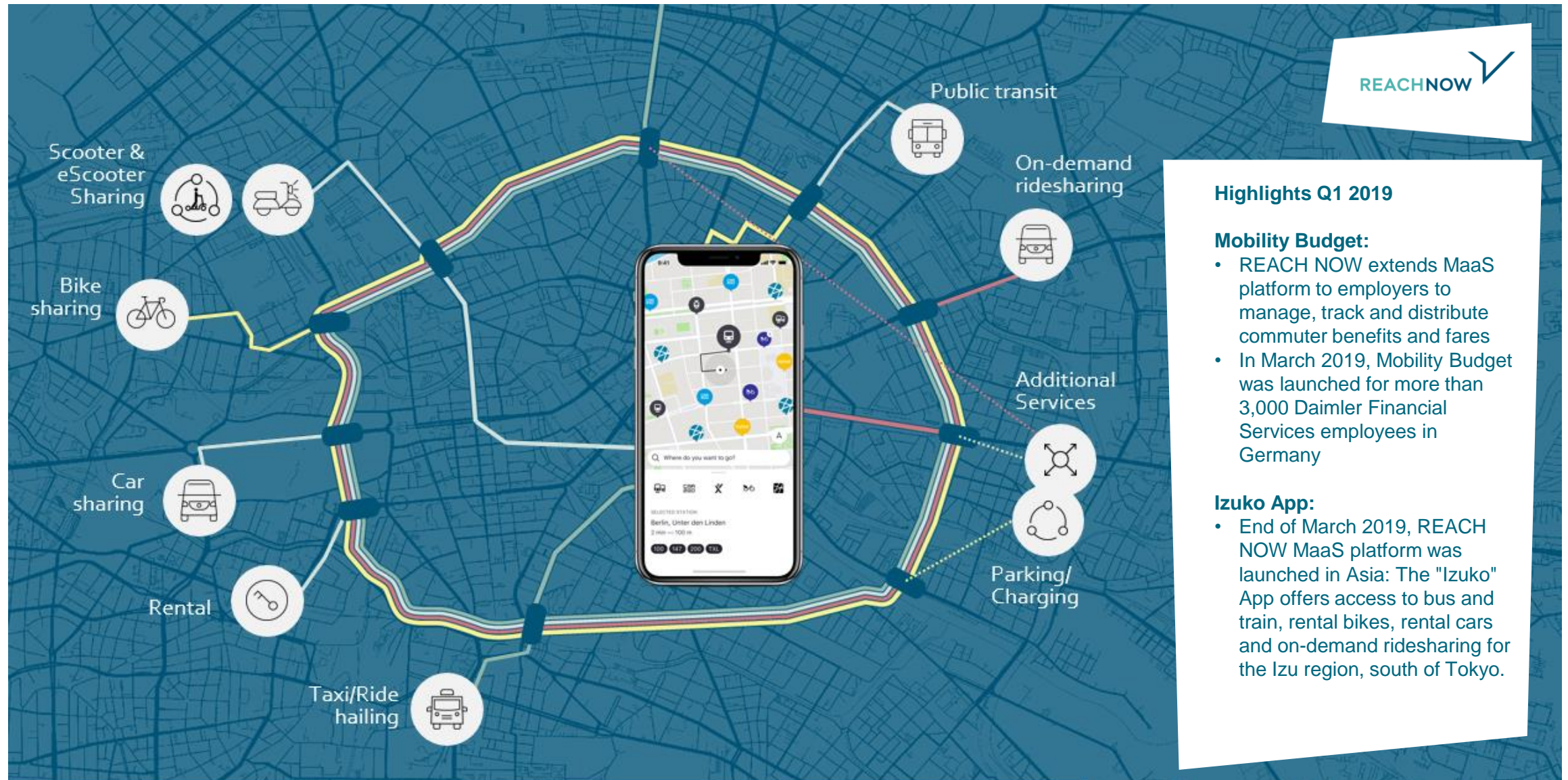
Rebranding Clever Taxi => Clever;
Entering the PHV market in Romania



hive

European market introduction: Paris, Warsaw and Athens

REACH NOW creating a global Mobility-as-a-service platform



Highlights Q1 2019

Mobility Budget:

- REACH NOW extends MaaS platform to employers to manage, track and distribute commuter benefits and fares
- In March 2019, Mobility Budget was launched for more than 3,000 Daimler Financial Services employees in Germany

Izuko App:

- End of March 2019, REACH NOW MaaS platform was launched in Asia: The "Izuko" App offers access to bus and train, rental bikes, rental cars and on-demand ridesharing for the Izu region, south of Tokyo.

PARK NOW one of the leading digital parking providers in Europe and North America



 31 million customers

 54 million transactions* in Q1 2019

 1,200+ cities


 ~7 Transactions every second

- PARK NOW available for mobile parking payment in Zürich since April 1st, 2019
- Europe: March 2019 highest number of transactions ever (+25% YoY)
- North America: Hit the 13 million user milestone


PARK NOW makes parking easier, on-street or off-street. The innovative digital parking service offers users the best possible parking solutions at a glance, allows them to reserve parking slots and manage their parking times, and enables ticketless entry and exit in public garages as well as cashless payment of parking fees.

CHARGE NOW already providing access to the largest charging network in Europe and beyond



 110,000+ charge points

 60,000 interactions in Q1 2019

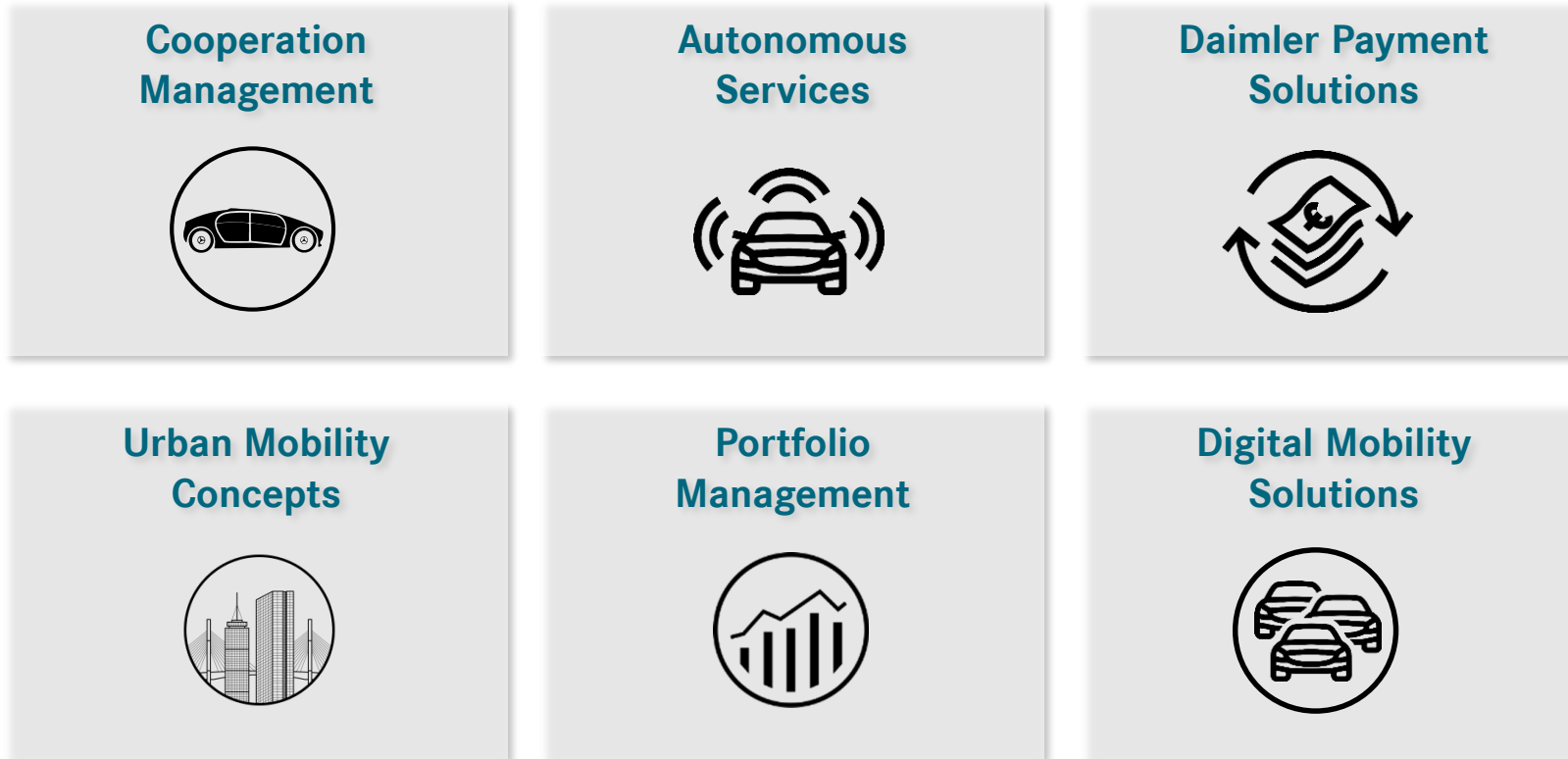
 250+ Integrated charge point operators

 20,000 customers

- Go-live of an additional charging service solution in Germany
- New app features: voice control and route planning

CHARGE NOW is a service by Digital Charging Solutions GmbH (DCS), and its comprehensive charging network is a key contributor to zero-emissions driving. CHARGE NOW makes public charge points quick and easy to locate, use and pay for, both at home and abroad. Digital Charging Solutions GmbH develops simple, standardized access to public charge points for car manufacturers and fleet operators.

Our Mobility Services portfolio is a strong starting point to conquer the customer interface



Bolt



Flixbus



TURO



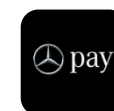
Via



Blacklane



verimi



Mpay

Developments in Q1 2019

- » **Mpay** integration platform has just been launched for the remaining 13 of total 32 markets worldwide of the Mercedes me connect Store.
- » An **Urban Mobility Team** has been formed at DMS in order to create a comprehensive mobility ecosystem.
- » **Geely** and DMS will form a premium ride-hailing **joint venture** in China. The 50-50 JV will be headquartered in Hangzhou. The JV will provide ride-hailing mobility services in several Chinese cities using premium vehicles including but not limited to Mercedes-Benz vehicles.
- » The minority investment **Careem** will become a wholly-owned subsidiary of UBER. The Transaction is expected to close in 2020.

Self-driving technology will likely increase the demand for shared mobility services

Self-driving car services are expected to ...

...Deliver a **unique customer experience**

...Enhance **traffic safety**

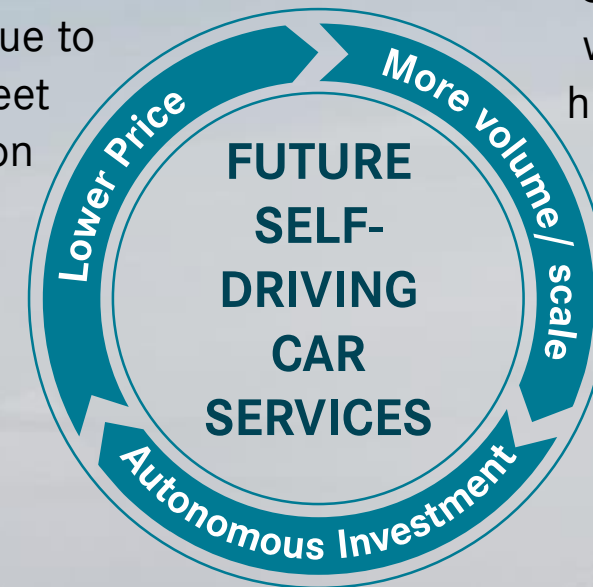
...Improve **quality of life** in cities

...Provide a huge **market opportunity**

Leading to a reinforcing cycle of mobility services

Prices will decrease due to higher fleet utilization

Customer demand will increase due to higher attractiveness



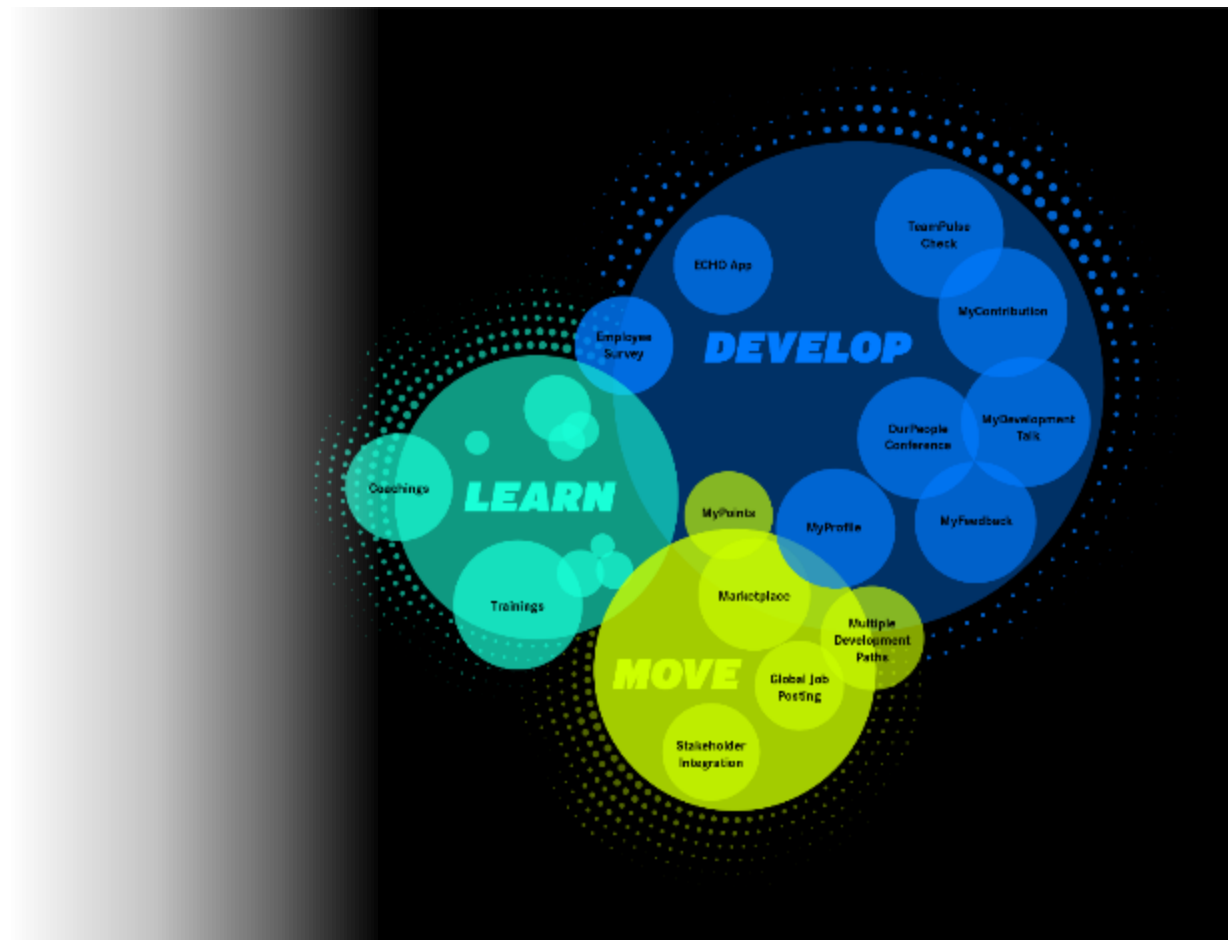
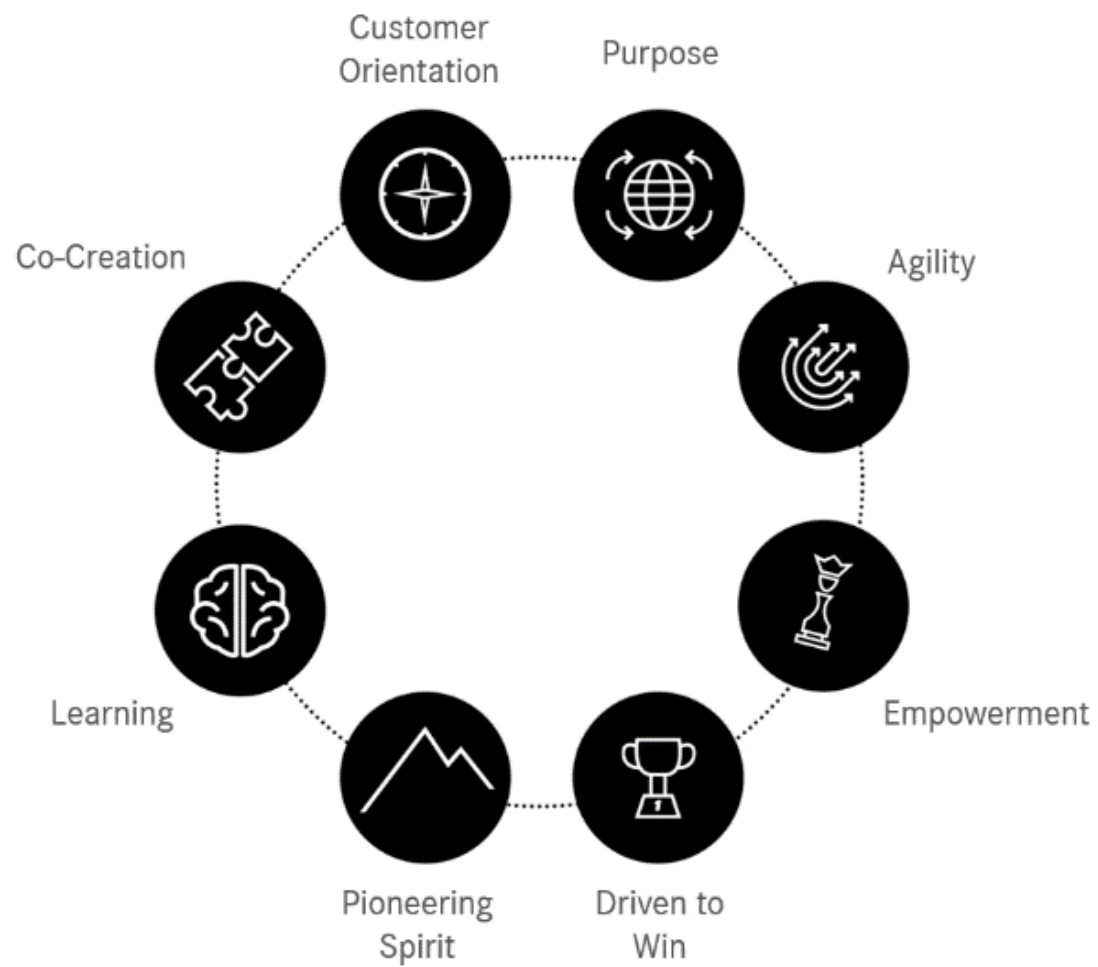
Increasing need for **self-driving car services**

Daimler Group Strategy


Culture





Transforming the Mindset





TECHINVEST we are investing in the future*


C 

soul machines

 
SoundHound WHAT3WORDS

 **Familonet**

 **hap2U**

 **TRUCKPAD**

ANAGOG

A 

 **thinci**

 **MOMENTA**

ZONAR

 **QUANERGY**

TORC **

S 

 **chauffeur privé**  **CLEVER TAXI**

Bolt **fair**

HAIL  **Careem**

 **mytaxi**  **PayCash**

BLACKLANE  **VIO**
YOUR PROFESSIONAL DRIVER

FLIXBUS  **TURO**

 **RIDESCOUT** **rally**

tiramizoo **taxibeat**
Delivery

 **globesherpa** **flinc**

E 

 **PROTERRA**

-chargepoint+

 **StoreDot**

 **HUBJECT**

SILA
NANOTECHNOLOGIES

VOLOCOPTER  **IMMUTA**  **MATTERNET**  **SK GAMING** ***
GAMING IS BELIEVING

 **AUTOGRAVITY**  **IVU** TRAFFIC TECHNOLOGIES

hey car  **habbl**  **FleetMaster**
Experts in Fleet Management Solutions



Daimler Group Strategy

Company



We expect **PROJECT FUTURE** to create a strong family of companies with three legally independent divisions

In the future, the Daimler Group will consist of **three legally independent entities** and Daimler AG as the **parent company**.

The Group is creating **strong divisions** with a sharp focus on customers and markets. Daimler AG will be the **connecting element** that ensures cohesion and the impact of a global corporation.



1) Number of employees in all companies allocated to the respective division

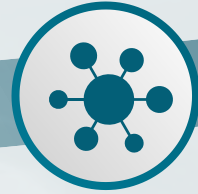
Our new structure is expected to lead to significant benefits for Daimler



**Sharpen
focus**



**Strengthen
entrepreneurial
action**



**Ensure
synergies**

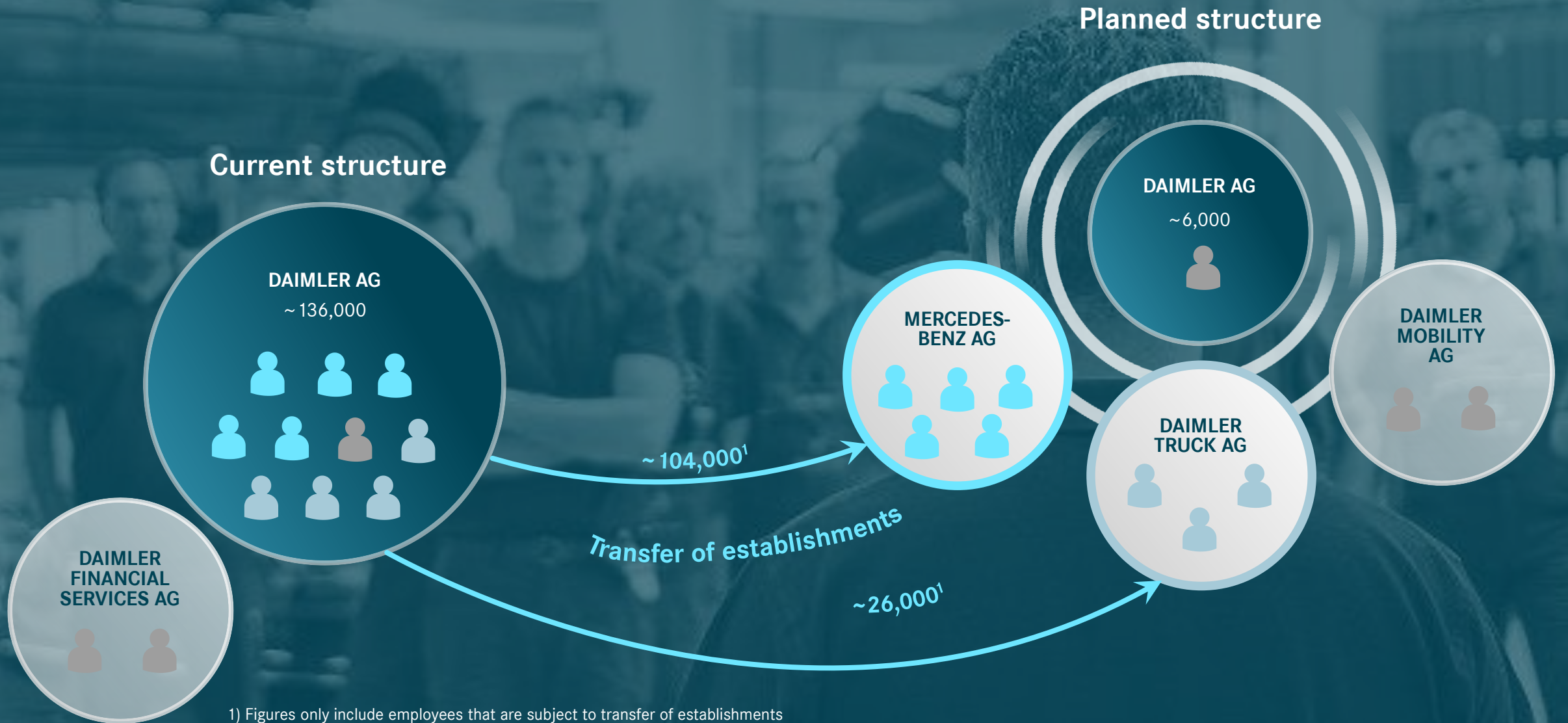


**Winning
innovation
partners**



**Increasing
attractiveness
on the capital
market**

What does the new structure mean for Daimler employees?



The hive-down approved by our shareholders at the Annual General Meeting will become effective in Q4 2019



Contents

Group Financials

Divisional Information

Outlook

Daimler Group Strategy

Funding

Appendix



Daimler follows a prudent Financial Policy

Clear commitment to a single A rating

Balanced approach between shareholder interest and credit providers

Dividend policy of 40% target pay-out ratio*

No share buybacks planned

Pensions: current funded ratio at 79%

*Based on net profit attributable to shareholders of Daimler AG.

Our funding strategy is built on prudent principles

Targeting Financial Independence

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments:
Bank Loans, Bonds, ABS, CP, Deposits

No Covenants, no MAC, no asset pledges, no CSAs

Maximizing Financial Flexibility

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

Stringent Global Funding Policy

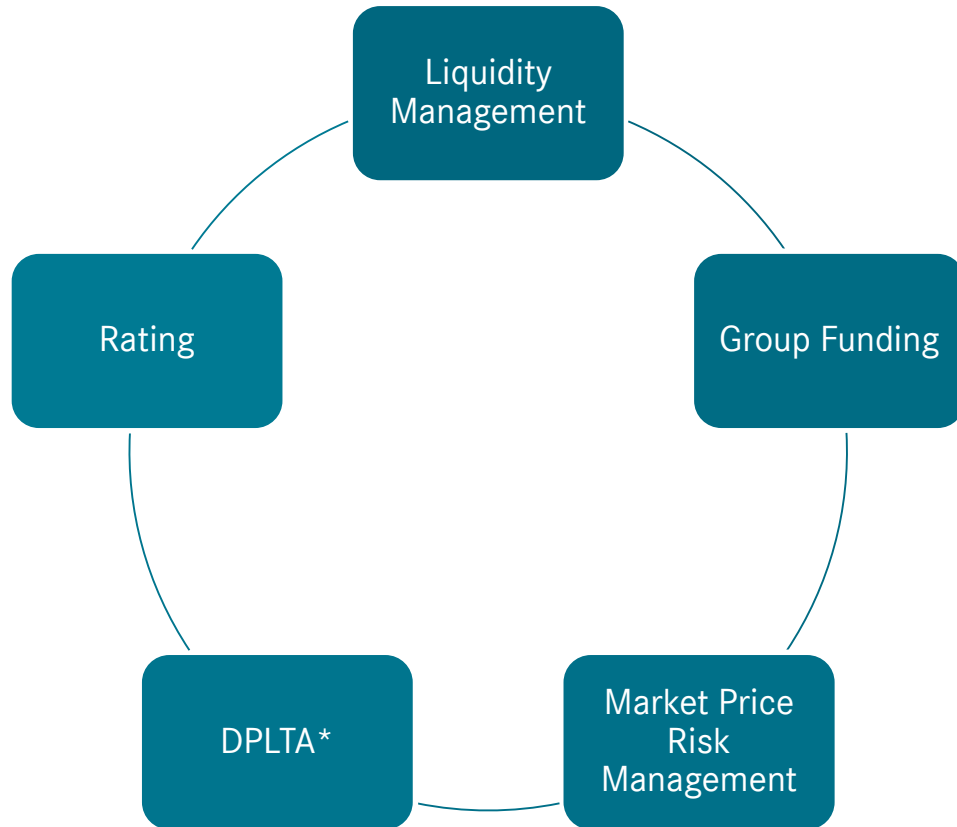
Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

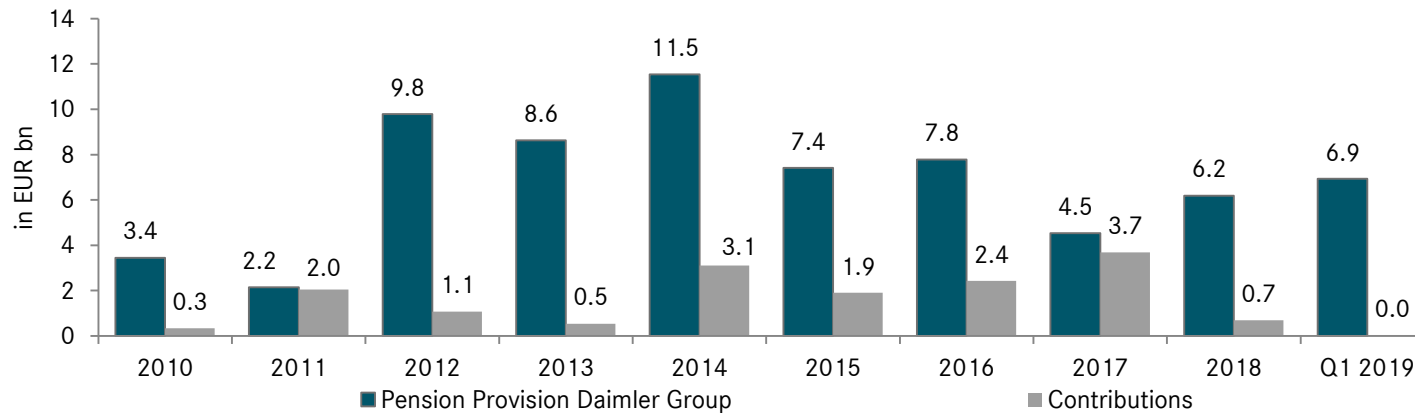
Project Future – Financial Principles for “One Credit”



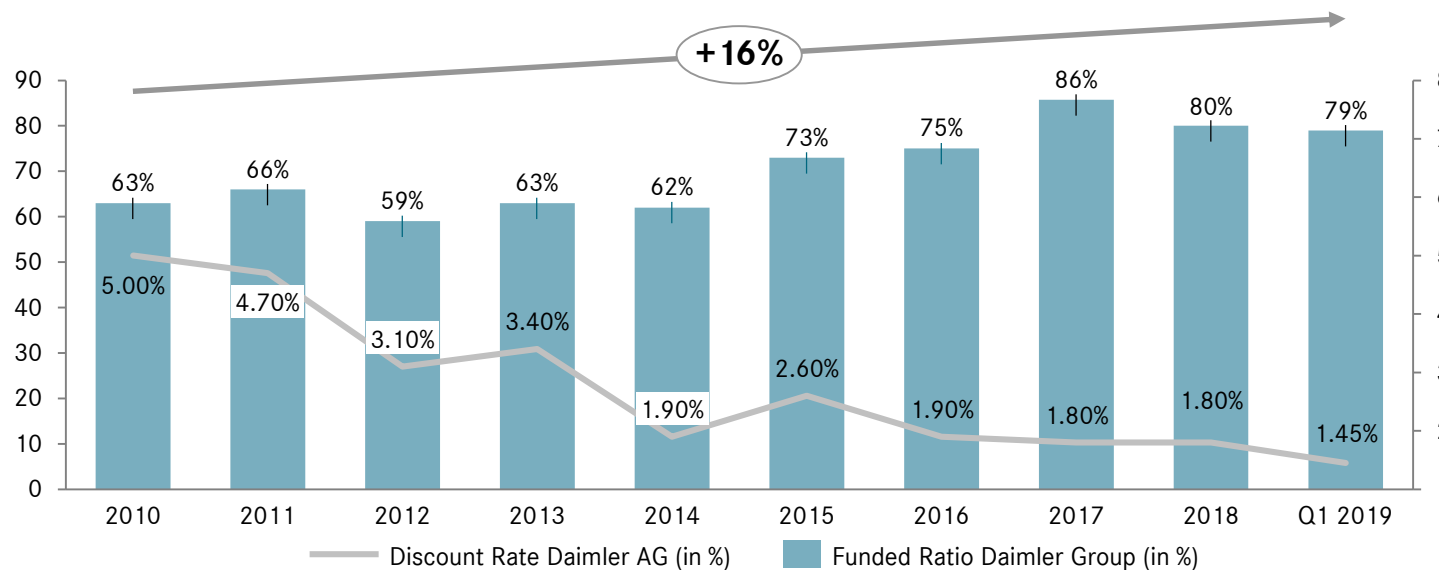
- **Centralized steering of Group liquidity**
- **Centralized steering of group funding** supported by written guarantees
- **Centralized management** of the **impact** of **market fluctuations** (FX, Interest, Commodities, Pension Assets)
- **DPLTAs*** guarantee **access to all operating cash flows**
- **Strong commitment to maintain** Daimler’s **strong credit profile**

* DPLTA: Domination and Profit & Loss Transfer Agreement

Daimler pension funded ratio increased to 79% since 2010



■ Significant contributions of EUR 15.9bn since 2010 support the **solid capital structure**

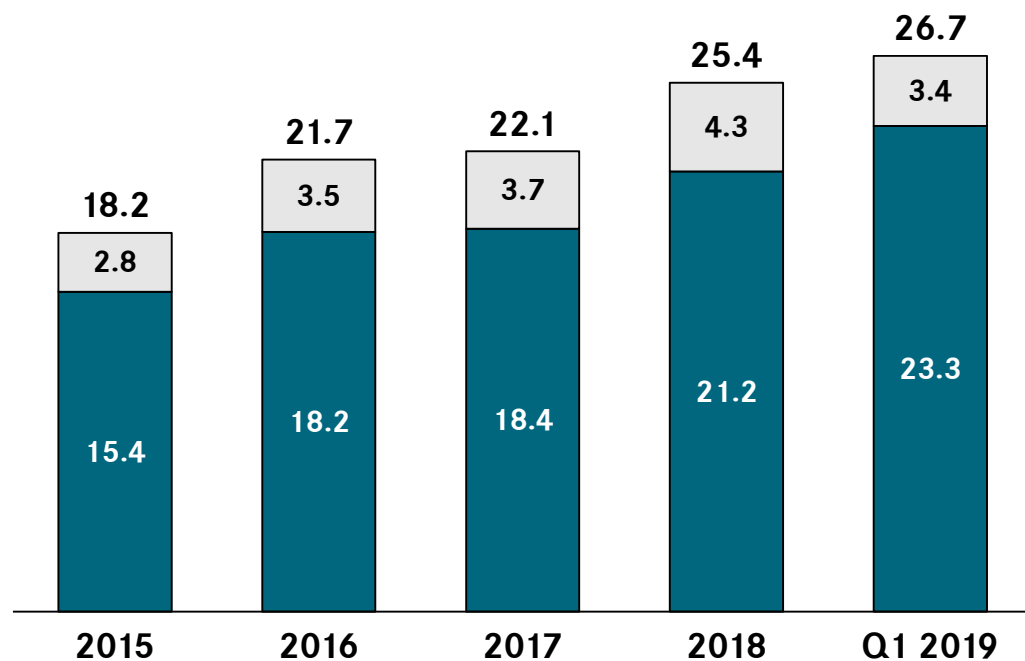


■ Even though German Discount Rate decreased significantly since 2010, **Funded Ratio increased by 16%**

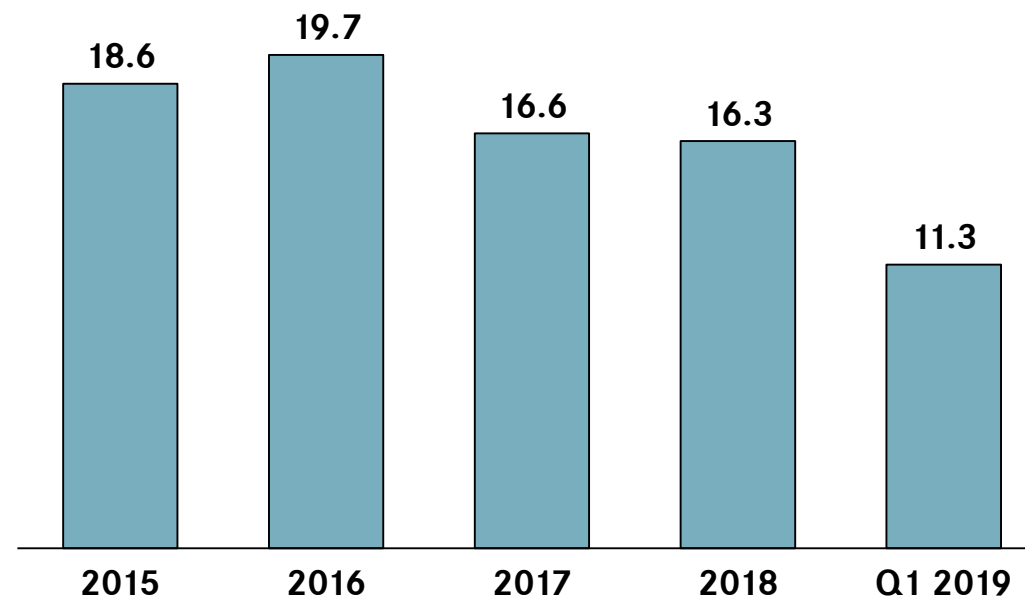
Daimler follows a prudent financial management approach and further strengthened the balance sheet...

Gross Group Liquidity (in bn EUR)

Financial Services
Industrial Business



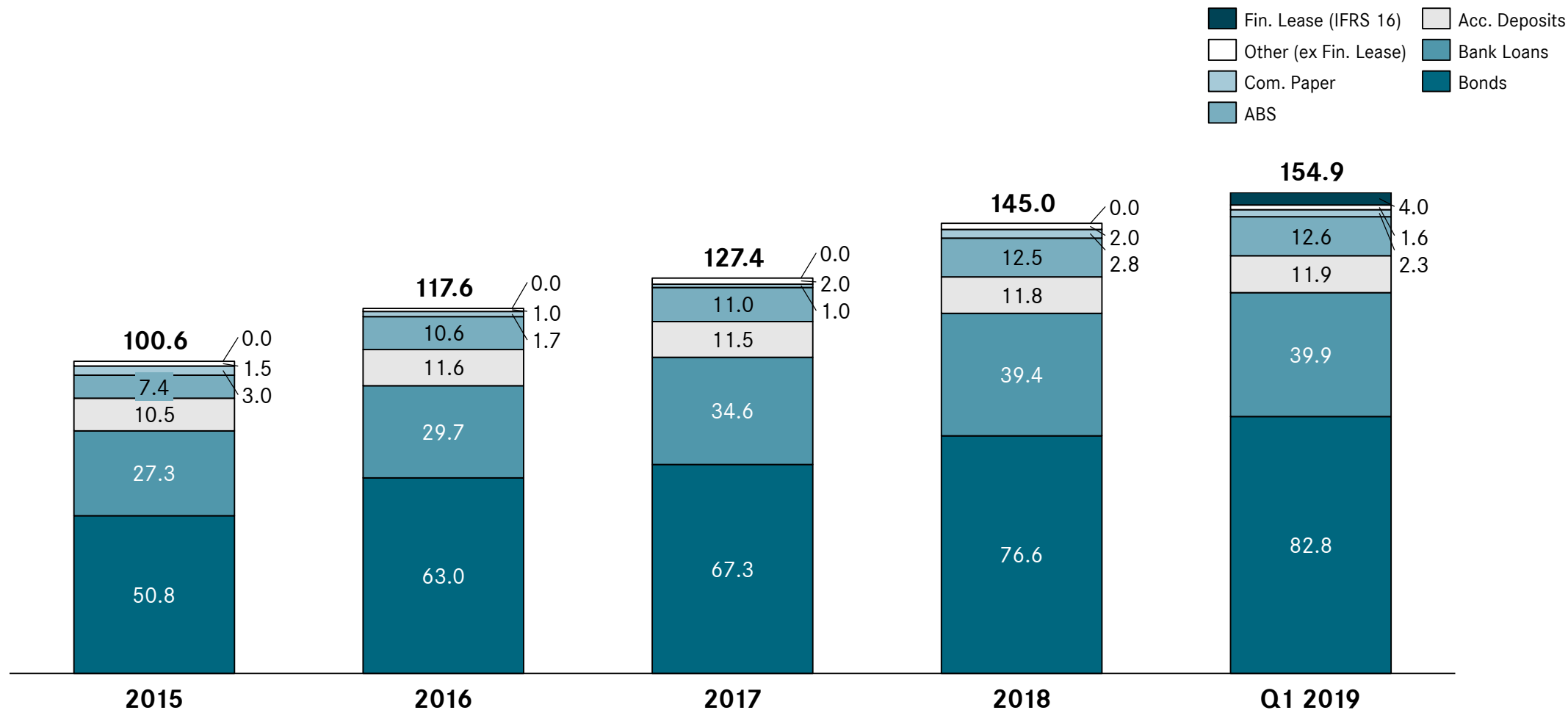
Net Industrial Liquidity (in bn EUR)



Note: Figures may not be additive due to rounding.

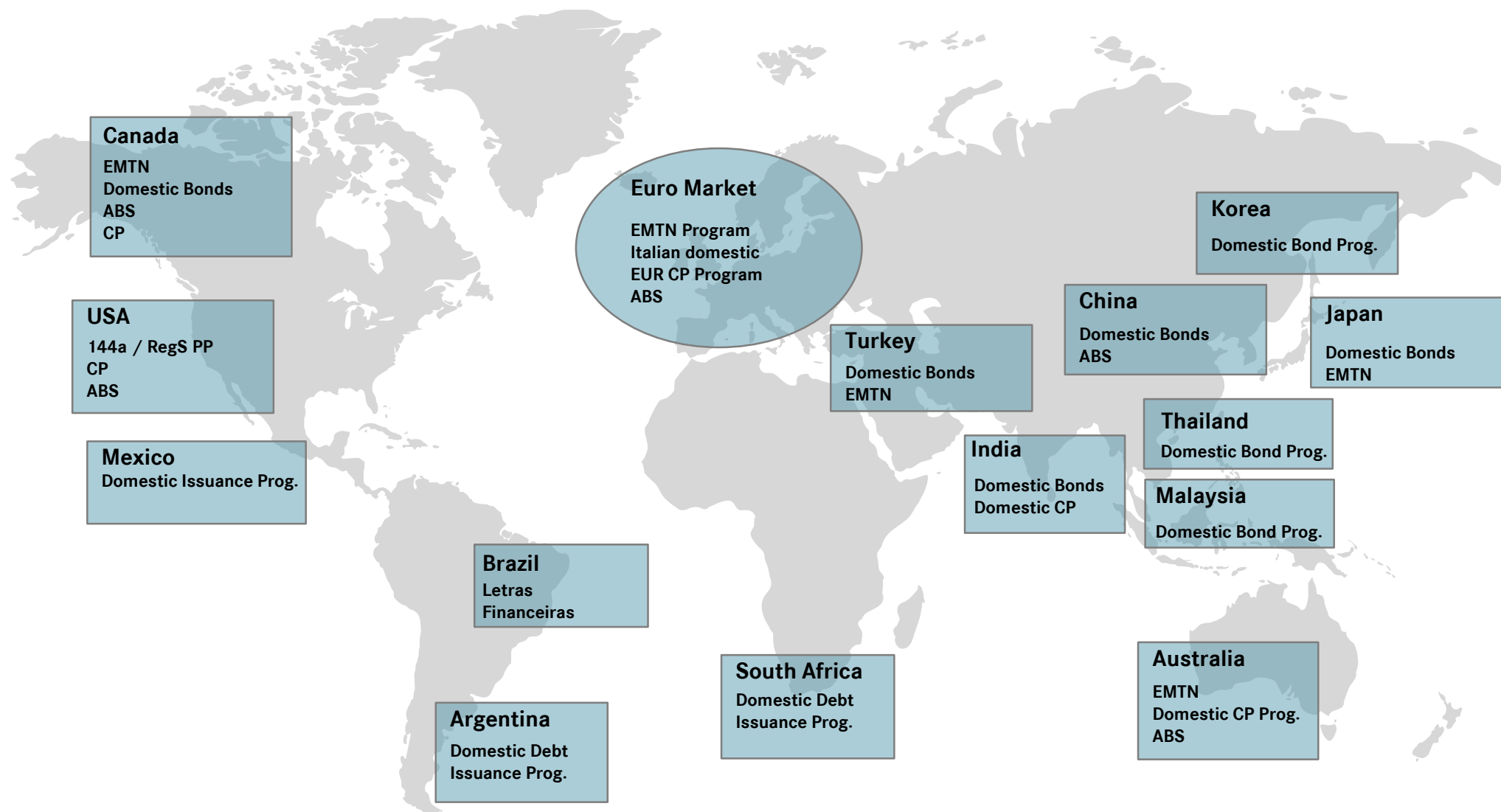
Financing Liabilities with a balanced mix

in billions of EUR



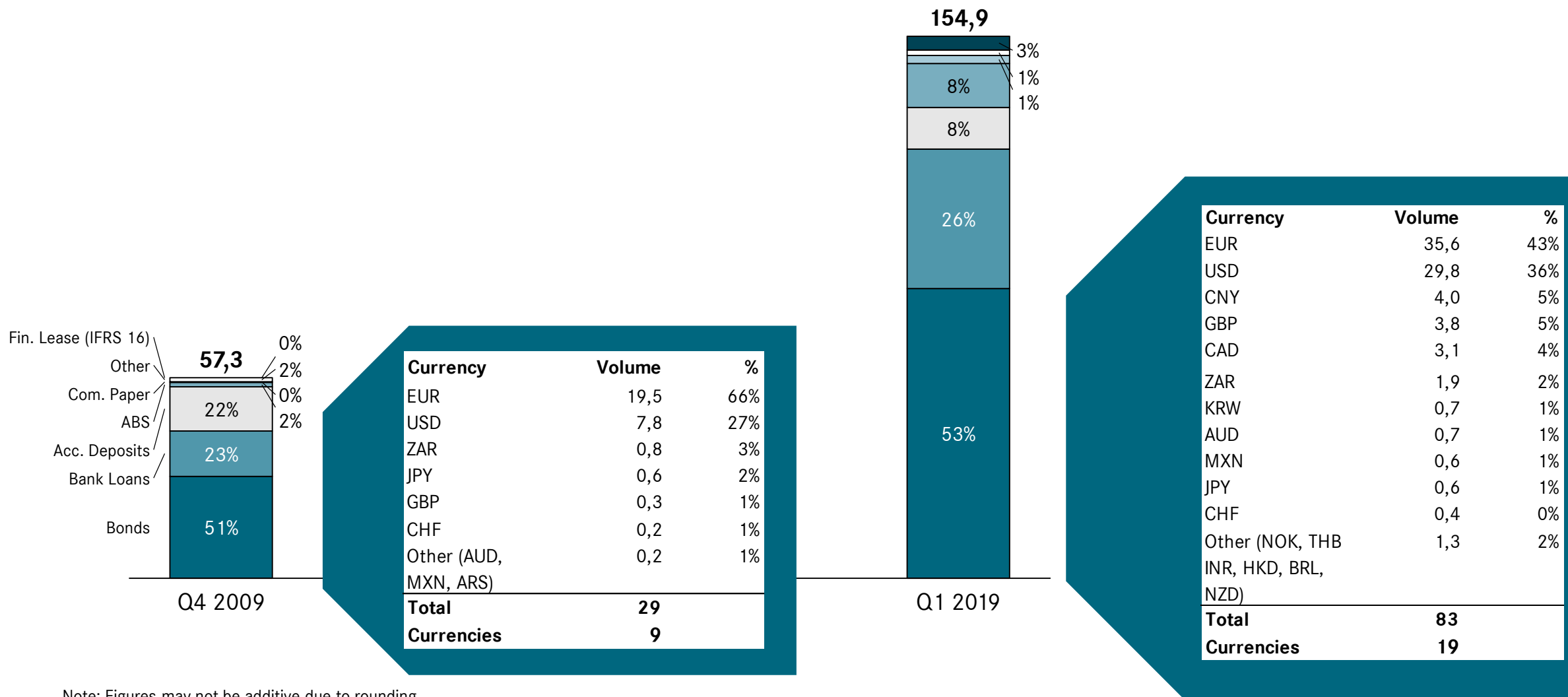
Note: Figures may not be additive due to rounding.

Consequent Development to Global Capital Market Funding Diversification will continue



Funding base further diversified to a true global set-up

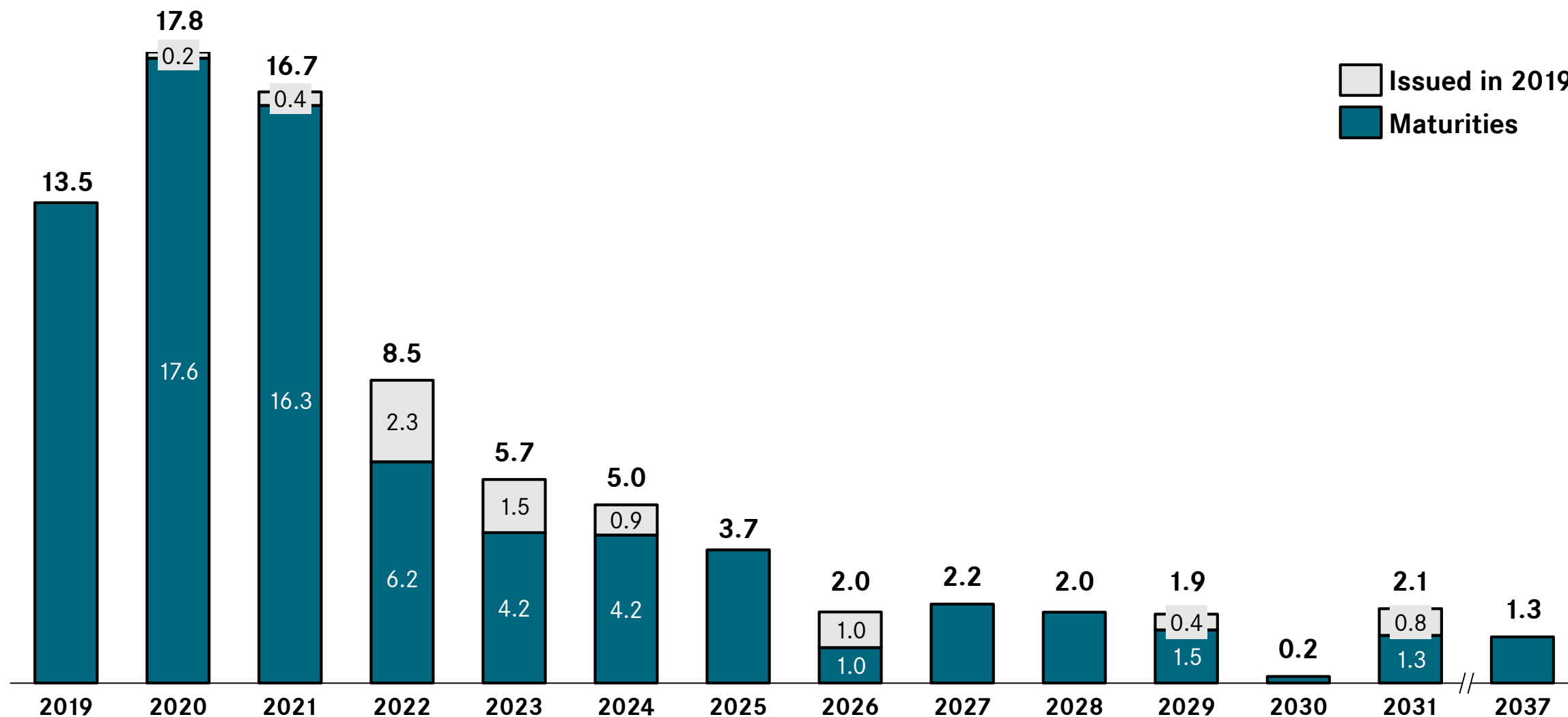
in billions of EUR



Note: Figures may not be additive due to rounding.

Maturity profile further lengthened

in billions of EUR as of 31 March 2019



Solid rating supports Daimler's funding

Current ratings:	S&P:	A stable	A-1
	Moody's:	A2 stable	P-1
	Fitch:	A- stable	F2
	DBRS:	A stable	R-1 (low)
	Scope:	A stable	S-1
Daimler target:	Sustaining the A rating at all rating agencies		

Contents

Group Financials

Divisional Information

Outlook

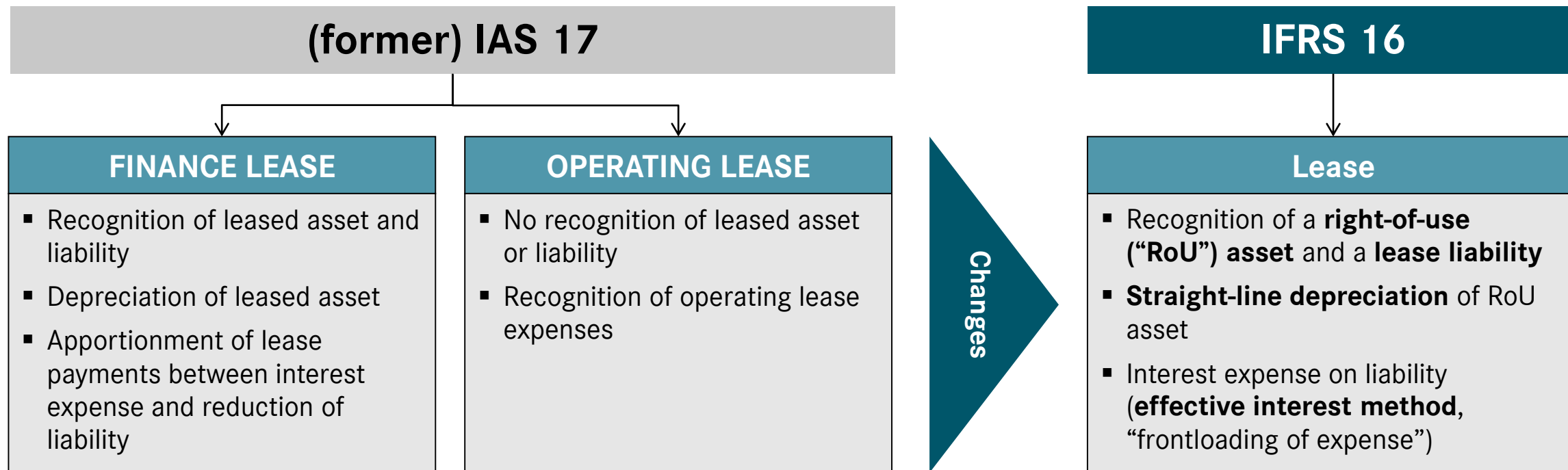
Daimler Group Strategy

Funding

Appendix



Initial application of IFRS 16



- IFRS 16 is a new standard regarding primarily lessee accounting. Lessor accounting is principally not affected.
- Daimler will apply IFRS 16 for the first time for the financial year beginning January 1, 2019.
- No restatement of Financial Statements 2018 (modified retrospective approach).
- Daimler used simplifications available under IFRS 16 for transition (e.g. right-of-use asset is principally recognized with the same amount as the lease liability).

Key balance sheet and financial figures

in billions of euros

Daimler Group	Dec. 31, 2018	March 31, 2019
Equity ratio	22.2%	21.6%
Gross liquidity	25.4	26.7
Funded status of pension obligations	-6.2	-6.9
<i>Funding ratio</i>	80%	79%*
Industrial business		
Equity ratio	42.8%	39.2%
Net liquidity	16.3	11.3
Free cash flow (January-March)	1.8	-2.0

* mainly driven by a reduction of discount rates

Units sales by division

in thousand units

	Q1 2018	Q1 2019	% change
Daimler Group	806.9	773.8	-4
of which			
Mercedes-Benz Cars	594.3	555.3	-7
Daimler Trucks	113.8	115.9	+2
Mercedes-Benz Vans	93.0	97.0	+4
Daimler Buses	5.7	5.5	-4

Revenue by division

in billion euros

	Q1 2018	Q1 2019	% change
Daimler Group	39.8	39.7	-0
of which			
Mercedes-Benz Cars	23.0	21.2	-8
Daimler Trucks	8.6	9.5	+11
Mercedes-Benz Vans	3.1	3.4	+9
Daimler Buses	0.9	0.8	-8
Daimler Financial Services	6.3	6.9	+10

Revenue by region

in billion euros

	Q1 2018	Q1 2019	% change
Daimler Group	39.8	39.7	-0
of which			
Europe	16.4	16.6	+1
<i>of which Germany</i>	6.0	6.4	+7
NAFTA	10.6	11.6	+9
<i>of which United States</i>	9.1	10.1	+12
Asia	10.3	9.0	-13
<i>of which China*</i>	5.2	4.4	-15
Other markets	2.4	2.5	+4

* excluding revenue of not fully consolidated companies

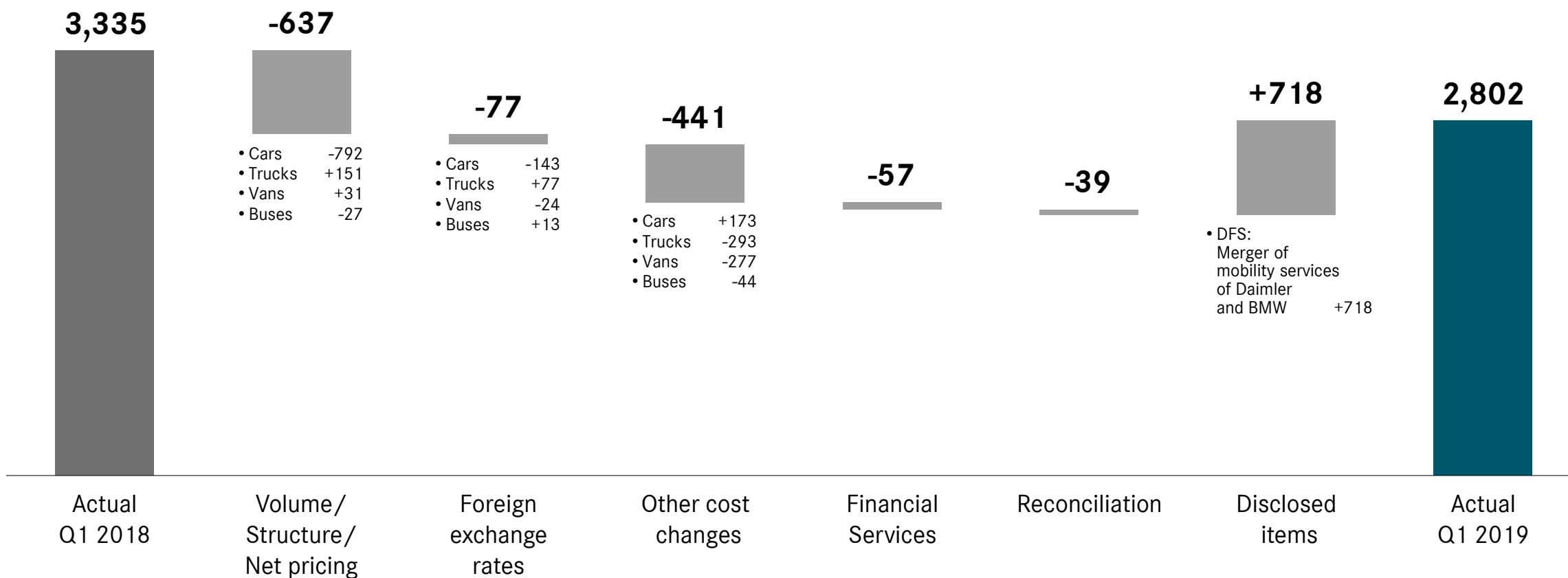
EBIT by division

EBIT in million euros; RoS/RoE in %	Q1 2018		Q1 2019	
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	3,335	8.3	2,802	4.9
of which				
Mercedes-Benz Cars	2,060	9.0	1,298	6.1
Daimler Trucks	647	7.5	582	6.1
Mercedes-Benz Vans	172	5.6	-98	-2.9
Daimler Buses	37	4.4	-21	-2.7
Daimler Financial Services	548	17.9	1,209	35.7
Reconciliation	-129	-	-168	-

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

Group EBIT in Q1 2019

in million euros



Capital expenditure / Research and development

in billion euros

	Investment in property, plant and equipment			Research and development expenditure		
	Actual 2017	Actual 2018	Plan* 2019-2020	Actual 2017	Actual 2018	Plan* 2019-2020
Daimler Group	6.7	7.5	7.3	8.7	9.1	9.2
of which						
Mercedes-Benz Cars	4.8	5.7	5.7	6.6	7.0	7.0
Daimler Trucks	1.0	1.1	1.1	1.3	1.3	1.4
Mercedes-Benz Vans	0.7	0.5	0.2	0.6	0.7	0.5
Daimler Buses	0.1	0.1	0.1	0.2	0.2	0.2
Daimler Financial Services	0.04	0.06	0.05	–	–	–

* average p.a.

Daimler Investor Relations Events Q2-2019

Apr 29 2019	CFO Roadshow	Frankfurt
Apr 30 2019	CFO Roadshow	London
May 7-8 2019	IR Roadshow	New York/Boston
May 10 2019	Treasury/IR Roadshow	Munich
May 27 2019	Treasury/IR Roadshow	Frankfurt
June 6 2019	CEO/CFO Meetings	Stuttgart
June 6 2019	UniCredit Automotive Credit Conference	London
June 7 2019	dbAccess Berlin Conference	Berlin
June 11 2019	J.P. Morgan European Automotive Conference	London

For latest dates please see <https://www.daimler.com/investors/events/roadshows/>

Daimler Investor Relations Financial Calendar 2019

Feb 06 2019 **Annual Press Conference 2019 / Full Year Results 2018**

Feb 07 2019 **Investor and Analyst Conference**

Feb 15 2019 **Annual Report 2018 online available**

Apr 26 2019 **Interim Report 1st Quarter 2019**

May 22 2019 **Annual Meeting 2019**

Jul 24 2019 **Interim Report 2nd Quarter 2019**

Oct 24 2019 **Interim Report 3rd Quarter 2019**

For latest dates please see <https://www.daimler.com/investors/events/financial-calendar/>

Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates and tariff regulations; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labor strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook for companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending government investigations or of investigations requested by governments and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.

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Weitere Informationen zum offiziellen Kraftstoffverbrauch und den offiziellen spezifischen CO₂-Emissionen neuer Personenkraftwagen können dem „Leitfaden über den Kraftstoffverbrauch und die CO₂-Emissionen neuer Personenkraftwagen“ entnommen werden, der an allen Verkaufsstellen und bei der Deutschen Automobil Treuhand GmbH unter www.dat.de unentgeltlich erhältlich ist.

I) Stromverbrauch und Reichweite wurden auf der Grundlage der VO 692/2008/EG ermittelt. Stromverbrauch und Reichweite sind abhängig von der Fahrzeugkonfiguration[, insb. von der Auswahl der Höchstgeschwindigkeitsbegrenzung].

II) Die angegebenen Werte sind die ermittelten „NEFZ-CO₂-Werte“ i.S.v. Art. 2 Nr. 1 Durchführungsverordnung (EU) 2017/1153. Die Kraftstoffverbrauchswerte wurden auf Basis dieser Werte errechnet. Der Stromverbrauch wurde auf der Grundlage der VO 692/2008/EG ermittelt. Als Bemessungsgrundlage für die Kraftfahrzeugsteuer kann ein höherer Wert maßgeblich sein. [Die Reichweite wurde auf der Grundlage der VO 692/2008/EG ermittelt. Als Bemessungsgrundlage nach dem EmoG ist ein anderer Wert maßgeblich.]