

# WINNING THE FUTURE



BY BUILDING OUTSTANDING MOBILITY SERVICES

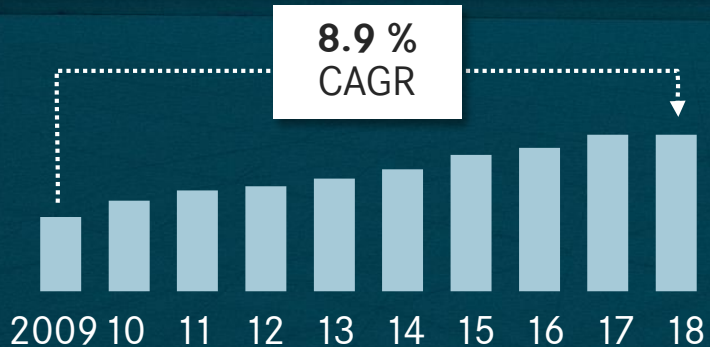
LAS VEGAS, JANUARY 8, 2019  
KLAUS ENTENMANN, CEO DAIMLER FINANCIAL SERVICES AG

**DAIMLER**  
Daimler Financial Services

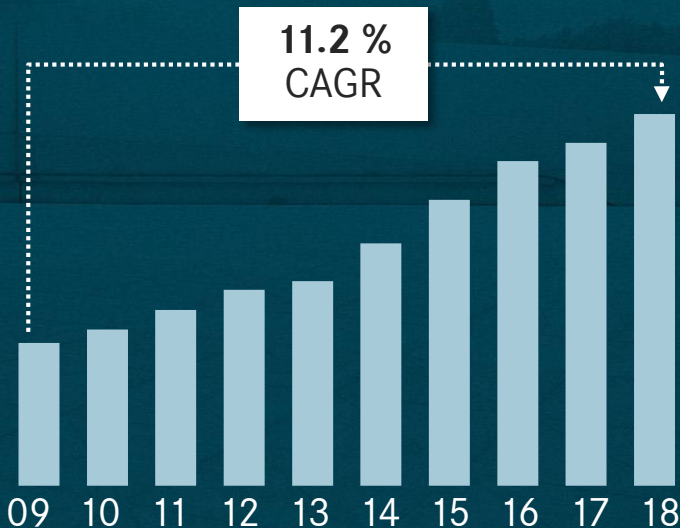


# WE HAVE CONSTANTLY GROWN OUR CORE BUSINESS – MOBILITY SERVICES OFFER NEW OPPORTUNITIES

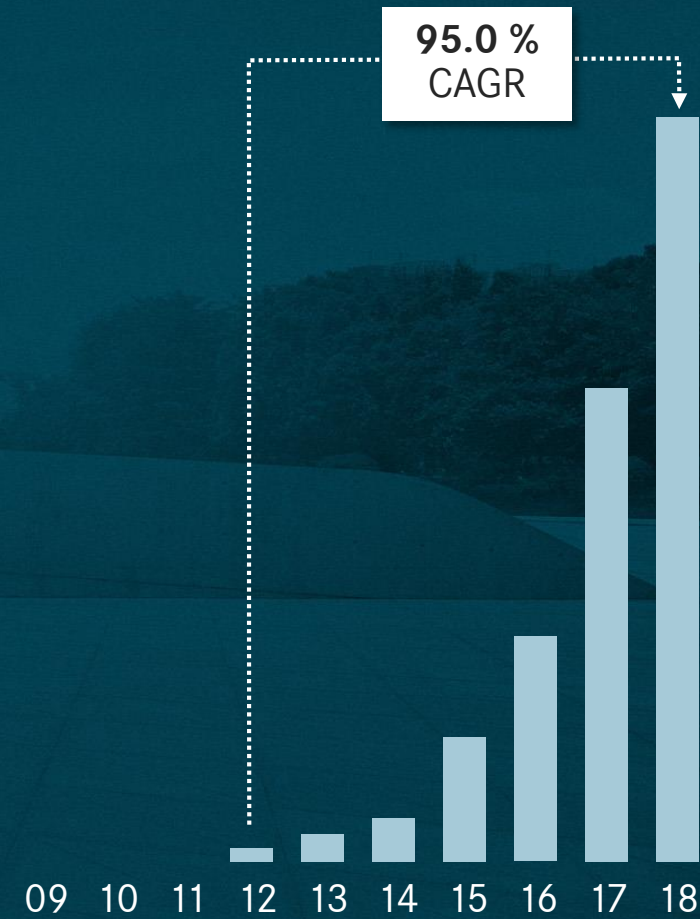
## DAIMLER GROUP UNIT SALES



## DAIMLER FINANCIAL SERVICES CONTRACT VOLUME



## MOBILITY SERVICES CUSTOMERS

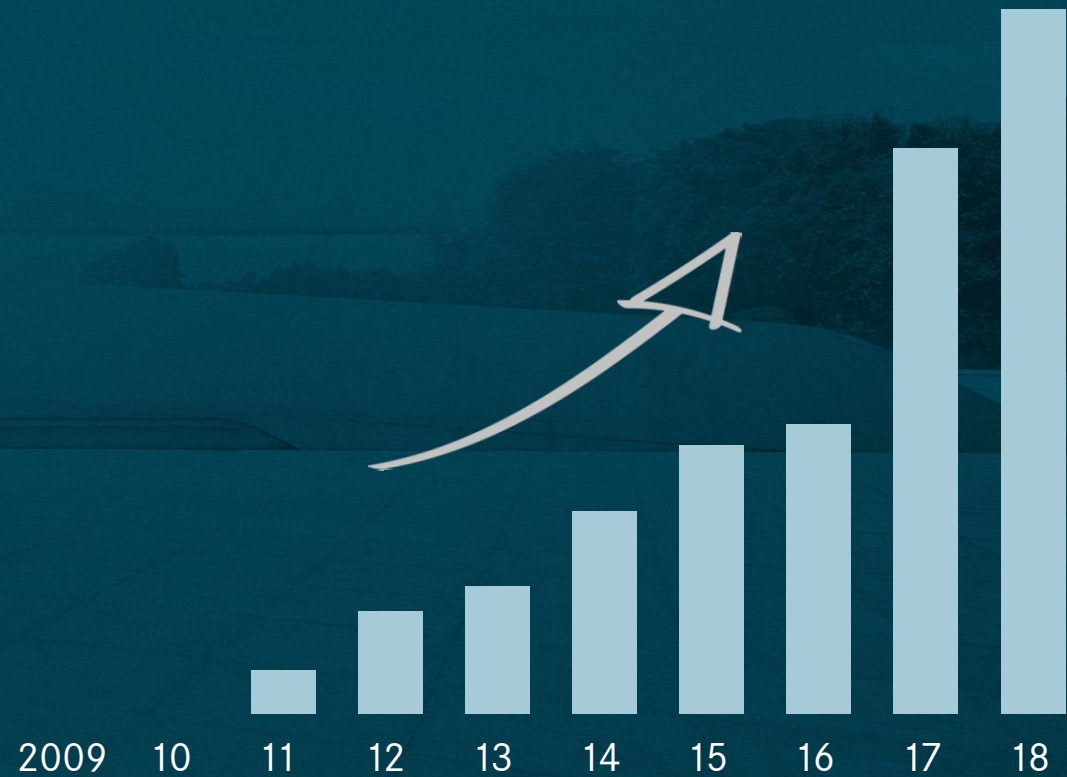


# OUR FINANCIAL STRENGTH ALLOWS US TO SIGNIFICANTLY INVEST IN FUTURE PROFIT POOLS

**+50% investment growth @ DAI (2018 vs 2014)**

**~€150bn financing & leasing portfolio\* @ DFS**

**MOBILITY SERVICES INVESTMENTS [€ mn]**



\* Per Sep 30, 2018



# DAIMLER FINANCIAL SERVICES – A DIVISION OF DAIMLER



**MERCEDES-BENZ  
CARS**

**MERCEDES-BENZ  
VANS**

**DAIMLER FINANCIAL  
SERVICES**

**DAIMLER  
TRUCKS**

**DAIMLER  
BUSES**



# WE ARE GETTING READY FOR THE FUTURE BY **DIVERSIFYING** OUR BUSINESS



**FLEET  
MANAGEMENT**



**BANKING**



**CAR SHARING**



**INSURANCE**



**RIDE HAILING**



**FINANCING  
/LEASING**



**MULTI-MODAL  
SOLUTIONS**





# 2019 WILL WITNESS THE BIRTH OF A NEW COMPANY NAME

Today's Daimler Financial Services AG will become ...

# DAIMLER MOBILITY AG



# CONTENT

**01** Our strategic rationale

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**02** Our business set-up

---

**03** Our verticals

---

**04** Our way forward

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# INCREASINGLY MORE URBAN CUSTOMERS PREFER TO CONSUME **MOBILITY AS A SERVICE**



**TODAY**

**TOMORROW**

Becoming  
a trillion \$  
market  
opportunity?

**BUYING**

(car-based) mobility as a product

**CONSUMING**

(car-based) mobility as a service



# OUR MAIN STRATEGIC TARGETS WHEN IT COMES TO MOBILITY SERVICES

**Diversify own business** towards the **new and fast growing** market segment of (autonomous) mobility services and tap into **future profit pools for Daimler Group** by building...

... Customer base [and data]

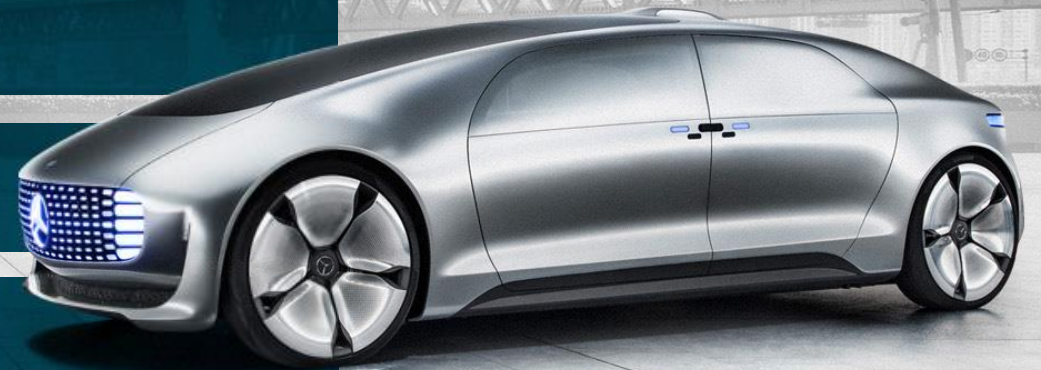
... Operational know-how\*

... Technological capabilities (& talent pool)\*

... Brand awareness

... Geographical footprint

... City relationships



\* including pre-requisites for autonomous driving services



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# WE HAVE BUILT A LEADING MOBILITY SERVICES PORTFOLIO

 Intelligent Apps.

FULL/MAJORITY OWNERSHIP



CLEVER TAXI



MINORITY SHAREHOLDINGS



BLACKLANE



Careem

FLIXBUS

DAIMLER IS LEADING THE WAY AMONGST OEMs!



# THREE STRATEGIC FOCUS AREAS OF OUR ON-DEMAND MOBILITY BUSINESS



**A** Intelligent Apps.



## CAR SHARING

Manage IoT fleets & strengthen MB brand

## RIDE-HAILING

Scale customer base & geographic footprint

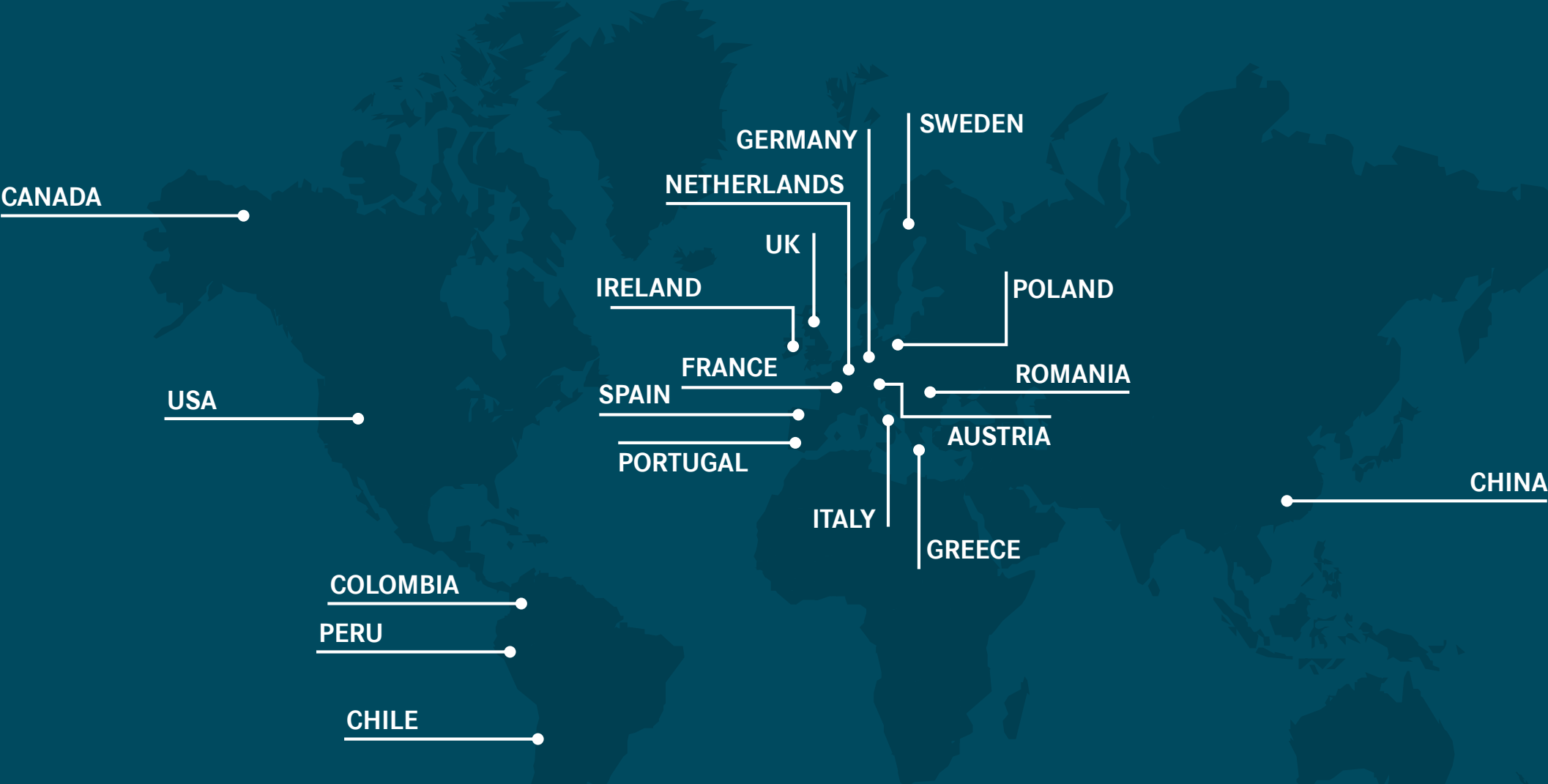
## MULTI-MODAL

Build mobility marketplace & city relationships

**ALL VERTICALS: TECHNOLOGICAL & OPERATIONAL CAPABILITIES FOR ON-DEMAND SERVICES:  
SOFTWARE DEVELOPMENT, DATA SCIENCE, UI/UX, PERFORMANCE MARKETING, ETC.**

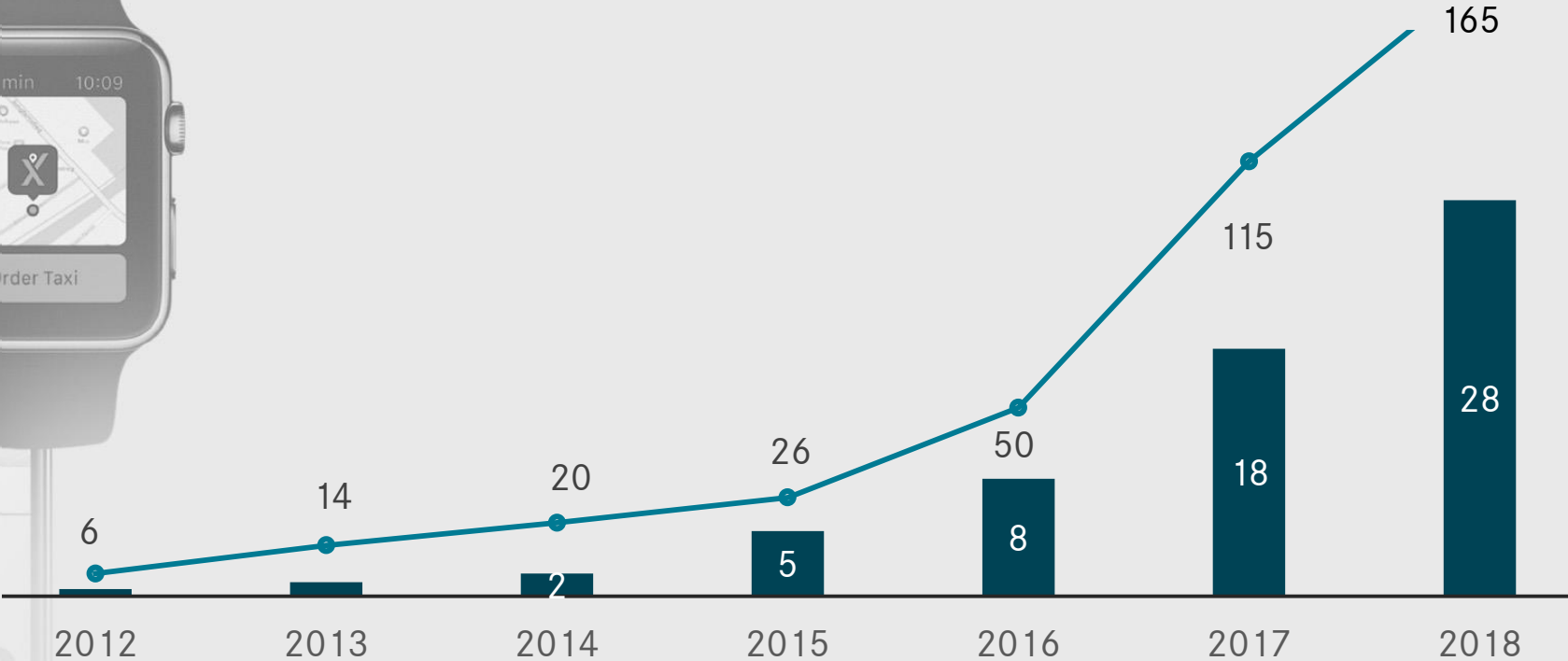


# OUR MOBILITY OFFERS ARE AVAILABLE IN 19 COUNTRIES





# DAIMLER MOBILITY SERVICES HAS ACCELERATED GROWTH



■ Transactions [mn]  
■ Customers [mn]

45  
CITIES

65  
CITIES

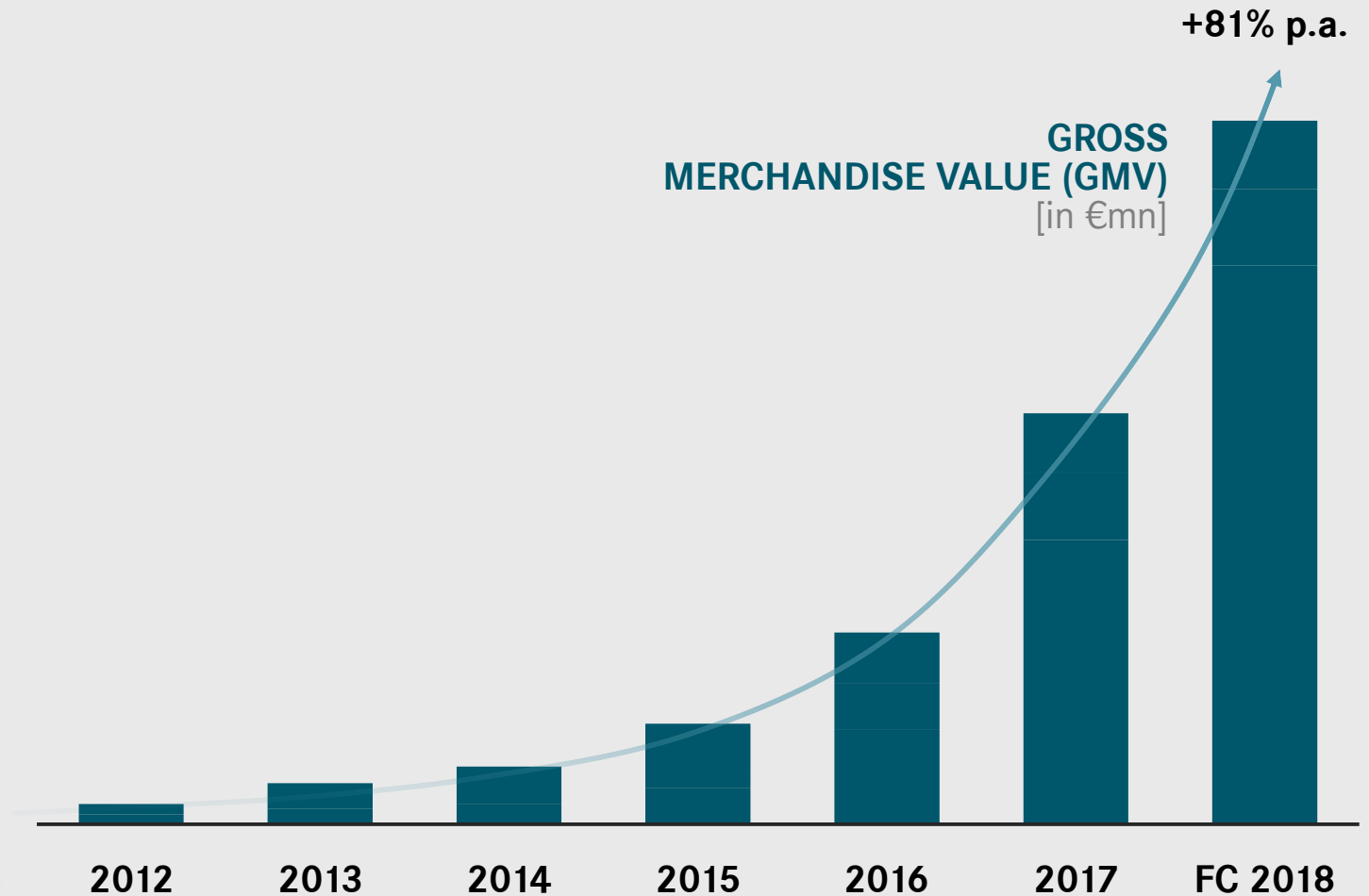
80  
CITIES

100  
CITIES

130  
CITIES



# GMV DRIVES VALUE – WE HAVE DRIVEN GMV





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# CAR2GO HAS INVENTED FLEXIBLE CAR SHARING AND BUILDS A STRONG BASIS FOR HANDLING IoT FLEETS




 3.3 mn Customers

 25 Cities

 8 Countries

 14,000 Vehicles

 22 mn Rentals

\*YTD Nov 2018 vs. YTD Nov 2016



# EVERYDAY, OVER 10,000 RIDES ARE ELECTRIC



## 3 EV LOCATIONS

Stuttgart, Amsterdam and Madrid



## 10,000 E-RIDES PER DAY

Every tenth kilometer driven in a car2go is electric.



## 80MN KILOMETERS

car2go members have already driven more than 80 million electric kilometers.

Next step: car2go will launch fully-electric fleet with 400 vehicles in Paris in January 2019




# INTELLIGENT APPS IS AMONGST THE TOP 10 RIDE-HAILING COMPANIES – SCALING CUSTOMER BASE AND FOOTPRINT


 Intelligent Apps.



 17 mn Customers

 116 Cities

 16 Countries

 6 Rides per second



# INTELLIGENT APPS COVERS DIFFERENT MARKET SEGMENTS DEPENDING ON REGULATORY ENVIRONMENT



**LICENSED TAXI**  
IN EUROPE



**PRIVATE HIRE VEHICLES**  
IN EUROPE

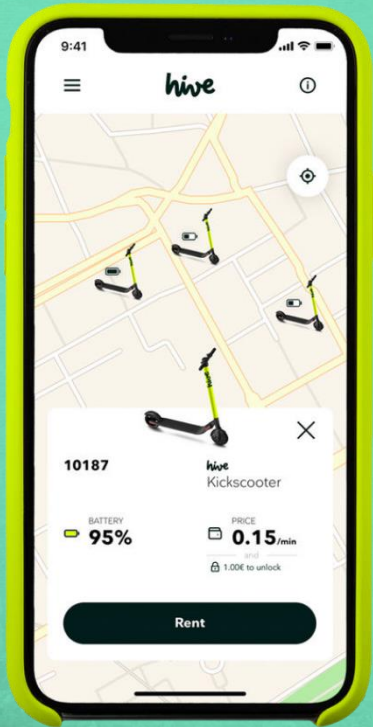


**PRIVATE HIRE VEHICLES**  
IN LATIN AMERICA





# MYTAXI HAS LAUNCHED E-SCOOTER ACTIVITIES



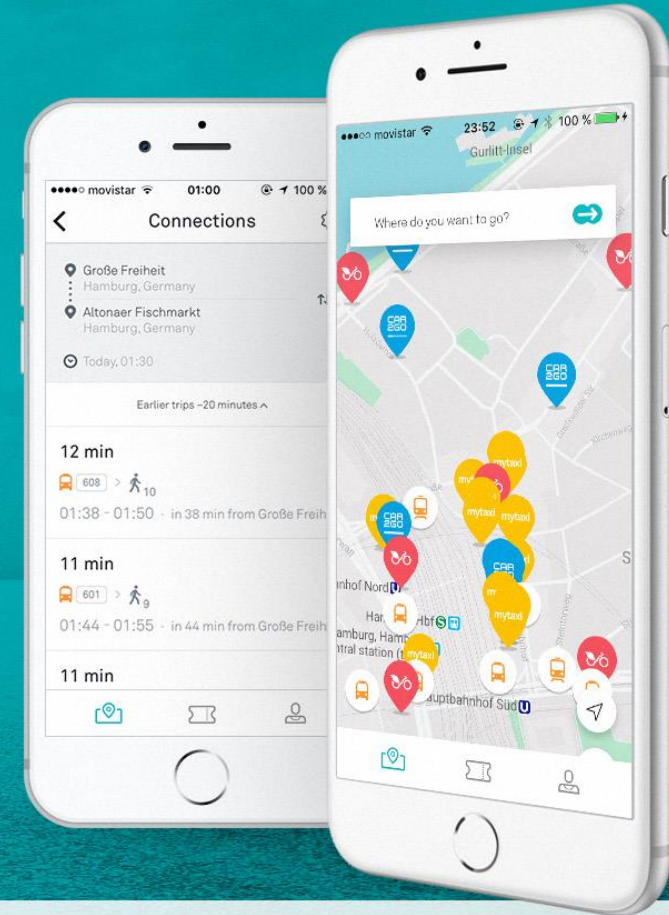
hive

- Launched in Lisbon, Portugal
- Pilot live since Q4 2018
- 300+ Scooters
- Fully electric, renewable energy
- Aggressive scaling in 2019








# MOOVEL IS CREATING A MOBILITY MARKETPLACE TO AGGREGATE OPTIONS AND BUILD CITY RELATIONSHIPS




 >6 mn Customers

 20 Cities

 2 Countries

 28 aggregated services

 25 mn transactions\*\*



# MOOVEL PROVIDES A FULL-FLEDGED MOBILITY-AS-A-SERVICE SOLUTION

1

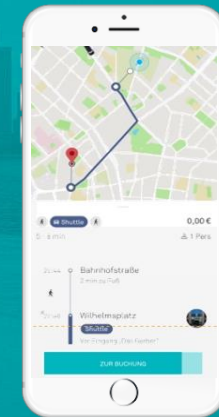
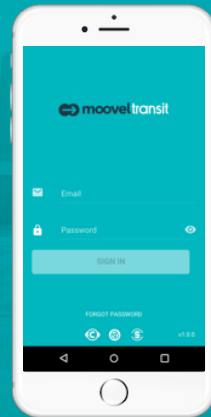
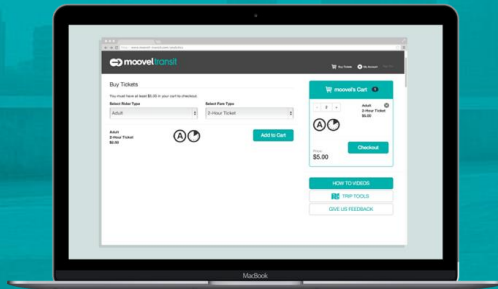
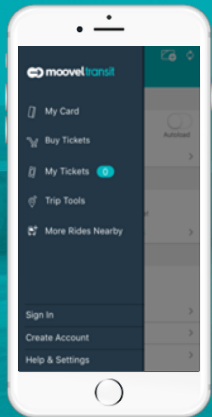
2

3

4

5

6



Mobility Apps  
B2C & B2B

White Label Web

Inspector  
Application

TOMS  
(Transaction and Operations  
Management System)

Fare Connect

On-Demand



# MOOVEL PROVIDES RESPONSIVE SHUTTLE TECHNOLOGY (SOFTWARE AS A SERVICE)

EXAMPLE

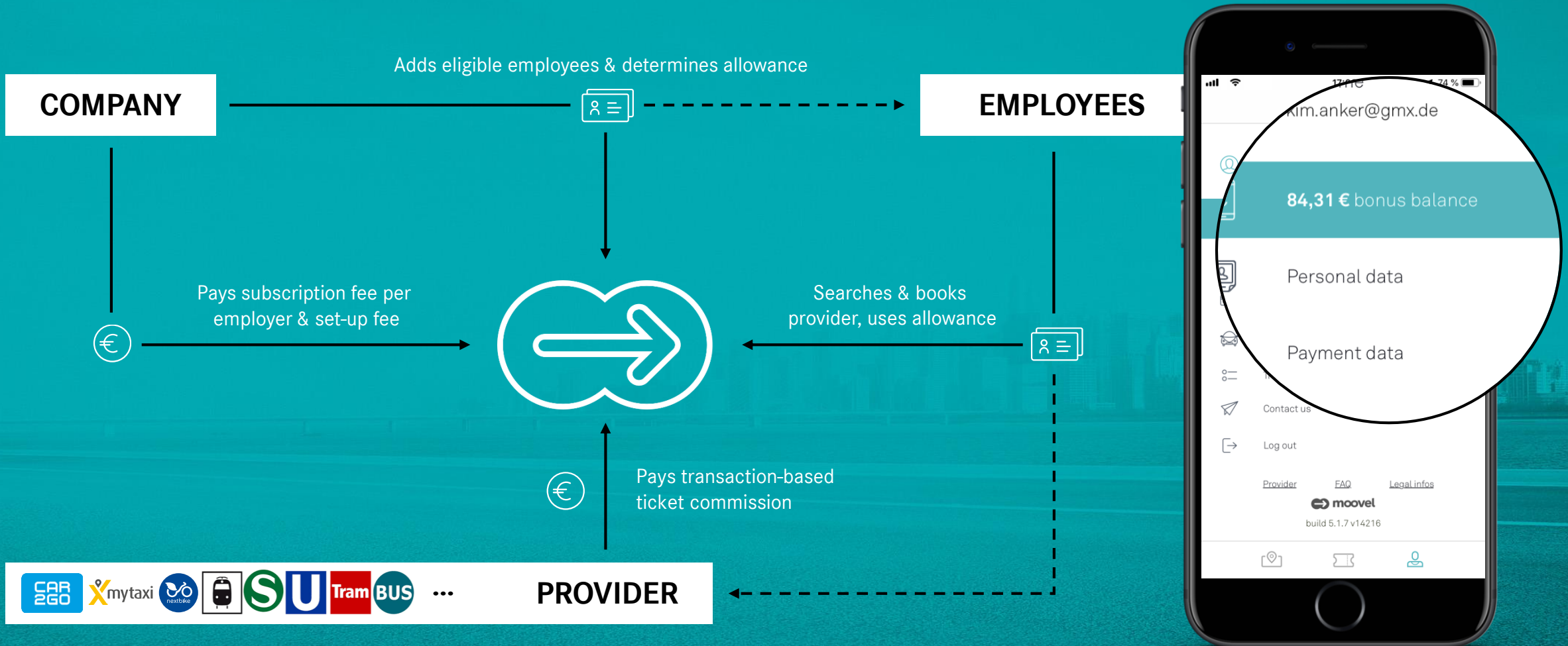
## flexLA

- **Launch:** Q4 2018
- **Operations:** SMS Transportation
- **Partners:** City of LA,  
Mercedes-Benz DTLA





# MOOVEL MANAGES MOBILITY ALLOWANCES FOR CORPORATIONS





# BMW AND DAIMLER WILL JOIN FORCES WHEN IT COMES TO MOBILITY SERVICES

DAIMLER



CAR SHARING	RIDE-HAILING	MULTI-MODAL	CHARGING	PARKING

Daimler and BMW hold a 50% stake in each of the verticals



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# DAIMLER MOBILITY AG WILL FURTHER DEVELOP THE MOBILITY BUSINESS

## DAIMLER MOBILITY SERVICES GmbH\*\* (DMS) WILL ...

C

... **Steer JVs with BMW** and other shareholdings and actively **increase valuation**

... Continuously **analyze** the market for mobility services and tap into **new (investment) opportunities**

... Establish and drive Daimler's **relationships with cities**

A

S\*

E

... Leverage mobility shareholdings for Daimler and **work towards ecosystem**

Develop **service concepts and capabilities** for the era of self-driving car services

... Build and establish scalable **ePayment solutions** for Daimler Group



# DAIMLER WILL **JOIN FORCES WITH GEELY** TO SERVE THE PREMIUM RIDE-HAILING MARKET IN CHINA



## **GEELY** JOINT VENTURE

- Headquartered in Hangzhou
- Initial fleet to include various MB models: S-Class Maybach, S-Class, E-Class, V-Class



# WE ARE ENRICHING THE ECOSYSTEM AROUND THE MERCEDES-BENZ BRAND BY ADDING MOBILITY SERVICES



ENHANCE PRODUCT EXPERIENCE

SUPPORT VEHICLE SALES

STRENGTHEN BRAND PERCEPTION

USE MOBILITY FOR R&D PURPOSES

DRIVE “GREEN” BUSINESS OF DAIMLER



# AUTONOMOUS DRIVING TECHNOLOGY WILL REINFORCE THE SURGE OF **ON-DEMAND MOBILITY**



**HIGHER  
UTILIZATION  
OF FLEETS**

**LOWER  
PRICE  
PER MILE**

**INCREASING  
CUSTOMER  
DEMAND**



# WE WILL START A PUBLIC DEMONSTRATION OF SELF-DRIVING CAR SERVICES IN 2019



## AUTONOMOUS TRIAL IN SAN JOSÉ, CA



Automated S-Class vehicles



Start in H2 2019



SAE LEVEL 4/5



Joint pilot of Daimler & Bosch



# DAIMLER IS WELL PREPARED TO SHAPE THE FUTURE OF MOBILITY



LEADING OEM MOBILITY  
SERVICES PORTFOLIO

SOLID FOUNDATION TO TAP INTO SIGNIFICANT  
REVENUE AND PROFIT POTENTIAL

CUTTING-EDGE SELF-DRIVING  
VEHICLE TECHNOLOGY



# 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.