

# WINNING THE FUTURE

BY BUILDING OUTSTANDING  
MOBILITY SERVICES

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Chairman of the Board of Management DFS

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CFO & Board Member DFS

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Head of Mobility Services DFS

Daimler Full-Year Disclosure – February 1, 2018



**DAIMLER**

**Daimler Financial Services**



# DAIMLER FINANCIAL SERVICES

A division of Daimler



**MERCEDES-BENZ  
CARS**

**MERCEDES-BENZ  
VANS**

**DAIMLER FINANCIAL  
SERVICES**

**DAIMLER  
TRUCKS**

**DAIMLER  
BUSES**

# WE OFFER A BROAD VARIETY OF FINANCIAL AND MOBILITY SERVICES



**0.4 mn**  
vehicles in fleet management



**0.4 mn**  
banking customers



**3.0mn**  
car2go customers



**4.6 mn**  
insurance policies



**11.1mn**  
mytaxi customers



**4.8 mn**  
financed or  
leased vehicles



**3.7mn**  
moovel customers





”

**WE** CREATE **DEMAND** FOR  
VEHICLES AND SERVICES.

**WE** BUILD **CUSTOMER LOYALTY**  
AND ENSURE **RETENTION**.

**WE** CONTRIBUTE TO DAIMLER'S  
**FINANCIAL SUCCESS**.

**WE** ARE TAPPING INTO THE  
**REVENUE STREAMS** OF TOMORROW.

”



# VARIOUS TRENDS CHANGE **THE WAY WE MOVE** IN OUR CITIES



## **PURCHASING POWER MOVES INTO URBAN AREAS.**

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An increasingly higher share of global GDP will be generated in urban areas.



## **TRAFFIC REGULATION IN CITIES BECOMES TIGHTER.**

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Municipalities around the globe aim at reducing emissions and congestion.



## **SOCIETAL CHANGE: USAGE IS THE NEW OWNERSHIP.**

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The sharing economy is expected to grow into a significant billion dollar market.



## **CONNECTIVITY AND AI TRANSFORM THE WORLD.**

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Investment into Artificial Intelligence is expected to explode.



## **SELF-DRIVING CARS TURN FROM FICTION INTO SCIENCE.**

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Automated driving technology will be ready for commercial use in the next decade.

# WE AIM TO BUILD A HOLISTIC MOBILITY ECOSYSTEM



## OUR AMBITION

“DFS’ AMBITION IS TO BECOME AN ENTIRELY **CUSTOMER-CENTRIC**, FULLY **DIGITIZED**, INTEGRATED **FINANCIAL & MOBILITY** SERVICES PROVIDER, OPERATING IN THE MOST **EFFICIENT** WAY.”



# WE ARE GETTING READY FOR THE FUTURE OF MOBILITY

BECAUSE INCREASINGLY MORE CUSTOMERS WILL PREFER TO CONSUME MOBILITY AS A SERVICE



TODAY

**BUYING**

(car-based) mobility as a product

TOMORROW

**CONSUMING**

(car-based) mobility as a service





# OUR STRATEGIC TARGETS WHEN IT COMES TO MOBILITY SERVICES

Tap into new/additional revenue and profit sources

Extend Daimler ecosystem around the connected car

Build service capabilities for the era of self-driving cars





# THREE AREAS OF ACTIVITY IN MOBILITY SERVICES

## CAR SHARING



car2go



Turo  
shareholding

## RIDE-HAILING



mytaxi



CleverTaxi



Beat



Chauffeur  
Privé



Flixbus  
shareholding



Blacklane  
shareholding



Via  
shareholding



Careem  
shareholding

## MULTI-MODAL



moovel

18mn

CUSTOMERS

116mn

INTERACTIONS

>100

CITIES

# THE DFS DIVISION COVERS A BROAD RANGE OF SERVICES

along the extended mobility value chain of tomorrow



## VEHICLE MANUFACTURER

“Somebody needs to **develop, produce** and **sell** the vehicle”



Mercedes-Benz

## ASSET PROVIDER

“Somebody needs to **pay for** and **own** the vehicle”



Mercedes-Benz Financial

Daimler Truck Financial

Mercedes-Benz Insurance

CharterWay



## FLEET OPERATOR

“Somebody needs to **take care** of the vehicles”



Mercedes-Benz Rent

## SERVICE PLATFORM

“Somebody needs to **offer** the individual **mobility service** to customers”



chauffeur privé  
BLACKLANE \*

FLIXBUS \*



Careem

## MULTI-MODAL PLATFORM

“Somebody needs to turn various mobility options into **one-stop-shopping solutions** and ensure integration into **smart city transportation solutions**”



## FUTURE MOBILITY CUSTOMER

Consuming „mobility-as-a-service/**self-driving car services**“

SCOPE OF CURRENT DFS BUSINESS



# DFS REPRESENTS THE **S** IN CASE



SERVICES

**S**

SHARED





## OUR PERFORMANCE

Yet another record year for Daimler Financial Services

## OUR BACKBONE

Our expected growth and our conservative risk management are strengthening the backbone of our future investments

## OUR WAY FORWARD

Our early investments in global mobility services contribute to our competitive advantage



# PERFORMANCE 2017

YET ANOTHER RECORD YEAR FOR  
DAIMLER FINANCIAL SERVICES



**50.5%** PENETRATION  
RATE

Excellent cooperation  
with our brand partners

**140<sub>bn</sub>** € PORTFOLIO

Portfolio growth in all regions  
along with growing sales

**2.0<sub>bn</sub>** € EBIT

Favorable EBIT  
development

High  
efficiency

**0.91%**

OPERATING  
RATIO

Excellent  
risk management

**0.26%**

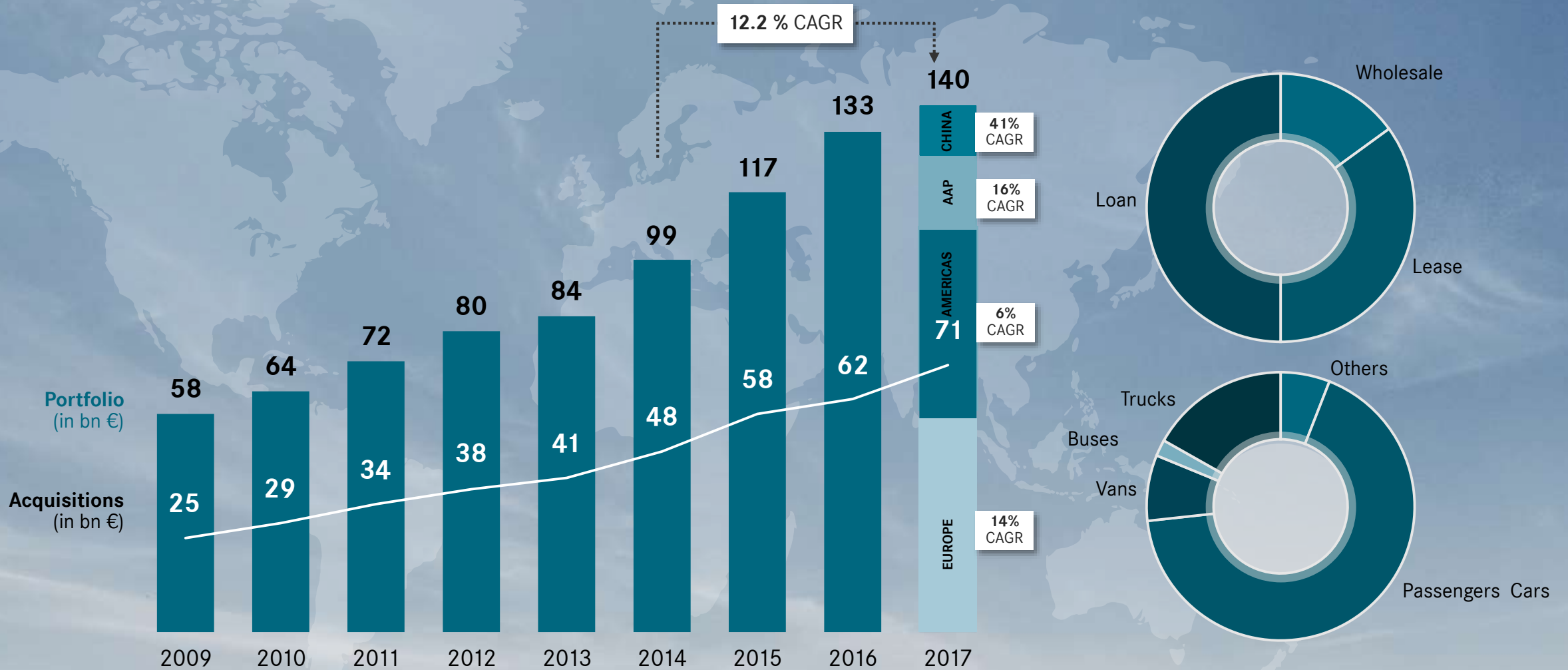
NET CREDIT  
LOSSES

Sustainable  
profitability

**17.6%**

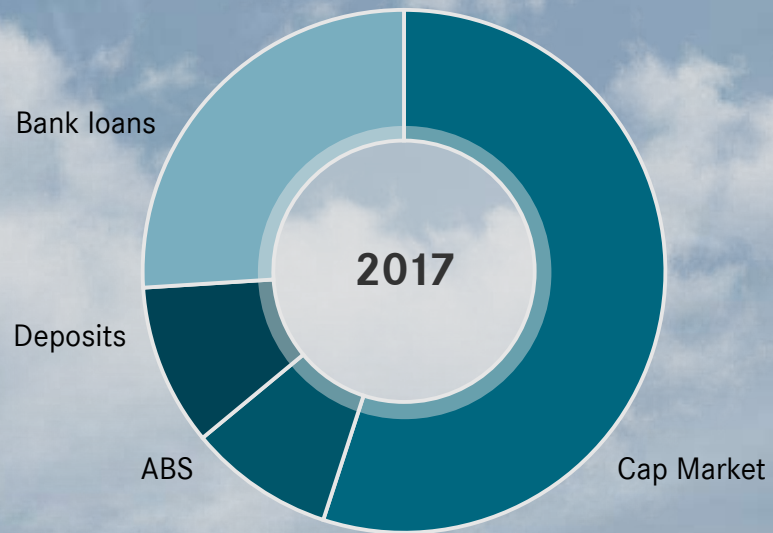
RETURN ON  
EQUITY

# WE OPERATE IN OVER 40 COUNTRIES AND WE HAVE SUCCESSFULLY GROWN OUR PORTFOLIO OVER THE YEARS





# WE MITIGATE RISK AND VOLATILITY THROUGH A BALANCED MIX OF FUNDING INSTRUMENTS AND CLEAR PRINCIPLES



## Capital Markets

Strengthen our global footprint and use market opportunities

## Bank Loans

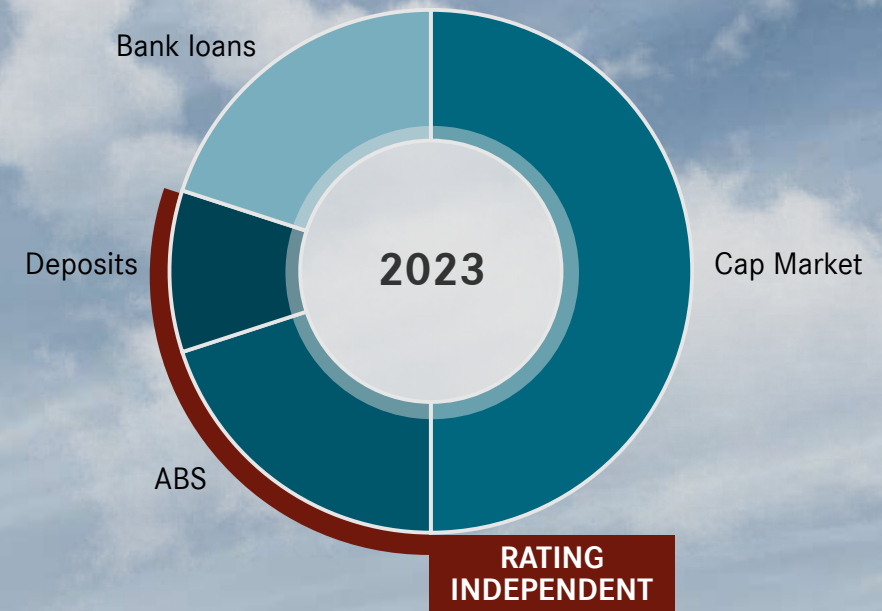
Deepen our excellent bank relationships

## ABS

Globally expand our highly competitive ABS issuances

## Deposit

Maintain well controllable liquidity reserve

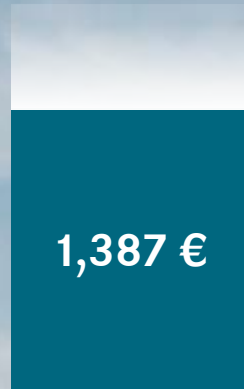


## STRINGENT FUNDING POLICY WORLDWIDE

- Liquidity matched funding
- Interest rate matched funding
- Currency matched funding
- Country matched funding

# WE HAVE THE **FINANCIAL STRENGTH** TO PREPARE FOR THE FUTURE

EBIT  
(in mill)



2014



2015



2016



2017

” OUR STRONG CORE BUSINESS IS THE **FOUNDATION** FOR THE SUSTAINABLE **INVESTMENTS** INTO THE **EXPANSION** OF **OUR MOBILITY ECOSYSTEM** ”

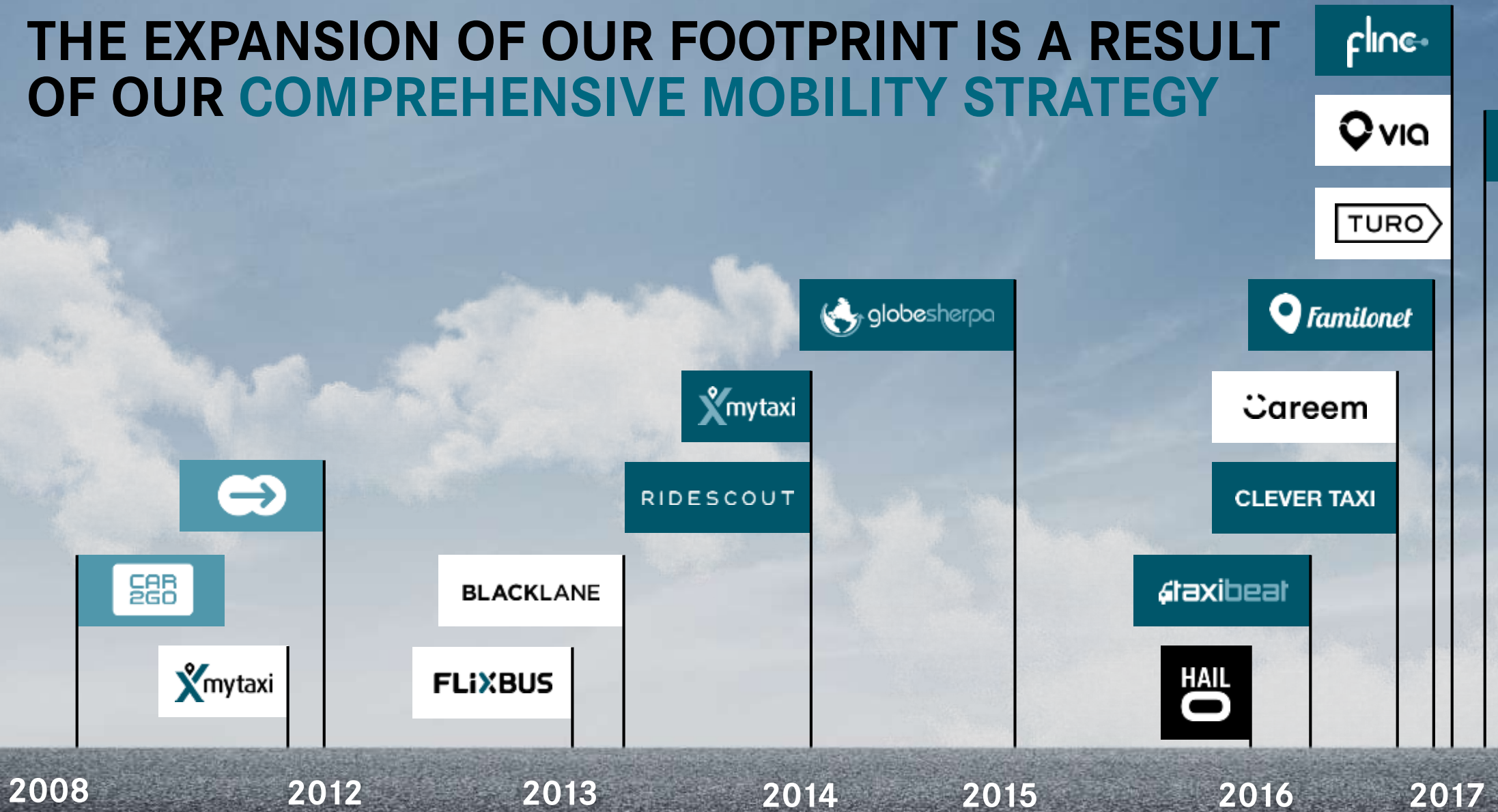


# THE WAY INTO THE MOST PROMISING SEGMENT LEADS THROUGH CURRENT SHARED SERVICES



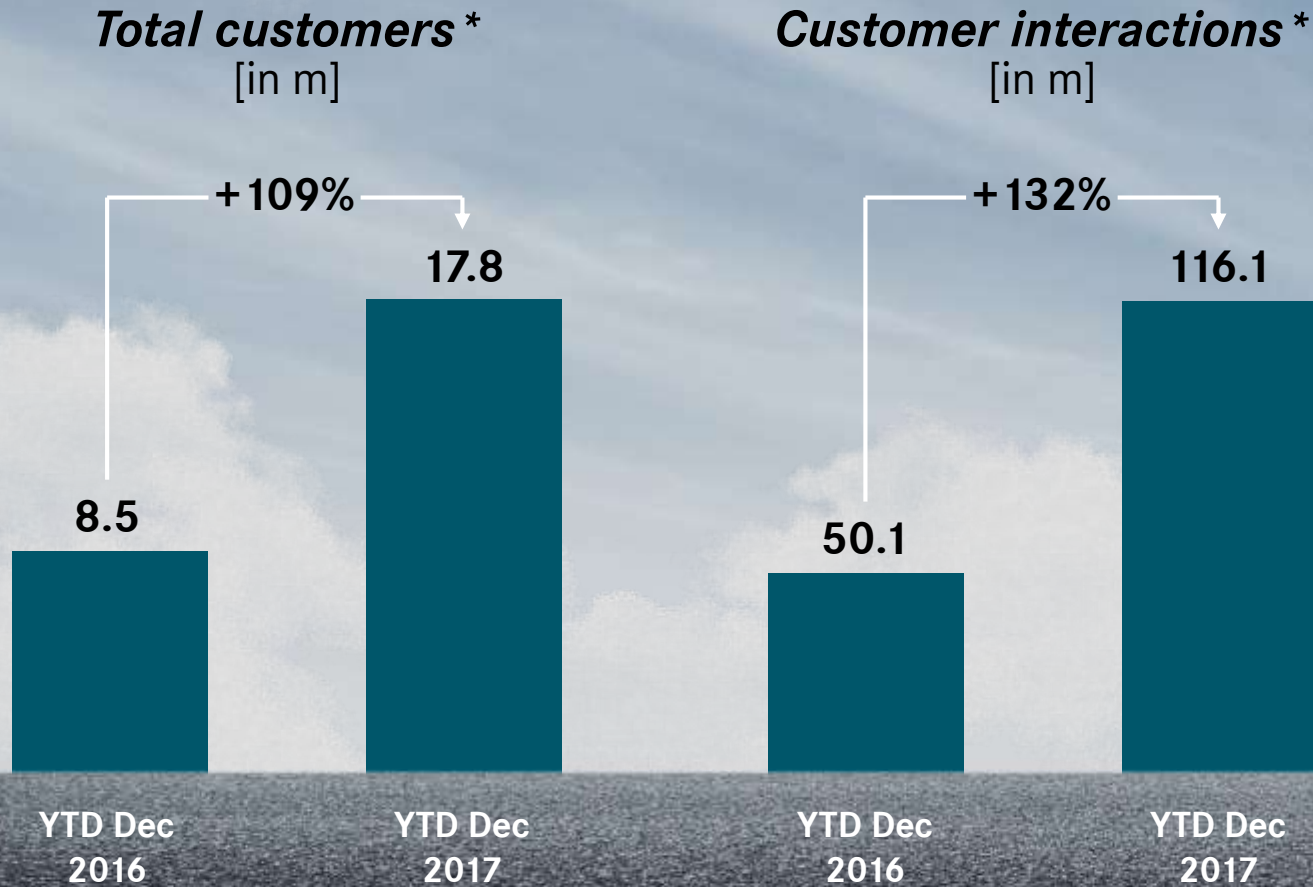
” WE ARE SHAPING THE  
MOBILITY ECO SYSTEM  
ALREADY TODAY ”

# THE EXPANSION OF OUR FOOTPRINT IS A RESULT OF OUR **COMPREHENSIVE MOBILITY STRATEGY**





# WE HAVE SIGNIFICANTLY ACCELERATED OUR MOBILITY BUSINESS



\* Including Taxibeat since 02/17 and Clever Taxi since 06/17



# THREE MAIN PILLARS OF OUR MOBILITY BUSINESS



The worldwide leading free floating carsharing concept. The car2go service is used by 3 mn customers with 14,000 vehicles at numerous locations in Europe, North America and Asia.



The world's first taxi app and the leading e-hailing app in Europe, available in 13 countries worldwide. 120,000+ drivers are registered with mytaxi, providing high-quality driving services.



moovel radically simplifies individual mobility by combining & offering innovative mobility services to more than 3.7mn users worldwide via our services: ticketing apps, on-demand shuttle service





# OFFERS INSTANT AUTOMOBILITY ON YOUR TERMS

FIND



Find a car2go next to you – with or without reservation. Whenever you need it.

DRIVE



Simply open your car2go with your smartphone and start driving – as long as you want.

PARK



After having arrived, park your car2go on any parking lot within the business area. That's it!



**EVERYDAY, OVER  
10,000 RIDES ARE  
ALREADY ELECTRIC.**



### **3 EV locations**

Stuttgart, Amsterdam and  
Madrid (more to come)



### **10,000 e-rides per day**

Every tenth kilometer driven in a car2go is  
electric.

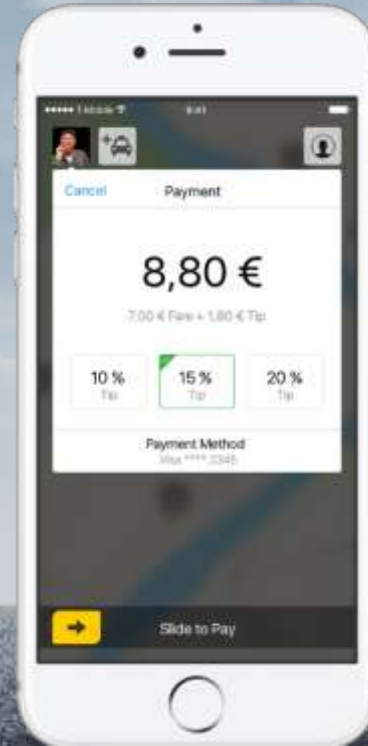
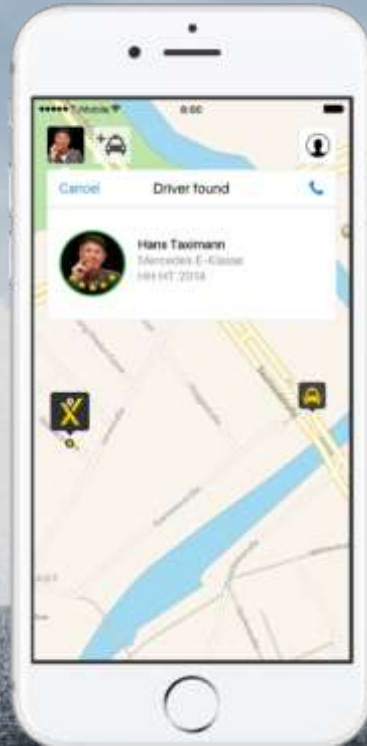


### **60mn kilometers**

car2go members have already driven  
more than 60 million electric kilometers.



# Xmytaxi IS THE LEADING EUROPEAN TAXI-HAILING APP



A collection of award logos and partnerships. At the top is the 'CONCUR' logo. Below it is 'Miles &amp; More' with the Lufthansa logo. In the middle is the '2013 TRAVELLERS' CHOICE' award from TripAdvisor. To the right is the 'App Store BEST OF 2013' award. At the bottom left is the 'AirPlus INTERNATIONAL' logo, and at the bottom right is the 'AppStore BEST OF 2012' award.

# IS CONSISTENTLY DRIVING INNOVATION - ALSO BY TEAMING UP WITH THIRD PARTIES

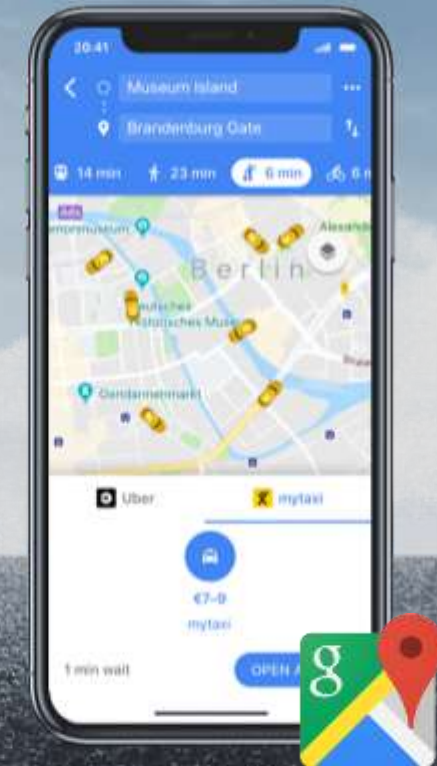
INTEGRATED INTO  
APPLE WATCH



INTEGRATED INTO  
AMAZON ALEXA



INTEGRATED INTO  
GOOGLE MAPS MOBILE





# moovel IS AN URBAN MOBILITY COMPANY, MAKING CITIES SMARTER

## moovel (B2C)

„one-stop-shop“ for urban mobility in EU



„one-stop-shop“

search, book, pay

all in one account

search & info globally

## moovel transit (B2B, EU)

highly standardized EU white-label ticketing app for PT



>90% standardized

using operator brand

integration of MSPs

search, book, pay

## moovel transit (B2B, NA)

white-label solutions for US PT authorities



using operator brand

visual ticketing

ticket verification

US market leader

# moovel HAS LAUNCHED A RESPONSIVE SHUTTLE SERVICE



Driver  
app

Rider  
app

Operator  
dashboard



# WE ARE PRESENT IN MORE THAN 100 CITIES IN 18 COUNTRIES



# SELF-DRIVING TECHNOLOGY COULD TRIGGER SURGE IN DEMAND

Self-driving car services will ...

...DELIVER A **UNIQUE CUSTOMER EXPERIENCE**

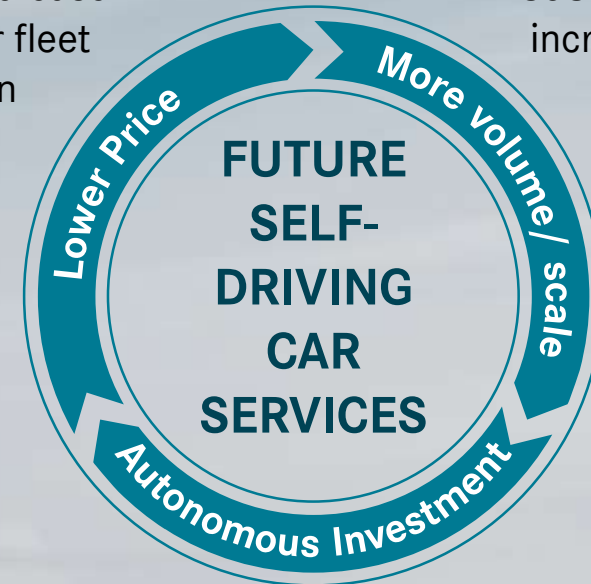
...ENHANCE **TRAFFIC SAFETY**

...IMPROVE **QUALITY OF LIFE IN CITIES**

...PROVIDE A HUGE **MARKET OPPORTUNITY**

Prices will decrease due to higher fleet utilization

Customer demand will increase due to higher attractiveness



More companies will **invest** into self-driving car services because of attractive **margins**

**REINFORCING CYCLE OF ROBO SERVICES**

Source: Evercore-ISI 2017



# 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**



DETERMINED TO SHAPE  
THE NEXT ERA OF

**PERSONAL  
MOBILITY!**



**THANK  
YOU!**

**DAIMLER**

**Daimler Financial Services**



# 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; 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.