



Roadshow Presentation Q1 2021

Daimler AG

AGENDA

- I. **RESULTS Q1 2021**
- II. OUTLOOK FY 2021
- III. STRATEGY
 1. DAIMLER GROUP
 2. MERCEDES-BENZ CARS & VANS
 3. DAIMLER TRUCKS & BUSES
 4. DAIMLER MOBILITY

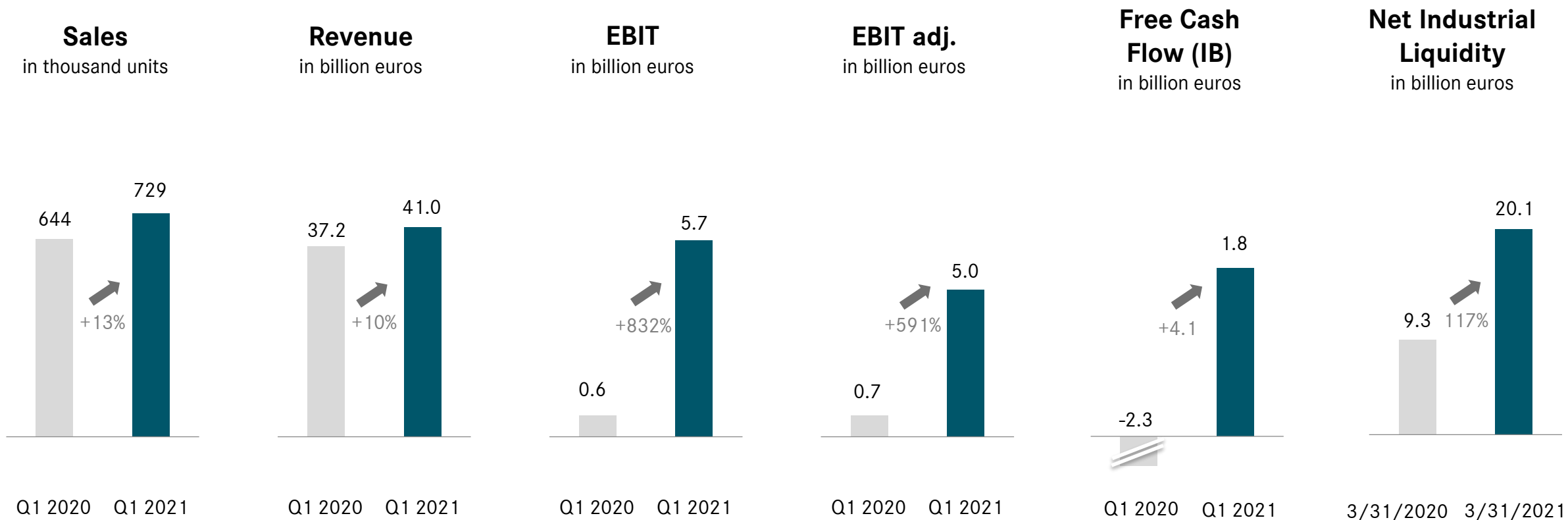


Daimler: Key messages

- ▶ Q1 margin at Mercedes-Benz Cars & Vans demonstrates strength of portfolio and ability to lower break-even point
- ▶ Excellent Net Industrial Liquidity & effective Working Capital management
- ▶ Project Focus: spin-off and listing of Daimler Truck in preparation
- ▶ World premieres of EQS, EQA and EQB underline ambition to lead in electric drive and car software with high-tech luxury EVs



Daimler: Key figures



For more details on financials please see [Daimler Capital Market Presentation Q1 2021](#)

Mercedes-Benz Cars: Highlights

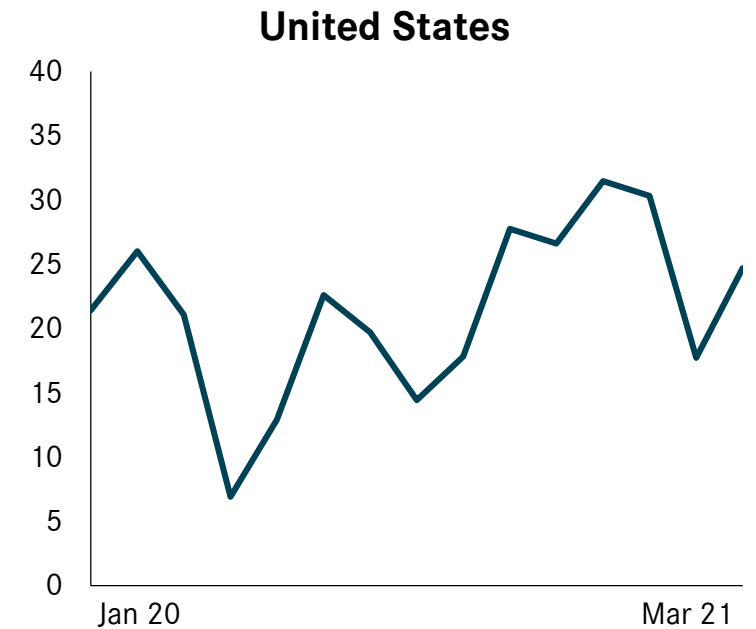
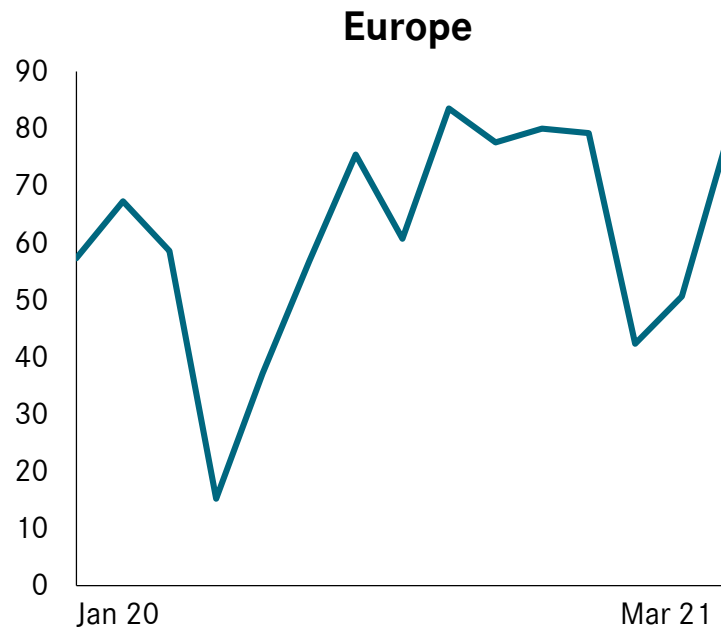
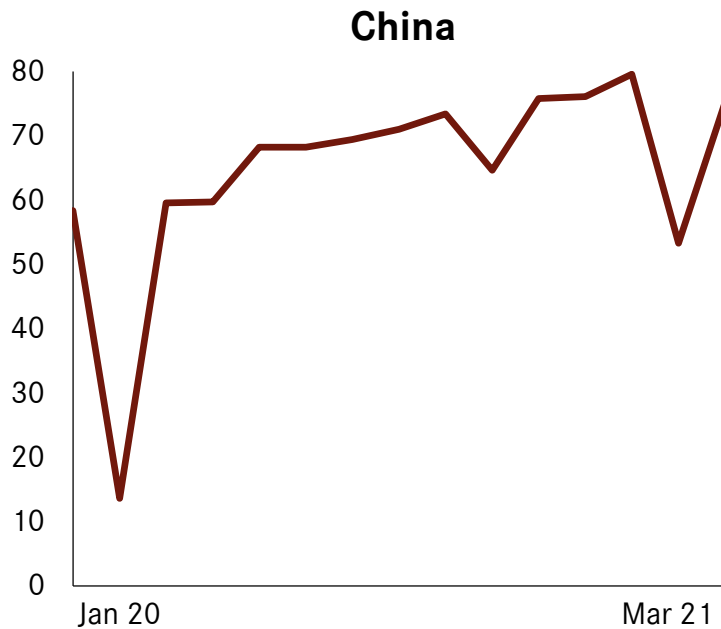
- ▶ Positive trend from H2 2020 continued
- ▶ Favourable sales momentum with record sales in China
- ▶ Fascinating products and favourable mix drive pricing
- ▶ Global EV share of Mercedes-Benz Cars at about 10%, in Europe above 25%
- ▶ Improved industrial performance; significant fixed cost reduction
- ▶ Mercedes-Benz Drive System Campus gearing up for “Electric First” future



Mercedes-Benz Cars: Business recovery in all core regions

Group sales of Mercedes-Benz passenger cars per month

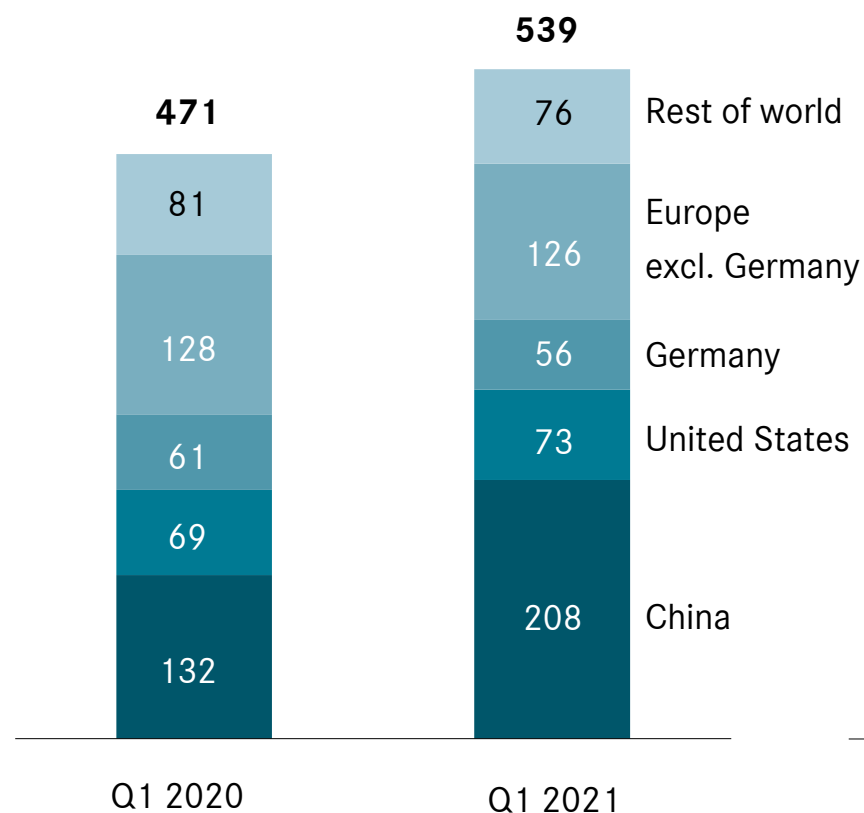
in thousand units



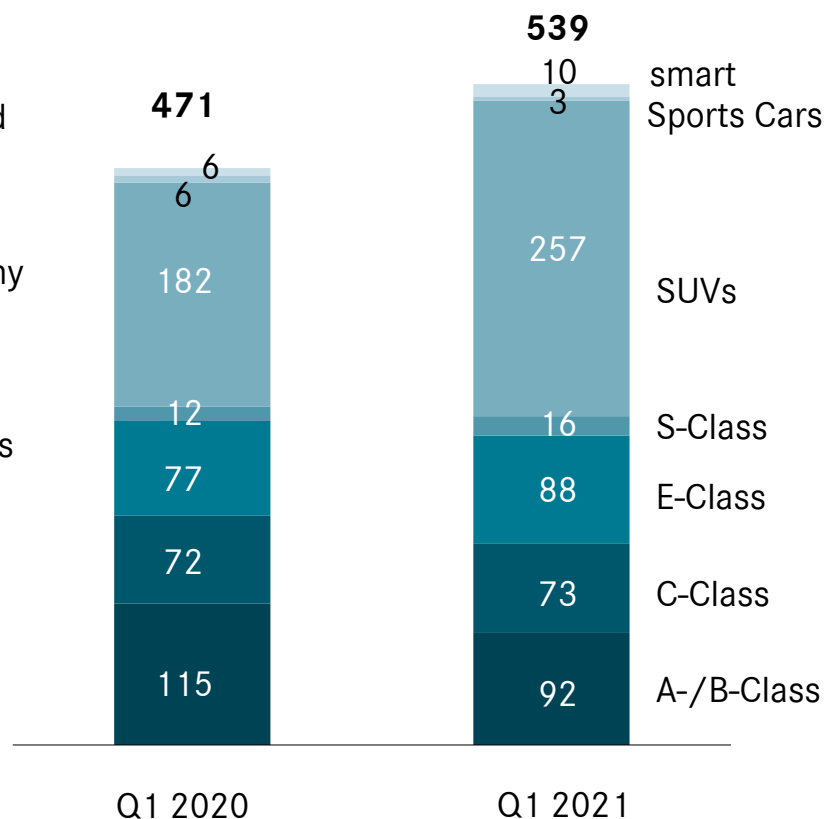
Mercedes-Benz Cars: Fascinating products and a favourable mix

in thousand units

BY REGIONS

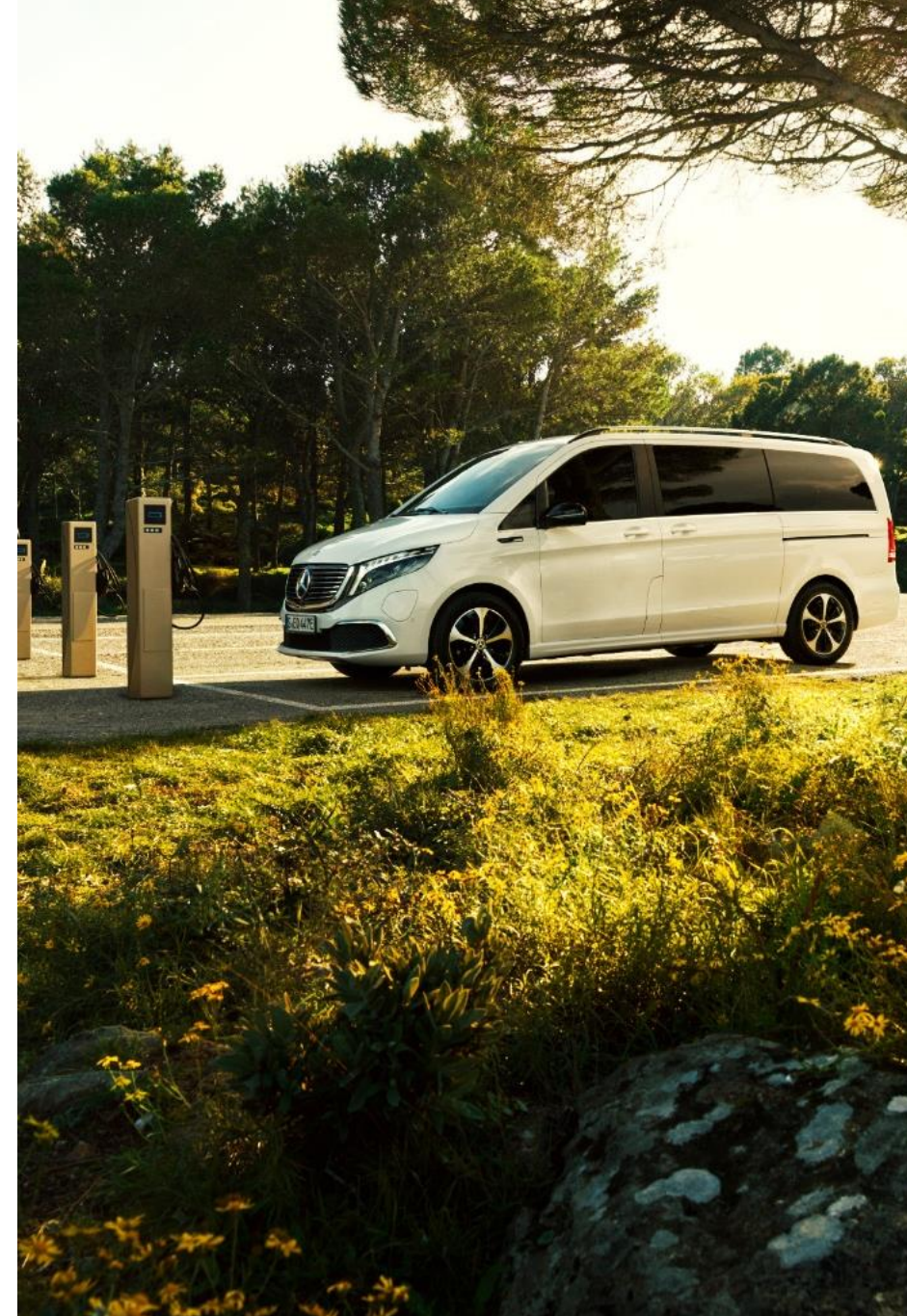


BY SEGMENT

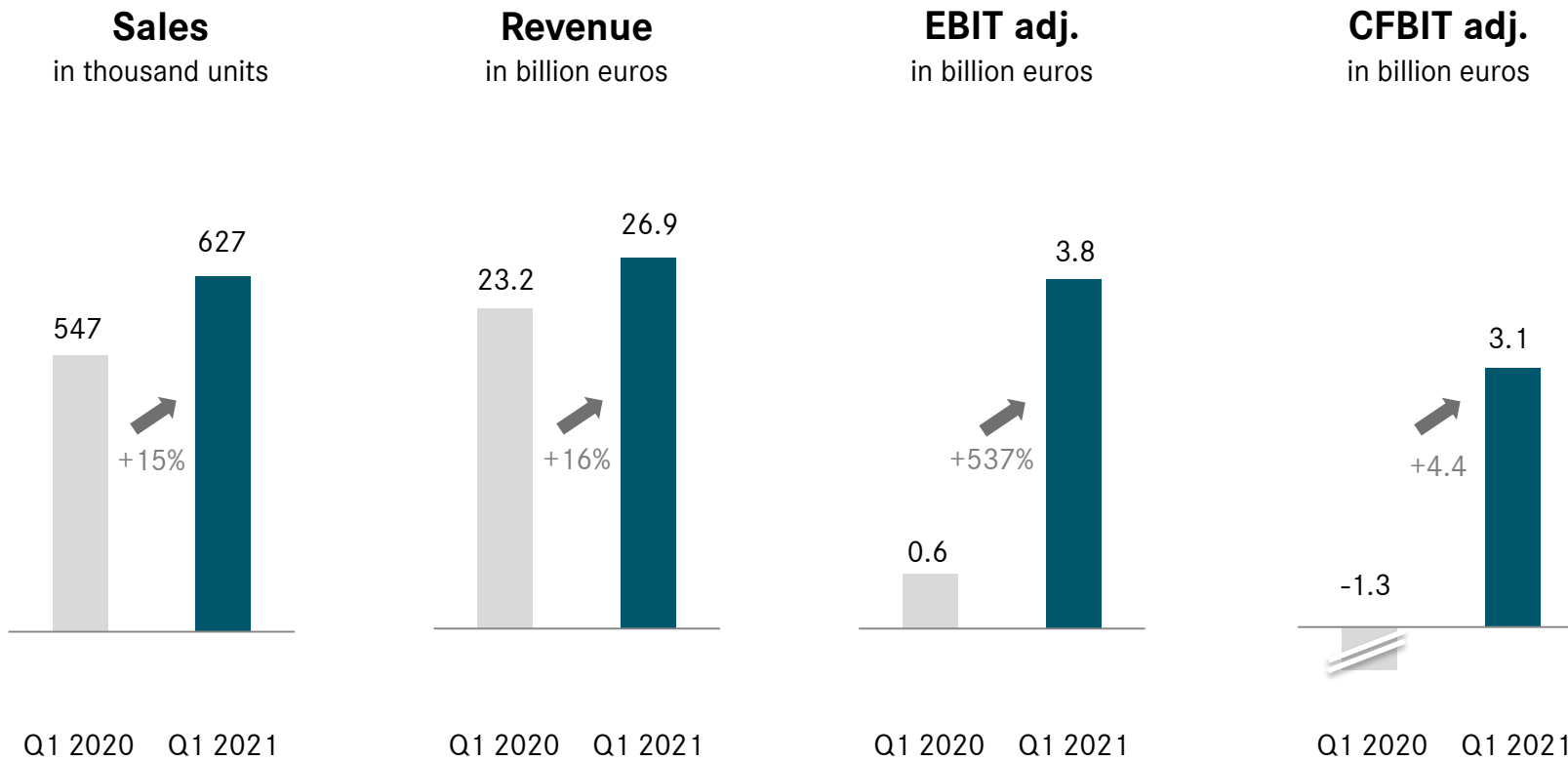


Mercedes-Benz Vans: Highlights

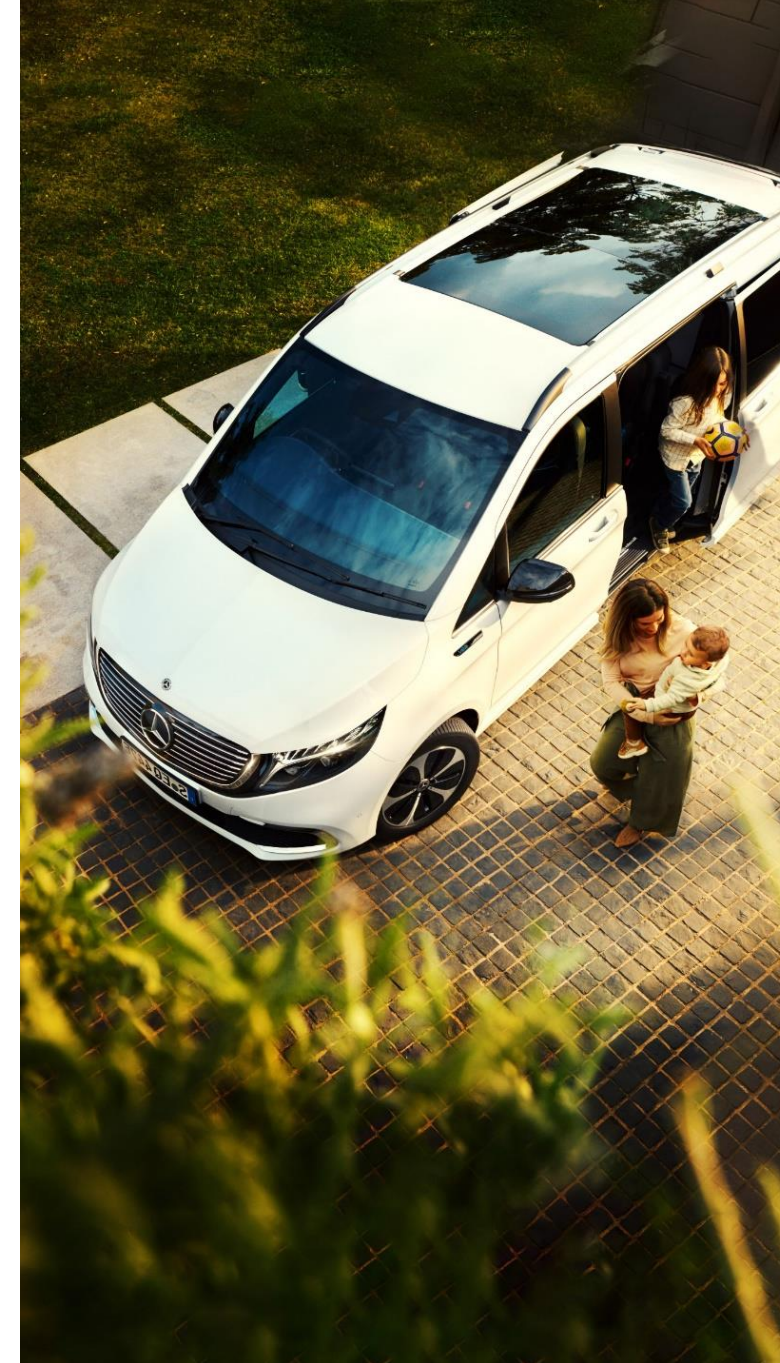
- ▶ Volume growth with strong profitability underpinned by low cost base
- ▶ Strong sales performance with best first quarter in the US and in China
- ▶ Group Sales of electric vans quadrupled compared to Q1 2020
- ▶ Next generation eSprinter will be produced close to market in Charleston, Düsseldorf and Ludwigsfelde starting in 2. HY 2023



Mercedes-Benz Cars & Vans financials: CFBIT adj. turned positive, demonstrating focus on cash flow



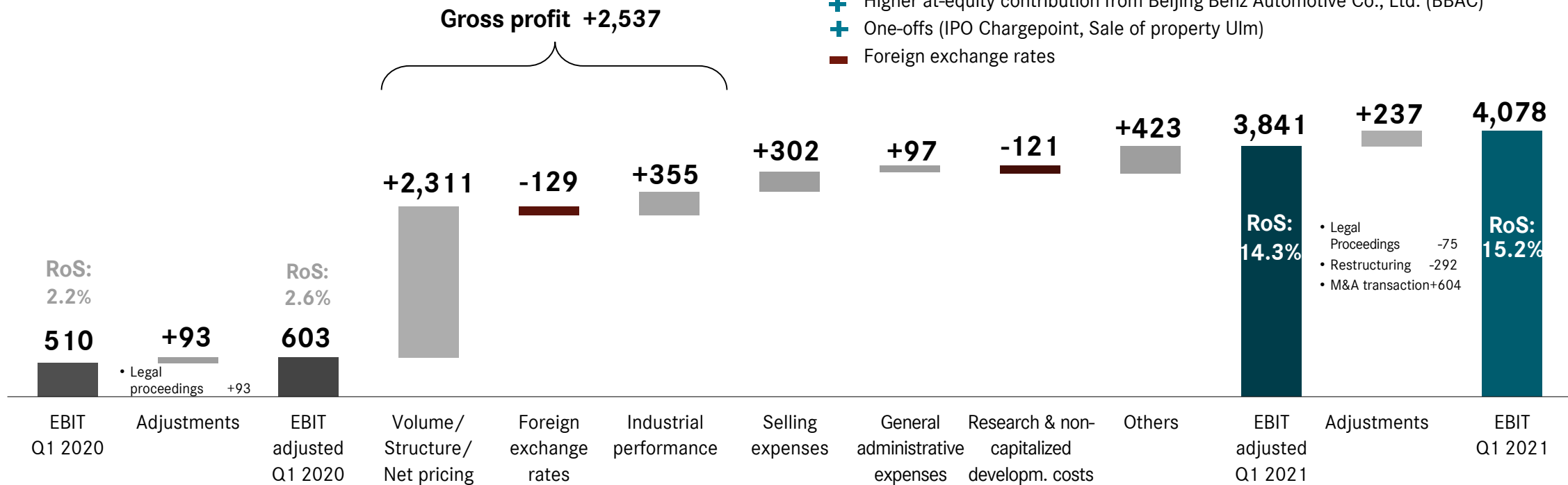
For more details on financials please see [Daimler Capital Market Presentation Q1 2021](#)



Mercedes-Benz Cars & Vans EBIT & RoS: Favourable sales momentum translated in a significant increase in volume, structure and pricing

in million euros

- + Higher unit sales (mainly in China), favourable mix
- + Favourable net pricing
- + Improved industrial performance; significant fixed cost reduction
- + Higher at-equity contribution from Beijing Benz Automotive Co., Ltd. (BBAC)
- + One-offs (IPO Chargepoint, Sale of property Ulm)
- Foreign exchange rates



Daimler Trucks & Buses: Highlights

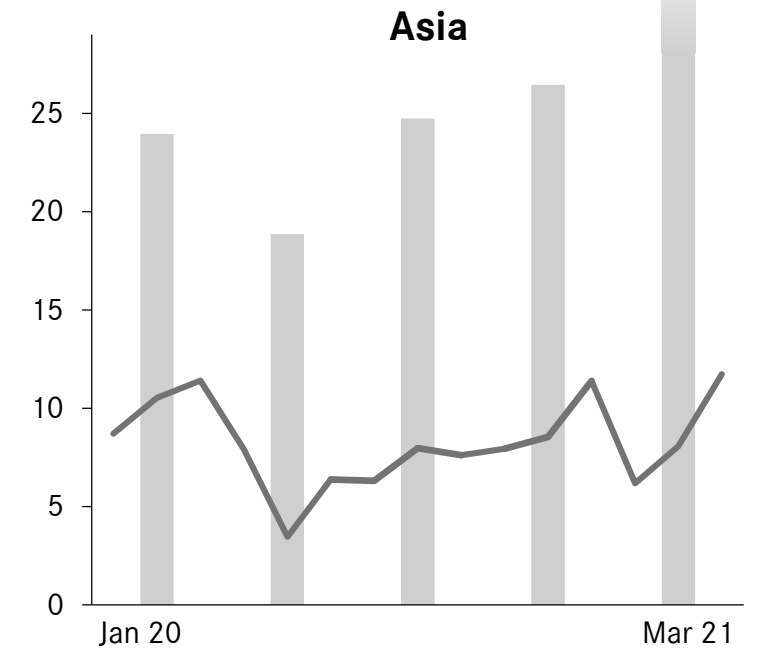
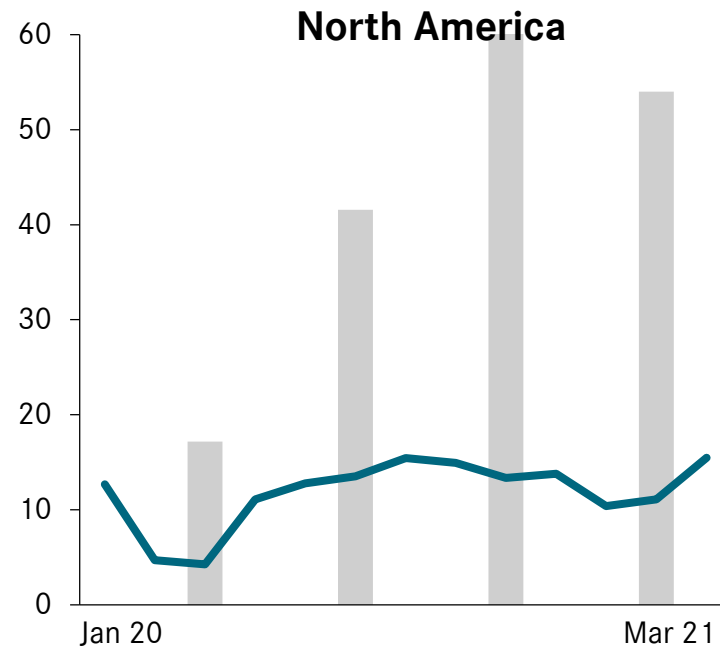
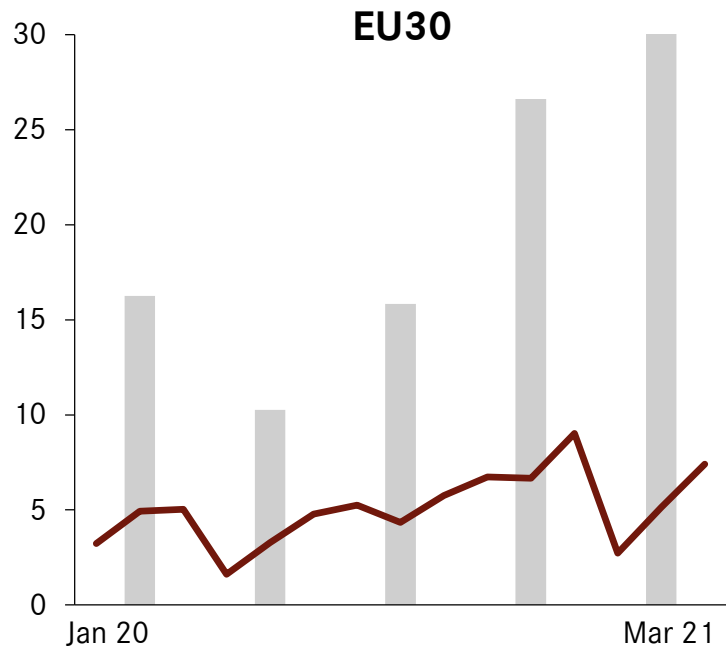
- ▶ Increase in truck sales, mainly in Europe and North America due to improved market conditions and SoM gains
- ▶ Incoming truck orders in all regions significantly above prior-year's quarter
- ▶ Further reduction of used vehicles stocks and favourable net pricing
- ▶ Global strategic partnership for medium-duty engine systems with Cummins Inc. signed
- ▶ Fuel-cell joint venture "cellcentric" with Volvo Group closing completed



Daimler Trucks & Buses: Business development in key regions back on pre-covid levels

Group sales of Daimler Trucks per month
in thousand units

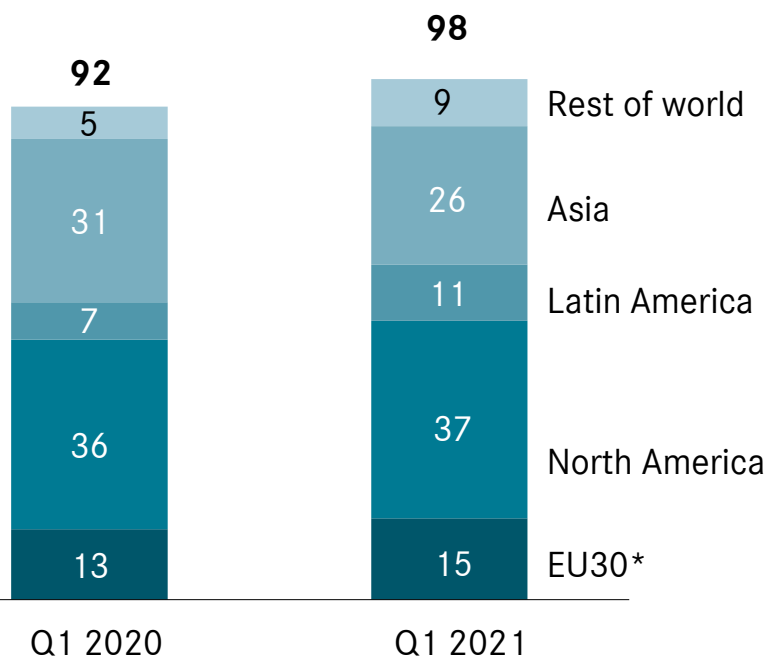
■ Incoming Orders per quarter



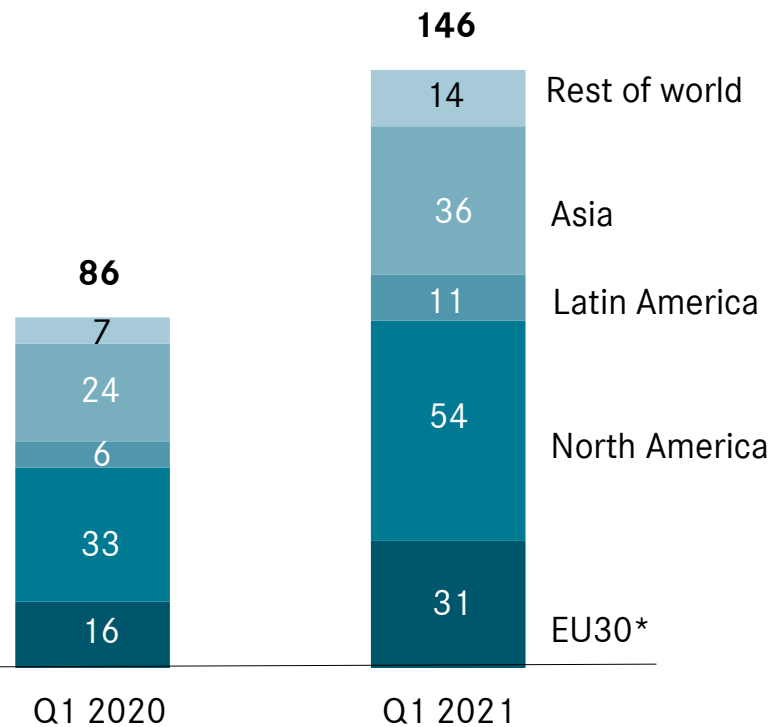
Daimler Trucks: Sales growth in Europe and North America and significantly improved incoming orders

in thousand units

UNIT SALES



INCOMING ORDERS**



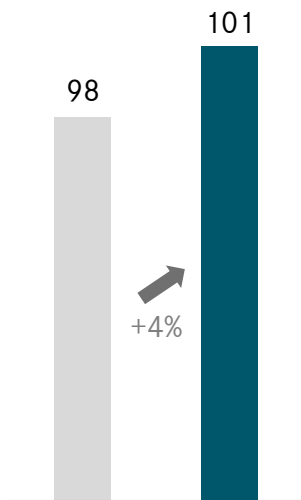
* European Union, Switzerland and Norway

** Net order intake, adjusted for cancellations



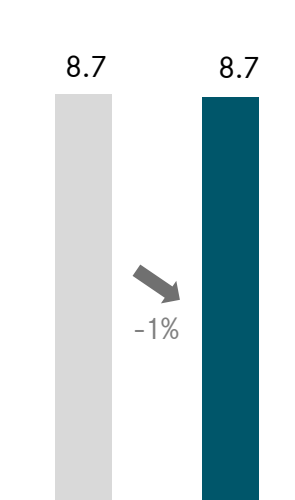
Daimler Trucks & Buses Financials: Strong improvement of EBIT adj. and CFBIT adj.

Sales
in thousand units



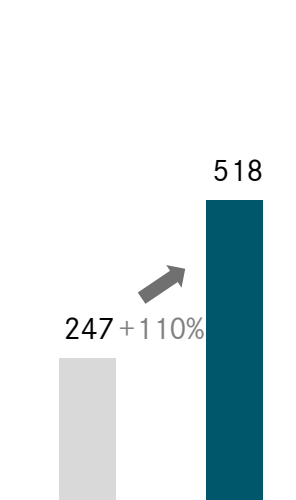
Q1 2020 Q1 2021

Revenue
in billion euros



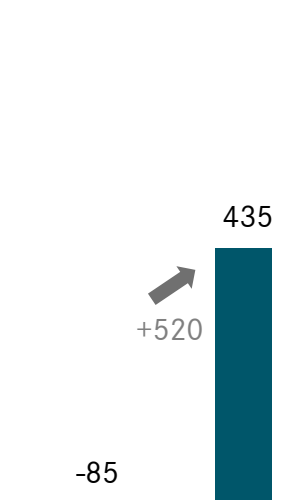
Q1 2020 Q1 2021

EBIT adj.
in million euros



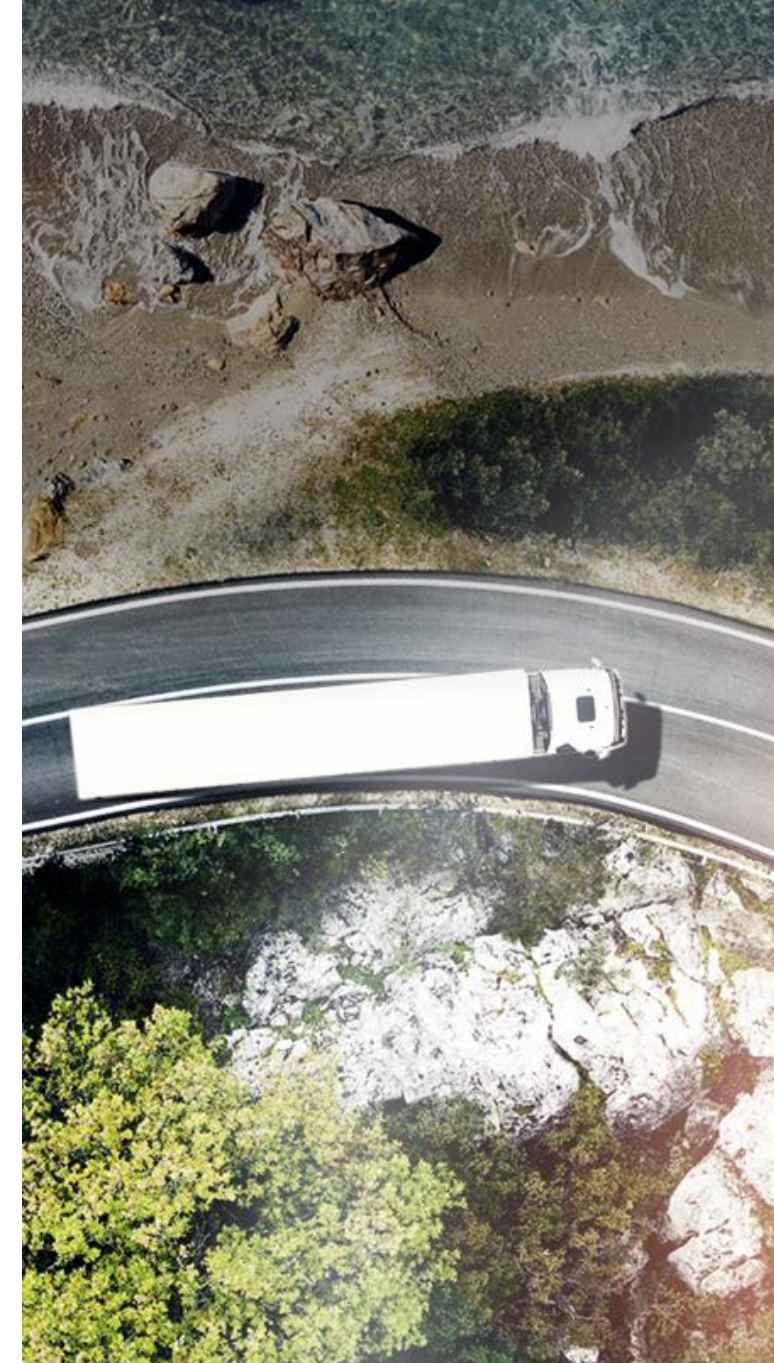
Q1 2020 Q1 2021

CFBIT adj.
in million euros



Q1 2020 Q1 2021

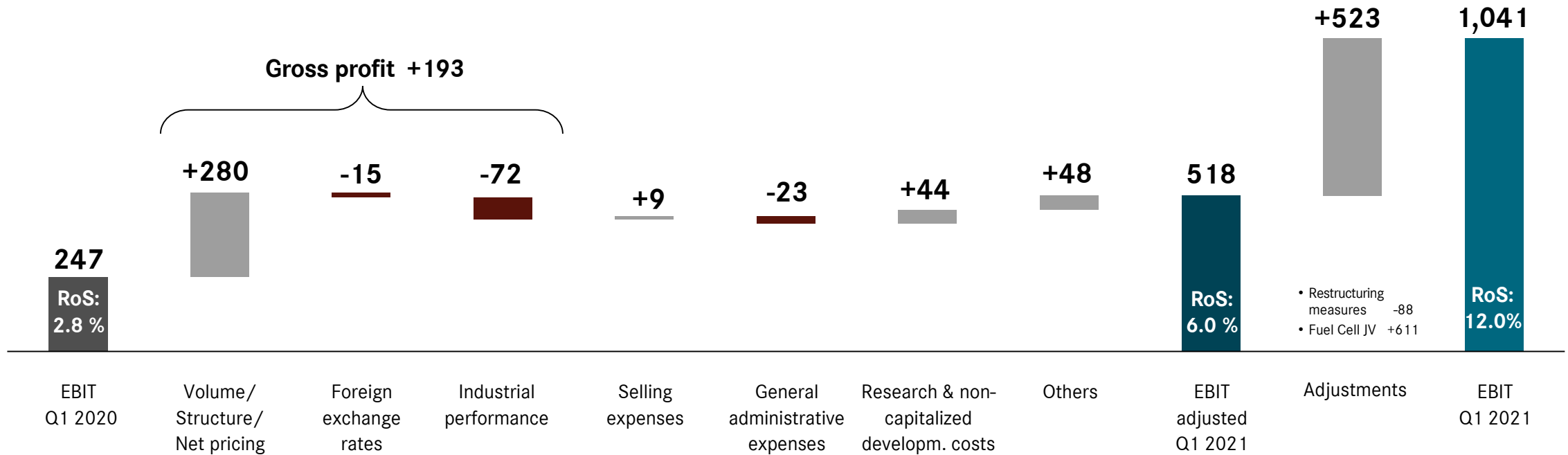
For more details on financials please see [Daimler Capital Market Presentation Q1 2021](#)



Daimler Trucks & Buses EBIT & RoS: Positive volume, structure and net pricing

in million euros

- + Higher truck unit sales mainly in EU30 and North America
- + Positive contribution from used vehicle business and favourable development of net pricing
- Higher costs, mainly related to raw material, supply chain constraints and preventive health measures to avoid effects of COVID-19

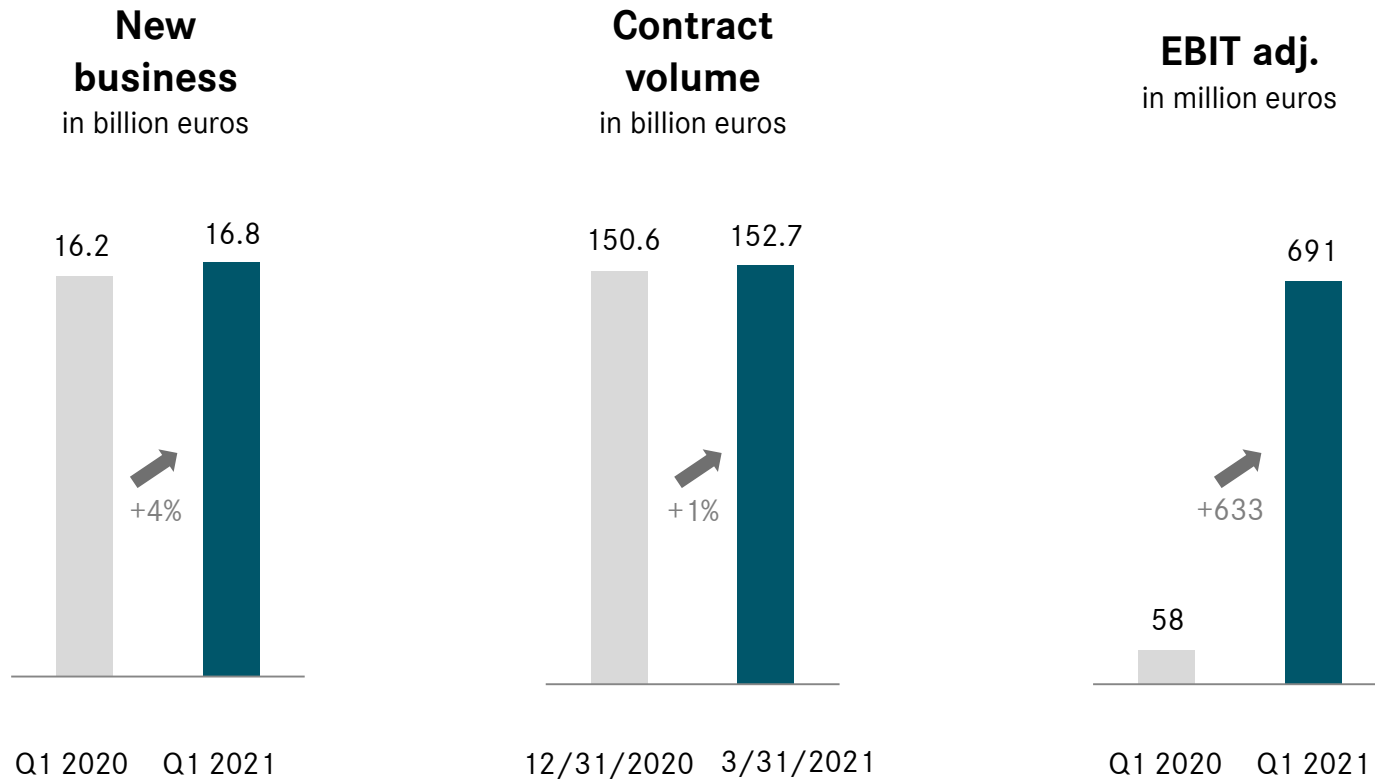


Daimler Mobility: Highlights

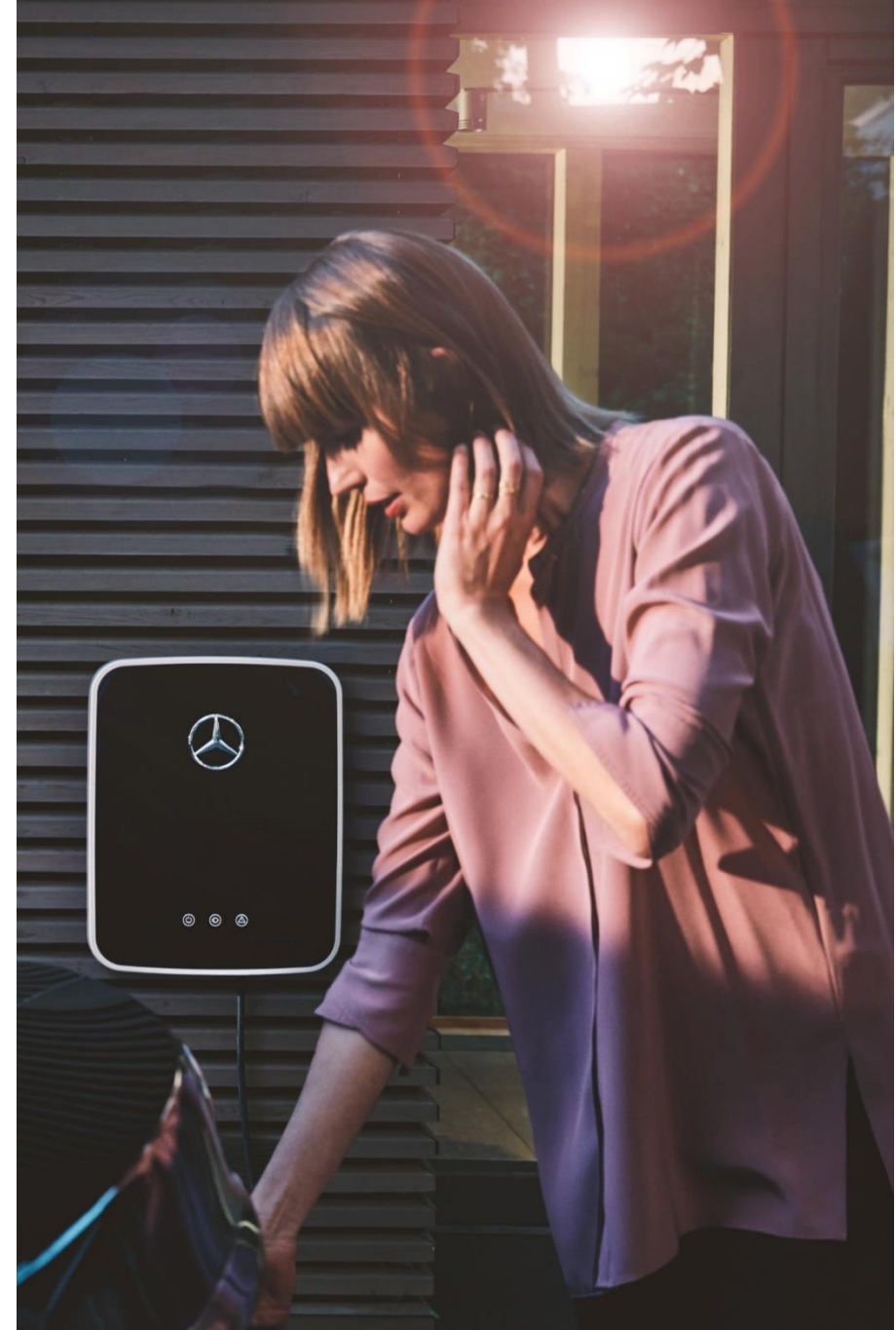
- ▶ Strong loyalty and retention driving new business above Q1 2020, especially in China
- ▶ Stable credit reserve level with continuously low net credit losses
- ▶ Further improvements at mobility services:
- ▶ Ongoing optimization of its holdings
 - ▶ PARK NOW - Announcement of intended acquisition by EasyPark
 - ▶ CHARGE NOW - new additional partner and investor with bp
 - ▶ YOUR NOW - continuous extension of business activities (e.g. Multi Mobility Services, SHARE NOW rewards)



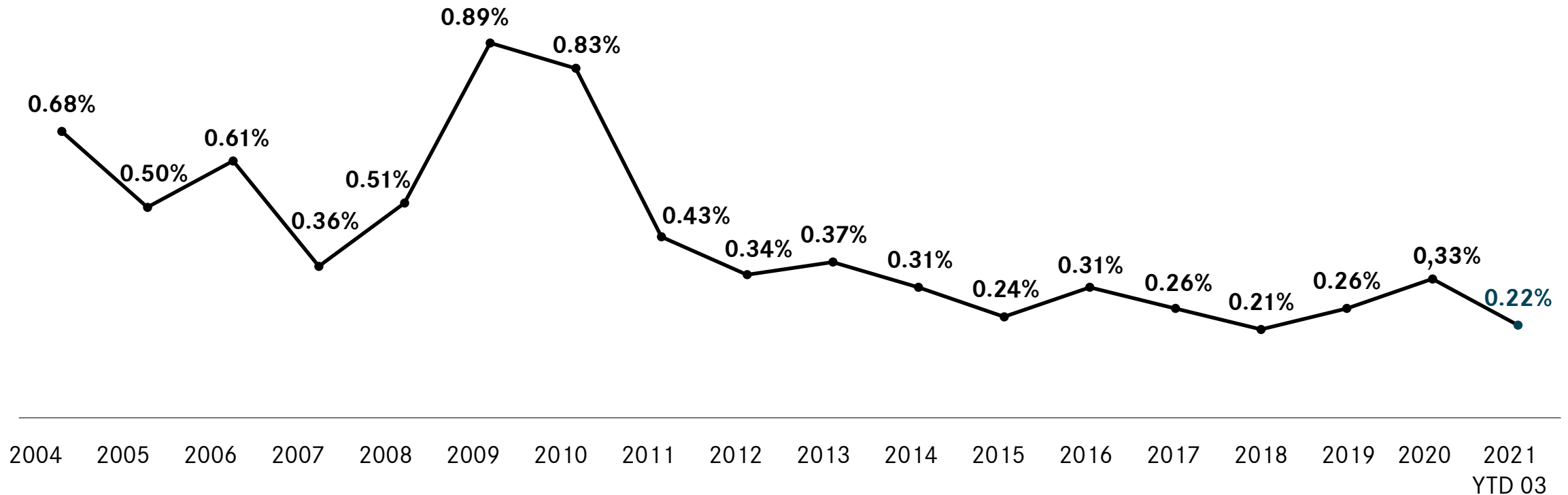
Daimler Mobility Financials: Significant increase in EBIT adj.



For more details on financials please see [Daimler Capital Market Presentation Q1 2021](#)



Daimler Mobility: Continuously low net credit losses*

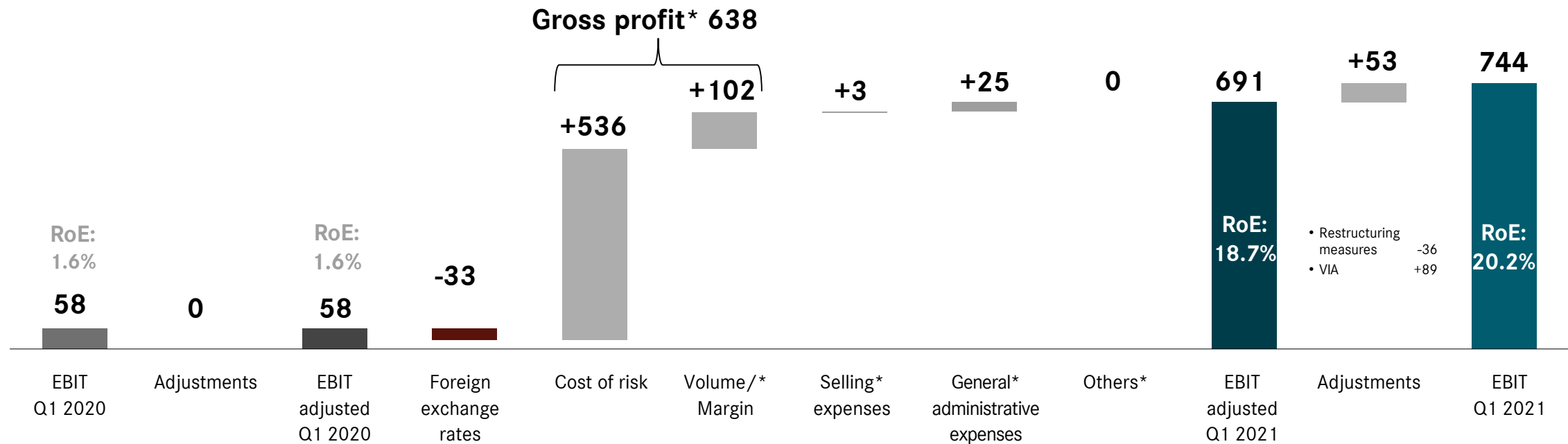


* as a percentage of portfolio, subject to credit risk

Daimler Mobility EBIT & RoE: Main impact from lower credit risk provisions and higher interest margins

in million euros

- + Lower addition to credit risk reserve
- + Favourable margin development
- + OPEX improvement



* excluding FX effects

AGENDA

- I. RESULTS Q1 2021
- II. OUTLOOK FY 2021**
- III. STRATEGY
 1. DAIMLER GROUP
 2. MERCEDES-BENZ CARS & VANS
 3. DAIMLER TRUCKS & BUSES
 4. DAIMLER MOBILITY



Performance: Market Guidance 2021

ASSUMPTION

Our expectations for the development of business in 2021 are based on the assumption of a gradual normalization of economic conditions in the markets that are important to us. In particular, we assume that the world economy will be able to recover from the pandemic-related weakness of the year 2020, aided by, among other things, the increasing availability of effective vaccines.

Car Markets	Global	significant increase
	Europe	significant increase
	USA	significant increase
	China	significant increase
Van Markets	EU30	significant increase
	USA	significant increase
	North America	significant increase
Heavy-Duty Truck Markets	EU30	significant increase
	Japan	at prior-year level
	Brazil	slight increase



Performance: Daimler Group Guidance 2021

ASSUMPTION

Our expectations for the development of business in 2021 are based on the assumption of a gradual normalization of economic conditions in the markets that are important to us. In particular, we assume that the world economy will be able to recover from the pandemic-related weakness of the year 2020, aided by, among other things, the increasing availability of effective vaccines.

Daimler Group Revenue	significantly above
Daimler Group EBIT	significantly above
Free Cash Flow (industrial business)	significantly below
Investment in PP&E	at prior-year level
R&D expenditure	slightly above
CO₂ emission (g/km)*	significantly below

* vs. the comparable figures for the previous year calculated according to WLTP (probably between 130 to 140 g/km, based on preliminary figures for fuel consumption in 2020 taking into account the statutory regulations of 2021).

The Daimler Business Plan covers the full year 2021 and is based on the existing Group structure, including Daimler Trucks & Buses. The spin-off of Daimler Trucks & Buses, including significant parts of the related financial services business, will be examined before the end of 2021. Before the spin-off, we will reclassify Daimler Truck as discontinued operations. We expect this to have considerable positive effects in the second half of the year, which cannot be reliably determined at present.



Performance: Divisional Guidance 2021

ASSUMPTION

Our expectations for the development of business in 2021 are based on the assumption of a gradual normalization of economic conditions in the markets that are important to us. In particular, we assume that the world economy will be able to recover from the pandemic-related weakness of the year 2020, aided by, among other things, the increasing availability of effective vaccines.

Unit Sales	Cars	significantly above
	Vans	significantly above
	Trucks & Buses	significantly above
Return on Sales (adjusted*)	Mercedes-Benz Cars & Vans	10 to 12%
	Daimler Trucks & Buses	6 to 7%
	Daimler Mobility (RoE)	14 to 15%
Cash Conversion Rate** (adjusted)	Cars & Vans	0.7 to 0.9x
	Trucks & Buses	0.8 to 1.0x

* 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.



Strategic priorities in 2021

Raising Performance



MBC&V **RoS** Q1 **14.3%** FYe **10-12%**
DT&B **RoS** Q1 **6.0%** FYe **6-7%**
DMO **RoE** Q1 **18.7%** FYe **14-15%**

Accelerating Technology



World Premiers of
EQS, EQB, EQA

Preparing Project Focus



Capital Market Update Daimler
Truck on May 20

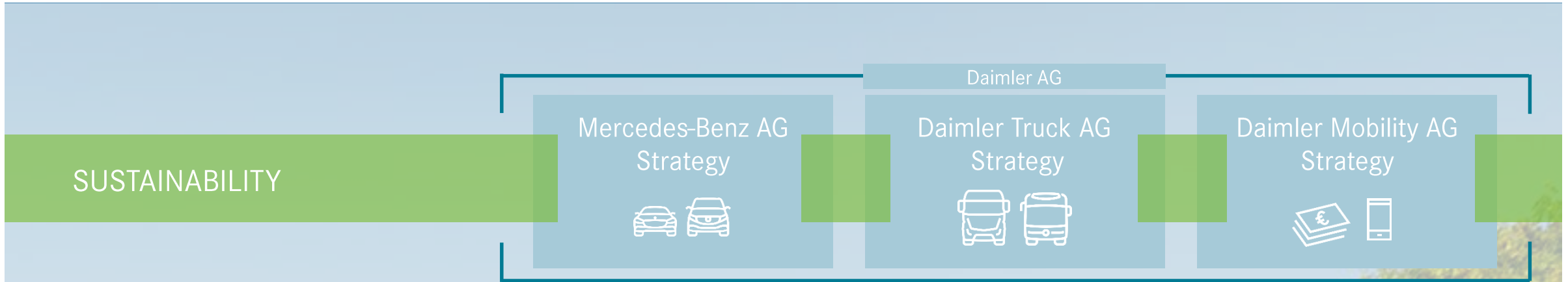


AGENDA

- I. RESULTS FY 2020
- II. OUTLOOK FY 2021
- III. STRATEGY
 1. **DAIMLER GROUP**
 2. MERCEDES-BENZ CARS & VANS
 3. DAIMLER TRUCKS & BUSES
 4. DAIMLER MOBILITY



SUSTAINABILITY - integral part of divisional business strategies



AMBITION 2039

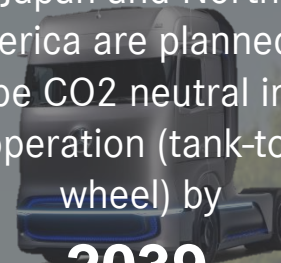
- We are fully committed to the goals of the Paris Climate Agreement and defined a roadmap to get there at an early stage with our Ambition 2039.
- We are involved in inter-company initiatives aiming for CO₂ neutrality ten years earlier than Paris actually plans.
- We are ready to play our part, but politics has to play its part too by ensuring that these goals can be achieved – infrastructure, green electricity, charging stations and distribution networks.

We aim to achieve CO₂ neutrality for our new passenger car fleet by



2039

New vehicles in Europe, Japan and North America are planned to be CO₂ neutral in operation (tank-to-wheel) by



2039

We intend to have globally CO₂-neutral locations and administration by



2022

We are striving for a CO₂-neutral production in all our plants and business divisions by 2039

Daimler Group

Sustainable value for all stakeholder groups



Climate protection
& air quality



Resource
conservation



Livable
cities



Traffic safety



Data responsibility



Human rights



Integrity



People



Partnerships



Daimler Group

CO₂ neutrality at Mercedes-Benz Cars

2022

We intend to offer several electric model variants in all segments from Mercedes-Benz Cars & Vans by 2022.

2025

Depending on how conditions develop, we at Mercedes-Benz Cars plan to have all-electric vehicles account for up to 25 percent of unit sales by 2025.

2030

Our goal is to have plug-in hybrids or all-electric vehicles account for more than 50 percent of our car and van sales by 2030.

2039

We aim to achieve CO₂ neutrality for our new car and van fleet by 2039.



Daimler Group

Daimler Trucks & Buses: Making CO₂-neutral transport a reality



2022

We intend to offer series-produced vehicles with battery-electric drive systems in the main sales regions Europe, the United States, and Japan by 2022.

2nd half of 2020s

We intend to put series-produced vehicles powered by hydrogen-based fuel cells on the road.

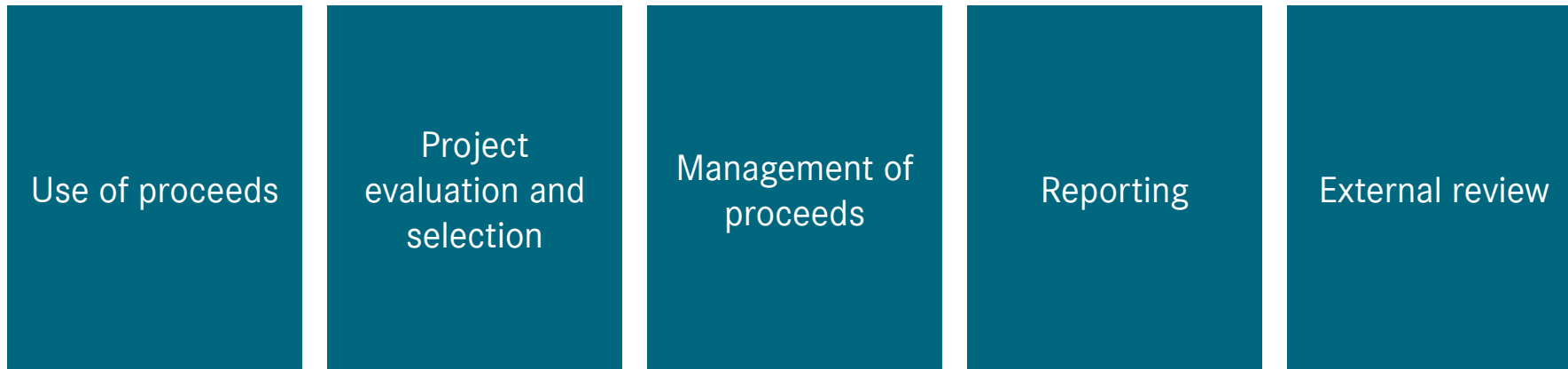
2039

Daimler Truck AG has set itself the goal of offering only new vehicles that are CO₂-neutral in driving operation (tank-to-wheel) in Europe, Japan, and North America by 2039.

2050

We intend to enable the use of CO₂-neutral transportation on all streets and roads.

Daimler Group Green Finance Framework is part of our sustainable business strategy

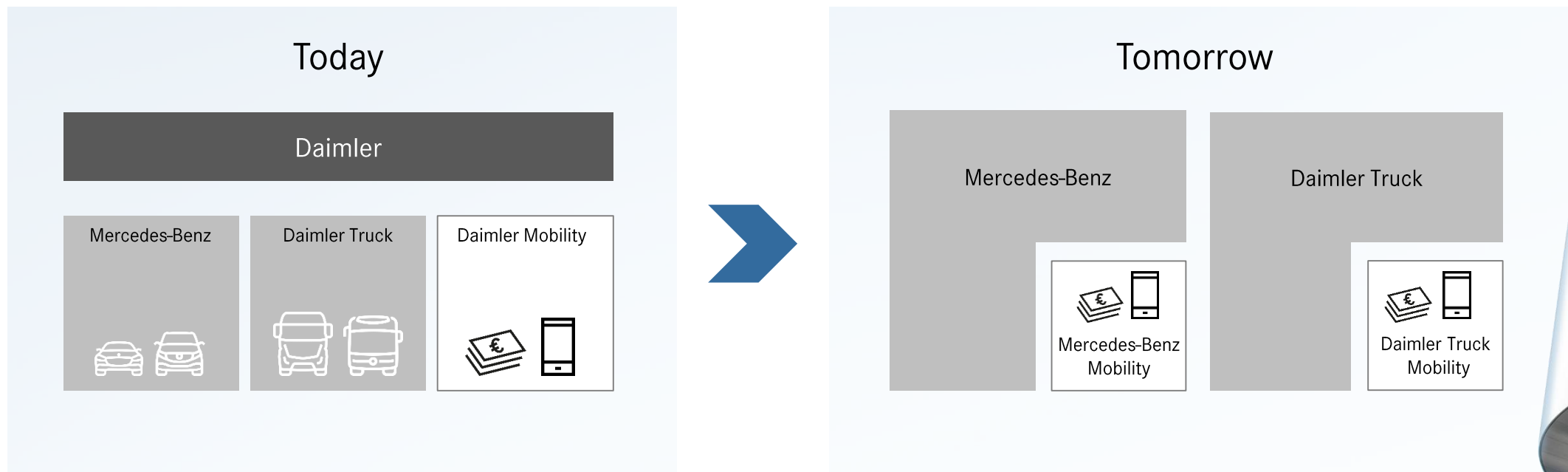


Daimler's green finance framework is developed to be in line with both the ICMA Green Bond Principles, as well as LMA and APLMA Green Loan Principles. It is Daimler's intention to follow best practises as market standards develop and as the EU Taxonomy and the EU Green Bond Standard enter into force.



Daimler Group

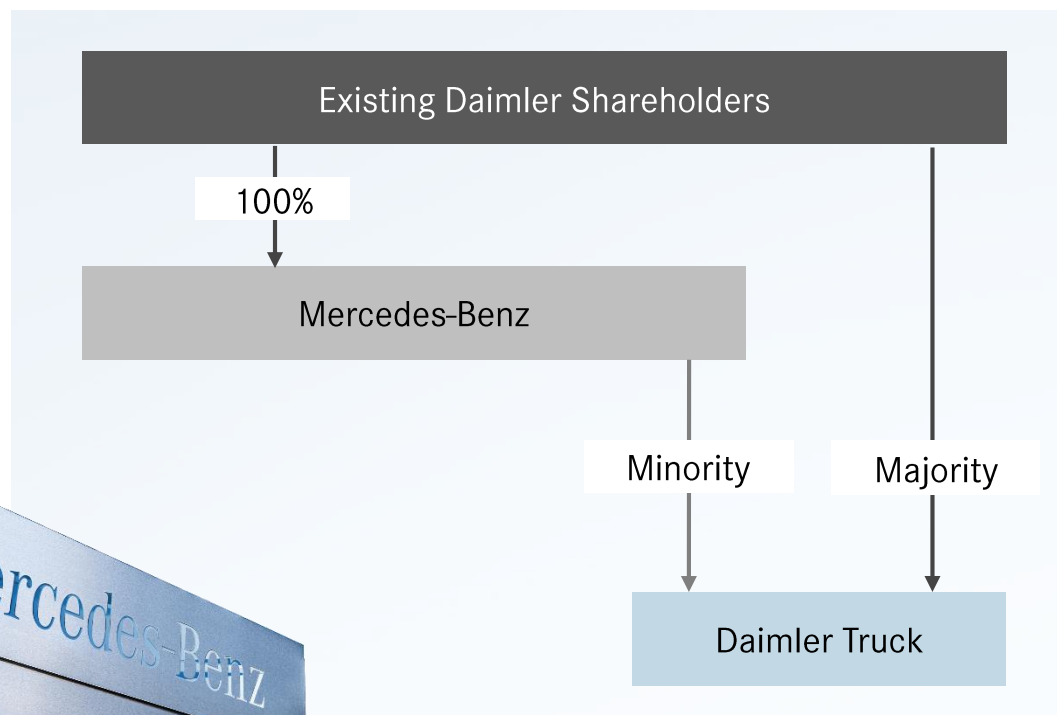
Project Focus: We want to create two independent businesses with maximum focus



Schematic representation

Daimler Group

Structure of the planned transaction



Separate listing of Daimler Truck

Distribution of Daimler Truck shares held by Daimler to existing Daimler shareholders

Majority in free-float, Daimler ceases control over DT but intends to retain a minority shareholding

No additional investment needed from shareholders, no proceeds for Daimler

Transaction relatively independent of capital market conditions

Daimler Group

Project Focus: Mercedes-Benz, the pre-eminent luxury car business



Mercedes-Benz

Leading
automotive
luxury brand

Global **“pure play”** OEM with **unique brand** recognition
“Ambition 2039” amplifying **clear commitment to Sustainability** as strategic priority
Attractive **captive financial services** business supporting sales

Win in a
transforming
environment

Leading player in **electric drive, car software** (MBUX, MBOS)
Automated driving: Dedicated **partnership with NVIDIA**
Leaner and faster to pursue **dedicated car strategy**
More agile to embrace change and partners

Focus on
profitable
growth

Focus on **luxury experience** and key regions
Focus on efficiency measures to **improve industrial footprint** and **fixed costs**
Strong balance sheet, **robust liquidity**



Daimler Group

Project Focus: Daimler Truck unlocking the full potential



Daimler Truck

Global
#1
CV player

Global market presence with **market-leading brands** in triad markets
Ready to seize opportunities in emerging markets
Leverage **existing global platforms** to turn scale into profit

Lead in
industry
transformation

Powertrain: **technological lead** (TCO) and **strong partnerships** (Fuel Cell)
Automated driving: **Dual track strategy** with Torc Robotics & Waymo
Optimize product and **service portfolio**, streamline industrial footprint

Realize
profit
potential

Europe: Execution of the **initiated restructuring**
DTNA: Expansion of the **leading market position and profitability**
Benefit from **scale and strong partners to amortize tech investment**



Daimler Group

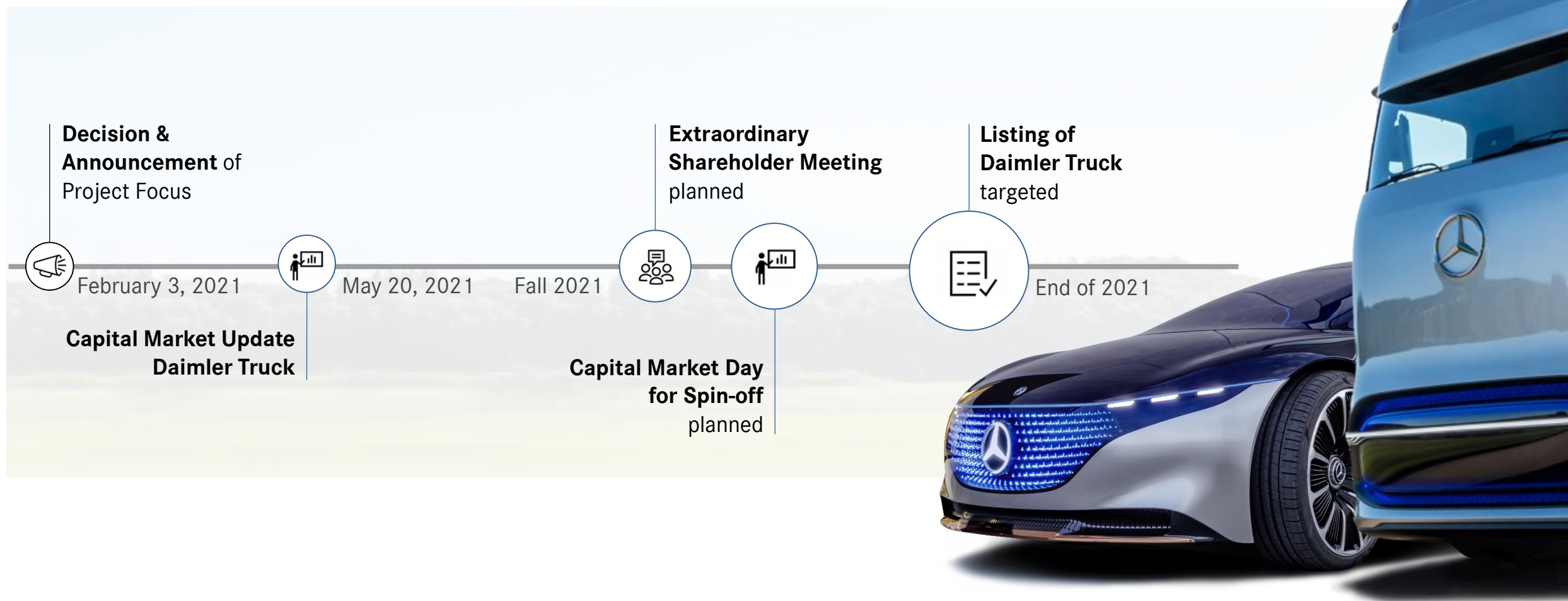
Daimler Truck AG majority spin-off: Intended transaction structure and details

Transfer of the **majority of Daimler Truck to Daimler shareholders**

True independent governance of Daimler Truck		Attractive financial profiles for both companies		Prime listing for Daimler Truck
Spin-off of Significant Majority Stake	Daimler with minority/financial stake and de-consolidating Daimler Truck	Strong Capital Structures	Both Daimler Truck and Mercedes-Benz with strong net liquidity position	DAX Company Daimler Truck AG to be listed in Frankfurt Company expected to qualify for the DAX
Independent Governance	Independent chairman Daimler supervisory board representation in line with intended deconsolidation	Ambitious financial targets	Separation will enable realization of full profit potential	Listing Timing Listing targeted before year-end 2021

Daimler Group

The listing of Daimler Truck is planned to be complete by year-end 2021



AGENDA

- I. RESULTS FY 2020
- II. OUTLOOK FY 2021
- III. STRATEGY
 1. DAIMLER GROUP
 2. **MERCEDES-BENZ CARS & VANS**
 3. DAIMLER TRUCKS & BUSES
 4. DAIMLER MOBILITY



Mercedes-Benz Cars & Vans

Strategy Mercedes-Benz Cars

We want to build the world's most desirable cars

Think

and act
like a
luxury brand

Focus

on
profitable
growth

Expand

customer base
by growing
sub-brands

Embrace

customers and
grow recurrent
revenues

Lead

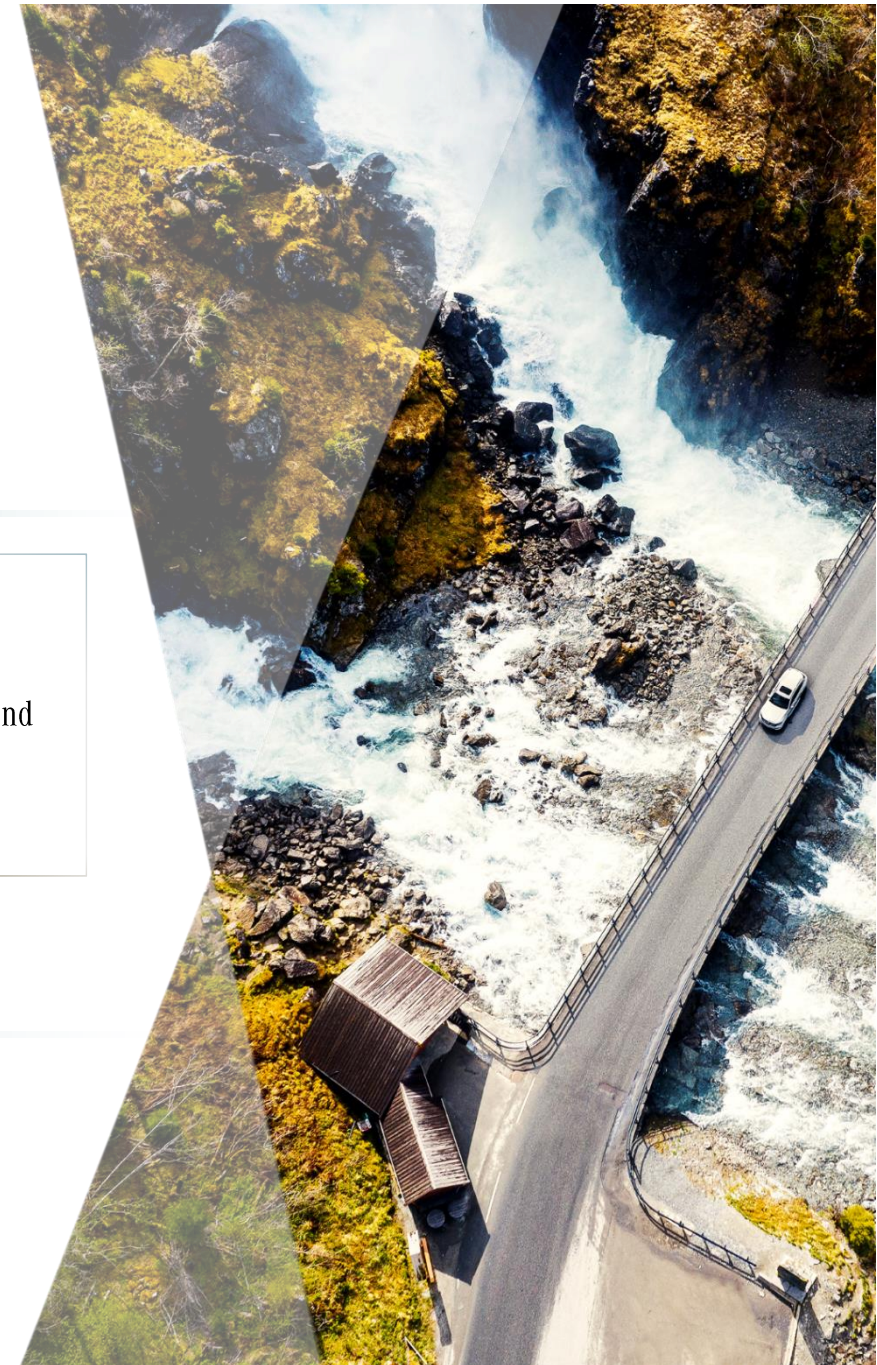
in electric
drive and
car software

Lower

cost base and
improve
industrial
footprint

Sustainability as a guiding principle

Driven by a highly qualified and motivated team



Mercedes-Benz Cars & Vans

We will unlock the potential of our sub-brands



Mercedes-Benz Cars & Vans

Strategic priority: Electrification of cars

Powertrain flexible architecture



EQC



EQB



EQA

Dedicated large electric platform



EQS



EQE

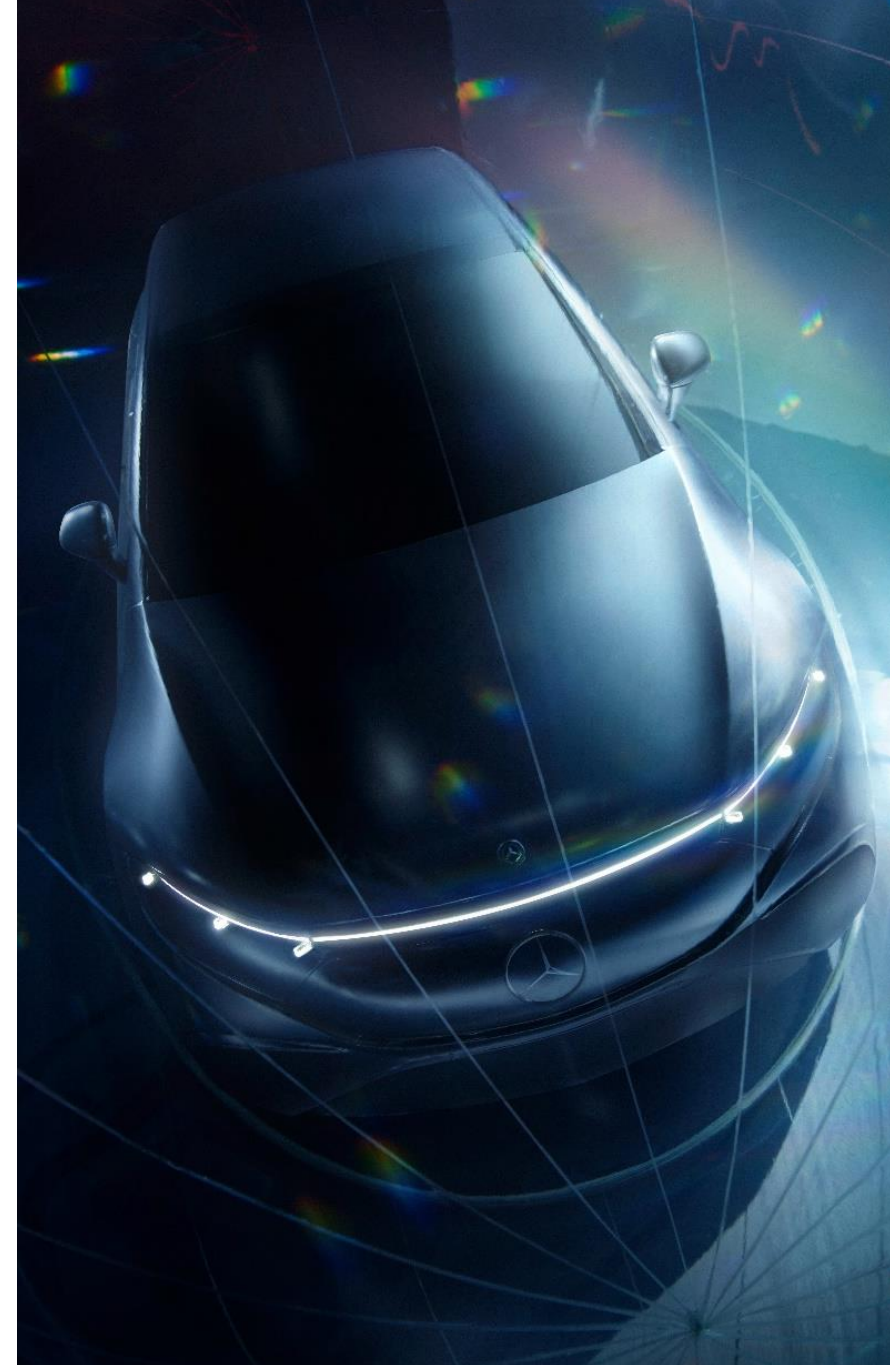


EQS-SUV



EQE-SUV

Dedicated compact & mid-size electric platform



Mercedes-Benz Cars & Vans

Strategic priority: Electrification of cars

EQA: Already more than 20,000 orders for our compact EV with progressive design, extensive range and intuitive operation based on MBUX.

EQB: Seven seater with a unique position among electric cars - compact on the outside, spacious on the inside, all-electric through and through.

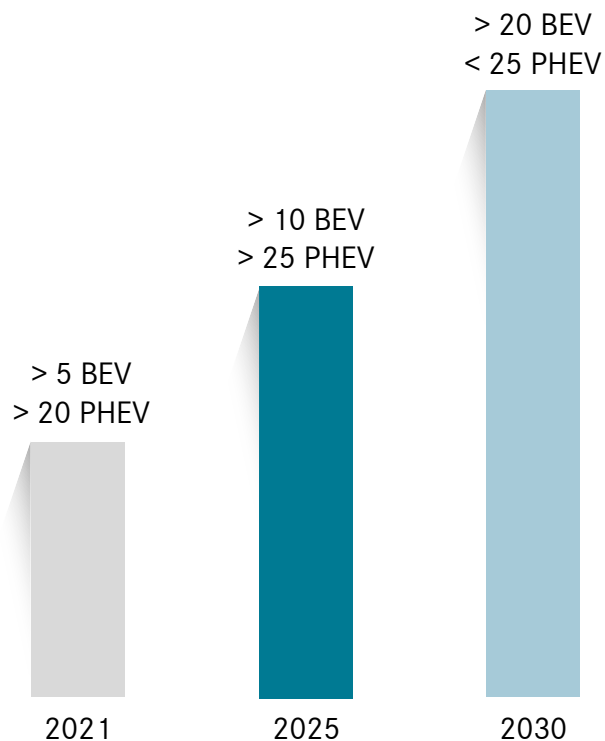
EQS: The „S-Class“ of EVs raises the bar for sustainable high-tech luxury with industry leading range, aerodynamics and refinement.



Mercedes-Benz Cars & Vans

Strategic priority: Electrification of cars

Increase of
xEV models*



xEV share >50%
with very high
flexibility



Combined electric consumption:
15.7 kWh/100 km; combined CO₂ emissions: 0 g/km

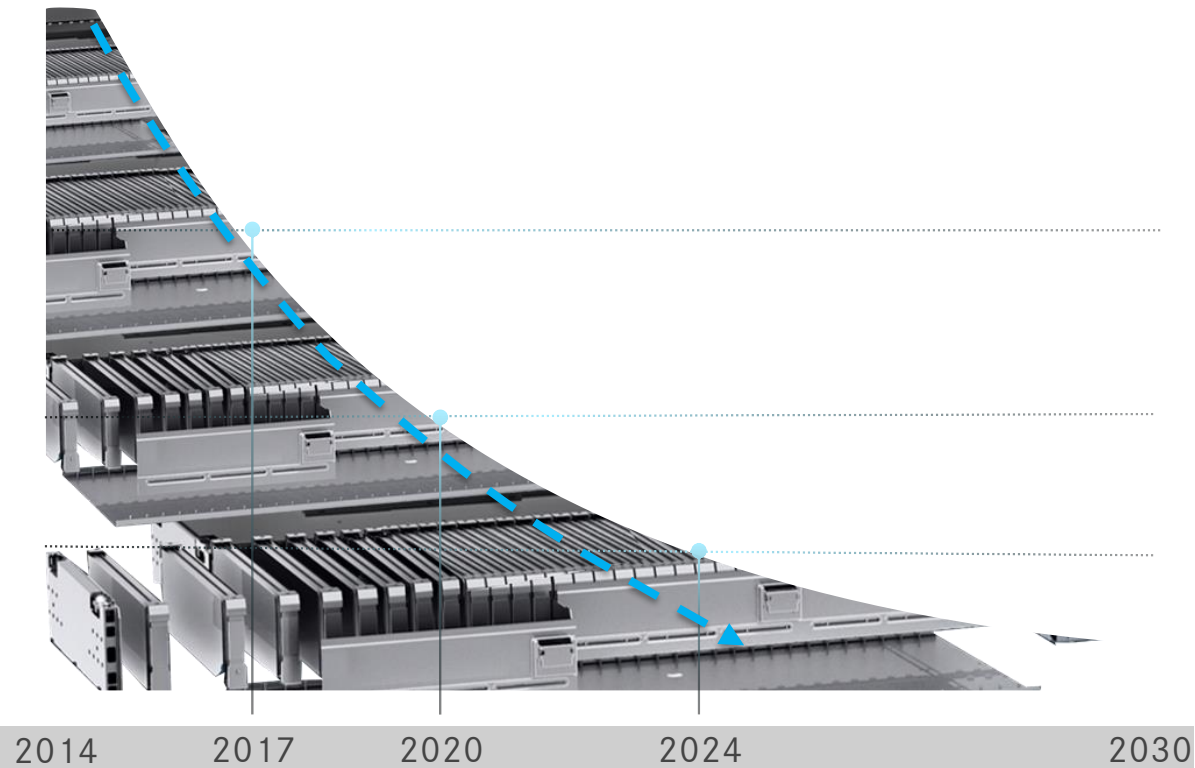
*MB xEV models, incl. EQV and T-Class, w/o smart

Mercedes-Benz Cars & Vans

Our path to higher EV profitability

Costs of batteries coming down faster than originally expected

(€/kWh)



* without governmental incentives

Other measures

Significantly below €100/kWh system level by mid-decade (cell/module/system)

Simplified Modular Strategy will drive economies of scale

Partnerships and supply secured beyond 2025

Targeting strong contribution margins for all new architectures from 2025*

New high end full-electric Mercedes-EQ products target solid profitability from the start

Mercedes-Benz Cars & Vans

Aiming to take the lead in EV



Quality &
craftsmanship

Luxury
refinement

Sublime
ride & drive

World class
safety

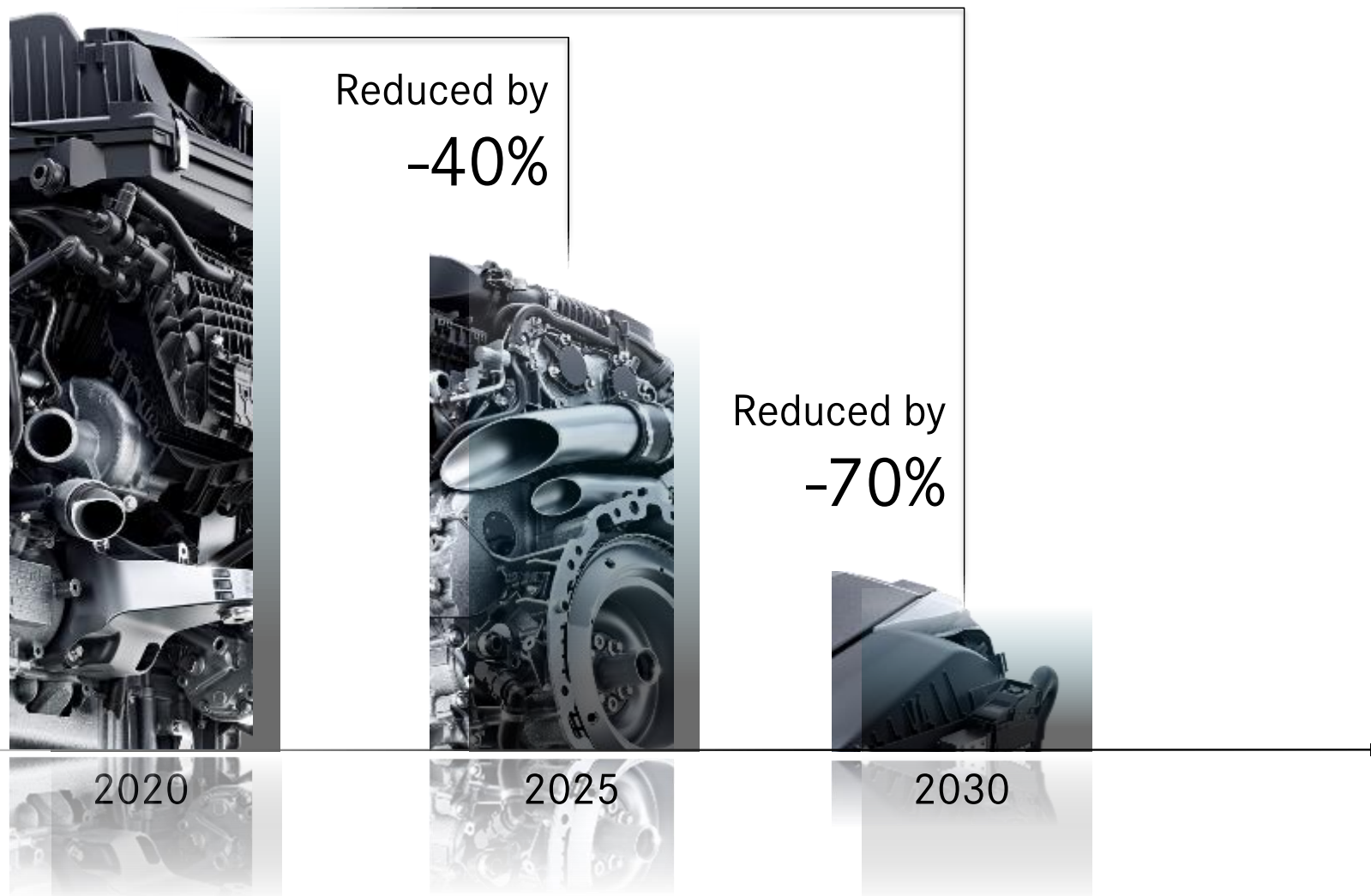
Exceptional digital
experience

**...WITH A TRUE MERCEDES-BENZ LUXURY EXPERIENCE –
THE COMBINATION OF AESTHETICS AND TECHNOLOGY**

Mercedes-Benz Cars & Vans

Significant reduction of combustion engines

Reduction in variants
of combustion engines



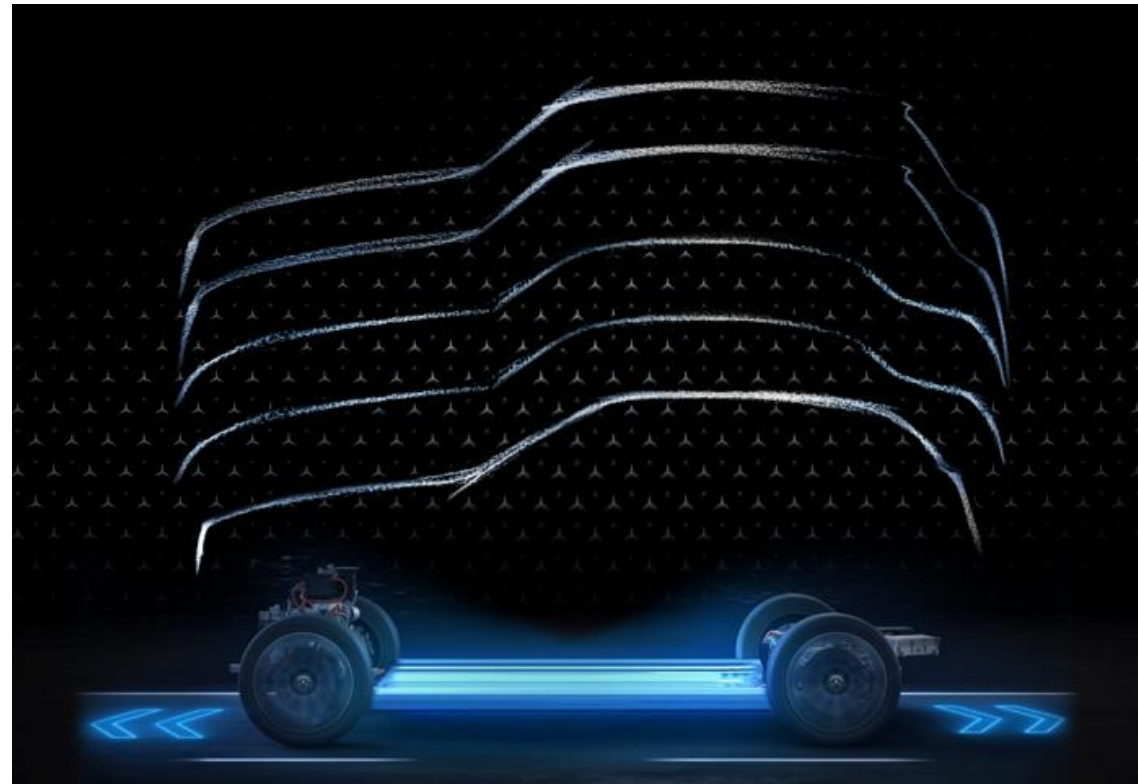
Mercedes-Benz Cars & Vans

The next step: MMA compact & mid-size car electric platform

Exceptional range

Benchmark high power charging

Highly energy efficient drivetrain & vehicle



Very competitive e-drivetrain costs

Luxury: Aiming to offer best noise and comfort in the industry

State-of-the-art digital experience

OPTIMIZED INVESTMENT & COST STRUCTURE

Mercedes-Benz Cars & Vans

Our own proprietary operating system



Compelling luxury experience

Speed of execution

Higher customer loyalty

Scalable, lower variable costs

Lower complexity

Recurrent revenues

... WILL DELIVER AN EXTRAORDINARY CUSTOMER EXPERIENCE

Mercedes-Benz Cars & Vans

What exactly is MBOS? And what will Mercedes-Benz develop?

Vehicle software

Frontend Layer
100% in-house

Applications Layer
Mainly in-house*

Middleware Layer
Partially in-house

Infrastructure Layer
Partially in-house

Cloud/ IoT

5 domains:
Drive train
Autonomous Drive
Infotainment
Body control
Communications

Vehicle hardware

Sourced from suppliers
but chipset specifications
defined by Mercedes-Benz
(key strategic partners)

Consolidated hardware
strategy away from
many ECUs

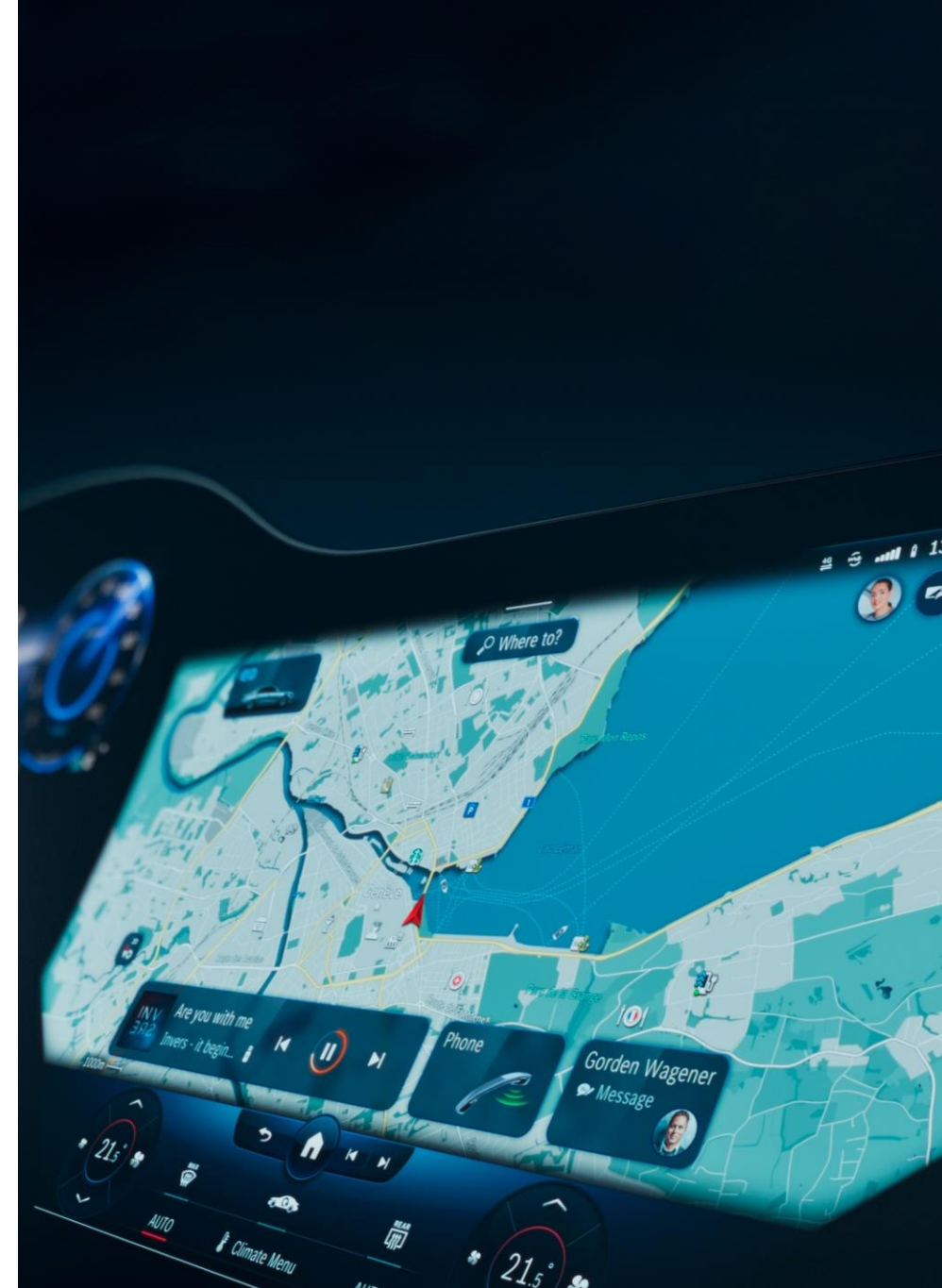
Full integration by Mercedes-Benz

* Automated Driving co-developed with Nvidia

Mercedes-Benz Cars & Vans

MBUX Hyperscreen

- ▶ High-tech in a luxury shell: Biggest and most intelligent screen ever mounted in series-built Mercedes
- ▶ Mercedes-Benz will be personal assistant for driver and front passenger
- ▶ Learning Artificial Intelligence software: Operating concept, infotainment and vehicle functions based on individual patterns



Mercedes-Benz Cars & Vans

Strategy Mercedes-Benz Vans

“Moving Transportation to the next level”

We exceed customers' expectations with the most desirable vans & services

Lead

in electric
drive and digital
solutions

Target

premium
segments

Focus

on
profitable
growth

Embrace

customers and
grow recurrent
revenues

Lower

operating
costs

4% revenue growth and 8% return on sales, supported by a refocused cost structure

Economic, environmental and social sustainability as a guiding principle

Driven by a highly qualified and motivated team

Mercedes-Benz Cars & Vans

Full range supplier in the commercial segment



Small Van – **Citan**

from 1.8t GVWR.

Mid-size Van – **Vito**

up to 3.2t GVWR.

Large Van – **Sprinter**

up to 5.5t GVWR.

Mercedes-Benz Cars & Vans

Electrification of the vehicle fleet – for both private and commercial use



EQV 300: combined electrical consumption: 26.4-26.3 kWh/100 km; combined CO2 emissions: 0 g/km. The electrical consumption was determined on the basis of Directive 692/2008/EC. Electrical consumption depends on vehicle configuration.

Mid-size van private use

Large van commercial use

Mid-size van commercial use

EQV

eSprinter

eVito

Mercedes-Benz Cars & Vans

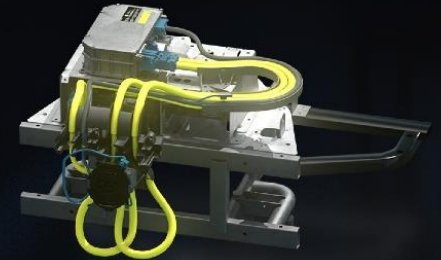
The new Mercedes-Benz eSprinter with electric versatility platform

An intelligent, modular solution with three core elements

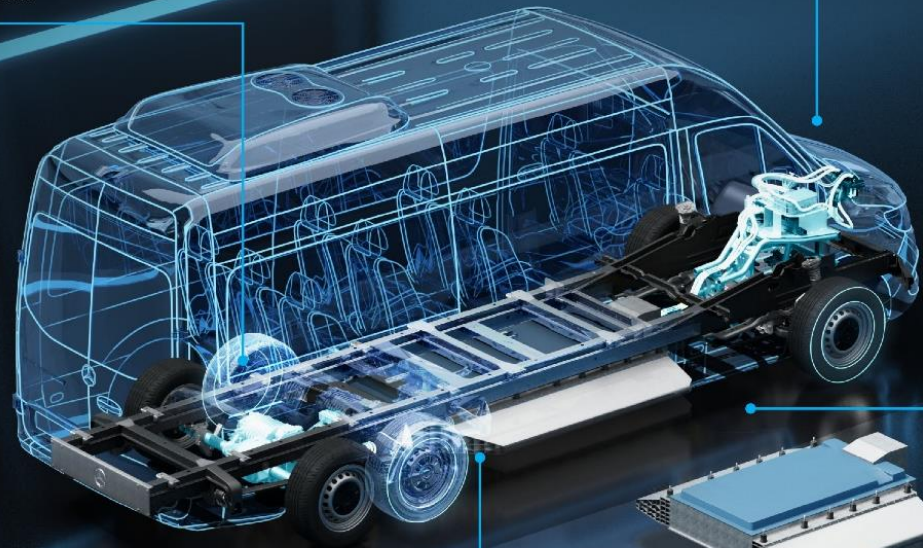
Rear module
with electrically driven rear axle



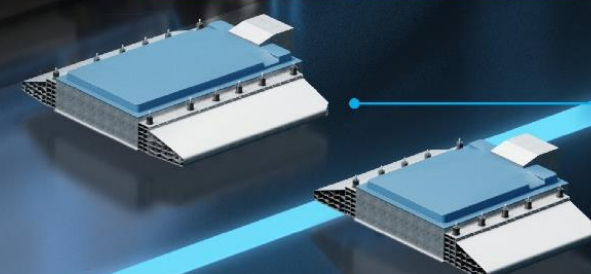
Front module for
high-voltage components



Underfloor module
for high-voltage battery



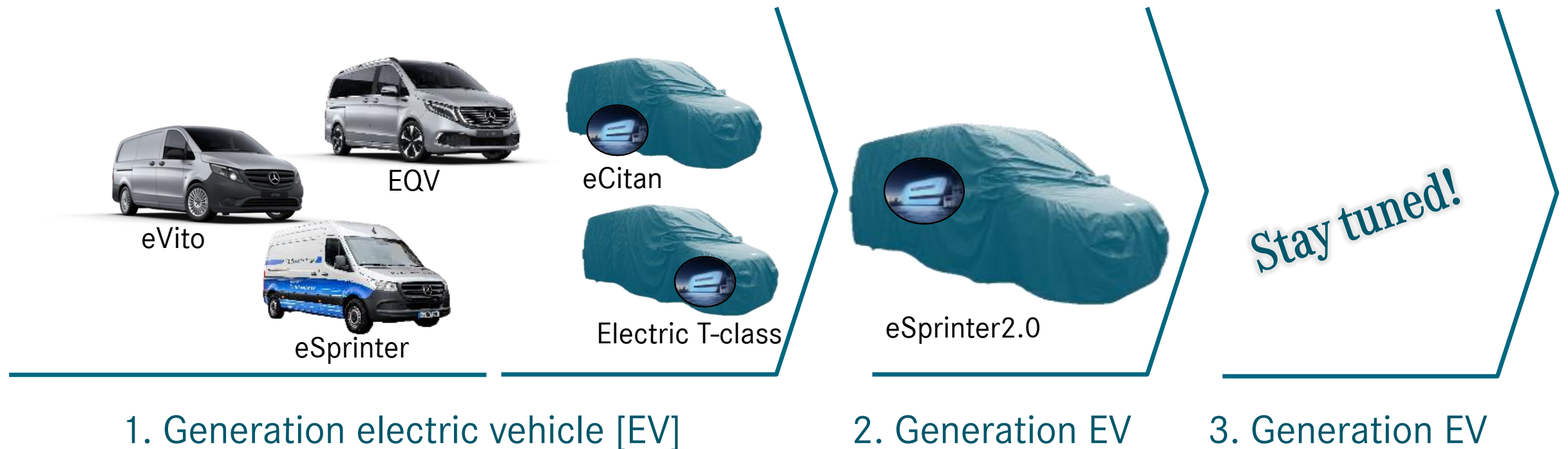
Choice of
· 2 wheel bases
· 3 battery capacity levels
Large | Medium | Small



Mercedes-Benz Cars & Vans

Strategic priority: Electrifying MB Vans

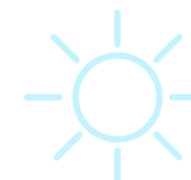
- We are fully committed and dedicated to **electrification**
- **Holistic Approach:** From small over mid-size to large, we electrify every van segment



Mercedes-Benz Cars & Vans

Our financial ambitions

Market environment/revenues



Contribution margin



Profitable growth



Fixed costs

> -20% vs. 2019

> -20% vs. 2019

> -20% vs. 2019

CAPEX and R&D (CF impact)

> -20% vs. 2019

> -20% vs. 2019

> -20% vs. 2019

RoS MB AG

Mid to high single digit

High single digit

Double digit

Cash conversion



0.7 – 0.9x



AGENDA

- I. RESULTS Q1 2021
- II. OUTLOOK FY 2021
- III. STRATEGY
 1. DAIMLER GROUP
 2. MERCEDES-BENZ CARS & VANS
 3. **DAIMLER TRUCKS & BUSES**
 4. DAIMLER MOBILITY



Daimler Trucks & Buses

Strategy Daimler Trucks & Buses

We add value for our customers

Lead
globally

Grow
services

Differentiate
by technologies

Focus on
core business

Lean
organization

People
&
culture

Partnerships



Daimler Trucks & Buses

Strategic priorities

Product & portfolio

Increased focus on HD segment
and increased commonization

Growing importance of connected trucks
to provide real-time data and analytics to
optimize customer operations

Sustainability & CO₂

Battery-electric and fuel cell trucks,
both important and complementary

Autonomous

Hub2Hub

Continued integration of advanced
safety systems



Daimler Trucks & Buses

Mercedes-Benz Trucks in China for China

Joint venture **Beijing Foton Daimler Automotive Co., Ltd. (BFDA)** to produce and distribute Mercedes-Benz trucks in China

Based on Daimler Trucks **platform strategy**, new heavy-duty truck “**Made in China, for China**”

Start of production planned in two years from now in new BFDA truck plant in Huairou

Investment of more than 3.8 billion RMB (over 485 million euros) by joint venture

Leveraging the potential of the **world’s largest truck market**



Daimler Trucks & Buses

Electric trucks technology

- ▶ Proving capabilities of electric trucks and buses in customers use: More than 10 million kilometres driven.
- ▶ Planned start of eActros series production this year, integration of electric trucks into existing production set-up.
- ▶ Testing Freightliner eCascadia and eM2; available to order, planned start of series production in 2022.
- ▶ Concept GenH2 Truck demonstrates future long-haul operation with F-Cell: Envisaged range of ~1,000 km and more in series version; Planned series production in second half of decade. In 2021 first prototypes of the vehicle will be tested on the roads and customer trials are scheduled for 2023. The first GenH2 Truck series vehicles can be expected from 2027



Daimler Trucks & Buses

Battery-electric and fuel-cell - the customer decides according to specific needs



Battery-Electric Truck:
- Lower Weight,
- Shorter Distances

Hydrogen Truck:
- Heavy Weight,
- Long Distance



Daimler Trucks & Buses Strategic Partnerships

Daimler Truck AG and the Volvo Group complete creation of fuel-cell joint venture: cellcentric

cellcentric
A Daimler Truck & Volvo Group Company

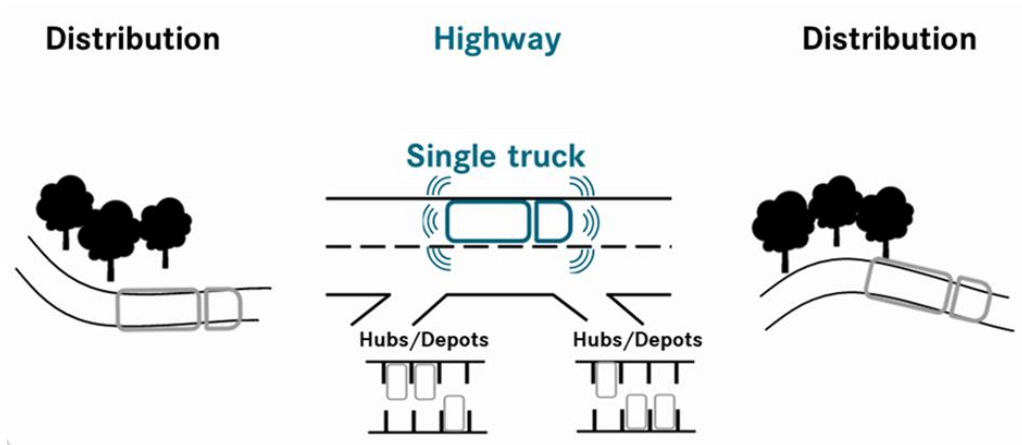
- ▶ Volvo Group has acquired 50 percent of the partnership interests in the existing Daimler Truck Fuel Cell GmbH & Co. KG for approx. EUR 0.6 bn.
- ▶ Develop, produce and commercialize fuel cell systems for use in heavy-duty trucks and other applications
- ▶ Concept Mercedes-Benz GenH2 Truck: This year, first prototypes of the vehicle will be tested on the roads and customer trials are scheduled for '23.

Cummins Inc. to establish an engine plant within the Mercedes-Benz Mannheim campus to localize medium-duty engines



- ▶ In the future, global medium-duty engine systems for Daimler Trucks and Buses all over the world will be provided by Cummins Inc.
- ▶ Partnership is part of transformation program: Optimize cost structure in the long term and focus capital allocation on future technologies
- ▶ Daimler Truck AG: Focus on alternative drive technologies and heavy-duty commercial vehicle engines

Daimler Trucks & Buses Autonomous



DEVELOPMENT AND TESTING ON PUBLIC ROADS

Daimler Trucks & Buses

As part of our dual strategy, we collaborate on the chassis and offer multiple digital products for our customers



AGENDA

- I. RESULTS FY 2020
- II. OUTLOOK FY 2021
- III. STRATEGY
 1. DAIMLER GROUP
 2. MERCEDES-BENZ CARS & VANS
 3. DAIMLER TRUCKS & BUSES
 4. **DAIMLER MOBILITY**



Daimler Mobility

Strategy Daimler Mobility

WE MOVE YOU! We inspire our customers with best-in-class financial and mobility services – intuitive, flexible and fully digital

Drive transformation

- Establish online sales
- Offer flexible products
- Speed up e-mobility

Increase efficiency

- Automate and bundle ops
- Simplify product range
- Create lean organization

Boost the business

- Push penetration
- Accelerate retention
- Grow used-car portfolio

Strengthen our culture

- Ensure people focus
- Safeguard best skills
- Live core values



Daimler Mobility

Our Role

- ➔ **We** create demand for vehicles and services.
- ➔ **We** promote and ensure customer loyalty.
- ➔ **We** contribute to Daimler's financial success.
- ➔ **We** open up new opportunities through mobility services.

WE MO>E YOU



DAIMLER Q1 2021

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, customs and foreign trade provisions; 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 are described 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.