

Fixed Income Presentation Q3 2021

Daimler AG



AGENDA

- I. **DAIMLER AG REVIEW Q3 2021**
- II. DIVISIONAL REVIEW Q3 2021
- III. OUTLOOK 2021
- IV. PROJECT FOCUS
- V. FUNDING
- VI. SUSTAINABILITY

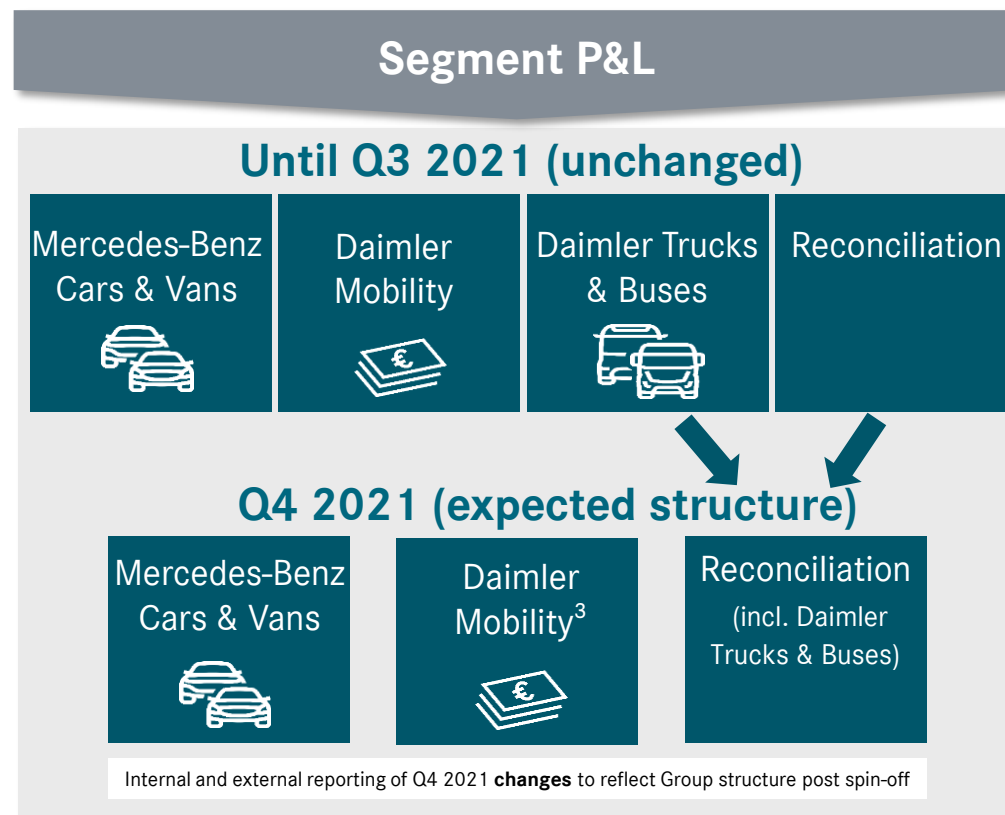
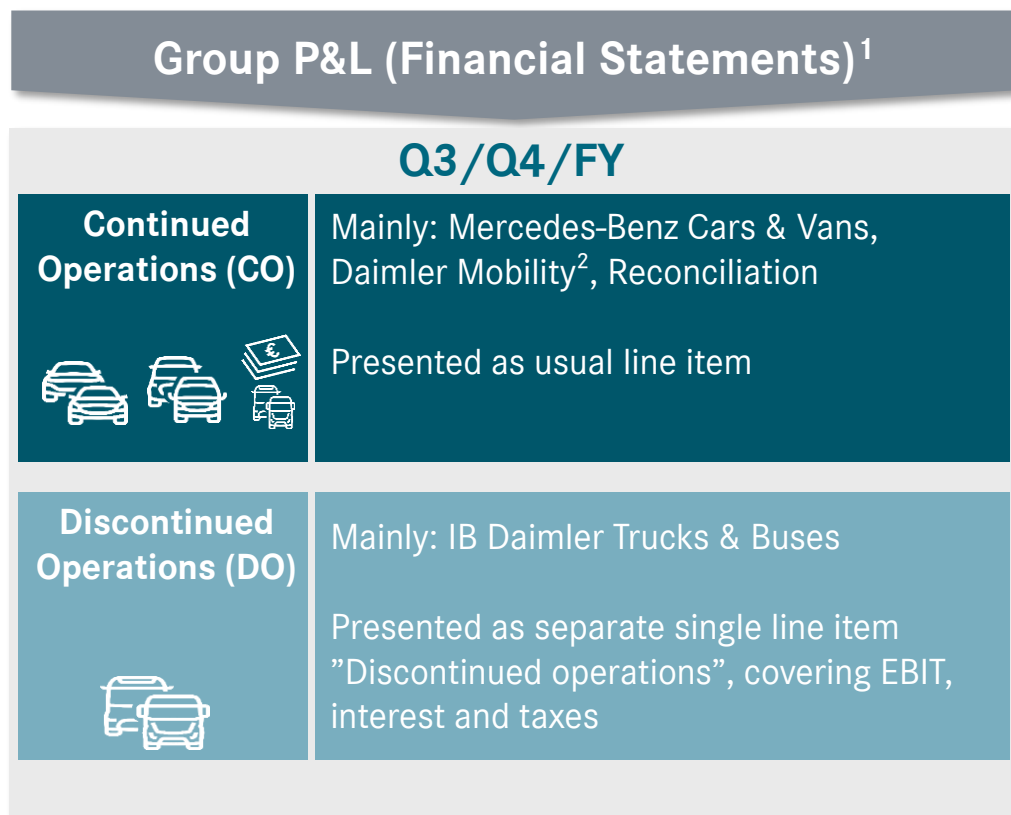


Daimler: Key messages

- ▶ Business development Q3: strongly influenced by supply constraints due to semiconductor shortage; resilience of business further improved
- ▶ Favorable development of Net Industrial Liquidity & Free Cash Flow supporting financial flexibility
- ▶ Strategy execution: ramp-up of EV portfolio in all divisions
- ▶ Project Focus: 99.90% of shareholders in favour of Daimler Truck spin-off and renaming of Daimler AG. First stock-exchange listing of Daimler Truck Holding AG planned by end of 2021



Q3/Q4 Reporting Changes



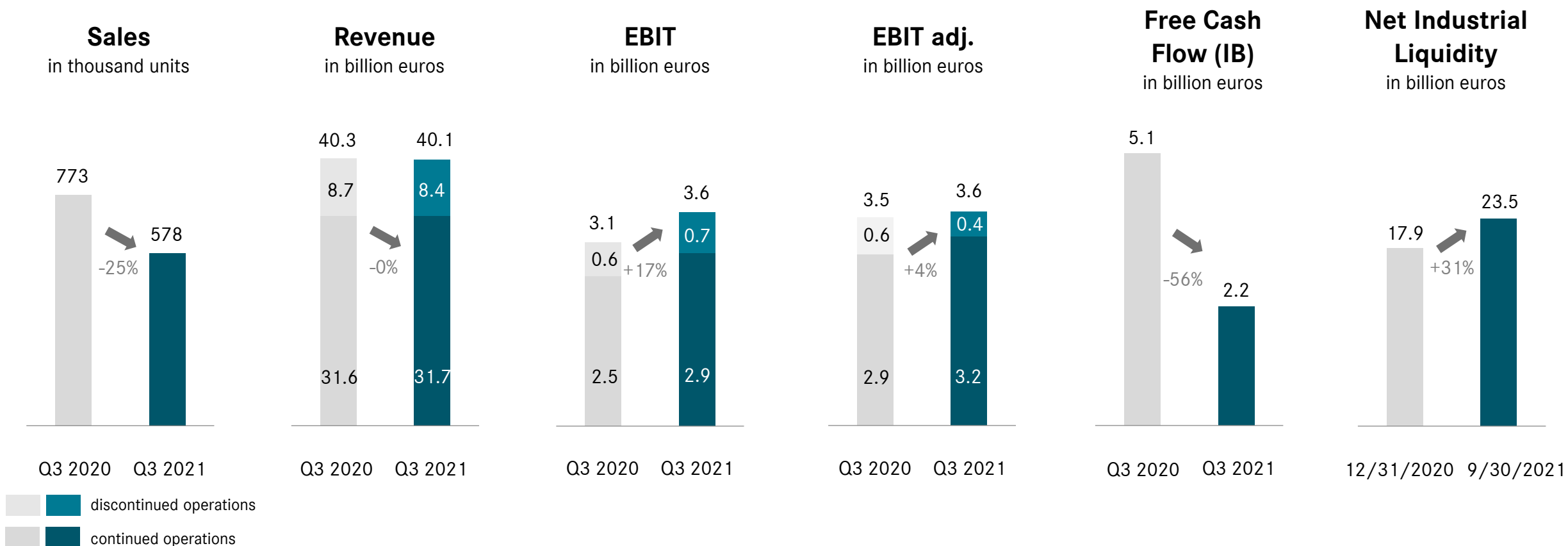
¹ In Consolidated Balance Sheet mainly IB Daimler Trucks and Buses business including DMO spin off is shown as assets/ liabilities held for distribution/ sale

² DMO incl. Trucks DMO

³ Scope changes over time, Trucks DMO Portfolio successively carved out or ramped down

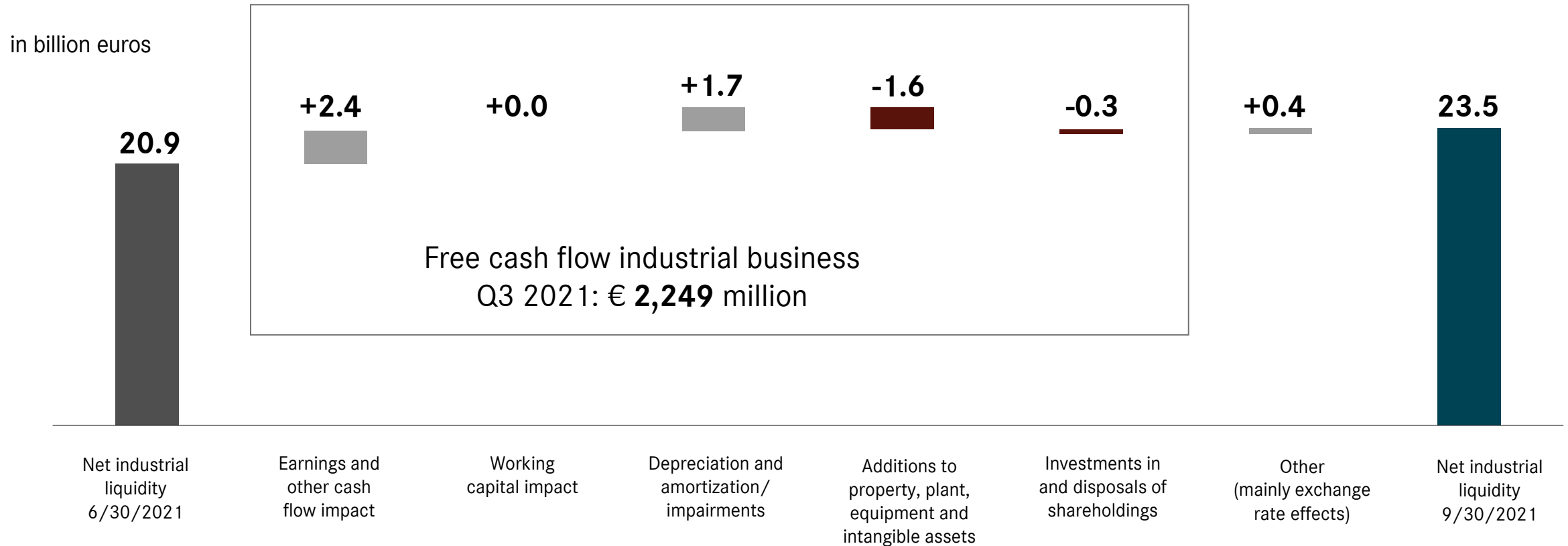
Disclaimer: This page is for illustration purposes only. It shows schematically the upcoming structural changes within Daimler's financial statements. More detailed information is provided in the interim report

Daimler key figures: Despite significantly lower volumes, revenue was at about last year's third quarter



For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)

Daimler Net Industrial Liquidity*: Healthy Net Cash position leaves us with a significant financial flexibility

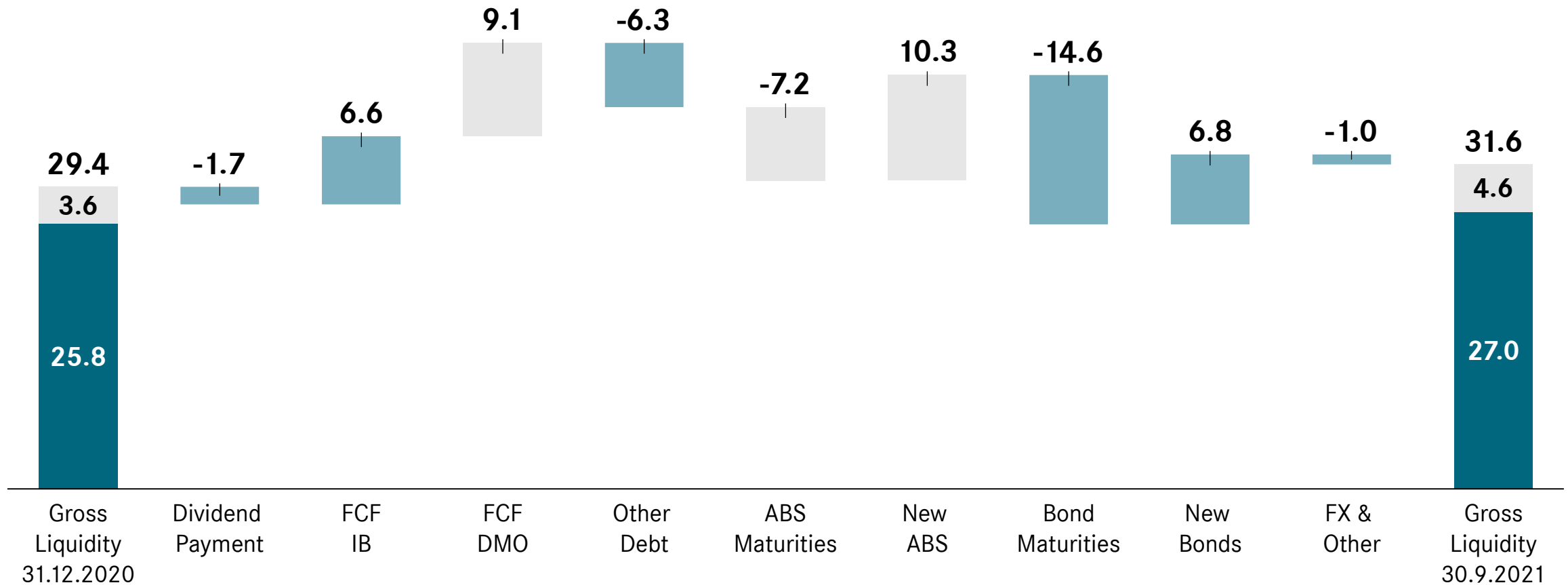


*before DO restatement

Daimler YTD Q2 2021 development of gross industrial liquidity

in billion euros

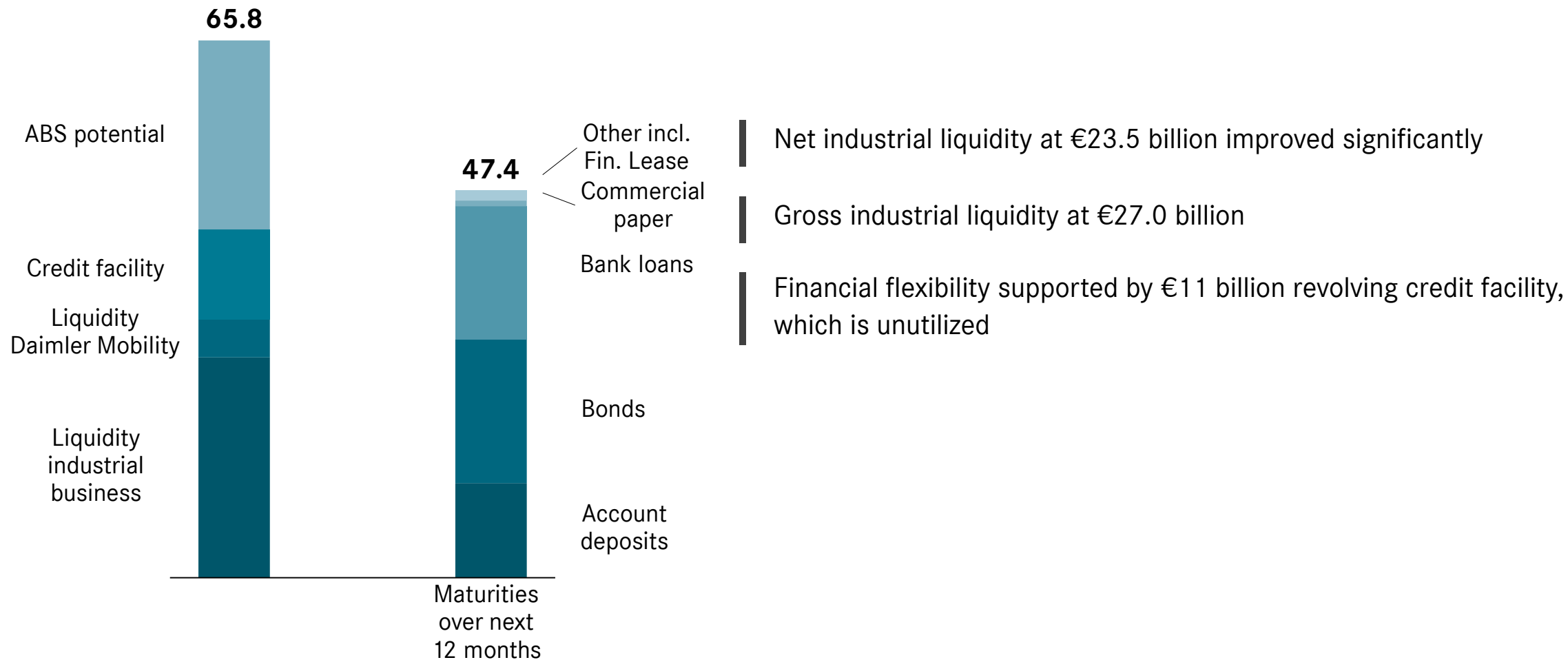
Financial Services
Industrial Business



Note: Figures may not be additive due to rounding.

Daimler Q3 2021 financial flexibility over a 12-month period

in billion euros



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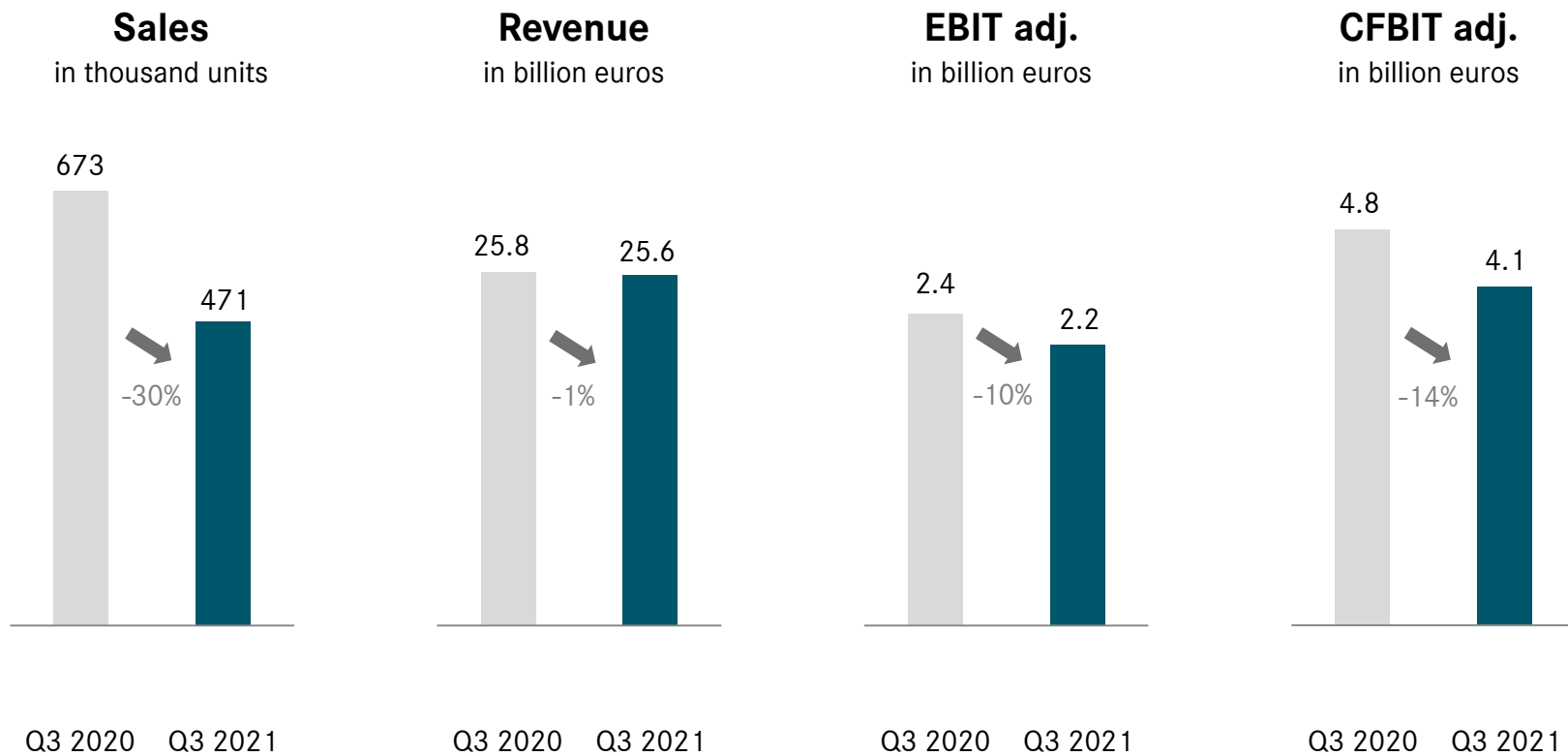


Mercedes-Benz Cars: Highlights

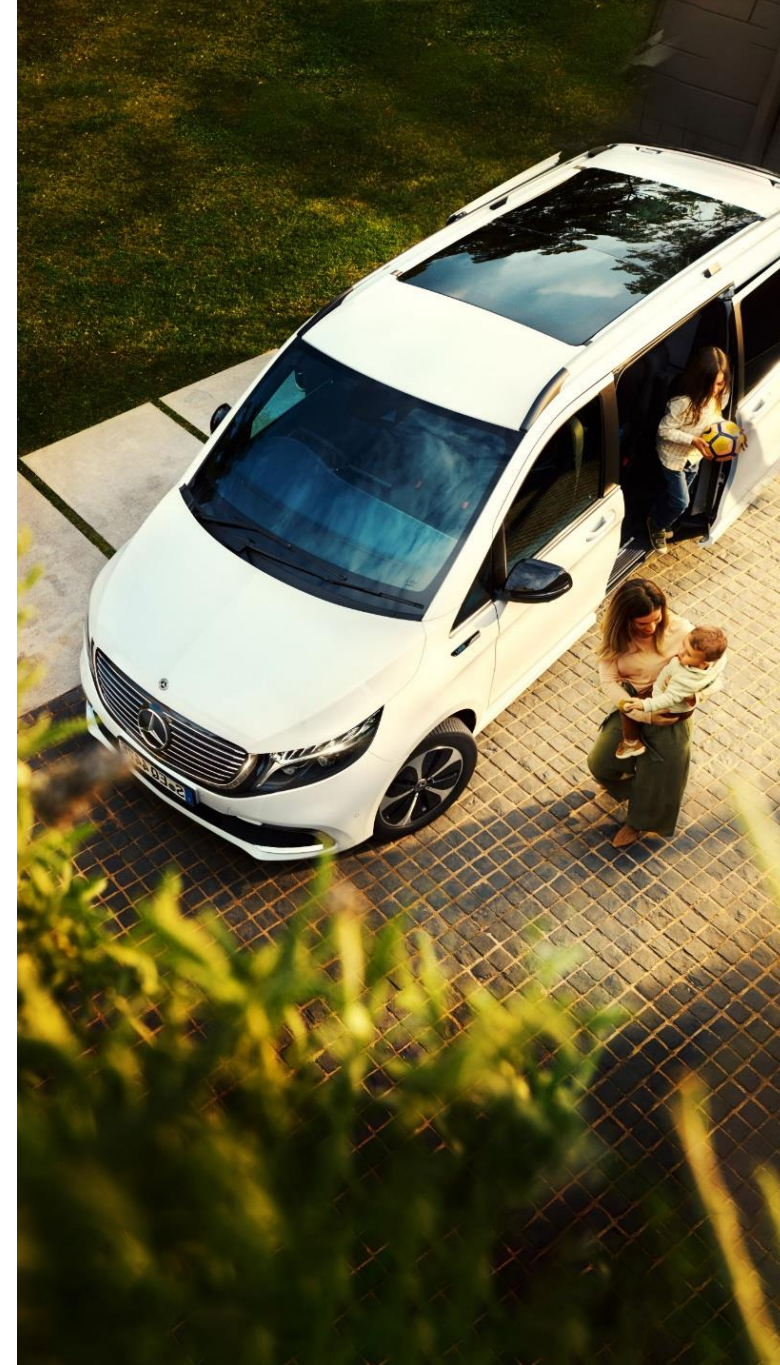
- ▶ Strong demand for Mercedes-Benz products in all markets. Especially electric and high-end vehicles with high growth rates
- ▶ Sales significantly restricted by ongoing semiconductor shortage
- ▶ Favorable mix and net pricing offset semi-driven supply constraints and raw material headwinds
- ▶ Acquisition of 33%-equity stake in battery cell JV ACC
- ▶ Transfer of compact and mid-size transmissions activities to Magna
- ▶ EV ramp-up: Introduction of 4 new EV products and concepts at IAA underlines focus on luxury and tech
- ▶ Successful Digital World Premiere of new Citan and eCitan. Start of sales Sprinter 4x4 and new battery variant for eVito Tourer



Mercedes-Benz Cars & Vans financials: Revenues remained at about last year's level



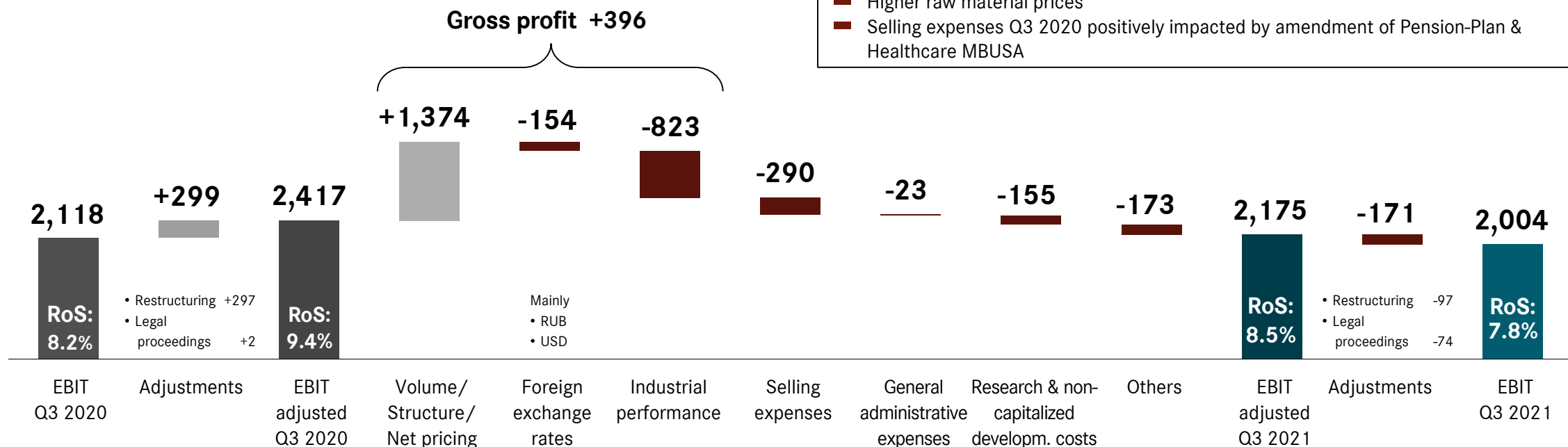
For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)



Mercedes-Benz Cars & Vans EBIT FY & RoS: Exceptionally favorable structure effects and improved net pricing

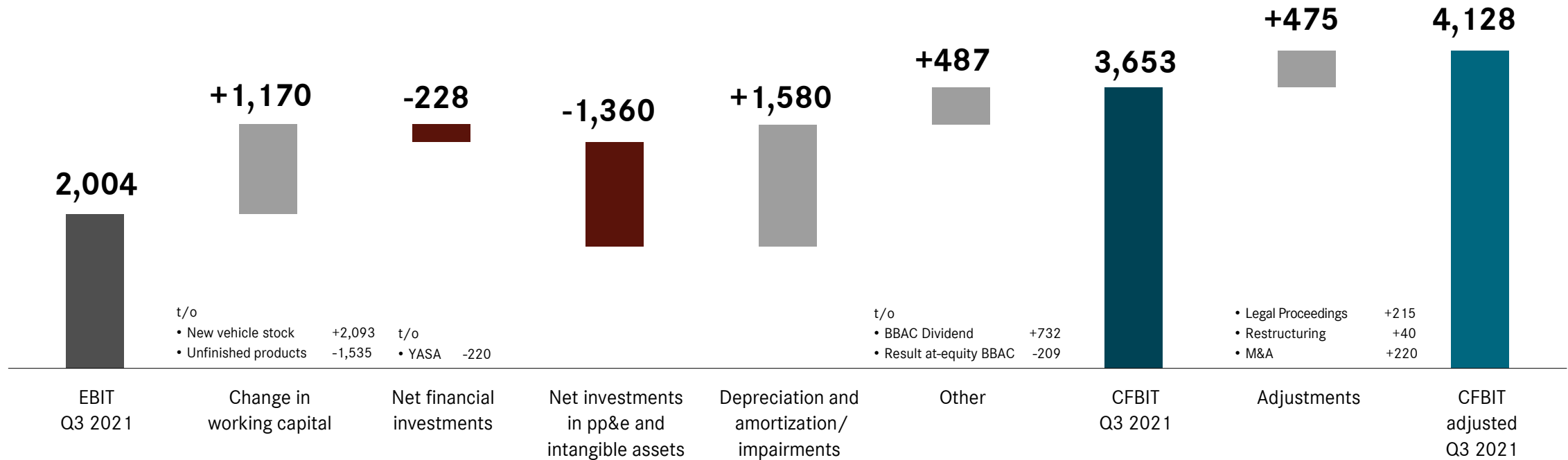
in million euros

- + Favourable product mix
- + Improved net pricing
- Significantly lower unit sales due to worldwide shortage of semiconductor components
- Disruptions in production network and supply chain due to shortage of semiconductor components
- Higher raw material prices
- Selling expenses Q3 2020 positively impacted by amendment of Pension-Plan & Healthcare MBUSA



Mercedes-Benz Cars & Vans Reconciliation from EBIT to CFBIT: Driven by low vehicle inventories and a BBAC dividend

in million euros

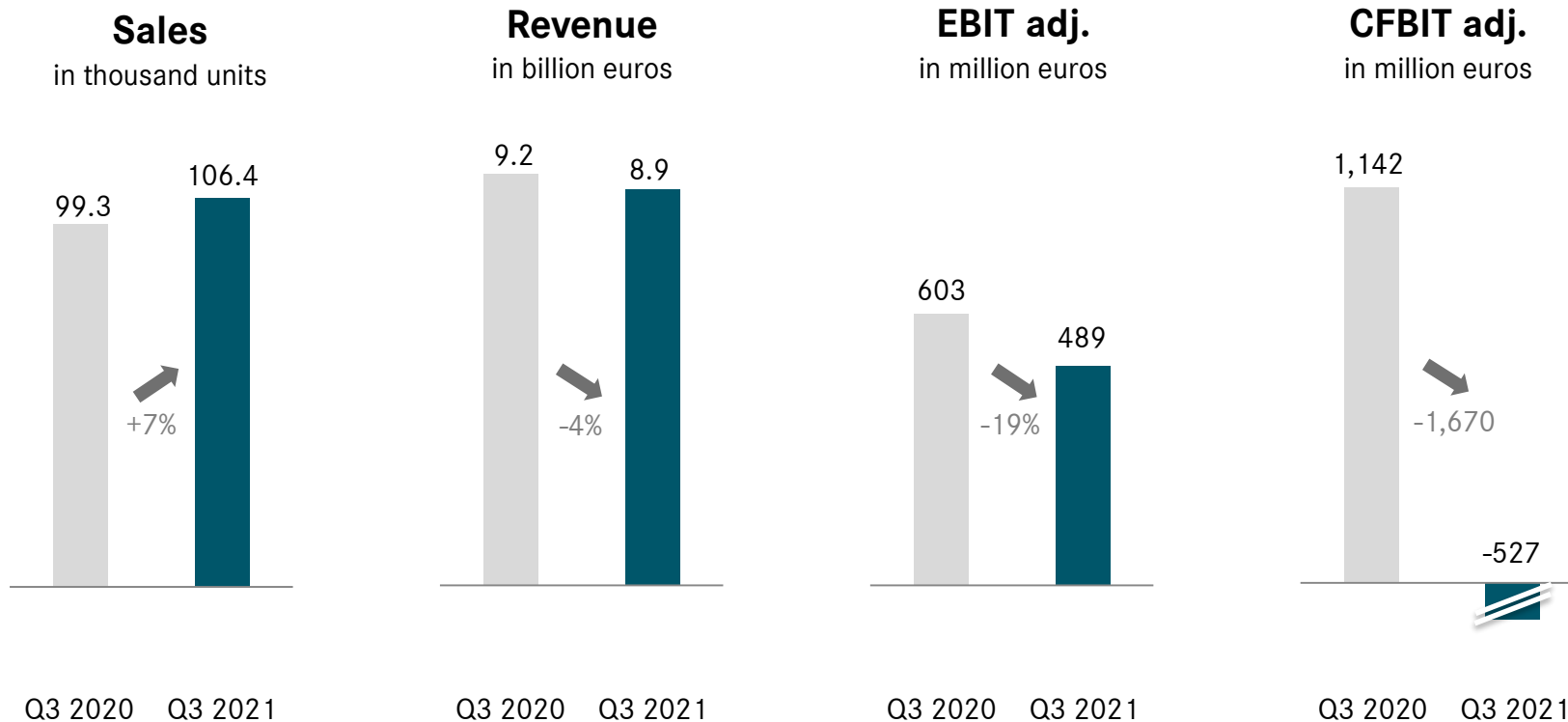


Daimler Trucks & Buses: Highlights

- ▶ Q3 sales significantly impacted by semi-conductor shortages with shortfall mostly felt in heavy duty markets North America and Europe; significant amount of trucks awaiting completion
- ▶ Order Book for 2022 opened for North America with record incoming orders during the first days reflecting strong continued demand
- ▶ Headwinds from raw material, partly offset by increased net pricing
- ▶ World Premiere of DTNAs newest addition to its purpose built vocational line-up, the all-new Western Star 47X
- ▶ Launch of the all new Mercedes-Benz Tourrider coach for North America
- ▶ Start of series production of battery-electric eActros



Daimler Trucks & Buses Financials: Strong sales and unfavorable regional and product mix

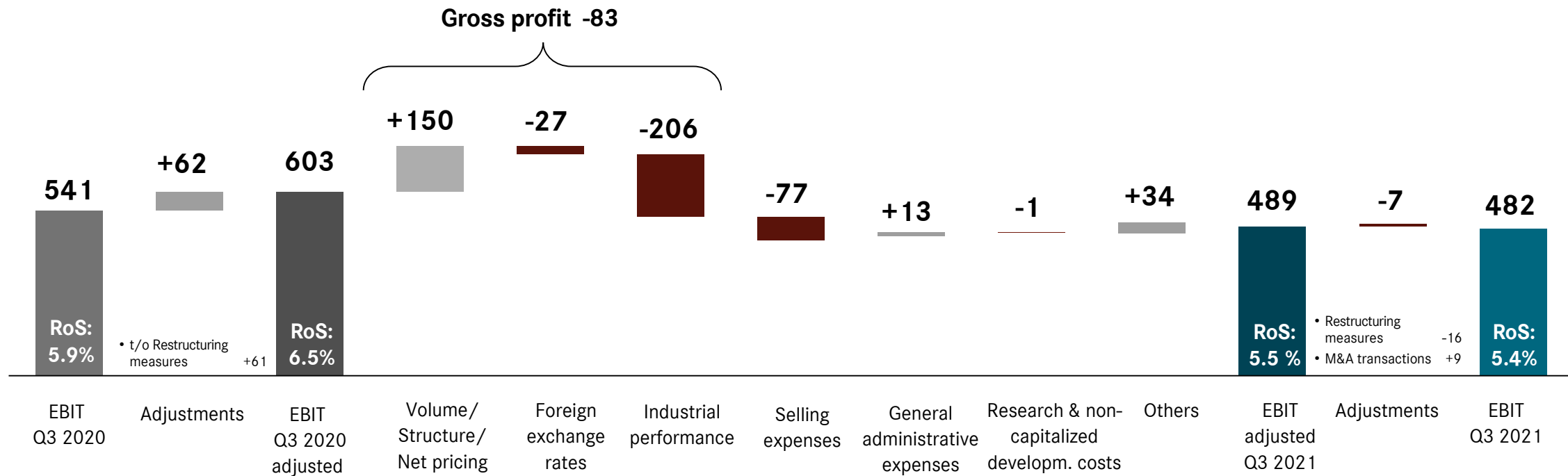


For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)

Daimler Trucks & Buses EBIT & RoS: Industrial performance burdened mainly by higher raw material prices

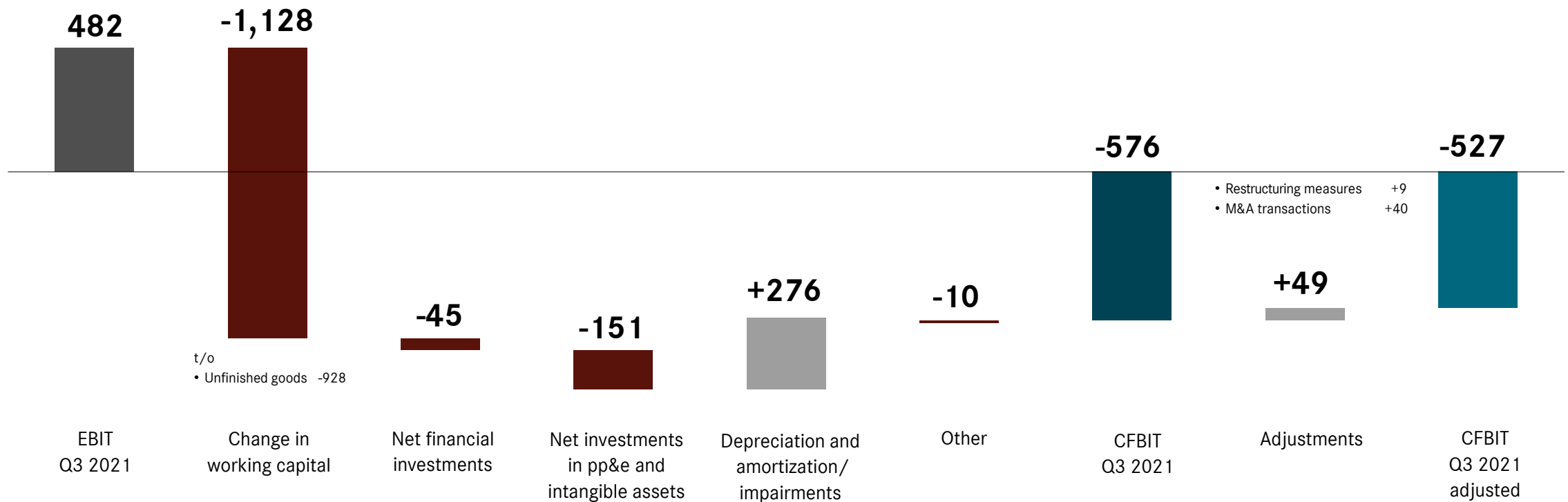
in million euros

- + Net pricing
- + Positive contributions from used vehicle business and from aftermarket
- + Positive one-time effects from BFDA Impairment reversal
- Unfavorable regional heavy duty sales mix due to supply chain constraints in North America and Europe
- Higher costs, mainly related to raw material



Daimler Trucks & Buses reconciliation from EBIT to CFBIT: semiconductor shortages caused a temporary extraordinary increase of unfinished goods

in million euros

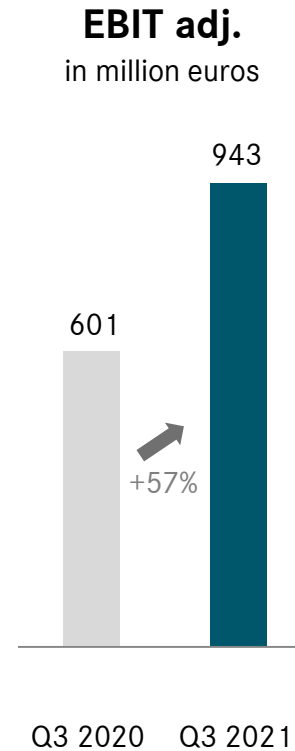
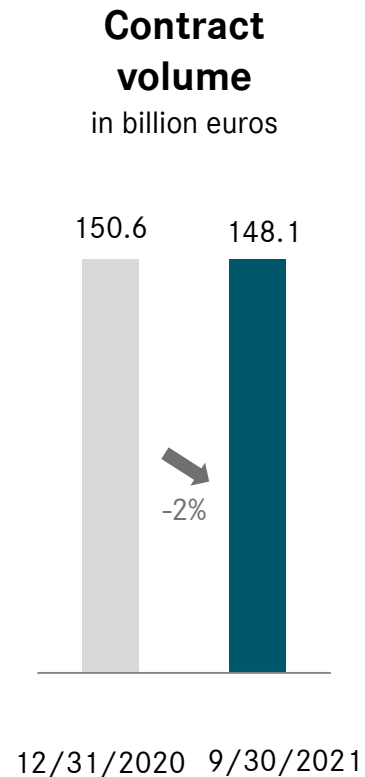
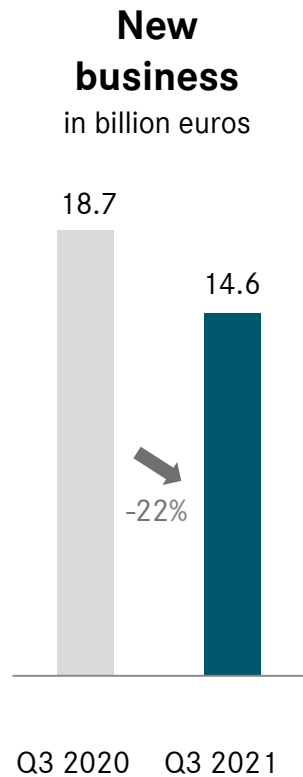


Daimler Mobility: Highlights

- ▶ Reduced portfolio due to semi-conductor shortage and lower dealer stock
- ▶ Support for EV-sales at level comparable to ICEs
- ▶ Interest result benefitting from lower refinancing cost
- ▶ No new credit risk provisions required in Q3 due to high portfolio quality
- ▶ Improved operative business performance at mobility services and fleet management



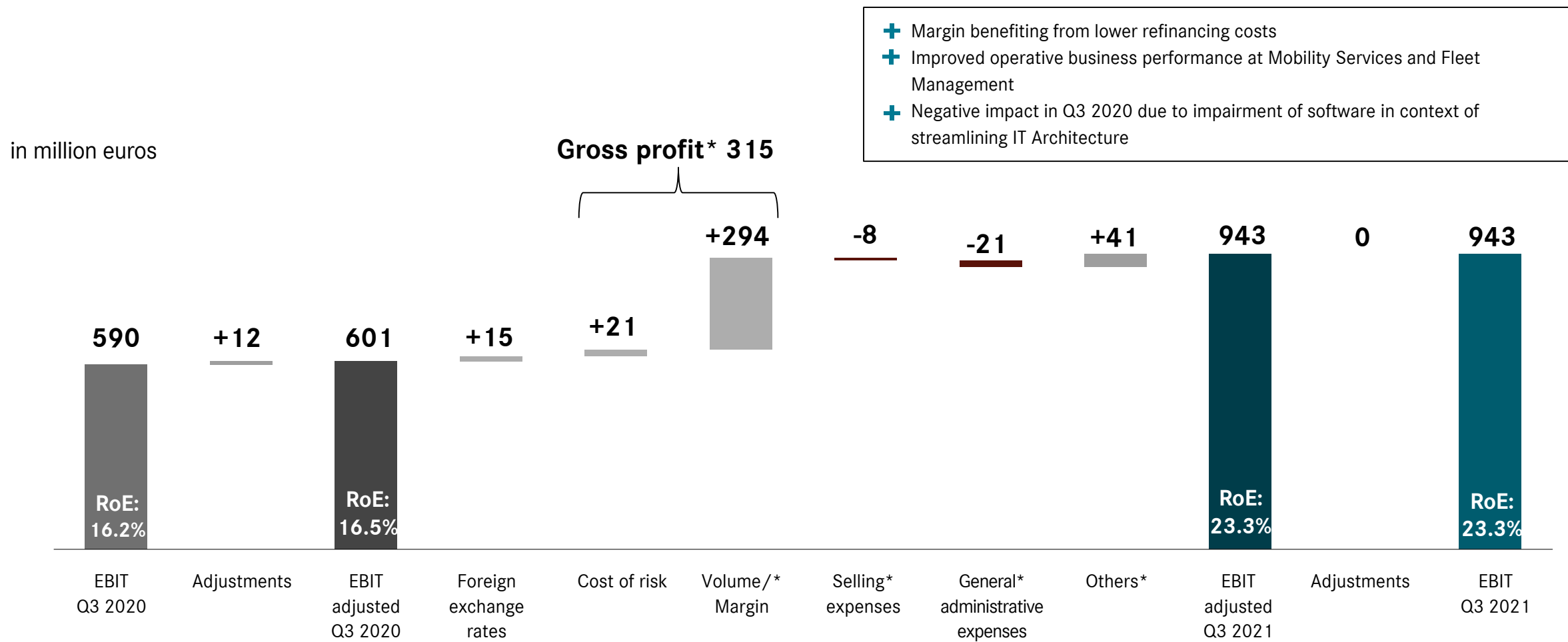
Daimler Mobility Financials: EBIT adj. benefitting especially from favorable refinancing costs



For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)



Daimler Mobility EBIT & RoE: Main driver were lower refinancing costs which improved the interest margin



* excluding FX effects

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Market Guidance 2021

Assumption

The economic conditions for worldwide demand are likely to remain favourable during the rest of the year. One must assume, however, that strained supply chains and bottlenecks for key components will continue to have a considerable impact on worldwide vehicle production in the fourth quarter. Furthermore, we assume in Q4 an improved semiconductor supply situation vs. Q3, despite the still limited visibility and high volatility.

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



Divisional Guidance 2021

Assumption

The economic conditions for worldwide demand are likely to remain favourable during the rest of the year. One must assume, however, that strained supply chains and bottlenecks for key components will continue to have a considerable impact on worldwide vehicle production in the fourth quarter. Furthermore, we assume in Q4 an improved semiconductor supply situation vs. Q3, despite the still limited visibility and high volatility.

	Cars	slightly below
Unit Sales	Vans	at prior-year level
	<i>Trucks & Buses¹</i>	<i>significantly above</i>
Return on Sales (adjusted*)	Mercedes-Benz Cars & Vans	10 to 12%
	<i>Daimler Trucks & Buses¹</i>	<i>6 to 8%</i>
	Daimler Mobility (RoE)	20 to 22%
Cash Conversion Rate** (adjusted)	Cars & Vans	0.8 to 1.0x
	<i>Trucks & Buses¹</i>	<i>0.8 to 1.0x</i>

¹ Shown as Reference only, includes Daimler Trucks & Buses activities for 12 months (assumed without any effect of the Spin-off) and is in line with previous Segment structure.

* 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 transactions (e.g. Spin-off).

** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.



Daimler Group Guidance 2021

Assumption

The economic conditions for worldwide demand are likely to remain favourable during the rest of the year. One must assume, however, that strained supply chains and bottlenecks for key components will continue to have a considerable impact on worldwide vehicle production in the fourth quarter.

Furthermore, we assume in Q4 an improved semiconductor supply situation vs. Q3, despite the still limited visibility and high volatility.

	<i>Reference Guidance¹</i>	Group Guidance²
Daimler Group Revenue	<i>significantly above</i>	significantly above
Daimler Group EBIT	<i>significantly above</i>	significantly above
Free Cash Flow (industrial business)	<i>at prior-year level</i>	slightly below
Investment in PP&E	<i>slightly below</i>	significantly below
R&D expenditure	<i>slightly above</i>	slightly above
CO₂ emission (g/km)*	<i>significantly below</i>	significantly below

¹ The Reference Guidance covers Daimler Group incl. Daimler Trucks & Buses for 12 months (assumed without any effect of the Spin-off), is in line with previous Group structure and shown as reference only.

² The Group Guidance covers Daimler Group for the full year incl. Daimler Trucks & Buses until expected spin-off in December for all KPIs. After Spin-off the respective 35% equity share is accounted for at-equity. We expect to have considerable positive effects on Group EBIT in the fourth quarter, especially from deconsolidation due to Spin-off, which cannot be reliably determined at present and is therefore not included in the Group Guidance so far.

* 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)



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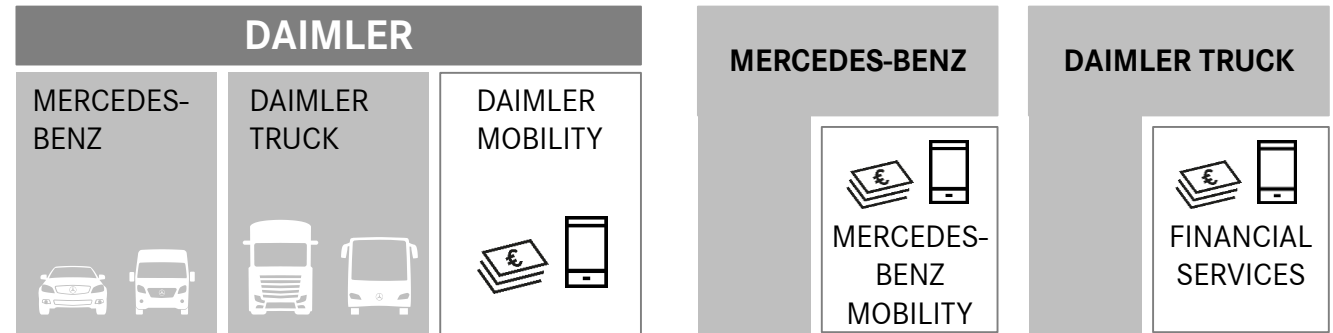


Separation of Daimler into two pure-play companies: Driving value creation, greater focus and financial discipline



TODAY

TOMORROW



Schematic representation

Separate

- ▶ Capital Structure and Rating
 - ▶ Capital Market Access
 - ▶ Group Funding and Liquidity Management
- for both groups after spin-off

Project Focus: Fixed Income key messages

Strong balance sheet: 23.5 bn Euros net industrial liquidity end of Q3 2021

Solid financial position for both entities at Day 1: net industrial liquidity exceeding pensions deficit

Daimler Truck with own credit ratings and own funding in the capital markets after spinoff

Daimler Truck received solid investment grade ratings from S&P (BBB + with stable outlook) and Moody's (A3 with a stable outlook)

Target rating category for Mercedes Benz remains single A

Existing bonds issued by Daimler AG or guaranteed by Daimler AG will not be transferred but remain with Daimler AG and its majority controlled subsidiaries *

Our prudent funding strategy and refinancing principles remain in place

Mercedes-Benz and Daimler Truck will be supported by their own dedicated captive financial and mobility services entities

* with the exception of local issuances in Argentina, Brazil and Mexico

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**



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

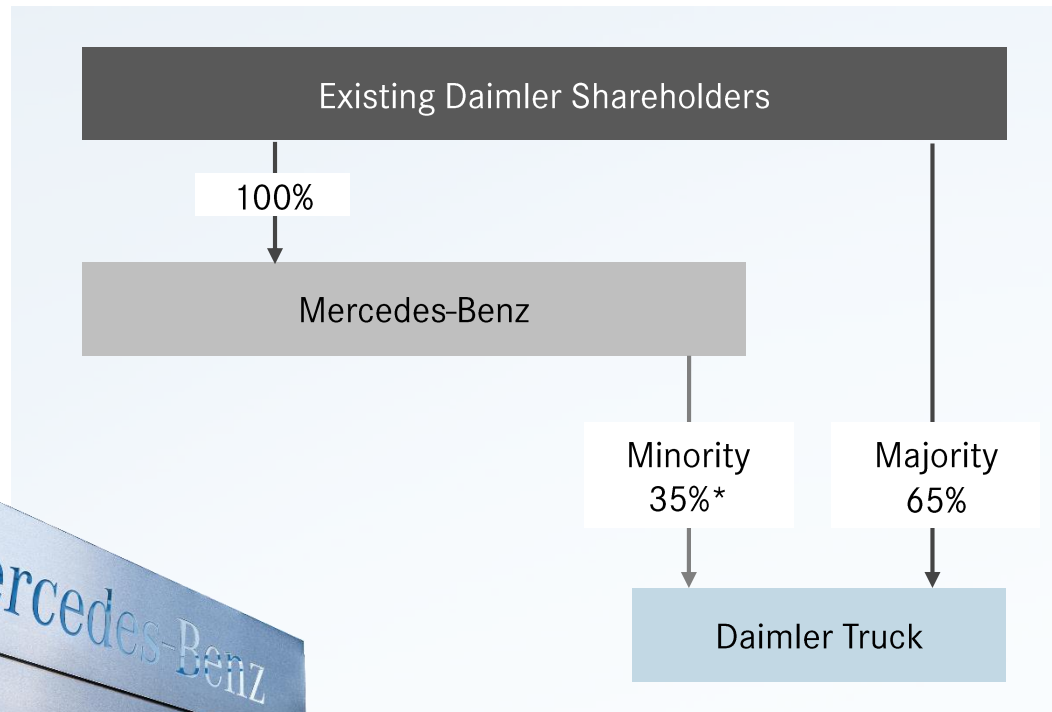
Powertrain: **technological lead** (TCO) and **strong partnerships** (Fuel Cell)
Automated driving: **Dual track strategy** with Torc Robotics & Waymo
Optimize product and **service portfolio**, streamline industrial footprint

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**



Structure of the planned transaction



* Thereof 5% in the pension fund

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 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

Spin-off of Significant Majority Stake

Daimler with **minority stake** and **de-consolidating** Daimler Truck

Independent Governance

Independent chairman
Daimler supervisory board representation **in line with intended deconsolidation**

Attractive financial profiles for both companies

Strong Capital Structures

Both Daimler Truck and Mercedes-Benz with **strong net liquidity position**

Ambitious financial targets

Separation **will enable** realization of **full profit potential**

Prime listing for Daimler Truck

DAX Company

Daimler Truck AG to be **listed in Frankfurt**

Company expected to **qualify for the DAX**

Listing Timing

Listing targeted **before year-end 2021**

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



Daimler Truck: Our mission as an independent company is clear

RESET PROFITABILITY

- ▶ Intense focus on fixing Europe
- ▶ Target profit benchmarks in each region
- ▶ No excuses: every region must deliver
- ▶ Grow services rapidly
- ▶ Commitment to strong shareholder returns

LEAD THE WAY TO ZERO EMISSIONS

- ▶ Seek cost and performance leadership
- ▶ Dual-track BEV and FCEV strategy
- ▶ Refocusing of R&D activities
- ▶ Kick-start infrastructure
- ▶ Sundown ICE with partners

IN PURSUIT OF PROFIT AND TECHNOLOGY LEADERSHIP



Reset profitability at Daimler Truck: Willing to take the hard decisions to create value for shareholders



OUR STRATEGIC FINANCIAL GOALS

TARGET REGIONAL
PROFIT
BENCHMARKS

FOCUS ON
HIGHEST RETURN
SEGMENTS

LOWER
BREAKEVEN TO
MANAGE
CYCLICALITY

SYSTEMATIC
LOWERING OF
FIXED AND
VARIABLE COST

GROW
SERVICES AND
RECURRING
REVENUES

NO EXCUSES:
EVERY REGION
MUST DELIVER

Lead the way to zero emissions: We are going 'all in' on zero-emission trucks to achieve technology leadership

OUR STRATEGIC TECHNOLOGY GOALS

TECHNOLOGY
PATH SET
TO GET TO
ZERO EMISSIONS

BUSINESS
ROADMAP FOR
ZEV IN PLACE

AMBITIOUS COST
TARGETS FOR
ZEV & TCO PARITY

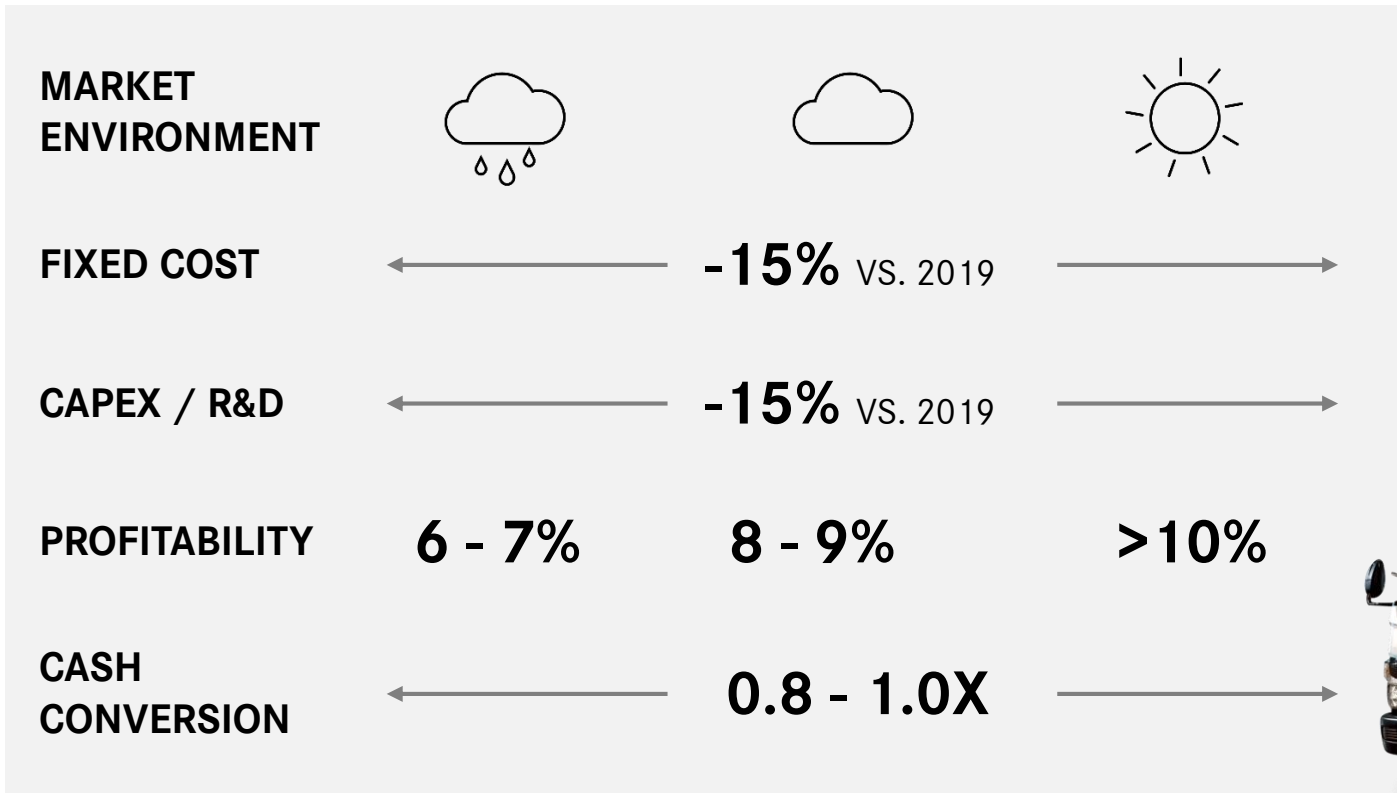
IN-HOUSE TECH
DEVELOPMENT
AND RESOURCES
PUSH

DEDICATED BEV
TRUCK -
MULTIPLE USE
CASES

FCEV FOR RAPID
FUELING AND
LONG HAUL



Our 2025 financial ambitions for Daimler Truck: Unlock potential; manage cyclical; fully reward shareholders



FULL FINANCIAL TARGETS AND GUIDANCE TO BE PROVIDED AHEAD OF LISTING

Industrial only, excludes Daimler Financial Services

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Our funding strategy is built on strict 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

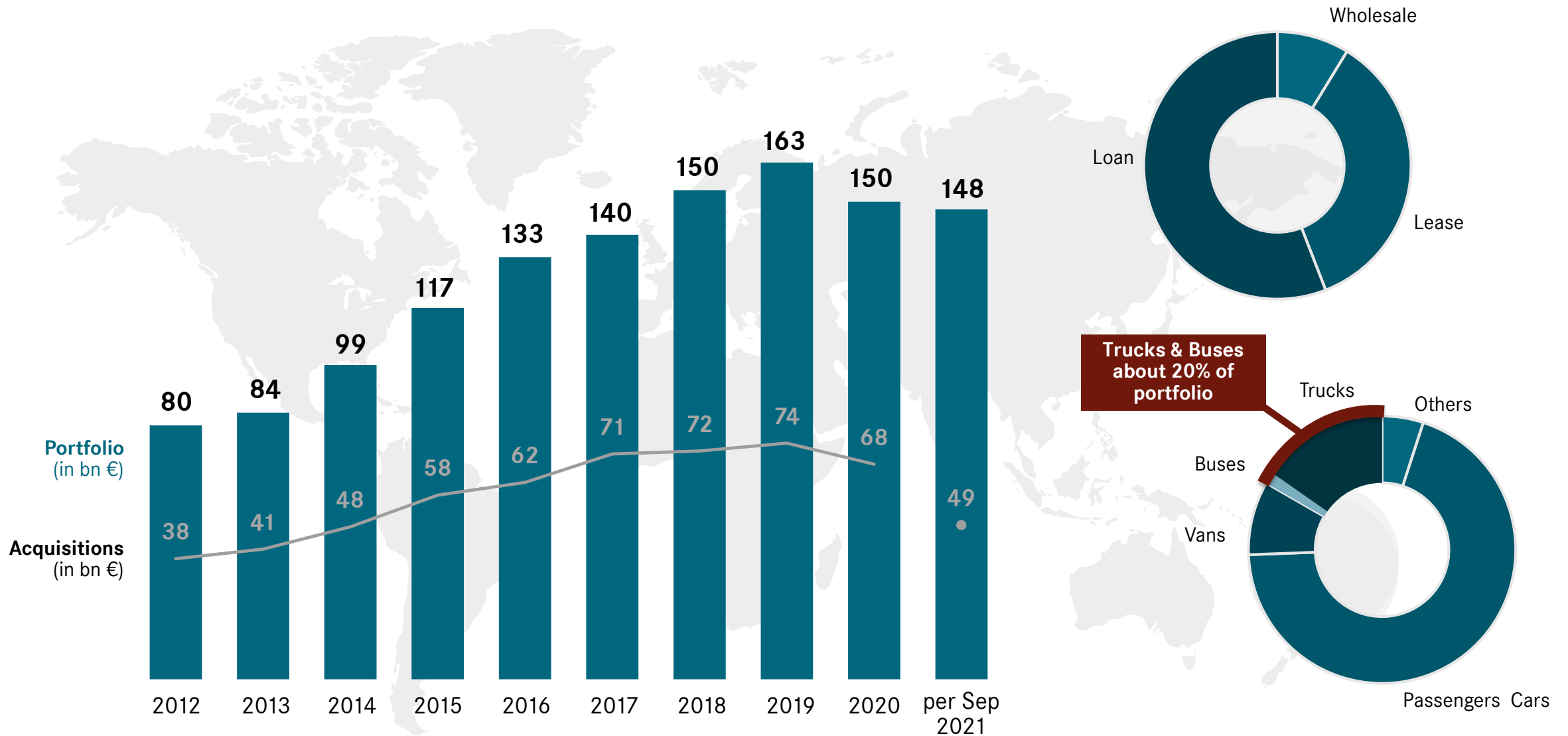
Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

Portfolio development of Daimler Mobility stabilized in 2021



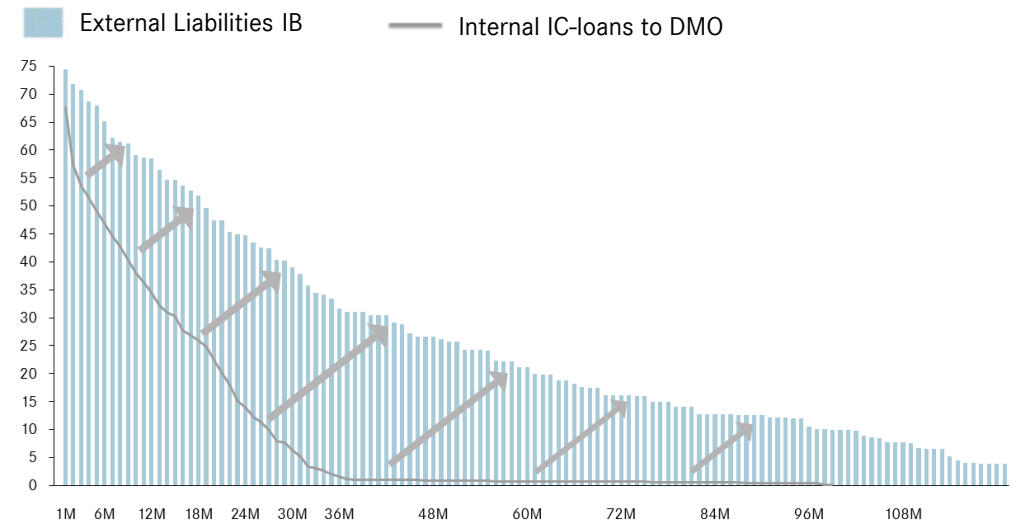
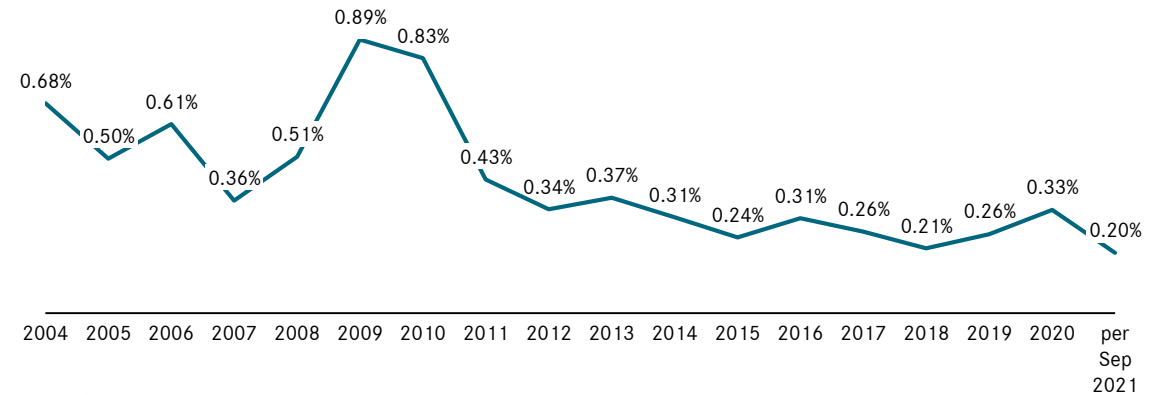
Daimler Mobility business model based on stringent credit management and solid refinancing

Net credit losses on multi-year low level. Yet risks remain to the upside as a result of expiring governmental and central bank liquidity support programs

The matched-funded approach ensures that liquidity risks are managed properly

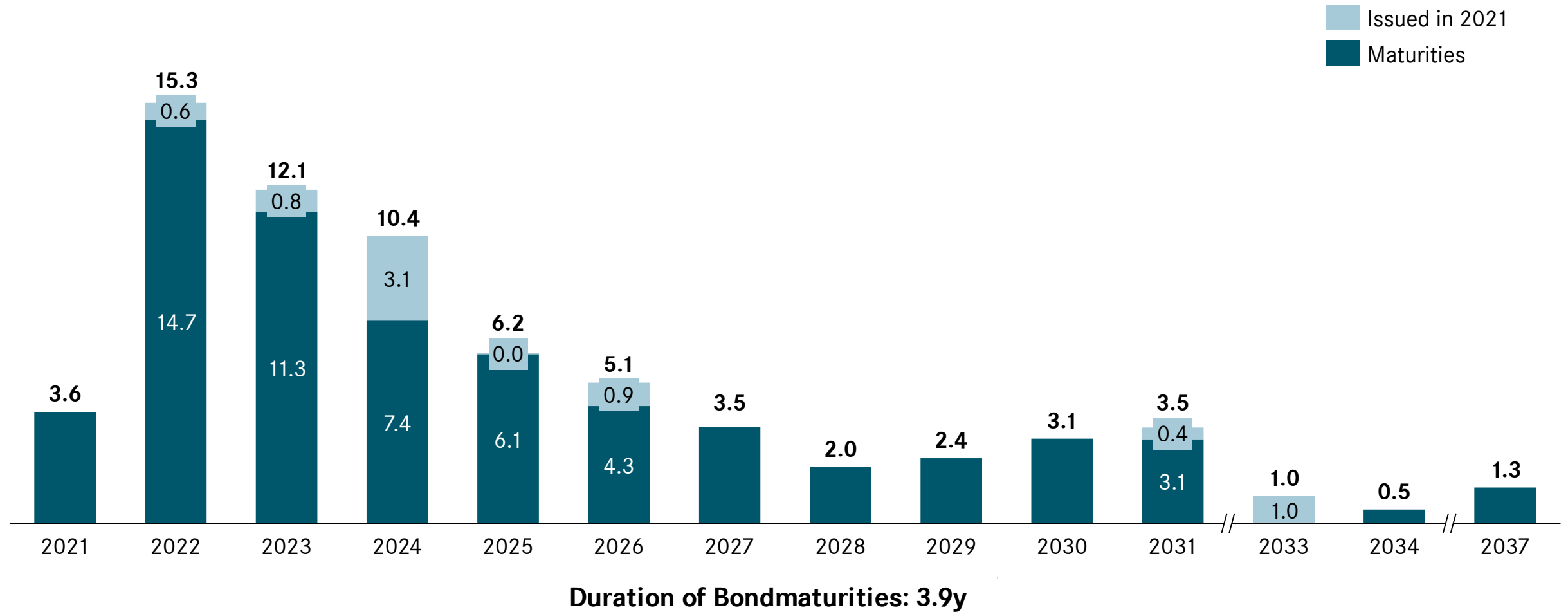
External liabilities of Daimler Group have a longer duration than internal allocation to DMO via IC-loans

Net credit losses as a percentage of portfolio, subject to credit risk



Well balanced bond maturity profile

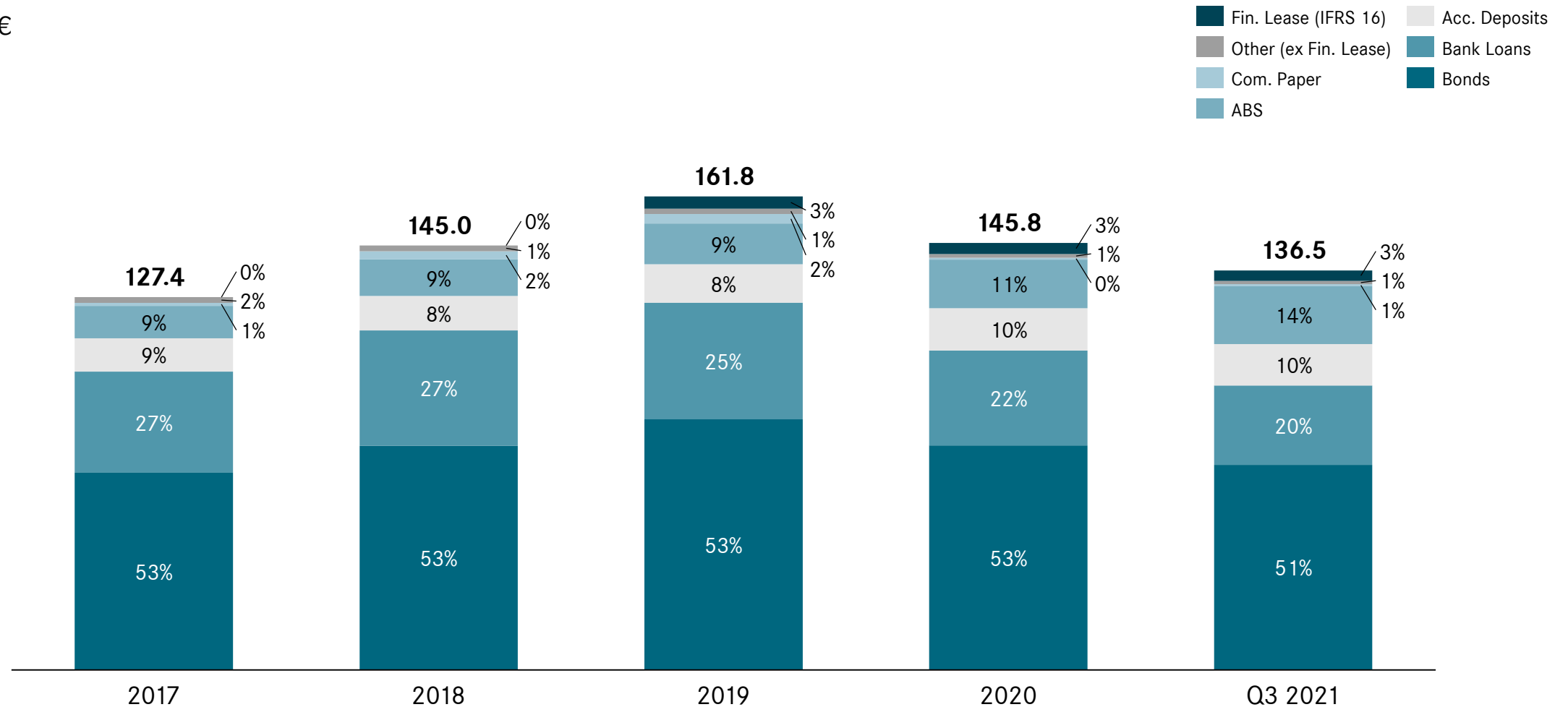
in billions of € as of 30 September 2021



Note: Figures may not be additive due to rounding.

Financing liabilities show a diversified funding mix with increasing rating-independent share

in billions of €

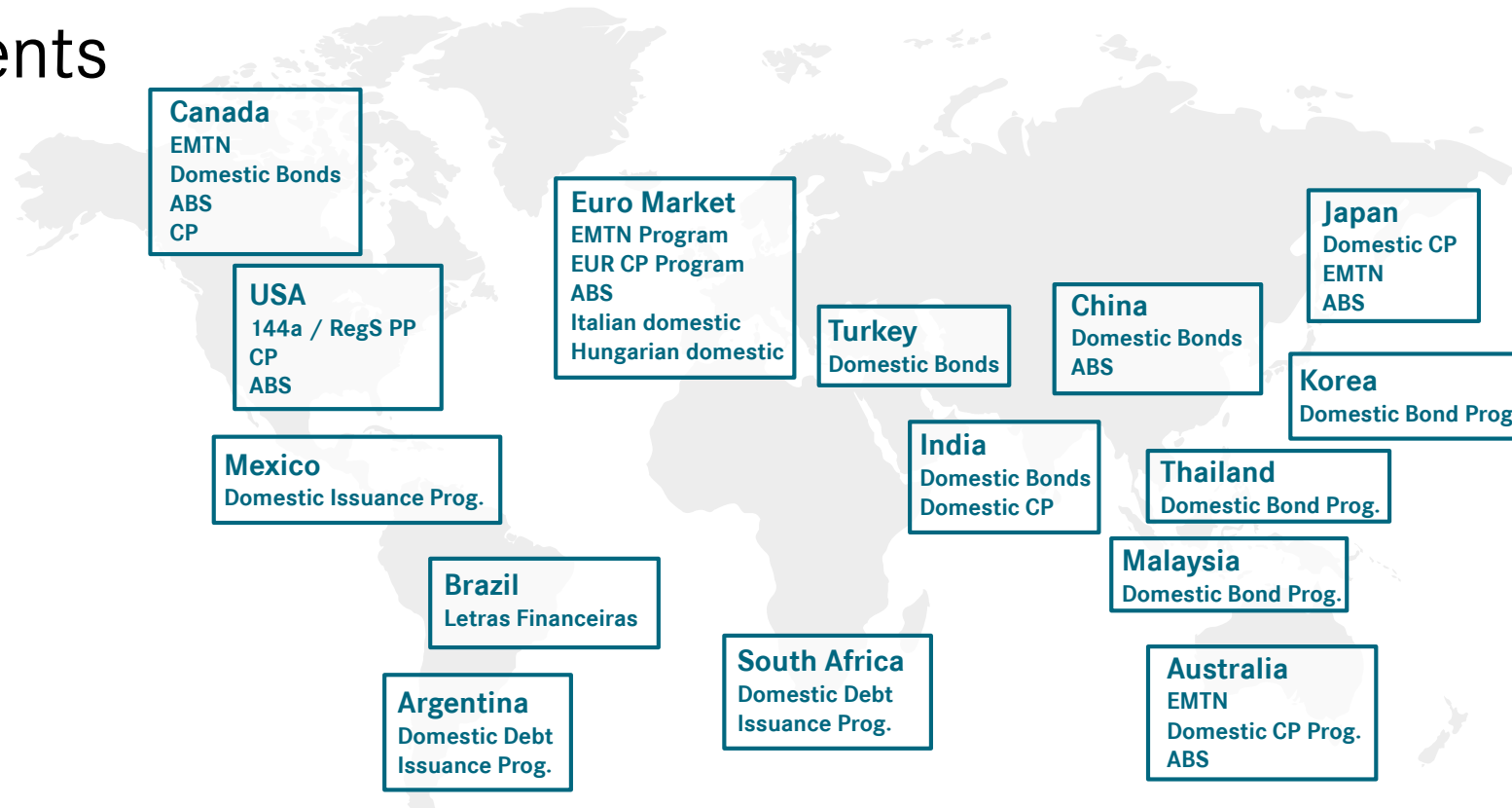


Note: Figures may not be additive due to rounding.

To ensure sustainable portfolio growth, we mitigate risk and volatility through a balanced mix of funding instruments



Diversified global funding base: continuously matched with DMO requirements



Debt Capital Market					
Currency	Volume	%	Currency	Volume	%
EUR	36,5	53%	AUD	0,5	1%
USD	19,5	28%	NOK	0,5	1%
CNY	4,3	6%	JPY	0,4	1%
GBP	2,4	4%	KRW	0,4	1%
CAD	1,9	3%	MXN	0,4	1%
ZAR	1,1	2%	Other	1,4	2%
Total (EUR bn)	70		Currencies	20	

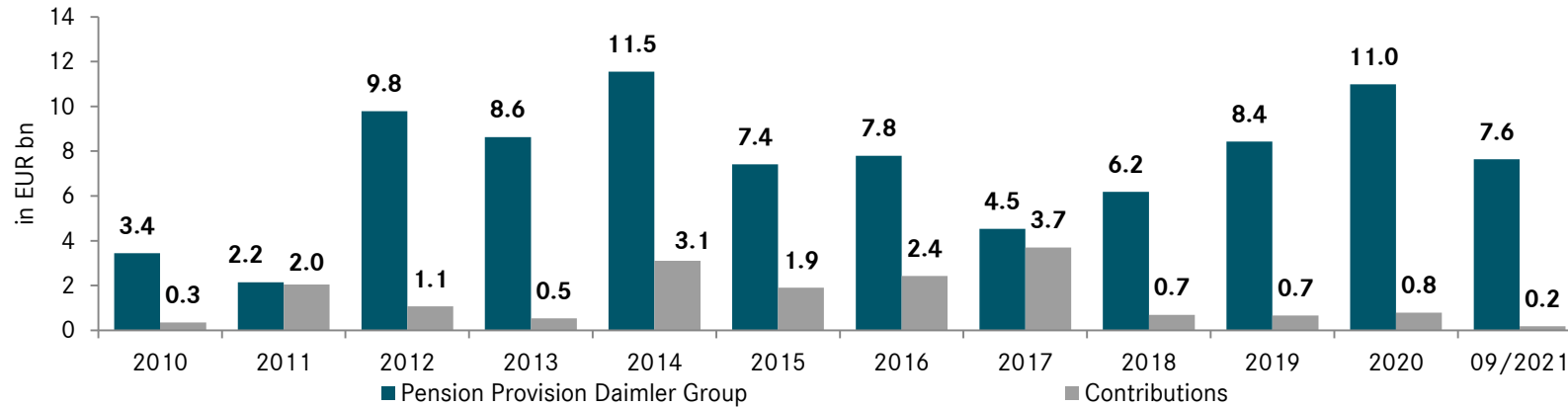
ABS					
Currency	Volume	%	Currency	Volume	%
USD	10,1	50%	CAD	0,9	6%
CNY	3,4	14%	AUD	0,7	4%
EUR	2,3	14%	JPY	0,5	3%
GBP	1,2	8%	KRW	0,0	0%
Total (EUR bn)	20		Currencies	8	

Bank Loans	
180 banks providing funding of EUR 27 bn in 35 countries	

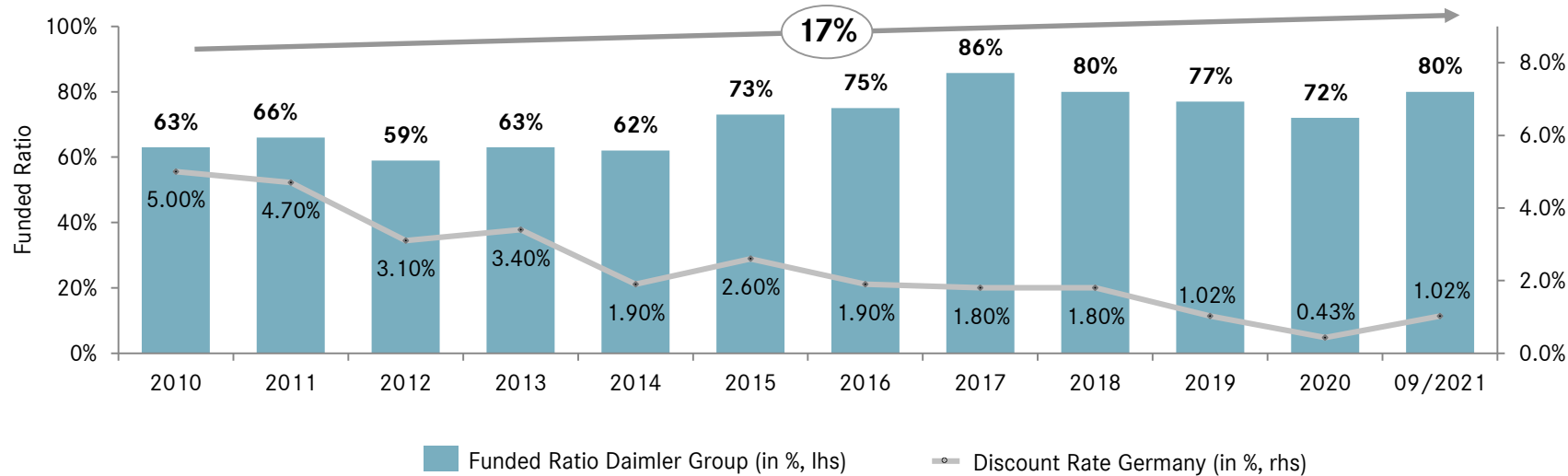
Daimler's financial KPIs set to support a strong rating

	Agency	Long-term	Outlook	Short-term
Current Ratings:	Standard & Poor's:	A-	Stable	A-2
	Moody's:	A3	Positive	P-2
	Fitch:	A-	Stable	F1
	DBRS:	A (low)	Stable	R-1 (low)
	Scope:	A	Stable	S-1

In low interest rate environment high contributions stabilized funded ratio



Significant contributions of EUR 17.4bn since 2010 support the solid capital structure



Even though German Discount Rate decreased significantly since 2010, Funded Ratio is at a solid level of 80%

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Sustainability is an integral part of our divisional business strategies

SUSTAINABILITY

Mercedes-Benz AG
Strategy



Daimler AG

Daimler Truck AG
Strategy



Daimler Mobility AG
Strategy



AMBITION 2039

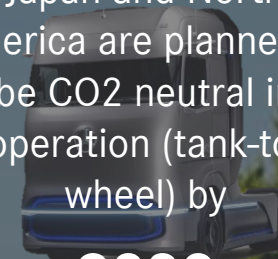
- We are fully committed to the goals of the Paris Climate Agreement and defined a roadmap to get there at an early stage with our Ambition 2039.
- We are involved in inter-company initiatives aiming for CO₂ neutrality ten years earlier than Paris actually plans.
- We are ready to play our part, but 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

Sustainable value for all stakeholder groups



Climate protection
& air quality



Resource
conservation



Livable
cities



Traffic safety



Data responsibility



Human rights



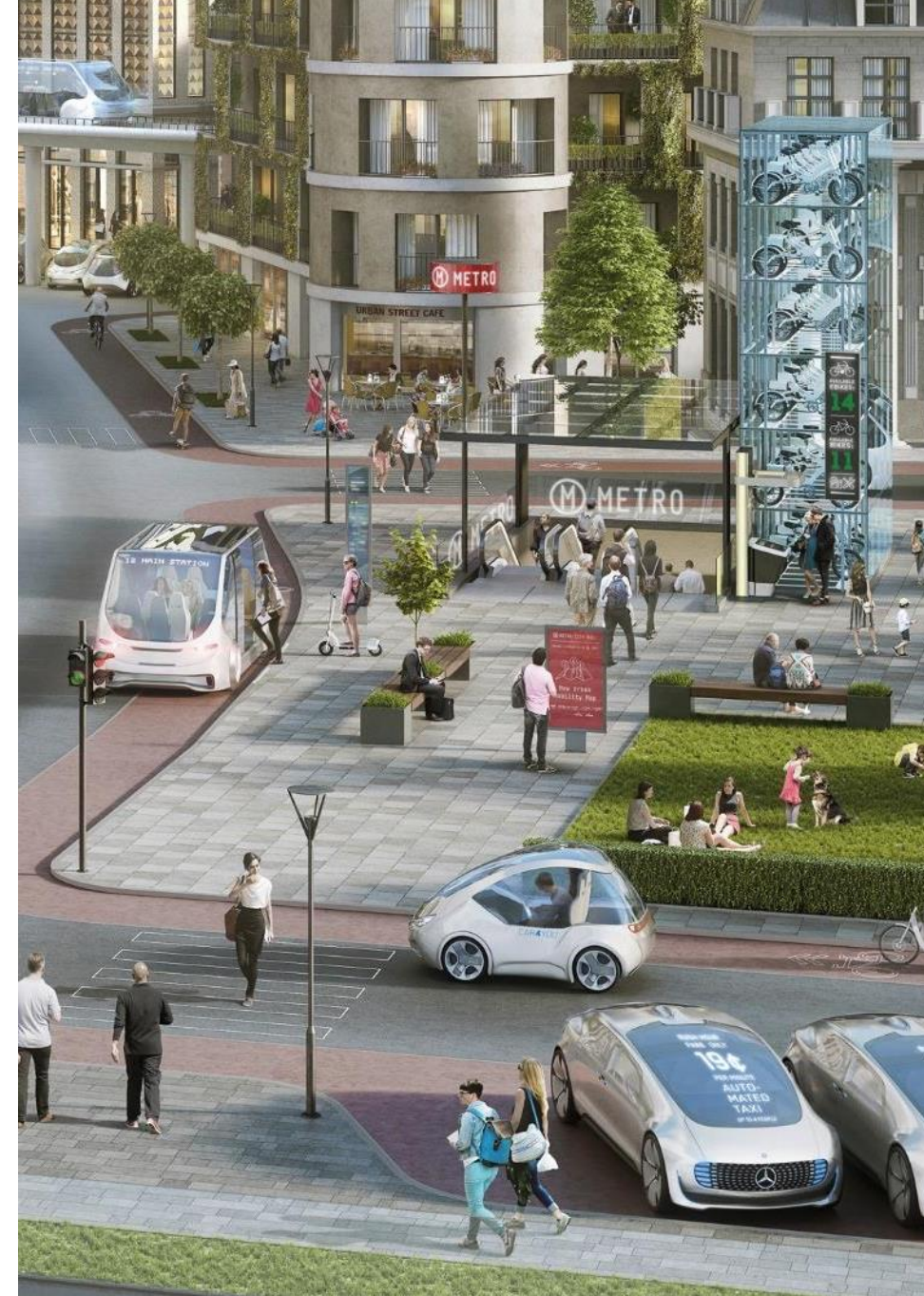
Integrity



People



Partnerships

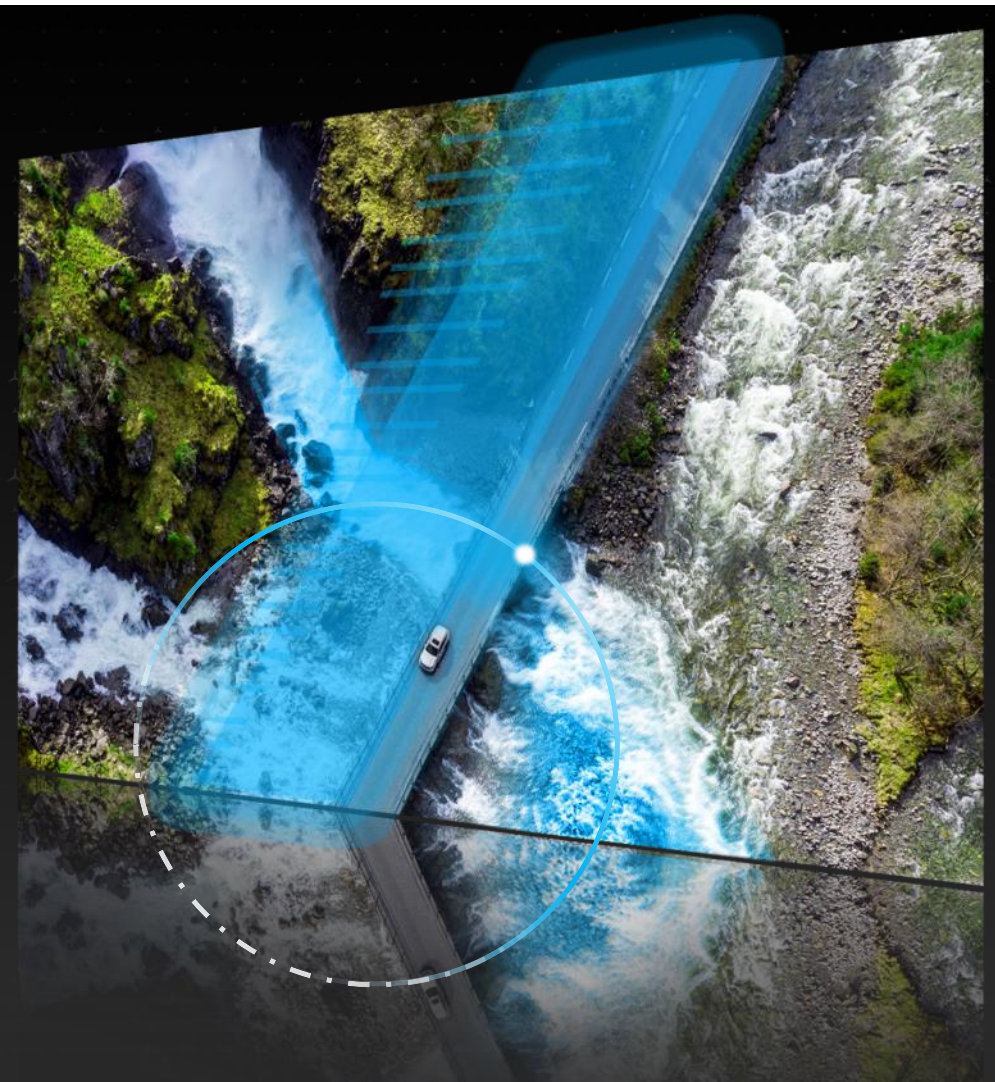


Mercedes-Benz Cars

With our Ambition 2039 we put a stake into the ground

Our ambition:
carbon-neutrality by 2039

Now it's time to **accelerate with the full and rapid electrification** of our products



Mercedes-Benz Cars

Our electric product rollout is running at full speed

EQS order intake is strong even though sales only started in August

In the first three quarters of the year, sales of hybrid and electric vehicles surged to a record 184,369 units (+143%)

61,652 plug-in hybrids and all-electric cars were sold in Q3 (+34%) of which 19,298 were electric-only vehicles (+38%).

In 2021 alone, we are introducing four new battery electric vehicles

Next year we will present SUV versions of our EQS and EQE

By 2022, we will have battery electric options in all segments we serve

2021



EQA



EQB

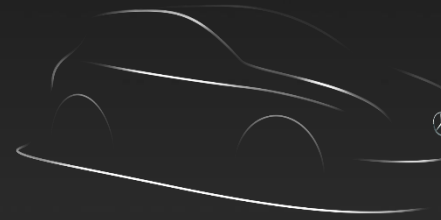


EQS

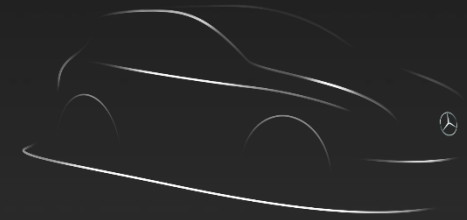


EQE

2022



EQS SUV



EQE SUV

Mercedes-Benz Cars

At the end of the decade, our focus of will be on BEV only

By 2025 our customers will be able to choose an **all-electric alternative for every model** we make

It's our ambition to drive the **plug-in hybrid & BEV share up to 50% in 2025**. By the **end of the decade**, we will be ready to go **all-electric**

We will use our unique brand position to **grow economic value**

- enhance **product mix** and **pricing**
- focus on **most profitable** models and regions
- drive **loyalty** and grow **recurring revenues**
- increase **revenue per unit**



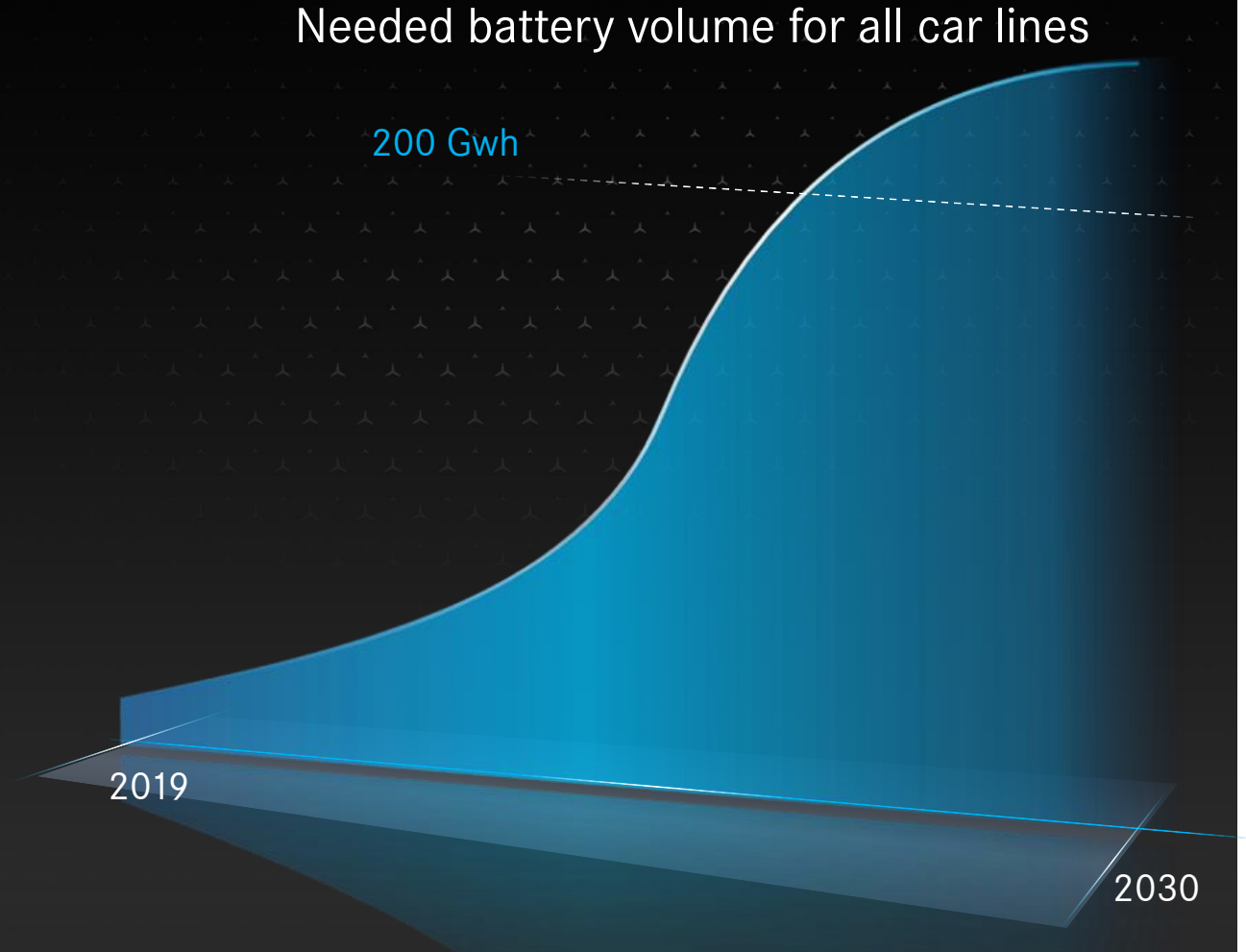
Mercedes-Benz Cars: Together with our partners, we will expand our activities in battery cells and systems

Our targets:

Capacity of more than **200 Gigawatt hours**

8 new cell factories around the world:

- one in the U.S., four in Europe
- with our partners



Mercedes-Benz Cars

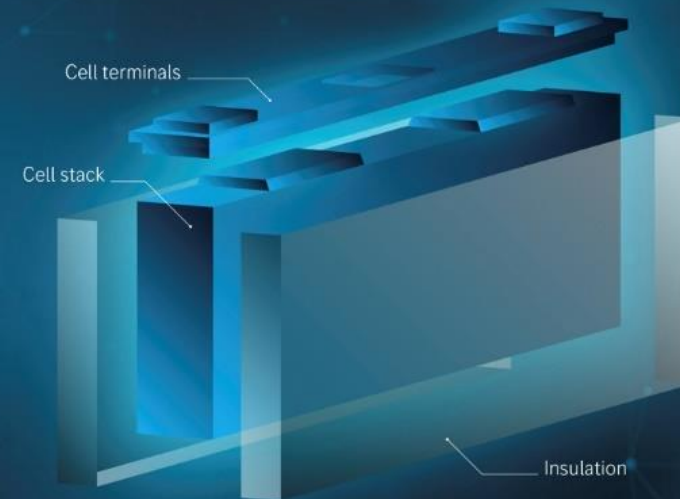
By joining ACC, we build a European battery champion

We take a one third stake in [Automotive Cells Company \(ACC\)](#).

Our goal: [Joint development and production of cells and modules in Europe.](#)

[ACC](#) will reach a capacity of [at least 120 Gigawatt hours](#) in Europe by the end of the decade.

Mercedes-Benz to join ACC and build a European battery champion with global ambitions



Mercedes-Benz Cars

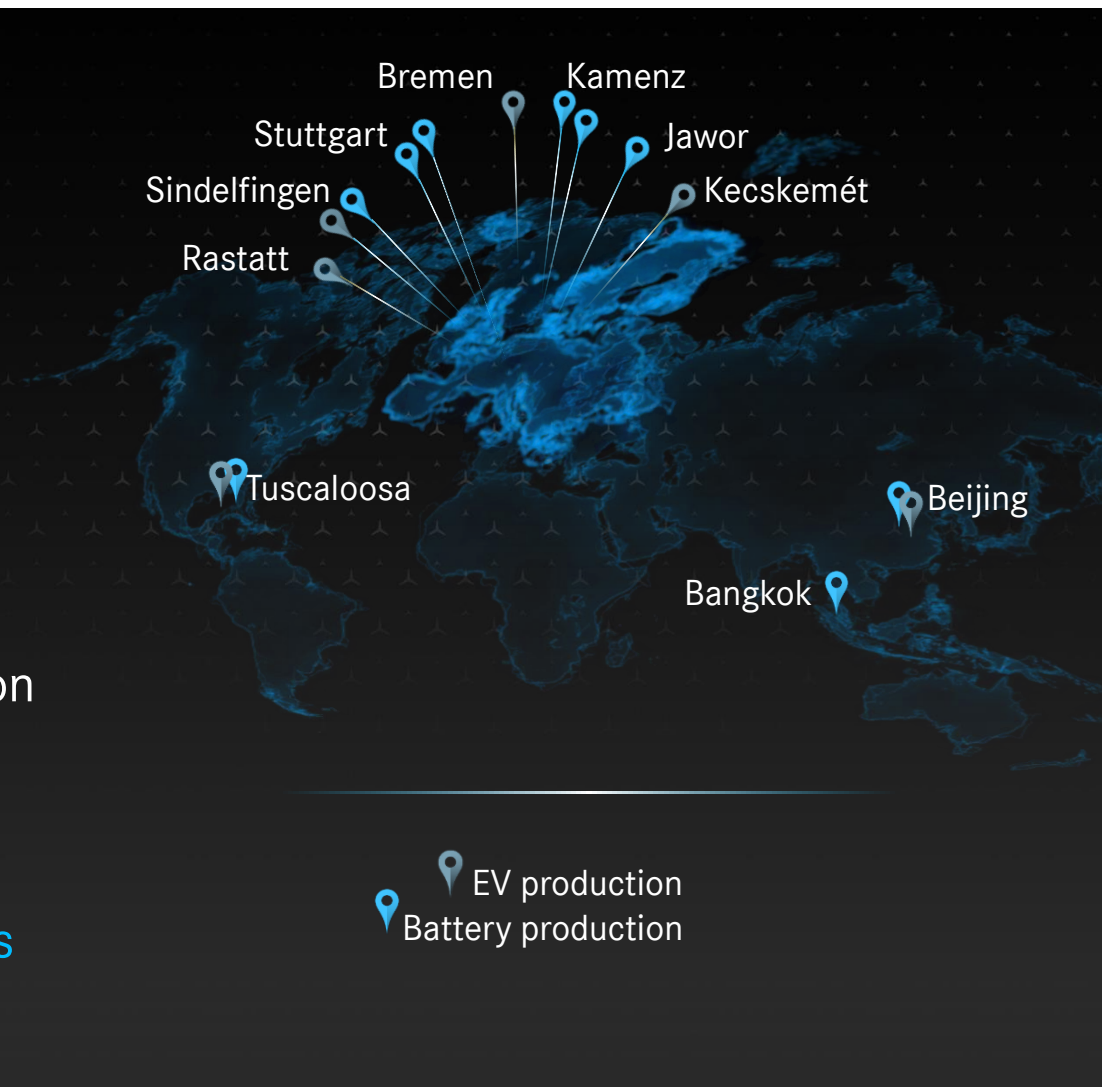
We are ready to accelerate EV production

Ready to scale up: our largest plants in Beijing, Bremen, Kecskemét, Rastatt, Sindelfingen, and Tuscaloosa are **all capable of building EVs** and are currently assembling **5 different BEVs**

2022: **8 EVs** will be produced on 3 continents with batteries from our worldwide network

Factory 56: blueprint for our worldwide network in terms of flexibility, efficiency, digitalization, and green production

Stuttgart-Untertürkheim & Berlin-Marienfelde: two of our major powertrain plants are already accelerating their **transformation toward a zero-emissions future**



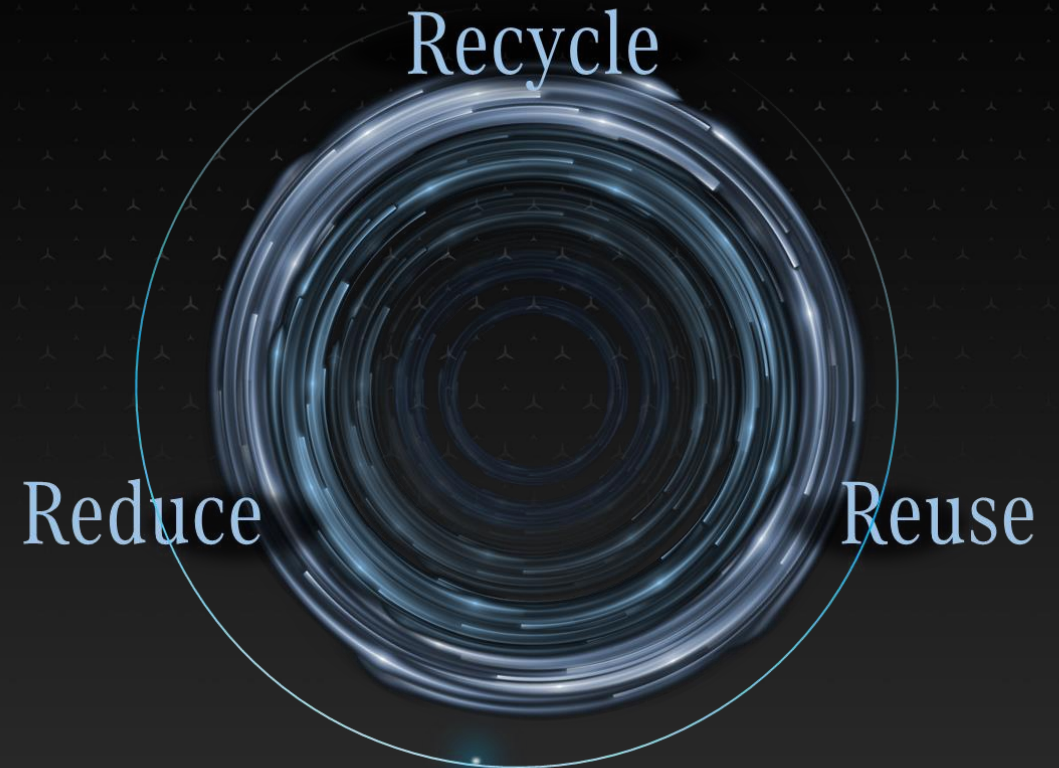
Mercedes-Benz Cars

Closing the loop: from value chain to value cycle

2022: **Carbon-neutral production** at all Mercedes-Benz AG passenger car and battery assembly sites

Establishing **remanufacturing processes** and **repurpose of key components**, e.g. batteries can be reused to help balance electricity grid

Planned **battery recycling factory** in Kuppenheim, Germany. Start of operations in 2023, depending on promising discussions with public authorities



Mercedes-Benz Cars

The transformation of our workforce



Re-shape

Streamlining our organization in a responsible way

Re-skill

Developing future-oriented qualifications

Re-charge

Meeting the Mercedes-Benz standard as an employer

Continue effective process of cost reduction working together with employee representatives

Focus on staff fluctuation and fair solutions

Mercedes-Benz Drive Systems unit enables and supports the transformation of our plants

Ensure that motivated and qualified people remain at the heart of this fundamental shift

Internal tech-academies and other trainings

Employees are gradually being shifted from conventional drives to electric drives

New technologies require a new area of expertise

Create 3,000 new jobs for software engineers

Attractive contractual framework offering innovative employment conditions

Convictions driving Daimler Truck's propulsion system strategy



WE WILL RAMP DOWN CURRENT ICE POWERTRAIN

Manage the ICE ramp-down while staying technology competitive

WE ARE COMMITTED TO BOTH BEV & HYDROGEN SOLUTIONS

BEV and FCEV are complementary and both will be needed

WE WILL MOVE RAPIDLY TO WIN THE PROPULSION TECHNOLOGY RACE

We have the right levers to accelerate ZEV

Daimler Trucks: infrastructure requires a dual zero-emission strategy

Battery electric and fuel-cell electric – both technologies needed



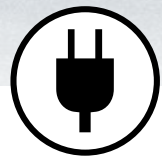
REVERSED SCALING EFFECTS

ZEV
PENETRATION

LOW



HIGH



**LEVERAGING
EXISTING ENERGY CAPACITIES**
PLANNED HUB CHARGING

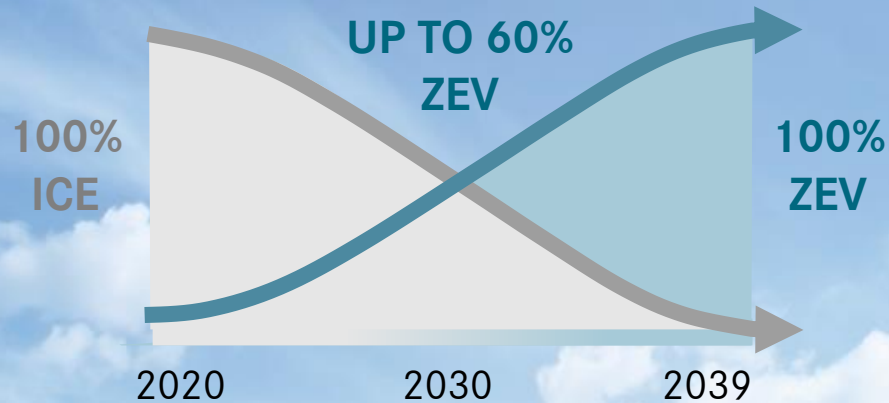
BEV: Easier to scale initially



**REFUELING EFFICIENCY AND
H2 PRODUCTION**
FLEXIBLE ON-DEMAND

FCEV: Works at scale with infrastructure

The transition to ZEV at Daimler Trucks: High potential variability in timing – but we are ready for any outcome



DT KEY 2030 ASSUMPTIONS

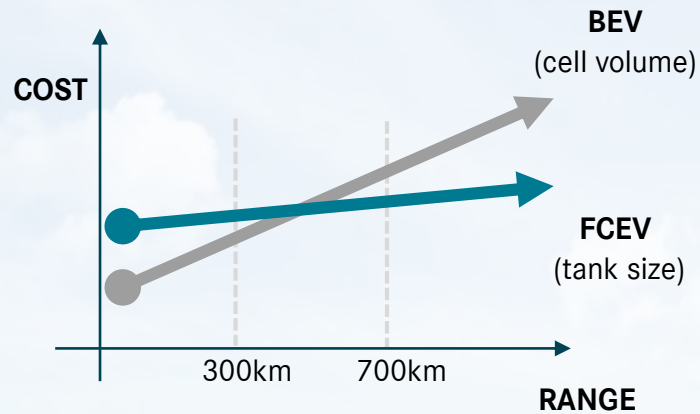
- ▶ Governmental support incl. carbon pricing & infrastructure
- ▶ Zero emission PT cost driven down further
- ▶ H2 cost €4/kg, with infrastructure buildout
- ▶ Electricity cost: €0.15/kwh

TCO OUTCOMES

- ▶ Parity for BEV possible after 2025
- ▶ Parity for FCEV possible after 2027
- ▶ Significant variations likely by region

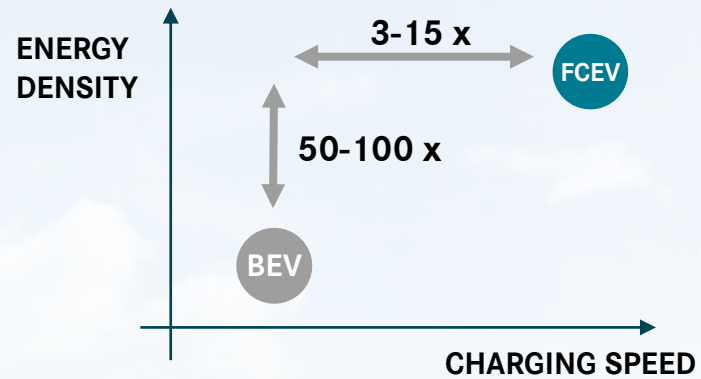
ZEV technology: Both BEV and Hydrogen will be needed – three key factors drive the dual strategy of Daimler Truck

COST PER RANGE: “THESE LINES MUST CROSS”



FCEV AND BEV
BOTH WIN
DEPENDENT ON RANGE

ENERGY DENSITY/CHARGING: “THESE LINES NEVER CROSS”



FCEV BEATS BEV
IN CHARGING, RANGE
AND PAYLOAD AT HIGH RANGE

GLOBAL ENERGY ECOSYSTEM: “WILL BE ESTABLISHED ANYWAY”



BOTH E-GRID AND H₂ ARE REQUIRED
IN A CO₂-NEUTRAL SOCIETY –
INDEPENDENT OF TRUCKING

On the road to CO₂-neutral production



Clear objectives, comprehensive disclosure and guided by international frameworks

We embedded the **Sustainable Development Goals** in our strategy concentrating on the areas where we can create the most value added



We use comprehensive **reporting frameworks** to provide transparent and comparable information on our strategy and activities



Our strategy is guided by **international frameworks, our corporate values and integrity**



DAIMLER



Daimler's green finance framework is part of our sustainable business strategy



Use of proceeds

Project evaluation and selection

Management of proceeds

Reporting*

External review

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.

*Investor Allocation and Impact Report to be published in September 2021.



Green Loan Principles
Supporting environmentally sustainable economic activity



Second Opinion by leading provider of independent reviews of green bonds



°CICERO
Shades of Green

SHADES OF GREEN

Daimler’s green finance framework was rated by **CICERO** as **Dark Green**. Dark Green is allocated to projects and solutions that correspond to the long-term vision of a low carbon and climate resilient future.



°CICERO
Dark Green ✓



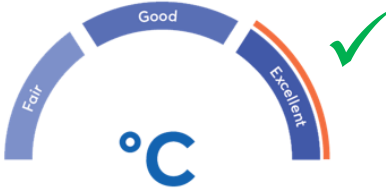
°CICERO
Medium Green



°CICERO
Light Green

GOVERNANCE PROCEDURES

CICERO Shades of Green finds the governance procedures in Daimler’s framework to be **Excellent**.



GREEN BOND and GREEN LOAN PRINCIPLES

CICERO confirms that Daimler’s green finance framework is found **in alignment** with the green bond and green loans principles.



Daimler's ESG Ratings

(as of September 2021)



MSCI
ESG RATINGS



Upgraded

from

BBB to A

(last update Daimler score 09/2021)



ESG Risk Rating

22.1 Medium
Risk



Leading position

in the
sub-industry peer group
rank 3 out of 61

(last update Daimler score 08/2021)



Corporate ESG
Performance

Prime

RATED BY
ISS ESG

Ranked with the
highest rating
in the auto sector
Prime Status (C+)

Daimler Q3 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 governmental investigations or of investigations requested by governments and the outcome 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 or in the Interim Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.