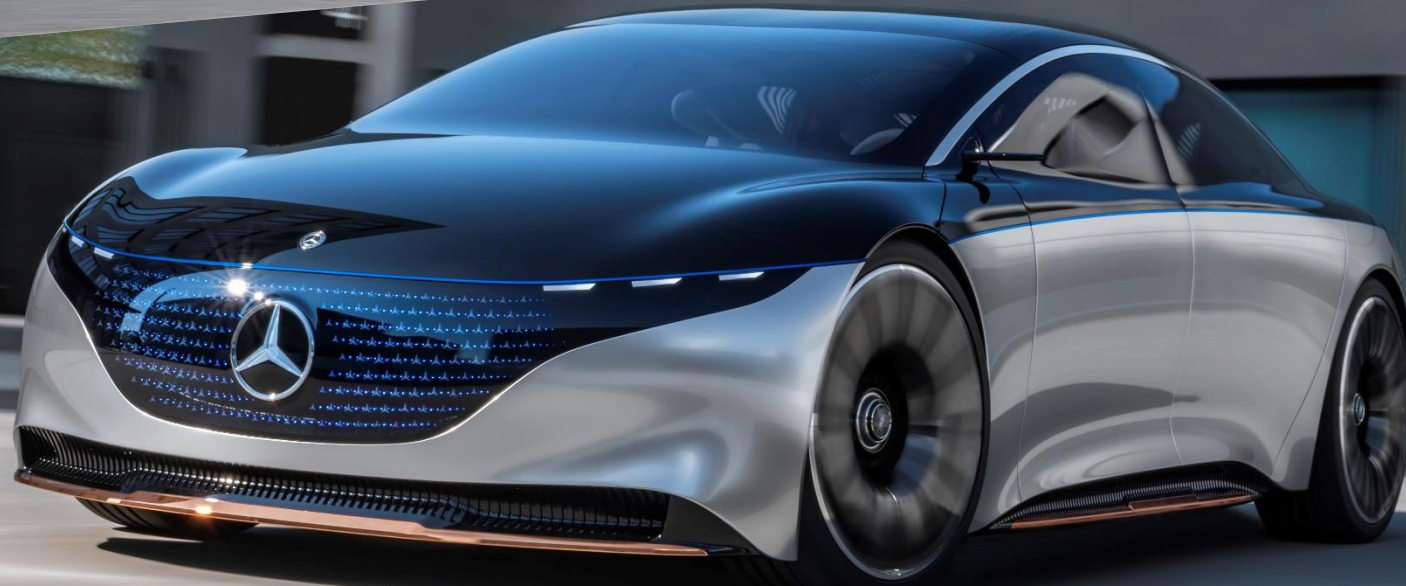


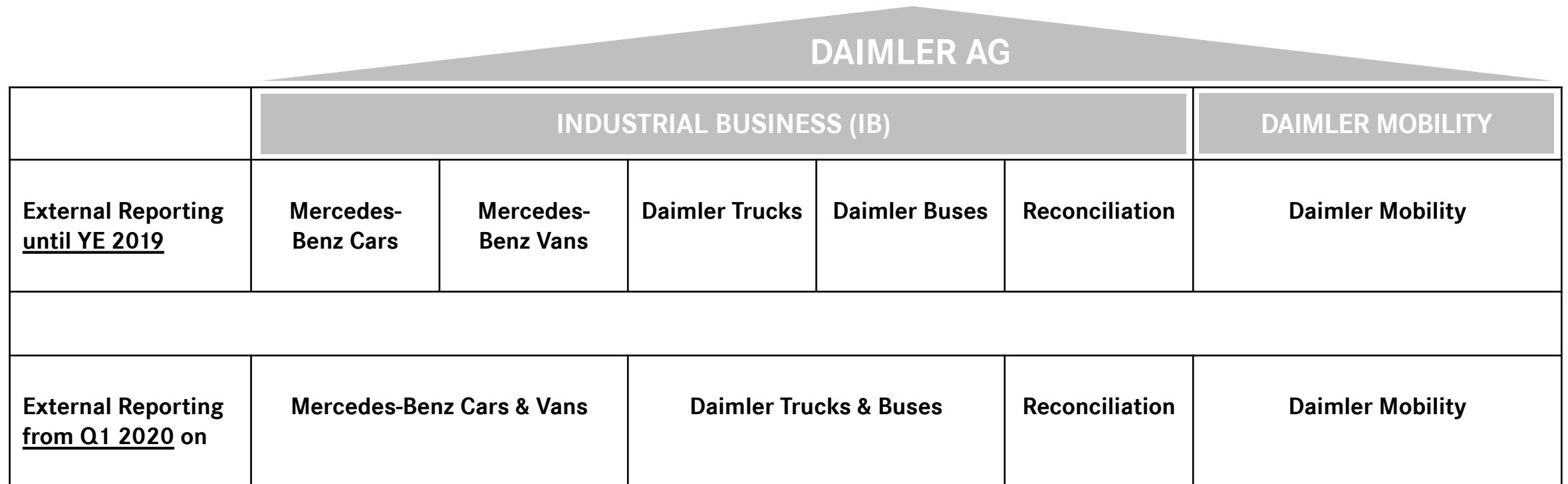
DAIMLER

Reporting Changes with New Group Structure

Harald Wilhelm – Analyst/Investor Call on April 8, 2020



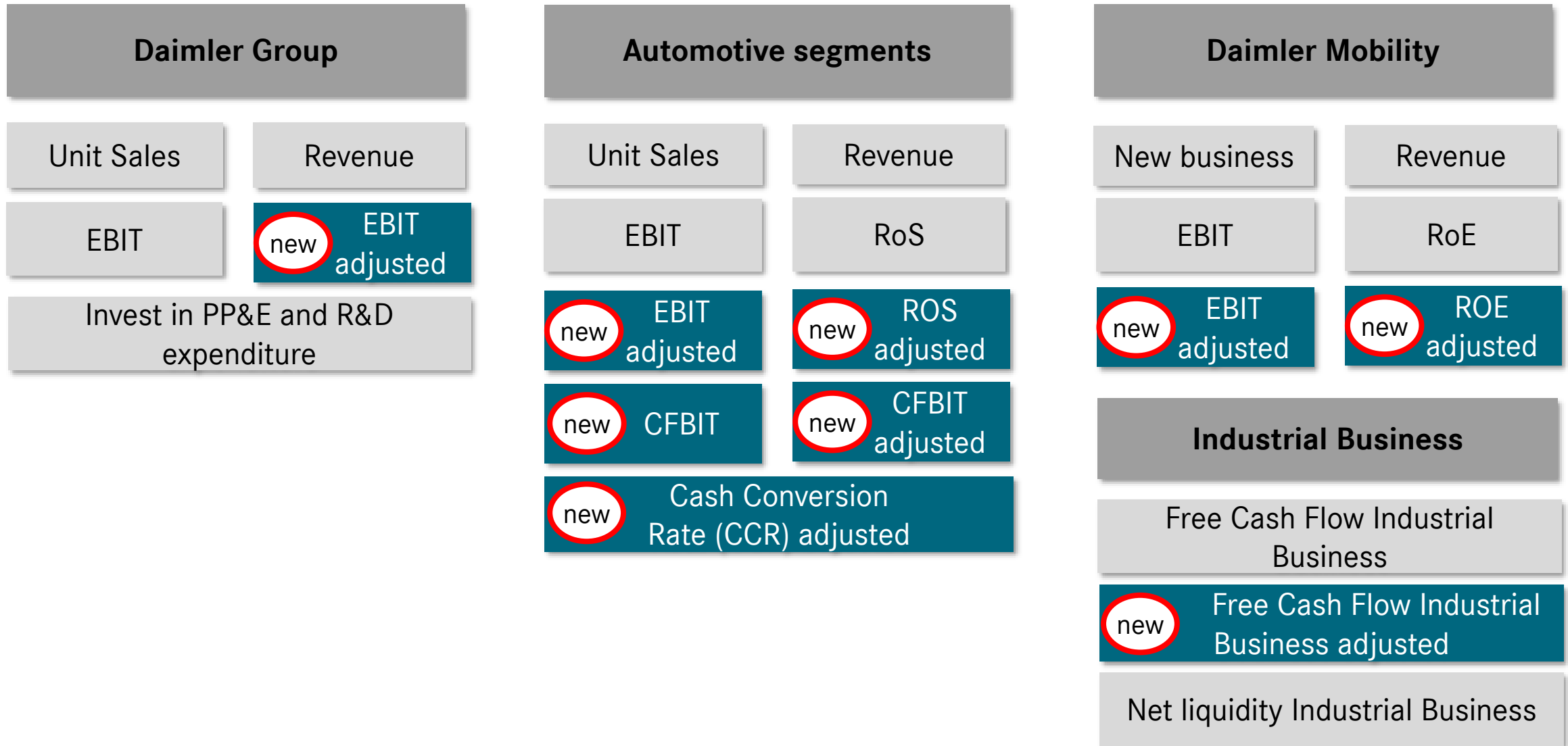
New Management Approach: Change of external reporting from 5 to 3 segments



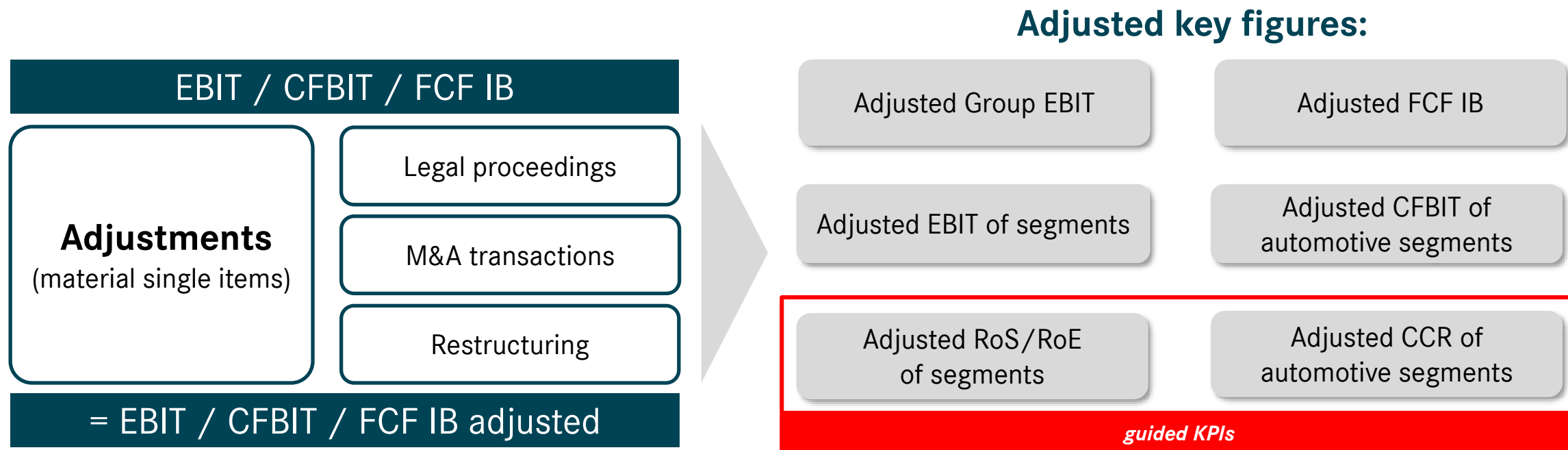
Reporting of **unit figures** e.g. sales and market shares **on a more detailed basis** (no change compared to previous reporting)

Few **reallocations from reconciliation to automotive segments**

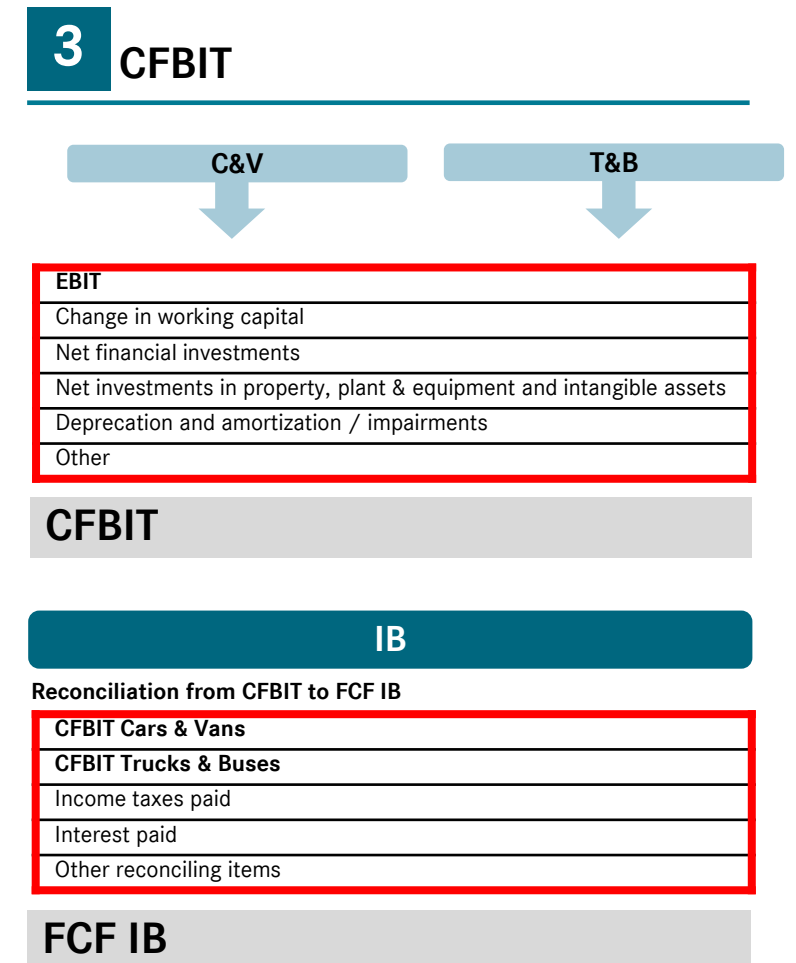
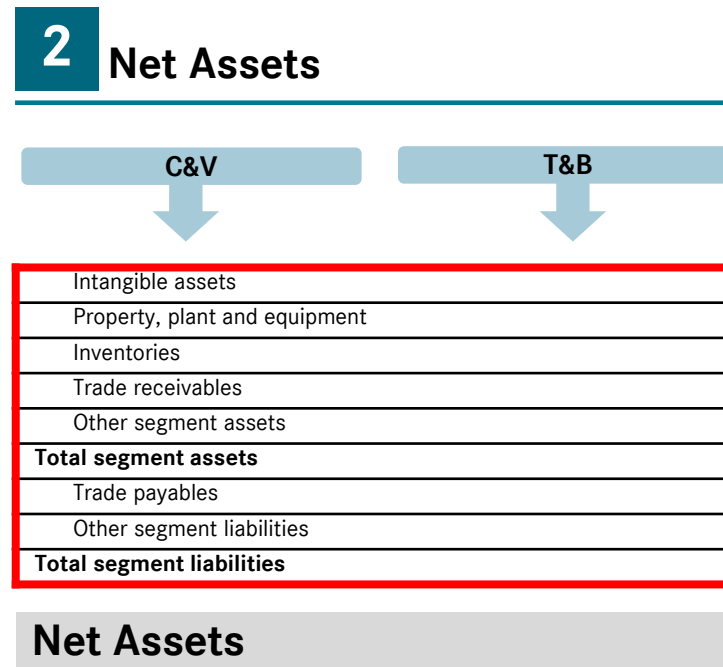
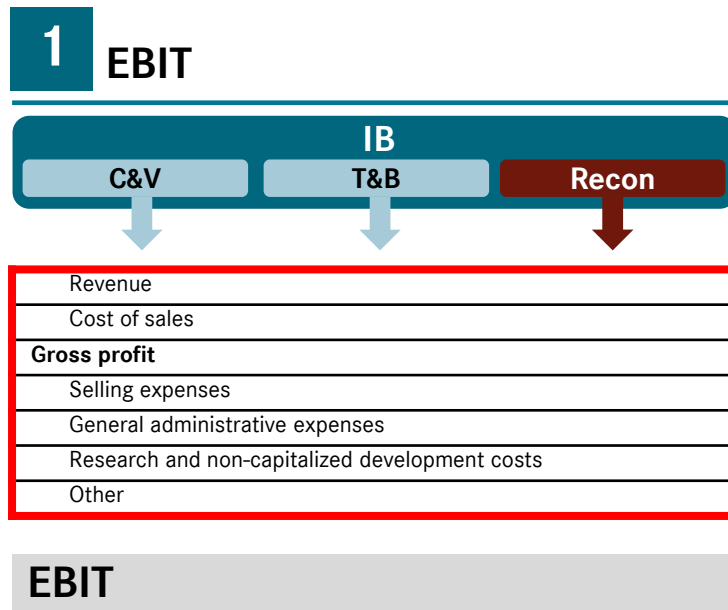
Reported figures in Management Report



Reporting of adjustments of specific topics are limited to material single items within specified categories



Increase of transparency by publication of condensed EBIT, Net Assets and CFBIT for automotive segments



increased transparency

Earnings figures for FY 2019

Consolidated statement of income condensed 2019

	Daimler Group	Industrial Business ¹⁾	Daimler Mobility
In millions of euros			
Revenue	172.745	144.099	28.646
Cost of sales	-143.580	-118.626	-24.954
Gross profit	29.165	25.473	3.692
Selling expenses	-12.801	-12.038	-763
General administrative expenses	-4.050	-3.139	-911
Research and non-capitalized development costs	-6.586	-6.586	-
Other operating income/expense	-1.633	-2.518	885
Gains/losses on equity-method investments, net	479	1.245	-766
Other financial income/expense, net	-262	-265	3
EBIT	4.312	2.172	2.140

¹⁾ Intra-group eliminations between the industrial business and Daimler Mobility are generally allocated to the industrial business.



EBIT of Industrial Business

	Industrial Business	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses	Reconciliation
In millions of euros				
Revenue	144.099	106.897	44.429	-7.227
Cost of sales	-118.626	-89.266	-36.198	6.838
Gross profit	25.473	17.631	8.231	-389
Selling expenses	-12.038	-9.963	-2.897	822
General administrative expenses	-3.139	-1.575	-1.479	-85
Research and non-capitalized development costs	-6.586	-5.061	-1.613	88
Other income/expense	-1.538	-1.141	430	-827
EBIT ¹⁾	2.172	-109	2.672	-391

¹⁾ Including reallocations from reconciliation to automotive segments.

Reconciliation EBIT to adjusted EBIT	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses	Daimler Mobility	Reconciliation	Daimler Group
In millions of euros					
EBIT ¹⁾	-109	2.672	2.140	-391	4.312
Legal proceedings (and related measures)	5.432	-	-	16	5.448
Restructuring measures	828	-	405	-	1.233
M&A transactions	-	-	-718	-	-718
Adjusted EBIT ¹⁾	6.151	2.672	1.827	-375	10.275
Return on sales/return on equity (in %)	-0,1%	6,0%	15,3%		
Adjusted return on sales/return on equity (in %)	5,8%	6,0%	13,1%		

¹⁾ Including reallocations from reconciliation to automotive segments.

 increased transparency

Earnings figures for Q1 2019

Consolidated statement of income condensed Q1 2019

	Daimler Group	Industrial Business ¹⁾	Daimler Mobility
In millions of euros			
Revenue	39.698	32.817	6.881
Cost of sales	-32.127	-26.150	-5.977
Gross profit	7.571	6.667	904
Selling expenses	-3.151	-2.961	-190
General administrative expenses	-1.019	-792	-227
Research and non-capitalized development costs	-1.704	-1.704	-
Other operating income/expense	992	243	749
Gains/losses on equity-method investments, net	262	289	-27
Other financial income/expense, net	-153	-153	-
EBIT	2.798	1.589	1.209

¹⁾ Intra-group eliminations between the industrial business and Daimler Mobility are generally allocated to the industrial business.

EBIT of Industrial Business Q1 2019

	Industrial Business	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses	Reconciliation
In millions of euros				
Revenue	32.817	24.063	10.174	-1.420
Cost of sales	-26.150	-19.214	-8.268	1.332
Gross profit	6.667	4.849	1.906	-88
Selling expenses	-2.961	-2.398	-673	110
General administrative expenses	-792	-447	-363	18
Research and non-capitalized development costs	-1.704	-1.350	-370	16
Other income/expense	379	489	53	-163
EBIT ¹⁾	1.589	1.143	553	-107

¹⁾ Including reallocations from reconciliation to automotive segments.

Reconciliation EBIT to adjusted EBIT Q1 2019

	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses	Daimler Mobility	Reconciliation	Daimler Group
In millions of euros					
EBIT ¹⁾	1.143	553	1.209	-107	2.798
Legal proceedings (and related measures)	122	-	-	1	123
Restructuring measures	107	-	-	-	107
M&A transactions	-	-	-718	-	-718
Adjusted EBIT ¹⁾	1.372	553	491	-106	2.310
Return on sales/return on equity (in %)	4,8%	5,4%	35,7%		
Adjusted return on sales/return on equity (in %)	5,7%	5,4%	14,5%		

¹⁾ Including reallocations from reconciliation to automotive segments.

 increased transparency

Cash Flow figures for FY 2019

Free cash flow of the industrial business	
	2019
In millions of euros	
Cash provided by operating activities	12.985
Cash used for investing activities	-9.986
Change in marketable debt securities and similar investments	-883
Right-of-use assets	-987
Other adjustments	239
Free cash flow of the industrial business	1.368
Legal proceedings (and related measures)	1.341
Free cash flow of the industrial business adjusted	2.709

Reconciliation from CFBIT to free cash flow of the industrial business	
	2019
In millions of euros	
CFBIT Mercedes-Benz Cars & Vans	598
CFBIT Daimler Trucks & Buses	2.654
Income taxes paid	-959
Interest paid	-388
Other reconciling items	-537
Free cash flow industrial business	1.368

CFBIT	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses
	2019	2019
In millions of euros		
EBIT ¹⁾	-109	2.672
Change in working capital	-1.916	-149
Net financial investments	-314	-138
Net investments in property, plant and equipment and intangible assets	-9.834	-1.334
Depreciation and amortization/impairments	6.289	1.315
Other	6.482	288
CFBIT ¹⁾	598	2.654

1) Including reallocations from reconciliation to automotive segments.

Reconciliation to CFBIT adjusted	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses
	2019	2019
In millions of euros		
CFBIT ¹⁾	598	2.654
Legal proceedings (and related measures)	1.341	-
CFBIT adjusted ¹⁾	1.939	2.654
EBIT adjusted ¹⁾	6.151	2.672
Cash conversion rate adjusted	0,3	1,0

1) Including reallocations from reconciliation to automotive segments.

Reconciliation from CFBIT to free cash flow of the industrial business increased transparency

Cash Flow figures for Q1 2019

Free cash flow of the industrial business	
	Q1 2019
In millions of euros	
Cash provided by operating activities	860
Cash used for investing activities	-3.249
Change in marketable debt securities and similar investments	617
Right-of-use assets	-233
Other adjustments	-34
Free cash flow of the industrial business	-2.039
Legal proceedings (and related measures)	79
Free cash flow of the industrial business adjusted	-1.960

Reconciliation from CFBIT to free cash flow of the industrial business	
	Q1 2019
In millions of euros	
CFBIT Mercedes-Benz Cars & Vans	-835
CFBIT Daimler Trucks & Buses	-232
Income taxes paid	-436
Interest paid	-194
Other reconciling items	-342
Free cash flow industrial business	-2.039

CFBIT	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses
	Q1 2019	Q1 2019
In millions of euros		
EBIT ¹⁾	1.143	553
Change in working capital	-1.537	-861
Net financial investments	-138	-16
Net investments in property, plant and equipment and intangible assets	-2.315	-238
Depreciation and amortization/impairments	1.449	320
Other	563	10
CFBIT ¹⁾	-835	-232

1) Including reallocations from reconciliation to automotive segments.

Reconciliation to CFBIT adjusted	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses
	Q1 2019	Q1 2019
In millions of euros		
CFBIT ¹⁾	-835	-232
Legal proceedings (and related measures)	79	-
CFBIT adjusted ¹⁾	-756	-232
EBIT adjusted ¹⁾	1.372	553
Cash conversion rate adjusted	-0,6	-0,4

1) Including reallocations from reconciliation to automotive segments.

Balance sheet figures for FY 2019

Condensed statement of financial position	Consolidated	Industrial Business ¹⁾	Daimler Mobility
In millions of euros			
Assets			
Intangible assets	15.978	15.077	901
Property, plant and equipment	37.143	36.782	361
Equipment on operating leases	51.482	18.799	32.683
Receivables from financial services	103.661	-88	103.749
Equity-method investments	5.949	4.842	1.107
Inventories	29.757	28.420	1.337
Trade receivables	12.332	11.045	1.287
Cash and cash equivalents	18.883	16.152	2.731
Marketable debt securities and similar investments	8.655	7.522	1.133
Other financial assets	6.083	-13.283	19.366
Other assets	12.515	2.349	10.166
Total assets	302.438	127.617	174.821
Equity and liabilities			
Equity	62.841	47.858	14.983
Provisions	30.652	29.473	1.179
Financing liabilities	161.780	13.289	148.491
Trade payables	12.707	11.896	811
Other financial liabilities	9.864	6.224	3.640
Contract and refund liabilities	13.631	13.239	392
Other liabilities	10.963	5.638	5.325
Total equity and liabilities	302.438	127.617	174.821

1) Intra-group eliminations between the industrial business and Daimler Mobility are generally allocated to the industrial business.

 increased transparency

Net Assets of the Segments	Mercedes-Benz Cars & Vans	Daimler Trucks & Buses
In millions of euros		
Intangible Assets	13.234	1.828
Property, Plant and Equipment	27.933	8.569
Inventories	20.959	7.615
Trade receivables	7.556	3.469
Other segment assets	24.808	6.497
Segment assets ¹⁾	94.490	27.978
Trade payables	9.042	2.847
Other segment liabilities	52.150	14.706
Segment liabilities ¹⁾	61.192	17.553
Net Assets ¹⁾	33.298	10.425

1) Including reallocations from reconciliation to automotive segments.

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 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.