

# DAIMLER

Capital Market Presentation  
Q2 and Half-Year 2019

July 24, 2019



# Contents

**Presentation charts on Q2 and H1 2019 results**

Additional financial details

Strategy and technology



# Highlights of Q2 2019

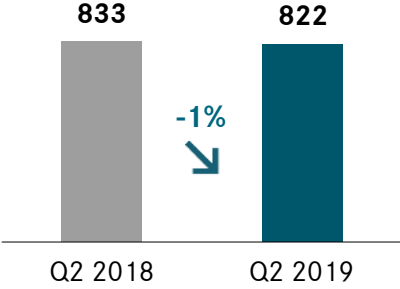
- **Strong product portfolio, defending global market leadership**
- **Earnings impacted by exceptional items reported on June 23 and July 12, 2019**
- **Free Cash Flow of the industrial business reflecting high level of investments for future products and working capital**
- **Portfolio review and efficiency programs intensified in all areas**
- **Full-year guidance adjusted taking into account exceptional items disclosed in Q2 and reflecting updated commercial and industrial outlook**

# Market developments in Q2 2019

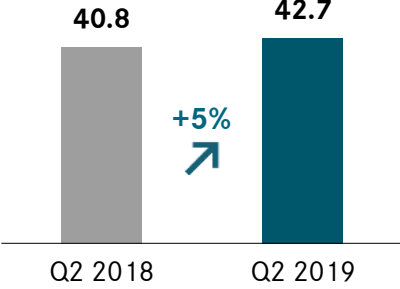
- **Slowdown of global passenger car market continues in Q2, premium segment proves more resilient**
- **Mercedes-Benz Cars sales volume minus 5% in H1; recovery in H2 expected to FY 2018 level**
- **Favorable truck market development in NAFTA, EU30 and Brazil; headwinds in some emerging markets**
- **Lower Truck order intake in NAFTA in Q2 2019 vs Q2 2018; strong order backlog providing good visibility for H2 2019**
- **Continued high demand for our vans and buses in major markets**
- **Stable portfolio development at Daimler Financial Services, dynamic growth of YOUR NOW customer base**

# Financial performance in Q2 2019

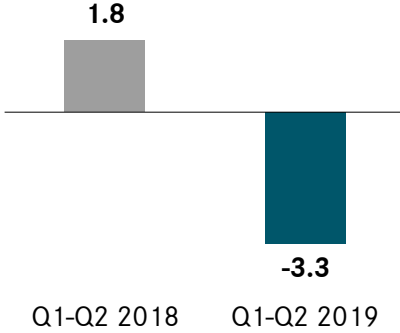
**Unit sales**  
in thousands of units



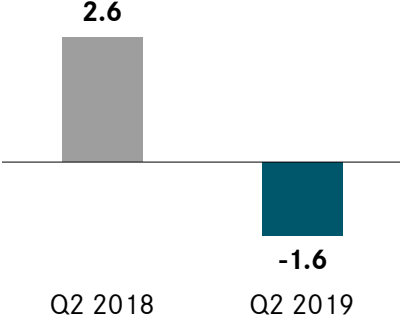
**Revenue**  
in billions of euros



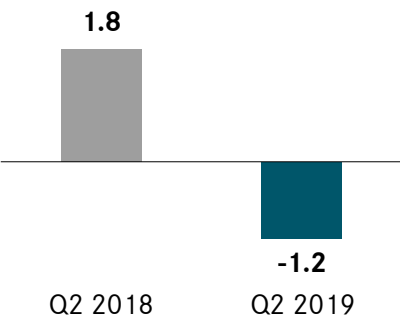
**Free cash flow (ind. business)**  
in billions of euros



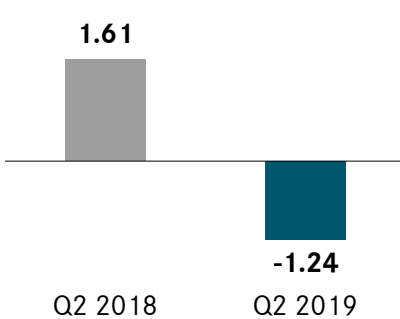
**EBIT**  
in billions of euros



**Net profit**  
in billions of euros

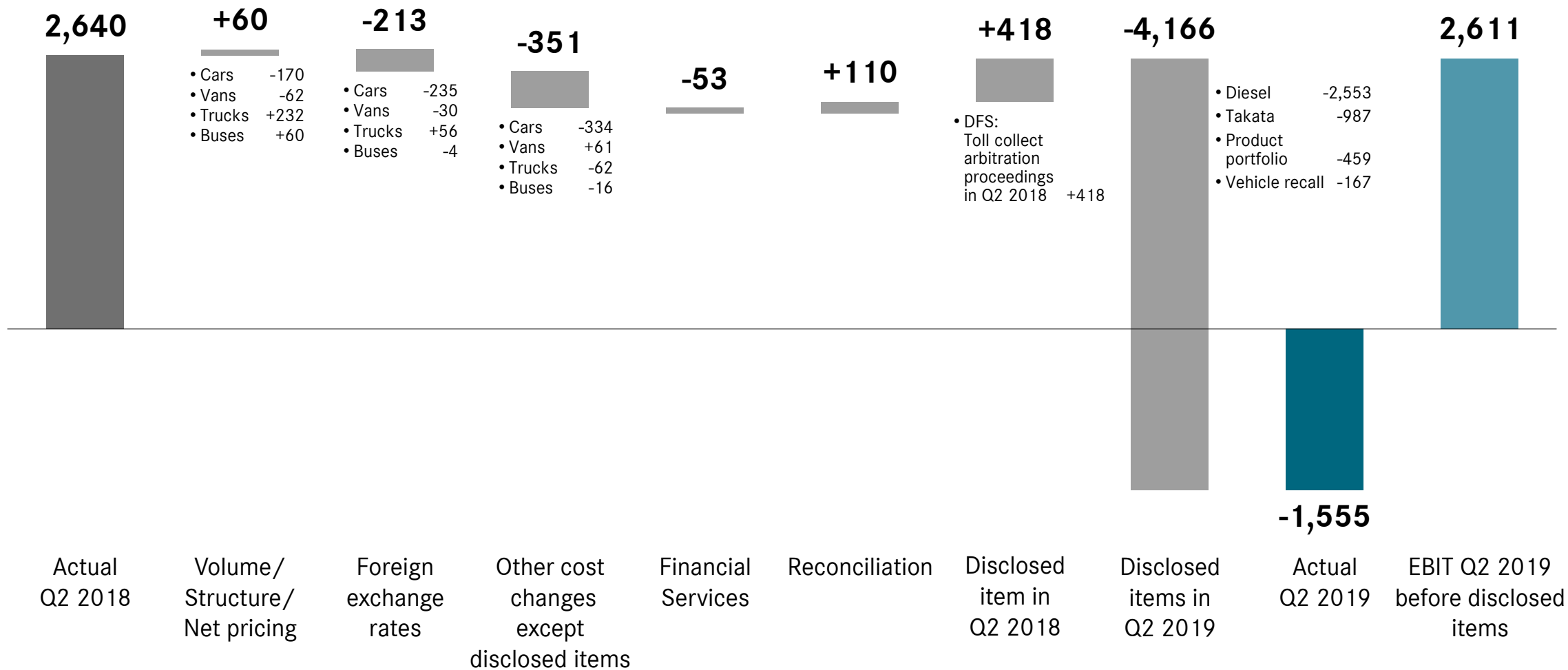


**Earnings per share**  
in euros



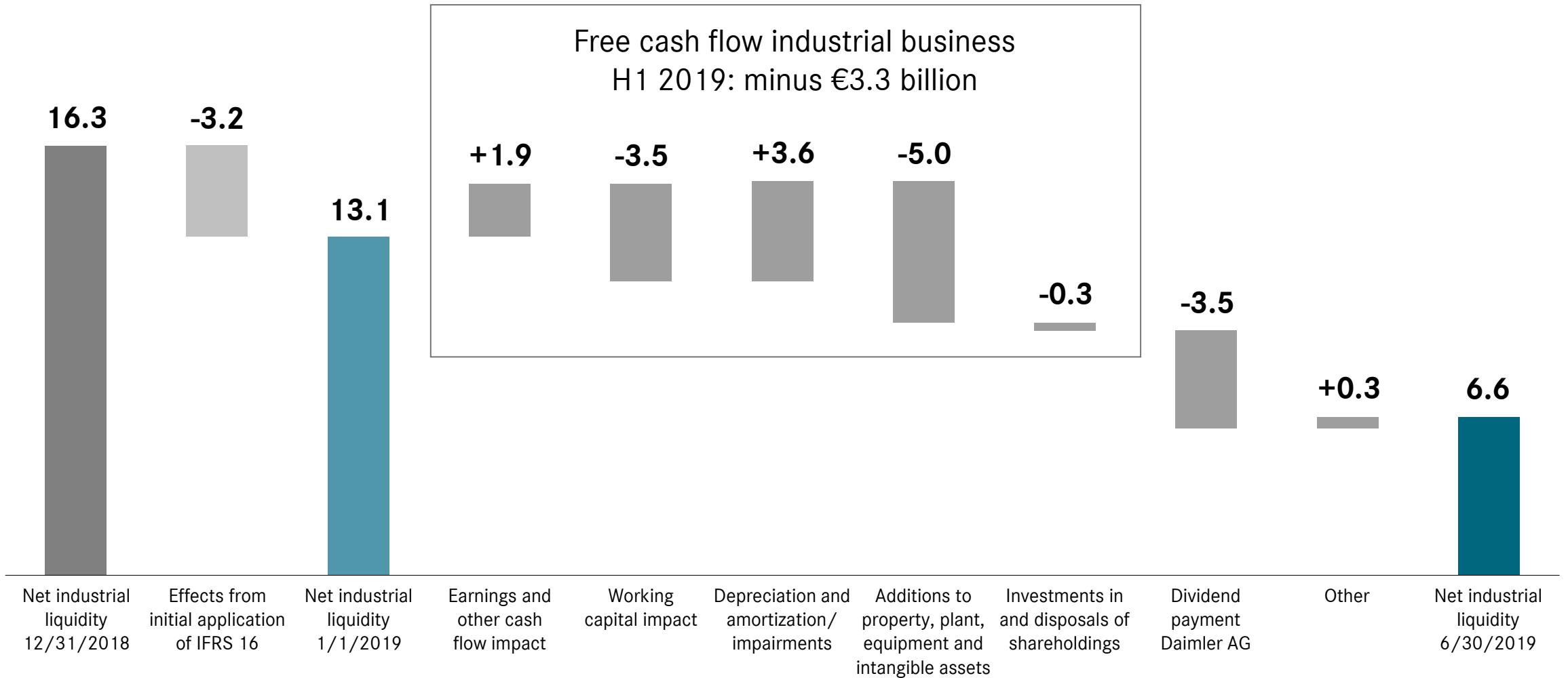
# Group EBIT in Q2 2019

in millions of euros



# Net industrial liquidity

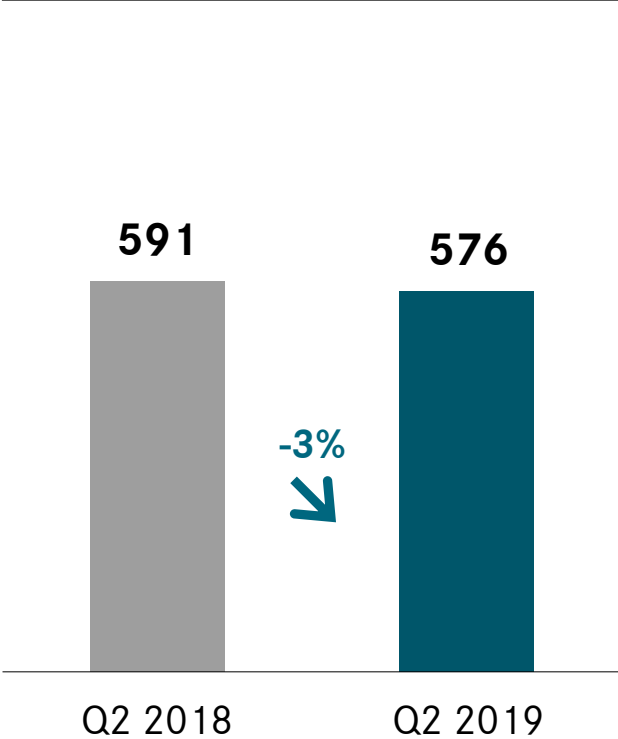
in billions of euros



# Mercedes-Benz Cars

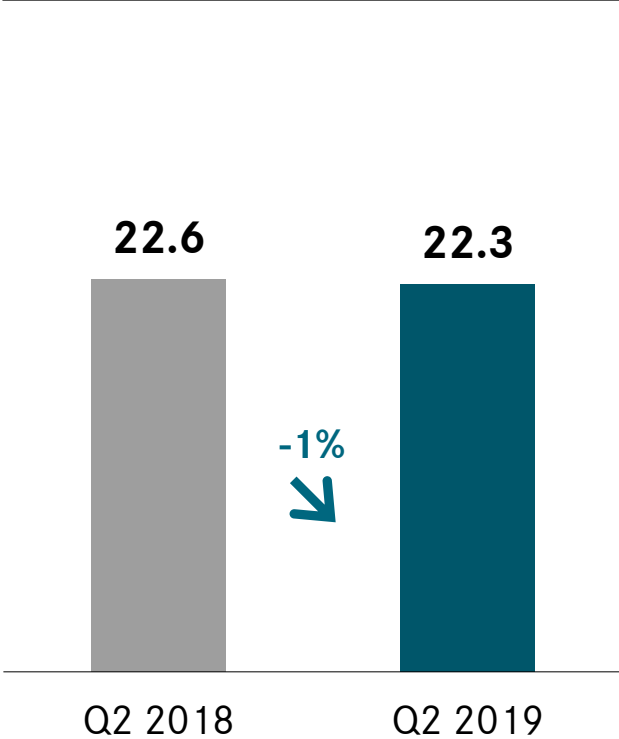
## Unit sales

in thousands of units



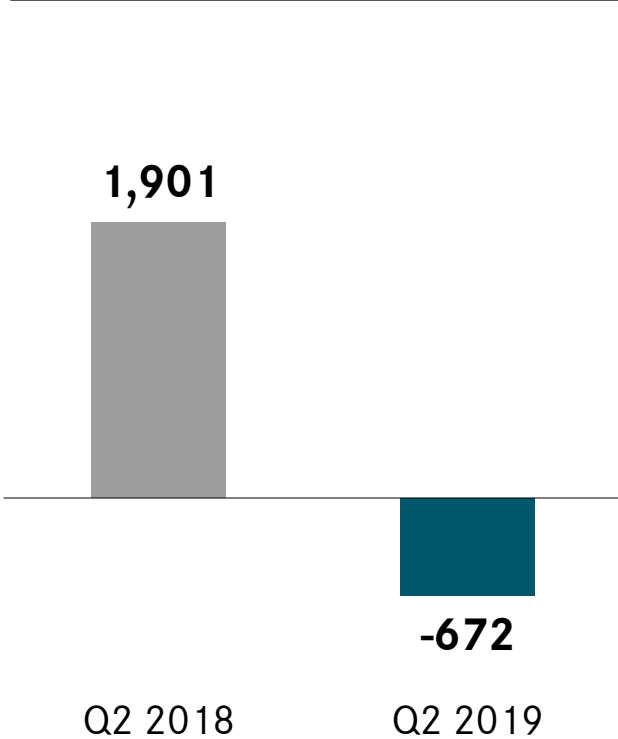
## Revenue

in billions of euros



## EBIT

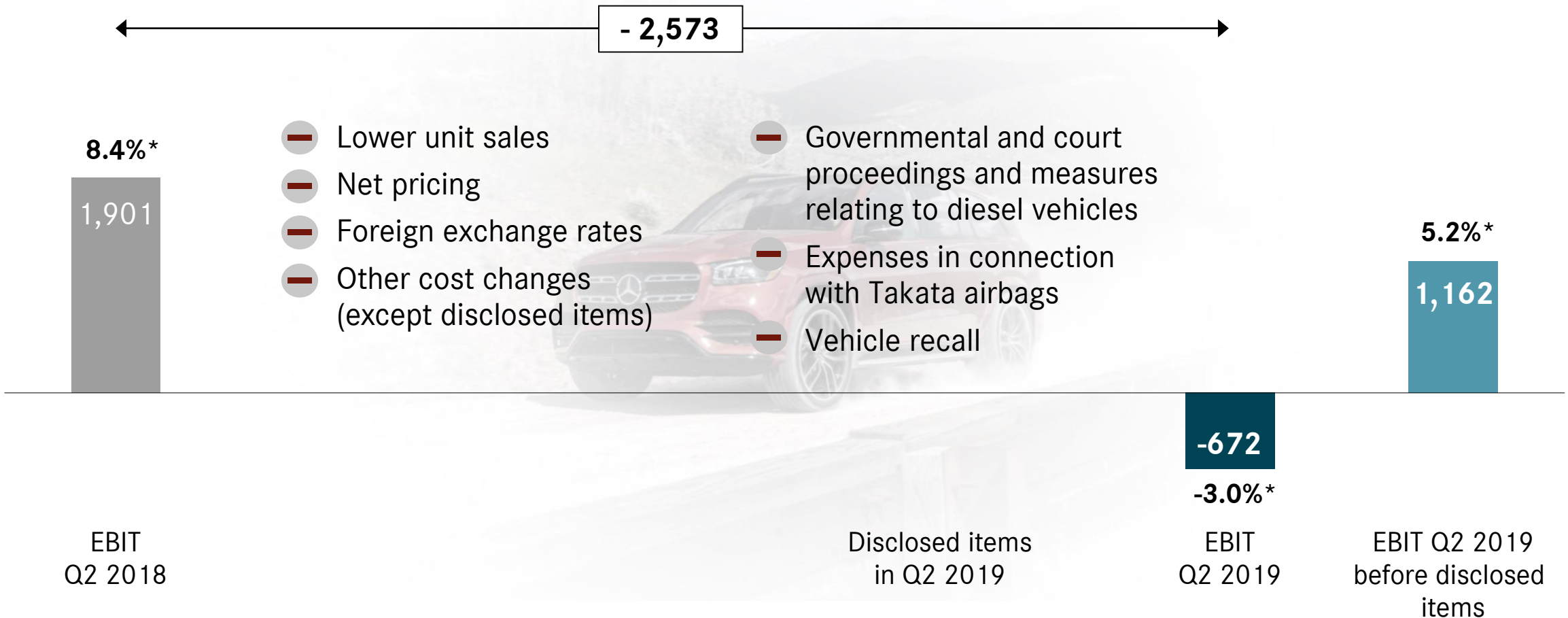
in millions of euros





# Mercedes-Benz Cars: EBIT

in millions of euros

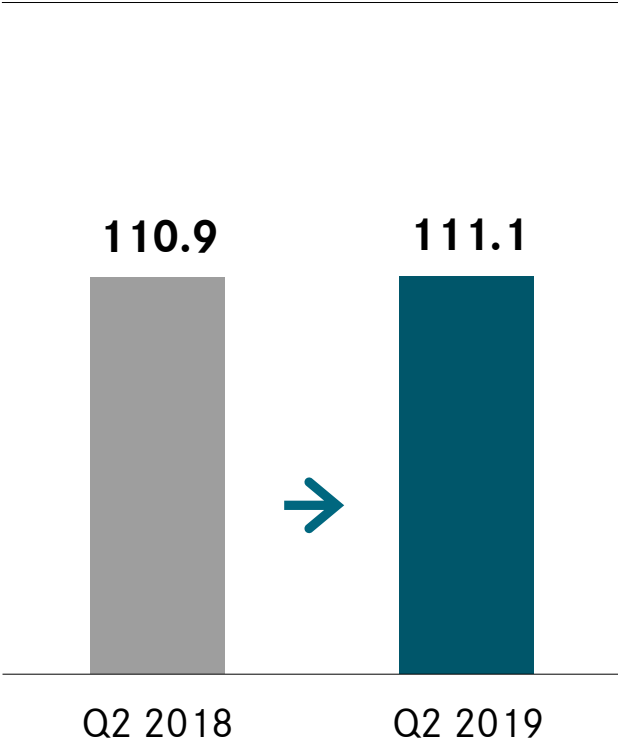


\* Return on sales

# Mercedes-Benz Vans

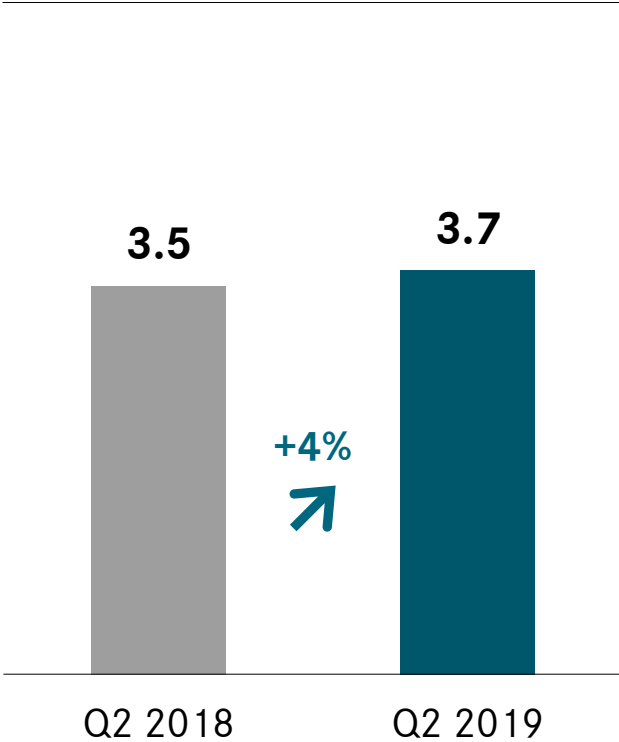
## Unit sales

in thousands of units



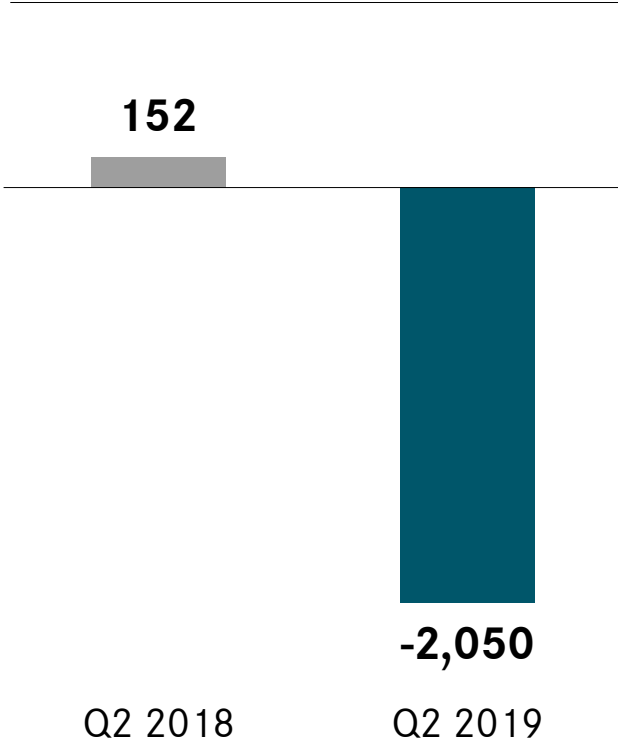
## Revenue

in billions of euros



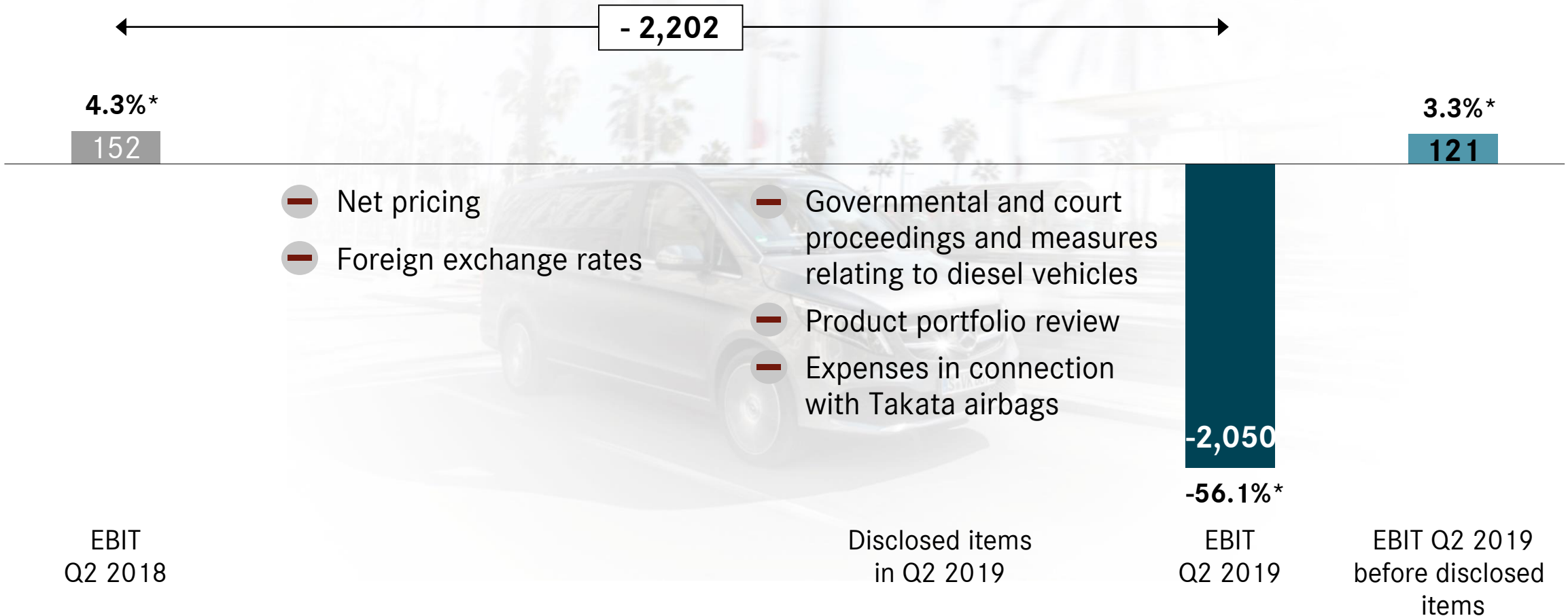
## EBIT

in millions of euros



# Mercedes-Benz Vans: EBIT

in millions of euros

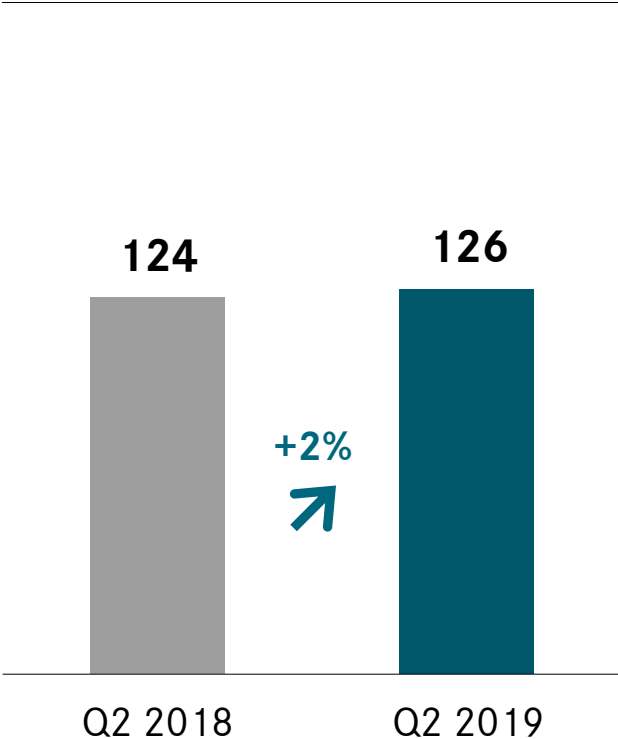


\* Return on sales

# Daimler Trucks

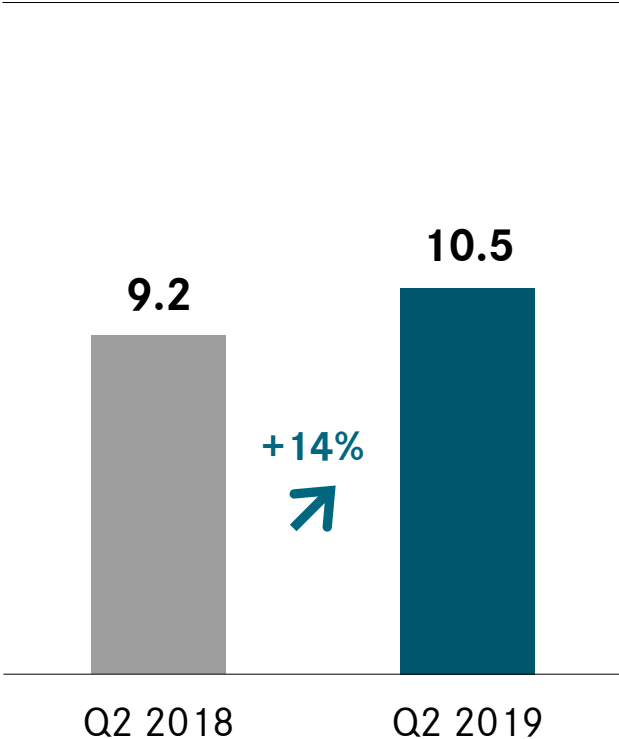
## Unit sales

in thousands of units



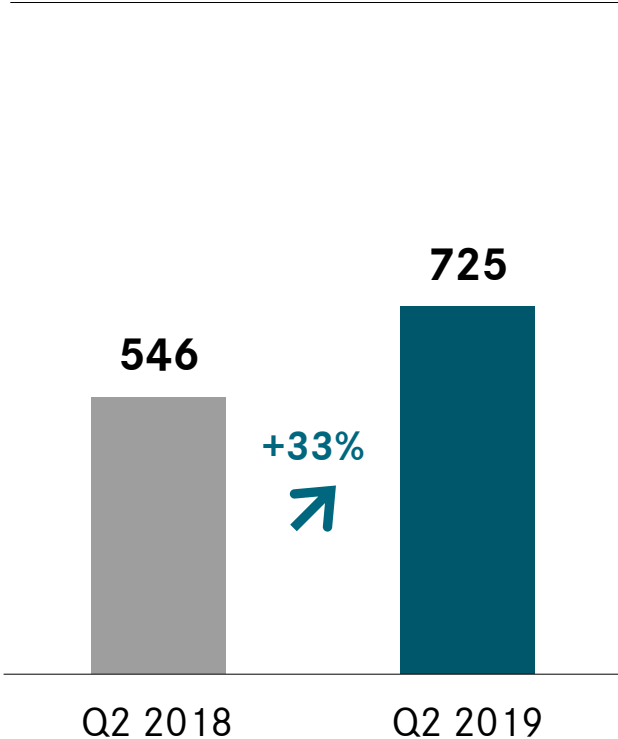
## Revenue

in billions of euros



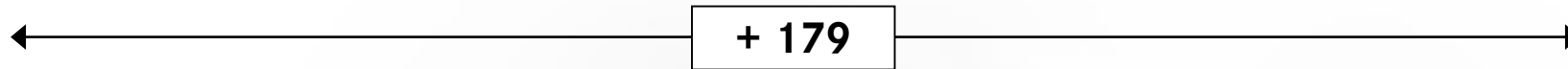
## EBIT

in millions of euros



# Daimler Trucks: EBIT

in millions of euros



5.9%\*

546

EBIT  
Q2 2018

- + Higher unit sales, especially in the NAFTA region
- + Net pricing
- + Foreign exchange rates
- Other cost changes (except disclosed items)

- Expenses in connection with Takata airbags

6.9%\*

725

Disclosed items  
in Q2 2019

EBIT  
Q2 2019

7.4%\*

772

EBIT Q2 2019  
before disclosed  
items

\* Return on sales

# Daimler Trucks: Incoming Orders

in thousands of units

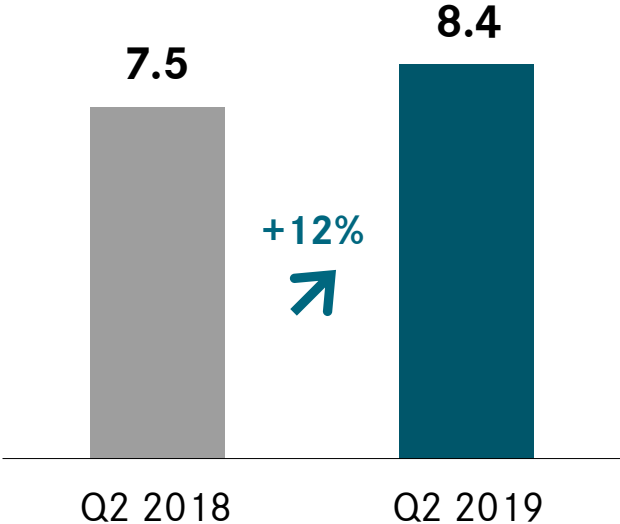


\* European Union, Switzerland and Norway

# Daimler Buses

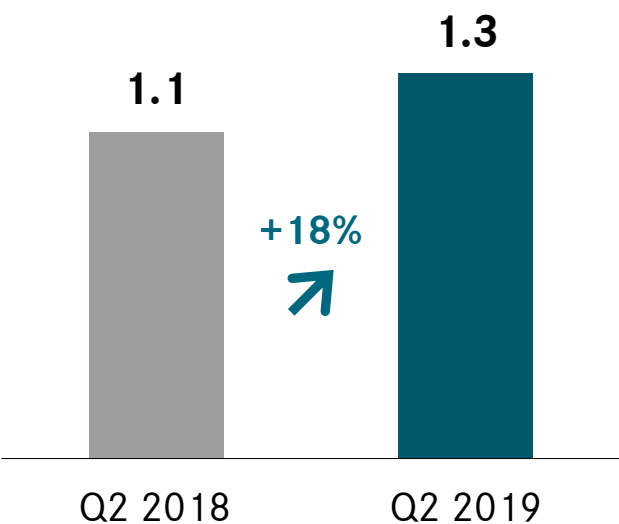
## Unit sales

in thousands of units



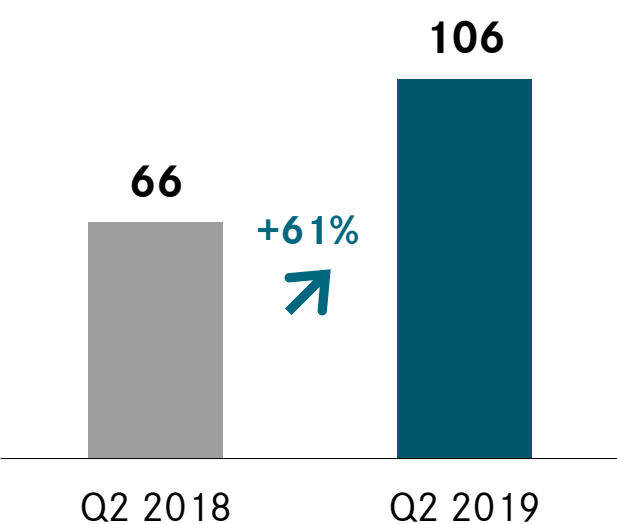
## Revenue

in billions of euros



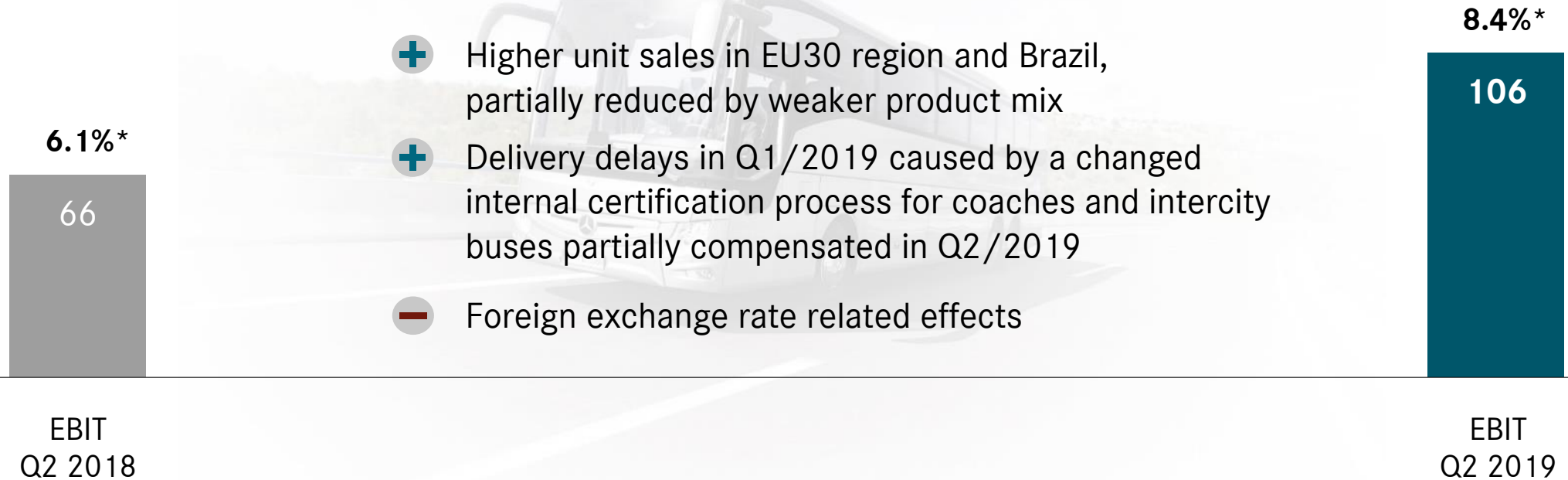
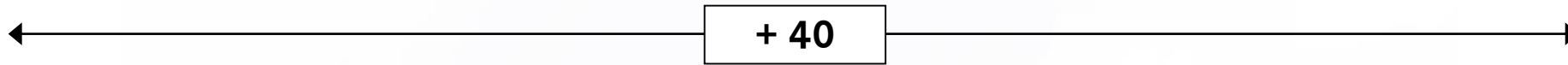
## EBIT

in millions of euros



# Daimler Buses: EBIT

in millions of euros



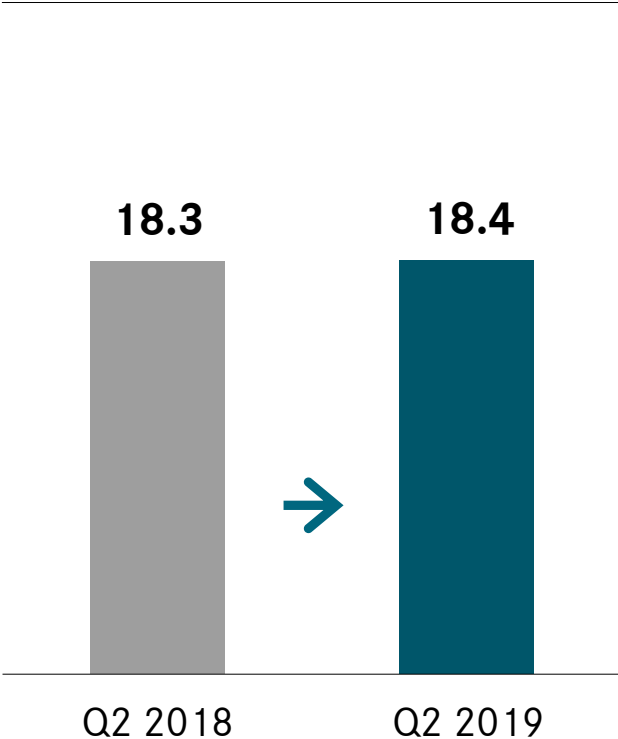
\* Return on sales



# Daimler Financial Services

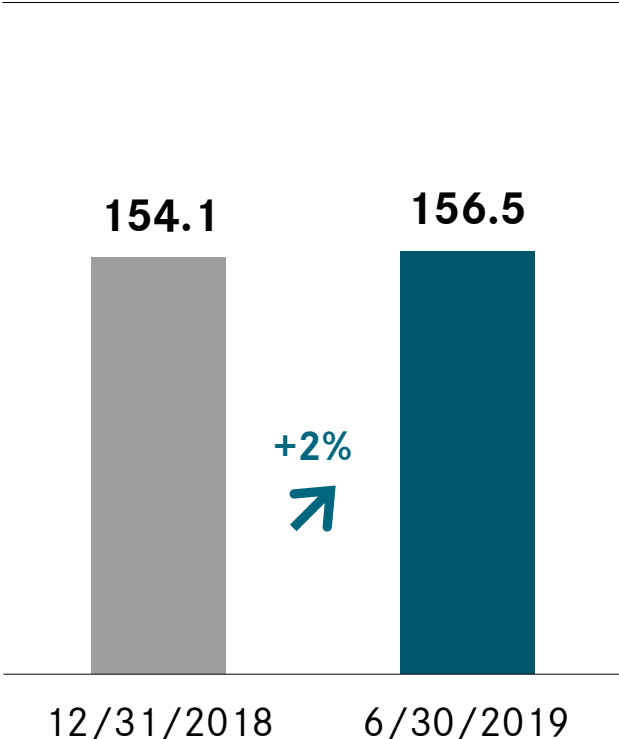
## New business

in billions of euros



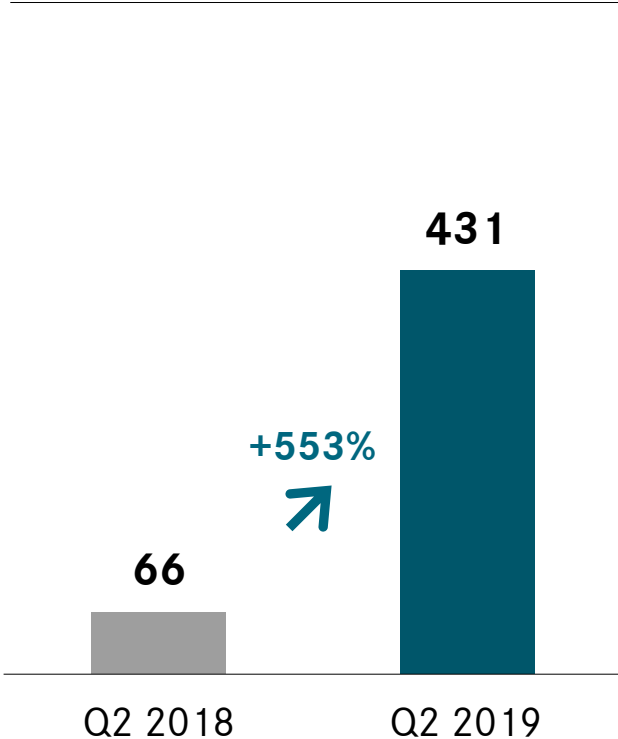
## Contract volume

in billions of euros



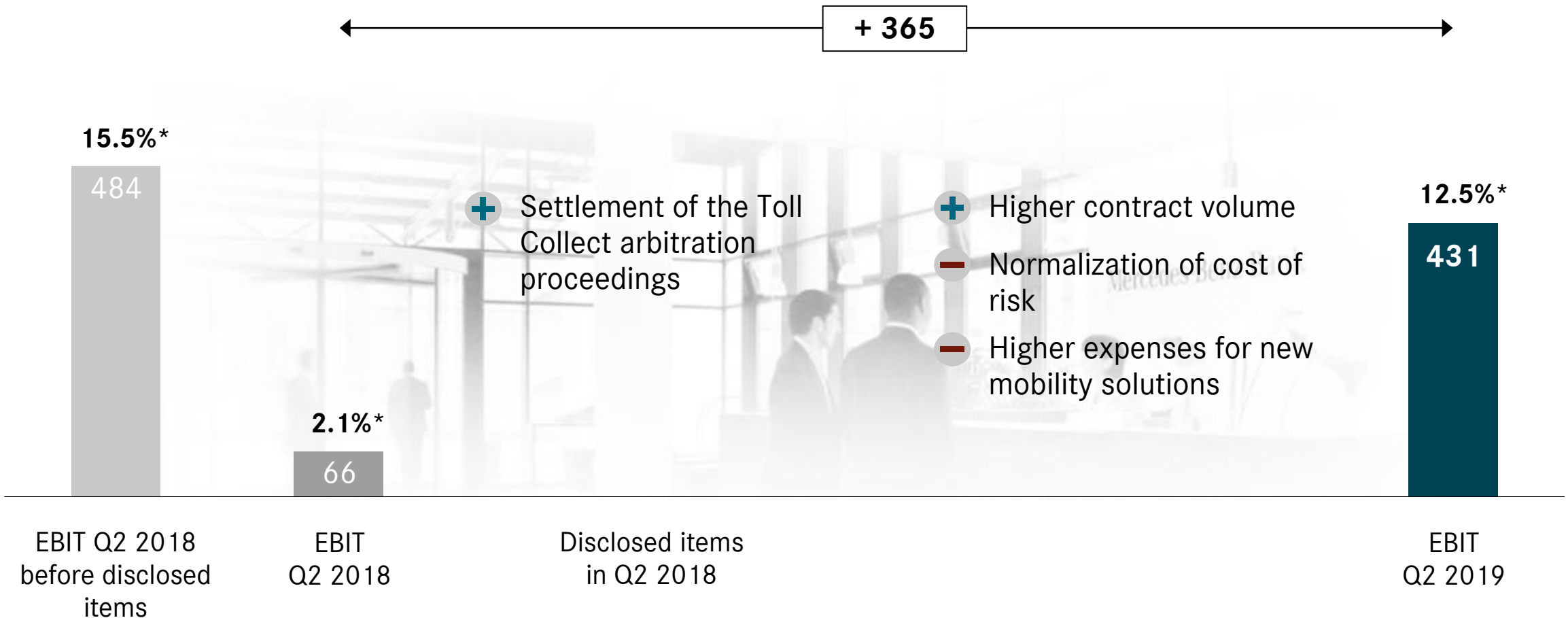
## EBIT

in millions of euros



# Daimler Financial Services: EBIT

in millions of euros



\* Return on equity

# YOUR NOW Joint Ventures

## The Mobility Powerhouse

H1 2019



|                             |        |       |      |      |         |      |
|-----------------------------|--------|-------|------|------|---------|------|
| Interactions<br>in millions | 268.6  | 122.0 | 18.2 | 16.4 | 111.9   | 0.12 |
| Customers**<br>in millions  | >75    | 30.4  | >4   | 7.5  | 33.4    | 0.02 |
| Cities**                    | >1,200 | 130   | 31   | 22   | >1,200* | n/a  |
| GMV RR***<br>in bn €        | 3.4    |       |      |      |         |      |



\* For U.S. entity of PARK NOW, June 2019 figure estimated \*\* Partially, data summation w/o consideration of possible redundancies \*\*\* Gross merchandise value run rate based on figures of previous month

# Assumptions for automotive markets in 2019

|                                      |              |  |
|--------------------------------------|--------------|--|
| Car markets                          | Global       | slight decrease                                |
|                                      | Europe       | slight decrease                                |
|                                      | USA          | slight decrease                                |
|                                      | China        | slight decrease                                |
| Van markets                          | EU30         | slight growth in the midsize and large segment |
|                                      | USA          | around the prior-year level                    |
| Heavy- and medium-duty truck markets | NAFTA region | slight growth                                  |
|                                      | EU30         | around the prior-year level                    |
|                                      | Japan*       | around the prior-year level                    |
|                                      | Brazil       | significant growth                             |
|                                      | Indonesia*   | declining development                          |
| Bus markets                          | EU30         | slight growth                                  |
|                                      | Brazil       | significant growth                             |

\* including light-duty trucks

# 2019 sales outlook

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Mercedes-Benz Cars

## **Unit sales at the prior-year level**

Momentum from an increased product availability in the second half of the year

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Mercedes-Benz Vans

## **Unit sales at the prior-year level**

Growth in the United States and in EU30 region, lower unit sales in Russia and Turkey  
Additional momentum from the new Sprinter

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Daimler Trucks

## **Slightly higher unit sales**

Slight growth in NAFTA region, unit sales around prior-year level in EU30 region and Japan  
Increases in Brazil and India, decreases in Turkey and Indonesia

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Daimler Buses

## **Significantly higher unit sales**

Slight growth in EU30 region and in Latin America  
Significant growth in India

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# 2019 outlook for Group EBIT and divisional RoS/RoE

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## DAIMLER

**We expect Group EBIT for FY 2019 to be significantly below the prior-year level**



Mercedes-Benz Cars

Return on sales in the range of 3 to 5%



Mercedes-Benz Vans

Return on sales in the range of minus 15 to minus 17%



Daimler Trucks

Return on sales in the range of 7 to 9%



Daimler Buses

Return on sales in the range of 5 to 7%



Daimler Financial Services

Return on equity in the range of 17 to 19%\*

\* Including significant one-time valuation and earnings effects from the merger of the mobility services of Daimler and BMW.

# Measures and priorities for H2

- **Focus on 2019 operational challenges and financial targets**
- **Improve Daimler efficiency in the short and medium term**
- **Enhance free cash flow focus and prioritize capital allocation**
- **Continue company transformation and establish sustainable business strategy**

# Contents

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# Unit sales by division

in thousands of units

|                      | Q2 2018 | Q2 2019      | % change |
|----------------------|---------|--------------|----------|
| <b>Daimler Group</b> | 833.0   | <b>821.7</b> | -1       |
| of which             |         |              |          |
| Mercedes-Benz Cars   | 590.7   | <b>575.6</b> | -3       |
| Mercedes-Benz Vans   | 110.9   | <b>111.1</b> | +0       |
| Daimler Trucks       | 123.9   | <b>126.5</b> | +2       |
| Daimler Buses        | 7.5     | <b>8.4</b>   | +12      |

# Revenue by division

in billions of euros

|                            | Q2 2018 | Q2 2019     | % change |
|----------------------------|---------|-------------|----------|
| <b>Daimler Group</b>       | 40.8    | <b>42.7</b> | +5       |
| of which                   |         |             |          |
| Mercedes-Benz Cars         | 22.6    | <b>22.3</b> | -1       |
| Mercedes-Benz Vans         | 3.5     | <b>3.7</b>  | +4       |
| Daimler Trucks             | 9.2     | <b>10.5</b> | +14      |
| Daimler Buses              | 1.1     | <b>1.3</b>  | +18      |
| Daimler Financial Services | 6.6     | <b>7.1</b>  | +9       |

# Revenue by region

in billions of euros

|                               | Q2 2018 | Q2 2019     | % change |
|-------------------------------|---------|-------------|----------|
| <b>Daimler Group</b>          | 40.8    | <b>42.7</b> | +5       |
| of which                      |         |             |          |
| Europe                        | 17.3    | <b>17.2</b> | -0       |
| <i>of which Germany</i>       | 6.2     | <b>6.7</b>  | +8       |
| NAFTA                         | 11.5    | <b>13.2</b> | +15      |
| <i>of which United States</i> | 9.7     | <b>11.4</b> | +17      |
| Asia                          | 9.5     | <b>9.7</b>  | +2       |
| <i>of which China*</i>        | 4.5     | <b>4.7</b>  | +4       |
| Other markets                 | 2.5     | <b>2.5</b>  | +1       |

\* excluding revenue of not fully consolidated companies

# EBIT by division

EBIT in millions of euros; RoS/RoE in %

|                            | Q2 2018 |          | Q2 2019       |              |
|----------------------------|---------|----------|---------------|--------------|
|                            | EBIT    | RoS/RoE* | EBIT          | RoS/RoE*     |
| <b>Daimler Group</b>       | 2,640   | 7.5      | <b>-1,555</b> | <b>-5.6</b>  |
| of which                   |         |          |               |              |
| Mercedes-Benz Cars         | 1,901   | 8.4      | <b>-672</b>   | <b>-3.0</b>  |
| Mercedes-Benz Vans         | 152     | 4.3      | <b>-2,050</b> | <b>-56.1</b> |
| Daimler Trucks             | 546     | 5.9      | <b>725</b>    | <b>6.9</b>   |
| Daimler Buses              | 66      | 6.1      | <b>106</b>    | <b>8.4</b>   |
| Daimler Financial Services | 66      | 2.1      | <b>431</b>    | <b>12.5</b>  |
| Reconciliation             | -91     | -        | <b>-95</b>    | <b>-</b>     |

\* Return on sales for automotive business, return on equity for Daimler Financial Services; Daimler Group excluding Daimler Financial Services

# Key balance sheet and financial figures

in billions of euros

| <b>Daimler Group</b>                 | Dec. 31, 2018 | June 30, 2019 |
|--------------------------------------|---------------|---------------|
| Equity ratio                         | 22.2%         | <b>21.0%</b>  |
| Gross liquidity                      | 25.4          | <b>21.5</b>   |
| Funded status of pension obligations | -6.2          | <b>-8.7</b>   |
| <i>Funding ratio</i>                 | 80%           | <b>76%*</b>   |
| <b>Industrial business</b>           |               |               |
| Equity ratio                         | 42.8%         | <b>38.2%</b>  |
| Net liquidity                        | 16.3          | <b>6.6</b>    |
| Free cash flow (January-June)        | 1.8           | <b>-3.3</b>   |

\* mainly driven by a reduction of discount rates

# Consolidated statement of income (condensed)

in millions of euros

|  | Daimler Group |                | Industrial Business |                |
|--|---------------|----------------|---------------------|----------------|
|  | Q2 2018       | Q2 2019        | Q2 2018             | Q2 2019        |
| Revenue  | 40,756        | <b>42,650</b>  | 34,186              | <b>35,505</b>  |
| Cost of sales                                  | -32,506       | <b>-37,104</b> | -26,853             | <b>-30,878</b> |
| <b>Gross profit</b>                            | 8,250         | <b>5,546</b>   | 7,333               | <b>4,627</b>   |
| Selling expenses                               | -3,253        | <b>-3,072</b>  | -3,045              | <b>-2,875</b>  |
| General administrative expenses                | -965          | <b>-975</b>    | -700                | <b>-760</b>    |
| Research and non-capitalized development costs | -1,620        | <b>-1,569</b>  | -1,620              | <b>-1,569</b>  |
| Other operating income/expense                 | 264           | <b>-1,611</b>  | 210                 | <b>-1,660</b>  |
| Profit/loss on equity-method investments       | -14           | <b>210</b>     | 410                 | <b>335</b>     |
| Other financial income                         | -26           | <b>-87</b>     | -18                 | <b>-87</b>     |
| Interest income/expense                        | -106          | <b>-114</b>    | -105                | <b>-112</b>    |
| <b>Profit before income taxes</b>              | 2,530         | <b>-1,672</b>  | 2,465               | <b>-2,101</b>  |
| Income taxes                                   | -705          | <b>430</b>     | -723                | <b>577</b>     |
| <b>Net profit</b>                              | 1,825         | <b>-1,242</b>  | 1,742               | <b>-1,524</b>  |
| <b>Earnings per share (in euros)</b>           | 1.61          | <b>-1.24</b>   | -                   | <b>-</b>       |

# Statement of cash flows (condensed)

in millions of euros

|   | Daimler Group |               | Industrial Business |               |
|---|---------------|---------------|---------------------|---------------|
|   | Q1-Q2 2018    | Q1-Q2 2019    | Q1-Q2 2018          | Q1-Q2 2019    |
| <b>Cash provided by operating activities</b>          | 960           | <b>2,198</b>  | 5,797               | <b>2,356</b>  |
| of which: Profit before income taxes                  | 5,777         | <b>951</b>    | 5,165               | <b>-685</b>   |
| Depreciation and amortization/impairments             | 2,973         | <b>3,644</b>  | 2,913               | <b>3,569</b>  |
| Change in working capital                             | -45           | <b>-2,995</b> | -496                | <b>-3,463</b> |
| <b>Cash used for investing activities</b>             | -4,536        | <b>-5,272</b> | -4,308              | <b>-4,672</b> |
| of which: Additions to property, plant and equipment  | -2,893        | <b>-3,419</b> | -2,871              | <b>-3,376</b> |
| <b>Cash used for/provided by financing activities</b> | 5,691         | <b>-297</b>   | 906                 | <b>30</b>     |
| <b>Free cash flow</b>                                 | -3,376        | <b>-4,375</b> | 1,804               | <b>-3,341</b> |

# Statement of financial position (condensed)

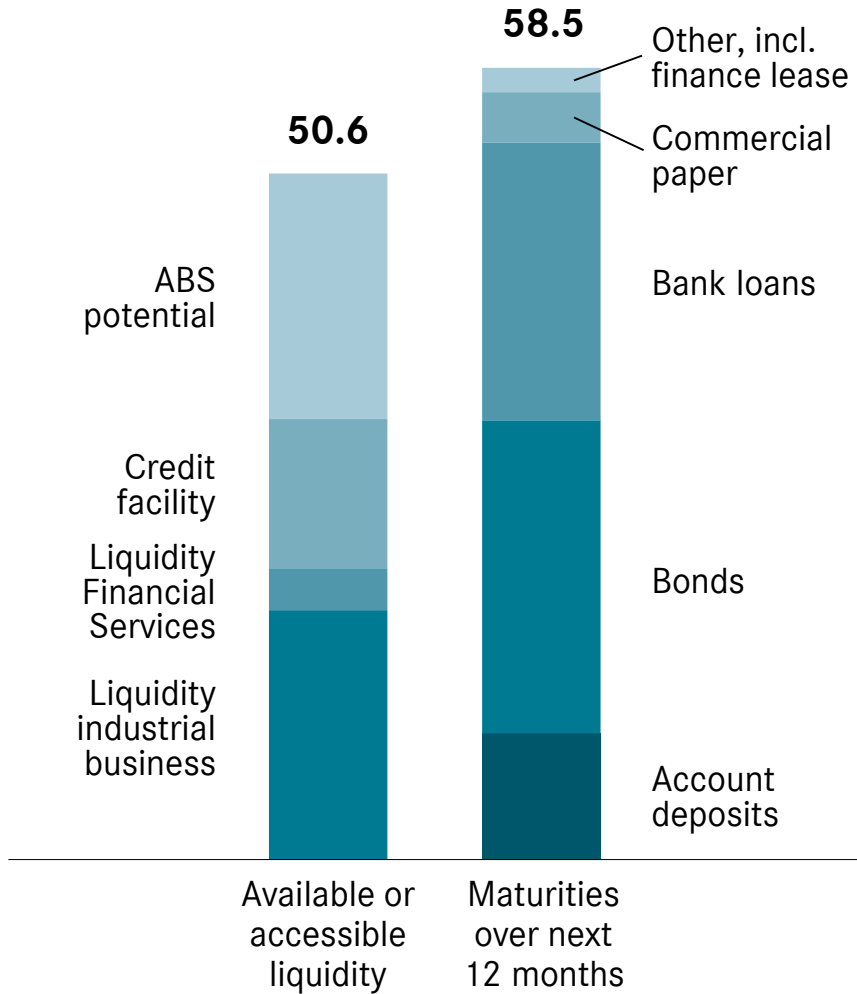
in millions of euros

|   | Daimler Group |                | Industrial Business |                |
|---|---------------|----------------|---------------------|----------------|
|   | Dec. 31, 2018 | June 30, 2019  | Dec. 31, 2018       | June 30, 2019  |
| Intangible assets   | 14,801        | <b>15,383</b>  | 13,913              | <b>14,504</b>  |
| Property, plant and equipment                                       | 30,948        | <b>35,794</b>  | 30,859              | <b>35,445</b>  |
| Receivables from financial services & equipment on operating leases | 146,216       | <b>149,037</b> | 18,419              | <b>18,783</b>  |
| Equity-method investments   | 4,860         | <b>6,020</b>   | 4,651               | <b>4,184</b>   |
| Inventories   | 29,489        | <b>33,459</b>  | 28,096              | <b>32,267</b>  |
| Trade receivables   | 12,586        | <b>12,743</b>  | 10,545              | <b>10,909</b>  |
| Liquidity   | 25,430        | <b>21,464</b>  | 21,163              | <b>18,371</b>  |
| Other assets  | 17,289        | <b>20,282</b>  | -11,343             | <b>-7,882</b>  |
| <b>Total assets</b>   | 281,619       | <b>294,182</b> | 116,303             | <b>126,581</b> |
| Equity  | 66,053        | <b>61,780</b>  | 53,243              | <b>48,386</b>  |
| Provisions  | 24,406        | <b>30,569</b>  | 23,269              | <b>29,373</b>  |
| Financing liabilities   | 144,902       | <b>154,103</b> | 4,771               | <b>12,609</b>  |
| Trade payables  | 14,185        | <b>15,194</b>  | 13,395              | <b>14,321</b>  |
| Other liabilities   | 32,073        | <b>32,536</b>  | 21,625              | <b>21,892</b>  |
| <b>Total equity and liabilities</b>                                 | 281,619       | <b>294,182</b> | 116,303             | <b>126,581</b> |



# Financial flexibility over a 12-month period

in billions of euros




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The financial flexibility provides support to mitigate risk and volatility through a balanced mix of funding instruments and clear principles

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Daimler follows a financial management to safeguard our A-rating and thus our attractive refinancing conditions

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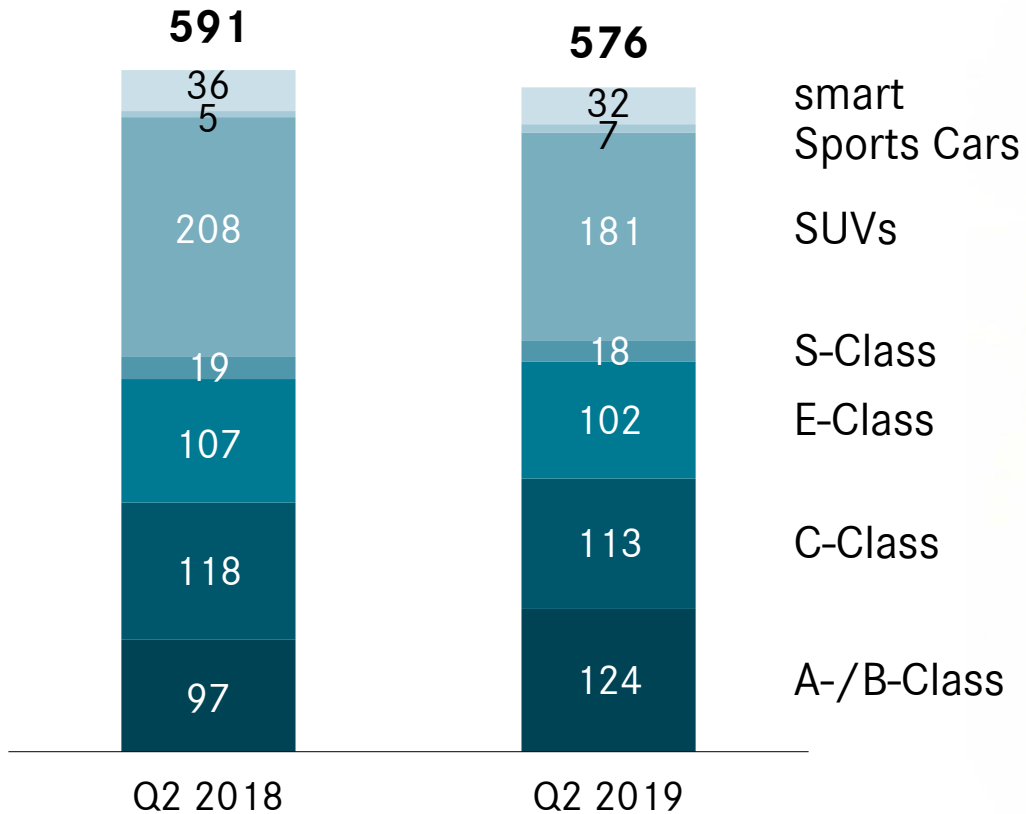
A high financial flexibility is a key support to our A-Rating

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The current liquidity position reflects the volatile market environment, the currently required high investments for our future business model and the required financial flexibility for our business

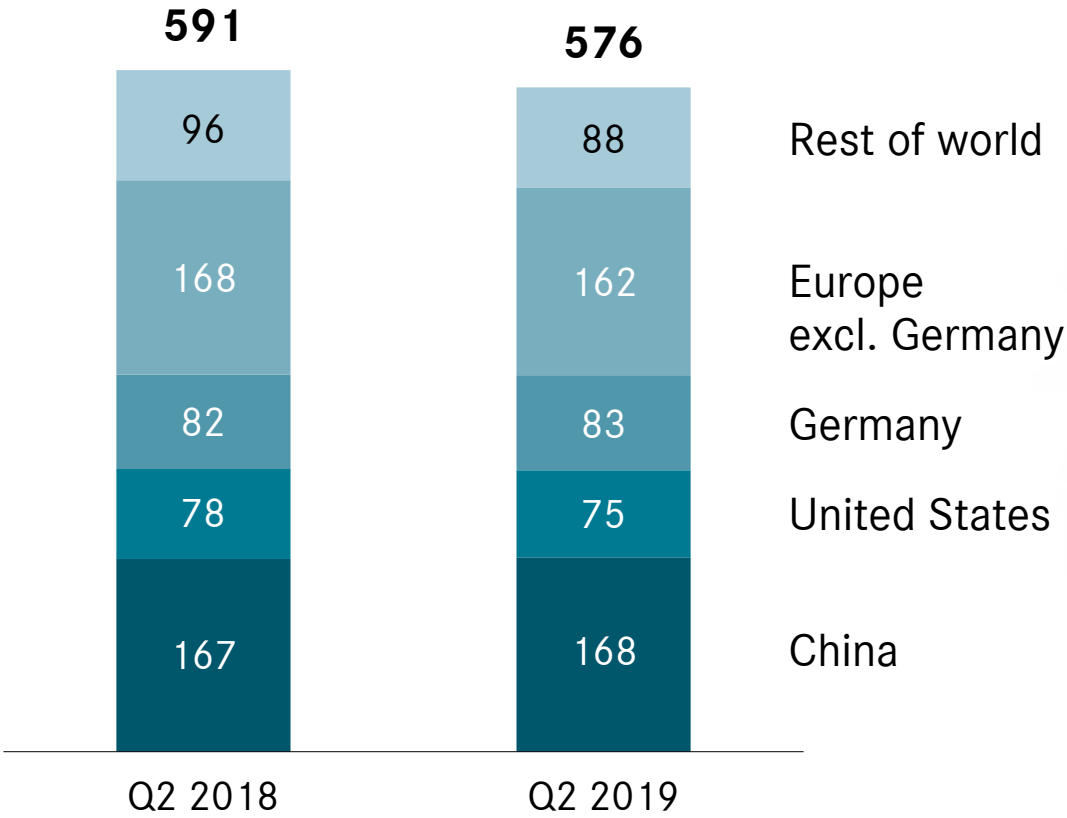
# Mercedes-Benz Cars: unit sales by segments

in thousands of units



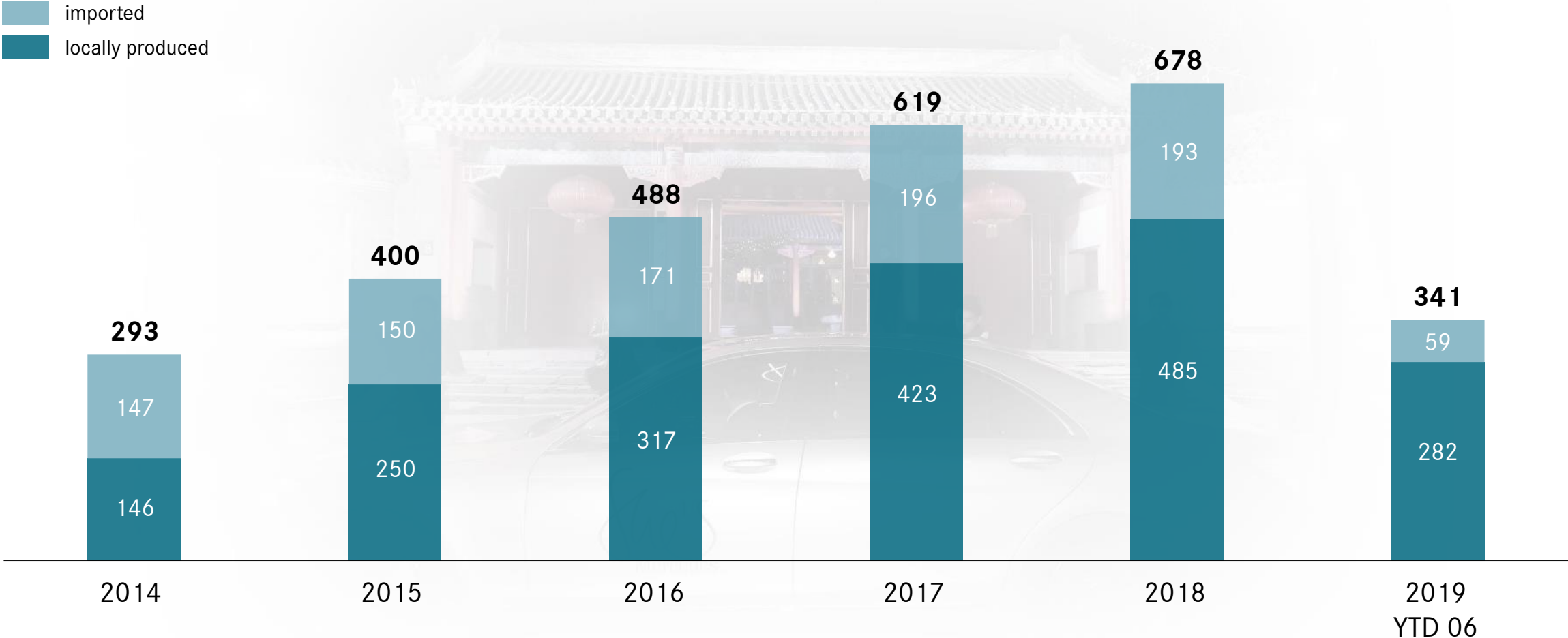
# Mercedes-Benz Cars: unit sales by regions

in thousands of units



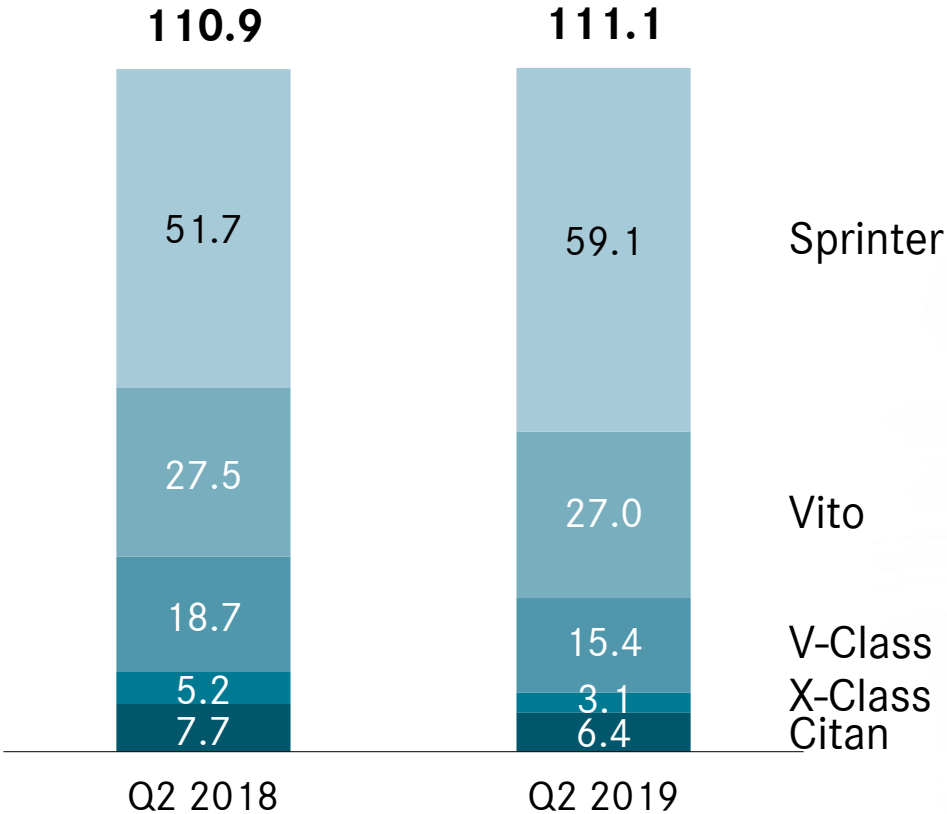
# Mercedes-Benz Cars: unit sales in China

in thousands of units



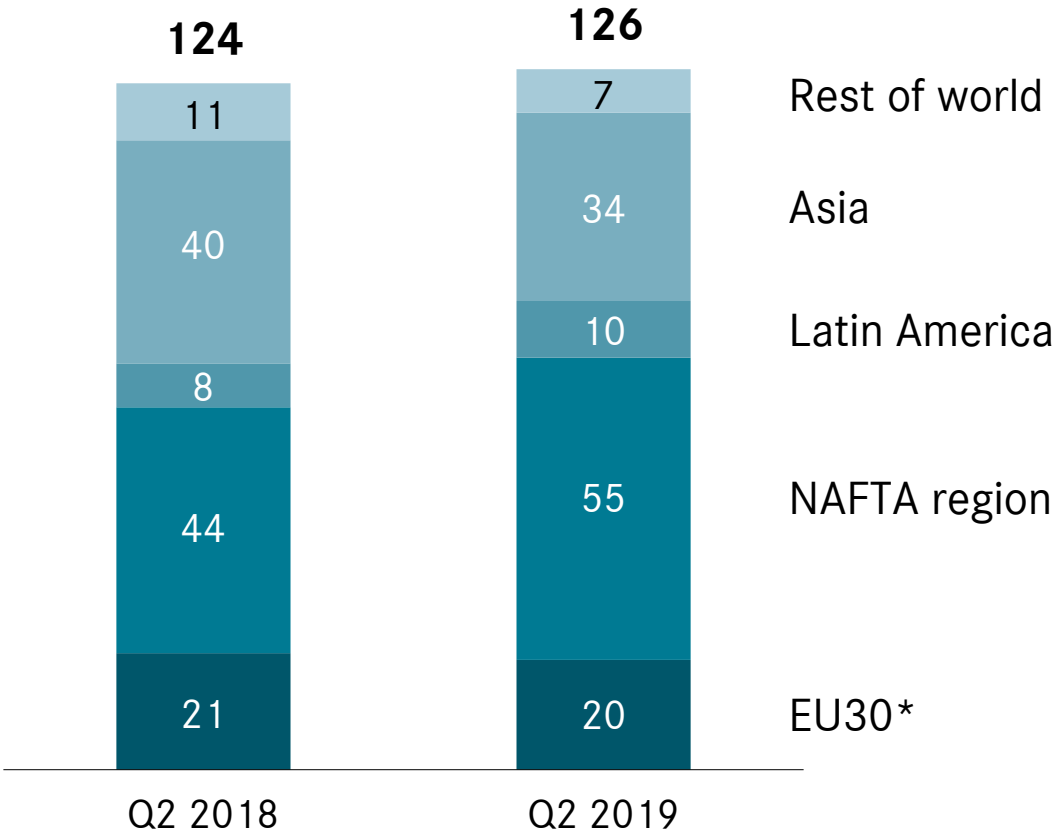
# Mercedes-Benz Vans: unit sales by segments

in thousands of units



# Daimler Trucks: unit sales by regions

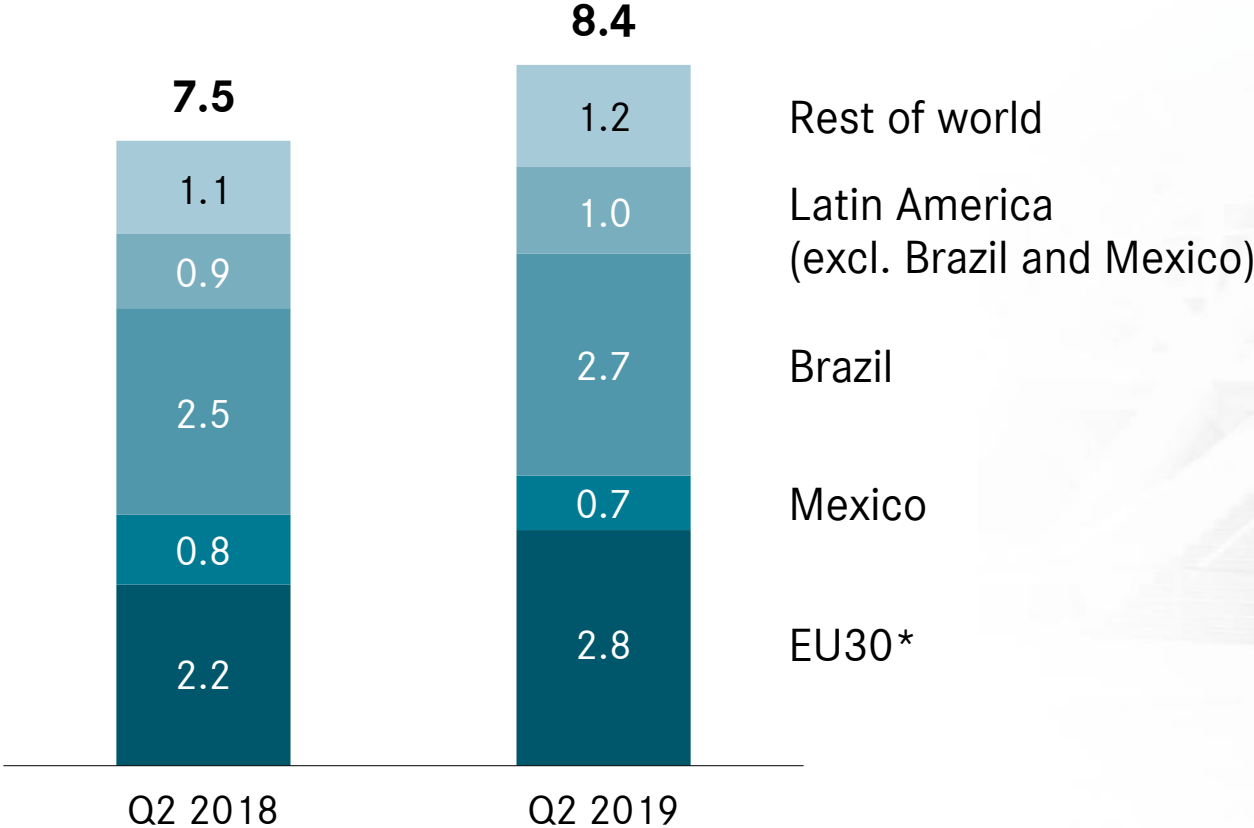
in thousands of units



\* European Union, Switzerland and Norway

# Daimler Buses: unit sales by regions

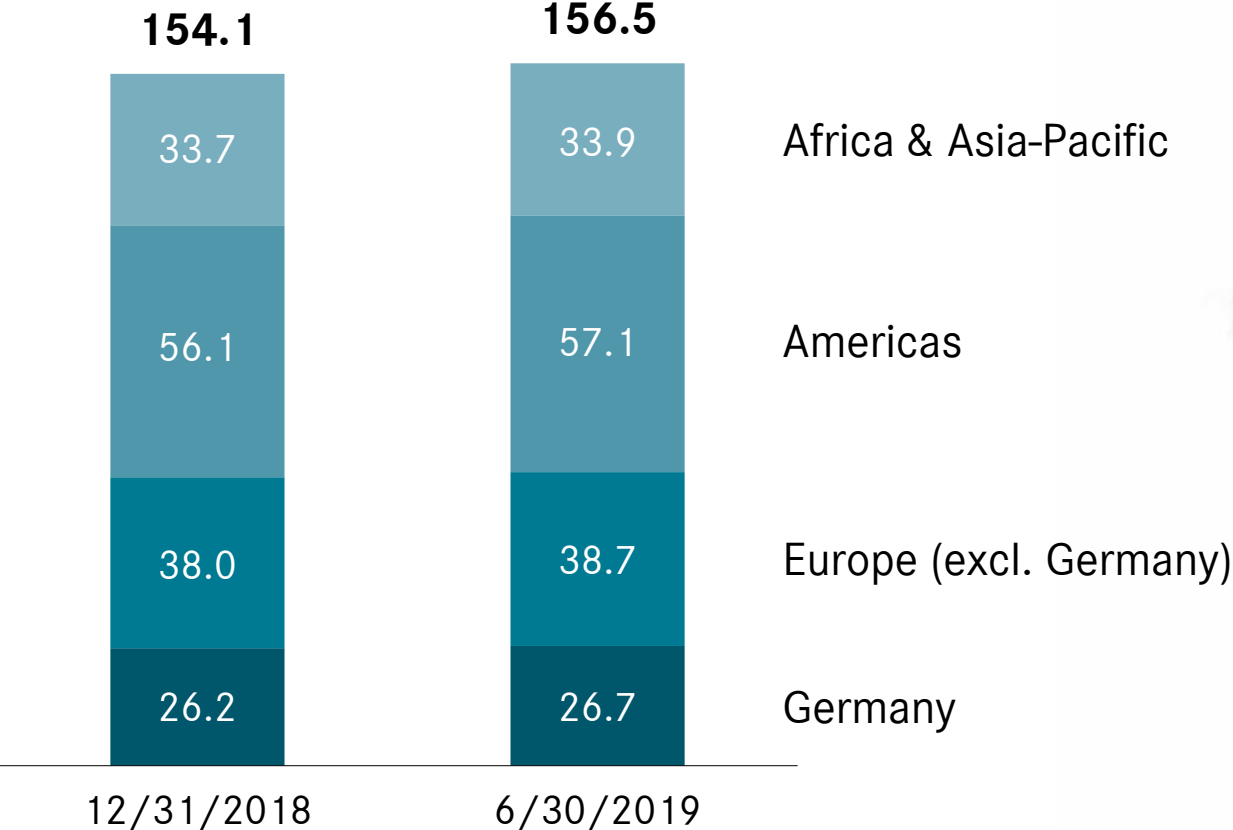
in thousands of units



\* European Union, Switzerland and Norway

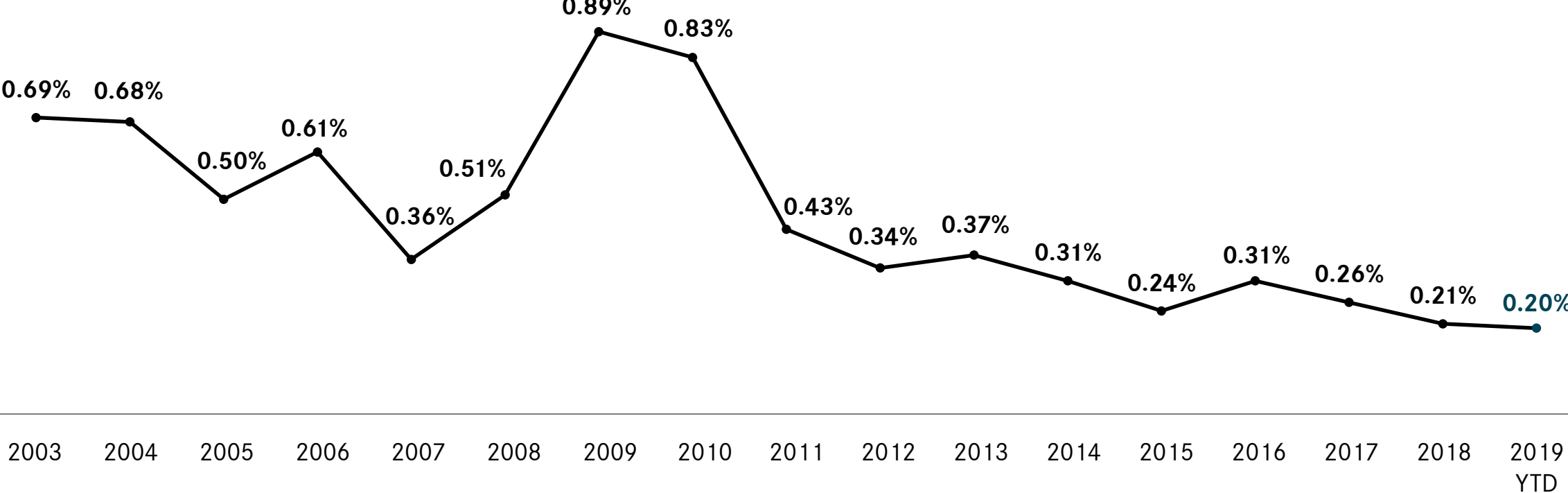
# Daimler Financial Services: contract volume

in billions of euros





# Daimler Financial Services: net credit losses\*



\* as a percentage of portfolio, subject to credit risk

# Contents

Presentation charts on Q2 and H1 2019 results

Additional financial details

**Strategy and technology**



# Daimler's investments go beyond the actual vehicle



We focus on future-oriented technologies and invest in innovative companies and startups.\*

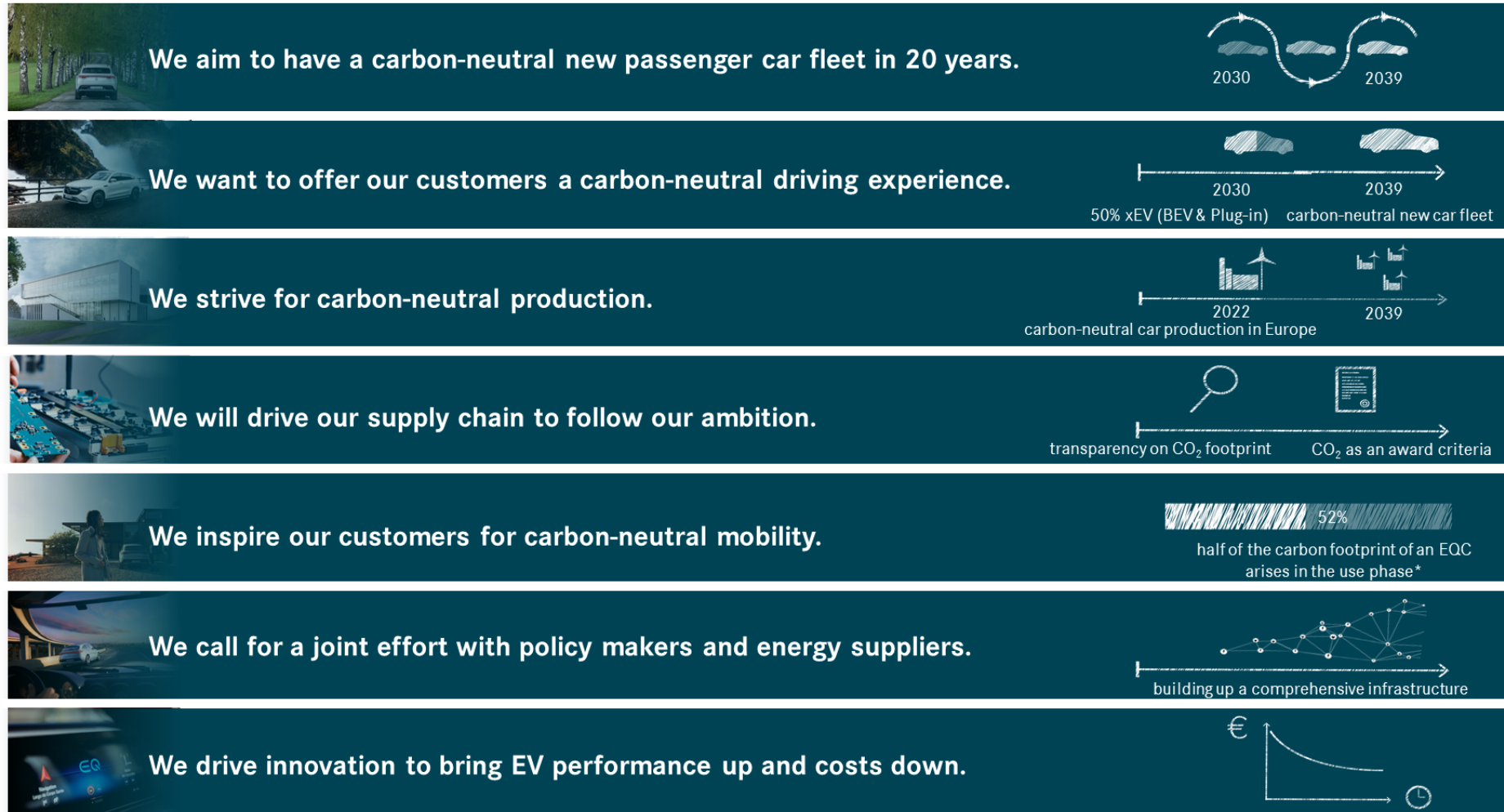
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\* Not all investments have been disclosed.

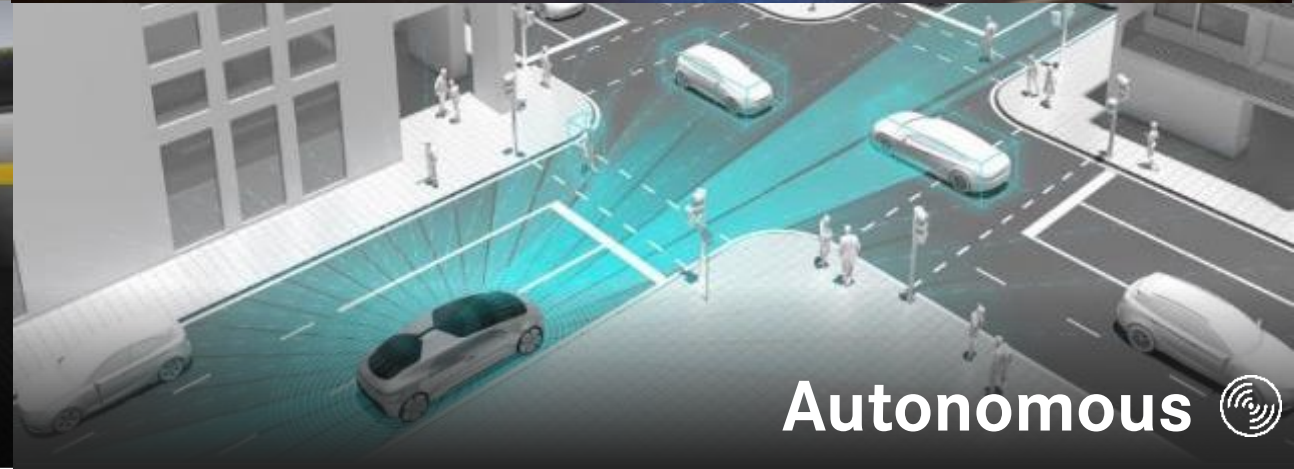
\*\* Subject to approval by authorities.

# Sustainability is one of the basic principles of Daimler's corporate strategy embedded in the entire value chain

## AMBITION 2039



# Mercedes-Benz: Leading premium car and van brand



# With our unique products we are well positioned for growth

Focus on important  
markets



Strong product  
portfolio



Leading  
technologies



Roadmap to Growth

# Mercedes-Benz brand experience – we are transferring technology into a luxury experience



# MBUX is the digital revolution in the cockpit

Intuitive and intelligent multimedia system with ability to learn thanks to artificial intelligence.



Touch Controls



Touchscreen



Speech Control



Interior Assistant

Take Rates Compact Cars





# Mercedes-Benz is developing DRIVE PILOT, an SAE Level 3 conditional automated driving system feature



DRIVE PILOT has the potential to transform the way people live and work.

The possibilities offered by automated driving have captured the public's imagination in a way that few new vehicle technologies have.

At Mercedes-Benz we live innovation and embrace the opportunities it will bring to our industry and the world.

# Daimler and BMW launch long-term development cooperation for automated driving

## Scope of cooperation

Next generation of technologies for driver assistance systems and highly automated driving on highways and automated parking:

- **Driving Functions** (NCAP, SAE Level 1 - Level 4 Highway).
- **Parking Functions** (up to SAE Level 4).

## Goal of cooperation

- The **joint development** of a **scalable system with series maturity** which may be used equally by both partners.
- **Joint procurement** for certain components within the system.

## Framework for cooperation → joint operation

- **Time:** Market Launch in series vehicles scheduled for 2024
- **Place:** common working spaces with over 1,200 development specialists in **Stuttgart** and **Munich**

# Daimler and Bosch are pilot testing on-demand ride-hailing service in San José in H-2 2019



- Hardware (Sensors, Actuators, ECUs)
- Software for HW components



DAIMLER

- Vehicles
- Integration of system into the vehicle line

- **Project House** with locations in **Germany** and **USA**
- **Joint development** of AD system Software
- Goal: complete AD-Kit for **Self Driving Car**

# Daimler and Geely Holding form global joint venture to develop smart

50:50 joint venture between Daimler and Geely based in China to develop and operate smart brand globally as all electric carmaker

smart joint venture to gain shared expertise in manufacturing, engineering and design from both groups

New smart models planned from 2022 in all-electric product renewal

smart joint venture to meet demand for electrification with production based in China



# On the road to emission free mobility – Mercedes-Benz is electrifying its entire powertrain portfolio



**EQ BOOST**

Highly efficient 48 V  
Technology



**EQ POWER**

Plug-In Hybrids

**EQ POWER+**

Performance-Hybrids



**EQ**

Battery Electric Vehicles &  
Fuel Cell Electric Vehicles

# The future is electric and Mercedes-Benz is setting the course for tomorrow today

- 2022: Above **130** electrified alternatives envisaged to be realized
- A total of more than **10 BEV** vehicle types planned
- 2025: Estimated BEV volume share between **15% and 25%**
- 2030: Ambition of **50% share** xEV (BEV & Plug-in)
- **> €1 billion** invest in a global battery production network
- **€10 billion** invest into e-mobility fleet
- **€20 billion** supplier contracts to ensure battery cell supply
- Implementation of **charging infrastructure** in Europe via joint venture “IONITY”



# We are developing a charging network together with partners to improve our customer's experience

## Home



## Work



## Public

IONITY



chargepoint™



HUBJECT  
connecting emobility networks



Mercedes-Benz EQC: Combined electricity consumption: 20.8 to 19.7 kWh/100 km; combined CO<sub>2</sub> emissions: 0 g/km. Electricity consumption and range were determined on the basis of Regulation 692/2008/EC. Power consumption and range are dependent on the vehicle configuration (in particular on the selection of the maximum speed limit).<sup>1)</sup>

Mercedes-Benz GLC F-CELL: Combined hydrogen consumption: 0.34 kg/100 km, combined CO<sub>2</sub> emissions: 0 g/km, combined electric energy consumption: 13.7 kWh/100 km; Figures for fuel consumption, electric energy consumption and CO<sub>2</sub> emissions are provisional and were determined by the technical service for the certification process in accordance with the WLTP test method and correlated into NEDC figures. The EC type approval and a certificate of conformity with official figures are not yet available. Differences between the stated figures and the official figures are possible.

Mercedes-Benz C 300 de: Combined fuel consumption 1.6 l/100 km, combined CO<sub>2</sub> emissions 42 g/km, combined electrical consumption 18.7 kWh/100 km. The stated figures were determined in accordance with the prescribed measuring method. These are the "NEDC CO<sub>2</sub> figures" according to Art. 2 No. 1 Implementing Regulation (EU) 2017/1153. The fuel consumption figures were calculated based on these figures. Electrical consumption has been determined on the basis of Directive 692/2008/EC.<sup>1)</sup>

# Daimler Trucks: Leader in the world of truck and bus market





# Daimler Trucks mission is to make customers more successful

## Best-in-class products in all regions



## Customer experience as differentiator



Service and Parts Network



Continuous Process Improvement



Customer-focused product development

## Services beyond the hardware



Extended Warranty & Service Products



Connectivity & Uptime



End-to-End Support & Consulting

Measurable Benefits

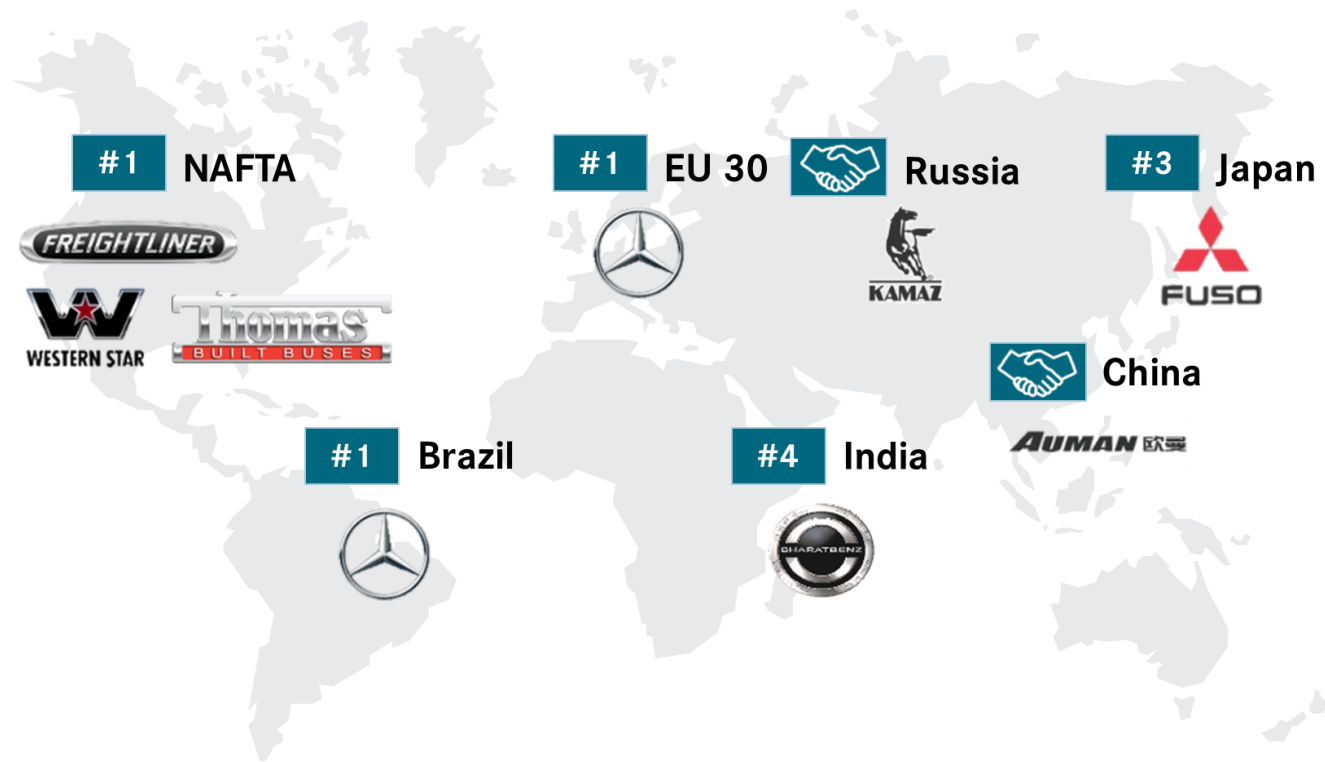


Ease of Doing Business



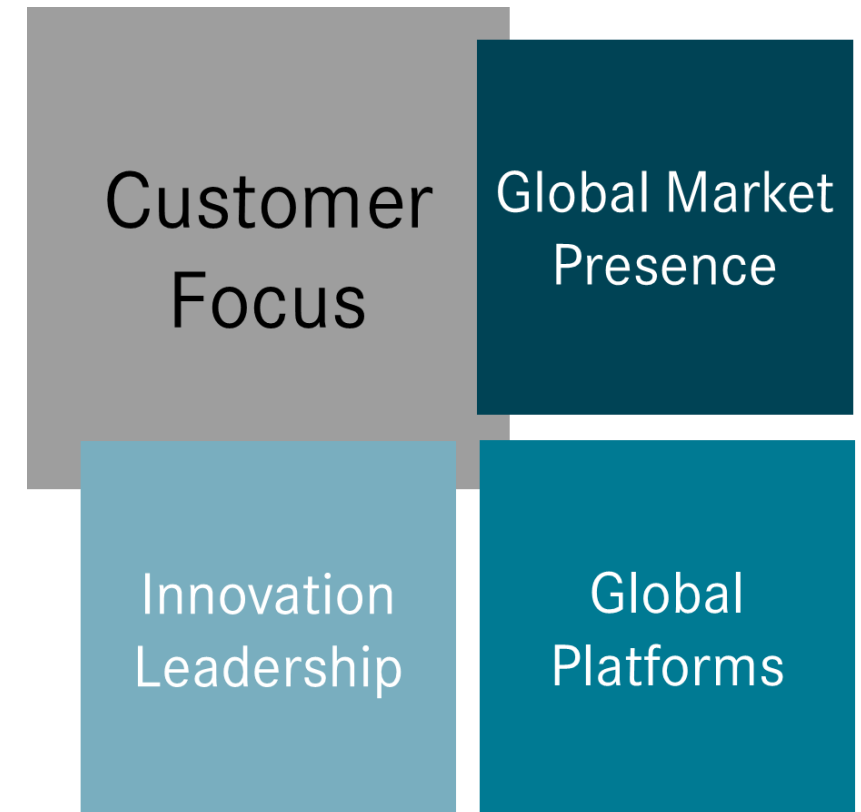
Trusted Partner

# Daimler Truck has leading brands and strong market positions around the world

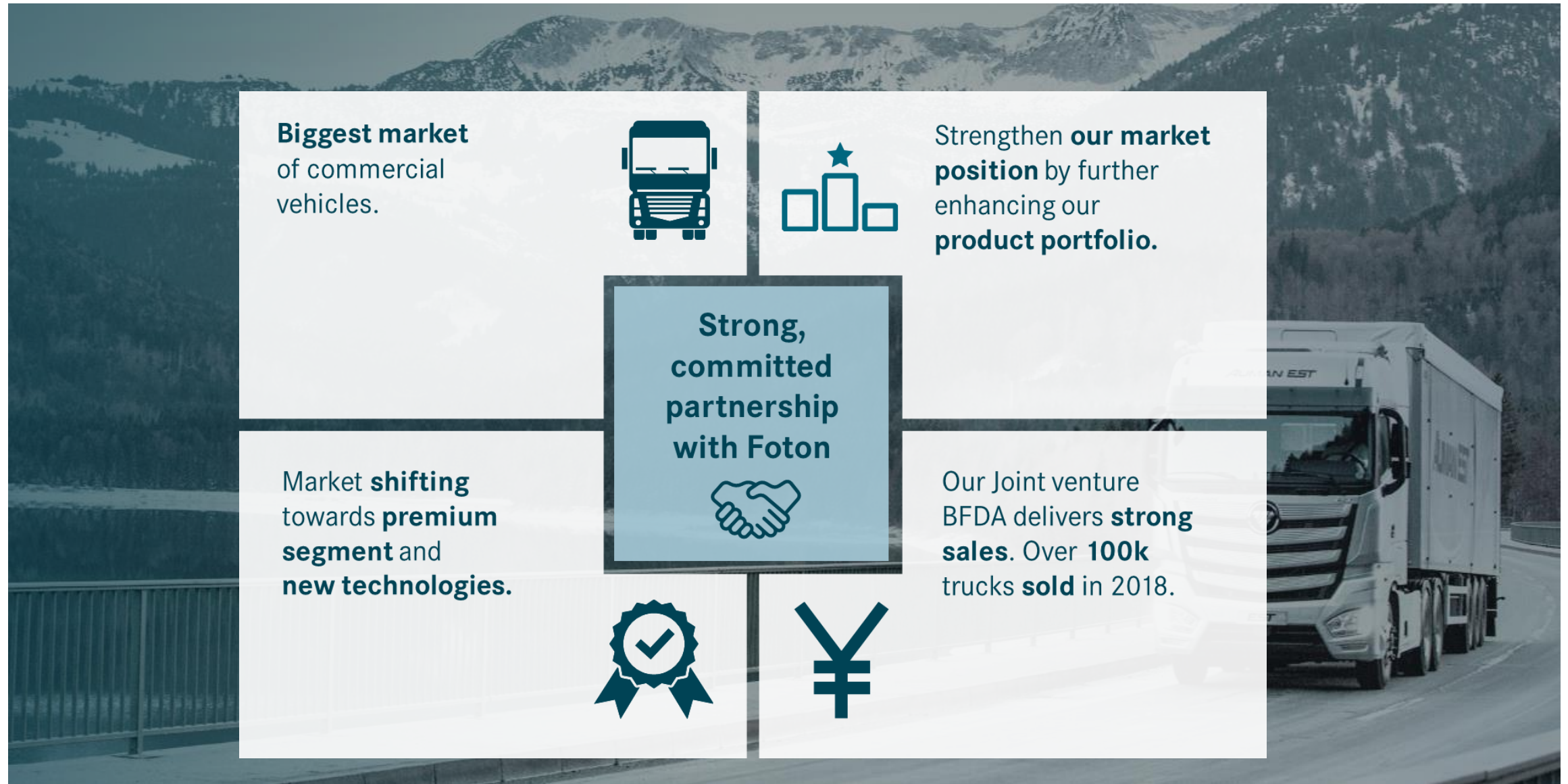


For all who keep the world moving

## Our strategy



# China: we are well prepared to tap into the biggest market



# We push innovation and shape the logistics and passenger transport of tomorrow

**Daimler Truck avg. R&D investment**  
(2020 & 2021)



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**~ 1.4 bn €**

**Investment in Automated Level 4**



**> 500 mn €**

# Daimler Truck strives to develop highly automated trucks for market launch within next 10 years



- Torc Robotics is one of **most experienced** self-driving vehicle teams
- Torc Robotics to **retain location, name, and team members** while working closely with **Daimler Trucks research and development teams**, especially in North America
- Daimler Trucks to leverage **synergies across Daimler** through close cooperation with **Mercedes-Benz Cars** on automated vehicle technologies

Already today we have a wide range of electric solutions that deliver maximum benefit for customers and the environment



**Mercedes-Benz  
eCitaro**

**2018:** Customer Fleet Test  
**2018:** Market introduction  
**2019:** Large series



**FUSO  
eCanter**

**2014:** Innovation fleet  
**2017:** Market introduction  
**End of decade:** Large series



**Thomas Built Buses  
Saf-T-Liner® eC2**

**2017:** World premiere  
**2018:** Innovation fleet  
**2019:** Small series



**eActros,  
eCascadia & eM2**

**2016/18:** World premiere  
**2018/19:** Innovation fleet  
**2021:** Market introduction

# Hundreds of thousands of trucks are online worldwide\*



Using one common piece of hardware: Truck Data Center

Enabling flash over the air, starting with our new Freightliner Cascadia

New Tech & Data Hub in Lisbon

\* Provided internet availability.

# Daimler Mobility: providing automotive financing as well as innovative mobility services






# Daimler Mobility drives the digitization of the industry providing customer focused automotive services




**Vehicle Manufacturer**

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

DAIMLER  
  
  
 Mercedes-Benz

**Mobility Financing, Leasing & Insurance**

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

DAIMLER  
 Daimler Financial Services  
 Mercedes-Benz Financial  
 Daimler Truck Financial  
 Mercedes-Benz Insurance  
 CharterWay  









**Fleet Mobility Management & Operations**

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

  
 Mercedes-Benz Rent

**Digital Mobility Solutions**

“Somebody needs to **provide the customer access point**”

BLACKLANE\*  
 FLIXBUS\*  
   
   
   


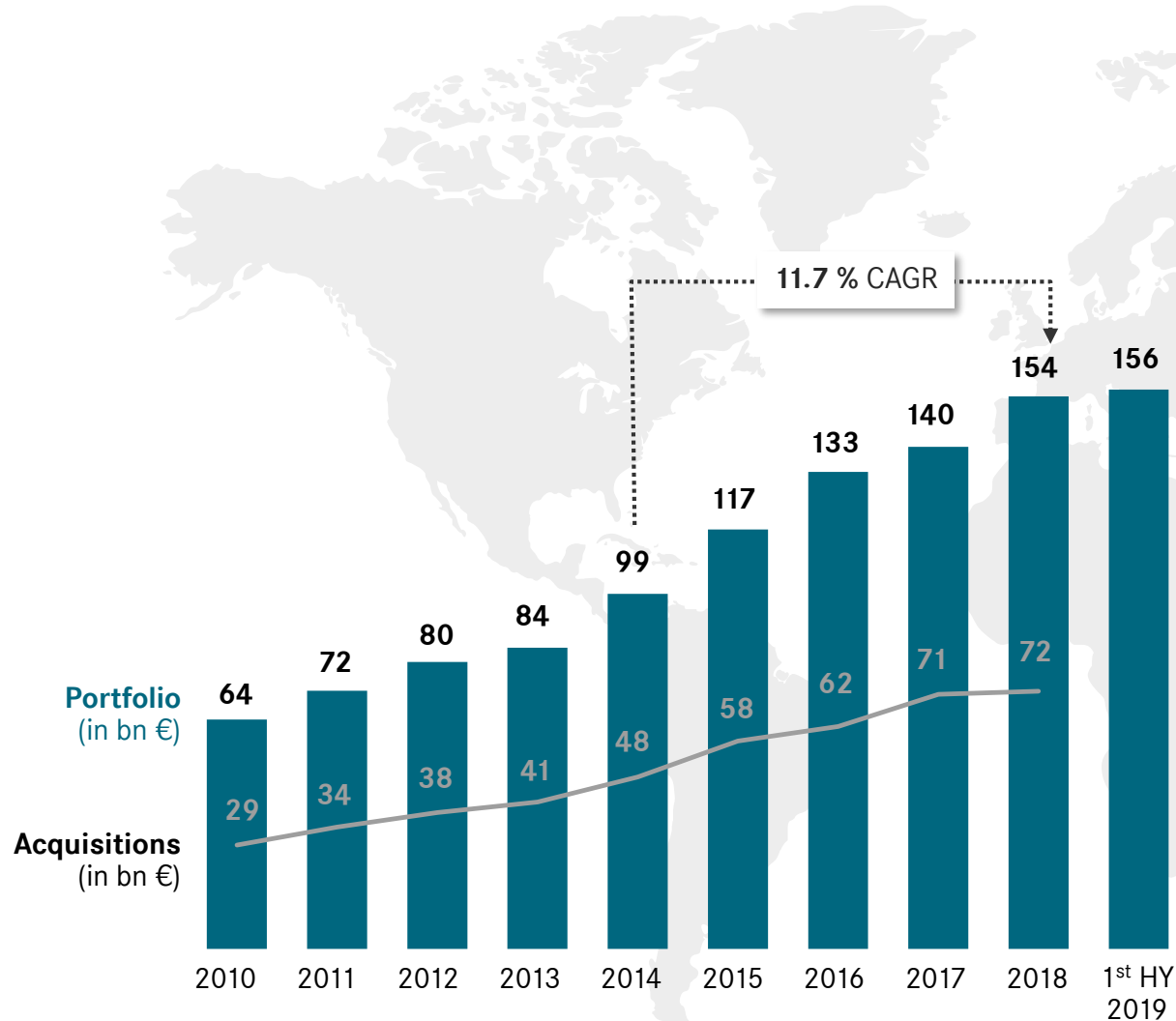
**Future Mobility Customer**

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

Scope of **current Daimler Mobility business**

\*Shareholding

# With our growing core financial services business we generate brand retention and loyalty in over 40 countries



**Mobility Financing, Leasing & Insurance**

**5.4mn**  
Financed or leased vehicles

**5.1 mn**  
Insurance policies

**Fleet Mobility Management & Operations**

**2018: >40%**  
Daimler share of acquisitions

**0.4 mn**  
Vehicles in fleet management

**Digital Mobility Solutions**

**SHARENOW** ✓

**REENOW** ✓

**REACHNOW** ✓

**PARKNOW** ✓

**CHARGENOW** ✓


**3.4 bn**  
Gross merchandise value run rate\*  
**YOUR NOW**  
joint ventures


\* Gross merchandise value run rate based on figures of previous month

# Daimler Mobility expands in strategic relevant channels and products utilizing market potential for Daimler vehicles




## Platform Business

 **AUTOGRAVITY** is a showcase example for digital financing



Cross-brand premium used-vehicle platform focused on authorized dealers



**Ein neuer Stern am hey car Himmel**

**hey car**  
Gebrauchtwagen mit Garantie

# Disclaimer

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates and tariff regulations; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labor strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook for companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending government investigations or of investigations requested by governments and the conclusion of pending or threatened future legal proceedings; and other risks and uncertainties, some of which we describe under the heading “Risk and Opportunity Report” in the current Annual Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.

Directed at German costumers:

Weitere Informationen zum offiziellen Kraftstoffverbrauch und den offiziellen spezifischen CO<sub>2</sub>-Emissionen neuer Personenkraftwagen können dem „Leitfaden über den Kraftstoffverbrauch und die CO<sub>2</sub>-Emissionen neuer Personenkraftwagen“ entnommen werden, der an allen Verkaufsstellen und bei der Deutschen Automobil Treuhand GmbH unter [www.dat.de](http://www.dat.de) unentgeltlich erhältlich ist.

I) Stromverbrauch und Reichweite wurden auf der Grundlage der VO 692/2008/EG ermittelt. Stromverbrauch und Reichweite sind abhängig von der Fahrzeugkonfiguration[, insb. von der Auswahl der Höchstgeschwindigkeitsbegrenzung].

II) Die angegebenen Werte sind die ermittelten „NEFZ-CO<sub>2</sub>-Werte“ i.S.v. Art. 2 Nr. 1 Durchführungsverordnung (EU) 2017/1153. Die Kraftstoffverbrauchswerte wurden auf Basis dieser Werte errechnet. Der Stromverbrauch wurde auf der Grundlage der VO 692/2008/EG ermittelt. Als Bemessungsgrundlage für die Kraftfahrzeugsteuer kann ein höherer Wert maßgeblich sein. [Die Reichweite wurde auf der Grundlage der VO 692/2008/EG ermittelt. Als Bemessungsgrundlage nach dem EmoG ist ein anderer Wert maßgeblich.]