

# Roadshow Presentation Q3 2021

Daimler AG



# AGENDA

- I. RESULTS Q3 2021
- II. OUTLOOK FY 2021
- III. STRATEGY
  1. DAIMLER GROUP
  2. MERCEDES-BENZ CARS & VANS
  3. DAIMLER TRUCKS & BUSES
  4. DAIMLER MOBILITY

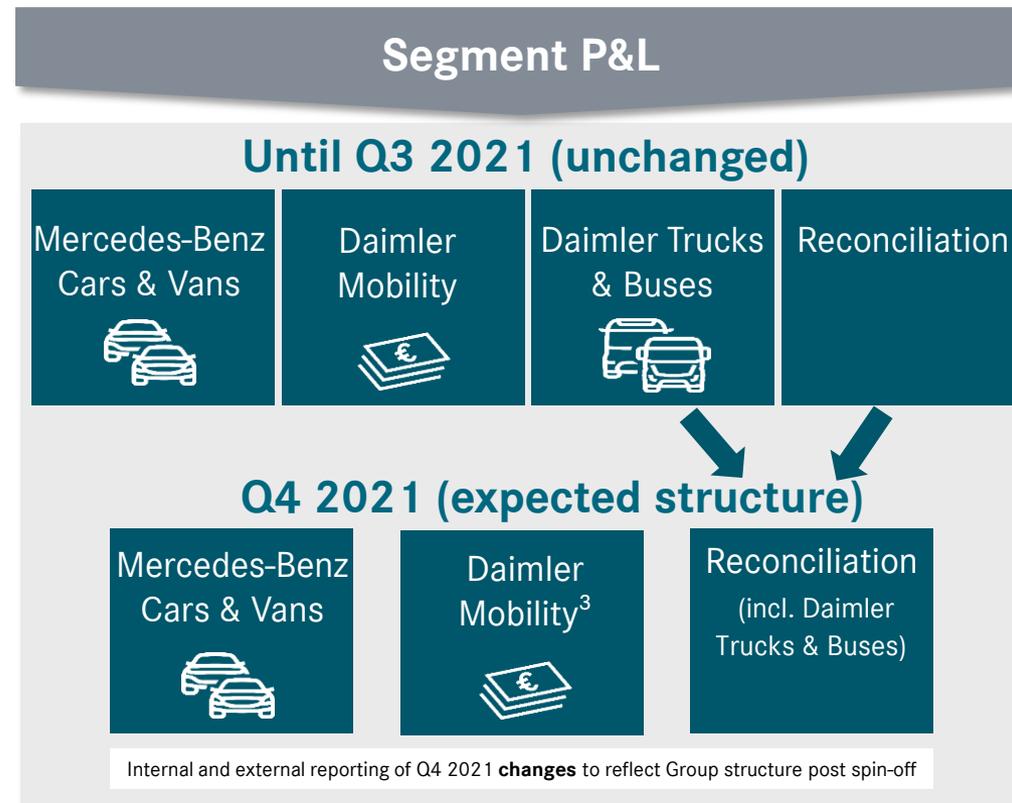
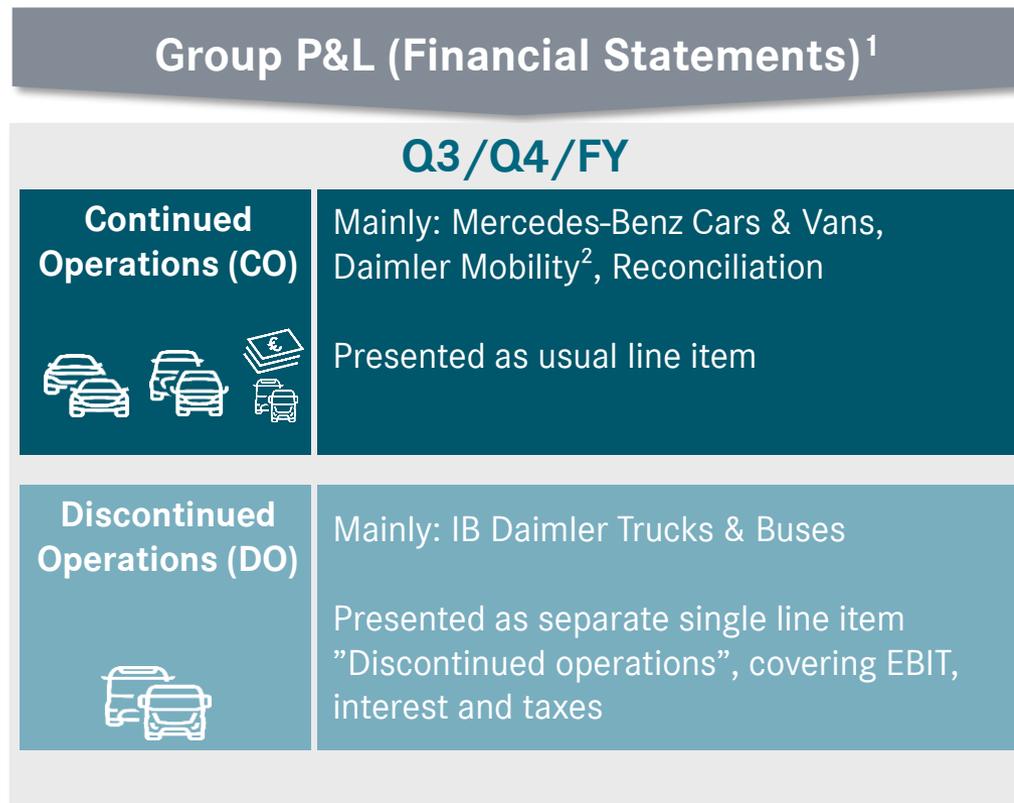


# Daimler: Key messages

- ▶ 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



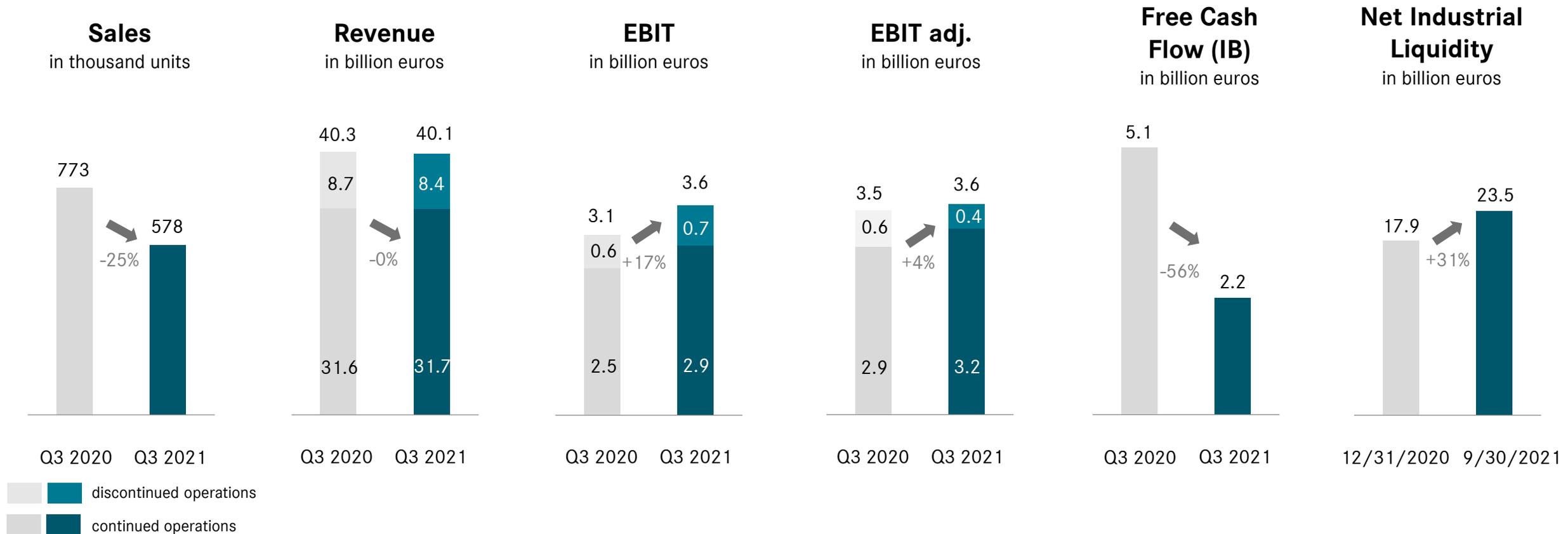
<sup>1</sup> In Consolidated Balance Sheet mainly IB Daimler Trucks and Buses business including DMO spin off is shown as assets/ liabilities held for distribution/ sale

<sup>2</sup> DMO incl. Trucks DMO

<sup>3</sup> 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

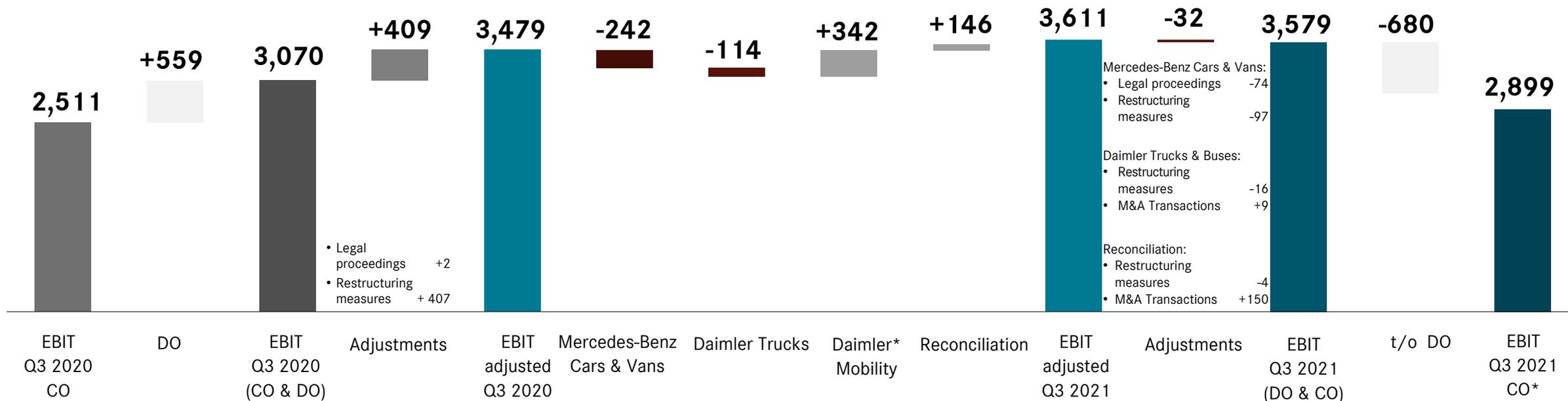
# Daimler key figures: Despite significantly lower volumes, revenue was at about last year's third quarter



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

# Daimler Q3 2021: Group EBIT (incl. Discontinued Operations – DO)

in million euros



\*Incl. Truck DMO, to be gradually carved out or ramped down

# Mercedes-Benz Cars & Vans: Highlights

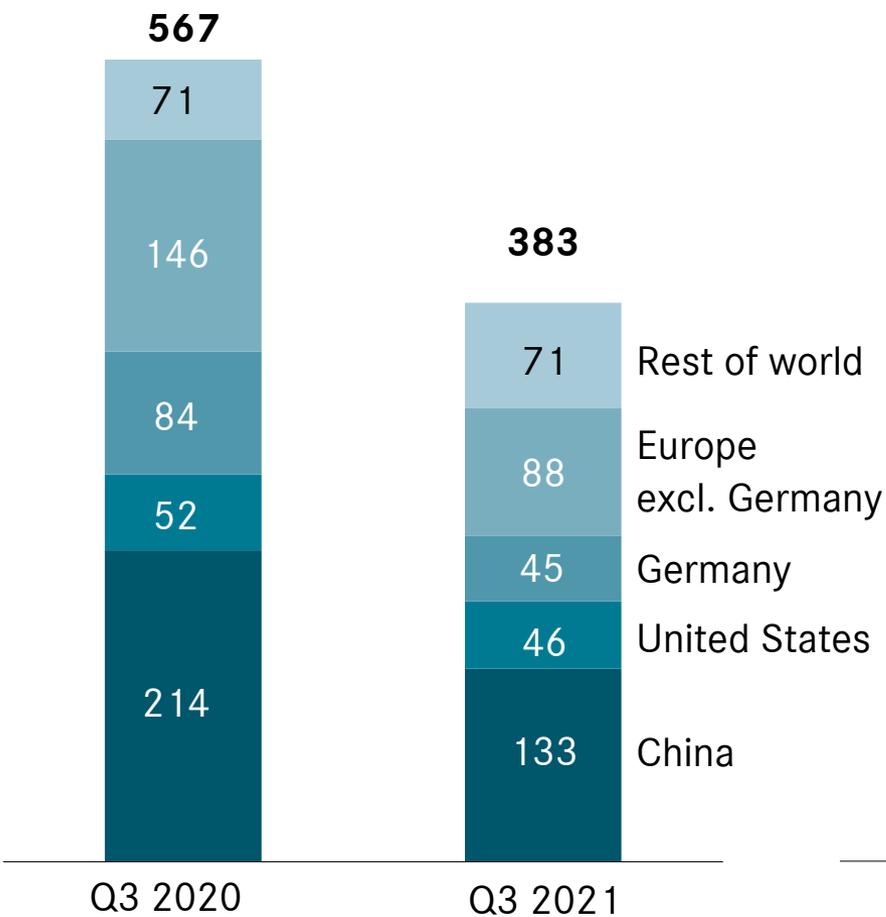
- ▶ Strong demand for Mercedes-Benz products in all markets. Especially electric and high-end vehicles with high growth rates
- ▶ Sales significantly restricted by ongoing semiconductor shortage
- ▶ Favorable mix and net pricing offset semi-driven supply constraints and raw material headwinds
- ▶ Acquisition 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



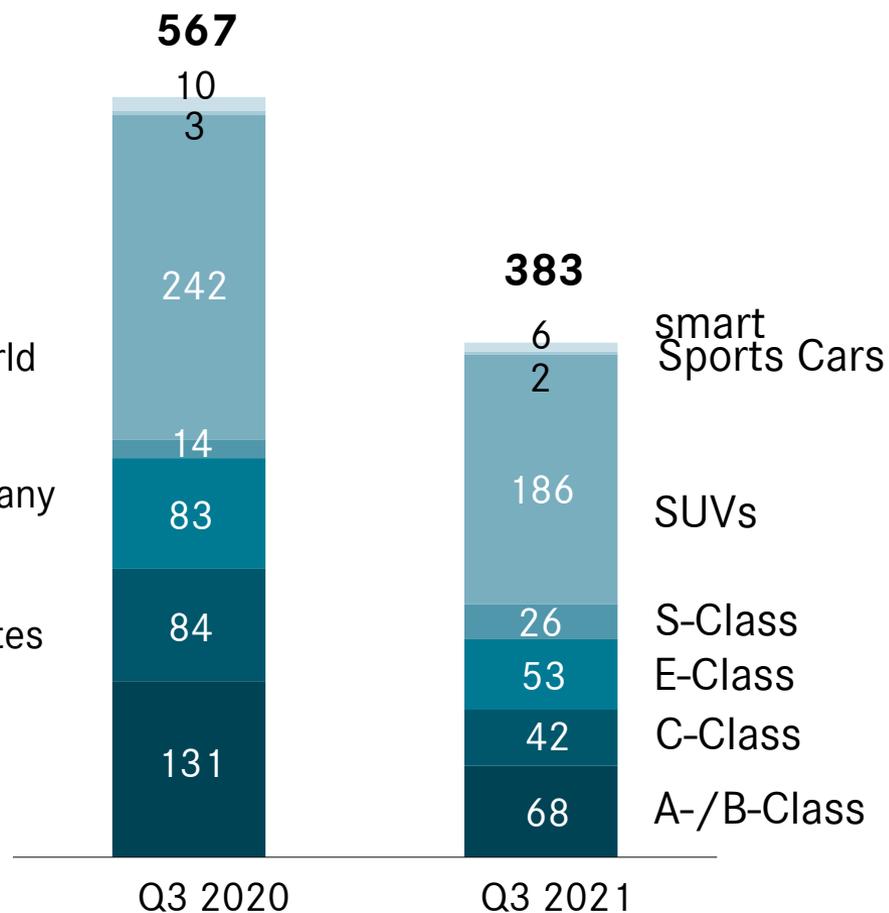
# Mercedes-Benz Cars unit sales: Significantly impacted by shortage of semiconductor components

in thousand units

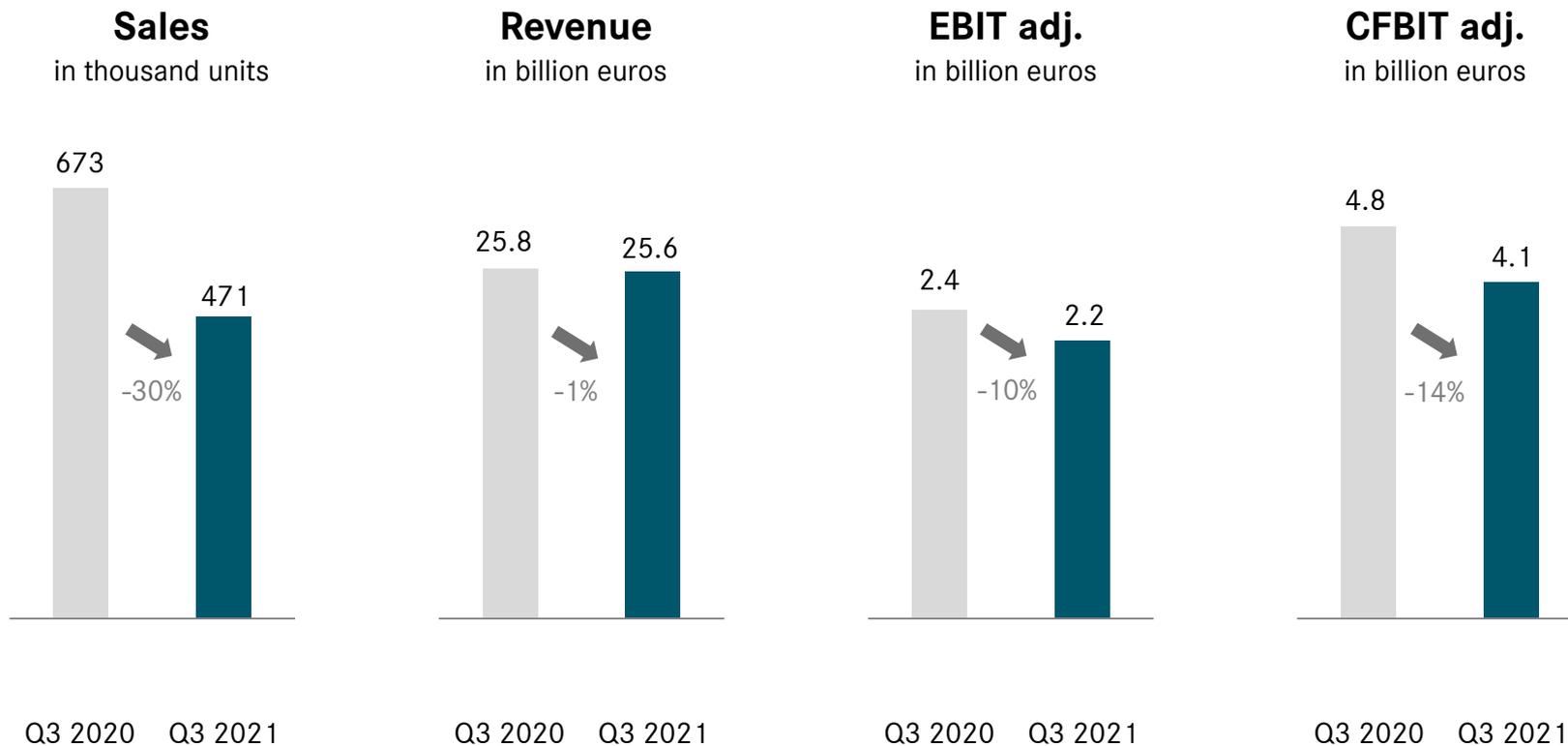
## BY REGIONS



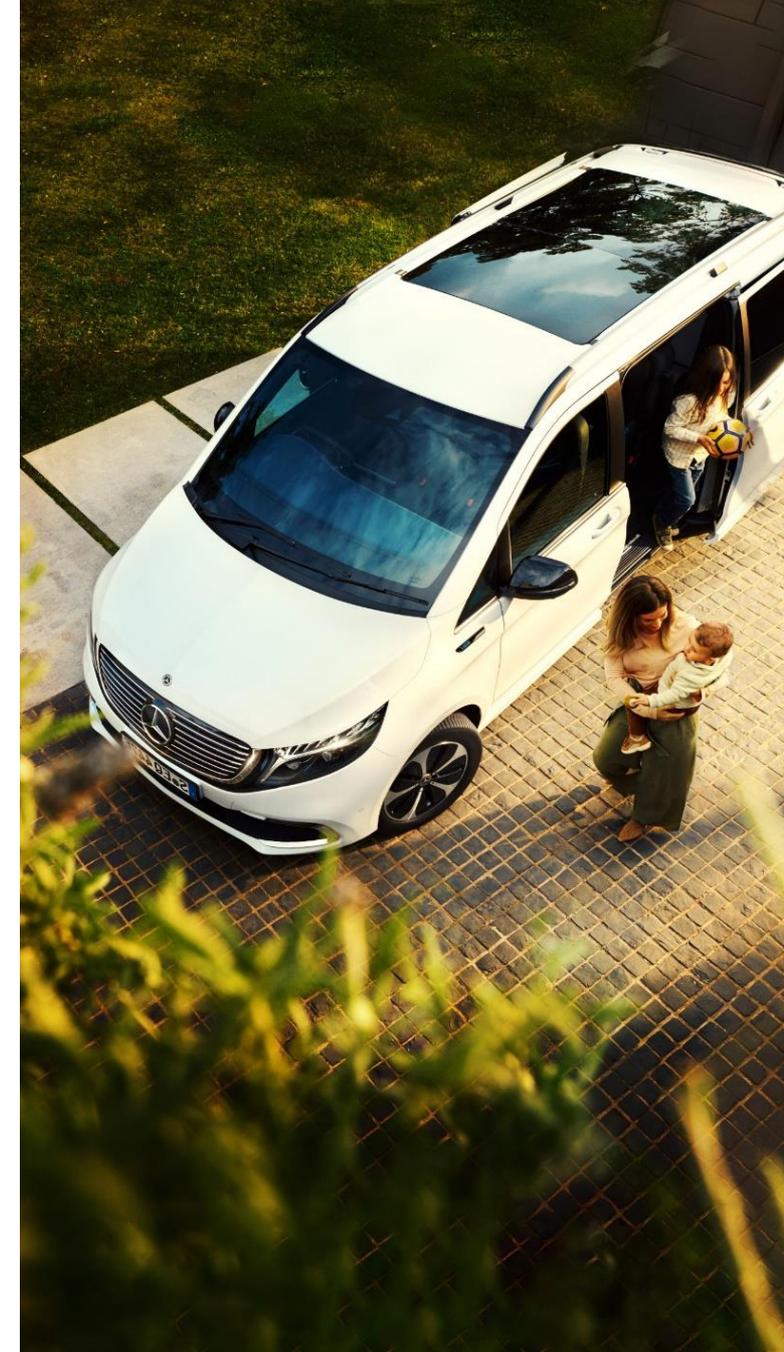
## BY SEGMENT



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

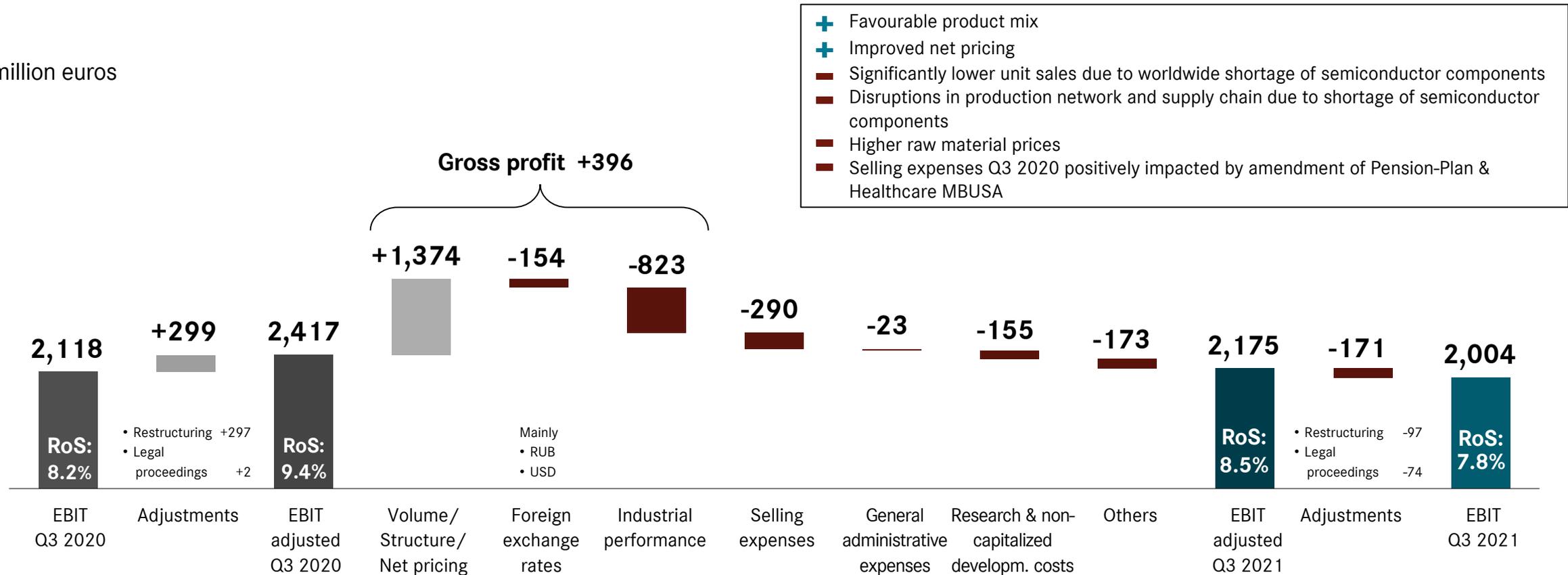


For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)



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

in million euros



# Daimler Trucks & Buses: Highlights

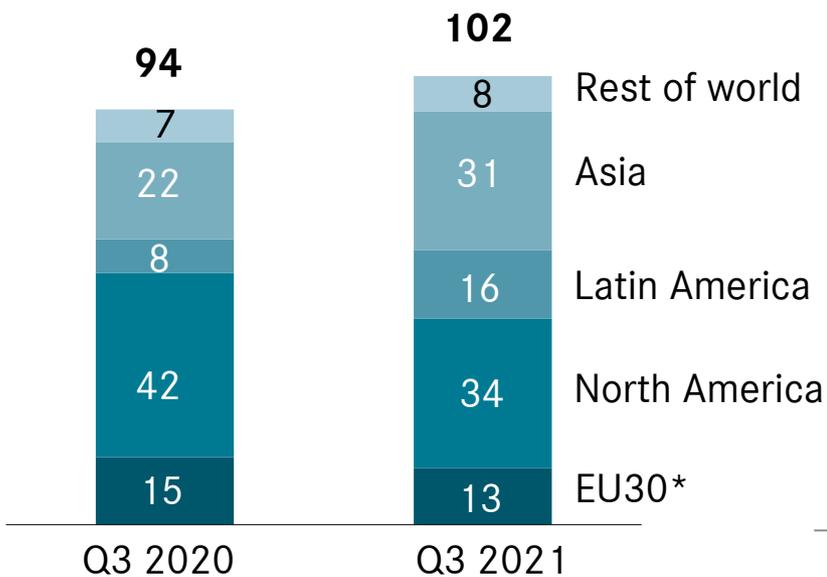
- ▶ Q3 sales significantly impacted by semi-conductor shortages with shortfall mostly felt in heavy duty markets North America and Europe; significant amount of trucks awaiting completion
- ▶ Order Book for 2022 opened for North America with record incoming orders during the first days reflecting strong 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



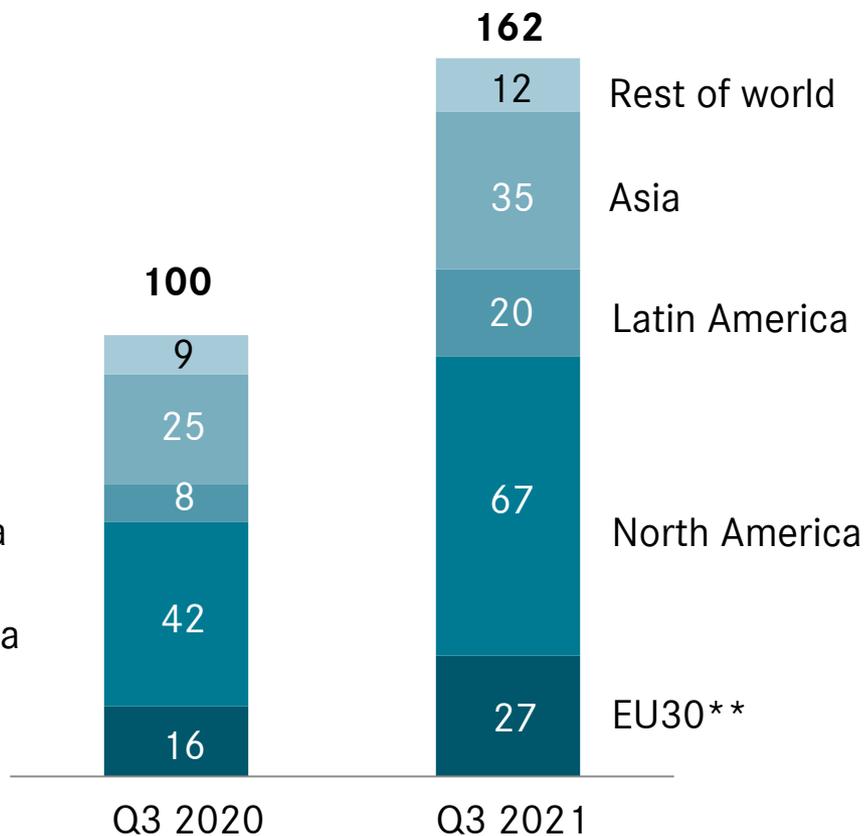
# Daimler Trucks: growth in unit sales and strong incoming orders

in thousand units

## UNIT SALES BY REGIONS



## INCOMING ORDERS\*\*

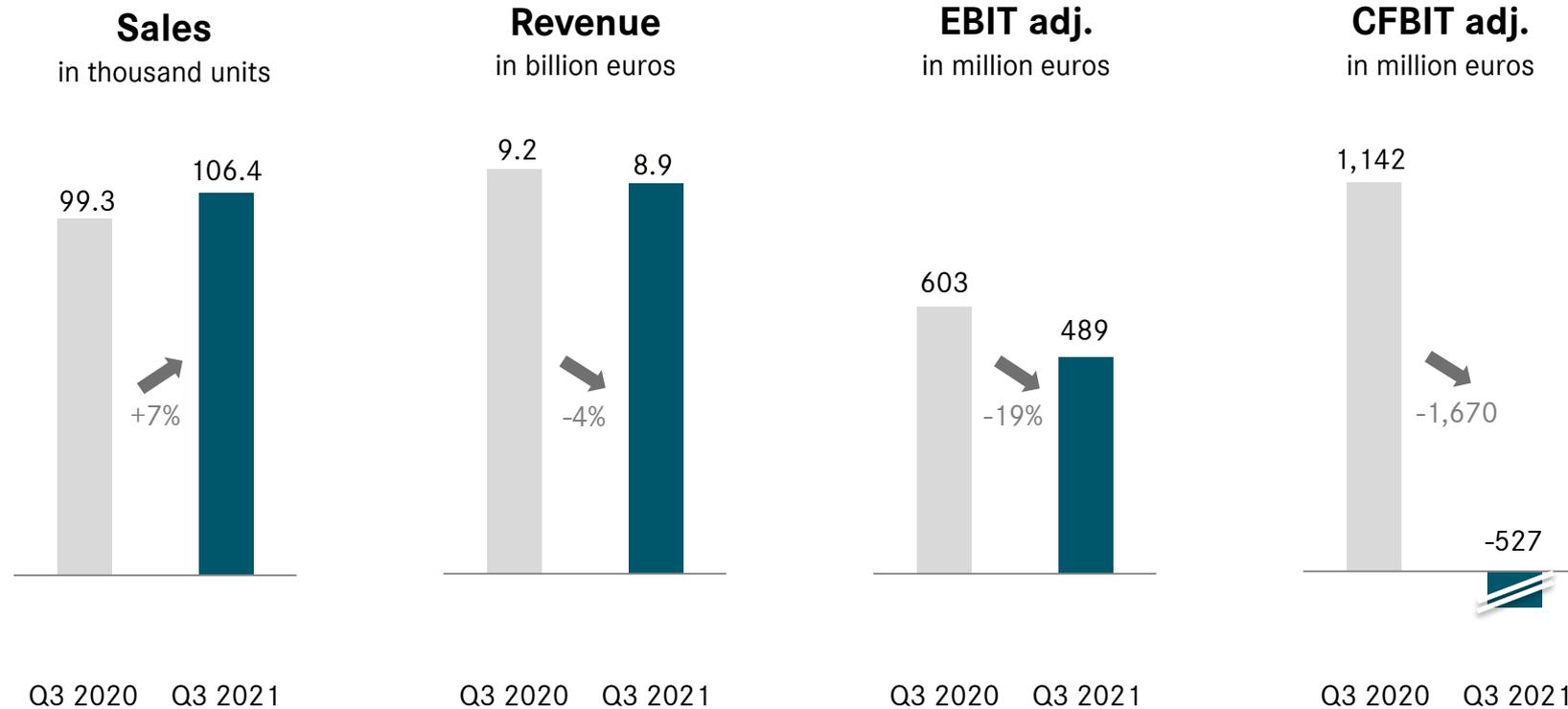


\* European Union, Switzerland and Norway

\*\* Net order intake, adjusted for cancellations



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



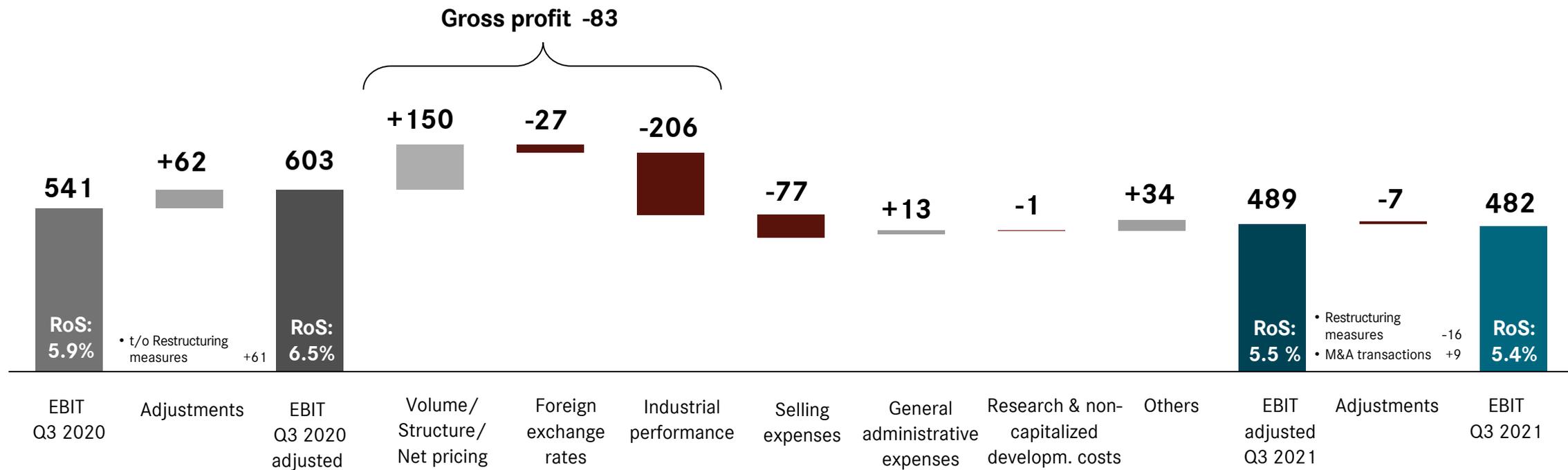
For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)



# 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

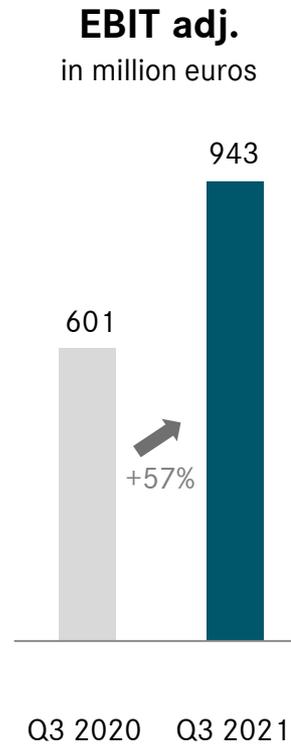
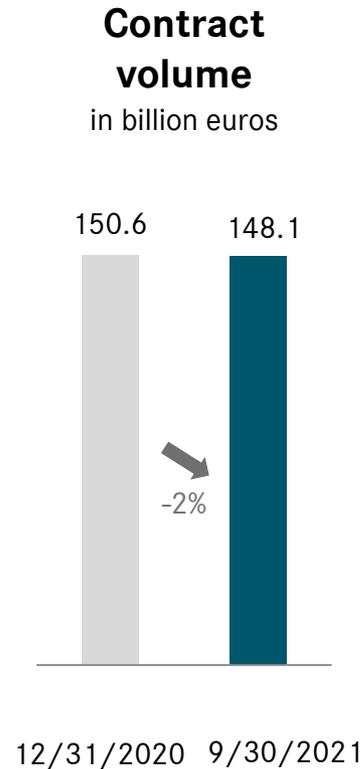
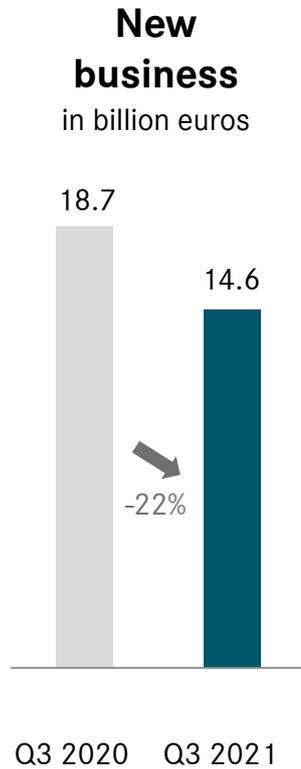


# Daimler Mobility: Highlights

- ▶ 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

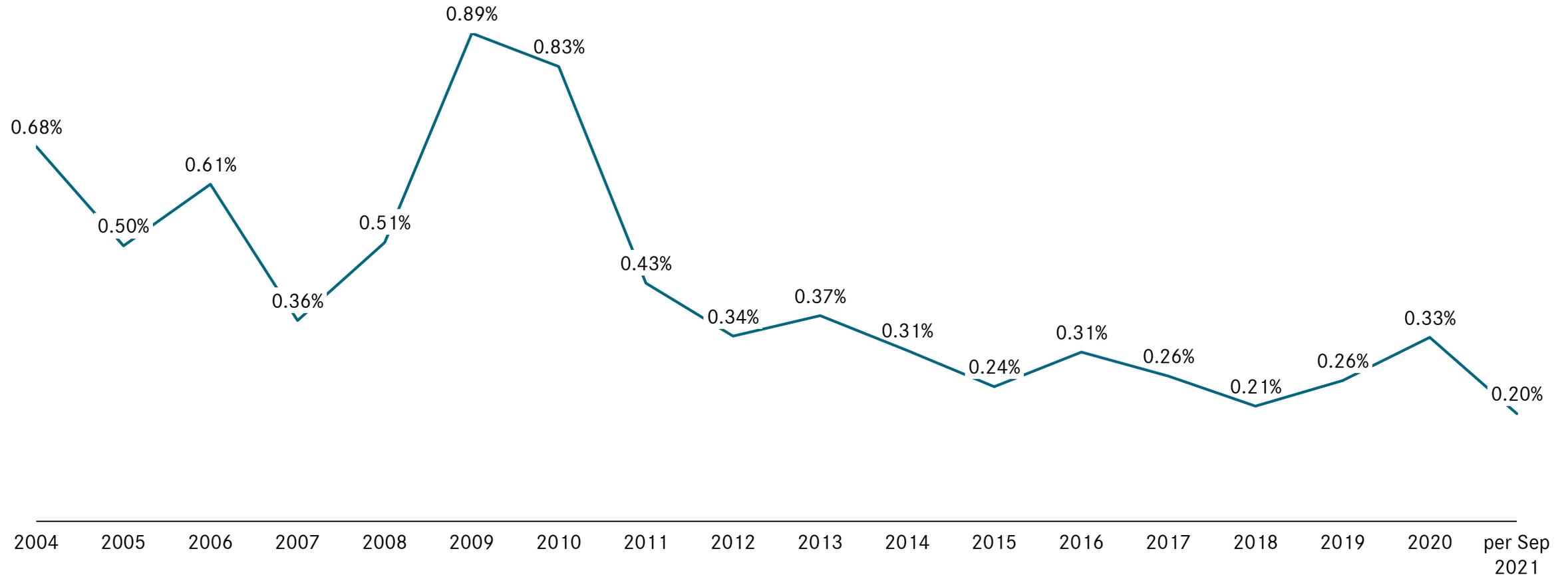


# Daimler Mobility Financials: EBIT adj. benefitting especially from favorable refinancing costs



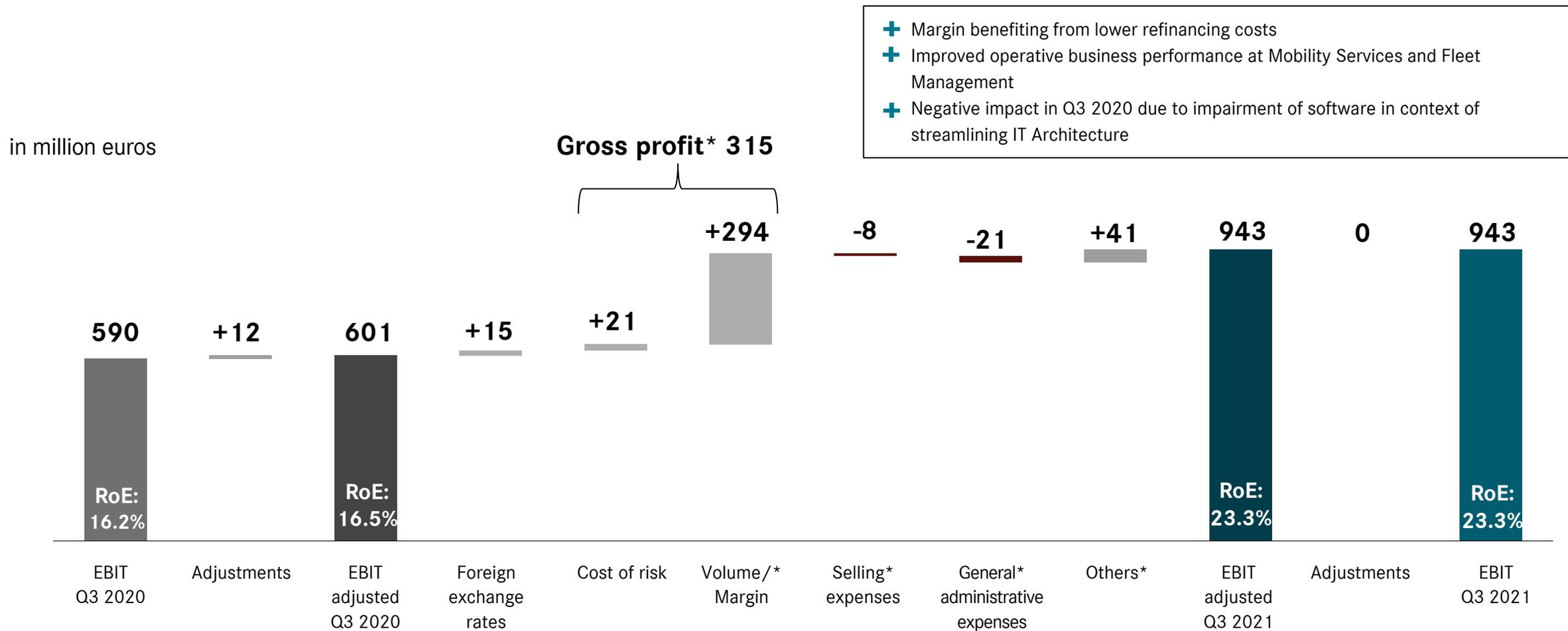
For more details on financials please see [Daimler Capital Market Presentation Q3 2021](#)

# Daimler Mobility net credit losses\*: Strong credit quality of the portfolio



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

# 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.

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



# Divisional Guidance 2021

## Assumption

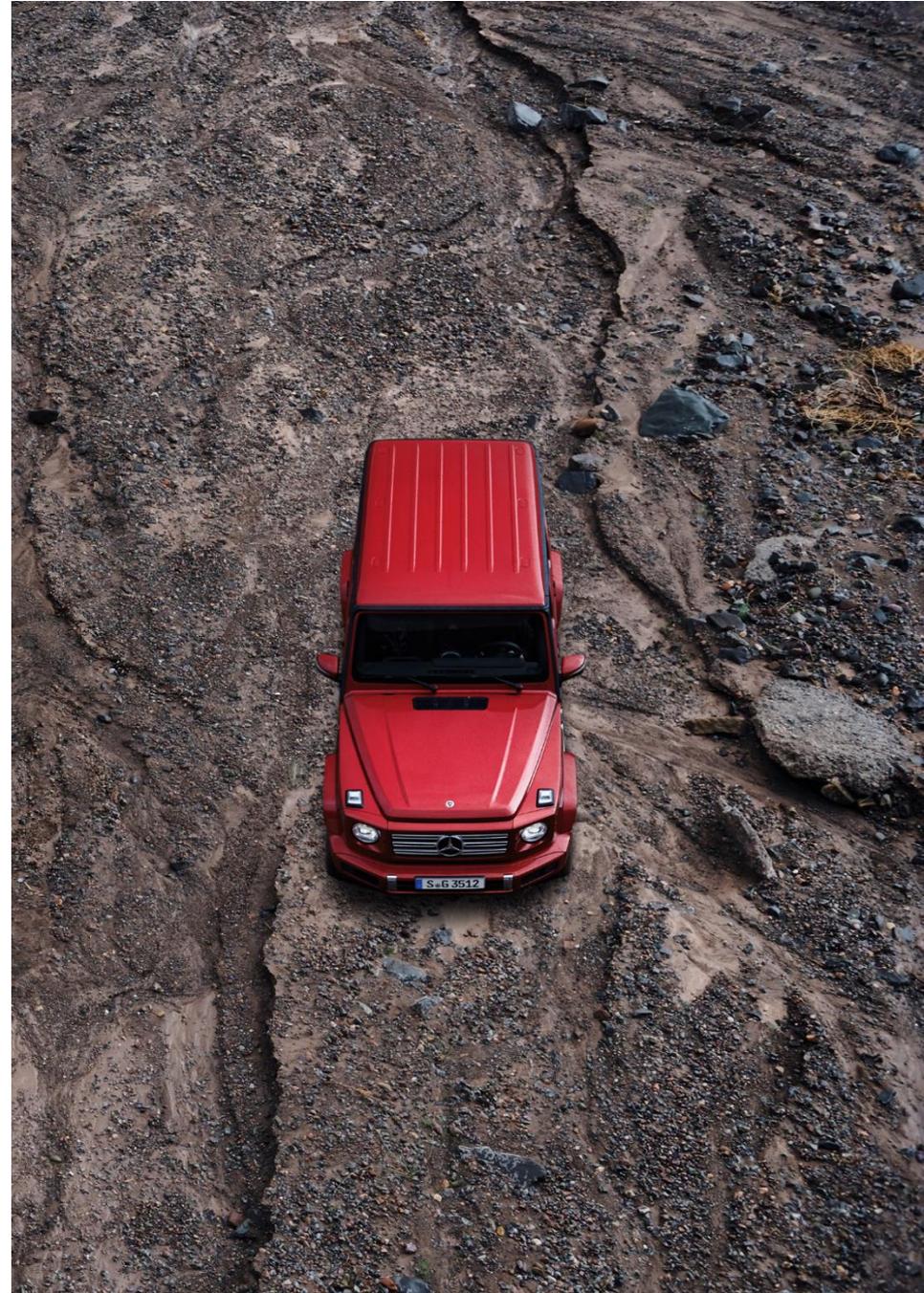
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<b>Unit Sales</b>	Cars	<b>slightly below</b>
	Vans	<b>at prior-year level</b>
	<i>Trucks &amp; Buses<sup>1</sup></i>	<i>significantly above</i>
<b>Return on Sales (adjusted*)</b>	Mercedes-Benz Cars & Vans	<b>10 to 12%</b>
	<i>Daimler Trucks &amp; Buses<sup>1</sup></i>	<i>6 to 8%</i>
	Daimler Mobility (RoE)	<b>20 to 22%</b>
<b>Cash Conversion Rate** (adjusted)</b>	Cars & Vans	<b>0.8 to 1.0x</b>
	<i>Trucks &amp; Buses<sup>1</sup></i>	<i>0.8 to 1.0x</i>

<sup>1</sup> 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 Guidance<sup>1</sup></i>	<b>Group Guidance<sup>2</sup></b>
<b>Daimler Group Revenue</b>	<i>significantly above</i>	<b>significantly above</b>
<b>Daimler Group EBIT</b>	<i>significantly above</i>	<b>significantly above</b>
<b>Free Cash Flow (industrial business)</b>	<i>at prior-year level</i>	<b>slightly below</b>
<b>Investment in PP&amp;E</b>	<i>slightly below</i>	<b>significantly below</b>
<b>R&amp;D expenditure</b>	<i>slightly above</i>	<b>slightly above</b>
<b>CO<sub>2</sub> emission (g/km)*</b>	<i>significantly below</i>	<b>significantly below</b>

<sup>1</sup> 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.

<sup>2</sup> 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)



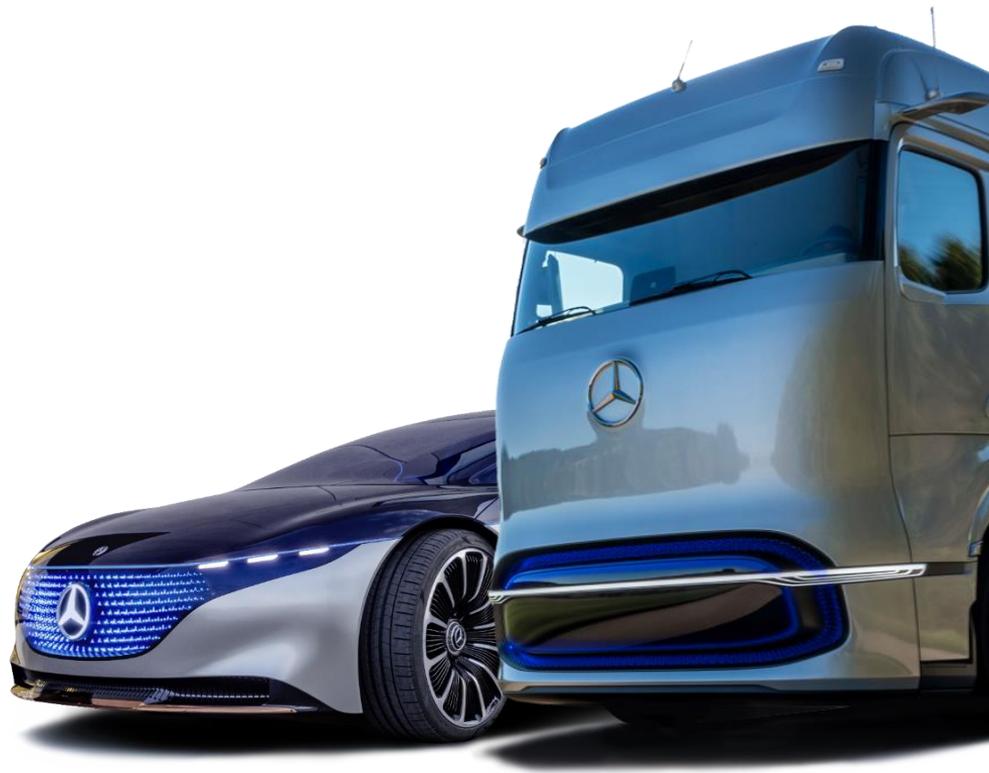
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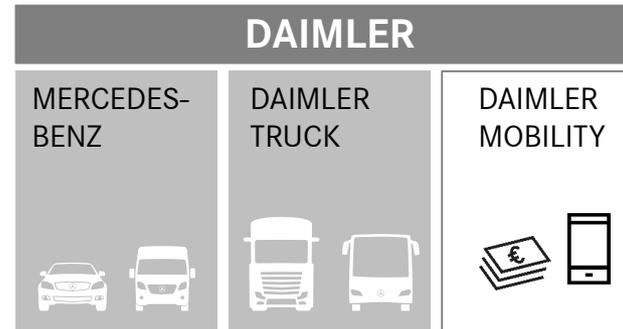


# Daimler Group

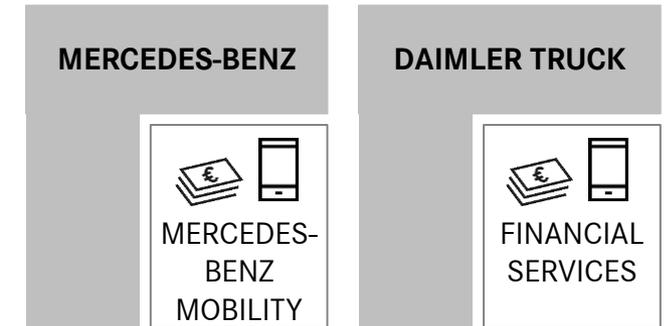
## Separation of Daimler into two pure-play companies: Driving value creation, greater focus and financial discipline



### TODAY



### TOMORROW



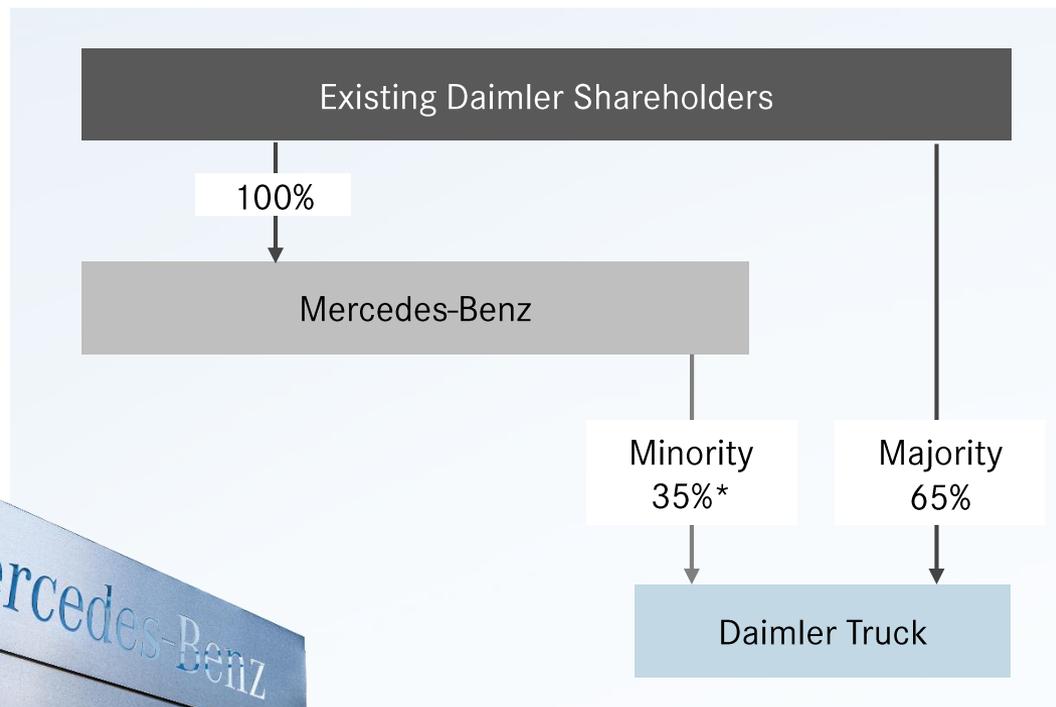
Schematic representation

Separate

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

# Daimler Group

## 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 Group

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



### Mercedes-Benz

Leading  
automotive  
luxury brand

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

Win in a  
transforming  
environment

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

Focus on  
profitable  
growth

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



# Daimler Group

## Project Focus: Daimler Truck unlocking the full potential



### Daimler Truck

Global  
#1  
CV player

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

Lead in  
industry  
transformation

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

Realize  
profit  
potential

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



# Daimler Group

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

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

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

# Daimler Group

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



# Three levers to sustainably improve our cash flow



## “Free up cash”

- **Reduction of working capital:** from purchase to production to sales
- **Joint optimization of inventories** along the value chain
- Target: generate **as much cash inflow as possible as early as possible** and **as little cash out as possible as late as possible**



## “Improve cash flow steering”

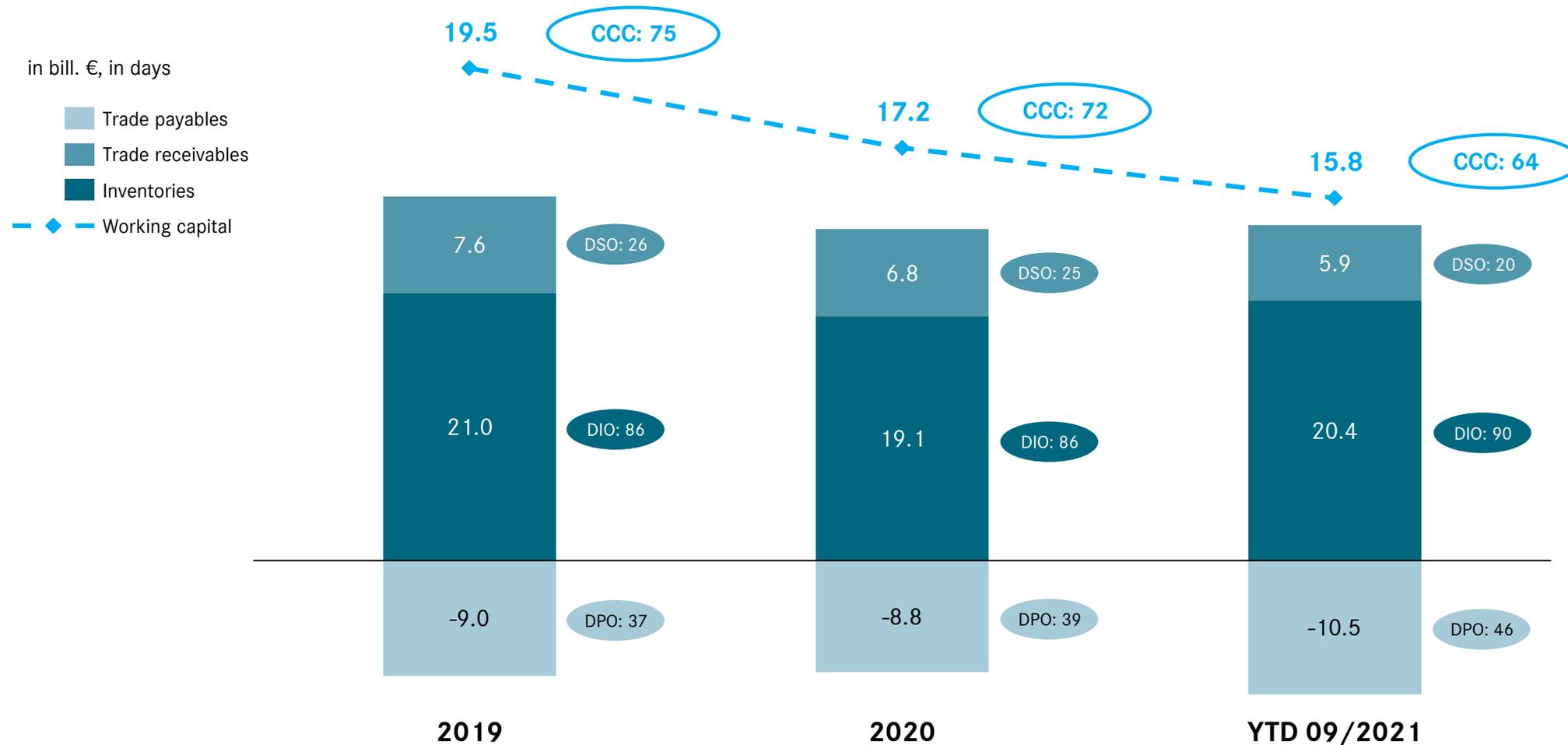
- **Creating more transparency and visibility**
- **Integration** of cash flow as an **established part** of our **management and decision-making processes**



## “Establish cash flow culture”

- **Cash flow** as part of the **Daimler DNA:** from management to employees
- **Demonstrating** how everyone can **positively influence the cash flow** in their day-to-day work
- Establishing **cash flow orientation** as the **basis for responsible management of the scarce resource “money”**

# Mercedes-Benz Cars & Vans – Sustainable Working Capital development despite Covid, semiconductor and supply chain impacts



# Establishing a cash flow culture – clear vision as starting point

*We are* [ash] [low] [riented]



**Daimler is a cash-focused and cash-oriented company**



our goal. our vision.

*We are* [F]

Employees in a cash-focused and cash-oriented organization understand...

...the **meaning** and the **importance** of cash flow for the company.

**Knowledge**

---  ...how to **influence** and **improve** cash flow.

**Action**

...how to **act** cash flow-oriented.

**Attitude**

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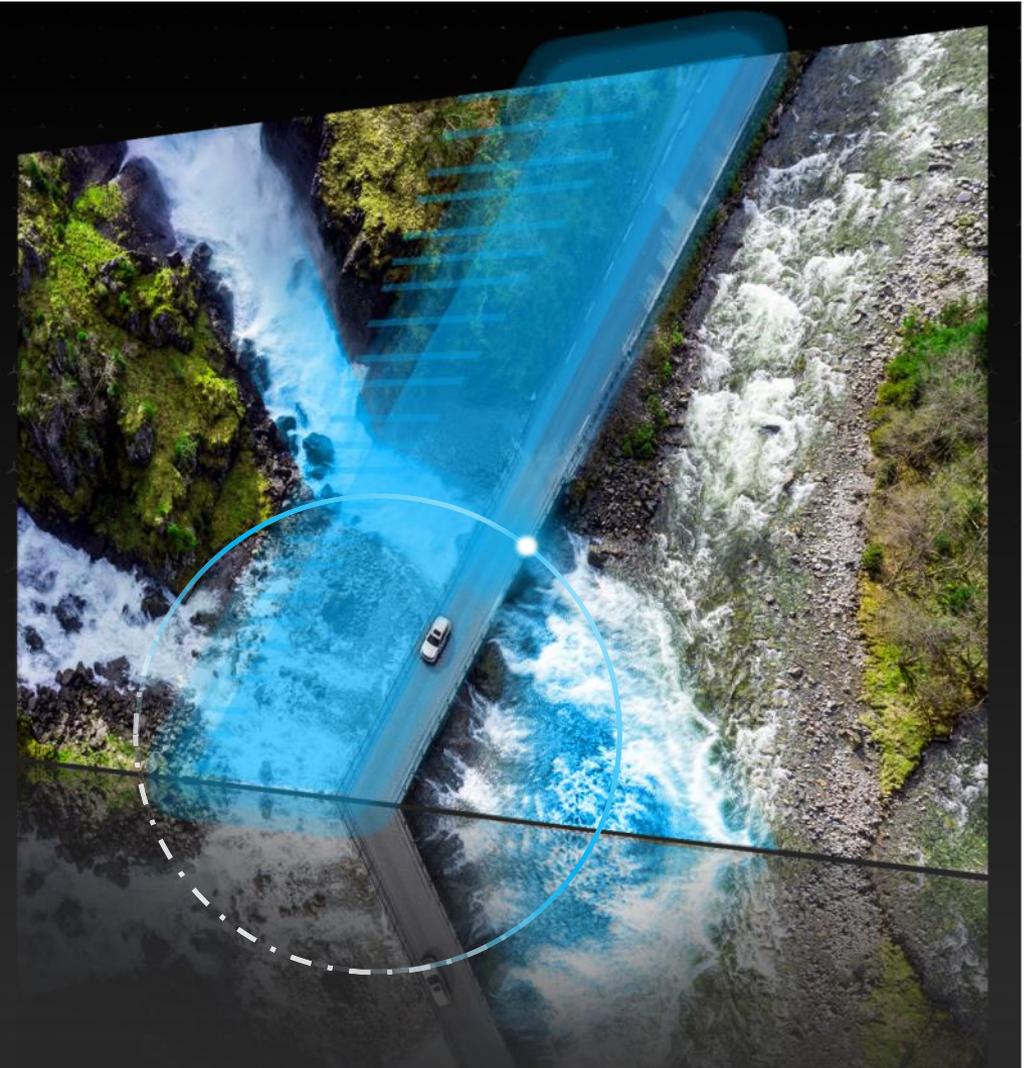


# Mercedes-Benz Cars

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

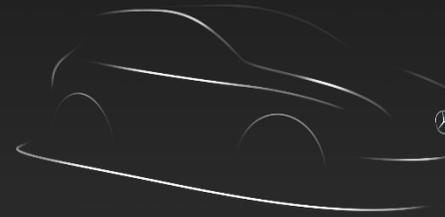


EQS

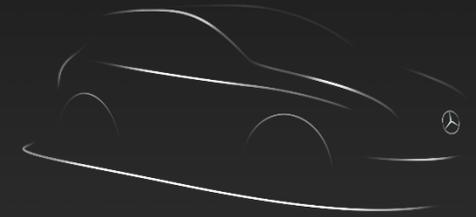


EQE

2022



EQS SUV



EQE SUV

# Mercedes-Benz Cars

## Electrifying our brands: leveraging their full potential

Launch of a sophisticated luxury **electric Mercedes-Maybach SUV** in 2023

Launch of the **fully electric G-Class** in 2024

**AMG will go electric** and will redefine high performance with a completely new electric architecture



# Mercedes-Benz Cars

At the end of the decade, our focus 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** where market conditions allow

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

## We will launch three EV-only architectures in 2025

Following the launch of MMA, the compact “electric first” architecture in 2024, **all new Mercedes-Benz vehicle architectures will be electric only**

**MB.EA:** will cover all medium and large size cars. Scalable modular system as electric backbone for our EV portfolio

**AMG.EA:** dedicated performance electric vehicle architecture

**VAN.EA:** ushers in a new era for purpose made electric vans and Light Commercial Vehicles



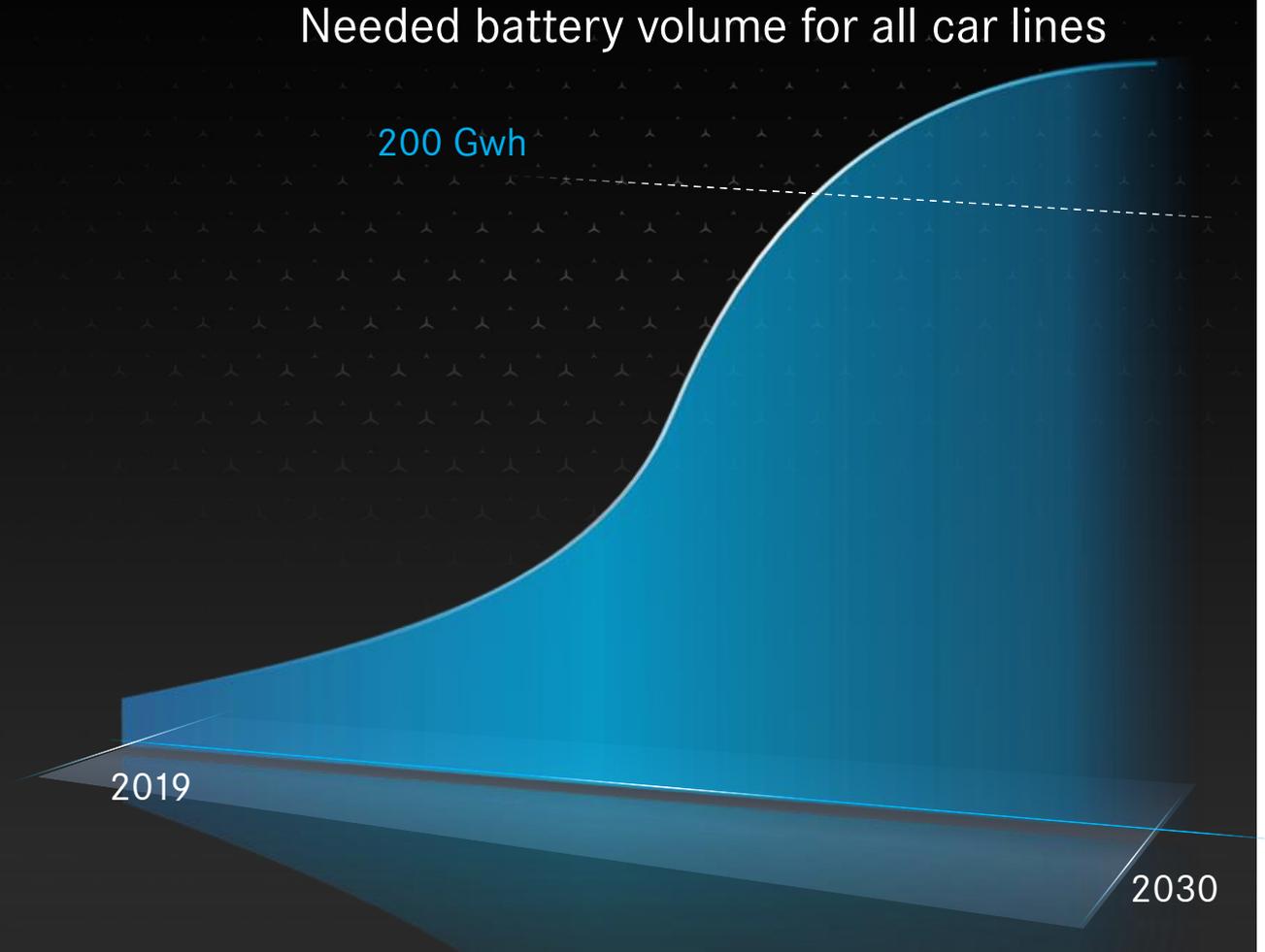
# Mercedes-Benz Cars: Together with our partners, we will expand our activities in battery cells and systems

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

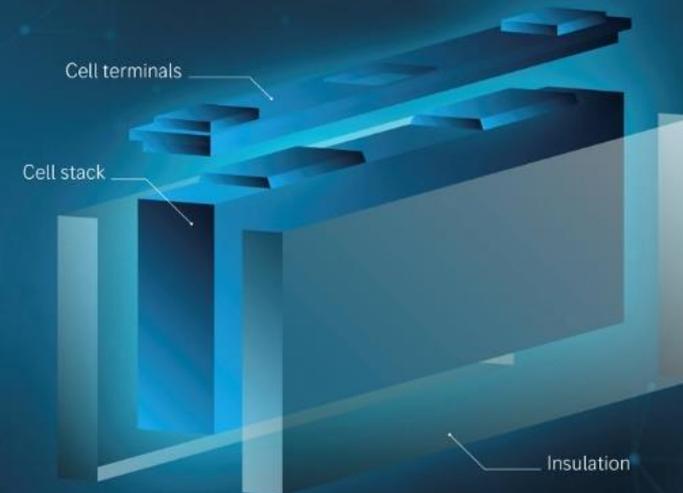
## By joining ACC, we build a European battery champion

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

## Our batteries will be highly standardized

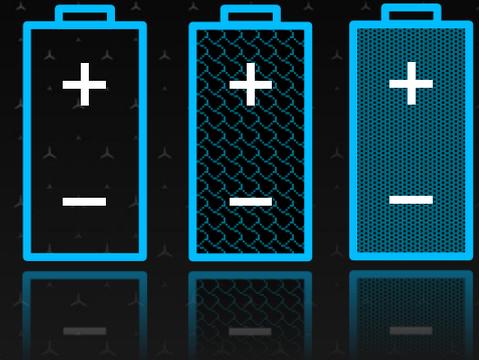
More than 90% of all future Mercedes-Benz vehicles will be based on a common battery platform

We are aiming for a modular battery system that consists of uniformly designed components and standard interfaces to the entire vehicle

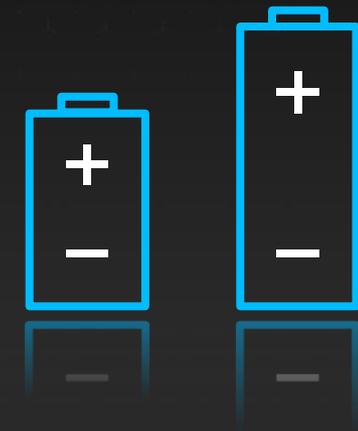
Only two differentiating characteristics will create the necessary variance in terms of range, charging and life performance: cell chemistry and size

### Differentiating factors

Chemistry



Size



# Mercedes-Benz Cars

## Developing the next generation battery cell technology

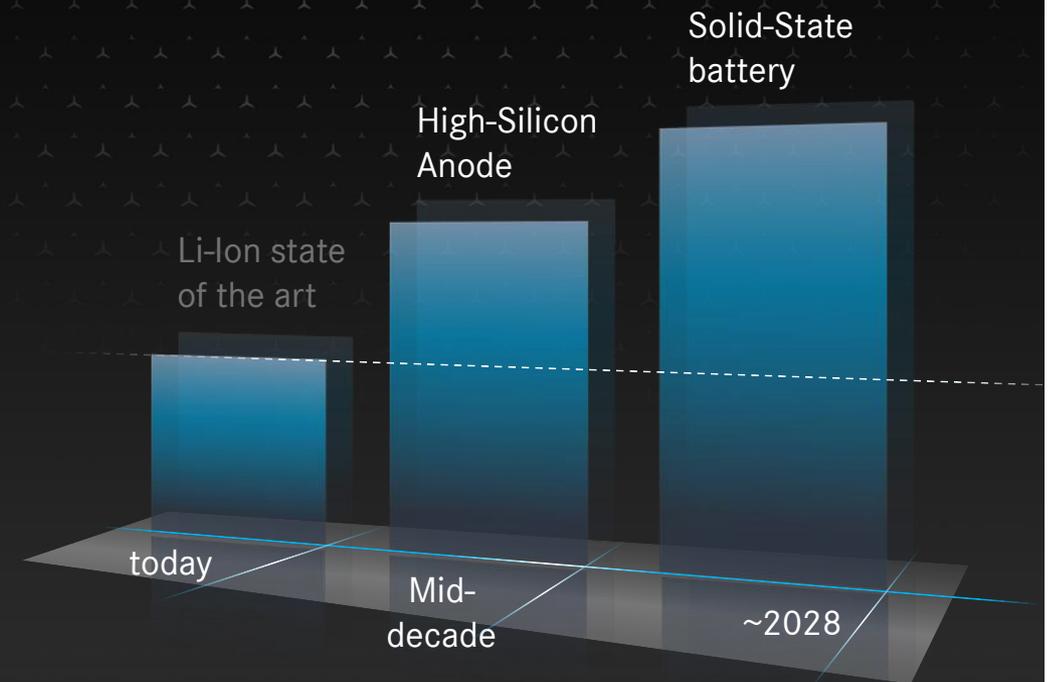
**High-Silicon Anode:** increasing energy density by using silicon-carbon composite in the anode

**Solid-State:** pushing energy density beyond limits of conventional lithium-ion cell, doubling energy capacity and reducing weight in same packaging space, enduring more charging cycles over lifetime

**Several cooperations** with existing and new partners to accelerate development of both technologies

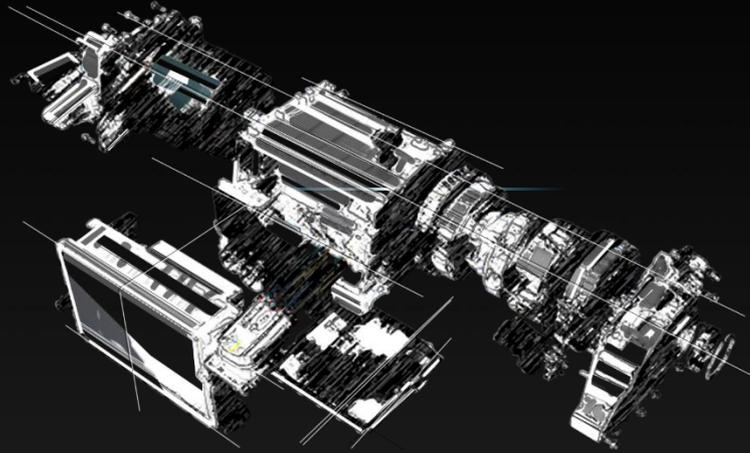
Continuously integrating most advanced cell technology in our production cars, **increasing range during lifecycle**

### Expected energy density



# Mercedes-Benz Cars

## In-house electric motors are a key part of our strategy



**eATS 2.0:** in-house developed and built radial motor with outstanding performance for majority of key products

**Ultra-high performance axial motors** for our forthcoming AMGs. Axial flux technology allows for unmatched power density, performance, acceleration

Electric motor and power electronics company **YASA Ltd.** will be a **fully owned subsidiary of Mercedes-Benz.** Acquisition will take our electric drive tech to a new level



# Mercedes-Benz Cars

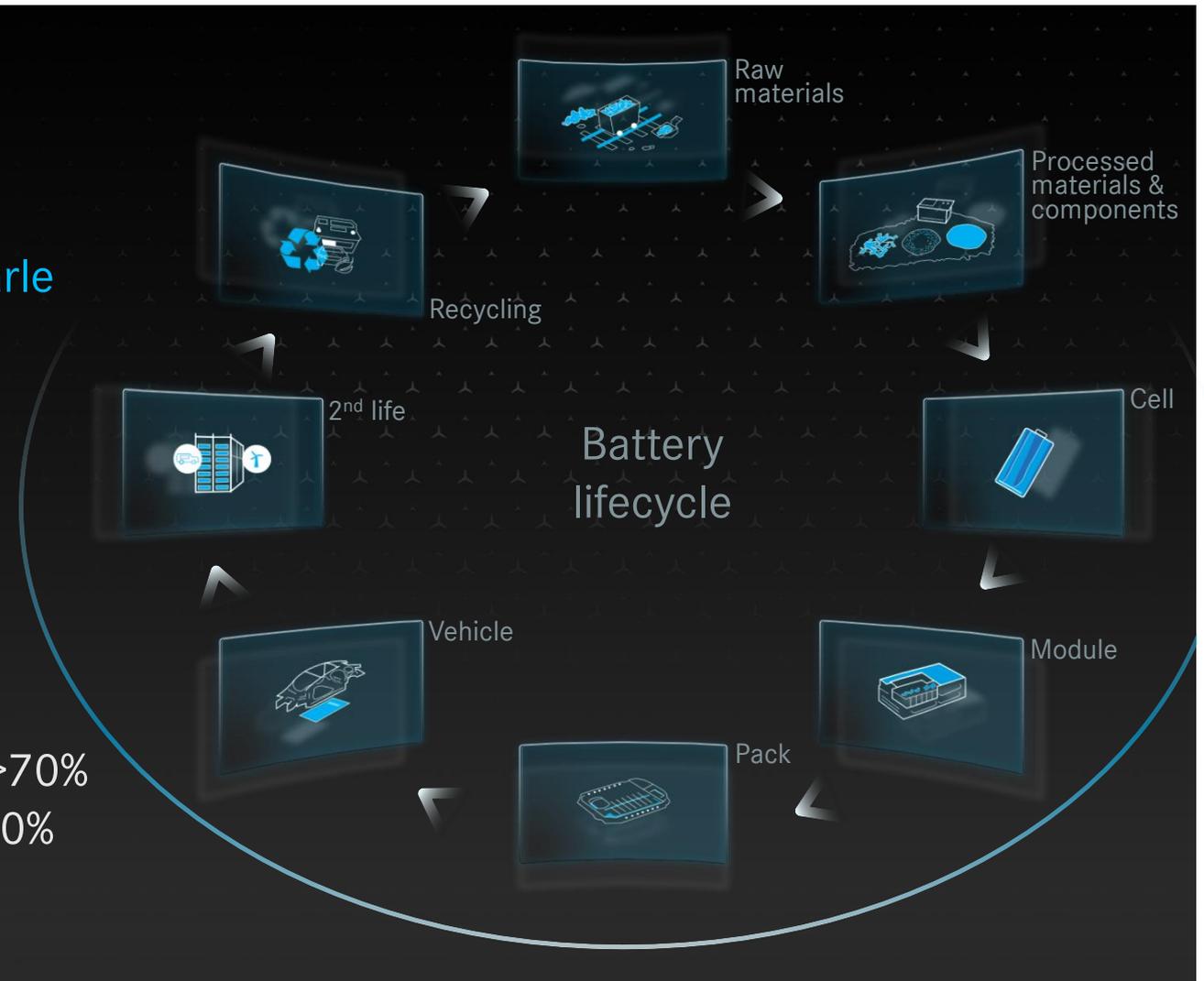
## We are establishing a green and CO<sub>2</sub> neutral supply chain

In the future, raw materials for battery components only from **IRMA-certified mines**

Intention to **partner with lithium producer Albemarle** for future lithium supply, lithium recycling and reduction of CO<sub>2</sub> in lithium production

**Direct sourcing** of battery raw materials like nickel and cobalt under consideration

- 2020: **Big River Steel** reduced CO<sub>2</sub> emissions by >70%
- 2021: **Salzgitter AG** reduces CO<sub>2</sub> emissions by >60%
- 2025: CO<sub>2</sub> free steel from **H2 Green Steel**
- 2026: CO<sub>2</sub> free steel from **SSAB**



# Mercedes-Benz Cars

## We want to provide a premium charging experience

**Mercedes me Charge** currently comprising more than 530,000 AC and DC charging points worldwide. We will expand and enhance our charging network with partners like Ionity and ChargePoint

Mercedes-Benz customers will get enhanced access to the **Shell Recharge** network consisting of over 30,000 charging points by 2025 in Europe, China, and North America – including over 10,000 high-power chargers globally

**Plug & Charge**: no authentication required, automatic payment. Service going live with EQS market launch this year

**Green charging**: facilitating charging with clean electricity at all public charging points in the Mercedes me Charge network in Europe and North America. Further markets being evaluated soon



# Mercedes-Benz Cars

## Vision EQXX: efficiency is the new currency

Our Vision: a real range of **over 1,000 kilometres** with a compact car segment sized battery

Our target: **single digit kWh per 100 km**  
Reducing consumption with extraordinary efficiency improvements in almost all areas. Integrating new technologies in future Mercedes-Benz road cars

Rapid technology innovation leveraging **Mercedes F1** electric powertrain expertise and working practices

World premiere in **early 2022**



# Mercedes-Benz Cars

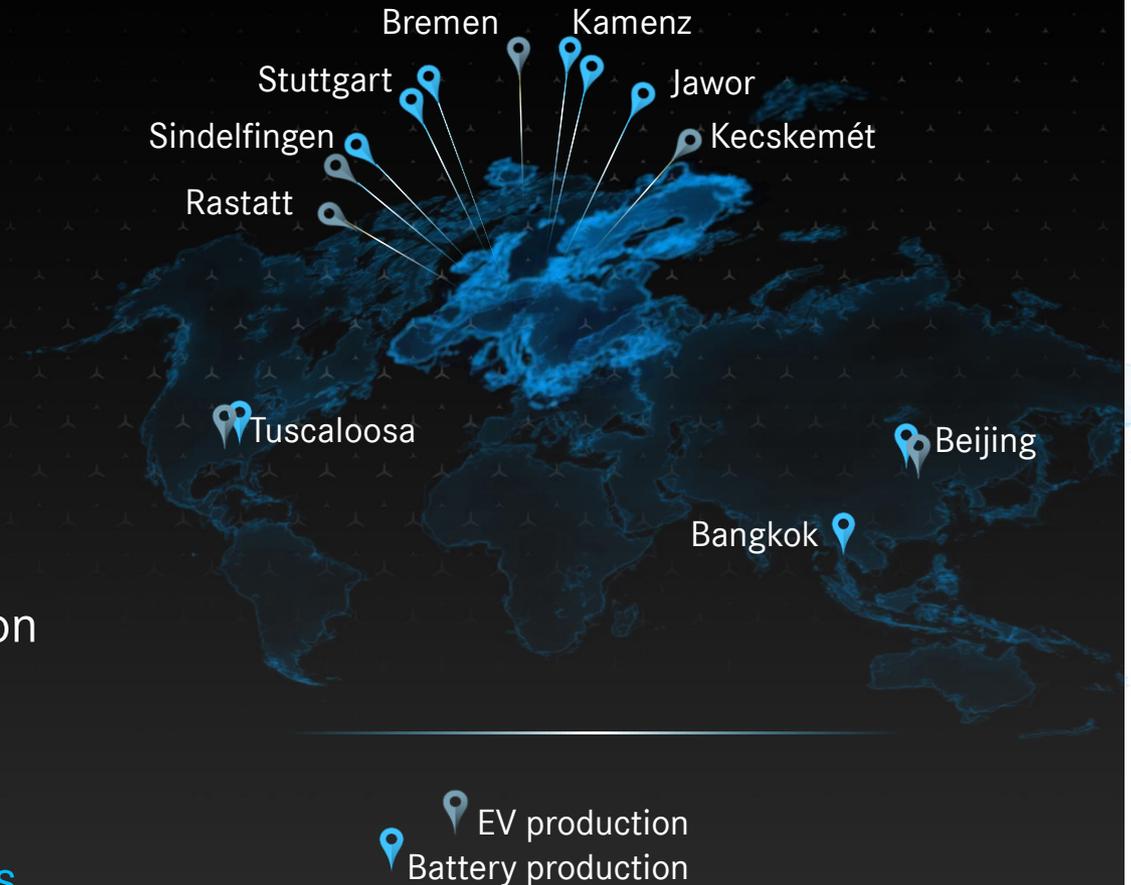
## We are ready to accelerate EV production

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**



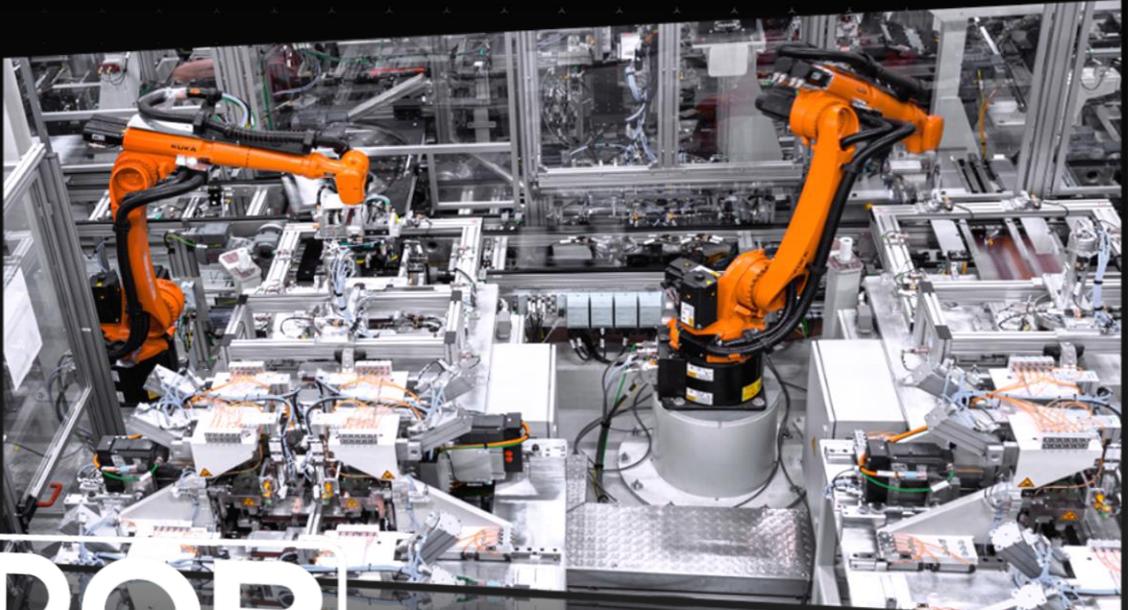
# Mercedes-Benz Cars

## Our new cooperation with GROB

We plan to **cooperate with GROB**, a global leader in highly innovative battery production and automation systems

Strengthening our battery production **capacity and know-how**

Focus of cooperation on **battery module assembly** and **pack assembly**



**GROB**

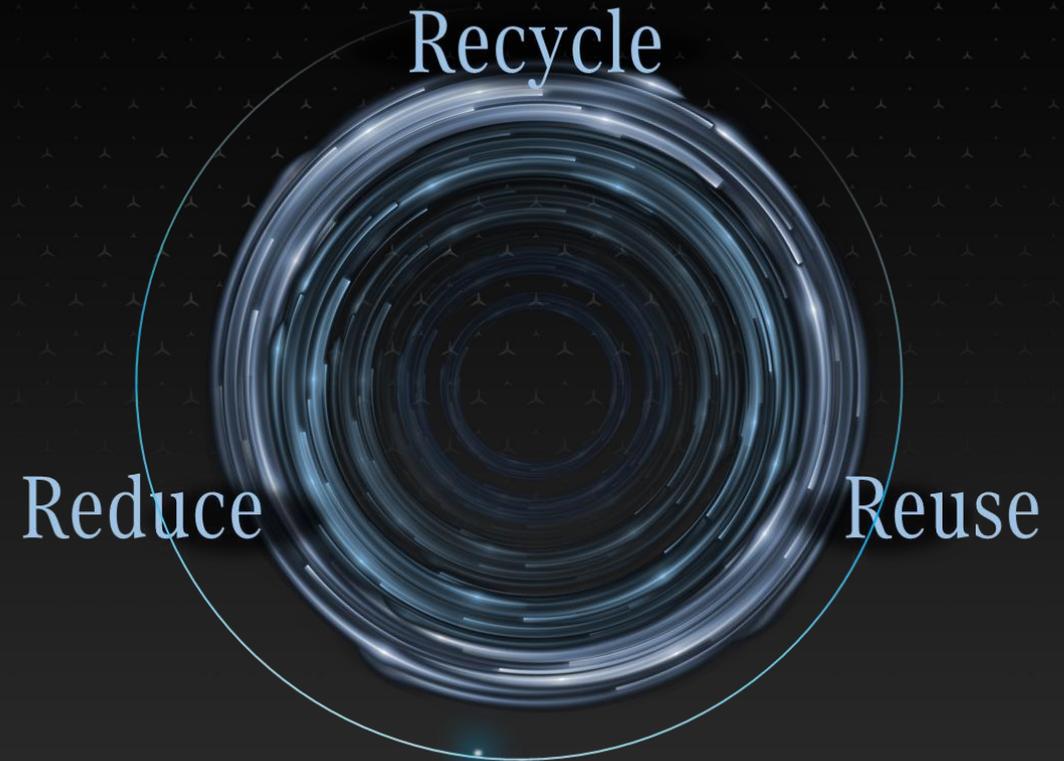
# Mercedes-Benz Cars

## 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

# Mercedes-Benz Cars

## Our transition plan to go BEV-only

### What we told you

2025 BEV alternative  
for every model

Ready to go all-electric  
by end of decade

Faster ramp down  
of ICE vehicles

PHEV transition  
technology

### What we are going to do

New BEV models

New BEV architecture  
MB.EA, AMG.EA, VAN.EA

New battery factories

New cooperations

### How we steer our financials

Net  
revenue

Variable  
costs

Contribution  
Margin

R&D/CAPEX

Fixed costs

Return on sales

Cash Flow

# Mercedes-Benz Cars

Revenue quality rising – driven by mix and pricing

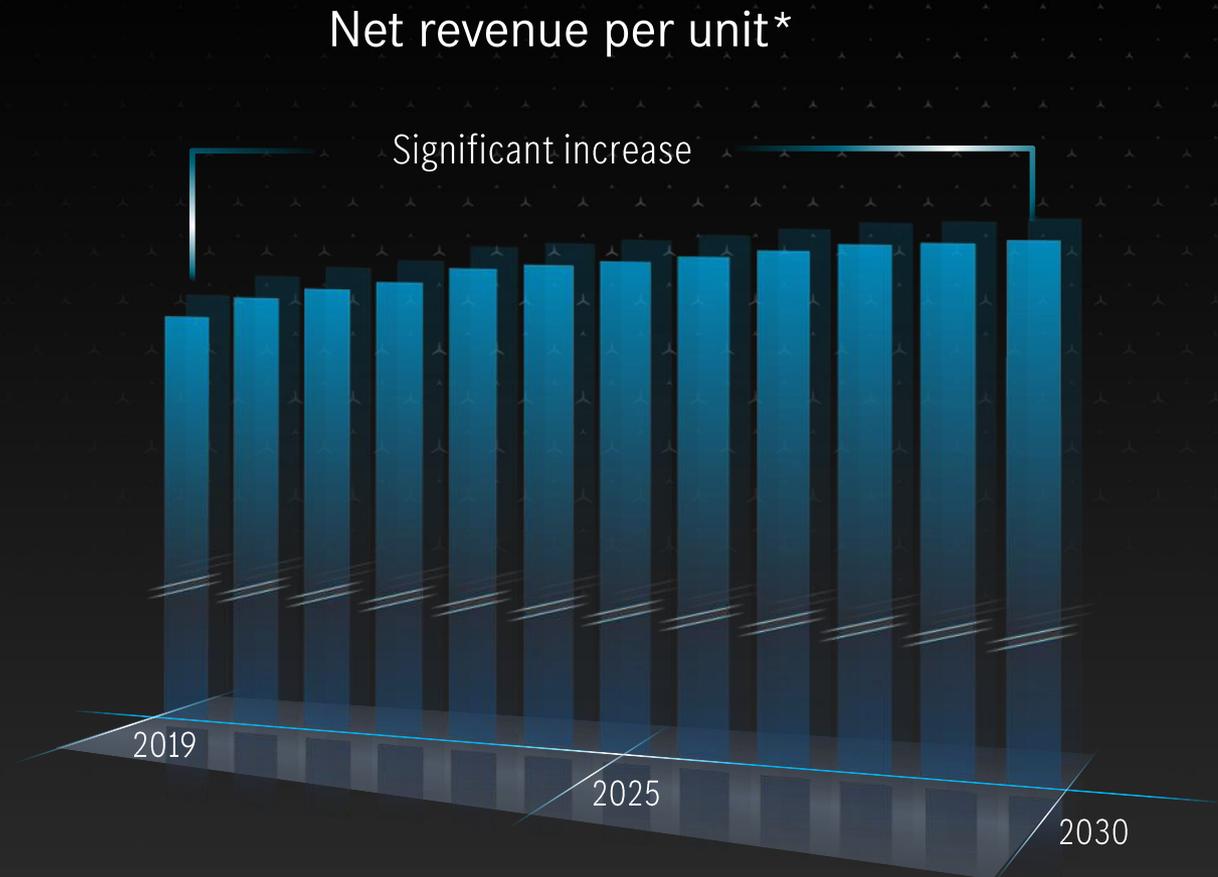
## Key levers

Net pricing performance

Positive mix from high end electric vehicles

Digital services revenue

Direct sales model



\* schematic graph

# Mercedes-Benz Cars

## BEV cost reduction focus

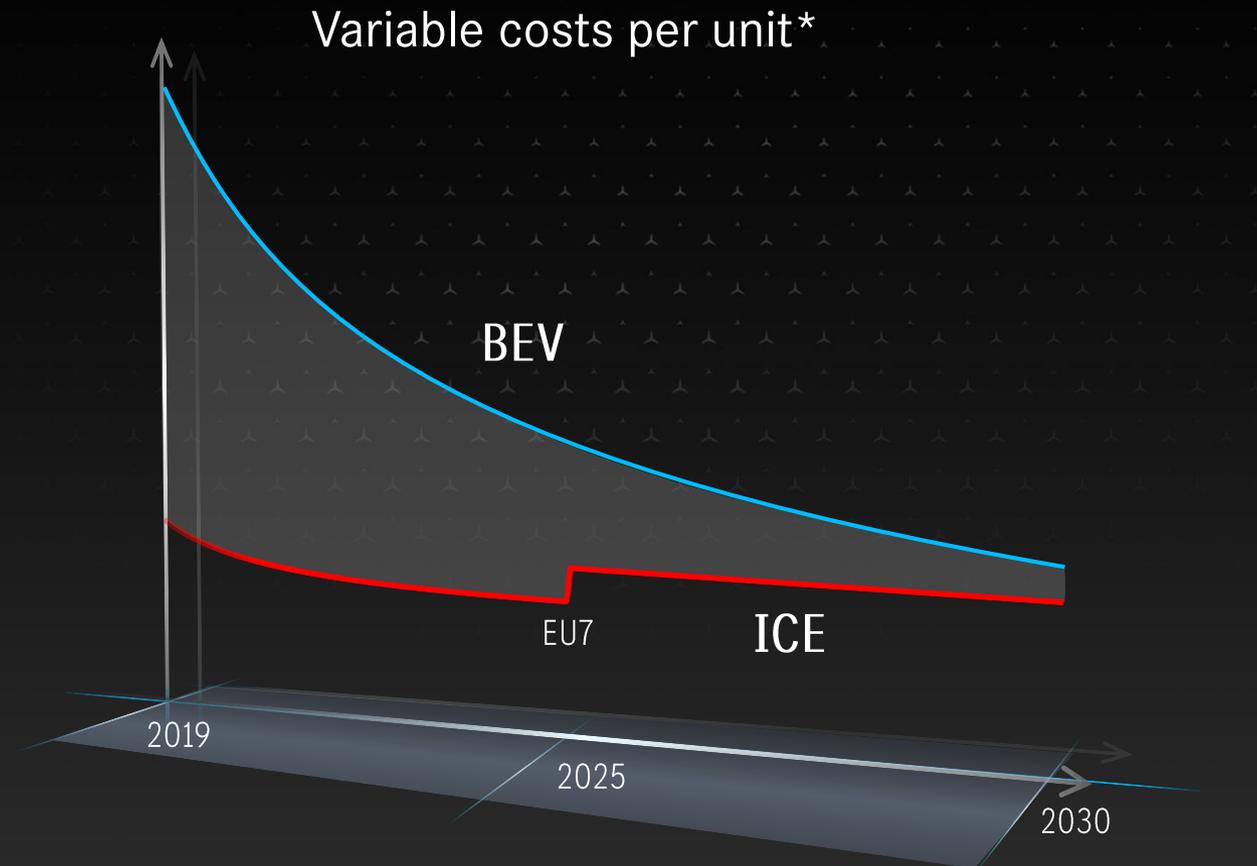
### Key levers

Material and manufacturing cost reduction of  
**1% until 2025**

Further **cost reduction on electric drive train**  
from 2025 to 2030

**Decreasing cell costs** and common battery  
platforms

**Scalable modular** electric only architectures



\* schematic and before mix change

# Mercedes-Benz Cars

## Radical shift in capital allocation – from EV-first to EV-only

### Key levers

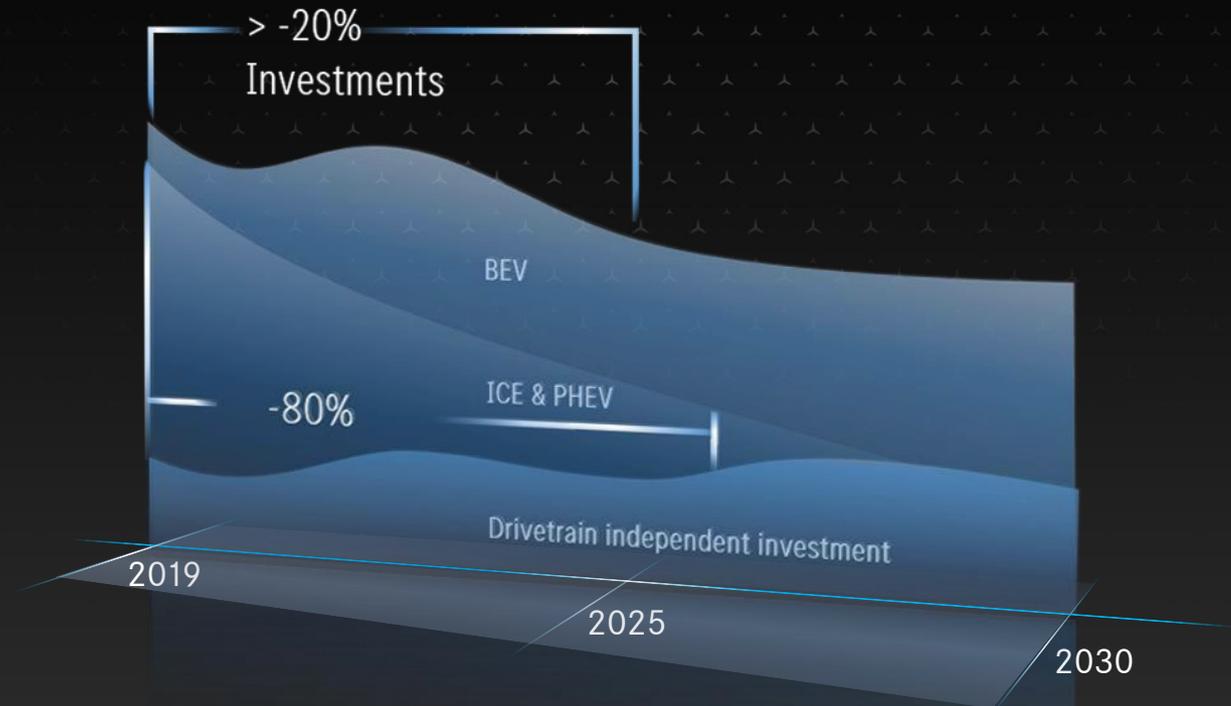
Additional investments for new BEV architecture MB.EA, AMG.EA, VAN.EA and intensified battery footprint

Radically reduced non-BEV investments

Capex share of investments decreasing

>20% investment reduction until 2025 and further decreases afterwards

### CAPEX and R&D investments\*



\* schematic graph

# Mercedes-Benz Cars

## Fixed cost reduction targets stepped up

### Key levers

Covid 2020: significant fixed cost reduction

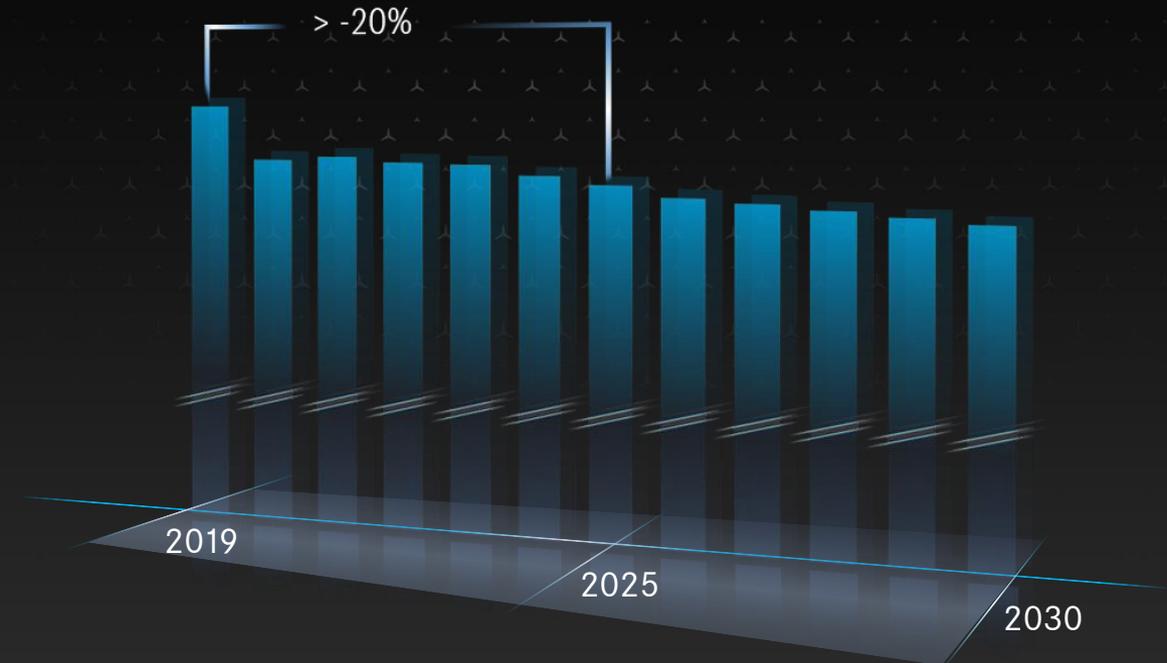
2021: temporary effects replaced by permanent measures

>20% fixed cost reduction until 2025 vs. 2019

2025ff: digitization of all business areas

After 2025 further net reductions

### Fixed cost development\*



\* schematic graph

# Mercedes-Benz Vans

## Strategy Mercedes-Benz Vans

*“Moving transportation to the next level”*

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

### Lead

in electric  
drive and digital  
solutions

### Target

premium  
segments

### Focus

on  
profitable  
growth

### Embrace

customers and  
grow recurrent  
revenues

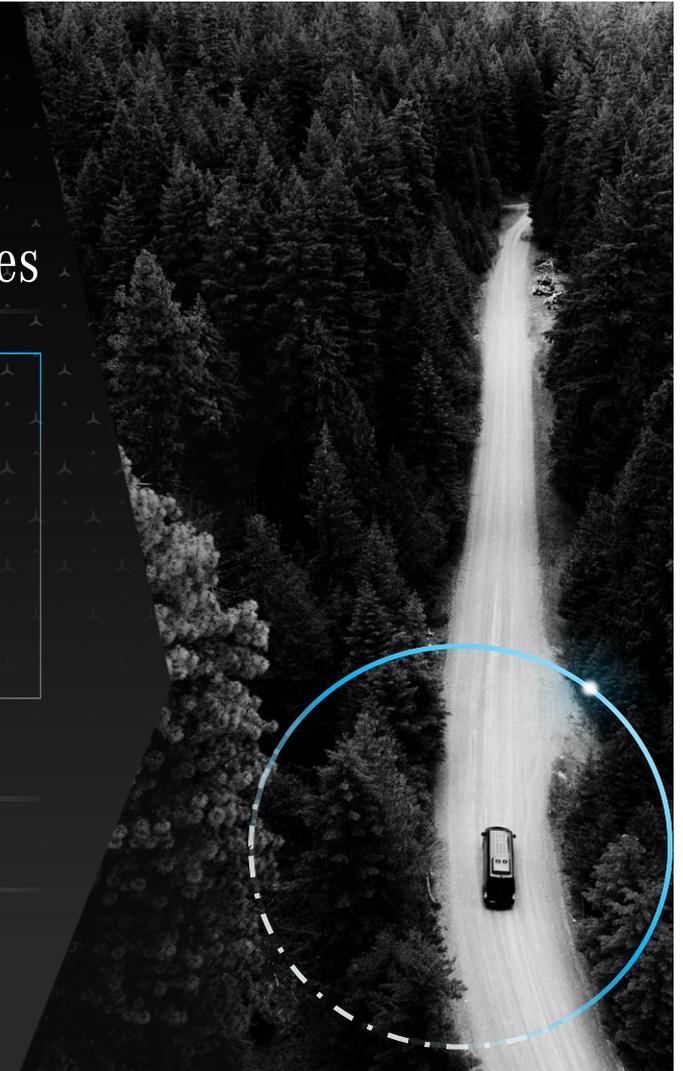
### Lower

total  
cost base

Guided by economic, environmental and social sustainability

Accelerated by digitalization and data driven business

Driven by a highly qualified, performance-minded and motivated team



# Mercedes-Benz Vans

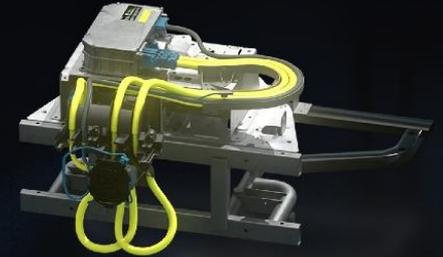
## The next generation of the eSprinter

An intelligent, modular solution with three core elements

**Rear module**  
with electrically driven rear axle

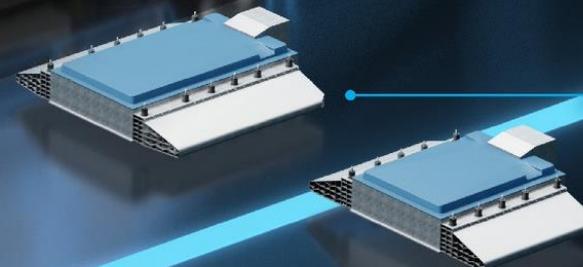


**Front module** for  
high-voltage components



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

**Underfloor module**  
for high-voltage battery



# Mercedes-Benz Vans

## Strategy priority: Electrifying MB Vans

Mercedes-Benz Vans is fully committed and dedicated to **electrification**

**Holistic Approach:** From small over mid-size to large, we electrify every van segment



**VAN.EA**

2nd generation EV

3rd generation EV

# Mercedes-Benz AG

## Our financial ambitions for MB AG 2025

2021: On track towards double digit RoS despite supply constraints

Market environment/revenues



volume



Profitable growth



mix & pricing

Contribution margin

Fixed costs

CAPEX and R&D  
(CF impact)

RoS MB AG

Cash conversion

> -20% vs. 2019

> -20% vs. 2019

Mid to high single digit

0.7 – 0.9x

> -20% vs. 2019

> -20% vs. 2019

High single digit

0.7 – 0.9x

> -20% vs. 2019

> -20% vs. 2019

Double digit

on track

on track

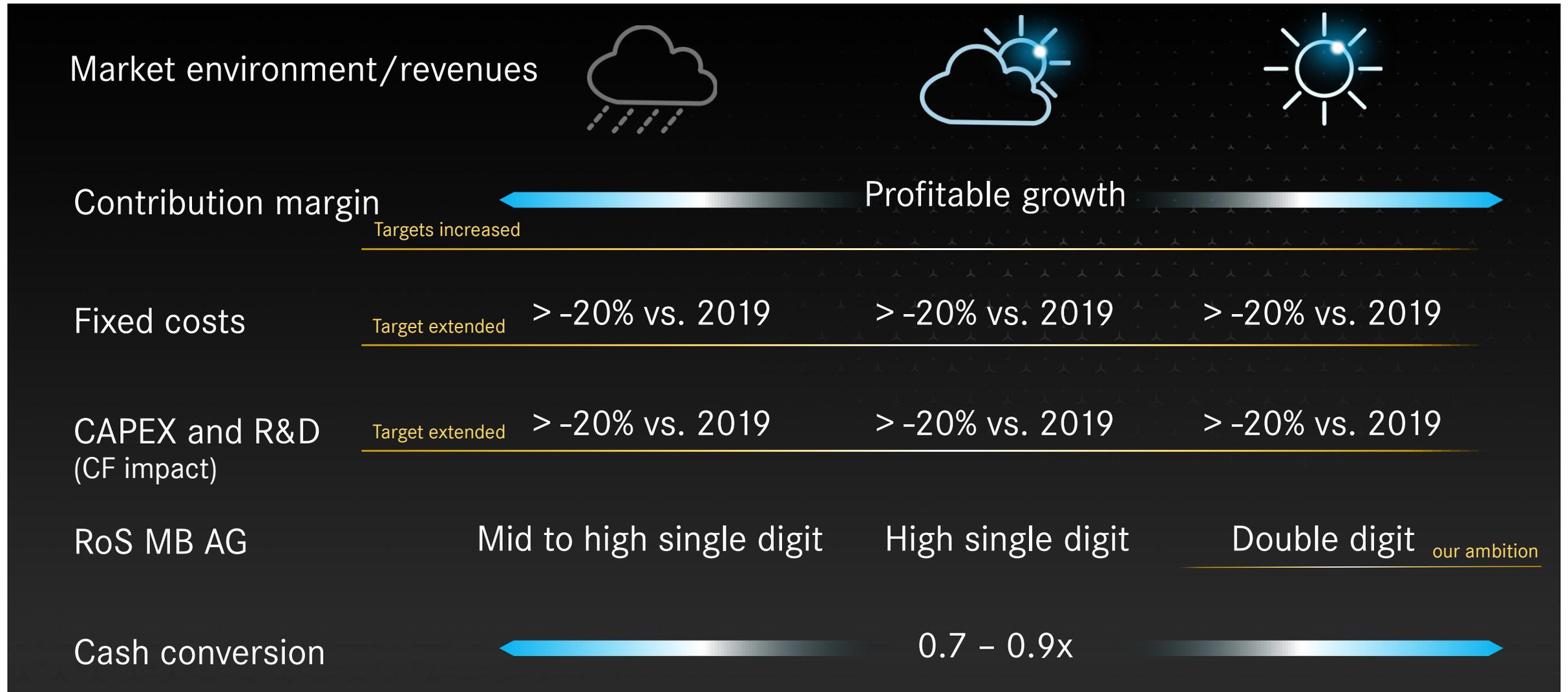
on track

on track

on track

# Mercedes-Benz AG

We are committed to our margin target – also in the BEV world



# AGENDA

- I. RESULTS Q3 2021
- II. OUTLOOK FY 2021
- III. STRATEGY
  1. DAIMLER GROUP
  2. MERCEDES-BENZ CARS & VANS
  3. **DAIMLER TRUCKS & BUSES**
  4. DAIMLER MOBILITY



# Daimler Trucks & Buses

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



# Daimler Trucks & Buses

## Reset profitability

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

# Daimler Trucks & Buses

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

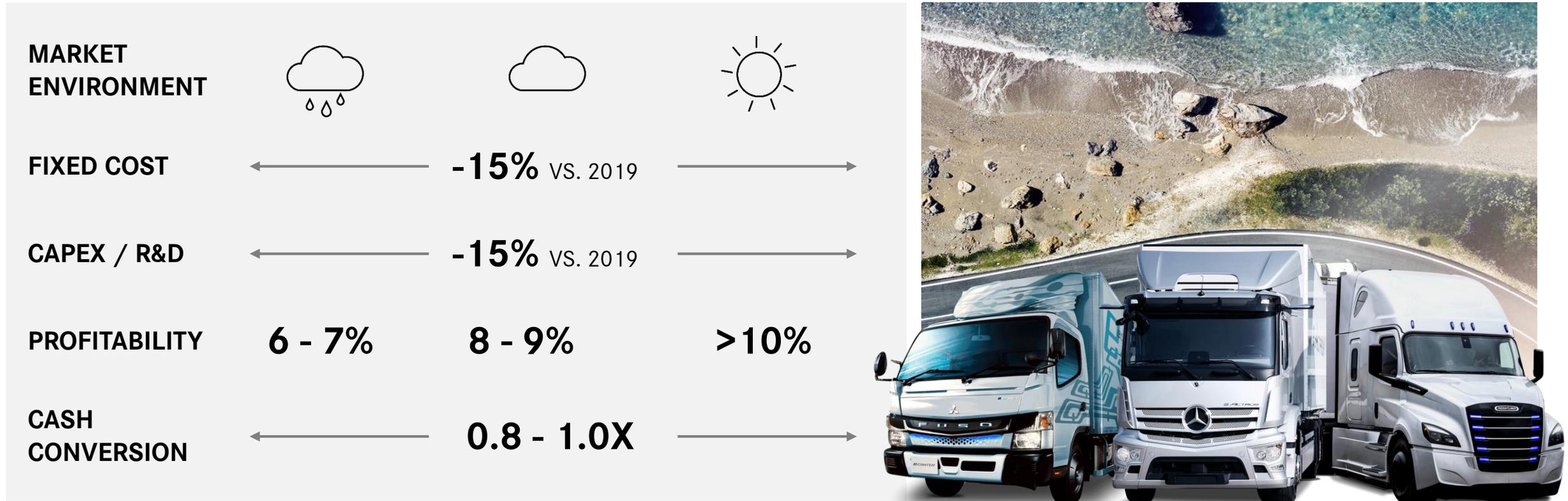
FCEV FOR RAPID  
FUELING AND  
LONG HAUL



# Daimler Trucks & Buses

## 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**

# Daimler Truck Capital Market Day

November 11, 2021



# AGENDA

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  2. MERCEDES-BENZ CARS & VANS
  3. DAIMLER TRUCKS & BUSES
  4. **DAIMLER MOBILITY**



# Daimler Mobility

## Strategy Daimler Mobility

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

Luxury  
experience

Driven by customer  
centricity

Electric  
transformation

Through benchmark  
products & services

Online Direct  
Sales

Seamlessly integrated in  
MB Customer Journey

We become a data driven company

We create end-to-end digital & efficient processes

We foster our culture & mindset

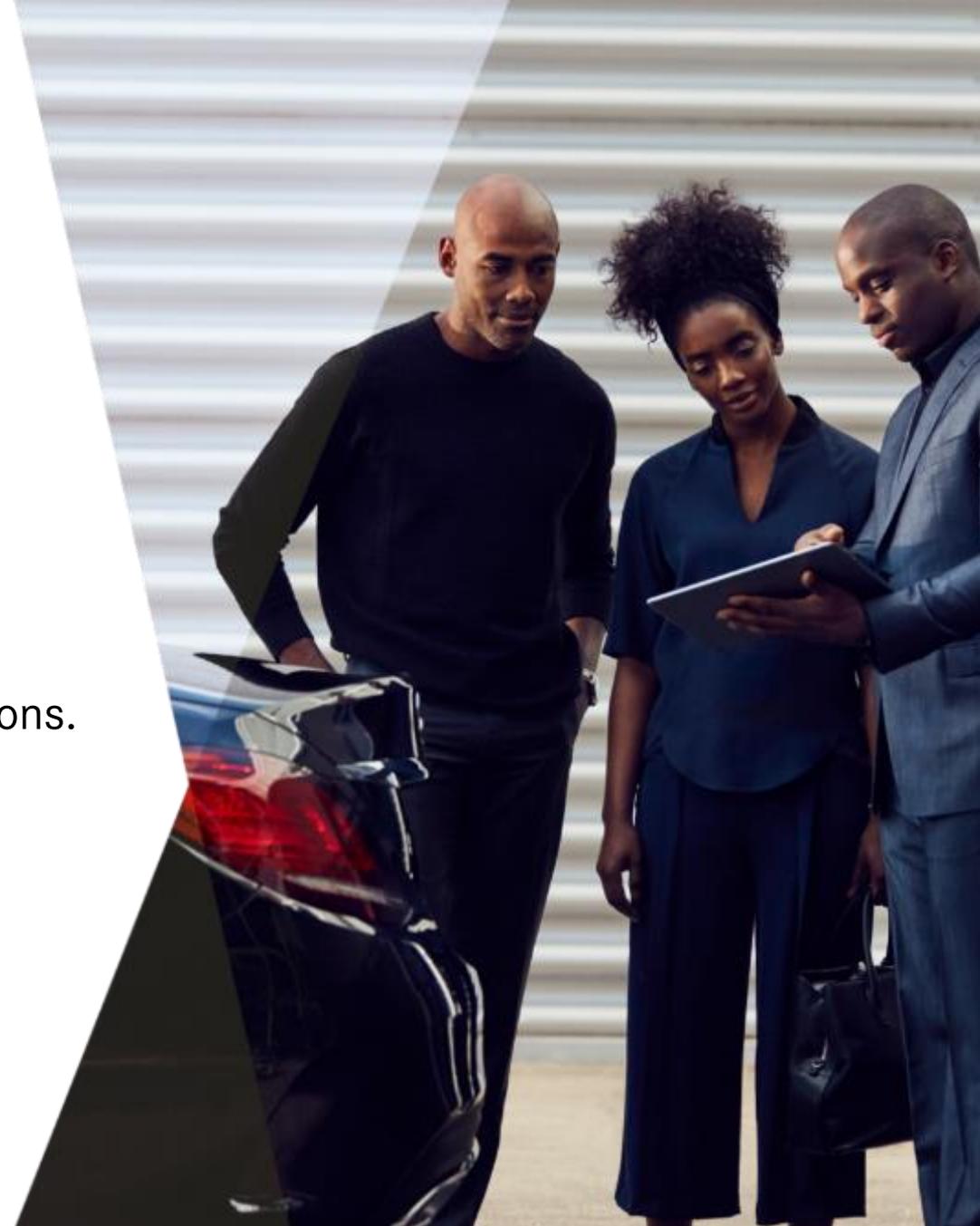


# Daimler Mobility

## Our Role

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

**WE MO>E YOU**



# 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.