



# DAIMLER Q1 2020 **KEY TOPICS**

Q1 in line with our expectations

Significant decline in all markets caused by COVID-19 pandemic

Strict actions taken to safeguard employees

Immediate measures taken to preserve cash and safeguard financial flexibility

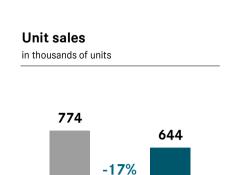
Shutdown of production in almost all plants with short-time work in Germany

Strategic projects were continued

Decision-making paths shortened, organizational structure streamlined



### DAIMLER Q1 2020 **KEY FIGURES**



V

Q1 2020



Earnings per share

in euros

Revenue

in billions of euros



**EBIT** 

in billions of euros



Free cash flow (IB) adjusted

in billions of euros

**EBIT** adjusted

in billions of euros

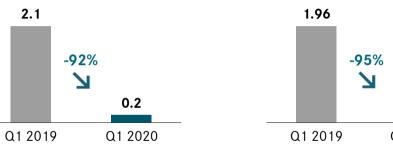


Q1 2019

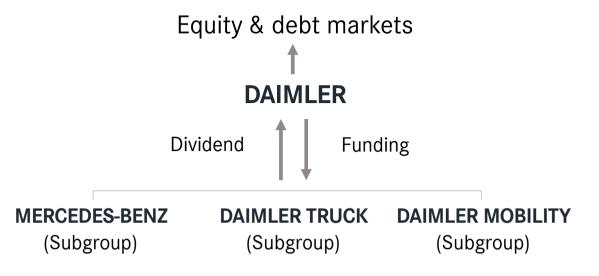








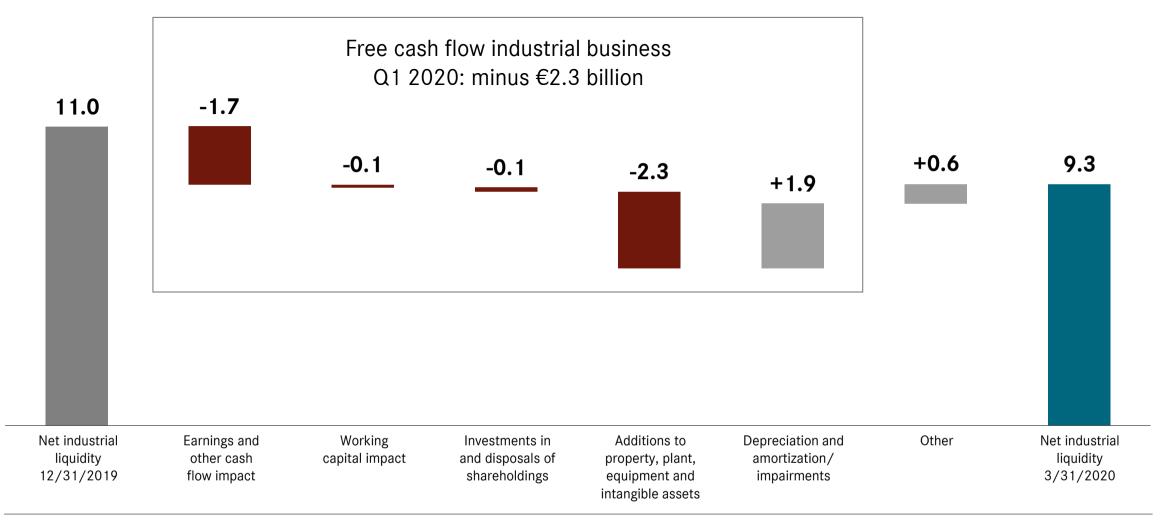
### DAIMLER FINANCIAL FRAMEWORK



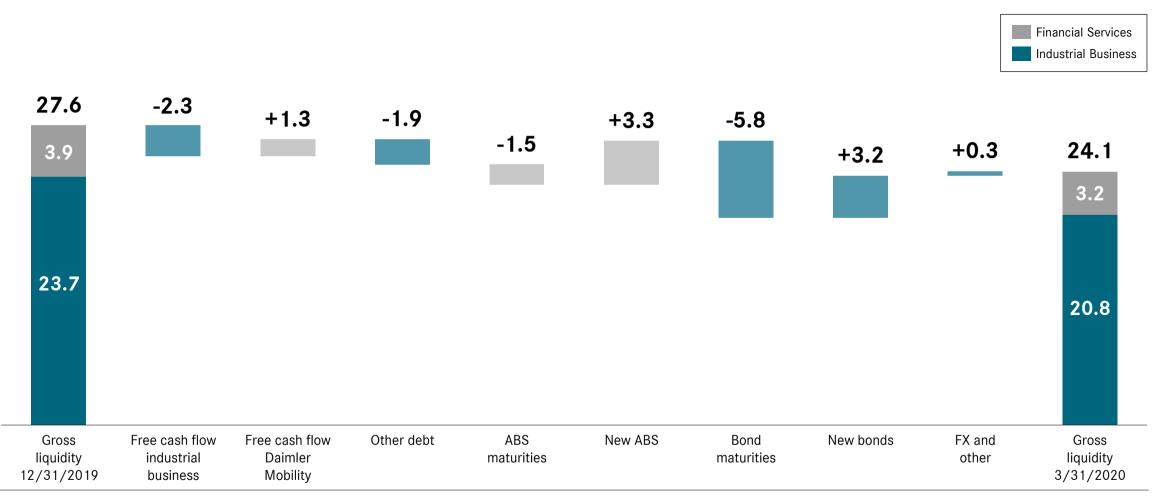
- ► CAPITAL MARKET ACCESS
- ► GROUP FUNDING AND LIQUIDITY MANAGEMENT
- ► CAPITAL STRUCTURE
- ► CAPITAL ALLOCATION
- ► SET AND MONITOR PERFORMANCE TARGETS
- ► DOMINATION AND PROFIT & LOSS TRANSFER AGREEMENTS



# DAIMLER Q1 2020 **NET INDUSTRIAL LIQUIDITY**

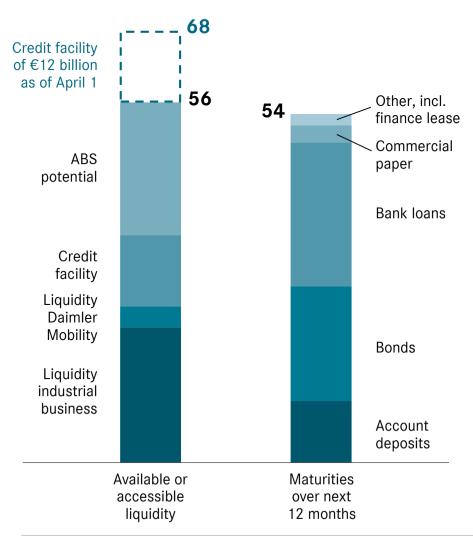


# DAIMLER Q1 2020 **DEVELOPMENT OF GROSS INDUSTRIAL LIQUIDITY**



# DAIMLER Q1 2020 FINANCIAL FLEXIBILITY OVER A 12-MONTH PERIOD

in billions of euros



Net industrial liquidity at €9.3 billion continues to be at a comfortable level

Gross industrial liquidity at €20.8 billion

Financial flexibility supported by €11 billion revolving credit facility, which is unutilized

As of April 1, an <u>additional</u> €12 billion credit facility has been arranged increasing available liquidity to approximately €68 billion

### 2020 OUTLOOK

### **ASSUMPTIONS FOR AUTOMOTIVE MARKETS**

Global CAR MARKETS significant decrease **Europe** significant decrease **USA** significant decrease China significant decrease **EU30 VAN MARKETS** significant decrease **USA** significant decrease **North America HEAVY-DUTY** significant decrease TRUCK MARKETS **EU30** significant decrease Japan significant decrease Brazil significant decrease **BUS MARKETS EU30** significant decrease **Brazil** significant decrease



# 2020 OUTLOOK **GUIDANCE**

**GROUP SALES** 

**REVENUE** 

**EBIT** 

FREE CASH FLOW

**INVESTMENT IN PP&E** 

**R&D EXPENDITURE** 

**NEW BUSINESS** 

**ROE ADJUSTED** 

**Daimler Group** 

**Daimler Group** 

**Daimler Group** 

**Industrial business** 

**Daimler Group** 

**Daimler Group** 

**Daimler Mobility** 

**Daimler Mobility** 

Below the prior-year level



## DAIMLER Q1 2020 LOOKING FORWARD

Comprehensive set of countermeasures implemented to counteract top-line decline

Ready to ramp-up and capture opportunities

Fully committed to CO<sub>2</sub> plans and electrification plans

Fully committed to transformation plans





## MERCEDES-BENZ CARS & VANS **KEY TOPICS Q1 2020**

Start into the year 2020 was very encouraging before demand dropped due to COVID-19 pandemic

Encouraging sales development in March in China and South Korea

Our attractive products are in strong demand, especially GLE and GLS

Focus on xEV ramp-up

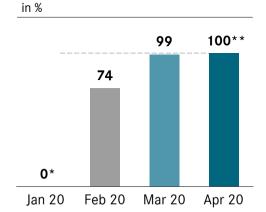
Digital world premiere of the comprehensively updated E-Class, new Vito and eVito Tourer

Major vehicle projects and activities in the areas of digitization and electrification have top priority



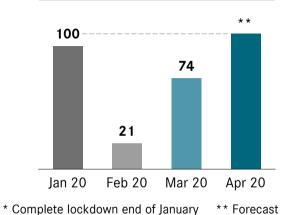
## MERCEDES-BENZ **BUSINESS RECOVERY IN CHINA**

#### **Open MB dealerships**



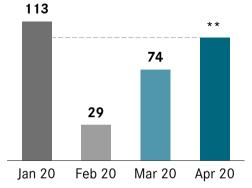
#### **Showroom traffic**

in % vs. prior year



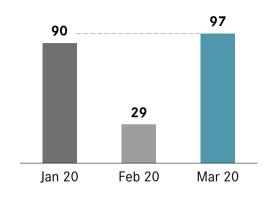
#### in % vs. operational planning

**Production volume** 



#### **Unit sales**

in % vs. prior year





# MERCEDES-BENZ CARS & VANS **KEY FIGURES**

**Unit sales** 

in thousands of units

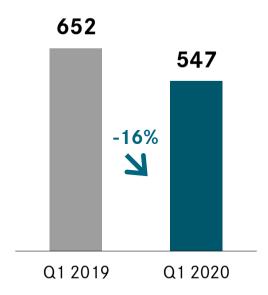
Revenue

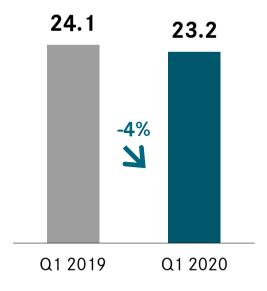
in billions of euros

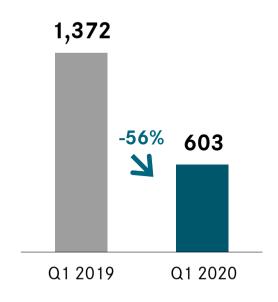
**EBIT** adjusted

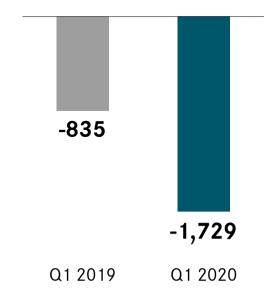
in millions of euros

**CFBIT** 





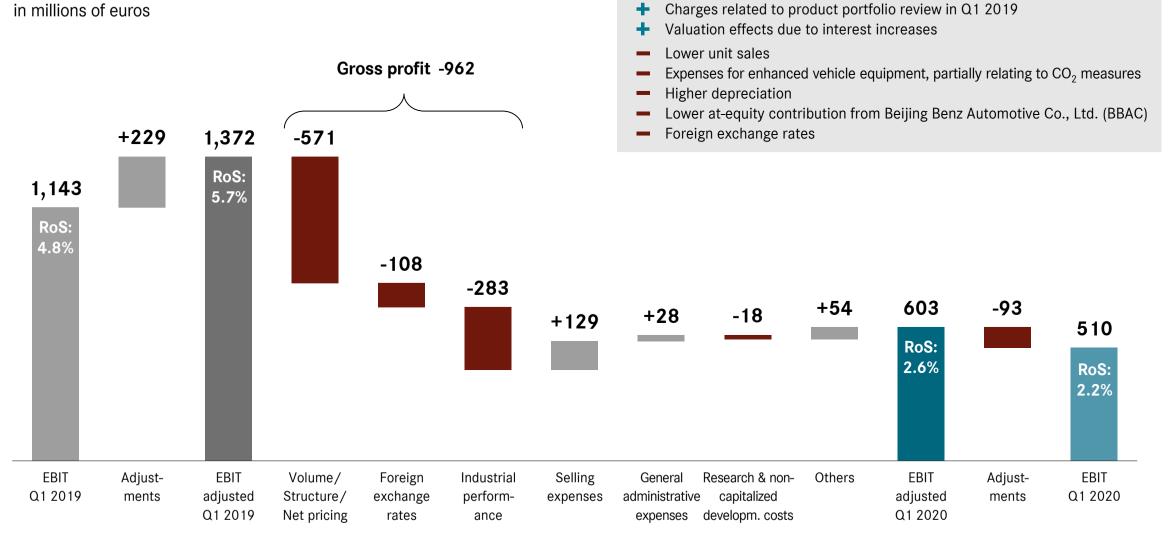




### MERCEDES-BENZ CARS & VANS

### **EBIT AND ROS**

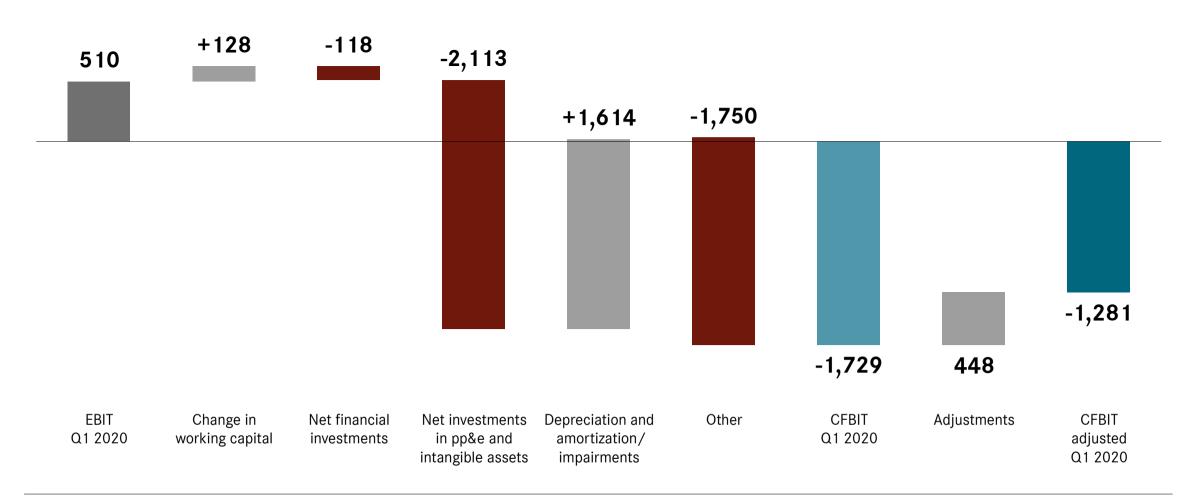
in millions of euros



Favorable model mix

Contribution of the smart brand into smart Automobile Co., Ltd.

# MERCEDES-BENZ CARS & VANS RECONCILIATION FROM EBIT TO CFBIT Q1 2020



# DAIMLER TRUCKS & BUSES **KEY TOPICS Q1 2020**

Headwinds in all major markets, with expected market declines in North America and Europe

Progressive implementation of the announced restructuring measures

Immediate and consistent COVID-19 crisis management with a production ramp-up since April 21

Signed a non-binding agreement with the Volvo Group to form a 50:50 joint venture for the production of fuel cells

Continuing focus on our strategic initiatives: autonomous trucking, battery and fuel-cell technology



# DAIMLER TRUCKS & BUSES **KEY FIGURES**

**Incoming orders\*** 

in thousands of units

**Unit sales** 

in thousands of units

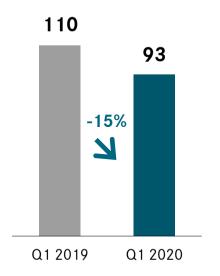
Revenue

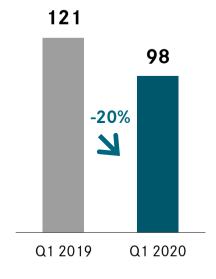
in billions of euros

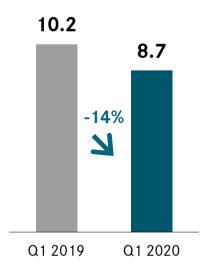
**EBIT** adjusted

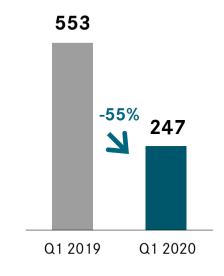
in millions of euros

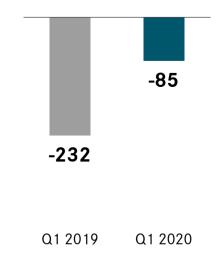
**CFBIT** 







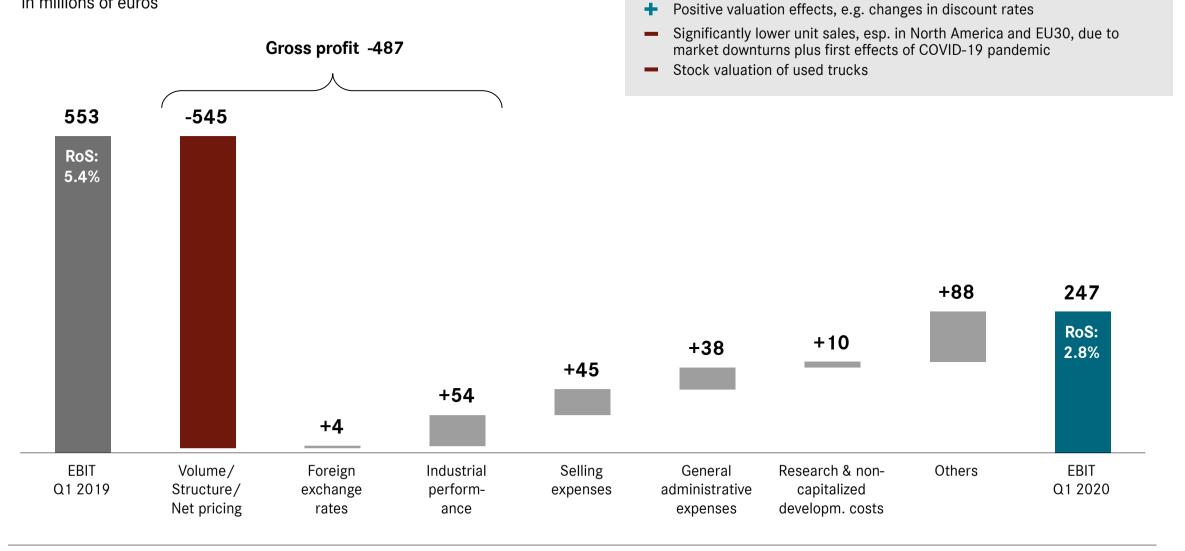




<sup>\*</sup> Net order intake, adjusted for cancellations

### DAIMLER TRUCKS & BUSES **EBIT AND ROS**

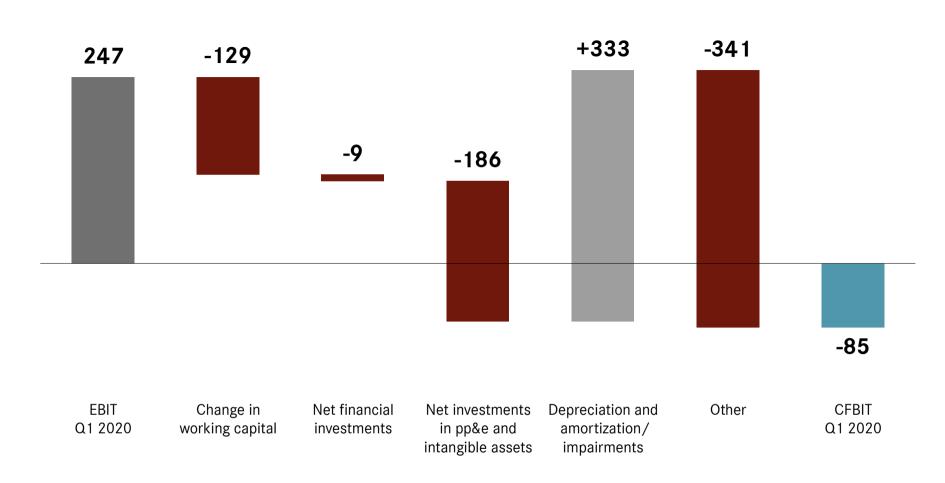
in millions of euros



Cost improvements in all functional areas partly related to COVID-19 pandemic

Lower material costs partly related to raw material

# DAIMLER TRUCKS & BUSES RECONCILIATION FROM EBIT TO CFBIT Q1 2020



## DAIMLER MOBILITY **KEY TOPICS Q1 2020**

Decrease in new business due to COVID-19 pandemic

Q1 EBIT positive despite significant increase of credit risk provisions in anticipation of economic downturn with rising delinquencies

Immediate measures implemented to react to the effects of the crisis, including cash preservations measures

Safeguarding of refinancing and intensified efficiency measures

Support our dealer network and high-quality customers where needed to facilitate recovery phase



# DAIMLER MOBILITY **KEY FIGURES**

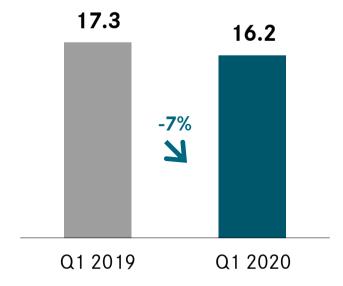
#### **New business**

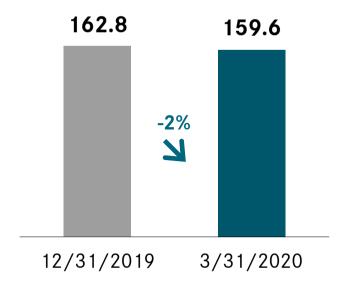
in billions of euros

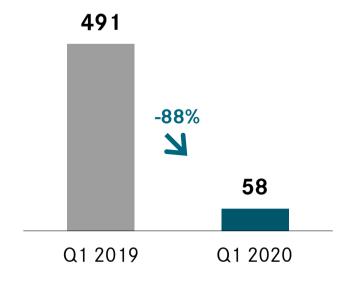
#### **Contract volume**

in billions of euros

#### **EBIT** adjusted

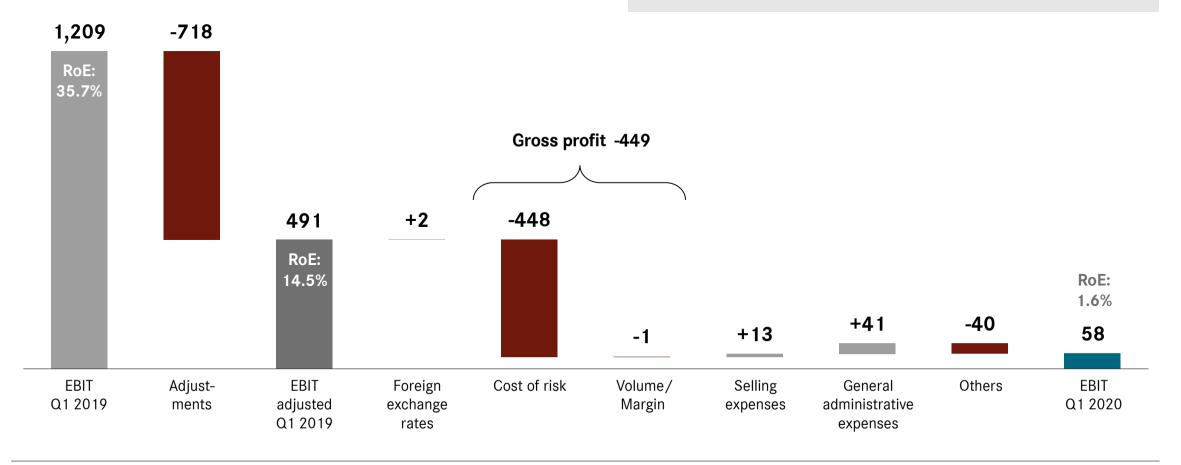




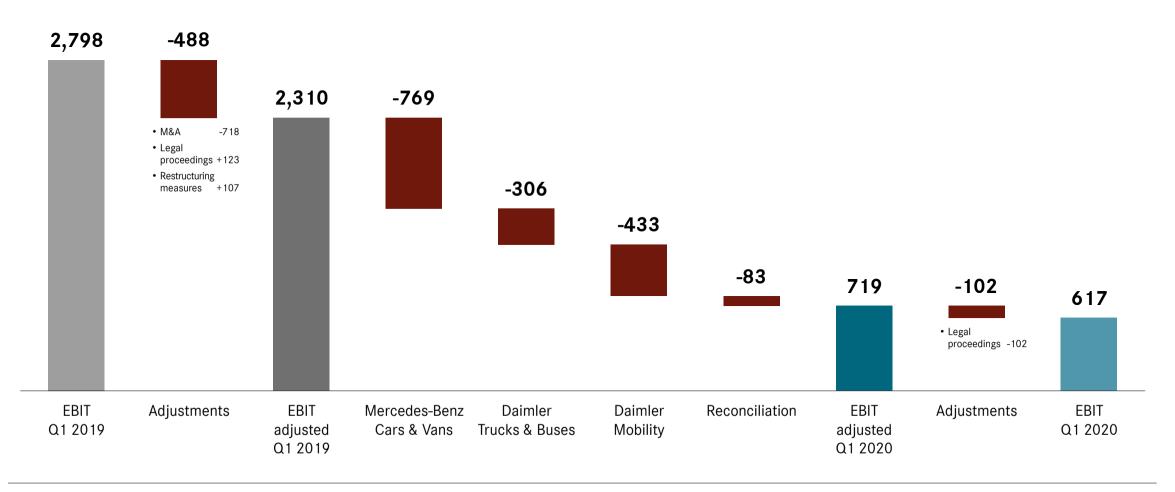


# DAIMLER MOBILITY **EBIT AND ROE**

- Implemented cost-saving measures
- Consideration of worsening macroeconomic outlook results in higher cost of credit risk
- Merger of mobility services of Daimler and BMW in Q1 2019

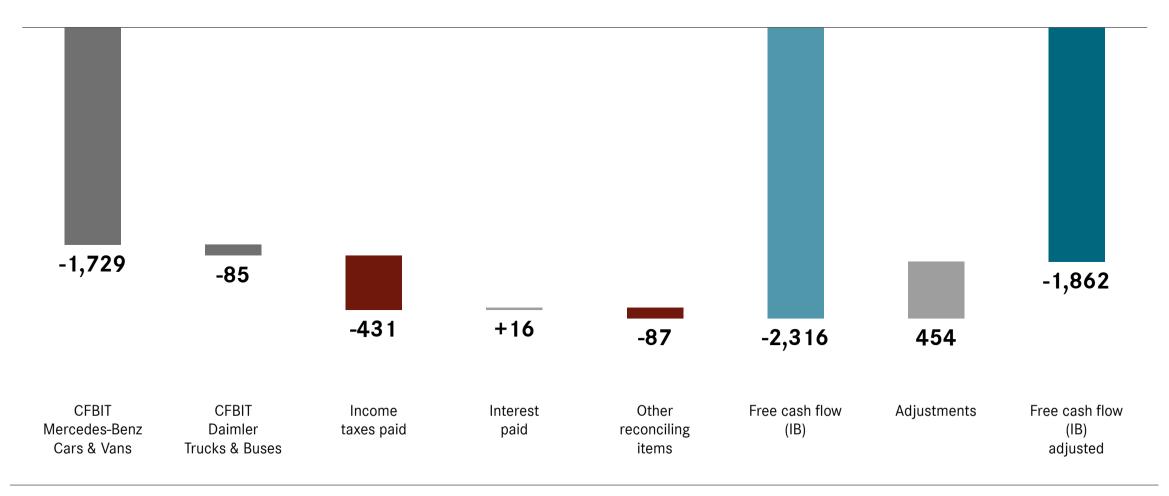


# DAIMLER Q1 2020 **GROUP EBIT**



## DAIMLER Q1 2020

### RECONCILIATION FROM CFBIT TO FREE CASH FLOW





III. FUNDING

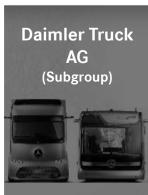
### ONE FACE TO THE MARKET

Daimler's business model is based on a central liquidity and risk management



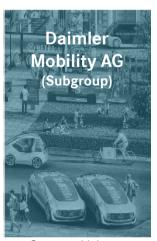
Credit Support via DPLTA\* from Mercedes-Benz AG and Daimler Truck AG







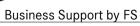
**Funding Support** by Daimler AG



Contract Volume: ~EUR 160bn (Q1 2020)

\* DPLTA: Domination and Profit & Loss Transfer Agreement





DAIM

### DAIMLER FOLLOWS A PRUDENT FINANCIAL POLICY

### **Financial Stability**

Focus on strict liquidity management

## Dividend policy

- 40% pay-out ratio\*
- Dividend should be covered by Industrial Free Cash-flow

Balanced
approach
between
shareholder
interest and
credit
providers

No share buybacks planned

Pensions:
keeping
funded ratio at
high level
(currently
77%)

<sup>\*</sup> Based on net profit attributable to shareholders of Daimler AG

### OUR FUNDING STRATEGY IS BUILT ON STRICT PRINCIPLES

Targeting
Financial
Independence

Maximizing Financial Flexibility

Stringent Global Funding Policy

No dependence from single markets, instruments, banks or investors

Diversification of funding sources and instruments:

Bank Loans, Bonds, ABS, CP, Deposits

No Covenants, no MAC, no asset pledges, no CSAs

Keeping prudent amount of Cash and Committed Credit Facility

New markets funded via global and local banks first

Early capital market funding to save credit capacity in growth regions

Liquidity matched funding

Interest rate matched funding

Currency matched funding

Country matched funding

# NEW CORPORATE STRUCTURE BUT NO CHANGE TO 'ONE CREDIT' APPROACH / FINANCIAL RISK STEERING ON GROUP LEVEL

#### DPLTA\*

- DPLTAs between Daimler AG and Mercedes-Benz AG, Daimler Truck AG and Daimler Mobility AG as centerpiece of the new structure from a financing perspective
- Maintains access to all operating cash flows (up-streaming dividend payments to ParentCo's)

## Group Funding

- Centralized steering of group funding supported by written guarantees will remain in place
- Operational and Financial Guarantees to be provided by Daimler AG (vs. contractual guarantees, i.e. buyback)

#### Liquidity Management

■ Direct and unrestricted access to group liquidity by Daimler AG

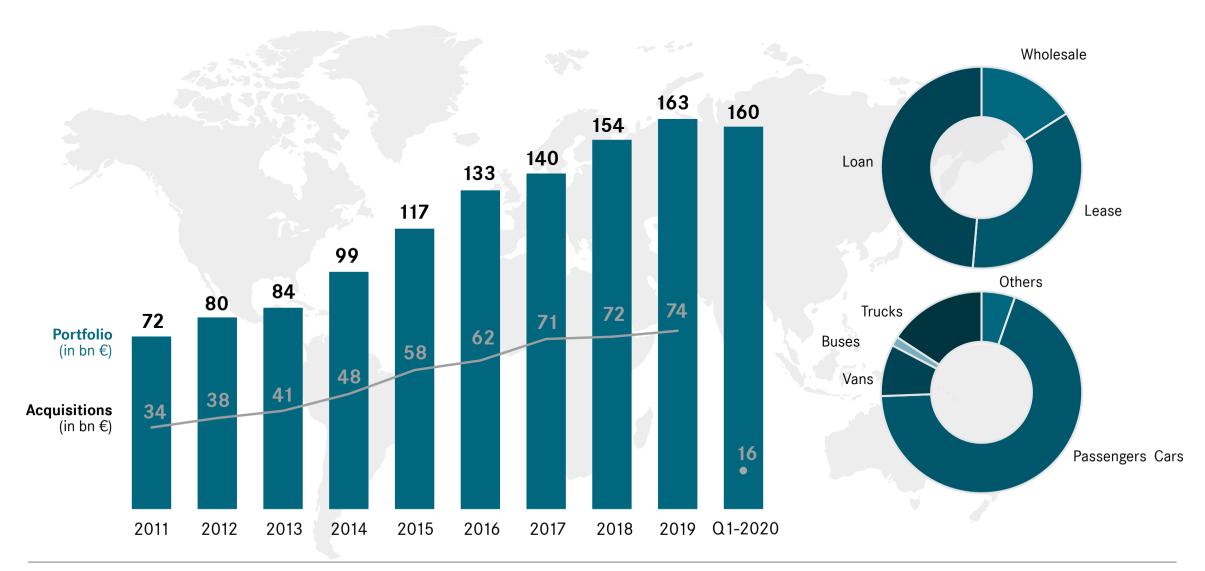
## Management of Market Price Risks

■ Continued **centralized management** of the **impact** of **market fluctuations** (FX, interest rates, commodities) of the divisions and the Group

#### Rating

Strong commitment to maintain Daimler's strong credit profile

### SUSTAINABLE PORTFOLIO AT DAIMLER MOBILITY



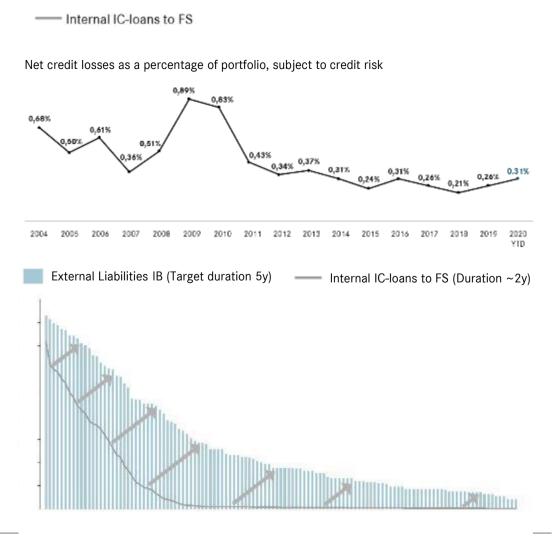
## DAIMLER MOBILITY BUSINESS MODEL BASED ON STRINGENT CREDIT MANAGEMENT AND SOLID REFINANCING

Net credit losses still on a very favorable level, not yet showing any COVID-19 impacts; nevertheless, already high demand of payment deferrals

Based on the potential macroeconomic cool-down, we expect that delinquencies and in the mid-term credit losses will increase; based on historic ABS experience (China), delinquencies might recover quickly

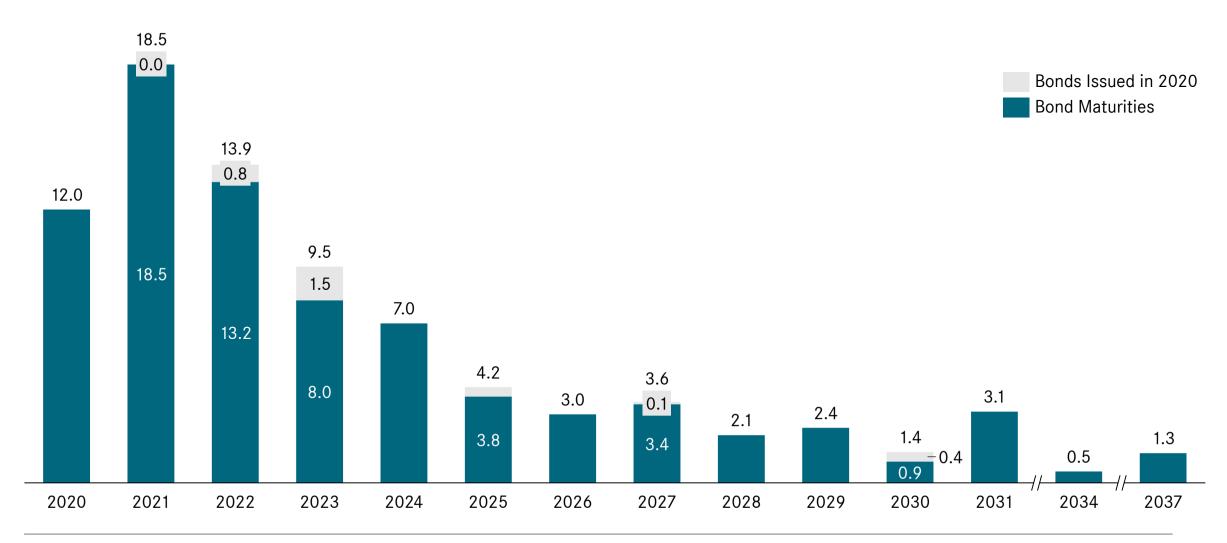
The matched-funded approach ensures that liquidity risks are managed properly

External liabilities of Daimler Group have a 2.5x longer duration due to capital market refinancing than internal allocation to FS via IC-loans



### MATURITY PROFILE FURTHER LENGTHENED

in billions of EUR as of 31 March 2020



### EUR 12BN BRIDGE FACILITY SIGNED

EUR 12bn bridge facility signed to cover mainly volatility and uncertainty in capital markets

Tenor one year, two extension options of six months each

Quick reaction on current crisis secured additional liquidity buffer in high speed

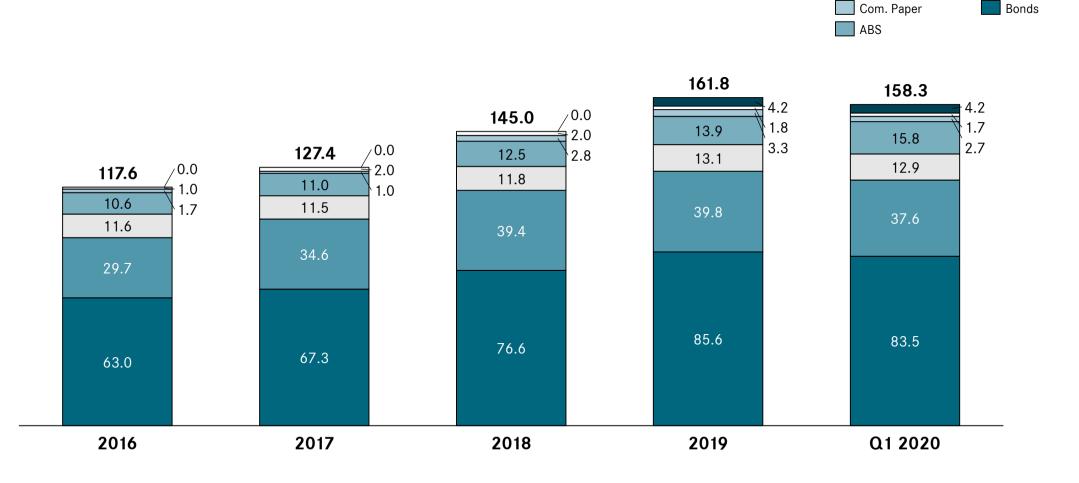
Additionally, EUR 11bn Backup Facility available until 2024 secures significant long-term liquidity



- EUR 12bn bridge facility intended to be (partly) drawn depending on markets
- No intention to draw the EUR 11bn backup credit facility

### FINANCING LIABILITIES SHOW A DIVERSIFIED FUNDING MIX

in billions of FUR



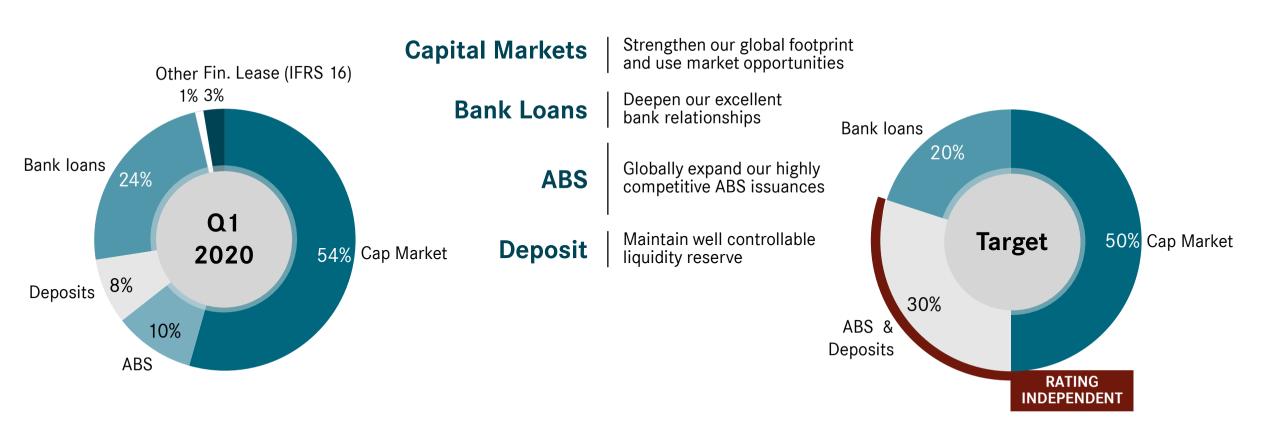
Fin. Lease (IFRS 16)

Other (ex Fin. Lease)

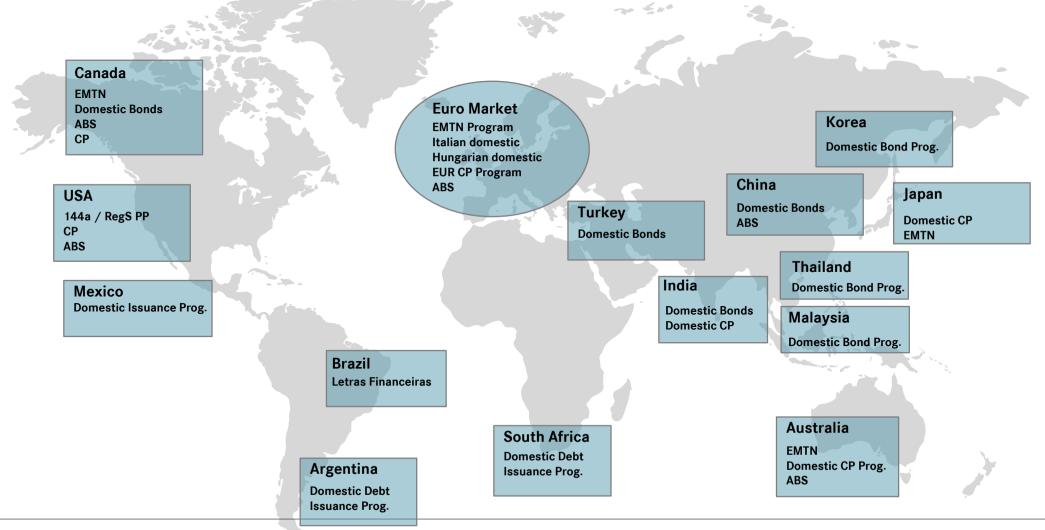
Acc. Deposits

Bank Loans

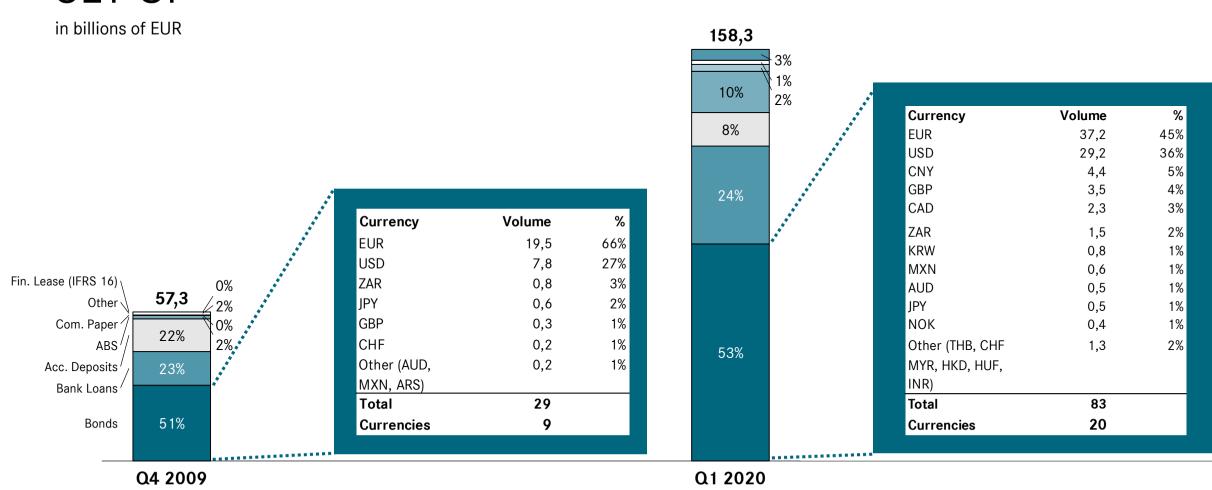
# TO ENSURE SUSTAINABLE PORTFOLIO GROWTH, WE MITIGATE RISK AND VOLATILITY THROUGH A BALANCED MIX OF FUNDING INSTRUMENTS



### CONSEQUENT DEVELOPMENT TO GLOBAL CAPITAL MARKET FUNDING - DIVERSIFICATION WILL CONTINUE



### FUNDING BASE FURTHER DIVERSIFIED TO A TRUE GLOBAL SET-UP



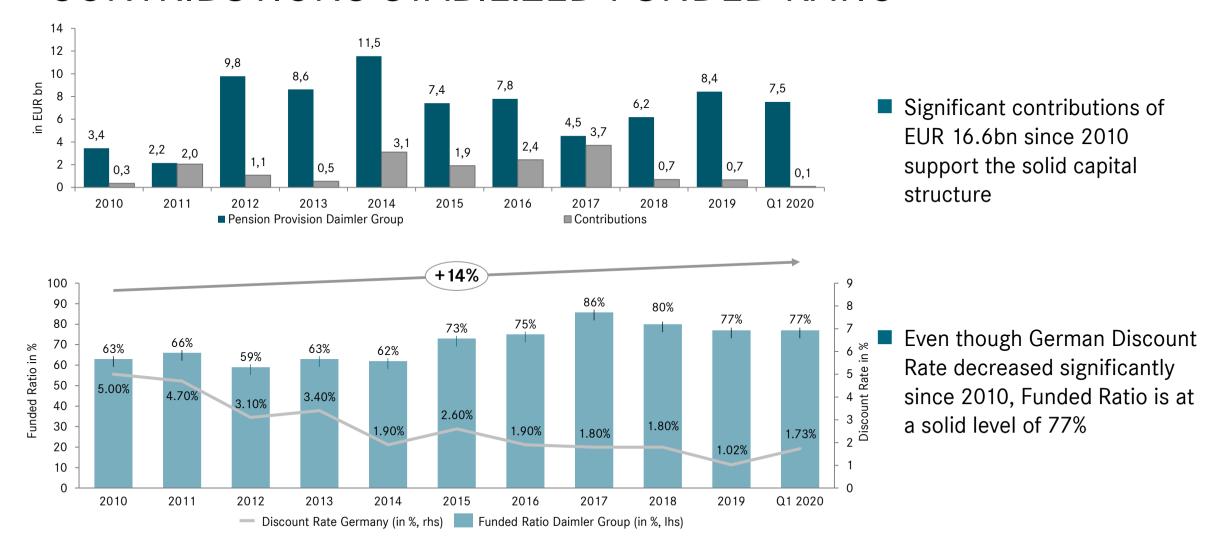
Note: Figures may not be additive due to rounding

### DAIMLER'S FINANCIAL KPIS SET TO SUPPORT A STRONG RATING

Outlook Agency Long-term **Short-term** S&P: BBB+ **Negative A-2** Moody's: **A3 Under review** P-2 F1 Fitch: BBB+ Stable **Under review** R-1 (low) **DBRS**: A Α Stable **S-1** Scope:

Current ratings:

#### IN LOW INTEREST RATE ENVIRONMENT HIGH CONTRIBUTIONS STABILIZED FUNDED RATIO





#### OUR SUSTAINABLE BUSINESS STRATEGY



#### Climate protection & air quality

For our new passenger car fleet, it's our ambition to be carbon neutral in 20 years.

In 20 years, our new vehicle fleet will have no impact on air quality in urban areas.



Resource preservation

We decouple the resource consumption from volume growth.



Livable cities

We improve the quality of urban living with our leading mobility and transport solutions!



Traffic safety

We strive for zero accidents with our vehicles and we develop automated driving by integrating societal and ethical aspects.



Data responsibility

We live sustainable datadriven business, predict our customers' needs, and treat data with responsibility.



Human rights

We take responsibility to safeguard human rights along our automotive value chain.





Integrity, people and partnerships



Everybody feels responsible for our success & impact and is encouraged to speak up.



Our workforce is skilled in digital competences and takes advantage of the digital change successfully. We succeed sustainably with a diverse workforce and inclusive culture.



Be a trusted partner at every stage of the political & public opinion-shaping process.



#### Mercedes Benz Cars & Vans - Our ambition & targets

- Ambition 2039 CO2 neutrality for our new car fleet by 2039: This applies to all the stages of the value chain from the supply chain to production, the vehicle use phase, and vehicle disposal and recycling.
- At Mercedes-Benz Vans we have set ourselves the goal of making our vans for private use CO2-neutral for their entire life cycle by 2039. For commercially used vans, the goal is to offer only new vehicles that are CO2-neutral in driving operation ("tank-to-wheel") in the triad markets of Europe, Japan, and NAFTA.
- At Mercedes-Benz Cars & Vans we are striving to reduce the absolute Scope 1 and 2 emissions by 50 percent by 2030 compared to the reference year 2018. In addition, we plan to reduce the Scope 3 emissions from the use phase of our Mercedes-Benz cars and vans by 42 percent per vehicle-kilometer by 2030 compared with 2018. These targets were confirmed by the Science Based Targets Initiative.

2022 -

We intend to offer several electric model variants in all segments of Mercedes-Benz Cars by 2022. 2025

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

2030

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

2039

We aim to achieve CO<sub>2</sub> neutrality for our new passenger car fleet by 2039.





### MERCEDES-BENZ **ELECTRIFYING OUR ENTIRE PORTFOLIO**

- ► COMPREHENSIVE ROLL-OUT OF 48 VOLT TECHNOLOGY
- >20 NEW XEV LAUNCHES UNTIL 2022



2019 ~2% xEV share

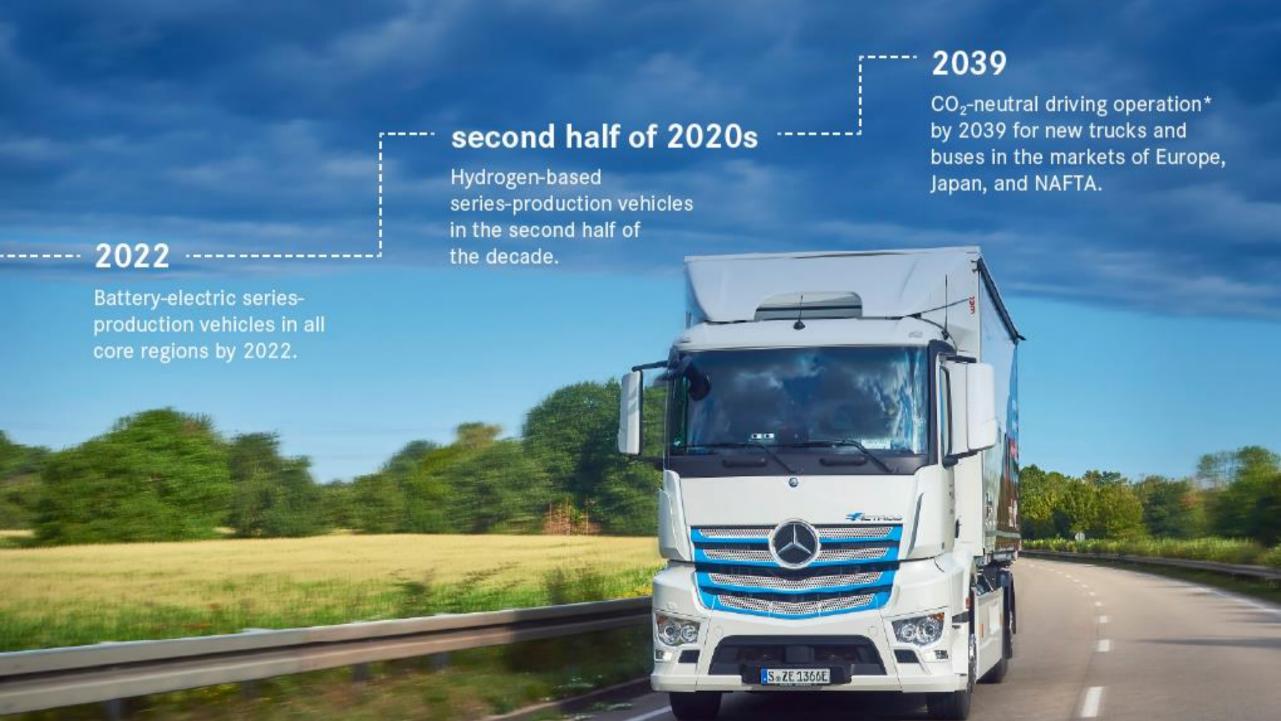
2020 **~9% xEV share** 

2021 ~ **15% xEV share** 

Gradual xEV increase



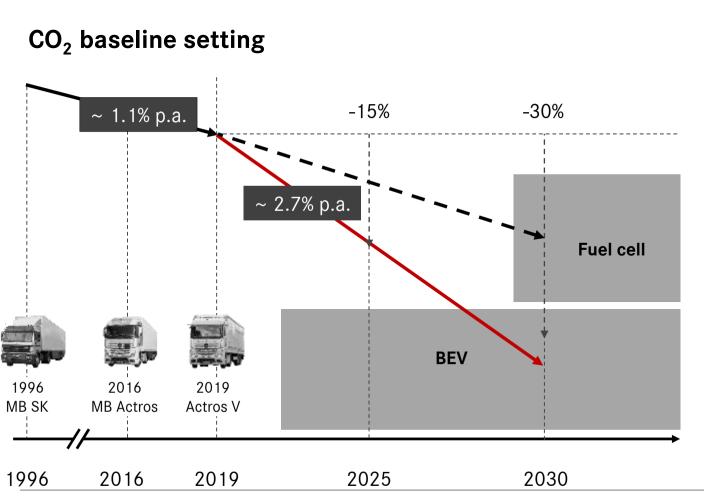
- We aim to offer only new vehicles that are CO2-neutral in driving operation ("tank-to-wheel") in the triad of Europe, Japan, and NAFTA by 2039.
- We plan to have a vehicle portfolio comprising series-produced vehicles with battery-electric drive systems in the main sales regions Europe, the United States, and Japan by 2022.
- In the second half of the decade, we plan to augment our vehicle portfolio with hydrogen-driven production vehicles.
- Our ultimate goal is to achieve CO2-neutral transport on the road by 2050.



#### DAIMLER TRUCKS

#### **ALTERNATIVE POWERTRAIN SOLUTIONS TO REDUCE**

**EMISSIONS** 







### DAIMLER Q1 2020 REVENUE BY DIVISIONS

	Q1 2019	Q1 2020	% change
Daimler Group	39.7	37.2	-6
of which			
Mercedes-Benz Cars & Vans	24.1	23.2	-4
Daimler Trucks & Buses	10.2	8.7	-14
Daimler Mobility	6.9	7.1	+3

### DAIMLER Q1 2020 **REVENUE BY REGIONS**

	Q1 2019	Q1 2020	% change
Daimler Group	39.7	37.2	-6
of which			
Europe	16.6	15.3	-8
of which Germany	6.4	5.9	-7
North America	11.6	11.1	-4
of which United States	10.1	9.9	-3
Asia	9.0	8.6	-4
of which China*	4.4	3.8	-13
Other markets	2.5	2.1	-15

<sup>\*</sup> excluding revenue of not fully consolidated companies

### DAIMLER Q1 2020 **EBIT BY DIVISIONS**

EBIT in millions of euros; RoS/RoE in %

	Q1	2019	Q1 2	2020
	EBIT	RoS/RoE*	EBIT	RoS/RoE*
Daimler Group	2,798	4.8	617	1.9
of which				
Mercedes-Benz Cars & Vans	1,143	4.8	510	2.2
Daimler Trucks & Buses	553	5.4	247	2.8
Daimler Mobility	1,209	35.7	58	1.6
Reconciliation	-107	-	-198	_

<sup>\*</sup> Return on sales for automotive business, return on equity for Daimler Mobility; Daimler Group excluding Daimler Mobility

## DAIMLER Q1 2020 **ADJUSTMENTS AFFECTING EBIT**

Mercedes-Benz Cars & Vans	Q1 2019	Q1 2020
Legal proceedings and related measures	122	93
Restructuring measures	107	-
Daimler Mobility		
M&A transactions	-718	-
Reconciliation		
Legal proceedings and related measures	1	9

#### DAIMLER Q1 2020 **EBIT ADJUSTED BY DIVISIONS**

EBIT adjusted in millions of euros; RoS/RoE adjusted in %

	Q1 2	2019	Q1 2	2020
	EBIT	RoS/RoE	EBIT	RoS/RoE
	adjusted	adjusted*	adjusted	adjusted*
Daimler Group	2,310	5.5	719	2.2
of which				
Mercedes-Benz Cars & Vans	1,372	5.7	603	2.6
Daimler Trucks & Buses	553	5.4	247	2.8
Daimler Mobility	491	14.5	58	1.6
Reconciliation	-106	-	-189	_

<sup>\*</sup> Return on sales adjusted for automotive business, return on equity adjusted for Daimler Mobility; Daimler Group excluding Daimler Mobility

#### DAIMLER Q1 2020

#### CONSOLIDATED STATEMENT OF INCOME (CONDENSED)

	Daimler Group		Industrial Business		Daimle	<sup>-</sup> Mobility
	Q1 2019	Q1 2020	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Revenue	39,698	37,223	32,817	30,122	6,881	7,101
Cost of sales	-32,127	-31,512	-26,150	-24,869	-5,977	-6,643
Gross profit	7,571	5,711	6,667	5,253	904	458
Selling expenses	-3,151	-2,889	-2,961	-2,711	-190	-178
General administrative expenses	-1,019	-920	-792	-733	-227	-187
Research and non-capitalized development costs	-1,704	-1,722	-1,704	-1,722	-	-
Other operating income/expense	992	415	243	376	749	39
Gains/losses on equity-method investments, net	262	-50	289	23	-27	-73
Other financial income/expense, net	-153	72	-153	73	-	-1
EBIT	2,798	617	1,589	559	1,209	58
Interest income/expense, net	-175	-77	-173	-74	-2	-3
Profit before income taxes	2,623	540	1,416	485	1,207	55
Income taxes	-474	-372	-344	-368	-130	-4
Net profit	2,149	168	1,072	117	1,077	51
Earnings per share (in euros)	1.96	0.09	-	-	-	-

### DAIMLER Q1 2020 **EBIT OF THE INDUSTRIAL BUSINESS**

	Mercedes-Benz Cars & Vans		Daimler Trucks & Buses		Recon	ciliation
	Q1 2019	Q1 2020	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Revenue	24,063	23,196	10,174	8,744	-1,420	-1,818
Cost of sales	-19,214	-19,276	-8,268	-7,325	1,332	1,732
Gross profit	4,849	3,920	1,906	1,419	-88	-86
Selling expenses	-2,398	-2,269	-673	-628	110	186
General administrative expenses	-447	-419	-363	-325	18	11
Research and non-capitalized development costs	-1,350	-1,368	-370	-360	16	6
Others	489	646	53	141	-163	-315
EBIT	1,143	510	553	247	-107	-198

### DAIMLER Q1 2020 **STATEMENT OF CASH FLOWS (CONDENSED)**

	Daimler Group		Industrial	Business
	Q1 2019	Q1 2020	Q1 2019	Q1 2020
Cash provided by operating activities	620	1,510	860	221
of which: Profit before income taxes	2,623	690	1,416	635
Depreciation and amortization/impairments	1,801	1,981	1,765	1,947
Change in working capital	-2,371	439	-2,391	-92
Cash used for investing activities	-3,763	-1,693	-3,249	-1,739
of which: Additions to property, plant and equipment	-1,668	-1,612	-1,654	-1,604
Cash used for/provided by financing activities	3,651	-2,596	3,696	-737
Free cash flow	-3,072	-1,043	-2,039	-2,316

## DAIMLER Q1 2020 **RECONCILIATION TO CFBIT ADJUSTED**

	Mercedes-Be	nz Cars & Vans	Daimler Tru	cks & Buses
	Q1 2019	Q1 2020	Q1 2019	Q1 2020
CFBIT	-835	-1,729	-232	-85
Legal proceedings and related measures	79	147	-	-
Restructuring measures	-	301	-	-
M&A transactions	-	-	-	-
CFBIT adjusted	-756	-1,281	-232	-85
EBIT adjusted	1,372	603	553	247
Cash conversion rate adjusted*	-0.6	-2.1	-0.4	-0.3

<sup>\*</sup> Ratio of CFBIT adjusted to EBIT adjusted

#### DAIMLER Q1 2020 KEY BALANCE SHEET AND FINANCIAL FIGURES

Daimler Group	Dec. 31, 2019	March 31, 2020
Equity ratio	20.8%	20.9%
Gross liquidity	27.5	24.1
Funded status of pension obligations	-8.4	-7.5
Funding ratio	77%	77%

#### **Industrial business**

Equity ratio	37.5%	37.4%
Net liquidity	11.0	9.3
Free cash flow (January-March)	-2.0	-2.3

# DAIMLER Q1 2020 **STATEMENT OF FINANCIAL POSITION (CONDENSED)**

	Daimle	r Group	Industrial Business	
	Dec. 31, 2019	March 31, 2020	Dec. 31, 2019	March 31, 2020
Intangible assets	15,978	16,306	15,077	15,409
Property, plant and equipment	37,143	36,905	36,782	36,563
Receivables from financial services & equipment on operating leases	155,143	152,189	18,711	18,233
Equity-method investments	5,949	6,188	4,842	5,151
Inventories	29,757	32,193	28,420	30,963
Trade receivables	12,332	10,065	11,045	9,282
Liquidity	27,538	24,050	23,674	20,841
Other assets	18,598	19,767	-10,934	-9,324
Total assets	302,438	297,663	127,617	127,118
Equity	62,841	63,163	47,858	48,531
Provisions	30,652	28,594	29,473	27,449
Financing liabilities	161,780	158,319	13,289	13,194
Trade payables	12,707	14,177	11,896	13,383
Other liabilities	34,458	33,410	25,101	24,561
Total equity and liabilities	302,438	297,663	127,617	127,118