AGENDA

I. DAIMLER AG REVIEW FY 2020
II. DIVISIONAL REVIEW FY 2020
III. OUTLOOK 2021
IV. PROJECT FOCUS
V. FUNDING
VI. SUSTAINABILITY
Daimler: Key messages

- Financial targets achieved
- Restructuring measures increased
- Strategy in all divisions refocused
- Future corporate structure planned
- Significant earnings progress expected in 2021
Daimler: Key figures

Sales in million units
- 2019: 3.35
- 2020: 2.84
- Decrease: 15%

Revenue in billion euros
- 2019: 172.7
- 2020: 154.3
- Decrease: 11%

EBIT in billion euros
- 2019: 4.3
- 2020: 6.6
- Increase: 53%

EBIT adj. in billion euros
- 2019: 10.3
- 2020: 8.6
- Decrease: 16%

Free Cash Flow (IB) in billion euros
- 2019: 1.4
- 2020: 8.3
- Increase: 504%

Net Industrial Liquidity in billion euros
- 2019: 11.0
- 2020: 17.9
- Increase: 62%

For more details on financials please see Daimler Capital Market Presentation FY 2020.
Daimler 2020 Group EBIT

in million euros

EBIT 2019 | Adjustments | EBIT adjusted 2019 | Mercedes-Benz Cars & Vans | Daimler Trucks & Buses | Daimler Mobility | Reconciliation | EBIT adjusted 2020 | Adjustments | EBIT 2020
---|---|---|---|---|---|---|---|---|---
4,313 | +5,963 | 10,276 | +651 | -1,994 | -232 | -60 | 8,641 | -2,038 | 6,603

- Mercedes-Benz Cars & Vans:
  - Legal proceedings: +5,448
  - Restructuring measures: +1,233
  - M&A: +5,448
- Daimler Trucks & Buses:
  - Restructuring measures: -1,476
- Daimler Mobility:
  - Restructuring measures: -153
  - Reconciliation: -159

Adjustments: +651, -232, -60
Daimler 2020 Reconciliation from CFBIT to Free Cash Flow: improved cash flow steering

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (in million euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFBIT Mercedes-Benz Cars &amp; Vans</td>
<td>7,048</td>
</tr>
<tr>
<td>CFBIT Daimler Trucks &amp; Buses</td>
<td>+2,513</td>
</tr>
<tr>
<td>Income taxes paid*</td>
<td>-806</td>
</tr>
<tr>
<td>Interest paid</td>
<td>+21</td>
</tr>
<tr>
<td>Other reconciling items</td>
<td>-517</td>
</tr>
<tr>
<td>Free cash flow (industrial business)</td>
<td>8,259</td>
</tr>
<tr>
<td>Adjustments</td>
<td>+896</td>
</tr>
<tr>
<td>Free cash flow (industrial business)  adjusted</td>
<td>9,155</td>
</tr>
</tbody>
</table>

* includes internal tax prepayments from Daimler Mobility to the industrial business
Daimler Net Industrial Liquidity: achieving a comfortable level of net cash in billion euros

Free cash flow industrial business FY 2020: €8,259 million

- Net industrial liquidity 12/30/2019: 11.0
- Earnings and other cash flow impact: +5.9
- Working capital impact: +2.6
- Depreciation and amortization/impairments: +8.7
- Additions to property, plant, equipment and intangible assets: -8.5
- Investments in and disposals of shareholdings: -0.4
- Dividend Payment Daimler AG: -1.0
- Other (mainly FX effects): -0.4
- Net industrial liquidity 12/30/2020: 17.9
Daimler YTD Q4 2020 development of gross industrial liquidity

in billion euros

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Liquidity</td>
<td>23.7</td>
<td>3.9</td>
<td>27.5</td>
</tr>
<tr>
<td>Dividend Payment</td>
<td>-1.2</td>
<td>-1.2</td>
<td>-1.2</td>
</tr>
<tr>
<td>FCF IB</td>
<td>8.3</td>
<td>5.2</td>
<td>8.3</td>
</tr>
<tr>
<td>FCF DMO</td>
<td>-6.6</td>
<td>-6.6</td>
<td>-6.6</td>
</tr>
<tr>
<td>Other Debt</td>
<td>-8.6</td>
<td>-8.6</td>
<td>-8.6</td>
</tr>
<tr>
<td>ABS Maturities</td>
<td>11.3</td>
<td>11.3</td>
<td>11.3</td>
</tr>
<tr>
<td>New ABS</td>
<td>-17.7</td>
<td>-17.7</td>
<td>-17.7</td>
</tr>
<tr>
<td>Bond Maturities</td>
<td>11.1</td>
<td>11.1</td>
<td>11.1</td>
</tr>
<tr>
<td>New Bonds</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>FX &amp; Other</td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Gross Liquidity (31.12.2020)</td>
<td>29.4</td>
<td>25.8</td>
<td>29.4</td>
</tr>
</tbody>
</table>

Note: Figures may not be additive due to rounding.
Financial flexibility over a 12-month period

- Gross industrial liquidity at €25.8 billion
- Net industrial liquidity at €17.9 billion improved significantly
- Financial flexibility supported by €11 billion revolving credit facility, which is unutilized
- As of April 1, an additional €12 billion credit facility has been arranged; available on December 31: €8.8 billion (reduction due to various bond issuances in Q2, Q3 and Q4)
Daimler 2020 Dividend: Proposal in line with our dividend policy

**Net profit**
in billion euros

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.7</td>
<td>4.0</td>
</tr>
</tbody>
</table>

**Earnings per share**
in euros

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.22</td>
<td>3.39</td>
</tr>
</tbody>
</table>

**Dividend**
proposed in euros

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.9</td>
<td>1.35</td>
</tr>
</tbody>
</table>
Mercedes-Benz Cars: Highlights

- Mercedes-Benz: The world’s leading luxury car brand; new sales record in China
- Tripled worldwide xEV sales; met European CO₂ targets for passenger cars in 2020; next steps towards “Ambition 2039”
- New Mercedes-Benz strategy targeting a leading position in electric drive and car software
- New S-Class introduced; Factory 56 accelerating to full capacity
- Successful implementation of cost efficiency measures, rightsizing of industrial footprint
Mercedes-Benz Cars: Business recovery faster than expected in H2-2020

Group sales of Mercedes-Benz passenger cars per month
in thousand units

- China
- Europe
- United States
Mercedes-Benz Cars: CO₂ compliance Europe

1) Incl. UK and Phase-In, Super Credits & Eco Innovation Credits
2) Excl. UK and Phase-In, Super Credits & Eco Innovation Credits
3) Target depends on fleet emission value 2020 (NEDC/WLTP) & fleet mix 2021
Mercedes-Benz Cars & Vans: Indicators of change

- Fixed Cost reduction > 20%
- CapEx and R&D reduction > 20%
- Variable costs reduction 1% p.a.

Further improve profitability until 2025**

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** adjusted figure: includes 3.8k from internal shifting from headquarter to Mercedes-Benz Cars & Vans

** compared vs. 2019 actuals
Mercedes-Benz Cars & Vans financials: CFBIT more than tripled, demonstrating focus on cash flow

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales in million units</td>
<td>2.82</td>
<td>2.46</td>
<td>-13%</td>
</tr>
<tr>
<td>Revenue in billion euros</td>
<td>106.9</td>
<td>98.6</td>
<td>-8%</td>
</tr>
<tr>
<td>EBIT adj. in billion euros</td>
<td>6.2</td>
<td>6.8</td>
<td>11%</td>
</tr>
<tr>
<td>CFBIT adj. in billion euros</td>
<td>1.9</td>
<td>7.9</td>
<td>308%</td>
</tr>
</tbody>
</table>

For more details on financials please see Daimler Capital Market Presentation FY 2020.
Mercedes-Benz Cars & Vans EBIT FY & RoS: Lower unit sales, model mix and pricing continued to develop favorably

<table>
<thead>
<tr>
<th>in million euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
</tr>
<tr>
<td>-1,700</td>
</tr>
<tr>
<td>EBIT 2019</td>
</tr>
<tr>
<td>Adjustments</td>
</tr>
<tr>
<td>EBIT adjusted 2019</td>
</tr>
<tr>
<td>Volume/Structure/Net pricing</td>
</tr>
<tr>
<td>Foreign exchange rates</td>
</tr>
<tr>
<td>Industrial performance</td>
</tr>
<tr>
<td>Selling expenses</td>
</tr>
<tr>
<td>General administrative expenses</td>
</tr>
<tr>
<td>Research &amp; non-capitalized developm. costs</td>
</tr>
<tr>
<td>Others</td>
</tr>
<tr>
<td>EBIT adjusted 2020</td>
</tr>
<tr>
<td>Adjustments</td>
</tr>
<tr>
<td>EBIT 2020</td>
</tr>
</tbody>
</table>

- RoS: 5.8% | 5.2%
- Adjustments:
  - Legal proceedings: +5,432
  - Restructuring: +828
- Others:
  - Restructuring: -1,476
  - Legal Proceedings: -154
- Lower unit sales
- Favorable Net pricing
- Efficiency measures overcompensate expenses for enhanced vehicle equipment and higher level of depreciation
- Significant fixed cost reduction in all areas
Mercedes-Benz Cars & Vans Reconciliation from EBIT to CFBIT: continued cost and cash preservation measures

<table>
<thead>
<tr>
<th>Category</th>
<th>EBIT 2020</th>
<th>Change in working capital</th>
<th>Net financial investments</th>
<th>Net investments in pp&amp;e and intangible assets</th>
<th>Depreciation and amortization/impairments</th>
<th>Other</th>
<th>CFBIT 2020</th>
<th>Adjustments</th>
<th>CFBIT adjusted 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,172</td>
<td>+1,560</td>
<td>-301</td>
<td>-7,567</td>
<td>+7,303</td>
<td></td>
<td>7,048</td>
<td>+869</td>
<td>7,917</td>
</tr>
</tbody>
</table>

- **Restructuring**: +301
- **Legal Proceedings**: +568
Daimler Trucks & Buses: Highlights

- Challenging first half of the year with significant sales decrease due to Covid-19; strong comeback in second half
- Incoming orders recovering fast; order backlog significantly above 2019 level
- Focus on cash preservation measures incl. strict inventory management
- Tight cost control and progressive execution of restructuring activities with resulting fixed cost reduction
- Acceleration of electrification and autonomous driving by extending technology partnerships
Daimler Trucks & Buses Financials: sales decline from high levels in 2019

For more details on financials please see Daimler Capital Market Presentation FY 2020
Daimler Trucks & Buses EBIT & RoS: Market decrease in our core regions, pricing at the level of the previous year

-2,875

Gross profit

-2,775

2,672

RoS:
6.0 %

in million euros

EBIT 2019
Volume/Structure/Net pricing
Foreign exchange rates
Industrial performance
Selling expenses
General administrative expenses
Research & non-capitalized developm. costs
Others
EBIT adjusted 2020
Adjustments
EBIT 2020

-5
-95
+409
+143
+255
+74
678
-153
525

Significantly lower unit sales in all regions due to market downturns
Significantly lower contribution from aftermarket due to lower demand
Negative industrial performance mainly due to adjustment of warranty provisions
Significant fixed cost reduction achieved by strict cost control and progressive execution of restructuring activities

EBIT

RoS:
2.0 %

Restructuring measures -153

RoS:
1.5 %
Daimler Trucks & Buses: Reconciliation from EBIT to CFBIT: positive impact from a stricter working capital management

<table>
<thead>
<tr>
<th></th>
<th>EBIT 2020</th>
<th>Change in working capital</th>
<th>Net financial investments</th>
<th>Net investments in pp&amp;e and intangible assets</th>
<th>Depreciation and amortization/impairments</th>
<th>Provisions, other</th>
<th>CFBIT 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>525</td>
<td>+980</td>
<td>-77</td>
<td>-888</td>
<td>+1,349</td>
<td>+624</td>
<td>2,513</td>
</tr>
</tbody>
</table>

in million euros
Daimler Mobility: Highlights

- Continuous high customer support during pandemic driving loyalty & retention
- Positive effects from cost saving measures
- Ongoing conservative risk management with strong focus on credit quality
- Flattening of credit risk reserves in second half of year
- Mobility services continuing progress toward profitability due to quick response to pandemic
Daimler Mobility Financials: Decrease in new business in a challenging market environment

For more details on financials please see Daimler Capital Market Presentation FY 2020.
Daimler Mobility EBIT & RoE: Main impact from higher cost of credit risk

in million euros

- Increase of cost of credit risk due to Covid-19
- Impairment of software in context of streamlining IT-architecture
+ Fixed cost reductions in all areas

* excluding FX effects

EBIT 2019
Adjustments
EBIT adjusted 2019
Foreign exchange rates
Cost * of Risk
Volume/* Margin
Selling expenses
General administrative expenses
Others*
EBIT adjusted 2020
Adjustments
EBIT 2020
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Performance: Market Guidance 2021

**ASSUMPTION**
Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Region</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Car Markets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Global</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>Europe</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>USA</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>China</td>
<td>slight increase</td>
</tr>
<tr>
<td><strong>Van Markets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EU30</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>USA</td>
<td>significant increase</td>
</tr>
<tr>
<td><strong>Heavy-Duty Truck Markets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>North America</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>EU30</td>
<td>significant increase</td>
</tr>
<tr>
<td></td>
<td>Japan</td>
<td>at prior-year level</td>
</tr>
<tr>
<td></td>
<td>Brazil</td>
<td>slight increase</td>
</tr>
</tbody>
</table>
Performance: Daimler Group Guidance 2021

ASSUMPTION
Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

<table>
<thead>
<tr>
<th>Daimler Group Revenue</th>
<th>significantly above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daimler Group EBIT</td>
<td>significantly above</td>
</tr>
<tr>
<td>Free Cash Flow (industrial business)</td>
<td>significantly below</td>
</tr>
<tr>
<td>Investment in PP&amp;E</td>
<td>at prior-year level</td>
</tr>
<tr>
<td>R&amp;D expenditure</td>
<td>slightly above</td>
</tr>
<tr>
<td>CO₂ emission (g/km)*</td>
<td>significantly below</td>
</tr>
</tbody>
</table>

* 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).

The Daimler Business Plan covers the full year 2021 and is based on the existing Group structure, including Daimler Trucks & Buses. The spin-off of Daimler Trucks & Buses, including significant parts of the related financial services business, will be examined before the end of 2021. Before the spin-off, we will reclassify Daimler Truck as discontinued operations. We expect this to have considerable positive effects in the second half of the year, which cannot be reliably determined at present.
Assumption
Daimler assumes that the economic conditions in our most important markets continue to normalize and in particular that no further setbacks occur as a result of the Covid-19 pandemic. Although bottlenecks in the semiconductor industry will impact sales mainly in the first quarter it is currently anticipated that lost production volume can be compensated for by the end of the year.

<table>
<thead>
<tr>
<th>Unit Sales</th>
<th>Cars</th>
<th>significantly above</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vans</td>
<td>slightly above</td>
</tr>
<tr>
<td></td>
<td>Trucks &amp; Buses</td>
<td>significantly above</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Return on Sales (adjusted*)</th>
<th>Mercedes-Benz Cars &amp; Vans 8 to 10%</th>
<th>Daimler Trucks &amp; Buses 6 to 7%</th>
<th>Daimler Mobility (RoE) 12 to 13%</th>
</tr>
</thead>
</table>

| Cash Conversion Rate** (adjusted) | Cars & Vans 0.7 to 0.9x | Trucks & Buses 0.8 to 1.0x |

* 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 matters.

** Adjusted Cash Flow before Interest and Taxes (CFBIT) divided by adjusted EBIT.
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Project Focus: We want to create two independent businesses with maximum focus

**Today**

One face to the market

- Mercedes-Benz
- Daimler Truck
- Daimler Mobility

**Tomorrow**

Two separate credits

- Daimler AG
  - Mercedes-Benz
  - Daimler Mobility
- Daimler Truck AG
  - Daimler Truck Mobility

Separate
- Capital Structure and Rating
- Capital Market Access
- Group Funding and Liquidity Management

for both groups after spin-off
### Project Focus: Fixed Income key messages

<table>
<thead>
<tr>
<th>Strong balance sheet: 18bn Euro Net Industrial liquidity end of 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid financial position for both entities at Day 1: net industrial liquidity exceeding pensions deficit</td>
</tr>
<tr>
<td>Daimler Truck with own credit ratings and own funding in the capital markets after spinoff</td>
</tr>
<tr>
<td>We expect that the Daimler Trucks capital structure will support a solid investment grade rating, target BBB+</td>
</tr>
<tr>
<td>Target rating category for Mercedes Benz remains single A</td>
</tr>
<tr>
<td>Existing bonds issued by Daimler AG or guaranteed by Daimler AG will not be transferred but remain with Daimler AG and its majority controlled subsidiaries *</td>
</tr>
<tr>
<td>Our prudent funding strategy and refinancing principles remain in place</td>
</tr>
<tr>
<td>Mercedes-Benz and Daimler Truck will be supported by their own dedicated captive financial and mobility services entities</td>
</tr>
</tbody>
</table>

* with the exception of local issuances in Argentina and Brazil
# Project Focus: Mercedes-Benz, the pre-eminent luxury car business

<table>
<thead>
<tr>
<th>Mercedes-Benz</th>
<th>Global “pure play” OEM with <strong>unique brand</strong> recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>“Ambition 2039” amplifying <strong>clear commitment to Sustainability</strong> as strategic priority</td>
</tr>
<tr>
<td></td>
<td>Attractive <strong>captive financial services</strong> business supporting sales</td>
</tr>
<tr>
<td>Win in a transforming environment</td>
<td><strong>Leading player</strong> in <strong>electric drive, car software</strong> (MBUX, MBOS)</td>
</tr>
<tr>
<td></td>
<td>Automated driving: Dedicated <strong>partnership with NVIDIA</strong></td>
</tr>
<tr>
<td></td>
<td>Leaner and faster to pursue <strong>dedicated car strategy</strong></td>
</tr>
<tr>
<td></td>
<td>More agile to embrace change and partners</td>
</tr>
<tr>
<td>Focus on profitable growth</td>
<td>Focus on <strong>luxury experience</strong> and key regions</td>
</tr>
<tr>
<td></td>
<td>Focus on efficiency measures to <strong>improve industrial footprint and fixed costs</strong></td>
</tr>
<tr>
<td></td>
<td>Strong balance sheet, <strong>robust liquidity</strong></td>
</tr>
</tbody>
</table>
Project Focus: Daimler Truck unlocking the full potential

- **Global #1 CV player**
  - Global market presence with **market-leading brands** in triad markets
  - Ready to seize opportunities in emerging markets
  - Leverage **existing global platforms** to turn scale into profit

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

- **Realize profit potential**
  - **Europe**: Execution of the **initiated restructuring**
  - **DTNA**: Expansion of the **leading market position and profitability**
  - Benefit from **scale and strong partners to amortize tech investment**
Structure of the planned transaction

- **Separate listing of Daimler Truck**
- **Distribution of Daimler Truck shares held by Daimler to existing Daimler shareholders**
- **Majority in free-float, Daimler ceases control over DT but intends to retain a minority shareholding**
- **No additional investment needed from shareholders, no proceeds for Daimler**
- **Transaction relatively independent of capital market conditions**
Daimler Truck AG majority spin-off: Intended transaction structure and details

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

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

I. DAIMLER AG REVIEW FY 2020
II. DIVISIONAL REVIEW FY 2020
III. OUTLOOK 2021
IV. PROJECT FOCUS
V. FUNDING
VI. SUSTAINABILITY
Our funding strategy is built on strict principles

<table>
<thead>
<tr>
<th>Targeting Financial Independence</th>
<th>No dependence from single markets, instruments, banks or investors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Diversification of funding sources and instruments: Bank Loans, Bonds, ABS, CP, Deposits</td>
</tr>
<tr>
<td></td>
<td>No Covenants, no MAC, no asset pledges, no CSAs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maximizing Financial Flexibility</th>
<th>Keeping prudent amount of Cash and Committed Credit Facility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New markets funded via global and local banks first</td>
</tr>
<tr>
<td></td>
<td>Early capital market funding to save credit capacity in growth regions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stringent Global Funding Policy</th>
<th>Liquidity matched funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interest rate matched funding</td>
</tr>
<tr>
<td></td>
<td>Currency matched funding</td>
</tr>
<tr>
<td></td>
<td>Country matched funding</td>
</tr>
</tbody>
</table>
Portfolio of Daimler Mobility on a high level

<table>
<thead>
<tr>
<th>Year</th>
<th>Portfolio (in bn €)</th>
<th>Acquisitions (in bn €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>72</td>
<td>34</td>
</tr>
<tr>
<td>2012</td>
<td>80</td>
<td>38</td>
</tr>
<tr>
<td>2013</td>
<td>84</td>
<td>41</td>
</tr>
<tr>
<td>2014</td>
<td>99</td>
<td>48</td>
</tr>
<tr>
<td>2015</td>
<td>117</td>
<td>58</td>
</tr>
<tr>
<td>2016</td>
<td>133</td>
<td>62</td>
</tr>
<tr>
<td>2017</td>
<td>140</td>
<td>71</td>
</tr>
<tr>
<td>2018</td>
<td>154</td>
<td>72</td>
</tr>
<tr>
<td>2019</td>
<td>163</td>
<td>74</td>
</tr>
<tr>
<td>2020</td>
<td>150</td>
<td>68</td>
</tr>
</tbody>
</table>

Wholesale: About 20% of portfolio

2011: 163
2012: 74
2013: 68
2014: 72
2015: 74
2016: 72
2017: 71
2018: 140
2019: 154
2020: 163
Daimler Mobility business model based on stringent credit management and solid refinancing

Net credit losses still on a very favorable level, not showing any severe CoViD-19 impact

Based on the potential macroeconomic cool-down, we expect that delinquencies and in the mid-term credit losses might increase

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

External liabilities of Daimler Group have a longer duration due to capital market refinancing than internal allocation to FS via IC-loans
Maturity profile further lengthened

in billions of € as of 31 December 2020

Note: Figures may not be additive due to rounding.
Financing liabilities show a diversified funding mix

in billions of €

Note: Figures may not be additive due to rounding.
To ensure sustainable portfolio growth, we mitigate risk and volatility through a balanced mix of funding instruments.
Consequent development to global capital market funding - diversification will continue
Funding base further diversified to a true global set-up

in billions of €

Currency | Volume | %
---|---|---
EUR | 19.5 | 66%
USD | 7.8 | 27%
ZAR | 0.8 | 3%
JPY | 0.6 | 2%
GBP | 0.3 | 1%
CHF | 0.2 | 1%
Other (AUD, MXN, ARS) | 0.2 | 1%
Total | 29 |
Currencies | 9 |

Currency | Volume | %
---|---|---
EUR | 39.4 | 52%
USD | 22.1 | 29%
CNY | 3.3 | 4%
GBP | 2.8 | 4%
CAD | 2.1 | 3%
ZAR | 1.4 | 2%
JPY | 0.6 | 1%
AUD | 0.6 | 1%
KRW | 0.6 | 1%
NOK | 0.6 | 1%
MXN | 0.5 | 1%
Other (BRL, CHF, THB, MYR, HKD, HUF, INR, SEK, TRY) | 1.7 | 2%
Total | 77 |
Currencies | 20 |

Note: Figures may not be additive due to rounding
Daimler’s financial KPIs set to support a strong rating

<table>
<thead>
<tr>
<th>Agency</th>
<th>Long-term</th>
<th>Outlook</th>
<th>Short-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard &amp; Poor’s:</td>
<td>BBB+</td>
<td>Stable</td>
<td>A-2</td>
</tr>
<tr>
<td>Moody’s:</td>
<td>A3</td>
<td>Negative</td>
<td>P-2</td>
</tr>
<tr>
<td>Fitch:</td>
<td>BBB+</td>
<td>Stable</td>
<td>F1</td>
</tr>
<tr>
<td>DBRS:</td>
<td>BBB (high)</td>
<td>Stable</td>
<td>R-2 (high)</td>
</tr>
<tr>
<td>Scope:</td>
<td>A</td>
<td>Stable</td>
<td>S-1</td>
</tr>
</tbody>
</table>
In low interest rate environment high contributions stabilized funded ratio

Significant contributions of EUR 17.3bn since 2010 support the solid capital structure

Even though German Discount Rate decreased significantly since 2010, Funded Ratio is at a solid level of 72%
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Daimler Group

6 + 3 sustainability topics as an integral part

- Climate protection & air quality
- Resource conservation
- Livable cities
- Traffic safety
- Data responsibility
- Human rights
- Integrity
- People
- Partnerships
We intend to offer several electric model variants in all segments of Mercedes-Benz Cars by 2022. Depending on how conditions develop, we plan to have all-electric vehicles account for up to 25 percent of unit sales by 2025.

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

We aim to achieve CO2 neutrality for our new passenger car fleet by 2039.
Second half of 2020s

- 2022
  Battery-electric series-production vehicles in all core regions by 2022.

- 2039
  Ambition: By 2039, new vehicles in Europe, Japan and North America will be CO₂ neutral in operation (tank-to-wheel).
Daimler Mobility und Mercedes-Benz Bank: CO$_2$-neutral locations and administration

2022
Globally CO$_2$-neutral locations and administration.

2020
Sustainability – firmly anchored in our corporate values.
CO₂ neutrality at Mercedes-Benz Cars

**2019**
- **EQC** Frontrunner.
- **eVito Tourer** eVito mid-size van launched in 2018.
- **smart EQ fortwo/forfour** All-electric options since 2007.

**2020**
- **EQV** World’s first fully-electric premium MVP by Mercedes.
- **EV Purpose Limousines** e.g. EQS
- **Compacts** e.g. EQA, EQB

**2021**
- **EV Purpose SUVs**
- **Next generation smart from China**
- **eActros** Start of series production.

**2022**
- **eEconic** Start of series production.

*Stay tuned for more*
Customers may decide for electric or hydrogen based on their specific needs:

**Battery Electric Truck:**
- Lower Weight,
- Shorter Distances

**Hydrogen Truck:**
- Heavy Weight,
- Long Distance

**GenH2 Truck**
- Based on fuel cell and hydrogen
- Range up to 1000km
- First customer testing in 2023
- Series production in second half of 2020s
... and our aim to achieve CO2-neutral production

By **2022**: CO₂-neutral production at our Mercedes-Benz Car and Van plants worldwide*

By **2022**: CO₂-neutral production at our European plants of Daimler Trucks & Buses*

By **2030**: Fifty percent CO₂ emissions reductions from production operations

By **2039**: CO₂-neutral production at all of our plants and in all of our business units worldwide

* In Germany, the green power supply is ensured not only for the production sites: starting in 2022, all German locations of Daimler AG, Mercedes-Benz AG, Daimler Trucks AG and Daimler Mobility AG will obtain green power generated entirely from renewable energy sources, making it free of CO₂.
Committed investments as part of our electrification strategy

€10 bn

About €10 billion to expand our fleet of electric vehicles.

€1 bn

More than €1 billion to expand our battery production.

€20 bn

Buying battery cells for more than €20 billion in order to systematically promote our Group’s entry into an electrically driven future.
Our strategy is guided by international framework agreements,...

The ten principles of the **UN Global Compact** provide a fundamental guide for our business operations.

Our **internal principles and policies** are founded on this international frame of reference and other international principles.

Our goal in this process is to support the **UN Sustainable Development Goals** with our work processes and to cooperatively develop approaches to solutions.
... our corporate principles and integrity
Doing the right thing by living our values

We adhere to **internal and external rules**, we act according to our **corporate principles** and we listen to our **inner compass**.

We have incorporated integrity-related issues in our **culture** and our **compliance management system**. Our performance is measured by the **integrity indicator** which is part of the non-financial management compensation.

**Our five corporate principles:**

- We are profitable and are committed to people and the environment
- We act responsibly and respect the rules
- We address issues openly and stand for transparency
- Fairness and respect are the foundation of our collaboration
- We practice diversity

Our web-based training modules on integrity & compliance are mandatory and have to be performed successfully on a regular basis.
Daimler’s green finance framework is part of our sustainable business strategy

Daimler’s green finance framework is developed to be in line with both the ICMA Green Bond Principles, as well as LMA and APLMA Green Loan Principles. It is Daimler’s intention to follow best practices as market standards develop and as the EU Taxonomy and the EU Green Bond Standard enter into force.
Second Opinion by leading provider of independent reviews of green bonds

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

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

GREEN BOND and GREEN LOAN PRINCIPLES
CICERO confirms that Daimler’s green finance framework is found in alignment with the green bond and green loans principles.
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 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 are described 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.