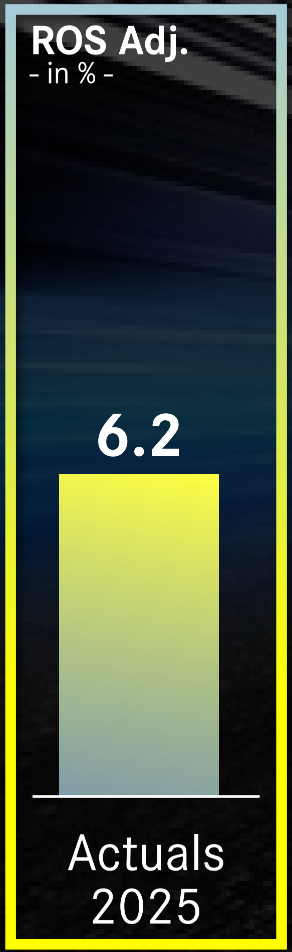
Achim Puchert
CEO Mercedes-Benz Trucks

TURNING POTENTIAL INTO PROFIT

WE ARE DRIVING PERFORMANCE

MERCEDES-BENZ TRUCKS ONE

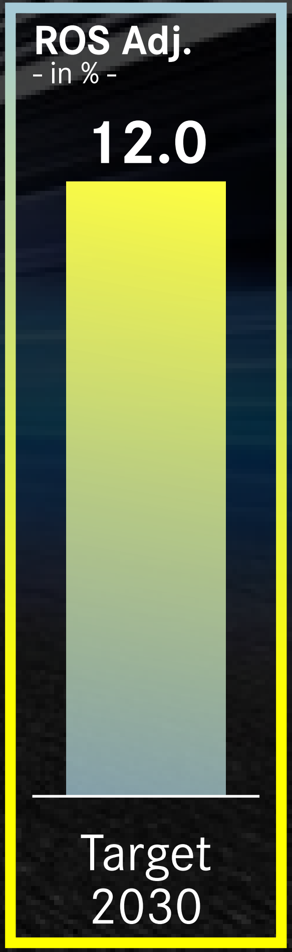
We reconfirm our strategy and our 2030 commitment



CUSTOMER FIRST 1

LEADERSHIP IN GROWTH AND TRANSFORMATION

FUTURE-PROOF OUR BUSINESS

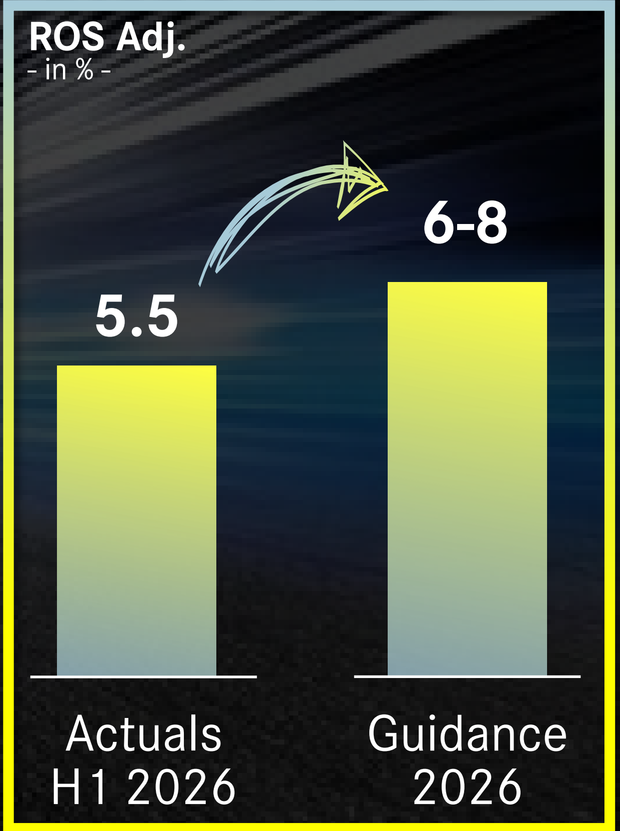


EXECUTION COUNTS

Profitability improves in the second half of 2026

Positive H2 2026 results driven by:

- ☑ Higher group sales
- ☑ Positive pricing effects
- ☑ Higher contribution from services business
- ☑ Effects from Cost Down Europe

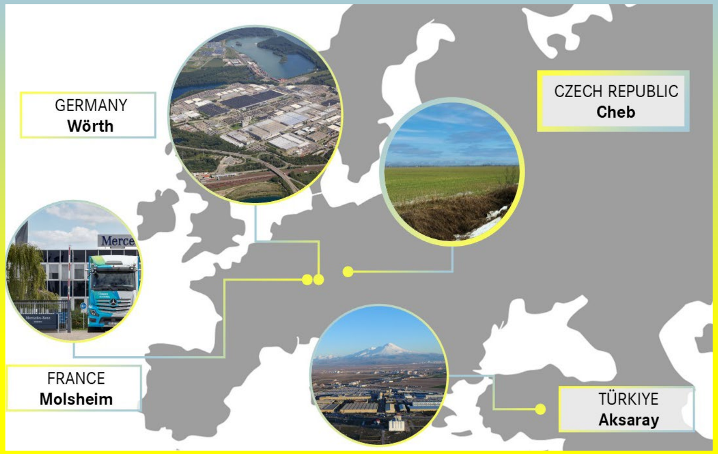


COST DOWN EUROPE: FROM PLANNING TO REALIZATION

Progress reconfirms >1 BN € cost savings by 2030

- ✓ 1,500 material cost measures implemented
- ✓ Truck tear-downs and benchmarking for parts reduction and technical improvements
- ✓ Supplier partnership & global sourcing

- ✓ Executing on Europe staffing reduction
- ✓ Global operating model leverages best cost countries
- ✓ Legacy systems sundown



- ✓ New assembly plant in Cheb, Czech Republic
- ✓ World Class Manufacturing scales beyond Wörth am Rhein plant

STRONG PRODUCT PORTFOLIO FOR TODAY AND THE FUTURE

Global scale delivering regional customer value

Our future builds on a ONE Modular System with scalable product architecture

Diesel product investments secure global growth strategy and recent 3pp. market share growth in Europe

BEV EU market share leader at > 30% with more than 160 MN kilometers in customer operations

GenH2 Trucks on the road with almost 600,000 test kilometers in customer operations

GROWING OUR SERVICE BUSINESS

Delivering uptime & customer proximity to increase loyalty & lifecycle profitability

Growth Foundation in Europe

- ✓ Global Parts Center goes fully operational
- ✓ Own Retail growth exceeds plans with 9 new locations
- ✓ Defence growth will deliver services growth

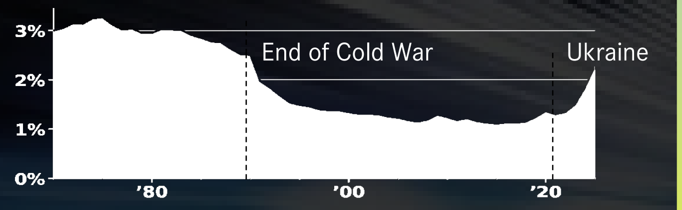
Growth Foundation in Rest of World

- ✓ 10%+ growth in India service locations
- ✓ 11 of 16 targeted dealers restructured in Brazil with 9 new location projects in-process

STRONG GROWTH IN DEFENCE BUSINESS

Built on customer demand and high-quality lifecycle revenue

“Defence market back to normal, not a boom”



German military expenditure since ’70 | % of GDP

Recent tender wins…

“Delivery is day one of an extended defence life-cycle business”

- ✓ 1 BN € revenue in 2028
- ✓ Sustainable international defence growth
- ✓ Long-lasting services revenue pipeline

HIGH-PERFORMANCE TEAM DELIVERING RESULTS

We progress on turning potential into profit

CUSTOMER FOCUSED WITH A GLOBAL HIGH-PERFORMANCE TEAM

FUTURE-PROOF OUR BUSINESS

Execute Cost Down Europe across all dimensions

Leverage global strength of people and products with customer focused regions & ONE Modular System

LEADING IN GROWTH & TRANSFORMATION

Strong global product launches

Lead ZEV transformation in Europe

Capture services core business growth potential

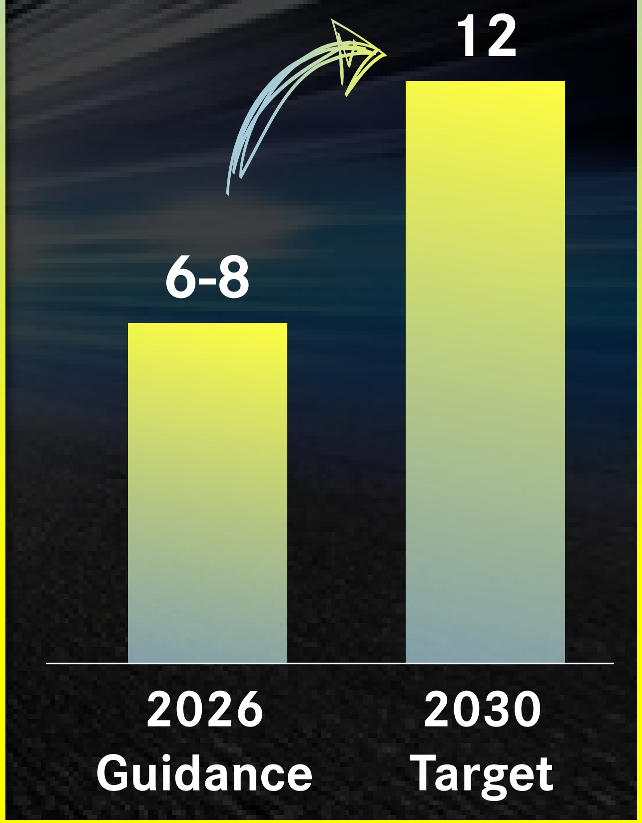
Own Retail growth

Accelerate defence growth

Adjusted ROS

Mercedes-Benz Trucks

- in % -



Karin Rådström
President & CEO Daimler Truck AG

IAA HANOVER 2026
STRATEGY UPDATE

PATH TO DECARBONIZED TRANSPORT

Industry delivers...

Product & Technology

ZEV

> 60 Trucks

> 25 Buses

ACEA OEMs

H2

Technological capabilities confirmed

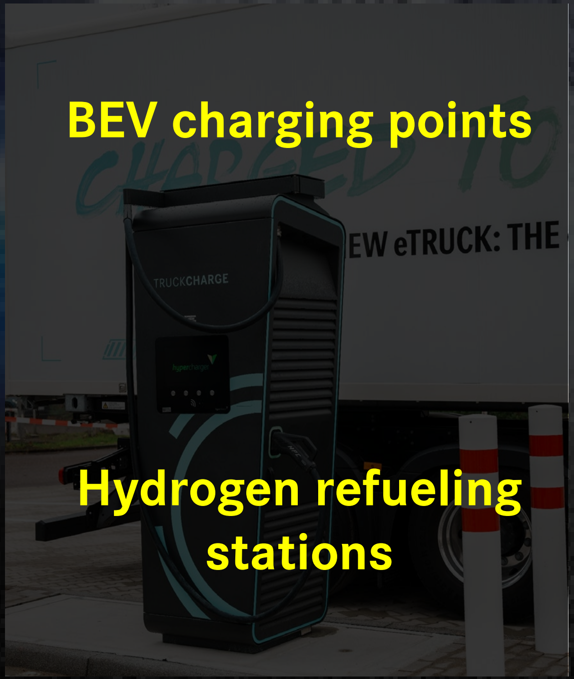
H2 ICE as accelerator

PATH TO DECARBONIZED TRANSPORT

… but EU still lacks ZEV infrastructure and cost parity to make targets happen

Infrastructure

Cost Parity



BEV charging points

Hydrogen refueling stations

X

European Union

Germany


ON THE WAY TO BUILDING THE
BEST TRUCK & BUS COMPANY
FOR ALL WHO KEEP THE WORLD MOVING
DAIMLER TRUCK

EXECUTION FOCUS

We are delivering on our CMD 2025 promises

RESOLVED AT CMD 2025

- First 100-day plan ✓
- Succession MB Trucks CEO ✓
- New setup Mercedes-Benz Trucks ✓
- Cost Down Europe agreed (>1 BN € cost reduction) ✓
- Fuso and Hino integration signed ✓
- Halberstadt Global Parts Center ✓

ACHIEVED SINCE THEN

2025	Operationalize Simpler. Faster. Stronger.	✓
2025	Start implementation of lean headquarters	✓
2025	China way forward	☐ In progress
2026	First tangible Cost Down Europe impacts	✓
2026	Strengthen pay for performance	✓
2026	Next level Financial Services	✓
2026	Strategy update Autonomous	✓ Today
Latest 2030	Leading industry margins achieved	☐

AUTONOMOUS STRATEGY UPDATE

One Platform. Scalable Software Revenue Stream. Value Creation First.

UNIQUE POSITIONING

- Integrated hardware + software solution
- Customer access

NEW REVENUE STREAM

- Multiple revenue opportunities
- Scalable business model

CUSTOMER

TORC
PROPRIETARY CORE

AUTONOMOUS TRUCK PLATFORM

TRUCK | SERVICE | LIFECYCLE

PROGRESS 2026

- Zero-shot driving stack
- Driver-out on-highway end of this year

WHAT'S NEXT?

We are delivering on our CMD 2025 promises

EXECUTION FOCUS

We are delivering on our CMD 2025 promises

RESOLVED AT CMD 2025

- First 100-day plan ✓
- Succession MB Trucks CEO ✓
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ACHIEVED SINCE THEN

- 2025 Operationalize Simpler. Faster. Stronger. ✓
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- 2026 First tangible Cost Down Europe impacts ✓
- 2026 Strengthen pay for performance ✓
- 2026 Next level Financial Services ✓
- 2026 Strategy update Autonomous ✓ Today

DAIMLER TRUCK

What‘s next?

2025	China Way Forward	In progress
2027	Removed Level System	
2027	Broadening of MB BEV portfolio	
2027	Significant Cost Down Europe impacts	
2028	+50% Own retail sites	
2028	1BN € Defence Revenue	
2028	Autonomous commercialization	
Latest 2030	Leading industry margins achieved	

CONFIRMING OUR 2030 AMBITION

We are building the best Truck & Bus company

>12%

Adjusted ROS
Industrial Business
Target 2030

3-5%

Organic revenue CAGR
Industrial Business
2030 vs. 2024

Autonomous provides additional upside

Eva Scherer
CFO Daimler Truck AG

DRIVING VALUE FORWARD

Strengthening performance, focus and capital efficiency

MITIGATING INFLATIONARY HEADWINDS THROUGH EXECUTION

Countermeasures to reduce inflation impact in 2026 and filling pipeline 2027+

Inflationary headwinds 2026

GROSS INFLATION

LOW TRIPLE-DIGIT MN €

Mitigation levers

PRICING

price increases communicated to customer

SALES MIX

actively steering our vehicle mix

COST MEASURES

short-term actions and structural programs to safeguard mid-term impact

STAYING ON TRACK

Q3 performance trends support full-year 2026 guidance

	Unit sales[1] - in k units -			Adjusted ROS/ROE[1] - in % -				
	FY 2025	Guidance 2026		FY 2025	Guidance 2026		Q2 2026	Soft guidance Q3 2026
		Previous	Current		Previous	Current		
Trucks North America	142	150 – 170	**160 – 180**	10.7	6 – 8	**9 – 11**	**8.4**	11 – 13
Mercedes-Benz Trucks	147	150 - 170	**150 – 170**	6.2	6 – 8	**6 – 8**	**6.0**	lower half of FY guidance corridor
Daimler Buses	27	25 – 30	**20 – 25**	10.0	8 – 10	**8 – 10**	**9.6**	upper half of FY guidance corridor
Financial Services[2]				6.1	6 – 8	**6 – 8**	**7.5**	

[1] Due to the deconsolidation of Mitsubishi Fuso Truck and Bus Corporation (Mitsubishi Fuso) and its fully consolidated subsidiaries on April 01, 2026, and the associated focus on continuing operations for internal management and reporting, an outlook for discontinued operations and the former Trucks Asia segment for 2026 financial year is generally omitted. The outlook for the 2026 financial year therefore relates to continuing operations.

[2] Adjusted ROE

NORTH AMERICA UPDATE

Continued demand and technological readiness

DEMAND

Class 8 order share in North America

45% July order share

48% August order share

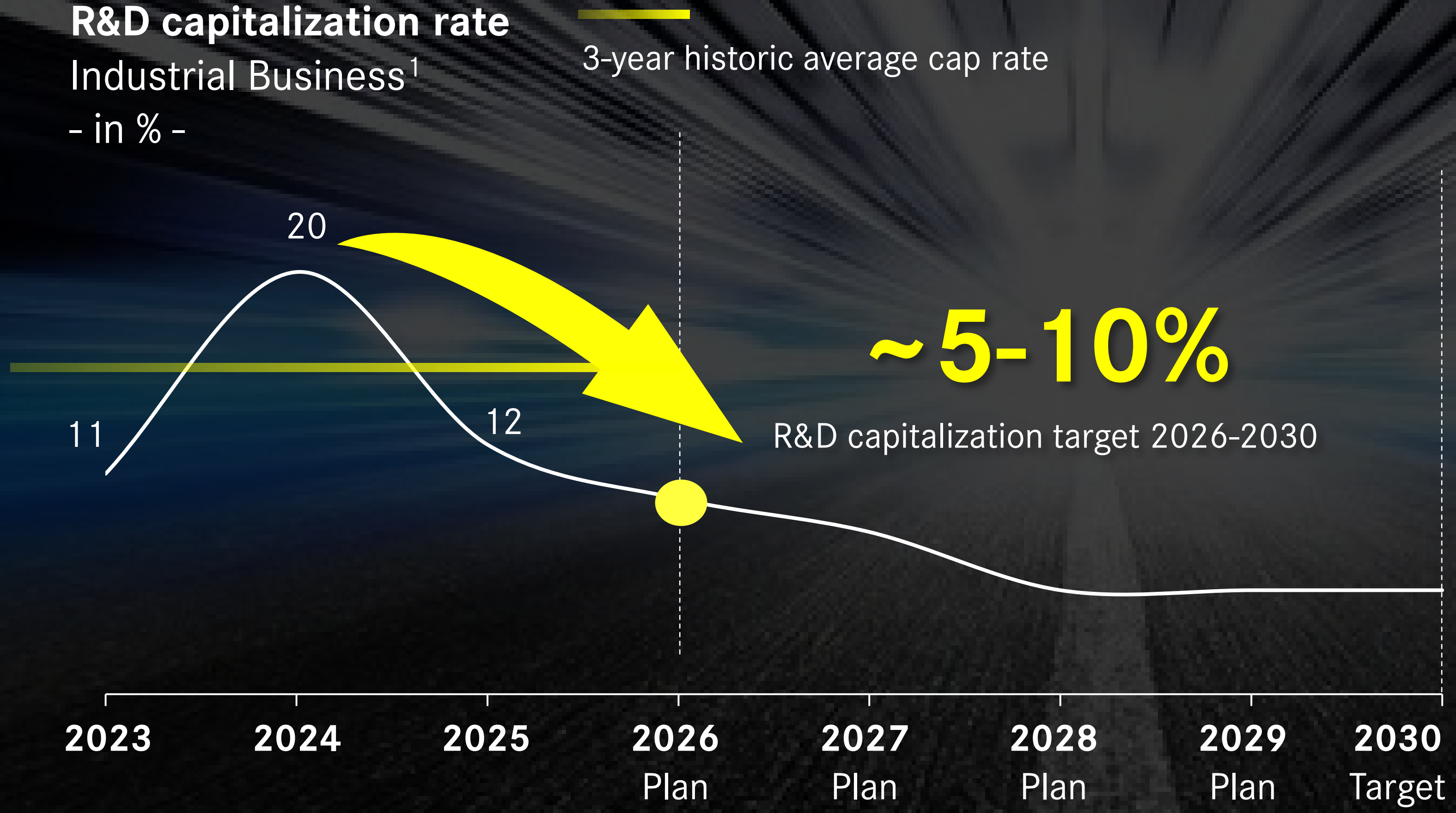
ORDER BOOKS OPENED SEP. 1

EPA27-compliant engine based on proven technology with **3%** fuel efficiency benefit

DELIVERING ON OUR COMMITMENTS: R&D CAPITALIZATION RATE

Within target corridor from 2026 onwards

R&D capitalization rate
Industrial Business[1]
- in % -



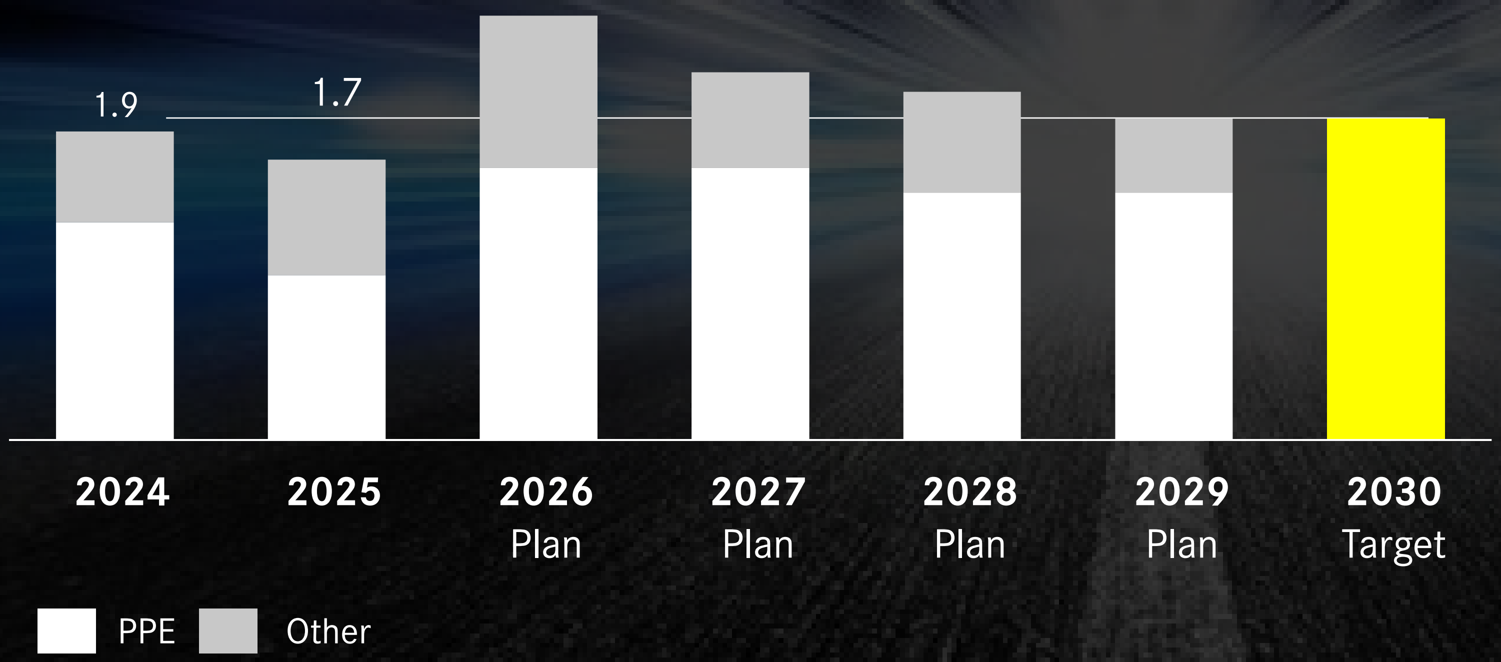
- Cap rate within target corridor from 2026
- Headwind on RoS IB of ~30 bps vs. historic average cap rate
- Negative P&L effect from lower cap rate largely absorbed

[1] excl. Trucks Asia

DELIVERING ON OUR COMMITMENTS: CAPEX

We stay on track for the ramp-up to 2030 despite new plant invest in the US

CapEx development (PPE and other)
Industrial Business[1]
- in BN € -



2.9%	2.5%
Actual 2024	Actual 2025

- Target ramp-up through 2030 confirmed ✓
- Investment peak in 2026 + 2027 as anticipated
- Maintaining committed spending envelope despite new US plant

[1] excl. Trucks Asia

ARCHION: STRENGTHENING FOCUS

Transforming value into cash, enhancing group profitability

Strengthening Free Cash Flow in 2026

~1.7 BN €

total net cash flow effect in 2026

~1.1 BN €

net cash in after closing

~600 MN €

proceeds from secondary offering

Expected contribution to Adjusted ROS (IB) in 2030

MARGIN EXPANSION

+50bps

adjusted ROS (IB)
simulated for 2030

AT EQUITY CONTRIBUTION

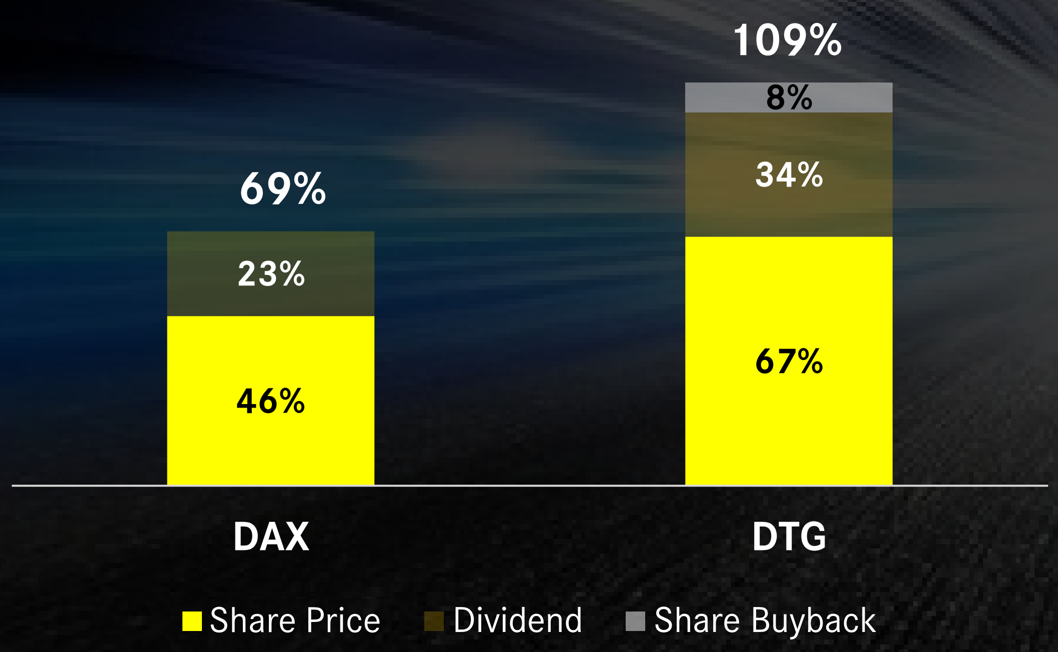
20-30bps

simulated for 2030
based on Financial Target Framework
ARCHION 05/2026 CMD

CONSISTENT FOCUS ON SHAREHOLDER VALUE CREATION

Share price performance supported by dividends and share buybacks

DTG shareholder return since spin-off



2.3 BN €

return from
Share Buyback
since spin-off

5.6 BN €

in total
Dividend
return since spin-off

1.7 BN €

Remaining under current
Share Buyback program

Return calculated starting December 10, 2021 to August 31, 2026,
gross figures without possible tax deductions

Q&A SESSION

IAA HANOVER 2026

DISCLAIMER

Forward-looking statements

This document contains forward-looking statements that reflect our current views about future events. The words “aim”, “ambition”, “anticipate”, “assume”, “believe”, “estimate”, “expect”, “intend”, “may”, ”can”, “could”, “plan”, “project”, “should”, “target” 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; 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.