

DAIMLER TRUCK

ROADSHOW PRESENTATION

May 2025

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WKN: DTR0CK

Bloomberg Ticker: DTG:GR
Reuters Ticker: DTGGe.DE

Level I ADR Program
ISIN: US23384L1017



OUR PURPOSE: FOR ALL WHO KEEP THE WORLD MOVING

We keep our heritage and lay the foundations for the future

2025

2030

TRUCKS WILL REMAIN THE BACKBONE OF OUR ECONOMY

WE ARE THE VOICE OF OUR INDUSTRY

WE DRIVE THE TRANSFORMATION WITH GREAT ZEV PRODUCTS

WE SUPPORT OUR CUSTOMERS WITH THE RIGHT SOLUTIONS



HOW WE WIN

We build our foundations on strong strategic pillars & a high-performance culture



#1 PROFITABILITY

Implementation
of our self-help
measures to increase
resilience

#2 SERVICES

Build recurring revenue
streams, increase
resilience and customer
lifetime value

#3 ZEV

Leverage our scale
with global platforms
for ICE and ZEV

#4 HEAVY-DUTY

Focus on heavy-duty
segment to increase
profitability

#5 AUTONOMOUS

Bring autonomous
trucks on the road to
enter high-margin
business

#6 ESG

ESG framework
drives sustainability
transformation

WHY INVEST IN DAIMLER TRUCK

Capitalize on our strong position and unlock profit and free cash flow potential

1

STRONG POSITION – ALREADY TODAY

- Strong brands, teams and cutting edge technologies in all regions
- Significant scale to capitalize on commonality and lower costs
- Significant investments in ZEV already undertaken
- Captive financial services to accelerate service revenues

2

CLEAR TARGETS FOR VALUE CREATION – GOING FORWARD

- Unlock profit & FCF potential through pricing realization, and cost & capex discipline
- Reduce break-even point and grow service revenue for increased resilience
- Every region must deliver benchmark profitability
- Rock-solid balance sheet with balanced funding mix and investment-grade rating
- Capital allocation with clear consistent shareholder returns

3

LASER FOCUS ON EXECUTION OF STRATEGY

- Constant focus on self-help measures with active portfolio management: restructuring our business, optimizing our product portfolio – focus on the most attractive return on investment
- Strong pricing discipline to offset inflationary cost pressure
- Increasing investments in our ZEV transformation, while maintaining overall spending discipline by reducing diesel-related capex



WHY INVEST IN DAIMLER TRUCK

Sustainable transformation with cutting-edge technology

4

ACCELERATING SUSTAINABLE AND HIGHLY AUTOMATED TRANSPORTATION

- Broad ZEV vehicles portfolio in all segments
- Unbiased technology strategy for best fit sustainability solutions (BEV, FCEV, H2 ICE)
- Shaping highly automated transportation with our partners Torc Robotics and Waymo

5

PARTNERSHIP STRATEGY CONTINUED

- Ramp-up of cellcentric (Volvo)
- Charging infrastructure in Europe (Milence)
- Charging and H2 infrastructure in North America (Greenlane)
- Potential merger of Mitsubishi Fuso and Hino Motors to create major player in Asia
- Outsource ICE medium-duty engines (Cummins) and increase scale of heavy-duty diesel engines (Deutz)
- Joint venture to advance battery cell production in the United States with Accelera by Cummins and PACCAR

6

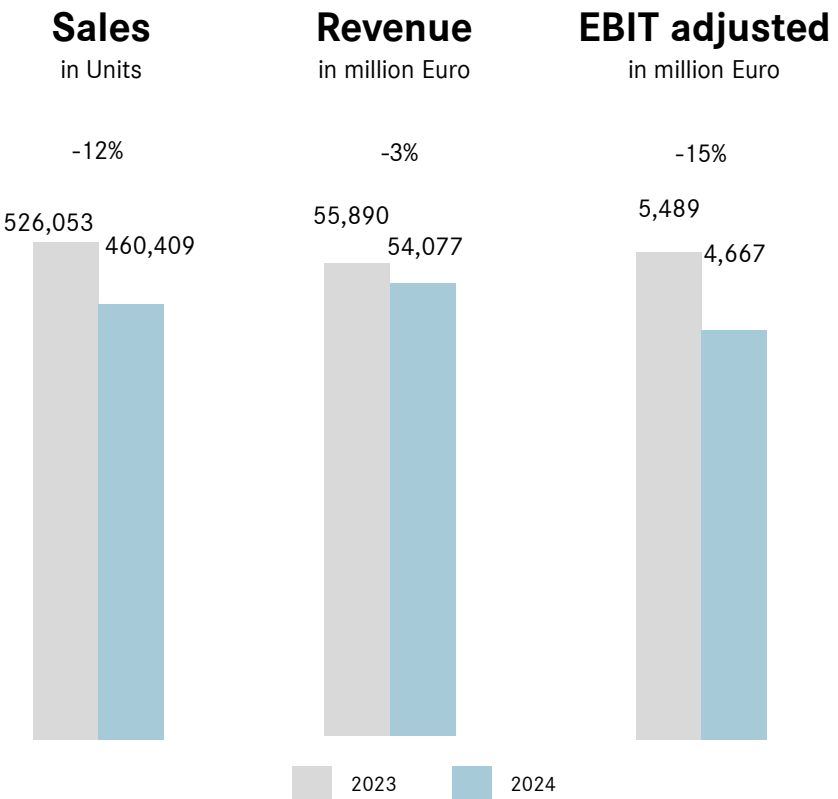
CULTURE, LEADERSHIP AND SUSTAINABILITY AS KEY ENABLERS

- Culture of trust and entrepreneurship
- Sustainable business strategy including ambitions on E, S & G established
- Investor and sustainability-focused performance and compensation culture



1 DAIMLER TRUCK GLOBAL LEADERSHIP

Platform, powertrain and system commonality



GLOBAL LEADER ²	#1 NORTH AMERICA Class 6-8	#1 EU-30 ³ MDT/HDT	#3 JAPAN Trucks Total	#2 BRAZIL MDT/HDT	#1 EU-30 Buses >8t
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¹ China: Auman and Mercedes-Benz trucks produced in Joint Venture with Foton for Chinese market
² FY 2024. Source: Company estimate. ³ Brand View

DAIMLER TRUCK NORTH AMERICA: FROM STRONG TO STRONGER

On-highway business presents a very clear framework for vocational success

LEADING POSITION... ¹

- 40%** Market share²
- #1** On-highway large/mega fleets
- #1** On-highway small fleets
- #2** Vocational

...STRONG FOUNDATIONS...

- 1M+** CASCADIAS BUILT³ Uncompromised customer focus
- ~39%** IMPROVED FUEL EFFICIENCY² Industrial-leading updated technology
- 11,000+** SERVICE BAYS World-class dealer network

...RIGHT PRODUCT PORTFOLIO



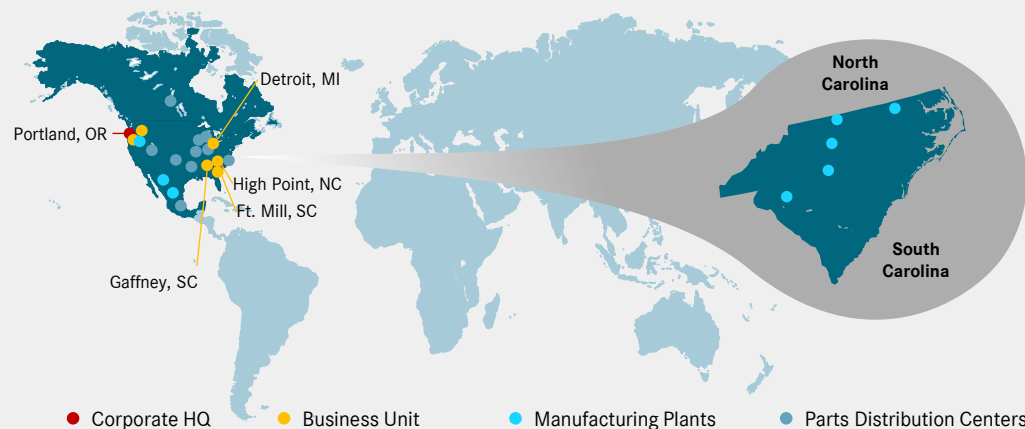
On-highway large/mega fleets



On-highway small fleets

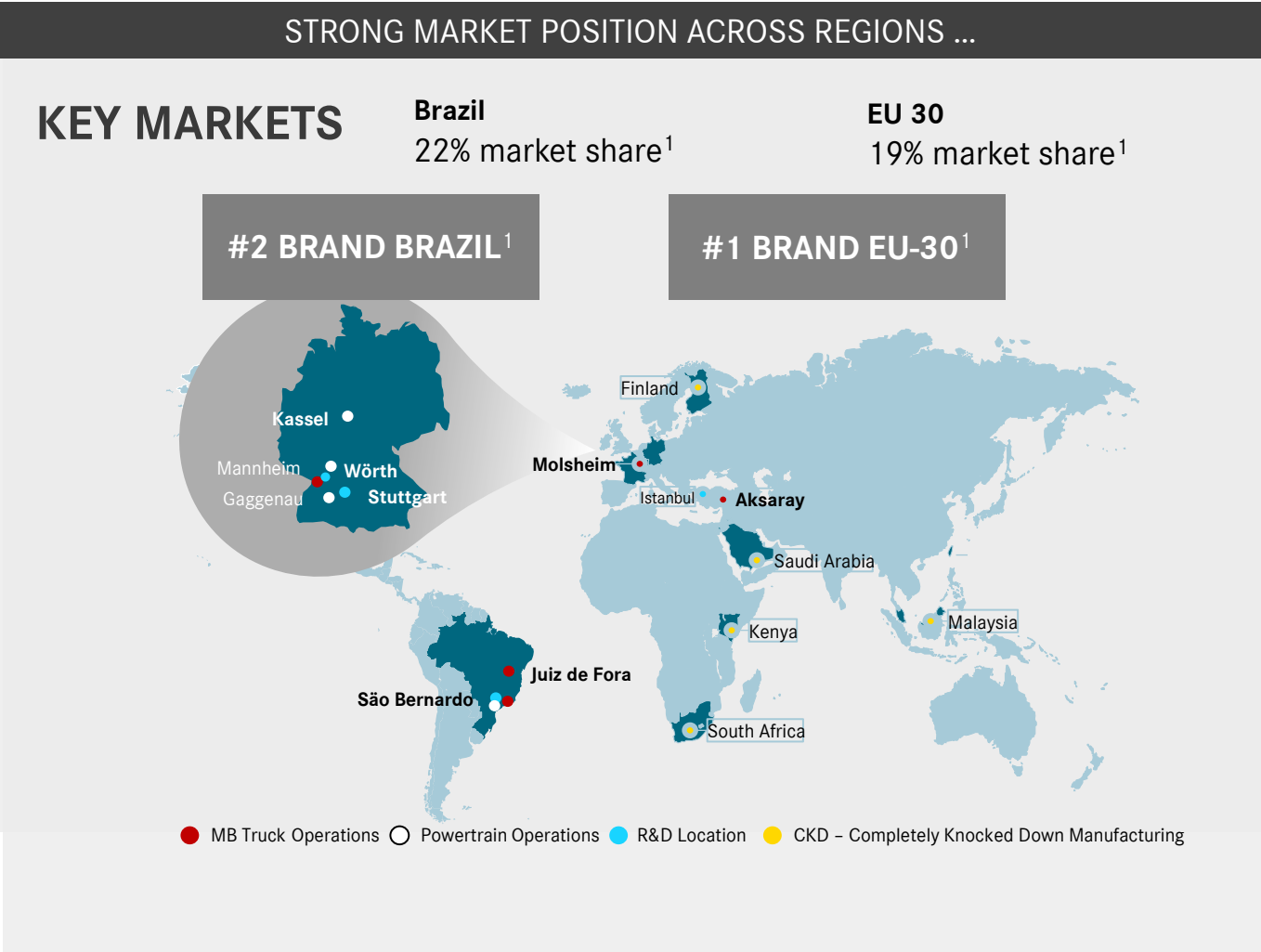


Off-highway vocational



MERCEDES-BENZ: REBUILDING PROFITABILITY

Strong market position in key markets and strong product portfolio



¹ MDT/HDT; for the year 2024 Source: Company estimate.


DAIMLER TRUCK ASIA: OPPORTUNITY AND GROWTH

Leveraging true Asian footprint and Daimler Truck technology


LEADING POSITION... ¹

- Top 3** Japan
- # 1** Indonesia
- 11%** China
- Market share of JV BFDA


...STRONG FOUNDATIONS...







Renowned and true local brands



Balance of markets



Proven recurring service business model



...LOCALIZED FULL PORTFOLIO

HEAVY DUTY TRUCKS

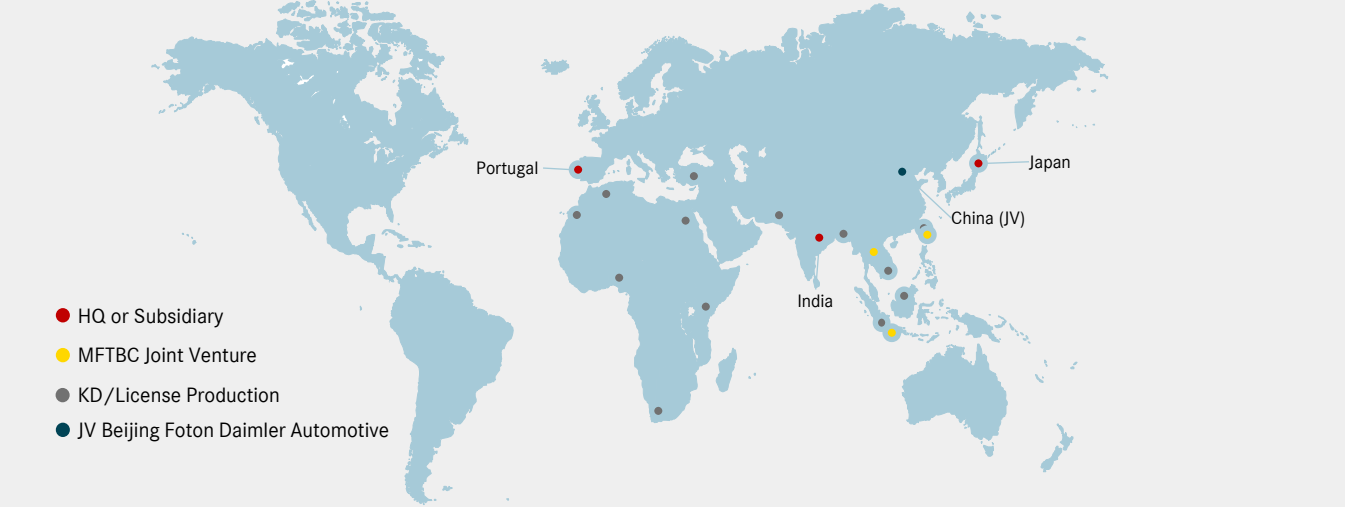


MEDIUM DUTY TRUCKS

LIGHT DUTY TRUCKS



BUS



¹ For the year 2024; Source: HIS Markit, Company estimate.

DAIMLER BUSES: GLOBAL MARKET LEADER

#1 in all core markets through intense customer focus

1 IN OUR KEY MARKETS

EU 30

24% market share¹

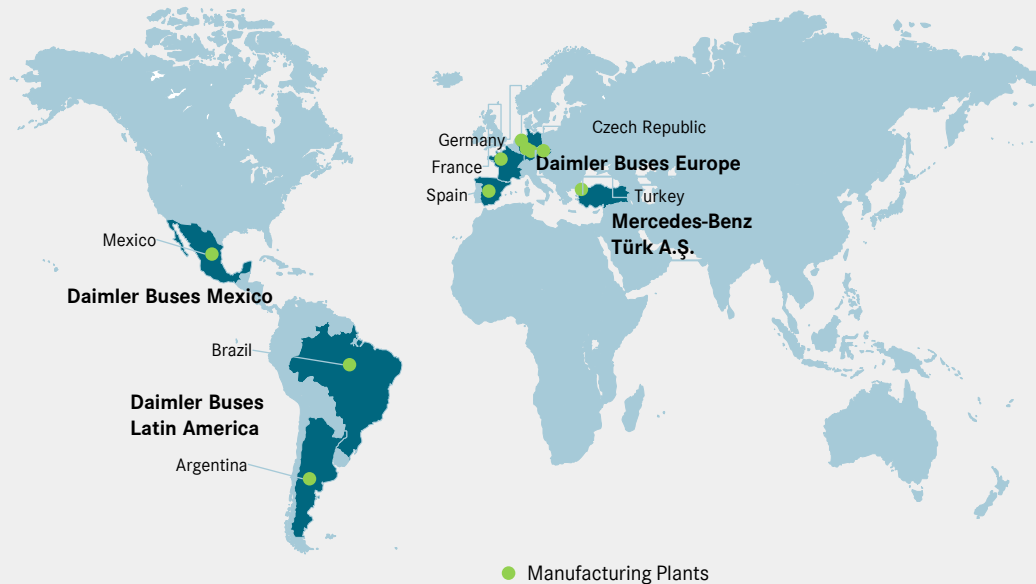
BRAZIL

41% market share¹

MEXICO

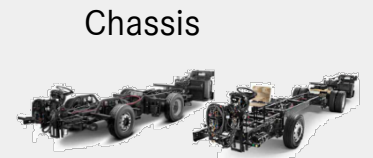
42% market share¹

STRONG LOCAL PRODUCTION FOOTPRINT



FULL LINE
SUPPLIER WITH
GLOBAL SERVICE
NETWORK

- Direct sales, service and spare parts – from one single customer touchpoint
- Covering all segments in the global bus market



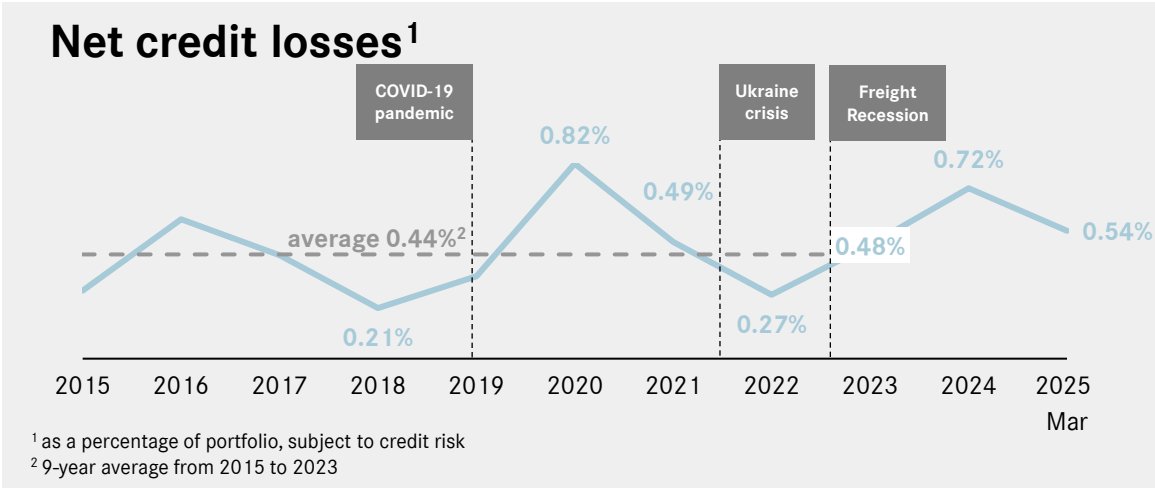
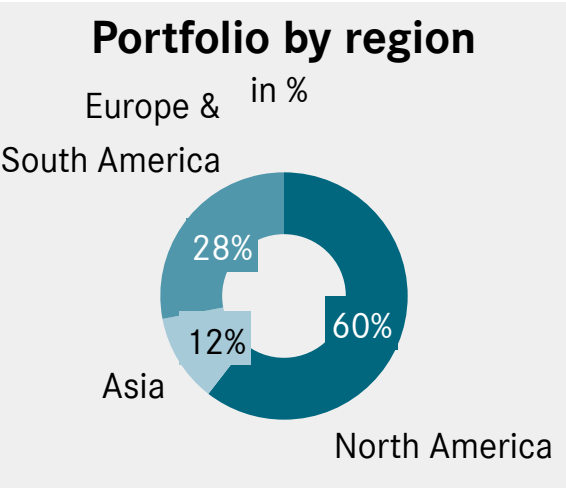
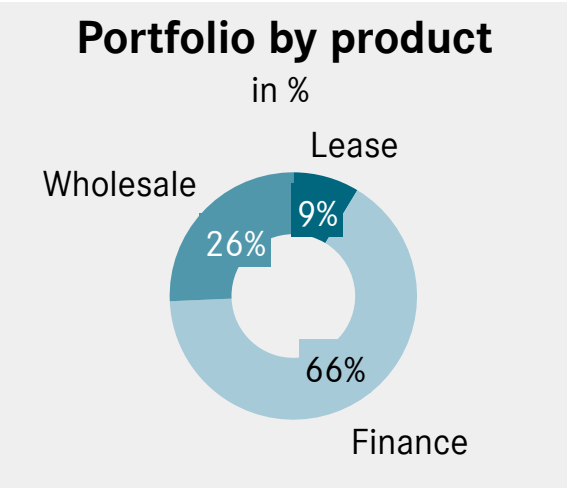
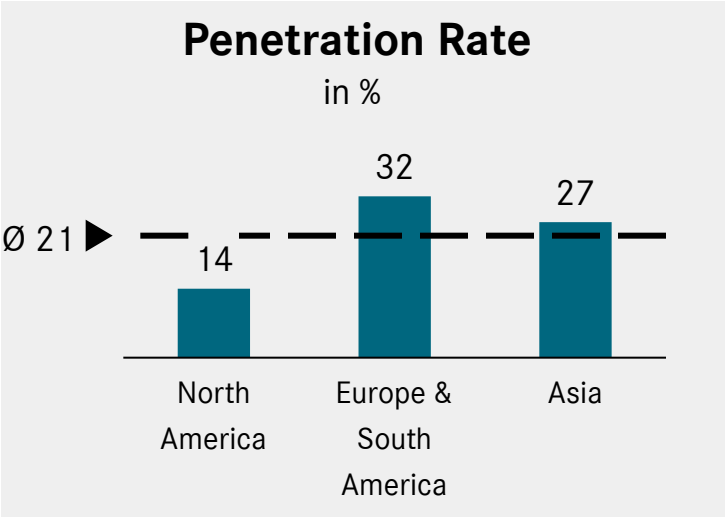
STRONG BRANDS
AND
TECHNOLOGIES

- Mercedes-Benz and Setra
- OmniPlus and BusStore
- Pioneer in Safety and Assistance Systems
- Only CO₂-neutral city busses on offer in Europe by 2030
- By 2039 only CO₂-neutral new vehicles to be offered in the core European market

¹ For the year 2024; Source: Company estimate; Buses >8t; Markets as defined for the purpose of this presentation are not in line with markets defined for the purpose of competition laws.

DTFS BROADENS FOOTPRINT TO 18 MARKETS

Diversifying footprint to further increase resilience in challenging macroeconomic environment



2 KEY STRATEGIC PRIORITIES

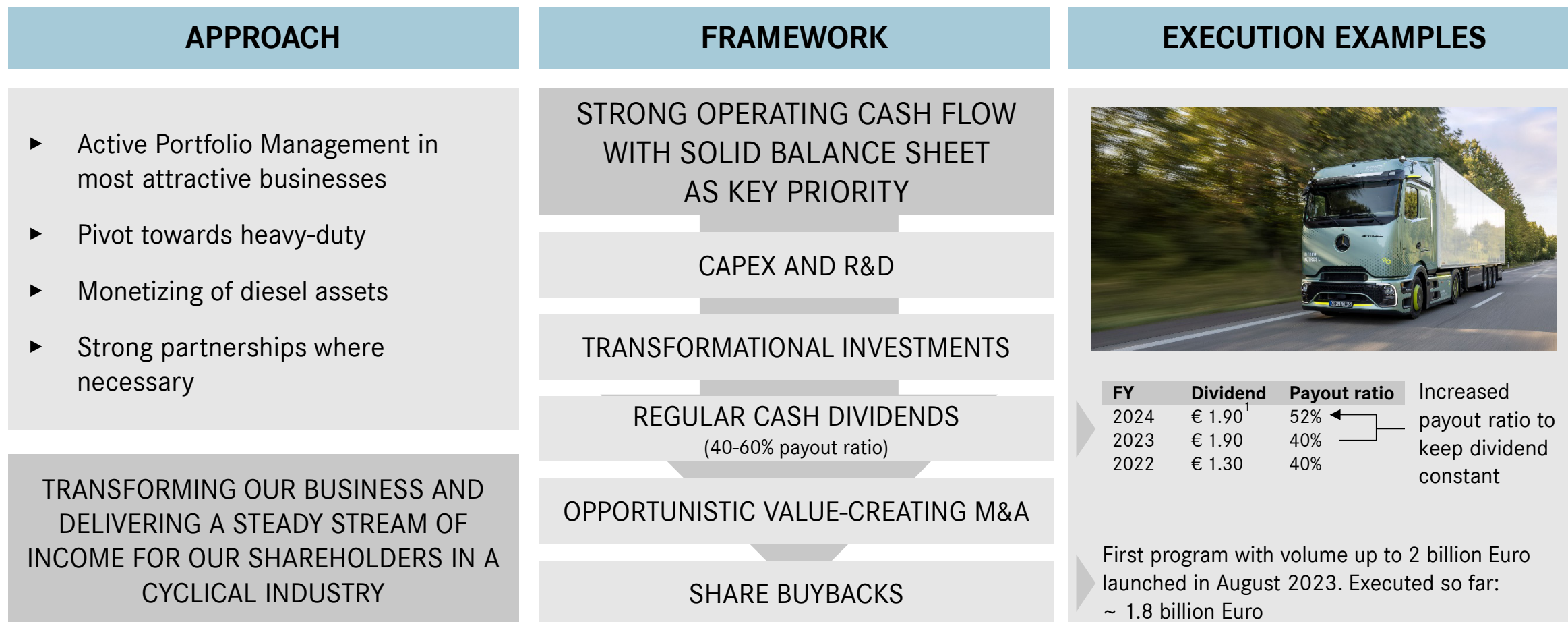
Our way forward will be determined in the first half of 2025



* Agreement with general works council reached

2 OUR CAPITAL ALLOCATION FRAMEWORK SETS CLEAR USE-OF-CASH PRIORITIES

Focus on attractive return while investing in future value creation



¹ Proposal

2 SOLID LIQUIDITY & INVESTMENT-GRADE RATING

Upgrade by S&P to A- in June 2024

SOLID RATING

S&P: A-

Outlook: stable

Moody's: A3

Outlook: stable

in billion Euro	ACTUALS Dec 31, 2024	ACTUALS Mar 31, 2025
DAIMLER TRUCK		
Equity ratio	31%	31%
Gross liquidity	8.8	10.8
Funded status of pension obligations	- 0.6	- 0.4
Funding ratio	91%	94%
INDUSTRIAL BUSINESS		
Equity ratio	49%	47%
Net liquidity	8.6	7.9
FCF (Q1)	1.2	0

"We expect Daimler Truck's operating performance to show resiliency in 2024-2025 despite demand normalizing. "
(S&P – Jun 11, 2024)

"The expectation of good margin level going forward combined with continuous very low leverage and history of positive free cash flow generation position Daimler Trucks' rating well in the A3 rating category" (Moody's – Apr 22, 2024)

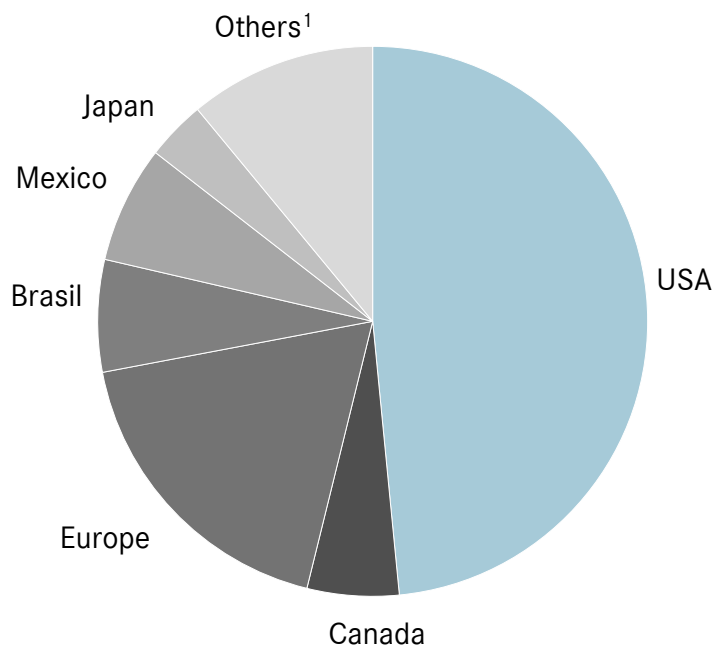


2 WELL-DIVERSIFIED FUNDING MIX

Using a variety of instruments in our relevant markets

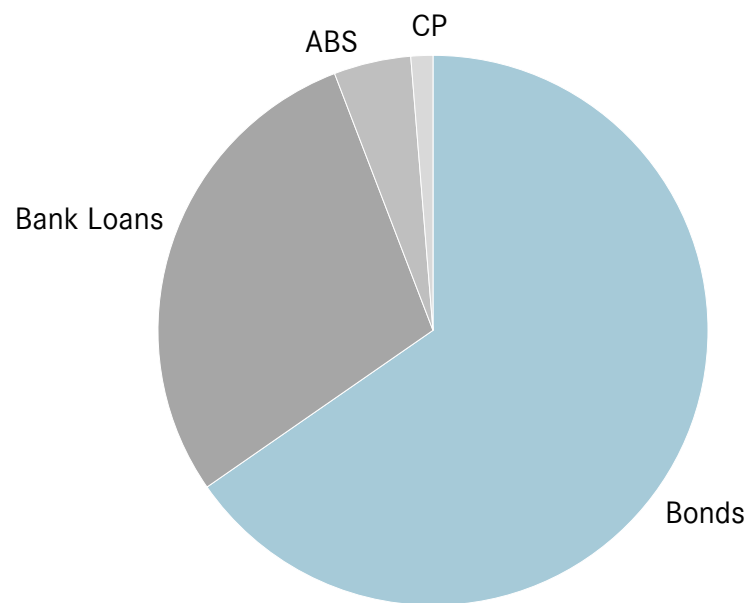
MARKETS

as of Mar 31, 2025



FUNDING INSTRUMENTS

as of Mar 31, 2025



- Balanced financing through **capital market instruments, bank loans and selected ABS**
- Daimler Truck Financial Services business **focuses on core markets with well-established capital markets** (e.g. larger share of USA, Canada)
- Continuous enlargement of our funding instrument toolbox

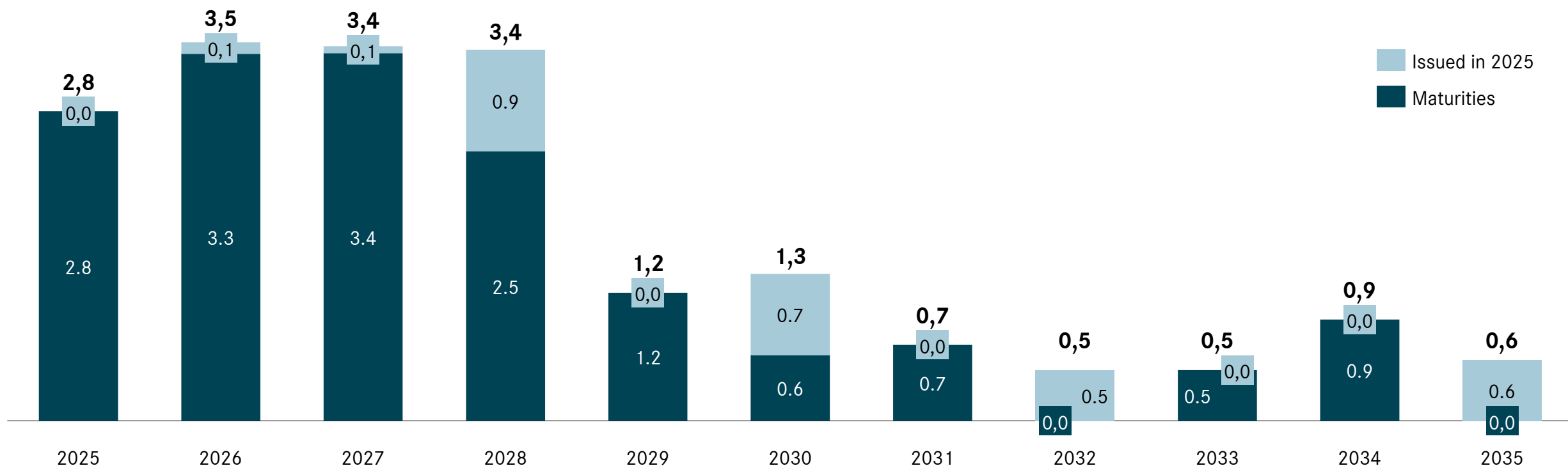
¹ Others: e.g. Australia, South Africa and Turkey

2 BOND MATURITY PROFILE

Well balanced Bond Maturity Profile

MATURITY PROFILE BONDS

in billion EUR as of Mar 31, 2025



2 OUR FUNDING STRATEGY IS BUILT ON STRICT PRINCIPLES

Ensuring financial flexibility and independence

TARGETING FINANCIAL INDEPENDENCE

No dependence on single markets, instruments, banks or investors

Diversification of funding sources and instruments:

bank loans, bonds, ABS, CPs

No financial covenants, no MAC, no asset pledges, no CSAs

MAXIMIZING FINANCIAL FLEXIBILITY

Keeping prudent amount of cash and committed credit facilities

New markets funded via global and local banks first

Capital market funding to save credit capacity in growth regions

FUNDING MATCHING GLOBAL BUSINESS NEEDS

Liquidity matched funding

Interest rate matched funding

Country matched funding

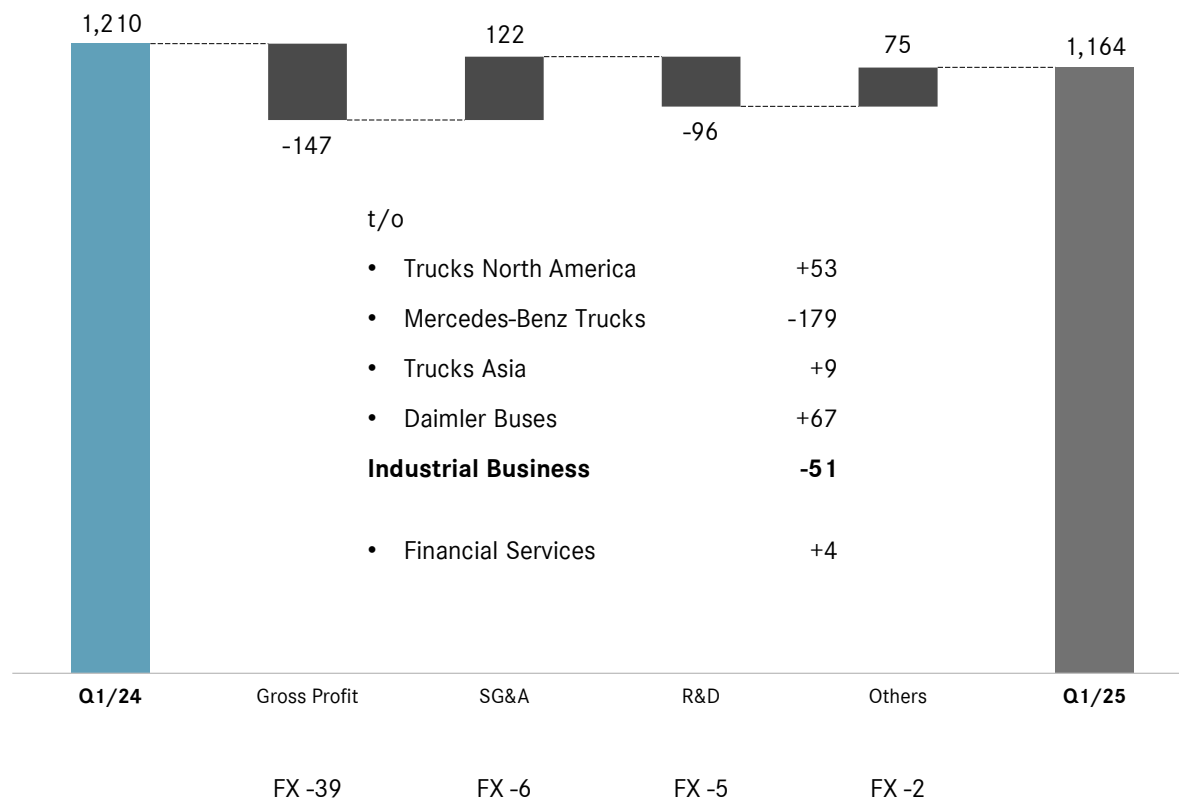
Currency matched funding



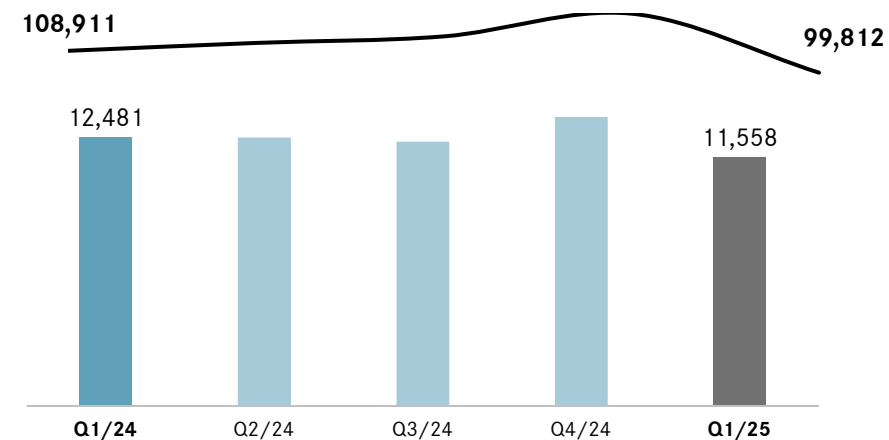
3 Q1/25 FINANCIAL FIGURES DAIMLER TRUCK GROUP

in million Euro

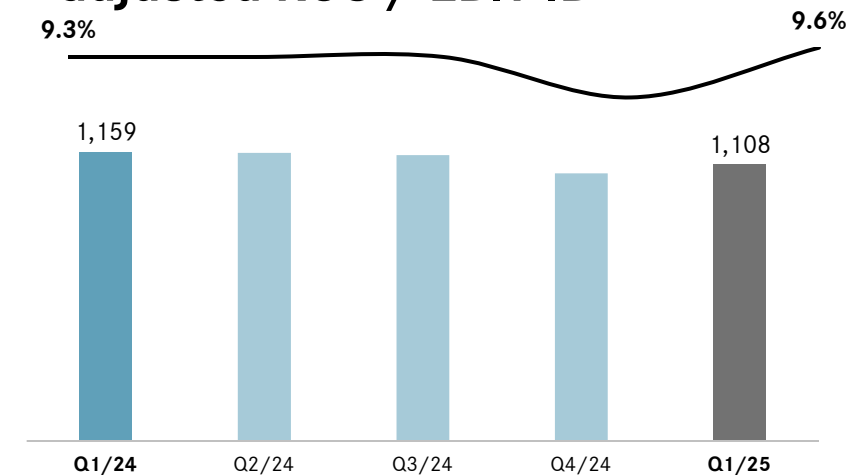
Q1/25 adjusted EBIT Group



Unit Sales / Revenue IB



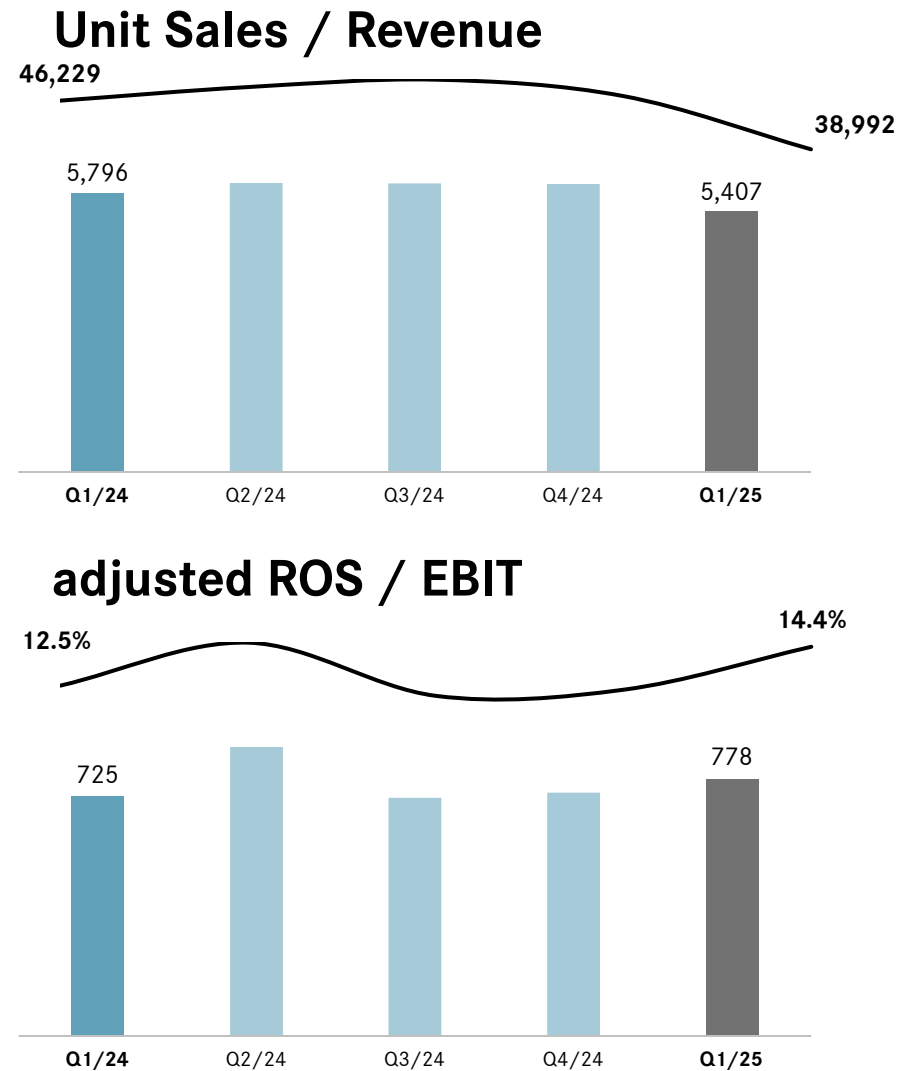
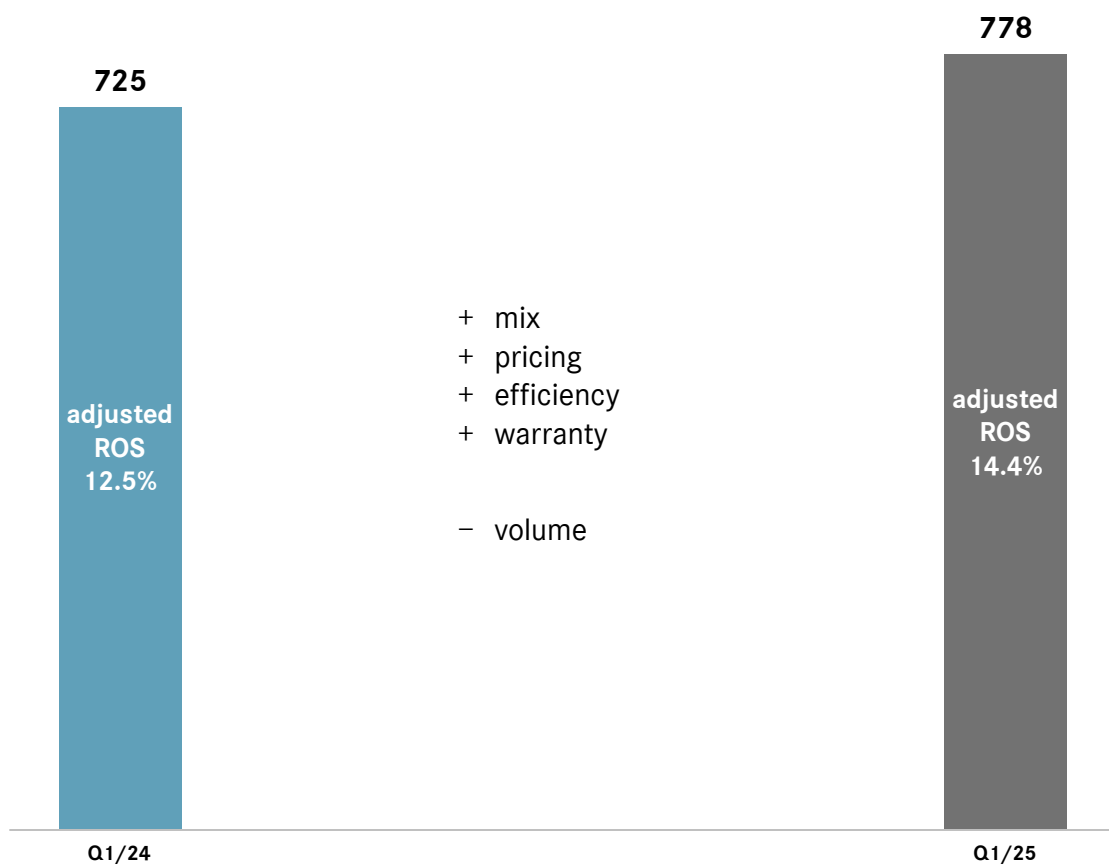
adjusted ROS / EBIT IB



3 Q1/25 REVENUE AND EBIT – TRUCKS NORTH AMERICA

Improved mix, pricing and efficiency

Q1/25 adjusted ROS / EBIT

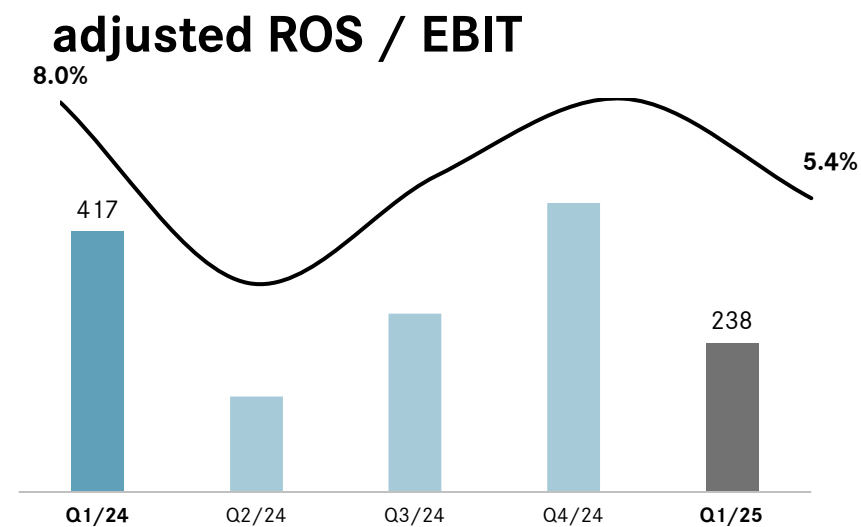
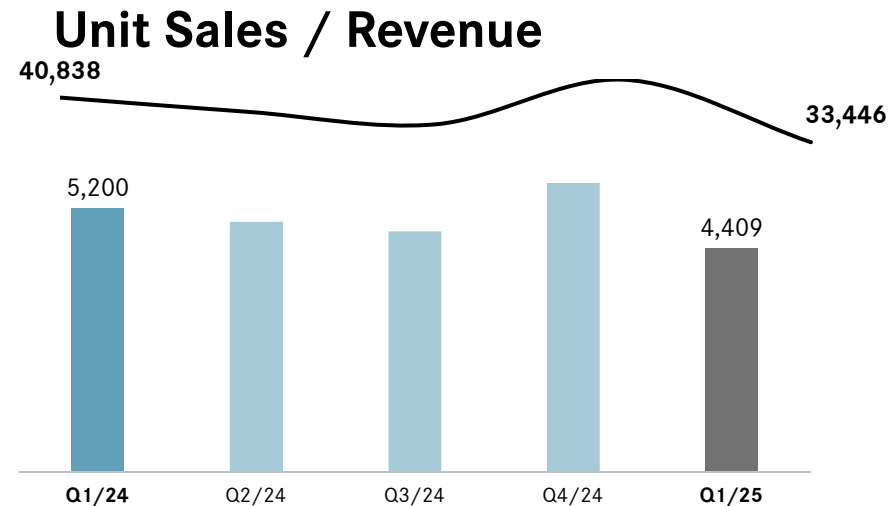
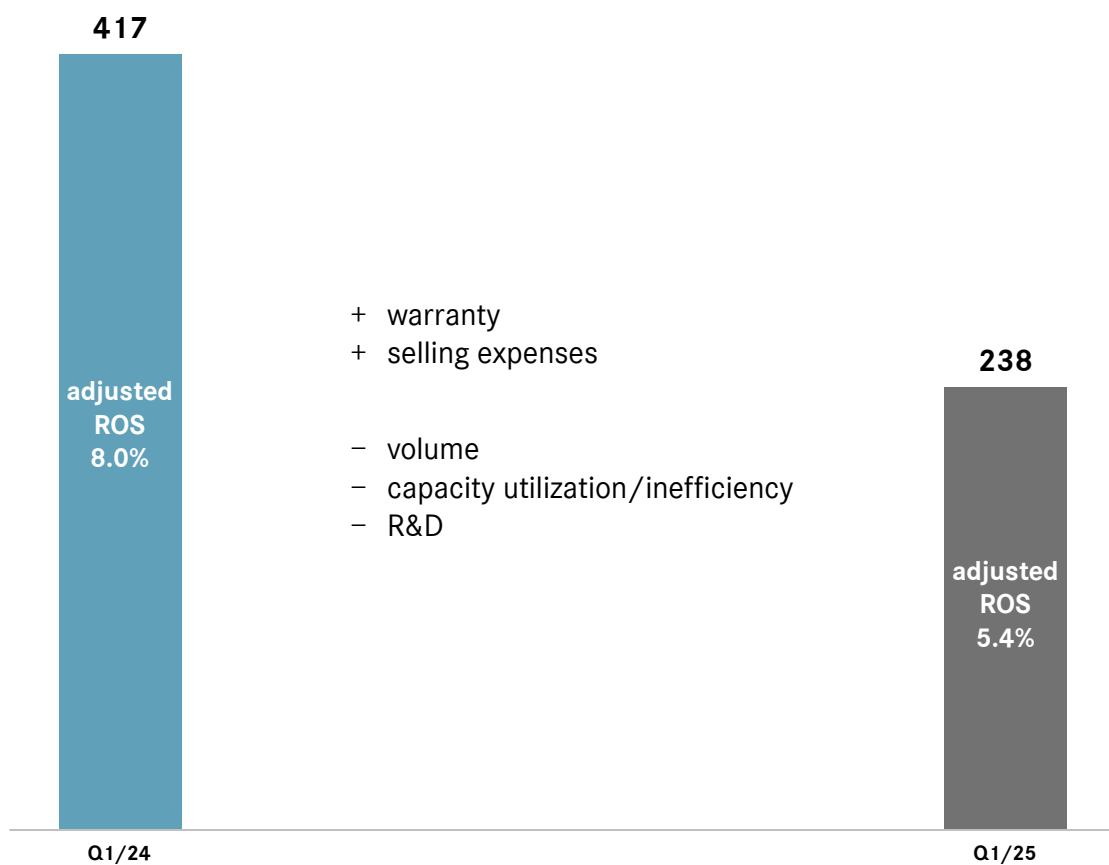


3 Q1/25 REVENUE AND EBIT – MERCEDES-BENZ TRUCKS

Significantly lower volume and capacity utilization

in million Euro

Q1/25 adjusted ROS / EBIT

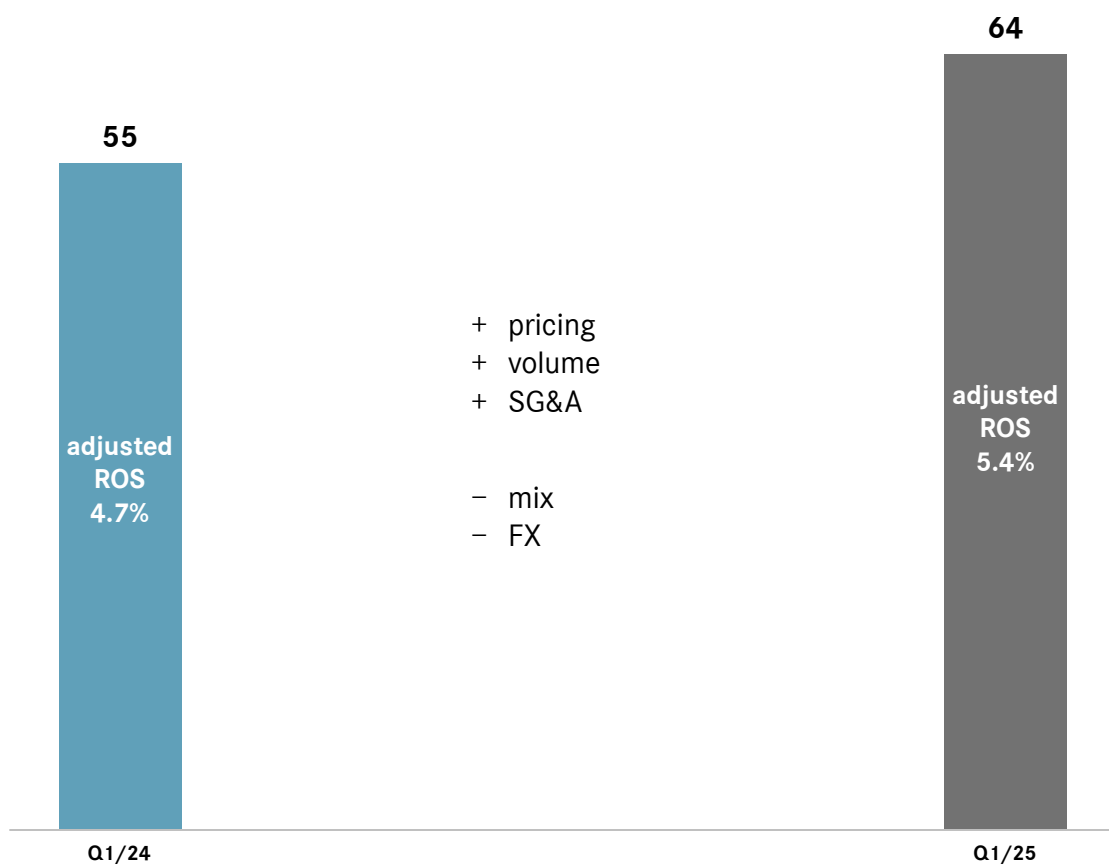


3 Q1/25 REVENUE AND EBIT – TRUCKS ASIA

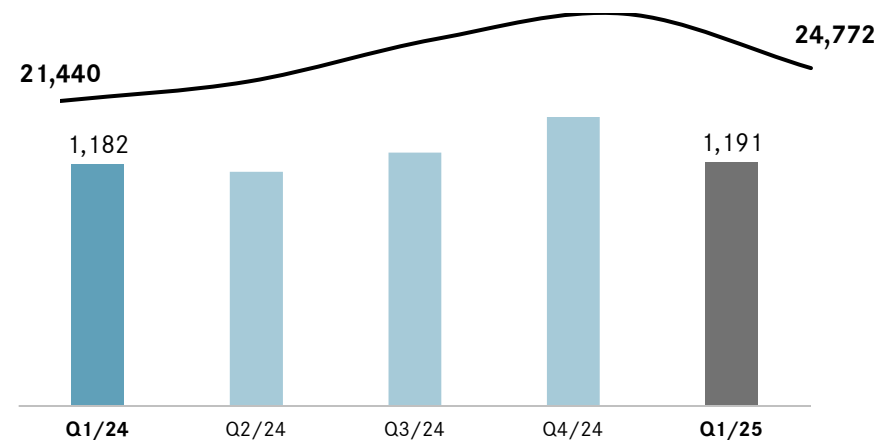
Improved pricing, volume and cost discipline

in million Euro

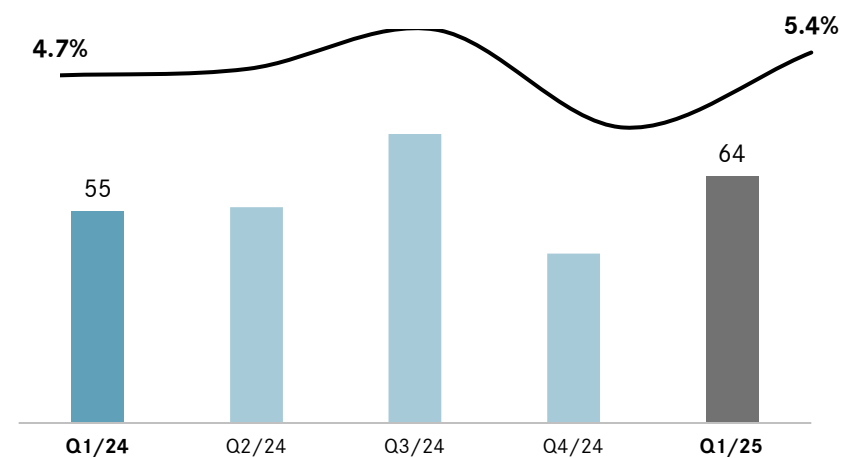
Q1/25 adjusted ROS / EBIT



Unit Sales / Revenue



adjusted ROS / EBIT

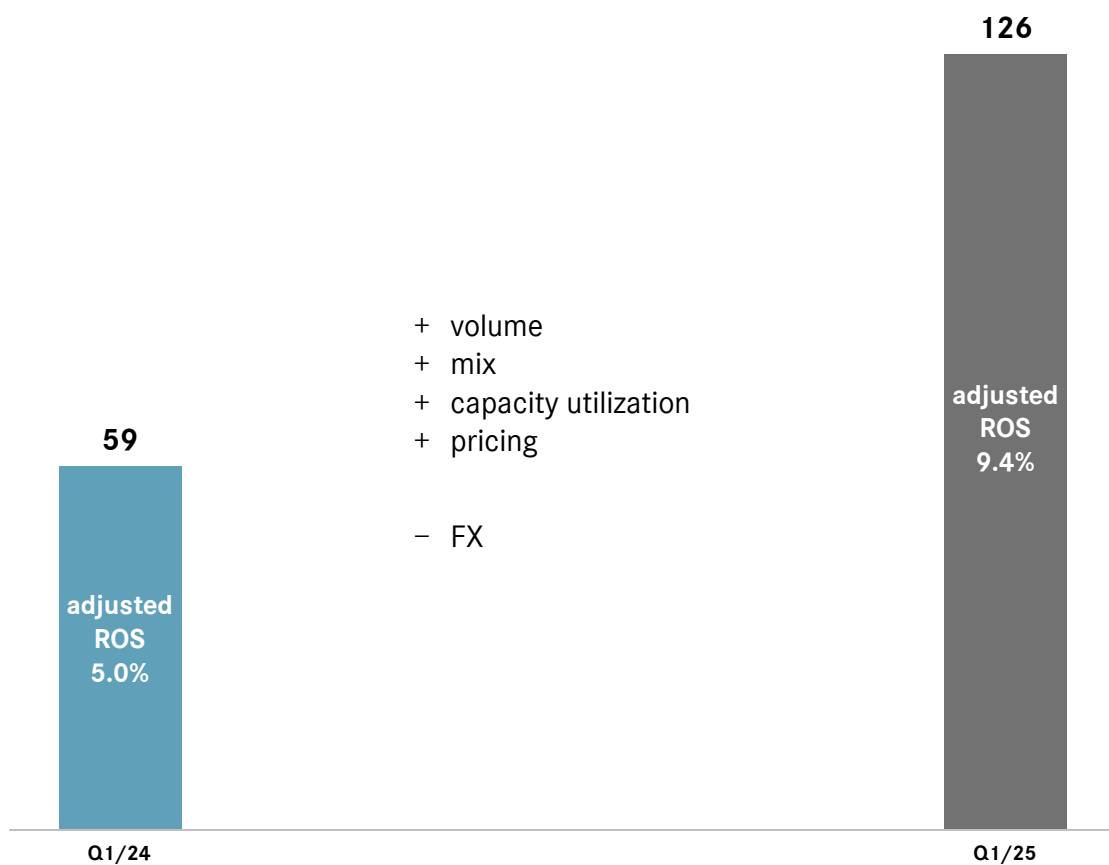


3 Q1/25 REVENUE AND EBIT – DAIMLER BUSES

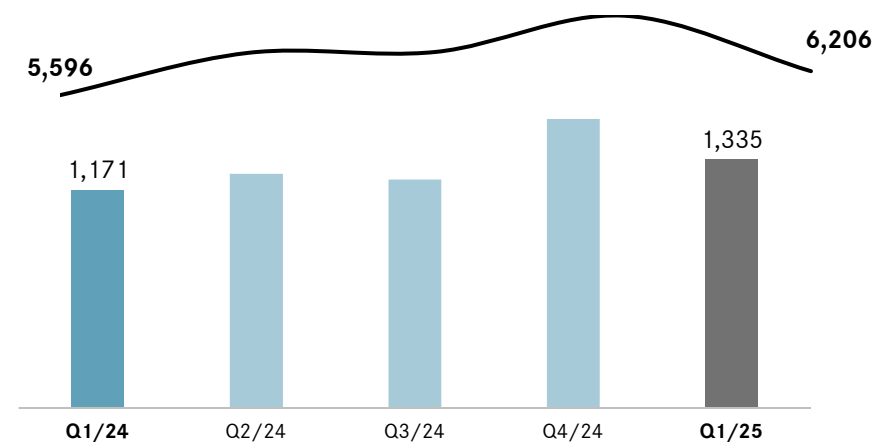
Improved pricing, mix and volume

in million Euro

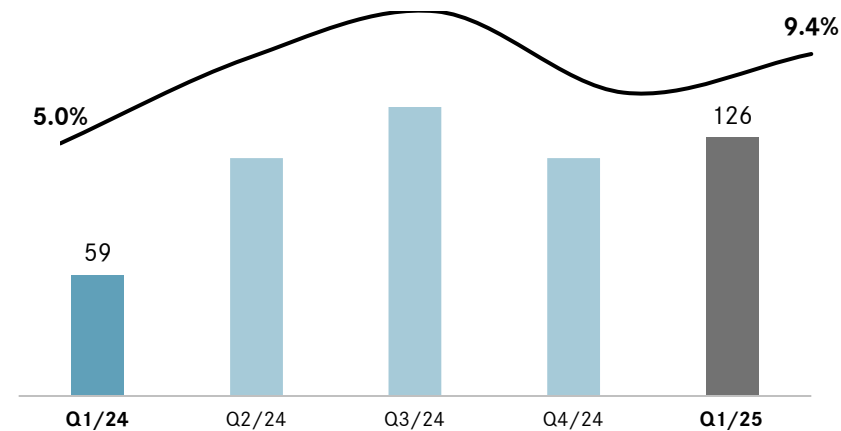
Q1/25 adjusted ROS / EBIT



Unit Sales / Revenue



adjusted ROS / EBIT

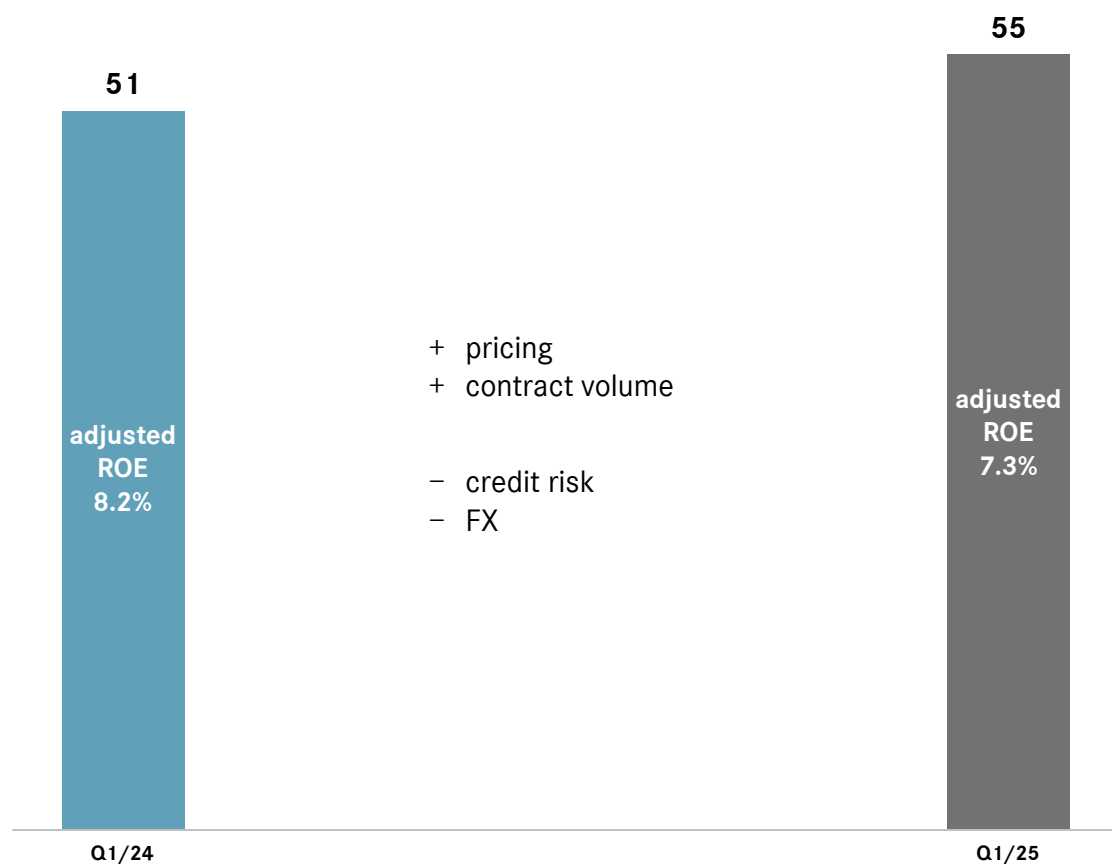


Q1/25 REVENUE AND EBIT – FINANCIAL SERVICES

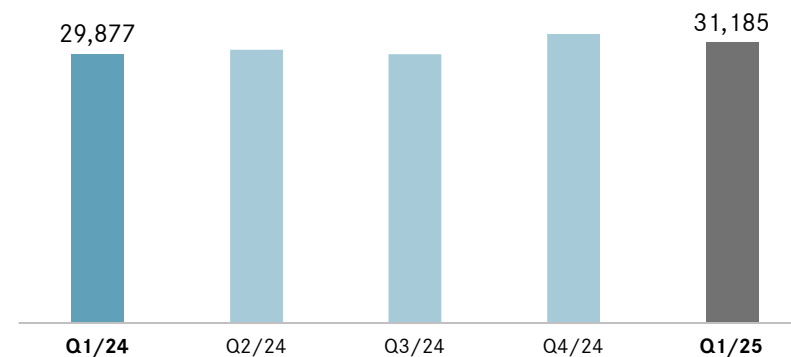
Increased volume and improved pricing

in million Euro

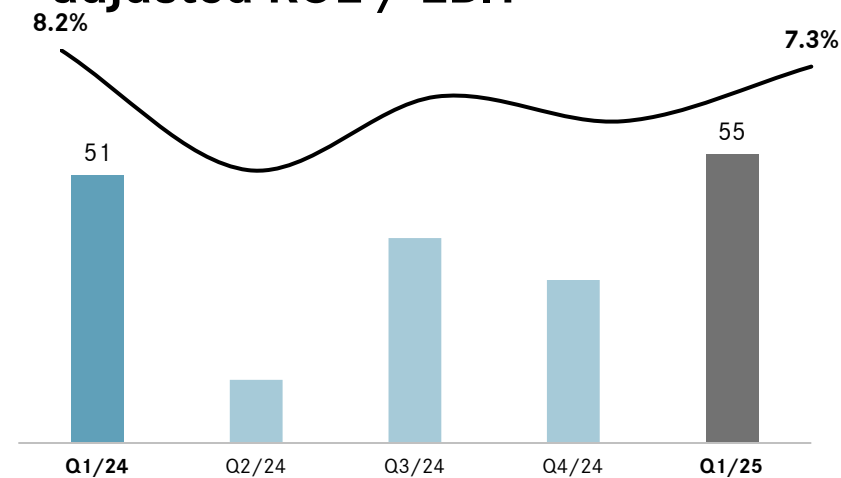
Q1/25 adjusted ROE / EBIT



Contract Volume



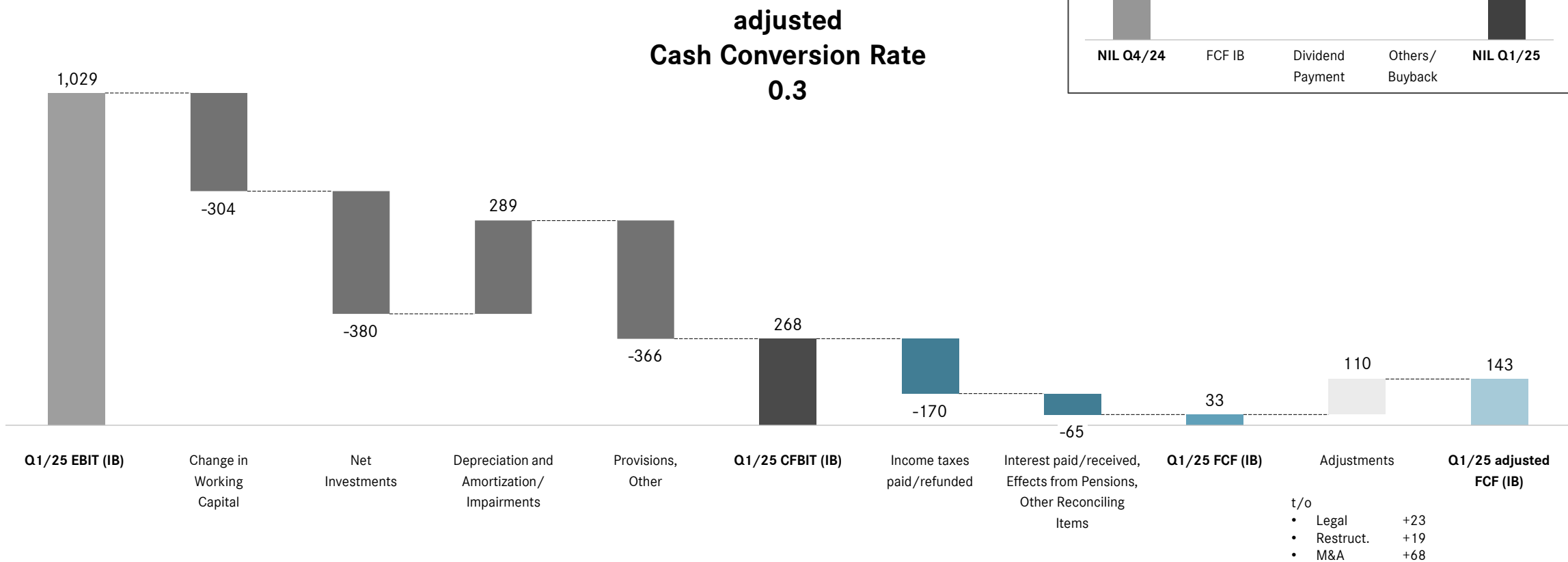
adjusted ROE / EBIT



3 Q1/25 CASH FLOW INDUSTRIAL BUSINESS

FCF adjusted of 0.1 bn. €

in million Euro



Net Industrial Liquidity (NIL)

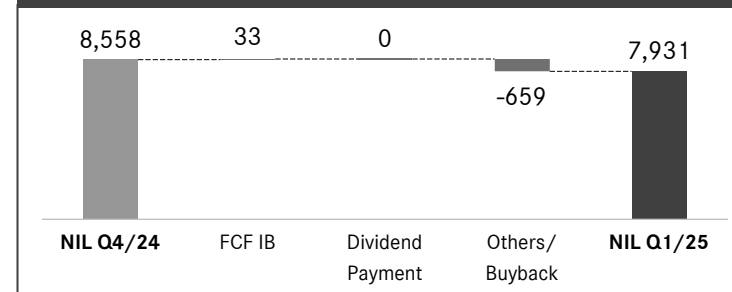
at end of

Q4/24

8.6 bn.

Q1/25

7.9 bn.



4 ELEVATING TECHNOLOGY LEADERSHIP

We enable highest customer value creation and highest scale advantage through technology

**KEEP DIESEL
COMPETITIVE AND CLEAN**

**CREATE CUSTOMER VALUE
WITH OPTIMIZED TCO**

DECARBONIZE WITH BEV AND H2

**CREATE SCALE WITH
COMMONALITY & PARTNERS**

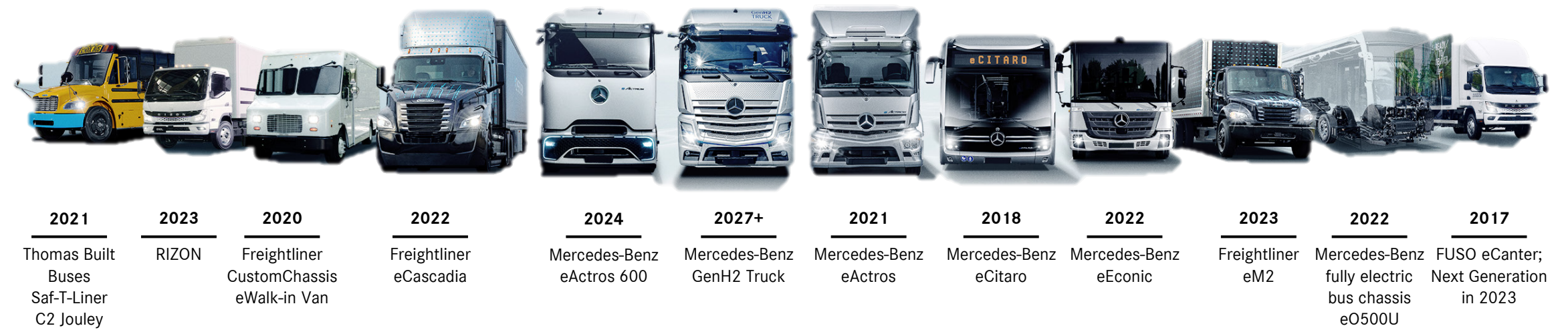
DIGITALIZE WITH SOFTWARE

KEEP THE WORLD MOVING

4

WE DELIVER: FULL RANGE OF ZERO-EMISSION TRUCKS & BUSES

Numerous zero-emission trucks & buses in series production in 2024



OUR CUSTOMERS ALREADY COVERED TENS OF MILLIONS OF KILOMETERS WITH OUR ELECTRIC TRUCKS AND BUSES

4 PROGRESS IN ZERO-EMISSION TRUCKS AND BUSES

We are ready bringing our vision to the road

Orders YTD* /24

1,146

Unit Sales YTD* /24

813

Orders YTD* /25

1,266

Unit Sales YTD* /25

759



4

WE USE OUR SCALE TO FREE UP CAPITAL AND BUILD UP GLOBAL PLATFORMS

Capitalizing on commonality and partnerships to maximize scale advantage

DAIMLER
TRUCK



FREIGHTLINER



FUSO

RIZON



BHARATBENZ



Focus on captive high-margin heavy-duty
ICE and partnership for medium-duty with
Cummins



eActros
300/400



eActros
600



eEconic



eCitaro



Chassis



eCitaro fuel cell



eM2



eCascadia



Custom
Chassis
eWalk-In Van



Jouley



eCanter



RIZON



More to come!



H₂



GenH2
Truck

4

OUR ZEV VEHICLE PORTFOLIO WILL COVER THREE DIFFERENT TECHNOLOGIES

Different solutions are driven by customer needs

INNER-CITY TRANSPORT & LOCAL DISTRIBUTION



ON-HIGHWAY



VOCATIONAL



Battery Electric Vehicles

H₂

Fuel Cell Electric Vehicles

H₂

Combustion Engine

EMISSION REGULATION AND GOVERNMENT POLICIES DRIVE ADOPTION

Policymakers on all levels strongly push towards global CO₂-neutrality

WINNING FORMULA

FACTOR 1
Product Offering

X

FACTOR 2
Infrastructure

X

FACTOR 3
Cost Parity

=

ZEV SUCCESS



PUSH FOR CO₂-NEUTRALITY

**PARIS
AGREEMENT &
GLOBAL RACE
TO NET ZERO
BY LATEST 2050**

**EUROPEAN
GREEN DEAL:
-55% CO₂
EMISSIONS
BY 2030**

**ADVANCED
CLEAN FLEET:
100% ZEV BY
2036 IN
CALIFORNIA**

**JAPAN:
CARBON
NEUTRALITY
BY 2050**

4 HOW WE IMPLEMENT OUR STRATEGY

We drive a technology agnostic, adjustable and scalable platform approach

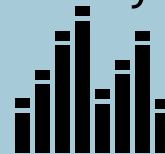
TECHNOLOGY AGNOSTIC

- ▶ Keep diesel competitive and clean
- ▶ Decarbonize with BEV and H2
- ▶ Customer decides which technology will prevail
- ▶ We are ready to back the right horse at anytime



STEPWISE INVESTMENTS

- ▶ BEV: Low first capacity commitment, flexible ramp-up steps
- ▶ FC: Joint venture cellcentric enables flexible capacity utilization
- ▶ H2ICE: Existing assets and similar technology enable flexible shift anytime



ECONOMIES OF SCALE

- ▶ Create commonality – develop once, deploy many times
- ▶ Expand and strengthen partnerships
- ▶ Increase volume, de-risk volume uncertainty and share invest



4

CAPTIVE SOLUTION - TORC IS MAKING SIGNIFICANT PROGRESS

On our way to delivering the best-in-class autonomous trucking solution

CAPTIVE SOLUTION



TORC

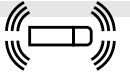
Pioneer in heavy-duty autonomous technology.

Fully integrated pure-play trucking product optimized for hub-to-hub and developed with customer feedback.

Daimler Truck foundation for a new profit pool.



Start of testing with industry first vehicle platform. Finalize production-intent hardware for commercial launch.



Expansion of Artificial Intelligence & Machine Learning capabilities via organic growth, upskilling and Algolux acquisition.



Two on-going pilots with major U.S. carriers and expanding scope to reefer trailers. 100% on-time-delivery!

SCHNEIDER



C.R.England

“AUTONOMOUS-READY” REDUNDANT FREIGHTLINER CHASSIS

4 DECARBONIZATION REQUIRES A TRANSITION WITH DIESEL

Staying competitive and compliant in a consolidated portfolio

CREATING CUSTOMER VALUE

- ▶ Global rollout of latest generation heavy-duty Diesel platform completed – another efficiency push

FINAL EVOLUTION IN THE MAKING

- ▶ Staying the fuel economy champion
- ▶ Compliance with future emission regulations

CREATING SCALE

COMMONALITY

- ▶ One heavy-duty Diesel platform for all Daimler Truck brands
- ▶ H2-ICE as possible additional zero emission technology

PARTNERSHIP

- ▶ Captive medium-duty disinvestment
- ▶ Heavy-duty volume consolidation



ACCELERATING TECHNOLOGICAL DEVELOPMENT

Strategic Partnerships in key ZEV technologies are reducing risks and costs



CATL



Develop dedicated
truck battery cells



DETROIT
eFill

SIEMENS



POWER ELECTRONICS

ENGIE EVBOX

Offer Industry-leading
depot charging technology

milence



Initiate pan-European
high performance
public charging network

GREENLANE™



Start **public charging infrastructure** across the U.S. for battery electric & hydrogen fuel cell vehicles

cellcentric



Develop, produce and commercialize **fuel cell systems** in joint venture with Volvo Group



Develop technology for **liquid hydrogen refueling**

H2Accelerate



Accelerate **mass market adoption of fuel cell trucks** in Europe

Shell Hydrogen



TotalEnergies



Establish **hydrogen infrastructure** in Europe and an open standard for refueling

6 OUR SUSTAINABILITY AMBITIONS

We have set ourselves clear targets

ENVIRONMENT



Climate & Environmental Protection



We strive for our new trucks and buses to be CO₂e free during driving operation in Europe, US and Japan by 2039 – and globally by 2050.

We want to realize CO₂e neutrality on the balance sheet at our production sites in the US, Japan and India by 2025 – globally we strive for CO₂e neutrality by 2039.

We strive together with our direct suppliers for CO₂e neutral products and services in Europe, US and Japan by 2039 – and globally by 2050.

Circular Economy



We want to operate our business following a circular economy framework by minimizing the environmental impact of our products through closed material cycles.

SOCIAL



Our People



We aspire to be an employer of choice, and we foster a culture of diversity, equity and inclusion – leading to a sense of belonging across all levels and regions.

Human Rights



We are strongly committed to respect and support human rights and we expect the same from our business partners throughout the value chain.

Traffic Safety



We strive for zero accidents with our trucks and buses.

GOVERNANCE



Responsible Governance



We underline our responsibility towards the environment and society with a strong, forward-looking corporate governance.



MARKET ASSUMPTIONS 2025

Heavy Duty Truck Market	2025
North America	<div>260 – 290 k units</div> <div><i>old: 280 – 320 k units</i></div>
EU30	270 – 310 k units

Assumption
The outlook is particularly subject to further geopolitical developments and their impact on the global economy.



DAIMLER TRUCK SEGMENT ASSUMPTIONS 2025

	Unit Sales in thousand units		adjusted ROS/ROE in %	
	FY 2024	Guidance 2025 ¹	FY 2024	Guidance 2025 ¹
Trucks North America	190 (191 ²)	155 – 175 <i>old: 180 – 200</i>	12.9 (12.9 ²)	11 – 13
Mercedes-Benz Trucks	126 (160 ²)	160 – 180	7.5 (6.4 ²)	5 – 7
Trucks Asia	125 (103 ²)	95 – 115	1.7 (4.6 ²)	4 – 6
Daimler Buses	27 (27 ²)	25 – 30	8.3 (8.3 ²)	8 – 10
Financial Services			5.0 ³	6 – 8³ <i>old: 8 – 10</i>

Assumption

The outlook is particularly subject to further geopolitical developments and their impact on the global economy.



¹ Guidance based on new segment composition

² 2024 Actuals according to new segment composition

³ adjusted ROE

DAIMLER TRUCK GROUP/INDUSTRIAL BUSINESS ASSUMPTIONS 2025

Group		FY 2024	Guidance 2025
	adjusted EBIT	4.667 bn. €	<div>decrease/increase between -5% and +5%</div> <div>old: increase between +5% and +15%</div>
IB			
	Unit Sales	460,409 units	<div>430 – 460 k units</div> <div>old: 460 – 480 units</div>
	Revenue	50.743 bn. €	<div>48 – 51 bn. €</div> <div>old: 52 – 54 bn. €</div>
	adjusted ROS	8.9%	8 – 10%
	FCF	3.152 bn. €	decrease between 10% and 25%



Assumption

The outlook is particularly subject to further geopolitical developments and their impact on the global economy.

DAIMLER TRUCK INVESTOR RELATIONS

Our team is here to support you

- Further information is available under www.daimlertruck.com/en/investors
- Q1 2025 Disclosure Presentation, Interim Report, our Factbook and Upcoming Events and Conferences are available at the [Daimler Truck Investor Relations website](http://www.daimlertruck.com/en/investors)



Christian Herrmann

Vice President Investor Relations and M&A

e-mail: christian.herrmann@daimlertruck.com



Johannes Schmalzriedt

Equity Relations and Analysts

e-mail: johannes.schmalzriedt@daimlertruck.com



Anatol Holland

Creditor Relations and Rating

e-mail: anatol.holland@daimlertruck.com



Valentin Reck

Sustainability Investors and AGM

e-mail: valentin.v.reck@daimlertruck.com



W. Matthijs Reinders

Equity and Creditor Relations

e-mail: matthijs.reinders@daimlertruck.com



Dr. Stephan Schön

Equity Relations and Analysts

e-mail: stephan.schoen@daimlertruck.com



Susanne Steigerwald

Corporate and Investor Access

e-mail: susanne.steigerwald@daimlertruck.com

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” 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 utilise our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials, labour strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimisation 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.

DAIMLER TRUCK



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