

DAIMLER TRUCK

ROADSHOW PRESENTATION

March 2026

ISIN: DE 000 DTR0CK8
WKN: DTR0CK

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

Level I ADR Program
ISIN: US23384L1017



DAIMLER TRUCK

FY 2025

Annual Results Conference

#1

**Business
Update**

#2

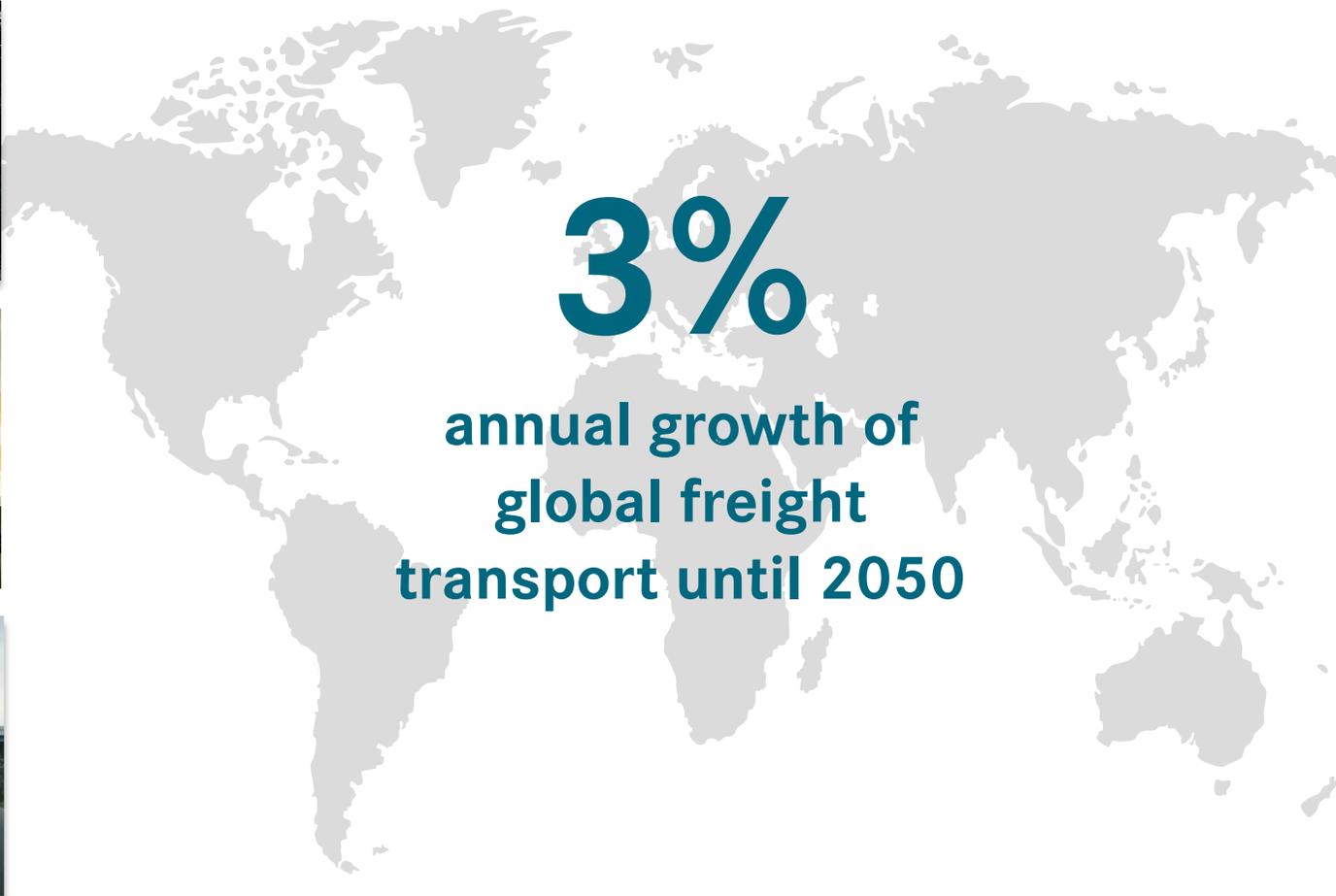
Focus Topics

#3

Outlook

TRANSPORT REMAINS THE BACKBONE OF ECONOMY AND SOCIETY

Structural growth and purpose unchanged, even in uncertain times



FOR ALL WHO KEEP THE WORLD MOVING

Group – Key figures 2025

Revenue

- in bn Euro -

49.4

2024: 54.1

-9%

Adjusted EBIT

- in bn Euro -

3.8

2024: 4.7

-19%

Adjusted ROS Industrial Business

- in % -

7.8

2024: 8.9

-110bps

Free Cash Flow Industrial Business

- in bn Euro -

1.8

2024: 3.2

-42%

Net Industrial Liquidity

- in bn Euro -

7.7

2024: 8.6

-10%



Resilient Industrial Business performance amidst persistent uncertainty in North America

Revenue
- in bn Euro -

50.7

45.9

ROS adj.
- in % -

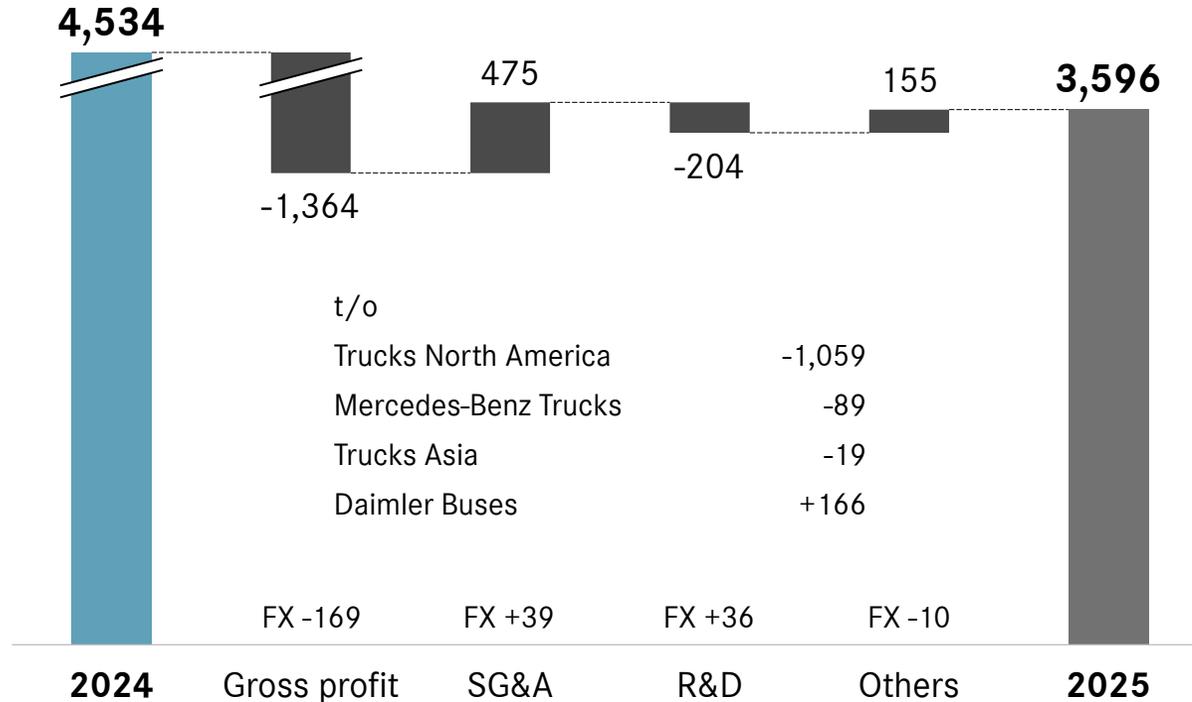
8.9

7.8

Adj. EBIT
- in mn Euro -

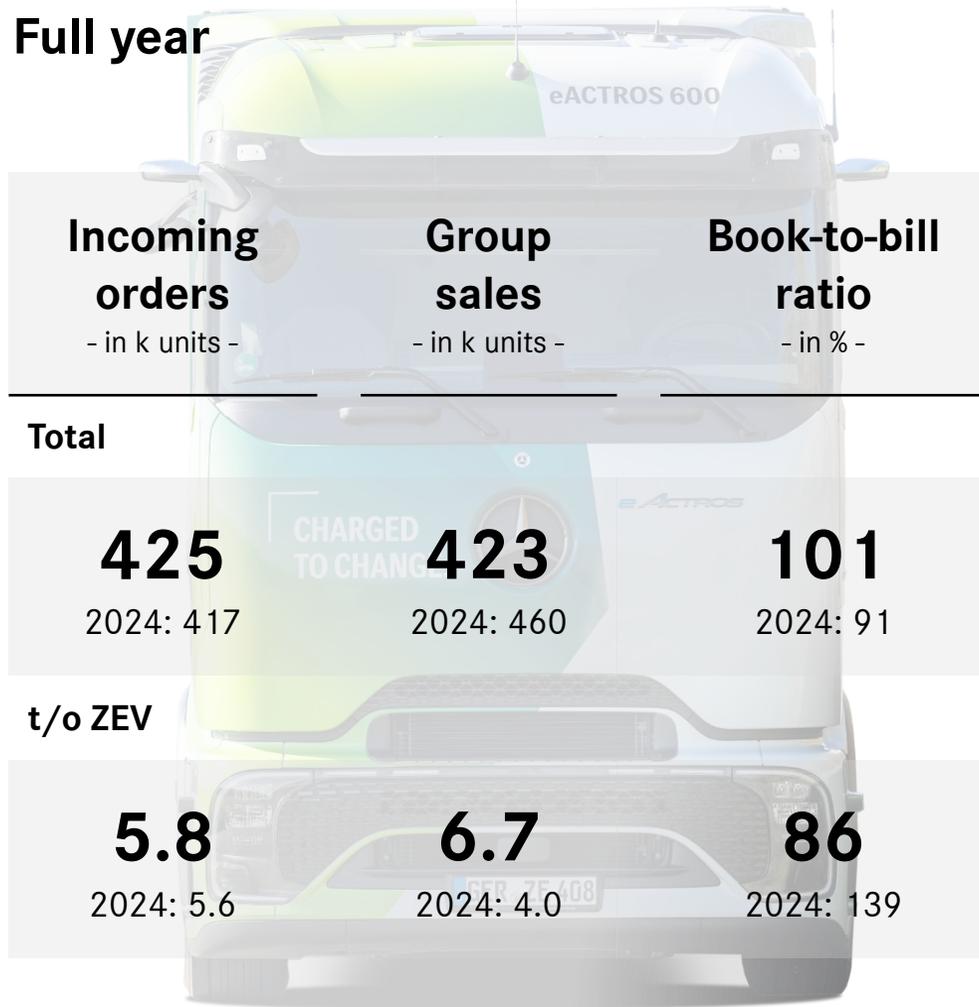
4,534

3,596

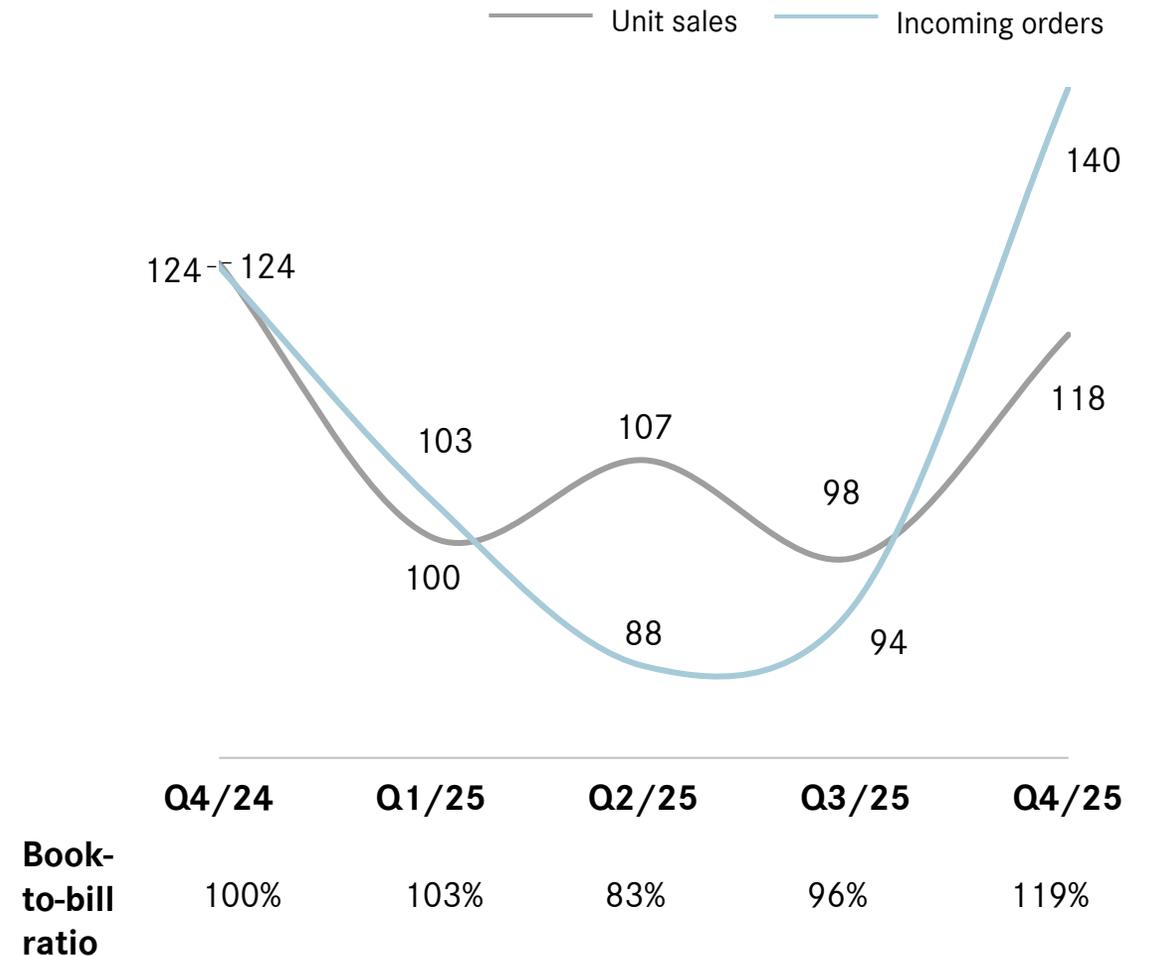


Book-to-bill ratio of 101% in 2025 - Improving order momentum especially in Q4

Full year



Development per quarter

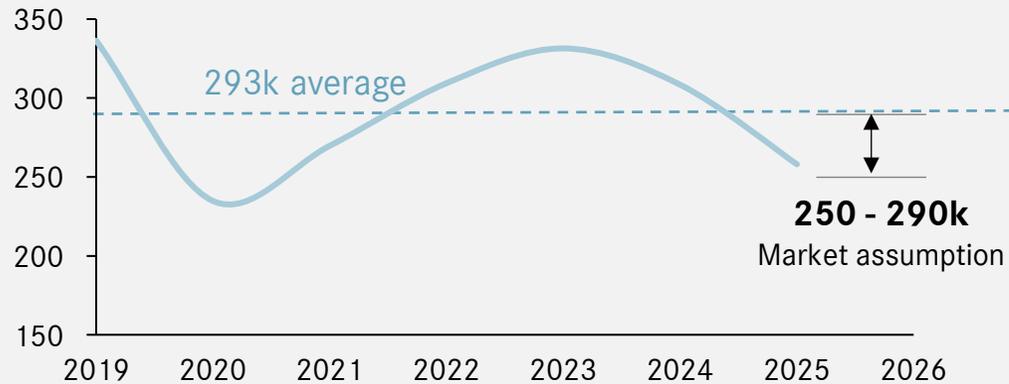


Further market drop in **North America**; **EU30 market** increase in Q4 2025

North America

Total market Class 8

- in k units -



Class 8

39.6%¹

Share of market

#1

EU30

Total market HDT

- in k units -



HDT

17.1%²

Share of market

MDT/HDT

17.7%²

Share of market

#1

ZEV HDT

38.2%²

Share of market

#1

¹ Share of market for Freightliner, Western Star (company internal analysis)

² Share of market for Mercedes-Benz (company internal analysis)

2025 in review: Product highlights



Trucks North America with strong result despite negative tariff impact and freight recession

Revenue
- in bn Euro -

23.8

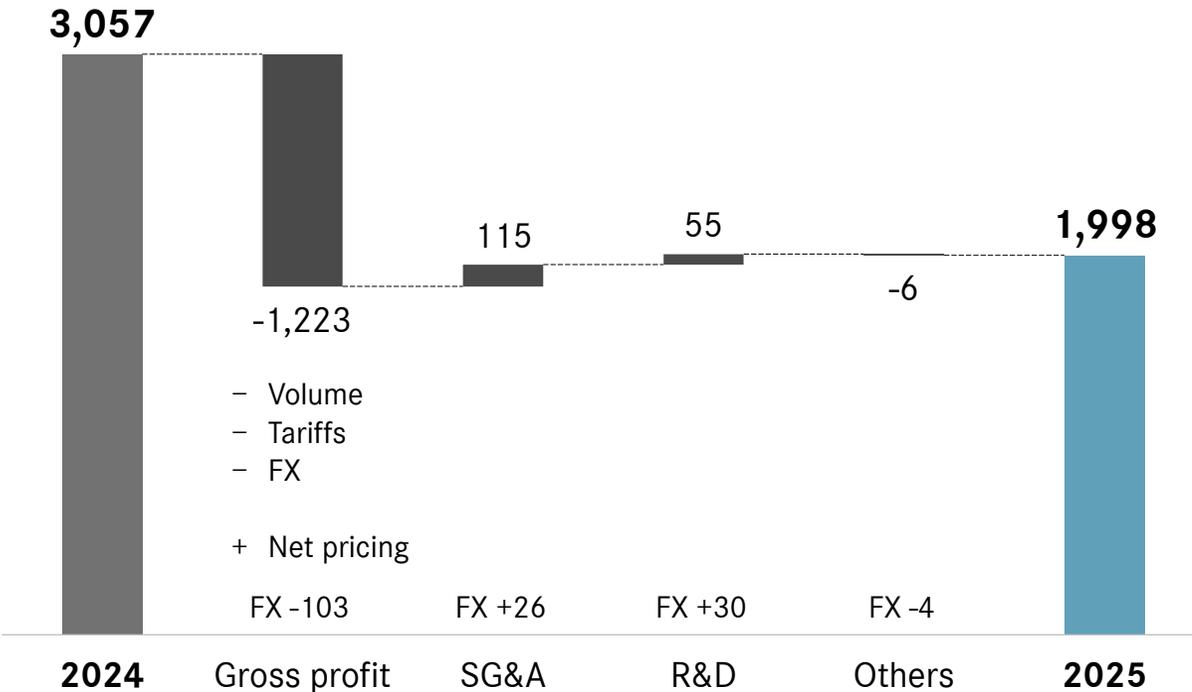
18.7

Adj. ROS
- in % -

12.9

10.7

Adj. EBIT
- in mn Euro -



Mercedes-Benz Trucks with solid profitability;

Mix and CDE effects partly offset by higher R&D

Revenue
- in bn Euro -

20.6

19.7

Adj. ROS
- in % -

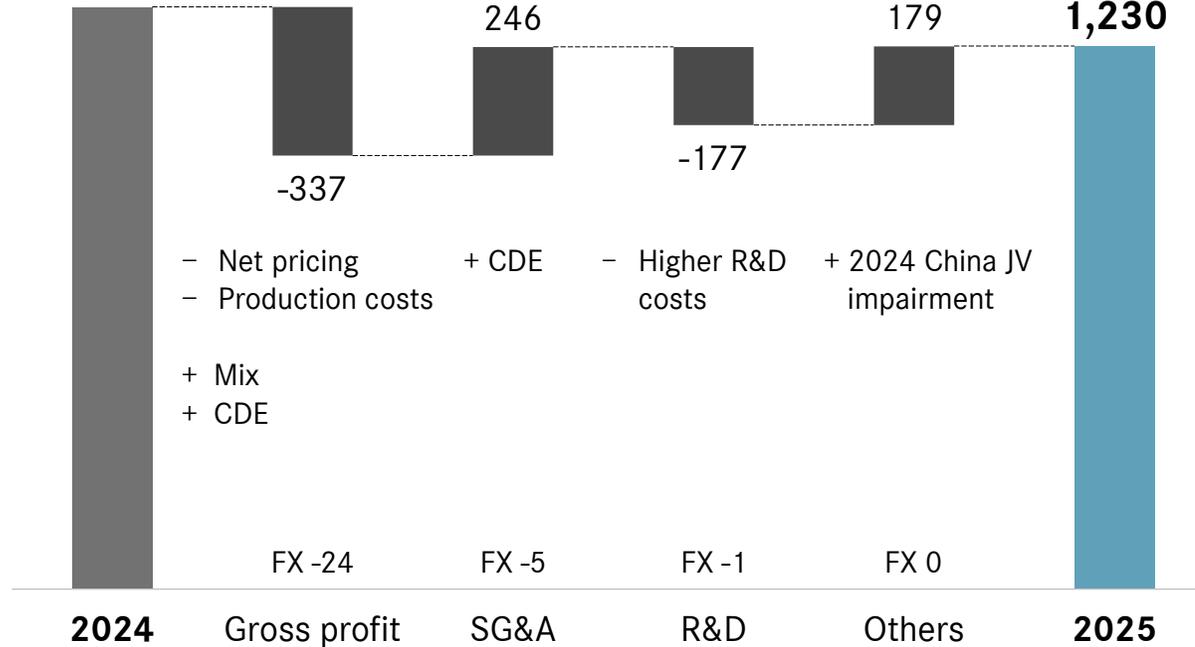
6.4

6.2

Adj. EBIT
- in mn Euro -

1,319

1,230



Daimler Buses demonstrates strength with 10.0% ROS in the decade of Bus

Revenue
- in bn Euro -

5.2

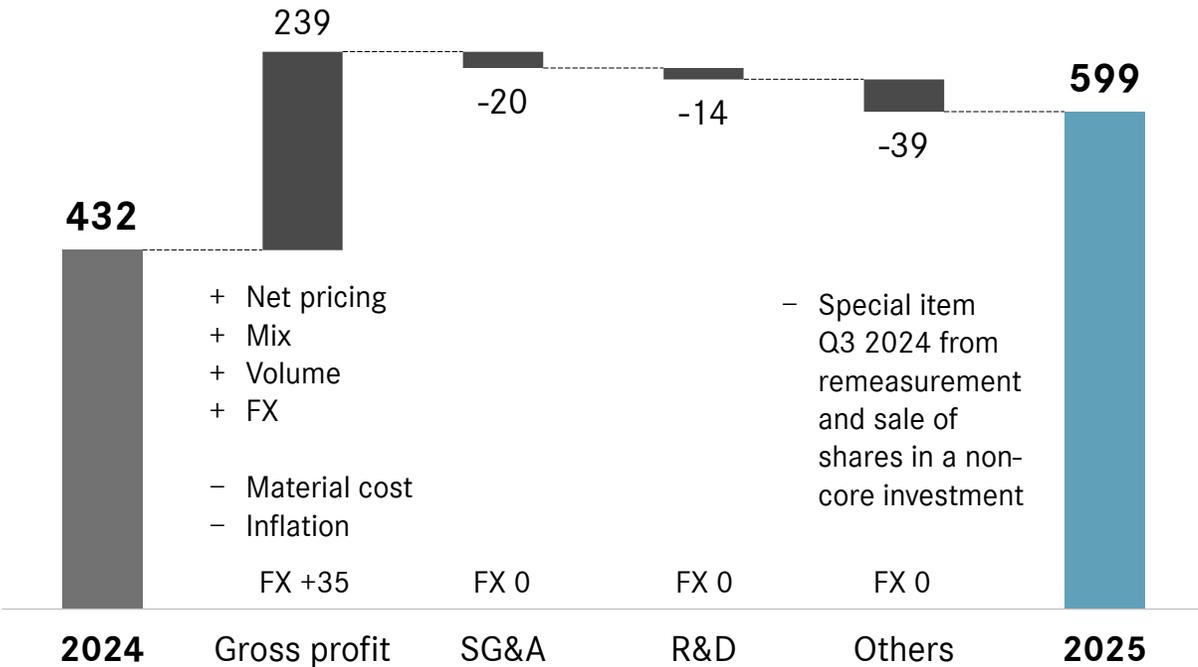
6.0

Adj. ROS
- in % -

8.3

10.0

Adj. EBIT
- in mn Euro -



Robust performance at Trucks Asia due to strong pricing and cost discipline despite FX headwinds

Revenue
- in bn Euro -

5.0

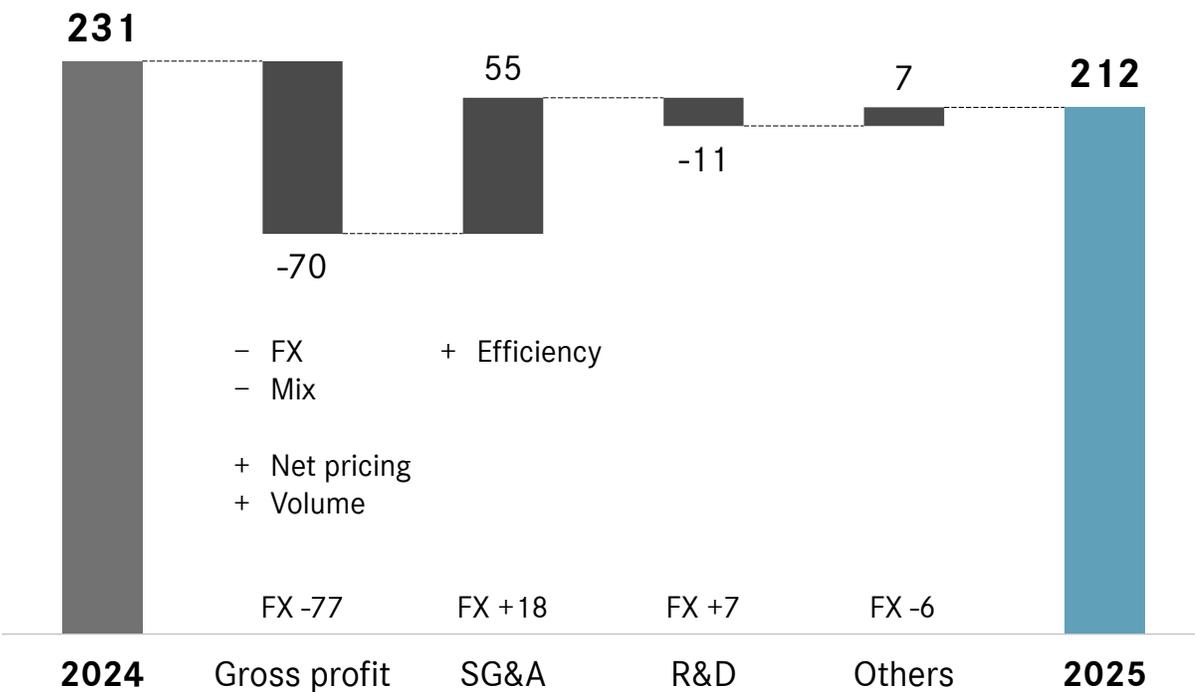
4.8

Adj. ROS
- in % -

4.6

4.4

Adj. EBIT
- in mn Euro -



Financial Services with strong margin development despite FX and cost of risk headwinds

Contract vol.
- in bn Euro -

32.2

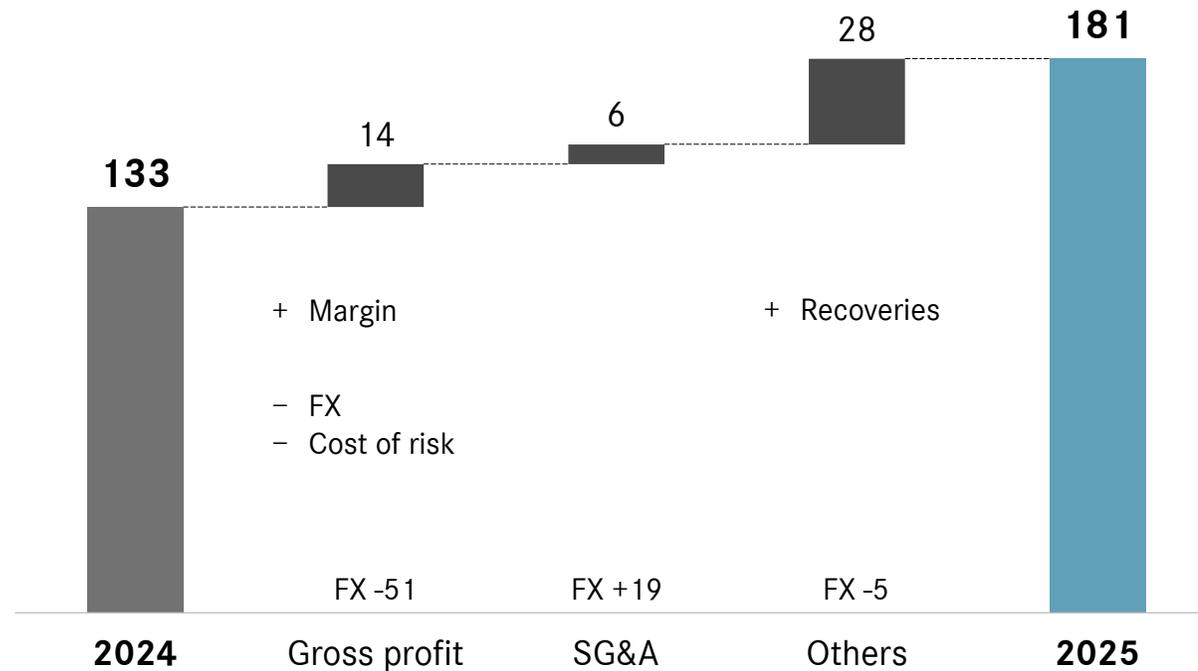
29.5

Adj. ROE
- in % -

5.0

6.1

Adj. EBIT
- in mn Euro -

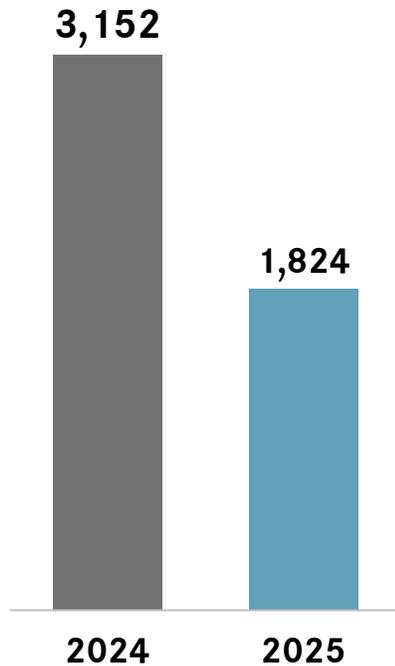


Cash flow Industrial Business within upper half of guidance range. Lower EBIT as main driver for lower FCF

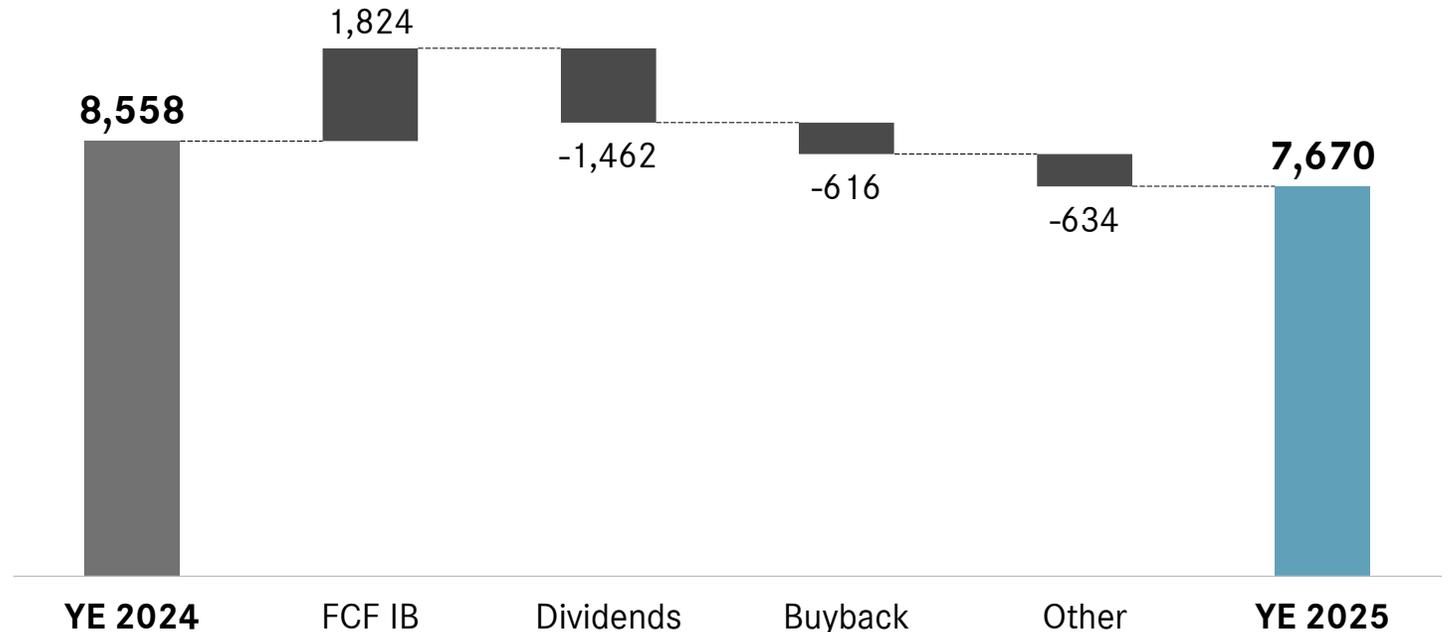
- in mn Euro -

Free Cash Flow

Industrial Business



Net Industrial Liquidity



DAIMLER TRUCK

FY 2025

Annual Results Conference

#1

Business
Update

#2

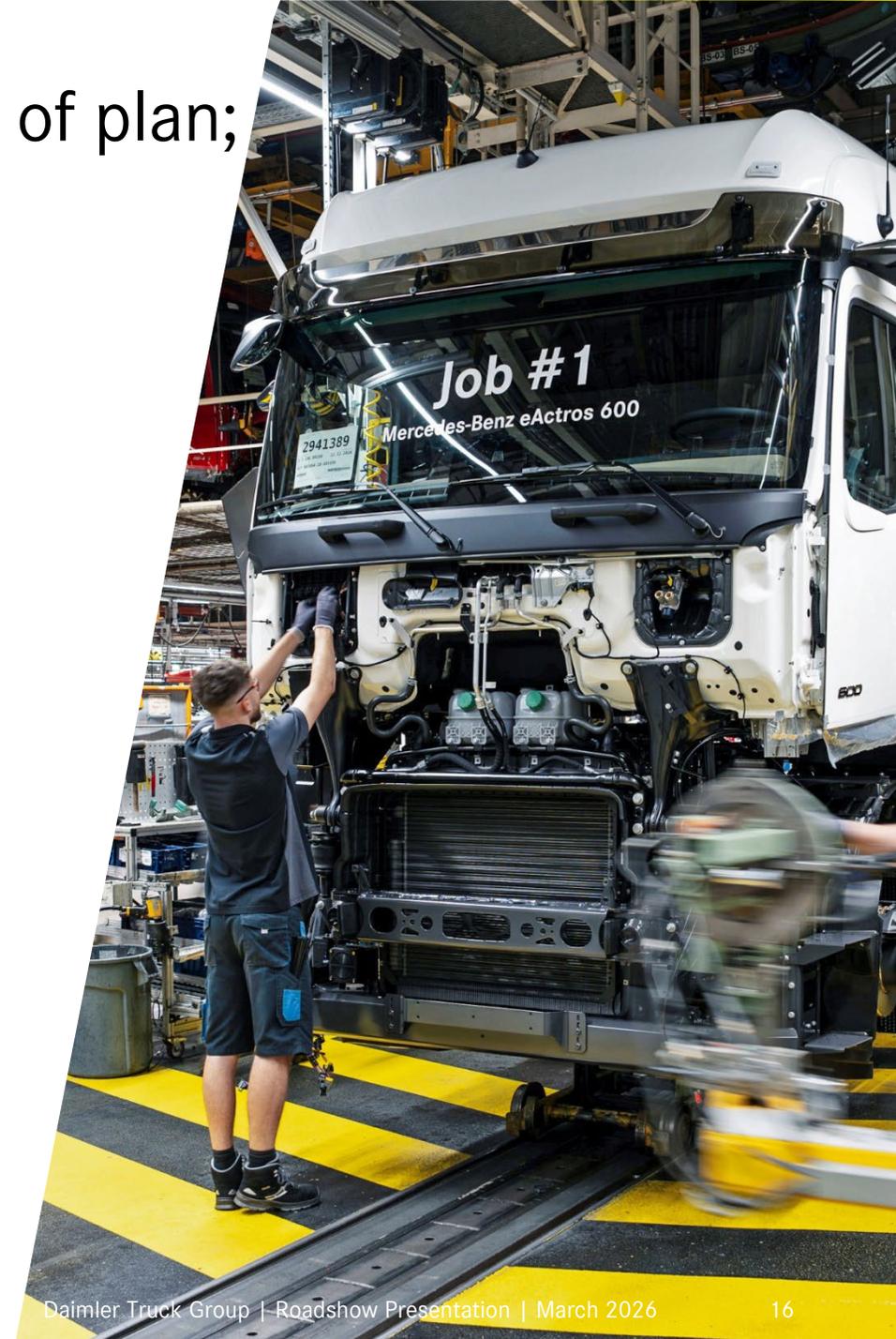
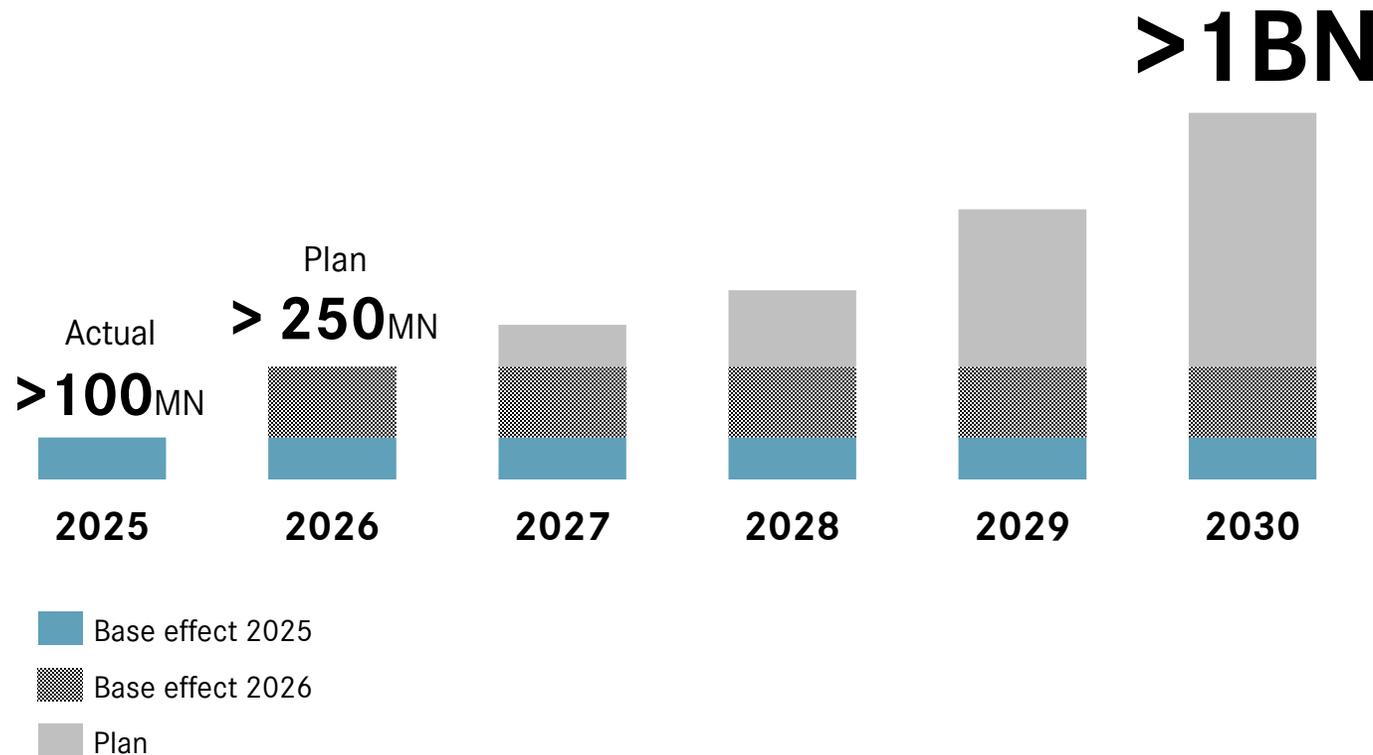
Focus Topics

#3

Outlook

Strong execution: Cost Down Europe ahead of plan; At least 250mn Euro impact expected in 2026

Net savings potential
- in Euro -



Unlocking global scale and growth potentials with **ARCHION**; Total expected **cash inflow of 1.5-2bn Euro**

- ▶ Target structure: 25% owned by Daimler Truck and Toyota each
- ▶ Margin expansion: At-equity result boosting ROS
- ▶ Optimizing of capital employed
- ▶ Pivot towards heavy-duty



DAIMLER TRUCK

FY 2025

Annual Results Conference

#1

Business
Update

#2

Focus Topics

#3

Outlook



Driving sustainable shareholder returns with a stable dividend proposal and launch of previously announced share buyback

Net profit

Group
- in bn Euro -

2.0

2024: 3.1
-34%

EPS

Group
- in Euro -

2.6

2024: 3.6
-30%

Free cash flow Industrial Business

- in bn Euro -

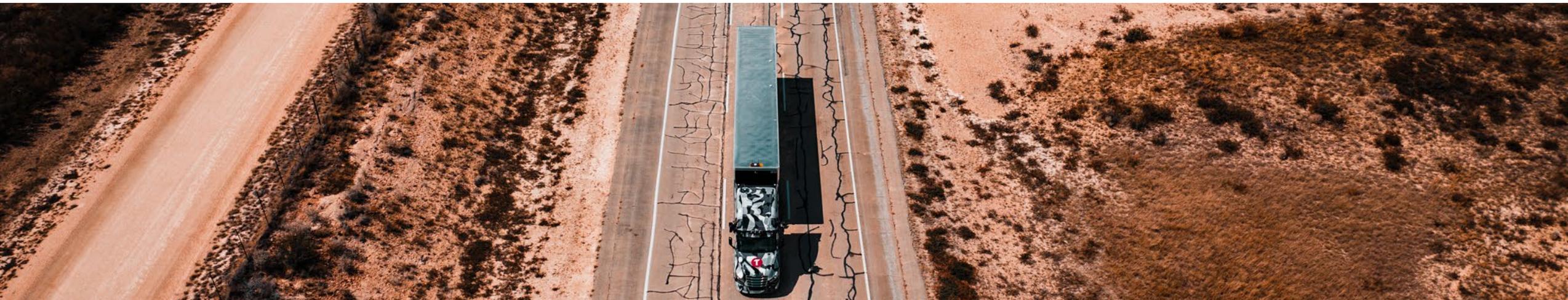
1.8

2024: 3.2
-42%

Dividend proposal 2025

1.90

Euro
(stable vs. 2024)



Market assumptions 2026

Heavy-duty truck market

2026

North America

250 – 290k units

EU30

290 – 330k units

A photograph of a road winding through a mountainous landscape. The road has the year '2026' painted on it in large white letters. The background shows green hills and mountains under a cloudy sky.

Daimler Truck segment guidance 2026

	Unit sales - in k units -			Adjusted ROS/ROE - in % -		
	FY 2025	FY 2025	Guidance 2026	FY 2025	FY 2025	Guidance 2026
	Continuing & discontinued operations	Continuing operations	Continuing operations ²	Continuing & discontinued operations	Continuing operations	Continuing operations ²
Trucks North America	142	142	150 – 170	10.7	10.7	6 – 8
Mercedes-Benz Trucks	160	147 ³	150 - 170 ³	6.2	6.2	6 – 8
Daimler Buses	27	27	25 – 30	10.0	10.0	8 – 10
Financial Services¹				6.1	6.1	6 – 8

¹ Adjusted ROE

² Due to the planned deconsolidation of Mitsubishi Fuso on April 01, 2026, subject to the necessary conditions for the closing of the transaction being in place in time, and the associated focus on continuing operations in internal management and reporting, an outlook for discontinued operations and the Trucks Asia segment for 2026 financial year is generally omitted. Therefore, the forecast figures for 2026 financial year relate to continuing operations.

³ Due to the planned deconsolidation of Mitsubishi Fuso, the figure does not include any FUSO brand vehicles.

Daimler Truck Group and Industrial Business Guidance 2026

	FY 2025 Continuing and discontinued operations	FY 2025 Continuing operations	Guidance 2026 Continuing operations ¹
Group			
Adjusted EBIT	3.8bn Euro	3.5bn Euro	3.2 – 3.7bn Euro
IB			
Unit sales	423k units	315k units ²	330 – 360k units ²
Revenue	45.9bn Euro	42.1bn Euro	42 – 46bn Euro
Adjusted ROS	7.8%	7.9%	6 – 8%
FCF	1.8bn Euro	1.8bn Euro ³	2.7 – 3.2bn Euro ^{3,4}

¹ Due to the planned deconsolidation of Mitsubishi Fuso on April 01, 2026, subject to the necessary conditions for the closing of the transaction being in place in time, and the associated focus on continuing operations in internal management and reporting, an outlook for discontinued operations and the Trucks Asia segment for 2026 financial year is generally omitted. Therefore, the forecast figures for 2026 financial year relate to continuing operations.

² Due to the planned deconsolidation of Mitsubishi Fuso, the figure does not include any FUSO brand vehicles.

³ Includes the sum of continued and discontinued activities.

⁴ Includes the expected cash-in from the strategic Fuso Hino transaction.



CONTACTS

Our team is here to support you

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



Marcus Poppe
Vice President Investor Relations
marcus.poppe@daimlertruck.com



Anatol Holland
Credit Investors
anatol.holland@daimlertruck.com

Assia Korherr
Equity Relations and Analysts
assia.korherr@daimlertruck.com



Susanne Steigerwald
Corporate and Investor Access
susanne.steigerwald@daimlertruck.com



Johannes Schmalzriedt
Equity Relations and Analysts
johannes.schmalzriedt@daimlertruck.com



Sandra Kallfass
Sustainability Investors and AGM
sandra.kallfass@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



March 2026

ISIN: DE 000 DTR0CK8
WKN: DTR0CK

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

Level I ADR Program
ISIN: US23384L1017