

DAIMLER TRUCK

ROADSHOW PRESENTATION



November, 2023

ISIN: DE 000 DTR0CK8
WKN: DTR0CK

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

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



TRANSFORMING FOR SUSTAINABLE GROWTH

We deliver our 2025 ambitions and further enhance profit and cash flow by 2030

2025

**DELIVER HIGHER
PROFITABILITY AND
INCREASED RESILIENCE,
INCREASE SHAREHOLDER
REWARDS**

**LAY THE FOUNDATION FOR
OUR TRANSFORMATION**

2030

**FURTHER UPLIFT
PROFITABILITY AND FREE
CASH FLOW**

**EXECUTE THE
TRANSFORMATION**



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

Leading sustainable transformation with cutting-edge technology

4

ACCELERATING SUSTAINABLE AND HIGHLY AUTOMATED TRANSPORTATION

- Leading in sustainable transportation with 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) and partnership in battery technology (Manz)
- 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

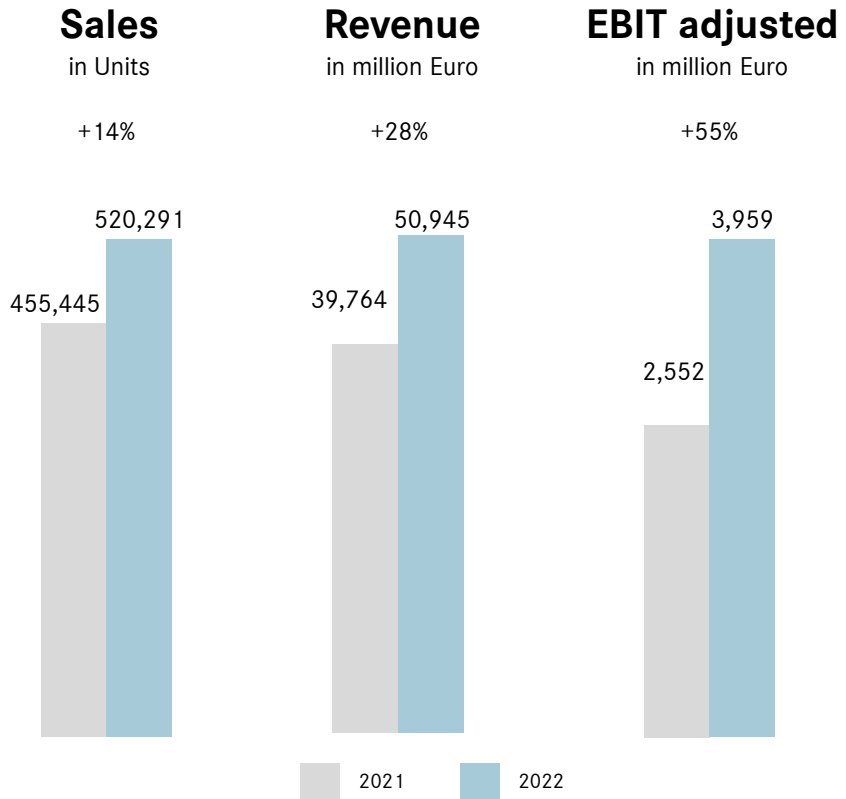
CULTURE, LEADERSHIP AND SUSTAINABILITY AS KEY ENABLERS

- 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 LEADER²	#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 2022. 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...

995k+ Uncompromised customer focus
CASCADIAS BUILT³

~39% Industrial-leading updated technology
IMPROVED FUEL EFFICIENCY²

11,000+ World-class dealer network
SERVICE BAYS

...RIGHT PRODUCT PORTFOLIO



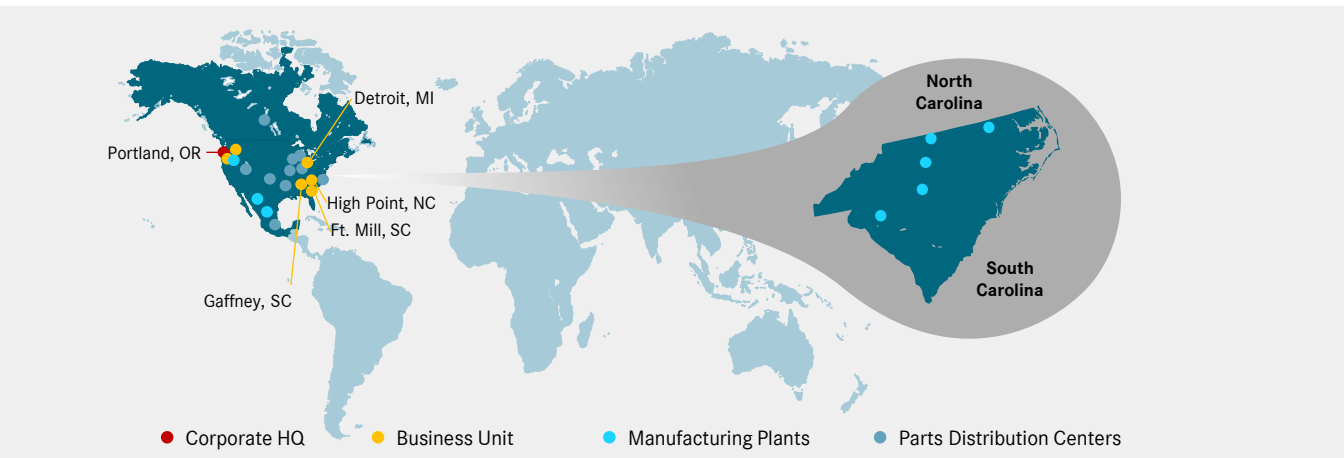
On-highway large/mega fleets



On-highway small fleets



Off-highway vocational



¹ For the year 2022 (Class 8) . ² Class 8. ³ Since launch in 2007. Source: Company estimate

MERCEDES-BENZ: REBUILDING PROFITABILITY

Strong market position in key markets and strong product portfolio

STRONG MARKET POSITION ACROSS REGIONS ...

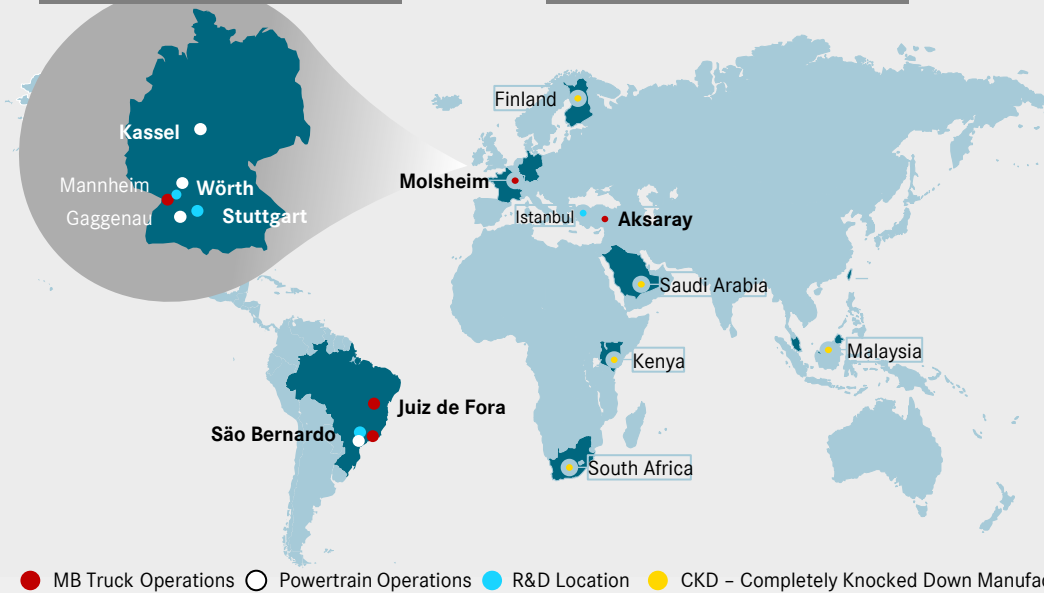
KEY MARKETS

Brazil
26% market share¹

EU 30
21% market share¹

#2 BRAND BRAZIL¹

#1 BRAND EU-30¹



... AND PRODUCT PORTFOLIO



HEAVY DUTY TRUCKS



MEDIUM DUTY TRUCKS



SPECIAL TRUCKS

¹ MDT/HDT; for the year 2022 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

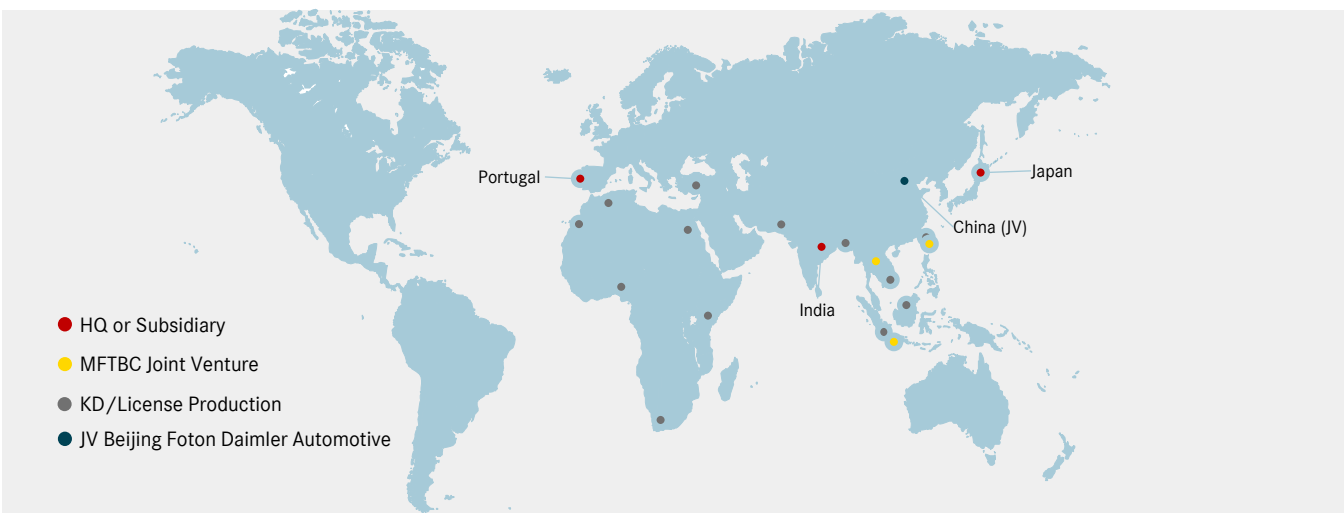


MEDIUM DUTY TRUCKS

LIGHT DUTY TRUCKS



BUS



¹ For the year 2022; Source: HIS Markit, Company estimate.

1 DAIMLER BUSES: GLOBAL MARKET LEADER

#1 in all core markets through intense customer focus

1 IN OUR KEY MARKETS

EU 30

26% market share¹

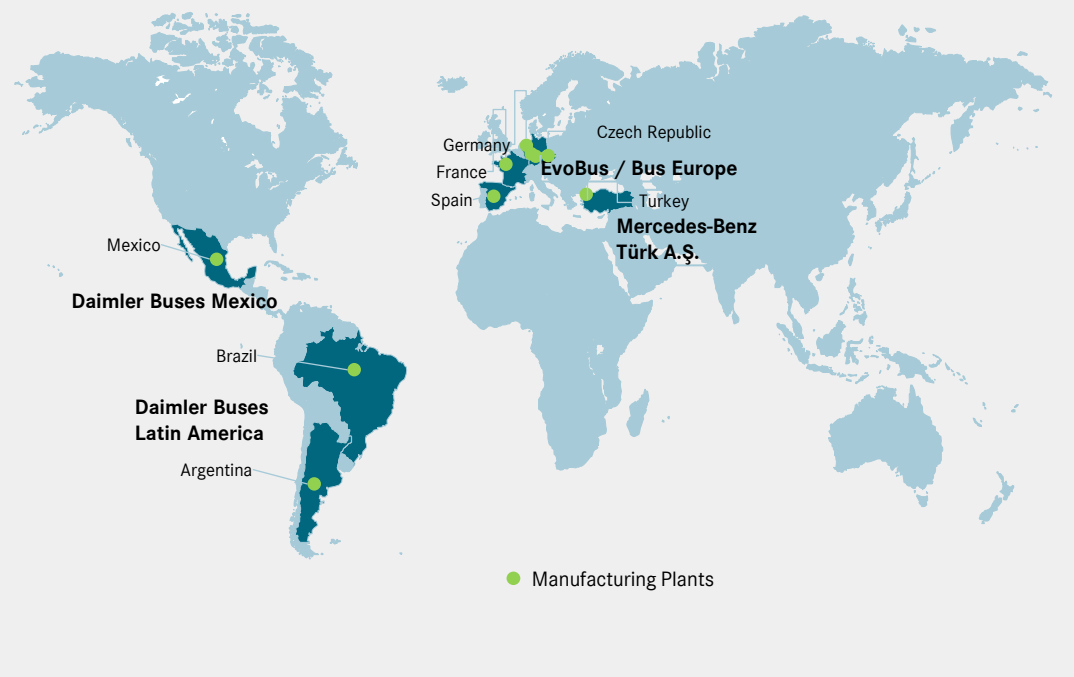
BRAZIL

47% market share¹

MEXICO

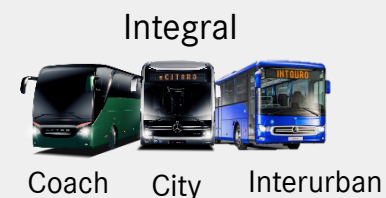
43% market share¹

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

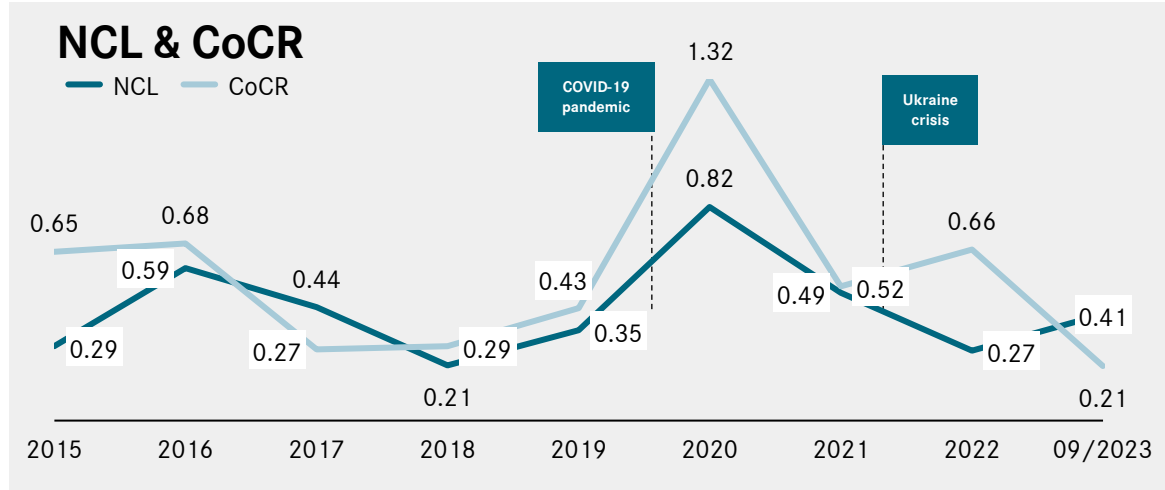
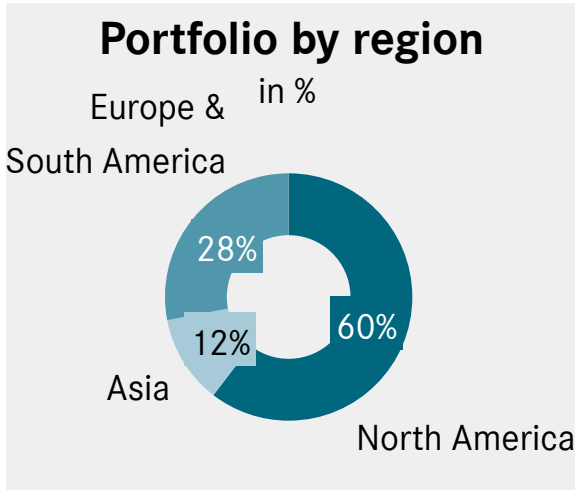
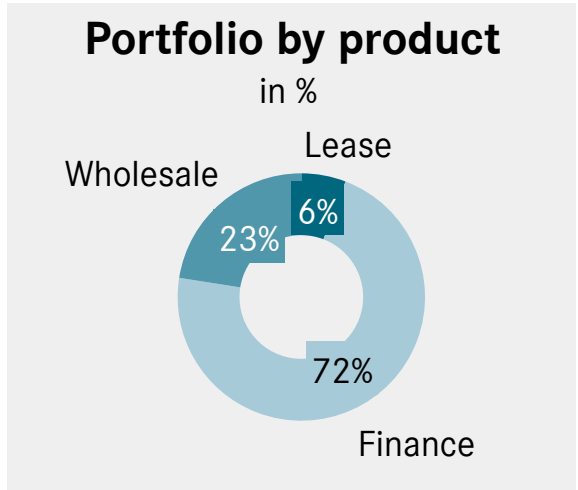
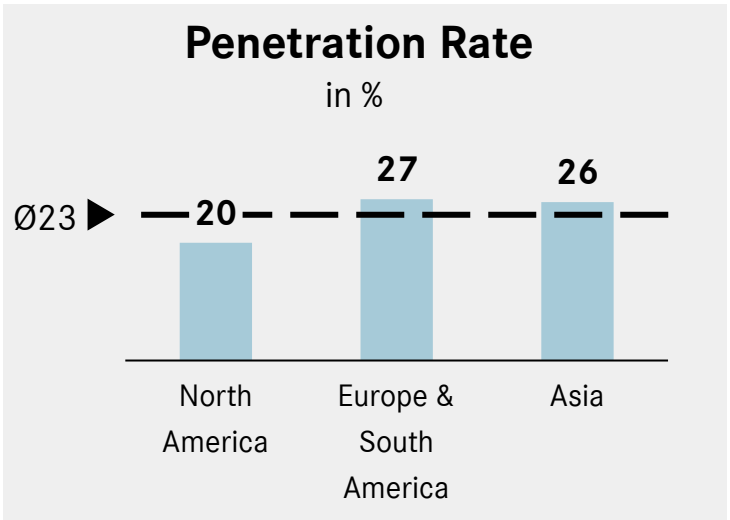
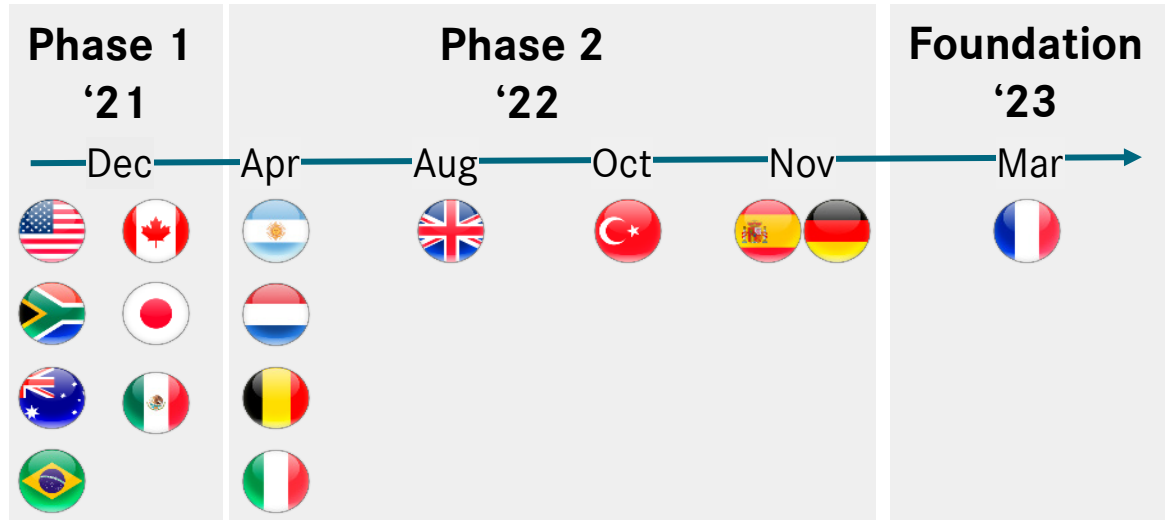
- Mercedes-Benz and Setra
- OmniPlus and BusStore
- Pioneer in Safety and Assistance Systems
- Only CO₂-neutral city busses on offer in Europe by 2030
- By 2039 only CO₂-neutral new vehicles to be offered in the core European market

¹ For the year 2022; 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.

1

DAIMLER TRUCK FINANCIAL SERVICES IS SCALING UP

Driving deeper customer relationships and contribution to Group's profit and cash flow



Actuals as of Q3 2023

2 OUTLOOK 2025: WE REAFFIRM OUR FINANCIAL AMBITIONS

Self-help measures build greater resilience in a challenging environment

GROW SERVICES

- ▶ Translating our long-term customer relationships into recurring revenues to reduce cyclicity and drive higher margins

KEEP STRICT FOCUS ON FIXED COST REDUCTION

- ▶ Confirmed relative ambitions despite inflationary environment
- ▶ Continuous Active Portfolio Management

FOCUS ON THE RIGHT INVESTMENTS

- ▶ Rightsized investments
- ▶ Focus investment in ZEV vehicle transformation and autonomous trucking
- ▶ Cooperation with partners

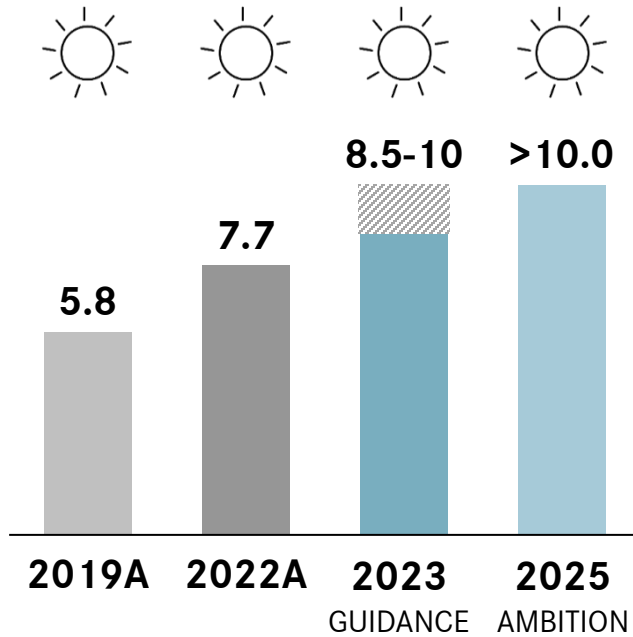


2 WE ARE ON TRACK TO DELIVER ON 2025 AMBITION

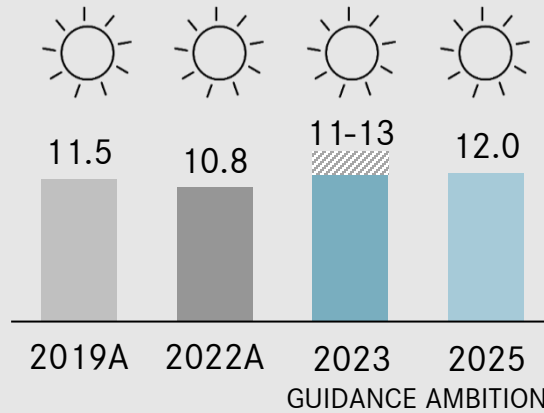
ROS of >10% within reach

ROS ADJUSTED (in %)

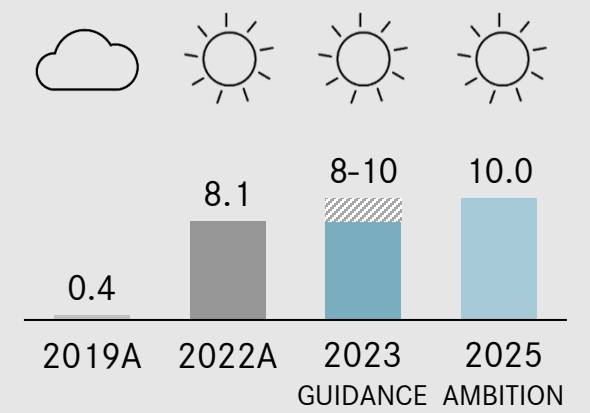
INDUSTRIAL BUSINESS



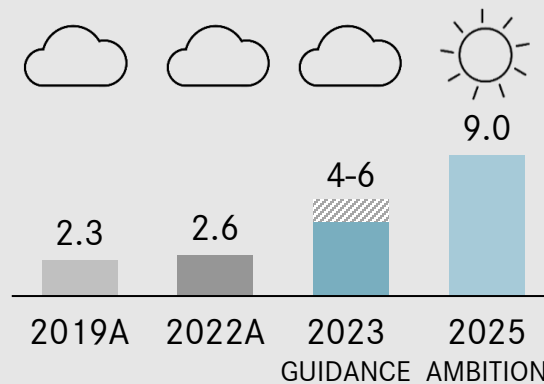
TRUCKS NORTH AMERICA



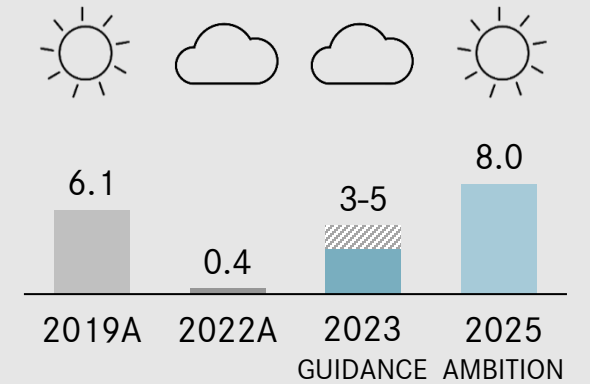
MERCEDES-BENZ



TRUCKS ASIA



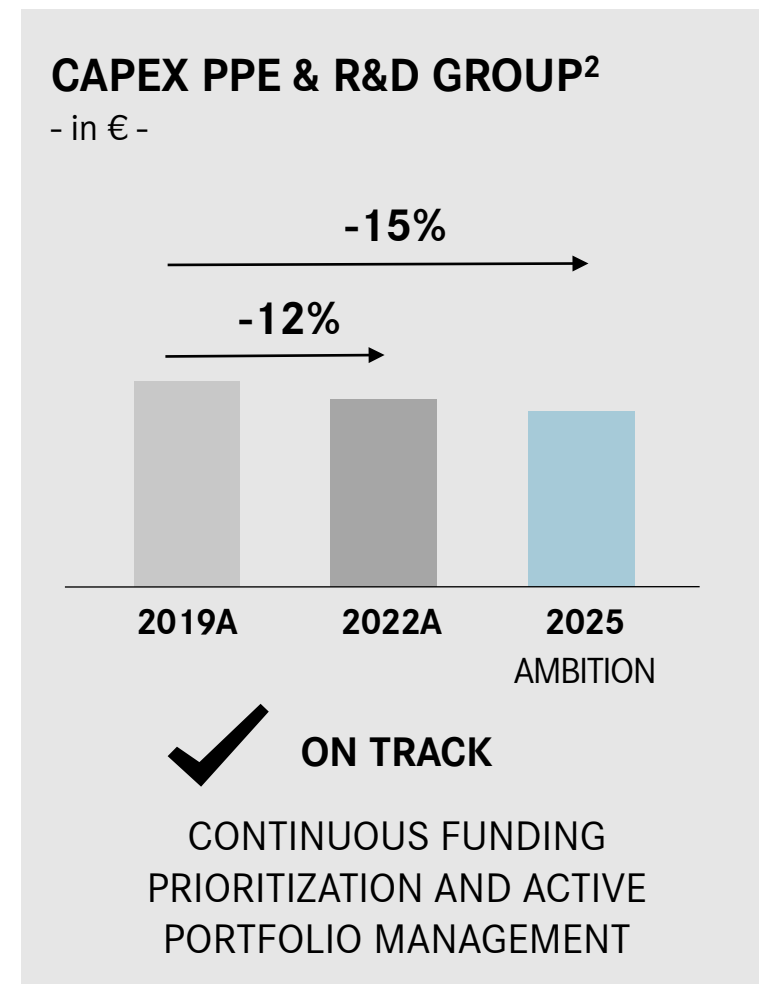
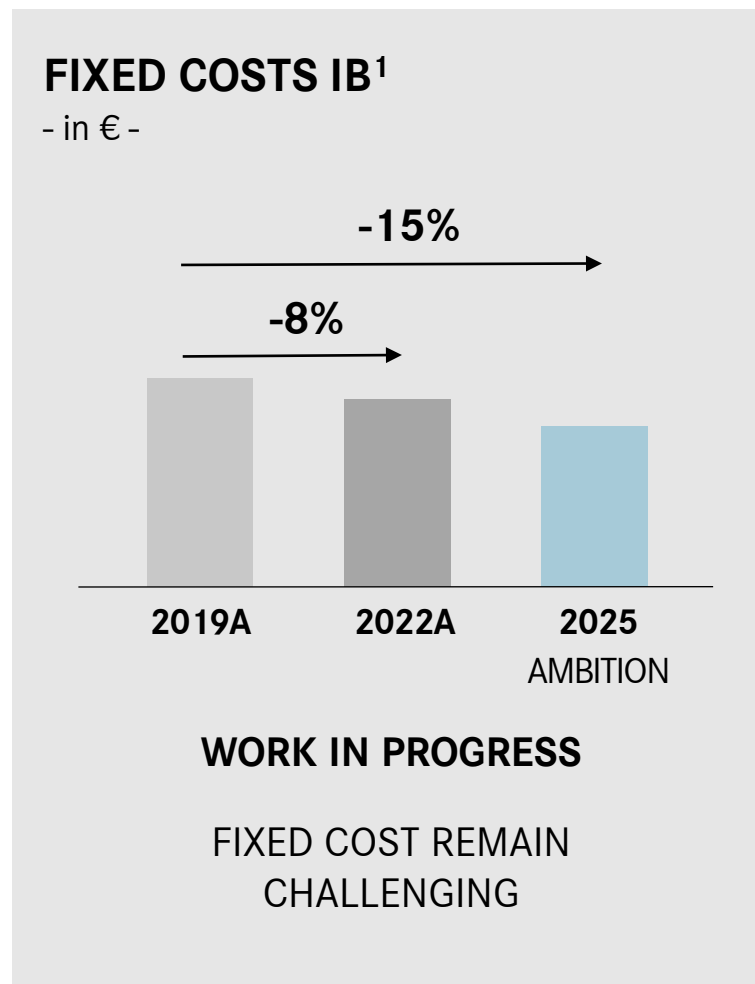
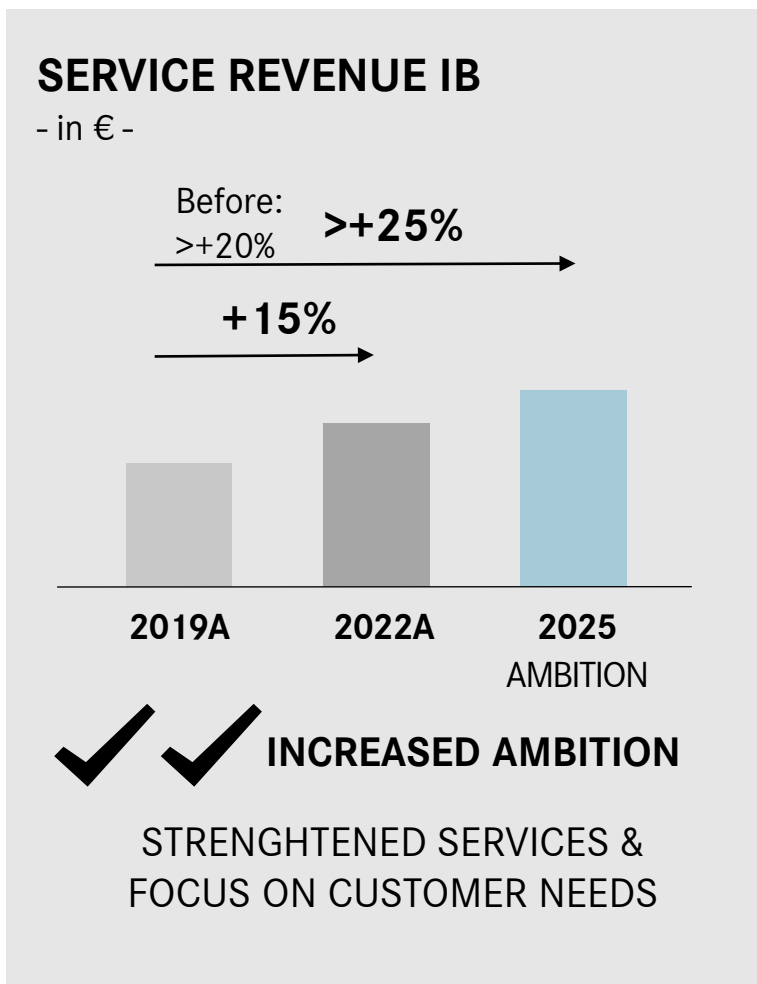
DAIMLER BUSES



2

WE ARE CONTINUOUSLY WORKING ON OUR SELF-HELP MEASURES

Services and CapEx PPE & R&D on track, fixed cost ambitions remain key focus



¹ Industrial business incl. reconciliation excluding spin-off cost, TORC and excess inflation >2% based on 2019 FX

² Group excluding spin-off cost and TORC, w/o FX effects

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

Focus on attractive return while investing in future value creation



- ▶ Based on Active Portfolio Management in most attractive businesses
- ▶ Pivot towards heavy-duty
- ▶ Monetizing of Diesel assets
- ▶ Increased funding priority for ZEV
- ▶ Strong partnerships where necessary

TRANSFORMING OUR BUSINESS AND DELIVERING A STEADY STREAM OF INCOME FOR OUR SHAREHOLDERS IN A CYCLICAL INDUSTRY

STRONG OPERATING CASH FLOW WITH SOLID BALANCE SHEET AS KEY PRIORITY

CAPEX AND R&D

TRANSFORMATIONAL INVESTMENTS

REGULAR CASH DIVIDENDS

OPPORTUNISTIC VALUE-CREATING M&A

SHARE BUYBACKS

2 EXECUTING OUR SHARE BUYBACK PROGRAM

Enhanced dividend policy and up to 2 billion € buyback

HIGH & LESS CYCLICAL
DIVIDEND PAYOUT

40–60%

Range to maintain a stable dividend level even in tougher market environments

SHARE BUYBACK PROGRAM
UP TO 2 BILLION €

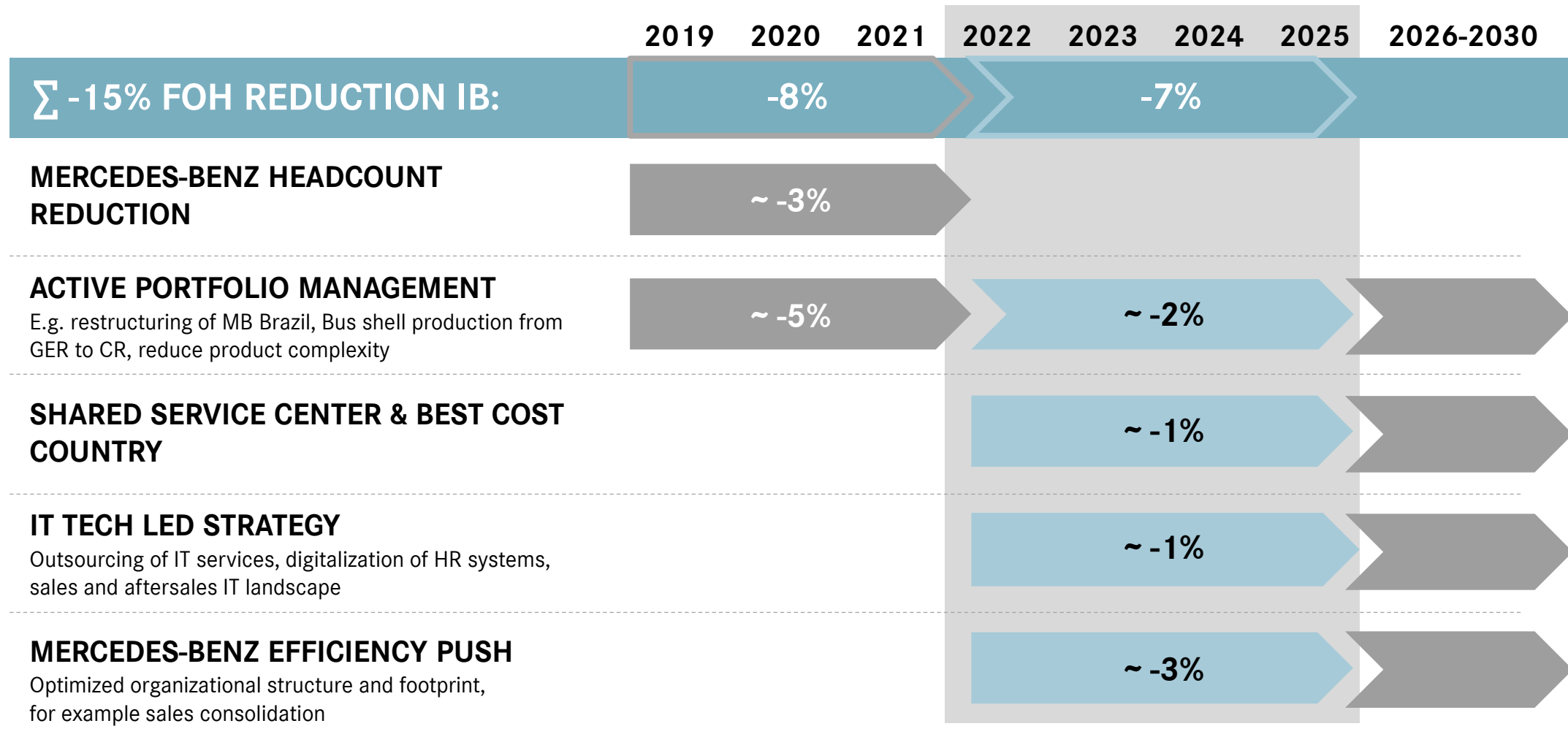
EXECUTION
UP TO TWO TRANCHES
STARTED AUG 2, 2023

DURATION
TIME SPAN ~2 YEARS



2 FIXED COST AMBITIONS REMAIN KEY FOCUS

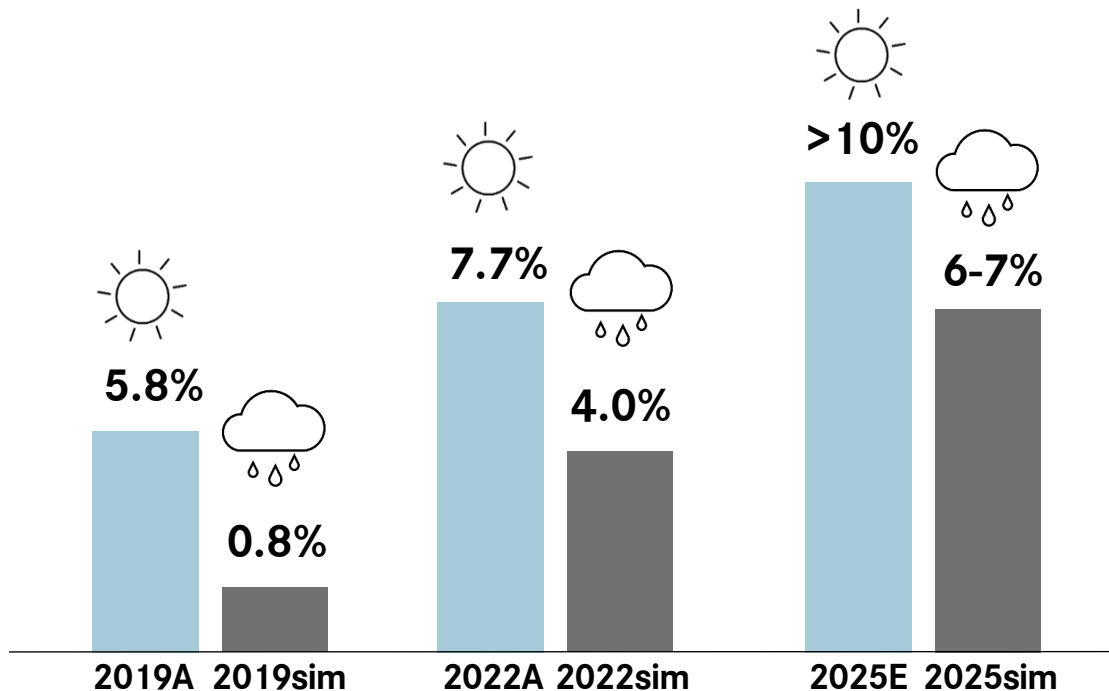
Additional measures identified especially at Mercedes-Benz



2 WE ALREADY IMPROVED RESILIENCE – AND THERE IS MORE TO COME

Significant increase of resilience in rainy conditions

ROS IB ADJUSTED: SIMULATION OF RAINY CONDITIONS



SELF-HELP MEASURES

HIGHER RECURRENT SERVICE REVENUES

LOWER CAPEX & R&D SPENDING DESPITE TRANSFORMATION

LOWER FIXED COST

2 SOLID LIQUIDITY & INVESTMENT-GRADE RATING

We have a rock-solid balance sheet

SOLID RATING

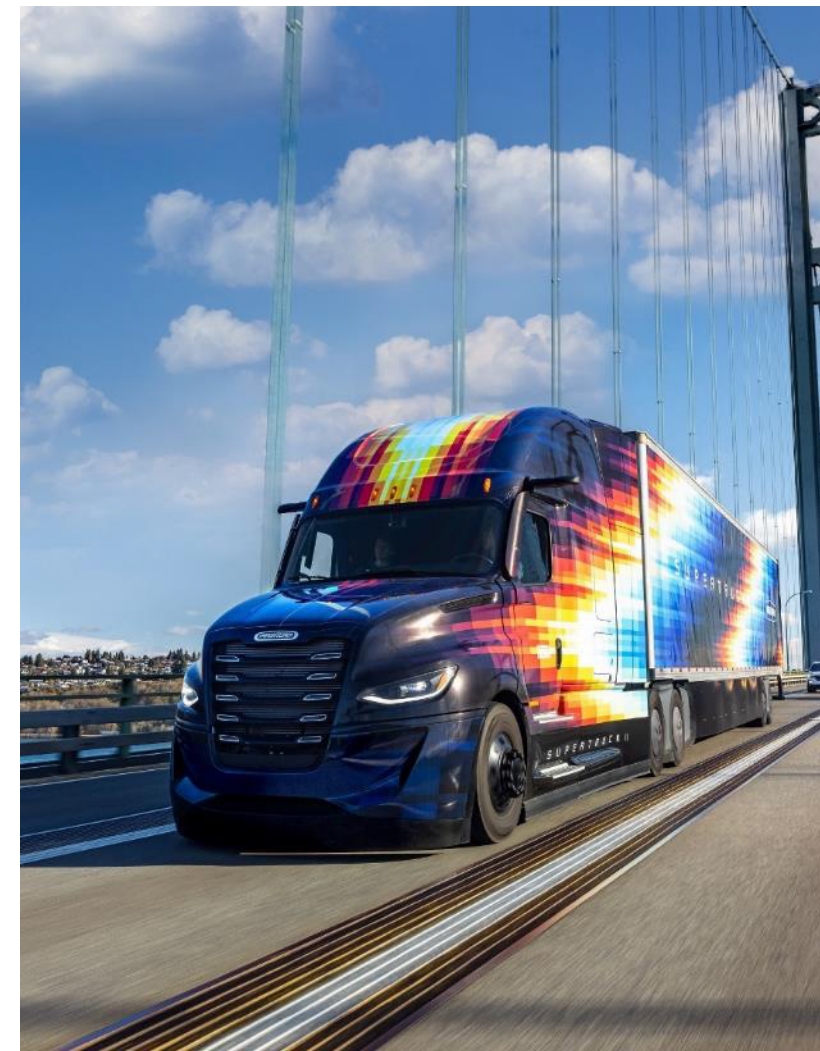
S&P: BBB+

Moody's: A3

in billion Euro	ACTUALS Dec 31, 2022	ACTUALS Sep 30, 2023
DAIMLER TRUCK		
Equity ratio	32%	30%
Gross liquidity	7.1	11.9
Funded status of pension obligations	- 0.5	- 0.4
Funding ratio	91%	93%
INDUSTRIAL BUSINESS		
Equity ratio	48%	43%
Net liquidity	7.5	7.7
FCF	0.6 (Q3/22)	1.1 (Q3/23)

“Daimler Truck is building a positive track record of margin expansion, owing to efficiency improvements, cost-savings measures, and price realization benefits. We expect Daimler Truck's industrial business to maintain a net cash position, providing a good degree of financial flexibility, which is pivotal to our rating on the company.” (S&P – May 26, 2023)

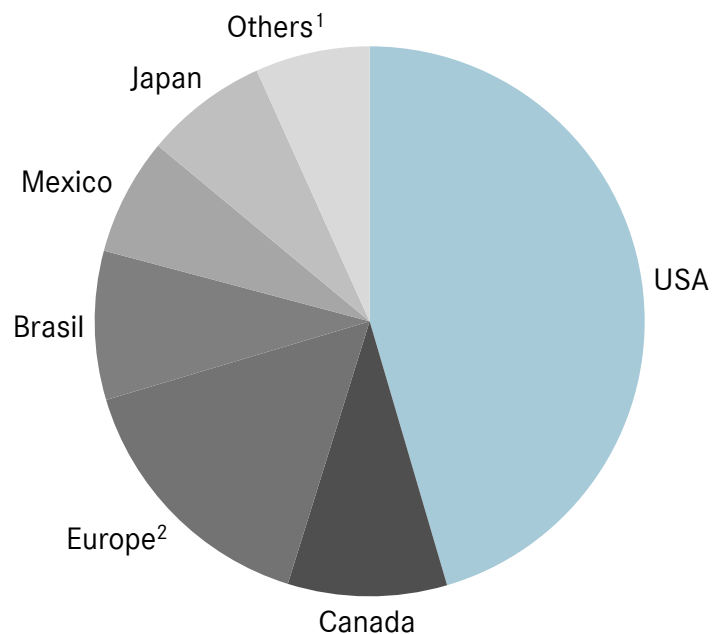
“The [Q2 23] announcements reflect the ongoing favorable environment in the truck market and Daimler Truck's progress in raising its margins to levels more appropriate to its leading market position, as credit positive. Daimler Truck increased its full-year 2023 guidance on the back of a strong operating performance driven by stabilizing supply chains, a stronger core market, robust pricing and a strong after-sales business performance.” (Moody's – Jul 21, 2023)



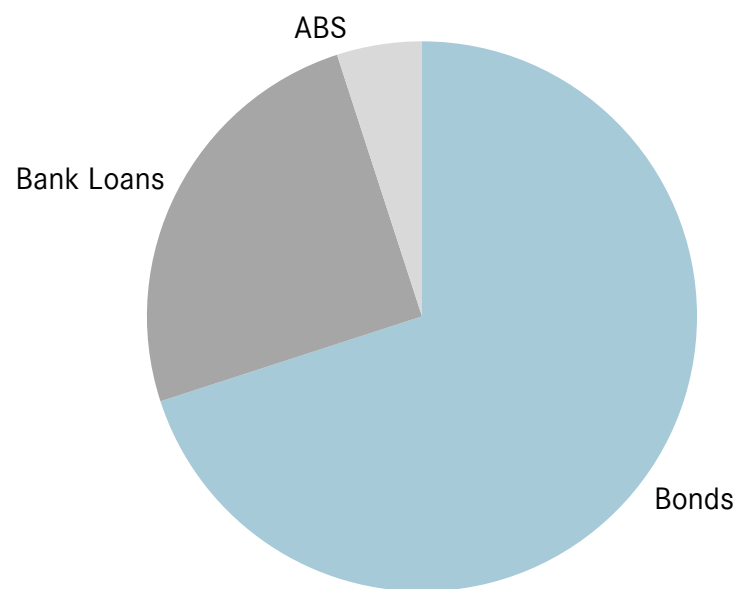
2 WELL-DIVERSIFIED FUNDING MIX

We successfully issued several bonds supporting the growth of Financial Services

MARKETS



FUNDING INSTRUMENTS



- 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)
- Consequently, **capital market funding ratio will increase over time**
- **Green Finance Framework** as basis for issuance of Green Bonds established

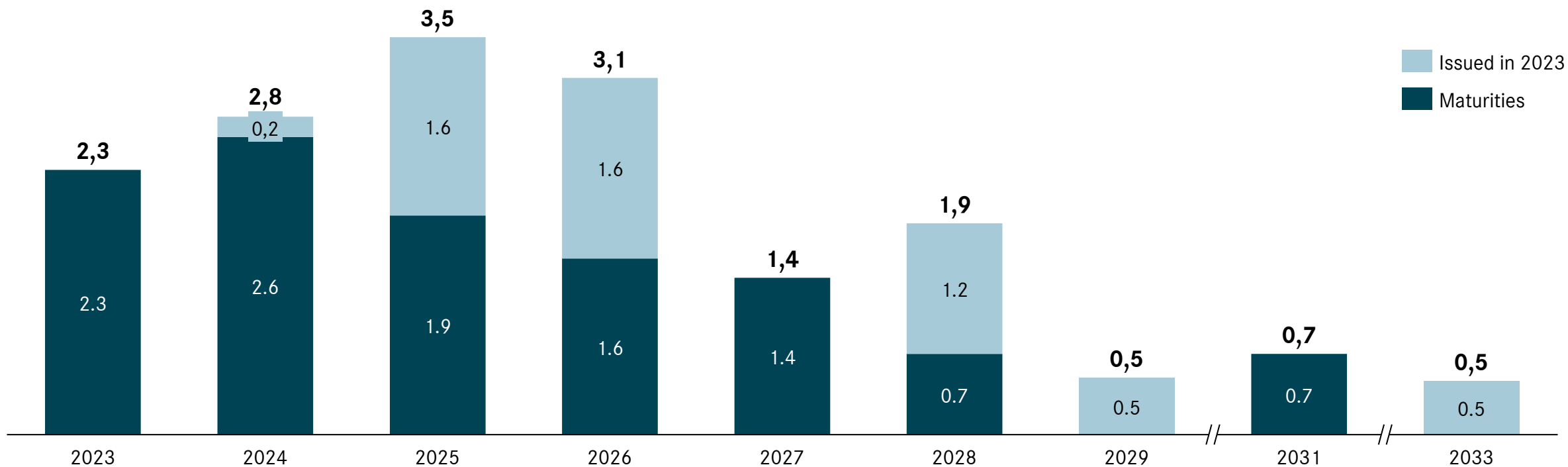
¹ Others includes: Australia, South Africa and Argentina. ² Europe includes: Netherlands, Belgium, Turkey, Italy, Spain and UK.

2 BOND MATURITY PROFILE

Well balanced Bond Maturity Profile

MATURITY PROFILE BONDS

in billion EUR as of Sep 30, 2023



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

No 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



2

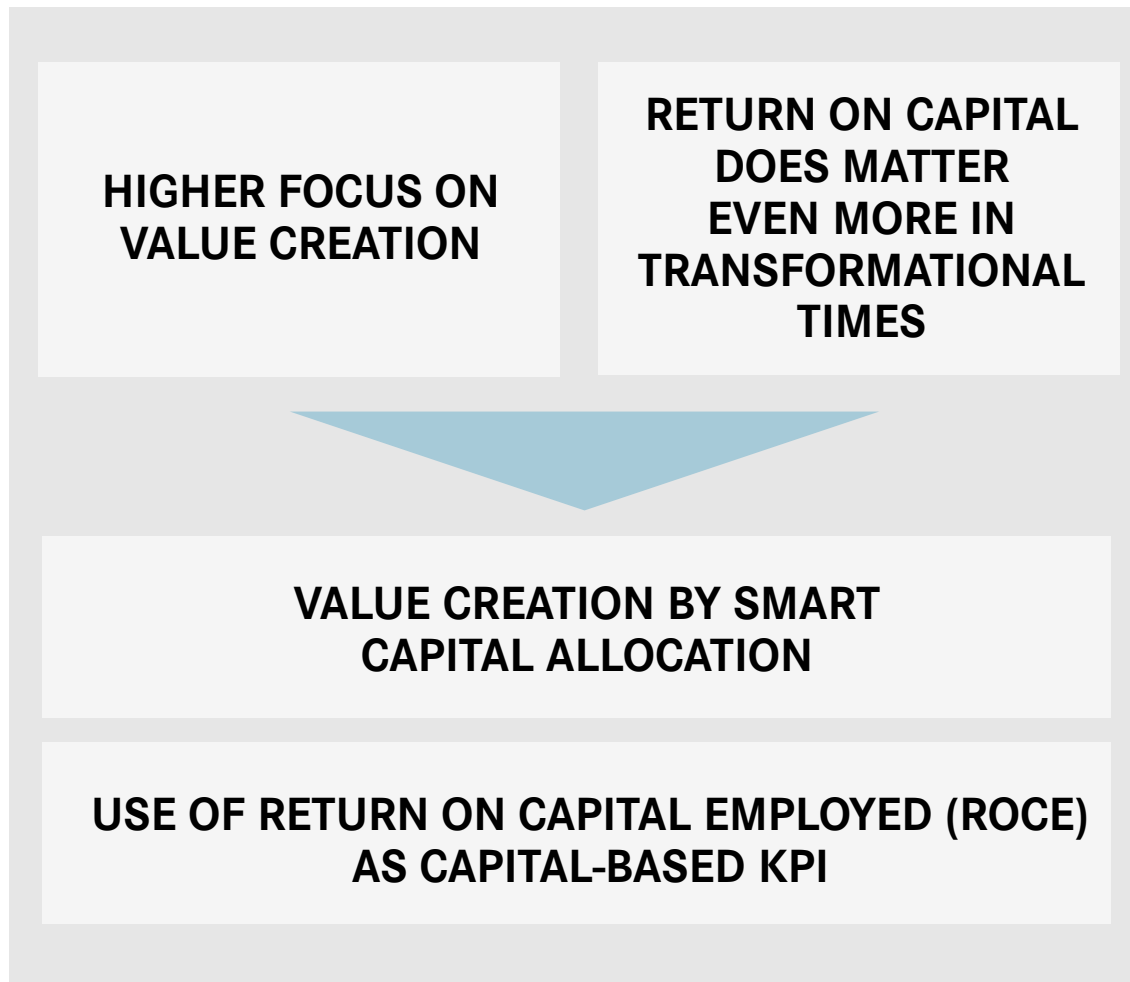
ALL THIS CONTRIBUTES TO A HIGHER PROFITABILITY AND RESILIENCE IN 2030

All segments drive 2030 ambition – ROS of >12% in sunny scenario




ADJUSTED ROS/ROE - in % -		HARDWARE/SERVICES				SOFTWARE	DTFS
		DAIMLER TRUCK (IB)	TRUCKS NORTH AMERICA	MERCEDES-BENZ	TRUCKS ASIA	DAIMLER BUSES	AUTONOMOUS
2025		>10	12	10	9	8	>14
		8-9	9-10	8-9	7-8	4-6	10-12
		6-7	7-8	5-7	5-6	2-4	6-8
2030		>12	>12	>12	9	9	>17
		10-11	11-12	10-11	7-8	6-8	13-15
		8-9	9-10	8-9	5-6	3-5	9-11

2 FOCUS ON MAXIMIZING OUR VALUE POTENTIAL

ROCE as key measure to efficiently deploy capital



TRANSPARENT ROCE IB¹ AMBITIONS IN ADDITION TO ROS

	2022A	2025 AMBITION	2030 AMBITION
	29%	45%	>50%
		>35%	>40%
		>25%	>30%

¹ ROCE IB is calculated as EBIT IB divided by average capital employed IB (average capital employed IB = average net assets IB); Capital employed IB numbers are stated in the Daimler Truck Factbook.

3 PERFORMANCE ON TRACK

Delivering on our financial targets even in challenging times

Q3/23 Key Topics

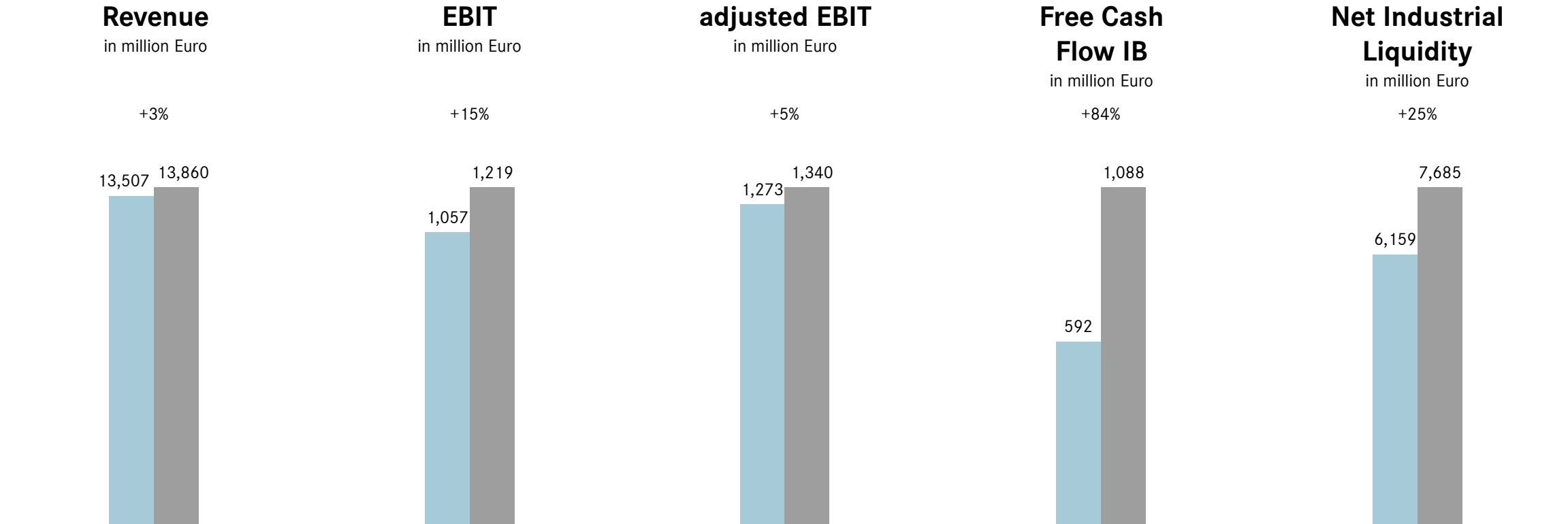
- Slight decrease of unit sales (-5%) and production (-7%) due to bottlenecks with suppliers and market developments in Brazil and Indonesia
- Decrease in incoming orders and order backlog as demand normalizes due to lower catch-up effect, while at the same time ZEV orders increased significantly
- Strong price position offsets cost headwinds
- Cummins, Daimler Truck, PACCAR and the technology partner Eve plan U.S. Joint venture for battery cell production
- Record order for Daimler Truck's FUSO: Around 900 all-electric Next Generation eCanter for Yamato Transport in Japan
- Presentation of the Mercedes-Benz eActros 600, a battery-electric truck with a range of 500 kilometers
- Successfully completed the Record Run of our fuel cell truck covering more than 1,000 kilometers with one fill of liquid hydrogen



3

Q3/23 FINANCIAL FIGURES DAIMLER TRUCK GROUP

Increase in Group Revenue, Profit, and Industrial Free Cash Flow



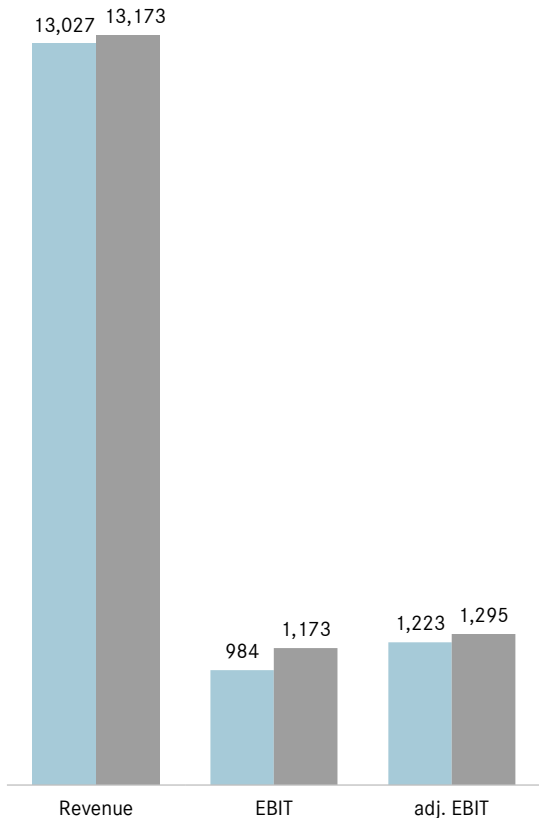
3

Q3/23 REVENUE AND EBIT INDUSTRIAL BUSINESS

Increase in Revenue and EBIT in the Industrial Business

in million Euro

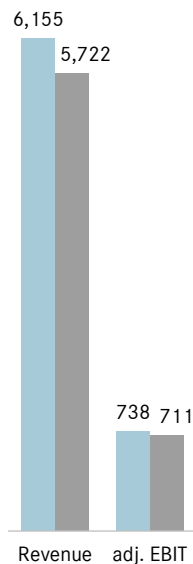
Industrial Business



adj. ROS (Q3/22) Q3/23

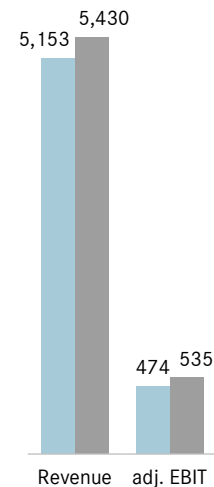
(9.4%) **9.8%**

Trucks North America



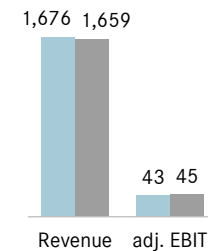
(12.0%) **12.4%**

Mercedes-Benz



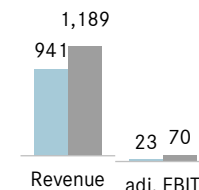
(9.2%) **9.9%**

Trucks Asia



(2.6%) **2.7%**

Daimler Buses



(2.5%) **5.9%**

Q3/22A Q3/23A

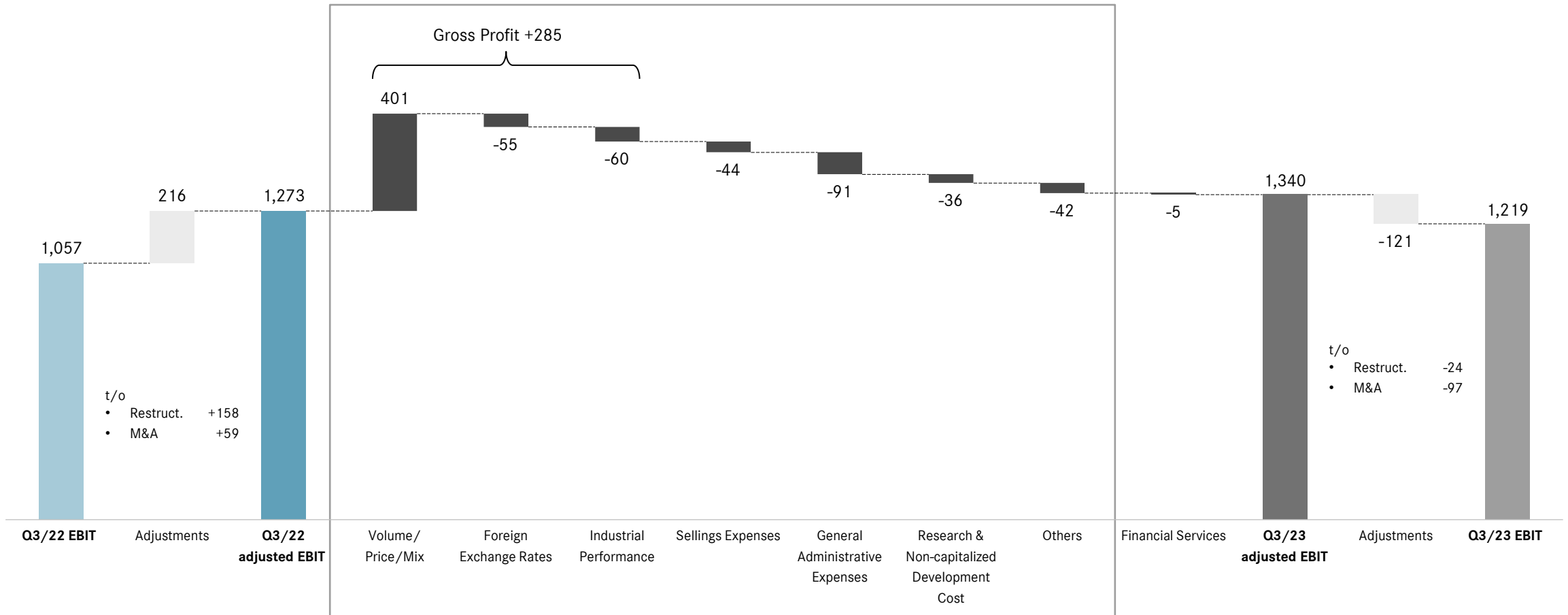
3 Q3/23 EBIT GROUP

EBIT driven by strong pricing

- + Strong net pricing
- Inflation-related cost increases, especially in material costs and higher personnel costs
- Slight decrease in unit sales

in million Euro

Industrial Business +72

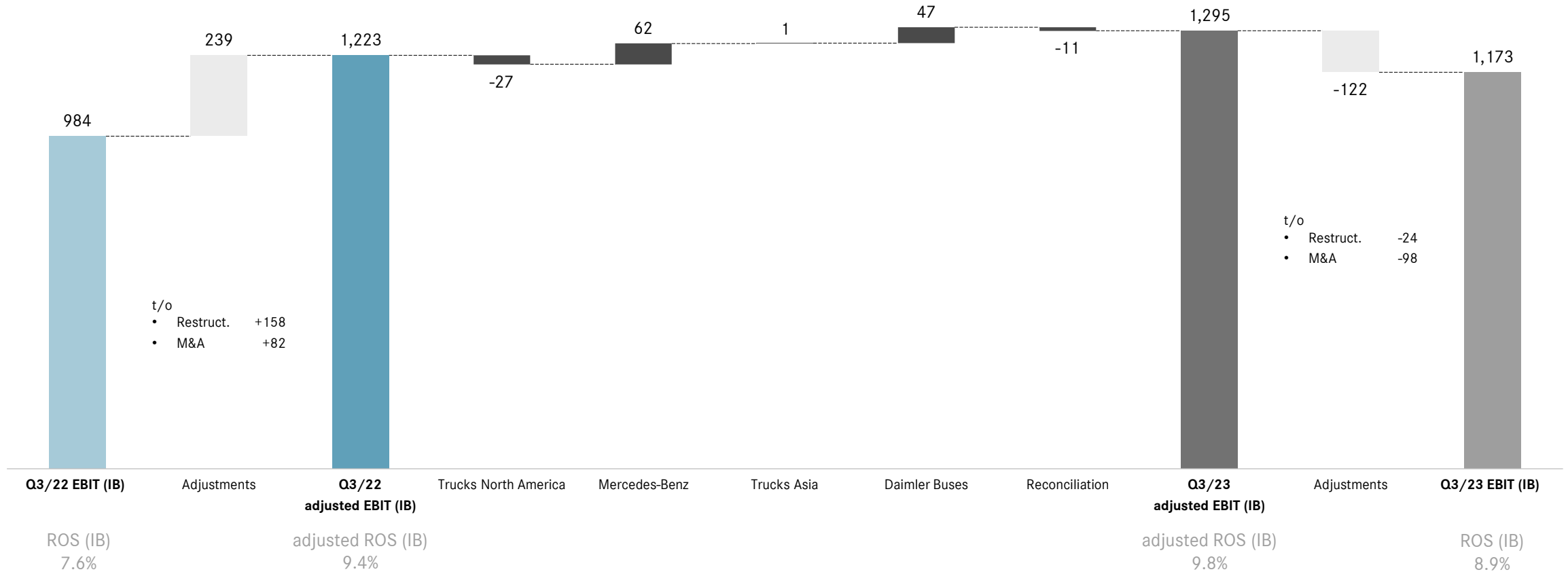


Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

3 Q3/23 EBIT INDUSTRIAL BUSINESS BY SEGMENT

Driven by Mercedes-Benz and Daimler Buses

in million Euro



Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

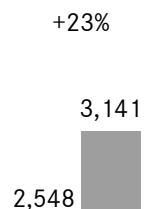
3

Q3/23 KEY FIGURES FINANCIAL SERVICES

Daimler Truck Financial Services is growing its business

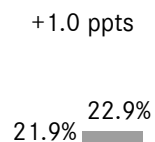
New Business

in million Euro



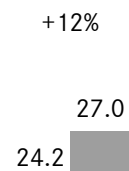
Penetration Rate

in %



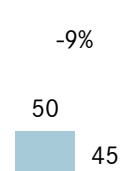
Contract Volume

in billion Euro at end of period



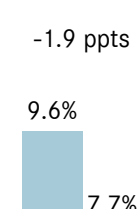
adjusted EBIT

in million Euro



adjusted ROE

in %

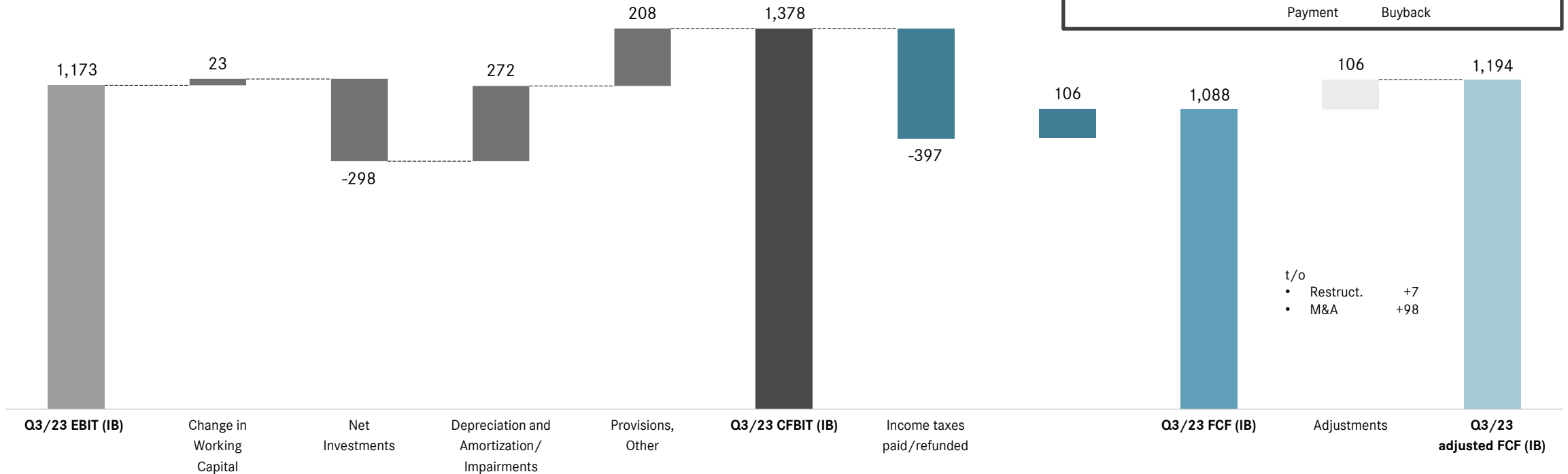


3 Q3/23 CASH FLOW INDUSTRIAL BUSINESS

FCF adjusted of 1.2 bn. €

in million Euro

**adjusted
Cash Conversion Rate
1.1**

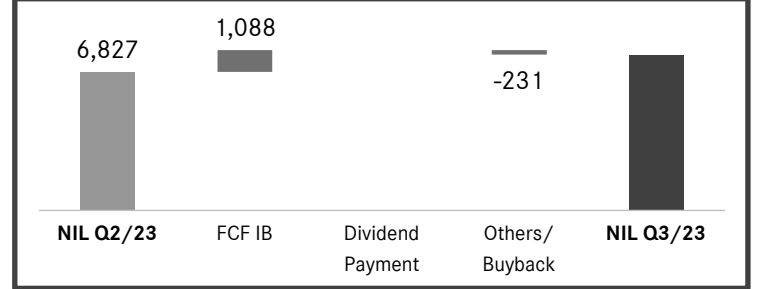


Net Industrial Liquidity (NIL)

at end of

Q2/23
6.8 bn.

Q3/23
7.7 bn.



t/o
 • Restruct. +7
 • M&A +98

Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

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 2023



2021	2023	2020	202X	2022	2024	2027+	2021	2018	2022	2023	2022	2017
Thomas Built Buses Saf-T-Liner C2 Jouley	RIZON	Freightliner CustomChassis eWalk-in Van	Mercedes-Benz eAtego	Freightliner eCascadia	Mercedes-Benz eActros 600	Mercedes-Benz GenH2 Truck	Mercedes-Benz eActros	Mercedes-Benz eCitaro	Mercedes-Benz eEconic	Freightliner eM2	Mercedes-Benz fully electric bus chassis eO500U	FUSO eCanter; Next Generation in 2023

































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

Note: Years after 2022 indicates planned start of production.

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			H_2
		 eActros 300/400  eActros 600  eEconic 	 GenH2 Truck
 		 eCitaro  eCitaro fuel cell  Chassis 	
  	<p>Focus on captive high-margin heavy-duty ICE and partnership for medium-duty with Cummins</p>	 eM2  eCascadia  Custom Chassis eWalk-In Van  Jouley 	
  		 eCanter  RIZON  <p>More to come!</p>	

4 PROGRESS IN ZERO-EMISSION TRUCKS AND BUSES

We are ready bringing our vision to the road

Orders YTD* /22

1,705

Orders YTD* /23

3,598



Unit Sales YTD* /22

624

Unit Sales YTD* /23

1,161

4

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

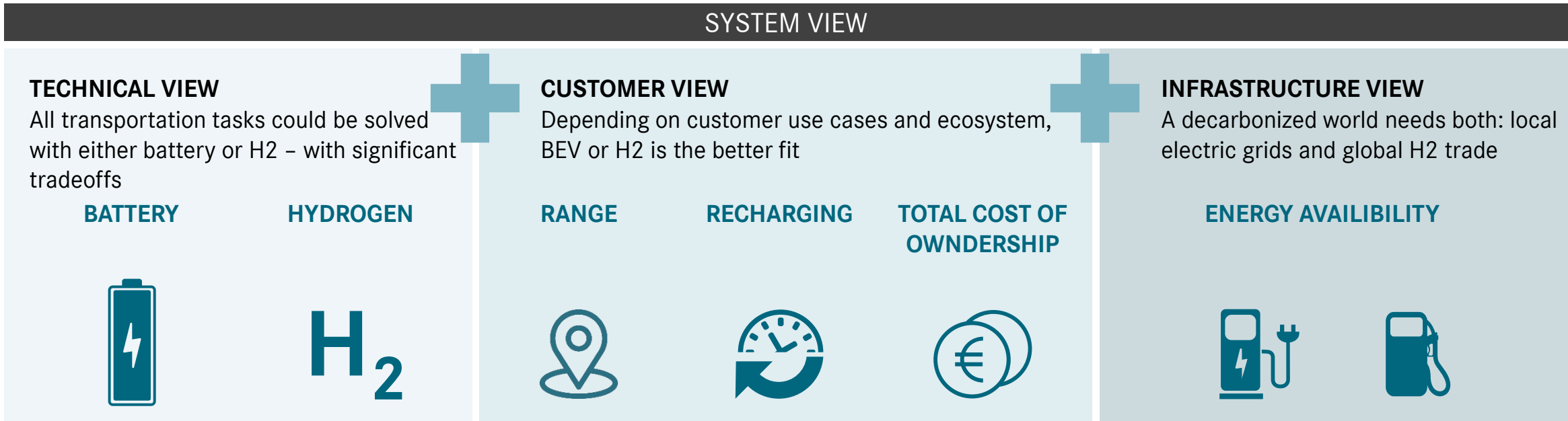
EUROPEAN GREEN DEAL: -55% CO2 EMISSIONS BY 2030

ADVANCED CLEAN FLEET: 100% ZEV BY 2036 IN CALIFORNIA

JAPAN: CARBON NEUTRALITY BY 2050

4 TO DERIVE TARGET TECHNOLOGIES, DIFFERENT PERSPECTIVES ARE REQUIRED

Dual strategy with BEV and H2 is the right answer



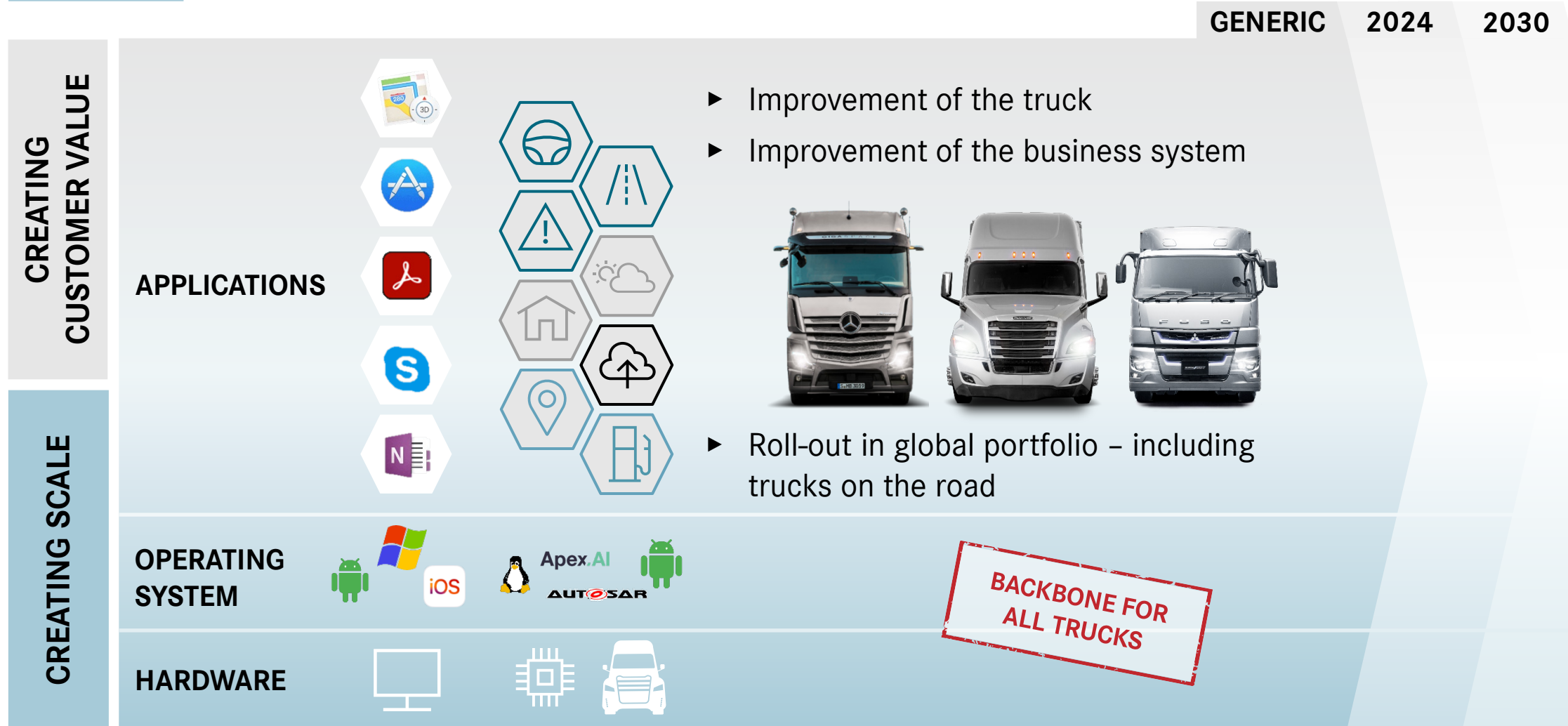
ONLY COMBINATION OF BATTERY-ELECTRIC AND HYDROGEN-BASED DRIVE TECHNOLOGIES ENSURES THE FUTURE OF TRANSPORTATION AND OPTIMAL CUSTOMER SOLUTIONS



4

SOFTWARE AND ELECTRONICS AS POWERTRAIN-AGNOSTIC FOUNDATION

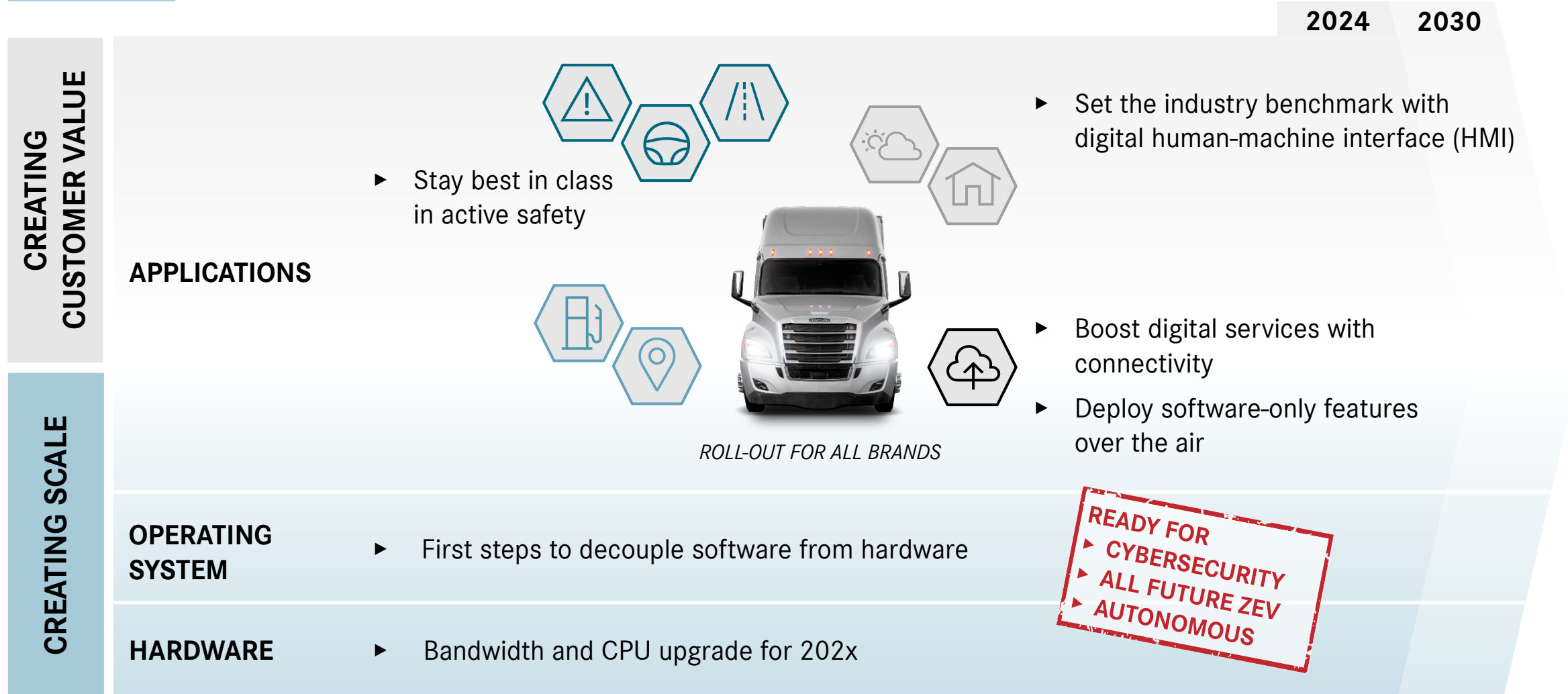
Decoupling scalable hardware from differentiating software



4

ROLL-OUT OF NEXT EVOLUTION APPLICATIONS STARTS IN 2024

Global electronics hardware platform remains the foundation



4

THE VISION IS MAKING THE TRUCK A PROGRAMMABLE DEVICE

Standardized hardware and operating system enable fast product updates and scales

2030

CREATING CUSTOMER VALUE

APPLICATIONS

PRODUCT AND BUSINESS IMPROVEMENT WITH SOFTWARE

- ▶ Potential differentiator no. 1 at zero variable cost
- ▶ Fully decoupled from hardware with standard API¹
- ▶ Over the air
- ▶ Faster developed and deployed and open to global community



CREATING SCALE

OPERATING SYSTEM

- ▶ Industry standard OS

HARDWARE

- ▶ Evolution to a centralized high compute architecture

SCALES BEYOND DAIMLER TRUCK POSSIBLE

¹ API = Application programming interface

4

AUTONOMOUS WITH DUAL TRACK STRATEGY

Offering our customers maximum flexibility and leading in high-margin business

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



NON-CAPTIVE SOLUTION



Connect trucking industry leaders with autonomous technology

Strong virtual driver technology, post built integration by Waymo to DT's redundant autonomous-ready chassis

Strengthening of market position

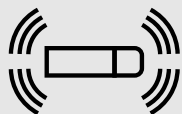
SAME "AUTONOMOUS-READY" REDUNDANT FREIGHTLINER CHASSIS

4 TORC IS MAKING SIGNIFICANT PROGRESS

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

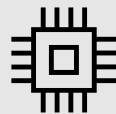
AD-HARDWARE

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



VIRTUAL DRIVER

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



CUSTOMER PILOTS

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



ORGANIZATION

Building out Torc's Executive Leadership Team and growing talent in key areas.



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 localization
- ▶ Heavy-duty volume consolidation



5

STRATEGIC PARTNERSHIPS IN KEY ZEV TECHNOLOGIES

Accelerating technological development and sharing costs



New JV with Accelera by Cummins and PACCAR

Develop dedicated **truck battery cells**



Offer Industry-leading **depot charging technology**



Initiate pan-European high performance **public charging network**



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




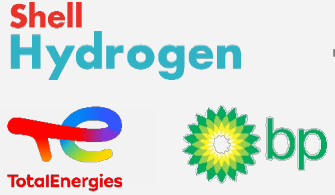
Develop, produce and commercialize **fuel cell systems** in joint venture with Volvo Group



Develop technology for **liquid hydrogen refueling**



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



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

5

ZEV: SUPPORTING CHARGING AND KICK-STARTING INFRASTRUCTURE

Customer support, depot charging solutions, high speed roadside

CUSTOMER AND DEPOT CHARGING

- Daimler Truck charging management
- Onsite consulting and installation



PUBLIC ROADSIDE CHARGING

- European **high-performance charging network** JV with Daimler Truck, Traton and Volvo Group



- U.S. **charging network JV for battery electric and hydrogen fuel cell vehicles** with Daimler Truck, NextEra Energy Resources and BlackRock Renewable Power



EUROPEAN H2 INFRASTRUCTURE



- Germany and Netherlands



- United Kingdom



- France and Benelux



- Liquid hydrogen refueling

6

OUR ESG FRAMEWORK DRIVES SUSTAINABILITY TRANSFORMATION

We have set clear ambitions and are making good progress



ENVIRONMENT

GREEN PRODUCTS



We strive for our new trucks and buses to be CO₂-neutral on the road in Europe, the US and Japan by 2039 – and globally by 2050.

GREEN PRODUCTION



We have realized CO₂-neutral production in Europe, in the US, Japan and India we strive for it in 2025 – and globally by 2039.

GREEN SUPPLY CHAIN



We strive together with our direct suppliers for CO₂-neutral products and services in Europe, the US and Japan by 2039 – and globally by 2050.



SOCIAL

OUR PEOPLE



We strive 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 follow corporate governance rules and integrate sustainability into our business targets and our management compensation.

COMPLIANCE & ESG RISK MANAGEMENT



We prevent and manage compliance and ESG risks with standardized systems.

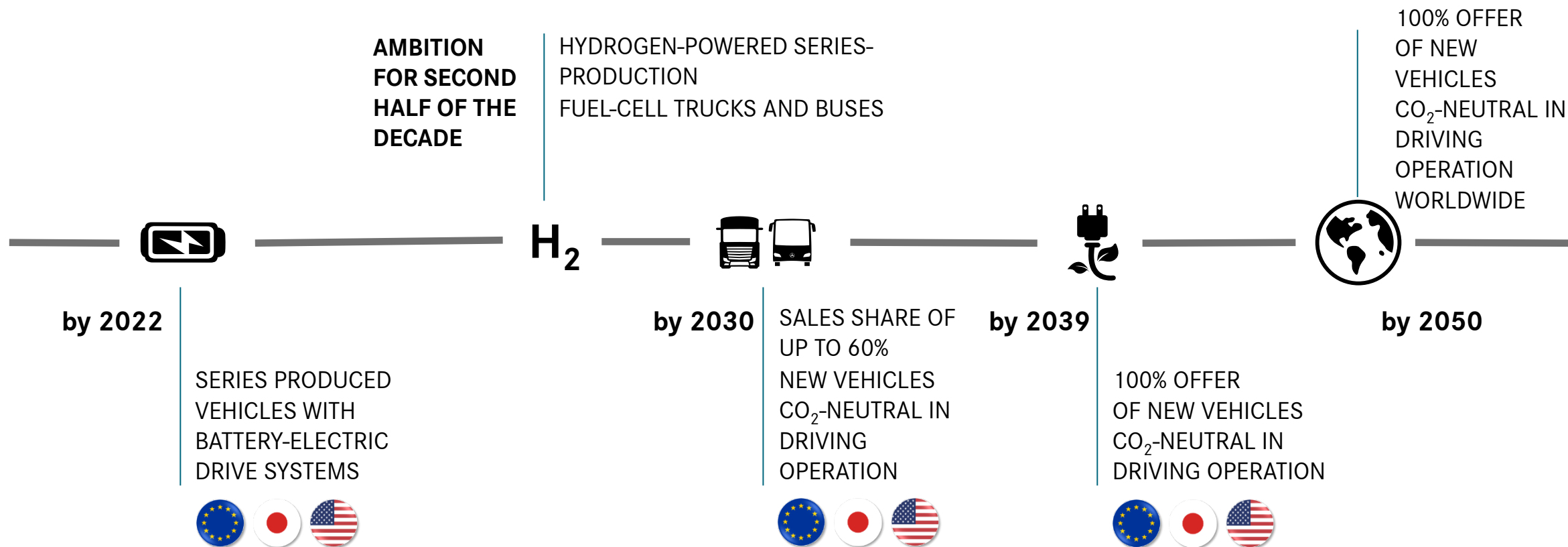
REPORTING & TRANSPARENCY



We deliver a transparent and reliable sustainability reporting and steer sustainability targets comprehensively.

6 PATH TO CO₂-NEUTRAL TRANSPORT

Daimler Truck is committed to the Paris Climate Protection Agreement



MARKET ASSUMPTIONS 2023

Heavy Duty Truck Market¹

2023

North America²

290 – 330 k units

EU30³

300 – 340 k units

Assumption

The outlook is especially subject to the further developments in the war in Ukraine and its impact on the global economy as well as the development of the very high inflationary pressure and the associated central-bank increases in interest rates. The further macroeconomic and geopolitical development also harbor an exceptional degree of uncertainty. We assume ongoing supply bottlenecks.



¹ Source: Company estimate

² USA, Canada and Mexico

³ European Union, United Kingdom, Switzerland and Norway

DAIMLER TRUCK GROUP/INDUSTRIAL BUSINESS ASSUMPTIONS 2023

Group

	FY 2022	Guidance 2023
Revenue	50,945 m. €	56 – 58 bn. €
EBIT	3,496 m. €	significant increase
adjusted EBIT	3,959 m. €	significant increase
Investment	898 m. €	slight increase
R&D cost¹	1,785 m. €	slight increase

IB

Unit Sales	520,291 units	530 – 550 k units
Revenue	49,186 m. €	54 – 56 bn. €
adjusted ROS	7.7%	8.5 – 10%
FCF	1,746 m. €	significant increase

Assumption

The outlook is especially subject to the further developments in the war in Ukraine and its impact on the global economy as well as the development of the very high inflationary pressure and the associated central-bank increases in interest rates. The further macroeconomic and geopolitical development also harbor an exceptional degree of uncertainty. We assume ongoing supply bottlenecks.



¹ budget view: R&D incl. capitalized R&D

DAIMLER TRUCK SEGMENT ASSUMPTIONS 2023

	Unit Sales in thousand units		adjusted ROS/ROE in %	
	FY 2022	Guidance 2023	FY 2022	Guidance 2023
Trucks North America	187	190 – 210	10.8%	11 – 13%
Mercedes-Benz	166	155 – 175	8.1%	8 – 10%
Trucks Asia	156	160 – 180	2.6%	4 – 6%
Daimler Buses	24	20 – 25	0.4%	3 – 5%
Financial Services	9 bn. € ¹	10 – 11 bn. € ¹	9.9% ²	9 – 11% ²

Assumption

The outlook is especially subject to the further developments in the war in Ukraine and its impact on the global economy as well as the development of the very high inflationary pressure and the associated central-bank increases in interest rates. The further macroeconomic and geopolitical development also harbor an exceptional degree of uncertainty. We assume ongoing supply bottlenecks.



TRANSFORMING FOR SUSTAINABLE GROWTH

Daimler Truck is on a journey with a clear way forward

2023

8.5–10%

ADJUSTED ROS IB

2025

>10%

ADJUSTED ROS IB

2030

>12%

ADJUSTED ROS IB

UP TO 2 BILLION €

SHARE BUYBACK
OVER ~2 YEARS

+40–60%

REVENUE GROWTH GROUP 2025 TO 2030

HOW WE WIN

Implementation of
self-help measures

Active Portfolio Management

Using growth opportunities

Winning ZEV strategy
and technology

Dual technology strategy
with batteries and hydrogen

Build-up global platforms
and partnerships



DAIMLER TRUCK INVESTOR RELATIONS

Our team is here to support you

- Further information is available under www.daimlertruck.com/en/investors
- Q3 2023 Disclosure Presentation, Annual Report 2022, and our quarterly Factbook are available at the [Daimler Truck Investor Relations website](#)



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DAIMLER TRUCK INVESTOR RELATIONS

Upcoming Events, Conferences and Roadshows

NOVEMBER 2023

8. CEO Roadshow: London
9. CEO Roadshow: Frankfurt
9. Societe Generale European ESG Conference, Virtual
9. Bank Pekao Investor Roundtable, Virtual
- 10.-13. CEO Roadshow: Europe and North America, Virtual

DECEMBER 2023

1. Societe Generale Premium Review Conference, Paris
5. Goldman Sachs European Industrials Conference, London



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/ in this Annual Report or in the current Interim 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



November, 2023

ISIN: DE 000 DTR0CK8
WKN: DTR0CK

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