

DAIMLER TRUCK

FIXED INCOME ROADSHOW PRESENTATION



September 2024

ISIN: DE 000 DTR0CK8
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



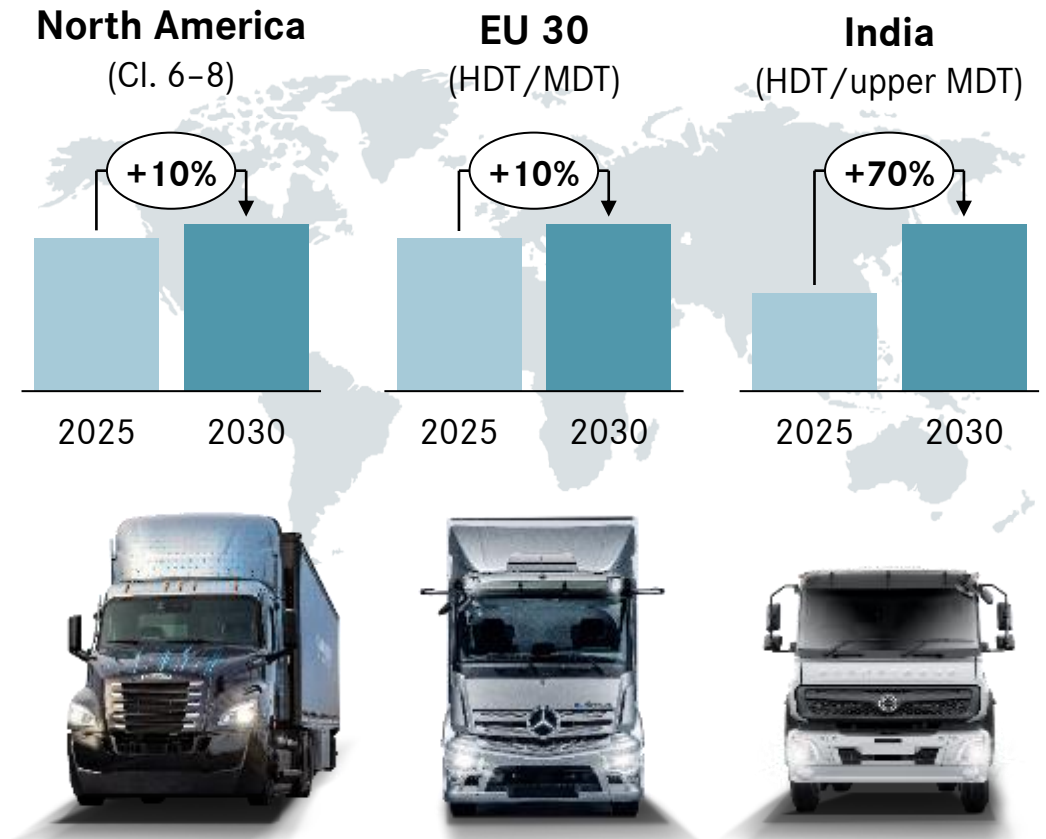
TRANSPORT IS THE BACKBONE OF OUR ECONOMY AND SOCIETY

Trucking remains a growth industry as global economy transitions to lower carbon

- ▶ Global transport volume has grown over the past years and will continue to grow ~2% p.a.
- ▶ Road transportation remains number one for long-haul and last mile distribution
- ▶ Truck industry has high barriers to entry – we benefit from our close customer relationship, our dealer network and broad portfolio

WE ARE WELL POSITIONED AS ONE OF THE WORLD'S LARGEST COMMERCIAL VEHICLE MANUFACTURERS

CORE TRUCK MARKETS TO STAY ON A HIGH LEVEL, INDIA WITH SIGNIFICANT GROWTH POTENTIAL



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

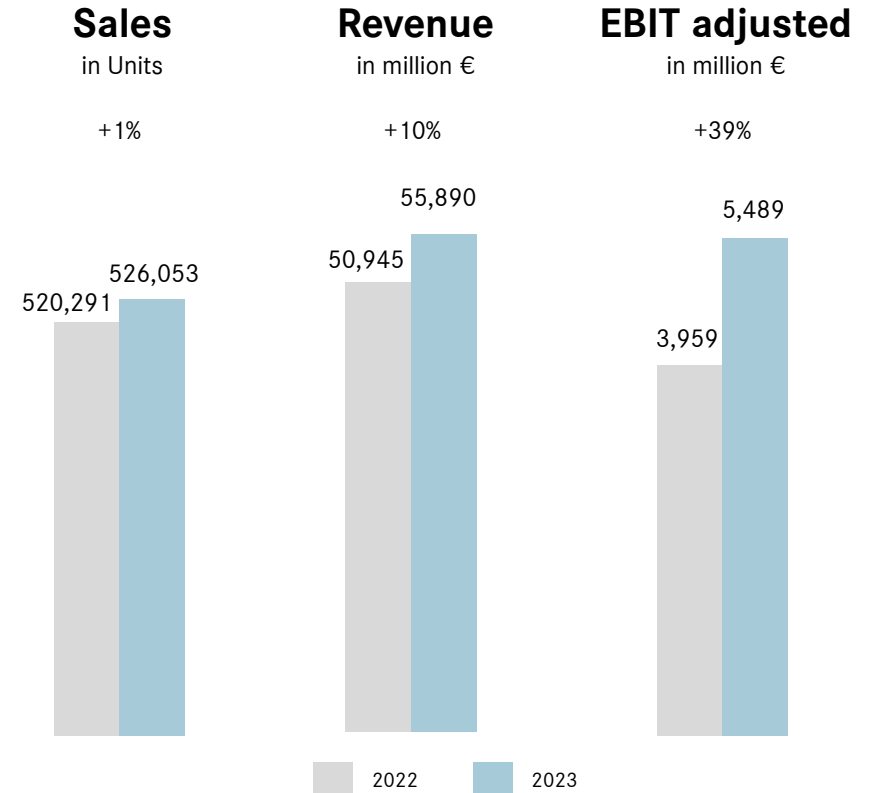
Bring autonomous trucks on the road to enter high-margin business

#6 ESG

ESG framework drives sustainability transformation

DAIMLER TRUCK GLOBAL LEADERSHIP

Platform, powertrain and system commonality



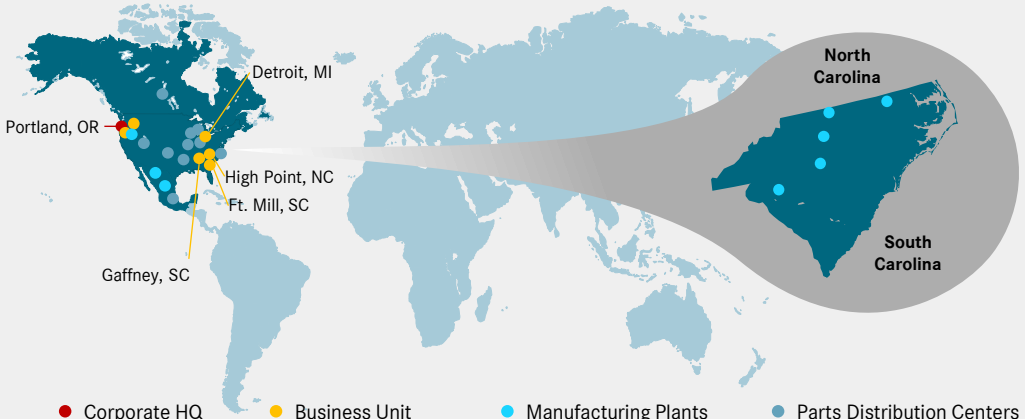



GLOBAL LEADER²	#1 NORTH AMERICA Class 6-8	#1 EU-30 ³ MDT/HDT	#3 JAPAN Trucks Total	#2 BRAZIL MDT/HDT	#1 EU-30 Buses >8t
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¹ China: Auman and Mercedes-Benz trucks produced in Joint Venture with Foton for Chinese market
² FY 2023. Source: Company estimate. 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	...STRONG FOUNDATIONS...	...RIGHT PRODUCT PORTFOLIO	
<p>40% Market share²</p> <p>#1 On-highway large/mega fleets</p> <p>#1 On-highway small fleets</p> <p>#2 Vocational</p>	<p>1M+ CASCADIAS BUILT³ Uncompromised customer focus</p> <p>~39% IMPROVED FUEL EFFICIENCY² Industrial-leading updated technology</p> <p>11,000+ SERVICE BAYS World-class dealer network</p>	 <p>On-highway large/mega fleets</p>	 <p>On-highway small fleets</p>
		 <p>Off-highway vocational</p>	

¹ For the year 2023 (US/CAN 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
23% market share¹

EU 30
20% 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 2023 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

12% China
Market share of JV BFDA

...STRONG FOUNDATIONS...

Renowned and true local brands 

Balance of markets 

Proven recurring service business model 

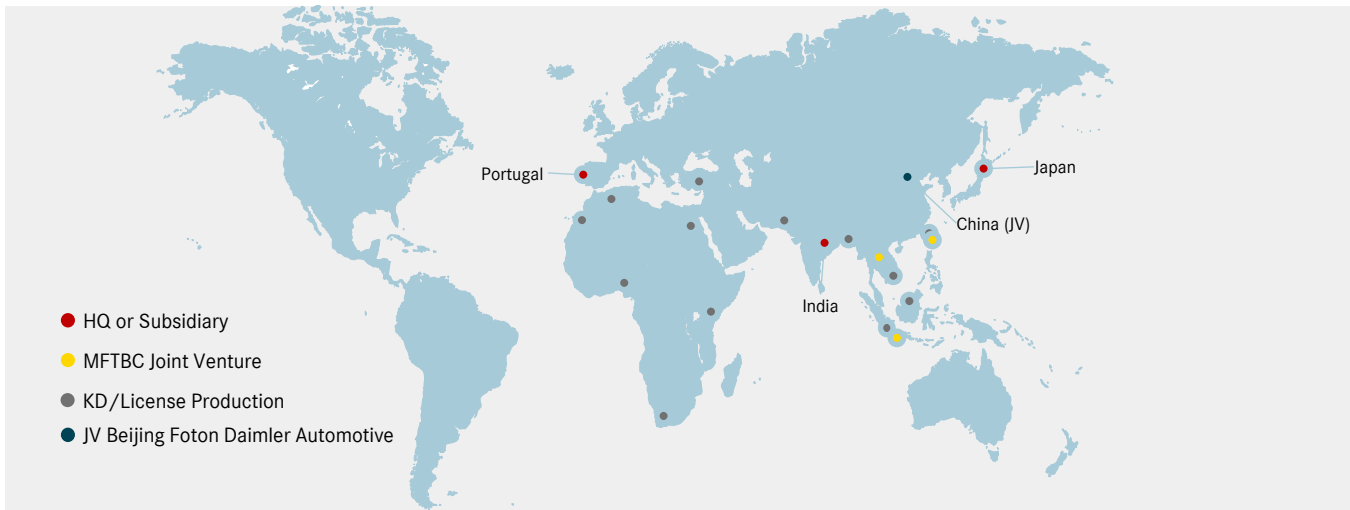
...LOCALIZED FULL PORTFOLIO

HEAVY DUTY TRUCKS 

MEDIUM DUTY TRUCKS 

LIGHT DUTY TRUCKS 

BUS 



¹ For the year 2023; 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

20% market share¹

BRAZIL

55% market share¹

MEXICO

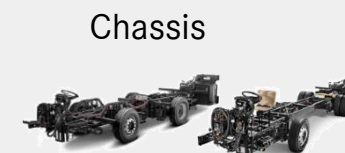
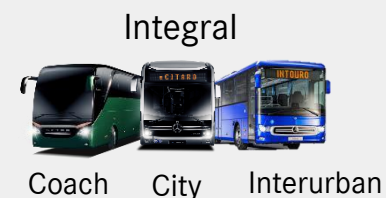
41% market share¹

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



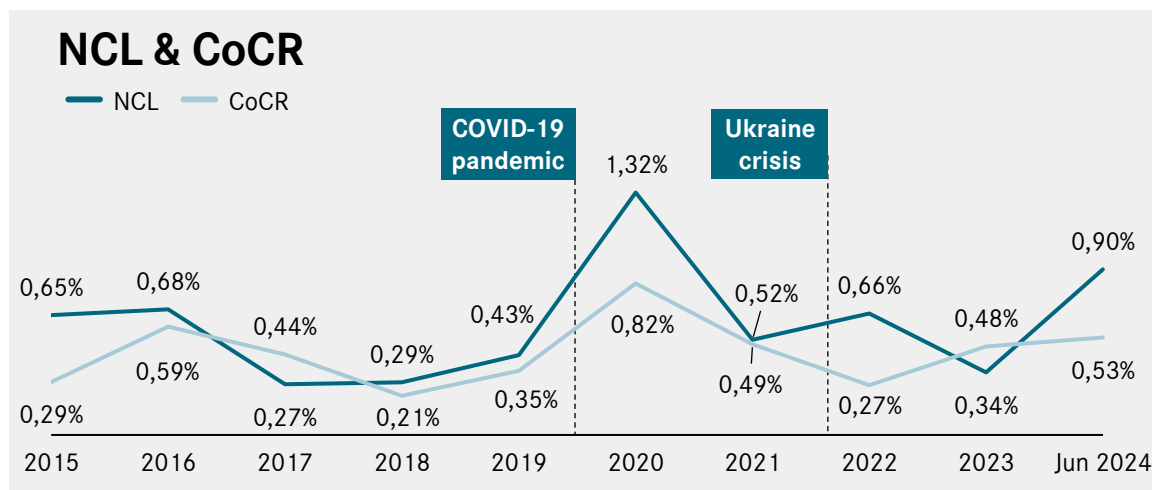
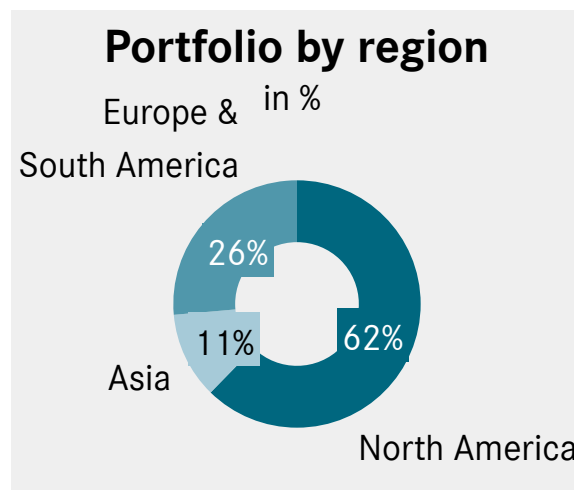
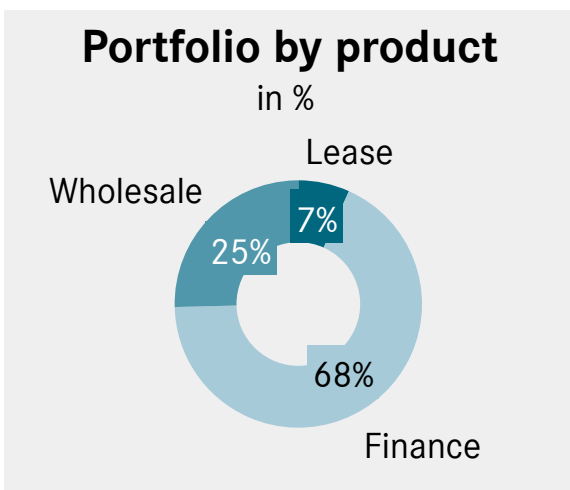
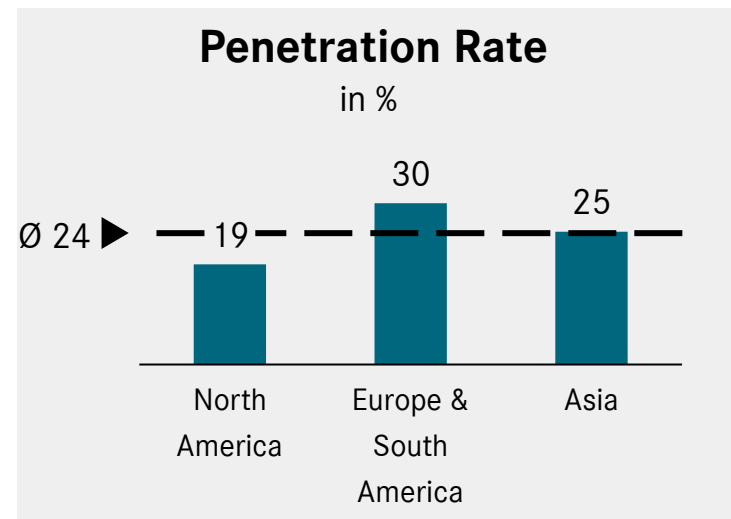
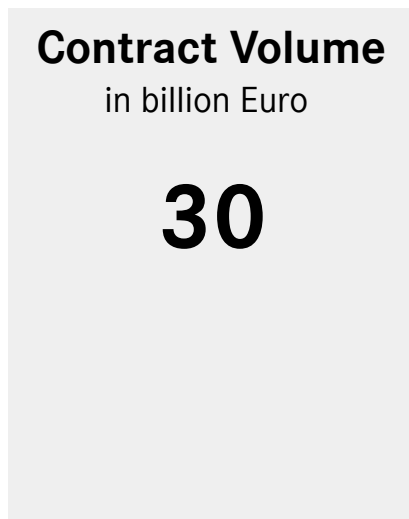
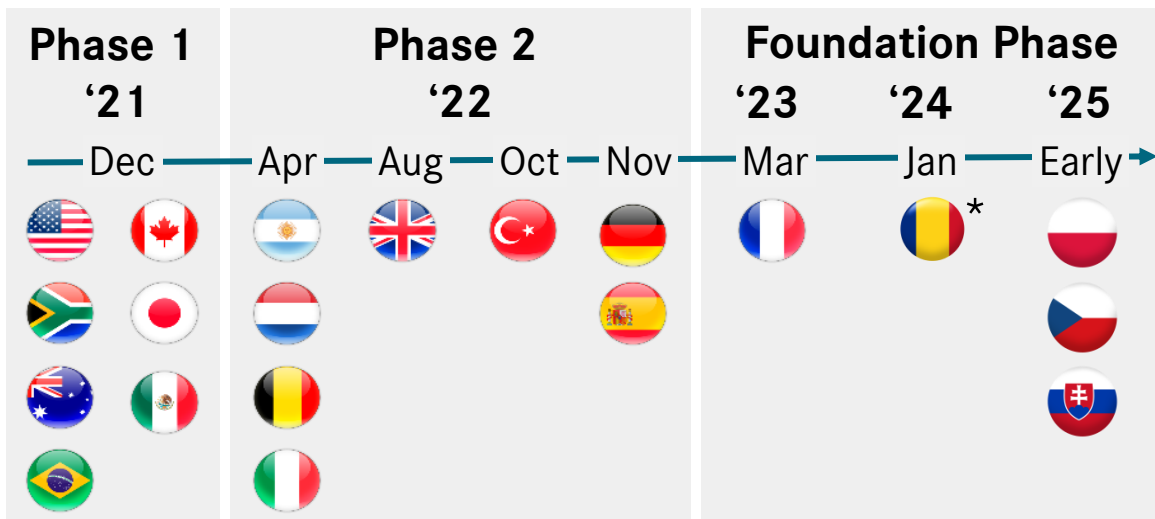
STRONG BRANDS
AND
TECHNOLOGIES

- 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 2023; 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.

DAIMLER TRUCK FINANCIAL SERVICES IS SCALING UP

DTFS live in 17 markets & continues its profitable growth in a challenging market environment



Actuals as of June 2024

* Partnership with Raiffeisen Leasing

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

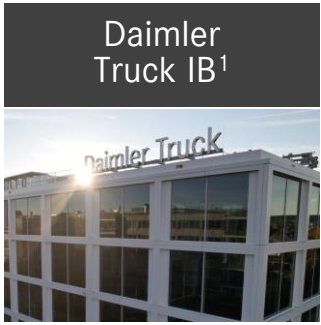







WE ARE ON TRACK TO DELIVER ON 2025 AMBITION

ROS of >10% within reach

**ROS/ROE
adjusted**

in %

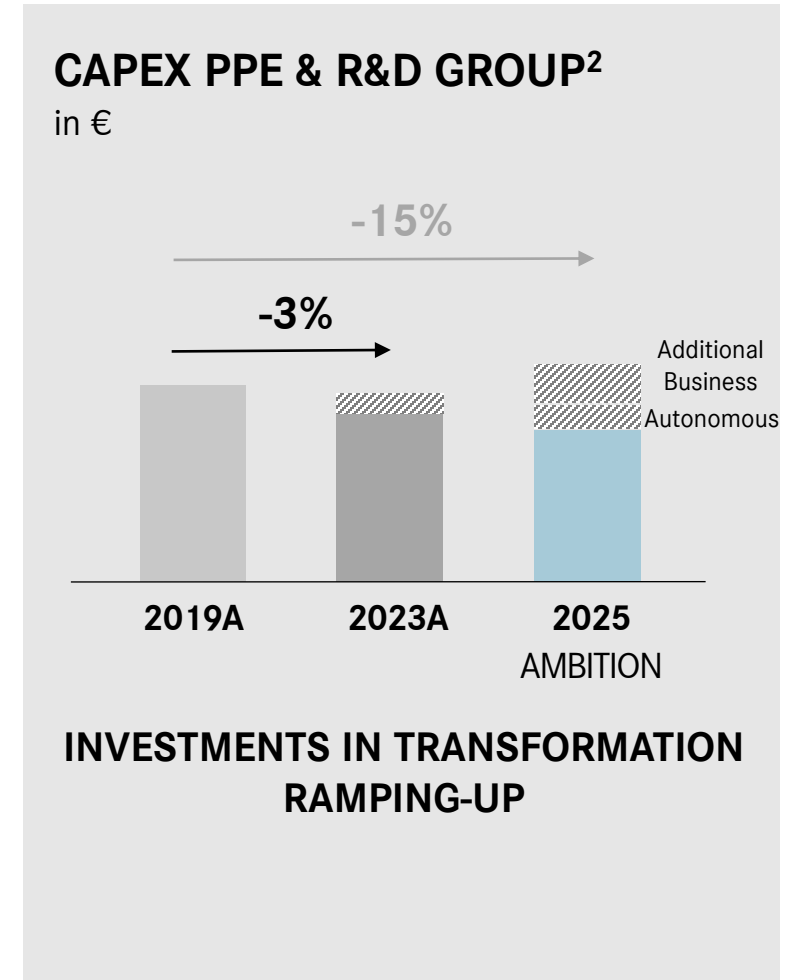
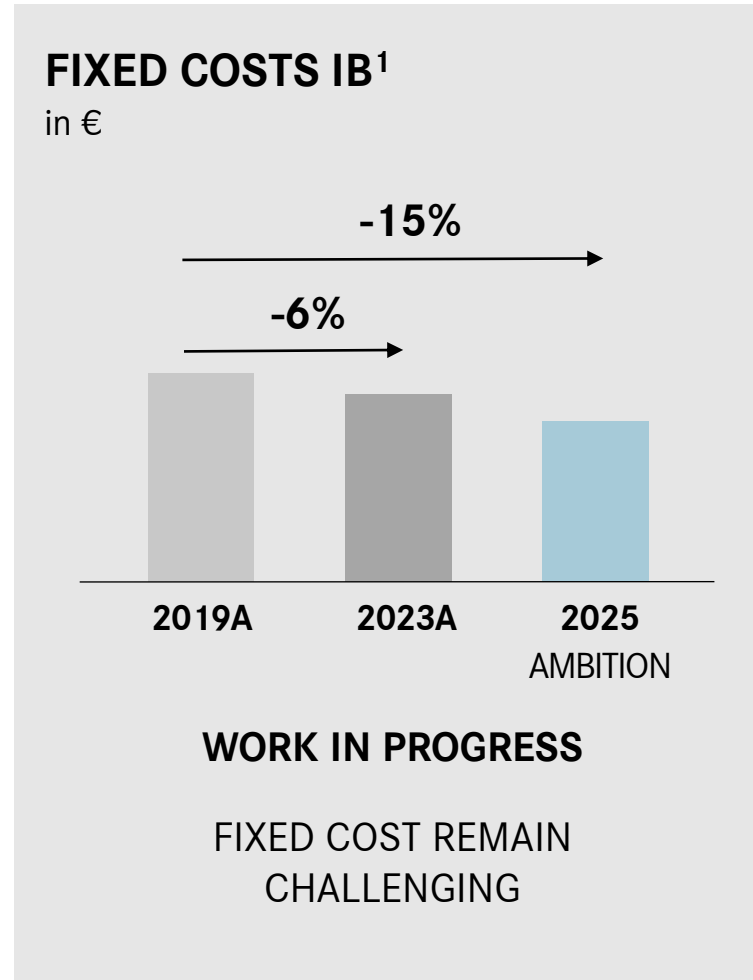
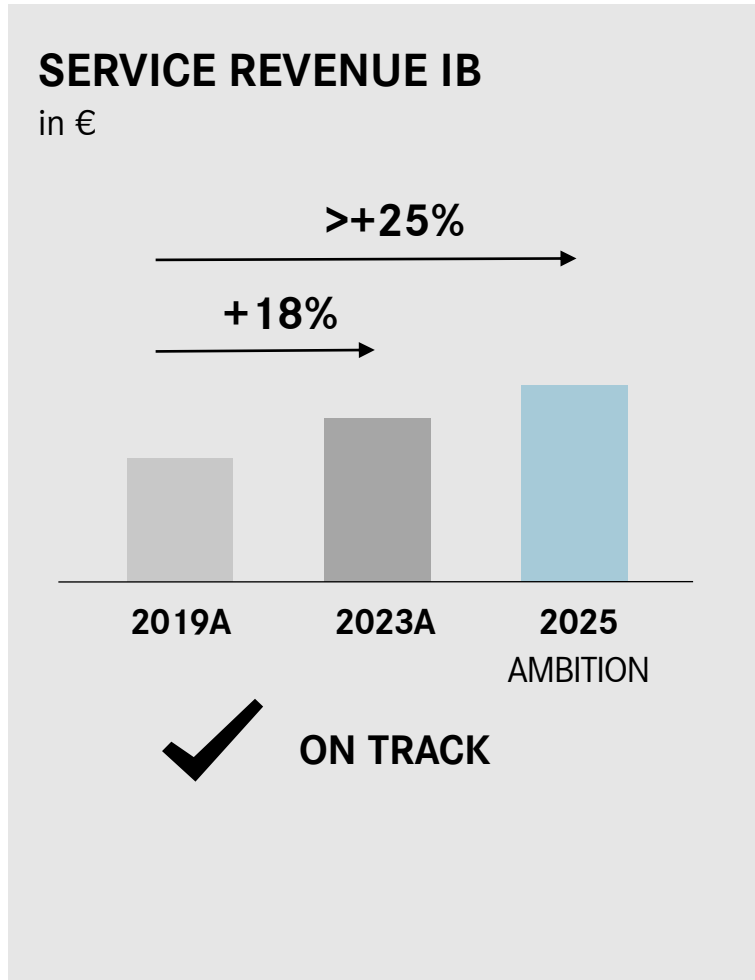
						
2025 ambition in markets	>10%	12%	10%	9%	8%	>14%³
2023	9.9%	12.3%	10.2%	4.7%	4.7%	9.1%
2022	7.7%	10.8%	8.1%	2.6%	0.4%	9.9%
2021	6.1%	9.2%	4.8%	7.2%	-2.4%	12.4%
2020	1.9%	7.3%	-1.7%	0.7%	1.9%	0.1%
2019	5.8%	11.5%	0.4%	2.3%	6.1%	12.4%

¹ Industrial Business incl. reconciliation

² ROE adjusted ³ after full ramp up

WE ARE CONTINUOUSLY WORKING ON OUR SELF-HELP MEASURES

Fixed cost ambitions remain key focus, investments in transformation ramping-up



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

² Group excluding spin-off cost and TORC, w/o FX effects; 2023: -12% excl. additional business and excess inflation >2%

EXECUTING OUR SHARE BUYBACK PROGRAM

Enhanced dividend policy and up to 2 billion € buyback

HIGH & LESS CYCLICAL
DIVIDEND PAYOUT

40–60%

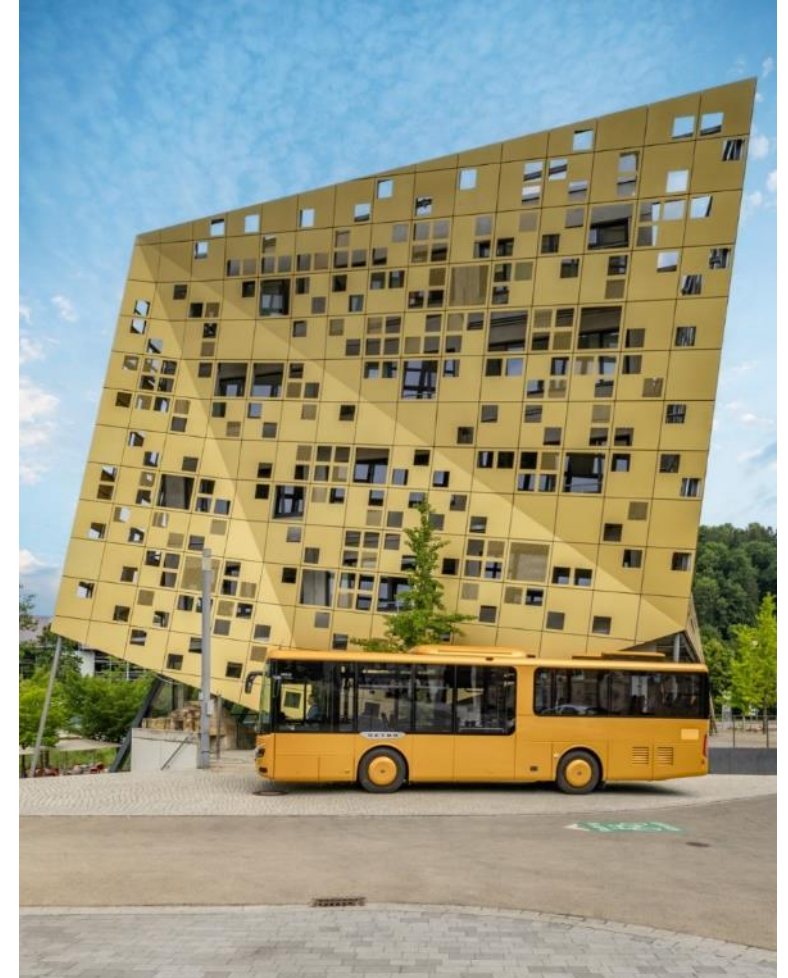
Range to maintain a stable dividend level even in tougher market environments

SHARE BUYBACK PROGRAM
UP TO 2 BILLION €

EXECUTION
UP TO TWO TRANCHES

Started: August 2023
Executed by end of July 2024: 0.9 billion €

DURATION
TIME SPAN ~2 YEARS



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 €	ACTUALS Dec 31, 2023	ACTUALS Jun 30, 2024
DAIMLER TRUCK		
Equity ratio	32%	30%
Gross liquidity	8.9	9.7
Funded status of pension obligations	- 0.6	- 0.4
Funding ratio	90%	93%
INDUSTRIAL BUSINESS		
Equity ratio	48%	46%
Net liquidity	8.3	7.2
FCF	0.4 (Q2/23)	- 0.3

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

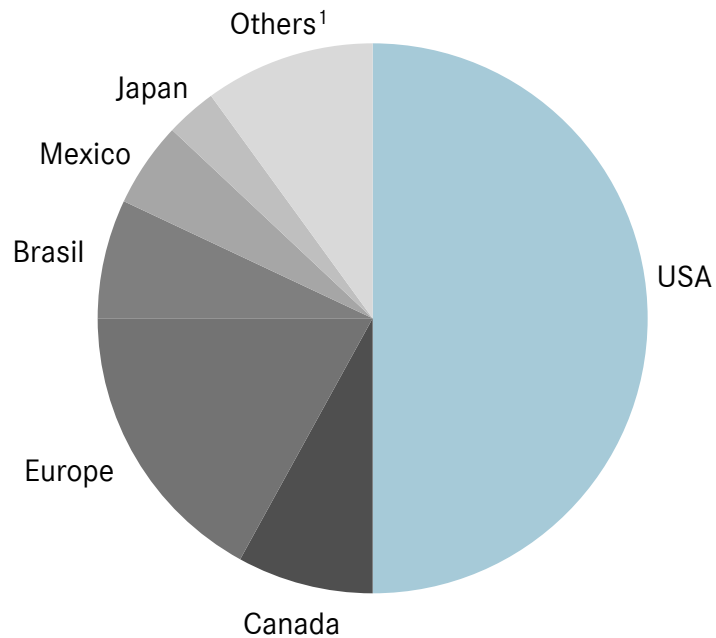
"The expectation of good margin level going forward combined with continuous very low leverage and history of positive free cash flow generation position Daimler Trucks' rating well in the A3 rating category" (Moody's – Apr 22, 2024)



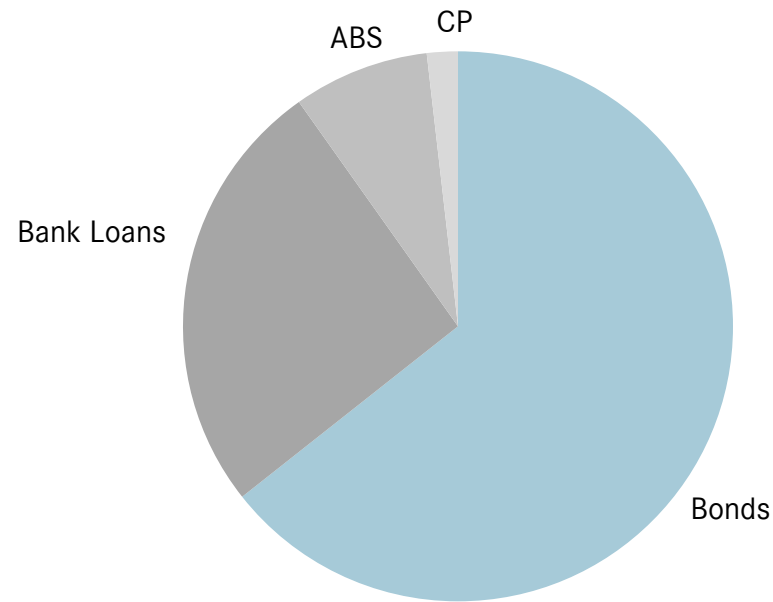
WELL-DIVERSIFIED FUNDING MIX

Using a variety of instruments in our relevant markets

MARKETS



FUNDING INSTRUMENTS



- Balanced financing through **capital market instruments, bank loans, commercial paper 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 instrument toolbox

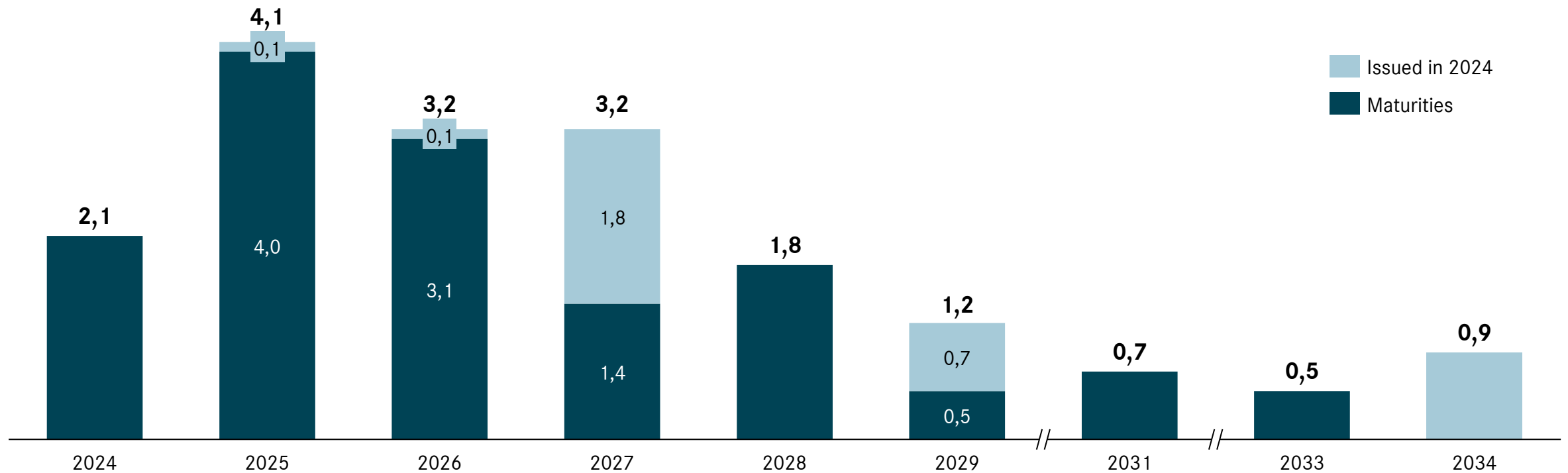
¹ Others: e.g. Australia, South Africa and Turkey

BOND MATURITY PROFILE

Well balanced Bond Maturity Profile

MATURITY PROFILE BONDS

in billion EUR as of Jun 30, 2024



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 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



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

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**

MARKET ASSUMPTIONS 2024

Heavy Duty Truck Market¹

2024

North America²

280 – 320 k units

EU30³

260 – 300 k units

Assumption

The outlook is especially subject to further macroeconomic and geopolitical developments.



¹ Source: Company estimate

² USA, Canada and Mexico

³ European Union, United Kingdom, Switzerland and Norway

DAIMLER TRUCK GROUP/INDUSTRIAL BUSINESS ASSUMPTIONS 2024

Group

	FY 2023	Guidance 2024	New Guidance 2024
Revenue	55.890 bn. €	55 – 57 bn. €	53 – 55 bn. €
EBIT	5.183 bn. €	on prior year level	significant decrease
EBIT adjusted	5.489 bn. €	on prior year level	slight decrease
Investments in PP&E and R&D costs¹	2.991 bn. €	slight increase	slight increase

IB

Unit Sales	526,053 units	490 – 510 k units	460 – 480 k units
Revenue	53.216 bn. €	52 – 54 bn. €	50 – 52 bn. €
ROS adjusted	9.9%	9 – 10.5%	8 – 9.5%
FCF	2.811 bn. €	slight increase	on prior year level

Assumption

The outlook is especially subject to further macroeconomic and geopolitical developments.



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

DAIMLER TRUCK SEGMENT ASSUMPTIONS 2024

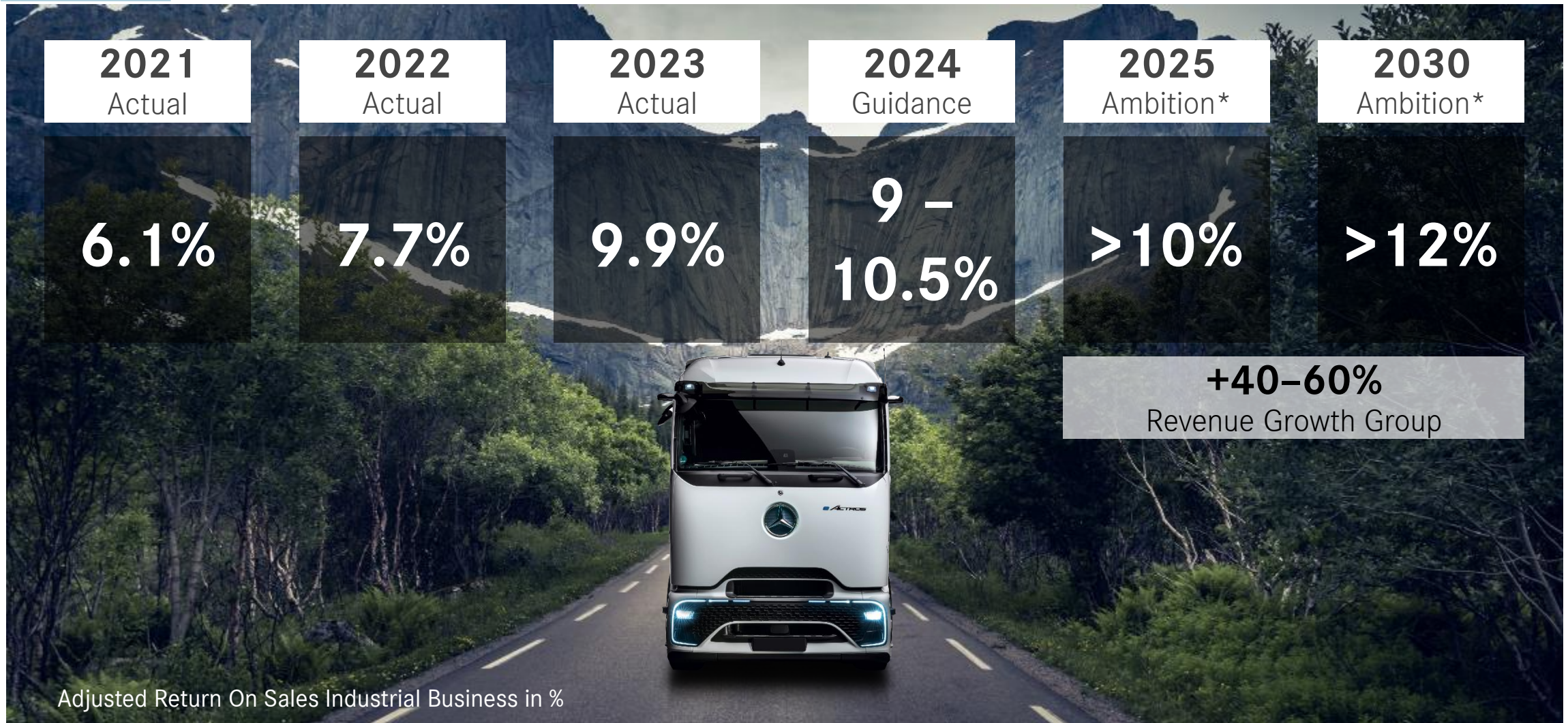
	Unit Sales in thousand units			ROS/ROE adjusted in %		
	FY 2023	Guidance 2024	New Guidance 2024	FY 2023	Guidance 2024	New Guidance 2024
Trucks North America	195	180 – 200	180 – 200	12.3	11 – 13	11 – 13 <i>expected at the top end</i>
Mercedes-Benz	159	140 – 160	120 – 135	10.2	8.5 – 10.5	6 – 8
Trucks Asia	161	130 – 150	120 – 140	4.7	3 – 5	1.5 – 3.5
Daimler Buses	26	23 – 28	23 – 28	4.7	5 – 7	6.5 – 8.5
Financial Services	11 bn. € ¹	11 – 13 bn. € ¹	10 – 12 bn. € ¹	9.1 ²	9 – 11 ²	6 – 8 ²

Assumption

The outlook is especially subject to further macroeconomic and geopolitical developments.

TRANSFORMING FOR SUSTAINABLE GROWTH

We are making great progress in unlocking our full profit potential



* in good (sunny) market conditions

SPEAKER & INVESTOR RELATIONS CONTACT

- Further information is available under www.daimlertruck.com/en/investors
- Q2 2024 Disclosure Presentation, Annual Report 2023, and our Factbook are available at the [Daimler Truck Investor Relations website](#)



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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



September 2024

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Level I ADR Program
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