

# DAIMLER TRUCK

## ROADSHOW PRESENTATION



November 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**

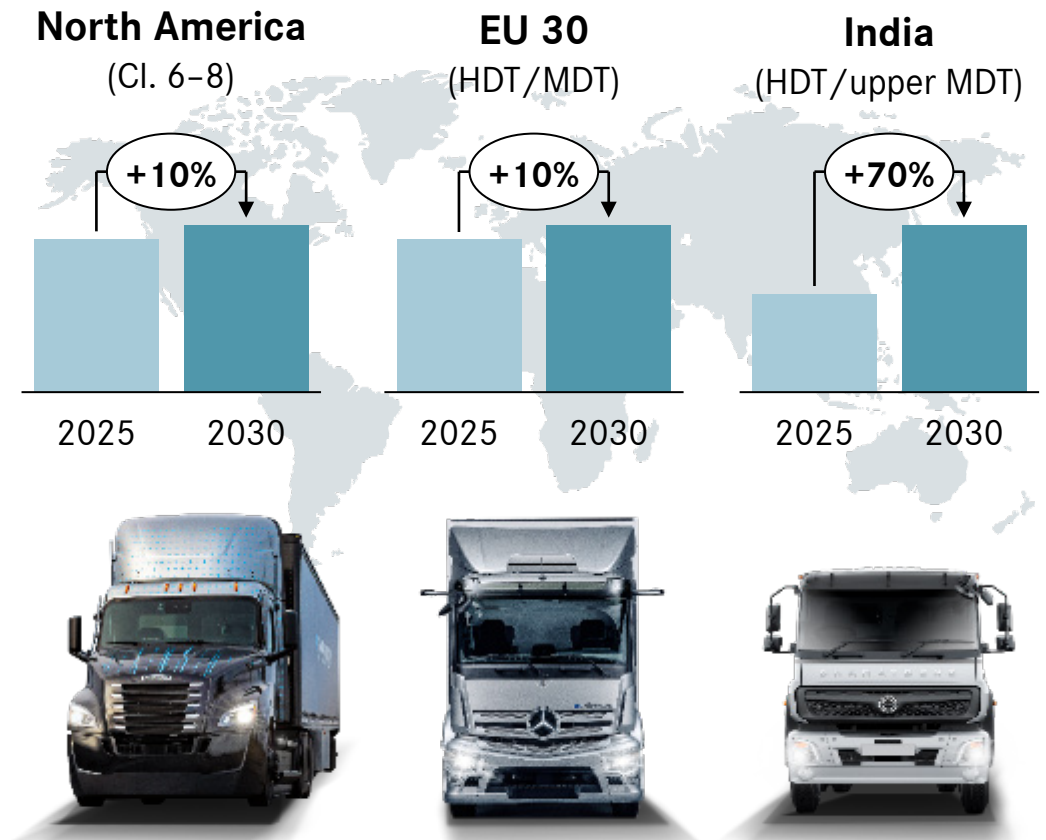
# TRANSPORT IS THE BACKBONE OF OUR ECONOMY AND SOCIETY

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



# 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

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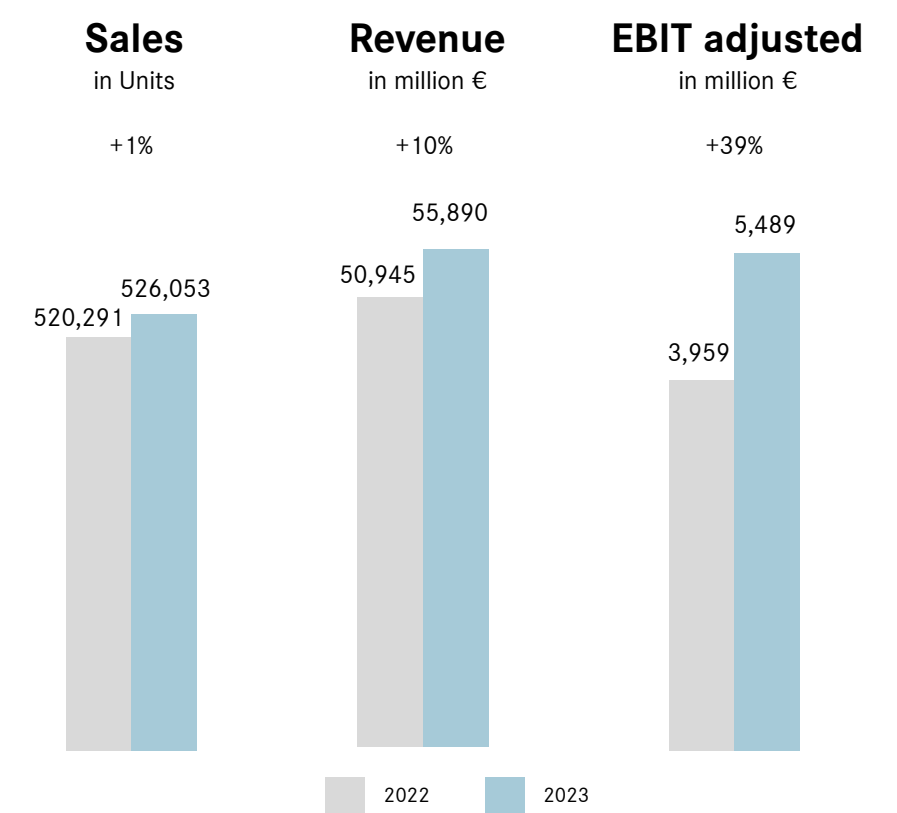
### CULTURE, LEADERSHIP AND SUSTAINABILITY AS KEY ENABLERS

- 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



<b>GLOBAL LEADER<sup>2</sup></b>	<b>#1</b> NORTH AMERICA Class 6-8	<b>#1</b> EU-30 <sup>3</sup> MDT/HDT	<b>#3</b> JAPAN Trucks Total	<b>#2</b> BRAZIL MDT/HDT	<b>#1</b> EU-30 Buses >8t
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<sup>1</sup> China: Auman and Mercedes-Benz trucks produced in Joint Venture with Foton for Chinese market  
<sup>2</sup> FY 2023. Source: Company estimate. <sup>3</sup> Brand View



# DAIMLER TRUCK NORTH AMERICA: FROM STRONG TO STRONGER

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

## LEADING POSITION... <sup>1</sup>

- 40%** Market share<sup>2</sup>
- #1** On-highway large/mega fleets
- #1** On-highway small fleets
- #2** Vocational

## ...STRONG FOUNDATIONS...

- 1M+** CASCADIAS BUILT<sup>3</sup> Uncompromised customer focus
- ~39%** IMPROVED FUEL EFFICIENCY<sup>2</sup> Industrial-leading updated technology
- 11,000+** SERVICE BAYS World-class dealer network

## ...RIGHT PRODUCT PORTFOLIO



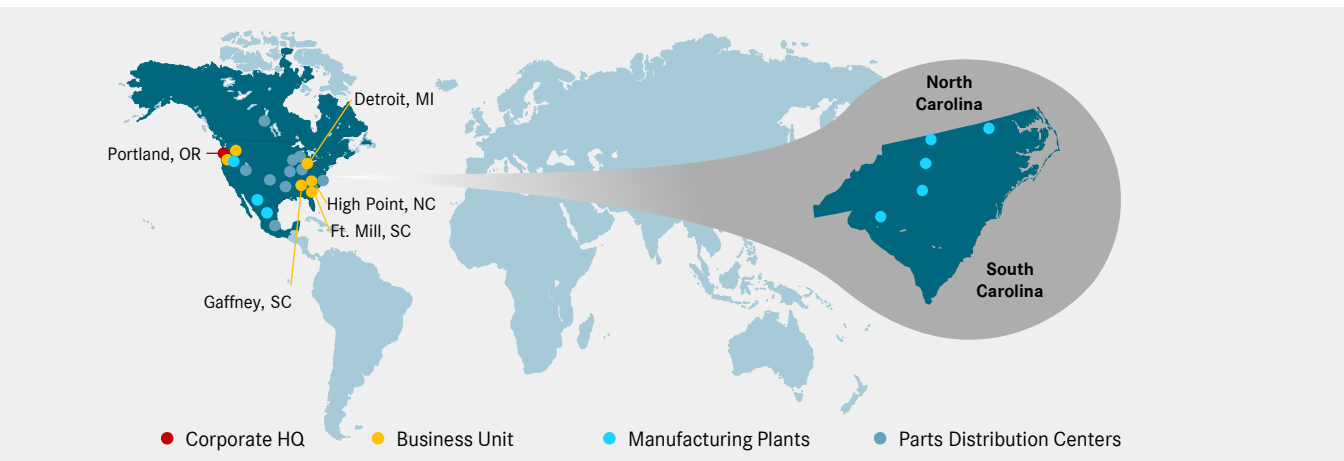
On-highway large/mega fleets



On-highway small fleets



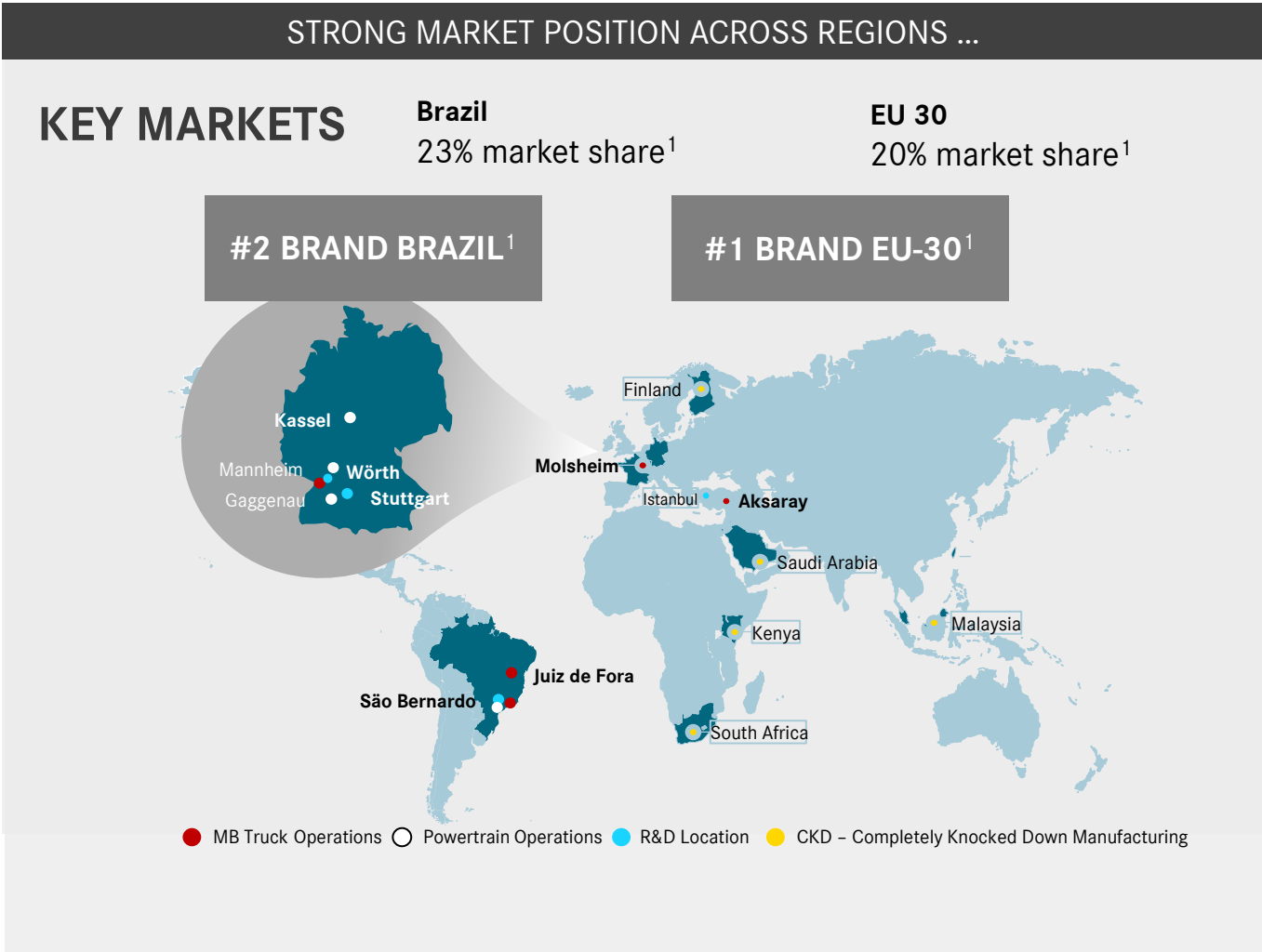
Off-highway vocational



<sup>1</sup> For the year 2023 (US/CAN Class 8) . <sup>2</sup> Class 8. <sup>3</sup> Since launch in 2007. Source: Company estimate

# MERCEDES-BENZ: REBUILDING PROFITABILITY

## Strong market position in key markets and strong product portfolio



<sup>1</sup> 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... <sup>1</sup>

- 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**



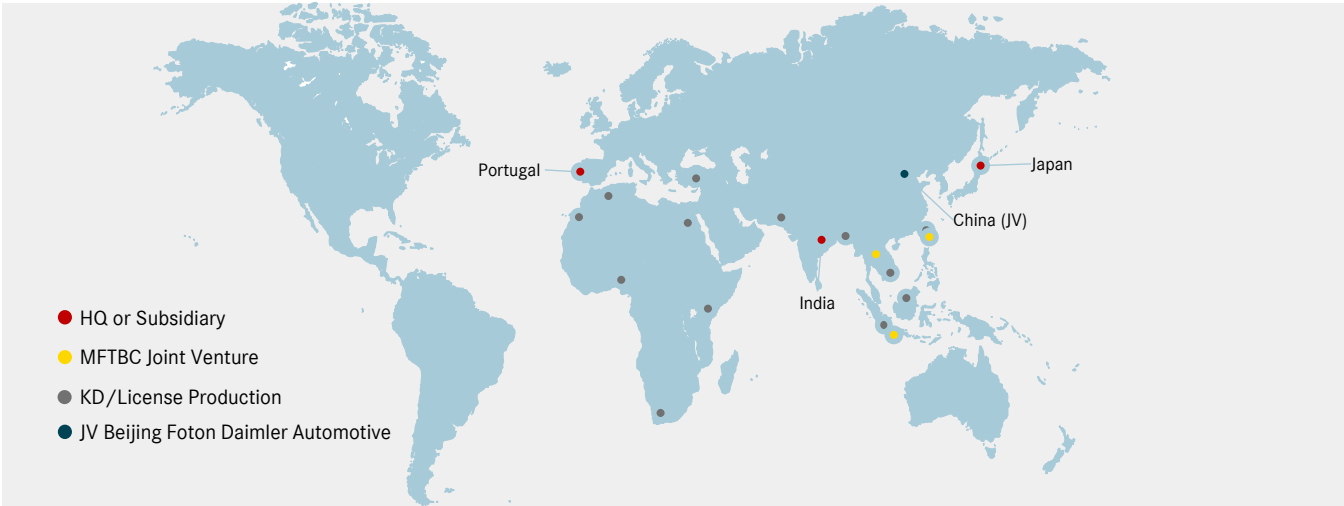
**MEDIUM DUTY TRUCKS**



**LIGHT DUTY TRUCKS**



**BUS**



<sup>1</sup> For the year 2023; 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**  
20% market share<sup>1</sup>

**BRAZIL**  
55% market share<sup>1</sup>

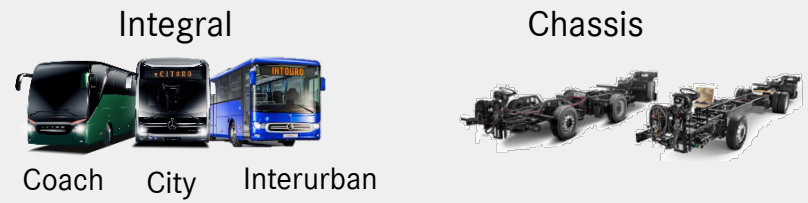
**MEXICO**  
41% market share<sup>1</sup>

## 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

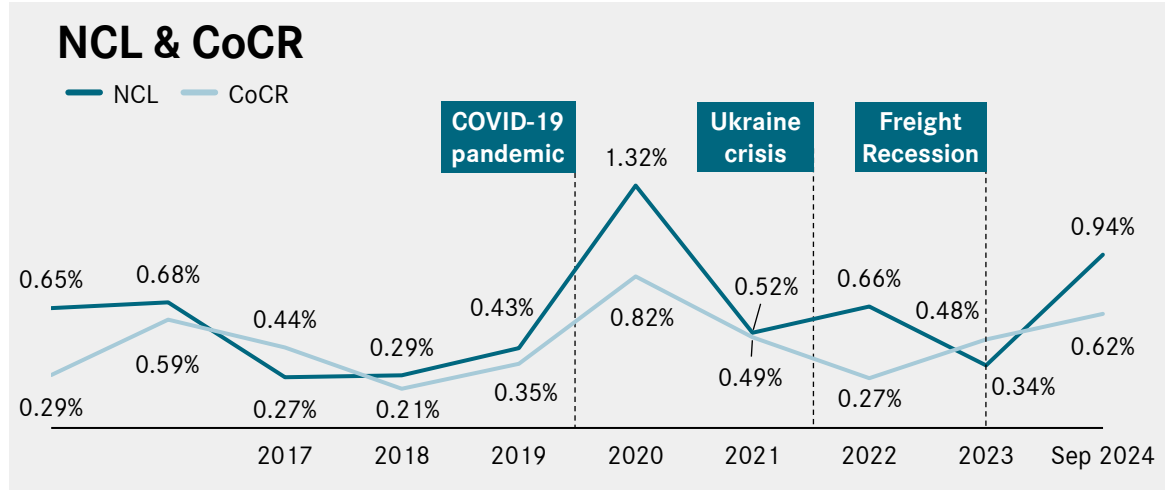
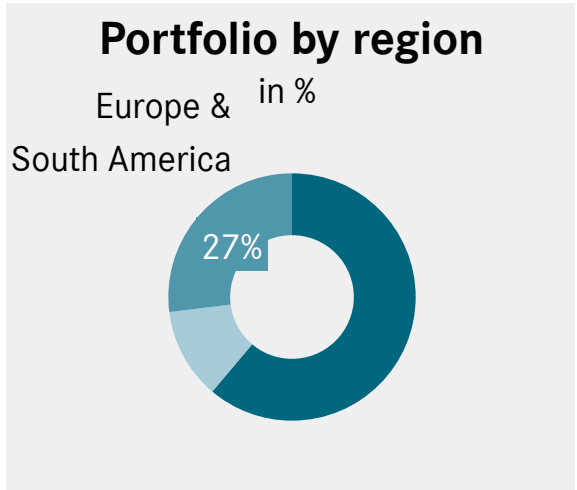
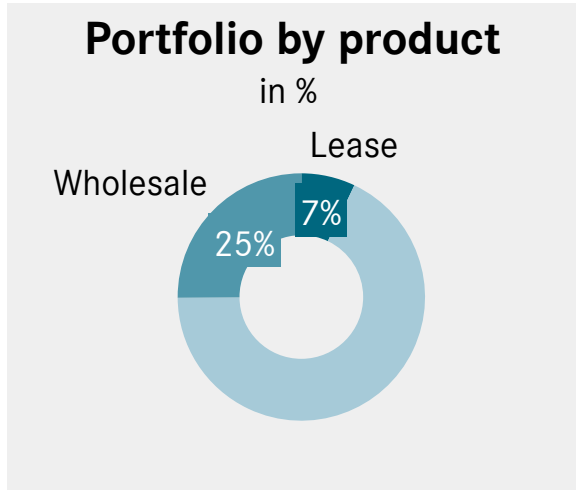
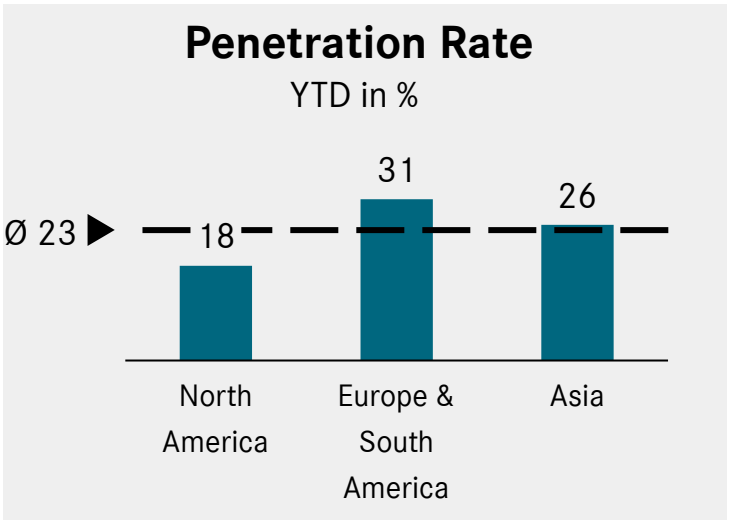
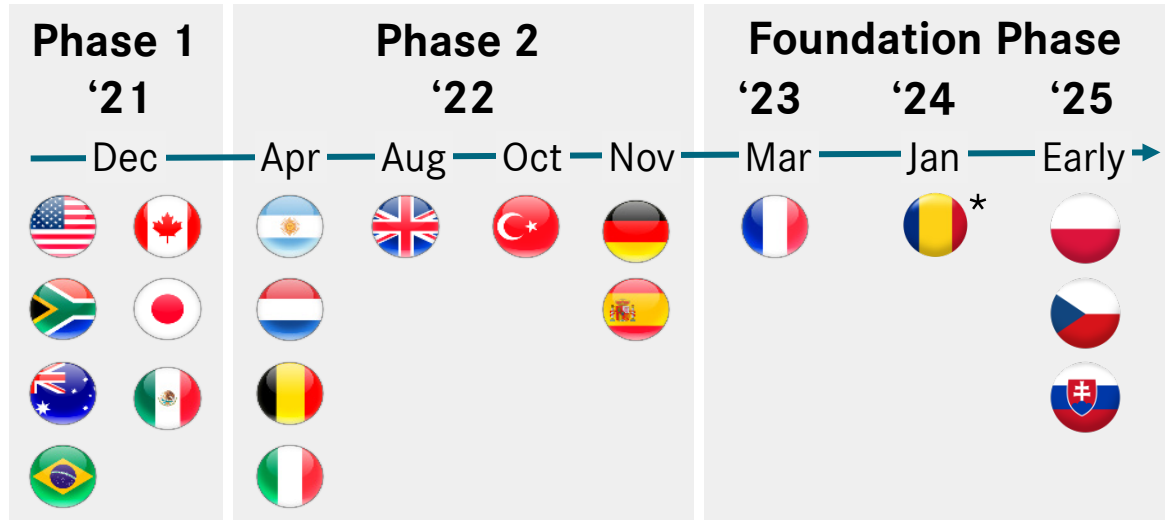
- Mercedes-Benz and Setra
- OmniPlus and BusStore
- Pioneer in Safety and Assistance Systems
- Only CO2-neutral city busses on offer in Europe by 2030
- By 2039 only CO2-neutral new vehicles to be offered in the core European market

<sup>1</sup> 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.

1

# DAIMLER TRUCK FINANCIAL SERVICES IS SCALING UP

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



Actuals as of September 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






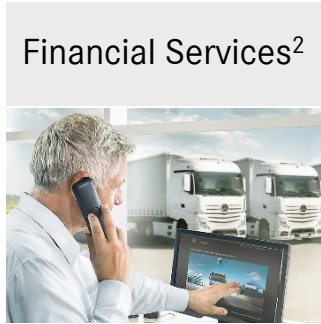
## FOCUS ON THE RIGHT INVESTMENTS

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



# 2 STRONG ROS IMPROVEMENT SINCE 2019

**ROS/ROE  
adjusted**  
in %

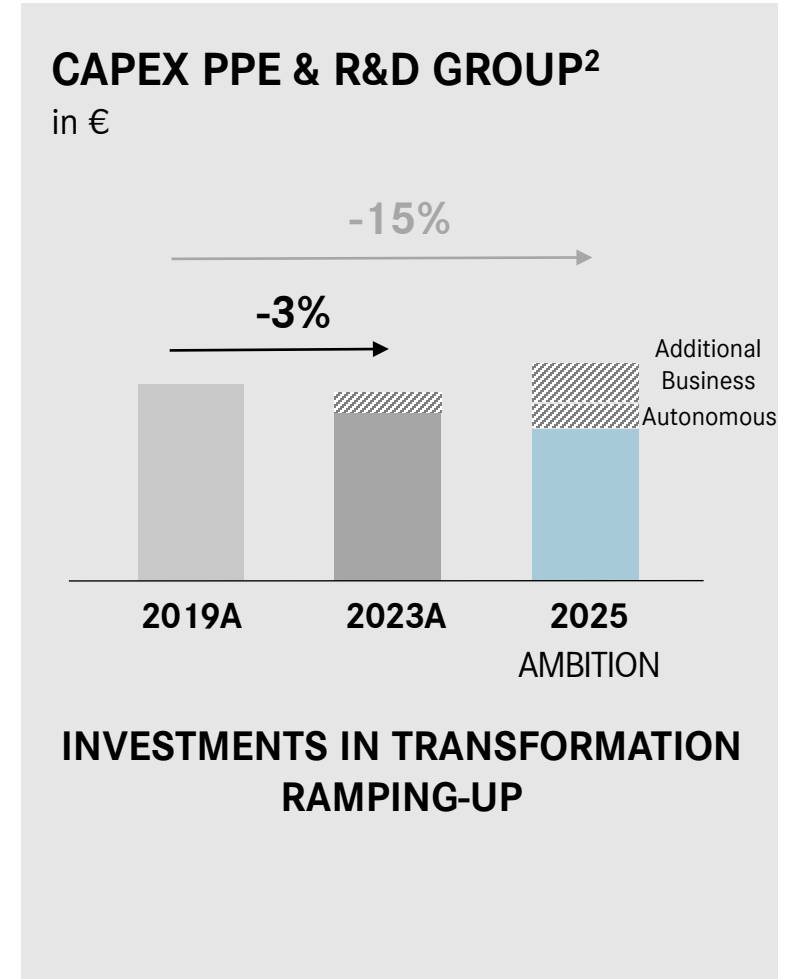
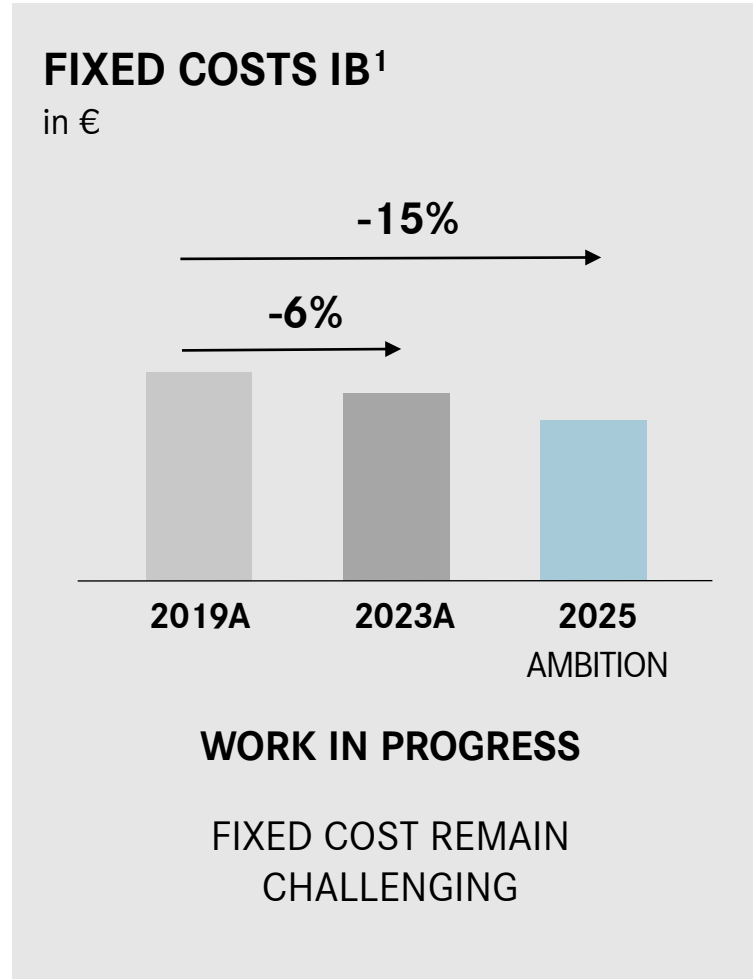
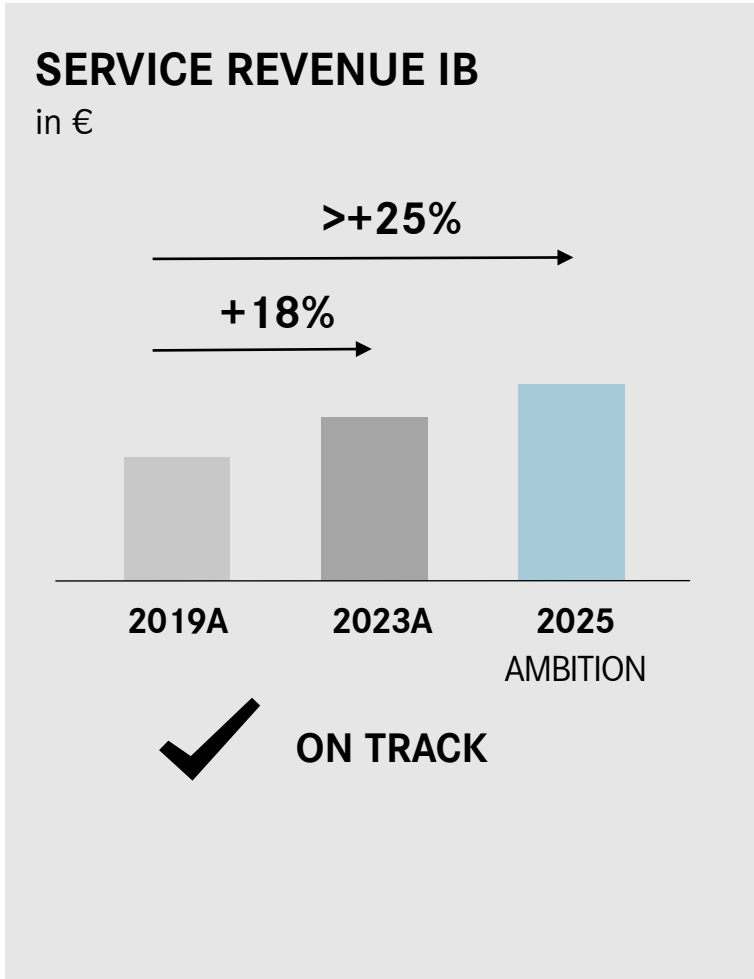
						
<b>2025 ambition in markets</b>	<b>&gt;10%</b>	<b>12%</b>	<b>10%</b>	<b>9%</b>	<b>8%</b>	<b>&gt;14%<sup>3</sup></b>
<b>2023</b>	<b>9.9%</b>	<b>12.3%</b>	<b>10.2%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>9.1%</b>
<b>2022</b>	<b>7.7%</b>	<b>10.8%</b>	<b>8.1%</b>	<b>2.6%</b>	<b>0.4%</b>	<b>9.9%</b>
<b>2021</b>	<b>6.1%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

<sup>1</sup> Industrial Business incl. reconciliation

<sup>2</sup> ROE adjusted <sup>3</sup> after full ramp up

# 2 WE ARE CONTINUOUSLY WORKING ON OUR SELF-HELP MEASURES

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



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

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



# 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 IN  
TWO TRANCHES

Started: November 2023  
Executed by end of October 2024: 1.2 billion €

DURATION  
TIME SPAN ~2 YEARS



# 2 WE TRANSFORM TO ZERO EMISSIONS

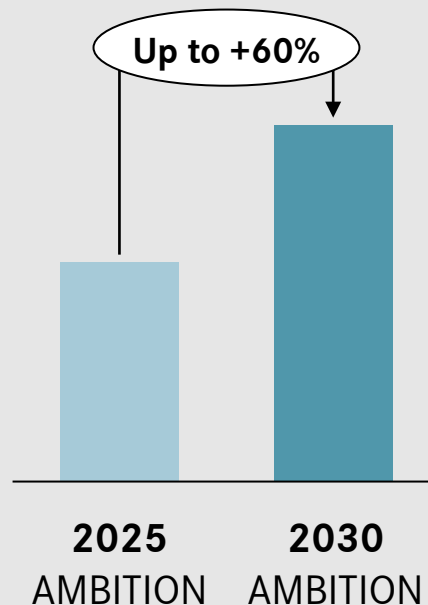
The transformation to ZEV unlocks huge revenue potential



## TOTAL REVENUE

NEW VEHICLE IB

in €



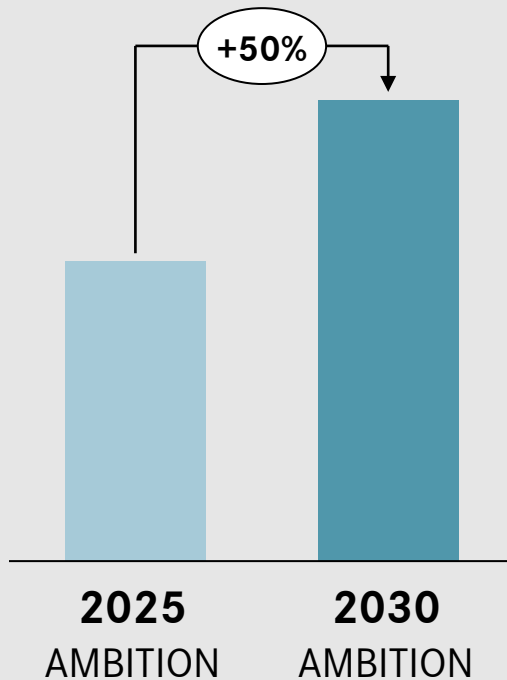
## KEY LEVERS FOR REVENUE INCREASE

- ▶ ZEV trucks with high revenue potential
- ▶ BEV, FCEV and H2-ICE with higher average selling price than Diesel ICE
- ▶ Mix and penetration rates still uncertain
- ▶ Focus on heavy-duty growing market segment

# 2 SERVICE – WE FOCUS ON CUSTOMER NEEDS

Customer solutions will result in significant increase in customer lifetime value

## SERVICE REVENUE INDUSTRIAL BUSINESS in €



**~60%**

**SERVICES & PARTS**

- ▶ Expanding parts portfolio
- ▶ Wider range of extended warranty and service contracts
- ▶ Global parts center Halberstadt, Germany
- ▶ Premium service network

**~30%**

**ZEV ECOSYSTEM**

- ▶ Charging station hardware
- ▶ Charging management system
- ▶ Installation and hardware services
- ▶ eConsulting

**~10%**

**DIGITAL SERVICES**

- ▶ Fleet management
- ▶ Vehicle utilization
- ▶ eCharge management
- ▶ Battery lifecycle management

# 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 €	ACTUALS Dec 31, 2023	ACTUALS Sep 30, 2024
<b>DAIMLER TRUCK</b>		
Equity ratio	32%	30%
Gross liquidity	8.9	9.7
Funded status of pension obligations	- 0.6	- 0.5
Funding ratio	90%	93%
<b>INDUSTRIAL BUSINESS</b>		
Equity ratio	48%	46%
Net liquidity	8.3	6.5
FCF	1.1 (Q3/23)	0 (Q3/24)

*“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)

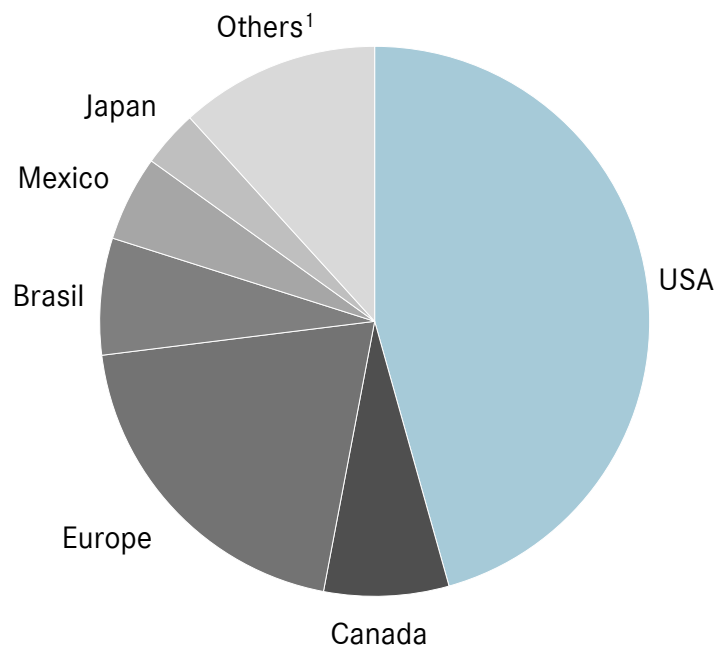


# 2 WELL-DIVERSIFIED FUNDING MIX

Using a variety of instruments in our relevant markets

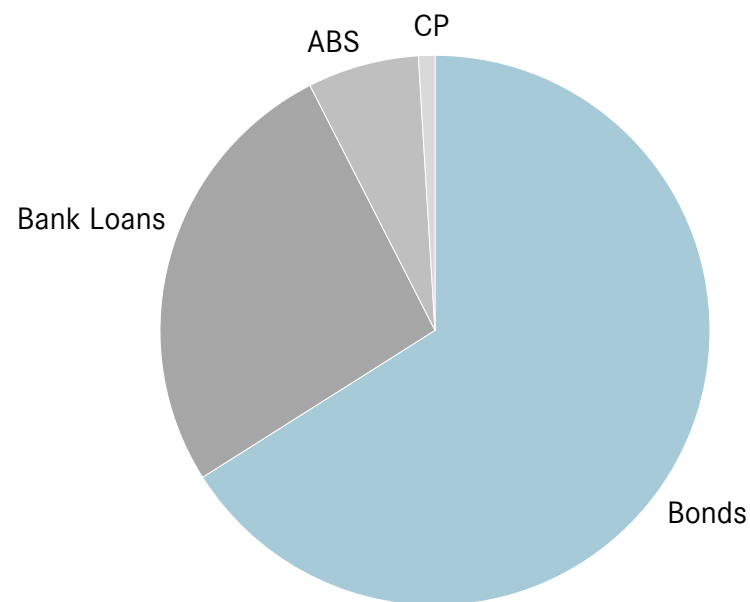
## MARKETS

as of Sep 30, 2024



## FUNDING INSTRUMENTS

as of Sep 30, 2024



- 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

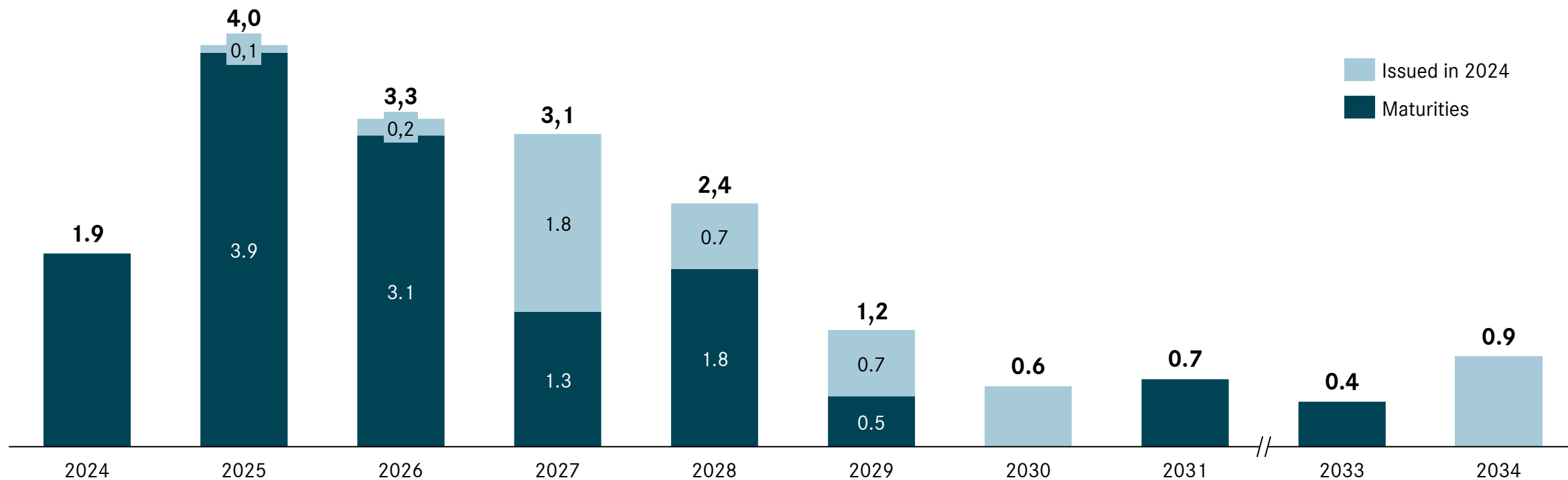
¹ Others: e.g. Australia, South Africa and Turkey

# 2 BOND MATURITY PROFILE

## Well balanced Bond Maturity Profile

### MATURITY PROFILE BONDS

in billion EUR as of Sep 30, 2024



# 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 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

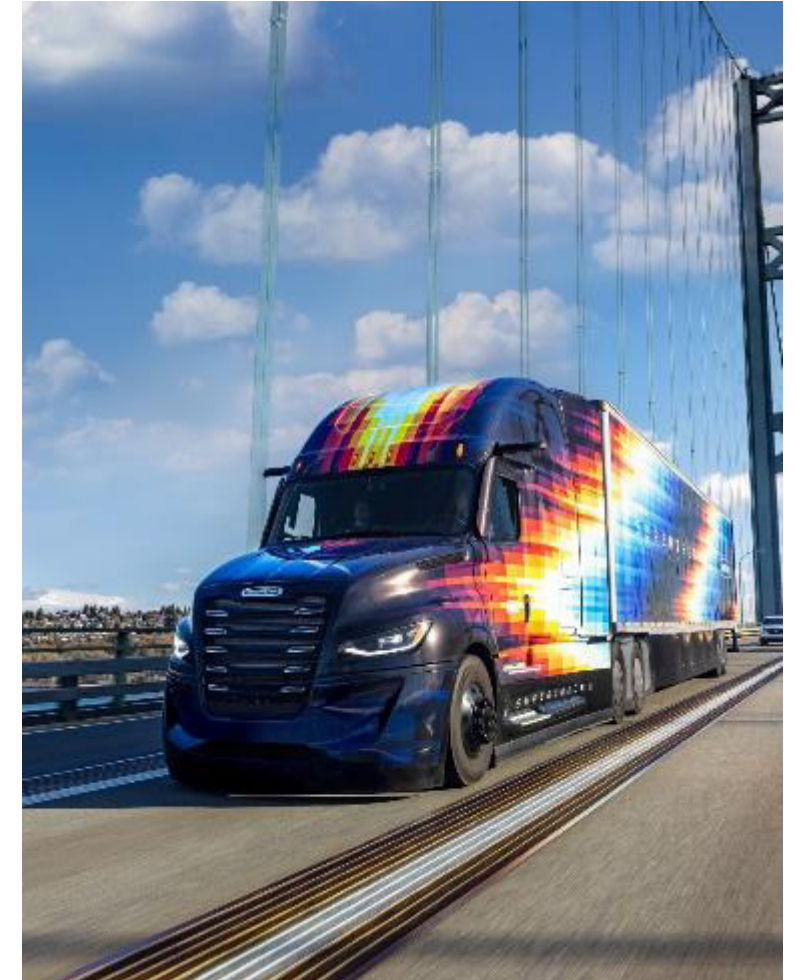
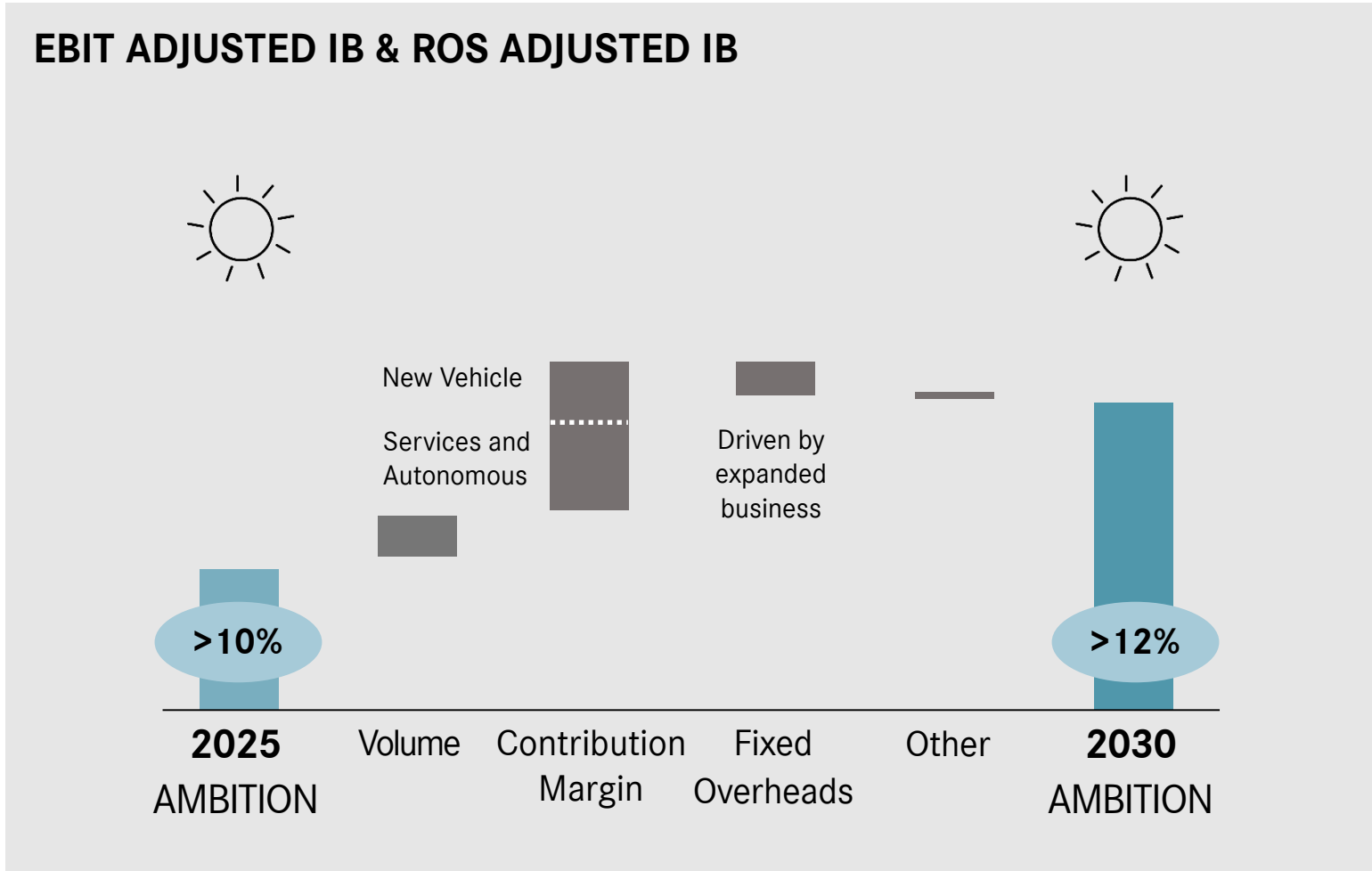
**Currency matched** funding











# 2 SIGNIFICANT EBIT GROWTH AND HIGHER PROFITABILITY IN 2030

Significant growth driven by all levers



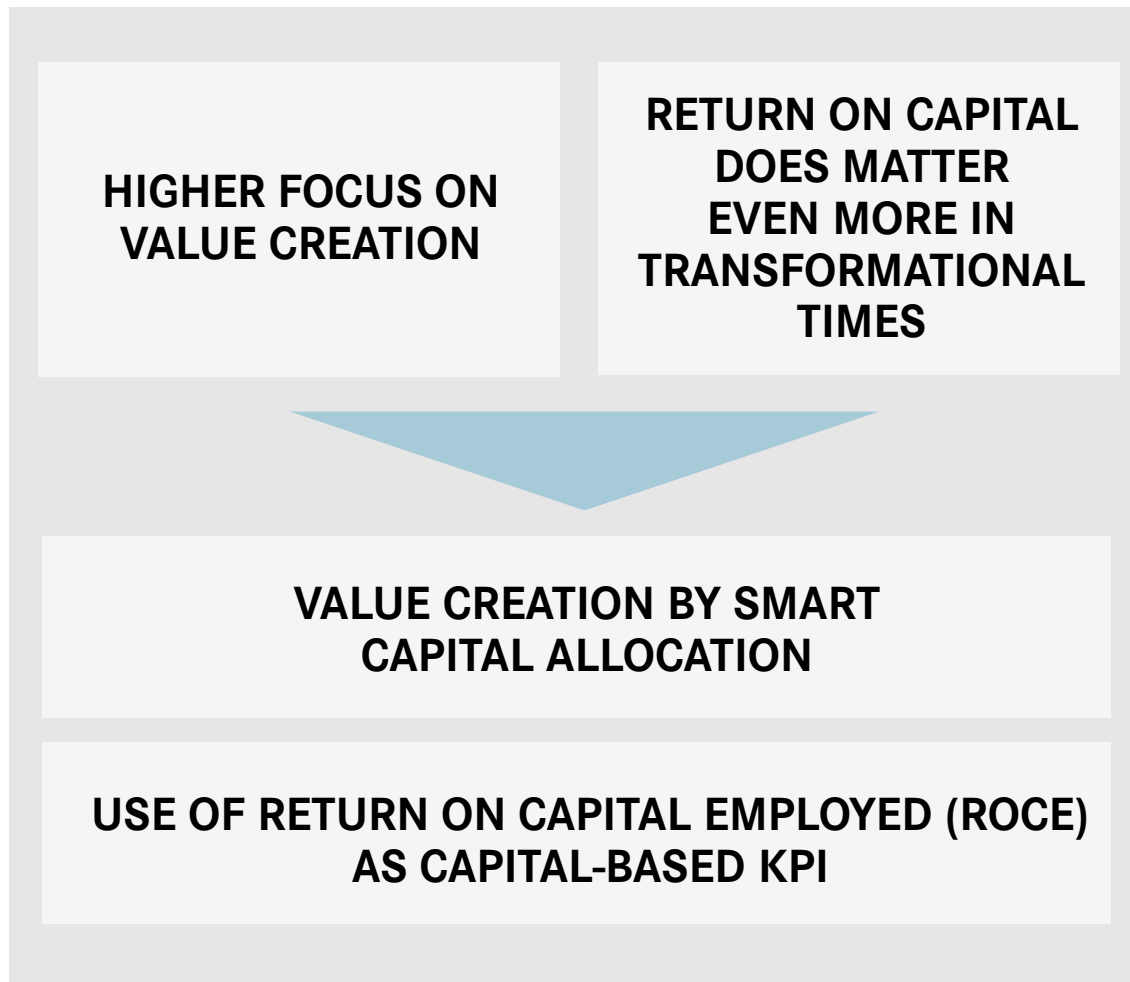
# 2 ALL THIS CONTRIBUTES TO A HIGHER PROFITABILITY AND RESILIENCE IN 2030

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



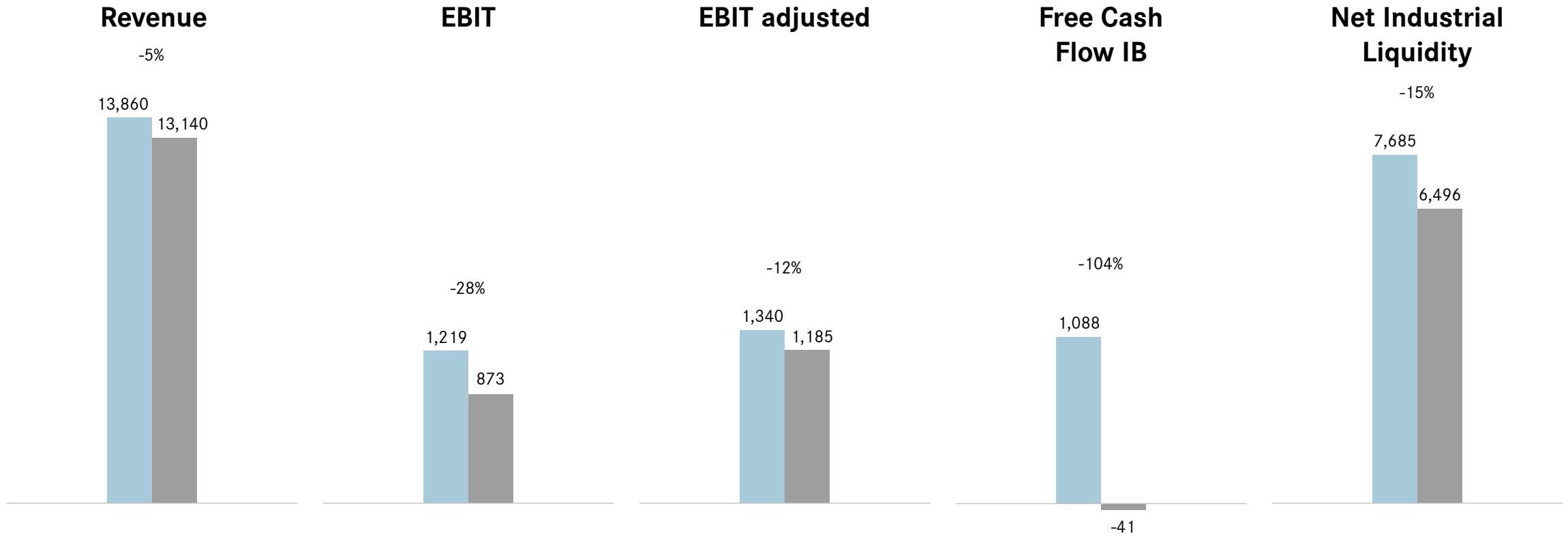
## TRANSPARENT ROCE IB<sup>1</sup> AMBITIONS IN ADDITION TO ROS

	2023A	2025 AMBITION	2030 AMBITION
	45%	45%	>50%
		>35%	>40%
		>25%	>30%

<sup>1</sup> 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 Q3/24 FINANCIAL FIGURES DAIMLER TRUCK GROUP

in million Euro



Q3/23A Q3/24A

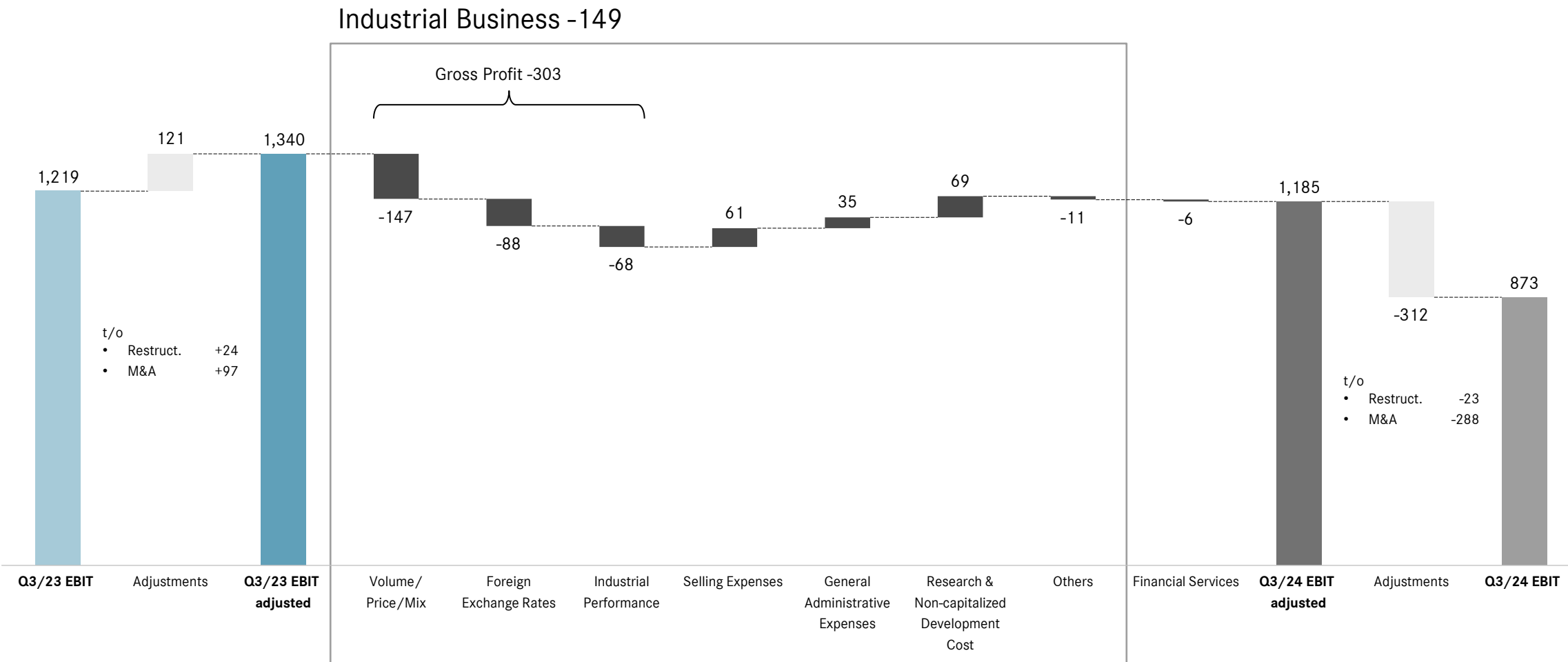
# 3

## Q3/24 EBIT GROUP

### EBIT decrease due lower unit sales and underutilization

in million Euro

- + Improved net pricing
- + Favorable functional cost development
- Significantly lower unit sales and unfavorable sales mix
- Unfavorable effects from underutilization in production
- Unfavorable effects from exchange rates



*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.*

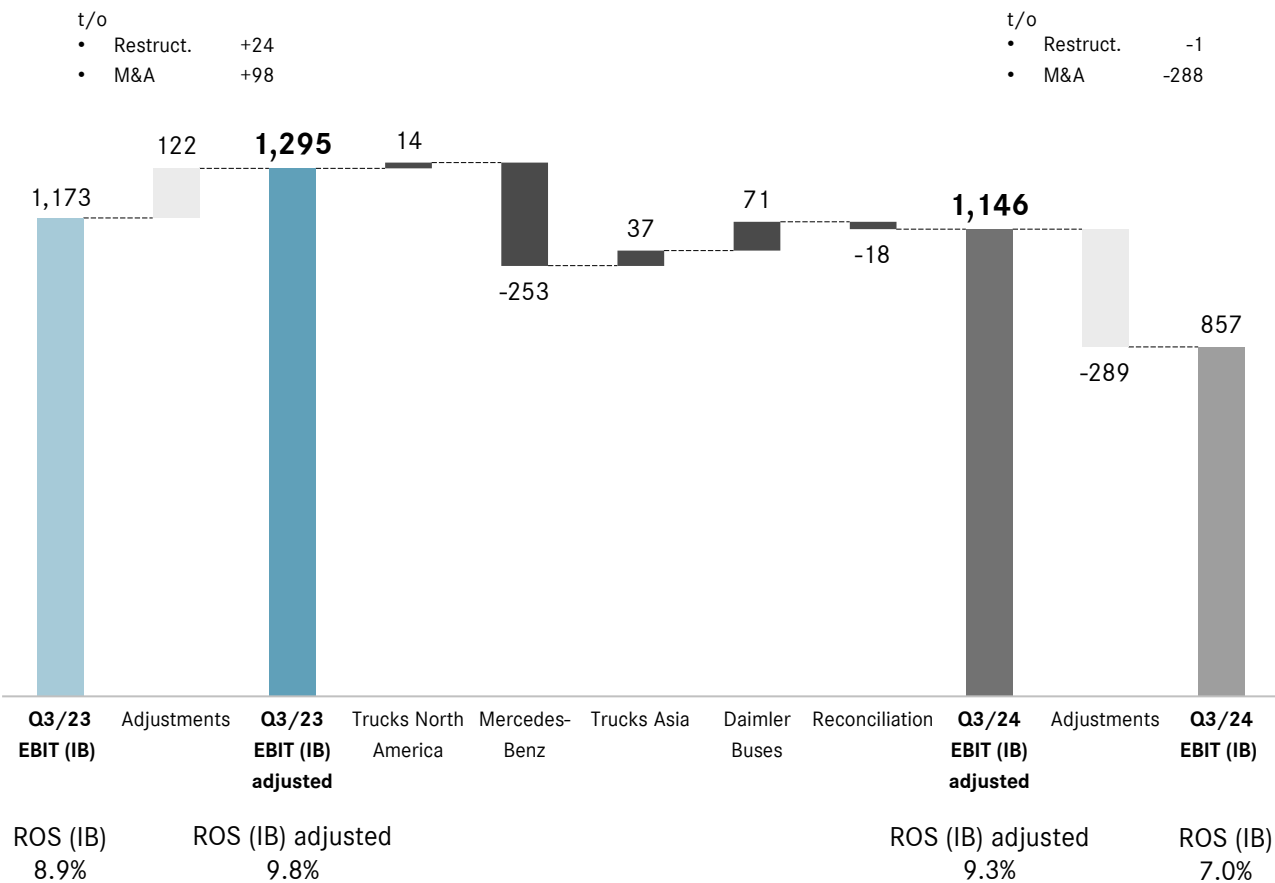
# 3

## Q3/24 REVENUE AND EBIT INDUSTRIAL BUSINESS

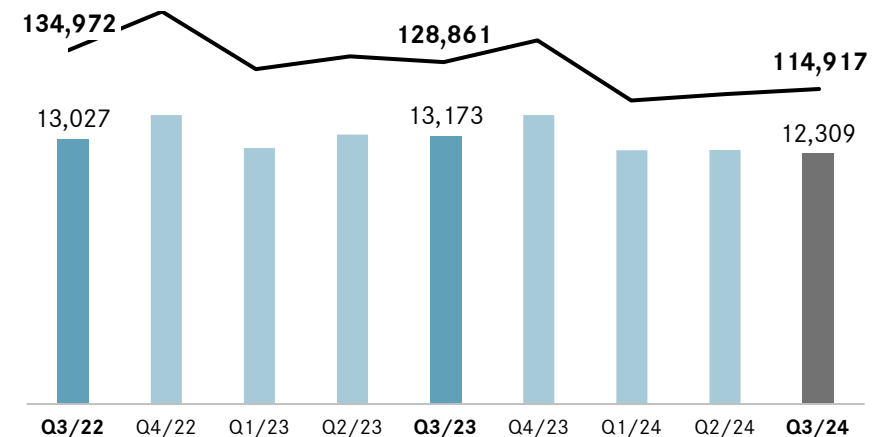
Decrease in EBIT adjusted and ROS adjusted in the Industrial Business

in million Euro

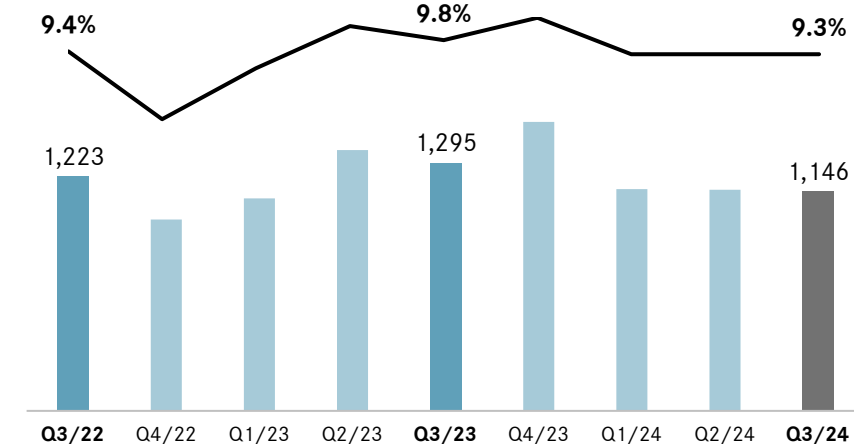
### Q3/24 ROS / EBIT adjusted



### Unit Sales / Revenue



### ROS / EBIT adjusted



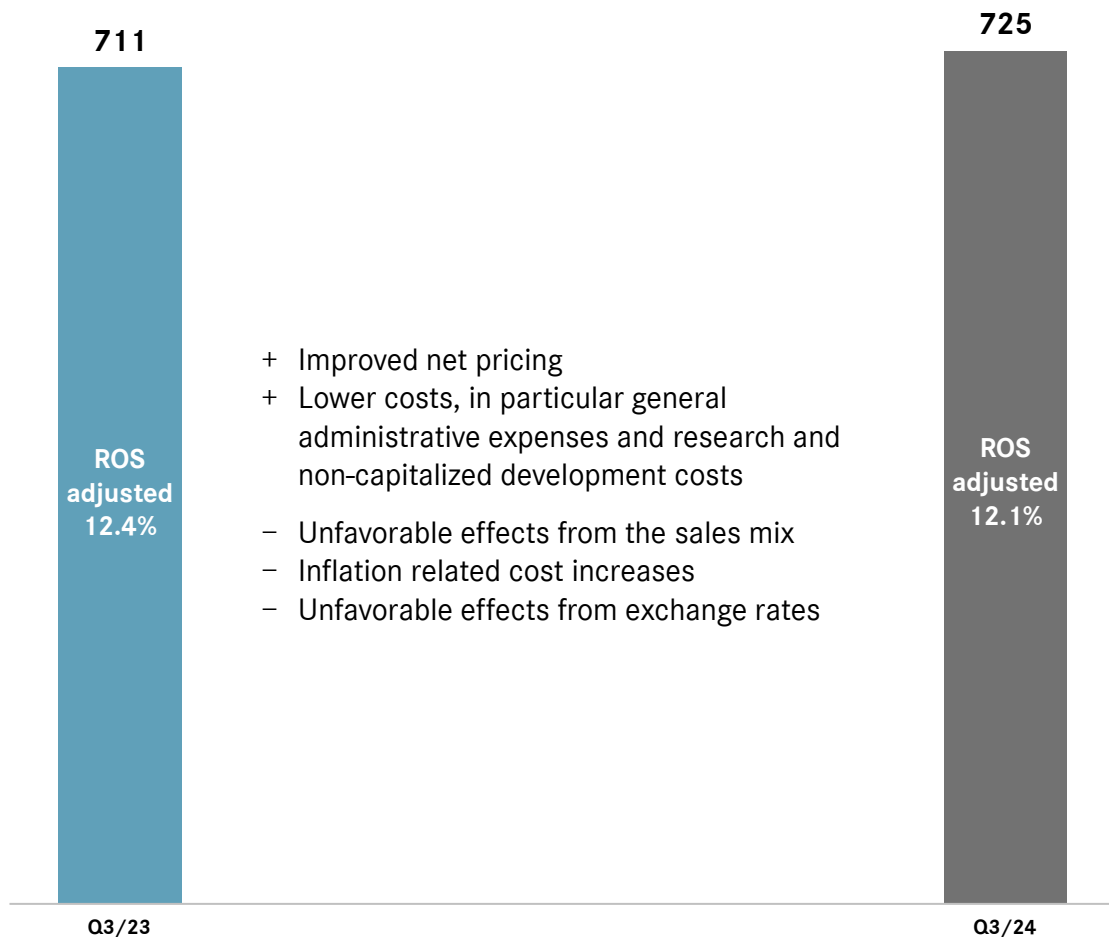
Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

## Q3/24 REVENUE AND EBIT – TRUCKS NORTH AMERICA

Improved net pricing and lower costs

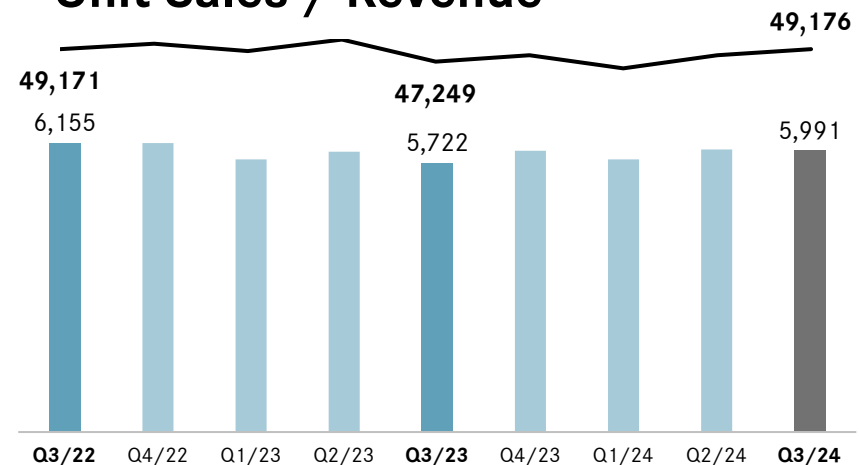
in million Euro

### Q3/24 ROS / EBIT adjusted

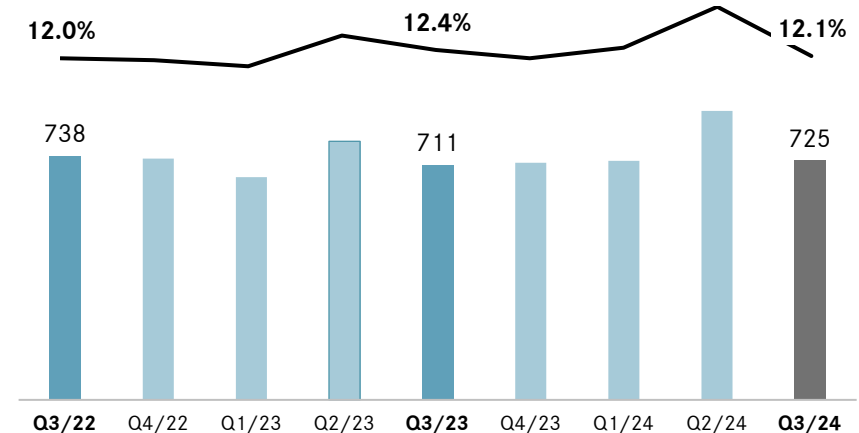


- + Improved net pricing
- + Lower costs, in particular general administrative expenses and research and non-capitalized development costs
- Unfavorable effects from the sales mix
- Inflation related cost increases
- Unfavorable effects from exchange rates

### Unit Sales / Revenue



### ROS / EBIT adjusted



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.

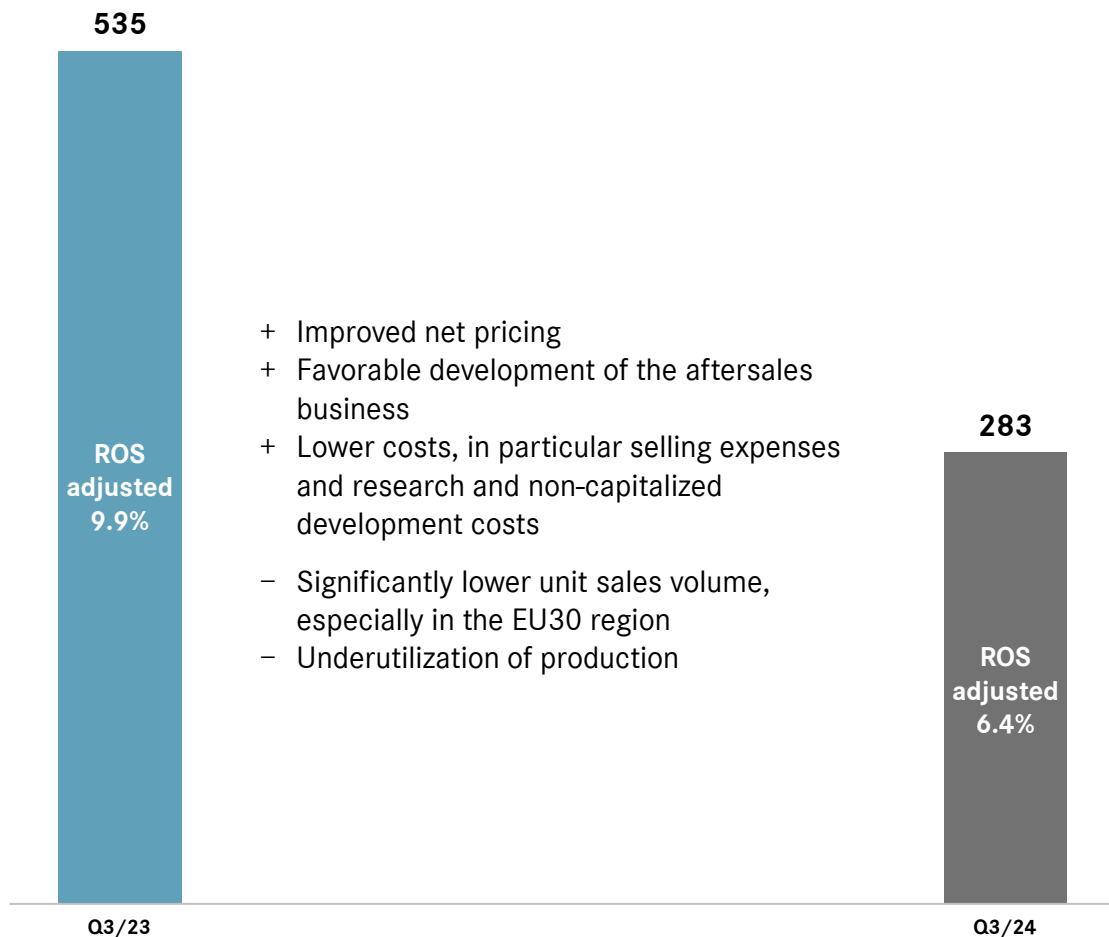
# 3

## Q3/24 REVENUE AND EBIT – MERCEDES-BENZ

Significantly lower unit sales and underutilization of production

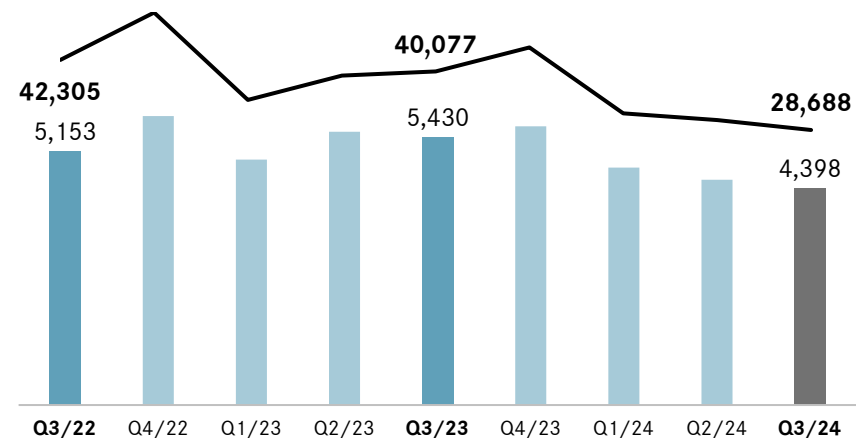
in million Euro

### Q3/24 ROS / EBIT adjusted

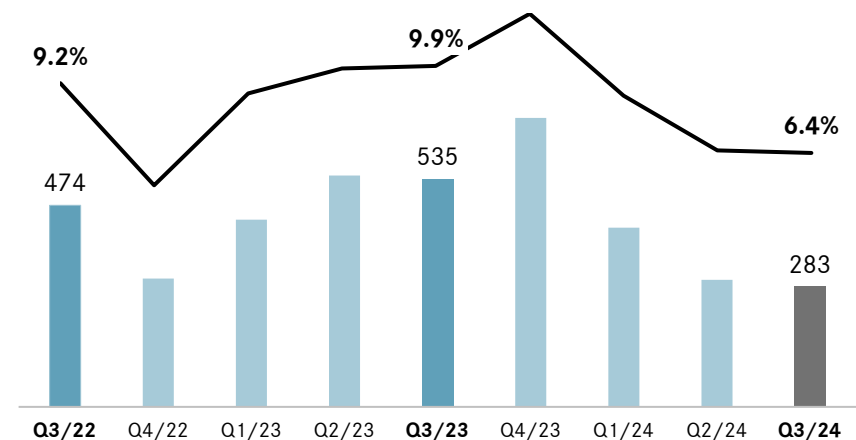


- + Improved net pricing
- + Favorable development of the aftersales business
- + Lower costs, in particular selling expenses and research and non-capitalized development costs
- Significantly lower unit sales volume, especially in the EU30 region
- Underutilization of production

### Unit Sales / Revenue



### ROS / EBIT adjusted



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.

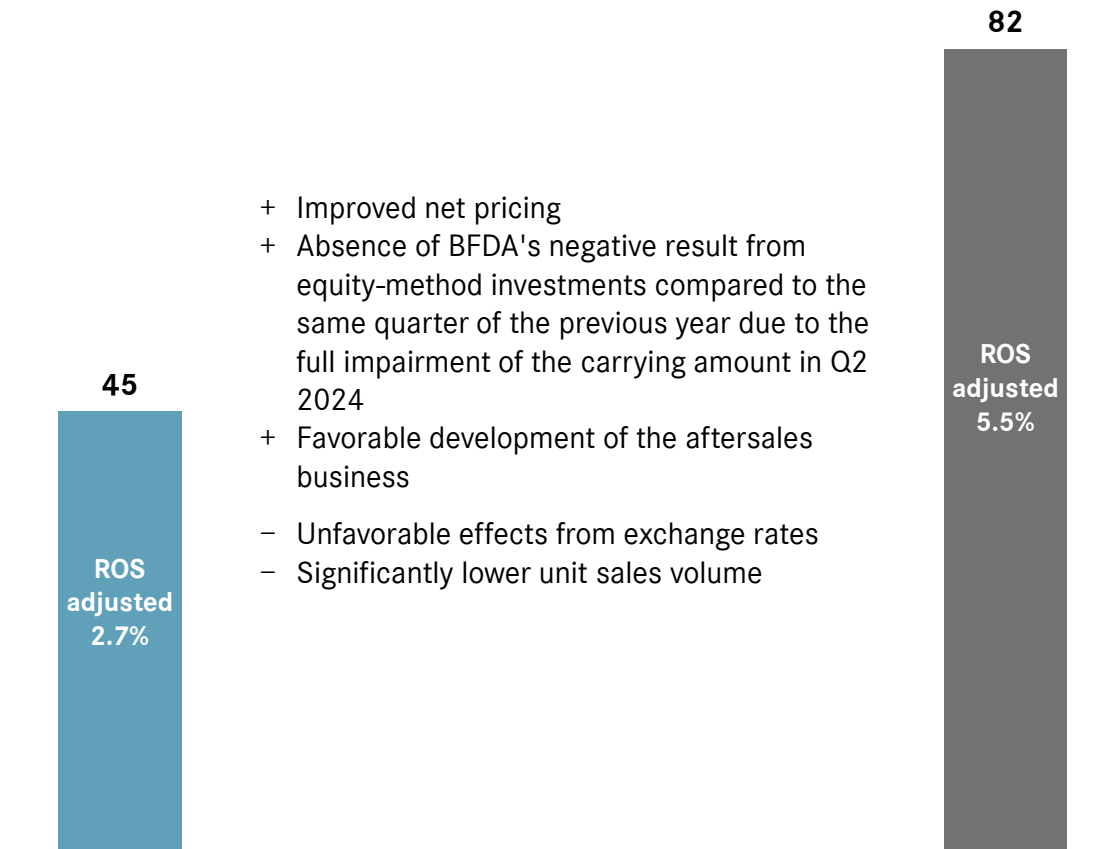


# 3 Q3/24 REVENUE AND EBIT – TRUCKS ASIA

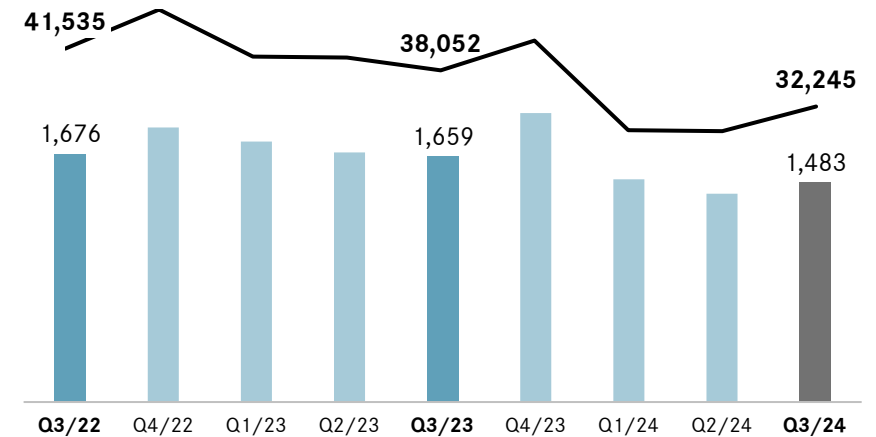
Improved net pricing, favorable development of aftersales business

in million Euro

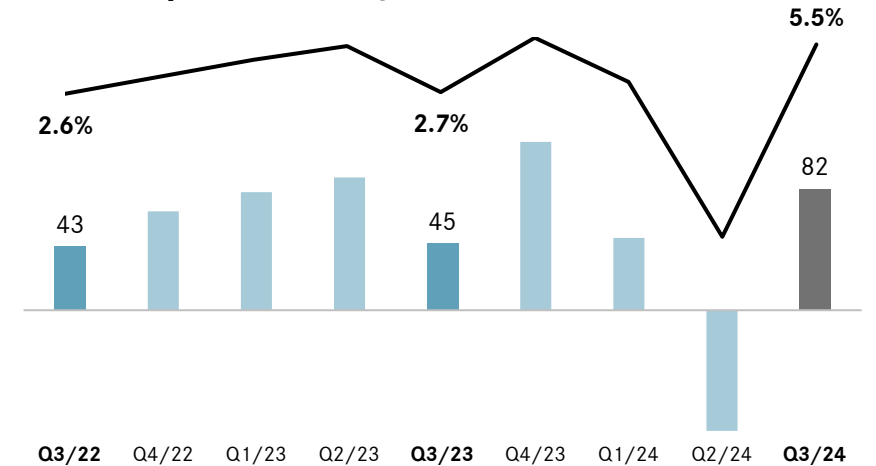
## Q3/24 ROS / EBIT adjusted



## Unit Sales / Revenue



## ROS / EBIT adjusted



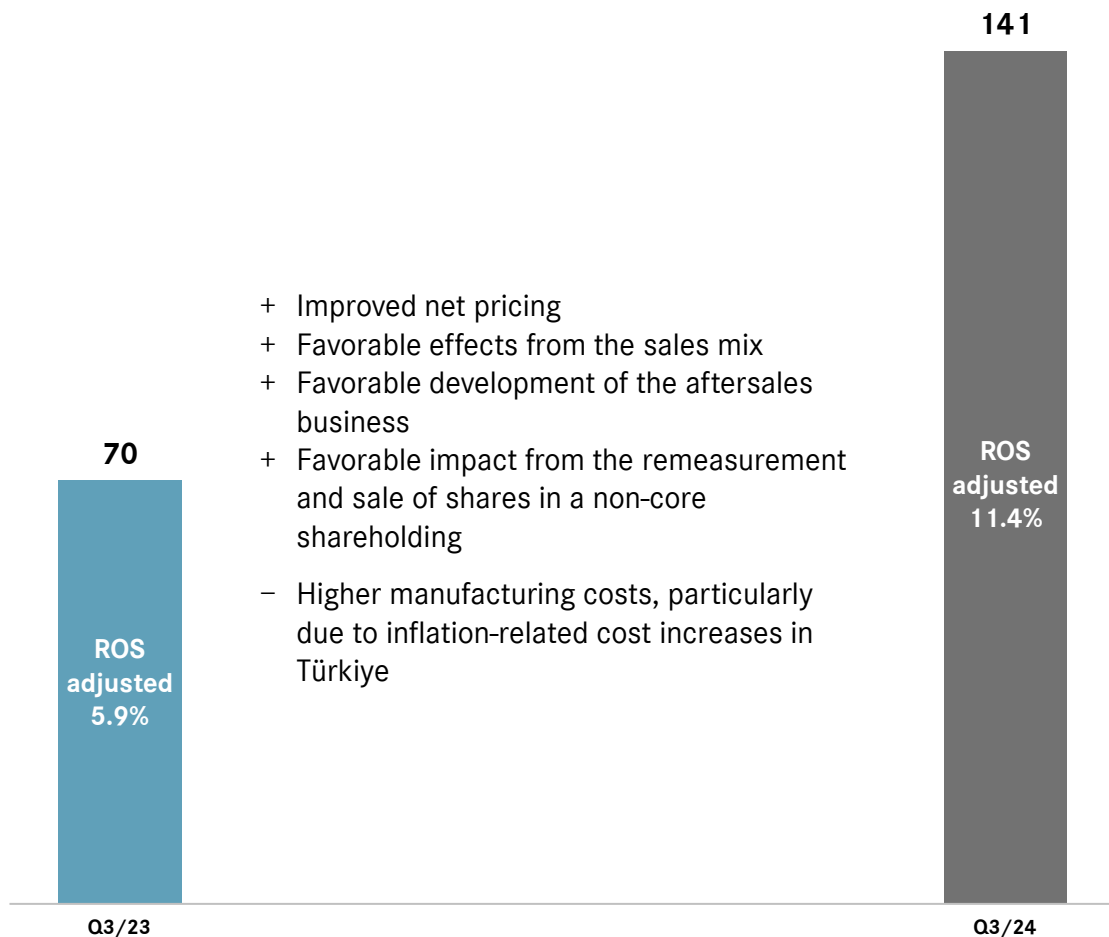
Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

# 3 Q3/24 REVENUE AND EBIT – DAIMLER BUSES

Improved net pricing and mix

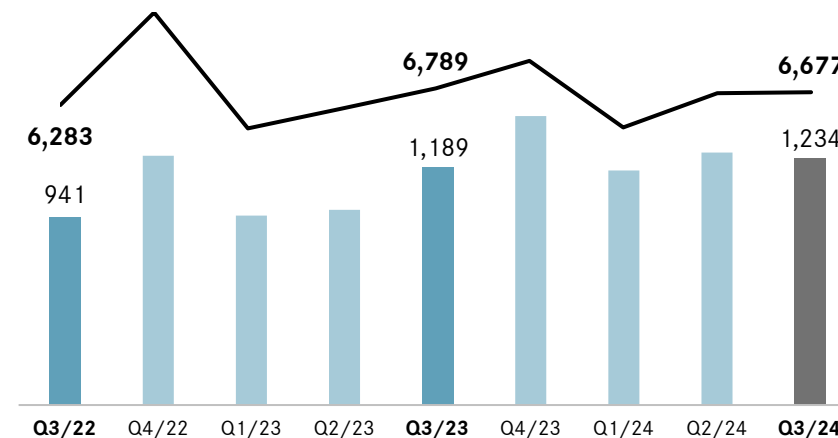
in million Euro

## Q3/24 ROS / EBIT adjusted

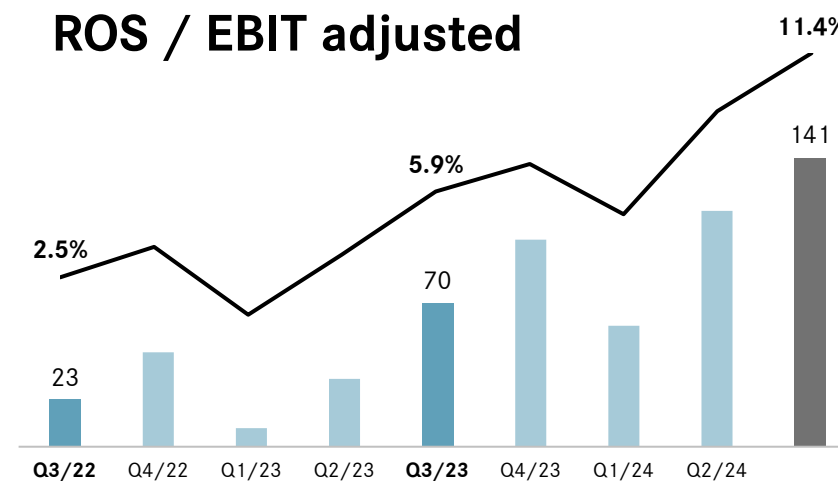


- + Improved net pricing
- + Favorable effects from the sales mix
- + Favorable development of the aftersales business
- + Favorable impact from the remeasurement and sale of shares in a non-core shareholding
- Higher manufacturing costs, particularly due to inflation-related cost increases in Türkiye

## Unit Sales / Revenue



## ROS / EBIT adjusted



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.

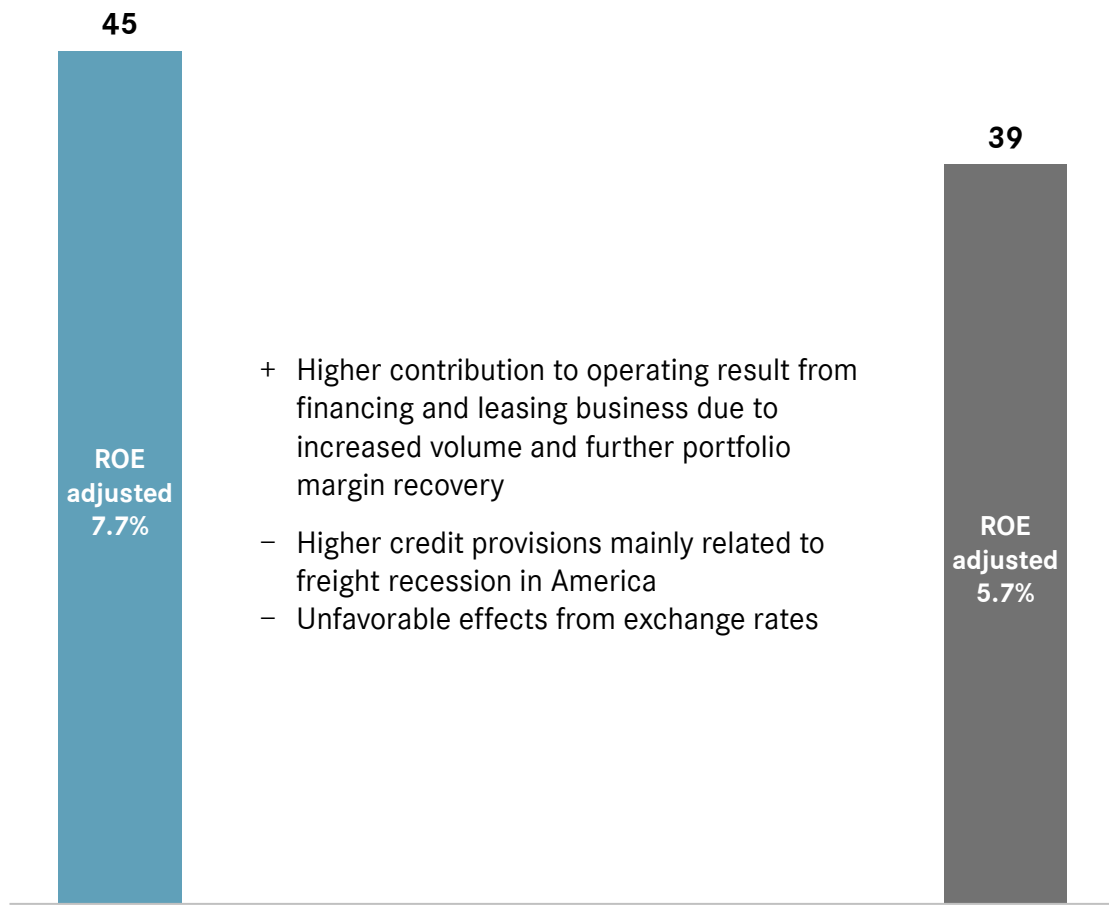
# 3

## Q3/24 REVENUE AND EBIT – FINANCIAL SERVICES

Increase in credit provisions, partially offset by increased volume

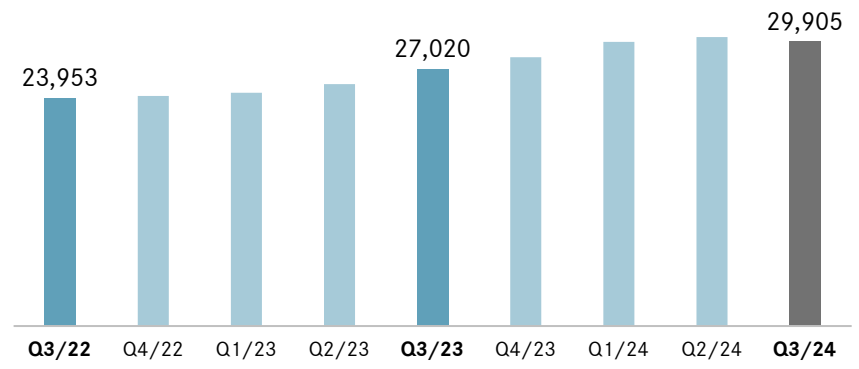
in million Euro

### Q3/24 ROE / EBIT adjusted

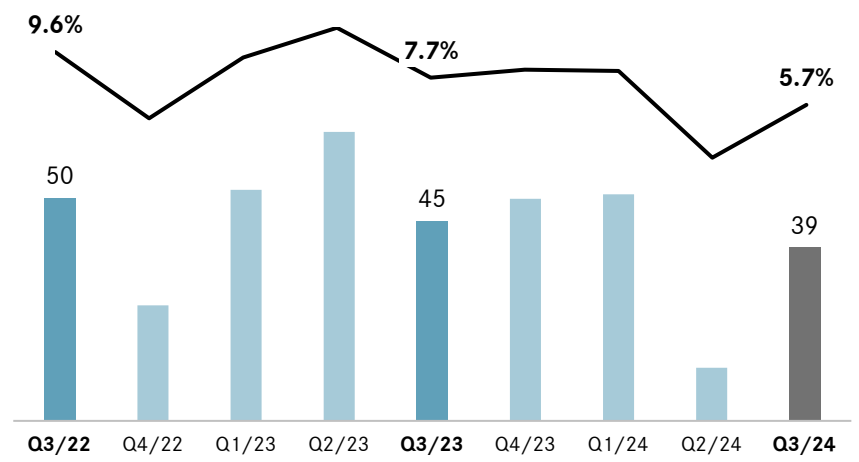


- + Higher contribution to operating result from financing and leasing business due to increased volume and further portfolio margin recovery
- Higher credit provisions mainly related to freight recession in America
- Unfavorable effects from exchange rates

### Contract Volume



### ROE / EBIT adjusted



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 Q3/24 CASH FLOW INDUSTRIAL BUSINESS

FCF adjusted of 0.1 bn. €

in million Euro

## Net Industrial Liquidity (NIL)

at end of

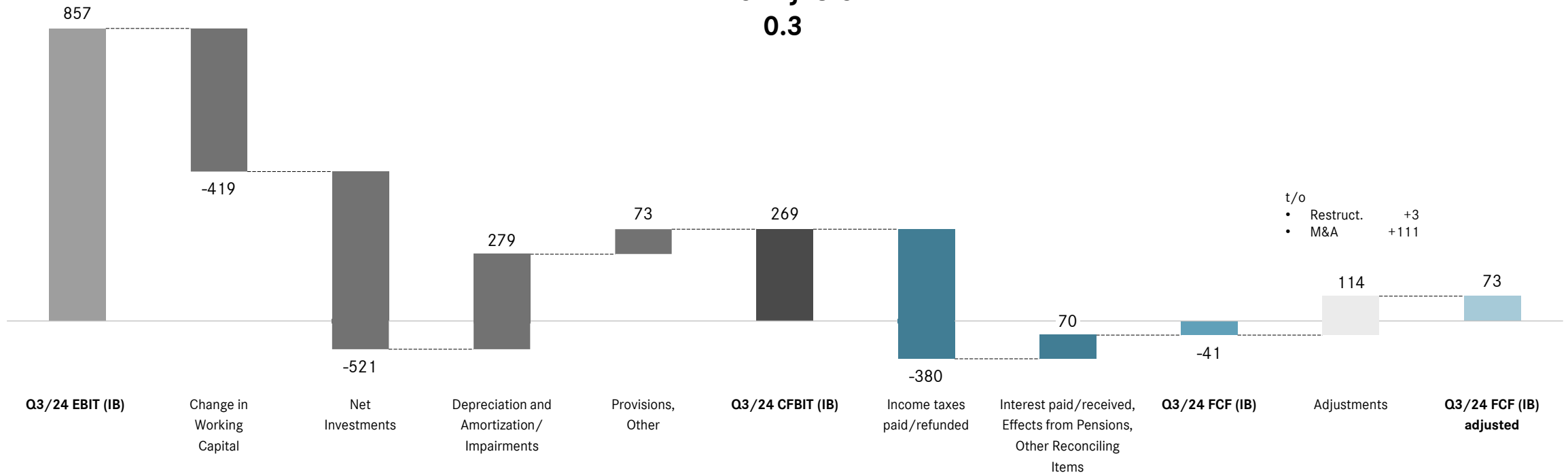
Q2/24

Q3/24

7.2 bn.

6.5 bn.

### Cash Conversion Rate adjusted 0.3



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 PROGRESS IN ZERO-EMISSION TRUCKS AND BUSES

We are ready bringing our vision to the road



Orders YTD\* /23

3,598

Orders YTD\* /24

4,217

Unit Sales YTD\* /23

1,161

Unit Sales YTD\* /24

2,127

## 4

# FOUR GLOBAL PLATFORMS TO CREATE SCALE & CUSTOMER VALUE

Leveraging commonality and partnerships whenever possible

## POWER TO DRIVE

### DIESEL



- MD: Exit with partner
- HD: Staying compliant (e.g. EURO 7) & competitive and consolidate volume (e.g. Deutz)

### BEV



- One global cell and pack platform: covers >80% of HD and MD portfolio
- Flexible cell sourcing: e.g. partnership with CATL, JV with Cummins & Paccar (21 GWh factory as of 2027)
- Purpose-built chemistry and cell format: optimized for safety, longevity, cost
- Captive pack: optimized cell integration, modularity tailored for portfolio

### HYDROGEN



#### FCEV

- Purpose-built fuel cell design, optimized for efficiency, longevity and high volume production
- cellcentric as 50:50 JV with Volvo - open for other customers

#### H2ICE

- ZEV option based on HD diesel – low cost, high payload, easy packaging

## INTELLIGENCE TO DRIVE

### SOFTWARE & ELECTRONICS

































- 2024: Major updates of E/E architecture (safety, connectivity, HMI)
- 2027: Planned market entry in the U.S. for autonomous trucking
- End of decade: software defined E/E architecture with Daimler Truck Operating System



# 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  Chassis   eCitaro fuel cell 	
  	<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

## 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

**H<sub>2</sub>** Fuel Cell Electric Vehicles

**H<sub>2</sub>** Combustion Engine

# 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 HOW WE IMPLEMENT OUR STRATEGY

We drive a technology agnostic, adjustable and scalable platform approach

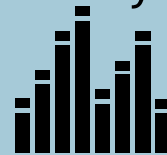
## TECHNOLOGY AGNOSTIC

- ▶ 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

## FOUR GLOBAL PLATFORMS TO CREATE SCALE & CUSTOMER VALUE

Leveraging commonality and partnerships whenever possible

### POWER TO DRIVE

#### DIESEL



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### INTELLIGENCE TO DRIVE

#### SOFTWARE & ELECTRONICS

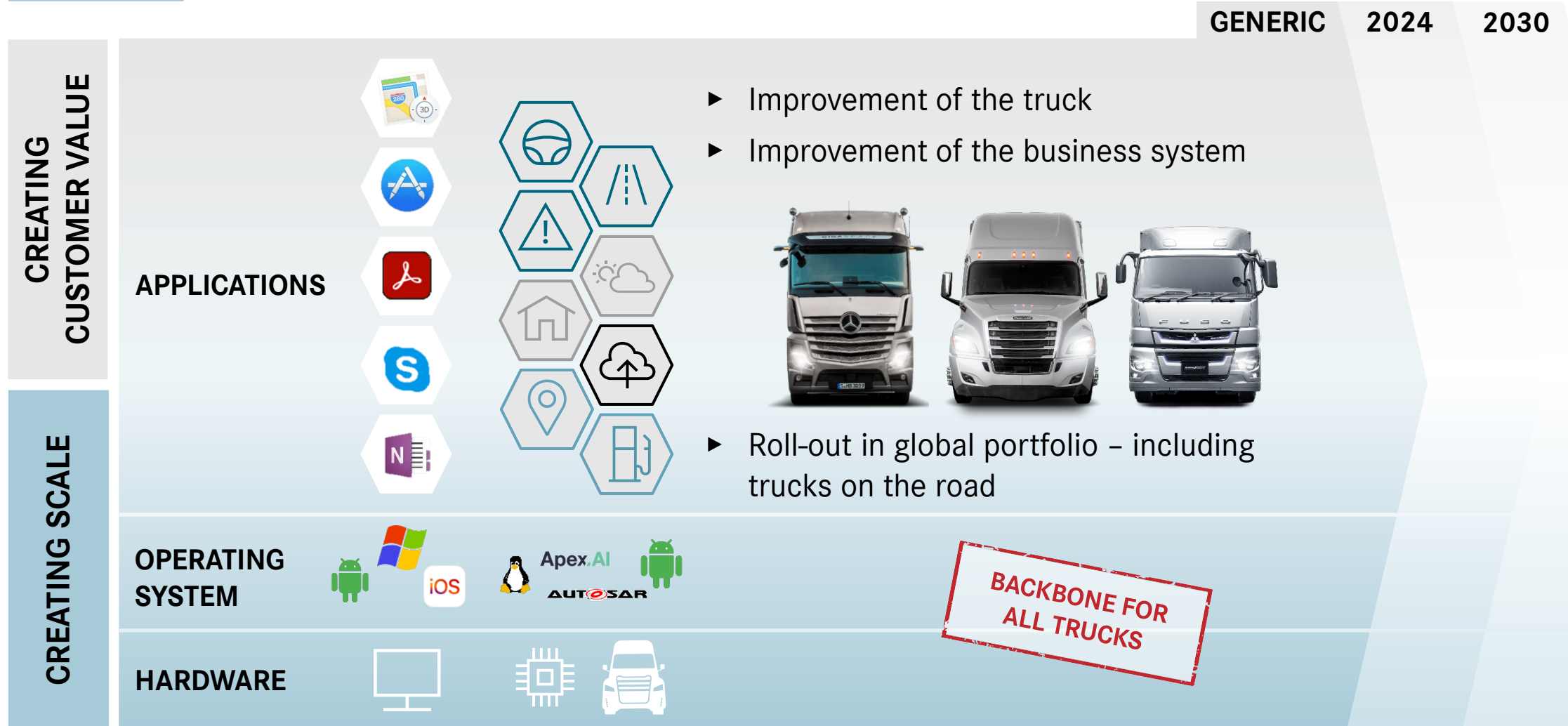


- 2024: Major updates of E/E architecture (safety, connectivity, HMI)
- 2027: Planned market entry in the U.S. for autonomous trucking
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# 4

## SOFTWARE AND ELECTRONICS AS POWERTRAIN-AGNOSTIC FOUNDATION

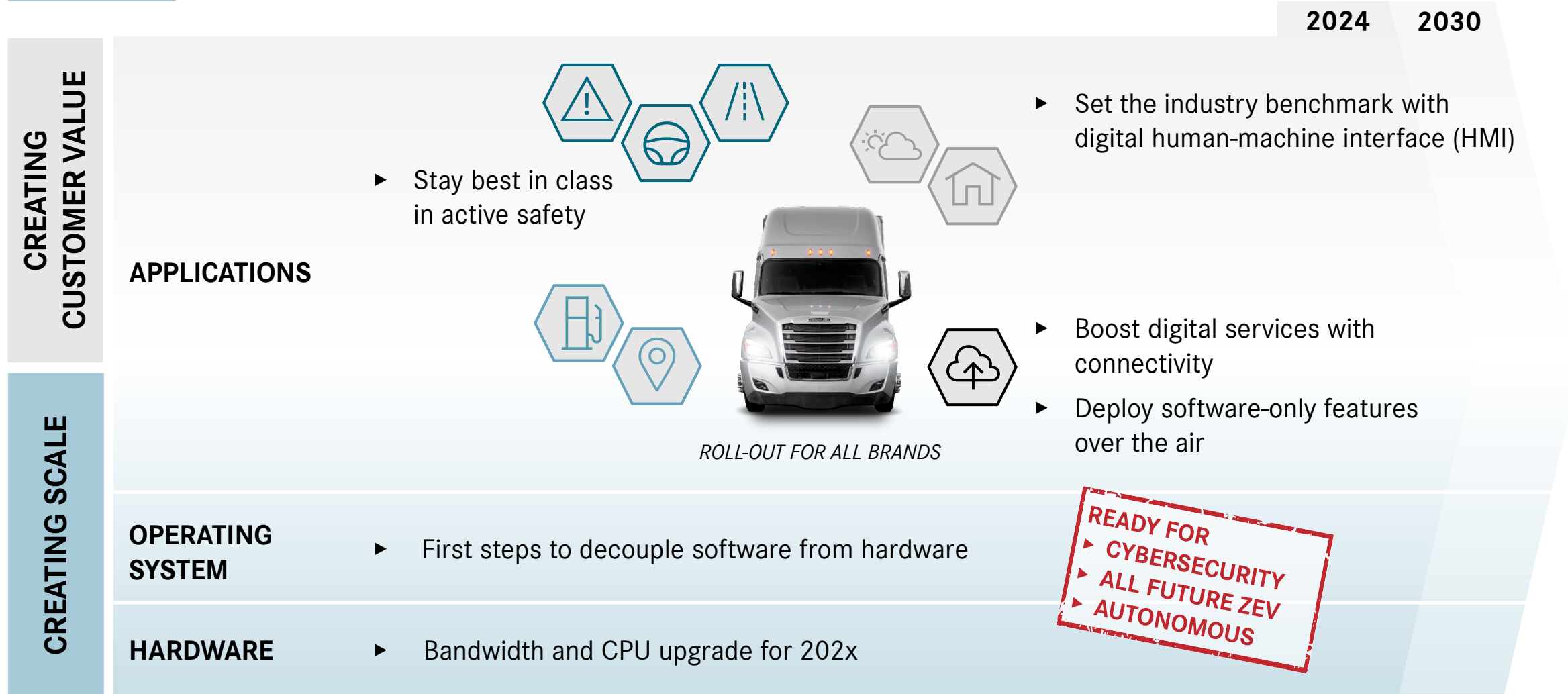
Decoupling scalable hardware from differentiating software



# 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 API<sup>1</sup>
- ▶ 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**

<sup>1</sup> API = Application programming interface

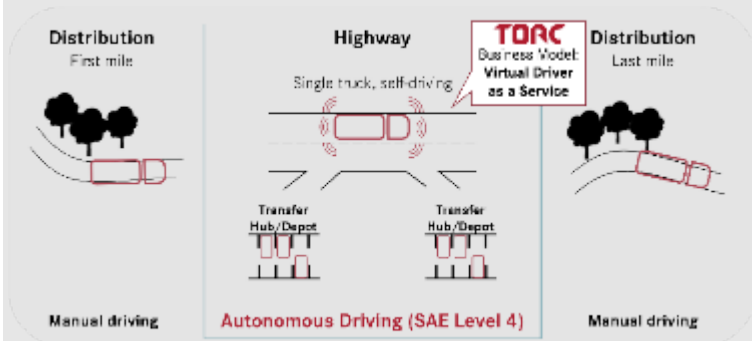


# 4 WE DELIVER AUTONOMOUS TRUCKS

Software driven virtual driver offers significant customer value and profit potential

## HUB-TO-HUB, PHASE 1 I-40

with scaling plan across US Southwest, then country-wide



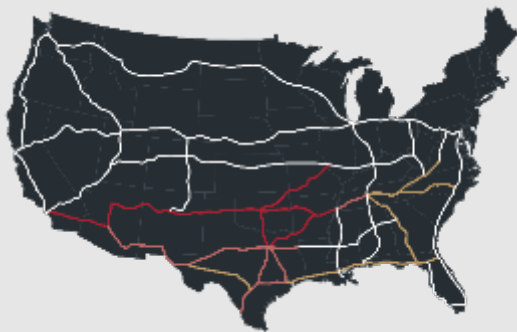
Phase

1

2

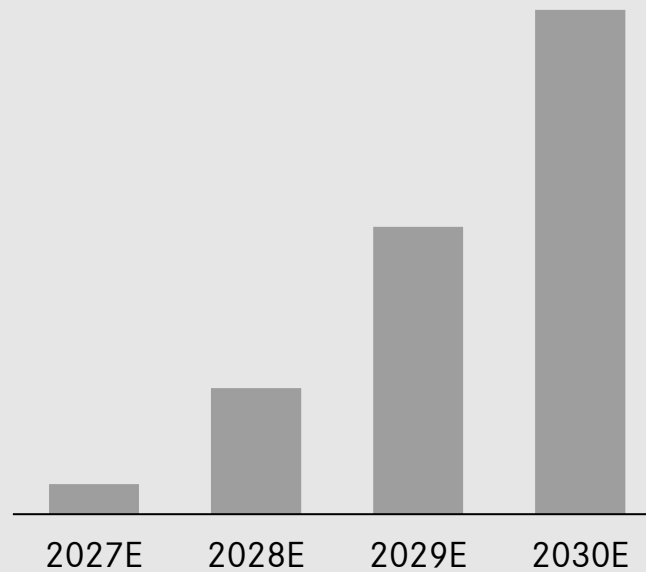
3

4



## MILES DEVELOPMENT

On-highway US hub-to-hub only  
- in miles -



**2027**

MARKET ENTRY

**>3 billion €**

REVENUE POTENTIAL IN 2030

**>1 billion €**

EBIT POTENTIAL IN 2030

# 4

## CAPTIVE SOLUTION - TORC IS MAKING SIGNIFICANT PROGRESS

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

### CAPTIVE SOLUTION

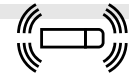


# TORC


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!



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 localization
- ▶ Heavy-duty volume consolidation



# 5

## ACCELERATING TECHNOLOGICAL DEVELOPMENT

Strategic Partnerships in key ZEV technologies are reducing risks and 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



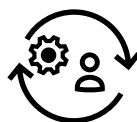
#### Green products

We strive for our new trucks and buses to be CO<sub>2</sub>e-neutral on the road in Europe, the US and Japan by 2039 – and globally by 2050.



#### Green production

We have realized CO<sub>2</sub>e-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 CO<sub>2</sub>e-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

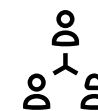
We are strongly committed to respect and support human rights and we expect the same from our business partners throughout the value chain.



#### 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.

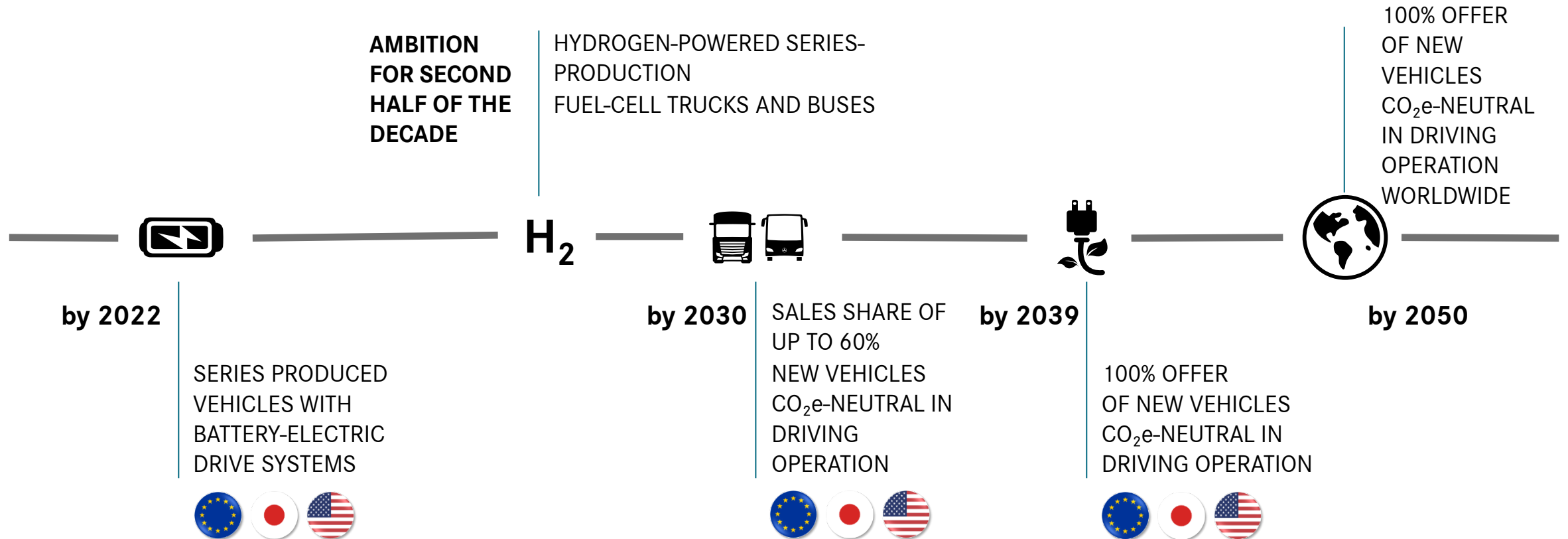


#### Reporting & transparency

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

# 6 PATH TO CO<sub>2</sub>e-NEUTRAL TRANSPORT

Daimler Truck is committed to the Paris Climate Protection Agreement



# MARKET ASSUMPTIONS 2024

## Heavy Duty Truck Market<sup>1</sup>

2024

North America<sup>2</sup>

280 – 320 k units

EU30<sup>3</sup>

260 – 300 k units

### Assumption

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



<sup>1</sup> Source: Company estimate

<sup>2</sup> USA, Canada and Mexico

<sup>3</sup> European Union, United Kingdom, Switzerland and Norway



# DAIMLER TRUCK GROUP/INDUSTRIAL BUSINESS ASSUMPTIONS 2024

## Group

	FY 2023	Guidance 2024
<b>Revenue</b>	55.890 bn. €	53 – 55 bn. €
<b>EBIT</b>	5.183 bn. €	significant decrease
<b>EBIT adjusted</b>	5.489 bn. €	slight decrease
<b>Investments in PP&amp;E and R&amp;D costs<sup>1</sup></b>	2.991 bn. €	slight increase

## IB

<b>Unit Sales</b>	526,053 units	460 – 480 k units
<b>Revenue</b>	53.216 bn. €	50 – 52 bn. €
<b>ROS adjusted</b>	9.9%	8 – 9.5%
<b>FCF</b>	2.811 bn. €	on prior year level

### Assumption

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



<sup>1</sup> 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	FY 2023	Guidance 2024
<b>Trucks North America</b>	195	180 – 200	12.3	11 – 13 <i>expected at the top end</i>
<b>Mercedes-Benz</b>	159	120 – 135	10.2	6 – 8
<b>Trucks Asia</b>	161	120 – 140	4.7	1.5 – 3.5
<b>Daimler Buses</b>	26	23 – 28	4.7	6.5 – 8.5
<b>Financial Services</b>	11 bn. € <sup>1</sup>	10 – 12 bn. € <sup>1</sup>	9.1 <sup>2</sup>	6 – 8 <sup>2</sup>

## Assumption

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



# DAIMLER TRUCK INVESTOR RELATIONS

Our team is here to support you

- Further information is available under [www.daimlertruck.com/en/investors](http://www.daimlertruck.com/en/investors)
- Q3 2024 Disclosure Presentation, Annual Report 2023, and our Factbook are available at the [Daimler Truck Investor Relations website](#)



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Corporate and Investor Access

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# DAIMLER TRUCK INVESTOR RELATIONS

## Upcoming Events, Conferences and Roadshows

### November 2024

- 7.-15. CEO & CFO Roadshow, virtual & live
- 12. Baird Global Industrials Conference, Chicago (IR)
- 13. Jefferies Investor Fieldtrip to Freightliner, USA
- 14.-15. IR Roadshow, Toronto
- 27. Bernstein SG Premium Review Conference, Paris (IR)

### December 2024

- 2. Goldman Sachs Industrials Week, London (IR)

### January 2025

- 9. Oddo BHF Forum, Lyon (IR)
- 12.-13. Coda/Oddo BHF GIS, New York (CFO)



# 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



November 2024

ISIN: DE 000 DTR0CK8  
WKN: DTR0CK

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

Level I ADR Program  
ISIN: US23384L1017