DAIMLER TRUCK

FIXED INCOME ROADSHOW PRESENTATION

September 2025

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WKN: DTR0CK

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

DAIMLER TRUCK

GLOBAL LEADERSHIP

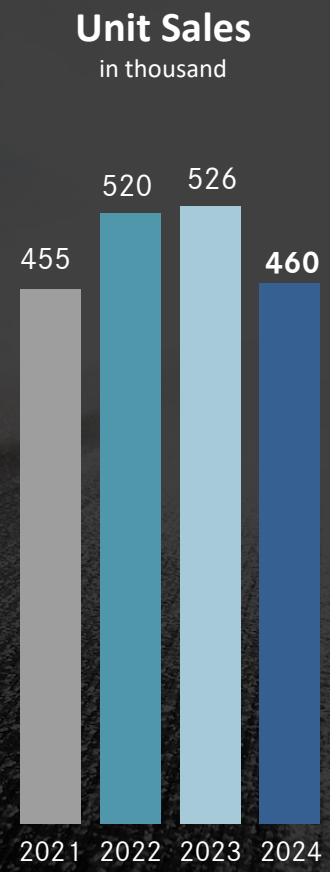
Platform, powertrain and system commonality

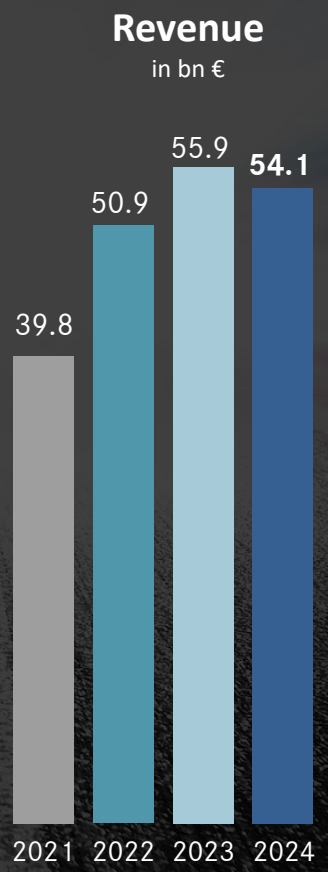
GLOBAL LEADER[2]	#1 NORTH AMERICA Class 6-8	#1 EU-30[3] MDT/HDT	#3 JAPAN Trucks Total	#2 BRAZIL MDT/HDT	#1 EU-30 Buses >8t

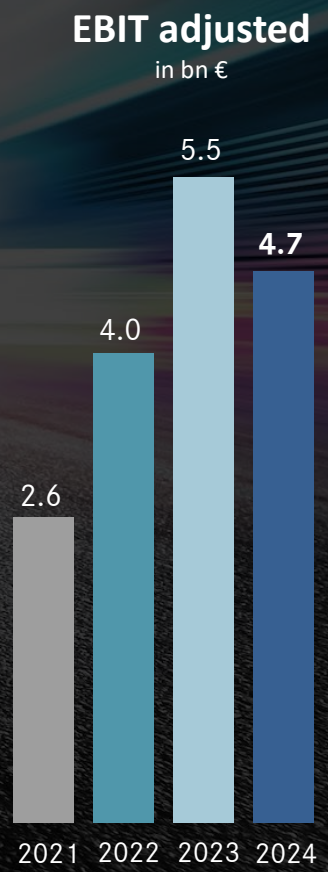
[1] China: Auman and Mercedes-Benz trucks produced in Joint Venture with Foton for Chinese market
[2] FY 2024. Source: Company estimate. 3 Brand View

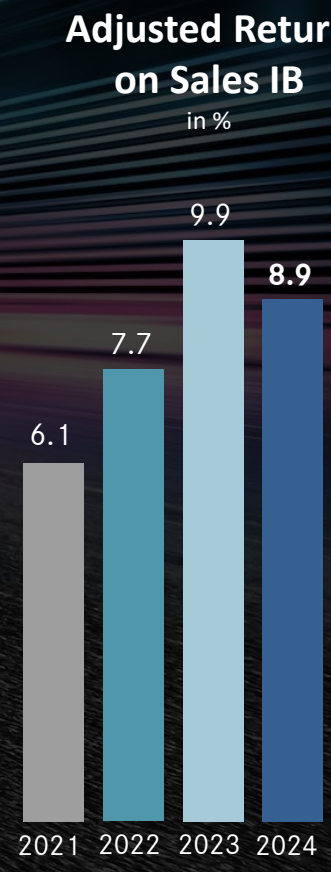
GLOBAL LEADERSHIP

Platform, powertrain and system commonality









[1] China: Auman and Mercedes-Benz trucks produced in Joint Venture with Foton for Chinese market
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TRANSPORT REMAINS THE BACKBONE OF ECONOMY AND SOCIETY

Structural growth and purpose unchanged, even in uncertain times

3%

annual growth of global freight transport until 2050

FOR ALL WHO KEEP THE WORLD MOVING

Source: UN Trade and Development

FOR ALL WHO KEEP THE WORLD MOVING

We are building the best Truck & Bus company

#1

UNLOCK FULL POTENTIAL THROUGH GROWTH, SCALE AND EFFICIENCY

#2

EVOLVE INTO A **CUSTOMER-CENTRIC SOLUTIONS POWERHOUSE**

#3

TRANSFORM AT THE **SPEED OF RIGHT**

#4

BUILD A **LEAN** AND **EFFECTIVE OPERATING MODEL**

#5

FOSTER **PERFORMANCE CULTURE**

WHERE WE GROW

Several high impact opportunities across regions

Increase ZEV in Europe

>25K

EU30 in 2030 (in units)

India: Local scale opens export opportunity

>60K

India domestic and export volume 2030 (in units)

Strengthening vocational position

> +60%

Heavy-duty vocational volume 2030 vs. 2024 (in units)

Strong defense growth

>2x

Revenue increase 2030 vs. 2024

EVOLVE INTO A MORE CUSTOMER-CENTRIC ORGANIZATION

Shifting gears to fast, market-driven solutions and hands-on execution

AFTERSALES FOCUS

Get the basics right to overcome structural disadvantages in key profit areas

MARKET DELIVERY

Take a hands-on approach, executing directly in the market near the customer

INVESTMENT BOOST

Enable a genuine service and solutions push by providing additional funding

8.4BN € Service revenue Industrial Business 2024 (excl. Trucks Asia)

TRANSFORMATION SUCCESS FACTORS

Scale, flexible investment approach and partnerships

FLEXIBLE INVESTMENT

Adapting to the speed of transformation across regions by stepwise investments

STRONG PARTNERSHIPS

Reducing the need for investment and increase quality by working with best-in-class partners

MAXIMIZE COMMONALITY

Pushing the limits of technological synergies among the two heavy-duty champions Mercedes-Benz Trucks and Trucks North America

Examples

Battery cell sourcing in line with market uptake

e.g. Amplify, cellcentric, Coretura, Cummins and Deutz

Largest scale across regions and brands

COST DOWN EUROPE

Significant structural savings by 2030

>1BN €

in sustainable annual
EBIT contribution 2030

First tangible financial impact expected in 2026

- Agreement with works council reached
- Significant headcount and material cost reductions
- Increase efficiency, resilience and flexibility
- Unprecedented efficiency program

STEP CHANGE TO ACHIEVE OUR AMBITION

Fostering a culture of high performance

WHAT WE STRIVE FOR

- Lean processes and decision-making
- High speed and decisive action
- A mindset of continuous improvement

HOW WE ACHIEVE IT

- Change how we assess performance and potential
- Reassess management level structure
- Strengthen pay for performance

FOUR LEVERS TO MAXIMIZE VALUE CREATION

Refining our financial priorities to enhance performance

FIX THE CORE

- Focus on most attractive segments and markets
- Financially attractive solution found for Trucks Asia
- Execution Cost Down Europe

RESILIENT GROWTH

- Increase share of recurring service revenues
- Drive volume and revenue growth at attractive profitability
- Vocational growth as incremental revenue and profit opportunity

CAPITAL ALLOCATION AND EFFICIENCY

- Stringent CapEx management
- Focus on capital return and value-based steering
- Implement net working capital efficiency initiatives

SHAREHOLDER RETURNS

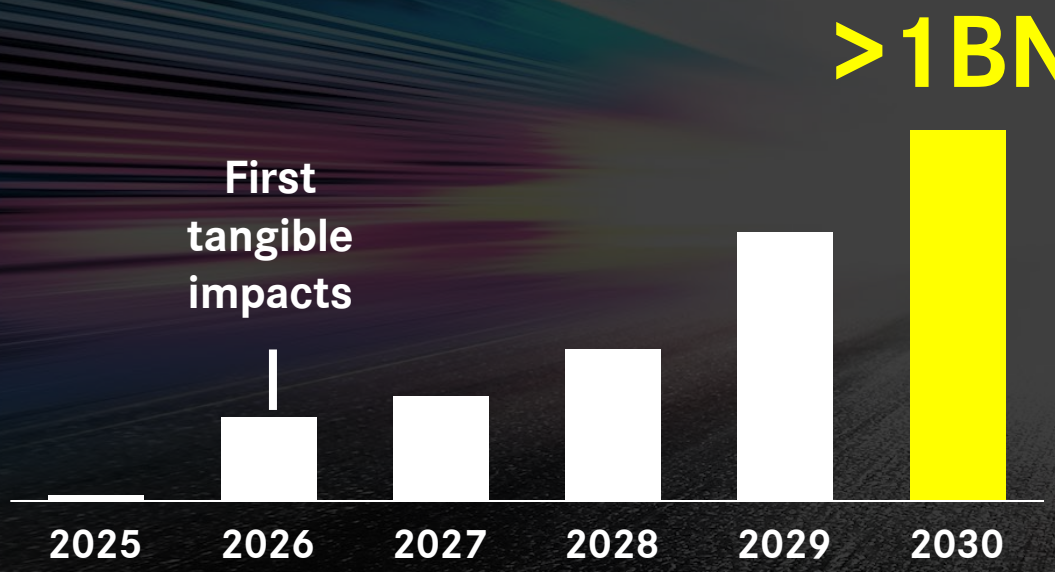
- Continue track record of attractive shareholder returns

COST DOWN EUROPE: STRUCTURAL IMPROVEMENT

Enhancing resilience and robustness with >1BN € cost savings by 2030

Net savings potential

- BN € -



Material cost	Research & Development	Headquarters and G&A functions
>400 MN €	~100 MN €	~100 MN €

Operations	Sales	IT run-cost
>200 MN €	~100 MN €	~100 MN €

~5,000 Headcount reduction in Germany

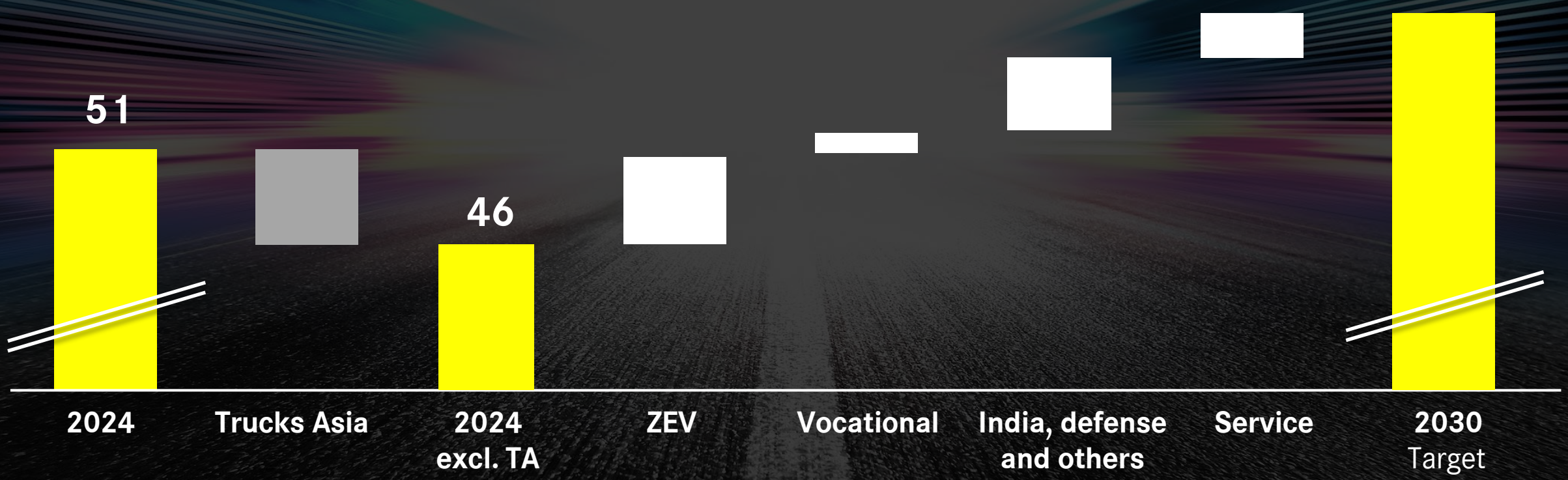
ACCOUNTABILITY:
PROGRESS DISCLOSED ANNUALLY

150BPS INDUSTRIAL BUSINESS
MARGIN EXPANSION BY 2030

REVENUE GROWTH OPPORTUNITIES UNTIL 2030

Leveraging key strategic initiatives to foster revenue growth

Total revenue
Industrial Business
- in BN € -

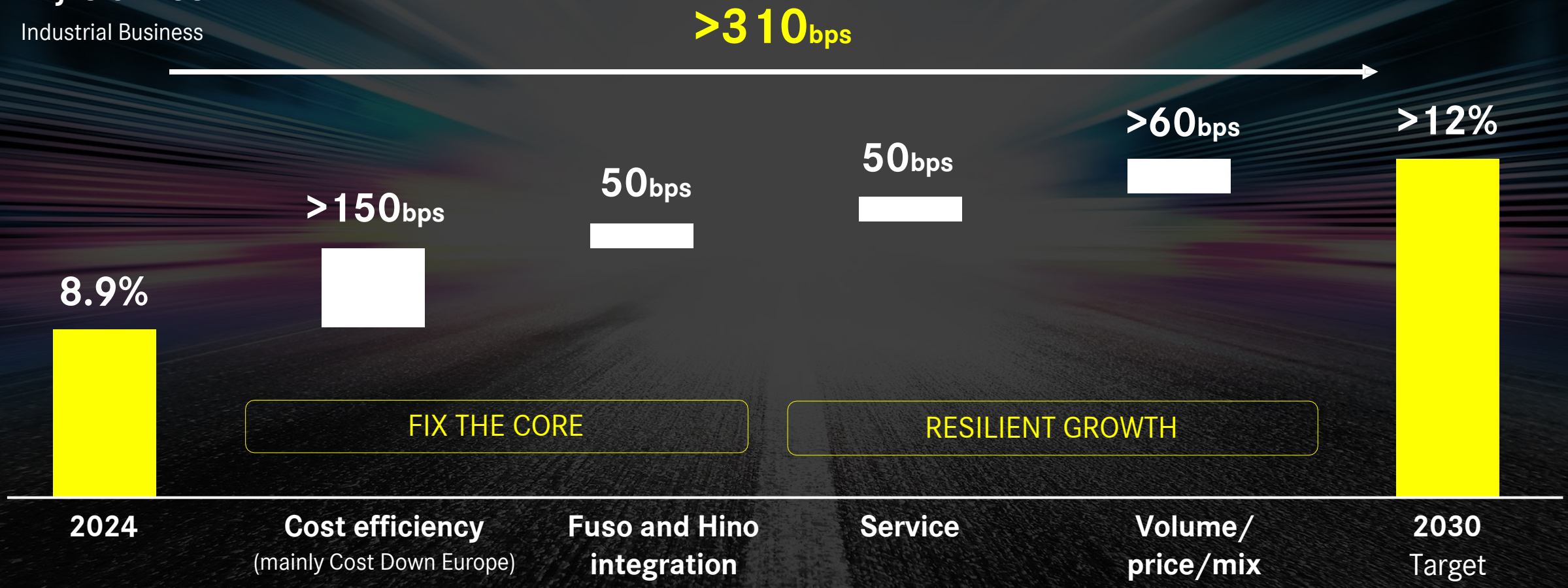


OUR STRATEGY DELIVERS COMPELLING FINANCIALS

Key initiatives to achieve the performance revolution

Adjusted ROS

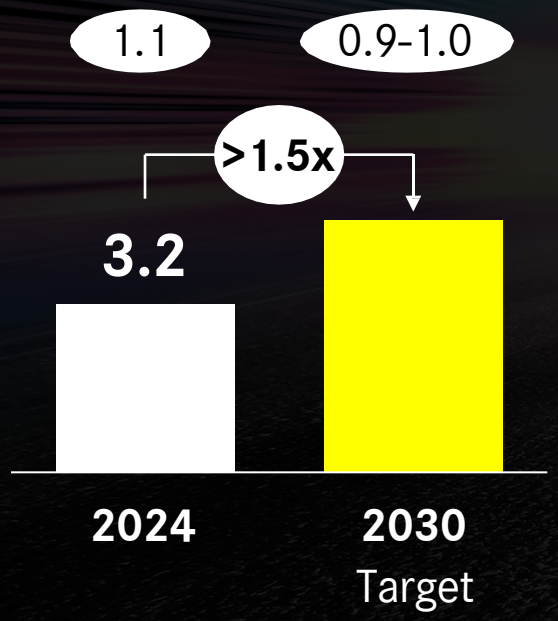
Industrial Business



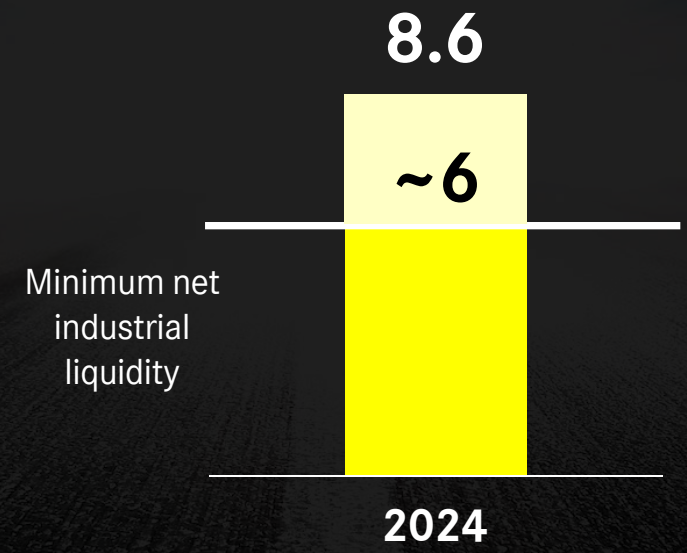
CONVERTING REVENUE AND PROFIT GROWTH INTO CASH

Maintaining high cash generation

FCF/adjusted pre-tax CCR
Industrial Business
- in BN € -



Net industrial liquidity
- in BN € -



>1.5x FCF
2030 vs. 2024

~6BN €
Minimum net industrial liquidity

RATING UPGRADE 2024
A-
S&P Global

WE ARE STRONGLY COMMITTED TO SHAREHOLDER RETURNS

Strong dividend policy and new share buyback program

HIGH THROUGH-CYCLE DIVIDEND PAYOUT

40-60%

up to

2BN €

within two years
starting in H2/2025

ALL SEGMENTS ARE DRIVING VALUE

Structurally higher profitability

>12%

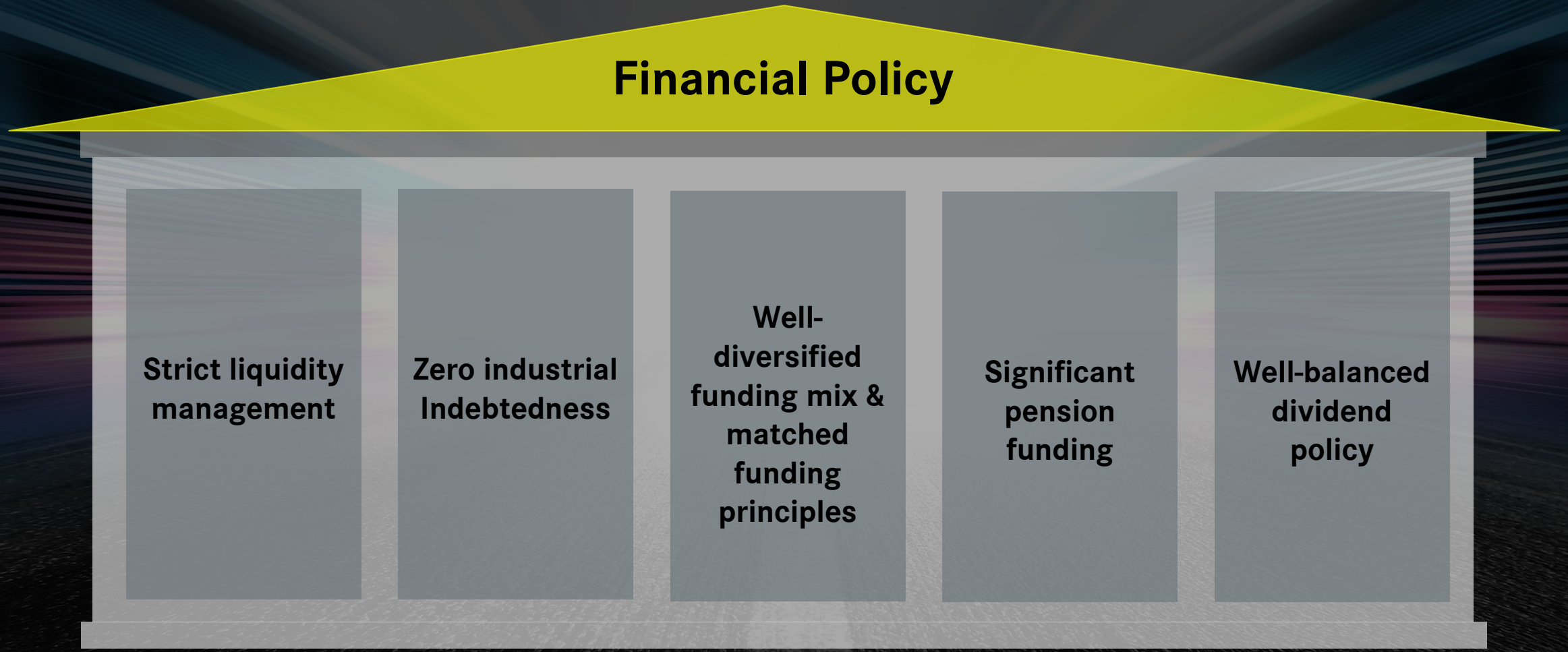
Adjusted ROS
Industrial Business
Target 2030

Adjusted ROS - in % -	2024 Actual	CMD 2023 2030 Target	**2030 Target**	
Industrial Business	8.9	7–11 [1]	**9–13**	**UPGRADE**
Mercedes-Benz Trucks [2]	6.4	8–12	**8–12**	**UNCHANGED**
Trucks North America	12.9	9–12	**10–14**	**UPGRADE**
Daimler Buses	8.3	3–9	**7–11**	**UPGRADE**

[1] CMD 2023 Target 2030 for Industrial Business: 8-12% incl. Autonomous and 7-11% excl. Autonomous
[2] New segmentation for Actual 2024 and Target 2030. CMD 2023 target in old segmentation

DAIMLER TRUCK

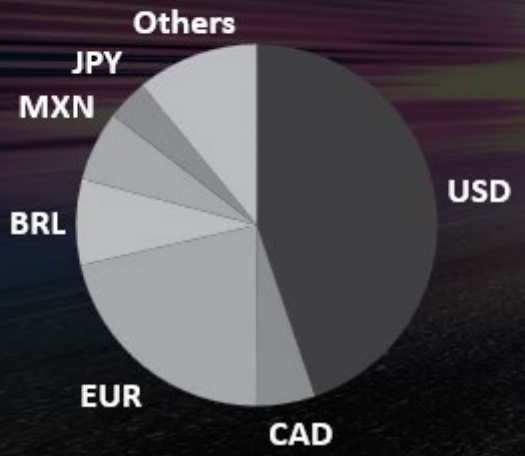
follows a prudent financial policy which supports a Single A credit rating



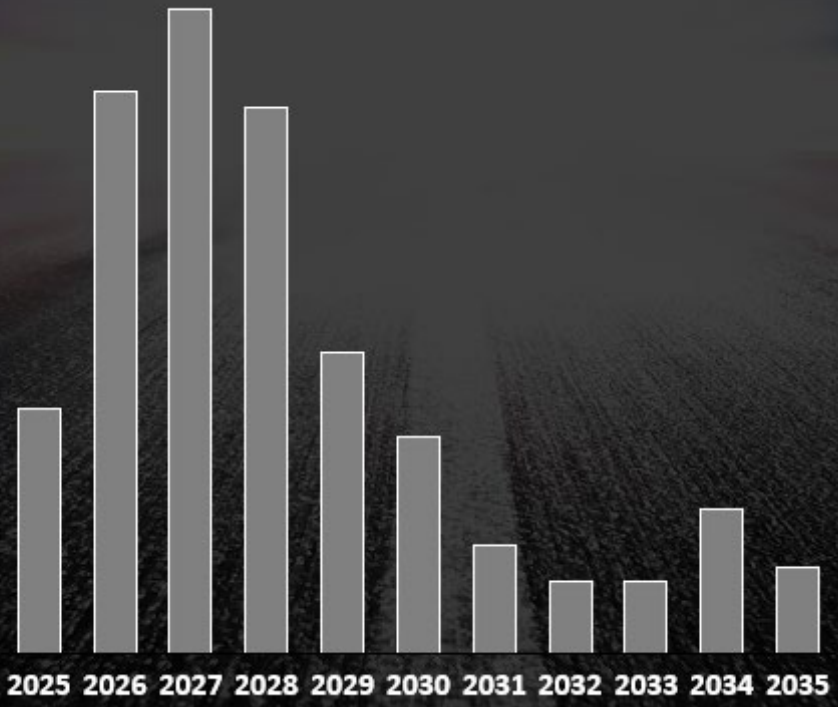
WELL-DIVERSIFIED FUNDING MIX & MATCHED FUNDING PRINCIPLES

Daimler Truck constantly extends the refinancing toolbox while shaping a sustainable maturity profile

CURRENCIES



BOND MATURITY PROFILE



GLOBAL FUNDING SOURCES

Bonds / MTNs

ABS

Commercial Papers

data as of Q2/2025

DAIMLER TRUCK CONTACTS

Our team is here to support you

- Further information is available under www.daimlertruck.com/en/investors
- Q2/2025 Disclosure Presentation, Interim Report, our Factbook and upcoming Events and Conferences 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 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.

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