

DAIMLER TRUCK

ROADSHOW PRESENTATION



May, 2023

ISIN: DE 000 DTR0CK8
WKN: DTR0CK

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

FOR ALL WHO KEEP THE WORLD MOVING

We are purpose-driven



UNLOCK PROFIT AND
FREE CASH FLOW
POTENTIAL

LEAD SUSTAINABLE
TRANSPORTATION

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

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
- Start of Mercedes-Benz eActros series production in Europe in 2021 and eEconic in 2022
- Launch of Freightliner eCascadia in North America in 2022 and Freightliner eM2 in 2023
- Presentation of Mercedes-Benz eActros LongHaul in September 2022 on the IAA Transportation
- 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)
- Outsource ICE medium-duty engines (Cummins) and increase scale of heavy-duty diesel engines (Deutz)

6

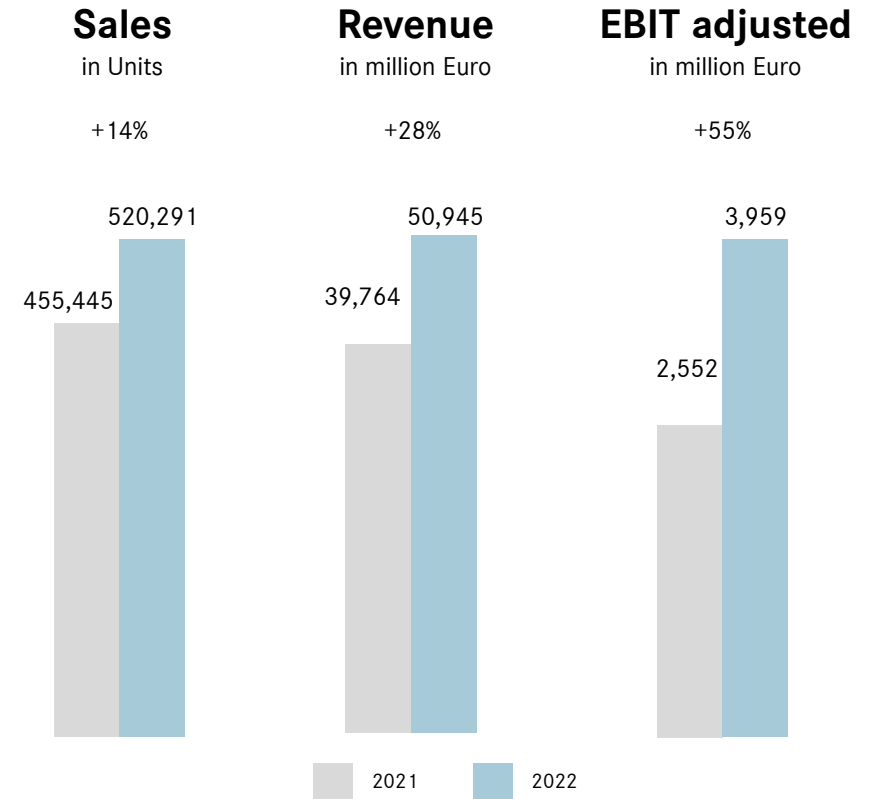
CULTURE, LEADERSHIP AND SUSTAINABILITY AS KEY ENABLERS

- 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

1

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...

- 950k+** CASCADIAS BUILT³ Uncompromised customer focus
- ~39%** IMPROVED FUEL EFFICIENCY² Industrial-leading updated technology
- 11,000+** SERVICE BAYS World-class dealer network

...RIGHT PRODUCT PORTFOLIO



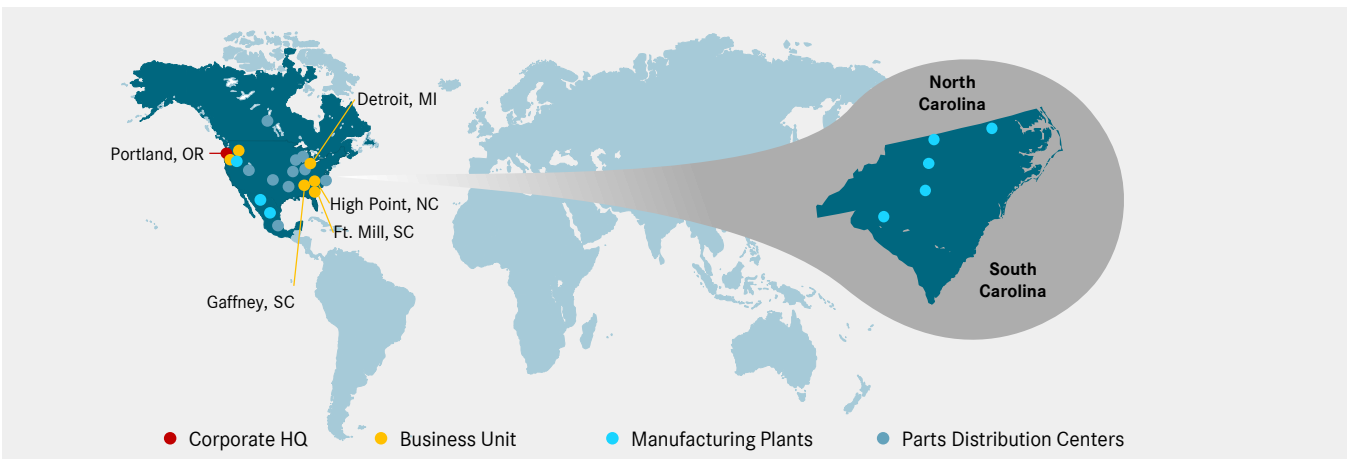
On-highway large/mega fleets



On-highway small fleets



Off-highway vocational



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

1

MERCEDES-BENZ: REBUILDING PROFITABILITY

Strong market position in key markets and strong product portfolio

STRONG MARKET POSITION ACROSS REGIONS ...

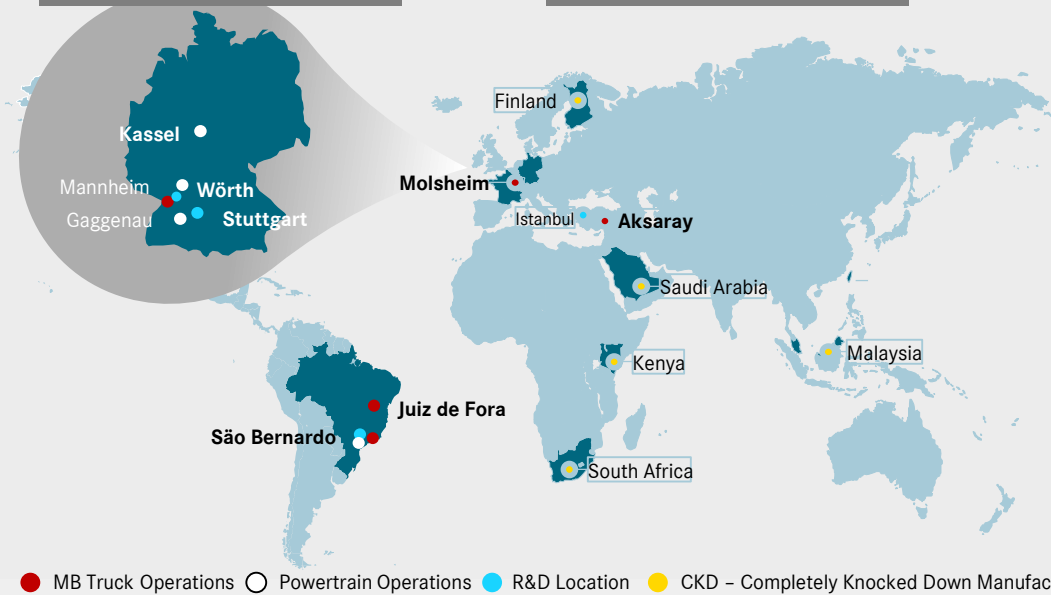
KEY MARKETS

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.

1

DAIMLER TRUCK ASIA: OPPORTUNITY AND GROWTH

Leveraging true Asian footprint and Daimler Truck technology

LEADING POSITION... ¹

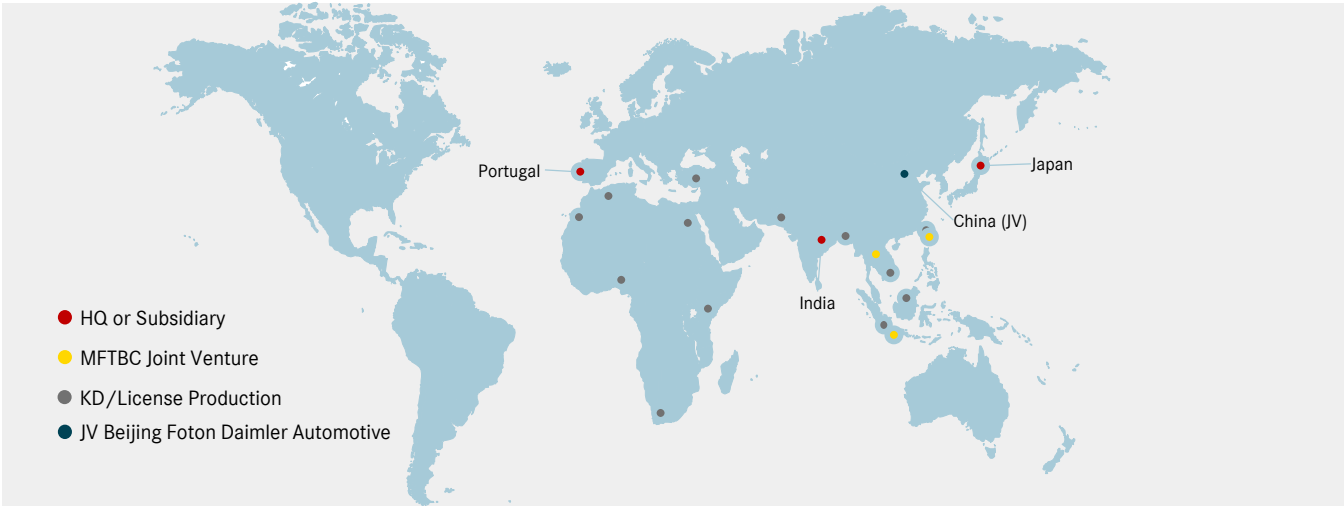
- Top 3** Japan
- # 1** Indonesia
- 11%** China
Market share of JV BFDA

...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

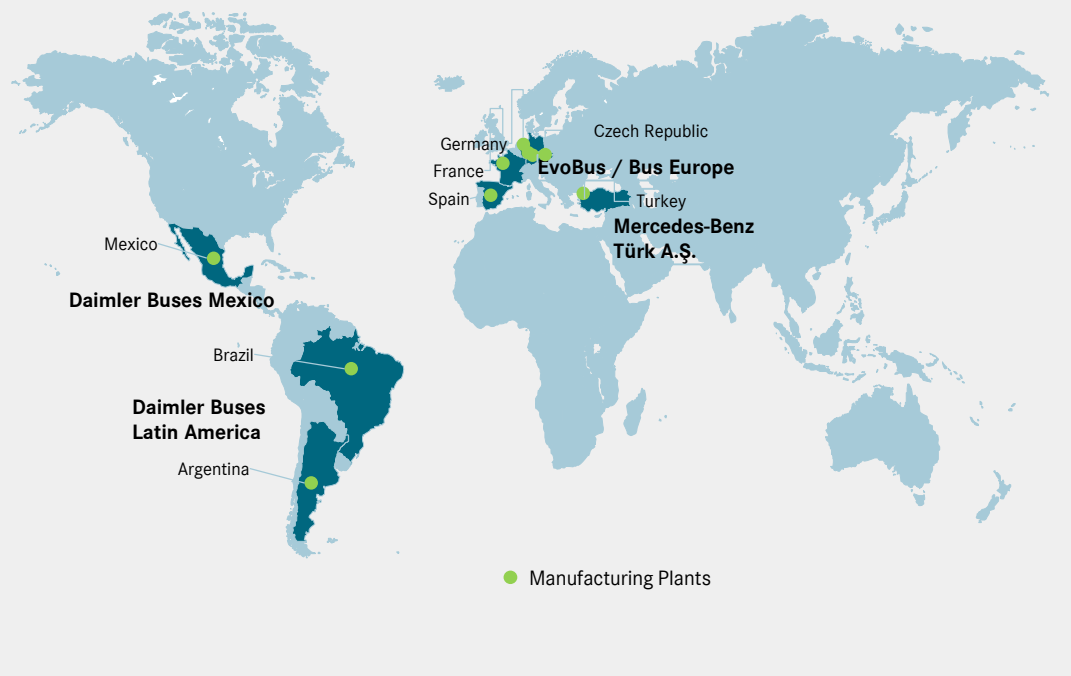
BRAZIL

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

Integral



Coach City Interurban

Chassis



STRONG BRANDS
AND
TECHNOLOGIES

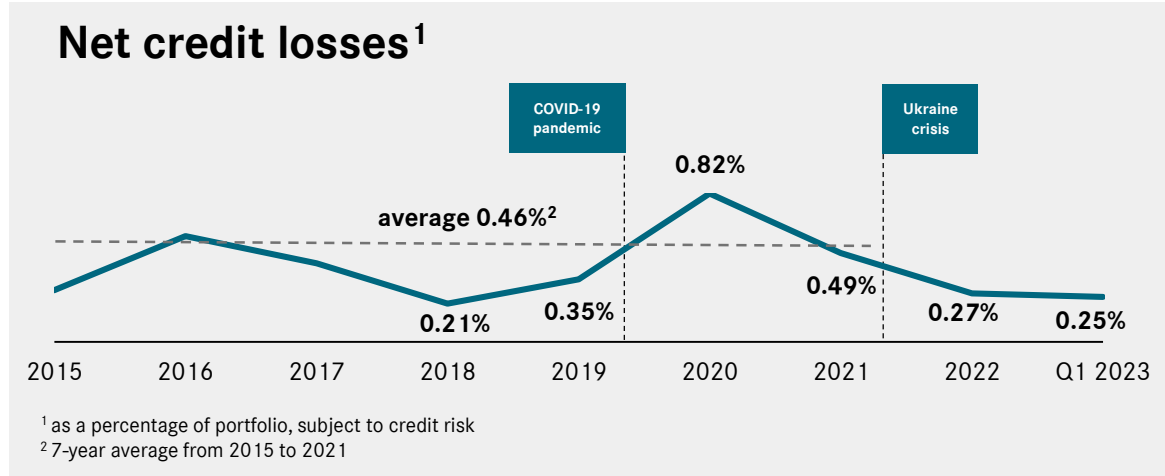
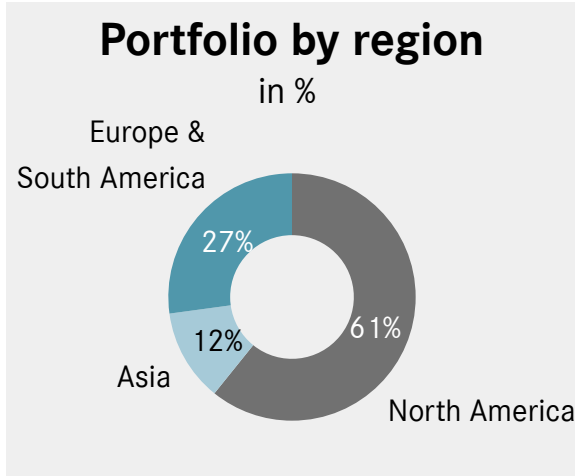
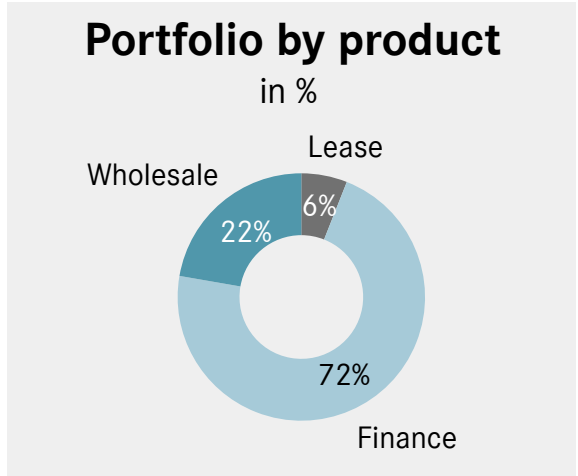
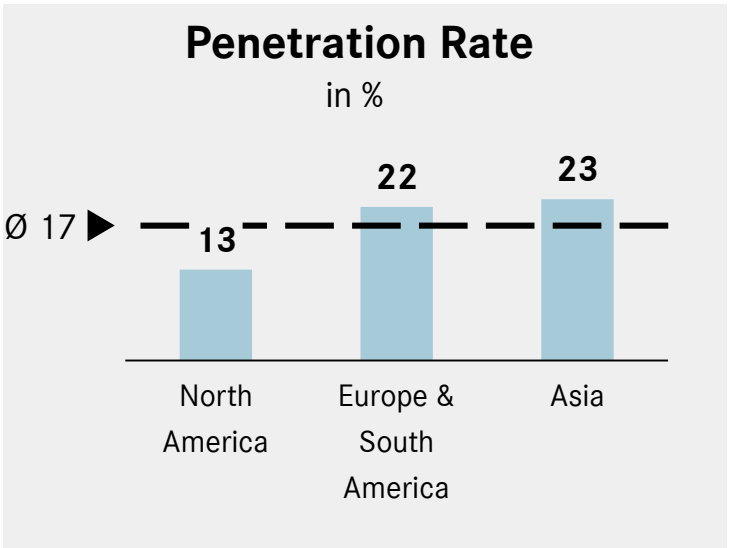
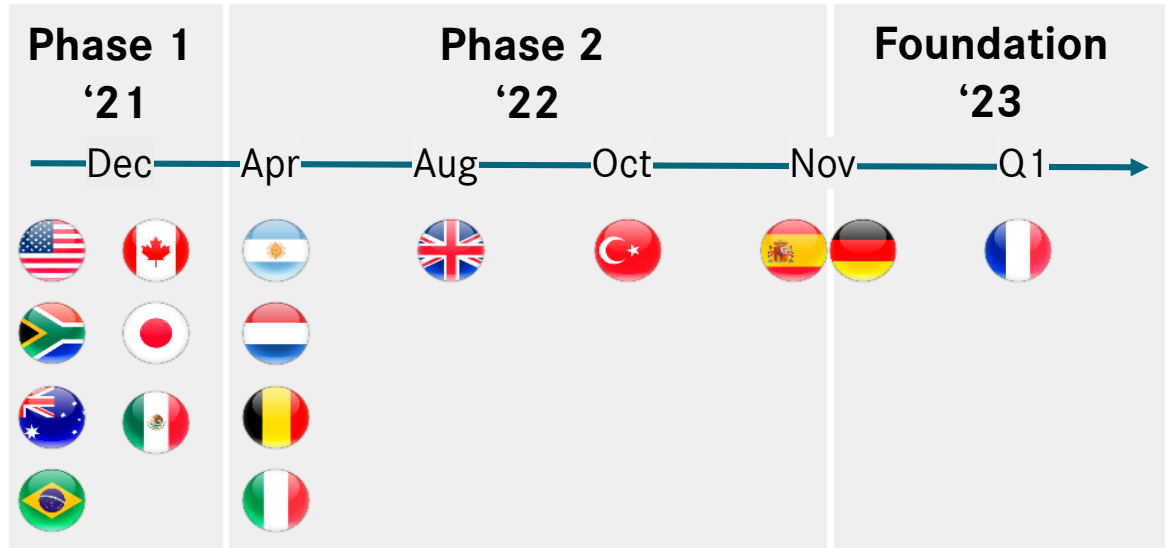
- Mercedes-Benz and Setra
- OmniPlus and BusStore
- Pioneer in Safety and Assistance Systems
- Only CO₂-neutral city busses on offer in Europe by 2030
- By 2039 only CO₂-neutral new vehicles to be offered in the core European market

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

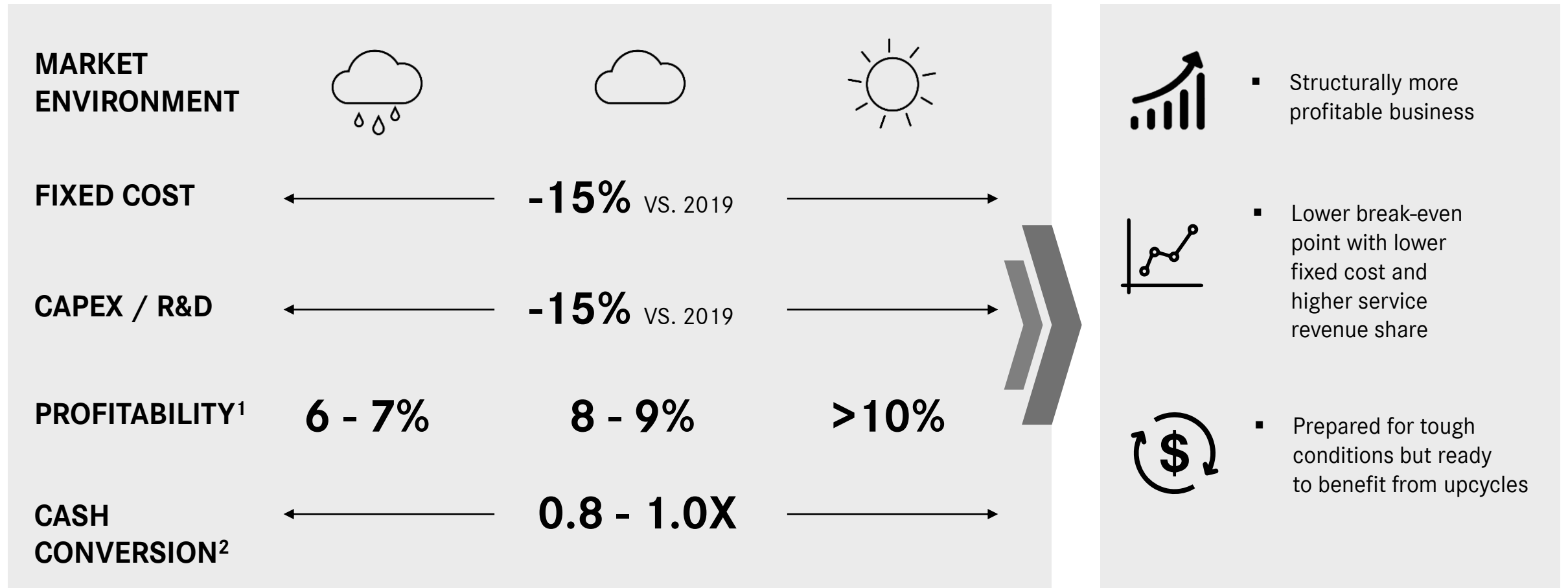
Driving deeper customer relationships and contribution to Group's profit and cash flow



2 CLEAR FINANCIAL AMBITIONS

Our financial ambitions 2025 to unlock full potential

INDUSTRIAL BUSINESS



¹ Profitability reflected by adjusted return on sales. ² Adjusted.

2 FOCUS ON ATTRACTIVE CAPITAL ALLOCATION POLICY

Committed to lifting performance & strong shareholder returns

STRONG CASH CONVERSION

- Transformation into a higher return on capital and very strong FCF business

ATTRACTIVE DIVIDEND

- >40% pay-out ratio¹

STRONG BALANCE SHEET

- Solid investment grade credit rating

FOCUSED CAPITAL ALLOCATION

- Highly focused R&D and capex, build financial services business, retain financial flexibility



¹ Of net profit, covered by industrial FCF

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 Mar 31, 2023
DAIMLER TRUCK		
Equity ratio	32%	32%
Gross liquidity	7.1	9.1
Funded status of pension obligations	-0.5	-0.5
Funding ratio	91%	91%
INDUSTRIAL BUSINESS		
Equity ratio	48%	46%
Net liquidity	7.5	7.5
FCF	0.1 (Q1/22)	0.2

“Daimler Truck has developed an ambitious profitability roadmap to improve the resilience of its operating performance during industry downturns and is preparing for the energy transition towards zero-emission vehicles.” (S&P)

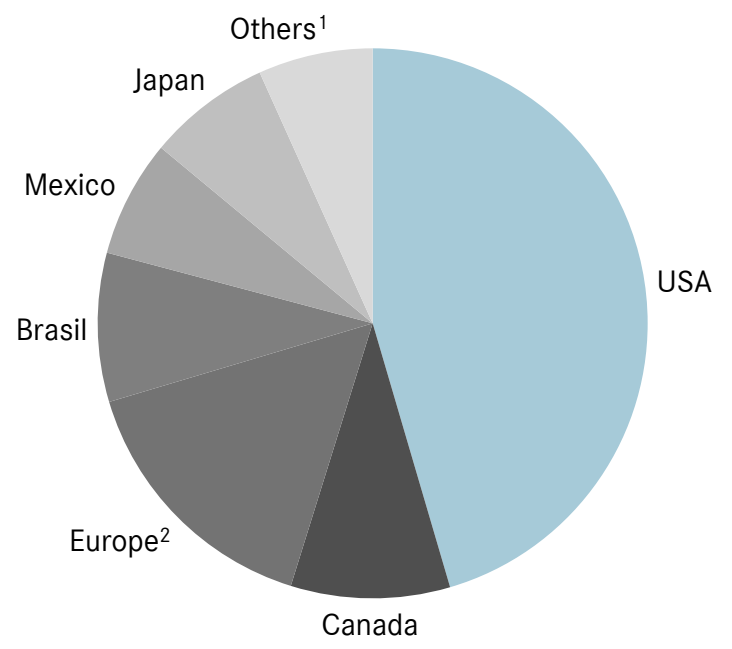
“Its good diversification with seven individual brands, and leading positions in the US and European markets. [...] potential to grow margins via efficiency measures, the companies conservative financial policy and a strong liquidity profile.” (Moody’s)



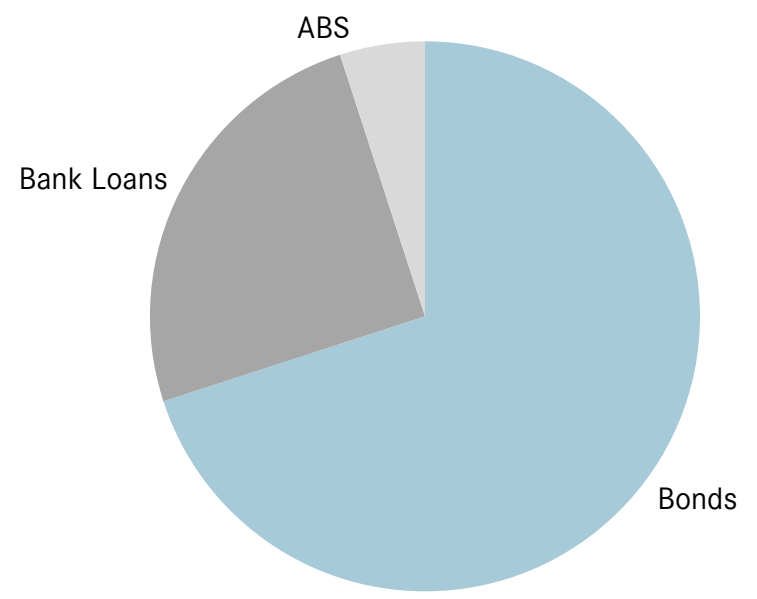
2 WELL-DIVERSIFIED FUNDING MIX

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**

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

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












3 DELIVERING ON OUR PROMISES

We are on track to achieve our 2025 margin ambitions

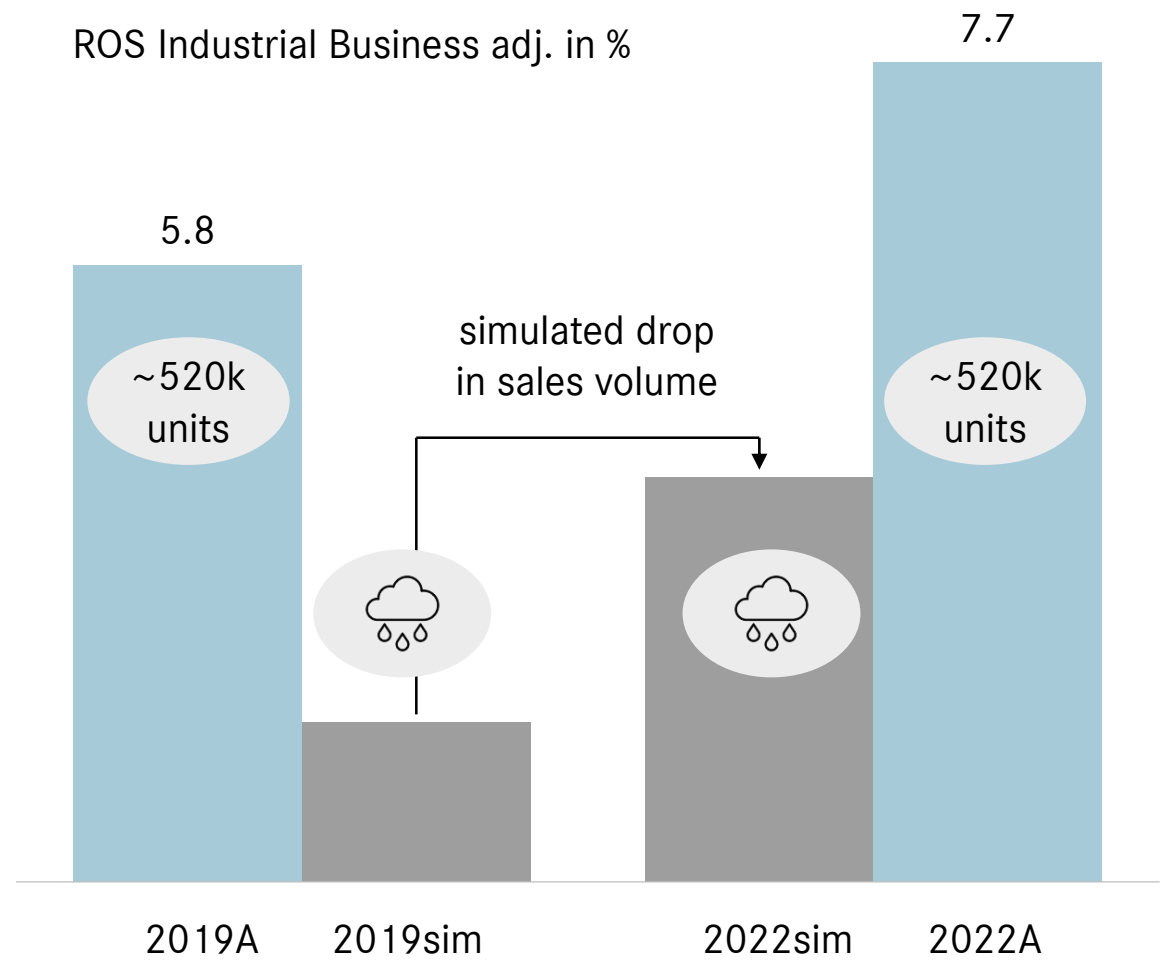
ROS/ROE adjusted

in %

	Daimler Truck IB ¹	Trucks North America	Mercedes-Benz	Trucks Asia	Daimler Buses	Financial Services ²
2025 AMBITION						
	>10%	12%	10%	9%	7.5%	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%
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%
2019	5.8%	11.5%	0.4%	2.3%	6.1%	12.4%

¹ Industrial Business incl. reconciliation ² after full ramp up; adjusted ROE

3 WE HAVE SIGNIFICANTLY INCREASED OUR RESILIENCE IN A DOWNTURN SCENARIO

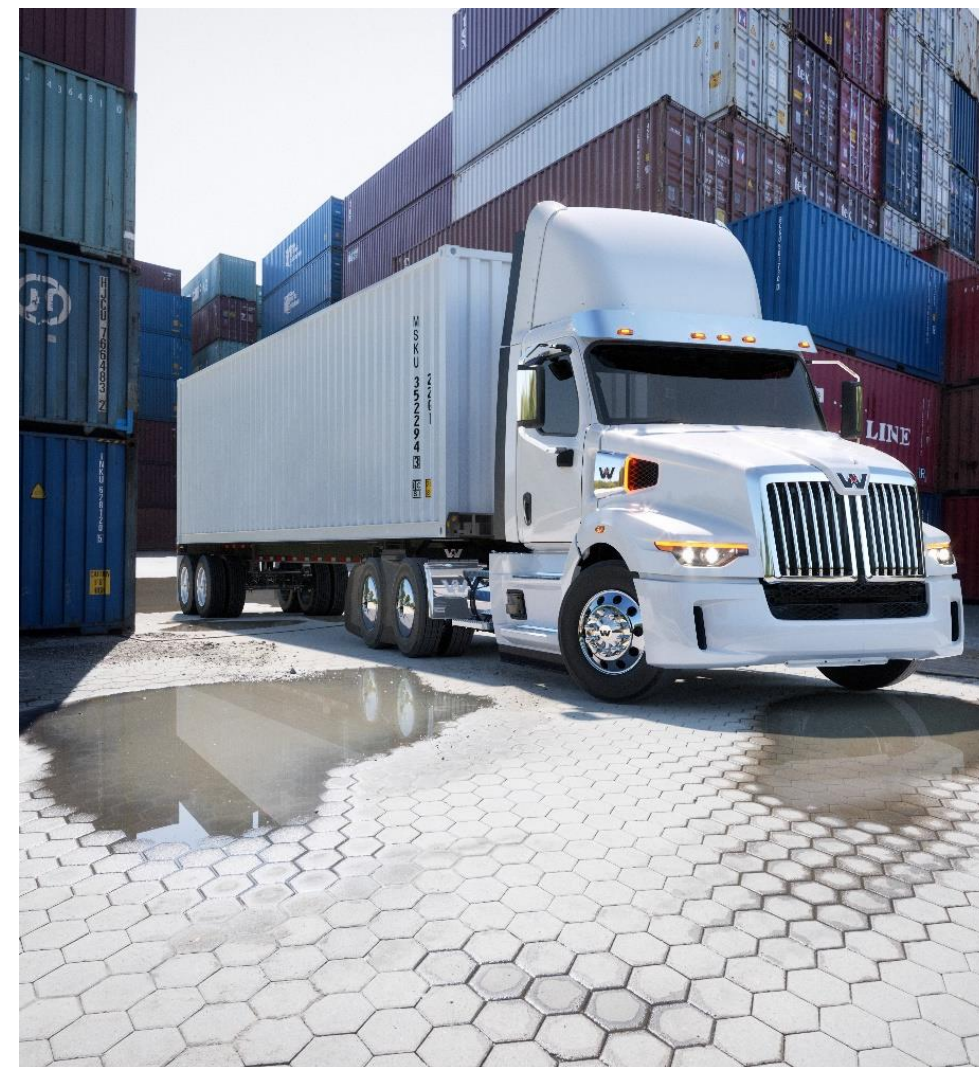


3 PERFORMANCE ON TRACK DESPITE HEADWINDS

Delivering on our financial targets even in challenging times

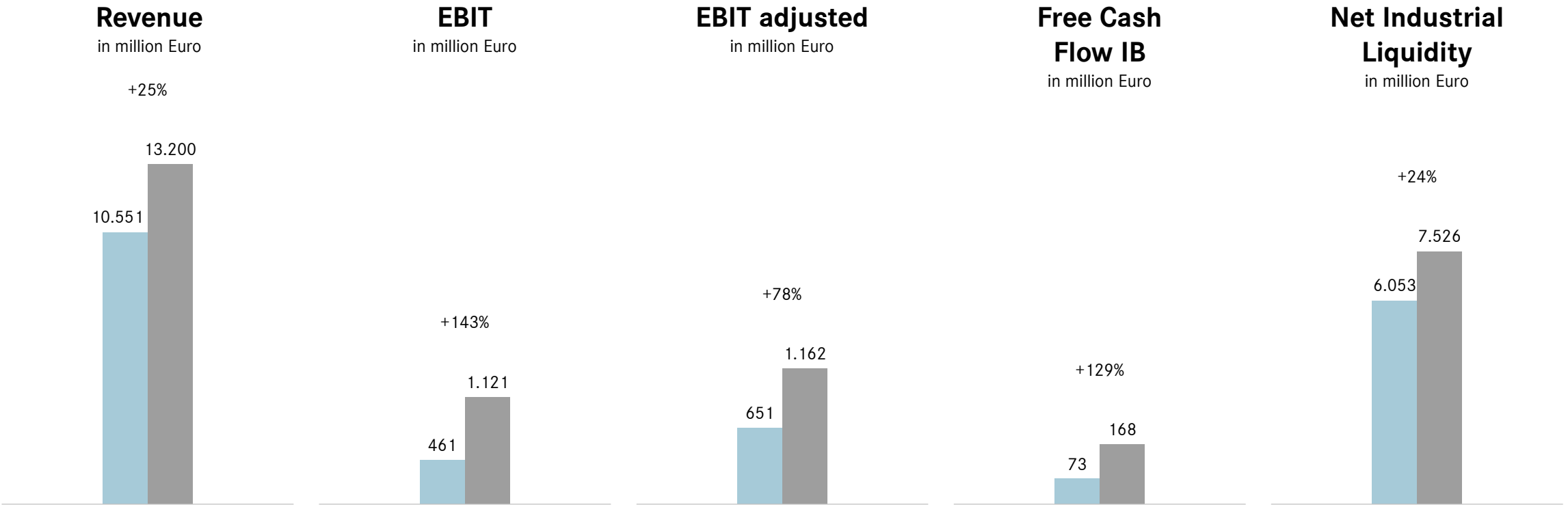
Q1/23 Key Topics

- Significant increase of unit sales and production due to an improvement in the supply chains
- Strong demand environment – order backlog remains on high level
- Pricing discipline offsetting cost headwinds, strong aftersales performance
- Mercedes-Benz Trucks to set up central logistics hub for the global supply of spare parts
- Daimler Truck North America's eCommerce platform reaches \$1 billion in retail sales
- FUSO starts Next Gen eCanter production
- Daimler Buses restructuring – agreement with workers' council achieved
- Daimler Truck Financial Services starts in France



3 Q1/23 FINANCIAL FIGURES DAIMLER TRUCK GROUP

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



Q1/22A Q1/23A

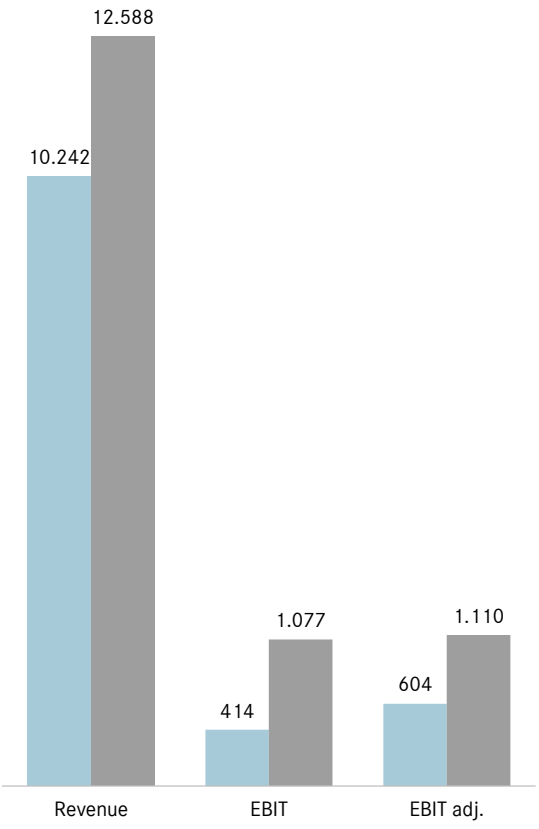
3

Q1/23 REVENUE AND EBIT INDUSTRIAL BUSINESS

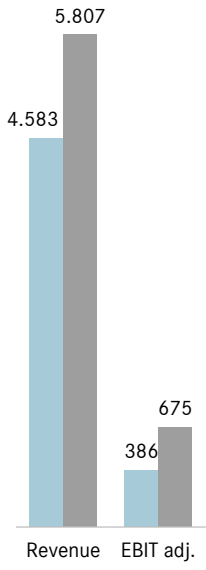
Significant increase in IB Revenue, EBIT adjusted, Return On Sales adjusted in Q1/23

in million Euro

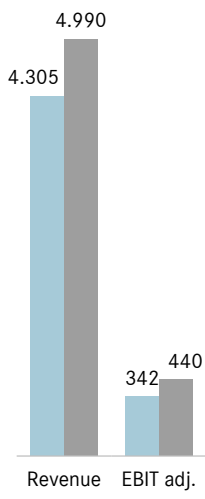
Industrial Business



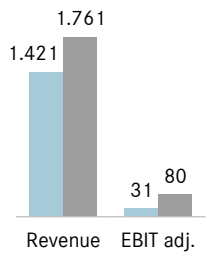
Trucks North America



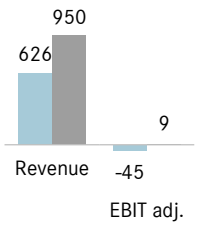
Mercedes-Benz



Trucks Asia



Daimler Buses



ROS adj. FY22 (FY21) **8.8%** (5.9%)

11.6% (8.4%)

8.8% (7.9%)

4.6% (2.2%)

1.0% (-7.1%)

Q1/22A Q1/23A

3

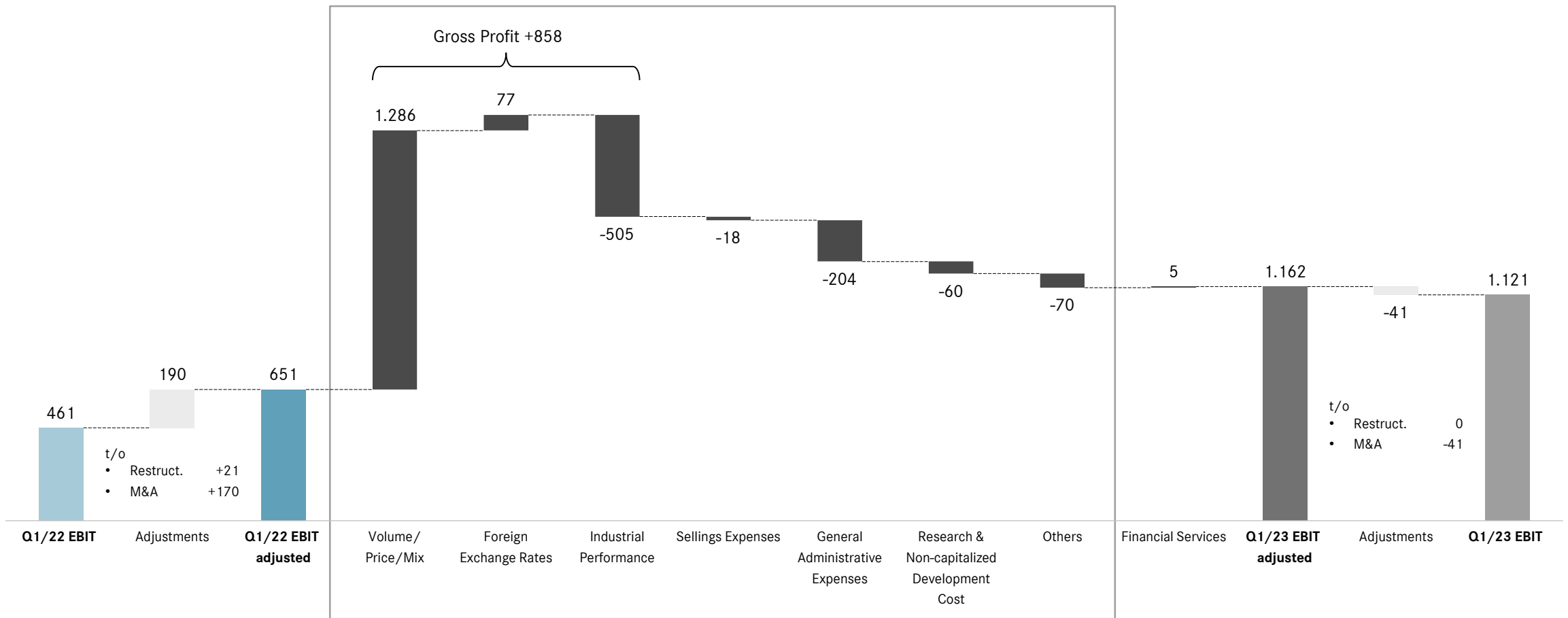
Q1/23 EBIT GROUP

EBIT driven by a strong price/cost realization

- + Strong net pricing
- + Significant increase in unit sales
- + Strong aftersales business
- Headwinds from inflation, especially higher material costs

in million Euro

Industrial Business +506

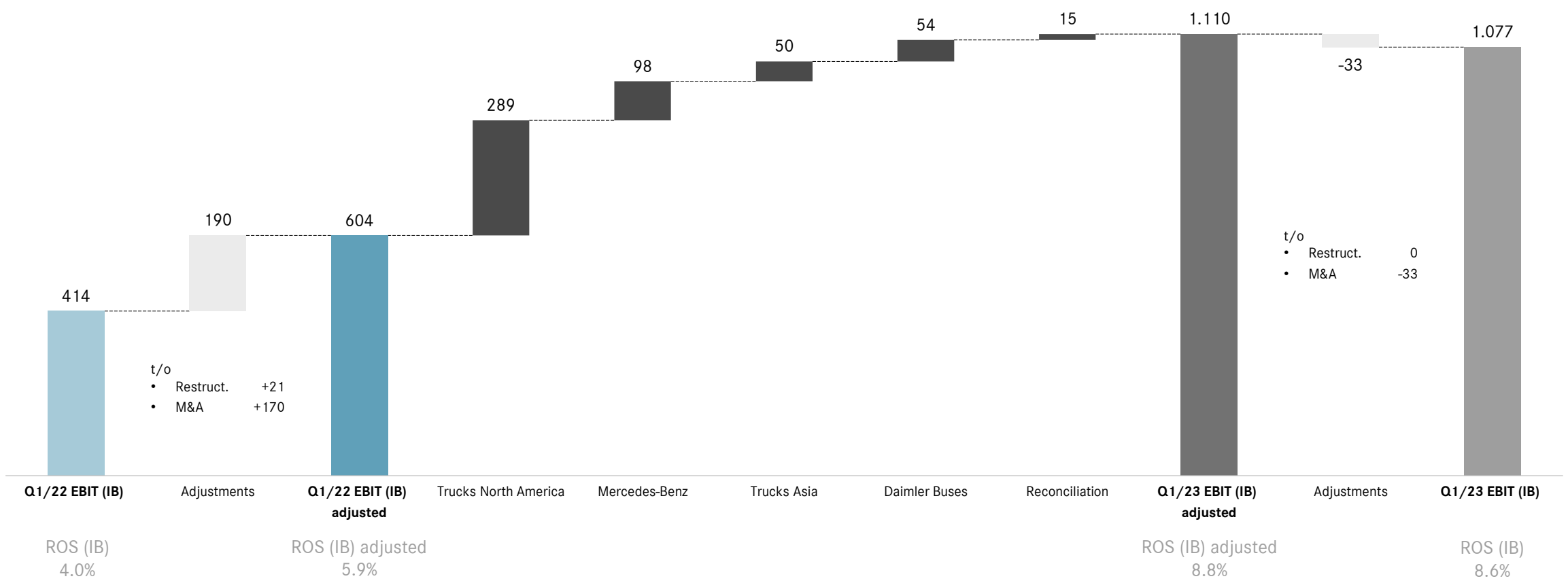


Due to rounding, individual figures may not add up precisely to the totals shown and percentages presented may not accurately reflect the absolute values to which they relate.

3 Q1/23 EBIT INDUSTRIAL BUSINESS BY SEGMENT

Driven by all our segments

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.

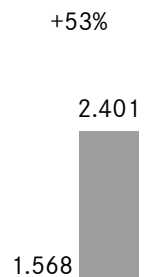
3

Q1/23 KEY FIGURES FINANCIAL SERVICES

Daimler Truck Financial Services is now live in 16 markets

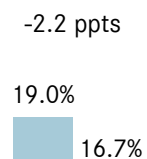
New Business

in million Euro



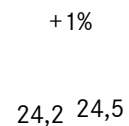
Penetration Rate

in %



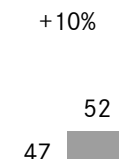
Contract Volume

in billion Euro at end of period



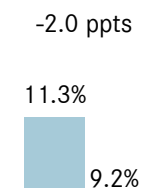
EBIT adjusted

in million Euro



ROE adjusted

in %



3

Q1/23 CASH FLOW INDUSTRIAL BUSINESS

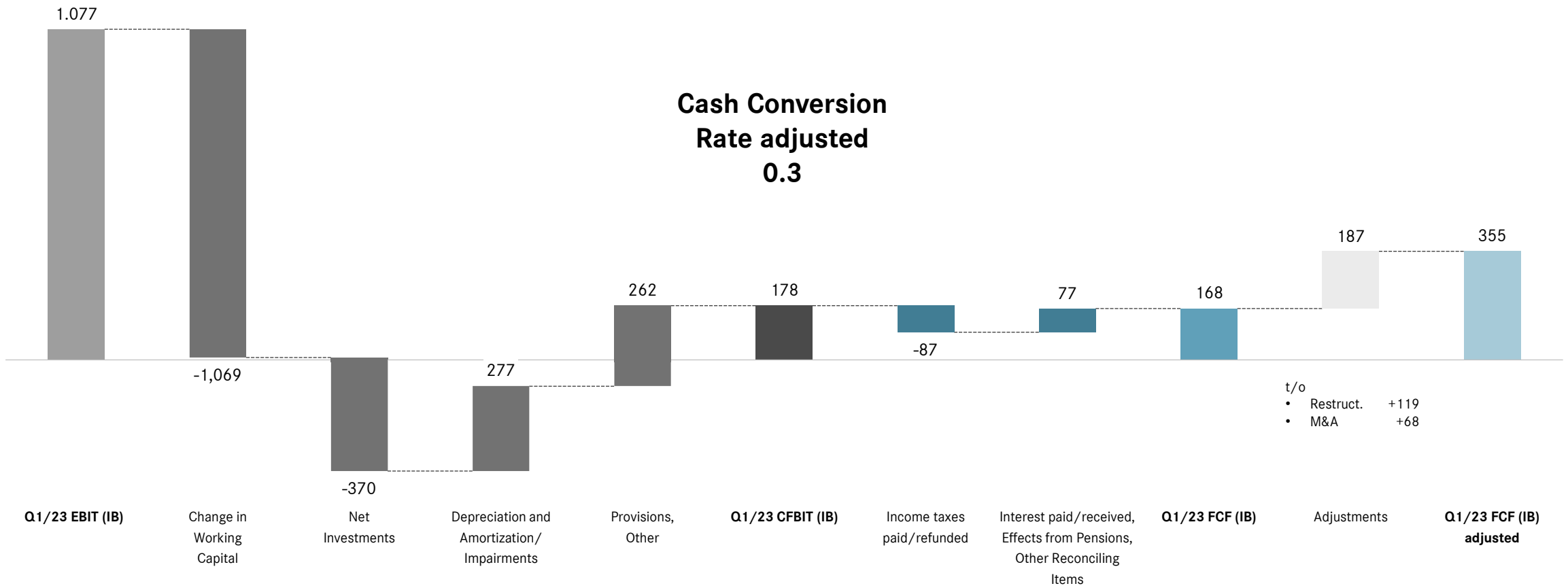
FCF adjusted of 0.4 bn. €

Net Industrial Liquidity

at end of

<p style="margin: 0;">Q4/22</p> <p style="margin: 0; font-size: 1.2em;">7.5 bn.</p>	<p style="margin: 0;">Q1/23</p> <p style="margin: 0; font-size: 1.2em;">7.5 bn.</p>
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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.

4

WE ARE DETERMINED TO REMAIN A LEADER IN DIESEL VEHICLES

And therefore constantly improving our conventional vehicles

- Presented **SuperTruck II** in early 2023

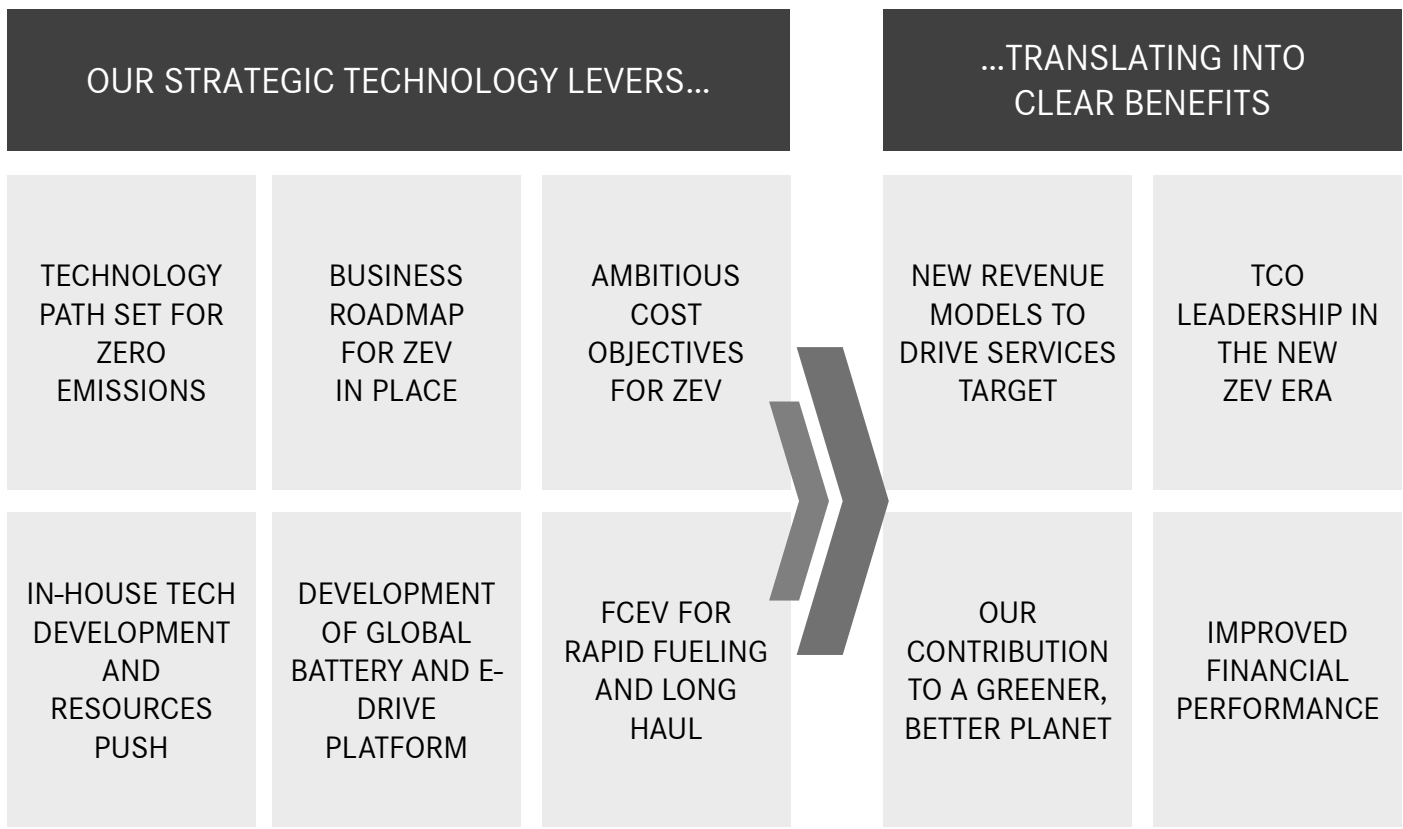
“developing new technologies for promising core components and systems to improve truck operating efficiency in the real world, increasing customer success and fleet efficiency“

- Optimized aerodynamics
- Optimized tractor rolling resistance
- Innovative 48-volt electrical system
- Fuel efficiency improvement by 5.7 percent vs. SuperTruck I



4 ACCELERATE TECHNOLOGY LEADERSHIP

Determined to lead the way to zero emissions products



4 WE DELIVER: FULL RANGE OF ZERO-EMISSION TRUCKS & BUSES

Numerous zero-emission trucks & buses in series production 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

716

Orders YTD* /22

619

Sales YTD* /23

287

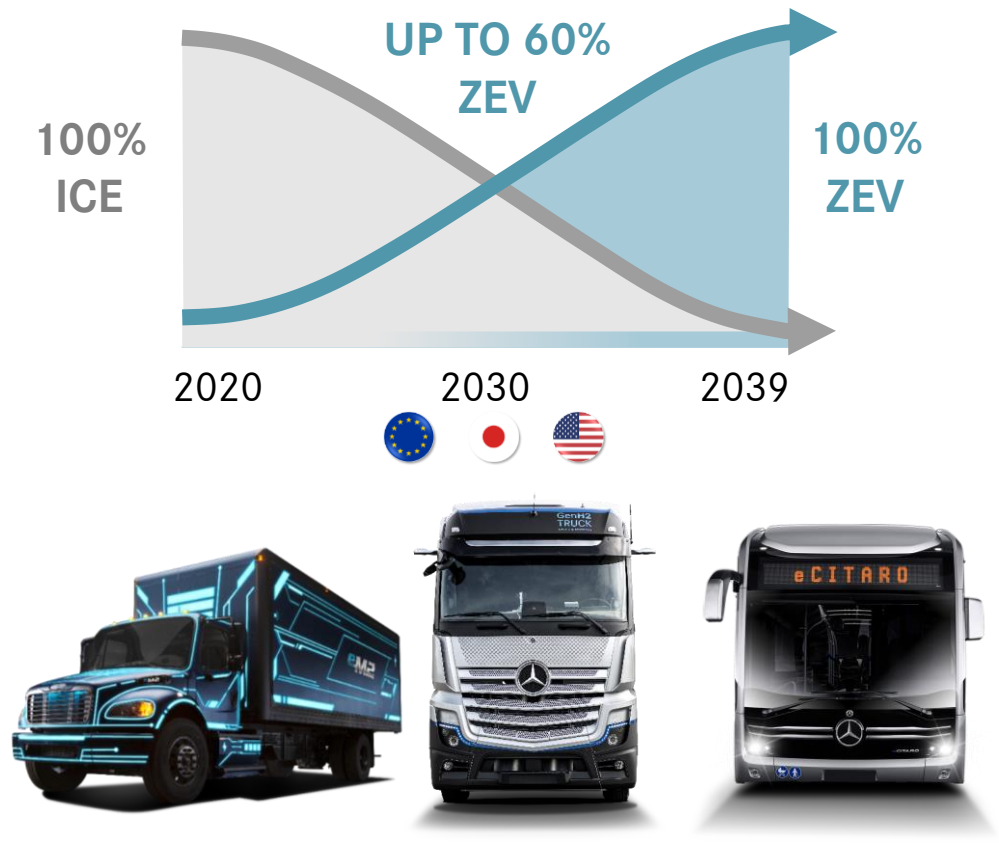
Sales YTD* /22

163

* January - March

4 TRANSITION TO ZEV: WE KEEP THE WORLD MOVING

High potential variability in timing – we are preparing for any outcome



ZERO-EMISSION VEHICLES

- Develop competitive products tailored to customer needs

INFRASTRUCTURE

- Deliver on newly established infrastructure partnerships to kick-start BEV and H2 charging

TCO PARITY

- Use scale and partnerships to reduce cost
- Grow captive know-how for differentiating technologies
- Manage external factors (e.g. energy prices, toll)

4 ZEV CONVICTION: BOTH BEV AND FCEV WILL BE NEEDED

Make zero emission products competitive based on two technologies

SYSTEM VIEW

TECHNICAL VIEW

One-technology-approach technically feasible

H₂ or



CUSTOMER VIEW

Depending on specific use cases, BEV or H2 can be the better customer fit

Daily range?



Recharging speed?



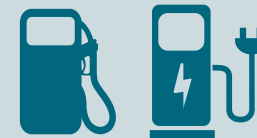
Operating Cost?



INFRASTRUCTURE VIEW

The best vehicles are no good without sufficient energy & infrastructure

Scalable and cost-efficient infrastructure?



Flexible carrier for global energy trade?

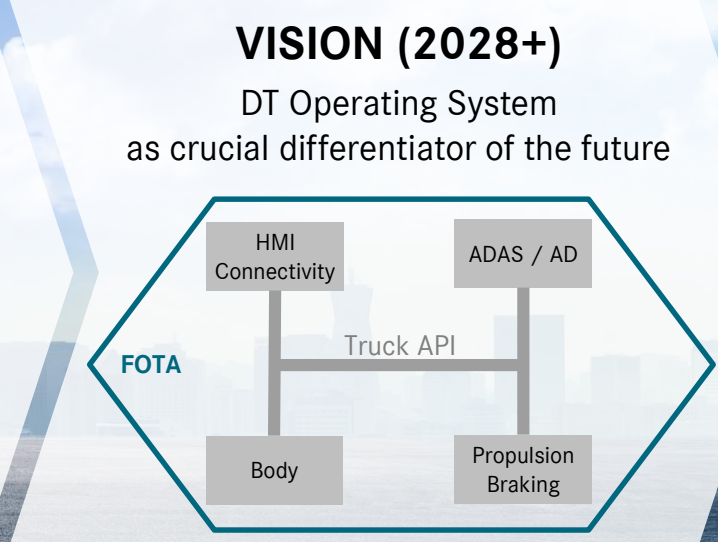
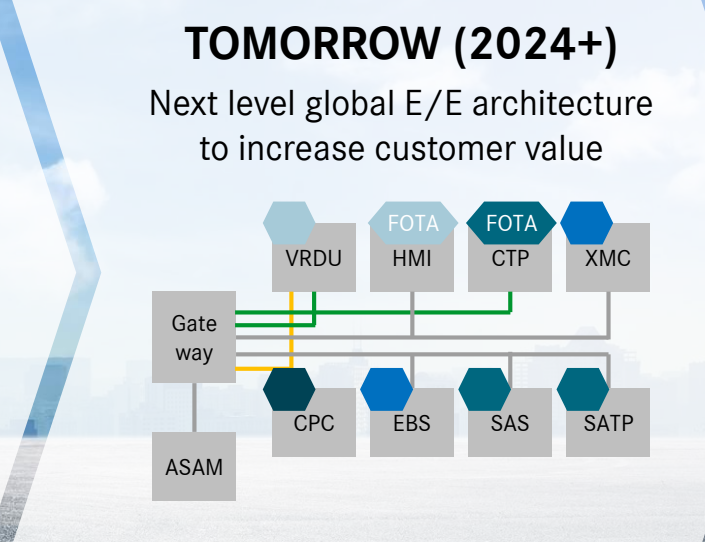
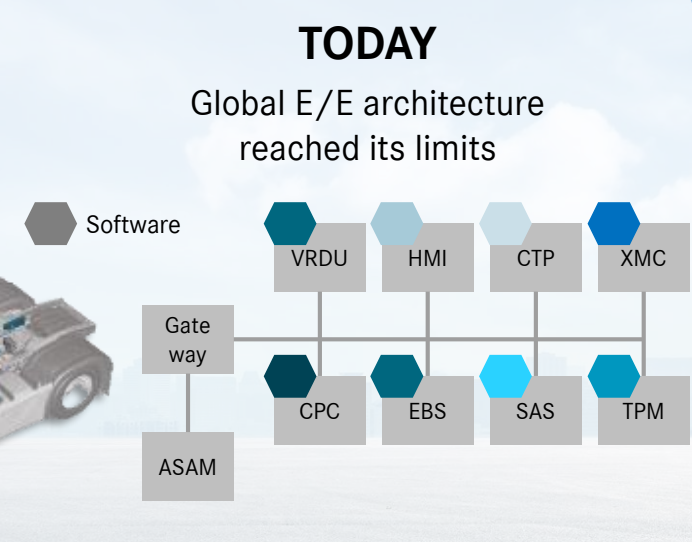
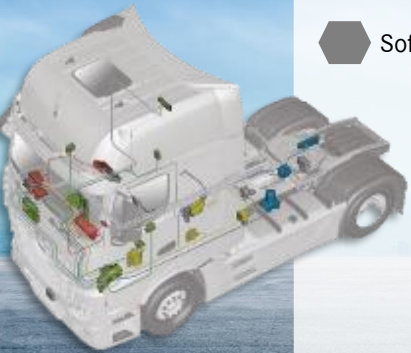


ONLY COMBINATION OF BATTERY-ELECTRIC AND HYDROGEN-BASED DRIVE TECHNOLOGIES ENSURES THE FUTURE OF TRANSPORTATION AND OPTIMAL CUSTOMER SOLUTIONS



4 TRUCK OPERATING SYSTEM AS CORE OF THE VEHICLE

Software: Making the truck a programmable device



HARD-WARE

- Hardware-focused architecture
- Many ECUs, non-proprietary

- Higher bandwidth and performance
- Foundation for L4 autonomous trucking

- Software-focused architecture
- Enabler for next level digital services
- Centralized and more powerful ECUs

SOFT-WARE


- Best-in-class functions (e.g. ADAS)
- Hardware-related, non-proprietary

- Advanced flash-over-the-air
- Enabling next level functions
- First captive application layers

- Continuous feature updates, independent from hardware updates
- On-demand features

4 LEADER IN AUTONOMOUS SOLUTIONS

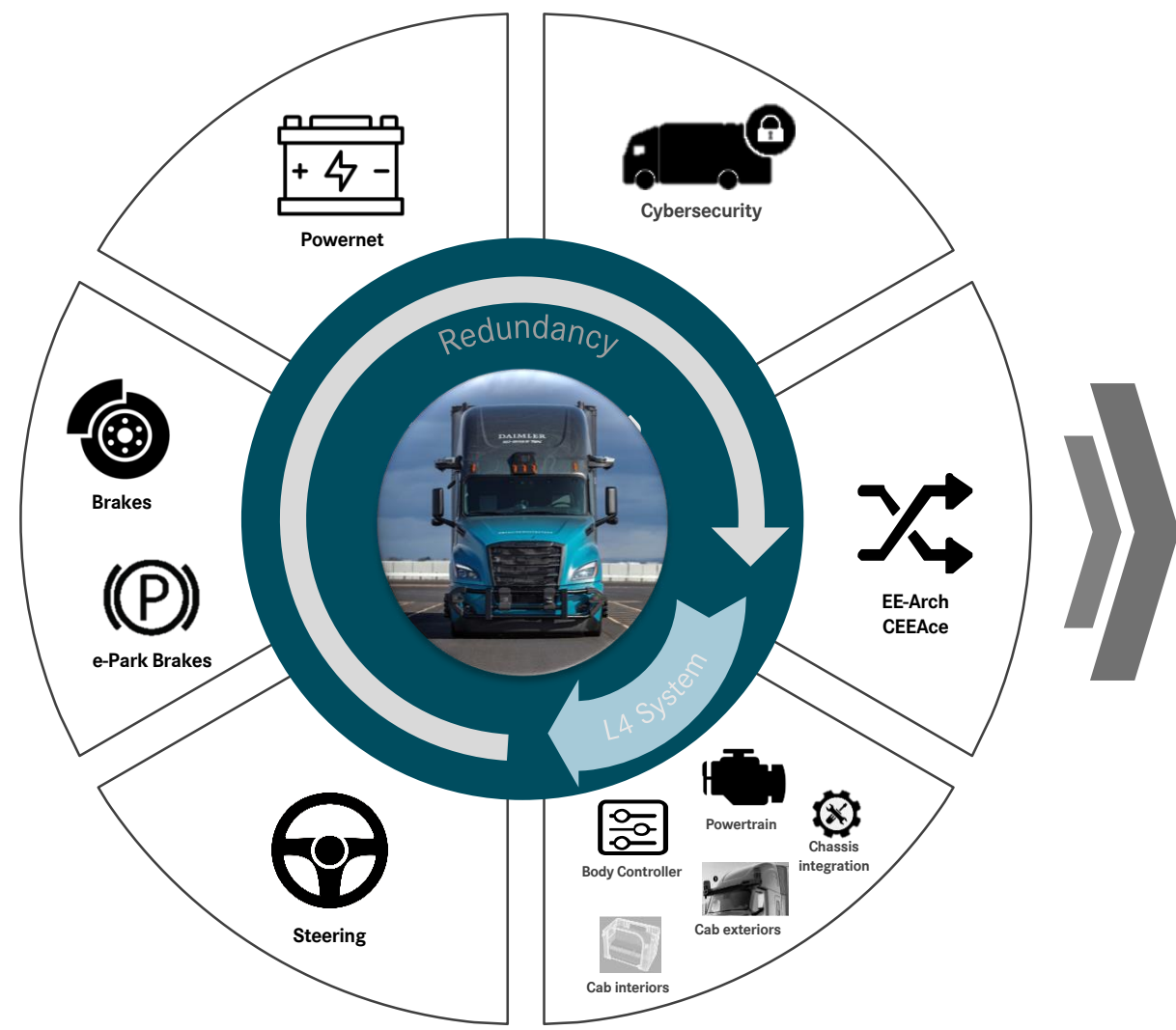
Driving transformation with best-in-class autonomous-ready truck

- Partnering with **TORC** and  as “dual strategy approach” to offer customers different options and we delivered first autonomous-ready Freightliner trucks to our partners
- Fully committed to bring SAE Level 4 autonomous trucks on the road in this decade
- Huge potential for more safety, more efficiency and an attractive business case
- Established Torc Autonomous Advisory Council with key freight industry players
- Acquisition of Algolux to further strengthen Torc’s virtual driver technology



4 INDUSTRY-LEADING REDUNDANT SYSTEMS

Setting new industry standards for the autonomous world



DAIMLER TRUCK IS DEVELOPING A SCALABLE AUTONOMOUS TRUCK PLATFORM

- Requirement for safe and reliable operations for SAE L4 autonomous driving
- >1,500 new and unique requirements
- Based on Freightliner’s market-leading Cascadia

FOUR KEY AREAS WITH A REDUNDANT SYSTEM

- Braking system
- Steering system
- Low voltage power net
- Network communications

AVAILABLE TO TORC ROBOTICS AND WAYMO



5 RAMP DOWN CURRENT DIESEL POWERTRAIN

Different transformation speed across the world

MANAGE THE RAMP DOWN WHILE STAYING COMPETITIVE

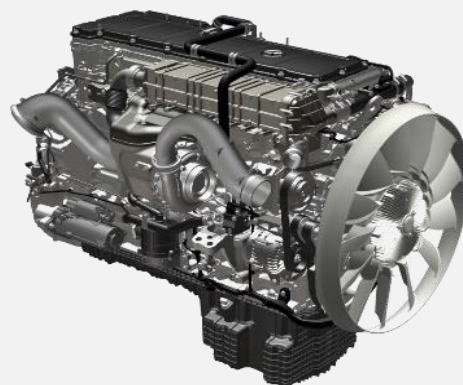
MEDIUM-DUTY

Partnering with Cummins – we disinvest our own captive business completely



HEAVY-DUTY

We keep our own platform competitive and strive to increase scale with partners



- Conventional powertrain remains a key product in this decade – in some regions beyond 2030, in others we'll see a fast ZEV ramp-up
- Daimler Truck enters into cooperation with Deutz to develop and market medium- and heavy-duty engines by end of this decade



5 STRATEGIC PARTNERSHIPS IN KEY ZEV TECHNOLOGIES

Accelerating technological development and sharing costs





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 SUSTAINABILITY: BUILDING THE WAY FORWARD

Daimler Truck has a holistic view on sustainability and focuses on nine topics



ENVIRONMENT



SOCIAL



GOVERNANCE



Green Products



Our People



Responsible Governance



Green Production



Human Rights



Compliance & ESG Risk Management



Green Supply Chain



Traffic Safety



Reporting & Transparency

6 SUSTAINABILITY: WHAT WE FOCUS ON

Daimler Truck's ambitions



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 SUSTAINABILITY: ESG REPORTING

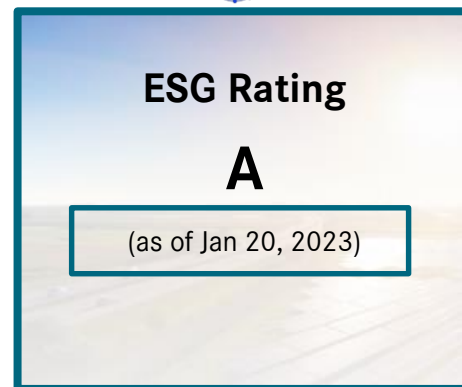
Active engagement with ESG rating agencies in order to increase transparency

SUSTAINALYTICS



Negligible Low Medium High Severe
0-10 10-20 20-30 30-40 40+

MSCI



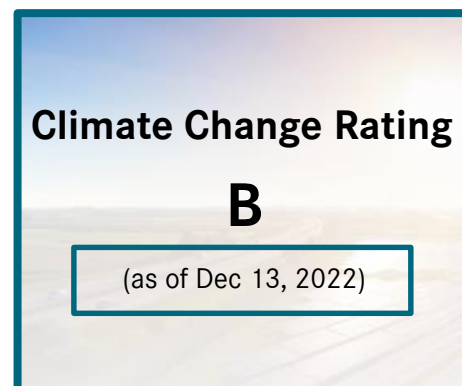
Scale: AAA to CCC

ISS ESG



Scale: A+ to D-

CDP

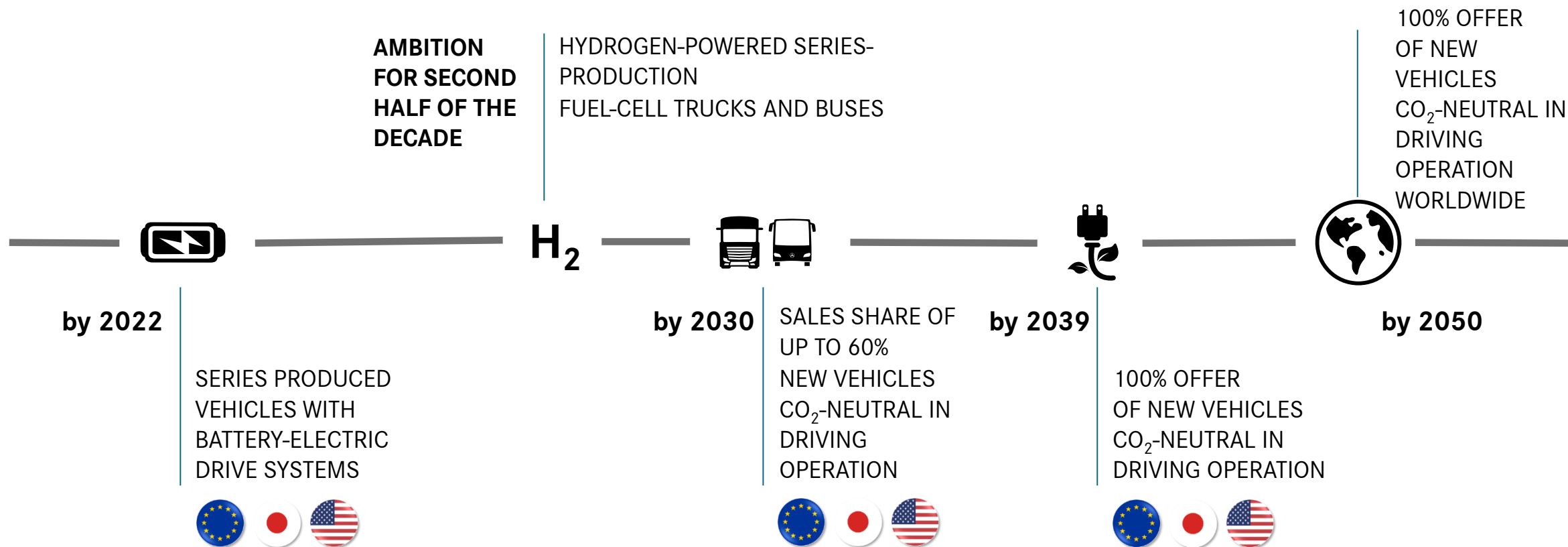


Scale: A to D-

- » We have the clear **ambition to lead the industry's transformation** with an uncompromising commitment to deliver sustainable solutions.
- » We are a **signatory of the UN Global Compact** and published a comprehensive **Sustainability Report** (integrated in the Annual Report) on March 10, 2023.
- » We have **received our first ratings** from well known ESG rating agencies.

6 PATH TO CO2-NEUTRAL TRANSPORT

Daimler Truck is committed to the Paris Climate Protection Agreement



MARKET ASSUMPTIONS 2023

Heavy Duty Truck Market ¹	2023
North America ²	280 – 320 k units
EU30 ³	280 – 320 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 bn. €	55 – 57 bn. €
EBIT	3.496 bn. €	significant increase
EBIT adjusted	3.959 bn. €	significant increase
Investment	898 mn. €	on prior year level
R&D cost¹	1.785 bn. €	on prior year level
IB		
Unit Sales	520,291 units	510 – 530 k units
Revenue	49.186 bn. €	53 – 55 bn. €
ROS adjusted	7.7%	7.5 – 9%
FCF	1.746 bn. €	slight 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		ROS/ROE adjusted in %	
	FY 2022	Guidance 2023	FY 2022	Guidance 2023
Trucks North America	187	190 – 210	10.8%	10 – 12%
Mercedes-Benz	166	150 – 170	8.1%	7 – 9%
Trucks Asia	156	150 – 170	2.6%	3 – 5%
Daimler Buses	24	20 – 25	0.4%	2 – 4%
Financial Services	9 bn. € ¹	11 – 12 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.



CONSISTENT EXECUTION OF OUR STRATEGIC PRIORITIES IN 2023+



- Continued focus on self-help measures and extend our efforts on strict fixed cost control
- New product-led growth in vocational North America and China, and further focus on heavy-duty
- Continuation of the turnaround at Mercedes-Benz
- Improvement of the profitability of Trucks Asia and Daimler Buses
- Further strengthen our services business and continuation of the ramp up of Financial Services
- Transformation to zero emissions
- Accelerating autonomous trucking

DAIMLER TRUCK INVESTOR RELATIONS

Our team is here to support you

- Further information is available under www.daimlertruck.com/en/investors
- Q1 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

MAY 2023

- 10. CFO Roadshow: Europe
- 11. CFO Roadshow: Stockholm
- 12. CFO Roadshow: Paris
- 12. Stifel German Corporate Conference Frankfurt
- 16. UBS Virtual Global Truck Conference
- 16.-17. CFO Roadshow: Boston, Chicago
- 23. Wolfe Research Global Transportation & Industrials Conference, New York
- 24. Berenberg European Conference 2023, New York

JUNE 2023

- 06. J.P. Morgan European Automotive Conference, London
- 07. BNP Paribas Exane 25th CEO Conference, Paris
- 14. UniCredit Automotive Summit 2023, London
- 20. dbAccess German Austrian Swiss Conference, Frankfurt

JULY 2023

- 11. Capital Market Day: Boston



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



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