DAIMLER TRUCK

Smart Mobility in the Energy Transition Era

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The big picture: how it's all connected

OUR PURPOSE

WHY
are we doing this?

For all who keep the world moving

OUR VISION

WHERE
do we want to go?

Leading sustainable transportation

OUR TARGETS

WHAT
do we want to achieve?

Reset profitability & lead transformation

OUR STRATEGY

HOW
do we get there?

By adding value for our customers

Daimler Truck vision

Sustainability at Daimler Truck: We are building the way forward!

Daimler Truck is committed to the principles of sustainability and, in particular, climate protection, and is therefore shaping the future of goods and people transportation and its operations in a CO_2-neutral way.

As part of its sustainable business strategy, Daimler Truck focuses on environmental, social, and governance aspects of its operations.

E ENVIRONMENT

We are clearly committed to the Paris Climate Protection Agreement. We want to make CO_2-neutral transport a success and thus contribute to fight climate change.

- **Green Products**
- **Green Production**
- **Green Supply Chain**

S SOCIAL

We take responsibility toward society and our employees. Where we can make a contribution, change something for the better, we do it.

- **Traffic Safety**
- **Our People**
- **Human Rights**

G GOVERNANCE

We underline our responsibility to the environment and society with strong, forward-looking corporate governance.

- **Responsible Governance**
- **Compliance & ESG Risk Management**
- **Reporting & Transparency**

We actively contribute to the **international sustainability ecosystem**

Daimler Truck is a signatory of the UN Global Compact. We focus on five Sustainable Development Goals (SDGs) where we can make a significant contribution.

SDG 8
Decent work and economic growth

We support the enforcement of decent working conditions and create attractive jobs worldwide.

SDG 13
Climate action

We reduce emissions from our vehicles, plants and supply chain.

SDG 9
Industry innovation and infrastructure

We are putting green mobility on the road and are making the transport of goods and passengers sustainable.

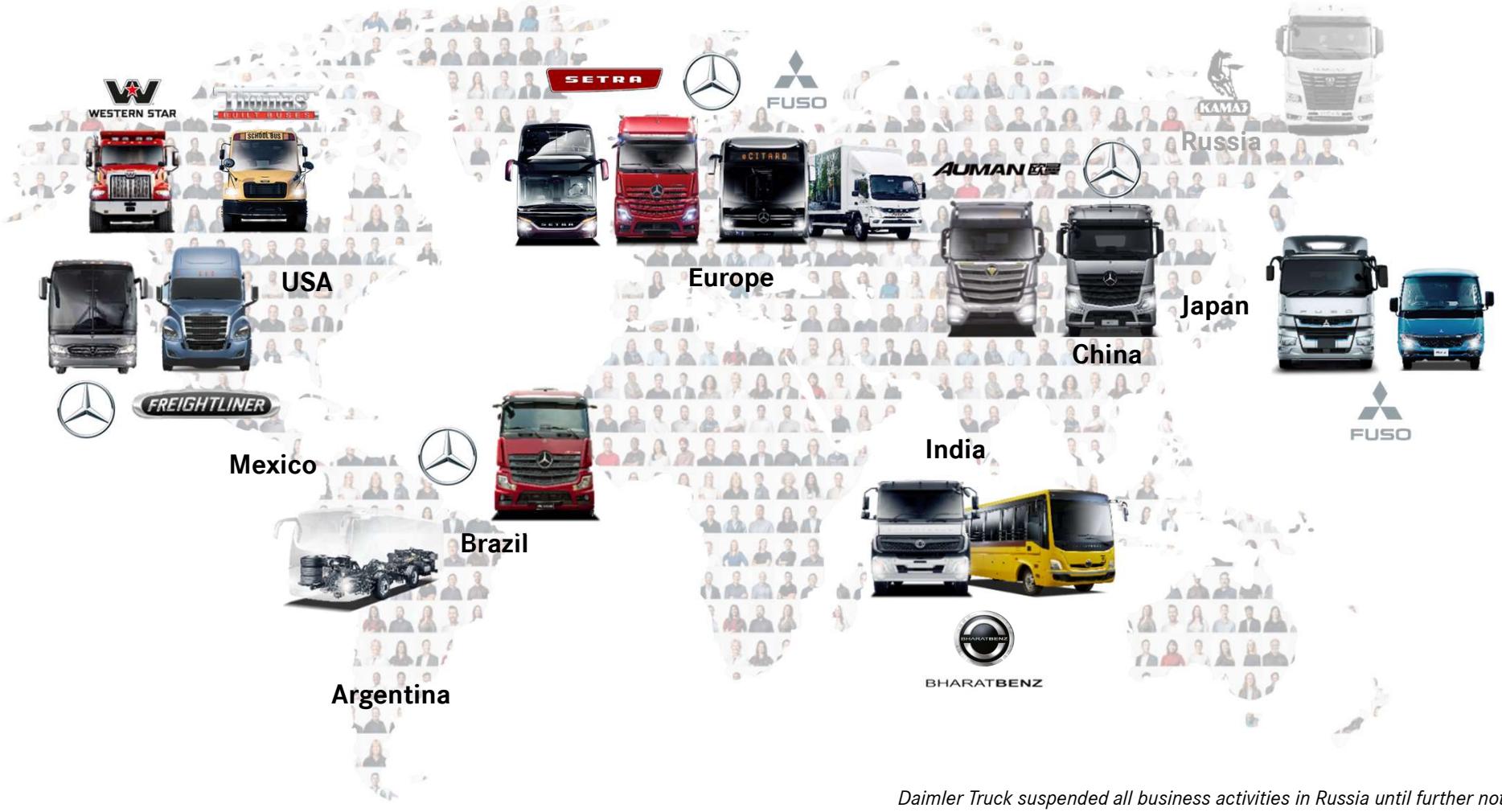
SDG 11
Sustainable cities and communities

Our e-buses and trucks enable sustainable passenger transport in urban areas.

SDG 12
Responsible consumption and production

We improve the efficiency of our vehicles and reduce use of raw materials, plus we establish sustainable production patterns.

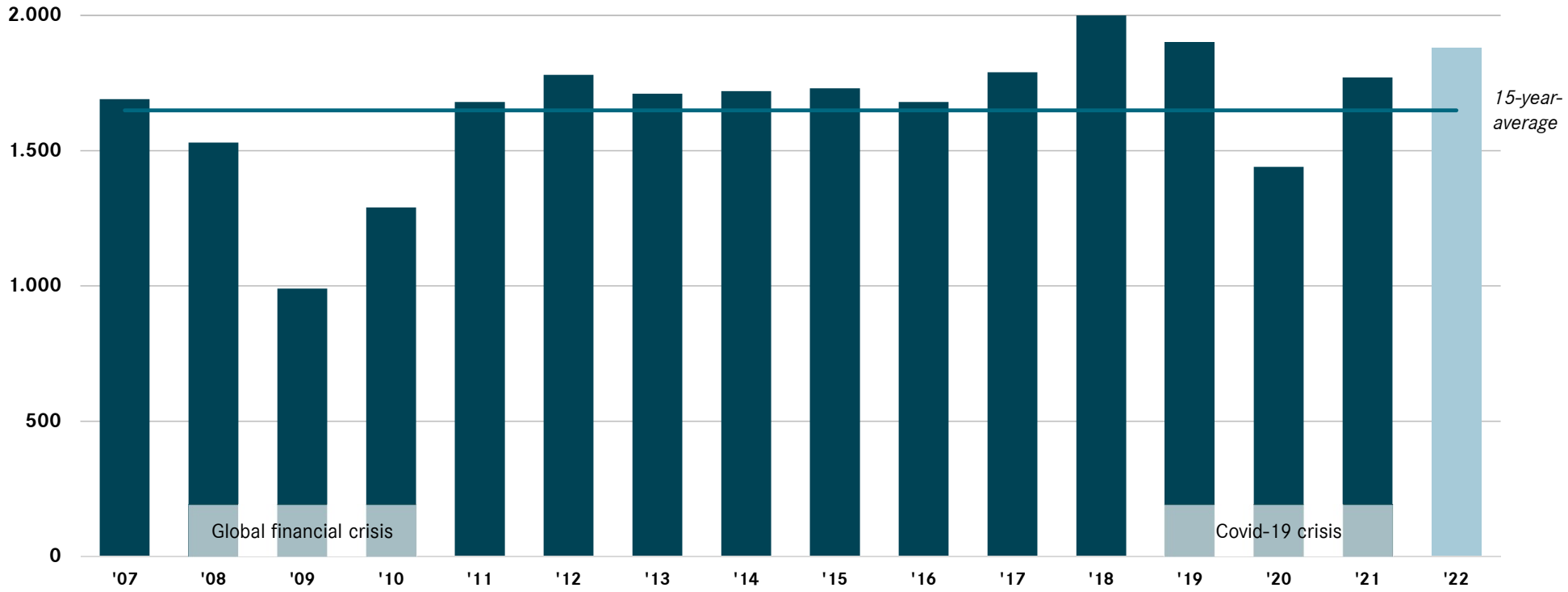
We have **strong truck and bus brands across the world**



Daimler Truck suspended all business activities in Russia until further notice

Historically, the **truck market rebounds quickly** after global crisis impacts – **promising outlook for 2022**

Global medium-duty & heavy-duty truck sales in k units, excl. China



Source: Economic & Automotive Intelligence Daimler Truck AG; 2022 figures based on internal forecast

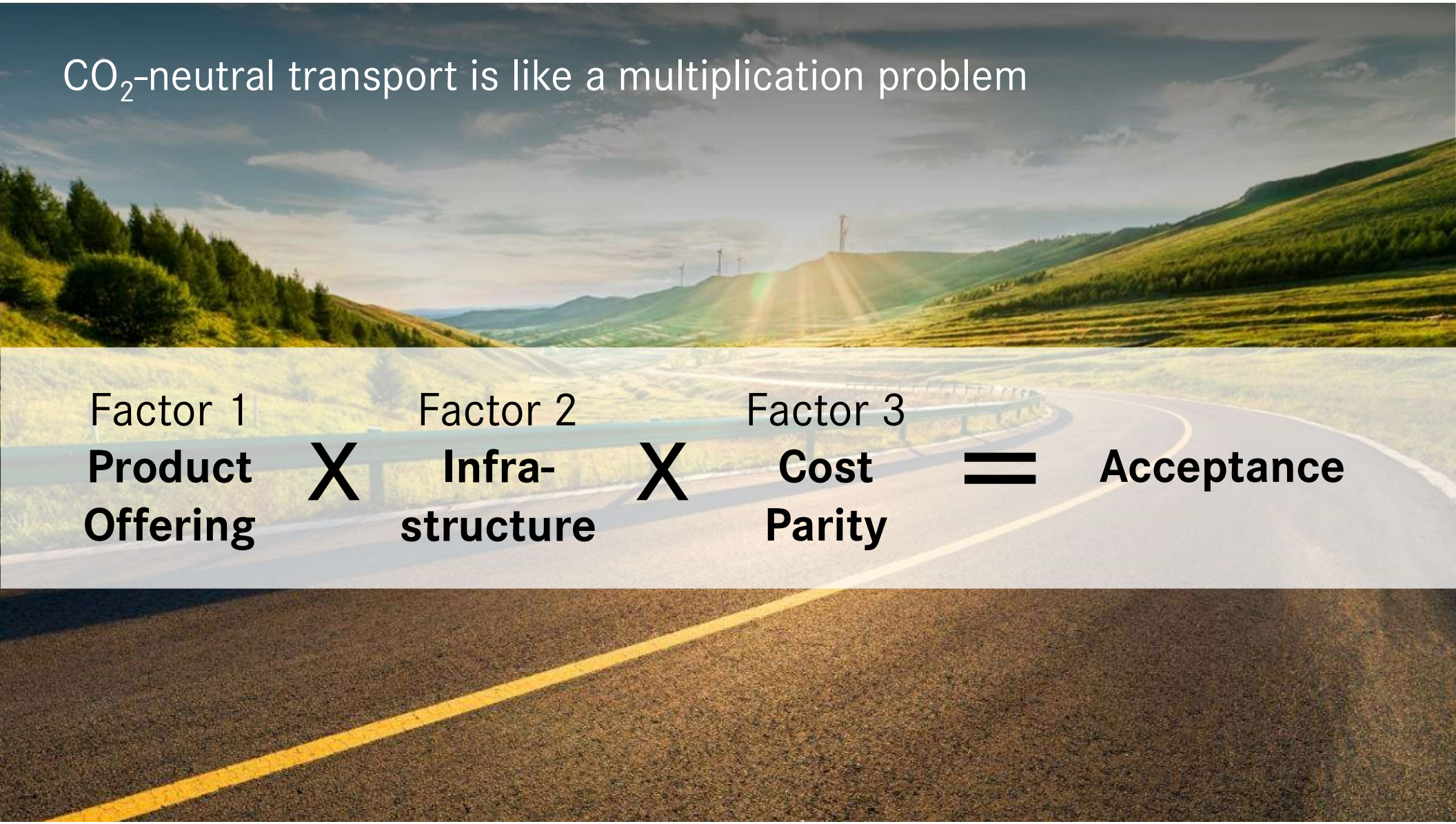
The big picture: our technology strategy

We focus on long-term differentiation with maximum commonality

VALUE FOR CUSTOMERS, SHAREHOLDERS & SOCIETY	OUR FOUNDATION: 125+ YEARS OF…	OUR INDUSTRY CHANGES	OUR STRATEGY		CUSTOMER SOLUTIONS
					
POWER TO DRIVE	Diesel propulsion & TCO champion	Decarbonization	Diesel: Focus HD ZEV: BEV & H2	Tech with high scales, partners for cost sharing	Future vehicle portfolio
					
INTELLIGENCE TO DRIVE	Hardware based E/E architecture	Digitalization	Software-based architecture	Tech with high scales, partners for cost sharing	Next level service offerings

Our road to **CO_2-neutral transportation**

1. We're committed to the Paris Climate Agreement and to shaping the future of CO_2-neutral road freight transport.
2. We'll offer CO_2-neutral series trucks: battery since 2017, hydrogen in second half of this decade. Natural gas is an expensive bridging solution we don't pursue.
3. Our ambition: In the triad our complete fleet of new vehicles is to be CO_2-neutral by 2039.
4. Even in 2040 the acquisition cost and the total cost of ownership of CO_2-neutral trucks will presumably still exceed the cost of conventional trucks.
5. Customers can only invest in CO_2-neutral trucks if these vehicles are economically competitive. The cost disadvantages therefore need to be balanced out – and to do so we need government actions.


CO_2-neutral transport is like a multiplication problem
Factor 1
Product Offering
X
Factor 2
Infra-structure
X
Factor 3
Cost Parity
=
Acceptance

Efficient conventional drivetrains: Our trucks lead in terms of total cost

FREIGHTLINER
NEW CASCADIA

TCO leader Freightliner New Cascadia
Fuel reduction up to -5%*

MERCEDES-BENZ
ACTROS L

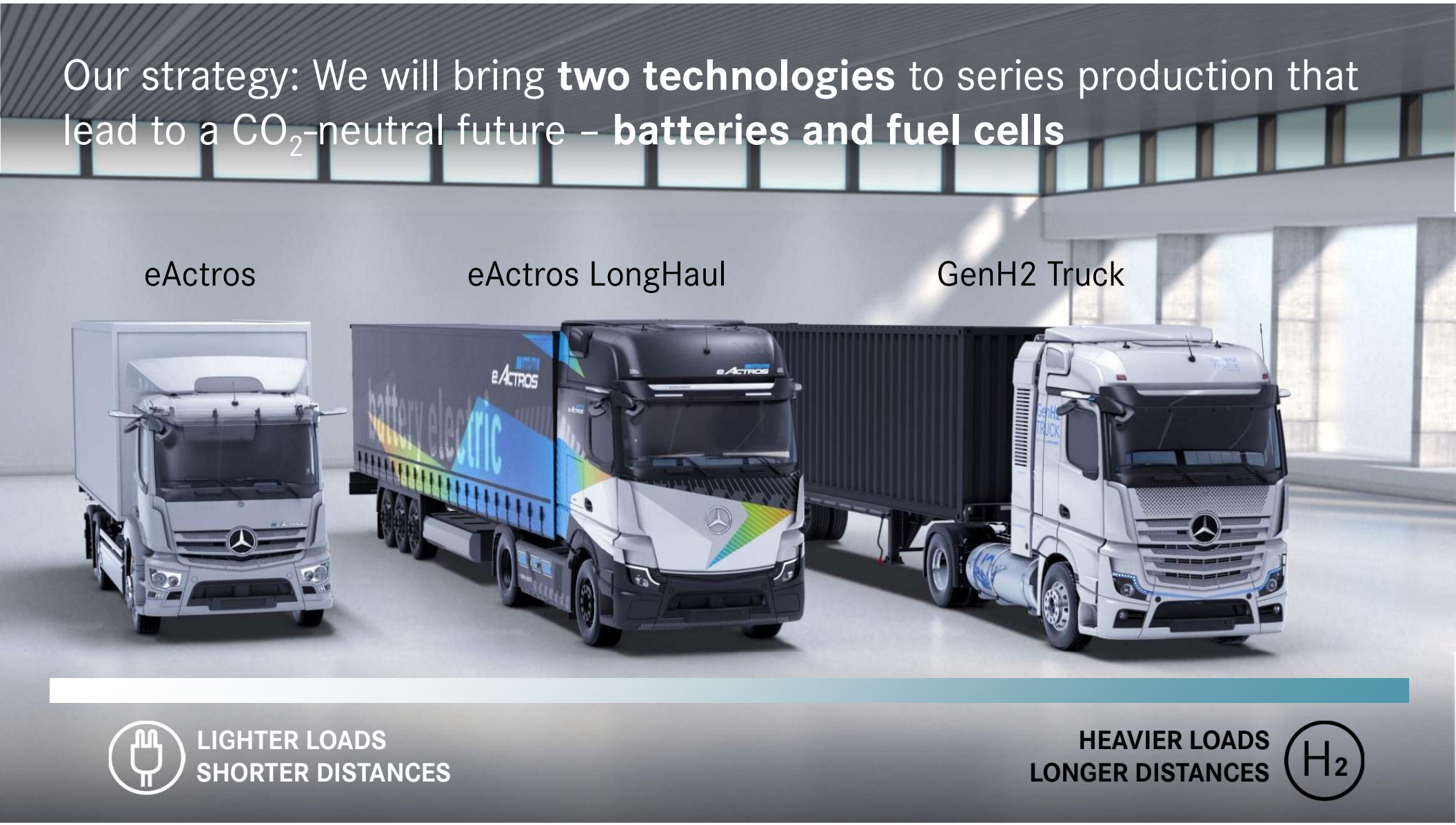
TCO leader Mercedes-Benz Actros L
Fuel reduction up to -4%* on motor-ways with new engine OM 471

FUSO
SUPER GREAT

TCO leader FUSO Super Great Fuel reduction up to -15%*
Complete efficiency makeover

**Fuel reductions compared to previous model*

Our strategy: We will bring **two technologies** to series production that lead to a CO_2-neutral future – **batteries and fuel cells**



Our propulsion strategy

Making zero emission drive competitive with two technologies

SYSTEM VIEW

TECHNICAL VIEW
One-technology-approach technically feasible

H_2 or

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

Daily range?

Recharching speed?

Operating Cost?

INFRASTRUCTURE VIEW
The best vehicles are no good without sufficient energy & infrastructure

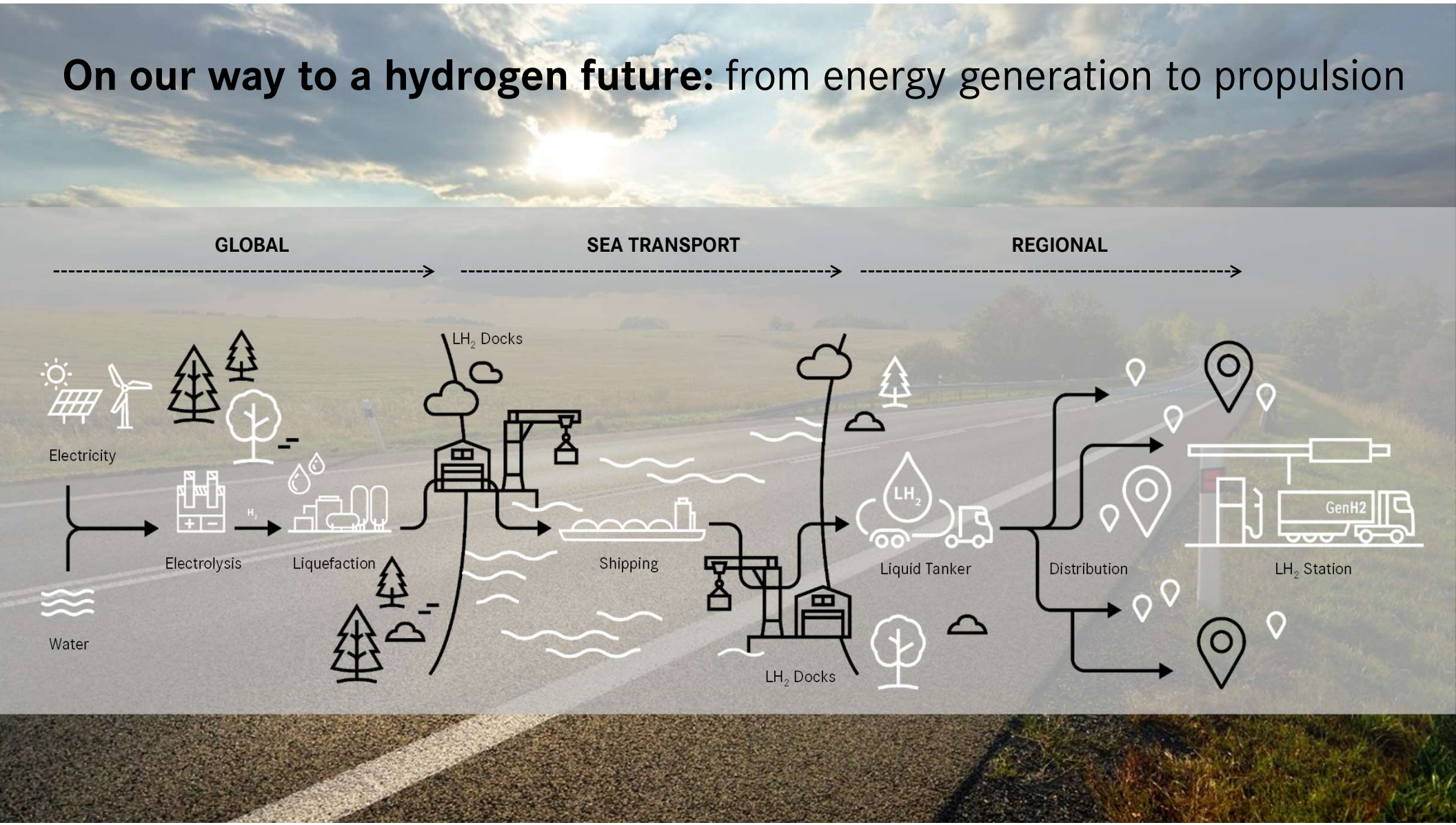
Scalable and cost-efficient infrastructure?

Flexible carrier for global energy trade?

Daimler Truck

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

On our way to a hydrogen future: from energy generation to propulsion



Our ambition: All new vehicles in Europe, North-America and Japan are **CO_2-neutral by 2039**

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

Hundreds of customers have already covered tens of millions of kilometers with our electric trucks and buses.

Years after 2022 indicate planned start of production

Mercedes-Benz GenH2 Truck:
Hydrogen-powered long-haul transport

- Range of up to 1,000 km and more
- LH_2 Two liquid hydrogen tanks, each 40kg
- Powerful and efficient fuel-cell system with 300 kW power and high-voltage battery able to provide up to 400 kW on top
- Intensive internal testing since April 2021, expanded to public roads since October 2021
- Ambition for series production in second half of the decade

We are **kick-starting battery charging and hydrogen-based fuel cell technology** with key initiatives and strategic partners

CATL

Develop dedicated **truck battery cells**

DETROIT eFill · SIEMENS · POWER ELECTRONICS · ENGIE

Offer Industry-leading **depot charging technology**

TRATON GROUP · VOLVO

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

NEXTera ENERGY · BLACKROCK

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

cellcentric

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

Linde

Develop technology for **liquid hydrogen refueling**

H2Accelerate

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

Shell Hydrogen · TOTAL · bp

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

Connectivity solutions for trucks: Hundreds of thousands of our trucks are online worldwide

Using one common piece of hardware:
Truck Data Center

Enabling **flash over the air**, starting with our new Freightliner Cascadia

Tech & Data Hub
in Lisbon

DETROIT CONNECT

Mercedes-Benz Uptime

FLEET BOARD

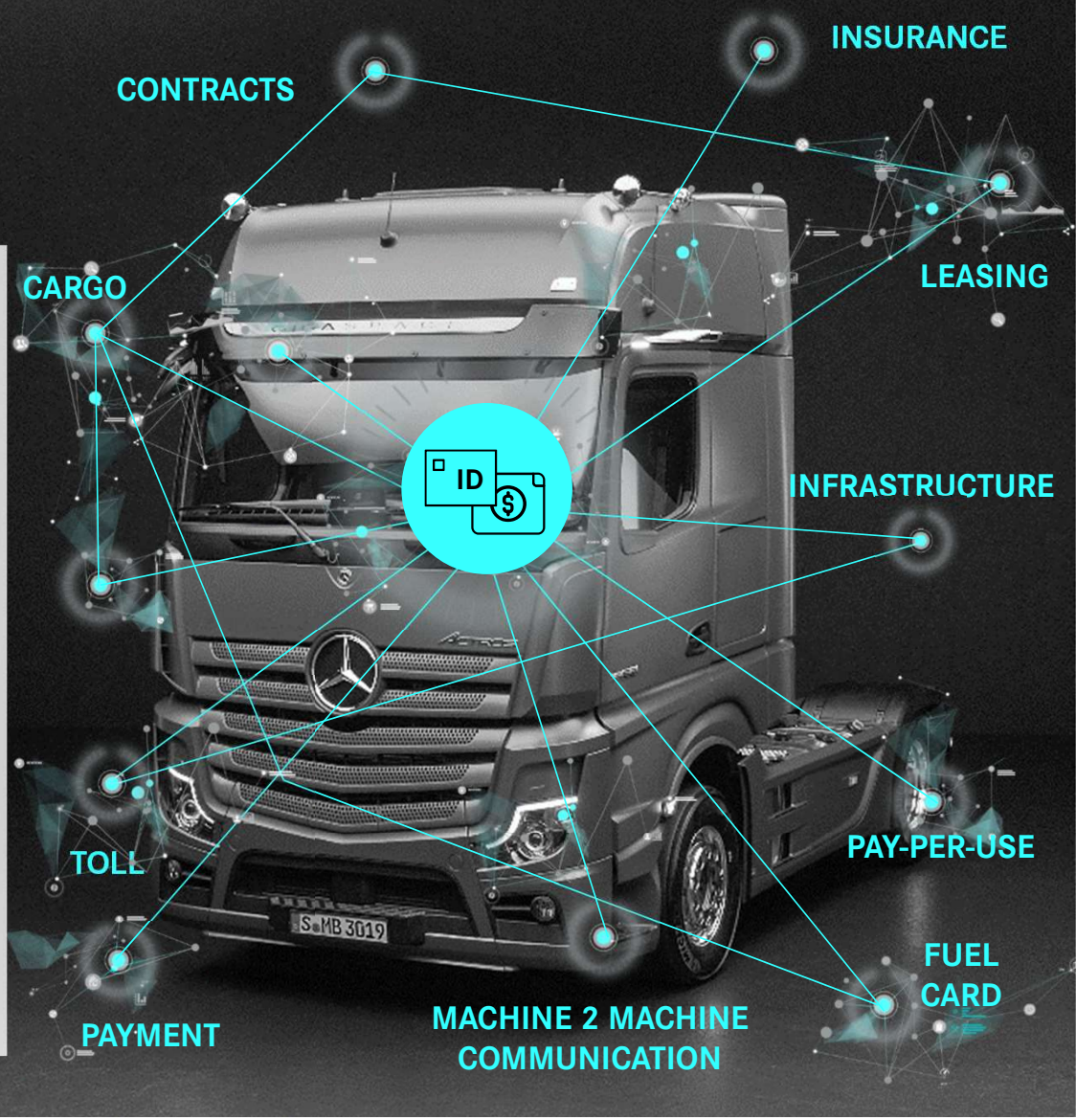
TRUCKONNECT

Detroit Connect boosts logistics performance

Analytics	Virtual Technician	Remote Updates
Improves fuel consumption and safety	**Reduces service-related downtime**	**Updates firmware “over-the-air“**
• Detects changes in fuel consumption and offers recommendations • Reports safety-related events • Analysis on the basis of trip, vehicle, and fleet	• Alerts customers to vehicle faults • Provides immediate steps for action • Analysis of entire fleet history	• Installs firmware for engine, transmission and aftertreatment without workshop visit • Remote access to truck from customer office

Truck-ID and **Truck Wallet:** Teaching trucks how to pay

- Successful pilot project: autonomous payment at electric charging station
- With **Truck-ID**, a Truck identifies itself to other machines and signs legally-binding transactions – **Truck Wallet** holds cash for payments and additional items like fuel cards
- Basis: Truck Data Center, machine-to-machine communication and blockchain transaction technology

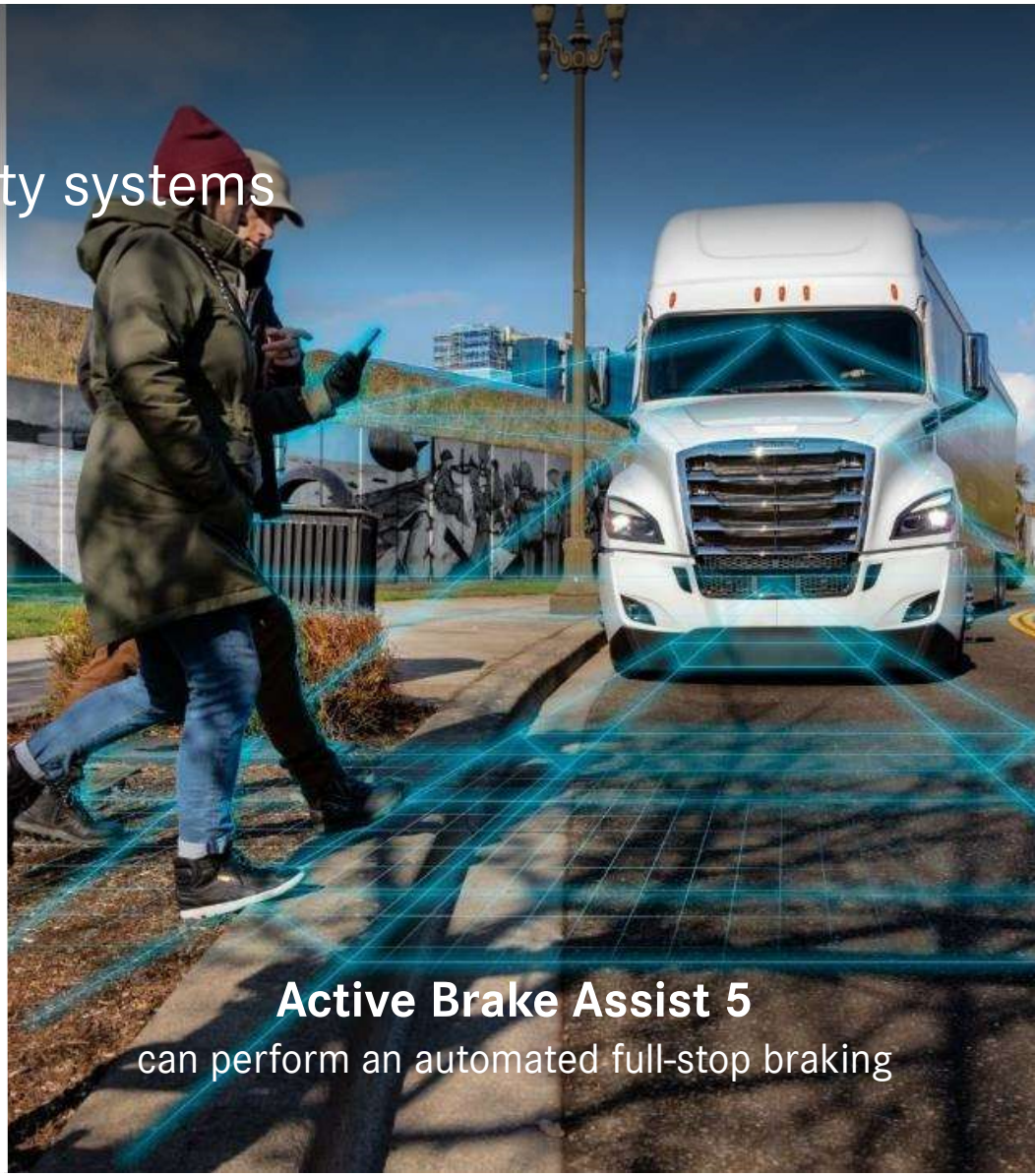


Intelligence to drive

Two examples for today’s active safety systems

Active Drive Assist 2

can conduct steering, lane-keeping and acceleration



Active Brake Assist 5

can perform an automated full-stop braking

We aim to develop our own Truck Operating System: Next level software architecture for next generation trucks and service offerings

HARDWARE-BASED

SOFTWARE-BASED

NEXT EVOLUTION MECHATRONICS
in implementation

TRUCK OPERATING SYSTEM
planned

2020

2027+

WHAT WE DO

- Fewer computing units and layers, delinked software cycles
- >600 software engineers in our Bangalore innovation hub

BENEFITS FOR CUSTOMERS

- Uptime: fewer and more efficient workshop visits over-the-air
- Tailored digital service offering with seamless end-to-end integration

BENEFITS FOR US

- Drive service revenues and customer loyalty
- Increase development speed

Software-driven architecture is also a decisive enabler to put **highly automated trucks on the road** – we are pursuing a **dual strategy**

Software:
Virtual driver technology from software pioneers

3rd Party

WAYMO

In-House

TORC

Hardware:
Best in class L4 chassis from Daimler Truck

Autonomous Technology Group:
Bundling our global activities in autonomous trucking

- Founded in Summer 2019, teaming up with Torc Robotics, partnering with Waymo
- Integral part of Daimler Truck‘s global R&D network with locations in Stuttgart, Portland and Blacksburg
- Aim to commercialize autonomous trucks (SAE Level 4) in the U.S. within this decade - intense public road tests ongoing

Stay up to date, follow us!

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Daimler Truck AG

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Transportation Matters