DAIMLER TRUCK

Southern Africa

INVESTOR ROADSHOW

09 September 2026

FREIGHTLINER

WESTERN STAR

DAIMLER TRUCK
Southern Africa

01 – Business Overview
Maretha Gerber
President & Group CEO DTSA


FOR ALL WHO KEEP
THE WORLD MOVING
WE START
WITH LISTENING
WE BUILD
TO SOLVE
WE LEAD WITH
THE LONG VIEW
WE PROGRESS
TOGETHER

DAIMLER TRUCK

GROUP RESULTS 2025

SALES (in thousand units)	REVENUE[1] (in billion EUR)	EBIT (adjusted, in billion EUR)	ROS[1] (adjusted, in %)	FREE CASH FLOW[1] (in billion EUR)	INCOMING ORDERS (in thousand units)
423	45.9	3.8	7.8	1.8	425
2024: 460	2024: 50.7	2024: 4.7	2024: 8.9	2024: 3.2	2024: 417

[1] Industrial Business

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GROUP

Q2 2026

INCOMING ORDERS (in thousand units)	UNIT SALES (in thousand units)	REVENUE[1] (in billion EUR)	EBIT (adjusted, in million EUR)	ROS[1] (adjusted, in %)	FREE CASH FLOW[1] (in million EUR)
74	87	11.4	838	6.8	1,762
Q2 2025: 59	Q2 2025: 81	Q2 2025: 10.8	Q2 2025: 1,022	Q2 2025: 9.2	Q2 2025: 20

[1] Industrial Business

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PAST FORWARD

FAST FORWARD

GROUP OUTLOOK

2026

130 YEARS OF FORWARD

UNIT SALES*	REVENUE*	EBIT	ROS*	FREE CASH FLOW*	MARKET VOLUME	
(in thousand units)	(in billion EUR)	(adjusted, in billion EUR)	(adjusted, in %)	(in billion EUR)	(in thousand units)	
					N. America	EU30**
340-370	43–47	3.6–4.1	7–9	3.0–3.5	250–290	290–330

This chart contains forward-looking statements about our current assessment of future results. These statements are subject to a range of risks and uncertainties, some of which are described in our latest Annual Report under the heading "Risk and Opportunity Report". If any of these risks and uncertainties materialize, or if the assumptions underlying any of our forward-looking statements prove incorrect, our actual results may be different.

*Industrial Business

**EU, UK, Norway, Switzerland

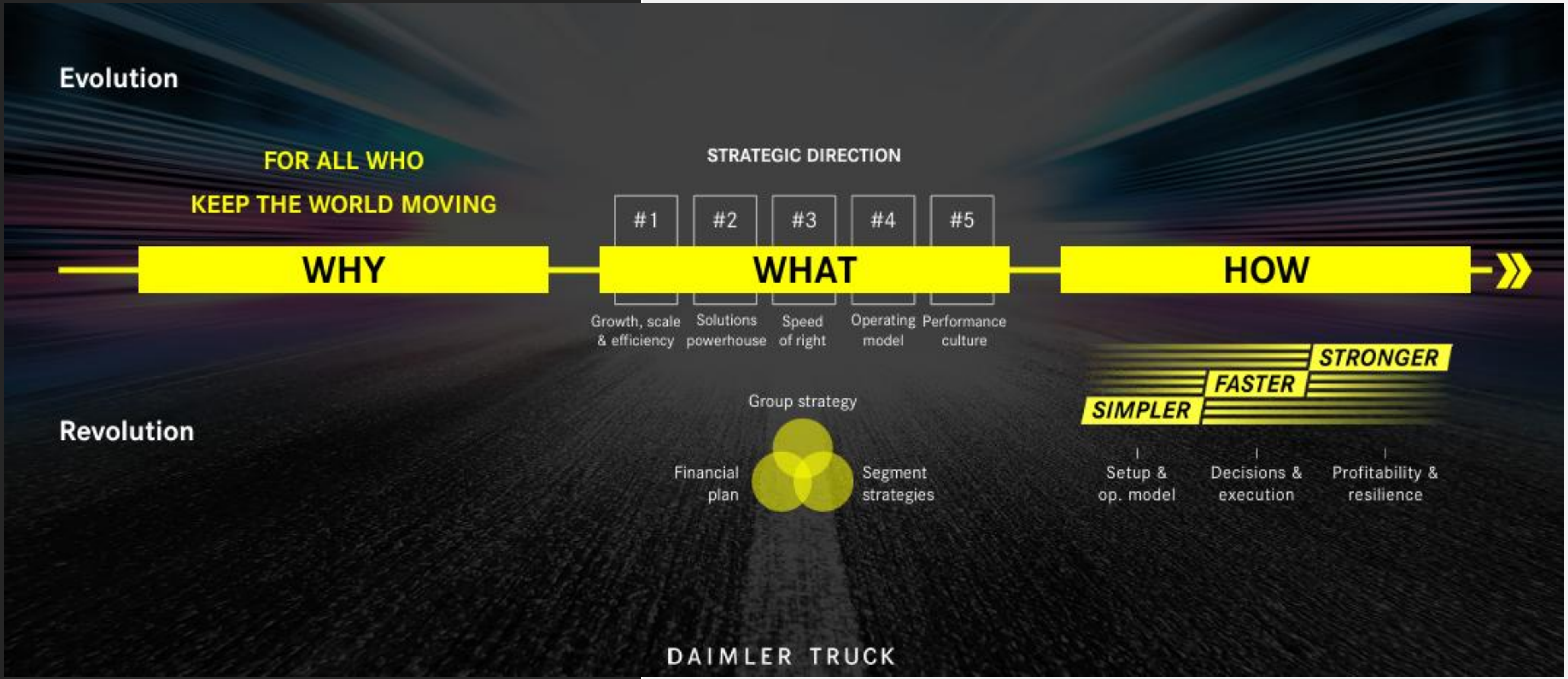
TRANSPORT REMAINS THE BACKBONE OF ECONOMY AND SOCIETY

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



The 3 core principles that will help us deliver on our Strategy

5 Strategic Priorities for DTAG to provide guidance on how to deal with external challenges and help us achieve our goals

ONE GLOBAL TEAM ENABLES STRONGER PRODUCT PORTFOLIO

India provides huge scale and cost reduction potential

Medium-duty optimization: From three cabs to one

Powerhouse product portfolio to be achieved with ONE Modular System and Daimler Truck's scale

India is strategically important for cost competitiveness with R&D, manufacturing and logistics

ONE Modular System **will meet customer needs with less complexity** and costs through scale

Improves innovation speed-to-market across the product range

DAIMLER TRUCK TECHNOLOGY STRATEGY

We keep executing and make adaptations where necessary

DIESEL

DIESEL AS FOUNDATION

Our basis to finance the business

COMPETITIVE & COMPLIANT

Consolidate portfolio – keep scale and invest in heavy-duty

BATTERY

FAST TO MARKET

Upscale passcar technology

FIRST TRUCKIFICATION

eActros 600 as pure buy battery pack

GLOBAL PLATFORM

Be ready for market uptake

HYDROGEN

DUAL STRATEGY

Decarbonize faster and less capital intensive with BEV and hydrogen

FUEL CELL

Keep technology leadership, share invest and bundle volume

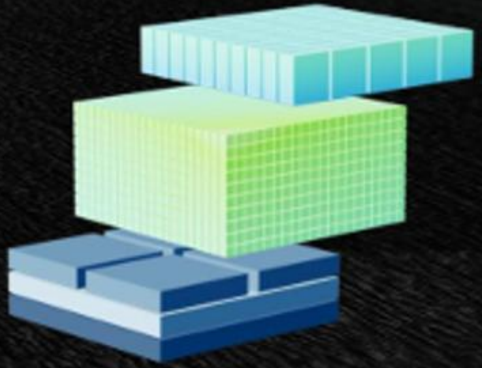
SOFTWARE

HARDWARE AND OS

Standardize at higher performance, share invest and increase scale

DIFFERENTIATING APPS

Increase customer value at higher speed and lower cost



WE ARE ONE TEAM

We win with our great people and a global high-performance mindset

HIGH-PERFORMANCE CULTURE

- We are customer-obsessed
- We have pride in what we deliver
- We focus on trust and accountability
- We execute with excellence
- We have a global ONE Team mindset

Uncertainty is the new norm…. We adapt, navigate and stay on course to remain resilient and intentional to drive purpose

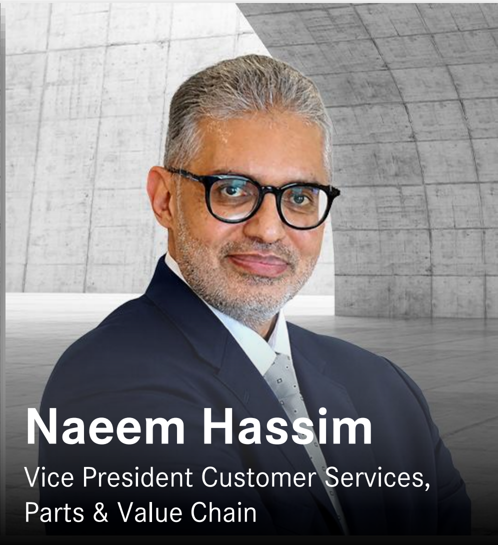
DTSA EXECUTIVE COMMITTEE

Maretha Gerber
President & Group CEO

Piérre Kriek
Executive Director & Group CFO

Gladstone Mtyoko
Vice President Manufacturing

Olaf Petersen
Vice President Sales & Marketing



Naeem Hassim
Vice President Customer Services, Parts & Value Chain

Mike Honiball
CEO – DTFS SA

Viscount Ramoshaba
General Manager Dealer Network & Training

Deon de Vries
General Manager MB Buses

Tebogo Shumba
Group Chief Human Resources Officer

Wolf Edmayr
General Manager Used Trucks & Buses

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Group Results 2025

NEW VEHICLE SALES	USED VEHICLE SALES	PARTS REVENUE
2996	**669**	**R2b**
2024 : 4551	2024 : 982	2024 : R1.98b

- Archion in place since April 2026
- DTSA is the GD for FUSO business until 2028
- Local team in place for the next two years

Our Sustainability Ambitions

PLANET

Climate & Environmental Protection

We strive for our new trucks and buses to be locally CO_2e free by 2050 worldwide.

We aim to achieve CO_2e neutrality across all our global production sites by 2050.

We strive together with our direct suppliers for CO_2e neutral products and services by 2050 worldwide.

Circular Economy

We aim to make our value creation circular and regenerative – keeping materials in use, conserving resources, and reducing waste.

PEOPLE

Our Team

We strive to be an employer of choice. Together we create an inclusive workplace – 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.

PERFORMANCE

Responsible Governance

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

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02 – Business and Financial Overview

Pierre Kriek

Executive Director & Group CFO DTSA

DTSA Group Results 2025

Revenue (In million ZAR)	EBIT (In million ZAR)	Profit before Tax (In million ZAR)	ROS* (In %)
7,916	1,653	183	1.9%
2024 : 11,660	2024 : 1,994	2024 : 415	2024 : 3.1%

* Industrial business only

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Group Results 2025

Cash Conversion Cycle
(days)

215

2024 : 117

Inventory
(In million ZAR)

4,817

2024 : 5,426

Free Cash Flow
(In million ZAR)

2,242

2024 : -3,131

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03 – DTFS SA Business Overview

Mike Honiball

CEO DTFS SA

FINANCIAL SERVICES 2025

NEW BUSINESS (in mn Euro)	PENETRATION RATE (in %)	PORTFOLIO (in billion EUR)	EBIT (adjusted, in million EUR)	ROE* (adjusted, in %)
10	**23**	**29.5**	**181**	**6.1**
2024 : 11.4	2024 : 23	2024 : 32.2	2024 : 133	2024 : 5.0

FINANCIAL SERVICES
Q2 2026

Daimler Truck Financial Services South Africa Focus Priorities.

Our Roadmap to Sustainable Transport Financing.

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04 – DTFS SA Financial Overview

Hanif Ahmed

CFO

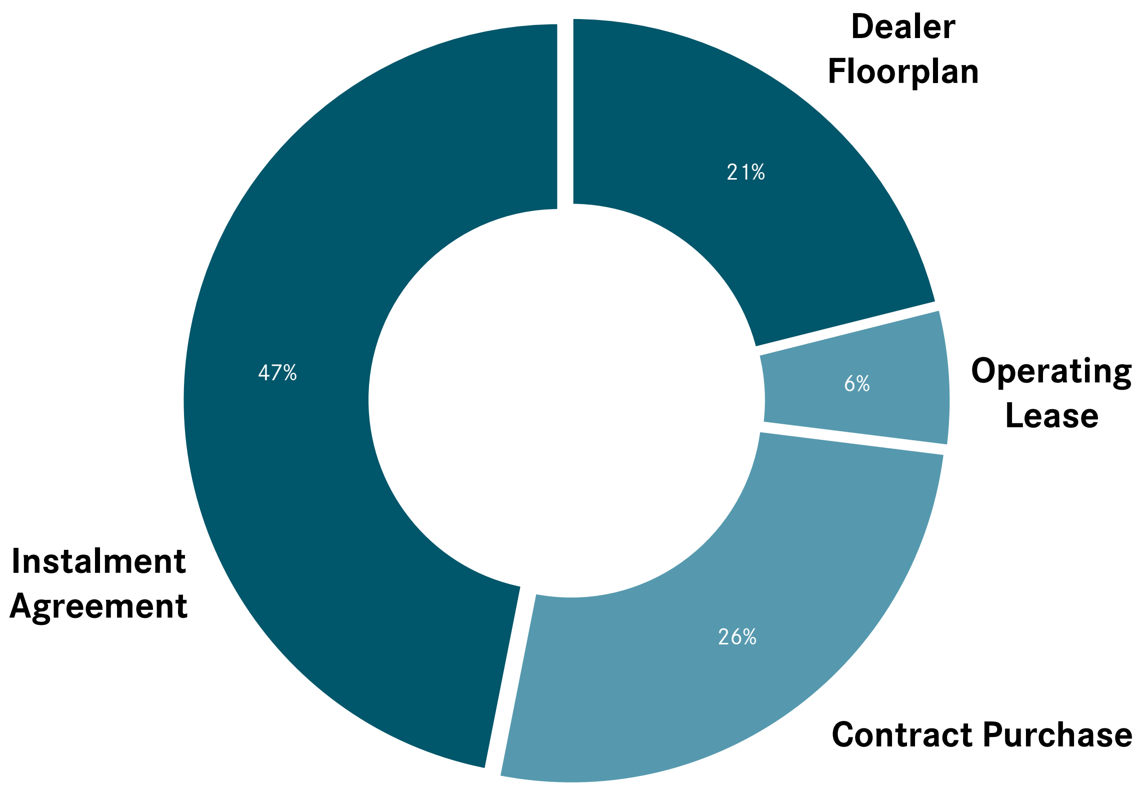
DTFS SA 2025 at a glance.

Resilient earnings in a contracting truck market. ZAR 261m, ROE at 17%

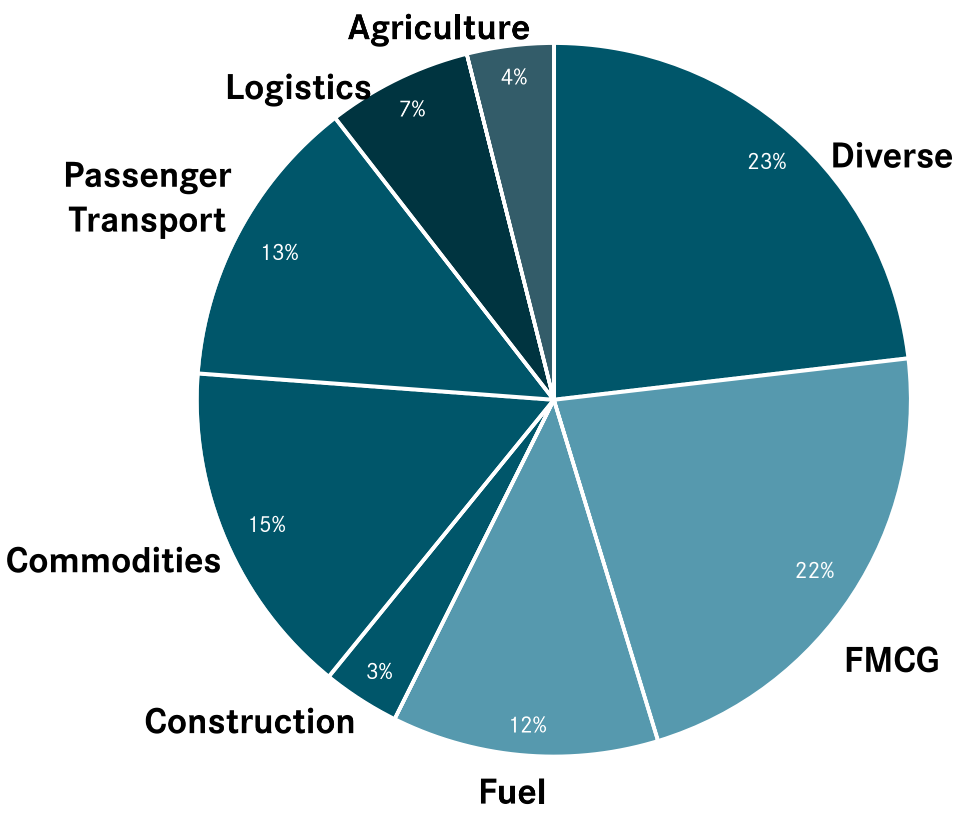
NEW BUSINESS Acquisitions (in bn ZAR)	Penetration Rate (in %)	PORTFOLIO (in bn ZAR)	PBT (in million ZAR)	ROE (in %)
4,6	45	17,2	261	17
2024: 6,9	2024: 55	2024: 19,1	2024: 240	2024: 18

The book behind the earnings. Balanced by product, diversified by sector.

Portfolio by Product Type

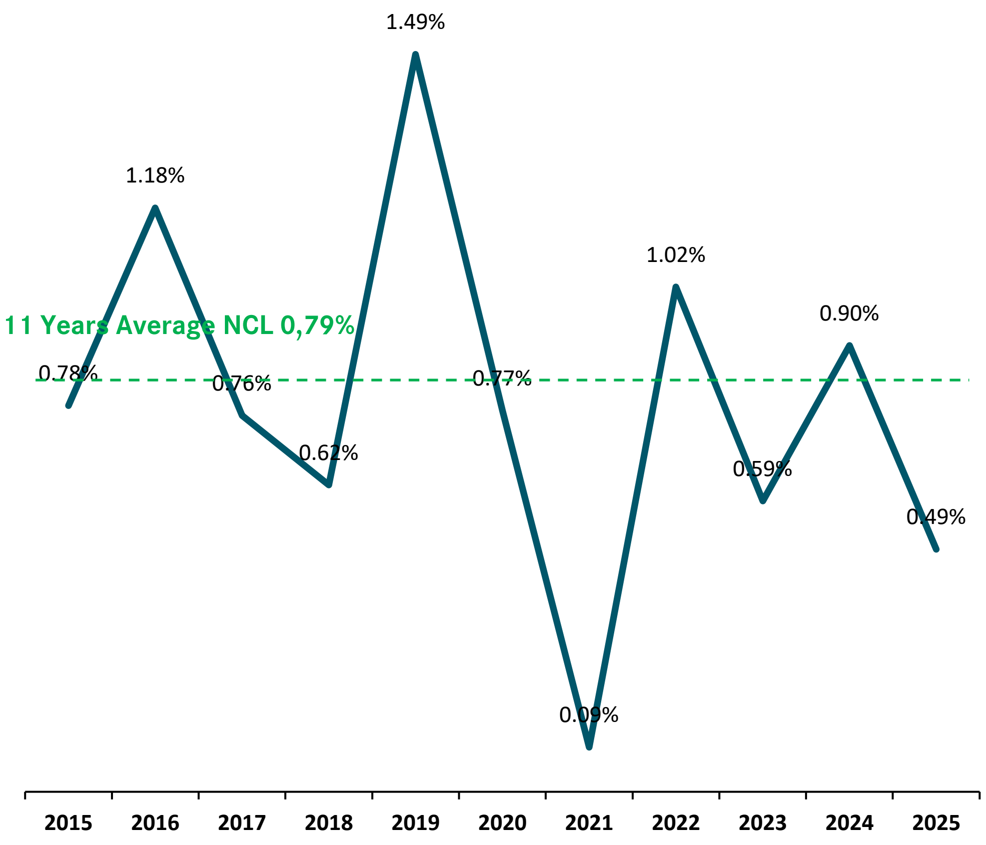


Customer Segmentation



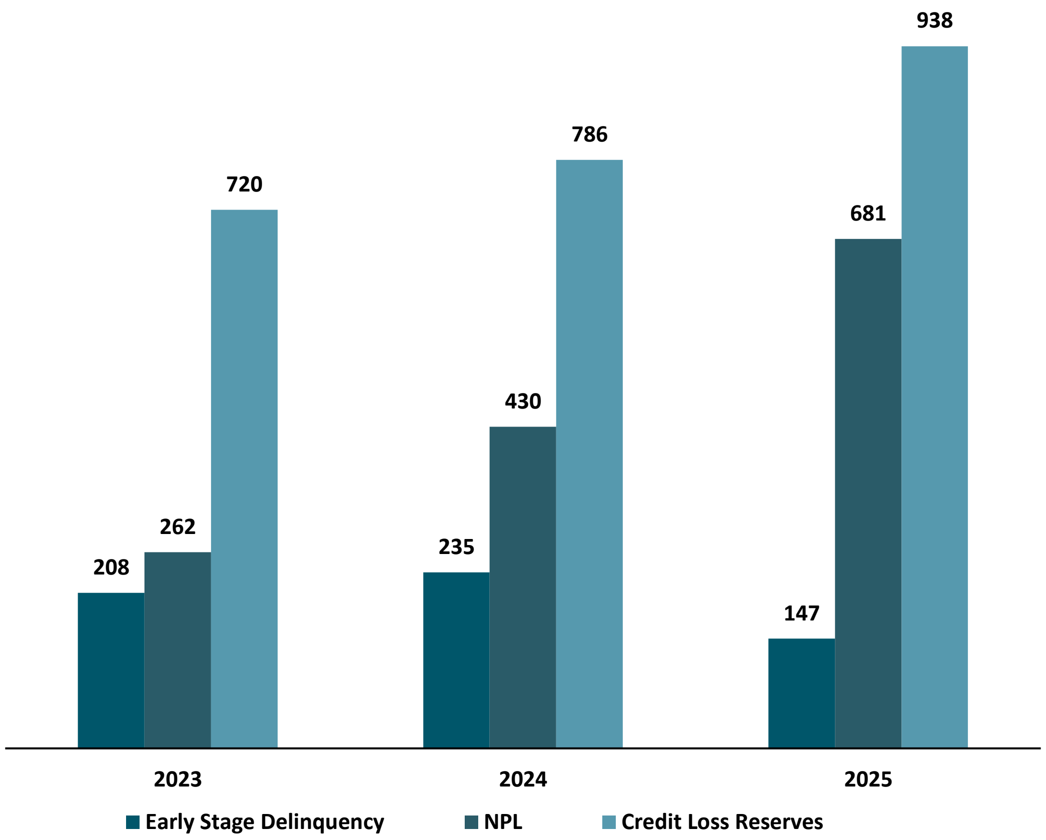
Asset quality trends remain aligned with forecasts, with NCL of 0.49%. NPL increased as anticipated amid elevated economic volatility. Reserve coverage remains stable and robust, supporting balance sheet resilience.

Net Credit Losses (%)



Credit Loss Reserves

- in ZAR mn -



05 – Treasury

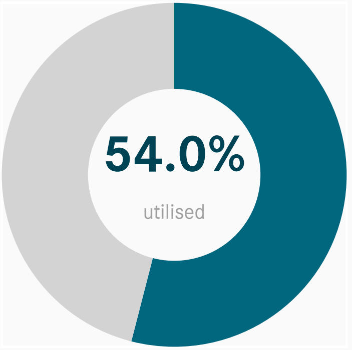
John Keller
Head of Treasury

DTSA funding position at end August 2026 – R13,6bn

Strong headroom remains across DMTN programme and overnight facilities

DMTN Programme

R20.0bn



UTILISED

R10.8bn

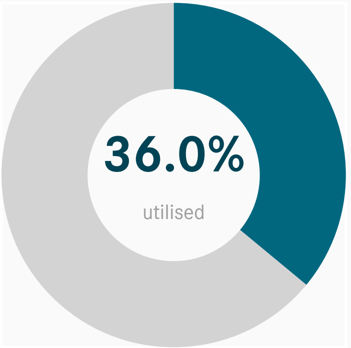
AVAILABLE

R9.2bn

Funding mix: R6.5bn private placements and R4.3bn auctions

Overnight Lines

R7.8bn



UTILISED

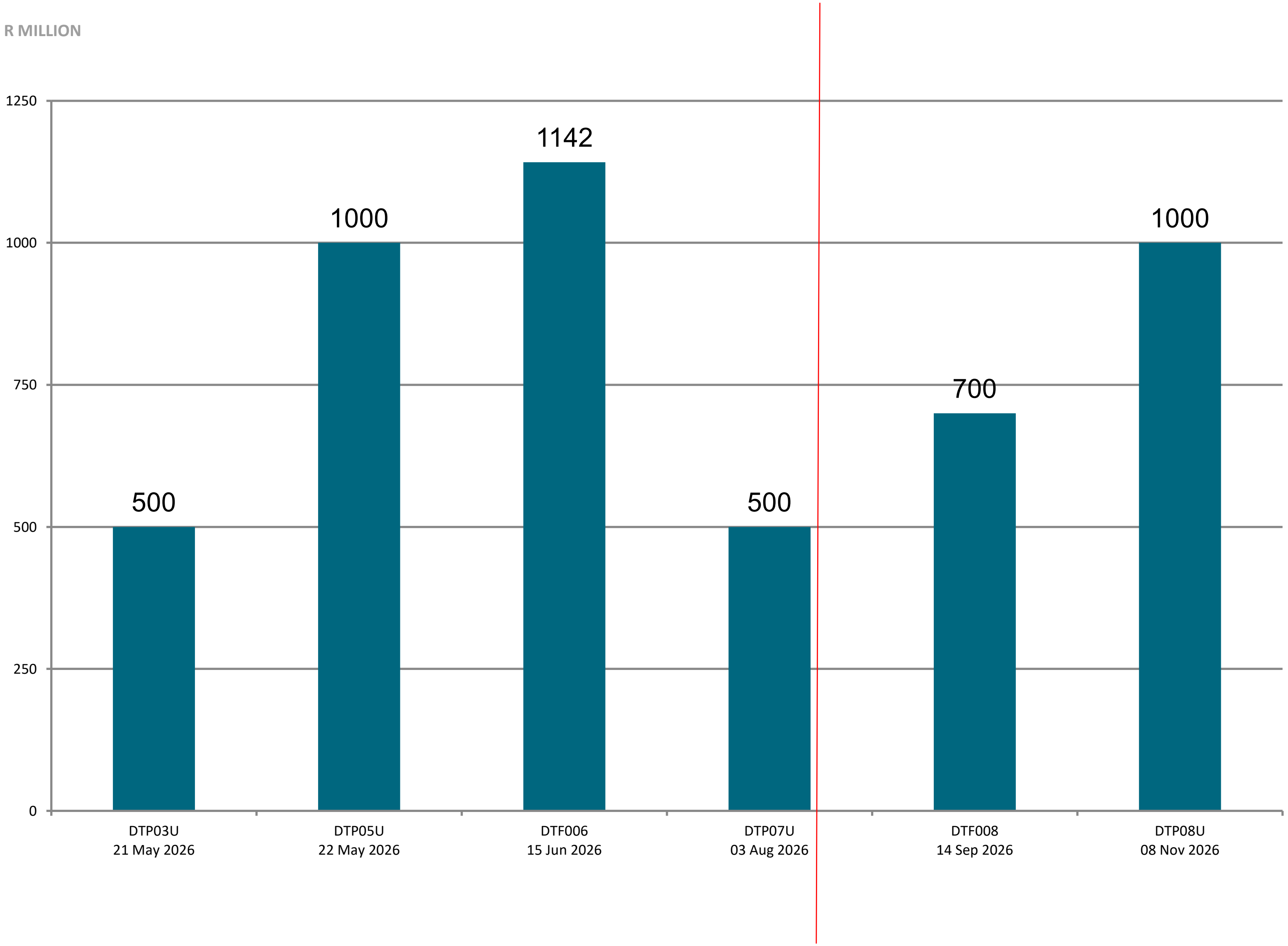
R2.8bn

AVAILABLE

R5.0bn

Available headroom supports short-term liquidity requirements

2026 DMTN Maturities of R4,8bn; Successfully Refinanced R3.1bn



01 **Refinancing completed**

R3.1bn successfully refinanced

02 **Planned issuance in 2H 2026**

One public auction of R1.0bn to R1.5bn;
One private placement of R1.0bn.

03 **Execution remains flexible**

Planned issuance may change depending on cash-flow development during the year.

Issuance Details

Auction and Offer details		
Arrangers & Dealers	Rand Merchant Bank / Nedbank Corporate and Investment Banking	
Notes Listing	The Interest Rate Market of the JSE	
Target Nominal Amount	Up to R1.5 billion	
Auction date	**Monday, 21 September 2026**	
Auction Time	09h00 – 11h00	
Bid Contact Details	**Cape Town Investors:** RMB Fixed Income Sales Desk +27 (11) 269 9040 fixedincomesales@rmb.co.za	**Gauteng/Durban Investors:** Nedbank Fixed Income Sales +27 (11) 535 4021 GarethRo@Nedbank.co.za RichardF@Nedbank.co.za
Settlement Date	Monday, 28 September 2026 (T+4)	
Placement Methodology	Dutch Auction (sealed bid without feedback)	
INSTRUMENTS ON OFFER		
Stock Code	DTF014	DTF015
Instrument Type	Floating Rate	Floating Rate
Tenor	1-year	3-year
Maturity Date	28 September 2027	28 September 2029
Price Guidance	TBA	TBA
Benchmark	ZARONIA	ZARONIA
Instrument status	Senior Unsecured	Senior Unsecured


THANK YOU

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