DAIMLER TRUCK

Factbook for Q2 2026*

August 07, 2026

* The Factbook reports on continuing operations, unless explicitly stated otherwise.

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Disclaimer: 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.

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Stock Market Information

1. Stock Market Information

In €m	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q2 2025	Q2 Change	FY 2025
Earnings per share (in €)							
basic	0.51	0.59	0.18	0.15	0.29	-46 %	2.33
diluted	0.51	0.59	0.18	0.15	0.29	-46 %	2.33
Average number of shares outstanding							
(adjusted for treasury shares, in millions)							
basic	766	766	765	762	769	-1 %	769
diluted	766	766	765	762	769	-1 %	769
Number of shares outstanding							
(at period end, in millions)	766	766	764	760	767	-1 %	766
Xetra closing price							
(at period end, in €)	**35.02**	**37.32**	**41.47**	**42.20**	**40.17**	**5%**	**37.32**
Market capitalization, Frankfurt Stock Exchange							
(based on number of shares outstanding, at period end, in billions of €)	**26.81**	**28.57**	**31.70**	**32.08**	**30.80**	**4%**	**28.57**

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Key Figures and Ratios

1. Key Figures and Ratios Group

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**	**2025**
Revenue	**10,551**	**11,797**	**9,981**	**12,292**	**11,674**	**5%**	**22,273**	**23,182**	**-4%**	**45,530**
EBIT	**553**	**677**	**292**	**360**	**396**	**-9%**	**652**	**1,399**	**-53%**	**2,630**
Net profit	**407**	**428**	**149**	**128**	**245**	**-48%**	**277**	**994**	**-72%**	**1,829**
Net profit from discontinued operations	**51**	**39**	**45**	**1,340**	**65**	**–**	**1,385**	**114**	**–**	**205**
Net profit from continuing and discontinued operations	**458**	**467**	**194**	**1,468**	**310**	**374%**	**1,662**	**1,108**	**50%**	**2,033**
t/o attributable to the shareholders of Daimler Truck Holding AG	434	489	175	1,457	277	427%	1,631	1,047	56%	1,970

	Sep. 30	Dec. 31	Mar. 31	Jun. 30**	Dec. 31	
	2025	**2025**	**2026**	**2026**	**2025**	**Change**
Total workforce (number of employees)*	**108,815**	**108,476**	**108,655**	**98,869**	**108,476**	**-9%**
Trucks North America	25,608	25,261	25,472	26,349	25,261	4%
Mercedes-Benz Trucks	47,060	46,812	46,560	47,036	46,812	0%
Daimler Buses	18,218	18,247	18,408	18,145	18,247	-1%
Financial Services	2,007	2,025	2,053	2,055	2,025	1%

* The total of the segments does not correspond to total workforce of the Group due to the reconciliation between the segments.

** Starting with Q2 2026, workforce figures no longer include approximately 10,000 Mitsubishi Fuso employees following the company's integration into ARCHION and the associated deconsolidation.

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Key Figures and Ratios

2. Key Figures and Ratios Industrial Business

In €m	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q2 2025	Q2 Change	Q1-2 2026	Q1-2 2025	Q1-2 Change	FY 2025
Continuing operations										
Unit sales	**72,277**	**85,961**	**68,849**	**86,707**	**80,607**	**8%**	**155,556**	**156,365**	**-1%**	**314,603**
Revenue	**9,695**	**10,921**	**9,142**	**11,417**	**10,821**	**6%**	**20,559**	**21,438**	**-4%**	**42,054**
EBIT	**513**	**631**	**253**	**302**	**376**	**-20%**	**555**	**1,329**	**-58%**	**2,472**
Adj. EBIT	**600**	**702**	**460**	**780**	**998**	**-22%**	**1,239**	**2,022**	**-39%**	**3,323**
ROS (in %)	*5.3*	*5.8*	*2.8*	*2.6*	*3.5*	–	*2.7*	*6.2*	–	*5.9*
Adj. ROS (in %)	*6.2*	*6.4*	*5.0*	*6.8*	*9.2*	–	*6.0*	*9.4*	–	*7.9*
Sum of continuing and discontinued operations										
EBIT	**611**	**673**	**315**	**1,701**	**475**	**258%**	**2,015**	**1,504**	**34%**	**2,788**
Average operating net assets*	**10,874**	**10,556**	**10,405**	**10,396**	**10,645**	**-2%**	**10,400**	**10,502**	**-1%**	**10,608**
Return on capital employed (in %)	*22.5*	*25.5*	*12.1*	*65.4*	*17.8*	–	*38.8*	*28.6*	–	*26.3*
Free Cash Flow	**24**	**1,747**	**-445**	**1,762**	**20**	–	**1,318**	**53**	–	**1,824**
Net liquidity	**5,878**	**7,670**	**7,143**	**8,342**	**5,926**	**41%**	**8,342**	**5,926**	**41%**	**7,670**
Investments PP&E	**275**	**484**	**140**	**234**	**164**	**43%**	**374**	**347**	**8%**	**1,106**
Depreciation and amortization/impairments**	**237**	**259**	**247**	**252**	**270**	**-7%**	**499**	**558**	**-11%**	**1,054**
t/o Amortization on capitalized development costs	19	20	21	21	21	1%	42	48	-12%	87
Research and development expenditure***	**520**	**557**	**503**	**517**	**610**	**-15%**	**1,020**	**1,194**	**-15%**	**2,272**
t/o Research and non-capitalized development costs***	465	508	463	481	534	-10%	943	1,033	-9%	2,006
t/o Capitalized development costs	55	49	40	36	75	-52 %	76	161	-53 %	265
*Capitalization ratio (in %)****	*10.6*	*8.8*	*8.0*	*7.0*	*12.3*	–	*7.5*	*13.5*	–	*11.7*
Research and development costs (EBIT view)***	**-485**	**-528**	**-484**	**-502**	**-555**	**10%**	**-986**	**-1,081**	**9%**	**-2,093**
t/o Research and non-capitalized development costs***	-465	-508	-463	-481	-534	10%	-943	-1,033	9%	-2,006
t/o Amortization on capitalized development costs	-19	-20	-21	-21	-21	-1 %	-42	-48	12 %	-87

* The operating net assets are calculated on the basis of the values at the end of each quarter. Liquidity as well as income taxes and pensions are not included in the calculation of the operating net assets. Including assets and liabilities held for sale.

** Depreciation and amortization including amortization on capitalized development costs and right-of-use assets, excluding depreciation on leased assets.

*** Excluding a special item in research and development costs of €218 million in the second quarter of 2025 from a non-cash derecognition of capitalized development costs due to the slower pace of transformation to battery-electric vehicles, especially in the US market.

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Key Figures and Ratios

3. Key Segment Data

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	2025	2025	2026	2026	2025	Change	2026	2025	Change	2025
Trucks North America										
Unit sales	30,225	34,017	29,432	41,687	38,580	8%	71,119	77,572	-8%	141,814
Revenue	3,996	4,235	3,838	5,182	5,086	2%	9,021	10,492	-14%	18,723
Adj. EBIT	257	307	209	435	657	-34%	644	1,434	-55%	1,998
Adj. ROS (in %)	*6.4*	*7.2*	*5.4*	*8.4*	*12.9*	–	*7.1*	*13.7*	–	*10.7*
Mercedes-Benz Trucks										
Unit sales	35,818	44,794	34,486	38,970	35,299	10%	73,456	65,944	11%	146,556
Revenue	4,886	5,616	4,605	5,318	4,826	10%	9,923	9,235	7%	19,738
Adj. EBIT	319	391	233	317	283	12%	550	521	6%	1,230
Adj. ROS (in %)	*6.5*	*7.0*	*5.1*	*6.0*	*5.9*	–	*5.5*	*5.6*	–	*6.2*
Daimler Buses										
Unit sales	6,443	7,315	4,972	6,132	7,027	-13%	11,104	13,233	-16%	26,991
Revenue	1,402	1,759	1,243	1,556	1,467	6%	2,800	2,802	0%	5,963
Adj. EBIT	137	189	107	150	147	2%	257	273	-6%	599
Adj. ROS (in %)	*9.8*	*10.7*	*8.6*	*9.6*	*10.0*	–	*9.2*	*9.7*	–	*10.0*
Reconciliation										
Unit sales	-209	-165	-41	-82	-299	73%	-123	-384	68%	-758
Revenue	-589	-690	-544	-640	-557	-15%	-1,184	-1,091	-9%	-2,370
Adj. EBIT	-113	-185	-89	-122	-88	-39%	-211	-206	-2%	-504
Financial Services										
Revenue	856	876	839	876	853	3%	1,715	1,744	-2%	3,476
Adj. EBIT	48	54	39	58	23	151%	97	79	23%	181
Equity (quarterly average, year-to-date)	2,981	2,979	3,019	3,067	2,998	2%	3,067	2,998	2%	2,979
Adj. ROE (in %, year-to-date)	*5.7*	*6.1*	*5.1*	*6.3*	*5.2*	–	*6.3*	*5.2*	–	*6.1*
Daimler Truck Group										
Unit sales	72,277	85,961	68,849	86,707	80,607	8%	155,556	156,365	-1%	314,603
Revenue	10,551	11,797	9,981	12,292	11,674	5%	22,273	23,182	-4%	45,530
Adj. EBIT	648	756	498	838	1,022	-18%	1,336	2,100	-36%	3,504

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Market information

1. Market (company internal analysis)

In %	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q2 2025	Q2 Change	Q1-2 2026	Q1-2 2025	Q1-2 Change	FY 2025
Trucks North America										
North America* Class 8										
Market (in k units)	65	58	50	66	70	-5.7%	116	135	-14.1%	258
Market Share (in %)	37.7%	38.4%	37.7%	38.3%	40.4%	-2.1%-pts.	38.0%	41.1%	-3.1%-pts.	39.6%
North America* Class 6-7										
Market (in k units)	34	30	31	36	34	5.9%	67	68	-1.5%	131
Market Share (in %)	30.4%	30.0%	33.0%	30.9%	30.0%	0.9%-pts.	31.9%	30.9%	1.0%-pts.	30.6%
North America* Class 6-8										
Market (in k units)	**99**	**88**	**80**	**102**	**104**	**-1.9%**	**183**	**203**	**-9.9%**	**389**
Market Share (in %)	**35.3%**	**35.5%**	**35.9%**	**35.7%**	**37.0%**	**-1.4%-pts.**	**35.8%**	**37.7%**	**-1.9%-pts.**	**36.6%**
Mercedes-Benz Trucks										
EU30** HDT										
Market (in k units)	68	79	80	85	77	10.4%	164	149	10.1%	296
Market Share (in %)	19.1%	18.8%	18.3%	19.2%	16.2%	3.0%-pts.	18.8%	15.3%	3.5%-pts.	17.1%
EU30** MDT										
Market (in k units)	8	9	7	7	8	-12.5%	14	16	-12.5%	33
Market Share (in %)	24.2%	22.1%	20.5%	20.4%	22.8%	-2.4%-pts.	20.5%	22.9%	-2.4%-pts.	23.0%
EU30 HDT/MDT**										
Market (in k units)	**76**	**88**	**87**	**91**	**85**	**7.1%**	**178**	**165**	**7.9%**	**329**
Market Share (in %)	**19.7%**	**19.2%**	**18.5%**	**19.3%**	**16.8%**	**2.5%-pts.**	**18.9%**	**16.0%**	**2.9%-pts.**	**17.7%**
Brazil HDT										
Market (in k units)	22	23	17	20	20	0.0%	37	42	-11.9%	87
Market Share (in %)	22.3%	23.6%	23.0%	22.8%	23.1%	-0.3%-pts.	22.9%	21.8%	1.1%-pts.	22.4%
Brazil MDT										
Market (in k units)	6	5	4	5	5	0.0%	9	10	-10.0%	21
Market Share (in %)	42.2%	41.5%	39.9%	39.0%	38.1%	0.8%-pts.	39.4%	38.6%	0.8%-pts.	40.3%
Brazil HDT/MDT										
Market (in k units)	**28**	**28**	**21**	**26**	**25**	**4.0%**	**47**	**52**	**-9.6%**	**108**
Market Share (in %)	**26.4%**	**27.1%**	**26.3%**	**26.0%**	**26.2%**	**-0.2%-pts.**	**26.1%**	**25.0%**	**1.1%-pts.**	**25.9%**

* USA, Canada and Mexico.

** European Union, United Kingdom, Switzerland and Norway.

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Financial Statements of the Daimler Truck Group

1. Condensed Statement of Income of Daimler Truck Group

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	2025	2025	2026	2026	2025	Change	2026	2025	Change	2025
Revenue	**10,551**	**11,797**	**9,981**	**12,292**	**11,674**	**5%**	**22,273**	**23,182**	**-4%**	**45,530**
Cost of sales	-8,699	-9,616	-8,212	-10,102	-9,543	-6 %	-18,313	-18,575	1 %	-36,890
Gross profit	**1,852**	**2,181**	**1,769**	**2,191**	**2,131**	**3%**	**3,960**	**4,607**	**-14%**	**8,640**
Selling expenses	-589	-724	-580	-599	-582	-3 %	-1,179	-1,203	2 %	-2,517
General administrative expenses	-340	-315	-346	-343	-518	34 %	-689	-987	30 %	-1,642
Research and non-capitalized development costs	-444	-465	-440	-481	-727	34 %	-921	-1,205	24 %	-2,115
Other operating income	147	190	172	132	225	-42 %	304	371	-18 %	708
Other operating expense	-31	-125	-47	-254	-77	-231 %	-301	-114	-164 %	-270
Profit/loss on equity-method investments, net	-40	-50	-239	-260	-38	-583 %	-498	-67	-639 %	-157
Other financial income/expense, net	-1	-15	2	-26	-19	-36 %	-24	-2	–	-18
Earnings before interest and taxes (EBIT)	**553**	**677**	**292**	**360**	**396**	**-9%**	**652**	**1,399**	**-53%**	**2,630**
Interest income	98	121	94	106	90	18 %	201	197	2 %	416
Interest expense	-82	-102	-79	-73	-82	12 %	-151	-159	5 %	-344
Profit from continuing operations, before income taxes	**569**	**696**	**307**	**394**	**403**	**-2%**	**702**	**1,437**	**-51%**	**2,702**
Income taxes	-162	-268	-158	-266	-158	-68 %	-424	-443	4 %	-873
Net profit from continuing operations, after tax	**407**	**428**	**149**	**128**	**245**	**-48%**	**277**	**994**	**-72%**	**1,829**
Net profit from discontinued operations, after tax	**51**	**39**	**45**	**1,340**	**65**	**–**	**1,385**	**114**	**–**	**205**
Net profit	**458**	**467**	**194**	**1,468**	**310**	**374%**	**1,662**	**1,108**	**50%**	**2,033**
t/o attributable to non-controlling interests	24	-23	20	11	33	-66 %	31	61	-50 %	63
t/o attributable to the shareholders of Daimler Truck Holding AG	434	489	175	1,457	277	427 %	1,631	1,047	56 %	1,970

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Financial Statements of the Daimler Truck Group

2. Condensed Statement of Financial Position of Daimler Truck Group

	Sept. 30	Dec. 31	Mar. 31	Jun. 30			Jun. 30	Dec. 31	
In €m	2025	2025	2026	2026	2025	Change	2026	2025	Change
Assets									
Intangible assets	2,727	2,771	2,807	2,852	2,688	6%	2,852	2,771	3%
Property, plant and equipment	6,745	6,991	7,032	7,125	6,672	7%	7,125	6,991	2%
Equipment on operating leases	3,979	4,117	4,111	4,213	4,003	5%	4,213	4,117	2%
Receivables from financial services	25,675	26,109	26,214	27,028	26,523	2%	27,028	26,109	4%
Equity-method investments	768	896	707	1,804	752	140%	1,804	896	101%
Inventories	8,471	7,209	8,370	8,665	8,435	3%	8,665	7,209	20%
Trade receivables	3,500	3,652	3,862	3,902	3,765	4%	3,902	3,652	7%
Cash and cash equivalents	7,670	8,550	8,711	8,245	6,784	22%	8,245	8,550	-4%
Marketable debt securities and similar investments	2,572	2,725	3,030	2,491	1,923	30%	2,491	2,725	-9%
t/o current	2,468	2,630	2,925	2,375	1,814	31%	2,375	2,630	-10%
t/o non-current	104	95	104	116	109	6%	116	95	22%
Other financial assets	2,020	1,733	1,739	1,321	1,937	-32%	1,321	1,733	-24%
Other assets	4,469	4,299	4,270	4,307	4,461	-3%	4,307	4,299	0%
Assets held for sale	3,335	3,478	3,797	679	3,487	-81%	679	3,478	-80%
Total assets	**71,931**	**72,530**	**74,651**	**72,632**	**71,429**	**2%**	**72,632**	**72,530**	**0%**
Equity and liabilities									
Equity	21,547	22,068	22,448	22,938	21,086	9%	22,938	22,068	4%
Provisions	5,962	5,984	5,923	5,797	5,965	-3%	5,797	5,984	-3%
Financing liabilities	29,417	29,194	29,921	29,136	28,670	2%	29,136	29,194	0%
t/o current	7,148	8,767	9,247	10,312	8,383	23%	10,312	8,767	18%
t/o non-current	22,269	20,426	20,674	18,824	20,287	-7%	18,824	20,426	-8%
Trade payables	3,884	3,794	4,425	4,888	4,231	16%	4,888	3,794	29%
Other financial liabilities	3,955	3,797	3,860	3,860	4,242	-9%	3,860	3,797	2%
Contract and refund liabilities	3,766	4,015	4,087	4,054	3,784	7%	4,054	4,015	1%
Other liabilities	1,999	2,079	2,009	1,959	2,045	-4%	1,959	2,079	-6%
Liabilities related to assets held for sale	1,401	1,600	1,976	–	1,405	–	–	1,600	–
Total equity and liabilities	**71,931**	**72,530**	**74,651**	**72,632**	**71,429**	**2%**	**72,632**	**72,530**	**0%**

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Financial Statements of the Daimler Truck Group

3. Condensed Statement of Cash Flows of Daimler Truck Group*

	Q1-3	Q1-4	Q1	Q1-2		
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**
Cash and cash equivalents at beginning of period	**6,553**	**6,553**	**8,648**	**8,648**	**6,553**	**32%**
Profit before income taxes	2,272	3,008	366	2,159	1,607	34%
Depreciation and amortization/impairments	816	1,075	253	510	569	-10%
Oth. non-cash expense/inc. & gains/losses on disposals of assets	269	328	242	-485	225	–
Change in operating assets and liabilities						
t/o Inventories	-1,041	194	-1,153	-1,466	-894	64%
t/o Trade receivables	89	-153	-133	-24	-155	85%
t/o Trade payables	103	165	508	823	457	80%
t/o Receivables from Financial Services	1,298	828	451	-45	348	–
t/o Vehicles on operating leases	162	14	14	-17	148	–
t/o Other operating assets and liabilities	-705	-321	-179	-492	-476	3%
Dividends received from equity-method investments	6	6	–	3	4	-31%
Income taxes paid	-733	-808	-107	-245	-569	-57%
Cash used for/provided by operating activities	**2,538**	**4,336**	**260**	**721**	**1,263**	**43%**
Additions to property, plant and equipment	-630	-1,117	-143	-379	-351	8%
Additions to intangible assets	-281	-358	-54	-108	-203	-47%
Proceeds from the disposal of discontinued operations net of cash and cash equivalents disposed of	–	–	–	1,178	–	–
Investments in and proceeds from disposals of shareholdings	-150	-313	-24	-84	-98	14%
Acquisitions and sales of marketable debt securities and similar investments	-408	-559	-203	360	204	77%
Other	173	205	-12	-18	170	–
Cash used for/provided by investing activities	**-1,297**	**-2,142**	**-436**	**949**	**-278**	**–**
Change in financing liabilities	2,720	2,673	494	-507	2,023	–
Dividends paid	-1,637	-1,654	-47	-1,498	-1,600	-6%
Acquisition of treasury shares	-616	-616	-51	-214	-532	-60%
Internal equity and financing transactions	0	0	0	0	0	–
Cash used for/provided by financing activities	**467**	**403**	**396**	**-2,219**	**-110**	**–**
Effect of foreign exchange rate changes on cash & cash equivalents	-507	-502	101	146	-489	–
Cash and cash equivalents at end of period	**7,753**	**8,648**	**8,969**	**8,245**	**6,939**	**19%**

* Of continuing and discontinued operations.

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Industrial Business

1. Summary Income Statement of the Industrial Business

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	2025	2025	2026	2026	2025	Change	2026	2025	Change	2025
Production (in units)	**72,839**	**74,650**	**77,391**	**87,508**	**83,561**	**5%**	**164,899**	**164,186**	**0%**	**311,675**
Incoming orders (in units)	**64,412**	**104,764**	**114,043**	**74,448**	**58,517**	**27%**	**188,491**	**134,739**	**40%**	**303,915**
Zero-Emission-Vehicles (ZEV)	1,064	1,188	1,149	1,249	664	88%	2,398	1,826	31%	4,078
Unit sales	**72,277**	**85,961**	**68,849**	**86,707**	**80,607**	**8%**	**155,556**	**156,365**	**-1%**	**314,603**
Zero-Emission-Vehicles (ZEV)	1,679	1,966	742	1,405	1,162	21%	2,147	1,752	23%	5,397
Book-to-bill ratio (in %)	**89**	**122**	**166**	**86**	**73**	–	**121**	**86**	**–**	**97**
Revenue	**9,695**	**10,921**	**9,142**	**11,417**	**10,821**	**6%**	**20,559**	**21,438**	**-4%**	**42,054**
Cost of sales	-7,959	-8,861	-7,497	-9,379	-8,789	-7%	-16,876	-17,066	1%	-33,886
Gross profit	**1,736**	**2,060**	**1,645**	**2,038**	**2,033**	**0%**	**3,683**	**4,372**	**-16%**	**8,168**
Selling expenses	-559	-689	-546	-560	-548	-2%	-1,106	-1,136	3%	-2,384
General administrative expenses	-293	-261	-297	-285	-465	39%	-583	-875	33%	-1,429
Research and non-capitalized development costs	-444	-465	-440	-481	-727	34%	-921	-1,205	24%	-2,115
Other operating income	136	172	158	120	212	-43%	278	339	-18%	648
Other operating expense	-22	-118	-30	-243	-71	-244%	-273	-97	-181%	-237
Result from equity-method investments, net	-40	-55	-240	-262	-39	-571%	-501	-69	-625%	-164
Other financial income/expense, net	0	-13	3	-25	-18	-36%	-21	0	–	-14
EBIT	**513**	**631**	**253**	**302**	**376**	**-20%**	**555**	**1,329**	**-58%**	**2,472**
ROS (in %)	*5.3*	*5.8*	*2.8*	*2.6*	*3.5*	–	*2.7*	*6.2*	–	*5.9*
Legal proceedings and related measures	44	31	–	–	–	–	–	–	–	76
Restructuring measures	1	-9	–	–	339	–	–	339	–	331
M&A-related matters	41	48	206	478	65	631%	684	136	403%	226
Other	–	–	–	–	218	–	–	218	–	218
Adj. EBIT	**600**	**702**	**460**	**780**	**998**	**-22%**	**1,239**	**2,022**	**-39%**	**3,323**
Adj. ROS (in %)	*6.2*	*6.4*	*5.0*	*6.8*	*9.2*	–	*6.0*	*9.4*	–	*7.9*

DAIMLER TRUCK

Industrial Business

2. Summary Cash Flow Statement of the Industrial Business*

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**	**2025**
Cash flows from operating activities	440	2,529	-205	938	350	168%	734	743	-1%	3,712
Cash flows from investing activities	-1,013	-842	-432	1,388	1,153	20%	956	-269	–	-2,124
Change in marketable debt securities and similar investments	611	149	201	-565	-1,303	57%	-364	-206	-76%	553
Right-of-use assets	-42	-102	-78	-21	-58	64%	-99	-93	-7%	-237
Other adjustments	29	13	69	22	-123	–	91	-122	–	-80
Free cash flow of the Industrial Business	**24**	**1,747**	**-445**	**1,762**	**20**	**–**	**1,318**	**53**	**–**	**1,824**
Net profit (Group)	**458**	**467**	**194**	**1,468**	**310**	**374%**	**1,662**	**1,108**	**50%**	**2,033**
Cash conversion rate**	**0.1**	**3.7**	**-2.3**	**1.2**	**0.1**	**–**	**0.8**	**0.0**	**–**	**0.9**
Net liquidity at the beginning of the period	**5,926**	**5,878**	**7,670**	**7,143**	**7,931**	**-10%**	**7,670**	**8,558**	**-10%**	**8,558**
FCF	24	1,747	-445	1,762	20	–	1,318	53	–	1,824
t/o working capital	-121	905	-672	69	-460	–	-602	-764	21%	20
Other	-71	45	-83	-563	-2,025	72%	-646	-2,685	76%	-2,711
t/o dividends Daimler Truck Holding AG	–	–	–	-1,451	-1,462	1%	-1,451	-1,462	1%	-1,462
t/o acquisition of treasury shares	-83	–	-51	-163	-326	50%	-214	-532	60%	-616
Net liquidity at the end of the period	**5,878**	**7,670**	**7,143**	**8,342**	**5,926**	**41%**	**8,342**	**5,926**	**41%**	**7,670**

* Of continuing and discontinued operations.

** Effective from January 01, 2026, the cash conversation rate (CCR) is calculated from the ratio of the Free Cash Flow of the Industrial Business to the Net profit of the Group.

DAIMLER TRUCK

Industrial Business

3. Return on Capital Employed of the Industrial Business*

	Q1-3	Q1-4	Q1	Q1-2		
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**
EBIT	**2,115**	**2,788**	**315**	**2,015**	**1,504**	**34%**
Intangible assets	2,981	3,015	3,041	2,801	2,944	-5%
Property, plant and equipment	7,995	8,218	8,274	7,051	7,943	-11%
Inventories	9,448	8,134	9,388	8,585	9,355	-8%
Trade receivables	3,484	3,844	3,910	3,413	3,878	-12%
Other assets	4,656	4,610	4,445	5,771	4,774	21%
Operating assets**	**28,564**	**27,821**	**29,059**	**27,621**	**28,894**	**-4%**
Trade payables	4,338	4,341	4,899	4,751	4,718	1%
Other liabilities	13,145	13,449	13,381	12,859	13,508	-5%
Operating liabilities**	**17,483**	**17,791**	**18,280**	**17,609**	**18,226**	**-3%**
Operating net assets**	**11,081**	**10,030**	**10,779**	**10,012**	**10,668**	**-6%**
Average operating net assets**	**10,626**	**10,608**	**10,405**	**10,400**	**10,502**	**-1%**
Return on capital employed of the Industrial Business (in %)	**26.5**	**26.3**	**12.1**	**38.8**	**28.6**	**–**

* Of continuing and discontinued operations.

** The operating net assets are calculated on the basis of the values at the end of each quarter. Liquidity as well as income taxes and pensions are not included in the calculation of the operating net assets. Including assets and liabilities held for sale.

DAIMLER TRUCK

Industrial Business

4. Condensed Statement of Financial Position of the Industrial Business

In €m	Sept. 30 2025	Dec. 31 2025	Mar. 31 2026	Jun. 30 2026	Jun. 30 2025	Change	Jun. 30 2026	Dec. 31 2025	Change
Assets									
Intangible assets	2,676	2,720	2,755	2,801	2,634	6%	2,801	2,720	3%
Property, plant and equipment	6,692	6,939	6,981	7,051	6,619	7%	7,051	6,939	2%
Equipment on operating leases	2,805	2,902	2,900	2,902	2,829	3%	2,902	2,902	0%
Receivables from Financial Services	-3	-10	-10	-8	-9	11%	-8	-10	16%
Equity-method investments	764	888	698	1,792	750	139%	1,792	888	102%
Inventories	8,412	7,136	8,296	8,585	8,369	3%	8,585	7,136	20%
Trade receivables	2,935	3,248	3,333	3,413	3,328	3%	3,413	3,248	5%
Cash and cash equivalents	7,312	8,249	8,340	7,971	6,535	22%	7,971	8,249	-3%
Marketable debt securities and similar investments	2,526	2,679	2,978	2,437	1,880	30%	2,437	2,679	-9%
t/o current	2,468	2,630	2,925	2,375	1,814	31%	2,375	2,630	-10%
t/o non-current	58	49	53	62	66	-6%	62	49	28%
Other financial assets	827	455	475	88	798	-89%	88	455	-81%
Other assets	3,241	2,961	2,928	3,006	3,283	-8%	3,006	2,961	1%
Assets held for sale	3,335	3,478	3,797	679	3,487	-81%	679	3,478	-80%
Total assets	**41,524**	**41,646**	**43,472**	**40,718**	**40,501**	**1%**	**40,718**	**41,646**	**-2%**
Equity and liabilities									
Equity	18,573	19,103	19,375	19,783	18,162	9%	19,783	19,103	4%
Provisions	5,805	5,835	5,767	5,647	5,813	-3%	5,647	5,835	-3%
Financing liabilities	3,581	2,690	3,320	1,876	2,139	-12%	1,876	2,690	-30%
t/o current	-6,163	-5,988	-6,072	-5,258	-5,860	10%	-5,258	-5,988	12%
t/o non-current	9,744	8,677	9,392	7,134	8,000	-11%	7,134	8,677	-18%
Trade payables	3,773	3,671	4,306	4,751	4,131	15%	4,751	3,671	29%
Other financial liabilities	3,099	3,044	3,027	3,051	3,437	-11%	3,051	3,044	0%
Contract and refund liabilities	3,765	4,014	4,086	4,052	3,783	7%	4,052	4,014	1%
Other liabilities	1,526	1,688	1,615	1,557	1,632	-5%	1,557	1,688	-8%
Liabilities related to assets held for sale	1,401	1,600	1,976	–	1,405	–	–	1,600	–
Total equity and liabilities	**41,524**	**41,646**	**43,472**	**40,718**	**40,501**	**1%**	**40,718**	**41,646**	**-2%**

DAIMLER TRUCK

Industrial Business

5. Condensed Statement of Cash Flows of the Industrial Business*

In €m	Q1-3 2025	Q1-4 2025	Q1 2026	Q1-2 2026	Q1-2 2025**	Change
Cash and cash equivalents at beginning of period	**6,363**	**6,363**	**8,347**	**8,348**	**6,363**	**31%**
Profit before income taxes	2,163	2,853	328	2,063	1,538	34%
Depreciation and amortization/impairments	795	1,054	247	499	558	-11%
Oth. non-cash expense/inc. & gains/losses on disposals of assets	266	325	224	-509	227	–
Change in operating assets and liabilities						
t/o Inventories	-1,095	154	-1,153	-1,459	-941	-55%
t/o Trade receivables	123	-271	-31	26	-274	–
t/o Trade payables	87	136	512	831	451	84%
t/o Receivables from financial services	-7	5	-18	-18	-12	-51%
t/o Vehicles on operating leases	306	379	61	155	201	-23%
t/o Other operating assets and liabilities	-791	-207	-306	-669	-494	-35%
Dividends received from equity-method investments	6	6	–	3	4	-31%
Income taxes paid	-671	-723	-68	-189	-515	63%
Cash flows from operating activities	**1,183**	**3,712**	**-205**	**734**	**743**	**-1%**
Additions to property, plant and equipment	-624	-1,106	-140	-374	-347	-8%
Additions to intangible assets	-272	-347	-52	-105	-197	47%
Proceeds from the disposal of discontinued operations net of cash and cash equivalents disposed of	–	–	–	1,178	–	–
Investments in and proceeds from disposals of shareholdings	-150	-313	-24	-84	-98	14%
Acquisitions and sales of market. debt securities and similar investments	-404	-553	-201	364	206	76%
Other	168	195	-15	-23	167	–
Cash flows from investing activities	**-1,282**	**-2,124**	**-432**	**956**	**-269**	**–**
Change in financing liabilities	2,298	2,393	481	-303	1,334	–
Dividends paid	-1,637	-1,654	-47	-1,498	-1,600	6%
Acquisition of treasury shares	-616	-616	-51	-214	-532	60%
Internal equity and financing transactions	1,583	767	408	-188	1,129	–
Cash flows from financing activities	**1,629**	**891**	**791**	**-2,202**	**330**	**–**
Effect of foreign exchange rate changes on cash & cash equivalents	-497	-494	96	137	-477	–
Cash and cash equivalents at end of period	**7,396**	**8,348**	**8,598**	**7,971**	**6,690**	**19%**

* Of continuing and discontinued operations.

** Profit before income taxes from continuing and discontinued operations and other operating assets and liabilities for Industrial Business have been adjusted due to an insignificant error.

DAIMLER TRUCK

Trucks North America

1. Key Figures and Ratios

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**	**2025**
Production (in units)	**28,108**	**33,235**	**31,775**	**42,269**	**38,635**	**9%**	**74,044**	**77,575**	**-5%**	**138,918**
Incoming orders (in units)	**26,168**	**52,293**	**59,195**	**35,379**	**13,842**	**156%**	**94,574**	**45,582**	**107%**	**124,043**
Unit sales	**30,225**	**34,017**	**29,432**	**41,687**	**38,580**	**8%**	**71,119**	**77,572**	**-8%**	**141,814**
t/o North America*	30,066	33,866	29,377	41,468	38,366	8%	70,845	77,213	-8%	141,145
t/o USA	25,968	30,004	26,741	35,844	34,033	5%	62,585	67,432	-7%	123,404
Book-to-bill ratio (in %)	**87**	**154**	**202**	**85**	**36**	**–**	**133**	**59**	**–**	**87**
Investments PP&E	**62**	**133**	**36**	**56**	**46**	**21%**	**92**	**89**	**3%**	**285**
Research and development expenditure**	**155**	**126**	**135**	**157**	**179**	**-12%**	**292**	**362**	**-19%**	**643**
t/o capitalized development costs	–	–	0	–	20	–	–	45	–	45
Capitalization ratio (in %)	*–*	*–*	*0.0*	*–*	*11.2*	*–*	*–*	*12.4*	*–*	*7.0*
Revenue	**3,996**	**4,235**	**3,838**	**5,182**	**5,086**	**2%**	**9,021**	**10,492**	**-14%**	**18,723**
Cost of sales	-3,425	-3,640	-3,325	-4,386	-4,076	-8%	-7,710	-8,344	8%	-15,409
Gross profit	**571**	**596**	**514**	**796**	**1,010**	**-21%**	**1,310**	**2,148**	**-39%**	**3,314**
Selling expenses	-87	-109	-88	-112	-95	-18%	-199	-196	-2%	-393
General administrative expenses	-79	-50	-88	-94	-124	25%	-181	-246	27%	-375
Research and non-capitalized development costs	-155	-126	-135	-157	-307	49%	-292	-465	37%	-746
Others	4	-9	-194	1	19	-93%	-193	35	–	30
EBIT	**254**	**300**	**10**	**435**	**504**	**-14%**	**445**	**1,276**	**-65%**	**1,831**
ROS (in %)	*6.4*	*7.1*	*0.2*	*8.4*	*9.9*	*–*	*4.9*	*12.2*	*–*	*9.8*
Legal proceedings and related measures	–	–	–	–	–	–	–	–	–	–
Restructuring measures	–	–	–	–	–	–	–	–	–	–
M&A-related matters	3	6	199	–	5	–	199	10	–	20
Other	–	–	–	–	148	–	–	148	–	148
Adj. EBIT	**257**	**307**	**209**	**435**	**657**	**-34%**	**644**	**1,434**	**-55%**	**1,998**
Adj. ROS (in %)	*6.4*	*7.2*	*5.4*	*8.4*	*12.9*	*–*	*7.1*	*13.7*	*–*	*10.7*

* USA, Canada and Mexico.

** Excluding a special item in research and development costs of €148 million in the second quarter of 2025 from a non-cash derecognition of capitalized development costs due to the slower pace of transformation to battery-electric vehicles, especially in the US market.

DAIMLER TRUCK

Mercedes-Benz Trucks

1. Key Figures and Ratios

In €m	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q2 2025	Q2 Change	Q1-2 2026	Q1-2 2025	Q1-2 Change	FY 2025
Production (in units)	**37,528**	**35,561**	**39,843**	**39,135**	**37,374**	**5%**	**78,978**	**72,135**	**9%**	**145,224**
Incoming orders (in units)	**33,131**	**47,095**	**48,987**	**33,850**	**37,839**	**-11%**	**82,837**	**74,643**	**11%**	**154,869**
t/o Zero-Emission-Vehicle (ZEV)	**233**	**748**	**690**	**861**	**371**	**132%**	**1,551**	**1,035**	**50%**	**2,016**
Unit sales	**35,818**	**44,794**	**34,486**	**38,970**	**35,299**	**10%**	**73,456**	**65,944**	**11%**	**146,556**
t/o EU30*	15,012	19,384	13,963	16,538	12,184	36%	30,501	23,446	30%	57,842
t/o Zero-Emission-Vehicle (ZEV)	1,011	1,270	445	901	451	100%	1,346	550	145%	2,831
t/o Germany	5,452	6,263	4,107	5,370	3,711	45%	9,477	7,639	24%	19,354
t/o Latin America**	9,911	9,242	7,687	9,447	9,889	-4%	17,134	17,313	-1%	36,466
t/o Brazil	6,664	6,861	5,685	6,802	7,051	-4%	12,487	12,495	0%	26,020
t/o Asia	6,189	9,477	8,241	7,169	7,408	-3%	15,410	14,760	4%	30,426
t/o India	4,898	6,325	6,915	5,550	5,403	3%	12,465	11,133	12%	22,356
Book-to-bill ratio (in %)	**92**	**105**	**142**	**87**	**107**	**–**	**113**	**113**	**–**	**106**
Investments PP&E	**162**	**232**	**74**	**142**	**84**	**69%**	**216**	**187**	**16%**	**580**
Research and development expenditure* **	**221**	**247**	**223**	**238**	**277**	**-14%**	**461**	**537**	**-14%**	**1,006**
t/o capitalized development costs	47	36	29	26	49	-48%	55	107	-49%	189
Capitalization ratio (in %)	*21.2*	*14.5*	*13.1*	*10.7*	*17.7*	–	*11.9*	*19.9*	–	*18.8*
Revenue	**4,886**	**5,616**	**4,605**	**5,318**	**4,826**	**10%**	**9,923**	**9,235**	**7%**	**19,738**
Cost of sales	-3,979	-4,362	-3,719	-4,341	-4,086	-6%	-8,060	-7,566	-7%	-15,907
Gross profit	**907**	**1,255**	**886**	**977**	**740**	**32%**	**1,863**	**1,669**	**12%**	**3,831**
Selling expenses	-416	-565	-402	-371	-403	8%	-772	-822	6%	-1,802
General administrative expenses	-139	-174	-130	-151	-254	41%	-281	-420	33%	-733
Research and non-capitalized development costs	-174	-211	-194	-212	-298	29%	-406	-501	19%	-886
Others	105	65	65	67	56	19%	132	119	11%	288
EBIT	**283**	**370**	**225**	**311**	**-158**	**–**	**536**	**45**	**–**	**698**
ROS (in %)	*5.8*	*6.6*	*4.9*	*5.8*	*-3.3*	–	*5.4*	*0.5*	–	*3.5*
Legal proceedings and related measures	–	–	–	–	–	–	–	–	–	–
Restructuring measures	1	-9	–	–	339	–	–	339	–	331
M&A-related matters	34	30	7	6	31	-79%	14	67	-79%	131
Other	–	–	–	–	70	–	–	70	–	70
Adj. EBIT	**319**	**391**	**233**	**317**	**283**	**12%**	**550**	**521**	**6%**	**1,230**
Adj. ROS (in %)	*6.5*	*7.0*	*5.1*	*6.0*	*5.9*	–	*5.5*	*5.6*	–	*6.2*

* European Union, United Kingdom, Switzerland and Norway.

** Excluding Mexico.

*** Excluding a special item in research and development costs of €70 million in the second quarter of 2025 from a non-cash derecognition of capitalized development costs due to the slower pace of transformation to battery-electric vehicles, especially in the US market.

DAIMLER TRUCK

Daimler Buses

1. Key Figures and Ratios

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**	**2025**
Production (in units)	**7,203**	**5,854**	**5,773**	**6,104**	**7,552**	**-19%**	**11,877**	**14,476**	**-18%**	**27,533**
Incoming orders (in units)	**5,196**	**5,431**	**5,939**	**5,284**	**7,027**	**-25%**	**11,223**	**14,991**	**-25%**	**25,618**
Unit sales	**6,443**	**7,315**	**4,972**	**6,132**	**7,027**	**-13%**	**11,104**	**13,233**	**-16%**	**26,991**
t/o EU30*	2,064	3,094	1,698	2,181	2,189	0%	3,879	3,893	0%	9,051
t/o Germany	763	1,093	572	794	755	5%	1,366	1,351	1%	3,207
t/o North America**	460	623	244	460	505	-9%	704	1,252	-44%	2,335
t/o Latin America	3,511	2,834	2,678	2,980	3,781	-21%	5,658	7,171	-21%	13,516
t/o Brazil	2,521	2,098	2,083	2,252	2,752	-18%	4,335	5,334	-19%	9,953
t/o Asia	21	160	44	145	5	–	189	35	440%	216
Book-to-bill ratio (in %)	**81**	**74**	**119**	**86**	**100**	**–**	**101**	**113**	**–**	**95**
Investments PP&E	**38**	**73**	**22**	**34**	**19**	**80%**	**57**	**41**	**40%**	**152**
Research development expenditure	**49**	**62**	**65**	**58**	**55**	**6%**	**122**	**106**	**15%**	**218**
t/o capitalized development costs	8	13	11	11	6	79%	22	10	124%	31
Capitalization ratio (in %)	*16.8*	*21.0*	*16.6*	*18.7*	*11.0*	–	*17.6*	*9.1*	–	*14.2*
Revenue	**1,402**	**1,759**	**1,243**	**1,556**	**1,467**	**6%**	**2,800**	**2,802**	**0%**	**5,963**
Cost of sales	-1,123	-1,386	-960	-1,238	-1,169	-6%	-2,198	-2,223	1%	-4,732
Gross profit	**279**	**373**	**283**	**318**	**298**	**7%**	**602**	**579**	**4%**	**1,231**
Selling expenses	-71	-93	-76	-77	-72	-8%	-154	-143	-8%	-307
General administrative expenses	-41	-45	-49	-52	-50	-5%	-101	-99	-2%	-185
Research and non-capitalized development costs	-41	-49	-54	-47	-49	3%	-101	-97	-4%	-187
Others	10	2	3	8	17	-55%	11	30	-65%	42
EBIT	**136**	**187**	**107**	**150**	**145**	**3%**	**257**	**271**	**-5%**	**594**
ROS (in %)	*9.7*	*10.7*	*8.6*	*9.6*	*9.9*	–	*9.2*	*9.7*	–	*10.0*
Legal proceedings and related measures	–	–	–	–	–	–	–	–	–	–
Restructuring measures	–	–	–	–	–	–	–	–	–	–
M&A-related matters	1	2	–	–	2	–	–	2	–	5
Adj. EBIT	**137**	**189**	**107**	**150**	**147**	**2%**	**257**	**273**	**-6%**	**599**
Adj. ROS (in %)	*9.8*	*10.7*	*8.6*	*9.6*	*10.0*	–	*9.2*	*9.7*	–	*10.0*

* European Union, United Kingdom, Switzerland and Norway.

** USA, Canada and Mexico.

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Financial Services

1. Key Figures and Ratios

	Q3	Q4	Q1	Q2			Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2026**	**2025**	**Change**	**2025**
New business	2,435	2,735	2,170	2,628	2,521	4%	4,799	4,803	0%	9,973
Penetration rate (in %)	*24.1*	*22.8*	*20.9*	*23.4*	*22.8*	–	*22.1*	*21.8*	–	*22.7*
Revenue	**856**	**876**	**839**	**876**	**853**	**3%**	**1,715**	**1,744**	**-2%**	**3,476**
EBIT	**41**	**46**	**39**	**58**	**20**	**198%**	**97**	**70**	**38%**	**157**
Legal proceedings and related measures	–	–	–	–	–	–	–	–	–	–
Restructuring measures	5	6	–	–	3	–	–	6	–	18
M&A-related matters	2	2	–	–	1	–	–	2	–	6
Adj. EBIT	**48**	**54**	**39**	**58**	**23**	**151%**	**97**	**79**	**23%**	**181**

	Q1-3	Q1-4	Q1	Q1-2			FY
In €m	**2025**	**2025**	**2026**	**2026**	**2025**	**Change**	**2025**
EBIT (year-to-date)	**111**	**157**	**39**	**97**	**70**	**38%**	**157**
Equity (quarterly average, year-to-date)	2,981	2,979	3,019	3,067	2,998	2%	2,979
RoE (in %, year-to-date)	*5.0*	*5.3*	*5.1*	*6.3*	*4.7*	–	*5.3*
Adj. EBIT (year-to-date)	**127**	**181**	**39**	**97**	**79**	**23%**	**181**
Adj. ROE (in %, year-to-date)	*5.7*	*6.1*	*5.1*	*6.3*	*5.2*	–	*6.1*
Contract volume (end of period)	29,044	29,539	29,874	30,693	29,539*	4%	29,539
Equity (end of period)	2,974	2,965	3,073	3,155.0	2,965*	6%	2,965

* End of Q4 2025.

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Capital Structure

1. Group Liquidity*

In €m	Sept. 30 2025	Dec. 31 2025	Mar. 31 2026	Jun. 30 2026	Jun. 30 2025	Change	Jun. 30 2026	Dec. 31 2025	Change
Group liquidity									
t/o Cash and cash equivalents	7,753	8,648	8,969	8,245	6,939	19%	8,245	8,648	-5%
t/o Marketable debt securities and similar investments	2,572	2,725	3,030	2,491	1,923	30%	2,491	2,725	-9%
Group gross liquidity	**10,325**	**11,373**	**11,999**	**10,736**	**8,862**	**21%**	**10,736**	**11,373**	**-6%**
Total financing liabilities	**-29,879**	**-29,860**	**-31,036**	**-29,327**	**-29,175**	**-1%**	**-29,327**	**-29,860**	**2%**
Group net debt	**-19,554**	**-18,488**	**-19,037**	**-18,591**	**-20,313**	**8%**	**-18,591**	**-18,488**	**-1%**

* Of continuing and discontinued operations.

2. Industrial Liquidity*

In €m	Sept. 30 2025	Dec. 31 2025	Mar. 31 2026	Jun. 30 2026	Jun. 30 2025	Change	Jun. 30 2026	Dec. 31 2025	Change
Liquidity of the Industrial Business									
t/o Cash and cash equivalents	7,396	8,348	8,598	7,971	6,690	19%	7,971	8,348	-5%
t/o Marketable debt securities and similar investments	2,526	2,679	2,978	2,437	1,880	30%	2,437	2,679	-9%
Gross liquidity of the Industrial Business	**9,921**	**11,026**	**11,576**	**10,408**	**8,570**	**21%**	**10,408**	**11,026**	**-6%**
Financing liabilities (nominal)	-4,043	-3,356	-4,434	-2,067	-2,644	22%	-2,067	-3,356	38%
Net liquidity of the Industrial Business	**5,878**	**7,670**	**7,143**	**8,342**	**5,926**	**41%**	**8,342**	**7,670**	**9%**

* Of continuing and discontinued operations.

3. Pension benefits

In €m	Sept. 30 2025	Dec. 31 2025	Mar. 31 2026	Jun. 30 2026	Jun. 30 2025	Change	Jun. 30 2026	Dec. 31 2025	Change
Pension benefits									
Benefit obligations	-5,917	-5,441	-5,405	-5,516	-5,836	5%	-5,516	-5,441	-1%
Plan assets	5,674	5,329	5,269	5,498	5,561	-1%	5,498	5,329	3%
Funded status	-242	-112	-135	-17	-276	94%	-17	-112	85%
Funding ratio (in %)	*95.9*	*97.9*	*97.5*	*99.7*	*95.3*	–	*99.7*	*97.9*	–

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Guidance

1. Assumptions Heavy Duty Truck Market	FY 2026*
North America - in thousands of units -	250 to 290
EU30 - in thousands of units -	290 to 330

2. Group	FY 2026*
Adj. EBIT	€3.6 bn. to €4.1 bn.

3. Industrial Business	FY 2026*
Unit Sales** - in thousands of units -	340 to 370
Revenue	€43 bn. to €47 bn.
Adj. ROS IB	7% to 9%
FCF IB***	€3.0 bn. to €3.5 bn.

4. Segments	FY 2026*
Trucks North America	
Unit sales - in thousands of units -	160 to 180
Adj. ROS	9% to 11%
Mercedes-Benz Trucks	
Unit sales - in thousands of units -	150 to 170
Adj. ROS	6% to 8%
Daimler Buses	
Unit sales - in thousands of units -	20 to 25
Adj. ROS	8% to 10%
Financial Services	
Adj. ROE	6% to 8%

* Due to the deconsolidation of Mitsubishi Fuso Truck and Bus Corporation (Mitsubishi Fuso) and its fully consolidated subsidiaries on April 01, 2026, and the associated focus on continuing operations for internal management and reporting, an outlook for discontinued operations and the former Trucks Asia segment for 2026 financial year is generally omitted. The outlook for the 2026 financial year therefore relates to continuing operations.

** The total of the segments does not correspond to unit sales of the Industrial Business due to eliminations between the segments as well as rounding differences due to the disclosure of unit sale corridors.

*** Includes the sum of continued and discontinued activities.

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Disclaimer

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.

Terminology: This document contains terms such as “zero-emission (heavy-duty) vehicle” (abbreviated “ZEV”, “zero-emission vehicle”), “CO_2e”, “CO_2e-neutral”, “CO_2e-neutral on the balance sheet” and “locally CO_2e-free” or “CO_2e-free in driving operation”. A “zero-emission heavy-duty vehicle” is according to Article 3 point (11) (a) of the Regulation (EU) 2024/1610 a vehicle without an internal combustion engine or with an internal combustion engine with emissions of no more than 3 g CO_2/(tkm) or 1 g CO_2/(pkm). “CO_2e” stands for carbon dioxide equivalent and refers to the total amount of greenhouse gases released by a particular activity or process. It takes into account not only carbon dioxide, but also other greenhouse gases such as methane (CH_4), nitrous oxide (N_2O) and ozone (O_3) by relating their climate impact to CO_2. Since these gases have different effects on the climate, CO_2e enables a holistic view of the climate effect of a particular activity. “CO_2e-neutral” means that CO_2e emissions released into the atmosphere by a company’s activities are offset by a corresponding amount of CO_2e. Offsetting can be achieved through various measures: reducing emissions, reducing energy consumption, switching to renewable energies, etc., or by storing or absorbing CO_2. “CO_2e-neutral on the balance sheet” means that CO_2e emissions released are offset by compensation certificates and related projects. “Locally CO_2e-free” or “CO_2e-free in driving operation” means that no carbon or carbon dioxide equivalents (CO_2e) is emitted from the vehicle into the immediate surroundings while driving. Unless otherwise indicated, the same understanding of terms is used in each case throughout the entire document.