

# DAIMLER TRUCK

## Daimler Truck's Autonomous Driving Investor Day

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Albuquerque, NM, USA  
April 12th, 2022



# Our vision is to set the industry standard for autonomy and to extend our market leadership

## Our Core Beliefs

- #1** Autonomy is the largest new business potential this decade
- #2** By 2030 Autonomous trucking will be at scale and we want to be the market leader
- #3** There will be 3-4 AD tech players dominating the market, total cost of ownership (TCO) and reliability will be the key differentiators
- #4** A captive solution is required to participate and to establish a leadership position
- #5** Large fleets (Daimler Trucks North America key customers) will benefit from AD the most; they will be the early adopters and winners



# U.S. with most favorable market conditions for autonomous trucking

	U.S.	China	Europe
Market Potential	+	+	+
Customer Structure	+	-	-
Infrastructure	+	+	~
Legislation	+	+	~
TCO Attractiveness	+	-	~
Market Readiness	👍	➔	➡

**U.S. TAM of \$800 bn<sup>1</sup>**

Favorable  
 Mixed Conditions  
 Unfavorable

1. American Trucking Association

# Daimler Truck dominant in North America – leveraging our assets to be the autonomous leader

**#1**

Dominant market position & strong product portfolio

**~60%**

Market share of large fleets from a total market share of ~40% for Class 8

**807k+**

Cascadias Built

Uncompromised customer focus

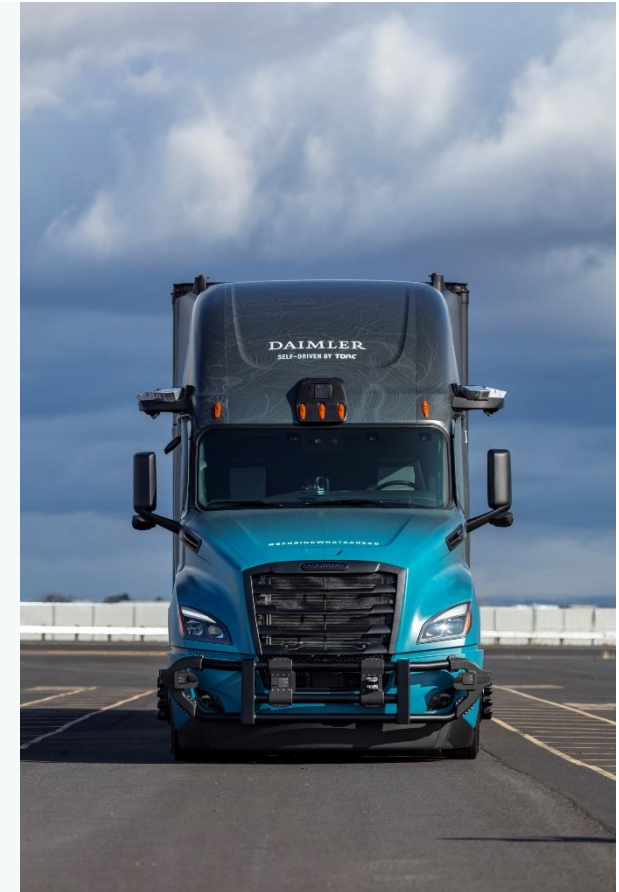
**9,000+**

Service Bays

World-class dealer network



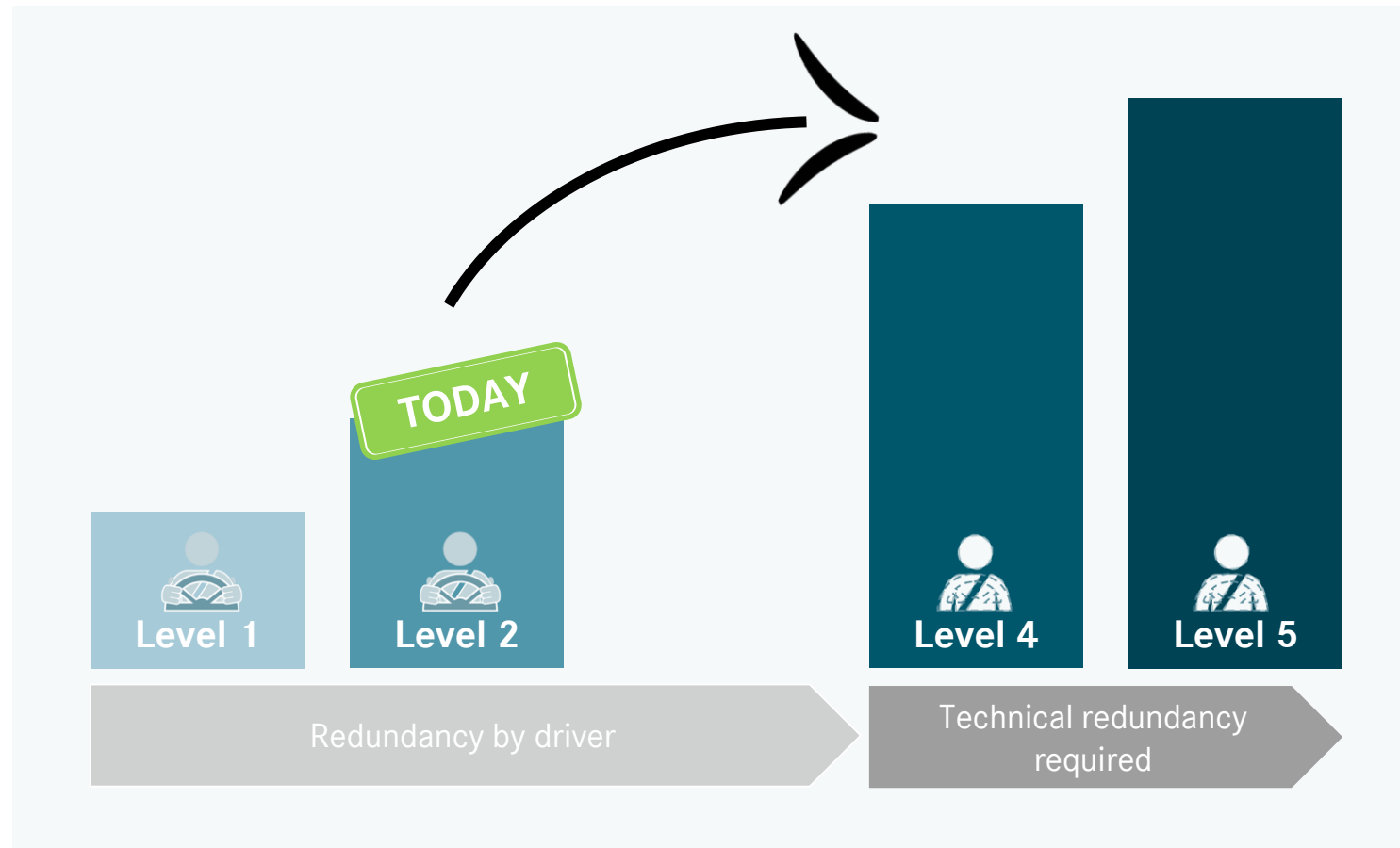
Freightliner Cascadia with Level 2 automated driving undisputed on-highway segment leader



*Note: MDT = Medium Duty Truck; HDT = Heavy Duty Truck  
Source: Company estimates*



# Level 4 automation is the catalyst for new business models



**Level 3** has no TCO benefit, comfort only feature

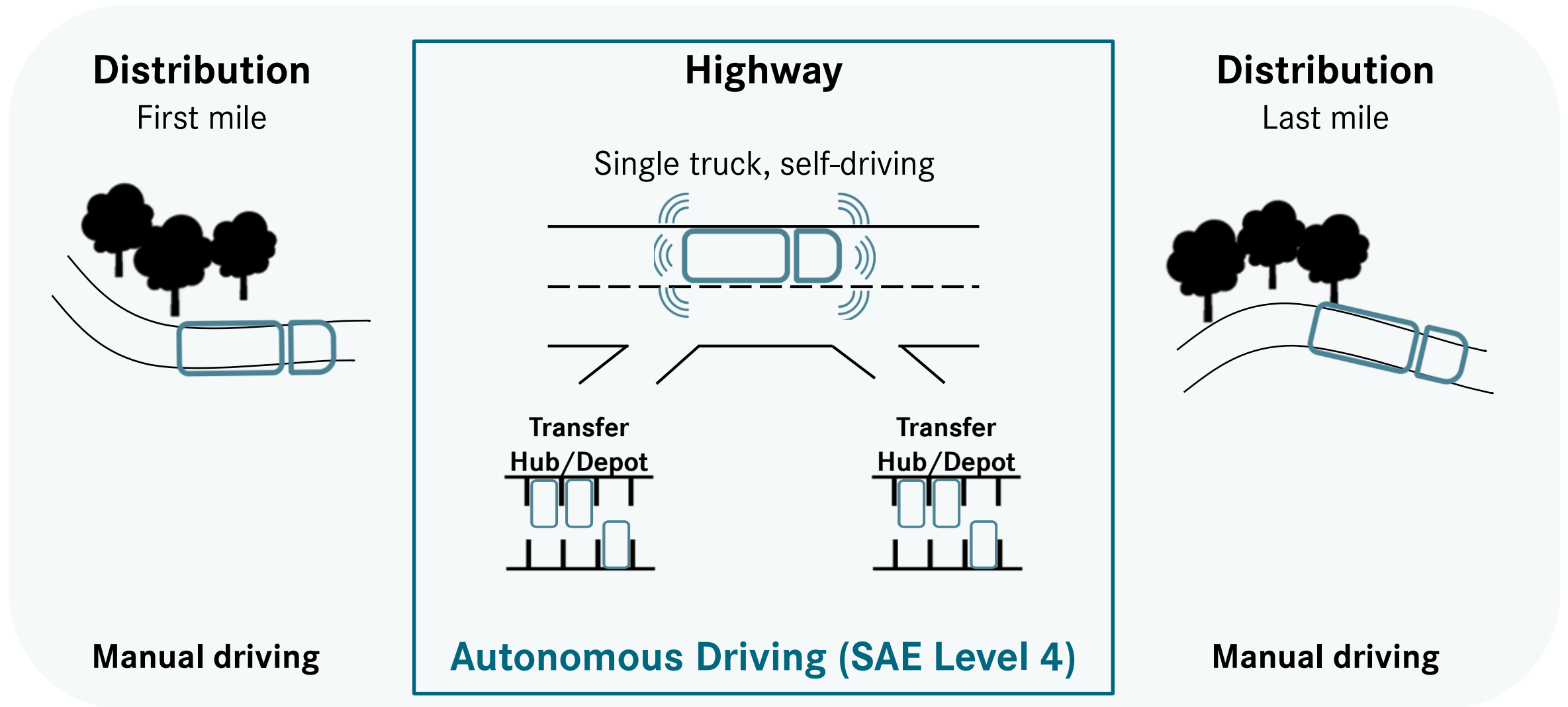
**Level 4** has the potential to ...

- ... unlock huge market via driverless long-haulage operation (hub-to-hub)
- ... advent faster, due to easier to solve use case, clearly defined ODD and less complex environment

**Level 5** topic for the future

**Safety & legislation will influence our timeframe for deployment of Autonomous Driving**

# We reduce complexity by starting hub-to-hub on U.S. highways



# Industry challenges and customer pain points can be solved by autonomous driving

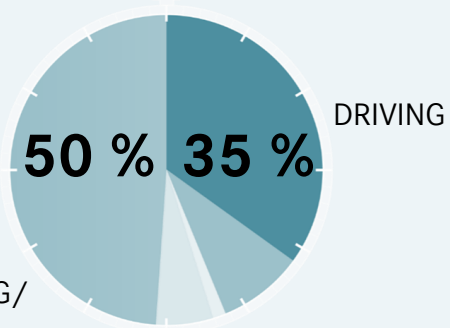
## Traffic Accidents<sup>1</sup>

94%

of traffic accidents are caused by human error.

<sup>1</sup>National Highway Traffic Safety Administration

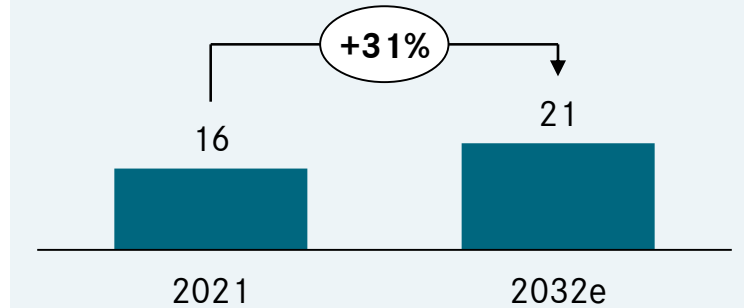
## Low Vehicle Utilization<sup>2</sup>



STANDING/  
PARKING

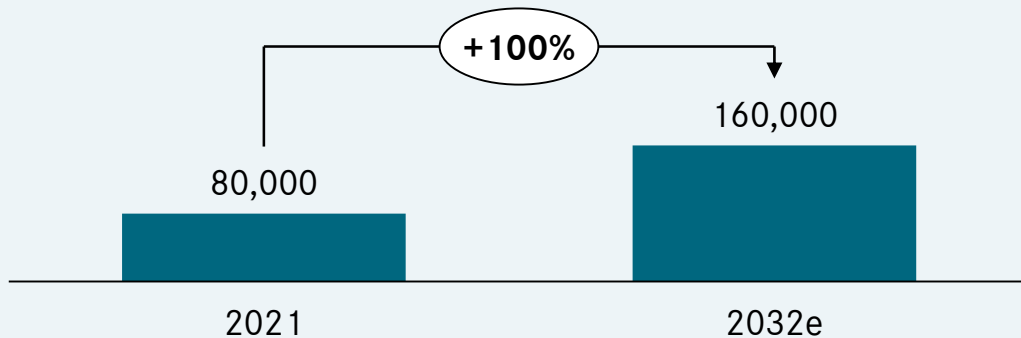
<sup>2</sup>Daimler Truck research

## Freight Volume [bn to]<sup>3</sup>



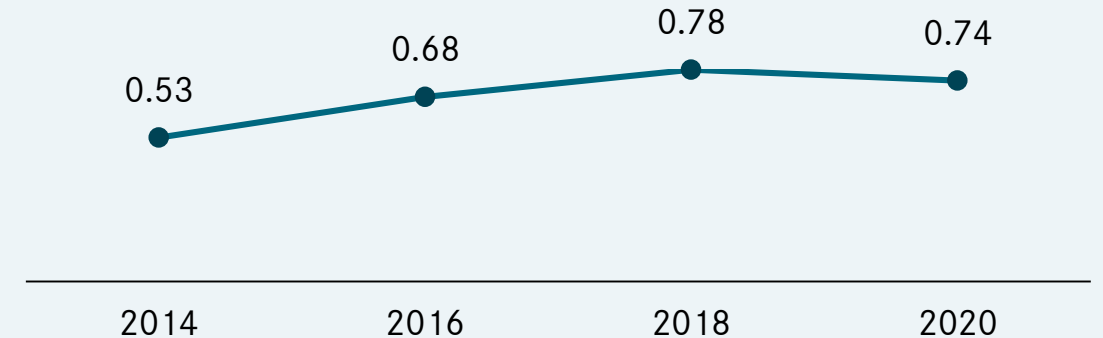
<sup>3</sup>ATA US Freight Transportation Forecast 2030. These figures refer to the U.S. only and include overall freight tonnage (not limited to trucking)

## Driver Shortage in U.S. [FTE]<sup>4</sup>



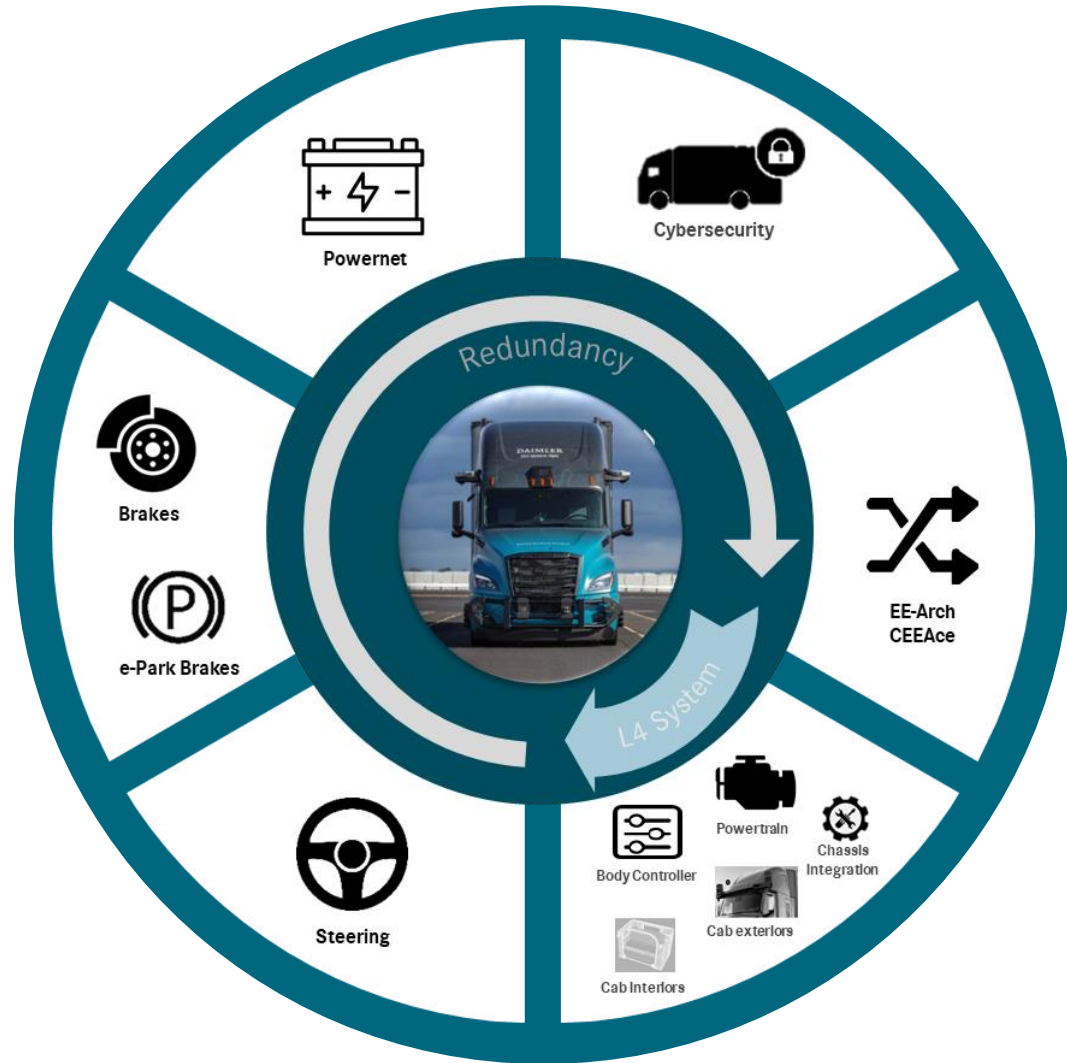
<sup>4</sup>ATRI (2021): Critical Issues in the Trucking Industry report

## Increasing Driver Cost in U.S. [USD/mile]<sup>4</sup>



<sup>4</sup>ATRI (2021): Critical Issues in the Trucking Industry report

# Daimler Truck is developing a scalable autonomous truck platform setting the industry standard



## AUTONOMOUS READY CASCADIA

- Strong foundation for any virtual driver
- >1,500 new and unique requirements
- Benchmark safety level

## FOUR KEY AREAS WITH A REDUNDANT SYSTEM

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

## AVAILABLE TO TORC ROBOTICS AND WAYMO





# Daimler Trucks North America has the best industry positioning with dual track strategy offering our customers the best choice



Connect trucking industry leaders with autonomous technology

Leading autonomous technology platform, post built integration by Waymo to DT's pre-wired chassis

Strengthening of market-leading position

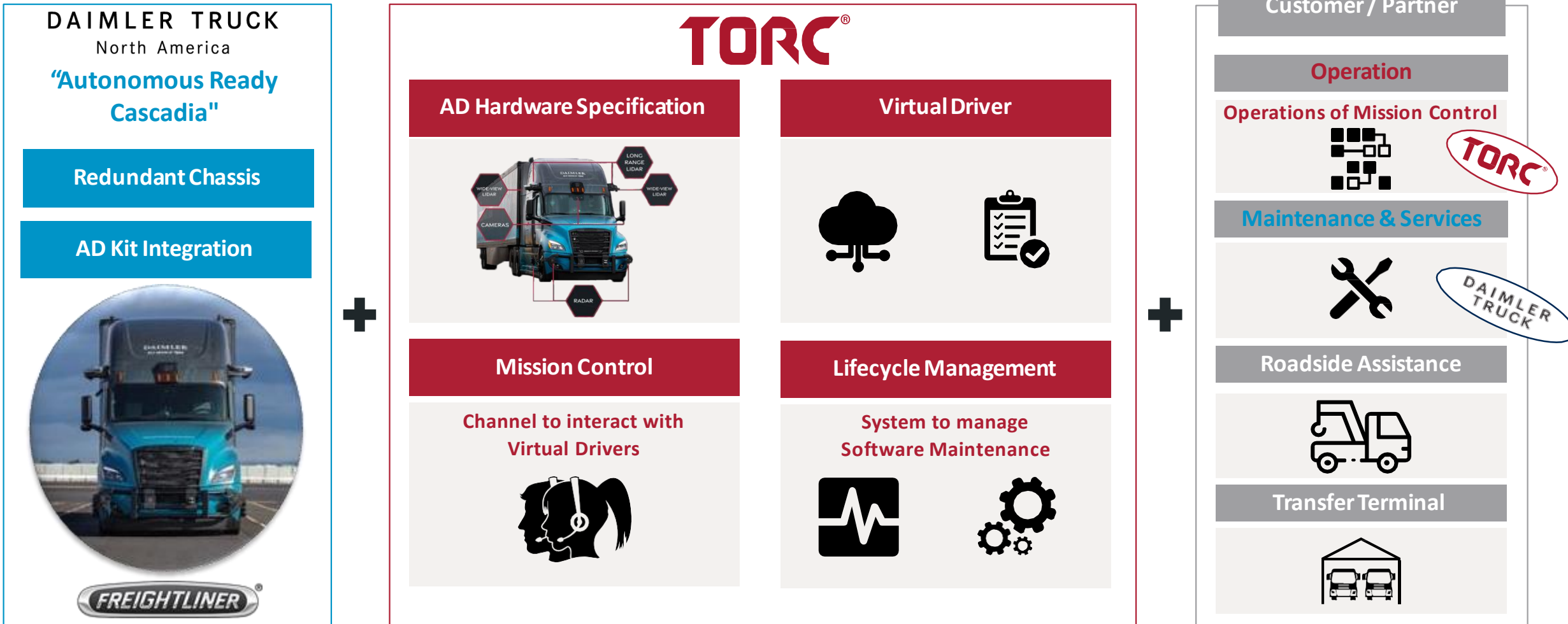


Pioneer in heavy-duty autonomous technology

Fully integrated pure-play trucking product optimized for hub-to-hub and developed with customer feedback

Daimler Trucks foundation for a new profit pool

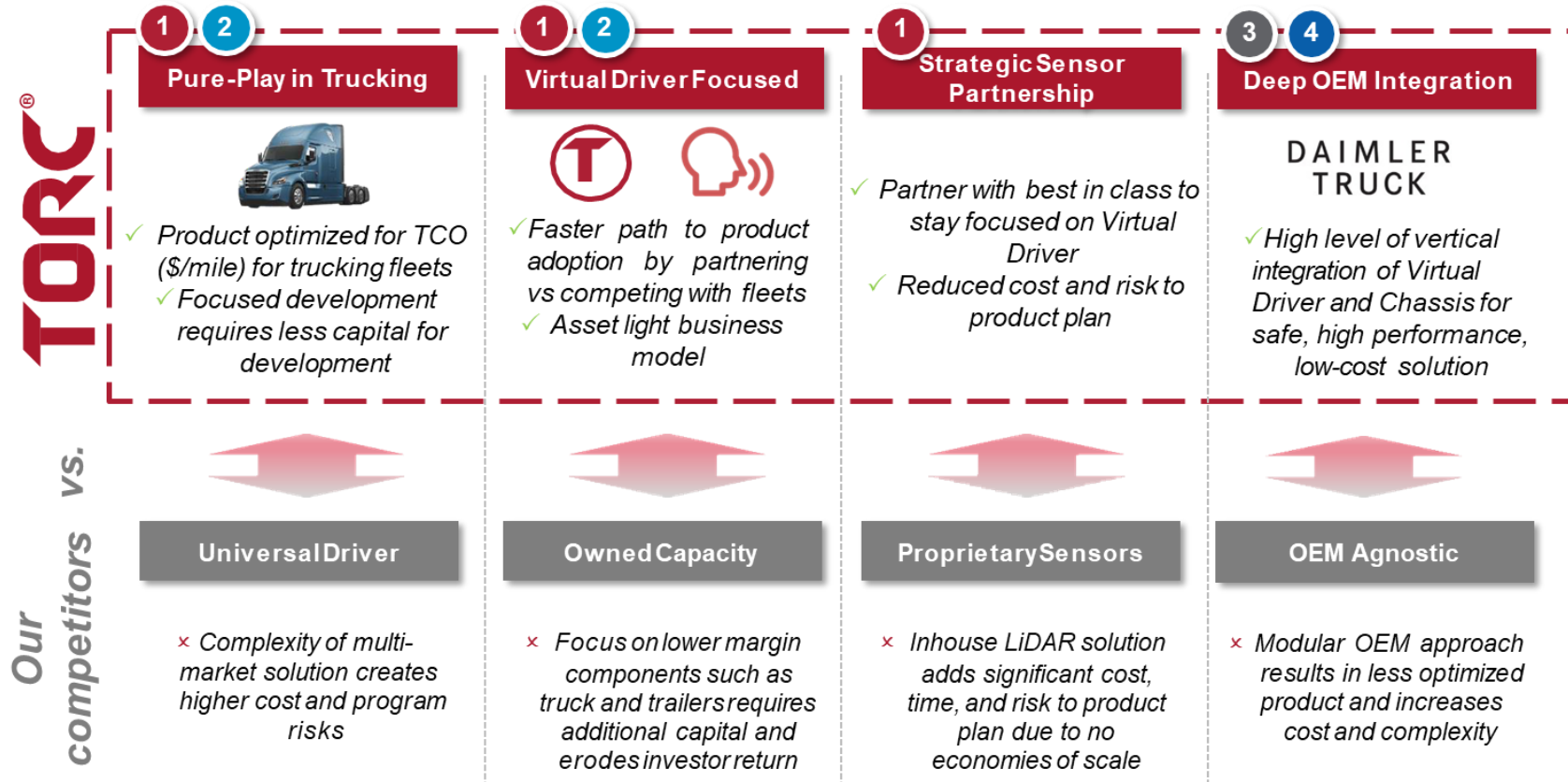
# Torc will provide a seamless Autonomous Ecosystem for fleet customers



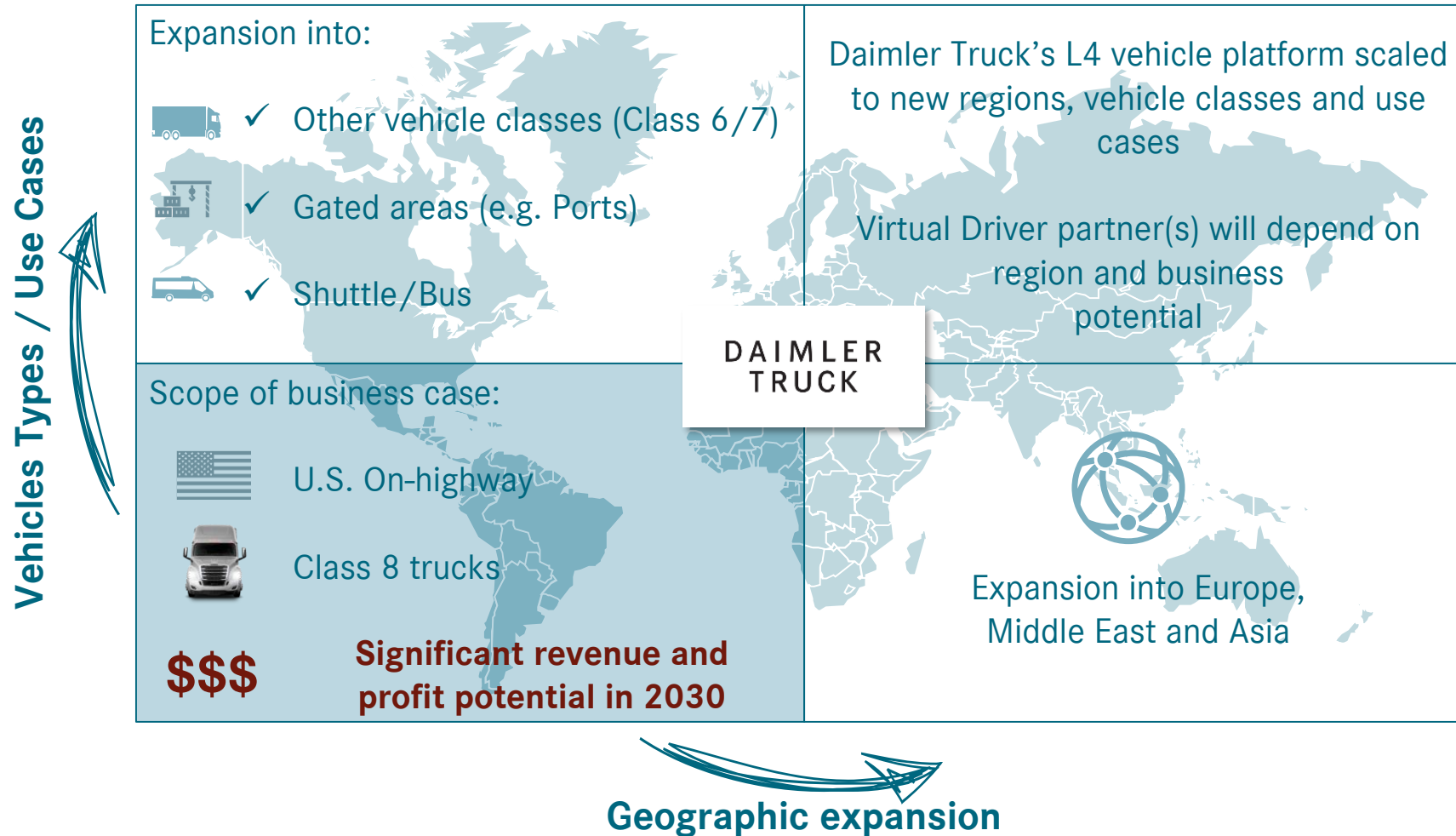
**TORC**<sup>®</sup>

# Torc's unique product approach is based on 4 truisms learned throughout our 16-years of commercializing AVs

- 1 The AV problem is more complex and challenging than most believe
- 2 The business case should drive the product
- 3 A "true" OEM partnership is key to commercialization
- 4 Sales and service through trusted channels is critical for product adoption



# U.S. provides huge pilot market, multiple opportunities in other applications and regions





# Daimler Truck has all it takes to win the autonomous race



**Autonomous Ready Cascadia** as strong foundation setting the **industry benchmark**.



**Dual Track Strategy** successfully established enables **leading market share**.



With **Torc captive pure-play solution** optimized for Freightliner Cascadia, with **best TCO & reliability**.



**Key customers** deeply involved.





# 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 utilize 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-optimization 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 governmental investigations or of investigations requested by governments and the outcome 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 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.