PACCAR

Disclosure Regarding Forward-Looking Statements

This presentation may contain statements that are forward looking. These statements are based on current expectations and assumptions that are subject to risks and uncertainties, which may cause actual results to differ materially. A summary of risks and uncertainties is described in more detail in our periodic reports filed with the Securities and Exchange Commission (SEC).

We undertake no duty to update or revise this presentation, whether as a result of new information, future events or otherwise. For the most recent financial, risk and other information about PACCAR, please see our SEC filings and most recent earnings release available on the Investor Relations page of www.paccar.com.

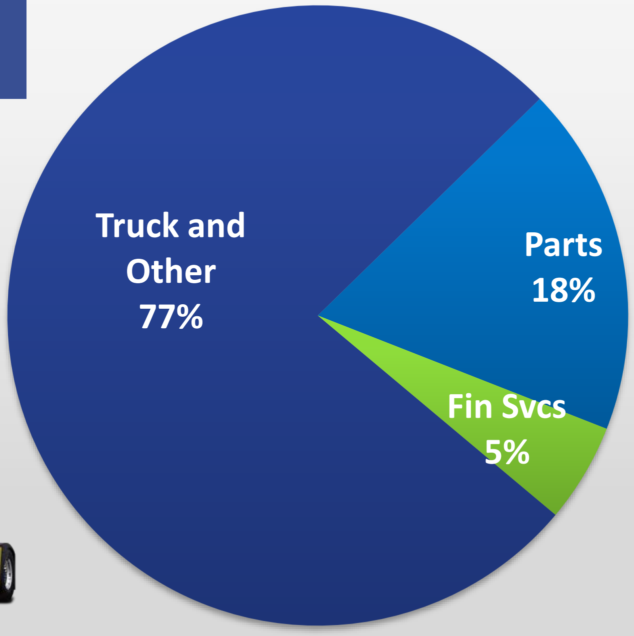
Index

PACCAR
A Global Technology Company in Commercial Vehicles

2023 Revenues $35.1B | **2023 Net Income $4.6B** | **2023 Avg Dividend Yield 5.3%**

85 Years of Consecutive Profitability; Dividend Paid Every Year Since 1941

Truck and Other
$26.9B Revenues
Premium Quality Light, Medium and Heavy Commercial Vehicles, Diesel and Alternative Fuel Powertrains



Aftermarket Parts
$6.4B Revenues
Distribute Aftermarket Parts through Global Network of over 2,300 Dealerships

Financial Services
$1.8B Revenues
Finance and leasing portfolio of 233,000 trucks and trailers, with assets of $21.0B

Our Vision

PACCAR is creating trucks and transportation solutions that drive the world's future. Our focus is on doing things in an ethical and disciplined manner. We make decisions utilizing conservative financial principles and common sense for the **long-term** benefit of our customers, employees and shareholders.

Quality → Highest Integrity → Operational Excellence → Conservative Financial Management → Long-Term Perspective

PACCAR Inc

PACCAR Inc

PACCAR's business segments include Commercial Vehicles, Powertrain, Aftermarket Parts, Financial Services and Information Technology. PACCAR's premium brands Kenworth, Peterbilt and DAF are the premier light, medium and heavy duty commercial trucks in their markets. Other brands include PACCAR Powertrain, PACCAR Parts, PACCAR Financial, and PACCAR Leasing.

KENWORTH

Peterbilt

DAF

PACCAR MEXICO

PACCAR Australia

LEYLAND TRUCKS

PACCAR POWERTRAIN

PACCAR INFORMATION TECHNOLOGY

PACCAR INNOVATION CENTER

PacLease

PACCAR PARTS

DYNACRAFT® A PACCAR COMPANY

PACCAR FINANCIAL

PACCAR WINCH DIVISION BRADEN CARCO Gearmatic

PACCAR TECHNICAL CENTER

PACCAR’s product investments deliver industry-leading performance and value to our customers

Our products reflect our core brand values of quality, innovation and technology

New Kenworth T680

Kenworth's next generation T680 heavy truck features an enhanced aerodynamic exterior design, driver optimized technology, including a customizable 15" digital dash display, and 7% greater fuel economy

New Peterbilt Model 579

Peterbilt's new Model 579 Class 8 truck sets the standard for technology and driver comfort and delivers 7% greater fuel efficiency

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New Peterbilt Model 589

Peterbilt's new Model 589 Class 8 truck features a new 2.1-meter-wide cab with advanced driver technology and a new digital display

New Peterbilt and Kenworth Medium Duty

The all new medium duty product line-up features an 8” wider cab with 3-person seating. Powered by the updated PACCAR PX engine and all-new PACCAR TX-8 automatic transmission.

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New DAF XB, XD, XF, XG, XG+

DAF is the first truck manufacturer in the industry to have taken full advantage of Europe's new regulations governing truck design. The new trucks feature a new aerodynamic design, 10% greater fuel efficiency and larger interior space.

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New DAF Truck Models

Electric XD and XF

NGD Interior

XF and XG+

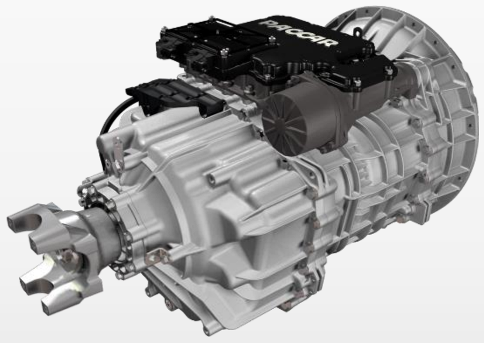
XD Vocational

PACCAR POWERTRAIN

The proprietary PACCAR Powertrain is the most advanced heavy-duty powertrain in the market. The PACCAR MX engines are integrated to the PACCAR TX-12 automated transmission and the efficient DX-40 tandem drive axle to achieve exceptional performance and fuel economy.

PACCAR ENGINES

PACCAR engines undergo rigorous validation including one-million mile endurance testing.
MX-13: up to 510 hp and 1,850 lb.-ft. of torque
MX-11: up to 445 hp and 1,700 lb.-ft. of torque



PACCAR TRANSMISSIONS

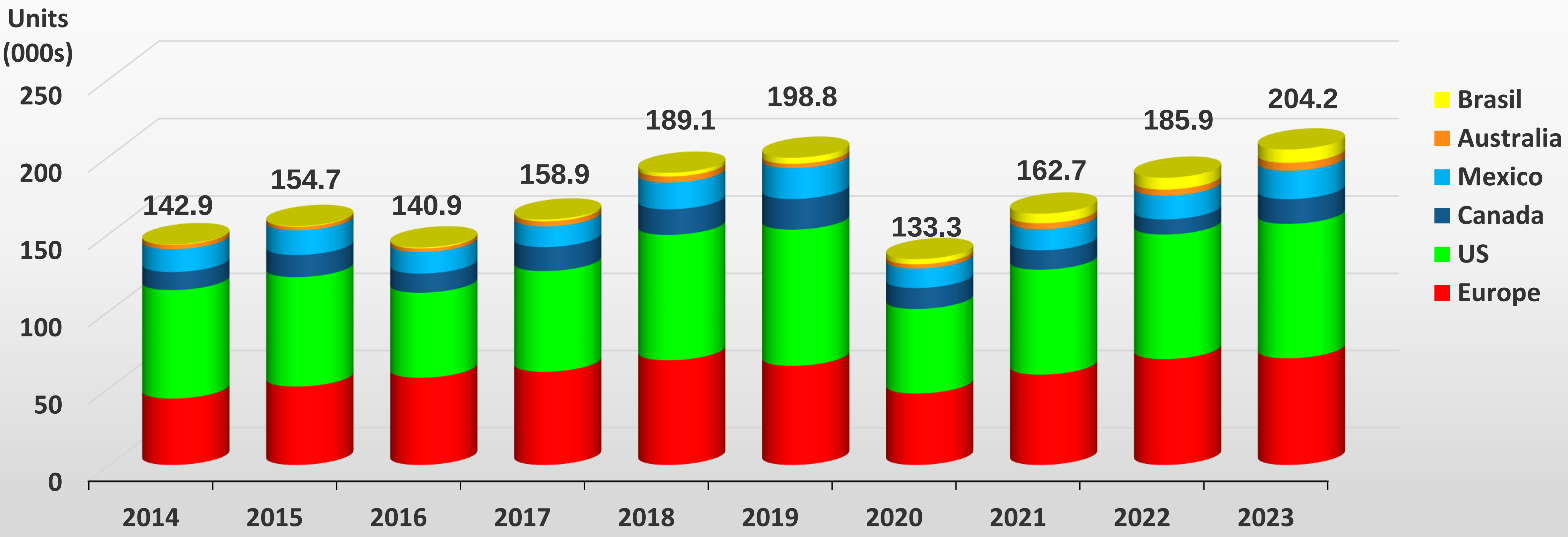
PACCAR AXLES

Kenworth and Peterbilt offer the PACCAR FX-20 steer axle in addition to PACCAR DX-40 tandem drive axle. DAF includes a range of lightweight and durable PACCAR front and rear axles.

PACCAR Truck Production

Over 1.6 Million Trucks Produced 2014 - 2023

PACCAR produced 204,200 trucks in 2023



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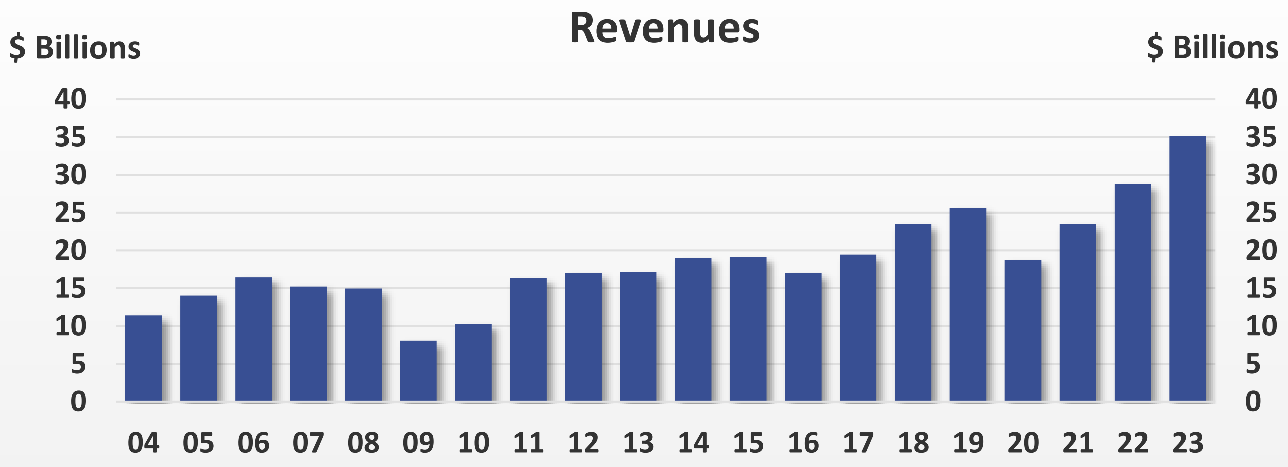
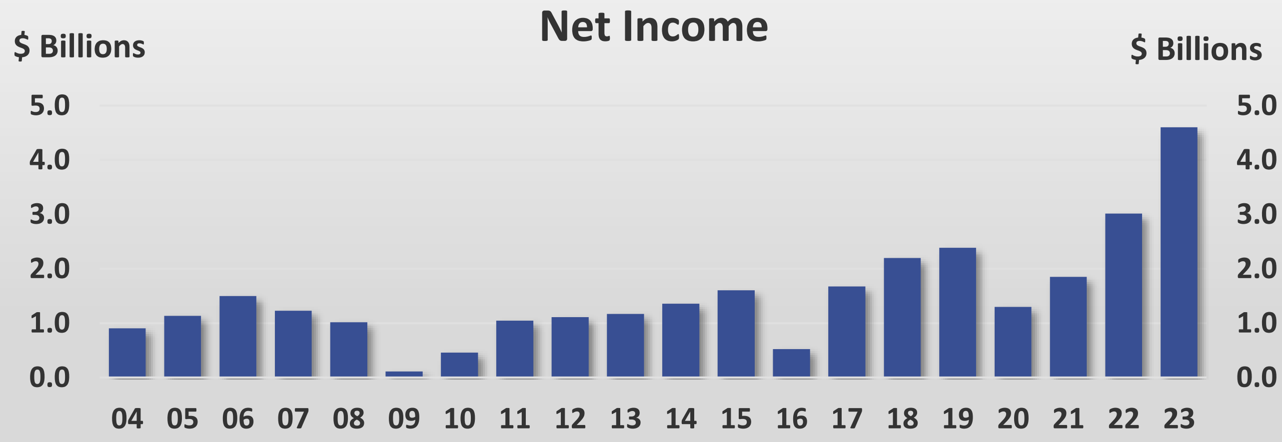
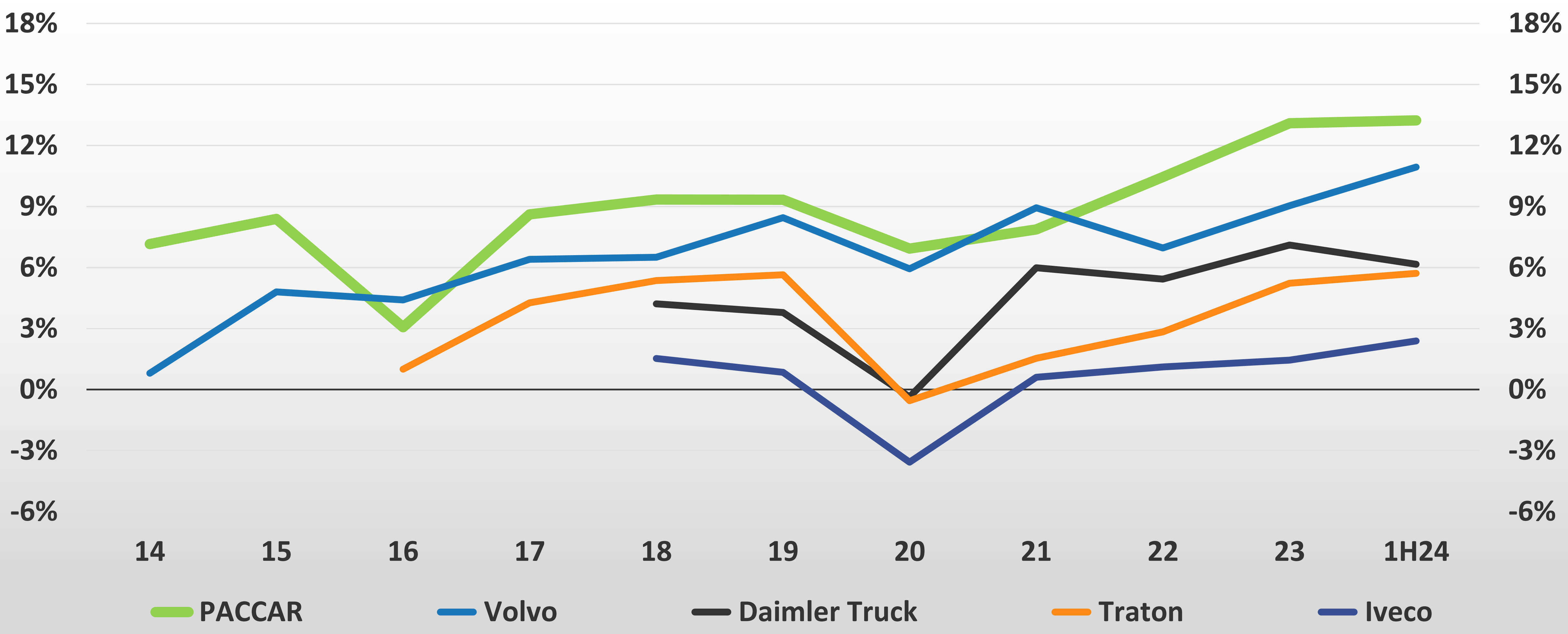
PACCAR
Excellent Financial Performance Throughout the Business Cycle





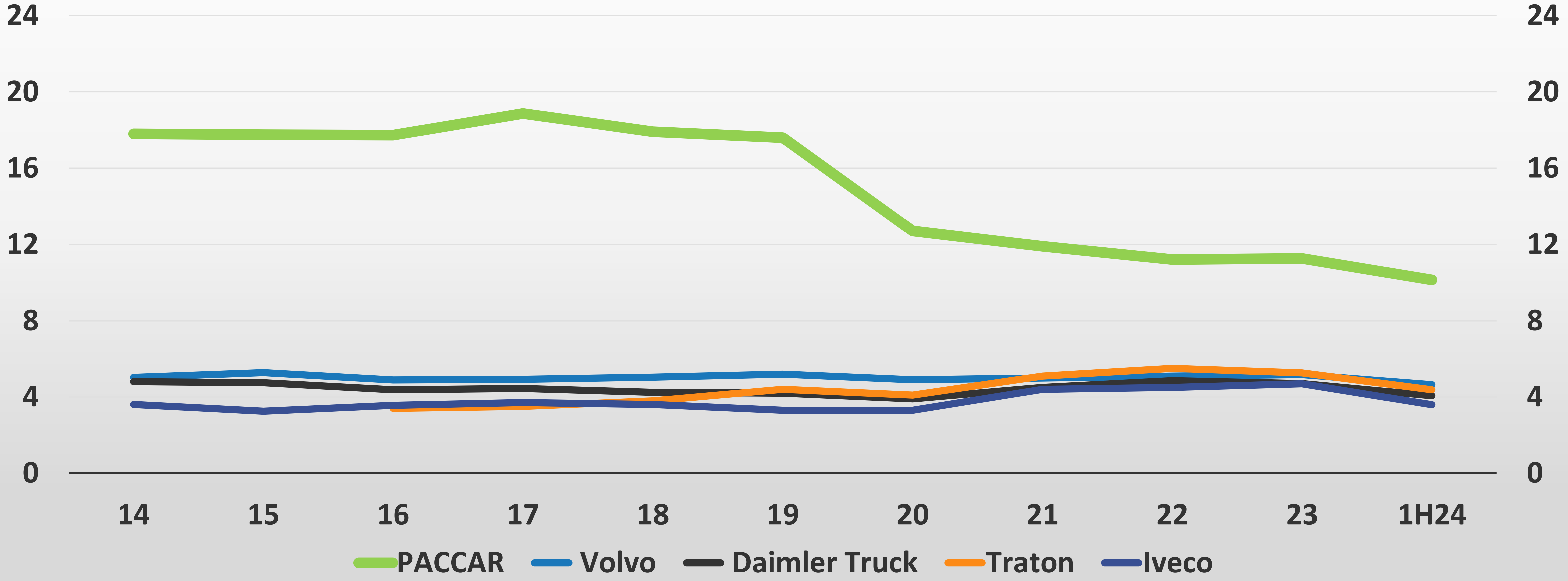
- Reputation for superior operational excellence and premium-quality products and services
- Long-term growth in revenues and net income reflect increased market share in North America and Europe, excellent aftermarket parts performance and growth in financial services
- Maintain profitability throughout the cycle due to strong cost control discipline and experienced management team

Net Income as % of Revenues



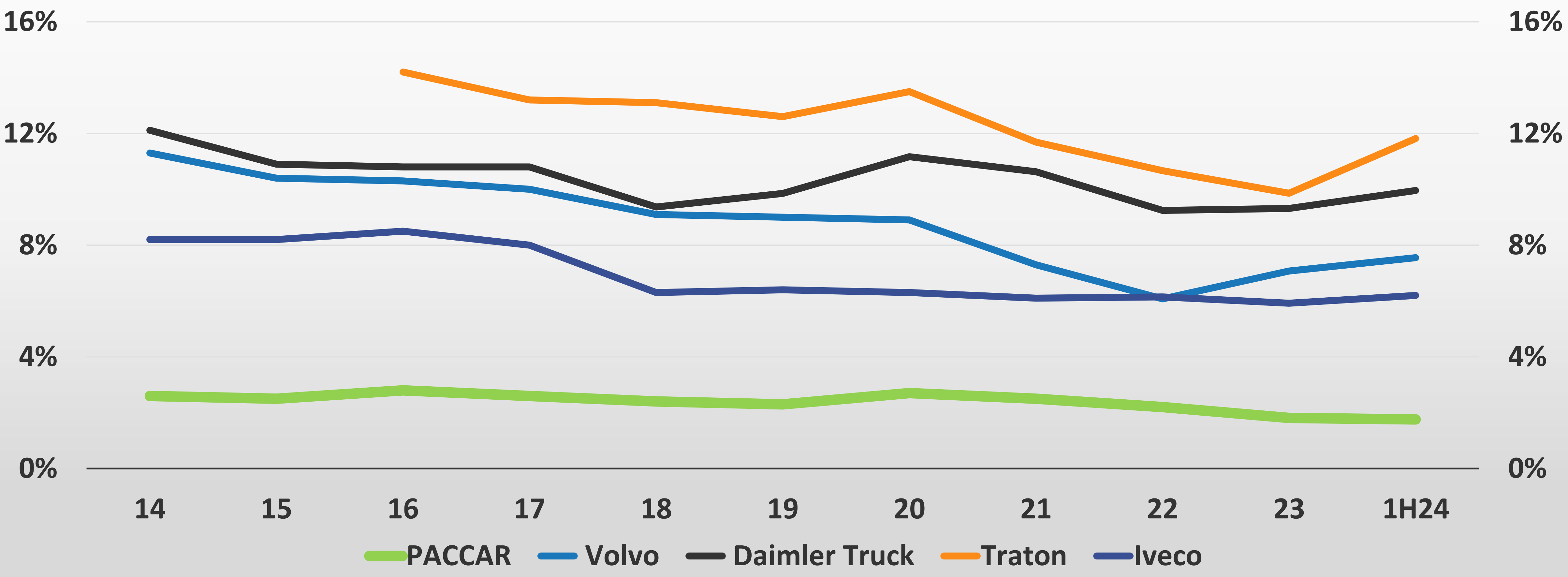
Best-in-Class Operating Efficiency
Inventory Turns

PACCAR's inventory turns are the highest in the industry, a result of the PACCAR Production System, Lean Manufacturing and Six Sigma



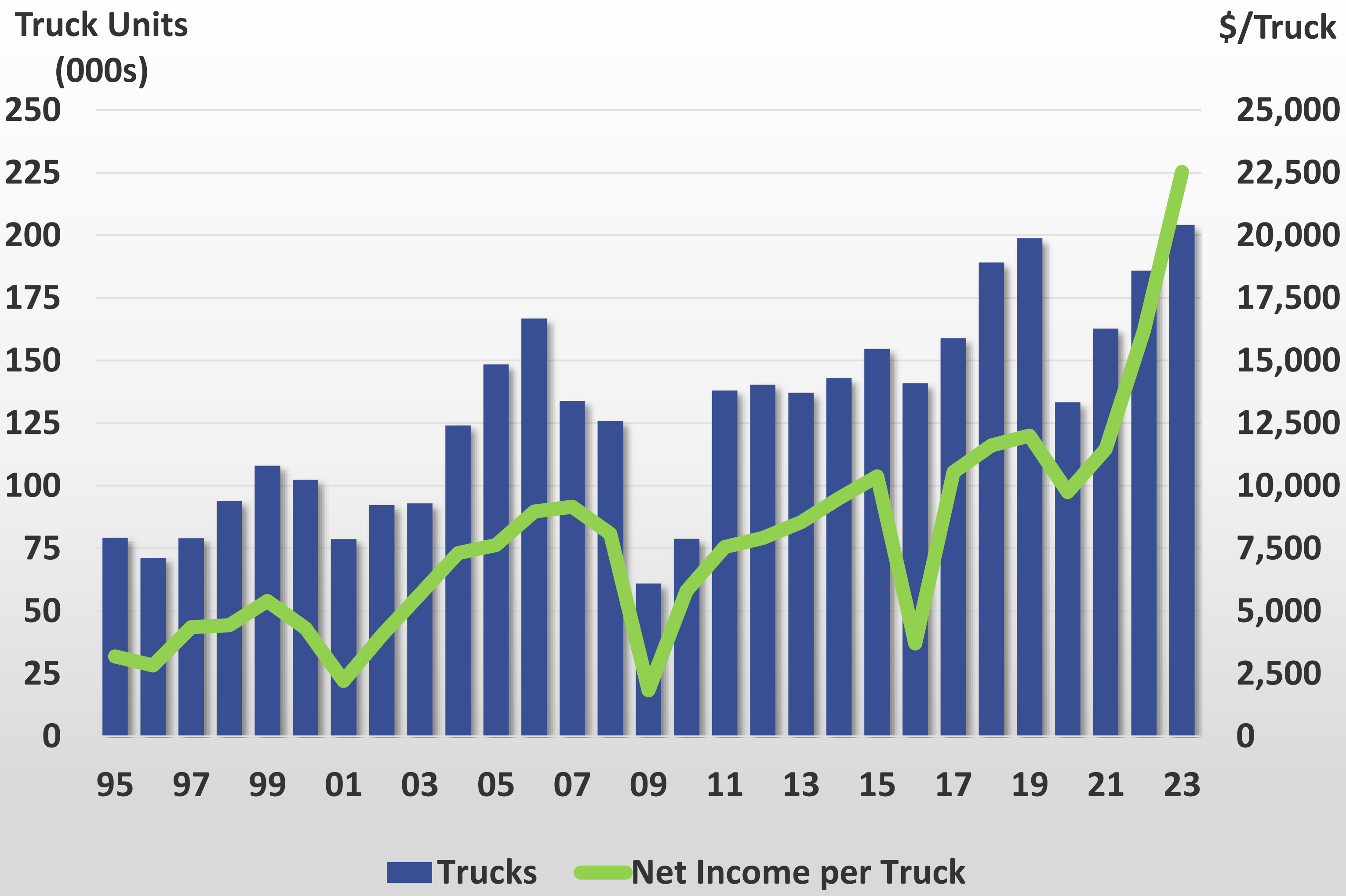
Best-in-Class Operating Efficiency
SG&A % of Sales

PACCAR's SG&A as a percentage of sales is much lower than its peer group, reflecting strong financial discipline

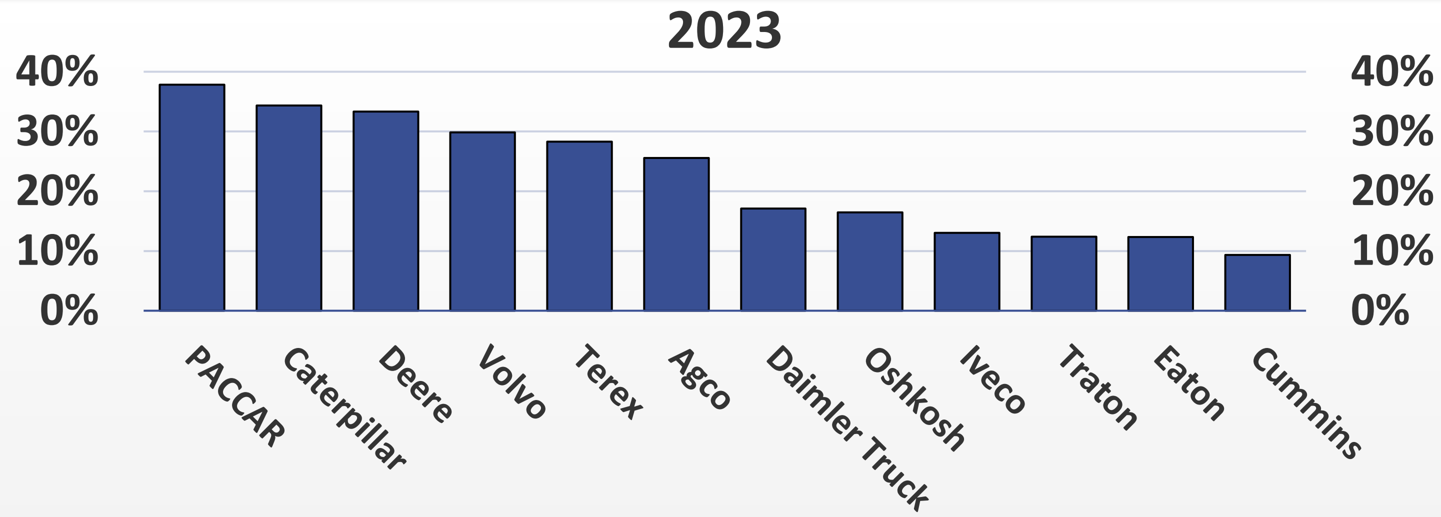


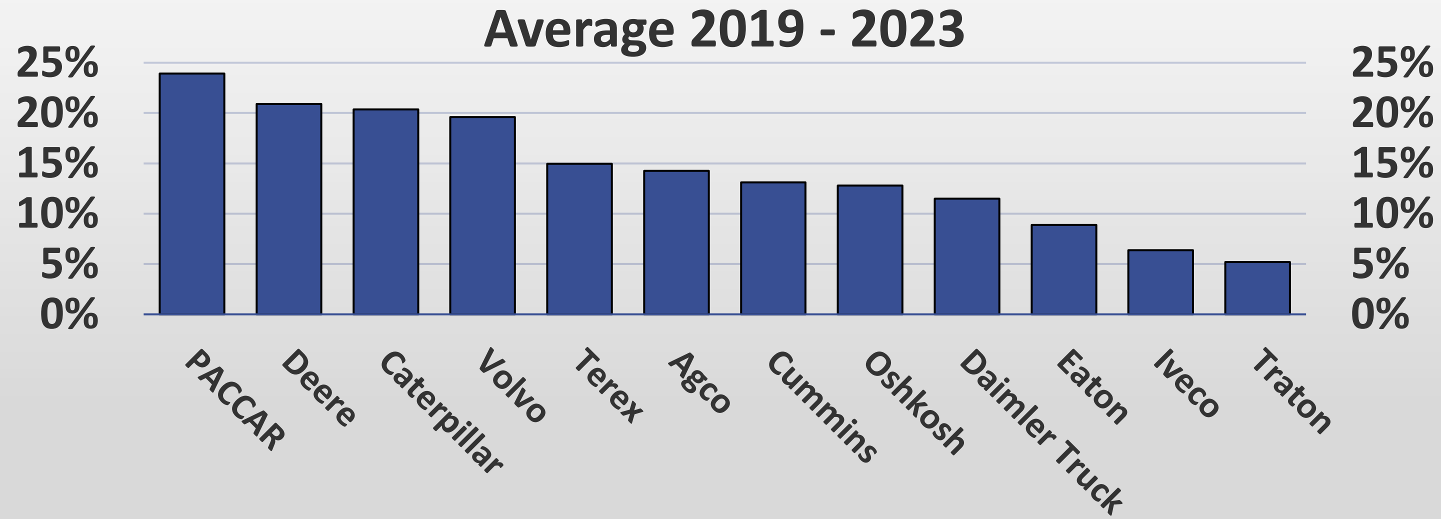
Net Income per Truck

- Net income per truck is PACCAR's net income divided by total truck unit sales.
- Truck sales not only generate profit from the sale, but also parts and finance profit. This illustrates the strength of PACCAR's business model, providing the highest quality trucks, aftermarket support and financing.
- PACCAR achieved $22,500 net income per truck in 2023.



Best-in-Class Return on Invested Capital





- Premium price and strong profitability
- Effective capital allocation process
- Lean operations from PACCAR production system
- Independent dealer network

ROIC = NOPAT/(Equity + Manufacturing Debt + Postemployment Benefit Liabilities)

Capital Allocation Strategy

- High ROI capital investments
- Pay regular quarterly and annual dividend
  - Dividend paid every year since 1941
  - Total dividends paid approximately 50% of net income for many years
  - Regular quarterly dividend 10-year annualized growth of 7% (as of 4Q23)
- Strategic M&A
  - Disciplined valuation and screening process
  - Clear path to value creation
- No unfunded pension obligation

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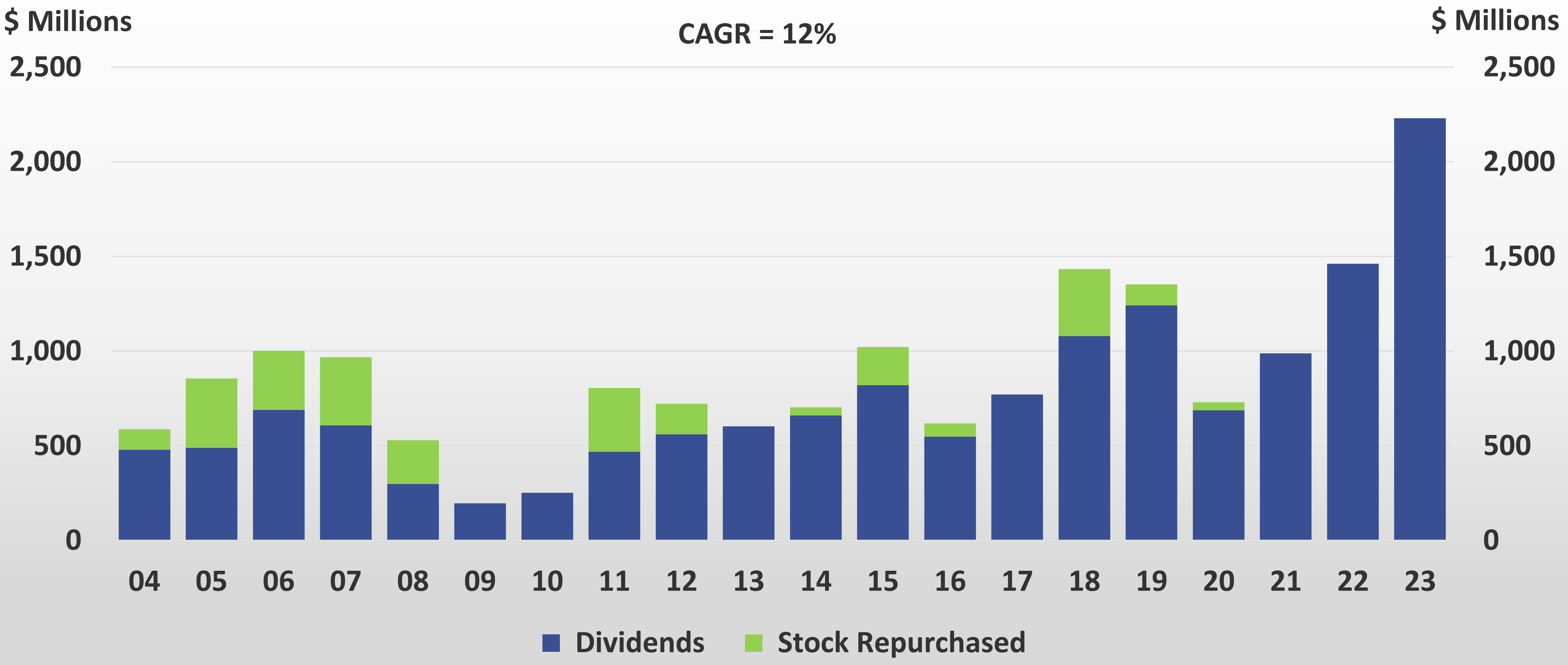
Dividends Declared and Stock Repurchases



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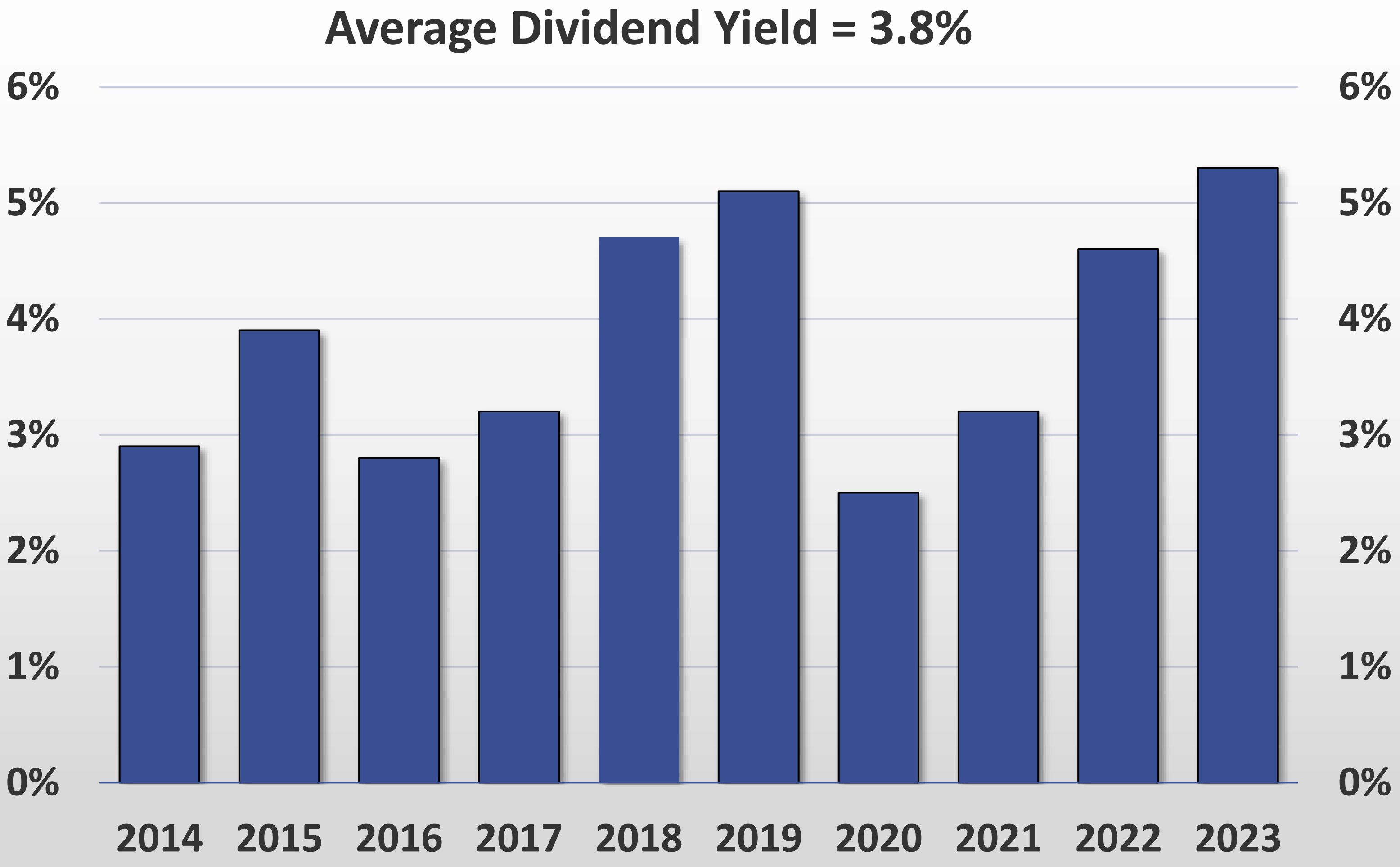
Excellent Dividend Yield

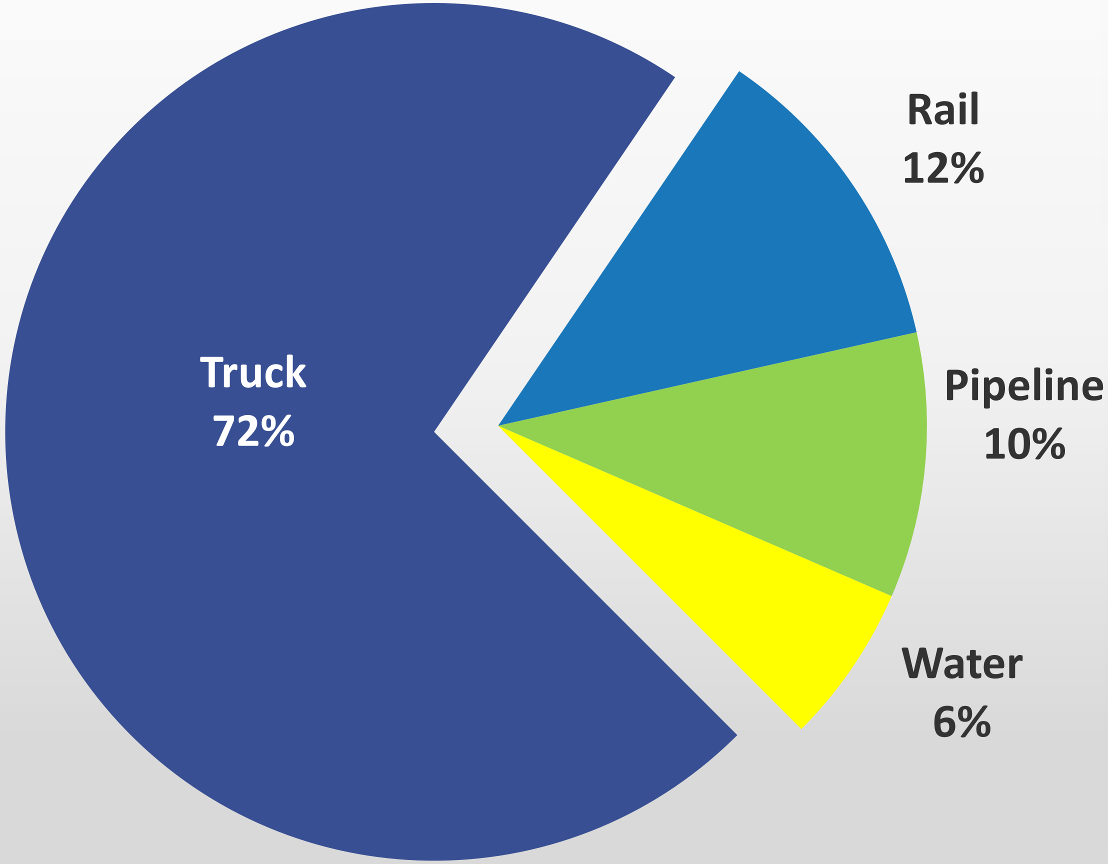
- PACCAR's dividend yield reflects the total quarterly + annual dividends declared in the year, divided by the average stock price for the year
- PACCAR's dividend yield has averaged 3.8% over the last ten years



Trucking Moves the Economy

72% of U.S. Freight is Moved by Truck

Trucking is the lifeblood of the economy. In the U.S., the economy depends on trucks to deliver ten billion tons of virtually every commodity consumed - 72% of all the freight transported in 2023.
38.9 million commercial trucks, including 4.3 million heavy-duty trucks, move that freight. The percentage of tonnage by mode is stable over time.



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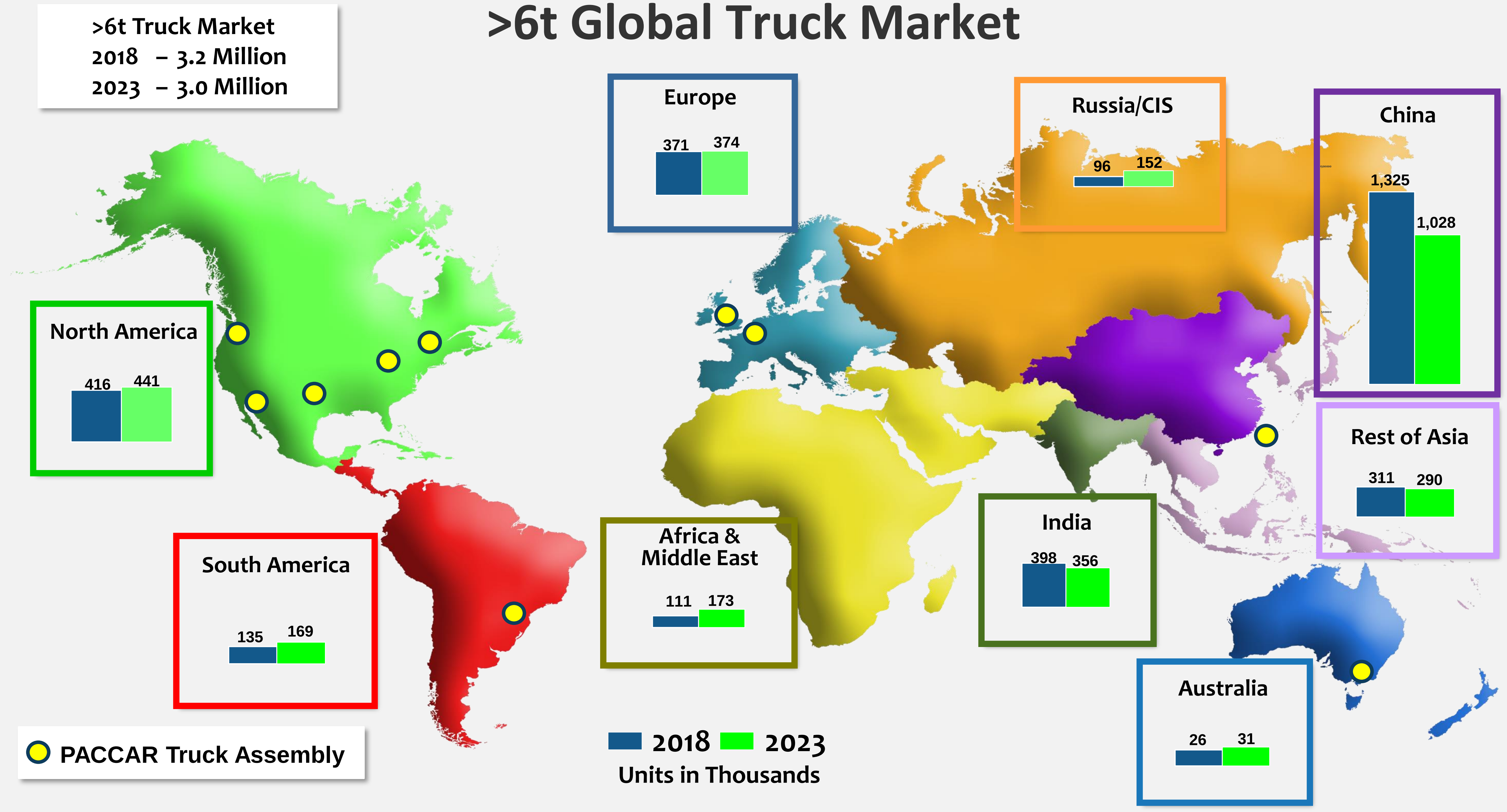
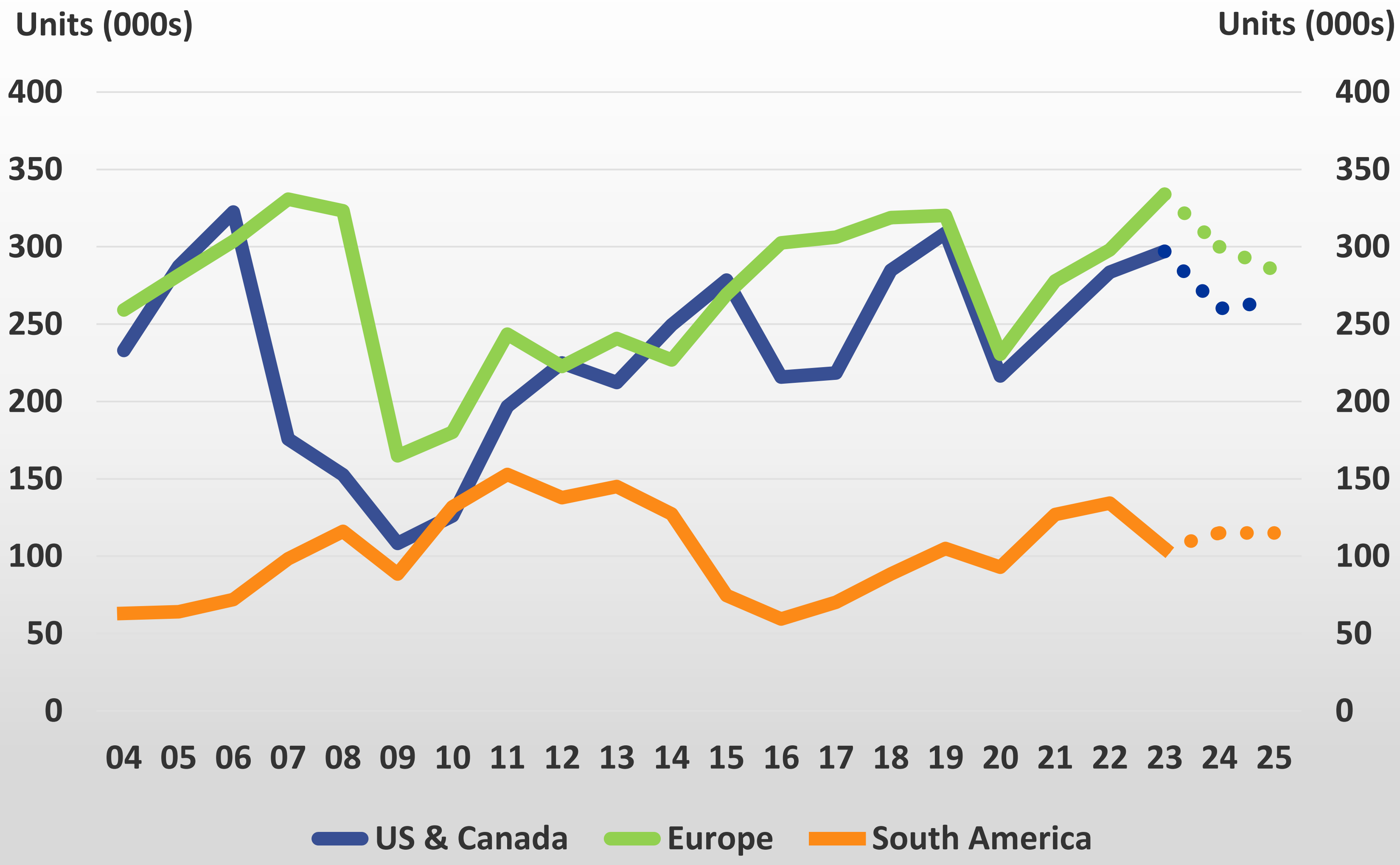
>6t Global Truck Market



>16t Truck Market Size



2024 Market Forecast Estimate

U.S. and Canada	250,000 – 270,000
Europe	290,000 – 310,000
S. America	110,000 – 120,000

2025 Market Forecast Estimate

U.S. and Canada	250,000 – 280,000
Europe	270,000 – 300,000
S. America	110,000 – 120,000

PACCAR

Strategy

A Culture of Excellence

Profitable Growth

Premium Trucks

Effective Transportation Solutions

Market Expansion

Foundation

Quality

Technology

Innovation

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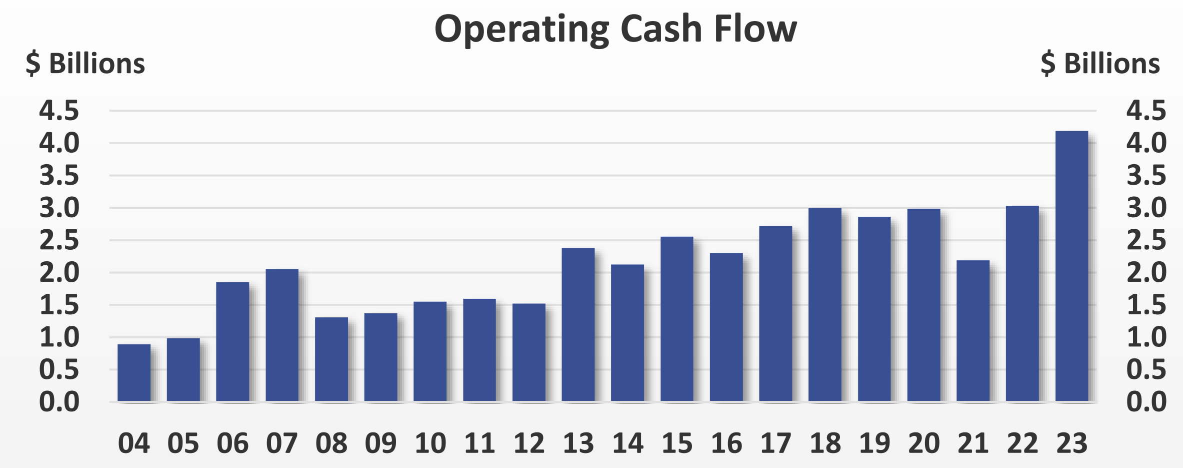
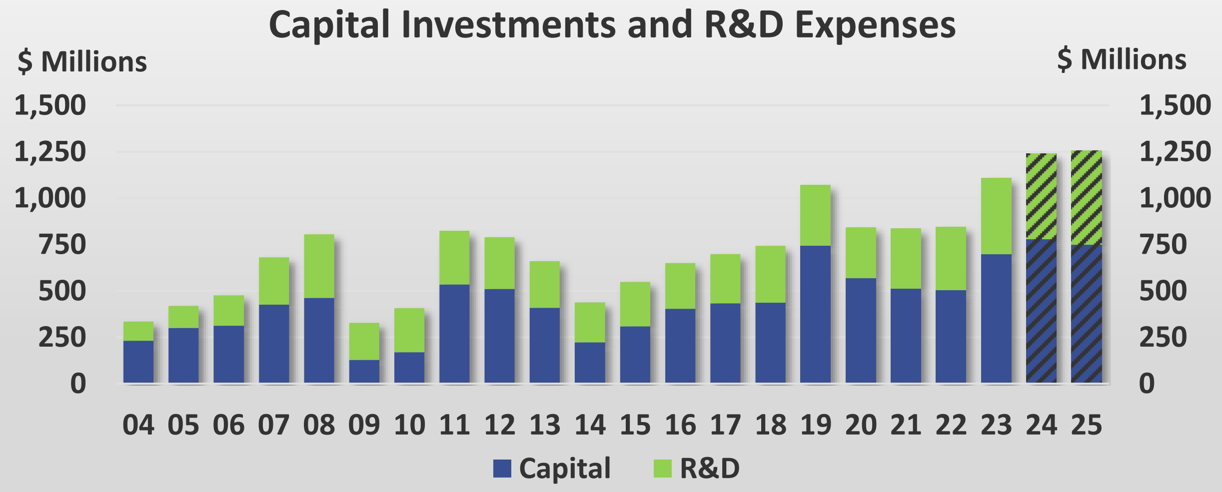
PACCAR
Investing Throughout the Business Cycle





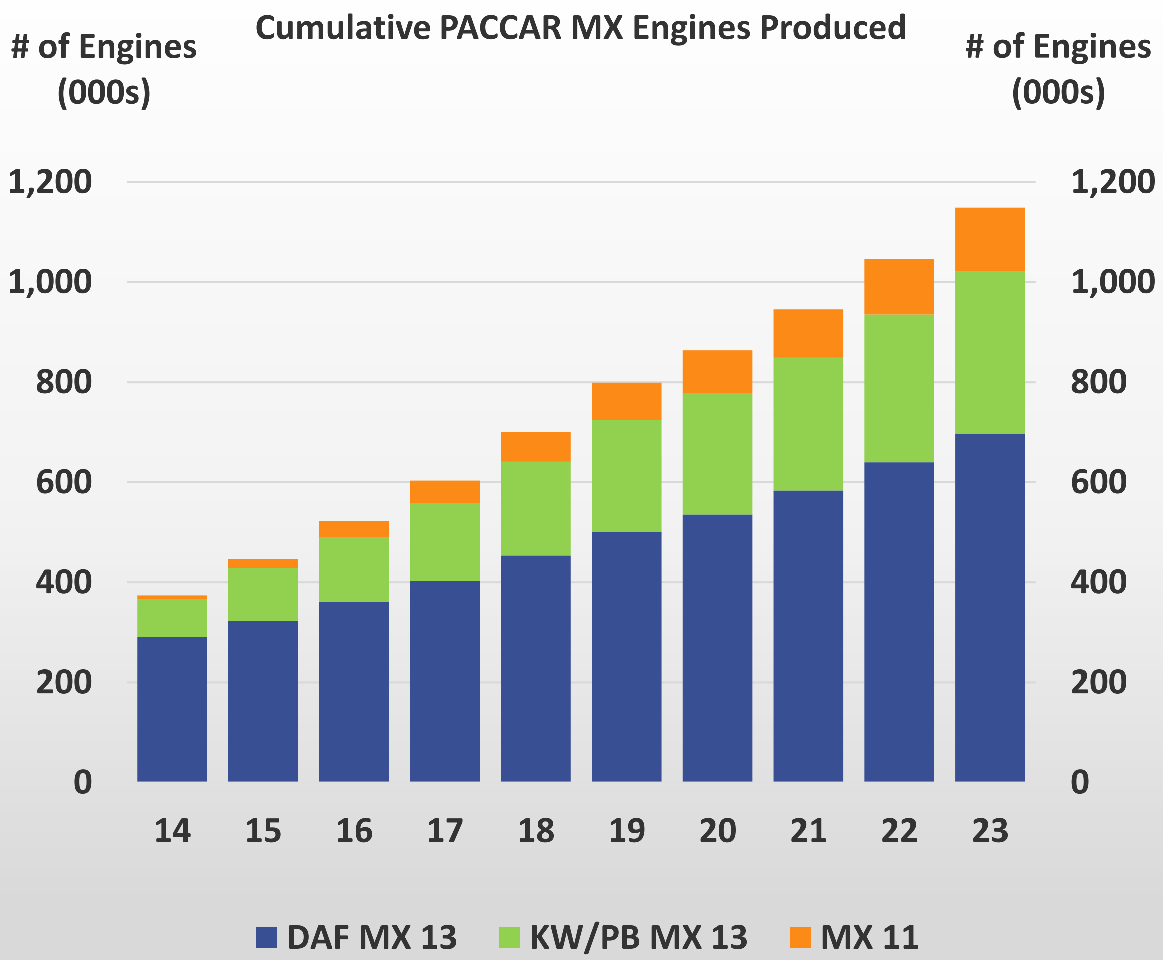
- Operating cash flow has averaged $3.1 billion for the last five years and has grown 9%/year over the last 20 years
  - Strong operating cash flow enables PACCAR to invest in growth throughout the business cycle
- PACCAR has invested $7.8 billion in capital projects, new products and technologies in the last decade ended 2023
- PACCAR partners with suppliers and technology providers to reduce initial investments in speculative technologies
- Key investments:
  - Next generation Kenworth and Peterbilt Class 8 trucks
  - New Kenworth and Peterbilt Class 5-7 trucks
  - New generation DAF XB, XD, XF, XG and XG+ trucks
  - Integrated powertrains including diesel, electric, hybrid and hydrogen fuel cell technologies
  - PACCAR MX-13 and MX-11 engine factory in North America
  - DAF Brasil factory
  - PACCAR Parts distribution centers

Cumulative PACCAR MX Engines Produced

- The PACCAR MX-13 is the flagship of PACCAR's engine line-up with over 676,000 engines produced in Europe and over 324,000 engines installed in North America and a growing presence in South America and Australia.
- The PACCAR engine factory in Columbus, MS, celebrated 10 years of manufacturing excellence in 2020.
- PACCAR expanded its engine program in 2013 with the introduction of the PACCAR MX-11 in Europe. The MX-11 was launched in North America in January 2016.

PACCAR MX-13
12.9 Liter

PACCAR MX-11
10.8 Liter



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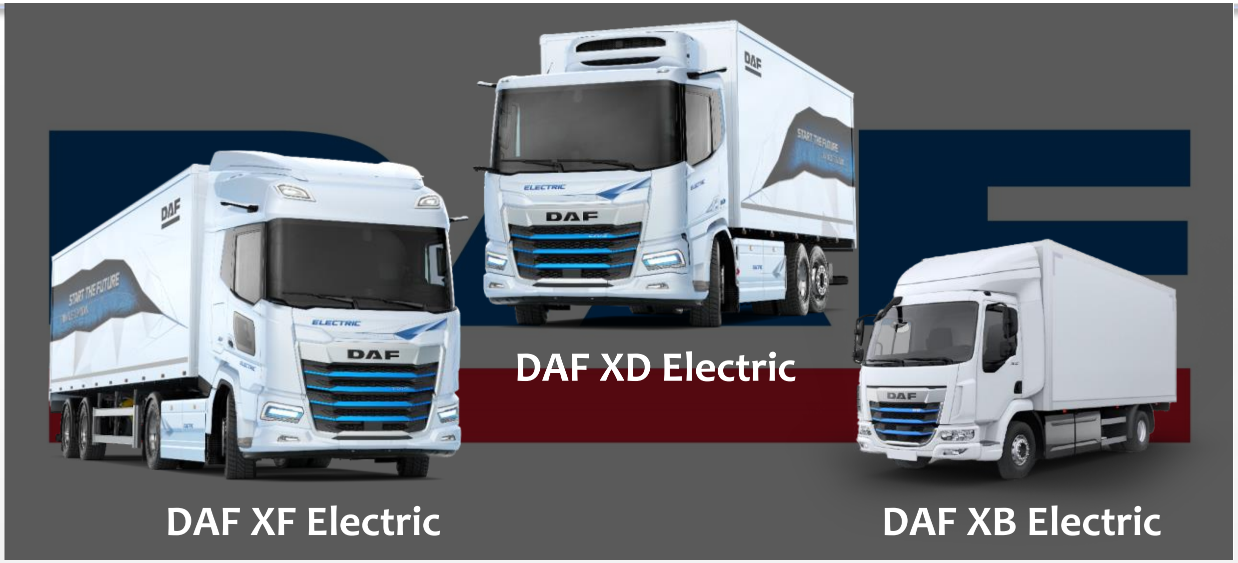
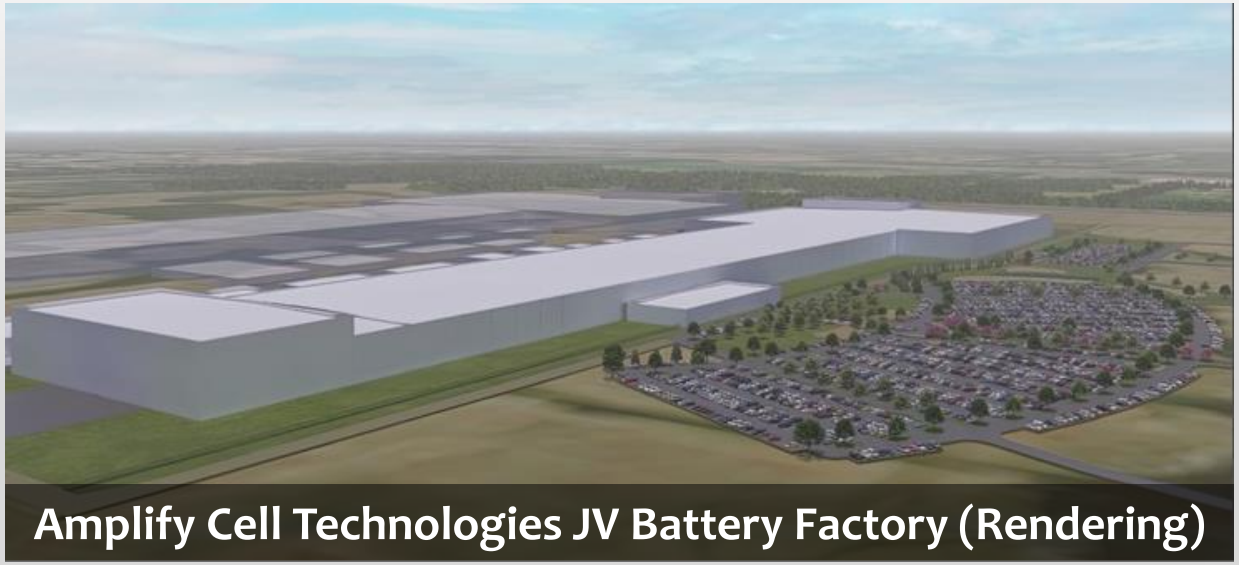
PACCAR Zero Emissions





Battery Charging Solutions

- PACCAR Parts has introduced new electric vehicle charging stations to support the global launch of electric vehicles
- Compatible with Kenworth, Peterbilt and DAF electric trucks and other brands
- Charging power from 20 kW up to 350 kW
- PACCAR is collaborating with Faith Technologies and Schneider Electric to provide charging infrastructure solutions for customers who purchase Kenworth and Peterbilt electric trucks in the US and Canada

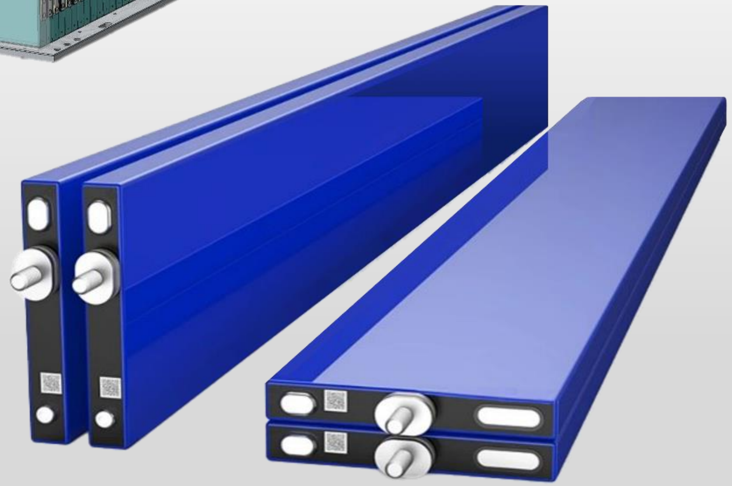
PACCAR Battery Strategy

Advantages of lithium-iron-phosphate (LFP) battery technology:

- Lower cost
- Longer life
- Enhanced safety
- No nickel or cobalt

PACCAR proprietary packs deliver

- Cost leadership
- Supply security
- Commercial vehicle specific
- Battery management system



Amplify Cell Technologies
Battery Cell Joint Venture

- Domestic LFP production
- LFP: durable, low cost & safe
- Commercial vehicle products
- Total investment $2 – 3B
- 21 GWh capacity
- Start of production in 2027

Marshall County, Mississippi

AMPLIFY CELL TECHNOLOGIES

PACCAR

accelera by Cummins

DAIMLER TRUCK

EVE

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PACCAR Batteries Reduce Cost in Multiple Applications

Battery Electric

Fuel Cell Electric

Hybrid Electric

Charger Energy Storage

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Autonomous Trucks

- PACCAR has invested in a strategic partnership with Aurora to develop, test and commercialize autonomous Peterbilt and Kenworth trucks
- PACCAR's autonomous vehicle platform will be integrated with the Aurora self-driving technologies
- PACCAR customers will benefit from the autonomous vehicles' enhanced safety and operational efficiency
- Kenworth T680 and Peterbilt 579 trucks utilizing the Aurora Driver are expected to be delivered in the next several years

Autonomous Kenworth T680 Test Vehicle with Aurora Driver

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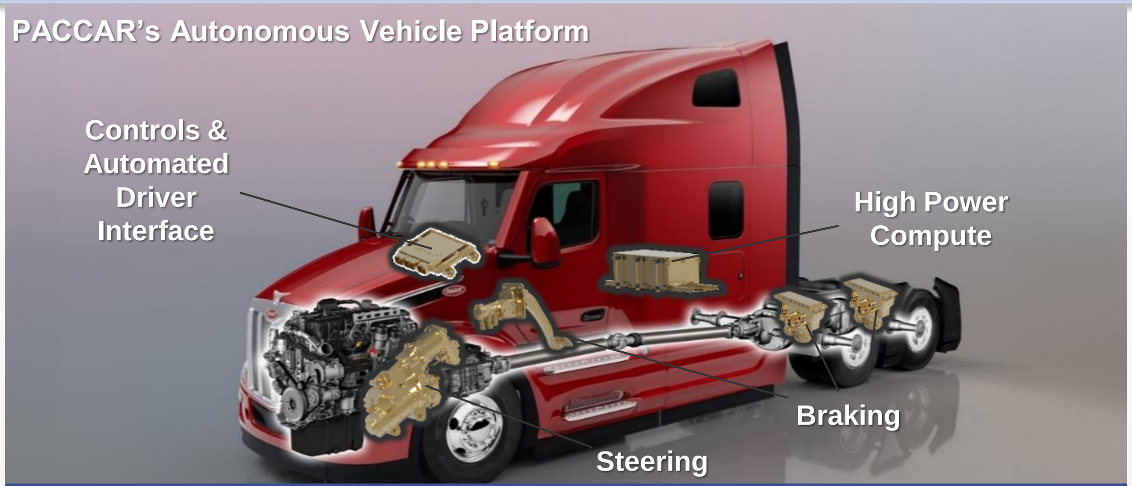
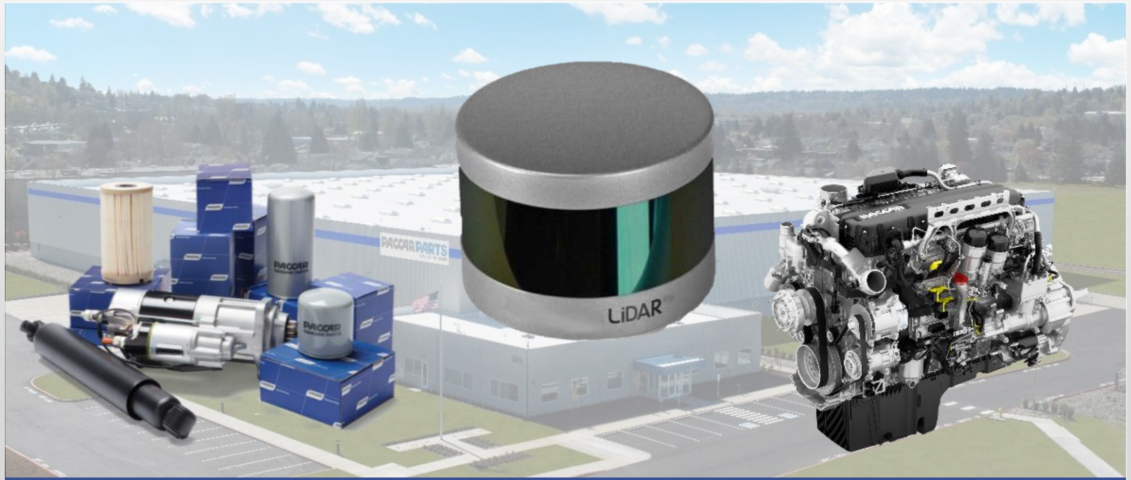
PACCAR's Essential Role in Autonomous Trucking



Engineering and Manufacturing

Repair and Maintenance



Replacement Parts

Connected Services

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PACCAR and Aurora Partner on Autonomous Truck Pilots

- PACCAR and Aurora have three customer trials underway with FedEx, Uber Freight, Werner Enterprises, Hirschbach Motor Lines, and Schneider National

Strong PACCAR Advantage & Proprietary Content

Engine Controller

- PACCAR formed PACCAR Electronics in 2024 to address the growing importance of electronics within PACCAR product development
- Electronic systems include new vehicle architecture, safety systems, vehicle controls and switches and connectivity
- PACCAR trucks have approx. 100 control systems with about 100 million lines of code
- Connected trucks are sophisticated and run by software that requires ongoing investment
- Proprietary content creates a strong advantage for PACCAR

Connected Services

PACCAR is launching A new state-of-the-art global connected truck platform, PACCAR Connect.

New proprietary hardware and data platform provides:

- Cybersecurity protection & monitoring
- Over-the-air software updates
- Access to industry leading business applications
- Transportation solutions for uptime & fleet management
- Data as a service capabilities

PACCAR CONNECT

Secure Vehicle Data

Business Solutions

Data as a Service

Transportation Solutions

PACCAR Inc

PACCAR and Platform Science Connected Vehicle Partnership

- PACCAR has made a strategic investment in Platform Science
- PACCAR and Platform Science will collaborate on connected trucks
- PACCAR will integrate the Platform Science Virtual Vehicle into Kenworth and Peterbilt trucks
- The solution enables fleets to access telematics, software solutions, real-time data, and third-party applications directly from their vehicles
- Customers will have access to a customizable platform elevating their capabilities to innovate and utilize, manage and deploy digital applications

PACCAR
GLOBAL CONNECTED SERVICES

PACCAR Innovation Center, Sunnyvale, CA

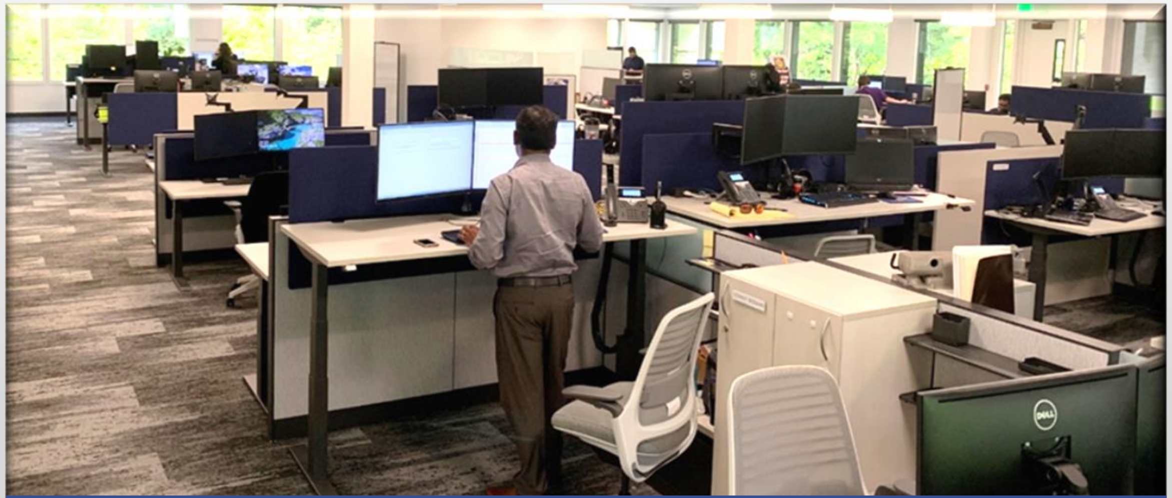
- PACCAR Innovation Center in Silicon Valley enhances PACCAR's access to emerging technologies and talent from around the world
- The Innovation Center collaborates with other PACCAR engineering teams to develop next generation technologies such as autonomous trucks
- PACCAR Innovation Center establishes strategic partnerships, such as the autonomous vehicle collaboration with Aurora
- The Innovation Center truck lab is equipped with the tools needed to integrate emerging technologies

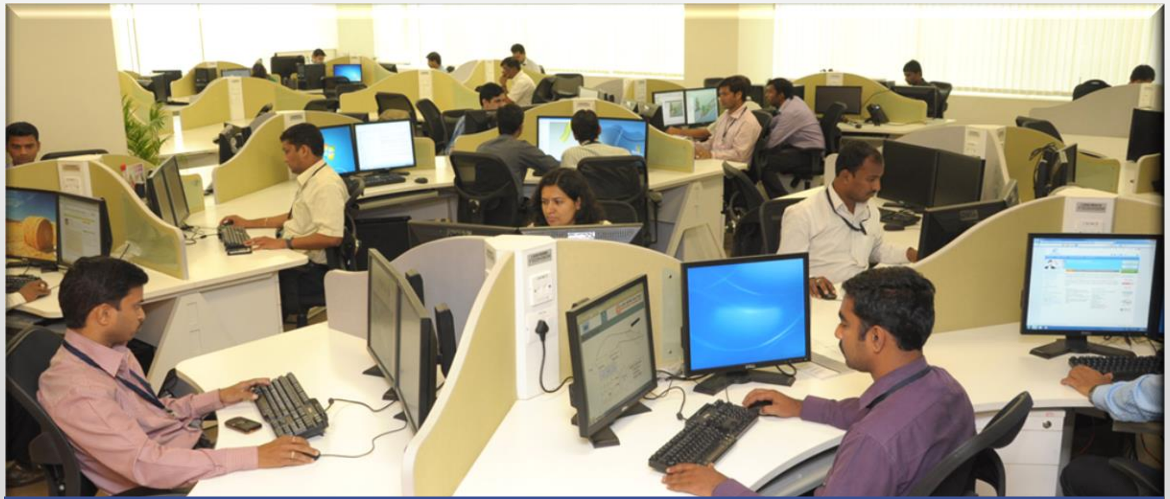
PACCAR Global Embedded Services

PACCAR has three embedded service technology centers located at Kenworth in Kirkland, WA; at DAF in Eindhoven, the Netherlands; and in Pune, India

The centers will accelerate embedded software development and connected vehicle solutions to benefit customers' operating efficiency

Digital Technology Center, Eindhoven, NL

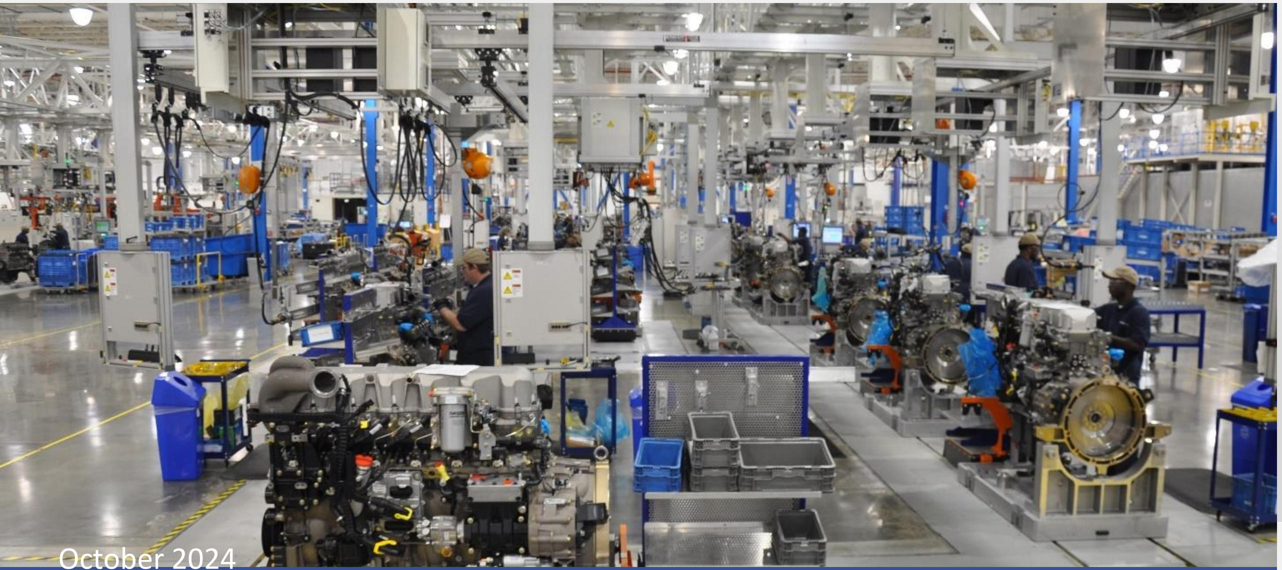

Kenworth Embedded Engineering Center, Kirkland, WA


Embedded Service Center, Pune, India

PACCAR Manufacturing Capacity Investments

Kenworth New Test Building, Chillicothe, OH

PACCAR Mexico Expansion



PACCAR Engine Factories

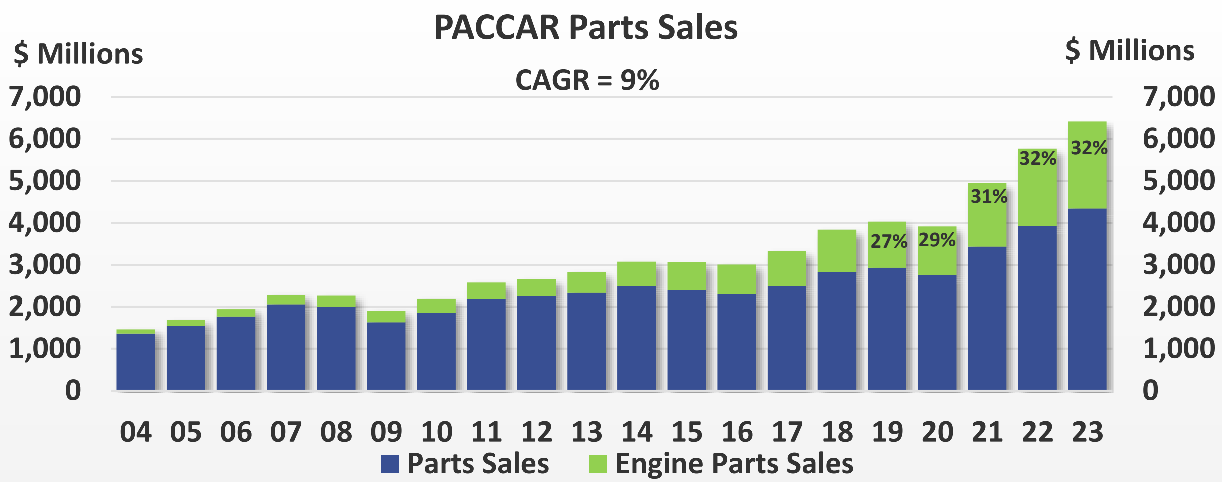
PACCAR Australia Expansion

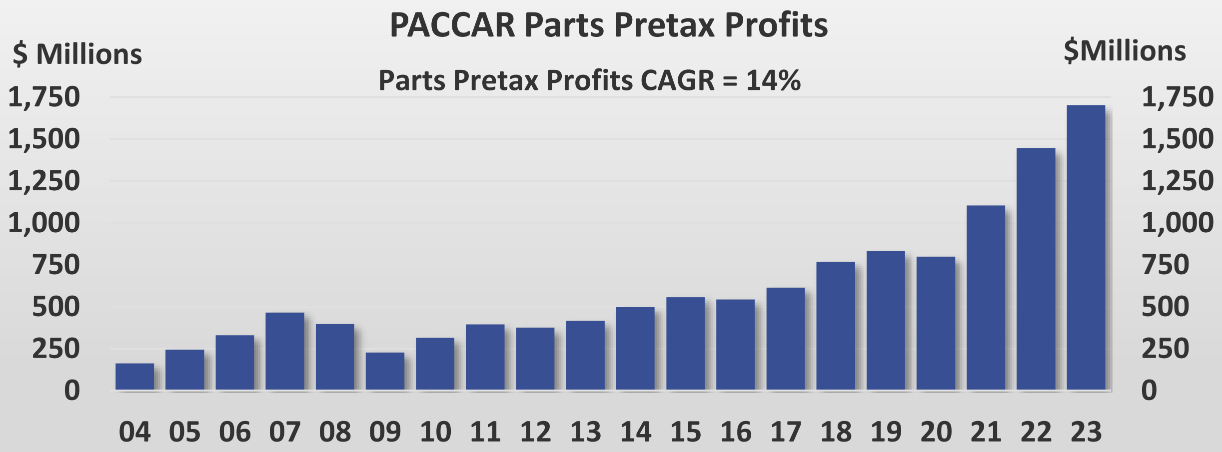
PACCAR Parts Strategy

PACCAR Parts achieved $6.41 billion in sales and $1.70 billion in pretax profits in 2023. Over the last 20 years, PACCAR Parts has achieved a sales CAGR of 9% and profit CAGR of 14%.

<u>Long-Term Growth Drivers</u>:

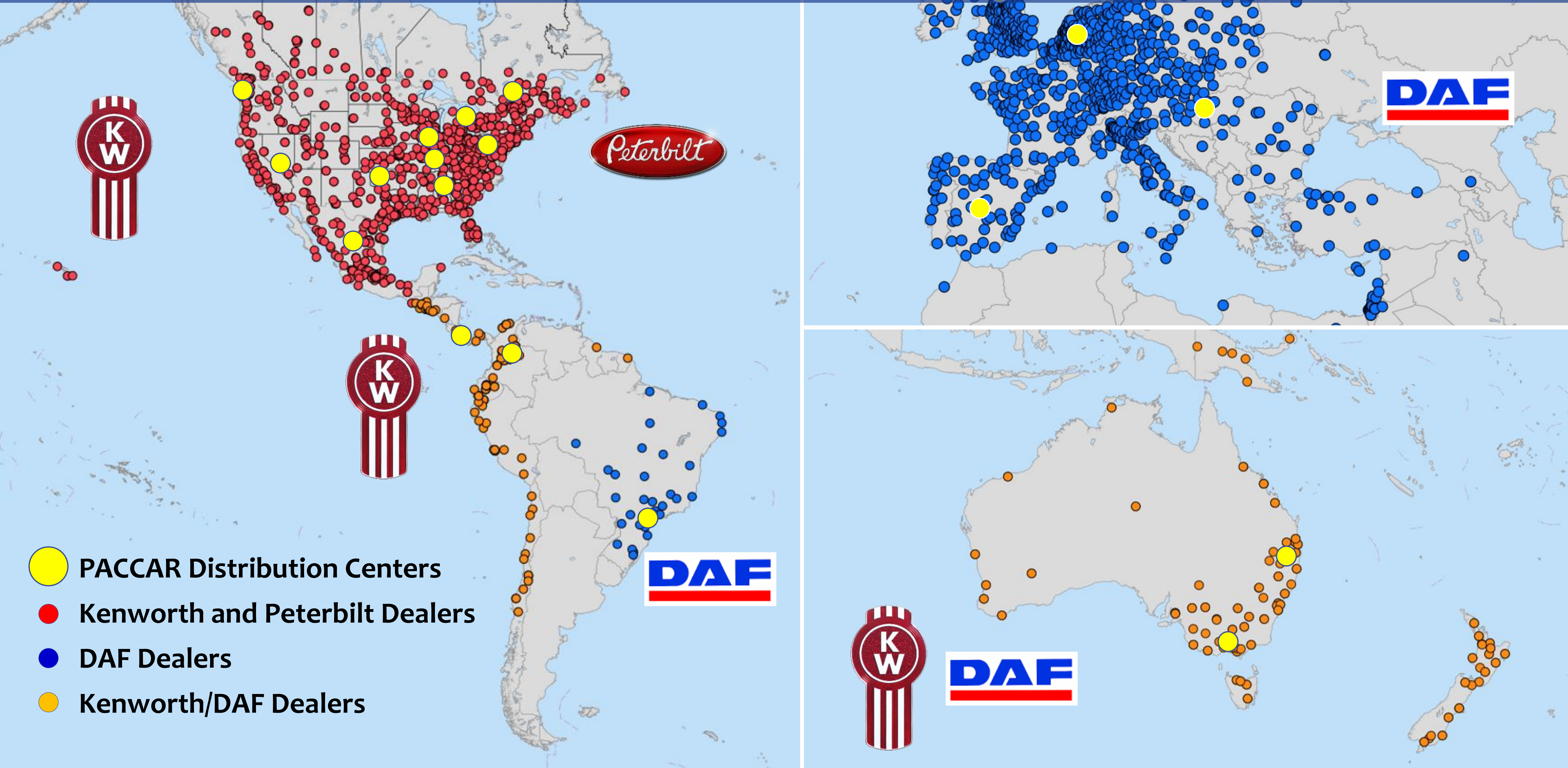
- Growing population of Kenworth, Peterbilt and DAF trucks due to geographic expansion and market share growth
- Increasing number of TRP locations
  - 2023: 300 locations
  - 2016: 76 locations
- Best-in-class Distribution Network
  - 19 parts distribution centers and supporting more than 2,300 dealer locations.
  - Proprietary, PACCAR Genuine and TRP branded parts enhance margins





PACCAR Parts Distribution Centers and Dealers

19 PDCs in 10 Countries; 2,300 Dealer Locations

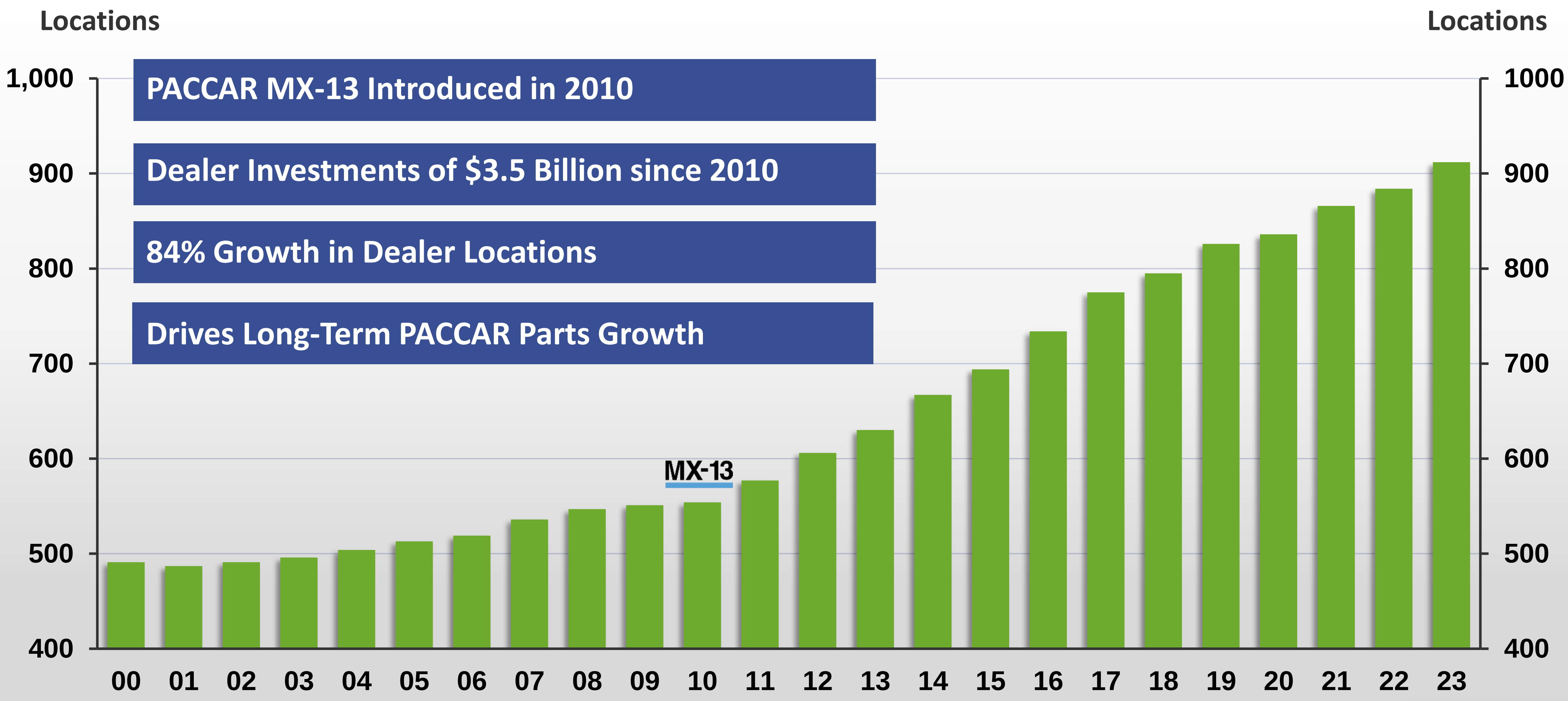


- PACCAR Distribution Centers
- Kenworth and Peterbilt Dealers
- DAF Dealers
- Kenworth/DAF Dealers

PACCAR Global Dealer Network

- Independent dealer network of 2,300 dealer locations
- Premium customer experience
- Strong dealer profitability and expanded opportunities from PACCAR engines and TRP stores
- Competitive flooring and retail financing provided by PACCAR Financial and PACCAR Leasing

Growth in Kenworth and Peterbilt Dealer Locations
U.S. and Canada



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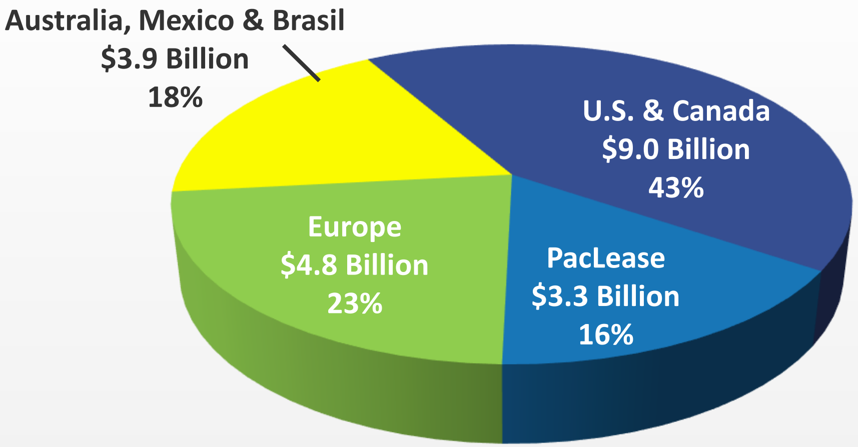
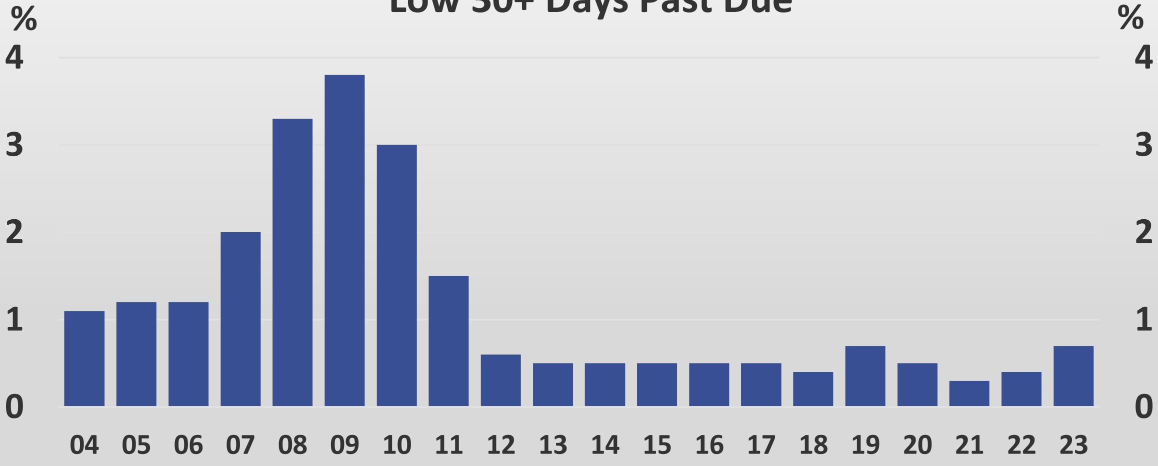
PACCAR Financial Services Strategy

- PACCAR Financial Services supports truck sales by providing financing and leasing services to PACCAR customers
- In 2023, PACCAR Financial financed 24% of all Kenworth, Peterbilt and DAF trucks
- Geographical diversification, disciplined credit underwriting, and rigorous portfolio management have enabled PACCAR Financial to earn excellent profits throughout the business cycle
- Key strategies and investments:
  - Predictive data analytics for credit quality
  - Expanded used truck centers
  - Mobile finance and credit system
  - E-contract and e-signature
  - Customer on-line portal

Total Assets 12/31/23 = $21.0 Billion

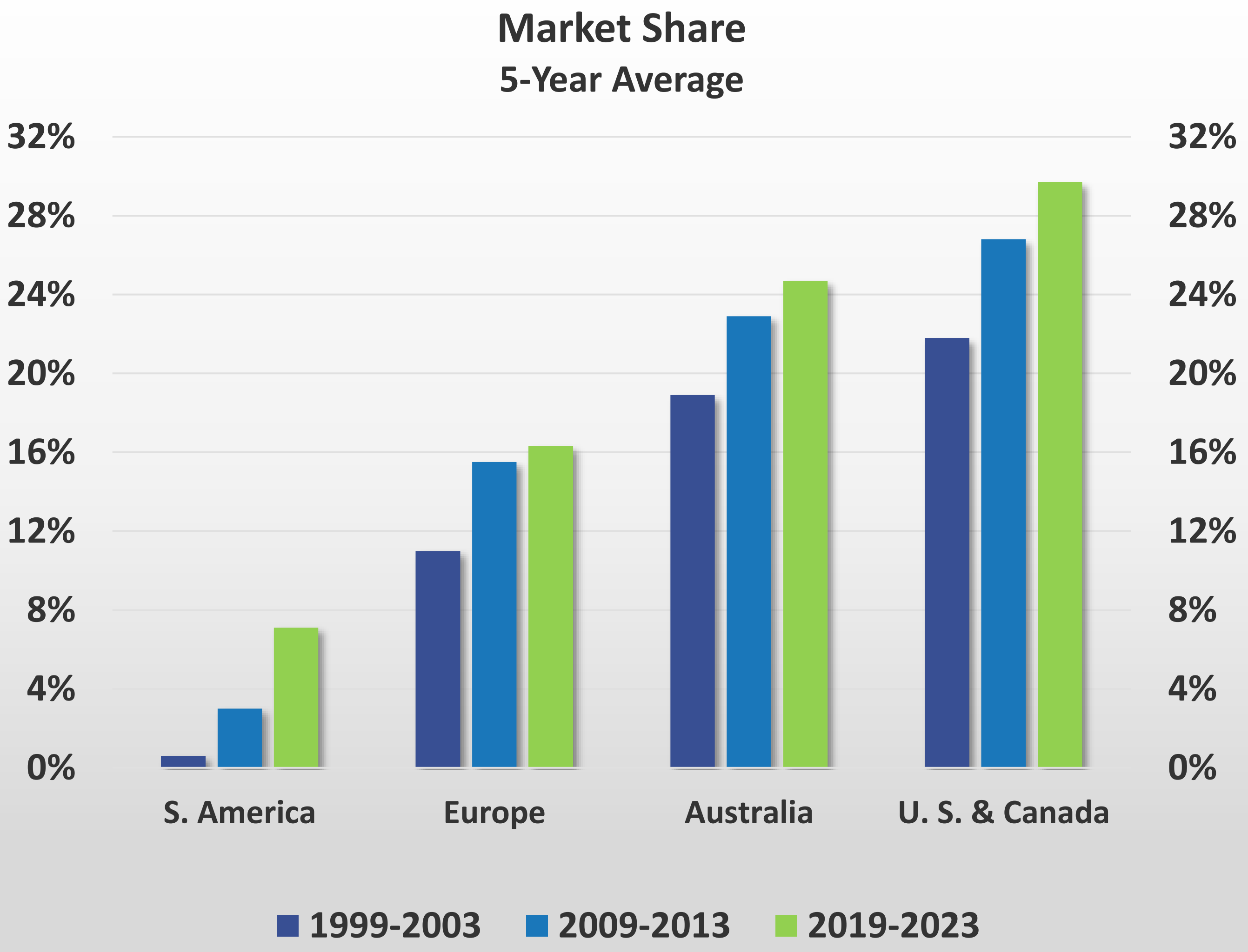


Low 30+ Days Past Due



Long-Term Growth in PACCAR Heavy Duty Market Share

- Since 2003, PACCAR's above 16 tonne market share has increased in South America, Europe, Australia and U.S. & Canada
- Kenworth is the market leader in Australia
- PACCAR's investment in truck manufacturing in Brasil supports PACCAR's medium-term goal of 10% market share for Kenworth and DAF products in South America.



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DAF Brasil

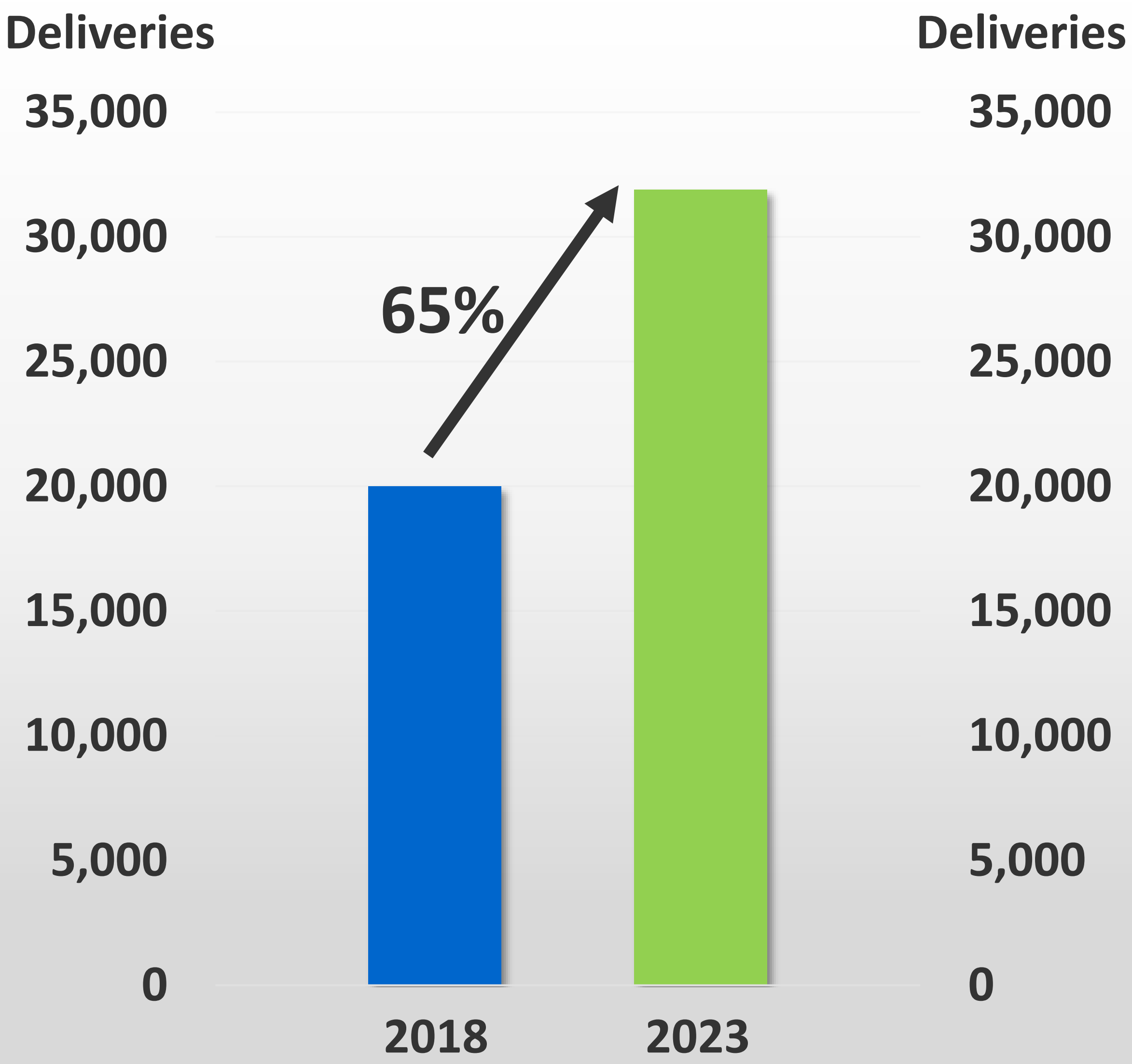
Opened Manufacturing Plant	2013
PFS Brasil Begins Operations	2019
Opened New Parts Distribution Center	2020
4th Brand of the Year Award from FENABRAVE	2021
DAF CF Rigid Introduced	2021
DAF Brasil Builds 20,000th Truck	2022
DAF Brasil 10th Anniversary	2023

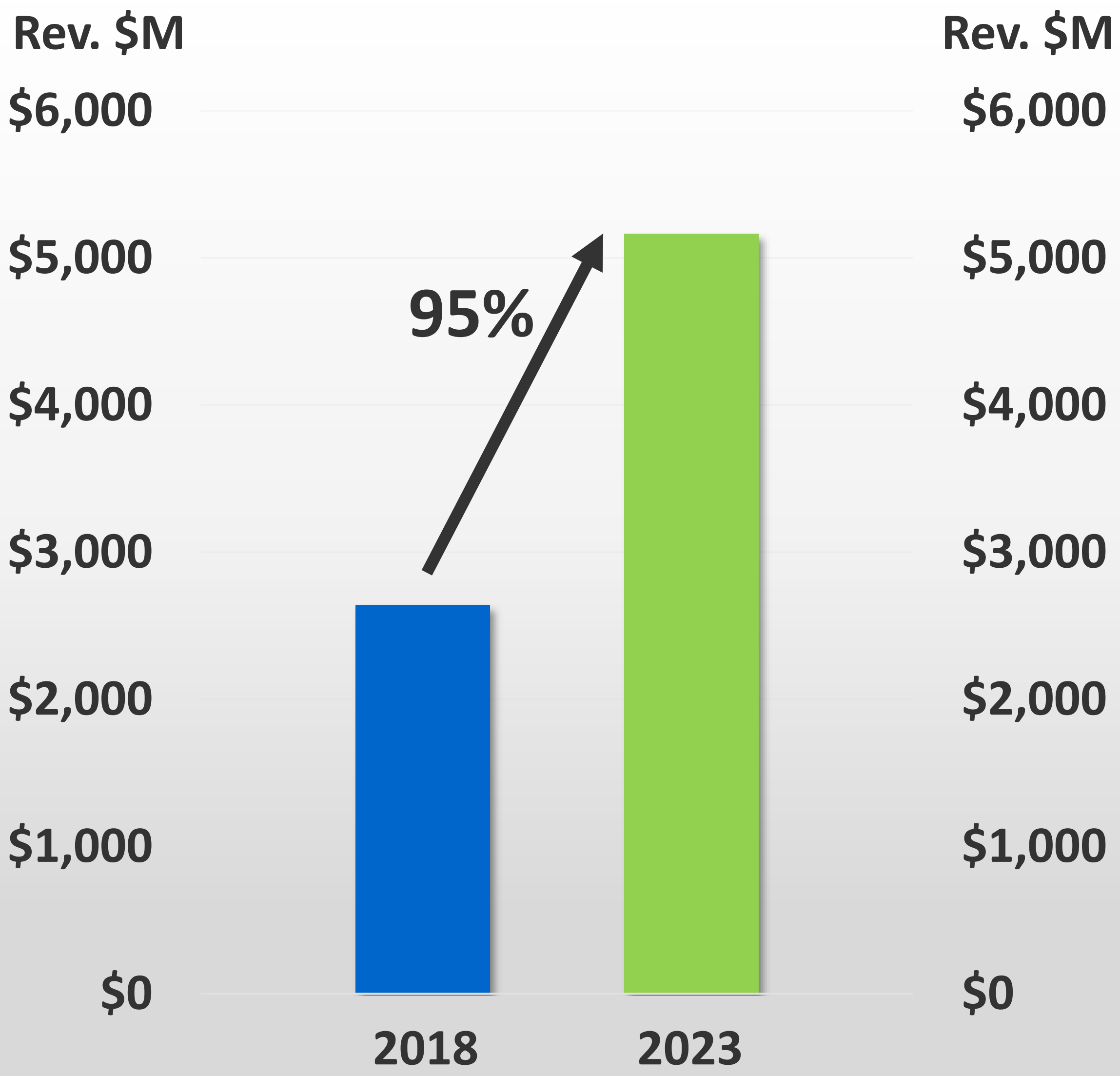
DAF CF

Parts Distribution Center Ponta Grossa, Brasil

DAF Brasil Manufacturing Plant

PACCAR Rest-of-World Growth

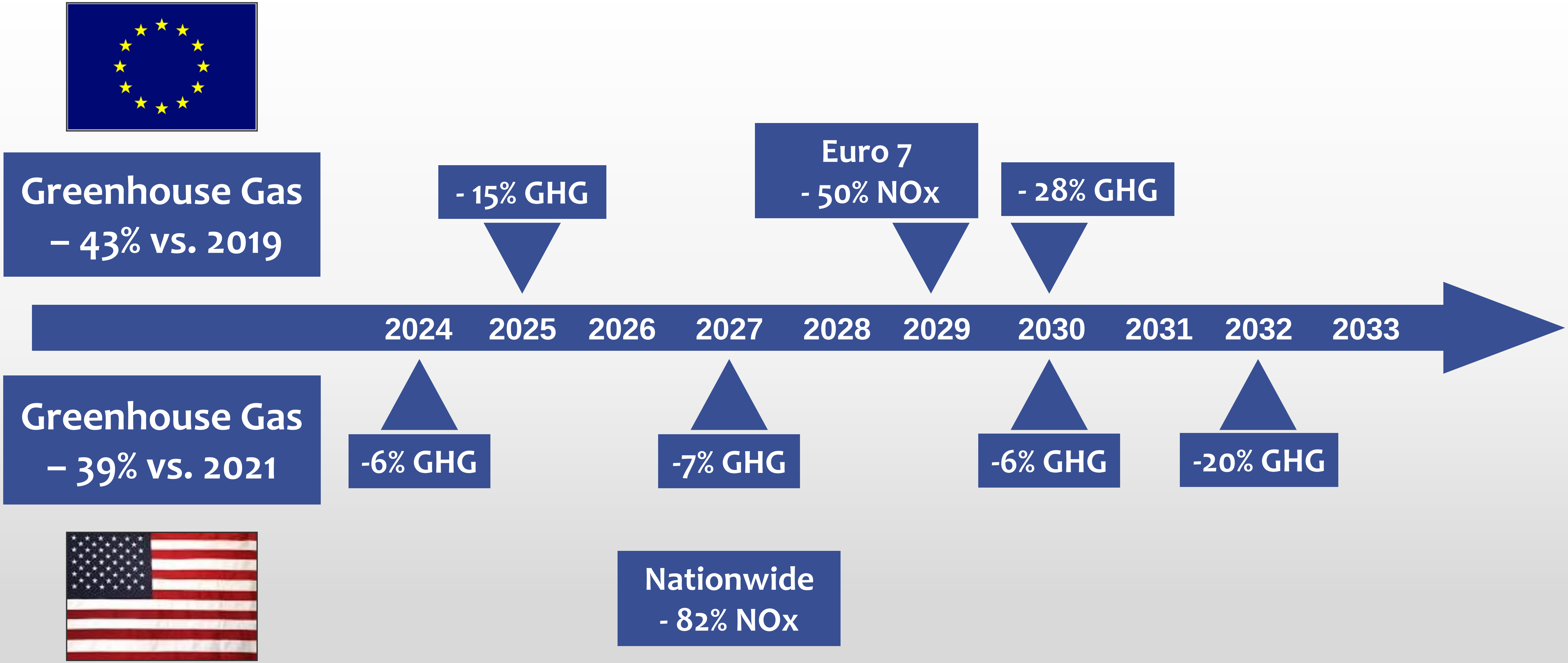




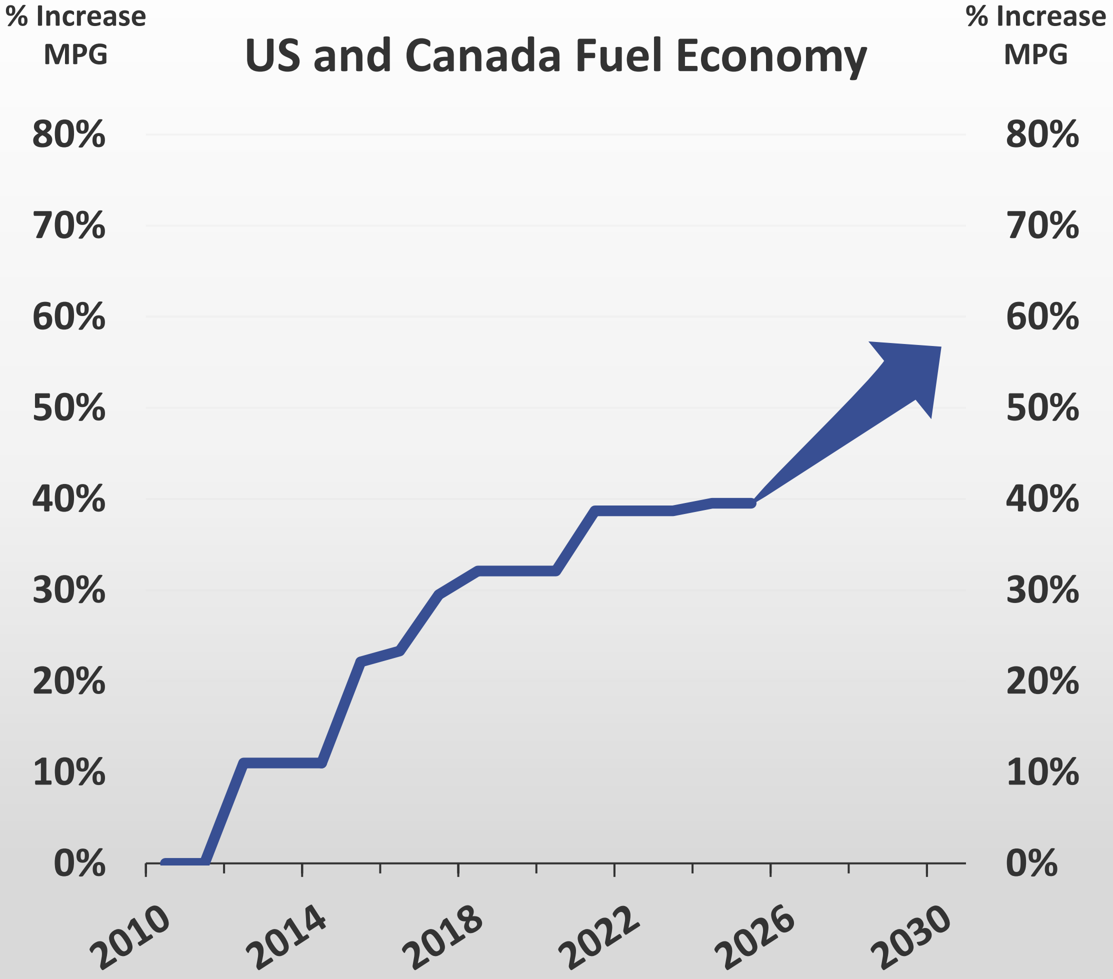
Infrastructure Investment and Jobs Act

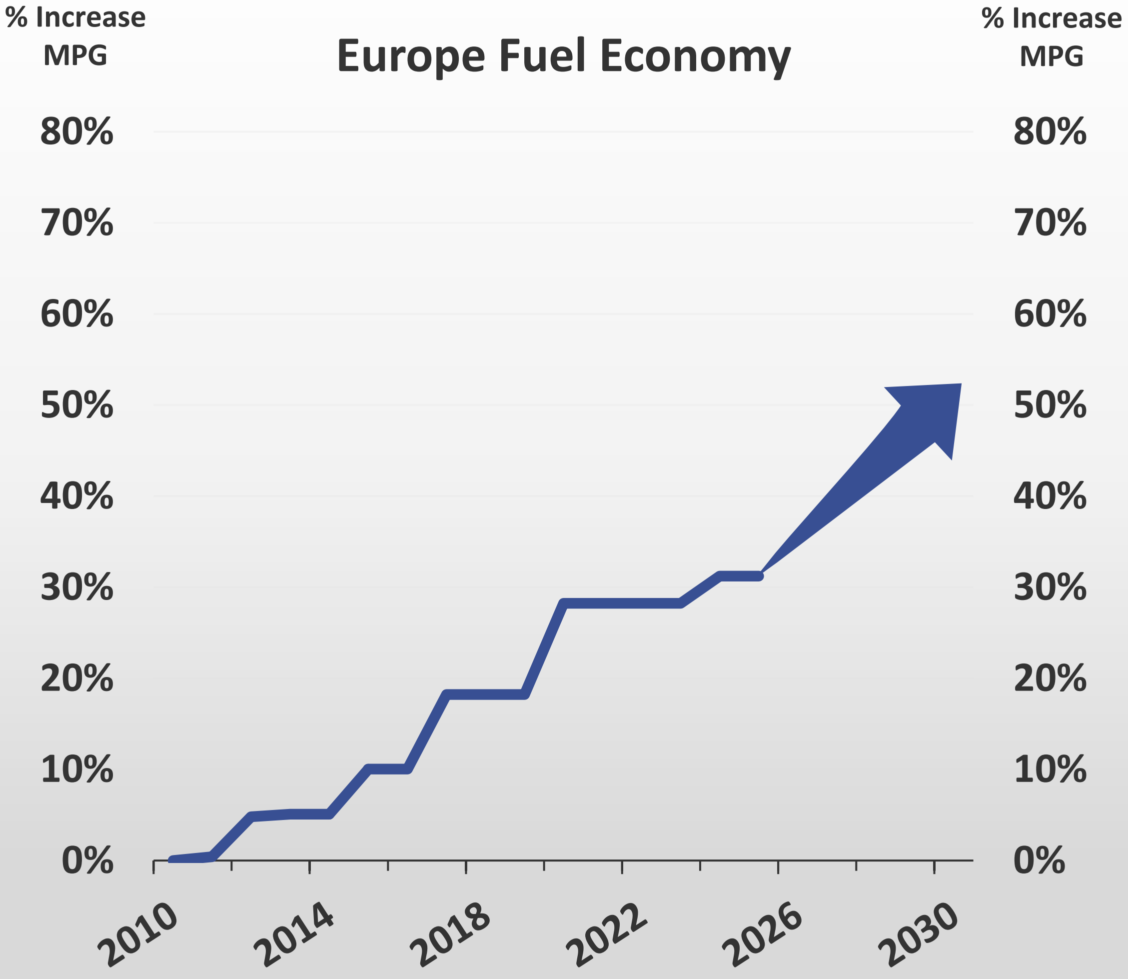
- In 2021, congress approved $1.2 trillion in new infrastructure spending in the Infrastructure Investment and Jobs Act
- This $1.2 trillion in spending will benefit PACCAR, as it is an industry leader in vocational trucks
- Kenworth and Peterbilt combined have achieved approximately 40% share in the vocational segment in the US and Canada

Emissions Regulations Summary



Fuel Economy Improvement





PACCAR Inc

ESG Leadership

CDP "A-" Rating

PACCAR achieved an "A-" rating for its environmental practices; Leadership Tier of over 21,000 reporting companies

Newsweek America's Greatest Workplaces 2023

Recognized as one of the top 0.26% workplaces in America by Newsweek and Plant-A Insights Group

Science Based Targets

PACCAR has established ambitious 2030 carbon emission reduction targets: 35% in scopes 1&2 and 25% in scope 3 compared to base year

S&P Global ESG Rating

PACCAR's *S&P* ESG score ranked in the top 16% of peer companies

PACCAR is Structurally Stronger & Positioned for Future Growth

Game Changing New Truck Models

Strong Parts Growth and Profit

Rest of World Growth

Technology Enabling Opportunities

PACCAR Inc

PACCAR

Third Quarter 2024 Earnings

PACCAR Revenues and Profit

85 consecutive years of net profit

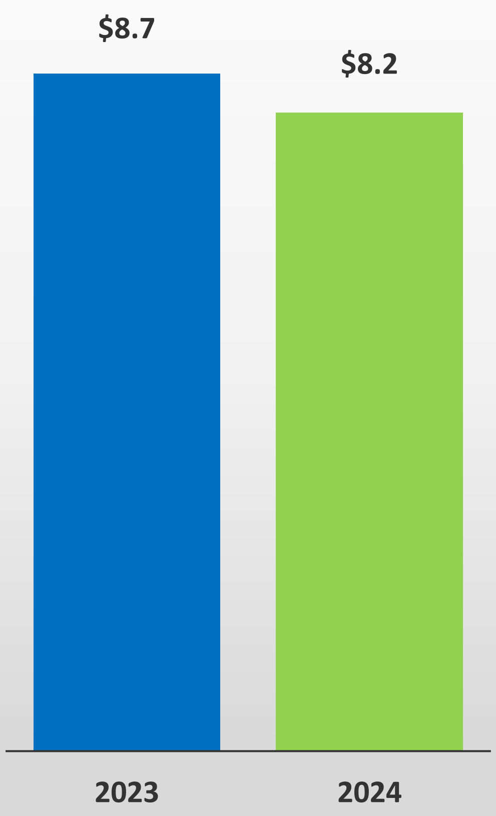
Dividends every year since 1941

	3rd Quarter		Nine Months	
($ in Millions)	2024	2023	2024	2023
Revenues	$7,704	$8,232	$24,201	$24,724
Net Income	$972	$1,229	$3,290	$3,184
Adjusted Net Income	$972	$1,229	$3,290	$3,630
Adjusted Return on Revenues	11.8%	14.1%	12.8%	13.9%
Adjusted Diluted EPS	$1.85	$2.34	$6.25	$6.92
New Truck Deliveries (units)	44,900	50,100	141,400	153,100

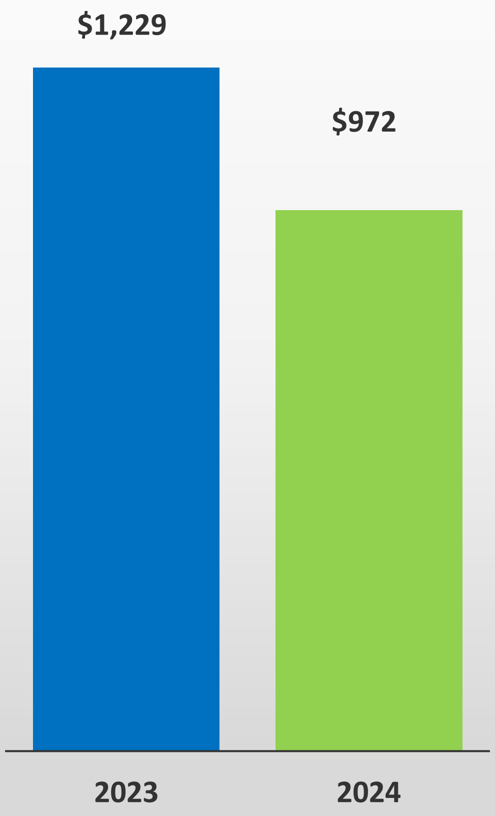
Note: See appendix for supplementary information on non-GAPP financial metrics

2024 Financial Results
Third Quarter 2024 vs. Third Quarter 2023

Sales and Revenues (Billions of Dollars)



Net Income (Millions of Dollars)

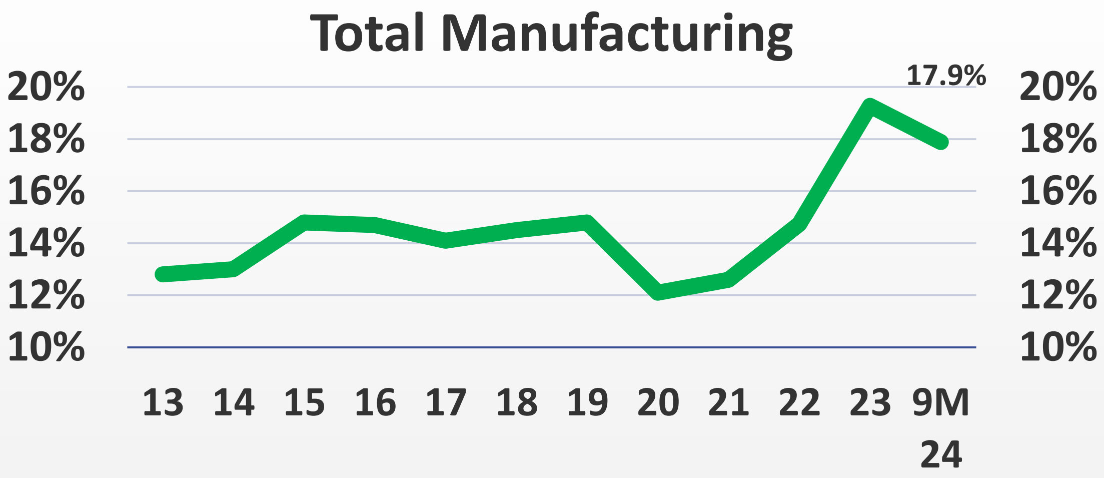


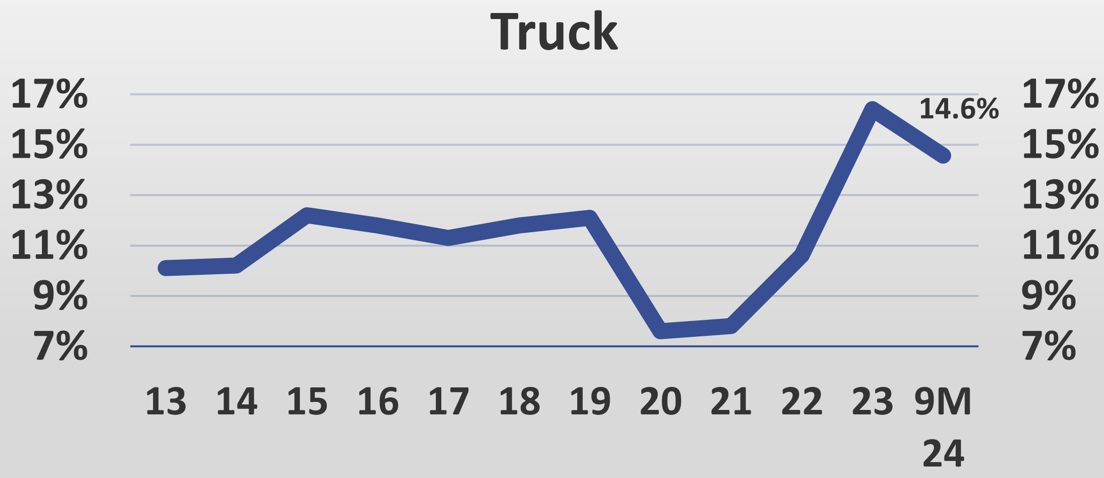
- Sales and revenues of $8.2 billion
- Net income of $972 million
- After-tax return on revenues of 11.8%
- PACCAR Parts revenues of $1.7 billion
- PACCAR Parts pretax income of $407 million
- Financial Services pretax income of $107 million
- R&D expenses of $115 million
- Deliveries of 44,900 trucks

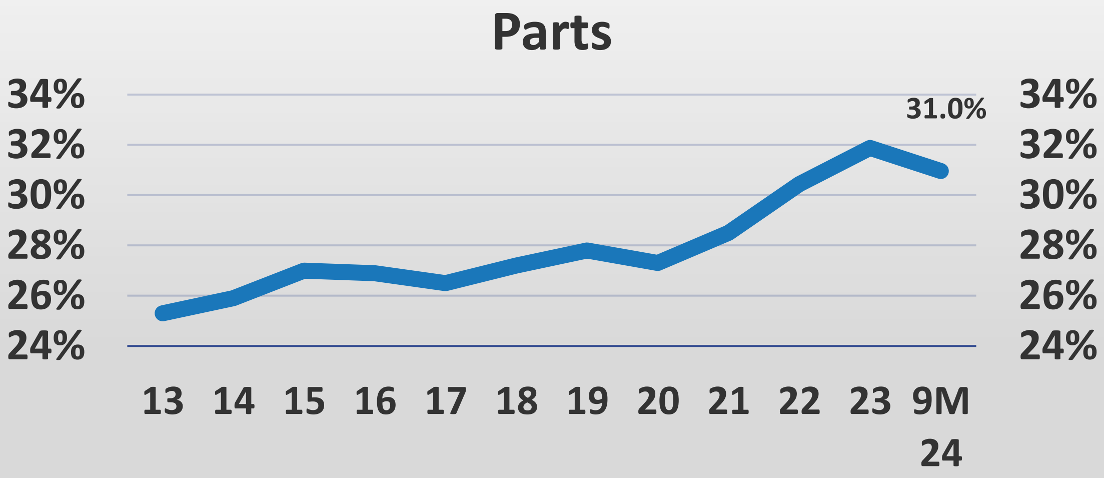
PACCAR Inc

Historical Annual Gross Margins

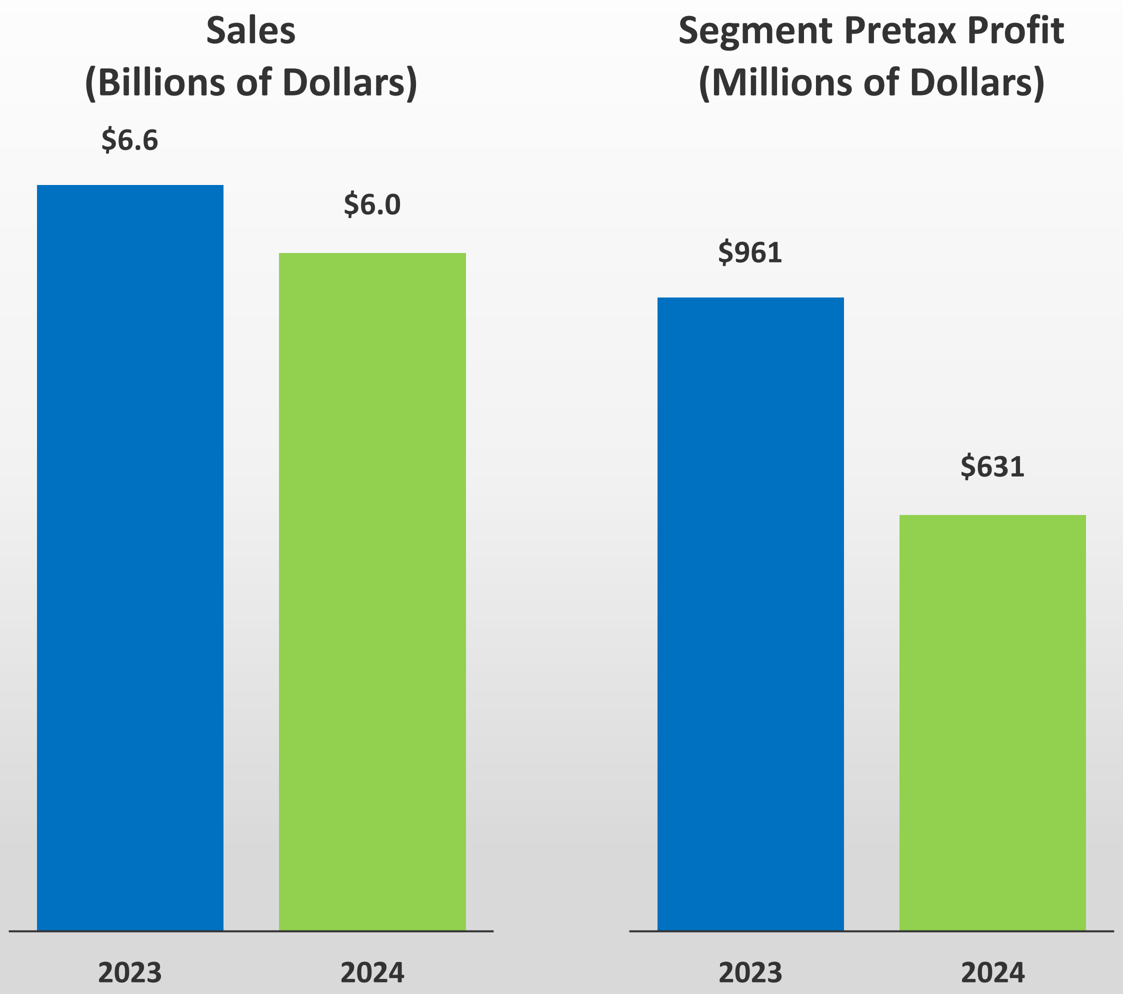
- Truck margins benefited from new products and an improving supply base
- Parts margins have benefited from distribution and technology investments and growing populations of PACCAR trucks and engines in operation





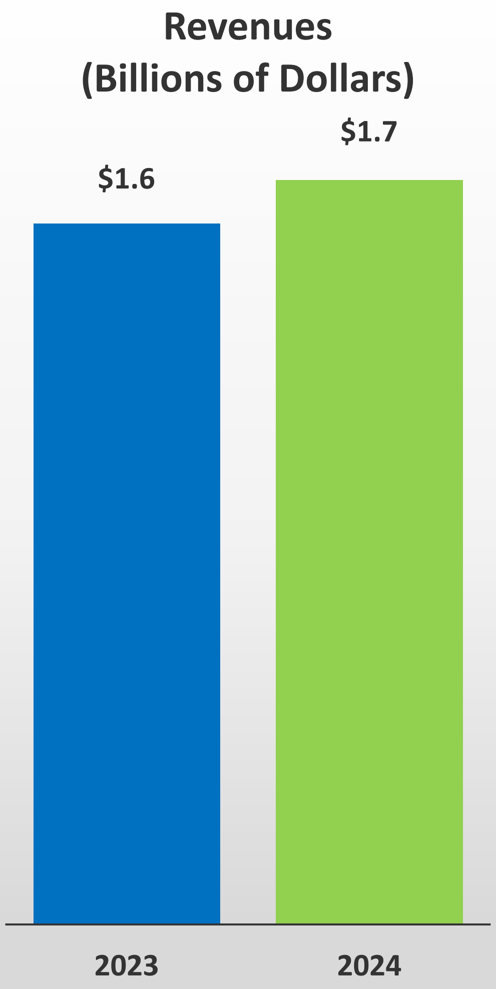


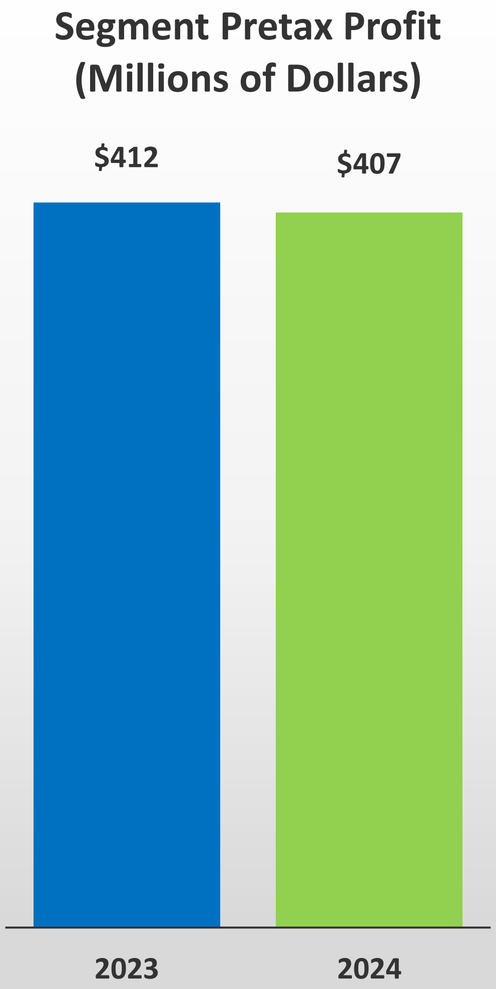
Truck
Third Quarter 2024 vs. Third Quarter 2023



- Sales totaled $6.0 billion
- Pretax operating profit was $631 million
- Deliveries for 3Q24 totaled 44,900 compared to 50,100 units in the same period a year ago
- Strong 13.0% Truck gross margin

Aftermarket Parts
Third Quarter 2024 vs. Third Quarter 2023





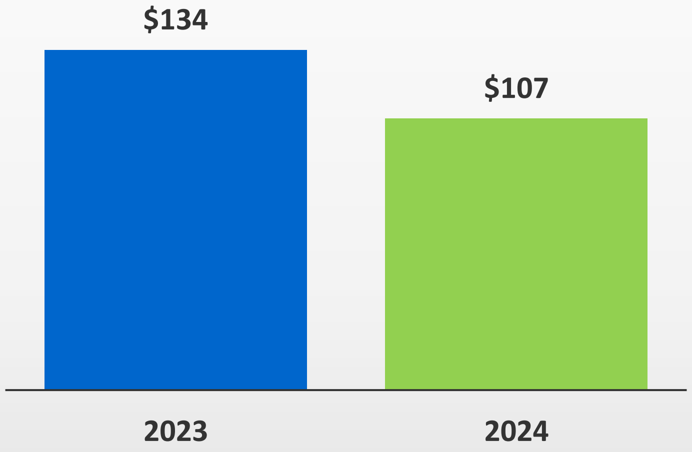
- Revenues of $1.7 billion, an increase of 5%
- Pretax profit of $407 million
- Parts revenues and profit growth due to industry-leading logistics operations, strong demand for engine parts, and growth in e-commerce platform
- Strong 30.1% Parts gross margin

PACCAR Inc

Financial Services
Balance Sheet & Third Quarter 2024 Profit

	$ Millions 9/30/2024
Finance & Other Receivables	**$19,294**
Equipment on Operating Leases	**1,988**
Other Assets	**1,198**
Total Financial Services Assets	**$22,480**
Commercial Paper & Bank Loans	**$5,497**
Term Notes	**10,023**
Deferred Taxes & Other Liabilities	**1,789**
Total Financial Services Liabilities	**$17,309**
Equity	**$5,171**
Total Liabilities & Equity	**$22,480**

Segment
Pretax Profit
(Millions of Dollars)



- Pretax profit of $107 M
- Portfolio of 232,500 trucks and trailers
- Excellent portfolio quality
- 13 worldwide used truck centers
- Normalized used truck prices

PACCAR Inc

PACCAR Inc
A+/A1 Credit Ratings

- Superb balance sheet
- $9.15 billion in manufacturing cash and securities to support growth opportunities and investments in all phases of the cycle
- No manufacturing debt – a capital structure that has proven beneficial throughout the business cycle
- A+/A1 credit rating provides excellent access to the credit markets for PACCAR Financial Services

	($ Millions) 9/30/24
Mfg Cash & Securities	**$9,153**
Other Manufacturing Assets	**11,649**
Financial Services Assets	**22,480**
Total Assets	**$43,282**
Manufacturing Debt	**$ -**
Manufacturing Liabilities	**7,310**
Financial Services Liabilities	**17,309**
Shareholders' Equity	**18,663**
Total Liabilities & Equity	**$43,282**

PACCAR Competitive Advantages

- Innovative Technology
- Highest Quality Products
- Global Aftermarket Parts Sales
- Profitable Financial Services
- Rigorous Cost Control
- Experienced Management Team
- Excellent Supplier Partnerships
- Strongest Dealer Network

PACCAR Inc

Appendix

This earnings release includes “adjusted net income (non-GAAP)” and “adjusted net income per diluted share (non-GAAP)”, which are financial measures that are not in accordance with U.S. generally accepted accounting principles (“GAAP”), since they exclude a charge for EC-related claims. These measures differ from the most directly comparable measures calculated in accordance with GAAP and may not be comparable to similarly titled non-GAAP financial measures used by other companies.

Adjustment for the EC-related claims relates to a pre-tax charge of $600.0 million ($446.4 million after-tax) for estimable total costs recorded in Interest and other expenses (income), net in the first quarter 2023.

Management utilizes these non-GAAP measures to evaluate the Company’s performance and believes these measures allow investors and management to evaluate operating trends by excluding a significant non-recurring charge that is not representative of underlying operating trends.

Reconciliations from the most directly comparable GAAP measures to adjusted net income (non-GAAP) and adjusted net income per diluted share (non-GAAP) are as follows:

($ in million, except per share amounts)	**Nine Months Ended September 30, 2023**
Net income	**$3,183.5**
EC-related claims, net of tax	**446.4**
Adjusted net income (non-GAAP)	**$3,629.9**
Per diluted share:	
Net income	**$6.07**
EC-related claims, net of tax	**.85**
Adjusted net income (non-GAAP)	**$6.92**

PACCAR