
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.

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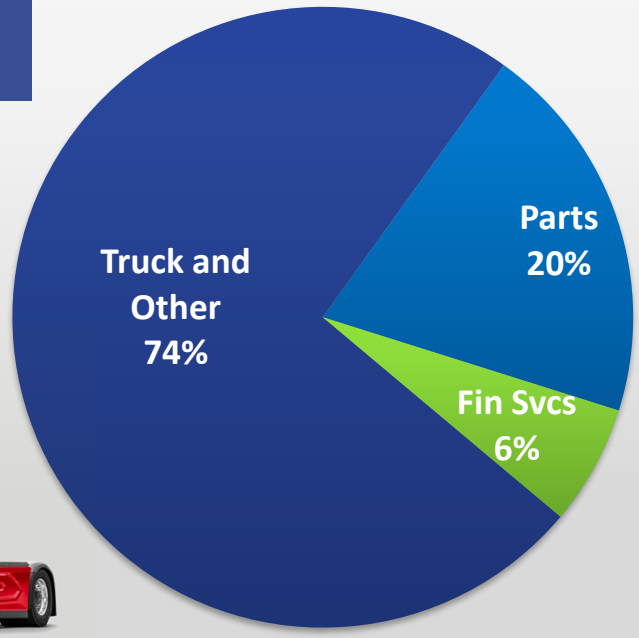
PACCAR
A Global Technology Company in Commercial Vehicles

2024 Revenues $33.7B | **2024 Net Income $4.2B** | **2024 Avg Dividend Yield 4.0%**

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

Truck and Other
$24.8B Revenues
Premium Quality Light, Medium and Heavy Commercial Vehicles, Diesel and Alternative Fuel Powertrains





Aftermarket Parts
$6.7B Revenues
Distribute Aftermarket Parts through Global Network of 2,400 Dealerships





Financial Services
$2.1B Revenues
Finance and leasing portfolio of 237,100 trucks and trailers, with assets of $22.4B

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'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 INFORMATION TECHNOLOGY

LEYLAND TRUCKS

PACCAR POWERTRAIN

PACCAR Australia

PacLease

PACCAR INNOVATION CENTER

PACCAR PARTS

PACCAR FINANCIAL

DYNACRAFT A PACCAR COMPANY

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



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 PACCAR TX-8 automatic transmission.



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, 13% greater fuel efficiency and larger interior space.



New DAF Truck Models



Electric XD and XF



DAF XG+ Interior



XF and XG+



XD Vocational

PACCAR POWERTRAIN

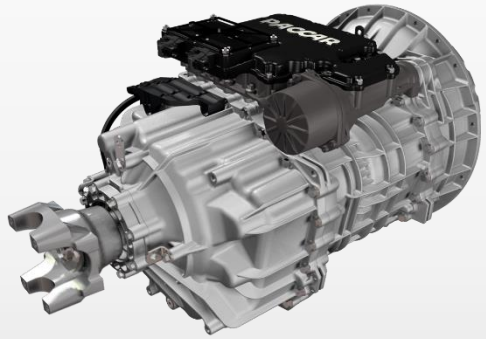
The proprietary PACCAR Powertrain is the most advanced heavy-duty powertrain in the market. The PACCAR MX engines are integrated to the PACCAR TX-12 automated transmission and the efficient DX-40 tandem drive axle to achieve exceptional performance and fuel economy.

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

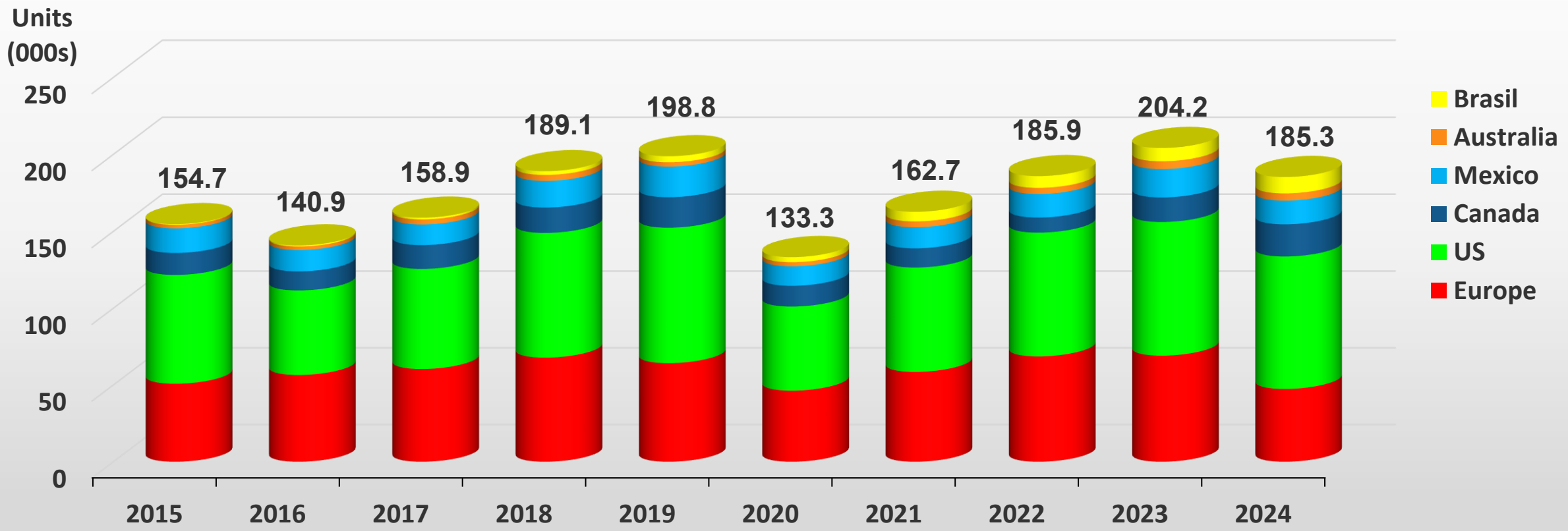


Kenworth and Peterbilt offer the PACCAR FX-20 steer axle in addition to PACCAR DX-40 tandem drive axle. DAF includes a range of lightweight and durable PACCAR front and rear axles.

PACCAR Truck Production

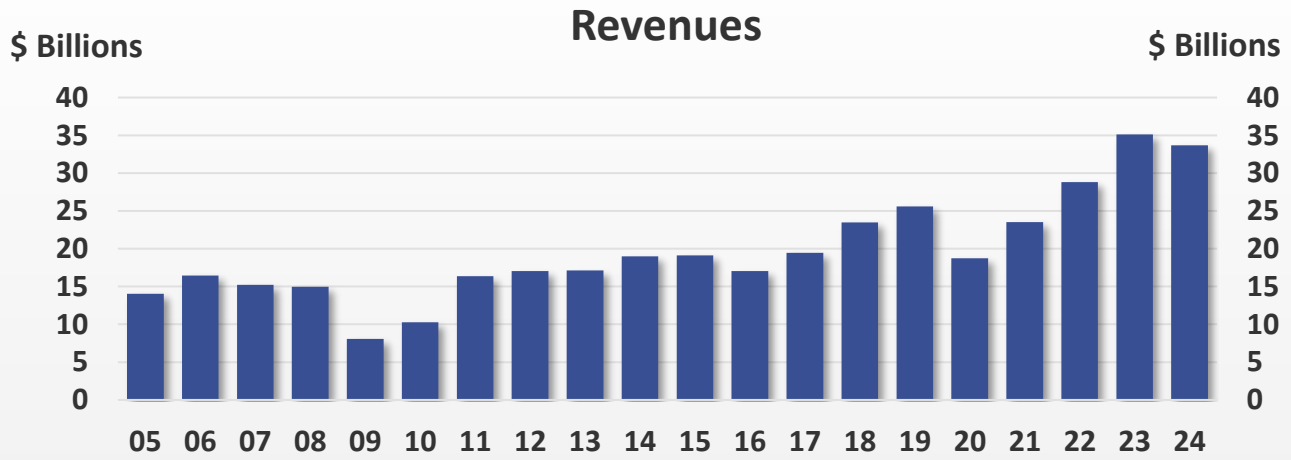
Over 1.7 Million Trucks Produced 2015 - 2024

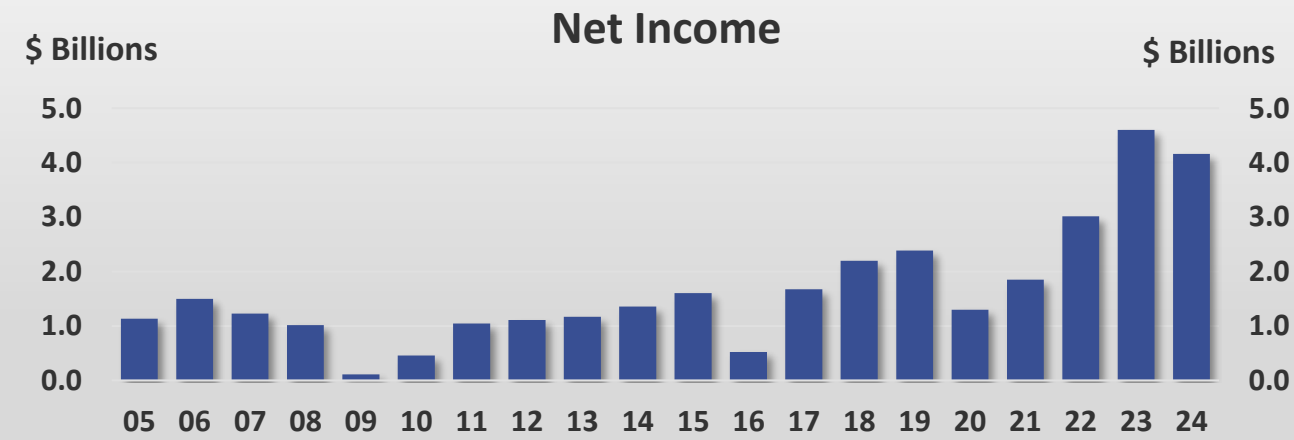
PACCAR produced 185,300 trucks in 2024



PACCAR

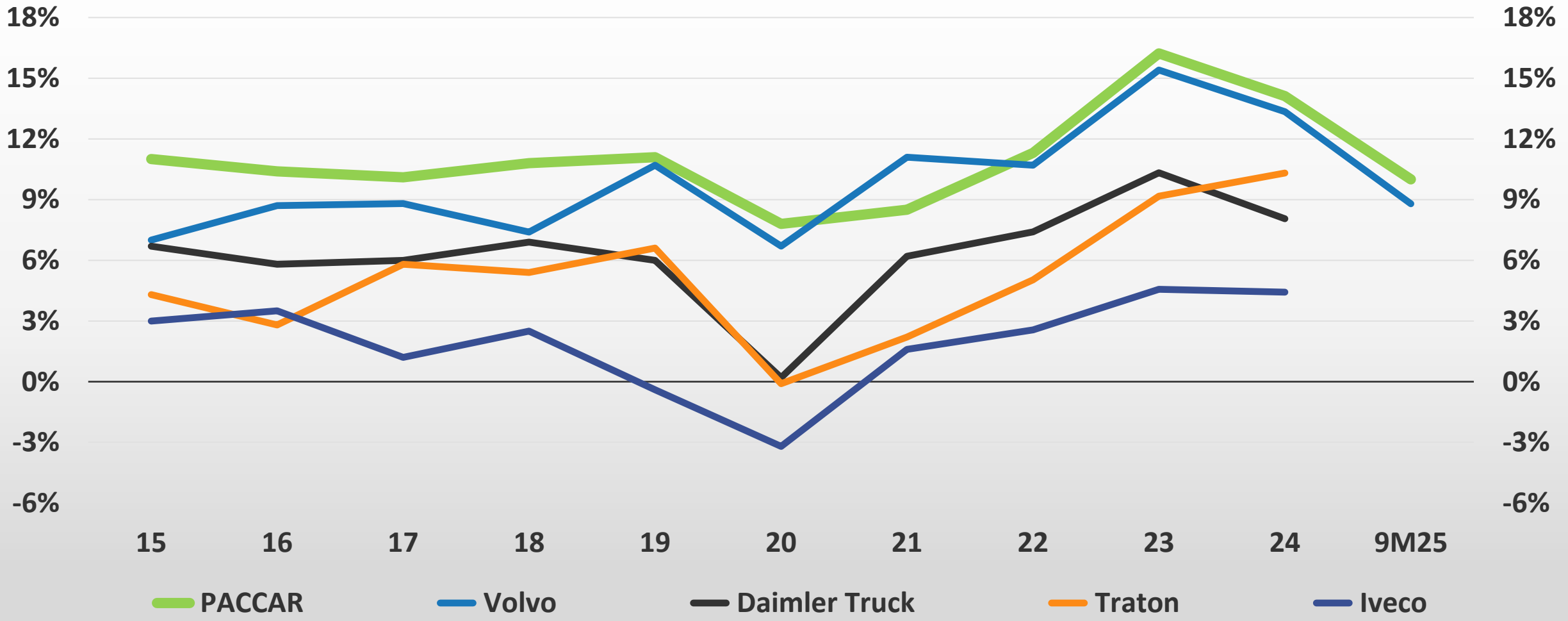
Excellent Financial Performance Throughout the Business Cycle





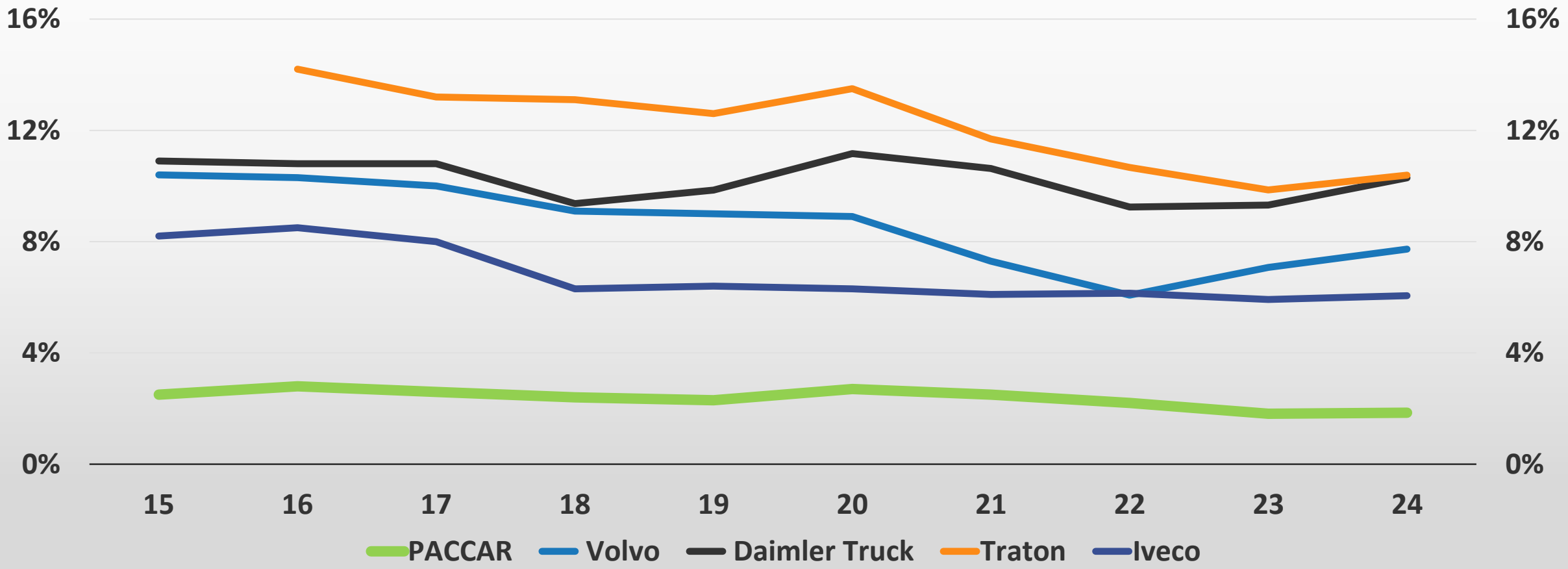
- Reputation for superior operational excellence and premium-quality products and services
- Long-term growth in revenues and net income reflect increased market share in North America and Europe, excellent aftermarket parts performance and growth in financial services
- Maintain profitability throughout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

Best-in-Class Operating Efficiency
Industry Operating Margin

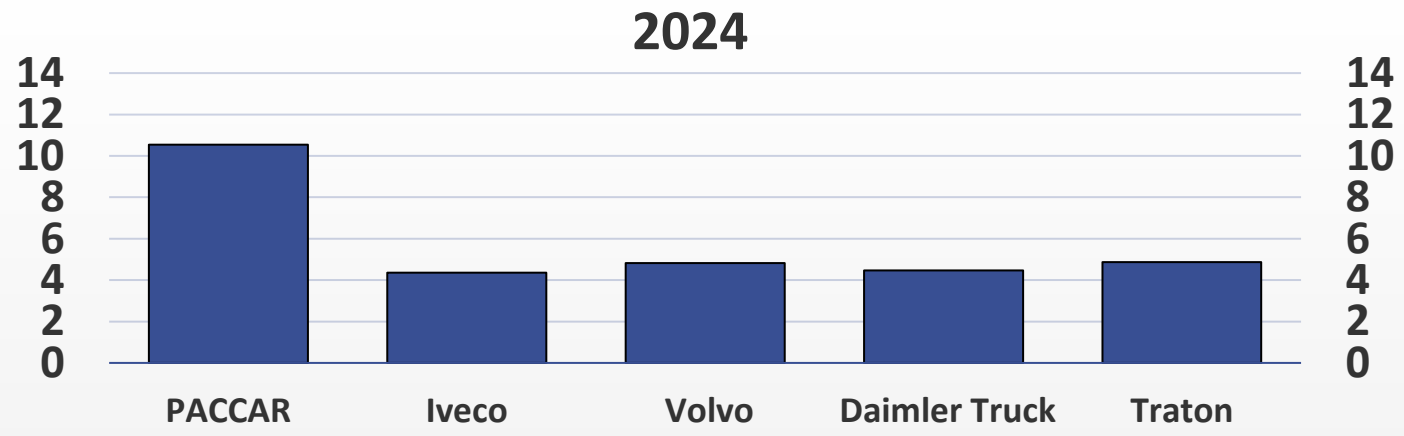


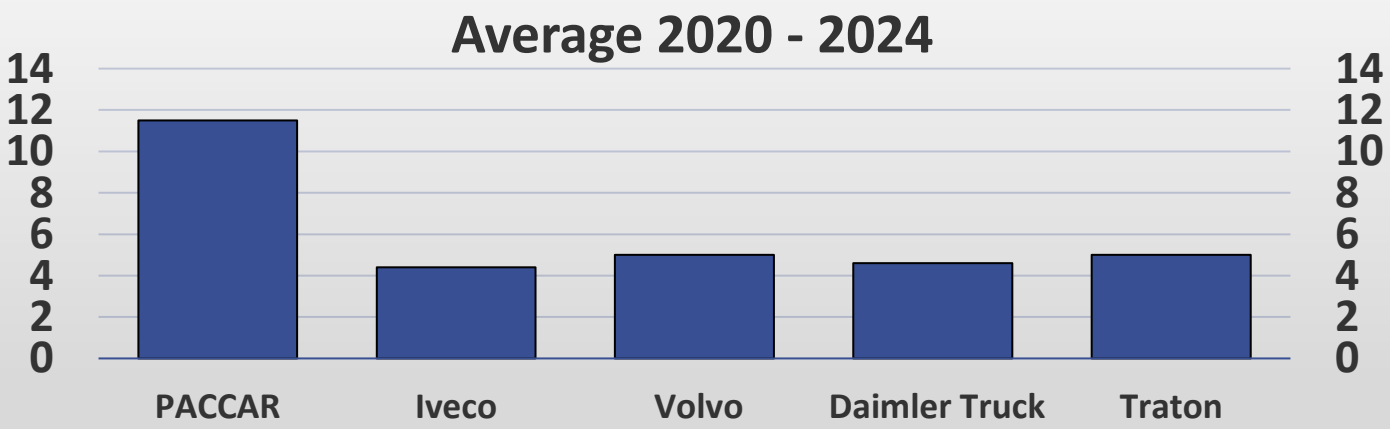
Best-in-Class Operating Efficiency
SG&A % of Sales

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



Best-in-Class Inventory Turns

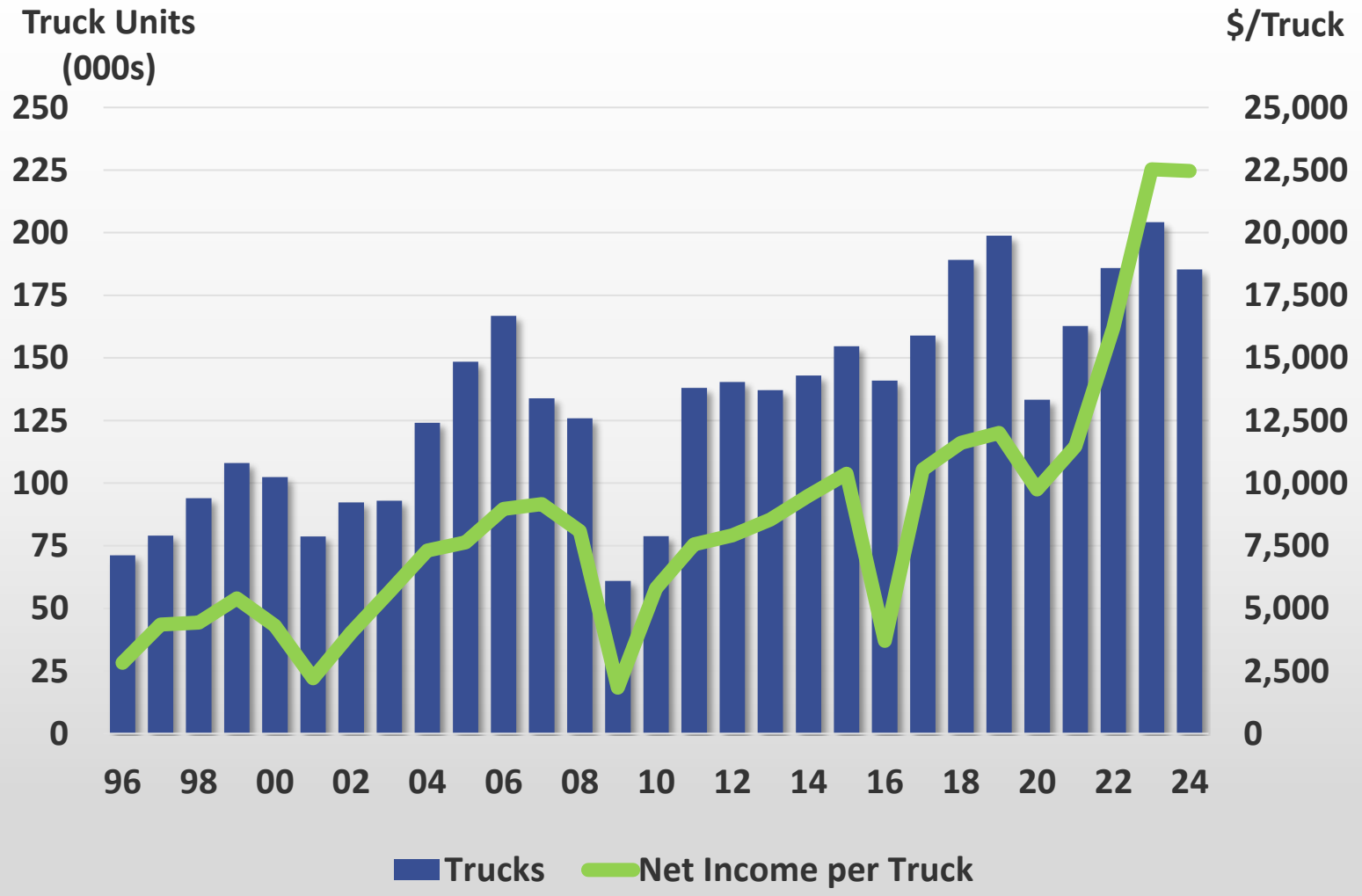




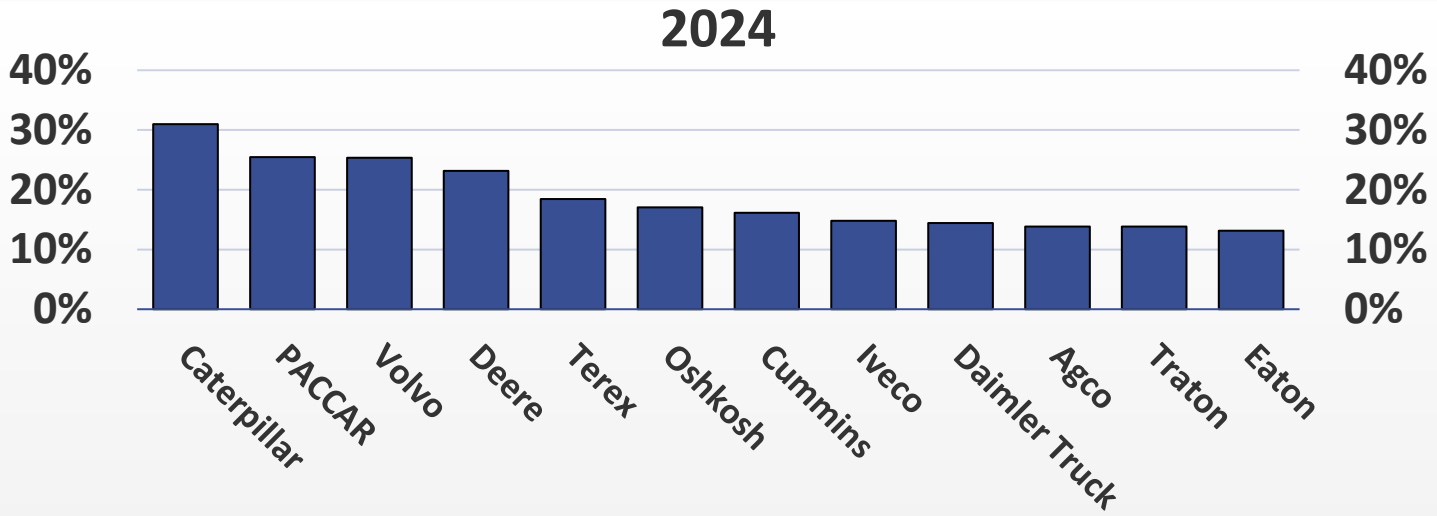
PACCAR's inventory turns are the highest in the industry, a result of the PACCAR Production System, Lean Manufacturing and Six Sigma.

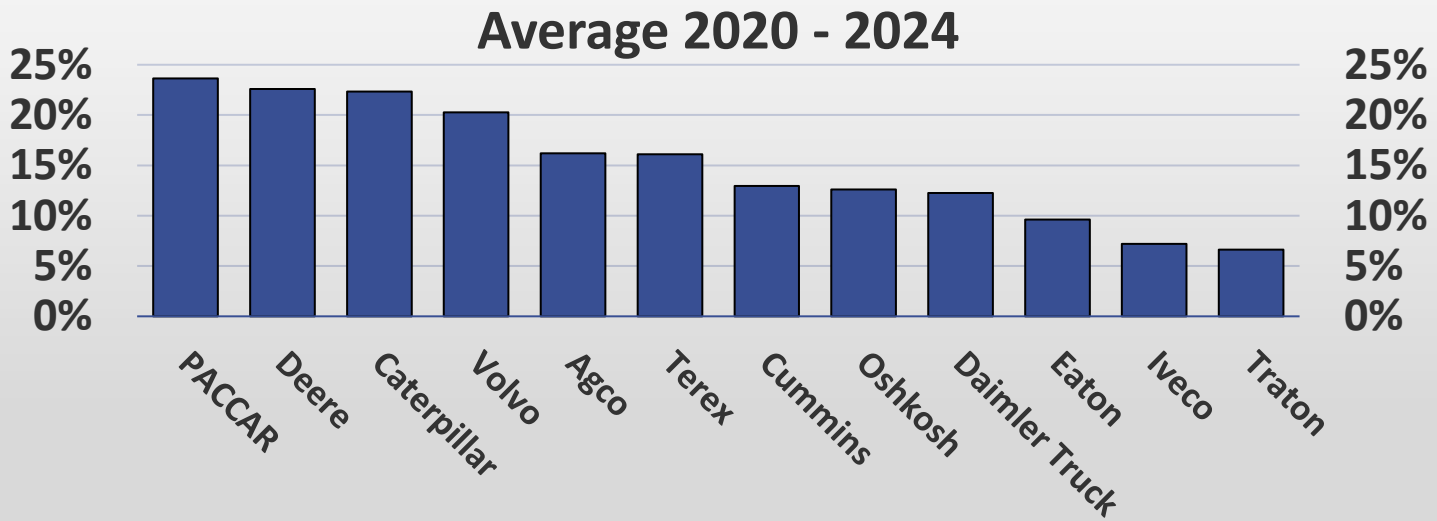
Net Income per Truck

- 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 2024.



Best-in-Class Return on Invested Capital





- 25.5% ROIC in 2024
- 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)

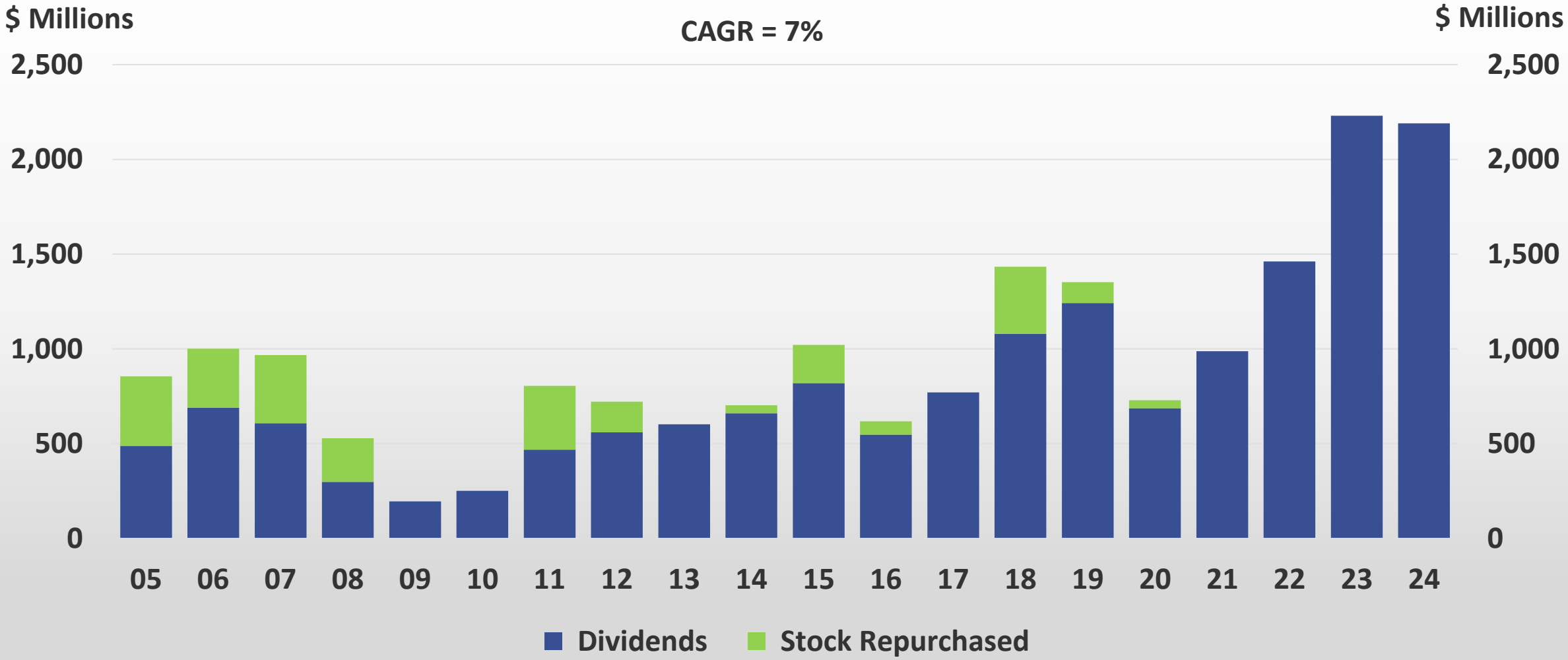
Capital Allocation Strategy





- 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 4Q24)
- Strategic M&A
  - Disciplined valuation and screening process
  - Clear path to value creation
- No unfunded pension obligation

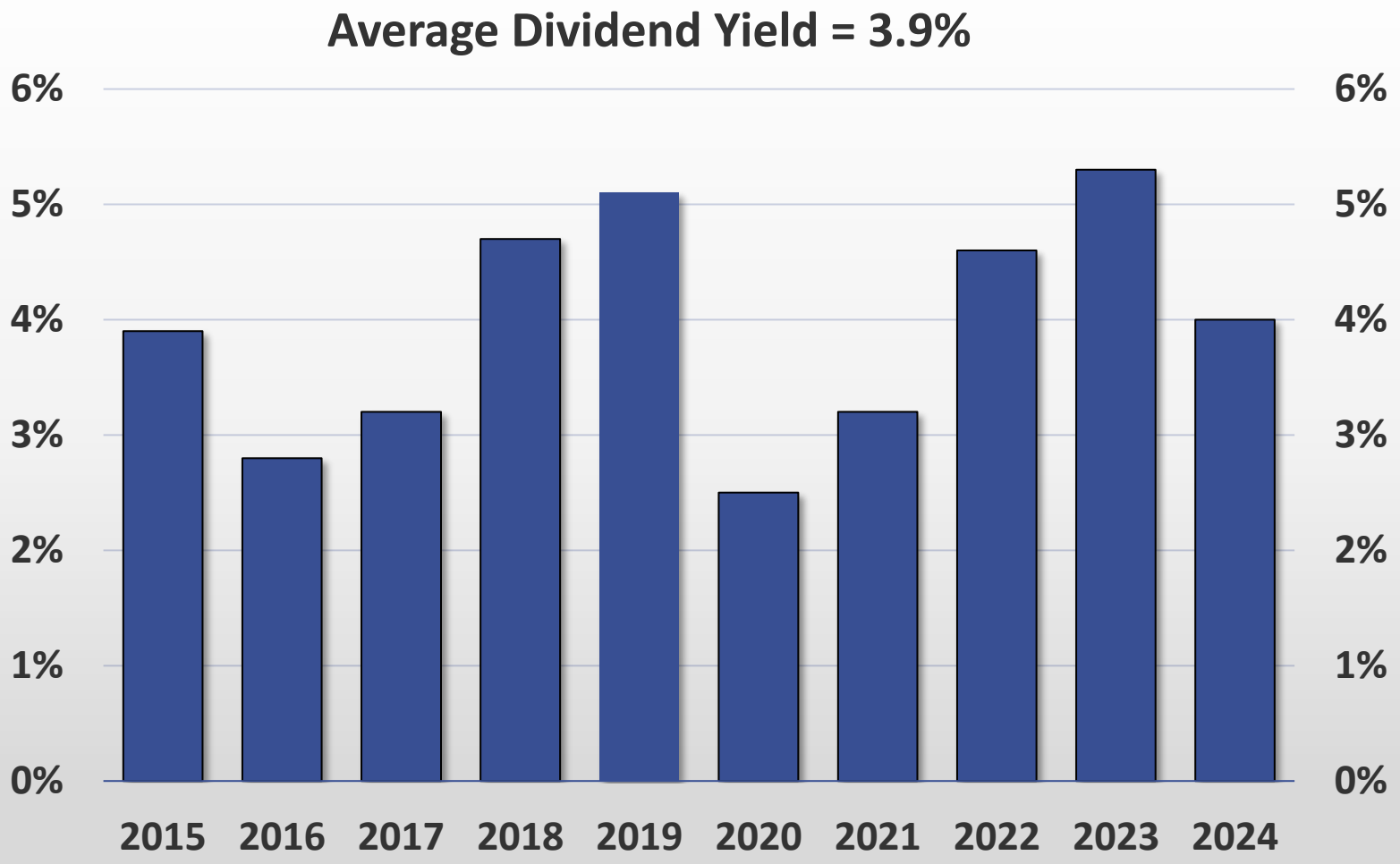
Dividends Declared and Stock Repurchases



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 3.9% over the last ten years

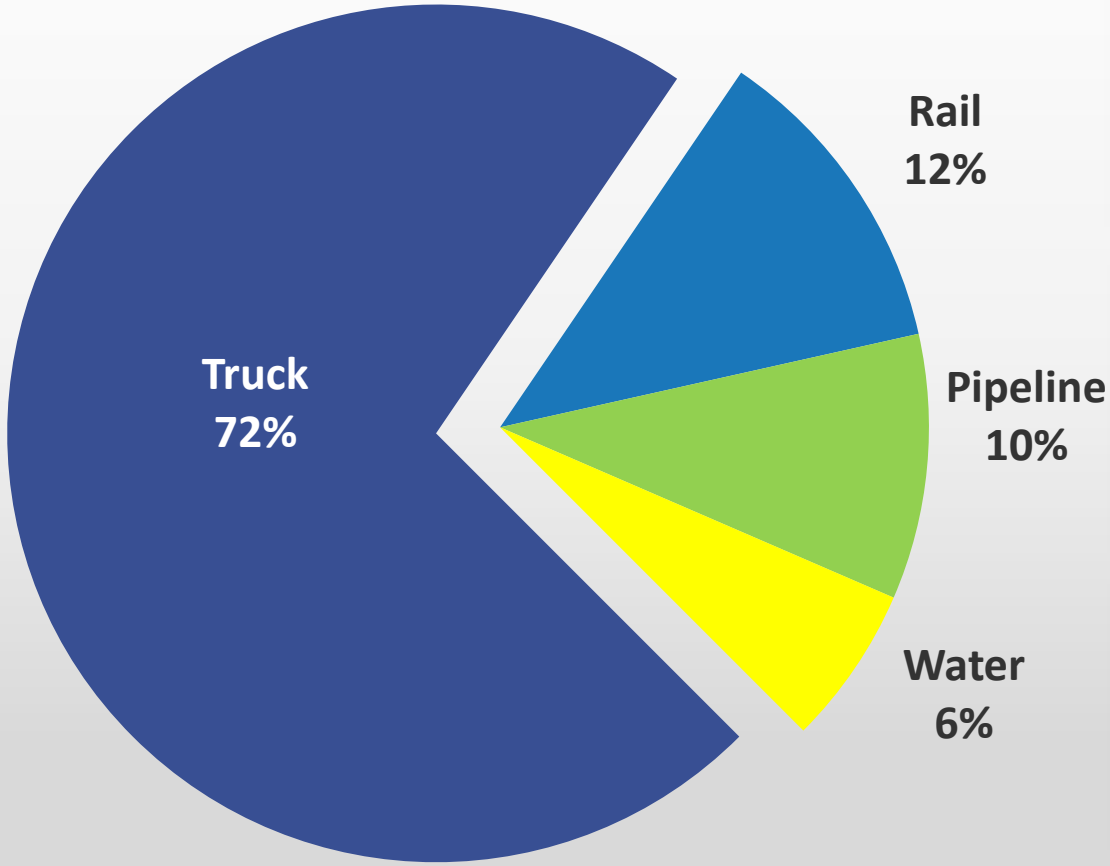


Trucking Moves the Economy

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.
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.





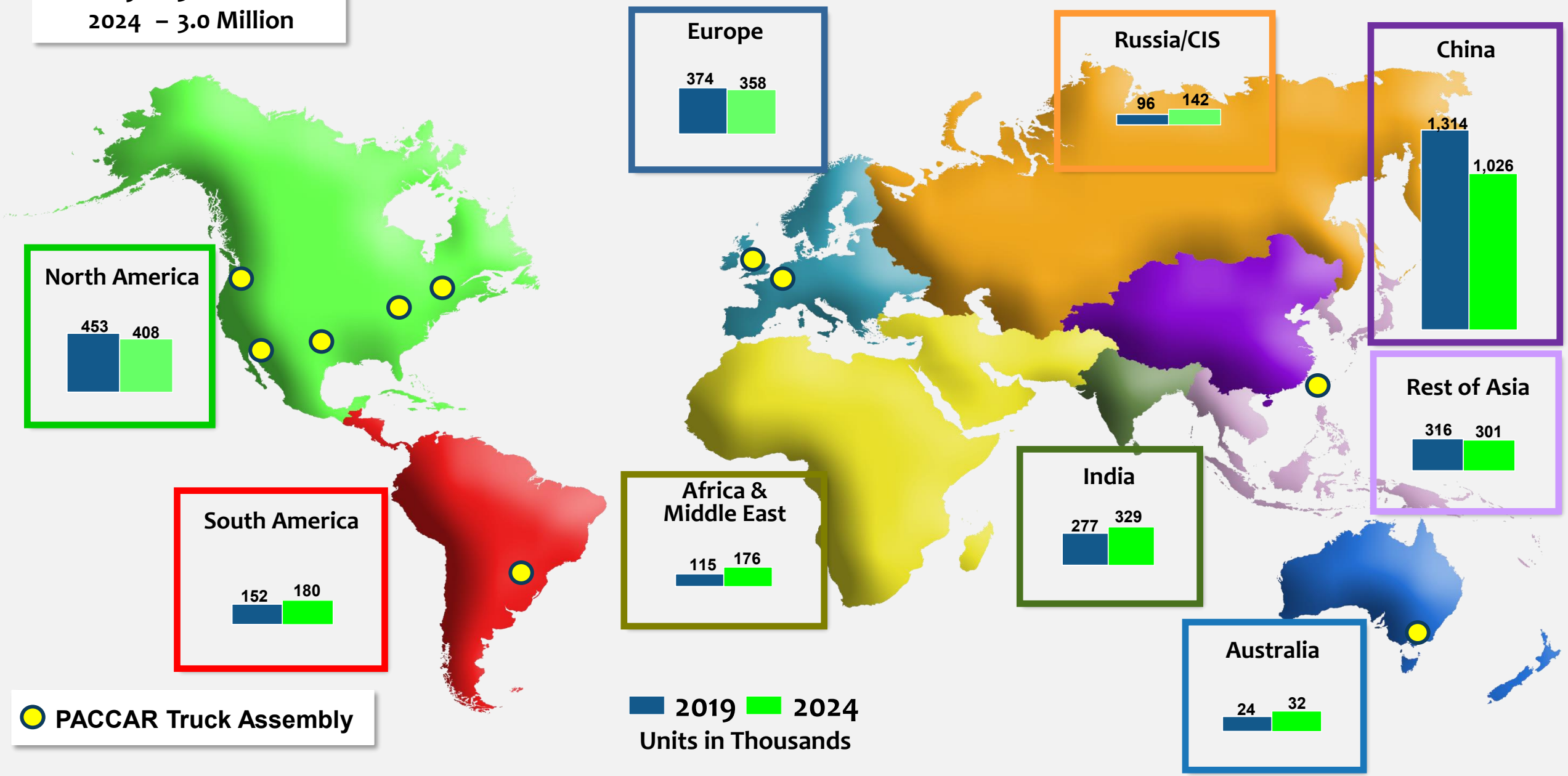




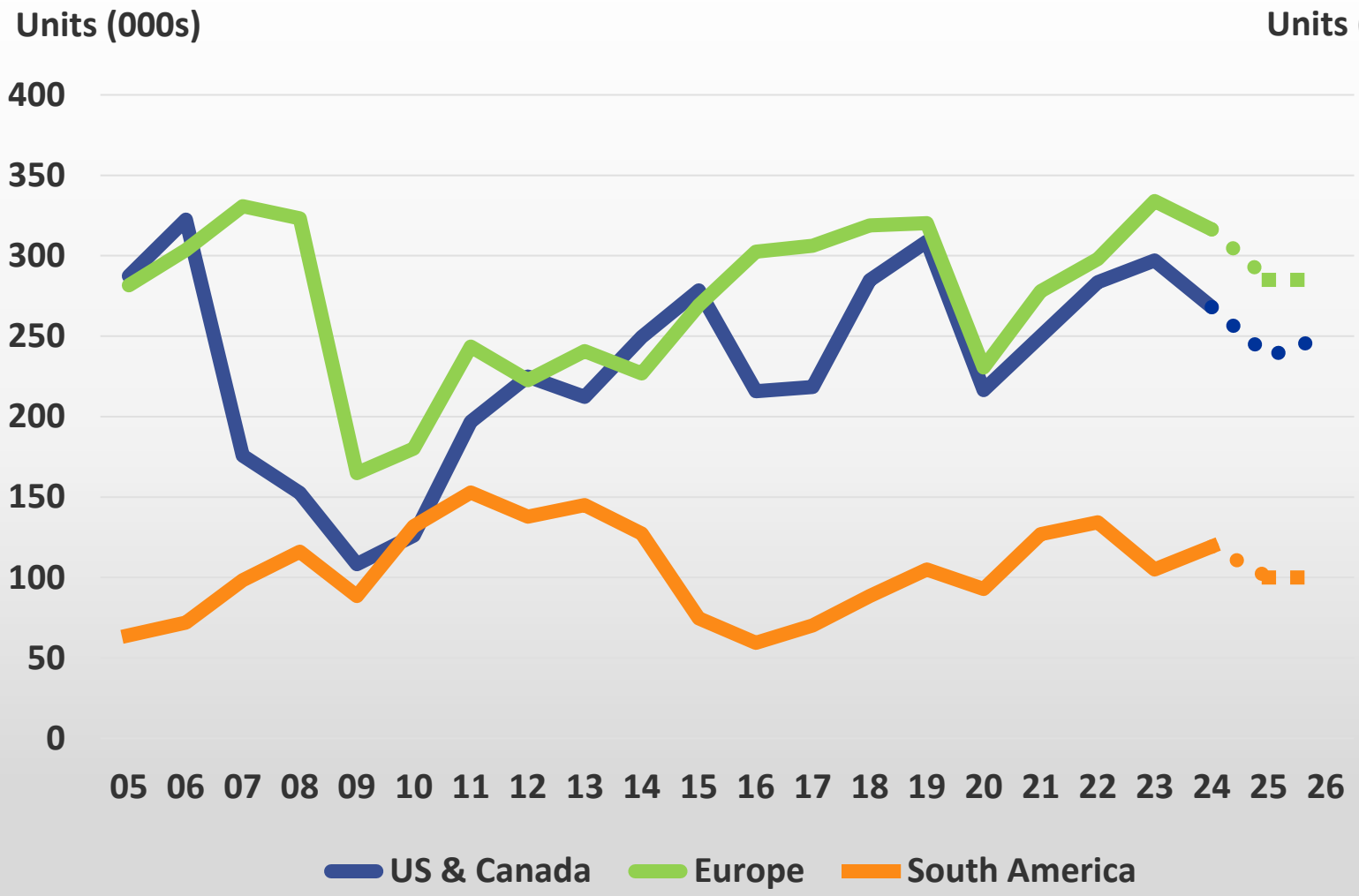


>6t Global Truck Market

>6t Truck Market
2019 – 3.1 Million
2024 – 3.0 Million



>16t Truck Market Size



Units (000s)

2025 Market Forecast Estimate	
U.S. and Canada	230,000 – 245,000
Europe	275,000 – 295,000
S. America	95,000 – 105,000

2026 Market Forecast Estimate	
U.S. and Canada	230,000 – 270,000
Europe	270,000 – 300,000
S. America	95,000 – 105,000



Strategy

A Culture of Excellence

Profitable Growth

Premium Trucks

Effective Transportation Solutions

Market Expansion

Foundation

Quality



Technology

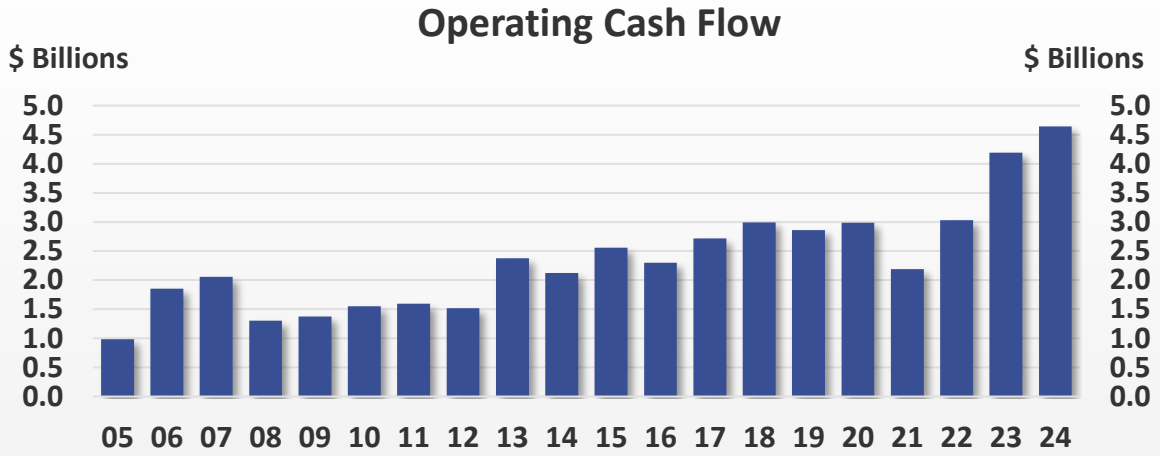


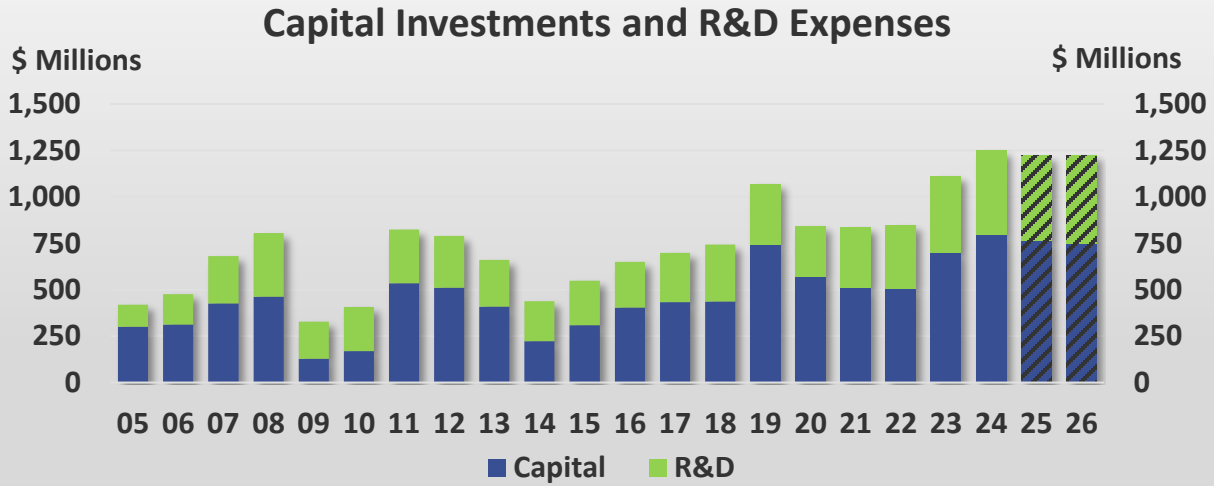
Innovation



PACCAR Inc

PACCAR
Investing Throughout the Business Cycle





- Operating cash flow has averaged $3.4 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 $8.6 billion in capital projects, new products and technologies in the last decade ended 2024
- 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 technologies
  - PACCAR MX-13 and MX-11 engine factory in North America
  - DAF Brasil factory
  - PACCAR Parts distribution centers

Cumulative PACCAR MX Engines Produced

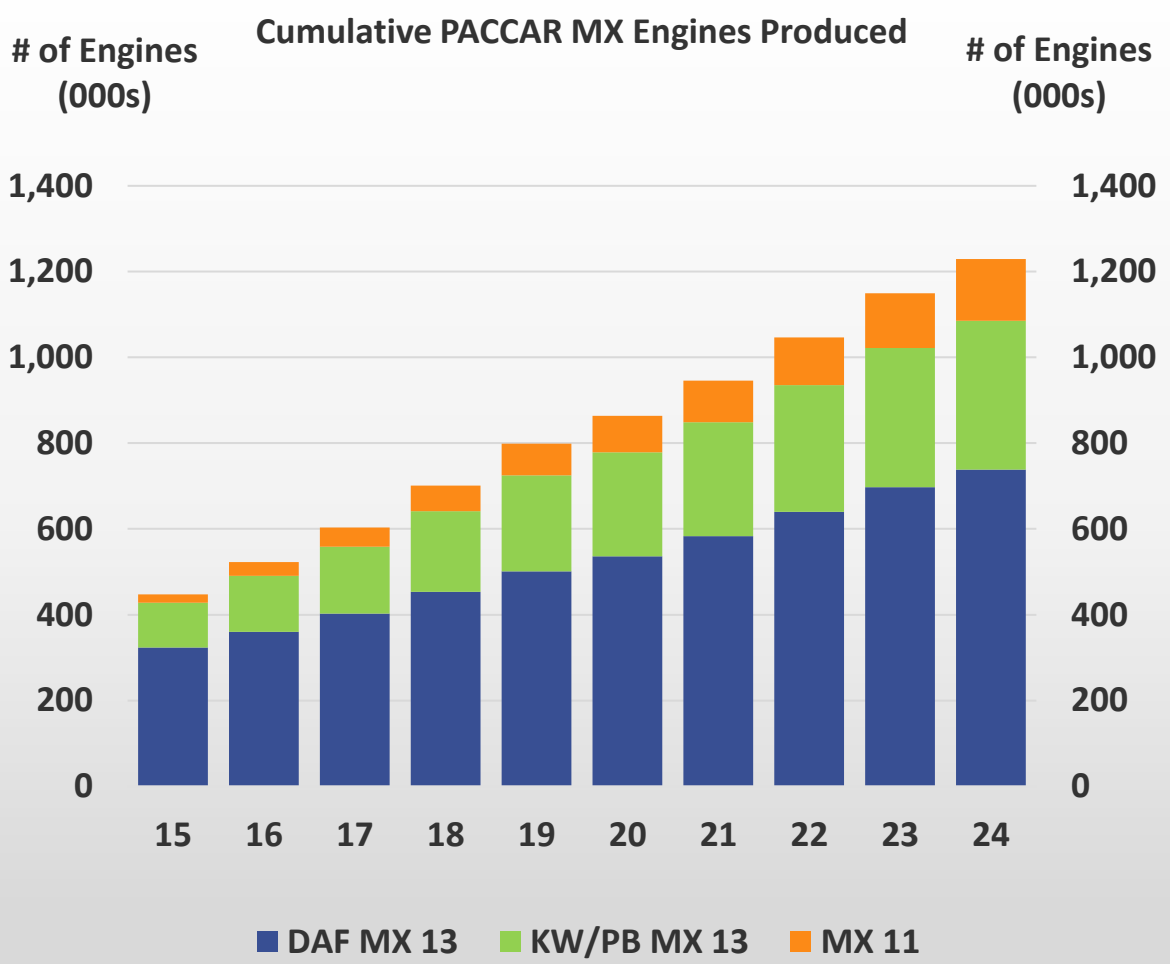
- PACCAR has produced over 738,000 engines in Europe and over 347,000 engines in North America.
- Growing presence in South America and Australia.
- The PACCAR engine factory in Columbus, MS, began operations in 2010 with the North American launch of the flagship MX-13 engine.
- PACCAR expanded its engine 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

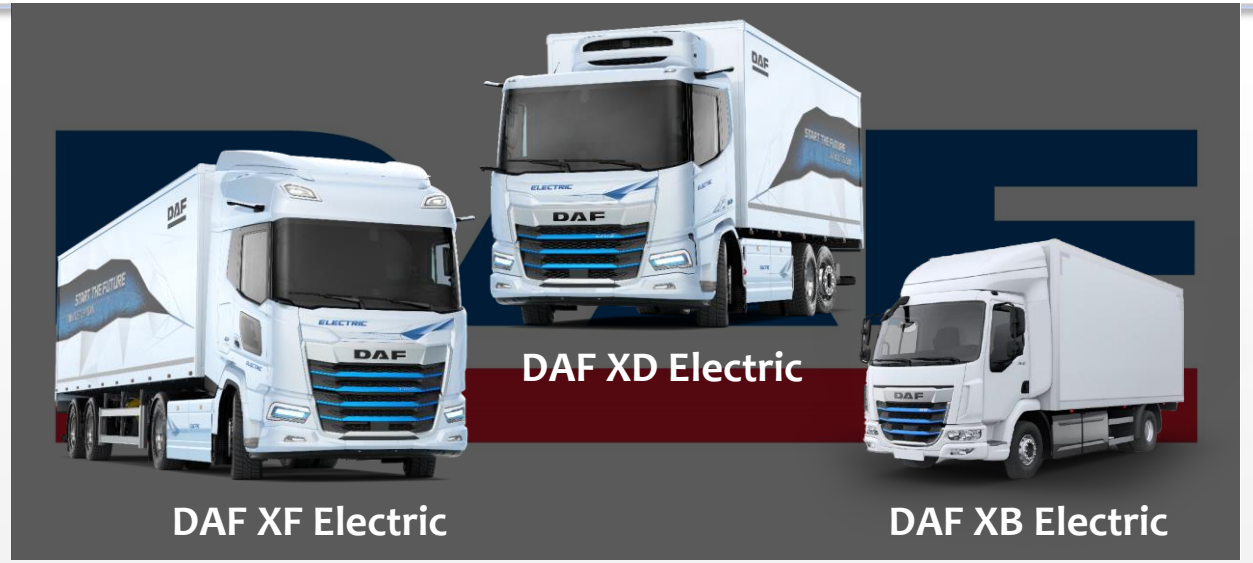


PACCAR MX-11
10.8 Liter

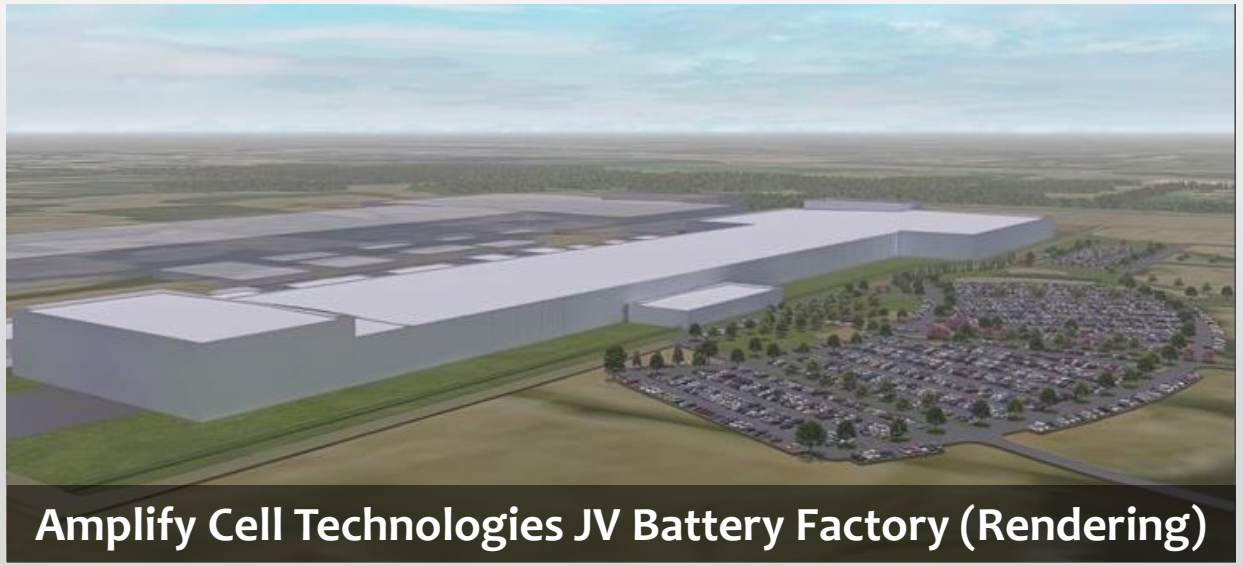


PACCAR Zero Emissions








Amplify Cell Technologies JV Battery Factory (Rendering)

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

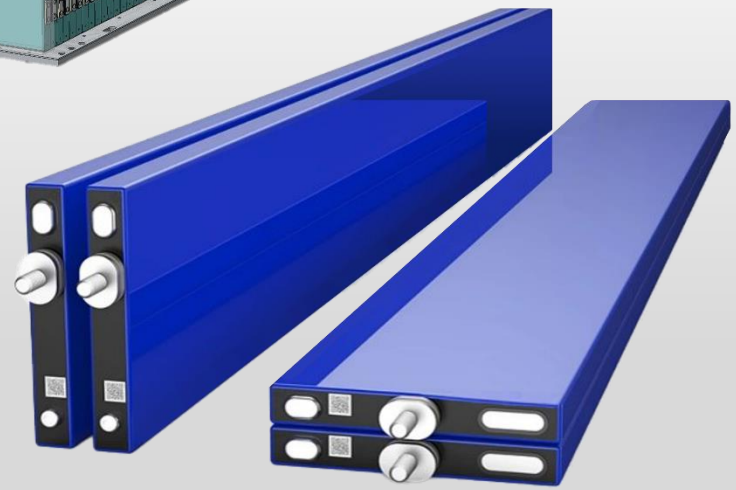
Advantages of lithium-iron-phosphate (LFP) battery technology:

- 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
- PACCAR owns 30% of JV
- Commercial vehicle products
- Total project investment $2 – 3B
- 2.6 million sq. ft.
- Start of production in 2028



Marshall County, Mississippi

AMPLIFY CELL TECHNOLOGIES

PACCAR

accelera by Cummins

DAIMLER TRUCK

EVE

PACCAR Inc

PACCAR Batteries Reduce Cost in Multiple Applications



Battery Electric



Fuel Cell Electric



Hybrid Electric



Charger Energy Storage

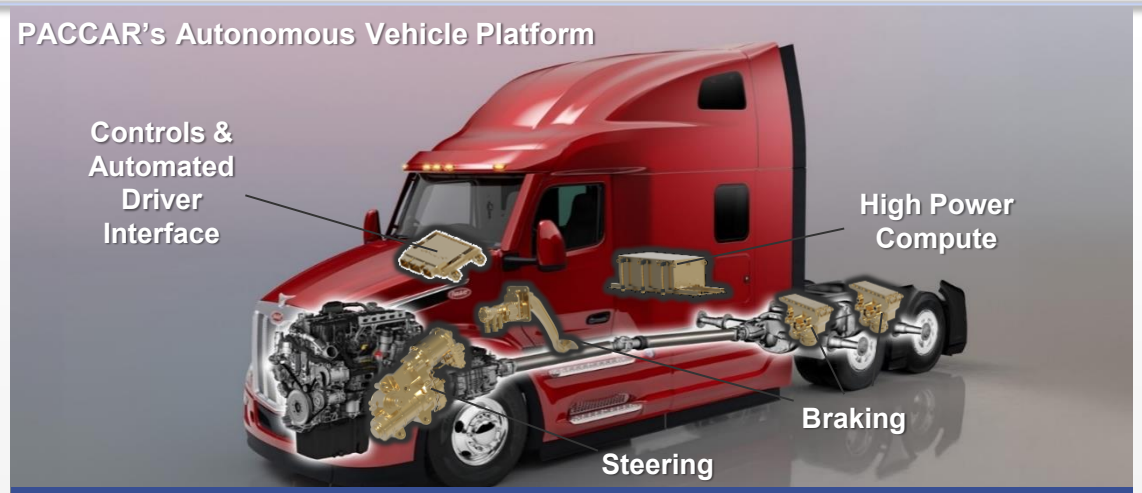
Autonomous Trucks

- 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

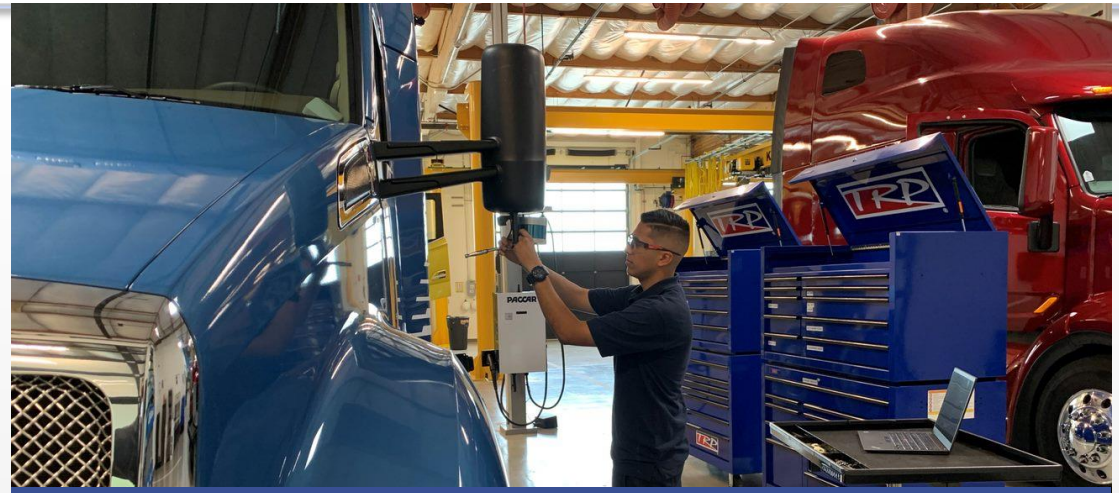


Autonomous Kenworth T680 Test Vehicle with Aurora Driver

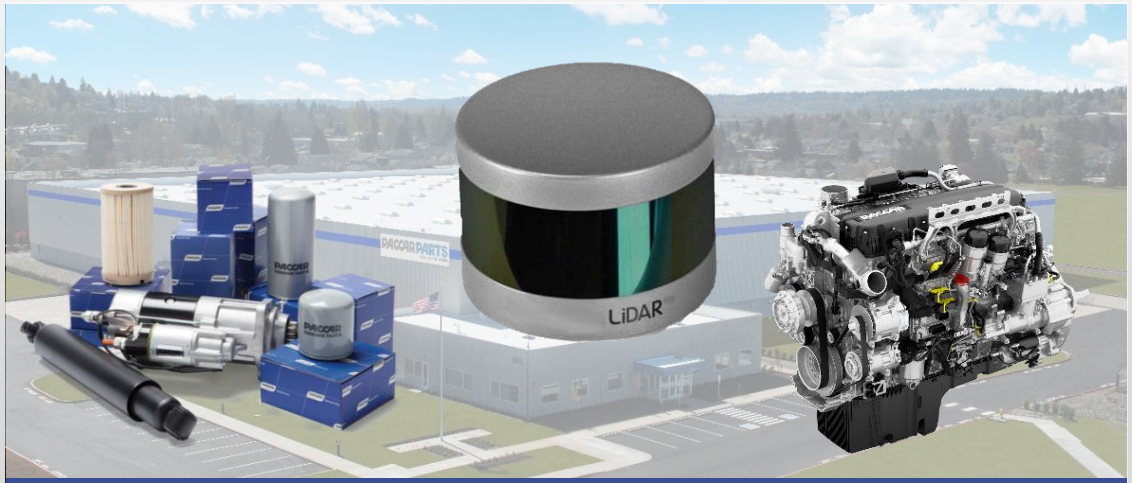
PACCAR’s Essential Role in Autonomous Trucking



Engineering and Manufacturing



Repair and Maintenance



Replacement Parts



Connected Services

PACCAR and Aurora Partner on Autonomous Truck Pilots

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



FedEx

Uber Freight

WERNER®

Hirschbach

SCHNEIDER®

PACCAR Inc

PACCAR Electronics Creates Strong Competitive Advantage



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 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

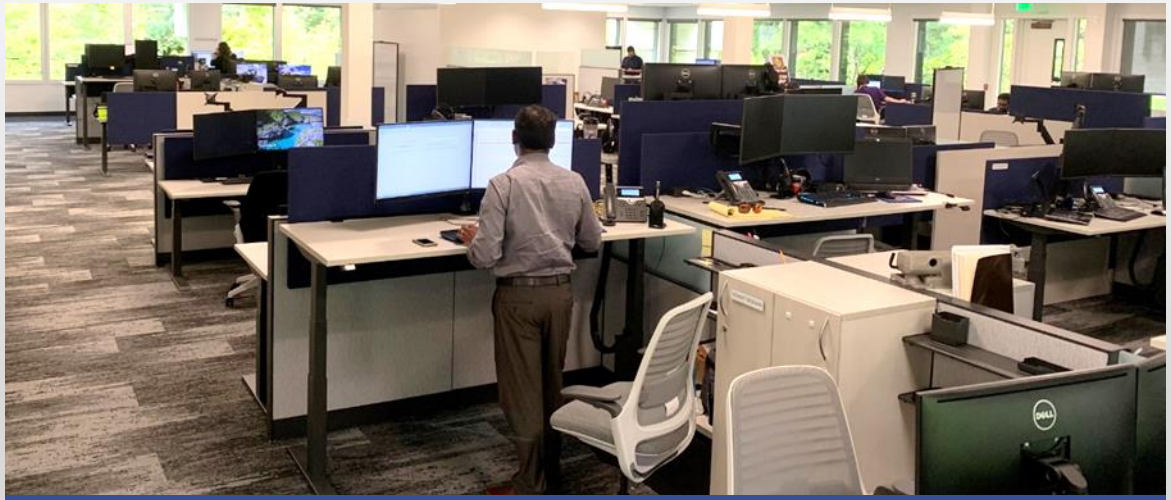
PACCAR Global Embedded Services

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

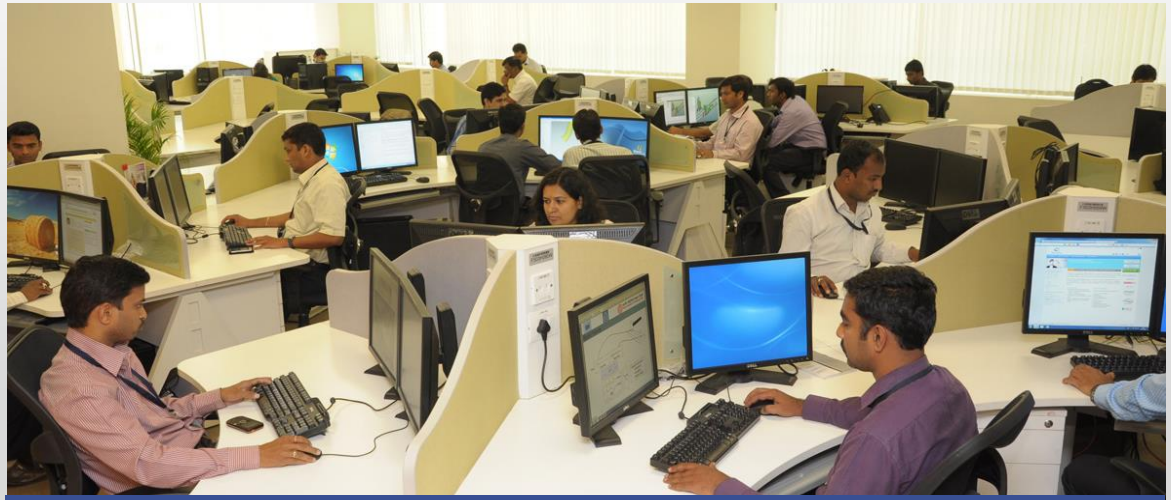
The centers will accelerate embedded software development and connected vehicle solutions to benefit customers' operating efficiency



Digital Technology Center, Eindhoven, NL



Kenworth Embedded Engineering Center, Kirkland, WA



Embedded Service Center, Pune, India

PACCAR Manufacturing Capacity Investments



Kenworth Test Building, Chillicothe, Ohio



PACCAR Mexico Expansion



PACCAR Engine Factories and Remanufacturing Center



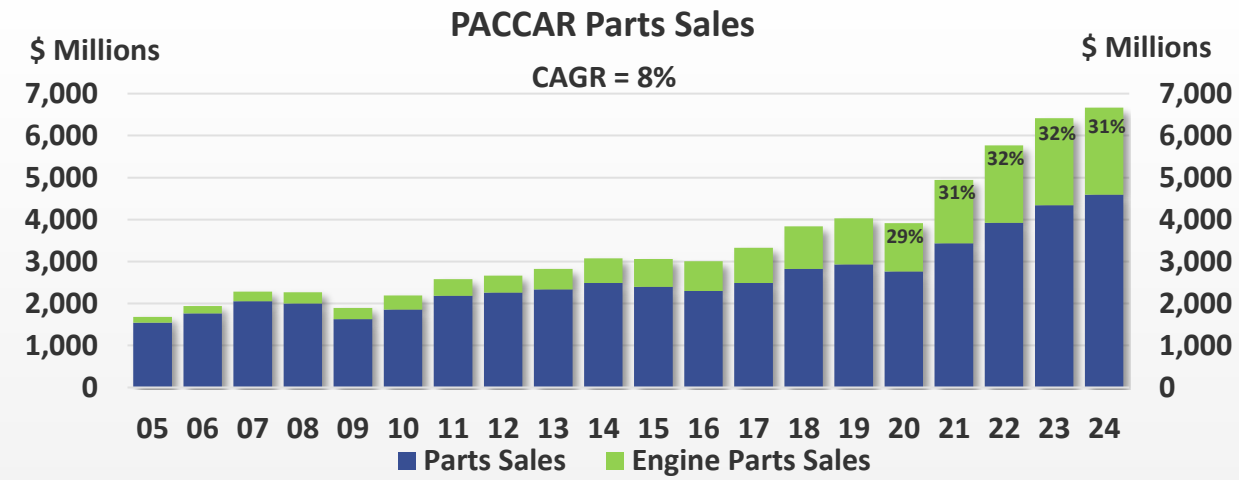
New Test Building, St. Therese, Quebec

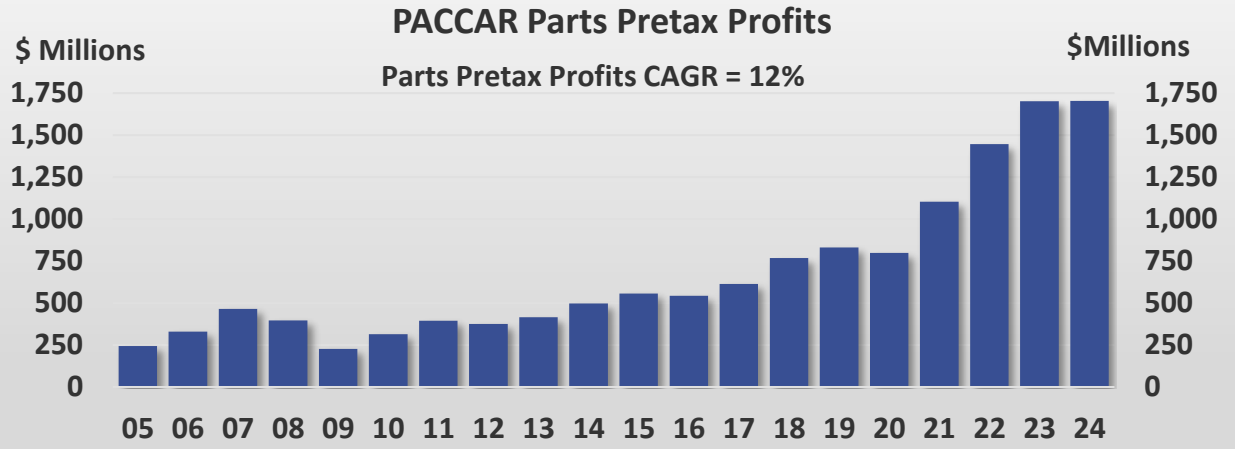
PACCAR Parts Strategy

PACCAR Parts achieved record $6.67 billion in sales and record $1.71 billion in pretax profits in 2024. Over the last 20 years, PACCAR Parts has achieved a sales CAGR of 8% and profit CAGR of 12%.

Long-Term Growth Drivers:

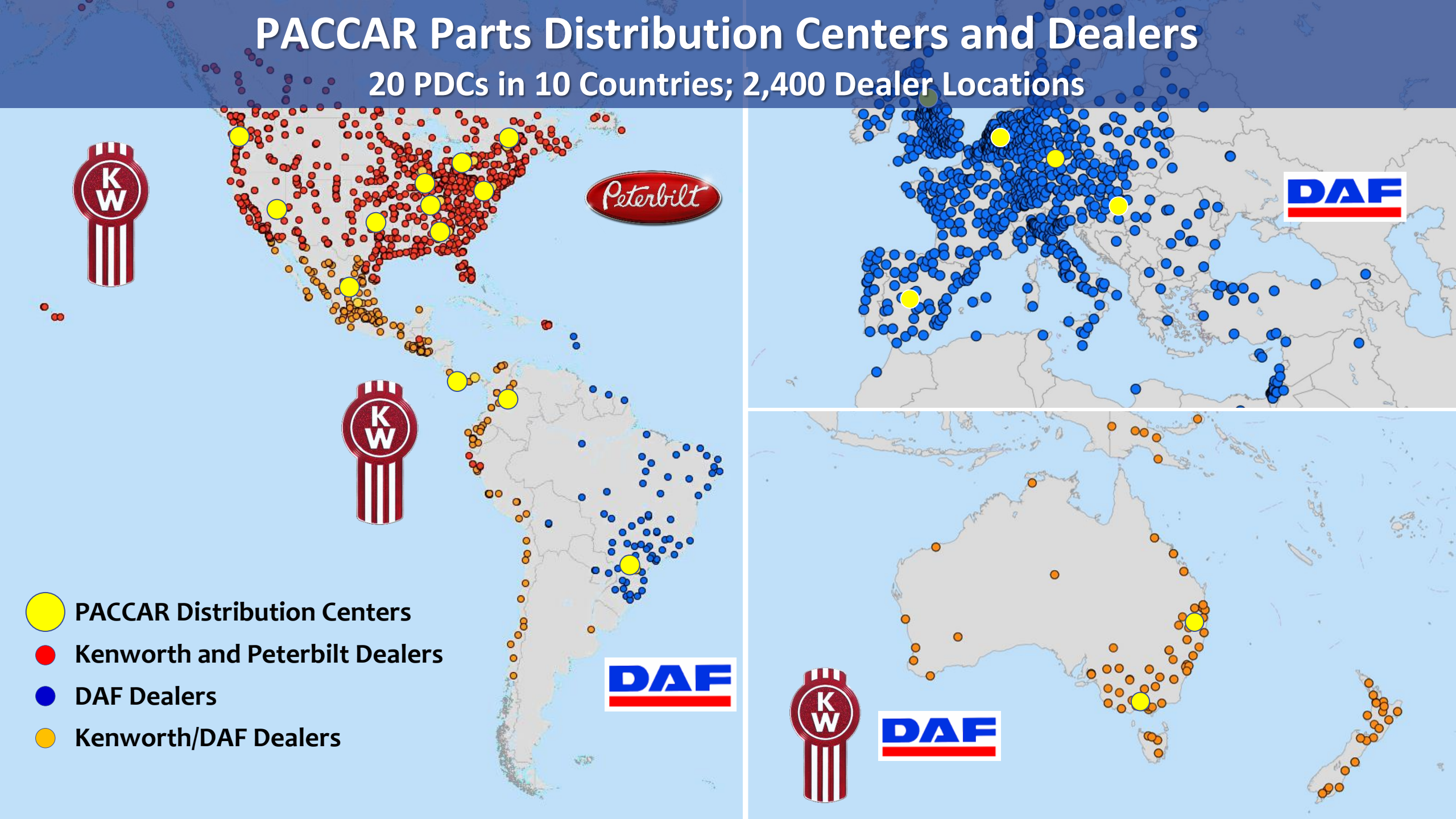
- Growing population of Kenworth, Peterbilt and DAF trucks due to geographic expansion and market share growth
- Increasing number of TRP locations
  - 2024: 353 locations
  - 2016: 76 locations
- Best-in-class Distribution Network
  - 20 parts distribution centers and nearly 2,400 dealer locations.
  - Proprietary, PACCAR Genuine and TRP branded parts enhance margins





PACCAR Parts Distribution Centers and Dealers

20 PDCs in 10 Countries; 2,400 Dealer Locations



PACCAR Global Dealer Network

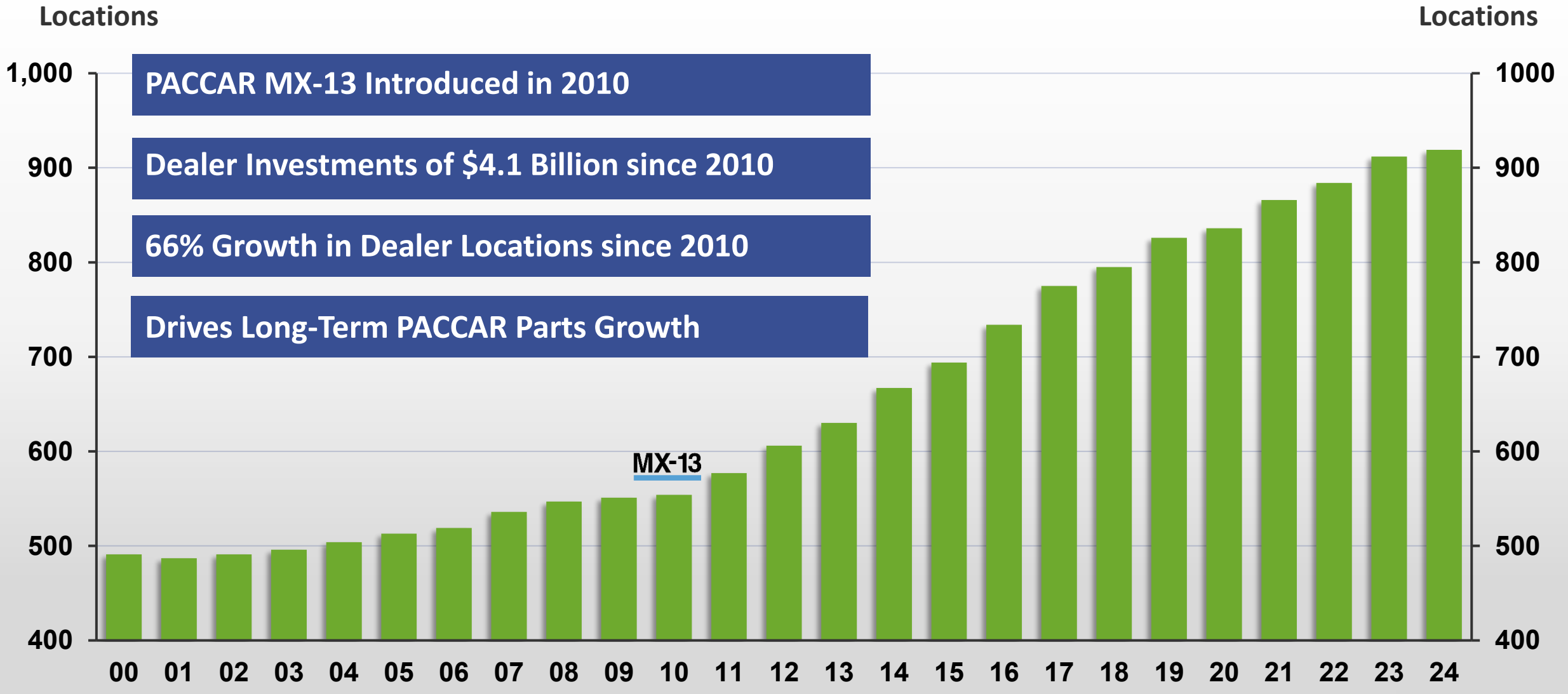
- Independent dealer network of 2,400 dealer locations
- Premium customer experience
- Strong dealer profitability and expanded opportunities from PACCAR engines and TRP stores
- Competitive flooring and retail financing provided by PACCAR Financial and PACCAR Leasing







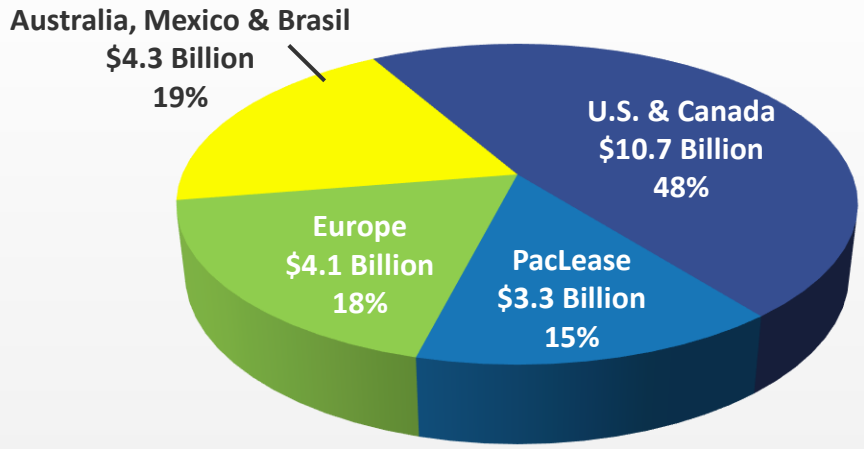
Growth in Kenworth and Peterbilt Dealer Locations
U.S. and Canada



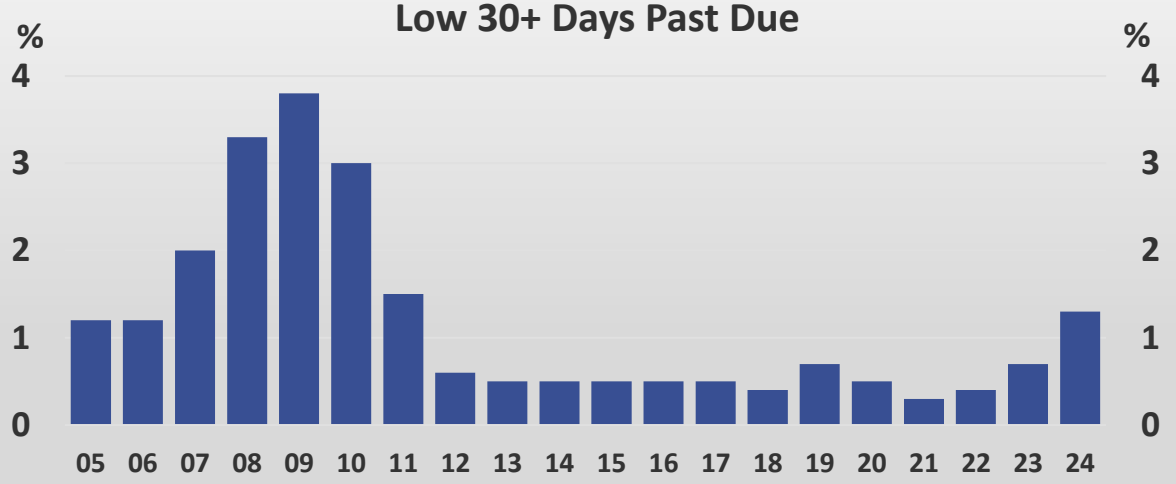
PACCAR Financial Services Strategy

- PACCAR Financial Services supports truck sales by providing financing and leasing services to PACCAR customers
- In 2024, PACCAR Financial financed 25% 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 12/31/24 = $22.4 Billion

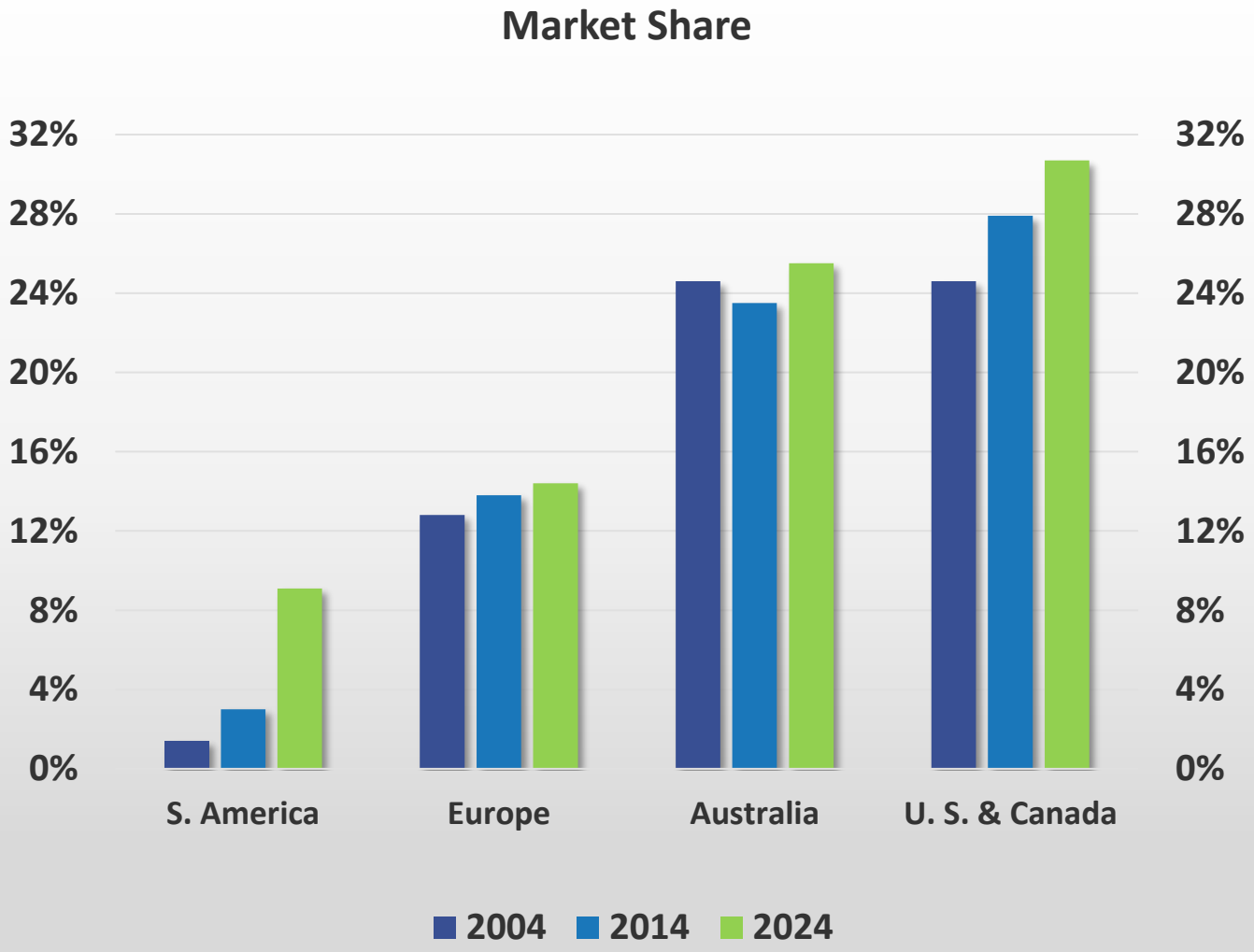


Low 30+ Days Past Due



Long-Term Growth in PACCAR Heavy Duty Market Share

- Since 2004, 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 12% market share for Kenworth and DAF products in South America.



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

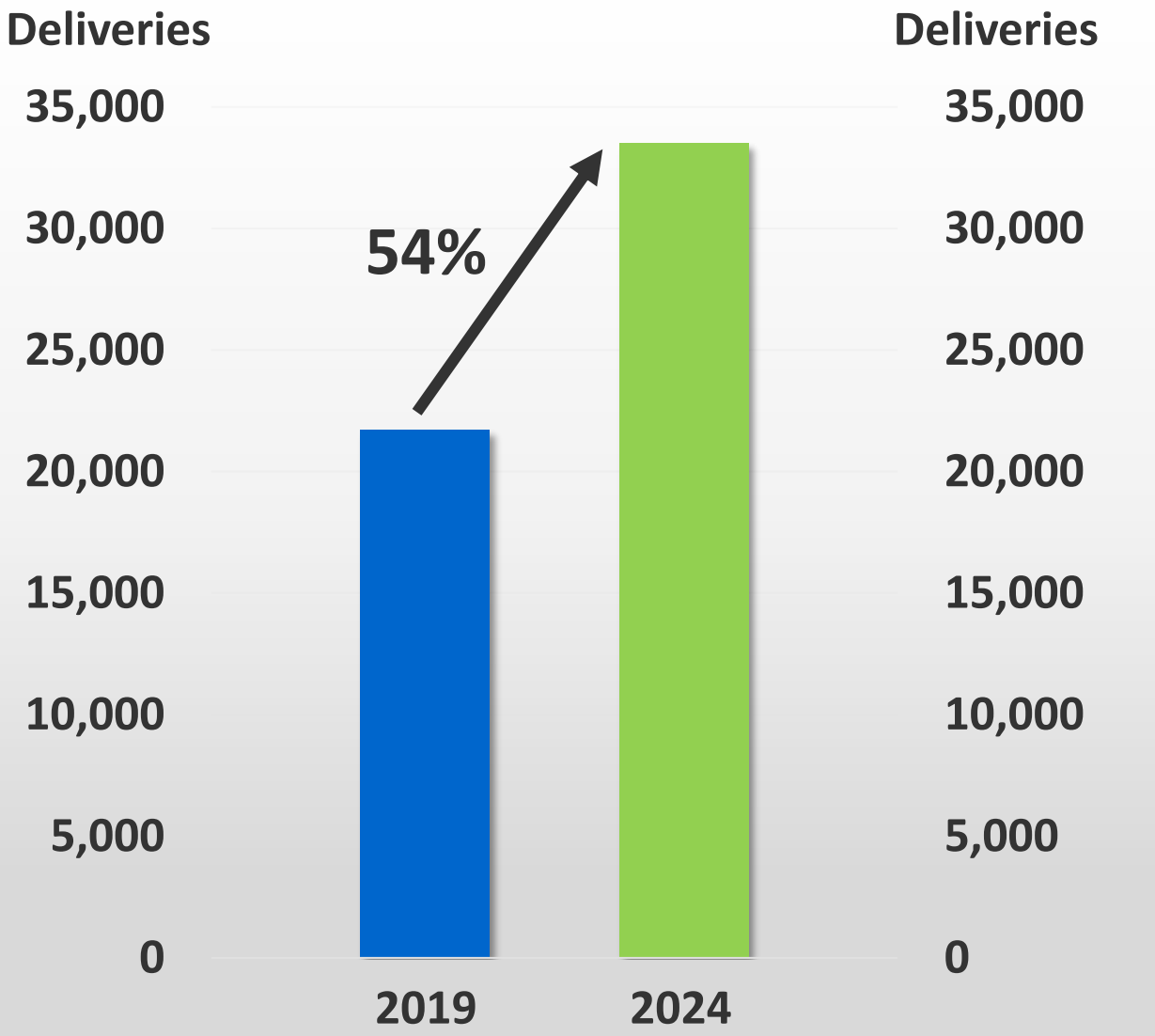


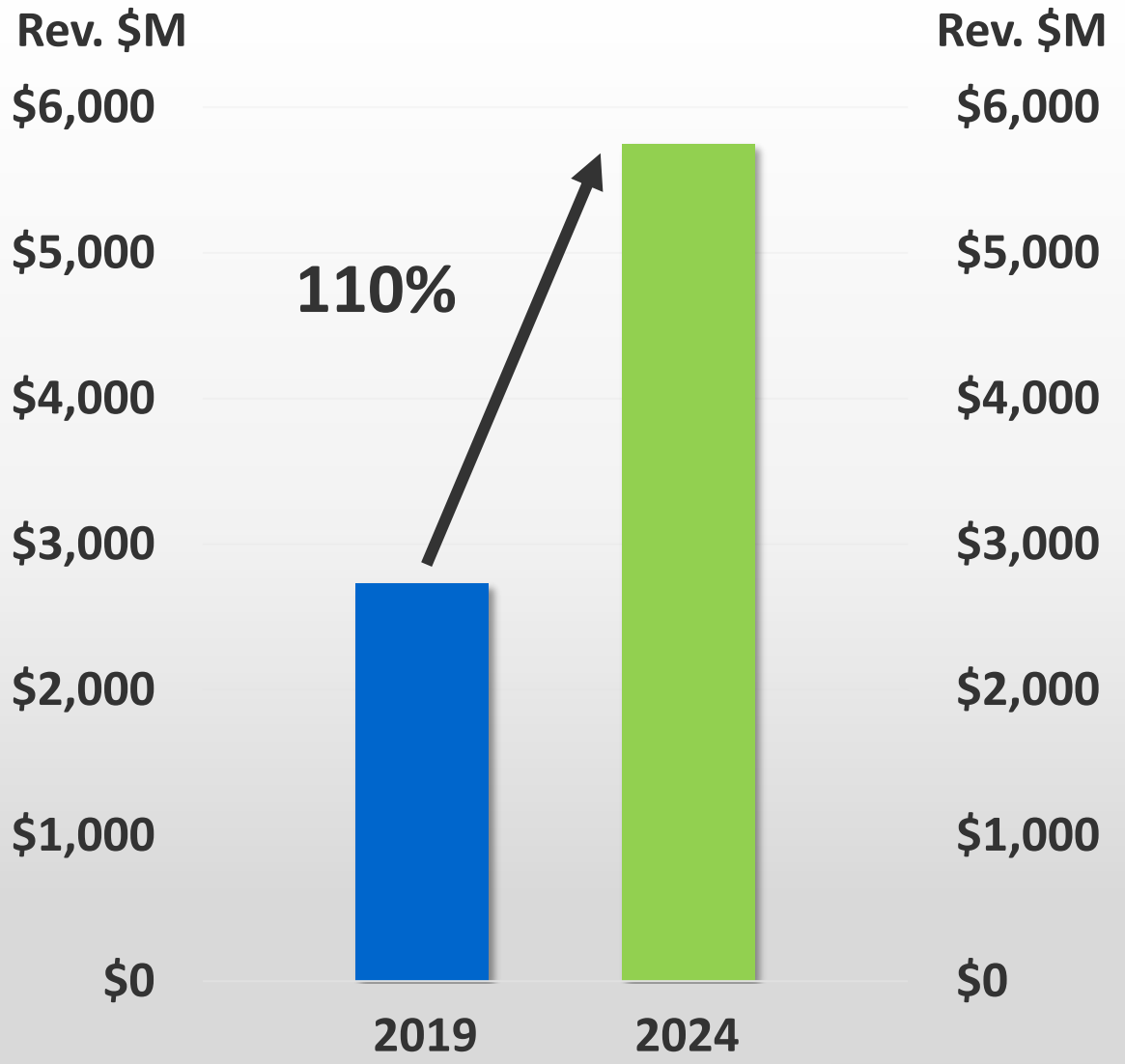
Parts Distribution Center Ponta Grossa, Brasil



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 the 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



Greenhouse Gas
– 43% vs. 2019

- 15% GHG

Euro 7
- 50% NOx

- 28% GHG

2024 2025 2026 2027 2028 2029 2030 2031 2032 2033

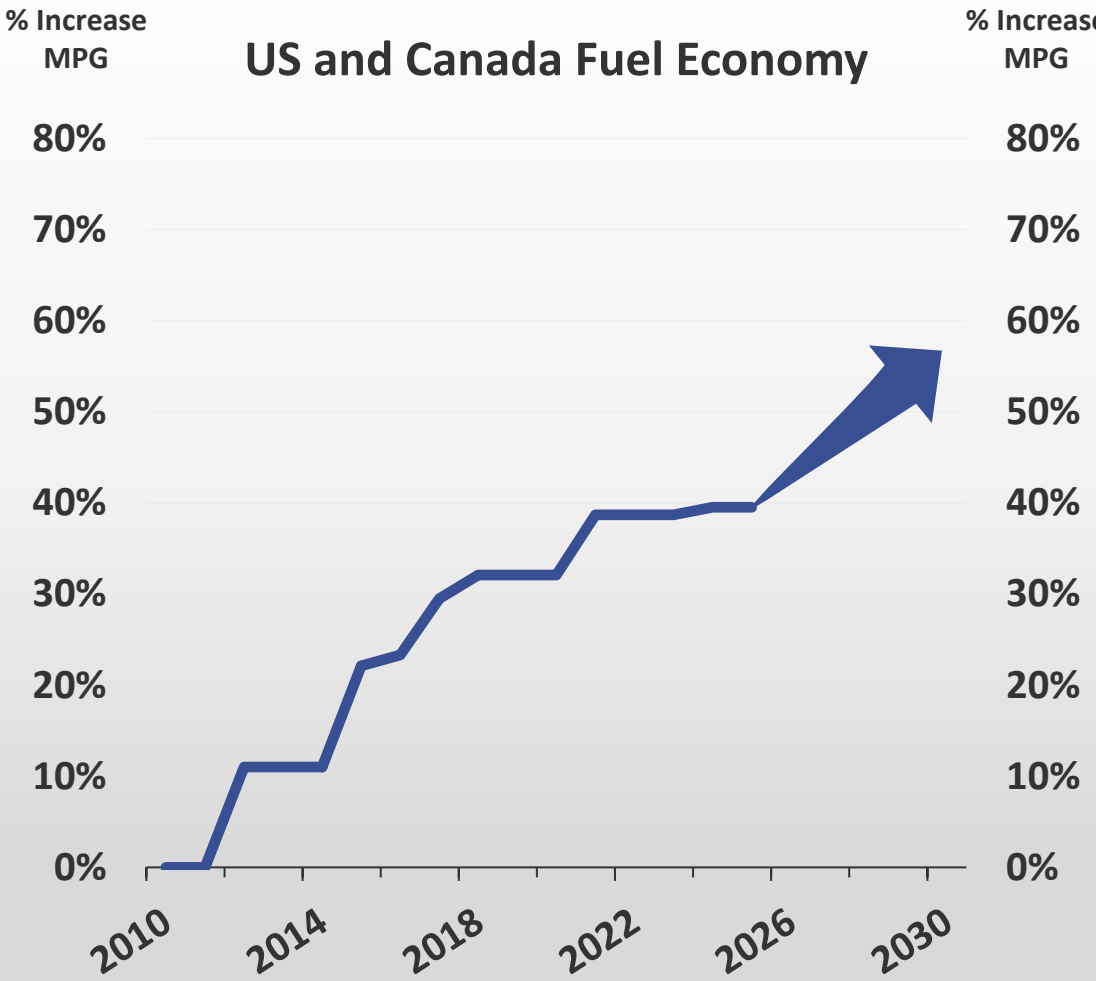
-6% GHG

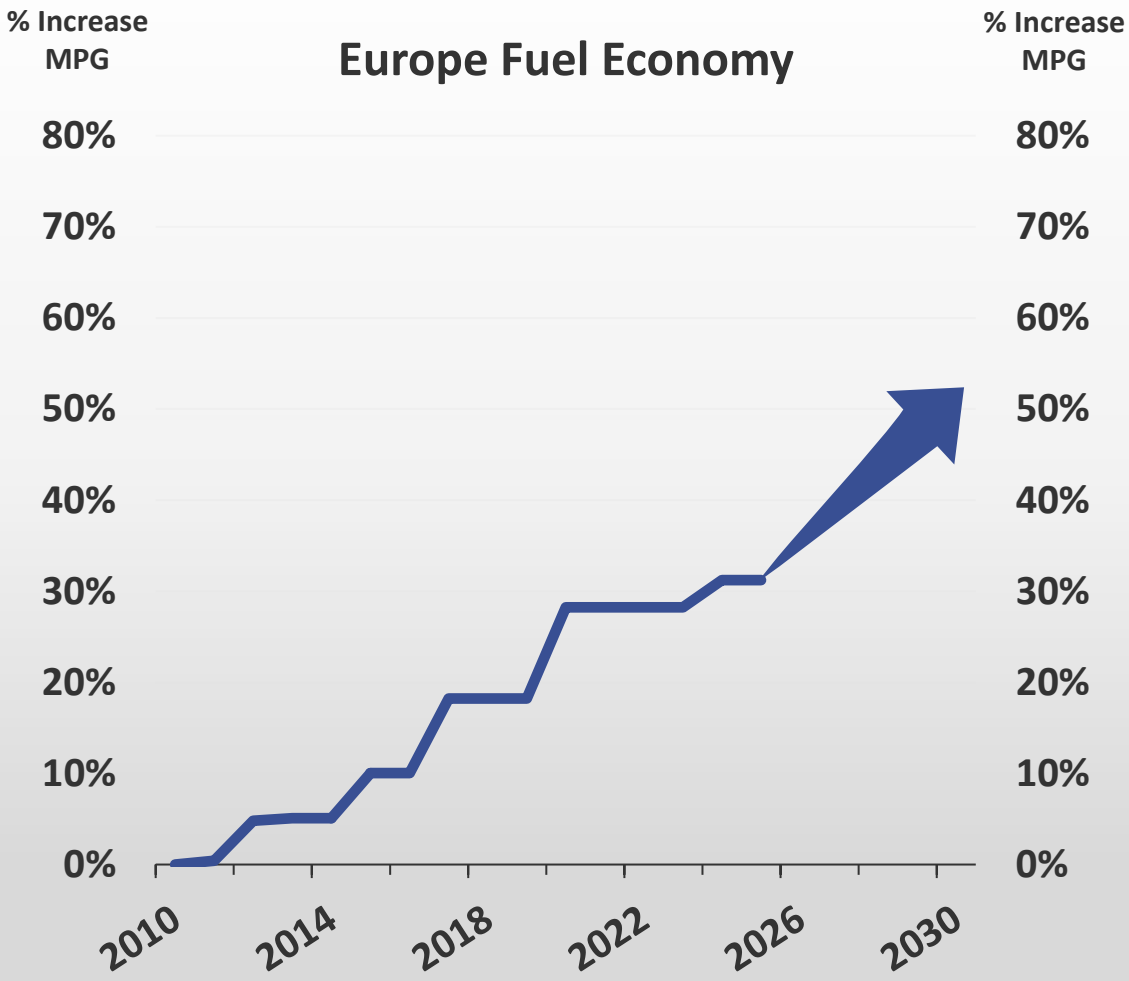
New Rulemaking Process TBD



Nationwide
- 82% NOx

Fuel Economy Improvement





ESG Leadership

CDP "A-" Rating

PACCAR achieved an "A-" rating for its environmental practices; Leadership Tier of over 24,000 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 12% of peer companies



Third Quarter 2025 Earnings

PACCAR Revenues and Profit

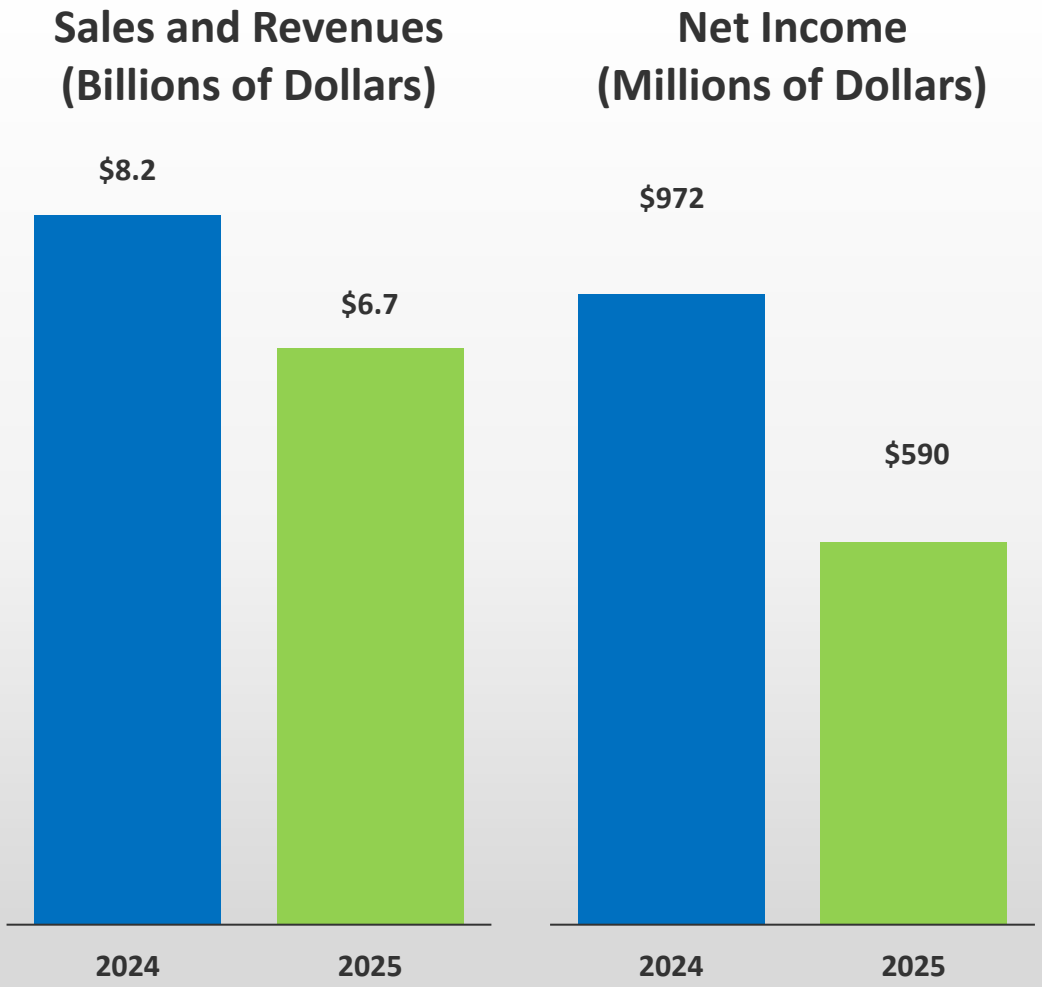
86 consecutive years of net profit

Dividends every year since 1941

	3rd Quarter		Nine Months	
($ in Millions)	2025	2024	2025	2024
Revenues	$6,672	$8,240	$21,624	$25,756
Net Income	$590	$972	1,819	$3,290
Adjusted Net Income	$590	$972	$2,083	$3,290
Adjusted Return on Revenues	8.8%	11.8%	9.6%	12.8%
Adjusted Diluted EPS	$1.12	$1.85	$3.95	$6.25
New Truck Deliveries (units)	31,900	44,900	111,300	141,400

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

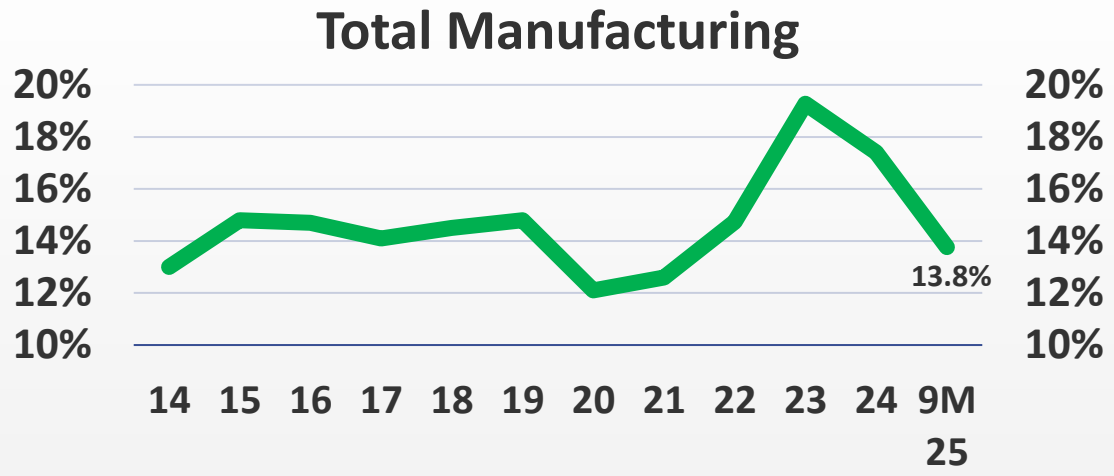
2025 Financial Results
Third Quarter 2025 vs. Third Quarter 2024

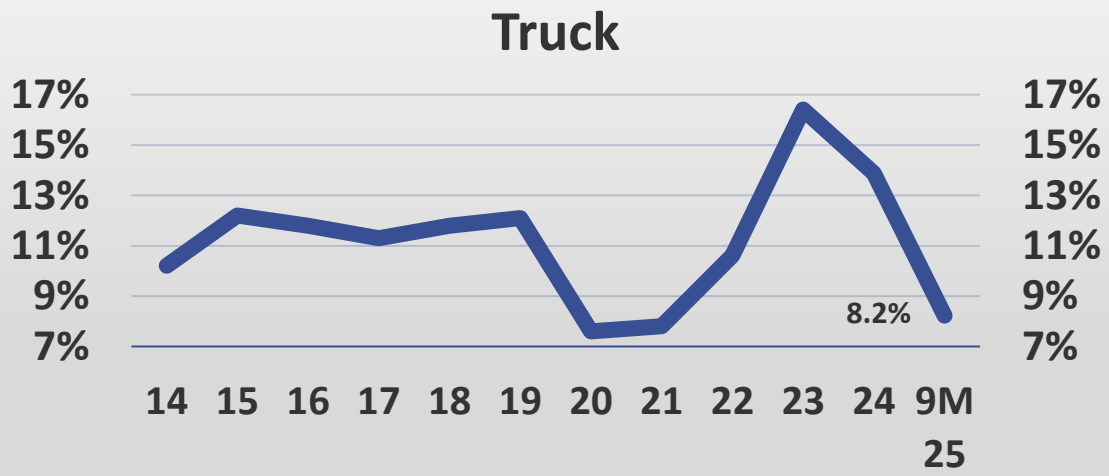


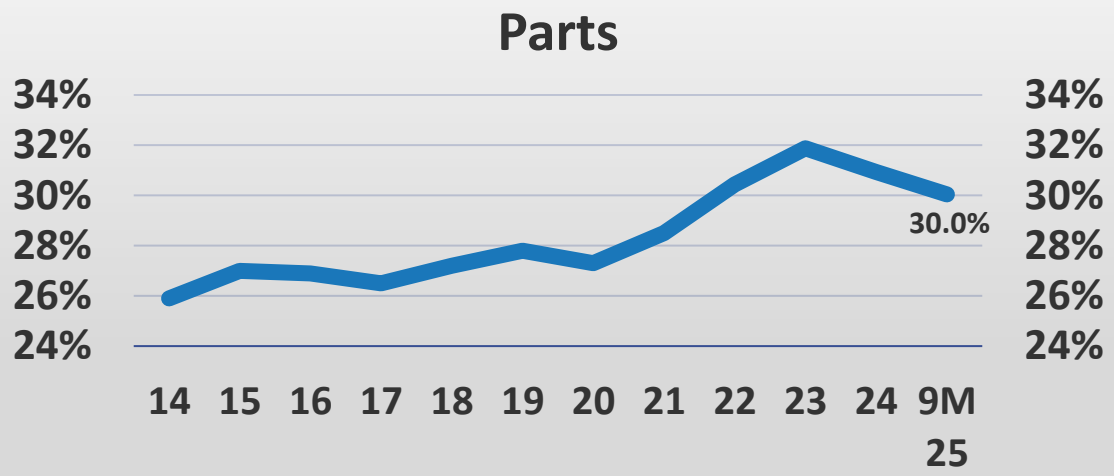
- Sales and revenues of $6.7 billion
- Net income of $590 million
- After-tax return on revenues of 8.8%
- PACCAR Parts revenues of $1.7 billion
- PACCAR Parts pretax income of $410 million
- Financial Services pretax income of $126 million
- R&D expenses of $111 million
- Deliveries of 31,900 trucks

Historical Annual Gross Margins

- Truck margins benefited from new products launched in 2021/2022
- 2Q25 truck margins were affected by economic uncertainty and tariffs
- Parts margins have benefited from distribution and technology investments and growing populations of PACCAR trucks and engines in operation

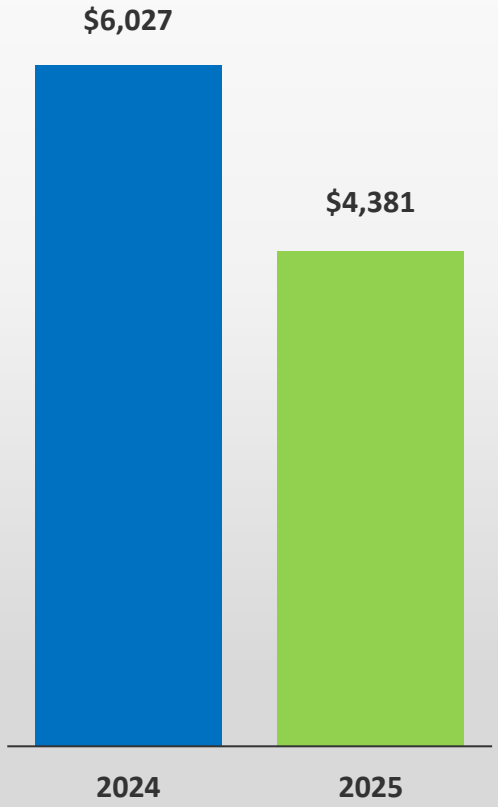




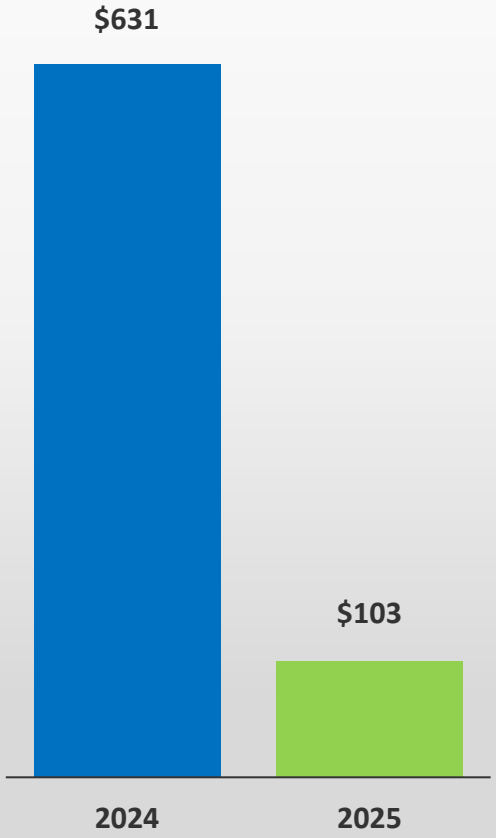


Truck
Third Quarter 2025 vs. Third Quarter 2024

Sales
(Millions of Dollars)

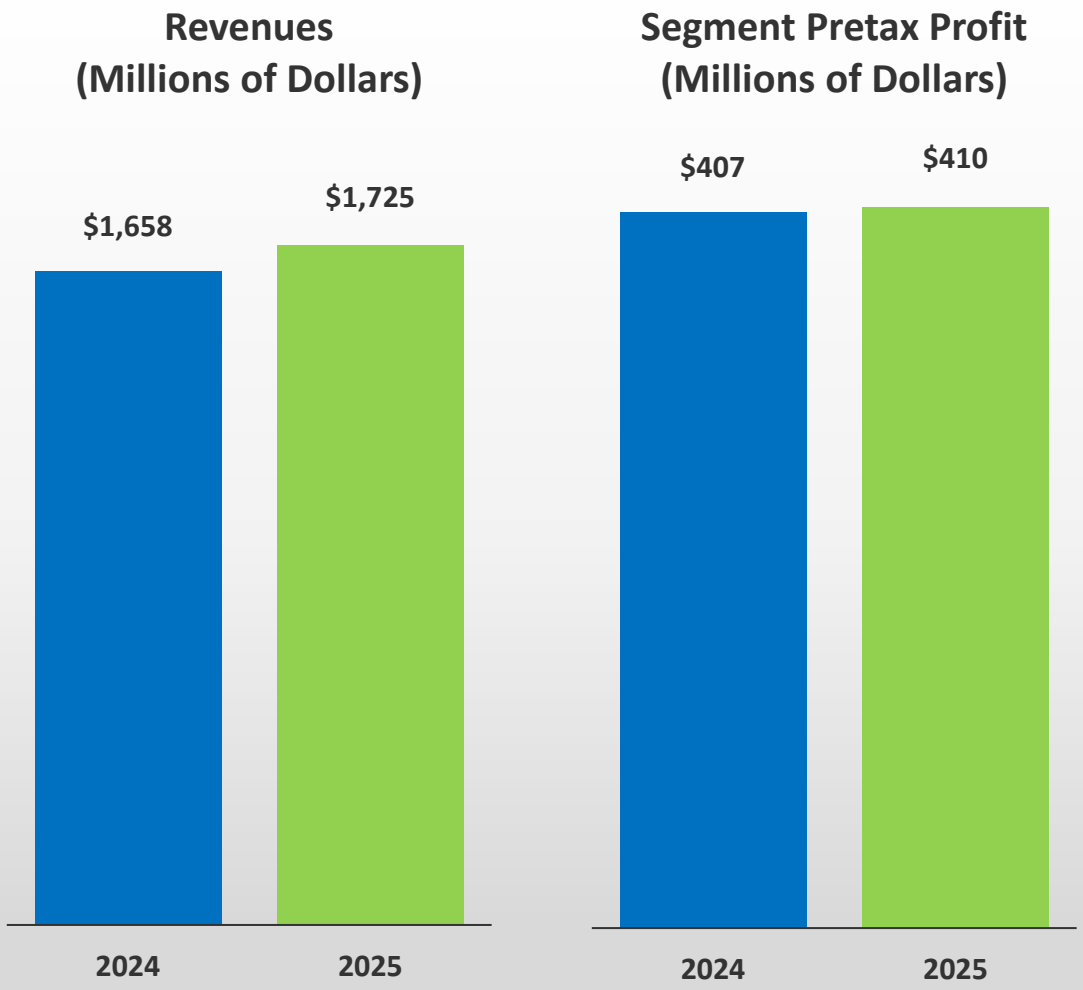


Segment Pretax Profit
(Millions of Dollars)



- Sales totaled $4.4 billion
- Pretax operating profit of $103 million
- Deliveries for 3Q25 totaled 31,900 compared to 44,900 units in the same period a year ago
- Truck gross margin of 5.8%
- 3Q25 truck margins were affected by economic uncertainty and tariffs

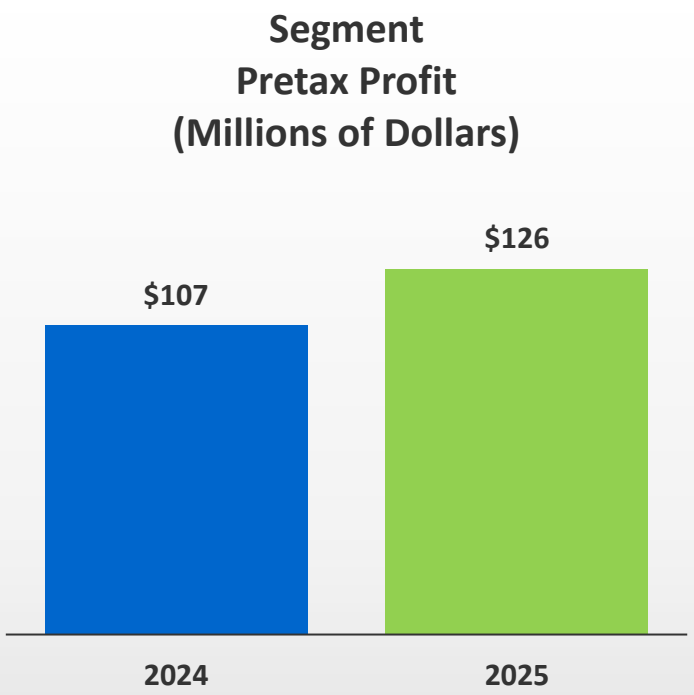
Aftermarket Parts
Third Quarter 2025 vs. Third Quarter 2024



- Revenues of $1.7 billion, an increase of 4%
- Pretax profit of $410 million
- Strong 29.5% Parts gross margin

Financial Services
Balance Sheet & Third Quarter 2025 Profit

$ Millions	9/30/2025
Finance & Other Receivables	$20,015
Equipment on Operating Leases	1,872
Other Assets	1,133
Total Financial Services Assets	$23,020
Commercial Paper & Bank Loans	$5,078
Term Notes	10,773
Deferred Taxes & Other Liabilities	1,598
Total Financial Services Liabilities	$17,449
Equity	$5,571
Total Liabilities & Equity	$23,020



- Pretax profit of $126M
- Portfolio of 229,000 trucks and trailers
- Excellent portfolio quality
- 13 worldwide used truck centers
- Used truck prices showing signs of improvement

PACCAR Inc
A+/A1 Credit Ratings

- Superb balance sheet
- $9.1 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 PACCAR Financial Services excellent access to the credit markets

($ Millions)	9/30/25
Mfg Cash & Securities	$9,069
Other Manufacturing Assets	12,112
Financial Services Assets	23,020
Total Assets	$44,201
Manufacturing Debt	$ -
Manufacturing Liabilities	7,384
Financial Services Liabilities	17,449
Shareholders' Equity	19,368
Total Liabilities & Equity	$44,201

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

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 $350.0 million ($364.5 million after-tax) for estimable total costs recorded in Interest and other expenses (income), net in the first quarter 2025.

The Company utilizes these non-GAAP measures to allow investors and management to evaluate operating trends by excluding a significant charge that is not representative of company performance.

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, 2025**
Net income	**$1,818.9**
EC-related claims, net of tax	**264.5**
Adjusted net income (non-GAAP)	**$2,083.4**
Per diluted share:	
Net income	**$3.45**
EC-related claims, net of tax	**0.50**
Adjusted net income (non-GAAP)	**$3.95**


PACCAR