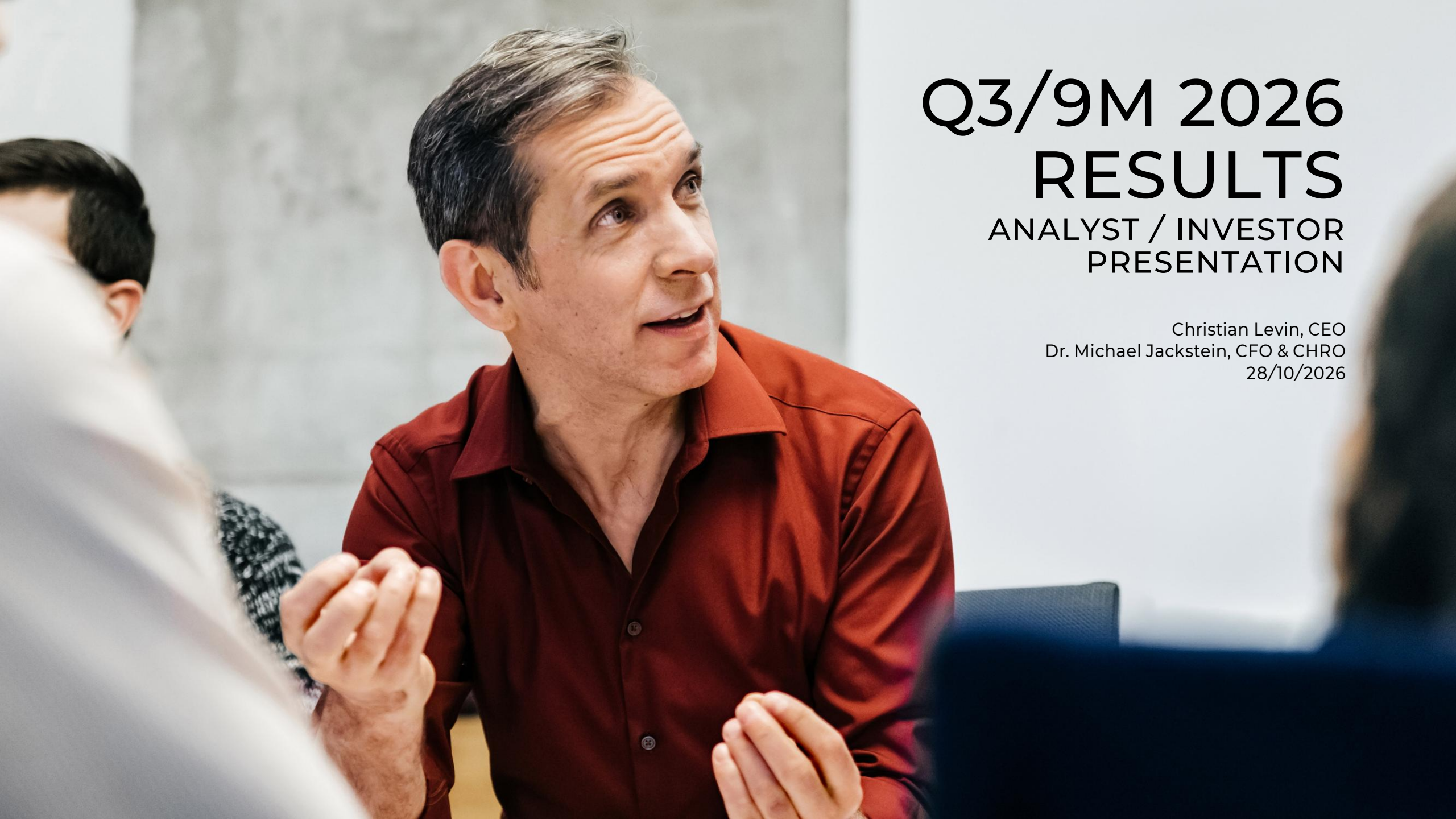


A man with dark hair, wearing a red button-down shirt, is shown from the chest up, looking slightly to his right and speaking. His hands are clasped in front of him. The background is a blurred office setting with other people partially visible.

# Q3/9M 2026 RESULTS

ANALYST / INVESTOR  
PRESENTATION

Christian Levin, CEO  
Dr. Michael Jackstein, CFO & CHRO  
28/10/2026

# AGENDA

1. Key results & highlights
2. Financial performance & outlook
3. Backup

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The percentage figures shown may be subject to rounding differences. All figures are rounded, so minor discrepancies may arise from addition of those amounts. Due to different proportions and scaling in graphs, data shown in different graphs are not comparable.

# KEY RESULTS & HIGHLIGHTS

# FURTHER ACCELERATION IN SALES MOMENTUM WITH MARGIN BENEFITS AND RAMP-UP HEADWINDS

9M 2026



Q3 2026



<sup>1</sup> Including €2.97 (9M) / €2.54 (Q3) per share from Sinotruk share placements and reclassification effects; absolute 9M pre-tax P&L effect of €1.7bn / €1.5bn (Q3)

# BOOK-TO-BILL BELOW 1 AS RAMP-UP GAINS TRACTION

## EU27+3:

- Truck order intake only stable YoY in Q3 after a strong Q2 26; but Germany up 9% YoY in Q3
- Truck unit sales slightly down (-1% YoY) in Q3 with still weak German sales

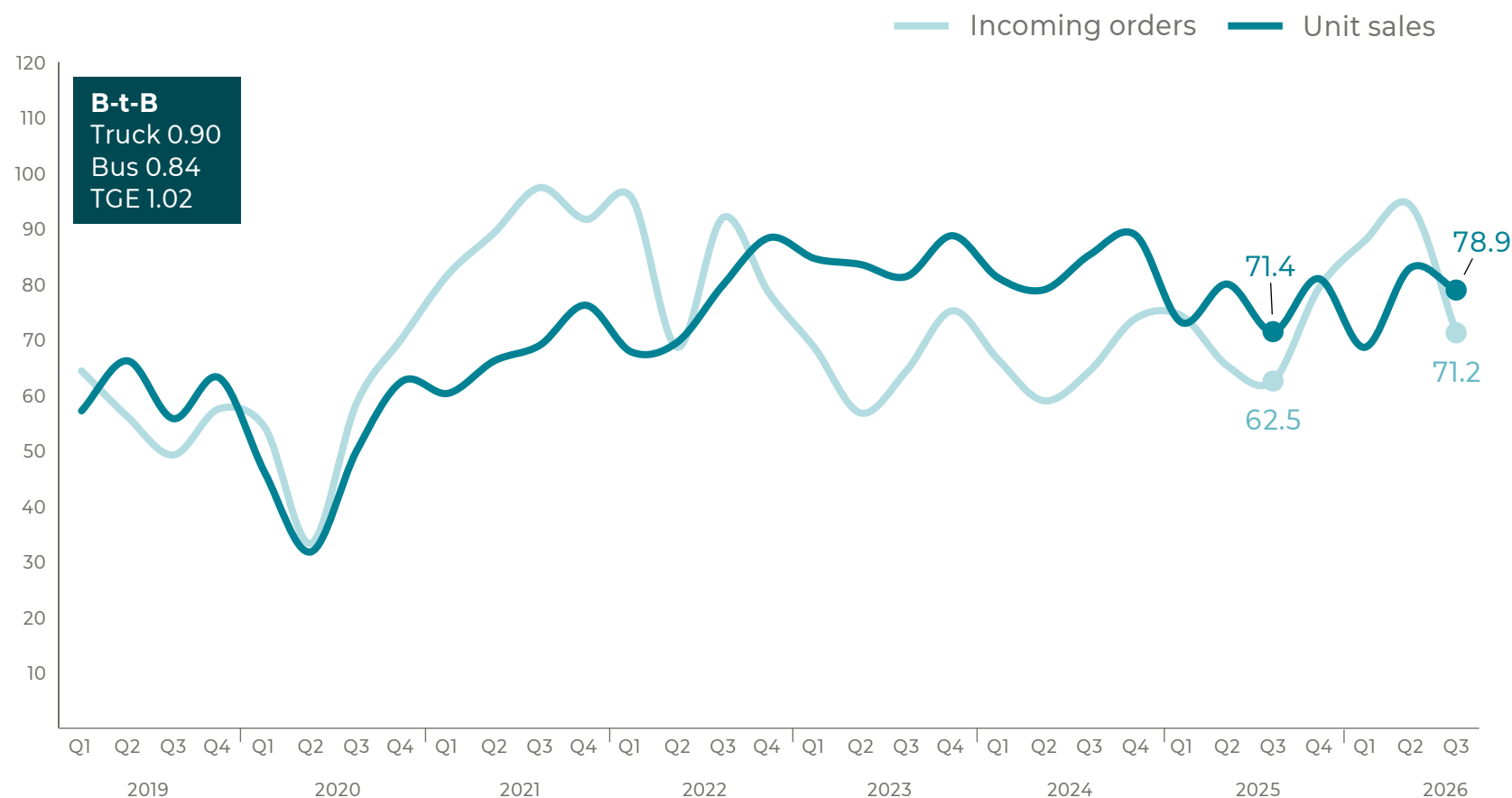
## North America:

- Truck order intake up 35% YoY in Q3, despite a 48% QoQ decline amid EPA-related uncertainty and seasonal effects
- Strong orders from previous quarters now translating into truck unit sales, up 65% YoY in Q3 (and +24% QoQ)

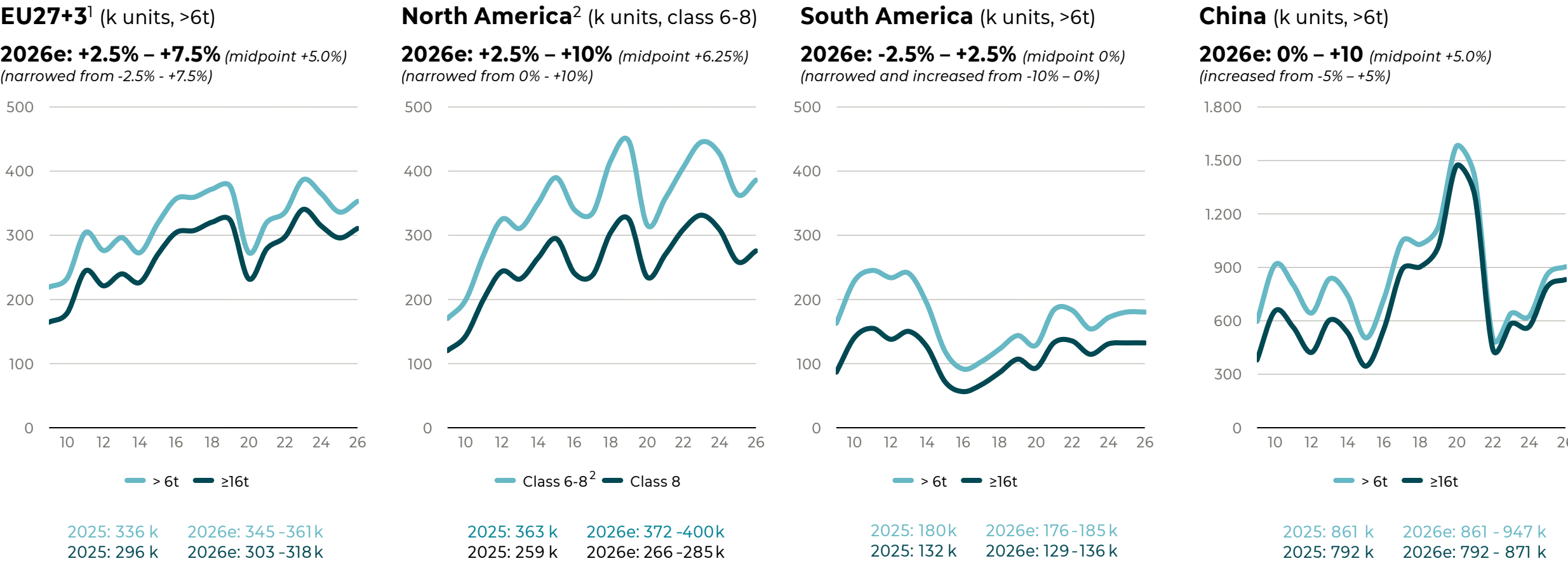
## South America:

- Truck order intake up 10% YoY in Q3 (-4% QoQ); benefits from Move Brasil are fading
- Truck unit sales up 10% in Q3 YoY (+5% QoQ), supported by order momentum from previous quarters

Incoming orders & Unit sales (k units)



# IMPROVED VISIBILITY SUPPORTS REFINED REGIONAL MARKET OUTLOOKS



<sup>1</sup> EU27+3 region (EU27 countries without Malta, plus the United Kingdom, Norway, and Switzerland)  
<sup>2</sup> USA and Canada class 6-8, Mexico class 4-8

# STRENGTHENING CUSTOMER VALUE PROPOSITIONS ACROSS THE GROUP



Scania launches Scania Dynamic, enhancing energy efficiency and the driver environment across BEV and ICE products to support customer productivity.



MAN and network partners invest ~€700m in the European sales and service network by 2030 to strengthen customer proximity, service and e-mobility capabilities.



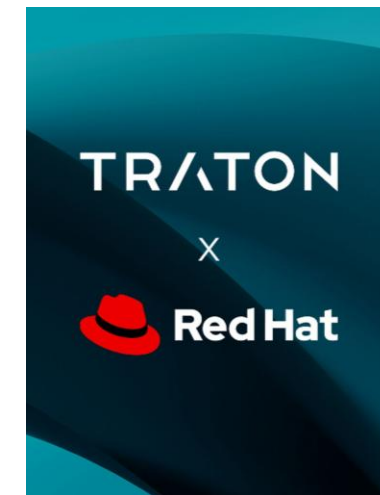
International launches Fleetrite.com, an e-commerce site giving customers 24/7 access to the entire breadth of the International parts portfolio.



VWTB enters the light commercial vehicle segment, broadening its customer offering through a strategic partnership with SAIC.



TFS continues to expand geographically, extending integrated financial services to a broader customer base, with MAN FS now present in 19 countries.



TRATON GROUP plans to integrate Red Hat's In-Vehicle Operating System into TRATON ONE OS, making future vehicle functions easier to update and secure.

# RISING BEV DEMAND SUPPORTED BY BROADER PORTFOLIO

Unit sales of fully  
electric vehicles (units)

Q3 26  
**766**

-6% YoY

9M 26  
**2,673**

+29% YoY

Incoming orders of fully  
electric vehicles (units)

Q3 26  
**1,049**

+57% YoY

9M 26  
**3,196**

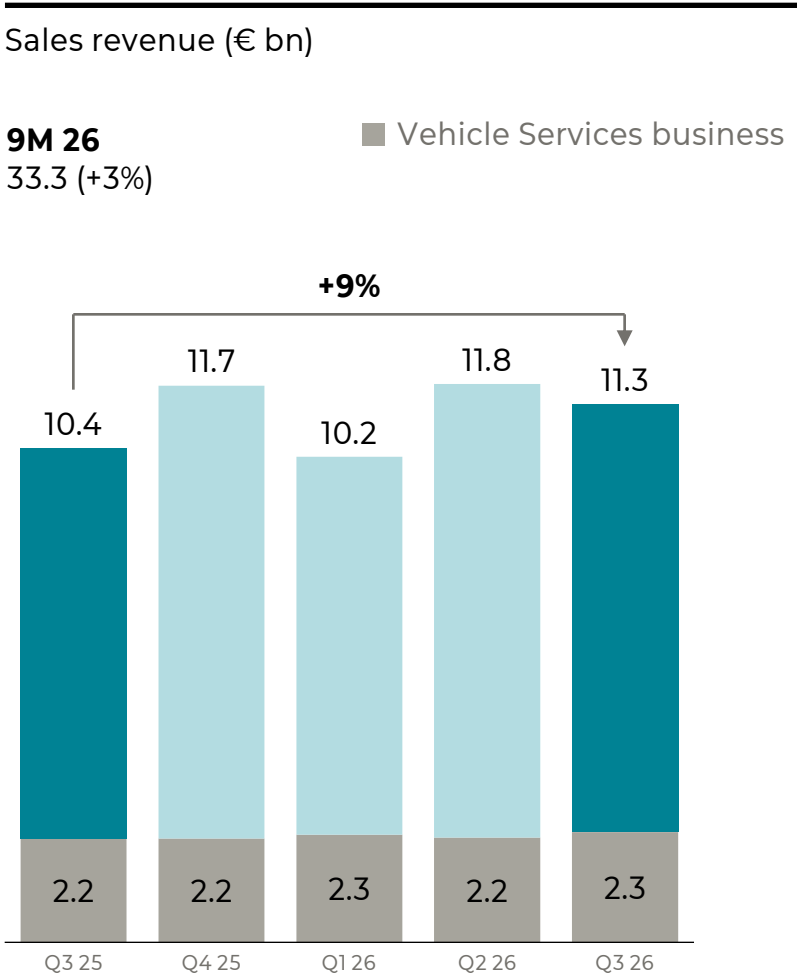
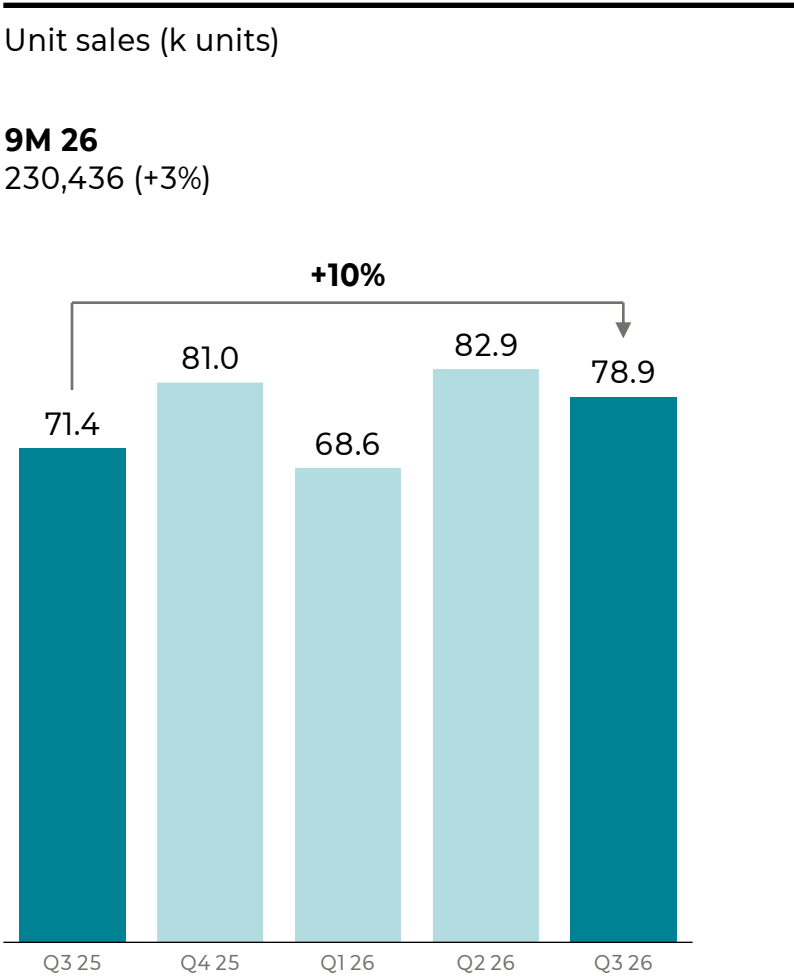
+49% YoY



# FINANCIAL PERFORMANCE & OUTLOOK

# STRONG Q3 UNIT GROWTH SUPPORTS YEAR-TO-DATE PERFORMANCE

- **Q3 unit sales up by 10%**, mainly driven by:
  - Strong increase in NA unit sales (+43% YoY) driven by improving freight economics and replacement demand
  - Increased unit sales (+4% YoY) in SA supported by Move Brasil program
  - Ramp-up of China unit sales (+421% YoY) in new production hub
  - Offset by: decreased EU27+3 unit sales (-3% YoY), mainly reflecting a softer bus business
- **Q3 sales revenue up by 9%**, supported by:
  - Increase in new vehicle sales with positive price/mix
  - Continued strong TFS growth (+25% YoY)
  - Solid vehicle services performance (+6% YoY)



# STRONGER VOLUMES SUPPORT MARGIN RECOVERY, WHILE COST HEADWINDS PERSIST

## Increase in Q3 adj. RoS YoY due to:

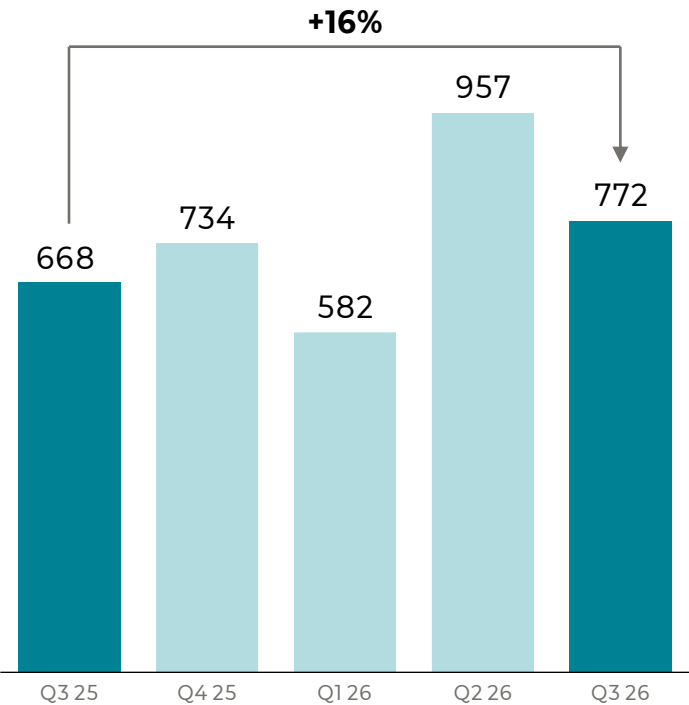
- Higher unit sales
- Improved fixed cost absorption
- Positive price/mix
- Supportive Service businesses

## Negative Q3 effects from:

- Tariff costs
- Production ramp-up costs
- Foreign currency headwinds
- Pressure from Iran-related input costs

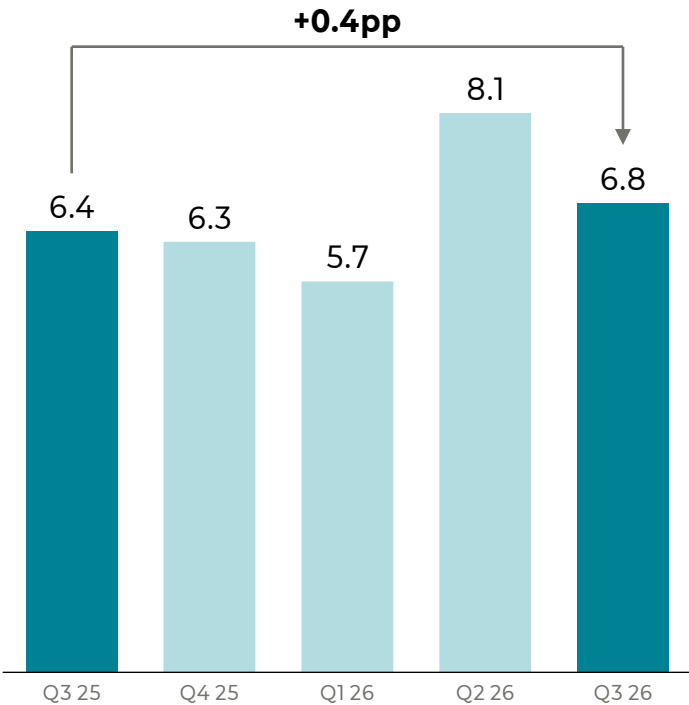
Adjusted operating result (€ m)

**9M 26**  
2,311 (+13%)



Adjusted return on sales (%)

**9M 26**  
6.9% (+0.6pp)



|                    |                                               | TRATON<br>Operations <sup>1</sup>                                                                                                                                                                                                                                                               |  <b>SCANIA</b>                                                                                                                                                                                                                           |  <b>MAN</b>                                                                                                                         |  <b>INTERNATIONAL</b>                                                                                             |  <b>Truck<br/>Bus</b>                                                                                                                                                                                         | <b>TRATON</b><br>FINANCIAL SERVICES                     |
|--------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Q3 26</b>       | <b>Sales revenue</b><br>(in € m, YoY)         | <b>10,852</b><br>(+9%)                                                                                                                                                                                                                                                                          | <b>4,414</b><br>(+5%)                                                                                                                                                                                                                                                                                                      | <b>3,358</b><br>(-0%)                                                                                                                                                                                                  | <b>2,474</b><br>(+36%)                                                                                                                                                                               | <b>765</b><br>(+11%)                                                                                                                                                                                                                                                                             | <b>668</b><br>(+25%)                                    |
|                    | <b>Adj. operating result</b><br>(in € m, YoY) | <b>829</b><br>(+12%)                                                                                                                                                                                                                                                                            | <b>542</b><br>(+16%)                                                                                                                                                                                                                                                                                                       | <b>154</b><br>(+2%)                                                                                                                                                                                                    | <b>61</b><br>(+319%)                                                                                                                                                                                 | <b>77</b><br>(-1%)                                                                                                                                                                                                                                                                               | <b>79</b><br>(+36%)                                     |
|                    | <b>Adj. RoS</b><br>(YoY)                      | <b>7.6%</b><br>(+0.2pp)                                                                                                                                                                                                                                                                         | <b>12.3%</b><br>(+1.2pp)                                                                                                                                                                                                                                                                                                   | <b>4.6%</b><br>(+0.1pp)                                                                                                                                                                                                | <b>2.5%</b><br>(+1.7pp)                                                                                                                                                                              | <b>10.1%</b><br>(-1.2pp)                                                                                                                                                                                                                                                                         | <b>10.0% (Return on Equity<sup>2</sup>)</b><br>(+0.9pp) |
| <b>Key drivers</b> |                                               | <ul style="list-style-type: none"> <li>– Sales revenue up mainly driven by China (NEXT ERA) and Brazil unit sales</li> <li>– Positive price/mix</li> <li>– Increased Vehicle Services business</li> <li>– Currency headwinds on RoS</li> <li>– Margin pressure from China operations</li> </ul> | <ul style="list-style-type: none"> <li>– Sales revenue stable, with truck unit sales up and bus unit sales down</li> <li>– Ongoing BEV-momentum for e-Trucks</li> <li>– Increased Vehicle Services business</li> <li>– Ongoing cost management</li> <li>– Higher input costs (Iran-related incl. raw materials)</li> </ul> | <ul style="list-style-type: none"> <li>– Sales revenue up due to strongly increased truck unit sales in the US</li> <li>– Positive price/mix</li> <li>– US tariff costs</li> <li>– Production ramp-up costs</li> </ul> | <ul style="list-style-type: none"> <li>– Sales revenue up driven by “Move Brasil”</li> <li>– Negative effect from revised dealer floor plan accounting</li> <li>– Higher production costs</li> </ul> | <ul style="list-style-type: none"> <li>– Sales revenue up driven by increased portfolio volume (esp. MAN, VWTB)</li> <li>– Improved profitability in the core financing business</li> <li>– Partly offset by higher operating expenses for the business ramp-up and higher risk costs</li> </ul> |                                                         |

2 Return on Equity (9M 26) is calculated as the ratio of earnings before tax to average equity of the 9M 26 period, whereas earnings before tax are extrapolated from the 9M 26 period to the full fiscal year on a straight-line basis

# SINOTRUK PROCEEDS SUPPORT NET DEBT REDUCTION AMID SEASONAL CASH FLOW PATTERN

— **Net cash flow** of TRATON Operations in 9M 2026 characterized by:

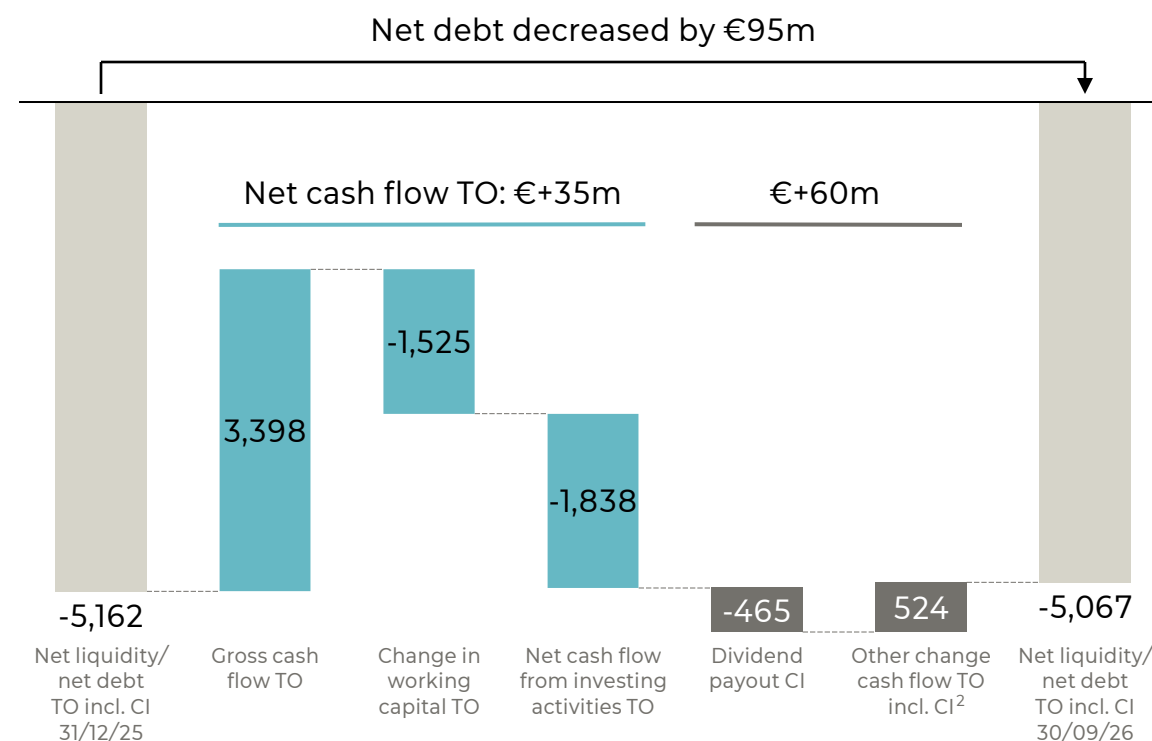
- Improved operating performance
- Working capital build-up
- Investing cash flow, therein capex ~€820m and capitalized R&D<sup>1</sup> ~€980m

— **Net debt** of TRATON Operations incl. Corporate Items decreased vs. end of 2025 driven by:

- Slightly positive net cash flow
- Dividend payout ...
- ... within Corporate Items overcompensated by Sinotruk sale (Sep YTD proceeds of €745m)

Net liquidity/net debt bridge, 9M 2026 (€ m)

TO = TRATON Operations  
CI = Corporate Items



## Sinotruk effects

- 9M 2026 EPS of €5.21 includes €2.97 from Sinotruk tranches I-III and valuation effects
- Does not reflect the underlying performance of the business
- Intended to be excluded when determining the dividend proposal
- Net debt zero target remains highest priority

<sup>1</sup> Total R&D 9M 2026 €2.1bn (capitalized + directly expensed R&D)

<sup>2</sup> Includes additions of IFRS 16 right of use assets, internal profit transfers, capital contributions, F/X effects and other changes in CI net liquidity/net debt and proceeds from sale of Sinotruk

# MOMENTUM SUPPORTS FULL-YEAR OUTLOOK

|                                             | FY 2025<br>Actuals | FY 2026<br>Outlook<br><small>(since Q2 results)</small> |
|---------------------------------------------|--------------------|---------------------------------------------------------|
| <b>TRATON GROUP</b>                         |                    |                                                         |
| Unit sales (units)                          | 305,486            | 0 to +7%                                                |
| Sales revenue (€ million)                   | 44,052             | 0 to +7%                                                |
| Operating return on sales (adjusted) (in %) | 6.3                | 6.3 to 7.3                                              |
| <b>TRATON Operations</b>                    |                    |                                                         |
| Sales revenue (€ million)                   | 42,536             | 0 to +7%                                                |
| Operating return on sales (adjusted) (in %) | 7.3                | 7.1 to 8.1                                              |
| Net cash flow (€ million)                   | 1,643              | 900 to 1,700                                            |
| <b>TRATON Financial Services</b>            |                    |                                                         |
| Return on equity (in %)                     | 8.0                | 8.0 to 11.0                                             |

The outlook is based on the tariff situation prevailing at the end of 2025 (IEEPA, Steel/Aluminum, S-232). The outlook is subject to geopolitical risks particularly unexpected impacts of US trade policy and effects of the current Iran war.



# BACKUP

# TRATON OPERATIONS – INCOMING ORDERS

| Incoming orders (units)               | Q1 24         | Q2 24         | Q3 24         | Q4 24         | FY 24          | Q1 25         | Q2 25         | Q3 25         | Q4 25         | FY 25          | Q1 26         | Q2 26         | Q3 26         | Q3 QoQ      | Q3 YoY     |
|---------------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|-------------|------------|
| <b>TRATON Operations</b>              | <b>66,434</b> | <b>58,982</b> | <b>64,353</b> | <b>73,806</b> | <b>263,575</b> | <b>74,307</b> | <b>65,292</b> | <b>62,512</b> | <b>79,214</b> | <b>281,325</b> | <b>87,775</b> | <b>94,169</b> | <b>71,203</b> | <b>-24%</b> | <b>14%</b> |
| Trucks                                | 53,034        | 45,098        | 50,823        | 59,564        | 208,519        | 58,891        | 52,500        | 50,426        | 62,426        | 224,243        | 71,100        | 78,223        | 57,538        | -26%        | 14%        |
| Buses                                 | 8,151         | 7,789         | 8,313         | 7,982         | 32,235         | 7,754         | 6,253         | 5,772         | 8,153         | 27,932         | 8,067         | 7,854         | 6,095         | -22%        | 6%         |
| MAN TGE vans                          | 5,249         | 6,095         | 5,217         | 6,260         | 22,821         | 7,662         | 6,539         | 6,314         | 8,635         | 29,150         | 8,608         | 8,092         | 7,570         | -6%         | 20%        |
| <b>Scania Vehicles &amp; Services</b> | <b>20,171</b> | <b>19,234</b> | <b>17,008</b> | <b>24,599</b> | <b>81,012</b>  | <b>24,762</b> | <b>20,393</b> | <b>20,492</b> | <b>26,704</b> | <b>92,351</b>  | <b>27,318</b> | <b>28,743</b> | <b>20,098</b> | <b>-30%</b> | <b>-2%</b> |
| Trucks                                | 18,927        | 17,761        | 15,335        | 22,902        | 74,925         | 23,142        | 18,772        | 19,275        | 24,973        | 86,162         | 26,161        | 27,619        | 19,156        | -31%        | -1%        |
| Buses                                 | 1,244         | 1,473         | 1,673         | 1,697         | 6,087          | 1,620         | 1,621         | 1,217         | 1,731         | 6,189          | 1,157         | 1,124         | 942           | -16%        | -23%       |
| <b>MAN Truck &amp; Bus</b>            | <b>18,682</b> | <b>18,112</b> | <b>18,064</b> | <b>22,250</b> | <b>77,108</b>  | <b>27,978</b> | <b>24,507</b> | <b>20,130</b> | <b>27,346</b> | <b>99,961</b>  | <b>27,851</b> | <b>27,605</b> | <b>23,154</b> | <b>-16%</b> | <b>15%</b> |
| Trucks                                | 11,941        | 9,942         | 11,534        | 14,541        | 47,958         | 18,294        | 16,751        | 12,640        | 17,144        | 64,829         | 17,586        | 18,196        | 14,578        | -20%        | 15%        |
| Buses                                 | 1,492         | 2,075         | 1,313         | 1,449         | 6,329          | 2,022         | 1,217         | 1,176         | 1,567         | 5,982          | 1,657         | 1,317         | 1,006         | -24%        | -14%       |
| MAN TGE vans                          | 5,249         | 6,095         | 5,217         | 6,260         | 22,821         | 7,662         | 6,539         | 6,314         | 8,635         | 29,150         | 8,608         | 8,092         | 7,570         | -6%         | 20%        |
| <b>International Motors</b>           | <b>17,512</b> | <b>9,866</b>  | <b>15,396</b> | <b>13,842</b> | <b>56,616</b>  | <b>12,285</b> | <b>8,952</b>  | <b>10,674</b> | <b>14,266</b> | <b>46,177</b>  | <b>22,235</b> | <b>25,556</b> | <b>15,508</b> | <b>-39%</b> | <b>45%</b> |
| Trucks                                | 13,594        | 7,833         | 11,795        | 11,175        | 44,397         | 9,691         | 7,416         | 8,760         | 10,880        | 36,747         | 18,859        | 22,924        | 12,526        | -45%        | 43%        |
| Buses                                 | 3,918         | 2,033         | 3,601         | 2,667         | 12,219         | 2,594         | 1,536         | 1,914         | 3,386         | 9,430          | 3,376         | 2,632         | 2,982         | 13%         | 56%        |
| <b>Volkswagen Truck &amp; Bus</b>     | <b>10,085</b> | <b>11,773</b> | <b>13,887</b> | <b>13,120</b> | <b>48,865</b>  | <b>9,363</b>  | <b>11,461</b> | <b>11,240</b> | <b>10,924</b> | <b>42,988</b>  | <b>10,390</b> | <b>12,294</b> | <b>12,457</b> | <b>1%</b>   | <b>11%</b> |
| Trucks                                | 8,573         | 9,564         | 12,161        | 10,951        | 41,249         | 7,845         | 9,568         | 9,751         | 9,436         | 36,600         | 8,494         | 9,500         | 11,292        | 19%         | 16%        |
| Buses                                 | 1,512         | 2,209         | 1,726         | 2,169         | 7,616          | 1,518         | 1,893         | 1,489         | 1,488         | 6,388          | 1,896         | 2,794         | 1,165         | -58%        | -22%       |
| Consolidation                         | -16           | -3            | -2            | -5            | -26            | -81           | -21           | -24           | -26           | -152           | -19           | -29           | -14           | 52%         | -42%       |
| <b>TRATON Operations</b>              | <b>66,434</b> | <b>58,982</b> | <b>64,353</b> | <b>73,806</b> | <b>263,575</b> | <b>74,307</b> | <b>65,292</b> | <b>62,512</b> | <b>79,214</b> | <b>281,325</b> | <b>87,775</b> | <b>94,169</b> | <b>71,203</b> | <b>-24%</b> | <b>14%</b> |
| of which all-electric vehicles        | 736           | 970           | 658           | 1,487         | 3,851          | 866           | 608           | 669           | 680           | 2,823          | 1,252         | 895           | 1,049         | 17%         | 57%        |
| in % of total                         | 1.1%          | 1.6%          | 1.0%          | 2.0%          | 1.5%           | 1.2%          | 0.9%          | 1.1%          | 0.9%          | 1.0%           | 1.4%          | 1.0%          | 1.5%          | 55%         | 38%        |
| Trucks                                | 53,034        | 45,098        | 50,823        | 59,564        | 208,519        | 58,891        | 52,500        | 50,426        | 62,426        | 224,243        | 71,100        | 78,223        | 57,538        | -26%        | 14%        |
| of which all-electric vehicles        | 165           | 261           | 254           | 521           | 1,201          | 466           | 203           | 309           | 500           | 1,478          | 480           | 652           | 736           | 13%         | 138%       |
| Buses                                 | 8,151         | 7,789         | 8,313         | 7,982         | 32,235         | 7,754         | 6,253         | 5,772         | 8,153         | 27,932         | 8,067         | 7,854         | 6,095         | -22%        | 6%         |
| of which all-electric vehicles        | 533           | 672           | 382           | 953           | 2,540          | 399           | 393           | 357           | 175           | 1,324          | 772           | 242           | 315           | 30%         | -12%       |
| MAN TGE vans                          | 5,249         | 6,095         | 5,217         | 6,260         | 22,821         | 7,662         | 6,539         | 6,314         | 8,635         | 29,150         | 8,608         | 8,092         | 7,570         | -6%         | 20%        |
| of which all-electric vehicles        | 38            | 37            | 22            | 13            | 110            | 1             | 12            | 3             | 5             | 21             | 0             | 1             | (2)           | (>100%)     | -167%      |

Figures for all-electric vehicles may differ slightly from previously reported figures due to minor adjustments to prior-year figures

# TRATON OPERATIONS – INCOMING ORDERS BY REGION

| Incoming orders (units) | Q1 24         | Q2 24         | Q3 24         | Q4 24         | FY 24          | Q1 25         | Q2 25         | Q3 25         | Q4 25         | FY 25          | Q1 26         | Q2 26         | Q3 26         | Q3 QoQ      | Q3 YoY     |
|-------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|-------------|------------|
| <b>Trucks</b>           | <b>53,034</b> | <b>45,098</b> | <b>50,823</b> | <b>59,564</b> | <b>208,519</b> | <b>58,891</b> | <b>52,500</b> | <b>50,426</b> | <b>62,426</b> | <b>224,243</b> | <b>71,100</b> | <b>78,223</b> | <b>57,538</b> | <b>-26%</b> | <b>14%</b> |
| EU27+3                  | 18,123        | 16,454        | 18,041        | 25,373        | 77,991         | 29,347        | 23,722        | 22,282        | 30,683        | 106,034        | 29,008        | 29,228        | 22,258        | -24%        | 0%         |
| Germany                 | 5,091         | 3,963         | 5,125         | 5,966         | 20,145         | 7,980         | 6,321         | 5,349         | 6,842         | 26,492         | 7,035         | 6,183         | 5,851         | -5%         | 9%         |
| North America           | 14,727        | 8,471         | 12,633        | 12,362        | 48,193         | 9,584         | 7,632         | 8,800         | 11,082        | 37,098         | 18,814        | 22,700        | 11,851        | -48%        | 35%        |
| USA/Canada              | 12,233        | 5,374         | 11,156        | 10,167        | 38,930         | 8,017         | 5,928         | 7,526         | 9,015         | 30,486         | 17,203        | 20,125        | 10,679        | -47%        | 42%        |
| Mexico                  | 2,494         | 3,097         | 1,477         | 2,195         | 9,263          | 1,567         | 1,704         | 1,274         | 2,067         | 6,612          | 1,611         | 2,575         | 1,172         | -54%        | -8%        |
| South America           | 13,627        | 15,030        | 15,149        | 15,280        | 59,086         | 11,994        | 13,767        | 14,414        | 13,400        | 53,575         | 14,966        | 16,533        | 15,881        | -4%         | 10%        |
| Brazil                  | 11,828        | 13,004        | 12,439        | 11,881        | 49,152         | 8,747         | 10,141        | 10,484        | 10,675        | 40,047         | 11,639        | 12,757        | 11,616        | -9%         | 11%        |
| China                   | 228           | 245           | 223           | 292           | 988            | 333           | 125           | 372           | 643           | 1,473          | 257           | 2,467         | 855           | -65%        | 130%       |
| Other regions           | 6,329         | 4,898         | 4,777         | 6,257         | 22,261         | 7,633         | 7,254         | 4,558         | 6,618         | 26,063         | 8,055         | 7,295         | 6,693         | -8%         | 47%        |
| <b>Bus</b>              | <b>8,151</b>  | <b>7,789</b>  | <b>8,313</b>  | <b>7,982</b>  | <b>32,235</b>  | <b>7,754</b>  | <b>6,253</b>  | <b>5,772</b>  | <b>8,153</b>  | <b>27,932</b>  | <b>8,067</b>  | <b>7,854</b>  | <b>6,095</b>  | <b>-22%</b> | <b>6%</b>  |
| EU27+3                  | 1,663         | 2,132         | 1,371         | 1,388         | 6,554          | 1,982         | 1,308         | 1,289         | 1,814         | 6,393          | 1,764         | 1,416         | 1,069         | -25%        | -17%       |
| Germany                 | 322           | 478           | 387           | 298           | 1,485          | 395           | 373           | 331           | 511           | 1,610          | 425           | 389           | 315           | -19%        | -5%        |
| North America           | 4,198         | 2,428         | 4,187         | 3,468         | 14,281         | 2,803         | 1,647         | 2,026         | 3,735         | 10,211         | 3,700         | 2,877         | 3,136         | 9%          | 55%        |
| USA/Canada              | 3,548         | 1,672         | 3,507         | 2,630         | 11,357         | 2,574         | 1,536         | 1,829         | 3,219         | 9,158          | 3,027         | 2,487         | 2,944         | 18%         | 61%        |
| Mexico                  | 650           | 756           | 680           | 838           | 2,924          | 229           | 111           | 197           | 516           | 1,053          | 673           | 390           | 192           | -51%        | -3%        |
| South America           | 1,637         | 2,518         | 2,152         | 2,260         | 8,567          | 1,976         | 2,492         | 1,747         | 1,898         | 8,113          | 2,019         | 3,172         | 1,410         | -56%        | -19%       |
| Brazil                  | 1,310         | 2,025         | 1,759         | 1,701         | 6,795          | 1,396         | 1,941         | 1,417         | 1,420         | 6,174          | 1,711         | 2,735         | 1,099         | -60%        | -22%       |
| Other regions           | 653           | 711           | 603           | 866           | 2,833          | 993           | 806           | 710           | 706           | 3,215          | 584           | 389           | 480           | 23%         | -32%       |
| <b>MAN TGE vans</b>     | <b>5,249</b>  | <b>6,095</b>  | <b>5,217</b>  | <b>6,260</b>  | <b>22,821</b>  | <b>7,662</b>  | <b>6,539</b>  | <b>6,314</b>  | <b>8,635</b>  | <b>29,150</b>  | <b>8,608</b>  | <b>8,092</b>  | <b>7,570</b>  | <b>-6%</b>  | <b>20%</b> |
| EU27+3                  | 5,111         | 6,033         | 5,148         | 6,108         | 22,400         | 7,544         | 6,320         | 6,114         | 8,412         | 28,390         | 8,280         | 7,877         | 7,241         | -8%         | 18%        |
| Germany                 | 1,327         | 1,652         | 1,771         | 2,123         | 6,873          | 2,373         | 1,963         | 2,164         | 2,880         | 9,380          | 2,590         | 2,536         | 2,834         | 12%         | 31%        |
| Other regions           | 138           | 62            | 69            | 152           | 421            | 118           | 219           | 200           | 223           | 760            | 328           | 215           | 329           | 53%         | 65%        |

# TRATON OPERATIONS – UNIT SALES

| Unit sales (units)                    | Q1 24         | Q2 24         | Q3 24         | Q4 24         | FY 24          | Q1 25         | Q2 25         | Q3 25         | Q4 25         | FY 25          | Q1 26         | Q2 26         | Q3 26         | Q3 QoQ      | Q3 YoY     |
|---------------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|-------------|------------|
| <b>TRATON Operations</b>              | <b>81,148</b> | <b>78,962</b> | <b>85,274</b> | <b>88,831</b> | <b>334,215</b> | <b>73,090</b> | <b>79,996</b> | <b>71,429</b> | <b>80,971</b> | <b>305,486</b> | <b>68,604</b> | <b>82,925</b> | <b>78,907</b> | <b>-5%</b>  | <b>10%</b> |
| Trucks                                | 68,772        | 63,600        | 72,861        | 72,897        | 278,130        | 57,566        | 63,742        | 54,929        | 63,546        | 239,783        | 53,535        | 65,060        | 64,220        | -1%         | 17%        |
| Buses                                 | 5,032         | 7,988         | 7,823         | 7,570         | 28,413         | 8,328         | 8,390         | 8,833         | 8,808         | 34,359         | 7,514         | 9,433         | 7,264         | -23%        | -18%       |
| MAN TGE vans                          | 7,344         | 7,374         | 4,590         | 8,364         | 27,672         | 7,196         | 7,864         | 7,667         | 8,617         | 31,344         | 7,555         | 8,432         | 7,423         | -12%        | -3%        |
| <b>Scania Vehicles &amp; Services</b> | <b>26,496</b> | <b>25,802</b> | <b>21,757</b> | <b>28,014</b> | <b>102,069</b> | <b>22,244</b> | <b>24,602</b> | <b>21,545</b> | <b>25,682</b> | <b>94,073</b>  | <b>20,978</b> | <b>26,274</b> | <b>22,086</b> | <b>-16%</b> | <b>3%</b>  |
| Trucks                                | 25,388        | 24,333        | 20,313        | 26,409        | 96,443         | 20,663        | 23,057        | 19,768        | 24,100        | 87,588         | 19,484        | 24,721        | 20,862        | -16%        | 6%         |
| Buses                                 | 1,108         | 1,469         | 1,444         | 1,605         | 5,626          | 1,581         | 1,545         | 1,777         | 1,582         | 6,485          | 1,494         | 1,553         | 1,224         | -21%        | -31%       |
| <b>MAN Truck &amp; Bus</b>            | <b>24,030</b> | <b>25,322</b> | <b>19,863</b> | <b>26,822</b> | <b>96,037</b>  | <b>20,613</b> | <b>26,421</b> | <b>24,638</b> | <b>29,970</b> | <b>101,642</b> | <b>23,600</b> | <b>27,339</b> | <b>24,456</b> | <b>-11%</b> | <b>-1%</b> |
| Trucks                                | 15,188        | 16,492        | 14,595        | 17,380        | 63,655         | 12,036        | 16,707        | 15,304        | 19,249        | 63,296         | 14,583        | 17,097        | 15,705        | -8%         | 3%         |
| Buses                                 | 1,498         | 1,456         | 678           | 1,078         | 4,710          | 1,381         | 1,850         | 1,667         | 2,104         | 7,002          | 1,462         | 1,830         | 1,328         | -27%        | -20%       |
| MAN TGE vans                          | 7,344         | 7,374         | 4,590         | 8,364         | 27,672         | 7,196         | 7,864         | 7,667         | 8,617         | 31,344         | 7,555         | 8,412         | 7,423         | -12%        | -3%        |
| <b>International Motors</b>           | <b>19,280</b> | <b>16,032</b> | <b>31,460</b> | <b>23,790</b> | <b>90,562</b>  | <b>16,889</b> | <b>17,621</b> | <b>13,442</b> | <b>15,780</b> | <b>63,732</b>  | <b>13,326</b> | <b>16,162</b> | <b>19,936</b> | <b>23%</b>  | <b>48%</b> |
| Trucks                                | 18,674        | 13,143        | 27,281        | 20,202        | 79,300         | 13,702        | 14,628        | 9,753         | 12,029        | 50,112         | 10,413        | 13,130        | 16,483        | 26%         | 69%        |
| Buses                                 | 606           | 2,889         | 4,179         | 3,588         | 11,262         | 3,187         | 2,993         | 3,689         | 3,751         | 13,620         | 2,913         | 3,032         | 3,453         | 14%         | -6%        |
| <b>Volkswagen Truck &amp; Bus</b>     | <b>11,539</b> | <b>11,853</b> | <b>12,350</b> | <b>10,104</b> | <b>45,846</b>  | <b>13,410</b> | <b>11,369</b> | <b>11,883</b> | <b>9,509</b>  | <b>46,171</b>  | <b>10,787</b> | <b>13,060</b> | <b>12,471</b> | <b>-5%</b>  | <b>5%</b>  |
| Trucks                                | 9,707         | 9,679         | 10,828        | 8,804         | 39,018         | 11,231        | 9,355         | 10,157        | 8,119         | 38,862         | 9,122         | 10,042        | 11,199        | 12%         | 10%        |
| Buses                                 | 1,832         | 2,174         | 1,522         | 1,300         | 6,828          | 2,179         | 2,014         | 1,726         | 1,390         | 7,309          | 1,665         | 3,018         | 1,272         | -58%        | -26%       |
| Consolidation                         | -197          | -47           | -156          | 101           | -299           | -66           | -17           | -79           | 30            | -132           | -87           | 90            | -42           | (>100%)     | -47%       |
| <b>TRATON Operations</b>              | <b>81,148</b> | <b>78,962</b> | <b>85,274</b> | <b>88,831</b> | <b>334,215</b> | <b>73,090</b> | <b>79,996</b> | <b>71,429</b> | <b>80,971</b> | <b>305,486</b> | <b>68,604</b> | <b>82,925</b> | <b>78,907</b> | <b>-5%</b>  | <b>10%</b> |
| of which all-electric vehicles        | 315           | 290           | 526           | 608           | 1,739          | 621           | 629           | 815           | 1,161         | 3,226          | 857           | 1,050         | 766           | -27%        | -6%        |
| in % of total                         | 0.4%          | 0.4%          | 0.6%          | 0.7%          | 0.5%           | 0.8%          | 0.8%          | 1.1%          | 1.4%          | 1.1%           | 1.2%          | 1.3%          | 1.0%          | -23%        | -15%       |
| Trucks                                | 68,772        | 63,600        | 72,861        | 72,897        | 278,130        | 57,566        | 63,742        | 54,929        | 63,546        | 239,783        | 53,535        | 65,060        | 64,220        | -1%         | 17%        |
| of which all-electric vehicles        | 130           | 69            | 107           | 124           | 430            | 259           | 141           | 262           | 619           | 1,281          | 456           | 431           | 502           | 16%         | 92%        |
| Buses                                 | 5,032         | 7,988         | 7,823         | 7,570         | 28,413         | 8,328         | 8,390         | 8,833         | 8,808         | 34,359         | 7,514         | 9,433         | 7,264         | -23%        | -18%       |
| of which all-electric vehicles        | 158           | 201           | 371           | 460           | 1,190          | 359           | 479           | 549           | 536           | 1,923          | 401           | 619           | 263           | -58%        | -52%       |
| MAN TGE vans                          | 7,344         | 7,374         | 4,590         | 8,364         | 27,672         | 7,196         | 7,864         | 7,667         | 8,617         | 31,344         | 7,555         | 8,412         | 7,423         | -12%        | -3%        |
| of which all-electric vehicles        | 27            | 20            | 48            | 24            | 119            | 3             | 9             | 4             | 6             | 22             | 0             | 0             | 1             | N/A         | -75%       |

Figures for all-electric vehicles may differ slightly from previously reported figures due to minor adjustments to prior-year figures

# TRATON OPERATIONS – UNIT SALES BY REGION

| Unit sales (units)  | Q1 24         | Q2 24         | Q3 24         | Q4 24         | FY 24          | Q1 25         | Q2 25         | Q3 25         | Q4 25         | FY 25          | Q1 26         | Q2 26         | Q3 26         | Q3 QoQ      | Q3 YoY      |
|---------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|-------------|-------------|
| <b>Trucks</b>       | <b>68,772</b> | <b>63,600</b> | <b>72,861</b> | <b>72,897</b> | <b>278,130</b> | <b>57,566</b> | <b>63,742</b> | <b>54,929</b> | <b>63,546</b> | <b>239,783</b> | <b>53,535</b> | <b>65,060</b> | <b>64,220</b> | <b>-1%</b>  | <b>17%</b>  |
| EU27+3              | 27,878        | 26,795        | 22,231        | 27,617        | 104,521        | 22,068        | 27,125        | 23,795        | 30,882        | 103,870        | 25,058        | 27,369        | 23,523        | -14%        | -1%         |
| Germany             | 6,624         | 7,247         | 5,965         | 7,068         | 26,904         | 5,343         | 7,088         | 6,020         | 8,365         | 26,816         | 5,772         | 6,082         | 6,005         | -1%         | 0%          |
| North America       | 19,246        | 13,943        | 27,863        | 21,146        | 82,198         | 14,115        | 14,854        | 9,977         | 11,991        | 50,937         | 10,663        | 13,211        | 16,428        | 24%         | 65%         |
| USA/Canada          | 15,945        | 11,299        | 22,771        | 16,339        | 66,354         | 12,489        | 13,236        | 8,290         | 9,764         | 43,779         | 8,898         | 11,498        | 14,471        | 26%         | 75%         |
| Mexico              | 3,301         | 2,644         | 5,092         | 4,807         | 15,844         | 1,626         | 1,618         | 1,687         | 2,227         | 7,158          | 1,765         | 1,713         | 1,957         | 14%         | 16%         |
| South America       | 14,488        | 15,930        | 16,251        | 15,588        | 62,257         | 15,646        | 14,197        | 14,796        | 13,128        | 57,767         | 12,079        | 15,418        | 16,242        | 5%          | 10%         |
| Brazil              | 12,387        | 14,093        | 13,662        | 12,158        | 52,300         | 13,066        | 10,751        | 10,466        | 9,788         | 44,071         | 9,674         | 12,232        | 12,768        | 4%          | 22%         |
| China               | 248           | 254           | 241           | 290           | 1,033          | 170           | 230           | 300           | 641           | 1,341          | 392           | 1,356         | 1,563         | 15%         | 421%        |
| Other regions       | 6,912         | 6,678         | 6,275         | 8,256         | 28,121         | 5,567         | 7,336         | 6,061         | 6,904         | 25,868         | 5,343         | 7,706         | 6,464         | -16%        | 7%          |
| <b>Bus</b>          | <b>5,032</b>  | <b>7,988</b>  | <b>7,823</b>  | <b>7,570</b>  | <b>28,413</b>  | <b>8,328</b>  | <b>8,390</b>  | <b>8,833</b>  | <b>8,808</b>  | <b>34,359</b>  | <b>7,514</b>  | <b>9,433</b>  | <b>7,264</b>  | <b>-23%</b> | <b>-18%</b> |
| EU27+3              | 1,427         | 1,515         | 766           | 1,204         | 4,912          | 1,517         | 1,803         | 1,766         | 2,035         | 7,121          | 1,513         | 2,080         | 1,348         | -35%        | -24%        |
| Germany             | 370           | 332           | 92            | 101           | 895            | 213           | 461           | 435           | 580           | 1,689          | 356           | 508           | 430           | -15%        | -1%         |
| North America       | 986           | 3,493         | 4,538         | 3,857         | 12,874         | 3,654         | 3,383         | 4,051         | 4,092         | 15,180         | 3,323         | 3,295         | 3,661         | 11%         | -10%        |
| USA/Canada          | 151           | 2,718         | 3,734         | 3,108         | 9,711          | 3,186         | 2,987         | 3,689         | 3,744         | 13,606         | 2,787         | 2,663         | 3,302         | 24%         | -10%        |
| Mexico              | 835           | 775           | 804           | 749           | 3,163          | 468           | 396           | 362           | 348           | 1,574          | 536           | 632           | 359           | -43%        | -1%         |
| South America       | 1,980         | 2,175         | 1,978         | 1,766         | 7,899          | 2,519         | 2,387         | 2,313         | 1,703         | 8,922          | 1,897         | 3,369         | 1,594         | -53%        | -31%        |
| Brazil              | 1,602         | 1,886         | 1,649         | 1,109         | 6,246          | 2,079         | 1,883         | 1,737         | 1,162         | 6,861          | 1,527         | 2,949         | 1,239         | -58%        | -29%        |
| Other regions       | 639           | 805           | 541           | 743           | 2,728          | 638           | 817           | 703           | 978           | 3,136          | 781           | 689           | 661           | -4%         | -6%         |
| <b>MAN TGE vans</b> | <b>7,344</b>  | <b>7,374</b>  | <b>4,590</b>  | <b>8,364</b>  | <b>27,672</b>  | <b>7,196</b>  | <b>7,864</b>  | <b>7,667</b>  | <b>8,617</b>  | <b>31,344</b>  | <b>7,555</b>  | <b>8,432</b>  | <b>7,423</b>  | <b>-12%</b> | <b>-3%</b>  |
| EU27+3              | 7,283         | 7,197         | 4,505         | 8,254         | 27,239         | 7,080         | 7,690         | 7,451         | 8,351         | 30,572         | 7,370         | 8,114         | 7,208         | -11%        | -3%         |
| Germany             | 2,262         | 2,361         | 1,474         | 2,272         | 8,369          | 2,406         | 2,671         | 2,573         | 2,902         | 10,552         | 2,245         | 2,661         | 2,519         | -5%         | -2%         |
| Other regions       | 61            | 177           | 85            | 110           | 433            | 116           | 174           | 216           | 266           | 772            | 185           | 318           | 215           | -32%        | 0%          |

# TRATON GROUP – SALES REVENUE

| Sales revenue (€ m)                    | Q1 24         | Q2 24         | Q3 24         | Q4 24         | FY 24         | Q1 25         | Q2 25         | Q3 25         | Q4 25         | FY 25         | Q1 26         | Q2 26         | Q3 26         | Q3 QoQ     | Q3 YoY     |
|----------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------|------------|
| <b>TRATON GROUP</b>                    | <b>11,798</b> | <b>11,589</b> | <b>11,866</b> | <b>12,220</b> | <b>47,473</b> | <b>10,606</b> | <b>11,300</b> | <b>10,416</b> | <b>11,729</b> | <b>44,052</b> | <b>10,231</b> | <b>11,764</b> | <b>11,327</b> | <b>-4%</b> | <b>9%</b>  |
| <b>TRATON Operations</b>               | <b>11,477</b> | <b>11,282</b> | <b>11,507</b> | <b>11,916</b> | <b>46,182</b> | <b>10,325</b> | <b>10,868</b> | <b>9,992</b>  | <b>11,351</b> | <b>42,536</b> | <b>9,779</b>  | <b>11,309</b> | <b>10,852</b> | <b>-4%</b> | <b>9%</b>  |
| Scania Vehicles & Services             | 4,879         | 4,819         | 4,213         | 4,995         | 18,907        | 4,361         | 4,550         | 4,223         | 4,812         | 17,945        | 4,203         | 4,883         | 4,414         | -10%       | 5%         |
| MAN Truck & Bus                        | 3,516         | 3,536         | 3,037         | 3,563         | 13,652        | 3,078         | 3,538         | 3,368         | 4,111         | 14,095        | 3,309         | 3,673         | 3,358         | -9%        | 0%         |
| International Motors                   | 2,430         | 2,244         | 3,582         | 2,860         | 11,116        | 2,173         | 2,205         | 1,822         | 1,969         | 8,169         | 1,768         | 2,060         | 2,474         | 20%        | 36%        |
| Volkswagen Truck & Bus                 | 773           | 786           | 769           | 590           | 2,918         | 814           | 684           | 692           | 578           | 2,768         | 665           | 837           | 765           | -9%        | 11%        |
| <b>TRATON Financial Services</b>       | <b>453</b>    | <b>468</b>    | <b>488</b>    | <b>522</b>    | <b>1,932</b>  | <b>530</b>    | <b>532</b>    | <b>535</b>    | <b>590</b>    | <b>2,188</b>  | <b>598</b>    | <b>642</b>    | <b>668</b>    | <b>4%</b>  | <b>25%</b> |
| Corporate Items                        | -132          | -161          | -129          | -219          | -642          | -249          | -101          | -111          | -212          | -672          | -145          | -186          | -193          | -4%        | 74%        |
| <b>TRATON GROUP</b>                    | <b>11,798</b> | <b>11,589</b> | <b>11,866</b> | <b>12,220</b> | <b>47,473</b> | <b>10,606</b> | <b>11,300</b> | <b>10,416</b> | <b>11,729</b> | <b>44,052</b> | <b>10,231</b> | <b>11,764</b> | <b>11,327</b> | <b>-4%</b> | <b>9%</b>  |
| <b>TRATON Operations</b>               | <b>11,477</b> | <b>11,282</b> | <b>11,507</b> | <b>11,916</b> | <b>46,182</b> | <b>10,325</b> | <b>10,868</b> | <b>9,992</b>  | <b>11,351</b> | <b>42,536</b> | <b>9,779</b>  | <b>11,309</b> | <b>10,852</b> | <b>-4%</b> | <b>9%</b>  |
| New vehicles                           | 7,926         | 7,777         | 8,133         | 8,366         | 32,202        | 6,903         | 7,534         | 6,606         | 7,898         | 28,941        | 6,295         | 7,842         | 7,242         | -8%        | 10%        |
| Vehicle Services business <sup>1</sup> | 2,221         | 2,154         | 2,175         | 2,201         | 8,751         | 2,248         | 2,122         | 2,186         | 2,186         | 8,742         | 2,269         | 2,206         | 2,325         | 5%         | 6%         |
| Other                                  | 1,330         | 1,352         | 1,199         | 1,349         | 5,230         | 1,174         | 1,212         | 1,200         | 1,267         | 4,853         | 1,214         | 1,261         | 1,285         | 2%         | 7%         |
| <b>TRATON Financial Services</b>       | <b>453</b>    | <b>468</b>    | <b>488</b>    | <b>522</b>    | <b>1,932</b>  | <b>530</b>    | <b>532</b>    | <b>535</b>    | <b>590</b>    | <b>2,188</b>  | <b>598</b>    | <b>642</b>    | <b>668</b>    | <b>4%</b>  | <b>25%</b> |
| Corporate Items                        | -132          | -161          | -129          | -219          | -642          | -249          | -101          | -111          | -212          | -672          | -145          | -186          | -193          | -4%        | 74%        |

<sup>1</sup> Including genuine parts and workshop services

# TRATON GROUP – OPERATING RESULT & RETURN ON SALES

| Operating result (€ m)           | Q1 24        | Q2 24        | Q3 24        | Q4 24        | FY 24        | Q1 25      | Q2 25      | Q3 25      | Q4 25      | FY 25        | Q1 26      | Q2 26      | Q3 26      | Q3 QoQ      | Q3 YoY     |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|------------|------------|------------|------------|--------------|------------|------------|------------|-------------|------------|
| <b>TRATON GROUP</b>              | <b>1,057</b> | <b>1,008</b> | <b>1,038</b> | <b>1,106</b> | <b>4,209</b> | <b>651</b> | <b>607</b> | <b>465</b> | <b>703</b> | <b>2,426</b> | <b>60</b>  | <b>914</b> | <b>751</b> | <b>-18%</b> | <b>61%</b> |
| <b>TRATON Operations</b>         | <b>1,139</b> | <b>1,142</b> | <b>1,130</b> | <b>1,189</b> | <b>4,601</b> | <b>762</b> | <b>706</b> | <b>538</b> | <b>740</b> | <b>2,745</b> | <b>153</b> | <b>976</b> | <b>807</b> | <b>-17%</b> | <b>50%</b> |
| Scania Vehicles & Services       | 699          | 732          | 552          | 710          | 2,692        | 491        | 437        | 409        | 521        | 1,858        | 345        | 554        | 534        | -4%         | 31%        |
| MAN Truck & Bus                  | 244          | 287          | 124          | 197          | 853          | 131        | 163        | 135        | 321        | 751          | 47         | 199        | 127        | -36%        | -6%        |
| International Motors             | 109          | 43           | 368          | 205          | 724          | 35         | 47         | -113       | -111       | -143         | -283       | 133        | 75         | -44%        | -166%      |
| Volkswagen Truck & Bus           | 84           | 99           | 93           | 70           | 346          | 106        | 87         | 78         | 51         | 323          | 68         | 91         | 77         | -15%        | -1%        |
| <b>TRATON Financial Services</b> | <b>63</b>    | <b>46</b>    | <b>49</b>    | <b>47</b>    | <b>205</b>   | <b>46</b>  | <b>39</b>  | <b>58</b>  | <b>23</b>  | <b>167</b>   | <b>52</b>  | <b>49</b>  | <b>79</b>  | <b>62%</b>  | <b>36%</b> |
| Corporate Items                  | -145         | -180         | -142         | -130         | -597         | -156       | -138       | -132       | -60        | -486         | -144       | -111       | -136       | -23%        | 3%         |

| Return on sales (%)              | Q1 24       | Q2 24       | Q3 24       | Q4 24       | FY 24       | Q1 25      | Q2 25      | Q3 25       | Q4 25      | FY 25      | Q1 26      | Q2 26      | Q3 26       | Q3 QoQ        | Q3 YoY       |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|------------|------------|-------------|------------|------------|------------|------------|-------------|---------------|--------------|
| <b>TRATON GROUP</b>              | <b>9.0</b>  | <b>8.7</b>  | <b>8.7</b>  | <b>9.1</b>  | <b>8.9</b>  | <b>6.1</b> | <b>5.4</b> | <b>4.5</b>  | <b>6.0</b> | <b>5.5</b> | <b>0.6</b> | <b>7.8</b> | <b>6.6</b>  | <b>-1.1pp</b> | <b>2.2pp</b> |
| <b>TRATON Operations</b>         | <b>9.9</b>  | <b>10.1</b> | <b>9.8</b>  | <b>10.0</b> | <b>10.0</b> | <b>7.4</b> | <b>6.5</b> | <b>5.4</b>  | <b>6.5</b> | <b>6.5</b> | <b>1.6</b> | <b>8.6</b> | <b>7.4</b>  | <b>-1.2pp</b> | <b>2.1pp</b> |
| Scania Vehicles & Services       | 14.3        | 15.2        | 13.1        | 14.2        | 14.2        | 11.3       | 9.6        | 9.7         | 10.8       | 10.4       | 8.2        | 11.4       | 12.1        | 0.7pp         | 2.4pp        |
| MAN Truck & Bus                  | 6.9         | 8.1         | 4.1         | 5.5         | 6.2         | 4.2        | 4.6        | 4.0         | 7.8        | 5.3        | 1.4        | 5.4        | 3.8         | -1.6pp        | -0.2pp       |
| International Motors             | 4.5         | 1.9         | 10.3        | 7.2         | 6.5         | 1.6        | 2.1        | -6.2        | -5.7       | -1.8       | -16.0      | 6.4        | 3.0         | -3.4pp        | 9.2pp        |
| Volkswagen Truck & Bus           | 10.9        | 12.6        | 12.1        | 11.8        | 11.9        | 13.0       | 12.8       | 11.3        | 8.9        | 11.7       | 10.2       | 10.9       | 10.1        | -0.8pp        | -1.2pp       |
| <b>TRATON Financial Services</b> | <b>13.9</b> | <b>9.7</b>  | <b>10.1</b> | <b>9.0</b>  | <b>10.6</b> | <b>8.7</b> | <b>7.3</b> | <b>10.9</b> | <b>3.9</b> | <b>7.6</b> | <b>8.7</b> | <b>7.7</b> | <b>11.9</b> | <b>4.2pp</b>  | <b>1.0pp</b> |

# TRATON GROUP – ADJ. OPERATING RESULT & ADJ. RETURN ON SALES

| Adj. operating result (€ m)      | Q1 24        | Q2 24        | Q3 24        | Q4 24        | FY 24        | Q1 25      | Q2 25      | Q3 25      | Q4 25      | FY 25        | Q1 26      | Q2 26        | Q3 26      | Q3 QoQ      | Q3 YoY     |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|------------|------------|------------|------------|--------------|------------|--------------|------------|-------------|------------|
| <b>TRATON GROUP</b>              | <b>1,106</b> | <b>1,015</b> | <b>1,140</b> | <b>1,123</b> | <b>4,384</b> | <b>646</b> | <b>725</b> | <b>668</b> | <b>734</b> | <b>2,773</b> | <b>582</b> | <b>957</b>   | <b>772</b> | <b>-19%</b> | <b>16%</b> |
| <b>TRATON Operations</b>         | <b>1,188</b> | <b>1,149</b> | <b>1,233</b> | <b>1,206</b> | <b>4,776</b> | <b>756</b> | <b>824</b> | <b>741</b> | <b>771</b> | <b>3,092</b> | <b>674</b> | <b>1,019</b> | <b>829</b> | <b>-19%</b> | <b>12%</b> |
| Scania Vehicles & Services       | 727          | 739          | 618          | 717          | 2,801        | 483        | 446        | 468        | 529        | 1,926        | 463        | 567          | 542        | -4%         | 16%        |
| MAN Truck & Bus                  | 265          | 287          | 160          | 207          | 919          | 133        | 273        | 151        | 347        | 904          | 239        | 247          | 154        | -38%        | 2%         |
| International Motors             | 109          | 43           | 368          | 205          | 724          | 35         | 47         | 15         | -87        | 9            | -71        | 115          | 61         | -46%        | 319%       |
| Volkswagen Truck & Bus           | 84           | 99           | 93           | 70           | 346          | 106        | 87         | 78         | 51         | 323          | 68         | 91           | 77         | -15%        | -1%        |
| <b>TRATON Financial Services</b> | <b>63</b>    | <b>46</b>    | <b>49</b>    | <b>47</b>    | <b>205</b>   | <b>46</b>  | <b>39</b>  | <b>58</b>  | <b>23</b>  | <b>167</b>   | <b>52</b>  | <b>49</b>    | <b>79</b>  | <b>62%</b>  | <b>36%</b> |
| Corporate Items                  | -145         | -180         | -142         | -130         | -597         | -156       | -138       | -132       | -60        | -486         | -144       | -111         | -136       | -23%        | 3%         |

| Adj. return on sales (%)         | Q1 24       | Q2 24       | Q3 24       | Q4 24       | FY 24       | Q1 25      | Q2 25      | Q3 25       | Q4 25      | FY 25      | Q1 26      | Q2 26      | Q3 26       | Q3 QoQ        | Q3 YoY       |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|------------|------------|-------------|------------|------------|------------|------------|-------------|---------------|--------------|
| <b>TRATON GROUP</b>              | <b>9.4</b>  | <b>8.8</b>  | <b>9.6</b>  | <b>9.2</b>  | <b>9.2</b>  | <b>6.1</b> | <b>6.4</b> | <b>6.4</b>  | <b>6.3</b> | <b>6.3</b> | <b>5.7</b> | <b>8.1</b> | <b>6.8</b>  | <b>-1.3pp</b> | <b>0.4pp</b> |
| <b>TRATON Operations</b>         | <b>10.4</b> | <b>10.2</b> | <b>10.7</b> | <b>10.1</b> | <b>10.3</b> | <b>7.3</b> | <b>7.6</b> | <b>7.4</b>  | <b>6.8</b> | <b>7.3</b> | <b>6.9</b> | <b>9.0</b> | <b>7.6</b>  | <b>-1.4pp</b> | <b>0.2pp</b> |
| Scania Vehicles & Services       | 14.9        | 15.3        | 14.7        | 14.4        | 14.8        | 11.1       | 9.8        | 11.1        | 11.0       | 10.7       | 11.0       | 11.6       | 12.3        | 0.7pp         | 1.2pp        |
| MAN Truck & Bus                  | 7.5         | 8.1         | 5.3         | 5.8         | 6.7         | 4.3        | 7.7        | 4.5         | 8.4        | 6.4        | 7.2        | 6.7        | 4.6         | -2.2pp        | 0.1pp        |
| International Motors             | 4.5         | 1.9         | 10.3        | 7.2         | 6.5         | 1.6        | 2.1        | 0.8         | -4.4       | 0.1        | -4.0       | 5.6        | 2.5         | -3.1pp        | 1.7pp        |
| Volkswagen Truck & Bus           | 10.9        | 12.6        | 12.1        | 11.8        | 11.9        | 13.0       | 12.8       | 11.3        | 8.9        | 11.7       | 10.2       | 10.9       | 10.1        | -0.8pp        | -1.2pp       |
| <b>TRATON Financial Services</b> | <b>13.9</b> | <b>9.7</b>  | <b>10.1</b> | <b>9.0</b>  | <b>10.6</b> | <b>8.7</b> | <b>7.3</b> | <b>10.9</b> | <b>3.9</b> | <b>7.6</b> | <b>8.7</b> | <b>7.7</b> | <b>11.9</b> | <b>4.2pp</b>  | <b>1.0pp</b> |

# TRATON OPERATIONS – CASH AND LIQUIDITY

| TRATON Operations (€ m)                                                                     | Q1 24      | Q2 24       | Q3 24        | Q4 24        | FY 24        | Q1 25       | Q2 25      | Q3 25      | Q4 25        | FY 25        | Q1 26       | Q2 26      | Q3 26        | Q3 QoQ     | Q3 YoY     |
|---------------------------------------------------------------------------------------------|------------|-------------|--------------|--------------|--------------|-------------|------------|------------|--------------|--------------|-------------|------------|--------------|------------|------------|
| Gross cash flow                                                                             | 1,423      | 1,452       | 1,398        | 1,536        | 5,809        | 935         | 1,036      | 1,099      | 1,197        | 4,267        | 657         | 1,404      | 1,337        | -68        | 238        |
| Change in working capital                                                                   | -561       | -1,258      | 496          | 1,012        | -311         | -540        | -158       | -585       | 1,363        | 80           | -350        | -845       | -331         | 514        | 255        |
| <b>Net cash provided by/used in operating activities</b>                                    | <b>862</b> | <b>193</b>  | <b>1,894</b> | <b>2,548</b> | <b>5,498</b> | <b>395</b>  | <b>878</b> | <b>513</b> | <b>2,561</b> | <b>4,347</b> | <b>308</b>  | <b>559</b> | <b>1,006</b> | <b>447</b> | <b>493</b> |
| Net cash flow provided by/used in investing activities attributable to operating activities | -424       | -567        | -615         | -1,058       | -2,663       | -506        | -713       | -539       | -946         | -2,704       | -558        | -578       | -702         | -124       | -162       |
| <b>Net cash flow</b>                                                                        | <b>438</b> | <b>-374</b> | <b>1,279</b> | <b>1,491</b> | <b>2,834</b> | <b>-111</b> | <b>165</b> | <b>-26</b> | <b>1,615</b> | <b>1,643</b> | <b>-250</b> | <b>-18</b> | <b>304</b>   | <b>322</b> | <b>330</b> |

| Net liquidity/net financial debt (€ m)  | 31.3.24 | 30.6.24 | 30.9.24 | 31.12.24 | 31.3.25 | 30.6.25 | 30.9.25 | 31.12.25 | 31.3.26 | 30.6.26 | 30.9.26 | vs. 31.12.25 |
|-----------------------------------------|---------|---------|---------|----------|---------|---------|---------|----------|---------|---------|---------|--------------|
| TRATON Operations                       | -985    | -2,438  | -1,114  | -85      | 182     | 342     | 939     | 2,511    | 1,821   | 1,629   | 1,744   | -767         |
| TRATON Operations incl. Corporate Items | -5,481  | -6,956  | -6,081  | -4,903   | -5,185  | -6,125  | -6,595  | -5,162   | -5,152  | -5,513  | -5,067  | 95           |

# TRATON GROUP – DEBT MATURITY PROFILE (AS OF 30 SEPTEMBER 2026)

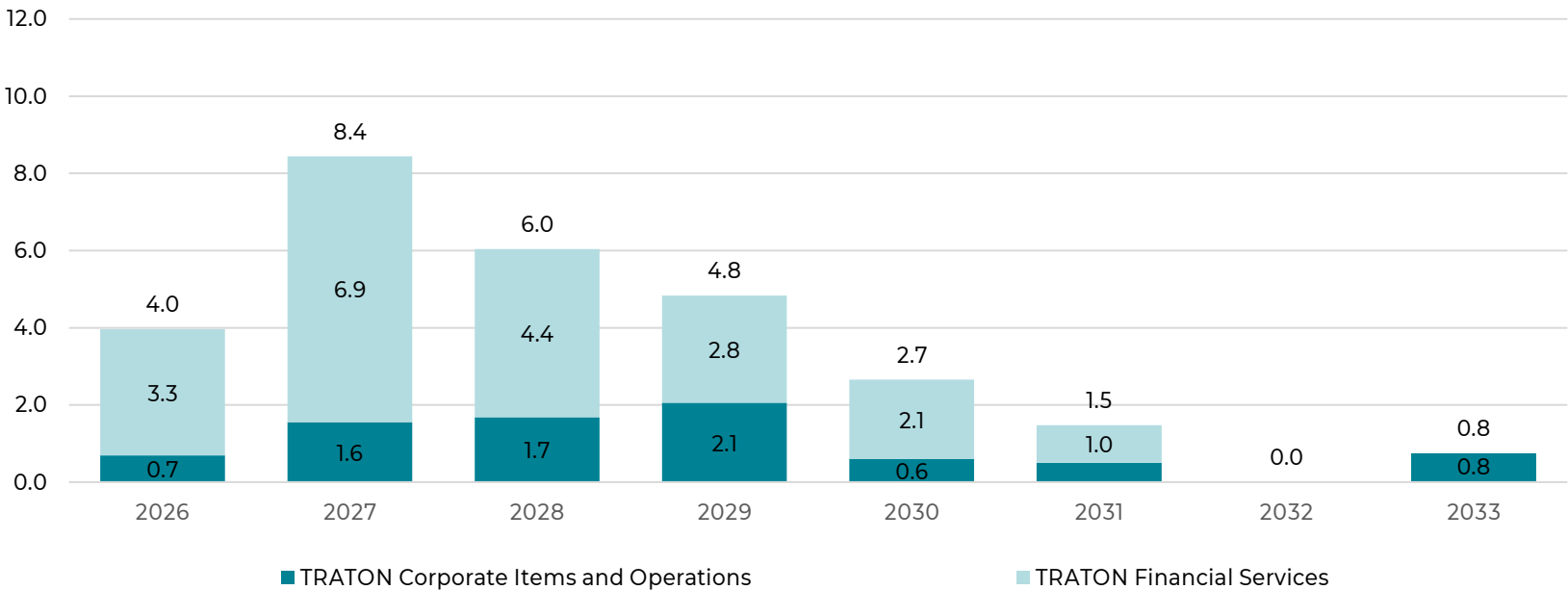
## Major financings

- Total of €13.0bn (equivalent) TFL<sup>2</sup> Bonds outstanding (tranches of 1y to 12y)
- €4.5bn syndicated RCF undrawn
- €50m Schuldschein outstanding (7y tranche)

## Debt overview (€ bn)<sup>3</sup>

|                                       |      |
|---------------------------------------|------|
| TRATON financial debt                 | 28.0 |
| thereof CI/OP                         | 7.8  |
| thereof FS                            | 20.2 |
| Leasing (IFRS 16)                     | 1.3  |
| TRATON financial debt (incl. leasing) | 29.3 |

Maturity profile (€ bn)<sup>1</sup>



<sup>1</sup> Excluding €1.3bn of IFRS 16 financial liabilities  
<sup>2</sup> TFL = TRATON Finance Luxembourg  
<sup>3</sup> CI = Corporate Items, OP = TRATON Operations, FS = TRATON Financial Services

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## Upcoming events

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28-30 Oct 2026

Jefferies Post Q3 2026 Roadshow | Frankfurt & Virtual

10 Nov 2026

UBS European Conference | London

30 Nov 2026

Goldman Sachs Industrials & Autos Conference | London

11-12 Jan 2027

Commerzbank/ODDO BHF German Investment Seminar | New York

19 Jan 2027

Kepler Cheuvreux German Corporate Conference | Frankfurt