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ABOUT THE TRATON GROUP

With its brands Scania, MAN, Navistar, and Volkswagen Truck & Bus, TRATON SE is the holding company of the TRATON GROUP and one of the world’s leading commercial vehicle manufacturers. The product portfolio comprises trucks, buses, and light-duty commercial vehicles.

Our purpose is:
“Transforming Transportation Together. For a sustainable world.”
DEVELOPMENT OF THE GROUP AND ITS BRANDS

2015
Volkswagen AG creates Volkswagen Truck & Bus GmbH to bundle its MAN, Scania, and Volkswagen Caminhões e Ônibus brands

2018
Volkswagen Truck & Bus becomes the TRATON GROUP

2019
IPO of TRATON SE

2021
TRATON acquires Navistar

2022
TRATON's brand Scania with its own production site in China, groundbreaking in Rugao
As of December 31, 2023, TRATON SE's largest single shareholder was Volkswagen Finance Luxemburg S.A., a Volkswagen Group company, which holds 89.72% of the share capital.

1 As of December 31, 2023, TRATON SE's largest single shareholder was Volkswagen Finance Luxemburg S.A., a Volkswagen Group company, which holds 89.72% of the share capital.
FOUR STRONG BRANDS UNDER ONE ROOF

— Global leader in sustainable transport solutions with premium-quality trucks and buses
— Wide range of commercial vehicles and services
— Aims to drive the shift towards a sustainable transport system
— Presence across diverse markets around the world

— Strong business partner
— Aims at simplifying customer business
— High-quality product and service experiences with smart solutions for a full-line offering
— Strives to cultivate excellent customer relationships across multiple markets globally

— High-performance manufacturer of trucks and buses
— Commercial trucks under the International brand and buses under the IC Bus brand
— Main presence in North America
— Spare parts and services through dealerships in the USA, Canada, and Mexico

— Dedicated to delivering value-driven solutions
— Empowers businesses to thrive in emerging economies
— Presence in Latin America, Africa, and Asia
— Diverse array of products and services tailored to growth markets
INNOVATIVE SOLUTIONS THAT SHAPE THE INDUSTRY’S FUTURE

TRATON service entities

— Global captive financing unit
— Financing for customers, dealers, and distributors
— Insurance solutions and additional services via the TRATON brands

— Access to a large network of public charging stations in twelve European countries
— Seamless charging experience for electric commercial vehicles
— Aiming to simplify electric transport

— Open, vendor-independent, and cloud-based platform
— Digital solutions for the entire supply chain
— Valuable recommendations for action in real-time
STRONG MANAGEMENT TEAM AND TWO-TIER BOARD STRUCTURE

Independence secured by Supervisory Board composition

TRATON SE Supervisory Board

Composition
- Supervisory Board composition reflects target shareholder structure
- Broad complementary skills and experience
- Chairman of the Supervisory Board: Hans Dieter Pötsch
- 20 members with equal number of international shareholder and employee representatives

Audit Committee
- Comprises 6 members
- Equal number of shareholder and employee representatives

TRATON SE Executive Board

Christian Levin
Chairman of the Executive Board and Chief Executive Officer of TRATON SE

Dr. Michael Jackstein
Member of the Executive Board of TRATON SE, responsible for Finance, Business Development, and Human Resources

Catharina Modahl Nilsson
Member of the Executive Board of TRATON SE, responsible for Group Product Management

Alexander Vlaskamp
Member of the Executive Board of TRATON SE, Chief Executive Officer of MAN

Mathias Carlbaum
Member of the Executive Board of TRATON SE, Chief Executive Officer and President of Navistar

Antonio Roberto Cortes
Member of the Executive Board of TRATON SE, Chief Executive Officer of Volkswagen Truck & Bus

TRATON SE Truck Board
The extended management team of TRATON SE
TRATON AT A GLANCE: OUR GLOBAL FOOTPRINT

1 Number of countries where the TRATON GROUP has their production and assembly sites. In addition, our brands Scania, MAN, Navistar, and Volkswagen Truck & Bus also have regional product centers, sales offices, and research & development facilities in many countries around the world.
# TRATON AT A GLANCE: FULL-YEAR KEY FIGURES IN COMPARISON

<table>
<thead>
<tr>
<th>Fiscal year 2023</th>
<th>Summary</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Active workforce</td>
</tr>
<tr>
<td></td>
<td>Earnings per share</td>
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<tr>
<td></td>
<td>Adjusted operating return on sales</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Incoming orders (k units)</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td></td>
<td>335</td>
<td>265</td>
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</table>

<table>
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<tr>
<th>Unit sales (k units)</th>
<th>2022</th>
<th>2023</th>
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<tr>
<td></td>
<td>305</td>
<td>338</td>
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<table>
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<tr>
<th>Sales revenue (€ billion)</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td></td>
<td>40.3</td>
<td>46.9</td>
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<tr>
<th>Adjusted operating result (€ billion)</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.1</td>
<td>4.0</td>
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</table>
OUR FOCUS
TRANSFORMING TRANSPORTATION TOGETHER.

FOR A SUSTAINABLE WORLD.
OUR SHARED CORPORATE VALUES ARE THE KEY TO THE TRATON GROUP’S SUCCESS

- **Elimination of Waste**: How do we use our resources wisely?
- **Responsibility**: What are our obligations towards society and the environment?
- **Customer First**: How do we serve those that pay for our solutions?
- **Respect**: How do we act towards each other?
- **Team Spirit**: How do we collaborate to achieve results?
THE TRATON WAY FORWARD DESCRIBES HOW TRATON WILL MANAGE FUTURE CHALLENGES AND OPPORTUNITIES

All four elements of the TRATON Way Forward are interconnected, making it possible for the TRATON GROUP to pave the way toward a sustainable future.

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Company</td>
<td>The TRATON GROUP and its portfolio brands are committed to becoming more sustainable, focusing on a number of areas, including decarbonization and circularity.</td>
</tr>
<tr>
<td>Value Creation</td>
<td>The TRATON GROUP is optimizing its cost basis, accelerating growth in the US, and entering China while maintaining focus on the user needs for each brand.</td>
</tr>
<tr>
<td>TRATON Accelerated!</td>
<td>We have a clear roadmap for our electrified, connected, and automated commercial vehicles. We are developing new business models and strengthening partnerships.</td>
</tr>
<tr>
<td>Strategy Execution</td>
<td>The goal is to concentrate capabilities and strengthen competitiveness by developing a TRATON Modular System and through closer organizational integration.</td>
</tr>
</tbody>
</table>
TRATON'S SUCCESS IS BUILT ON SUSTAINABLE AND RESPONSIBLE CONDUCT

We focus on three joint impact areas

Decarbonization
Reduce greenhouse gas emissions across the value chain in line with the 1.5°C target

Circularity
Decouple the use of resources from our business growth

Human Rights
Respect human rights and enable a just transition
TRATON IS DRIVING THE TRANSITION TO ZERO-EMISSION VEHICLES

We are focusing our investments on e-mobility

>€2 billion

Investments of more than €2 billion are planned for the period from 2024 to 2028.

~50%

Approx. 50%¹ of vehicles we sell in the EU27+3, USA, and Canada regions are set to be zero-emission in 2030.

¹ This target is subject to the conditions needed to achieve it, such as the expansion of the corresponding charging infrastructure, being in place.
We are driving forward charging infrastructure development

**Milence joint venture**
Founded with Daimler Truck and the Volvo Group in 2022.

**TRATON Charging Solutions**
A new service entity to simplify access to charging stations.

**Quanta Services**
Partnership between Navistar and Quanta Services, a major provider of grid infrastructure solutions in North America.

**Depot Charging**
Scania’s new entity builds and operates critical charging infrastructure in depot bases for customers.

We are focusing on battery cells as key components of electric vehicles

**Scania, Södertälje**
Scania opened a battery assembly plant at its headquarters in Södertälje in 2023. Cells developed by Northvolt are being assembled into battery packs for heavy-duty vehicles.

**MAN, Nuremberg**
The groundbreaking ceremony for large-scale battery production took place at the Nuremberg site in 2023. Up to 100,000 high-voltage battery packs will be manufactured starting in 2025.
TRATON FINANCIAL SERVICES: THE GLOBAL MULTI-BRAND CAPTIVE FINANCE PROVIDER OF THE TRATON GROUP

Objectives/business model

Comprehensive financing options to meet the demand for new technologies and business models.

Supporting the transformation of the transportation sector.

Ramp-up in three overarching steps

Step 1
Short-term foundation completed in April 2023
“Lift and shift” of Scania Financial Services business to lay the foundation for TRATON Financial Services (TRATON FS)

Step 2
Medium-term transformation within the next 2 years
Rollout of TRATON FS in 12 markets (MAN/VWTB) to expand global coverage
Navistar Financial Services

Step 3
Long-term target within the next 5+ years
Target operating model including head office setup, local setup, and governance
Enabling future business models

2024
Profitable mass customization based on a modular system ensures long-term competitive advantage

**Principles of the TRATON Modular System**

1. Standardized Group Interfaces
2. Same need – Identical solutions
3. Balanced performance steps

**Benefits**

- More customer value from a single development
- Broader range of possible products for each brand
- Better products for customers
- Better performance as a Group
- Reduced product and integration costs

Modular solutions, serving all TRATON brands