



TRATON

CORPORATE PRESENTATION

March 2025

DISCLAIMER

This presentation has been prepared for information purposes only.

The presentation does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of Volkswagen AG, TRATON SE, or any company of the TRATON GROUP in any jurisdiction. Neither this presentation, nor any part of it, nor the fact of its distribution, shall form the basis of, or be relied on in connection with, any contractual commitment or investment decision in relation to the securities of Volkswagen AG, TRATON SE, or any company of the TRATON GROUP in any jurisdiction, nor does it constitute a recommendation regarding any such securities.

The presentation as well as remarks, comments and explanations in this context contain forward-looking statements and information on the business development of the TRATON GROUP. These statements and information are based on assumptions relating in particular to the TRATON GROUP's business and operations and the development of the economies in the countries in which the TRATON GROUP is active.

The TRATON GROUP has made such forward-looking statements on the basis of the information available to it and assumptions it believes to be reasonable. The forward-looking statements and information may involve risks and uncertainties, and actual results may differ materially from any forward-looking statements or forecasts. If any of these or other risks or uncertainties materialize, or if the assumptions underlying any of these statements prove incorrect, the actual results may significantly differ from those expressed or implied by such forward-looking statements and information. The TRATON GROUP will not update this presentation, particularly not the forward-looking statements. The presentation is valid on the date of publication only.

Any changes in significant parameters relating to the key markets in which the TRATON GROUP is active, or any significant shifts in exchange rates, market regulation, energy and other commodity prices or the supply with parts relevant to the TRATON GROUP may have a corresponding effect on the business development. In addition, there may also be departures from the expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than is currently expected, or if additional risks and opportunities or other factors emerge that affect the development of the business.

Certain financial information and financial data included in this presentation are preliminary, unaudited, and may be subject to revision. Due to their preliminary nature, statements contained in this presentation should not be unduly relied upon, and past events or performance should not be taken as a guarantee or indication of future events or performance. Financial figures might be translated from different currencies, using the exchange rate prevailing at the relevant date or for the relevant period that the relevant financial figures relate to.

All statements with regard to markets or market position(s) of TRATON SE or any affiliated company or any of its competitors are estimates based on data available to the TRATON GROUP.

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.

ABOUT THE TRATON GROUP

With its brands Scania, MAN, International, 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



TRATON SE SHAREHOLDER STRUCTURE



FOUR STRONG BRANDS UNDER ONE ROOF



- Proud leader in premium transport solutions, specializing in heavy-duty trucks with an array of tailored services and applications
- Empowers business partners and customers through strong, trusted collaboration and a firm commitment to guiding them through the shift to fossil-free transportation
- Serves markets across Europe, North and South America, Asia, Africa, and Oceania with a global footprint



- A strong German heritage brand, operating internationally across Europe, Asia, the Middle East, Africa, and South America
- MAN's USP is its extensive range of transport solutions, from light commercial to durable construction vehicles and heavy-duty trucks.
- What truly sets MAN apart is its unwavering commitment to its customers, constantly striving to optimize their businesses and adapt to the dynamic changes in their requirements.



- High-performance manufacturer of trucks and buses
- International's North American roots date back to the 1800s, when its predecessors pioneered mechanized harvesting. Today, International offers comprehensive mobility solutions for North America.
- Key strengths include its vast dealer network, deep industry expertise and exceptionally strong and loyal customer relationships.
- Formerly Navistar, International is now moving into its next chapter under the new overarching brand.



Truck
Bus

- Stands for unparalleled value-for-money solutions. Its core competence is vehicles that are robust, reliable, and efficient – tailored to meet the unique conditions of emerging growth markets and the specialized applications required there.
- Strong presence in South America, Mexico, Africa, and Asia underlines its adaptability and commitment to meeting the specific needs of its customers in these dynamic regions.

INNOVATIVE SOLUTIONS THAT SHAPE THE INDUSTRY'S FUTURE

TRATON service entities



TRATON
FINANCIAL SERVICES

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



TRATON
CHARGING SOLUTIONS

- Access to a large network of public charging stations in 20 European countries
- Seamless charging experience for electric commercial vehicles
- Aiming to simplify electric transport



RIO

- 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, Chief Executive Officer of Scania



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 Product Management in the TRATON GROUP



Niklas Klingenberg
Member of the Executive Board of TRATON SE, responsible for Research & Development in the TRATON GROUP



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 International

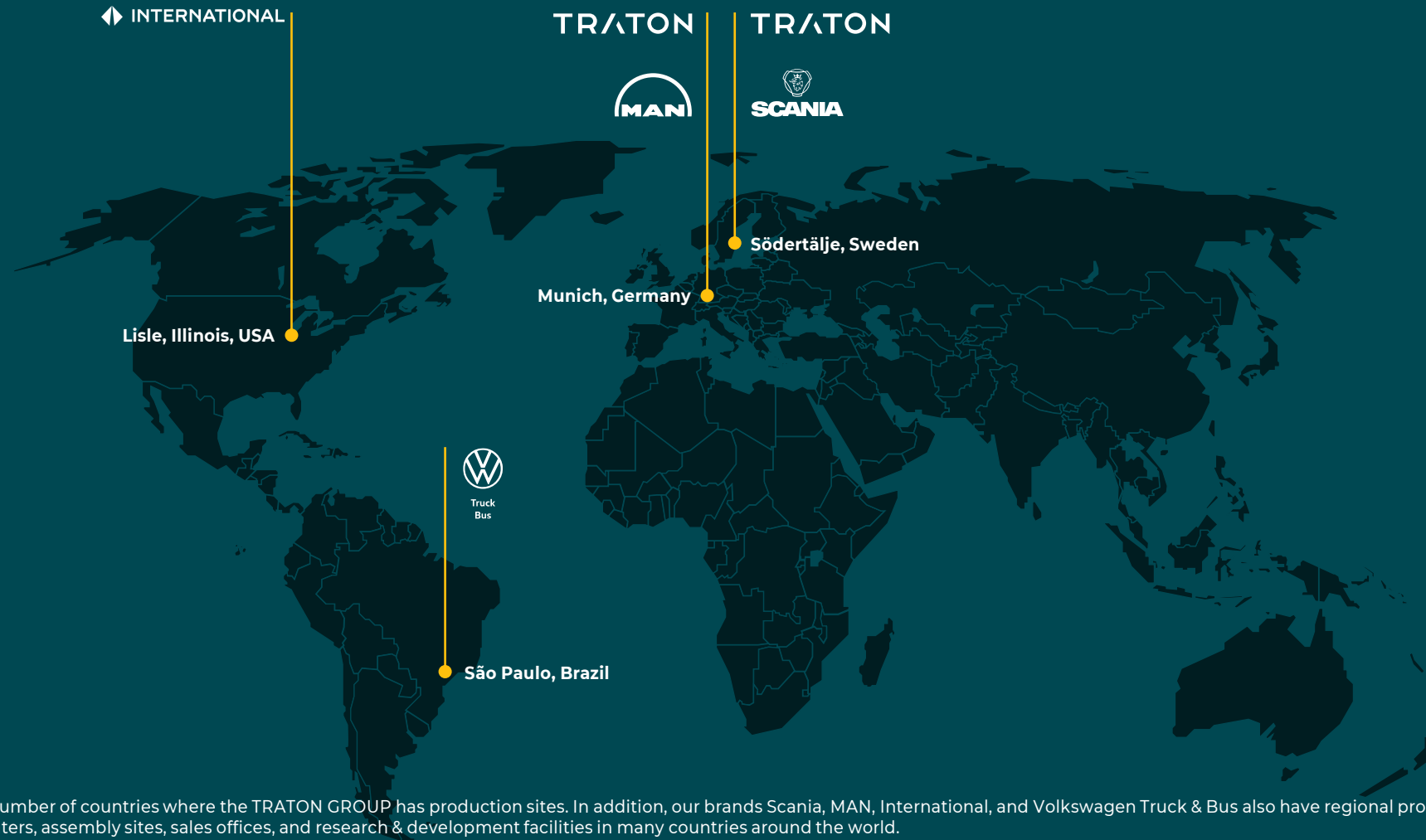


Antonio Roberto Cortes
Member of the Executive Board of TRATON SE, Chief Executive Officer of Volkswagen Truck & Bus

TRATON SE Truck Board

The extended management team of TRATON SE

TRATON AT A GLANCE: OUR GLOBAL FOOTPRINT



Commercial vehicle brands

4

Countries¹

12

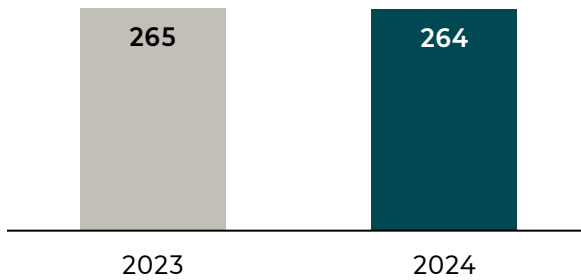
Production sites

25

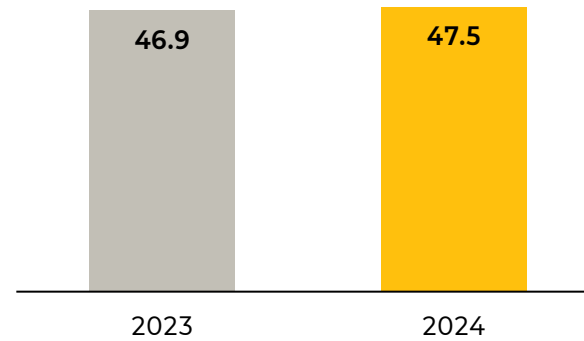
¹ Number of countries where the TRATON GROUP has production sites. In addition, our brands Scania, MAN, International, and Volkswagen Truck & Bus also have regional product centers, assembly sites, sales offices, and research & development facilities in many countries around the world.

TRATON AT A GLANCE: FULL-YEAR KEY FIGURES IN COMPARISON

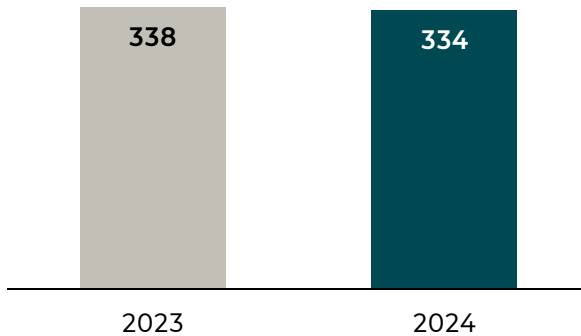
Incoming orders
(k units)



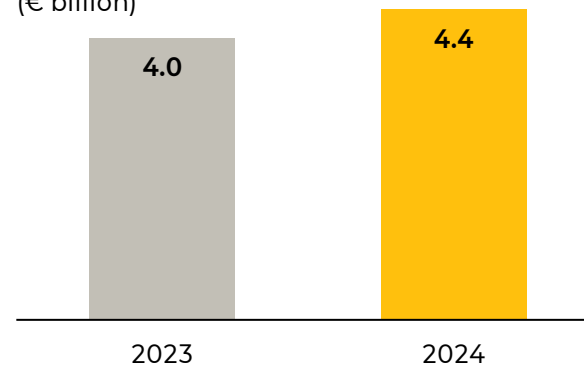
Sales revenue
(€ billion)



Unit sales
(k units)



Adjusted operating result
(€ billion)



Fiscal year 2024
Summary

Active workforce

105,541

Earnings per share

€5.61

Adjusted operating return on sales

9.2%

OUR FOCUS

OUR PURPOSE

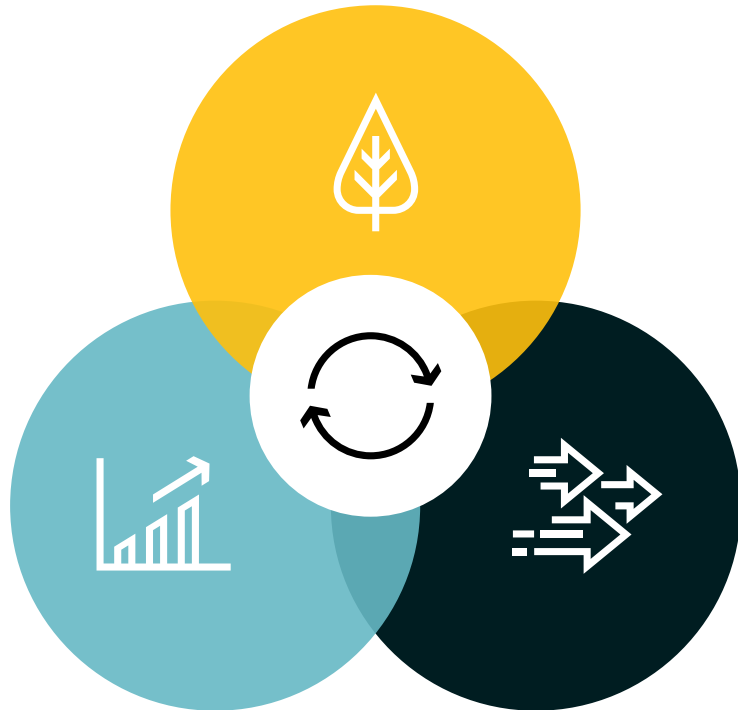
TRANSFORMING
TRANSPORTATION
TOGETHER.

FOR A
SUSTAINABLE
WORLD.



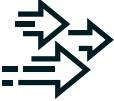

OUR SHARED CORPORATE VALUES ARE THE KEY TO THE TRATON GROUP'S SUCCESS



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.

	Responsible Company	The TRATON GROUP and its portfolio brands are committed to becoming more sustainable, focusing on several areas, including decarbonization and battery electric vehicles.
	Value Creation	The TRATON GROUP is optimizing its cost basis, accelerating growth in the US, and enforcing operations in China while maintaining focus on customer needs for each brand.
	TRATON Accelerated!	We have a clear roadmap for our electrified, connected, and automated commercial vehicles. We are developing new business models and strengthening partnerships.
	Strategy Execution	Executing this strategy is critical for the Group's success. Progress is already being made with the new Group functions for R&D and by coordinating purchasing, production, logistics, and building the TRATON Modular System.

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 1.5°C



Circularity

Decouple the use of resources
from our business growth



Human Rights

Respect human rights and
enable a just transition

TRATON IS CREATING THE CONDITIONS FOR ELECTRIFICATION AND CONTINUES TO INVEST SIGNIFICANT AMOUNTS IN THE NEXT YEARS

We are driving forward charging infrastructure development

Public charging infrastructure

- **TRATON Charging Solutions**, launched in 2023
A service entity to simplify access to charging stations.
- **Milence**, launched in 2022
A joint venture between the TRATON GROUP, Daimler Truck, and the Volvo Group.
- **Powering America's Commercial Transportation ("PACT")**, launched in 2024
A cross-industry coalition established by International, Daimler Truck North America and Volvo Group North America.

Depot charging infrastructure

- **Erinion** as a subsidiary of Scania
- **InCharge Energy** and **Quanta Services** partnering with International
- **SBRS** and **Heliox/Siemens** partnering with MAN

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 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 (

Re-start International Financial Corporation

Step 2

Medium-term transformation within 2024-2026

Multi-brand rollout of MAN Financial Services and Volkswagen Truck & Bus Financial Services

Organic expansion in prioritized markets

Enhance funding capabilities

Step 3

Long-term target within 2027-2029

Expanded BEV financing (asset and non-asset)

Continued improvements in operating model

Enabling future business models such as TAAS

TRATON MODULAR SYSTEM: A MODULAR SYSTEM FOR SUCCESS

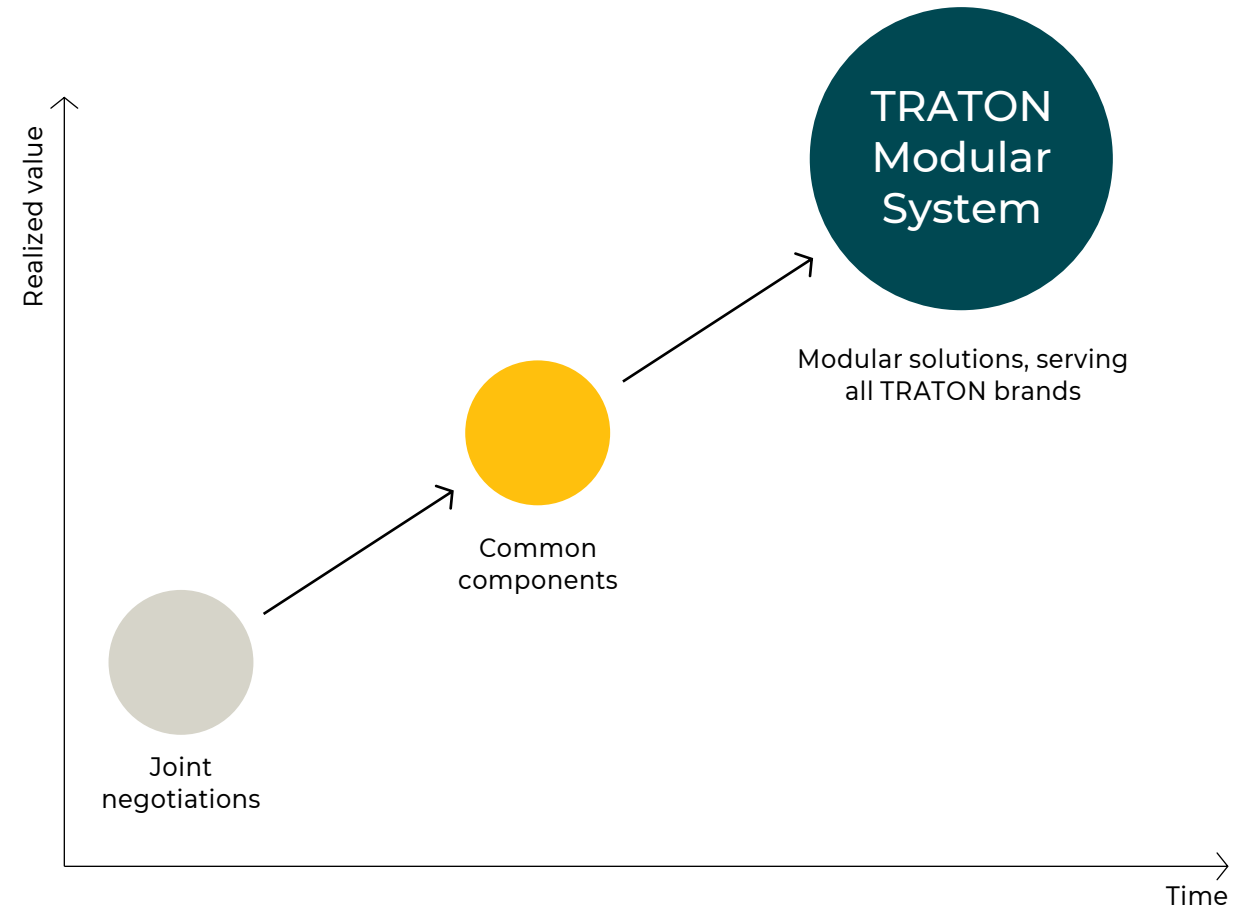
Profitable mass customization based on a modular system ensures long-term competitive advantage

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





TRATON

WWW.TRATON.COM