

CORPORATE PRESENTATION

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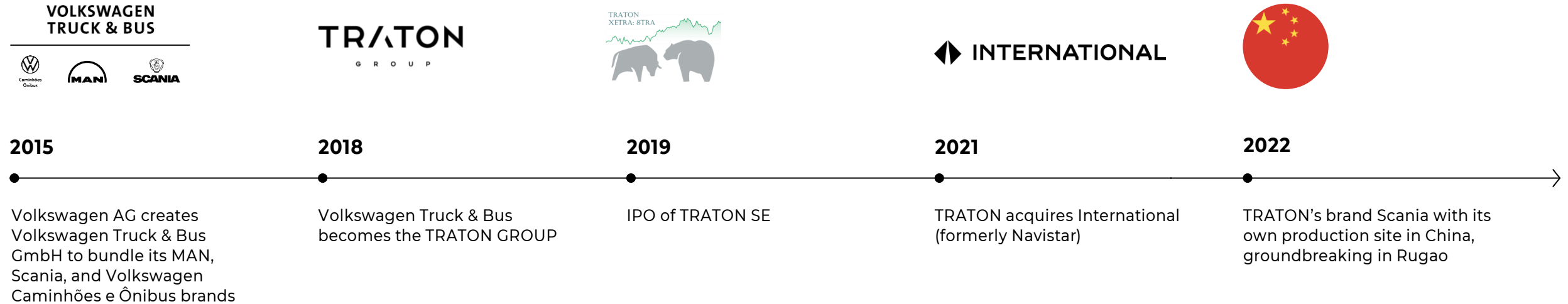
ABOUT THE TRATON GROUP

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



- 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



Truck
Bus

- 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



TRATON
FINANCIAL SERVICES

- Global captive financing unit
- Financing 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 twelve 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 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 International Motors



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

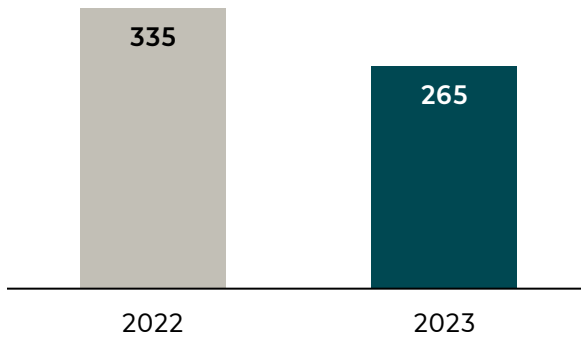
Production and
assembly sites

33

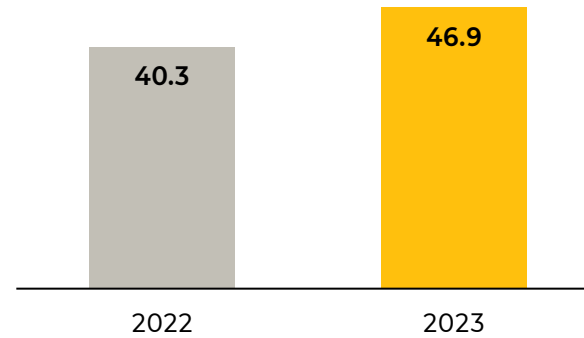
¹ Number of countries where the TRATON GROUP has their production and assembly sites. In addition, our brands Scania, MAN, International, and Volkswagen Truck & Bus also have regional product centers, sales offices, and research & development facilities in many countries around the world.

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

Incoming orders
(k units)



Sales revenue
(€ billion)



Fiscal year 2023
Summary

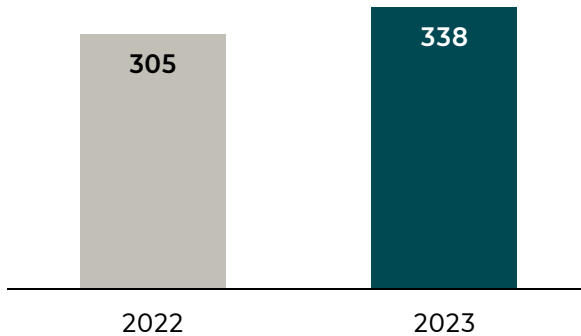
Active
workforce

103,621

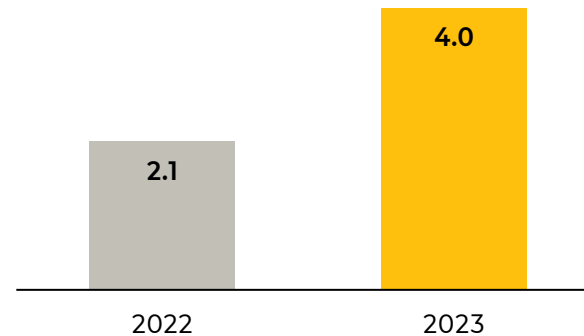
Earnings per share

€4.90

Unit sales
(k units)



Adjusted operating result
(€ billion)



Adjusted operating
return on sales

8.6%

OUR FOCUS

OUR PURPOSE

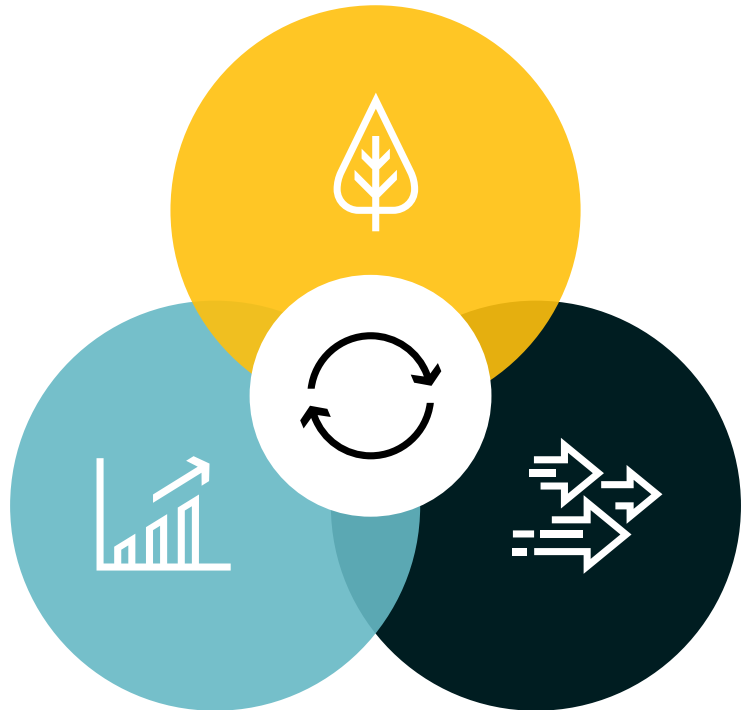
TRANSFORMING
TRANSPORTATION
TOGETHER.

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 a number of areas, including decarbonization and circularity.
	Value Creation	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.
	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	The goal is to concentrate capabilities and strengthen competitiveness by developing a TRATON Modular System and through closer organizational integration.

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.

2024

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.

0%

100%

TRATON IS CREATING THE CONDITIONS FOR ELECTRIFICATION

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 International 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/VW/TB) to expand global coverage

International 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

TRATON MODULAR SYSTEM: A MODULAR SYSTEM FOR SUCCESS

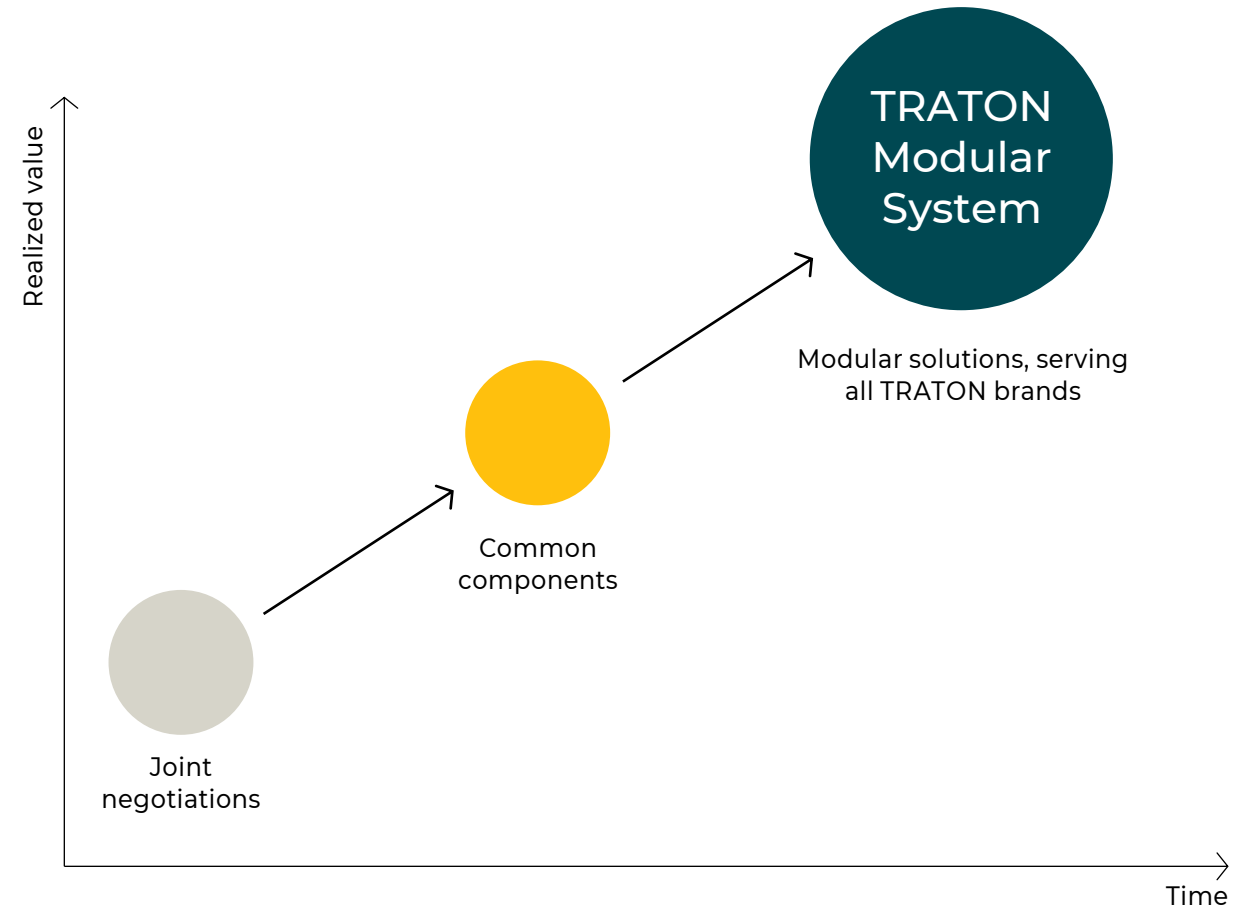
Profitable mass customization based on a modular system ensures long-term competitive advantage

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



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