Q1 2024 RESULTS
ROADSHOW PRESENTATION
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The percentage figures shown may be subject to rounding differences. Due to different proportions and scaling in graphs, data shown in different graphs are not comparable.
WE‘RE A TRANSPORTATION POWERHOUSE …

Four strong global brands under one roof

WE‘RE A TRANSPORTATION POWERHOUSE …

103,621 Employees worldwide

338,183 Unit sales (trucks, buses & vans)

€46.9 bn Sales revenue

Transforming Transportation Together. For a sustainable world.

Sustainability as core principle and as top priority in the Group’s strategy

33 production and assembly sites worldwide in 12 countries on 4 continents

Note: FY 2023 results / as of December 31, 2023
... WITH FOUR STRONG GLOBAL BRANDS UNDER ONE ROOF
WE ARE DEDICATED TO BE THE SUSTAINABILITY LEADER IN THE HEAVY TRANSPORT SECTOR

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
OUR PRODUCTION & ASSEMBLY SITES SPAN AROUND THE GLOBE

Note: As of December 31, 2023.
OUR CAPTIVE FINANCIAL SERVICES BUSINESS IS RAMPING UP ITS OFFERING FOR ALL BRANDS

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
<table>
<thead>
<tr>
<th>Company</th>
<th>Sales revenue FY 2023 (€ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daimler Truck</td>
<td>55.9</td>
</tr>
<tr>
<td>Volvo</td>
<td>46.9</td>
</tr>
<tr>
<td>Paccar</td>
<td>34.5</td>
</tr>
<tr>
<td>Iveco</td>
<td>32.5</td>
</tr>
</tbody>
</table>

Note: For Volvo only business segments Trucks & Buses are included. Source: Company data, own calculations.

TRATON IS ONE OF THE LARGEST GLOBAL TRUCK & BUS PRODUCERS ...
... WITH A WELL-DIVERSIFIED REGIONAL AND BRAND MIX

Unit sales per region, FY 2023 (units)

- USA: 22%
- EU27 +3 (excl. Germany): 33%
- Other regions: 11%
- South America (excl. Brazil): 3%
- Brazil: 12%
- North America (excl. USA): 6%
- Germany: 13%

Total: 338,183 units

Sales revenue per brand, FY 2023 (€ mn)

- Scania: 38%
- MAN: 32%
- Navistar: 24%
- Financial Services: 3%
- VWTB: 5%

Total: 46,872 € mn

Note: TRATON sales revenue including FS, excl. consolidation and Corporate Items; rounding differences possible.
WE ARE ON A PROFITABLE GROWTH PATH WITH INCREASING SALES AND MARGINS

<table>
<thead>
<tr>
<th>Year</th>
<th>Incoming orders (k units)</th>
<th>Sales revenue (€ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>227</td>
<td>26.9</td>
</tr>
<tr>
<td>2020</td>
<td>216</td>
<td>22.6</td>
</tr>
<tr>
<td>2021</td>
<td>360</td>
<td>30.6</td>
</tr>
<tr>
<td>2022</td>
<td>335</td>
<td>40.3</td>
</tr>
<tr>
<td>2023</td>
<td>265</td>
<td>46.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Unit sales (k units)</th>
<th>Adjusted operating result (€ bn)</th>
<th>Adjusted return on sales (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>242</td>
<td>1.9</td>
<td>7.0</td>
</tr>
<tr>
<td>2020</td>
<td>190</td>
<td>0.1</td>
<td>0.6</td>
</tr>
<tr>
<td>2021</td>
<td>272</td>
<td>1.6</td>
<td>5.2</td>
</tr>
<tr>
<td>2022</td>
<td>305</td>
<td>2.1</td>
<td>5.1</td>
</tr>
<tr>
<td>2023</td>
<td>338</td>
<td>4.0</td>
<td>8.6</td>
</tr>
</tbody>
</table>

Note: 2021 figures include Navistar only for second-half year due to consolidation from July 1, 2021.
MAJOR MILESTONES ON OUR TRATON WAY FORWARD

2015
Establishment of VW Truck & Bus

2019
Successful IPO of TRATON SE

2021
Acquisition of Navistar

2021
Introduction of new Group powertrain

2022
Milence charging JV with Daimler Truck & Volvo Group

2023
First S13 units delivered

2023
Realignment MAN T&B completed

2024
Transition to One Group R&D setup

2018
Re-branding/new identity

2021
Squeeze-Out MAN SE, realignment MAN T&B started

2021+
New strategy, the TRATON Way Forward

2023
Go-live of TRATON Financial Services
THE TRATON WAY FORWARD TRANSLATES INTO A LONG-TERM VISION FOR THE GROUP

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>Responsible Company</th>
<th>The TRATON GROUP and its portfolio brands are committed to becoming more sustainable, focusing on a number of areas, including decarbonization and circularity.</th>
</tr>
</thead>
<tbody>
<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. Progress is already being made with the new Group functions for R&amp;D and by coordinating purchasing, production, and logistics.</td>
</tr>
</tbody>
</table>
WITH OUR TRATON MODULAR SYSTEM WE ARE WELL POSITIONED FOR EFFICIENT FUTURE GROWTH

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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TRATON Modular System

Reusable modular parts for all TRATON brands

Realized value

Joint negotiations

Common components

Time
Strong competitive position with a diversified regional and brand portfolio in an attractive global growth market and profit pool.

State-of-the-art products and services strongly geared towards future trends in order to capture the opportunities in our industry.

Substantial potential from leveraging know-how of brands and TRATON Modular System while driving the transformation towards a sustainable future.

Clear plan and commitment to execute towards ambitious 9% return on sales target and an efficient balance sheet to drive shareholder returns.
ELECTRIFICATION IS GAINING MOMENTUM
OUR CO₂ IMPACT STEM ALMOST EXCLUSIVELY FROM OUR PRODUCTS’ USE PHASE – BUT WILL CHANGE IN THE FUTURE

1 Based on EU 2016 electricity mix.
2 Based on prognosed EU 2030 electricity mix.
Source: Scania estimates.
WE SEE BATTERY ELECTRIC VEHICLES BECOME THE LEADING TECHNOLOGY FOR TRUCKS AND BUSES
BEV WITH A CLEAR TOTAL COST OF OWNERSHIP ADVANTAGE FOR OUR CUSTOMERS

**Production**
- Electrical energy
- Distribution & inversion AC/DC

**Refueling**
- Mix of slow & fast charging

**Operation**
- DC-AC, engine & transmission

**BEV**
- 100% of energy reaches the wheels

**FCEV**
- 100% of energy reaches the wheels

**Energy Breakdown**
- Electrical energy: 75% reaches the wheels
- Chemical energy: 25% reaches the wheels

**BEV vs. FCEV**
- BEV: 100% electrical energy, 100% chemical energy
- FCEV: 100% electrical energy, 30% chemical energy
THE COST DISTRIBUTION WILL CHANGE SIGNIFICANTLY WITH FULLY ELECTRIC TRUCKS

Energy is the most crucial cost driver – energy cost advantage is the key to quick market ramp-up of electric trucks.
OUR PURPOSE: TRANSFORMING TRANSPORTATION TOGETHER. FOR A SUSTAINABLE WORLD.

TRATON’s recent BEV highlights

- Market launch of the new MAN eTruck
- VWTB starts series production of e-Delivery truck
- Scania’s battery assembly starts operations
- Milence opens first charging hub for heavy-duty vehicles
- Navistar partners with Quanta Services
- Scania & sennder establish JUNA JV

Incoming orders of fully electric vehicles (units)

<table>
<thead>
<tr>
<th></th>
<th>FY 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>FY 23</th>
<th>Q1 23</th>
<th>Q2 23</th>
<th>Q3 23</th>
<th>Q4 23</th>
<th>FY 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 21</td>
<td>1,403</td>
<td>709</td>
<td>387</td>
<td>526</td>
<td>744</td>
<td>2,366</td>
<td>446</td>
<td>608</td>
<td>649</td>
<td>727</td>
<td>736</td>
</tr>
<tr>
<td>FY 22</td>
<td>1,076</td>
<td>417</td>
<td>424</td>
<td>412</td>
<td>487</td>
<td>1,740</td>
<td>258</td>
<td>396</td>
<td>536</td>
<td>917</td>
<td>315</td>
</tr>
</tbody>
</table>

Unit sales of fully electric vehicles (units)

<table>
<thead>
<tr>
<th></th>
<th>FY 21</th>
<th>Q1 22</th>
<th>Q2 22</th>
<th>Q3 22</th>
<th>Q4 22</th>
<th>FY 23</th>
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<td>727</td>
<td>608</td>
<td>649</td>
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<td>736</td>
<td>1,076</td>
<td>417</td>
<td>424</td>
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<td>315</td>
<td>258</td>
<td>396</td>
<td>536</td>
<td>315</td>
</tr>
</tbody>
</table>
Q1 2024 HIGHLIGHTS & REVIEW OF FINANCIAL PERFORMANCE
A STRONG START INTO 2024 FOR TRATON

Q1 2024

Vehicles sold
81,148
-4% YoY

Sales revenue
€11.8 bn
+5% YoY

Adjusted return on sales
9.4%
+1.0 pp YoY

Net cash flow
€438 mn
-€299 mn YoY¹

Earnings per share
€1.50
+€0.39 YoY

¹Q1 2023 including effects from the sale of the Russia activities of €400 mn. Excluding this effect, net cash flow would have increased by €101 mn.
TRATON establishes One Group R&D organization to efficiently drive Modular System forward.

High demand for Navistar International S13 Integrated Powertrain drives ramp-up of production.

MAN launches a small series of hydrogen combustion engine trucks enhancing TRATON's zero-emission portfolio.

Scania adds more solutions to its electric truck range to serve more BEV-customers with different needs.

Partnership with Plus takes TRATON brands Scania, MAN and Navistar to the next level in autonomous driving.

WE ACCELERATE THE TRANSFORMATION JOURNEY

Highlights
WE CONTINUE TO CAPITALIZE ON OUR HIGH ORDER BOOK

— Truck unit sales as expected with a slight decline year-on-year due to Europe and North America
— Overall truck demand remains solid with normalized levels in Europe and North America
— Weaker truck market in Germany
— In USA, medium and severe segment stronger than class 8 on-highway trucks
— In South America, strong incoming orders and unit sales for heavy-duty trucks, especially in Brazil
SALES REVENUE BENEFITING FROM MIX EFFECTS AND PRICING ...

- Unit sales at solid, normalized level
- Favorable product and market mix
- Better unit price realization
- Continued high customer demand for Vehicle Services business

<table>
<thead>
<tr>
<th>Unit sales (k units)</th>
<th>Sales revenue (€ bn)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Unit Sales</th>
<th>Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 23</td>
<td>84.6</td>
<td>11.2</td>
</tr>
<tr>
<td>Q2 23</td>
<td>83.5</td>
<td>11.7</td>
</tr>
<tr>
<td>Q3 23</td>
<td>81.4</td>
<td>11.3</td>
</tr>
<tr>
<td>Q4 23</td>
<td>88.7</td>
<td>12.7</td>
</tr>
<tr>
<td>Q1 24</td>
<td>81.1</td>
<td>11.8</td>
</tr>
</tbody>
</table>

Vehicle Services business
... TOGETHER WITH EFFICIENCY GAINS LEADING TO RECORD MARGIN LEVEL

- Increased sales revenue per unit
- Improved cost structure, despite lower production capacity utilization
- Positive impact from MAN realignment program completed in H2 2023

Adjusted operating result (€ mn)

<table>
<thead>
<tr>
<th></th>
<th>Q1 23</th>
<th>Q2 23</th>
<th>Q3 23</th>
<th>Q4 23</th>
<th>Q1 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>935</td>
<td>1,038</td>
<td>955</td>
<td>1,105</td>
<td>1,106</td>
</tr>
<tr>
<td>Change</td>
<td></td>
<td>+18%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adjusted return on sales (%)

<table>
<thead>
<tr>
<th></th>
<th>Q1 23</th>
<th>Q2 23</th>
<th>Q3 23</th>
<th>Q4 23</th>
<th>Q1 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>8.4</td>
<td>8.9</td>
<td>8.4</td>
<td>8.7</td>
<td>9.4</td>
</tr>
<tr>
<td>Change</td>
<td></td>
<td>+1.0 pp</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# STRONG Q1 2024 WITH DIFFERENT GROWTH DYNAMICS

<table>
<thead>
<tr>
<th>Q1 24</th>
<th>Sales revenue (in € mn, YoY)</th>
<th>Adjusted RoS (YoY)</th>
<th>Key drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TRATON Operations</td>
<td>SCANIA</td>
<td>MAN</td>
</tr>
<tr>
<td></td>
<td>11,477 (+5%)</td>
<td>4,879 (+17%)</td>
<td>3,516 (+3%)</td>
</tr>
<tr>
<td></td>
<td>10.4% (+1.3 pp)</td>
<td>14.3% (+2.1 pp)</td>
<td>7.9% (+2.1 pp)</td>
</tr>
</tbody>
</table>

- Sales revenue substantially up mainly due to strong heavy-duty truck business in Brazil, besides new vehicle growth in Europe
- Excellent margin on the back of high volumes, favorable product mix, and lower variable product costs
- Continued strong demand for Vehicle Services business
- Improved operating performance in bus and van business
- Resilient margin due to improved cost structure post-realignment program
- Continued strong demand for Vehicle Services business
- Sales revenue impacted by continued supply chain constraints, delayed ramp-up of new school bus model and weaker Vehicle Services business
- Margin positively influenced by better unit price realization, but negatively impacted by lower volumes
- Increased sales revenue driven by better product positioning and unit price realization in Brazil
- High margin on the back of increased sales revenue and effective containment of variable costs
- Increased sales revenue due to favorable product mix, despite lower unit sales
- Increased margin by better unit price realization, but negatively impacted by lower volumes
- Increased portfolio volume
- Higher costs due to ongoing integration of activities of MAN FS and VWTB FS; increased funding cost
- RoE significantly up; previous Q1 negatively influenced by sale of Scania Finance Russia

Note: TRATON Operations including consolidation effects.
NET DEBT FURTHER REDUCED DESPITE HIGHER WORKING CAPITAL

— Net cash flow of TRATON Operations driven by:
  — improved operating performance
  — seasonally weaker working capital, with a capital build-up of €0.6 bn in Q1 24 mainly due to increased inventories
— Net debt of TRATON Operations incl. Corporate Items (CI) reduced by €0.3 bn vs. year-end 2023

Net financial debt bridge, Q1 24 (€ mn)

<table>
<thead>
<tr>
<th>TRATON Operations FY 23</th>
<th>Gross cash flow</th>
<th>Change in working capital</th>
<th>Net cash flow from investing activities</th>
<th>Other</th>
<th>TRATON Operations 3M 24</th>
<th>Corporate Items 3M 24</th>
<th>TRATON Operations incl. CI 3M 24</th>
<th>TRATON Operations incl. CI FY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net debt reduction by -€296 mn

Net cash flow: €438 mn

-4,496

-5,481

-5,777

Roadshow Presentation

Net financial debt bridge, Q1 24 (€ mn)

-617

1,423

-561

-424

-805

-985

TRATON Operations FY 23

Gross cash flow

Change in working capital

Net cash flow from investing activities

Other

TRATON Operations 3M 24

Corporate Items 3M 24

TRATON Operations incl. CI 3M 24

TRATON Operations incl. CI FY 23
FULL YEAR 2024 OUTLOOK
OPTIMISTIC OUTLOOK FOR 2024 CONFIRMED

<table>
<thead>
<tr>
<th></th>
<th>FY 2023</th>
<th>FY 2024 Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRATON GROUP</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit sales (€ million)</td>
<td>338,183</td>
<td>-5 – +10%</td>
</tr>
<tr>
<td>Sales revenue (€ million)</td>
<td>46,872</td>
<td>-5 – +10%</td>
</tr>
<tr>
<td>Operating return on sales (adjusted) (in %)</td>
<td>8.6¹</td>
<td>8.0 – 9.0¹</td>
</tr>
<tr>
<td><strong>TRATON Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue (€ million)</td>
<td>45,736</td>
<td>-5 – +10%</td>
</tr>
<tr>
<td>Operating return on sales (adjusted) (in %)</td>
<td>9.3</td>
<td>9.0 – 10.0</td>
</tr>
<tr>
<td>Return on investment (ROI) (in %)</td>
<td>14.8</td>
<td>13.0 – 15.0</td>
</tr>
<tr>
<td>Net cash flow (€ million)</td>
<td>3,594²</td>
<td>2,300 – 2,800</td>
</tr>
<tr>
<td>Capex (€ million)</td>
<td>1,516</td>
<td>sharp increase</td>
</tr>
<tr>
<td>Primary R&amp;D costs (€ million)</td>
<td>2,170</td>
<td>moderate increase</td>
</tr>
<tr>
<td><strong>TRATON Financial Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on equity (in %)</td>
<td>8.4</td>
<td>7.0 – 10.0</td>
</tr>
</tbody>
</table>

¹ Including earnings effects from purchase price allocation in FY 23 of €290 mn, in FY 24 expected to be ~€300 mn.
² Including effects from the sale of the Russia activities and the adjustment of the ownership structure of the financial services business amounting to €899 mn.
TRUCK DEMAND REMAINS SOLID WHILE MARKETS ARE NORMALIZING

1 EU27+3 region (EU27 countries without Malta, plus the United Kingdom, Norway, and Switzerland).
2 USA and Canada class 6-8, Mexico class 4-8.
**TRATON – GAINING PACE ON OUR TRANSFORMATION JOURNEY**

<table>
<thead>
<tr>
<th>Brand</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCANIA</td>
<td>On track to best-in-class performance</td>
</tr>
<tr>
<td>MAN</td>
<td>Resilience materially improved after successful realignment</td>
</tr>
<tr>
<td>NAVISTAR</td>
<td>Positioned for tangible upside with clear deliverables in 2024</td>
</tr>
<tr>
<td>TRATON</td>
<td>Leading position in a growing market</td>
</tr>
</tbody>
</table>

Ramp-up of all brands as a strategic priority
SAVE THE DATE

CAPITAL MARKETS DAY
OCTOBER 1, 2024

MUNICH, GERMANY
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UPCOMING EVENTS

— 2024/06/13  2024 Annual General Meeting
— 2024/07/26  2024 Half-Year Financial Report
— 2024/10/01  TRATON Capital Markets Day
— 2024/10/28  9M 2024 Interim Statement