TRATON GROUP – PRESS CONFERENCE CALL 3M 2020

ANDREAS RENSCHLER, CEO
CHRISTIAN SCHULZ, CFO

MAY 4, 2020
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Unless otherwise stated, all amounts are shown in million of euro. Please note that differences may arise as a result of the use of rounded amounts and percentages. Due to different proportions and scaling in graphs, data shown in different graphs are not comparable.
3M 2020 PRESS CONFERENCE – YOUR PRESENTERS TODAY

Andreas Renschler
Chief Executive Officer

Christian Schulz
Chief Financial Officer

Julia Kroeber-Riel
Head of Group Communications & Governmental Relations
AGENDA

1. Challenging environment 2020
2. TRATON’s strategic framework
3. Core KPIs 3M 2020
4. Going forward
5. Q&A
OVERALL CHALLENGING ENVIRONMENT: STATUS 2020

Global economy collapsing as a result of corona virus pandemic

Political environment is challenging and changing

Business climate in transportation industry in downturn

Challenging company environment balancing health and business

Worldwide pandemic spread COVID-19

Numerous crises and conflicts
Ambitious CO2-reduction
Difficult trade relations worldwide
Overall high uncertainty
Transportation and logistics downturn
Overall slump in order intake CV

Reduction time accounts, temporary workers, non-personnel overhead costs
Direct and indirect personnel costs
non-product investments, external R&D spendings
GLOBAL ECONOMIC OUTLOOK 2020 significantly deteriorated - contraction is expected to be worse than during financial crisis.

GDP forecast (%)

World

Advanced Economies

Emerging Market & Developing Economies

January 2020

April 2020

1. IMF World Economic Outlook April 2020
2. 2008/2009
VEHICLE UTILIZATION DECREASED DUE TO CORONA CRISIS

During corona crisis transportation kept the economy and health system running

...but other sectors had been interrupted due to production stops and transportation decreased heavily

Data shows a slighty stabilization in mileage for the week after Easter

At the borders to our neighbor countries consequences of Corona on export and import are clearly visible

Largest declines at the borders to FRA (-46%) and LUX (-42%)

BAG, Federal Statistical Office and Deutsche Bundesbank
AGENDA

1. Challenging environment 2020
2. TRATON’s strategic framework
3. Core KPIs 3M 2020
4. Going forward
5. Q&A
OUR WAY TO GLOBAL CHAMPION IS BASED ON FOUR PILLARS

Creating a Global Champion
Leader in Profitability | Global Presence | Innovation

Brand Performance
Increase performance of brands with individual identity, strength and clear positioning

Cooperation & Synergies
Increase cooperation and exploit synergies between brands

Global Expansion
Leverage scale through global footprint

Customer Focused Innovation
Transforming transportation

Creation of Sustainable Value
AGENDA

1. Challenging environment 2020
2. TRATON’s strategic framework
3. Core KPIs 3M 2020
4. Going forward
5. Q&A
GROUP UNIT SALES GROWTH IN CORE MARKETS

<table>
<thead>
<tr>
<th>Truck unit sales in core markets</th>
<th>Growth 3M (Y-o-Y)</th>
<th>Market growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3M</td>
<td>20,783</td>
</tr>
<tr>
<td></td>
<td>H1</td>
<td>9,649</td>
</tr>
<tr>
<td></td>
<td>9M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3M</td>
<td>6,117</td>
</tr>
<tr>
<td></td>
<td>H1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3M</td>
<td>10,865</td>
</tr>
<tr>
<td></td>
<td>H1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3M</td>
<td>9,649</td>
</tr>
<tr>
<td></td>
<td>H1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY</td>
<td></td>
</tr>
</tbody>
</table>

1 Excluding MAN TGE vans. 2 EU27+3 region (defined as the EU27 countries with the exception of Malta, plus the United Kingdom, Norway, and Switzerland). 3 Information shown might include estimates or preliminary data; for EU27+3 and Germany data collected from ACEA provisional new registrations figures as at April 24, 2020; for Brazil data collected from ANFAVEA trucks > 6t as at April 06, 2020; South America own estimates.
SNAPSHOT TRATON GROUP CORE KPIS 3M 2020

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trucks and buses (units)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order intake</td>
<td>54,161</td>
<td>64,357</td>
<td>-16%</td>
</tr>
<tr>
<td>Book to bill(^1) (ratio in units)</td>
<td>1.18</td>
<td>1.13</td>
<td>0.05 bpt</td>
</tr>
<tr>
<td>Unit sales</td>
<td>45,990</td>
<td>57,163</td>
<td>-20%</td>
</tr>
<tr>
<td>of which trucks(^2)</td>
<td>41,960</td>
<td>52,953</td>
<td>-21%</td>
</tr>
<tr>
<td>of which buses</td>
<td>4,030</td>
<td>4,210</td>
<td>-4%</td>
</tr>
<tr>
<td><strong>Financial key performance indicators (€ million)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>5,679</td>
<td>6,413</td>
<td>-11%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>161</td>
<td>490</td>
<td>-67%</td>
</tr>
<tr>
<td>Operating RoS (in %)</td>
<td>2.8</td>
<td>7.6</td>
<td>-4.8 pp</td>
</tr>
</tbody>
</table>

1 Book-to-bill is defined as the ratio of trucks and bus units ordered to trucks and bus units delivered, 2 Including MAN TGE (Q1 2020: 3,428 units, Q1 2019: 3,122 units)
# DEEP DIVE CORE KPIS 3M 2020 – TRATON’S TWO SEGMENTS INDUSTRIAL BUSINESS AND FINANCIAL SERVICES

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Business (€ million)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>5,564</td>
<td>6,305</td>
<td>-12%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>135</td>
<td>457</td>
<td>-70%</td>
</tr>
<tr>
<td>Operating RoS (in %)</td>
<td>2.4%</td>
<td>7.3%</td>
<td>-4.8 pp</td>
</tr>
<tr>
<td>Capital expenditures¹</td>
<td>218</td>
<td>154</td>
<td>41%</td>
</tr>
<tr>
<td>Primary R&amp;D costs</td>
<td>285</td>
<td>309</td>
<td>-8%</td>
</tr>
<tr>
<td>Financial Services (€ million)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>216</td>
<td>203</td>
<td>6%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>26</td>
<td>33</td>
<td>-21%</td>
</tr>
</tbody>
</table>

1 Capital expenditures in property, plant, and equipment, and intangible assets (Euro million), 2 as of 31.03.2020 and 31.12.2019
## SCANIA VEHICLES & SERVICES – CORE KPIS 3M 2020

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trucks and buses (units)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order intake</td>
<td>20,671</td>
<td>26,703</td>
<td>-23%</td>
</tr>
<tr>
<td>Unit sales</td>
<td>18,184</td>
<td>23,576</td>
<td>-23%</td>
</tr>
<tr>
<td>of which trucks</td>
<td>16,605</td>
<td>22,186</td>
<td>-25%</td>
</tr>
<tr>
<td>of which buses</td>
<td>1,579</td>
<td>1,390</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Financial key performance indicators (€ million)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>2,982</td>
<td>3,350</td>
<td>-11%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>256</td>
<td>370</td>
<td>-31%</td>
</tr>
<tr>
<td>Operating RoS (in %)</td>
<td>8.6</td>
<td>11.0</td>
<td>-2.5 pp</td>
</tr>
</tbody>
</table>
## MAN TRUCK & BUS – CORE KPIS 3M 2020

### Trucks and buses (units)

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>24,098</td>
<td>29,866</td>
<td>-19%</td>
</tr>
<tr>
<td>Unit sales</td>
<td>18,166</td>
<td>24,972</td>
<td>-27%</td>
</tr>
<tr>
<td>of which trucks¹</td>
<td>17,060</td>
<td>23,558</td>
<td>-28%</td>
</tr>
<tr>
<td>of which buses</td>
<td>1,106</td>
<td>1,414</td>
<td>-22%</td>
</tr>
</tbody>
</table>

¹ Including MAN TGE (Q1 2020: 3,428 units, Q1 2019: 3,122 units)

### Financial key performance indicators (€ million)

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales revenue</td>
<td>2,267</td>
<td>2,615</td>
<td>-13%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>-78</td>
<td>122</td>
<td>-164%</td>
</tr>
<tr>
<td>Operating RoS (in %)</td>
<td>-3.4</td>
<td>4.7</td>
<td>-8.1 pp</td>
</tr>
</tbody>
</table>
## VOLKSWAGEN CAMINHÕES E ÔNIBUS – CORE KPIS 3M 2020

<table>
<thead>
<tr>
<th></th>
<th>3M 2020</th>
<th>3M 2019</th>
<th>Change in %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trucks and buses (units)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order intake</td>
<td>9,517</td>
<td>8,917</td>
<td>7%</td>
</tr>
<tr>
<td>Unit sales</td>
<td>9,860</td>
<td>9,842</td>
<td>0%</td>
</tr>
<tr>
<td>of which trucks</td>
<td>8,505</td>
<td>8,342</td>
<td>2%</td>
</tr>
<tr>
<td>of which buses</td>
<td>1,355</td>
<td>1,500</td>
<td>-10%</td>
</tr>
<tr>
<td><strong>Financial key performance indicators (€ million)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales revenue</td>
<td>383</td>
<td>416</td>
<td>-8%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>12</td>
<td>8</td>
<td>47%</td>
</tr>
<tr>
<td>Operating RoS (in %)</td>
<td>3.1</td>
<td>2.0</td>
<td>1.2 pp</td>
</tr>
</tbody>
</table>
ECONOMIC EFFECTS OF COVID-19 PANDEMIC WILL IMPACT THE MARKET DEVELOPMENT IN 2020; A RELIABLE FORECAST IS CURRENTLY IMPOSSIBLE

as announced on March 23, 2020 and confirmed on April 21, 2020
For detailed slides see IR presentation 3M 2020
AGENDA

1. Challenging environment 2020
2. TRATON’s strategic framework
3. Core KPIs 3M 2020
4. Going forward
5. Q&A
OVERALL CHALLENGING ENVIRONMENT: STATUS 2020

- Global economy collapsing as a result of corona virus pandemic
- Political environment is challenging and changing
- Business climate in transportation industry in downturn
- Challenging company environment balancing health and business

- Political environment
  - Challenging and changing
- Difficult trade relations worldwide
- Ambitious CO2-reduction
- Worldwide pandemic spread COVID-19
  - Overall downturn in the industry
- Overall slump in order intake CV
- Transportation and logistics downturn
- Overall high uncertainty
- Reduction time accounts, temporary workers, non-personnel overhead costs
- Direct and indirect personnel costs
- Non-product investments, external R&D spendings
MOST IMPORTANT IS TO RE-START OUR BUSINESS IN A WAY THAT BALANCES HEALTH RISKS AND BUSINESS NEEDS

Start of production planned in four phases with incremental ease of safety measures

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of potential measures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Level of sensitisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Mask usage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Body temperature measurements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Emergency guide „Covid cases“</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Cleaning intervals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Mobile Work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>・ Best practice sharing between brands</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles produced exemplary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles produced exemplary</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Maximum enforcement
Highest
Active, on-site through execs
Critical units + Voluntary
Selftest at home
Highest level
More cycles; extra work
As with current agreements
Task Force Modus

Ease selected measures
Highest
Active, on-site through execs
Critical units + Voluntary
Selftest at home
Highest level
More cycles; extra work
Case-to-case
Task Force Modus

Reduced measures
Medium
Passive
Voluntary
Selftest at home
Medium level
Case-to-case
Exchange Modus

Regular operation
Maintain
Maintain
- Maintain
Normal
Case-to-case
Maintain
SECURED GRADUAL RE-START OF OUR KEY MANUFACTURING FACILITIES TO VERIFY SUPPLY CHAINS

CALENDER WEEK 16 (APRIL 13 – APRIL 19, 2020)

Europe
- Austria
  - Steyr
- France
  - Angers
- Germany
  - Munich (HQ)
  - Nuremberg
  - Salzgitter
- Netherlands
  - Zwolle

Poland
- Kraków
- Starachowice
- Wreznia

Sweden
- Södertälje

Turkey
- Ankara

South America
- Brazil
  - Resende
  - Sao Paulo

Countries: 0
Plants: 0

DEEP DIVE CHALLENGING COMPANY ENVIRONMENT
SECCURED GRADUAL RE-START OF OUR KEY MANUFACTURING FACILITIES TO VERIFY SUPPLY CHAINS

CALENDER WEEK 17
(APRIL 20 – APRIL 26, 2020)

Europe
Austria
Steyr
France
Angers
Germany
Munich (HQ)
Nuremberg
Salzgitter
Netherlands
Zwolle

Poland
Kraków
Starachowice
Wremsnia

Sweden
Södertälje

Turkey
Ankara

South America
Brazil
Resende
Sao Paulo

4 Countries
4 Plants
SECURED GRADUAL RE-START OF OUR KEY MANUFACTURING FACILITIES TO VERIFY SUPPLY CHAINS

CALENDER WEEK 18
(APRIL 27 – MAY 3, 2020)

Europe
- Austria
  - Steyr
- France
  - Angers
- Germany
  - Munich (HQ)
  - Nuremberg
  - Salzgitter
- Netherlands
  - Zwolle

Poland
- Kraków
- Starachowice
- Wreznia

Sweden
- Södertälje

Turkey
- Ankara

South America
- Brazil
  - Resende
  - Sao Paulo

7 Countries
10 Plants

closed
re-started
SECURED GRADUAL RE-START OF OUR KEY MANUFACTURING FACILITIES
TO VERIFY SUPPLY CHAINS

CALENDER WEEK 19
(MAY 4 – MAY 10, 2020)

Europe
- Austria
  - Steyr
- France
  - Angers
- Germany
  - Munich (HQ)
  - Nuremberg
  - Salzgitter
- Netherlands
  - Zwolle
- Poland
  - Kraków
  - Starachowice
  - Wreznia
- Sweden
  - Södertälje
- Turkey
  - Ankara

South America
- Brazil
  - Resende
  - Sao Paulo

7 Countries
13 Plants

closed
re-started
FOCUS ON SAFEGUARDING LIQUIDITY

SOLID LIQUIDITY POSITION (as of April 30, 2020)

- Strict cash and cost management
- Unrestricted cash\(^1\) totaling more than €2 bn
- Credit lines totaling more than €5.5 bn
- Re-prioritize of investments and R&D expenditure

Note: Net debt as of March 31, 2020 €162 mn, mainly due to the cash outflow due to the profit transfer to Volkswagen AG for the previous year of € 1,404 mn

\(^1\) Fully available and accessible cash. Additional cash may be located in countries with certain cash transfer limitations, however, is not necessarily “trapped” given such cash is locally used in operations
THERE IS NO “NEXT NORMAL“ WITHOUT TRANSPORTATION
ECONOMIC RECOVERY FROM COVID-19 CRISIS LIKELY TO BE DETERMINED BY A COMBINATION OF FACTORS

Major drivers expected to influence recovery

- Economic policy
- Health and safety measures
- Supply disruption
- Demand disruption

Possible scenarios

- **V-shape scenario**
  - Return to pre-shock level at same growth rate

- **U-shape scenario**
  - Growth at lower level at same growth rate

- **L-shape scenario**
  - Growth at lower level and at lower growth rate
ENORMOUS EFFORTS HAVE ALREADY BEEN MADE TO STABILIZE ECONOMY AND EMPLOYMENT - NOW WE NEED A RE-START

**Employees’ health comes first.** Targeted measures to protect our employees will enable us to restart production gradually.

**Coordinated reopening of the industry at EU level.** A restart of production is only possible if the EU and member states agree and coordinate on border openings and supplier networks.

**Reviving demand at national and EU level is fundamental.** Provide financial support through EU-budget and national budgets to boost private and business demand.

**Rapid revival of the Commercial Vehicle markets.** EU-wide investment program for more efficient and cleaner trucks would help environment and economy.
AGENDA

1. Challenging environment 2020
2. TRATON’s strategic framework
3. Core KPIs 3M 2020
4. Going forward
5. Q&A
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