

Q3/9M 2025 RESULTS

# ROADSHOW PRESENTATION

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# WE'RE A TRANSPORTATION POWERHOUSE ...

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. The TRATON GROUP also offers its commercial vehicle customers a broad range of financial services.

Our purpose is:

“Transforming Transportation Together. For a sustainable world.”



## ... WITH 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.

# OUR BRANDS OPERATE ACROSS KEY COMMERCIAL VEHICLE MARKETS

TRATON  
Operations



INTERNATIONAL



Home base			Europe and Brazil	Europe	North America	Brazil
Unit sales (k) FY 2024	Trucks	278	96	64	79	39
	Buses	28	6	5	11	7
	Vans	28	-	28	-	-
	<b>Total</b>	<b>334</b>	<b>102</b>	<b>96</b>	<b>91</b>	<b>46</b>

## Trucks



## Buses



## Vans



# PRODUCTION SITES SPAN AROUND THE GLOBE



Commercial vehicle brands **4**

Countries<sup>1</sup> **12**

Production sites **26**

<sup>1</sup> 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.

# 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 (

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

# WITH OUR TRATON MODULAR SYSTEM WE ARE WELL POSITIONED FOR EFFICIENT FUTURE GROWTH

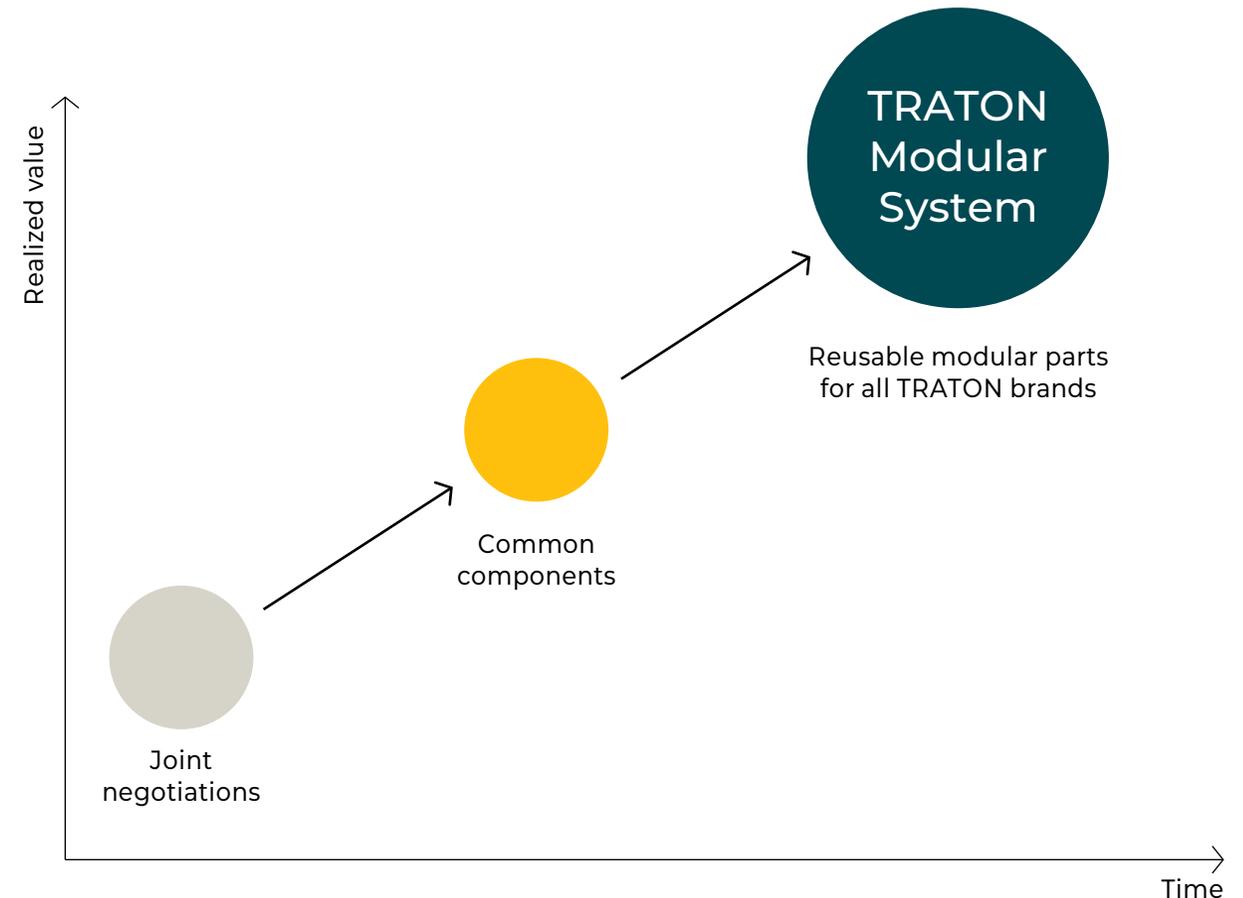
Profitable mass customization based on a modular system ensures long-term competitive advantage

## Principles of the TRATON Modular System

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

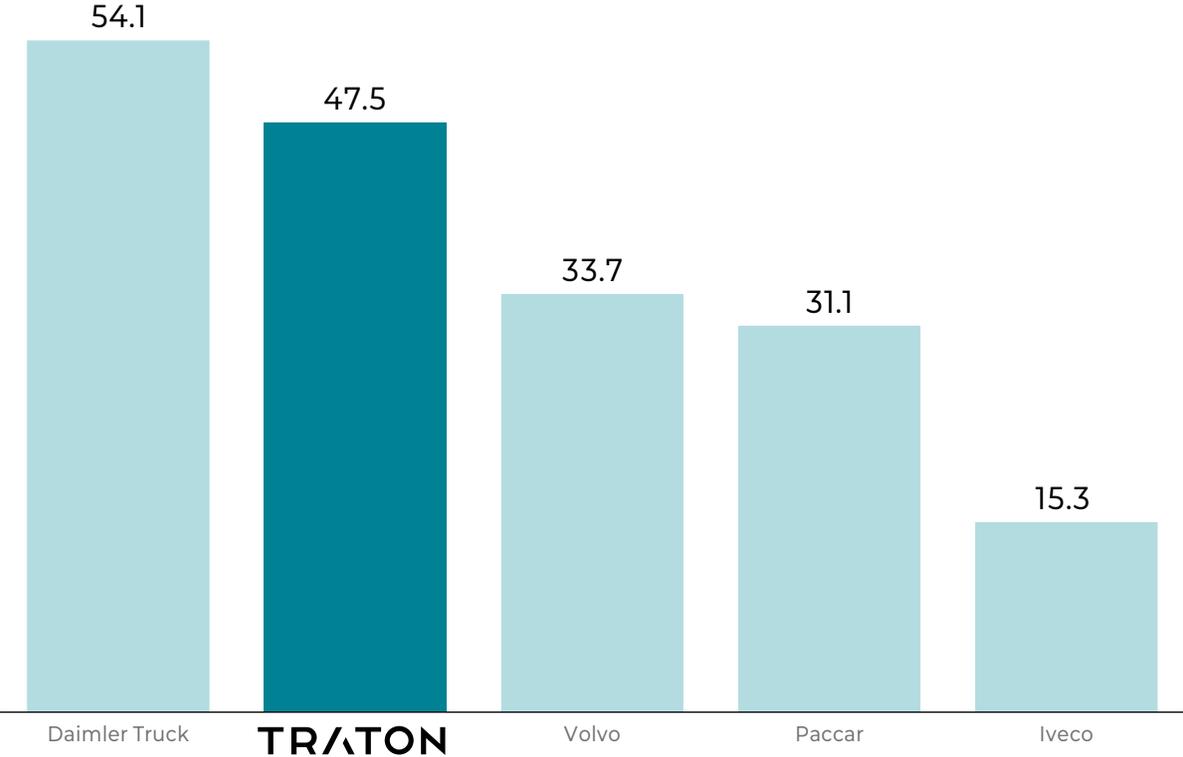
## Benefits

- 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



# TRATON IS ONE OF THE LARGEST GLOBAL TRUCK & BUS PRODUCERS ...

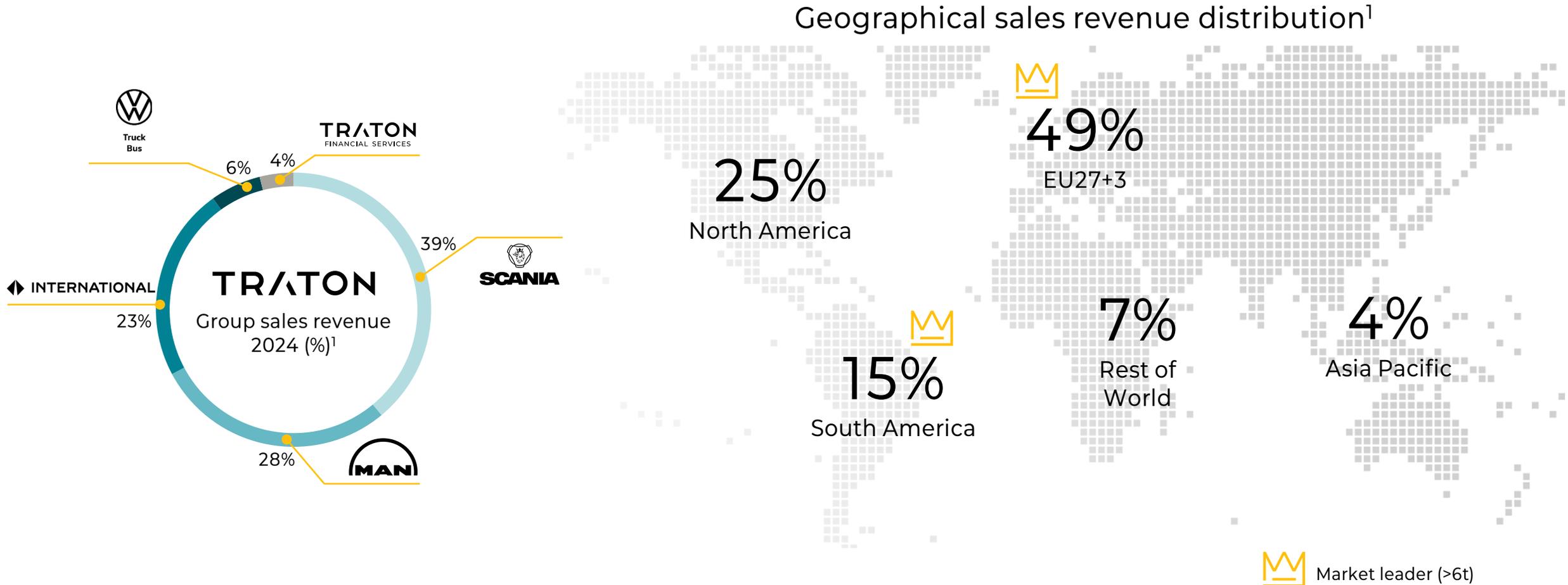
Sales revenue FY 2024 (€ bn)



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



# ... WITH A WELL-DIVERSIFIED REGIONAL AND BRAND MIX



<sup>1</sup> Share of TRATON GROUP sales revenue 2024, rounded

# WE ARE ADDING CHINA TO OUR INDUSTRIAL SYSTEM

Scania's industrial hub in Rugao, China, opened in October 2025

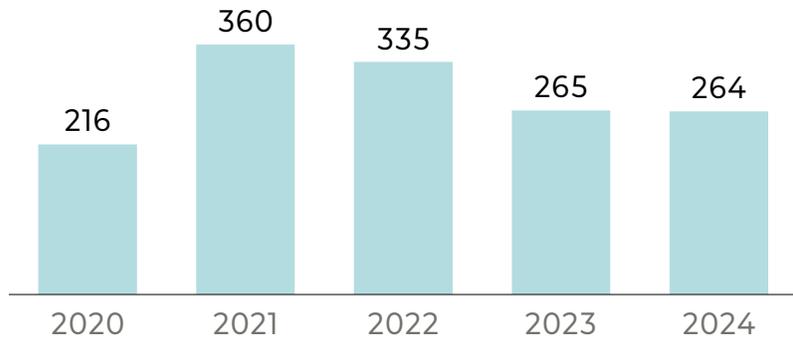


- A strategic complete innovation and industrial hub producing Scania but serving all TRATON brands.
- Local R&D to support TRATON brands and integrate Chinese innovation into TRATON Modular System.
- Production license: up to 50,000 vehicles annually (gradual ramp-up).
- The plant aims to be running with 100% renewable energy supporting our decarbonization strategy.
- Two complementary commercial offerings will be available:
  - Scania: Premium, customized, global trucks.
  - NEXT ERA: Limited specification for China's volume long-haul segment.

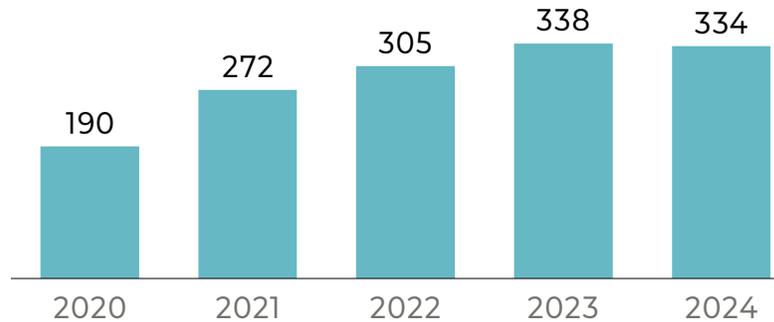


# WE ARE ON A PROFITABLE GROWTH PATH WITH INCREASING SALES REVENUE AND MARGINS

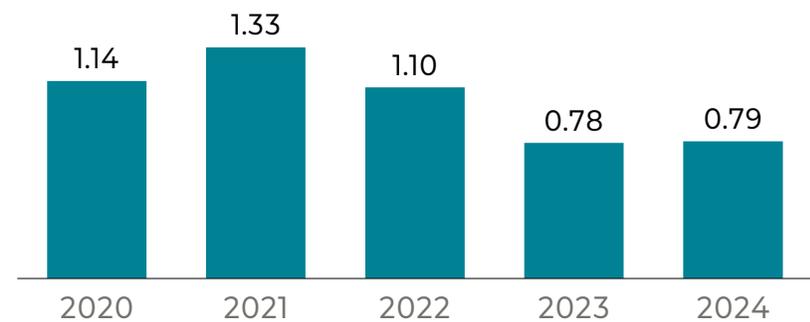
Incoming orders (k units)



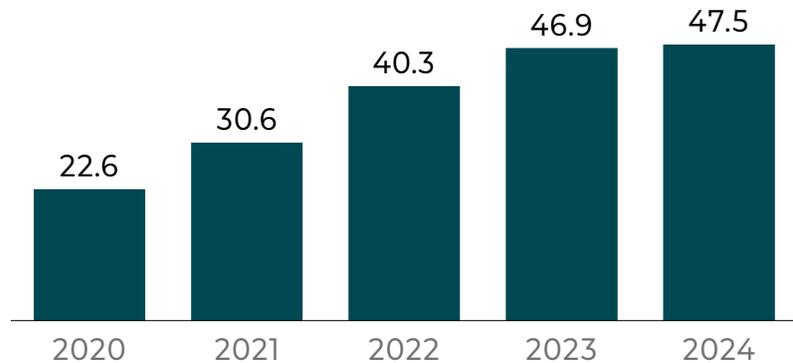
Unit sales (k units)



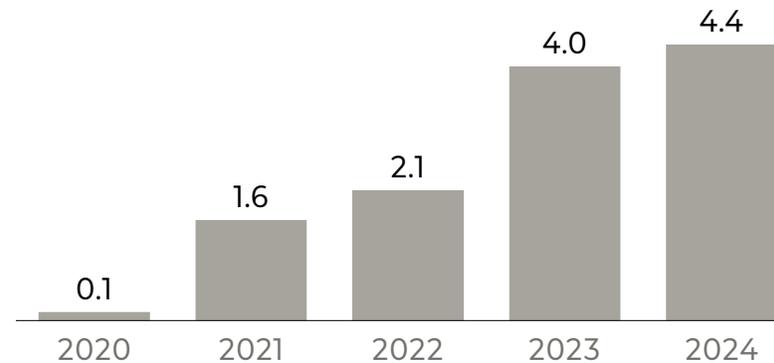
Book-to-bill (ratio in units)



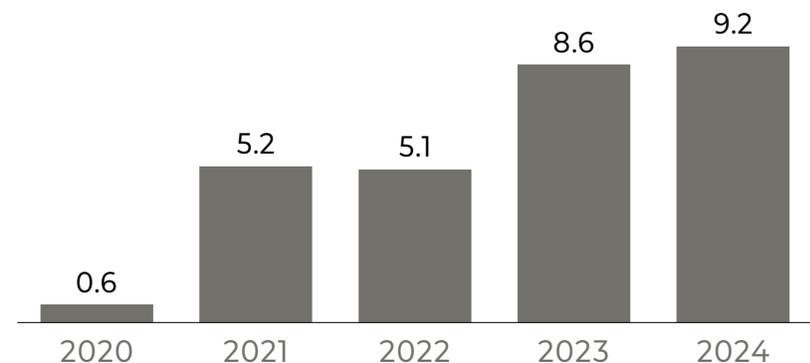
Sales revenue (€ bn)



Adjusted operating result (€ bn)

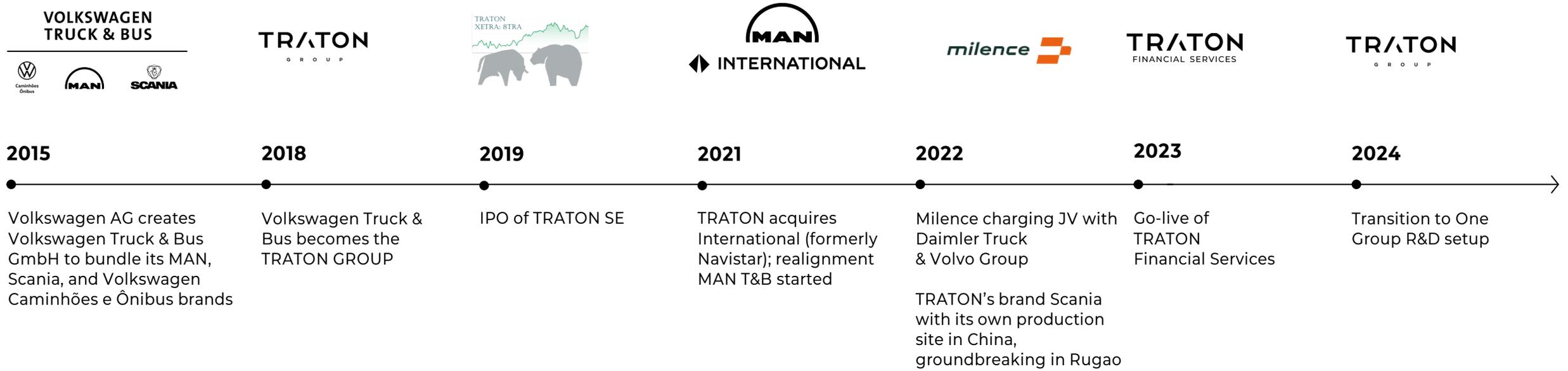


Adjusted return on sales (%)

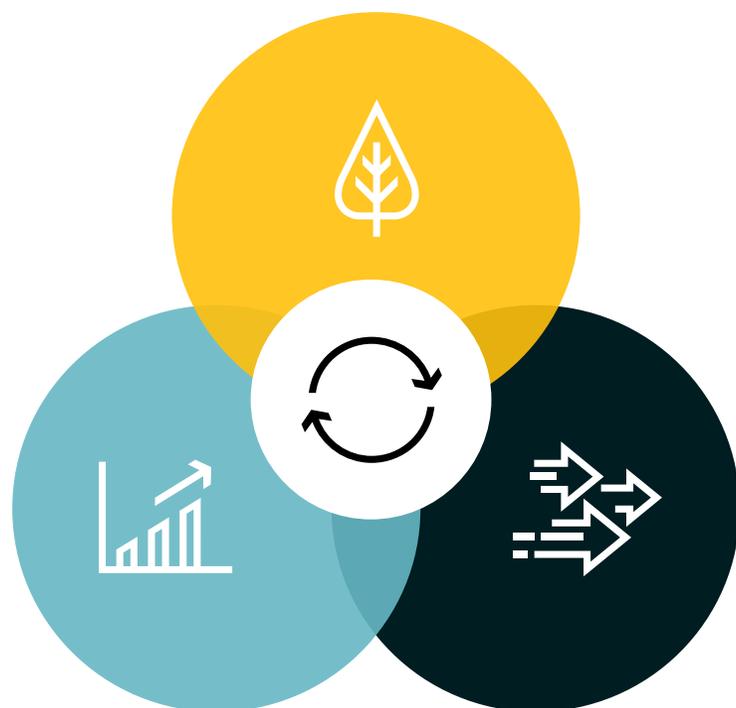


Note: 2021 figures include Navistar only for second-half year due to consolidation from July 1, 2021.

# KEY MILESTONES ON THE TRATON WAY FORWARD



# 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.



## 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.

# OUR 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 TRATON, Daimler Truck, and Volvo.
- **MAN/E.ON**, launched in 2024  
Built along the existing MAN service network.

### 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**  
MAN has launched its battery pack production at the Nuremberg production site in April 2025. In the current expansion state, 50,000 battery packs can be produced per year on site. The MAN site is designed to produce 100,000 units per year.



# GROWING PRODUCT OFFERING TO BENEFIT FROM ZERO-EMISSION TRANSITION

**Today:** TRATON offers BEV products across major applications and weight classes

**Tomorrow:** TRATON BEV products will increase in GTW<sup>1</sup>, range and applications they can serve



MAN electric truck (eTGX)



International electric truck (eMV)



VWTB electric bus (e-Volksbus)



MAN electric bus (Lion's City E)



Scania electric truck (25 P XT)



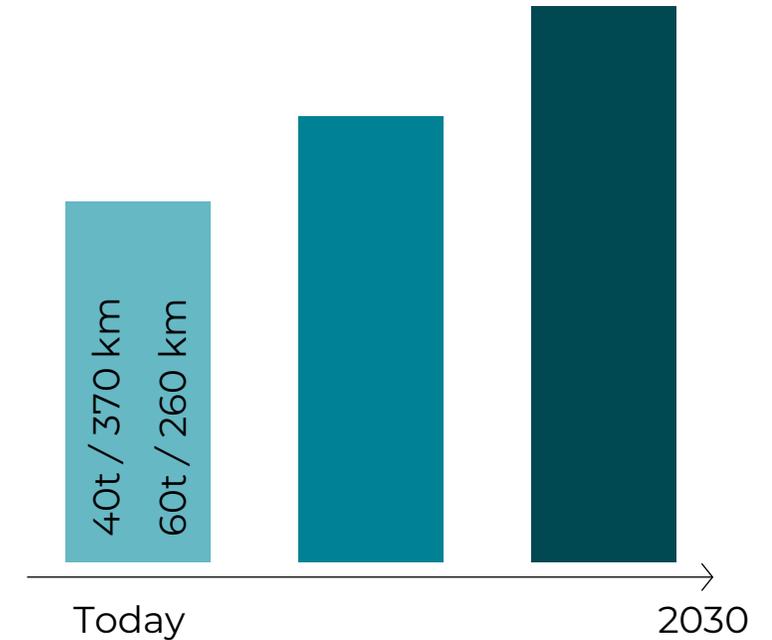
VWTB electric truck (e-Delivery)



International electric bus (IC Bus CE Series)

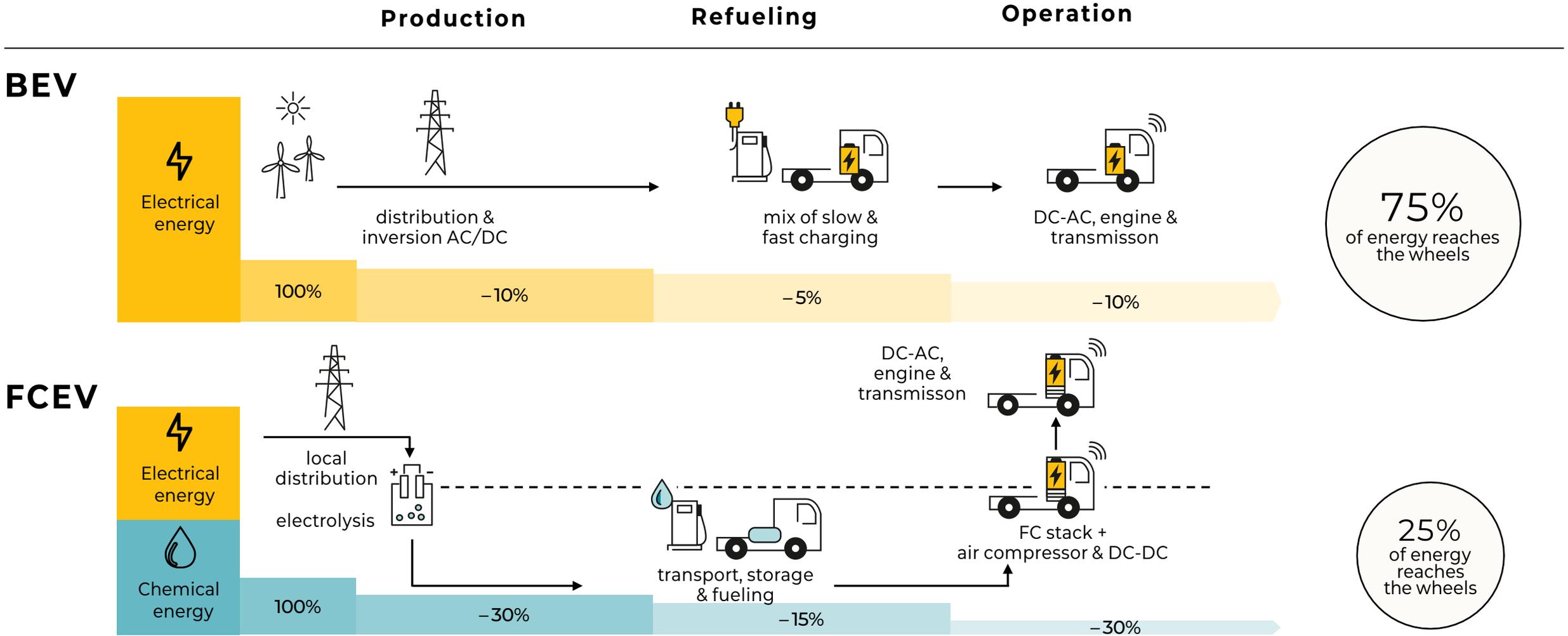


MAN electric van (eTGE)



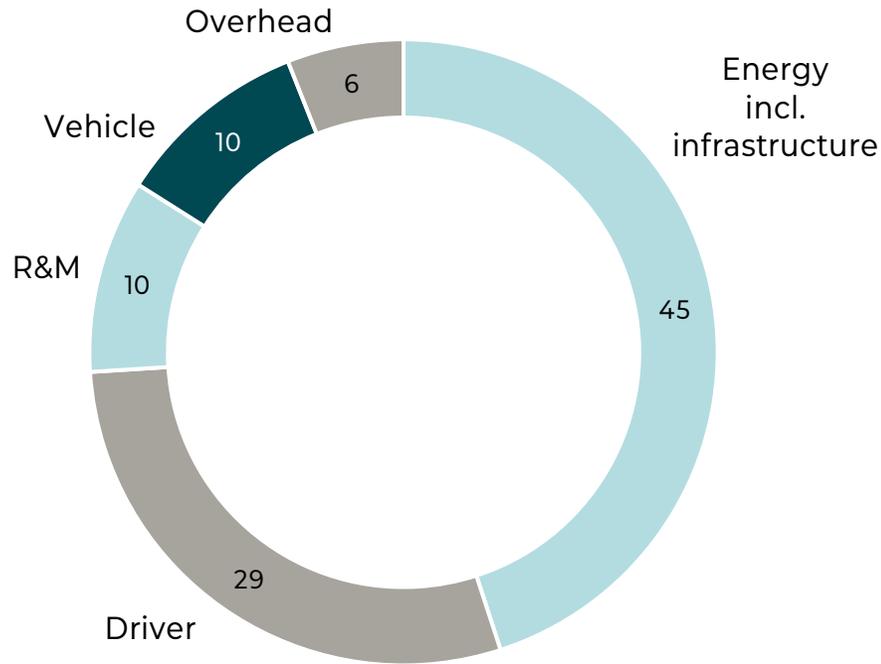
<sup>1</sup> Gross train weight

# BEV WITH A CLEAR TOTAL COST OF OWNERSHIP ADVANTAGE FOR OUR CUSTOMERS

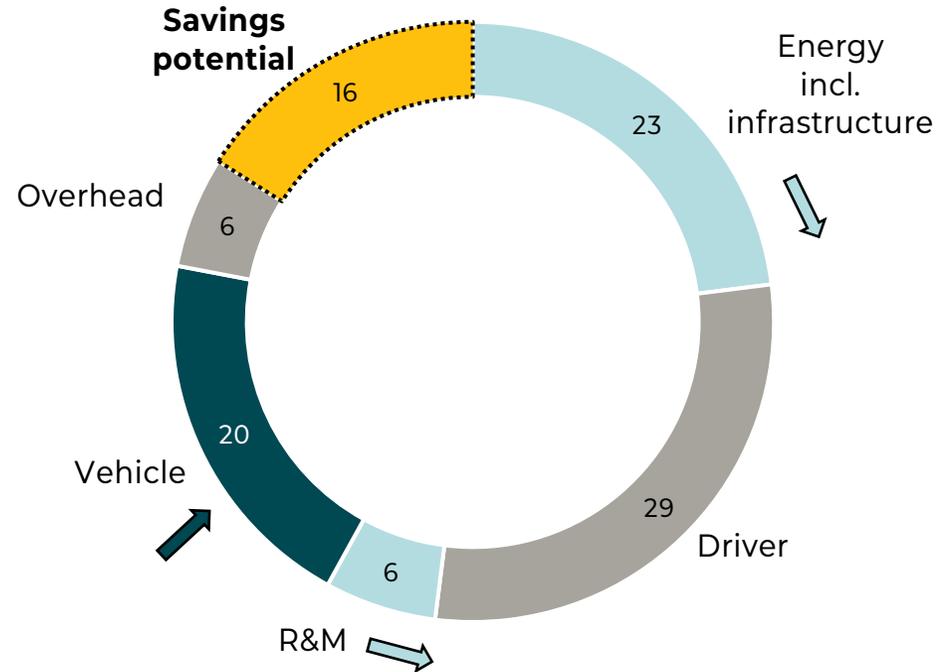


# THE COST DISTRIBUTION WILL CHANGE SIGNIFICANTLY WITH FULLY ELECTRIC TRUCKS

Cost distribution of a typical long-haul heavy-duty truck - **today**



Cost distribution electric long-haul heavy-duty truck ~**2025-30**



Electric trucks yield strong reduction in energy consumption

Cost increasing with e-mobility

Cost decreasing with e-mobility

Energy is the most crucial cost driver – energy cost advantage is the key to quick market ramp-up of electric trucks

# WE ARE READY TO TAKE THE NEXT BIG STEP WHICH IS REFLECTED IN OUR INVESTMENT HIGHLIGHTS

## Key takeaways

1

Clear strategy “TRATON Way Forward”, efficiencies from TMS and new R&D organization

2

Brand ambitions – all brands committed to growth and profitability

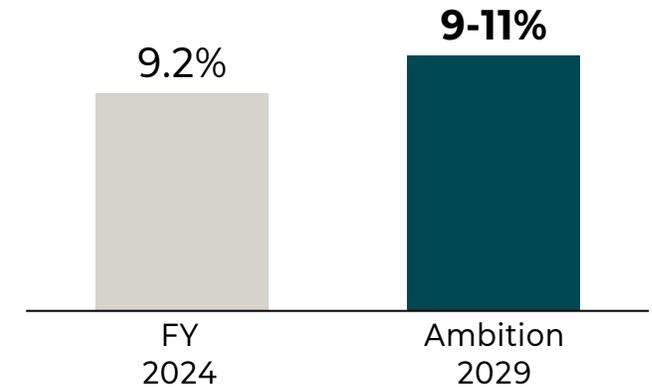
3

BEV-offering driving customer value and zero-emissions transition

4

Four dedicated growth levers – value potential of International, China/Asian growth, services & solutions growth, Financial Services ramp-up

## Adjusted return on sales



### Ambition

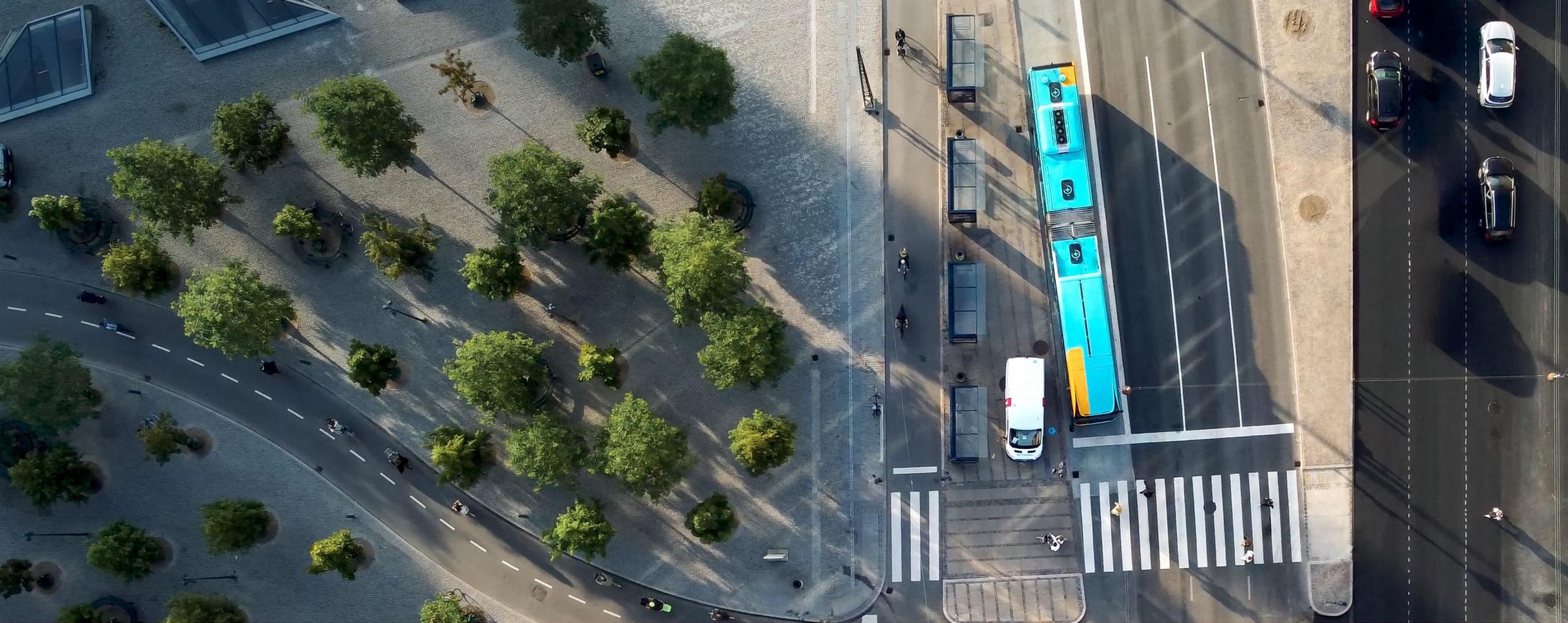
**+20-40% Sales revenue growth**

2024 to 2029

**Net debt zero**

IB deleveraging in 5-year horizon

**Value generation & increased shareholder return**



# TOGETHER

We advance our brands by facilitating collaboration on many levels, helping them offer their customers sustainable products and tailor-made services. To this end, TRATON establishes new Group functions, enters into strategic partnerships, and provides crucial momentum with cross-brand services.

# Q3/9M 2025 KEY RESULTS & HIGHLIGHTS

# ONGOING UNCERTAINTY, BUT ON TRACK TO DELIVER ON OUR 2025 FINANCIAL OUTLOOK

## 9M 2025

**224,515**

-9% YoY

**€32.3bn**

-8% YoY

**6.3%**

-2.9pp YoY

**€28m**

-€1,316m YoY

**€2.07**

-€2.05 YoY

**202,111**

+7% YoY

## Q3 2025



Unit sales

**71,429**

-16% YoY



Sales revenue

**€10.4bn**

-12% YoY



Adjusted return on sales

**6.4%**

-3.2pp YoY



Net cash flow  
TRATON  
Operations

**-€26m**

-€1,306m YoY



Earnings per share

**€0.65**

-€0.80 YoY



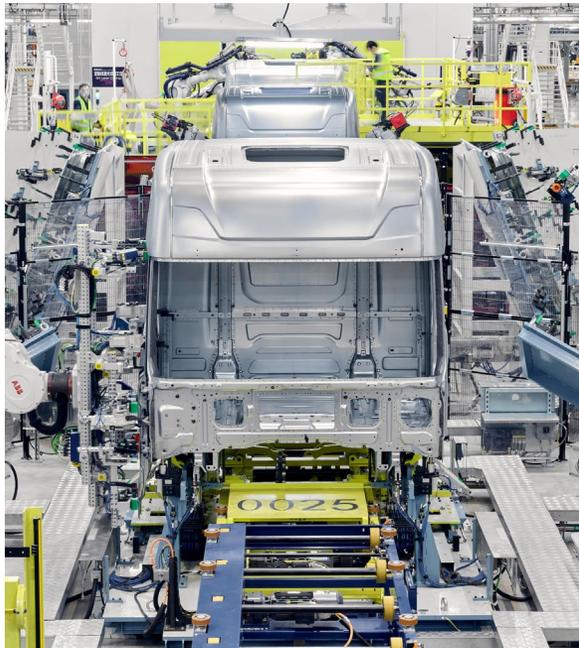
Incoming orders

**62,512**

-3% YoY

# ALSO COMMITTED TO DELIVER ON FUTURE TRANSPORTATION NEEDS

## Highlights Q3 2025



Scania inaugurates third global industrial hub in China – the world’s largest CV market. Local R&D to support TRATON brands and integrate Chinese innovation into TMS.



MAN introduces first fully electric coach from a European manufacturer at the “Busworld”; production of the first vehicles planned for 2026.



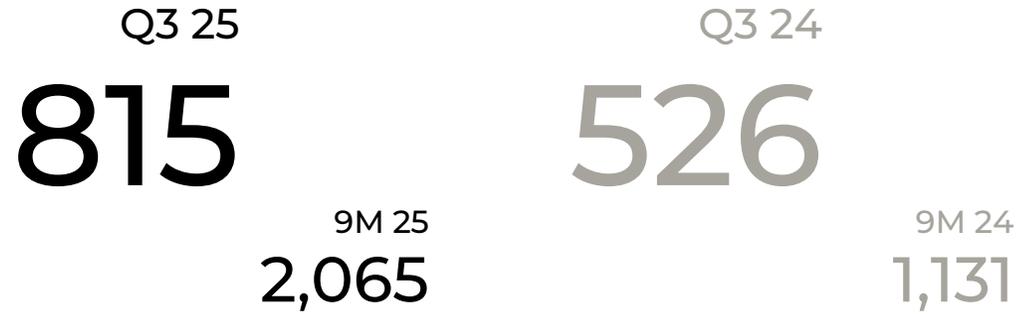
International begins autonomous customer fleet trials in partnership with PlusAI, marking the next step in self-driving freight transport.



Banco TRATON Brasil receives Moody’s highest AAA.br rating, further strengthening the financial offerings available to the Volkswagen Truck & Bus dealer network and its customers.

# BEV SALES CONTINUE TO GROW WITH E-TRUCKS RAMPING UP

Unit sales of fully  
electric vehicles (units)



Incoming orders of fully  
electric vehicles (units)



# EUROPEAN Q3 ORDERS AND UNIT SALES BOTH UP ~20% NOT ENOUGH TO COMPENSATE NA / SA DECREASE

## Europe:

- Truck market still weak, but registrations improving; TRATON Q3 truck unit sales up +7% YoY (seasonally down QoQ); bus sales strongly up YoY (flat QoQ); vans also up YoY (flat QoQ)
- Truck order intake up +24% YoY, but at declining quarterly rates – esp. in Germany; lower bus order intake with dampening effect

## North America:

- Sharp decline in unit sales, especially in trucks by -64%, amplified by negative base effect due to resolved mirror supply issue in Q3 2024
- Incoming orders continue to suffer from weak truck market; truck orders down -30% with a strong improvement in September; bus order intake also low

## South America:

- Unit sales (truck: -9%) and incoming orders (truck: -5%) down YoY, mainly due to Brazil

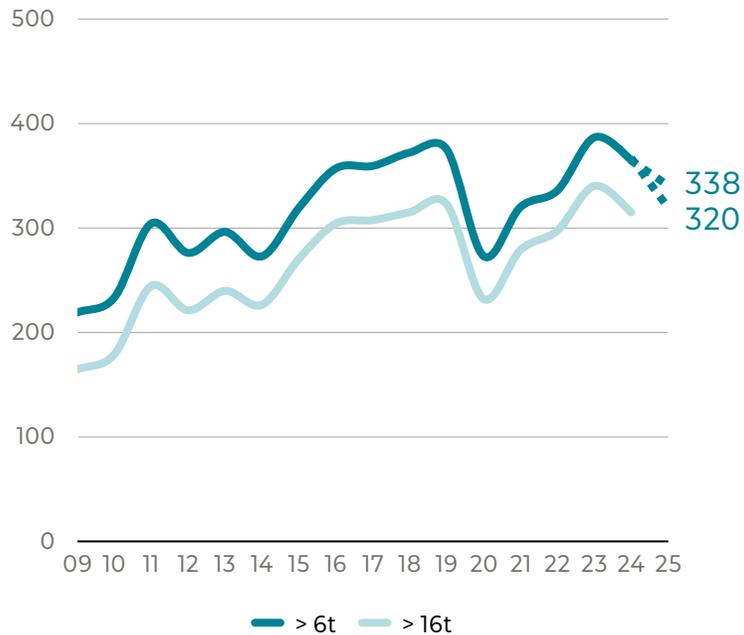
Incoming orders & Unit sales (k units)



# ALL MARKETS ARE TRENDING DOWNWARDS IN 2025 – 2026 PROSPECTS IN NORTH AMERICA MOST UNCERTAIN

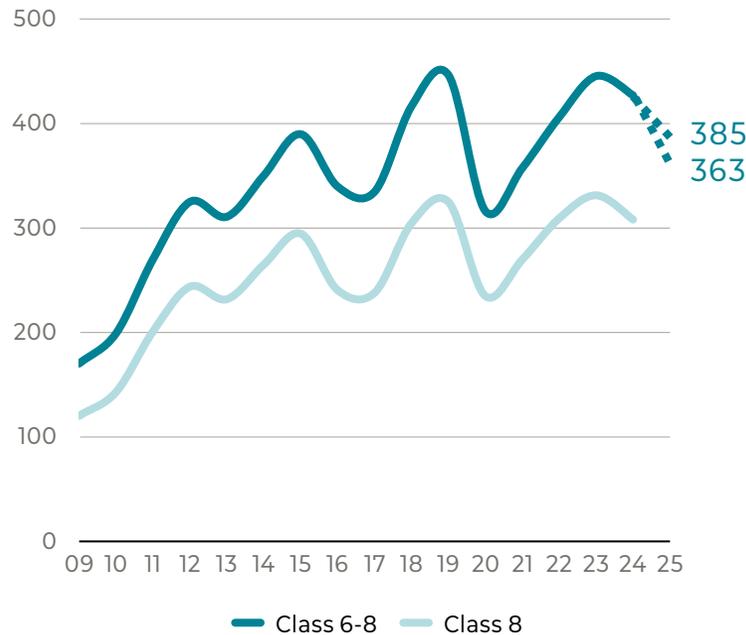
## EU27+3<sup>1</sup> (k units, >6t)

**2025e: -12.5% – -7.5%** (narrowed from: -15% – -5%)  
 2025 YTD Sep: -11% | 247  
 2024: -6% | 365



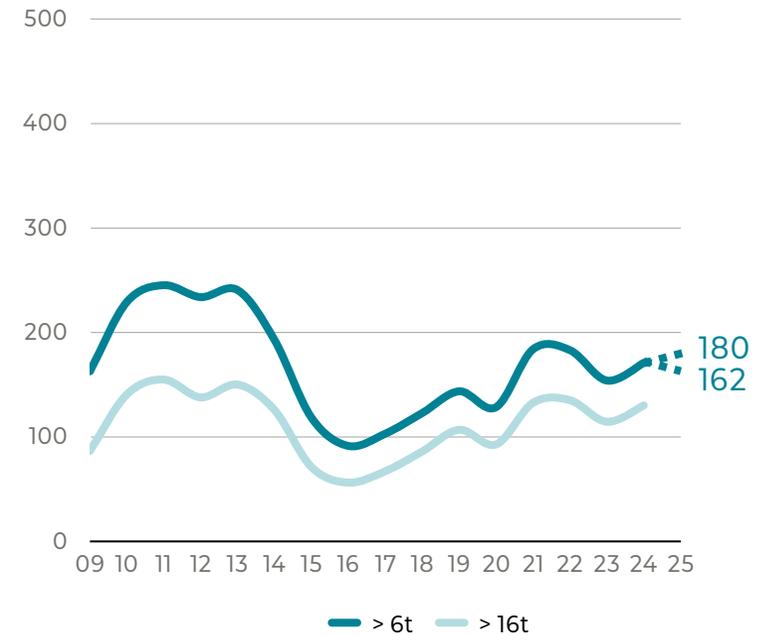
## North America (k units, class 6-8<sup>2</sup>)

**2025e: -15% – -10%** (narrowed from: -17.5% – -7.5%)  
 2025 YTD Sep: Class 6-8<sup>2</sup> -11% | 281; Class 8 -12% | 200  
 2024: Class 6-8<sup>2</sup> -4% | 427; Class 8 -7% | 308



## South America (k units, >6t)

**2025e: -5% – +5%**  
 2025 YTD Sep: +6% | 131  
 2024: +11% | 171



<sup>1</sup> EU27+3 region (EU27 countries without Malta, plus the United Kingdom, Norway, and Switzerland)

<sup>2</sup> USA and Canada class 6-8, Mexico class 4-8

# Q3/9M 2025 FINANCIAL PERFORMANCE & OUTLOOK

# SERVICE BUSINESS PROVIDES SUPPORT IN DECLINING MARKETS

## — Q3 unit sales down by 16%, influenced by:

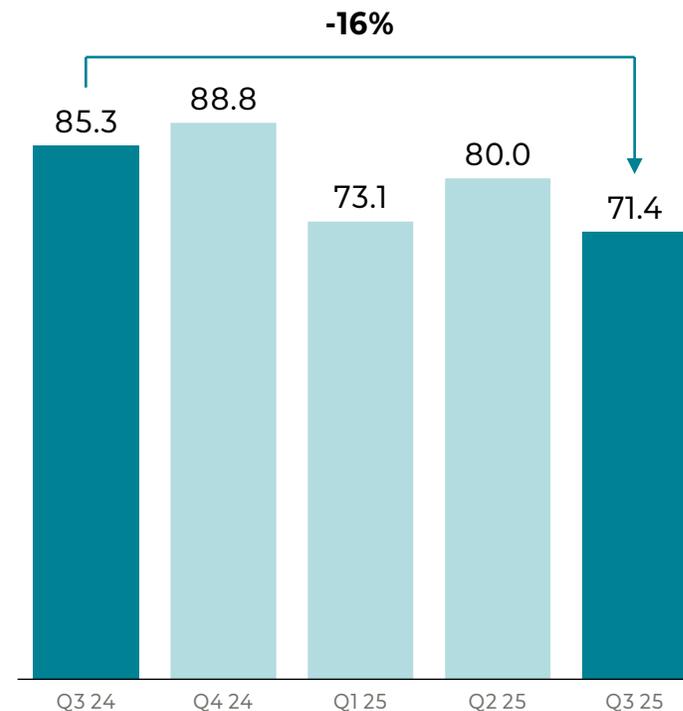
- European unit sales growth (Q3 +20%) strongly driven by buses; not enough to compensate for ...
- Sharp decline in North American unit sales impacted by freight market / tariff uncertainty
- Negative base effect due to resolved mirror supply issue in Q3 2024 at International
- Negative base effect due to Euro VI introduction in Mexico
- Ongoing decline in Brazilian truck market, impacting Scania and now also VWTB
  - Partly offset by other SA markets
  - Partly offset by healthy bus deliveries

## — Q3 sales revenue down by 12%, due to:

- Decline in new vehicles sales, partly absorbed by solid Vehicle Services and growing TFS

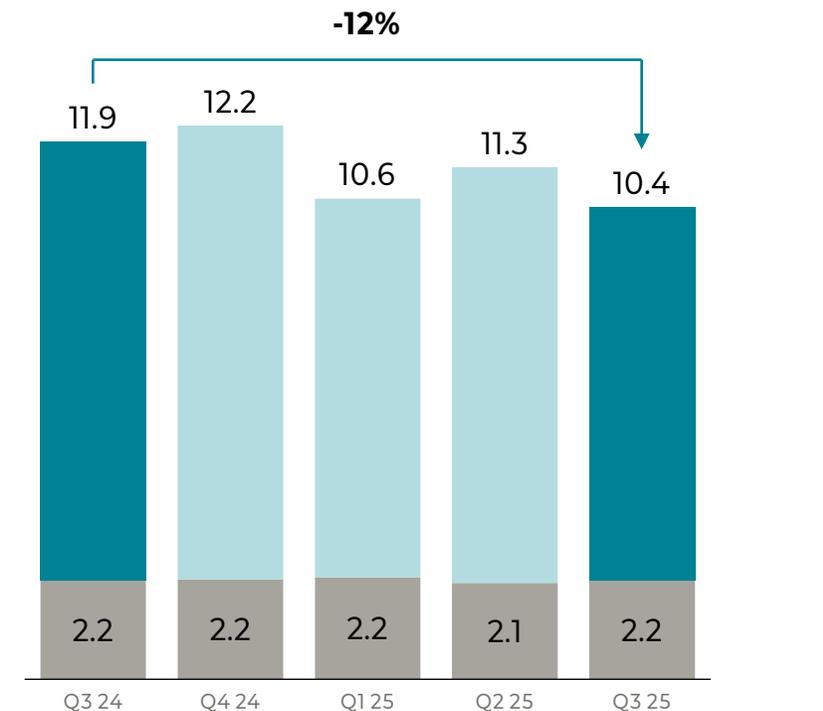
Unit sales (k units)

**9M 25**  
224,515 (-9%)



Sales revenue (€ bn)

**9M 25**  
32.3 (-8%)



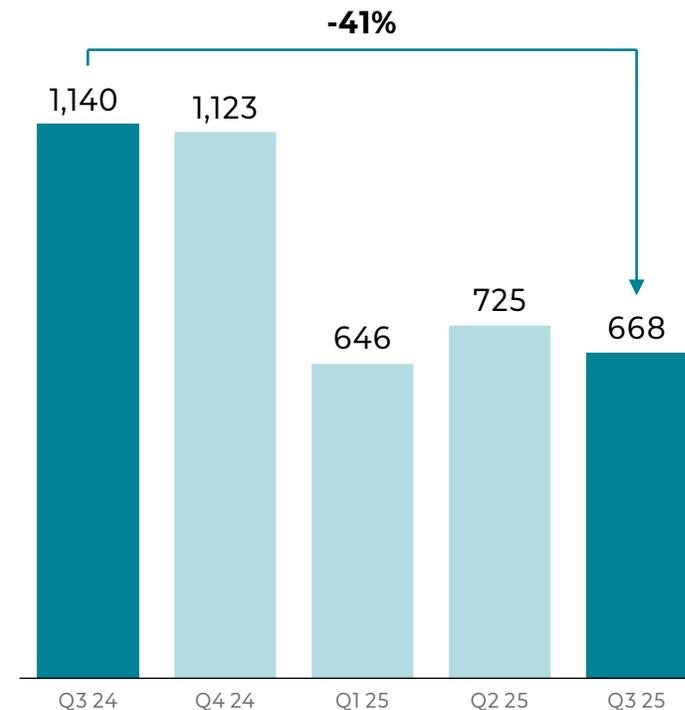
# MARGIN WELL WITHIN NEW GUIDANCE RANGE, BUT ADDITIONAL COST BURDEN EXPECTED IN Q4

Decreased Q3 **adj. RoS** YoY due to:

- Declining unit sales and mix
- Lower fixed cost absorption
- Foreign currency headwinds
- China project costs
- Higher direct and indirect US tariff costs

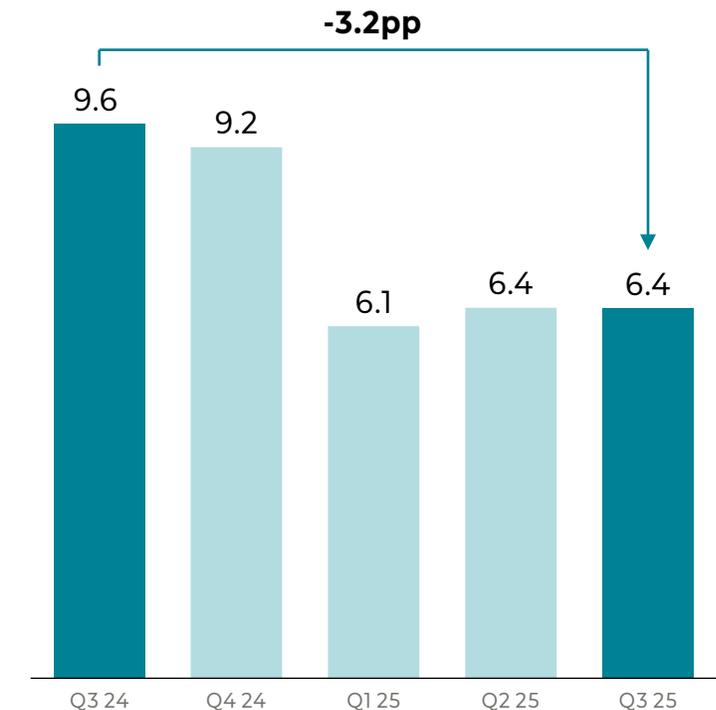
Adjusted operating result (€ m)

**9M 25**  
2,039 (-37%)



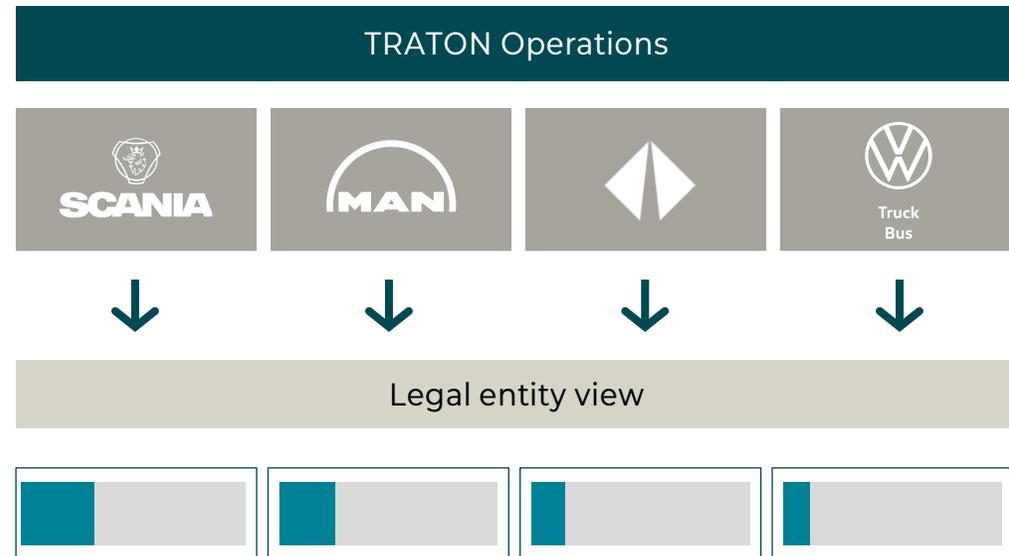
Adjusted return on sales (%)

**9M 25**  
6.3% (-2.9pp)

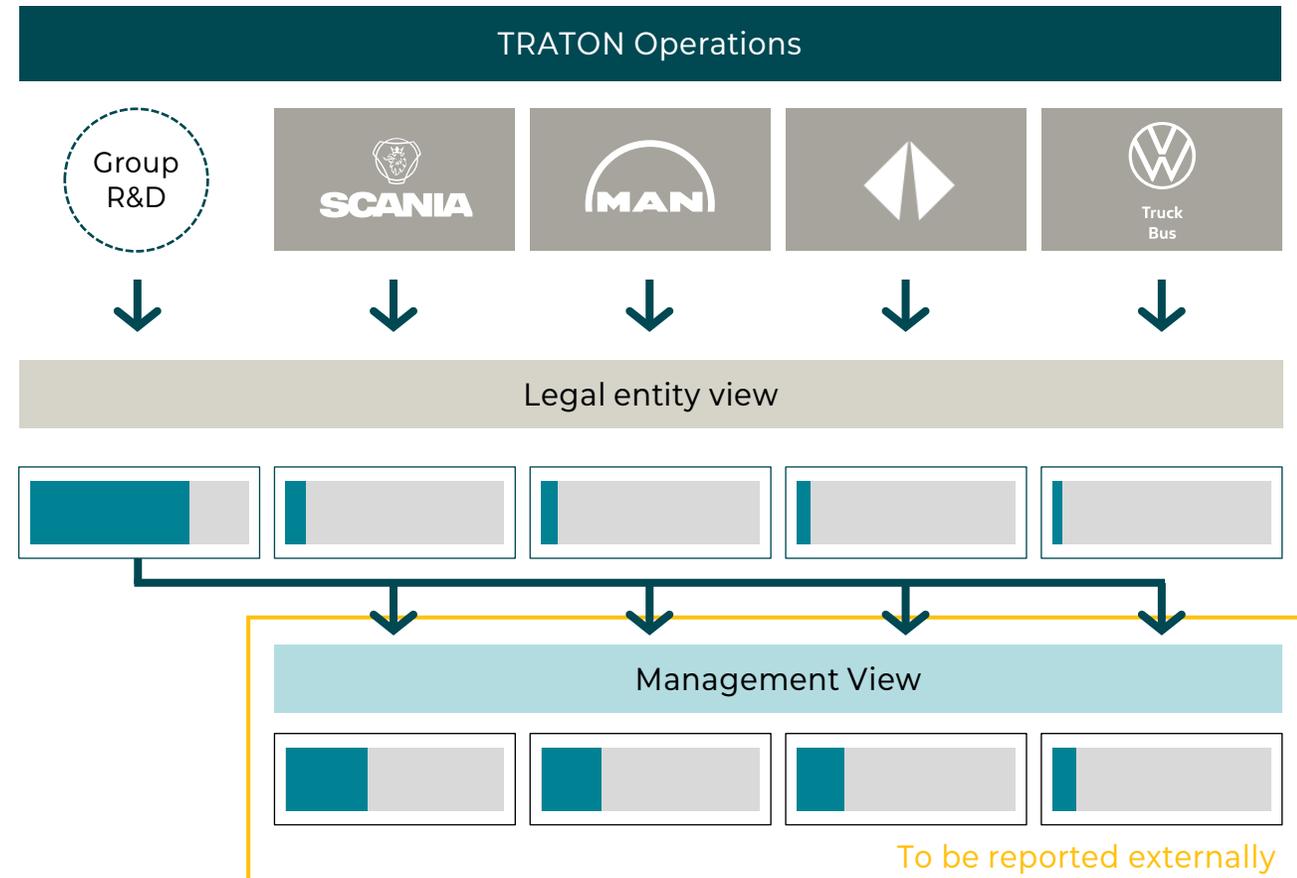


# R&D COSTS FROM NEW R&D ORGANIZATION ARE DIRECTLY ALLOCATED TO BRANDS

Historical's external reporting (until H1 2025)



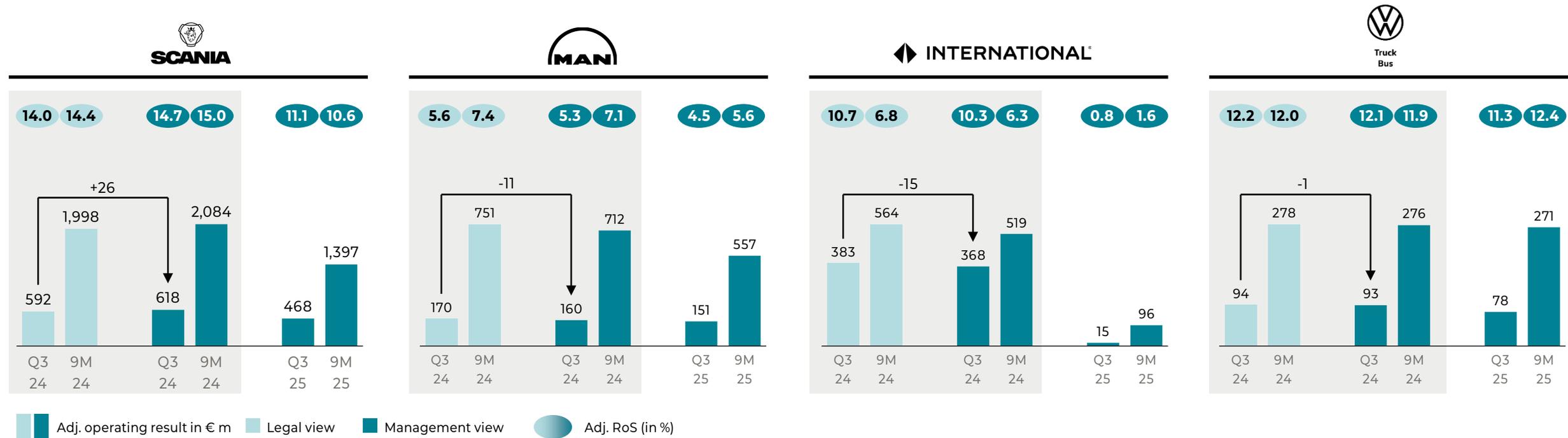
Today's external reporting (starting 9M 2025)



 Primary R&D and R&D related overhead costs

# RESTATEMENT HAS NO EFFECT ON TRATON OPERATIONS MARGIN

- With the completion of the **group-wide R&D integration** on July 1, 2025, the **segment management** of the TRATON GROUP has **changed**.
- **Expenses** incurred in the new R&D organization are now **allocated to the brands/segments based on predefined participation keys** (“management view”).
- **Before**, e.g. for the development of the CBE, **Scania bore a higher share of R&D costs upfront**, subsequently recovered through license fees during use phase.
- One R&D in combination with “management view” comes at the right time, as **R&D activities for joint projects such as TMS are ramping up**.
- **Strategic margin targets** presented at our CMD in 2024 **remain unchanged**.



# SCANIA MARGIN BACK TO DOUBLE-DIGIT IN Q3

	TRATON Operations <sup>1</sup>	 <b>SCANIA</b>	 <b>MAN</b>	 <b>INTERNATIONAL</b>	 <b>Truck Bus</b>	<b>TRATON</b> FINANCIAL SERVICES
<b>Q3 25</b> Sales revenue (in € m, YoY)	<b>9,992</b> (-13%)	<b>4,223</b> (0%)	<b>3,368</b> (+11%)	<b>1,822</b> (-49%)	<b>692</b> (-10%)	<b>535</b> (+10%)
<b>Adjusted RoS</b> (YoY)	<b>7.4%</b> (-3.3pp)	<b>11.1%</b> (-3.6pp)	<b>4.5%</b> (-0.8pp)	<b>0.8%</b> (-9.5pp)	<b>11.3%</b> (-0.9pp)	<b>9.1% (Return on Equity<sup>2</sup>)</b> (-1.9pp)
<b>Key drivers</b>		<ul style="list-style-type: none"> <li>– Sales revenue flat with increased unit sales in Europe, but lower volumes in Brazil</li> <li>– Capacity reductions starting to support margin</li> <li>– But margin still impacted by currency headwinds and China project costs</li> <li>– Supportive Vehicle Services business</li> </ul>	<ul style="list-style-type: none"> <li>– Increased sales revenue due to high volumes in Europe - esp. buses and vans, but lower (German) truck revenue</li> <li>– Restored EU bus business after last year's regulatory software issues</li> <li>– Margin down mainly due to product/region mix and higher COGS</li> <li>– Supportive Vehicle Services business</li> <li>– Ongoing cost management</li> </ul>	<ul style="list-style-type: none"> <li>– Sales revenue sharply down vs. exceptionally strong prior-year (Q3/24 with resolved mirror supply issue)</li> <li>– Esp. weak truck sales</li> <li>– Vehicle Services &amp; Other businesses also down</li> <li>– Tariff costs increasingly taking effect</li> <li>– Low capacity utilization and low fixed cost absorption</li> <li>– Margin additionally impacted by unfavorable product and customer mix</li> </ul>	<ul style="list-style-type: none"> <li>– Sales revenue down due to challenging Brazilian truck market, partly compensated by growing other South American markets</li> <li>– Higher product costs and currency headwinds</li> <li>– High margin on the back of effective containment of variable costs</li> </ul>	<ul style="list-style-type: none"> <li>– Sales revenue up due to increased portfolio volume</li> <li>– Higher costs in connection with ramp-up of TFS activities; however following plan</li> <li>– Declining returns due to higher funding and risk costs as well as increased margin pressure</li> </ul>

<sup>1</sup> TRATON Operations including consolidation effects; brands/segments delta vs. restated previous year "management view"

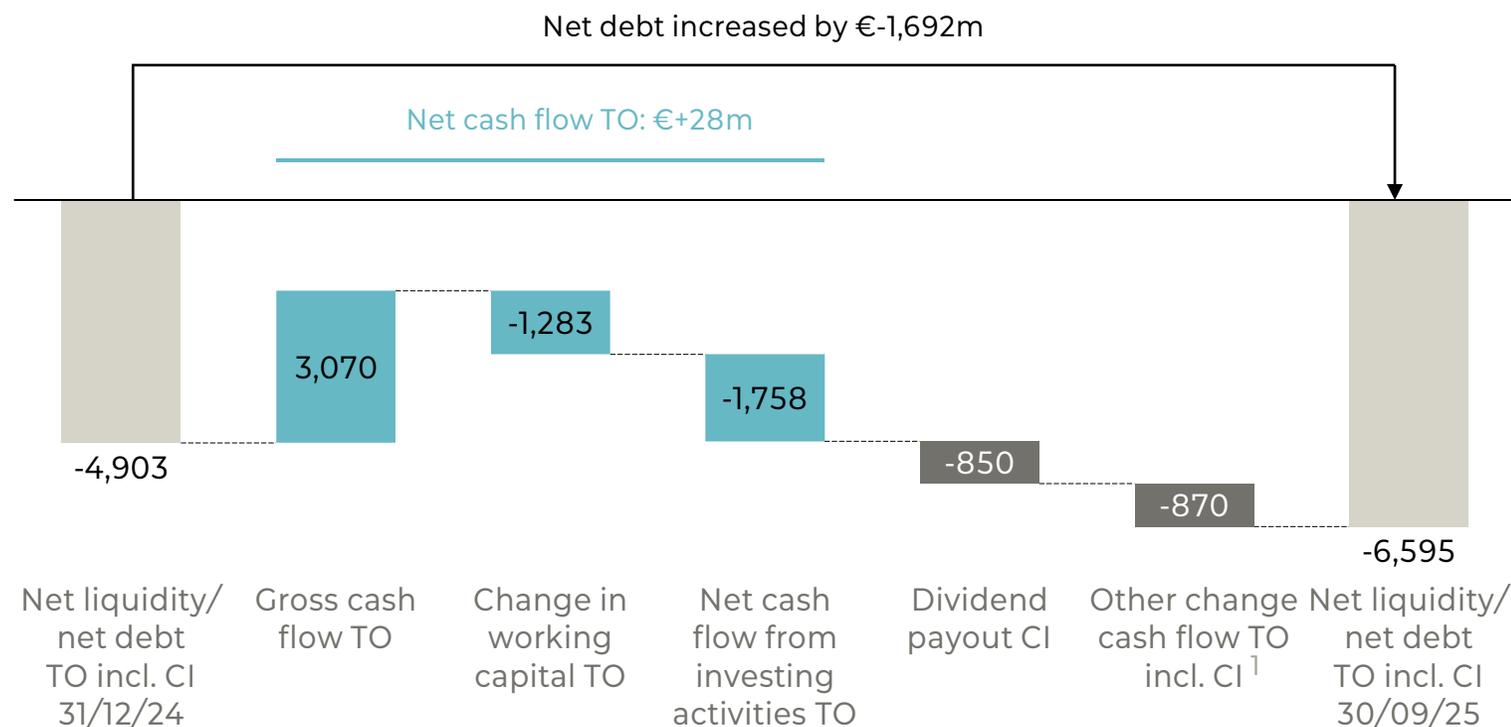
<sup>2</sup> Return on Equity (9M 25) is calculated as the ratio of earnings before tax to average equity of the 9M 25 period, whereas earnings before tax are extrapolated from the 9M 25 period to the full fiscal year on a straight-line basis

# INCREASING NET DEBT – ALSO TO BE EXPECTED ON FULL-YEAR BASIS

- Net debt of TRATON Operations incl. Corporate Items increased by €1.7bn vs. year-end 2024 mainly due to:
  - Weak gross cash flow in a challenging market environment
  - Working capital build-up of €1.3bn, mainly driven by increased inventories of €0.5bn and receivables of €0.3bn
  - Investing cash flow, mainly driven by capex of €1.0bn and capitalized R&D €0.8bn
  - Dividend payout and other negative changes in cash flow

Net liquidity/net debt bridge, 9M 2025 (€ m)

TO = TRATON Operations  
CI = Corporate Items



<sup>1</sup> Includes internal profit transfers, capital contributions, F/X effects and other changes in CI net liquidity/net debt

# 2025 OUTLOOK CONFIRMED – BUT LOWER END FOR ROS AND NET CASH FLOW

	FY 2024 Actuals	FY 2025 Outlook <small>(since Q2 Results)</small>
<b>TRATON GROUP</b>		
Unit sales (units)	334,215	-10 – 0%
Sales revenue (€ million)	47,473	-10 – 0%
Operating return on sales (adjusted) (in %)	9.2	6.0 – 7.0
<b>TRATON Operations</b>		
Sales revenue (€ million)	46,182	-10 – 0%
Operating return on sales (adjusted) (in %)	10.3	7.0 – 8.0
Net cash flow (€ million)	2,834	1,000 – 1,500
Capex (€ million)	1,751	significant increase
Primary R&D costs (€ million)	2,458	slight increase
<b>TRATON Financial Services</b>		
Return on equity (in %)	10.8	8.0 – 11.0

Additional tariff costs in effect since Q3 and additional/potential Section 232 tariffs – to a certain extent – are still covered by the guidance range. But uncertainty over tariffs persists.



# IR CONTACT AND UPCOMING EVENTS

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## Next Events

10/30/2025

Jefferies Post Q3 Investor Call

10/31/2025

DZ Bank Post Q3 Investor Call  
(in German)

12/01/2025

Goldman Sachs Industrials & Autos Week |  
London

12/03/2025

Bernstein Premium Review | Paris

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