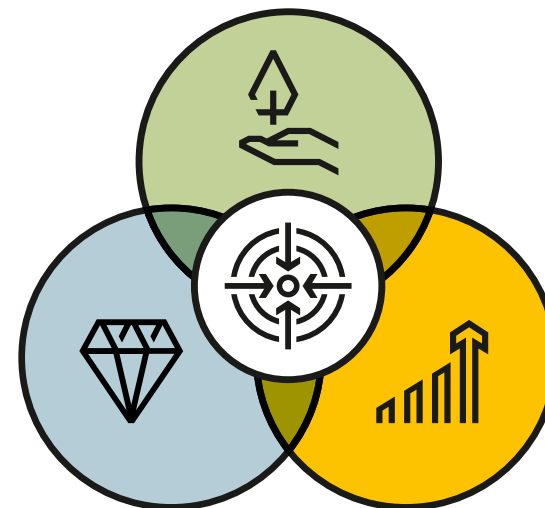


TRATON Way Forward

Our new strategy, the TRATON Way Forward, means that we have set clear targets for ourselves and are consistently taking the steps we need to reach them: fostering sustainability, creating long-term value, and developing new business models. The overarching purpose — Transforming Transportation Together. For a sustainable world.



Responsible Company

Make responsible behavior a top priority in everything we do



Value Creation

Focus on sustainable value creation for our stakeholders



TRATON Accelerated!

Actively shape our role in the future logistics ecosystem



Strategy Execution & Governance

Consistently take the steps we need to reach our goals

Responsible Company

The TRATON GROUP is committed to becoming even more responsible as a company, with all brands making considerable efforts and progress in becoming more sustainable. Decarbonization plays a key role in these efforts, and battery electric vehicles are our most prominent lever to contribute to climate change mitigation.



Find out more:
Nonfinancial Group Statement



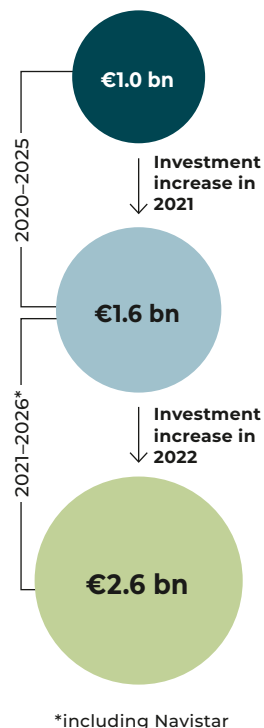
TRATON is driving electrification forward, as demonstrated by Scania's investment in battery manufacturer Northvolt and MAN's battery pack production in Nuremberg.



This eTruck, MAN's first battery electric heavy-duty truck, is powered by battery packs manufactured in-house and will be available from 2024 on.



We are boosting our e-mobility investments:



*including Navistar

We are building a high-performance charging network in Europe:



- Milence joint venture founded in July 2022 with Daimler Truck and the Volvo Group
- Independent management team in place
- Focus on heavy-duty long-haulage with a 45-minute charging window

- Make open network accessible to all brands
- Boost customer confidence in e-mobility
- Support EU's transition to climate-neutral transportation



Find out more:
Race against time

Approx.

50%

of the vehicles we sell worldwide are set to be battery electric in 2030.



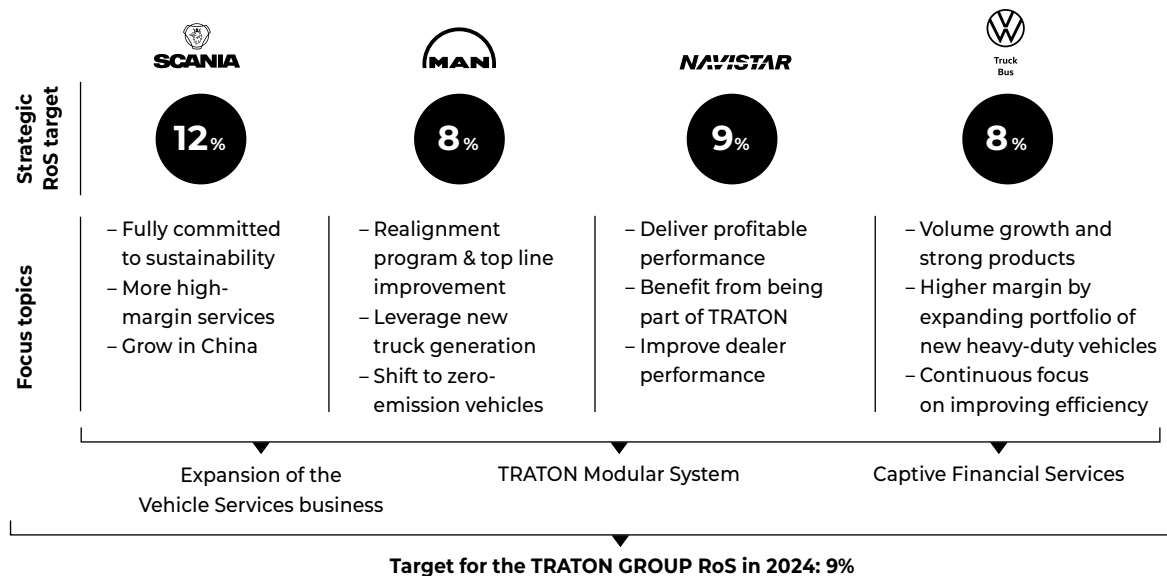
As part of the TRATON GROUP's commitment to the Paris Agreement and to reducing emissions, all brands have validated science-based targets or are in the process of obtaining those.

Value Creation

Our brands' collaboration will become more efficient, while a sharper focus on what their customers need will improve their competitiveness. We are optimizing our cost basis and creating long-term value.



We are striving to achieve ambitious return on sales (RoS) targets:



New family member

We have already achieved a lot together with our US subsidiary Navistar and are working on further goals:



Continue to harmonize Navistar's values and culture with TRATON's



Create solutions that drive change toward a more sustainable future



Improve profitability to increase return on sales and enterprise value



Leverage Group technology and expand business models to grow revenue streams



Navistar uses the Group's Common Base Engine platform in its S13 Integrated Powertrain.

We will leverage the potential of our brands in China:

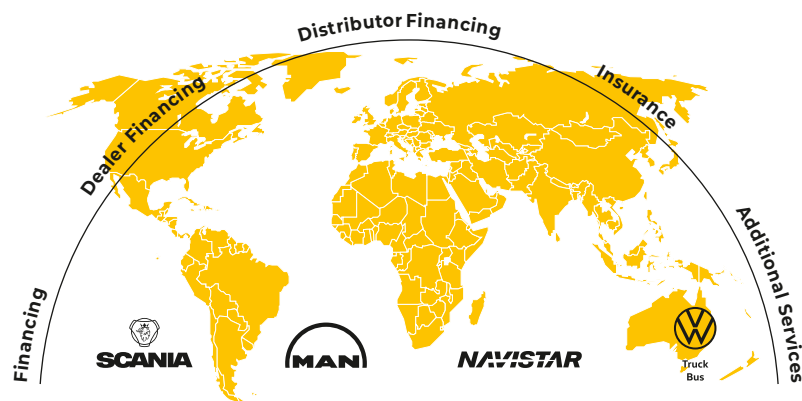
- ✓ World's largest single market for commercial vehicles
 - ✓ Ca. one million trucks typically sold every year
 - ✓ Segment shift toward more sophisticated products
- We are the first Western truck manufacturer with a license for fully independent production in China:
- ✓ Groundbreaking for the plant in Rugao in June 2022
 - ✓ China as an R&D hub for development and future technology and an export hub for other Asian markets

TRATON Accelerated!

We have a clear roadmap for our electrified, connected, and automated commercial vehicles. We are developing new business models and strengthening partnerships for the transportation of tomorrow.



We are setting up TRATON Financial Services, a powerful Group-wide financing unit:



Brand-specific front office

Common back office

Increased funding capabilities

Platform for autonomous driving as the key enabler

We are developing platform elements that are critical for all business models related to Autonomous Connected Electrified (ACE) vehicles:

Autonomous vehicles + services

- ACE vehicles
- Maintenance and repair capabilities
- Additional services



Self-driving system

- Virtual driver
- Autonomous routes



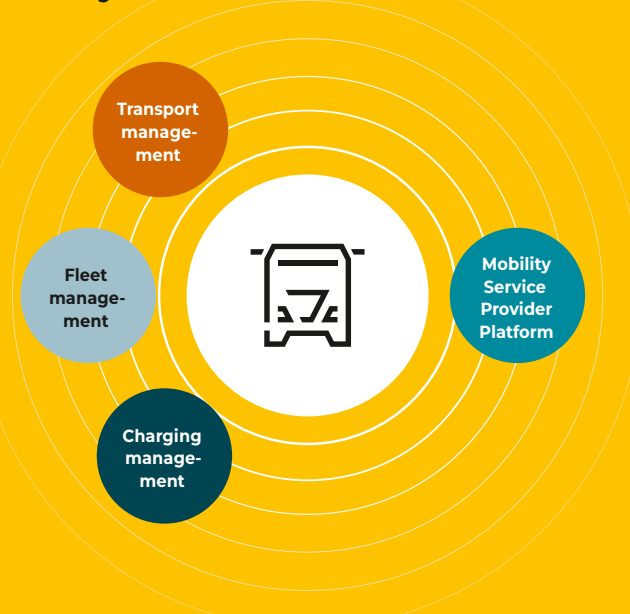
Control tower

- Basic dispatching of vehicles
- Integrated in overarching systems
- Monitoring and remote maintenance function



Volkswagen Truck & Bus offers tailor-made services with its e-Delivery truck, for example advising customers on the best charging and energy solution for their application for optimum total operating cost.

We are building a solution ecosystem around our customers:

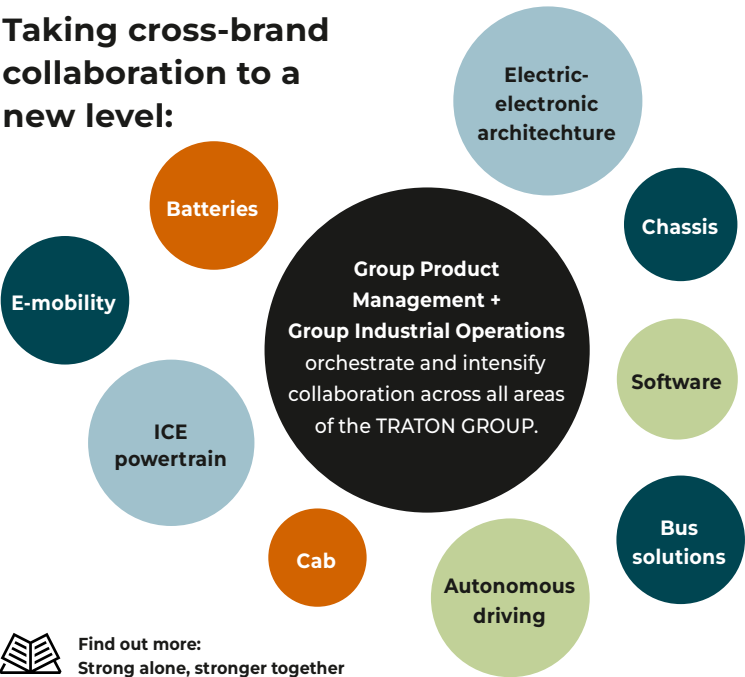


Strategy Execution & Governance

We are consistently executing the TRATON Way Forward strategy. Thanks to our new Industrial Operations setup and the TRATON Modular System, our brands' collaboration will become even more efficient.

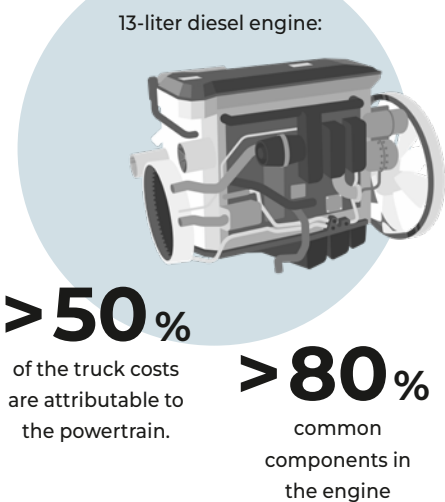


Taking cross-brand collaboration to a new level:

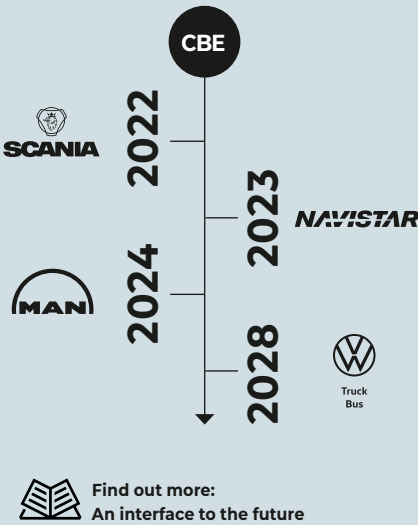


No. 1

Our Common Base Engine is the world's most sustainable 13-liter diesel engine:

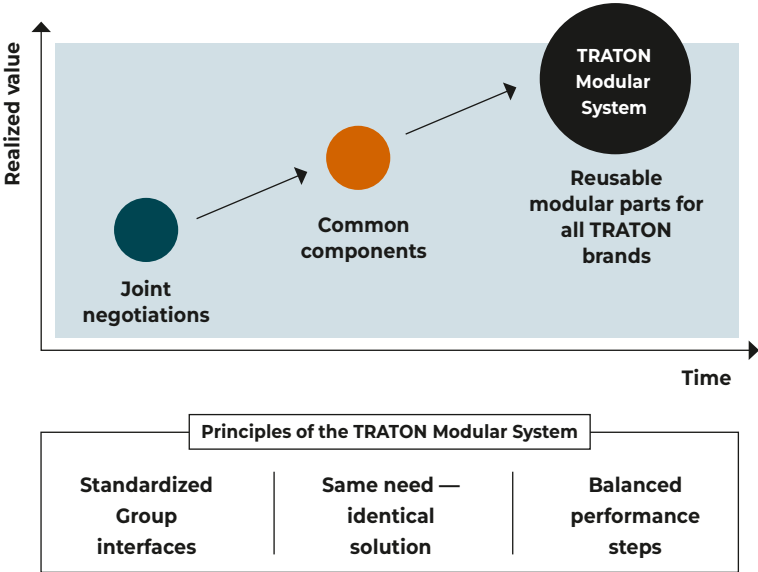


The new CBE diesel engine is being launched gradually:



TRATON Modular System

Profitable mass customization based on Scania's established Bygglåda modular system ensures long-term competitive advantage:



The Scania 460 R Highline is the first vehicle equipped with the 13-liter Common Base Engine, a diesel engine developed as a result of close collaboration between the TRATON brands.

Find out more: [Joining forces](#)