

SIMPLIFYING SUSTAINABILITY

MAN Truck & Bus SE

Sustainability Report 2025

CONTENTS



03 INTRODUCTION

04 Foreword
05 Company profile

07 SUSTAINABILITY@MAN

08 Our sustainability strategy
11 Integration into our corporate DNA
14 Our engagement in the sustainability ecosystem
16 Our sustainability performance 2025

17 ENVIRONMENTAL – WE CARE ABOUT OUR PLANET

18 Responsibility for the climate
22 Responsibility for natural resources
26 Environmental impact of our products
26 Decarbonizing our product portfolio – Towards zero emissions
30 Making the eTruck case – Different drivetrains in comparison
33 Supporting our customers' fleet transformation
36 Shifting from a linear to a circular product life cycle
40 Putting the spotlight on batteries
45 Environmental impact of our business operations
45 Reducing greenhouse gas emissions across our network
50 Ensuring resource-efficient operations – From waste reduction to water preservation
53 Avoiding critical substances & preserving biodiversity
55 Proving sustainable operations – Our integrated environmental & energy management

57 SOCIAL – WE CARE ABOUT PEOPLE

58 Responsibility for our employees
61 Embracing our attractive employer aspiration
63 Shaping careers – Vocational training & qualification
66 Standing up for diversity & equal opportunities
69 Ensuring occupational health & safety
71 Responsibility for safety
73 Making our roads safer
74 Guiding the way into an autonomous future
75 Our contribution to a better society

76 GOVERNANCE – WE CARE ABOUT BUSINESS CONDUCT

77 Responsibility for our own business practices
79 Strengthening our MAN Compliance Management System
81 Fulfilling tax obligations & data protection requirements
82 Responsibility along our supply chain
84 Realizing the Responsible Supply Chain System
86 Focus on human rights & raw material due diligence

87 APPENDIX

87 About this report
88 EU Taxonomy
89 Corporate Sustainability Reporting Directive (CSRD)
96 Additions to the drivetrain comparison (p. 31)
97 Imprint & additional information

INTRODUCTION

04 Foreword
05 Company profile



FOREWORD



Simplifying Sustainability represents our aspiration to integrate sustainability into our business in such a way that it does not make things more complex for our customers, but rather simplifies their business.

Dear readers,

For MAN Truck & Bus, 2025 was characterized by profound technological changes, increasing expectations in terms of transparency and responsibility in the ESG space, as well as an ongoing weak market environment in our core business with trucks. This continues to challenge us in balancing economic stability with a clear focus on environmental and social responsibility. Our ESG framework, which we laid out some time ago, supports us in viewing environmental, social and governance issues holistically and developing them strategically.

The title of this report “Simplifying Sustainability” echoes the MAN brand promise “Simplifying Business”. Just as we want to simplify our customers’ business with our products and services, we also strive to recognize sustainability as an integral part of our business and to integrate it into all our processes – as simply, transparently and as clearly structured as possible.

This applies above all to the development of our vehicles, as a large proportion of MAN’s greenhouse gas emissions arise during the use phase. That’s why we are consistently working to reduce these emissions step by step. Electrification of our portfolio is the most effective lever to achieve this. Series production of our battery-electric trucks started in 2025 and our electric bus portfolio was expanded to include a fully electric coach, which further strengthened this transformation process.

These changes can only be achieved together with the people who work at MAN and drive change forward. In 2025, we further expanded our occupational safety, health protection and accident prevention programs. Transparent risk management, regular training and clear processes form the basis for this. At the same time, we are strengthening diversity, equal opportunities and inclusion – through awareness-raising formats, management training and structural measures such as accessible working environments and programs to support the work-life balance. Our goal is a work culture in which different perspectives are valued and discrimination has no place.

However, this aspiration goes far beyond the interests of our own employees. We systematically assess human rights and environmental risks along the entire value chain. Among other things, we use the Volkswagen Group’s Responsible Supply Chain System as well as in-depth mechanisms such as the Human Rights Focus System and the Raw Material Due Diligence Management System. In 2025, there was a particular focus on working conditions, the origin of raw materials and risk-based audits.

Sustainability is firmly embedded in our decision-making and management processes. Measures to reduce emissions, due diligence obligations and compliance aspects are incorporated into our strategic planning and extend to operational management control. In this way, we ensure that environmental and social requirements are taken into account over the long term.

The transformation towards transport solutions with reduced greenhouse gas emissions requires consistent technological developments, realistic objectives and partnership-based cooperation. We will pursue this path consistently – with transparency and responsibility at the heart of our actions.

I would like to thank all employees, customers and partners who are committed to supporting this change together with us.

I hope you enjoy reading this report.

Alexander Vlaskamp
Chief Executive Officer
MAN Truck & Bus SE



COMPANY PROFILE

2025 figures

€14.1 billion
Sales revenue

€904 million
Operating result

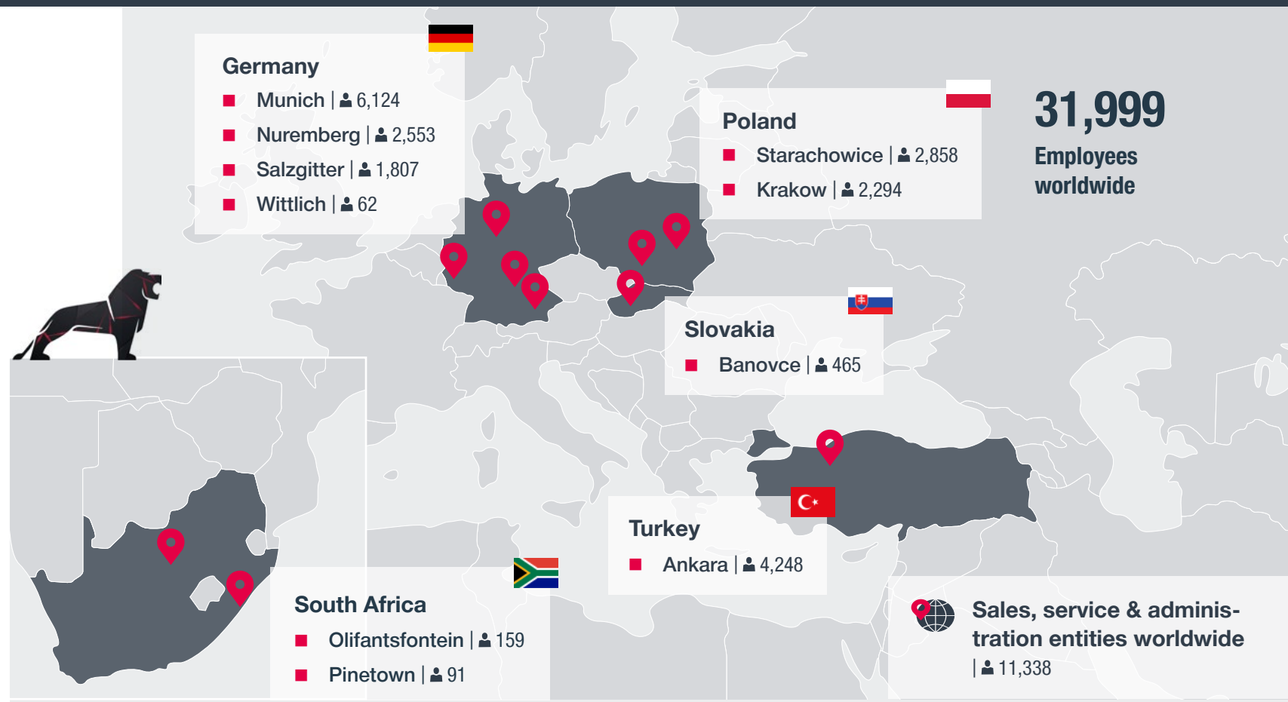
101,642
Vehicles sold

- **63,296** Truck
- **7,002** Bus
- **31,344** Van

MAN at a glance

MAN Truck & Bus is one of Europe's leading commercial vehicle manufacturers and providers of transport solutions. The product portfolio includes trucks and buses with diesel and zero-emission drives, vans, diesel and gas engines as well as services related to passenger and goods transport. MAN Truck & Bus is a company of the TRATON GROUP.





Our global network of sites

Germany, Poland, Slovakia, South Africa and Turkey: MAN has an efficient global network of state-of-the-art ↗production sites. Focus on core competencies, the boosting of future-relevant technology fields, the reduction of network complexity and efficient value-added structures are essential for its success.

Heavy-duty trucks and eTrucks (since 2025) are produced at the **Munich** plant. As a volume plant, **Krakow** covers trucks from all tonnage classes. The plant in **Pinetown** supplements the truck sites. Coaches and intercity buses under the MAN and NEOPLAN brands are produced in **Ankara**. The **Starachowice** plant produces city buses and bus chassis. The third bus site is **Olifantsfontein**.

Salzgitter and **Banovce** are component plants and international parts suppliers in the production network. MAN engines and batteries (since 2025) are produced at the **Nuremberg** plant. The Truck Modification Center for complex MAN Individual tasks is located in **Wittlich**.

The two German development and production sites in Munich and Nuremberg in particular are investing a lot of innovation capacity in the topics ↗**Zero Emission** with e-mobility, battery technology and alternative drives as well as ↗**Automation** and ↗**Digitalization**.





Simone Jessen
Head of Strategy & Sustainability

Our strategy brings together innovation, resilience, and team spirit. Sustainability is not just an add-on, but an integral part – contributing to a safe, resource-efficient, and lower-emission transport sector whose future we are actively shaping with our solutions.

Corporate strategy as a foundation

MAN's vision is to simplify its customers' business – through leading, sustainable transport and mobility solutions. After all, the commercial vehicle industry is facing major challenges: in the future, vehicles will be increasingly autonomous, more connected and have lower emissions. We see this as an opportunity for the consistent transformation of our company. The foundation for this is our ↗corporate strategy with its three strategic directions, which define our strategic way forward for the years to come.

SMART INNOVATOR
Development of new technologies and innovations, particularly in the fields of electrification and connected mobility.

ROBUST COMPANY
Creation of flexible and competitive structures to remain successful even in times of crisis.

STRONG TEAM
Strengthening of the corporate culture and involvement of employees to achieve goals together.

Corporate values as a compass

Our ↗corporate values are at the heart of our corporate culture – and at the same time form the basis for cross-brand collaboration within the TRATON GROUP. The corporate values were updated and standardized across the group in 2023.



SUSTAINABILITY @MAN



Sustainability becomes effective when it is embedded in people's minds.

Sustainability emerges where we take responsibility and strive to shape the future. What matters most is putting it into practice in our daily work. With "Simplifying Sustainability", we therefore aim to make sustainability transparent and easy to understand – especially for our employees and managers – and to integrate it into our processes and ways of working.

At MAN, sustainability is anchored with clear roles and responsibilities. Our sustainability strategy sets the direction and defines the key topics. Through our sustainability governance, we track progress and take corrective action in the event of deviations.

Understanding this setup helps to see our actions and decisions in the context of the broader transport and logistics ecosystem. Sustainable progress only happens through collaboration between many actors: customers, suppliers, partners, cities, policymakers, and technology providers. Our report therefore serves as an invitation to dialog. We look forward to engaging with you on how we can achieve meaningful change together.

Fabian Heidinger
Head of Sustainability

08 Our sustainability strategy
11 Integration into our corporate DNA
14 Our engagement in the sustainability ecosystem
16 Our sustainability performance 2025

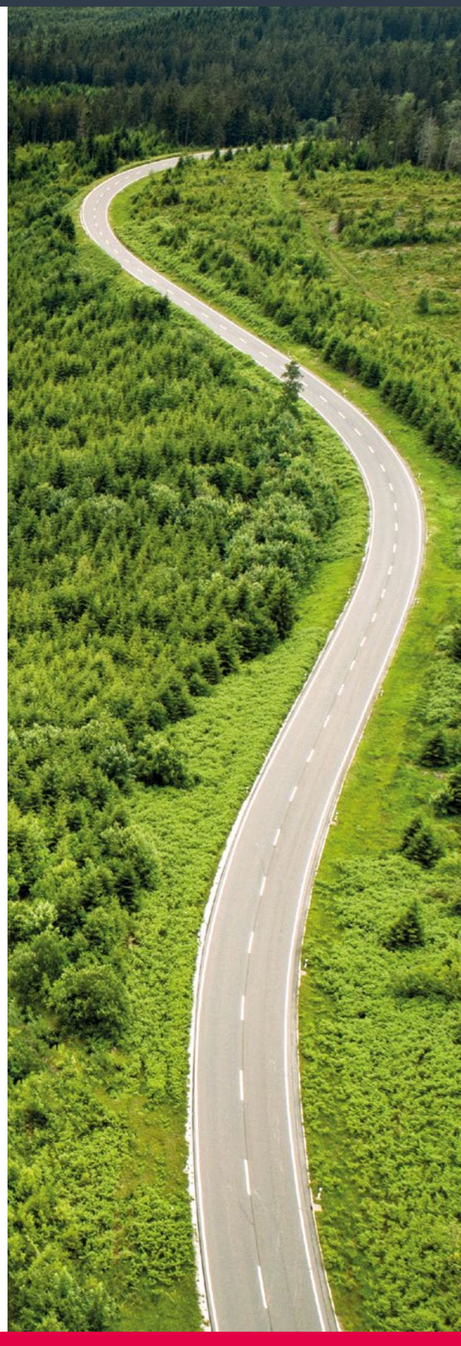
OUR SUSTAINABILITY STRATEGY



Sustainability as an integral part of the corporate strategy

Sustainability is an integral part of MAN's corporate strategy. It is a prerequisite for taking corporate responsibility and for remaining competitive over the long term. Due to global crises and political developments, sustainability topics have somewhat moved into the background in public perception. However, the urgency of major global challenges such as climate change, resource consumption, and human rights violations is greater than ever. At the same time, the EU is increasingly setting binding rules for companies, including in the area of sustainability reporting.

We aim to simplify our customers' business – with transport and mobility solutions that help address these global challenges. To achieve this, we consistently align our actions with the key social and environmental issues of our industry, guided by a dedicated ↗sustainability strategy.



MAN Sustainability Compass: Guiding framework for our sustainability strategy

MAN considers the ↗Environmental (E), ↗Social (S) and ↗Governance (G) aspects as an interconnected system. Our sustainability strategy is structured along ESG criteria and divided into six strategic action fields:

- **Decarbonization** (focus)
- **Circular Economy** (focus)
- **People Sustainability** (focus)
- **Road, Product & Service Safety**
- **Compliance, Ethics & Integrity**
- **Responsibility along the Value Chain**

Together, these form the framework for sustainable business and are brought together in the MAN Sustainability Compass, which provides a concise overview of the company's strategic approach to sustainability.

The action fields are supported by initiatives and measures, which are presented throughout this sustainability report. This provides transparency for our customers and stakeholders on MAN's priority topics and how sustainability systematically guides our actions. Three of the six action fields are of particular importance to us.

Climate protection through Decarbonization
The transport sector contributes significantly to global greenhouse gas (GHG) emissions. Their reduction therefore represents a key element of MAN's sustainability strategy. As part of the Science Based Targets initiative (SBTi), the company has set binding science-based reduction targets for 2030, which were validated by the SBTi in April 2022. Additionally, in 2021, MAN committed, as part of the "Business Ambition for 1.5°C", to develop a long-term target to achieve Net-Zero GHG emissions by no later than 2050 and to submit it to the SBTi. The specification of this Net-Zero target depends on technological developments, regulatory framework conditions, and the availability of the necessary infrastructure (see p. 18, p. 26, p. 30, p. 33, p. 45).

Responsible resource use through Circular Economy
As a commercial vehicle manufacturer, MAN is particularly dependent on raw materials. The high use of materials – in particular steel, but increasingly also battery cell components – requires a responsible use of resources. The aim is to reduce resource consumption, decrease dependencies in supply chains and better manage environmental impacts across the entire product life cycle (see p. 22, p. 36, p. 40, p. 50).



Focus on our workforce through People Sustainability
MAN's transformation is closely linked to its employees and managers. Under the action field People Sustainability, we address topics such as health, safety, qualification, and employee retention. Equal opportunities and diversity are seen as key prerequisites for long-term business success (see p. 58).

Responsible conduct & business integrity
Responsible corporate governance forms the basis for sustainable action. MAN continuously develops its standards in the areas of compliance, ethics, and integrity, while also fulfilling its due diligence obligations along the entire value chain (see p. 77, p. 82).

Intelligent solutions for greater safety
Thanks to technological innovations, we are making a significant contribution to safety on our roads. We are taking on this responsibility in a targeted manner with the action field Road, Product & Service Safety (see p. 71).

Stakeholder dialog & materiality analysis as a management tool

Above all, MAN's sustainability strategy is based on a systematic consideration and integration of its business environment. Regular dialog with our stakeholders is essential for us to continuously challenge our strategy and initiate necessary changes. After all, customers' expectations, the economy, politics and society are fundamental to our business success. The aim is to identify sustainability topics that are of particular relevance from a corporate, environmental and stakeholder perspective.

MAN regularly conducts a double materiality analysis with an inside-out (impact materiality) and outside-in (financial materiality) perspective in accordance with the concept of the Corporate Sustainability Reporting Directive (CSRD) – the EU directive on sustainability reporting for companies. Based on this, the strategic direction is reviewed and updated in line with the most important findings – including in 2025. The result of this analysis shows which areas (ESRS subtopics) are strategically relevant for MAN and forms the core basis for prioritizing topics and further developing the ↗sustainability strategy.





Alignment with the United Nations Sustainable Development Goals

The Sustainable Development Goals (SDGs) of the United Nations represent an important frame of reference for MAN's ↗sustainability strategy. That is why we have aligned our strategic action fields with selected SDGs. We report annually on our progress through the TRATON GROUP's ↗"Communication on Progress".

Material subtopics for MAN in accordance with the European Sustainability Reporting Standards (ESRS)

ENVIRONMENTAL	SOCIAL	GOVERNANCE
E1 Climate change	S1 Own workforce	G1 Business conduct
Climate change adaptation	Working conditions	Corporate culture
Climate change mitigation	Equal treatment and opportunities for all	Protection of whistle-blowers
Energy	S2 Workers in the value chain	Corruption and bribery
E2 Pollution	Working conditions	
Pollution of air	Other work-related rights: child & forced labour	
Pollution of water	S3 Affected communities	
Substances of concern	Communities' economic, social and cultural rights	
Substances of very high concern	Road safety (entity-specific)	
Microplastics		
E3 Water & marine resources		
Water		
E4 Biodiversity & ecosystems		
Direct impact drivers of biodiversity loss		
E5 Circular economy		
Resource inflows, including resource use		
Resource outflows related to products and services		
Waste		

INTEGRATION INTO OUR CORPORATE DNA



Our approach to embedding sustainability

We rely on a combination of different factors to bring our sustainability strategy to life. In addition to effective governance, it is above all about embedding sustainability in the day-to-day work of all employees. Sustainability should become a natural part of everyday thinking and action, shaping our corporate practice. We want to not only support the transformation of our sector, but also lead by example. In short, this means that sustainability must become part of our DNA. We have worked intensively towards this goal in recent years.

Governance & process integration

The implementation of MAN's sustainability strategy and the achievement of its targets are driven by the Corporate Strategy department. A multi-level governance structure ensures that sustainability is strategically embedded and implemented as a transformation process across all functions.

A key element of our sustainability governance is an interdisciplinary team comprising representatives from all Executive Board areas, which meets once a month. Here, the content of the strategy is further developed and all sustainability topics are brought together, discussed and aligned across all functions.

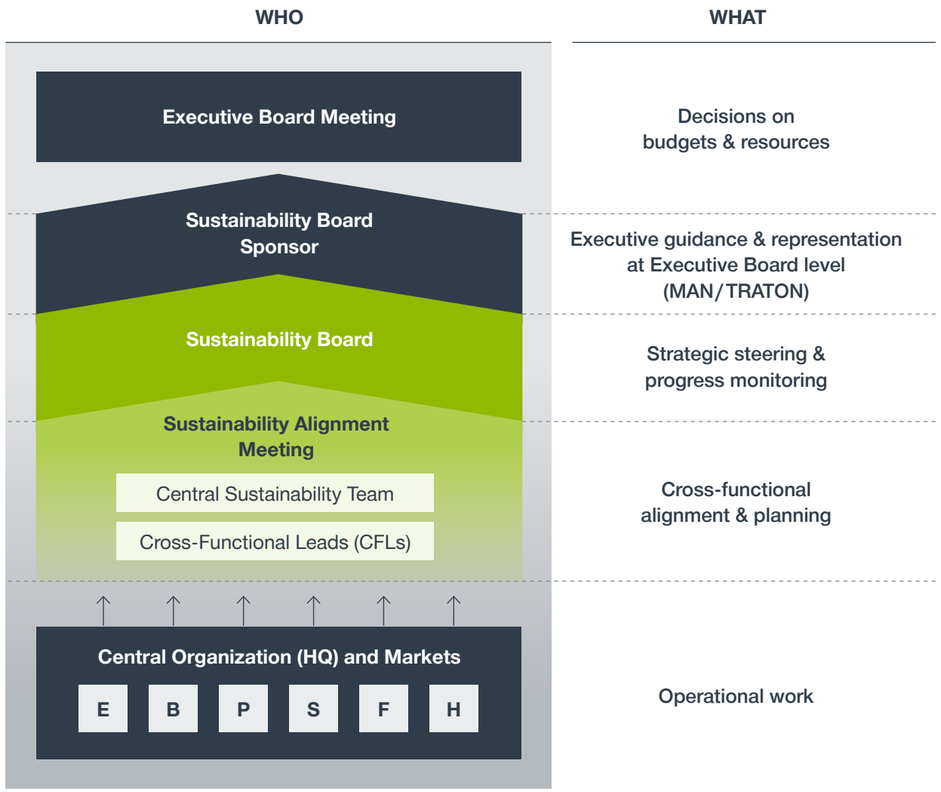
The resulting outcomes, such as new projects or initiatives as well as updates on progress and KPIs, are reported within the framework of the MAN Sustainability Board, which meets three times a year. The CEO of MAN Truck & Bus SE serves as the Sustainability Board Sponsor, chairs the Board, brings relevant topics to the full MAN Executive Board, and reports to the Executive Board of TRATON SE.

The necessary expertise for the Board on sustainability matters is ensured through the participation of representatives from all relevant functions of the company:

MAN Sustainability Board

Topic	Representative
Strategy	Head of Corporate Development
Sustainability Strategy	Head of Sustainability
Communications	Head of Marketing & Communications
Finance	Manager for Controlling New Business Models & Sustainability
Engineering	Head of Homologation & Product Compliance
Purchasing	Head of Procurement Excellence
Production	Head of Environment & HSE Management
Sales	Head of Customer Service Strategy & Business Development
Human Resources	Head of HR Strategy & Innovation
Compliance	Head of Governance, Risk & Compliance
Legal	Head of Legal

The CEO serves as Board Sponsor and chairs the Board.



E= Engineering, B= Purchasing, P= Production, S= Sales, F= Finance, H= Human Resources

While strategic decisions on the company's sustainability direction are generally taken by the MAN Sustainability Board, specific implementation decisions are increasingly made directly within corresponding projects due to the growing integration of sustainability into our corporate processes. Whether in portfolio and sales planning, contract award decisions in new vehicle projects, or necessary investments at our sites – sustainability has become an integral part of our business operations. This integration needs to be strengthened even further.

Overarching policies, guidelines & standards

The **TRATON Sustainability Management Policy**, established in 2025, forms the overarching framework for sustainability management across the Group. It defines management principles and processes as well as the governance structure and thereby creates a uniform foundation for collaboration between the brands.

The corresponding **TRATON Sustainability Management Guideline** outlines the practical implementation. It defines five steps and demonstrates how sustainability is embedded in processes and how progress is made transparent.

- Step 1 Prioritize & Commit
- Step 2 Plan
- Step 3 Integrate
- Step 4 Monitor & Learn
- Step 5 Communicate

Based on the TRATON Sustainability Management Policy, we are now working on our own dedicated **brand guideline** for sustainability management at MAN. It sets out brand-specific processes, tasks, roles, and responsibilities.

Our **Code of Conduct** supplements the corporate values and describes binding principles for responsible conduct, including guidance on how employees can reliably assess conflict situations in their day-to-day work. It applies to all MAN employees – from the Executive Board down to every single employee. Specific requirements with clearly defined minimum ethical standards are set out for suppliers and business partners in a dedicated Code of Conduct.

In addition, there are function- and topic-specific policies, guidelines or instructions in place, such as those on environmental protection or occupational health and safety at our sites.



Engaging our workforce

Managers and employees are the key to the sustainable transformation of our company and product portfolio. MAN relies on an approach that combines information, participation and leading by example to engage them in sustainability.

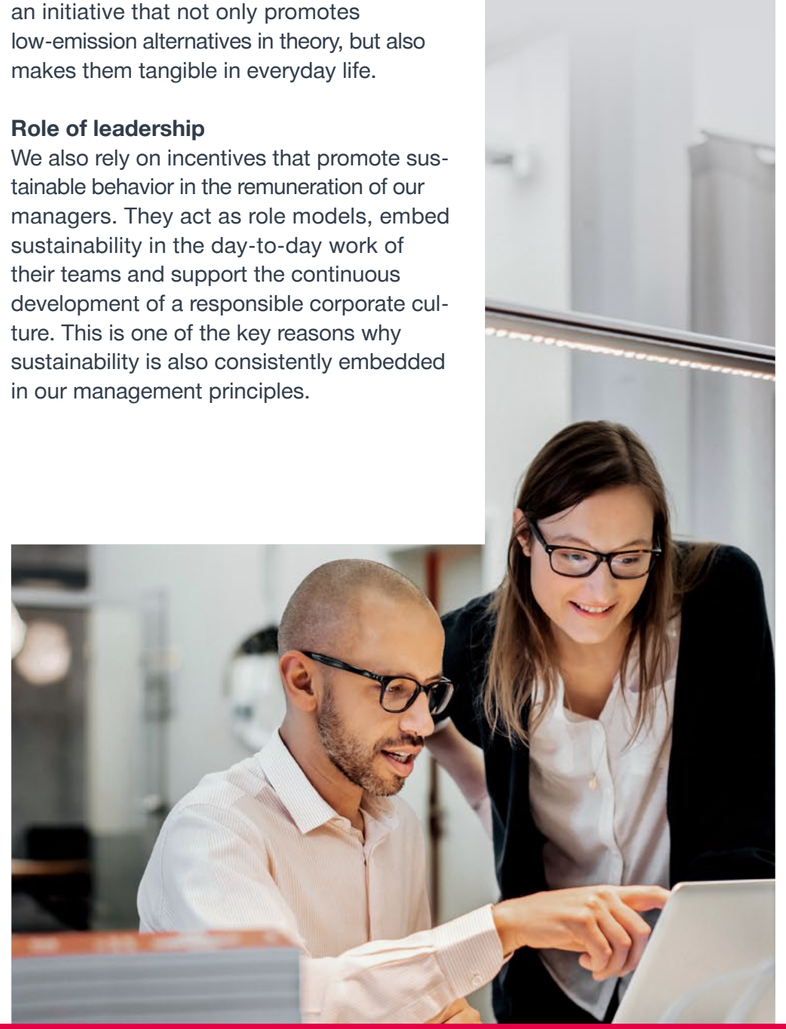
Communication & dialog
In department meetings, presentations and expert discussions, we create transparent exchange formats in which current developments, specific fields of action and best practices from across the company are shared and discussed.

In 2025, for example, we launched the MAN Sustainability Network Meeting, in which the latest progress in the area of sustainability at MAN is communicated across functions and hierarchies. We also provide additional transparency through intranet and press articles.

Opportunities to participate
We encourage our employees to actively participate in the transformation through centralized idea management and support the social engagement of our departments as part of Social Days.

In addition, we also promote sustainable mobility, for example by electrifying our company car fleet and by offering employees the option to lease electric vehicles – an initiative that not only promotes low-emission alternatives in theory, but also makes them tangible in everyday life.

Role of leadership
We also rely on incentives that promote sustainable behavior in the remuneration of our managers. They act as role models, embed sustainability in the day-to-day work of their teams and support the continuous development of a responsible corporate culture. This is one of the key reasons why sustainability is also consistently embedded in our management principles.



Targeted sustainability training

The systematic vocational training and continuous further development of our employees – from apprentices to the Executive Board – is a core component of our strategy and essential for improving the sustainability of our business operations. That's why our in-house MAN Academy provides a variety of face-to-face and online training formats (e.g. via our "Degreed" learning platform) with a specific focus on sustainability, some of which are even mandatory.

In the **environmental** area, for example, we provide information about the fundamentals of man-made climate change, our approaches to reducing greenhouse gas emissions, energy efficiency and waste management, as well as the safe handling of hazardous substances.

The topic of **working conditions** includes training programs on occupational health and safety, as well as awareness-raising and capacity-building initiatives on diversity, equity, and inclusion.

In addition, our **compliance** training courses cover core obligations and awareness-raising topics – including human rights (e.g. anti-discrimination), anti-corruption, anti-money laundering, antitrust law, as well as data protection and information security.

Fundamental aspects, such as our sustainability strategy and its connection to the corporate strategy, are also addressed.

In order to also drive positive impact in our supply chains, we have embedded sustainability not only as a core element of the competency profile of our procurement staff, but also in the continuous development of our suppliers (see p. 84).



OUR ENGAGEMENT IN THE SUSTAINABILITY ECOSYSTEM

United Nations (UN) Global Compact

MAN has been a ↗participant in the UN Global Compact since 2010 – the world's largest voluntary initiative by the United Nations with a focus on responsible corporate governance. We align with its principles and with the Sustainable Development Goals (SDGs) adopted by the UN General Assembly in 2015. These 17 sustainability goals provide the framework for making an effective contribution to sustainable development.

Science Based Targets Initiative (SBTi)

SBTi is a partnership between the CDP (Carbon Disclosure Project), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). The initiative supports companies in setting greenhouse gas emission reduction targets that are in line with the Paris Agreement. ↗MAN joined the climate protection initiative in September 2021.

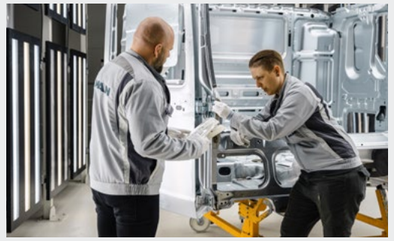
Sustainability rating by EcoVadis

EcoVadis has assessed more than 150,000 companies as a globally recognized and leading provider of sustainability ratings. In June 2025, MAN was awarded the ↗silver medal with an overall rating of 70 points. This places us among the top 15% of companies in the "Manufacture of Motor Vehicles" industry segment during the respective assessment period.

Commitment to integrity

MAN is part of the Alliance for Integrity – an initiative of the German Federal Ministry for Economic Cooperation and Development, the Gesellschaft für Internationale Zusammenarbeit (GIZ, German Society for International Cooperation), the Bundesverband der Deutschen Industrie (BDI, Federation of German Industries) and other companies to promote integrity in business. We are also active in the Deutsche Institut für Compliance (DICO e.V., German Institute for Compliance) and Transparency International.





Site certifications

All production sites in our network are certified in accordance with the requirements of ISO 14001 (environmental management) and ISO 45001 (occupational health and safety). With the exception of Olifantsfontein, all MAN plants also hold the ISO 50001 certificate (energy management). In addition, the truck production sites in Munich and Krakow as well as the component plants in Nuremberg and Salzgitter continue to be validated under EMAS (European Eco-Management and Audit Scheme).







Product awards

For the third time in a row, MAN won the ↗"Sustainable Bus of the Year" award. The MAN Lion's Coach E – the first fully electric coach from a European manufacturer – impressed above all with its powerful electric drive, long range, sustainability and safety. Previously, the ↗MAN Lion's City 10 E for urban use (2024) and the ↗MAN Lion's City 12 E LE for intercity and regional transport (2025) had already received this award.

The MAN TGE Next Level was named ↗"Sustainable Van of the Year 2026". The jury recognized a sustainability approach that goes beyond just the powertrain with improvements in safety, ergonomics, comfort and efficiency.

MAN as a strong partner

Close dialog with politics, industry, universities, start-ups, suppliers and customers is key to driving sustainable development – not only for MAN itself, but also for its business partners and society as a whole. Strategic partnerships established in 2025, such as with ↗TUM Venture Labs, as well as collaborative projects with customers – including ↗high-performance charging on the A2 highway in Germany with the logistics companies Duvenbeck and Hillert – combine practical application with innovation.



Together across the Group: For greater sustainability



Carbon Disclosure Project (CDP)

Volkswagen AG once again responded to the CDP Climate Change questionnaire in 2025. The Group, to which MAN also belongs, received a ↗score of A–.

WWF Sweden

WWF Sweden and the TRATON GROUP, including MAN, have published the ↗industry's first environmental study which analyzes the interaction between the commercial vehicle sector and the environment. In addition to climate impacts, the study also examines aspects related to biodiversity, use of raw materials, water and the circular economy.

Milence

Building a high-performance charging infrastructure for electric vehicles is an important prerequisite for the transformation of the transport industry. As part of the TRATON GROUP, MAN is involved, together with Daimler Truck and the Volvo Group, in the ↗joint venture Milence, which aims to build a Europe-wide network of high-performance and megawatt charging points for commercial vehicles.

OUR SUSTAINABILITY PERFORMANCE 2025

ENVIRONMENTAL

+216% **Sales of battery-electric trucks & buses**
compared to the previous year

–28% **Total greenhouse gas (GHG) footprint**
of MAN compared to base year 2019

–16% **GHG emissions per vehicle kilometer**
of trucks, buses & vans sold by MAN compared to base year 2019

–68% **GHG emissions at MAN's company locations worldwide**
compared to base year 2019

–11% **GHG emissions from purchased transportation services**
compared to the previous year

>7% **Share of MAN Genuine Parts ecoline**
in total MAN Genuine Parts revenue

+3 pp **Share of recycled waste**
at our company locations worldwide compared to the previous year

–24% **Wastewater volumes**
at our production sites compared to the previous year

11/11 **Production sites certified to ISO 14001**
(environmental management)

10/11 **Production sites certified to ISO 50001**
(energy management)

SOCIAL

74 **Kununu score for employer attractiveness**

<5% **Employee turnover rate**

⌀ 14 h **Training time per employee**

24% **Share of women in management: 1st level below Executive Board /**
19% **2nd level below Executive Board**

>5% **Share of women overall: Direct functions /**
>26% **Indirect functions**

11/11 **Production sites certified to ISO 45001**
(occupational health & safety)

GOVERNANCE

+30% **Managers with successfully completed compliance training**
compared to the previous year

83% **Share of supplier spend with a positive S-Rating at MAN**

>300 **Number of suppliers trained by MAN on sustainability**

>200 **Number of procurement employees trained by MAN on sustainability**

ENVIRONMENT

We care about our planet

18 Responsibility for the climate
22 Responsibility for natural resources
26 Environmental impact of our products
45 Environmental impact of our business operations



Our aspiration: Combining economic success with environmental responsibility.

Our clear focus is on the consistent decarbonization of the transport sector. With the development and unveiling of the world's first truck with direct diesel injection, we made mobility history in 1924. Today, around 100 years later, we are leveraging this very spirit of innovation as a "Smart Innovator" to shape our customers' emission-free future as experts in eMobility. Because we are convinced: the future of commercial vehicles is electric.

At the same time, we pursue a holistic environmental approach in which we systematically reduce the further environmental impacts of our products, sites and business processes. We are also increasingly focusing on circular economy approaches to ensure the most responsible use of resources possible.

The transformation of the transport sector is profound and challenging, but it offers significant opportunities: for our business, our customers and our society as a whole. That is why our aspiration is to make this complex transformation a reality together with our business partners, combining economic success with environmental responsibility – Simplifying Sustainability.

Florian Stehbeck
Corporate Strategist, Decarbonization & Circularity

RESPONSIBILITY FOR THE CLIMATE

Decarbonization



Decarbonization as a strategic responsibility

Protecting the global climate is part of our corporate responsibility. We see it as our duty to actively contribute to the decarbonization of the transport sector together with our customers.

Two strands
We are identifying and leveraging opportunities to reduce climate-damaging greenhouse gas (GHG) emissions:

- Across our entire value chain
- Throughout the life cycle of our products

Our aspiration
To shape the transition to zero-emission commercial vehicles with our own ideas and innovations in order to remain successful and competitive in the future. Electrification plays a central role in this.

Global GHG emissions in 2019

60 Gt CO_2e
caused by humans

Of which **15%** are transport emissions

~ 9 Gt CO_2e

Of which
70%
stem from road transportation

This is where our products can make a positive impact.

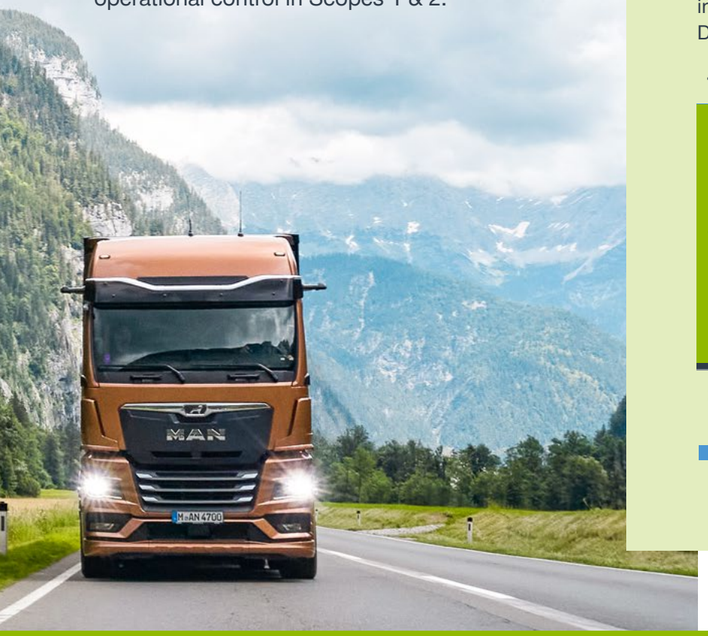
Source: https://www.ipcc.ch/report/ar6/wg3

Our corporate GHG footprint

We update our GHG inventory annually in accordance with the requirements of the Greenhouse Gas Protocol (GHGP) and share it with both internal and external stakeholders.

As a result of the combined impact of numerous measures and market effects, our GHG footprint has decreased by almost 28% compared to our base year 2019.

We account for our emissions using the "operational control" approach. This means that we include 100% of the emissions from activities and assets over which we have operational control in Scopes 1 & 2.



Our GHG emissions in 2025



> 95%
Use phase of newly sold products



> 3%
Manufacturing of parts and components in the supply chain

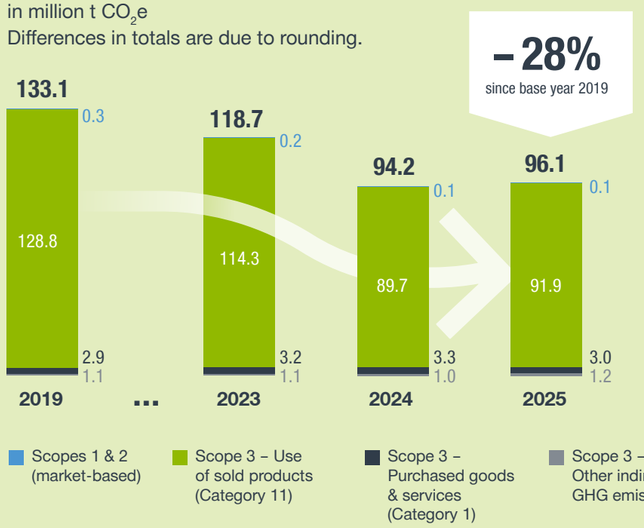
~

99%
of MAN's corporate GHG footprint



Emissions across our value chain and throughout the life cycle of our products in line with GHGP

in million t CO_2e
Differences in totals are due to rounding.



Scope 1 includes direct GHG emissions originating from MAN's own sources. They occur, for example, in production processes, but also when using natural gas heaters or MAN's own vehicles.

Scope 2 includes indirect GHG emissions from the production of purchased energy (including electricity and district heating) outside the company.

Scope 3 includes all other indirect GHG emissions that arise across our value chain and throughout the life cycle of our products (including through the use of our products by customers through the manufacturing of purchased parts and components, but also through business travel).



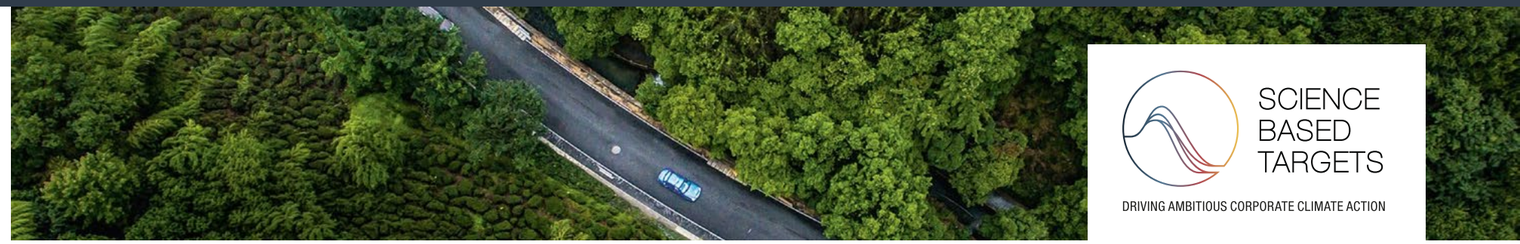
Electrification as the most important lever

By far the most effective lever for reducing our GHG emissions is the ↗electrification of our vehicle portfolio – and therefore of our customers' fleets.

Even though we expect a significant increase in supply chain emissions due to highly emissions-intensive battery cells, this is more than outweighed by the substantially lower emissions in the use phase.

In the long run, this will lead to a significant reduction in our GHG emissions – a trend that is already becoming apparent today.

Our decarbonization strategy



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Product portfolio

By developing battery-electric trucks, buses and vans, we are actively driving the transition to zero-emission commercial vehicles while also developing highly efficient engines for external applications. → See p. 26

Supply chain

Through targeted specifications for reducing GHG emissions in component manufacturing, we create incentives for our suppliers to further advance their sustainability performance. → See p. 26

Customer advisory & services

By supporting our customers in transitioning their vehicle fleets and offering an attractive range of digital services, we help them decarbonize their business models. → See p. 33

Production

We are modernizing our energy supply, using renewable energy sources, and increasing the energy efficiency of our production network. → See p. 45

Transportation & logistics

In addition to the increasing use of battery-electric trucks in our transport logistics, we are also working on more efficient transport structures and modal shifts to rail. → See p. 45

Employee mobility

We also want to support our employees in the decarbonization process with incentives to switch to electrified company cars as well as rules for lower-emission business travel. → See p. 45

Circular economy

The contribution of our circular economy activities to reducing GHGs is also becoming increasingly important. → See p. 22, p. 36, p. 40, p. 50

Science-based climate targets

By joining the Science Based Targets initiative (SBTi) in 2021, we committed to binding, science-based reduction targets for 2030, which are aligned with the Paris Agreement and were validated by the SBTi in April 2022. These validated targets include specific reduction requirements for Scopes 1 and 2 as well as for our largest and most material Scope 3 category “Use of sold products” (3.11). → See p. 26, p. 45

“Net-Zero” ambition

As part of our commitment to the Science Based Targets initiative (SBTi) in 2021, MAN also committed to developing and submitting a long-term target to achieve greenhouse gas neutrality (“Net-Zero”) by no later than 2050. The design of this target, as well as the necessary framework of measures, is being developed taking into account technological developments, regulatory requirements and the availability of the necessary infrastructure.

By **2030**

Intensity target [t CO_2e/vkm] – GHG Protocol Scope 3.11:

– 28% GHG emissions per vehicle kilometer of trucks, buses and vans sold by MAN (base year 2019)

Absolute target [t CO_2e] – GHG Protocol Scopes 1 & 2:

– 70% GHG emissions at MAN’s company locations worldwide (base year 2019)

By **2050** at the latest

Net emissions 0 (“Net-Zero”)

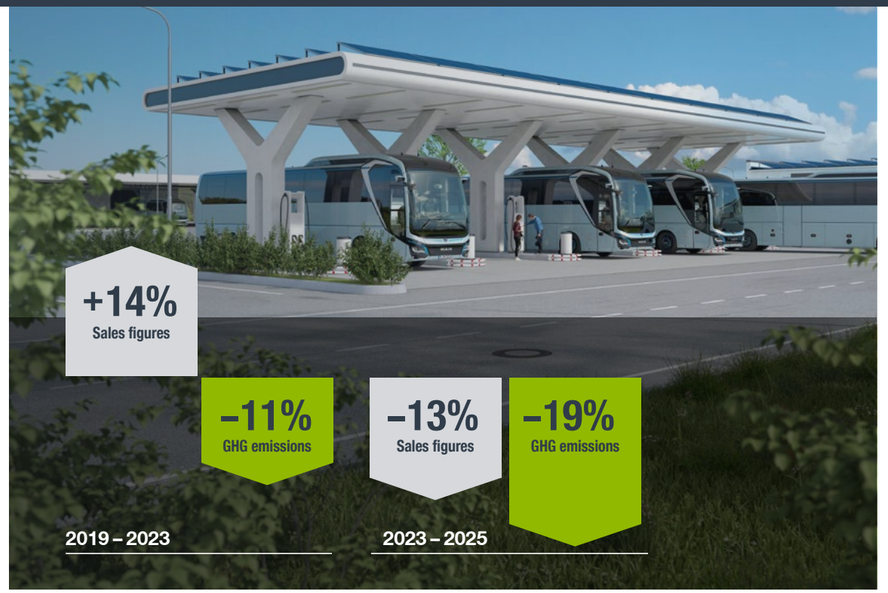
Achievement of greenhouse gas neutrality in terms of our carbon footprint, i.e. net-zero emissions across our entire value chain, including the life cycle of all newly sold products

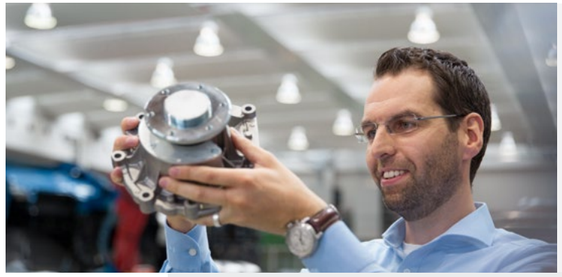
Key success factors for achieving decarbonization

Steering
MAN manages decarbonization via a cross-functional team consisting of representatives from all business areas as well as senior management. Strategic decisions are made by the MAN Sustainability Board, among others, under the leadership of our CEO. Through the company-wide integration of the decarbonization strategy, measures are implemented at the project level with their own governance structure.

Financial planning and incentives
Our climate targets form the basis for our annual strategic financial planning, which extends over a period of ten years. Planning is only approved if the SBTi targets are expected to be met or even exceeded. In order to create an additional incentive to achieve these ambitious goals, MAN has embedded the ramp-up of electrification as part of the remuneration scheme for managers.

Investment
To date, we have already invested around ↗400 million euros in research and development to enable the electrification of our conventional truck product portfolio. In addition, MAN is investing around one billion euros in its European plants during this decade, including in the expansion of its own ↗battery production at the Nuremberg site.





To date
€400 million
Investment in research and development

Planned for 2020 – 2030
€1 billion
Investment in the transformation of our European plants towards electrification



Transformation into a “Net-Zero” company

The main challenge for MAN is to ensure economic growth while reducing absolute GHG emissions.

By increasing the use of state-of-the-art drivetrain concepts and introducing more efficient production processes, we were able to significantly reduce our GHG emissions between 2019 and 2023, a peak year in terms of sales figures. At the same time, we managed to strengthen MAN’s market presence.

In 2024 and 2025, GHG emissions decreased further, not least due to lower sales volumes, while emissions per product sold declined at a disproportionately higher rate.

This success demonstrates not only our commitment to sustainability, but also our ability to combine environmental responsibility with economic success through technological change. In the long term, this is key to achieving successful decarbonization towards “Net-Zero”.

RESPONSIBILITY FOR NATURAL RESOURCES

Circular Economy



From a linear to a circular business model

Earth Overshoot Day



The ↗Earth Overshoot Day marks the date on which humanity has consumed more environmental resources and services in a given year than the Earth can regenerate within that year.

Source: https://overshootday.org/newsroom/past-earth-overshoot-days/

Raw material scarcity and unstable supply chains underscore that our linear economic model is depleting the planet's natural resources. The consequences are already perceptible in many ways and affect us at an environmental, economic and social level. MAN sees the circular economy as the foundation for its long-term success and future viability.

Our long-term objective is to decouple economic growth from the use of finite resources.

The basis for this is the **Circular REsponse Framework** developed jointly with the TRATON brands. It provides a common framework for structuring existing activities, setting priorities, and developing new initiatives in a targeted manner. The focus is on systematically improving the use of resources throughout the entire product life cycle and reducing dependencies on primary raw materials. In this way, the **Circular REsponse Framework** represents our response to the challenges of a linear economic system.

Focusing on the entire life cycle

The framework is based on a **Life Cycle Mindset**. It determines how we need to think in terms of the circular economy – moving away from a linear value chain perspective towards a circular life cycle perspective.

Products, components and materials are considered throughout all life cycle phases – from development and manufacturing through operation and service to end of life.

CIRCULAR INPUTS → See p. 36 and p. 40

CIRCULAR OPERATIONS → See p. 40 and p. 50

CIRCULAR SERVICES → See p. 36 and p. 40

CIRCULAR END-OF-LIFE → See p. 36 and p. 40

This perspective helps us assess the impacts of resource use not in isolation, but by making interactions across the value chain visible.



Circular economy principles defining our scope for action

In addition, there are four **Circularity Principles**. They define our fundamental scope for action throughout the entire product life cycle, i.e. how we can contribute to achieving the goals of a circular economy.

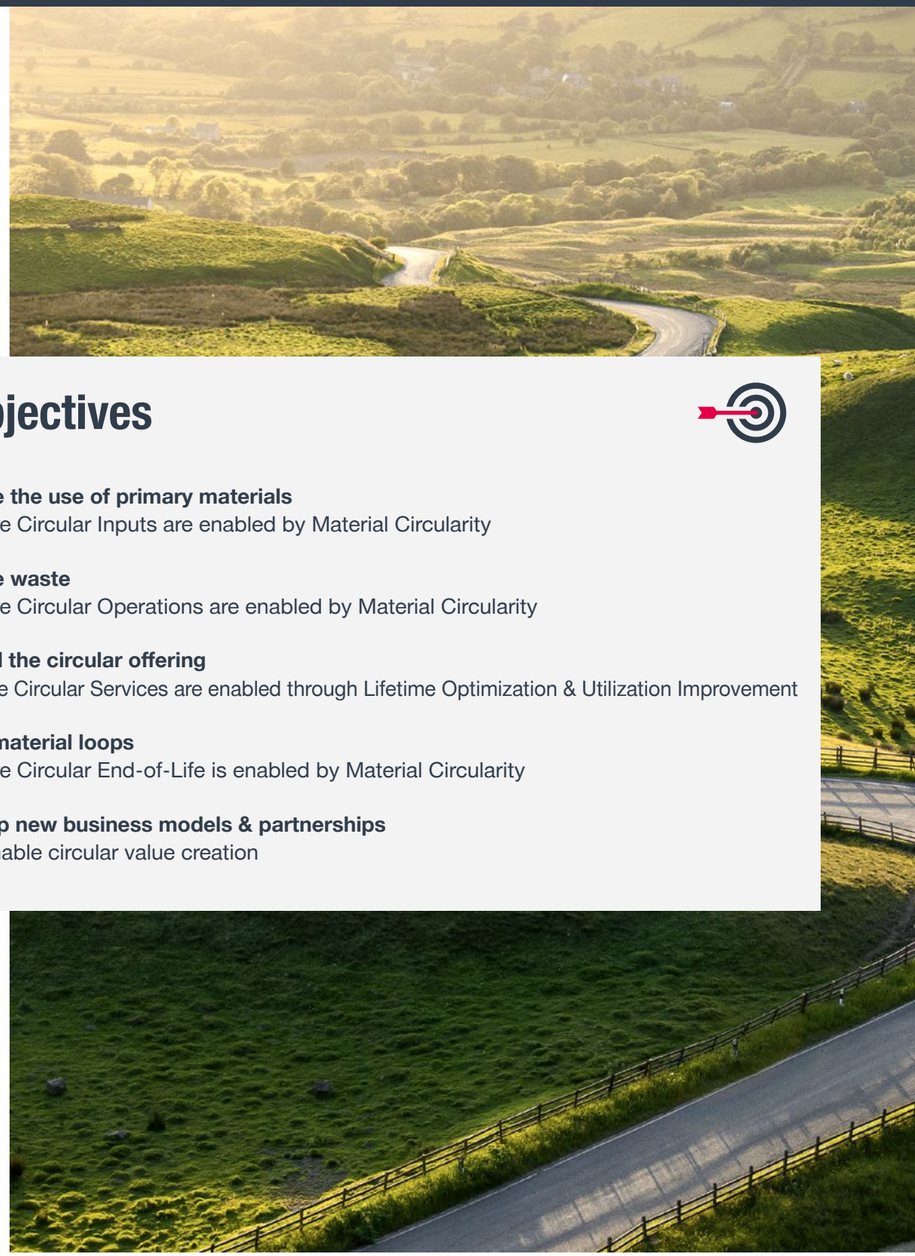
A **Material Circularity** aims to increase the share of circular materials and promote efficient material cycles.

B **Lifetime Optimization** focuses on extending the useful life of products, components and parts.

C **Utilization Improvement** aims to optimize capacity utilization and ensure the most efficient use of existing capacities and resources.

D **Enablement** creates the necessary prerequisites to implement the other three principles through:

- Circular design
- Innovative business models
- Reverse logistics
- Data and IT structures
- Suitable ecosystem partnerships



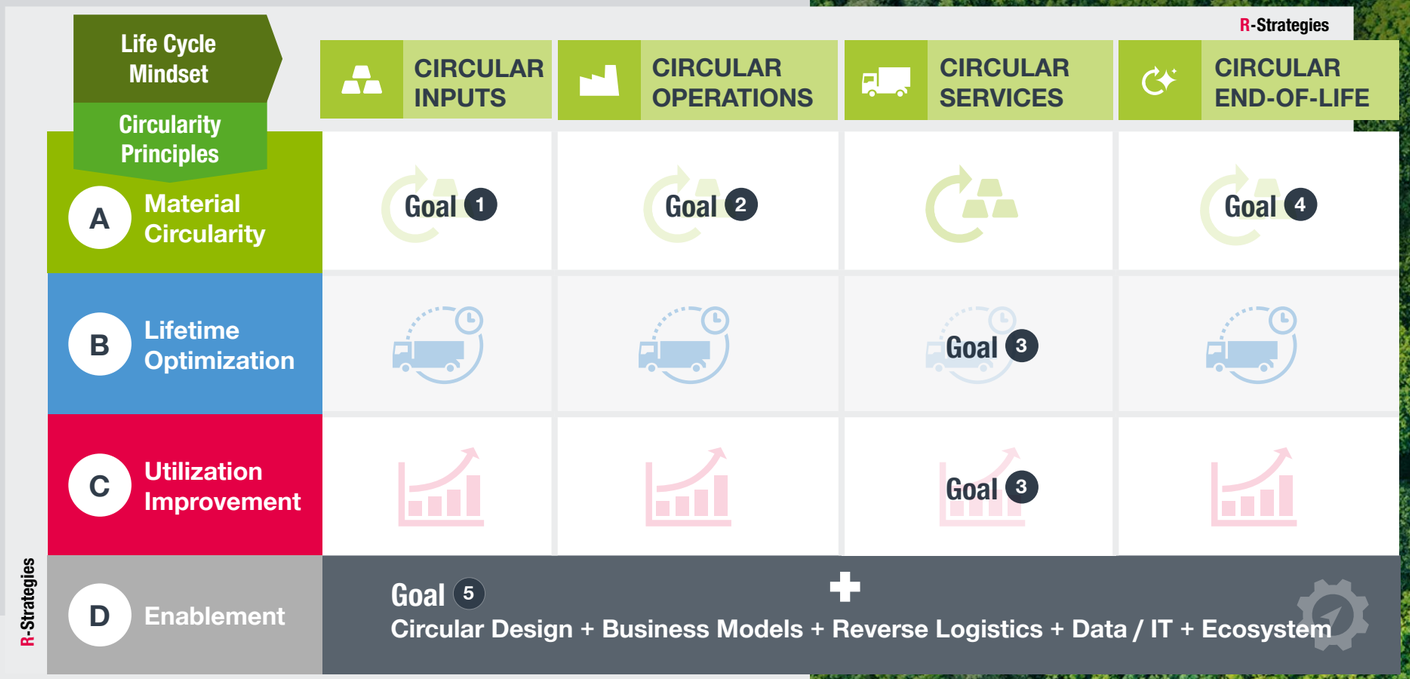
Our objectives

1. **Reduce the use of primary materials**
   → where Circular Inputs are enabled by Material Circularity
2. **Reduce waste**
   → where Circular Operations are enabled by Material Circularity
3. **Expand the circular offering**
   → where Circular Services are enabled through Lifetime Optimization & Utilization Improvement
4. **Close material loops**
   → where Circular End-of-Life is enabled by Material Circularity
5. **Develop new business models & partnerships**
   → to enable circular value creation

Initiatives to drive implementation

The framework allows existing initiatives to be developed in a structured manner and new measures to be deliberately defined. These link the **R-Strategies** to specific applications throughout the life cycle and show how circular approaches can be put into practice.

"Circular REsponse" Framework



Our implementation examples

Goal 1

Use of recycled materials

→ Material savings and decarbonization through recycled materials

Goal 2

Waste management

→ Waste as a valuable resource

→ Reduction of liquid hazardous waste

Water management

→ Responsible use of water

Goal 3

MAN Genuine Parts ecoline

→ Remanufacturing of used parts & components

Used parts exchange

→ Professionally inspected used parts

MAN service contracts, MAN ServiceCare, MAN Mobile24

→ Predictive maintenance management

Goal 3

MAN Rental Services, MAN TopUsed

→ Alternatives to new vehicles

MAN Now

→ Digital retrofitting of features

MAN PAL

→ Wireless body integration

Goal 4

Recyclability & recoverability

→ Closed material loops at the end of life

Goal 5

Circular design

→ Resource responsibility from product development onwards

Goals 1 – 5 **Battery Closed Loop** → Our vision for the life cycle of high-voltage batteries → Bringing the Closed Loop to life → Transparency through the battery passport → Bidirectional charging as a future opportunity

R-Strategies as an operational toolbox

We use a set of established **R-Strategies** for operational implementation, which are largely based on DIN logic and are supplemented by our own definitions. The strategies aim to narrow, slow, or close resource loops throughout the life cycle.

Depending on the life cycle phase and use case, different **R-Strategies** are used to specifically influence the use of materials and energy.



“Narrow the Loop”:

Refuse, **R**ethink and **R**educe are used early in the process by avoiding or reducing the use of materials and energy, for example through alternative product concepts or more efficient design.

“Slow the Loop”:

Reuse and **R**epair extend the use phase by enabling products, components or parts to be reused or restored. **R**efurbish and **R**emanufacture aim at reconditioning and industrial reintegration of used products or components with defined quality standards. **R**epurpose enables new applications beyond the original function.

“Close the Loop”:

Recycle and **R**ecover ultimately address the end of the life cycle by enabling the material or energy recovery of resources.

ENVIRONMENTAL IMPACT OF OUR PRODUCTS



Vehicles that deliver measurable benefits in daily operations.

More than 95% of MAN's greenhouse gas emissions arise during the use of our products by customers. This is precisely where we take action – with vehicles that deliver measurable benefits in daily operations. The consistent expansion of battery-electric trucks and buses, combined with continuous efficiency improvements across our entire portfolio, directly reduces consumption and emissions on the road.

Our aim is to offer our customers vehicles for every application profile that deliver strong economic performance, operate reliably and significantly reduce their carbon footprint in regular use. For us, sustainability is not an abstract concept – it is achieved through vehicles that perform in real fleets and ultimately reduce costs.

Friedrich Baumann
Executive Board Member for Sales & Customer Solutions

Decarbonizing our product portfolio – Towards zero emissions

Significant progress in decarbonizing the use phase

More than 95% of MAN's GHG footprint – and therefore a significant portion of our customers' GHG footprint – was attributable to the use phase of our sold products in 2025 (Scope 3, Category 11). In 2019, this figure was almost 97%. That is why we have set an ambitious science-based intensity target as part of our commitment to the SBTi:

By 2030, we want to resduce the GHG emissions of our trucks, buses and vans sold by 28% per vehicle kilometer compared to 2019.

Since the 2019 base year, emissions from our sold vehicles have decreased continuously. With a reduction of 16% by 2025, we are on track. A key driver of this development is the increasing share of electrified vehicles in our sales volume – particularly since 2021 and especially in the bus segment. At the same time, efficiency improvements in combustion engines and fuel-saving aerodynamic measures across our entire vehicle portfolio have contributed to the reduction.



eMobility as a strategic focus

In transforming our product portfolio towards greenhouse gas-free drivetrains, our focus is clearly on battery-electric vehicles. Their strong energy efficiency combined with comparatively low operating costs makes battery-electric drivetrains the most effective technology for lower-GHG vehicle fleets. In addition, they operate with significantly lower noise levels.

MAN's fully electric trucks on the rise

Electrification of freight transport at MAN began as early as 2018 with a small series of the MAN eTGM. In 2025, another major milestone followed with the start of series production of battery-electric trucks at the Munich plant.

The fully electric eTGX and eTGS models are now in series production and are designed for a wide range of transport tasks – from long-haul and distribution transport to industry-specific applications.

The portfolio is supplemented by the MAN eTGL, which is available, among other variants, as a refrigerated-box body and specifically addresses applications in urban and regional delivery transport.

A range of vehicle bodies and configurations, as well as compatibility with the megawatt charging standard, enable tailored solutions for a wide variety of deployment profiles.

Battery-electric buses from MAN – a success story

MAN has been pursuing the electrification of bus transport for decades. As early as 56 years ago, the company presented its first electrically powered bus concepts, laying the foundation for alternative drivetrains in passenger transport.

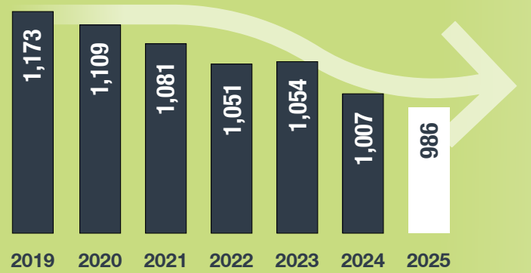
Today, this development has resulted in a comprehensive battery-electric portfolio: The MAN Lion's City E is available as a solo and articulated bus in various lengths to meet the requirements of urban scheduled services, while the Lion's City E LE is designed for intercity and mixed-service operations.

The portfolio is being further expanded with the MAN Lion's Coach E, the first fully electric coach from a European manufacturer, which celebrated its world premiere in 2025. The model was recognised as "Sustainable Bus of the Year 2026", among other factors for its range of up to 650 kilometers.



Scope 3, Category 11 – Indirect emissions from the use of sold vehicles

in g CO_2e/vkm



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2025
–16%
since base year 2019

Target 2030
–28%

Truck battery portfolio

2 – 7
battery packs

160 → **560** kWh
battery capacity
depending on model and configuration

Range
(without intermediate charging)

up to
830 km
under defined operating conditions

Bus battery portfolio
(city & intercity buses)

4 – 8
battery packs

356 → **712** kWh
battery capacity
depending on model and configuration

Range
(without intermediate charging)

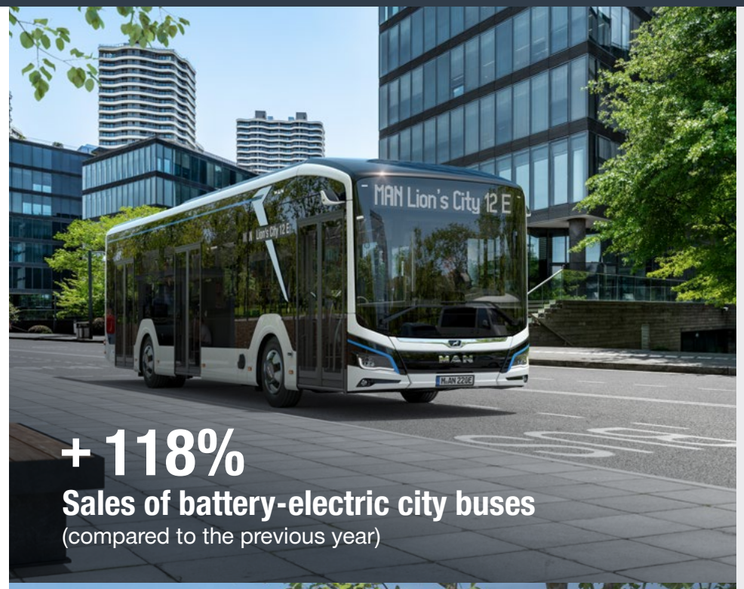
up to
500 km
under defined operating conditions

eMobility is gaining momentum

In 2025, ↗MAN's sales of battery-electric vehicles experienced significantly stronger dynamic growth than the overall market.

Since the start of series production, more than 620 heavy-duty electric trucks have been delivered, while the demand for eTrucks continues to increase.

Sales of electric city buses rose by 118% to over 1,300 vehicles. Long-term framework agreements in European public transport, such as with ↗Deutsche Bahn, as well as our ↗largest eBus order outside Europe in South Africa, underscore the growing market relevance of electric drivetrains within our portfolio.



+118%
Sales of battery-electric city buses
(compared to the previous year)



> 620
heavy-duty eTrucks delivered since the start of series production

Hydrogen complements battery technology

MAN views hydrogen (H_2) as a supplement to battery technology in the decarbonization of the transport sector – for good reason: battery-electric drivetrains currently offer clear advantages in terms of energy efficiency, emissions and cost compared to other drive concepts. However, in certain use cases and markets, hydrogen technology can play a complementary role.

Non-road applications
Hydrogen combustion engines can primarily be used in the MAN Engines business area – particularly in commercial shipping, where the necessary infrastructure is already in place. However, H_2 may also serve as an alternative in high-performance agricultural and construction machinery, as well as in power generators or combined heat and power plants.

Heavy-duty transport
Under the EU Clean Vehicles Directive, trucks with H_2 combustion engines are classified as Zero Emission Vehicles (ZEV) if they emit less than 3 g of CO_2/tkm. For specific applications in heavy-duty transport with high requirements in terms of power and range, H_2 combustion engines can therefore represent a viable complementary solution – particularly where limited charging infrastructure can be compensated for by the availability of hydrogen.

With the hTGX, MAN offers a ↗small-series hydrogen combustion truck. The first vehicles were delivered to customers at the end of 2025. With less than 1 g CO_2/tkm, the MAN hTGX meets the ZEV classification criteria.





Decarbonization of MAN Engines

MAN Engines develops tailored solutions for ↗sustainable drivetrains in the marine, rail, agricultural, industrial and power generation sectors. Operating conditions vary significantly, for example with regard to fuel availability, space for energy storage and specific operational requirements.

MAN therefore relies on a broad technology portfolio to decarbonize its engine business and to achieve its internal GHG reduction target. These include:

- **Hydrogen dual-fuel engines capable of operating on both diesel and hydrogen**
- **Hybrid drivetrains with flexibly combinable electric and combustion components**
- **Internal combustion engines approved for alternative fuels such as HVO, natural gas or biogas**

This enables a reduction in GHG emissions during operation while allowing the continued use of existing infrastructure, depending on the application and operating profile. In addition, battery storage systems are expected to play an increasingly important role in the future.

Efficiency improvements in conventional diesel engines

In addition to the ramp-up of battery-electric vehicles, MAN is also driving efficiency improvements in conventional drivetrains. Compared with its predecessor powered by the D26 engine, the ↗MAN TGX with D30 PowerLion engine achieves average fuel savings of around 5%.



The vehicle achieved an efficiency record in an independent real-world test conducted by European trade media, thereby demonstrating measurable fuel consumption advantages in long-haul transport. Technological advancements in the engine, drivetrain, aerodynamics and overall vehicle configuration can therefore also contribute to reducing fuel consumption in existing drivetrain concepts.

The efficiency of our vehicles with combustion engines is further supported by intelligent energy management systems such as MAN EfficientHybrid – our mild hybrid system for city and intercity buses. The recovered braking energy reduces the load on the diesel engine, thereby lowering fuel consumption and emissions.

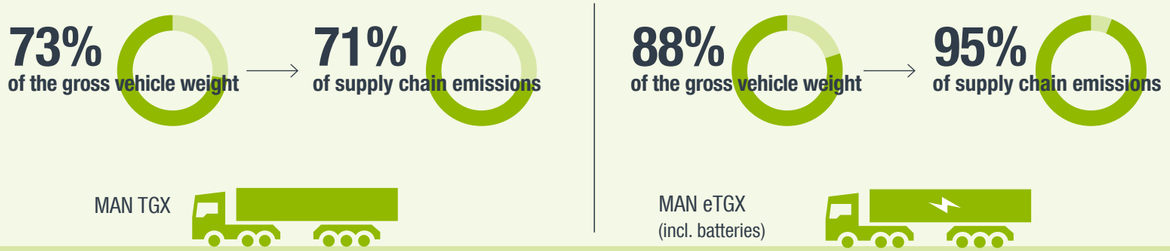
Efficient vans from MAN

After introducing its ↗first electrified van in 2018, the eTGE, MAN now offers the current vehicle generation exclusively with a combustion engine. Nevertheless, the model continues to set benchmarks in terms of efficiency and safety, as demonstrated by its ↗“Sustainable Van of the Year 2026”.



Where our supply chain emissions primarily arise:

Battery cells · **Flat steel** · **Long steel** · **Cast iron** · **Aluminum** (wrought and cast alloys)



Our reduction measures therefore focus on these five emission hotspots.

Supply chain emissions are gaining importance

In 2025, around 3% of MAN’s GHG emissions were attributable to the manufacturing of purchased materials. With the increasing shift towards battery-electric drivetrains, the relative share of these emissions is increasing, particularly due to energy-intensive battery cell production.

Over the long term, however, battery-electric vehicles significantly reduce GHG emissions, as the savings during operation more than offset the higher emissions in the supply chain.

Our goal: To identify the largest sources of emissions in the supply chain and to reduce them together with our suppliers. To this end, we are jointly developing roadmaps based on life cycle assessments that highlight environmental impacts across the entire value chain.

In addition to our particular focus on battery cells (see p. 40), our reduction measures primarily target emissions-intensive materials such as flat and long steel, cast iron, and aluminium (wrought and cast alloys).

Our measures aim for:

- **Use of renewable energy**
- **Resource efficiency**
- **Increase in recycled content**
- **New production technologies and processes**

These requirements contribute to our internal GHG reduction target, are being gradually embedded in Group-wide initiatives, and are increasingly being integrated into new vehicle projects. This also applies to specifications for the next vehicle generation, which MAN has developed jointly with the other TRATON GROUP brands and is gradually sharing with potential suppliers. As a result, GHG emissions now also form a key criterion in contract award decisions.

Making the eTruck case – Different drivetrains in comparison

Studies on the environmental impacts of our products

Our products are consistently developed and designed with the aim of optimizing energy consumption and reducing GHG emissions. In order to minimize the environmental impacts of our products and drivetrain concepts – both during operation and production, as well as at the end of their service life – we carry out targeted analyses of our vehicles' life cycles.



Environmental Product Declarations (EPD) for our buses: Ecological assessment with various environmental impacts in accordance with ISO 14025: 2006, **externally verified.**

Life Cycle Assessments (LCA) for our trucks: Ecological assessment with various environmental impacts in accordance with ISO 14040: 2006, ISO 14044: 2006 and ISO 22628: 2002, **externally verified**.

Carbon Footprint Screenings for our trucks and buses: Rough indication of the vehicles' GHG footprint, **not externally verified.**

The following studies are available to our customers:

Study available online







Environmental Product Declarations (EPD)

- MAN Lion's City 10 E
- MAN Lion's City 12 E
- MAN Lion's City 18 E
- MAN Lion's City 12 C EfficientHybrid
- MAN Lion's City 12 G EfficientHybrid

Life Cycle Assessments (LCA)

- MAN eTGX 18.544 4x2 BL S vs. MAN TGX 18.470 4x2 BL S (Comparative LCA)
- MAN 3.5 t TGE delivery van 3.140 2.0 TDI (103 kW), front-wheel drive, 6-gear, manual → Rough indication based on the VW Crafter 3.5 t KAST MR 103 kW FroSG6 (diesel)
- MAN 3.5 t TGE delivery van 3.180 2.0 TDI (130 kW), front-wheel drive, 8-gear, automatic → Rough indication based on the VW Crafter 3.5 t KAST MR 103 kW FroAG8 (diesel)

Carbon Footprint Screenings

- MAN Lion's City 18 C (18 m D15)*
- MAN Lion's City 18 G (18 m CNG)*
- MAN Lion's Intercity LE 12 (42C)*

*scaled from EPD results, available upon request

- MAN e/h/TGX 4x2 (Comparison of different drivetrain concepts)

Life Cycle Assessments (LCA) from our partner Volkswagen Commercial Vehicles as a reference point for our vans: Ecological assessment with various environmental impacts in accordance with DIN EN ISO 14040 and 14044, **externally verified.**

Further analytical reports are already being planned.



Decarbonizing fleets with battery-electric vehicles

A comparison of GHG emissions for a typical 4×2 semitrailer combination, assuming a total mileage of around 1.3 million kilometers over its life cycle, reveals clear differences between drivetrain technologies.

Battery-electric vehicles (BEV)
Battery-electric vehicles have the lowest emissions over their life cycle, provided that the electricity mix used corresponds to, or outperforms, the EU electricity mix. Compared to diesel, significant reductions of around 71% can already be achieved with the EU electricity mix today, taking into account the growing share of renewable energy throughout the life cycle (IEA Stated Policies Scenario).

Assuming a 100% wind-powered electricity mix in the EU, emissions would decrease even further – by around 88% compared with diesel vehicles. This highlights the significant decarbonization potential of battery-electric drivetrains. Although eTrucks currently exhibit the highest GHG emissions in the production phase among all drivetrain technologies – primarily due to emissions-intensive battery cell production – this is more than offset by the substantially lower emissions in the use phase.

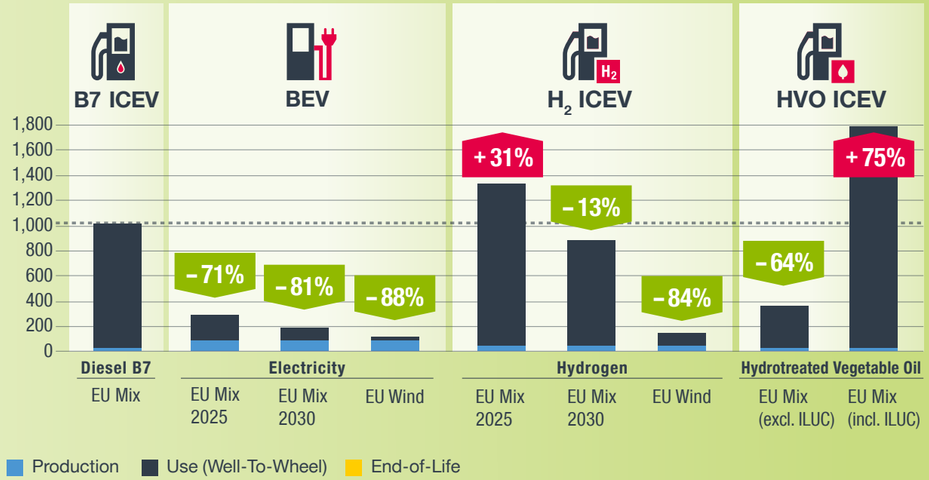
Hydrogen combustion engine vehicles (H_2 ICEV)
For hydrogen combustion engines, the climate impact depends heavily on the origin of the hydrogen used. Based on the EU hydrogen mix assumed in the study, GHG emissions throughout the life cycle may be significantly higher than those of diesel drivetrains – by around 31%. With an improved electricity mix, however, the overall emissions balance improves significantly due to the proportion of electrolysis-based hydrogen in the EU hydrogen mix.

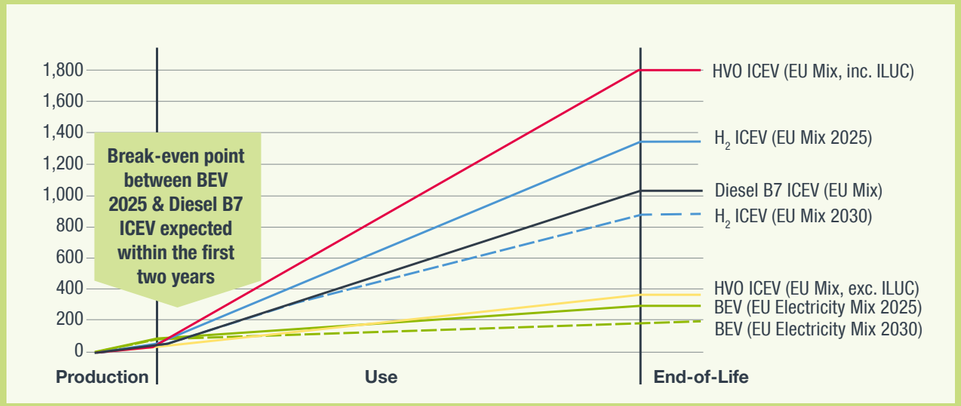
Green hydrogen from renewable energy sources can therefore significantly reduce emissions. Under realistic conditions, however, hydrogen-based drivetrains still lag well behind battery-electric systems over their full life cycle. In addition,

Comparison of different drivetrain concepts:
Breakdown of GHG emissions over the vehicle life cycle [t CO_2e]*

Typical reference vehicle: e/h/TGX 4x2 long-haul articulated truck with an assumed lifetime mileage of 1,300,000 km

⚠ Rough Indication





* Total global warming potential, incl. direct land use change & biogenic sources – no additional greenhouse gas (GHG) emission reduction measures considered beyond electrification

ICEV – Internal combustion engine vehicle

BEV – Battery-electric vehicle

ILUC – Indirect land use change

→ Underlying assumptions & further remarks

the same amount of energy can be used to operate significantly more battery-electric vehicles than hydrogen-powered vehicles.

HVO-powered combustion engine vehicles (HVO ICEV)
Internal combustion engines powered by HVO also present a mixed picture. Without taking into account difficult-to-quantify indirect land-use changes (i.e. emissions resulting from the displacement of food production for energy crops), they can achieve significant emissions reductions compared to diesel. However, when these effects are included, the overall environmental footprint may be substantially less favorable.

BEVs superior in terms of emissions
A closer look at the development of GHG emissions over the product life cycle highlights the superiority of battery-electric drivetrains. Depending on the usage profile, their GHG emissions fall below those of all other drivetrain technologies within the first two years – despite higher emissions during the production phase. With increasing vehicle lifetime, the benefits of electrification become even more pronounced.

The comparison shows that the actual climate impact is not determined by the drivetrain alone, but primarily by the energy source used.

MAN energy cost calculation
(based on the resulting energy footprint comparison for a reference route published by the Trucker trade magazine)

MAN TGX 18.480 PowerLion with D30 diesel engine
20.48 l/100 km (~ 2.042 kWh/km)

€112
with an assumed diesel price of €1.42/l (net)
+ €114 toll

MAN eTGX 20.544
0.9743 kWh/km

€ 66.8
with an assumed energy price of €0.20/kWh (net)
+ €0 toll (exempt)



Dr. Frederik Zohm
Executive Board Member for Research & Development

The actual climate impact is not determined by the drivetrain alone, but primarily by the energy source used. Our analyses show that battery-electric vehicles offer the greatest decarbonization potential over the life cycle – particularly compared to hydrogen drivetrains, which lag significantly behind BEVs even under ideal conditions.

BEVs also with strong economic performance

The ↗SUPERTEST conducted by the trade magazine “Trucker” demonstrates that a battery-electric truck can pay off not only from an environmental perspective, but also economically during operation. The MAN TGX and MAN eTGX were tested under comparable conditions: both vehicles completed the same 343-kilometer reference route through Bavaria with the same driver – primarily on highways, but also on federal roads.

The test shows that our eTruck achieves exceptionally low energy costs compared to the diesel truck (which also demonstrated excellent performance).

Looking ahead, bidirectional charging may even unlock additional economic potential (see p. 44).



Supporting our customers' fleet transformation

Communicating the potential of electrification

MAN is firmly committed to transforming the transport sector: the economic and environmental potential of battery-electric vehicles clearly supports this approach.

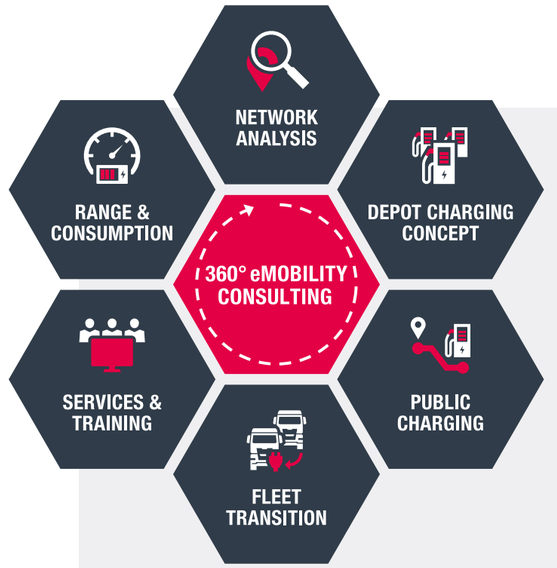
We aim to provide our customers with optimal support in electrifying their fleets and reducing their greenhouse gas (GHG) footprint. To this end, we offer a wide range of services and support and provide relevant information through various channels.

eReadyCheck
Before embarking on electrification, companies often ask whether battery-electric trucks are suitable for their operating profiles. To support this assessment, MAN has developed the ↗eReadyCheck. This online tool uses route-specific data and parameters such as vehicle type, payload and traffic conditions to evaluate the feasibility of deploying electric vehicles from MAN and to estimate the associated GHG savings.

360° eMobility Consulting
Transport companies and fleet operators face challenges in electrifying their fleets that go beyond the procurement of vehicles. These include, in particular, the availability of energy at operational sites, the development of suitable charging infrastructure, and the adaptation of depots and workshops. With our tailored and comprehensive ↗360° eMobility Consulting from MAN Transport Solutions, we support our customers in developing future-proof and economically viable transport solutions, complying with local emission regulations, and achieving their own environmental targets.

A specialized team supports our customers in preparing their city bus, truck and coach fleets specifically for the requirements of eMobility. In addition to vehicle-related technical aspects, the focus is on analyzing energy requirements, developing suitable charging strategies, planning appropriate infrastructure, and designing needs-based fleet concepts. The aim is to reliably integrate electric operation into existing processes.

This is supported by a network of more than 100 eMobility experts across Europe, who also provide on-site support.
In addition, MAN Transport Solutions collaborates with software and charging infrastructure providers to facilitate the practical electrification of fleets through ↗tailor-made charging solutions.





Michael Voll
Head of MAN Transport Solutions, Vice President

The electrification of fleets involves a new, highly complex ecosystem. With our 360° Consulting and partner solutions such as the AW Automotive Smart Charging Cube and MAN Charge&Go, we help make this complexity manageable – enabling clear, tailor-made solutions for our customers and providing early TCO certainty for a successful transition.



Charging solutions for our customers' depots

The market ramp-up of electric commercial vehicles depends largely on the expansion of suitable charging infrastructure, which is ideally supplied with electricity from renewable energy sources.

Having their own charging points on company premises enables customers to plan charging processes reliably and integrate them into existing operations. When combined with on-site energy generation via photovoltaics or wind turbines, energy costs can also be reduced. With a network of specialized infrastructure providers, we support our customers in both planning and implementation.

With the ↗AWA Smart Charging Cube, MAN also offers a mobile charging and battery storage solution in cooperation with AW Automotive. This enables charging even with limited grid capacity and without the need for construction work, for example at depots or temporary sites. Thanks to flexible financing, leasing and pay-per-use models, the Smart Charging Cube represents an attractive solution for depot optimization.





Long-haul transport with electric trucks is already possible in Europe today. Now it's about scaling the technology.

Nanno Janssen
Director, Nanno Janssen GmbH

The logistics company Nanno Janssen, based in Leer, already operates a fleet of 35 battery-electric trucks, with additional eTrucks in the pipeline– including 15 MAN eTGX vehicles.

Public charging made easy

By 2030, ↗the European manufacturers' association ACEA estimates that around 50,000 high-performance and megawatt charging points will be required across Europe along the most important long-distance transport routes – an enormous challenge.

In order to make public charging for electric commercial vehicles more predictable, MAN relies on a coordinated interplay of its own services, Group solutions and strategic partnerships.

TRATON Charging Solutions

↗TRATON Charging Solutions (TCS) plays a key role in this. The company bundles charging solutions from different operators (e.g. the European high-performance charging network operated by ↗Milence), provides a shared digital infrastructure, and simplifies access, billing and use of public charging points across brands.





MAN Charge&Go

MAN customers can access this via ↗MAN Charge&Go. The service helps customers locate truck-suitable charging points and enables charging and payment through a centralized solution, even in mixed fleets. The MAN eTruck ready standard designates charging points that meet the spatial, access and technical requirements for heavy-duty commercial vehicles.



Partnerships

In addition, MAN is investing in new charging sites along its existing service network ↗together with partners such as E.ON, enabling customers to charge publicly regardless of the vehicle used. As part of a multi-year ↗research and development cooperation with ABB E-Mobility, we are also advancing the development of the MCS (Megawatt Charging System) fast-charging system.

Flagship project: Charging park at the Allianz Arena

To create the urgently needed charging infrastructure, transport hubs also need to be rethought beyond the boundaries of our industry. That is why MAN and FC Bayern Munich are planning a ↗publicly accessible charging park at the Allianz Arena with high-performance and megawatt charging points for electric trucks and buses.

Around 30 charging points are planned to be built in several phases, utilizing the stadium's existing grid capacity – primarily on non-match days – and enabling the daily charging of up to 500 eTrucks and eBuses in the future.

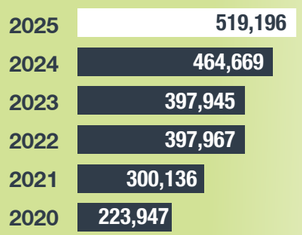


Digital solutions for efficient operations

The digital transformation opens up new opportunities for MAN to support customers in decarbonization – not only through zero-emission drivetrains, but also through efficiency-enhancing solutions in vehicle operations.

Connectivity and data exchange are key prerequisites for managing transport processes more efficiently with our digital fleet management via **↗MAN DigitalServices** – optimizing fleet utilization and reducing emissions.

Connected vehicles in the market (at the end of each year):



MAN Perform

↗MAN Perform provides fleet operators with a comprehensive overview of relevant deployment and driving data. These insights support the adoption of an optimized driving style and more efficient vehicle operations, helping to reduce fuel consumption, GHG emissions and operating costs.

MAN Connected CoDriver

With ↗MAN Connected CoDriver, an experienced trainer from MAN ProfiDrive is available to support the driver with real-time performance data and targeted recommendations for more economical driving.

MAN also offers specific services for electric vehicles to facilitate the coordination of electrified fleets:

MAN eManager

With its timer function, the ↗MAN eManager not only enables highly efficient charging and battery management, but also allows longer ranges thanks to preconditioning of the interior climate.

MAN SmartRoute

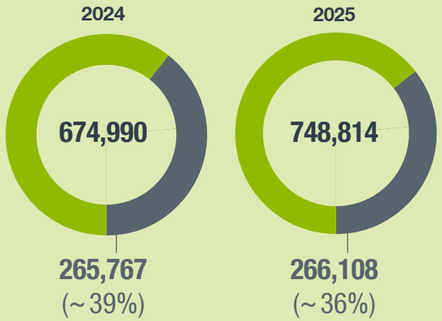
The dynamic route planning of ↗MAN SmartRoute, based on individual vehicle, traffic and charging infrastructure data, enables further optimization of the vehicle range.



Shifting from a linear to a circular product life cycle

Share of secondary raw materials

Total weight of our produced products (in t)



■ Weight of secondary (reused or recycled) components, intermediate products, and materials used to manufacture our products

Resource responsibility from product development onwards

Our products play a key role in aligning our business model with the principles of a circular economy. This is evident when considering the total volume of materials used in their production.

Significant potential
Even though more than one third of the materials used in the past two years originated from secondary raw material sources, there is enormous environmental and economic potential in transforming today's still highly linear product life cycle. We need to leverage this potential together with our customers and partners.

The slight decline in the share of secondary materials in our products from 2024 to 2025 is primarily attributable to changes in the product mix of our sales.

Development as a key enabler
The key to success lies in the development of our products and services. For this reason, we already incorporate the requirements of circular services, for example, at this stage through circular design – by ensuring easy disassembly to facilitate remanufacturing and thus extend the service life of components and parts.

"Design for Circularity"
Together with the Chair of Materials Handling, Material Flow and Logistics at the Technical University of Munich, we are working on "Design for Circularity" in the commercial vehicle sector as part of a doctoral thesis. The research project also examines which R-Strategies should be applied to specific components and parts at different stages of the life cycle, in order to incorporate these requirements into the development phase. A disassembly study has already been completed, and a ↗scientific paper has been published on this topic.

CIRCULAR INPUTS

Material savings and decarbonization through recycled materials

As part of the tender process for our next vehicle generation, we defined specific requirements for the recycled content of selected focus materials in 2025, in collaboration with the other TRATON GROUP brands (see p. 29). These specifications are now being embedded in future vehicle projects and not only support the development of more circular products, but also contribute to reducing GHG emissions.

Figures from the ↗Bundesverband der Deutschen Entsorgungs-, Wasser- und Kreislaufwirtschaft e. V. (BDE, German Association for Waste Management, Water and Circular Economy) show significant potential for reducing energy consumption and the associated GHG emissions through the use of recycled rather than primary raw materials. This clearly demonstrates that the circular economy is also an important lever for decarbonization.

Savings potential from the use of recycled materials instead of primary raw materials



48% | 73%



62% | 80%



85% | 95%

... lower CO_2 emissions | ... lower energy consumption

Source: https://www.bde.de/presse/klimaschutz-durch-metallrecycling (English version not available)

CIRCULAR SERVICES

Remanufacturing of used parts & components

Under the brand MAN Genuine Parts ecoline, we are focusing on a circular approach that conserves resources and reduces the environmental footprint over the entire product life cycle. Used components are returned, inspected and remanufactured in line with defined quality standards. The result is a replacement part equivalent to a new part in terms of functionality and warranty, while requiring significantly less raw materials and energy. Components are returned through an established deposit return system, enabling high return rates of around 90% and keeping valuable materials in circulation.

At the Salzgitter return center, parts are sorted and transferred to certified partners for complete disassembly, cleaning, replacement of worn components, and reassembly. A substantial share of the components is also sent to the Nuremberg site, where MAN operates a central ReMAN competence center for remanufacturing.

This process conserves materials, reduces waste, and lowers GHG emissions compared with new production. By reusing existing parts – for example, in cylinder heads – significant savings in emissions and materials can be achieved due to substantially lower energy and raw material consumption. These benefits have been verified by TÜV NORD.

MAN is continuously expanding its ecoline portfolio and has included components from the field of eMobility since 2025. Around 3,000 part numbers are now processed. At the same time, together with the TRATON GROUP, we are working to expand remanufacturing and other circular services across brands, leverage synergies and establish uniform standards.



Vanessa Reinarz
Head of Product Management Genuine Parts

In remanufacturing, sustainability meets tangible economic value. It demonstrates that the circular economy is not a compromise, but a true competitive advantage. By consistently aligning our solutions with customer benefits that are both economically and environmentally sound, we can achieve meaningful progress that inspires.



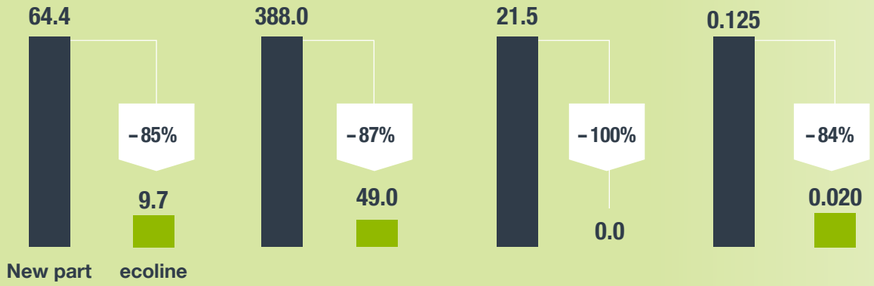
7.1%
Share of MAN Genuine Parts ecoline in total MAN Genuine Parts revenue 2025



Environmental benefits of MAN Genuine Parts ecoline

Cylinder head as example: The results of the life cycle assessment (LCA), verified by TÜV NORD in accordance with DIN EN ISO 14040, confirm the environmental benefits of MAN Genuine Parts ecoline.





Sales of MAN Genuine Parts ecoline

(= remanufactured parts + new parts, only where insufficient returns of used parts are available)

2023	2024	2025
96,065	99,454	91,814

Professionally inspected used parts

The MAN Used Parts Exchange offers inspected genuine parts at particularly competitive prices. After receipt and dismantling, all parts undergo rigorous quality control. This enables the reuse of components – ranging from axles and engines to gearboxes and cabs – in line with their residual value. Customers benefit not only from savings of at least 35% compared with new parts, but also contribute to the circular economy through documented quality and reliable functionality.

CIRCULAR SERVICES

Alternatives to new vehicles

As an alternative to purchasing a new truck directly, customers can rent a vehicle “on demand” via ↗MAN Rental Services. This helps avoid idle vehicle capacity and enables the efficient use of existing assets.

If a purchase is considered, customers can also opt for a used vehicle from ↗MAN TopUsed instead of buying new. This not only ensures a vehicle of tested quality, but also gives it a second life.

Predictive maintenance management

In addition to standard ↗MAN service contracts, predictive maintenance helps to inspect vehicles based on their actual condition, replace wear parts in a timely manner, and maximize vehicle service life.

With ↗MAN ServiceCare, the digital maintenance and repair management solution, operators can monitor vehicle condition, reduce downtime and coordinate workshop appointments at an early stage – ensuring reliable deployment planning.

In the event of an emergency, ↗MAN Mobile24 provides around-the-clock assistance across Europe, ensuring that vehicles are quickly returned to operation.



Digital retrofitting of features

↗MAN Now enables the flexible updating of software functions in MAN vehicles without the need for a workshop visit. Over-the-air updates reduce downtime and help fleets adapt vehicles to specific operational requirements. Real-time traffic data, efficiency-optimized driving programs and updated map material can be transferred directly and installed quickly. This ensures that vehicle software remains up to date and ready for use, enabling optimal vehicle utilization.





Wireless body integration

The ↗MAN PAL online tool enables body manufacturers to independently adapt electronic interfaces and control panels to the respective body by wirelessly transferring parameters and functional logic. Specific body functions – from power take-off to warning lights – can be assigned directly to the keypads and deployed over-the-air. The direct integration into the Bodybuilder Portal and the digital conversion of existing hardware in the driver cockpit not only eliminates workshop visits, but also the need for additional cockpit instruments.

CIRCULAR END-OF-LIFE

Closed material loops at end of life

When developing our vehicles, we also consider impacts at the end of their life cycle. DIN EN ISO 22628:2002 provides a recognized framework for this, outlining how the recyclability and recoverability of materials can be calculated.

On this basis, MAN places greater emphasis on the use of materials that can be efficiently dismantled and recycled, or whose energy can be recovered.

Material declaration as well as recycling and recovery rates in accordance with DIN EN ISO 22628

More details can be found in the studies on → p. 30.



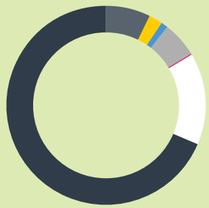
Battery-electric vehicles

MAN eTGX 18.544 4x2 BL S

End-of-Life treatment

92.2 % Recyclable	7.8 % Non-recyclable
97.6 % Recoverable	2.4 % Non-recoverable

Material distribution (kg)

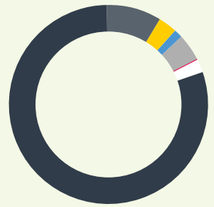


7,279	Metals	5,948
757	Polymers	667
245	Elastomers	223
111	Glass	117
619	Fluids	319
2	MONM*	5
1,578	Others	151

Conventional vehicles

MAN TGX 18.470 4x2 BL S

Material distribution (kg)



End-of-Life treatment

90.2 % Recyclable	9.8 % Non-recyclable
96.4 % Recoverable	3.6 % Non-recoverable

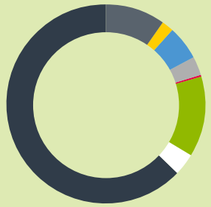


MAN Lion's City 12 E

End-of-Life treatment

95.2 % Recyclable	4.8 % Non-recyclable
96.8 % Recoverable	3.2 % Non-recoverable

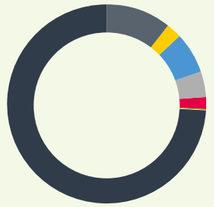
Material distribution (kg)



8,993	Metals	7,961
1,408	Polymers	1,149
291	Elastomers	279
773	Glass	707
474	Fluids	442
12	MONM*	186
1,904	Electrics & electronics	9
496	Others	5

MAN Lion's City 12 EfficientHybrid

Material distribution (kg)



End-of-Life treatment

96.4 % Recyclable	3.6 % Non-recyclable
98.2 % Recoverable	1.8 % Non-recoverable

*Modified organic natural materials

Putting the spotlight on batteries





Our vision for the life cycle of high-voltage batteries

↗Batteries are one of the most valuable and heaviest components in battery-electric commercial vehicles. Due to the increasing electrification of its fleet, MAN is therefore placing greater emphasis on the battery life cycle and the raw materials it contains. Keeping these materials within the product cycle is considered a central lever for conserving resources and unlocking environmental and economic potential.

The ↗Closed Loop approach for high-voltage batteries – a future vision that is already being partly realised and shared with the other TRATON GROUP brands – takes a holistic view of the entire value chain: from raw material extraction through use to recycling.

Our goals

- Gradually increasing the share of recycled materials
- Optimizing battery lifetime
- Closing the material loop

The Battery Closed Loop

Positioning within the circular life cycle (see p. 22):

- = CIRCULAR INPUTS
- = CIRCULAR OPERATIONS
- = CIRCULAR SERVICES
- = CIRCULAR END-OF-LIFE

0. Research & development
Batteries are developed with environmental, economic and regulatory requirements in mind.

1. Primary or secondary raw material extraction
Primary raw materials such as lithium, nickel, and cobalt are extracted and increasingly supplemented with secondary raw materials from recycling to reduce resource consumption.

2. Cell production
Battery cells are produced from these raw materials – ideally using renewable energy – while their composition, quality and safety are subject to strict controls.

3. Pack production
The cells are assembled into modules and complete high-voltage battery packs, equipped (including cooling), and adapted to the respective vehicle requirements.

4. First life
In the vehicle, the battery powers the electric drivetrain over many years, with performance, safety and range at the core.

5. Battery repair
Defective or aged components are repaired or replaced to extend battery life, reduce costs and conserve resources.

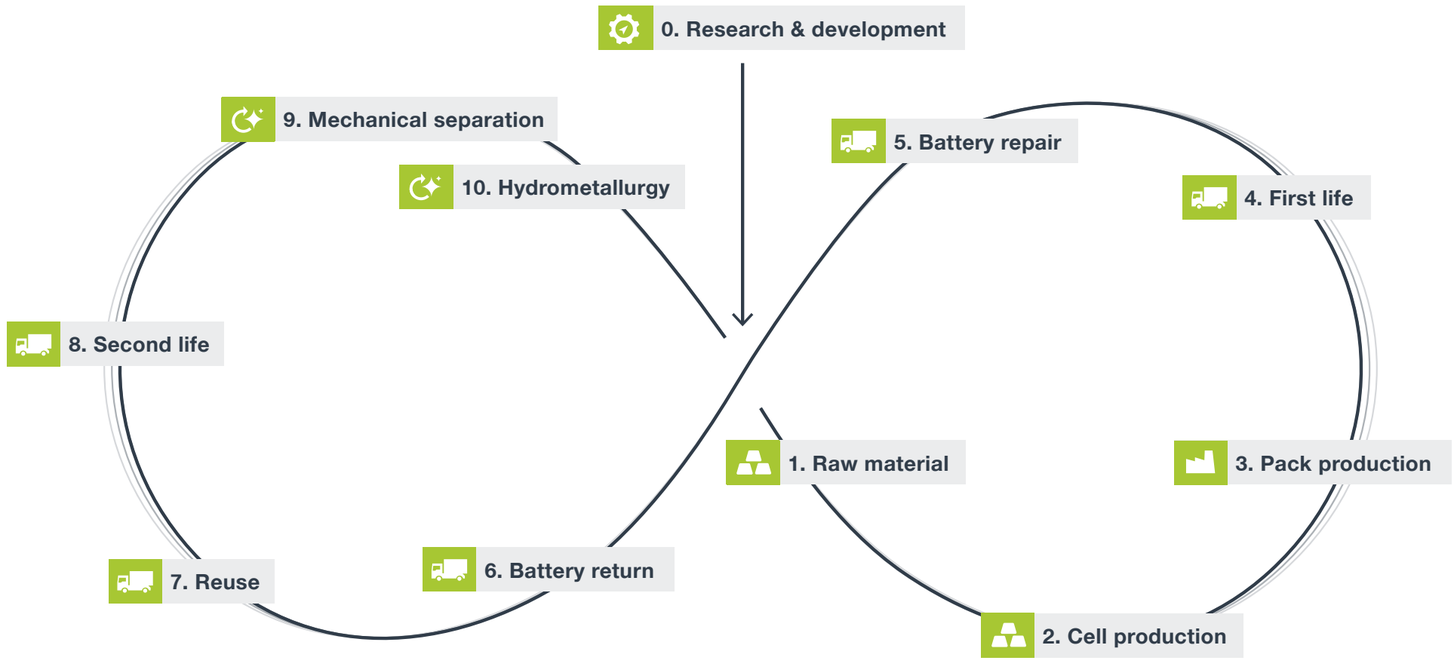
6. Battery return
After the end of its use in the vehicle, the battery is returned, professionally tested, and directed to appropriate reuse or recycling pathways.

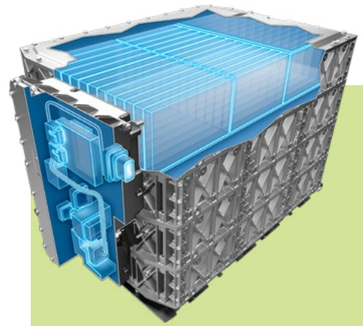
7. Reuse
Suitable batteries or modules can be reused in vehicles or comparable applications, provided that all technical and safety requirements are met.

8. Second life
Batteries that are no longer suitable for use in vehicles are repurposed for stationary energy storage or other applications with lower power requirements.

9. Recycling – mechanical separation
At the end of their service life, battery packs are discharged, dismantled, shredded, and separated into material fractions such as metals, plastics, and black mass.

10. Recycling – hydrometallurgy
Lithium, nickel and cobalt are chemically recovered from the black mass and – where sufficient quality is achieved – returned to battery production. This effectively closes the material loop.





Up to
15 years

High-performance service life of battery packs in the vehicle
(depending on application & use case)

Bringing the Closed Loop to life

CIRCULAR DESIGN

Stronger together through TRATON R&D (for 0.)
MAN and the TRATON GROUP brands are jointly advancing their battery technology as part of the TRATON R&D, established in 2025. This strengthens the exchange of expertise and experience and enables shared economies of scale throughout the entire battery life cycle. The focus is on a modular battery concept which is precisely controlled by an advanced battery management system.

CIRCULAR INPUTS

Definition of environmental requirements for battery cells (for 1. and 2.)
In recent years, we have developed specifications incorporating emission-reduction measures for battery cells, the largest source of emissions in the production of battery-electric vehicles. These requirements have been shared with potential suppliers as part of tender processes, alongside discussions on the growing importance of using recycled raw materials. This development is significantly driven by the revised EU Batteries Regulation, which introduces binding minimum quotas. From 2031, new batteries must contain at least 16% cobalt, 6% lithium, 6% nickel and 85% lead from recycled sources, among other requirements. Through contracts awarded in recent years, we have already achieved a significant reduction in expected greenhouse gas emissions from battery cell manufacturing.

CIRCULAR OPERATIONS

Battery packs from in-house production (for 3.)
At the MAN site in Nuremberg, around 100 million euros have been invested in ↗new battery production with a maximum annual capacity of up to 100,000 packs. Series production of batteries for fully electric trucks and buses has been running on a highly automated assembly line since 2025. In addition, around 150 million euros will be spent in the coming years on developing further expertise in the area of battery technology and on increasing the degree of vertical integration.



Up to
100,000 packs

is the maximum annual capacity at the MAN site in Nuremberg.



CIRCULAR SERVICES

High-performance, long-lasting battery packs (for 4.)
Thanks to an expected high-performance ↗service life of up to 1.6 million kilometers or up to 15 years – depending on the application – the batteries are designed for exceptional durability. MAN offers a range of different battery configurations tailored to meet specific customer requirements (see p. 27).

Europe-wide repair centers (for 5.)
Defective battery packs are professionally dismantled, tested, and repaired at MAN's ↗repair centers across Europe. Qualified technicians replace damaged components before reassembling the packs. Repaired batteries are returned to service, while undamaged modules from non-repairable packs are reconditioned for reuse in other battery systems.

Buy-back agreements & REVAMP research project (for 6.)
MAN relies on buy-back agreements that take key usage parameters of all-electric commercial vehicles into account. These include the planned holding period, operating profile, annual mileage and battery-specific indicators such as the "State of Health" (SoH), including factors such as age and usable energy throughput. The aim is to ensure a predictable return process based on reliable data. In addition, the ↗REVAMP research project, funded by the German Federal Ministry for Economic Affairs and Energy (BMWE) and led by MAN, is investigating how battery modules can be systematically assessed, dismantled, and remanufactured. The focus is on industrial processes for condition analysis, automated assembly, and testing of battery modules.

CIRCULAR SERVICES

Evaluation of 2nd use & 2nd life applications (for 7. and 8.)

After its initial use in the vehicle, the battery is ideally prepared for continued use in a vehicle (2nd use), provided that sufficient remaining capacity and appropriate condition are ensured. However, if the remaining capacity is no longer suitable for another vehicle application, the battery may be repurposed outside the vehicle and enters its second life in another function (2nd life). For example, it can be used as a buffer storage system for solar or wind power plants as well as for energy storage systems for industrial applications. MAN is currently conducting research together with various partners to assess the extent to which used truck batteries are suitable as stationary storage systems (BESS, battery energy storage systems). MAN batteries are also intended to have a second life in the ↗AW Automotive Smart Charging Cube in the long term.





CIRCULAR END-OF-LIFE

Recycling at the start of a new battery life (for 9. and 10.)

If subsequent use is no longer possible due to insufficient remaining capacity or condition, the battery is sent for ↗recycling. Recycling can reduce dependencies on primary raw material extraction and – compared to primary-based batteries alone – reduce the GHG footprint when secondary materials are later reused in cathode production. At the same time, recycling strengthens security of supply and also becomes more economically viable as volumes increase.

MAN fulfills its manufacturer's obligation to collect used batteries through master agreements concluded by the Volkswagen Group with partner organizations, which act as a so-called "Producer Responsibility Organization" (PRO). The example of Germany also shows that the minimum requirements of the EU Batteries Regulation, applicable from 2031/2032 for recycling, can already be met. This is evidenced by the annual reporting of the Volkswagen Group's recycling partners to the German Environment Agency.

Legal minimum requirements for end-of-life vehicle batteries in accordance with the EU Batteries Regulation (EU) 2023/1542 (Art. 71)

From **2031**

Recycling efficiency

70% Lithium batteries

80% Lead-acid batteries

From **2032**

Material recovery

95% Cobalt, copper, nickel, lead

80% Lithium

Benefits of the Closed Loop for our customers

- Lower total cost of ownership through extended battery life and reuse concepts
- Reliable access to high-performance recycling infrastructure through partnerships within the Volkswagen Group
- Future-proof fleets by aligning with current and upcoming EU sustainability requirements

Transparency through the battery passport

From February 2027, the EU Batteries Regulation will require an electronic battery passport. It collates static and dynamic information about each battery, including materials, CO_2 emissions, performance, origin, and recycling. It enables full traceability of battery contents and the origin of components. The battery passport supports more efficient fleet and life cycle management, facilitates compliance and reporting obligations, and creates the basis for recycling and the circular economy as a whole. MAN is actively working on its implementation. The following QR code provides a MAN-specific ↗preview based on example values for demonstration purposes:



Bidirectional charging as a future opportunity

With so-called bidirectional charging, a truck battery can not only draw energy from the power grid, but also feed energy back into it – for example, into a building, a depot or the grid itself. Studies from the NEFTON research project (Nutzfahrzeugelektrifizierung für transportsektor-optimierte Netzanbindung, commercial vehicle electrification for transport-sector-optimized grid connection) show that eTrucks can function as flexible energy storage units during their downtimes. MAN is an implementation partner in the project.

In the long term, this can reduce load peaks in the electricity grid and mitigate the associated cost effects during electricity consumption. In addition, storage capacities are created for renewable energies with highly fluctuating power generation. The concept therefore contributes to grid stability, conserves valuable battery raw materials, and ensures better utilization of existing storage capacities in truck batteries. Bidirectional charging can thus become an important building block for more efficient operations for our customers and unlock additional economic potential in the form of lower energy costs.

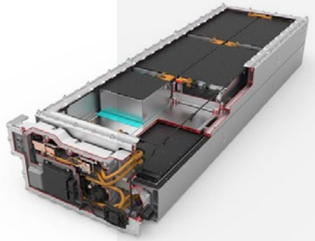
MAN is a pioneer in this field: In 2025, the consortium successfully charged an eTruck for the first time using a mobile bidirectional charger and subsequently discharged the stored energy. The NEFTON follow-up project SPIRIT-E, funded by the German Federal Ministry for Economic Affairs and Energy, aims to demonstrate the bidirectional integration of eTrucks into the energy system under real-world conditions for the first time.

With bidirectional charging, we want to provide another argument that electrification is not only environmentally sound, but also economically viable.



Around
400 jobs

were created with the construction of the battery factory at the Nuremberg site.



Battery as an ESG case study

The transformation of our product portfolio towards battery-electric drivetrains not only determines our environmental sustainability activities, but also has a strong impact on social and governance aspects – this is particularly evident in the example of the battery.

Social
In addition to new requirements with regard to product and occupational safety as well as health protection, the transformation is mainly accompanied by changes in qualifications and job profiles. For example, more than 5,000 employees had to be trained in the field of high-voltage technology in order to be able to produce diesel and electric vehicles on a single production line at the Munich site.

In addition, the construction of the battery factory at the Nuremberg site secured around 400 jobs in a future-oriented technology and continued to advance the transformation and attractiveness of the location. The employees working in battery production were previously employed in the areas of engine assembly, foundry, or logistics and were able to transition into a new, future-proof field of work through retraining.

Governance
With the battery as the new main drivetrain component, MAN also has to deal with new regulatory requirements such as the EU Batteries Regulation, while the origin of raw materials is coming increasingly into focus. For example, we require full transparency from our direct battery cell suppliers regarding their supply chains – from mining through to the production of the finished battery cell – for the high-risk battery raw materials cobalt, nickel, lithium, and graphite.

This requirement has been mandatory in our supplier contracts since 2022 and is intended to help make the environmental and social impacts of battery cell production transparent. The data provided are verified and validated by partner companies through so-called “2nd party supply chain mapping audits”.

ENVIRONMENTAL IMPACT OF OUR BUSINESS OPERATIONS



Identifying, managing, and reducing negative impacts on the environment.

Our company is part of the society and the environment in which we operate. We therefore continuously improve our environmental performance, energy efficiency and occupational safety through an integrated management system.

Protecting the environment has been an integral part of the planning and operation of our sites for many years. Reducing direct environmental impacts – particularly on water, air, climate, soil and biodiversity – is firmly embedded in our production strategy. With the "Production Environmental Footprint", we apply a systematic approach to assess environmental impacts in a comparable and transparent manner. At the same time, we recognize that planetary boundaries are increasingly being exceeded and that global challenges continue to intensify.

Our stakeholders value the fact that our environmental, energy, and occupational health and safety performance is regularly reviewed through independent certifications. This provides a strong incentive for us to continuously improve the quality of our processes and services.

Dr. Heike Sarstedt
Head of Environment and HSE Management System

Reducing greenhouse gas emissions across our network

On track with our own business operations

MAN's Scope 1 and 2 emissions primarily arise from its global production network, sales and service locations, and the use of company cars. Although these sources already accounted for less than 0.3% of our greenhouse gas (GHG) footprint in 2019 (and as low as about 0.1% in 2025), we have set an ambitious science-based target with the SBTi for 2030 in these areas due to our direct influence:

We aim to reduce absolute GHG emissions at our company locations worldwide by 70% compared to 2019.

Developments in recent years show a continuous decline since the base year. By 2025, we were able to achieve a reduction in GHG emissions of almost 68% (67.9%) compared to the base year. This means that the target was narrowly missed ahead of schedule. This progress is mainly driven by measures to increase energy efficiency at our sites. These include:

- The consistent transition of the electricity and heat supply to renewable energy
- Technical optimizations and the modernization of energy-intensive facilities
- The stepwise electrification of the company's own vehicle fleet

Energy transition at our sites

Our clear focus when reducing GHGs in our corporate network is on expanding the use of renewable energy. We pursue three main approaches:

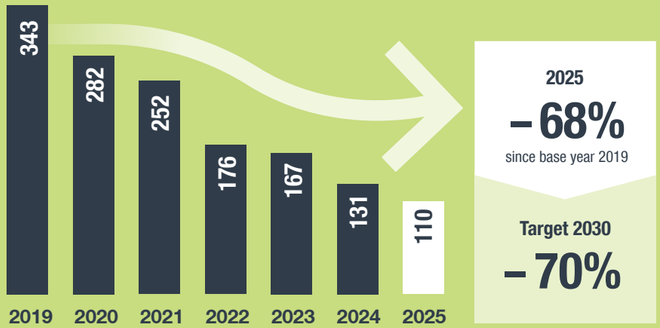
1. On-site generation of renewable energy through direct investments or contracting models
2. Expansion of power purchase agreements (PPAs), i.e. the direct procurement of renewable energy from plant operators
3. Procurement of renewable energy from energy suppliers

At its Munich site, for example, MAN is planning to implement a geothermal heat supply system for its plant and the neighboring municipality of Karlsfeld. Operations are scheduled to commence in 2028, gradually replacing industrial gas heating. The aim is to establish a stable, locally available long-term heat source that contributes to reducing GHG emissions in the regional heat supply.



Scopes 1 & 2 – Direct emissions and indirect energy-related emissions

in thousand t CO_2e (market-based)



2025
– 68%
since base year 2019

Target 2030
– 70%

in t CO_2e	2024	2025
Gross Scope 1 greenhouse gas emissions	98,667	95,775
From operations at company locations	76,969	73,972
From the use of company vehicles	21,698	21,803
Gross location-based Scope 2 greenhouse gas emissions	169,958	178,641
Gross market-based Scope 2 greenhouse gas emissions	31,898	13,833

Energy consumption and generation at our company locations worldwide

in MWh	2024	2025
Total energy consumption	826,925	806,544
Energy consumption from fossil sources	542,068	498,027
Fuel consumption from crude oil and petroleum products	195,626	170,390
Fuel consumption from natural gas	224,042	250,757
Purchased or acquired electricity, heat, steam, or cooling from fossil sources	122,107	76,558
Other fossil sources	293	322
Energy consumption from nuclear sources	2,930	3,490
Energy consumption from renewable sources	281,927	305,027
Fuel consumption from renewable sources	24,917	13,299
Purchased or acquired electricity, heat, steam, or cooling from renewable sources	236,031	267,333
Self-generated non-fuel renewable energy	20,979	24,395
Total energy production	35,937	77,125
Non-renewable energy production	0*	38,871
Renewable energy production	35,937	38,254

* No data available

Production-specific climate target

Achieving CO_2-neutral production on a net basis by 2030 through:

min. **95%** Emissions reduction

max. **5%** Share of CO_2 compensation for unavoidable emissions

(Base year 2015)



Efficiency improvements and modernization

In order to achieve a fundamental reduction in energy consumption, we are working intensively on the sustainable modernization of our production and sales sites, in addition to increasing the efficiency of our facilities. As part of this transformation, MAN is investing around 300 million euros by 2030 in the renewal of its European service network. This includes, among other measures, the expansion of photovoltaic systems as well as the extensive installation of LED lighting and state-of-the-art heating systems.



Leading by example in sustainable mobility

Own vehicle fleet

We not only want to support our customers in the decarbonization process by selling battery-electric vehicles, but also to leverage the benefits of electric mobility ourselves. In 2025, we therefore developed a strategy for the gradual electrification of our company car fleet. Over the past five years, we have reduced direct emissions from our own vehicle fleet by around 34%. This reduction is primarily driven by the increasing share of fully electric and hybrid vehicles.

Mobility offerings

In addition, MAN supports its employees with climate-friendly mobility options, such as discounted public transport tickets and shuttle bus services, helping them make their daily commute as low-emission as possible.

Business trips

Clear company-wide guidelines apply to business trips: Travel should only take place where unavoidable. Where economically feasible, the most environmentally friendly means of transport should be used. Alternatives such as video or telephone conferences must be considered in advance. In 2025, around 87% of business travel emissions were attributable to air travel, i.e. 2.5 percentage points more than in 2024.

Direct emissions from our own vehicle fleet

in t CO_2e

Scope 3, Category 6 – Indirect emissions from business travel

in t CO_2e



Anastasiia Borisova
Supply Chain Manager Inbound
Transport Planning & Project Lead
“Inbound Electrification”

At the start of the project in 2024, electrification still required a degree of courage. By 2025, however, we were able to demonstrate that battery-electric trucks are already capable of reliably covering our inbound logistics from an operational, technical and economic perspective. The trend is clear: We are now electrifying international routes and are seeing a noticeable shift towards electrified transport, even in demanding markets such as Poland.

165 million km/year
are covered by trucks in MAN’s inbound network.

Increasing electrification of our logistics

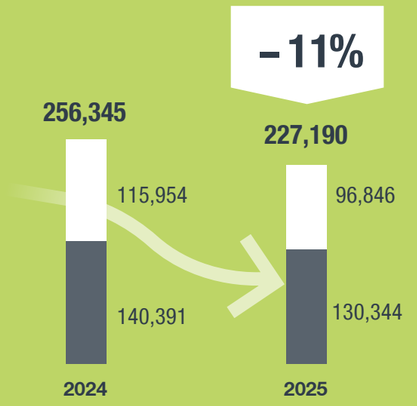
As a provider of sustainable transport solutions, we are also decarbonizing our own inbound & outbound transport network.

Electrification of inbound transport
Trucks in MAN’s inbound network cover up to 165 million kilometres per year. In order to achieve substantial GHG reductions in supply together with our freight forwarders, we launched the ↗first tenders for battery-electric vehicles in 2025 as part of the “Inbound Electrification” project. The first eTrucks have already entered series operations.

Expansion of own charging infrastructure
At the same time, the necessary high-performance charging infrastructure is being expanded both at and around our plants to enable fast charging close to the unloading points. However, we are also continuously installing new charging points across our service network. This initiative creates additional charging options along central transport routes and therefore contributes to the practical implementation of the transition to electric drive solutions.

Scope 3, Category 4 – Indirect emissions from purchased transportation services

in t CO_2e



Key drivers of CO_2e reduction

Inbound
- Reduction in air freight shipments
- Improved utilization of full truckload transport relations

Outbound
- Reduced overseas shipping

Inbound & Outbound
- Increased use of alternative drivetrain concepts, such as fully electric trucks
- Lower-emission transport modes, such as rail transport



Example: Kloiber
The ↗logistics company Kloiber will deploy a total of 15 MAN eTGX trucks for MAN's inbound transports. The battery-electric vehicles will be operating between our plants in Nuremberg and Munich from 2026 onwards. With six daily round trips on this route alone, the use of 100% renewable electricity can save up to 566 tCO_2 per year thanks to locally emission-free operations. Further transport tenders for battery-electric vehicles are currently being planned.

Decarbonization of outbound transport
With the "Electrifying Outbound" initiative, we are focusing on the electrification of the last mile, but also on the further expansion of rail transport. For example, the use of an intermodal concept combining rail and MAN eTGX trucks at our ↗logistics partner VEGA is expected to reduce CO_2 emissions by around 2,700 tons per year.

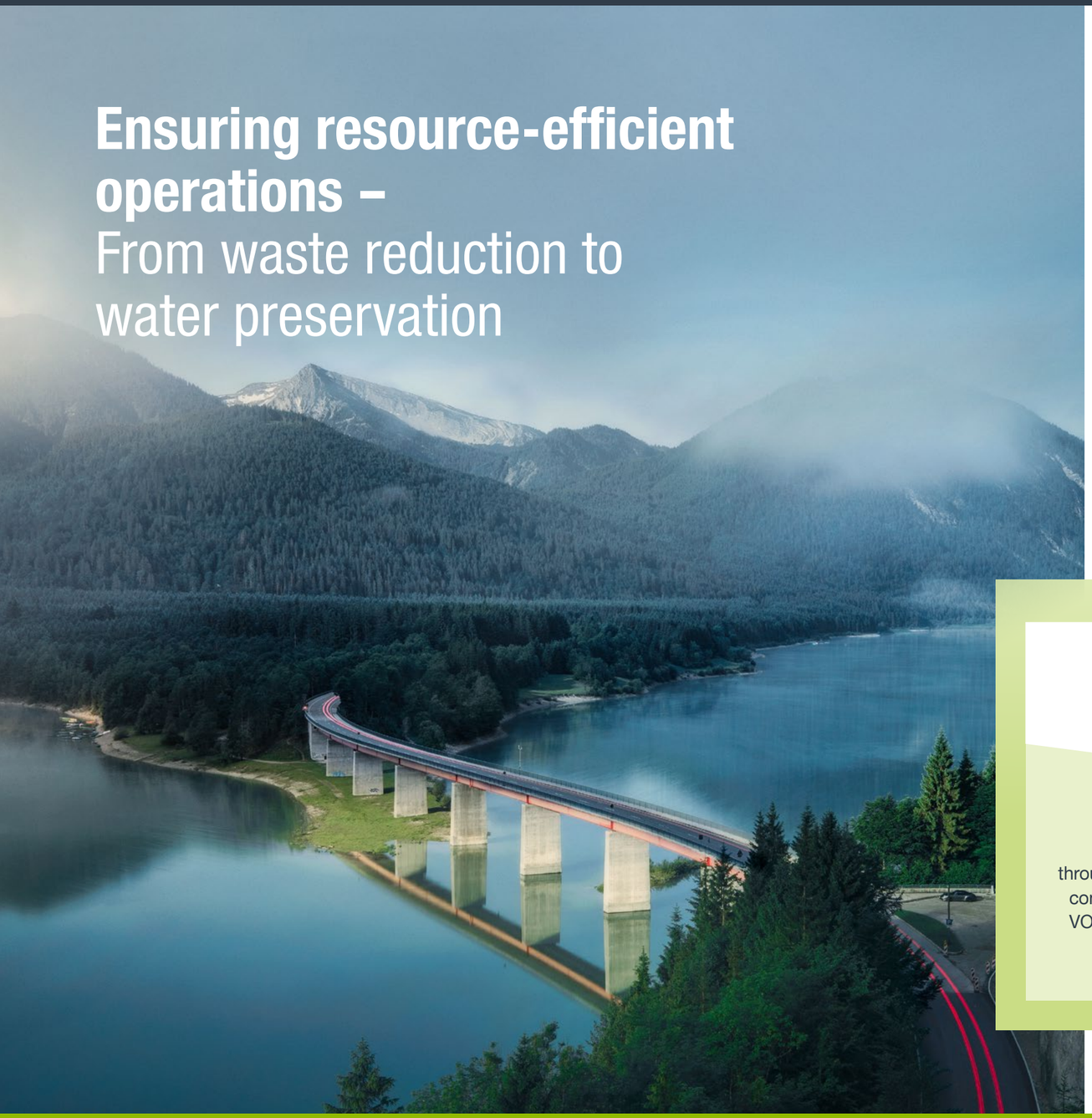
Our decarbonization targets in transport

Inbound	50%	Share of battery-electric drivetrains in new tenders by 2030
Outbound	– 30%	CO_2 emissions from vehicle delivery by 2030 (compared to 2019)





Ensuring resource-efficient operations – From waste reduction to water preservation



Production Environmental Footprint (PEF) as a management tool

MAN uses the Production Environmental Footprint (PEF) as a management tool to continuously improve environmental performance at its production sites. The following environmental aspects are assessed and incorporated into target setting based on the ecological scarcity method:

- Freshwater consumption
- Waste generation
- VOC emissions (volatile organic compounds)

In the reporting year, a team of experts worked on the further development of PEF 2.0 and defined targets for further reductions. In addition, biodiversity was integrated as an additional PEF component and the defined process will be implemented across all sites from 2026 onwards (see p. 54).

2025

PEF 1.0
completed

– 30%
Environmental impact

through measures to reduce freshwater consumption, waste generation, and VOC emissions at all production and logistics sites

(Base year 2019, period 2020–2025)







CIRCULAR OPERATIONS

Waste as a valuable resource

Within the framework of the environmental management system, each production site at MAN is responsible for waste management. Where waste cannot be avoided, new approaches to material recovery are identified. In order to conserve raw materials, we implement various measures at our production sites to return materials to recycling processes – for example for non-hazardous waste such as paper, cardboard, cartons, film, wood, and metals.

All sites are pursuing to reduce waste generation as part of the PEF. The aim is to avoid waste wherever possible and to ensure that unavoidable waste is separated by type so that it can subsequently be recycled to a higher quality. All waste is disposed of in compliance with applicable local waste legislation.

Waste volumes generally correlate strongly with production volumes. In 2025, there was an increased volume of construction site waste due to necessary construction and demolition measures, which explains the noticeable increase compared to the previous year.

Hazardous waste at the Munich site

~ 5,000 t/year

of which **~3,000 t** liquid hazardous waste

~ 2,850 t of savings

Waste generated at our company locations worldwide

in t	2024	2025
Total waste generated	131,533	325,187
Waste diverted from disposal	103,386	199,745
Hazardous	24,893	21,182
Non-hazardous	78,493	178,563
Waste directed to disposal	28,147	125,442
Hazardous	2,536	11,571
Non-hazardous	25,611	113,871
Total amount of non-recycled waste	60,342	140,151
Total amount of recycled waste	71,191	185,035

Note: Waste volumes include construction waste, which was excluded from KPI reporting up to 2023.
Non-recycled waste comprises waste for other recovery as well as waste for disposal.

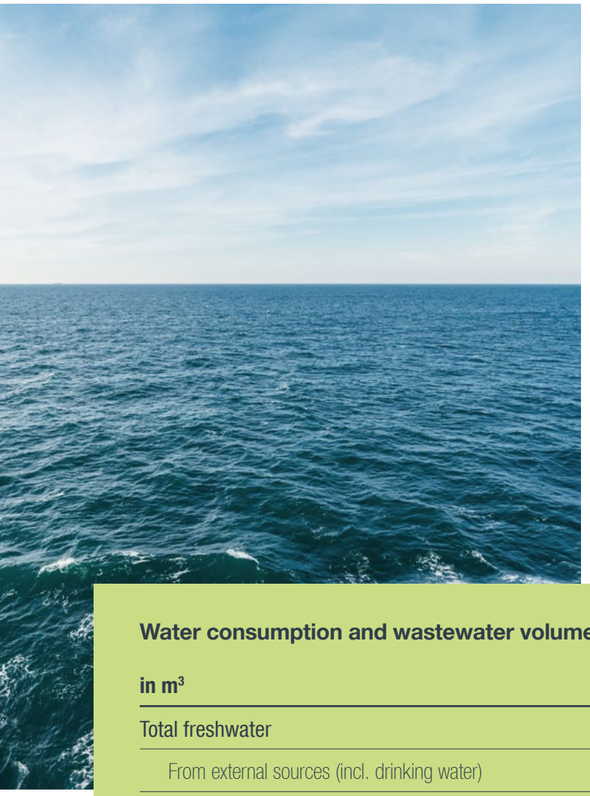
Reduction of liquid hazardous waste

Since 2023, an evaporation plant has been in operation at the Munich site, where liquid hazardous waste is treated by evaporating its water content. This includes emulsions and machining oils from axle production as well oil-containing wastewater from across production. The resultant oil-containing concentrate accounts for only around 5% of the original volume and is disposed of externally. The remaining 95% is recovered as distillate and reused as cleaning or process water in the production process.

In total, this measure can save more than half of the hazardous waste at the Munich site each year.



Evaporation plant at the Munich site



CIRCULAR OPERATIONS

Responsible use of water

Water management is implemented at all production sites: Within the environmental management framework, each production site at MAN is responsible for water and wastewater management. As an essential element of the PEF, the use of freshwater is continuously measured and analyzed, and corresponding reduction targets are defined.

MAN-wide water strategy

The environmental management system also requires all sites to appoint a water protection officer, thereby going beyond legal requirements. In 2025, a team of experts began to develop a MAN-wide water strategy. As part of our risk assessment and production strategy, all sites are expected to contribute to the continuous reduction in water consumption.

Particular focus here is on sites located in water risk areas (Ankara, Pinetown, Olifantsfontein, Krakow).

Handling of wastewater

MAN holds the necessary permits with defined conditions, for example relating to wastewater volumes, temperature and pollutant loads, to ensure the responsible handling and discharge of wastewater, such as into public sewer networks at the sites. Compliance with these limit values is regularly monitored both by the environmental protection departments at the sites and by the relevant authorities. In addition, several sites – including Munich, Nuremberg, Krakow, Ankara and Starachowice – operate upstream wastewater treatment facilities.

Water consumption and wastewater volumes at our production sites

in m³	2024	2025
Total freshwater	3,250,807	3,032,403
From external sources (incl. drinking water)	449,371	449,999
From own abstraction (incl. well water)	2,801,436	2,582,404
Surface water from lakes, rivers, seas	0	0
Rainwater	4,175	3,750
Wastewater	653,203	497,842

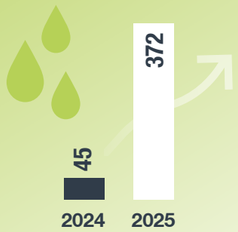
Number of production sites in areas with high water stress



2025

Volume of recycled water at our production sites

in m³





Reduction of air pollutant emissions

In the reporting year, VOC emissions at our production sites were reduced compared to the previous year. This was primarily driven by the transition from solvent-based to water-based paints and cleaning agents in our production processes. These measures are also captured in the PEF and contribute to reducing environmental impacts.

Air pollutant emissions

in t	2024	2025
Volatile organic compounds (VOC) without methane	490	471
Nitrogen oxides (NOx)	187	168

Avoiding critical substances & preserving biodiversity

Per- & polyfluoroalkyl substances (PFAS)

PFAS are widespread and have long been used in numerous applications and components due to their favorable material properties. However, their persistence is now increasingly becoming a problem for human health and the environment.

Against this backdrop, an extensive restriction of PFAS is currently being developed under REACH – the European chemicals regulation on the registration, evaluation, authorization and restriction of chemicals. MAN is aware of this dilemma and has initiated initial measures. To ensure that components already comply with the requirements of the planned restriction, the Purchasing Policy on the presence of hazardous substances in components (↗CVS55, Commercial Vehicle Standard of the TRATON GROUP) has been adapted.

PFAS are now listed there as restricted substances, which means that their use should be avoided wherever technically and economically feasible. The revised policy was published in spring 2025.

In addition, a PFAS project was launched under the leadership of Product Planning. The aim is to substitute affected components by the time the restriction enters into force (~2029). The project team is working closely with TRATON and Scania, and the first substitution measures have already been initiated.



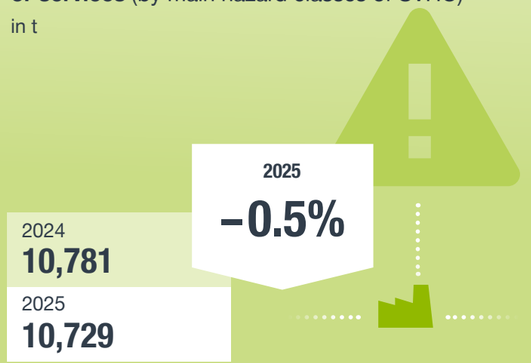


Database-supported hazardous substances management

In 2025, MAN introduced a centralized database for managing hazardous substances across all German production sites. The software-supported system harmonizes all approval and evaluation processes for hazardous substances and consolidates them in one place. As a result, the same requirements have applied to all German sites since then.

Ensuring compliance is also made much easier, as all information on hazardous substances is stored in one place. This represents an important step towards systematic hazardous substances management with the aim of reducing the use of hazardous substances.

Amount of substances of very high concern (SVHC) leaving our sites as part of products or services (by main hazard classes of SVHC) in t



Biodiversity

Across all stages of the value chain – from raw material extraction and component manufacturing to the use of our products – there are significant dependencies on nature as well as impacts on biodiversity, water, soil and climate. Like many companies, MAN is facing growing physical, regulatory and reputational risks along the entire value chain that require a systematic approach to biodiversity management.



Integration into production strategy
As a first step, we are focusing on our direct sphere of influence, namely the production sites and their ecological land enhancement.

Against this background, we laid important foundations in the reporting year to firmly embed biodiversity in our 2030+ production strategy (“Sustainability Development” stream). A key focus was on preparing the systematic collection, assessment and enhancement of biodiversity at all production sites.

To this end, uniform biodiversity principles were developed and a concept for an internationally applicable key performance indicator was introduced. This KPI is designed to enable cross-site comparability and the scalability of land enhancement measures.

Biodiversity complements PEF
Biodiversity will therefore be integrated into the Production Environmental Footprint (PEF) at all production sites from 2026 onwards.

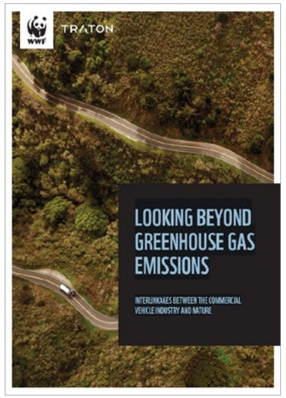
Integration into existing company processes was further developed in order to make the results operationally usable. This includes the planned integration into the HSE&E (Health, Safety, Environment & Energy) software tool for standardized reporting and the embedding of biodiversity goals in internal target and management processes.

An important milestone was the assessment of the current situation of all internal plant areas at the pilot site in Nuremberg. This analysis identified potential for ecological enhancement and defined processes that can be transferred to other sites in the future – a decisive step in scaling up land enhancement measures across the production network.



5 of 11 production sites
near areas with high biodiversity sensitivity

384.42 ha
site area



Interdependencies between the commercial vehicle sector & nature

In the reporting year, a comprehensive study on the topic of “Looking beyond greenhouse gas emissions – Interlinkages between the commercial vehicle industry and nature” was prepared by TRATON and WWF Sweden. It aims to contribute to a more in-depth understanding of the interaction between the commercial vehicle sector and the environment.

The study examines the extent to which the commercial vehicle sector is dependent on nature and the direct impacts its activities have on the environment. Among other things, it demonstrates that climate protection alone is not enough to protect biodiversity – the reduction of other drivers of natural loss such as land use, pollution, and resource exploitation is also becoming increasingly important.



Proving sustainable operations –
Our integrated environmental & energy management



Confirmation of ISO certification of our production sites in 2025

Our integrated HSE&E management system

MAN manages its HSE&E management system (Health, Safety, Environment & Energy) in accordance with the requirements of ISO standards 14001, 45001 and 50001 as well as the European Union's EMAS (Eco-Management and Audit Scheme) regulation. The management systems are operated in an integrated manner and organized as a combined system across all production sites. Linking the company-wide systems creates a standardized approach and facilitates cross-site and cross-functional management and continuous improvement processes.

Production site certifications
All our production sites are certified to ISO 14001 and ISO 45001 standards. In addition, the Salzgitter, Nuremberg, Munich and Krakow sites are validated under the European environmental management system EMAS and publish site-specific environmental statements on an annual basis.

Energy management in accordance with ISO 50001 has been successfully certified at 10 of 11 sites. In 2025, the component plant in Banovce (Slovakia) was also successfully certified.

Overarching goals
All sites are working on the continuous improvement of environmental and safety performance as well as energy efficiency. To this end, overarching environmental, climate protection and energy targets have been defined:

- Reduction of CO_2 emissions
- Reduction of energy consumption
- Use of renewable energy
- Reduction of PEF (water consumption, VOC emissions, waste generation)

Environmental statements under EMAS

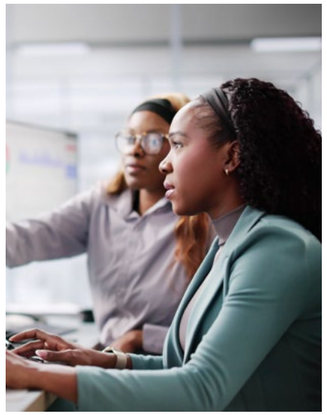
The environmental statements of the sites are available as PDF downloads: Munich Krakow Nuremberg Salzgitter

Site certifications in HSE&E management

Sites		Environmental management: Certified ISO 14001	Environmental management: Validated EMAS	Occupational health and safety: Certified ISO 45001	Energy management: Certified ISO 50001
Germany					
Munich	Trucks	✓	✓	✓	✓
Dachau	Trucks	✓	✗	✓	✓
Salzgitter	Components/PDC*	✓	✓	✓	✓
Nuremberg	Components	✓	✓	✓	✓
Slovakia					
Banovce	Components	✓	✗	✓	✓
Trencin	Components	✓	✗	✓	✓
Poland					
Starachowice	Bus	✓	✗	✓	✓
Krakow	Trucks	✓	✓	✓	✓
Turkey					
Ankara	Bus	✓	✗	✓	✓
South Africa					
Olifantsfontein	Bus	✓	✗	✓	2027/28
Pinetown	Trucks	✓	✗	✓	✓
Modderfontein	Office	✓	✗	✓	✗

* PDC = Parts Distribution Center





Clear guidelines for environmental & climate protection

Our actions are based on our Group-wide corporate policy on energy, climate and environmental protection, which was revised in 2025. In this policy, we commit to implementing appropriate measures to protect the environment and the climate and to promoting the sustainable use of energy.

In addition to contributing to the technological progress of sustainable transport solutions, we place particular emphasis on raising awareness and driving the continuous improvement of environmental and energy performance in our business operations – across the entire value chain and throughout the life cycle of our products.

Policies & standards

External service providers and auditors regularly review and certify progress and improvements as well as compliance with management standards.

Internal audits are conducted with a cross-site audit team. In the reporting year, a two-day training course was held for our internal auditors.

In addition to standard-compliant auditing, this approach also enables the exchange of best practices between sites, allowing us to leverage valuable synergies.

Further essential systems and instruments of systematic environmental and energy management include:

- Corporate policies and guidelines
- Instructions for environmental protection, occupational health and safety, and energy management
- Internal reporting on joint progress
- Integrated vocational training and continuous professional development on environmental, energy, and occupational health and safety topics

Documents are managed via the internal document management system and portal.



SOCIAL

We care about people



People are at the heart of MAN.

People shape the future of MAN – with their strengths, their diversity, and their shared ambition to make a difference. Our customers and society are at the heart of this. For our employees, MAN provides guidance and creates a common global framework for modern and responsible conduct.

As an attractive employer, we offer a wide range of entry-level and development opportunities as well as close cooperation across all areas of the company. We invest sustainably in vocational training and continuous professional development in order to strengthen competencies and prepare employees specifically for future requirements.

Diversity, equity and inclusion are integral parts of our corporate culture. At the same time, MAN pursues a holistic safety approach that includes occupational, health and product safety – supporting both the well-being of employees and safe mobility. This is how we create the basis for sustainable success – together as a “Strong Team”.

Hubert Altschäffl
Chief Human Resources Officer and Labor Director

58 Responsibility for our employees
71 Responsibility for safety
75 Our contribution to a better society

RESPONSIBILITY FOR OUR EMPLOYEES

People Sustainability

Focus on our workforce

Employees are the core of MAN. Our “Strong Team” provides its experience, knowledge and commitment and plays a key role in leading the company through transformations. At MAN, sustainable corporate success arises from the interplay of many people who take responsibility and work together on solutions.

We foster a work environment that is characterized by mutual respect, trust and collaboration, enabling safe, fair and modern working conditions – across roles, sites and hierarchies. At the same time, we place great importance on an open exchange with our employees and their employee representatives in order to identify concerns, expectations and opportunities for improvement at an early stage and to take action accordingly.





Guidance & orientation

With the MAN People Strategy, MAN sets a strategic framework for global HR work. It accompanies the entire employee life cycle and provides guidance on how work is structured at MAN. The focus is on four fields of action: Leadership & Team Performance, Modern Work, People Sustainability and Organizational Fit. Beyond this focus areas, MAN pools strategic initiatives that are geared towards a positive employee experience and a future-proof organization. The People Strategy is aimed at all employees – from vocational training to top management – as well as potential new talent. It covers key topics such as leadership, collaboration, modern ways of working, skills development, career prospects, as well as diversity and equal opportunities.



Setting binding standards

To ensure this underlying philosophy is binding, MAN follows international and national standards as well as internal guidelines, including:

- UN Global Compact
- OECD Guidelines for Multinational Companies
- Supply Chain Due Diligence Act
- Code of Conduct in its latest version
- Labor Relations Charter
- MAN's international framework agreement based on ILO conventions





Labor relations

As part of the TRATON GROUP, MAN Truck & Bus respects the freedom of association and the right to collective bargaining throughout the Group and recognizes both as fundamental principles of responsible corporate governance. In the subsidiaries of MAN Truck & Bus, there is a structured, regular and constructive dialog between the employer and the respective existing employee representation or a comparable form of employee representation. Legal requirements, collective bargaining agreements and – in some cases Group-wide – company agreements form the basis for fair working conditions, remuneration systems, working hours and other material personnel-related issues. MAN Truck & Bus ensures that employees can raise their concerns or complaints – anonymously if necessary – via established, easily accessible and confidential internal channels. Protection against discrimination or retaliation is expressly guaranteed. Principles on the topic of labor relations are embedded throughout the Group in the Code of Conduct as well as in HR, compliance and sustainability governance structures. They are strengthened by regular information and training measures and are part of defined internal monitoring and review processes. The aim is to promote stability, trust and legal compliance in the area of labor relations, systematically identify work-related risks and jointly develop sustainable solutions – for the benefit of employees as well as MAN Truck & Bus and the TRATON GROUP.



Shaping the world of work – enabling development

MAN combines experience with a forward-looking approach by promoting modern working environments and targeted professional development. A respectful, non-discriminatory culture as well as diversity and equal opportunities are key success factors of our People Strategy. Supplemented by health promotion, flexible working models and clear framework conditions for cooperation, we create the conditions for employees to undergo the transition in a healthy, motivated and high-performance manner.

Embracing our attractive employer aspiration

Clear employer strategy

As an internationally leading commercial vehicle manufacturer, MAN views itself as a responsible, fair and modern employer. The company's attractiveness is based on a clear employer strategy.

It combines

- Transparency
- Dependability
- Diversity
- Innovation
- Sustainable working conditions

MAN is pursuing the goal of attracting and retaining employees over the long term and actively involving them in shaping the mobility transformation.

MAN as a top employer

FOCUS-Business has published its current employer recommendations – and ↗MAN Truck & Bus is once again among the top employers in Germany!

With a strong rating and a top position within the companies analyzed by FOCUS, we once again show that we are among the most sought-after employers in the German market.





Employer identity

Our employer branding identity follows a clear vision: **We always find the perfect match to create success together and make MAN the best place to work. Simple as that.** This principle shapes how the company attracts, develops, and engages talent at all levels of the organization.

The employer branding campaign "All in for simple" highlights the core elements of the MAN culture. MAN employees stand for cooperation, responsibility and continuous improvement. The campaign underlines MAN's commitment to reducing complexity, enabling equal opportunities, promoting sustainable innovation and shaping the mobility of tomorrow.

Employment security & rights

The ↗MAN Code of Conduct embeds integrity, legal compliance and individual responsibility as binding expectations for all employees. It provides guidance for appropriate behavior, especially in conflict situations. MAN ensures effective implementation through the confidential, company-wide "Speak Up!" whistleblower system and through compliance officers. Reports of discrimination or misconduct are investigated and sanctions are imposed when confirmed.

MAN recognizes the fundamental rights to freedom of association and a collective employee representative body. In Germany, almost all permanent employees are covered by collective bargaining agreements, with 87% of employees globally being covered.

At MAN as well as in the TRATON GROUP, we are convinced that there is a close link between our results and our actions, thinking and decision-making. In other words, the culture we foster is crucial to our results. The foundation of this culture which gives rise to our results is expressed in our corporate values. These values provide a compass for our cooperation. All employees are familiarized with these values as early as the onboarding process. Similarly, every employee can always obtain more detailed information on these values via the intranet or internet.



~87%

of permanent employees at MAN worldwide are covered by collective bargaining agreements.

Working conditions & employer standards

MAN offers a structured and competitive framework for working conditions that ensures safety, flexibility and a healthy work-life balance. The portfolio includes:

- Flexible working hours with trust-based working hours
- Up to 80% remote work
- Up to 20 days per year working abroad – in more than 20 EU countries
- 30 days of annual leave plus 6–8 additional days thanks to a corresponding conversion option
- Attractive remuneration and five additional special payments
- Benefits and employee discounts, e.g. VW leasing offers
- Company pension scheme
- Digital learning from anywhere
- Global career opportunities within the TRATON GROUP
- Bicycle leasing (JobRad)
- Health services and well-being programs



Time recording under trust-based working hours

In the trust-based working hours model, employees organize their working time independently. Work hours are recorded via an individually managed document that each person maintains independently and submits to their manager once a year. This system ensures transparency and accountability while maintaining the flexibility offered by trust-based working hours.

These measures reflect MAN's commitment to providing fair, modern and attractive working conditions that meet both the needs of employees and industry-specific requirements.

Workforce composition

The workforce composition shows clear distribution patterns across employee groups and function levels. Direct employees make up the largest share of the organization, with women making up 5.4% of these employees. Among indirect employees, the proportion of women is significantly higher – at 26.1%.

The job sharing concept was introduced in 2024 in order to facilitate part-time management at higher professional levels in particular. Two part-time employees jointly lead a team as disciplinary managers. Meanwhile, job sharing is an established HR tool in the company.



Age distribution

The age structure of the workforce shows a balanced, cross-generational composition across all employee groups.

Direct employees have an average age of 44.7 years, while indirect employees average 45.6 years. The highest concentration is in the age groups 40–49 and 50–59.

44.7 years
Direct employees

45.6 years
Indirect employees

40 – 59 years
Largest concentration of employees

Engagement & participation

MAN promotes a culture of innovation, collaboration and co-creation. The Golden Lion Awards recognize ideas and innovations from employees that create social added value, improve operational processes or boost corporate culture. The award provides a visible and accessible mechanism for submitting improvement suggestions and supports ongoing organizational development.

In addition, MAN introduced an employee referral program in 2023. This initiative enables employees to actively contribute to talent acquisition by referring qualified candidates. Both programs boost identification with the company and support MAN's long-term employer strategy.

Shaping careers – Vocational training & qualification

Foundation for sustainable corporate development

The future of our company is in the hands of young people. They are the professionals of tomorrow, contribute new ideas, perspectives and energy, and shape the further development of our company. This ensures long-term stability and success.

We therefore place particular importance on providing this target group with guidance, opening up opportunities, and creating an environment in which they can grow and actively shape their future. Their development is not only a win for them, but also a key building block for the future of our company.

Qualification

Our apprentices and dual students gradually integrate into operational processes and become familiar with relevant processes, technologies and quality standards. In doing so, we rely on modern, modular vocational training concepts for targeted teaching of important future skills.

As part of the statutory vocational training framework plans, we promote qualifications in the areas of automation, digitalization and eMobility in particular. Practical learning modules, project-oriented working and the early use of innovative technologies prepare our trainees specifically for the working world of tomorrow.



”

Florian Kröninger
Head of Vocational Training
at the Munich plant

Vocational training and continuous professional development are essential to foster a highly qualified workforce capable of adapting to the changing needs of our business. They increase productivity, support innovation, and strengthen our long-term competitiveness in the market.



Employee retention

Motivated and committed people are the foundation of a successful company. Our training lays a key foundation for this, as young talent gains initial professional experience and often develops long-term loyalty to the company early on.

Apprentices and dual students grow professionally and personally into our corporate culture from the outset, experience our values in day-to-day work and take on responsibility. This creates trust, identification and loyalty. Our training therefore imparts much more than specialist knowledge – it creates the basis for a sustainable, shared future.

Health management in vocational training

A healthy working environment is an expression of our responsibility. We understand health holistically – both physical and mental health. That’s why we support our apprentices and dual students with comprehensive health management from MAN during their vocational training.

Our goal is to provide young people in particular with easily accessible resources to enhance their skills – professionally, personally and emotionally. In this way, we create an environment in which they can grow healthily and start their professional future with resilience.

Equal opportunities

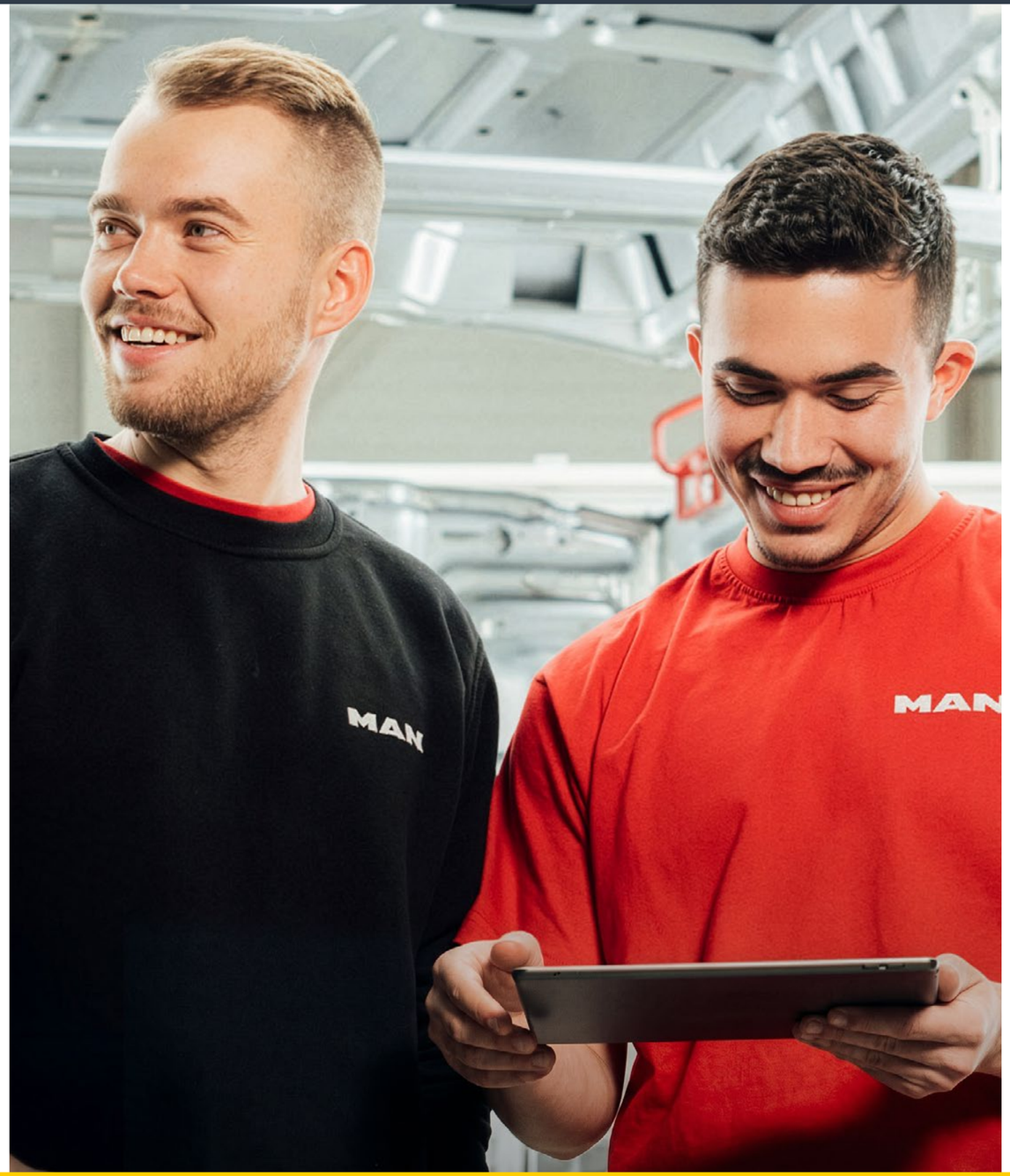
Not all people start their career with the same foundations. That's why we consciously promote fair opportunities and value the diversity of individual backgrounds.

We use an anonymous selection method during the application process and focus on motivation, skills and potential. We also offer part-time training courses to suit different life situations. We also offer people with learning disabilities a practical introduction to the world of work through a special vocational training career.

Social responsibility

Qualified vocational training forms the basis for a successful professional future and combines theoretical knowledge with practical experience. It creates a sense of security when entering the labor market and opens up diverse development opportunities.

At MAN, vocational training goes beyond imparting professional competencies. We foster team spirit, initiative and a sense of responsibility. In this way, we take responsibility for our young talents – and for the future of our company and our society.





Shaping the future through qualification

Employee development is an essential success factor for MAN in the current age of industrial transformation. Throughout the employee life cycle, we support our employees in developing their competencies, acquiring new skills, shaping individual career paths and seizing opportunities. We rely on the concept of lifelong learning.

Strategic personnel planning on the one hand and the annual, individual "Employee Development Reviews – Qualification" on the other hand are pioneering and guiding when it comes to identifying requirements.

Recommendations for action and development opportunities for employees are derived from the results and implemented. The focus is on developing future-ready skills in the areas of automation and digitalization, as well as electromobility and autonomous driving. To this end, we create full transparency for our employees regarding development opportunities.

Skills development & lifelong learning

The current pressure of transformation makes the further development of employees in the various transformation directions more important than ever. In 2025, the core workforce employees took part in a variety of qualification measures – amounting to around 202,520 times. The average qualification time was 14 hours per employee. This not only ensures knowledge is transferred, but also actively builds competencies for future roles.

The company-led, needs-based focus on employee qualification is implemented by the concept of Berufsfamilienakademien BFA – job family academies within the MAN Academy. Internal specialists support needs-based development of qualification measures, pass on their knowledge in a targeted manner and ensure highly specialized, professional competence development.

The MAN Academy is expanding these offerings globally to ensure uniform standards of quality and competence throughout the company. This is how we combine global learning structures with local expertise – efficient, scalable and future-oriented.

MAN Academy

The MAN Academy is strategically responsi ble for the vocational training and continuous professional development of all employees – from talent to top management.

In line with the HR strategy, the Academy, together with the functional departments, consistently and strategically manages all internal and external qualification measures as well as all activities for personnel and talent development.

The functional department proactively supports the development of future-oriented competencies as well as a sustainable learning and corporate culture using needs-oriented training formats.

Digital learning formats & Learning Experience Platform

To ensure learning is up-to-date, we introduced a Learning Experience Platform (LXP) in Germany in 2024 and rolled it out to all employees worldwide in 2025. It combines internal and external learning content (including from external digital platforms) and enables personalized learning paths – from micro-learning to comprehensive skill pro0in-house curricula consisting of self-learning and instructed formats are being created. They specifically support the personal development of employees and contribute to the implementation of the transformation.

Career paths & internal mobility

A career at MAN means mobility: We encourage job switching within the organization, support internal applications and create transparent skill profiles that provide guidance. Our internal job matching platform, MyCareer, helps with this. Internal mobility therefore becomes an important means of individual development and corporate agility.

Performance, feedback & development reviews

Regular feedback is key to personal development. In 2025, 87% of individual “Employee Development Reviews – Qualification” were carried out for German employees covered by collective agreements. The individual development goals of the employees and requirements from the company’s point of view were discussed and needs-oriented qualification measures were agreed on. In this way, we create transparency and support employees in actively shaping their individual development path.

87%

of employees covered by collective agreements in Germany participated in the individual “Employee Development Reviews – Qualification” in 2025.

Leadership

Leadership is an important pillar of our strategic direction “Strong Team”. Managers shape our culture through their behavior and function as a role model. To support this, MAN introduced “Leadership Principles” in 2025. These have been integrated into People & Culture processes and embedded in qualification profiles for managers. The principles describe what good leadership means and guide the actions of our managers so that teams can work successfully.

With these three Leadership Principles, we are creating a common leadership framework:

- **“Own Today, Shape Tomorrow” combines today’s decisions with long-term strategy.**
- **“Start with Trust, Build Together” strengthens trust-based collaboration.**
- **“Dare to Try, Manage the Risk” promotes innovation and an open learning environment.**

The principles apply to all brands of the TRATON GROUP and ensure a uniform understanding of leadership within the Group.



Standing up for diversity & equal opportunities



Shared strength through lived diversity

Diversity, equal opportunities and inclusion form central building blocks for MAN's sustainable corporate development. They are essential prerequisites for safeguarding the company's future viability in the long term and for strengthening innovation, performance and collaboration in a changing world of work. Against this background, we systematically develop our corporate culture and actively promote an environment in which all employees can contribute their different skills, experiences and perspectives.

Share of women in management

23.9%

at the first reporting level below the Executive Board

19.0%

at the second reporting level below the Executive Board

Diversity & inclusion

The topic of ↗"Diversity & Inclusion" is of high importance at MAN. It is strongly embedded in the organization, shapes the Group-wide strategic focus and supports the integration of diverse perspectives into processes, structures and management instruments.

The We@MAN communication series was established to strengthen open and diverse collaboration. In this format, a member of the Executive Board enters into direct dialog with employees in order to explore key diversity topics in greater depth and exchange perspectives together.

We also attach great importance to diversity and inclusion in the recruitment process: By formulating our job advertisements in an inclusive manner and through targeted awareness-raising among the recruitment teams, we ensure that diversity is consistently taken into account when recruiting new employees.

To provide a transparent overview of our progress, a diversity dashboard is published on a regular basis, which shows key figures such as gender distribution, part-time work rate, age structure, internationality and the proportion of employees with disabilities. In addition, a separate Female Empowerment Report provides detailed insights into the development of gender diversity and the effectiveness of corresponding measures.



Sarah Luthuli
Executive Director,
People & Culture MAN Automotive (South Africa) Proprietary Limited

Diversity and equal opportunities are not a one-time initiative - they are a continuous journey. To ensure that we stand up for this as leaders, we must embed these principles into our culture and daily decisions. We also need to recognize that historical imbalances are sensitive and require empathy and thoughtful action to ensure everyone feels respected and included.

What we stand for

We are committed to providing equal opportunities for all people – regardless of ethnic or national origin, gender or gender identity, religion or belief, age, disability, sexual orientation, skin color, political opinion, social origin or other legally protected characteristics. Our goal is to create a working environment that provides a sense of belonging and consistently counteracts discrimination.

Our claim to fairness is also reflected in our remuneration: The proportion of employees earning below the regionally applicable appropriate wage benchmark is 0% – both in the European Economic Area (EEA) and outside the EEA.

We place particular focus on promoting gender equality. MAN supports young talents and managers who belong to an underrepresented gender in the company through targeted personnel development offers – such as the ‘sponsorship program’ for the advancement of women – or other orientation formats. In addition, we raise managers’ awareness through specific training courses, such as on the topics of prejudices and intercultural collaboration.

Work-life balance

Another focus is on strengthening the work-life balance. MAN offers flexible working time models for this purpose, including the option of dividing full-time positions into two part-time positions or designing management positions to take part in job sharing. Managers also have access to different part-time options.

In line with a modern understanding of leadership, social experiences – such as care periods, maternity leave or parental leave – are also included as relevant competencies in the criteria for assuming management responsibility.

In doing so, MAN is making an active contribution to an inclusive, fair and future-oriented working culture that meets both the requirements of demographic change and the needs of employees.

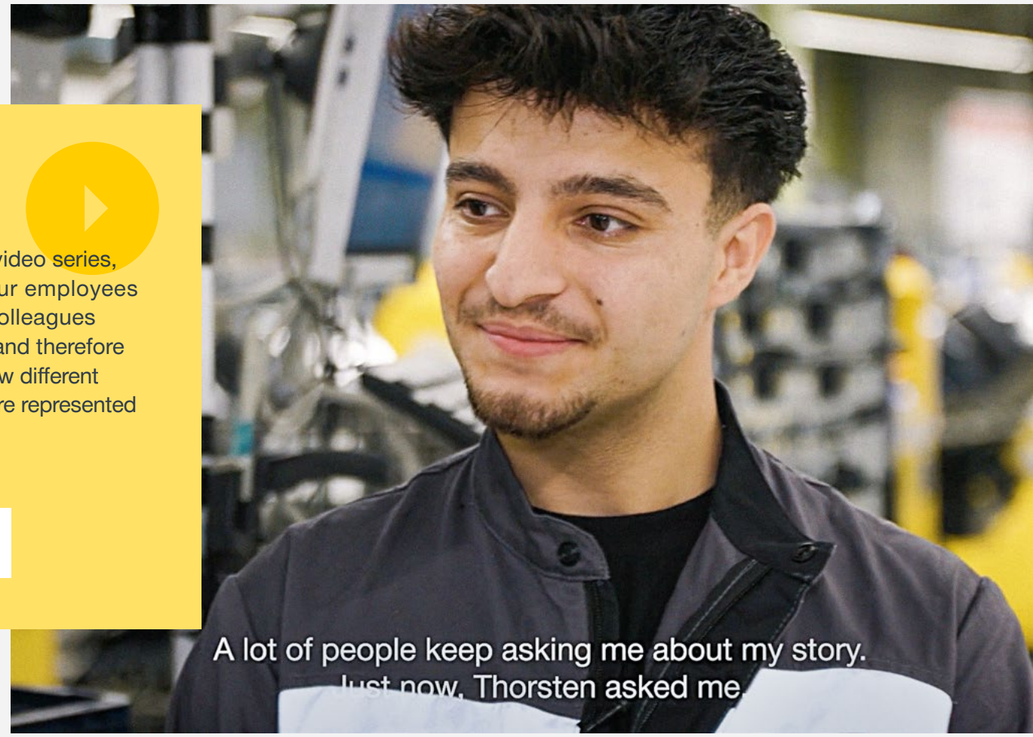
100%

Proportion of employees earning above the regionally applicable appropriate wage benchmarks

Faces of Diversity

With the Faces of Diversity video series, we make the diversity of our employees visible: In short portraits, colleagues share their personal stories and therefore impressively demonstrate how different life paths and perspectives are represented within our workforce.

To the video portraits



Lived inclusion as an opportunity

Inclusion is an important component of MAN’s holistic diversity and inclusion approach and makes a significant contribution to the long-term future viability of the company. The company management, the central works council and the Group representative body for employees with disabilities see inclusion as an opportunity to leverage diversity in a targeted manner and to further expand equal opportunities for all employees. For MAN, inclusion means systematically considering different opinions, perspectives, experiences and backgrounds and including them in decision-making and design processes.



Back in March 2017, MAN signed the Charta der Vielfalt (diversity charter) and is therefore clearly committed to promoting an open, appreciative and diversity-oriented corporate culture.

The topic also plays a key role for young talents. All trainees at the Munich, Nuremberg and Salzgitter sites participate in diversity and inclusion workshops at the start of their training. Since 2025, the company has also been offering all apprentices a further workshop after their first year of vocational training to support the topic of inclusion and respectful collaboration in addition to diversity topics.

People with disabilities

A particular focus of inclusion work is on engaging people with disabilities. In the reporting year, MAN employed 998 employees with a recognized severe disability. At the Munich site, lived inclusion is demonstrated, among other things, through the design of accessible workplaces and pathways, the creation of new fields of activity for people with severe disabilities and through adapted communication formats, for example for deaf employees. In addition, MAN supports employees with specific mobility limitations through individual workplace adaptations and ergonomic solutions.

Furthermore, various employee networks – including Löwinnen (women's network), proud@MAN (LGBTQI*) and Internationals@MAN (international employee network) – strengthen the exchange and support of specific communities within the company and therefore actively contribute to an inclusive work environment.

With these measures, MAN is strengthening a working environment in which people can participate regardless of individual requirements and in which diversity is seen as a competence for the future of the company.



998

employees with a recognized severe disability were employed by MAN in the reporting year.

* Lesbian, Gay, Bisexual, Transgender, Queer, Intersex

Ensuring occupational health & safety

Protecting the health and safety of our employees is a key element of sustainable corporate governance at MAN. Our approach combines clear governance structures, preventive health services and a lived safety culture in day-to-day work.

Governance & occupational health care

Our global occupational health and safety policy reflects our commitment to fostering a health and safety culture that goes beyond meeting legal requirements and provides genuine care for every employee.

MAN Occupational Safety & Health Policy
To the policy



MAN's health management is embedded in a uniform governance structure throughout the Group. Regular reporting at the national and international production sites enables transparency, comparability and the continuous further development of our measures.

At all national sites, MAN ensures structured occupational and emergency medical care that goes beyond the legal requirements. In addition to occupational medical fitness and preventive examinations, a wide range of prevention and counseling services are also offered – including on ergonomics, mental health and travel medicine for business trips and secondments.

Emergency medicine & first aid

Emergency medical care is provided by on-site medical centers at the relevant locations. Qualified medical personnel and defined processes form the basis for effective emergency management.

Workplace inspections & risk assessments

Occupational medical care includes regular workplace inspections and risk assessments.



Occupational health management (OHM)

Occupational health management at MAN is strategically focused and embedded as an integrated management process. Behavioral and structural prevention measures are bundled under a common governance framework, with the involvement of occupational health services, occupational safety, People & Culture, and employee representation.

A key prevention service is the MAN Check-Up 2.0, a standardized health screening offered to all employees for individual early risk detection and for deriving personal recommendations. We offer flu vaccinations at our sites every year.

A confidential employee support program (ESP) is available for employees to support them in the event of psychological stress, conflict or family challenges.

Workplace health promotion (WHP)

WHP is implemented as an annual health program with alternating focus topics. The content includes, among other things, nutrition, exercise, sleep, cardiovascular health, mental health and gender-specific prevention offerings with cross-site availability and local focus areas.



Our safety culture

Our vision describes a safety culture in which safe working conditions and responsible behavior are a matter of course. Employees and managers take responsibility for each other, act attentively and live out our shared values in day-to-day work.

We create an environment in which risks are openly addressed and learning from experience is possible. Qualification, dialog and mutual support strengthen awareness of safe working. Our shared mindset is crucial here: Safety arises when people take responsibility and stand up for one another.

Reintegration & employability

Operational integration management (OIM) follows clearly defined, codetermined procedures that are regulated at the respective site in a works agreement. OIM teams process cases and implement measures such as gradual reintegration, reasonable adjustments to workplaces, secondments to suitable activities, adjustments to working hours or work organization, and the involvement of external bodies (e.g. rehabilitation providers or integration offices).

Focus on prevention

Prevention is a key component of our occupational health and safety. Risk assessments are reviewed regularly and form the basis for safe working conditions. Occupational health and safety requirements are already taken into account when planning workplaces, systems and processes. This includes the safe design of machines and work equipment, ergonomic workplace design, clear working practices and suitable protective measures.

Embedding health & safety in day-to-day work

Effective safety culture arises from day-to-day actions. Open dialog, safety discussions and regular inspections help to identify risks at an early stage and develop solutions together. We also see our safety officers as a major factor, as they actively and visibly contribute to occupational health and safety in day-to-day work.

Systematically managing occupational safety

With the Safety Performance Index (SPI), MAN uses a strategic tool for managing occupational safety performance. The SPI combines key accident performance indicators with preventive indicators and creates transparency about safety performance in the global production network.

Certified to ISO 45001

Management system & certifications

Occupational health and safety is embedded in the integrated management system. All MAN production sites as well as the Dachau site and the Salzgitter spare parts warehouse are certified according to ISO 45001. The system is controlled via management reviews.





RESPONSIBILITY FOR SAFETY

Road, Product & Service Safety



Safety is part of product responsibility

Safety is a key element of MAN's product responsibility. The aim is to systematically reduce risks for drivers and other road users. For this purpose, MAN combines technical solutions, qualification offers and experience gained from real-world vehicle operations.

In addition to current measures, MAN is also working on future safety solutions. These include research projects on automated driving functions and the systematic consideration of different user perspectives in product development. The aim is to take a holistic view of road safety and to combine technical, human and organizational factors.

Functional & cyber security as a system

MAN considers road, product and service safety over the entire life cycle. The aim is to develop safe vehicles: by improving and coordinating vehicle functions and by safeguarding vehicles and their IT systems against cyberattacks, tampering and unauthorized access. Important means for this include: establishing robust processes for cyber security and software updates (CSMS/SUMS) as well as functional safety (FuSa) and the safeguarding of electrical and electronic functions. These company-wide processes or management systems integrate roles, processes and evidence to address risks such as spying on customer data or blocking functions.





Information & training

We provide structured information for the safe use of our vehicles – from operating and sales documents to practical training courses. With ↗MAN ProfiDrive, we convey safe, economical and anticipatory driving across all vehicles – for trucks, buses and vans. To support emergency services in the event of accidents, we provide rescue guidelines with vehicle-specific information, for example on high-voltage systems. MAN is therefore addressing safe use of vehicles during operation.



Noise & health aspects

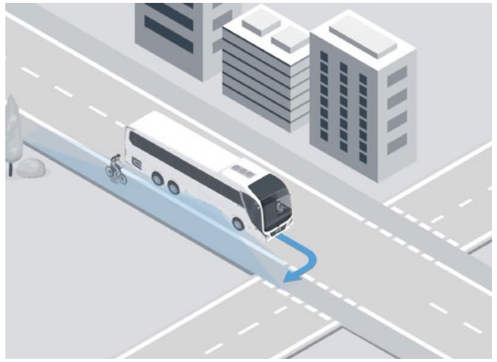
Electrification of trucks, buses and vans can significantly reduce local emissions and lower the background noise during operation. Studies show significant noise reductions compared to conventional vehicles with diesel engines, especially for deliveries and public transport in urban areas. To this end, we also participated in an ↗external study. These aspects address the health and safety of our customers and the public.

Integrating perspectives

Female drivers perform the same tasks and use the same equipment as male drivers. For a long time, however, the development of commercial vehicles focused primarily on male needs and lifestyles. We have been working for some time to address this so-called gender data gap so that the workplace behind the wheel of heavy-duty vehicles becomes more attractive for women.

In order to get to know the day-to-day work of female drivers better and pay attention to the differences between men and women, we are therefore exploring the ↗perspectives of female drivers in order to be able to develop ideas that better address the specific needs of female drivers. This allows ergonomic and safety-related requirements to be better incorporated into product development.

Making our roads safer



Driver assistance systems

Driver assistance systems make an important contribution to accident prevention. They support drivers in critical situations, such as braking, staying in lane or turning, and are based on findings from accident research. These systems are designed to help reduce human errors and increase attention in road traffic. MAN is pursuing the goal of continuously developing these types of assistance functions and making them gradually available in the vehicles.

Active safety

MAN offers a wide range of assistance systems for city buses, intercity buses and coaches.
These include:

- SafeStop Assist (controlled emergency stop in the event of driver inactivity)
- Radar-assisted turning and lane change support
- Lane Return Assist (LRA)
- Adaptive Cruise Control ACC with Stop-&-Go
- AttentionGuard attention assistance system
- OptiView mirror replacement
- Lane Departure Warning (LDW)
- Tire Pressure Monitoring System (TPMS).

These functions relieve drivers and enhance road safety within their system limits.





Operating information

We provide comprehensible product and operating information to promote the safe use of our vehicles. The printed and digitally available operating manual describes the vehicle functions in detail, provides important information on the safe and efficient use of the products and therefore helps to avoid personal injury and material damage. The digital version is always up to date thanks to online updates.

MAN ProfiDrive

Technology alone is not enough to ensure road safety. That's why MAN is expanding its offering with off-road and driving safety training courses.

MAN ProfiDrive provides hands-on training in safe and anticipatory driving, as well as in the proper use of driver assistance systems.

The offering is supplemented by vehicle-specific knowledge modules, for example on high-voltage systems. In this way, MAN supports its customers to ensure safe use in daily operation.

Guiding the way into an autonomous future



Julia Wojtczyk
Senior Strategic Manager

Autonomous driving is not an end in itself, but a lever for future-proof transport solutions that combine sustainability with profitability. For MAN, this means thinking beyond the vehicle. Only the integrated interplay of technology, operations and infrastructure unlocks the full potential of autonomous systems and enables efficient, resource-saving processes in regular operations.



ATLAS-L4: From pilot to robust concept

ATLAS-L4 shows how autonomous trucks can be put on the road responsibly. The publicly funded joint project tested a truck for hub-to-hub deployment with Level 4 automation within the legal framework for autonomous driving under technical supervision adopted in 2021.

Twelve partners from industry, research and infrastructure worked on redundant systems, safety validation and a control center for technical supervision, among other things. After three years, the consortium had a positive outcome: the results document the maturity level of the technology and form a transferable basic concept for greater safety, efficiency and robustness in logistics.

MINGA: Automated electric bus

From pilot to real-life operation: MAN is working on automated buses and is pursuing a holistic approach from the Automated Driving System (ADS) to the redundancy of safety-critical systems.

An electric MAN city bus is to be automated and tested in real-life operation as part of the MINGA research project (Munich's automated local transport with ride pooling, solobus and bus platoons).

MINGA is an important milestone on the roadmap. MAN has been working on driverless buses for years. The long-term goal is to bring a fully automated vehicle to the market from 2030.

"Engineering Team of the Year"
ADAS & Autonomous Vehicle International Award



Award: Success & recognition

As part of the "ADAS & Autonomous Vehicle Technology Expo", an MAN development team received the "ADAS & Autonomous Vehicle International Award" as the "Engineering Team of the Year" – an indicator of the competence achieved and the successful collaboration in projects.

Security & privacy: Secure digitization

MAN Truck & Bus has developed specific measures to ensure road security for our products in the long term. These are implemented and continuously developed by means of clear responsibilities in a Cyber Security Management System (CSMS) and in a Software Update Management System (SUMS). The approach follows the principle of safeguarding connected and automated functions throughout the life cycle – from development to updates and decommissioning.



OUR CONTRIBUTION TO A BETTER SOCIETY

Community engagement

MAN has had a long-standing and trusting partnership with SOS-Kinderdorf e. V. since 2008. The company also provides financial support to the non-profit association in national and international programs. In 2023, MAN and Malteser entered into a cooperation: If a catastrophe has to be declared in Bavaria due to an incident, MAN will provide Malteser with commercial vehicles for the transport of aid supplies and quickly with minimal bureaucracy. Specifically, MAN has been supporting the aid organization in recent and current emergency situations such as humanitarian assistance for Ukraine. In addition, the commercial vehicle manufacturer enables employees with a corresponding truck driver's license to assist with aid transport trips.



From left to right: Joachim Herrmann (Bavarian State Minister of the Interior), Stephanie Freifrau von Freyberg (State Commissioner of the Malteser in Bavaria), and Alexander Vlaskamp (Chairman of the Executive Board of MAN Truck & Bus SE)

GOVERNANCE

We care about business conduct



Governance with a sense of proportion – for a “Robust Company”.

Complex regulations and a dynamic environment require us to be responsive, have close business alignment and provide risk-based advice with a sense of proportion. As a strategic partner, we enable pragmatic but also responsible decisions – and therefore create a “Robust Company” with economic success.

We embed clear guidelines in processes and culture so that integrity and compliance with rules remain effective and manageable in everyday life. Our goal is clear: We want an organization that remains efficient because it acts with integrity – and which is economically successful because it understands and consciously manages risks. We also pursue this aspiration beyond our own organizational boundaries. After all, we can only manage to create value responsibly by working together with our suppliers and business partners.

A company which is robust over the long term is not created by chance. It arises when governance, culture and business work together – consistently, pragmatically and responsibly.

Dr. Bernhard Lippsmeier
Head of Governance, Risk & Compliance /
Chief Compliance Officer

77 Responsibility for our own business practices

82 Responsibility along our supply chain

RESPONSIBILITY FOR OUR OWN BUSINESS PRACTICES



Compliance, Ethics & Integrity

Compliance & integrity

Compliance and integrity are part of MAN's core principles: a tightly woven network of clear rules, supported by our employees' mindset. This commitment to acting responsibly makes us an active part of our shared efforts for a sustainable future.

Systematic identification and management of risks and opportunities is an integral part of MAN's corporate management and business processes. The established risk management system enables early transparency and promotes the targeted implementation of measures to strengthen resilience and long-term value creation.

Responsible business practices are created in day-to-day work. MAN relies on clear processes, preventive measures and a culture in which questions and suggestions are expressly welcome. Policies on anti-corruption, competition law, anti-money laundering, and data protection form the basis. Regular training and communication measures help to identify risks at an early stage and to act appropriately.

In areas where increased risk may occur, supplementary review and approval processes are used, such as for business partner relationships or special transactions. Digitally assisted screening and monitoring approaches can make indications of possible risks visible at an early stage and provide transparent justification for decisions.

An element of good governance is also to promote respectful collaboration and to create space for sensitive topics.





Governance of business & human rights

MAN's governance of business & human rights (BHR) is clearly embedded in the business and is managed by a responsible BHR committee. This ensures a clear strategic focus, defines targeted measures to remedy deficiencies at suppliers if necessary and monitors the implementation of these measures.

Regular risk analyses along the value chain serve to identify and assess human rights risks at an early stage. The results are systematically incorporated into decision-making processes. Human rights considerations are also continuously and strategically taken into account in key business and investment decisions.

Compliance Helpdesk inquiries in 2025

1,121 directly to MAN

55 via TRATON

766
Number of approved business partner audits in 2025

3,809
Number of approvals since the introduction of the Business Partner Approval Tool

Participation in Compliance Training 2025

In-person training

166
Training sessions

1,629
Participants

Online training

> 94 %
Completion rate*

* Completion by December 31, 2025. Training courses started in 2025 and completed after the turn of the year were not counted as completed.

Strengthening our MAN Compliance Management System



The MAN Compliance Management System addresses risks of white-collar crime, competition law, data protection and business and human rights. It serves to sustainably embed integrity and compliance within the company – through standards, guidance, training, and clearly defined processes.

Employees can contact the compliance organization directly or via a helpdesk. Third parties have access to the “Speak Up!” whistleblower system, which was fully modernized last year, and with the option of submitting reports anonymously. At the same time, the related policy was updated in 2025.

The ↗MAN Code of Conduct for Suppliers and Business Partners now includes topics that are also contained in the German Supply Chain Due Diligence Act (LkSG). These include:

1. **Prohibition of child and forced labor**
2. **Protection against discrimination**
3. **The right to a fair wage and working time regulations**
4. **Protection of physical integrity and freedom of association**
5. **Minimum environmental standards (protection of water, soil, air, handling of chemicals, etc.)**

Risk analyses are also carried out regularly on these topics in order to identify risks at an early stage and implement mitigation measures. In addition, this Code requires business partners to have an appropriate complaints mechanism system that covers both their own business activities and the supply chain and meets the effectiveness criteria of the UN Guiding Principles.

Training

MAN relies on training courses in all units worldwide to strengthen the culture. In addition to online courses, this also includes in-person training for certain groups. The training measures were integrated into the regular process for manager development, and successful participation increased by 30% last year.

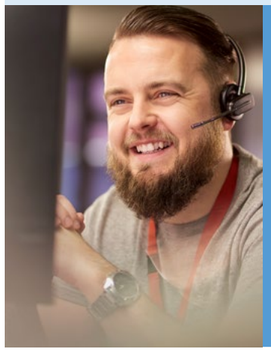
Code of Conduct

The ↗MAN Code of Conduct and the ↗MAN Code of Conduct for Suppliers and Business Partners are now available in their third revision since they were introduced in 2010. They reflect the aspiration to permanently embed ethical and integrity-based conduct in the company’s structures.



Business & human rights e-learning course

MAN is also strengthening its understanding of human rights with a comprehensive e-learning course on business and human rights. The course uses case studies, films, dilemma situations and quiz elements to convey the complexity of human rights issues. It provides insights into the company's human rights due diligence processes as well as relevant legal requirements, including the German Supply Chain Due Diligence Act (LkSG) 94% of employees who were assigned to this training measure successfully completed the course. In addition, human rights issues are often a focus in the current environment of dynamic geopolitical tensions. In this context, compliance is an integral part of business decisions and supports employees in acting safely and proactively. With new risk-based analyses and practical guidelines, compliance supports decisions that make targeted use of opportunities while keeping risks manageable. This ensures that business activities are conducted responsibly, in compliance with regulations and in a business-oriented manner, even in risky markets.



94 %

of relevant employees have successfully completed the business & human rights e-learning course.

Whistleblower system

Following the successful implementation of all requirements of the EU Whistleblowing Directive 2019/1937 in 2023, MAN has modernized its whistleblower system and introduced a new, significantly more effective system. With this step, we are sustainably strengthening our compliance structures and creating the basis for even more transparency and security throughout the entire reporting process.

Our new whistleblower system offers improved user guidance, a clearly structured reporting path and additional technical protection mechanisms. This makes it even easier for employees, customers, business partners and suppliers to provide information securely, confidentially and, if desired, anonymously. This low threshold is crucial for identifying potential risks at an early stage and for quickly clarifying possible rule violations.

Various reporting channels are available via the "Speak Up!" portal as well as additional contact options – including telephone, e-mail, post and a 24/7 whistleblower hotline from the TRATON GROUP. This ensures that anyone who wishes to raise a concern can use the appropriate and secure method.

In 2025, MAN received over 250 reports. There were no compliance violations that resulted in a corporate fine.



Karin Geyer-Linguerri
Compliance Officer

In order to strengthen compliance responsibility of our workforce in day-to-day business, close, business-oriented consultation as well as reliable processes, rules, tools and training offers are crucial. They make it possible to identify risks at an early stage, initiate suitable measures and ensure long-term success. The aim is to position compliance not as a deal-breaker, but rather as a strategic enabler for the company.



Internal control system

Corruption risks are assessed as part of the MAN internal control system (ICS). The ICS follows the policy "Risk Management Framework of the MAN Group" and is a recurring process that evaluates systemic risks at the process level. It ensures that rules for financial reporting as well as external regulations on anti-corruption, competition law, anti-money laundering and data protection are adequately taken into account.

Other due diligence processes

In addition, MAN relies on regular due diligence processes for business partners – both for suppliers and for other business partners. In addition, MAN conducts systematic compliance discussions with business partners in which both parties benefit from each other and expectations, risks and further development needs are discussed transparently. MAN implements the requirements of the German Supply Chain Due Diligence Act (LkSG) and is committed to protecting the legal interests within. Protection against negative human-rights-related impacts due to harmful environmental changes as well as against unlawful forced evictions and the unlawful deprivation of land, forests and waters are also important aspects. The LkSG also protects against the use of security forces if this violates fundamental human rights.



Fulfilling tax obligations & data protection requirements

Taxes

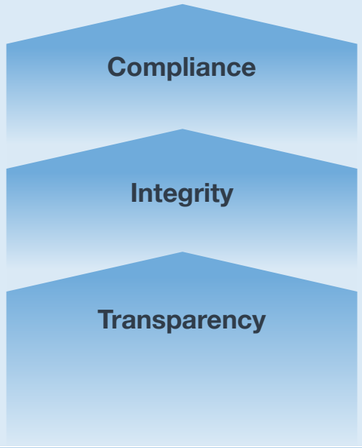
MAN recognizes its social responsibility in fulfilling its tax obligations. Through the payment of taxes and duties, the company contributes to the financing of public services and to economic development in the countries in which it operates.

MAN's tax activities are aligned with the Group-wide tax strategy of the TRATON GROUP. This strategy is based on the principles of transparency, integrity and compliance and aims to ensure the proper fulfilment of tax obligations while managing tax risks in a responsible manner.

The tax function is integrated into the company's governance, compliance and risk management structures. A Tax Compliance Management System supports the identification, assessment and monitoring of tax risks as well as the continuous improvement of tax-related processes and controls.

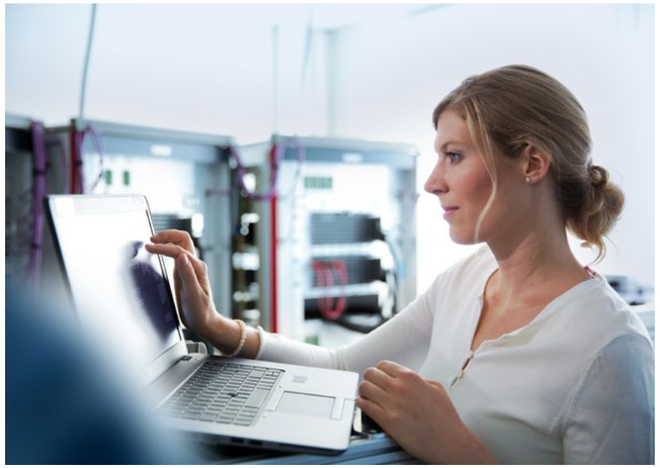
Further information on the TRATON GROUP's tax strategy, tax governance and tax transparency is available in the ↗TRATON GROUP Tax Transparency Report.

Group-wide tax strategy of the TRATON GROUP



Data protection

At MAN, protection of personal data is firmly embedded in the governance structures and is based on the rules of the EU General Data Protection Regulation. The aim is to ensure and continuously develop an adequate level of data protection across all entities worldwide. To this end, the central Group Data Protection unit coordinates an international network of data protection managers which supports the functional departments in implementing measures. Standardized brand guidelines and a Group-wide data protection management tool create transparency about processing and facilitate the fulfillment of organizational, information and documentation obligations.





With the increasing use of digital solutions, the use of artificial intelligence (AI) in compliance with data protection regulations is also gaining in importance. MAN follows a risk-based approach: The use of AI applications is systematically checked to determine whether personal data is being processed. If this is the case, the processing is documented and – if necessary – data protection impact assessments are carried out. Key principles are data minimization, purpose limitation, transparency and ensuring human control in AI-assisted decisions.

Data protection breaches and requests from data subjects are recorded and processed throughout the Group via established processes. Findings from this are incorporated into training, internal guidelines and the further development of technical and organizational measures. This is to ensure that the rights and expectations of employees, customers and business partners are also safeguarded with new technologies such as AI.

RESPONSIBILITY ALONG OUR SUPPLY CHAIN

Responsibility along the Value Chain



Sustainability in the supply chain

Respect for human rights and the protection of the environment along the supply chain are key concerns at MAN. As part of the Volkswagen Group, we want to live up to our legal, social and environmental responsibility – not only in our own company, but also in our global supply chain. We see sustainable business as inseparably linked to ethical and integrity-based conduct.



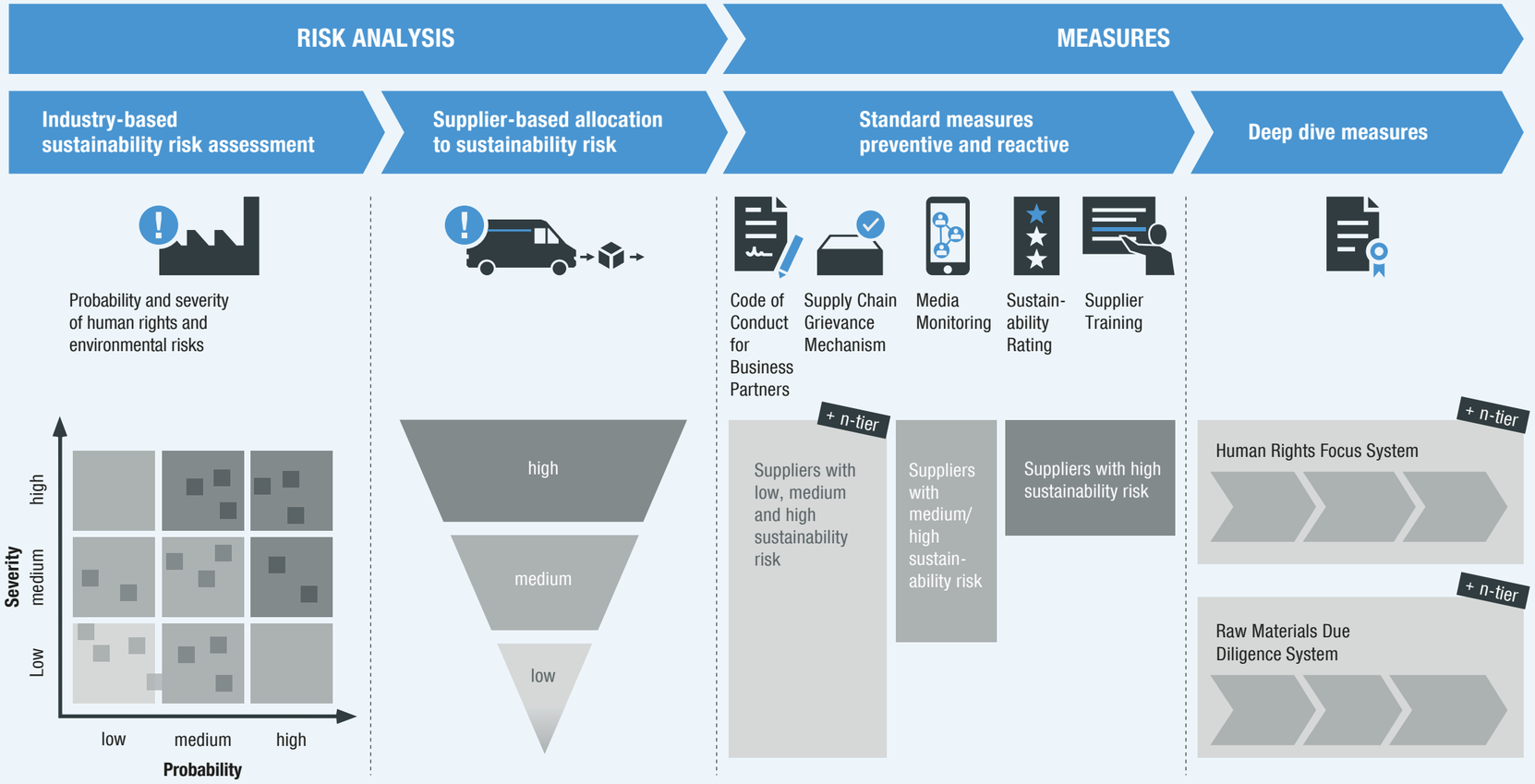
Our management concept: Responsible Supply Chain System

With the ↗Volkswagen Group's Responsible Supply Chain System (ReSC), MAN has a comprehensive management system that is aimed at identifying and systematically addressing human rights and environmental aspects in the supply chain at an early stage. The aim is to counteract or mitigate negative impacts and risks, promote positive impacts and opportunities where applicable, and continuously improve the sustainability performance of suppliers.

The ReSC system is aimed at respecting and promoting global regulations for the protection of human rights and the environment. It rejects all forms of child and forced labor, modern slavery and human trafficking. The system design takes into account key international frameworks, including:

- OECD Guidelines for Multinational Companies
- UN Guiding Principles on Business and Human Rights
- International Labour Organization (ILO) core labor standards
- United Nations Universal Declaration of Human Rights
- Ten Principles of the UN Global Compact
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

Responsible Supply Chain System (ReSC)



The ReSC system components at a glance

The ReSC system follows a risk-based management approach and includes:

- **Risk assessment:** Classification of suppliers into risk classes (low, medium, high) based on their business model and internal and external data on human rights and environmental risks. Based on the risk classification, the supplier is assigned a package of measures to prevent and mitigate the identified impacts.
- **Standard measures:** Confirmation of the Code of Conduct for Suppliers and Business Partners, Supply Chain Grievance Mechanism (SCGM), media monitoring, Sustainability Rating (S-Rating) and supplier training.
- **Further measures:** Human Rights Focus System (HRFS) and the Raw Materials Due Diligence Management System (RMDDMS).

Realizing the Responsible Supply Chain System



Natascha Bihlmaier
Head of Procurement Excellence

With the Responsible Supply Chain System, we have established a comprehensive management system that is intended to identify human rights and environmental aspects in the supply chain at an early stage and to systematically address them through appropriate measures. During implementation, we leverage the combined expertise of the entire Volkswagen Group by working closely with other Group brands and thus realizing synergies.

Confirmation of the Code of Conduct for Suppliers and Business Partners

MAN considers compliance with sustainability requirements to be essential and fundamental for its business relationships. The ↗Code of Conduct for Suppliers and Business Partners is binding for all direct suppliers (i.e. all contractual partners who supply goods, materials or services to MAN). The business partners undertake to contractually pass on the sustainability requirements to those business partners (in particular suppliers) who are affected by the contractual relationship with MAN, and to ensure that the sustainability requirements are cascaded through the supply chain to the extent possible and reasonable for them. Business partners establish appropriate control measures to review the sustainability requirements communicated.

The Supply Chain Grievance Mechanism is accessible via the TRATON GROUP whistleblower systems and is open to all potentially affected stakeholders.

TRATON Speak Up! Deutsch **TRATON Speak Up! Englisch**





Supply Chain Grievance Mechanism

The Supply Chain Grievance Mechanism (SCGM) is an ongoing measure and serves to process reports of violations of the requirements of the Code of Conduct for Suppliers and Business Partners by direct or indirect suppliers of the Volkswagen Group. As part of the SCGM, necessary and case-specific measures to remedy identified violations are determined, depending on the severity and type of violation.

Media monitoring

Through Volkswagen Group Procurement Sustainability, MAN uses a specialized IT tool from an external service provider to carry out continuous and risk-based media monitoring of relevant suppliers along the upstream and downstream supply chain. The purpose of monitoring is to identify potential indications of violations of the Code of Conduct for Suppliers and Business Partners at an early stage. If noteworthy issues are identified, an in-depth check is carried out. If the suspected issue is confirmed, the case will be followed up as part of the SCGM. Media monitoring supplements existing complaint channels and supplier audits, and therefore enables a timely response and, if necessary, the initiation of suitable corrective measures.

Sustainability Rating

The ↗S-Rating is an established process at MAN. This standardized instrument is used to assess the extent to which direct suppliers with high sustainability risks and a corresponding company size meet the Volkswagen Group's sustainability requirements. It is closely linked to the requirements of the Code of Conduct for Suppliers and Business Partners. The aim is to create transparency and therefore check compliance with the Volkswagen Group's sustainability standards, identify potential for improvement and create incentives for sustainable corporate governance.

83%

Share of supplier spend with a positive S-Rating at MAN in 2025

The assessment is conducted on a risk-based and event-driven basis prior to each new contract award. The assessment of suppliers begins with a Self Assessment Questionnaire (SAQ) in which documented processes, management systems and relevant documents are recorded. This information is validated by external service providers and is generally combined with a country risk evaluation. Based on the SAQ responses, the supplier receives recommendations for improving its process and regulation environment.



Audits

As part of the Volkswagen Group, MAN is actively committed to sustainability in the supply chain. On-site audits are a key component of this strategy: They ensure compliance with human rights and environmental due diligence obligations, identify risks and promote continuous improvement. Based on regular risk assessments, the Group requests selected suppliers to carry out an audit according to Volkswagen On-Site Check (VOC), Social Standard Assessment (SSA) or Responsible Supply Chain Initiative (RSCI).

> 300

Number of suppliers trained by MAN on sustainability in 2025

> 200

Number of procurement employees trained by MAN on sustainability in 2025



Training for suppliers

To promote continuous supplier development, MAN, in cooperation with the Volkswagen Group, conducts topic-specific sustainability training courses and workshops for direct suppliers, for example on the topic of the S-Rating and the Code of Conduct for Suppliers and Business Partners. In-depth human rights training is systematically rolled out for direct suppliers with a high sustainability risk. These measures are intended to specifically ensure a high level of competence (capacity building) at suppliers. In 2025, more than 300 suppliers participated in training courses.

Training for procurement staff

Continuous and systematic qualification of employees in procurement is intended to make a significant contribution to the effective implementation of sustainability requirements in the supply chain. Sustainability is an integral part of the competence profile of all procurement employees. Defined target groups receive specific training – for example on the application of the S-Rating or on human rights due diligence. The aim is to empower employees to implement processes on the topic of sustainability. In 2025, more than 200 procurement employees participated in training courses.



Focusing on human rights & raw material due diligence

Human Rights Focus System

As part of the Volkswagen Group, MAN is committed to protecting workers along the upstream and downstream supply chain as part of its sustainable supplier management. The Human Rights Focus System (HRFS) was introduced to address human rights risks more specifically. It is intended to continuously identify topic areas with increased risk – so-called focus topics – and analyze them more in-depth, and supports the development of suitable measures to minimize risk and promote positive effects on workers.

As part of the HRFS, further in-depth Social Standard Audits were carried out at direct suppliers in 2025. These audits are designed on a risk-based and event-driven basis and are intended to provide a detailed analysis of human rights risks – particularly with regard to working conditions and workers' rights.

Raw Material Due Diligence Management System

MAN uses the Volkswagen Group's Raw Material Due Diligence Management System (RMDDMS) to make risks in global raw material supply chains transparent and manage them responsibly. The focus is on human rights, social and environmental risks that are identified and addressed at an early stage along complex supply chains. Group-wide cross-brand "Brand Leads" have been appointed for 18 prioritized high-risk raw materials. These Brand Leads coordinate measures and communication with suppliers and report on their activities annually in a ↗Responsible Raw Materials Report. The RMDDMS bundles preventive and reactive measures and embeds them in operational supply chain management. In this way, MAN supports compliance with the European Batteries Regulation (EUBR) and the German Supply Chain Due Diligence Act (LkSG) as well as responsible procurement. In its ↗Responsible Raw Materials Policy, MAN is committed to consistently taking into account and implementing relevant international frameworks and guidelines.

Key instruments

The key tools of the RMDDMS include, among other things, specifications with binding sustainability requirements for particularly high-risk raw materials, a multi-stage audit program for identifying early risks and initiating corrective measures, continuous supplier dialog and participation in international initiatives (e.g. IRMA[1], RMI[2], DRIVE Sustainability) to promote common standards. Training courses and workshops also boost the skills of employees and suppliers. The concept is complemented by participation in other relevant industry initiatives such as the Global Platform for Sustainable Natural Rubber, the Responsible Mica Initiative, the Copper Mark and the Leather Working Group.

Battery raw materials

Sustainable raw material procurement is central to MAN – this applies in particular to lithium, cobalt, nickel and natural graphite. To address potential environmental and social risks in these global supply chains, MAN is working on greater transparency, risk-based assessments, audits and industry-wide standards. Many established processes also play a role in fulfilling the requirements of the EU Batteries Regulation, meaning that regulatory expectations and existing processes dovetail and support robust supply chains.

Conflict minerals

Conflict minerals such as tin, tantalum, tungsten and gold (3TG) can be associated with significant human rights and environmental risks. MAN therefore systematically requests CMRT[3] data, identifies relevant smelters and sensitizes suppliers to responsible procurement practices in order to identify risks early and increase transparency in 3TG supply chains.

1 **IRMA:** Initiative for Responsible Mining Assurance
2 **RMI:** Responsible Minerals Initiative
3 **CMRT:** Conflict Minerals Reporting Template

Prioritized raw materials

Battery raw materials

Lithium	Cobalt
Nickel	Nat. Graphite

Biogenic raw materials

Cotton	Leather
Nat. rubber	

Other metals and minerals

Aluminum	Copper
Magnesium	Mica
PGM[1]	REE[2]
Steel	3TG[3]

1 PGM – Platinum group metals
2 REE – Rare earth elements
3 3TG – Tin, tantalum, tungsten and gold

APPENDIX

About this report

MAN has been informing its stakeholders about the progress made in implementing the sustainability strategy since 2011. This 2025 report from MAN Truck & Bus is aimed at analysts, investors, customers, business partners and sustainability rating agencies. It includes relevant management approaches, measures, key performance indicators and facts on sustainable business at MAN. It also clarifies how MAN implements the Ten Principles of the UN Global Compact.

Note on reported metrics

Individual values of certain metrics presented in this report are commercially rounded. Any totals are based on unrounded underlying values. As a result, rounding differences may occur.

Report structure

The structure of the report is geared towards our stakeholders' key issues and is based on the analysis of known requests. These were used to derive the main topics, align the structure and prepare the content.

The following action fields are taken into account, and the measures and progress for 2025 are listed:

- Decarbonization
- Circular Economy
- People Sustainability
- Road, Product & Service Safety
- Compliance, Ethics & Integrity
- Responsibility along the Value Chain

Reporting was preceded by a process for determining material topics – involving stakeholders – which is presented on p. 10.

Reporting standard & assurance

This report by MAN Truck & Bus for the 2025 financial year was prepared on a voluntary basis. The key performance indicators of the Corporate Sustainability Reporting Directive (CSRD) and the EU Taxonomy were reviewed as part of the annual VW Group audit and are included in the sustainability reporting within the ↗TRATON GROUP Annual Report 2025. The report follows the European Sustainability Reporting Standards (ESRS) in selected parts.

Scope

The 2025 reporting period is the same as the 2025 financial year, which runs from January 1 to December 31. The figures, data and facts presented in this report always refer to all MAN Truck & Bus sites. Any deviations from this are indicated accordingly. The editorial deadline was June 16, 2026.

EU Taxonomy

The EU Taxonomy is a classification system for sustainable economic activities.

Companies in the real economy must disclose which part of their revenue, capital expenditures and operating expenditures adhere to the rules of the regulation for the respective EU environmental objectives. These are currently available for the two EU environmental objectives “Climate protection” and “Adaptation to climate change”.

The corresponding disclosures must be distinguished according to taxonomy eligibility and taxonomy conformity. The economic activities described in the delegated legal acts fall under the EU Taxonomy and are therefore eligible for the taxonomy. Taxonomy-compliant (ecologically sustainable) activities are defined here as activities that additionally a) make a significant contribution to the environmental objective on the basis of specified technical assessment criteria, b) at the same time do not harm any other environmental objective (so-called “Do No Significant Harm” criteria) and c) have methods in place that guarantee minimum protection with regard to human rights, social and labor standards (so-called Minimum Safeguards).

As part of the TRATON GROUP, MAN reports the taxonomy-eligible and taxonomy-compliant share of its sales revenue, capital expenditures and operating expenditures, which can be found in the adjacent table for the fiscal years 2023 to 2025. The low proportion of taxonomy-aligned sales revenue is mainly due to the electrical product portfolio, which is still developing and is characterized by a growing sales market for electric buses.

With the market launch of electric buses and trucks from 2023, increasing capital expenditures, operating expenditures on sustainable activities and increasingly higher revenues associated with the sale of the vehicles are to be expected (as can be seen in 2025).

Further information on determining taxonomy eligibility and compliance can be found in the ↗TRATON GROUP Annual Report.

in million €		2023	2024	2025
Revenue	Total	14,811	13,732	14,191
	thereof taxonomy-eligible	12,799 (86%)	11,612 (85%)	11,867 (84%)
	thereof taxonomy-aligned	362 (2%)	343 (3%)	848 (6%)
CAPEX (Capital Expenditures)	Total	1,731	1,563	1,850
	thereof taxonomy-eligible	1,666 (96%)	1,505 (96%)	1,730 (94%)
	thereof taxonomy-aligned	189 (11%)	253 (16%)	361 (20%)
OPEX (Operating Expenditures; non-capitalised research and development expenses)	Total	367	344	325
	thereof taxonomy-eligible	330 (90%)	327 (95%)	298 (92%)
	thereof taxonomy-aligned	70 (16%)	77 (22%)	50 (16%)

Corporate Sustainability Reporting Directive (CSRD)

Basis of reporting and scope of consolidation

The **Corporate Sustainability Reporting Directive (CSRD)** is a European directive that sets out the framework for standardized sustainability reporting by companies in the European Union. The aim is to make sustainability information more comparable, transparent and verifiable. In Germany, the CSRD was not yet transposed into national law in 2025.

Regardless of this, MAN already reports selected CSRD key performance indicators to TRATON and the Volkswagen Group today. This reporting is based on **double materiality** and is included in the Group's non-financial statement. As part of the Group's reporting, the corresponding disclosures have been audited by the auditor Ernst & Young (EY) **with limited assurance**.

In principle, the reporting basis follows the basis of consolidation of the consolidated financial statements. The requirements for financial reporting, the materiality of the impacts and the operational control over the respective activities are decisive.

Data collection focuses on fully consolidated companies. As MAN does not have any associated companies with operational control, Scope 1 and Scope 2 emissions are not reported for these companies.

Estimates and dealing with uncertainties

Not all sustainability key performance indicators can be determined without making assumptions. It is therefore necessary to use **estimates** in certain areas. These are based on historical data, professional assessments, external benchmarks and internal expertise. They are always carried out against the background of the respective framework conditions.

To ensure the validity of the data, MAN relies on **internal control and validation processes**. As soon as reliable actual data for previous reporting periods is available, the corresponding information is **adjusted retrospectively**.

In order to provide a comprehensible overview of developments over several years, the following overview of the CSRD KPIs – if available – contains key performance indicators from the previous reporting period 2024.

TRATON GROUP Annual Report 2025
Volkswagen Group Annual Report 2025

Environmental Report

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
E1						
Energy Consumption	Total energy consumption	MWh	826.925,11	806.543,55	– 20.381,56	– 2,46 %
	Total energy consumption from fossil sources	MWh	542.068,44	498.026,64	– 44.041,80	– 8,12 %
	Fuel consumption from crude oil and petroleum products	MWh	195.626,41	170.389,53	– 25.236,88	– 12,90 %
	Fuel consumption from natural gas	MWh	224.041,59	250.757,46	26.715,87	11,92 %
	Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	122.107,48	76.557,57	– 45.549,91	– 37,30 %
	Fuel consumption from coal and coal products	MWh	292,96	321,16	28,20	9,63 %
	Fuel consumption from other fossil sources	MWh	0,00*	0,92	0,92	–
	Total energy consumption from nuclear sources	MWh	2.930,00	3.489,52	559,52	19,10 %
	Total energy consumption from renewable sources	MWh	281.926,67	305.027,39	23.100,72	8,19 %
	Fuel consumption from renewable sources	MWh	24.916,87	13.299,11	– 11.617,76	– 46,63 %
	Consumption of purchased or acquired electricity, heat, steam, or cooling from renewable sources	MWh	236.030,55	267.333,17	31.302,62	13,26 %
	Consumption of self-generated non-fuel renewable energy	MWh	20.979,25	24.395,11	3.415,86	16,28 %
	Total energy production	MWh	35.937,25	77.124,96	41.187,71	114,61 %
	Non-renewable energy production	MWh	0,00*	38.870,88	38.870,88	–
	Renewable energy production	MWh	35.937,25	38.254,08	2.316,83	6,45 %
	Energy intensity based on net revenue	MWh/EUR	0,08	0,05	– 0,03	– 37,50 %
	Net revenue from activities in high climate impact sectors	EUR	13.731.002.479,43	14.310.474.019,56	579.471.540,13	4,22 %
GHG Emissions	Gross Scope 1 greenhouse gas emissions	t CO_2e	98.667,10	95.775,37	– 2.891,73	– 2,93 %
	Scope 1 GHG emissions from regulated emission trading schemes	t CO_2e	16.162,00	17.126,00	964,00	5,96 %
	Gross location-based Scope 2 greenhouse gas emissions	t CO_2e	169.958,43	178.640,94	8.682,51	5,11 %
	Gross market-based Scope 2 greenhouse gas emissions	t CO_2e	31.898,09	13.832,54	– 18.065,55	– 56,64 %
	Gross Scope 3 greenhouse gas emissions	t CO_2e	94.035.035,56	96.012.982,65	1.977.947,09	2,10 %
	Purchased goods and services (GHG protocol category 3.1)	t CO_2e	3.281.526,97	2.953.746,00	– 327.780,97	– 9,99 %
	Capital Goods (GHG protocol category 3.2)	t CO_2e	214.078,22	202.101,51	– 11.976,71	– 5,59 %
	Fuel-and-energy-related activities (not included in Scope 1 or 2) (GHG protocol category 3.3)	t CO_2e	50.501,11	43.043,27	– 7.457,84	– 14,77 %
	Upstream transportation and distribution (GHG protocol category 3.4)	t CO_2e	256.345,00	227.190,00	– 29.155,00	– 11,37 %
	Waste generated in operations (GHG protocol category 3.5)	t CO_2e	158.213,12	380.943,46	222.730,34	140,78 %
	Business travel (GHG protocol category 3.6)	t CO_2e	4.774,85	5.321,58	546,73	11,45 %
	Employee commuting (GHG protocol category 3.7)	t CO_2e	17.417,00	17.211,00	– 206,00	– 1,18 %

* No 2024 values available

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
	Processing of sold products (GHG protocol category 3.10)	t CO_2e	102.262,40	94.940,74	– 7.321,66	– 7,16 %
	Use of sold products (GHG protocol category 3.11)	t CO_2e	89.716.752,00	91.867.194,00	2.150.442,00	2,40 %
	End of life treatment of sold products (GHG protocol category 3.12)	t CO_2e	49.544,80	49.753,00	208,20	0,42 %
	Franchises (GHG protocol category 3.14)	t CO_2e	174.795,59	162.752,19	– 12.043,40	– 6,89 %
GHG Emissions	Investments (GHG protocol category 3.15)	t CO_2e	8.824,50	8.785,90	– 38,60	– 0,44 %
	Total GHG emissions, with scope 2 location-based	t CO_2e	93.747.470,08	96.287.398,96	2.539.928,88	2,71 %
	Total GHG emissions, with scope 2 market-based	t CO_2e	93.609.409,74	96.122.590,56	2.513.180,82	2,68 %
	Biogenic emissions of CO_2 from the combustion or bio-degradation of biomass not included in Scope 1 GHG emissions	t CO_2e	166,72	89,09	– 77,63	– 46,56 %
	Biogenic emissions of CO_2 from combustion or bio-degradation of biomass not included in Scope 2 GHG emissions	t CO_2e	9.120,22	8.131,89	– 988,33	– 10,84 %
	Biogenic emissions of CO_2 from combustion or bio-degradation of biomass that occur in value chain not included in Scope 3 GHG emissions	t CO_2e	5.881.624,00	5.453.244,00	– 428.380,00	– 7,28 %
E2						
	Emissions to air by pollutant	t	676,68	640,61	– 36,07	– 5,33 %
	Emissions to air by pollutant: Hydrofluorocarbons	t	0,24	0,00	– 0,24	– 100,00 %
	Emissions to air by pollutant: Non-methane volatile organic compounds	t	489,78	471,26	– 18,52	– 3,78 %
Pollution	Emissions to air by pollutant: Nitrogen oxides	t	186,66	167,53	– 19,13	– 10,25 %
	Emissions to air by pollutant: Sulfur Oxide (SO_2)	t	0,00*	0,81	0,81	–
	Emissions to air by pollutant: Dust	t	0,00*	1,01	1,01	–
Substances of concern	Amount of substances of very high concern that leave facilities as part of products or services by main hazard classes of substances of concern	t	10.781,36	10.729,19	– 52,17	– 0,48 %
E3						
Water	Number of sites in high water stress areas	count	4	4	0,00	0,00 %
	Total water recycled and reused	m^3	45,20	372,00	326,80	723,01 %
E4						
Biodiversity	Number (Area) of sites owned, leased or managed in or near protected areas or key biodiversity areas that undertaking is negatively affecting	count	5	5	0,00	0,00 %
	Disclose the (number of sites and) area in or near protected areas that are affected negatively by activities	m^2	3.772.100,00	3.772.100,00	0,00	0,00 %

* No 2024 values available

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
E5						
Resource inflows	Overall total weight of products and technical and biological materials used during the reporting period	t	674.989,86	749.655,30	74.665,44	11,06 %
	The absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services	t	265.767,00	266.107,93	340,93	0,13 %
Resource outflows	Total waste generated	t	131.532,71	325.186,51	193.653,80	147,23 %
	Waste diverted from disposal	t	103.386,03	199.744,95	96.358,92	93,20 %
	Hazardous waste diverted from disposal	t	24.893,42	21.182,36	– 3.711,06	– 14,91 %
	due to preparation for reuse	t	1.672,06	221,30	– 1.450,76	– 86,76 %
	due to recycling	t	8.736,88	12.072,37	3.335,49	38,18 %
	due to other recovery operations	t	14.484,48	8.888,69	– 5.595,79	– 38,63 %
	Non-hazardous waste diverted from disposal	t	78.492,61	178.562,59	100.069,98	127,49 %
	due to preparation for reuse	t	6.391,58	26,89	– 6.364,69	– 99,58 %
	due to recycling	t	54.390,18	172.714,76	118.324,58	217,55 %
	due to other recovery operations	t	17.710,85	5.820,94	– 11.889,91	– 67,13 %
	Waste directed to disposal	t	28.146,68	125.441,56	97.294,88	345,67 %
	Hazardous waste directed to disposal	t	2.535,70	11.571,04	9.035,34	356,33 %
	by incineration	t	708,26	7.974,64	7.266,38	1.025,95 %
	by landfilling	t	237,20	186,55	– 50,65	– 21,35 %
	by other disposal operations	t	1.590,24	3.409,85	1.819,61	114,42 %
	Non-hazardous waste directed to disposal	t	25.610,98	113.870,52	88.259,54	344,62 %
	by incineration	t	556,47	7.471,46	6.914,99	1.242,65 %
	by landfilling	t	19.921,07	325,04	– 19.596,03	– 98,37 %
	by other disposal operations	t	5.133,44	106.074,02	100.940,58	1.966,33 %
	Total amount of non-recycled waste	t	60.342,01	140.151,19	79.809,18	132,26 %
	Total amount of recycled waste	t	71.190,70	185.035,32	113.844,62	159,92 %
	Total amount of hazardous waste	t	27.429,12	32.753,40	5.324,28	19,41 %
	Total amount of non-hazardous waste	t	104.103,59	292.433,11	188.329,52	180,91 %
	Total amount of radioactive waste	t	0,00	0,00	0,00	0,00 %

Social Report

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
S1						
Characteristics of the undertaking's employees	Total number of employees	count	35.813	35.126	– 687	– 1,92 %
	Female employees	count	5.148	5.115	– 33	– 0,64 %
	Male employees	count	30.665	30.665	0	0,00 %
	Diverse employees	count	0	2	2	–
	Permanent employees	count	33.665	33.329	– 336	– 1,00 %
	Temporary employees	count	2.148	1.797	– 351	– 16,34 %
	Full-time employees	count	33.947	33.295	– 652	– 1,92 %
	Part-time employees	count	1.866	1.831	– 35	– 1,88 %
	Total number of employees who have left the undertaking during the reporting period	count	2.497	1.664	– 833	– 33,36 %
	Rate of employee turnover in the reporting period	%	7,00	4,70	– 2,30	– 32,86 %
Characteristics of non-employees in own workforce	Total number of non-employees in the own workforce	count	1.491	2.183	692	46,41 %
Collective bargaining coverage & social dialogue	Number of the total employees covered by collective bargaining agreements	count	31.141	30.444	– 697	– 2,24 %
	Percentage of the total employees covered by collective bargaining agreements	%	86,95	86,67	– 0,28	– 0,32 %
	Number of employees covered by workers' representatives	count	31.141	30.444	– 697	– 2,24 %
	Percentage of employees covered by workers' representatives	%	86,95	86,67	– 0,28	– 0,32 %
Diversity parameters	Gender distribution in number at top management level	count	14	13	– 1	– 7,14 %
	Female employees at top management level	count	1	1	0	0,00 %
	Male employees at top management level	count	13	12	– 1	– 7,69 %
	Diverse employees at top management level	count	0	0	0	0,00 %
	Distribution of employees by age group < 30	count	8.083	8.363	280	3,46 %
	Distribution of employees by age group 30 – 50	count	17.443	16.633	– 810	– 4,64 %
	Distribution of employees by age group > 50	count	10.287	10.130	– 157	– 1,53 %
Adequate wages	Number of employees that earn below the applicable adequate wage benchmark	count	0	0	0	0,00 %
	Number of employees that earn below the applicable adequate wage benchmark (outside EEA)	count	0	0	0	0,00 %
Training & skills development	Total number of training hours	h	362.859	506.672	143.813	39,63 %
	Average number of training hours per employee	h	10,21	14,31	4,10	40,18 %

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
Health & safety	Percentage of employees covered by an occupational health & safety management system	%	67,30	66,36	– 0,94	– 1,39 %
	Percentage of employees covered by a certified occupational health & safety management system	%	67,30	66,36	– 0,94	– 1,39 %
	Number of fatalities as a result of work-related accidents (non-employees)	count	0	1	1	–
	Rate of recordable work-related accidents (own workforce)	%	41,63	25,84	– 15,79	– 37,94 %
	Lost Time Injury Frequency Rate (LTIFR)	%	18,06	18,26	0,20	1,10 %

Governance Report

Disclosure Requirement	Indicator	Unit	Actual 2024	Actual 2025	Deviation (Actual) 2025 vs. 2024	Deviation (%) 2025 vs. 2024
G1						
Prevention & detection of corruption & bribery	Code of Conduct: Assigned web-based trainings	count	16.869	33.320	16.451	97,52 %
	Code of Conduct: Completed web-based trainings	count	15.594	31.484	15.890	101,90 %
	Code of Conduct: Web-based trainings completion rate	%	92,44	94,49	2,05	2,22 %
	Anti-Corruption: Assigned web-based trainings	count	9.063	33.318	24.255	267,63 %
	Anti-Corruption: Completed web-based trainings	count	8.411	31.482	23.071	274,30 %
	Anti-Corruption: Web-based trainings completion rate	%	92,81	94,49	1,68	1,81 %
	Anti Money Laundering: Assigned web-based trainings	count	9.262	18.516	9.254	99,91 %
	Anti Money Laundering: Completed web-based trainings	count	4.016	14.688	10.672	265,74 %
	Anti Money Laundering: Web-based trainings completion rate	%	43,36	79,33	35,97	82,95 %
Political influence & lobbying activities	Total monetary value of financial and in-kind political contributions	EUR	0,00	0,00	0,00	0,00 %
	Estimation of monetary value of in-kind contributions	EUR	0,00	0,00	0,00	0,00 %

Additions to the drivetrain comparison

Underlying assumptions & further remarks (p. 31)

General remarks:
The graphs show a preliminary greenhouse gas (GHG) emission assessment along the life cycle of a product that is not covered by a full externally validated Product Carbon Footprint (PCF).

A) Thus, the results shown only provide a rough indication as a high-level overview of the global warming potential of different GHGs that occur along different life cycle phases of a vehicle as well as approximate relations.
B) Results should be interpreted with caution as they are subject to limitations associated with data availability and methodological assumptions.
C) These results depend in particular on the energy consumption (e.g. influenced by the individual driving style, vehicle configuration, application profile, route) and on the energy mix. In reality, different use cases may occur and would lead to deviating results.

Assumptions and boundary conditions for determining the greenhouse gas emission comparison and interpreting the results:
1. Scope: Cradle-to-grave (cut-off approach in end-of-life)
2. Vehicle configuration: typical 4x2 long-haul truck with trailer
3. Driving cycle, consumption & vehicle load: VECTO-based
4. Assumed lifetime mileage: 1,300,000 km
5. Emission factors: EU scope based on Sphera LCA database, JEC WTW report v5, IEA, European Commission, Joint Research Centre, Institute for Energy and Transport
6. HVO mix: JEC WTW report v5
7. Improvement of the EU electricity mix for the BEV and H_2-ICEV (electrolysis) over their entire lifetime
8. With the energy required for the use of one H_2 ICEV, approximately three corresponding BEVs could be used.
9. The underlying wind energy-based pathways may represent a scenario in which the grid mix consists purely of renewable energy sources. However, the real impact will deviate.

Comparability:
It is important to bear in mind that Product Carbon Footprints (PCF) for vehicles are complex calculations that require many specific methodological as well as data-related decisions by the LCA practitioner which have an impact on the impact results of a PCF. This is the case even under strict application of Product Category Rules (PCR), with more specific requirements. Differences in use case profiles, data aggregation methods (top-down/bottom-up), data quality, databases, etc. may lead to differences in the outcome. When comparing the order of magnitude of results from this PCF overview and PCF results from other OEMs, this needs to be taken into account.

A comparison of the direct results from different studies without taking the differences in consideration is not recommended.

The underlying scope and assumptions would first need to be understood and aligned in order to allow a fair comparison of the environmental product performance although all standards and PCR are followed.

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