



SCANIA PILOT PARTNER

Customer Use Cases that Verify Market Need for New Technology at Scania

– Tony Sandberg, Vice President Scania Pilot Partner



Corporate context

ABOUT SCANIA

Scania's purpose is to drive the shift towards a sustainable transport system

Goods transport

People transport

Power solutions

Services

Scania in numbers

Founded 1891	100+ countries CO2e reduction -54% Own operations, 2025 compared to 2015	1,500+ service points Net sales 198,480 SEK m.	53,000 employees Last red figures 1934
------------------------	---	--	---

SEPTEMBER 2026

SCANIA PILOT PARTNER / TONY SANDBERG

3

ABOUT SCANIA

How we create value

Our business model

Scania modular system

Scania Way

Increasing customer revenue – reducing customer costs. By making our customers profitable we ensure that our own business is profitable.

Using the same components for different applications ensures an efficient production system.

Our common way of thinking and acting: core values, principles and priorities.

Customer

+ Sales revenue

– Cost

= Operating income

Scania

+ Sales revenue

– Cost

= Operating income

Continuous improvements

Right from me

1. Safety

2. Quality

3. Delivery

4. Cost

Demand-driven

Normal situation

Leadership

Customer first

Respect

Team spirit

Responsibility

Elimination of waste

SEPTEMBER 2026

SCANIA PILOT PARTNER / TONY SANDBERG

5

A market under Transformation

- Eco-system change
- New business opportunities and business models
- Hard to forecast
- Need partnerships



Automation



Connectivity



Electrification



PILOT

– What we do

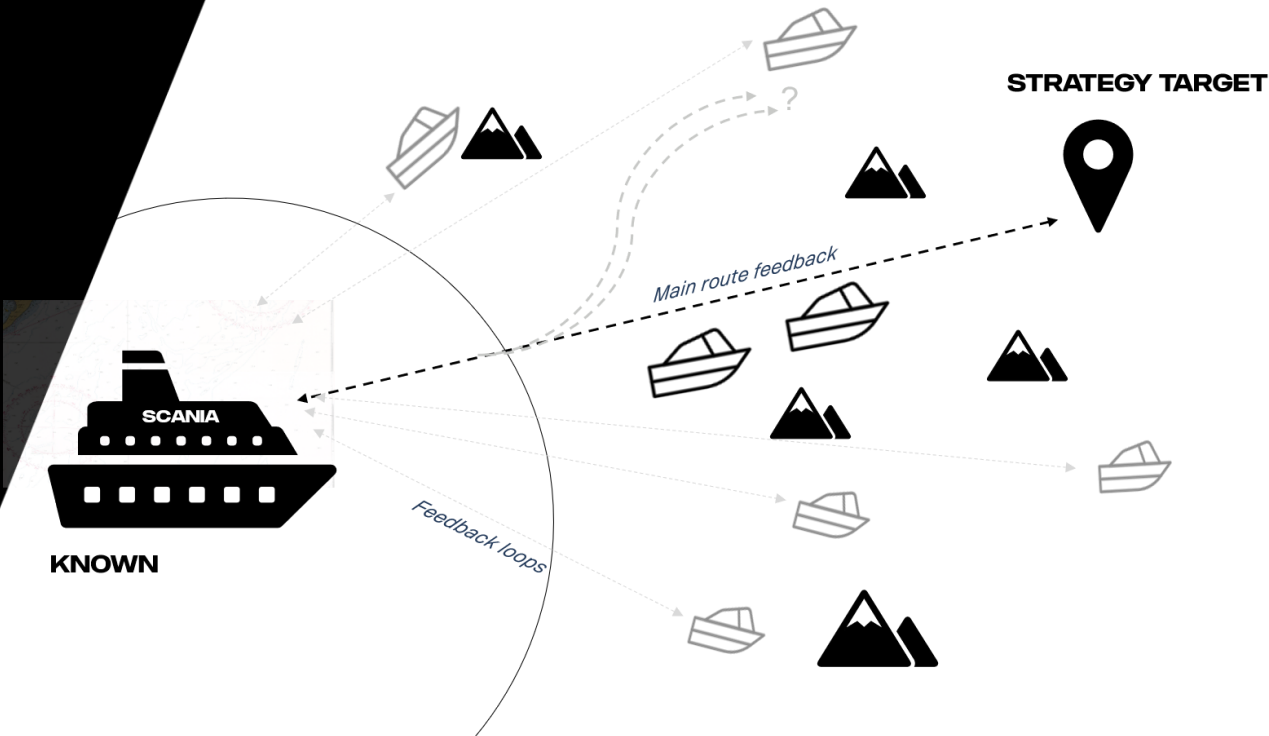
PARTNER

– How we do it

Corporate innovation

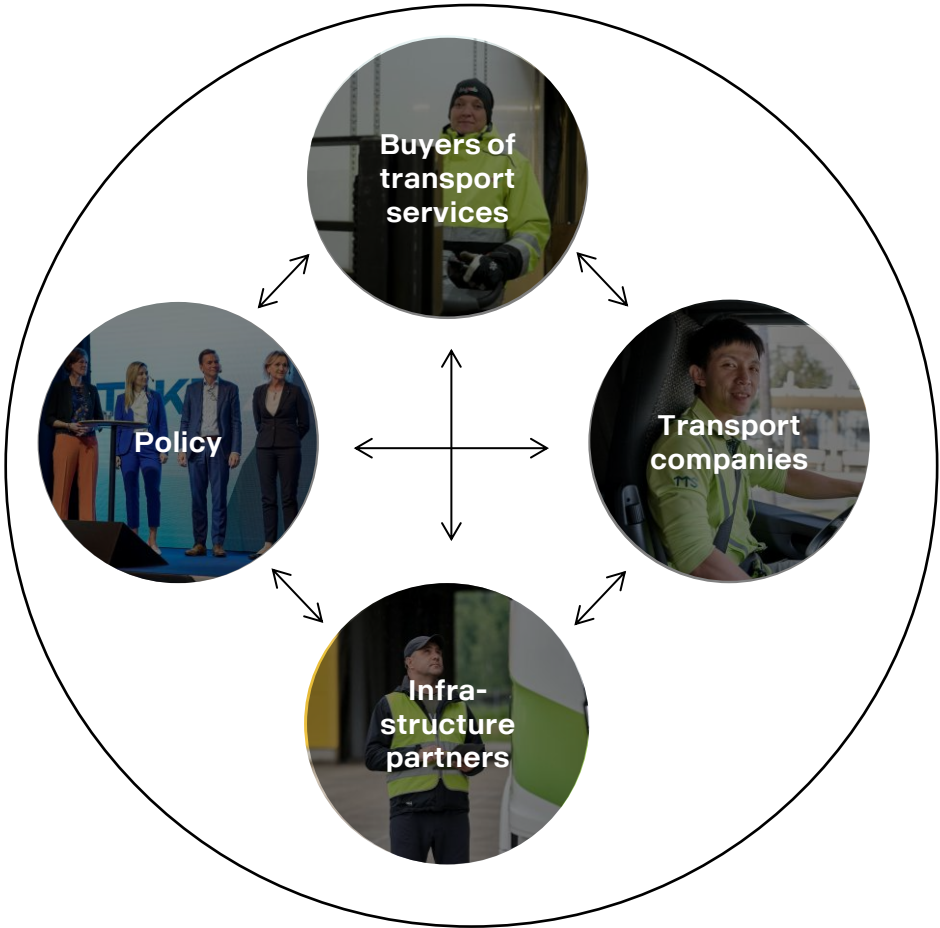
- Real commercial tests with customers
- Partnerships to share learnings and risks
- Scale in steps

Strategic tool





Pilot Partner – test orchestration



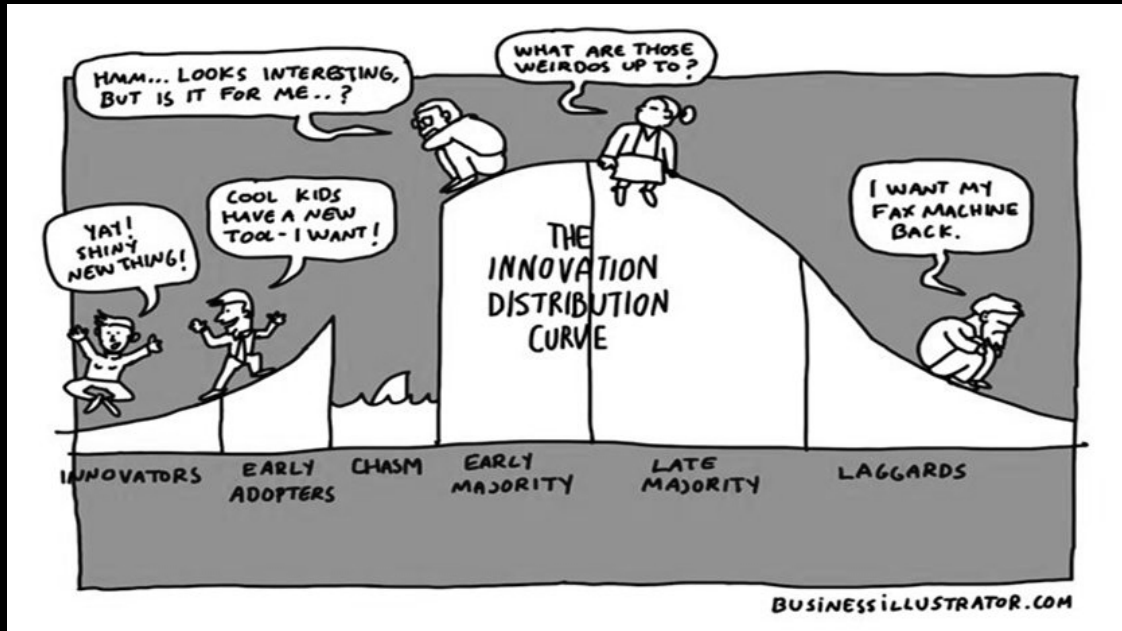
Eco-system test arena

Pilot Partner



Capabilities of a large enterprise

People and markets will change gradually

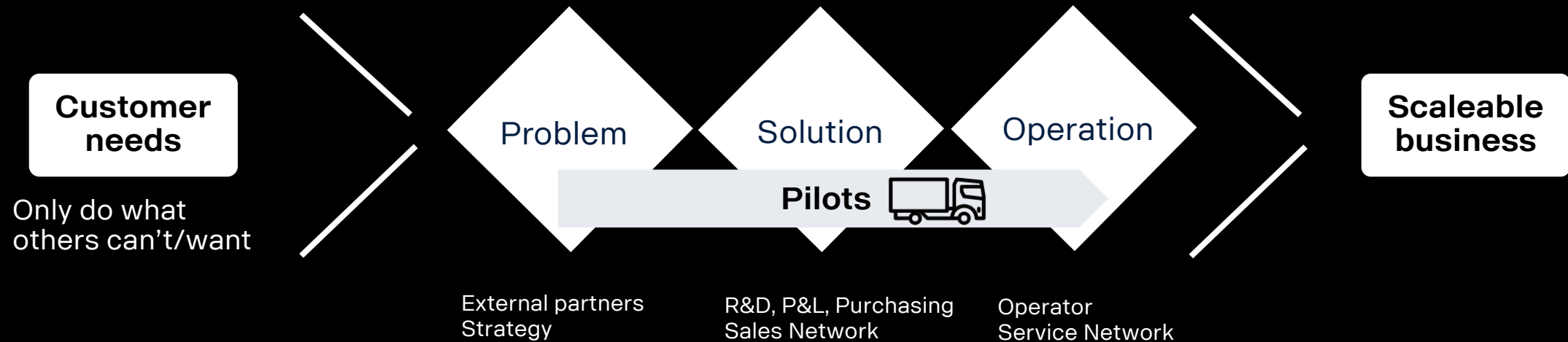


- Customers are different
- Needs are different
- Focus on the early market



Customer pull – Time to market

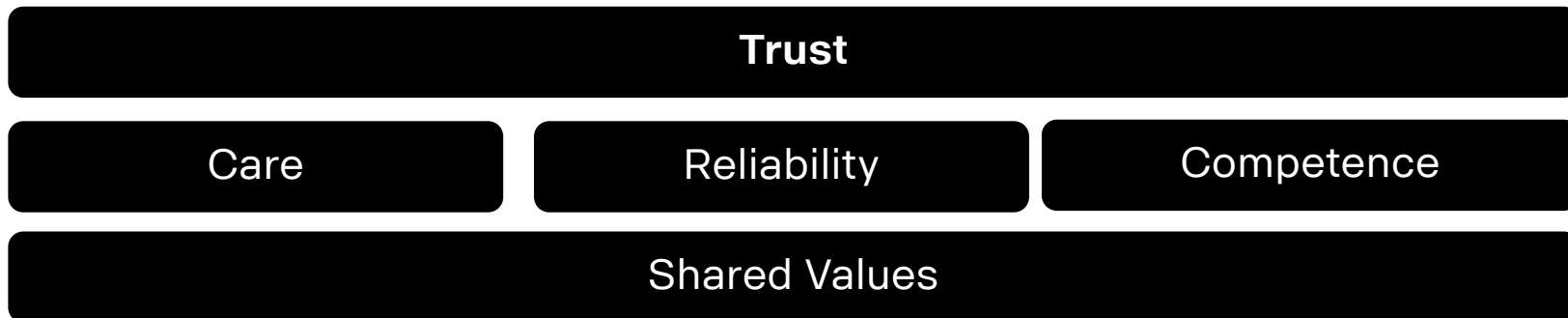
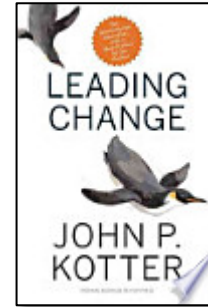
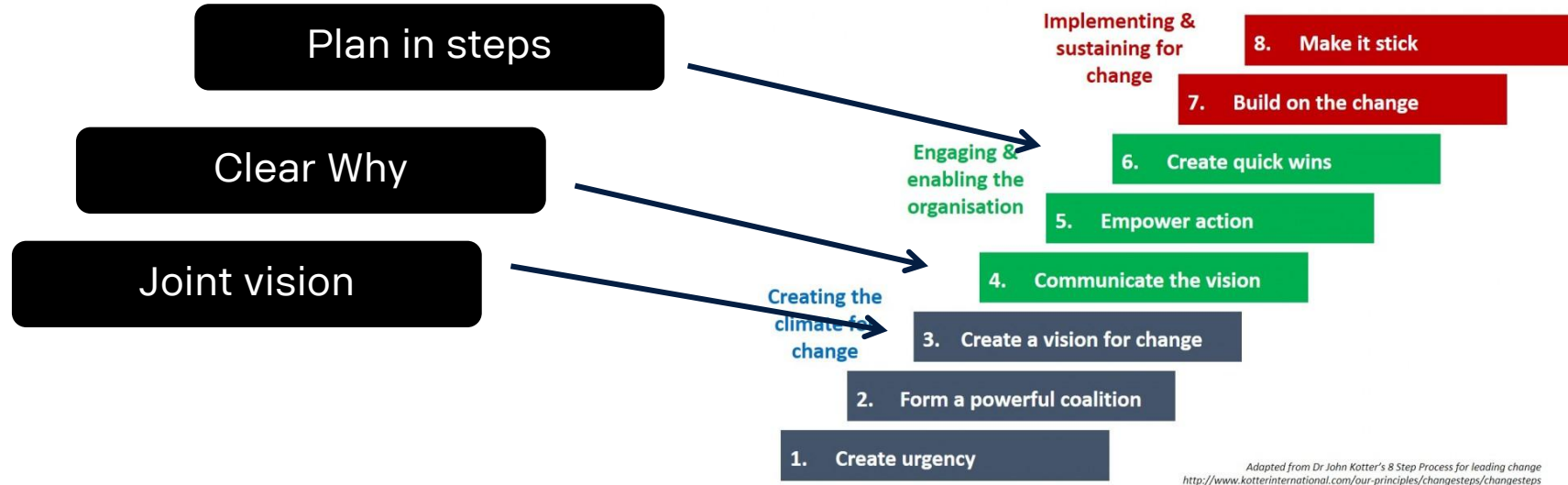
- An organization with top management support and dedicated funding
- A senior team that knows company culture and processes
- End2End accountability – take care of potential problems / risks



Partnerships create leverage and prepare for scaling

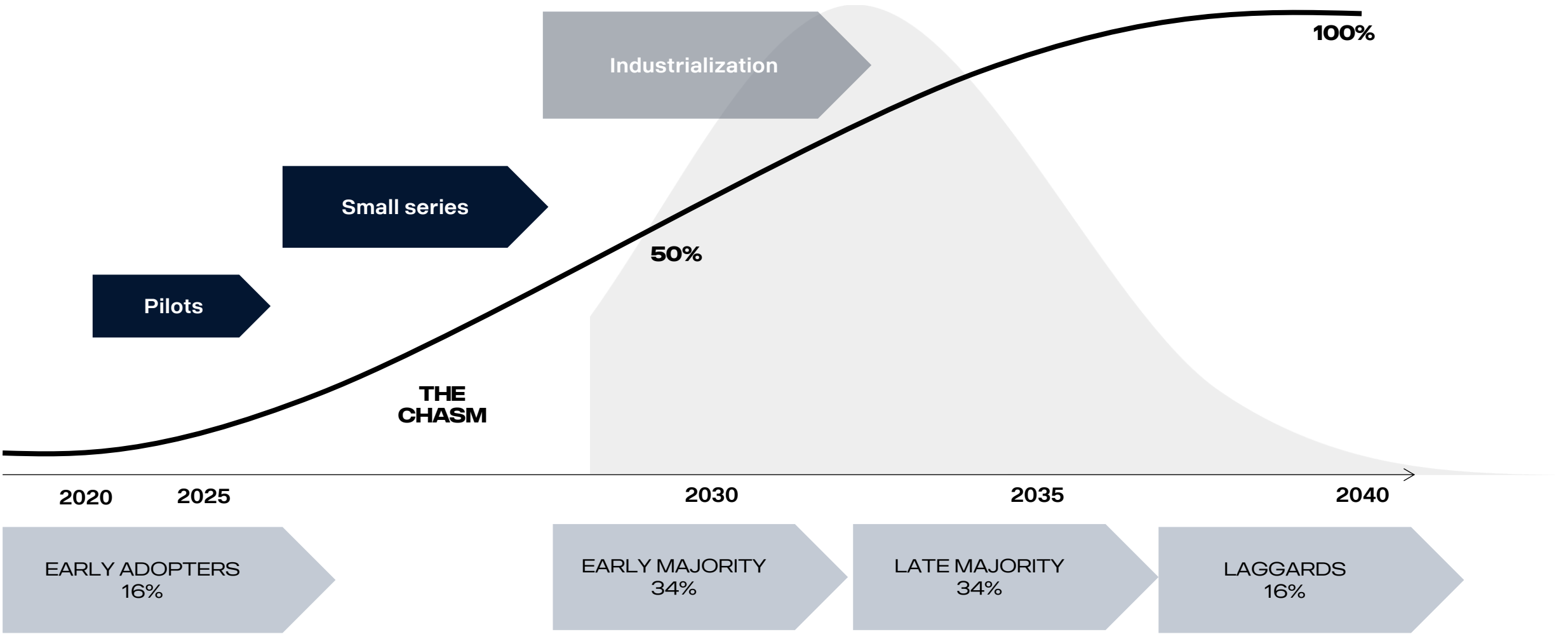


Foundation of partnerships





Scaling in steps – based on customer pull





Scania Pilot Partner Portfolio – We take emerging technology out of the lab and on to the road

- 50 vehicles
- 9 countries
- Megawatt charging
- Range extender
- Fuel cell
- Mining
- Regionalisation
- Circularity



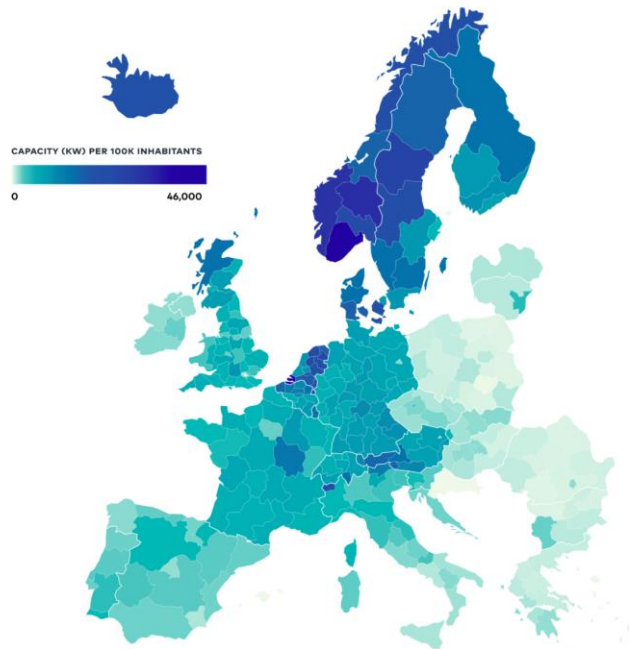
WHY HYDROGEN - RESILIENCE

A strategic importance for the energy system in Europe



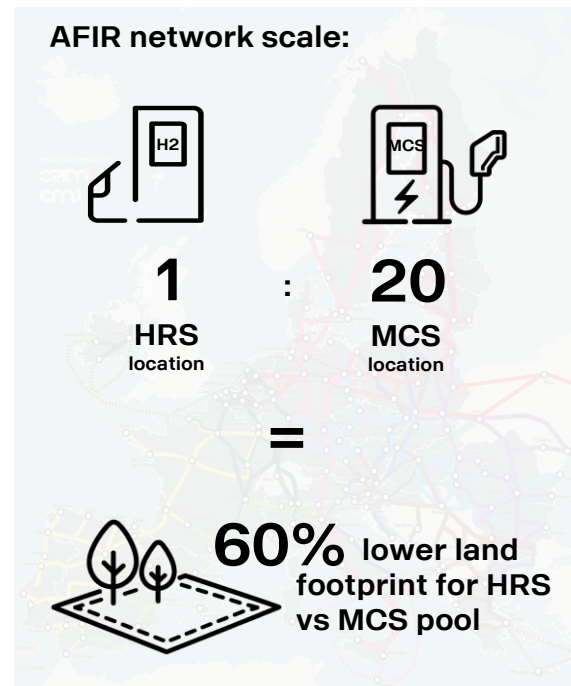
POWER LIMITATIONS

Grid constraints strengthen the case for hydrogen



LAND USAGE

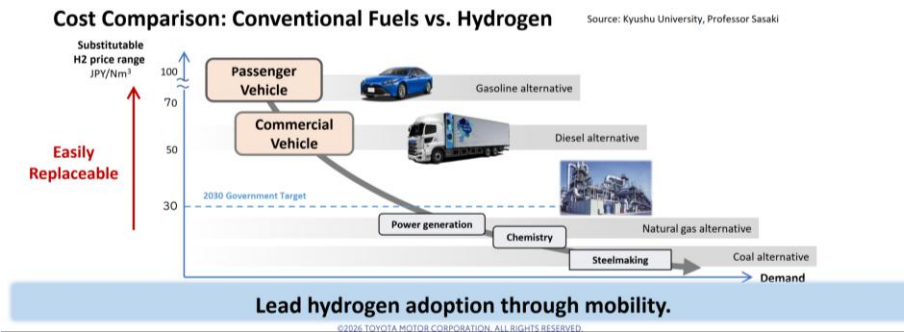
HRS require less land than MCS stations



ENABLEMENT

Mobility enables (green) hydrogen scale for industry

Mobility is the catalyst: hydrogen's endgame lies in industrial demand



Heavy-duty mobility enables hydrogen build-up



Pilot Partner H2-FCEV

- Zero-emission: BEV platform + H2 fuel cell extender
- 3-axle tractor or rigid
- GTW: up to 64t
- Up to 1,000 km range (depending on load)
- H2 storage: ~56 kg of H2 @ 700 bar
- Hydrogen storage mounted behind cab
- Fuel-cell power: 150-300 kW
- Battery: 356 kWh
- Homologation: individual type approval



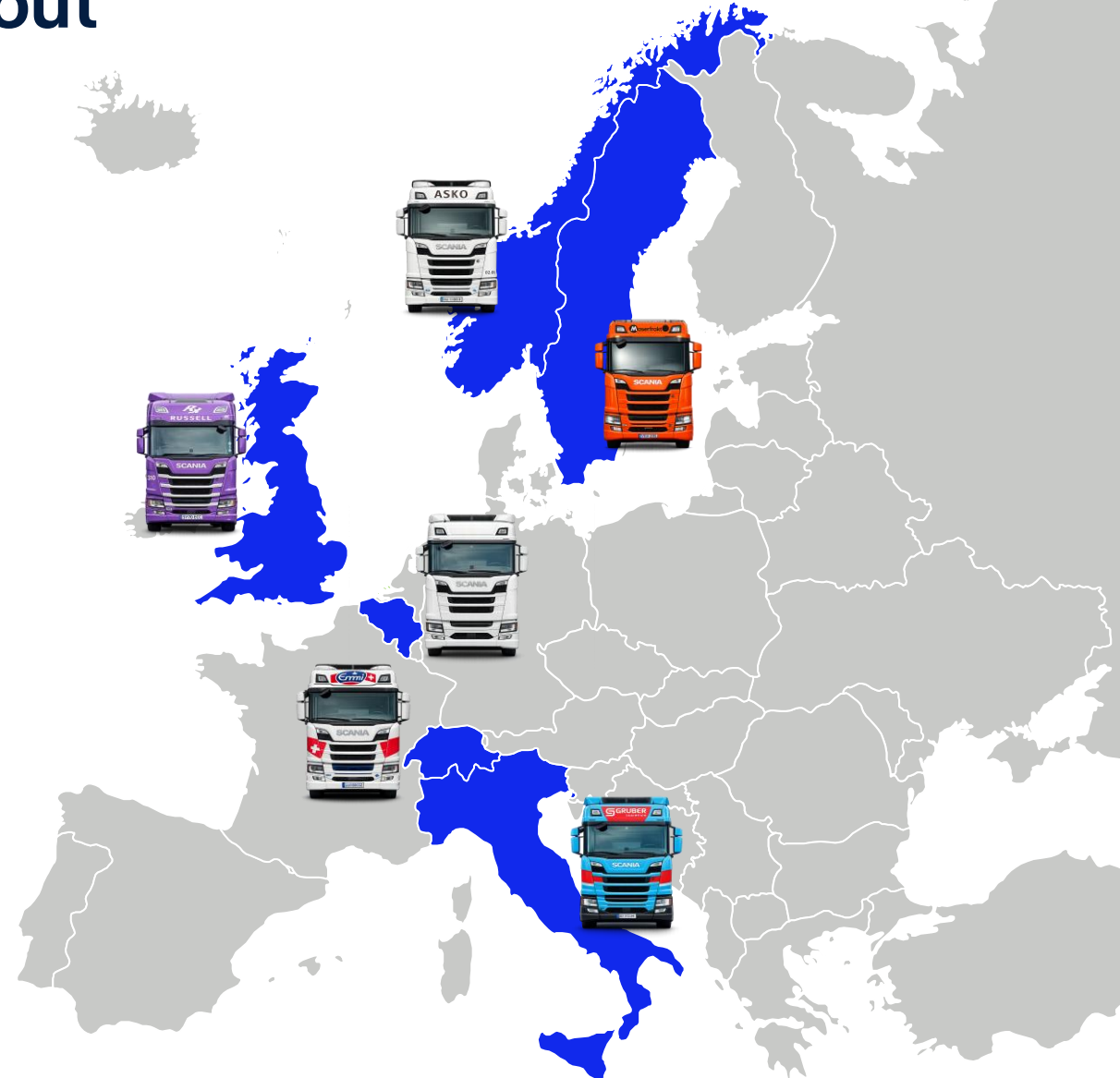
2026: FCEV First Generation roll-out



15
UNITS

REGIONAL /
LONG HAULAGE

CONSUMER
GOODS /
PAYLOAD NEEDS



2027-2029: FCEV Next Gen deployment



Production of 35 vehicles



5-year leasing contract



OEM-HRS protocol to smoothen
refueling experience and
increase refueling speed



Supportive CapEx policies



Better range

Design improvements

TOYOTA fuel cell

Added specifications + chassis configuration



Potential Scania use cases

ZERO EMISSION transport with:



- More uptime - shorter refuelling time



- Weight sensitive



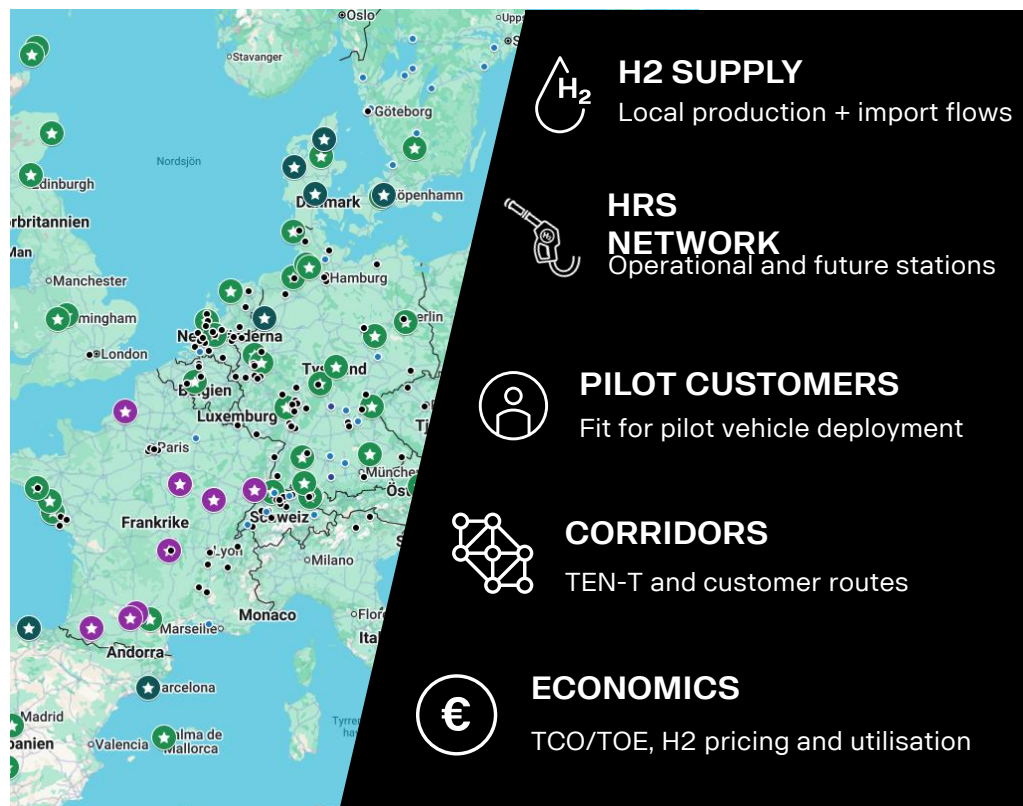
- Heavy payload & Long range



Scania FCEV and EU HRS

Targeting roll-out where ecosystems converge

SCANIA H2 ECOSYSTEM MAPPING



Identify priority eco-clusters where Scania should deploy next generation FCEV

Pilot Partner – te



Eco-system test arena

Capabilities of a large enterprise