

NAVISTAR



Company Overview
March 2024



Accelerate the Impact of Sustainable Mobility



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Company Overview



Executive Board

As of March 1, 2024



Mathias Carlbaum

President & CEO



Do Young (DY) Kim

EVP & CFO



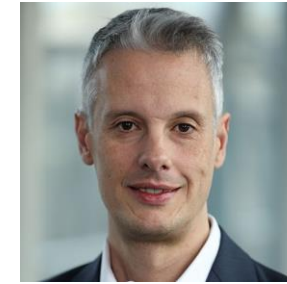
Donna Grant Dorsey

EVP, People & Culture



Michael Grahe

EVP, Operations



Fabio Souza

EVP, Service Solutions



Stefan Palmgren

EVP, Production & Logistics

Board of **Directors**

As of March 1, 2024



Mathias Carlbau

Navistar President & CEO



Christian Levin

TRATON SE CEO,
Scania CEO



Dr. Michael Jackstein

TRATON SE CFO, CHRO



Dr. Klaus Schartel

TRATON SE General
Council, Head of Legal



Walter G. Borst

Navistar BOD Member



Jeffrey A. Dokho

UAW Director
of Research

Navistar **Facts**

CORE BUSINESS:
Class 6-8 trucks and buses in U.S. and Canada

Largest Dealer and Service Network
in North America^a

Primary business operations in:

- ◆ **U.S.**
- ◆ **Canada**
- ◆ **Mexico**

42%

of all school buses on the road today are our IC Bus[®] brand



#1 Brand in School Buses^b

Headquarters:
Lisle, Illinois, U.S.

2023 total unit sales:
88,890

21%

of U.S. class 6 through 8 vehicles on the road today are an International[®] truck



#2 Brand in Class 6/7^b

#4 Brand in Class 8^b

Worldwide employees:
15,300



Operational Footprint Reflects **North American Focus**



Corporate Headquarters

Lisle, IL

Tulsa Bus Plant

Tulsa, OK

**San Antonio Manufacturing Plant
Advanced Technology Center**

San Antonio, TX

**Escobedo Assembly Plant
Escobedo R&D Center**

Escobedo, MX

Proving Grounds

New Carlisle, IN

**Rochester Hills
Zero Emissions R&D Center**

Detroit, MI

Springfield Assembly Plant

Springfield, OH

Huntsville Powertrain Plant

Huntsville, AL

Navistar and TRATON

TRATON is the commercial truck & bus division of Volkswagen AG

Bringing
Together
Our Global
Capabilities



- 400+ years of Engineering and Manufacturing excellence
- Leadership in innovative technologies across global markets
- Leveraging economies of scale, development resources and industry best practices

Sep 2016

TRATON (Volkswagen Truck and Bus) announces alliance with Navistar

Mar 2017

Strategic alliance begins

Jul 2021

TRATON acquisition of Navistar completes

Nov 2021

New management structure established

Mar 2022

Navistar unveils new strategy

2023

Navistar begins production of new, global powertrain - International® S13 Integrated Powertrain

Navistar and TRATON

Optimize Cost Efficiency and Group Technology



Modularization

Reducing complexity through collaboration



Production Footprint Optimization

Driving conversion cost improvement



Shared R&D

Integrating lead-brand technologies



Global Purchasing Scale

Transitioning effective component spend



Navistar **Strategy**



Strategy at-a-glance

Sustainable Impact

Within the transport sector, our industry accounts for a significant percentage of total emissions. We accept responsibility for bending the curve on carbon emissions by driving change to advance sustainable solutions.



Foundation for Future

We are investing wisely in digitalization, zero emissions and autonomous solutions. We leverage our resources to accelerate our progress in future technology development, with a focus on creating new business models where it makes the most sense for customers.



Profitable Performance

Our number-one priority is to become a healthy, well-rounded and profitable company. In partnership with our dealer network, we strive to offer the best holistic experience and solutions for our customers.



Culture & Leadership

We will be known for our strong culture, which guides every decision, every day. Each employee is empowered and trusted to make the right choices, embracing accountability for our long-term success.



Sustainable Impact

Our commitment



Strive to achieve 50% zero emissions new vehicle sales by 2030, and 100% by 2040 for the U.S. market



Committed to **Science-Based Targets initiative (SBTi)** in 2023



Develop **circular business model** to maximize resources and minimize waste



Total Social Impact

Positively impact education, equity, and environment

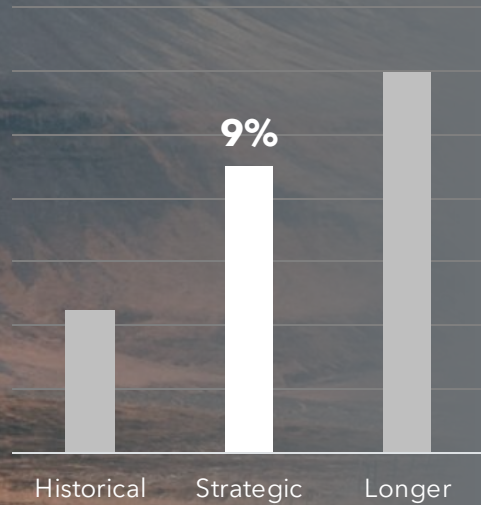
Diversity, Equity and Inclusion

Empower an inclusive environment for all stakeholders



Profitable Performance

Return on Sales



Building Blocks to Deliver Stronger Profitability:

01

New powertrain and zero-emissions offerings to grow customer satisfaction and profitability through value-based pricing

02

Dealer performance improvement through ownership rationalization and improved effectiveness

03

New service and solutions offerings that improve customer uptime

04

Cost efficiency improvement through leveraging the strength of the TRATON GROUP

05

Financial services expansion to meet demand for new technologies and business models

06

Market share recovery through offering new technologies, services and solutions

Foundation for Future

Unlocking New Business Models

Digitalization

Key strategic principle



Zero Emissions

50% new vehicle sales by 2030

Autonomous Solutions

Future solution offerings



Common Group Components

Group-wide modularization

Culture and Leadership



Colleagues are empowered and trusted to make the right choices, embracing accountability for our long-term success.



03

Operating **Highlights**



International[®] and IC Bus[®] Product Line-Up

LT[®] SERIES



RH[™] SERIES



HX[®] SERIES



HV[™] SERIES



MV[™] SERIES



eMV[™] SERIES



CV[™] SERIES



IC BUS[®] CE SERIES



IC BUS[®] ELECTRIC CE SERIES



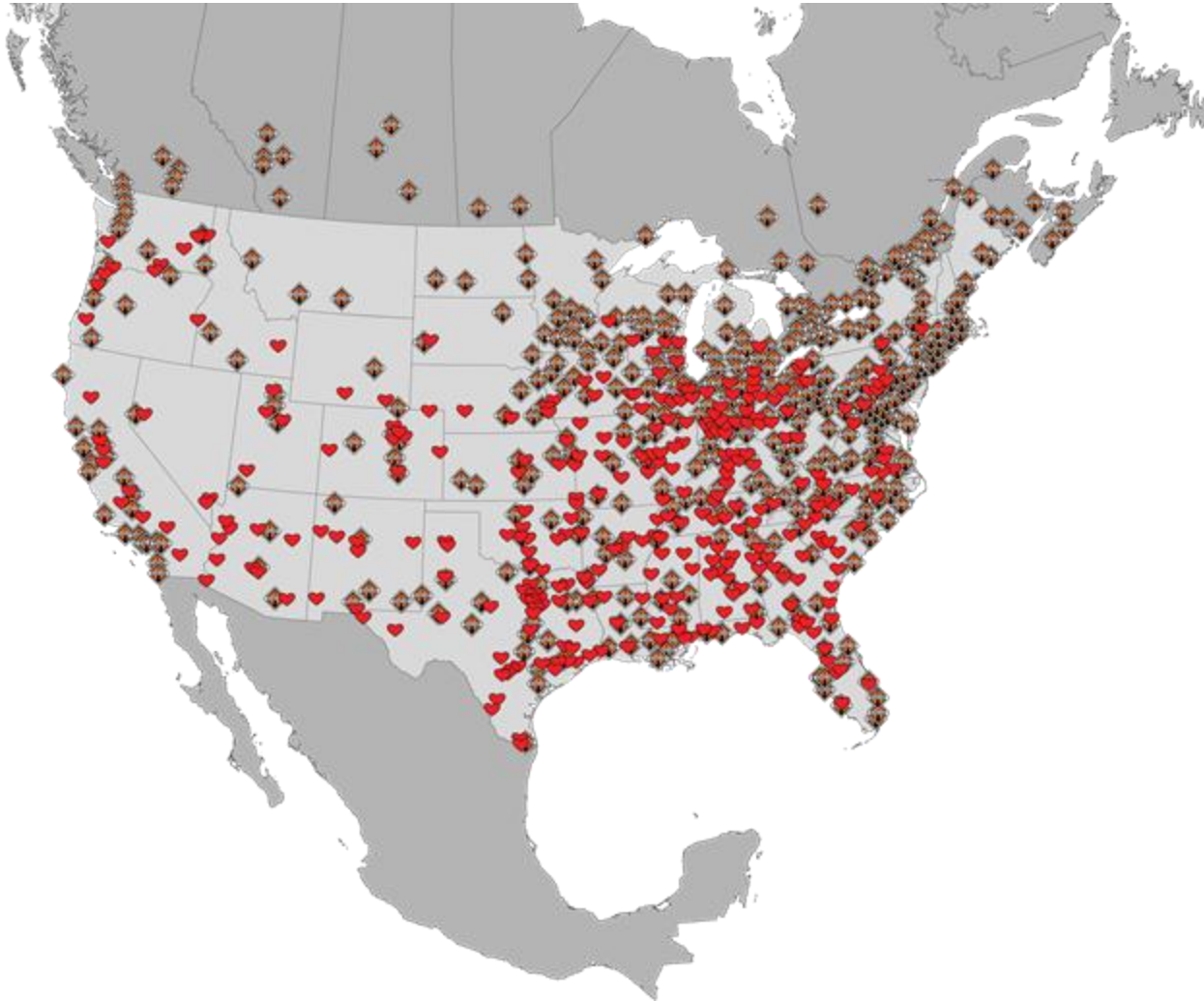
INTERNATIONAL[®] S13
INTEGRATEDPOWERTRAIN



INTERNATIONAL[®] A26 ENGINE



Largest Distribution and Service Network in North America



600

Locations

U.S./Canada combined



400

Locations

U.S./Canada
combined

- ♦ Largest dealer network in North America
- ♦ 7,500 service bays and 8,500 technicians
- ♦ Love's service centers open 24/7

Growing the **Parts Business**



Fleetrite® Parts

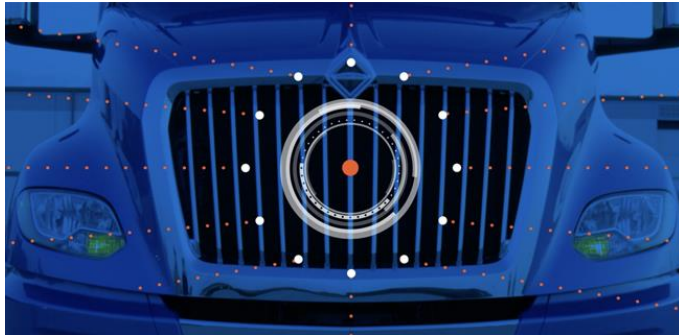
- ♦ All OEM aftermarket parts are quality approved
- ♦ Trusted partner for 50 years with 30+ authorized retail locations across North America



ReNEWeD® Parts

- ♦ Re-engineered OEM aftermarket parts are quality approved
- ♦ Supports a circular economy
- ♦ 10% of our parts revenue comes from remanufactured parts

OCC & International® 360



OnCommand® Connection - Advanced Remote Diagnostics

Features:

- Improved uptime and lowered total cost of ownership
- Monitors health and status of all-makes fleets
- Allows for seamless communication with the International dealer service network
- Enables subscriptions to 3rd party fleet management and compliance providers through factory-installed telematics device



International® 360 is our industry-leading service communications tool designed to accelerate the repair process, streamline communications within dealer service centers, and drive greater uptime

Features:

- Seamless communications with dealers and up-to-date repair status
- Complete VIN-based information: asset specs, complete parts catalog, remote health data, and more
- Online service request initiation and estimate approvals
- Complete service history, up-to-date campaign information, and engine calibration status - Integration with parts inventory systems shows which dealer locations have the parts you need on the shelf now.

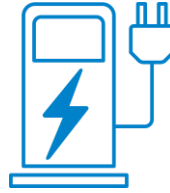
Our EV Roadmap: **a path for a seamless transition**

Our dealers and zero emissions trusted advisors are always available to help customers move forward with electrification. All it takes is three easy steps:



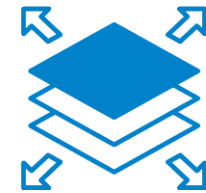
Step 1 - CONSULTING

Our discovery workshops dive into your fleet's electrification needs and concerns, building a customized EV roadmap for success.



Step 2 - CHARGING

We assess the placement of hardware and infrastructure, finding the best ways to support your vehicle charging and uptime.



Step 3 -CUSTOMER ONBOARDING

We ensure your charging locations, staff, and remote diagnostics are prepared for your electric fleet to hit the road.

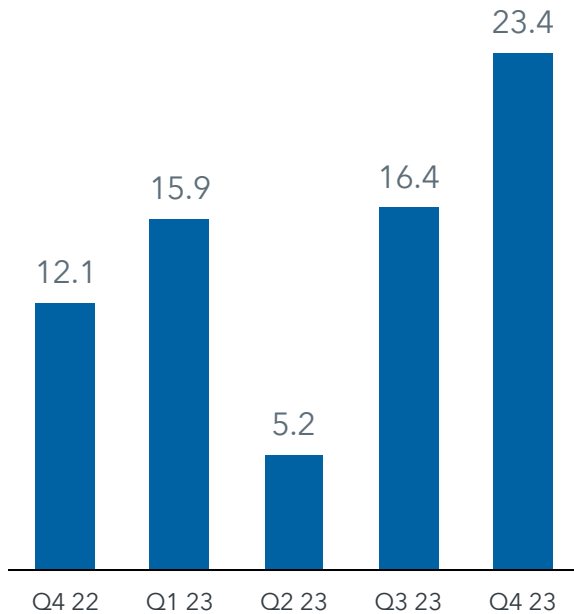
04

Financial **Highlights**

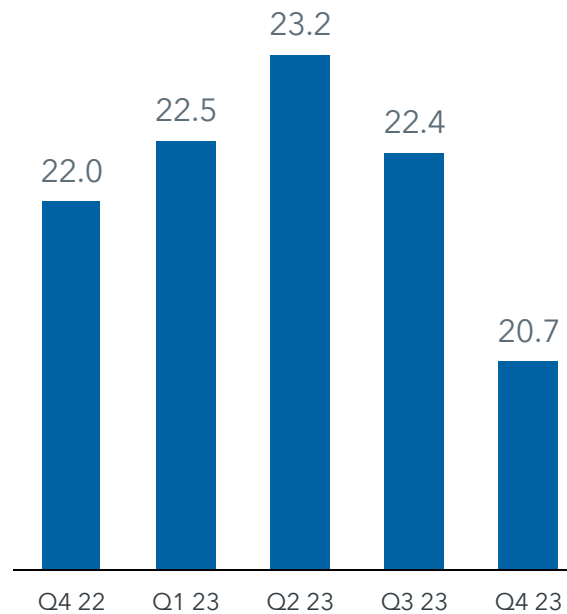


Navistar Manufacturing Operations – Key Figures

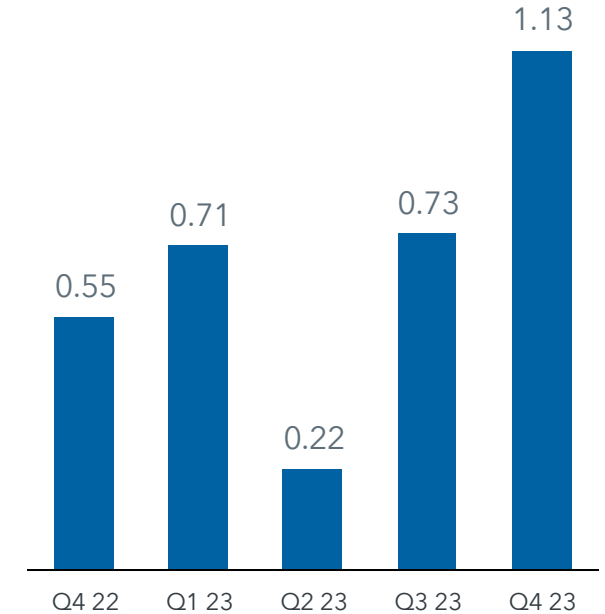
INCOMING ORDERS
(thousand units)



UNIT SALES
(thousand units)



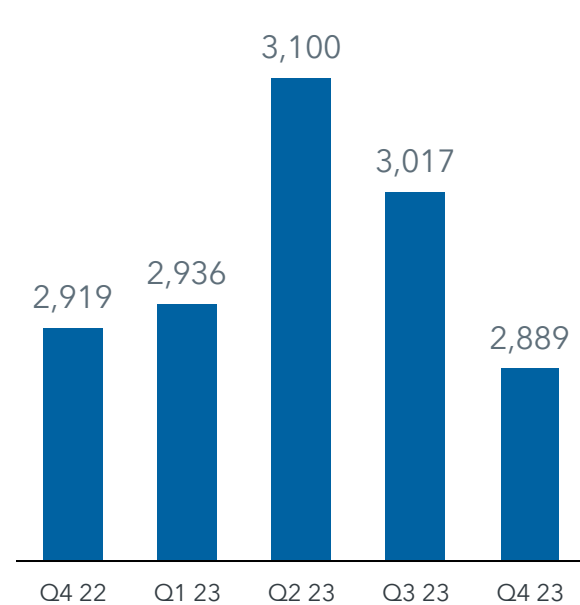
BOOK-TO-BILL
(ratio in units)



Navistar Manufacturing Operations – Key Figures

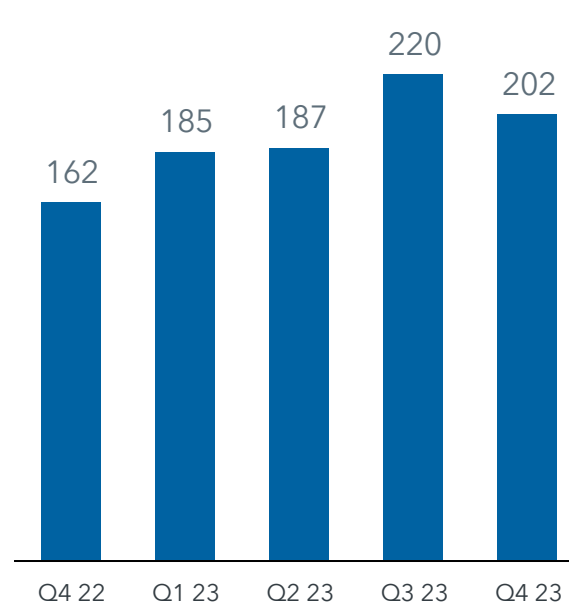
SALES REVENUE

(\$ millions)



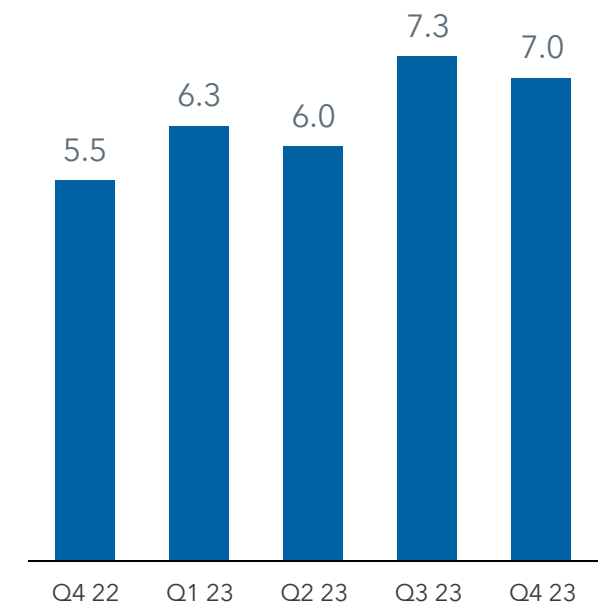
OPERATING RESULT

(\$ millions)



RETURN ON SALES

(%)





Thank You

NAVISTAR[®]

