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# Navistar today

**Core business:**
Class 6-8 trucks and buses in U.S. and Canada

**Largest dealer and service network**
in North America¹

**Primary business operations in:**
U.S.
Canada
Mexico

**Headquarters:**
Lisle, Illinois, U.S.

**Worldwide employees:**
14,500

**ONE IN FIVE**
of U.S. class 6 through 8 vehicles on the road today is an International® Truck

**TWO-FIFTHS**
of all U.S. school buses on the road today are our IC Bus® brand

**#1** brand in school buses²

**2021 total unit sales:**
71,000

1 Including service partnership with Love’s Travel Stop  
2 Based on 2021 retail market share by OEM. School Bus include classes B, C and D
## Establishing new strategic momentum post-merger

### Accomplished since the merger ...

1. **Strong progress in integrating Navistar into TRATON’s operations**
2. **Broadened management team with strong global experience**
3. **Leveraged TRATON’s balance sheet to refinance debt with lower finance costs**
4. **Established a basis for next-generation mobility platforms**

### ... and there is much more to come

1. **Unify our values and culture with TRATON to guide us every day**
2. **Create solutions that drive change towards a more sustainable future**
3. **Improve profitability to increase company returns and shareholder value**
4. **Leverage Group technology and expand business models to grow revenue streams**
Navistar’s new strategy: Accelerating our impact

- Sustainable Impact
- Culture & Leadership
- Foundation for Future
- Profitable Performance
Uniting our cultures makes us stronger together
Sustainable impact: Our commitment

- Achieve **50% zero-emissions by 2030**, 100% by 2040, and carbon-neutral by 2050
- Establishing **science-based targets** for decarbonization
- 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
Building blocks to deliver stronger profitable

1. New integrated powertrain and electric offerings to grow customer satisfaction and profitability through value-based pricing
2. Dealer performance improvement through ownership rationalization and improved effectiveness
3. New service and solutions offerings that improve customer uptime
4. Cost efficiency improvement through leveraging the strength of the TRATON GROUP
5. Financial services expansion to meet demand for new technologies and business models
6. Market share recovery through offering new technologies, services and solutions

Historical | Strategic target | Longer term

Return on Sales

8%
Modular integrated powertrain to drive improved class 8 profitability

Navistar’s 13L/15L engine split

<table>
<thead>
<tr>
<th>Engine</th>
<th>Today</th>
<th>Ambition</th>
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<tbody>
<tr>
<td>13L</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>15L</td>
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</table>

Industry split

- **Today**: 13L at least 2x
- **Ambition**: 15L

Value proposition

- **Service business**
- **Day 1 sale**

Profit potential

- **Non-integrated Engine**
- **Integrated Engine**
- **Future Integrated Powertrain**

- 40% margin increase
- 5x service potential
Substantial opportunity to lead electric transition

**Bus market share**

- IC Bus® brand is #1 in the school bus industry
- Average market size: 32k

**Class 6/7 (medium duty) market share**

- International® brand is #2 in the medium duty market
- Average market size: 85k

**Electrification**

- Electric bus and medium duty vehicles in production today, built on similar platforms

**Ideal markets for electric products**

- 95% electric School Bus by 2032...
- 70% electric Medium Duty
Drive greater dealer performance

Rationalizing dealer network

Improving the performance

Increasing customer base

Dealer ownership groups

2018
2021
2024

Customer count

Today
Ambition

Rationalizing dealer network

Improving the performance

Increasing customer base

133

50% increase
3 Expand service and solution offerings

Expanding our solution offerings

- Revenue potential (per vehicle %)
  - Extended Warranty
  - OnCommand Connection
  - Finance

- Un-tapped potential

- Bundled solution offering

Strong revenue and margin growth

- Doubling revenues & increase margin by 500 bps

- Parts and hardware
- Service and solutions

Today

Ambition

Today
Near-term
Long-term
4 Optimize cost efficiency and group technology

Modularization
Reducing complexity through collaboration

Production footprint optimization
Driving conversion cost improvement

Shared R&D
Integrating Group technologies

Global purchasing scale
Transitioning effectively component spend
Expand financial services

**Captive finance potential**

- Historical: 8%
- Today: 3x growth potential (8%)
- Ambition: 3x growth potential

**Adding value for the customer**

1. Exit outsourced alliance to reestablish full captive capabilities
2. Offer tailor-made and bundled financing solutions
3. Expand into new revenue streams to support the transition to new technologies and business models

Share of vehicles financed

- 14%
Resulting in market share recovery

Class 6-8 market share

Factors driving market share growth

- Introduction of world class group driveline
- Electrification
- #1 dealer network in North America
- Expanded service offerings
- Captive finance offerings

Ambition: To grow at least 1% point of share per year

Market share potential

2011  2016  2021  Ambition

14% today
Foundation for future

Digitalization
Key strategic principle

Unlocking new business models

Zero-emissions
50% of vehicles sold by 2030

Autonomous
Cooperative future solution offerings

Common Group components
Group-wide modular components
Navistar is accelerating its impact

<table>
<thead>
<tr>
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<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Recover market share through offering new technologies, services and solutions</td>
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<tr>
<td>2</td>
<td>Create greater value for our customers by leveraging TRATON GROUP Modular System</td>
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<tr>
<td>3</td>
<td>Optimize our assets with a benchmark cost structure and investment efficiency</td>
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<tr>
<td>4</td>
<td>Grow our profitability to increase our value and shareholder returns</td>
</tr>
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</table>

**9%**

Strategic RoS target

- Historical
- Strategic target
- Longer term