

TRATON

Navistar - Accelerate the impact of sustainable mobility

TRATON Capital Markets Day
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NAVISTAR



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The percentage figures shown may be subject to rounding differences. Due to different proportions and scaling in graphs, data shown in different graphs are not comparable.

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.

TWO-FIFTHS

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



#1 brand in school buses²

ONE IN FIVE

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



#2 brand in Class 6/7²

#4 brand in Class 8²

2021 total unit sales:

71,000

Worldwide employees:

14,500

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 ...



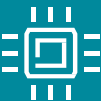
Strong progress in integrating Navistar into TRATON's operations



Broadened management team with strong global experience



Leveraged TRATON's balance sheet to refinance debt with lower finance costs



Established a basis for next-generation mobility platforms

... and there is much more to come



Unify our values and culture with TRATON to guide us every day



Create solutions that drive change towards a more sustainable future

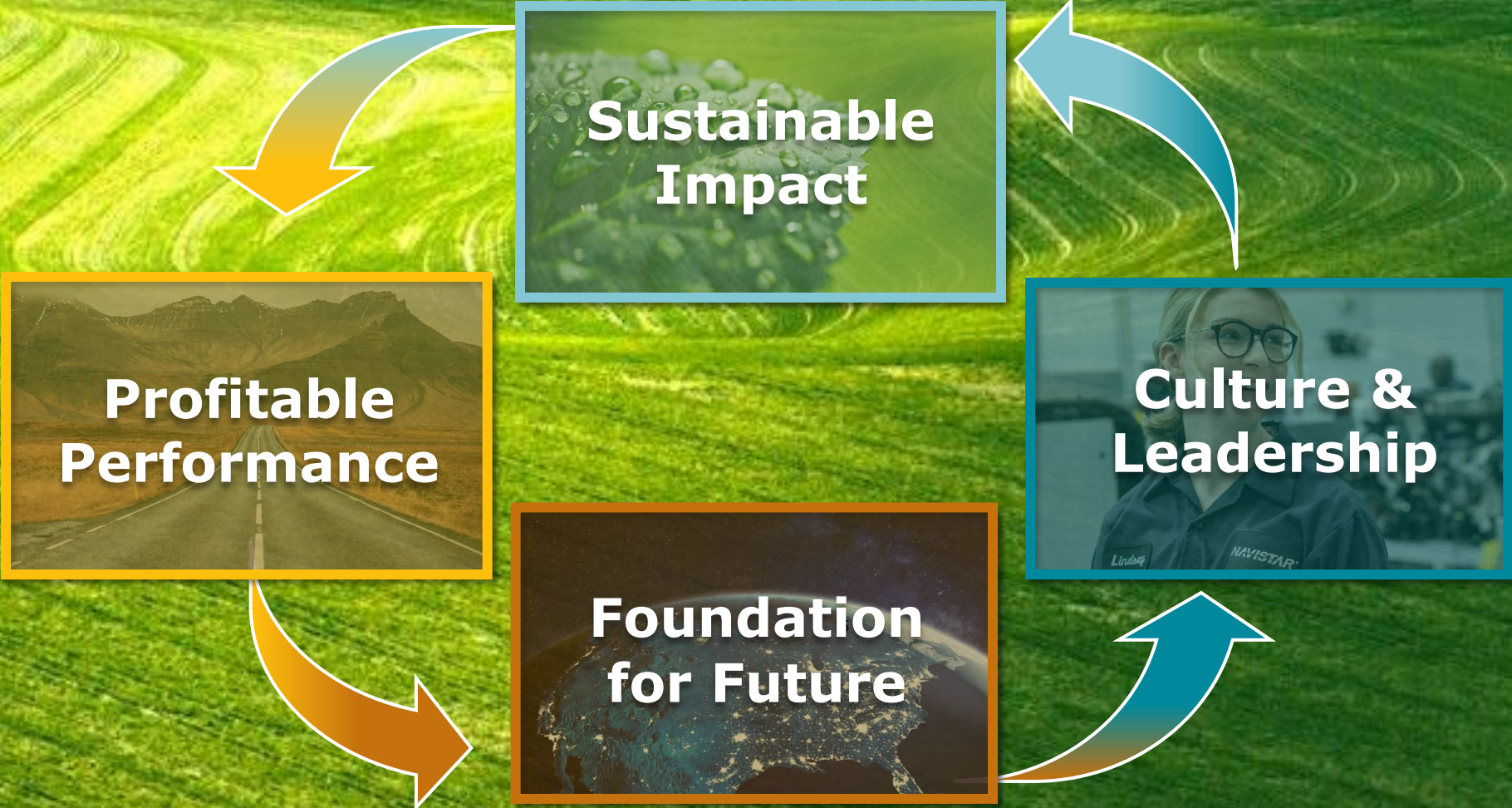


Improve profitability to increase company returns and shareholder value



Leverage Group technology and expand business models to grow revenue streams

Navistar's new strategy: Accelerating our impact



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

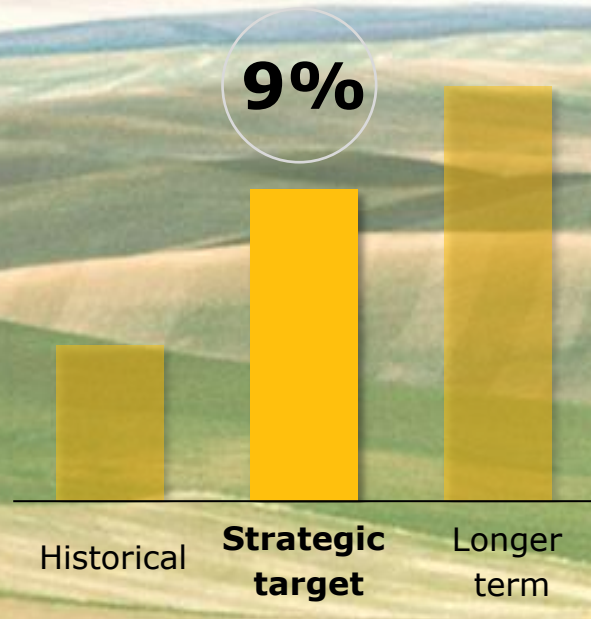
Establishing **science-based targets** for decarbonization

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



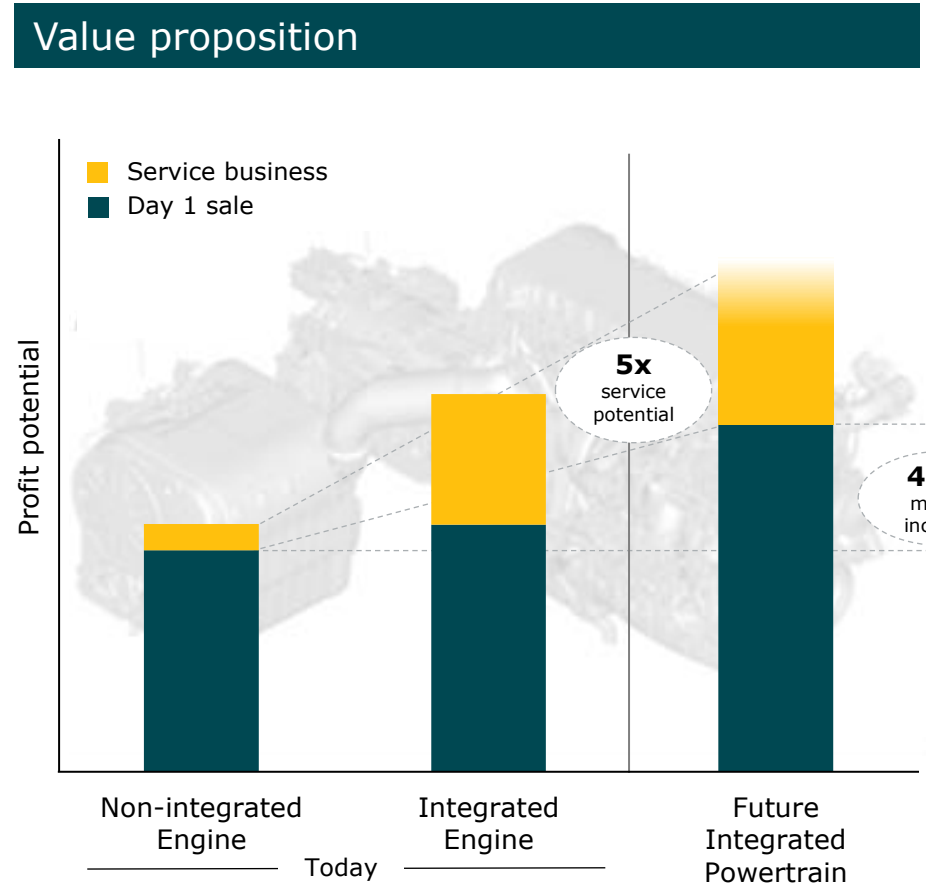
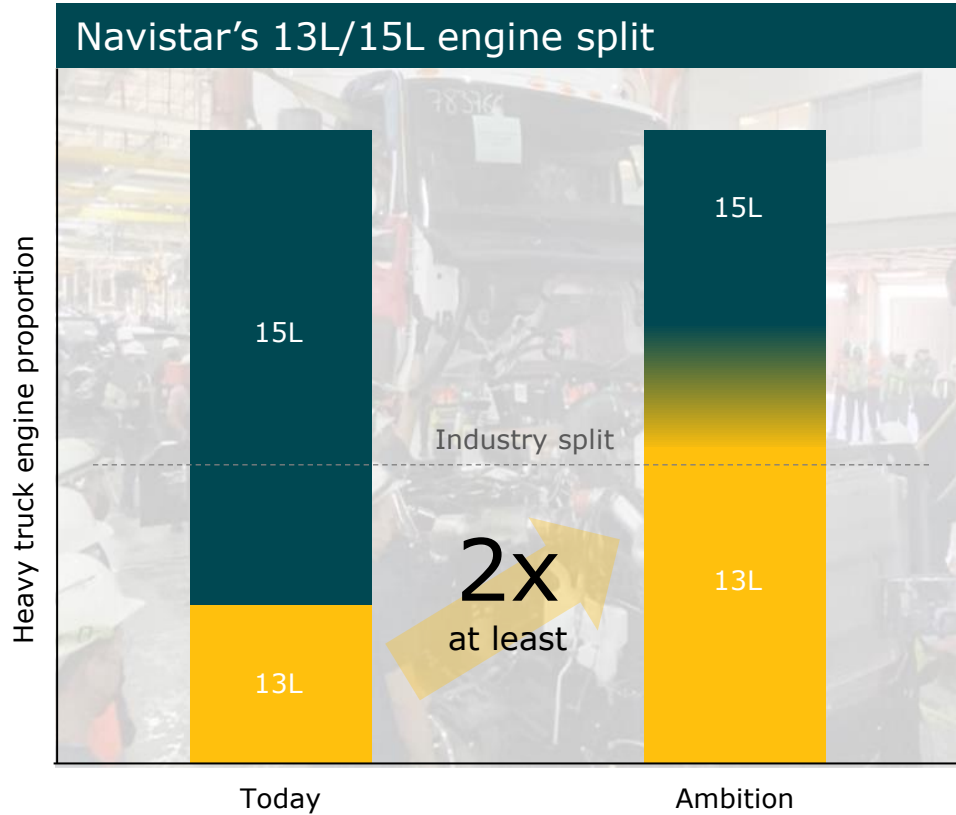
Return
on Sales

- 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

1

Class 8

Modular integrated powertrain to drive improved class 8 profitability



1 Substantial opportunity to lead electric transition

Class 6/7 & Bus

Bus market share



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

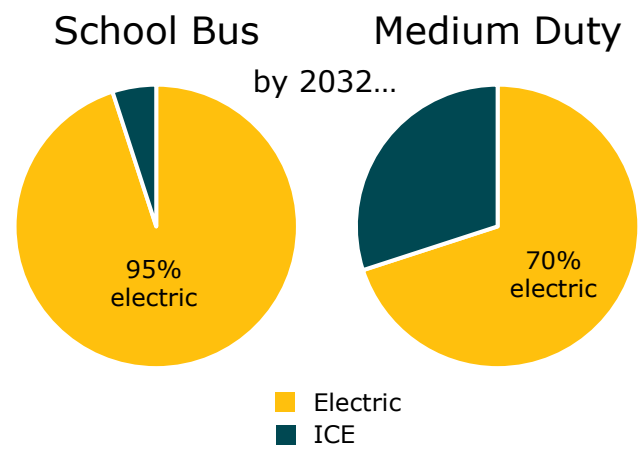
Class 6/7 (medium duty) market share



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

Ideal markets for electric products

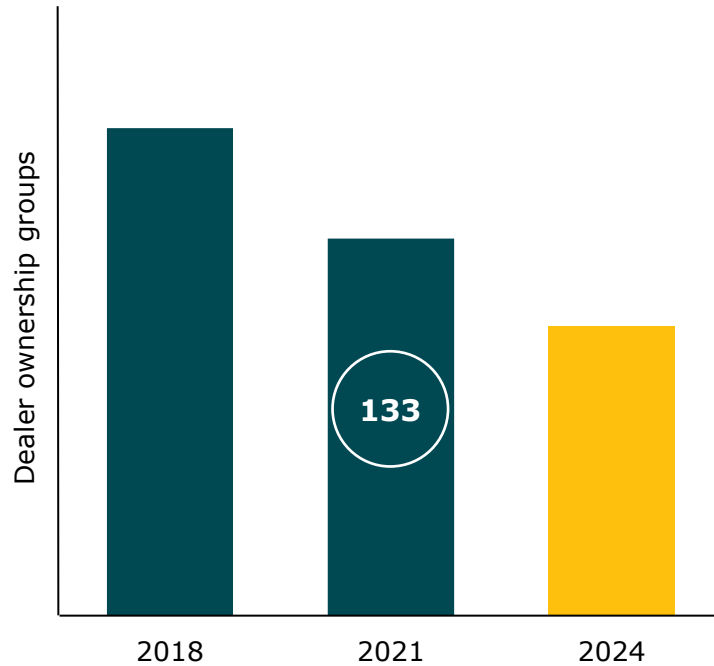
Electrification



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

2 Drive greater dealer performance

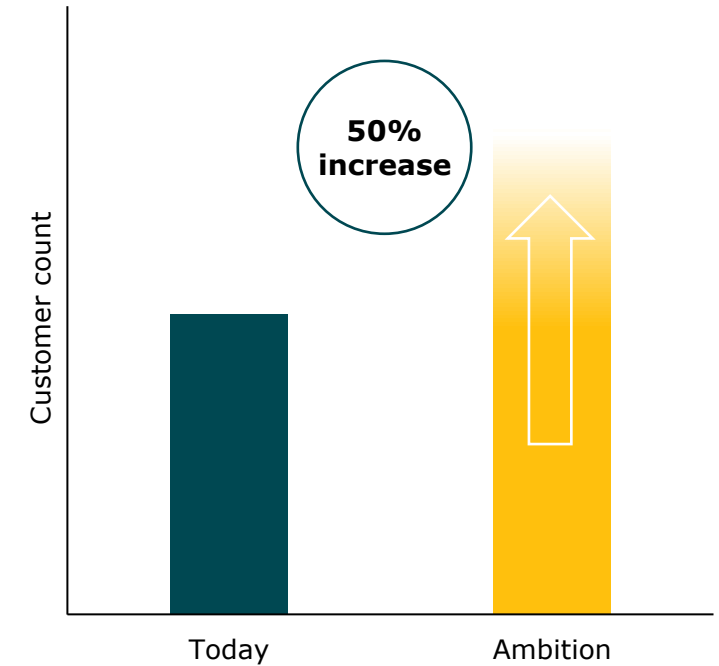
Rationalizing dealer network



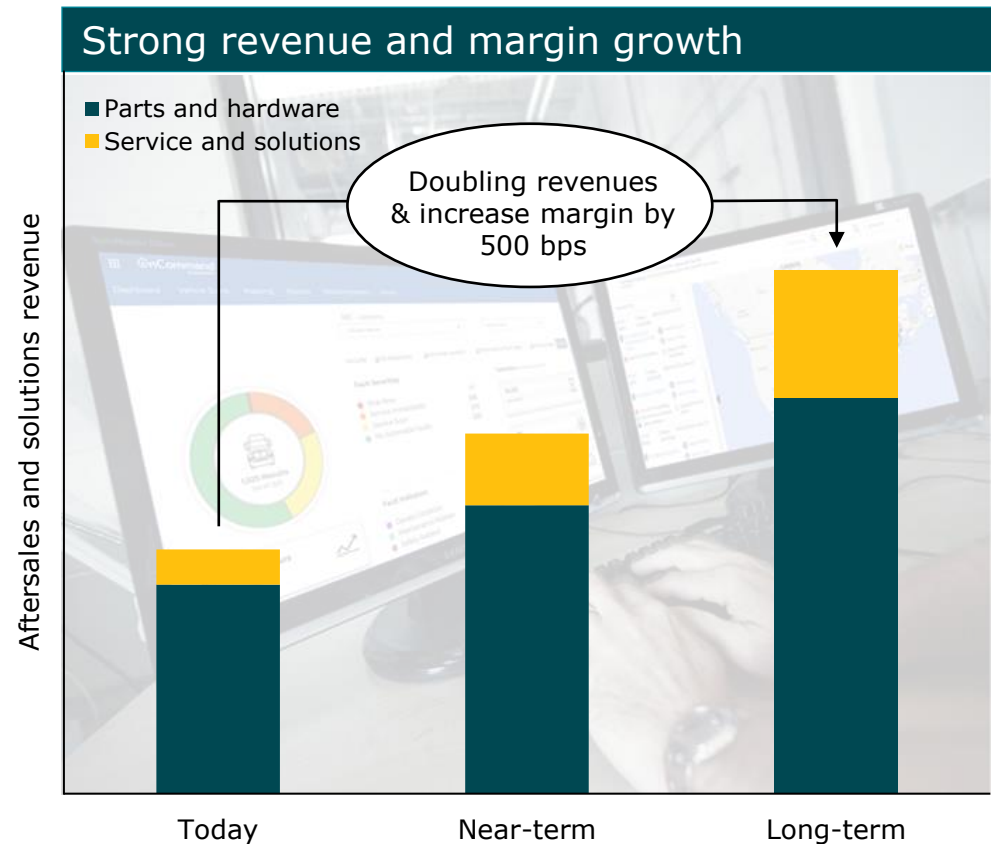
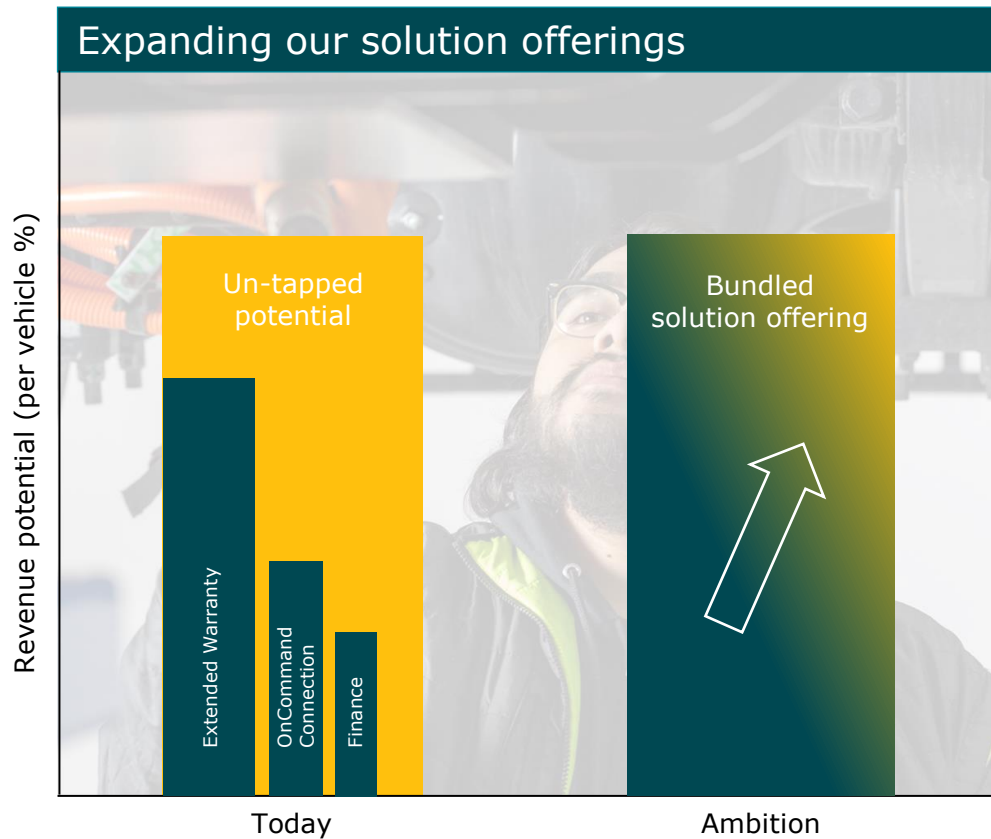
Improving the performance



Increasing customer base



3 Expand service and solution offerings



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

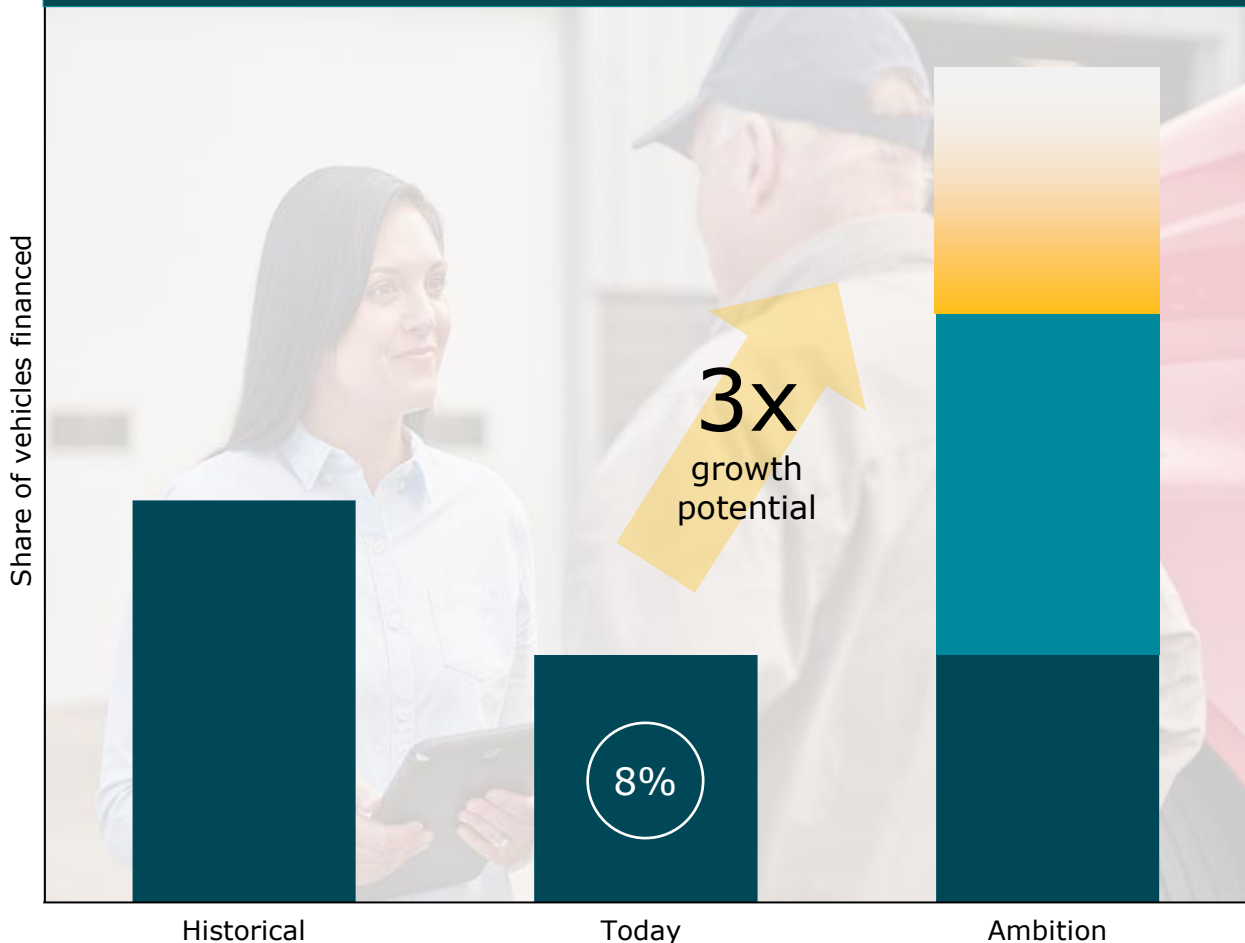


Global purchasing scale

Transitioning effectively component spend

5 Expand financial services

Captive finance potential



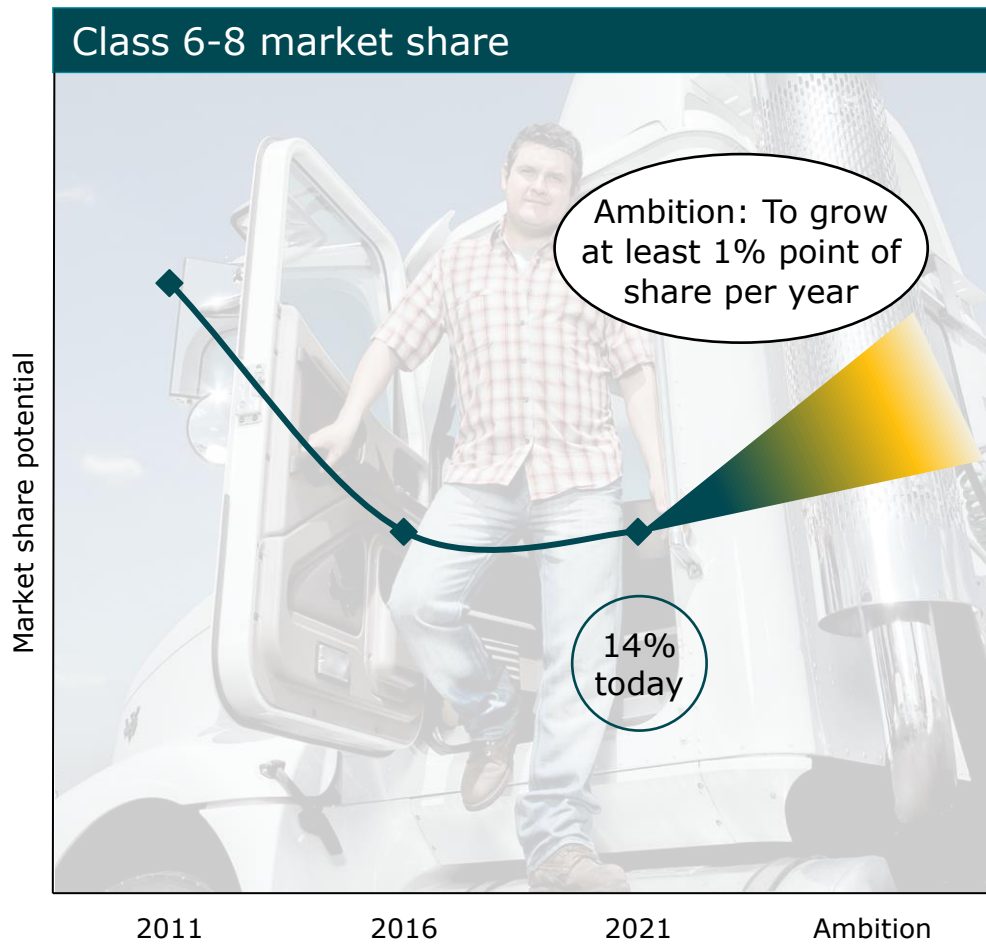
Adding value for the customer

- 3 ▶ Expand into new revenue streams to support the transition to new technologies and business models

- 2 ▶ Offer tailor-made and bundled financing solutions

- 1 ▶ Exit outsourced alliance to reestablish full captive capabilities

6 Resulting in market share recovery



Factors driving market share growth

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

Foundation for future



Digitalization
Key strategic principle



Zero-emissions
50% of vehicles sold by 2030

**Unlocking
new
business
models**







Autonomous
Cooperative future solution offerings



Common Group components
Group-wide modular components

Navistar is accelerating its impact

- 1**  Recover market share through offering new technologies, services and solutions
- 2**  Create greater value for our customers by leveraging TRATON GROUP Modular System
- 3**  Optimize our assets with a benchmark cost structure and investment efficiency
- 4**  Grow our profitability to increase our value and shareholder returns

