

NAVISTAR[®]

2021 Factbook



International[®] is a registered trademark of Navistar, Inc.

www.navistar.com

Company Overview



Navistar is an international manufacturer of International® brand commercial trucks, proprietary diesel engines, and IC Bus® ("IC") brand school and commercial buses

- NYSE: **NAV**
- **12,100 worldwide employees** (as of October 31, 2020)
- Headquartered in **Lisle, Illinois**
- **Business operations in four primary countries** (U.S., Canada, Mexico and Brazil)
- **Largest dealer network** in North America, including service partnership with **Love's Travel Stops**
- One of the **largest commercial vehicle parts distribution networks** in North America
- **Core business: U.S. and Canada truck and parts markets**
 - Nearly **one in five Class 6 through 8 vehicles** on the road today is a Navistar International truck
 - Nearly half of all school buses on the road today are our IC Bus® brand
- Outside our core markets, **International is a leading truck brand** in Mexico and much of Latin America
- One of the **largest diesel engine manufacturers in Brazil**, with our wholly owned subsidiary International Indústria Automotiva da América do Sul Ltda. (IIAA), formerly MWM International Industria De Motores Da America Do Sul Ltda.
- In addition, **we export trucks, buses and engines** to niche markets around the world



Business Segments



Our principal products and services include:

- **Trucks** – We manufacture and distribute Class 4 through Class 8 trucks and buses in the common carrier, private carrier, government, leasing, construction, energy/petroleum, and student and commercial transportation markets under the International® and IC Bus® brands. We design and manufacture proprietary diesel engines for our International branded trucks and IC branded buses.
- **Parts** – We support our International® brand commercial trucks, IC Bus® brand buses, and our proprietary engines, as well as our other product lines, by distributing proprietary products together with a wide selection of other standard truck, trailer, and engine service parts.
- **Financial Services** – We provide and manage retail, wholesale, and lease financing of products sold by the Truck and Parts segments, as well as their dealers, within the U.S., Canada and Mexico.

Manufacturing Operations

Trucks

- Revenue: **\$5.3 billion**
- Percentage of Net Revenue: **70%**
- Manufactures and distributes Class 4 through Class 8 trucks, buses, and military vehicles under the International® and IC Bus® brands, along with proprietary engines

Parts

- Revenue: **\$1.8 billion**
- Percentage of Net Revenue: **24%**
- Supports International® and IC Bus® brands, along with our proprietary engines

Global Operations

- Revenue: **\$253 million**
- Percentage of Net Revenue: **3%**
- Revenue is primarily derived from wholly owned subsidiary IIAA, a leader in the South American mid-range diesel engine market
- Additionally, sells engines to global OEMs

Consolidated 2020 Net Revenue:

\$7,503 million

Financial Services

Financial Services

- Revenue: **\$217 million**
- Percentage of Net Revenue: **3%**
- Provides and manages retail, wholesale, and lease financing of products sold by the Truck and Parts segments and their dealers

Figures are for full year 2020

Company History



- **1831** – Cyrus McCormick builds first mechanical reaper
- **1902** – The International Harvester Company is formed by the merger of McCormick Harvesting Machine Company, the Deering Harvester Company and three smaller makers of agricultural equipment
- **1920** – International Harvester (IH) begins construction of a truck factory at Fort Wayne, Ind. Production at the site begins in 1923, the same year that truck production starts at Chatham Works in Chatham, Ontario. The Springfield Works (Springfield, Ohio) is converted to truck manufacturing in 1921
- **1942** – In the wake of Pearl Harbor, International Harvester ramps up its military production, nearly doubling its output of crawler tractors (trucks) for the Army and Navy and for export to Allied Forces
- **1986** – After 155 years in the farm equipment business, International Harvester sells its Agriculture Division to J.I. Case, along with the IH name. Now focused on commercial trucks and engines, the company is renamed Navistar International Corporation
- **2000** – Navistar acquires Maxion Motores in Brazil, expanding its engine business to South America
- **2001** – International launches the common platform 4000, 7000 and 8000 series trucks, dubbed “The Industry’s First High Performance Trucks,” representing the most comprehensive product launch in the history of the company
- **2004** – Navistar enters the defense business with the formation of International Military and Government, LLC, renamed Navistar Defense, LLC, in 2008
- **2005** – Navistar forms commercial truck joint venture with Mahindra & Mahindra of India and acquires Workhorse Custom Chassis. The company acquires MWM in South America and consolidates its existing South American engine company to form MWM-International
- **2009** – Navistar and Caterpillar enter strategic alliance for global truck market and severe service trucks for North America
- **2011** – Several new products are introduced, including the WorkStar® Sloped Hood, TerraStar® 4x4 and LoneStar® with MaxxForce® 13. Navistar Engine introduces the MaxxForce® 15 engine
- **2012** – Navistar announces shift to SCR emissions technology and the addition of the Cummins ISX to its heavy-duty engine offerings
- **2013** – Navistar launches its complete heavy-duty Class 8 truck portfolio with SCR-based emissions technology. The company also announces the inclusion of the Cummins ISB 6.7 liter engine for its medium-duty DuraStar and CE Series school bus
- **2014** – Navistar enhances OnCommand Connection connected services offerings. International Truck launches industry's best fuel efficiency package: the ProStar ES
- **2015** – Navistar launches propane school bus for customers seeking alternative fuel engine
- **2016** – Navistar launches new products and product features: HX Series and LT® Series. The company also announces a strategic alliance with TRATON AG
- **2017** – Navistar closes strategic alliance with TRATON AG. The company also unveils new 12.4 liter A26 engine and new RH Series trucks
- **2017** – Navistar launches the HV™ Series, and Uptime Command Center
- **2018** – Navistar launches the CV™ and MV™ Series
- **2019** – Navistar partners with Love’s Travel Stops to expand service locations and technicians
- **2019** – Navistar announces Navistar 4.0 strategy to improve EBITDA margins
- **2020** – Navistar forms partnership with TuSimple to bring autonomous trucks to market
- **2020** – Reaches definitive agreement with TRATON to acquire Navistar^(A)
- **2020** – Navistar launches next generation HX® Series severe service truck
- **2021** – Navistar announces collaboration with General Motors and OneH2 to launch hydrogen truck ecosystem



Navistar 4.0 is focused on achieving sustainable success and building confidence among all stakeholders. To drive the pace of our progress forward, we have established seven critical strategic initiatives to guide decision-making and investments. We will continue our intense focus on costs to fund our growth initiatives and increase profitability while preserving a foundation for future success.



Commercial Transformation *Sustainably Selling More Trucks* – Building sustainable commercial success for our brand by engaging with more customers, professionalizing the sales process and building capabilities together with the International Truck dealer network.



Uptime / TCO / Connected *Delivering Best Experience Through Technology* – Supporting our customers on the road better than our competitors, through technology and responsiveness.



Project Compass *Efficient Customer-Centric Design* – Reducing unnecessary complexity while meeting customer needs.



Emerging Technologies *Reimagining Mobility Solutions* – Deploying lifecycle innovative solution leveraging internal competencies and strategic partnerships to address new profit pools. This initiative is focused on electric, fuel cell, and autonomous solutions.



Innovation *Exploring What's Possible* – Building a mindset of curiosity, problem-solving and breakthrough thinking to grow new businesses and sources of revenue.



Manufacturing 4.0 *Building Better and Smarter* – Combining our manufacturing and procurement expertise, along with innovative technologies, to improve quality and minimize conversion cost.



People 4.0 *Working, Leading and Learning Differently* – Creating a culture of trust, empowerment and accountability to build the best teams.

Long-term plan to improve adjusted EBITDA margins to 12% by 2025

TRATON Alliance Delivering on Expectations

NAVISTAR

NAVISTAR

TRATON

FOR NAVISTAR:

Procurement Joint Venture

- \$500 million savings in first five years
- Annual run rate savings of \$200 million thereafter
- Achieved \$225 million savings in first 2 ½ years

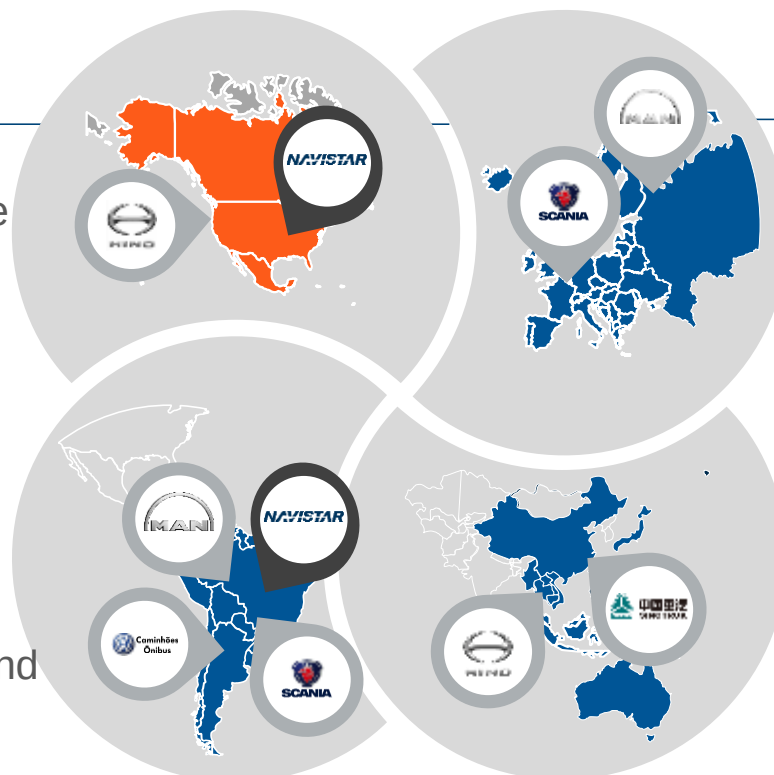
Technology and Supply Partnership

- More efficient engineering spend
- Proprietary parts opportunities
- Accelerate speed to market

FOR TRATON:

Pivotal Role in TRATON “Global Champion” Strategy

- Economies of scale
- Leading powertrain technology
- Broad sales/service network
- 17% stake in Navistar



On November 7, 2020, Navistar and its alliance partner TRATON announced they entered into a definitive agreement where TRATON will acquire by merger all the outstanding shares of the company that it does not already own for \$44.50 per share in cash, and Navistar will become a wholly owned indirect subsidiary of TRATON. The transaction is targeted to close in mid-2021.^(A)

Products and Technologies



■ The LT Series

- Advanced line of Class 8 on-highway trucks
- Delivers leading fuel efficiency, uptime and driver appeal



■ The RH Series

- Line of Class 8 regional haul trucks
- Driver-centric design: optimal maneuverability and instinctive interior controls



■ The HX Series

- Line of Class 8 premium vocational trucks
- First product released under Navistar 4.0 strategy and its Project Compass initiative



■ The HV Series

- Line of severe service trucks equipped with our A26 engine
- Equipped with driver-refined features while delivering power and reliability



■ IC Bus

- Diesel, propane, and gasoline engine offerings in RE and CE bus series
- Offering new electric-powered school buses



■ The MV Series

- Line of Class 6/7 trucks
- Improved cab design along with Class 8 driver-centric enhancements



■ Powertrain Options

- Our 12.4L A26 engine, which offers improved fuel efficiency
- Cummins offerings include B6.7, L9 and X15



■ The CV Series

- Re-entered Class 4/5 market
- Automotive-like comfort with premium interior and ergonomics

International® CV™ Series MEDIUM

Gross Vehicle Weight
16,000 to 23,500 lbs.

Maximum Combined
Gross Weight
37,000 lbs.

BBC
115"

Cab Options
Regular Cab
Crew Cab

Engines



International® MV™ Series MEDIUM

Gross Vehicle Weight
21,500 to 54,600 lbs.

Maximum Combined
Gross Weight
66,000 lbs.

BBC
107"

Cab Options
26' Extended Cab
4-Door Crew Cab
Day Cab

Engines



International® HV™ Series SEVERE

Gross Vehicle Weight
27,500 - 74,000 lbs.

Maximum Combined
Gross Weight
140,000 lbs.

BBC
107", 113"

Cab Options
26' Extended Cab
4-Door Crew Cab
Day Cab

Engines



International® HX® Series SEVERE

Gross Vehicle Weight
52,000-92,000 lbs.

Maximum Combined
Gross Weight
150,000 lbs.

BBC
114", 115", 119", 120"

Cab Options
Day Cab
51' Sleeper

Engines



International® LoneStar® HEAVY

Gross Vehicle Weight
52,350-60,600 lbs.

Maximum Combined
Gross Weight
140,000 lbs.

BBC
132"

Cab Options
Day Cab
56' Low Roof Sleeper
56' Hi-Rise Sleeper
73' Hi-Rise Sleeper
73' Sky-Rise Sleeper

Engines



International® LT® Series HEAVY

Gross Vehicle Weight
32,000 - 60,000 lbs.

Maximum Combined
Gross Weight
140,000 lbs.

BBC
125"

Cab Options
Day Cab
56' Low Roof Sleeper
56' Hi-Rise Sleeper
73' Hi-Rise Sleeper
73' Sky-Rise Sleeper

Engines



International® RH™ Series HEAVY

Gross Vehicle Weight
32,000 - 60,000 lbs.

Maximum Combined
Gross Weight
140,000 lbs.

BBC
113"

Cab Options
Day Cab
56' Low Roof Sleeper
56' Hi-Rise Sleeper

Engines



WHAT SETS US APART.

OUR MISSION IS TO PROVIDE BEST-IN-CLASS UPTIME THAT KEEPS YOU ON THE ROAD OR ON THE JOB SITE. IT'S ABOUT MORE THAN JUST BUILDING RELIABLE TRUCKS, IT'S ABOUT TAKING SAFETY, PERFORMANCE, AND DRIVER COMFORT TO A WHOLE NEW LEVEL. FROM DURABILITY AND ERGONOMICS TO CONNECTED TECHNOLOGIES AND MORE, IT'S UPTIME AT INTERNATIONAL TRUCK.

DRIVERFIRST™

Driver focused design philosophy that improves comfort, safety and ergonomics to optimize productivity.

UPTIME COMMAND CENTER

Real time service data reviews and cross functional support for A26 powered vehicles and more.

DIAMOND LOGIC® ELECTRICAL SYSTEM

Advanced electronics allow for improved productivity and reliability while lowering operating costs.

NORTH AMERICA'S LARGEST DEALER NETWORK

You're never far from highly qualified technicians to get you back on the road faster.

ONCOMMAND® CONNECTION

Connected technology keeps you informed about your fleet's vehicles and maintenance for maximum uptime.

SEE THE FLEET IN ACTION

WANT TO SEE MORE OF THESE TRUCKS HARD AT WORK?
FIND VIDEOS, SPECS AND MORE BY VISITING
InternationalTrucks.com



CUMMINS® B6.7
POWER 300-325 hp**
TORQUE 520-730 lb.-ft.**
DISPLACEMENT 6.7 liters
BORE AND STROKE 4.21" and 4.88"
WEIGHT 1,150 lbs. dry



CUMMINS® L9
POWER 260-370 hp
TORQUE 720-1,250 lb.-ft.
DISPLACEMENT 8.9 liters
BORE AND STROKE 4.49" and 5.69"
WEIGHT 1,695 lbs. dry



INTERNATIONAL® 6.6
POWER 350 hp @ 2700 rpm
TORQUE 700 lb.-ft. @ 1600 rpm
DISPLACEMENT 6.6 liters
BORE AND STROKE 4.06" and 3.90"
WBGT 960 lbs. dry



INTERNATIONAL® A26
POWER 365-500 hp
TORQUE 1,250-1,750 lb.-ft.
DISPLACEMENT 12.4 liters
BORE AND STROKE 4.96" and 6.54"
WBGT 2,299 lbs. dry



CUMMINS® X15
POWER 400-605 hp
TORQUE 1,450-2,050 lb.-ft.
DISPLACEMENT 14.9 liters
BORE AND STROKE 5.39" and 6.65"
WBGT 2,961 lbs. dry

*Not all horsepower ratings available in all models. **Additional ratings are available for fire and emergency applications.

Note: The information and conclusions contained herein are believed to be correct at time of publication, but do not necessarily apply to similar vehicles with different specifications or with production dates after the production of this publication. Vehicles with different specifications or later dates of production may yield different results. Vehicle specifications are subject to change without notice.

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Manufacturing Facilities



Through our dealer network of 1,052 outlets in the U.S. and Canada, which includes 342 Love's Travel Stops locations, as well as 89 outlets in Mexico and our export truck operations, primarily in Latin America, we provide a comprehensive range of services and other support functions. In addition, our network of used truck centers and International certified used truck dealers in the U.S. and Canada provides trade-in support to our dealers and national accounts group, and markets all makes and models of reconditioned used trucks to owner-operators and fleet buyers. Additionally, we operate 12 parts distribution centers in North America.

Springfield Assembly Plant – Springfield, Ohio, USA

- Consists of assembly plant, paint facility, and truck specialty center
- Has two lines of production and primarily produces medium-duty trucks, as well as other vehicles for original equipment manufacturers

Tulsa Bus Plant – Tulsa, Oklahoma, USA

- Began assembly operations in 2001
- Comprises more than 1 million square feet of manufacturing space
- Centered around production of integrated conventional CE Series school buses

Navistar Big Bore Diesel of Alabama, LLC – Huntsville, Alabama, USA

- Consists of state-of-the-art diesel engine manufacturing facility, which produces technologically advanced clean diesel engines
- Making capital investment to expand manufacturing capabilities to produce next-generation, big-bore powertrains developed as part of the alliance with TRATON

Escobedo Assembly Plant – Escobedo, Mexico

- Opened in 1998, has two lines of production and produces a full range of Class 8 vehicles

San Antonio Assembly Plant – San Antonio, Texas, USA

- To be completed in 2022, this benchmark assembly facility with best-in-class lean processes will be Industry 4.0 ready and will increase flexibility
- Links Navistar's southern United States and Mexico supply bases to improve order-to-delivery and first-time quality, while lowering network conversion costs

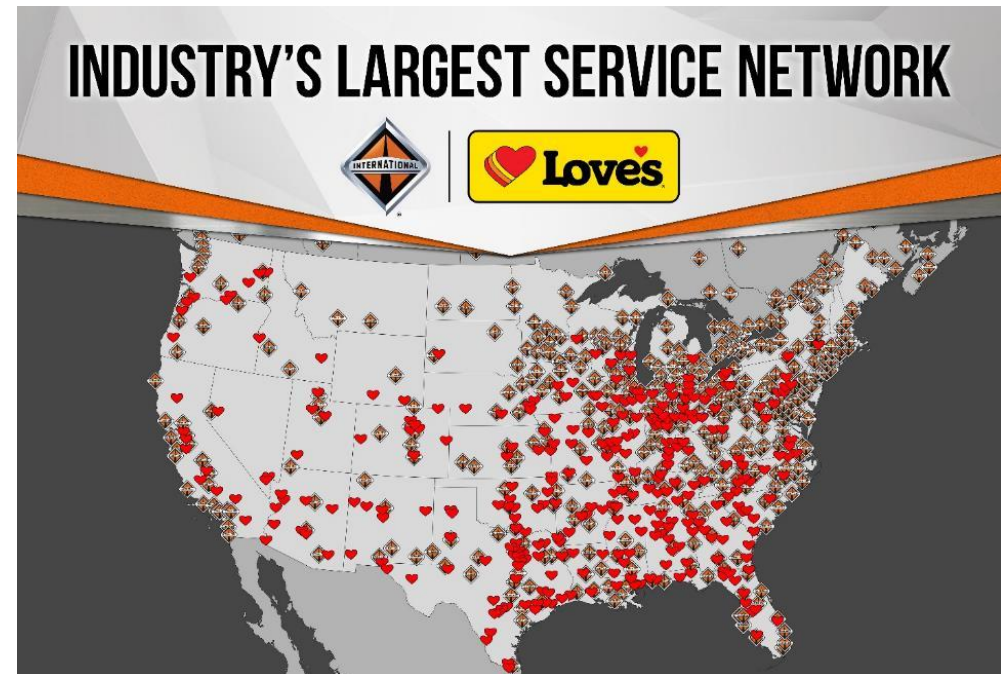
Navistar Engine Plant and Technical Center – Santo Amaro, São Paulo, Brazil

- Produces a full line of diesel engines for use by original equipment manufacturers, the MAN D08 engine under contract manufacturing, and cylinder blocks for Navistar's big bore engines
- MWM Acteon lines produce engine series 10, 12, and 229 for vehicular, agricultural, industrial and marine market segments
- Home to the technology and development center, where MWM-International engines are engineered and tested

Industry-Leading Aftersales Support

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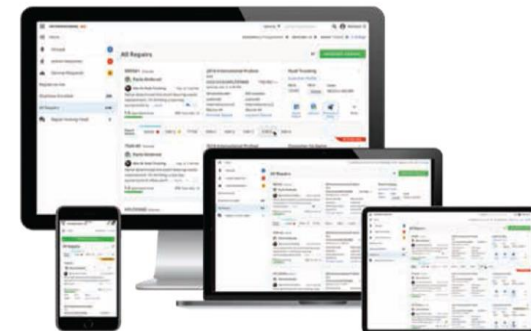
- Service partnership with Love's Travel Stops – Industry's largest and leading service network
- International 360 – New communication platform that revolutionizes fleet management
- Advanced tools – Predictive stocking to cut down on downtime due to waiting on parts



**VISION
2025**

*Transforming our
dealer network to
better serve North
American fleets*

**INTERNATIONAL
360**



Key Executives



Persio V. Lisboa
President and Chief Executive Officer

- President and Chief Executive Officer since July 2020
- Previously Executive Vice President and Chief Operating Officer; President, Operations; Chief Procurement Officer; Vice President, Purchasing and Logistics at Navistar
- Held various management positions within Navistar's North American and South American operations



Troy A. Clarke
Executive Chairman

- Executive Chairman since July 2020
- Previously Chairman, President and Chief Executive Officer, Chief Operating Officer, and President of Navistar Asia Pacific
- Joined Navistar in 2010, after 35 years at GM
- B.S. in mechanical engineering from General Motors Institute and M.B.A. from the University of Michigan



Walter G. Borst
Executive Vice President and Chief Financial Officer

- Executive Vice President and Chief Financial Officer since June 2013
- Previously Chairman, Chief Executive Officer, and President of GM Asset Management, and prior to that Treasurer of GM
- Joined Navistar after 33 years at GM
- B.S. in finance from General Motors Institute and M.B.A. from Stanford University



Phil J. Christman
President, Operations and Export

- President, Operations and Export, since April 2017
- Previously Senior Vice President, Joint Strategic Operations and Planning
- Previously Vice President, Global Engineering; President, Global Truck Operations at Navistar
- Joined Navistar in 1986



Donna G. Dorsey
Senior Vice President, Chief People and Diversity Officer

- Senior Vice President, Chief People and Diversity Officer since February 2015
- Previously, held leadership positions within HR, Integrated Product Development and Navistar Financial organizations
- Prior to joining Navistar, held leadership positions at Sears, Roebuck & Company (now Sears Holdings)



Samara A. Strycker
Senior Vice President, and Corporate Controller

- Senior Vice President and Corporate Controller since August 2014
- Prior to joining Navistar, held leadership positions at General Electric Healthcare
- Prior to GE Healthcare, had a 15-year career with Pricewaterhouse-Coopers LLP

Key Executives



Friedrich W. Baumann

President, Sales, Marketing & Aftersales

- President, Sales and Marketing since August 2020, Aftersales since March 2019 and continues to be Navistar's TRATON alliance liaison
- Previously Senior Vice President of Strategy and Planning
- Joined Navistar in 2018 after 28 years with Daimler Trucks North America, most recently as Sr. Vice President, Aftermarket



Julie Ragland

Senior Vice President, Chief Information Officer

- Senior Vice President and Chief Information Officer since September 2018
- Joined Navistar in 2018 after 15 years at Johnson Controls/ Adient and 15 years in consulting, primarily with Ernst & Young



Curt A. Kramer

Senior Vice President and General Counsel

- Senior Vice President and General Counsel since April 2017
- Previously Associate General Counsel and Corporate Secretary of NIC and NI since December 2007, as well as other legal positions with increasing levels of responsibility since joining Navistar in 2002



William V. McMenamin

President, Financial Services and Treasury

- President, Financial Services and Treasurer since August 2015
- President of NFC since January 2013
- Previously Vice President, Chief Financial Officer and Treasurer of NFC, as well as other positions within NFC with increasing levels of responsibility since joining Navistar in 2005



Robert B. Walsh

Vice President, Emerging Technologies, Strategy and Planning

- Vice President, Emerging Technologies, Strategy and Planning, since July 2020
- Prior to rejoining Navistar, Chief Procurement Officer for Sears Holding Corporation
- Prior to joining Sears, worked for Navistar for 15 years, most recently as President of Navistar Defense



Eleanor Cabrere

Deputy General Counsel, Corporate Secretary and Chief Litigation Counsel

- Deputy General Counsel, Corporate Secretary and Chief Litigation Counsel since March 2021
- Previously Deputy General Counsel, Corporate Operations since 2017, and held other legal positions with increasing levels of responsibility since joining Navistar in 2001
- Prior to joining Navistar, worked in private practice at several law firms



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