

NAVISTAR[®]

2020 Factbook



Company Overview



Navistar is a leading manufacturer of commercial trucks, buses, and engines

- NYSE: **NAV**
- **13,000 worldwide employees** (as of October 31, 2019)
- 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 brand
- Outside our core markets, **International is a leading truck brand** in Mexico and much of Latin America
- We are also the **largest diesel engine company 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 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 brands. We design and manufacture proprietary diesel engines for our International branded trucks.
- **Parts** – We support our International brand commercial trucks, IC brand buses, proprietary diesel engines and 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 retail, wholesale and lease financing of products sold by the Truck and Parts segments, as well as their dealers, in the U.S. and Mexico.

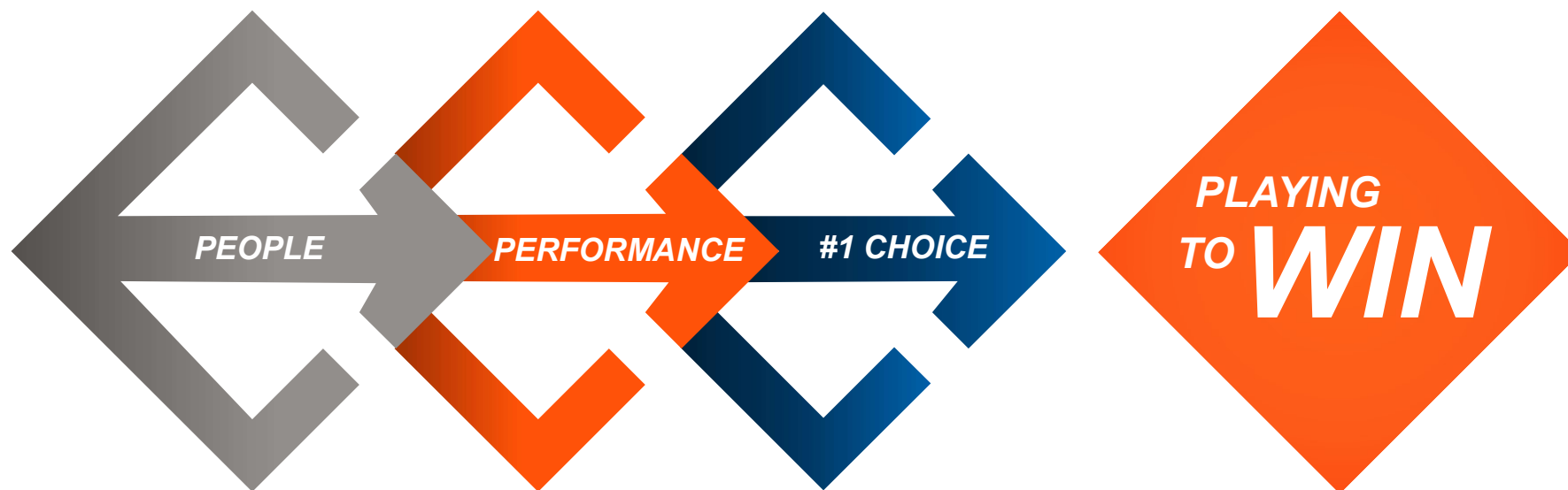
| Manufacturing Operations | | Consolidated 2019 Net Revenue: \$11,251 million |
|--------------------------|---|---|
| Trucks | <ul style="list-style-type: none"> ▪ Revenue: \$8.6 billion ▪ Percentage of Net Revenue: 75% ▪ Manufactures and distributes Class 4 through Class 8 trucks, buses, and military vehicles under the International and IC brands, along with production of proprietary engines | |
| Parts | <ul style="list-style-type: none"> ▪ Revenue: \$2.2 billion ▪ Percentage of Net Revenue: 20% ▪ Supports brands of International commercial trucks, IC buses, and proprietary engines | |
| Global Operations | <ul style="list-style-type: none"> ▪ Revenue: \$343 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 | |
| | | Financial Services |
| | | <ul style="list-style-type: none"> ▪ Revenue: \$297 million ▪ Percentage of Net Revenue: 2% ▪ 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 2019

Company History



- **1831** – Cyrus McCormick builds first mechanical reaper
- **1902** – The International Harvester Company was 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, while Navistar Defense introduces the Saratoga™ Light Tactical Vehicle
- **2012** – Navistar JAC (China) receives joint venture approval. 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 wide-ranging 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 introduces 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 opens new Memphis PDC in Olive Branch, Mississippi
- **2019** – Navistar announces benchmark assembly facility in San Antonio, Texas
- **2019** – Navistar announces Navistar 4.0 plan to grow adjusted EBITDA margin to 12% by 2024



Strong Values
Dynamic Culture
Lean Enterprise

Integrated Powertrains
Enterprise Platform Strategy
Advanced Modular Architecture
Integrated Manufacturing

Market Segmentation
Iconic Brand
Uptime/TCO Leadership
Vision 2025

Long-term plan to improve adjusted EBITDA margins to 12% by 2024

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TRATON

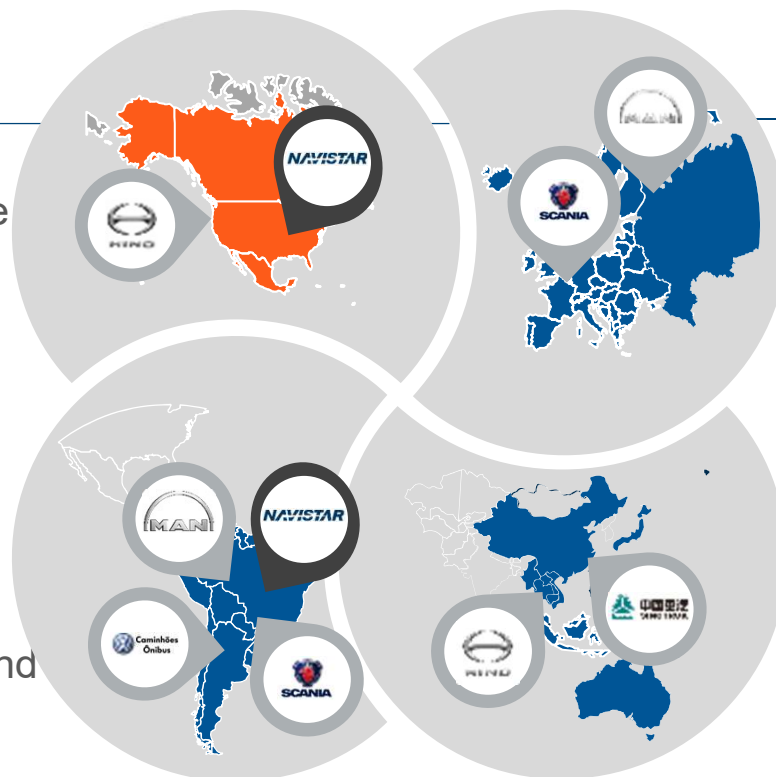
FOR NAVISTAR:

Procurement Joint Venture

- \$500 million savings in first five years
- Annual run rate savings of \$200 million therefore
- 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

New Products and Technologies



■ The LT Series

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



■ The RH Series

- New line of Class 8 regional haul trucks
- Driver-centric design for optimal maneuverability, and instinctive interior controls



■ The HX Series

- New line of Class 8 premium vocational trucks
- Brings industry-leading durability, reliability and drivability



■ The HV Series

- New 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
- 260kW electric powered school bus – ChargeE



■ The MV Series

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



■ New and Expanded Powertrain Options

- Our new 12.4L A26 engine, which offers improved fuel efficiency
- Also added ISL as an option in DuraStar and WorkStar



■ 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® 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® 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® 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® 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® 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



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




- CUMMINS® B6.7**
POWER 200-325 hp*
TORQUE 520-750 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

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

*Not at 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



Today, our products, parts and services are sold throughout a network of nearly 1,000 dealer outlets in the United States, Canada, Brazil and Mexico and more than 60 dealers in 90 countries throughout the world. In 2019, we expanded our network with the formation of a service partnership with Love's Travel Stops. Additionally, we operate ten parts distribution centers in North America, including a new center in Olive Branch, Mississippi near the FedEx World Hub in Memphis Tennessee.

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 Technical & Used Truck Reconditioning Center – Melrose Park, Illinois, USA

- Houses Navistar's world-class engineering test and development center, which enables product testing in extreme climatic conditions

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

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

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

Navistar Engine Plant & 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

Key Executives



Troy A. Clarke
*Chairman,
 President & Chief
 Executive Officer*



Walter G. Borst
*Executive Vice
 President & Chief
 Financial Officer*



Persio V. Lisboa
*Executive Vice
 President & Chief
 Operating Officer*



**Michael A.
 Cancelliere**
*President,
 Truck*



**Phil J.
 Christman**
*President,
 Operations*



**Friedrich W.
 Baumann**
*President,
 Aftersales/Alliance
 Management*

- President and Chief Executive Officer since 2013
- Previously Chief Operating Officer of Navistar 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

- Executive Vice President and Chief Financial Officer since 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

- Executive Vice President and Chief Operating Officer since March 2017
- Previously 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

- President, Truck since 2017
- Previously President, Truck & Parts and Senior Vice President, Global Parts and Customer Service
- Has been at Navistar for almost 40 years in a variety of Truck and Parts leadership positions

- President, Operations, since 2017
- Previously Senior Vice President, Joint Strategic Operations & Planning
- Previously Vice President, Global Engineering; President, Global Truck Operations at Navistar

- President, 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 24 years with Daimler Trucks North America, most recently as Sr. Vice President, Aftermarket



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