



COMPANY OVERVIEW



ACCELERATE THE IMPACT OF SUSTAINABLE MOBILITY



COMMITTED TO THE ROAD AHEAD

With more than a million of our trucks and buses on the move across North America today, the commercial vehicles and services we offer drive life forward for many. From feeding the planet and powering industry to delivering vital medical goods and ensuring children get to school safely, our innovations and dedication have driven progress on a massive scale. And we're not done yet.

By developing new electric solutions and high-efficiency engines and powertrains, we're working closely with our partners, dealers and customers to close the gap between today and the cleaner, safer world we all deserve.

WE RUN DIFFERENTLY

Our story begins nearly two centuries ago with an invention that would change the landscape of agriculture and industry forever. From that moment, a spark ignited our journey, leading us to today – an enterprise of 15,000 people, gearing up to help push the industry forward once again.

No matter how great the journey, we tackle it with a bring-it-on mindset. From engineers and technicians to marketers and managers, we share a unique spirit of collaboration and a drive to move forward and make it count — at home and around the world.



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04	FINANCIAL HIGHLIGHTS



01 COMPANY OVERVIEW

EXECUTIVE BOARD

AS OF FEBRUARY 1, 2025



Mathias Carlbaum
President & CEO



Samara Strycker
EVP & Chief Financial Officer



Donna Grant Dorsey
EVP, People & Culture



Michael Grahe
EVP, Operations



Fabio Souza
EVP, Service Solutions



Stefan Palmgren
EVP, Production & Logistics



Dan Kayser
EVP, Commercial Operations

INTERNATIONAL FACTS

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

Largest dealer and service network in North America.^A

42% of all school buses on the road today are our IC Bus® brand



21% of U.S. Class 6 through 8 vehicles on the road today are an International® truck



Primary business operations in the U.S., Canada and Mexico.



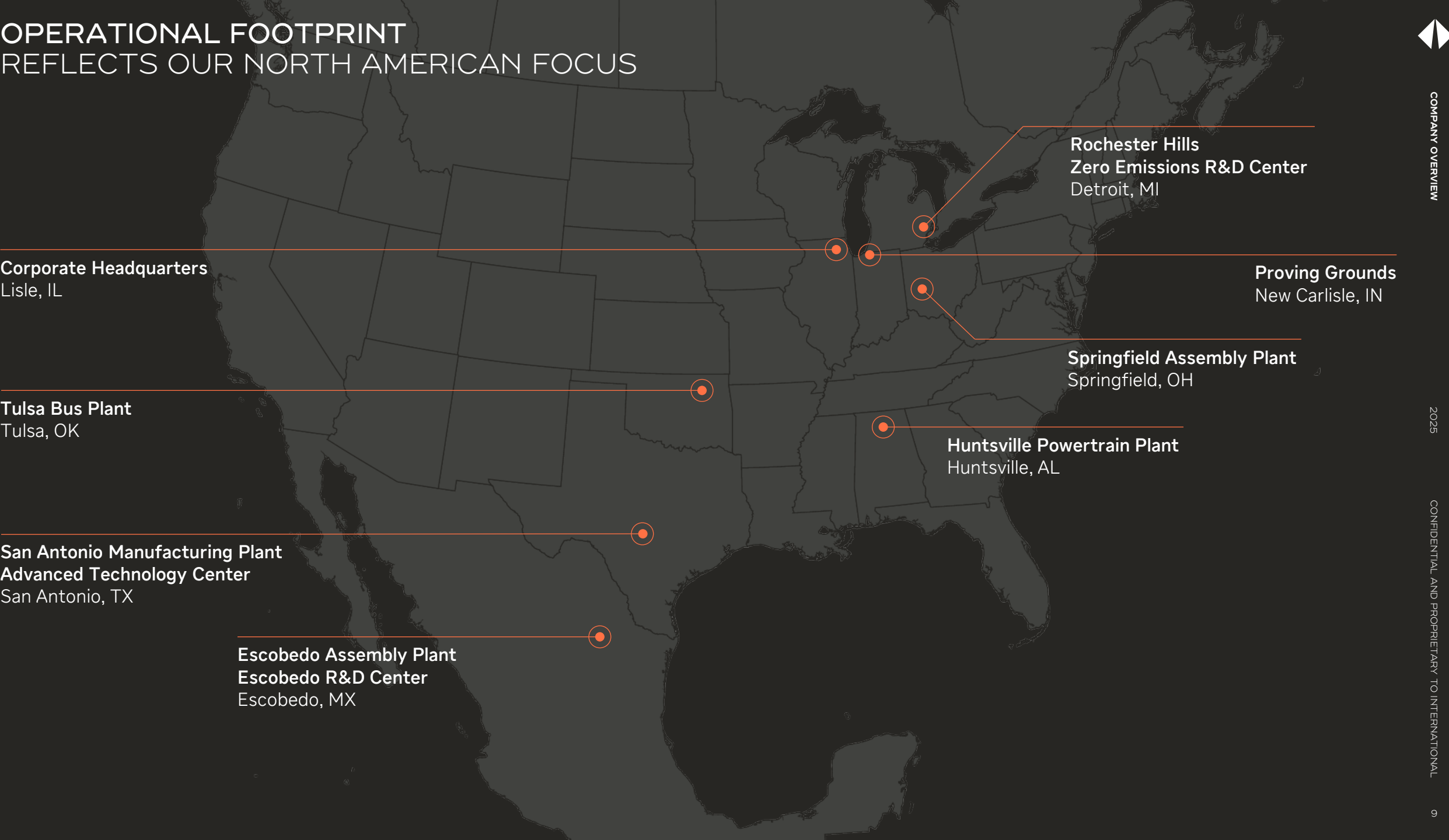
COMPANY OVERVIEW

NO. 1	Nº 1 brand in school buses ^B
NO. 2	Nº 2 brand in Class 6/7 ^B
NO. 4	Nº 4 brand in Class 8 ^B
90,562	Total unit sales 2024
15,250	Number of employees worldwide

A. Including service partnership with Love's Travel Stop and Speedco.
B. Based on 2021 on the road today by OEM. School buses include Classes B, C and D.

OPERATIONAL FOOTPRINT

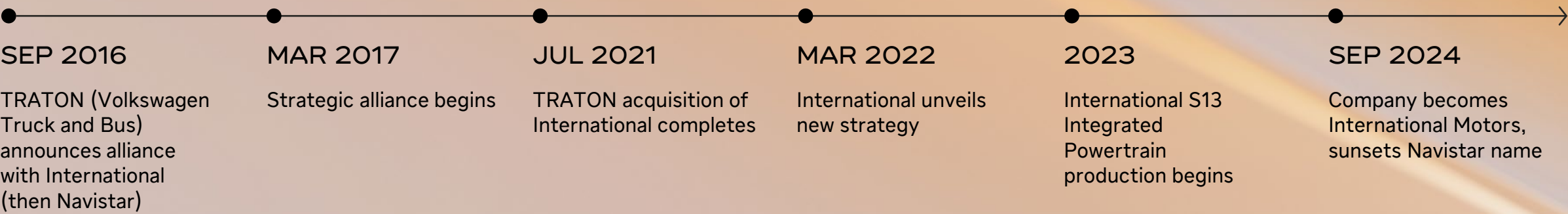
REFLECTS OUR NORTH AMERICAN FOCUS



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



INTERNATIONAL AND TRATON GROUP

OPTIMIZE COST EFFICIENCY AND GROUP TECHNOLOGY



COMPANY OVERVIEW

2025

CONFIDENTIAL AND PROPRIETARY TO INTERNATIONAL

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MODULARIZATION

Reducing complexity
through collaboration



SHARED R&D

Integrating lead-brand
technologies



PRODUCTION FOOTPRINT OPTIMIZATION

Driving conversion cost
improvement



GLOBAL PURCHASING SCALE

Transitioning effective
component spend



02 OUR STRATEGY



CULTURE AND LEADERSHIP

The future demands people who can think strategically and set things in motion. That's the spirit we live by. It's rooted in our values and leadership principles and it's why every International employee is trusted to make the right choices for our customers, our business and our brand.



FOUNDATION FOR FUTURE

We're building the road to what comes next. That means investing smartly in new technology and business models to anticipate the demands coming our way, while also creating business models that make sense for our customers' realities.



PROFITABLE PERFORMANCE

From our integrated powertrain to our customizable financial offerings, we want to provide the best solutions and experience for our customers. By leveraging the TRATON Group and partnering with our dealer network, we focus on delivering customer value while increasing profitability.



SUSTAINABLE IMPACT

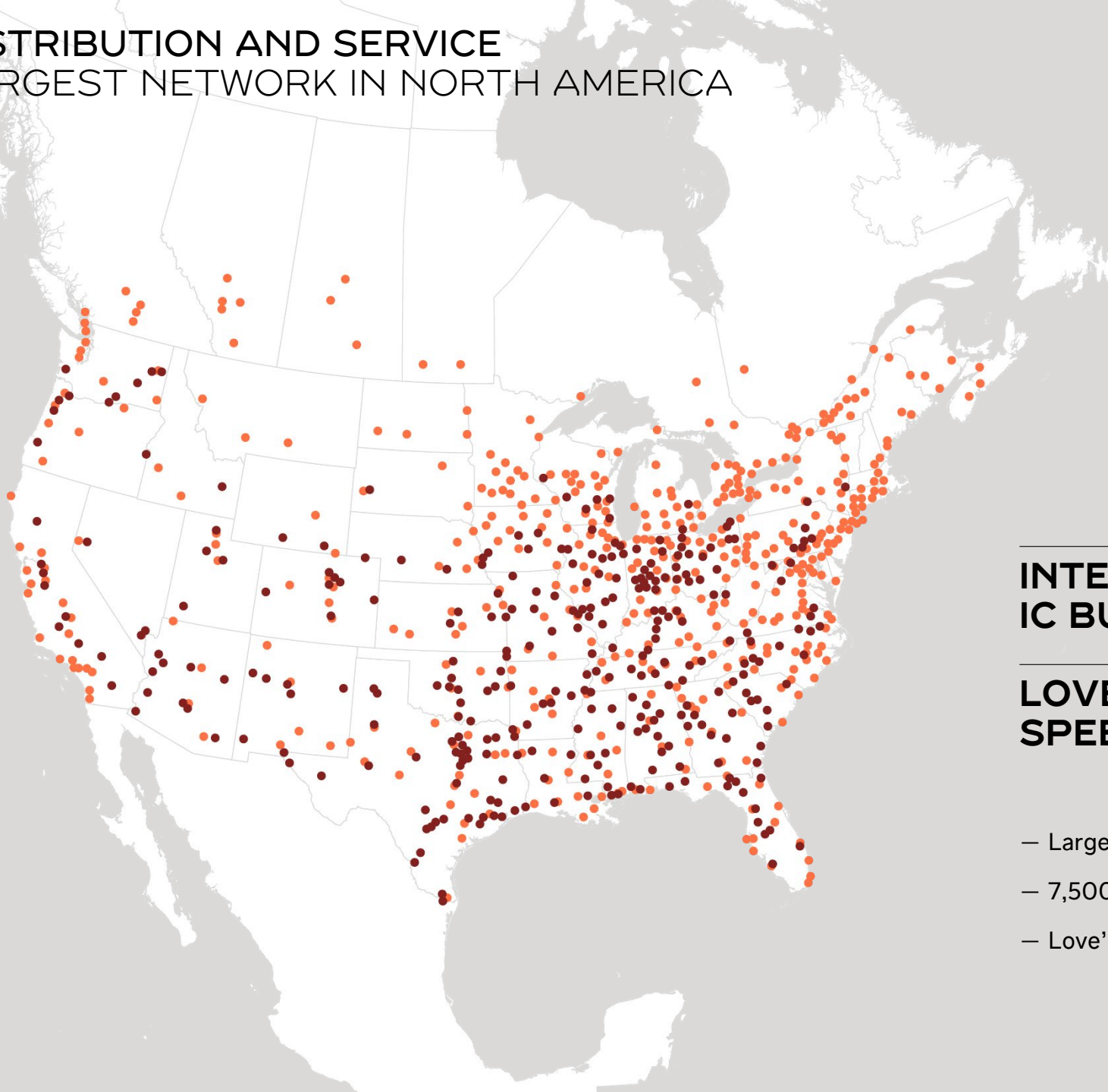
The transportation sector accounts for a significant percentage of total emissions, but without our industry, the world would stand still. That's why we're focused on decarbonizing our own operations, and accelerating the shift to zero emissions for our customers. We do this by developing solutions that work for today and tomorrow.





03 OPERATING HIGHLIGHTS

DISTRIBUTION AND SERVICE LARGEST NETWORK IN NORTH AMERICA



**INTERNATIONAL[®]
IC BUS[®]**

600

Locations U.S./
Canada combined

**LOVE'S[®]
SPEEDCO[®]**

400

Locations U.S./
Canada combined

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

INTERNATIONAL® AND IC BUS® PRODUCT LINE-UP



COMPANY OVERVIEW

2025

CONFIDENTIAL AND PROPRIETARY TO INTERNATIONAL

LT® SERIES



RH™ SERIES



HX® SERIES



HV™ SERIES



MV™ SERIES



eMV™ SERIES



CV™ SERIES



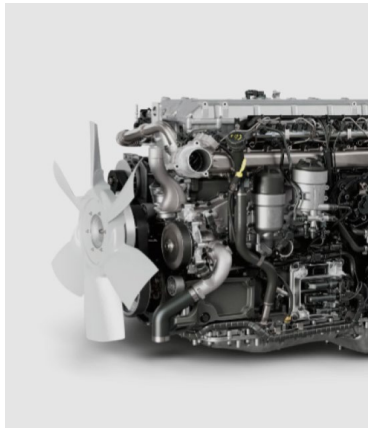
IC BUS® CE SERIES



IC BUS® ELECTRIC
CE SERIES



INTERNATIONAL® S13
INTEGRATED POWERTRAIN



INTERNATIONAL®
A26 ENGINE





04 FINANCIAL HIGHLIGHTS

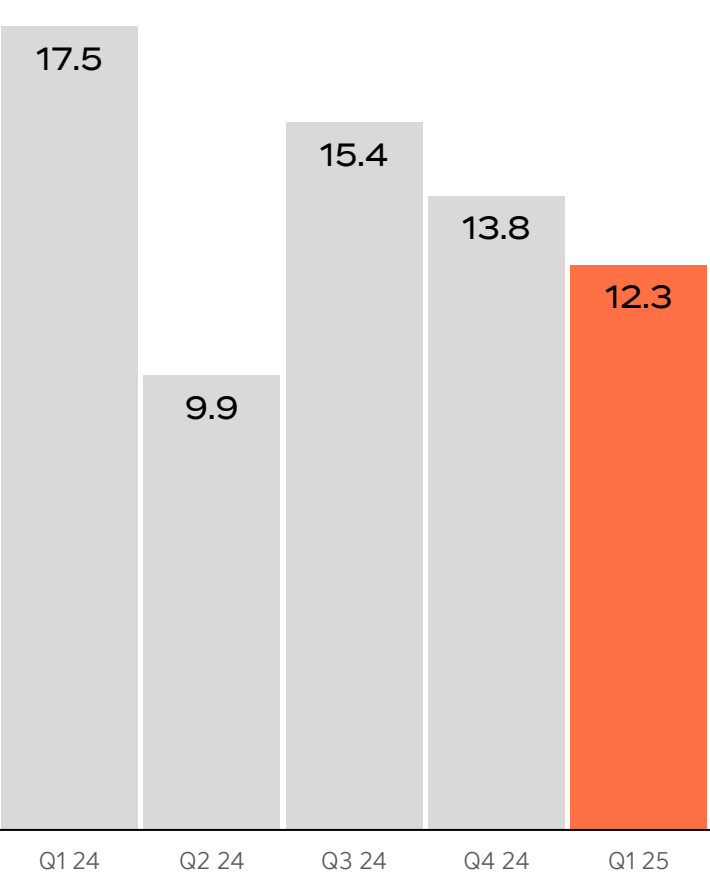
FINANCIAL HIGHLIGHTS

INTERNATIONAL MOTORS OPERATIONS — KEY FIGURES



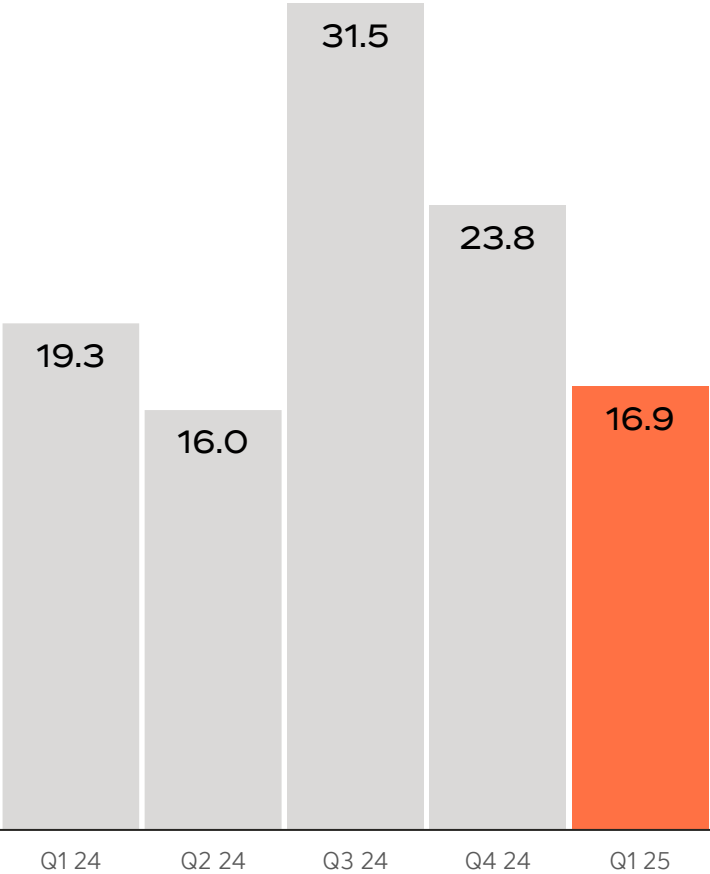
INCOMING ORDERS

Thousand units



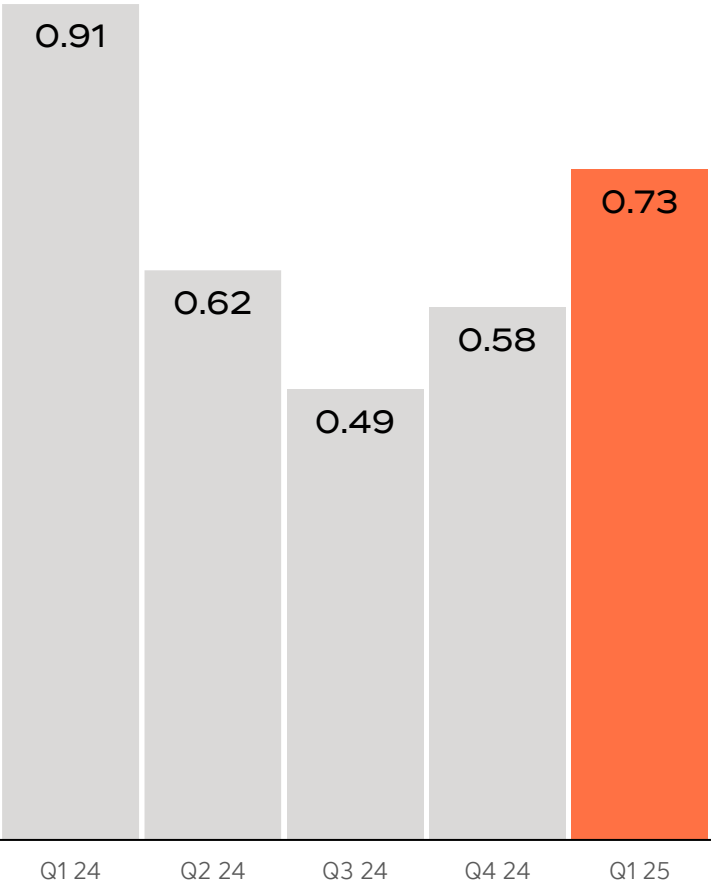
UNIT SALES

Thousand units



BOOK-TO-BILL

Ratio in units



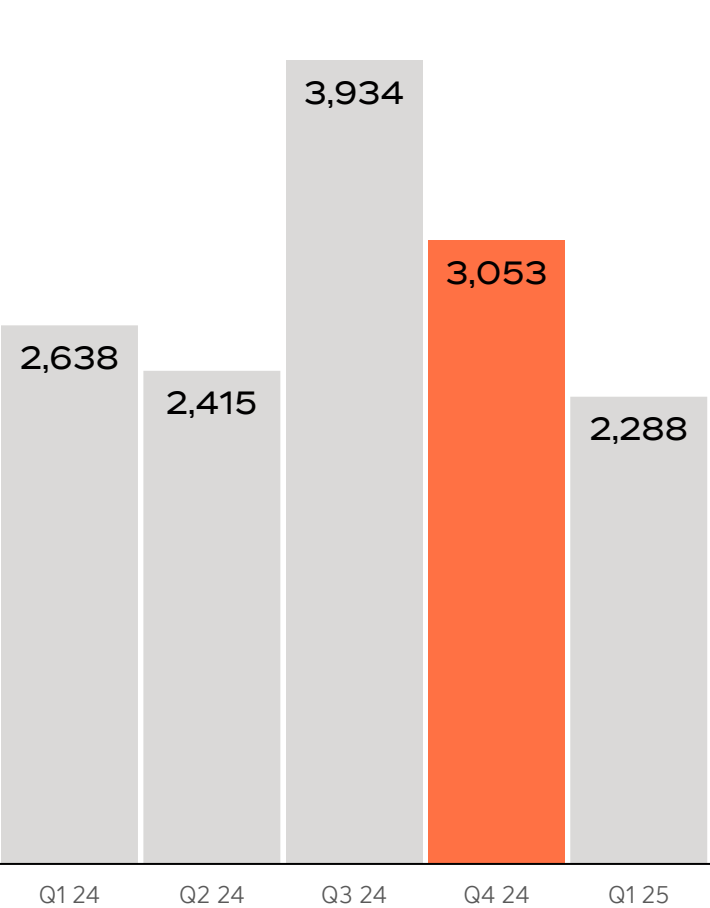
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INTERNATIONAL MOTORS OPERATIONS — KEY FIGURES



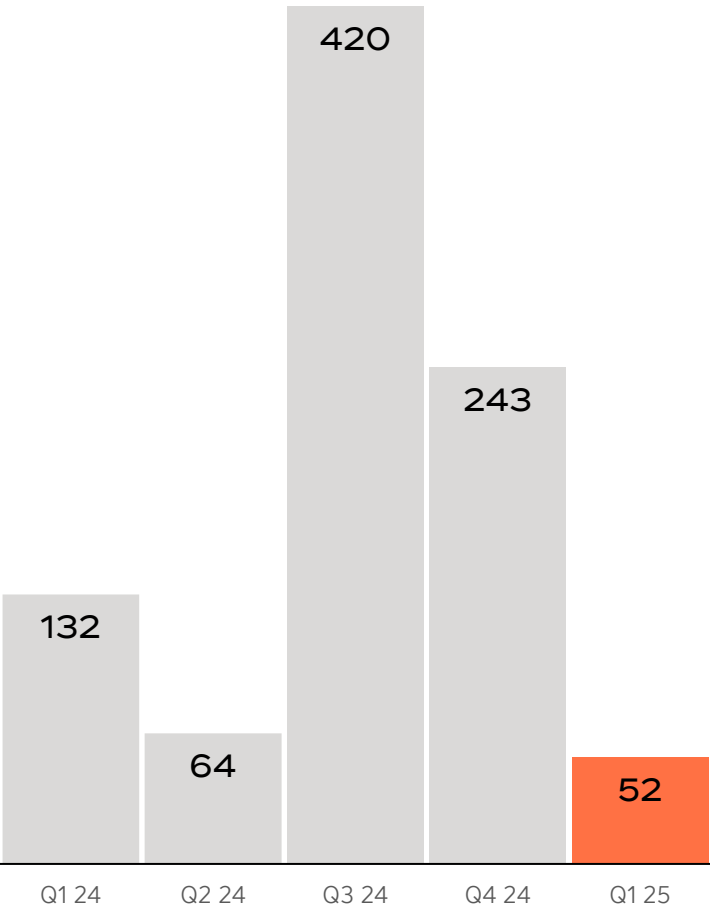
SALES REVENUE

\$ millions



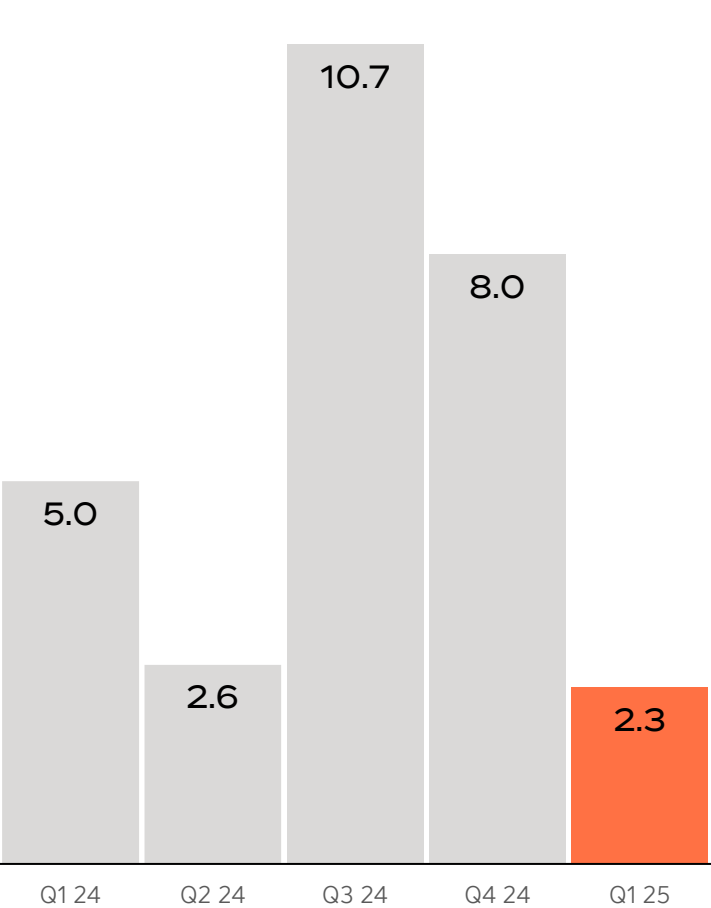
OPERATING RESULT

\$ millions



RETURN ON SALES

% percent



THANK YOU