

# 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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# 01 COMPANY OVERVIEW

# EXECUTIVE BOARD AS OF JANUARY 2026



**Mathias Carlbaum**  
President & CEO



**Gabriel Duarte-Urrutia**  
EVP & Chief Human Resources  
Officer



**Dan Kayser**  
EVP, Commercial Operations



**Stefan Palmgren**  
EVP, Production & Logistics



**Fabio Souza**  
EVP, Service Solutions



**Samara Strycker**  
EVP & Chief Financial Officer

# INTERNATIONAL FACTS

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

Largest dealer and service network in North America.<sup>A</sup>

**40%** of all school buses in the U.S. and Canada on the road today are our IC Bus<sup>®</sup> brand



**18%** of U.S. and Canada Class 6 through 8 vehicles on the road today are an International<sup>®</sup> truck



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



<b>NO. 1</b>	Nº 1 brand in school buses <sup>B</sup>
<b>NO. 1</b>	Nº 2 brand in Class 6/7 <sup>B</sup>
<b>NO. 4</b>	Nº 4 brand in Class 8 <sup>B</sup>
<b>63,700</b>	Total unit sales 2025
<b>12,754</b>	Number of employees worldwide <sup>C</sup>

A. Including service partnership with Love's Travel Stop and Speedco.  
 B. Based on reported 2025 vehicles in operation by OEM. School buses include Classes B, C and D.  
 C. All International salaried and hourly employees, February 2026

# OPERATIONAL FOOTPRINT REFLECTS OUR NORTH AMERICAN FOCUS



**Corporate Headquarters**  
Lisle, IL

**Tulsa Bus Plant**  
Tulsa, OK

**San Antonio Manufacturing Plant  
Advanced Technology Center**  
San Antonio, TX

**Escobedo Assembly Plant  
Escobedo R&D Center**  
Escobedo, MX

**LATAM Main Office**  
Mexico City, MX

**Rochester Hills  
Zero Emissions R&D Center**  
Detroit, MI

**Proving Grounds**  
New Carlisle, IN

**Springfield Assembly Plant**  
Springfield, OH

**Huntsville Powertrain Plant**  
Huntsville, AL

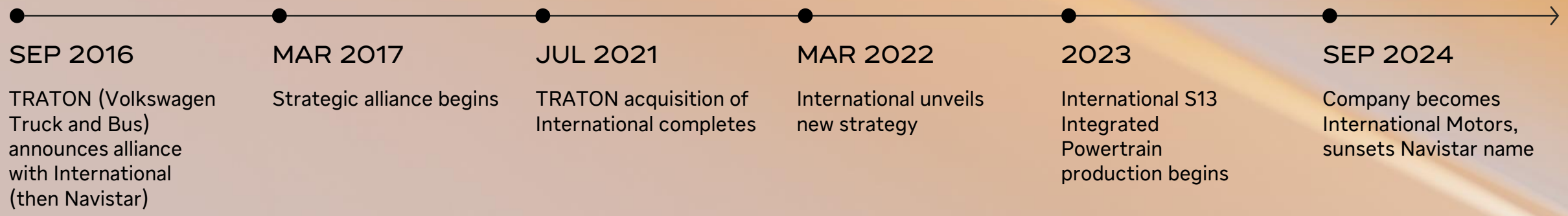
# INTERNATIONAL AND TRATON GROUP TRATON IS THE COMMERCIAL TRUCK & BUS DIVISION OF VOLKSWAGEN AG



## 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



## 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

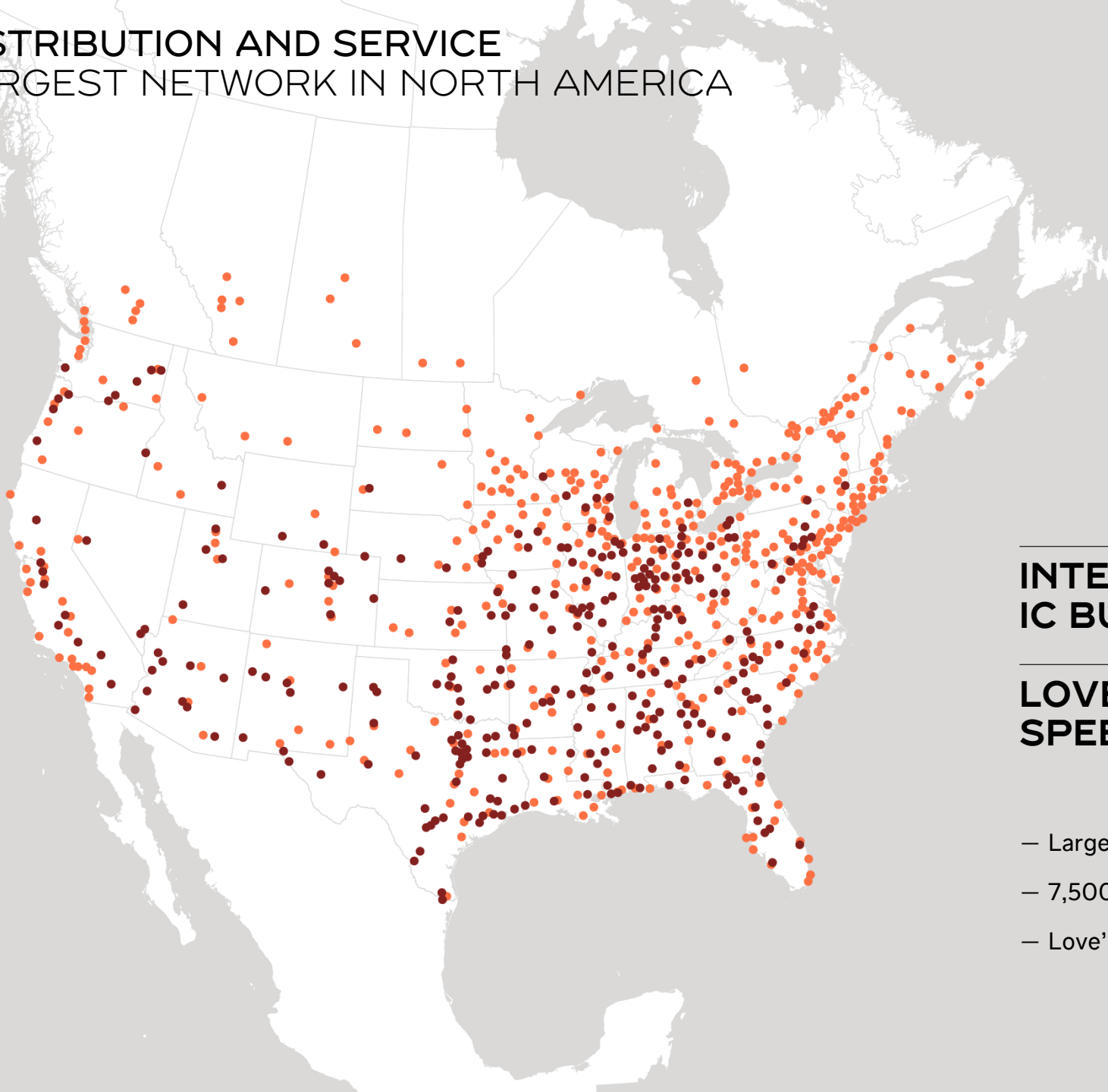
The transportation sector accounts for a significant percentage of total emissions, but without our industry, the world would stand still. That's why we're focused on decarbonizing our own operations, and accelerating the shift to zero emissions for our customers. We do this by developing solutions that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





# 03 OPERATING HIGHLIGHTS

# DISTRIBUTION AND SERVICE LARGEST NETWORK IN NORTH AMERICA



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**INTERNATIONAL<sup>®</sup>  
IC BUS<sup>®</sup>** **600** Locations U.S./  
Canada combined 

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**LOVE'S<sup>®</sup>  
SPEEDCO<sup>®</sup>** **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



LT® SERIES



RH™ SERIES



HX® SERIES



HV™ SERIES



CV™ SERIES



MV™ SERIES



eMV™ SERIES



IC BUS® CE SERIES



IC BUS®  
ELECTRIC CE SERIES



INTERNATIONAL® S13  
INTEGRATED POWERTRAIN



# S13® INTEGRATED POWERTRAIN

## SIMPLIFIED FOR SUPERIOR OPERATING ECONOMY

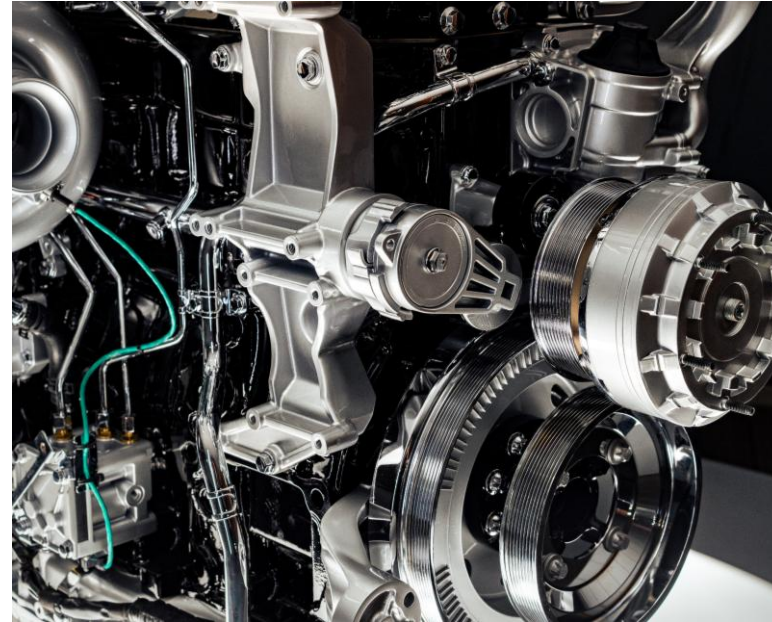
The S13 Integrated Powertrain comprises the S13 Engine, T14 Transmission and Dual Stage Aftertreatment System.

### SIMPLIFIED DESIGN



- S13 Engine operates without an EGR cooler, generating more power, less soot, and eliminating the need for a diesel oxidation catalyst
- T14 Transmission features planetary gears and seamless shifting experience
- Dual Stage Aftertreatment removes NOx by injecting DEF in two strategic places

### IMPROVED FUEL EFFICIENCY + REDUCED EMISSIONS



- The International LT Series with the S13 Integrated Powertrain leads the on-highway aero category by at least 5% in fuel economy
- Approved for use with renewable diesel
- Meets 2027 EPA emissions regulations

### CUSTOMER FOCUS



- Smoother shifting reduces excessive acceleration and braking, which minimizes tire wear and extends tread life
- Improved uptime due to simplistic design and extended service contracts
- Available in the following international truck models: LT Series, RH Series, HX Series and HV Series





# 04 FINANCIAL HIGHLIGHTS

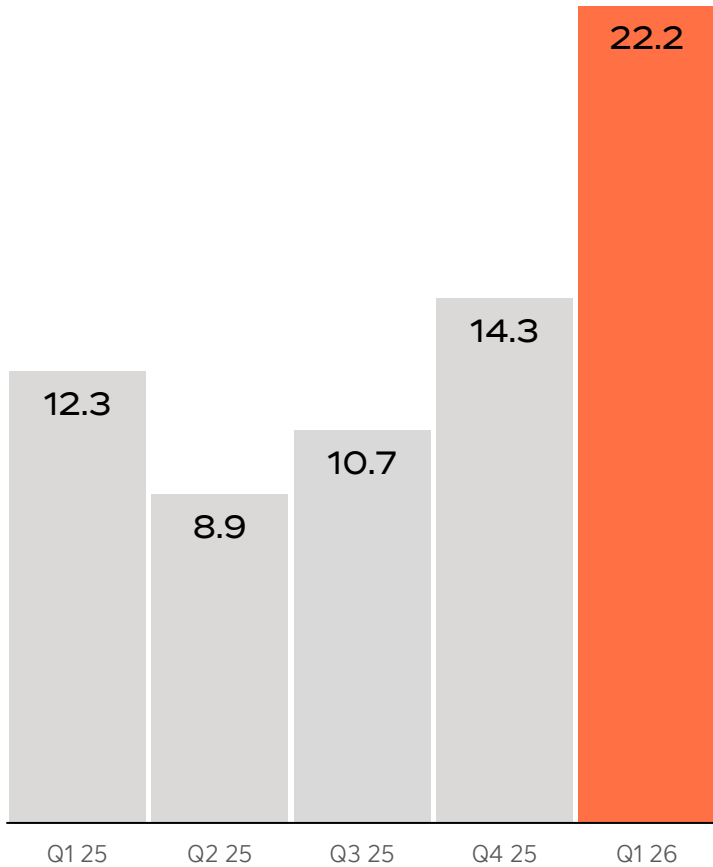
# FINANCIAL HIGHLIGHTS

## INTERNATIONAL MOTORS OPERATIONS — KEY FIGURES



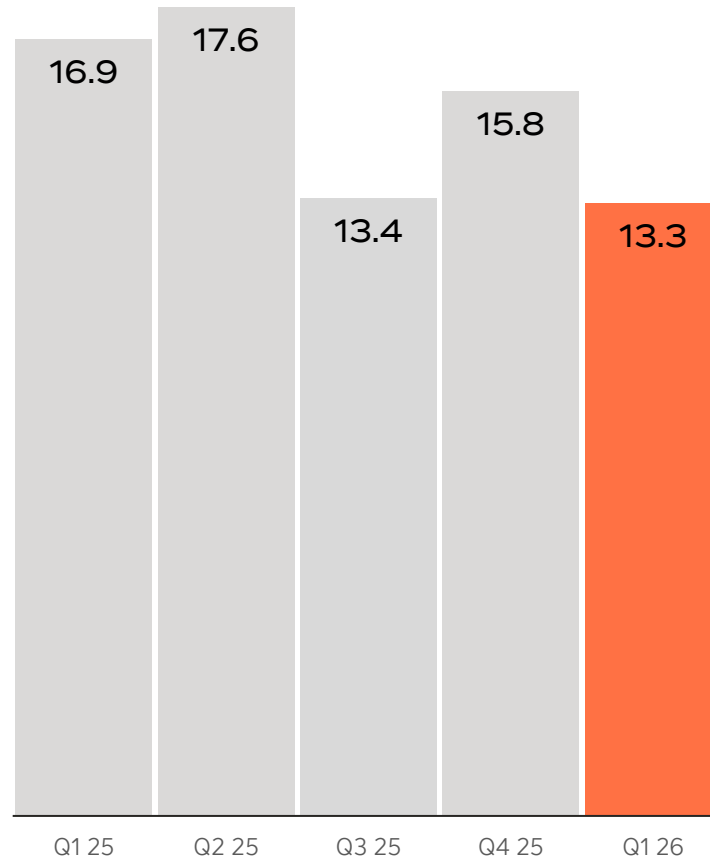
### INCOMING ORDERS

Thousand units



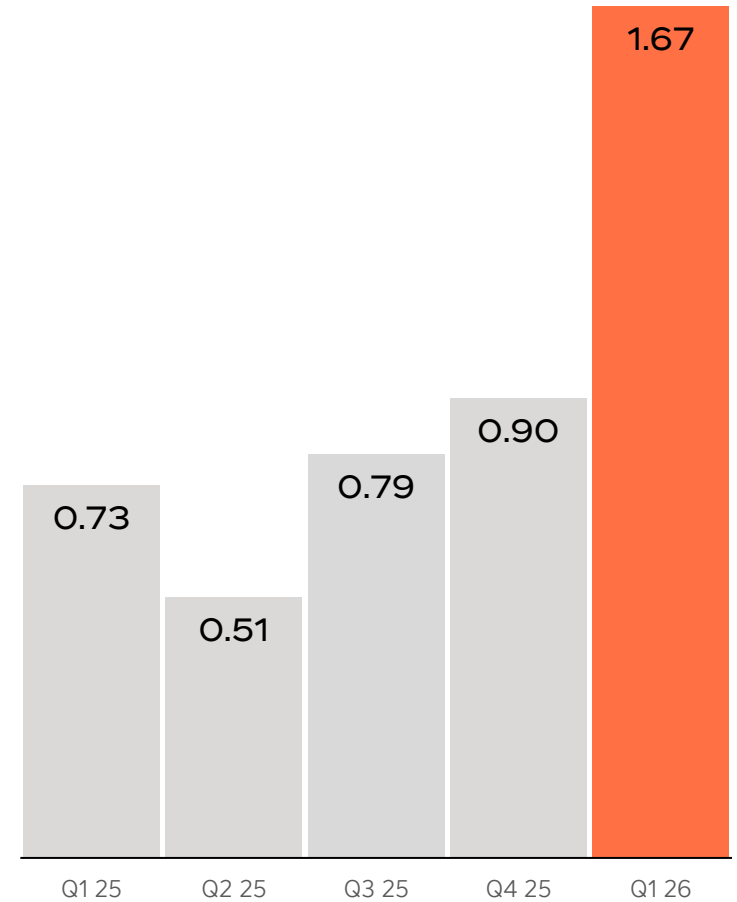
### UNIT SALES

Thousand units



### BOOK-TO-BILL

Ratio in units



# FINANCIAL HIGHLIGHTS

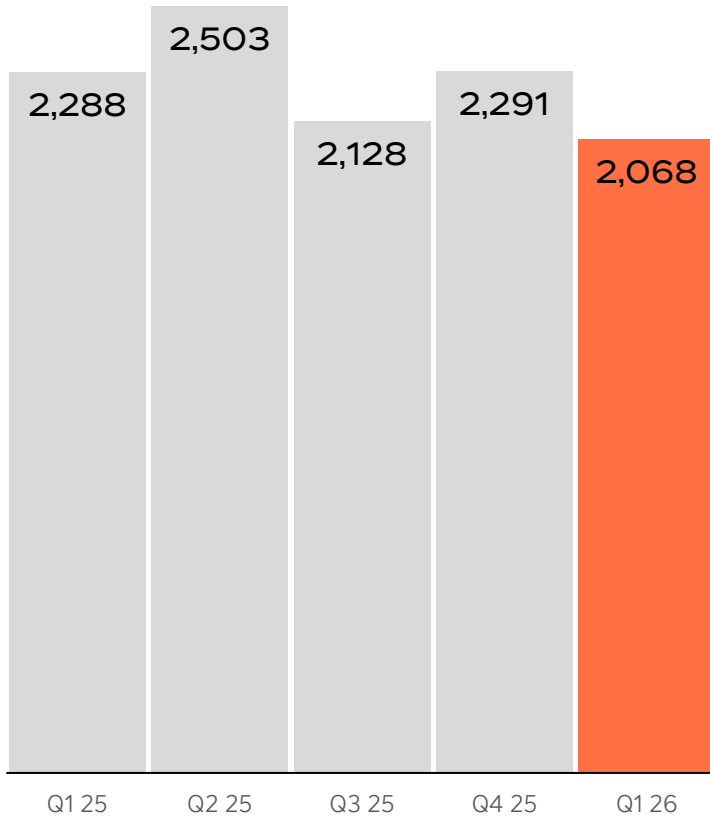
## INTERNATIONAL MOTORS OPERATIONS — KEY FIGURES

\*Beginning in Q3 2025, Operating Result and Return on Sales display a management view with adjustments to reflect one-time items including TRATON Group R&D related overhead costs.

+After the launch of TRATON Group R&D, a restatement of historical data occurred for 2024 and 2025 Sales Revenue to more accurately reflect management allocation.

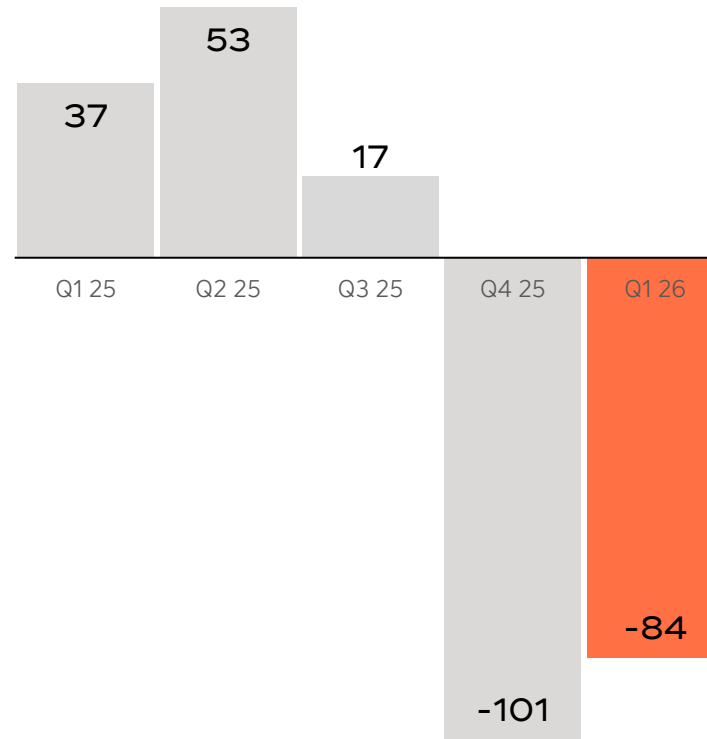
### SALES REVENUE<sup>+</sup>

\$ millions



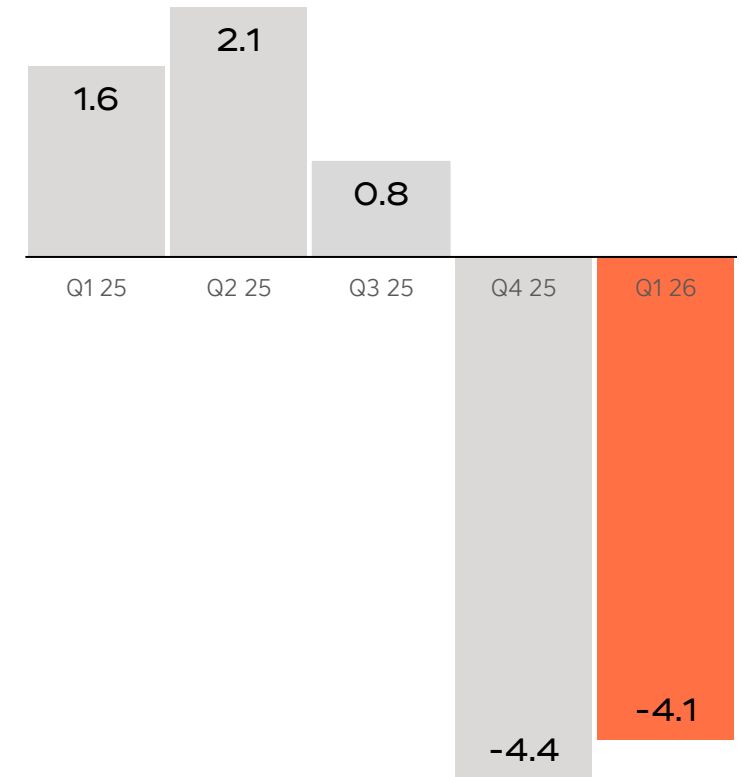
### OPERATING RESULT (ADJ.\*)

\$ millions



### RETURN ON SALES (ADJ.\*)

% percent



# THANK YOU