

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.



01	COMPANY OVERVIEW
02	OUR STRATEGY
03	OPERATING HIGHLIGHTS
04	FINANCIAL HIGHLIGHTS



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.^A

41% of all school buses in the U.S. and Canada on the
road today are our IC Bus[®] brand



19% of U.S. and Canada 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

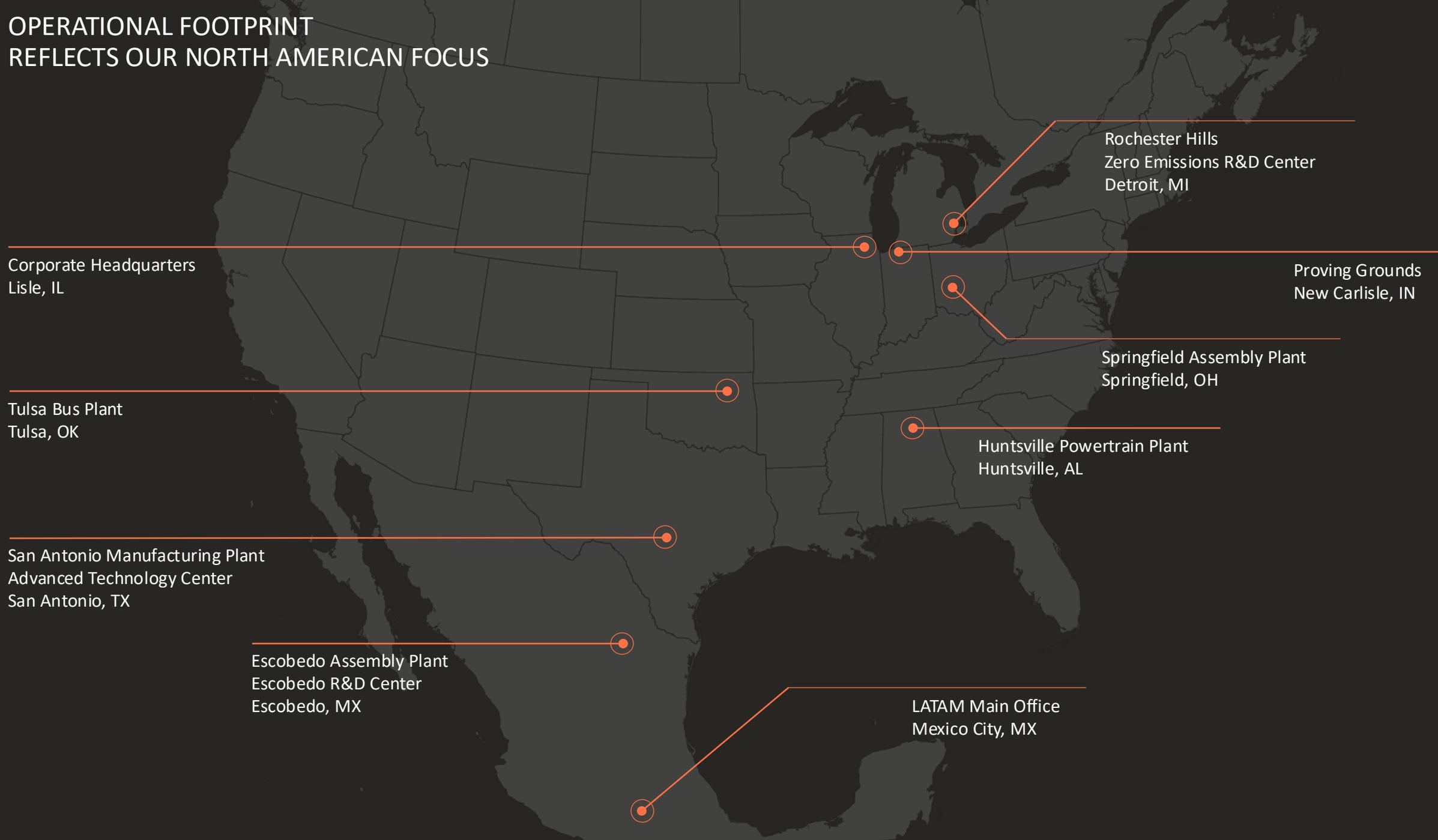
NO. 1	N° 1 brand in school buses ^B
NO. 2	N° 2 brand in Class 6/7 ^B
NO. 4	N° 4 brand in Class 8 ^B
90,562	Total unit sales 2024
13,459	Number of employees worldwide ^C

2025

CONFIDENTIAL AND PROPRIETARY TO INTERNATIONAL

A. Including service partnership with Love's Travel Stop and Speedco.
B. Based on reported 2024 vehicles in operation by OEM. School buses include Classes B, C and D.
C. All International salaried and hourly employees, August 2025

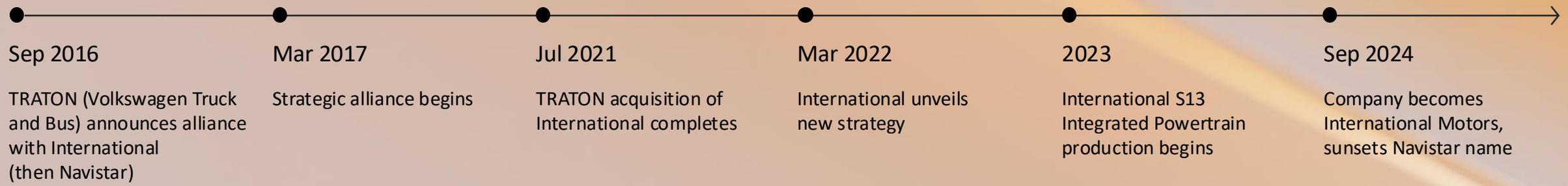
OPERATIONAL FOOTPRINT REFLECTS OUR NORTH AMERICAN FOCUS



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



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

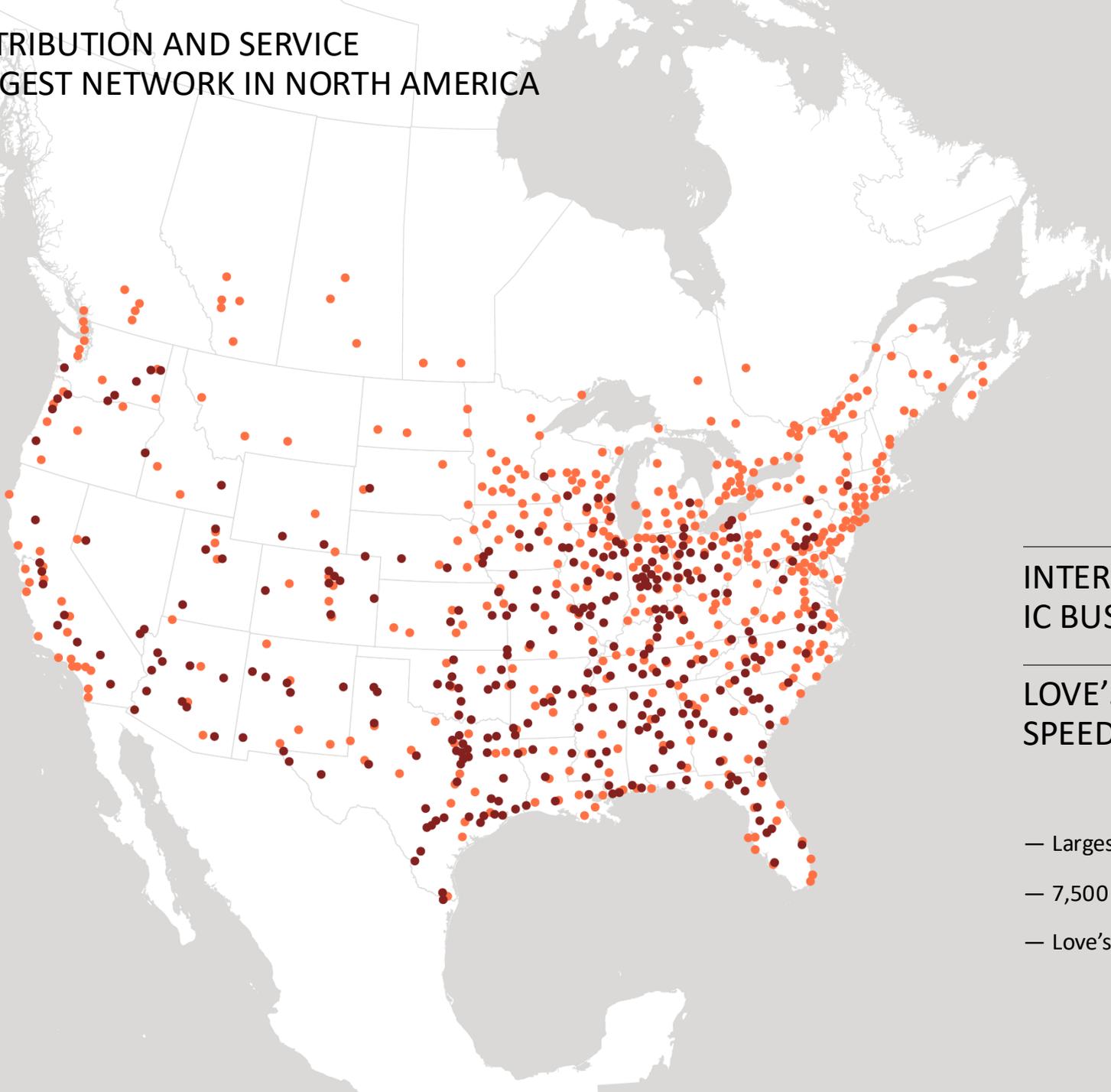
The transportation sector accounts for a significant percentage of total emissions, but without our industry, the world would stand still. That's why we're focused on decarbonizing our own operations, and accelerating the shift to zero emissions for our customers. We do this by developing solutions that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



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

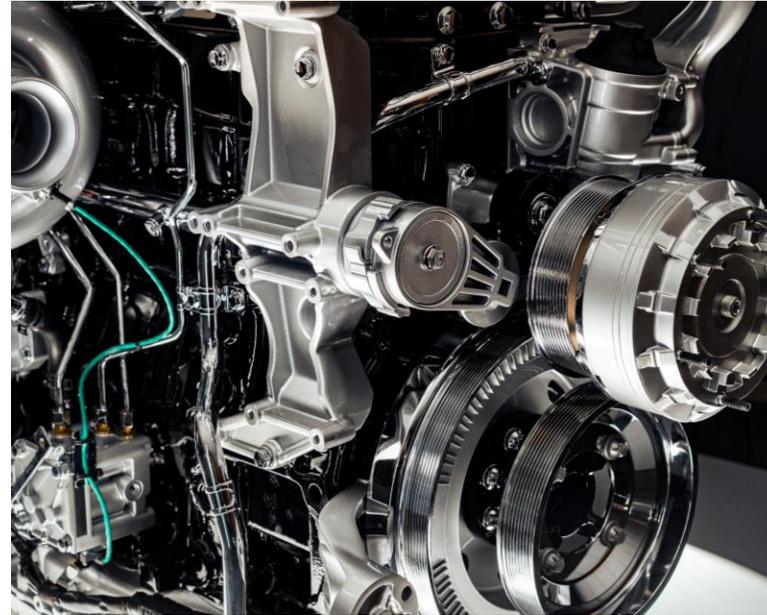
The S13 Integrated Powertrain comprises the S13 Engine, T14 Transmission and Dual Stage Aftertreatment System.

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

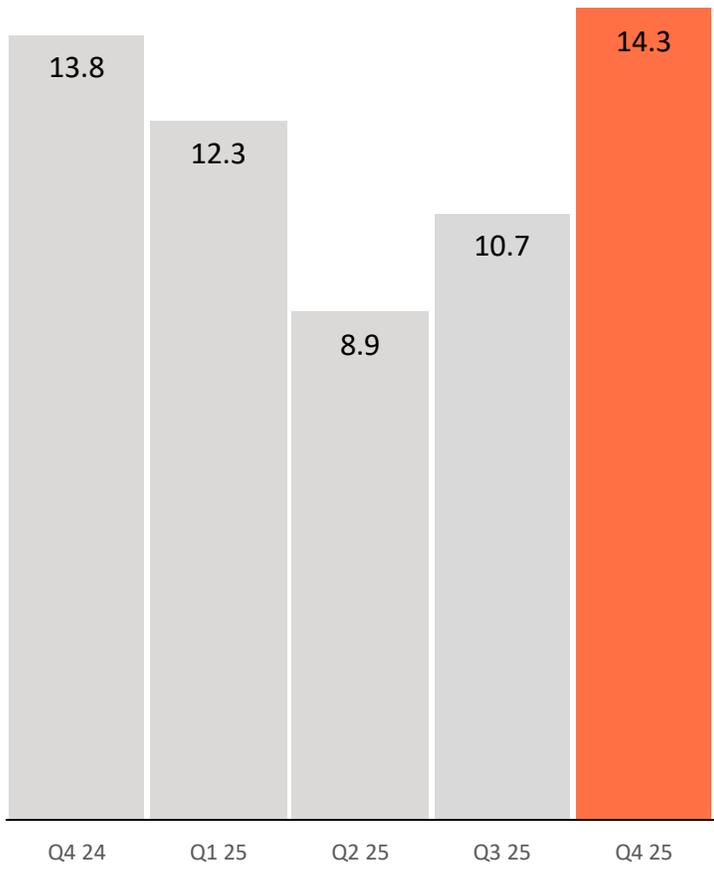
FINANCIAL HIGHLIGHTS

INTERNATIONAL MOTORS OPERATIONS — KEY FIGURES



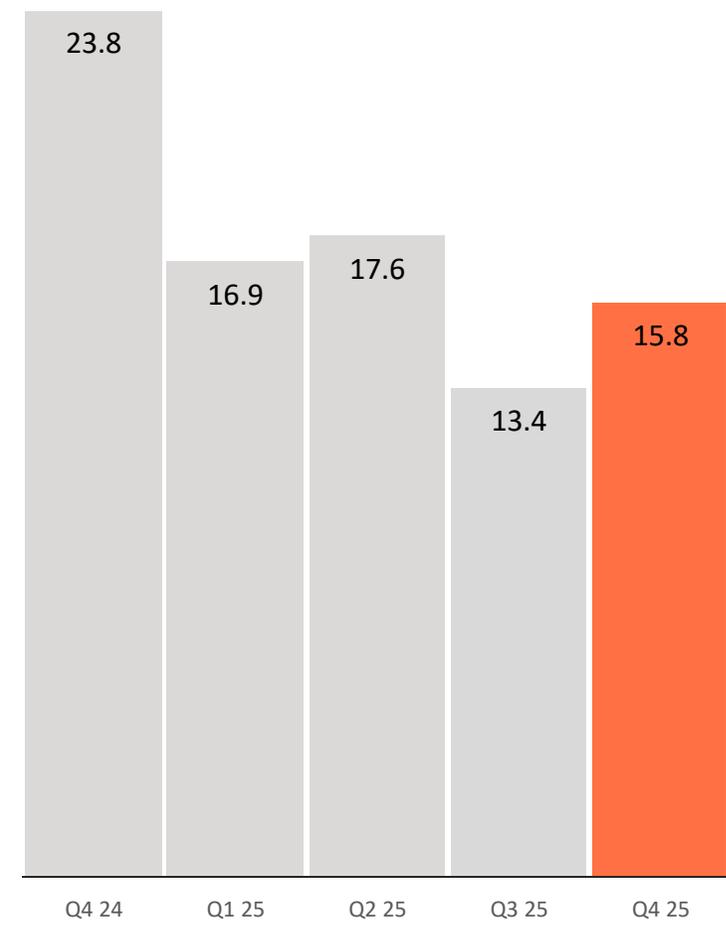
INCOMING ORDERS

Thousand units



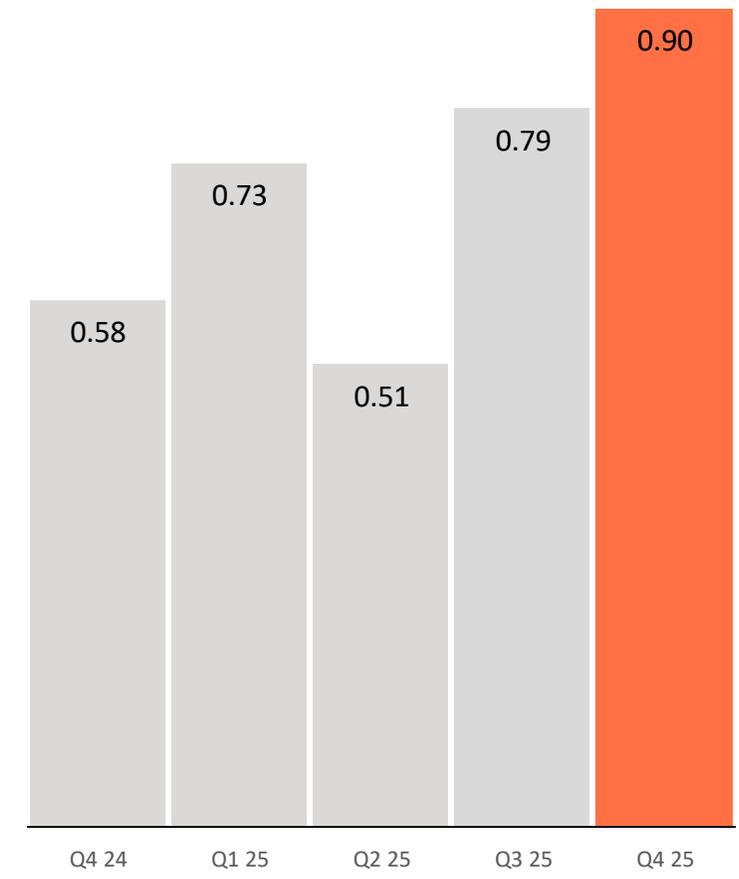
UNIT SALES

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.

COMPANY OVERVIEW

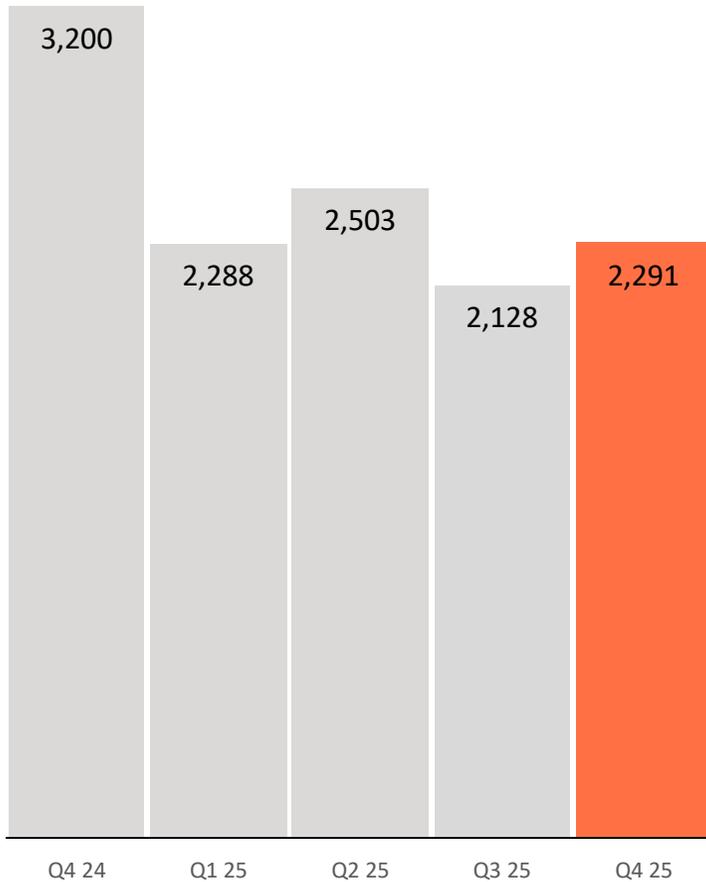
2025

CONFIDENTIAL AND PROPRIETARY TO INTERNATIONAL

21

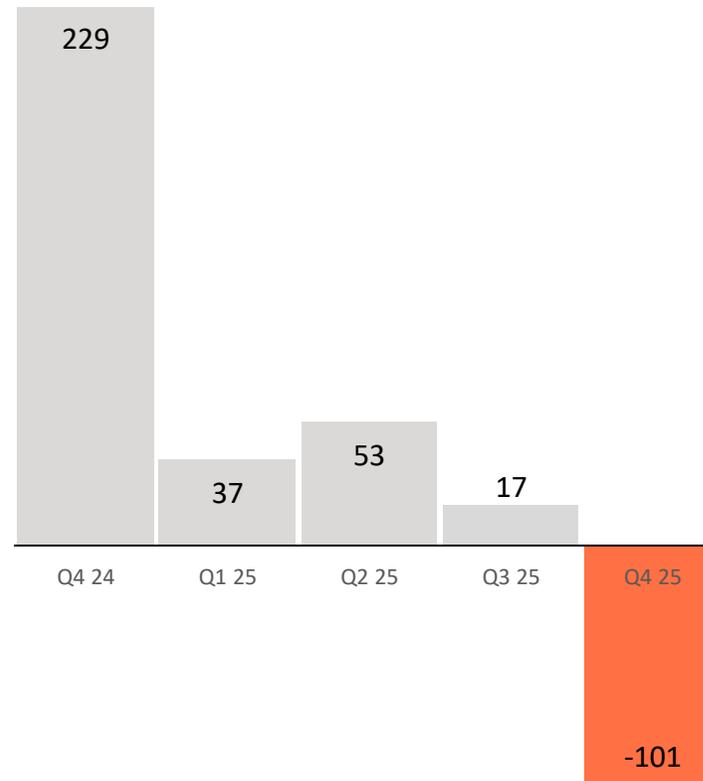
SALES REVENUE⁺

\$ millions



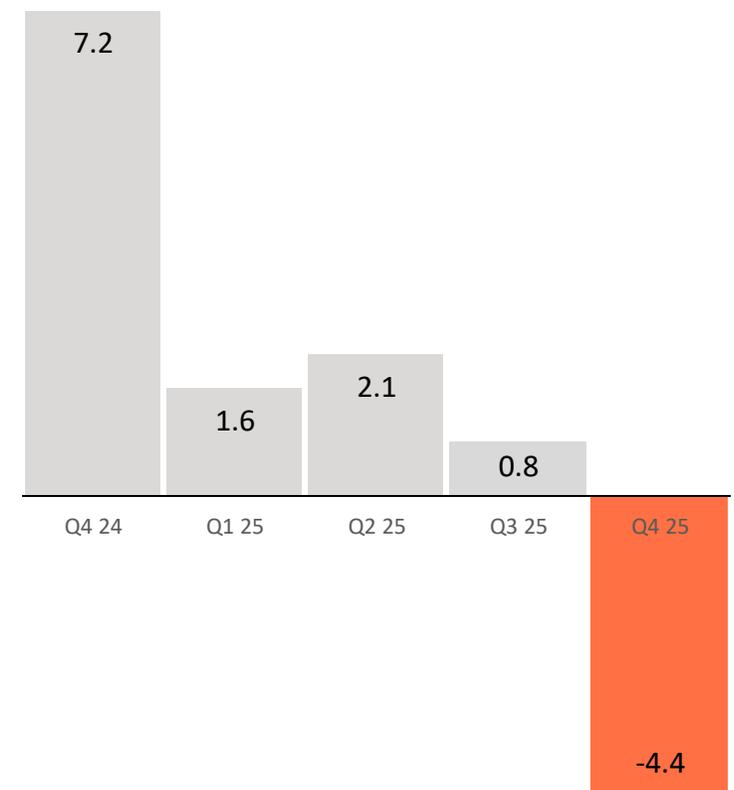
OPERATING RESULT (ADJ.*)

\$ millions



RETURN ON SALES (ADJ.*)

% percent



THANK YOU