

NAVISTAR®



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SUSTAINABILITY
REPORT



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CEO LETTER

DRIVING IMPROVED SAFETY, GREATER FUEL EFFICIENCY AND REDUCED ENVIRONMENTAL IMPACT

We promote compliance with safety, environmental and social standards throughout our supply chain. Approximately 90% of our vehicles' content is recyclable, and we continuously review opportunities to increase the use of recycled and recyclable content.



Navistar is committed to finding new ways to make trucking safer, more fuel efficient and environmentally friendly. In 2018, we achieved significant new advances in our products and our operations.

This past year innovations in driver assistance systems that improve safety continued to advance. We were the first manufacturer to make collision mitigation technology standard on Class 8 trucks, and our medium-duty vehicles were the first to use the industry's leading collision mitigation package, Bendix® Wingman® Fusion™. This year, we became the first in the industry to make electronic stability control standard on school buses as well.

Our 2018 International® LT® Series 625 Class 8 vehicle with an International® A26 engine was demonstrated to deliver better fuel efficiency than comparable competitor vehicles with comparably sized engines. We recently introduced the new International® LT® Series MPG Fuel Efficiency Package to simplify specifying a vehicle for optimal fuel efficiency. Navistar also leads one of four teams in the second phase of the U.S. Department of Energy's SuperTruck initiative, which aims to more than double the freight efficiency of Class 8 trucks.

The company is advancing alternative powertrains, including electric technologies that are poised to deliver major environmental benefits in the school bus and medium truck markets. Early in fiscal 2018, we unveiled our prototype next-generation electric school bus, the chargeE™, which was co-developed with our alliance partner TRATON GROUP, formerly Volkswagen Truck & Bus. The chargeE's national tour included school visits where this "school bus of the future" was used to educate the scientists and engineers of tomorrow.

In 2018 our manufacturing facilities met their goal, established with the Better Plants® program of the U.S. Department of Energy, by accomplishing a 25% reduction in energy consumption since 2010. We promote compliance with safety, environmental and social standards throughout our supply chain. Approximately 90% of our vehicles' content is recyclable, and we continuously review opportunities to increase the use of recycled and recyclable content.

Navistar's commitment to STEM education is the focus of our community activities, which feature support for FIRST Robotics and other initiatives that engage tomorrow's innovators. In keeping with this focus, the company donates test vehicles, which would otherwise be scrapped, to technical school programs that train the next generation of industry technicians.

Our dedication to STEM mentoring and other community activities is supported by a program called Dollars for Doers, which translates employee volunteer time into monetary donations from Navistar. This program, launched in 2018, delivers the combined impact of volunteerism and targeted giving that benefits the local communities we serve.

A handwritten signature in black ink, appearing to be 'TAC', written over a light blue circular background.

Troy A. Clarke
Chairman, President and Chief Executive Officer



PRODUCTS

REDUCING EMISSIONS THROUGH FUEL-EFFICIENT INNOVATION

Navistar continued to make advanced technology common in its products. In 2018, Navistar made electronic stability control and collision mitigation technology standard on its IC Bus® CE Series and RE Series school buses with air brakes. This makes IC Bus the first manufacturer to offer these features as standard in a key portion of its fleet.

In 2018, Navistar built on its progress of the previous year and laid the foundation for the future. Navistar launched the International® CV™ Series, a Class 4-5 truck, the International® MV™ Series, a Class 6/7 truck, and a new midrange diesel version of International® HV™ Series vocational trucks.

Navistar continued to make advanced technology common in its products. In 2018, Navistar made electronic stability control and collision mitigation technology standard on its IC Bus® CE Series and RE Series school buses with air brakes. This makes IC Bus the first manufacturer to offer these features as standard in a key portion of its fleet. These technologies increase the information available to the driver and can intervene to avoid loss of control or a crash. IC Bus also introduced an exclusive, purpose-built camera system for use on school buses, the IC Bus Full view Camera Technology™ by Rosco. This technology can provide the driver with danger zone and blind spot views designed specifically for buses.

Navistar also announced that all new on-highway International trucks sold in the U.S. and Canada will be equipped with an OnCommand® Connection telematics device. This offers fleet managers more efficient ways of improving uptime and reducing repair and maintenance time, while providing tools to increase efficiency.

Navistar successfully implemented the 2017 second tier of the federal Phase 1 greenhouse gas and fuel economy regulations and continued to plan for the future in 2018. Phase 2 of greenhouse gas regulations comes into force in tiers in 2021, 2024 and 2027. EPA estimated the second phase of rules will reduce emissions by approximately 1.1 billion metric tons and reduce oil consumption by as much as two billion barrels of oil over the life of the vehicles covered by Phase 2. To meet these regulations, Navistar will employ technological and other improvements in many aspects of the vehicle.



In November 2017, Navistar unveiled the chargeE™, an electric concept school bus developed with Volkswagen Truck & Bus (now TRATON GROUP).



In September 2016, Navistar CEO Troy Clarke and Andreas Renschler, CEO of Volkswagen Truck & Bus (now TRATON GROUP), celebrated the formation of an alliance that will include collaboration on a wide range of advanced technologies.

Navistar is also working on the next generation of advanced vehicle technologies. In 2018, Navistar took its electric school bus, chargeE™, on a national tour. This concept electric school bus incorporates a common group electric drivetrain, which is quiet and has no emissions, from Navistar's alliance partner TRATON GROUP. We appointed a Vice President of eMobility to lead a new business group developing electric vehicles. Navistar presented its vision for advanced technologies at the Green Transportation Summit and Expo and the Advanced Clean Transportation Expo. In addition, Navistar continues to participate in the Department of Energy's SuperTruck program, whose goals include the demonstration of greater than 100% improvement in freight efficiency over 2009 equivalent product, and a

55% engine increase in brake thermal efficiency performance.

Navistar also sells remanufactured parts, which save both resources and money for the customer. Navistar sells and distributes remanufactured parts under the International® ReNEWed® and Fleetrite® brands, with approximately 11,300 different active part numbers for parts that can be remanufactured. Some remanufactured parts can be reused as many as nine times. Remanufacturing can save energy and raw materials compared with new parts.



The International® HV™ Series, a new line of vocational trucks introduced in 2018, was built with reliability, productivity, efficiency and performance as its primary mission.



The big bore International® A26 was engineered to set a new standard in uptime, fuel efficiency and quiet operation.



OPERATIONS

USING LEAN PRACTICES TO OPTIMIZE OPERATIONS

As a member of the U.S. Department of Energy (DOE) Better Plants® program, Navistar committed itself to reduce energy intensity by 25% over 10 years, with 2010 as a baseline. In 2018, we met and exceeded this commitment two years ahead of schedule by reducing energy intensity by 27% at our participating sites in the U.S.

Navistar is engaged in lean transformation that minimizes waste throughout our operations. As part of its Environmental Protection and Energy Conservation Policy, Navistar is committed not just to operate in compliance with applicable legal requirements, but to prevent pollution beyond what is required, and to continuously improve its operations, including energy efficiency and the appropriate handling of excess materials.

Our audit programs — both internal and third-party ISO 14001 audits — help us monitor how well we are fulfilling our commitments. In 2018, all of Navistar's major manufacturing facilities successfully passed recertification audits to the updated ISO 14001 standard. Each of these locations was able to demonstrate that the environmental goals set by the organization are moving forward, exhibiting the company's commitment to continual improvement. Our employees find new ways to reduce energy use, trim greenhouse gas emissions and lower the production of waste.

■ Collaborating to Reduce Energy Use

Energy conservation continues to be a focus at our facilities, with multiple benefits including environmental protection, resource conservation and substantial cost savings. Navistar challenges its facilities to reduce their electric consumption by 4% year over year. To assist in meeting the company's energy reduction target, Navistar's corporate Environmental and Energy Affairs department tracks and communicates to facilities their monthly electric loads and load ratios. These load ratios compare energy consumption loads between production hours and non-production

off hours. Non-production hours represent a substantial opportunity for Navistar manufacturing facilities to reduce unneeded electric consumption during off-shift periods and weekends.

Navistar has made significant progress in recent years by focusing on reducing load ratios and electricity consumption during off hours and on implementing low- or no-capital investment opportunities. The Huntsville Big Bore Engine Plant, located in Huntsville, Alabama, successfully continued to reduce its electric consumption loads during non-production periods, achieving a 4% reduction from 2017 annual averages while maintaining the same production period load. The facility is focused on shutting off electrical devices when not in use, including all compressors and unneeded lights on weeknights and weekends. The facility is also changing older perimeter lighting to highly efficient 80 W LED lights for continuous improvement. Our Melrose Park Engine Plant, located in Melrose Park, Illinois, experienced nearly a 10% absolute energy load reduction while manufacturing operations there were wound down mid-year.

In 2018, total truck and engine shipments increased by 21% compared to the previous year. This increased truck production resulted in many additional activities during non-production hours to meet market demands and address industry parts shortages, driving up the weeknight and weekend consumption loads. Calendar year 2018 was also generally warmer than 2017, resulting in extra air conditioning, which also helped to increase certain load periods for 2018. As a result, the company was increasingly challenged to achieve reductions during production periods, and to maintain similar levels of consumption loads during weeknights and weekends. However, despite the addition of new product lines and production shifts in 2018, the average consump-



All of Navistar's major truck, bus and engine manufacturing facilities successfully passed recertification audits to the updated ISO 14001 standard. Management at the Springfield, Ohio, facility considers compliance, pollution prevention and energy reductions during capital project reviews and in the annual business planning cycle.



tion loads during production periods at Navistar facilities only rose to 0.1% higher than their 2017 annual averages.

Navistar also tracks energy intensity, which is energy consumption normalized for production and weather variables. As a member of the U.S. Department of Energy (DOE) Better Buildings, Better Plants program, Navistar committed itself to reducing energy intensity by 25% over 10 years, with 2010 as a baseline. In 2018, we met and exceeded this commitment two years ahead of schedule by reducing energy intensity by 27% at our participating sites in the U.S. The formal announcement of this achievement, and national-level DOE recognition for it, is expected to be received during DOE's Better Plants Summit in Washington, D.C., in July 2019. Navistar will continue its steady progress towards reduced energy intensity, and is currently in the process of setting the next energy reduction target. We look forward to continuing to partner with the DOE Better Plants program.

The company will also continue to coordinate closely with its International® and IC Bus® dealerships to utilize green practices, which deliver significant business benefits such as reduced energy costs. In recent years, dealerships have added such innovations as geothermal heating systems, shop ceiling fans, lighting upgrades, solar panels and maximized use of natural sunlight and native planting.

Reducing energy consumption also directly reduces associated greenhouse gas emissions. Navistar manages scope 1 and scope 2 carbon emissions from our manufacturing facilities by focusing on energy efficiency. By 2018 we achieved 50% reduction of greenhouse gas emissions from our 2008 baseline year.

Our overall scope 1 and 2 greenhouse gas emissions in 2018 fell by 4.2% from the previous year.

■ Reducing and Recycling Wastes

Navistar facilities continually work hard to increase recycling, reduce the generation of both hazardous and non-hazardous waste and improve their use of water resources. In 2018, total waste generation across the company was reduced by 7.6%. In 2018, 56% of all waste generated was recycled, despite the shrinking or elimination of global recycling outlets. This represents a significant challenge to our goal of a 75% recycling rate. Recycling markets, particularly for plastics, remain challenging and we will continue to look for ways to improve this rate.

After reducing waste generation by 26% in 2017, Navistar's truck assembly plant in Springfield, Ohio, reduced waste generation another 36% in 2018, compared to the previous year. Much of the reduction was due to recent investments in Springfield's on-site wastewater treatment plant. The facility, which in 2018 became a USEPA small quantity generator of hazardous waste, also completed a project which reduced the toxicity and volatility of the paint purge solvent used in its coating operations. This was achieved through completion of a project that started in 2016, expanded in 2017 and in 2018, and resulted in the replacement of all remaining paint solvents. The new solvent is still 100% recycled and reused, but contains less-hazardous materials and reduced volatile organic compounds, enabling it to be classified as a universal waste.



The MWM Parts Distribution Center team, located in Jundiai, São Paulo, Brazil, launched a project to upcycle 100% of the wood and wood products it receives from suppliers.

The MWM Parts Distribution Center team, located in Jundiai, São Paulo, Brazil, launched a project to upcycle 100% of the wood boxes and wood containers from supplier shipments. The facility reuses these wood containers and places them directly back into the shipping process between plants and customers. This initiative is already upcycling wood packaging from the entire MWM supply chain, including European suppliers, which deliver parts to the MWM assembly line in São Paulo. In addition, the initiative has resulted in a 30% reduction in new packaging purchases by the facility.

All the company's parts unit facilities find many opportunities to save energy and reduce waste. Additional examples include:

- Navistar's parts distribution centers (PDCs) reduce the use of packing materials by increasing the use of returnable containers for the shipment of parts.
- The PDCs' dedicated delivery program follows prescribed routes to reach multiple dealerships with the same vehicle — eliminating double-handling and cross-docking of parts, while achieving earlier deliveries, saving fuel, and reducing carbon emissions.
- Navistar has an extensive parts remanufacturing program, annually processing millions of pounds of parts materials.

Navistar's Chicago-area sites utilize the Assistive Technology Exchange Network (ATEN) to recycle e-waste. The ATEN refurbishes and recycles donated computers, and distributes them to individuals with disabilities. Each year, ATEN provides Illinois students in special education programs with computers and related equipment donated by individuals and corporations, diverting hazardous e-waste from Illinois landfills.

The results of Navistar's pollution prevention and recycling efforts are also reflected in the company's Toxic Release Inventory (TRI) Form R reports. The company reported 472,000 pounds of production-related waste managed in its TRI Form R Reports for 2017. TRI data for 2018 will be available July 1, 2019, based on U.S. EPA reporting guidelines. The 2017 reportable amount was 114,000 pounds more than the previous year, mostly due to increased metal processing at the company's Cherokee, Alabama, fabrication plant. Approximately 87% of the company's 2017 TRI total reportable wastes were recycled, as opposed to being treated or disposed of.

■ Preserving Important Water Resources

As the profile and impact of water scarcity issues continues to rise, Navistar continues to identify ways to minimize operational risk and improve our water management practices. Over the past few years, we have focused our efforts on decreasing water consumption and on launching new initiatives to preserve water quality. In 2018, the company's total water withdrawal was 0.59 million cubic meters, an 11% increase from the previous year. Each of our assembly operations experienced an increase, reflecting the rise in truck production as well as warmer

weather conditions in 2018. The campus of our headquarters in Lisle, Illinois also experienced an increase, as the company recently welcomed new tenants to the campus, increasing the occupancy of the site. The company has reduced water withdrawal across its major manufacturing operations by 65% since 2012.

Our efforts to optimize water use and reuse at our facilities have been achieved through several practices, including the increased efficiency of cooling towers, the elimination wherever possible of single-pass cooling systems, reduction in paint booth water systems charge and clean outs, and increased use of reduced-flow high-pressure nozzles.

Our operations in Brazil harvest rainwater for process use, while operation of a zero-discharge wastewater treatment plant at our Escobedo, Nuevo Leon, Mexico, assembly plant and a system to use pond water for irrigation at our Lisle, Illinois, headquarters campus have also contributed to maximizing efficient water use.

■ A Strong Commitment to Improved Safety

Navistar encourages a safe, healthy and secure lifestyle that supports employees' health and wellness, increases their productivity and improves their quality of life. This approach also helps to control health care costs for both employees and the company.

As part of its commitment to employees' safety and health, leadership has established a systematic approach to achieve best-in-class safety. Navistar continues to focus on reducing injuries and lost time cases, as well as on increasing our overall compliance with all applicable regulations at the federal, state and local levels.

These efforts resulted in a Lost Time Case Rate (LTCR) for 2018 of 0.37, meaning that for every 100 employees, only 0.37 of them experienced lost time — a 10% improvement from 2017. The company's Incident Frequency Rate (IFR) for 2018 was 1.47, meaning that for every 100 employees, only 1.47 of them incurred a recordable injury — a 25% improvement over 2018. This continued positive trend has helped reduce workers' compensation and has increased our uptime.



Our Escobedo, Mexico, assembly plant operates a zero-discharge wastewater treatment facility, pictured, which contributes to more efficient water use.

In order to continue our efforts to provide a safe working environment for all employees, leadership approved three areas of focus for 2019. These are:

- Surveying all confined spaces at our manufacturing locations, labeling them properly, training our employees how to enter these spaces and work safely, and developing rescue teams to assist in the event of an incident.
- Inspecting all our fall protection equipment for use when working at heights, inspecting our tie-off points when using harnesses and lanyards, and developing rescue plans for both employees and contractors working in our facilities.
- Conducting detailed safety audits across the corporation to ensure compliance with federal, state, local and corporate regulations. These audits enable us to align our facilities with each other, while sharing solutions company wide.

These efforts are behind our goal to continue reducing our accidents and injuries in 2019. The continued company-wide focus on safety and compliance is changing our culture to one of world-class safety.

Ergonomics continues to be at the forefront of practices by our engineering groups. Reviewing our facilities, our work stations and our tooling continues to help us reduce musculoskeletal injuries. Additionally, planning out new projects allows us to engineer out many of the potential problems before any employees even touch a part.

Our safety steering committee has grown to include representation from the Parts Distribution Centers and other facilities, as well as the Integrated Product Development group. Our goal is simple: Employees return home every evening in the same condition in which they began their day.

Navistar's commitment to safety is also supported by the company's Global Security function, which is focused on protecting our company's people, property, brand and reputation.



A caterpillar nibbles on a milkweed plant at the Springfield, Ohio, assembly plant.



Navistar corporate safety team members attend the National Safety Council's Green Cross for Safety Awards recognizing outstanding achievements in safety.



Members of the Springfield, Ohio, assembly plant ergonomics team participated in the internationally recognized Ergo Cup competition, sponsored by the Ergonomics Center of North Carolina and Edward P. Fitts Department of Industrial and Systems Engineering at North Carolina State University.



COMMUNITIES

BENEFITING THE COMMUNITIES WHERE WE LIVE AND WORK

Our community focus is on initiatives that reflect our special expertise, including STEM education (Science, Technology, Engineering and Math), as well as disaster relief and community development. For decades, Navistar has actively supported STEM education for young people who represent the future of the industry.

Navistar supports community development initiatives that benefit the communities where we operate. Our focus is on initiatives that reflect our special expertise, including STEM education (Science, Technology, Engineering and Math), disaster relief and community development. In addition, Navistar Defense is active in supporting several troops' and veterans' causes.

■ Support for STEM Education

For decades, Navistar has actively supported STEM education for young people who represent the future of the industry. A major new development in 2018 was Navistar's partnership with Kettering University in Flint, Michigan, to offer the Navistar Scholars Program. Scholarships will be distributed with a preference for the recruitment and retention of women and minority students from the state of Illinois who will major in a STEM-related field at Kettering University. These scholarships are being supported by a \$2 million gift to Kettering, which will also help to fund the construction of a commons space in a new learning commons building on Kettering's campus, as well as transportation-related research initiatives in artificial intelligence and machine learning.

Other recent examples of Navistar's support for STEM education include:

- **FIRST (For Inspiration and Recognition of Science and Technology)**, a global education initiative focused on inspiring young people to be science and technology leaders though engaging them in mentor-based robotics programs. Navistar sponsors FIRST's Midwest Regional Competition and a number of local teams

from schools near our world headquarters. Beyond this financial support, many Navistar employees also serve as mentors to these teams.

- Navistar also sponsors Project Lead the Way and VEX Robotics programs for schools near our world headquarters and is a strong supporter of the Naperville Education Foundation, which funds educational programs in our world headquarters' home school district.
- Navistar has been a long-time supporter of the Chicago Museum of Science and Industry, and supports younger learners through the DuPage Children's Museum.
- Navistar also has established a program to donate engineering vehicles or other equipment to technical schools throughout the United States. These vehicles would otherwise be scrapped; however, because we donate them to technical schools, students are able to learn valuable skills that will help them in their future careers. In 2018, we donated more than 10 trucks and additional equipment to East Valley Institute of Technology in Mesa, Arizona, Wexford-Missaukee Career Technical Center in Cadillac, Michigan, and Triton College in River Grove, Illinois.

Navistar South America supports social programs that contribute to the development of low-income adolescents. Projeto Crescer (The Grow Up Project) provides professional experience, mentoring and coaching for young people from São Paulo, Brazil, in their first career opportunity. They receive on-the-job training and the opportunity to make choices that can lead them to greater professional and social development. Navistar volunteer educators also share their



Navistar sponsors the Midwest Regional Competition of FIRST (For Inspiration and Recognition of Science and Technology) and also provides sponsorship and mentoring for local high school robotics teams.



Since 2006, Navistar South America has sponsored Projeto Crescer (Project Grow Up), which provides professional experience, mentoring and coaching for young people from São Paulo, Brazil, in their first career opportunity.

knowledge with the Formare School Program, which completed its 32nd year in 2018. The program has enabled more than 860 16-to-18-year-old students from the community to receive knowledge from, and share experiences with, Navistar volunteer educators. The students also receive opportunities for internships in manufacturing, engineering and administrative careers. In fact, a high percentage of the former Formare students are now employed, a number of them with Navistar.

■ Contributing to the Community

Navistar continues to support the disaster relief efforts of the American Red Cross through financial contributions. In addition, we donated an International® TerraStar® in 2015 that continues to be used today in disaster relief and to aid the organization in its many other missions. This vehicle was used in providing food and emergency supplies to northern Illinois residents affected by the severe tornado of April 2015.

Navistar provides support to a number of additional community development organizations, including among others the Northern Illinois Food Bank, Sharing Connections, Giant Steps, Aspire Living, Morton Arboretum, and the Exchange Club of Naperville's Ribfest, which combats child abuse and domestic violence through donations to more than 50 local non-profits.

In 2018, for the ninth consecutive year, Navistar Mexico received from the Mexican Center for Philanthropy recognition as a Socially Responsible company for its corporate ethics and its



Children from marginalized communities received holiday gifts of toys and clothing provided by employees at Navistar's plant at Escobedo, Nuevo Leon, Mexico, through non-profit group Dibujando Sonrisas (Drawing Smiles).

activities supporting quality of life, community and care for the environment. One of the many community-minded activities undertaken by the truck assembly plant in Escobedo, Mexico, is donating proceeds from PET recycling to the Institution Alianza Anticancer Infantil, an institution which supports children with cancer. Navistar Mexico also supports Dibujando Sonrisas (Drawing Smiles), a non-profit association that provides holiday gifts to children who live in marginalized areas.

■ Supporting Our Troops and Veterans

Navistar works to provide support to active duty military, veterans and their families.

- We continue to sponsor Operation Support Our Troops-America, which supports the morale and well-being of U.S. forces and their families during both deployment and after their return. For more than 10 years, we have supported the organization through monetary donations, including the Founding Sponsorship of the Rockin' for the Troops fundraiser, employee volunteer time, notes of encouragement, and care package donations for the organization.
- Navistar provides financial support to benefit the programs, services and facilities within the directorate of U.S. Army's Family & Morale, Welfare and Recreation (Family & MWR). No U.S. Army endorsement is implied.
- Navistar also supports future military personnel as a lead sponsor of the Michigan Chapter of the National Defense Industrial Association's ROTC Awards Banquet. This event recognizes excellence in Army, Navy and Air Force ROTC cadets and midshipmen

who attend Michigan colleges and universities as they prepare for service.

- Through the Association of the United States Army's Arsenal of Democracy Chapter, Navistar supports Guardian Angels Medical Service Dogs. This organization provides working dogs to enhance the lives of veterans and first responders struggling with a variety of disorders, including PTSD and traumatic brain injury. Navistar's funding goes to support service dogs for veterans and first responders from the state of Michigan.
- Navistar is a sponsor of the National Museum of the United States Army, which is under construction at Fort Belvoir, Virginia, outside of Washington, D.C. The museum will celebrate more than 240 years of Army history and honor America's soldiers.
- In the United Kingdom, Navistar supports the Armed Forces Para-Snowsport Team, which uses adaptive alpine skiing, snowboarding and Nordic/biathlon to rehabilitate serving and retired service personnel who have been injured during their military service.
- Navistar also supports the Armed Forces Rally Team. The team is made up of serving members of the British Armed Forces and associated Civil Servants who compete in a variety of national and international rallies.

■ Encouraging Volunteerism

Although Navistar is proud to provide financial support for many STEM-focused and community development organizations in the areas where we live and work, we also recognize that our greatest asset is our employees, many of whom are deeply involved in volunteer efforts for the



organizations we support. To help better connect our employees with a variety of organizations serving our community, we held our third annual volunteer fair in the fall of 2018, bringing more than 20 local and national charities to our corporate headquarters so employees could learn more about what these organizations do, and how they as volunteers can help.

In addition, we launched a new program called Dollars for Doers during Fiscal Year 2018. The program, open to all full-time, salaried Navistar employees, allows employees to earn monetary donations from Navistar to the charities of their choice by volunteering their time. This enhanced employee benefit helps build additional goodwill in the local communities we serve and allows Navistar to broaden our corporate giving efforts. In 2018, 13 different non-profit organizations received funds from Navistar's Dollars for Doers program, and the program has continued to expand in 2019.

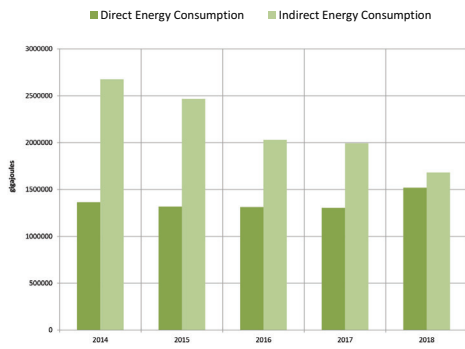


Navistar CFO Walter Borst meets with members of the Navistar Pride Alliance, a new employee resource group whose mission is to provide a safe, welcoming environment for employees at any point of their LGBTQ journey.

■ Supporting Diversity and Inclusion

Navistar's commitment to diversity brings the company several tangible benefits, including innovation, high-quality products and services and improved customer relationships:

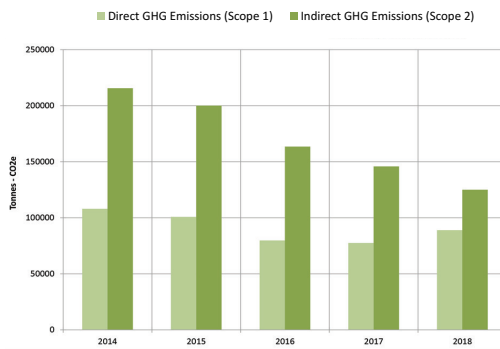
- This year Navistar has appointed a Corporate Diversity and Inclusion leader who reports to our Chief Human Resources Officer (CHRO). This role is focused on advancing the company's development and elevation of our diversity and inclusion efforts both internally and externally while also integrating with our already established Supplier Diversity program.
 - For more than 15 years, employee-led Employee Resource Groups have enhanced our employees' networking and development experiences, while contributing to community outreach. They include Women in Navistar, International Community of African Americans at Navistar, Professional Latino Association of Navistar, Navistar Asian Chinese Professional Association, Navistar Pride Alliance, Navistar Young Professionals, and, most recently, Military Veterans at Navistar.
 - Navistar works to support diversity in the community through supporting such organizations as the DuPage County NAACP and the Quad County Urban League.
 - In South America, the Navistar Inclusion Program hires people with physical and intellectual disabilities, enabling them to develop their professional and personal skills in a supportive work environment that makes them feel valued and respected, and consequently improves their quality of life and ability to contribute to the progress and success of the company.
- More than 35 years ago, Navistar instituted a supplier diversity program to identify and develop minority companies that can provide Navistar with quality products and services. In 2018, our spending with Minority and Women Business Enterprises was \$325 million, and 35% of the suppliers we recognized as Diamond Suppliers during the year were diverse suppliers.
 - In 2018, Navistar continued to be a member of the executive board of the Chicago Minority Supplier Development Council, and participated in the 52nd Chicago Business Opportunity Fair, an annual event aimed at increasing minority business opportunities.
 - Reflecting our good-faith efforts to engage with diverse suppliers, during 2018 we participated in events and activities with such organizations as the Chicago Minority Supplier Development Council, the Michigan Minority Supplier Development Council, the Women's Business Enterprise National Council, the Women's Business Development Center, the National Minority Supplier Development Council, and Women in Trucking.



ENERGY CONSUMPTION

Direct Energy Consumption reflects non-renewable energy sources consumed at all Navistar manufacturing plants, parts distribution centers, offices, used truck centers, company-owned dealership locations, and fuel consumed by leased vehicles.

Indirect energy consumption reflects non-renewable energy sources consumed at upstream power plants to generate the electricity consumed by Navistar facilities.

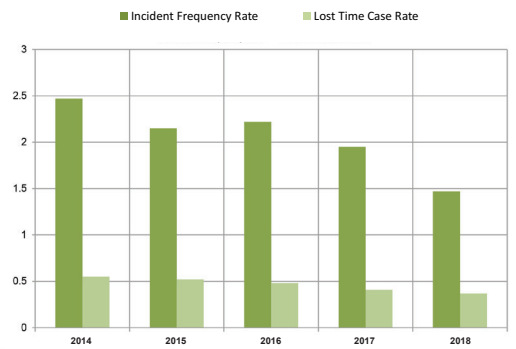


GREENHOUSE GAS EMISSIONS

GHG Emissions are the six greenhouse gases listed in the Kyoto Protocol: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride.

Direct GHG emissions come from sources that are owned or controlled by the company.

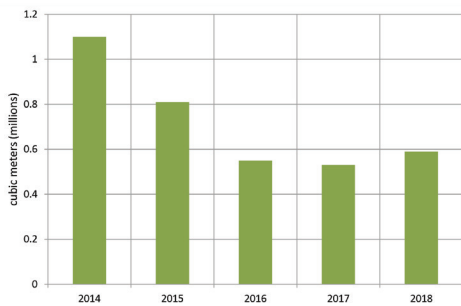
Indirect GHG emissions are a consequence of the operations of the company, but occur at sources owned or controlled by another company, such as purchased electricity.



INCIDENT FREQUENCY RATE (IFR) & LOST TIME CASE RATE (LTCR)

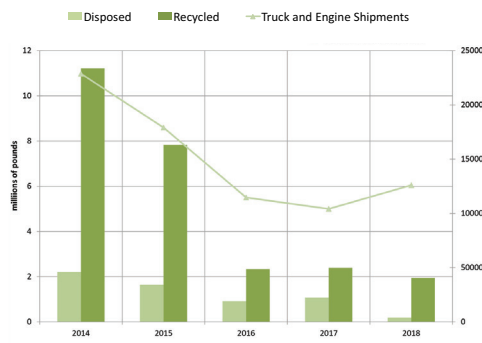
Incident frequency rate is the number of OSHA recordable injuries or illnesses per 100 full-time employees (200,000 hours). OSHA recordable cases are those work-related incidents that require medical treatment beyond first aid, lost time or job reassignment.

Lost time case rate is the number of work-related injuries or illness per 100 full-time employees where people lose time off the job.



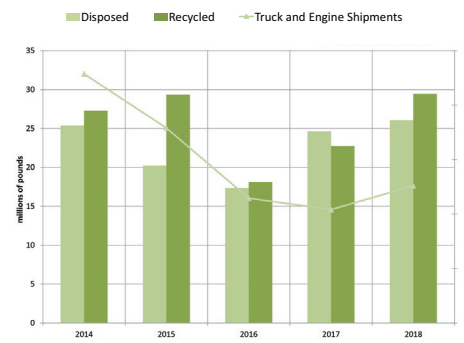
WATER WITHDRAWAL

Water Withdrawal is the sum of all water used by the company's manufacturing, engineering, and parts distribution operations. 98% of the total water withdrawal comes from municipal water supplies or other public or private utilities.



HAZARDOUS WASTE GENERATION

Hazardous Waste Generation is the amount of hazardous waste sent off-site for recycling, disposal or treatment from the company's manufacturing, engineering and part distribution operations. Wastes are considered hazardous based on the regulatory requirements applicable to each operation.



NON-HAZARDOUS WASTE GENERATION

Non-hazardous Waste Generation is the amount of non-hazardous waste sent off-site for recycling or disposal from the company's manufacturing, engineering, and parts distribution operations. Due to their large volumes, certain non-hazardous waste streams such as sand, slag and baghouse dust from the company's foundries, and metals from some of the assembly plants, are not included in this chart.

GRI 306-2: TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD (IN TONS)

METHOD	HAZARDOUS	NON-HAZARDOUS
RECYCLING	60	13,622
COMPOSTING	0	0
RECOVERY, INCLUDING ENERGY RECOVERY	107	1,071
INCINERATION (MASS BURNED)	805	28
DEEP WELL INJECTION	0	0
LANDFILL	0	12,649
ON-SITE STORAGE	0	0
OTHER (WASTEWATER TREATMENT)	94	388
TOTAL	1,066	27,758

Notes:

- **Hazardous Qualifier:** Hazardous waste generation is the amount of hazardous waste sent off-site for recycling, disposal or treatment from the company's manufacturing, engineering and part distribution operations. Wastes are considered hazardous based on the regulatory requirements applicable.
- **Non-Hazardous Qualifier:** Non-hazardous waste generation is the amount of non-hazardous waste sent off-site for recycling or disposal from the company's manufacturing, engineering and parts distribution operations.
- **Reuse:** No data; many examples.

GRI 302-1 ENERGY: TOTAL, DIRECT AND INDIRECT ENERGY CONSUMPTION (GIGAJOULES)

	2014	2015	2016	2017	2018
TOTAL ENERGY	2,730,302	2,633,847	2,343,844	2,291,038	2,379,014
INDIRECT ENERGY	1,364,705	1,316,521	1,018,033	985,348	861,229
DIRECT ENERGY	1,365,597	1,317,326	1,325,811	1,305,690	1,517,785

PURCHASED ELECTRICITY GENERATED BY FOSSIL FUELS (GIGAJOULES)

	2014	2015	2016	2017	2018
ARGENTINA	7,706	6,465	4,661	4,189	2,958
BRAZIL	12,114	10,070	6,032	4,974	9,573
CANADA	4,744	4,285	4,195	1,733	1,534
MEXICO	185,698	163,243	128,730	132,186	156,539
UNITED STATES	681,457	637,974	533,412	521,351	389,706

ENERGY CONSUMED BY POWER PLANTS TO PROVIDE PURCHASED ELECTRICITY GENERATED BY FOSSIL FUELS (GIGAJOULES)

	2014	2015	2016	2017	2018
ARGENTINA	23,120	19,396	13,986	12,568	8,874
BRAZIL	36,347	30,214	18,099	14,923	28,724
CANADA	14,235	12,858	12,586	5,199	4,602
MEXICO	557,154	489,796	386,242	396,612	469,681
UNITED STATES	2,044,648	1,914,181	1,600,453	1,564,266	1,169,277
TOTAL INDIRECT ENERGY	2,675,504	2,466,446	2,031,366	1,993,568	1,681,158

Notes:

Direct energy consumption reflects non-renewable energy sources consumed at all Navistar manufacturing plants, parts distribution centers, offices, used truck centers, company-owned dealership locations and fuel consumed by leased vehicles. Indirect energy consumption reflects non-renewable energy sources consumed at upstream power plants to generate the electricity consumed by Navistar facilities.

On April 30, 2015, Navistar sold the Waukesha foundry operation, and on September 30, 2016, the Indianapolis foundry operation was also sold. Navistar adjusted its energy consumption and GHG emission inventories by excluding Waukesha and Indianapolis Plants' contributions from the 2008 baseline and all subsequent years, per Navistar GHG tracking guidelines.

Purchased electricity generated by fossil fuels is calculated based on measured electrical consumption and the following % electricity generated by fossils fuels within the country: Argentina (66.7%); Brazil (17%); Canada (20%) Mexico (81%); and United States (65%).

Energy consumed by power plants generated by fossil fuels assumes power plants are 33% efficient.

WHAT IS GRI?



The **Global Reporting Initiative (GRI)** is a leading organization in the sustainability field. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development.

A sustainability report is a report published by a company or organization about the economic, environmental and social impacts caused by its everyday activities.

It also presents the organization's values and governance model and demonstrates the link between its strategy and its commitment to a sustainable global economy.

Source: Global Reporting Initiative website



GRI Content Index and GRI-Specific Disclosures – 2018

General Approach

Navistar, Inc. (The “Company” of Navistar) has referenced the GRI standards published in 2016 in the preparation of this Sustainability Report. This GRI Content Index references the location of disclosure where the information can be found or summarizes the information within the Index. In some cases, the referenced information partially satisfies the referenced disclosure standard. The term 10-K refers to the Annual Report Form 10-K filed for Navistar International Corporation for fiscal year 2018. NIC Proxy Statement refers to the Navistar Notice of 2019 Annual Meeting of Stockholders and Proxy Statement.

GRI Content Index and Disclosures

GRI DISCLOSURES		CONTENT
102-1 to 102-8		Corporate names, description of corporate form are at 10-K Item 1, p. 6. Corporate headquarters are located in Lisle, Illinois, and the Company operates, for the purposes of the content in this Report, in the United States, Canada, Mexico and Brazil. Information as to the scale of the Company is at 10-K, pp. 10-11 (employees); operating segments at 10-K, pp. 8-10; properties at 10-K, pp. 22-23; net sales and revenues at 10-K, p. 26; detailed information on markets served and products provided is at 10-K, pp. 27-41.
102-9	Supply chain	Supply chain is described at 10-K, pp. 11. The monetary value of payments to suppliers is a component costs of goods sold, 10-K, pp. 31-32 along with other factors, including warranty costs.
102-10	Significant changes to the organization and its supply chain	Changes to the organization are described at 10-K, pp. 6-9, 27-30, 37-38.
102-11	Precautionary principle or approach	The Company does not explicitly employ the precautionary approach as a matter of broad policy but may employ such an approach in relation to specific risks.
102-13	Membership of associations	The Company is a member of the Truck and Engine Manufacturers Association, the National Association of Manufacturers, the Ohio Manufacturers Association, the Illinois Manufacturers Association, the Lisle Area Chamber of Commerce, the Naperville Area Chamber of Commerce, and the Chamber of Greater Springfield, Ohio.
102-14	Statement from senior decision maker	Sustainability Report at p.1.
102-15	Key impacts, risks, and opportunities	<p>Impacts</p> <p>Economic impacts are discussed at 10-K, pp. 6-14. Social impacts are discussed at 10-K, p 50 and the governance documents below at 102-18.</p> <p>Key environmental impacts include:</p> <ul style="list-style-type: none"> • Air emissions from operations, including emissions from coating operations. • Emissions from products. We manufacture primarily diesel engine powered vehicles, which have associated emissions in ordinary use. • Emissions related to electricity usage. We use primarily energy from the grid, which has associated emissions upstream from electricity generation. • Our operations use water from local publicly owned water distribution systems. • Our operations have associated water discharges to publicly owned-treatment works, from company owned treatment works to receiving streams and storm water discharges. • Our products use resources, both from recycled and primary sources. • Waste generation and disposal. • Transportation-related emissions. We have a large and diverse supply chain, which has associated emissions. <p>Emissions, waste generation and water usage data are provided in tables 302-1, 306-2 and charts on p.11. Each of the Company's manufacturing plants has an environmental management system in place and certified under ISO 14001. In addition to this, the Company performs regular corporate environmental compliance audits. Risks are discussed at 10-K pp. 14-22.</p>
102-16	Values, principles, standards and norms of behavior	10-K at pp. 6-7, CEO letter, Navistar Sustainability Report 2018, p. 1.
102-17	Mechanisms for advice and concerns about ethics	The Company Code of Conduct and other resources are available to employees. In addition, a hotline and email addresses are available to bring ethics concerns to the attention of appropriate Company personnel and the Audit Committee of the Board. Guidance on ethics concerns is also available from the Law Department, Human Resources and the Internal Audit and Compliance Department.
102-18	Governance structure	See NIC Proxy Statement. The Audit Committee of the Board of Directors has jurisdiction over environmental issues. Navistar governance documents are available at: http://www.navistar.com/navistar/investors/corporategovernance/documents

102-40 List of stakeholder groups

Stakeholder	Approaches to Engagement	Key Issues	How Issues Have Been Addressed
Communities	<ul style="list-style-type: none"> ▪ Direct engagement and dialogue with community members, government officials and NGOs ▪ Encouraging employee and executive engagement with communities 	<ul style="list-style-type: none"> ▪ Jobs ▪ Opportunities for local businesses ▪ Opportunities for local not-for-profits ▪ Environmental impacts 	<ul style="list-style-type: none"> ▪ Providing appropriate employment and supplier opportunities ▪ Working with local and state government officials to assure alignment of needs ▪ Encouraging employee volunteerism and community involvement ▪ Providing philanthropic support to organizations that align with Navistar's strategic priorities, including education ▪ Making contributions and grants to community not-for-profit organizations ▪ Implementing energy and environmental improvements in Company operations, products and services
Dealers	<ul style="list-style-type: none"> ▪ Dealer Advisory Boards ▪ Direct dealer contacts through Company's Dealer Operations unit ▪ Direct dealer contacts through Company's sales and marketing professionals, parts professionals and service professionals 	<ul style="list-style-type: none"> ▪ Product availability ▪ New truck, used truck and parts sales intensity ▪ Saleability of products, parts and service ▪ Post-sales uptime support ▪ Order-to-delivery effectiveness 	<ul style="list-style-type: none"> ▪ Recruitment of new dealers in emerging markets ▪ Company establishment of standards for training and service availability ▪ Issuance of Service Level Authorizations permitting dealer performance of warranty service ▪ Training for dealer personnel ▪ Holistic and automated Dealer Score and Dealer Performance Dashboard ▪ Awards and financial incentives for outstanding dealer performance, as well as difficult discussions for underperforming dealers ▪ Sharing of customer survey data to provide insights into market trends
New Customers	<ul style="list-style-type: none"> ▪ Ongoing customer research ▪ Customer Advisory Boards for truck market segments ▪ Direct Company interaction with customers by sales people or senior executives ▪ Branding and advertising ▪ Marketing communications ▪ Active social media engagements ▪ Quality improvement actions and communication of these activities ▪ Increased activity at industry events and organizations 	<ul style="list-style-type: none"> ▪ Cost competitiveness ▪ Perceived reliability ▪ Fuel economy ▪ Driver issues ▪ Competitive segment issues ▪ Government incentives ▪ Regulation (fuel economy, emissions, driver hours, etc.) ▪ Product innovation ▪ Return on Investment/Residual Value ▪ Warranty coverage period 	<ul style="list-style-type: none"> ▪ Understanding product satisfaction and purchase consideration drivers by customer type and by business, and closing gaps ▪ Developing and communicating targeted action plans based on customer feedback and purchase criteria ▪ Focusing business strategy on innovation and ongoing productivity improvements ▪ Identifying and implementing energy-saving, driver satisfaction and operating cost reduction opportunities for customers ▪ Providing operating cost information on new technologies to facilitate better-informed decisions

102-40 List of stakeholder groups (continued)			
Stakeholder	Approaches to Engagement	Key Issues	How Issues Have Been Addressed
Shareholders & Providers of Capital	<ul style="list-style-type: none"> ▪ Shareholder communications ▪ Board communications 	<ul style="list-style-type: none"> ▪ Monitoring investors' changing expectations ▪ Demonstrating performance that meets socially responsible investor expectations, while also meeting Company's strategic goals 	<ul style="list-style-type: none"> ▪ Regular communications with investors and analysts through quarterly earnings releases, conference calls, participation in industry financial conferences, investor/analyst day events, and SEC documents (8Ks, 10Qs and 10Ks) ▪ Active marketing and face-to-face meetings with shareholders, through conference participation, non-deal roadshows (NDRs), hosting shareholder visits and plant tours ▪ Assuring that senior management is accessible to all stakeholders and providing full access to obtain their thoughts and perspectives ▪ Providing investor feedback to the Board of Directors throughout the year
Suppliers	<ul style="list-style-type: none"> ▪ Supplier selection process ▪ Supplier segment framework ▪ Comprehensive supply agreements ▪ Regular purchase orders ▪ Master service agreements ▪ Operational communications and data sharing 	<ul style="list-style-type: none"> ▪ Assuring supplier performance meets Navistar expectations ▪ Communicating production requirements ▪ Assuring competitiveness ▪ Supplier relationship management ▪ Maintaining supplier relationships ▪ Keeping abreast of developing supplier technology, including energy and emissions improvement opportunities ▪ Aligning Navistar global growth with suppliers ▪ Managing raw materials costs and exposure ▪ Managing for sustainability ▪ Assuring Navistar's ability to source parts in the event of changes in suppliers' financial viability and industry crisis ▪ Assuring suppliers regarding Navistar's own financial performance 	<ul style="list-style-type: none"> ▪ Posting requirements to do business on Company website; supplier scorecard utilized to communicate supplier performance to expectations ▪ Using EDI and supplier capacity questionnaires for capacity assessments ▪ Industry benchmarking and cost modeling, followed by supplier meetings with purchasing supply managers ▪ Holding regularly scheduled executive face-to-face meetings with select suppliers ▪ Holding supplier technology fairs and other meetings between supplier and Navistar engineering teams ▪ Sharing global growth strategies by region with key suppliers; conducting joint reviews of manufacturing footprint (present and future) ▪ Collaborating with suppliers on market forecasts, hedging strategies and joint brokerage ▪ Conducting supplier diversity program; working with suppliers to address materials handling and disposal requirements ▪ Working with suppliers to share financial updates and develop contingency plans ▪ Refining supplier portal to improve two-way communication ▪ Diamond Supplier Awards to help drive supplier performance
Employees, Other Workers and Their Trade Unions	<ul style="list-style-type: none"> ▪ Communications and information sharing ▪ Training ▪ Performance management 	<ul style="list-style-type: none"> ▪ Meeting Company performance goals ▪ Assuring development of employee skill sets needed for business requirements and personal development ▪ Assuring employee support for Company sustainability focus 	<ul style="list-style-type: none"> ▪ Communicating Company strategy to employees through internal communications, executive presentations, team and business unit meetings and public recognition ▪ Development and communication of policies to encourage a progressive, diverse and inclusive work environment ▪ Use of Company's Performance Management system to identify and meet employee developmental needs, both short- and long-term ▪ Provision of competitive compensation and benefit programs ▪ Establishment of proactive employee safety programs ▪ Establishment of internal Employee Resource Groups, based on employee needs

GRI DISCLOSURES		CONTENT
102-41	Collective bargaining agreements	8,400 of our employees are union employees covered by collective bargaining agreements out of 14,000 employees worldwide. See 10-K, pp. 10-11.
102-42	Identifying and selecting stakeholders	In compiling this report, a review of stakeholders with whom the Company has engaged during the reporting period is developed. The stakeholders include those who may have been engaged for any purpose, as discussed under the “Key Issues” section of 102-40.
102-43	Approach to stakeholder engagement	The method of stakeholder engagement depends on the stakeholder group. For example, governmental entities are engaged regularly as a part of routine business for regulatory and other purposes. For a more detailed list of methods by which each stakeholder group is engaged, please see the “Approaches to Engagement” section of 102-40.
102-44	Key topics and concerns raised	Please see “Key Issues” section of 102-40.
102-45	Entities included in the consolidated financial statements	10-K at p. 65.
102-46	Defining report content and topic boundaries	This report addresses the material economic, environmental, and social impacts of the organization, within the context of the boundary of the report as described in 102-45.
102-48	Restatements of information	During calendar year 2018 we ceased production at our Melrose Park Facility, with that facility now being dedicated primarily to research and development, and completed the sale of our railcar business in Cherokee, Alabama, in February 2018. These events did not result in a restatement of information.
102-49	Changes in reporting	There were no significant changes from previous reporting periods in the list of material topics and topic boundaries.
102-50	Reporting period	For environmental data, this report includes data from the 2018 calendar year. For other aspects of this report, including all references to 10-K in this index, the fiscal year 2018 is the appropriate period.
102-51	Date of most recent report	The previous Sustainability Report was issued in calendar year 2018 for the 2017 fiscal year.
102-52	Reporting cycle	Annual
205-2	Communication and training about anti-corruption policies and procedures	Our Vice President of Internal Audit and Chief Compliance Officer is committed to creating an ethical environment. Anti-corruption training is therefore incorporated within our standard training on the Company Code of Conduct. All salaried employees are required to complete e-learning relating to our Code of Conduct on an annual basis. In addition, all U.S.-based production employees receive in-person Code of Conduct training.
302-1	Energy consumption within the organization	Navistar Sustainability Report 2018, pp. 4-5 and Tables in this report: GRI 302-1. Total, Direct, and Indirect Energy Consumption.
302-2	Energy consumption outside of the organization	N/A. The Company currently does not compile information on energy consumption outside of the organization, commonly referred to as Scope 3 sources and emissions.
302-3	Energy intensity	Navistar tracks electric consumption load ratios (consumption loads during nights and weekends versus production period) at its North America manufacturing facilities. Navistar’s major energy consumption facilities in United States participate in USDOE Better Plants Program and track and report their energy consumption intensity reductions on an annual basis.

GRI DISCLOSURES		CONTENT
302-4	Reduction of energy consumption	Navistar Sustainability Report 2018, pp. 4–5 and Tables GRI 302-1 in this report.
302-5	Reductions in energy requirements of products and services	Navistar Sustainability Report 2018, p. 2–3.
303-1	Water withdrawal by source	Navistar Sustainability Report 2018, p. 6 and 11.
303-2	Water sources significantly affected by withdrawal of water	All significant corporate water uses rely on municipally supplied water sources.
303-3	Water recycled and reused	Navistar’s Escobedo, Mexico Assembly Plant is a zero wastewater discharge facility. All wastewater generated at this facility is treated for reuse. Our Santo Amaro, Brazil facility captures and reuses stormwater for their cooling towers. Some other Navistar facilities have modified their once-through cooling water systems to recirculation systems.
305-1	Direct (Scope 1) GHG Emissions	Navistar Sustainability Report 2018, p. 11.
305-2	Energy indirect (Scope 2) GHG emissions	Navistar Sustainability Report 2018, p. 11.
305-5	Reduction of GHG emissions	Navistar realized a 4% reduction in absolute GHG emissions in 2018 over the previous year.
305-6	Emissions of ozone-depleting substances (ODS)	There were no known ODS leaks to the atmosphere in 2018 from our operations.
306-2	Waste by type and disposal method	Navistar Sustainability Report 2018, p. 12.
306-3	Significant spills	The Company had no significant spills during 2018.
306-4	Transport of hazardous waste	Navistar Sustainability Report 2018, p. 5, Table GRI 306-2, hazardous waste.
306-5	Water bodies affected by water discharges and/or runoff	Melrose Park Plant: Stormwater runoff and sanitary wastewater: Stormwater runoff: Storm sewer tributary to Silver Creek. Sanitary wastewater: Metropolitan Water Reclamation District of Greater Chicago Springfield, OH: Moore Run Tulsa: Mingo Creek Huntsville: Bradford Creek
307-1	Non-compliance with environmental laws and regulations	There were no significant fines or sanctions paid for non-compliance with environmental laws and/or regulations in the reporting period.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Navistar Sustainability Report 2018, p. 11. Statistics are reported using U.S. OSHA definitions. In 2018, the OSHA recordable injury/illness rate for Navistar was 1.47, and the lost time case rate was 0.37. There were no occupational diseases in 2018. Other occupational diseases, defined as any non-acute condition such as muscle strain or skin conditions, are included in the injury data. There were no workplace-related fatalities in 2018.

Please note our Disclosure Regarding Forward-Looking Statements at 10k pp. 3–4, which applies to this Sustainability Report and GRI Index. Relevant 10-k filings are available at: <https://www.navistar.com/navistar/investors/shareholderservices/downloads>

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