

From: North, D'Arcy

Subject: Happy Holidays - Thanks To All !!!

I wanted to take a moment to thank everyone for your extraordinary efforts over the past year. The market conditions and industry issues were unprecedented. What we went through in 2021 was one of the worse case scenarios possible, and we persevered and came out on top. We've dealt with a lot of change and distractions over the year and as a team we're now rounding the corner to close out the year successfully and set ourselves up for a great year in 2022. Many of the adverse conditions we've been dealing with will continue in 2022, but as a team we'll deal with that and continue forging a path forward.

Aside from the general success on the operational side of the business, we close out the year wrapping up two major milestones: An agreement to extend the labor contract between Navistar and the UAW through 2026. And, as of Friday of last week, we have completed commercial agreements with GM to extend the contract manufacturing side of the business for both line-1 and line-2 product through September of 2026. These are great accomplishments across the board and lock in Springfield's ongoing business for the next four years. Our performance over the course of the next four years related to cost competitiveness and first-time product quality will be imperative to our continued success beyond 2026. So, I want to thank everyone up front for their concerted efforts to build quality product, keep SAP competitive and keep this facility a safe and great place to work.

As we close out our production activities this week, many of you are participating in the ongoing efforts to reduce our finished goods inventory in offline and get much needed trucks to our customers. What we do here at Navistar is not just a job. We produce essential vehicles for every aspect of the market across the country: emergency vehicles, public work vehicles, buses, construction, vehicles that are moving retail and industrial goods across the country etc., etc. What we do every day, keeps this country moving and getting quality trucks out on the road this season is one of the most important things we can do...people depend on it.

In closing, I want to wish everyone a safe and pleasant holiday season. I hope you get to spend much deserved time with friends and family, and everyone remains healthy and happy. With that said, I would like to remind everyone to remain cautious and aware that the Covid-19 issues are still out there. We strongly encourage everyone to get vaccinated if you haven't already done, and please continue to mask and sanitize to avoid any unnecessary risk. I'm sure everyone will be busy over the holiday season, traveling and enjoying time with family....So, we also encourage everyone, from a precautionary perspective, to mask up and sanitize here at SAP upon return to work in January. This will ensure that we keep SAP a safe environment and facilitate a seamless return to building great trucks.

Thanks Again....Happy Holidays and best wishes for the New Year.

D'Arcy North

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