

**BREAKING
NEW GROUND**
#TECH



CNH
INDUSTRIAL



PARAG GARG

Chief Digital Product Officer

Breaking New Ground



Innovation Sustainability Productivity

R A V E N







**Great Iron
& Great Tech**



A woman with long brown hair, wearing a dark grey short-sleeved button-down shirt, is looking at a tablet. In the background, a large red tractor is visible. To the right, two men are standing in front of a red Case IH tractor. One man is wearing a dark polo shirt and is holding a tablet, while the other man, wearing a red polo shirt and a red baseball cap, is pointing at the tablet. The scene is set outdoors during the day, with a clear blue sky and some clouds. A large red diagonal shape is overlaid on the image, containing the text.

**We help farmers
farm profitably
& sustainably**

**Every farm has
its own unique
challenges**



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 **CONNECTED
PLATFORMS**

 **AUTOMATION**

 **AUTONOMY**



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PLATFORMS**

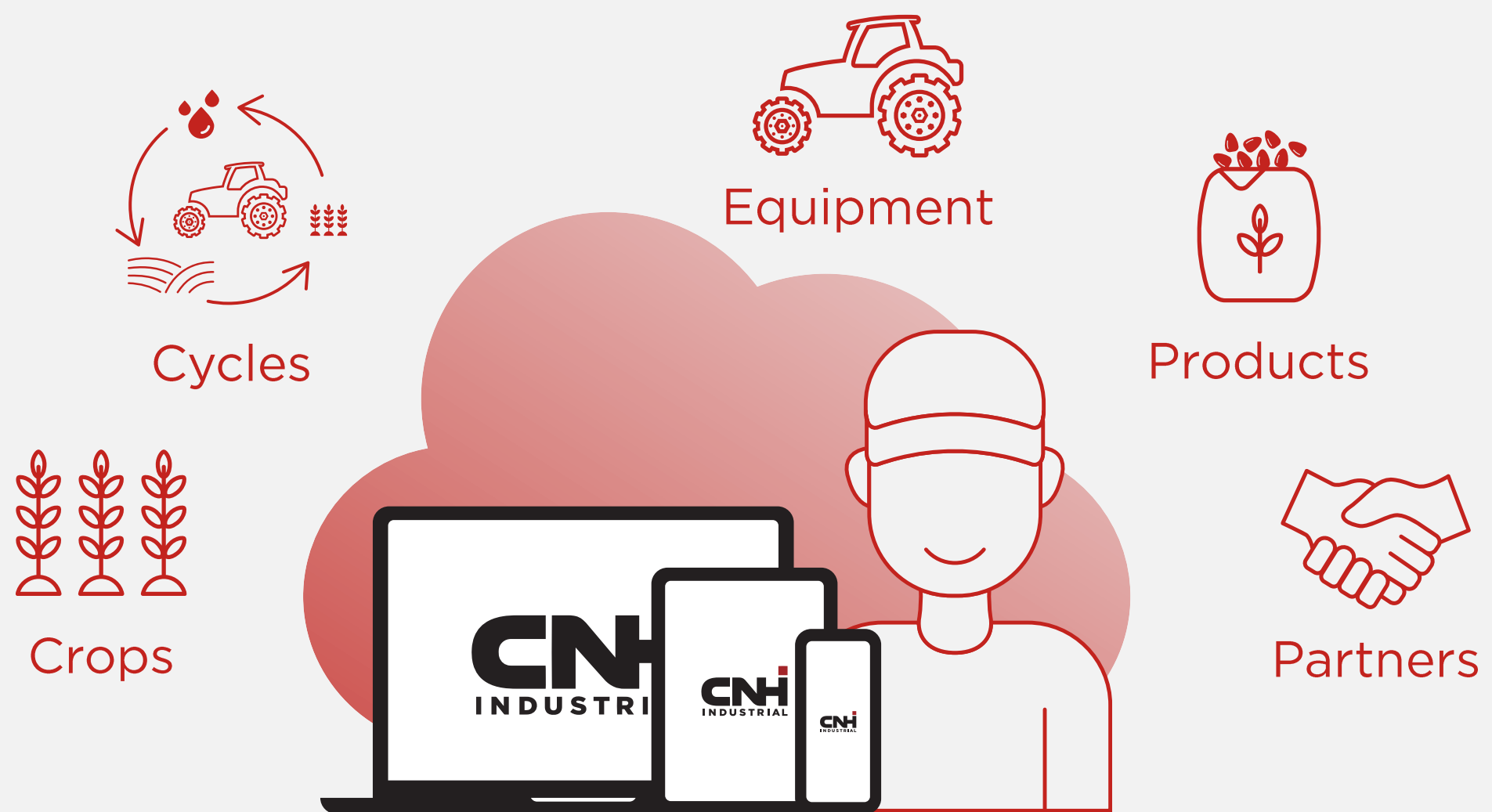


AUTOMATION



AUTONOMY

 **CONNECTED
PLATFORMS**



At the center of
how things work



**CONNECTED
PLATFORMS**



AUTOMATION



AUTONOMY

 **AUTOMATION**



Raven
Advantage

Soil by Soil Precision



Tillage



Soil by Soil Precision



Tillage

17%
fuel savings

Seed by Seed Precision

Planting



Seed by Seed
Precision

Planting



26%
yield increase

Drop by Drop Precision

Application



Drop by Drop
Precision

 **Application**

20%
more acres
per day





Grain by Grain Precision

Harvest



Grain by Grain
Precision

Harvest

33%
less grain loss

Cut by Cut Precision

 Hay &
Forage





Cut by Cut Precision

 Hay &
Forage

15%
increase in
productivity

Fruit by Fruit Precision

Orchard
Vineyard





Fruit by Fruit Precision

Orchard
Vineyard

35%
reduction in
CO₂ per acre





CONNECTED
PLATFORMS



AUTOMATION



AUTONOMY



 **AUTONOMY**

Industry's first
driverless applicator

Raven Autonomy



Autonomous
grain cart
solution

Tech-Centric Culture





**Our people
and culture**



**“When used wisely, technology
can enhance our humanity”**

Lady Suzanne Heywood, Chair, CNH Industrial

**Rethinking how
farming gets done**

Breaking New Ground



Innovation Sustainability Productivity



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SAFE HARBOR STATEMENT AND DISCLOSURE

All statements other than statements of historical fact contained in this presentation, including competitive strengths; business strategy; future financial position or operating results; budgets; projections with respect to revenue, income, earnings (or loss) per share, capital expenditures, dividends, liquidity, capital structure or other financial items; costs; and plans and objectives of management regarding operations and products, are forward-looking statements. Forward looking statements also include statements regarding the future performance of CNH Industrial and its subsidiaries on a standalone basis. These statements may include terminology such as “may”, “will”, “expect”, “could”, “should”, “intend”, “estimate”, “anticipate”, “believe”, “outlook”, “continue”, “remain”, “on track”, “design”, “target”, “objective”, “goal”, “forecast”, “projection”, “prospects”, “plan”, or similar terminology. Forward-looking statements, including those related to the COVID-19 pandemic, are not guarantees of future performance. Rather, they are based on current views and assumptions and involve known and unknown risks, uncertainties and other factors, many of which are outside our control and are difficult to predict. If any of these risks and uncertainties materialize (or they occur with a degree of severity that the Company is unable to predict) or other assumptions underlying any of the forward-looking statements prove to be incorrect, including any assumptions regarding strategic plans, the actual results or developments may differ materially from any future results or developments expressed or implied by the forward-looking statements. Factors, risks and uncertainties that could cause actual results to differ materially from those contemplated by the forward-looking statements include, among others: the continued uncertainties related to the unknown duration and economic, operational and financial impacts of the global COVID-19 pandemic and the actions taken or contemplated by governmental authorities or others in connection with the pandemic on our business, our employees, customers and suppliers; supply chain disruptions, including delays caused by mandated shutdowns, industry capacity constraints, material availability, and global logistics delays and constraints; disruption caused by business responses to COVID-19, including remote working arrangements, which may create increased vulnerability to cybersecurity or data privacy incidents; our ability to execute business continuity plans as a result of COVID-19; the many interrelated factors that affect consumer confidence and worldwide demand for capital goods and capital goods-related products, including demand uncertainty caused by COVID-19; general economic conditions in each of our markets, including the significant economic uncertainty and volatility caused the war in the Ukraine and by COVID-19; changes in government policies regarding banking, monetary and fiscal policy; legislation, particularly pertaining to capital goods-related issues such as agriculture, the environment, debt relief and subsidy program policies, trade and commerce and infrastructure development; government policies on international trade and investment, including sanctions, import quotas, capital controls and tariffs; volatility in international trade caused by the imposition of tariffs, sanctions, embargoes, and trade wars; actions of competitors in the various industries in which we compete; development and use of new technologies and technological difficulties; the interpretation of, or adoption of new, compliance requirements with respect to engine emissions, safety or other aspects of our products; production difficulties, including capacity and supply constraints and excess inventory levels; labor relations; interest rates and currency exchange rates; inflation and deflation; energy prices; prices for agricultural commodities; housing starts and other construction activity; our ability to obtain financing or to refinance existing debt; price pressure on new and used equipment; the resolution of pending litigation and investigations on a wide range of topics, including dealer and supplier litigation, intellectual property rights disputes, product warranty and defective product claims, and emissions and/or fuel economy regulatory and contractual issues; security breaches, cybersecurity attacks, technology failures, and other disruptions to the information technology infrastructure of CNH Industrial and its suppliers and dealers; security breaches with respect to our products; our pension plans and other post-employment obligations; political and civil unrest; volatility and deterioration of capital and financial markets, including other pandemics, terrorist attacks in Europe and elsewhere; our ability to realize the anticipated benefits from our business initiatives as part of our strategic plan; our failure to realize, or a delay in realizing, all of the anticipated benefits of our acquisitions, joint ventures, strategic alliances or divestitures and other similar risks and uncertainties, and our success in managing the risks involved in the foregoing.

Forward-looking statements are based upon assumptions relating to the factors described in this presentation, which are sometimes based upon estimates and data received from third parties. Such estimates and data are often revised. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are outside CNH Industrial's control. CNH Industrial expressly disclaims any intention or obligation to provide, update or revise any forward-looking statements in this announcement to reflect any change in expectations or any change in events, conditions or circumstances on which these forward-looking statements are based. Further information concerning CNH Industrial, including factors that potentially could materially affect CNH Industrial's financial results, is included in CNH Industrial's reports and filings with the U.S. Securities and Exchange Commission (“SEC”), the Autoriteit Financiële Markten (“AFM”) and Commissione Nazionale per le Società e la Borsa (“CONSOB”).

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