



Opening Remarks

Scott W. Wine
CHIEF EXECUTIVE OFFICER

CNI
INDUSTRIAL



Breaking New Ground

Innovation Sustainability Productivity



TODAY'S PRESENTERS



Parag Garg

CHIEF DIGITAL
OFFICER

Precision Technology



Derek Neilson

PRESIDENT,
AGRICULTURE

Agriculture Segment



Stefano Pampalone

PRESIDENT,
CONSTRUCTION

Construction Segment



Selin Tur

VICE PRESIDENT,
ADVANCED TECHNOLOGIES
AND INNOVATIONS

**Electrification &
Alternative Fuels**



Kelly Manley

CHIEF DIVERSITY &
INCLUSION, SUSTAINABILITY
AND TRANSFORMATION OFFICER

Sustainability



Oddone Incisa

CHIEF FINANCIAL
OFFICER

Financials

THE NEW CNH INDUSTRIAL

GREAT IRON



GREAT TECHNOLOGY



Precision
Agriculture

Autonomy

Electrification

Alternative
Fuels

RAVEN



GREATER CUSTOMER FOCUS

A Winning Combination



1. Strategic Partnership

ENHANCING OUR CULTURE ... TO DRIVE RESULTS

for customers, employees,
shareholders, and all stakeholders

OUR BELIEFS

- > Customer first
- > One team
- > Grow together
- > Make it simple
- > Be the best





AGRICULTURE

- › Strong global player in >**\$100B** market
- › Renowned brands supporting growth
- › Leadership in machine automation
- › Raven accelerates precision / margins
- › Pioneer in alternative propulsion

CONSTRUCTION

- › Strong brand / network in the Americas
- › Healthy outlook for profitable growth
- › Extensive synergies with Agriculture segment
- › Co-investment in digital / electrification
- › Enhancing and expanding partnerships

A FOCUSED AGRICULTURE AND CONSTRUCTION BUSINESS

Winning through improvements in **product, brand and distribution**

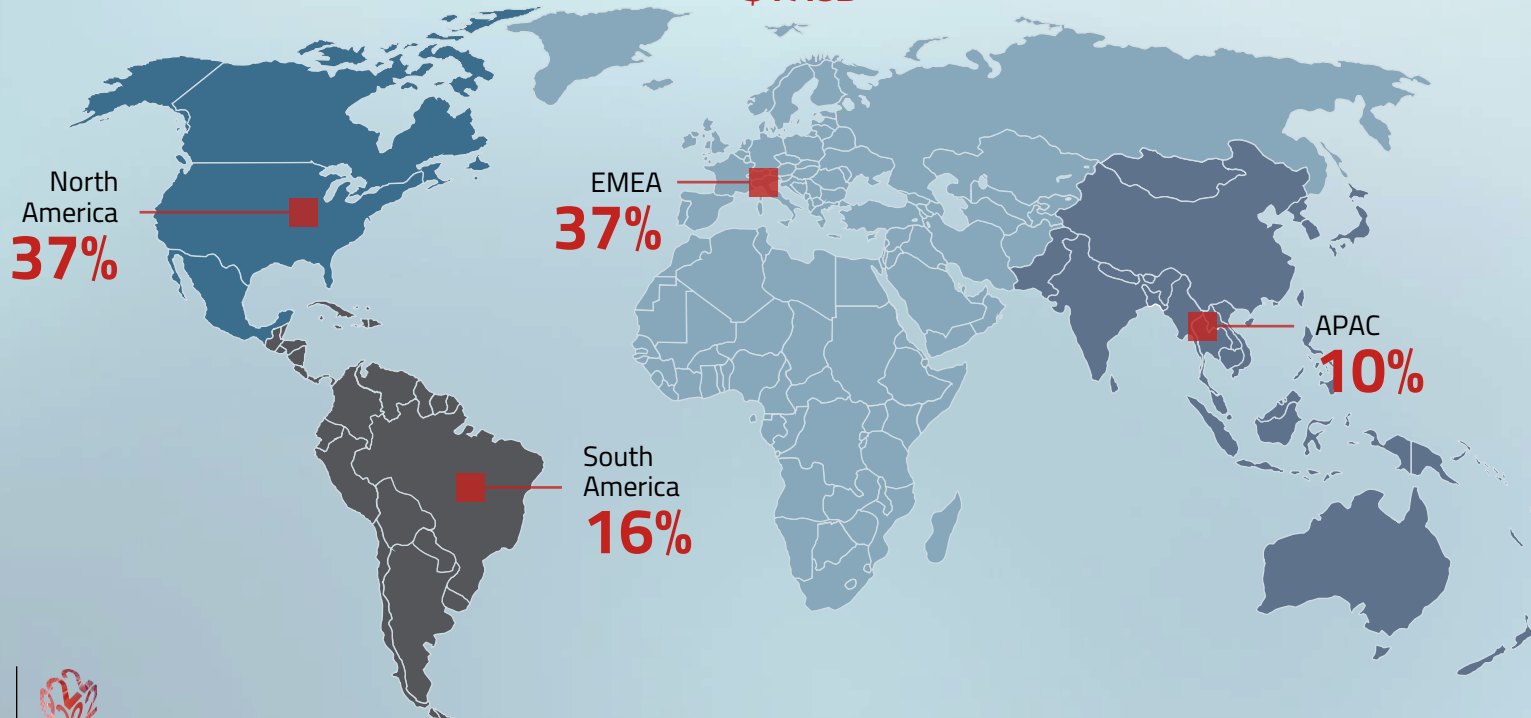
CNH INDUSTRIAL REVENUES, 2021 (PRO FORMA)
\$19.5B



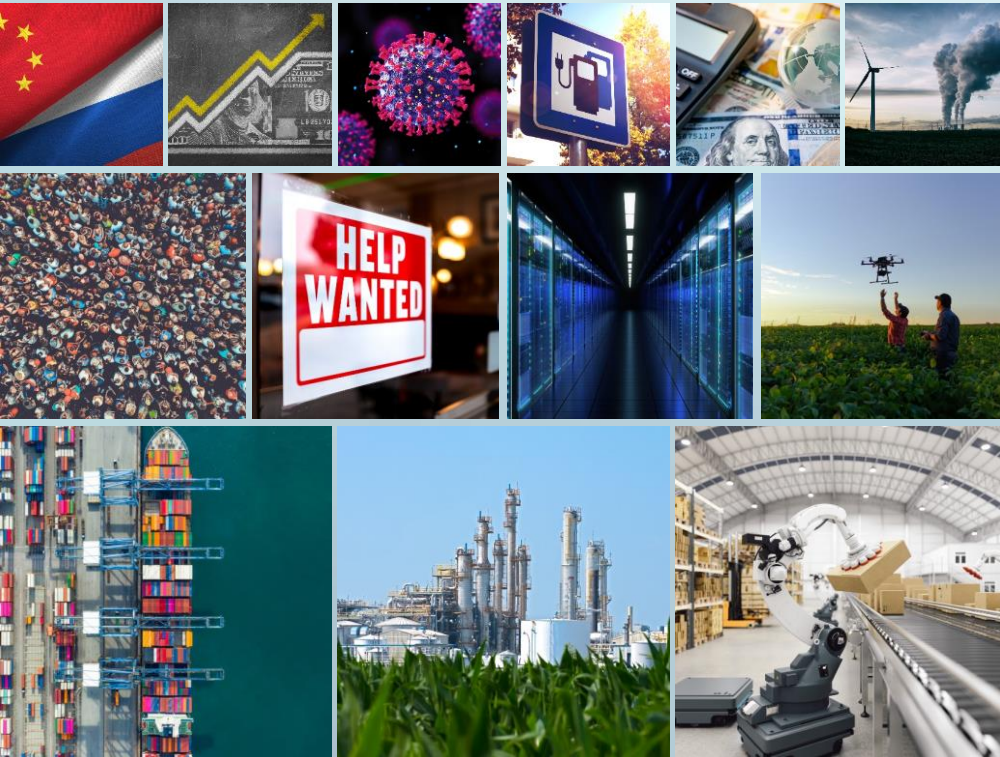
A STRONG GLOBAL PRESENCE

Significant international **balance and reach**

CNH INDUSTRIAL NET SALES, 2021 (PRO FORMA)
\$17.8B



COMPETING IN A DYNAMIC WORLD



COVID-19

Geopolitics

Global debt

Inflation

Climate change

Supply chain

Cyberthreats

Tech acceleration

AI / Machine learning

Electrification / Biofuels

Precision / Autonomy



IMPACT ON OUR BUSINESS

INDUSTRY DRIVERS



Population growth
NA infrastructure bill

Farm mechanization / digitalization
Availability / cost of skilled labor



Farm income
Global weather patterns

Residential building
Agriculture cycle



Rising interest rates
Semiconductor capacity

Geopolitical tensions
Regulations

STRATEGIC PRIORITIES

CUSTOMER
INSPIRED
INNOVATION



TECHNOLOGY
LEADERSHIP



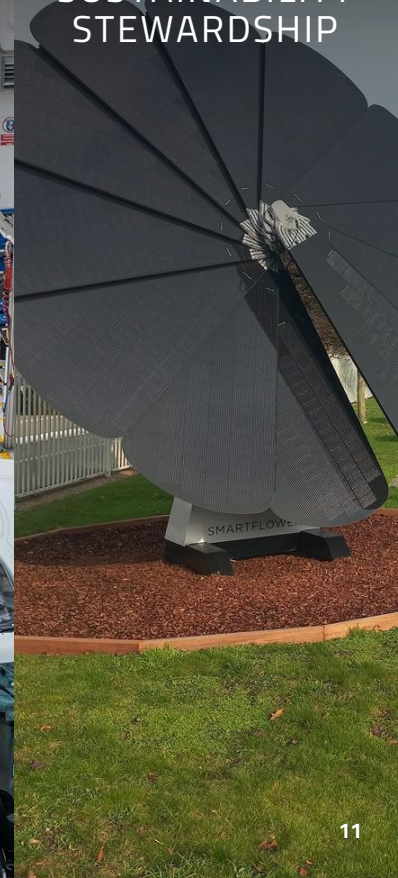
BRAND
AND DEALER
STRENGTH



OPERATIONAL
EXCELLENCE



SUSTAINABILITY
STEWARDSHIP



RESULTS FOCUS

Key targets to measure success **by 2024**



CUSTOMER
SUCCESS



+15
NPS points



FREE CASH FLOW



>70%
conversion



MARKET
SHARE GAINS¹



200+
basis points



ROIC



~19%
industrial



MARGIN
EXPANSION



24%+
gross margin



SUSTAINABILITY



SBTi
commitment



RAVEN UPDATE

Largest acquisition in CNH Industrial's history –
Accelerating plans for **successful integration**

TEAM / CULTURE

Reverse integration progressing well

New tech already deployed by **joint teams**

Strong fit with **customer-focused** culture

Plug and play Raven's innovation process

TECHNOLOGY

Combination of two **precision agriculture pioneers**

Continued leadership in **automation**

Leap-frog on **autonomy**

Synergistic **data platforms**, open ecosystem

Positive results and outlook

**Strong buyer interest for
Engineered Films & AeroStar¹**



1. Raven Industries Inc. business units held for sale by CNH Industrial

SPRAYER



AUTOCART



New products

Full automation and autonomy solutions for the farm

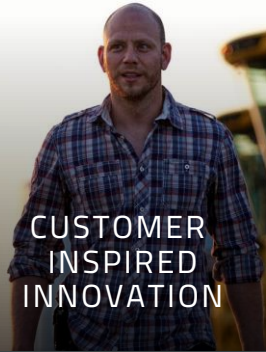


APPLICATOR



... and much more to come

A RUNNING START



CUSTOMER
INSPIRED
INNOVATION



TECHNOLOGY
LEADERSHIP



BRAND
AND DEALER
STRENGTH



OPERATIONAL
EXCELLENCE



SUSTAINABILITY
STEWARDSHIP

- > Spin / positive transformation
- > 2x more customer facing roles
- > 5x more tech hirings vs. 2020
- > Strong partner ecosystem
- > Monarch / Augmenta investments
- > Raven acquisition

- > Global vision / regional execution
- > Agriculture brand synergies / governance
- > Dealer engagement / CRM deployment
- > Leaner, flatter and more agile org
- > CNH Industrial Business System
- > Strategic sourcing launched

- > Top ESG scores
- > Increased women in leadership roles
- > Sustainable Tractor of the Year 2022



Strategic Priorities

CUSTOMER INSPIRED INNOVATION

Customer focus drives everything we do

Solving great challenges

200+ product launches

Superior user experience

Rigorous "in field" R&D at scale

100% connected machines



MARGIN EXPANSION



CUSTOMER SUCCESS



MARKET SHARE GAINS



SUSTAINABILITY



Strategic Priorities

TECHNOLOGY LEADERSHIP

Improve productivity, yield, control and sustainability

Full autonomous farming cycle

Modular and scalable tech stack

Accelerating precision offerings

10+ products with alternative propulsion

CNH Industrial Ventures



CUSTOMER SUCCESS



MARKET SHARE GAINS



ROIC



MARGIN EXPANSION



SUSTAINABILITY



Strategic Priorities

BRAND AND DEALER STRENGTH

Enhancing brand prominence and dealer engagement

Global brands / preferred local partners

Brand-specific product identity

100% of dealers digitalized

Optimize brands for profitable growth

10M touchpoints from connectivity



CUSTOMER SUCCESS



MARKET SHARE GAINS



MARGIN EXPANSION



Strategic Priorities

OPERATIONAL EXCELLENCE

Accelerate continuous improvement with CNH Industrial Business System

\$550M+ operational efficiencies

Strategic sourcing = value creation

Customer-focused end-to-end processes

50% injury frequency rate reduction

World-class quality and delivery



CUSTOMER SUCCESS



FREE CASH FLOW



MARGIN EXPANSION



Strategic Priorities

SUSTAINABILITY STEWARDSHIP

World-class environmental stewardship built on strong foundations

SBTi commitment

50% CO₂ reduction vs. 2018

Biogas circularity

>20% women in leadership roles

New Sustainability Committee



CUSTOMER
SUCCESS



ROIC



SUSTAINABILITY

CAPITAL ALLOCATION POST-SPIN

As a stronger company, we will drive shareholder value while **maintaining our track record of disciplined capital management**

THREE YEAR INCREASE IN INVESTMENT

Agriculture
▲ **53%**



Construction
▲ **26%**



Technology¹
▲ **68%**

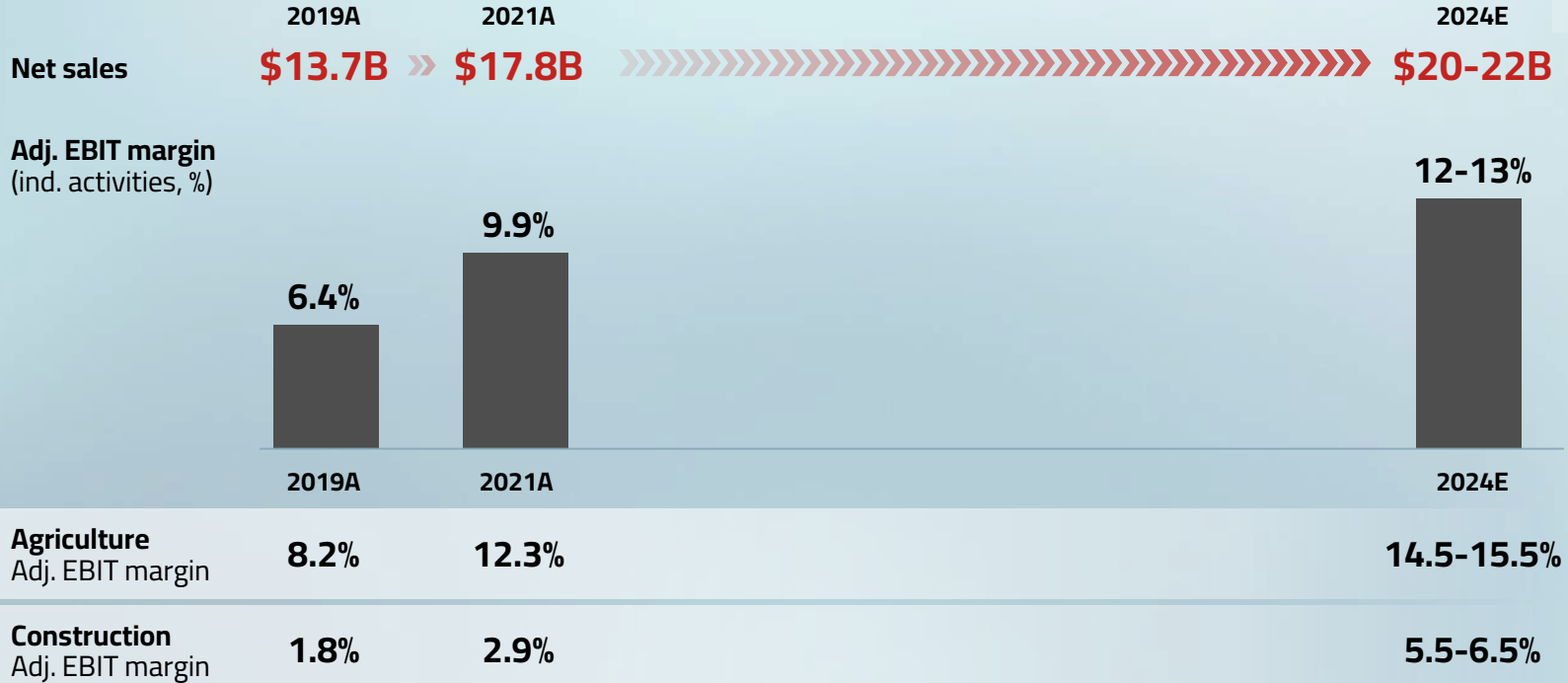


Investment to accelerate organic growth
Strong balance sheet and credit rating
Return cash to shareholders
Disciplined M&A: capability / profitable growth



FINANCIAL TARGETS

~6% CAGR revenue growth and ~300bps EBIT margin improvement for industrial activities



WHAT TO EXPECT

> Enhanced capabilities

Organic strengths
and acquired assets

> Bold action

Customer focused,
playing to win

> Deep experience

One team, pursuing
common goals

> Solid foundation

Advancing with
purpose and pace