

The slide features a background image of a cornfield at sunset, with a dark treeline on the horizon. The image is overlaid with several semi-transparent red rectangular blocks of varying sizes and positions. A white square is located in the upper left corner. The text is centered on a large red rectangular area in the middle of the slide.

Agriculture Segment

Derek Neilson
PRESIDENT, AGRICULTURE

The logo for CNH Industrial, consisting of the letters 'CNH' in a large, bold, white sans-serif font, with the word 'INDUSTRIAL' in a smaller, white sans-serif font directly below it.

CNH
INDUSTRIAL



AGRICULTURE

Helping farmers feed a **growing population**

2 global
full-liner brands

180+
years of history

200
countries

6,500+
sales / service points

29
plants worldwide

18
R&D centers globally

\$14.7B
net sales in 2021

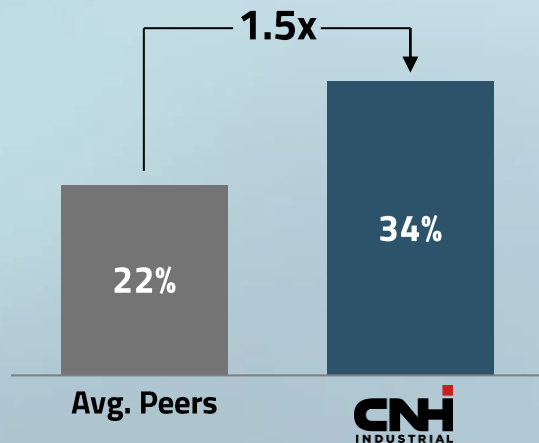
12.3%
adj. EBIT margin 2021

AGRICULTURE RUNNING START

Key achievements in 2019-2021

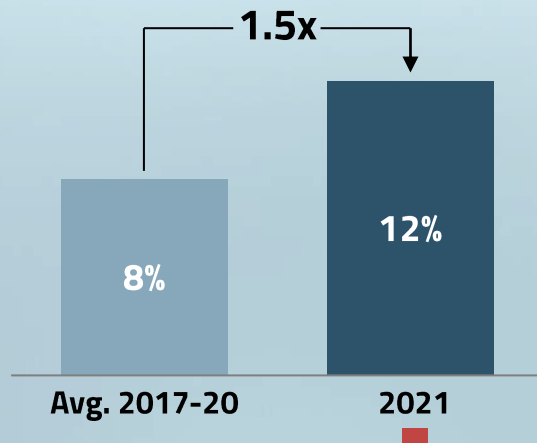
HIGHER SALES GROWTH vs PEERS

Net sales growth agriculture, 2019 vs. 2021



NEW PROFITABILITY LEVELS

CNH Industrial adj. EBIT, 2017-20 vs. 2021



Successful management of supply chain crisis

PRODUCT LINE EXPANSION THROUGH TECHNOLOGY

New products



New partners¹



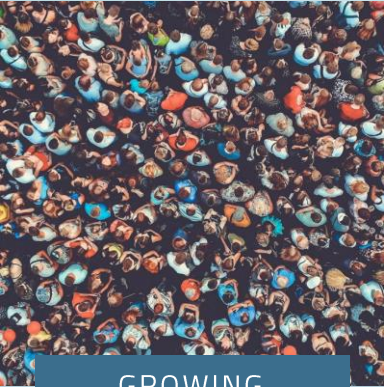
1. Monarch and Bennamann brands are not owned by CNH Industrial

Note: peer revenues refer only to Agriculture or Agriculture and Complementary Products; some peers have a different fiscal year period vs. CNH Industrial

EVOLVING CONTEXT FOR OUR FARMERS

By **listening to our farmers everyday** we understand the challenges and opportunities that are **reshaping agriculture**

OUR FARMERS ...



GROWING POPULATION

... will need to feed 10 billion people by 2050



SCARCITY OF RESOURCES

... are facing resource and labor shortages



TECHNOLOGY

... need technology to increase productivity



SUSTAINABILITY

... are committed to improving sustainability



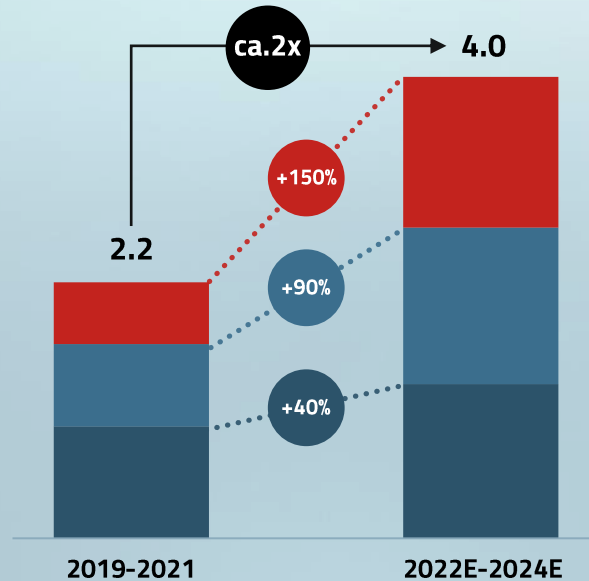
SUPPLY CHAIN

... are under pressure from supply chain issues



We are **reshaping**
our investments
to respond to our
customers' needs

R&D AND CAPEX INVESTMENTS (\$BILLIONS)



- > **Great technology**
Precision technology and alternative propulsion for productivity and sustainability
- > **Great iron**
Constant hardware upgrades for best-in-class performance, safety, uptime and comfort
- > **Capacity and productivity**
Renewed focus on safety, quality and productivity across production facilities

STRATEGIC PRIORITIES

CUSTOMER
INSPIRED
INNOVATION



TECHNOLOGY
LEADERSHIP



BRAND
AND DEALER
STRENGTH



OPERATIONAL
EXCELLENCE



SUSTAINABILITY
STEWARDSHIP



OUR FARMERS

Our Agriculture brands are proud to be the **farmers' preferred local partner**

We understand each **farmer is unique** within the diverse global farming landscape

We serve them through tailored **brands, products** and **distribution networks**



FARM TYPES



FARM SIZES



TECH NEEDS



OUR BRANDS' STRONG HERITAGE

FULL-LINER GLOBAL BRANDS

7 generations of loyal farmers and 4M+ machines sold¹



~ **\$7B** sales
in 2021

Focus on large
grains, cash crops
and sugarcane



~ **\$7B** sales
in 2021

Focus on small
grains, hay and
forage, livestock

FOCUSED REGIONAL BRANDS



DIGITAL AND PRECISION AG GLOBAL BRANDS

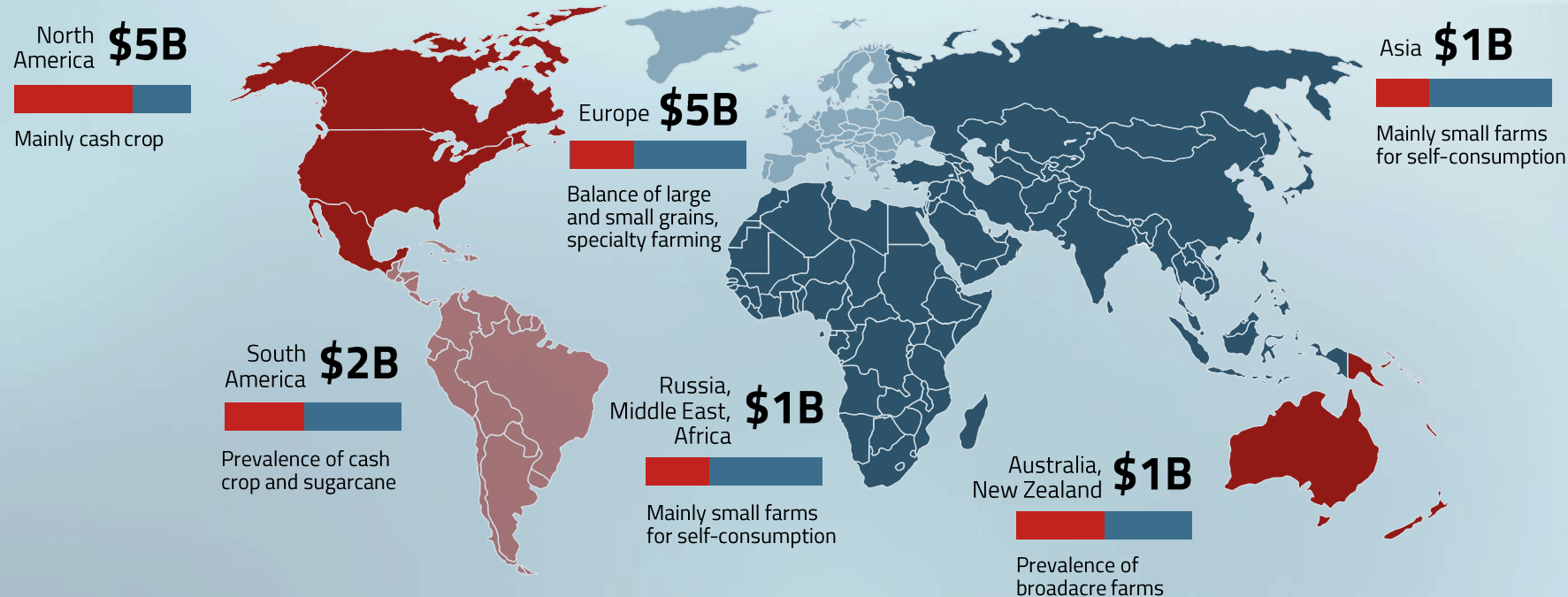


1. Since CNH Industrial foundation in 1999

OPTIMIZED MULTI-BRAND STRATEGY

Brands setup to be the **preferred local partner** based on the specific needs of each size and type of farm

REVENUE BY REGION AND BRAND, 2021



Average farm size

- Large
- Mid-Large
- Mid-Small
- Small

PRODUCTS DESIGNED TO SERVE OUR FARMERS

Continuous improvement of our **product portfolio**, tailoring each product to **customers' needs**



Autonomy



Alternative Propulsion

LARGE TRACTORS

2021



300HP+



250-300HP

2022



140-180HP



180-250HP



AutoCart

2023



2024



SMALL TRACTORS



Specialty



Methane



Specialty



<100HP



HARVESTING



SA Case IH Combines



EU CX Combine



Sugarcane



NA NH Combines



Combine automation



CROP PRODUCTION HAY & FORAGE



VCRB Premium



Self Prop Windrower



Sprayer



Auto-Till



Planter



40 launches in 2021

150+ connectivity / automation enabled launches in 2022-24



EVOLVING GREAT IRON TO THE NEXT LEVEL

Best in class technology on **next gen HHP tractor** for improved **productivity and comfort**



UPTIME VS. COMPETITION

Industry best autonomy

>40% uptime

Longer service interval

Up to 50%

USER EXPERIENCE

Quietest cab in the industry

Powerful climate control

+30% airflow

Improved vision

11% more glass



PERFORMANCE AND CONNECTIVITY

Highest gross vehicle weight

Real time data sharing

Steering and end of row turns

+14% productivity

Axle and exhaust brake

+15% capacity



GREAT TECH TO PRODUCE MORE WITH LESS

Leveraging **precision technology** to redefine frontiers in **performance and sustainability**



PERFORMANCE

Optimized visual guidance

20% more acres/day

Automated boom control

50%+ better ground following

Most powerful high-speed steering system

+10-20% productivity

CUSTOMER EXPERIENCE

Redesigned ergonomic handle

**95% of most used controls
at operator's fingertips**

Soft air ride suspension

Increased stability and comfort

ENVIRONMENT

Optimized application control

10-20% less fertilizer¹

Constant application rates

Reduced crop damage

Improved nighttime visibility

Less power usage



INNOVATION TO BENEFIT FARMERS

As a global **leader in harvesting**, we will continue to build on **20+ years of automation awards**

PERFORMANCE

Process automation

+20% productivity

Auto guidance

+15% productivity

Feed rate control

+10% throughput

ENVIRONMENT

Grain sample monitoring
to reduce grain damage

Strawwalker speed

-10% grain loss

Cleaning fan control

10% less impurities



23 innovation awards
over the last 20+ years



FARMERS' RETURN

Grain quality

+10% higher grain price

Residue automation

+5% yield in next crop

Smart sensors

+20% reliability

NETWORK DIGITALIZATION

We will continue to **enhance customer experience** offering **digital tools** to our **3,000+ dealers** and **6,500+ sales / service points** globally

> FACTORY FIT CONNECTED UNITS

+140% connected machines in 2021 YoY

> UPTIME TECH USE CASES

2,000 analytics triggers, **+30%** customer uptime

> DEALER CONTROL ROOM

7 connected services, **4M+** service calls

> DEALER WORKFORCE UPSKILLING

350K+ people, **140K+** days of training



10+ bps increase
in NPS in 2021

20% sales related to
parts and services

~ \$500M EFFICIENCIES PROGRAM

Three industrial projects launched for **the next three years**

➤ **LOGISTICS "BACK TO NORMAL"**

Supply chain and logistics flow optimization and normalization after 2021-22 challenges

➤ **STRATEGIC SOURCING PROJECT**

Performance improvement leveraging global supplier base, program governance already in place

➤ **LEAN OPERATIONS**

New CNH Industrial Business System taking advantage of WCM¹ foundations to further improve efficiency and quality



NET-ZERO FARMING VISION

Commitment to **sustainability** through the development of a **greener product range** focusing on alternative fuels and electrification

ALTERNATIVE FUELS

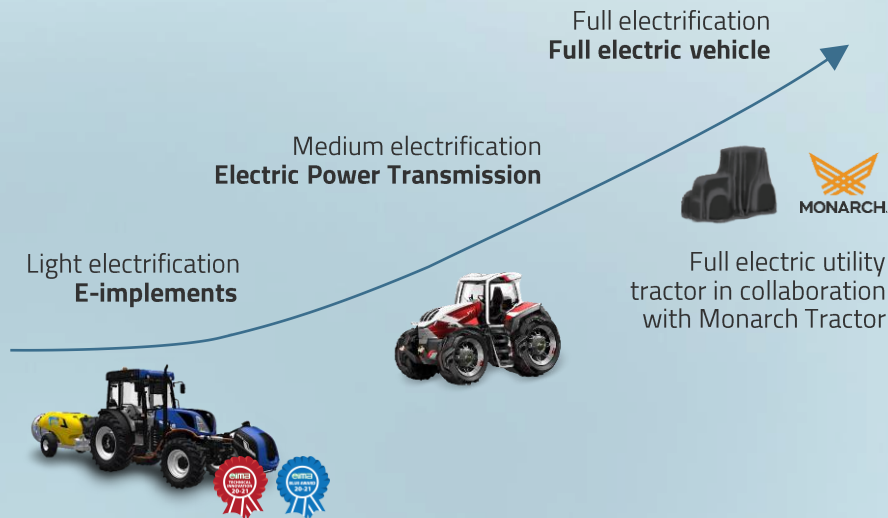
New T6 Methane tractor already launched



Technology applied to other product platforms

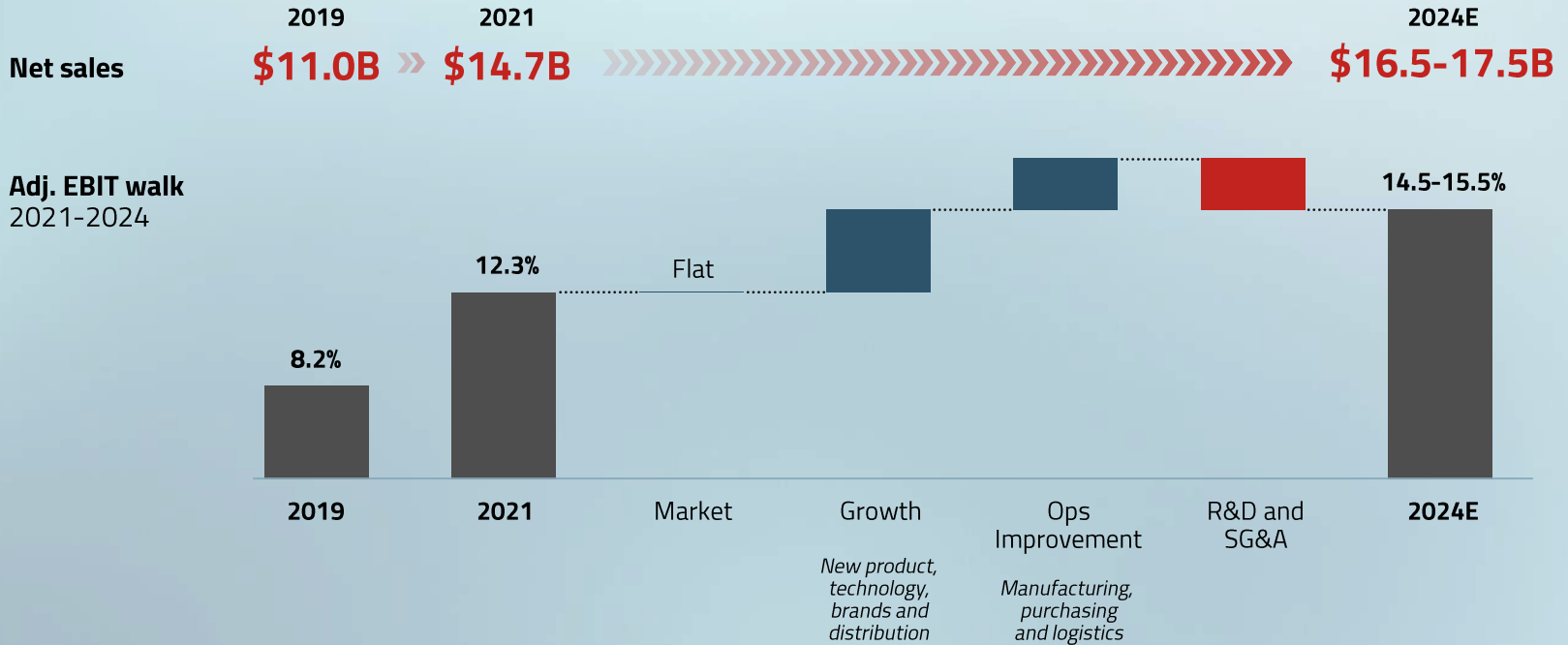
ELECTRIFICATION

Committed to bringing our customers electric technologies within the plan horizon



FINANCIAL TARGETS

We will grow content and market share while boosting operations to **improve EBIT and sustain an ambitious investment plan**



OUR PATH TO NEW HEIGHTS

- › We have the most **balanced geographic presence**
- › We continue to invest significantly to bring **customers great iron** and **great technology**
- › We have a strong **product pipeline** to support farmers increase **productivity** and **sustainability**
- › Increased focus on **customer centricity** to bring further value and trust through **Brands and Dealers**
- › We maintain our commitment to **sustainability** leadership
- › As a historical **pioneer** of agriculture, dedicated to serving our **customers**, we continue to **reach new heights**





Breaking
New Ground

Innovation Sustainability Productivity



INNOVATION



SUSTAINABILITY



PRODUCTIVITY