



Financials

Oddone Incisa
CHIEF FINANCIAL OFFICER



CNH
INDUSTRIAL

DISCLAIMER AND BASIS OF THE PRESENTATION



The 2019 and 2021 results presented herein are unaudited Pro Forma financial information that has been prepared to represent the combined historical results of operations, financial position and cash flows of the business structure that is controlled by CNH Industrial N.V. following the Demerger. The unaudited Pro Forma financial information presented excludes the Iveco Group financial information. This financial information has been derived from the consolidated financial statement and accounting records of CNH Industrial N.V..

Beginning with the first quarter of 2022, the Iveco Group's financial results for periods prior to the Demerger will be reflected in CNH Industrial N.V. consolidated statement of income, retrospectively, as discontinued operations. Additionally, the related assets and liabilities associated with the discontinued operations in the prior year consolidated balance sheet will be classified as discontinued operations.

The unaudited Pro Forma financial information (1) is presented based on information currently available, (2) is intended for informational purposes only, (3) is not necessarily indicative of and do not purport to represent what the Off-Highway operating results would have been had the Demerger occurred as described or what the future operating results will be after giving effect to the Demerger and (4) does not reflect any actions that might be taken by management after the Demerger.

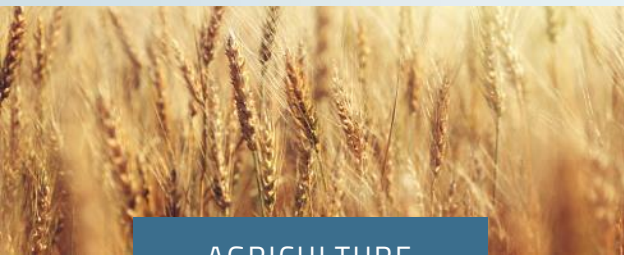
Figures presented in accordance with US GAAP. Non-GAAP measures as defined in Appendix.

FX assumptions as per most recent market forecast for 2022, with 1.20 EUR/USD, and then held flat thereafter.

Macroeconomic assumptions consistent with the current global scenario with growing GDP, and stable inflation/interest rates after 2022.

KEY HIGHLIGHTS, 2024 TARGETS

All segments strongly contributing to CNH Industrial's **growth and profitability**



AGRICULTURE

Stable industry across well-balanced geos

Continued commercial excellence

\$500M operational efficiencies

\$4.0B¹ R&D and Capex on new products and tech

Ready for new heights

Sales

\$16.5-17.5B

Adj. EBIT %

14.5-15.5%



CONSTRUCTION

Transformation story

Strong market in U.S.

Richer portfolio

\$60M operational efficiencies

Investment Synergies with Agriculture

Ready for profitable growth

Sales

\$3.7-4.5B

Adj. EBIT %

5.5-6.5%



FINANCIAL SERVICES

Growth with industrial activities' sales

Enhanced customer experience

New solutions and markets

Discipline in credit cycle

Efficiencies through Centers of Excellence

Ready for the evolving business environment

Portfolio

~\$26B

Net income

\$360-380M

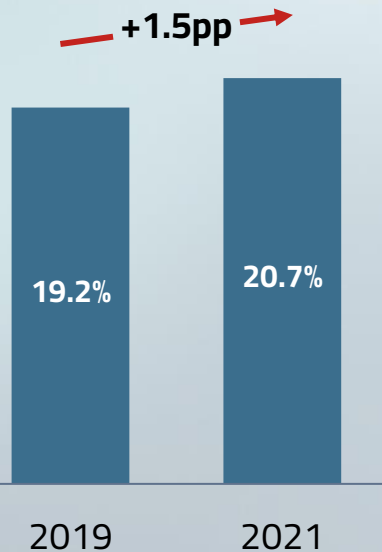
~ \$4.4B of Free Cash Flow of Industrial Activities (cumulative 2022-2024)



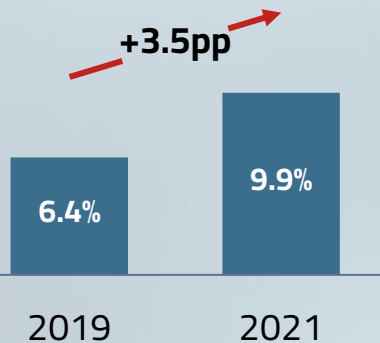
RUNNING START

CNH Industrial to build on **strong financial improvements 2019-2021** (Pro Forma)

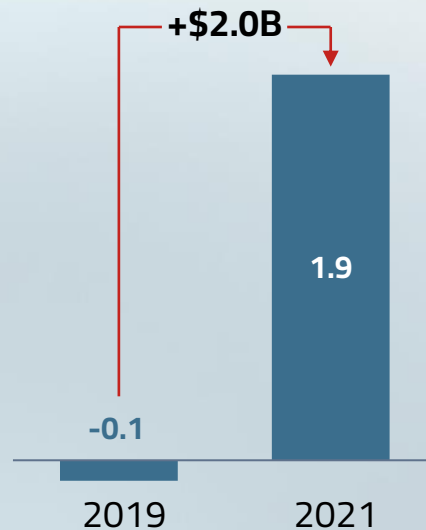
Gross Margin of Industrial Activities (%)



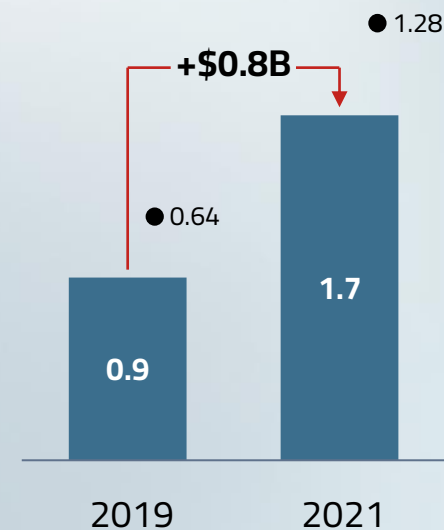
Adj. EBIT Margin of Industrial Activities (%)



FCF of Industrial Activities (\$B)

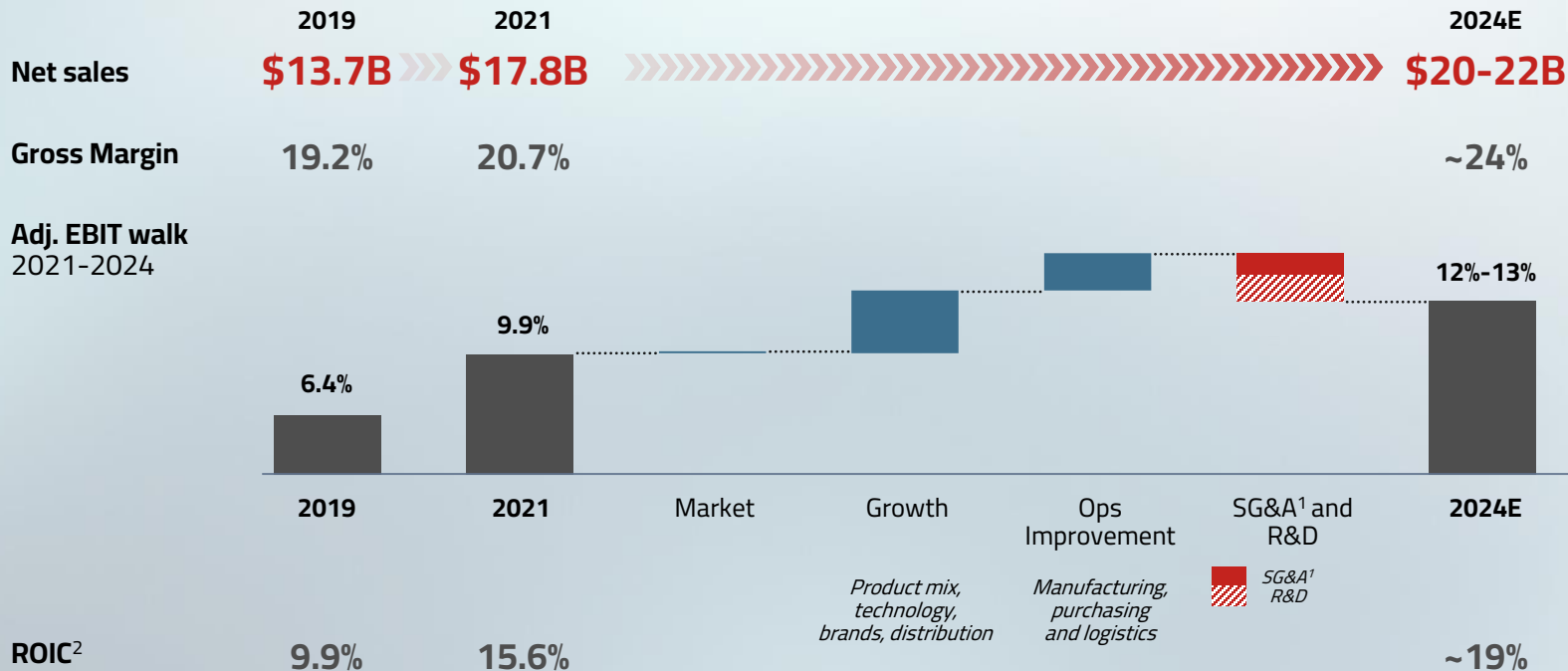


Adj. Net Income (\$B) ● Adj. EPS (\$/share)



INDUSTRIAL ACTIVITIES' DRIVERS

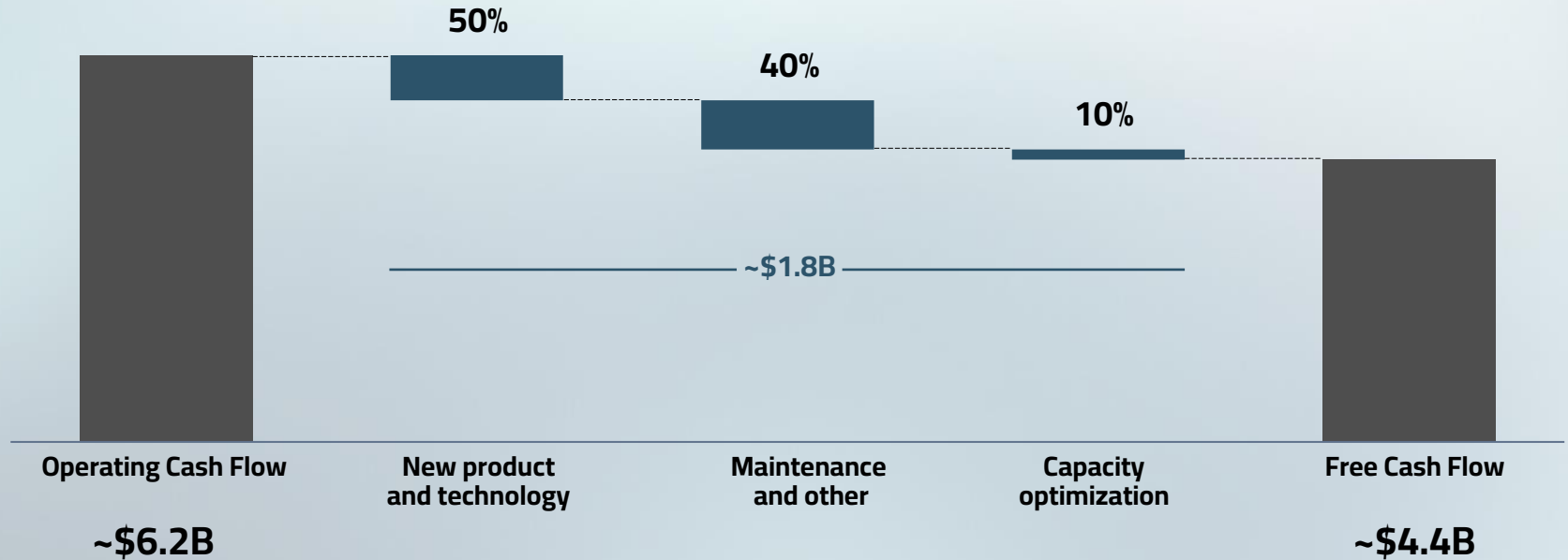
Growth as key element underlying EBIT expansion – minimal market impact



CAPEX ALLOCATION

Operating cash flow funding **future growth**

Capex allocation 2022-2024





FINANCIAL SERVICES

Competitive edge to our brands, supporting their customers and dealers

> CUSTOMER EXPERIENCE

Strengthen our relationship with **dealers & customers** through loyalty programs and rewards

> DIGITALIZATION

Modernization of operational systems

New technology for **virtual presence** with customers

Expanding **Centers of Excellence**

> INNOVATION

Revolving account product insourcing

Expanding retail financing solutions in **key and new markets**

Flexible financing solutions, including Pay Per Use

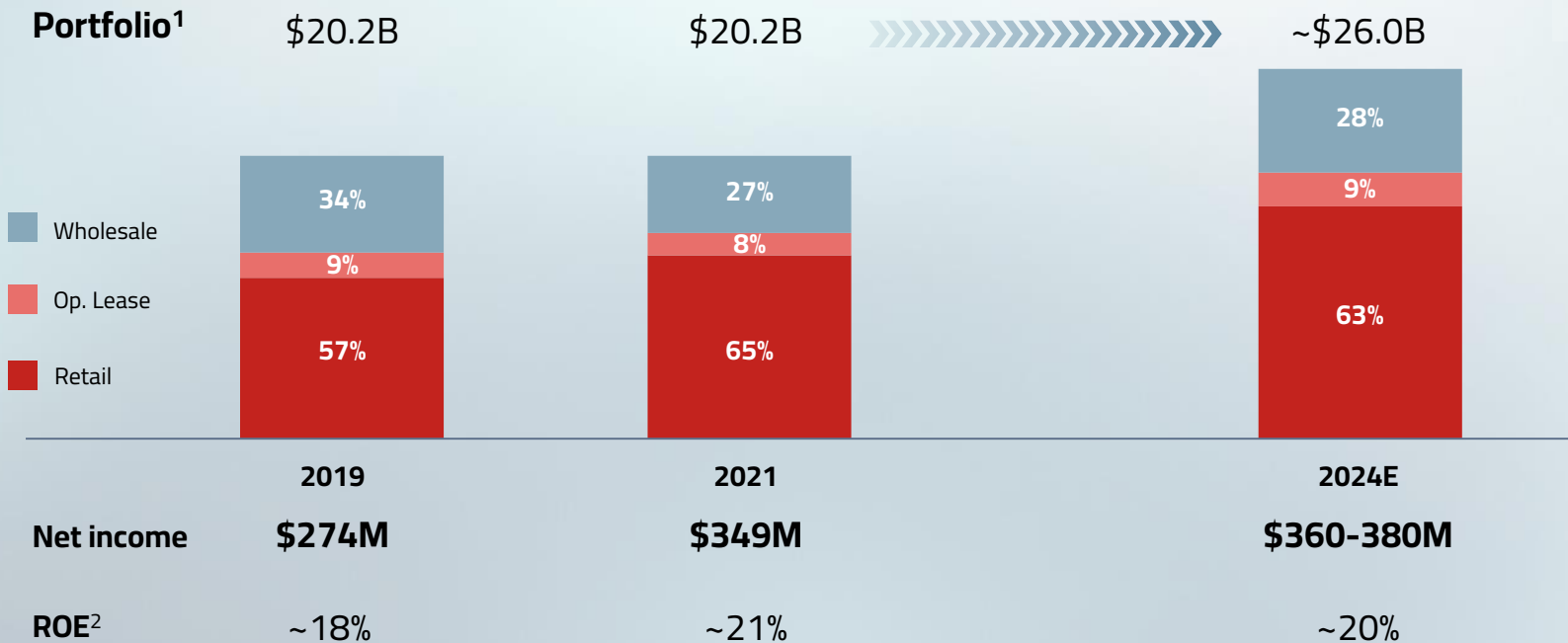
> SOLID CREDIT POSITION

Enhanced credit decision making with data analytics

Best in class performance

FINANCIAL SERVICES TARGETS

Growing portfolio driven by **retail financing expansion**



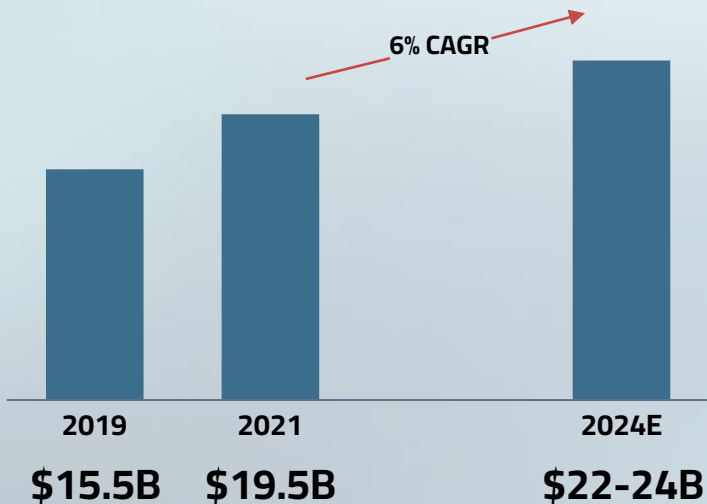
1. Managed Portfolio including JVs 2. Adj. EBIT (pre-tax) / Average Equity

CNH INDUSTRIAL'S CONSOLIDATED OUTLOOK

Revenues and net income evolution

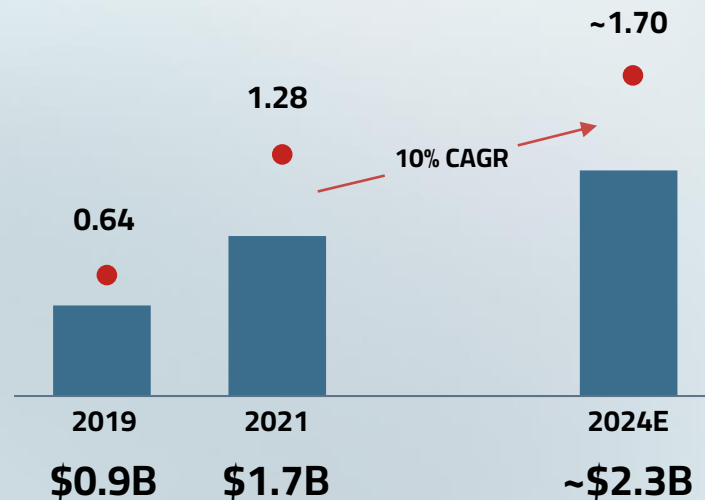
Revenues

Industrial Activities + Financial Services



Adj. Net Income

● Adj. EPS (\$/share)



CAPITAL ALLOCATION PRIORITIES

Sustain **growth** and ensure shareholders **returns**, while maintaining a **strong balance sheet**

> ORGANIC GROWTH

Support organic and sustain future growth through operating cash flow reinvestments

> CREDIT RATING

Commit to investment grade, and target upgrades during the plan

> GROSS DEBT

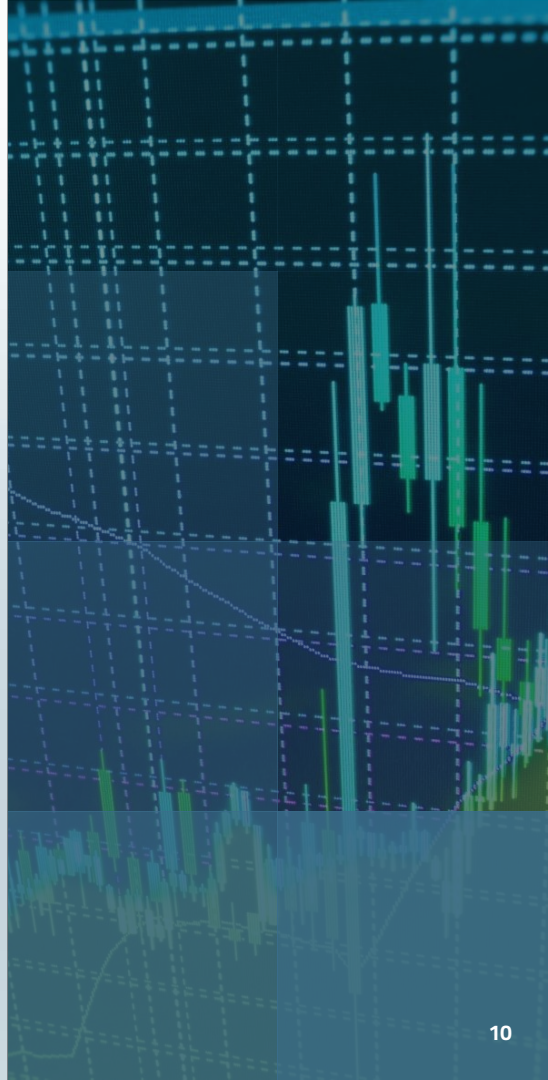
Reduce industrial debt through strong free cash flow

> SHAREHOLDER RETURNS

Maintain a dedicated and consistent dividend and share buyback policy

> INORGANIC GROWTH

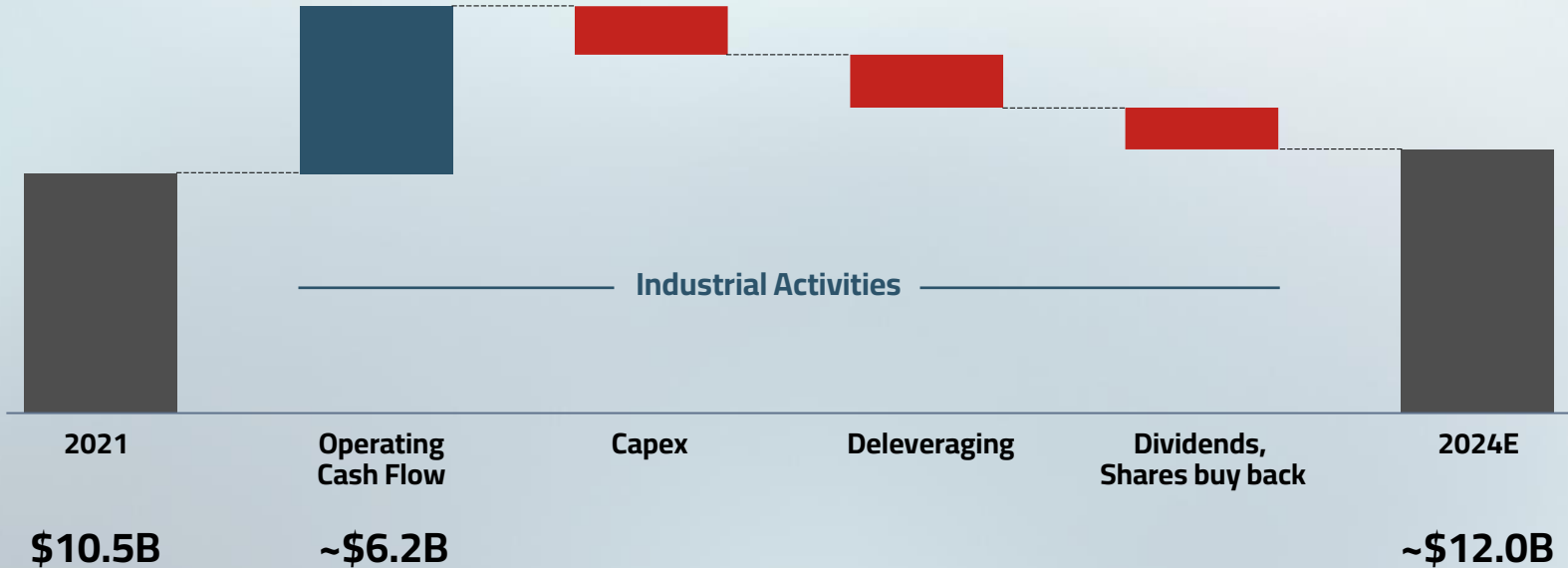
Maintain optionality for disciplined and well-structured M&A



AVAILABLE LIQUIDITY OVER PLAN HORIZON

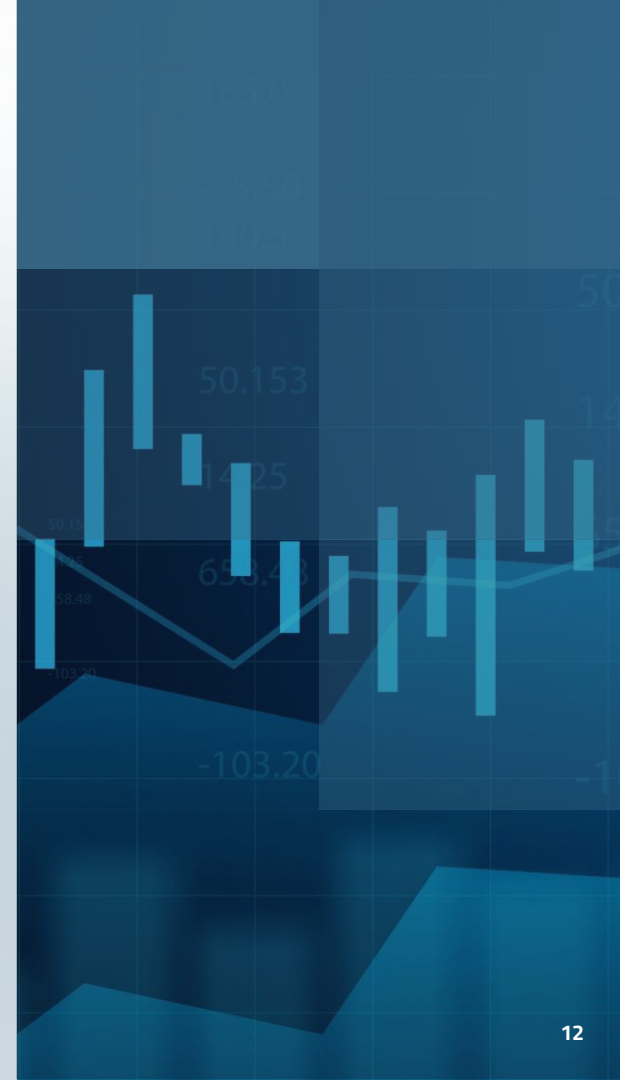
Manage liquidity leveraging significant operating cash flow generation from Industrial Activities

Available Liquidity walk (2021 through 2024)



KEY FIGURES SUMMARY

	OUTLOOK	2021 TO 2024
Net Sales	\$20-22B in 2024	~6% CAGR
Gross Margin	above 24% in 2024	>300 bps increase
R&D	~\$2.6B (2022-2024)	Step-up to ~4.5% of Net Sales
Adj. EBIT Margin	12-13% in 2024	200-300 bps increase
Adj. EBITDA	\$3.0-3.2B in 2024	~14% CAGR
ROIC (%)	~19% in 2024	>300 bps increase
CAPEX	~\$1.8B (2022-2024)	Step-up to ~3.0% of Net Sales
Free Cash Flow	~\$4.4B (2022-2024)	Net Debt free in 2023
Adj. Net Income	~\$2.3B in 2024	~10% CAGR
Adj. Diluted EPS	~\$1.70 in 2024	>1.3x vs. 2021



Key: **XX** = Industrial figures **XX** = Consolidated figures

OUR PATH TO SHAREHOLDER VALUE

- › We build on a **healthy portfolio** of industrial activities advantaged by distinctive **financial services**
- › We **invest in new products and tech** to support **gross margin** growth and prepare for a **sustainable** future
- › We will **deleverage** gross and net debt with cash from the business
- › We will preserve our track record of **disciplined capital management** and have optionality for M&A
- › We will deliver **long-term value** for our shareholders and a **positive contribution to society**





Breaking
New Ground

Innovation Sustainability Productivity



INNOVATION



SUSTAINABILITY



PRODUCTIVITY

APPENDIX – NON-GAAP FINANCIAL MEASURES



CNH Industrial monitors its operations through the use of several non-GAAP financial measures. CNH Industrial's management believes that these non-GAAP financial measures provide useful and relevant information regarding its operating results and enhance the readers' ability to assess CNH Industrial's financial performance and financial position. Management uses these non-GAAP measures to identify operational trends, as well as make decisions regarding future spending, resource allocations and other operational decisions as they provide additional transparency with respect to our core operations. These non-GAAP financial measures have no standardized meaning under U.S. GAAP or EU-IFRS and are unlikely to be comparable to other similarly titled measures used by other companies and are not intended to be substitutes for measures of financial performance and financial position as prepared in accordance with U.S. GAAP and/or EU-IFRS.

CNH Industrial's non-GAAP financial measures are defined as follows:

Adjusted EBIT of Industrial Activities: is defined as net income (loss) before income taxes, Financial Services' results, Industrial Activities' interest expenses, net, foreign exchange gains/losses, finance and non-service component of pension and other post-employment benefit costs, restructuring expenses, and certain non-recurring items. In particular, non-recurring items are specifically disclosed items that management considers rare or discrete events that are infrequent in nature and not reflective of on-going operational activities.

Adjusted EBITDA: is defined as Adjusted EBIT plus depreciation and amortization.

Adjusted Net Income (Loss): is defined as net income (loss), less restructuring charges and non-recurring items, after tax.

Adjusted Diluted EPS: is computed by dividing Adjusted Net Income (loss) attributable to CNH Industrial N.V. by a weighted-average number of common shares outstanding during the period that takes into consideration potential common shares outstanding deriving from the CNH Industrial share-based payment awards, when inclusion is not anti-dilutive. When we provide guidance for adjusted diluted EPS, we do not provide guidance on an earnings per share basis because the GAAP measure will include potentially significant items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end.

Adjusted Income Taxes: is defined as income taxes less the tax effect of restructuring expenses and non-recurring items, and non-recurring tax charges or benefits.

Adjusted Effective Tax Rate (Adjusted ETR): is computed by dividing a) adjusted income taxes by b) income (loss) before income taxes and equity in income of unconsolidated subsidiaries and affiliates, less restructuring expenses and non-recurring items.

Net Cash (Debt) and Net Cash (Debt) of Industrial Activities: Net Cash (Debt) is defined as total debt less intersegment notes receivable, cash and cash equivalents, restricted cash, other current financial assets (primarily current securities, short-term deposits and investments towards high-credit rating counterparties) and derivative hedging debt. CNH Industrial provides the reconciliation of Net Cash (Debt) to Total (Debt), which is the most directly comparable measure included in the consolidated balance sheets. Due to different sources of cash flows used for the repayment of the debt between Industrial Activities and Financial Services (by cash from operations for Industrial Activities and by collection of financing receivables for Financial Services), management separately evaluates the cash flow performance of Industrial Activities using Net Cash (Debt) of Industrial Activities.

Free Cash Flow of Industrial Activities (or Industrial Free Cash Flow): refers to Industrial Activities, only, and is computed as consolidated cash flow from operating activities less: cash flow from operating activities of Financial Services; investments of Industrial Activities in assets sold under buy-back commitments, assets under operating leases, property, plant and equipment and intangible assets; change in derivatives hedging debt of Industrial Activities; as well as other changes and intersegment eliminations.

Available Liquidity: is defined as cash and cash equivalents plus restricted cash, undrawn medium-term unsecured committed facilities and other current financial assets (primarily current securities, short-term deposits and investments towards high-credit rating counterparties).

Change excl. FX or Constant Currency: CNH Industrial discusses the fluctuations in revenues on a constant currency basis by applying the prior year average exchange rates to current year's revenues expressed in local currency in order to eliminate the impact of foreign exchange rate fluctuations.

ROIC, Return On Invested Capital: applied to Industrial Activities, only, is defined as ratio between Adjusted EBIT after-tax and the average invested capital, which includes third party Debt plus Equity less Goodwill

Unaudited Pro Forma Combined Financial Information: refers to the CNH Industrial as if the Demerger had happened in previous periods. It represents the combined historical results of operations, financial position and cash flows of the Off-Highway Business that is now controlled by CNH Industrial N.V. following the Demerger. It excludes the Iveco Group financial information for all periods presented and has been derived from the consolidated financial statements and accounting records of CNH Industrial N.V.

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 by COVID-19; travel bans, border closures, other free movement restrictions, and the introduction of social distancing measures in our facilities may affect in the future our ability to operate as well as the ability of our suppliers and distributors to operate; 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 vehicles; the resolution of pending litigation and investigations on a wide range of topics, including dealer and supplier litigation, follow-on private litigation in various jurisdictions after the settlement of the EU antitrust investigation of the Iveco Group announced on July 19, 2016, 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; further developments of the COVID-19 pandemic on our operations, supply chains, distribution network, as well as negative evolutions of the economic and financial conditions at global and regional levels; 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. Reconciliations of non-GAAP measures to the most directly comparable GAAP measure are included in this presentation, which is available on our website at www.cnhindustrial.com.

Forward-looking statements are based upon assumptions relating to the factors described in this earnings release, 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”).