

Breaking New Ground

Innovation Sustainability Productivity

Strategic Business Plan Highlights

01

Customer Inspired Innovation

02

Technology Leadership

FIVE STRATEGIC PRIORITIES

which underpin CNH Industrial's strategic roadmap

03

Brand & Dealer Strength

04

Operational Excellence

05

Sustainability Stewardship

CUSTOMER INSPIRED INNOVATION & GROWTH



Net sales of Industrial Activities to grow to **\$20-22bn** by 2024 with CAGR of **~6%** from 2021



Gross margin of Industrial Activities expected to grow to **24%+** **>300bps** by 2024



R&D spend **~4.5%** of net sales in 2024



Adjusted 2024 EBIT margin of Industrial Activities **of ~12% to 13%**, **>200bps** increase from 2021



Adjusted EPS of above **\$1.70** by 2024

DISCIPLINED INVESTMENT STRATEGY



ROIC of Industrial Activities to achieve **~19%** by 2024



Cumulative 2022-2024 **free cash flow** of Industrial Activities projected over **~\$4.4 billion**



Net debt free on Industrial Activities by 2023



~\$1.5 billion of **dividends & buy-backs** (2022-2024)

LEADING ESG & SUSTAINABILITY STEWARDSHIP



30% reduction in fertilizer use through precision tech



90% renewable electricity by 2030



100% more people benefitting from **local community initiatives** by 2024 (vs 2018)

INDUSTRY LEADING ALTERNATIVE PROPULSION OFFERING



Enabler of zero emissions farming

Biomethane tractors in production - 2022 Sustainable Tractor of the Year

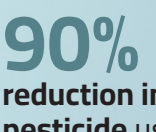
Electric construction machinery

Electric hybrid technology development

Strong industry partnerships



Commitment to **Science Based Targets** initiative



90% reduction in pesticide use



100% of plants with photovoltaic systems by 2040



50% reduction in CO₂/hr production by 2030 vs 2018



90% recyclability for new products by 2030



95% waste recovered at company plants by 2024



20% women in leadership positions by 2024

INNOVATIVE AND ACCELERATED PRECISION TECHNOLOGY ROADMAP

Continued leadership in automation

Plug and Play Autonomy

Fully integrate and deepen Raven's precision capabilities

+140% connected machines Y-o-Y (2021)

100% target for dealers to be digitalized

DIVERSIFIED PRODUCT LINE UP GREAT IRON & GREAT TECHNOLOGY

+200 product launches over plan period

Symbiotic relationship between agriculture & construction segments

Investment in dealer strength & digitalization

Sales/Service points:

Agriculture 6,500+
Construction 2,600+