



Breaking
New Ground

Innovation Sustainability Productivity

Q2 2023 RESULTS REVIEW
July 28, 2023



SAFE HARBOR STATEMENT AND DISCLOSURES

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 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: economic conditions in each of our markets, including the significant uncertainty caused by the war in the Ukraine; production and supply chain disruptions, including industry capacity constraints, material availability, and global logistics delays and constraints; the many interrelated factors that affect consumer confidence and worldwide demand for capital goods and capital goods-related products, 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; labor relations; interest rates and currency exchange rates; inflation and deflation; energy prices; prices for agricultural commodities and material price increases; 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 pandemics (such as the COVID-19 pandemic), 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 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 presentation 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”). All future written and oral forward-looking statements by CNH Industrial or persons acting on the behalf of CNH Industrial are expressly qualified in their entirety by the cautionary statements contained herein or referred to above.

Q2 2023 | MAIN ACHIEVEMENTS



Record Q2 margins in both
Agriculture and Construction



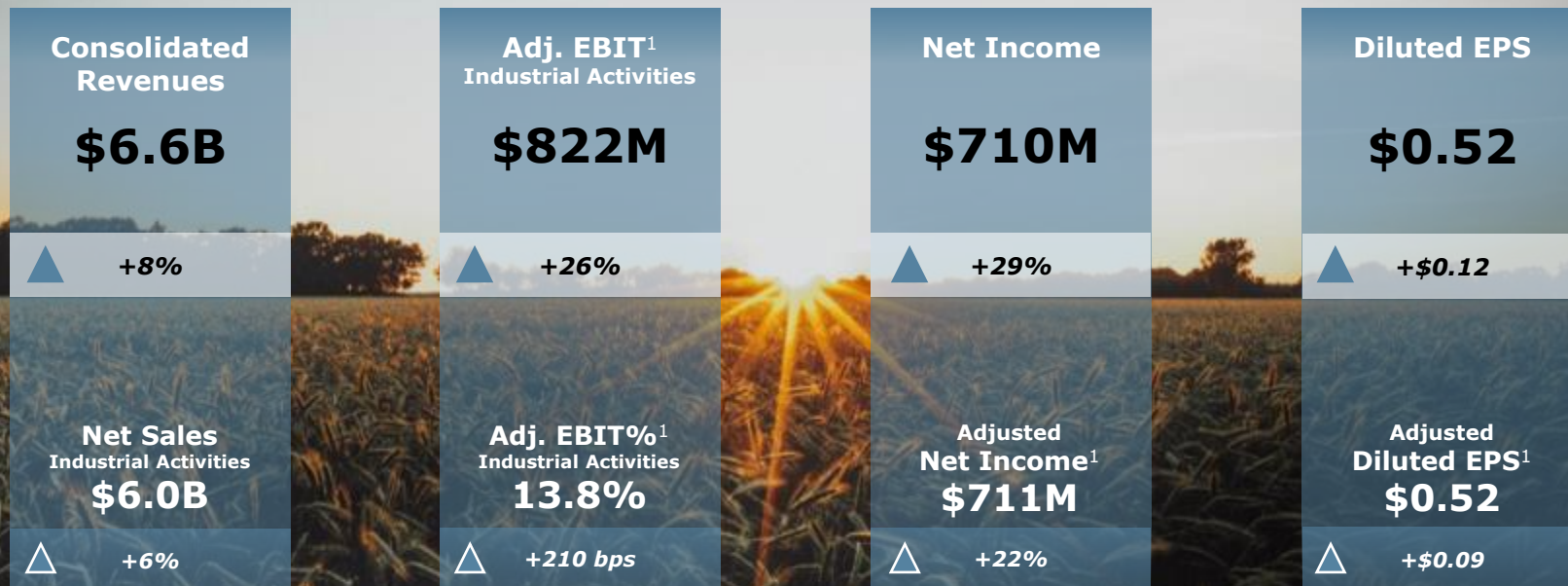
Highest North America HHP tractor
production levels since 2015



CNH Business System driving
operational efficiencies



Q2 2023 | RESULTS



▲▼ YoY vs Q2 2022



Q2 2023 | BUSINESS HIGHLIGHTS

Agriculture set new Gross and EBIT margin records

Construction hit \$1B+ quarterly net sales for the first time

Order books opened for MY24; sustained tractor demand

Continued growth in precision solutions adoption

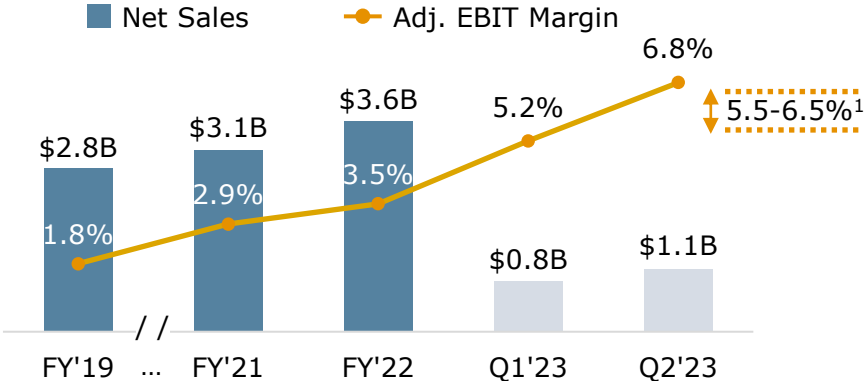
New Straddle Tractor range introduced

Published 2022 Sustainability Report



CONSTRUCTION MOMENTUM

Sales & Adj. EBIT Margin Trend



Capitalizing on Sampierana product and technology integration

North American market strength

Leveraging distribution synergies with Ag

(1) 2024E margin targets from Feb-22 CMD



STRATEGIC PRIORITIES

CUSTOMER
INSPIRED
INNOVATION



TECHNOLOGY
LEADERSHIP



BRAND
AND DEALER
STRENGTH



OPERATIONAL
EXCELLENCE



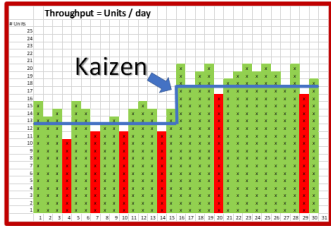
SUSTAINABILITY
STEWARDSHIP



OPERATIONAL EXCELLENCE: CNH BUSINESS SYSTEM (CBS)



Compass Room



CBS employs Kaizen / Lean Toolsets and Root Cause Problem Solving

Daily Management System prioritizes & solves site systemic problems

Strategy Deployment drives innovative breakthrough change



Daily Management System



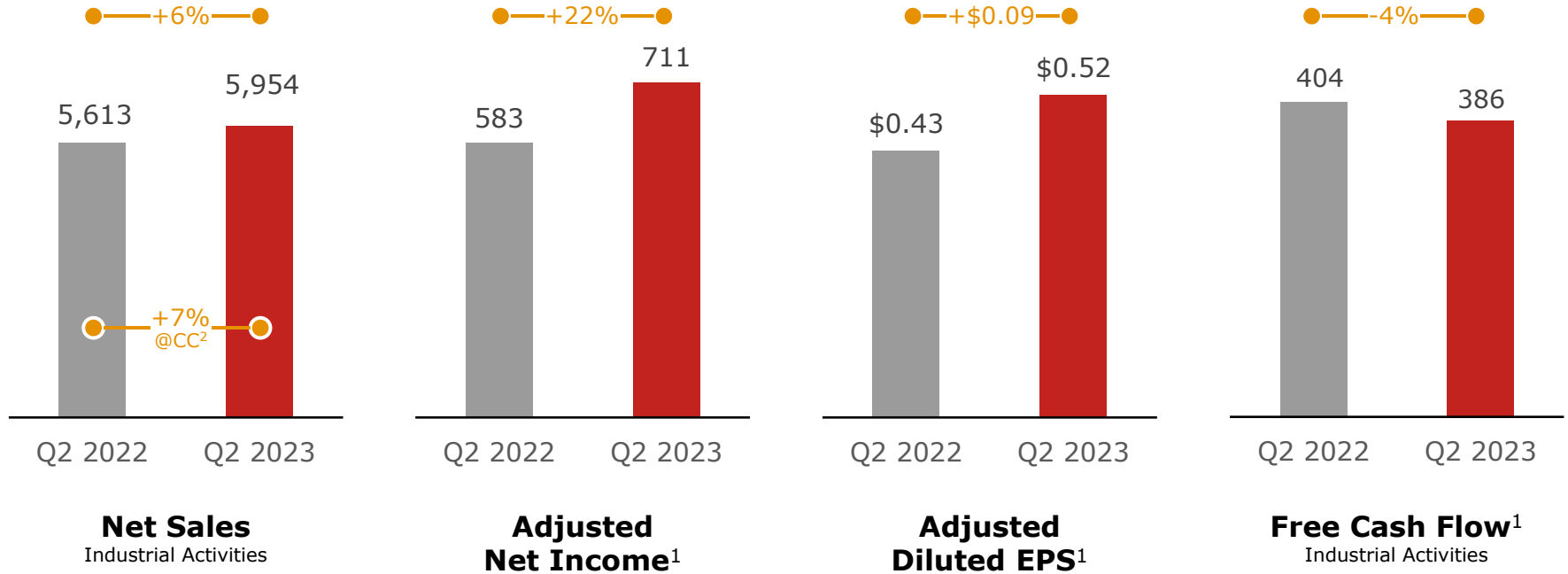
Margin expansion through operations excellence



Revenue growth through innovation

Q2 2023 | FINANCIAL HIGHLIGHTS

(\$M)



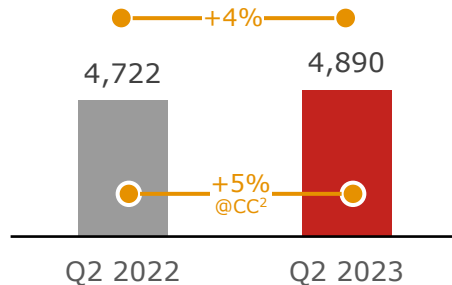
—● Δ YoY ●—



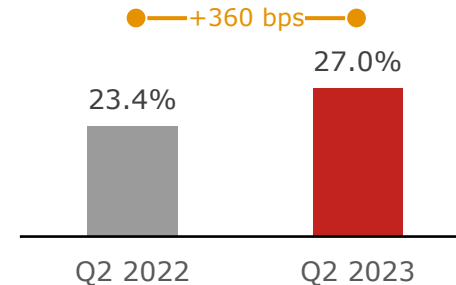
Q2 2023 | AGRICULTURE

(\$M)

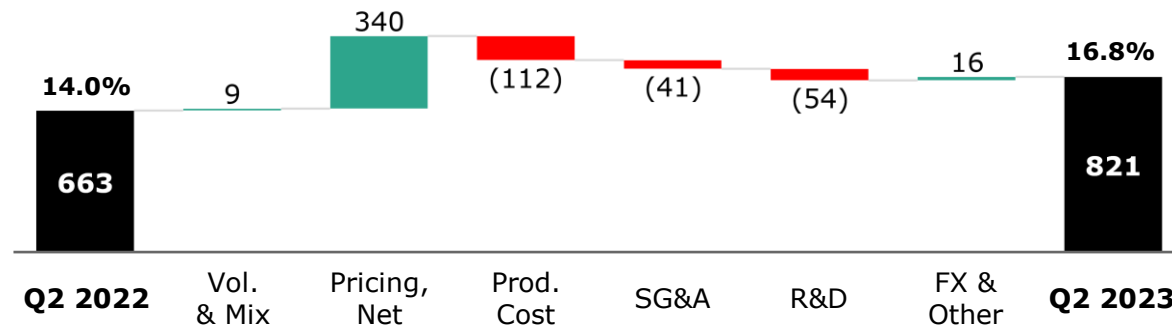
Net Sales



Gross Margin¹



Adjusted EBIT³



(1) Gross Margin calculated as Gross Profit divided by Net Sales, as shown on slide 22; (2) At Constant Currency; (3) Non-GAAP measure (definition and reconciliation in appendix)

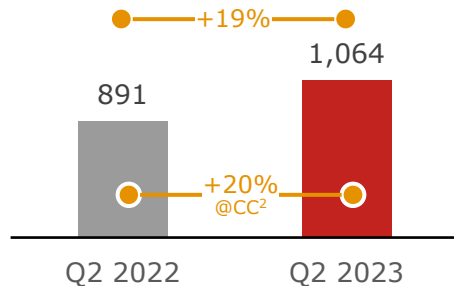
Note: Numbers may not add due to rounding



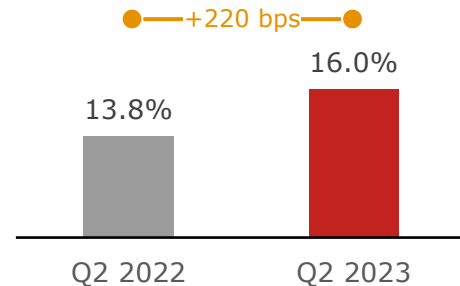
Q2 2023 | CONSTRUCTION

(\$M)

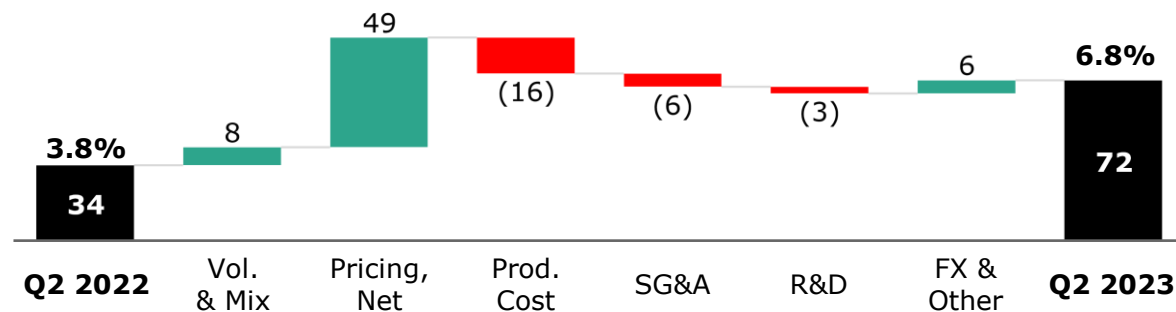
Net Sales



Gross Margin¹



Adjusted EBIT³



(1) Gross Margin calculated as Gross Profit divided by Net Sales, as shown on slide 22; (2) At Constant Currency; (3) Non-GAAP measure (definition and reconciliation in appendix)

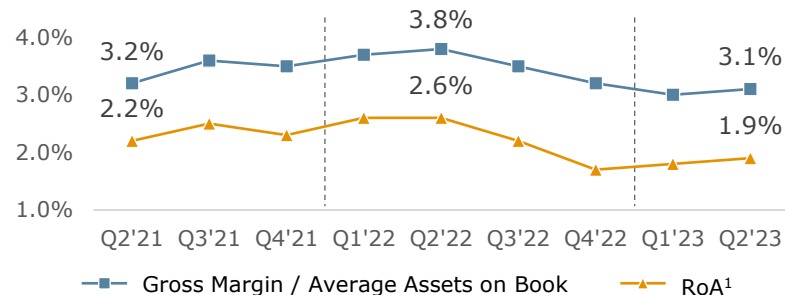
Note: Numbers may not add due to rounding

Q2 2023 | FINANCIAL SERVICES

Net Income



Profitability Ratios

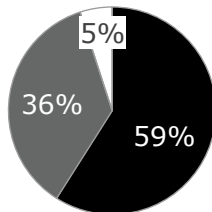


Managed Portfolio² & Retail Originations²

Q2 retail originations \$2.8B,
+\$0.4B YoY

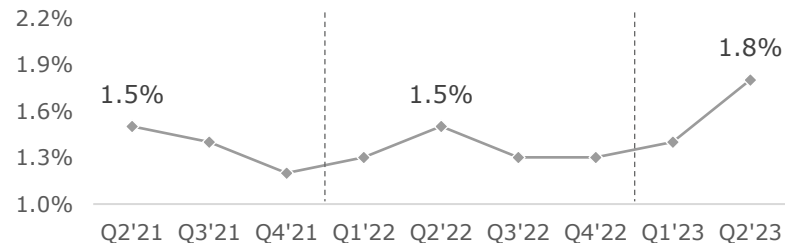
Managed portfolio \$26.0B,
+\$4.9B YoY (+\$4.5B @ CC³)

- Retail
- Wholesale
- Operating Lease



Portfolio at
June 30, 2023

Delinquencies on Book (>30 Days)



(1) Return on Assets defined as: EBIT / average managed assets annualized;

(2) Including unconsolidated JVs; (3) At constant currency

CAPITAL ALLOCATION PRIORITIES



ORGANIC GROWTH

Support future growth through operating cash flow reinvestments



CREDIT RATING

Maintain strong credit rating, supporting strategic captive finance business



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 option for disciplined and well-structured M&A

FY 2023 ESTIMATES | INDUSTRY UNIT PERFORMANCE VS. FY 2022

	NORTH AMERICA¹	EMEA¹	SOUTH AMERICA¹	APAC¹	
	0-140 HP – Small Tractors	(5%) – flat	flat	flat	(5%) – flat
	140+ HP – Large Tractors	10% – 15%			
	Combines	5% – 10%	flat	(5%) – flat	(5%) – flat
	Light	flat – 5%	(10%) – (5%)	(5%) – flat	(5%) – flat
	Heavy	(5%) – flat	(5%) – flat	(20%) – (15%)	(15%) – (10%)

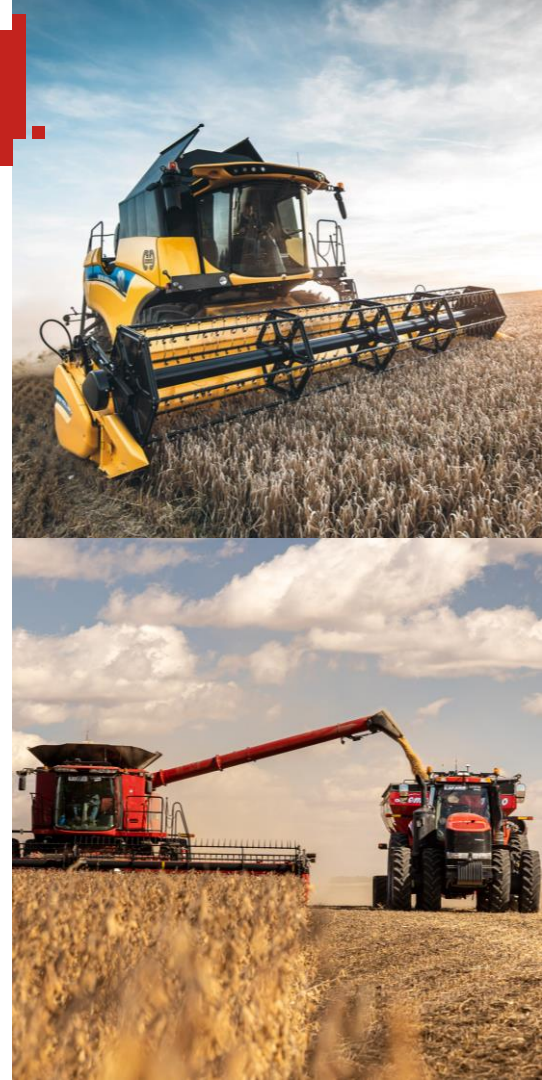
Note: Total Industry Volume % change FY 2023 vs. FY 2022 reflecting aggregate for key markets where Company competes.

(1) Regional split definition in the slide “Geographic information”

FY 2023 GUIDANCE

INDUSTRIAL ACTIVITIES

	Previous Guidance	Current Guidance
Net Sales ¹	+8% to +11% vs. 2022	Reaffirmed
SG&A	up <5% vs. 2022	Reaffirmed
Free Cash Flow ²	\$1.3B to \$1.5B	Reaffirmed
R&D CapEx	~\$1.6B	Reaffirmed





2023 PRIORITIES & OUTLOOK

Margin improvement programs yielding results

North America row crop strength; global ag fundamentals solid

Focus on retail execution






Continued ramp-up of R&D investments

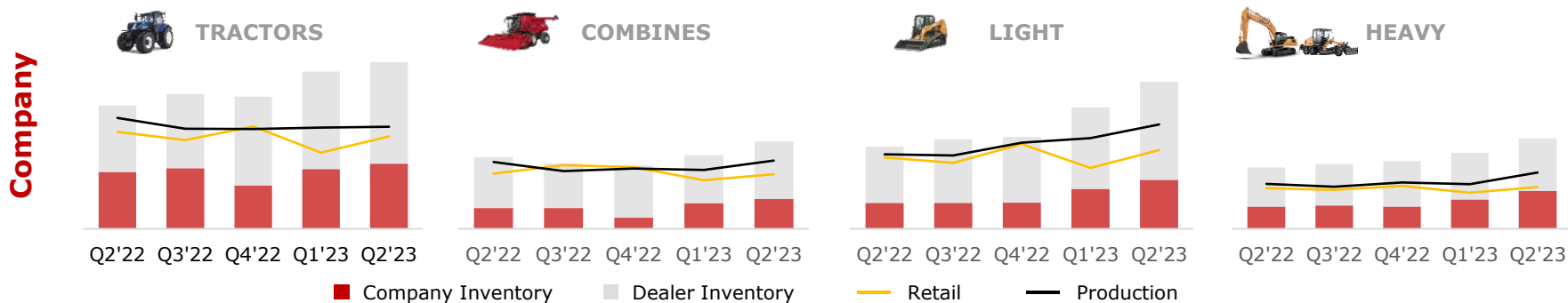
Tech stack enhancements accelerate

APPENDIX



Q2 2023 | UNIT PERFORMANCE VS. Q2 2022

		NORTH AMERICA ¹	EMEA ¹	SOUTH AMERICA ¹	APAC ¹
Total Industry	 0-140 HP – Small Tractors	(8%)	(6%)	(4%)	(4%)
	 140+ HP – Large Tractors	21%	32%	(27%)	(29%)
	 Combines	27%	32%	(27%)	(29%)
	 Light	9%	(1%)	flat	(11%)
	 Heavy	4%	2%	(25%)	(15%)



NOTE: Total Industry Volume % change 2023 vs. 2022 reflecting aggregate for key markets where Company competes.
 (1) Regional split definition in the slide "Geographic information"

Q2 / H1 2023 | FINANCIAL SUMMARY

(\$M)

	Q2 2022	Q2 2023	Δ YoY	H1 2022	H1 2023	Δ YoY
U.S. GAAP						
Revenues	6,082	6,567	+8%	10,727	11,909	+11%
Net Sales Industrial Activities	5,613	5,954	+6%	9,793	10,730	+10%
Net Income	552	710	+29%	888	1,196	+35%
Diluted EPS - \$	0.40	0.52	+0.12	0.65	0.88	+0.23
Non – GAAP¹						
Net Sales Industrial Activities @CC ²	5,613	6,000	+7%	9,793	10,878	+11%
Adjusted EBIT Industrial Activities	654	822	+26%	1,083	1,377	+27%
Adjusted EBIT Margin Industrial Activities	11.7%	13.8%	+210 bps	11.1%	12.8%	+170 bps
Adjusted Effective Tax Rate	25%	24%	-1pp	26%	26%	0pp
Adjusted Net Income	583	711	+22%	961	1,186	+23%
Weighted average shares outstanding - diluted - million	1,360	1,355	(0.4%)	1,360	1,357	(0.2%)
Adjusted Diluted EPS - \$	0.43	0.52	+0.09	0.70	0.87	+0.17
Free Cash Flow Industrial Activities	404	386	(18)	(655)	(287)	+368

(1) Non-GAAP measures: definitions in slide "Non-GAAP Financial Measures"; reconciliations in "Reconciliations" section

(2) @CC means at constant currency

Note: Numbers may not add due to rounding

Q2 2023 | INDUSTRIAL ACTIVITIES NET SALES

■ Q2 2022
■ Q2 2023

Agriculture

\$4,890M

+4% YoY +5% @CC²

By Region
as reported



Q2 2023 mix
Q2 2022 mix

Region	Q2 2023 mix	Q2 2022 mix
NA	38%	37%
EMEA	34%	33%
SA	18%	20%
APAC	10%	10%

By Product
as reported



Q2 2023 mix
Q2 2022 mix

Product	Q2 2023 mix	Q2 2022 mix
Tractors	52%	51%
Combines	25%	25%
Others	23%	24%

Construction

\$1,064M

+19% YoY +20% @CC²

By Region
as reported



Region	Q2 2023 mix	Q2 2022 mix
NA	55%	46%
EMEA	22%	26%
SA	16%	20%
APAC	7%	8%

By Product
as reported



Product	Q2 2023 mix	Q2 2022 mix
Heavy	35%	38%
Light	63%	60%
Others	2%	2%

Industrial Activities¹

\$5,954M

+6% YoY +7% @CC²

By Region
as reported



Region	Q2 2023 mix	Q2 2022 mix
NA	41%	39%
EMEA	32%	32%
SA	17%	20%
APAC	9%	10%

By Segment
as reported



Segment	Q2 2023 mix	Q2 2022 mix
AG	82%	84%
CE	18%	16%

(1) Net Sales | Excluding Other Activities, Unallocated Items and Adjustment & Eliminations

(2) Δ YoY @CC means at constant currency

Note: Numbers may not add due to rounding

H1 2023 | INDUSTRIAL ACTIVITIES NET SALES

■ H1 2022
■ H1 2023

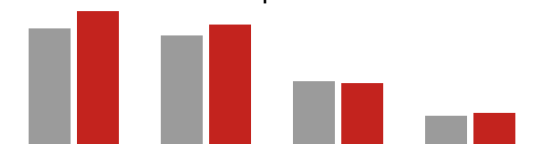
Agriculture

\$8,817M

+9% YoY

+11% @CC²

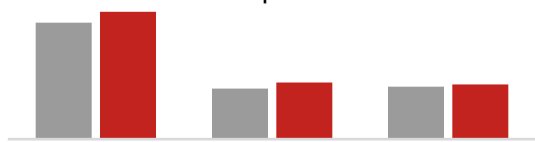
By Region as reported



H1 2023 mix
H1 2022 mix

Region	H1 2023 mix	H1 2022 mix
NA	38%	36%
EMEA	34%	34%
SA	18%	20%
APAC	10%	10%

By Product as reported



H1 2023 mix
H1 2022 mix

Product	H1 2023 mix	H1 2022 mix
Tractors	53%	53%
Combines	24%	23%
Others	23%	24%

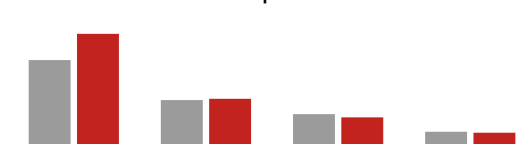
Construction

\$1,913M

+13% YoY

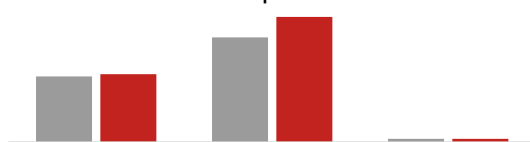
+14% @CC²

By Region as reported



Region	H1 2023 mix	H1 2022 mix
NA	48%	55%
EMEA	26%	24%
SA	18%	14%
APAC	8%	7%

By Product as reported



Product	H1 2023 mix	H1 2022 mix
Heavy	35%	38%
Light	63%	60%
Others	2%	2%

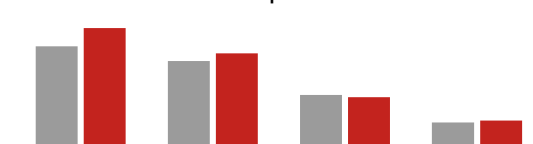
Industrial Activities¹

\$10,730M

+10% YoY

+11% @CC²

By Region as reported



Region	H1 2023 mix	H1 2022 mix
NA	38%	41%
EMEA	33%	33%
SA	17%	20%
APAC	9%	9%

By Segment as reported



Segment	H1 2023 mix	H1 2022 mix
AG	82%	83%
CE	18%	17%

(1) Net Sales | Excluding Other Activities, Unallocated Items and Adjustment & Eliminations

(2) Δ YoY @CC means at constant currency

Note: Numbers may not add due to rounding

Q2 2023 | FINANCIALS BY SEGMENT

(\$M)

	Revenues & Net Sales		Gross Profit		Gross Margin		Adj. EBIT ¹		Adj. EBIT Margin ¹	
	Q2 22	Q2 23	Q2 22	Q2 23	Q2 22	Q2 23	Q2 22	Q2 23	Q2 22	Q2 23
Agriculture	4,722	4,890	1,105	1,321	23.4%	27.0%	663	821	14.0%	16.8%
Construction	891	1,064	123	170	13.8%	16.0%	34	72	3.8%	6.8%
Elimination & Other	-	-	7	-	-	-	(43)	(71)	-	-
Industrial Activities	5,613	5,954	1,235	1,491	22.0%	25.0%	654	822	11.7%	13.8%
Financial Services	471	603								
Elimination & Other	(2)	10								
CNH Industrial	6,082	6,567								

(1) Non-GAAP measure: definition in slide "Non-GAAP Financial Measures"; reconciliation in "Reconciliations" section

Note: Numbers may not add due to rounding

Q2 / H1 2023 | CAPEX AND R&D

(\$M)

	Q2 2022	Q2 2023	H1 2022	H1 2023
Investments in property, plant and equipment, and intangible assets	84	131	137	221
<i>Breakdown by Category</i>				
New Product & Technology	28%	34%	28%	39%
Maintenance & Other	48%	58%	48%	52%
Industrial Capacity Expansion & LT Investments	24%	8%	24%	9%
<i>Breakdown by Segment</i>				
Agriculture	87%	85%	87%	87%
Construction	13%	15%	13%	13%
Research and Development	212	269	396	500
Total spending (CapEx + R&D) in new products	159	217	294	401
<i>Breakdown by Trend</i>				
Digital	36%	36%	35%	38%
Electric Vehicles and CNG-LNG	10%	12%	7%	11%
Other New Program	54%	52%	58%	51%

DEBT MATURITY SCHEDULE | BREAKDOWN

(\$B)

Outstanding June 30, 2023		2023	2024	2025	2026	2027	Beyond
3.4	Bank Debt	1.1	0.9	0.4	0.2	0.2	0.5
10.9	Capital Market	1.6	2.6	2.5	1.7	1.2	1.3
0.1	Other Debt	0.1	0.0	0.0	0.0	0.0	0.0
14.4	Cash Portion of (Debt) Maturities	2.8	3.5	2.9	1.9	1.4	1.9
	<i>of which Industrial Activities</i>	<i>0.6</i>	<i>0.9</i>	<i>0.8</i>	<i>0.5</i>	<i>1.1</i>	<i>0.7</i>
	<i>of which Financial Services</i>	<i>2.2</i>	<i>2.7</i>	<i>2.0</i>	<i>1.4</i>	<i>0.3</i>	<i>1.2</i>

3.9 Cash & Cash Equivalents

0.7 *of which restricted cash*

0.3 Other current financial assets

0.1 Net Receivables / (Payables) with Iveco Group

5.0 Undrawn Committed credit lines

9.4 Total Available Liquidity

RECONCILIATIONS



RECONCILIATION OF NET INCOME TO ADJ. EBIT OF INDUSTRIAL ACTIVITIES

(\$M)

	Q2 2022	Q2 2023	H1 2022	H1 2023
Net Income	552	710	888	1,196
Less: Consolidated income tax expense	(228)	(192)	(387)	(365)
Consolidated income before taxes	780	902	1,275	1,561
Less: Financial Services				
Financial Services Net Income	95	94	177	172
Financial Services Income Taxes	38	26	74	55
Add back of the following Industrial Activities items:				
Interest expense of Industrial Activities, net of Interest income and eliminations	35	22	70	26
Foreign exchange (gains) losses, net of Industrial Activities	(13)	-	-	6
Finance and non-service component of Pension and other post-employment benefit costs of Industrial Activities ⁽¹⁾	(40)	(1)	(77)	(2)
Adjustments for the following Industrial Activities items:				
Restructuring expenses	6	2	8	3
Other discrete items ⁽²⁾	19	17	58	10
Total Adjusted EBIT of Industrial Activities	654	822	1,083	1,377

(1) In the three and six months ended June 30, 2023 and 2022, this item includes the pre-tax gain of \$6M and \$12M as a result of the amortization over the 4 years of the \$101M positive impact from the 2021 modifications of a healthcare plan in the U.S. In the three and six months ended June 30, 2022, this item includes the pre-tax gain of \$30M and \$60M as a result of the 2018 modification of a healthcare plan in the U.S.

(2) In the three months ended June 30, 2023, this item included a loss of \$17M related to the sale of our CNH Industrial Russia. In the six months ended June 30, 2023, this item included a gain of \$13M in relation to the fair value remeasurement of Augmenta and Bennamann, offset by a \$23M loss on the sale of our CNH Industrial Russia and CNH Capital Russia businesses. In the three and six months ended June 30, 2022, this item includes \$3M and \$6M of separation costs incurred in connection with our spin-off of the Iveco Group Business and \$16M and \$8M of loss from the activity of the two Raven businesses held for sale, including the loss on the sale of the Engineered Films Division. In the six month ended June 30, 2022, this item also included \$44M of asset write-downs.

RECONCILIATION OF NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES TO FREE CASH FLOW OF IND. ACTIVITIES UNDER U.S. GAAP

(\$M)

	Q2 2022	Q2 2023	H1 2022	H1 2023
Net cash provided by (used in) Operating Activities	(271)	(139)	(1,158)	(840)
Cash flows from Operating Activities of Financial Services net of eliminations	773	732	677	890
Change in derivatives hedging debt of Industrial Activities and other	(11)	(3)	(29)	4
Investments in assets sold under operating lease assets of Industrial Activities	(4)	(5)	(6)	(9)
Investments in property, plant & equipment, and intangible assets of Ind. Act.	(84)	(131)	(137)	(221)
Other changes ⁽¹⁾	1	(68)	(2)	(111)
Free cash flow of Industrial Activities	404	386	(655)	(287)

RECONCILIATION OF ADJ. NET INCOME AND ADJ. INCOME TAX (EXPENSE) BENEFIT TO NET INCOME (LOSS) AND INCOME TAX (EXPENSE) BENEFIT AND CALCULATION OF ADJ. DILUTED EPS AND ADJ. ETR UNDER U.S. GAAP (1/2)

(\$M)

	Q2 2022	Q2 2023	H1 2022	H1 2023
Net income (loss)	552	710	888	1,196
Adjustments impacting Income (loss) before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates (a)	(12)	13	9	1
Adjustments impacting Income tax (expense) benefit (b)	43	(12)	64	(11)
Adjusted net income (loss)	583	711	961	1,186
Adjusted net income (loss) attributable to CNH Industrial N.V.	579	707	954	1,178
Weighted average shares outstanding – diluted (million)	1,360	1,355	1,360	1,357
Adjusted diluted EPS (\$)	0.43	0.52	0.70	0.87
Income (loss) from continuing operations before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates	753	838	1,227	1,464
Adjustments impacting Income (loss) before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates (a)	(12)	13	9	1
Adjusted income (loss) from continuing operations before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates (A)	741	851	1,236	1,465
Income tax (expense) benefit	(228)	(192)	(387)	(365)
Adjustments impacting Income tax (expense) benefit (b)	43	(12)	64	(11)
Adjusted income tax (expense) benefit (B)	(185)	(204)	(323)	(376)
Adjusted Effective Tax Rate (Adjusted ETR) (C=B/A)	25%	24%	26%	26%

RECONCILIATION OF ADJ. NET INCOME AND ADJ. INCOME TAX (EXPENSE) BENEFIT TO NET INCOME (LOSS) AND INCOME TAX (EXPENSE) BENEFIT AND CALCULATION OF ADJ. DILUTED EPS AND ADJ. ETR UNDER U.S. GAAP (2/2)

(\$M)

(a) Adjustments impacting Income (loss) before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates

	Q2 2022	Q2 2023	H1 2022	H1 2023
Restructuring expenses	5	2	8	3
Pre-tax gain related to the 2018 modification of a healthcare plan in the U.S.	(30)	-	(60)	-
Pre-tax gain related to the 2021 modification of a healthcare plan in the U.S.	(6)	(6)	(12)	(12)
Asset write-down: Industrial Activities, Russia Operations	-	-	44	-
Asset write-down: Financial Services, Russia Operations	-	-	15	-
Loss on sale of Industrial Activities, Russia Operations	-	17	-	17
Loss on sale of Financial Services, Russia Operations	-	-	-	6
Spin related costs	3	-	6	-
Investment fair value adjustment	-	-	-	(13)
Activity of the Raven Segments held for sale, including loss on sale of the Aerostar and Engineered Films Division	16	-	8	-
Total	(12)	13	9	1

(b) Adjustments impacting Income tax (expense) benefit

Tax effect of adjustments impacting Income (loss) before income tax (expense) benefit and equity in income of unconsolidated subsidiaries and affiliates ⁽¹⁾	39	(12)	61	(11)
Adjustment to valuation allowances on deferred tax assets	4	-	3	-
Total	43	(12)	64	(11)

GEOGRAPHIC INFORMATION

The composition of our regions part of the geographic information is as follow:

- North America: United States, Canada, and Mexico;
- Europe, Middle East, and Africa (EMEA): member countries of the European Union, European Free Trade Association, the United Kingdom, Ukraine, Balkans, Russia, Turkey, Uzbekistan, Pakistan, the African continent, and the Middle East;
- South America: Central and South America, and the Caribbean Islands; and
- Asia Pacific (APAC): Continental Asia (including the Indian subcontinent), Indonesia and Oceania.

Industry Data

- In this presentation, industry information is generally based on retail unit sales data in North America, on registrations of equipment in most of Europe, Brazil, and various Rest of the World markets, and on retail and shipment unit data collected by a central information bureau appointed by equipment manufacturers associations, including the Association of Equipment Manufacturers' in North America, the Committee for European Construction Equipment in Europe, the ANFAVEA in Brazil, the Japan Construction Equipment Manufacturers Association, and the Korea Construction Equipment Manufacturers Association, as well as on other shipment data collected by an independent service bureau.
- Not all agricultural or construction equipment is registered, and registration data may thus underestimate, perhaps substantially, actual retail industry unit sales demand, particularly for local manufacturers in China, Southeast Asia, Eastern Europe, Russia, Turkey, Brazil, and any country where local shipments are not reported.
- In addition, there may be a period of time between the shipment, delivery, sale and/or registration of a unit, which must be estimated, in making any adjustments to the shipment, delivery, sale, or registration data to determine our estimates of retail unit data in any period.

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 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.

CNH Industrial's non-GAAP financial measures used in this presentation 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 EBIT Margin of Industrial Activities is computed by dividing Adjusted EBIT of Industrial Activities by Net Sales of Industrial Activities.

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.

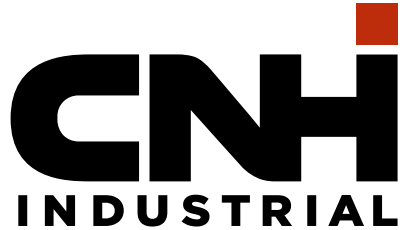
Adjusted Income Tax is defined as income taxes less the tax effect of restructuring expenses and non-recurring items, and non-recurring tax charges or benefits.

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.

Adjusted Gross Profit Margin of Industrial Activities is computed by dividing Net sales less Cost of goods sold, as adjusted by non-recurring items, by Net sales.

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. For forecasted information, the Company is unable to provide a reconciliation of this measure without unreasonable effort due to the uncertainty and inherent difficulty of predicting the occurrence, the financial impact, and the periods in which the adjustments may be recognized. For the same reasons, the Company is unable to address the probable significance of the unavailable information, which could be material to future results.

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.



**Breaking
New Ground**
Innovation Sustainability Productivity

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