2025 INVESTOR PRESENTATION

CONTENTS

CNH OVERVIEW

OVERVIEW

WORLD-CLASS PARTNER OF CHOICE FOR FARMERS AND BUILDERS AROUND THE WORLD

#2

Global agriculture original equipment manufacturer

180+

Years as U.S. construction machinery provider

$15-25B

Revenues (through cycle[1])

~36,000

Full-time employees

1. 2019-2024

OUR HISTORY

A HERITAGE OF SUCCESS SPANNING MORE THAN 180 YEARS

1842
CASE founded by Jerome Case

1902
International Harvester founded

1985
CASE acquires International Harvester

1996
Acquisition of STEYR

1895
New Holland founded by Abe Zimmerman

1986
Ford buys New Holland

1918
Fiat starts mass production of tractors

1991
FiatGeotech purchases Ford New Holland

1999
Case Corporation and New Holland merge to form CNH Global

2013
CNH merges with Fiat Industrial with dual stock listing in NY & Milan

2021
CNH acquires Raven

2022
CNH focuses solely on ag & construction after spinning off Iveco Group

2024
CNH is single listed in NY

CNH SEGMENTS

Agriculture

World's second largest manufacturer of agricultural machinery

- Full-line of equipment delivered from a global footprint
- Shaping the industry by integrating Iron + Tech
- Expansive distribution network tailored to unique regions

~80% of Industrial Net Sales

~90% of Industrial Adj. EBIT

Construction

Top 5 player in the Americas with broad portfolio and global distribution

- Operating as an independent, standalone business
- Focus on execution and continued margin expansion
- Maintaining optionality for strategic review

~20% of Industrial Net Sales

~10% of Industrial Adj. EBIT

Financial Services

Global financier supporting brands, customers, and dealers

- Synergistic for industrial sales, both to customers and dealers
- Stable EPS contribution, via reduced volatility in earnings
- Efficient capital structure with optimized funding

~10% of Consolidated Revenues

~30% of Adj. EPS

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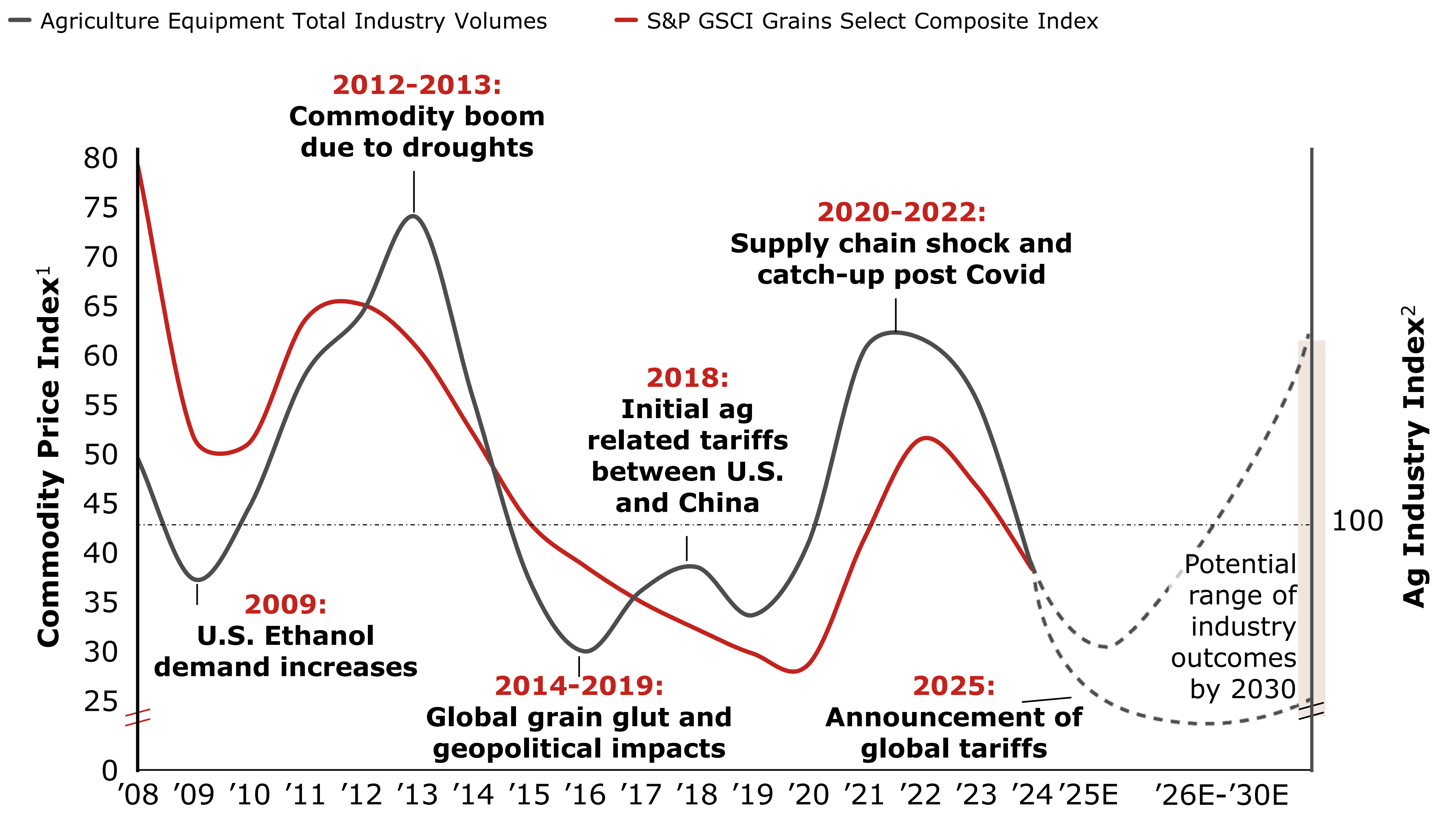
AGRICULTURE EQUIPMENT CYCLE

CYCLICAL INDUSTRY HIGHLY CORRELATED TO COMMODITY PRICES



Key industry cycle drivers include:

Commodity prices, weather, government policies, geopolitical conflicts, and technology

Factors that could drive a U-shaped industry recovery (vs. V-shaped):

Prolonged trade disputes

Depressed commodity prices

Elevated dealer inventories

1. Average yearly price
2. Based on 10-year average (2015-2024) of industry retail sales weighted at constant price levels

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CNH: PATH TO 2030

Breaking new ground on Iron + Tech

Expanding product leadership

Advancing Iron + Tech integration

Driving commercial excellence

#1 or #2

Ag player in all major markets

Expanding mid-cycle Adj. EBIT margin

Operational efficiencies

Quality as a mindset

16%-17%

Agriculture Adj. EBIT margin by 2030[1]

7%-8% Construction Adj. EBIT margin by 2030[1]

Return substantially all Industrial Free Cash Flow to shareholders, now **+25%** higher through the cycle

1. At mid-cycle industry volumes

CAPITAL ALLOCATION PRIORITIES

1 Organic growth and margin expansion

Support organic growth through investment in commercial actions, operational efficiencies, and quality improvements

2 Balance sheet strength and strong credit rating

Preserve investment grade credit rating as foundational commitment

3 Inorganic growth

Maintain option for strategic, disciplined, and margin accretive M&A

4 Shareholder returns

After debt repayment and M&A, substantially all Industrial FCF returned to shareholders through a consistent dividend (25-35% of Net Income) and share buybacks

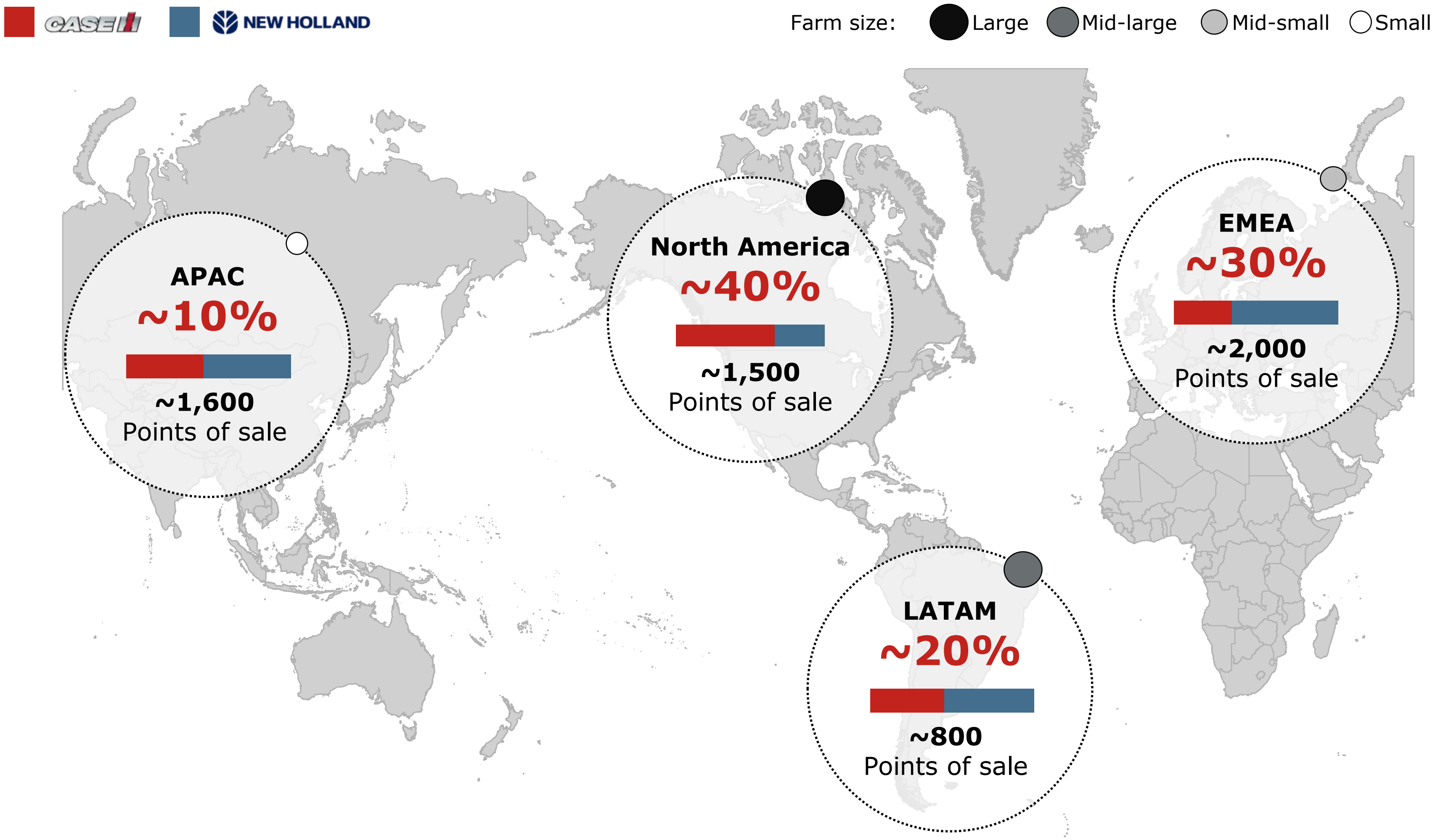
AGRICULTURE

SEGMENT OVERVIEW

BALANCED SALES PORTFOLIO ACROSS REGIONS

USING A REGIONALLY-TAILORED NETWORK STRATEGY

Agriculture Net Sales by Brand[1], %



#1
customer reach with

~6,000
points of sale & service globally

Up to 90%
of customers are repeat buyers in key regions & products

Balanced
sales portfolio across regions, hedging geopolitical uncertainties and market volatility

1. Split by brand based on 2024 Ag net sales; split by geography based on 2019-2024 averages

STRONG CNH BRAND IDENTITY

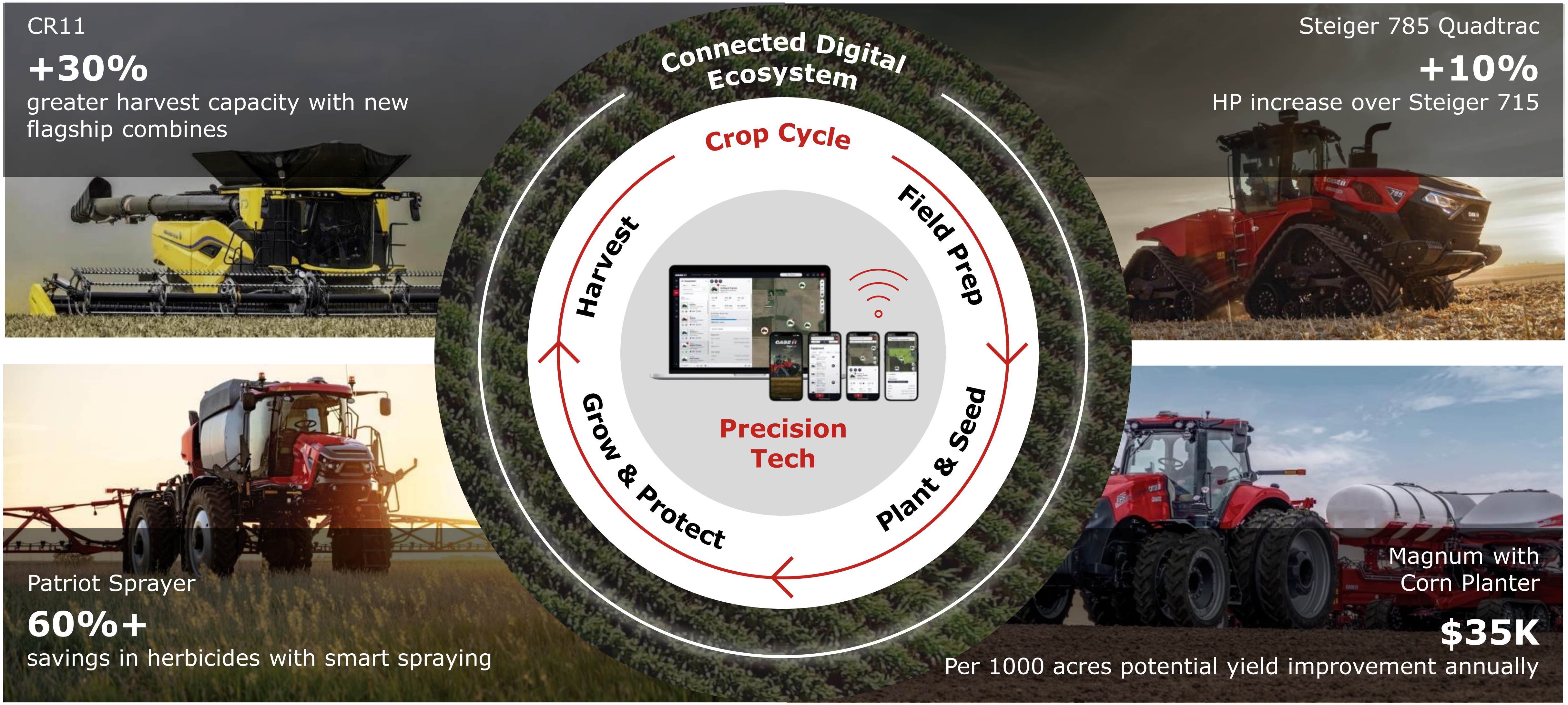
TWO DISTINCT BRANDS WITH STRONG IDENTITY, CLEAR POSITIONING, AND INDUSTRY-LEADING CUSTOMER REACH

	CASE IH	NEW HOLLAND
	$5-10B Historical peak-to-trough sales[1] 	**$6-8B** Historical peak-to-trough sales[1] 
	*~**2,200** points of sale globally*	+ *~**3,700** points of sale globally*
#1 choice for	Large grains and cash crops	Small grains, hay & forage, livestock
Worldwide recognized for	• Powerful, highly-productive, reliable machinery • Leading track technology for tractors, with a focus on efficiency and productivity • Premium customer service	• Highly reliable machines with high value for money • Innovative, intuitive, and sustainable technology • Customer proximity

1. 2019-2024

CUSTOMER-DRIVEN PRODUCT DESIGN

DEVELOPING PRODUCTS THAT IMPROVE FARMER PRODUCTIVITY AND PROFITABILITY



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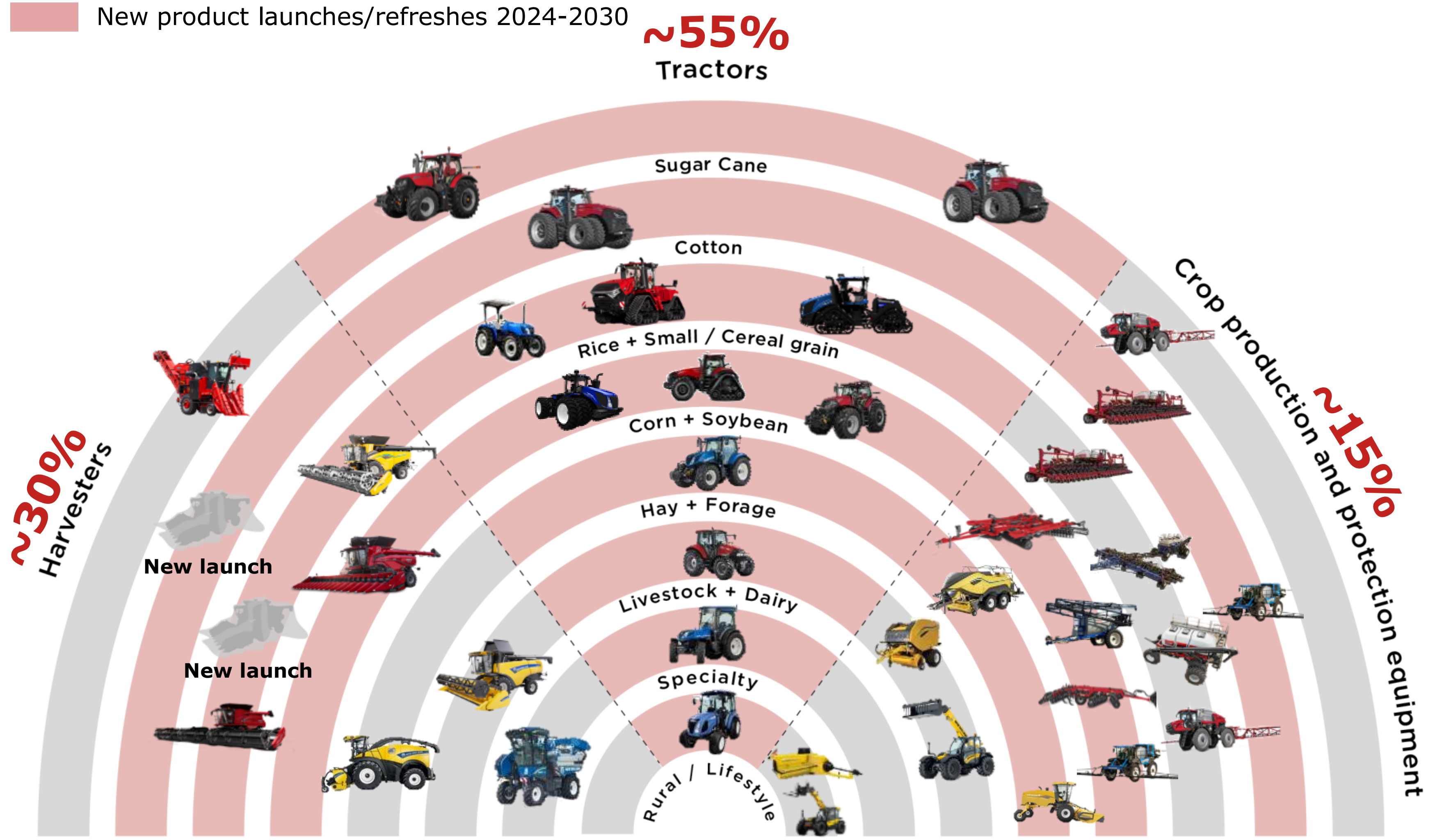
EQUIPMENT PORTFOLIO LAUNCHES

REFRESHING OUR EQUIPMENT LINEUP

Avg. % of total Ag Net Sales 2019-2024

New product launches/refreshes 2024-2030



New generation combine harvesters offer 15% Total Cost of Ownership (TCO) improvement

New 4WD tractors purpose-built for pulling the highest productivity implements - ideal for large-scale seeding and planting

Completely refreshing tractor line-up, spanning 20-700+ horsepower range

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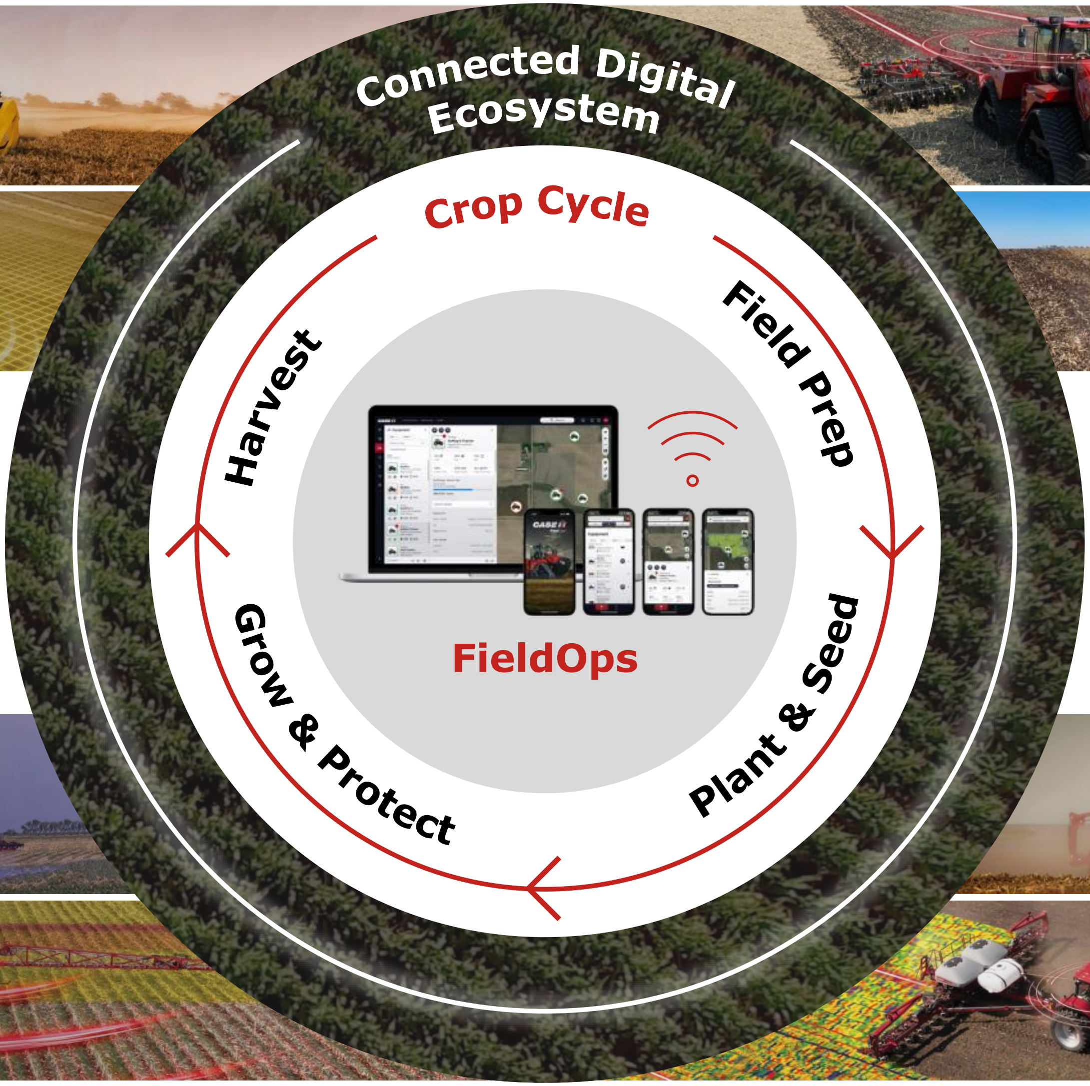
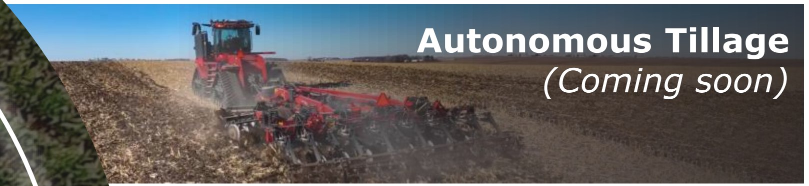
PRECISION TECH PORTFOLIO

DRIVING VALUE FOR FARMERS ACROSS THE CROP CYCLE

Up to **25%**
increase in throughput vs. manual

~60%
savings in herbicides[1]





Up to **26%** increase in crop yield[2]

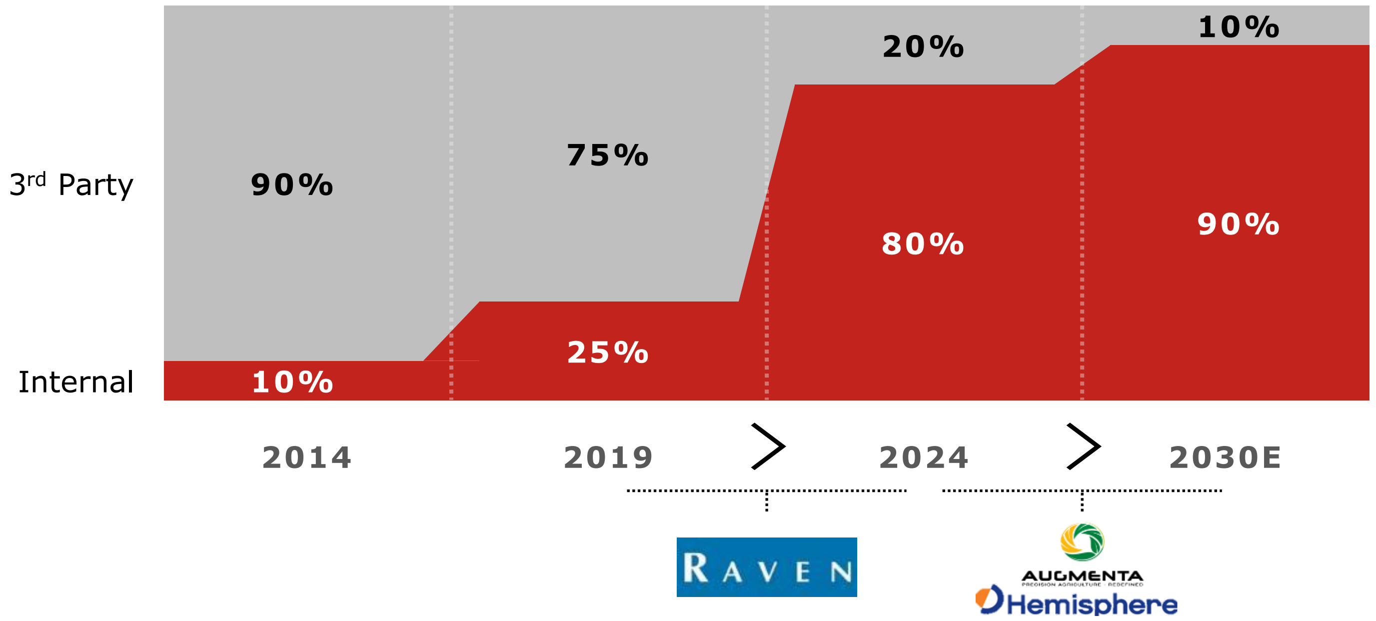
1. Observed savings using SenseApply / IntelliSense Sprayer Automation
2. Observed yield improvements through combination of tillage and planting products

PRECISION TECH GROWTH

INNOVATING TO DRIVE GROWTH IN PRECISION TECH SALES AND MARGIN

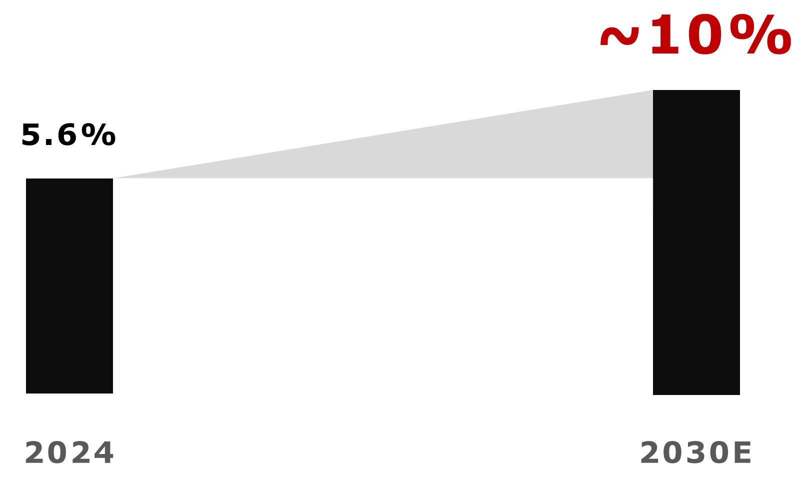
Evolution of CNH's current Precision Tech portfolio

% of total Precision Tech cost



Precision Tech sales contribution growth

% of Agriculture Net Sales



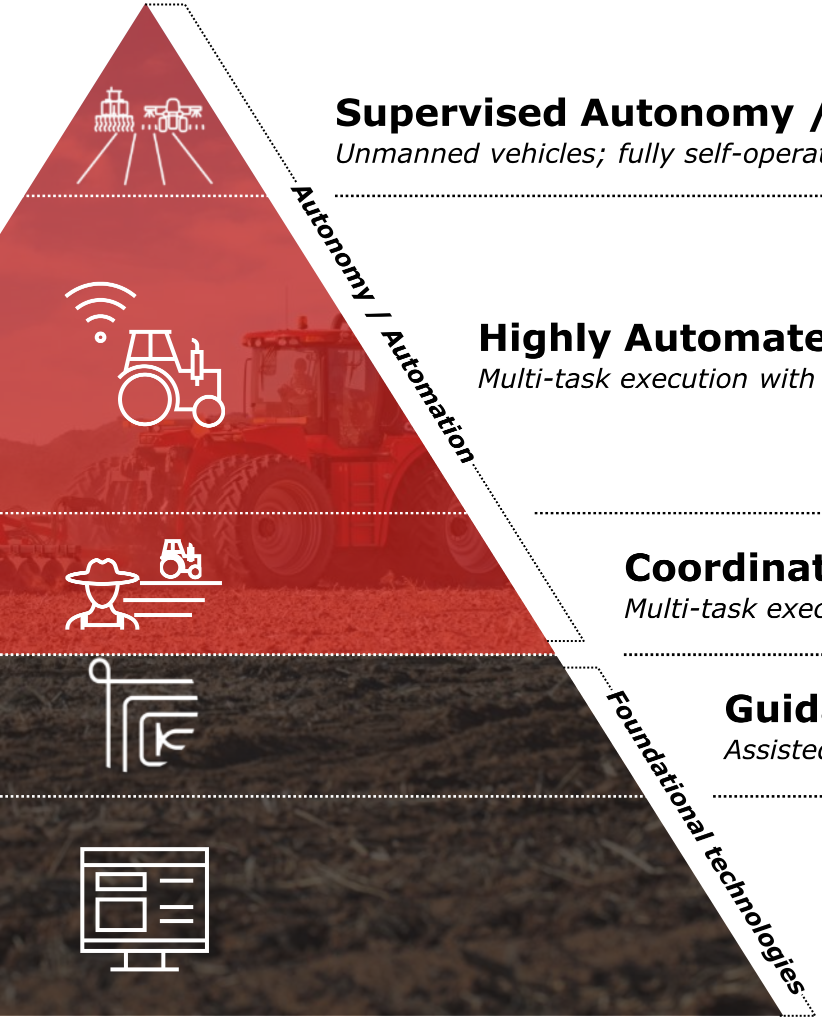
Continue to deploy leading-edge Precision Tech products as factory-fit and factory-like upgrades

Innovate to create new products that increase productivity for farmers

Deliver ~2x sales contribution growth by 2030 through increased factory-fit, aftermarket sales, and new products

PRECISION TECH EVOLUTION

EVOLVING OUR PRECISION TECH SOLUTIONS TO MEET FARMER NEEDS



	Current offering	Launch by 2030
Supervised Autonomy / Full Autonomy *Unmanned vehicles; fully self-operating*	Specialty Autonomy	Autonomous Tillage
Highly Automated Machines *Multi-task execution with limited supervision*	Green-on-Brown Spraying Spraying Automation Advanced Seed Delivery Combine Automation Tillage Automation Baler Automation	Green-on-Green Spraying Planter Row Unit Automation Forage Harvester Automation Combine Automation add'l platforms Tillage Automation add'l implements
Coordination & Optimization *Multi-task execution capability with supervision*	Machine-to-Machine data sharing Overlap Control Auto Cut Width	Path Planning Fieldwork Planning Work order management
Guidance *Assisted driving*	Turn Automation Vision Row Guidance Implement Guidance & Steering	Guidance line management
Baseline tech *Baseline display, connectivity, and positioning products*	Display Connectivity Positioning FieldOps Dealer services	Display w/ enhanced UX[1] & processing Satellite connectivity Positioning w/integrated Hemisphere FieldOps w/increased fleet mgmt. AI-powered Dealer services

1. User Experience

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NEW DEAL WITH THE DEALERS

REINFORCING PARTNERSHIP WITH GROWTH-ORIENTED DEALERS

Maximize dealer engagement

1

Newly dedicated commercial organization orchestrating global dealer relationships

Invest in growth-oriented dealers

~100 bps

Of annual margin invested over the next 5 years in digital enablement and AI-driven solutions, dedicated product & service training, motivating incentives across networks, and tailored business model support

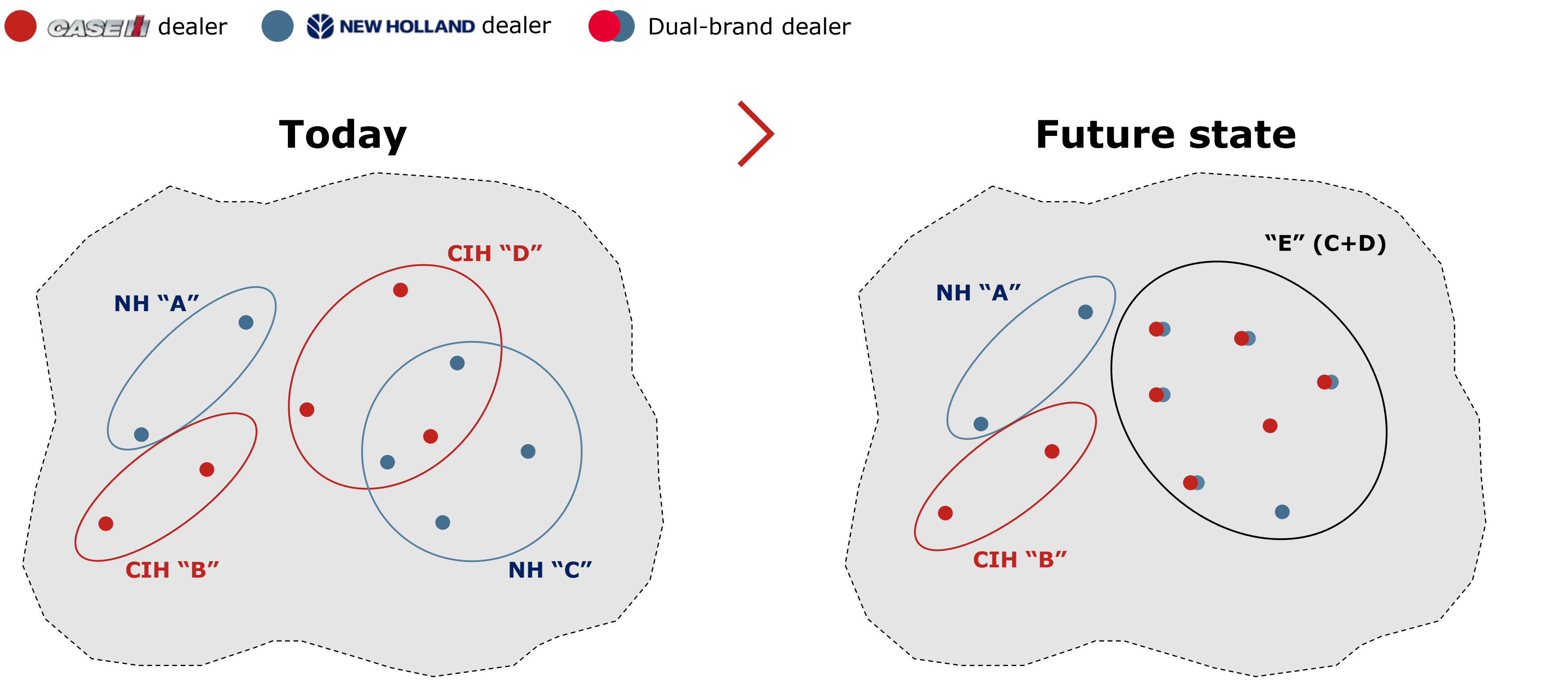
Establish common back-end architecture

100%

Dealer network onboarded by 2030 onto unified tech platforms

CNH MULTI-BRAND DEALER NETWORK

BALANCING SINGLE AND DUAL-BRAND DEALERS BASED ON CUSTOMER MIX, DEALER STRENGTHS, TERRITORY COVERAGE



Illustrative territory

Key drivers for network configuration

Customer segment mix in a single territory | **Dealer strength and performance** | **Territory coverage**

Key benefits

Customers

Faster and better service

Dealers

Higher competitiveness, with full CNH portfolio available

Lower cost of retail

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Full sales efficiency potential in the territory

Optimized customer reach

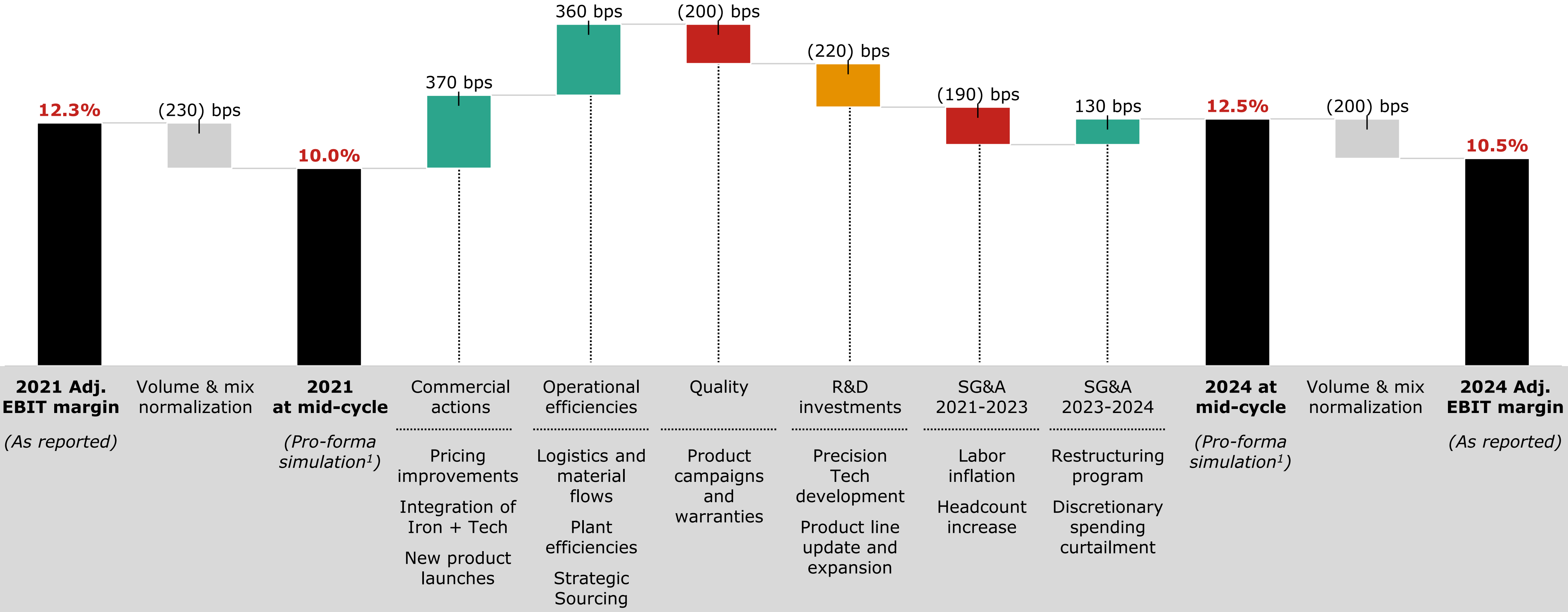
AGRICULTURE

FINANCIAL TARGETS

HISTORICAL MARGIN

THROUGH-CYCLE MARGIN EXPANSION DRIVEN BY COMMERCIAL ACTIONS AND OPERATIONAL EFFICIENCIES

Ag segment Adj. EBIT margin walk, 2021-2024



1. Based on 10-year average industry retail volumes adjusted for dealer stocking / destocking

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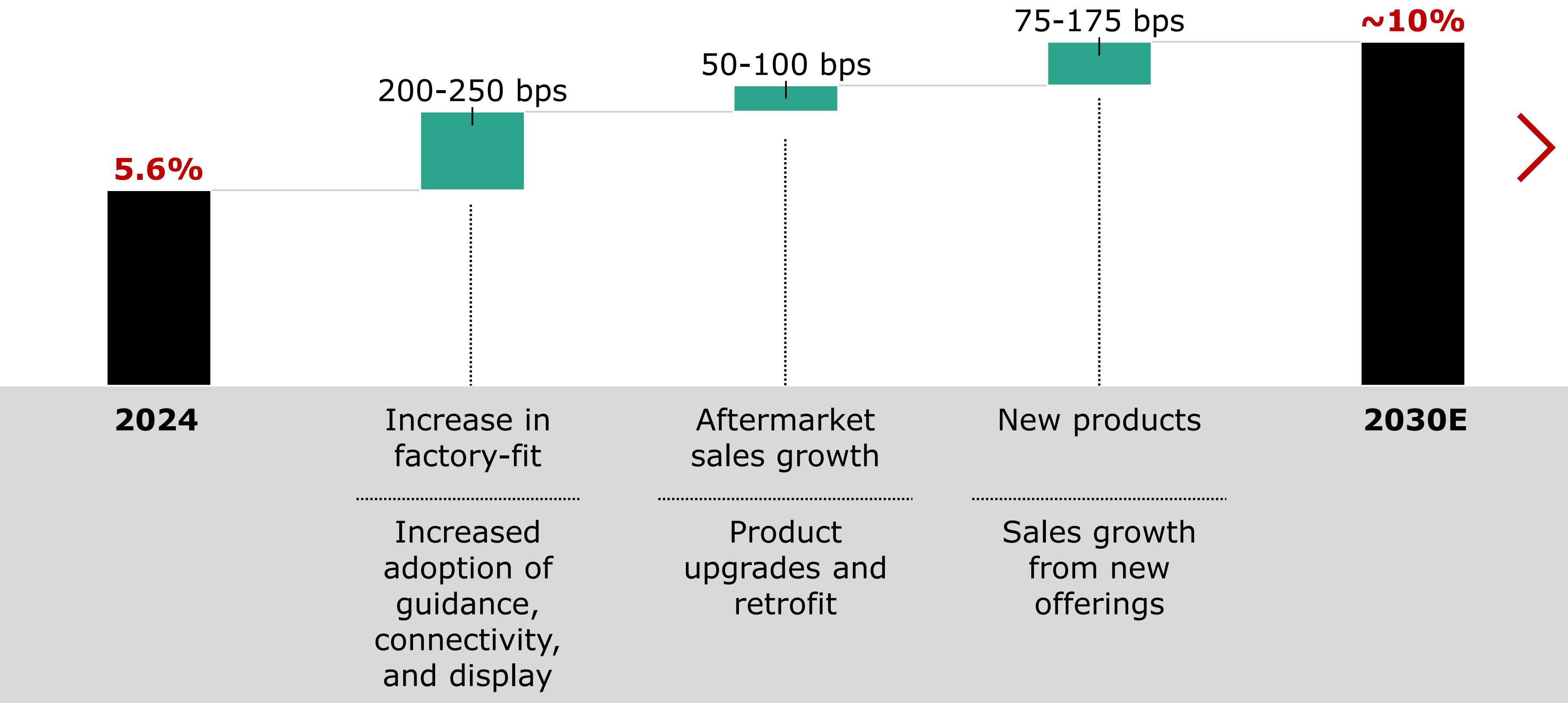
ADVANCING IRON + TECH INTEGRATION

GROWING THE PRECISION TECH BUSINESS BY 2030

Precision Tech evolution, % of Agriculture Net Sales



+50-75 bps
Adj. EBIT margin
with higher Precision Tech mix by 2030

DRIVING COMMERCIAL EXCELLENCE

GO-TO-MARKET TRANSFORMATION

Integrated and regionally-tailored dealer network and brand strategy

Partnership with network

"New deal with the dealers"

Enhanced customer-centric service capabilities

+50-75 bps

Adj. EBIT margin by 2030

OPERATIONAL EFFICIENCIES

IMPLEMENTING OPERATIONAL EFFICIENCY ACTIONS

Strategic sourcing	Plant efficiency	Manufacturing footprint
Multi-wave program launched in 2022, with ~80,000 parts in-flight	Lean manufacturing initiatives, with ~100 projects requiring investment & supported by ~900 continuous improvement efforts	Footprint reconfiguration initiatives, with 15+ projects optimizing plant setups
100-150 bps	**~50 bps**	**~50 bps**

run-rate margin uplift by 2030

QUALITY AS A MINDSET

AN EXPANSIVE VIEW OF QUALITY WILL DRIVE BENEFITS ACROSS MULTIPLE DIMENSIONS

We take a 360-degree view of quality

Driving impact across multiple dimensions

Improved customer loyalty and growing market share

Lower cost of non-quality across product creation and use

Higher net price realization on new machine sales

Lower cost refresh and higher trade-in values of used machines

Total cost of non-quality for CNH Ag

% of Agriculture Net Sales

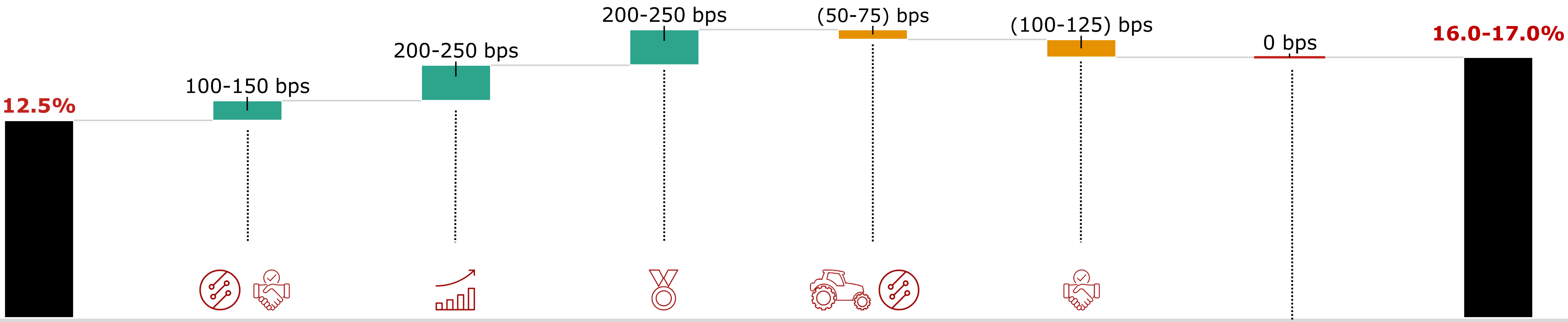
Manufacturing, Logistics, & R&D

Product support and aftersales (e.g., recalls, warranty, etc.)

GO-FORWARD MID-CYCLE MARGIN

DRIVEN BY COMMERCIAL ACTIONS, OPERATIONAL EFFICIENCIES, AND QUALITY IMPROVEMENTS

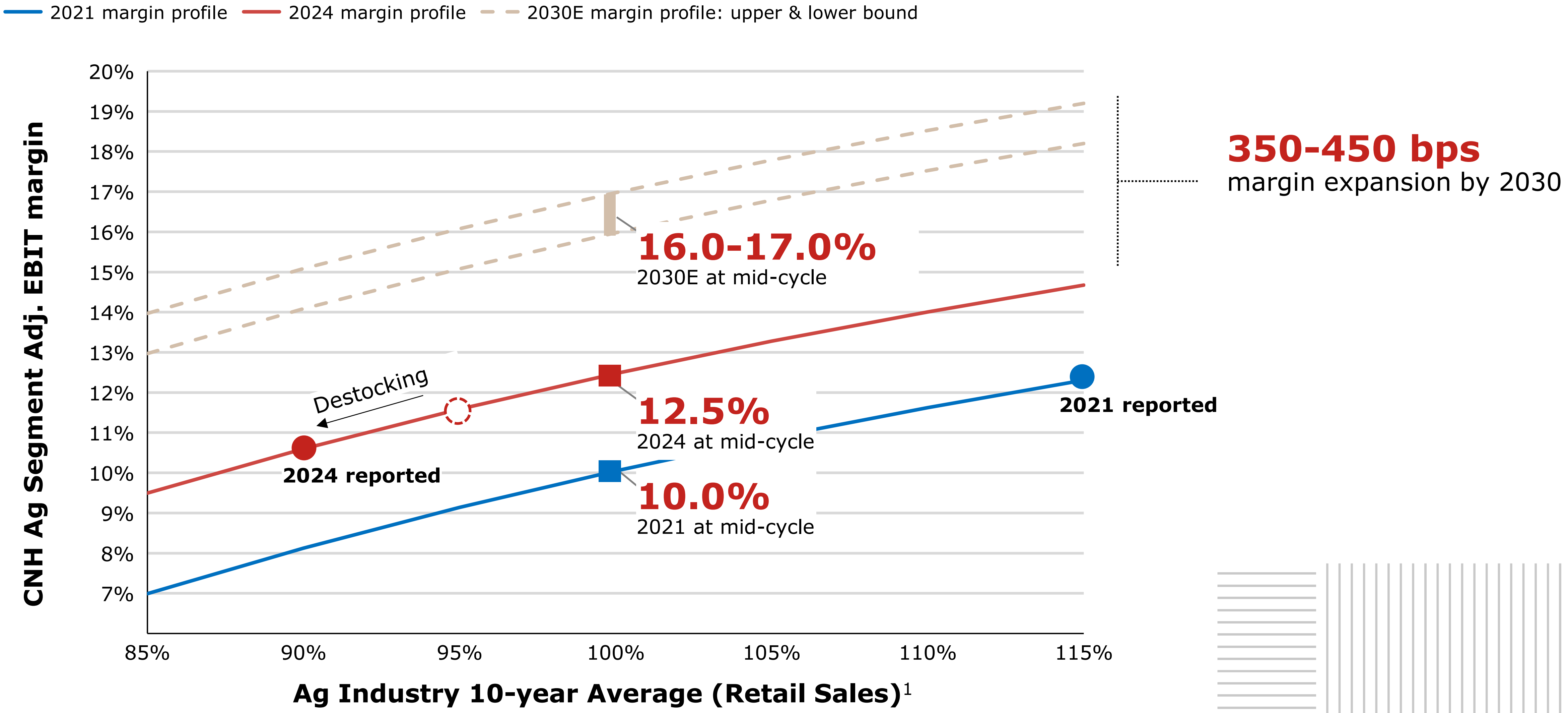
Ag segment mid-cycle Adj. EBIT margin walk, 2024-2030



2024 Adj. EBIT margin at mid-cycle	Growth initiatives	Operational efficiencies	Quality improvements	R&D investments	Commercial investments and selling expenses	General and Administrative expenses	**2030E Adj. EBIT margin at mid-cycle**
	Product launches Further Iron + Tech integration Strengthening of dealer network and parts & services sales	Strategic sourcing Plant efficiencies Manufacturing footprint	Product reliability Manufacturing process enhancements Dealer partnership	Product line, Precision Tech launches & refreshes	Expansion of sales team Dealer network investments: Product & service training, Incentives, and AI-powered tools	Constant G&A at mid-cycle	

MID-CYCLE MARGIN PROFILE

DRIVING ANOTHER 350-450 BPS OF MARGIN EXPANSION THROUGH THE CYCLE



1. Based on Total Industry Volume for 2015-2024, normalized for 2024 price and FX

CONSTRUCTION

SEGMENT OVERVIEW & FINANCIAL TARGETS

CONSTRUCTION OVERVIEW

WELL-ESTABLISHED BRANDS THAT GENERATE STRONG EBIT AND CASH FLOW

Top 5

Player in the Americas

~$3.5B

Net Sales[1]

~70%

in the Americas

180+

Years of history

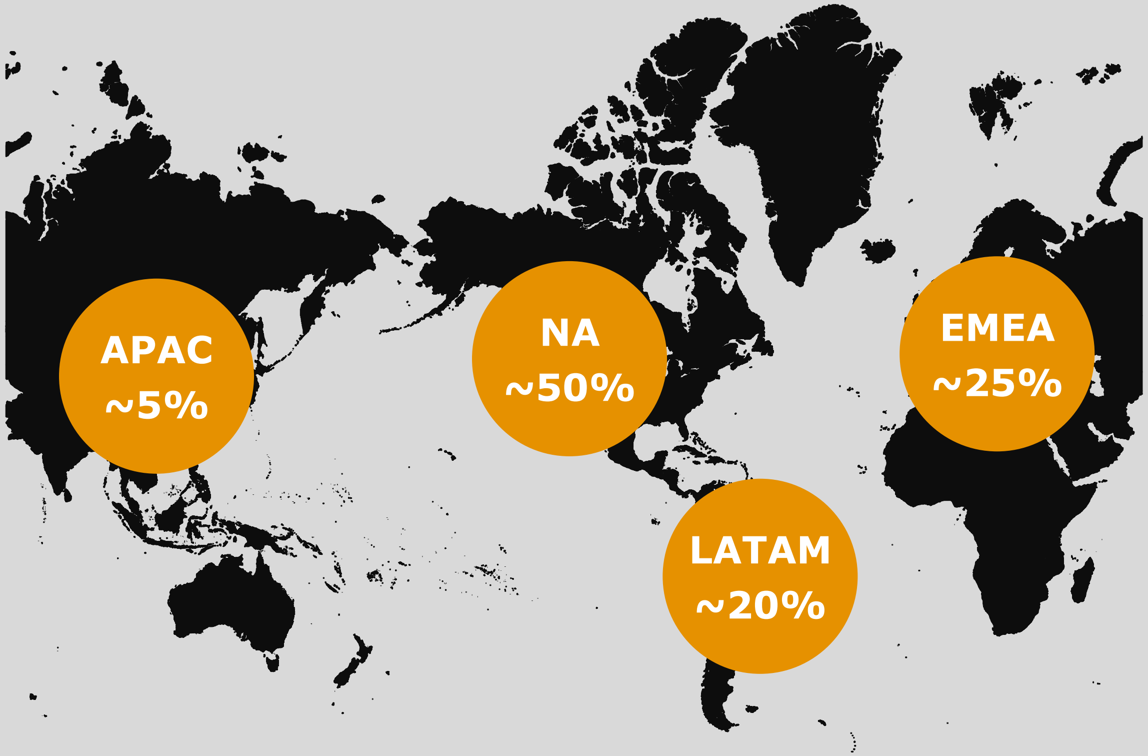
13

Product lines

~1,600

Points of sale globally

Net Sales by Region

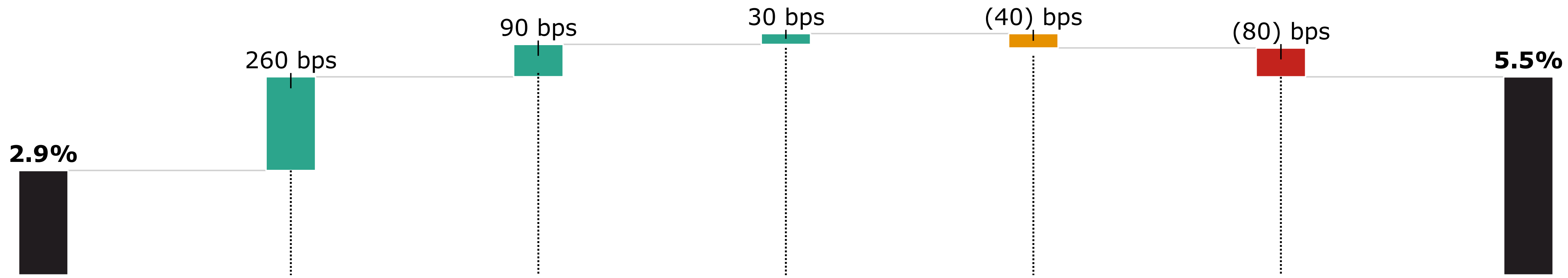


1. Avg. 2022-2024

CONSTRUCTION TURNAROUND

SIGNIFICANTLY IMPROVED MARGIN PROFILE OVER THE PAST 4 YEARS

Construction segment Adj. EBIT margin bridge, 2021-2024



2021 Adj. EBIT margin at mid-cycle

Sourcing improvements

- Raw materials cost optimization
- Supplier base diversification
- Supply chain streamlining

Manufacturing optimization

- Workflow streamlining
- Footprint optimization

Parts and connected service growth

- Increased penetration in attachments, value line, and connected services

R&D investments

- Iron product line updates and expansions
- Tech stack development and integration

SG&A

- Marketing and branding investments
- Customer experience improvement
- Selective workforce investments

2024 Adj. EBIT margin at mid-cycle

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GO-FORWARD STRATEGY

CONTINUING TO DRIVE THROUGH-CYCLE GROWTH AND MARGIN EXPANSION

Invest in Iron + Tech offerings

New product launches & refreshes

Machine vision & sensing solutions

Partnerships with tech innovators

Enhance distribution

Invest in select high-potential dealers

Strengthen New Holland channels

Support dealers' digital transformation

Develop people and talent

Partner with leading academic institutions

Boost aftermarket sales

Expand attachments product range

Value line offerings for older equipment

Expand service offering with connected units

Cost optimization

Plant efficiency improvement

Manufacturing footprint optimization

Strategic sourcing

Consider opportunistic margin-accretive tuck-in M&A to complement current portfolio

PRODUCT ROADMAP

LAUNCHING NEW PRODUCTS WHICH INTEGRATE IRON + TECH

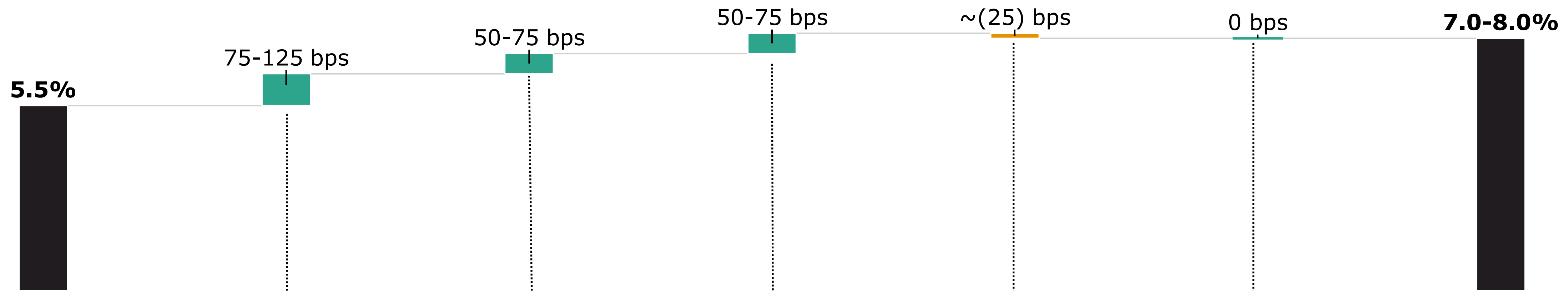
		2022-2024	2025-2026	2027+
		30+ product launches & entry in 3 new categories[1]	**Integration of Iron + Tech**	**New generations of core products & digital offering**
Iron	**Heavy line**	• Wheel Loader range extension • Wheeled Excavator	• New generation small Dozers • Fuel efficiency features	• New generation Wheel Loader (for developed markets)
	Compact line	• Mini Excavator technology • Mini Track Loaders and Small Articulated Loaders • 5 electric models	• New Compact Wheel Loader • Additional electric products	• Next generation of Compact Track Loaders & Skid Steer Loaders • Sub-compact offering extension
Tech		• Electro-hydraulic Grader Controls • Standard telematics • Hemisphere 3D aftermarket kits and base stations	• Global Navigation Satellite System (GNSS) (Hemisphere) • Visibility and safety (obstacle and identification) • Semi-autonomous features ("Autodig & Autodump") • Enhanced telematics	• AI-learning development towards autonomous operation • GPS and telematics data for full jobsite reporting

1. Wheeled excavators, mini track loaders and small articulated loaders

STRUCTURAL MARGIN EXPANSION

EXPANDING MARGINS BY 150-250 BPS VIA SOURCING IMPROVEMENTS AND MANUFACTURING OPTIMIZATION

Construction segment Adj. EBIT margin walk, 2024-2030



2024 Adj. EBIT margin at mid-cycle	Commercial actions	Sourcing improvements	Manufacturing optimization	R&D investments	SG&A	**2030E Adj. EBIT margin at mid-cycle**
	Product launches Market share capture	Strategic sourcing program	Plant efficiency Workflow streamlining Footprint optimization	Next-gen products Tech stack investments: Precision tech, electrification, machine control, and guidance	Constant SG&A efficiency	

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STRUCTURAL MARGIN PROFILE

GENERATING 150-250 BPS ADJ. EBIT MARGIN EXPANSION BY 2030

1. Based on projected Total Industry Volume for 2021-2030, for products and markets where CNH operates

APPENDIX

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 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 geopolitical events; 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, commerce and infrastructure development; government policies on international trade and investment, including sanctions, import quotas, capital controls, tariffs and other protective measures issued to promote national interests or address foreign competition, which in turn result or may result in retaliatory tariffs or other measures enacted by affected trade partners; volatility in international trade caused by the imposition of tariffs and the related impact on cost and prices, which could consequently affect demand of our products, 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 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; the remediation of a material weakness; our ability to realize the anticipated benefits from our business initiatives as part of our strategic plan; including targeted restructuring actions to optimize our cost structure and improve the efficiency of our operations; 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.

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's control. CNH 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, including factors that potentially could materially affect its financial results, is included in the Company's reports and filings with the U.S. Securities and Exchange Commission ("SEC"). All future written and oral forward-looking statements by CNH or persons acting on the behalf of CNH are expressly qualified in their entirety by the cautionary statements contained herein or referred to above. Additional factors could cause actual results to differ from those expressed or implied by the forward-looking statements included in the Company's filings with the SEC (including, but not limited to, the factors discussed in our most recent annual report on Form 10-K and subsequent quarterly reports on Form 10-Q).

Definitions of non-GAAP measures are included in this presentation, which is available on our website at investors.cnh.com.

GEOGRAPHIC INFORMATION

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

- 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, Türkiye, Uzbekistan, Pakistan, the African continent, and the Middle East
- South America: Central and South America, and the Caribbean Islands
- 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 monitors its operations through the use of several non-GAAP financial measures. CNH'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'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.

The 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 is defined as net income, less restructuring charges and non-recurring items, after tax.

Adjusted Diluted EPS is computed by dividing Adjusted Net Income 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 share-based payment awards, when inclusion is not anti-dilutive.

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 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.

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