New York City
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POWERTRAIN

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President Powertrain

CAPITAL MARKETS DAY 2019

100+ YEARS OF INNOVATION

GLOBAL INNOVATION LEADER WITH MANY "FIRSTS"

Up to 2000

Diesel and Natural Gas Innovation

Direct injection diesel engine **patent**

First common rail injection **patent**

First to apply Variable Geometry turbocharger to a diesel engine

Stoichiometric Natural Gas technology

From 2000 onwards

Aftertreatment and Alternative Propulsions and Fuels Innovation

First to launch hybrid Natural Gas engine

High efficiency Aftertreament system **patent**

First to launch Natural Gas engine with diesel like **performance**

Going forward

Technology Portfolio Innovation

Disruptive engine technologies

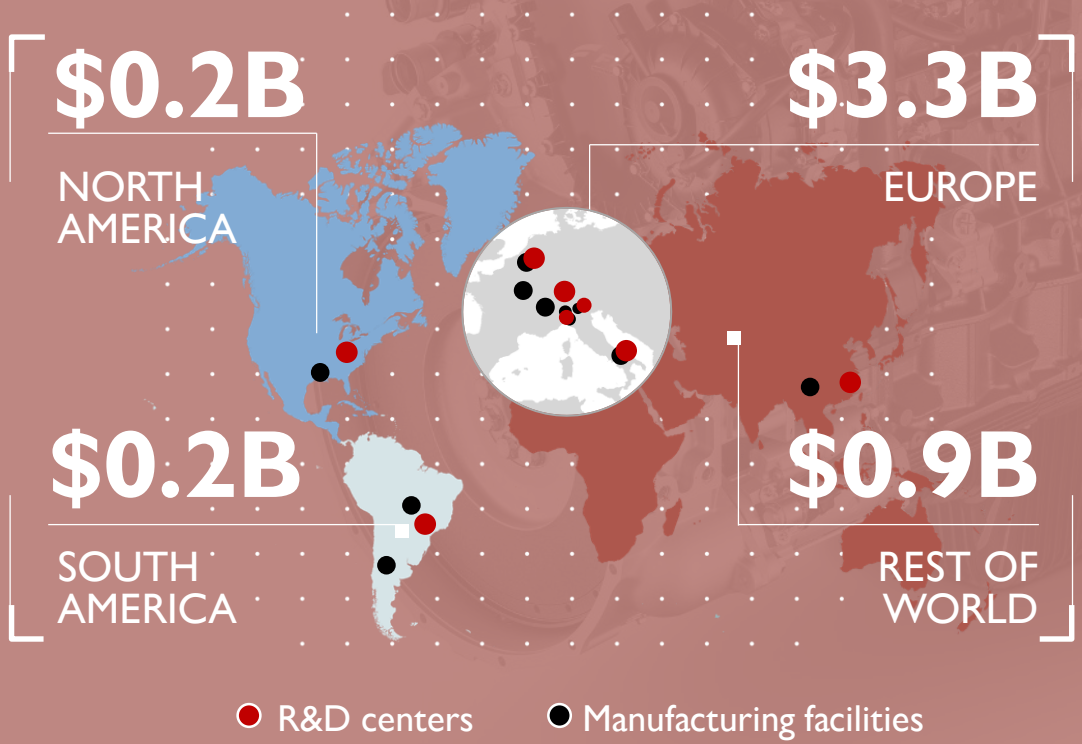
Zero-emission propulsion solutions



POWERTRAIN IS GLOBAL

AN INNOVATION LEADER WITH CUSTOMER PROXIMITY

ANNUAL NET SALES, 2018



GLOBAL FOOTPRINT

- 11 factories in 4 regions
- >8k people
- 100 dealers and 830 service points

INNOVATION CENTERS

- 8 R&D centers in 4 regions
- >1K employees in R&D
- 131 test benches

FIELDS OF APPLICATION

WIDE RANGE OF POWERTRAIN SOLUTIONS FOR ON- AND OFF-HIGHWAY

ANNUAL NET SALES IN B$, 2018



PRODUCT FAMILY	KEY BENEFIT	HP RANGE	OFF-HWY*	ON-HWY
 VECTOR	The power leader	600-910		
 CURSOR	TCO leader	250-775		
 NEF	Versatility: 4K+ configurations	100-355		
 S8000	Low regulated countries engine	55-130		
 F5	The torque leader	60-105		
 F1	Heavy duty design	140-210		
 DRIVELINES	Best in Class TCO			

* Includes Power Generation and Marine

FUTURE TRENDS

INCREASING EMISSION STANDARDS AND CUSTOMER REQUIREMENTS NEED A DISRUPTIVE APPROACH

NEW REGULATIONS

-30% CO2 by 2030 (g/km)
Global regulation convergence
Zero-emission zones

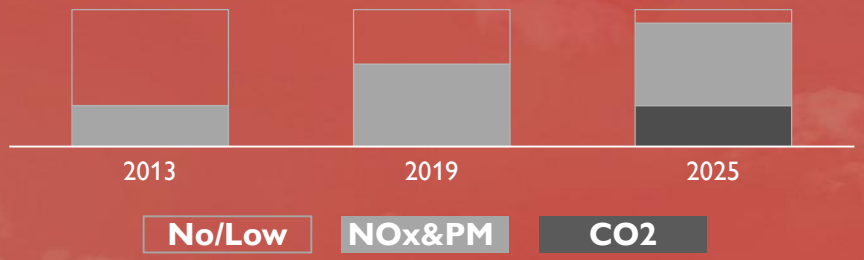
CUSTOMER REQUIREMENTS

Performance
Total Cost of Ownership
Servitization

TECHNOLOGIES

Digitalization and Smartability
Alternative fuels and propulsions
Model-based control

Global Regulation by Emission Level [%]



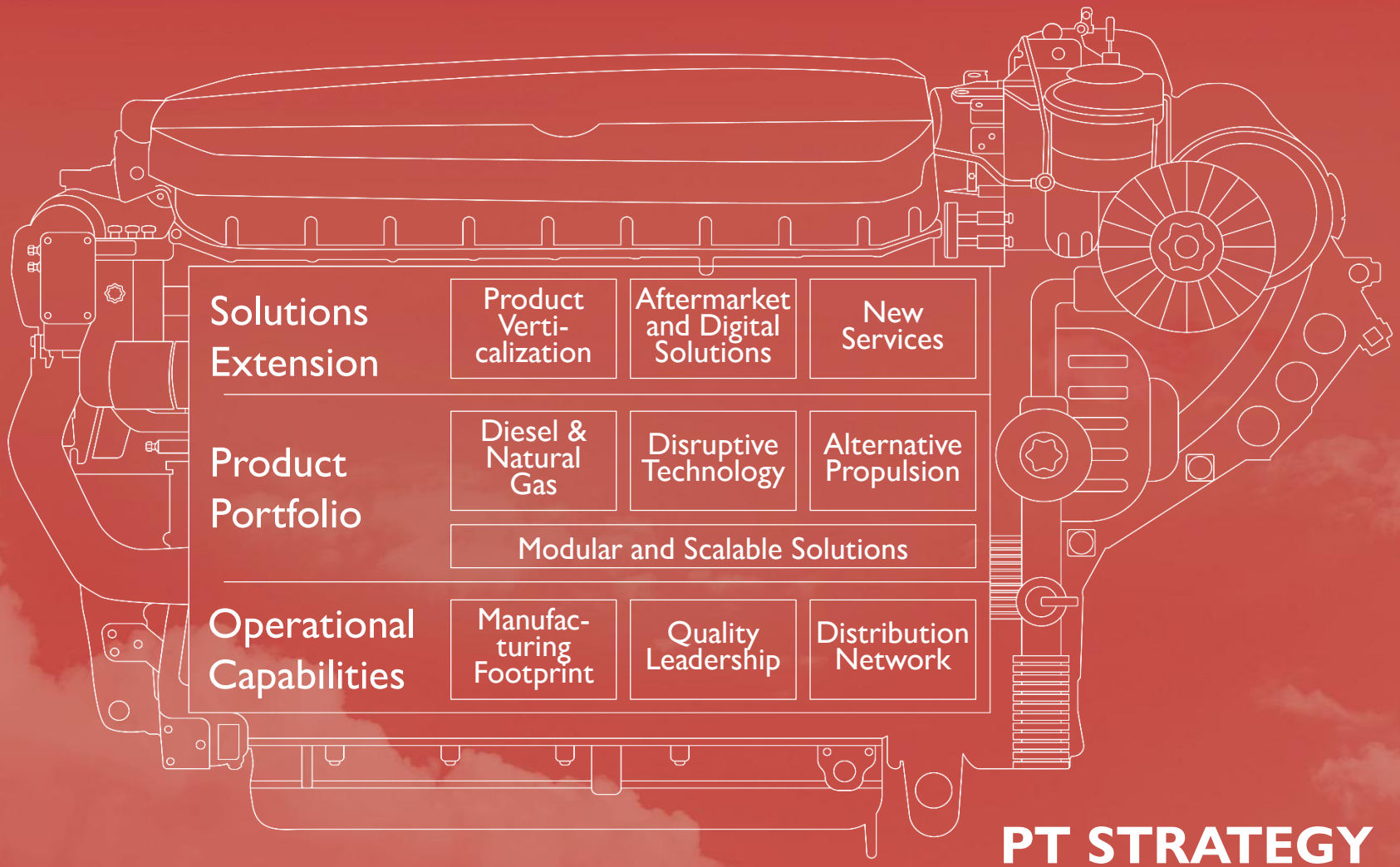
Global Regulation by Market (2025)





OUR MISSION

TO DELIVER FUTURE-PROOF SUSTAINABLE POWERTRAIN SOLUTIONS



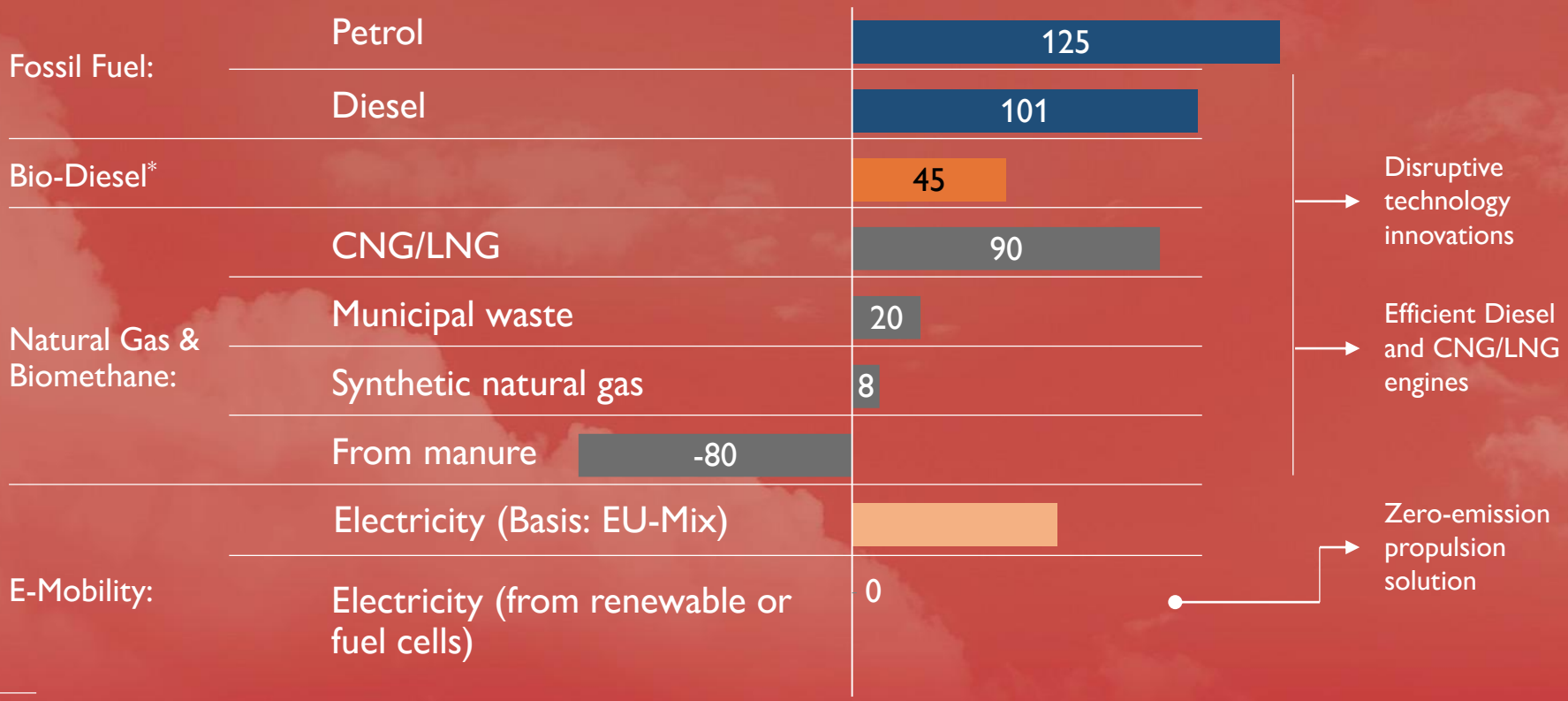
PT STRATEGY

Offer best-in-class powertrain solutions, accelerate alternative propulsion efforts and drive non captive sales

PRODUCT PORTFOLIO: MEETING THE CO2 CHALLENGE

INNOVATION PORTFOLIO FOR LOWER CO2 EMISSIONS

Well-To-Wheel (WTW) — GHG emissions in CO2 g/km

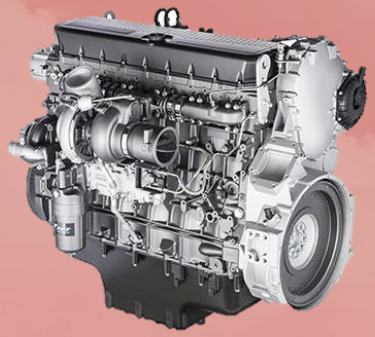


* HVO Hydrotreated Vegetable Oils
Source: Elab. Thinkstep Study 2017 and JEC WTW study v4 2014

PRODUCT PORTFOLIO: ROADMAP

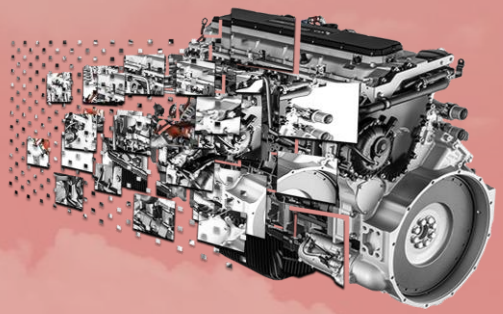
SUSTAINING LEADERSHIP IN DIESEL AND GAS WHILE INVESTING IN NEW ZERO-EMISSION SOLUTIONS

EXCELLING IN DIESEL & NATURAL GAS ENGINES



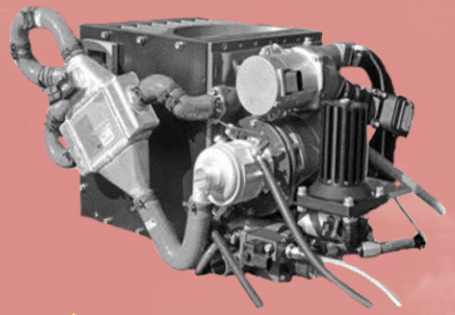
- Fuel efficiency & CO2 reduction
- Aftertreatment solutions
- New product introductions

PIONEERING IN DISRUPTIVE TECHNOLOGIES



- CO2 reduction by 30%
- Product cost advantage
- Payload leadership

INTRODUCING ZERO-EMISSION PROPULSION SOLUTIONS

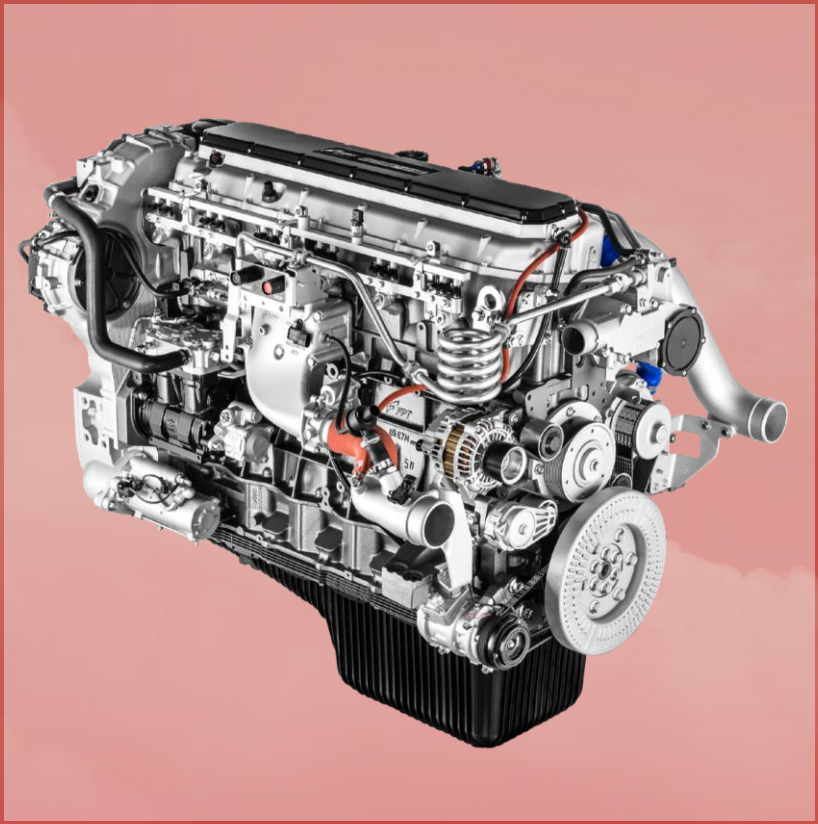


FCH | FUEL CELLS AND HYDROGEN JOINT UNDERTAKING

- CO2 emission elimination
- TCO certainty built into business model

PRODUCT PORTFOLIO: NATURAL GAS ENGINES

UNIQUELY POSITIONED TO BENEFIT FROM ACCELERATED TRANSITION TO GAS



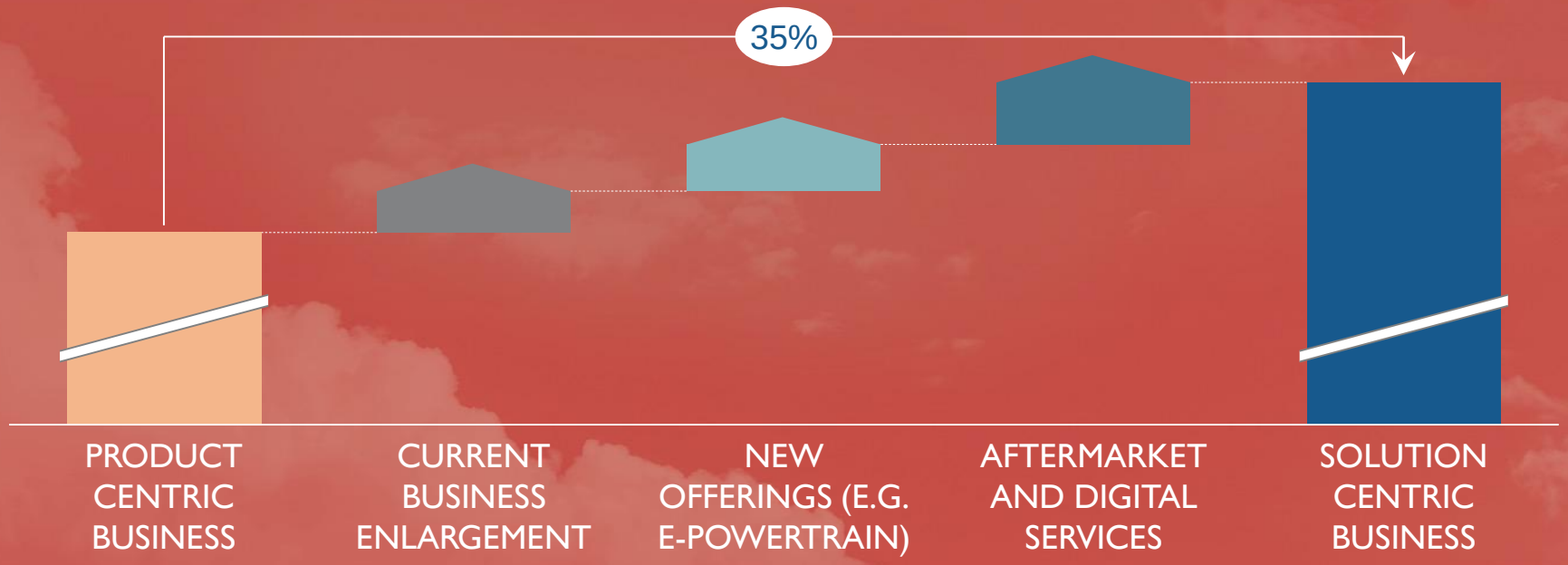
- More than 20 years of experience in natural gas technology
- 70% market share in Europe in 2018 – 50k units sold since 1997
- 22 patent families
- Unique brand with diesel-like performance

»»»» LNG/CNG engines are world-class and offer equivalent performance to diesel versions

SOLUTION EXTENSION: FUELING GROWTH

EXPANDING VALUE CREATION THROUGH VERTICAL INTEGRATION

NET SALES DEVELOPMENT (2024 HYPOTHESIS)



>50 NEW OEMS, 50% OF WHICH ARE ALREADY SECURED

TARGETS 2024

BUILDING OUR BUSINESS THROUGH TECHNOLOGY INNOVATION

NET SALES

$4.6B >>>>

SAFE HARBOR STATEMENT AND DISCLOSURE

All statements other than statements of historical fact contained in the slides presented today including statements regarding our 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, capital structure or other financial items; costs; and plans and objectives of management regarding operations and products, are forward-looking statements. 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 other assumptions underlying any of the forward-looking statements prove to be incorrect, 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 many interrelated factors that affect consumer confidence and worldwide demand for capital goods and capital goods-related products; general economic conditions in each of our markets; changes in government policies regarding banking, monetary and fiscal policy; legislation, particularly relating 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; 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; a decline in the price of 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 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; our pension plans and other post-employment obligations; political and civil unrest; volatility and deterioration of capital and financial markets, including possible effects of "Brexit", terror attacks in Europe and elsewhere, our ability to achieve the targets set out in the financials plan announces in September 3, 2019 Capital Markets Day; our ability to successfully implement the planned demerger of the On-Highway; the ability of the respective management teams of the Off-Highway and On-Highway to successfully operate the separated business and achieve their individual growth plans, and other similar risks and uncertainties and our success in managing the risks involved in the foregoing. Further information concerning factors, risks, and uncertainties that could materially affect the Company's financial results is included in our annual report on Form 20-F for the year ended December 31, 2018, prepared in accordance with U.S. GAAP and in the Company's EU Annual Report at December 31, 2018, prepared in accordance with EU-IFRS. Investors should refer to and consider the incorporated information on risks, factors, and uncertainties in addition to the information presented here. Investors should consider non-GAAP financial measures in addition to, and not as a substitute for, financial measures prepared in accordance with U.S. GAAP. Reconciliations of non-GAAP measures to the most directly comparable GAAP measure are presented in our earning releases, which are available in EDGAR on the SEC's website at www.sec.gov and 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. Our actual results could differ materially from those anticipated in such forward-looking statements. Forward-looking statements speak only as of the date on which such statements are made, and we undertake no obligation to update or revise publicly our forward-looking statements. Further information concerning CNH Industrial and its businesses, 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 oral forward-looking statements by CNH Industrial or persons acting on the behalf of CNH Industrial that will be made today in the Q&A sessions are expressly qualified in their entirety by the cautionary statements contained herein or referred to above.