New York City
September 3, 2019

CNH INDUSTRIAL STRATEGY

Hubertus Mühlhäuser
Chief Executive Officer

CAPITAL MARKETS DAY 2019

CEO FINDINGS AFTER 1 YEAR

STRONG FOUNDATION TO BUILD ON

TECHNOLOGY & INNOVATION	Strong innovation pipeline across segments addressing disruptive trends »»»» However, underinvested in some areas
OPERATIONS & COMMERCIAL	Best-in-class operational and commercial capabilities »»»» However, high complexity and overcapacity dragging on profitability
STRATEGY & PORTFOLIO	Multiple leadership positions covering product and market segments »»»» However, need to focus organization and sharpen strategic positioning
TEAM & CULTURE	Strong and collaborative management teams that are open to change »»»» However, need to become more agile, customer centric & entrepreneurial

PRIORITIES AND ACHIEVEMENTS AFTER 1 YEAR

CNH INDUSTRIAL DESTINED FOR SUCCESS

1 Continued operational performance with consistent margin improvements

2 Developed strategic roadmap and addressed portfolio questions

3 Built leadership team and organization to deliver in a rapidly changing business environment



Significant value creation potential ahead



Hubertus Mühlhäuser
Chief Executive Officer



Derek Neilson
President
Agriculture



Carl Gustaf Göransson
President
Construction



Gerrit Marx
President
Commercial and Specialty Vehicles



Annalisa Stupenengo
President
Powertrain



Oddone Incisa
President
Financial Services



Max Chiara
Chief Financial Officer and
Chief Sustainability Officer



Andreas Weishaar
Chief Strategy, Talent,
ICT and Digital Officer



Alan Berger
Chief Technology Officer



Tom Verbaeten
Chief Supply Chain Officer



Luc Billiet
General Manager
Aftermarket Solutions



Stefano Pampalone
General Manager
Asia, Middle East and Africa



Vilmar Fistarol
General Manager
South America

CNH INDUSTRIAL GLOBAL EXECUTIVE COMMITTEE

A COMMITTED AND ENGAGED LEADERSHIP TEAM

ECONOMIC AND SOCIAL MACROTRENDS

CHANGING OUR FUTURE ENVIRONMENT TODAY

POPULATION

Population growth:
+2B people by 2050

Changing diets:
10% average calorie increase by 2030

Growing demand for food

URBANIZATION

Rural exodus:
1.5M people move into urban areas each week

Megacities:
140 cities with >3M inhabitants

Increasing infrastructure demand

CONNECTED-NESS

Connected devices:
Expected to double from 27B in 2019 to 60B in 2024

E-commerce:
$4T of e-commerce retail sales globally

Rising transportation needs

CLIMATE CHANGE

Economic impact:
11% of the world's population is vulnerable to climate change impacts

Social:
Social awareness and increasing social action

Sustainability is fundamental

INDUSTRY AND TECHNOLOGY MEGATRENDS

TRANSFORMING THE CAPITAL GOODS INDUSTRY

DIGITALIZATION

Broad diffusion of digital and connected applications

Connected is the "new normal"

AUTONOMOUS

Automation enabled by digitalization and robots

Vehicle, process and task automation

SERVITIZATION

Rise of "as a service" offerings in capital goods

Emerging service models

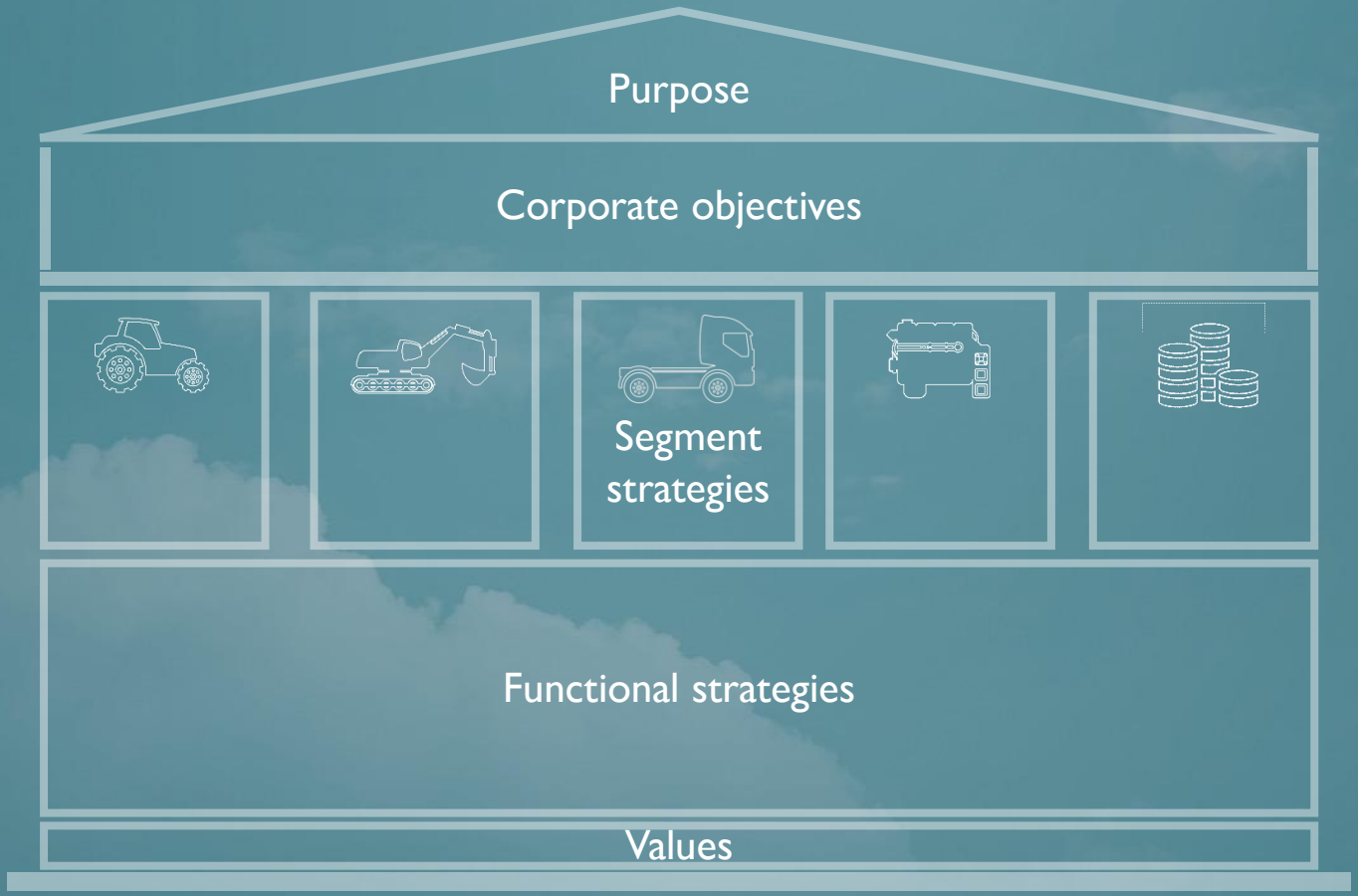
ALTERNATIVE PROPULSION

Tightening emission rules and awareness of climate change

Alternative power sources

CNH INDUSTRIAL GROUP STRATEGY ON 1 PAGE

WE CALL IT "TRANSFORM 2 WIN"





PURPOSE

POWERING SUSTAINABLE TRANSFORMATION

VALUES

PASSION
TEAM SPIRIT
ENTREPRENEURSHIP
EXCELLENCE

CORPORATE OBJECTIVES

TRANSFORMING CNH INDUSTRIAL TO ITS FULL POTENTIAL

STRATEGIC THEMES	CORPORATE OBJECTIVES
Innovation and thought leadership	Grow net sales* »»»» 5% CAGR
Industry-benchmark margin performance	Improve and simplify operations »»»» Adj. EBIT margin* ~10% (+400 bps) Adj. EPS ~18% CAGR
Strategic capital allocation	Optimize capital returns »»»» ROIC* ~20% (+600 bps)

Delivering superior total stakeholder value

* Industrial Activities; Note: figures 2019G-2024E

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES

- DIGITALIZATION
- AFTERMARKET SOLUTIONS
- SUPPLY CHAIN EXCELLENCE
- 80/20 SIMPLIFICATION
- MANUFACTURING NETWORK
- EMPLOYEE ENGAGEMENT

85% of new products digitally born and connected

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES



DIGITALIZATION



AFTERMARKET SOLUTIONS



SUPPLY CHAIN EXCELLENCE



80/20 SIMPLIFICATION



MANUFACTURING NETWORK



EMPLOYEE ENGAGEMENT

Grow aftermarket sales and services from 16% to 20% of net sales*

Outgrow equipment sales by 2×

* Industrial Activities

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES

- DIGITALIZATION
- AFTERMARKET SOLUTIONS
- SUPPLY CHAIN EXCELLENCE
- 80/20 SIMPLIFICATION
- MANUFACTURING NETWORK
- EMPLOYEE ENGAGEMENT

Save 1% on annual procurement spend

Save 4% per year through World Class Manufacturing

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES

- DIGITALIZATION
- AFTERMARKET SOLUTIONS
- SUPPLY CHAIN EXCELLENCE
- **80/20 SIMPLIFICATION**
- MANUFACTURING NETWORK
- EMPLOYEE ENGAGEMENT

Consolidate dealer network by net 10%

Simplify product line and reduce number of SKUs by 50%

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES

- DIGITALIZATION
- AFTERMARKET SOLUTIONS
- SUPPLY CHAIN EXCELLENCE
- 80/20 SIMPLIFICATION
- MANUFACTURING NETWORK
- EMPLOYEE ENGAGEMENT

Right-size operational footprint by 1.2M sqm/ 12.9M sqft

Increase utilization from 66% to 85%

FUNCTIONAL STRATEGIES

CORPORATE-WIDE TRANSFORMATION INITIATIVES

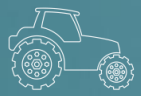
- DIGITALIZATION
- AFTERMARKET SOLUTIONS
- SUPPLY CHAIN EXCELLENCE
- 80/20 SIMPLIFICATION
- MANUFACTURING NETWORK
- EMPLOYEE ENGAGEMENT

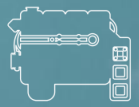
All employees are engaged and live up to our values

Strengthen diversity & inclusion

SEGMENT STRATEGIES

TRANSFORMING INDUSTRIAL SEGMENT PERFORMANCE




	AGRICULTURE	CONSTRUCTION	COMMERCIAL VEHICLES	POWERTRAIN	FINANCIAL SERVICES
Thrust	*Leader in sustainable agricultural solutions*	*Focused leadership position*	*Leader in sustainable transportation*	*Leader in alternative propulsion*	*Customers centric financial solutions*
Key priorities	▪ Offer leading precision farming solutions ▪ Position brands distinctively ▪ Provide superior performance & quality	▪ Focus on attractive products & markets ▪ Deliver turnaround & earn right to grow ▪ Leverage channel synergies with AG	▪ Reposition heavy duty product line ▪ Extend leadership in alternative propulsion ▪ On top: Realize global growth through partnerships	▪ Enlarge alternative propulsion portfolio ▪ Enhance margin in investment-heavy environment ▪ Drive non-captive sales growth	▪ Develop new products and markets ▪ Provide differentiating factor for segments' selling proposition ▪ Pursue customer-centric digitalization
2018A–2024E targets					
Net Sales CAGR	5%	7%	1%	5%	Portfolio CAGR: 4%
Adj. EBIT	+ 520 bps to 14%	+ 570 bps to 9%	+ 380 bps to 7%	+ 110 bps to 10%	Net Income CAGR: 3%
ROA	+ 1300 bps to 33%	+1600 bps to 24%	+ 700 bps to 14%	+ 600 bps to 32%	
Investment* (2020E-2024E)	$5.6B	$1.2B	$4.2B	$1.9B	

* Including CAPEX and R&D

CNH INDUSTRIAL GROUP STRATEGY ON 1 PAGE

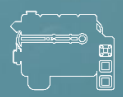
WE CALL IT "TRANSFORM 2 WIN"

Purpose: Powering Sustainable Transformation

Corporate objectives*:

Grow Sales	Improve and Simplify Operations		Optimize Capital Allocation
Net Sales**	Adj. EBIT margin**	Adj. EPS	ROIC**
+5% CAGR	~10% (+400 bps)	~18% CAGR	~20% (+600 bps)

Segment strategies:

					
Sales CAGR	5%	7%	1%	5%	Port. CAGR: 4%
Adj. EBIT	14%	9%	7%	10%	Net Income CAGR: 3%
ROA	33%	24%	14%	32%	

Functional strategies:

Digitalization	›››››››	85% of new products digitally born and connected
Aftermarket solutions	›››››››	Grow to 20% of net sales**; outgrow equipment sales by 2x
Supply chain excellence	›››››››	1% net procurement savings p.a.; 4% manufacturing savings p.a.
80/20 simplification	›››››››	SKU reduction of 50%; net dealer consolidation of 10%
Manufacturing network	›››››››	Footprint reduction of 1.2M sqm/12.9M sqft; utilization of 85%
Employee engagement	›››››››	100% employees live up to our values

Values: Passion | Entrepreneurship | Team Spirit | Excellence

*Figures 2019G-2024E **Industrial Activities

"TRANSFORM 2 WIN": CORPORATE PORTFOLIO REVIEW

ASSESSED CNH INDUSTRIAL PORTFOLIO COMPOSITION THROUGH THREE LENSES



Strategy lens

- Market attractiveness
- Competitive dynamics



Investor lens

- Focused business model
- Investor preferences



Synergy lens

- Technology and innovation
- Operations and commercial

Defining the optimal portfolio composition

RESULTS OF CORPORATE PORTFOLIO REVIEW

THREE LENSES – ONE CONCLUSION



Strategy lens

- Market attractiveness
- Competitive dynamics



Investor lens

- Focused business model
- Investor preferences



Synergy lens

- Technology and innovation
- Operations and commercial

- Most megatrends evolving on- and off-highway segments differently
- Varying market outlook of on- and off-highway segments
- Different competitive dynamics and strategic starting points for on- and off-highway segments

»»»» Need for distinct and differentiated management approach and focus

RESULTS OF CORPORATE PORTFOLIO REVIEW

THREE LENSES – ONE CONCLUSION



Strategy lens

- Market attractiveness
- Competitive dynamics



Investor lens

- Focused business model
- Investor preferences



Synergy lens

- Technology and innovation
- Operations and commercial

- Capital markets prefer focused business models (pure play)
- Varying investor expectations towards on- and off-highway companies
- Significant sum-of-the-parts discount impacts current CNH Industrial valuation

»»»» Valuation step-up potential through creation of two focused enterprises

RESULTS OF CORPORATE PORTFOLIO REVIEW

THREE LENSES – ONE CONCLUSION

Strategy lens

- Market attractiveness
- Competitive dynamics

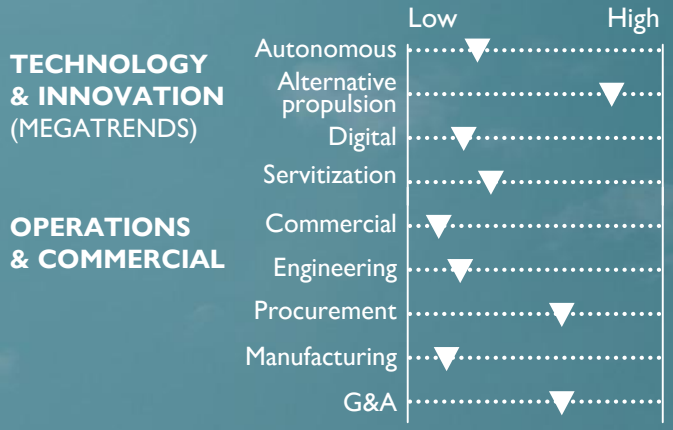
Investor lens

- Focused business model
- Investor preferences

Synergy lens

- Technology and innovation
- Operations and commercial

INTER ON-/OFF-HIGHWAY SEGMENT



INTRA ON-/OFF-HIGHWAY SEGMENT



»»»» Limited synergies between on- and off-highway. Significant synergies within on-highway (CV & PT) and off-highway (AG & CE)



TRANSFORM 2 WIN

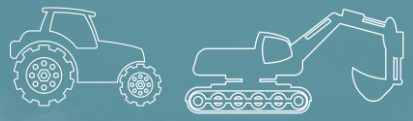


CNH INDUSTRIAL CORPORATE TRANSFORMATION

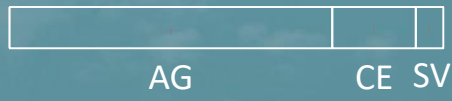
CREATING TWO GLOBAL LEADERS IN THEIR INDUSTRIES

TRANSFORM 2 WIN

GLOBAL LEADER IN SUSTAINABLE AGRICULTURE AND CONSTRUCTION



Vision: Be the partner of choice to feed and build the world



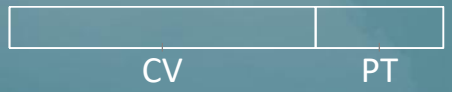
NET SALES: $15.6B

ADJ. EBIT: $1.0B

GLOBAL LEADER IN SUSTAINABLE TRANSPORTATION AND PROPULSION



Vision: Be the partner of choice to connect and power the world



NET SALES: $13.1B

ADJ. EBIT: $0.5B

Note: 2018 Net Sales and Adjusted EBIT pro-forma

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.