



SUSTAINABILITY REPORT **2022**



**Breaking
New Ground**

Innovation Sustainability Productivity



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HOW WE

GET THINGS DONE

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HOW WE

ACT SUSTAINABLY ACROSS

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A MESSAGE FROM OUR
CHAIR & CHIEF EXECUTIVE
OFFICER

Sustainably Advancing Global Agriculture and Construction

The word *impact* was front and center last year as we set forth as the new CNH Industrial.

How does our company *impact* the lives of our customers?

Where can we make the greatest *impact* right now?

What will positively *impact* the future of our industries and our world?

Together with our Board of Directors, we addressed how we answer the current and future challenges facing farming and construction. In our discussions, the customer was always the common denominator. Through customer-inspired innovation, we deliver solutions that serve people and the planet. In 2022, we started transforming ourselves from being an 'iron' focused company to one whose technology capabilities are just as robust and advanced as the equipment we have been building for over 180 years.

Using technology to improve the lives of our customers

Our acquisition of Raven, a leader in precision agriculture technology, has accelerated this transformation. For example, our autonomous spreader, launched in fall 2022, fertilizes fields under its own control, and our autonomous grain cart technology, launched in fall 2021, enables a combine harvester to call, and control, the tractor and trailer into which it unloads grain, and keep them perfectly in sync as it travels along the field. These technologies bring farmers greater yields while using less resources – including pesticides – and they save time, effort and money. An independent study conducted by the Association of Equipment Manufacturers and associated groups has shown that, by adopting advancements in precision agriculture such as this, farming productivity has been increased by an estimated 4%.

The word **impact** was **front and center** last year as we set forth as the new CNH Industrial.

These precision farming innovations are not only helping our customers do more with less; they are improving their daily working lives. For example, these innovations are allowing farmers to automate repetitive tasks and to analyze data to make better decisions in the field. New technologies can also automatically adjust equipment settings in response to changing field conditions. They also minimize our customers' environmental impact by helping them save fuel, eliminate pesticide run off and reduce soil compaction.

Alongside our advancements in precision agriculture, CNH Industrial remains at the forefront of innovation in alternative sources of power. We were the first manufacturer to offer 100% biodiesel compatibility on all agricultural products in 2007, the first to develop a hydrogen prototype tractor in 2009, and the first to commercialize a methane powered tractor in 2021. These compressed methane tractors are helping farmers farm efficiently and sustainably. As biomethane can be generated on the farm from waste the farm produces – such as animal or crop residue – farmers can use it to make their own fuel, rather than purchasing it on the open market. And this process also generates additional savings since it produces 100% natural and free fertilizer as a direct by-product.



Case IH Trident 5550 Applicator

In 2022 we further advanced our leading technology in this field with a liquefied methane solution jointly developed with Bennamann, a pioneering company in which we have the majority stake. Bennamann's infrastructure uses a slurry pit cover which captures fugitive methane emissions that would have otherwise 'escaped' into the atmosphere. This gas is then cleaned and transformed into fuel for machinery or used to generate electricity, which can power the farm or even be sold back to the power grid, thereby creating an additional revenue stream for farmers. Recycling farm waste into fuel, electricity and natural fertilizer supports a truly circular farm economy.

Our latest innovation in this space is our introduction of the first tractor prototype that runs purely on liquefied methane – the New Holland T7 Methane Power LNG. When methane is liquified, more fuel can be stored in the same space, enabling tractors to work for longer in the fields. When fueled by methane produced from slurry, the T7 tractor has a negative carbon footprint in the operation phase because its energy source is a 'pollutant' that would otherwise have gone into the atmosphere.

This is just one of the ways we are proving that sustainability enables more effective and profitable performance for our customers. We are passionate about sustainable innovation not just in agriculture, but also in construction equipment, where we recently launched our first full-electric mini excavator through our Sampierana construction business.



CASE CX15EV electric mini-excavator

Our efforts are directed toward **reducing the total emissions** our products generate during their operational lifetime, which represent our largest opportunity to **reduce our CO₂ footprint.**

Getting it right, now

In 2022, we committed to the Science Based Targets initiative, which provides companies with a clearly-defined path to reduce emissions in line with the goals of the Paris Agreement (a legally binding international treaty on climate change). Our focus is on reducing the total emissions our products generate during their operational lifetime, as this is how we can make the biggest reduction in our CO₂ footprint. We are also curbing our operational emissions through investments in energy efficiency and solar power, which have increased our operations' use of renewable electricity to 60%. Our plants also increased their recovery of waste (materials, water, energy) to 96.5% at a global level, through efforts such as our painting processes now reusing over 50% of their water. In addition, we continued to make progress on our goal to design all new products according to sustainable criteria by 2024. Set by our internal Eco-Design working group, these criteria include product development and manufacturing processes, material validation, and manufacturing processes, among many others. We are also committed to ensuring that 90% of each fully produced machine can be recycled by 2030.

Our global workforce, composed of over 40,000 skilled and passionate individuals, is our most valuable asset. We are focused on increasingly reflecting society's diversity in our workforce, and remain dedicated to supporting all our employees' development, as well as giving them opportunities to succeed.



New Holland T7 Methane Power LNG tractor

We evolved our culture by establishing a set of guiding beliefs, backed by metrics known as our Focused Five, which emphasize Safety, Quality, Profit, and Delivery while placing our Customers at the center of it all. We trained every employee and provided tools to instill these common beliefs, ensuring that everyone is working to achieve our targets. And when surveyed, we continue to be seen as an employer of choice by our current employees and prospective hires – this is further confirmed by reputed workplace certification bodies. Our approach to diversity, equity and inclusion was fundamental in attracting and retaining our most promising people. Achievements in this area in 2022 included a 10.6% year over year increase in the number of women in our workforce.

Our cultural beliefs are the cornerstone of the CNH Industrial Business System (CBS), our new approach to continuous improvement. CBS is distinct from our previous approach, World Class Manufacturing, as it extends beyond our manufacturing facilities to all areas of the business and rewards continual and incremental improvement with no endpoint. CBS scores our operational performance against our Focused Five metrics and we have made significant progress in all areas. One standout result saw us achieve an 11.3% reduction in our employee injury frequency rate compared to the previous year.

We continue to align short term executive compensation with our targets to improve employee safety and reduce carbon emissions. Alongside our commitment to SBTi, we are also planning to add an appropriate sustainability metric to our long-term incentive plans. In conjunction with our cultural evolution and the improvements driven by CBS, these incentives will help foster an increasingly positive, inclusive and safe workplace.

A brighter future

The only way we all advance is if the communities in which we operate also thrive. We have therefore continued to invest in local projects: building homes for those in need; establishing education programs for underprivileged children; donating funds and essential supplies when and where they were most needed; and encouraging our employees to volunteer in ecological conservation efforts. One instance of this approach was our steadfast support of Ukraine from the start of the conflict last March, where we, together with our employees, donated funds to the Red Cross and UNICEF. We continue to support our CNH Industrial family there – employees, dealers and customers whose courage and resolve see them continue to operate in the most trying circumstances.

By focusing on how we can best serve farmers and builders right now – and working with them to anticipate their most pressing needs for the future – we are confident that we can continue to positively impact agriculture and construction. We are conscious that we are not alone on this journey, and would like to thank you – our valued stakeholders – for your support as we continue Breaking New Ground in sustainability across our industries.

Sincerely,

A handwritten signature in black ink, appearing to read 'S Heywood'.

Suzanne Heywood
CHAIR, CNH Industrial

A handwritten signature in black ink, appearing to read 'Scott W. Wine'.

Scott W. Wine
CHIEF EXECUTIVE OFFICER, CNH Industrial

LONG STORY

SHORT

- CASE CONSTRUCTION EQUIPMENT
- NEW HOLLAND CONSTRUCTION
- EUROCOMACH

CONSTRUCTION



FINANCIAL SERVICES



- CNH INDUSTRIAL CAPITAL

AGRICULTURE



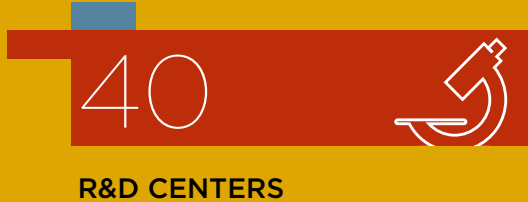
- CASE IH
- NEW HOLLAND AGRICULTURE
- STEYR
- RAVEN
- FLEXI-COIL
- MILLER
- KONGSKILDE

CNH Industrial at a Glance

CNH Industrial is a global capital goods company specializing in equipment and services for Agriculture and Construction. The Company operates commercially through its brand portfolio which includes its global brands Case IH, New Holland Agriculture, New Holland Construction and CASE Construction Equipment.

Around the world, CNH Industrial brands are the driving force behind construction and agriculture. The innovation and efficiency they bring to the noble work of farming and building help other areas of the global economy to reach their full potential.

Our Company provides the strategic direction, R&D capabilities, and investment to our global and regional brands. Along with the market reach to put innovation, productivity and sustainability in the hands of farmers and construction workers around the world.



2022 Sustainability Facts and Figures

\$53.2

MILLION

SPENT ON HEALTH AND SAFETY



899,173

HOURS

OF EMPLOYEE TRAINING



\$4.2

MILLION

INVESTED IN IMPROVING ENERGY EFFICIENCY



\$8.1

MILLION

INVESTED IN LOCAL COMMUNITIES



MANUFACTURING PLANTS OVERVIEW



31

ISO 45001
CERTIFIED PLANTS



31

ISO 14001
CERTIFIED PLANTS



30

ISO 9001
CERTIFIED PLANTS



30

ISO 50001
CERTIFIED PLANTS



Alignment with the United Nations Sustainable Goals

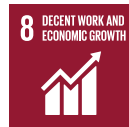
CNH Industrial embraces all 17 UN Sustainable Development Goals (SDGs) and has identified 6 SDGs most relevant to its business, enabling the Company to concentrate efforts more effectively on achieving its goals.



Zero hunger



Good health and well-being



Decent work and economic growth



Reduced inequalities



Responsible consumption and production



Climate action

Our Sustainable Priorities

Carbon Footprint

CNH Industrial is actively engaged in reducing the CO₂ emissions associated with its manufacturing processes and its brands' product ranges. CNH Industrial's plants have specific systems in place to reduce energy consumption and limit the use of fossil fuels, favoring electricity from renewable sources. The Company is developing its decarbonization strategy to shift towards a more environment-friendly product portfolio.



2022
KEY FIGURES

31%

REDUCTION OF CO₂
EMISSIONS VS. 2018 PER
HOUR OF PRODUCTION

60%

TOTAL ELECTRICITY
DERIVED FROM
RENEWABLE ENERGY
SOURCES

Circularity & Eco-Efficiency

CNH Industrial recognizes the critical value of promoting a circular product life cycle in which resources are used fully and products and materials are recovered and regenerated at the end of their service life. To maximize product life, CNH Industrial offers its customers a range of remanufactured spare parts. In manufacturing processes, particular emphasis is given to increase waste recovery and reuse.



2022
KEY FIGURES

51%

WATER RECYCLED
AT COMPANY PLANTS

97%

WASTE RECOVERED
AT COMPANY PLANTS

9.3%

OF CNH INDUSTRIAL
SPARE PARTS' SALES
GENERATED FROM
REMANUFACTURED
COMPONENTS

Inclusion, Equity and Engagement

CNH Industrial considers its people an essential resource and strongly believes that business growth is made possible through personal growth. The Company is committed to enhancing the satisfaction of employees and their sense of belonging to the Company.



2022 KEY FIGURES

10.6%

INCREASE

OF WOMEN IN THE COMPANY'S WORKFORCE

24%

DECREASE

VS. 2018 IN INJURY FREQUENCY RATE

2,593

EMPLOYEES

VOLUNTEERING DURING WORKING HOURS

281,891

HOURS

OF OCCUPATIONAL HEALTH AND SAFETY TRAINING

2022 Sustainability Recognitions

CNH Industrial was included in the 2023 S&P Global Sustainability Yearbook with the highest score in the Machinery and Electrical Equipment Industry and placed in the top 1% of over 7,800 companies assessed. Furthermore,

CNH Industrial was included in the A List of the CDP Climate Change program, received an MSCI ESG Rating of AAA, was awarded ISS ESG Prime status, and was a responder to the 2022 Workforce Disclosure Initiative (WDI).



^a The use by CNH Industrial of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of CNH Industrial by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Distribution of Value Added

CNH Industrial strives to create value and to distribute it to its stakeholders. The calculation¹ of value added gives the Company a better understanding of its economic impacts, enabling it to determine how much wealth it created, how it was created, and how it was distributed to stakeholders.

In 2022, the value added generated by CNH Industrial's activities and distributed to its various stakeholders totaled \$5,259 million, equivalent to 22.3% of revenues.

DIRECT ECONOMIC VALUE GENERATED



CNH Industrial (\$million)

2022

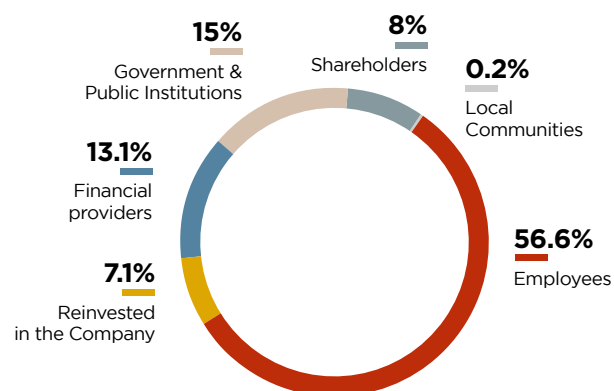
Consolidated 2022 revenues	23,551
Income of financial services companies	(2,010)
Government grants (current and deferred/capitalized), release of provisions, other income	41
Other income	2,021
Direct economic value generated	23,603
Cost of materials	15,871
Depreciation and amortization, including assets under operating lease and assets sold under buy-back commitments	535
Other expenses	1,938
Value added	5,259

(in accordance with US GAAP)

DISTRIBUTION OF VALUE ADDED



CNH Industrial



⁽¹⁾ For details on the methodology used, see Report Parameters on page 191.





HOW WE GET THINGS DONE

Pages > 16-118

OUR COMMITMENT TO THE FUTURE



OUR GOVERNANCE MODEL



HOW WE MANAGE OUR PEOPLE



ENGAGING LOCAL COMMUNITIES



RELATIONSHIPS WITH PUBLIC AND PRIVATE ORGANIZATIONS



OUR COMMITMENT

TO THE FUTURE



18 — Materiality
Analysis

19 — Sustainability Priorities
and Strategic Targets

22 — Sustainability Plan

Materiality Analysis

The materiality analysis is a tool that CNH Industrial uses to identify priority topics and ensure their close alignment with its business decisions, increasingly integrating sustainability principles into the Company’s daily activities. In the materiality analysis, topics are considered material if they reflect CNH Industrial’s economic, environmental, and social impact, or influence the decisions of stakeholders.

The Materiality Matrix reflects how each material topic is positioned according to internal or external relevance, enabling the Matrix itself to be read in two ways:

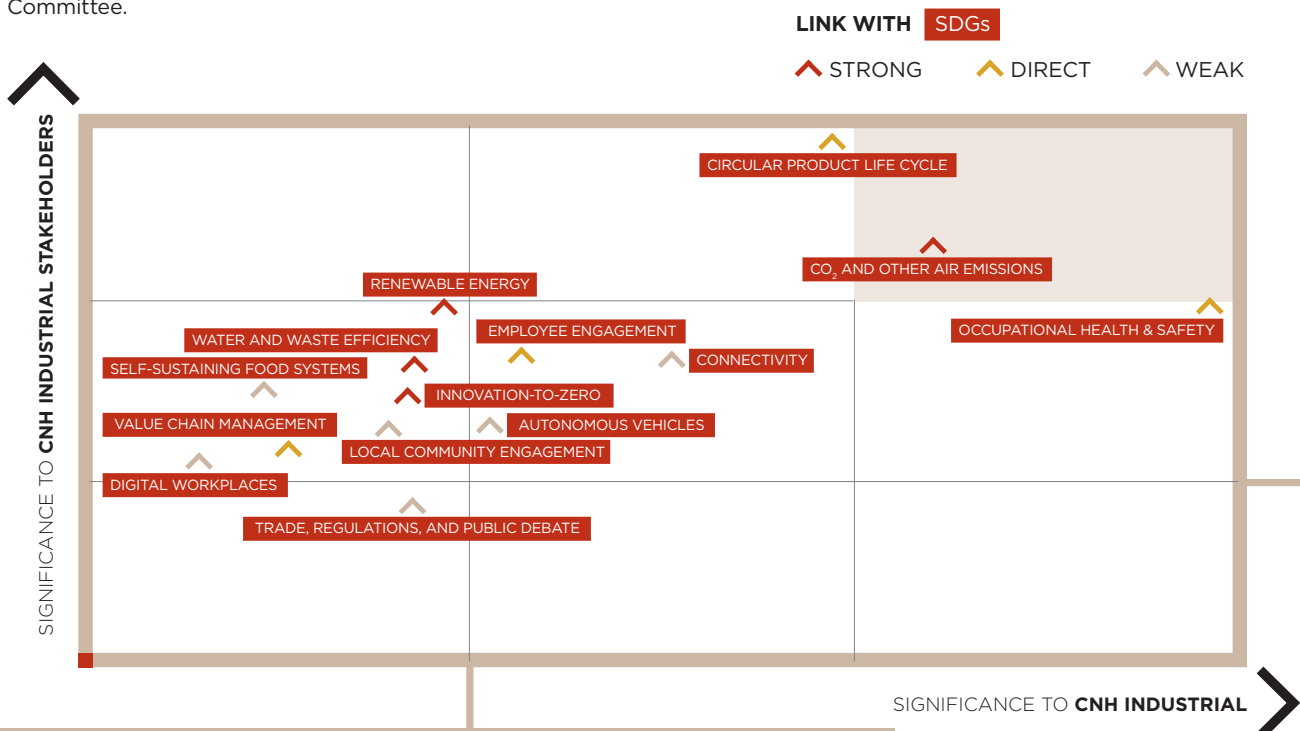
- the horizontal axis illustrates the degree of significance to CNH Industrial
- the vertical axis illustrates significance to stakeholders.

The Matrix also shows the degree of alignment between external stakeholders’ expectations and the relevance of the material topics to the Company. The Materiality Matrix is reviewed by senior leadership and approved by the CEO and the Board of Directors’ Environmental, Social and Governance Committee.

Materiality Matrix

Through the Materiality Matrix, the topic circular product life cycle was considered as one of the most relevant to CNH Industrial, highlighting the importance of adopting alternative solutions that minimize the impact of a product’s life cycle. CO₂ and other air emissions was also one of the most relevant topics, considering not only the impact of manufacturing processes, but also of the entire value chain.

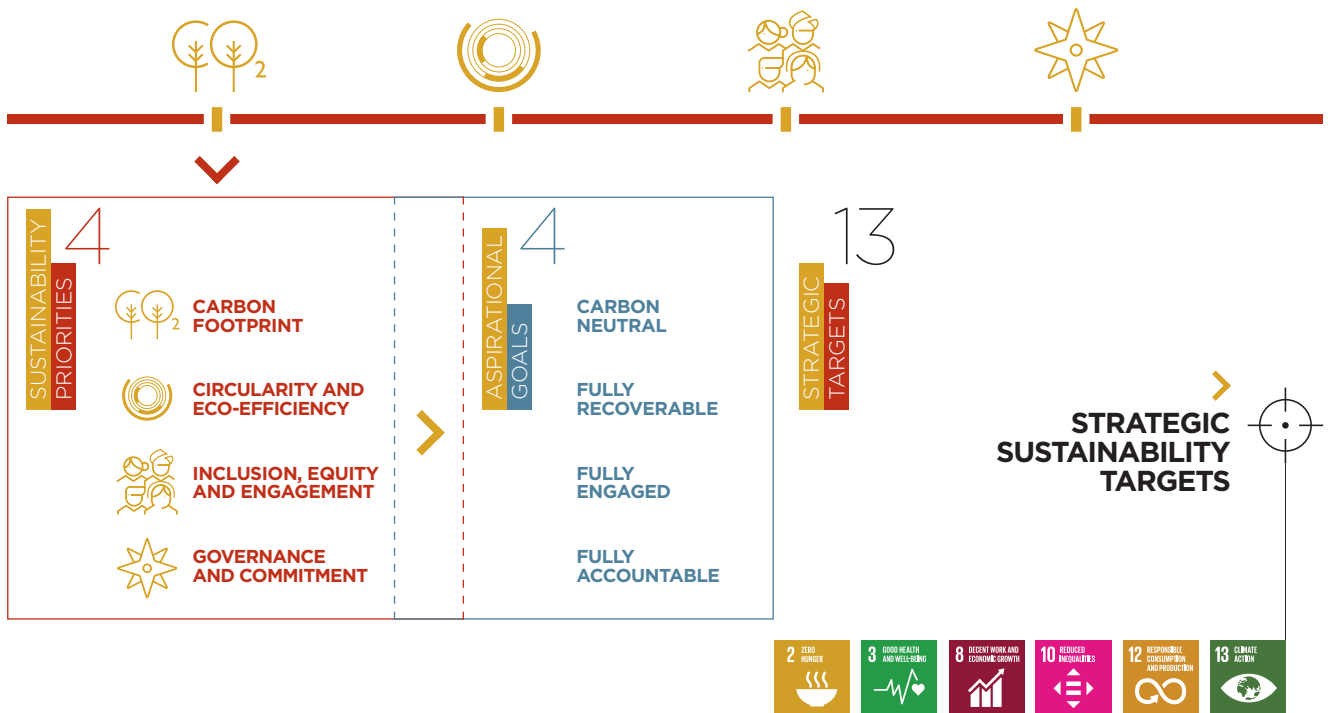
The topic occupational health and safety also ranked among the most relevant to both the Company and its stakeholders, highlighting the importance of an approach based on preventive and protective measures involving all employees. The Company also performed a targeted analysis to identify the link between its material topics and the UN Sustainable Development Goals (SDGs) most relevant to CNH Industrial’s business.



Sustainability Priorities and Strategic Targets

CNH Industrial's sustainability priorities derive from the interpretation of stakeholders' expectations. The 4 sustainability priorities are: carbon footprint, circularity & eco-efficiency; inclusion, equity & engagement; and governance and commitment.

The sustainability priorities are further driven by aspirational goals, seen as objectives to strive for over the long term. To achieve such goals, targets for year-end 2024 and 2030 are included in the Company's Strategic Business Plan, to further underscore CNH Industrial's commitment to sustainability.



Alignment with the United Nations Sustainable Development Goals

Since CNH Industrial embraces all 17 UN Sustainable Development Goals (SDGs), efforts were made to ensure the commitments stated in the Sustainability Plan are aligned with said SDGs, not only to substantiate the Company’s contribution to achieving global objectives, but also to ensure

transparency in its communication with stakeholders by providing a more detailed picture of its responsibility to build a sustainable future. The alignment process also led to the identification of the SDGs most relevant to CNH Industrial’s business, which enabled the Company to concentrate efforts more effectively on achieving its goals.

A total of 6 SDGs were identified as most relevant:



	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
	Ensure healthy lives and promote wellbeing for all at all ages
	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
	Reduce inequality within and among countries
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts

These 6 SDGs will inspire CNH Industrial’s future endeavors in terms of targets, practices, and projects, as highlighted by specific icons throughout the Report corresponding to each goal. Furthermore, the activities, major projects, and related targets described herein are intended to provide an overview of how the Company approaches them.

These targets are incorporated into the Sustainability Plan, which includes both long and short-term targets and expresses CNH Industrial’s commitment to contribute to development in harmony with people and the environment.





In this regard, executive compensation is linked, among other things, to the achievement of two strategic sustainability targets, specifically related to CO₂ emissions per production unit and the injury frequency rate.

Strategic Sustainability Targets

In 2022, the Company updated its strategic sustainability targets aligned with the material topics included in the Materiality Matrix, and consistent with its sustainability priorities as well as the UN Sustainable Development Goals (SDGs).






STRATEGIC SUSTAINABILITY TARGETS ▼

CNH Industrial worldwide (%)

SUSTAINABILITY PRIORITIES	ASPIRATIONAL GOALS	STRATEGIC SUSTAINABILITY TARGETS
 <p>CARBON FOOTPRINT</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">13 CLIMATE ACTION</div> </div>	<p>CARBON NEUTRAL</p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>50%</p> <p>reduction in CO₂/hour of production vs. 2018 by 2030</p> </div> <div style="text-align: center;"> <p>90%</p> <p>share of renewable electricity by 2030</p> </div> </div>
 <p>CIRCULARITY AND ECO-EFFICIENCY</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">13 CLIMATE ACTION</div> </div>	<p>FULLY RECOVERABLE</p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>100%</p> <p>new products developed with sustainability design criteria by 2024</p> </div> <div style="text-align: center;"> <p>90%</p> <p>recyclability for new products by 2030</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>95%</p> <p>waste recovered at Company plants by 2024</p> </div> <div style="text-align: center;"> <p>33%</p> <p>reduction of water withdrawal/hour of production vs. 2018 by 2024</p> </div> </div>
 <p>INCLUSION, EQUITY AND ENGAGEMENT</p> <div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px;"> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">2 ZERO HUNGER</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">3 GOOD HEALTH AND WELL-BEING</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">8 DECENT WORK AND ECONOMIC GROWTH</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">10 REDUCED INEQUALITIES</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">13 CLIMATE ACTION</div> </div>	<p>FULLY ENGAGED</p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>35%</p> <p>reduction of injury frequency rate vs. 2018 by 2024</p> </div> <div style="text-align: center;"> <p>20%</p> <p>of women in leadership roles by 2024</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>100%</p> <p>employees trained in unconscious bias and "speak up" by 2024</p> </div> <div style="text-align: center;"> <p>100%</p> <p>increase in people benefiting from CNH Industrial's local community initiatives vs. 2018 by 2024</p> </div> </div>
 <p>GOVERNANCE AND COMMITMENT</p> <div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px;"> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">2 ZERO HUNGER</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">3 GOOD HEALTH AND WELL-BEING</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">8 DECENT WORK AND ECONOMIC GROWTH</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">10 REDUCED INEQUALITIES</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; text-align: center;">13 CLIMATE ACTION</div> </div>	<p>FULLY ACCOUNTABLE</p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Quarterly Executive Sustainability Committee chaired by CEO, and ESG Board Committee</p> </div> <div style="text-align: center;"> <p>20%</p> <p>leadership variable compensation linked to Sustainability</p> </div> </div> <div style="margin-top: 20px;"> <p>Rollout of CNH Industrial Business System to increase agility and focus on customers</p> </div>

KEY

Target

partially achieved  achieved or in line with plan  exceeded 
 Strategic Sustainability Target  Regular Targets 










Sustainability Plan

The following Sustainability Plan reflects CNH Industrial's achievements up until December 31, 2022.

See page 



















CARBON FOOTPRINT



TARGETS	2022 RESULTS	
 2030: -50% vs. 2018 in CO ₂ emissions per hour of production at Company plants worldwide	 -31% vs. 2018 in CO ₂ emissions per hour of production at Company plants worldwide	 156
 2030: 90% of total electricity consumption derived from renewable sources	 60% of total electricity consumption derived from renewable sources	 154
 2022: monitoring of CO ₂ emissions of 100% of key suppliers	 63% of key suppliers monitored for CO ₂ emissions through the CDP Supply Chain Program	 137






CIRCULARITY AND ECO-EFFICIENCY



TARGETS	2022 RESULTS	
 2030: 100% of new products developed using sustainability design criteria	 New Life Cycle Assessment (LCA) plan adopted. Pilot projects completed for combine and compact wheel loader LCA studies	 161
 90% recyclability for new products	 In Progress	 122
 2024: 95% of waste recovered at Company plants worldwide	 97% of waste recovered at Company plants worldwide	 146
 2024: -33% vs. 2018 in water withdrawal per hour of production at Company plants worldwide	 -32% vs. 2018 in water withdrawal per hour of production at Company plants worldwide	 144
 2022: 10% of CNH Industrial's spare parts' net sales from remanufactured components	 9.3% of CNH Industrial's spare parts' net sales generated by remanufactured components	 124
 2024: achieve approved short-term (2030) Science Based Targets initiative (SBTi) plan	 Committed to SBTi initiative. SBTi decarbonization plan to be approved in 2023	 167

KEY

























Target

partially achieved  achieved or in line with plan  exceeded 
Strategic Sustainability Target  Regular Targets 

See page 

INCLUSION, EQUITY AND ENGAGEMENT



TARGETS	2022 RESULTS	
 2024: -35% vs. 2018 in employee injury frequency rate	 -24% vs. 2018 in employee injury frequency rate	 66
 2024: 20% of women in leadership roles	 16.7% of women in leadership roles	 58
 2024: 100% employees trained in unconscious bias and “speak up”	 Training initiated	 58
 2024: 100% vs. 2018 in number of people who benefit from CNH Industrial's local community initiatives	 More than 100% vs. 2018 in number of people who benefitted from CNH Industrial's local community initiatives	 93
 Increase YoY women representation in total workforce	 10.6% increase of women in the Company's workforce	 58
 2024: 100% of employees worldwide involved in engagement surveys	 58.5% of employees worldwide involved in engagement surveys	 77
 2022: involvement of 100% of employees worldwide in training activities	 99.6% of employees worldwide involved in training activities	 74
 2024: 100% of Tier 1 suppliers involved in sustainability self-evaluations	 93% of Tier 1 suppliers involved in sustainability self-evaluations	 132

GOVERNANCE AND COMMITMENT



TARGETS	2022 RESULTS	
 Quarterly Executive Sustainability Committee chaired by CEO, and ESG Board Committee	 Completed quarterly Executive Sustainability Committee and ESG Board Committee meetings	 25
 20% leadership variable compensation linked to Sustainability	 Confirmed 20% leadership variable compensation linked to Sustainability	 55
 Rollout of CNH Industrial Business System	 Successful initial rollout of CNH Industrial Business system (CBS) to manufacturing locations	 70

CNH Industrial's Governance model is built on a structure and a set of rules that the Company has adopted to manage its operations in an ethical and transparent way. CNH Industrial believes that a robust Governance model is essential to effectively manage its businesses for the long-term interests of all its stakeholders. A governance model that gives due weight to sustainability issues fosters a long-term corporate outlook and contributes to risk-adjusted returns. A robust governance model ensures that the Company's performance is not due to chance or random behavior and that continuous improvement is possible, based on analysis and results achieved each year.

In addition, it ensures that risk management controls are in place to safeguard the value of investments. Since CNH Industrial considers a robust system of governance essential for its activities, it is a prerequisite for the materiality analysis.

The central pillars of CNH Industrial's Governance model include:

- ongoing alignment with international best practices
- a clear and comprehensive Code of Conduct, with written policies for implementing the principles contained in the Code of Conduct itself
- an effective enterprise risk management system.

Governance Structure



BOARD OF DIRECTORS

- AUDIT COMMITTEE
- HUMAN CAPITAL AND COMPENSATION COMMITTEE
- ENVIRONMENTAL, SOCIAL, AND GOVERNANCE COMMITTEE

EXECUTIVE LEVEL



SENIOR LEADERSHIP TEAM

- GLOBAL COMPLIANCE AND ETHICS COMMITTEE
- SUSTAINABILITY STEERING COMMITTEE



OPERATIONAL LEVEL

Board of Directors

The Board of Directors⁽¹⁾ (Board) has collective responsibility for the strategy of the Company. Among other things, the Board oversees the development of the Company's mission and vision, as well as its strategies, policies, and goals regarding economic, environmental, and social topics.

The Board, as of December 31, 2022, was composed of 2 Executive Directors (i.e., who have been granted the title 'Chair' and 'Chief Executive Officer', respectively), having responsibility for the day-to-day management of the Company, and 7 Non-Executive Directors, who have specific responsibility with respect to the Board's oversight function.

As of December 31, 2022, 4 members of the Company's directors were female (44%), 3 members were in the 30-50 age group (33%), 6 members were in the over-50 age group (67%), and no member was under 30 years of age.

At all times, a majority of the Board must meet the criteria of independence established by applicable laws and regulations, including the Dutch Corporate Governance Code (DCGC) and the New York Stock Exchange rules. As of December 31, 2022, 6 directors (67%) were independent. Mr. Léo W. Houle, an independent Director, serves as Senior Non-Executive Director, and is responsible for the proper functioning of the Board and its Committees. Independent directors have an essential role in protecting the interests of all stakeholders. Their contribution is also necessary for the proper composition and functioning of the Committees, whose advisory functions include preliminary examination and formulation of proposals relating to areas of potential risk, such as prevention of potential conflicts of interest.

Non-Executive Directors currently serve on no more than 4 boards of other public companies.

The criteria used to select and appoint members of the Board, and consequently its Committees, are contained in the relevant Guidelines⁽²⁾. The Non-Executive Directors believe that the Board should be composed of individuals with skills, experience, and diverse backgrounds. Each member of the Board is appointed or re-elected annually by the shareholders during the Annual General Meeting. Directors are recruited to strengthen the Board's diversity and ensure that the Board reflects and understands the diverse perspectives of CNH Industrial's stakeholders around the globe.

CNH INDUSTRIAL BOARD OF DIRECTORS SKILLS MATRIX

	Tenure	Global Experience	CEO / Leadership	Corporate Governance / Board of Directors Experience	Finance and Accounting	Industry	Government & Regulatory Affairs	Risk Management	Technology & Innovation
Suzanne Heywood	2016	■	■	■	■	■	■	■	■
Catia Bastioli	2021	■	■			■			
Howard W. Buffett	2020	■	■	■		■	■		
Leo W. Houle	2013	■		■	■	■			
Karen Linehan	2022	■		■	■	■	■	■	
Alessandro Nasi	2019	■	■	■	■	■			■
Vagn Sørensen	2020	■	■	■	■	■		■	■
Åsa Tamsons	2021	■	■		■				■
Scott W. Wine	2021	■	■	■	■	■	■	■	■

⁽¹⁾ References to the Board of Directors are as at December 31, 2022.

⁽²⁾ Guidelines on the composition of the Board of Directors are available on the Company's website.

Regarding conflicts of interest, the Regulations of the Board³ state that a member of the Board shall not participate in discussions and decision making with respect to a matter in relation to which he or she has a direct or indirect personal interest that is in conflict with the interests of the Company and the business associated with the Company. In addition, the Board as a whole may resolve that there is a clear appearance of a conflict of interest regarding an individual member of the Board in relation to a specific matter, and therefore deem it in the best interest of a proper decision-making process that said individual member of the Board be excused from participation in the decision-making process with respect to the matter, even though the member of the Board in question may not have an actual conflict of interest.

The Sustainability Steering Committee (SSC) is responsible for:

- identifying sustainability strategies
- integrating the identified sustainability strategies with business needs, adopting a medium-to-long term vision
- providing a forum for communication and benchmarking among geographic areas.

The SSC is chaired by the Chief Diversity & Inclusion, Sustainability & Transformation Officer, and is coordinated by the Sustainability Unit. As of December 31, 2022, the permanent members of the SSC were the same as the members of the Senior Leadership Team (SLT). Proposals made by the SSC are submitted to the Chief Executive Officer for consideration and approval. The SCC leadership meets before every Environmental, Social, and Governance Committee meeting, at least 4 times a year.

Governance System



CNH Industrial believes that operating in a socially responsible and ethical manner, and in compliance with the laws of the countries in which it operates, is crucial to its long-term success. The Company's Code of Conduct is the cornerstone of our compliance and ethics program. CNH Industrial code of conduct provides access to the Company's global policies and offers guidance on topics including fair employment practices, safety in the workplace, supporting and fostering environmental awareness, and respecting the communities in which it operates. The Company is also committed to the creation of long-term sustainable value for all its stakeholders and is firmly convinced that respect for fundamental human rights and for basic working conditions is a prerequisite to achieve this.

Code of Conduct and Policies

The Code of Conduct, originally adopted by the Board of Directors in 2014, forms an integral part of the Company's internal control system. The Code of Conduct applies to all CNH Industrial directors, officers, and employees, as well as to those acting for or on behalf of all CNH Industrial companies worldwide (including all joint ventures in which the Company holds a controlling interest).

Among other things, the Code of Conduct addresses the ethical aspects of economic, social, and environmental issues. Explicit reference is made to the UN's Declaration on Human Rights, the relevant International Labour Organization (ILO) Conventions, and the OECD⁴ Guidelines for Multinational Companies.

In addition to the Code of Conduct, CNH Industrial has established Company policies, as well as internal and business processes and procedures, that supplement the Code of Conduct and provide more detailed guidance to employees.

⁽³⁾ The Regulations of the Board of Directors are available on the Company's website.

⁽⁴⁾ Organization for Economic Co-operation and Development.

The Code of Conduct is available in 19 languages and can be found in the Governance section of the Company's website. Compliance policies are available in multiple languages and can be found in the Compliance and Ethics section of the Company's Intranet portal.

CNH Industrial adopted its Supplier Code of Conduct in 2015. It is available in 9 languages on both the Company's website (in the Suppliers' section) and Intranet. The Supplier Code of Conduct summarizes the Company's expectations of all its suppliers. Compliance with the Supplier Code of Conduct is a mandatory requirement for continuing business relations with the Company.

Application & Dissemination

Full-time salaried employees are annually required to complete Code of Conduct training. In 2022, this resulted in the initiation of Code of Conduct training to 15,878 employees (salaried and above). Further, managers and above must certify annually that they have read, understand and agree to comply with the Code of Conduct. Additional compliance training is also provided to employees on key risks and expectations of employees.

For information on the reach and written acknowledgment of the Supplier Code of Conduct, please refer to the chapter on the Supplier Code of Conduct.

The Company also advocates the Code of Conduct and the Supplier Code of Conduct as best practice standards in business ethics among the partners, suppliers, consultants, agents, dealers, and other third parties with whom it has long-term relationships. Company contracts with such third parties include specific clauses relating to the recognition of, and adherence to, the fundamental principles of the Code of Conduct and related policies, as well as compliance with applicable laws, particularly those related to bribery and corruption, money laundering, antitrust/competition law, and other corporate criminal liabilities.

Compliance Risk Management

CNH Industrial conducts compliance risk assessments on an annual basis to help management measure the likelihood of an occurrence, and the type and degree of impact, of numerous compliance and ethics-related risks facing the Company. The risk assessments also assist management in evaluating the effectiveness of existing mitigation strategies, and in prioritizing the risks requiring attention and resources.

The degree of risk impact refers to the estimated severity of a risk's potential effect on the organization, or the potential loss that may result if a risk event occurs. The risk likelihood refers to the probability that a given risk event will occur.

When assessing the effectiveness of existing controls, designated risk assessors evaluate respective control environments, including any relevant legal and compliance policies and processes in place, related communications, and training provided by the Company, to ensure resulting residual risk levels remain within the Company's established risk appetite.

In 2022, the corporate Compliance function continued to strengthen its compliance risk management activities by expanding the scope and quantity of risk assessments conducted, leveraging the Enterprise Risk Management software tool. Among other applications, this tool is used to perform risk surveys annually as well as to conduct targeted risk assessments, which are performed by subject matter experts within the Company's businesses. These deep-dive assessments help identify important risk exposures that trigger the execution of mitigation activities because they lie outside predetermined risk appetites. Such activities are intended to reduce or, in certain cases, eliminate the identified risk exposures altogether.

In 2022, CNH Industrial launched specific training on the critical issues identified during the risk assessment performed during the previous year, with a focus on trade compliance, antitrust/competition law, discrimination and harassment, anti-corruption and bribery, conflict of interest, data privacy law and speak up culture.

Monitoring and Investigations

We hold ourselves to the highest standard of integrity and ethical behavior. We promote and respect the rule of law and expect our employees and suppliers to do the same. We encourage individuals to report situations in which they have a good-faith belief that any circumstance or action has violated our Code of Conduct, our policies or applicable law. Those who wish to report a concern can do so confidentially and anonymously through our Compliance Helpline, which is operated by an independent company. This communication channel is available to receive confidential reports from anyone within or outside the Company.

Further, our Compliance Helpline Policy⁵ provides that reports can be submitted (also on an anonymous basis, where permitted by law):

- in person to a manager or other Company representative
- through a dedicated Internet website
- by telephone through dedicated phone lines (to a call center managed by a third party).

Company policy protects anyone reporting a concern in good faith from retaliation of any kind. The Company is committed to responding to every report submitted through the Compliance Helpline. A global case management system, implemented in conjunction with the Compliance Helpline, helps ensure the accurate tracking and timely resolution of investigations, which are primarily conducted by Internal Audit, HR, or the Legal & Compliance department. Additionally, regional committees comprising representatives from HR, Internal Audit, and Legal & Compliance are responsible for providing oversight of investigations within their respective geographic areas.

The materiality of all reported matters is evaluated according to criteria approved by the Global Compliance & Ethics Committee (GC&EC). Whether a matter is defined as material depends on aspects such as the extent of the potential penalties or monetary losses involved, the seniority of the implicated person, or the nature of the alleged violation. Matters defined as material are escalated to either the applicable Regional Compliance & Ethics Committee (RC&EC) or the GC&EC, depending on their extent and severity, for review and approval of findings and corrective actions.

Periodic Auditing

CNH Industrial regularly monitors the application of the Company's main compliance policies in each geographic area. Monitoring is carried out by the Internal Audit Department based on the Annual Audit Plan. Audit results, identified violations, and agreed corrective measures are notified to the relevant corporate departments and senior management.

In 2022, the results of 28 compliance-related internal audits conducted at its main operational sites were as follows: 2 regarding business ethics and 26 related to bribery, anti-retaliation, and other regulatory requirements, which also covered investigations linked to matters reported through the Compliance Helpline. The audits revealed substantial compliance with the main standards. Any violations relating to aspects included in the Code of Conduct were managed either through appropriate disciplinary action or through action plans to improve internal control procedures.

AUDITS BY TYPE

CNH Industrial worldwide (no.)

	2022
Business Ethics Compliance (BEC)	2
Whistleblowing (WB)	15
Other ^a	12
Total	29

^(a) 'Other' refers to regulatory requirements, mainly included in the audits on SOX Quality Assurance and on compliance with Italian Legislative Decree no. 231/01.

⁽⁵⁾ www.cnhindustrialcompliancehelpline.com.

Violation Reporting

In 2022, the Company responded to and/or investigated 329 new matters submitted through the Compliance Helpline (35% of which were submitted anonymously) or through other available communication channels.

COMPLIANCE HELPLINE REPORTED MATTERS



CNH Industrial worldwide (no.)

Matters by category	2022
Inquiries	28
HR issues, including but not limited to general workplace conflicts ^a	141
Discrimination and harassment ^b	67
Business conduct	69
Health, safety, and environment	21
Accounting and internal control	2
External Relationships	1
Total	329

^(a) 131 of these issues were resolved in the reporting period, while 10 were still in process at year end.

^(b) Includes 37 harassment reports, 20 sexual harassment reports, and 10 discrimination reports (of which 30 were substantiated, and 8 still in process at year end).

In 2022, 168 of the allegations investigated were substantiated as breaches of the Code of Conduct or of Company policies (a 50% substantiation rate).

DISCIPLINARY APPROACH TO SUBSTANTIATED BREACHES OF THE CODE OF CONDUCT OR COMPANY POLICIES



CNH Industrial worldwide (no.)

Type of disciplinary action	2022
Termination of employment	77
Disciplinary action	59
Coaching, remedial training or review of the relevant policy	28
No action required ^a	4
Total	168

^(a) Cases in which the implicated employee resigned before the Company moved to disciplinary action.

Anti-corruption and Bribery

CNH Industrial's Anti-Corruption Policy establishes procedures designed to ensure full compliance with applicable anti-corruption legislation. Oversight of the Policy lies with the corporate Compliance function. The Company's culture of integrity requires all employees to actively collaborate in monitoring the Policy's enforcement, and to set an example of ethical conduct by reporting any potential violations to their managers, Human Resources or Compliance representatives, or using the Compliance Helpline. CNH Industrial's Anti-Corruption Policy is supplemented by means of regional addendums that take into account the specific corruption risk factors of each geographic area. The Policy was disseminated to all Company employees and senior management worldwide and is available on the corporate Intranet in 19 languages.

The Corruption Perception Index, published by Transparency International, is generally used as a guide by the corporate Compliance function and Regional Compliance & Ethics Committees (RC&ECs) in assessing and categorizing the specific risks and prevalence of corruption in each geographic area, and the type of controls needed. In addition, the Company periodically assesses factors such as the risks associated with its businesses, the likelihood of a violation, the potential consequences, and the effectiveness of applicable internal controls. The Company also provides corruption prevention training using both online and scenario-based classroom training.

Company employees are required to report compliance issues (including corruption) by any of multiple means (e.g., by reporting them to managers or through the Compliance Helpline). In 2020, 2021, and 2022 there were no confirmed corruption and bribery cases reported through the Compliance Helpline.

Third-Party Due Diligence Process

The corporate Compliance function has developed a Third-Party Due Diligence process, using a third-party risk assessment and due diligence workflow tool. This process gives the Company more insight into the specific risks posed by different third parties with whom it does business, based on attributes such as: location, type of interaction between the third party and the Company, and possible interaction between the third party and government officials in connection with their work for the Company. The process provides a ranking of high-risk third parties representing the Company in the marketplace (including dealers and distributors). Third parties identified as posing a high risk are subject to variable levels of additional due diligence based on their specific risk profile. Additional controls (such as particular contract provisions and certifications) may be implemented with higher-risk third parties. The due diligence process ranges from the basic screening of relevant watch lists to obtaining in-depth corporate intelligence reports from external diligence sources.

Trade Compliance

CNH Industrial is a material participant in international trade, an area of increasing focus where laws are complex and dynamic. The Company addresses these challenges by implementing its International Trade Compliance Policy, whose subject matter is also an important part of the Supplier Code of Conduct. In accordance with this Policy, the Company is committed to complying with all applicable international trade laws and regulations (including import and export control laws, anti-boycott, anti-dumping, anti-corruption laws, and sanction programs). In addition, the Company has established a dedicated Global Trade Compliance function that, in 2022, built upon existing compliance tools, expanding and diversifying existing processes to encompass and address new regulations and a dynamic trade environment.

Antitrust and Confidentiality

As stated in CNH Industrial's Code of Conduct, the Company recognizes the critical importance of an open and competitive market, and is committed to complying with all applicable competition and antitrust legislation and to not engaging in business practices that may violate applicable antitrust or competition laws (such as the establishment of cartels, price fixing, market divisions, limitations with respect to production or sales, tying arrangements, the exchange of commercial information or business views, etc.).

CNH Industrial's internal audit program verifies, among other things, the competition and antitrust processes and controls in place. In relation to the acquisition of new businesses, an antitrust audit is conducted in connection with other due diligence activities and with the support of specialized external law firms.

With reference to safeguarding confidential information, the CNH Industrial Code of Conduct expressly indicates that the know-how, trade secrets, intellectual property, and other proprietary information developed by the Company are a fundamental and critically valuable resource that every employee is required to protect. The Company and its subsidiaries are also required to protect the confidentiality of information they may receive from third parties.

Information Security and Data Privacy

Today, when the entire world is openly connected, we are faced with the critical issues of how to address increasingly sophisticated and commercialized cyberattacks including ransomware, the growing needs for personal information protection, economic security, and other social challenges.

We are stepping up our intelligence about increasingly damaging cyberattacks (for proactive defense based on attacker trends and other factors) and our resilience (ability to recover from cyberattacks) in line with the "Cybersecurity Framework (Version 1.1)" issued by the US National Institute of Standards and Technology (NIST). Our efforts also include enhancing the information security in the entire supply chain, such as by ensuring security with the focus on the data being handled based on the concept of Security by Design 3.0.

In order to become a company that is consistently trusted by customers and society, we will continue to bolster our information security efforts through comprehensive approaches, while providing our internally proofed cutting-edge technologies.

INFORMATION/CYBERSECURITY INCIDENTS & BREACHES



CNH Industrial worldwide (no.)

	2022	2021	2020	2019
	0	0	0	0
Total number of information security breaches or other cybersecurity incidents ^{a)}	1	1	3	11
	22	70	128	120
	2,232	4,588	3,326	1,218
Total number of information security breaches involving customers' personally identifiable information	0	0	0	0
Number of customers affected by the Company's data breaches	0	0	0	0
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incidents (\$)	0	0	0	0

^{a)} Incidents are prioritized based on a combination of assigned impact and urgency levels. Priorities rank from high (P0) to low (P3). Each year, all incidents have been resolved with no impact on business activities.

Data Protection and Privacy

Data Privacy establishes the rules that govern personal data collection and handling. The latter includes processing, use, transfer, sharing, possession, and disposal. As stated in the Company's Code of Conduct, CNH Industrial is committed to collecting, storing, and processing personal data in compliance with all applicable laws. To this end, the Company has built and is continually expanding its own Privacy Management framework: a set of policies, guidelines, tools, skills, and resources aimed at ensuring compliance with multiple data privacy regulations around the world.

The Privacy Management framework includes:

- appropriate organizational and technical measures to ensure correct and secure processing, according to the Company's Data Privacy Policy and the Privacy by Design principle
- procedures to collect and respond to privacy-related inquiries from data subjects
- a comprehensive record of data processing activities of personal data, including retention schedules/criteria
- a process to regularly assess and evaluate data privacy risks, including but not limited to:
 - procedures to consult with representatives of data subjects upon use of their personal data, if necessary
 - monitoring of the ongoing compliance of third-party data processors and evaluation of risks related to potential gaps identified.

Compliance with data privacy regulations is monitored by a dedicated department within the Compliance function and is subject to audits by the Internal Audit function. Just as for information security, all employees receive online data privacy training at least once every 3 years, while for new hires it is part of the onboarding process.

In 2022, 2,498 employees worldwide received training on the appropriate handling of personal information, for a total of 1,122 hours. During the year, CNH Industrial received no substantiated complaints concerning breaches of personal data privacy.

Human and Labor Rights Management

CNH Industrial is committed to the creation of long-term sustainable value for all its stakeholders and believes that respect for fundamental human rights is a prerequisite to achieving this objective.

Risks linked to human rights violations are included in the Company's Enterprise Risk Management (ERM) system. CNH Industrial's ERM methodology defines risk as any event that could affect the Company's ability to meet its objectives. The methodology enables the timely identification of risks and the evaluation of their significance, and allows action to be taken to mitigate and, where possible, eliminate them.

The Company supports the protection of fundamental human rights in all its operations and seeks to promote respect for these principles by others where it has an influence, particularly contractors, suppliers, and all other entities and individuals with whom it has a business relationship. The Company will not establish or continue a relationship with any entity or individual that refuses to respect the principles of its Code of Conduct, including the protection of fundamental human rights.

The Company's commitment is summarized in its Code of Conduct, in the Human Rights Policy that supplements it, and in the Supplier Code of Conduct. These documents are available on the Company's website.

While it is the responsibility of all covered persons⁶ to ensure respect for human rights, the Senior Leadership Team (SLT) retains executive oversight and has responsibility for the implementation of the Human Rights Policy. CNH Industrial's Board of Directors oversees implementation and adherence to the commitments therein, while Company managers are responsible for its implementation at local level.

⁽⁶⁾ Covered persons collectively include: CNH Industrial N.V. and its subsidiaries; the directors, officers, and employees of such entities; and those acting for or on behalf of such entities, comprising all parties the Company conducts business with, including, but not limited to: suppliers, service providers, sales representatives, agents, consultants, dealers, distributors, importers, resellers, and joint venture partners.

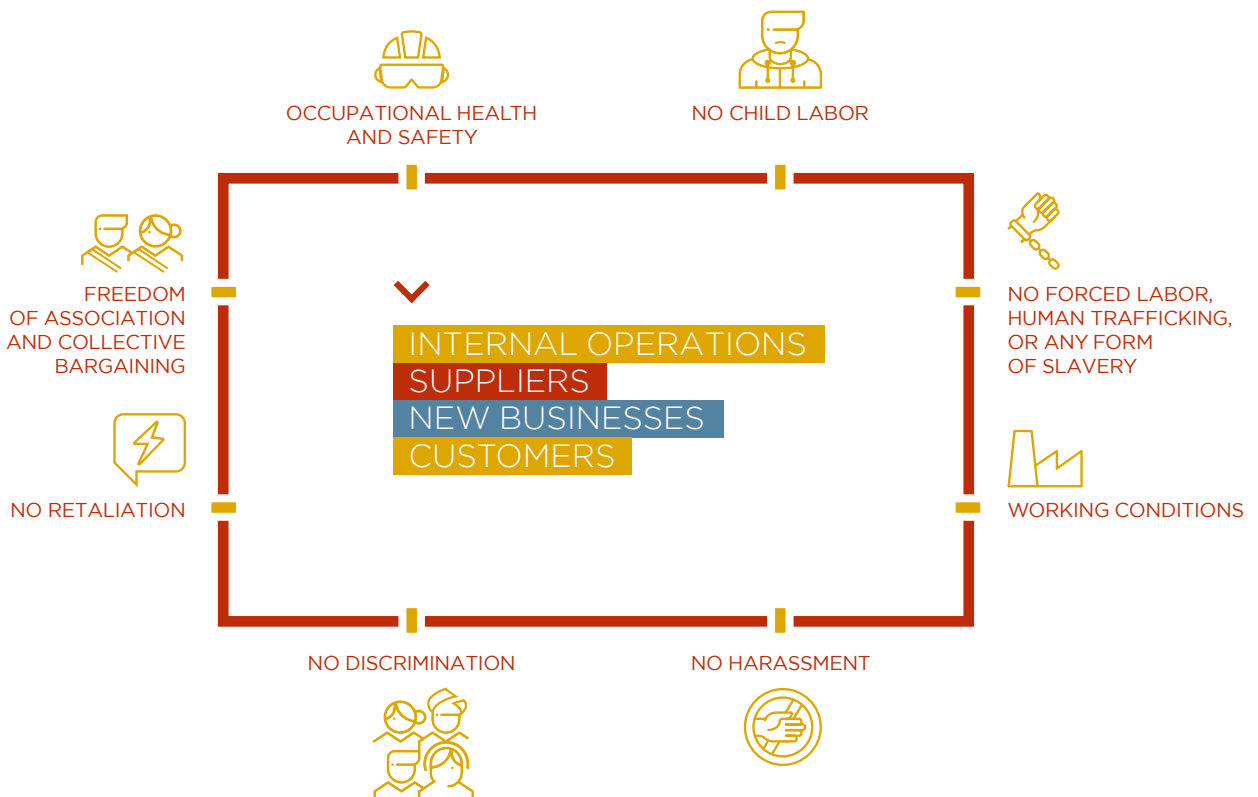
The human rights principles included in the aforementioned documents are consistent with the spirit and intent of the United Nations' (UN) Universal Declaration of Human Rights, the OECD Guidelines for Multinational Companies, and the relevant Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO).

The Company's Code of Conduct and policies apply to all of the Company's directors, officers, and employees, as well as to those acting for or on behalf of all CNH Industrial companies worldwide. Moreover, in selecting suppliers, the Company considers their social and environmental performance in addition to the values outlined in the Code of Conduct.

CNH Industrial implements specific procedures to monitor respect for human rights within its operations, assessing the latter's potential impact on human rights and implementing mitigating and preventative measures where needed. To this end, the Company has also implemented the Compliance Helpline, a means for CNH Industrial employees, customers, suppliers, and other third parties to report potential violations of applicable laws, Company policies or the Code of Conduct.

CNH Industrial's approach to the management of human and labor rights focuses on 8 main areas, as described below.

CNH INDUSTRIAL'S APPROACH ▼



No Child Labor

As stated in the Code of Conduct, CNH Industrial prohibits the employment of child labor. Specifically, it prohibits the employment of anyone younger than the minimum legal working age in force where the work is carried out and, in any case, prohibits the employment of anyone younger than 15, unless an exception is expressly provided for by international conventions and by local legislation. CNH Industrial is also committed to not establishing or maintaining working relationships with suppliers that employ child labor.

No Forced Labor, Human Trafficking, or any Form of Slavery

As stated in its Human Rights Policy, CNH Industrial does not tolerate the use of forced or mandatory labor, slavery, human trafficking, or sex trafficking by any covered person⁷. Human trafficking is defined as arranging or facilitating the travel of another person with a view to that person being exploited. It is irrelevant whether or not that person consents to the travel.

The Supplier Code of Conduct states that no supplier may employ forced labor or engage in any form of human trafficking, whether by force, fraud or coercion. All forms of involuntary servitude, slavery, forced labor, sex trafficking, and commercial sex activities are strictly prohibited.

See also CNH Industrial's Slavery and Human Trafficking statement, available on the corporate website.

Working Conditions

As stated in its Human Rights Policy, CNH Industrial ensures that all workers receive at least the legally mandated minimum wage and benefits. Working conditions, working hours, and compensation must be fair and must comply with the laws, standards, and practices of the country of operation. To this end, the Company ensures that overtime work is performed and remunerated according to applicable local laws and customs, collective labor agreements or industry standards. In addition, fixed-term hiring responds to a temporary need for personnel during peak times or for other purposes within the limits set by the local legislation.

No Harassment

As stated in the Human Rights Policy, harassment can take many forms, all of which are considered cruel, inhumane, and/or degrading. CNH Industrial prohibits and does not tolerate any type of harassment. By way of example, racial or sexual harassment, or harassment related to other personal characteristics (the purpose or effect of which is to create a hostile work environment, violating the dignity of the person who is the victim of such harassment), or demanding any kind of sexual favor in exchange for a workplace advantage (e.g., a raise or to avoid being fired) is totally unacceptable to the Company, whether it takes place inside or outside the workplace.

⁷⁾ Covered persons collectively include: CNH Industrial N.V. and its subsidiaries; the directors, officers, and employees of such entities; and those acting for or on behalf of such entities, comprising all parties the Company conducts business with, including, but not limited to: suppliers, service providers, sales representatives, agents, consultants, dealers, distributors, importers, resellers, and joint venture partners.

No Discrimination

As stated in its Human Rights Policy, CNH Industrial does not accept discrimination against employees in any form on the basis of: ethnicity, race, gender, sexual orientation, personal or social status, health, physical condition, disability, age, nationality, religious or personal beliefs, political opinion, or other protected status. The Company recruits and hires employees on the basis of their experience, knowledge, and skills, and is committed to providing equal opportunities to all employees, both on the job and in their career advancement⁸.

The head of Human Resources of each segment/function, in collaboration with all personnel managers, shall ensure that in every aspect of the employment relationship – be it recruitment, training, compensation, a promotion, a transfer, or termination – employees are treated according to their abilities to meet job requirements, and all decisions are free from any form of discrimination.

The Supplier Code of Conduct states that all suppliers must treat their workers in a fair and non-discriminatory manner, guaranteeing equal opportunities and the absence of any policy aimed at, or indirectly resulting in, discrimination toward them on any basis whatsoever, including but not limited to: race, gender, sexual orientation, social or personal status, health, physical condition, disability, age, nationality, religious or personal beliefs, political opinion, or other prohibited basis (in accordance with applicable laws).

No Retaliation

As stated in the Human Rights Policy, it is forbidden to retaliate in any way against someone for reporting in good faith a violation of this or any other Company Policy, its Code of Conduct or applicable laws, or for participating in the investigation of a reported violation. Any instance of retaliation may result in disciplinary action, up to and including termination of employment.

Freedom of Association and Collective Bargaining

As stated in the Human Rights Policy, employees are free to choose to join (or not join) a trade union, and the Company recognizes and respects their right to be represented by said unions or by other representatives established in accordance with locally applicable legislation and practice, including their right to participate in collective bargaining. When engaging in negotiations with such representatives, the Company seeks a constructive approach and relationship⁹.

Moreover, all suppliers are required to allow workers to freely join associations and bargain collectively, in accordance with local law, without interference, discrimination, retaliation, or harassment (see the Supplier Code of Conduct).

⁽⁸⁾ As per Convention No. 111 of the International Labour Organisation (ILO).

⁽⁹⁾ As per Conventions No. 87 and 98 of the International Labour Organisation (ILO).

Occupational Health and Safety

CNH Industrial recognizes health and safety in the workplace as a fundamental right of employees and a key element of the Company's sustainability efforts. All Company choices must respect the health and safety of employees in the workplace. Our subsidiaries have adopted and continued to develop an effective approach to occupational health and safety, which includes preventive measures at both individual and collective levels, to minimize the potential for injury in the workplace.

We also seek to ensure industry-leading working conditions, in accordance with principles of hygiene, industrial ergonomics, and individual organizational and operational processes. We believe in and actively promote a culture of accident prevention and risk awareness among workers, in particular through the provision of training and information. All employees are required to be personally responsible and to take all preventive measures for the protection of health and safety, as established and communicated through specific directives, instructions, information, and training (see the Health and Safety Policy provided by the relevant Company's subsidiaries).

As stated in the Supplier Code of Conduct, all suppliers must provide and maintain a safe work environment in compliance with all applicable laws.

Considering national and international institutions' increasing focus on human and labor rights, CNH Industrial is also contributing to the relevant policy debate, such as on the UN Guiding Principles on Business and Human Rights and in particular on its roadmap for the next decade.

Human Rights Assessment

CNH Industrial monitors respect for human rights within the Company's operations and across its supply chain and customer base. As regards its internal operations¹⁰, CNH Industrial's Internal Audit function has, since 2013, conducted impact assessments to the Human Resources functions of the geographic area selected¹¹, to assess the following human rights aspects:

- non-discrimination (including, among others, indigenous people and migrant labor)
- child labor and young workers
- forced labor
- harassment
- freedom of association
- occupational health and safety.

The impact assessment also focuses on local communities, namely on the promotion of their social and economic development based on their specific needs.

⁽¹⁰⁾ Joint ventures in which CNH Industrial holds at least a 51% interest are included in the perimeter.

⁽¹¹⁾ Geographic areas are surveyed in rotation on an annual basis.

The most recent impact assessment survey was conducted in 2021, and in the past 3 years, the assessment has covered 78% of employees of the global workforce. The assessment confirmed the presence of policies and controls designed to ensure respect for human rights, in line with local legal requirements, and did not identify any particular concerns or issues, including in relation to child or forced labor and freedom of association. The assessments complied with the requirements of Art. 17 and 18 of the Guiding Principles on Business and Human Rights, 2011¹² (the Ruggie Framework).

CNH Industrial also conducts an assessment of the entire workforce regarding the presence of child labor in its legal entities and the level of compliance with the Code of Conduct in this regard. In 2021, the survey conducted on 100% of the Company's total workforce¹³ revealed one case of non-compliance, which related to the hiring of an employee who at the time was 17 years old. Under local legislation, hiring an employee under the age of 18 is permitted provided the person has been awarded a high school diploma. A review of the hiring procedures revealed that, due to a bureaucratic inconsistency, the employee had not, in fact, obtained a diploma. Immediate corrective actions were put in place regarding the hiring process in order to avoid similar cases occurring in the future. The survey also showed that no minor under the age of 18 employed by CNH Industrial under a regular employment or apprenticeship contract was exposed to hazardous working conditions¹⁴.

In relation to the acquisition of significant new businesses, operations, and projects, the Company conducts detailed risk assessments on human and labor rights issues. Such assessments are conducted during the relevant due diligence process and often with the assistance of specialized external law firms or other professional advisors.

As regards CNH Industrial's suppliers, in order to prevent or minimize any environmental or social impact arising from or related to the Company's supply chain, the Company has developed a process to assess suppliers on sustainability issues by means of sustainability self-assessments, risk assessments, and sustainability audits. The Company has implemented a specific operational procedure to monitor supplier compliance and risks. In 2021, 95 suppliers worldwide were identified as presenting potential risks considering the following criteria: supplier turnover, risk associated with the supplier's country of operation, supplier financial risk, level of participation in the assessment process, risk associated with the particular purchasing category, and the time elapsed since their last audit (5 years or more). These suppliers were subsequently audited. Issues were identified for 4 of them, who agreed to a total of 7 corrective action plans for areas in need of improvement in terms of human rights issues.

These improvement areas concern the:

- implementation of training initiatives
- expansion of relevant documentation
- improvement in overtime practices.

Action plans are monitored via follow-up meetings between the applicable supplier and the Company auditor. Any non-compliance is brought to the attention of the Purchasing Leadership Team, which determines the actions to be taken against the non-compliant supplier.

According to the assessment process, in 2022, no suppliers were considered at risk in terms of child labor, forced/ compulsory labor, or violation of either freedom of association or collective bargaining. To the Company's knowledge, there is no use of child or forced labor at the plants of its suppliers.

Before engaging in a commercial transaction with a customer, CNH Industrial conducts customary due diligence. As an additional measure, when appropriate, the Company ensures that its sales agreements include specific end-user contract clauses, or end-user statements and/or undertakings, for certain transactions or locations identified as posing a high risk in the risk assessment.

⁽¹²⁾ United Nations' Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework 2011.

⁽¹³⁾ Study conducted on the total workforce as of October 31, 2021.

⁽¹⁴⁾ For the purposes of the study, hazardous working conditions include: work with dangerous machinery, equipment or tools; the manual handling or transport of heavy loads; exposure to hazardous substances, agents or processes; exposure to health-damaging temperatures, noise levels, or vibrations; and work under particularly difficult conditions (long hours or night shifts).

Conflict Minerals

Another demonstration of CNH Industrial's respect for human rights is its stand against the use of natural resources extracted in conflict zones. To this end, the Company implements a compliance program and a Conflict Minerals Policy intended to promote the responsible sourcing of tin, tantalum, tungsten, and gold (referred to as conflict minerals or 3TG) from the Democratic Republic of Congo (DRC) and surrounding region, where revenues from the extraction of these natural resources have historically funded armed conflict and human rights abuses. The Conflict Minerals Policy was adopted in 2013 and is available on the corporate website.

To perform its due diligence on the source and origin of 3TG in its products, CNH Industrial established a standard operating procedure, implementing specific measures across its supply chain to address disclosure obligations under the Dodd-Frank Act and regulations, adopted by the U.S. Securities and Exchange Commission (SEC), regarding the source of 3TG that may originate from the DRC and specific surrounding countries. The Company's due diligence process and measures have been designed to conform, in all material respects, with the due diligence framework presented by the Organization for Economic Co-operation and Development (OECD) in its 2016 publication *Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas* (third edition, OECD Publishing), including its Supplements on gold, tin, tantalum, and tungsten. This due diligence framework is also known as the OECD Guidance.

CNH Industrial is committed to making every reasonable effort to establish, and requires each supplier to disclose, whether the products purchased contain 3TG obtained from sources that fund armed conflict or support inhumane treatment in the DRC or the surrounding region. In particular, as per the Conflict Minerals Policy (which also applies to the Company's suppliers), and as per the terms and conditions of standard purchase agreements, CNH Industrial expects its suppliers to conduct a reasonably thorough inquiry into the existence and origins of 3TG in their respective supply chains, and to provide written evidence of due diligence. If the products sold to CNH Industrial do contain 3TG, suppliers are required to identify their sources and eliminate procurement, as soon as commercially practicable, of products containing 3TG obtained from sources that fund or support inhumane treatment in the DRC or surrounding region. CNH Industrial reserves the right to reassess future business dealings with suppliers that fail to comply with this Policy.

CNH Industrial's products are highly complex, typically containing thousands of parts that come from many different direct suppliers within the Company's vast global supply network. In addition, there are generally multiple tiers between the 3TG mines and CNH Industrial's suppliers. This means that the Company must rely on its direct suppliers to work with their upstream supply chain to provide accurate information on the origin of any 3TG contained in components or materials it purchases. When entering into new agreements and relationships with suppliers, the Company includes a clause that requires suppliers to provide the necessary 3TG information on a prospective basis.

Because of the scope and complexity of CNH Industrial's supply chain, the Company developed a risk-based approach focusing on its major direct suppliers, as well as suppliers whose full material disclosure, a data source collected separately for environmental regulations, analyzed containing 3TG. CNH Industrial requests all Surveyed Suppliers to provide information regarding 3TG and smelters, using the Conflict Minerals Reporting Template (CMRT) developed by the Responsible Minerals Initiative (RMI).

The RMI, which the Company joined in 2015, operates a smelter validation program to certify those smelters and refiners that are conflict-free, thereby helping companies verify the origins of minerals in their supply chains and ensure that those minerals are not funding armed conflict or human rights abuses in the DRC region. The RMI also offers members opportunities to share information, and helps companies implement best practices through the development of reporting tools and training.

The CMRT was developed to facilitate disclosure and communication of information regarding smelters and refiners that provide material to a manufacturer's supply chain. It includes questions regarding a direct supplier's conflict-free policy, its due diligence process, and information about its own supply chain, such as the names and locations of smelters and refiners as well as the origin of 3TG used by those facilities.

CNH Industrial uses third-party software to collect, manage, analyze, and aggregate supplier CMRT data for reporting purposes, and to follow up with suppliers whose CMRT data is deemed incomplete or inconsistent, or who listed non-compliant or uncertified smelters or refiners in their CMRT (by comparing with the RMI validation list). As an RMI member, the Company also supports third-party audits of 3TG smelters and refiners to verify the conformity of their management systems and sourcing practices with international standards and with the RMI's Responsible Minerals Assurance Process (RMAP).

Furthermore, as part of the standard operating procedure, the Company performs an annual review of its due diligence process and supplier survey results in order to prepare a Conflict Minerals Annual Report, which is submitted to the SEC and available on the corporate website.

In 2022¹⁵, CNH Industrial's Surveyed Suppliers represented approximately 86% of the Company's purchases (in US dollars) of goods from suppliers. Based on the data collected, the Company identified the presence of gold in some of its electronics, and of tin, tantalum, and tungsten in some of its electrical and mechanical products, used because of their good corrosion resistance, electrical properties, and mechanical strength. CNH Industrial does not use 3TG in its parts or products unless necessary for equipment functionality and reliability. For these parts, the Company works with its suppliers to make sure all 3TG are sourced from conformant smelters.

Cobalt

Cobalt is becoming an important material for CNH Industrial as it is a key element in the lithium-ion rechargeable batteries used in electric vehicles, which play a significant role in helping to reduce greenhouse gas and polluting emissions. Cobalt is also used in the production of magnetic, wear-resistant, and high-strength engineering alloys, which are all critical in efficient vehicle design.

The Democratic Republic of the Congo (DRC) is the world's largest producer of cobalt, holding more than 50% of global cobalt reserves. In recent years, annual global cobalt consumption has trended upward and is expected to rise significantly over the medium term. Many reports have highlighted concerns over the social and environmental impacts of cobalt extraction, including child labor and unsafe working conditions in artisanal cobalt mining operations.

As a member of the Responsible Minerals Initiative (RMI) Cobalt Workgroup, CNH Industrial participates in discussing and sharing cobalt related information and applies tools and resources specifically to support its due diligence on cobalt supply chains. The RMI added cobalt as a dedicated focus area in 2017 and has since worked to create the enabling conditions for companies to exercise due diligence over cobalt supply chains in accordance with the framework of the OECD Guidance. CNH Industrial has added to our practice in 2022 by using a third-party tool which includes the RMI Extended Minerals Reporting Template to collect due diligence information on Cobalt from key suppliers whose full material disclosure shows containing cobalt. This sets the foundation to enable a wider due diligence process on the responsible sourcing of cobalt throughout our supply chain.

⁽¹⁵⁾ The 2022 data will be available as of June 1, 2023.

Risk Management

CNH Industrial Risk Management



Risk management is an important component of CNH Industrial's overall culture and is integral to the achievement of its long-term business plan. Accordingly, our Enterprise Risk Management (ERM) framework is designed to assist in the identification, evaluation, and prioritization of business risks (including environmental, social, and governance risks), followed by a coordinated

and balanced application of resources to identify, monitor and control the probability or impact of adverse events or to maximize the realization of opportunities.

CNH Industrial's ERM processes are aligned with the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) published framework as well as principles of the Dutch Corporate Governance Code, further adapted for specific business requirements by incorporating Company management knowledge and best practices identified by third-party risk consulting firms.

CNH Industrial's ERM framework has identified 43 primary enterprise risks, further broken down into 123 specific risk drivers. Primary risk drivers include a number of significant topics, such as business strategies and operations, competitive factors, social responsibility and environmental issues, and regulatory compliance. The process follows a bottom-up analysis starting at the business unit level, with risk survey completion by business and function leaders worldwide, followed by cross-functional reviews, one-on-one interviews with Senior Leadership Team (SLT) members, presentations and risk assessment discussions with the Audit Committee of the Board of Directors, and review and discussion with the Board of Directors. Direct feedback received from each of these layers, up to and including the Board of Directors, is then used to identify and develop risk mitigation activities as necessary within the business or functional area, which are deployed by management.

Inherently, CNH Industrial's ERM framework is not meant to provide a guarantee of the accuracy or completeness of the risk assessments performed or of the full achievement of the Company's objectives. CNH Industrial's potential overall risk exposure is described in the Risk Factors section of the 2022 EU Annual Report.

Risk Mitigation Activities

The risk mitigation activities initiated by management are designed to mitigate adverse impacts to CNH Industrial's business plan, including financial and operational performance, during 2022 and beyond. The ERM framework is linked with our sustainability program and its strategic sustainability targets, our aspirational goals articulated in the strategic business plan and our employee and customer safety goals. These targets and goals, which are incorporated into the individual segment business plans, provide a framework to address the long-term challenges to increasing stakeholder value and to proactively mitigate associated risks.

For example, as the Company faces protracted supply chain constraints, our ERM processes help to ensure we remain resilient amid such economic uncertainty. Associated risks have been integrated into our ERM framework to help the business stay ahead of preventable disruptions and seize opportunities when identified. Mitigating actions that the Company has taken include, for example, sensitivity analyses of our European natural gas dependencies, associated risks by country and alternative sourcing opportunities, as well as similar sourcing assessments concerning China and the semiconductor industry.

CNH Industrial's ERM framework also monitors emerging risks, which we define as new risks for which the impacts are unknown or evolving and thus may be incorporated into risk assessment and mitigation activities when deemed necessary. For example, the post-pandemic and evolving working models and increasing talent leverage in the market represent emerging risks that require close monitoring to ensure we are readily able to adapt and adopt new, highly productive working strategies. Mitigation actions already underway include implementation of culture management initiatives intended to provide measured assessments of shared behaviors, giving our employees an ongoing voice and empowering our business leaders to help adopt and support the desired Company culture. Further, various hybrid working models are being piloted across our multiple regions of operation to identify optimal work environments given local needs and expectations.

Risk Appetite

CNH Industrial's risk appetite is set within risk-taking and risk-acceptance parameters driven by our business plan, Code of Conduct, core principles and values, policies, and applicable laws. Our ERM framework includes a structured risk management process to address key risks, with a delineated risk appetite applied to each of the risk categories and enterprise risks as described below.

	Risk Category Description	Enterprise Risks	Risk Appetite	
LONG-TERM	Strategic risks Create value	Strategic risks may affect CNH Industrial's long-term Strategic Business Plan performance targets, innovation roadmap, and sustainability objectives	Socio-political events, macroeconomics, competition, customer demands, product portfolio, technological innovation, investments, commercial policies, business combinations, social responsibility, and environment	Taking into consideration CNH Industrial stakeholders' interests, the Company has a medium-high appetite concerning strategic risk, meaning it is willing to accept additional risk while applying cost/benefit considerations in pursuing its long-term targets
	Operational risks Enhance value	Operational risks are related to internal processes, people, and systems, or to external events linked to the actual operation of CNH Industrial's portfolio of businesses	Production capacity, logistics, distribution channels, quality control, purchasing, labor relations, asset safeguarding, intellectual property, information technology, cybersecurity, <i>force majeure</i> , and human rights	CNH Industrial seeks to minimize the occurrence and consequences of unforeseen operational risks with a medium-low appetite
MEDIUM-AND SHORT-TERM	Financial & Taxation risks Enhance & Protect value	Financial risks include uncertainty of returns and the potential for losses due to financial performance	Financial management, trade financing, reporting of results, and tax implications	CNH Industrial has a low risk appetite with respect to financial risks (such as liquidity, market, foreign exchange, and interest rate risks, as explained in more detail in Note 30 of the Consolidated Financial Statements included in the 2022 EU Annual Report)
	Compliance risks Protect value	Compliance risks cover unanticipated failures to comply with applicable laws, regulations, policies, and procedures	EHS, technical and safety regulations, regulatory requirements, records management and retention, Company funds, labor regulations, contractual obligations, ethics and integrity, anti-corruption, antitrust/fair competition, consumer protection and product safety, corporate compliance and culture, misconduct reporting and resolution, import/export practices, privacy, and third parties	CNH Industrial has an averse risk appetite with respect to compliance risks and requires full compliance

Enhancements to the Risk Management Process

The development and implementation of an effective and robust ERM framework require continuous evaluation and improvement. As part of these efforts, CNH Industrial continues to enhance its risk management processes, including the ongoing rollout of targeted risk assessments conducted by subject matter experts within the business. These assessments, which now cover more than half of our full risk register, help identify important risk exposures outside of predetermined risk tolerance levels and trigger the execution of new or previously identified risk mitigation activities that are intended to reduce or, in certain cases, eliminate the risk exposures altogether.

We have also aligned our oversight functions to improve the internal transparency of our risk profile and increase efficiencies across ERM, Finance, Internal Audit, IT Security, Internal Controls (including Sarbanes-Oxley functions), and Legal & Compliance. Quarterly risk reports are delivered to our ERM Supervising Committee as well as the Senior Leadership Team, giving business transparency to our risk management processes and latest risk profiles. Finally, we continue to expand our software platform to provide more intuitive and automated coverage of common high-risk areas such as information technology and cybersecurity, business management and environmental, social and governance (“ESG”) monitoring and reporting.

Pure Risk Management¹⁶

CNH Industrial believes in preventing losses that could potentially lead to property damage or business interruptions. The Risk Management Center of Competence¹⁷ together with CNH Industrial Treasury Risk Management Team addresses all stages of pure risk management, including risk identification, analysis, and treatment (including loss prevention).

The 4 pillars of pure risk management consist in:

- preventing accidents or limiting their effect
- adopting the highest standards for the prevention of property loss
- minimizing the cost of risk by optimizing loss prevention, investments, self-insurance, and risk transfer programs
- centralizing and consolidating relationships with global insurance markets.

The Risk Management Center of Competence is responsible for overseeing pure risks (e.g., fires, explosions, or natural disasters) and related insurance coverage, and plays a central role in the management of events that could potentially impact the continuity of operations or the integrity of physical assets (in particular, the Company’s 330 sites worldwide)¹⁸.

The risk management process is executed with the highest level of expertise, assisted by consulting companies specializing in industrial risk that perform field audits to ensure in-depth, continual, and impartial risk assessments across the entire Company.

In 2022, the Risk Management Center of Competence managed 46 sites, representing 84% of the insured value; the latter represents 100% of the scope of all loss prevention activities. To achieve efficient industrial risk monitoring, the selection process should ensure that the whole in-scope perimeter is audited every 3 years, and some 50% every year.

During the year, the Company performed a total of 14 on-site inspections covering approximately 41% of the CNH Industrial scope in terms of insured value. In addition, 66 new projects were tracked, confirming the highest level of compliance with international loss prevention standards.

¹⁶ Pure risks are risks resulting from natural causes or accidental or malicious acts (fires, explosions, floods, etc.) that may result not only in damage to goods or facilities, but also in the short or long-term interruption of operations.

¹⁷ The risk management process is led by Stellantis Risk Management, which provides its services to CNH Industrial.

¹⁸ Source: 2023 Insurance Renewal; the term ‘site’ refers to an individual unit, identified by a company, employer or business area, on which a specific risk assessment is performed. Therefore, every manufacturing plant may be broken down into more than one site.

Over the year¹⁹, CNH Industrial's investment in loss prevention and mitigation measures totaled around \$6.578 million in recommended improvements to align the sites to CNH Industrial's relevant loss prevention standards. These targeted investments cut loss expectancies by approximately \$500 million, resulting in a Global Efficiency Index (GEI) of 1.33²⁰, in line with the highest international standards. The loss-prevention investment strategy is focused on reducing both damage to assets and the consequent production stoppages (business interruptions) at both site and Company level, fully or partially adopting physical protection recommendations. Specifically, the Company's loss-prevention investments reduced the expected loss due to property damage by 64% and to business interruptions by 36%.

In the current fast-changing, competitive global business environment, it is crucial to detect new and emerging risks and adapt the necessary technical and financial mitigation measures as quickly as possible. This can only be achieved through systematic risk management processes that can identify, quantify, analyze, and constantly monitor such risks in a timely manner, while implementing mitigation practices and procedures accordingly.

The Risk Management Center of Competence provides a critical, real-time contribution to the Company's sustainable development and a competitive advantage in the current business environment, with a focus on:

- fine-tuning the existing tools and processes and the measurement and modeling of risks, in order to facilitate a more comprehensive analysis of risk-based business decisions and the evaluation of emerging risk-based opportunities
- integrating and consolidating risk management programs
- developing risk awareness across the organization
- creating a cross-functional risk management committee that will periodically review all areas of CNH Industrial's enterprise risk management.

The Company's key risk management projects include:

- potential climate change impact analysis
- flood risk re-engineering
- insurable environmental risks
- earthquake risk re-engineering
- cyber risk management.

Analysis of the Potential Impact of Climate Change

As regards climate change physical risk assessments, evidence suggests that climate change will likely pose a serious risk for many industrial groups in the future. Without intervention, average global temperatures are expected to keep rising, increasing the probability of physical risks. This could not only impact several of the currently known risks (in terms of both probability and severity), but also create new ones.

It is likely that climate change will alter the magnitude and frequency of hydrological and meteorological disasters (some may argue it already has), and introduce new hazards in areas unaccustomed to them. Industrial losses from natural hazards such as flooding, tornadoes, and severe storms are on the rise.

The projects realized by the Risk Management Center of Competence highlight how risk management contributes to addressing climate change issues by monitoring the impact of climate change on existing risks and by assessing whether risk treatment needs to be modified. Business owners and external advisors are involved if necessary.

In order to strengthen sustainability and resilience within CNH Industrial, the Risk Management Center of Competence works to develop and launch forward-looking, innovative risk engineering approaches and solutions to better understand the impacts of natural hazards and to properly respond to this information. The ability to assess the losses and costs associated with natural hazards is in fact essential for better decision making on hazard mitigation investments and planning.

⁽¹⁹⁾ Figures relate to the period from July 1, 2021 to June 30, 2022 (Insurance Year).

⁽²⁰⁾ The Global Efficiency Index for loss mitigation measures (GEI = cost of protection/reduction of expected damage) is recognized as a measure of best practice for industrial risk management.

CNH Industrial has completed a quantitative climate-related scenario assessment of material physical climate risks that could significantly affect its operations, assets, and production continuity. It was completed with the support of specialist companies, recognized worldwide by scientific bodies, universities, and major industrial insurance groups. Various modeling and forecasting tools (geo risk insurance tools) were adopted for the assessment, and the results obtained were verified by performing specific in-depth field checks to ensure their reliability.

As regards physical climate risk adaptation, the industrial risks that are becoming more and more significant for large manufacturing companies are the low frequency/high severity natural hazard events. Such hazards are analyzed by the Risk Management Center of Competence with the support of its loss prevention engineering provider and the technical departments of the insurance and reinsurance companies represented on CNH Industrial's insurance panel. Analysis takes place during field audits and in all new project developments, using analytical techniques as well as practical, cost-effective methodologies providing optimized risk-mitigation options where feasible.

The material physical climate risk assessment covered 84% of the Company's insured value, with mitigation implementation plans typically having completion schedules of less than 5 years. Furthermore, 100% of new projects and initiatives are analyzed from the earliest stages of development to ensure the highest level of prevention and protection from material physical climate risks.

Flood Risk Re-Engineering

A specific flood risk re-engineering project was launched by the Risk Management Center of Competence to study potential new risks posed by climate change, with 3 main goals in mind:

- to raise awareness across the entire organization of the potential new flood risks posed by climate change
- to explain the nature of the flood risks associated with climate change
- to verify that all risk management processes in place, as well as new measures under development or yet to be developed, take account of the potential impacts of climate change.

CNH Industrial's Risk Management function established an *ad hoc* working team to verify whether the methodologies used to identify and quantify flood exposures were still the most advanced available.

The team was made up of experts (specialized in field assessments) from the loss prevention engineering departments of 4 companies recognized as world leaders in the insurance and reinsurance sector.

These companies supplied mapping tools (made available by their respective natural hazards research centers) that utilize geomorphological satellite imagery and mathematical modeling, which the team used to carry out the first macro analysis of the risk portfolio.

The risk analysis performed by the companies' engineering departments was based on visual and/or tool-based interpretation techniques and field checks. The aim of the project was to establish a state-of-the-art methodology to assess flood risks.

This methodology was applied comprehensively at all 46 sites worldwide under the control of the Risk Management Center of Competence.

Insurable Environmental Risks

Environmental risk management is a critical component of CNH Industrial's corporate strategy and an integral part of overall business and strategic management.

The Risk Management function has developed an innovative risk management methodology in collaboration with the Company's Environment Health & Safety (EHS) departments, a major international consultancy and certification firm, and an insurance partner.

This methodology has enabled CNH Industrial to:

- obtain objective, quantified knowledge of insurable environmental exposures
- improve risk profiles according to the segments' EHS strategies
- identify and clearly communicate priorities and benefits
- effectively inform the insurance market about the loss prevention activities in place to prevent or mitigate potential environmental losses
- obtain adequate environmental insurance coverage, commensurate with risk exposures and current loss prevention activities
- carry out loss prevention activities in line with Company strategies.

To date, 34 major CNH Industrial plants, representing approximately 92% of the total insured value for environmental risk, have been analyzed and quantified using this methodology, based on site self-assessments. To validate the information collected through the assessments, audits were conducted at 10 plants selected as representative of the Company in terms of size, activities, and geographical distribution. The audits, organized by the EHS Department for each operating legal entity, were conducted by environmental risk engineers from a leading global environmental risk insurer to validate the consistency of the self-assessment checklists and identify possible improvement opportunities.

These activities provided the basis for the development of the Company's first environmental maps, which quantify the overall level of risk using a scientific, certified self-assessment tool. The results were presented to the insurance market as evidence that CNH Industrial's environmental risks are known, well-quantified, and properly managed. The results also led to comprehensive global insurance coverage.

Earthquake Risk Re-Engineering Project

CNH Industrial's risk management benefits from an ongoing long-term research project with AXA XL Risk Consultants and the *Università degli Studi di Napoli Federico II*, aimed at developing cutting-edge, quantitative seismic risk assessment methods and scientific risk management procedures. The workgroup has developed an Integrated Approach to Seismic Risk Assessment and Management, which is a multilevel framework simultaneously allowing for advanced seismic risk assessment and a rational allocation of resources.

The methodology enables the Company to:

- efficiently assess
- properly quantify
- proactively manage

the seismic risks its plants are exposed to.

The research project adopts a multilevel and quantitative approach, i.e., a procedure capable of using different knowledge levels as inputs and of providing a quantitative measurement of seismic risk:

- Level 1 analysis focuses on quantitative and transparent seismic risk prioritization
- Level 2 analysis provides a quantitative seismic loss assessment
- Level 3 analysis entails on-site loss prevention engineers specialized in earthquakes developing dedicated risk mitigation recommendations.

This procedure has allowed classifying and prioritizing the Company's sites based on seismic risk, facilitating decision making and the identification of the highest-ranking facilities potentially in need of closer analysis.

The application of the Integrated Approach was extended in order to focus not only on building performance under seismic excitation, but also on a more rational assessment of the consequences of earthquakes in terms of economic impact on activities and contents.

Recent seismic events affecting industrialized countries (Japan, 2011; Italy, 2012 and 2016) clearly corroborate the importance of an efficient, transparent, and proactive seismic risk management system within a global manufacturing organization.

Quantitative seismic risk assessment, providing sound probabilistic estimates of potential earthquake impacts, is a key step in any meaningful and grounded decision-making process.

Since its inception, the Integrated Approach has been extended to all CNH Industrial plants worldwide.

Cyber Risk Management

Cyber risk can be defined as the risk associated with online activity, internet trading, electronic systems, technological networks, and the storage of data. In recent years, a cross-functional workgroup made up of cyber risk experts and insurance market leaders, and coordinated by the Risk Management loss prevention team, has completed a comprehensive and in-depth cyber risk assessment to address insurance needs. The *ad hoc* risk assessment framework covered:

- threats of exposure of vital company assets, the information to be protected, and protection level requirements
- policies and procedures in place to reduce the risk of an attack in the event of a security breach
- plans and procedures in place to neutralize threats and remedy security issues.

The assessment led to the definition and implementation of adequate insurance coverage. In 2022, in line with previous years, the team made up of IT and Risk Management members continued to work on improvements to current policies and procedures to reduce the likelihood and impact of a cyber-related loss, based on the recommendations of cyber insurance companies. While the level of this risk continues to increase, the Company continues to monitor such risk and implement protective measures in a timely manner.

Supply Chain Risk Management

Any company managing risk proactively must not only focus on its own risk, but also on that within its supply chain. This dual focus makes supply chain risk management a priority.

To this end, in 2019, CNH Industrial developed the Company Strategy Reporting Tool that provides all key information on existing suppliers worldwide in a single database (subdivided by segments, commodities, geographic areas, plants, part numbers, and product groups). The Tool is an evolution of the system already in place giving all teams real-time access to structured information within an Excel database, and that is used to analyze suppliers both during and after their initial assessment process in order to monitor any status changes.

This valuable Tool helps the Company's decision-making process by using risk management to anticipate, prevent, and highlight potential risk exposures through the analysis of business, quality, and financial indicators, with the aim of evaluating the potential risk for CNH Industrial of certain non-sustainable supplier activities and/or behavior (e.g., relating to environmental and/or social risks). It yields rapid results through a dynamic system of alerts that identify further areas for improvement for the Company in a timely manner, avoiding supply delays and obstacles to future risk management.

In 2021, the Tool was further developed, and new data incorporated so as to offer the same type of information and business management support to the two companies established following CNH Industrial's spin-off transaction. Currently, the Tool monitors all direct material suppliers.

To further improve the risk management process, the Company also decided to develop a new supplier evaluation and financial management system, known as TIGRAN. This integrated system will enable the collection, aggregation, and analysis of supply chain information made available by the leading providers of business and financial data and analytics and will be integrated into the Company's strategy reporting tool in 2023, while integration with other internal systems (e.g., GPP) and external providers (e.g., D&B and Orbis) has been performed during 2022. A process of continuing improvement and integration with key information of suppliers is in place in order to simplify and make the risk assessment process more effective. This will simplify comparisons between suppliers from different countries and help anticipate potential risks and optimize the efficiency of internal decision-making processes.

Precautionary Principle

As per its Environmental Policy, CNH Industrial believes that using resources efficiently and reducing environmental impacts are crucial strategies in creating added value for both itself and the communities in which it operates. To this end, in order to anticipate potential risks that could impact the environment and human health, the Company applies a precautionary approach when designing its products, managing its manufacturing processes, and defining logistics flows: namely, the precautionary principle introduced by the *Rio Declaration on Environment and Development*²¹.

The product development process identifies, within its various phases, appropriate deliverables designed to anticipate future environmental regulations on product use, favoring the use of recycled materials and excluding the use of monitored hazardous substances. Furthermore, innovation projects carried out in partnership with leading universities across the world give CNH Industrial privileged access to the latest scientific developments regarding products.

Through a consolidated environmental management system and the implementation of the CNH Industrial Business System, CNH Industrial evaluates the magnitude and importance of all the impacts of its manufacturing processes. Moreover, the Company governs its processes and manages its environmental and social aspects systemically, aiming at continuous improvement. Many voluntary initiatives are carried out within plants to mitigate the environmental impact of manufacturing processes.

In 2022, CNH Industrial's overall expenditure on environmental protection was approximately \$28 million, broken down as follows: approximately \$20 million for waste disposal and emissions treatment, and almost \$8 million for prevention and environmental management.

To further reduce the environmental impact of its logistics processes, the Company carefully considers appropriate solutions, such as type of transport, intermodality, long-haul transport, and packaging design.

All of the above reflect CNH Industrial's strong commitment to reducing its environmental footprint, using a life cycle approach that involves all impact factors: from the selection and use of raw materials and natural resources, and their processing and delivery, to the management of product end-of-life, component remanufacturing, and product disposal.

⁽²¹⁾ Principle 15 of the Rio Declaration on Environment and Development, approved by the United Nations in 1992.

HOW WE MANAGE

OUR PEOPLE



51 — Our Purpose and Culture Journey

52 — Employees in Numbers

55 — Labor Practices

62 — Occupational Health and Safety

70 — Transforming our Workplace

71 — Human Capital Development

79 — Employee Welfare and Wellbeing

83 — Employee Environmental Footprint

84 — Industrial Relations



CNH Industrial considers its people an essential resource. As evidenced by the materiality analysis, both employee engagement in sustainability matters and digital workplaces are key contributors to being a more sustainable Company. They also affect how employees adapt to the changing workplace environment. Another people-focused material topic is occupational health and safety, which is an employee's fundamental right and a key aspect of the Company's sustainability management system.

CNH Industrial's commitment to people engagement is reflected in the strategic sustainability targets it incorporated into the Strategic Business Plan in 2022: to involve 100% of employees in engagement surveys and to have women holding 20% of leadership roles by year-end 2024.

CNH Industrial's commitment to its people is stated in the Company's Code of Conduct and Human Capital Management Guidelines. The Code of Conduct and corporate policies were approved by the Board of Directors and distributed to all employees and are available on the corporate website and Intranet portal.

The highest responsibility for workforce matters lies with the Senior Leadership Team (SLT). From an operational point of view, the Chief Human Resources Officer, who is also a member of the SLT, is responsible for the management of human capital (including industrial relations, compensation and benefits, training and development, organization, facilities, wellbeing, etc.). The initiatives focusing on the material topics associated with human capital are managed by the Human Resources (HR) head of each segment/function and respective team. They are also responsible for the management of work-life balance initiatives and for employee engagement.

The responsibility for issues related to the direct operations workforce is cascaded from the Chief HR Officer to other members of the organization, such as senior executives and employees, mainly through: the goal setting phase of the PMP, organizational announcements defining responsibilities (via email and the corporate Intranet), organizational charts via the Intranet, and updates communicated through town hall meetings and other internal communication channels about the progress of business results against yearly targets.

Information about the workforce is fed back to the Chief HR Officer: regularly, through meetings with the HR management team; annually, through the performance review management phase of the PMP; and as needed, through specific meetings and *ad hoc* reports. The performance of the Chief HR Officer, as well as of the HR management team, is annually evaluated through the PMP.

Health and safety protection in the workplace, on the other hand, is promoted in every area and country of operations by a dedicated organizational structure (Environment, Health and Safety - EHS), established within the scope of the Supply Chain Department.

The objectives and actions that fulfill the Company's commitments to continuous improvement provide a clear measure of the effectiveness of human capital management. Targets are set annually on a voluntary basis and included in the Sustainability Plan, and their progress is regularly monitored to enable corrective actions, if necessary.

Several grievance mechanisms are available to CNH Industrial employees such as the Compliance Helpline, an operational tool that enables employees to report potential violations of corporate policies, the Code of Conduct, or applicable laws.

Promoting Sustainability Awareness

As in previous years, CNH Industrial continued to engage its employees on sustainability through several employee-facing communications. A new Sustainability Weeks campaign highlighted our Company's specific levers for action in regard to sustainable development with a two-week digital highlight on the topics of food security and rural women and two videos on World Habitat Day and World Food Day, designed to illustrate specific ways CNH Industrial is contributing to world development goals through its business activities. Other key sustainability communications included an interest poll and informational summary of local company environmental activities for Earth Day, an inspirational video for World Environment Day, and an internal news story for World Soil Day. All shareable communications were made available through internal and external social media channels, allowing them to reach a wider audience.

Our Purpose and Culture Journey

Vision and Purpose

In conjunction with our new Company business perimeter, following the demerger from Iveco Group in January 2022, we presented a new vision, purpose and culture.

CNH Industrial’s purpose, Breaking New Ground: innovation, sustainability and productivity, orients the Company towards addressing the enormous challenge of feeding and sheltering a growing global population while remaining in planetary boundaries. Our vision of sustainably advancing the noble work of global agricultural and construction workers keeps the Company’s focus on its customers and their direct role in feeding and sheltering our world.

To define the vision and purpose, we conducted an extensive survey and discussion amongst CNH Industrial’s Senior Leadership Team, select employees and some of our most valued third-party stakeholders, including dealers, institutional leaders and journalists. Both the vision and purpose highlight sustainability as core to our strategic priorities.

Culture

On top of its new vision and purpose, CNH Industrial launched a 4-year plan to evolve the culture within the organization. To do so, it first identified results that matter most to its customers, employees and stakeholders and called these the Focused 5. Alongside the Focused 5, it created 5 new cultural beliefs to engage employees in how to achieve the Company’s goals.



FOCUSED FIVE



CUSTOMER

SAFETY

QUALITY

DELIVERY

PROFIT

CULTURAL BELIEFS

CUSTOMER FIRST

I create customer success by delivering the best experiences

GROW TOGETHER

I seek feedback to promote trust, inclusivity, and development

ONE TEAM

I collaborate across and beyond the organization to achieve Key Results

MAKE IT SIMPLE

I simplify to drive speed, accountability, and innovation

BE THE BEST

I continuously pursue excellence to deliver the Focused Five

CNH Industrial defines culture as the way people think and act to get things done. To create alignment within the organization, the Company undertook a major training and communication campaign to engage employees in improving our Company results and focus on our customers. The training was delivered by 450 internal champions and engaged all salaried and hourly employees worldwide, with a readapted version also created for on-boarding new employees.

Throughout the year, the Culture was reinforced through employee storytelling, recognition and feedback to embed the new behaviors and mindset into the everyday work life. Additionally, two live events delivered by the CEO and Chief D&I, Sustainability & Transformation Officer during the year served to align and update employees worldwide on what the Culture means for them and to update on the progress of its adoption.

CEO Connect

In 2022, we built upon our existing use of global live stream employee meetings to introduce a new format called CEO Connect, in which employees worldwide were invited to ask questions for our CEO to answer on the spot. Two CEO Connect meetings were held during the year, and employees asked questions on a variety of topics over a period of 45 minutes at each meeting. Beyond the question-only live meetings, CNH Industrial's CEO and leadership team delivered regular meetings to employees worldwide to inform and engage them in the Company's main initiatives, including our Strategic Business Plan, the Culture, D&I, Strategic Sourcing, and our CNH Industrial Business System.

Employees in Numbers

As of December 31, 2022, CNH Industrial had 40,070 employees, an increase of 2,307 from the 37,763 employees at year-end 2021 post spin-off (2021 official closure was 71,895 employees out of which 37,763 in continuing operations and 34,132 in discontinued operations). The change was mainly attributable to the difference between new hires (approximately 8,800) and departures (approximately 5,800) during the year. A further decrease of approximately 650 employees was due to changes in the scope of the operations, mainly related to the divestiture of two of Raven's divisions and STEYR Center Nord. Excluding the changes in the scope of operations, the increase compared to year-end 2021 post spin-off is attributable mainly to the hiring of fixed-term and open-term workers in manufacturing due to the production volumes increase driven by strong demand in the market, primarily in the Agriculture segment in North America, Europe, and Latin America, and then in the Construction segment in North America and in Latin America. There was a relevant increase also in Precision Technology and Research and Development personnel, to strengthen the pool of skills and competencies in view of technology transitions, particularly electrification, autonomous driving, alternative propulsion solutions, digitalization, and web-based cloud software technologies. New partnerships with innovation-oriented universities enabled the hiring of new graduates with permanent contracts.

EMPLOYEE TURNOVER ▼

CNH Industrial worldwide (no.)

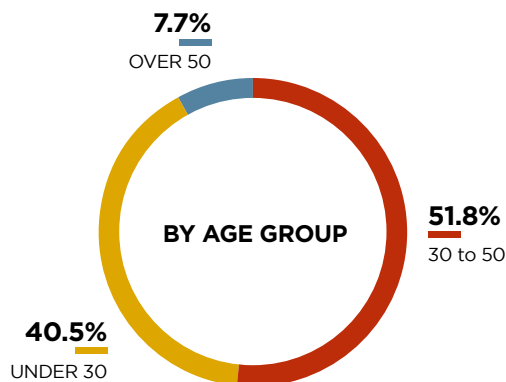
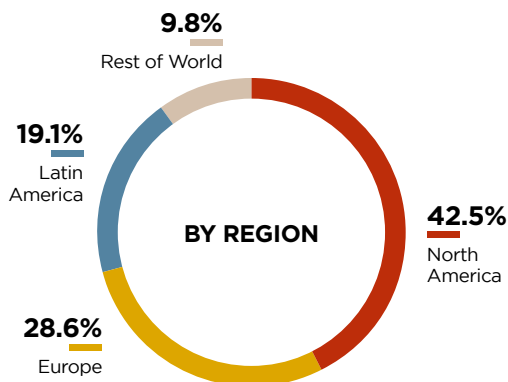
	2022	2021	2020
Employees at January 1	37,763	64,016	63,499
New hires	8,806	13,011	4,897
Departures	(5,840)	(7,297)	(4,529)
Δ scope of operation	(659)	2,165	149
Δ spin-off		(34,132)	
Employees at December 31	40,070	71,895	64,016
Turnover (%)	14.6	10.1	7.1
New hires (%)	22.0	18.1	7.6

Most new hiring was in North America, with approximately 42.5% of total new hires, followed by Europe, with 28.6%. Approximately 40.6% of new hires were under age 30. Female employees accounted for 21.8% of the year’s new hires.

In 2022, approximately 75.7% of new hires were employed under no-term contracts.

NEW HIRES^a ▼

CNH Industrial worldwide



^(a) As a percentage of total new hires.

In 2022, there were approximately 5,800 departures from the Company, 11% of which were collective redundancies following the reorganization or rationalization of operations, in some instances initiated in previous years. Whenever possible, redundancies were managed through temporary social welfare mechanisms provided for by law, and through social programs established in collaboration with trade unions and aimed at minimizing the impact on employees.

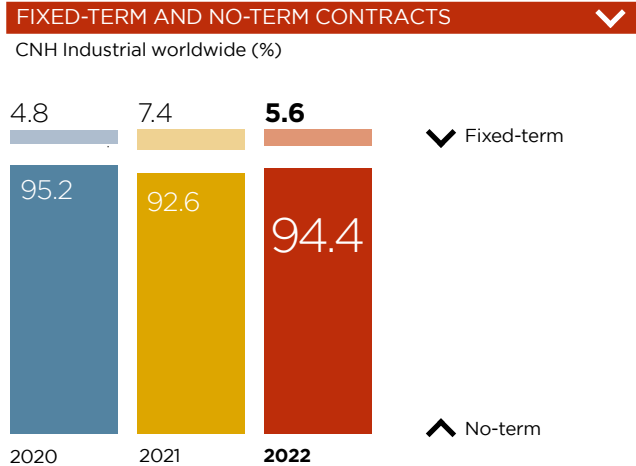
In all, 47% of the collective redundancies were managed through contract terminations at the Company's initiative, with payment of severance packages and other supporting measures as per agreements with unions and/or employee representatives. It should be noted that around 6% of the employees made redundant in accordance with such agreements will reach the retirement requirements within the timeframe covered by the unemployment benefit scheme. Voluntary resignations with exit incentives at sites affected by collective dismissals accounted for 29% of total collective dismissals.

In 2022, approximately 9 employees from sites affected by downsizing or restructuring projects, including those launched in previous years, accepted permanent transfers to other locations, thus limiting the potential impact of collective dismissals.

The Company also provides opportunities for transfers between segments and countries. During the year, nearly 80 CNH Industrial employees transferred between countries, and approximately 100 between legal entities within the same country. These figures do not take into account the collective transfer of employees between legal entities as a consequence of the demerger.

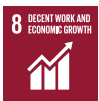
As regards departures, the highest percentages were reported in North America (43.5%) and Europe (26.6%), and in the 30-50 age group (50.8%).

More details on turnover data are available in the Appendix (see pages 202-205).



Approximately 94% of the Company's current employment agreements are no-term contracts, 98% of which are full-time. Fixed-term contracts represent approximately 6% of all contracts. During the year, 1,759 contracts were converted into no-term contracts, 14% of which with female employees. Around 2% of the Company workforce is employed part-time, of which approximately 27% are women. Fixed-term hiring takes place in response to a temporary need for personnel, in line with applicable laws and the provisions of collective labor agreements (CLAs). As of December 31, 2022, agency contracts accounted for 3,071 personnel, of which 17% in North America, 59% in Europe, 1% in Latin America, and 23% in the Rest of the World. This type of contract is entered into or renewed in relation to business needs, as per applicable legislation and CLA provisions, and is thus ultimately subject to variation in relation to specific market requirements. The Company engaged 7 employees across Australia and Switzerland in casual hour arrangements (non-guaranteed hours), in which the individuals were employed on an on-call basis dependent on the Company needs.

Labor Practices



Efforts to implement an inclusive recruitment practice, and the best use of available talent across the different geographic areas, form the basis for developing the ability to attract a diverse and qualified workforce. The Company strives to provide its employees with an attractive compensation package, believing this to be a key factor in employee retention. To develop the most talented individuals, CNH Industrial offers challenging, rewarding careers where employees never stop learning and, above all, where they see their value recognized.

Compensation

In its commitment to ensure an inclusive work environment and equal opportunities for all employees, CNH Industrial adopts a progressive total compensation system based on equitable criteria. The Company is committed to providing a base pay that, in compliance with local regulations, is competitive with the local market, affordable from a business perspective, and in line with the Company's philosophy. This comprehensive package rewards employees for their contribution to the Company's results and allows them to share in the business success they help to create.

Base salary, benefits, and short and long-term incentives are determined by market-driven benchmarks, thereby ensuring fair and objective treatment for all employees in the different markets around the world. The specific criteria for adjustments focuses on closing gaps with respect to market position and giving priority to top performers. Variable compensation is influenced by individual employee contribution, which is rigorously evaluated through a performance evaluation program that is deployed throughout the entire organization.

The same metrics and methodology are applied in the annual performance assessment of all eligible employees worldwide. Additionally, the Company employs a formal process to monitor the application of its core equity and fairness principles to compensation levels, annual salary reviews, and promotions. These reviews are based on standard criteria and only allow managers discretion over a minor component of the annual salary and bonus of those receiving compensation actions. All of these measures combined ensure that the Company's total compensation approach guarantees equal treatment for all individuals regardless of age, gender, race, religious belief or other such factors or attributes.

Local Minimum Wages

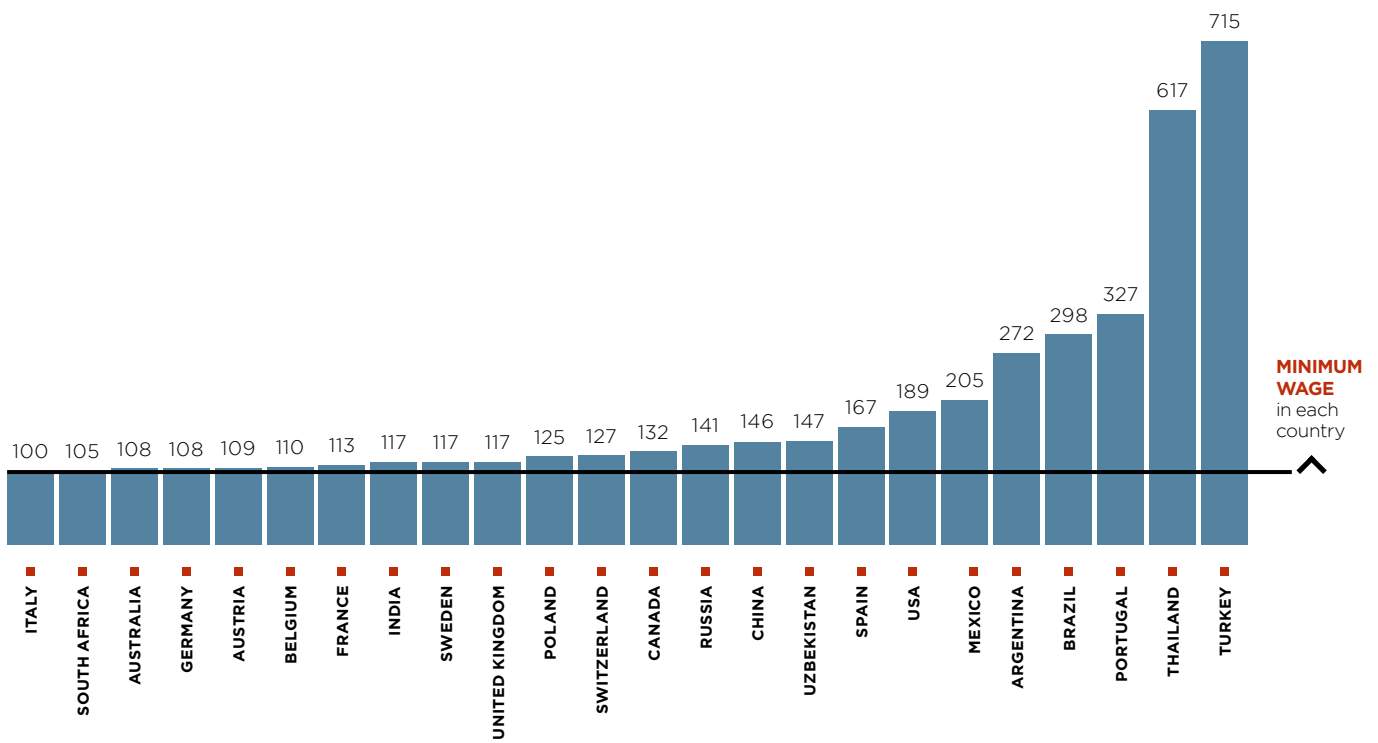
In many countries, minimum wage levels are established by law and in some cases there may be variations within the country based upon region/state or upon other criteria. Where no specific law exists, a minimum wage may be established by collective bargaining agreements between employer associations and trade union representatives. This, for example, is the case in Italy, Germany, and Belgium, where pay and employment conditions are negotiated at regional or national level, with the possibility of further agreements on their application or supplementary terms and conditions at company level.

Lastly, minimum wage levels are also established on the basis of specific economic, social, and political circumstances and, therefore, do not allow for cross border comparisons. In order to evaluate the adequacy of entry-level salaries in each country, in 2022, CNH Industrial analyzed countries representing 99% of its employees. In all countries, CNH Industrial entry-level wages¹⁾ were at or above the statutory minimum or non-company collective labor agreements, as shown in the following graph. The recent economic evolution had a significant impact on the cost of living and in many countries CNH Industrial responded faster than the local legislation, resulting in a bigger pay gap compared to previous years. The exceptional increase for Turkey is an effect of the spin-off as we no longer have hourly employees in Turkey.

¹⁾ In accordance with the GRI Sustainability Reporting Standards (GRI Standards), an entry-level wage is defined as the full-time wage in the lowest employment category, on the basis of Company policy or agreements between the Company and trade unions. Interns and apprentices are not considered. For each country, results are based on the sector with the lowest entry-level wage. Figures reported are as at October 31, 2022.

2022 COMPARISON BETWEEN ENTRY-LEVEL WAGE AND MINIMUM WAGE^a

CNH Industrial worldwide (minimum wage = 100)



^a Data reflects the effect of exchange rates.

Employee Benefits

Benefits provide employees with a value that goes beyond their salary and cash incentives and can make up a meaningful part of the total remuneration package. For this reason, CNH Industrial offers a competitive range of benefits normally available to all full-time employees and, in many countries, also to part-time or temporary employees. Benefits differ according to an individual’s level and country of employment and depend on local policy.

CNH Industrial conducted a survey on 99% of its workforce worldwide, covering all major Company sites as of October 31, 2022, on the availability and adoption of various Company benefits (including pension plans, supplemental health plans, financial support for those with accident-related permanent disabilities, life insurance, employee cafeterias or meal vouchers and other benefits). The results are shown in the following table.

EMPLOYEES ENTITLED TO BENEFITS^a

CNH Industrial worldwide (%)

Financial Benefits	2022	2021
Supplementary pension plans	94.6	88.0
Supplementary health plans	97.5	83.6
Life insurance	83.9	66.3
Financial support for disability	88.1	86.0
Employee cafeterias or meal vouchers	67.8	85.5
Other ^b	37.1	12.7
Social Benefits	2022	2021
Childcare ^c	54.8	65.5
Sports facilities ^d	7.4	23.1
Wellness and nutrition programs ^e	66.0	50.6
Other	62.2	73.8

^(a) Data as at October 31 of each year.

^(b) Includes benefits such as Company cars, fuel reimbursement, and transportation allowance.

^(c) Includes kindergartens, summer camps/holidays, and other childcare services.

^(d) Includes free gym access, gym/fitness courses, and other sports initiatives.

^(e) Includes nutrition coaching, training on how to stop smoking, medical check-ups, medical screening, and other wellness programs.

In order to be effective, the collection of benefits offered is tailored to the population within each site. Some benefits, like cafeterias, childcare and sports facilities are mainly available in sites with a high number of employees. Besides a reduction in workforce of almost 50%, the spin-off of the Iveco Group highly reduced the number of large sites, impacting the availability of those typical benefits.

This shift in workforce composition additionally impacted the availability of supplementary plans (health and pension) and insurance, which became more prevalent within the overall population.

According to the 2022 survey, approximately 94.6% of employees were eligible for a supplementary pension plan, and 78% of them had joined one (representing 73% of the total population surveyed).

Supplementary pension plans fall into 2 categories:

- defined contribution pension plans, in which contributions (by the employee, the Company, or both) are defined at the outset, and benefits paid out depend on the total payments into the pension fund and the financial returns of the fund itself
- defined benefit pension plans, in which benefits paid out to employees are defined at the outset, while contributions may vary over time to guarantee the predefined benefit.

Most existing pension plans at CNH Industrial companies are defined contribution plans.

In addition, nearly all CNH Industrial legal entities participate in supplemental health care plans, which in most cases are insurance-based. Levels of coverage vary from country to country depending on the public health care system, tax and regulatory restrictions, and local market conditions.

According to the survey, approximately 97.5% of employees were also eligible for a supplementary health plan, and about 83% of the eligible workforce had joined one.

CNH Industrial continued to promote a healthy lifestyle through various wellness programs and initiatives (see page 80).

Diversity and Inclusion

The Company rejects all forms of discrimination that are based on race, ethnicity, gender, sexual orientation, personal or social status, health, physical condition, disability, age, nationality, religious or personal beliefs, political opinion or against any other protected group.

The responsibility for diversity and inclusion (D&I) lies primarily with the Senior Leadership Team (SLT), committed to creating a truly diverse and inclusive workplace where everyone benefits from equal opportunities based on their abilities and skills. Offering career and advancement opportunities free from discrimination while encouraging and respecting diversity are among the commitments emphasized in CNH Industrial's Human Capital Management Guidelines and Human Rights Policy, available on the Company's website and Intranet portal.

To further strengthen D&I efforts and outcomes, the Company's Chief Diversity & Inclusion, Sustainability & Transformation Officer works in conjunction with the SLT to create diversity, equity, and inclusion programs and initiatives and to promote such a culture at all levels within the organization. To ensure proper governance of D&I activities, the CEO and SLT hold quarterly reviews chaired by the CEO and co-chaired by the Chief D&I, Sustainability & Transformation Officer. In addition to this, the Company's Board annually reviews the Company's D&I plans. Given CNH Industrial's global presence, there may be significant differences in legislation among countries where the Company operates, as well as different levels of awareness, concern, and ability among employees in applying the principles of non-discrimination. CNH Industrial's Code of Conduct and specific policies ensure that the same standards are applied worldwide.

Human Resources (HR) Leaders collaborate with Business Management to ensure that, in every aspect of the employment relationship – be it recruitment, training, compensation, promotion, or relocation – employees are treated based on their ability to meet the requirements of the job.

The SLT established its full engagement and determination to champion the issue by signing the D&I Commitment Statement, rejecting any form of discrimination, and pledging to create an environment where everyone benefits from equal opportunities based on their abilities and skills.

The Company-wide D&I goals to be achieved by year-end 2024 are:

- Women holding 20% of leadership roles
- Increase year-over-year women representation in the workforce
- Institutionalize gender equality practices on career and compensation
- Expand participation and scope of Employee Resource Groups (ERGs)
- 100% of employees trained in unconscious bias
- 100% of employees trained in “speak up”.

As further evidence of the Company's commitment, individual D&I targets were set in 2022 for SLT members and included in the Performance Management Process.

Many Company initiatives were implemented throughout the year, including workshops, interactive discussions, and online training for employees at all levels, to spread a DEI² culture and build awareness of the importance of a diverse and inclusive workforce across the organization. CNH Industrial also actively engages with external partners and networks globally to advance DEI efforts and outcomes.

Some of these initiatives are outlined below.

To promote gender diversity, CNH Industrial has programs globally for coaching and mentoring women to advance their growth and development. Additionally, there was a specialized training for Manufacturing Team Leaders about Diversity and Inclusion, approaching Unconscious Bias. To promote generation diversity among leaders and junior talent, a new development program was launched in LATAM – Reverse Mentoring.

⁽²⁾ Diversity, Equity and Inclusion.

In India, CNH Industrial has received the “Economic Times Best Organizations for Women 2022” Award, which recognizes organizations that provide unique growth opportunities and a conducive environment to its women employees to grow and thrive as professionals.

In North America, the Women’s Employee Resource Group, iGLOW, hosted its first annual Women’s Leadership Summit. Community impact was top of mind at the Summit, with the understanding that doing our part to help support professional development of the next generation of women leaders is as important as that of current professionals. Four young women from the Chicago High School for Agricultural Sciences were invited to participate in the first day of the Summit as attendees. They were also given an hour to present their senior portfolios for valuable guidance and advice from the professionals in attendance.

In Europe, Middle East and Africa, 2022 was a year with a strong focus on promoting gender equality. On International Women’s Day, the Company held a virtual event called The Sound of Diversity, featuring a female orchestra director as a guest speaker and Company leaders discussing ways to address the gender gap. The Company also launched the EMEA Employee Resource Group on gender equality to accelerate gender balance and diverse talent attraction, development and retention.

In South Africa, a dedicated customer day was held by CASE Construction Equipment for our female customers. We celebrated the remarkable women that are revolutionizing the construction industry, providing the opportunity for women in the construction sector to connect, learn and empower one another to continue growing their careers in an industry in which they’ve long been underrepresented.

In Italy, CNH Industrial collaborates with *Valore D*, an association of over 200 enterprises promoting gender balance and a culture of inclusion in the workplace.

In Saudi Arabia, Case Construction sponsored a women’s football team to promote gender equality and encourage women’s involvement in sports.

Several initiatives were implemented to foster the inclusion of employees with disabilities. In Belgium, the Company deployed a visual campaign featuring posters with employees in production areas. The posters showed employees working together in an environment where all differences such as culture, race, gender, age and abilities are valued, respected and supported. In Italy, CNH Industrial is sponsoring the Dream’s Farm, an inclusive place without barriers where young people with disabilities can spend time in nature with animals.

In Brazil, a focus group with women in manufacturing was established, allowing female employees to share their experiences and engage in discussions with both female and male leaders.

Regarding parenting, a number of initiatives were implemented in several countries to help employees in managing their return to work after parental leave while preserving their work-life balance. In addition, CNH Industrial sought to include employee families in Company life through *Open Days* at its facilities, in which all are invited to take part in tours and recreational activities involving carnival games, music, and food, and the *Bring Your Child to Work* initiative. In 2022, these initiatives took place at 20 sites and involved more than 4,500 people. Globally, many activities were also planned specifically for employees’ children, such as Christmas Parties. During the events, which were held in Argentina, Austria, Belgium, Brazil, Italy, Poland, Switzerland and the UK, more than 4,500 gifts were distributed to employees’ children from the Company.

In North America, 2022 was a year of increased focus on veteran hiring and connections for our veteran workforce. As an approved Department of Defense Skillbridge Fellowship³ program, CNH Industrial welcomes military fellows preparing to transition to civilian careers. Partnering with our Veteran Employee Resource Group, Vets for CNH Industrial, we were able to connect service members with CNH Industrial Veteran Buddies to support the service members’ transitions. Additionally, our Veteran ERG supports connecting veteran employees across our organization through programs such as our Veteran’s Day Townhall with our CEO, Scott W. Wine, and resources and recognition of Veterans events with programs such as Soldiers Angels and Honor Flight.

³ The DOD SkillBridge program offers service members an opportunity to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during their last 180 days of service.

The Company continued to promote several initiatives aimed at raising awareness and promoting an inclusive work environment around our LGBTQIA+⁴ community. These included a communications campaign in Latin America emphasizing the importance of respecting, understanding and supporting the LGBTQIA+ community. In June, CNH Industrial introduced its LGBTQIA+ Employee Resource Group (PRIDE) in North America. To celebrate PRIDE month, the group hosted a live-stream dialogue with the Chief Diversity & Inclusion, Sustainability & Transformation Officer, in which members had the opportunity to discuss diversity and inclusion within the Company.

A dedicated communications campaign addressing race and ethnicity and targeting employees in North America was launched via the corporate Intranet. It consisted of a series of articles on the national holidays, remembrance days, and festivities in celebration of minorities (e.g., National Hispanic Heritage Month, Juneteenth, Asian Heritage Month, Black History Month, etc.), each providing relevant background information and links to learning materials and opportunities.

In Latin America, Brazil and Argentina celebrated Diversity and Inclusion Week, focusing on discussions about race & ethnicity, gender and LGBTQIA+. The content was also disseminated to all manufacturing employees through a theater presentation. On International Women’s Day and

Family Day, live sessions were held with external consultants on gender equality and parenting, allowing employees to take part in panel discussions and share their experiences.

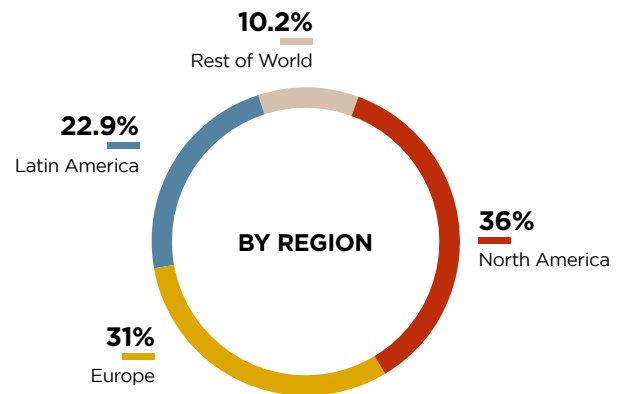
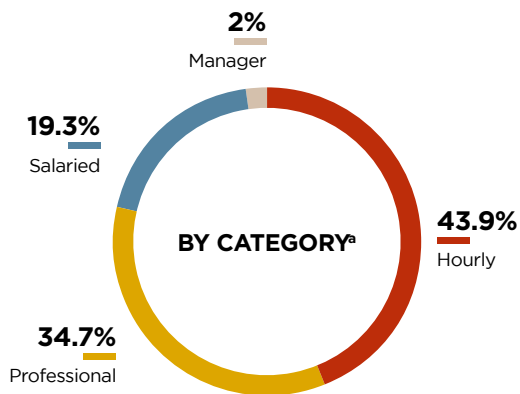
In Argentina, CNH Industrial received recognition for the fourth consecutive year as a Partner in Inclusion (*Socios en la Inclusion*) by Manpower Group. The distinction is a result of the Company’s efforts to promote an inclusive organizational culture.

In EMEA, the Company also hosted its first EMEA Diversity and Inclusion week, during which a daily “D&I pill” was shared with employees in the region, aimed at educating and encouraging employees to embrace diversity and strive for a more inclusive workplace.

Women at CNH Industrial constitute 17.2% of the global workforce. In 2022, the percentage of women in the Company’s workforce increased by 10.6%⁵ over the previous year. Female employees are mainly concentrated in the 30–50-year age group, and in the group with a length of service of up to 5 years. As regards distribution by education, 88.9% of female employees have a medium/high level of education (51.2% hold a university degree or equivalent, and 37.7% a high school diploma). More than 26% of the Company’s part-time employees are female, and 17.3% of fixed-term contracts are with women.

FEMALE EMPLOYEES 

CNH Industrial worldwide



⁽⁴⁾ For more information on employee categories, see page 195.

⁽⁴⁾ Lesbian, gay, bisexual, transgender/transsexual, queer, intersex, and related communities.

⁽⁵⁾ 10.6% increase in women is compared vs. January 3rd, 2022, the first date of CNH Industrial data post-demergers from the Iveco Group.

A survey monitoring the employment of people with disabilities is conducted every 2 years. The last such survey was carried out in October 2022⁶ in 9 countries where the law requires companies to employ a minimum percentage of workers with disabilities and covered more than 44% of the Company's global personnel. The survey showed that workers with disabilities in these countries make up 1.8% of the total workforce. It also showed that women with disabilities account for 22.4% of the total surveyed.

In all the other countries where CNH Industrial operates, there is no legislation relating to the employment of people with disabilities that establishes minimum quotas, although in some cases other forms of protection exist (i.e., related to working hours or workplace environments). In these countries, there are objective limitations to reporting the number of workers with disabilities, as the information is sensitive and often subject to data protection legislation. As a result, the Company is only aware of an employee's personal status if they choose to disclose it.

An employee nationality survey was carried out in 2022 at CNH Industrial legal entities in 11 countries, comprising 84% of the Company's workforce worldwide. The survey evidenced that 4% of employees were of a nationality other than the country surveyed. The UK and Germany were the countries where CNH Industrial legal entities employed the highest percentage (15% and 12%, respectively) of workers of a nationality other than that of the host country. For female workers, the figure was 37% in the UK and 15% in Germany.

Student Achievement Awards

Through its long-standing grants and scholarship program, known as the *Sergio Marchionne Student Achievement Awards*, the Company continued to offer the children of employees a chance to qualify for grants based on their level of academic excellence. The program is open to students with a high school or university diploma, or a university degree, and covers the countries where the Company has a significant presence. The Awards policy is overseen by the Grants and Scholarship Committee and is implemented through regional committees that have contacts in all countries involved. In 2022, the program awarded 107 grants and scholarships, totaling approximately \$208,400 to employees' children worldwide.

CNH Industrial also continued to sponsor scholarships in China for employees' children who passed their senior high school or national college admission exams. In 2022, 17 scholarships were awarded under this program.

⁶ Survey carried out on October 31, 2022, in Austria, Brazil, China, France, Germany, Italy, Poland, South Africa and Spain.

Occupational Health and Safety



CNH Industrial's approach to occupational health and safety is based on effective preventive and protective measures, implemented both collectively and individually, aimed at minimizing risk of injury in the workplace. The Company endeavors to ensure optimal working conditions, applying principles of industrial hygiene and ergonomics to managing processes at

organizational and operational level. Additionally, it adopts the highest standards in the countries in which it operates, even where regulatory requirements are less stringent, believing this to be the best way to achieve excellence.

The safety management system engages employees in creating a culture of accident prevention and risk awareness, and involves them directly in identifying and reporting work-related hazards and potentially hazardous situations. This proactive approach enables the sharing of common, ethical occupational health and safety principles across the Company, and the achievement of improvement targets using various tools, such as training and awareness campaigns.

In 2022, the Company delivered 281,891 hours of occupational health and safety training (of which 178,102 on the job). This included general training as well as training on specific work-related hazards (e.g., working at height or in confined spaces) and topics (e.g., personal protective equipment, or PPE). On-the-job training involved 23,856 employees, 86.1% of whom were hourly. Contractors and agency workers also receive specific refresher courses each year on safety rules and procedures.

CNH Industrial also requires its suppliers and partners to comply with worker health and safety regulations, focusing on continuous improvement by fostering high standards across the value chain. These principles are outlined in the CNH Industrial Health and Safety Policy, adopted by the Company at its foundation, and also apply to all workers, including contractors and agency workers. The Policy is available in 14 languages to all employees and interested stakeholders via the corporate website.



CNH Industrial involves all employees and their representatives in the development, implementation, and evaluation of the occupational health and safety management system by:

- arranging periodic meetings
- consulting with them to identify hazards, assess risks, define controls and preventive measures, and analyze incidents (presenting such activities at the above-mentioned meetings)
- engaging them in the development and revision of occupational health and safety objectives and policies
- collecting their feedback on the preventive measures adopted, on the organization of the occupational health and safety management system, and on working methods and procedures.

Consolidated monitoring and reporting systems – such as the SPARC (Sustainability, Performance, Analysis, Reporting, and Compliance) system – are used to keep track of health and safety performance, measure the effectiveness of actions taken to achieve targets, and plan new improvement initiatives, through the management of appropriate key performance indicators (KPIs). These indicators can be analyzed at different levels (plant, segment, geographic area, or Company), thus enabling the simultaneous engagement of different corporate functions at various levels to meet the targets. Periodic benchmarking activities help drive the continuous improvement of the plants' health and safety performance.

CNH Industrial sets ambitious annual targets for occupational health and safety, taking account of the particular nature of the work, experience, and technical advancement, while safeguarding employee health and the surrounding work environment. These targets are then included in the Sustainability Plan, and progress towards their achievement is pursued by implementing the continuous improvement phases of the safety management systems.

CNH Industrial carries out ongoing health and safety hazard identification and risk assessments (for both routine and non-routine activities) and modifies activities, materials, and processes accordingly, particularly with regard to the design (or redesign) of work areas, processes, and work organization. The effectiveness of these activities is checked during periodic internal audits and management reviews.

In addition, newly acquired plants are assessed based on existing processes and activities, to determine what interventions are necessary to achieve health and safety management compliance with CNH Industrial standards.

Responsibility and Organization

CNH Industrial safeguards and promotes occupational health and safety in its activities and across the geographic areas in which it operates through a consistent global organizational structure.

Specific responsibilities in the fields of health and safety are defined in compliance with national regulations, and assigned by employers with clearly identified areas of accountability. Management at plants and in the workplace rests with local employers.

As regards employee health management (e.g., health monitoring, medical appointments, preventive consultations, vaccinations), the Company uses in-house occupational medicine services, delivered by specially hired medical professionals, as well as similar external services regulated by specific consulting agreements.

The highest responsibility for initiatives focusing on occupational health and safety at CNH Industrial lies with the Senior Leadership Team (SLT).

The central Environment, Health and Safety (EHS) function (which serves as a reference point for sustainability) coordinates and manages health and safety issues as per CNH Industrial's Health and Safety Policy. It periodically verifies performance against targets, proposes new initiatives, and defines health and safety policies.

Each regional EHS unit is responsible for the functional management of the plant EHS units within the respective geographic area, and provides specialized assistance in Company processes that impact safety. The plant EHS unit is responsible for dealing with occupational health and safety issues, as well as for providing specialized technical assistance to production managers and to those in charge of other processes at site level.

The specific projects to manage the occupational health and safety impact of manufacturing processes are the responsibility of plant managers.

In addition, the Governance and Sustainability Committee, a committee of the Board of Directors, is regularly informed of the health and safety results. Individual health and safety targets were included in the Performance Management Process for plant managers and for most of the managers responsible for the projects indicated in the 2022 Sustainability Plan.

Certification Process

The Company’s certification of its occupational health and safety management systems as per the ISO 45001 international standard is voluntary and covers 31 CNH Industrial manufacturing plants worldwide, accounting for 23,606 employees.

In 2021, the Company completed its transition to the new ISO 45001:2018 Occupational Health and Safety Management standard, which supersedes the OHSAS 18001:2007 standard.

Certifications are awarded by accredited international bodies (in turn continuously and rigorously monitored by other international organizations) that review and certify the high levels of reliability and of operational and procedural standards.

Since 2021, the occupational health and safety management systems at some non-manufacturing sites were ISO 45001 certified, accounting for 3,954 employees at 5 different sites and locations. In total, 36 CNH Industrial sites worldwide (manufacturing and non-manufacturing) are now ISO 45001 compliant – covering 27,560 employees (about 82.5% of the employees within the reporting scope), 3,781 contractors, and 5,054 agency workers.



ISO 45001 CERTIFIED PLANTS AND NON-MANUFACTURING SITES ▼

CNH Industrial worldwide (no.)

	2022
Certified plants	31
Employees working at certified plants	23,606
Contractors working at certified plants	3,561
Agency workers working at certified plants	4,824
Certified non-manufacturing sites	5
Employees working at certified non-manufacturing sites	3,954
Contractors working at certified non-manufacturing sites	220
Agency workers working at certified non-manufacturing sites	230

The effectiveness of management systems is verified through regular, documented, and substantiated audits. These are performed by qualified internal auditors, as well as by either industry-specific auditors or external, independent certification bodies (second and third-party external audits).

In 2022, internal audits of management systems covered 25,980 employees (about 77.8% of the employees within the reporting scope), 3,049 contractors, and 4,767 agency workers; external audits covered 21,521 employees (about 64.4% of the employees within the reporting scope), 3,324 contractors, and 6,002 agency workers.

AUDITS AND WORKERS COVERED 

CNH Industrial worldwide (no.)	2022
External audits	28
Employees covered by external audits	21,521
Contractors covered by external audits	3,324
Agency workers covered by external audits	6,002
Internal audits	634
Employees covered by internal audits	25,980
Contractors covered by internal audits	3,049
Agency workers covered by internal audits	4,767

Safety Culture

The Company’s Health and Safety Policy fosters individual participation through communication and awareness activities designed to stimulate and motivate staff to play an active role in the overall improvement process.

During the year, several ongoing initiatives continued to promote a culture of safety and the adoption of shared standards across the Company.

In Latin America, the plants in Brazil and Argentina hosted SIPAMA (International Week for Accident Prevention and the Environment), with almost 1,160 employees and their family members attending either at Company sites or remotely from their homes. During the week, the numerous events held at the plants featured awareness videos on ergonomics; role playing; and digital brochures on headphone safety tips to prevent hearing loss and on children’s safety in the home. Additionally, an exclusive app was made available to employees across the organization, featuring quizzes, games, and awareness videos.

The Greater Noida, Pithampur, and Pune plants (India) each celebrated Health and Safety Week, during which employees were involved in numerous activities such as in-house and external training. The former focused on safety standards, personal protective equipment (PPE), specific hazards, and control measures; the latter centered on different types of emergencies and the appropriate response behaviors and featured work-safety competitions, Slogan and Drawing Competitions, Health Awareness Camps and a “Safety is My Priority” Campaign (with awards for the winners).

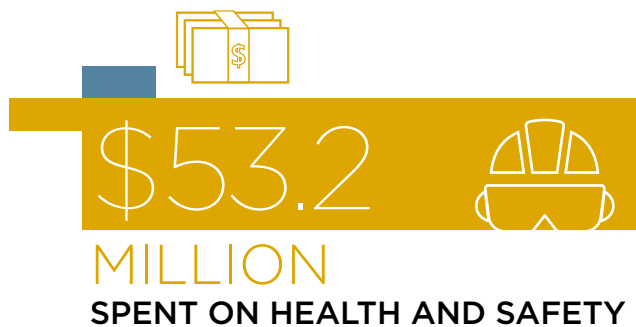
The Fargo plant (USA) implemented a Virtual Reality (VR) forklift simulator training program. All new employees (as well as current ones) who will be operating forklift vehicles will be required to take this supplemental training before operating this equipment.

The plant in Curitiba (Brazil) continued in 2022 to involve employees and their families in the “Autonomous Operators in Safety” program, aimed at encouraging them to proactively identify and recognize safe behaviors, thus strengthening the safety culture. 2022 was celebrated with the achievement of 11 employees who reached The Program’s Level 3. The initiative, which began in 2021, now has the participation of 337 certified employees. A most exciting and personal moment was when the honorees were surprised by video testimonials from their family members, who also attended the keynote event while discussing safe behaviors demonstrated inside and outside the Company.

The St. Valentin plant (Austria) implemented specific scaffold and guard rail platforms providing a safe work environment, and each individually designed for a particular vehicle model and easily adjustable in order to minimize the fall risk from height during these special assembly operations.

The plant in Harbin (China) held numerous safety-related training activities, including forklift and crane safety, hand safety and fire safety (delivered by local fire department).

Pithampur and Pune plants (India) recently installed digital safety induction and training kiosks that allow the sites to effortlessly transmit safety information to employees concerning their working environment through simple and effective training sessions. Using state-of-the-art touchscreen technology, users have access to required Safety information at their fingertips.



Occupational Health and Safety Performance

In 2022, approximately \$53.2 million was spent on improving health and safety protection, of which almost \$46.7 million on improvements to occupational safety and working conditions (worker protection, structural improvements, inspections of plants and working environments), and approximately \$6.5 million on employee health care costs.

Accident Rates

Accident rates are a clear indicator of how successful a company is at preventing industrial accidents. Owing to the Company’s many initiatives, the overall employee injury frequency rate in 2022 was 1.455 injuries per 1,000,000 hours worked, a 11.3% drop compared to the previous year. Safety data relates to 98% of employees within the reporting scope⁷.

EMPLOYEE INJURY RATES

CNH Industrial worldwide

	2022	2021	2020
Injury frequency rate ^a (injuries per 1,000,000 hours worked)	1.455	1.500	1.900
Rate of high-consequence work-related injuries ^b (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0.031	c	c

^(a) The frequency rate is the number of injuries (work-related and non-work related, resulting in more than 3 days of absence) divided by the number of hours worked, multiplied by 1,000,000.
^(b) The rate of high-consequence work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.
^(c) As a result of the demerger, the rate of high-consequence work-related injuries could not be calculated for previous years specific to off-highway activity.

⁽⁷⁾ The non-manufacturing data refers only to sites with a workforce of more than 30 people.

In 2022, for injuries involving contractors operating at CNH Industrial sites worldwide, the overall frequency rate was 2.096 injuries per 1,000,000 hours worked. For agency workers, the overall frequency rate was 0.757 injuries per 1,000,000 hours worked.

In 2022, at a plant in India, a temporary worker took a tractor without any authorization causing himself fatal injuries. To prevent a similar situation from occurring in the future, countermeasures have been implemented in the plant and are under study at other global manufacturing plants with potentially comparable risks.

In terms of number of cases concerning high-consequence work-related injuries versus total injuries:

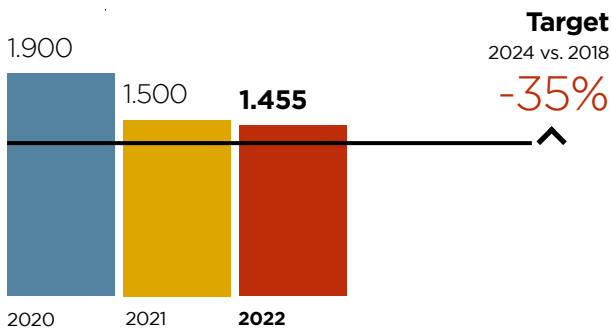
OCCUPATIONAL HEALTH & SAFETY

CNH Industrial

Region	Internal Employees		Agency / Temporary Employees		Contractor Employees	
	Number of total injuries (> 3 days)	of which high-consequence work-related injuries	Number of total injuries (> 3 days)	of which high-consequence work-related injuries	Number of total injuries (> 3 days)	of which high-consequence work-related injuries
NA	21	2	3	0	0	0
LA	16	0	0	0	10	0
EMEA	52	0	5	0	7	1
APAC	5	0	0	0	0	0
Total	94	2	8	0	17	1

EMPLOYEE INJURY FREQUENCY RATE^(a)

CNH Industrial worldwide (injuries per 1,000,000 hours worked)



^(a) The frequency rate is the number of injuries (work-related and non-work related, resulting in more than 3 days of absence) divided by the number of hours worked, multiplied by 1,000,000. The base year (2018) employee injury frequency rate is equal to 2.000 injuries per 1,000,000 hours worked.

In the event of a work-related incident, a team is set up to conduct a field investigation and draw up a report to describe the event, analyze the root cause, and identify necessary countermeasures. During the follow-up, the team verifies the effectiveness of the countermeasures adopted, standardizes them, and extends them to other areas subject to analogous risks to avoid any similar events in the future.

In 2022, 5,065 near misses⁸ were reported and analyzed. The remedial actions deemed necessary and implemented during the year led to enhanced preventive measures contributing to further improvement. In addition, to improve the management of events (injuries, incidents requiring first aid, and near misses), unsafe acts, and unsafe conditions, and to enhance the effectiveness of the preventive measures in place, activities continued in 2022 across CNH Industrial to develop and disseminate tools to collect data on, analyze, and track such occurrences.

In 2022, the main types of employee, contractor and agency work-related injuries fell under one of the following 4 categories: fractures/dislocations/crushing; contusions/bruises/abrasions; strains/sprains; and lacerations/punctures.

Occupational Diseases

Specific occupational disease indicators reflect a company's success in providing a healthy work environment for its employees. Occupational diseases are the result of lengthy, gradual, and progressive exposures during work activities to chemical, physical or biological agents harmful to workers.

Occupational diseases are continually monitored in order to identify persistent working conditions that may have caused their onset, assess any residual risks and, if necessary, implement corrective and improvement measures to prevent recurrence.



Cases of recordable work-related ill health per 1,000,000 hours worked.

In 2022, there were 4 cases of occupational disease involving employees ascertained by the relevant insurance authorities in the countries of reference, while there were no cases of occupational disease involving contractors or agency workers operating at CNH Industrial facilities worldwide.

Hazards with the potential to cause occupational illness are determined through risk assessments at each site; ergonomics issues were identified as the main such hazard in 2022. For the measures adopted or underway to eliminate these hazards and minimize risks, see Workstation Ergonomics following in this chapter.

⁽⁸⁾ Near miss: an unplanned event that did not result in injury, illness, or damage, but had the potential to do so or the injury required only a very light treatment.

Safeguarding Health

At CNH Industrial, safeguarding employee health goes beyond reducing accidents and illnesses through the identification and elimination of hazards and minimization of risks. The Company is also committed to promoting the psychological and physical wellbeing of its people through specific disease and disorder prevention programs, backed up by assistance and support services.

The Company strives to ensure industry-leading working conditions, in accordance with hygiene principles, industrial ergonomics, individual organizational and operational processes.

For some years, CNH Industrial has undertaken a number of initiatives to assess work-related stress. The systematic assessment of this type of risk helps to identify the most appropriate mitigation tools and promote employee wellbeing at all Company plants.

Workstation Ergonomics

In order to prevent potential problems before they arise, as well as to identify and contain critical situations, CNH Industrial monitors workstation ergonomics at numerous plants across each geographic area. The probability and severity of an injury can be reduced by taking account of human physiology and of how people interact with equipment, right from the design phase of working environments. To improve health, safety, and comfort, as well as employee performance, CNH Industrial makes use of in-house expertise to study workplace ergonomics, often through virtual simulations and often in close collaboration with eminent universities.

By way of example, some of the initiatives implemented in 2022 to improve ergonomics at CNH Industrial sites are described as follows.

The Saskatoon plant (Canada) replaced and redesigned automated industrial carts and platforms from one work cell to another, thus safeguarding employees from the risk of posture-related strains or injuries and falls from height.

In Italy, the Modena and Lecce plants implemented several initiatives which led to an improvement in the handling of components in the golden and strike zones, the installation of a new electric screwdriver, a decrease in vibration and noise levels, and a reduction in the manual handling required during assembly with the addition of new frame rotation and lifting equipment.

The Saskatoon plant (Canada) launched a pilot program of wearable technology devices which monitors and tracks "at risk" spine and shoulder movements. Employees wear a small device that clips onto the collar of their shirt or attaches to an arm band that is worn around the person's dominant arm. The device emits a beep and buzz which communicates the "at risk" movement for a potential MSD-Musculoskeletal Disorder injury. This program has evolved into using Artificial Intelligence (AI) technology that analyzes which is a high, medium or low risk movement and is also able to complete Physical Demands Analysis for each employee task.

The Fargo plant (USA) and the North America Parts Depot Organization both implemented work-shift stretching programs based upon professional recommendations from Occupational or Physical Therapists and Ergonomists to focus on specific body mechanics and movements associated with specific employee tasks. Programs also involved new hire on-boarding where proper body mechanics and lifting techniques were discussed and demonstrated.

The Lebanon Depot (USA) implemented a new program "Active Release Technique" (ART) featuring on-site diagnosis and treatment of soft-tissue injuries by a licensed chiropractor to support in treatment of overuse and repetitive injuries to muscles, tendons, ligaments, and nerves.

Transforming our Workplace



In line with the new Culture Journey, CNH Industrial took a comprehensive approach in 2022 to transforming its workplace, with specific attention to evolving its flexible working policies, evaluating process improvements across the Company through its new CNH Industrial Business System (CBS) and by implementing digital tools to increase efficiency, encourage collaboration and deliver an overall better employee experience.

Digital Workplaces

As emerged from the materiality analysis, digital workplaces is considered a material topic by both CNH Industrial and its stakeholders, in that technological innovation is transforming the workplace, offering new opportunities to companies and their employees.

CNH Industrial is using a multi-disciplinary approach to create digital workplaces across its sites: some initiatives are department-led, targeting specific needs, others are Company-wide, such as the Intranet. The latter keeps employees informed and engaged, aligning them on key internal messages, resources, applications, and success stories. The Intranet is available in 6 different languages and is accessible to all salaried employees and above. In some countries, certain areas are accessible to hourly workers to keep them up to date on discounts and other initiatives for employees and their families. To stimulate online participation, the Intranet employs smart interactive tools (such as quick polls and other useful widgets) and a social network approach enabling employees to post likes, share news, and add comments.

In today's world, work is increasingly organized in more collaborative ways. Teams are often spread across different sites and geographic areas, so accessing and managing data and information instantly and securely is critically important. This requires integrated tools and new models for organization and collaboration, and thus an evolution in the concept of the physical workstation.

CNH Industrial continues to offer a variety of flexible and hybrid work arrangements across its regions for those whose jobs permit it. In 2022, approximately 100% of employees were involved in flexible work location schemes (excluding

hourlies), as per local COVID-19 regulations. The Company also continued to explore new ways to support employees in managing their work/life balance through digital tools such as Microsoft Viva. The Microsoft Viva app, designed to help employees better balance their effectiveness and wellbeing through data driven insights and actionable recommendations, was implemented as a result of feedback received from surveys and focus groups. The app was piloted with approximately 900 employees in 2022 and will be launched to a wider audience in 2023.

CNH Industrial also examined the flexibility of its physical office spaces, specifically in Brazil, the USA, and Italy, where the Company continues to invest in offices that facilitate a hybrid working model through increased collaboration spaces and the ability to integrate face-to-face and remote-presence meetings.

CNH Industrial Business System (CBS)

In 2022, we launched the CNH Industrial Business System (CBS) with the aim of simplifying and focusing our business processes around our customers and key results to unlock value. The CBS program applies Lean methodologies to drive performance improvement through the elimination of waste, with the goal of driving greater accountability, agility, efficiency and safety for all employees.

CBS includes both strategy development, a rigorous senior management process to drive transformational change in the business, as well as the Daily Management System, a simple, visual process that promotes the Company's Cultural Beliefs and ensures we are giving our people the resources needed to deliver on what our customers need. Both approaches drive performance improvement through the use of Kaizen, Lean toolsets and Root Cause Problem Solving at the point of impact to enable greater accountability, agility, efficiency and safety, all of which enhance our Company's ability to achieve its sustainability goals.

In 2022, we implemented Phase 1 of the Daily Management System at major plants and depots and trained over 100 people in Lean Toolsets and Root Cause Problem Solving. We also executed over 250 Kaizen events, along with a significant number of projects and quick improvements, that involved more than 1,000 employees, for whom the approach was completely new. The CBS program will extend beyond manufacturing to engage employees in every facet of the business as it continues.

Human Capital Development

CNH Industrial is committed to supporting its employees through training initiatives, and by recognizing and rewarding their achievements and contributions to business results. In this manner, the Company not only measures itself against today's expected levels of global competitiveness, but also gains insight into potential improvements and prospective succession plans that are essential for building CNH Industrial's future.

The conviction that people are the Company's greatest asset is the baseline principle of the CNH Industrial Human Capital Management Guidelines (available on the corporate website), created to assist all Human Resources (HR) functions and managers worldwide in supporting and promoting employee development and engagement.

Driven by the Company's new Culture, the Talent Management function guides the HR organization according to the following pillars:

- CNH Industrial employees are the best guarantee for future success. Driven by a goal-oriented mindset, the Company leverages a culture of excellence and sustainability to achieve outstanding and consistent results
- talent management and succession planning are key levers in achieving the Company's talent development goals and enabling the potential of its people. Attracting, retaining, and developing talents capable of tackling future challenges, while prioritizing the development of internal resources, is crucial to effective succession planning. A consistent global approach that encourages cross-functional and cross-business mobility worldwide enables the capitalization of the talent management process across the Company and constitutes an essential competitive advantage. This process ensures that the leadership pipeline is continuously fed at all levels of the organization
- skills are an asset to be developed and shared. CNH Industrial is committed to helping people adapt in real time to change in an increasingly complex world. As employee development and the continuous improvement of corporate performance are closely interrelated, the Company's main objective is to increase the value of human resources through targeted programs.

Performance Management Process

In 2022, CNH Industrial redefined the Culture at the core of its human capital management and development approach. The new Culture is the essence of the Company's identity and reflects the way people at CNH Industrial think and act to get things done.

One of the key tools of human capital management and development is the Performance Management Process (PMP), which was redesigned in 2022 based on the new Cultural Transformation, as well as external and future trends, and employee feedback.

The PMP aims to establish transparent, two-way communication between managers and employees to allow both parties to define together how to contribute to the Company and team results through the achievement of agreed-upon goals. It applies to managers, professionals, and salaried employees alike and is developed to ensure consistency with the Company's ongoing transformation.

Key elements of the new process are its alignment with the Focused 5 (the drivers to achieve expected results in line with Company goals and priorities) and the 5 Cultural Beliefs (the drivers for how Company and employees are expected to achieve results); a strong focus on development and engagement; and a simplified evaluation form. The new PMP approach also embraces diversity and fosters an inclusive environment in each phase of the process.

The Cultural Beliefs, a key component of the PMP, are tangible and observable elements that enable the evaluation of how employees at all levels of the organization act to achieve their set goals.

Performance Management System

As part of the PMP, managers and employees sit down at the beginning of each year to discuss individual targets, in line with the Company Focused 5 and the targets cascaded as the main goals to achieve. Halfway through the year, manager and employee review the employee's development progress and agree on further actions. Individuals are then evaluated on their performance at the end of the year, focusing on both goal achievement and adherence to Cultural Beliefs. The result is an overall qualitative consideration based on multiple factors: business achievement, culture beliefs demonstrated, commitment shown, competences, and context.

The last phase of the process entails giving feedback to employees, as a way not only to share the goals achieved and the Cultural Beliefs exhibited throughout the year, but also to motivate and facilitate open and positive two-way discussions around next steps and expectations. The outcomes and the areas identified for improvement are openly discussed between manager and employee, paving the way for employee performance improvement. At any moment in the process, employees can enter details on their professional aspirations and request specific training (such as coaching, exposure to senior management, etc.) to address the areas identified for improvement. This unique skills mapping and appraisal process is supported by IT systems that give managers full access to up-to-date information on the people within their organizational unit, and on those indirectly in their reporting line. Individual employee evaluations are accessible to senior management within the organizational structure. The result is a process that provides a rigorous management framework for employee development that is transparent and focused on the individual.

In 2022, approximately 13,700 employees (salaried and above) were assessed via the PMP. The percentage of women engaged in the PMP was the same as the percentage of women employed by the Company.



^(a) Based on eligibility guidelines, and excluding organizations outside of the scope.

Each employee is assessed through the PMP according to eligibility guidelines. Apart from a few exceptions for which the PMP is not required (e.g., joint ventures and new acquisitions), the entire workforce of salaried-and-above employees worldwide take part in the process.

In line with CNH Industrial's philosophy, designed to promote a culture of excellence and rewards, PMP assessment results are used to determine the individual contribution component of eligible employees' variable compensation. This demonstrates the extent to which the Company values a results-driven culture and rewards both achievements and adherence to Company Beliefs.

In 2022, CNH Industrial set key sustainability targets related to the Company's social, environmental, and climate change efforts. These targets were incorporated into the performance management system, and duly assessed for relevant employees at different levels of the organization, including Sustainability project leaders, Energy managers, Environment, Health and Safety managers, and other staff at plant level.

Talent Management and Succession Planning

CNH Industrial operates in dynamic, highly competitive industries where success is achieved by having talented individuals within the organization, and by appointing the right people to key positions. These objectives are at the core of the talent management process, which identifies the most talented employees and fast-tracks their development.

The selected individuals are offered professional opportunities that allow them to gain experience in other geographic areas or segments, enabling CNH Industrial to develop effective succession plans while giving priority to candidates from within the Company.

The process is conducted uniformly across Functions, Business Unit Segments, and Regions. Key individuals, selected based on their professional performance, skill set, and potential for growth in positions of greater responsibility, are evaluated through a process that directly involves management, from their immediate supervisor to senior management.

Talent Management has an active role in driving change and the Cultural Transformation through the PMP process. As such, in 2022, the Company also revamped the succession planning aspect of this process considering the new Culture, external benchmarking, and feedback from talent. Specific focus was given to the Senior Leadership Team succession planning and their direct reports, together with selected key critical roles within the organization. The new process is more flexible in terms of approach and timeline and aligned with the PMP Mid-Year Review Development Plan discussions. Guidance on diversity & inclusion was also provided during the process to encourage a more diverse leadership pipeline.

In the 2022 process, emphasis was given to identifying employees with high potential within the organization. Our development initiatives (coaching, mentoring, job rotations and assessments) ensure the Company is investing in and supporting the growth of high potentials and key talents as leaders for the future. For these employees, development plans are highlighted and an action plan is defined, offering specific feedback and suggestions to help them build their own individual growth plans.

Development of Management

CNH Industrial encourages the appointment of local managers in all countries. However, international appointments may occur if considered to be development opportunities for talented individuals, or to transfer specific skills and expertise from other countries. In that case, the appointed manager is required to invest in the selection and development of a local successor. This also ensures that specific skills and expertise are successfully transferred across countries.

CNH Industrial also deems it important to develop its internal human resources. To this end, 71% of new manager-level appointments in 2022 were internal candidates, with the remaining 29% being external hires.

MANAGERS OF LOCAL NATIONALITY BY REGION⁶⁾

CNH Industrial worldwide (%)

	2022	2021	2020
North America	77	90	86
Europe	88	83	81
Latin America	98	95	93
Rest of World	81	73	68

⁶⁾ Local managers are those who come from the geographic area in question.

Talent Attraction

Around the world, CNH Industrial continued to adopt recruiting methods focusing on universities, social media platforms, and career events or job fairs.

In 2022, we strengthened our recruitment communication strategy to enhance our differentiation and increase our visibility as an employer of choice. Two key initiatives included a new Talent Acquisition Corporate Video, which was shared via social media sites and broadcasted at all Career Fairs and Talent Acquisition events across Regions, and a video campaign called “Five Reasons to Join Us,” showcasing employees as brand ambassadors for our 5 Cultural Beliefs.

In addition, the Company’s sponsorship of several universities afforded it privileged relationships, a strong presence on campus, and regular student internships. In some cases, CNH Industrial directly sponsored individual postgraduate students to carry out research projects on Company premises. In others, it awarded university scholarships to students studying in areas where the Company intended to recruit.

During the year, CNH Industrial participated in 136 career events with its own specially designed booths.

The year’s new hires included more than 1,400 recent graduates, of which 27% were women. More than 13% of these graduates had previously worked at the Company as trainees or interns.

TALENT ATTRACTION 

CNH Industrial worldwide (%)

	2022	2021	2020
New graduates ⁹⁾ recruited	1,486	782	547
Traineeships and government social plans	2,031	3,286	1,934

⁹⁾ Graduated from university or equivalent no more than 3 years prior to hiring.

Training and Development

CNH Industrial believes that employee training is key to skills management and development. Training allows sharing operational and business know-how, as well as the Company’s strategy and values. As evidence of the importance given to training and to developing a qualified and specialized workforce, the Company set a target to involve 100% of its global workforce in training by year-end 2022. We achieved the goal with 99.6% of employees participating in at least one training documented in our Learning Management System.

CNH Industrial applies a Training Management Model to enable a more effective and flexible response to evolving training needs arising from changes within the Company and in the economic environment.

The Company manages training through a 4-step process: training needs identification, content development, program delivery, and reporting. Ownership of each lies with different corporate functions, depending on which areas of content or expertise need to be improved.

The Training Management Model is business-oriented and therefore closely involves business functions on content areas such as:

- business and job-specific skills
- new business methodologies
- shared tools, languages, soft skills, legal aspects and compliance, ethics, etc.

CNH Industrial manages the overall training process through a digital global learning management system, known as CNHi Learn. It allows defining and managing a comprehensive learning process for each employee based on business, location, and/or specific individual needs. The Company builds upon business function-specific training programs, believing that the most effective solutions are specifically tailored to individual needs.

A variety of soft skill eLearning (over 2,500 learning objects) is available in CNHi Learn, covering over 27 subjects in 13 languages. Additionally, there are 26 standard curricula available for learners who are seeking additional content for a specific area.

Employees are given the opportunity to indicate development and training needs as part of the Performance Management Process, and to propose actions to support their personal development during the year. Suggestions are shared with their direct managers and Human Resources (HR) and evaluated and implemented according to needs and priorities.

Training effectiveness and efficiency are monitored and measured based on the participants' satisfaction with the initiatives delivered and improvements in their knowledge/skills; in some cases, depending on the learning path, structured follow-ups are provided.

HR's Talent Development function facilitates the overall training process by providing support to other functions and across Business Segments, and its team guides the implementation of CNH Industrial's Training Management Model by coordinating relevant activities with the HR departments of each Function and Business Segment.

The Talent Development team centrally monitors:

- numbers of participants involved in training initiatives
- hours of training
- cost of corporate training.

Training in Numbers

In 2022, CNH Industrial invested approximately \$2 million in training, delivering a total of 899,173 training hours to 40,511 individuals, of whom 82% were men and 18% were women.

The training strategy relies on the use of in-house teaching experts, thereby enhancing efficiency as well as internal knowledge sharing.

Total training hours reflect the Company's comprehensive Culture training workshop, which reached 99.6% of employees.

TRAINING IN NUMBERS 

CNH Industrial worldwide (no.)

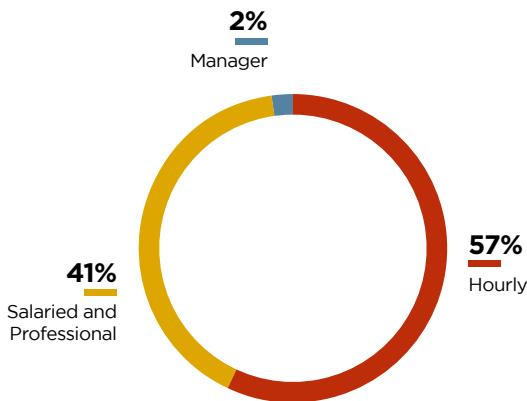
	2022
Training hours (no.)	899,173
Employees involved in training (no.)	40,511
Average hours of training per employee (no.)	22.2
Average amount spent per employee (\$)	50.1

Most corporate learning campaigns are delivered online, which allows individuals to pursue training when most convenient and minimizes work disruption by allowing them to remain in their place of work. In 2022, 527,574 hours of online training were provided to 25,003 employees.

More details and data on training are available in the Appendix (see page 210).

EMPLOYEES INVOLVED IN TRAINING BY CATEGORY^{a)}

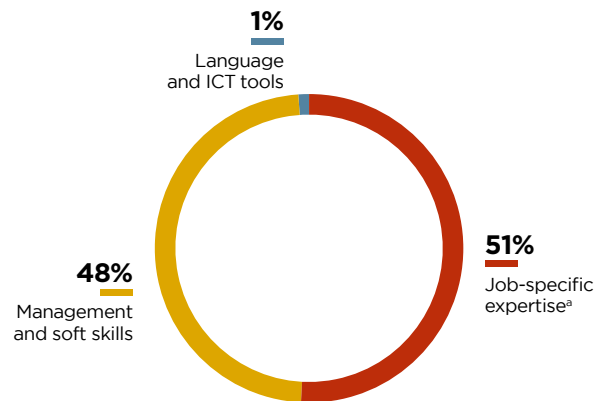
CNH Industrial worldwide



^{a)} For more information on employee categories, see page 195.

TYPE OF TRAINING

CNH Industrial worldwide



^{a)} Topics include IT, Compliance, Manufacturing, Health & Safety, Quality, Project Management, among others.

Employee Development Programs and Talent Retention

CNH Industrial firmly believes that a more skilled and knowledgeable workforce enhances the value of human capital and contributes to employee satisfaction, which correlates strongly with improved performance. Key to individual development is the relationship with the manager, who regularly guides and coaches employees.

In 2022, focused development programs were in place in each of the regions and across several cross-company functional areas, including finance, marketing and R&D. The Converge Mentoring Program, a global initiative bringing together our Leadership Team and talented employees across the Company, was launched for the second time in June 2022. This connection enables greater development and cross-functional exposure with a lens towards diversity and inclusion.

All these programs were created to accomplish several key objectives:

- help employees grow in their understanding of the business beyond their normal day-to-day experience, working on projects that offer real solutions to business problems
- provide participants with opportunities to collaborate and build relationships with talented peers from across the organization
- offer participants significant exposure to senior leadership in the organization.

In addition to the mentor/mentee relationship, mentees participated in a series of Converge workshops specifically focused on how to communicate and bridge differences in a multicultural team in support of the Company's diversity and inclusion efforts.

During the year, the Company organized several targeted training sessions on employee leadership and managerial and technical skills. It also delivered *ad hoc* mentoring and coaching programs to 245 people to support and encourage their personal learning, maximize their potential, develop their skills, and improve their performance.

In 2022, CNH Industrial engaged in a series of initiatives to increase the retention of talented employees. For example, selected employees participated in programs to develop employees' business skills and competencies. Specific training was also offered to recently appointed or newly hired supervisors to support them in managing the challenges of their new positions. In Latin America, a Reverse mentoring program involved the first level of leadership in Latin America, who were mentored by millennial generation employees. Diversity and inclusion focused training and events were also organized to strengthen diversity, equity, inclusion culture within the Company.

Lastly, selected employees are given the opportunity to pursue further education qualifications, funded by CNH Industrial on the condition they remain with the Company for a period dependent on respective regional policies. In 2022, 89 employees joined the Master/Postgraduate program.

CNH Industrial offers long-term incentives designed to engage and retain key leaders across the Company. The long-term incentive program has annual grants designed to cover a 3-year performance period. The 2022 LTI plan covers the 2022-2024 performance period. Involving approximately 350 leaders worldwide, its aim is to strengthen key leaders' alignment with and commitment to achieving the Company's long-term goals.

Outplacement

The Company has specific programs in place to manage career endings, helping employees transition to new jobs and find their bearings in the job market. Outplacement services, outsourced to carefully selected external partners, are available in 15 countries. Based on specific needs, and at the Company's discretion, CNH Industrial offers outplacement services to managers.

Internal Mobility

Through the *Job Posting* program, open positions can be posted and made visible to all employees within, and in some cases beyond, a given geographic area. Over the course of 2022, the program advertised over 4,600 positions, receiving around 5,400 internal candidacies from all over the world. In all, 20% of open positions were filled by internal candidates⁹.

People Satisfaction and Engagement Surveys

CNH Industrial recognizes that people satisfaction and engagement surveys are a useful tool not only for measuring the level of employee satisfaction and engagement, but also for identifying improvement opportunities that meet the needs and expectations of the entire organization. In this regard, the Company set a strategic sustainability target within the Strategic Business Plan: to involve 100% of employees in engagement surveys by year-end 2024. In 2022, 58.5% of employees were reached by engagement surveys.

In addition to the Great Place to Work (GPTW) Survey tools, in 2022 we adopted the Glint Employee Pulse Survey to assess and drive engagement actions within the organization through a triannual approach. The Glint survey generates an overall engagement score for the employee population, while offering managers data and learning resources on key strengths and opportunities to promote improvements.

Beyond the Glint employee satisfaction survey, CNH Industrial collects information provided by departing employees worldwide in exit surveys/interviews. The goal is to understand what employees look for in a new organization and gain awareness of any potential areas of dissatisfaction. Departing employees are asked to complete a questionnaire on management, career development, Company culture, and the work environment. The Human Resources Department consolidates data and shares specific business unit feedback with the relevant managers to address specific areas of concern.

⁹ Calculated by dividing the number of positions filled by internal candidates in 2022 by the total number of positions filled in the same year.

CNH Industrial Recognized as a Great Place to Work®



Great Place to Work®, a global authority on workplace culture assessment and recognition, has once again certified CNH Industrial in its 2022 company ranking in Argentina, Australia, Brazil, China, and India. In addition to recertification of these countries, New Zealand and Thailand earned

certification for the first time. With this accomplishment, all eligible countries in CNH Industrial's APAC region are now certified as a Great Place to Work®.

Certification is determined via a weighted assessment score with two-thirds of the score based on an employee survey and one-third on a questionnaire submitted by the Company's Human Resources Department which outlines current practices and policies.

Key strengths are identified in each country. For example, in keeping with the positive trend in Trust Index® Scores achieved in recent years⁶⁰, 2022's survey findings reconfirmed the positive perceptions

at CNH Industrial in India, where people feel safe and valued, have a strong sense of belonging, celebrate Company achievements, and take pride in being part of the organization. The most important aspects praised by the employees in India included the Company's commitment to creating a safe and inclusive environment, its efforts to sustain local communities during challenging times, and the overall positive Company culture. In Thailand strengths included promoting a culture of inclusivity as well as enabling employees to work in multi-national teams from diverse backgrounds.

Outside of the APAC region, CNH Industrial earned the 9th position rank in the 50 Large Industries, Great Place to Work Argentina and was selected to be included in the 50 Large Industries in the Great Place to Work in Brazil in the 46th position. Also in Brazil, the team was recognized for the first time as 1 of 5 Large Industries to receive an Emotional Health award. Additionally, Raven is certified as a Great Place to Work® and holds the 16th position in Fortune Best Workplaces in Manufacturing & Production in America.

⁶⁰ The Trust Index® Score for India was 66/100 in 2018, 71/100 in 2019, 77/100 in 2020, 78/100 in 2021, and 82/100 in 2022.

Employee Welfare and Wellbeing



Employee welfare and wellbeing initiatives are an important part of the Company's employee engagement, which is one of the material topics included in the Materiality Matrix. CNH Industrial offers wellbeing initiatives in addition to traditional benefits (such as health care), going beyond its legal obligations in the countries where it operates. The aim is to help

employees balance their personal commitments through time and money saving initiatives and flexible working arrangements.

Work-life Balance

CNH Industrial believes that successfully balancing work and leisure commitments is important for the wellbeing of employees, and so offers them a number of programs and services to help meet their daily obligations.

Childcare Initiatives

Childcare is an area where managing costs and time is crucial. To help its employees, the Company provides assistance through a number of channels, including discounts at local daycare centers, direct subsidies, and flexible use of benefit funds for childcare expenses.



CHILDCARE INITIATIVES

- Employees in 4 countries helped through agreements with daycare centers (either third-party or set up by CNH Industrial)
- Employees in 9 countries supported by the Company to help cover daycare or school expenses
- School kits donated to the children of 3,203 employees
- 49 safety kits provided for employees' newborns
- Summer camps or enrichment courses sponsored for children in 4 countries
- 2,234¹⁰ employees received sick leave (paid and unpaid) to care for their families

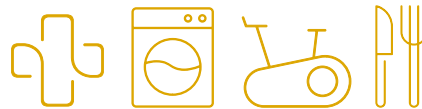
⁽¹⁰⁾ Based on survey of all Company employees carried out on October 31, 2022.

Flexible Benefits

The use of flexible benefits packages for employees continued in 2022. Through the voluntary program *Conto Welfare*, launched in 2017, employees in Italy were able to allocate funds to a variety of goods and services, including health products, educational expenses, care for family members, gym memberships, and entertainment. Through a flexible benefits scheme in the UK, 1,035 employees were eligible for direct funds for childcare or fitness purposes, such as gym memberships or bicycle purchases. In India, a dedicated benefits program offered employees a host of discounts on food, travel, fitness, and medicine.

On-Site Services

On-site services helped employees make the best use of their time during working hours, though a number of them needed to be adapted or suspended at some locations due to the pandemic.



ON-SITE SERVICES

- On-site cafeterias, snack shops, or other meal services available at 36 locations
- Laundry and dry-cleaning services or discounts available at certain locations in the USA, Switzerland and Italy.
- On-site banking and other financial services, including virtual workshops, offered to 10,500 employees across 14 locations
- On-site fitness equipment available at 3 locations
- Book sharing initiatives available at 2 locations

Health and Wellbeing Initiatives

CNH Industrial continued to engage its employees in awareness initiatives on health risks, preventive measures, and global health issues such as HIV and cancer, as well as in health programs, in line with its target of involving 100% of employees worldwide by year-end 2022 in wellbeing initiatives promoting healthy lifestyles. The goal was partially met, with 95% of employees involved.



95%



OF EMPLOYEES INVOLVED IN HEALTH AND WELLBEING INITIATIVES

MAIN HEALTH AND WELLBEING INITIATIVES



INITIATIVES	COUNTRIES (no. of locations)	EMPLOYEES INVOLVED (no.)
Wear Pink and other breast cancer awareness campaigns	All locations globally	(made available to) 23,633
Other awareness campaigns for different types of cancer	Argentina (2); Brazil (all); Canada (all); New Zealand (1); USA (all)	(made available to) 19,927
Mental health campaigns and prevention initiatives	Australia (1); Austria (all); Brazil (all); Canada (all); China (all); India (all); South Africa (1); USA (all)	(made available to) 15,325
Special programs for pregnant employees and/or new parents	Brazil (4); Canada and USA (all)	(made available to) 5,165
Comprehensive wellness programs at regional/country level	Argentina, Brazil, Canada, Spain and USA (all)	(made available to) 13,639
Annual medical screenings, health checks, and/or other lab analyses/cancer screenings	Argentina (all); Belgium (2); Brazil (2); Canada (1); China (all); Denmark (all); Germany (2); India (all); Italy (3); Luxemburg (all); Portugal (1); South Africa (1); Spain, Thailand (2); UK (1); USA (4)	(made available to) 14,873
Free eye examinations and prescription glasses	UK (1); Germany (2); India (all)	(made available to) 2,231
On-site oral health care	Brazil (2); Poland (2)	(made available to) 2,306
Smoking cessation program	Brazil (1); Italy (1); Canada and USA (all)	(made available to) 6,089
Yoga programs	Australia (1); China (1); India (1); New Zealand (1); Spain (2); Thailand (2)	(made available to) 582
Programs on ergonomics	USA (3); Canada (1); Belgium (2); Brazil (3); Switzerland (1)	(made available to) 887
Physiotherapy programs and on-site massage services	USA (4); Denmark (all); Austria (all)	(made available to) 990
First-aid training	Brazil (all); Canada (1); Denmark (all); Italy (1); Poland (2); Spain (2); South Africa (1); Switzerland (1); USA (5)	(made available to) 9,519
Access to free/discounted therapy/psychological support services	Australia (1); New Zealand (1); Brazil, Canada, India and USA (all)	(made available to) 15,936
Vitamins, fresh fruit, or milk programs	USA (2); Australia (1); New Zealand (1)	(made available to) 994
Access to a nutritionist	Brazil, Canada, India and USA (all)	(made available to) 15,642
Educational workshops, presentations, programs, campaigns, or newsletters on topics such as: diabetes, hypertension, cancer prevention and early detection, nutrition and weight management, alcohol/drug abuse prevention and first aid	Australia (1); Brazil (all); Canada (all); Germany (2); India (all); New Zealand (1); Spain (2); Switzerland (1); USA (all)	(made available to) 15,668
Self and family care webinars (mental, emotional, physical, and financial health, managing disability, and/or work-life balance)	Austria (1); Australia (1); USA, Canada, India and Brazil (all)	(made available to) 15,672
Sports and recreational events for employees (e.g., running events, sports tournaments/games, athletic competitions)	Belgium (2); Brazil (3); Canada 1; Germany (1); India (all); Italy (1); Poland (2); Switzerland (1); USA (5)	(made available to) 7,291

Additional wellness offerings to note include support of new mothers through designated lactation/breastfeeding spaces in Brazil and the USA to ensure hygiene and privacy, and communication campaigns on prevention and vaccination for COVID-19 and Flu in at least 12 countries across all Company regions.

Flexible Working¹¹

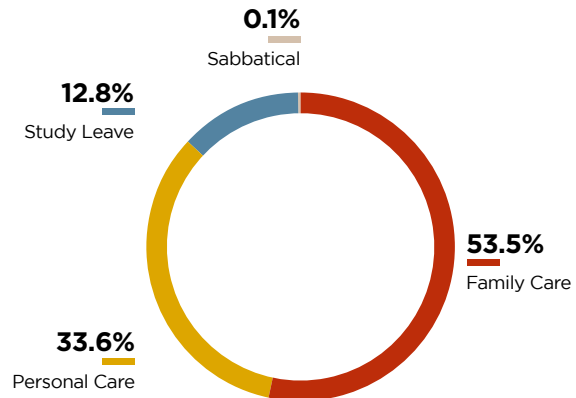
Flexibility in working hours, including part-time employment, allows employees to balance their time when needs arise, such as for childcare, care for the elderly, or other personal requirements. CNH Industrial offers flexible working hours according to local customs and regulations. In 2022, the Company carried out a survey¹² on the flexible working arrangements offered to its employees, focusing on flexible working hours, parental leave, and other forms of leave.

The survey revealed that approximately 89.9% of the employees surveyed took advantage of flextime, and that this system was utilized most in North and Latin America, both at 100%; in Europe the percentage was 84.4%, and in the Rest of the World 78.0%. Another survey¹³ showed that, between November 2021 and October 2022, 4,175 employees (11% of CNH Industrial's total workforce) took leave to care for family members, for personal treatment and care (excluding all forms of compulsory leave for illness), or for study and sabbatical leave.

Overall, 30.2% of the above leaves (defined by Company policy or agreements with trade unions or employee representatives) exceeded the provisions set by law, 31.1% of them were granted to female employees. The type of leave most taken by employees was family-related (53.5% of the total), with 22% of this taken by female workers. Leave taken for personal treatment and care amounted to about 33.6% of the total, with about 33.5% of this taken by female workers. Education leave comprised 12.8% of the total, 89.0% of which was taken by male workers. Sabbatical leave in 2022 was 0.1%. These benefits are part of a corporate philosophy that aims for a healthier, more motivated, and sustainable workforce that actively participates in the Company's success.

LEAVES BY TYPE

CNH Industrial worldwide



In 2022, the Company continued to offer a number of flexible working arrangements. Over 950 employees at sites in Italy, Spain, France, and Brazil benefitted from flexible shift scheduling. Eligible employees in the USA and Canada continued to benefit from the Birthday Time-Off vacation policy, which allows them to take an extra day off each year on or within 30 days of their birthdays. In China, female employees receive an extra day off each year on International Women's Day. In Brazil, an estimated 5,500 employees joined an hour bank plan, through which they can convert their overtime hours into time-off, for use at a later date.

Parental Leave

The equal opportunities CNH Industrial offers in terms of maternity, paternity, and adoption are evidence of its commitment to encouraging both female and male employees to balance parental responsibilities with their careers. The Company grants parental leaves to all its employees in compliance with local regulations (labor law requirements may vary from country to country), collective labor agreements, and Company policies. In 2022, 1,382 employees, approximately 3.6% of Company personnel, took maternity, paternity, adoption or breastfeeding leave. Overall, 49.8% of total leave was in Europe, 24.5% in North America, 15.6% in Latin America, 10.1% in the Rest of the World. In terms

¹¹ Raven and Sampierana headcount numbers not included in calculations for flexible working or parental leave.
¹² Survey of all Company employees, excluding hourly, carried out on October 31, 2022.
¹³ Survey of all Company employees carried out on October 31, 2022.

of gender, 71.3% of overall leave was taken by male workers. Paternity leave accounted for 69.9% of the total, maternity leave for 24.0%, while breastfeeding leave accounted for 6.1%. No leave for adoption was taken in 2022. Over the total workforce, parental leave was most frequent in Europe (4.7%) and in North America (3.1%). In some cases, the conditions of parental leave granted by the Company are more favorable

than those required by law. In the USA, for example, the law requires companies to provide 12 weeks of maternity leave but does not require any of it to be paid. CNH Industrial, however, pays its employees for 4 of the 12 weeks. In India, where no minimum legal requirement exists for length of paternity leave (paid or unpaid), the Company grants 7 days of paid leave.

2022 PARENTAL LEAVE

CNH Industrial worldwide (no.)

	Maternity Leave Entitlement			Paternity Leave Entitlement			Adoption Leave Entitlement			Breastfeeding Leave Entitlement		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total Number of Employees entitled to Parental Leave ^a	6,429	0	6,429	31,781	31,781	0	34,287	28,051	6,236	9,778	3,889	5,889
	Maternity Leave			Paternity Leave*			Adoption Leave**			Breastfeeding Leave		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total Number of Employees taking Parental Leave ^b	332	0	332	963	963	0	0	0	0	84	23	61

^(a) Number of employees entitled to parental leave as at October 31, 2022, as per applicable laws, collective labor agreements, and/or Company policies.

^(b) From November 2021 to October 2022.

^(c) In North America Adoption and Lactation Leaves are included in Family Care Leaves, and so are not included in the data for Parental Leaves.

^(d) In many Time Keeping/Payroll Systems Adoption Leaves are coded as Maternity or Paternity Leaves, and so here the data for Adoption is partial.

In October 2022, a survey was conducted in Europe on the number of employees, by gender, who had returned to work after parental leave. The survey was carried out in Italy, Belgium, Spain, and Poland (where 28% of all CNH Industrial personnel are employed) and showed a return-to-work rate of 92.1% (70.5% for women and 95.6% for men) and a retention rate of 93.8% (85.7% for women and 94.8% for men). The retention rate was negatively skewed by the

presence, among the employees who took parental leave, of temporary workers whose assignment came to an end in the 12 months following their return to work. Excluding the exits of temporary employees in the 12 months following their return, the retention rate would be 94.7% (88.2% for women and 95.5% for men). The results of the survey are reported in the following table.

2022 RETURN TO WORK AFTER PARENTAL LEAVE

CNH Industrial worldwide (no.)

	Male	Female	Total
Total Number of Employees that Returned to Work in the Reporting Period after Parental Leave ^a ended	259	31	290
	Male	Female	Total
Total Number of Employees that Returned to Work after Parental Leave ended that were still Employed 12 Months after their Return to Work ^b	275	30	305

^(a) In the period November 2021 to October 2022.

^(b) In the period November 2020 to October 2021.

Employee Environmental Footprint



CNH Industrial is committed to improving employee commuting by encouraging the integration and efficient use of available transport systems and by subsidizing eco-friendly mobility solutions.



The Company collaborates on initiatives for sustainable mobility, leveraging all available synergies with its neighboring plants. These projects are designed in collaboration with both local authorities and public transport companies.

In Italy and in the UK a mobility survey was conducted on 5,500 employees to collect information about their habits, needs, suggestions and feedback regarding the commuting. The survey results will be used to develop and implement a targeted action plan in 2023.

The Mobility Plans were revised and updated both in Italy and in France. This is a mandatory activity (by law) and has the aim to analyze and to enhance the services, the mobility activities and the infrastructures of each site, as well as to calculate the impact in terms of CO₂ of employee travel. The Mobility Plans were shared with Local authorities as per legal requirement.

The Company continued to subsidize the purchase of public transport transit passes for employees in Modena and in San Matteo (Modena), Italy, as well as public transport costs for employees in Switzerland, all locations in Brazil, and for 100 employees in Heidelberg, Germany.



In Argentina, Brazil, China, India, and Italy, shuttle services facilitated employee commuting between their workplaces and nearby strategic points, benefitting approximately 4,897 people. Specifically, in Italy, the Company continued to provide a dedicated shuttle service for employees between their workplaces and nearby strategic points. The service, called *MYshuttle!*, counts 1,600 registered profiles and is based on a proprietary application developed with the partner VIA (global transport and transit tech company). Through the application, employees, according to their needs, can book shuttle rides both last minute (on demand) and in advance/periodically. “MYshuttle!” represents a best practice, an innovative transport solution with a low environmental impact and it is in line with the concept of “smart mobility”.

Many bike events continued at several locations throughout the year. In September during European Mobility Week, in Italy and in Belgium, CNH Industrial organized “Biking New Ground”, a one-week event to encourage behavioral change in favor of active mobility of employees by using a bike to travel to work. The event involved 660 participants and represents a way to reinforce the belonging to the group, inclusivity and wellbeing, making commuting more and more sustainable. In addition, through partnership with Treedom, the Company enhanced the CNH Industrial Forest by planting 660 trees, one tree for each participant.

Additionally, employees in Antwerp and Zedelgem (Belgium) benefitted from bike leasing programs, with 544 bikes hired. Employees in the UK were offered financial incentives to purchase bicycles, e-bikes or scooters for travel to work.

Carpooling involved 250 employees in Belgium, while in Italy, it remained suspended from the prior year for local health and safety reasons.

Industrial Relations



CNH Industrial qualifies as a European Community-scale group of undertakings and is therefore subject to regulations designed to improve employees’ rights to information and consultation through the establishment of a European Works Council (EWC). The Council was established in July 2015, pursuant to the subsidiary provisions set forth by the law of the Netherlands, transposing the Directive 2009/38/EC; due to the demerger of the on-highway business from CNH Industrial, an agreement between the EWC and CNH Industrial was reached on November 23, 2021 and ratified by the EWC during the plenary meeting held on December 17, 2022, on the new perimeter and composition of the EWC, now formed by 19 members from 11 UE Member States.

During the first months of 2022, the established procedures to nominate the new EWC members have been completed according to the National legislations; a first plenary meeting has been planned remotely on November and then rescheduled for the beginning of 2023, in agreement with IndustriAll Europe, allowing the organization in person for the first time after the pandemic.

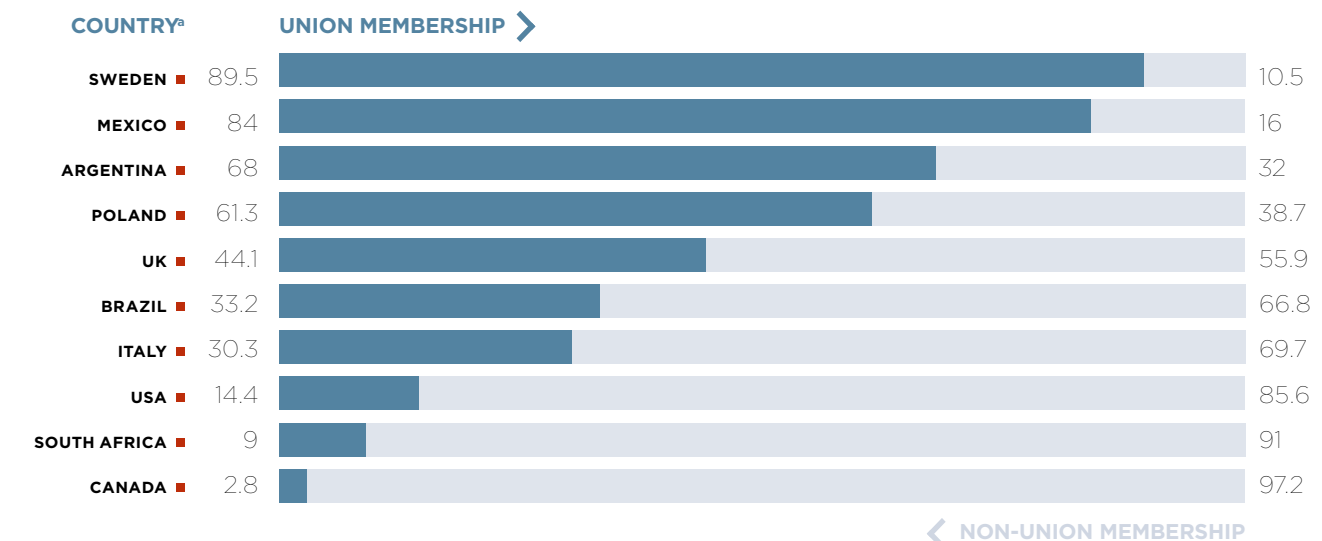
Freedom of Association

Under the CNH Industrial Code of Conduct, the Company recognizes and respects the right of its employees to be represented by trade unions or other representatives established or appointed as per local applicable legislation.

In 2022 (figures as of October 31, 2022), a survey on unionization was carried out in most of the countries where CNH Industrial operates. Freedom of association is regulated by country-specific legislation. In certain countries, surveys on the level of trade union representation cannot be conducted because union membership is considered an employee’s personal and private choice and, as such, is not communicated to the employer. At the time of the survey, 8 countries were excluded due to data privacy protection (accounting for 17% of CNH Industrial’s employees), while 8 countries¹⁴ (accounting for 0.8% of the population mapped) had no employees affiliated with a trade union. The absence of employee affiliations with trade unions does not prevent employees from establishing representation bodies with information, consultation, and negotiation rights.

2022 UNION MEMBERSHIP

CNH Industrial worldwide (%)



^{a)} 100% of each country mapped.

¹⁴⁾ Chile, Denmark, Ireland, Luxembourg, Netherlands, Portugal, Switzerland, Ukraine.

Representative Bodies

Representative bodies, normally elected by workers at their respective plants, have the right to be informed and/or consulted and/or to enter negotiations on issues that, as defined by law or applicable collective agreements, may regard health and safety in the workplace, wages and benefits, operational issues (working hours, shifts, collective vacations, etc.), training, equal opportunities, company restructuring, collective redundancies, etc. In the countries of the European Union, the establishment of employee representative bodies is envisaged for companies and/or sites where employee numbers exceed the minimum limits specified by national laws or procedures. In North America, representative bodies are only present at sites where a trade union is already established.

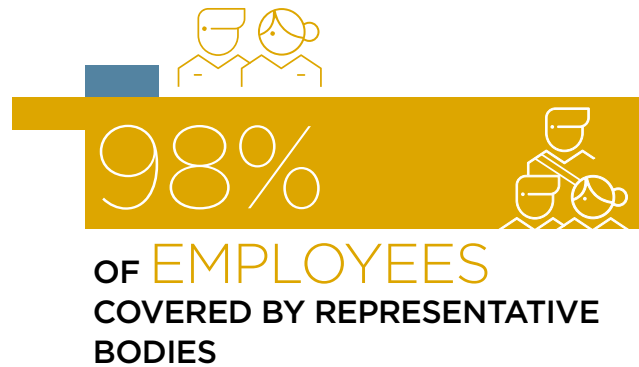
A survey carried out on October 31, 2022, in the countries where 100% of CNH Industrial's workforce is employed, revealed the absence of any employee representative bodies in 8 of those countries (comprising only 0.8% of the workforce surveyed). Worldwide, approximately 98% of CNH Industrial employees are covered by representative bodies.

Joint Committees

In October 2022, a survey showed that 88% of employees were represented by occupational health and safety joint committees (i.e., committees made up of Company and worker representatives).

In Italy, for example, the health and safety joint committees at plant/site level comprise, on the workers' side, individuals selected from the employee health and safety representatives; on the Company's side, the employer or representative, the Human Resources (HR) Manager or representative, and the Head of the Prevention and Protection Service. These health and safety joint committees meet at least monthly and carry out the information and consultation duties required by Italian law. In addition, they have specific rights to prior consultation and power of proposal regarding, among other things:

- the implementation of the health and safety programs, initiatives, guidelines, and good practices defined by the *Organo Paritetico Health and Safety*² (OPHS), which was established by CNH Industrial and former FCA (now Stellantis) with trade unions and integrated into the collective labor agreement (CLA)



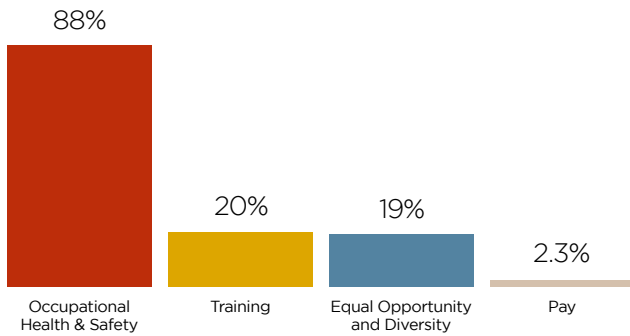
- the proposal and evaluation of measures aimed at the progressive improvement of health and safety in the workplace
- information and consultation on the introduction of new technologies in the workplace, mainly digital content, particularly with regard to the health and safety of workers
- the analysis and evaluation of workstation ergonomics according to the standards recognized and applied by CNH Industrial and Stellantis as specified in a technical annex of the CLA.

Other joint committees addressing equal opportunities, training, and pay were found to represent 19%, 20%, and 2.3% respectively, of the employees surveyed. Moreover, more than 46% of those surveyed were represented by joint committees dealing with other issues, including:

- several joint committees established in Italy under the CLA, such as the National Joint Committee, the National Joint Committee on Welfare, joint committees on organization and production systems at plant and/or production department level
- peer review committees for suspension and termination, in place at several locations in the USA
- joint committees for the management of apprenticeships and for social issues relating to individual workers, in place in various countries
- joint committees on housing, employee transportation, childcare, and cafeterias, in place in various countries.

DISTRIBUTION OF JOINT COMMITTEES ▼

CNH Industrial worldwide



Collective Bargaining Agreements

As of December 31, 2022, collective bargaining agreements covered more than 55% of Company employees. This is an average figure based on local practices and regulations, as shown in the table below. One hundred percent of the agreements reached in 2022 were signed with unions or employee representatives representing more than 30% of Company employees.

2022 COLLECTIVE BARGAINING AGREEMENTS COVERAGE ▼

CNH Industrial worldwide (%)

	Employees surveyed ^a	Employees surveyed covered by collective bargaining agreements
North America	100%	48.3%
EMEA	100%	92.3%
Latin America	100%	98.8%
APAC	100%	8%
Global	100%	55%

^(a) Based on employee headcount as of December 31, 2022.

Collective Labor Agreements in Detail

In 2022, CNH Industrial signed a total of 94 agreements at either Company or plant level, 9 of which included provisions on health and safety matters.

The main wage and regulatory agreements signed in 2022 with Company legal entities in Europe include:

- the agreements reached during the annual negotiations in France, envisaging wage increases based on inflation
- the agreement reached at the Plock plant (Poland) in February 2022, providing for structural increases above inflation owing to country-specific circumstances and for a variable monthly pay based on compliance with safety regulations, as well as for improvements in the application of the existing working time flexibility scheme
- the agreement reached in September 2022 at the plant in Basildon (UK) between CNH Industrial and Unite, a trade union representing more than 50% of the plant's workforce, covering 2022 and 2023 and providing for wage increases linked to inflation and temporary lay-off pay increase from the first year of the agreement (2022)
- an agreement signed in Italy which defines a new performance bonus aimed to replace for 2022 the bonus called "efficiency pay element" already provided for in the 2019-2022 Specific Collective Labor Agreement (so called CCSL). Such bonus, which applies to all CNH Industrial employees in Italy except managers (approximately 4,750 as at December 2022), is transitory, following the gradual reduction of the Company's focus on WCM, in the perspective of the CCSL renewal. The new award is founded on a new mechanism based on four indicators: three at Plant level (productivity, delivery timing respect, product quality) and one measured at the CNH Industrial level (reduction of accidents due to "unsafe acts"). The indicator on the reduction of injuries at Company level, if reached, acts as a multiplier, increasing the value of the bonus relating to the 3 Plant indicators by 10%. To employees who belong to a production site, the bonus is calculated based on the indicators of the site they belong to and the weight of each one. For those who do not belong to a production site, a bonus is envisaged based on the average results of the Company's plants.

In the USA, collective bargaining agreements cover approximately 1,800 employees out of approximately 10,000 US-based employees with trade union representation. However, formal policies relating to certain collective aspects of the employment relationship (e.g., working hours, internal policies and procedures, benefits, etc.) apply to almost all employees of CNH Industrial, irrespective of trade union representation. Collective bargaining takes place at different levels through procedures that vary according to local laws and practices. The collective bargaining agreements at each union-represented location contain equal opportunity language prohibiting discrimination against employees within a variety of protected classes.

Collective bargaining with the UAW labor union, which represents approximately 1,000 of the hourly and maintenance employees at our Racine and Burlington facilities, began in March for the UAW agreement that expired April 30, 2022. After failing to reach a fair and reasonable agreement, the UAW called a strike on May 2, 2022. Since that time, the facilities have been operating with supplemental workers. On Saturday, January 21, 2023, the UAW represented employees at both the Racine and Burlington facilities ratified a collective bargaining agreement that will be in effective until May 2, 2026. The UAW represented employees who honored the strike were called back to active employment and returned to work on January 30, 2023. The CLA with the International Association of Machinists, which represents approximately 750 of CNH Industrial employees in Fargo (USA), expires on April 28, 2024.

The CLA with the United Steelworker, which represents approximately 26 of CNH Industrial employees in Regina (Canada), expires on April 15, 2023.

Employees working in locations where there is no trade union representation enjoy similar protection under a variety of federal and state laws. The collective bargaining agreements at each union-represented location call for the creation of joint health and/or safety committees, which generally comprise both management and hourly employee representatives. Base wage increases in union-represented locations are collectively bargained and delivered through a variety of methods, including annual base wage increases, lump sum payments, and/or cost-of-living adjustments. Union-represented employees at the Racine and Burlington plants (USA) are eligible to participate in the local Variable Pay Plan, which provides an opportunity to earn a quarterly lump sum bonus payment based on specifically defined plant performance metrics.

MAIN ISSUES COVERED UNDER THE AGREEMENTS^a

CNH Industrial worldwide (%)

2022

Operating issues	50% of the Agr.
Wages/pay issues	53.2%
Initiatives related to COVID-19	6.4%
Health & safety	9.6%
Restructuring	10.6%
Training	12.8%
Other	62.8%
Equal opportunities	14.9%
Stress management	6.4%
Career development	3.2%

^(a) There is no correlation between the number of agreements and the number of issues covered, as each agreement may deal with several issues.

Grievances on Labor Practices

In 2022, several collective disputes/disagreements involving works councils, employee representative bodies, or unions were filed, discussed, and resolved, in compliance with specific procedures set forth by law or collective labor agreements (CLAs). In the USA, grievances are a very common practice at unionized sites with a conciliation body established according to the applicable CLA. A similar practice is in place at certain non-unionized sites in the USA, where conciliation bodies, known as Peer Review Committees for Suspension and Termination, are established according to Company policy.

2022 GRIEVANCES FILED AND RESOLVED

 CNH Industrial worldwide (no.)^a

	Grievances filed	Grievances resolved
North America	19	19
EMEA	0	0
Latin America	0	0
APAC	0	0
Total	19	19

^(a) Numbers based on regional headcount view.

Minimum Notice Period for Operational Changes

In the USA, the federal Worker Adjustment and Retraining Notification Act (WARN), which applies to both unionized and non-unionized sites, requires employers to give a minimum of 60-days' notice for any action that will cause at least 50 employees, or 33% of the workforce, to lose their jobs. At unionized sites and/or plants, the level of union involvement, if any, is normally defined by the collective bargaining agreement applicable at site level signed between the Company and the union, which usually also sets forth the information and consultation procedures to be activated in such circumstances.

The collective bargaining agreements between CNH Industrial America LLC and International Union, United Automobile, Aerospace, and Agricultural Implement Workers of America, which cover the plants located in Racine and Burlington, contain a letter of understanding stating that the Company will refrain from permanently shutting down the plant during the stated agreement term, which expired on April 30, 2022. A separate letter of understanding under the same collective bargaining agreement requires the Company to provide six months' advance notice to the local union in the event of a full plant closure. Should this six months' notice period impair the Company's need for speed, flexibility, and confidentiality, the Company may provide such notice no less than 60 days prior to full plant closure.

In Canada, the collective bargaining agreement between CNH Industrial Canada LTD and United Steelworkers Local Union No. 5917, which covers the Parts Depot located in Regina, provides for the Company's written notice to the union no later than 90 days prior to the scheduled depot closing date. At non-unionized sites and unionized locations with no specific requirements in the collective bargaining agreement, it is common practice to inform all employees of organizational changes related to outsourcing through a company-wide announcement, with appropriate notice prior to the operation.

In the European Union (EU), the Council Directive 2001/23/EC stipulates that, should a contractual sale or merger result in the transfer of a business, plant, or parts thereof, an information and consultation procedure must be conducted with employee representatives. The procedure must be initiated a reasonable period of time prior to the transfer.

Moreover, the Council Directive 98/59/EC on the approximation of the laws of the EU member states relating to collective redundancies requires employers to hold consultations with workers' representatives whenever collective redundancies are being contemplated. Accordingly, CNH Industrial subsidiaries comply with the regulatory provisions resulting from the adoption of the above directives in each individual EU member state.

In Brazil, bargaining is not mandatory in the event of the transfer of a business, plant, or parts thereof, resulting from a contractual sale or merger, but it is customary for CNH Industrial to implement a direct and formal communication process with both employees and unions. Talks generally focus on minimizing social impacts, if any. Operational changes in Latin America, such as the deployment of new technologies to improve work efficiency, quality, competitiveness, or employee health and safety, are preceded by formal negotiations with labor unions, according to the specific terms and conditions provided for under the CBA. The procedure must be initiated a reasonable period of time prior to the change; when necessary, such changes are made gradually in order to prepare employees for the new scenarios.

In Australia, the CBAs applicable to CNH Industrial include a clause that requires both to notify unions, delegates, and officials within 28 days in the event of changes that may significantly affect employees.

In China, the National Labor Union stipulates that all operational changes such as reorganizations, restructurings, or actions causing 20 or more employees, or 10% of company employees, to lose their jobs must be notified to the union itself. Such operational changes must be filed and approved by the Labor Bureau 30 days prior to any further notifications or actions, or the changes are deemed illegal.

In South Africa, a 60-days' consultation period is required, followed by 30-days' notice. In Uzbekistan, the minimum notice period required in the event of operational changes is 2 months.

Management of Production Levels

In 2022, CNH Industrial worked with trade unions and employee representatives to reach consensus-based solutions for managing market conditions, with varying approaches across its different businesses and locations.

In Europe, 2022 was characterized by severe difficulties in the procurement of components required for the normal production. The shortage of raw materials, semiconductors, microchips and other components, which resulted from the COVID-19 epidemic, also affected CNH Industrial plants, requiring stoppages in production. This situation was aggravated by the outbreak of the conflict between Russia and Ukraine, which also had an impact on customer orders. Despite this unfavorable context, production volumes showed a growing trend compared to 2021.

In the Agriculture segment, all product lines recorded higher market demand than in the previous year. The production volumes for tractors shows an overall increase over 2022, leading to higher production volumes at the tractors plants in Basildon (UK) and St. Valentin (Austria), offset by a reduction at the Jesi plant (Italy). At the Kutno plant (Poland), which manufactures agricultural machinery, volumes dropped due to the phase-out of several product lines (such as disk mower, disk mower conditioner, rakes and tedders) and were mitigated with the introduction of self-propelled forage harvesters and corn headers, relocated from the Płock (Poland) plant. The overall EMEA production level for combines volumes remained stable in comparison with 2021 but higher than the pre-Covid year 2019.

Production schedules at the plants in Modena (Italy), Antwerp (Belgium), and Croix (France), which produce agricultural components, mostly mirrored those at customers plants.

The Construction segment recorded strong growth at its Lecce (Italy) plant in comparison to 2021 and 2020, with an increase on tractor loader backhoe and compact wheel loaders, offset by graders volumes. At the plants of both the segments, all flexibility mechanisms were employed to satisfy the growth in demand, including overtime and hiring, mainly of temporary and agency workers due to the uncertain economic climate. At many plants, a number of these workers were eventually hired as permanent employees.

In North America, due to volume increases and continued demand, all facilities and our total headcount increased approximately 11%, from December 31, 2021. Given the planned production schedule for 2023, it is estimated that CNH Industrial North America will remain at current headcount levels.

In China (AG Segment Harbin plant) in 2022, there was strong demand from the market. The Harbin plant arranges full production throughout the year and manages high-volume production by hiring temporary outsourcing workers and arranging overtime. In India, the Agriculture plants in Greater Noida and Pune and the Construction plant in Pithampur coped with volume fluctuations by reducing temporary workers and using collective vacation days during low production periods.

Restructuring and Reorganization

In Italy, within the scope of a tripartite dialogue, in 2022 the Company continued its actions, started in 2020, to manage the repercussions of its Strategic Business Plan (SBP) on the Italian plants. These actions were outlined in the framework agreement, entered into on March 10, 2020, in the presence of the Ministry of Economic Development, between CNH Industrial and national trade unions FIM, FIOM, UILM, FISMIC, UGLM, and AQCFR.

During 2022, CNH Industrial completed its plan to reorganize its production network for the Construction segment in Europe, which it had begun in recent years to address the decline that has plagued the sector for the past 10 years. In France, the Tracy-Le-Mont plant ceased operations at the end of September 2022. In application of the social plan reached with the trade unions last year, the Company relocated 4 of the approximately 70 employees of the plant to other CNH France sites and granted to the remaining employees redundancy packages and economic measures that were more favorable than those provided by law. In China, due to multiple adverse factors, including the heavy industry decline, an escalating price war, and the enforcement of the new GB4 emissions, the Company decided to suspend all CASE Construction Equipment sales activities in the country. Consequently, a restructuring of the China construction operations commenced December 1, 2022.

Labor Unrest

During 2022, the Company faced labor unrest only in Europe and in the US. On April 30, 2022, the collective bargaining agreement with the UAW covering the Racine and Burlington Manufacturing Plants expired. On May 2, 2022, the UAW called a strike. In response, CNH Industrial immediately triggered its contingency plan and operated both facilities with supplemental workers starting from the date of the strike. While negotiations continued throughout the summer and fall, given the lack of movement by the UAW, on September 29, 2022, the Company presented the UAW with a Last, Best and Final Offer (LBFO). The UAW failed to take the LBFO for a vote. On December 20, 2022, in an effort to resolve the strike, the CNH negotiations team met with the UAW and the Secretary of Labor in Washington, DC. After making some additional improvements, the Offer was voted down by the UAW on January 7, 2023. The UAW representatives were informed that the LBFO negotiated in Washington, DC was our final offer and were encouraged to have a second ratification vote. On Saturday, January 21, 2023, the UAW represented employees at both the Racine and Burlington facilities ratified a collective bargaining agreement that will be effective until May 2, 2026. The UAW represented employees who honored the strike were called back to active employment and to return to work on January 30, 2023.

In Belgium there were three days of common strike for the Zedelgem and Antwerp plants and two more specific for Zedelgem; in France and in Italy there were 3 days of strike due to national protests promoted by the major Unions in the countries.

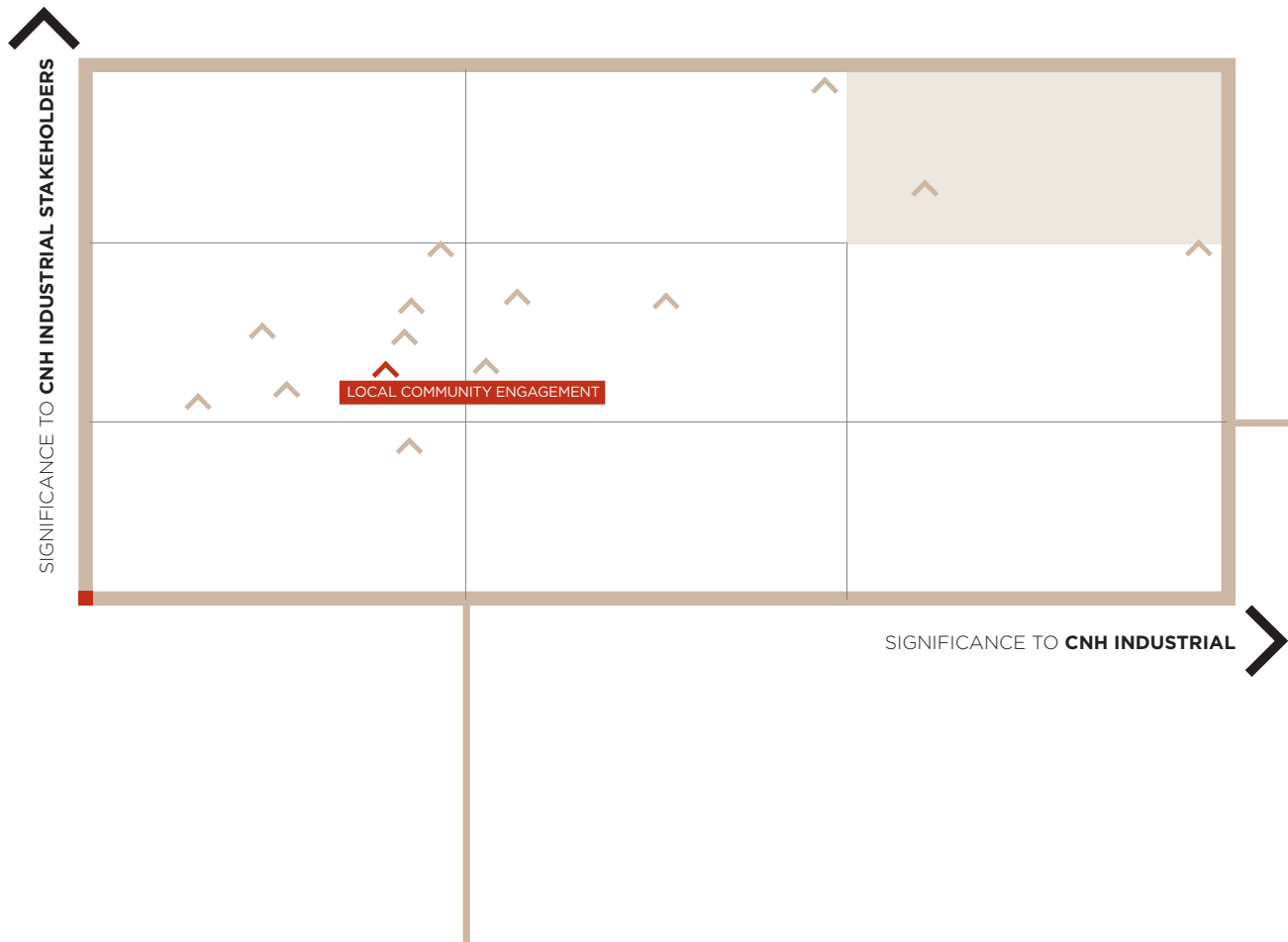
ENGAGING LOCAL COMMUNITIES



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As emerged from the materiality analysis, Local Community Engagement is a key material topic for CNH Industrial. Living and working in synergy with the surrounding area, and collaborating on projects that benefit the community, contribute to enhancing the satisfaction of employees (who often live close to plants) and their sense of belonging to the Company.

The Community Investment Policy, available on the Company’s website, ensures that activities are managed consistently, identifying methods and defining areas of application at global level. Specific guidelines are then implemented by geographic area to best adapt the process to local needs.

The Global Social Initiative Team is responsible for the operational aspects of local community projects. The team meets regularly to identify the projects to be implemented at global level, ensuring consistency across geographic areas while considering individual local needs as well the Company-wide strategy.

In North America, certain requests for funding or donations are reviewed by the CNH Industrial Foundation. Grant applications that meet the initial criteria are reviewed on a quarterly basis by the Foundation’s Board of Directors, made up of employee representatives.



In line with its sustainability priority people engagement, the Company included a strategic sustainability target in the Strategic Business Plan: a 100% increase in the number of people who benefit from CNH Industrial’s local community initiatives by year-end 2024. In 2022, the baseline year for comparison was updated to 2018 vs. 2017.

This strategic target was incorporated into the Sustainability Plan to ensure the continuous improvement and monitoring of the projects involved. Furthermore, the expected outcomes of each project falling under this target were also included as individual objectives in the Performance Management Process. Projects and their results are included in the Sustainability Report.

In 2022, the resources allocated by CNH Industrial to local communities totaled \$8.1 million, including more than \$855,000 for total cost of management.

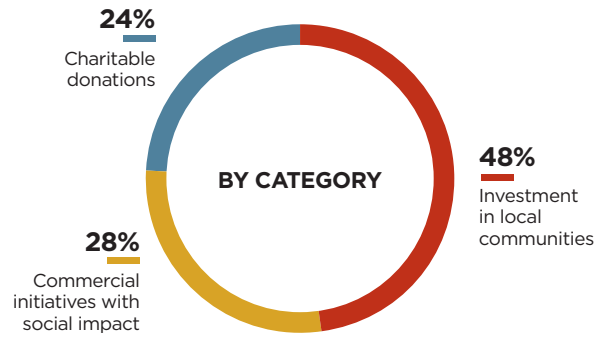
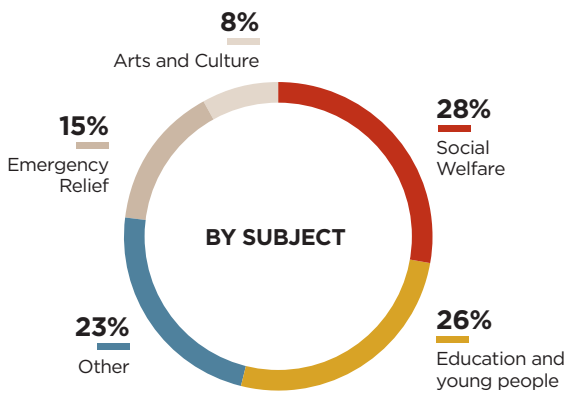
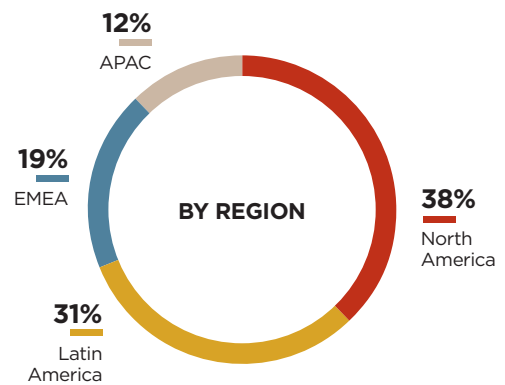
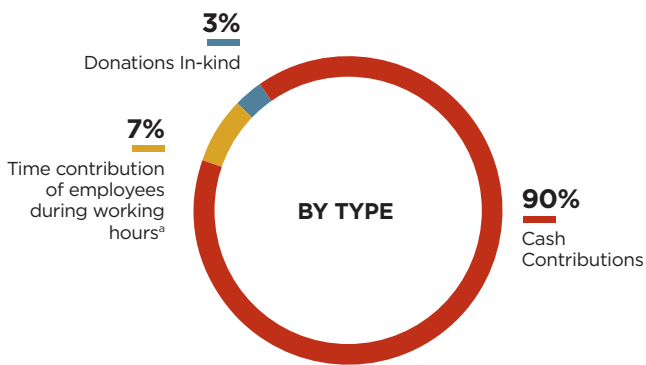
PHILANTHROPIC CONTRIBUTIONS

CNH Industrial worldwide (\$)

Type of contribution	2022
Cash contributions	7,305,983
Time contribution (employee volunteering during paid working hours)	565,572
In-kind donations (products/services, projects/partnerships or similar)	234,990
Management overheads	855,327
Total	8,106,5345

CONTRIBUTION TO LOCAL COMMUNITIES

CNH Industrial worldwide



^a Including the total cost of management.

The investment data for local communities includes the total cost of management and is categorized as per the principles set out in the Business for Societal Impact (B4SI) Guidance

Manual. Figures are based on accounting data and calculations, and include estimates. For details on the methodology, see page 197.

Impact Measurement and Valuation

CNH Industrial is fully aware of the potential impact of its operations on the environment and on local communities, and therefore carefully monitors the aspects that could significantly affect them.

The Company addresses social needs through a specific business tool, managed at country level to better meet local communities' actual needs: the Business for Societal Impact (B4SI) Framework, which measures the effectiveness of an initiative and its ability to address needs. This tool helps CNH Industrial select projects that specifically generate social and business value while addressing local community needs.

Business for Societal Impact

In 2021, CNH Industrial joined the Business for Societal Impact network. The Business for Societal Impact (B4SI) Framework is a globally recognized methodology used by companies to articulate and measure the positive social impact of their contributions and investments.

The application of the B4SI Framework helps a company measure its social impact in a clear, consistent, and robust way, enabling it to quantify its inputs (what it contributes to society) as well as understand the extent of its impact (the changes its contributions make to business and to society). When used to measure social impact initiatives, the information acquired through the B4SI Framework leads to better decision making on company activities. Businesses use B4SI metrics to perform strategic reviews, optimize their programs, and monitor the performance and delivery of objectives. Moreover, the B4SI network provides a forum through which companies can connect and learn from their peers, sharing information and best practices within their respective organizations.

The B4SI Framework currently underpins the 'Community & Philanthropy' question in the Dow Jones Sustainability Index (DJSI) questionnaire, is reflected in the GRI Sustainability Reporting Standards (GRI Standards), and is recognized by the UN Global Compact as evidence of a company's social impact narrative to stakeholders.

Potential Impact of Operations on Local Communities

When monitoring the impact of its operations on the environment and on local communities, CNH Industrial also considers the suppliers it relies on and has partnered with, to whom it transfers its best practices. The aspects that could significantly impact local communities, and that CNH Industrial is committed to improving, concern:

- the impact on the health of workers and their families
- improvements in the welfare of workers and their families
- the impact of atmospheric emissions
- air quality protection
- water management
- waste management, soil and subsoil protection
- biodiversity protection
- removal of hazardous substances
- adoption of logistics solutions with lower environmental impact.

All of the above are monitored, among other aspects, under the Risk Management system. Additionally, targeted projects (directly involving local communities) were launched at a number of plants where biodiversity protection and water management and monitoring are particularly important.

Corporate Community Investment Evaluation

The effectiveness of an initiative and its ability to address needs is measured through the Corporate Community Investment (CCI) tool. Developed in line with the Business for

Societal Impact (B4SI) Framework, it is an internal tool used to evaluate the types of benefits gained in the 4 major areas potentially affected by any project: people, organization, environment, and business. All projects implemented in line with this target were assessed using the CCI methodology.

CORPORATE COMMUNITY INVESTMENT (CCI) EVALUATION^a OF MAIN 2022 PROJECTS



Association	Project (Country)	Evaluation of Impact on ^b				Outputs ^c	
		People	Organization	Environment	Employee participants (volunteers)	Business	See page
SDG 2 - Zero Hunger							
Feeding America	Meal Connect for hunger relief (USA)	2.83	3.2	2.5	2	1.6	98
ENI	Sustainable agriculture (Italy)	5	4	4.5	3	4.2	97
Thai Rice Farmers	Food purchase and donation (Thailand)	2.5	2.4	2	3.6	4.4	98
SDG3 - Health and Wellbeing							
Futebol de Rua	Sports initiative (Brazil)	3.5	3.4	3	3.4	2.6	99
Smile on Wheels	Mobile Health Unit (India)	4	2.6	3	3.6	3.4	98
SDG8 - Decent Work and Economic Growth							
Istruzione e Formazione Tecnica Superiore (IFTS)	Technical training (Italy)	5	4.2	4	4.2	4.2	100
Gente de Bem	Youth empowerment (Brazil)	4.33	3.4	2	3.4	2	101
SDG 10 - Reduce Inequalities							
Habitat for Humanity	Fighting homelessness (USA)	4.5	2.2	1	4.2	2	103
Pastoral do Menor	Social welfare (Brazil)	4.17	3.8	3	3	2.2	101
SDG 13 - Climate Action							
Team Rubicon	Disaster relief (USA)	4	3.8	1	2.6	2.6	105
Beach Care Project	Environmental clean-up (UK/Spain)	4.67	4.2	5	3.5	4.2	104

^(a) The evaluation has been updated according to the B4SI Framework.

^(b) Benefits are rated on a scale from 1 (no impact) to 5 (very high impact). For details on the methodology, see page 197.

^(c) Outcomes are highlighted in the respective project descriptions.

Our Community Projects by SDG

In 2022, CNH Industrial continued to address the SDGs in all of its business regions through its main community partnerships and projects. The initiatives described hereafter illustrate our efforts in relation to the 5 SDGs most relevant to our local community actions: SDG2 - Zero Hunger, SDG 3 - Health and Wellbeing, SDG 8 - Decent Work and Economic Growth, SDG 10 - Reducing Inequalities, and SDG 13 - Climate Action. For many of the projects noted, although one primary SDG is indicated, multiple SDGs apply.



Zero Hunger



Key priorities at CNH Industrial are to increase the sustainability of agriculture and to improve food availability. To this end, the Company has initiated several related projects, which are also aligned with SDG 2 'Zero Hunger'. Countries' differing access to, and consumption of, food resources highlights a major disparity in global distribution. By providing the equipment and/or leveraging its dealer network for such initiatives, the Company's Agriculture brands enhance their profile and increase their visibility among potential customers (including those participating in its educational projects).

Partnering for Sustainable Agriculture

In 2022, CNH Industrial signed a *Memorandum of Understanding with ENI and Iveco Group* for joint social development initiatives in countries of common interest in the areas of agriculture, sustainable mobility and education. Specifically, CNH Industrial and ENI will focus on enhancing the value chain in the agricultural sector to promote food security, increase the efficiency of farming and farmers' access to the market. Another important aspect of the partnership is the implementation of professional training for young students and entrepreneurs, as well as interaction with local communities.

A tangible initiative of this partnership is represented by the collaboration with ENI in Basilicata (Region in South of Italy). CNH Industrial donated a New Holland T4.110F tractor with attachments to ENI for supporting the activities in the "Agricultural Experimentation and Training Center" (CASF) developed in the Region by ENI. This Center is part of the Energy Valley and the collaboration with ENI foresees the promotion of sustainable agricultural initiatives, favoring the transfer of technology and innovations in the agricultural sector.

In 2022, we also signed an agreement with Bocconi University in Italy to develop a tailored research project on the circular bioeconomy model. The study will focus on the organic waste supply chain and soil regeneration in agriculture sector and will actively involve CNH customers to understand the economic and environmental implications of using "compost" (biodegradable in the soil) as an organic fertilizer to replace mineral fertilizers and reduce water consumption.

Improving Food Availability

In 2022, the CNH Industrial Foundation entered into its third year of partnership with *Feeding America*, the largest hunger relief organization in the USA. The Foundation continued its support of Feeding America's MealConnect technology by providing funding for a Push Notification Project, and funding was also donated in support of a Freight Subsidy Program for Produce, and a Multi-Donor Equitable Food Access Grant. Overall, the Foundation has exceeded \$1M USD in cumulative funding for *Feeding America* since the start of the relationship. Employee fundraising campaigns were also again organized during the Company's *Food Security Month* in September, in conjunction with *Feeding America*'s Hunger Action Month. In addition to this support, our Case IH and New Holland Agriculture brands engaged with *Feeding America* through a collaborative project to promote the MealConnect platform, an innovative technology created to support the recovery of food in order to relieve hunger and improve nutrition in communities, and reduce food waste/loss. Our brands launched marketing materials to approximately 1,000 dealers within their networks to further educate dealers and customers about the MealConnect platform and the associated opportunity to make produce donations of any excess yield.

In Brazil, New Holland Agriculture's *fight against hunger and food waste* came in the form of a campaign during which a percentage of the brand's sales was allocated to food donations. The money was gifted to food banks across the country so as to contribute to the cost of thousands of meals for socially vulnerable families. In 2022, the brand's donations helped deliver more than 35,000 meals.

In Thailand, CNH Industrial's *Buy Your Rice* event led to 4,000 kgs of Thai jasmine rice being purchased directly from farmers with help from New Holland dealerships in each province. The rice was then brought back and donated to the communities in Bangkok and Samutprakarn provinces. We donated 1,000 kgs of rice together with a water bottle, plate, spoon, T-shirt, and some toys and books for children's skill development to the Child in Slum Foundation. The other 3,000 kgs of rice were donated to the Ruam Katunyu Foundation to distribute to disaster victims from the big flood in the North-Eastern and Northern regions of the country.

Health and Wellbeing



In light of our commitment to promoting Health and Wellbeing, SDG 3, CNH Industrial has regularly implemented several local community initiatives focused on increasing access to healthcare in rural areas, fighting cancer and encouraging athletics and sports to engage young people. In 2022, we also continued to contribute to the purchase of medical supplies in a number of communities affected by the ongoing pandemic.

Access to Healthcare

In India, New Holland Agriculture has partnered with the Smile Foundation since 2016 to provide better medical facilities in rural areas near CNH Industrial's Greater Noida plant, where underprivileged people lack access to health services and are reluctant to seek treatment due to financial constraints. The Smile Foundation delivers healthcare services through a mobile medical unit, called *Smile on Wheels*. The unit runs 5 days a week, is equipped with first aid kits, preliminary diagnostic kits, and basic medicines, and is staffed by a doctor, nurse, lab technician, and ambulance driver. In 2022, the ambulance treated about 16,617 people in 15 villages.

Fighting Cancer and other Diseases

In 2022, CNH Industrial initiated a global internal campaign to promote awareness around breast cancer among its salaried employee population. During October, *Breast Cancer Awareness Month*, employees were encouraged to wear pink to show solidarity, and were invited to attend a live talk on prevention with Chief Diversity & Inclusion, Sustainability and Transformation Officer and a representative from the Breast Cancer Research Foundation. Further initiatives are planned for 2023.

On a regional level, several other activities took place around cancer.

In North America, CNH Industrial organized its recurring *Month of Hope*. The initiative supported the American Cancer Society's Hope Lodge program (in the USA). These Hope Lodges are located near cancer treatment centers and hospitals and offer accommodation free of charge to cancer patients and their caregivers who need to travel for treatment. During Month of Hope, but also at other points during the year, employees and community members across the country volunteered their time to create 489 encouragement cards that were sent to the Lodges. Additionally, in Canada, our

Saskatoon (SK) plant initiated a partnership with the Cancer Foundation of Saskatchewan, Inc. in support of the Saskatoon Cancer Centre. Funds were donated to support the Saskatoon Cancer Centre, and an awareness-building engagement event for employees was held as a way to launch the relationship.

In Brazil, the Company contributes to health organizations that develop complementary activities in cancer treatments. Actions are aimed at maintaining the wellbeing of those assisted during periods of treatment. Our main partners include *Hospital Angelina Caron*, *Hospital Erasto Gaertner*, *Hospital do Amor* and *Hospital Pequeno Principe*.

In regard to genetic diseases, the Company continued to support the *Telethon Foundation* in Italy by covering a one-year PhD grant for a researcher from the Telethon Institute of Genetics and Medicine (TIGEM). The Telethon Institute of Genetics and Medicine is a multidisciplinary research Institute devoted to studying rare genetic diseases and to developing innovative therapies. TIGEM's alliances with universities offer additional resources and provide opportunities for excellent students. CNH's partnership with Telethon since 2014 has allowed it to support scientific research in the field of genetic diseases for the benefit of the global community.

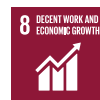
Supporting Sports and Wellbeing

In Brazil, the Company contributes to organizations that develop sports activities aimed at offering better quality of life, wellbeing and new perspectives for the people served. In Curitiba (PR), *Futebol de Rua* uses soccer and a unique methodology that employs special rules to encourage individuals to focus on fair play and advocacy, ultimately enhancing human development and learning. With the support of New Holland Agriculture and the Banco CNH Industrial, two project centers were maintained that assisted 160 children and adolescents during the year. The brands also contributed to the *Curitiba School Cup* (together with the City Hall) with various sports offerings. Basketball, futsal, handball, volleyball, athletics, swimming, table tennis and judo competitions were held, bringing together 3,525 students from 89 public and private schools in the region.

Also, with the objective of promoting the sports inclusion of children and adolescents, our brands CASE, Case IH and Banco CNH Industrial supported the *Instituto Gold in Sorocaba (SP)*. The institution promotes the teaching and practice of soccer in the local community to strengthen the integral development of beneficiaries in order to reduce

social and gender inequalities, maintaining an exclusively female soccer team. In Contagem (MG), our New Holland Construction and Banco CNH Industrial brands encouraged other sporting activities through *The Trampolim Project*, providing trampoline gym classes for 100 children.

Decent Work and Economic Growth



CNH Industrial has an important opportunity to impact SDG8 – Decent Work and Economic Growth, through the creation of job opportunities; the transfer of know-how, especially related to STEM education; and by creating opportunities for up-skilling through digital and/or financial literacy offerings.

Offering Training Opportunities in our Industries

TechPro², an international, joint project with schools run by the *Don Bosco* Salesian Society, aims at training mechatronics specialists to meet a growing demand for skilled personnel. Training includes theory and hands-on learning at Salesian centers, followed by targeted internships in the field. The goal of *TechPro²* is two-fold: to ensure students have a future vocation; and to enhance the quality of specialized technical assistance for the brands' products while meeting the demand for qualified technicians at authorized dealers and workshops. The Company provides expertise by training the teachers, who in turn pass on the knowledge to the students in the classroom. It also offers financial aid as well as tools and essential parts, such as complementary vehicles, engines, drives, and diagnostic tools for classroom training and practice.

In 2021, a new 2-year *TechPro²* course was launched in Harbin (China) in collaboration with New Holland Agriculture. In 2022, a new *TechPro²* has been designed for Kenya in collaboration with our Case IH brand.

The project entails rebuilding and modernizing the school infrastructure, tractor and equipment supply, train the trainer and new student enrollment.

In all, 386 students received classroom and on-the-job training through the *TechPro²* project in 2022, for a total of 2,415 training hours.

2022 TECHPRO² PROJECT

CNH Industrial (no.)

Country	Start Year	Students (no.)	Training Hours ^a (no.)	Segments
Italy				
Rome	2015	79	930	AG
Ethiopia				
Addis Ababa	2013	51	400	AG
China				
Urumqi (Xinjiang)	2018	235	796	AG
Harbin	2021	21	289	AG
Total		386	2,415	

^(a) Including internship (training-on-the-job) hours.

The Company also supported the *Don Bosco* Salesian Society with the launch of an Automotive Mechatronics course for currently unemployed individuals, offering an in-depth look at agricultural vehicles. The Society's training offering launched two new educational paths in 2022: *the Istituti Tecnici Superiori (ITS) and Istruzione e Formazione Tecnica Superiore (IFTS) projects*. These trainings will meet the Company's growing demand for skilled personnel while delivering technological expertise and opportunities to interact with business entrepreneurs and professionals.

Similarly, in North America, the *Top Tech* program aims to partner with and support 30 technical colleges, and affiliate schools, across the USA and Canada with the goal of adding more skilled technicians to the workforce. Officially launched in 2021 and managed by the Dealer & Customer Support sector of the business, Top Tech provides access to CNH Industrial systems and tools to enhance curriculum and help educate instructors and students on working with CNH Industrial branded equipment. Upon graduation, these students are able to join the workforce with a Level 1 certification for our equipment. The dealer network is also engaged and provided with resources that will help guide them in recruitment efforts.

In the USA, CNH Industrial also supports the FFA (formerly known as Future Farmers of America), an association active in educating the next generation of leaders in Agriculture since 1928. In 2018, to further its commitment, the Company chartered its own FFA Alumni and Supporters Chapter¹, through which employees can collaborate to engage with high school and college students across the nation who are interested in careers in agriculture. In 2022, the Company continued to be heavily involved with the FFA, with another year of Silver Sponsorship of the National FFA Foundation mission and programs, including its national convention with nearly 70,000 attendees.

In Thailand, CNH Industrial continued its partnership with the *King Mongkut's Institute of Technology Ladkrabang (KMITL)*, providing training to 30 of the Institute's young agricultural engineers per year. The Company supplies educational materials, machinery, and its own experts, and the 4-year curriculum includes 2 years on CNH Industrial products and technologies – including an in-depth look into the functions, features, and benefits of New Holland Agriculture's TC48R model.

CNH Industrial also continued its *We Care We Share* outreach program, holding an educational event at the Thai Sa Kaeo College of Agriculture and Technology aimed at raising agricultural technology standards in the country while creating a new generation of agricultural experts.

⁽¹⁾ Chapters are affiliates of larger central state and national organizations.

Also in Thailand, in 2022, we signed a *Memorandum of Understanding with Pakdee College* to build a Training Center on the campus. For training purposes, the Company provided two New Holland Agriculture TT2.50 tractors (1 unit of a complete tractor, the second a tractor cut out model) so that the Agricultural Machinery students can study and learn from real machinery.

In Brazil, we support education and work readiness activities for children, adolescents, and teenagers through a number of close partnerships with organizations operating near our factory and office locations.

SUPPORTING YOUTH IN BRAZIL



CNH Industrial (no.)

Name	Area Served	Project Offering	Beneficiaries
<i>Pastoral do Menor</i>	Sorocaba, Brazil (11 neighborhoods)	Classes on culture, tutoring, sports, and psychosocial activities, providing tools to tackle social vulnerability and violence, raise awareness, and develop a culture of peace	900 children
<i>Cré-Ser project</i> via Gente de Bem	Curitiba, Brazil	Regular extra-curricular activities to encourage job-readiness, personal development, and citizenship and sustainability. Topics addressed include: marketing, computer skills, family planning, self-esteem and the Brazilian voting system	160 teenagers
<i>Young Worker Path</i> via CDM NGO	Contagem and Belo Horizonte, Brazil	Job-readiness through activities on personal development, communication, ethics at work, digital platforms, innovation, entrepreneurship, and participation in selection processes	125 adolescents

In Somalia, CNH Industrial and its Case IH brand, UNIDO, Gaalooqe Cooperative and the Ministry of Commerce and Industry of Somalia and of the South-West State are working together to establish a *Case IH Academy in Afgoye*. The agro-industrial training center is set to address the skills gap in the local and regional agriculture and agro-industrial labor market by training machine operators, farmers, and mechanics in working with farming machinery and on farming equipment. The aim of this project is to create economic opportunities and jobs in the agriculture and agro-business sectors in Somalia, particularly, women and youth-at-risk.

Promoting STEM Education

In North America, there was continued support of education through the CNH Industrial Foundation's *Educational Grants Program*, which was established in 2018 for local schools/school districts. In 2022, several high school programs and more than 2,400 students to STEM² academic disciplines were supported, and 2,490 students are expected to directly benefit from the grants program in the 2022-2023 academic year.

In Brazil, the Company took on two robotics-related projects in 2022. The *Morrobótica project*, managed by the Fa.vela NGO and supported by the New Holland Construction and Banco CNH Industrial brands, addressed content on digital transformation, connectivity, electronic circuits, 3D printing and tooling concepts for electronic equipment repairs.

⁽²⁾ Science, Technology, Engineering, and Mathematics.

The *Robotics in Schools* initiative is focused on improving the generation of innovation and creativity for public school students. The project involved the Case IH, CASE and CNH Capital brands together with NTICS, and sought to stimulate logical thinking and awareness of recycling through a cultural circuit about robotics knowledge and reuse of materials for children. Through the program, children learned how to integrate repurposed electrical materials to build their own mini robot. In total, in 2022 the project benefitted 600 children in 3 cities in the countryside of Brazil (MT), and will continue in 2023.

Digital and Financial Literacy

In 2022, we installed a *Digital Empowerment Center* in the municipality of Água Boa (MT), Brazil, where the Case IH Connected Farm is located, to offer free courses in digital literacy and the use of digital tools. The courses benefitted 78 people directly. In addition to the training, an Ideathon focused on AgroTechnology was held. The proposal sought to democratize access to quality training in digital and socio-emotional skills to open doors to technological knowledge, social interaction, the job market, entrepreneurship, civic engagement and progress for the community.

In India, CNH Industrial Capital held a *financial literacy training* for 600 farmers in Haryana and Uttar Pradesh to help them better manage their finances and produce more sustainably. Both initiatives help the Company better support its customers in agricultural areas.

Reducing Inequalities



CNH Industrial also supports projects and activities that encourage the economic, social, and cultural development of local communities, with the aim of reducing inequalities. We seek to address SDG 10 through the inclusion of at-risk or marginalized groups by fighting homelessness and increasing access to supportive community building initiatives around arts and culture.

Supporting at-risk and Marginalized Groups

In Brazil, since 2013, CNH Industrial has supported the *Casa do Bom Menino* in Piracicaba, a shelter for children and teenagers temporarily separated from their families. In 2022, the Company continued to sponsor the *Nós no Mundo* project, enabling about 100 children from the shelter aged 4-17 to participate in art workshops, environmental education, and sports programs in order to develop new skills and abilities to help expand their cultural repertoire, improve social cohesion, and foster ecological awareness.

Still in Brazil, CNH Industrial gave support to the *São Miguel* in Barbacena and *Lar Antonia* in Curitiba children's homes committed to education and training on values that promote principles of dignity and respect for all and a culture of peace. The Company also provided support to the *São Vicente de Paulo Care Home* in Curitiba, and to the *Iar Balbina* in Contagem. Both non-profit institutions are benchmark centers with regard to the care, wellbeing, dignity, and quality of life of the elderly. Together they can accommodate more than 400 people.

In India, CNH Industrial continued to support initiatives aimed at improving education for underprivileged children. In 2022, for the seventh year running, it supported the *OPEN³ Mission Education* program, helping 260 children aged 5-15 at a local school near its plant in Greater Noida. The aim is to integrate children into mainstream society by empowering them to thrive within the formal education system. It also initiated *Project Udaan*, a new program carried out in partnership with the Katalyst organization, to empower socio-economically disadvantaged women who have entered professional education despite various challenges. These young women lack relevant exposure, skills, and role models in their community to help them navigate through the complexities of corporate life. This initiative will prepare them for leadership roles thereby creating a wider talent pool for CNH Industrial's operations in India and helping bridge the gender divide.

⁽³⁾ Organization for Poor and Economical Needs.

Katalyst achieves its objective through a structured program with a blend of unique development interventions, including a 600-hour proprietary and scientifically researched curriculum focused on personality development, communication, English proficiency, career readiness, corporate etiquette, technical skills, and new-age technology. Over their four years in the program, we also provide one-to-one mentorship, access to best-in-class technology, medical insurance, financial support, assistance with internships, and world-class industry exposure and corporate interactions. In 2022, 10 female engineering students from Delhi NCR and Pune benefitted from participation in the program.

In Australia, the *Operation Grain Harvest Assist* initiative aimed to offer employment opportunities for returned service people while also bridging the labor shortfalls in the grain-growing industry. A program was piloted with Company dealer O'Connors and Longerenong College in Victoria, where Case IH has coordinated their apprentice training for many years. In total, 18 veterans with a combined 450 years of service in the Australian defense forces were given the opportunity to participate in indoor combine simulations and in-field training with two Case IH Axial-Flow combines. The program through Longerenong College is planned to continue in 2023, with the goal of expanding it further in years to come.

CNH Industrial and its New Holland brand implemented a targeted social initiative to *tackle inequalities experienced by women in Côte d'Ivoire*. A full day of training (theory and practice) on operating tractors was organized with the aim of raising awareness about the important role women can play in agricultural mechanization. The initiative also sought to promote an inclusive work culture around machinery use that reduces barriers and encourages the hiring of women as operators.

Fighting Homelessness

In 2022, in the USA, CNH Industrial continued to support the non-profit organization Habitat for Humanity, dedicated to building affordable homes for low-income families, with which it has partnered since 2007. During the year, the CNH Industrial Foundation donated close to \$220,000 to several Habitat for Humanity affiliates to help build and renovate homes in communities near CNH Industrial's US sites. The CNH Industrial Foundation was also the Presenting Sponsor for the second year in a row at the Women Build event organized by the Habitat for Humanity affiliate in Racine (WI), as part of its commitment to diversity and inclusion and civic community empowerment. It also supported Women Builds near the Company's Burr Ridge (IL), Lebanon (IN), and New Holland (PA) facilities. In 2022, 27 Habitat partner family members benefitted directly from the CNH Industrial Foundation's and the Company's support, including employee volunteerism. More partner family members are expected to be impacted in 2023, based on the 2022 support.

Affording Access to Arts & Culture

In Brazil, the Company supports numerous activities to encourage, and provide access to, culture and social inclusion.

Cine Móvel Solar is a cultural project supported by our Case IH and CASE brands that focuses on audiovisual production as a tool to encourage people to think about caring for natural resources. To show films throughout the countryside in Brazil, a traveling cinema screen is mounted on the back of a truck and powered by solar energy. During 2022, the initiative benefited 3,004 people in 21 movie sessions in 9 rural cities of the MATOPIBA Region. For 2023, similar initiatives are planned.

During the traditional Curitiba Festival, the Company sponsored the *Guritiba project*, which presented shows and musical performances and offered recreational activities for children, with free performances in public schools (in highly vulnerable neighborhoods), shopping malls, and other spaces. With the support of New Holland Agriculture and Banco CNH Industrial, 80 children from the region of the factory in Curitiba (PR) also had free violin lessons. The initiative was in partnership with *Associação Musical Alegro*, which uses classical music education to assist children and adolescents. In 2022, 600 people were reached directly by the organization.

In Minas Gerais, New Holland Construction and Banco CNH Industrial promoted a partnership with *PóloBH* around multilingual artistic attractions in Belo Horizonte (MG). Throughout the year, more than 1,800 social tickets were distributed so that teachers and students from the public schools neighboring the factory in Contagem (MG) could also attend the cultural shows. The brands also contributed to the *Literary Fair* of Tiradentes (MG), and sponsored transportation to the event for 35 elderly people.

Climate Action



A key priority at CNH Industrial is to combat climate change. The Company carries out several environmentally minded community projects that focus on reducing emissions and pollutants, preserving nature through clean-up and conservation activities, and helping to mitigate the effects of climate change through disaster relief.

Reducing CO₂ Emissions

India generates 750 million tons of crop residue per year, of which 230 million tons is burnt or spoilt. In Punjab and Haryana (Northern India), approximately 40 million tons of paddy straw and stubble are burnt every year, causing severe air pollution while depleting the land of precious soil nutrients required for crop growth. Stubble burning generates between 17.9% and 39.5% of particulate matter in the Northern plains, and releases large amounts of toxic pollutants into the environment. Being the quickest and cheapest way to dispose of crop residue in the fields, this practice adopted by most farmers has not only become a major environmental threat, but also leads to soil health deterioration and impacts soil productivity.

The *Straw Management Solution* project was devised to prevent crop burning and offer farmers an alternative means for crop residue management. Launched in 2017, the project completed a milestone in village Kallar Majri in Punjab in making it near smoke-free for five years. This initiative has now been operational in 11 locations, improving farmer's awareness against stubble burning and providing them a solution through rakes and balers to manage the crop stubble in a sustainable manner. Cumulatively, over 2 million tons of paddy straw have been baled rather than burnt. Following the project's success, this initiative has been introduced to 10 additional locations in Punjab, Haryana, Maharashtra, Uttarakhand, Chhattisgarh, Madhya Pradesh, Bihar and Uttar Pradesh. We have collaborated with the Department of Agriculture and various State Governments, Krishi Vigyan Kendras & ICAR – IARI. We have also donated advanced solutions including New Holland tractors, Gyro rakes, mulcher, and balers.

Preserving Nature

In 2021, CASE Construction Equipment launched the *Beach Care Project*, a pioneering 3-year environmental program featuring research, beach cleaning, scholarships and education, giving back to communities, and the recycling of waste into new products.

The project was rolled out in Italy and France, where a CASE 621G Evolution wheel loader equipped with a special 3-cubic-meter skeleton bucket is being used to collect plastic waste from local sandy beaches, preventing it from being washed out into the Mediterranean Sea. With the help of local primary school children, the waste collected will be recycled into plastic wheel loader toys, in the spirit of creating a circular economy. In 2022, the Beach Care Project was extended to the UK and Spain. Two new sites were cleaned and preserved, with a total of 6,500 people benefitting from involvement in our education program and cleaning activities. The project was assessed using the B4SI methodology, leading to the following measurable outcomes: it reached 3 customers, 2 distributor, and 30 influential stakeholders.

CNH Industrial supported several projects related to biodiversity in 2022. In Italy, CNH Industrial partnered with the University of Gastronomic Sciences to begin development of a project on biodiversity and/or soil regeneration linked to the innovative processes of soil fertility (crop rotation and symbiotic agriculture). The New Holland (USA) site continued its partnership with the *Alliance for the Chesapeake Bay* to create a riparian buffer to improve water quality and soil health alongside a stream in the grounds of the facility. The objective is to plant over 2,000 trees and shrubs across 8.5 acres of Company land to help significantly reduce local pollution and contribute to the county's goal of planting 6,000 acres of new forest buffer by 2025. The partnership and our employees' engagement continued in 2022, with multiple volunteer opportunities to help local landowners plant a riparian forest buffer on their properties. Also in the New Holland community, the Company and employees provided financial support for the construction of a Community Butterfly Garden to promote a healthy, biodiverse ecosystem. Similarly, near its Saskatoon (Canada) site, the Company again partnered with the *Meewasin Valley Authority* in support of a Spring Cleanup of over six miles of the Meewasin Trail. Our Greater Noida plant (India) adopted the Miyawaki Project Methodology of Afforestation at its site to plant a total of 10,000 plants on 3000 sq. meters, including 30 species of trees. Finally, in Brazil, within the scope of *Brands4Sustainability*, CNH Industrial supported the *Forest Plastic project*. The aim of the project is to reduce the flow of plastic to the Amazon River, promote dignified working conditions to recycling workers and build a local business ecosystem from recycling cooperatives to transformation industries. *Brands4Sustainability* is an alliance of companies that use their brands to position sustainability and social responsibility at the center of their strategies.

Help to Ukraine

In early 2022, CNH Industrial donated \$500,000 to support Ukrainians impacted by the crisis in the country. Funds were provided to NGOs to deliver assistance to those in need. The Company also established a global employee donation fund, with a dollar-for-dollar match, and provided financial aid and relocation support to its employees and their families in Ukraine.

Participating in Emergency Relief Efforts

At its 2022 Capital Markets Day, CNH Industrial announced its plans to formalize a dedicated disaster relief program in conjunction with its dealers to support communities in need through equipment loans and logistical support, as well as funds.

In the USA, CNH Industrial continued to support relief efforts, mostly through the partnerships that CASE Construction Equipment and the CNH Industrial Foundation have with *Team Rubicon*, a veteran-led non-profit organization that deploys emergency response teams to global disaster zones. In 2022, CASE continued to work with its dealer network to provide heavy equipment assistance to the organization and raised \$50,000 USD for Team Rubicon with its dealers. In 2022, the CNH Industrial Foundation issued grants totaling \$450,000 USD to Team Rubicon in support of its unrestricted Ready Reserve Fund, which is essential to prepare for and implement critical disaster response operations, and its Heavy Equipment Training Program.

In Brazil, the campaign *After the Storm Comes Solidarity* aimed to provide emergency relief to communities in Minas Gerais and Bahia and to contribute to repairing the damage caused by heavy rains. The initiative, resulted in a collection of over 7,000 kg of food, approximately 1,500 liters of water, almost 1,500 kg of hygiene and cleaning products and over 2,700 kg of clothes. CASE Construction Equipment, in a joint action with its dealer in the region, Brasif Máquinas, loaned CASE machines for cleaning the streets of the municipalities.

In addition to the above projects, CNH Industrial supported disaster relief for *flooding in the Marche Region* of Italy, through the use of equipment, including two CASE SR210 skid steer loaders. In Australia, the Company donated \$50,000 to support the farmers and communities impacted by the *flood in Northern NSW and South-East Queensland*.

Employee Volunteering

In line with the Company's target of a 10% increase in the number of employees involved in volunteering activities during paid working hours by year-end 2022 (compared to 2019), the Company continued to implement several volunteer initiatives worldwide.

Employee volunteerism is managed on a regional basis and organized to respond to the needs and opportunities available in specific countries.

In the USA and Canada, employees are encouraged to participate in Impact Days, a volunteering and team-building initiative, and Volunteer Time Off (VTO), which allows eligible employees to devote up to 8 working hours for volunteerism (both were launched in 2016). In total, 401 employees took part in volunteering activities during working hours, donating 1,866 hours for initiatives linked to food banks, shelters, disaster relief, and other charitable causes.

In Latin America, 1,616 employees volunteered 2,015 hours for local community initiatives during working hours. The *Winter Clothes Campaign* took place at 5 sites in Brazil, and 2 in Argentina, involving 3,950 employees. In total, the drives resulted in the collection of 2832 kg of clothes, blankets, shoes, food and hygiene products.

In EMEA, 40 employees volunteered for various programs during paid Company time, for a total of 80 hours. For example, in Poland, employees supported Ukrainian refugees and victims of war through a collection of clothes, first aid and other goods that were sent to Ukraine.

In APAC, 536 employees donated 6,425 working hours for volunteering activities, such as the one in Bangkok (Thailand), in which 120 employees participated in fundraising and donated food to benefit the Thammarak Foundation's *Wat Phra Phat Namphu* Temple, which supports HIV patients, orphans from parents who had HIV, the homeless, and the elderly.

2,593



EMPLOYEES VOLUNTEERED DURING WORKING HOURS

In the USA and Canada, 2022 marked the sixth year of *CNH Industrial Gives Back*, a dedicated online portal for employee giving and volunteering initiatives. In addition, the Company continued to offer a year-round matching gift program for employees, matching their donations to their eligible charitable organizations of choice for up to \$1,000 annually per employee, and several giving campaigns were conducted in support of specific initiatives and philanthropic causes. Through these and other initiatives, employees in North America were able to support a wide range of organizations throughout the year. Donations pledged via the *Giving Portal* totaled approximately \$730,000.

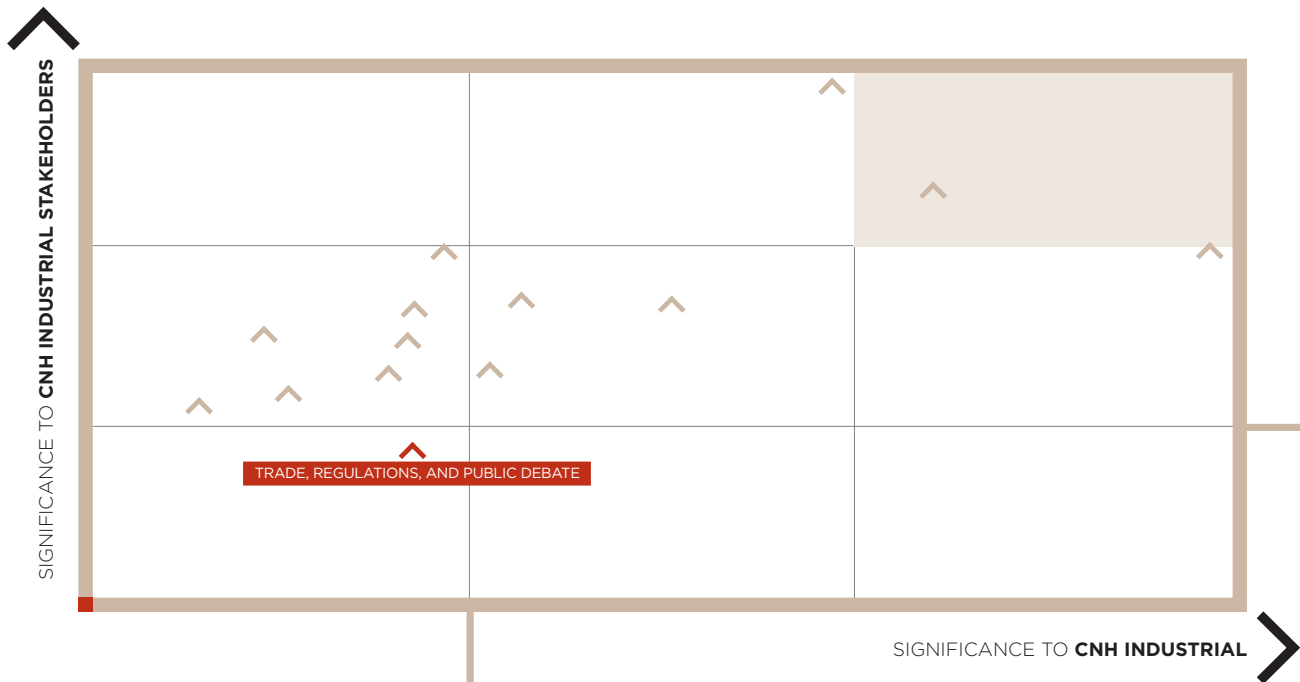
RELATIONSHIPS WITH PUBLIC AND PRIVATE ORGANIZATIONS



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Trade, Regulations, and Public Debate are key material issues for CNH Industrial and for its stakeholders. Promoting public-private relationships, entering the debate on public policies, and contributing to the establishment of international standards are crucial to help identify innovative, shared sustainability solutions, and to ensure high-level standards and guidelines.

CNH Industrial aims to make a positive contribution to the future development of policies, regulations, and standards on issues that affect its business and the communities in which it operates. Specifically, the Company contributes its expertise and knowledge in its dialogue with governments, international organizations, local authorities, sector associations, and other stakeholders on policies concerning sustainable agriculture and construction equipment, with a focus on sustainable products, processes, and innovation.

CNH Industrial is committed to cooperating with public institutions, universities, and other organizations on research and development into innovative solutions in the fields in which it operates. The Company's proactive approach to institutional relations contributes to identifying new product development and business opportunities, and to creating business conditions that are competitive as well as sustainable over the long term. Interest representation is conducted only where permitted and in strict compliance with applicable laws, including anti-corruption and antitrust laws, and in full compliance with the Company's Code of Conduct and related policies and procedures.

CNH Industrial is registered with the European Transparency Register, which is operated jointly by the European Parliament and the European Commission. The Register provides information about the interested representatives that seek to contribute to the decision-making processes of the European Union, and a code of conduct serving as a framework to regulate their activities.

In Italy, CNH Industrial is also registered with the Italian Transparency Register, set up by the Italian Ministry of Economic Development and adopted drawing upon the same model applied across other European institutions, and with the Register of Interest Representatives of the Italian Chamber of Deputies.

The highest responsibility for CNH Industrial's Institutional Relations lies with the Senior Leadership Team. The functions in charge of relations with the institutions of each geographic area are responsible for:

- monitoring future policy trends and engaging with public authorities, trade associations, international organizations, the business sector, and NGOs in the institutional and regulatory decision-making processes that affect CNH Industrial's product and marketing strategies
- advocating with policy makers and other relevant stakeholders
- protecting and enhancing the Company's and brands' profiles and strategies, by proactively interacting with external stakeholders and participating in public dialogue
- supporting CNH Industrial's business goals by addressing specific business issues and identifying opportunities in the context of institutional and/or diplomatic relations.

In Europe, Africa and the Middle East, the Institutional Relations Department is responsible for overseeing advocacy activities, supporting CNH Industrial's engagement with institutions and stakeholders, and engaging daily with the Company's and brands' departments and functions.

In line with its business approach and the opinions of stakeholders, CNH Industrial's strategy is to continue to pursue initiatives to tackle climate change and food scarcity and food security. The objectives and actions implemented in this regard are also aimed at continuous improvement in the transparency of the Company's relations with public institutions.

As stated in the Code of Conduct, all such relations must be transparent and conducted in accordance with CNH Industrial's values and with applicable laws. CNH Industrial abides by two compliance policies¹, implemented in relation to the Code of Conduct, that regulate relations with public institutions: US Lobbying Activities and Other Contacts with US Government Officials and Political Action Committee Activity and Other Political Contributions.

The Compliance Helpline is an operational grievance mechanism to report potential violations of corporate policies, the Code of Conduct, or applicable laws; it can also be used to report violations related to relations with public institutions.

CNH Industrial is a member of many industry and other associations, and of national and international advocacy organizations. In 2022, CNH Industrial's membership fees for trade associations, lobbying, etc. totaled approximately \$2.2 million globally.

CONTRIBUTIONS AND OTHER EXPENDITURES



CNH Industrial worldwide (\$million)

	2022
Trade associations or tax-exempt groups ^a	2.21
Lobbying, interest representation	0
Political parties (campaigns/candidates)	0
Total	2.21

^(a) Different trade associations participate in public affairs activities such as lobbying, in compliance with local legislation and context.

The three largest fees were to the National Cattlemen's Beef Association (NCBA), for almost \$0.3 million, the German Mechanical Engineering Industry Association (VDMA), for

over \$0.2 million, and the American National Association of Manufacturers (NAM), for almost \$0.2 million.

CONTRIBUTIONS AND OTHER EXPENDITURES



CNH Industrial worldwide (\$million)

	2022
Trade associations or tax-exempt groups ^a	2.21
Lobbying, interest representation	0
Political parties (campaigns/candidates)	0
Total	2.21

^(a) Different trade associations participate in public affairs activities such as lobbying, in compliance with local legislation and context.

⁽¹⁾ Compliance policies are available in the Compliance and Ethics section of the Company's Intranet site.

Public Policy and Interest Representation



At CNH Industrial, the function in charge of relations with institutions focuses on increasing the awareness and active participation of institutional and economic stakeholders, the public, and international organizations, with regards to:



- the importance of key issues related to CNH Industrial's product strategy and related advocacy, such as alternative fuels, digitalization, connectivity data, safety, precision farming, sustainable construction equipment and agricultural machineries



- CNH Industrial's corporate positioning on sustainability, climate change, renewable energy, circular economy, safety, product innovation, automation, connected platforms and the future of farming. In 2022, the Company actively organized and participated in institutional webinars, conferences, working groups, roundtables, initiatives, and virtual and in-person meetings to encourage and foster public debate and policy making on the most relevant matters for sustainability: climate change, food scarcity and food security, and the innovative and digital world. The following are some examples of the activities carried out by CNH Industrial during the year, through its relations with institutions and key stakeholders, to combat climate change and improve food availability.

Initiatives linked to Combating Climate Change

CNH Industrial contributes to combating climate change mainly by promoting the use of alternative powertrain solutions and innovative vehicles, while participating in the institutional and public debate around climate change, air quality, and other important issues.



In North America, CNH Industrial is a member of the National Association of Manufacturers (NAM), the largest manufacturing association in the USA, representing small and large manufacturers from every industrial sector across all 50 states. The NAM has been proud to support the industry's continued pursuit of more sustainable approaches and operations to manufacturing. The NAM supports a diverse energy strategy that promotes the responsible development and use of all forms of domestic energy sources (including fossil fuels and nuclear and renewable energy) and technologies, while further enhancing energy conservation and efficiency in anticipation of future increased energy demands. The association's manufacturers are leading the way in advancing energy efficiency and efforts to promote environmental protection, with a particular focus on emissions reduction, chemical risk management, recycling, biodiversity protection, and water use.

CNH Industrial is a member of the US-based Association of Equipment Manufacturers (AEM), whose goal is to enable equipment manufacturers to be successful in the global marketplace. The AEM has adopted a comprehensive energy policy statement that addresses domestic energy production by focusing on both conventional and renewable energy sources, and by implementing the US Renewable Fuel Standard (RFS). The association focuses on educating the US administration and leaders in Congress about the importance of the RFS for manufacturers, and on advancing efforts to expand fueling infrastructure. AEM recently released a study quantifying how widely available precision agriculture technology improves environmental stewardship while providing economic return for farmers. The organization is also a steering committee member of the Food and Agriculture Climate Alliance (FACA), an alliance that boasts over 60 member organizations from varying sectors and industries to develop and promote shared climate goals and solutions.



In EMEA, CNH Industrial and all its brands actively participated in many events and projects in 2022, including in collaboration with the sector associations of which the Company's brands are members, within the framework of the European Union's (EU) policies on the environment, sustainable agriculture and construction equipment. Specifically, the Company contributed to the public debate and policy making of the EU and its member states aimed at discussing the way forward to achieve the circular economy concept and to further improve the sustainability of the construction equipment sector and agricultural sector through connectivity, telematics, and precision farming. The Company also took part in the general development of policies and debate, both at EU and national level, in support of alternative fuels and digitalization, particularly promoting the use of biomethane and Agriculture 4.0 programs.

By participating in policy debates, CNH Industrial actively collaborates with policy makers, think tanks, and NGOs. This has led to joint advocacy actions and public events organized with trade associations and key stakeholders across Europe, to share and discuss opportunities particularly relating to the development of alternative fuels and sustainable mechanization.

CNH Industrial a long-standing member of the Committee for European Construction Equipment (CECE) and of the European Agricultural Machinery Association (CEMA), trade associations for construction equipment and agricultural machinery manufacturers, respectively. Throughout 2022, the Company collaborated with the associations' committees and project teams to bring forward EU legislation on the safety and environmental aspects of off-road machinery. Following the European Green Deal plan presented by the European Commission, CNH Industrial contributed to further discussions within CECE and CEMA's High-Level Groups on CO₂ concerning ways to reduce GHG emissions and decarbonize both the agriculture and construction sectors in Europe. CNH Industrial also actively contributed to the release of the "The role of agricultural machinery in decarbonizing

agriculture" position paper underlining how agricultural machinery manufacturers offer a wide range of advanced machinery and solutions, supporting circular economy and sustainable farming. Through active participation into the "Electrification" working groups of both CECE and CEMA, CNH Industrial is also trying to enhance the EU regulatory landscape for the uptake of electric/hybrid machinery.

Furthermore, CNH Industrial is also a member of the European Association of Internal Combustion Engine and Alternative Powertrain Manufacturers (EUROMOT). The Company contributed to the association's activities centered on Non-Road Mobile Machinery (NRMM) exhaust emissions and supported EUROMOT scope expansion to alternative powertrains. CNH Industrial participated in the newly created working group focused on alternative energy resources, to further promote alternative and more sustainable powertrain solutions also in the non-road sectors (such as agricultural and construction equipment) considering the EU's most recent sustainability and climate goals.

CNH Industrial, through its brand, New Holland Agriculture, is a member of European Biogas Association (EBA). The association is committed to the deployment of sustainable biogas and biomethane and use throughout the continent. The Company supports the 35bcm European target on biomethane production by 2030.

CNH Industrial is also member of the American Chamber of Commerce to the European Union (AmCham EU) which speaks for American companies committed to Europe on trade, investment, and competitiveness issues. It aims to ensure a growth-orientated business and investment climate in Europe. In 2022, the Company actively participated in several task forces and it had the opportunity to promote the debate in Europe on food security, the energy crisis and diversity and inclusion. Diversity and Inclusion is a key pillar for CNH Industrial was invited to join an institutional panel discussion, entitled "Dare to dream, girls!", at which it presented its recently developed initiatives aimed at offering inclusive opportunities for young women in the agriculture and construction sectors.



In Latin America, specifically in Brazil and Argentina, CNH Industrial has relations with institutions and associations that play a fundamental role in achieve consensus with the government in the decisions that impact the Company's business and performance, as well as the economic and social development of Latin American countries.

As regards its local affiliations in Brazil, CNH Industrial is a member of the National Association of Automobile Manufacturers (ANFAVEA), responsible for filing legislative and regulatory claims within the automotive sector with the Brazilian government and other institutions, including labor unions. CNH Industrial works with the association's branches for heavy vehicles (trucks and buses) and agricultural and construction equipment. The ANFAVEA leads discussions on important milestones for emissions, alternative fuels, automotive safety, ergonomics, labor legislation, material recycling, vehicle inspections, and more.

The Company is also a member of the Society of Automobile Engineers (SAE Brasil), which brings together engineers working in the production of automobiles, trucks, buses, and self-propelled machines. CNH Industrial engineers and executives participate directly in the SAE's technical commissions, debates, and forums. The Company has also sponsored events related to urban mobility, transportation, logistics, better use of fossil and alternative fuels, vehicle emission levels, new technologies for urban and rural transport, and the enhancement of machinery and commercial vehicle performance and productivity.

CNH Industrial is also a member of the Brazilian Machinery Builders' Association (ABIMAQ), which brings together and represents the capital goods industry in Brazil while promoting its development. ABIMAQ leads important discussions related to legislation on the use and application of machines in agribusiness and in public infrastructure works. It also promotes forums on tax and legal issues to enhance Brazil's industrial competitiveness. CNH Industrial actively participated in the *Commission for Machinery and Agricultural Implements and Construction*, focusing on critical issues such as the environment, basic sanitation, and energy generation and distribution, as well as on road, rail, port, and

airport logistics. Furthermore, a CNH Industrial representative was again appointed chair of the ABIMAQ Road Machinery Chamber for the 2020-2022 period and revalidated to 2023, a rotating position among the association's member companies.

The Company is a member of the American Chamber of Commerce for Brazil (AMCHAM) which brings together Brazilian and international companies in an environment for the generation of content, also providing an active range of business products and services. CNH Industrial engineers and executives participate directly in the AMCHAM's technical commissions, debates, and forums. The Company has also sponsored events related to innovation.



In APAC, in 2022, CNH Industrial continued to actively participate in several institutional debates and forums on China's non-road machinery emission standards, including: at local trade associations, such as the China Association of Agricultural Machinery Manufacturers (CAAMM) and the China Agricultural Machinery Distribution Association (CAMDA); and at the China Internal Combustion Engine Industry Association (CICEIA). The aim was to offer Chinese legislators examples of best practices around the world, while promoting and fostering a constructive dialogue on the enforcement of regulations, on the main regulatory issues, and on the development of policies on Ag machinery sector decarbonization and air quality improvement. Regulations at the center of discussions included the China NR IV Standard for non-road engines (agricultural and construction equipment) - critical milestones in China's fight against air pollution, implemented in December 2022.

CNH Industrial also participated in Vehicle Emission Control Center (VECC)'s China NR V regulation research Working Group, proactively acted as one of major contributors for CAAMM's guideline book for China NR IV Implementation. In October 2022, CNH Industrial was invited by CAMDA, presented its methane tractor technology and electrification initiatives on "2022 New Energy Ag Machinery Tech & Market Development Seminar" and in November 2022, CNH Industrial was one of key speakers of "2022 China Ag Machinery & Components Industry Summit" organized by CAAMM, to discuss the current situation and future developments of the alternative fuels application and electrification in Ag equipment.

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As regards tackling climate change, CNH Industrial continued to actively participate in several institutional debates and forums on China's off-road vehicle emission standards, including: at the local branch of the US Association of Equipment Manufacturers (AEM China); at local trade associations, such as the China Association of Agricultural Machinery Manufacturers (CAAMM) and the China Construction Machinery Association (CCMA); and at the China Internal Combustion Engine Industry Association (CICEIA). The aim was to offer Chinese legislators examples of best practices around the world, while promoting and fostering a constructive dialogue on the enforcement of regulations, on the main regulatory issues, and on the development of policies on transport sector decarbonization and air quality improvement. Regulations at the center of discussions included the China GB Phase IV Fuel Consumption Limitation Standard for heavy-duty trucks and the China NR IV Standard for non-road engines (agricultural and construction equipment) – critical milestone in China's fight against air pollution and CO₂ emissions, planned implemented as of December 2022.

CNH Industrial has a long-standing presence in India, particularly in the agriculture and construction sectors, and is a member of both the Tractor and Mechanization Association (TMA) and the Indian Construction Equipment Manufacturers' Association (ICEMA). As such, the Company has contributed to the local discussion on climate policies that will see the implementation of more stringent emission standards for tractors and other agricultural and construction machinery (TREM Stage IV in 2022 and TREM Stage V in 2024), as well as improved operator safety standards. Next year, CNH Industrial will also break new ground to manufacture FPT licensed engine in India, providing more efficient and more environmentally friendly powertrain to our products.

APAC is a fast-growing and very diverse region. While most stringent emission regulation is common in most advanced economies, many emerging markets are still without regulation for off-road mobile machinery. CNH Industrial is offering best pre-aftertreatment engine technology to countries without emission regulation to improve the air quality and public health. Even more, CNH Industrial will work closely with local industry associations to push for more progressive policies and regulations for sustainable farming.

Advocating for Climate Change Mitigation

In 2022, the Company actively engaged in several initiatives to combat climate change, with a focus on raising awareness of alternative fuels, the latest technological developments in agriculture and construction equipment and sustainable agriculture.

New Holland Agriculture was a leading advocate at the European Biogas Association Annual Conference held in Brussels. During the event, CNH Industrial underlined its long-standing commitment to sustainable agriculture, in particular alternative fuel technologies, and the potential of biomethane as a game changer for the agricultural community. The EBA Conference 2022 saw the participation of several institutional stakeholders to discuss opportunities for developing sustainable biomethane in order to help farmers to reduce costs linked to the use of fertilizer, water and electricity and increase food security.

Biomethane was at the center of *European Circular Week 2022*, an international series of high-level events and initiatives dedicated to circular economy across Europe, held in October in Warsaw (Poland). During the “Bioeconomy and sustainable food management” panel, New Holland Agriculture was invited to discuss with institutional representatives about the role of biomethane for a sustainable future of agriculture and about the Energy Independent Farm, a circular economy approach for carbon-neutral farming where waste is used to generate biogas in a biodigester.

Alternative fuels were discussed during the several workshops across Europe promoted by CEMA, European Agricultural Machinery Association and organized by *AgroFossilFree Project*, a 3-year collaborative Coordination and Support Action in the frame of the Horizon 2020 programme. In this context, New Holland Agriculture was invited to explain its view on the use of fossil-free technologies and strategies in open-field agriculture and highlighted its vision to find accessible solutions that improve efficiency and productivity in the most responsible and environmentally friendly way.

CNH Industrial’s road to carbon neutral farming was also the main topic of the *EIMA International Fair* held in November in Bologna (Italy). During the Fair, CNH Industrial brands hosted European institutional delegations focusing on the T6 Methane Power Tractor as an alternative fuel solution to further improve the circular economy and on precision farming technologies developed on CNH Industrial machineries as a solution to increase efficiency for farmers.

In Italy, as a key element of New Holland’s Energy Independent Farm Concept, the New Holland T6 Methane Power tractor was showcased in November at the *International Forum on Agriculture and Food*, organized by Coldiretti (association of agricultural entrepreneurs and farmers) in Rome and at the *Ecomondo* fair in Rimini, a key exhibition for green transition technologies. Both the events hosted representatives of Italian institutions or industry associations (e.g., *Consorzio Italiano Biogas* at the *Ecomondo* fair) and highlighted the biomethane-powered solutions as a key tool to improve circularity and agro-energy business.

Initiatives Linked to Improving Food Availability

In 2022, CNH Industrial organized initiatives and participated in events to raise awareness among institutional, economic, and social stakeholders of its role in tackling food scarcity and enhancing food security through precision farming, agricultural mechanization, and global collaborations.



In North America, CNH Industrial is a proud supporter of the Future Farmers of America (FFA), a dynamic youth organization that changes lives and prepares members for premier leadership, personal growth and career success through agricultural education. FFA is an intracurricular student organization for those interested in agriculture and leadership. By leveraging our existing network of leading-edge precision agriculture technologies, the future generation of farmers will help increase crop yields and improve efficiency in farm operations.

CNH Industrial is also a member of the Diesel Technology Forum (DTF), a non-profit organization raising awareness of the importance of clean diesel technology (engines, vehicles, and equipment), cleaner diesel fuel, and emissions-control systems. In the US agricultural sector, diesel dominates the entire farm supply chain; it is crucial to continue to improve the productivity and efficiency of diesel-powered equipment to meet the growing global demand for food.



In EMEA, as a member of both the board and strategic committee of the European Agricultural Machinery Association (CEMA), CNH Industrial proactively contributed to many activities during the year, strengthening relationships with stakeholders within the agri-food chain while promoting precision farming (i.e., digital farming and Agriculture 4.0). To this end, as a member of CEMA working groups, the Company promotes its policies on sustainable agriculture, alternative fuels, and autonomous driving, data, digitalization, and cybersecurity, believing these topics are gaining in importance and fueling the political debate regarding the future EU Common Agricultural Policy (CAP).

At national level, the Company contributes to the development of sustainable agriculture policies through trade associations such as: the Federation for the Technology Industry (AGORIA) and the Association of Agricultural Equipment Manufacturers and Importers (FEDAGRIM) in Belgium; the Association of French and Foreign Agricultural Equipment Manufacturers (AXEMA) in France; the Agricultural Engineers Association (AEA) in the UK; the Mechanical Engineering Industry Association (VDMA) in Germany; the National Association for Agricultural, Forestry, and Landscape Machinery (ANSEMAT) in Spain; the Federation of Agriculture Machinery Manufacturers (FEDERUNACOMA) in Italy; and the Association of Austrian Machinery and Metalware Industries (FMMI) in Austria.



In Latin America, institutions and associations encourage agricultural practices that enhance productivity according to environmental requirements aligned with local legislation on land and water usage. They also promote access to the best technologies to overcome food scarcity and optimize food production, thus avoiding waste. Some of these institutions lead important discussions regarding laws on machinery usage and application in the agribusiness and public infrastructure sectors, besides promoting forums on legal and tax issues to enhance Brazil's industrial competitiveness.

CNH Industrial is a member of the Argentine Association of Manufacturers and Distributors of Tractors and other Agricultural Equipment (AFAT). The association focuses on sector legislation and regulatory litigation with the government and other institutions. CNH Industrial actively participates in the management of AFAT, leading important discussions related, among other things, to emissions, technical standards, types of fuel, safety, and ergonomics.

The Company is also a member of the Brazilian Agribusiness Association (ABAG), which promotes the technological, economic, and social development of Brazil's entire agricultural production chain. It also serves as a liaison to strengthen the sector's trade and institutional relations with the government and other entities and countries (through their respective associations). CNH Industrial provides ABAG with financial and technical resources for events that promote sector improvements and facilitate rural producers' access to credit for agricultural investments.

CNH Industrial collaborates with the Brazilian Agricultural Research Corporation (Embrapa), which has links with Brazil's Ministry of Agriculture, Livestock, and Supply (MAPA). Embrapa focuses on agricultural production research and the development of new technologies to increase agricultural production while reducing land use, promoting reforestation, and preserving native forests and water resources. The Company has established several partnerships with Embrapa regional companies throughout Brazil, with the aim to increase domestic agricultural productivity through the use of its agricultural machinery.

CNH Industrial partners with the Capixaba Institute for Research, Technical Assistance, and Rural Extension (Incaper), which has links with the state government of Espírito Santo, in South-Eastern Brazil. Incaper's work focuses on coffee and forestry, and on other crops like fruit, vegetables, and seeds. CNH Industrial's partnership seeks to improve the development and local use of its machines, such as the Case IH coffee harvester.



In APAC, the Company actively participates in the debate on the future of agriculture, including through its membership in many sector associations, in order to support local policies and strategies. For example, it participates in the Agricultural Machinery Working Group China, organized by VDMA China (branch of the German Mechanical Engineering Industry Association), and plays an active role in the China Association of Agricultural Machinery Manufacturers (CAAMM), the China Agricultural Machinery Distribution Association (CAMDA), the Tractor and Machinery Association of Australia (TMA), the Tractor and Mechanization Association (TMA) in India, and the Russian Association of Specialized Machinery and Equipment Manufacturers (ROSSPETSMAH), and Agricultural Machinery Working Group Russia (VDMA AG).

In Australia, through its brand Case IH, the Company is also a member of the Australian Cane Farmers Association (ACFA), which promotes innovative and sustainable agricultural practices across the country's sugarcane sector, and it supports the Society of Precision Agriculture Australia (SPAA), which focuses on the development and adoption of precision agriculture technologies.

Advocating to Improve Food Availability

The benefits of digital farming technologies for agricultural sustainability and productivity, and the Company's vision for precision farming and sustainable agricultural mechanization to improve food security, were presented at various public events.

In 2022, CNH Industrial supported and/or participated in many international initiatives for sustainable agricultural development, particularly in Europe and Africa.

In July, CNH Industrial was invited to take part in the Italy-Algeria Business Forum organized by the Ministries for Foreign Affairs of the two countries, within the reach of a broad governmental initiative to foster bilateral cooperation. CNH Industrial participated in the Agroindustry working table, focusing on the role of mechanization in supporting a sustainable increase of productivity in the agricultural sector looking at the country's food security goals.

In the framework of the *FAO World Food Forum* (October), CNH Industrial presented its vision on sustainable agriculture and how innovation should be the primary driver of effective solutions for farmers, enabling them to meet productivity needs and environmental challenges. For this reason, CNH Industrial is leveraging its long-standing global presence and over a century of expertise to support global farming in feeding a growing population. This was also the occasion for CNH Industrial to take part to the Hand-In-Hand Investment Forum, having the chance to discuss with several institutional delegations from the Africa & Middle East region, in order to debate opportunities to develop sustainable agricultural mechanization as a driver for productivity. CNH Industrial was also invited to intervene in the Closing Ceremony of the *FAO World Food Forum*, witnessing the involvement of the private sector in FAO's Hand-in-Hand initiative.

Furthermore, as a Member of the Strategic Committee of CEMA - European Agricultural Machinery Association - CNH Industrial took part in the *FAO-CEMA Signing Ceremony* for the renewal of their Memorandum of Understanding held in Rome (Italy). During the ceremony, CNH Industrial underlined its strong commitment to sustainable agricultural mechanization and how it must be a common priority to address food insecurity around the globe. Also, it was underlined how CNH Industrial products could represent possible solutions to the challenges related to food security and sustainable development in Africa.

CNH Industrial and its contribution to food security through precision farming, has been also highlighted in an interview with *Orgalim*, the EU technology industries association, during which the Company presented the sustainable future of agriculture and the key role of digitalization and advanced manufacturing as key enablers for industry transformation. Precision farming is a key lever in the re-shaping of the agricultural industry for a future that is both more productive and sustainable. CNH Industrial is committed to strongly contribute to the artificial Intelligence development within the agriculture industry.

Digitalization and connectivity were also discussed during the *SIMA Fair* (Salon international des solutions et technologies pour l'Agriculture) in which CASE IH and New Holland Agriculture brands illustrated to European institutional stakeholders the key role of digitalization in the future of farming and how a human-centered agricultural approach should go hand-in-hand with precision farming and digital technologies that can enable farmers to do more with less.

In China, the Company continuously participated in an initiative promoted by the Ministry of Agriculture and Rural Affairs (MARA) on harvest grain loss reduction to support sustainable national food security. In June 2022, New Holland Agriculture and Case IH showcased their grain harvesting technology at the "International Harvester Equipment Tech & Development Forum" co-organized by CAAMM and Jiangsu University. The Company introduced developments of precision farming and automation in grain harvesting, as well as practices and prospects on higher productivity and lower loss harvesting technology.

Political Parties

All relationships between CNH Industrial and political parties, as well as their representatives or candidates (collectively referred to as Political Parties), are conducted according to the highest standards of transparency and integrity. Financial contributions to Political Parties are only allowed where permitted by law and must be authorized at the appropriate level within each company.

In 2022, no contributions were made to Political Parties. Any political affiliation or financial contribution made by an employee is considered a personal matter, and completely voluntary. This includes contributions made through a Political Action Committee (PAC). In the USA, in accordance with applicable laws, CNH Industrial provides administrative support to the CNH Industrial Excellence in Government Fund (a PAC), which collects voluntary personal contributions from Company employees for donation to candidates and/or other PACs. Information relating to these contributions is available on the US Federal Election Commission website.

Relations with Public Organizations on Social Issues



In some countries, such as the USA, interest representation on social issues is managed separately by the individual CNH Industrial legal entities, which deal directly with governments, institutions, and trade unions. The Company has well established processes in place to ensure that its interest representation with US government bodies is in accordance with applicable laws and government ethics and disclosure rules.



In EMEA, these activities are carried out by the industrial and employers' associations representing each legal entity, such as the *Bundesvereinigung der Deutschen Arbeitgeberverbände* (BDA) in Germany, and the *Mouvement des Entreprises de France* (MEDEF) in France. These associations are designed to protect the interests of their members, and to represent them in social dialogue with key political and administrative institutions, trade unions, and other groups, both locally and nationally.



In Latin America, CNH Industrial is committed to collaborating and maintaining an open dialogue with numerous organizations. It is an active member of the principal trade associations within the sector, and regularly participates in national roundtables, in the firm belief that contributing to public policy development is an essential requirement for a responsible company.



In APAC, several CNH Industrial subsidiaries are members of industry associations within their sector, representing the interests of members on labor and other issues, according to country-specific legal and best practice frameworks.

03





HOW WE ACT SUSTAINABLY ACROSS OUR VALUE CHAIN

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OUR CIRCULAR THINKING



PURCHASING PROCESSES



MANUFACTURING PROCESSES



LOGISTICS PROCESSES



SUSTAINABLE PRODUCTS



CUSTOMERS, SALES, AND AFTER-SALES

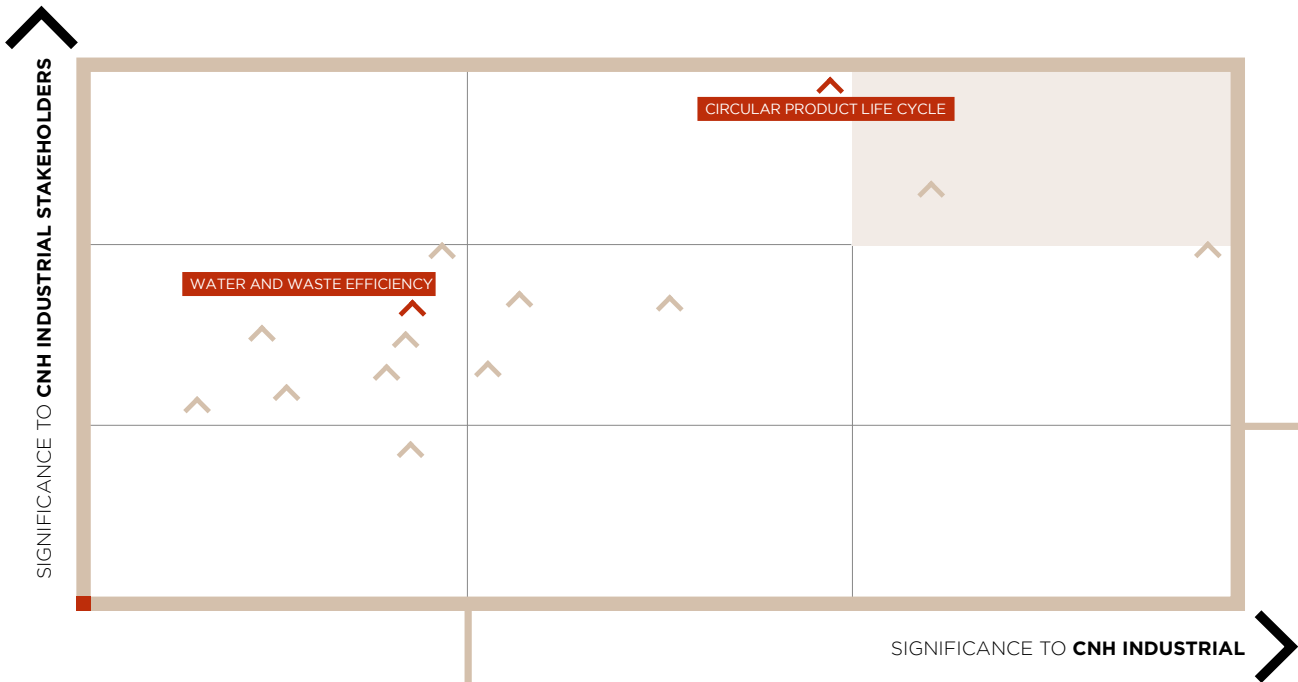


OUR CIRCULAR

THINKING



124 — Remanufacturing





One of CNH Industrial's sustainability priorities is life cycle thinking, which entails using resources fully and for as long as possible through the application of a circular product life cycle approach. This priority is further driven by the aspirational goal for assets that we influence or manage to become totally recoverable.

The materiality analysis identified the use of water and the management of waste and effluents as the most significant environmental aspects for the Company and stakeholders alike. Since managing environmental resources efficiently is one way CNH Industrial is delivering on its life cycle thinking sustainability priority, it incorporated a strategic sustainability target in its Strategic Business Plan to recover 95% of waste produced at Company plants worldwide by year-end 2024.

CNH Industrial and its stakeholders recognize the importance of promoting a circular product life cycle, in which products and materials are recovered and regenerated at the end of their service life. For this reason, the Company offers a range of products powered by fuels derived from renewable sources and is committed to adopting sustainability criteria from the design stage to develop more environment-friendly products. To maximize the life span of its products, the Company also offers its customers dedicated assistance and a range of remanufactured replacement or service parts.

CNH Industrial monitors and optimizes the recoverability and recyclability levels of its products. Through product life cycle assessments (LCAs), it collects data on exact material composition and percentage breakdown, and estimates the recyclability rates for each material.

Circulytics

To better understand and improve its circular economy performance, the Company sought out a standardized method able to quantify outcomes, compare collected data against other businesses, and assess not just the results but also the actions taken to advance its environmental transition. A choice was made to trial Circulytics, a methodology that enables companies to measure their results in their transition towards the circular economy, and the extent to which they have achieved circularity across all their operations. Among other things, the methodology requires adopting so-called SMART targets, which are:

- **Specific** – well defined, clear, and unambiguous
- **Measurable** – based on specific indicators to measure progress toward goals
- **Achievable** – realistic, attainable, and within reach
- **Relevant** – fit for the purpose at hand
- **Time-bound** – with a clearly defined timeline from start to completion.

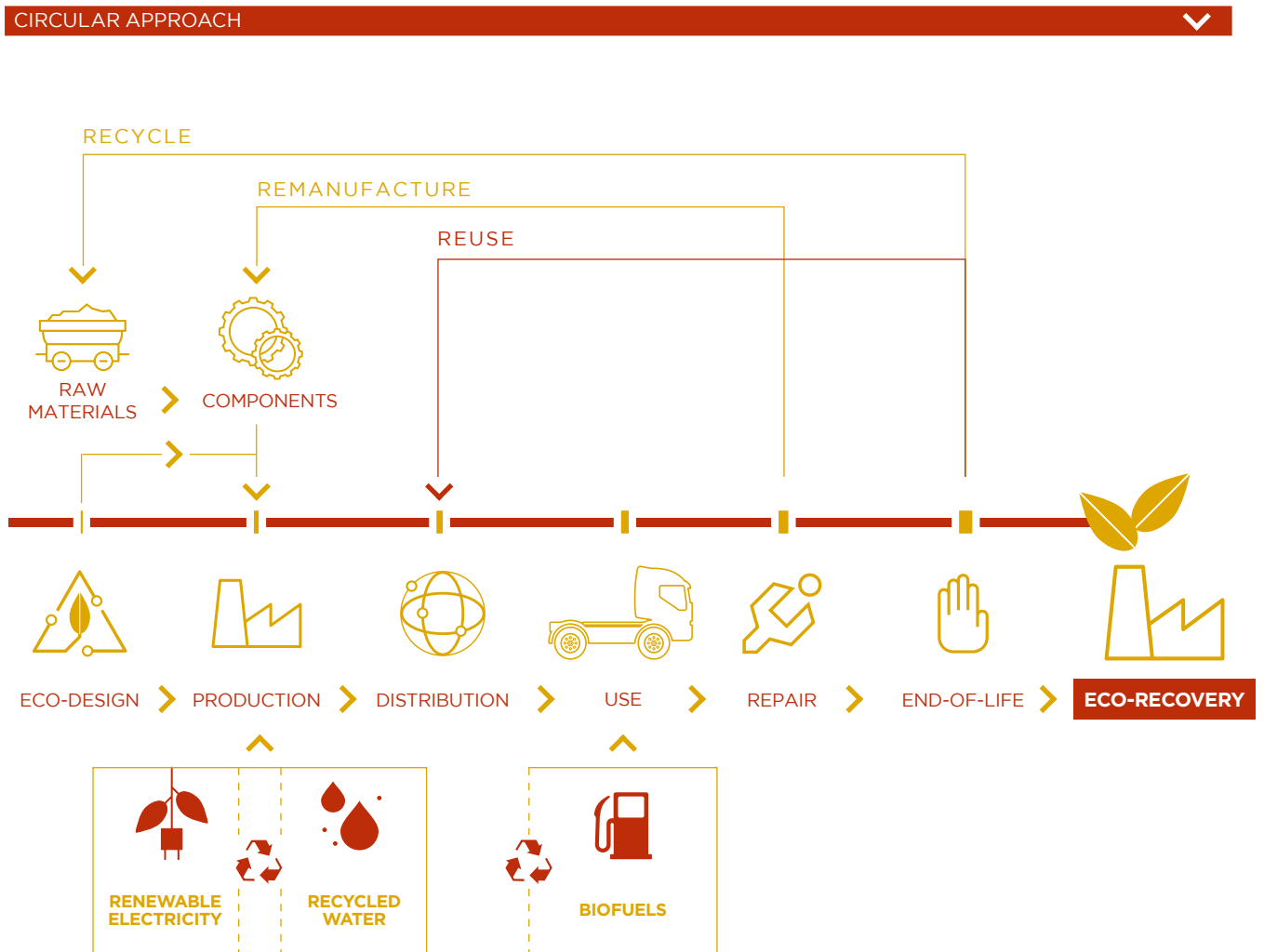
The Circulytics methodology measures the circular economy performance of a company's entire operations using a comprehensive set of indicators. The methodology was developed leveraging the 3 principles of the circular economy:

- eliminate waste and pollution
- keep products and materials in use
- regenerate natural systems.

The Circulytics methodology is structured into 2 categories:

- the Enablers category, which includes indicators of aspects that facilitate a company-wide transformation, from strategic prioritization of the circular economy to the development of systems and assets to support circular operations
- the Outcomes category, which measures actual circular economy results at company level, such as those related to material flows, water flows, energy use, service and product design, or procurement and decommissioning of plant, property, and equipment assets.

CNH Industrial adopted the Circulytics methodology in 2021, beginning the process of assessing the recommended indicators and best practices, to get a clear picture of the quality of its circular economy performance and to identify new targets and improvement areas.



Remanufacturing



During the design phase, CNH Industrial promotes the development of products using materials and components that are recoverable or recyclable – selecting components that can be remanufactured, whether produced internally or together with its suppliers.

CNH Industrial Reman is a joint venture between CNH Industrial and Springfield Remanufacturing Corp. (SRC) that has been operational in the USA since 2009, providing remanufactured components to CNH Industrial dealers and customers globally. It combines CNH Industrial's Aftermarket Solutions, product expertise, and access to equipment and dedicated dealer networks with SRC's remanufacturing operations, capabilities, and expertise. By remanufacturing worn components (cores), CNH Industrial reduces waste, reuses materials, and encourages the recycling of recoverable materials. Additionally, by avoiding the extraction of new raw materials, it reduces both energy use and the production of greenhouse gases. According to internal data, by remanufacturing and reusing components, the Company was able to lessen its environmental impact by reducing its use of raw materials by about 5,135 tons in 2022, with a corresponding reduction in CO₂ emissions.

In the USA, products are remanufactured for the brands Case IH, CASE Construction Equipment, New Holland Agriculture, and New Holland Construction. They comprise a wide range of parts, such as engine assemblies and engine components for a variety of configurations, turbo chargers, transmissions, axles, gearboxes, starter motors, alternators, fuel injection systems, electronics, wiring harnesses, clutches, compressors, and hydraulic components.

Remanufacturing cores is a term that refers to an industrial process that ensures the same standards of operational performance as new, original equipment components, both contributing equally to a virtuous cycle of savings in raw materials and reductions in materials going to landfill. An example of remanufacturing core could be, but not limited to, engines, transmissions or alternators. This process ensures reliability and reduced vehicle downtime for customers at competitive prices; furthermore, remanufactured components come with a 24-month warranty, which is twice the original components' warranty period.

There are various stakeholders involved in the remanufacturing process:

- customers
- dealerships, which propose remanufacturing solutions, salvage cores, and fit remanufactured components to machines
- CNH Industrial Reman, which remanufactures cores ensuring the same standards of operational performance as new products; it also manages product portfolios, commercial offers and communications, training for dealers, and logistics and reverse logistics processes.

CNH Industrial Reman manages the overall remanufacturing process, from the collection of cores from dealerships to the stocking of remanufactured products and their sale to end customers. The Company offers a full range of original replacement or service parts to cover the entire life cycle of many of its products, accompanied by a broad selection of remanufactured parts.

Brands can thus offer more environment-friendly products, like-new quality, extended warranties, and improved value, since remanufactured parts save the customer an average 30% on the purchase price.

REMANUFACTURED COMPONENTS

CNH Industrial North America

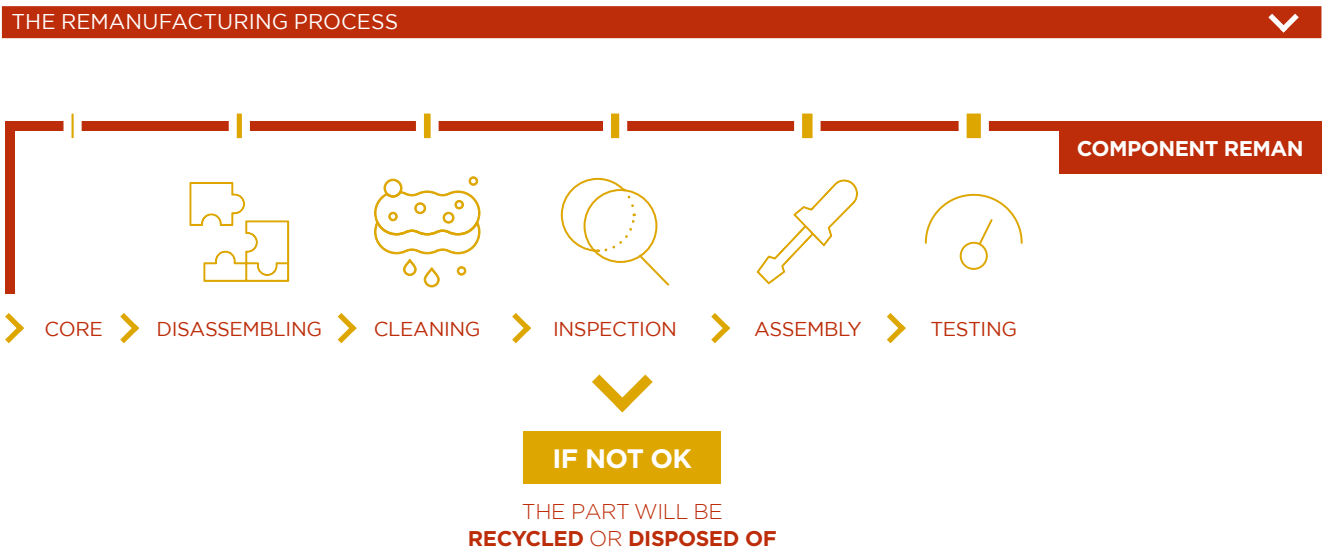
	2022	2021	2020
Spare parts' net sales from remanufactured components (%)	9.3	8.8	8.5
Spare parts' net sales ^a from remanufactured components (\$million)	159	127	118

^{a)} Excludes cores. Exchange Sales.

The Remanufacturing process

CNH Industrial Reman collects cores from dealerships and transfers them to the remanufacturing plant in Springfield (Missouri), or to one of its certified and approved suppliers.

CNH Industrial Reman and the suppliers' knowledge of components and their design guarantees the efficiency and quality of the remanufacturing processes, and all remanufactured products feature the same technological upgrades currently available on the market, or better.



Once delivered, cores are disassembled, cleaned, and inspected. After inspection, all unrecoverable parts are recycled or disposed of. Strict adherence to current laws is guaranteed throughout the process with regard to the proper disposal of products or parts that are no longer usable and thus discarded.

Core recovery is key to achieving maximum efficiency in the remanufacturing process (indicated by the replacement rate) and is performed by technical core experts who ensure final product quality.

Cores are remanufactured using parts and components that are either new or remanufactured themselves, as

per the original design, technical specifications, and regulatory standards. Finally, the functional requirements of remanufactured components are certified following rigorous in-house testing, so that customers have the certainty of purchasing solutions that offer the same quality, performance standards, life expectancy, and emission levels as the equivalent new components.

As further proof of their high quality and reliability, the spare parts remanufactured by CNH Industrial are subject to exactly the same maintenance intervals as new parts; moreover, they come with a 24-month parts and labor warranty (when installed by an authorized dealer), which is twice the warranty period of the equivalent new original parts.

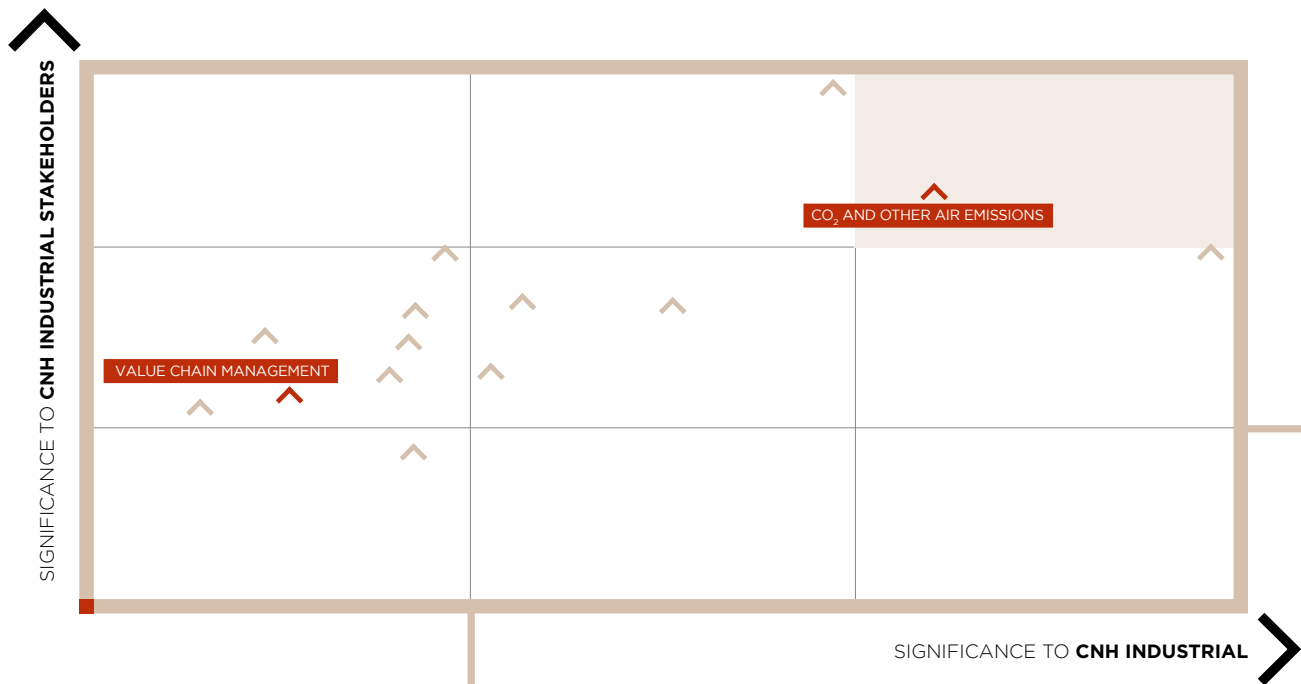
PURCHASING

PROCESSES



129 — Supplier Profile

131 — Sustainability in Supplier Management



For CNH Industrial, supply chain sustainability means looking beyond corporate boundaries, strategically and effectively promoting a sense of shared responsibility. Advocating socially and environmentally responsible behavior across the entire supply chain is one of the Company's primary commitments, along with promoting a culture of sustainability among Company employees who work with suppliers every day. This approach works in collaboration with the other key priorities of supply chain management: quality, price, and lead times.

In 2022, the Company embarked on an important multi-year supply chain transformation initiative under our new Strategic Sourcing Program (SSP). On this journey, the Company aims to establish a robust way of sourcing the very best suppliers, forging business partnership across the supply chain, and ultimately achieving the Best Total Value for CNH Industrial. With core values in balance such as competitive price, quality, and delivery, the Company is building a stable and mutual way of partnering with our suppliers.

As evidenced by the results of the materiality analysis, value chain management is a material topic for CNH Industrial and stakeholders alike. Relationships based on open dialogue and collaboration increase efficiency, improve quality, foster innovation, and encourage a shared commitment to sustainability targets, creating undeniable mutual benefits. In addition, promoting and monitoring high standards of sustainability fosters long-term relationships with suppliers, as it reduces potential risks, ensures continuity of supply, and improves overall sustainability along the entire supply chain, mitigating reputational risk and any potential damage to the Company's credibility.

Commitments to continuous improvement are realized through specific targets and actions, which also give an indication of how efficiently the supply chain is being managed. Targets are set annually on a voluntary basis and included in the Sustainability Plan. In 2019 the Company included a strategic sustainability target to involve 100% of Tier 1 suppliers in the sustainability self-assessment by year-end 2024.

CNH Industrial purchases are managed by the Purchasing function, which operates globally through dedicated structures, by product line and commodity group. Purchasing defines strategies and guidelines to build and strengthen partnerships with suppliers, offering them stability and development opportunities due to the broad product portfolio that CNH Industrial has in the industry. The highest responsibility for CNH Industrial's supply chain management initiatives lies with the Senior Leadership Team (SLT). The Purchasing Leadership Team is responsible for monitoring suppliers' compliance with the Supplier Code of Conduct and their sustainability assessment process.

The Company implemented its Supplier Code of Conduct to provide, together with the CNH Industrial Code of Conduct, a framework for responsible supply chain management. It is available in 8 languages on the corporate website and via CNH Industrial's Supplier Portal. Besides compliance with local legislation, the Supplier Code of Conduct stipulates respect for:

- labor and human rights
 - rejecting any form of forced or child labor
 - guaranteeing fair working conditions, working hours, and wages
 - recognizing the right to freedom of association in line with applicable laws
 - safeguarding employee health and safety
 - guaranteeing equal opportunities and that no policies exist that could lead to any form of discrimination
- environmental protection
 - optimizing the use of resources (including energy and water) and minimizing polluting and greenhouse gas emissions
 - developing products while considering their impact on the environment and the potential to reuse or recycle them
 - responsibly managing waste treatment and disposal
 - eliminating the use of potentially hazardous substances
 - adopting logistics procedures while considering their environmental impact
- trade restrictions/export controls
 - sourcing minerals responsibly
- business ethics
 - complying with regulations against improper payments
 - ensuring accurate and complete book-keeping
 - respecting intellectual property rights
 - disclosing conflicts of interest
 - respecting principles of fair competition and antitrust regulations
 - respecting anti-money laundering legislation.

As highlighted in the Supplier Code of Conduct, which applies to the entire supply chain, suppliers are required to work with CNH Industrial to enforce the Code itself, and to pass on its principles to their respective employees, subsidiaries, affiliates, and subcontractors. Training for suppliers on CNH Industrial's Supplier Code of Conduct is available on the Company's Supplier Portal. In 2022, 357 supplier users accessed the training.

CNH Industrial is committed to fostering long-term partnerships with its suppliers while integrating the respective business cultures and processes, to work jointly toward meeting market expectations. The Company is also committed to supporting small and local suppliers and minority-owned businesses.

Any violation of the Supplier Code of Conduct can alter the business relationship with CNH Industrial and may result in contract termination. All suppliers must comply with applicable laws (including, but not limited to, anti-corruption and antitrust regulations) and with CNH Industrial's Code of Conduct and Supplier Code of Conduct. Supplier are obliged to report any suspected violations thereof to the Company.

An operational grievance mechanism, the Compliance Helpline, is available to CNH Industrial suppliers to report potential violations of corporate policies, the Code of Conduct, or applicable laws. Details on the Compliance Helpline are available in the Supplier Code of Conduct.

Supplier Profile



CNH Industrial manages purchases worth approximately \$10 billion, with a total network of 3,011 direct material suppliers. In 2022, CNH Industrial's supplier base has been

restructured due to the on-highway business spin-off in January. The Company's top 150 suppliers are considered strategic suppliers, not only because they generate 64% of the total value of purchases, but also because of the length of the relationships involved, along with the extent of their production capacity and management of spare parts.

SUPPLIERS IN NUMBERS

CNH Industrial worldwide

	2022
Direct material purchases ^a (% of the total volume of CNH Industrial purchases)	83
Direct material suppliers (no.)	3,011
Value of purchases from direct material suppliers ^b (\$billion)	8.2
Value of purchases from indirect material suppliers ^c (\$billion)	1.7
Local suppliers (%)	63

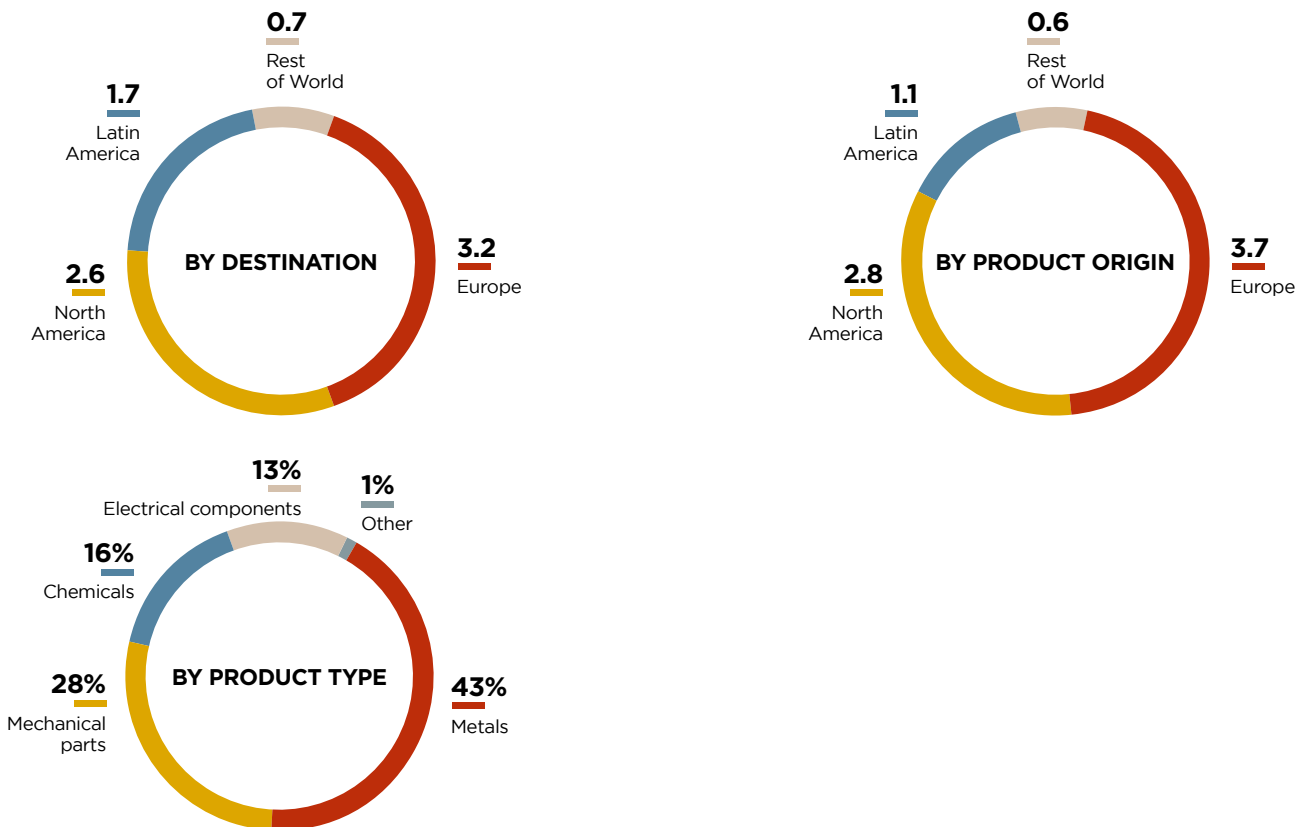
^(a) Refers to the value of purchases.

^(b) Direct materials are preassembled components and systems used in assembly. The value of raw material purchases is considered marginal.

^(c) Indirect materials are services, machinery, equipment, etc.

PURCHASES^a

CNH Industrial worldwide (\$billion)



^(a) Refers to the value of direct material purchases.

Developing local skills, transferring its technical and managerial expertise, and strengthening local businesses are just some of the targets that CNH Industrial sets for itself. Creating ongoing relationships with local suppliers helps to reduce risks associated with business operations and to optimize costs.

Significant amounts are spent on local suppliers¹: in 2022, contracts signed by CNH Industrial with local suppliers accounted for 63% of procurement costs. Specifically, 43% in Europe, 77% in North America, 82% in Latin America and 85% in the Rest of the World.

Although CNH Industrial does not always purchase raw materials directly (one exception being steel used for direct processing), their overall consumption and general price trends are constantly monitored. In 2022, the main raw materials used in semi-finished goods purchased by the Company were steel and cast iron (including scrap), plastics and resins, rubber, and other miscellaneous materials.



RAW MATERIALS USED IN SEMI-FINISHED GOODS PURCHASED BY THE COMPANY



CNH Industrial worldwide (thousand tons)

	2022
Steel and cast iron ^a	1,686
Plastics and resins	38
Rubber	64
Other miscellaneous materials	81

^a Including scrap.

Furthermore, the Company continued to monitor paper, cardboard, and wood consumption at its offices and in packaging at its plants, so as to assess impact and devise improvement measures, if needed.

PAPER, CARDBOARD, AND WOOD CONSUMPTION



CNH Industrial worldwide (tons)

	2022
Paper (office use)	579
Cardboard (packaging used at plants)	5,337
Wood (packaging used at plants)	30,989
Related procurement spend (%)	0.38

¹ Local suppliers are those operating in the same country as the CNH Industrial plant in question.

A detailed spend analysis is regularly carried out to improve business performance and maximize operational efficiency. The analysis performed in 2022 involved 1,312 suppliers (accounting for approximately 48% of direct material purchases) in the following categories:

- metals: 44%
- electrical components: 14%
- chemicals: 14%
- mechanical parts: 27%
- other: 1%.

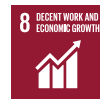
As regards the suppliers analyzed, 69% were in Europe, 9% in North America, 10% in Latin America, and 11% in the Rest of the World. Using a dedicated software tool, Tigran, supply chain managers have access to suppliers' financial assessments. This tool is continually updated with confidential information provided by the suppliers themselves and contained in financial reports. The resulting evaluation, generated automatically and checked by an analyst, allows suppliers to be identified according to their category of financial risk. Suppliers in particular difficulty are monitored weekly to prevent and minimize the risk of any interruptions to the supply chain. The continuous monitoring of economic factors is essential to good supply chain management.

Supplier Diversity

In the procurement of its products and services, CNH Industrial's policy in North America is to promote, encourage, and increase the participation of diversity-owned enterprises. These may include businesses that are small, disadvantaged, or owned by women, ethnic minorities or veterans (including service-disabled), or that are part of the US Small Business Administration program for small companies that operate and employ people in Historically Underutilized Business Zones. CNH Industrial involves these companies in new quotes to qualify as competitive suppliers, and provides them with adequate information during bidding processes, as well as reasonable delivery lead times, to support their participation in CNH Industrial procurement activities. The Company's Purchasing personnel regularly reviews material requirements, identifying areas of potential participation for diversity-owned enterprises. The methods and procedures involved in these activities are a standard part of buyer training seminars.

Sustainability in Supplier Management

Supplier Selection



Environmental and social sustainability standards are part of CNH Industrial's supplier management program. Selecting and codifying new suppliers is an operational phase of the procurement process that is regulated by specific internal procedures. It is based not only on the quality and competitiveness of supplier products and services, but also on compliance with CNH Industrial's social, ethical, and environmental principles. The assessment process is built on objective criteria and tools designed to ensure fairness and equal opportunities for all parties involved.

The Potential Suppliers Assessment (PSA) evaluates a company's potential to become a CNH Industrial supplier by identifying its strengths and weaknesses and its ability to manufacture according to the highest quality standards. The PSA tool is used to assess companies that do not currently provide direct materials to CNH Industrial, as well as suppliers that have undergone reorganization, or whose plants were relocated. The PSA is carried out prior to the procurement phase to allow potential new suppliers to participate in tenders. The tool is a way to evaluate a potential supplier's ability to manufacture quality products using best practices, and to assess systems and processes directly at supplier plants.

PSA criteria involve key sustainability aspects, with explicit reference to both environmental and occupational health and safety management. One of the requirements is the presence of environmental and health and safety systems in the working area, preferably certified by a third party. A dedicated section of the PSA also allows carefully monitoring suppliers' compliance with the restrictions on the use of hazardous substances. The presence of management systems reflects suppliers' efforts to monitor and manage environmental aspects, labor practices, human rights, and impacts on society.

In 2022, 80 potential new suppliers were evaluated according to the above criteria. Supplier sustainability is also assessed through indicators included in a self-assessment questionnaire that, for a number of suppliers determined each year, are verified by audit.

In addition, through the Commitment Declaration stipulated for new suppliers, the latter are requested to comply with the CNH Industrial Code of Conduct and Supplier Code of Conduct. If a supplier fails to adhere to these principles, the Company reserves the right to terminate the business relationship or instruct the supplier to implement a corrective action plan.

Supplier Assessment

Suppliers play a crucial role in supply continuity and can influence the way public opinion perceives CNH Industrial's social and environmental responsibility. To prevent or minimize any environmental or social impact, the Company has developed a process to assess suppliers on sustainability issues. This process is also a way to engage suppliers while promoting high sustainability standards, and thus continuous improvement. The supplier assessment process is managed annually by the Purchasing functions and is overseen by the Purchasing Leadership Team.

The assessment process involves 3 consecutive steps over a 1-year period.

ASSESSMENT PROCESS



During the first step of the evaluation, suppliers are asked to fill out a sustainability self-assessment questionnaire. Since 2014, CNH Industrial has used the questionnaire drawn up by the Automotive Industry Action Group (AIAG).

Suppliers are requested to provide information on human rights, the environment, compliance and ethics, diversity, and health and safety. The process is carried out via a dedicated IT platform.

The questionnaires are then analyzed and used to perform a sustainability risk assessment, which allows identifying critical suppliers whose compliance with sustainability criteria needs to be addressed. The key drivers used to create the risk map are:

- supplier turnover
- risk associated with the supplier's country of operation (focusing on countries with poor human rights records²)
- supplier financial risk
- participation in the assessment process
- risk associated with the purchasing category (i.e., the commodity group).

Based on risk assessment results, suppliers are classified according to 3 levels of risk (high, medium, and low) and selected for audit accordingly. Sustainability audits are performed at suppliers' plants by either CNH Industrial Supplier Quality Engineers (SQEs) or independent third-party auditors. Audits, which are organized in agreement with the suppliers, aim at checking the information submitted in the self-assessment questionnaires and at defining possible improvement plans where necessary.

To further strengthen the assessment process, the Company also identifies suppliers based on the time elapsed since their last audit (5 years or more), planning new sustainability audits accordingly for their reassessment and to verify compliance with the action plans previously agreed upon.

Each supplier selects representatives within its organization (usually from Human Resources, Safety, Environment, and Quality) to take part in the audits, as well as a representative manager. Should audits reveal critical issues to be addressed, joint action plans are drawn up with the suppliers to define:

- improvement areas (e.g., implementation of internal procedures in line with sustainability principles)
- responsibilities (which could entail organizational changes)
- corrective measures (e.g., targeted training programs)
- timeframes for action plans.

Action plans are monitored through a structured follow-up process between supplier and auditor, supported by an IT system. At the end of the follow-up period, action plan results are collected and analyzed for compliance according to a dedicated operational procedure. In case of defaulting suppliers, further corrective actions are defined and implemented in agreement with the competent internal departments. Every month, the Global Supplier Scorecard system draws up a Supplier Scorecard, containing supplier performance and the scores from sustainability assessments. This information, along with each supplier's financial, technical, and logistics data, makes up the Summary by Plan document used to assign new orders.

In 2022, 93% of the supplier base (accounting for approximately 99% of direct material purchases) was invited to access the online sustainability self-assessment questionnaire available via the Supplier Portal. 1,347 questionnaires were completed (accounting for approximately 78% of direct material purchases). Responses were collected between November 25th, 2022 and February 8th, 2023. The average score achieved (78/100) confirmed that social and environmental issues were being properly addressed. Results slightly improved comparing to the previous year's findings, confirming the widespread implementation of sustainability initiatives, with a significant number of suppliers adopting their own social and environmental systems, setting specific targets, and drafting periodic reports.

No critical issues involving collective bargaining, child labor, or forced/compulsory labor were reported in 2022.

² For countries with poor human rights records, refer to the list published by the US Department of State.

SUPPLIER SUSTAINABILITY SELF-ASSESSMENT QUESTIONNAIRES

CNH Industrial worldwide

	2022	2021 ^a	2020 ^a
Suppliers involved in the assessment process (%)	93	90	90
Suppliers involved as a percentage of direct material purchases (%)	99	99	99
Completed questionnaires (no.)	1,347	1,390	1,170
Responding suppliers as a percentage of direct material purchases (%)	78	73	73
Average assessment score	78/100	76/100	76/100

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

2022 ANALYSIS OF SUPPLIER SELF-ASSESSMENT QUESTIONNAIRES

CNH Industrial worldwide

	Number of suppliers identified as having significant actual and/or potential negative impacts	Significant actual and/or potential negative impacts
Environment (EN)	69	<ul style="list-style-type: none"> ■ climate strategy ■ environmental strategy (focus on water and biodiversity) ■ measures to reduce the environmental impact of logistics processes
Labor practices (LA)	13	<ul style="list-style-type: none"> ■ ethics and compliance training ■ supplier's environmental training ■ audits on supplier's health and safety practices
Human rights (HR)	13	<ul style="list-style-type: none"> ■ code of conduct ■ contractual requirements for suppliers, including labor and human rights ■ laws and regulations
Impacts on society (SO)	53	<ul style="list-style-type: none"> ■ contractual requirements for suppliers including compliance and ethics

In 2022, sustainability audits were conducted on 65 supplier plants; all audits were carried out by Company SQEs, 43 on-site and 22 conducted remotely.

AUDITS BY GEOGRAPHIC AREA

CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
North America	15	11	10
Europe	15	37	24
Latin America	12	14	18
Rest of World	23	33	38
Total	65	95	90

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

The total number of audits worldwide covered approximately 3% of the total purchase value. In 2022, 31 suppliers were involved in the formulation of 403 corrective action plans for areas in need of improvement. No critical issues emerged from the audits, and therefore no contracts were suspended or terminated.

2022 ANALYSIS OF CORRECTIVE ACTION PLANS



CNH Industrial worldwide

	Percentage of suppliers identified as having significant actual and/or potential negative impacts, with which action plans were agreed upon ^a	Number of action plans identified	Main action plan topics
Environment (EN)	37	119	<ul style="list-style-type: none"> ■ improvement in environmental management system ■ definition of targets (for energy, GHG, water, and waste)
Labor practices (LA)	23	193	<ul style="list-style-type: none"> ■ training initiatives ■ expansion of relevant documentation ■ supply chain engagement
Human rights (HR)	24	26	<ul style="list-style-type: none"> ■ training initiatives ■ expansion of relevant documentation ■ improvement in overtime practices
Impacts on society (SO)	41	65	<ul style="list-style-type: none"> ■ definition of a supplier code of conduct

^(a) The percentage is calculated based on the number of suppliers audited (65 in 2022). No suppliers were considered at risk in terms of child labor, forced/compulsory labor, or violations of either freedom of association or collective bargaining.

Ongoing Dialogue with Suppliers

CNH Industrial's Supplier Portal continued to be the primary collaboration and communication platform for the supply chain. It contains modules and tools used in the management of operations involving suppliers, as well as documents and communications for the exchange of information. In addition, dedicated email addresses are available for suppliers as communication channels for sustainability matters and for reporting any non-compliance within the supply chain.

In 2022, CNH Industrial hosted two supplier conventions where the company presented the vision for the transformational program to the suppliers. In September, suppliers from North America and 12 other countries participated in the convention held in Nashville (USA). In October, suppliers from Europe, Middle East and Africa, as well as Asia Pacific and Latin America, gathered in Milan (Italy). At both events, the Senior Leadership Team outlined CNH Industrial's vision and emphasized the benefit of the supply chain transformation, while also touching on our future goals, including the commitment to driving technology and enhancing sustainability.

In Latin America, more than 2,200 suppliers were invited to participate in the Company's 5th annual edition of the Supplier Excellence Awards (SEA), held online in May. Each year, the event involves all CNH Industrial suppliers in the region, and recognizes those that stand out in areas including quality, delivery, commercial relations, parts and services, technology, innovation, indirect material CapEx, indirect material service, inbound outbound logistics. The event also awards the best sustainability initiatives implemented by suppliers with a focus on the areas of social responsibility, diversity and inclusion and the environment. During the 2022 SEA ceremony, 18 suppliers were awarded in different categories, with the most outstanding being recognized as Supplier of the Year.

Latin America also hosted the Supplier Advisory Council (SAC) virtual event in December, with the online participation of 145 people, representing both CNH Industrial and the 50 most strategic suppliers in the region. The event addressed topics such as challenges and opportunities in the AG and CE segments, as well as other business-related subject matters.

In North America, Company Engineering and Purchasing representatives continued to meet periodically with strategic indirect suppliers, through virtual meetings specifically set up to maintain a healthy dialogue, exchange mutual feedback, and discuss ongoing and recurrent business topics.

A new supplier initiative, known as Technology Workshops, was introduced in 2022. The program gives suppliers a chance to showcase their most advanced products in terms of innovation, technology, and quality, while addressing specific topics and sharing information on recent technological developments. In 2022, a series of related events took place, including representatives from supplier companies and CNH Industrial participants from all regions.



CNH Industrial continues to promote numerous initiatives to encourage innovation among suppliers. In particular, the Suppliers' Proposals Program advocates a proactive approach to business and involves acting on supplier suggestions. Through the Suppliers' Proposals section accessible via the Supplier Portal, suppliers can submit both Cost Reduction and Quality Improvement ideas, which are then assessed by a dedicated cross-functional team. In 2022, 40 suppliers were involved in the program in Europe and in Latin America, proposing more than 200 ideas with potential benefits estimated to be worth approximately \$3 million.

With regards to supplier training activities, the 137 suppliers selected to participate in the CDP Supply Chain initiative were offered specific training on the Company's approach and commitment to fighting climate change, highlighting the importance of a supply chain that is also focused on this issue.

Promoting the Continuous Improvement of Environmental Aspects

Within the supplier assessment process, the self-assessment questionnaire monitors the environmental management approach implemented by suppliers by focusing on the following aspects:

- presence of an environmental policy and environmental management system (preferably certified)
- reduction targets for GHG emissions, energy and water consumption, and waste generation
- monitoring of environmental aspects
- monitoring of sources of potential releases to air, water, and land, and subsequent identification of improvement areas
- delivery of internal environmental training, while encouraging their own suppliers to do the same
- execution of regular audits to verify policies, non-compliances, and corrective actions
- presence of a biodiversity protection strategy.

The questionnaire also includes a dedicated water management section focusing on:

- policies, strategies, and/or strategic plans regarding water management and improvements to waste water management
- specific improvement targets
- bodies of water, wetlands or natural habitats affected by the water withdrawals or discharges of plants
- operations located in water-stressed areas.



The assessment, for which 1,347 completed questionnaires were received in 2022, confirmed that environmental issues were being properly addressed, especially with regard to the adoption of environmental management systems, emergency plans, and regulatory controls.

CNH Industrial deems the protection of water sources increasingly important as it believes their scarcity could affect production continuity. For this reason, suppliers are explicitly requested to optimize their use of water resources, particularly fresh water, given their potential impact on the Company's continuity of supply.

Another important supplier engagement activity centered on the mitigation of environmental impacts is the CDP Supply Chain initiative. In 2022, 137 suppliers were selected to fill out the CDP² questionnaire to establish a clear picture of their strategies to tackle climate change and of their initiatives to reduce CO₂ emissions. Suppliers were selected based on total purchase value and their previous involvement in CNH Industrial sustainability initiatives. The analysis of the results gave rise to many ideas that will come into play when establishing future collaborations with suppliers. In 2022, the companies that responded to the CDP Supply Chain initiative generated over 529 million tons³ of CO₂, cutting emissions by approximately 6 million tons and generating \$386 million in monetary savings.

⁽²⁾ CDP is an international non-profit organization providing the only global system for companies and cities to measure, disclose, manage, and share vital environmental information.
⁽³⁾ Including emissions under scope 1, scope 2 (as per market-based methodology), and scope 3 (purchased goods and services).

CDP SUPPLY CHAIN RESULTS



	2022	2021 ^a	2020 ^a
Key suppliers that participated in the CDP survey (%)	62	73	56
Key suppliers that have a Transition plan aligned to a 1.5 degree world	25	28	
CO ₂ emissions cut (million tons)	6	6	2

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

Spreading an Internal Culture of Sustainability

Initiatives targeting the employees responsible for supplier relationships have been consolidated over the years, aiming at ensuring satisfactory awareness of sustainability and good governance among suppliers through open and ongoing dialogue.

In this regard, the Company's Supplier Quality Engineers (SQEs) take part in training activities every year to explore some of the key issues of environmental and social responsibility. In 2022, SQEs participated in on-the-job training, supporting the auditors during the audits, with the intent of some SQEs becoming possible auditors in the future.

Supporting Suppliers in Difficulty

CNH Industrial has continued its structures and mechanisms for managing suppliers in financial difficulty, focusing on promptly identifying high-risk situations and on stabilizing them through appropriate measures to ensure supply continuity, including through a recently implemented supplier monitoring tool.

In 2022, regular monitoring and updates involved all Purchasing functions worldwide. To support suppliers as effectively as possible, Purchasing held frequent meetings with suppliers to demonstrate the Company's understanding and commitment. Assistance provided included advances on raw material purchases, the advance payment of invoices (with no impact on the Company's income statement), and assistance with logistical problems and government/bank support packages.

MANUFACTURING

PROCESSES

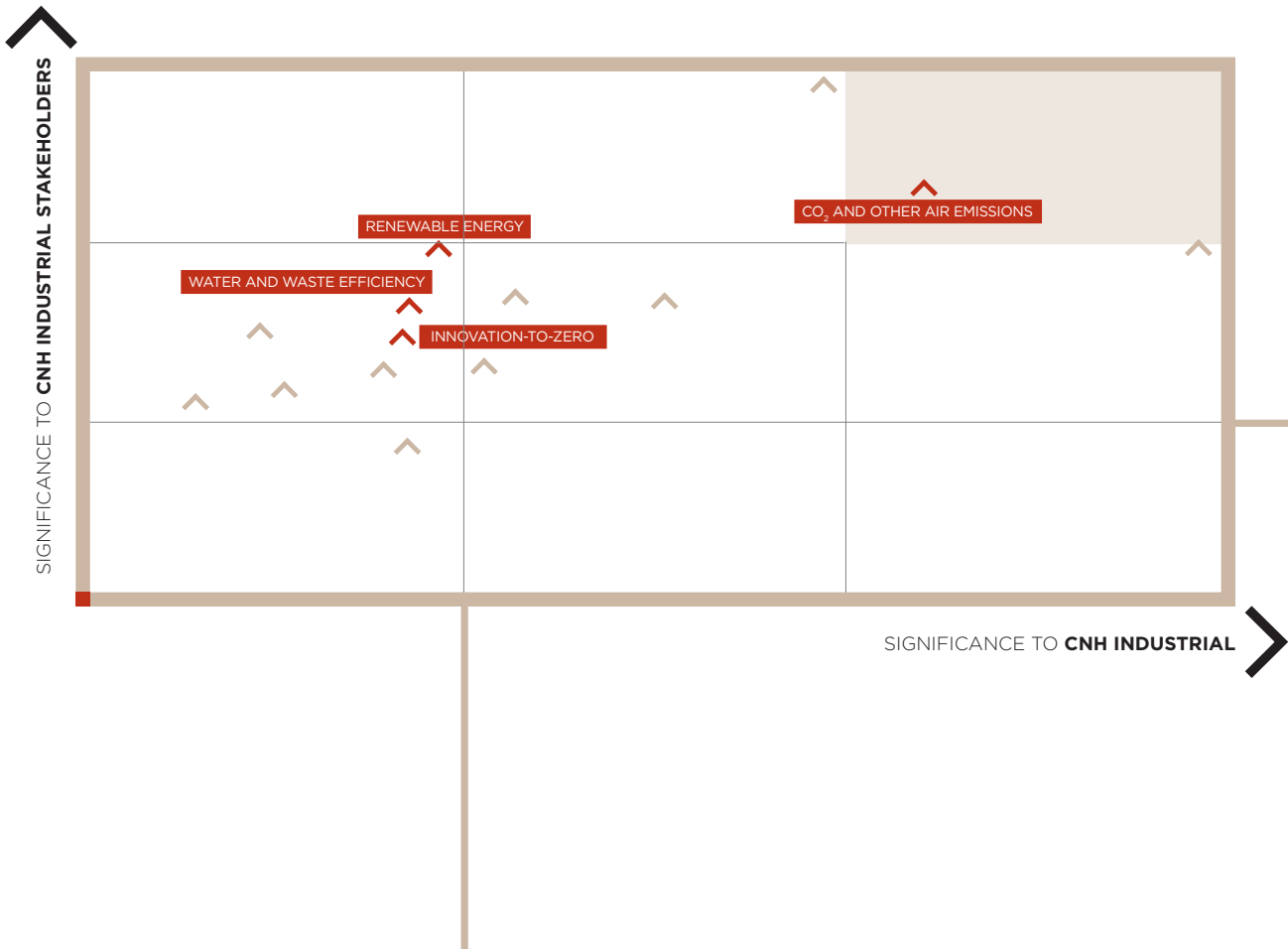


140 Environmental Management

142 Environmental Performance

150 Energy Management

152 Energy Performance



CNH Industrial makes its product manufacturing processes more efficient through the application of streamlined systems and technologies, improvements to existing materials and processes, and through the development of new materials, systems, processes, and techniques.

The Company's Supply Chain function manages cross-segment manufacturing processes and supports segment organizations in ensuring that objectives are met and in line with business targets.

The Supply Chain function also:

- drives the development, standardization, implementation, and improvement of relevant manufacturing processes
- manages the optimization of technology investments and synergies
- oversees transport, production planning, and industrial logistics processes in all segments
- enforces worker health and safety and addresses issues concerning environmental and energy management
- supports the development and implementation of new product manufacturing processes and improvements to existing ones, in line with the product segments.

As of December 31, 2022, 30 CNH Industrial plants were ISO 9001 certified. To achieve its quality standards, CNH Industrial devised a robust supply chain management process to ensure the procurement of quality components, which are essential for the production of equipment that meets the high standards demanded by customers.

Environmental Management



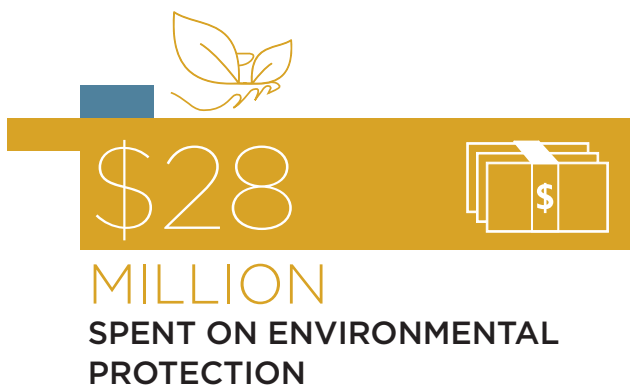
CNH Industrial is committed to continuously improving the environmental performance of its production processes, by adopting both conventional and enhanced technologies and by acting responsibly to mitigate their environmental impact. Safeguarding the environment at CNH Industrial is based on principles of prevention, protection, information sharing, and people engagement to ensure effective long-term management.

The materiality analysis identified air emissions, the use of water, and the management of waste and effluents as the most significant environmental aspects for the Company and stakeholders alike.

CNH Industrial manages its commitment to the environment with short, medium, and long-term target plans to responsibly manage the environmental aspects of manufacturing, particularly energy, natural resources, hazardous substances, polluting emissions, and waste. These aspects are included in CNH Industrial's environmental management system and require compliance with guidelines, procedures, and operating instructions, and regular internal audits and reviews by management. This approach enables the effective management of environmental aspects and the evaluation of results.

Significant environmental aspects are monitored, measured, and quantified to set improvement targets at both corporate and plant levels. As further evidence of the Company's commitment to protecting the environment, the indicators for 2022 improved as in previous years, and the improvement targets set were met in line with expectations.

In 2022, CNH Industrial's overall expenditure on environmental protection was \$28 million, broken down as follows: approximately \$20 million on waste disposal and emissions treatment, and almost \$8 million on prevention and environmental management. A total of \$3 million was invested in initiatives to reduce the Company's environmental impact, while improvement projects and measures generated \$1.1 million in cost savings.



Responsibility and Organization

The highest responsibility for initiatives focusing on environmental protection at CNH Industrial lies with the Senior Leadership Team (SLT). The specific projects to reduce the environmental impact of manufacturing processes are the responsibility of plant managers.

The central Environment, Health and Safety (EHS) function coordinates and manages environmental issues as per CNH Industrial's Environmental Policy; it implements improvement actions at local level, periodically verifies performance against targets, proposes new initiatives, and defines environmental policies. An important role is also played by plant employees from other functions (logistics, manufacturing engineering, etc.) involved with environmental issues in various capacities.

In 2022, individual environmental impact reduction targets were included in the Performance Management Process for several managers responsible for the projects indicated in the Sustainability Plan and for several plant managers. These targets also aim at developing new best practices, identifying situations or activities at plant level posing a potential threat to the environment, and at mitigating their impact.

The Company also uses centralized systems such as SPARC (Sustainability, Performance, Analysis, Reporting & Compliance), which is a performance indicator management tool, and an EHS IT platform, which provides users with training and information tools. As of December 31, 2022, approximately 5,836 people from CNH Industrial worldwide had access to the SPARC system.

Process Certification

In 2022, the Company continued to pursue and maintain the certification of its plants' environmental management systems as per the ISO 14001 international standard. To date, every CNH Industrial manufacturing plant currently in operation and falling within the scope of application of the Sustainability Report is ISO 14001 certified.

In addition to the systematic management of environmental aspects under normal operating conditions, the ISO 14001-certified environmental management system requires the adoption and regular verification of emergency plans and procedures, and related staff training. These procedures define roles, responsibilities, and responses when tackling anomalous and/or emergency situations, to protect both people and the environment.

The environmental certification maintenance process entails a series of external third-party audits, carried out by accredited bodies, with annual monitoring and certification renewal every 3 years. Additionally, plants are required to perform an internal audit every year to verify the performance of their environmental management system. For example, in EMEA and NA regions, such systems are regularly audited by teams of Environment, Health and Safety (EHS) representatives from the operational units, coordinated by the central EHS function.

Engagement and Awareness Activities

CNH Industrial is committed to promoting and disseminating the principles of continuous improvement and environmental management both within and outside the Company. It does so by addressing employees and business partners via specific communication and training tools, as well as by organizing events engaging employee family members and local communities.

In 2022, CNH Industrial provided 23,760 hours of environmental training, of which 17,600 was on-the-job training to 16,617 employees, 82% of whom were hourly.

Throughout the year, various plants implemented a series of initiatives to increase engagement and awareness among employees, both at and outside manufacturing sites, some involving local communities and schools.

Plock plant (Poland) celebrated the World Clean-up Day collecting trash in the local forest together with local non-governmental organization “Young Together” and forest workers.

Antwerp plant (Belgium) hosted 38 students from a local high school that visited the plant and improvement projects for reducing wastewater were shown to them.

Harbin plant (China) launched an Environmental awareness initiative consisting of several activities, such as a trash collection awareness session, a Sustainable Development Questionnaire, and an Art Works sessions that was presented at an exhibition. In total, more than 170 employees took part in the initiative.

Sorocaba depot (Brazil) launched a Social Action program on the importance of recycling for the industrial sector involving 34 children, 7 teenagers and 20 adults.

Basildon plant (UK) had an open day in September with Essex wildlife association, with employees and their families participating in the event. Among the different activities, children and volunteers made “Bee Bombs” using earth, water and wildflower seeds. The initiative was very popular with many of the children and families taking part.

The plant of St. Valentin (Austria) celebrated World Environment Day by giving seed bomb gifts to employees. Moreover, the plant organized workshops during the year to increase awareness among employees on biodiversity.

Environmental Performance



Consolidated monitoring and reporting systems, such as SPARC, are used to track environmental performance, measure the effectiveness of actions taken to achieve targets, and plan new improvement initiatives, through the management of appropriate key performance indicators (KPIs). These indicators can be analyzed at different levels (plant, segment, geographic area, or Company), thus enabling the simultaneous and parallel engagement of different corporate functions at various levels

to meet targets. Periodic benchmarking activities also help drive the continuous improvement of plants’ environmental performance.

Safeguarding Air Quality

Reducing air emissions is one of CNH Industrial’s major goals, consistent with the results of the materiality analysis. The application of advanced technologies in the manufacturing process is critical to meet the improvement targets set by the Company. The main air emissions are monitored and results systematically recorded through specific programs and systems to verify compliance with existing regulations.

Volatile Organic Compounds

In terms of volatile organic compounds (VOC) emissions, painting has the greatest environmental impact of all manufacturing processes at CNH Industrial. For this reason, the Company is committed to monitoring and reducing VOC emissions per square meter painted, and set an operational target for year-end 2022 to reduce VOC emissions per square meter painted by 15% compared to 2018.

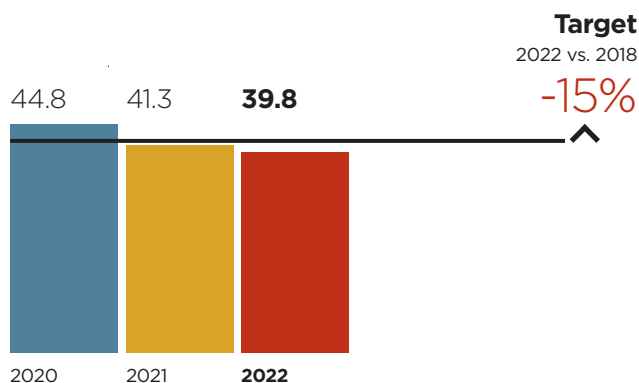
In 2022, Lecce plant (Italy) replaced a liquid solvent-based painting system with a powder coating system. Pune plant (India) introduced a paint-color changes flushing solvent waste collection system. This project involved the collection of waste paint and used flushing solvent from gun flushing boxes and the recycling by an authorized provider.

NO_x, SO_x, and Dust Emissions

CNH Industrial also monitors the emissions of nitrogen oxides, sulfur oxides, and inorganic particulate matter deriving from fossil fuel combustion, since these pollutants can impact the climate, ecosystems, and human health.

VOLATILE ORGANIC COMPOUNDS (VOC) EMISSIONS^a

CNH Industrial worldwide (g/m²)



^(a) The base year (2018) VOC emissions are equal to 48.2 g/m².

NO_x, SO_x, AND DUST EMISSIONS

CNH Industrial worldwide (tons)

	2022	2021	2020
Plants	30	30	31
Nitrogen Oxides (NO _x)	263.18	244.56	191.75
Sulfur Oxides (SO _x)	30.58	38.75	21.94
Dust	2.65	3.22	1.81

Water Management

CNH Industrial draws water mainly for industrial use, specifically for painting, cooling, washing, and machining, and strives to increase water efficiency within all its industrial processes. Furthermore, the Company's plants operate locally to reduce water requirements and wastewater volumes without compromising quality standards.

CNH Industrial believes that increasing the use of recycled water can reduce withdrawals from external sources, improving water independence and the availability of water for local communities. From a broader perspective, water is a resource shared with other stakeholders; collaboration on water management is therefore important, and joint efforts should aim at improving the community's health and wellbeing, especially in water-stressed areas.

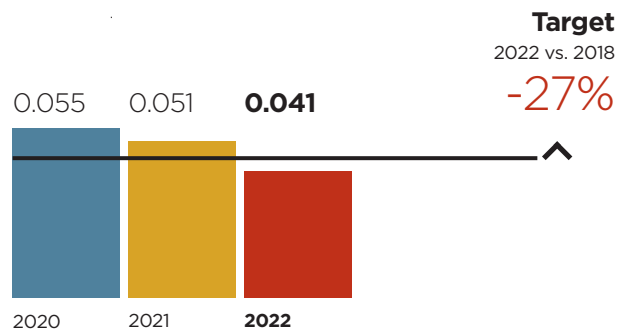
The impact on water resources is an integral part of each plant's environmental assessment, as required by the ISO 14001 standard; for this reason, all 31 ISO 14001-certified plants have a water management plan in place. CNH Industrial's Water Management Guidelines requires all plants to:

- analyze the management of water withdrawal and distribution systems and the consumption of water, and identify and eliminate leaks and waste
- identify specific performance indicators and benchmarking for the different manufacturing processes
- identify the manufacturing processes with the greatest impact on water resources, and prioritize the necessary interventions
- adopt changes and technological innovations to boost water use efficiency, reduce consumption, and improve the quality of effluents
- promote water recirculation within individual manufacturing processes and its reuse in multiple processes
- raise staff awareness of responsible water use, both at work and at home.

As evidence of its commitment to reduce water consumption, and in line with the material topic water and waste efficiency, CNH Industrial set an operational target to cut water withdrawals per production unit by 27% by year-end 2022 (compared to 2018). Accordingly, all plants contribute to cutting water consumption by setting specific reduction targets.

In terms of water withdrawal per production unit¹, the key performance indicator (KPI) for 2022 dropped by almost 6% compared to 2021.

WATER WITHDRAWAL PER PRODUCTION UNIT^a 
CNH Industrial worldwide (m³/total manufacturing hours^b)



^(a) The base year (2018) water withdrawal is equal to 0.060 m³/hours of production.

^(b) Total manufacturing hours are used to calculate the indicator per hour of production.

⁽¹⁾ The production unit corresponds to the hour of production. Total manufacturing hours are used to calculate the normalized production unit indicator.

WATER WITHDRAWAL, DISCHARGE, AND CONSUMPTION



CNH Industrial worldwide (thousands of m³)

	2022	2021	2020
Plants (no.)	30	30	30
Withdrawal			
Groundwater	618	607	627
Third-party water	846	771	589
of which municipal water supply	846	771	589
Surface water	3	4	5
of which rainwater	3	4	5
Seawater	-	-	-
Produced water	-	-	-
Total water withdrawal	1,467	1,382	1,221
Discharge			
Surface water	176	132	116
Third-party water	833	800	746
Seawater	-	-	-
Groundwater	83	109	67
Total water discharge	1,092	1,041	929
Total water consumption^a	375	341	292

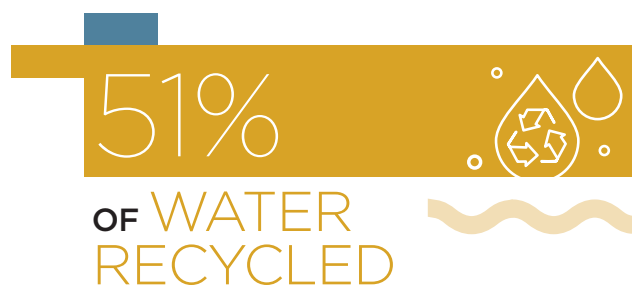
^(a) Calculated as total water withdrawal minus total water discharge.

In 2022, several initiatives were carried out to get a detailed picture of water consumption at plant level and reduce plants' water footprint.

The plant of Cordoba (Argentina) implemented a project to achieve 5% increase in water recycling by separating the hydrocarbon from the vehicle washing system.

The plant of Fargo (USA) implemented a project to reduce the water consumption of the painting system by reducing and recirculating the washing water between paint stage 2 and stage 3.

The plant of Pune (India) implemented several minor projects utilizing different technologies to achieve 1,400 m³/year reduction in water withdrawal.



In addition to promoting responsible water withdrawal and acting accordingly through ad hoc initiatives, safeguarding the water bodies that receive the effluents from industrial processes is extremely important to CNH Industrial.

The substances of concern (SoC) restricted by local law are considered a priority, and consequently each plant is required to treat its associated discharges.

CNH Industrial plants do not use wastewater generated by other organizations, nor do they channel their effluents for reuse by other organizations.

Plants in Water-Stressed Areas

Out of all the countries in which the Company operates, the plants in Querétaro (Mexico) and in Greater Noida and Pithampur (India) were classified as being in areas considered sensitive in terms of availability and use of water resources (so-called water-stressed areas²). These areas were identified using the WRI³ Aqueduct Water Risk Atlas, a mapping tool recognized by the major organizations in the field, through which the list of countries that contain water-stressed areas are monitored annually to identify CNH Industrial plants where specific water conservation and protection measures are needed.

In 2022, all three plants continued to further their commitment to reduce water consumption by implementing targeted measures and initiatives, in line with the previous year, and by setting specific improvement targets.

The plant in Querétaro (Mexico), for example, installed additional water meters in production areas to continually monitor consumption and establish countermeasures.

In India, the Greater Noida plant realized an increase of recycled water percentage with continual technological improvements and installation upgrades to the wastewater treatment recovery recycling system. Some of these initiatives included further recovery of wastewater and improved efficiency of washing and recycling through a Reverse Osmosis system.

The plant in Pithampur (India) participated in initiatives aimed at implementing a conversion of underground water pipelines to aboveground systems and by the collection and reuse of rainwater for building construction projects.

Protecting the Soil and Subsoil

CNH Industrial strives to minimize the risk of environmental impact on the soil and subsoil. In Europe, for example, following the circulation of specific guidelines for monitoring existing underground structures, plants periodically carry out the monitoring and inspection of underground pipes and tanks.

Waste Management

CNH Industrial aims to optimize manufacturing processes through improvements to waste management by reducing its waste generation and increasing recovery, both key aspects of its Environmental Policy.

The manufacturing process at Company plants normally involves numerous raw materials, such as metal, plastic, chemical products, and components, each with its own packaging. Most manufacturing activities, such as assembly, machining, painting, welding, testing, logistics, etc., can also generate actual and potential waste-related impacts.

When the waste CNH Industrial generates in its activities is managed by third parties, inspections and checks are conducted on the third parties' waste collection and storage operations to ensure they are managing the waste in line with contractual or legislative obligations.

Given the significance of the material topic water and waste efficiency, three operational targets are in place with regard to waste, hazardous waste, and waste recovery.

- a 20% reduction in waste generated per production unit⁴ at Company plants worldwide by year-end 2022 (compared to 2018)
- a 13% reduction in hazardous waste generated per production unit at Company plants worldwide by year-end 2022 (compared to 2018)
- 97% of waste recovered at Company plants worldwide by year-end 2030.

The Company's commitment to optimizing waste management is shared across its plants, which seek solutions that facilitate waste recovery and minimize material sent to landfill. To this end, plants analyze their production chains to identify potential waste management improvements at different stages that will limit the quantities of waste produced and the risks posed - with particular emphasis on improvements that increase waste recovery and reuse. In order of preference, the methods adopted to improve the management of the waste generated are waste recovery, waste-to-energy conversion, and waste treatment.

⁽²⁾ Areas with a baseline water stress that is high (40-80%) or extremely high (>80%), and with an overall water risk that is high (3-4) or extremely high (4-5), according to the WRI Aqueduct Risk Atlas tool, as at December 5, 2018.

⁽³⁾ World Resources Institute.

⁽⁴⁾ The production unit corresponds to the hour of production. Total manufacturing hours are used to calculate the normalized production unit indicator.

WASTE GENERATION AND MANAGEMENT



CNH Industrial worldwide (tons)

	2022	2021	2020
Plants (no.)	30	30	30
Waste generated			
Hazardous waste	10,192	8,852	8,816
Non-hazardous waste	137,882	132,335	102,234
Total waste generated	148,074	141,187	111,050
Waste diverted from disposal			
Hazardous waste	6,765	2,391	2,262
Non-hazardous waste	130,086	125,373	95,186
Total waste diverted from disposal	136,851	127,764	97,448
Waste directed to disposal			
Hazardous waste	3,427	6,461	6,554
Non-hazardous waste	7,796	6,962	7,048
Total waste disposed	11,223	13,423	13,602



Waste disposal methods are decided in consultation with waste disposal contractors.

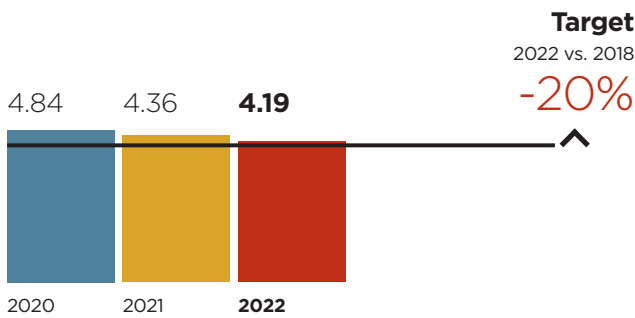
The results achieved in 2022 are proof of CNH Industrial's major commitment to managing this important environmental aspect. The waste recovered at Company level during the year increased compared to 2021, reaching 96.53% of the total waste generated, while the percentage of waste sent to landfill continued to fall, to approximately 2%. In terms of waste generated per production unit⁵, compared to 2021, the total waste indicator fell by approximately 4%.



⁵ The production unit corresponds to the hour of production. Total manufacturing hours are used to calculate the normalized production unit indicator.

WASTE GENERATED PER PRODUCTION UNIT^a

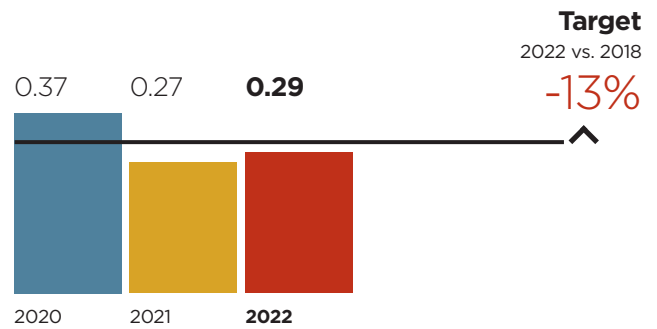
CNH Industrial worldwide (kg/hours of production^b)



^(a) The base year (2018) waste generated is equal to 5.12 kg/hours of production.
^(b) Total manufacturing hours are used to calculate the indicator per hour of production.

HAZARDOUS WASTE GENERATED PER PRODUCTION UNIT^a

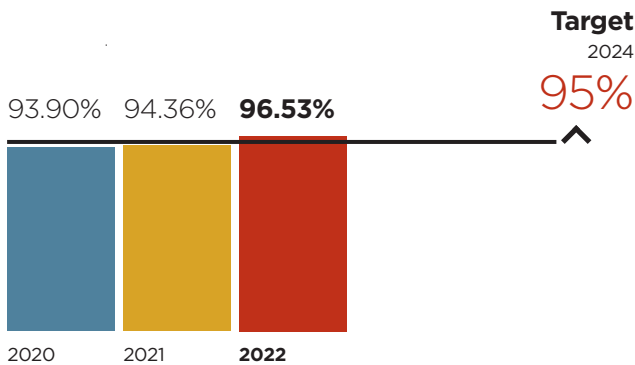
CNH Industrial worldwide (kg/hours of production^b)



^(a) The base year (2018) hazardous waste generated is equal to 0.35 kg/hours of production.
^(b) Total manufacturing hours are used to calculate the indicator per hour of production.

WASTE RECOVERED^a

CNH Industrial worldwide (%)



^(a) Waste recovered is determined as the sum of waste diverted from disposal and waste incinerated with energy recovery, calculated as a percentage of total waste generated.

Existing guidelines at regional level are aimed to reduce waste and the associated management costs, reducing impact on the environment and improving efficiency. For example, in EMEA, a dedicate guideline was issued in 2022 to manage the waste storage areas in the plants.

In 2022, CNH Industrial plants completed several waste-reduction initiatives to reduce waste generated by the Company's own activities and to improve the waste's significant impacts.

For Curitiba, Piracicaba and Sorocaba plants (Brazil), wood represents a valuable resource and has the potential in the making of a variety of goods. These three plants collectively assembled a dedicated team of experts with a focus on developing wood reduction/reuse projects, a wood repacking factory, and a wood waste toy shop for local children.

Grand Island plant (USA) participated in the waste recycling program titled "orange-bag" project aimed at increasing the amount of waste diverted from the landfill while advancing sustainability efforts through innovative end-of-life solutions for hard-to-recycle plastics. With local vendors, approved materials are collected, sorted and "transformed," giving new life as useful building or construction materials.

Protecting Biodiversity

The Company has adopted the Biodiversity Value Index (BVI) methodology to assess some of its manufacturing sites adjacent to protected areas of particular environmental interest. Through an in-depth study of ecosystems within a 5-kilometer radius of these manufacturing sites, the methodology has been used to assess the level of biodiversity in such areas and identify possible improvement measures for existing ecosystems.

CNH Industrial has integrated its approach to biodiversity with a methodology focusing only on the activities and impact of its plants, and on the potential risks they pose to biodiversity and natural resources.

The methodology, called Biodiversity Risk Evaluation (BRE), involves the assessment of the following 3 main aspects:

- assets – resources available in the region: protected areas, areas with high biodiversity value, protected species
- footprint – the impact of plant activities on biodiversity, in terms of use of resources and polluting emissions
- awareness – the level of environmental awareness among plant employees and stakeholders in the region.

The assessment translates into a map of risks, expressed in terms of potential damage to biodiversity. The results are used to determine improvement measures, which are implemented based on the scores assigned to each risk, and to identify standardized indicators enabling a consistent comparison between different plants' risk maps.

The application of the BVI and BRE methodologies at all plants so far assessed revealed that biodiversity and ecosystem services were subject to insignificant levels of risk and impact overall.

Although no specific improvement measures were required following the adoption of these methodologies, CNH Industrial has continued to implement improvement initiatives over the years to protect biodiversity within and around the plants that adopted them.

To date, as regards the Company's manufacturing sites in scope, 100% of them have been pre-screened following BRE methodology. This activity highlighted the fact that 13 of them (43%) are near, bordering, or within protected or high-biodiversity areas. Further extension of the methodology to these plants will be carried out over the coming years.

Other Environmental Indicators

CNH Industrial is also concerned with reducing other environmental indicators, most notably hazardous substances and noise emissions to the external environment generated by Company equipment and manufacturing processes.

In 2022, no fines or sanctions for non-compliance related to ecological or environmental issues (including water) were imposed at CNH Industrial's plants.

Substances of particular concern for health and the environment

CNH Industrial is strongly committed to adopting alternatives to certain substances identified as of particular concern for human health and the environment. In recent years, the Company has concentrated its efforts on the study and application of alternative solutions to replace heavy metal-containing products used in painting processes. In addition, CNH Industrial is more broadly committed to the sustainable use and reduction of chemicals, with a view to environmental protection, waste reduction, and cost savings.

External Noise Generated by Plants

To minimize the noise impact of its plants, CNH Industrial encourages the adoption of procedures provided for by plant environmental management systems and by guidelines issued in previous years (such as the guideline for the design and purchase of new, low-noise machinery).

Energy Management

As evidenced by the materiality analysis, renewable energy and CO₂ and other air emissions are considered priority material topics by both CNH Industrial and its stakeholders, due to the nature and extent of their environmental and economic impact and their association with global warming.

As stated in the Energy Policy, CNH Industrial is committed to reducing: the use of fossil fuels in favor of renewable energy sources; energy consumption through more efficient products and processes; and CO₂ emissions by cutting energy consumption while adopting both conventional and innovative technical solutions. The energy and emission sustainability targets for 2030 are to reduce CO₂ emissions per total manufacturing hours by 50% compared to 2018, and to ensure 90% of electricity consumed is from renewable sources. These targets are part of the Sustainability Plan, reflecting CNH Industrial's voluntary commitment to improve its daily energy performance across its manufacturing operations.

During the year, to ensure transparency in its management of climate-related risks and opportunities, the Company continued reporting on the Annual Report its climate change mitigation actions as per the framework and recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD)⁶.

The improvement process is supported by a robust energy management system. Plants rely on its systematic implementation to set standards and energy targets, to implement improvement actions, and to guide the respective monitoring processes, the evaluation of results against stated targets, and their dissemination through proper communication channels.

In 2022, over \$4.2 million was invested overall in improving energy performance, leading to a reduction in energy consumption of more than 54 TJ and a reduction in CO₂ emissions of more than 4,300 tons⁷.

CNH Industrial continued to apply the Internal Price of Carbon (IPoC) methodology, considered a strategic business tool in guiding investments to reduce CO₂ emissions. The IPoC enables classifying and prioritizing energy saving projects based on their ability to generate the greatest reductions in terms of CO₂ emissions in relation to the investment cost sustained by the Company. The methodology also enables the cross-fertilization of the most effective projects in terms of CO₂ reductions worldwide based on the specific IPoC of each geographic area and plant. Currently, based on historical-data analysis, CNH Industrial's global carbon price is about \$146 per ton of CO₂.

The Company also continued to perform the analysis of externalities, used to quantify, in monetary terms, the impact of a company's processes on human health, the ecosystem, and the overall landscape, and hence on the environment. Externalities are assessed using the Externe⁸ methodology developed by the International Environment Agency, which enables tracing each pollutant and/or climate-altering emission from point of emission to the affected receptors (populations, crops, forests, buildings, etc.) and quantifying their impact in terms of costs. These costs are called externalities because, despite being generally acknowledged as real costs, they are normally overlooked. They do however contribute to quantifying the overall short and long-term economic impact of CNH Industrial's energy saving projects.

⁶ Task force of 32 international members (including providers of capital, insurers, large non-financial companies, accounting and consulting firms, and credit rating agencies) established by the Financial Stability Board (FSB) in 2015 to develop recommendations for more efficient and effective climate-related disclosures.

⁷ The types of energy included were fuel, electricity, and heating. The energy consumption reduction value was estimated as per the International Performance Measurement and Verification Protocol (IPMVP), volume 1 (January 2012). The estimated CO₂ value includes scope 1 and scope 2 emissions.

⁸ www.externe.info.

Responsibility and Organization

The highest responsibility for initiatives focusing on energy efficiency and on the management of CO₂ emissions at CNH Industrial lies with the Senior Leadership Team (SLT). As evidence of the Company's ongoing commitment to managing these issues, a number of related targets were included in 2022's Performance Management Process for several energy and plant managers.

CNH Industrial has a specific internal structure overseeing issues related to the conservation of energy resources. Energy management activities are organized both centrally and at plant level.

To ensure the necessary alignment and support from across the Company, activities are coordinated by the Energy team and carried over by energy managers and specialists from each segment and geographic area. Based on the strategies defined by the SLT, the Energy team sets out CNH Industrial's guidelines and objectives, as well as the best strategies to achieve them. The Energy team also manages investment budgets for specific projects and oversees the progress of the Energy Action Plan through monitoring. The team also performs internal compliance audits and raises awareness of energy issues among management and employees through meetings and campaigns. An IT platform allows energy managers to share data reports and energy performance results. The Company's overall energy management structure consists of more than 60 professionals, located at both corporate offices and plants.

Energy Management System

CNH Industrial aims at reducing the energy impact of manufacturing processes and the risks associated with new legislation and rising energy costs, in part through the development and implementation of an energy management system. The energy management system enables each plant to understand, monitor, and reduce energy consumption and the impact of CO₂ generated during manufacturing operations, which translates into benefits for the environment and lower production costs.



By the end of the 2022 certification period, CNH Industrial had maintained the certification of its 30 plants according to the ISO 50001:2018 standard, representing 100% of the Company's Operations energy consumption. For the complete list of plants, see the table on pages 192.

The main advantage of ISO 50001 certification is the systematic approach it provides to continuous improvement in energy performance: a more efficient and rational use of energy translates into economic benefits and fewer greenhouse gas emissions (GHG). Voluntary compliance with the ISO 50001 standard reflects CNH Industrial's determination to manage its business sustainably, as recognized globally by its inclusion in the Dow Jones Sustainability Index as Industry Leader and by its presence in the A-list of the CDP Climate Change program.

In 2022, the reporting and monitoring of GHG emissions and energy consumption continued through voluntary compliance with the Corporate Accounting and Reporting Standard of the WBCSD⁹ and WRI¹⁰ (GHG Protocol) and with ISO 14064 standards, covering 100% of CNH Industrial's energy consumption.

Sharing and Awareness Activities

The ongoing promotion of staff involvement and awareness of the importance of energy resource conservation is key to reaching CNH Industrial's improvement targets. In 2022, various initiatives have been launched among employees to enhance pro-environmental behavior and to create awareness of a more sustainable lifestyle. During the year, approximately 2,250 hours of training were provided (mainly by internal professionals) to 5,246 people across different plants.

⁽⁹⁾ World Business Council for Sustainable Development.

⁽¹⁰⁾ World Resources Institute.

Energy Performance



An efficient energy management system requires effective monitoring of energy performance, by means of specific Energy Performance Indicators (EnPI). These indicators allow CNH Industrial to measure the benefits and effectiveness of its initiatives, plan improvement measures, and establish new and ever-more challenging targets. In 2022, the Company continued to monitor energy performance and compliance with its Energy Action Plan at all plants via the Energy Monitoring & Targeting (EMT) management and control platform.

In addition to carefully monitoring energy performance, the exchange and dialogue between plants was enhanced via an Intranet portal focusing on procedures, best practices, regulations, corporate guidelines, and solutions to energy-related issues and challenges. This led to an increased level of people engagement and awareness.

In 2022, CNH Industrial implemented a total of 105 short to medium-term initiatives involving the redesign of processes, equipment conversion and retrofitting, operational changes to new installations, and increased employee awareness. The following is a list of the main outcomes achieved.



COMPRESSED AIR



- efficiency and modulation improvements
- sealing of air leaks
- installation of additional inverters
- lower overall pressure
- increase in machinery shutdowns when idle
- replacements with more efficient systems
- elimination of inappropriate compressed air use



BUILDINGS



- roof repairs
- insulation of walls
- installation of rapid doors
- office automations



EMF (PUMPS/FANS/MOTORS)



- installation of inverters
- modulation of fan extractors
- ventilation optimization
- optimization of transformers and cabins
- installation of intelligent stand-by for idle systems



LIGHTING



- installation of high-efficiency and intelligent lighting systems (LED) inside and outside plants
- use of presence detectors and dimmers



METERING



- system expansion



HEATING/PROCESS HEAT AND COOLING



- replacement of old heating systems
- hot water supply from CHP^b systems
- heating reduction
- replacement of burners
- establishment of startup and shutdown procedures
- application of optimal setpoints
- cooling reduction
- installation of roof air vents

^(b) Combined heat-power.

2022 IMPROVEMENT PROJECTS IN DETAIL



CNH Industrial worldwide (no.)

	Projects (no.)	Total energy reduction (GJ/year)	Estimated project cost (\$)
Installation of new equipment	42	17,014	1,599,543
Conversion and retrofitting of equipment	40	25,320	2,263,120
Operational changes	12	3,414	37,933
Process redesign	11	8,282	306,322
Total	105	54,030	4,206,918

In 2022, the Company invested over \$4.2 million in efficiency projects, generating more than \$1.5 million in savings. The simple payback period is estimated at 2.72 years, in part due to the approximately \$55,500 in savings generated by management initiatives implemented at almost no cost.

Approximately \$0.9 million (22% of the total investment) was spent on the widespread replacement of existing lighting systems with LED technology. The remaining initiatives centered on the installation of inverters, high-efficiency motors, intelligent stand-by systems on machinery, and set-point regulation adjustments according to operational requirements.

Other significant initiatives involved:

- buildings (4% of the total investment), with a particular focus on reducing thermal losses
- heat generation and distribution systems, with approximately \$1.9 million (46% of the total investment) spent on replacing low-efficiency burners with new high-efficiency, low-emissions technology and sectioning distribution networks
- compressed-air consumption (16% of the total investment), with the ongoing monitoring and sealing of air leaks, the sectioning of distribution lines, set-point regulation adjustments and old compressors replacement with more efficient systems.

Direct and indirect energy consumption by source, and the associated CO₂ emissions, continued to be reported throughout 2022. For each source, a distinction was made between renewable and non-renewable energy. CO₂ emissions were calculated according to GHG Protocol standards, incorporated into Company Guidelines. At CNH Industrial, the only sources of greenhouse gas (GHG) emissions, besides those deriving from energy consumption, are associated with the use of hydrofluorocarbon (HFC) compounds with global warming potential (GWP) present in the air-conditioning and cooling units of workspaces, and in production and fire suppression equipment. The potential emissions from these substances (CO₂e) are negligible compared with emissions from energy production: in fact, with an incidence of 0.11%, they fall outside the reporting scope⁽¹⁾.

⁽¹⁾ Details on the reporting scope are available in the chapter on Report Parameters (see pages 191).

Energy Consumption

In 2022, CNH Industrial reported a total energy consumption¹² of 3,771 TJ, an increase of approximately 6.7% over the previous year due to an increase in production of 13.6%. CNH Industrial's energy performance, measured as the Company's total internal energy consumption divided by total manufacturing hours, improved by approximately 4.4%. This outcome was the result of the successful ISO 50001 energy management system adopted by the Company, as well as of the energy efficiency projects realized.



TOTAL ENERGY CONSUMPTION^a

CNH Industrial worldwide (GJ)

Non-renewable sources	2022	2021	2020
Plants (no.)	30	30	31
Direct energy consumption			
Natural gas	2,064,174	1,847,354	1,569,047
Diesel	215,217	272,710	154,173
Liquefied petroleum gas (LPG)	74,863	49,719	34,638
Other (HS and LS fuel oil)	-	-	42
Total	2,354,254	2,169,783	1,757,900
Indirect energy consumption			
Electricity	501,166	584,721	474,305
Thermal energy	72,575	73,746	55,803
Other energy sources ^b	43,468	38,646	16,464
Total	617,209	697,113	546,572
Total energy consumption from non-renewable sources	2,971,463	2,866,896	2,304,472
Renewable sources	2022	2021	2020
Plants (no.)	30	30	31
Direct energy consumption			
Biomass	-	-	2,140
Solar-thermal	130	-	58
Photovoltaic	15,331	6,031	-
Total	15,461	6,031	2,198
Indirect energy consumption			
Electricity	735,746	608,496	502,975
Thermal energy	-	-	-
Other energy sources ^b	48,556	52,458	47,553
Total	784,302	660,954	550,528
Total energy consumption from renewable sources	799,763	666,985	552,726
Total energy consumption	3,771,226	3,533,881	2,857,198

^(a) The base year (2018) energy consumption is equal to 3,459,781 GJ.

^(b) Include compressed air.

⁽¹²⁾ Types of energy included: electricity, heat, natural gas, diesel, and other fuels.

ENERGY CONSUMPTION BY TYPE

CNH Industrial worldwide (GJ)

	2022	2021	2020
Plants (no.)	30	30	31
Electricity ^a	1,344,267	1,290,352	1,041,297
Heat	72,705	73,746	55,861
Natural gas	2,064,174	1,847,354	1,569,047
Other energy sources ^b	290,080	322,429	190,993
Total energy consumption from non-renewable sources	3,771,226	3,533,881	2,857,198

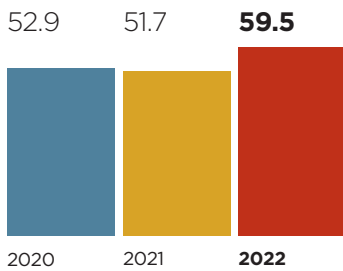
^(a) Electricity also includes compressed air and the electricity generated by the photovoltaic (PV) systems.

^(b) Include Diesel, LPG, Landfill gas and Other (HS and LS fuel oil).

ELECTRICITY CONSUMPTION FROM RENEWABLE SOURCES

CNH Industrial worldwide (%)

Target
2030
90%

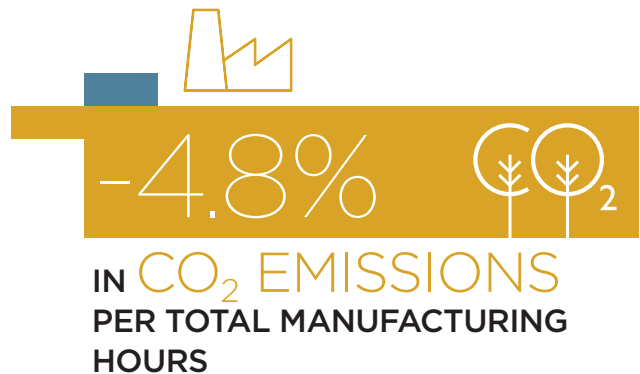


New Photovoltaic System Inaugurated on Indian Roofs

During 2022, CNH Industrial continued its commitment to sustainable development by increasing the installation of photovoltaic systems on the roofs of its plants. In addition to the 3,600 kWp in Belo Horizonte (Brazil), Noida (India), Querétaro (Mexico), Saskatoon (Canada), and Zedelgem (Belgium), Pithampur (India) plant has undertaken a green initiative for reduction in its carbon footprint by installing a 497.7 dWp rooftop solar power system. Approximately 15% of the system's of plant's electricity is generated from these solar panels which leads to significant cost saving. Producing about 600 MWh/year of electricity, this new system avoids more than 400 tons of CO₂ per year.

CO₂ Emissions

In 2022, CNH Industrial's CO₂ emissions (scope 1 and 2) were 231,543 tons¹³, a 5.4% increase compared to the previous year. This was due to an increase in energy consumption related to an increase in production. As regards CO₂ emissions performance, measured as the Company's total CO₂ emissions divided by total manufacturing hours, CNH Industrial's 2022 year-end results improved, with the key performance indicator (KPI) falling by approximately 4.8% compared to the previous year.



⁽¹³⁾ Value stated as per the market-based methodology of the GHG Protocol.

The use of electric energy from renewable sources increased to 59.5% of the Company's total electricity consumption, cutting CO₂ emissions by approximately 48,100 tons.

DIRECT AND INDIRECT CO₂ EMISSIONS^a

CNH Industrial worldwide (tons)

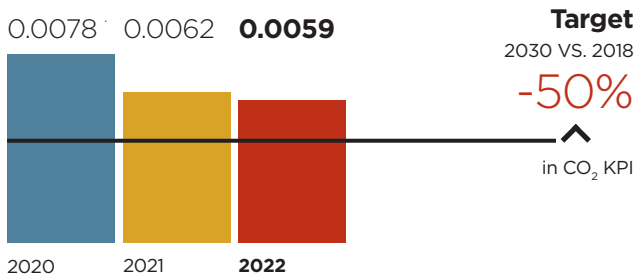
	2022	2021	2020
Plants (no.)	30	30	31
Direct emissions (scope 1)	127,139	119,312	95,064
Indirect emissions (scope 2) - market-based	104,404	100,301	83,631
Indirect emissions (scope 2) - location-based	125,400	118,925	102,467
Total CO₂ emissions^b	231,543	219,613	178,695
Direct emissions from landfill gases	-	-	117

^(a) CO₂ is the only significant greenhouse gas within CNH Industrial's processes. For CNH Industrial, biogenic CO₂ emissions are those released by the combustion of landfill gases. The base year (2018) CO₂ emissions are equal to 237,425 tons. There were no significant changes in emissions requiring the recalculation of base year emissions. GHG emissions were consolidated and reported using an operational control approach.

^(b) Total CO₂ emissions are calculated as per the market-based methodology of the GHG Protocol, and do not include emissions from landfill gases.

DIRECT AND INDIRECT CO₂ EMISSIONS PER MANUFACTURING HOUR^a

CNH Industrial worldwide (tons of CO₂/manufacturing hours)



^(a) CO₂ is the only significant greenhouse gas within CNH Industrial's processes. The base year (2018) CO₂ emissions per total manufacturing hours are equal to 0.0085 tons/total manufacturing hours. The indicator includes scope 1 and scope 2 emissions, as per the market-based methodology of the GHG Protocol. KPIs include only emissions from manufacturing processes.

Magnetic Resonators to Reduce Natural Gas Consumption

CNH Industrial is implementing actions to limit natural gas consumption. During 2022, a decision to extend the installation of magnetic resonators in the paint shops into EMEA manufacturing plants was taken, after being tested in one of CNH Industrial's plants.

Through magnetic resonators, the fuel is polarized so that when it goes into the burner it mixes more rapidly with the air. This leads to an improvement in the specific area of contact between air and fuel, enhancing the combustion and obtaining approximately 5% fuel saving.

SUSTAINABLE PRODUCTS



159 — Innovation

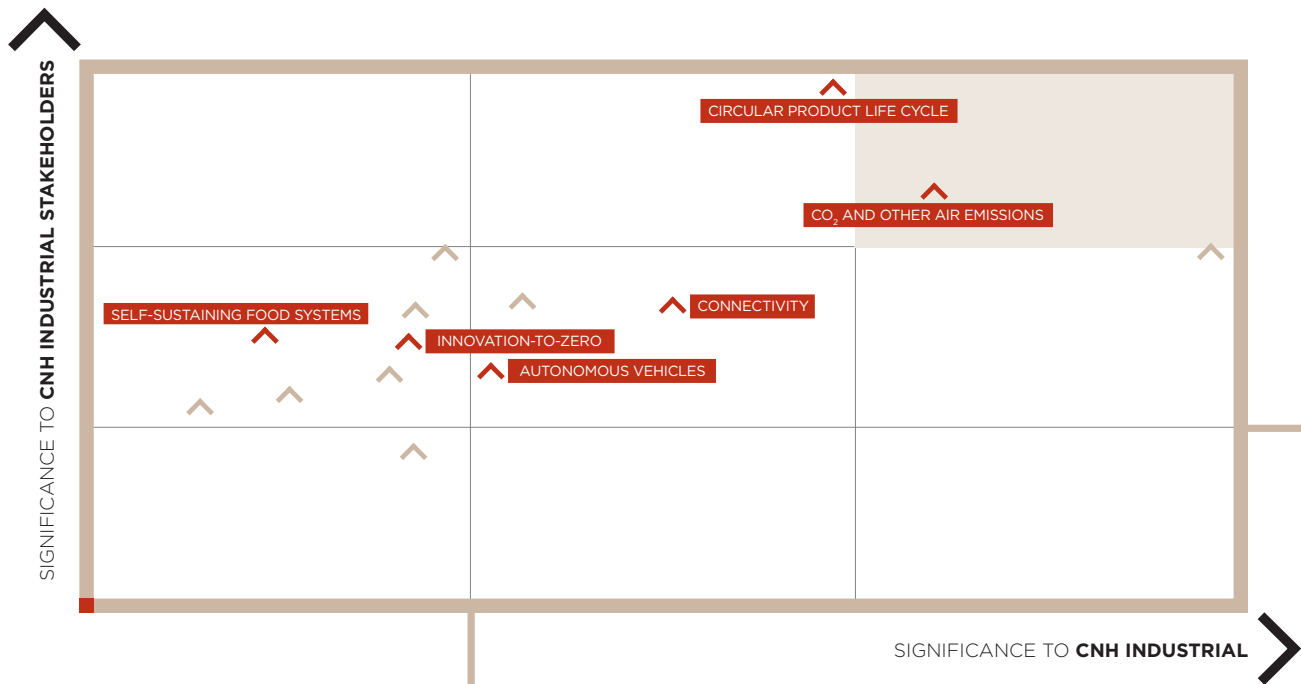
161 — Product Development

165 — Product Quality Control

167 — Decarbonization Strategy

169 — Digitalization and Connectivity

174 — Automation



CNH Industrial designs, manufactures, and sells world-class agricultural and construction equipment. Ongoing research into innovative solutions enables CNH Industrial's brands to manufacture products that respect the environment while satisfying customer demand for high performance and for safe, reliable, and comfortable equipment.

CNH Industrial's R&D and product development adopt an innovation-to-zero approach, developing technologies and identifying fuels that can contribute to minimizing impacts on the environment.

The need for circular product life cycles is one of the most relevant material topics for both CNH Industrial and its stakeholders. Another challenge being addressed is the reduction of CO₂ and other air emissions, which has led CNH Industrial to adopt a decarbonization strategy aimed at offering products with lower CO₂ and equivalent emissions, by:

- enhancing the use of biofuels
- developing electrification
- further improving machine performance efficiency.

In line with its sustainability priorities, the Company set a strategic sustainability target by year-end 2024 within its Strategic Business Plan:

- 100% of new products developed using sustainability/ recyclability design criteria.

This sustainability target was also included in the Sustainability Plan and as a goal in the Performance Management Process.

QUANTITY OF PRODUCTS SOLD 

CNH Industrial worldwide (thousand units)	2022
Agriculture	219.9
Construction	45.8

All product conception and design activities are overseen by the Chief Technology Officer, the Chief Digital Product Officer and the Segment Leaders. Each product is carefully and thoroughly tested through processes that rely on established procedures to assess the effective management and monitoring of key performance indicators (KPIs), and are common worldwide, including Emerging Markets, where the Company adopts the same standards and management systems.

CNH Industrial's goal is to meet market demand by offering products that are aligned as closely as possible to customer requirements; therefore, when necessary, some product lines are modified or significantly redesigned on site to better meet local customer needs. To this end, CNH Industrial has set up research centers in China, India and Brazil that

actively participate in institutional knowledge development and technology dissemination within the Company. These research and development (R&D) centers support local talent hiring as well as knowledge sharing, mainly through web platforms and IT systems.

Due to the complex product and application knowledge demanded by the industry, CNH Industrial uses a multifaceted approach when developing its R&D capacity in Emerging Markets. As the Company's strategy is to leverage global platforms with local adaptations in all markets, it actively seeks to have local R&D capacity in each market area. The Company uses relocated, experienced R&D staff and strategic acquisitions to accelerate knowledge transfer within local markets and to ensure that local R&D resources are developed and prepared to manage local capacity as quickly as possible.

Innovation



CNH Industrial has a long tradition of involvement in national and international workgroups and has played an active role in collaborative research projects. The Company actively engages with academic institutions and global working groups to promote the development of cutting-edge innovations and to expand its own wealth of knowledge and skills. Collaborations in Europe include those with the Catholic University of Leuven, the University of Ghent, and the Flanders Make research center (Belgium); and with the CRF and IMAMOTER¹ research centers,

the Consiglio per la ricerca in agricoltura e l'economia agraria (CREA)², and universities Politecnico di Torino, Università degli Studi di Bologna, Università degli Studi di Modena e Reggio Emilia, and Università degli Studi di Torino (Italy). Collaborations in North America include those with Kansas State University, Ohio State University, Pennsylvania State University, and Purdue University (USA), as well as with the University of Saskatchewan (Canada). In Latin America, they include those with São Paulo State University (Brazil).

In 2022, CNH Industrial's research and development (R&D) expenditure reached \$866 million, or 4% of the Company's net sales of Industrial Activities.

RESEARCH AND DEVELOPMENT HIGHLIGHTS

CNH Industrial worldwide

	2022
R&D spending (\$million)	866
R&D spending as % of sales ^a	4%
Research centers (no.)	40

^a Includes only net sales of Industrial Activities (\$21,541 million in 2022).

CNH Industrial's sustainable product research and development (R&D) focuses on the 3 main areas:

- a comprehensive decarbonization strategy to meet stringent regulations on emissions while enhancing climate change awareness. It includes research on alternative fuels and electrification and is linked to the material topics CO₂ and other air emissions and circular product life cycle
- digitalization for the broad diffusion of digital and connected applications. It entails research on precision solutions, telematics, and open connectivity. Investments in this area will improve productivity and reduce energy consumption
- automation and connectivity, enabled by digitalization and robots. This area includes research on agriculture and construction equipment and is linked to the material topics autonomous vehicles and connectivity.

INVESTMENTS IN SUSTAINABLE PRODUCTS

CNH Industrial worldwide (\$millions)

	2022	
	R&D	Capital expenditure (CapEx)
Decarbonization Strategy (Electric Vehicles, CNG-LNG)	3	65.7
Digitalization	151.7	42.6
Automation & Connectivity	46.3	14.3
Total	201	122.6

¹ Research Institute of the National Research Council of Italy (CNR).

² Leading Italian research organization concerned with agri-food supply chains.

Intellectual Property

Intellectual Property Rights are strategic, intangible assets actively protected by CNH Industrial. In order to manage the wealth of innovative ideas generated inside the organization, the Company created an Innovation Portal accessible to all employees working in technology-related areas: these are the people who conceive, design, and build CNH Industrial products, and who often have ideas to further improve their quality and performance. The secure and user-friendly Innovation Portal (accessible from any workstation worldwide) provides an ideal channel for capturing these inventions, which may eventually lead to granted patents. Given the significant

value-creating potential of these internally generated ideas, the Company has set up an Inventor Award Program to reward employees whose inventions are successfully patented.

The Innovation Portal is managed by the Intellectual Property team, with the support of product-specific Review Teams for the technical evaluation of new ideas. Each Review Team consists of internal personnel actively involved in all key aspects of the product, including engineering, manufacturing, marketing, testing, etc. CNH Industrial's Innovation Portal process consists of 3 macro-phases: evaluation, pre-filing search and drafting a patent application.

INTELLECTUAL PROPERTY HIGHLIGHTS

CNH Industrial worldwide (no.)

	2022
Active Patents	11,406
Patents Pending	3,401
New disclosures on Innovation Portal	757

Industrial Design

Industrial design is driven by technology and, indeed, the design of CNH Industrial's products reflects their intrinsic technology. Excellent design gives machine owners and operators an immediate visual impression, connection, and tactile message about the quality and robustness of the Company's products. Design translates into physical form, an expression of each brands' values.

CNH Industrial puts a great deal of care and effort into design, given the lengthy service life of its equipment (durability), and its use over many consecutive hours (comfort), often by different people (configurability), each requiring ease of access and control over both machine (ergonomics) and digital user interface and user experience (UI-UX) interactions.

For this reason, the Company views design not only as the aesthetic counterpart of engineering, but also as the best approach to developing products that are functionally and aesthetically appealing right from conception, through to end-use and field support. To this end, CNH Industrial has a dedicated Design function that actively collaborates with all Brands within CNH Industrial and engineering platforms in a "One Team approach."

CNH Industrial's goal is to develop "groundbreaking machines" which harness the latest technologies, while also offering contemporary styles paired with sustainable, yet strong materials fit for intensive and prolonged usage. For example, in addition to being resistant to wear and tear, internal materials must be easy to maintain and wash, and cabin colors must be aesthetically pleasing to a broad audience. CNH Industrial designers work alongside engineers from diverse subdisciplines to bridge the gap between form and function, productivity and aesthetics, ecology and performance, often working together with the marketing functions of Company brands to support the promotion and adoption of new products.

Focusing on cab interiors with quality materials and "fit & finish", along with UI-UX design and ergonomics, build a customer-oriented approach into the design process. This approach allows the Company to research new technologies more effectively and integrate them into its products with end-users and field support personnel in mind, designing functional, ergonomic, and user-friendly machines, thus reducing fatigue and improving productivity. Furthermore, collaboration with the Ergonomics Department allows CNH Industrial to achieve balance of good product design and optimal end-user experience. Both the Design and Ergonomics functions play an active role in many of the Global Product Development phases.

Product Development



Since a product's impact on the environment is greatest during use, improving product performance (in terms of optimizing fuel consumption, energy efficiency, durability, and length of intervals between maintenance cycles) helps reduce its environmental impact, as well as the total cost of ownership (TCO). For this reason, during the design phase, CNH Industrial promotes the creation of more eco-friendly products by:

- reducing CO₂ and other polluting emissions
- selecting components that:
 - have a lower environmental footprint
 - are easy-to-dismantle
 - can be remanufactured
- eliminating the presence of regulated substances
- aiming at greater efficiency during use
- aiming at longer intervals between maintenance cycles
- reducing noise emissions.

Given the great variety in the product offer, for CNH Industrial, one of the most challenging activities is to adopt, during the design phase, sustainability criteria that help in the evaluation of the impacts in every phase of the product life cycle. CNH Industrial's goal is to deliver to customers vehicles that have an increasingly lower environmental impact during the conception, the sourcing of components, the manufacturing, the use phase, and at the end of their working life.

The Advanced Materials and Product Life Cycle team in the Advanced Technology and Innovation organization is responsible to develop new design criteria to achieve the strategic sustainability target to ensure that 100% of new products include sustainability and/or recyclability design criteria by 2024. A cross functional approach is used, involving members of the following expertise areas: technology, compliance, purchasing, aftermarket solutions and sustainability. In 2022, the team continued work on different areas: product development, materials, additive manufacturing, and remanufacturing.

Although CNH Industrial does not always purchase raw materials directly (with the exception of steel used for direct processing), it constantly monitors their overall consumption efficiency. When designing components for new products, priority is given to the use of easily recyclable materials, especially recoverable metals such as aluminum and cast iron, thermoplastics, and paints with low solvent content.

The water used throughout the life cycles of CNH Industrial's products and the potential to reduce customers' water use are not relevant in the design of new products, because a product's total water usage over its lifespan and the impact that product use might have on water quality are minimal in relation to overall consumption.

Regulated Substances

CNH Industrial is committed to reducing or eliminating regulated substances, which pose a potential risk to human health and the environment, from its manufacturing operations and through a product's expected use period. There are several laws that regulate or restrict the presence of designated substances in products placed on the market. Under certain of these laws, such as EU REACH Regulation No. 1907/2006 (Registration, Evaluation, Authorization, and Restriction of Chemicals), and EU RoHS Directive No. 2011/65 (Restriction of Hazardous Substances), CNH Industrial is collecting detailed information from its supply chain with respect to the individual substances contained in its parts and whole goods. As the Company's supply chain may be as many as ten layers deep, the collection of the necessary information requires the cooperation of the whole supply chain.

CNH Industrial has defined engineering standards in the product development process for its design engineers and suppliers to ensure real-time information on prohibited substances and regulations that address hazardous substances potentially harmful to human health and the environment. The manufacturing process has been implemented to require suppliers to submit substance samples before parts can be accepted through the guidance of the regulated substances Engineering Standard and Production Part Approval Process (PPAP) requirements. In 2022, we modified the requirements in PPAP process to engage more suppliers to submit substance compliance data in order to have more information on our products. Any restricted substances would be automatically rejected using our data management and analysis system. This is the primary method we use to design out restricted substances and reduce

the use of substances of high concern. In addition, the Company regularly and thoroughly audits machines completed during the manufacturing process to ensure adherence to the comprehensive design criteria, including all materials and components. The database of product substances is also used to perform analysis for newly added substances or proposed substances for restriction to determine how we need to address the changing global regulations.

CNH Industrial is also actively registering and reporting product sales according to local country recycling regulations in order to provide our customers proper channels to recycle products in electrical equipment, batteries as well as packaging materials. A major program that our product development team is embarking on is the change in refrigerant material for our air conditioning systems. CNH Industrial has been actively involved with trade associations that have coordinated meetings with industry participants to promote the collection and management of such information across common supply chains.

In addition, the Company has been actively involved in supplier outreach efforts by adding resources to communicate to suppliers and providing more involvement from Commodity Managers from the Purchasing Department. We continue to work with suppliers on these legal requirements and encourage suppliers to use environmentally friendly substances and report accurate compliance data. Regarding critical materials, we are tracking lists from USA and EU and continue to collect substance information from suppliers and work within our Purchasing and Engineering functions to consider strategic initiatives and coordinate with our supply chain to choose alternative materials to the minerals that are considered critical.

Total Cost of Ownership

When purchasing a product from any CNH Industrial brand portfolio, customers need to evaluate purchase prices, maintenance schedules, depreciation, insurance, and operating costs. To this end, the Company has adopted a total cost of ownership (TCO) approach, supported by CNH Industrial connected services, to assist customers seeking out:

- lower fuel consumption and CO₂ emissions
- longer scheduled maintenance intervals, fewer breakdowns
- improved machine operational efficiency
- easier access to machine systems and components for consistent pre-checks and timelier service interventions.

In the Agriculture segment, Case IH first applied the TCO approach to sugarcane harvesters, in anticipation of further enhancement with the use of TCO targets to measure and compare machine efficiency. New Holland Agriculture began applying the TCO approach to self-propelled forage harvesters and the T7 and T8 tractors, and the approach is being extended to combine harvesters. In addition, both brands' flagship agricultural products are fitted with telemetry devices to provide the Company, customers, and dealers with valuable data on any machine issues or upcoming service intervals to help improve productivity and increase uptime.

In the Construction segment, an online TCO calculator is available to CASE Construction Equipment customers in North America and its dealers in Europe and Australia. The TCO calculator helps determine the TCO for the brand's full product line, including the updated G-Series Wheel Loaders, based on real-life cost factors such as fuel, labor, parts, and maintenance. Furthermore, the roll-out of scheduled maintenance programs combined with various extended warranty solutions help users manage cost of ownership over the entire life span of any of the brand's products.

Ergonomics and Safety

Keeping operators safe while they work has always been a key factor in the Company's product design and development. CNH Industrial strives to set and comply with high safety standards and to direct its innovations according to users' needs. Customers use CNH Industrial products in their work, hence the simpler the interaction between operator and machine, the safer the task performed. Furthermore, construction and agricultural equipment is often used under difficult conditions: steep terrain, nighttime, and extreme weather require products able to provide total safety and maximum comfort, minimizing the risk of human error caused by excessive fatigue or limited visibility.

All CNH Industrial products are designed to shift the user's focus from how a machine works to the value from how and why a task is performed, combining ergonomics and comfort for increasingly intuitive and user-friendly controls. An optimal working space should make any task feel as natural as possible, encourage good posture, minimal distractions, and spare the operator any discomfort or strain.

The Ergonomics Department collaborates with platforms by suggesting solutions, technologies, and components to improve product usability, adapting to the specific needs of CNH Industrial's segments. The Ergonomics Department focuses on:

- researching higher levels of comfort than those required by law
- exploring mechanisms to reduce the stress levels and mental and physical fatigue of operators
- improving vehicles customized for specific missions
- advancing innovative technologies already available on best-in-class products.

CNH Industrial products are designed according to applicable government and industry standards on functional safety, occupational safety, and environmental safety (noise and engine emissions). In this regard, the design phase considers several aspects of operational functionality, including:

- operating instructions and information
- applicable regulations and standards
- limits of intended use
- operator experience
- operator training
- working conditions
- physical properties of the vehicle.

An essential step in any indexed safety risk assessment is the systematic identification of potential hazards and hazardous events for all types and phases of use, such as assembly and set-up, preparation for use, installation and removal of tools and accessories, on-road use, in-field use, user pre-checks, use during transportation, blockage clearance, cleaning, service, and maintenance.

In 2019, CNH Industrial adopted the new Product Safety and Compliance (PS&C) Policy that summarizes the Company's commitment to designing, validating, manufacturing, selling, and supporting safe products that comply with or exceed all applicable legal requirements, and to providing protection against risks related to cyber incidents. CNH Industrial considers this a requirement for conducting responsible and sustainable business, and crucial to building and maintaining public trust in its products and in the Company itself. This approach is meant to create, maintain, and continuously support a consistent corporate PS&C culture.

During 2021 and 2022, all product safety procedures were reviewed, enhanced and aligned with the PS&C Policy, and a cybersecurity governing framework has been formalized within the PS&C Department. CNH Industrial also finalized the Incident Response Plan for its products, defining immediate actions in the event of a cyber-attack.

For agricultural equipment, safety is vital, not only when working in the fields, but also when traveling by road from one field to another. To this end, all CNH Industrial brands' tractors are fitted with a Falling Object Protection System (FOPS) to shield both cab and operator against objects falling from above, and with Roll Over Protective Structures (ROPS) as a safeguard in the event of vehicle rollover – two vital mechanisms to prevent these hazards when working with front loaders or in potentially hazardous areas. Tractors are also equipped with long range video cameras connected to the on-board display, which transmit rear and side view images of the tractor. This increases safety considerably when operating particularly large equipment or very long trailers, and avoids the operator needing to turn around to check maneuvers. All Operator's Manuals include an entire chapter on the safe use of each machine.

Ergonomics and comfort are also important factors in the safe use of construction equipment. The passive safety measures mentioned above – FOPS and ROPS – are also fitted on all CNH Industrial construction brand models, given their similar exposure to the risk of falling objects and vehicle rollover. Again, all Operator's Manuals include an entire chapter on the safe use of each machine. Additionally, all potentially dangerous machine components are listed on a decal on the side of the machine itself, while maintenance activities are performed from the ground to minimize the risk of accidents.

Operator's Manual

Each product sold comes with an Operator's Manual (OM) through which CNH Industrial provides key product information to customers, and that is in every respect an integral part of the product itself. The manual provides extensive information on safe use and on behaviors to minimize environmental impact, such as the correct disposal of lubricating oils and additives, and efficient product use to reduce fuel and energy consumption and pollution.

The manual contains comprehensive information on:

- product identification data
- product functions (start-up and operation)
- correct product maneuvering
- safe product use
- human-machine interactions (controls and devices)
- on-board equipment
- technical features
- periodic checks and scheduled maintenance
- product approval standards (emissions, noise, electromagnetic compatibility, etc.)
- instructions for biofuel use, if applicable
- safe product transportation (for off-road equipment).

The safety and accident prevention information contained in the Operator's Manual is presented in line with the ANSI Z535 standard. Furthermore, all manual contents comply with EU directives specific to vehicle type, such as 2006/42 EC, 2010/52 EC, Commission Delegated Regulation (EU) 1322/2014, and Commission Delegated Regulation (EU) 2015/208.

Manuals are available in every major language used in the markets where the products are sold, as per applicable local regulations, and accessible to the service network via a dedicated webpage on the MyCaseIH and MyNewHolland portals. CNH Industrial also includes electronic versions of Operator's Manuals in its customer facing My Brand Portals supporting the Agricultural and Construction segments. The goal is to become completely paper-free as soon as regulations will officially allow it, replacing all hardcopies of Operator's Manuals with digital versions.

Product Quality Control



Product quality control at CNH Industrial impacts all stages of a product's life cycle, from initial design and build to after-sales management. An effective quality system helps improve product performance during usage to meet customer uptime expectations in the field and is an important factor to drive customer loyalty and increase the Company's competitiveness.

At CNH Industrial, the adoption of a quality system compliant with standards such as ISO 9001 or ISO/TS 16949 reflects a robust quality process and drives the continuous improvement of processes, products, and services through clear targets, responsibilities, and key performance indicators (KPIs).

Product quality control aims to:

- ensure product quality throughout the entire product life cycle
- maximize the input of qualitative and quantitative product performance information into new product development processes (proactive approach)
- drive consistency of quality processes and methodologies across all brands and geographic areas
- optimize results while improving the efficiency and promptness of end-user support to meet customers' quality expectations.

The control process ensures that all quality aspects are built into the product life cycle, with a focus on:

- new product quality - by supporting new product development phases through a proactive problem-prevention approach
- current product quality - by monitoring product behavior in the field and defining priorities that support solution development and enable efficiency monitoring
- supplier quality - by striving for the flawless launch, seamless production, and quality excellence of purchased components
- manufacturing quality - by setting quality targets based on benchmarking and performing end-of-line audits to verify customer requirements are met
- quality systems - by ensuring central coordination, operational execution, and monitoring through the established methodology standards of the Company's quality management system.

Production, Manufacturing Engineering, Quality, Purchasing, and other brand functions share responsibility for the intrinsic quality of all product-related processes while promoting process improvements, flawless execution, problem solving, and sound decision-making.

Quality control is based on the ability to monitor and measure production quality KPIs. The Quality Assurance Matrix is one of the tools available to guide the process of identifying the most critical areas for improvement. A detected defect is proactively removed from the next step in the production process.

One of the main KPIs monitored is Customer Quality Audit results, based on the tests conducted during the auditing of products for customer usability. Another important quality indicator is Pre-Delivery Inspection, carried out prior to vehicle registration to ensure the customer receives a quality-assured product.

Current Product Management

The first few months after newly released products are shipped to sales and service networks they enter into what is termed as the Early Warning phase, during which product performance is assessed as quickly as possible so that improvements can be implemented, if needed.

After this initial period, the product is treated as current and its quality control and performance monitoring continues under Current Product Management (CPM). At CNH Industrial, CPM is a systematic business process designed to maintain and improve the product throughout its entire production life. The CPM team includes representatives from Quality, Engineering, Parts, Purchasing, Manufacturing, and Brand Service, who provide resources and expertise. The team is responsible for reviewing all product information channeled to CPM from various sources, such as customer visits, dealer reports transmitted via product support tools, warranty claims, telemetry, and quality reports from manufacturing units and suppliers. Any product issue reported is analyzed and managed systematically so that speedy technical resolutions can be provided to the production platforms to improve product design, mitigate any supplier issues, or fine-tune assembly methods, in order to meet customer needs and prevent recurring issues.

Recall Campaigns

The decision to launch a remedial action (including voluntary recall campaigns), also known as a Product Improvement Program (PIP), is made by the Current Product Management (CPM) team. This decision takes into account both technical factors and the impact on customers. The CPM team evaluates the safety aspects of every PIP by using tools such as the Safety Risk Assessment and, based on the index obtained, determines whether to launch a specific voluntary recall campaign.

Once a voluntary recall campaign has been approved and prepared for release, it is introduced to the network, ensuring its rapid completion to minimize customer impact and maximize customer vehicle availability.

The implementation of a recall campaign falls within the product quality control process, and involves all of the functions that interact directly with customers, including brand organizations and dealers. During recall campaigns that require vehicle repair, CNH Industrial utilizes different programs and channels to inform customers about work to be performed on their vehicles. The Best Service Program, for example, is a tool for managing campaigns that are particularly sensitive due to the geographic area or product type. The program offers centralized support to dealers and other commercial entities, and fosters customer loyalty by reducing vehicle downtime at repair shops. A call center coordinates activities and keeps both customers and dealers informed, while ensuring spare parts are supplied as promptly as possible.

Ensuring CNH Industrial customers safe and reliable products is a key aspect for the Company. In this respect, the Quality Control process includes a Reporting Procedure for Product Safety Problems that enables both the service network and employees to report any product safety issue found. In a dedicated section on the corporate Intranet, employees can report events involving any of the Company's products. The reports received are analyzed and duly processed by the CPM team. In addition, to speed up the reporting of potential quality problems, the service network is provided with appropriate Incident Reporting Guidelines.

NUMBER OF RECALL CAMPAIGNS (PIPs)

CNH Industrial worldwide (no.)

	2022	2021	2020
Mandatory campaigns	102	112	92
Safety campaigns	21	17	18
Total	123	129	110

Decarbonization Strategy



CNH Industrial aims to reduce CO₂ and other air emissions through the proper management of climate-related risks and opportunities. To tackle climate change issues, CNH Industrial integrated a number of carbon-reduction initiatives and specific climate-related topics into its Sustainability Plan, defining long-term strategic targets that will drive its business strategy. The

Company's decarbonization strategy guides the development of its product portfolio and R&D efforts regarding new technologies, often in collaboration with business partners, startups, and third-party experts.

In 2022, CNH Industrial calculated its Scope 3 GHG emissions and identified Category 11 (Use of Sold Products) as the focus area where we have the greatest opportunity to reduce GHG emissions. For 2022, our Category 11 emission represent over 90% of the Company's total GHG emission, and equaled 47M metric tons of CO₂. As a result, CNH Industrial has submitted a plan to the Science Based Targets initiative (SBTi) for approval that includes a dedicated reduction of our Scope 3 emissions by 2030. To achieve this, CNH Industrial is committed to advancing product technologies and solutions that ultimately reduce the lifetime emissions of products sold, including electrification, more efficient powertrains, machine optimization, automation, and biofuels.

Biofuels & Biomethane

CNH Industrial fully recognizes the importance of promoting a circular product life cycle to minimize environmental impact and reduce CO₂ and other air emissions. One possible response to this is to promote the use of fuels from renewable sources or from processes generating negative CO₂ emissions.

For CNH Industrial, the immediate usability of biomethane makes it the most promising alternative fuel. Whether in gas form (CNG) or liquefied form (LNG), the basic fuel is the same; what changes is the method of storage, distribution, and use.

Biomethane is a naturally occurring gas derived from renewable sources that is chemically identical to fossil natural gas (NG). This fuel can play a significant role in achieving a circular economy, given that it comes from organic waste materials, such as agricultural biomass (crop

residues, agricultural or animal waste, waste from the food processing chain), and from the organic fraction of municipal solid waste (OFMSW), all of which can be transformed into an energy resource. Moreover, if sourced from manure, it can remove more carbon from the atmosphere during its production than is generated during combustion.

Biomethane is considered a strategic fuel owing to the main benefits that derive from its use, namely:

- 95% fewer well-to-wheel CO₂ emissions compared to diesel, and up to 120% fewer CO₂ emissions if sourced from manure
- 90% fewer NO₂ emissions compared to diesel
- 50% fewer aldehyde emissions compared to diesel
- 80% fewer ozone-generating agents compared to conventional fuels
- 85% fewer particulate matter (PM) emissions compared to diesel
- can be used with current production technologies.

In 2021, New Holland Agriculture launched its T6 Methane Power tractor series, produced at its plant in Basildon (UK). The tractor is the result of years of pioneering work on the use of alternative fuels and it marked a significant milestone in the journey towards decarbonizing agriculture. The T6 Methane Power won the prestigious Sustainable Tractor of the Year 2022 award at the International Exposition of Machinery for Agriculture and Gardening trade show held in Bologna (Italy).

In 2022, New Holland Agriculture unveiled the T7 Methane Power LNG pre-production prototype tractor. In comparison to the T6 Methane Power CNG, the T7 will present a fourfold increase in operational range capacity, while delivering the same power, torque, and autonomy as a diesel tractor without the need for any fuel extra tanks.

In partnership with Bennamann, the New Holland T7 Methane Power tractor is fueled by fugitive methane, strategically captured from livestock waste slurry lagoons. The methane is converted into fuel-grade liquefied natural gas (LNG) using patented cryogenic processes that solve the low boiling point challenge historically seen with this fuel source. This clean energy source powers the T7 with full-day energy independence, is net carbon negative, and can interchangeably serve as a power supply as needed.

At up to 270 horsepower, the T7 is fully capable of all advanced precision farming technologies and provides the same power and torque capabilities of a similar traditional internal combustion tractor. With the high energy density of LNG, it requires no extra tank, and compared to diesel, emits 80% less carbon monoxide emissions, 90% less non-methane hydrocarbons, 98% less particulate matter, and 62% less nitrous oxide.

In the field, the LNG T7 has shown to reduce carbon dioxide emissions by 878 tonnes per year, equivalent to approximately 100 western households. Its power mobility can potentially expand to multiple revenue applications for the end user.

Electrification

For Agriculture and Construction, the main drivers for electrification developments are productivity, performance, and sustainability. Electrification technologies unlock the full potential of sustainable precision agriculture and construction equipment, supporting autonomous operations, providing better control, and delivering environmental benefits.

At CNH Industrial, three levels of electrification are currently being developed:

- **Light Electrification:** on-board electric power generation connected to the internal combustion engine, with enough capacity for electrified implements
- **Medium Electrification:** hybrid electric propulsion systems that use an internal combustion engine and electrified driveline, which delivers higher driveline efficiency and better traction on top of the advantages of “light” electrification
- **Full Electrification:** battery electric tractors with no internal combustion engine that deliver all the benefits of “medium” electrification along with zero emissions

In agriculture, key customer needs are increased speed of operation and reduced operating, fuel, and maintenance costs. In particular, customers seek precision applications of fertilizers and chemicals, optimized planting and seeding, and minimal soil degradation.

CNH Industrial is a minority investor in the Monarch Tractor, the first fully electric autonomous tractor on the market, which will contribute to accelerating agriculture’s transition towards autonomy and electrification. This strategic partnership is an important step towards further enhancing long-term sustainability, enabling the world’s farmers and agribusinesses to realize profitable low-emission farming. The partnership also underscores the Company’s commitment to rapidly improving its alternative propulsion and precision farming portfolio. In 2022, New Holland introduced the new T4 Electric Power utility tractor – a full electric tractor with no internal combustion engine. And there are many benefits: battery powered, highly responsive, advanced drivability with smoother shuttling and gear shift, reduced noise and operating cost up to 90%.

In addition, New Holland has also developed the e-Source: an external generator that provides energy to power electric implements. A tractor equipped with E-source can handle both standard and electric implements. In field operations, e-implements deliver a 35% reduction in fuel consumption and CO₂ and 45% lower noise. Additional benefits include less oil contamination in the field, improved machine control, greater potential data streams, and safer operation versus the equivalent mechanical/hydraulic implements.

In the Construction segment, key customer needs are lower annual operating costs and reduced maintenance and fuel costs. Customers seek the performance improvements delivered by high torque, rapid operator responsiveness, as well as zero emissions and low noise for indoor operations.

CASE Construction Equipment first launched its electrified backhoe loader “Zeus” in 2020 at the Con Expo trade show and won the 2020 Innovative Iron Award from Compact Equipment magazine. This CASE 580 EV delivers the same power and performance as other diesel-powered backhoes in the brand’s product line. It also has considerably lower daily operating costs while producing zero emissions.

In 2022, New Holland unveiled the very first fully electric model in the history of mini excavators, the E15X Electric Power. The E15X is an electric vehicle with very low operating noise, and is suited for a wide variety of applications, from agriculture and horticulture to landscaping, general digging, and demolition tasks in indoor or confined workspaces.

Digitalization and Connectivity



Self-sustaining food systems is one of the material topics identified by the materiality analysis. The ability to offer agricultural products and solutions promoting an economic system with zero impact on resources is one of the future global challenges that CNH Industrial intends to tackle.

With the effects of climate change being felt globally, predictive models and analysis are needed more than ever to plan farming operations and manage crop cycles in the context of more severe weather conditions and unseasonal events.

Developing connectivity and digitalization solutions, and creating data-driven value, translates into tools that enable CNH Industrial's brands to offer customers ever-more efficient, sustainable, and smart products to support their businesses.

The Internet of Things (IoT), for instance, has opened up a new world of connectivity that enables streamlining the integration of new technologies and optimizing their implementation, thus developing a range of services more relevant to customers.

An example of this is the CNH Industrial Service Delivery Platform – the Company's own 'cloud' – that provides access to specific services and stores operational data for all connected machines, delivering the following benefits:

- in agriculture, through precision and digital farming, real-time data can be collected and analyzed for better informed decision-making
- in construction, the idle-time monitoring feature enables fleet managers to detect inefficiencies.

Precision Farming and Digital Agriculture

Precision farming and digital agriculture deliver advanced technologies and digital solutions to help farming operations. They include GPS-enabled solutions such as automatic guidance systems, and artificial intelligence and big data solutions, smart devices, cellular data connectivity, deep learning, field drones, low-power sensors, hyperspectral sensors, improved satellite imaging, and cloud computing, all delivering a wealth of information organized within geospatial datasets.

Precision farming and digital agriculture are all about optimizing the crop production cycle processes and producing more food while creating the perfect balance between soil, water, nutrients, and chemicals, using just the right amount of seed, and tending the land no more than is necessary, without waste, which translates into better yields and optimized costs with less environmental impact. CNH Industrial's solutions help agribusinesses significantly enhance their sustainability by: reducing their emissions; ensuring the targeted application of seeds, fertilizers, and crop protection products; and enabling carbon sequestration farming practices.

The Company currently offers a strong end-to-end precision farming portfolio covering every aspect of the crop cycle, featuring factory-fit technology, aftermarket offerings, and digital solutions for both Company brands and mixed fleets. CNH Industrial's precision and digital farming strategy and offering center on two main areas:

- Fleet – focusing on asset (machine/fleet) productivity, by improving asset uptime (through proactive and predictive error resolution) and machine utilization (through the optimization of logistics and maintenance)
- Farm – focusing on improving operational and agronomic productivity through farm management software, by delivering structured critical operations information in real time, pre and post season data, and applications supporting agronomic decisions. Additional focus on precision farming technologies that enable:
 - machine guidance and control
 - agronomic sensing and monitoring
 - machine and implement automation.

CNH Industrial offers a range of aftermarket precision farming technology solutions through AGXTEND™, its own incubator for tech startups. AGXTEND™ provides agricultural equipment users with exclusive productivity-enhancing technologies able to deliver benefits throughout the entire cropping cycle. The initial offering includes 5 solutions:

- zero-chemical weed control using electro-herbicide technology, an effective and more sustainable alternative to agrochemicals
- real-time soil sensing systems that automatically adjust implement working parameters to deliver uniform tillage performance
- highly accurate near-infrared sensing systems providing real-time crop quality data, yield maps, and harvest information
- a biomass sensing package that analyzes actual plant conditions to then calibrate fertilizer applications
- the use of Internet-of-Things (IoT) logic combining a range of real-time weather sensor data for informed agronomic decision making. This solution can also enable customers to plan their spraying schedule around honeybee activity to protect the bees from pesticides.

The AGXTEND™ product range is designed to fully integrate into the Company's existing precision farming platforms – Advanced Farming Systems (AFS®) from Case IH, S-TECH from STEYR, and Precision Land Management (PLM®) from New Holland Agriculture. It is also compatible with a vast range of competitor tractors, harvesting equipment, and farming machinery.

AGXTEND™ expands CNH Industrial's offering of precision farming solutions with data-driven products that enhance the efficiency of a machine's main technology features, further improving the sustainability footprint of farms.

The essence of digital farming consists in aggregating and creating value from data, which is no longer sourced merely from farm equipment but is also generated using new services and algorithms and transformed into actionable intelligence. The wealth of data delivered by digital farming enables growers to select and use the right product at the right rate, in the right place, at the right time, driving and optimizing agronomic output with minimal environmental impact. Digital farming requires:

- smart machines – able to receive, send, generate (via sensors), and process data, using inputs only as needed, for greater efficiency and reduced environmental impact
- connected machines – with communication and interface standards enabling the seamless exchange of data between machines, with business partners, and among data portals
- connected in-field (micro) and remote (macro) sensors – able to collect environmental data for cloud-computing and for building predictive models.

Data management is crucial in digital farming: data volumes must be manageable and, above all, controllable. Managing data through a data portal makes it easier to control information processing and flow. The farmer retains data ownership at all times, choosing how to allocate access rights, which data to share, and which partners to share it with. The Company's farming solutions are machine and implement-centric, designed to optimize equipment use within any farming system.

The use of digital and precision solutions, whether applied to farm, field or fleet, increases farm profits by cutting costs and improving yields, all while reducing the environmental pressure – which can be significantly affected by baselines and the correct use of these technologies. Improving carbon sequestration and minimizing chemical and nitrogen runoff absorbed to the soil or dissolved in surface or groundwater resources.

A description of how digital agriculture solutions can improve environmental aspects such as climate change, acidification and eutrophication, biodiversity, water resources, and soil degradation is provided below.



CLIMATE CHANGE



Agriculture impacts climate change due to the greenhouse gas (GHG) emissions generated during operations and the conversion of forests into farmland. In 2020, the European Union's Scientific Advice Mechanism estimated that the global food production system contributes to 37% of total GHG emissions worldwide. Digital agriculture can potentially reduce GHG emissions through precision solutions such as:

- guidance systems, which help optimize rows and thus minimize machine fuel consumption

- predictive models such as change detection, predictive maintenance, and track and trace, which improve logistics and minimize fuel consumption
- digital agricultural data that, among other things, is used in carbon credit programs that support regenerative farming practices.



ACIDIFICATION AND EUTROPHICATION



The excess use of fertilizers applied to soil can cause acidification, which is detrimental to the soil's ecosystem. Moreover, when it rains, excess fertilizer can also run off into lakes, streams, or coastal waters, causing eutrophication. Studies have shown that:

- the use of variable rate technology allows applying the optimal amount of fertilizer based on the field's actual needs
- automatic section control technology prevents application overlaps and/or applications outside field boundaries, thus optimizing fertilizer management and consumption.



BIODIVERSITY



Over 95% of pesticides land on targets other than the intended species. In this regard:

- selective spraying technology enables the targeted application of pesticides only where weed/pest issues are detected

- predictive analysis, using remote sensing/change detection and weather forecast data, allows farmers to schedule pesticide applications more effectively and to detect pest and weed issues proactively.



WATER RESOURCES



Agricultural irrigation is responsible for the greatest share (70%) of global water consumption. In this regard:

- according to the US Department of Agriculture, water management practices can reduce water flow volumes by 20-40% and nitrate loads by 40% annually, and can increase yields by 10% in dry years

- predictive analysis using weather forecast data helps farmers optimize irrigation schedules.



SOIL DEGRADATION



There are many causes of soil degradation, the main one being extensive agriculture – especially in terms of overwatering, pesticide use, over-cultivation, and not tending to the field after harvest. In this regard:

- guidance systems help avoid soil compaction by minimizing tracked areas while maximizing those for crop growth

- predictive analysis helps farmers plan the optimal soil management operations, schedule irrigation and chemical applications more effectively, making soil management practices more sustainable
- digital agriculture also helps plan crop rotations and crop residue management which contribute to preserving soil biochemical content.

Precision Construction

Precision construction technologies, sold under Site Solutions (CASE Construction Equipment) and Fleet Systems (New Holland Construction), enhance precision when using machines on site, improve safety, and enable optimization of the entire fleet. The Company's construction telematics software, namely CASE's SiteWatch™ and New Holland's FleetForce™, provides measurable and actionable data (including on fleet location, performance, and fuel consumption) for better fleet management. The information is sent to the Cloud in real time, which gives fleet managers full control wherever they are via their internet connection. By tracking each vehicle and measuring its performance, factors impeding machine productivity can be detected and corrected immediately to improve overall performance. For example, fleet managers can identify machines being used for unsuitable tasks or consuming too much fuel, and therefore optimize equipment deployment, which reduces fuel consumption and air emissions.

The software helps to identify problems before they occur and sends critical information in real time, which enables maintenance to be scheduled as needed and minimizes repair costs and downtime. The idle time monitoring feature allows fleet managers to detect any inefficiencies and take immediate corrective action to reduce costs and the environmental impact caused by machine idling. The pre-programmed reports on machine use help plan working schedules and track operations to increase total productivity.

CNH Industrial has shifted the focus of its digital strategy towards analytics and uptime, with huge amounts of data being collected and analyzed to predict and prevent potential anomalies and inefficiencies before they occur. To this end, CASE Construction Equipment and New Holland Construction enhanced their software by developing a new architecture and business model enabling them to proactively help dealers and customers. Their new connectivity-enabled services often reduce the need for multiple servicing of machines, which translates into increased uptime and reduced environmental impact by limiting unnecessary travel.

Additionally, both brands continue to expand their offerings of machine control solutions within their respective product ranges. These solutions can significantly increase machine productivity by automating repetitive operator tasks with the utmost precision, preventing over digging and undercutting while reducing overall fuel consumption and general wear and tear.

Automation



Autonomous vehicles are one of the key material topics for CNH Industrial and its stakeholders due to their potential impact on the value chain, customers, and the environment.



Autonomous vehicles can improve product use by the customer, and the product's impact on the environment during use. The sale and diffusion of



autonomous vehicles can potentially reduce CO₂ emissions and enhance productivity in agriculture and construction.

Highly Automated and Autonomous Farming

CNH Industrial's R&D efforts have been consistently progressing towards the development and commercialization of fully autonomous vehicles. The focus is primarily on technologies to assist operators with automation and precision machine application control, moving closer to full vehicle autonomy so as to completely automate the repetitive field operations performed by agricultural machinery, including: vehicle end-of-row turning, soil management optimization, nutrient distribution, accurate seed placement, crop protection, and grain threshing and cleaning for enhanced harvest quality.

CNH Industrial's Innovation Group approaches autonomous concept technology proactively, so as to help farmers and agribusinesses sustainably boost production and productivity by maximizing the timeliness of field operations based on soil and weather conditions, while optimizing labor.

New Holland Agriculture is responsible for a new CR Revelation combine range that takes automation to a whole new level thanks to its award-winning IntelliSense™ solution. This revolutionary system features a host of improvements in terms of farming productivity, from increased daily output and improved grain quality to less waste and grain damage. It also delivers significant benefits for the operator, from requiring fewer decisions to enhanced comfort and safety, less fatigue, and a simple, user-friendly interface. Customers find the system intuitive, easy to use, and reliable, and their feedback suggests it would be of benefit to new and less-experienced operators and that it significantly increases performance and grain quality. The brand's flagship rotary combines feature fully automated core harvester functions that has the potential to deliver increased productivity. In 2020, the IntelliSense™ system was further enhanced by adding barley to the range of compatible crops and by integrating Grain Cam™ technology, which enables the combine to detect the percentage of impurities in a grain sample. Deep learning and artificial intelligence accelerated the development of the system's new algorithms for barley compared to other crops (such as wheat and corn). Case IH has its own version of this technology, called AFS Harvest Command™.

In 2020, New Holland Agriculture expanded CR Revelation's precision land management (PLM™) solutions by adding new features that further enhance the combine's efficiency and productivity, such as IntelliTurn™, which automatically plots and executes the most efficient turn path at the end of a row to minimize unproductive time during the turn. These technologies and features focus on ease of use while mitigating human error and maximizing productivity.

In 2021, CNH Industrial acquired Raven Industries, a leader in precision agriculture technology, building upon a long-standing partnership and marking an important milestone in the Company's digital transformation. The Raven Autonomy technology leverages the best of precision technology, machine learning, and artificial intelligence (AI) to create autonomous agriculture solutions that enable producers to further optimize field outcomes in terms of input efficiency and crop productivity. It enhances operational efficiency and accuracy, minimizes human inconsistencies, and maximizes customers' bottom line, while also eliminating wasteful processes and increasing efficient resource allocation.

Specifically, Raven Autonomy offers:

- Driver Assist Harvest Solution, where the combine operator can summon a driverless tractor and trailing grain cart into position to unload the combine grain tank while in continuous harvest motion. This reduces the idle and transit times of agricultural equipment
- VSN Visual Guidance, which reduces operator error - including eliminating the need for repeated or corrective passes in the field
- AimCommand Flex II, drastically reduces crop or off-site damage due to misapplication of chemicals
- SlingShot technology, which provides provides machine performance information, enabling the further optimization of farming operations.

The above features will ultimately lead to more sustainable farming operations and a positive impact on the environment.

Since the unveiling of its autonomous concept vehicle, Case IH has further developed the technology behind it. Different farming operations around the world require different levels of automation. Through extensive Customer-Driven Product Design research, the brand found that current and future command and control solutions can be grouped together based on the degree of automation required by different applications, and according to which it defined 5 categories of automation and autonomy for agriculture:

- guidance
- coordination and optimization
- operator-assisted automation
- supervised autonomy
- full autonomy.

Case IH carried out an autonomous tractor pilot program to study the ways new autonomous technologies can be used to meet real on-farm requirements. The program focused on deep tillage for improved water infiltration and on seedbed preparation, using a small fleet of autonomous Steiger® Quadtrac® tractors pulling True-Tandem™ disk harrows or Ecolo-Tiger® disk rippers. These system combinations helped evaluate autonomous machine control in a variety of tillage applications, considering different soil types, meteorological conditions, and sensing and perception solutions for field anomalies.

Leveraging the findings of the pilot project, the brand expanded its advanced farming systems (AFS™) offering by introducing the AFS Soil Command™ seedbed sensing and agronomic control technology, which helps control soil management equipment settings regardless of field conditions, ensuring consistent and optimal soil tilth, crop residue management, and seedbed conditioning when preparing the soil for the next planting season.

All depth controls are automatically pre-set to within 1/10th inch accuracy and monitored from within the cab on the vehicle display (eliminating the need to check the tillage process from the ground), prioritizing yield-enhancing information and feedback received in real time from below the seedbed surface. This solution reduces fuel use by 17% while enhancing labor and planting efficiency, machine productivity, and crop yield. Building on the existing pre-set controls, a new feature was incorporated in 2020 whereby field agronomists can use the AFS Connect™ portal to remotely send tillage instructions to the AFS Soil Command™, enabling optimal machine settings and self-adjustments based on field conditions. This level of tillage precision is a tremendous advance in soil management, as it helps preserve soil carbon, reduces fuel consumption, and enhances long-term soil conservation. In addition, New Holland has expanded its IntelliBale automation capabilities for large square balers to include a LiDAR sensor affixed to the tractor to scan the windrow ahead for density, volume and direction of travel. The three-dimensional sensor input can direct tractor steering and speed while positioning the baler for optimal forage packaging.

In 2020, Case IH also launched its new AFS Connect™ Magnum tractor, while New Holland introduced the T8 with Intelligence high horsepower tractor, further extending its range of tractors featuring ISOBUS Class 3 technology. Using the operator interface on the vehicle display, the automatic control of tractor functions such as steering, speed, and hydraulics, result in less operator fatigue and increased field efficiency. The customized control settings increase operator efficiency and vehicle performance. The fully integrated Case IH AFS Connect™ and New Holland PLM Connect digital portals enable data to be easily accessed and exchanged via the display, facilitating accurate and timely decision making and agronomic prescriptions. The system is compatible with a range of CNH Industrial and third-party implements alike. All CNH connected vehicles are monitored in regional Universal Control Rooms to provide immediate alerts to dealers and customers should any vehicle need service attention.

In 2022, CNH introduced the Case IH Trident applicator vehicle, fully equipped with Raven technology. It features industry-leading vision guidance system for hands-free steering in emerged crops, increasing efficacy of herbicide applications and reducing crop damage and the need for re-treatment. The vehicle also includes a full package of precision farming technology, section control, automatic end of row turns and a highly-precise nozzle to nozzle control system, all resulting in 15% less idle times and 20% more daily coverage than prior solutions.

CNH Industrial has also released Case IH AFS AccuSync and New Holland PLM IntelliField whereby producers are able to share real-time data between machines in the field. Farmers can connect multiple machines in a field using 4G telematics hardware, sharing coverage maps and A/B guidance lines. Field progress from coordinated vehicle operation within the same field can be monitored on the display of any participating vehicle, taking further advantage of field logistics, support and tendering capabilities within the enterprise. This feature also supports implement section control based on operational coverage at the field level. Even in the presence of irregular-fields, or where grass waterways or other internal anomalies are present, the system is designed to prevent overapplication, and all field data for tillage, planting, seeding, nutrient application, spraying, and harvest are uploaded into the Brand Connect portals. The system works to ensure parallel passes by all equipment, preventing inadvertent skips or overlaps. During harvest, accurate yield maps are achieved where less-than-full swath is used. This solution will contribute to grower efforts to manage crop inputs more sustainably through more efficient application and fleet operations at critical time throughout the cropping season.

CUSTOMERS, SALES, AND

AFTER-SALES



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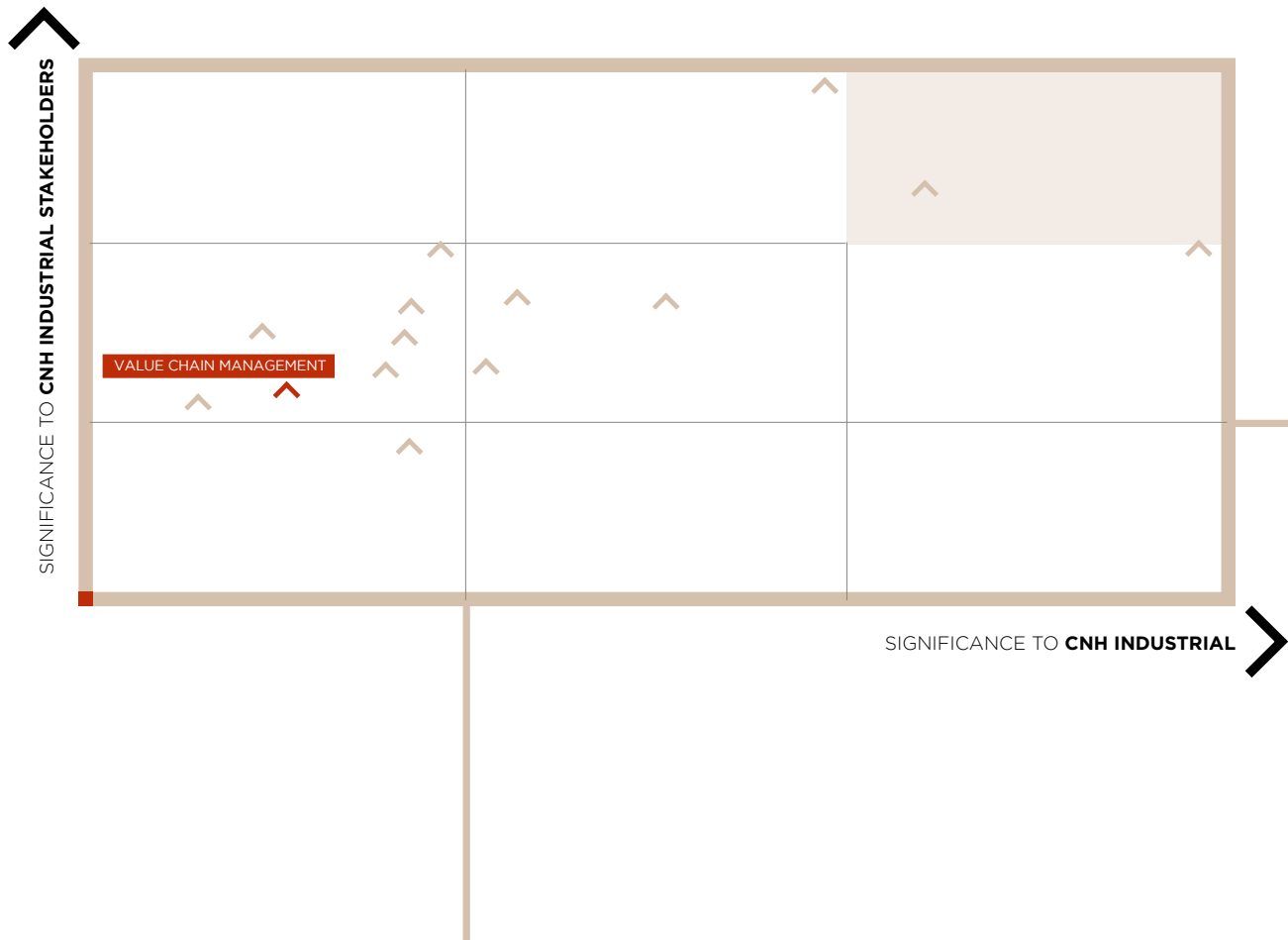
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Dealer Management and Partnerships



The dealer network is part of CNH Industrial's value chain, and fostering dealer partnerships through positive value chain management is one of the key material topics that emerged from the materiality analysis.

CNH Industrial understands that the dealer and service network provides a gateway for communication, service and support between the Company and its customers. Dealerships interact every day with the customers who use the Company's products in their work, who need advice on the best purchasing options and who want assurance that their investment is in a suitable solution that meets their business needs. This relationship must therefore be one of mutual trust, whereby customers can depend on timely assistance and minimum downtime.

The dealer network is managed by geographic area and by brand, adhering to global business standards and sharing best practices to achieve positive Company, dealer and customer outcomes.

Each brand is responsible for managing Company-to-dealership relations and for defining its operating guidelines, with suitable structures and provisions in place to meet the needs of local markets. The dealer and service network is required to meet CNH Industrial's qualitative standards, which are verified periodically and updated, and to implement the Company's specific dealership development training programs. The main goal of these programs is to enable dealerships to offer customers the best service possible, thus contributing to the dealers' growth while creating a stronger brand value proposition and more competitive dealer network. In addition, the brands' websites offer customers specific tools to assess the environmental impact of products, by calculating, for example, the lifetime total cost of ownership (TCO) of off-road vehicles, or the carbon footprint emissions of a fleet.

An operational governance mechanism, the Compliance Helpline, is available to CNH Industrial dealers to report potential violations of corporate policies, the Code of Conduct, or applicable laws.

Detailed qualitative standards are set for each brand and specified in the operating guidelines accompanying the contract that each dealership signs when admitted into the Company's dealer network. These standards mainly concern:

- dealer facilities and visual identity guidelines
- sales performance objectives
- after-sales support
- financial services.

The guidelines' visual identity and facilities section provides guidance on managing the physical appearance of the dealership, including exterior and interior layouts, furnishings, posters, and staff uniforms. For all other aspects (sales, service, and spare parts), there are detailed indications to help dealers define suitable outlet size, optimize internal whologoods, parts and information flows, and promote the right brand experience, as well as regarding required equipment (IT and special workshop tools) and appropriate headcount by function. The guidelines also specify the equipment and key performance indicators (KPIs) to be monitored for each focus area of business (response time in the event of downtime and management procedures for Product Improvement Programs). They additionally describe the best practices identified worldwide as well as the training requirements for dealership personnel, indicating the number of hours and types of courses that CNH Industrial will provide for each professional role.

In order to be admitted into the dealer and service network of a CNH Industrial brand, potential dealers and their respective processes are rigorously assessed for approval by the representatives of all Company's functions, and the process is managed through an Electronic Network Action Approval Form (eNAAF). For new dealers, the recommended standards to be met and a detailed business plan are part of their start-up process.

Various CNH Industrial personnel provide introductory and follow-up training and support to the new dealerships entering the Company's network, giving guidance according to their areas of expertise:

- network development
- wholegood, parts and technical service sales
- after-sales support
- financial services.

In addition, dealers may request the specific support of the Company Training function responsible for each respective market, and access many online training courses made available by the Company.

CNH Industrial representatives, who visit dealerships regularly, are responsible for communicating any changes in quality standards based on their area of competence, and for establishing a schedule for dealership compliance. Updates on qualitative standards are also provided during regular events held specifically to engage the appropriate dealer network's representatives.

For any non-compliance or emerging needs identified during audits, an action plan is established and monitored through follow-ups. Some CNH Industrial brands strongly encourage dealers to pursue international quality standards, such as ISO 9001 for quality management systems and ISO 14001 for environmental management systems.

Through the Dealer Satisfaction Survey (DSS), the Company measures dealer satisfaction with certain CNH Industrial brands in Europe and North America, focusing on aspects such as: marketing and sales activities; products; vehicle ordering and delivery; support and relationships with local teams/managers; spare parts; warranty terms; after-sales teams; training; and support from manufacturers. Dealer feedback in these areas within certain CNH Industrial brands and regions is also regularly gathered through participation in dealer advisory groups and councils.

Dealers are fully engaged in all of the above activities and their comments and suggestions are used by CNH Industrial to improve performance and partnerships.

Dealer Portal

Once the contract is signed, the dealer's admission to the dealer and service network is coded, which entails the creation of a username and credentials to access the Dealer Portal. This web portal connects the global dealer network to CNH Industrial, and provides the tools to manage sales and after-sales support. Through the Dealer Portal dealers can access the systems to:

- configure a vehicle or implement and provide a price quote for the customer
- enter purchase orders in coordination with Company demand planning and manufacturing scheduling
- download vehicle and machine Operator's Manuals
- register new vehicle warranties
- order spare replacement or service parts
- obtain technical information and specialist assistance for machine application optimization
- receive authorization to perform warranty repairs
- manage Product Improvement Programs (PIPs, or recall campaigns)
- dealer to company business transactions documentation
- receive promotional and marketing communications about replacement or service parts
- follow up on progress towards achieving replacement or service parts fulfillment, availability and revenue targets.

All activities related to the technical management of products are overseen by Quality and Product Support, which manages the e-TIM and ASiST tools, accessible via the Dealer Portal.

e-TIM is the primary support tool for any dealer facing an issue with a vehicle or machine. The system provides an extensive technical information database for all products, and specifies how to perform repairs and which tools to use. It also provides Service Bulletins describing how to address recurring problems and Product Improvement Programs (PIPs), and a repair history for each vehicle or machine. The service network can therefore access specific technical information on repairs and receive authorizations to perform warranty repairs in real time.

Should more specific technical assistance be required, ASiST enables interactive, online contact with teams of product specialists. ASiST also provides valuable data on the frequency of defects evidenced during repairs. This allows CNH Industrial's Quality and Current Product Management (CPM) teams to identify and solve global product issues in a timely manner, thus reducing warranty costs, facilitating the rapid launch of PIPs, and improving customer satisfaction.

Audits and Incentives

The dealer network is audited yearly on qualitative standards, either by CNH Industrial, external agencies, or by the dealership itself through self-assessments. The audit checklist, which is based on the Company's quality management system, covers 3 main areas – sales, after-sales, and replacement parts – as well as specific aspects for each.

Dealerships are evaluated on competitiveness, organizational structure, financial sustainability, customer service and satisfaction, visual identity, equipment and operations, administration and marketing, sales, replacement and wear parts, and participation in training.

In Europe, the programs implementing dealer qualitative standards are monitored and managed by such dedicated systems known as: the Network Assessment Tool (NAT), for New Holland Agriculture, Case IH, and CASE Construction Equipment. Such systems manage information on all CNH Industrial brands' dealers and sub-dealers, allowing them to continually monitor their compliance with required qualitative standards, while overseeing the measures in place to meet them. Such systems also collect information on every dealership audit performed, using the results to analyze dealer performance and, if necessary, develop action plans to help resolve any weaknesses detected.

In North America, in 2022, 90% of New Holland Agriculture dealers were assessed on a number of programs for service excellence and compliance. The primary focus areas were service, sales compliance, and marketing programs.

In Europe, 90% of New Holland Agriculture and Case IH dealerships were audited by internal brand auditors and 10% by third parties, with all audits focusing on the ISO 9000 series of quality standards.

In Latin America, 60% of New Holland Agriculture dealers were assessed by internal brand auditors and 24% by third parties, with 12% of audits focusing on the ISO 9000 series of quality standards.

The quality audit results determine dealership access to the incentive programs established by each respective brand to reward dealer compliance. Incentive programs are meant to assess dealers and reward best-in-class performance across a wide range of operational and performance criteria. They are developed in line with global market strategies, and their main objective is to drive business growth and outstanding customer service among dealerships. Incentive programs include New Holland Agriculture's *Top Partner Program*, New Holland Construction's *Dealer Standards Program*, Case IH's *Red Excellence Program*, STEYR's *Premium Partner Program*, and CASE Construction Equipment's *North American Partnership Program*.

In North America, in 2022, 91% of Case IH dealerships were assessed under the Pinnacle Program, with a focus on sales, marketing, operations, parts and service, and the brand's Advanced Farming Systems (AFS). Meanwhile, 100% of CASE Construction Equipment dealers were assessed by the CASE field team as part of the North American Partnership Program.

In Latin America, 51% of New Holland Construction dealerships were assessed under the Dealer Standards Program, which covers sales, services, parts, corporate, and KPIs. As regards CASE Construction Equipment, not all dealerships in Latin America fall under the Dealer Standards Program. Those that do were assessed with regard to sales, services, parts, finance, sustainability, facilities, and corporate areas, and according to standard procedures and KPIs.

Dealership Training

CNH Industrial has created a training department to meet dealer network training needs and enhance staff knowledge and expertise. Every year, the Company designs and runs special training programs for approximately 82,000 dealership users (technicians, salespeople, and after-sales staff), tailored to the strategies and needs of each segment, brand, and geographic area.

Training courses are designed to develop and build on the dealership staff's product knowledge, managerial skills, and technical competencies, and to raise awareness of a corporate identity built on standards of excellence. Furthermore, all the technical training courses delivered also feature specific sessions on safe product operation and on environmental and sustainability issues that each dealership location potentially impacts through the normal course of business.

The training approach aims at improving the dealer network's expertise and ability to meet customer requirements, from offering products that meet their needs, to performing repairs in a timely fashion, to minimizing product downtime. Training is designed to offer customized solutions consistent with current market conditions, with a wide range of activities often delivered in the local languages of dealers and customers.

Training courses are provided in many forms, from traditional face-to-face Instructor Led Training (ILT), featuring both classroom and hands-on workshop sessions, to remote training courses delivered online via the Web Academy platform, using web-based learning, virtual classrooms, and blended learning. Delivery methods are chosen by users according to the certification level required to provide support for the products within their portfolio. Moreover, all educational material is accessible online through the Web Academy platform, which maximizes the availability timeframe for courses and controls costs by reducing the need to travel.

2022 WEB ACADEMY



CNH Industrial worldwide (no.)

Area	Training Centers	Dealership staff registered	Sessions completed by dealership staff	Dealership staff participations in completed sessions	Total session days attended by dealership staff
North America	5	26,300	2,000	262,000	98,700
Europe	9	26,200	2,700	48,600	36,600
Latin America	4	16,000	2,700	198,700	74,100
Rest of World	11	13,300	900	15,200	11,800
Total	29	81,800	8,300	524,500	221,200

Financial Services

Financial Services, primarily under the brand CNH Industrial Capital, offers a range of financial products to dealers and customers in the various geographic areas in which it operates. Financial Services' goal is to facilitate dealer and customer access to the Company's products and services by providing them with tailored financial solutions while securing an appropriate level of profitability and equity remuneration.

In 2022, the total managed portfolio, including the portfolio held by non-consolidated joint ventures, reached approximately \$23.8 billion globally. The main products offered are wholesale financing for dealers, retail financing for end users for the purchase or lease of new and used equipment, commercial revolving accounts and financing programs dedicated to industrial suppliers.

Financial Services supports the Company with all aspects of the management of receivables and related risks, consistent with its goal to drive best-in-class performance, leveraging core competencies and ensuring skills enhancement within the Company. It also entails progressive process standardization and system integration, as well as the implementation of common policies, all of which drive efficiencies in terms of operation and governance.

Spare Parts Distribution

For customers using CNH Industrial products in their work, it is crucial to find the replacement or service parts they need as quickly as possible at their dealership workshops. In this regard, the Company boasts a complete range of new and remanufactured parts, accessories, attachments, and telematics solutions ensuring the value and performance over the long term of every brand's current and past models. Through a global network of 29 parts depots worldwide. The Company offers dynamic logistics and assistance teams committed to guaranteeing the best quality standards and technology, the timely availability and delivery of parts, and solutions to issues that arise.

Assistance to the dealer network is guaranteed 24/7, and replacement or service parts under the special assistance program are shipped within 2 hours. CNH Industrial works in partnership with selected suppliers to provide the right services, products, and solutions that best support the dealer network in defining new business opportunities and increasing customer satisfaction and loyalty.

To improve both customer service and quality and to reduce operational costs in parts distribution, the Company implements the CNH Industrial Business Systems (CBS) approach at its parts distribution centers worldwide. The CBS methodology is already successfully implemented in Company manufacturing operations, and leverages the expertise and experience gained there. The CBS approach improves warehouse processing as well as parts distribution through different modes of transportation. The implementation of a set of best practices enables the optimization of replacement or service parts supply and distribution, improving quality and delivery standards.

Green Depot

The CNH Industrial and IVECO parts distribution center in Sorocaba (Brazil) has a LEED Gold certification, an international recognition awarded to eco-friendly buildings by the U.S. Green Building Council (USGBC). The center was designed to rationalize energy consumption and water usage, and to maximize the use of sustainable materials and the quality of the working environment.

The building's energy consumption was reduced by installing large glass windows and a special roof covering. The windows let in more sunlight, thus reducing electricity consumption by 40%. Special translucent tiles that filter light and repel heat comprise 4% of the roof covering, while the rest consists of white metal tiles with rockwool filling that reflect sunlight and improve cold/heat regulation. The consumption of water was rationalized through a rainwater collection system, which reuses the water to irrigate the surrounding green areas, cutting water consumption by approximately 30% compared to traditional buildings. Furthermore, almost 53% of the construction materials are either recycled or certified as sustainably sourced. In addition to these structural measures, the project also aims at developing and sustaining a green culture among employees, encouraging them to respect the environment and to use low emission in their daily commutes or on-site.

Customer Management

The customer experience is the ultimate expression of CNH Industrial's value chain, and is therefore an important material topic for both the Company and its stakeholders. Customers use CNH Industrial products in their daily work and therefore, in order to enhance productivity. With the complexity and diversity of the landscapes where customers conduct their business, they need practical advice on the best purchasing options, the right amount to invest, and which products meet their business needs. The Company's product distribution network is structured so as to suit the priorities of its customer base, while the brands' websites made available and maintained to help customers identify the best purchasing options.

A key factor in managing expectations is the ability to provide customer service, to provide the latest product information and to promptly address unresolved problems. These functions are also crucial in laying the foundations for future success because it helps any areas where improvement in customer satisfaction is needed; furthermore the degree of customer satisfaction; furthermore, customer feedback and suggestions help identify suggested changes that are required to existing product ranges, and new product lines to be developed to meet future market needs. The Company considers this role important for building trust, while stakeholders view it as an opportunity to optimize efficient equipment use and thus limit disruptions in the successful completion of tasks.

CNH Industrial's commitment to its customers is a cornerstone of its Code of Conduct, which states that the Company and all its executives, managers, and employees shall strive to meet and exceed customer expectations, while continually improving the quality of the Company's products and services. Moreover, as stated in the corporate Data Privacy Policy, CNH Industrial strives to protect values such as confidentiality and personal data protection rights, in compliance with applicable laws.

Each brand is responsible for managing customer relations and for delivering on these principles and guidelines. The Company continually monitors the value it delivers to customers through multiple means, including customer satisfaction levels, inviting every recipient of customer assistance to participate in follow-up surveys.

An operational grievance mechanism, the Compliance Helpline, is available to CNH Industrial customers to report potential violations of corporate policies, the Code of Conduct, or applicable laws.

Customer Engagement



CNH Industrial is strongly committed to interacting closely with its existing and prospective customers in order to create transparent and lasting relationships, based on the Company's fundamental principles. To this end, and to facilitate collaboration with all stakeholders (markets, area managers, dealers, and salespeople), the Company established the following activities:

- Lead Management (pre-sales) – interaction with customers and delivery of a caring, professional service, while collecting customer feedback on both met and un-met needs and measuring customer satisfaction with the services offered
- Customer Data (pre and after-sales) – organization of data on existing and prospective customers, made easily accessible so as to optimize relations and increase value delivery
- Customer Relationship Management (pre and after-sales) – through extensive activity planning, execution, and evaluation, Customer Relationship Management (CRM) focuses on the design, operation, and coordination of multiple interaction touchpoints to deliver a real brand experience to the customer through digital channels. CRM drives the program, providing direction to involve all key players, creating synergies between the different stakeholders, and supporting brands and departments to align processes and strategies to the brand vision
- Customer Experience – the mapping, measurement, and optimization of the interaction between customer and brand at all touchpoints, aiming to meet or exceed customer expectations, gain customer loyalty, create true advocates among customers, and monitor satisfaction levels to improve the quality of the services offered. Entering the customer mindset and mapping the customer journey are key elements in documenting and fully understanding the complete customer experience, transitioning new customers from awareness to engagement and purchase.

CNH Industrial processes customer data in separate databases for each brand, through a central system managed by geographic area and business segment, adopting a unified approach for all brands and markets. The central database provides an integrated view of the customer information collected from the different sources, and, in terms of distribution and follow-up, assists in the operational management of both customers and prospective sales leads (entered into the system by the brands, by the dealers themselves, or by the customers through the brand and/or product website). It also includes other data, such as on customer service interactions, information requests, breakdown assistance, lead management, surveys, and anything else that may involve the customer. Relevant information can be accessed by the marketing teams to create advertising campaigns and generate lists of sales prospects, and by any sales team entering into a negotiation with a customer.

Customer Feedback Process

The Market Research Department manages CNH Industrial's market research projects worldwide. It defines the objectives of each assignment in collaboration with internal customers (mainly Marketing and Product Development), and achieves them by applying dedicated methodologies to collect customer feedback and suggestions. The approaches used include in-depth interviews, focus groups, telephone interviews, web surveys, product tests, and social media monitoring.

CNH Industrial has always considered the customer's opinion the foundation for developing new products and for defining a customer-oriented brand strategy. To this end, the Market Research Department, both globally and in each geographic area, supports all business units through market research with the aim of collecting customer inputs to use in future product development and brand strategies.

Through various projects, the Market Research Department compiles key information on:

- specific customer needs, based on geographic, economic, and cultural background
- customer usage and attitudes
- customer interest in new solutions and features
- customer and dealer satisfaction
- brand perception and positioning.

Results are fully integrated into the Company's processes in order to build brand strategies in line with customer needs, and to provide customers with the best-in-class products and services required for the growth of their businesses.

Customer research complements the Global Product Development process, with emphasis on incorporating customer needs and preferences early in the design stages. Market research teams work closely with internal customers on both brand and technical aspects to design projects that efficiently elicit accurate customer input. Research methods vary based on the strategic questions to be addressed. The Company leverages dedicated tools (interviews at trade shows and other events, web surveys) to gather information effectively and make the experience of participating in research a positive one.

Research findings are incorporated into the product design process, the creation of business cases, and overall strategy to ensure that development and execution are customer driven.

At the same time, customer satisfaction is measured throughout the process to assess how the Company is performing at various steps on the owner's journey. Customer feedback is passed on to the relevant departments, providing opportunities to improve customer satisfaction and identify early trends. The results of these surveys are consolidated and submitted to the marketing research teams on a monthly basis.

Through Customer-Driven Product Definition (CDPD), CNH Industrial customers actively participate in the early definition development and testing of new models. CDPD consists in: collecting feedback from customers; analyzing their suggestions; meeting with product platform teams; customer testing of new model prototypes followed by a comparison of their main features; and integrating customer suggestions into final product specifications. All of these stages lead to product designs that not only ensure optimal performance and efficiency, but also meet the needs of the customers who work with CNH Industrial vehicles every day.

Transparent Communication

CNH Industrial recognizes that advertising must be truthful and transparent, and advocates positive and responsible values and conduct across all forms of communication.

In 2022, no significant final rulings¹ were issued against the Company for non-compliance with regulations or voluntary codes concerning:

- marketing communications, including advertising, promotions, and sponsorships
- product and service information and labeling
- breach of customer privacy and loss of customer data.

¹ Significant final rulings are defined as having, individually, an adverse material effect on the Company.

Customer Relations



From the initial contact onwards, CNH Industrial interacts with and assists its customers to give them an experience that meets their expectations. The Company's Customer Care departments specialize in developing, managing, and promoting customer service solutions, fostering long-lasting relationships, and satisfying customer needs and expectations. Customers

may request information or report an issue via the brands' websites, toll-free numbers, smartphone applications, or via email – 24 hours a day, 7 days a week. Customer Care staff manage the entire process, from initial customer contact to final feedback to the customer, ensuring resolutions in the timeliest manner.

Each and every CNH Industrial brand, department, and geographic area has a contact person for each type of information request or complaint, ensuring issues are dealt with as quickly and comprehensively as possible.

CNH Industrial's Customer Service centers work closely with brands, dealers, Technical Services, Quality, and other functions, providing services in the following areas:

- Customer Relations (pre and post-sales) – aimed at managing the overall customer experience by ensuring a direct and effective communication channel to assist customers by means of accurate and timely inquiry feedback and complaint management
- Uptime Support – services designed to intervene by any means to ensure minimum downtime in the event of a machine breakdown.

CNH Industrial centers all operations around customer needs and on developing good customer relations. Each brand is responsible for managing its respective website and social network presence, and for launching a wide range of communication channels so that customers may interact in the way that suits them best (online, social media, distribution networks, phone support, etc.). Requests are initially handled by the Customer Center's first-level support. If a case cannot be solved at first level, the Customer Center escalates the request to internal or external Company resources, such as field services or dealerships, to get accurate feedback for the customer. Customers who have filed a request are invited to take part in a survey on whether CNH Industrial met their expectations. These inquiries are organized by type or category, and assigned a target date or objective for completion.

2022 CUSTOMER RELATIONS

CNH Industrial

	Region	Segment	
		Agriculture	Construction
Contacts processed (no.)	North America ^a	16,246	6,552
Complaint resolution within 5 days (%)		86.3%	84.6%
Contacts processed (no.)	Europe	47,300	7,050
Complaint resolution within 5 days (%)		71%	72%
Contacts processed (no.)	Latin America	4,401	6,391
Complaint resolution within 5 days (%)		96%	98%
CUSTOMER SATISFACTION			
Customer participation in satisfaction surveys (%)	North America ^a	2.7%	0.4%
Customer satisfaction index (scale 1-10)		2.9	9.0
Complaint resolution quality		3.3	3.0
Customer participation in satisfaction surveys (%)	Europe	^b	^b
Customer satisfaction index (scale 1-10)		^b	^b
Complaint resolution quality		^b	^b
Customer participation in satisfaction surveys (%)	Latin America	51%	55%
Customer satisfaction index (scale 1-10)		8.64	8.56

^(a) Contacts processed by email, calls in MSD, and inbound calls in BT.

^(b) Data not statistically relevant in Europe.

Customer Assistance

A Company's long-term success is closely linked to the trust it builds among its customers by ensuring their satisfaction and winning their loyalty, making them brand advocates in the marketplace. That is why CNH Industrial puts customers and their needs at the center of its after-sales service and support strategies, leveraging a number of dedicated tools, processes, and programs to assist them, given that they use CNH Industrial products in their business and vehicle downtime results in profit loss.

Uptime Support

Uptime Support intervenes in the event of vehicle breakdowns within the Agriculture and Construction segments, to ensure that all necessary steps are taken to minimize downtime. A dedicated Service Team, Parts Shipment and Delivery team oversees the location and delivery of parts or complete components, including overseas shipments. Through a carefully monitored process, the Uptime Support service tracks repairs through the dealers or with the customers until all issues are resolved, allowing customers to get back to work as soon as possible.

2022 UPTIME SUPPORT



CNH Industrial

	Region	Segment	
		Agriculture	Construction
Contacts processed (no.)	North America ^a	49,833	15,395
Average call center response time (seconds) to dealers (a)		1415	1366
Contacts processed (no.)	Europe	80.000	3.000
Average call center response time (seconds)		19	14
Contacts processed (no.)	Latin America	1.318	
Average call center response time (seconds)		-	
CUSTOMER UPTIME			
Customer participation in satisfaction surveys (%)	North America	56.5%	48.8%
Customer satisfaction index (scale 1-10)	Europe	91%	72%
Customer participation in satisfaction surveys (%)	Latin America	73%	25%
CUSTOMER SATISFACTION INDEX			
Customers invited to participate in the survey (%)	North America ^b	100%	^b
Customer participation in satisfaction surveys (%)		23.1%	^b
Customer satisfaction index (scale of 1-10)		9.5	^b
Customers invited to participate in the survey (%)	Europe	100%	^b
Customer participation in satisfaction surveys (%)		10.6%	^b
Customer satisfaction index (scale of 1-10)		8.5	^b
Customers invited to participate in the survey (%)	Latin America	78%	^b
Customer participation in satisfaction surveys (%)		47%	^b
Customer satisfaction index (scale of 1-10)		8.46	^b

^(a) In North America, the average call center response time refers to the time required to respond to the dealer, with either a resolution or next steps, following the dealer's (not the customer's) first contact.

^(b) In the Construction segment, Uptime Support surveys are not available in Europe and Latin America. In North America not available for customers.

04



APPENDIX

Pages > 189-229

REPORT PARAMETERS



PERFORMANCE INDICATORS



ASSURANCE STATEMENT



GRI CONTENT INDEX



SASB INDEX



CONTACTS



REPORT

PARAMETERS



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191 — Scope

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Objectives

CNH Industrial's Sustainability Report aims to give stakeholders a comprehensive overview of the Company's operations, integrating financial results and economic commitments with environmental and social ones. This is the tenth annual CNH Industrial Sustainability Report.

This Report has been prepared with reference to the GRI¹ Standards. The topics covered in the Report originate from the materiality analysis. The contents were integrated with the information requirements of ESG² investors and financial and non-financial analysts who periodically review the Company's sustainability performance.

CNH Industrial's strategic approach is set out in the chapter Our Commitment to the Future, on page 17, which also includes the Sustainability Model summarizing CNH Industrial's approach to sustainability, and explains how the materiality analysis evolved from a context analysis tool into a business tool used by senior management to identify strategic targets consistent with, and integrated into, the Company's business strategy.

Scope

Unless otherwise stated, the scope (reporting period) of the Sustainability Report covers information and data for the year 2022 – which coincides with the calendar year – for all CNH Industrial segments worldwide consolidated in the 2022 EU Annual Report as of December 31, 2022.

Unless otherwise indicated, the terms 'Company' and 'CNH Industrial' refer to CNH Industrial including all its subsidiaries (also called 'legal entities' or 'group of companies').

The Company is divided into the following geographic areas: North America (NA), Europe, Middle East and Africa (EMEA), Latin America (LATAM), and Asia Pacific (APAC).

The geographic designations have the following meanings:

- North America: United States, Canada and Mexico;
- Europe, Middle East, and Africa: member countries of the European Union, European Free Trade Association, the United Kingdom, Ukraine and Balkans, Russia, Turkey, Uzbekistan, Pakistan, the African continent and the Middle East;
- Latin America: Argentina, and Brazil; and
- Asia Pacific: Continental Asia (including the India subcontinent), Indonesia, and Oceania.

In some cases, data in the Report is presented based on geographical divisions (North America, Europe, South America, Rest of World) to reflect year-over-year changes.

It should be noted that the definition of plant used in the Sustainability Report is in line with that in the 2022 EU Annual Report. The exclusion of any geographic area, legal entity, plant or specific site from the scope of the Report is attributable to the inability to obtain data of satisfactory quality or to the immateriality of its activities (as is often the case for newly acquired legal entities, joint ventures, or manufacturing activities not yet fully operational). In some cases, subsidiaries or plants not consolidated in the financial statements were included within the scope of the Report because of their significant environmental and social impact. Any significant variations in the scope of the Report or in the data are expressly indicated in the text or tables in the Appendix.

¹ The Global Reporting Initiative (GRI) is a multi-stakeholder association for the development and disclosure of standards for reporting on an organization's economic, environmental, and/or social impacts.

² Environmental, social, and governance.



2022 PLANTS OVERVIEW


































































































CNH Industrial worldwide

Country	Plant	Segment ^a	Primary Functions								
				Quality	Safety	Environment	Energy				
				ISO 9001	ISO 45001	Scope Safety	ISO 14001	Scope Envir.	ISO 50001	Scope Energy	
NORTH AMERICA											
Canada	> Saskatoon	AG	Seeding equipment	W	W	✓	W	✓	W	✓	
Mexico	> Querétaro	AG & CE	Components	W	W	✓	W	✓	W	✓	
USA	> Benson	AG	Sprayers, cotton pickers		W	✓	W	✓	W	✓	
USA	> Burlington	CE	Backhoe loaders, forklifts	W	W	✓	W	✓	W	✓	
USA	> Fargo	AG & CE	Tractors, wheel loaders	W	W	✓	W	✓	W	✓	
USA	> Goodfield	AG	Soil management equipment	W	W	✓	W	✓	W	✓	
USA	> Grand Island	AG	Tractors, combines	W	W	✓	W	✓	W	✓	
USA	> New Holland	AG	Hay, forage	W	W	✓	W	✓	W	✓	
USA	> Racine	AG	Tractors, transmissions	W	W	✓	W	✓	W	✓	
USA	> St. Nazianz	AG	Self-propelled sprayers		W	✓	W	✓	W	✓	
USA	> Wichita	CE	Skid steer loaders	W	W	✓	W	✓	W	✓	
EUROPE, MIDDLE EAST & AFRICA											
Austria	> St. Valentin	AG	Tractors	W	W	✓	W	✓	W	✓	
Belgium	> Antwerp	AG	Components (transmissions, rear axles, drivelines)	W	W	✓	W	✓	W	✓	
Belgium	> Zedelgem	AG	Combines, forage harvesters, balers	W	W	✓	W	✓	W	✓	
France	> Coëx	AG	Grape harvesters	W	W	✓	W	✓	W	✓	
France	> Croix	AG	Cabins	W	W	✓	W	✓	W	✓	
Italy	> Jesi	AG	Tractors	W	W	✓	W	✓	W	✓	
Italy	> Lecce	CE	Wheel loaders, compact track loaders, telehandlers, graders	W	W	✓	W	✓	W	✓	

^{a)} AG = Agriculture (Case IH, New Holland Agriculture, STEYR, Raven, Flexi-Coil, Miller, Kongskilde).
CE = Construction (CASE Construction Equipment, New Holland Construction, Eurocomach).

KEY



Country	Plant	Segment ^a	Primary Functions								
				Quality	Safety	Environment	Energy				
				ISO 9001	ISO 45001	Scope Safety	ISO 14001	Scope Envir.	ISO 50001	Scope Energy	
EUROPE, MIDDLE EAST & AFRICA											
Italy	> Modena	AG	Components (hydraulic groups, drivelines, axles, cabs)								
Poland	> Kutno	AG	Row crop, cultivators, harvesters								
Poland	> Plock	AG	Combines, balers, headers								
Russia	> Chelny	AG	Tractors, combines								
Sweden	> Överum	AG	Ploughs								
UK	> Basildon	AG	Tractors								
Uzbekistan	> Tashkent	AG	Tractors								
LATIN AMERICA											
Argentina	> Córdoba	AG	Tractors, combines								
Brazil	> Contagem - Belo Horizonte	CE	Backhoe loaders, crawler excavators, crawler dozers, wheel loaders, graders, dozers								
Brazil	> Curitiba	AG	Combines, tractors								
Brazil	> Piracicaba	AG	Sugarcane harvesters, sprayers								
Brazil	> Sorocaba	AG	Combines, components								
ASIA PACIFIC											
China	> Harbin	AG	Combines, tractors, balers								
India	> Noida	AG	Tractors								
India	> Pithampur	CE	Backhoe loaders, earth compactors								
India	> Pune	AG	Sugarcane harvesters, combines								

^{a)} AG = Agriculture (Case IH, New Holland Agriculture, STEYR, Raven, Flexi-Coil, Miller, Kongskilde).
 CE = Construction (CASE Construction Equipment, New Holland Construction, Eurocomach).

2022 Data Coverage

For occupational health and safety data, there are 31 ISO 45001 certified plants, accounting for 89% of Company plants and representing approximately 100% of revenues from sales of products manufactured at CNH Industrial plants.

Information on environmental performance (including VOC, water, and waste) and management systems relates to 30 fully consolidated plants, accounting for 86% of Company plants and representing 99.5% of revenues from sales of products manufactured at CNH Industrial plants. There are 31 ISO 14001 certified plants, accounting for 89% of Company plants, representing approximately 100% of revenues from sales of products manufactured at CNH Industrial plants, and relating to 30,133 employees (or about 99% of the workforce at the plants within the reporting scope).

Information on energy performance (including CO₂, NO_x, SO_x, and dust emissions) and management systems relates to 30 fully consolidated plants, accounting for 86% of Company plants and representing 99.5% of revenues from sales of products manufactured at CNH Industrial plants. There are 30 ISO 50001 certified plants, accounting for 86% of Company plants, representing 99.5% of revenues from sales of products manufactured at CNH Industrial plants, and relating to 29,737 employees (or about 97.5% of the workforce at the plants within the reporting scope).

Moreover, there are 31 ISO 9001 certified plants, accounting for 89% of Company plants, representing 96.8% of revenues from sales of products manufactured at CNH Industrial plants, and relating to 29,684 employees (or about 97.4% of the workforce at the plants within the reporting scope).

Methodologies

Approach to Data Calculation

- To enable comparability over time, where available, the data presented refers to the 3-year period from 2019 to 2022. In some circumstances, as a result of the demerger, data prior to 2022 was not able to be separated from on-highway vs. off-highway business. Therefore, previous years' data was excluded and only 2022 data is presented.
- Figures in currencies other than US dollars were converted at the average exchange rate on December 31, 2022.
- Target achievement dates are always year-end, i.e., they refer to December 31 of the year indicated.
- Financial data was collected directly, rather than extrapolated, from the Annual Report on Form 10-K as of December 31, 2022. The 2022 Annual Report on Form 10-K and the 2022 EU Annual Report are available on the Company's website. CNH Industrial's financial communications focus mainly on US GAAP guidelines; as a consequence, all financial data is taken from the Annual Report on Form 10-K, prepared in accordance with US GAAP.
- The value added, representing the value generated by corporate business activities, was calculated via an internal method as the difference between production value and the associated intermediate costs, net of depreciation. The global net value added was then divided among beneficiaries as follows: employees (direct remuneration comprising salaries, wages, and severance pay; and indirect remuneration consisting of welfare benefits); government and public institutions (income taxes); financial providers (interest paid on borrowed capital); shareholders (dividends paid); Company (share of reinvested profits); and local communities.

- Human resources data refers to the entire corporate scope as of December 31, 2022 (unless otherwise specified).
- Employees are divided into 4 main categories: Hourly, Salaried, Professional, and Manager. Professional encompasses all individuals in specialized and managerial roles. Manager refers to individuals in senior management roles. They include both full-time and part-time personnel.
- Contractors are defined as external companies or freelance/self-employed workers who have a contract with a CNH Industrial company and who provide services within the data reporting scope and within the Company perimeter (resident).
- Agency personnel are defined as working for, rather than employed by, CNH Industrial, and are contracted and paid through a third-party company. They are coordinated and overseen by CNH Industrial internal supervisors, and are usually temporary and conduct the same type of activities within the same business scope as CNH Industrial employees.
- Occupational health and safety data refers to both manufacturing and non-manufacturing sites and includes employees, contractors, and agency workers. Data on managers is not included.
- Given the variability during the year of reference in the use of contractors and agency workers at CNH Industrial sites worldwide, their total numbers in the Occupational Health and Safety section are based on basic mathematical calculations: figures are full-time equivalent (FTE) and calculated based on respective total hours worked.
- Injury rates were calculated excluding commuting accidents, i.e., those involving employees during normal commutes between place of residence and work. When calculating injury rates for contractors, hours worked may have been estimated.
- In calculating days of absence, days refer to calendar days.
- Investment data for local communities is categorized as per the principles set out in the Business for Societal Impact (B4SI) framework. Data is based on accounting data and methods, and also includes estimates. With regard to local community projects, the Company monitors both initiative costs and management costs. The initiative cost may be a cash contribution, in-kind donation or volunteer work (the latter is estimated based on the number of hours employees spend volunteering for the initiative during paid working hours³). Management costs can be internal (i.e., the cost of employee time³ to manage and organize humanitarian initiatives promoted by the Company) or external. Figures do not include brand promotion initiatives.
- Regarding environmental and energy performance, normalized production unit indexes were defined to evidence the respective medium and long-term performance trends. This approach highlights enhanced performance due to process improvements, and not simply linked to variations in production volumes. Performance indicators are calculated on the total number of manufacturing hours, defined as the hours of presence of hourly employees within the manufacturing scope required to manufacture a product.
- Values expressed in tons refer to metric tons (1,000 kilos).
- With regard to environmental data, SPARC⁴ or similar systems were individually compiled for each production department based on respective qualitative and quantitative data. Individual Standard Aggregation Databases only include data for the activities of the production department in question. Depending on data, the detection criterion was either measured, calculated or estimated⁵.
- NO_x, SO_x, and dust emissions were calculated based on historical average values. Dusts are those deriving from the combustion of fossil fuels (methane, diesel, and LPG).

⁽³⁾ The hourly rate is calculated by dividing the total cost of personnel by the number of employees. The result is then divided by the number of working days per year (240), and again by the standard number of working hours per day (8).

⁽⁴⁾ Sustainability, Performance, Analysis, Reporting & Compliance.

⁽⁵⁾ A value is considered as measured if detected using a certified measurement tool. This criterion remains valid even if a formula is applied to convert the detected value's unit of measurement. A value is considered as calculated if derived from 2 or more measured data items using a formula or algorithm. A value is considered as estimated if based on at least 1 uncertain data item in addition to other measured quantities.

- The Sustainability Report accounts for industrial waste, i.e., any waste directly or indirectly related to production department activities. Industrial waste includes:
 - waste generated in production departments during normal working cycles;
 - waste that, while not directly associated with manufacturing activities, is generated as a result of auxiliary or production support activities within the production department (e.g., maintenance, logistics, clerical, catering, medical room, sanitation, etc.).
- The reporting scope does not include waste that is not associated with manufacturing, auxiliary, or production support activities within the production department, nor waste generated as a result of activities outside the normal production cycle.
- CNH Industrial's wastewater quality indicators - Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD), and Total Suspended Solids (TSS) - correspond to the average concentrations measured at each plant's effluent discharge point and weighted according to the respective volumes discharged. For each plant, calculations were based on the highest BOD, COD, and TSS concentrations measured during the year under normal operating conditions.
- Energy consumption was measured via specific measurement systems and converted into joules through specific equivalences depending on the energy vector. For example, when monitored as a secondary vector, compressed air is indicated in Nm³ and, through conversion formulas, translated into kWh and then GJ. Direct energy refers to the forms of energy that fall within the scope of the organization's operations; it can either be consumed by the organization within its boundaries, or exported to other users. Indirect energy refers to the energy produced outside the scope of the organization's operations, supplied to meet the organization's needs (e.g., electricity, heating, and cooling). The amount of fuel used for the following purposes is reported separately: to move unsold, newly manufactured vehicles to the designated parking lots; to fuel forklifts and internal utility cars; to perform engine tests; and to power generators, motor pumps, pressure washers, and other devices. The key performance indicators (KPIs) to assess energy consumption per production unit and CO₂ emissions per production unit do not take into account diesel or LPG consumption related to logistics or product testing.
- At CNH Industrial, the sources of greenhouse gas emissions, besides the CO₂ emissions from energy consumption, are associated with the use of HFC compounds with global warming potential (GWP) present in air-conditioning, cooling, fire suppression, aerosols (e.g., propellants), and manufacturing equipment. The potential emissions from these substances (CO₂ eq) are negligible compared with emissions from energy production and fall outside the reporting scope.
- CO₂ emissions were calculated according to GHG Protocol standards implemented through Company guidelines. Furthermore, calculations were made using the lower heat of combustion reference value and the emission factors specific to the energy industry's power generation stations, available in the second volume of the IPCC 2006 Guidelines. In terms of emission factors, only CO₂ was taken into account, as CH₄ and N₂O components were considered negligible and therefore de minimis.

- For scope 2 emissions accounting, CNH Industrial applied the dual reporting system of the GHG Protocol Scope 2 Guidance, using both of its allocation methods across all Company plants:
 - the location-based method, which reflects the average emissions intensity of the grids on which energy consumption occurs (using mostly grid-average emission factor data);
 - the market-based method, which reflects emissions from electricity that companies have actively chosen to purchase (or reflects their lack of choice).

In the case of energy produced and purchased outside a plant (mainly electricity and heat), when reporting according to the location-based method, the CO₂ emissions associated with energy consumption were calculated, worldwide, using the emission coefficients (expressed in gCO₂/kWh) provided by either the International Energy Agency or DEFRA (UK). When reporting according to the market-based method, on the other hand, they were calculated using the latest emission coefficients (expressed in gCO₂/kWh) provided by the following sources:

- Re-DISS for CO₂ emissions accounting in Europe;
- International Energy Agency for CO₂ emissions accounting in South America and Rest of World;
- primary energy suppliers for CO₂ emissions accounting in North America.

The key performance indicator (KPI) to assess CO₂ emissions per production unit refers to the scope 2 emissions calculated according to the market-based method.

Corporate Community Investment

The Corporate Community Investment (CCI) tool, developed in line with the Business for Societal Impact (B4SI) framework, is used to evaluate the types of benefits gained in the 4 major areas potentially affected by any project: people, organization, environment, and business. Based on this methodology, the 4 areas are weighted and the project's impact on specific aspects within each is rated on a scale from 1 (no impact) to 5 (very high impact). An average rating is then calculated for each area, representing the indicators (KPIs) to assess the project's overall impact on people, organization, environment, and business, respectively. The KPIs in detail are:

- benefit to people – positive change in people's attitude or behavior; skills and personal development; direct impact on people's quality of life;
- benefit to organization – capacity building;
- benefit to environment – direct environmental impact; impact on human activities and behavior;
- benefit to business – benefits of volunteering for employees (job-related skills, personal impact, behavior change); Improved stakeholder relations/perceptions; business generated; brand awareness.

Definitions

Material Topics

The following are the material topic definitions as submitted to stakeholders for the purpose of assessing their priority within the Materiality Matrix (see page 18), listed in alphabetic order:

- autonomous vehicles: innovative products and solutions for autonomous or self-driving vehicles that use connectivity and big data to reduce human input for hazardous and strenuous tasks. This technology offers potentially significant social welfare benefits, including the potential to reduce fatalities, accidents, fuel consumption, and pollution. Its main applications are in agriculture (e.g., precision farming, agrobotics, and soil protection);
- circular product life cycle: alternative solutions (such as alternative fuels/tractions and remanufacturing) that minimize the impact of a product's life cycle by promoting a circular economy, in which resources are used fully and for as long as possible, and products and materials are recovered and regenerated at the end of their service life;
- CO₂ and other air emissions: activities to further improve energy efficiency and reduce CO₂ and other polluting emissions in: manufacturing processes, building management and maintenance, logistics processes, product development, event organization, and employee commuting;
- connectivity: developing connectivity, digitalization, and big data to offer customers efficient, sustainable, and smart products that support real-time decision making, help identify inefficiencies, enhance productivity, and reduce fuel consumption, pollution, and emissions. Its main applications are in agriculture (e.g., precision agriculture and digital farming) and in construction (e.g., precision construction, machine control solutions, connected vehicles);
- digital workplaces: using new technologies to improve quality and efficiency at work, employee work-life balance (remote work), and the exchange of information, in part to foster innovation; activities that make it easier for employees to adopt the latest technologies and new ways of working in all areas of business (both office and manufacturing); and implementation of measures aimed at improving the management and security of Company and personal data;
- employee engagement: activities that increase employee awareness of sustainability topics, with a specific focus on environmental protection, health and proper nutrition, food security, and food waste;
- innovation-to-zero: the vision of a zero-concept world, i.e., zero emissions, zero accidents, zero fatalities, zero defects, and zero security breaches;
- local community engagement: activities that support local community development, with a specific focus on zero food waste, emergency relief, drought risk mitigation, biodiversity protection, and education on alternative farming techniques;
- occupational health and safety: promoting a consistent and proactive approach to prevent injuries and increase risk awareness across the Company, by adopting the highest standards and best practices;
- renewable energy: promoting the use of energy from renewable sources in manufacturing processes, generated mainly from water, waste, sun, and wind, to limit fossil fuel use and CO₂ emissions;
- self-sustaining food systems: products and solutions for agriculture – including agricultural production, food production, logistics, and distribution – that promote an economic system with zero impact on resources;
- trade, regulations, and public debate: participating in the debate on shaping public policies and defining regulations; helping to identify innovative solutions for standards and guidelines; favoring free trade agreements; advocating action through national and international regulatory bodies; making use of scientific expertise; and investing in innovation;

- value chain management: initiatives to actively engage Company stakeholders (especially suppliers, dealers, and customers) in achieving common improvement targets for the creation of long-term value;
- water and waste efficiency: aspects to be managed in all manufacturing processes, namely water efficiency, water discharge, water availability, waste recovery, and hazardous/non-hazardous waste.

Other Definitions

The term segment refers to Agriculture (AG), Construction (CE), or Financial Services.

Adjusted EBIT of Industrial Activities under US GAAP 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 ongoing operational activities.

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 antidilutive. When the Company provides guidance for adjusted diluted EPS, it does not provide guidance on an earnings per share basis because the US GAAP measure will include potentially significant items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end.

As of the first quarter of 2022, CNH Industrial's 4 geographic areas include the following:

- North America (NA);
- Europe, Middle East and Africa (EMEA);
- Latin America (LATAM);
- Asia Pacific (APAC).

These categories reflect a slightly different geographical breakdown from 2021 regional categorizations. In some cases, data in the Report is presented based on the prior geographical divisions (North America, Europe, South America, Rest of World) to reflect year-over-year changes.

PERFORMANCE INDICATORS



201 — Human Resources

208 — Occupational Health and Safety

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Human Resources

Employees in Numbers

EMPLOYEES BY REGION

CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
North America	15,052	11,244	8,048
Europe	11,769	43,262	41,671
Latin America	8,420	11,542	8,900
Rest of World	4,829	5,847	5,397
Total	40,070	71,895	64,016

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES BY REGION AND CATEGORY^a

CNH Industrial worldwide (no.)

	2022				2021 ^b				2020 ^b			
	Hourly	Salaried	Profess.	Manager	Hourly	Salaried	Profess.	Manager	Hourly	Salaried	Profess.	Manager
North America	9,554	1,350	3,772	376	6,603	679	3,688	274	4,217	102	3,490	239
Europe	6,608	554	4,303	304	28,094	5,628	8,864	676	26,836	5,732	8,438	665
Latin America	6,337	952	1,046	85	8,760	1,315	1,373	94	6,298	1,301	1,218	83
Rest of World	1,661	1,551	1,537	80	2,246	1,832	1,698	71	2,134	1,569	1,622	72
Total	24,160	4,407	10,658	845	45,703	9,454	15,623	1,115	39,485	8,704	14,768	1,059

^(a) For more information on employee categories, see page 195.

^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES BY SEGMENT

CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
Agriculture	33,115	31,103	25,162
Construction	6,052	5,770	5,173
Commercial and Specialty Vehicles	-	25,332	24,230
Powertrain	-	8,213	8,197
Financial Services	80	1,341	1,118
Other Activities ^b	823	136	136
Total	40,070	71,895	64,016

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

^(b) Other Activities include corporate functions.

EMPLOYEES TURNOVER



CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
Employees at January 1	37,763	64,016	63,499
New hires	8,806	13,011	4,897
Departures	(5,840)	(7,297)	(4,529)
Δ scope of operation	(659)	2,165	149
Employees at December 31	40,070	71,895	64,016
Turnover (%)	14.6	10.1	7.1
New hires (%)	22	18.1	7.6

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES TURNOVER BY REGION



CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
North America			
Employees at January 1	11,181	8,048	8,447
New hires	3,741	3,691	690
Departures	(2,542)	(1,806)	(1,089)
Δ scope of operation	(611)	1,311	-
Employees at December 31	11,769	11,244	8,048
Turnover (%)	21.6	16.1	13.5
New hires (%)	31.8	32.8	8.6
Europe			
Employees at January 1	14,111	41,671	41,499
New hires	2,516	4,704	2,469
Departures	(1,552)	(3,330)	(2,397)
Δ scope of operation	(23)	217	100
Employees at December 31	15,052	43,262	41,671
Turnover (%)	10.3	7.7	5.8
New hires (%)	16.7	10.9	5.9
Latin America			
Employees at January 1	7,936	8,900	7,997
New hires	1,684	3,944	1,476
Departures	(1,176)	(1,323)	(622)
Δ scope of operation	(24)	21	49
Employees at December 31	8,420	11,542	8,900
Turnover (%)	14	11.5	7.0
New hires (%)	20	34.2	16.6
Rest of World			
Employees at January 1	4,535	5,397	5,556
New hires	865	672	262
Departures	(570)	(838)	(421)
Δ scope of operation	(1)	616	-
Employees at December 31	4,829	5,847	5,397
Turnover (%)	11.8	14.3	7.8
New hires (%)	17.9	11.5	4.9

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES TURNOVER BY CATEGORY^a

CNH Industrial worldwide (no.)

	2022	2021 ^b	2020 ^b
Hourly			
Employees at January 1	23,427	39,485	38,563
New hires	5,702	10,570	3,927
Departures	(4,241)	(5,121)	(2,990)
Δ change in category	(289)	(262)	(89)
Δ scope of operation	(439)	1,031	74
Employees at December 31	24,160	45,703	39,485
Turnover (%)	17.6	11.2	7.6
New hires (%)	23.6	23.1	9.9
Salaried			
Employees at January 1	4,344	8,704	8,974
New hires	1,110	969	461
Departures	(590)	(863)	(577)
Δ change in category	(236)	(424)	(187)
Δ scope of operation	(221)	1,068	33
Employees at December 31	4,407	9,454	8,704
Turnover (%)	13.4	9.1	6.6
New hires (%)	25.2	10.2	5.3
Professional			
Employees at January 1	9,289	14,768	14,909
New hires	1,930	1,414	476
Departures	(940)	(1,228)	(891)
Δ change in category	378	614	235
Δ scope of operation	1	55	39
Employees at December 31	10,658	15,623	14,768
Turnover (%)	8.8	7.9	6.0
New hires (%)	18.1	9.1	3.2
Manager			
Employees at January 1	703	1,059	1,053
New hires	64	58	33
Departures	(69)	(85)	(71)
Δ change in category	147	72	41
Δ scope of operation	0	11	3
Employees at December 31	845	1,115	1,059
Turnover (%)	8.2	7.6	6.7
New hires (%)	7.6	5.2	3.1

^(a) For more information on employee categories, see page 195.^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES TURNOVER BY AGE GROUP



CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
Under 30 years			
Employees at January 1	5,184	6,764	6,900
New hires	3,571	5,436	2,057
Departures	(1,857)	(1,864)	(952)
Δ age range	(227)	(1,372)	(1,262)
Δ scope of operation	(170)	517	21
Employees at December 31	6,501	9,481	6,764
Turnover (%)	28.6	19.7	14.1
New hires (%)	54.9	57.3	30.4
30 to 50 years			
Employees at January 1	23,851	40,188	39,959
New hires	4,559	6,700	2,522
Departures	(2,967)	(3,543)	(2,062)
Δ age range	(606)	(300)	(334)
Δ scope of operation	(314)	1,176	103
Employees at December 31	24,523	44,221	40,188
Turnover (%)	12.1	8.0	5.1
New hires (%)	18.6	15.2	6.3
Over 50 years			
Employees at January 1	8,728	17,064	16,640
New hires	676	875	318
Departures	(1,016)	(1,890)	(1,515)
Δ age range	833	1,672	1,596
Δ scope of operation	(175)	472	25
Employees at December 31	9,046	18,193	17,064
Turnover (%)	11.2	10.4	8.9
New hires (%)	7.5	4.8	1.9

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES TURNOVER BY GENDER



CNH Industrial worldwide (no.)

Men	2022	2021 ^a	2020 ^a
Employees at January 1	31,527	53,810	53,479
New hires	6,886	10,499	4,005
Departures	(4,726)	(6,057)	(3,806)
Δ scope of operation	(513)	1,628	132
Employees at December 31	33,174	59,880	53,810
Turnover (%)	14.2	10.1	7.1
New hires (%)	20.8	17.5	7.4
Women	2022	2021 ^a	2020 ^a
Employees at January 1	6,236	10,206	10,020
New hires	1,920	2,512	892
Departures	(1,114)	(1,240)	(723)
Δ scope of operation	(146)	537	17
Employees at December 31	6,896	12,015	10,206
Turnover (%)	16.2	10.3	7.1
New hires (%)	27.8	20.9	8.7

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

PROMOTIONS



CNH Industrial worldwide (no.)

	2022	2021 ^a	2020 ^a
Hourly	313	256	97
Salaried	461	719	282
Professional	559	404	223
Manager	88	43	41
Total	1,421	1,422	643

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE GENDER DISTRIBUTION BY CATEGORY^a

CNH Industrial worldwide

	2022				2021 ^b				2020 ^b			
	Men		Women		Men		Women		Men		Women	
	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)
Hourly	21,134	87.5	3,026	12.5	39,975	87.5	5,728	12.5	35,052	88.8	4,433	11.2
Salaried	3,073	69.7	1,334	30.3	6,684	70.7	2,770	29.3	6,142	70.6	2,562	29.4
Professional	8,263	77.5	2,395	22.5	12,25	78.4	3,367	21.6	11,686	79.1	3,082	20.9
Manager	704	83.3	141	16.7	965	86.5	150	13.5	930	87.8	129	12.2
Total	33,174	82.8	6,896	17.2	59,880	83.3	12,015	16.7	53,810	84.1	10,206	15.9

^(a) For more information on employee categories, see page 195.

^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

EMPLOYEES BY CATEGORY BY AGE^a

CNH Industrial worldwide (no.)

	2022			2021 ^b			2020 ^b		
	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years
Hourly	4,574	14,132	5,454	7,291	27,106	11,306	4,931	23,869	10,685
Salaried	1,017	2,861	529	1,392	6,109	1,953	1,164	5,763	1,777
Professional	910	7,016	2,732	797	10,319	4,507	669	9,886	4,213
Manager	0	514	331	1	687	427	-	670	389
Total	6,501	24,523	9,046	9,481	44,221	18,193	6,764	40,188	17,064

^(a) For more information on employee categories, see page 195.^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.EMPLOYEES BY CATEGORY BY AGE^a

CNH Industrial worldwide (%)

	2022			2021 ^b			2020 ^b		
	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years
Hourly	18.9	58.5	22.6	16.0	59.3	24.7	12.5	60.5	27.0
Salaried	23.1	64.9	12.0	14.7	64.6	20.7	13.4	66.2	20.4
Professional	8.5	65.8	25.6	5.1	66.1	28.8	4.6	66.9	28.5
Manager	0.0	60.8	39.2	0.1	61.6	38.3	-	63.3	36.7
Global	16.2	61.2	22.6	13.2	61.5	25.3	10.6	62.8	26.6

^(a) For more information on employee categories, see page 195.^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE GENDER DISTRIBUTION BY LENGTH OF SERVICE



CNH Industrial worldwide

	2022		2021 ^a		2020 ^a	
	Total (no.)	of which women (%)	Total (no.)	of which women (%)	Total (no.)	of which women (%)
Up to 5 years	20,172	20.1	27,477	20.4	18,873	20.3
6 to 10 years	5,317	16.8	11,506	17.1	12,593	16.3
11 to 20 years	9,313	14.4	17,522	16.6	17,391	16.6
21 to 30 years	3,513	12.3	9,724	10.8	9,398	10.2
Over 30 years	1,755	9.5	5,666	8.8	5,761	8.5

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE GENDER DISTRIBUTION BY LEVEL OF EDUCATION^a

CNH Industrial worldwide

	2022 ^b		2021 ^{c,e}		2020 ^{d,e}	
	Total (no.)	of which women (%)	Total (no.)	of which women (%)	Total (no.)	of which women (%)
University degree or equivalent	8,535	23.5	15,511	24.5	14,581	24.0
High school	11,338	13.1	26,409	13.4	23,783	12.5
Elementary/middle school	6,054	7.2	17,001	11.2	16,762	11.0

^(a) Data as at October 31 of each year.^(b) 12,510 employees not mapped for 2022.^(c) 10,466 employees not mapped for 2021.^(d) 8,442 employees not mapped for 2020.^(e) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE GENDER DISTRIBUTION BY EMPLOYMENT TYPE



CNH Industrial worldwide (no.)

	2022			2021 ^a			2020 ^a		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Full time	39,288	32,601	6,687	70,408	59,096	11,312	62,520	53,064	9,456
Part-time	782	573	209	1,487	784	703	1,496	746	750

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE GENDER DISTRIBUTION BY EMPLOYMENT CONTRACT



CNH Industrial worldwide (no.)

	2022		2021 ^a		2020 ^a	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
Men	31,281	1,893	55,551	4,329	51,314	2,496
Women	6,560	336	11,048	967	9,623	583
Total	37,841	2,229	66,599	5,296	60,937	3,079

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

WORKFORCE DISTRIBUTION BY EMPLOYMENT CONTRACT BY REGION



CNH Industrial worldwide (no.)

	2022		2021 ^a		2020 ^a	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
North America	11,727	42	11,128	116	8,037	11
Europe	13,617	1,435	40,547	2,715	39,725	1,946
Latin America	7,694	726	9,132	2,410	7,795	1,105
Rest of World	4,803	26	5,792	55	5,380	17
Total	37,841	2,229	66,599	5,296	60,937	3,079

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

Occupational Health and Safety

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE - EMPLOYEES



CNH Industrial worldwide

2022

Number of fatalities as a result of work-related injury ^a (no.)	0
Number of fatalities as a result of work-related ill health ^a (no.)	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	2
Number of recordable work-related injuries ^c (no.)	94
Number of cases of recordable work-related ill health ^c (no.)	4
Injury frequency rate ^d (total injuries per 1,000,000 hours worked)	1.455
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.042
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0.031
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	1.455
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0.062
Number of hours worked (no.)	64,590,776

^(a) Work-related injuries and ill health are those that arise from exposure to hazards at work, as defined by GRI Standards (GRI 403).

^(b) A high-consequence work-related injury is one that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, as defined by GRI Standards (GRI 403).

^(c) A recordable work-related injury or ill health is that which results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness, as defined by GRI Standards (GRI 403).

^(d) The injury frequency rate is the number of injuries (work-related and non-work related, resulting in more than 3 days of absence) divided by the number of hours worked, multiplied by 1,000,000. The base year (2018) employee injury frequency rate is equal to 2.000 injuries per 1,000,000 hours worked.

^(e) The injury severity rate is the number of days of absence (of more than 3 days, due to work-related and non-work related injuries) divided by the number of hours worked, multiplied by 1,000.

^(f) The rate of high-consequence work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

^(g) The rate of recordable work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE - CONTRACTORS



CNH Industrial worldwide

2022

Number of fatalities as a result of work-related injury ^a (no.)	0
Number of fatalities as a result of work-related ill health ^a (no.)	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	1
Number of recordable work-related injuries ^c (no.)	17
Number of cases of recordable work-related ill health ^c (no.)	0
Injury frequency rate ^d (total injuries per 1,000,000 hours worked)	2.906
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.059
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0.171
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	2.906
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0
Number of hours worked (no.)	5,850,418

^(a) Work-related injuries and ill health are those that arise from exposure to hazards at work, as defined by GRI Standards (GRI 403).

^(b) A high-consequence work-related injury is one that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, as defined by GRI Standards (GRI 403).

^(c) A recordable work-related injury or ill health is that which results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness, as defined by GRI Standards (GRI 403).

^(d) The injury frequency rate is the number of injuries (work-related and non-work related, resulting in more than 3 days of absence) divided by the number of hours worked, multiplied by 1,000,000. The base year (2018) employee injury frequency rate is equal to 2.000 injuries per 1,000,000 hours worked.

^(e) The injury severity rate is the number of days of absence (of more than 3 days, due to work-related and non-work related injuries) divided by the number of hours worked, multiplied by 1,000.

^(f) The rate of high-consequence work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

^(g) The rate of recordable work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE - AGENCY WORKERS



CNH Industrial worldwide

2022

Number of fatalities as a result of work-related injury ^a (no.)	1
Number of fatalities as a result of work-related ill health ^a (no.)	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	0
Number of recordable work-related injuries ^c (no.)	8
Number of cases of recordable work-related ill health ^c (no.)	0
Injury frequency rate ^d (total injuries per 1,000,000 hours worked)	0.757
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.007
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	0.757
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0
Number of hours worked (no.)	10,562,998

^(a) Work-related injuries and ill health are those that arise from exposure to hazards at work, as defined by GRI Standards (GRI 403).

^(b) A high-consequence work-related injury is one that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, as defined by GRI Standards (GRI 403).

^(c) A recordable work-related injury or ill health is that which results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness, as defined by GRI Standards (GRI 403).

^(d) The injury frequency rate is the number of injuries (work-related and non-work related, resulting in more than 3 days of absence) divided by the number of hours worked, multiplied by 1,000,000. The base year (2018) employee injury frequency rate is equal to 2.000 injuries per 1,000,000 hours worked.

^(e) The injury severity rate is the number of days of absence (of more than 3 days, due to work-related and non-work related injuries) divided by the number of hours worked, multiplied by 1,000.

^(f) The rate of high-consequence work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

^(g) The rate of recordable work-related injuries is the number of such injuries reported divided by the number of hours worked, multiplied by 1,000,000.

Human Capital Development

MANAGERS OF LOCAL NATIONALITY BY REGION^a

CNH Industrial worldwide (%)

	2022	2021 ^b
North America	88	90
Europe	77	83
Latin America	98	95
Rest of World	81	73

^(a) Local managers are those who come from the geographic area in question.

^(b) 2021 data represents previous organization structure prior to demerger with Iveco Group.

TRAINING IN NUMBERS

CNH Industrial worldwide

	2022	2021 ^a	2021 ^a
Training hours (no.)	899,173	1,041,982	598,426
Employees involved in training (no.)	40,511	43,036	35,858
Average hours of training per employee (no.)	22.2	14.5	9.3
Average amount spent per employee (\$)	50.1	26.6	26.1

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

HOURS OF TRAINING BY TYPE OF TRAINING

CNH Industrial worldwide (no.)

	2022 ^a			2021 ^b			2020 ^b		
	Job-Specific Expertise	Management and Soft Skills	Language and Ict Tools	Job-Specific Expertise	Management and Soft Skills	Language and Ict Tools	Job-Specific Expertise	Management and Soft Skills	Language and Ict Tools
Training hours	457,048	434,648	7,182	984,302	49,980	7,700	511,436	73,463	13,527
Average hours of training per employee	11.3	10.7	0.2	13.7	0.7	0.1	8.0	1.1	0.2

^(a) Variations in training from 2021 to 2022 reflect change in number of employees due to demerger with Iveco Group, and investment in company-wide culture training for CNH Industrial, categorized under "Management and Soft Skills".

^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

DETAILS OF TRAINING PER EMPLOYEE BY GENDER ▼

CNH Industrial worldwide (no.)

	2022		2021 ^a		2020 ^a	
	Men	Women	Men	Women	Men	Women
Training hours	729,667	169,506	891,254	150,728	488,039	110,386
Employees involved in training	33,322	7,189	34,437	8,599	28,492	7,366
Average hours of training per employee	22.0	24.6	14.9	12.5	9.1	10.8

^(a) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

DETAILS OF TRAINING PER EMPLOYEE BY CATEGORY^a ▼

CNH Industrial worldwide (no.)

	2022			2021 ^b			2020 ^b		
	Hourly	Salaried and Professional	Manager	Hourly	Salaried and Professional	Manager	Hourly	Salaried and Professional	Manager
Training hours	606,550	277,108	15,176	643,379	379,719	18,884	271,760	314,747	11,919
Employees involved in training	23,086	16,506	881	15,879	25,920	1,237	9,762	24,941	1,155
Average hours of training per employee	18.1	24.9	18.0	14.1	15.1	16.9	6.9	13.4	11.3

^(a) For more information on employee categories, see page 195.^(b) 2021 & 2020 data represents previous organization structure prior to demerger with Iveco Group.

2022 PARENTAL LEAVE ▼

CNH Industrial worldwide (no.)

	Maternity Leave Entitlement			Paternity Leave Entitlement			Adoption Leave Entitlement			Breastfeeding Leave Entitlement		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total Number of Employees entitled to Parental Leave ^a	6,429	0	6,429	31,781	31,781	0	34,287	28,051	6,236	9,778	3,889	5,889
	Maternity Leave			Paternity Leave ^c			Adoption Leave ^{c,d}			Breastfeeding Leave Entitlement ^c		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total Number of Employees entitled to Parental Leave ^b	332	0	332	963	963	0	0	0	0	84	23	61

^(a) Number of employees entitled to parental leave as at October 31, 2021, as per applicable laws, collective labor agreements, and/or Company policies.^(b) From November 2020 to October 2021.^(c) In North America Adoption and Lactation Leaves are included in Family Care Leaves, and so are not included in the data for Parental Leaves.^(c,d) In many Time Keeping/Payroll Systems Adoption Leaves are coded as Maternity or Paternity Leaves, and so here the data for Adoption is partial.

Environment

ENVIRONMENTAL PROTECTION EXPENDITURE AND INVESTMENTS



CNH Industrial worldwide (\$million)

	2022	2021	2020
Plants (no.)	30	30	30
Expenditure	28	24	20
of which on waste disposal and emissions treatment	20	16	12
of which on prevention and environmental management	8	8	8
Investments	3.0	2	2
Cost savings	1.1	1	1

Air Emissions

VOLATILE ORGANIC COMPOUNDS (VOC)^a



CNH Industrial worldwide

	2022	2021	2020
Plants (no.)	30	30	30
Average VOC emissions (g/m ²)	39.8	41.3	44.8
Total VOC emissions (kg)	982,124	929,561	671,044

^a The base year (2018) VOC emissions are equal to 48.2 g/m².

NO_x, SO_x AND DUST EMISSIONS



CNH Industrial worldwide (tons)

	2022	2021	2020
Plants (no.)	30	30	30
Nitrogen Oxides (NO _x)	263.2	244.6	191.8
Sulfur Oxides (SO _x)	30.6	38.8	21.9
Dust	2.7	3.2	1.8

Water Management

WATER WITHDRAWAL PER PRODUCTION UNIT^a



CNH Industrial worldwide (m³/hours of production^b)

	2022	2021	2020
Plants (no.)	30	30	30
Water withdrawal	0.041	0.051	0.055

^a The base year (2018) water withdrawal is equal to 0.060 m³/hours of production.

^b Total manufacturing hours are used to calculate the indicator per hour of production. For the definition of total manufacturing hours, see page 195.

WATER WITHDRAWAL, DISCHARGE, AND CONSUMPTION

CNH Industrial worldwide (thousands of m³)

Plants (no.)	2022		2021		2020	
	All areas	of which in water-stressed areas	All areas	of which in water-stressed areas	All areas	of which in water-stressed areas
Withdrawal						
Groundwater						
Freshwater ^a	618	142	607	171	627	160
Other water ^b	-	-	-	-	-	-
Total groundwater	618	142	607	171	627	160
Third-party water						
Freshwater ^a	846	51	771	52	589	31
Other water ^b	-	-	-	-	-	-
Total third party water	846	51	771	52	589	31
of which municipal water supply	846	51	771	52	589	31
Surface water						
Freshwater ^a	3	1	4	1	5	2
Other water ^b	-	-	-	-	-	-
Total surface water	3	1	4	1	5	2
of which rainwater	3	1	4	1	5	2
Seawater						
Total seawater	-	-	-	-	-	-
Produced water						
Total produced water	-	-	-	-	-	-
Total water withdrawal	1,467	194	1,382	224	1,221	193
Discharge						
Surface water	176	-	132	-	116	-
of which freshwater ^a	176	-	115	-	60	-
Third-party water	833	-	800	-	746	-
of which sent for use to other organizations	4	-	4	-	3	-
Seawater	-	-	-	-	-	-
Groundwater	83	73	109	97	67	66
of which freshwater ^a	83	73	102	90	63	62
Total water discharge	1,092	73	1,041	97	929	66
of which freshwater ^c	680	73	601	90	414	62
of which other water ^d	412	-	440	7	515	4
Consumption						
Total water consumption^c	375	121	341	127	292	127
Total net fresh water consumption^d	1,205	120	1,161	134	1,093	130

^(a) Water with a concentration of total dissolved solids equal to or below 1,000 mg/l, as defined by GRI Standards (GRI 303).

^(b) Water with a concentration of total dissolved solids over 1,000 mg/l, as defined by GRI Standards (GRI 303).

^(c) Calculated as total water withdrawal minus total water discharge.

^(d) Calculated as the sum of the total municipal water supply, fresh surface water withdrawal (excluding rainwater), and fresh groundwater withdrawal minus the discharge to both fresh surface water and fresh groundwater.

WATER RECYCLING INDEX

CNH Industrial worldwide (thousands of m³)

	2022	2021	2020
Plants (no.)	30	30	30
Total water requirement	3,005	2,159	1,867
of which covered by recycling	1,538	777	646
of which water withdrawal	1,467	1,382	1,221
Recycling index^a (%)	51	36	35

^(a) The recycling index is calculated as a percentage of the total water requirement.

MAIN PLANTS LOCATED IN WATER-STRESSED AREAS^a ACCORDING TO THE WRI METHODOLOGY

CNH Industrial worldwide

	2022 discharge water quality (mg/l)	2014 water withdrawal per production unit (m ³ /hours of production ^b)	2022 water withdrawal per production unit (m ³ /hours of production ^b)	Reduction target ^c (2022 vs. 2014)
Querétaro (Mexico)	BOD: 21 COD: 28 TSS: 9	0.021	0.016	-4%
Greater Noida (India)	BOD: 15 COD: 69 TSS: 55	0.105	0.035	-47%
Pithampur (India)	BOD: 33 COD: 212 TSS: 105	0.057 ^d	0.040	-19%

^(a) Areas with a baseline water stress that is high (40-80%) or extremely high (>80%) and an overall water risk that is high (3-4) or extremely high (4-5), according to the WRI Aqueduct Risk Atlas tool, as at December 5, 2018.

^(b) Total manufacturing hours are used to calculate the indicator per hour of production. For the definition of total manufacturing hours, see page 195.

^(c) Refers to water withdrawal per production unit (m³/hours of production). Total manufacturing hours are used to calculate the indicator per hour of production.

^(d) Data was estimated based on the plant's performance in successive years.

2022 WATER WITHDRAWAL, DISCHARGE, AND CONSUMPTION IN WATER-STRESSED AREAS^aCNH Industrial worldwide (thousands of m³)

	Total	Queretaro (Mexico)	Greater Noida (India)	Pithampur (India)
Withdrawal				
Groundwater	142	16	126	-
Third-party water	51	-	-	51
of which surface water	51	-	-	51
of which groundwater	-	-	-	-
of which seawater	-	-	-	-
of which produced water	-	-	-	-
Surface water	1	-	-	1
Seawater	-	-	-	-
Produced water	-	-	-	-
Total water withdrawal^b	194	16	126	52
Discharge				
Total water discharge	73	12	33	28
Consumption				
Total water consumption^c	121	4	93	24
Water consumption per production unit (m ³ /hours of production ^d)	0.02	0.01	0.03	0.02

^(a) Areas with a baseline water stress that is high (40-80%) or extremely high (>80%) and an overall water risk that is high (3-4) or extremely high (4-5), according to the WRI Aqueduct Risk Atlas tool, as at December 5, 2018.

^(b) The total water withdrawal in water-stressed areas corresponds to 4.8% of the Company's total water withdrawal.

^(c) Calculated as total water withdrawal minus total water discharge.

^(d) Total manufacturing hours are used to calculate the indicator per hour of production. For the definition of total manufacturing hours, see page 195.

Waste Management

WASTE GENERATED, DIVERTED AND DIRECTED TO DISPOSAL



CNH Industrial worldwide (tons)

	2022	2021	2020
Plants (no.)	30	30	30
Waste generated, by composition			
Hazardous waste	10,192	8,852	8,816
Non-hazardous waste	137,882	132,335	102,234
Total waste generated	148,074	141,187	111,050
of which packaging	45,721	40,442	30,152
Waste diverted from disposal, by recovery operation^a			
Hazardous waste			
Preparation for reuse	-	-	-
Recycling	6,765	2,391	2,262
of which recycled on site	9	7	9
Other recovery operations	-	-	-
Total hazardous waste diverted from disposal	6,765	2,391	2,262
Non-hazardous waste			
Preparation for reuse	-	-	-
Recycling	130,086	125,374	95,186
Other recovery operations	-	-	-
Total non-hazardous waste diverted from disposal	130,086	125,374	95,186
Total waste diverted from disposal	136,851	127,764	97,448
Waste disposed, by disposal operation^a			
Hazardous waste			
Incineration (with energy recovery)	2,081	2,103	1,809
Incineration (without energy recovery)	140	108	97
Landfill	37	13	20
Other disposal operations (treatment)	1,169	4,237	4,628
Total hazardous waste disposed	3,427	6,461	6,554
Non-hazardous waste			
Incineration (with energy recovery)	4,005	3,359	4,002
Incineration (without energy recovery)	20	8	9
Landfill	2,908	1,537	1,043
Other disposal operations (treatment)	863	2,058	1,994
Total non-hazardous waste disposed	7,796	6,962	7,048
Total waste disposed	11,223	13,423	13,602

^(a) Operation carried out off-site, unless otherwise specified.

WASTE AND HAZARDOUS WASTE GENERATED PER PRODUCTION UNIT^aCNH Industrial worldwide (kg/hours of production^b)

	2022	2021	2020
Plants (no.)	30	30	30
Waste generated	4.19	4.36	4.84
Hazardous waste generated	0.29	0.27	0.37

^(a) The base year (2018) waste generated is equal to 5.12 kg/hours of production. The base year (2018) hazardous waste generated is equal to 0.35 kg/hours of production.

^(b) Total manufacturing hours are used to calculate the indicator per hour of production. For the definition of total manufacturing hours, see page 195.

WASTE RECOVERED^a AND SENT TO LANDFILL

CNH Industrial worldwide

	2022	2021	2020
Plants (no.)	30	30	30
Waste recovered ^b (%)	96.5	94.4	93.9
Waste recovered (tons)	142,937	133,226	98,889
Waste sent to landfill (%)	2.0	1.1	1.0

^(a) Calculated as the sum of waste diverted from disposal and waste incinerated with energy recovery.

^(b) As a percentage of waste generated.

Biodiversity

PLANTS NEAR, BORDERING OR WITHIN PROTECTED^a OR HIGH-BIODIVERSITY AREAS

CNH Industrial worldwide

Plant	Plant primary functions	Plant's total surface area (m ²)	Location with respect to protected area	Species on IUCN Red List of threatened species and on national lists (no.)
CURITIBA (BRAZIL) ^c	> Combines, tractors	792,824	Adjacent to / containing portions of the protected area	101 species listed, of which: <ul style="list-style-type: none"> ■ 0 critically endangered ■ 0 endangered ■ 0 vulnerable ■ 4 near threatened ■ 97 of least concern
ZEDELGEM (BELGIUM) ^b	> Combines, forage harvesters, balers	360,357	Adjacent to the protected area (2,000 m)	232 species listed, of which: <ul style="list-style-type: none"> ■ 8 critically endangered ■ 11 endangered ■ 22 vulnerable ■ 19 near threatened ■ 172 of least concern
PLOCK (POLAND) ^b	> Combines, balers, headers	420,900	Adjacent to the protected area (2,500 m)	392 species listed, of which: <ul style="list-style-type: none"> ■ 2 critically endangered ■ 1 endangered ■ 9 vulnerable ■ 10 near threatened ■ 370 of least concern

^(a) A protected area (national, regional, site of Community interest, special protection zone, oasis, etc.) is a geographically defined area that is designated, regulated or managed to achieve specific conservation objectives. An area of high biodiversity value is an area that is not subject to legal protection, but is recognized by a number of governmental and non-governmental organizations as having significant biodiversity.

^(b) Plant implementing the BRE methodology (see page 149) that is located near, bordering or within protected or high-biodiversity areas.

^(c) Plant implementing the BVI methodology (see page 149) that is located near, bordering or within protected or high-biodiversity areas.

Energy

Energy Consumption and CO₂ Emissions

IMPROVEMENT IN ENERGY PERFORMANCE

CNH Industrial worldwide

	2022	2021	2021
Expenditure (\$million)	68	64	52
Investments (\$million)	4.2	3.8	4.5
Cost savings (\$million)	1.5	2.0	2.4
Energy savings (GJ)	54,030	106,855	144,523
CO ₂ emissions reduction (tons)	4,315	6,264	9,217

TOTAL ENERGY CONSUMPTION^a

CNH Industrial worldwide

	2022	2021	2021
Non-renewable sources			
Plants (no.)	30	30	31
Direct energy consumption			
Natural gas	2,064,174	1,847,354	1,569,047
Diesel	215,217	272,710	154,173
Liquefied petroleum gas (LPG)	74,863	49,719	34,638
Other (HS and LS fuel oil)	-	-	42
Total	2,354,254	2,169,783	1,757,900
Indirect energy consumption			
Electricity	501,166	584,721	474,305
Thermal energy	72,575	73,746	55,803
Other energy sources ^b	43,468	38,646	16,464
Total	617,209	697,113	546,572
Total energy consumption from non-renewable sources	2,971,463	2,866,896	2,304,472
Renewable sources			
Plants (no.)	30	30	31
Direct energy consumption			
Biomass	-	-	2,140
Solar-thermal	130	-	58
Photovoltaic	15,331	6,031	-
Total	15,461	6,031	2,198
Indirect energy consumption			
Electricity	735,746	608,496	502,975
Thermal energy	-	-	-
Other energy sources ^b	48,556	52,458	47,553
Total	784,302	660,954	550,528
Total energy consumption from renewable sources	799,763	666,985	552,726
Total energy consumption	3,771,226	3,533,881	2,857,198

^(a) The base year (2018) energy consumption is equal to 3,459,781 GJ.

^(b) Include compressed air.

ENERGY CONSUMPTION BY TYPE



CNH Industrial worldwide (GJ)

	2022	2021	2020
Plants (no.)	30	30	31
Electricity ^a	1,344,267	1,290,352	1,041,297
Heat	72,705	73,746	55,861
Natural gas	2,064,174	1,847,354	1,569,047
Other energy sources ^b	290,080	322,429	190,993
Total energy consumption	3,771,226	3,533,881	2,857,198

^(a) Electricity also includes compressed air and the electricity generated by the photovoltaic (PV) systems.

^(b) Include Diesel, LPG, Landfill gas and Other (HS and LS fuel oil).

ELECTRICITY CONSUMPTION FROM RENEWABLE SOURCES



CNH Industrial worldwide (%)

	2022	2021	2020
Plants (no.)	30	30	30
Electricity consumption from renewable sources	59.5	51.7	52.9

DIRECT AND INDIRECT CO₂ EMISSIONS^a

CNH Industrial worldwide (tons)

	2022	2021	2020
Plants (no.)	30	30	31
Direct emissions (scope 1)	127,139	119,312	95,064
Indirect emissions (scope 2) - market-based	104,404	100,301	83,631
Indirect emissions (scope 2) - location-based	125,400	118,925	102,467
Total CO₂ emissions^b	231,543	219,613	178,695
Direct emissions from landfill gases	-	-	117

^(a) CO₂ is the only significant greenhouse gas within CNH Industrial's processes (see page 196). For CNH Industrial, biogenic CO₂ emissions are those released by the combustion of landfill gases. The base year (2018) CO₂ emissions are equal to 237,425 tons. There were no significant changes in emissions requiring the recalculation of base year emissions. GHG emissions were consolidated and reported using an operational control approach. For the methodologies and emission factors used, see page 196.

^(b) Total CO₂ emissions are calculated as per the market-based methodology of the GHG Protocol, and do not include emissions from landfill gases.

DIRECT AND INDIRECT CO₂ EMISSIONS PER TOTAL MANUFACTURING HOURS^aCNH Industrial worldwide (tons of CO₂/total manufacturing hours^b)

	2022	2021	2020
Plants (no.)	30	30	30
Direct and indirect CO ₂ emissions per total manufacturing hours	0.0059	0.0062	0.0078

^(a) CO₂ is the only significant greenhouse gas within CNH Industrial's processes (see page 196). The base year (2018) CO₂ emissions per total manufacturing hours are equal to 0.0085 tons/total manufacturing hours. The indicator includes scope 1 and scope 2 emissions, as per the market-based methodology of the GHG Protocol. KPIs include only emissions from manufacturing processes.

^(b) For the definition of total manufacturing hours, see page 195.

ASSURANCE STATEMENT



ASSURANCE STATEMENT

SGS Nederland's report on sustainability activities in the CNH Industrial N.V. 2022 Sustainability Report

NATURE OF THE ASSURANCE/VERIFICATION

SGS Nederland B.V. was commissioned to conduct an independent assurance of the CNH Industrial N.V. (henceforth referred to as "CNH Industrial", or "Company", or "Organization") 2022 Sustainability Report.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all CNH Industrial Stakeholders.

RESPONSIBILITIES

SGS Nederland B.V. is responsible for expressing its opinion on information, graphs, tables, and statements in the Sustainability Report, within the assurance scope described below, for the purpose of informing all interested parties.

SGS Nederland B.V. expressly disclaims any liability or co-responsibility for the preparation of any of the material included in this document or for the process of collection and treatment of the data therein.

The information in the Sustainability Report is the exclusive responsibility of CNH Industrial.

The information in the Report and its presentation are the responsibility of the governing body and the management of CNH Industrial. The Company is responsible for the identification of stakeholders and of material issues, for defining objectives with respect to sustainability performance, and for establishing and maintaining appropriate performance management and internal control systems.

ASSURANCE STANDARDS AND TYPE AND LEVEL OF ASSURANCE

The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised assurance guidance and standards including the Principles contained within the GRI Sustainability Reporting Standards (GRI Standards) 1 Foundation (2021) for report quality, and the guidance on levels of assurance contained within the AA1000 series of standards and ISAE3000.

The assurance of this Report has been conducted according to the following Assurance Standards: AA1000 Assurance Standard v3 Type 2 evaluation of report content and supporting management systems against the AA1000 Accountability Principles (2018).

Assurance has been conducted at a moderate level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy, and reliability of specified performance information as detailed below.

SGS Nederland B.V. was asked to express an opinion in relation to the assurance scope, which includes the following aspects:

- the evaluation of the Report against the GRI Standards, "with reference" option;
- the review of the Company's approach to the materiality analysis and stakeholder engagement processes and initiatives;
- the assessment of the robustness of the data management systems, information flow and controls, and the verification of qualitative and/or quantitative information to confirm the accuracy and the process of data elaboration and synthesis;
- the performance of a type 2 evaluation of the application of the AA1000 AP (2018) and of the reliability of the information reported.
- the confirmation of the adherence of the sustainability model adopted by CNH Industrial to the requirements of ISO 26000 guidance.

ASSURANCE METHODOLOGY LIMITATIONS AND MITIGATION

The verification process is based on SGS Product Procedure for Sustainability Report Assurance and incorporates the AA1000 Assurance Standard as audit criteria. The assurance comprised a combination of pre-assurance research, validation of materiality analysis and stakeholder engagement methodology, the examination of records, procedures and documents, and interviews with personnel and management.

The texts, graphs, and tables included in the Report were verified by selecting, on a significant sample, qualitative and/or quantitative information to confirm the accuracy of the data collection and consolidation process.

Auditing activities were carried out in February 2023 involving the Company's central functions and its plants in Jesi (Italy), Wichita (USA) and Curitiba (Brazil) to assess the reliability of the data reporting process. Concerning the audit at the headquarters and the plant in Curitiba, the audit activities were conducted remotely. The audits at the other plants were conducted on site.

Financial data is taken directly from the independently audited CNH Industrial Annual Report as at December 31, 2022, prepared in accordance with accounting standards generally accepted in the United States (US GAAP) for US Securities and Exchange Commission (SEC) reporting purposes. The US GAAP financial results are included in the Annual Report on Form 10-K.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing, and verification, operating in more than 140 countries and providing services including: management systems and service certification; quality, environmental, social, and ethical auditing and training; environmental, social, and sustainability report assurance.

SGS Nederland B.V. affirms its independence from CNH Industrial, being free from bias and conflict of interests with the Company, its subsidiaries, and stakeholders.

The assurance team was assembled based on the knowledge, experience, and qualifications of the team members, and comprised auditors that are experts in social, governance, and environmental fields and that are qualified against ISO 14001, ISO 50001, ISO 14067 and ISO 14064-1 standards.

ASSURANCE OPINION

On the basis of the verification work performed, we are satisfied, with a reasonable level of assurance, that the information contained in the CNH Industrial 2022 Sustainability Report is accurate, balanced, and reliable, representing a relevant summary of the activities carried out by CNH Industrial in 2022 and an essential tool in communicating with stakeholders.

SGS Nederland B.V. confirms that the information included in the 2022 Sustainability Report provides a material and complete representation of the Company's sustainability performance.

We believe that the Organization has chosen an appropriate level of assurance for this stage in its reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES STANDARD (2018):

With regards to the level of adherence to the AA1000 Principles (Inclusivity, Materiality, Responsiveness, and Impact), and to the approach of the Company to the materiality analysis and stakeholder engagement processes and initiatives, the audit team provides the following opinion:

INCLUSIVITY

The Organization has established a multi-stakeholder participation process that is integrated with the materiality analysis. The stakeholder engagement is continuous and effective and include employees, customers, dealers, opinion leaders, public institutions, NGOs, investors, journalists and Opinion Leaders. In light of all that, SGS Nederland B.V. confirmed through the verification that the Organization supports the principle of Inclusivity.

MATERIALITY

Fourteen (14) material topics have been identified and prioritized in consideration of the requirements of international guidelines and stakeholder feedback. Based on the interpretation of stakeholders' expectations, the Organization has also defined four (4) sustainability priorities, these being Carbon Footprint, Occupational Safety, Life Cycle Thinking, and People Engagement. The sustainability priorities are further driven by aspirational goals, seen as objectives to strive for over the long term. The Company's senior management has set strategic sustainability targets aligned with the material topics included in the Materiality Matrix, and consistent with its sustainability priorities as well as the UN Sustainable Development Goals (SDGs). The Environmental, Social, and Governance Committee regularly reviews the process for identifying key material issues. In light of all that, SGS Nederland B.V. confirmed through the verification that the Organization has identified key material issues and thus supports the principle of Materiality.

RESPONSIVENESS

The Sustainability Report discloses to stakeholders the strategies, programs, projects, and initiatives that address the material topics identified by the Organization. The material issues have also been linked to the SDGs most relevant for the Organization's business activities. The targets and the results for the identified material topics are also disclosed in the Report. In light of all that, SGS Nederland B.V. confirmed through the verification that the Organization supports the principle of Responsiveness.

IMPACT

The Organization has provided evidence that the data collection process is effective and robust. Through the Sustainability Report, the Organization fully discloses its impacts with respect to the key material topics and sustainability priorities identified. The disclosure includes a detailed update on the progress made concerning the sustainability targets set by the Organization. In light of all that, SGS Nederland B.V. confirmed through the verification that the Organization supports the principle of Impact.

ADHERENCE TO GRI STANDARDS

With reference to the GRI Sustainability Reporting Standards (GRI Standards), the Organization satisfies the principles for defining report content and the principles for ensuring the quality of reported information.

We confirm that the Report is aligned with the requirements of the GRI Standards: **"with reference" option**.

Furthermore, we confirm that the Sustainability Model – integrated into the Company's business model – is in line with the requirements of ISO 26000 guidance.

For and on behalf of SGS Nederland B.V.

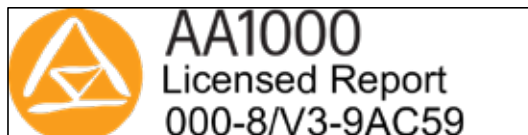
André Siraa
Business Manager

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GRI CONTENT

INDEX

Statement of use	CNH Industrial N.V. has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standards	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Annual Report 102
	2-2 Entities included in the organization's sustainability reporting	191-194; Annual Report 57-58
	2-3 Reporting period, frequency and contact point	191; 229
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SASB

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TOPIC	SASB CODE	METRIC	UNIT OF MEASURE	RESPONSE / COMMENT
Activity	RT-IG-000.A	Number of units produced by product category	Number	Agriculture 219,900 Construction 45,800
	RT-IG-000.B	Number of Employees	Number	40,070
Energy Management	RT-IG-130a.1	(1) total energy consumed	Gigajoules (GJ)	3,771,226
		(2) percentage grid electricity	%	35.6
		(3) percentage renewable	%	21.2
Employee Health and Safety	RT-IG-320a.1	(1) total recordable incident rate (TRIR) ¹	Rate	0.300
		(2) fatality rate ²	Rate	-
		(3) near miss frequency rate (NMFR) ³	Rate	15,683
Fuel Economy & Emissions in Use-Phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Gallons per 1,000 ton-miles	Not applicable to CNH Industrial
	RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Gallons per hour	4
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Watts per hour	Not applicable to CNH Industrial
	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	Grams per kilowatt-hour	4
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	n/a	CNH Industrial's products are highly complex, typically containing thousands of parts that come from many different direct suppliers within the Company's vast global supply network. This means that the Company must rely on its direct suppliers to work with their upstream supply chain to detect the presence and evaluate the origin of any critical substances contained in components or materials it purchases. The Company has adopted policies, programs, and procedures to manage risks related to material sourcing and to promote responsible sourcing, particularly with regard to tin, tantalum, tungsten, and gold (referred to as conflict minerals or 3TG), as well as cobalt (see Suppliers section).
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	\$million	159

⁽¹⁾ The total recordable incident rate is the number of recordable work-related injuries and illnesses divided by the number of hours worked, multiplied by 200,000.

⁽²⁾ The fatality rate is the number of work-related fatalities divided by the number of hours worked, multiplied by 200,000.

⁽³⁾ The near miss frequency rate is the number of work-related near misses divided by the number of hours worked, multiplied by 200,000.

⁽⁴⁾ Given the diversity of its products, the Company is currently identifying a methodology for the calculation of sales-weighted fuel efficiency and emissions data.

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**Breaking
New Ground**

Innovation Sustainability Productivity

CNH Industrial N.V.

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