



Construction Segment

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PRESIDENT, CONSTRUCTION

CNI
INDUSTRIAL



CONSTRUCTION

Delivering intuitive solutions to our customers' real-world challenges

180
years

3
complementary brands

2,600+
sales points

180
countries

\$3.1B
net sales 2021

8
plants

8
R&D centers

13
product lines

Top 5 player in North
and South America

Industry's first factory
integrated **tractor loader
backhoe**, pioneer in
skid steer development



CONSTRUCTION RUNNING START

Over the past two years we have **transformed the way we operate...**

> PERFORMANCE

+11% net sales 2021 vs. 2019

+110 bps operating margin 2021 vs. 2019

2x EBIT 2021 vs. 2019

> PEOPLE

New **regional organization**

Acquisition of **R&D talent**

Diversity & Inclusion

> OPERATIONS

+\$20M quality improvement vs. 2019

+50% system output capacity

Footprint rationalization

CONSTRUCTION RUNNING START

... preparing the ground for **profitable growth**

> PRODUCT

Next gen **Wheel Loaders**

Mini and Midi **Excavator** ranges

Minotaur and industry largest **Compact Track Loader**

> BRAND AND NETWORK

North and South America core markets

Selected **emerging markets**

Residential, non-residential and dealer rental

> TECHNOLOGY

Factory fit **machine** and **blade control**

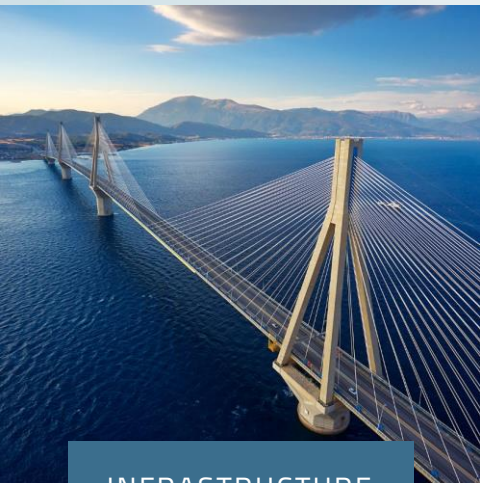
Advanced **high-capacity modem**

Fleet connectivity and advanced **data management**



A NEW CONSTRUCTION INDUSTRY

Our customers can reach **new levels of efficiency and productivity**, alongside **new use-cases**



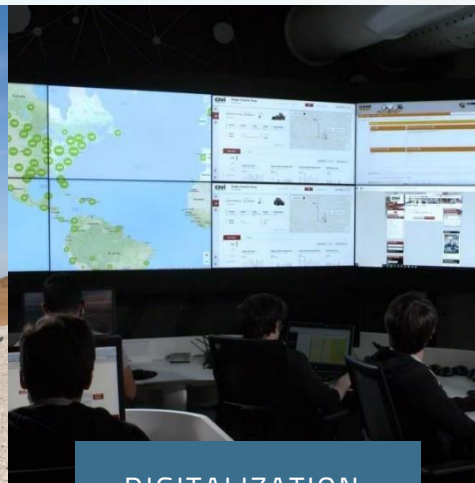
INFRASTRUCTURE

Our customers are riding growing **infrastructure demand** driven by large **government investment**



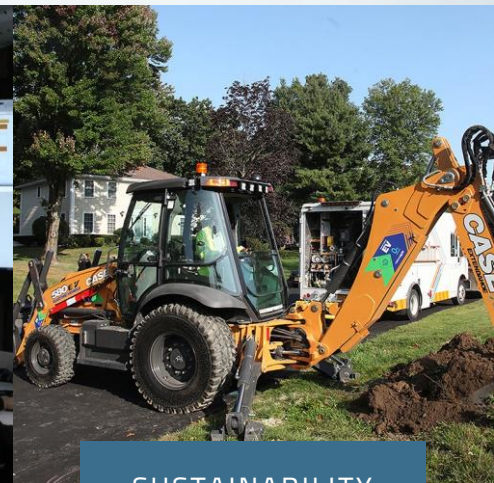
TECHNOLOGY

Our customers use tech to increase **efficiency and safety** and cope with **skilled labor shortages**



DIGITALIZATION

Our customers are looking for new ways to increase **uptime and productivity** with **data** and **connectivity**



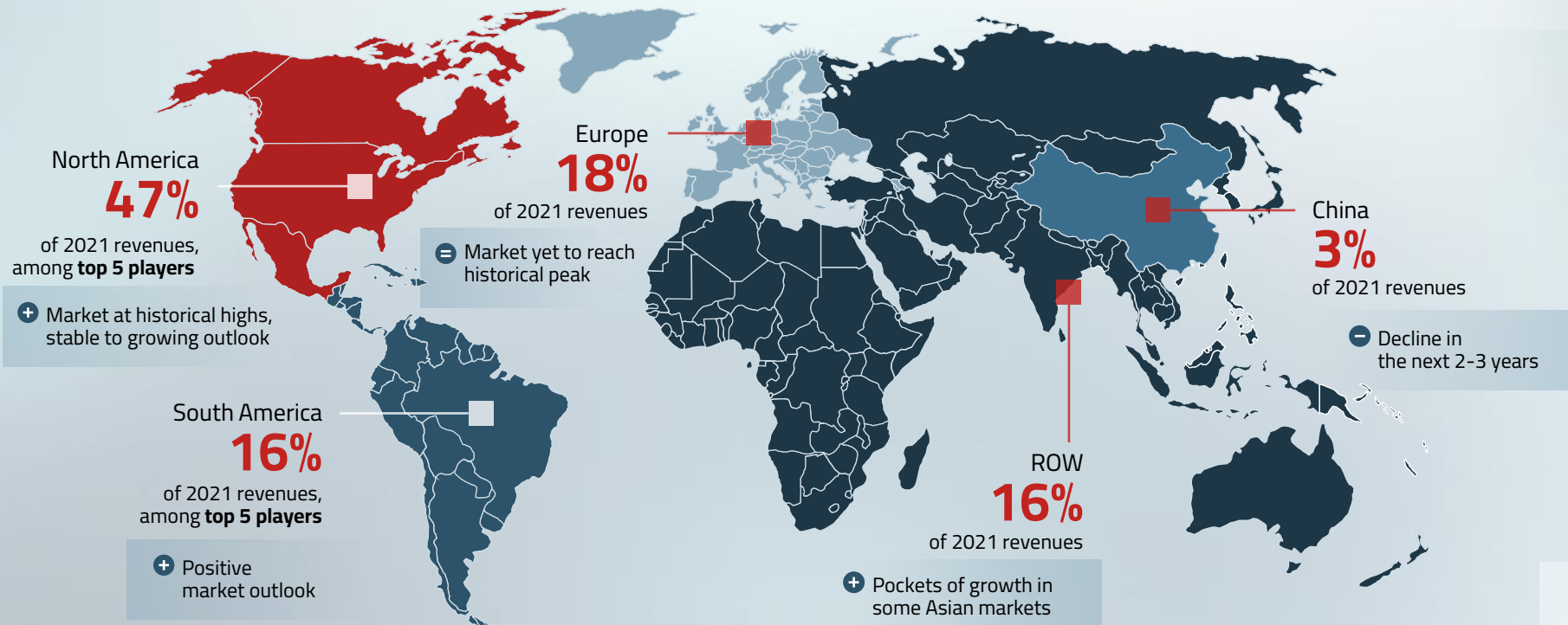
SUSTAINABILITY

Our customers are asking for machines powered by **alternative propulsion** that will unlock new use-cases

GLOBAL OUTLOOK

Growth driven by **North America** as the most relevant market for CNH Industrial Construction Equipment

+ Positive = Neutral - Negative



STRATEGIC PRIORITIES

CUSTOMER
INSPIRED
INNOVATION



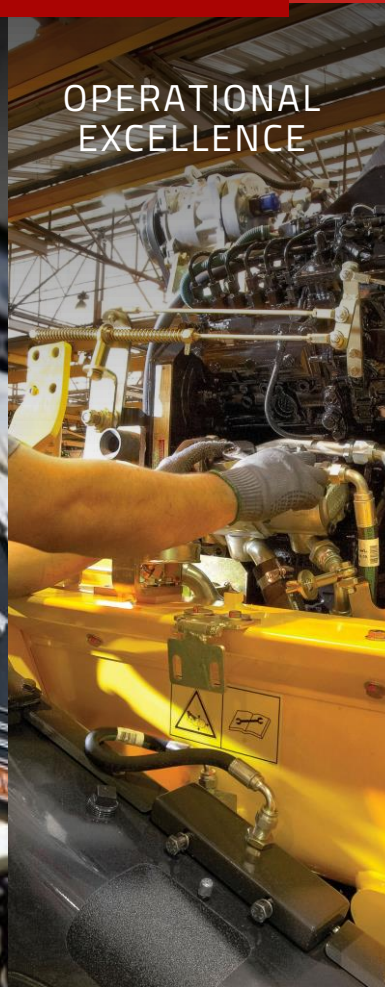
TECHNOLOGY
LEADERSHIP



BRAND
AND DEALER
STRENGTH



OPERATIONAL
EXCELLENCE



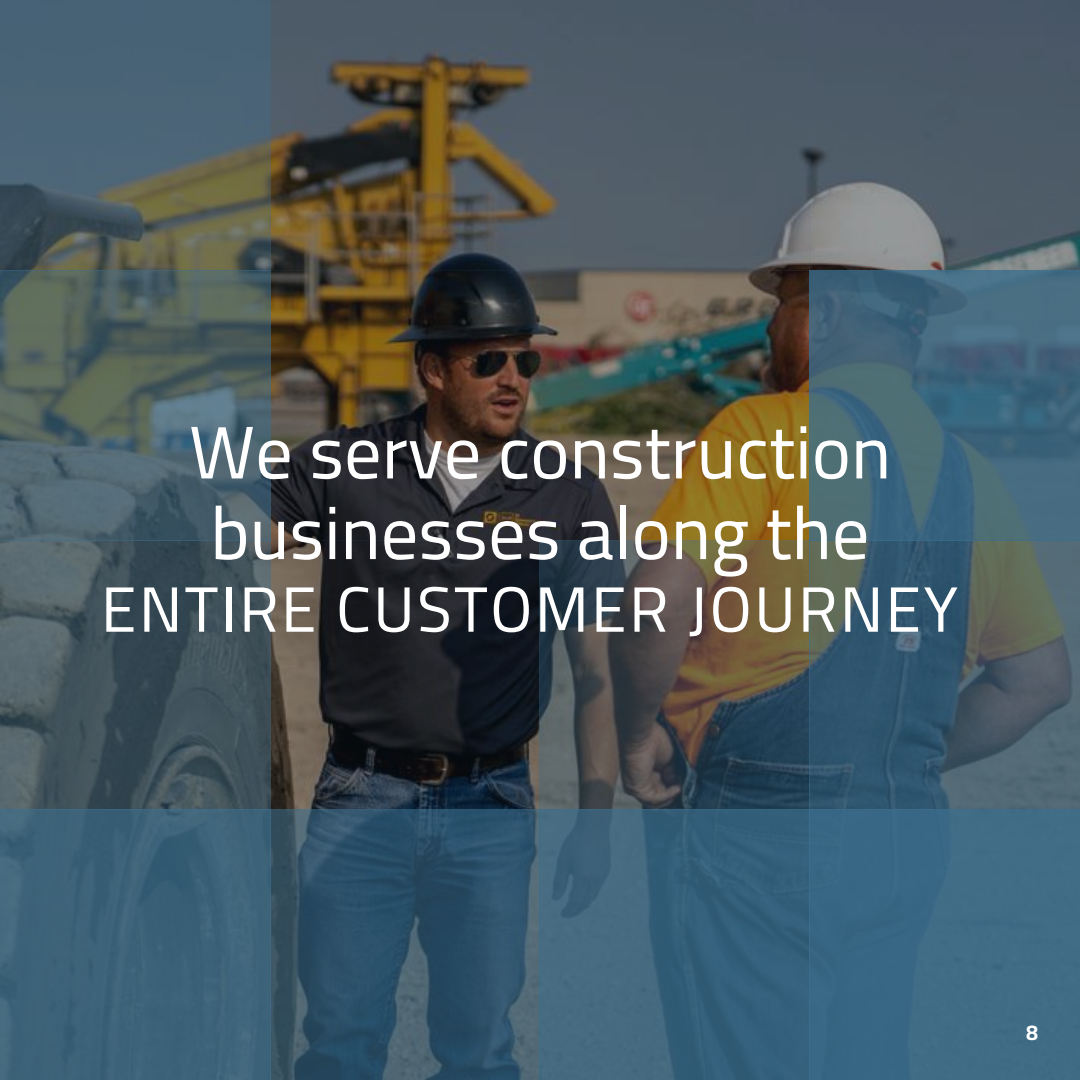
SUSTAINABILITY
STEWARDSHIP



OUR CUSTOMERS

We are a **proud partner** of construction workers with an offering **tailored to their needs**

- **HEALTH AND SAFETY**
Site control, low noise and emissions, ergonomics
- **INCREASED PRODUCTIVITY**
Uptime, machine control, site management
- **TOTAL COST OF OWNERSHIP**
Used channel, proactive support, rental options
- **DIVERSE FINANCIAL NEEDS**
Multiple financing options



We serve construction businesses along the ENTIRE CUSTOMER JOURNEY

PRODUCT PORTFOLIO INNOVATION

New product generations to be launched by 2024
to bring customers **great iron and great technology**



HEAVY
LINE

Wheel Loaders



Integrated digital features to increase productivity and safety

Crawler Excavators



Improved fuel efficiency, ergonomics and cab interiors

Graders



Automated blade control (Electro Hydraulics)

Dozers



Improved machine interface and enhanced durability



COMPACT
LINE

Mini Excavators



Range expansion with Eurocomach integration

Skid Steers and Compact Track Loaders



Automated features, increased safety and productivity

Tractor Loader Backhoes



Integrated digital features and alternative drivetrain solutions

Compact Wheel Loaders



Wider application coverage, improved ergonomics

SAMPIERANA

Completing our **product portfolio** with
Mini and Midi excavators and key electric technology

- WIDE MINI AND MIDI EXCAVATORS OFFERING
24 models from 1t to 10t
- SCALABLE INDUSTRIAL FOOTPRINT, COMPETITIVE SOURCING
Planned production capacity ramp-up
- R&D SPECIALIZATION IN SPECIAL APPLICATIONS
Demolition and drilling
- ELECTRIC TECHNOLOGY
Mini excavator EV to be launched in H2 2022
- PRESENCE IN COMPLEMENTARY BUSINESS
Undercarriages for special applications and parts



DIGITAL AND AUTOMATION

Bringing **benefits to the customer** through digital and automation solutions

Co-development with Agriculture

■ Strong synergies ■ Some synergies

SURROUND SENSE

Monitor surroundings to improve safety and provide real-time site data



MACHINE DIAGNOSTICS

Detect anomalies and utilization to support proactive maintenance



SERVICE MANAGEMENT

Digital contracts and over-the-air features for optimal performance

SITE MANAGER

Worksite planning to optimize activities and productivity



FLEET MANAGER

Monitor machine performance to improve uptime and utilization

AUTOMATION

Automate tasks and controls to boost productivity and safety

VIRTUAL ASSISTANT

Augmented reality to improve awareness and ease of use

ELECTRIFICATION

Zero-emissions vision opens opportunities to develop **new use cases and applications**

MINI
EXCAVATORS



LAUNCH IN H2 2022

TRACTOR
LOADER BACKHOES



COMPACT
WHEEL LOADERS



COMPACT
TRACK LOADERS



Quickly bring to market **electric solutions**
for **selected models** to support emerging customer needs

BRANDS & DEALERS

A key asset creating **customer loyalty** across a diversified customer base around the world


- > CAPILLARY NETWORK
1,000+ dealers and 2,600+ sales / service points globally, continuously evolving
- > BRANDS
Specific regional positioning and missions
- > DIGITAL INTEGRATION
Enhanced customer experience and value creation
- > AGRICULTURE DEALERS
For farmers and landscapers



OPERATIONAL EXCELLENCE

Continuous improvement in flexible operations, building on successful transformation to improve operational efficiencies

- › De-complexity and modularization
- › From manufacturing rationalization to supply chain optimization
- › Investment and cost synergies with Agriculture
- › Strategic sourcing
- › Non-quality cost containment



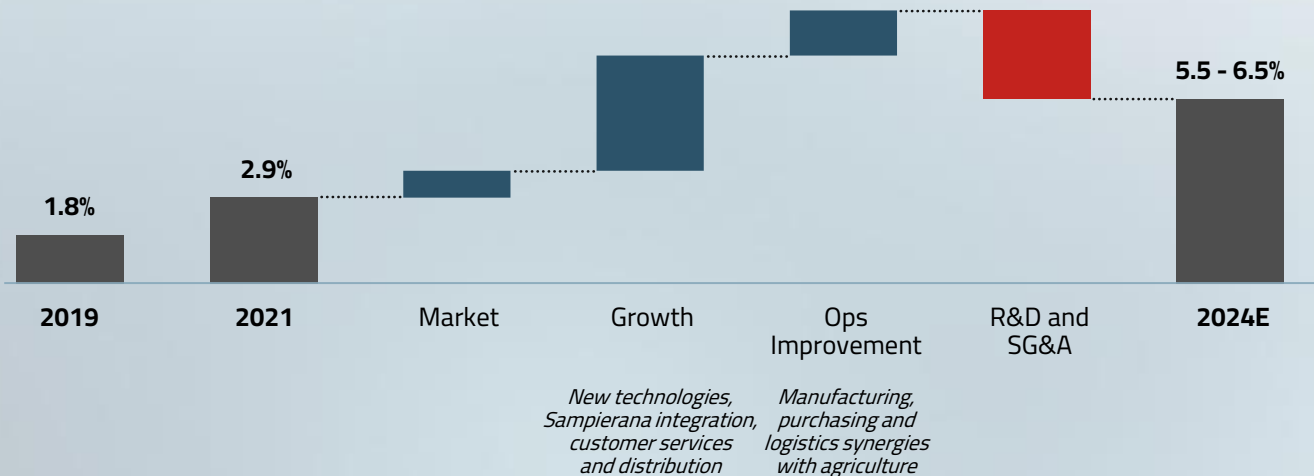
Construction equipment to realize ~ **\$60M efficiencies** from operations in 2024 vs. 2021

FINANCIAL TARGETS

Successful turnaround enables a plan focused on **profitable growth**



Adj. EBIT walk
2021-2024



OUR PATH

TO PROFITABLE GROWTH

- We build on a **successful transformation in the way we operate**
- **Market outlook is positive** in key regions
- **Sampierana** products and technology to improve offering for our dealers and customers
- **Synergies with Agriculture** to further enhance commercial and operational excellence
- We are ready to pursue **profitable growth** building on **great partnerships**





Breaking New Ground

Innovation Sustainability Productivity



INNOVATION



SUSTAINABILITY



PRODUCTIVITY