CNH

WE FEED POSSIBILITIES

SUSTAINABILITY REPORT **2023**

Breaking New Ground

Innovation Sustainability Productivity

VISIONARY

AT CNH WE ARE COMMITTED TO THE **PROMISE** OF A **BRIGHTER TOMORROW**. OUR **AMBITIONS** ARE HIGH AND WE WORK TO ACHIEVE THEM EVERY DAY.

A MESSAGE FROM OUR CHAIR & CHIEF EXECUTIVE OFFICER

Over the past year, we made **important progress in strengthening sustainability** across our company, most meaningfully by providing products and services that make our customers' businesses more efficient and productive.

Since 2022, our first year as a focused agriculture and construction company, we further refined our understanding of where we could make the most positive impact, marrying our in-house 'Great Iron' expertise with our 'Great Tech' skill to develop machines that are smarter and more sustainable.

Building upon this foundation, **2023 was a year characterized by the theme of 'Support'**. This permeated every aspect of our operations and bolstered our efforts to serve our customers, empower our people, engage with communities and tackle the broader challenge of environmental stewardship.

Three core areas of sustainability remain central to our business, operations and stakeholders, namely: Carbon Footprint; Circularity and Eco-Efficiency; and Inclusion, Equity and Engagement. This Report details our progress toward the focused targets we have established for each of these areas and also highlights the real-world impact of our sustainability efforts. The work we are doing is being recognized by the leading ratings agencies: we were admitted to the **top 5% of the S&P Global Corporate Sustainability Assessment** and were ranked second in the machinery and electric component category of the Dow Jones World and North America Sustainability Indices.

Our Sustainability Focus

CARBON FOOTPRINT

CIRCULARITY AND ECO-EFFICIENCY

INCLUSION, EQUITY AND ENGAGEMENT

Targets in action: our Global Operations in 2023

In 2023, our worldwide operations became more energy efficient, recovered more waste, became ever safer and reached major sustainability milestones.

Underpinning this was the full implementation of the CNH Business System, which established practices in 2023 that drive continuous improvement by eliminating all forms of waste. This system is also instrumental in helping us to track progress, particularly in relation to our **Focused 5** — key performance indicators which emphasize **Customer, Safety, Quality, Delivery** and **Profit**.

Thanks to the progress we made with these initiatives, **we reduced our operation's emissions by 35.5%** last year compared to 2018 and are therefore confident of reaching **our target of a 50% reduction** by, or hopefully even before, our 2030 deadline. A key component of achieving this goal is increasing the amount of electricity we use that comes from renewable sources, which at the end of 2023 stood at 63.4%, up 7% from 2022. At our site in Lecce, Italy, which produces construction equipment, we installed more than 7,000 solar panels, our largest photovoltaic installation to date. Generating 4,500 megawatt hours of renewable electricity, these panels produce more than one-third of the electricity required at the site, reducing greenhouse gas emissions by 900 tons annually.

We are ahead of schedule with our waste management target, **having recovered 95% of our total waste in 2023** — our original forecast was a 97% reduction by 2030. The percentage of waste we sent to landfill last year was approximately 2% and in Brazil, all 4 of our production sites achieved zero waste to landfill.

The safety of our 40,000 employees is always a top priority and we made **further investments of $68.2 million in safety** upgrades last year. We are very pleased to have already achieved our 2030 target of a 50% reduction in accident frequency with less than one injury recorded for every million hours worked in 2023.

Beyond our direct operations, we place a high value on the integral role our suppliers play in ensuring transparency and traceability throughout our supply chain. Our **Strategic Sourcing Program**, launched in 2022, incorporates sustainability principles, specifically in relation to reducing carbon footprint, as we seek to embed these across our supplier base.

Supporting Customers

It can be challenging for our customers to keep sustainability at the forefront of their thinking in the face of softening commodity prices, rising costs and environmental uncertainties. Doing our job well means shouldering more of that load for them. By delivering equipment and services that are more productive, but that also help our customers contend with environmental pressures as well as financial and labor constraints, we make their work not just more sustainable but more efficient, too.

WE ARE COMMITTED TO INVESTING IN **TECHNOLOGIES AND INNOVATIVE SOLUTIONS**

Following the full integration of our Raven acquisition, **we are now offering even better technology solutions across automation**, Artificial Intelligence, machine learning and autonomy. A great example is the New Holland CR11 combine harvester that we unveiled in 2023. This is the most technologically advanced model to date and what it delivers to the customer — and the benefits this brings to the environment — are impressive: a 25% faster harvest time; zero grain loss and higher grain quality; a 20-40% productivity increase; 20% lower fuel consumption; and reduced soil compaction. With its sophisticated automation, even less experienced operators are able to work as well as their seasoned peers, helping farmers deal with labor shortages.

Further adding to our technology capability is the field analyzer produced by Augmenta, a company we acquired early in 2023. It uses multiple cameras to scan a field, sensing and measuring numerous characteristics including the levels of photosynthesis. This data is sent directly to the implement attached to a tractor, for instance a sprayer, which then automatically optimizes the application rates of water, pesticide and fertilizer, increasing both profitability and sustainability.

We also continued to expand our range of equipment using **alternative power**, which in addition to its environmental benefits helps our customers' efforts to farm and build productively. Our methane-powered tractor line-up, which now includes a higher horsepower model introduced in 2023, provides farmers with a means to repurpose or even monetize waste. To further support energy independence in farming, we became the majority shareholder in Bennamann, a British company that captures methane from slurry lagoons then filters and stores it for use or sale. We also launched several electric-powered utility tractors as well as mini and compact excavators. All these machines generate significantly lower or, in the case of electric, zero emissions.

We are committed to investing in technologies and innovative solutions such as these that deliver tangible, practical benefits both to our customers and the environment.

Supporting Our People

Our people are rightly at the heart of our drive to create a more sustainable CNH. Supporting their development benefits us all by giving them the tools and knowledge to help us better realize our goals. We provided more than 550,000 hours of professional training in 2023, empowering our employees to reach their potential.

550,000

HOURS OF PROFESSIONAL TRAINING

IN 2023

Just as importantly, we are halfway through our four-year program to transform our corporate culture, **working together to deliver our Focused 5 results**. We now have almost 650 volunteers who act as Culture Champions to promote our beliefs and coach others across the company.

CNH was named as a **Great Place to Work** in several of our markets — Argentina, Australia, Brazil, China, India, New Zealand and Thailand — demonstrating that we are successfully creating a workplace where people feel accepted, valued

and welcome. Our Employee Resource Groups help underpin this ambition. For example, our employee-led iGLOW group promotes inclusivity, growth and leadership opportunities for women in CNH, creating a community where women mentor and support each other on their career paths.

Initiatives such as these are important as **we promote the value of increased diversity** across our workforce and support our efforts to retain and further develop the talented people we already have. They are also helping us attain some of our key targets, such as having **20% of leadership roles in our company held by women in 2024**. Having already reached 18% in 2023, we are well on the way to achieving that goal.

Bringing more women into CNH was one reason for our new Employer Value Proposition, a recruitment approach designed to attract new and diverse talent from around the world. It is already having an impact as can be seen across our international R&D centers, which in 2023 hired 720 new engineers, 104 of whom are women.

720
NEW ENGINEERS
HIRED IN 2023, 104 OF
WHOM ARE WOMEN

Supporting Communities

CNH strives to be a positive presence in the communities where we work, through efforts ranging from **supporting skills development to biodiversity and environmental clean-up projects**. We invested $12.8 million in local communities in 2023, with almost a third of this targeting activities focused on education and young people.

$12.8
MILLION INVESTED
IN LOCAL
COMMUNITIES **IN 2023**

2023 also marked our eighth year of partnership with Team Rubicon, a veteran-led humanitarian organization that responds to natural disasters. In 2023, together with our dealer RPM Machinery, we held our latest training event in Kentucky, USA, where we provided volunteers with practical heavy equipment training and certification that will improve their ability to support relief efforts. Our experience with Team Rubicon was a key inspiration for us to launch a global Disaster Response Program in 2023. By working in collaboration with our regional dealer networks, we can provide equipment and expertise quickly and efficiently around the world in moments of dire emergency.

As we close this letter and look ahead to 2024, we want to take the opportunity to thank all our employees who have contributed so much to the progress and results you see detailed in this report.

2024 also marks the conclusion of our first strategic plan as the new CNH and we will be unveiling the next stage, as well as updates on our sustainability priorities, at our next Investor Day. We look forward to sharing our accomplishments and outlining our new plan in the next Annual Report.

It is thanks to the support of you, our stakeholders, that we are able to do so much. You have our gratitude for your continued trust and partnership.

CHAIR, CNH Industrial
Suzanne Heywood

CHIEF EXECUTIVE OFFICER, CNH Industrial
Scott W. Wine

ABOUT CNH

OUR PURPOSE OF '**BREAKING NEW GROUND**' THROUGH **INNOVATION**, **SUSTAINABILITY** AND **PRODUCTIVITY** DRIVES EVERYTHING WE DO.

Breaking New Ground
Innovation Sustainability Productivity

WE ARE THE **WORLD'S SECOND-LARGEST MANUFACTURER** OF **AGRICULTURAL MACHINERY** AND A GLOBAL PLAYER IN CONSTRUCTION EQUIPMENT.

2ND

WE ARE LEADERS IN **MACHINE AUTOMATION** AND **PRECISION TECHNOLOGIES**, AND PIONEERS IN **ELECTRIFICATION** AND **ALTERNATIVE FUEL SOLUTIONS** FOR ALL TYPES OF EQUIPMENT.

CNH FACTS AND FIGURES

$24.7 BILLION
CONSOLIDATED REVENUES

40,220
FULL-TIME EMPLOYEES

42
MANUFACTURING PLANTS

49
R&D CENTERS

Note: figures are on a US GAAP $ basis and updated at the end of 2023 as per Company's 10-K Report.

10 BRANDS

WE OFFER A **PORTFOLIO OF BRANDS** SPECIALIZED IN **PRODUCTS** AND **SERVICES** IN THE **AGRICULTURE** AND **CONSTRUCTION** SECTORS. THROUGH OUR **FINANCIAL SERVICES BUSINESS** WE DELIVER A FULL SUITE OF FINANCING AND **AFTERMARKET SOLUTIONS**.

AGRICULTURE

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

CONSTRUCTION

- NEW HOLLAND CONSTRUCTION
- CASE CONSTRUCTION EQUIPMENT
- EUROCOMACH

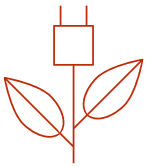
FINANCIAL SERVICES

- CNH CAPITAL

SUSTAINABILITY
FACTS AND FIGURES

FISCAL YEAR 2023

$68.2
MILLION
SPENT ON HEALTH AND SAFETY



$5.3
MILLION
INVESTED IN IMPROVING ENERGY EFFICIENCY

$30.6
MILLION
SPENT ON ENVIRONMENTAL PROTECTION

558,735
HOURS
OF EMPLOYEE TRAINING

$12.8
MILLION
INVESTED IN LOCAL COMMUNITIES

63.4%
RENEWABLE
ELECTRICITY ACROSS OPERATIONS

MANUFACTURING
PLANTS OVERVIEW

31
ISO 45001
CERTIFIED PLANTS

31
ISO 14001
CERTIFIED PLANTS

30
ISO 9001
CERTIFIED PLANTS

30
ISO 50001
CERTIFIED PLANTS

SUSTAINABILITY PRIORITIES AND STRATEGIC TARGETS

Our sustainability priorities of Carbon Footprint, Circularity and Eco-Efficiency, Inclusion, Equity and Engagement derive from the interpretation of stakeholders' expectations and are aligned with the topics included in the Materiality Assessment.

The sustainability priorities are further driven by 2024 and 2030 strategic targets. To achieve these goals, the strategic targets are included in the Company's Strategic Business Plan, further underscoring our commitment to sustainability.

KEY

Target

Strategic Target ⊙ in line with plan ■

CARBON FOOTPRINT

TARGETS	2023 RESULTS
⊙ **50%** vs 2018 in CO_2 emissions per hour of production at manufacturing plants by 2030	■ **35.5%** reduction vs 2018 in CO_2 emissions per hour of production at manufacturing plants
⊙ **90%** of total electricity consumption derived from renewable sources by 2030	■ **63.4%** of total electricity consumption derived from renewable sources

CIRCULARITY AND ECO-EFFICIENCY

TARGETS	2023 RESULTS
⊙ **100%** of new products developed using sustainability design criteria by 2024	■ New Life Cycle Assessment (LCA) plan adopted. Pilot projects completed for combine and compact wheel loader LCA studies
⊙ **90%** recyclability for products by 2030	■ In progress
⊙ **97%** of waste recovered at Company manufacturing plants worldwide by 2030	■ **95%** of waste recovered at Company manufacturing plants worldwide
⊙ **50%** reduction vs 2018 of water withdrawal per hour of production at manufacturing plants worldwide by 2030	■ **33%** reduction vs 2018 of water withdrawal per hour of production at manufacturing plants worldwide
⊙ **15%** of net sales of spare parts from remanufactured components by 2030	■ **10.1%** of net sales of spare parts associated with remanufactured components

INCLUSION, EQUITY AND ENGAGEMENT

TARGETS	2023 RESULTS
⊙ **50%** reduction vs 2018 in employee injury frequency rate by 2030	■ **50%** reduction vs 2018 in employee injury frequency rate
⊙ **20%** of women in leadership roles by 2024	■ **18%** of women in leadership roles
⊙ Annually increase female representation in total workforce	■ **1%** annual increase of women in the Company's workforce
⊙ **100%** of employees worldwide involved in engagement surveys by 2024	■ **74%** of employees worldwide involved in engagement surveys
⊙ **100%** increase vs 2018 in number of people who benefit from CNH's local community initiatives	■ **More than 100%** vs 2018 in number of people who benefited from CNH's local community initiatives
⊙ **100%** of Tier 1 suppliers involved in sustainability evaluations by 2024	■ **99%** of Tier 1 suppliers involved in sustainability self-evaluations

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

IN ALIGNMENT WITH THE UN GLOBAL COMPACT AND THE SUSTAINABLE DEVELOPMENT GOALS, OUR SUSTAINABILITY INITIATIVES FOCUS ON DELIVERING AGAINST **6 SPECIFIC SDGs**:

Zero hunger

Good health and well-being

Decent work and economic growth

Reduced inequalities

Responsible consumption and production

Climate action

CNH supports the SDGs

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABILITY RECOGNITION

CNH CONTINUES TO BE RECOGNIZED AS ONE OF **THE MOST SUSTAINABLE COMPANIES IN THE SECTORS** IN WHICH IT OPERATES

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

CONNECTED

WE TAKE THE **OPPORTUNITIES** THAT OUR PLANET PRESENTS WITH **CARE** AND **RESPECT**.

02

ENVIRONMENT

SUSTAINABLE PRODUCTS

OUR RESEARCH AND DEVELOPMENT (R&D) AND PRODUCT INNOVATION DELIVER AND SUPPORT WORLD-CLASS EQUIPMENT THAT CONTINUOUSLY **REDUCES ENVIRONMENTAL IMPACT** WHILE ENHANCING CUSTOMER **PRODUCTIVITY AND EFFICIENCY**

Our sustainable product R&D focuses on 4 main areas:

- A comprehensive decarbonization strategy to meet stringent regulations on emissions and address climate change. It includes achieving the highest internal combustion engine emissions standards while developing innovations for alternative fuels and electrification
- Digitalization and connected applications, supporting precision farming and construction solutions, and open data sharing
- Embedded automation, including seamless data management, digital fleet management and AI/machine learning
- Design for sustainability, including design optimization, manufacturing processes, materials selection and remanufacturing.

PRODUCT DECARBONIZATION

Scope 3 emissions for CNH come from off-road vehicle use by its customers and at 48.8 million metric tons of CO_2 equivalent, represented more than 90% of the Company's total estimated carbon footprint in 2023. As a result, optimizing machine design to reduce emissions is an engineering priority for our product development teams and we coordinate closely with key suppliers in pursuit of our shared sustainability objectives.

Product design now focuses on product performance targets, with added emphasis on optimized fuel consumption, better energy efficiency and longer intervals between maintenance cycles. All of this helps reduce the environmental impact of our vehicles when they are in use, as well as the total cost of ownership (TCO), ensuring that designs are both sustainable and affordable for customers.

Efficient Powertrains

Our primary engine supplier is FPT Industrial, which meets the highest internal combustion engine (ICE) emissions standards in each market that CNH vehicles are sold into. Emissions regulations worldwide now commonly include particulate matter (PM), nitrous oxide (NO_x) and sulfur oxides (SO_x), as well as greenhouse gases such as carbon dioxide. Together, CNH and FPT perform rigorous emissions testing and submit samples and results to regional, state and local regulatory agencies as required. This ensures that each vehicle purchased by a customer meets all requirements and is supported by the CNH dealer network.

Biomethane and Biofuels

Biomethane is a naturally occurring gas derived from decaying biosolids or waste products and can play a significant role in achieving a circular economy. Biomethane comes from organic waste materials, such as agricultural biomass (crop residues, agricultural or animal waste, and waste from the food processing chain), or from municipal solid waste, all of which can be transformed into an energy resource.

We consider biomethane a strategic fuel because of its potential to reduce fossil fuel use and emissions. In 2022, New Holland unveiled the T7 Methane Power LNG (liquefied natural gas) prototype, the first tractor in the world to run purely on liquid methane. With up to 270 horsepower, the T7 provides the same power and torque capabilities of a traditional internal combustion engine tractor and also contains all our advanced, precision farming technologies. The high energy density of LNG means it does not require an extra fuel tank and compared to diesel, produces 80% fewer carbon monoxide emissions, 90% fewer non-methane hydrocarbons, 98% less particulate matter and 62% less nitrous oxide.

In the field, the T7 LNG has been shown to reduce emissions by 878 tons of CO_2e per year, which is comparable to 100 Western households. When fueled by methane produced from slurry, the T7 has a negative carbon footprint while in use, because its energy source would have otherwise gone into the atmosphere as a pollutant. Methane has a global warming potential (GWP) 27.9 times that of CO_2.

Electrification

For agriculture and construction, vehicle electrification is an opportunity for better productivity, performance and sustainability. Our electric tractors and implements are fitted with the technology to generate more abundant and precise data streams, and are instantly responsive, which supports more automated and autonomous operations, provides better operating control and delivers environmental benefits.

Electric vehicles (EVs) also make good business sense for many customers. Annual vehicle, fuel and maintenance costs can be reduced by up to 90% compared to diesel-powered equivalents. EVs offer considerable engine-noise reduction and can be operated indoors without concerns about carbon monoxide poisoning or the expense of scrubbing technologies to reduce pollutants.

Bennamann

Bennamann, a British clean-energy company, is piloting a new approach to bring livestock farmers one step closer to a sustainable circular model of agriculture. Through an innovative partnership with CNH, Bennamann is providing farmers with infrastructure and equipment that captures the harmful methane emitted on their farms and enables it to be used to power the farm itself.

Under Bennamann's system, manure from livestock is transferred to a covered slurry lagoon where methane emissions are captured, along with other polluting gases. These emissions are then cleaned, converted and stored as biomethane that can be used as a fuel for farm machinery, to generate electricity for the grid or to power the farm, reducing dependency on fossil fuels. The remaining solid by-products of the methane conversion process can also be used as a natural fertilizer, reducing the need for CO_2-intensive commercial fertilizers.

The impact on a farm's carbon footprint can be significant. A 120-cow dairy farm operating shared methane capture technology can reduce its carbon footprint by 89%, based on data from on-farm trials in the UK. Methane capture also gives farms energy independence, reducing costs and even generating additional revenue from excess gas sold on the open market.

In addition, Our EVs are more efficient. In many applications, traditional fossil fuel powertrains result in significant power loss through sequential gearboxes and mechanical drive components. An electric motor mitigates these issues because it has fewer moving parts and loses less energy to heat because it's not operating the gears and clutch or performing mechanical braking. At a construction worksite, a backhoe loader or an excavator typically doesn't dig nonstop throughout a workshift for 8 hours. While a diesel engine would be idling periodically during the job, an electric motor is employed intermittently, using energy on demand only when working.

Agriculture

In agriculture, our customers' key needs are increased speed and productivity in operations, along with reduced fuel, operating and maintenance costs. Customers are looking for efficiencies through changes including precision application of fertilizers and chemicals, timely planting and seeding, and sustainable soil management.

In 2022, New Holland introduced the T4 Electric Power Tractor and CASE IH launched the Farmall Utility 75C Electric Tractor — both are fully electric with no internal combustion engine. They have many benefits: incredible responsiveness and better drivability, with smoother shuttling and gear shift, reduced noise and operating cost reductions of up to 90%.

CNH has also developed E-source, an external generator for tractors that provides electric energy to farm implements. In field operations, e-implements deliver a 35% reduction in fuel consumption and CO_2, as well as 45% less noise.

Construction

In construction, the key customer drivers for electrification are lower annual operating costs through reduced maintenance and fuel costs, as well as lower emissions and noise levels. Builders also seek the performance improvements delivered by high torque and rapid operator responsiveness in EVs.

In response to these requirements, New Holland recently unveiled the first fully electric mini excavator, the E15X Electric Power, and CASE Construction introduced the CX15EV. The E15X produces very little operating noise and is suited to a wide variety of uses, from agriculture and horticulture to landscaping, general digging and demolition tasks in indoor or confined workspaces.

CASE has been a leader in the backhoe industry since 1957 and the brand has now launched the first fully electric backhoe loader in the industry, the 580 EV. The machine offers the same power and performance as a diesel-powered CASE backhoe loader, but with zero emissions and considerably reduced operating costs. The 580 EV backhoe loader will be available to buy from mid-2024.

DIGITALIZATION AND CONNECTIVITY

DEVELOPING **CONNECTIVITY AND DIGITAL SOLUTIONS** TRANSLATES INTO TOOLS THAT ENABLE OUR BRANDS TO OFFER CUSTOMERS EVER MORE **EFFICIENT**, **SUSTAINABLE** AND **SMART PRODUCTS** TO SUPPORT THEIR BUSINESSES

Precision Farming

Precision farming focuses on near real-time observation, measurement and response to changes in crops, fields and animals. Farmers and food producers use sensor-based, automated and data-driven technology to manage crops and livestock, and make the best use of fertilizers, pesticides, feed and water.

We currently offer a comprehensive precision farming portfolio covering every aspect of the crop cycle, with digital solutions for both CNH brands and mixed fleets. These include a full range of GPS-powered guidance technologies, application control systems and machine displays for operators. For example, smaller tractors and supporting vehicles can now be fitted with lower-cost connectivity solutions to obtain basic machine data such as fuel level and geo-location.

We also offer a range of aftermarket precision farming technology solutions through AGXTEND™, its own incubator for tech start-ups. The AGXTEND™ product range is designed to work with the Company's existing precision farming platforms from CASE IH, STEYR and New Holland. It is also compatible with a vast range of competitor tractors, harvesting equipment and farming machinery.

Customer data management platforms — in many global languages — that provide desktop and mobile visualization and data-sharing capability are another important strand of digitalization and connectivity.

CNH has also established a series of application programming interfaces (APIs) for qualified users through the Developer's Portal. Here, service providers, farmers and food producers can link to the CNH cloud to obtain their machine and other agronomic data and feed it directly into their enterprise resource planning (ERP) platforms.

Additional AI and analytics capability: Augmenta

Augmenta has developed a precision farming system that is helping farmers to work more sustainably by using fewer pesticides and reducing fertilizer use by an average of 5-8%.

The Augmenta Field Analyzer is fully autonomous and uses a multispectral camera and Artificial Intelligence (AI) capabilities to analyze field health inch-by-inch, then apply the optimal amount of product (such as nitrogen, plant growth regulator, harvest aid or fungicide) where needed. The system can be mounted on any tractor or sprayer and operates in real time, instantly calculating the required crop input rate and automatically applying it as the tractor moves along the field.

In one Australian trial, the Field Analyzer achieved a 6.2% reduction in fertilizer for canola and a 7.8% reduction for winter wheat, and achieved an average yield increase of 11.2% for both crops.

Precision Construction

Construction telematics software, namely CASE's SiteWatch™ and New Holland's FleetForce™, provide measurable and actionable data on location, performance and fuel consumption for the best fleet management. By tracking each vehicle and measuring its performance, factors holding back productivity can be detected and corrected immediately to improve overall fleet performance.

The software helps to identify problems before they occur and sends critical information in real time, which enables maintenance to be scheduled as needed, to minimize repair costs and downtime. The idle-time monitoring feature allows fleet managers to detect any inefficiencies and take immediate action to reduce costs and the environmental impact of machine idling.

Both brands are also expanding their range of machine control solutions, which can significantly increase machine productivity by automating repetitive tasks with the utmost precision, preventing over-digging or undercutting while reducing fuel consumption and general wear and tear.

AUTOMATION

Agricultural automation has an important role to play in making food production more efficient and more environmentally friendly. It can raise productivity, build resilience, improve product quality and resource-use efficiency, reduce labor shortages, enhance environmental sustainability and facilitate climate-change adaptation and mitigation.

It is also becoming increasingly possible to automate the early diagnosis and decision-making phases using new digital technologies and automated equipment, through sensors and robots that rely on machine learning and AI. These technologies are enabling more precise implementation of agricultural operations and more efficient use of resources and inputs.

Autonomy in all its forms will enable farmers to pay off their machinery investments sooner through increased productivity and labor output, through more consistent field output, more timely operations and lower maintenance costs. Access to enough skilled labor during peak times (planting and harvest) is also increasingly problematic.

2021 marked an important milestone in our work on automation when we bought Raven Industries, a leader in precision agriculture technology, building upon a long-standing partnership. Raven leverages the best of precision technology, machine learning and AI to create autonomous agriculture solutions that allow farmers to further optimize input efficiency and crop productivity. Its automation tools decrease the idle and transit times of agricultural equipment and reduce operator errors by eliminating the need for repeated or corrective passes in the field. They also drastically reduce crop or off-site damage due to misapplication of chemicals and provide machine performance information, enabling the further optimization of farming operations.

New Holland unveiled the new CR11 combine harvester at Agritechnica 2023 in Hanover, Germany, where it was awarded the only Gold Medal for Innovation at the 2023 Agritechnica Innovation Awards. The CR11 builds upon the success of the current New Holland flagship combine range, led by the CR10.90, which has held the world record for tonnage of wheat harvested in 8 hours (797.656 tons) for nearly a decade.

The CR11 plays its full part in maximizing productivity by clearing fields quickly to protect quality, while ensuring the following year's crop can be established in good time and under the right conditions.

CASE IH also developed the AFS Connect™ Magnum and Steiger tractors, further extending its range of tractors featuring ISOBUS Class 3 technology, a communication standard where input from implements can command certain tractor functions such as hydraulics. Additional improvements for customers include AccuTurn, which automates turning at the edge of fields (the 'headlands') to minimize operator fatigue and task complexity. The new AFS Vision Pro operating software offers a graphically rich command-and-control user interface on the vehicles' AFS Pro 1200 display. This enables the automatic control of tractor functions, including steering, speed and hydraulics, resulting in improved operational execution and increased efficiency. Fully integrated AFS Connect™ technology provides real-time machine performance data to be displayed to remote management and vehicle support.

RAVEN

Cart Automation

Raven Cart Automation™ syncs the guidance and movement of a tractor with a combine harvester, reducing grain spillage, avoiding collisions and simplifying the task of harvesting. The solution, available for CASE IH and New Holland vehicles, is particularly useful for new or less-skilled operators.

OMNiDRIVE™ is an additional driverless solution that can summon a tractor to the combine, engage Raven Cart Automation, without a driver, empty the combine into the waiting cart and send it back to the truck once it is fully loaded. This frees up an operator for an entirely different task while virtually eliminating grain spillage, so maximizing efficiency while protecting farmers' profits.

DESIGN FOR SUSTAINABILITY

We recognize there is great opportunity to drive sustainability by taking a holistic approach to R&D and product life-cycle management. Circularity is therefore an important part of our product focused sustainability targets within the Strategic Business Plan, including designing new products to be 90% recyclable by 2030 and 15% of net sales of spare parts to come from remanufactured components by the same year.

CNH also promotes the creation of more sustainable products by selecting components that have a lower environmental footprint during and after use, that are easy to disassemble, can be remanufactured and commercially replaced, and by aiming for longer scheduled service intervals and reducing the presence of regulated substances during operation.

Product Circularity

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. Although we do not always purchase raw materials directly (except for steel used for direct processing), we constantly monitor our overall consumption efficiency.

We also monitor and optimize the recoverability and recyclability levels of our products. Through product life-cycle assessments (LCAs), we collect data on exact material composition and percentage breakdown, and estimate the recyclability rates for each material. Action is then taken to address the use of any component that falls below the 90% recoverability target.

Precautionary Principle

In accordance with our Environmental Policy and aligned with the Company's approach to product circularity, we believe that using resources efficiently and reducing environmental impacts are crucial strategies in creating added value for both CNH and the communities in which we operate. To this end, to anticipate potential risks that could impact the environment and human health, we apply a precautionary principle[1] approach when designing our products, managing our manufacturing processes and defining logistics flows.

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 us privileged access to the latest scientific developments regarding product.

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

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

All of the above reflect our strong commitment to reducing our 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.

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

90%
RECYCLABILITY
FOR PRODUCTS BY 2030

Remanufacturing

CNH Reman is a joint venture between CNH and Springfield Remanufacturing Corp. (SRC) that has been operational in the USA since 2009, providing remanufactured components to our dealers and customers. It combines CNH's aftermarket solutions, product expertise and access to equipment and dedicated dealer networks with SRC's remanufacturing operations, capabilities and expertise.

CNH Reman deals with parts including engines and engine components, electrical parts, electronics, air-conditioning, driveline, hydraulics and harvesting equipment. The division offers a full range of original replacement or service parts to cover and extend the entire life cycle of many of its products, accompanied by a broad selection of remanufactured parts. our dealers can now offer more products, like-new quality, extended warranties and extended value-chain participation, since remanufactured parts save the customer an average 30% on the purchase price.

The term "remanufacturing" refers to an industrial process that ensures the same standards of operational performance as new components, contributing to a virtuous cycle of fewer raw materials, less energy being used and fewer parts going to landfill. CNH Reman's remanufacturing process uses 80% less energy than producing new parts. The aim is to ensure reliability and reduced vehicle downtime for customers at competitive prices. CNH's remanufactured components also come with a 24-month warranty — double that of original components.

According to internal data, we were able to lower our environmental impact by reducing our use of raw materials by about 4,749 metric tons in 2023, with a corresponding reduction in CO_2 emissions, purely by remanufacturing and reusing components.

SPARE PARTS NET SALES[a] FROM REMANUFACTURED COMPONENTS
CNH North America (%)

[a] Excludes cores.

SPARE PARTS NET SALES[a] FROM REMANUFACTURED COMPONENTS
CNH North America ($ million)

[a] Excludes cores. Exchange Sales.

THE REMANUFACTURING PROCESS

IF NOT OK

THE PART WILL BE **RECYCLED** OR **DISPOSED OF**

Until recently, CNH Reman has been primarily a North American joint venture, making more than 90% of global sales, with the remainder in Australia and Europe. Now, we are growing our European remanufacturing business to scale this sustainability success. The ambition in Europe is to increase the proportion of parts we recover for remanufacturing from 10% to 80% in 3 years and to use 80% less energy, water and raw materials by remanufacturing rather than making new parts by 2030.

Quality, Safety and Regulated Substances

Product quality

Product quality control at CNH impacts all stages of a product's life cycle, from initial design and build to after-sales management. Adopting a quality system compliant with standards such as ISO 9001 or ISO/TS 16949 creates a robust process and drives the continuous improvement of processes, products and services through clear targets, responsibilities and key performance indicators (KPIs).

One of the main KPIs monitored is the result of the Customer Quality Audit, based on tests conducted during product checks for customer usability. Another important quality indicator is Pre-Delivery Inspection, carried out at CNH brand dealerships prior to vehicle registration to ensure the customer receives a quality-assured product.

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.

Our Current Product Management (CPM) team launched a Product Improvement Program (PIP) that considers both technical factors and any impact on customers. The CPM team evaluates the safety aspects of every PIP by using tools such as the Safety Risk Assessment. The results of this assessment determine whether to launch a specific voluntary recall campaign. Once a voluntary recall campaign has been approved and prepared for release, it is introduced to our network, ensuring its rapid completion to minimize customer impact and maximize customer vehicle availability.

Product safety

CNH's Product Safety and Compliance (PS&C) Policy summarizes our commitment to designing, validating, manufacturing, selling and supporting safe products that comply with or exceed all applicable legal requirements. During 2023, all product safety procedures were reviewed, enhanced and aligned with the PS&C Policy.

For example, all CNH tractors are fitted with a Falling Object Protection System (FOPS) — a stronger, reinforced vehicle structure 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. Tractors can be equipped with long-range video cameras connected to the on-board display, which transmit rear and side view images of the tractor operating environment. This increases safety considerably when operating large equipment or very long trailers prone to obstructed vision or blind spots, especially in bad weather or at night.

Regulated Substances

We are committed to reducing or eliminating regulated substances from our manufacturing operations and through a product's expected use period. Under certain laws, such as EU REACH Regulation No. 1907/2006 and EU RoHS Directive No. 2011/65, we are collecting detailed information from our supply chain on individual substances contained in parts and whole goods.

We have defined engineering standards in the product development process for our design engineers and suppliers to ensure real-time information on prohibited substances and regulations that address substances which are potentially harmful to human health and the environment. Suppliers are required to submit substance information before parts can be accepted through the Production Part Approval Process (PPAP) requirements. Any restricted substances are automatically rejected using our data management and analysis system. In addition, CNH regularly requests suppliers to update their substance information, especially when there are new substance restrictions and declarations.

We also register and report product sales according to local country recycling regulations to provide our customers with the proper channels to recycle electrical equipment, batteries and packaging materials. CNH is 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.

We work with suppliers to consider strategic initiatives and coordinate on choosing alternative materials to the minerals that are restricted substances but considered critical.

ENERGY

ENERGY MANAGEMENT

4,100 tons
REDUCTION
IN **CO_2 EMISSIONS**
IN 2023

We are constantly working to reduce our energy consumption and CO_2 emissions, adopting more efficient products and processes and introducing both conventional and innovative technical solutions. We're also substituting fossil fuels for energy from renewable sources.

Our energy transition is supported by robust energy management. In 2023, we invested more than $5.3 million in improving our energy performance. The result has been a fall in energy consumption of more than 60 TJ and more than 4,100 tons[1] in CO_2 emissions in 2023.

Throughout the year, CNH continued to apply the Internal Price of Carbon (IPoC) methodology, a strategic tool that helps evaluate investments in terms of CO_2 emissions reductions. We use the IPoC to classify and prioritize energy saving projects based on their ability to generate the greatest reductions in relation to the investment. This sum gives a global carbon price per ton of CO_2. Based on historical-data analysis, our global carbon price is about $175 per ton of CO_2.

(1) 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 CO_2 value includes scope 1 and scope 2 emissions. Values expressed in tons refer to metric tons (1,000kg).

ENERGY MANAGEMENT SYSTEM

CNH'S GLOBAL ENERGY TEAM SETS OUR GUIDELINES AND TARGETS AND MANAGES THE BUDGETS. IT COMPRISES MORE THAN 60 **ENERGY SPECIALISTS**

At the end of the 2023 certification period, 30 of our plants retained their ISO 50001: 2018 standard certificates.

To cut energy use effectively and efficiently, we need to know how much we use. Our regular energy audits help us identify where we can make the biggest improvements. In 2023, we completed 30 third-party energy audits.

We train our people in ways that will help us reduce our energy use. Last year, we provided approximately 5,400 hours of training to 10,800 people on the ISO 50001 energy management system, showing how best to monitor and manage energy performance. We also trained certified internal auditors.

Another important element of our energy management system is the specific energy saving targets for each region and manufacturing facility. In EMEA, for example, our Zedelgem plant in Belgium reduced its energy consumption by outperforming the 2023 target by 17%. Similar targets were set for all CNH plants globally in 2023.

We also continued to voluntarily monitor and report greenhouse gas (GHG) emissions and energy consumption in compliance with the Corporate Accounting and Reporting Standard of the WBCSD[2] and WRI[3] (GHG Protocol). GHG inventory under our annual verification process is performed according to ISO 14064-3 by a third-party verifier.

30
ISO 50001
CERTIFIED PLANTS

(2) World Business Council for Sustainable Development.
(3) World Resources Institute.

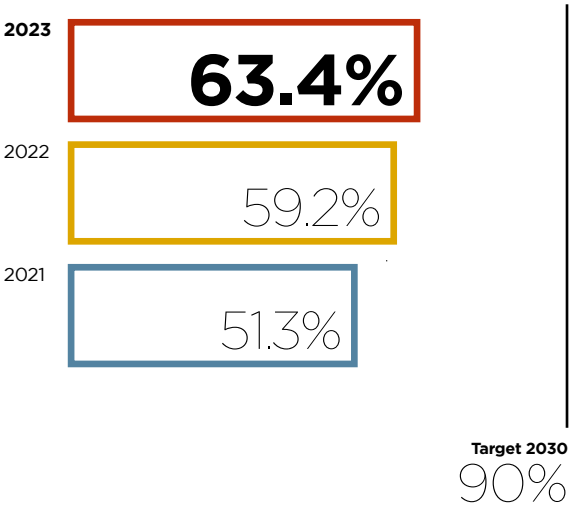
ENERGY PERFORMANCE

Our focus on energy performance isn't solely on the long term. Last year, we implemented a total of 104 short and medium-term initiatives to cut our energy use. These included redesigning processes, converting and retrofitting equipment, operational changes to new installations and increased employee awareness. Specifically, we invested over $5.3 million in efficiency projects, generating more than $2 million in savings. Approximately $0.9 million (17% of the total investment) was spent installing LED lighting technology, with much of the balance financing the installation of inverters, high-efficiency motors, intelligent machinery stand-by systems and set-point regulation adjustments according to operational requirements.

Energy Consumption

In 2023, CNH reported total energy consumption[4] of 3,532 TJ — a decrease of approximately 6.6% year-on-year. When our energy performance is measured by total internal energy consumption divided by total manufacturing hours, our energy use improved by approximately 2.2%.

ELECTRICITY CONSUMPTION FROM RENEWABLE SOURCES
CNH worldwide (%)



63.4%
OF ELECTRICITY
FROM RENEWABLE SOURCES

2023 Solar Panels

Key to reducing our CO_2 emissions is meeting our target for 90% of total electricity consumption to come from renewable sources. To this end, we are installing solar panels at our sites around the world. Between 2020 and 2021, solar installations came online at five sites — Belgium, Brazil, Canada, India and Mexico. By 2024, nine plants will have solar panels. By 2030, all of our plants will be powered by 90% renewable electricity, and by 2040, the majority will benefit from photovoltaic systems.

In 2023, our site in Saskatchewan, Canada, approximately doubled its on-site energy production by adding a further 718 solar panels. The combined solar array provides approximately 12% of the electricity needed by the plant while reducing GHG emissions by 300 tons annually for the Company. All the electricity produced is used on-site.

At the same time in Lecce, Italy, we completed our largest photovoltaic installation to date. The project includes 7,110 panels, provides 4,500 MWh of renewable electricity per year — approximately 34% of the electricity required by the Lecce plant — and reduces our GHG emissions by approximately 900 tons annually.

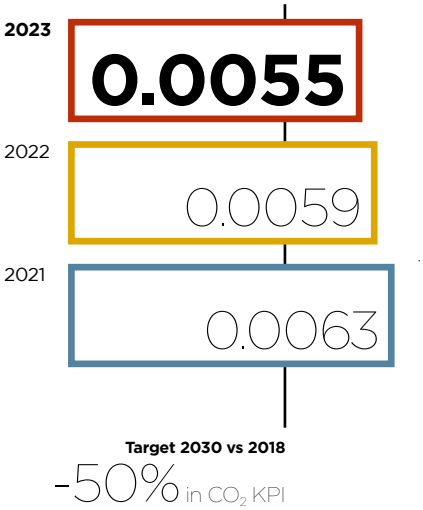
(4) Types of energy included: electricity, heat, natural gas, diesel and other fuels.

CO_2 Emissions

In 2023, our CO_2 emissions (Scope 1 and Scope 2) were 206,181 tons[5], a 12% increase on the previous year. We used more energy because we produced more. When we divide our Scope 1 and Scope 2 emissions by our total manufacturing hours — a key performance indicator — our consumption was approximately 8.3% lower than the previous year.

Furthermore, our use of renewable energy as a proportion of our total increased to 63.4%, cutting CO_2 emissions by approximately 62,000 tons.

DIRECT AND INDIRECT CO_2 EMISSIONS PER MANUFACTURING HOUR[a]
CNH worldwide (tons of CO_2/manufacturing hours)



[a] CO_2 is the only significant GHG within CNH's processes. The base-year (2018) CO_2 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.

Painting has the greatest environmental impact among our manufacturing processes when it comes to emissions of volatile organic compounds (VOCs). As a result, in addition to monitoring CO_2 emissions, we also monitor nitrogen oxide, sulfur oxide and inorganic particulate matter emitted by burning fossil fuels. All these can affect the climate, ecosystems and human health.

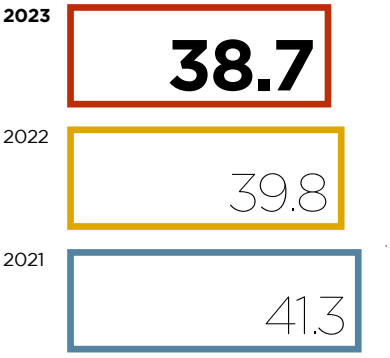
8.3%
REDUCTION
IN **CO_2 EMISSIONS**
PER TOTAL MANUFACTURING HOURS

Safeguarding Air Quality

Alongside the GHG emissions associated with our energy use, we also monitor those linked to the hydrofluorocarbon (HFC) compounds found in our air-conditioning and cooling units, and in our machinery and fire extinguishers. We are pleased to note the potential emissions from these substances (CO_2e) are negligible. In fact, with an incidence of 0.11%, they fall outside the reporting scope[6].

We monitor the VOC emissions from our manufacturing processes by the square meter painted with the aim of reducing them. We also monitor the emissions of nitrogen oxide, sulfur oxide and inorganic particulate matter emitted by burning fossil fuels.

VOLATILE ORGANIC COMPOUNDS (VOC) EMISSIONS[a]
CNH worldwide (g/m²)



[a] The base year (2018) VOC emissions are equal to 48.2 g/m².

[5] Value stated as per the market-based methodology of the GHG Protocol. Conversion factors sources IPCC vol.2 2006 for Scope 1 and IEA 2023 and supplier emissions factors for Scope 2.

[6] Details on the reporting scope are available in the chapter on Report Parameters (see pages 95).

MORE DETAILS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 103-104).

ENVIRONMENTAL MANAGEMENT

AT CNH WE ARE CONTINUOUSLY IMPROVING THE **ENVIRONMENTAL FOOTPRINT** OF OUR PRODUCTION PROCESSES BY ADOPTING BOTH CONVENTIONAL AND NEW TECHNOLOGIES TO MITIGATE ANY **ENVIRONMENTAL IMPACT**

Our overall investment in environmental protection was $30.6 million in 2023. It breaks down as follows: approximately $20.9 million on waste disposal and emissions treatment, and almost $9.7 million on prevention and managing the environment. We also spent a total of $6.1 million on initiatives to reduce our environmental impact; improvement projects and other measures generated $0.9 million in cost savings.

As of December 31, 2023, 30 CNH plants were ISO 9001-certified.

Our central Environment, Health and Safety (EHS) team manages environmental issues in line with our Environmental Policy. The team implements improvements at the local level, measures performance against targets, proposes new initiatives and defines environmental policies.

Managers' performance reviews include individual environmental impact reduction targets where appropriate, with the aim of developing and replicating best practices.

All our operating manufacturing plants that fall within the scope of the Sustainability Report are ISO 14001 certified.

$30.6

MILLION SPENT

ON ENVIRONMENTAL PROTECTION

Our performance is validated by a series of external third-party audits, carried out by accredited bodies, with annual monitoring. Certification is renewed every 3 years. In addition, plants must carry out an internal audit every year to verify the performance of their environmental management system.

Engagement and Awareness Activities

CNH is committed to promoting the principles of continuous improvement and environmental management. In 2023, CNH provided 31,592 hours of environmental training, of which 28,656 were on-the-job training to 21,628 employees, 88% of whom were hourly.

Examples include awareness training on water-efficiency management programs, waste reduction opportunities and best practice.

WATER MANAGEMENT

CNH draws water principally for industrial use, including for painting, cooling, washing and machining. Our goal is to increase water efficiency across all our industrial processes and we monitor the following KPI to this end:

50%

REDUCTION OF
WATER DRAWN
/HOUR OF PRODUCTION
VS. 2018 BY 2030

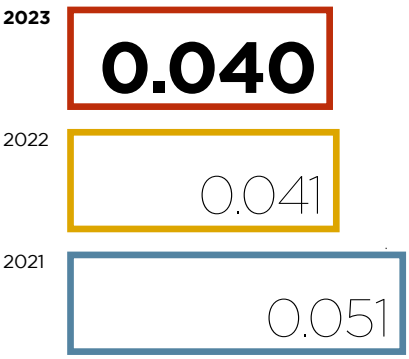
When we increase the use of recycled water we can reduce the amount we draw from external sources. This improves not only our water independence, but also water's availability for local communities.

The impact on water resources is an integral part of each plant's environmental assessment and 30 ISO 14001-certified plants have a water management plan in place. CNH's Water Management Guidelines require all plants to:

- Analyze the management of water withdrawal, its distribution systems and its consumption to identify and eliminate leaks and waste
- Identify specific performance indicators and benchmarking for all 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 any wastewater
- Promote the recirculation of water within individual manufacturing processes and reuse water in multiple processes
- Raise staff awareness of responsible water use, both at work and at home.

64%
OF **WATER RECYCLED**

WATER DRAWN PER PRODUCTION UNIT[a]
CNH worldwide (m^3/total manufacturing hours[b])



[a] The base year (2018) water drawn is equal to 0.060 m^3/hours of production.
[b] Total manufacturing hours are used to calculate the indicator per hour of production.

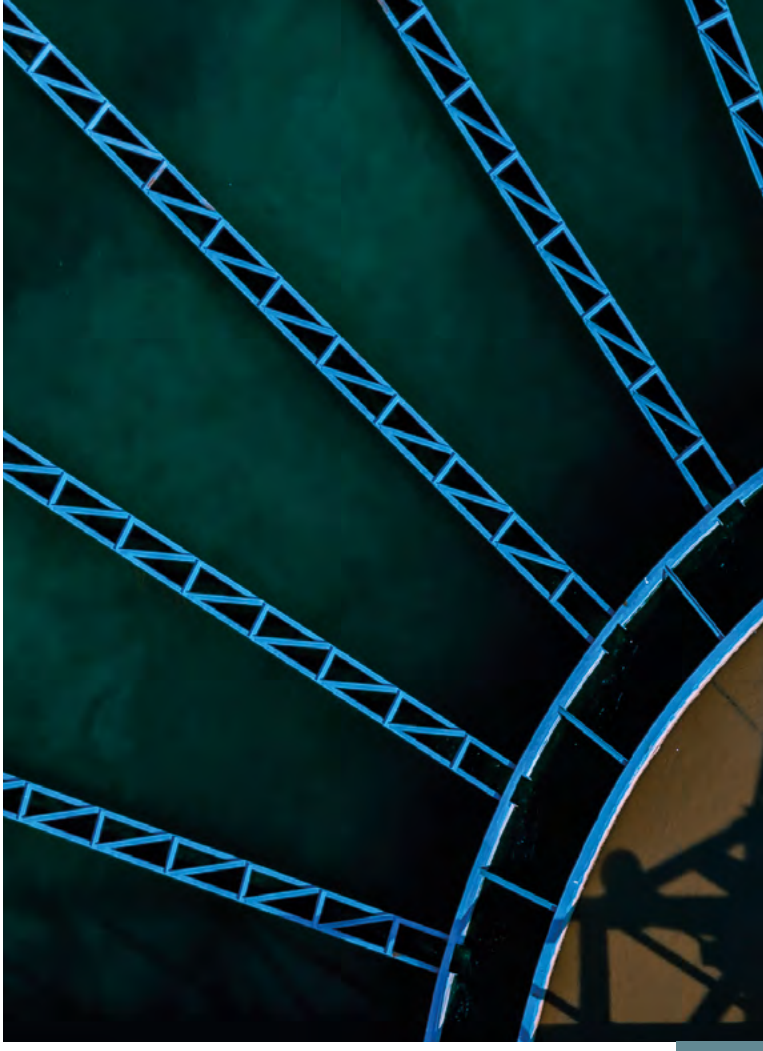
In terms of water drawn per production unit[1], the key KPI for 2023 dropped by almost 2.5% compared with 2022.

At CNH we take our responsibility to safeguard the flow of wastewater from our industrial processes extremely seriously. The substances of concern (SoC) restricted by local law are always a priority and each plant is required to treat its associated discharges accordingly.

Our plants do not use wastewater generated by other organizations. Nor do they channel their waste for reuse by other organizations.

MORE DETAILS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 105).

[1] The production unit corresponds to the hours of production. Total manufacturing hours are used to calculate the normalized production unit indicator.



Plants in Water-Stressed Areas

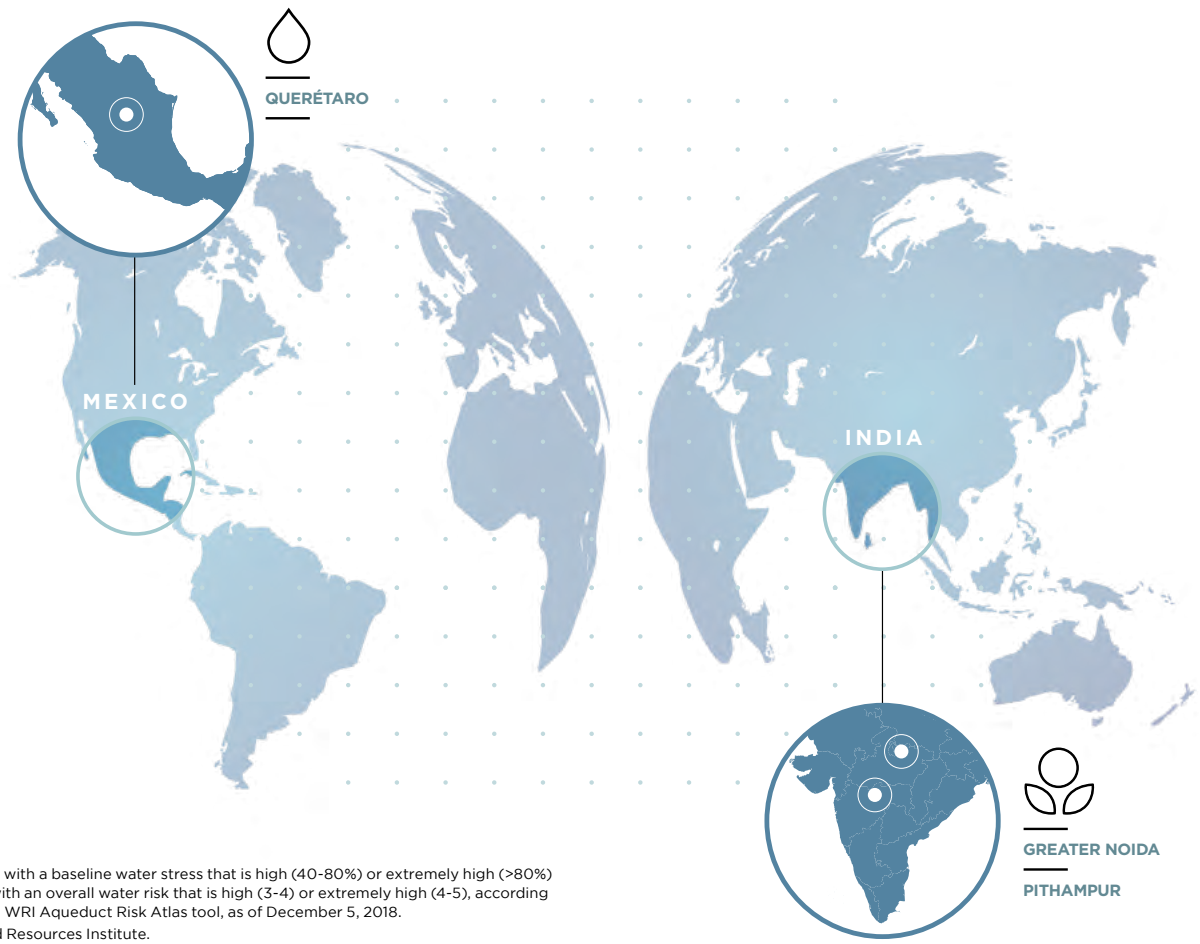
Our plants in Querétaro, Mexico, and in Greater Noida and Pithampur, India, are classified as being in sensitive areas when it comes to the availability and use of water (commonly referred to as water-stressed areas[2]). We identified these using the WRI[3] Aqueduct Water Risk Atlas.

In 2023, all 3 plants made further progress in reducing their water consumption using targeted measures and initiatives, and by setting specific improvement targets. The plant in Querétaro, for example, installed additional water meters in production areas to continually monitor consumption and establish countermeasures.

In India, the Greater Noida plant increased the proportion of recycled water it uses thanks to continual technological improvements and installation upgrades to its wastewater treatment recovery recycling system.

Meanwhile, the plant in Pithampur moved away from underground water pipelines to above-ground systems and collected and reused rainwater for construction projects.

LOCATION OF FACILITIES NEAR/BORDERING SENSITIVE AREAS CNH worldwide



(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 of December 5, 2018.

(3) World Resources Institute.

WASTE MANAGEMENT

Our commitment to optimizing waste management is company-wide and we seek solutions that promote waste recovery and minimize our contribution to landfill. The methods adopted to improve our waste management — in order of preference — are waste recovery, waste-to-energy and waste treatment.

CNH has the following goal for waste management:

97%
WASTE RECOVERED
AT PLANTS BY 2030

In 2023, we recovered 95% of our total waste generated. The percentage of waste sent to landfill continued to improve, falling to approximately 2%. In terms of waste generated per production unit[4], the total waste indicator marginally increased by 3%, compared with 2022.

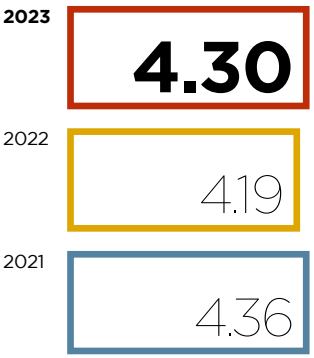
CNH Business System (CBS)

In 2022, we launched the CNH Business System (CBS), which has been designed to focus our business processes around our customers and simplify key results to unlock value. The program applies Lean methodologies to improve performance by eliminating waste and drive greater accountability, agility, efficiency and safety for all employees.

CBS supports both strategy development and a rigorous senior management process to drive transformational change in our business. It also includes the Daily Management System, a simple visual process that promotes our Cultural Beliefs and ensures staff receive the resources needed to deliver on customer demands. Both these approaches use Kaizen (a Japanese business philosophy of continuous improvement of working practices), Lean toolsets and Root Cause Problem Solving at the point of impact to boost performance and enhance our ability to achieve our sustainability goals.

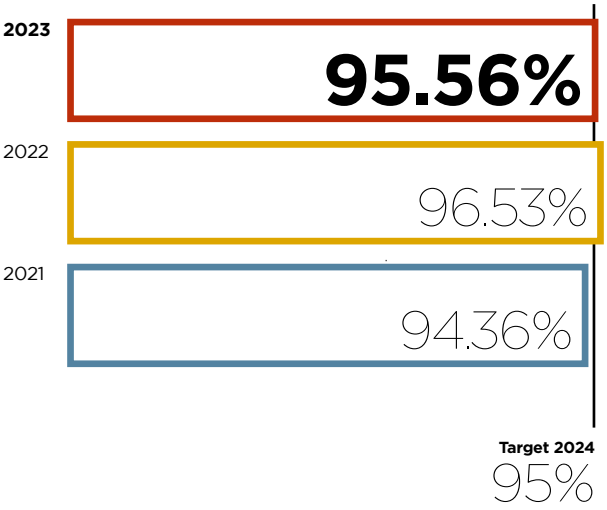
In 2023, we rolled out the Daily Management System at major plants and depots and continued to train employees in Lean Toolsets and Root Cause Problem Solving. We also hosted hundreds of Kaizen events and a significant number of projects and quick improvements that involved thousands of employees. The CBS program will be extended beyond manufacturing to support employees in every facet of the business as it evolves.

WASTE GENERATED PER PRODUCTION UNIT[a]
CNH 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.

WASTE RECOVERED[a] CNH worldwide (%)

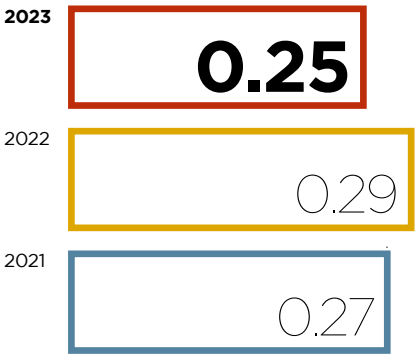


[a] Waste recovered is determined as the sum of waste diverted from disposal and waste incinerated with energy recovery, calculated as a percentage of total waste generated.

MORE DETAILS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 105).

[4] The production unit corresponds to the hours of production. Total manufacturing hours are used to calculate the normalized production unit indicator.

HAZARDOUS WASTE GENERATED PER PRODUCTION UNIT[a]
CNH 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.

14%

REDUCTION IN
HAZARDOUS WASTE
GENERATED PER HOUR OF PRODUCTION

Opportunities and Actions to Improve Waste Management

Every CNH manufacturing site closely monitors its waste management and is always looking for ways to improve. Each site has specific action plans, such as reducing and diverting waste sent to landfill by increasing recycling options, increasing waste to energy where viable, while investigating new service providers and technologies.

Protecting Biodiversity

CNH is committed to supporting biodiversity and ecosystems and our primary focus is currently on our own operations. However, over time, it is important we develop expanded initiatives in partnership with key stakeholders, including suppliers and business partners.

CNH's current projects aimed at protecting and improving biodiversity include:

- Integrating our biodiversity assessment with management strategy through our EHS policy
- Conducting biodiversity risk assessments on all CNH operations to ensure priority areas are strictly controlled and managed
- Conducting business to avoid harmful operational activities near sites containing globally or nationally important biodiversity areas. This includes sites near, in or on the IUCN Red List, UNESCO World Heritage areas, Ramsar wetlands, UNESCO MAB and biosphere reserve areas, and IUCN Category I-IV protected areas.

Biodiversity Risk Assessment

CNH's biodiversity risk assessments have 2 distinct phases: desktop analysis using the specific WWF Risk filter suite; and on-site assessments using our Biodiversity Risk Evaluation (BRE) methodology.

The results are used to shape next steps and any action necessary to manage biodiversity in a responsible way. Overall, we aim to:

- Apply the 'Mitigation Hierarchy' as a step-by-step process
- Avoid — prevent negative impacts on biodiversity
- Minimize — reduce the intensity of impacts on biodiversity that are unavoidable
- Restore — rehabilitate degraded ecosystems
- Offset — compensate for the loss of biodiversity.

Monitoring Biodiversity at CNH Sites

We use the Biodiversity Value Index (BVI) methodology to assess manufacturing sites bordering protected areas of environmental interest. We undertake an in-depth study of ecosystems within a 5-kilometer radius of the relevant manufacturing sites and use the methodology to assess the biodiversity and identify possible measures for improvement.

CNH has integrated this 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 BRE methodology involves assessment of the following key 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.

From this, we produce a map of risks, expressed in terms of potential damage to biodiversity. We then draft improvement measures, which are implemented based on the scores assigned to each risk. This methodology offers a way to standardize indicators and make consistent comparisons between the risk maps of our different plants.

Where we have applied these methodologies, we have found that biodiversity and ecosystem services were subject to insignificant levels of risk and impact overall. Although no specific improvement measures were required, CNH has and continues to implement improvement initiatives to protect biodiversity within and around our plants. To date, we have reviewed about 40% of our relevant plants and will review the remainder over the coming years.

Other Environmental Indicators

We are also working to reduce other environmental impacts from our operations, most notably from hazardous substances and noise.

In 2023, none of our CNH plants received fines or sanctions for non-compliance related to ecological or environmental issues (including water).

Substances of Particular Concern for Health and the Environment

CNH is committed to finding substitutes for substances identified as of particular concern to health and the environment. In recent years, we have researched alternative solutions for products used in our painting processes that contain heavy metals. In addition, we are more broadly committed to reducing the use of chemicals and to using them sustainably with a view to protecting the environment, cutting waste and achieving cost savings.

MORE DETAILS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 106).

External Noise Generated by Plants

When it comes to noise pollution, we encourage plants to adopt procedures set out in their environmental management systems and follow guidelines issued in previous years (for example, design and buy new, low-noise machinery).

Protecting the Soil and Subsoil

CNH strives to minimize the risk of any adverse environmental impact on the soil and subsoil. In Europe, for example, plants periodically monitor and inspect underground pipes and tanks.

CARING

WE FILL THE **FUTURE** WITH **POSSIBILITES**. OUR **TECHNOLOGY** CONTRIBUTES TO ENHANCING EVERYDAY LIFE IN THE COMMUNITIES WHERE WE OPERATE.

03

SOCIAL

EMPLOYEES

EMPLOYEES IN NUMBERS

WE FINISHED 2023 WITH **40,220 EMPLOYEES**, 150 MORE THAN AT THE END OF 2022. THE DIFFERENCE WAS MAINLY DUE TO AN INCREASE OF ABOUT 280 EMPLOYEES FOLLOWING CHANGES IN SCOPE OF OPERATIONS AND THE GAP BETWEEN TOTAL NEW HIRES AND DEPARTURES

The year was shaped by our investments. We took a majority stake in Bennamann, the UK-based solutions expert in the capture, repurpose and storage of fugitive methane emissions for energy use. We also acquired Hemisphere GNSS, the global satellite-navigation technology leader, and Augmenta, a technology specialist in selective spraying capabilities, which expanded our Sense and Act capabilities. Beyond acquisitions, we divested our businesses in Russia and also sold our Undercarriage business unit.

Staff levels were also increased due to investments in precision technology and research and development personnel to strengthen the pool of skills and competencies as new technology is introduced. This includes electrification, autonomous driving, alternative propulsion solutions, digitalization and cloud web-based software technologies. We also inaugurated a new plant at Cesena, Italy, which is dedicated to producing mini excavators and mini track loaders, including electric models.

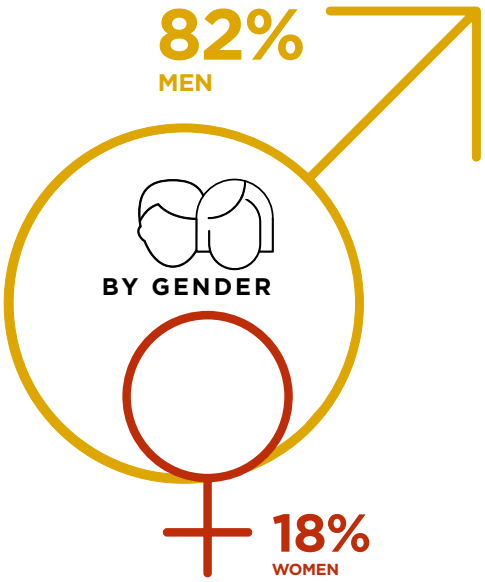
North America accounts for the majority of new hires, at 47% of the total, followed by Europe, at 27% (all figures are approximate). Approximately 43% of new hires were under 30 years old. Female employees accounted for 24%, while male employees accounted for 76%. In 2023, 85% of new hires were employed under no-term contracts. We continued to offer transfers between our different businesses and internationally, and 2023 saw nearly 80 CNH employees move country. Some 120 moved between our businesses but within the same country.

As for people leaving, the highest percentage left in North America (42%), followed by Latin America (27%), while the age group to see the most leavers was 30-50 (51%).

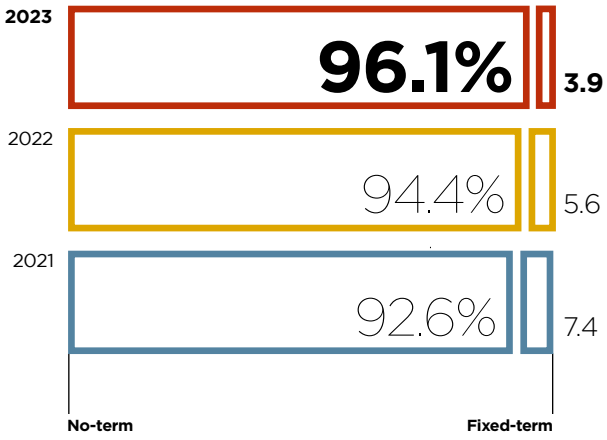
EMPLOYEE TURNOVER CNH worldwide (no.)

	2023	2022
Employees at January 1	**40,070**	37,763
New hires	**6,358**	8,806
Departures	**-6,492**	-5,840
Scope of operation	**284**	-659
Employees at December 31	**40,220**	**40,070**
Turnover (%)	**-16.1**	-14.6
New hires (%)	**15.8**	22.0

TOTAL WORKFORCE CNH worldwide



FIXED-TERM AND NO-TERM CONTRACTS
CNH worldwide (%)



TOTAL WORKFORCE CNH worldwide (no.)

61%
30 to 50

23%
over 50

16%
under 30

39%
Europe

30%
North America

19%
Latin America

12%
Rest of World

We converted 794 contracts into no-term contracts, 16% of which were held by female employees. Fixed-term hiring takes place in response to a temporary need and is done in line with any applicable laws and the provisions of collective labor agreements (CLAs). At the end of the year, agency contracts accounted for 2,105 CNH staff; 59% were in Europe, 8% in North America, 1% in Latin America and 32% in the rest of the world.

Around 1.6% of our workforce is employed part-time, of which approximately 33% are women.

MORE DETAILS ON EMPLOYEE TURNOVER ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 107-112).

LABOR PRACTICES

Diversity and Inclusion

Diversity and Inclusion (D&I) is of strategic importance to CNH and as such its governance lies with our senior leaders. Our Chief Executive and Chief Human Resource[1] Officers co-chair quarterly reviews to discuss our plans and progress. Senior leaders are given specific D&I targets every year as part of the annual Performance Management Process. In addition, CNH's Board annually reviews our D&I plans to make sure they reflect our core values and objectives.

Our D&I efforts are structured around 4 key pillars: Culture, Commerce, Career and Community[2]. Overseen by our dedicated, global D&I team, these pillars provide a framework for us to systematically address and advance our D&I objectives. Initiatives are designed to meet quantitative targets and foster a more inclusive, equitable work environment in every aspect of our business — from internal culture to community engagement. Together, we recognize the value and strength in diversity and strive to make CNH a leader in this field.

Our D&I Progress

20% OF WOMEN IN LEADERSHIP ROLES BY 2024

In 2023, women made up 18% of CNH's global workforce (+ 1% vs 2022) and held 18% (+1 vs 2022) of leadership roles.

INCREASE THE **REPRESENTATION OF WOMEN** IN THE WORKFORCE YEAR-ON-YEAR

FEMALE EMPLOYEES CNH worldwide (%)

43% Hourly

35% Professional

20% Salaried

2% Manager

35% North America

32% Europe

23% Latin America

10% Rest of World

[a] For more information on employee categories, see page 98.

EXPAND PARTICIPATION AND SCOPE OF **EMPLOYEE RESOURCE GROUPS** (ERGs)

- New global ERG program providing infrastructure to connect employee-led groups to company activities and support their administration needs.
- New ERGs launched in each of our regions, with increased employee participation.

INSTITUTIONALIZE **GENDER EQUALITY** PRACTICES ON CAREER AND COMPENSATION

- Dedicated training and mentoring for women in all regions.
- Gender pay-gap analyses in select markets.

100% **EMPLOYEES TRAINED** IN UNCONSCIOUS BIAS AND "SPEAK UP" BY 2024

- Training to extend to all employees in 2024.

MORE DETAILS ON DATA FOR GENDER, DISABILITY, NATIONALITY AND ETHNICITY/RACE ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 113-115).

[1] In January 2024, CNH's Chief Diversity and Inclusion, Sustainability and Transformation Officer assumed the role of Chief Human Resources Officer as part of corporate restructuring.

[2] Reference: 4C ERG Model™ by Dr. Robert Rodriguez.

EMEA employees from the Gender Equality and Alliance Resource Group (EQuALLity) on a 2-day visit to the New Holland Field Academy in Toulouse, France, to see our T7.300 tractor. They learned about our Methane Tractor alternative fuel strategy and saw our PLM Precision Technology in action.

Commerce

We apply a D&I mindset when we engage with and provide value to our customers.

- Launch of the New Holland TL5 Acessível, the world's first accessible tractor.
- New Holland Construction *Juntas Para Construir* operator equipment training for women.

Culture

We celebrate and share different cultures around the world.

- Employee Resource Groups (ERGs) in all 4 of our regions help employees achieve their ambitions through networking and training across CNH. An expanding range of ERGs (gender, veterans, LGBTQIA+, multicultural and disability) support broad diversity within our organization — they serve as both a source of community for their members and as change agents within CNH and beyond.
- Unconscious bias training to embed awareness and tools for inclusivity within our Company culture.

When we introduced the world's first accessible tractor to help farmers with lower-limb disabilities work independently in fields, we also offered training to our New Holland employees in Brazil about inclusive behavior and accessibility for people with disabilities.

Career

We use dedicated initiatives to develop our talent pipeline and foster professional growth and career advancement.

- Ongoing training and mentoring programs in all regions support women's career progression at all levels — from production to senior manager and above.
- iGLOW ERG hosted our 2nd annual North American Women's Leadership Summit.
- Our all-female production line in Pithampur, India, bridges the gender diversity gap on the shop floor and establishes a culture of inclusivity.

Community

We support the communities where we operate and promote careers to attract diverse talent.

- Our educational projects and recruitment opportunities foster a more diverse future workforce.
- Our new Employer Value Proposition (EVP) branding promotes inclusivity so we can continue to build and grow a diverse organization.
- Employee volunteerism connects our employees with their local communities to share their skills and encourage mutual learning.

Project Udaan provides 4 years of engineering college scholarships to socio-economically disadvantaged women in India. The program includes a 600-hour curriculum focused on technical skills and advanced technology. It also provides training on soft skills, communication, English proficiency, career readiness and corporate etiquette. In 2023, we helped 10 female students.

The 2nd annual iGLOW Women's Summit connected and empowered 100 women employees over 2 days of networking and presentations.

Non-Discrimination

CNH rejects all forms of discrimination based on race, ethnicity, gender, sexual orientation, personal or social status, health, physical condition, disability, age, nationality, religious or personal beliefs, political opinion and against any other protected group. Our public commitments to D&I can be found in our Human Capital Management Guidelines, Human Rights Policy and D&I Commitment statement. Our Code of Conduct and policies ensure the same standards are applied worldwide, in line with differing legislation and levels of awareness, concern and ability to apply the principles of non-discrimination. Through our third-party Compliance Helpline, individuals can report situations in which they have a good-faith belief that any circumstance or action has violated our Code of Conduct, global policy or applicable law. In 2023, 13% of Compliance Helpline matters investigated were related to discrimination and harassment.

Compensation and Benefits

Compensation

We compensate staff through a progressive system based on equitable criteria and follow market-driven benchmarks when it comes to base salary, benefits and short and long-term incentives. This ensures fair and objective treatment for all our staff worldwide. When compensation adjustments are made, we focus on closing the gap between actual and market pay, while prioritizing top performers. CNH is also reviewing gender pay gaps in selective markets, while in the UK, we publish a gender pay gap analysis.

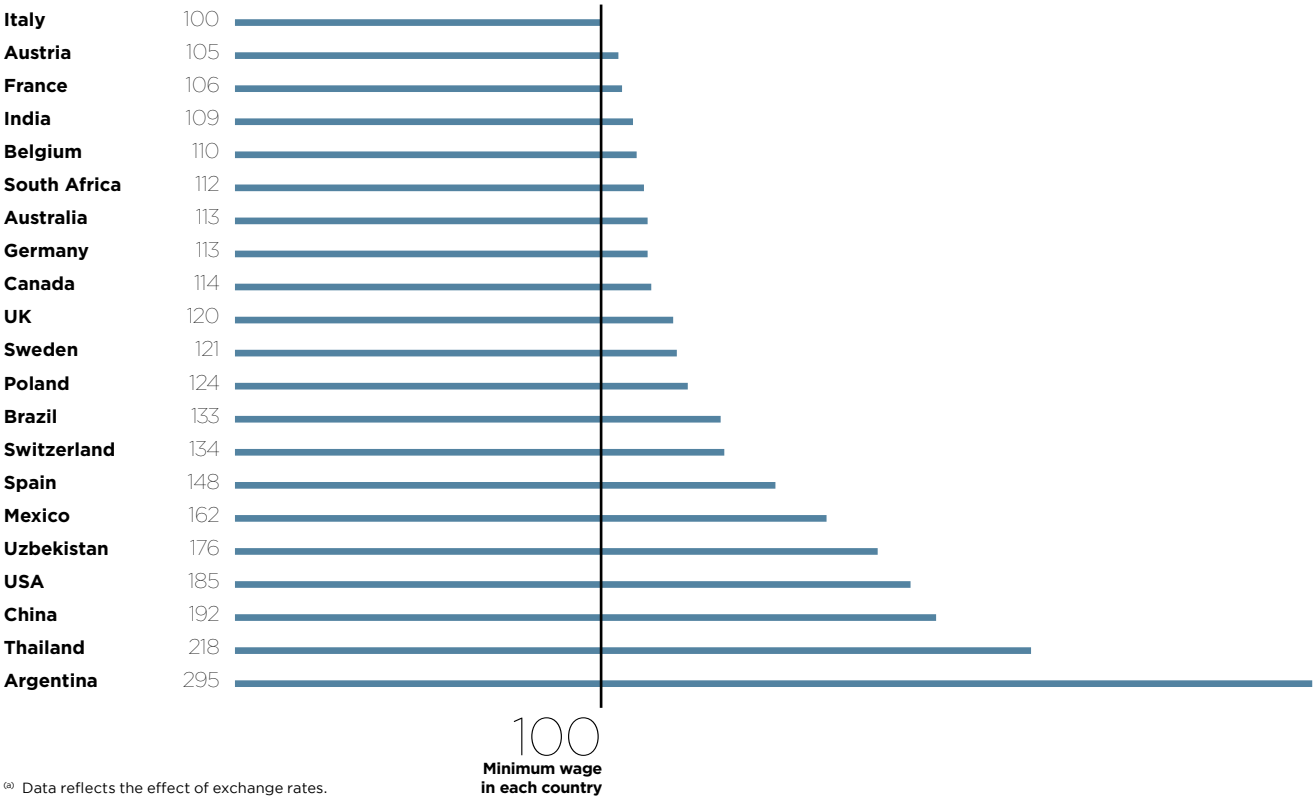
Individual performances are evaluated through our performance management program and results affect the variable element of compensation. We also employ a formal process to monitor how our core equity and fairness principles are reflected in compensation levels, annual salary reviews and promotions. These reviews are based on standard criteria and allow managerial discretion only over a small portion of the annual salary and bonus for eligible employees. Taken together, these measures ensure our total compensation approach guarantees equal treatment for all, regardless of age, gender, race, religious belief or other factors.

Local Minimum Wages

In many countries, minimum wage levels are established by law. In others, variations are driven by region, state or other criteria. Where no specific law exists, for example in Italy, Germany and Belgium, a minimum wage is established by collective bargaining agreements between employer associations and trade union representatives. When this happens, pay and conditions are negotiated at regional or national levels, with other agreements potentially available at Company level.

Given minimum wage levels are based on specific economic, social and political circumstances, direct cross-border comparisons are not meaningful. We instead evaluate wage-level data by country. In 2023, we did this for countries representing 99.5% of our employees and found entry-level wages[3] were at or above the statutory minimum or non-company collective labor agreements, as shown in the following graph.

2023 COMPARISON BETWEEN ENTRY-LEVEL WAGE AND MINIMUM WAGE[a] CNH worldwide (minimum wage = 100)



(a) Data reflects the effect of exchange rates.

(3) 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, 2023.

Employee Benefits

CNH's competitive range of benefits are normally available to all full-time employees and, in many countries, to part-time or temporary employees, too. Benefits differ according to an individual's level, country of employment and local policy.

As of October 31, 2023, we conducted a survey of 99% of our workforce worldwide at all our major sites on the availability and adoption of our benefits (including pension plans, supplemental health plans, financial support for those with accident-related permanent disabilities, life insurance and employee cafeterias or meal vouchers). The results are shown below.

Our survey found that approximately 94% of employees were eligible for a supplementary pension plan and 77% had joined one (representing 73% of the total population surveyed).

In addition, nearly all CNH divisions offer supplemental health-care plans, mostly insurance-based. Coverage varies from country to country depending on the public healthcare system, tax and regulatory restrictions and local market conditions. According to the survey, approximately 96.3% of employees were also eligible for a supplementary health plan and about 83% of the eligible workforce had joined one.

Mobility Management in EMEA

CNH collaborates with local authorities and public transport companies on initiatives for sustainable mobility across Europe. For example, in Turin (in partnership with Iveco Group) and in San Matteo, Modena, Italy, we provide a dedicated shuttle service for employees between work and nearby strategic points. The innovative service, called *MYshuttle!*, has approximately 2,000 registered users and is accessed via an app. Employees can book shuttle rides on demand and in advance. In Italy, we also subsidized 81 public transport transit passes and relaunched the UP2GO app to encourage carpooling. The app was launched in 2023 in the UK, is now available to employees at nine CNH sites and has 100 active users. Finally, during European Mobility Week, CNH organized "Biking New Ground" in Italy, Belgium and Austria. This one-week event aims to change behavior and encourage employees to cycle to work. Ten sites and 1,086 participants took part (+65% compared to the 2022 event), reinforcing a sense of inclusivity and wellbeing — aspects that make commuting more sustainable.

EMPLOYEES ENTITLED TO BENEFITS[a] CNH worldwide (%)

Financial Benefits	2023	2022
Supplementary pension plans	**94.0**	94.6
Supplementary health plans	**96.3**	97.5
Life insurance	**88.8**	83.9
Financial support for disability	**88.3**	88.1
Employee cafeterias or meal vouchers	**66.4**	67.8
Other	**28.3**	37.1
Social Benefits		
Childcare[b]	**53.2**	54.8
Sports facilities[c]	**8.1**	7.4
Wellness and nutrition programs[d]	**64.6**	66.0
Other[e]	**60.7**	62.2

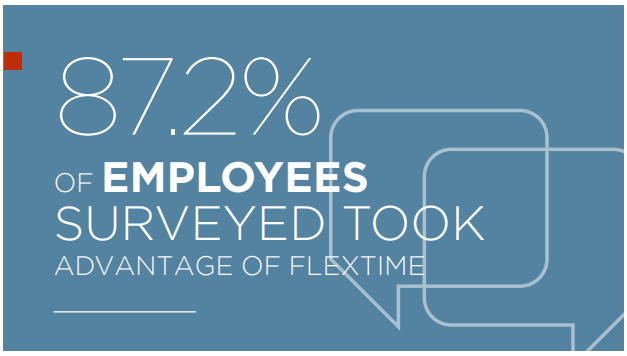
(a) Data as of October 31 of each year.
(b) Includes kindergartens, summer camps/holidays and other childcare services.
(c) Includes free gym access, gym/fitness courses and other sports initiatives.
(d) Includes nutrition coaching, training on how to stop smoking, medical check-ups, medical screening and other wellness programs.
(e) Includes benefits such as Company cars, fuel reimbursement and transport allowance.

Our social benefits aim to enhance employee wellbeing and vary by region and country. At some sites, we offer inclusive spaces to support employee wellbeing specifically while on-site. These include lactation spaces for new mothers, wellness and prayer rooms.

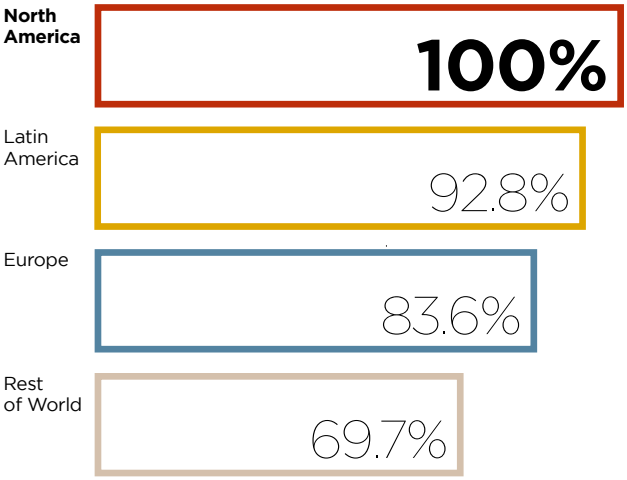
Flexible Working

CNH offers flexible working to employees according to local customs and regulations. This includes flexibility and leave for childcare, care for the elderly, education and other personal requirements. Flexible working hours, including part-time employment, allow employees to balance their time when needs arise.

In 2023, we carried out a survey[4] on the uptake of flexible working hours, parental leave and other forms of leave. We found that approximately 87.2% of the employees surveyed took advantage of flextime. Uptake by region is shown in the chart below.

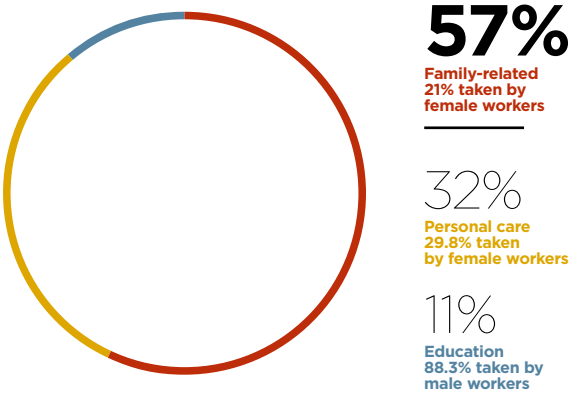


FLEXIBLE LEAVE UPTAKE CNH worldwide (%)



When we surveyed uptake of other types of leave — between November 2022 and October 2023[5] — we found that 5,189 employees (13% of our total workforce) took leave to care for family members, for personal treatment and care (excluding all forms of compulsory leave for illness), for study or sabbatical leave. We also found that 18.6% of the leave exceeded the provisions set by law and 13.1% was granted to female employees.

TYPE OF LEAVE TAKEN CNH worldwide (%)



These benefits are part of our corporate philosophy that aims for a healthier, more motivated workforce that actively participates in the success of CNH.

(4) Survey of all CNH employees, excluding hourlies, carried out on October 31, 2023.
(5) Survey of all CNH employees carried out on October 31, 2023.

We continued to offer the children of our employees a chance to qualify for grants based on their level of academic excellence. We do this through our long-standing grants and scholarship program, known as the Sergio Marchionne Student Achievement Awards. The program is open to students with a high school or university diploma or a university degree in countries where we have a significant presence. In 2023, we awarded 158 grants and scholarships, totaling approximately $162,000 to employees' children worldwide.

Parental Leave

Parental leave is a key part of our commitment to equal opportunities as it encourages employees to balance parental responsibilities with their careers. We grant parental leave to all employees and comply with local regulations (labor law requirements may vary from country to country), collective labor agreements and our own policies.

When we reviewed our parental and care leave policies, the minimum maternity leave offered (for birthing mothers) was 10 weeks paid (12 weeks leave) and the highest, under legal obligation, was 26 weeks. For paternity leave, the minimum paid leave offered was 5 days and the highest 4 weeks, for which 37% of our employees were eligible (51% were eligible for at least 10 days). For adoption leave, the minimum was 4 weeks paid leave and the maximum 26 weeks. The policy review covered 76% of CNH's workforce[6].

In 2023, 1,527 employees, approximately 3.9% of our staff, took maternity, paternity, adoption or breastfeeding leave[7]. The majority of this was for paternity leave (69%), with maternity leave accounting for 24.1% and breastfeeding leave 6.7%. We gave adoption leave twice. Among the total workforce, parental leave was most frequent in Europe (4.9%) and in Latin America (3.6%).

PARENTAL LEAVE TAKEN (BY REGION AND BY GENDER)
CNH worldwide (%)

49%
Europe

23%
North America

18%
Latin America

10%
Rest of World

71%
Male workers

29%
Female workers

MORE DETAILS ON PARENTAL LEAVE TAKEN ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 117-118).

(6) The survey was sent to the 5 countries with the highest percentage of CNH employees and represents policies from each of our 4 operating regions.
(7) Survey of leave taken covering the period from November 1, 2022, to October 31, 2023.

Industrial Relations

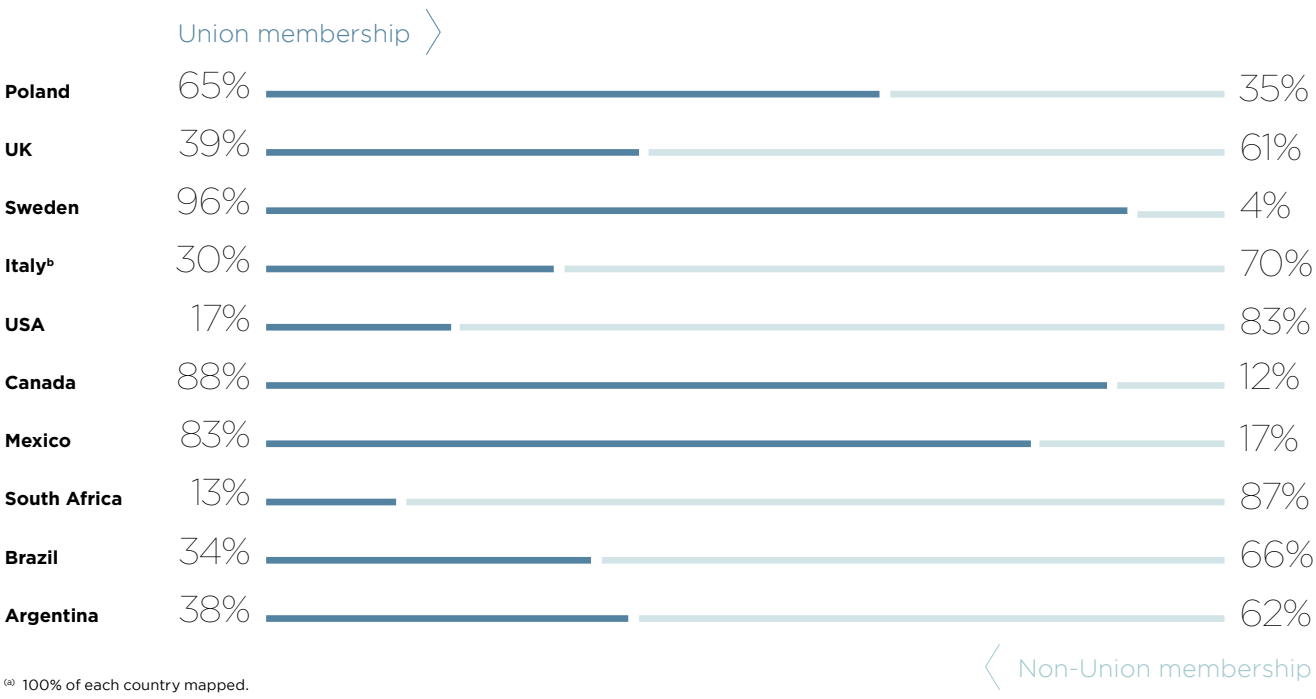
CNH works with trade unions as stakeholders at the local, national and transnational level to pursue an open dialogue on market trends and areas for collaboration, such as health and safety, training, and diversity and inclusion, through joint committees.

Freedom of Association

CNH recognizes and respects the right of its employees to be represented by trade unions or other representatives according to local relevant legislation. In 2023 (figures as at October 31, 2023), we carried out a survey on union membership in most of the countries where we operate. Given that freedom of association is regulated by country-specific legislation, we were unable to survey countries where union membership is considered an employee's personal and private choice.

At time of survey, 8[8] countries were excluded due to data privacy protection (accounting for 18% of CNH's employees), while 5 countries (accounting for 0.5% of the population mapped) had no employees affiliated with a trade union. However, the absence of trade union affiliation does not stop employees from setting up their own representation bodies with information, consultation and negotiation rights.

2023 UNION MEMBERSHIP CNH worldwide (%)



(a) 100% of each country mapped.
(b) Figures for Italy updated as at December 31, 2023.

(8) Chile, Denmark, Ireland, Luxembourg, Netherlands, Portugal, Switzerland, Ukraine.

Representative Bodies

Representative bodies are normally elected by workers at their respective plants. By law or applicable collective agreements, these bodies have the right to be informed, consulted and/or to enter negotiations on the following:

- Workplace health and safety
- Wages
- Benefits
- Operational issues including working hours, shifts, collective variations
- Training
- Equal opportunities
- Company restructuring
- Collective redundancies.

In North America, representative bodies are only present where a trade union is already established. Within the European Union, companies and/or sites where employee numbers exceed the minimum limits specified by national laws or procedures are expected to establish employee representative bodies.

Worldwide, approximately 66% of our employees are covered by representative bodies. Our October 31, 2023, study found no employee representative bodies in 8 of the countries (accounting for only 0.7% of the workforce surveyed).

European Works Council

CNH qualifies as a European Community-scale group, making it subject to regulations designed to improve employees' rights to information and consultation via a European Works Council (EWC). The EWC is made up of 19 members from 11 EU member states. It was originally established in July 2015 under Dutch law. A new agreement between the EWC and CNH was reached on November 23, 2021, in view of the demerger of CNH's on-highway business. It was ratified on December 17, 2022. The EWC Select Committee deals directly with CNH management.

One of the committee's joint projects is a training program that will be run with the International Labour Organization (ILO) in Turin and IndustriAll-Europe. The EU-funded program will train 34 CNH staff — including CNH EWC members, CNH EU Industrial Relations and HR managers — and cover four topics of joint interest:

- The EU legal framework on EWCs and international labor standards
- Information and consultation on the green and just transition
- Key skills for analyzing Company data
- Information and consultation on the digital transition.

66%

OF EMPLOYEES

COVERED BY REPRESENTATIVE BODIES

Joint Committees

The October 2023 survey showed that 88% of our employees were represented by occupational health and safety joint committees (committees made up of CNH and worker representatives).

In Italy, the health and safety joint committees at plant/site level include staff selected from the employee health and safety representatives, a CNH representative, the Human Resources (HR) Manager or representative and the Head of the Prevention and Protection Service. These committees meet at least once a month and are responsible for the information and consultation duties required by Italian law. They also have specific rights to prior consultation and the power to make proposals on:

- Implementation of health and safety programs
- Introduction of new technologies particularly when it comes to the health and safety of workers
- Analysis and evaluation of workstation ergonomics.

The survey also found that other joint committees addressing equal opportunities, training and pay represent 20%, 25% and 5% respectively of the employees surveyed. More than 48% of those surveyed were represented by joint committees dealing with other issues, including:

- Peer review committees for suspension and termination — at several locations in the USA
- Joint committees for the management of apprenticeships and for social issues relating to individual workers — in various countries
- Joint committees on housing, employee transportation, childcare and cafeterias — in various countries.

MORE DETAILS ON JOINT COMMITTEES ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 119).

88%

OF OUR EMPLOYEES SURVEYED **WERE REPRESENTED BY OCCUPATIONAL HEALTH AND SAFETY JOINT COMMITTEES**

Collective Bargaining Agreements

On December 31, 2023, collective bargaining agreements covered more than 55% of CNH employees. This is an average figure based on local practices and regulations. It should be noted that 100% of the agreements reached in 2023 were signed with unions or employee groups representing more than 30% of our employees.

In 2023, CNH signed a total of 93 agreements at either Company or plant level; 12 included provisions on health and safety. In Latin America, high inflation in Argentina and a decrease in accumulated inflation (INPC) in Brazil during the period posed significant challenges and here salary adjustments were the main theme of negotiations. Many rallies called for an adequate percentage of wage increases to compensate for the increase in inflation, which directly affected the business at this sensitive economic time. Despite these challenges, negotiations took place without affecting our operations.

MAIN WAGE AND REGULATORY AGREEMENTS CNH worldwide

Country	Main Wage and Regulatory Agreements
Italy	National collective bargaining agreement signed with the trade unions FIM, UILM, FISMIC, UGLM and AQCFR were renewed for the period January 1, 2023, to December 31, 2026. The economic element is regulated for the years 2023 and 2024 only. In the first two years of the CLA 2023-26, an overall increase higher than inflation is expected. In addition, there is an economic increase of the "management function allowance" for white-collar professionals, a lump sum payment split into two tranches — April and July, 2023 — and, for the year 2023, the recognition of an amount in welfare/flexible benefits. The regulation of the collective performance bonus for 2023-24 mostly meets that of the collective bonus applied on an experimental basis in 2022. A National Observatory of Industrial and Organizational Policies has been created to monitor how CNH manages its ecological transition. At the same time, the participation system based on Joint Commissions was also strengthened. A joint working group was established within CNH — Iveco Group to look at an incentive system linked to professional skills.
France	Above-inflation wage increases.
Poland	Agreements at the Płock and Kutno plants in February 2023 provide structural increases above inflation and for variable monthly pay based on compliance with safety regulations, as well as improvements in how the existing working-time flexibility scheme is applied.
USA	Some 1,000 hourly production employees are covered by a collective bargaining agreement with the United Automobile, Aerospace and Agricultural Implement Workers of America until May 2, 2026. Additionally, some 800 production employees are covered by a collective bargaining agreement with the International Association of Machinists until April 28, 2024.
Canada	A small number of employees are covered by a collective bargaining agreement with the United Steelworkers Local Union No. 5917 until April 15, 2026.
Brazil	Agreements on pay increases based on the National Consumer Price Index (INPC) aim to align pay increases, benefits and working conditions with those applied across the country's industrial sector. Profit-sharing agreements have been negotiated for payouts based on productivity, quality and continuous improvement targets. Sorocaba and Curitiba signed agreements on the dismissal of 400 and 200 workers respectively who were paid hourly. Piracicaba and Contagem negotiated a collective hours bank agreement for this and next year. Sorocaba agreed to an above-inflation increase in pay for 2024.
Argentina	With inflation running at more than 100%, negotiations are quarterly and essentially reset inflation. Other negotiations are based on flexible working conditions.

Grievances on Labor Practices

In 2023, there was 1 collective dispute involving works councils, employee representative bodies or unions, which was resolved.

SEE THE TABLE **IN THE APPENDIX** (SEE PAGE 120).

Minimum Notice Period for Operational Changes

SEE THE TABLE **IN THE APPENDIX** (SEE PAGE 121).

Management of Production Levels

CNH worked with trade unions and employee representatives throughout the year to reach consensus-based solutions for managing market conditions.

2023 saw a decline in demand for agricultural machinery, especially for tractors. In the first part of the year this slowdown, which can be attributed to a drop in commodity prices, was most notable in low and medium-power tractors, produced at Jesi, Italy. As a result, the plant suspended production for a few days each month from April to adjust production volumes to lower demand. In the final quarter of the year, the St. Valentin, Austria, and Basildon, UK, plants, which produce medium-power and high-power tractors, also reduced operations.

Production schedules at our plants in Modena, Italy, Antwerp, Belgium, and Croix, France, which produce agricultural components, mostly mirrored those at the final assembly plants.

The overall EMEA production of combine harvesters was slightly down vs 2022.

Market volumes in the construction equipment sector were very strong in the first quarter. At the Lecce and Sampierana, Italy, plants, we increased production thanks to overtime and temporary workers. A number of these workers were ultimately made permanent. In the second quarter, and even more so in the third, demand started to slow.

Across Brazil, we saw lower production, which led to additional redundancies. In Argentina, import limitations led to a restructuring in October, with layoffs in November and December until the return from the holiday period.

Restructuring and Reorganization

CNH announced a restructuring in 2023 to enhance operational efficiencies and optimize our organization. As part of this initiative, we initiated a 5% headcount cost reduction.

The economic backdrop in Europe demanded we review various Company functions. As a result, we launched a voluntary redundancy scheme in November in Italy that attracted 50 staff, who left 31 January 2024.

In Latin America, lower production necessitated restructuring plans for all our sites. These included negotiated agreements for redundancies, bank hours and compensation days to avoid more dismissals during the year.

Labor Unrest

During 2023, the Company faced labor unrest only in Europe and the USA.

In Belgium, France and Italy there were respectively 7, 9 and 4 days of strikes due to national protests promoted by the major unions in the countries against general issues such as retirement reforms and government intervention on social matters.

In the USA, there were 2 strikes in Burlington, IA, and Racine, WI, which ended in January 2023 when an agreement was reached on the new labor contract.

OCCUPATIONAL HEALTH AND SAFETY

OUR APPROACH TO OCCUPATIONAL HEALTH AND SAFETY CENTERS ON **MINIMIZING RISK** WITH EFFECTIVE PREVENTION AND PROTECTION MEASURES. OUR SAFETY MANAGEMENT SYSTEM ENCOURAGES STAFF TO EMBRACE A CULTURE OF **ACCIDENT PREVENTION AND RISK AWARENESS** SO THEY CAN IDENTIFY AND REPORT WORK-RELATED HAZARDS AND HAZARDOUS SITUATIONS

Our safety management system inspires employees to create a culture of accident prevention and risk awareness by encouraging them to identify and report work-related hazards and potentially dangerous situations. This proactive approach enables them to share occupational health and safety principles across the Company.

We also ensure staff receive occupational and health training. In 2023, we delivered 330,938 hours, including 205,330 on the job. This ranged from training on specific work-related hazards, such as working at height or in confined spaces, to personal protective equipment, or PPE. Over 27,000 staff participated in this training, 85% of whom were hourly. Contractors and agency workers also receive specific refresher courses each year on safety rules and procedures.

Our inclusive approach extends to suppliers and partners, who must all comply with worker health and safety regulations. We encourage continuous improvement by fostering high standards along the value chain. The CNH Health and Safety Policy applies to all employees, including contractors and agency workers. It outlines all our health and safety principles and is available in 14 languages, so it's accessible to all interested stakeholders.

330,938

HOURS OF OCCUPATIONAL HEALTH AND SAFETY **TRAINING DELIVERED**

CNH 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 them to identify hazards, assess risks, define controls and preventive measures, and analyze incidents (presenting such activities at the above-mentioned meetings)
- Consulting them when it comes to the development and revision of occupational health and safety objectives and policies
- Listening to their feedback on the preventive measures adopted, on the organization of the occupational health and safety management system and on working methods and procedures.

We use consolidated monitoring and reporting systems to track health and safety performance and measure the effectiveness of actions taken to achieve targets. These systems also manage KPIs to plan new improvement initiatives.

CNH sets ambitious annual targets for occupational health and safety to protect employee health and provide a safe work environment. These targets are based on the particular nature of the work, experience and technical advancement.

CNH also carries out ongoing hazard identification and risk assessments for both routine and non-routine activities. We modify activities, materials and processes, focusing in particular on the design (or redesign) of work areas and work organization. The effectiveness of these activities is checked periodically through internal audits and management reviews.

Responsibility and Organization

CNH safeguards and promotes occupational health and safety in every country and region in which we operate through a streamlined global organizational structure.

Specific responsibilities comply with national regulations and are assigned by employers with clearly identified areas of accountability. Local employees are responsible for the management of every plant and workplace.

CNH uses in-house occupational medicine services to manage employee health (health monitoring, medical appointments, preventative consultations, vaccinations, etc.). These are delivered by dedicated medical professionals and external services, which are covered by specific consulting agreements.

At CNH, the Senior Leadership Team (SLT) has ultimate responsibility for initiatives focusing on occupational health and safety.

Our central Environment, Health and Safety (EHS) function coordinates and manages health and safety issues in line with our Health and Safety Policy. Each regional EHS unit is responsible for the functional management of its plants' EHS units and provides specialized assistance as required. The plant EHS unit is responsible for occupational health and safety issues, as well as for providing specialized technical assistance to production managers and those in charge of other processes at site level.

31
ISO 45001
CERTIFIED PLANTS

Our occupational health and safety management systems are certified under the ISO 45001 international standard and cover 31 CNH manufacturing plants worldwide, accounting for 19,227 employees.

In total, 36 of our sites worldwide (manufacturing and non-manufacturing) are now ISO 45001 compliant — covering 23,558 employees, 2,634 contractors and 3,947 agency workers.

The effectiveness of our OHS management system 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.

In 2023, internal management systems audits covered 23,558[2] employees, 2,838 contractors and 3,870 agency workers; external audits covered 26,829 employees, 2,634 contractors and 3,947 agency workers.

Occupational Health and Safety Performance

In 2023, we invested $68.2 million on improving health and safety protection, of which almost $61.8 million was allocated to improvements to occupational safety and working conditions (worker protection, structural improvements, inspections of plants and working environments) and approximately $6.4 million to employee healthcare costs.

Accident Rates

Our rigorous approach to health and safety resulted in a 31.5% drop in the overall employee injury frequency rate at 0.997 injuries per 1,000,000 hours worked. Safety data relates to 94.4% of employees within the scope of our reporting[1].

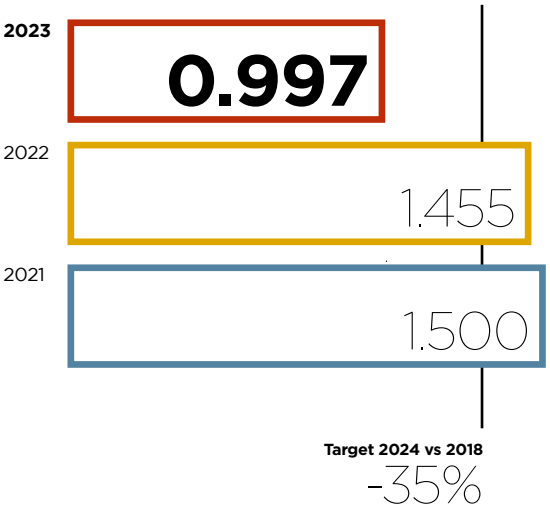
$68.2
MILLION SPENT
ON HEALTH AND SAFETY

When splitting out contractors and agency workers worldwide, the former had an overall frequency rate of 0.897 injuries per 1,000,000 hours worked; the latter 0.654 injuries per 1,000,000 hours worked.

(1) The non-manufacturing data refers only to sites with a workforce of more than 30 people.
(2) Internal audit done is both on the complete Management system and partially on specific requirements of the Management system.

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

EMPLOYEE INJURY FREQUENCY RATE[a]
CNH worldwide (injuries per 1,000,000 hours worked)



[a] The frequency rate is the number of injuries (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.

For full transparency in health and safety, CNH also monitors and analyzes near misses[3] and takes remedial action where necessary. In 2023, 6,155 near misses were reported and this led to enhanced preventive measures contributing to further improvement. The main types of employee, contractor and agency 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 to chemical, physical or biological agents at work.

We continually monitor occupational diseases 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.

Over the course of 2023, insurance bodies confirmed 2 cases of occupational disease involving CNH employees and 13 involving contractors or agency workers operating at CNH facilities worldwide.

[3] 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.

EMPLOYEE OCCUPATIONAL ILLNESS FREQUENCY RATE (OIFR)
CNH worldwide (cases of recordable ill health per 1,000,000 hours worked)

Safeguarding Health

CNH is committed to promoting the psychological and physical wellbeing of our staff through specific disease and disorder prevention programs, backed up by assistance and support services. One way we do this is to use in-house expertise to study workplace ergonomics.

Lebanon Depot (USA)

Implemented "Active Release Technique" (ART), a new program that can deliver on-site diagnosis and treatment of soft-tissue injuries by a licensed chiropractor. In 2023, similar ART programs were launched at the New Holland depots in Fargo and Grand Island.

Curitiba (Brazil)

The plant implemented an applied ergonomic work analysis-based tool on the capture, classification and tabulation of human movements by Artificial Intelligence using the KINEBOTE tool. This has reduced time managing ergonomic risks at workstations and absenteeism. To date, 1,200 employees have participated in the project at 800 shop-floor workstations.

Lecce (Italy)

The plant is innovating with an integrated Ergonomic Management and Work Analysis strategy, using OSTools Enterprise Power Edition software which manages the risk of biomechanical overload. The project allows work analysts to proactively identify the risk during the design phase and results in a significant reduction in assessment and redesign costs. This approach stands out for automatically providing the necessary risk reduction measures, simplifying adherence to international standards and promoting a balance between health, safety and efficiency on production lines.

MORE DETAILS ON OCCUPATIONAL HEALTH AND SAFETY ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 122-124).

HUMAN CAPITAL MANAGEMENT

Hiring and Internal Mobility

Our success is down to having the right people in the right jobs. To do this we focus on attracting the right talent and fast-tracking talented employees.

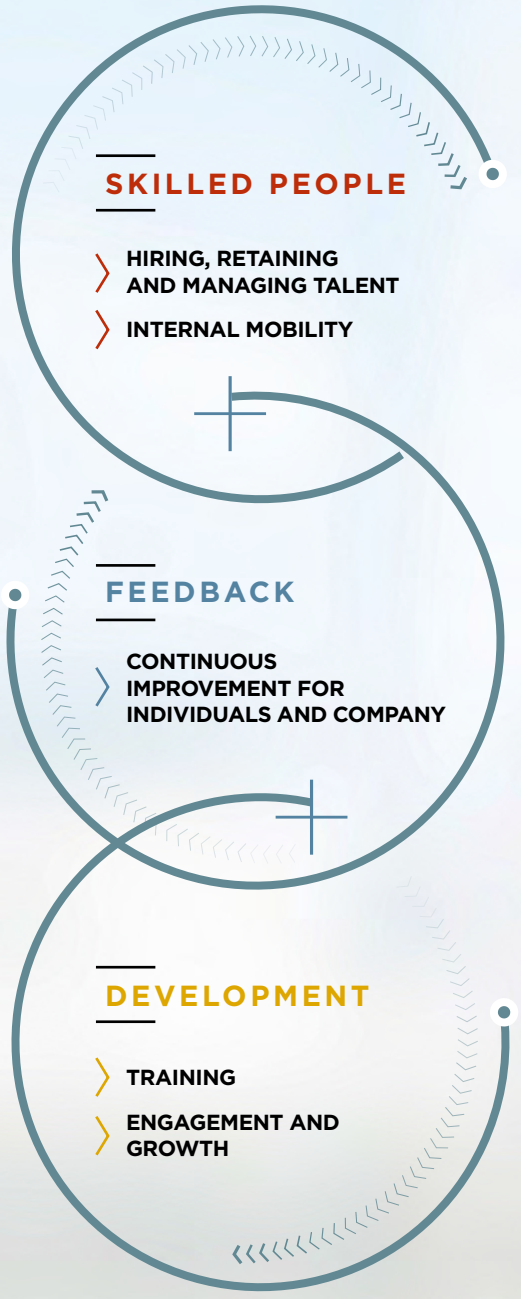
Hiring

We recruit globally from universities and via social media platforms, careers events and job fairs. In 2023, we participated in 220 recruiting initiatives. We also launched our new Employer Value Proposition (EVP) and completely redesigned the Career pages on our website. The EVP's employer promise *Grow a Career, Build a Future* was brought to life by 5 videos featuring 30 employee ambassadors. These videos have been shared and viewed more than 15,000 times.

2,088
NEW TALENTS RECRUITED
IN 2023[1]

The new Career website pages highlight the diverse career opportunities at CNH and showcase our businesses, our people and our culture. The website also includes stories from around the Company to help candidates find their new career inside CNH. In addition to specific sections for entry-level candidates and on diversity and inclusion, it allows candidates to join our talent community so we can stay in touch and share opportunities as they arise.

The year's new hires included more than 431 recent graduates, of whom 24% were women. More than 27% of new hires had previously worked at CNH as trainees or interns.



TALENT ATTRACTION CNH worldwide (no.)

	2023	2022	2021
New graduates[a] recruited	**431**	1486	782
Traineeships and government social plans[b]	**2373**	2031	3,286

(a) Graduated from university or equivalent no more than 3 years prior to hiring.
(b) Part-time and hourly contracts.

(1) Refers to full-time salaried hires and excludes change external vs internal.

Internal Mobility

We develop and retain future leaders through our talent management process, which is focused on building solid succession plans and developing a diverse and inclusive leadership pipeline. The process draws on insights from a variety of sources, including robust succession-planning evaluations, our performance management system, focused growth assessments and one-on-one mentoring.

In 2023, 58% of new manager-level appointments were internal candidates. CNH encourages the appointment of local managers in all countries. When international appointments do occur it is to transfer specific skills and expertise from other countries or as a development opportunity for talented individuals. Whenever this happens, the appointed manager is required to work on finding and developing a local successor. See Appendix for Local Managers by Region.

Beyond succession planning, we encourage employees to look for internal opportunities to advance their careers. Through the *Job Posting* platform, internal candidates of all levels can view vacancies. Over 2023, the program advertised more than 2,242 positions and received applications from 2,809 internal candidates worldwide. In all, 20% of open positions were filled by internal candidates[2].

Evaluating Individual and Workplace Performance

Individual Performance

Our Performance Management Process (PMP) evaluates an individual member of staff's performance and is one of our key tools for human capital management and development. It applies to salaried-and-above employees and is central to our cultural transformation strategy, aligning with our Focused 5 (the drivers to achieve expected results in line with our goals and priorities) and our 5 Cultural Beliefs (the drivers for how we and our employees are expected to achieve results). The process is also the basis for defining variable compensation where applicable. The PMP runs alongside our Culture initiatives, which are structured to encourage ongoing feedback and recognition of colleagues.

In 2023, we assessed approximately 16,470 employees[3] (salaried and above) via the PMP, 25% of whom were women. The percentage of women engaged in the PMP was the same as the percentage of salaried-and-above women employed by CNH.

[2] Calculated by dividing the number of positions filled by internal candidates in 2023 by the total number of positions filled in the same year.

[3] The entire workforce of salaried-and-above employees worldwide minus a few exceptions for which the PMP is not required (e.g., joint ventures and new acquisitions) take part in the process.

In 2023, we continued to invest in our workplaces to attract and retain talent, facilitate a hybrid working model and foster collaboration in Brazil, the US and Italy. Above: the new North American headquarters in Oak Brook, Illinois, inaugurated in December.

FOCUSED 5 AND CULTURAL BELIEFS CNH worldwide

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 5

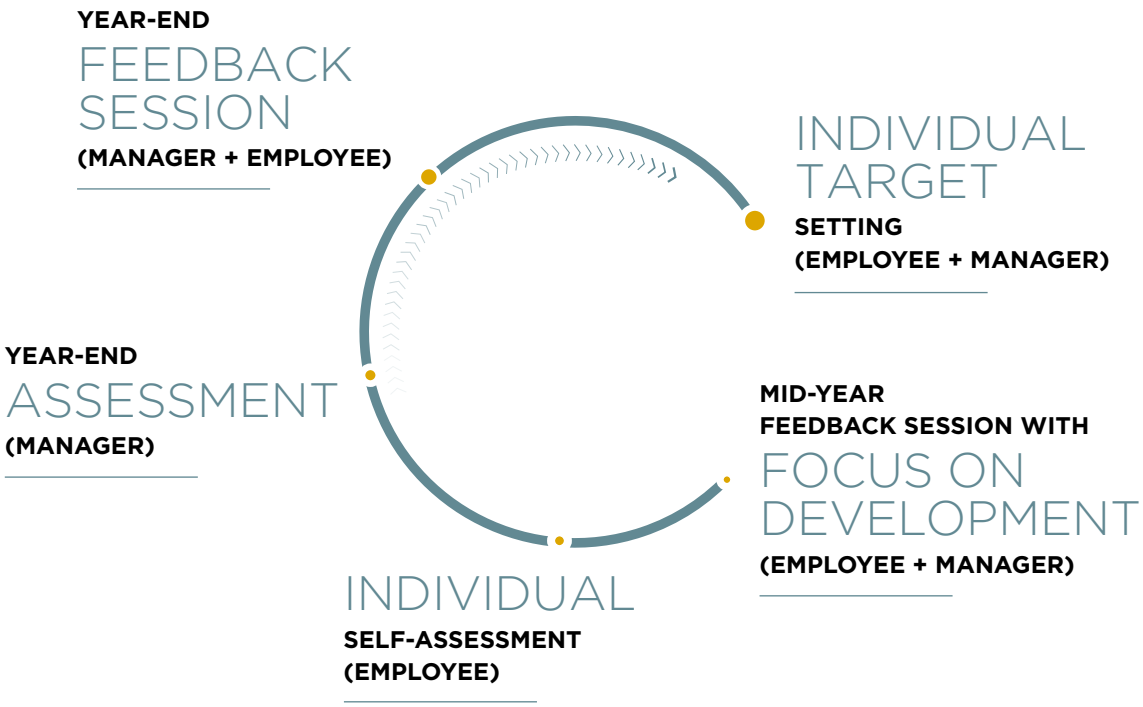
Under the PMP, employees and managers meet throughout the year to discuss employee performance, areas of improvement and growth opportunities. The process includes a formal mid-year feedback session and year-end assessment. Managers receive tips on avoiding bias and using inclusive language.

The entire process is digital, with past and current evaluations available for reference. Employees can record their ambitions and request specific training (e.g., coaching, exposure to senior management, etc.). Individual employee evaluations and ambitions are visible to managers, matrix reporting managers and senior management. The result is a rigorous management framework for career development that is transparent, focused on the individual and aligned with our goals.

Operationalizing Sustainability

CNH sets key sustainability targets related to our environmental, social and climate-change efforts. These targets are embedded in our performance management system and assessed for relevant employees at different levels of the organization. Those assessed include Sustainability project leaders, Energy managers, Environment, Health and Safety managers and other staff at plant level. In 2023, 37% of all employees assessed via the PMP had a sustainability goal.

PERFORMANCE MANAGEMENT PROCESS PHASES CNH worldwide



Workplace Performance

We use people satisfaction surveys to assess how engaged our staff are and to identify areas of improvement. With these goals in mind, we set a strategic target to increase staff participation in the surveys year-on-year, with a target to reach 100% by year-end 2024.

In 2023, 74% of employees participated in one of CNH's 2 engagement surveys: *Glint* and *Great Place to Work*.

Glint

The Glint survey generates an overall employee engagement score based on job satisfaction, purpose, happiness and stress. In 2023, 68% of CNH's employees took part in the Glint survey and with an average response rate of 80[4] and average engagement score of 78[4], the responses beat our target engagement score of 77.

After each survey, managers discuss the findings with their team and on a one-on-one basis to seek feedback and identify what we can do to improve. Managers are also encouraged to have ongoing conversations to maintain the focus on improvement and engagement between surveys and to monitor progress.

Great Place to Work

CNH is assessed by the global workplace authority Great Place to Work® in a number of countries where we operate. In 2023, we were certified as a Great Place to Work in all of the areas we surveyed, including Argentina, Australia, Brazil, China, India, New Zealand and Thailand, as well as for Raven in North America.

We also use exit surveys/interviews with departing staff to assess the state of our workplace culture. The goal is to understand what employees look for when they move on and find areas of potential dissatisfaction. Exit interview topics include management, career development, CNH's culture and the work environment. Our Human Resources department consolidates the data and shares specific organizational feedback with the relevant managers. In 2023, we held approximately 600 surveys with departing staff.

Training and Development

In 2023, CNH invested approximately $2 million in training and delivered a total of 558,735 training hours to 34,368 staff, of whom 78% were men and 22% were women.

$2 MILLION

INVESTED IN TRAINING

Our Learning Model aligns employee growth and development with our strategic objectives. It is organized under 3 global learning pillars: Breaking New Ground (preparing for the organization of the future); Culture and Employee Experience (foundational skills); and Business Excellence (driving daily excellence). Global learning is available across topics such as professional development (i.e., power skills learning paths) and leadership development (i.e., Leader Fundamentals and others). We also operate a global framework for career development (i.e., job rotation), coaching and assessments, and mentorship. This framework can be customized at the business level to make it more effective and flexible as needs evolve. Workshops are managed via internal experts and/or through training partners.

In 2023, we adapted CNH iLearn, our digital global Learning Management System, to make it easy for employees to manage their own development and navigate their careers. We focus on 3 areas:

- **Power Skills**: skills essential for our people to succeed in a rapidly changing work environment
- **Product and Industry Knowledge**: building awareness of our products, services and related industry trends
- **Role-specific Skills**: preparing our people with the skills and resources to be the best in their role.

We also refreshed our online content, offering LinkedIn Learning across the Company. LinkedIn Learning offers training in business, technical, function and creative skills. It is constantly updated in 11 different languages and is available on demand both via a PC and individual mobile devices through the Learning app.

When training is complete, we monitor how effective and efficient it has been and use the feedback to constantly improve programs and learning materials.

MORE DETAILS ON TRAINING BY CONTRACT, TYPE, GENDER AND CATEGORY ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 125-126).

(4) Scores and percentages represent averages of 3 pulse surveys from 2023.

Employee Development Programs

In addition to our Culture Transformation and our efficiency programs, CNH invests in employee development programs. We have more than 65 programs tailored to business needs at regional, functional and cross-functional levels, and our approach focuses on professional development, leadership development, coaching and mentorship. The benefits include increasing leadership and fostering succession planning for talents; strengthening customer and product knowledge; and promoting agility with versatile industry and role expertise. Some of our programs are listed below.

Finally, we offer selected employees the opportunity to pursue further education qualifications, such as master's and postgraduate degrees. We fund degree programs based on performance, potential for growth and on the condition that the recipient remains with us for a set period determined by respective regional policies. In 2023, these programs supported 488 employees.

We also offer long-term incentives designed to engage and retain key talent. The long-term incentive (LTI) program can award annual grants for a 3-year performance period. The 2023 LTI plan covers 2023-25, with approximately 425 employees benefiting worldwide. Approximately 35% in 2023 were below director level.

CNH also has outplacement programs to manage career endings. We use outplacement services outsourced to partners, in 15 countries. The services are open to managers and in some countries to all staff.

EMPLOYEE DEVELOPMENT PROGRAMS CNH worldwide

Cultural Belief and Goal	Program Name	Description	Audience
BE THE BEST TALENTS/SUCCESSION PLANNING	AGRICULTURE PRODUCT DEVELOPMENT MENTORING PROGRAM	9-month program focused on growing leadership confidence and capabilities	40 talents
	CONVERGE	Global mentoring program delivered by top management to a diverse group of talented individuals	34 talents
ONE TEAM AND GROW TOGETHER LEADERSHIP DEVELOPMENT	LEADER FUNDAMENTALS	Orientation program to introduce new CNH leaders to team management and how to build a positive culture aligned with our cultural beliefs and values	All new managers worldwide
CUSTOMER FIRST MINDSET, PRODUCTS AND EXPERTISE	EMBRACING A CUSTOMER FIRST MINDSET	Regular training to identify elements of a customer-centric mindset and the individual behaviors that support it	R&D employees
	PRODUCT AND BUSINESS FAMILIARIZATION	Modular learning course sharing live virtual sessions, videos and interviews with dealers and customers, as well as equipment ride and drives	All EMEA employees
	MASTER SPECIALIZING PROGRAM — CONSTRUCTION EQUIPMENT SEGMENT	2-year rotational programs held in partnership with the Politecnico of Turin (EMEA), Partnership PUC MINAS (LA) and Wichita State University (NA) that help employees develop a wider business perspective and diverse skills by experiencing different jobs	New Construction segment product development engineers in North America, Latin America and EMEA

SUSTAINABLE SUPPLY CHAIN

CNH'S SUPPLIER CODE OF CONDUCT IS OUR FRAMEWORK **FOR RESPONSIBLE SUPPLY-CHAIN MANAGEMENT**. SUPPLIERS ARE REQUIRED TO WORK WITH US TO ENFORCE THE CODE AND PASS ON ITS PRINCIPLES TO THEIR RESPECTIVE EMPLOYEES, SUBSIDIARIES, AFFILIATES AND SUBCONTRACTORS

Suppliers can access appropriate training through our Supplier Portal; in 2023, 388 users did so.

Any violation of our Supplier Code of Conduct may alter the business relationship and may result in contract termination.

We provide a Compliance Helpline for reporting potential violations of our corporate policies, the Code of Conduct or applicable laws.

64%
OF **PROCUREMENT SPENDING ON LOCAL SUPPLIERS**

SUPPLIER PROFILE

CNH spends approximately $10 billion a year with a network of 3,192 direct suppliers. Our top 150 suppliers are considered strategic, not only because they account for 62% of our total spend, but also because of the length of the relationships, the extent of their production capacity and management of spare parts.

Besides supporting our strategic suppliers, we are also committed to supporting small and local suppliers[1] and minority-owned businesses. In 2023, we signed contracts with local suppliers accounting for 64% of our procurement costs. We also set targets for developing local skills, transferring technical and managerial expertise, and strengthening local businesses.

PURCHASES[a] CNH worldwide

42% North America
39% Europe
12% Latin America
7% Rest of World

42% Metals
27% Mechanical Parts
17% Chemicals
13% Electrical components
1% Other

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

(1) Local suppliers are those operating in the same country as the CNH plant in question.

Supplier Assessment

We follow specific internal procedures for selecting and codifying new suppliers. These suppliers are selected not only for the quality and competitiveness of their products and services, but we also insist on certain requirements. They must have a company code of conduct consistent with the AIAG Corporate Responsibility Guidance Statements, an environmental management system, a health and safety management system and a Risk Evaluation Document.

Supplier companies invited to tender are provided with the Supplier Quality Statement of Requirement (SQSOR) document, which is an integral part of the Request for Quotation (RFQ). The SQSOR document requires the supplier to respect CNH's Supplier Code of Conduct, to complete the annual sustainability self-assessment and to take necessary actions to improve performance when applicable. The SQSOR is then checked by CNH's Supplier Quality team during the Quality Risk Assessment before approving the final sourcing recommendation.

In addition, the General Purchasing Terms and Conditions that apply to all orders released by CNH require that suppliers comply with the CNH Code of Conduct and Supplier Code of Conduct.

In 2022, we embarked on an important, multi-year supply-chain transformation initiative as part of our new Strategic Sourcing Program (SSP). The aim is to establish a robust way of sourcing the very best suppliers, forging business partnerships across the supply chain and ultimately achieving the best total value chain that we can. By ensuring we share core values such as competitive price, quality and delivery, we are building stable and mutual partnerships with our suppliers.

The Potential Suppliers Assessment (PSA) evaluates a potential supplier by identifying its strengths and weaknesses and assessing its ability to manufacture to the highest quality standards.

PSA criteria include ESG elements, with explicit reference to both environmental and occupational health and safety management. For example, it is mandatory to have environmental and health and safety systems in working areas, preferably certified by a third party.

MORE DETAILS ON SUSTAINABLE SUPPLY CHAIN ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 127-129).

In addition, CNH has a well-established ESG assessment process for its current suppliers that are continuously monitored to ensure alignment with the Supplier Code of Conduct. This also avoids potential conflicts with globally embraced principles of ESG requirements. Suppliers are first requested to complete an online sustainability self-assessment questionnaire. The invitation is open to all companies supplying to CNH. We publish it on the Supplier Portal and actively promote it by e-mail according to contact information available. The questionnaire includes questions on human rights, the environment, compliance and ethics, diversity, and health and safety. The answers are analyzed and form the basis of a sustainability risk assessment. We then create a risk map that takes into account:

- Supplier turnover
- Risk associated with the supplier's country of operation (focusing on countries with poor human rights records)
- Supplier financial risk
- Participation in the assessment process
- Risk associated with the purchasing category (i.e., the commodity group).

Supplier Development

We want our suppliers to have high ESG standards and we help draw up improvement plans where appropriate. When assessing suppliers, we focus on their:

- 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 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-compliance and corrective actions
- Biodiversity protection strategy.

Conflict Minerals

CNH promotes responsible sourcing of tin, tantalum, tungsten and gold (also known as conflict minerals or 3TG) from the Democratic Republic of Congo (DRC) and surrounding regions through a strict compliance program and Conflict Minerals Policy.

CNH's products are complex, typically containing thousands of parts from many different direct and indirect suppliers. We follow a standard procedure for due diligence on the source and origin of 3TG in our products which aims to conform with the Organization for Economic Co-operation and Development (OECD) framework.

Our Conflict Minerals Policy expects all our suppliers to research the existence and origins of 3TG in their own supply chains and provide written evidence of this. When they do contain 3TG, suppliers must stop as soon as is commercially practicable.

All Surveyed Suppliers must provide information regarding 3TG and smelters, using the Conflict Minerals Reporting Template (CMRT) developed by the Responsible Minerals Initiative (RMI). We use software to collect, manage, analyze and aggregate supplier CMRT data for reporting purposes and follow up with suppliers whose CMRT data is incomplete or inconsistent, or who list non-compliant or uncertified smelters or refiners. As an RMI member, we also support third-party audits of 3TG smelters and refiners to check they comply with international standards and with the RMI's Responsible Minerals Assurance Process (RMAP).

An annual review of our due diligence process and supplier survey results feed into our Conflict Minerals Annual Report, which is available on our corporate website.

84%
OF THE SURVEYED SUPPLIERS **REPRESENTED OUR PURCHASES**

In 2023, our Surveyed Suppliers represented approximately 84% of our purchases and from these we identified the presence of gold in some electronics and of tin, tantalum and tungsten in some electrical and mechanical products. They are used for their good corrosion resistance, electrical properties and mechanical strength. We only use 3TG for equipment functionality and reliability and always work with our suppliers to ensure all 3TG are sourced from compliant smelters.

Cobalt

Cobalt is a key element in the lithium-ion rechargeable batteries used in our electric vehicles. It's also used in the production of magnetic, wear-resistant and high-strength engineering alloys. The RMI made cobalt a dedicated focus area in 2017 and as a member of the RMI Cobalt Workgroup, we are part of any ongoing discussions to support due diligence on cobalt supply chains. In 2022, we adopted the RMI Extended Minerals Reporting Template to collect information on cobalt from key suppliers, enabling a wider due diligence process for our suppliers.

The questionnaire also includes a dedicated water management section focusing on:

- Policies, strategies and/or strategic plans regarding water management and improvements to wastewater 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.

Based on risk assessment results, suppliers are placed into one of 3 levels of risk (high, medium and low) and audited accordingly. These audits are performed on-site by either CNH Supplier Quality Engineers (SQEs) or independent third-party auditors. They aim to check the information submitted in the self-assessment questionnaires and to help define possible improvement plans where necessary.

Should audits reveal critical issues to be addressed, we draw up joint action plans with the suppliers to define:

- Improvement areas (e.g., implementation of internal procedures in line with sustainability principles)
- Responsibilities (e.g., organizational changes)
- Corrective measures (e.g., targeted training programs)
- Timeframes for action plans.

An independent auditor works along with the supplier to monitor progress and make a final review. Should a supplier still be found in default, they are given further direction to improve. Every month, CNH's 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. Responses to the 2023 Supplier Sustainability Self Assessment were collected between December 5, 2023, and February 9, 2024.

As a result, we received 1,495 completed questionnaires and all confirmed that environmental issues were being properly addressed, in particular the adoption of environmental management systems, emergency plans and regulatory controls. No critical issues involving collective bargaining, child labor or forced/compulsory labor were reported.

Throughout the year, sustainability audits were conducted on 70 supplier plants; all audits were carried out by our SQEs; 62 were on-site and 8 remote. While no critical issues emerged from the audits, we found 29 suppliers had room for improvement and together we drew up appropriate action plans. No contracts were suspended or terminated.

Ongoing Dialogue with Suppliers

In 2023, our Supplier Portal continued to be the primary collaboration and communication platform for our supply chain.

In Latin America, we invited more than 1,700 suppliers to the Company's 6th annual Supplier Excellence Awards (SEA). Held online in May each year, the event involves all our suppliers across the region and recognizes those that stand out for quality, delivery, commercial relations, parts and services, technology, innovation, indirect material CapEx, indirect material service and inbound/outbound logistics. There are also awards for the best sustainability initiatives for social responsibility, diversity and inclusion, and the environment. We name a Supplier of the Year and this year a further 12 suppliers received awards in different categories.

We also involve our suppliers through our Technology Workshops program. This gives them an opportunity to showcase their most advanced products to share information on new technological developments. Last year, a series of related events took place that included representatives from our suppliers and CNH from all regions.

Our Suppliers' Proposals Program advocates a proactive approach to business and to supplier suggestions. These can be submitted via the Suppliers' Proposals section on the Supplier Portal and are then assessed by a dedicated cross-functional team. In 2023, 52 suppliers from Europe and Latin America submitted more than 400 ideas with potential benefits estimated to be worth approximately $6.5 million.

52

SUPPLIERS

INVOLVED IN THE SUPPLIERS' PROPOSALS PROGRAM

CDP Supply Chain Program

Our CDP Supply Chain initiative is a key supplier engagement activity that aims to mitigate any adverse environmental impacts. In 2023, 165 suppliers were selected to fill out our CDP[2] questionnaire on what they were doing to tackle climate change and their initiatives to reduce CO_2 emissions. We selected the suppliers according to their total purchase value and their previous involvement in CNH sustainability initiatives.

In 2023, we calculated these companies generated over 789 million tons of CO_2, cutting emissions by approximately 6 million tons and generating $294 million in savings.

Internal Sustainability Awareness and Training

We are constantly trying to help our relevant employees improve awareness of sustainability and good governance among our suppliers through open and ongoing dialogue. Today, our Supplier Quality Engineers (SQEs) take part in annual training to explore key issues of environmental and social responsibility. In 2023, SQEs were also trained in how to support auditors with the aim of possibly becoming auditors themselves in the future.

100%

OF TIER 1 SUPPLIERS

TO SELF-ASSESS SUSTAINABILITY PERFORMANCE BY YEAR-END 2024

MORE DETAILS ON SUSTAINABLE SUPPLY CHAIN ARE AVAILABLE **IN THE APPENDIX** (SEE PAGES 127-129).

(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.

CUSTOMERS, SALES AND AFTER-SALES

DEALER MANAGEMENT AND PARTNERSHIPS

Our global dealer network is a critical element in the Company's value chain as it provides an essential gateway for communication, service and support for customers. Dealerships interact every day with our customers, who seek advice on the best purchasing options and want assurance that their investment is a suitable solution for their business needs.

Regional control rooms in our dealer network make field service reach increasingly proactive as connected fleet monitoring, diagnostics and troubleshooting are conducted 24 hours a day throughout the year. They focus on seasonal operational efficiencies, periodic software updates, machine performance reports,and preventative maintenance scheduling.

The dealer network is managed by geographic area and by brand, adhering to global business standards and sharing best practices to achieve positive customer outcomes.

It is required to abide by CNH's Dealer Operating Guide, which is periodically verified and updated, and to implement CNH's specific dealership development training programs.

Through the Dealer Satisfaction Survey (DSS), we measure dealer satisfaction in Europe and North America, focusing on aspects including: marketing and sales activities; products, vehicle ordering and delivery; support and relationships with local teams/managers; spare parts; warranty terms; after-sales teams; and training and support from manufacturers. Dealer feedback in these areas is also regularly gathered through participation in dealer advisory groups and councils.

Dealer Portal

CNH's Dealer Portal connects the global dealer network and provides tools to manage sales and after-sales support. 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 holds 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'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.

Dealership Training

CNH makes it a priority to build the skills and know-how of all dealership personnel and delivers training to meet dealer network needs and enhance staff knowledge and expertise. Every year, we design special training programs for approximately 92,000 people in our dealership workforce (technicians, salespeople and after-sales staff), tailored to the strategies and needs of each segment, brand and geographic area.

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 using web-based learning, virtual classrooms and blended learning.

Spare Parts Distribution

CNH 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 30 parts depots worldwide, we offer dynamic logistics and assistance teams committed to 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.

To improve both customer service and quality and reduce operational costs in parts distribution, we implement the CNH Business Systems (CBS) approach at our parts distribution centers worldwide — a methodology already successfully implemented in Company manufacturing operations. The 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.

MORE DETAILS ON DEALERSHIP TRAINING ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 130).

CUSTOMER ENGAGEMENT

CNH works closely with its existing and prospective customers to create transparent and lasting relationships. To facilitate collaboration with all stakeholders (markets, area managers, dealers and salespeople), we manage the following activities:

- **Lead Management (pre-sales)** — interaction with customers and delivery of a caring, professional service, while collecting feedback measuring customer satisfaction
- **Customer Data (pre and after-sales)** — organization of data on existing and prospective customers, made easily accessible 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. CRM provides 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 (CX)** — the mapping, measurement and optimization of the interaction between customer and brand at all touchpoints, aiming to meet or exceed customer expectations, gain loyalty, create true advocates among customers and monitor satisfaction levels to improve the quality of the product, services and solutions offered. Entering the customer mindset and mapping customer journeys are key elements in documenting and fully understanding the complete customer experience, with customers transitioning from awareness to engagement and purchase.

CX

Customer Experience (CX) is at the core of our strategy and culture, putting the customer at the center of our key results — Customer First is one of our cultural beliefs and is demonstrated across the whole organization.

CX implementation is fully integrated with our Culture Transformation program and CNH Business System (CBS) and is constantly evolving. The Company's goal is to become more proactive in how we develop, produce, sell and service our products and digital solutions.

The CX initiative has been expanding beyond our customer-facing teams to affect how every employee thinks and acts, delivering ultimate value to our final customers and consequently to all other stakeholders.

Customer Feedback Process

CNH has always considered the customer's opinion to be the foundation for developing new products and defining a customer-oriented brand strategy. To this end, our Market Research Department supports all business units by collecting customer input to use in future product development and brand strategies.

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 we are 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 monthly.

03

CUSTOMER RELATIONS

SOCIAL

CNH interacts with and assists its customers to give them an experience that exceeds their expectations. Our 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, ensuring timely resolution.

We center all operations around customer needs and on developing good customer relations. 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 we met their expectations. These inquiries are organized by type or category and assigned a target date or objective for completion.

Customer Assistance

We put customers and their needs at the center of its after-sales service and support strategies, leveraging several dedicated tools, processes and programs to assist them. Not being able to use CNH 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 oversee the location and delivery of parts or complete components, including overseas shipments. Through a carefully monitored process, the Uptime Support service tracks repairs through dealers or with customers until all issues are resolved, allowing customers to get back to work as soon as possible.

Transparent Communication

CNH recognizes that advertising must be truthful and transparent and advocates positive and responsible values and conduct across all forms of communication.

In 2023, no significant final rulings[1] 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.

MORE DETAILS ON CUSTOMER ENGAGEMENT AND RELATIONS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 130).

LOCAL COMMUNITIES

CNH ENGAGES **IN PROJECTS THROUGHOUT ITS LOCAL COMMUNITIES** TO MAKE PROGRESS ON THE **UN SUSTAINABLE DEVELOPMENT GOALS**

Sustainable community projects are managed regionally and aligned globally with the corporate sustainability strategy. In North America, in addition to corporate giving, requests for funding are reviewed by the CNH Industrial Foundation. Grant applications that meet the initial criteria are typically reviewed quarterly by the Foundation's Board of Directors, made up of employee representatives. CNH measures both the investment and impact of its social initiatives and those of the Foundation.

The levers we use for generating social benefit include:

- Cash contributions (through funding to the CNH Industrial Foundation and direct from the Company)
- In-kind donations
- Time contributions (employee volunteering during paid working hours)
- Governmental incentives
- Public-private partnership projects
- Employee matching programs[1].

(1) A year-round matching gift program is available for employees in the USA and Canada for donations up to $1,000 annually per employee, to eligible charitable organizations of their choice.

2023 CONTRIBUTIONS

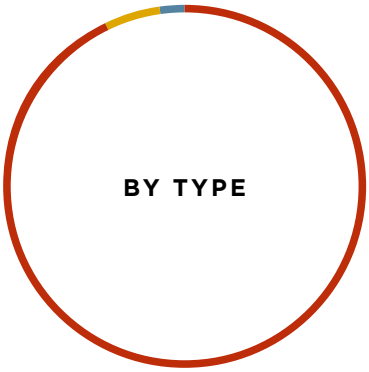
In 2023, the resources allocated by CNH and the CNH Industrial Foundation to local communities totaled **$12,799,909 million,** including more than $388,000 for total cost of management.

$12.8 MILLION INVESTED IN LOCAL COMMUNITIES

2023 CONTRIBUTIONS[a] CNH worldwide ($)

Type of contribution	2023
Cash contributions	11,853,639
Time contribution (employee volunteering during paid working hours)	160,554
In-kind donations (products/services, projects/partnerships or similar)	397,545
Management overheads	388,171
Total	12,799,909

CONTRIBUTION TO LOCAL COMMUNITIES[b] CNH worldwide (%)



93% Cash contributions

5% Donations In-kind

2% Time contribution of employees during working hours

31% Education and young people

26% Social welfare

17% Other

13% Emergency relief

13% Arts and culture

39% Latin America

35% North America

15% EMEA

11% APAC

84% Investment in local communities

9% Commercial initiatives with social impact

7% Charitable donations

[a] Investment data for local communities is categorized as per the principles set out in the Business for Societal Impact (B4SI) Guidance Manual. Figures are based on accounting data, calculations and data reported by employees and include estimates. For details on the methodology, see pages 131-132.

[b] Including the total cost of management.

2023 IMPACT

+137%

INCREASE IN PEOPLE BENEFITING

FROM CNH'S LOCAL COMMUNITY INITIATIVES VS 2018

CNH is part of the Business for Societal Impact Network and utilizes the network's globally recognized methodology (B4SI Framework) to articulate and measure the positive social impact of its 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 contributions make to business and to society). It is recognized by the UN Global Compact as evidence of a company's social impact narrative to stakeholders.

CNH has a target to increase by 100% the number of people benefiting from its local community initiatives by the end of 2024 compared to 2018. We use the Corporate Community Investment (CCI) tool, developed in line with the B4SI Framework, to assess the impact of the strategic projects linked to this target (*see Appendix for Corporate Community Investment (CCI) Evaluation Table*).

In 2023, we exceeded our target by increasing the number of people benefiting from our initiatives by 137%.

Our Projects

In 2023, CNH launched multiple global partnerships and programs, engaging its operations worldwide around common goals.

The **Breast Cancer Research Foundation (BCRF)** is the world's largest private financial backer of breast cancer research, contributing to all major healthcare advancements in this space. CNH launched its partnership with the organization with charitable funding of more than $150,000 and a Company-wide internal campaign to raise awareness of its work around breast cancer research, as well as proactive health tips.

CNH launched its **Disaster Response Program** in 2023, formalizing its long-term commitment to support in times of disaster. The new global program is designed to facilitate equipment use (in collaboration with our dealer network) in times of emergency.

In each of its regions, CNH undertakes strategic community projects to make a difference near its operations and customers, often in partnership with NGOs.

EMEA

In looking at the problem of plastic pollution and waste in our waterways, CNH's CASE Construction Equipment brand launched a pioneering 3-year environmental program in 2021 called the Beach Care Project, which brings together research, beach cleaning, scholarships, education and community. It began in Italy and France, where a CASE 621G Evolution wheel loader equipped with a special 3 cubic meter skeleton bucket was used to collect plastic waste from local sandy beaches, which otherwise would be washed into the Mediterranean Sea. With the help of local primary-school children, the waste collected was recycled into educational toys, employing a circular economy approach.

The following year, the project was extended to the UK and Spain. Two new sites were cleaned and preserved, with 6,500 people benefiting from involvement in our education program and cleaning activities. In 2023, the Beach Care Project was extended to the Ivory Coast, in collaboration with the CASE Construction Equipment and CASE IH brands, the NGO Jah Live and the local CASE IH and CASE Construction distributor, Kanu Equipment Côte d'Ivoire. CASE IH and CASE Construction Equipment supplied a range of machines to collect and load plastic waste from the Assouindé, Assinie-Mafia and Grand Bassam beaches in Abidjan Province. To help, 200 primary-school children, their families and 400 local volunteers participated in beach activities designed to raise awareness of the need to fight the growing amount of waste, particularly plastic. In total, over 20 tons of plastic were gathered and disposed of, while raising the environmental awareness of the next generation and making the beaches clean for citizens.

Latin America

Education is a primary driver of socio-economic transformation in Latin America. Working in collaboration with federal incentives, we strategically endorse a range of programs and initiatives aimed at fostering educational advancements both in institutions near our Company sites (such as the long-running Gente de Bem program) and in rural public schools close to our customers.

For the latter, we promote projects that spotlight themes encompassing environmental education, diversity, inclusion, robotics and entrepreneurship. In 2023, we carried out 85 social projects, with 15% specifically dedicated to environmental education, particularly in agricultural regions. Our 3-year goal for our rural education focus is to raise awareness among students and teachers around recycling, nature preservation, biodiversity, sustainable innovation, future professions and diversity. To deliver these approaches, we collaborate with educators across multiple institutions, often providing support materials and conducting workshops to sustain ongoing engagement throughout the academic semester. One example is the *Turma Do Meio Ambiente* environmental class, an initiative held in 4 cities in the region of Bahia, Brazil, that engaged 6,000 children in learning about their local environment through theater.

North America

When natural disasters occur, heavy equipment can provide much-needed support. However, finding trained heavy-equipment operators prepared to deal with emergency scenarios can be a challenge. To help address this need, CNH, through its CASE Construction Equipment brand and the CNH Industrial Foundation, supports Team Rubicon, a veteran-led, non-profit humanitarian organization that deploys emergency-response teams serving communities across the globe. In 2023, the CNH Industrial Foundation issued grants totaling $650,000 to support Team Rubicon and Team Rubicon Canada for their unrestricted Ready Reserve Funds and Heavy Equipment Training Programs. The Ready Reserve Funds are essential to prepare for and implement critical disaster-response operations and the Heavy Equipment Training Programs are dedicated to training and preparing Team Rubicon volunteers (“Greyshirts”) to operate heavy equipment in times of disaster.

In 2023, Team Rubicon partnered with 2 CASE Construction Equipment dealers, Lawrence Equipment in Roanoke, VA, and RPM Machinery in Franklin, IN, which sponsored Heavy Equipment Operator (HEO) training at their locations over several weekends. These new options for training, in conjunction with other Team Rubicon events, resulted in a 43% increase in trained HEOs. This program also contributes to the future construction equipment workforce and provides Team Rubicon volunteers with additional skills for their own careers.

APAC

Technical training can be an important lever for empowering people and reducing inequalities, while bolstering the talent needs of an industry. In Thailand, CNH and its brands work with schools to promote vocational training in agriculture. In 2022, we signed a Memorandum of Understanding with Pakdee College to build a Training Center on the campus. In 2023, we provided a New Holland TT2.50 tractor and also established a scholarship for students. To the Khon Kaen Higher College of Agricultural Technology, we donated a CASE IH Austoft 4000 sugarcane harvester for use in practical training and committed to establishing a CASE IH Training Center at the school to strengthen hands-on training in modern farm machinery and technologies. Lastly, we continued our partnership with King Mongkut’s Institute of Technology Ladkrabang (KMITL), providing training to 30 of the Institute’s young agricultural engineers. For these efforts and others, CNH was recognized by the Thai Ministry of Education with the Best Contribution to Thailand’s Education Award 2023.

Also in APAC, we launched a new TechPro2 (Technical Professional Program) course in Harbin, China, in collaboration with the Heilongjiang Agricultural Engineering Vocational College. The Company will offer educational resources such as a New Holland tractor, engines and transmissions, as well as expertise from CNH staff.

TechPro2 is a long-running, international training program at CNH that offers a mid- to long-term strategy to address the shortage of skilled people needed to fulfill dealers’ and customers’ demands in a range of agricultural markets.

EMPLOYEE VOLUNTEERING

Beyond providing a benefit to those in need, employee volunteering can foster stronger connections and understanding between our Company and communities, as well as among our employees. CNH facilitates employee volunteering through programs such as events and drives, team-building volunteer events and — for employees in North America — Volunteer Time Off (VTO), which allows up to 24 working hours for volunteering. In 2023, 2221 employees volunteered 8,199 hours during working time.

2,221
EMPLOYEES VOLUNTEERED
DURING WORKING HOURS

50 employees, plus their families, planted more than 200 trees together at CNH's plant in Ferreyra, Córdoba, Argentina during an afforestation day.


RESILIENT
EACH STRIDE WE TAKE IS AN EXHILARATING TEST OF OUR **RESOLVE**. WE MARCH **ONWARD** — IMPROVING EVERY DAY.

04

GOVERNANCE

BOARD OF DIRECTORS

OUR GOVERNANCE MODEL

THE CNH 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. MAINTAINING THIS ROBUST GOVERNANCE MODEL IS **ESSENTIAL TO EFFECTIVELY MANAGE OUR BUSINESSES** FOR THE LONG-TERM INTERESTS OF ALL STAKEHOLDERS

The central pillars of our governance model include:

- Ongoing alignment with international best practices
- A clear and comprehensive Code of Conduct for all employees
- An effective enterprise risk management system.

Governance Structure

Board of Directors

The Board of Directors has collective responsibility for our strategy and oversees the development of the Company's policies and goals regarding economic, environmental and social topics.

As of December 31, 2023, the Board was composed of 2 Executive Directors (Chair and Chief Executive Officer), with responsibility for the day-to-day management of the Company, and 7 Non-Executive Directors, who are responsible for carrying out the Board's oversight function. Six of the 7 Non-Executive Directors are independent. One has the role of Senior Non-Executive Director and is responsible for the proper functioning of the Board and its Committees. CNH's Non-Executive Directors are limited to serving on the boards of no more than 4 other public companies.

The criteria used to select and appoint Members of the Board and its Committees are contained in the relevant guidelines, available on the Company website. Each Member of the Board is appointed or re-elected annually by shareholders during the Annual General Meeting. Recruiting Directors who strengthen the Board's diversity is a priority, as this ensures that it reflects and understands the diverse perspectives of CNH's stakeholders around the globe.

For further details on CNH's Board of Directors and Board Members, please refer to our 2024 Proxy Statement.

Sustainability Governance

CNH has established an organizational structure that aims to optimize the management of sustainability considerations within the Company. The Environmental, Social and Governance (ESG) Committee of the Board is responsible for, among other things, overseeing CNH's environmental, social and governance risks, and strategies, policies and practices to further its business purpose, values and reputation in the best interests of all CNH stakeholders.

Reporting to the Board's ESG Committee, the Sustainability Steering Committee (SSC) comprises internal experts responsible for incorporating sustainability criteria more effectively into CNH's overall strategy and for ensuring the necessary support within the Company for sustainability planning and reporting.

The SSC is chaired by the Chief Human Resources Officer and coordinated by the Corporate Sustainability Team. As of December 31, 2023, the permanent members of the SSC were the same as the members of the Senior Leadership Team (SLT). The SSC meets before every Environmental, Social and Governance Committee meeting, at least 4 times a year.

CNH's Corporate Sustainability Team has an operational role and is responsible for conducting the Company's materiality analysis and stakeholder engagement processes, and managing sustainability planning and reporting. The team is also specifically responsible for aligning with risk management, integrating sustainability strategies into day-to-day activities and supporting continuous improvement efforts across the organization.

As part of CNH's commitment to sustainability governance, CNH has established the following key actions:

- Quarterly Executive Sustainability Committee meetings chaired by CEO
- Quarterly ESG Committee Board meetings
- Leadership variable compensation linked to CO_2 reduction and employee injury frequency targets.

GOVERNANCE SYSTEM

CNH'S CODE OF CONDUCT IS THE CORNERSTONE OF OUR COMPLIANCE AND ETHICS PROGRAM AND PROVIDES ACCESS TO THE **COMPANY'S GLOBAL POLICIES** ON TOPICS INCLUDING FAIR EMPLOYMENT PRACTICES, SAFETY IN THE WORKPLACE, SUPPORTING AND FOSTERING **ENVIRONMENTAL AWARENESS AND RESPECTING THE COMMUNITIES** IN WHICH CNH OPERATES

Code of Conduct and Policies

The Code of Conduct is an integral part of the Company's internal control system. It applies to all CNH Directors, officers and employees, as well as to those acting for or on behalf of all CNH companies worldwide (including all joint ventures in which the Company holds a controlling interest) and addresses the ethical aspects of economic, social and environmental issues. Explicit reference is made to the UN Declaration of Human Rights, the relevant International Labour Organization (ILO) Conventions and the OECD[1] Guidelines for Multinational Enterprises.

The Code of Conduct reinforces CNH's Cultural Beliefs on compliance and ethics, which are described as follows: "Customer First," emphasizing honest and fair delivery; "Grow Together," focusing on collective progress and diversity within the organization; "One Team," stressing fair and equitable treatment for all; "Make it Simple," promoting transparency and reducing complexity; and "Be the Best," emphasizing achieving outstanding results via ethical standards.

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

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

CNH's Supplier Code of Conduct is available in 9 languages on both the Company's website and Intranet. The Supplier Code of Conduct summarizes the Company's expectations of all its suppliers and compliance is a mandatory requirement for continuing business relations.

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

Application and Dissemination

Full-time salaried employees are annually required to complete Code of Conduct training. In 2023, this was delivered to 16,508 employees. 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 provided to employees on key risks and expectations of employees.

The Company 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. CNH's contracts with these 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 conducts compliance risk assessments on an annual basis to help management teams measure the likelihood of an occurrence of various compliance and ethics-related risks facing the Company, as well as the degree of impact. Risk assessments also assist managers in evaluating the effectiveness of existing mitigation strategies and in prioritizing the risks requiring attention and resources.

In 2023, CNH continued targeted training on the critical issues identified during the risk assessment performed over the previous year, with a focus on workplace respect and sexual harassment, fraud and ethics culture, antitrust/competition law, anti-corruption and bribery and conflict of interest.

Monitoring and Investigations

CNH encourages individuals to report situations in which they have a good-faith belief that any circumstance or action has violated our Code of Conduct, global policy 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.

Our Compliance Helpline Policy[2] states 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 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. 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 and Compliance department.

The materiality of all reported matters is evaluated according to criteria approved by the Global Compliance and 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 and 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 regularly monitors the application of the Company's main compliance policies in each geographic area. Monitoring is carried out by the Internal Audit Department and audit results, identified violations and agreed corrective measures are passed on to the relevant corporate departments and senior management.

In 2023, the Company disclosed the results of 49 compliance-related internal audits conducted at its main operational sites. 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 action plans to improve internal control procedures.

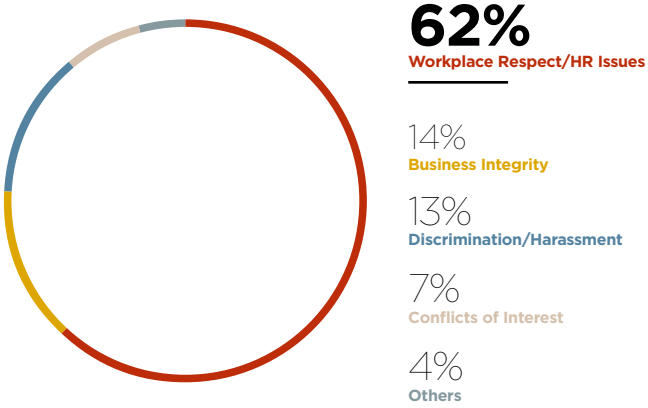
MORE DETAILS ARE AVAILABLE **IN THE APPENDIX** (SEE PAGE 133).

(2) www.cnhindustrialcompliancehelpline.com.

Violation Reporting

In 2023, the Company responded to and/or investigated 368 new matters submitted through the Compliance Helpline (50% of which were submitted anonymously) or through other available corporate communication channels.

COMPLIANCE HELPLINE INVESTIGATED MATTERS
CNH worldwide (%)



Matters related to workplace respect/HR issues (62% of investigations) include concerns about general workplace conflict, bullying and employment law. Business integrity issues (14%) include improper business practices, misuse of company resources, improper gifts or entertainment and expense report issues. 4% of investigated reports (marked 'Others') are related to environment, health and safety, accounting and internal control, and external relationships.

In 2023, there were no reported breaches on money laundering submitted through the Compliance Helpline. 135 of the allegations investigated were substantiated or partially substantiated as breaches of the Code of Conduct or of Company policies.

Anti-Corruption and Bribery

CNH's Anti-Corruption Policy establishes procedures designed to ensure full compliance with applicable legislation. Oversight of the Policy lies with the corporate Compliance and Ethics 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. The Policy is supplemented by regional addendums that consider the specific corruption risk factors of each geographic area. It has been sent 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 and Ethics function in assessing and categorizing the specific risks and prevalence of corruption in each geographic area and the type of controls needed. The Company also provides corruption prevention training using both online and scenario-based classroom training.

In 2023, there were no confirmed corruption and bribery cases reported through the Compliance Helpline.

Third-Party Due Diligence Process

The corporate Compliance and Ethics 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 its work for the Company. Third parties identified as posing a high risk are subject to variable levels of additional due diligence based on their specific risk profile. 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

In accordance with its International Trade Compliance Policy, CNH 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 builds upon existing compliance tools, expanding and diversifying existing processes to encompass and address new regulations and a dynamic trade environment.

Antitrust and Competition

CNH 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.

Our Code of Conduct expressly indicates that the know-how, trade secrets, intellectual property and other proprietary information developed by CNH are fundamental and critically valuable resources 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.

CNH's internal audit program verifies 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.

Human and Labor Rights Management

CNH supports the protection of fundamental human rights in all its operations and seeks to promote respect for these principles to all entities and individuals with whom it has a business relationship.

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.

The human rights principles included in these documents are consistent with the spirit and intent of the UN Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and the relevant Declaration on Fundamental Principles and Rights at Work of the ILO.

The Company's Code of Conduct and policies apply to all the Company's Directors, officers and employees, as well as to those acting for or on behalf of all CNH companies worldwide.

CNH implements specific procedures to monitor respect for human rights within its operations, assessing the potential impact of those operations on human rights and implementing mitigating and preventative measures where needed.

CNH's approach to the management of human and labor rights focuses on 8 main areas:

Human Rights Assessment

CNH monitors respect for human rights within the Company's operations and across its supply chain and customer base. With regard to its internal operations[3], CNH's Internal Audit function has conducted impact assessment surveys with the Human Resources functions of the geographic area selected. The impact assessment also focuses on local communities, namely on the promotion of their social and economic development based on their specific needs.

CNH conducts its Human Rights Assessments at least every 3 years and will conduct its next assessment in 2024. The most recent 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 concerns or issues, including in relation to child or forced labor and freedom of association. The assessments complied with the requirements of Articles 17 and 18 of the UN Guiding Principles on Business and Human Rights, 2011[4] (Ruggie Framework).

CNH also assesses the entire workforce and all its legal entities with regard to child labor. In 2021, this survey revealed one case of non-compliance, which related to the hiring of an employee who at the time was 17 years old.

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

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

RISK MANAGEMENT

RISK MANAGEMENT IS DESIGNED TO HELP **IDENTIFY, ASSESS AND PRIORITIZE BUSINESS RISKS** WHILE MAXIMIZING OPPORTUNITIES AS PART OF OUR **ENTERPRISE RISK MANAGEMENT (ERM) FRAMEWORK**

Our ERM framework has identified 43 primary enterprise risks and 134 specific risk drivers. Primary risk drivers include business strategies and operations, competition, social responsibility and environmental issues, and regulatory compliance.

The process follows a bottom-up analysis. It starts at the business unit level, with a risk survey completed by business and function leaders worldwide, followed by cross-functional reviews, one-on-one interviews with Senior Leadership Team members and presentations and risk assessment discussions with the Audit Committee. Finally, it is reviewed and discussed at Board level. Direct feedback from each level is used to identify and develop risk mitigation routes.

CNH's potential overall risk exposure is set out in the Risk Factors section of the 2023 EU IFRS Annual Report.

Risk Mitigation Activities

We take steps to mitigate any adverse impacts to our business plan, including financial and operational performance, while our ERM framework monitors emerging risks that may be incorporated into risk assessment and mitigation activities as required.

Our 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.

Enhancements to the Risk Management Process

We continue to enhance our risk management processes, including the ongoing rollout of targeted risk assessments conducted by subject-matter experts within the business. These assessments help identify important risk exposures outside of predetermined risk tolerance levels and trigger new or previously identified risk mitigation activities to reduce or eliminate risk exposures altogether.

In addition, as part of our alignment and monitoring activities, we ensure the results of our most current materiality assessment are integrated into our ERM process, so that the most material topics are incorporated into our risk register. For example, the topic of biodiversity has gained importance and was considered a material topic for CNH. In 2023, it was added to our ERM process.

We also improved the internal transparency of our risk profile and increased efficiencies across ERM, Finance, Internal Audit, IT Security, Internal Controls (including Sarbanes-Oxley functions), Sustainability and Legal and Compliance. Quarterly risk reports bring business transparency to our risk management processes and latest risk profiles. Finally, we continued to expand our GRC software platform to provide more intuitive and automated coverage of common high-risk areas such as information technology and cybersecurity, business continuity management and ESG monitoring and reporting.

Pure Risk Management[1]

The Risk Management Center of Competence[2] addresses all stages of pure risk management, including risk identification, analysis and treatment (including loss prevention).

The 4 pillars of pure risk management are:

- 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 center 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 affect operations or the integrity of physical assets (in particular, our 348 sites worldwide)[3].

In 2023, the center managed 47 sites, representing 81% of the insured value; the latter represents 100% of the scope of all loss-prevention activities.

We also performed 18 on-site inspections covering approximately 50% of the CNH scope in terms of insured value. In addition, 60 new projects were tracked, confirming the highest level of compliance with international loss-prevention standards.

In 2023[4], our investment in loss prevention and mitigation totaled around €1.2 million in recommended improvements. These targeted investments cut loss expectancies by approximately €315 million, resulting in a Global Efficiency Index (GEI) of 0.38[5], in line with the highest international standards. In addition, our loss-prevention investments reduced the expected loss due to property damage by 42% and to business interruptions by 58%.

(1) 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.

(2) The risk management process is led by Stellantis Risk Management, which provides its services to CNH.

(3) 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.

(4) Figures relate to the period from July 1, 2022 to June 30, 2023 (Insurance Year).

(4) 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.

Analysis of the Potential Impact of Climate Change

We completed a quantitative climate-related scenario assessment of material physical climate risks that could significantly affect our operations, assets and production. We used various modeling and forecasting tools (geo-risk insurance tools) and the results were checked on-site to ensure their reliability.

The material physical climate risk assessment covered 81% of our insured value, with mitigation plans typically being shorter than 5 years.

Flood risk re-engineering

Our Risk Management Center of Competence launched a specific flood risk re-engineering project to study potential new risks posed by climate change. It has 3 main goals:

- Raise awareness across the entire organization of the potential new flood risks posed by climate change
- Explain the nature of the flood risks associated with climate change
- Verify all risk management processes in place and any new measures under development or yet to be developed to take account of the potential impacts of climate change.

The risk analysis 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 47 sites worldwide under the control of the Risk Management Center of Competence.

Cyber Risk Management

Our cross-functional workgroup made up of cyber risk experts and insurance market leaders is coordinated by the Risk Management loss-prevention team. Last year, this workgroup completed a comprehensive and in-depth cyber risk assessment to address insurance needs. The ad hoc risk assessment framework covered:

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

The project allowed us to assess and secure adequate insurance coverage. In 2023, the team made up of IT and Risk Management members continued to improve existing policies and procedures to reduce the likelihood and impact of a cyber-related loss, based on the recommendations of cyber insurance companies.

INFORMATION SECURITY

INFORMATION SECURITY AND DATA PRIVACY

At CNH, we are stepping up our intelligence gathering to protect the Company from potentially damaging cyberattacks and building our resilience and ability to recover if a cyberattack does occur. The changes are 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 information security along the entire supply chain, such as by ensuring that data is handled in line with Security by Design 3.0 principles.

DATA PROTECTION AND PRIVACY

Data privacy is established by the rules that govern personal data collection and handling. The latter includes processing, use, transfer, sharing, possession and disposal. CNH is committed to collecting, storing and processing personal data in compliance with all applicable laws. CNH 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, including personal data 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.

33%

EMPLOYEES RECEIVED TRAINING ON THE APPROPRIATE HANDLING OF PERSONAL INFORMATION

Compliance with data privacy regulations is monitored by a dedicated body within the Compliance and Ethics 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 2023, over 13,000 employees worldwide received training on the appropriate handling of personal information, for a total of over 9,000 hours. During the year, CNH received no substantiated complaints concerning breaches of privacy.

Cyber Risk Management

We have established a cross-functional work group made up of cyber risk experts and insurance market leaders and coordinated by the Risk Management loss-prevention team. This workgroup has completed a comprehensive and in-depth cyber risk assessment to address insurance needs. The 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 damage that could be caused 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 2023, the team made up of IT and Risk Management members continued to work on possible 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.

POLICY

CNH AIMS TO MAKE A **POSITIVE CONTRIBUTION** TO POLICIES, REGULATIONS AND STANDARDS ON ISSUES THAT AFFECT US AND THE **COMMUNITIES IN WHICH WE OPERATE**

The Senior Leadership Team (SLT) has ultimate responsibility for our institutional relations, but geographic teams are responsible for:

- Monitoring policy trends and building relationships with public authorities, trade associations, international organizations, the business sector and NGOs
- Advocating with policy-makers and other relevant stakeholders
- Interacting with external stakeholders and participating in public dialogue to protect and enhance our profile and strategies
- Supporting our business goals by addressing business issues and identifying opportunities in institutional and/or diplomatic relations.

$4.046
MILLION IN
MEMBERSHIP FEES
IN 2023

Our Code of Conduct states that all relations must be transparent and conducted legally and in accordance with our values. We abide by 2 compliance policies 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.

In Europe, Africa and the Middle East, our Institutional Relations Department is responsible for overseeing advocacy activities and supporting our engagement with institutions and stakeholders. We will continue to pursue initiatives that tackle climate change and food security; CNH is registered with the European Transparency Register, operated jointly by the European Parliament, European Commission and Council of the European Union.

CNH is a member of many advocacy organizations and in 2023, membership fees totaled approximately $4.046 million globally. The 3 largest were to the Austrian Federal Economic Chamber (WKO), for $709,301, the Federation for the Technology Industry (AGORIA) in Belgium, for $362,994, and the National Cattlemen's Beef Association (NCBA) in the USA, for $305,990.

PUBLIC POLICY AND INTEREST REPRESENTATION

We are focused on increasing the awareness and active participation of institutional and economic stakeholders, the public and international organizations when it comes to:

- Key issues related to our product strategy and related advocacy, such as alternative fuels, digitalization, connectivity data, safety, precision farming, sustainable construction equipment and agricultural machineries
- Our corporate positioning on sustainability, climate change, renewable energy, circular economy, safety, product innovation, automation, connected platforms and the future of farming.

In 2023, we organized and participated in webinars, conferences, working groups, roundtables and initiatives, as well as virtual and in-person meetings to encourage and foster public debate and policy-making on the most relevant matters for sustainability. These include climate change, food security and the innovative and digital world.

Initiatives Linked to Combating Climate Change

We contribute to combating climate change by promoting alternative powertrain solutions and innovative vehicles, and we participate in the debate around climate change, air quality and other important issues.

In North America, we are a member of the NAM, representing small and large manufacturers from every industrial sector across all 50 states. The group advocates energy efficiency and for environmental protection, with a particular focus on emissions reduction, chemical risk management, recycling, biodiversity protection and water use.

We are also a member of the US-based Association of Equipment Manufacturers (AEM), whose energy policy statement addresses domestic energy production by focusing on both conventional and renewable energy sources, and by implementing the US Renewable Fuel Standard (RFS). The AEM also focuses on helping the US administration and leaders in Congress understand the importance of the RFS for manufacturers and on advancing efforts to expand fueling infrastructure.

In EMEA, we collaborate with associations that have our brands as members. Specifically, we contribute to the public debate and policy-making aimed at discussing ways to achieve the circular economy and use connectivity, telematics and precision technology to further improve the sustainability of the construction and agricultural sectors. We contribute to policy development and related debates, both at EU and national levels, in support of alternative fuels and digitalization, for example, promoting the use of biomethane. In October, we played a key role at the European Agricultural Machinery Association (CEMA)'s Empowering Sustainable Agriculture Summit, in Brussels, Belgium, where an Innovation Village exhibition featured New Holland's Energy Independent Farm concept and the CASE IH Connect Room, both central pillars of our sustainable agriculture strategy.

In December, we participated in the EU Agri-Food Days event. During the panel discussion Digitalization for Sustainability, we gave our perspective on the most recent trends in precision farming and the latest developments in data-driven agriculture.

We are a long-standing member of the Committee for European Construction Equipment (CECE) and of CEMA. Throughout 2023, CNH collaborated to bring forward EU legislation on the safety and environmental aspects of off-road machinery. We are also working with CECE and CEMA to enhance the EU regulatory landscape for the adoption of electric/hybrid machinery.

We are a member of the European Association of Internal Combustion Engine and Alternative Powertrain Manufacturers (EUROMOT) and contributed to activities centered on Non-Road Mobile Machinery (NRMM) exhaust emissions and supported EUROMOT scope expansion to alternative powertrains.

Through our New Holland brand, we are a member of the European Biogas Association (EBA). In 2023, we became an associated member of the Biomethane Industrial Partnership (BIP), which supports the target of 35 billion cubic meters annual production and use of sustainable biomethane by 2030.

In the USA, we are a member of the American Chamber of Commerce to the European Union (AmCham EU), which aims to ensure a growth-oriented business and investment climate in Europe. In 2023, CNH participated in several task forces and promoted the debate in Europe on food security, agriculture, sustainability, energy and diversity and inclusion.

In LATAM, we are a member of the Brazilian Machinery Builders' Association (ABIMAQ), which leads important discussions related to legislation on the use and application of machines in agribusiness and in public infrastructure works. We are also a member of the Brazilian Agribusiness Association (ABAG), the American Chamber of Commerce for Brazil (AMCHAM) and the National Association of Motor Vehicle Producers (ANFAVEA).

In APAC, we continued to participate in several institutional debates and work groups on China's off-road vehicle emissions standards, including at local trade associations, such as the China Association of Agricultural Machinery Manufacturers (CAAMM) and with Vehicle Emission Control Center (VECC), a research institute affiliated to the Ministry of Ecology and Environment of China.

We are also a member of the Tractor and Mechanization Association (TMA) and the Indian Construction Equipment Manufacturers' Association (ICEMA).

Initiatives Linked to Improving Food Security

In 2023, we organized initiatives and participated in events to address food security through precision farming, agricultural mechanization and global collaborations.

In North America, we are a proud supporter of the Future Farmers of America (FFA), a dynamic youth organization that changes lives and prepares members for leadership, personal growth and career success through agricultural education.

In EMEA, as a member of both the board and strategic committee of CEMA, we aim to strengthen relationships with stakeholders within the agri-food chain while promoting precision farming. We promote our policies on sustainable agriculture, alternative fuels, 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).

In 2023, we supported and/or participated in many international initiatives for sustainable agricultural development, particularly in Europe and Africa. In July, our Chair, Lady Suzanne Heywood, spoke on behalf of CNH and the broader private sector at the opening ceremony of the UN Food Systems Summit +2 Stocktaking Moment in Rome on the crucial role the private sector plays in improving access to food by deploying capital investment, innovation and expertise. In September, we collaborated with the Food and Agriculture Organization of the United Nations in the first-ever Global Conference on Agricultural Mechanization (GAMC) and in March and October, we worked with Italy's Ministry of Foreign Affairs and International Cooperation on food security-focused country missions to Egypt and Tunisia.

In LATAM, we belong to the Argentine Association of Manufacturers and Distributors of Tractors and other Agricultural Equipment (AFAT) and lead important discussions related to emissions, technical standards, types of fuel, safety and ergonomics.

We collaborate in Brazil with the Agricultural Research Corporation (Embrapa), which has links to the country's Ministry of Agriculture, Livestock and Supply (MAPA). Its focus is agricultural production research and new technologies that increase agricultural production while reducing land use, promoting reforestation and preserving native forests and water resources.

We are a founding member of ConectarAgro, which promotes internet access in the country's agricultural and rural regions to help farmers become more productive and competitive. To date, ConectarAgro has successfully extended connectivity to over 14,000 hectares of agricultural land.

In APAC, we actively participate in the Agricultural Machinery Working Group China, organized by VDMA China (a branch of the German Mechanical Engineering Industry Association). We also have roles in the Food and Beverage Working Group of the European Union Chamber of Commerce in China (EUCCC); the China Association of Agricultural Machinery Manufacturers (CAAMM); the China Agricultural Machinery Distribution Association (CAMDA); the Tractor and Machinery Association of Australia (TMA); and the Tractor and Mechanization Association (TMA) in India.

POLITICAL PARTIES

We conduct all our relationships with political parties and their representatives or candidates transparently and with integrity. Financial contributions to political parties are only allowed where permitted by law and must be authorized at the appropriate level.

In 2023, we made no contributions to political parties. Any political affiliation or financial contribution by an employee is a personal matter and completely voluntary, including contributions made through a Political Action Committee (PAC). In the USA, we provide administrative support to the CNH Excellence in Government Fund, a PAC that collects voluntary, personal contributions from staff. Information relating to these contributions is available on the US Federal Election Commission website.

WE VALUE THE **TRUST** OF OUR **CUSTOMERS** AND **PARTNERS** ABOVE ALL. WE RELENTLESSLY DIG DEEPER TO ENHANCE THE **QUALITY** OF THEIR LIVES AND THEIR LIFE'S WORK THROUGH OUR PRODUCTS AND SERVICES.

05

APPENDIX

MATERIALITY ASSESSMENT

AT CNH, WE USE MATERIALITY ANALYSIS TO **PRIORITIZE SUSTAINABILITY TOPICS** AND ENSURE THEY ARE REFLECTED IN ALL OUR BUSINESS DECISIONS.

We conduct a comprehensive materiality assessment at least every 3 years and every year we check the results of the current assessment against our business strategy and priorities.

Our most recent materiality assessment was in 2023 and was based on the GRI Universal Standards published in 2021. It followed the European Financial Reporting Advisory Group (EFRAG) draft guidelines on double materiality. This ensures we assess both our impact on the planet and society and any financial consequences that the planet and society have on our business operations.

The double materiality assessment is carried out in 4 phases: 1) identifying potentially relevant material issues; 2) assessing the material issues' impact on society, environment, stakeholders and our business, including financial impact; 3) stakeholder engagement and analysis; and 4) reviewing and validation. This allows us to determine the relevance of sustainability topics for key stakeholders and helps us identify and manage our impact over time and as new ones arise.

Impact and financial materiality

We draw on a range of sources to establish the parameters of sustainability topics, including our past materiality assessments; the Global Reporting Framework (GRI); the Sustainability Accounting Standards Board (SASB); and EFRAG thematic topics. We identified 20 sub-topics within environment, social and governance.

We considered any short, medium and long-term effects, both positive and negative, including any that are unintended and irreversible that may affect our financial, organizational and reputational performance now and in the future.

The aim of the impact assessment is to understand how any activity affects or potentially affects people or the environment. This includes consequences directly caused by or contributed to us, including our Upstream and Downstream value chain.

The financial assessment is designed to understand the planet and society's potential effect on a business. Topics can be financially material if they trigger a financial impact. This can take the form of risks or opportunities related to our enterprise value and can occur at any time.

Stakeholder Engagement

Stakeholders are individuals, groups or organizations that can affect or are affected by what we do and our objectives. We need to continually understand our stakeholders so we can accurately gauge their interests and priorities. In our double materiality assessment, we consulted 740 internal and external stakeholders on the relevance of the sustainability material topics and ranked each topic based on their feedback.

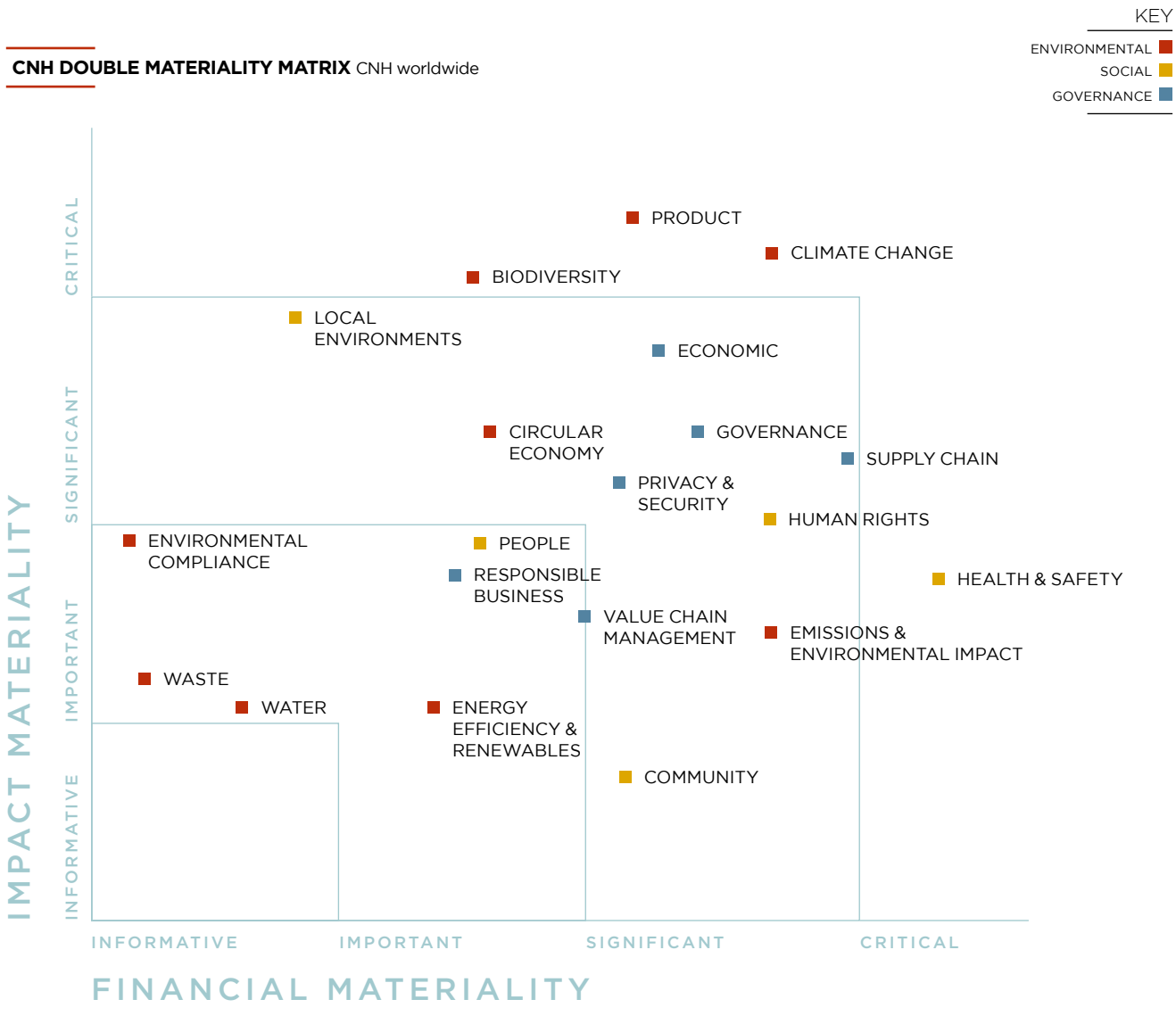
Double Materiality Matrix Results

The results from the impact assessment and the financial materiality assessment have been combined into a double materiality matrix. The X axis charts the financial materiality of each sustainability sub-topic, the Y axis their impact materiality. Results found the following topics the most important:

- CLIMATE CHANGE
- PRODUCTS
- HEALTH AND SAFETY

The results were reviewed, validated and signed off by our ESG Committee of the Board of Directors, verified by a third-party assurance provider and integrated into our Enterprise Risk Management process.

CNH DOUBLE MATERIALITY MATRIX CNH worldwide



ESG Priorities

Material Issue #1 Climate Change

Why Climate Change is Material to CNH and External Stakeholders

Poor, severe and unusual weather conditions caused by climate change can significantly affect the productivity, profitability and purchasing decisions of our agricultural customers. While lower farm incomes can reduce demand, the need to make the best use of cultivable land can increase demand for equipment that increases productivity and efficiency.

The potentially long-term effects of climate change on our facilities, suppliers, customers and our own operations are highly uncertain and each region will be affected differently — for example, by long-term changes in temperature and water availability. Again, this may result in lower demand for our products, as well as adversely affect our costs, production, sales and financial performance.

Business Strategy to Address Climate Change

CNH has a decarbonization strategy, sustainability projects and long-term strategic targets that address the potential impacts of climate change. Climate-related risks and opportunities are embedded within our strategy to make our business model resilient in the face of shifting global challenges.

The focus of our own research and development efforts is on sustainable technologies — for example, electric and biomethane propulsion, digitalization and related intelligent capabilities, including precision farming and smart water management. We also collaborate with strategic business partners, start-ups and external experts in the emerging technology sector.

Our work in precision technology aims to help farmers increase their yield with reduced input costs for labor, fertilizer, chemicals and water. We also believe that the recent shorter planting and harvesting cycles mean precision technology will drive farmers to replace farm equipment to improve efficiency.

Operationally, we promote the responsible use of resources and strive to reduce the environmental impact of what we produce to mitigate climate change. We are committed to continuously improving the environmental performance of our production processes, adopting both conventional and enhanced technologies and acting responsibly to mitigate their environmental impact.

In 2023, we invested $30.6 million on waste disposal, treating emissions and on environmental management, and a further $6.1 million to reduce our environmental impact — all to maintain our plants' ISO 14001 certification.

Our energy management system enables each plant to monitor and reduce its energy consumption and the impact of any CO_2 it generates. By the end of 2023, 30 plants retained their ISO 50001: 2018 certification, representing 100% of our operations' energy consumption. We also identified the Internal Price of Carbon, which allows us to prioritize energy-saving projects based on their ability to generate the greatest reduction in CO_2 emissions.

Metrics to Measure Progress on Climate Change

We have the following targets to measure the environmental performance of our manufacturing processes and product portfolio.

Percentage of annual growth in 'acres covered', representing number of precision technologies adopted by customers.

50%
VS 2018 IN SCOPE 1 AND SCOPE 2
CO_2 EMISSIONS
PER HOUR OF PRODUCTION AT MANUFACTURING PLANTS BY 2030

90%
OF TOTAL
ELECTRICITY CONSUMPTION
DERIVED FROM RENEWABLE SOURCES BY 2030

97%
OF WASTE RECOVERED
AT OUR PLANTS BY 2030

50%
REDUCTION VS 2018
OF WATER WITHDRAWAL
/HOUR OF PRODUCTION AT OUR PLANTS BY 2030

Material Issue #2 Sustainable Products

Why Sustainable Products are Material to CNH and External Stakeholders

CNH's success depends on our ability to develop innovative, high-quality products to maintain or increase our existing market share and to expand into new markets. This depends on, among other factors, our ability to develop sustainable and precision technology that improves the profitability and sustainability of our customers.

Failure to develop and offer innovative products could result in reduced revenue and market share. If demand for our products is less than we expect, we may be left with excess inventory and lower production levels, forcing up costs and reducing our profitability.

Global demand for renewable fuels has increased considerably in recent years, driven by consumer preference, government renewable-fuel mandates, renewable fuel tax and production incentives. The demand for biofuels has created an associated demand for agriculturally based feedstocks, which are used to produce biofuels.

Our precision technology includes both hardware and software that relate to guidance, connectivity, automation and autonomy. We must be able to acquire, develop and introduce new precision technology that improves profitability and makes sustainable farming competitive. As a result, we expect to invest significant sums in research and development, collaborations and other sources of technology.

Our dealers' ability to support such solutions may also influence our customers' acceptance of and demand for these products. Further, we use automation and machine learning and intelligence in some of our products. While the use of these emerging technologies can present significant benefits, it also creates risks and challenges. If we are not able to deliver precision technology solutions with differentiated features and functionality, or these solutions are not effective, customers may not adopt them, which could harm our reputation and business.

Business Strategy to Address Sustainable Products

We have a strategic plan for investing to develop existing product and service lines and also create new ones that meet customers' needs. Our research focuses primarily on developing products that can reduce polluting and CO_2 emissions, use biofuels, adopt electric and hydrogen traction systems, incorporate advanced precision farming functionality and autonomous driving.

In recent years, we have developed 2 models of methane-powered tractors — the T6 and T7 — that can run on methane produced on the farm from animal and food waste. We have a controlling stake in Bennamann Ltd ('Bennamann'), a UK technology company that developed a way to capture fugitive emissions of methane from livestock farm waste and produce a better-than-zero-carbon biofuel. This increases the sustainability of farmland management practices by minimizing artificial inputs such as manufactured fertilizer, lowering operational costs and reducing pollutants.

We are committed to advancing technology in agriculture and are investing in integrated solutions and precision technologies across the equipment portfolio to increase a farmer's yield with reduced input costs. Our technology stack spans digital web and mobile platforms, core technologies such as global navigation satellite system (GNSS) positioning, connectivity and displays, automation covering product control and guidance, and capabilities such as autonomy.

We also support customers throughout the equipment life cycle. CNH Reman, for example, is a joint venture that provides remanufactured components to our dealers and customers worldwide. It offers a full range of replacement or service parts to extend the life of many products, as well as a broad selection of remanufactured parts. Brands can now offer more products, like-new quality, extended warranties and be part of an extended value chain, saving the customer an average 30% on the purchase price.

Metrics to Measure Progress on Sustainable Products

We have the following goals for recycling product, remanufacturing spare parts and customer adoption rates of precision technologies:

90%
PRODUCT RECYCLABILITY
BY 2030

15%
NET SALES
OF OUR SPARE PARTS FROM REMANUFACTURED COMPONENTS BY 2030

Material Issue #3 Health And Safety

Why Health and Safety is Material to CNH and External Stakeholders

Our ability to attract, retain and further develop qualified employees is crucial to our success and our ability to create value over the long term. Safe working conditions promote physical and mental health, reduce the risk of work-related injuries and illnesses, and foster a positive work environment. Employees who feel safe and valued are likely to be more productive, motivated and loyal.

Our Code of Conduct states that occupational health and safety is an employee's fundamental right and a key part of our sustainability model. Strong performance on managing workforce health and safety can help build our brand and promote worker morale. This in turn may lead to reduced worker turnover and enhanced community relations, as well as make us an attractive potential employer.

Conversely, a weak health and safety management system could impair our ability to execute our business strategy and meet our business objectives. It could also increase insurance costs and compliance fines, increase employee turnover and reduce employee, customer and market trust.

Prioritizing product safety protects customers, operators and those who use our equipment from accidents, injuries and potential harm. Ensuring the safety of our products is essential for maintaining customer trust and safeguarding our reputation. Customers rely on us to provide equipment that is safe to use and any safety incidents or product failures could significantly damage our reputation and brand image.

Preventing accidents and injuries not only protects individuals, but also reduces our exposure to financial losses, litigation costs and reputational damage arising from safety-related claims. Product safety is closely linked to product quality and reliability. By prioritizing safety in our design, manufacturing and testing processes, we can enhance the overall quality and reliability of our equipment. Safe products are also less likely to malfunction, break down or have defects, leading to greater customer satisfaction and loyalty.

Business Strategy to Address Health and Safety

Our strategy for occupational health and safety centers on minimizing risk with effective prevention and protective measures. Our safety management system encourages staff to embrace a culture of accident prevention and risk awareness so they can identify and report work-related hazards and hazardous situations. This approach enables employees to share occupational health and safety principles across the Company.

Our Health and Safety Policy applies to all employees, including contractors and agency workers. It outlines all our health and safety principles and is available in 14 languages. Our inclusive approach extends to suppliers and partners, who must all comply with worker health and safety regulations and adherence to our Supplier Code of Conduct.

We have developed an effective health and safety management system that conforms to international standard ISO 45001. In 2023, we spent approximately $68.2 million on improving health and safety protection. To ensure we meet our challenging targets, all employees have classroom and hands-on training consistent with their roles and responsibilities. In 2023, we delivered 330,938 hours of occupational health and safety training for approximately 27,000 employees.

We continue to develop and implement cutting-edge technology to improve customer satisfaction and safety. Our Product Safety and Compliance (PS&C) Policy summarizes our commitment to designing, validating, manufacturing, selling and supporting safe products that comply with or exceed all applicable legal requirements.

We adhere to stringent regulatory standards and industry guidelines related to product safety across all our manufacturing facilities worldwide. We also integrate safety into the design phase of our products. This includes advanced safety features such as rollover protection systems (ROPS), crush protection devices and operator restraint systems to minimize the risk of accidents and injuries.

We canvas customers and industry stakeholders to understand their safety needs and preferences. We conduct rigorous testing and validation procedures and provide comprehensive operator training programs and support services to educate customers on safe equipment operation and maintenance practices. We maintain transparency and accountability on product safety by promptly issuing recalls or safety notices when necessary and communicating openly with customers, regulators and the public about safety-related matters.

Metrics to Measure Progress on Health and Safety

CNH has set the following targets linked to the health and safety of employees, plant certification and product quality:

EMPLOYEE,
CONTRACTOR AND AGENCY WORKER INJURY FREQUENCY RATES

ISO 45001 CERTIFIED
MANUFACTURING PLANTS

EMPLOYEE HEALTH AND SAFETY
TRAINING HOURS

PRODUCT IMPROVEMENT PROGRAMS
— NUMBER OF PRODUCT RECALL AND SAFETY CAMPAIGNS

REPORT PARAMETERS

Objectives

CNH's Sustainability Report aims to give stakeholders a comprehensive overview of our operations, integrating our financial results and economic commitments with our environmental and social ones. This is our 11th annual Sustainability Report and has been prepared with reference to GRI[1] Standards. The topics covered originate from the materiality analysis (see page 90) and the contents were integrated with the information requirements of ESG[2] investors, as well as financial and non-financial analysts who review our sustainability performance.

Scope

Unless otherwise stated, the report's scope — or reporting period — covers information and data for CNH worldwide during the calendar year of 2023, consolidated in the 2023 EU Annual Report as of December 31, 2023.

Unless otherwise indicated, the terms 'Company' and 'CNH' refer to CNH, including all its subsidiaries (also called 'legal entities' or 'group of companies').

CNH is divided into the following geographic areas: North America (NA), Europe, Middle East and Africa (EMEA), Latin America (LATAM) and Asia Pacific (APAC).

Each means the following:

- NA: United States, Canada and Mexico
- EMEA: member countries of the European Union and the European Free Trade Association, the United Kingdom, Ukraine and Balkans, Turkey, Uzbekistan, Pakistan, the African continent and the Middle East
- LATAM: Argentina and Brazil
- APAC: Continental Asia (including the India subcontinent), Indonesia and Oceania.

In some cases, data is based on geographical divisions (North America, Europe, Latin America, Rest of World) to reflect year-on-year changes.

It should be noted that the definition of plant used in this report is also used in the 2023 EU Annual Report. The exclusion of any geographic area, legal entity, plant or specific site is down to either lack of quality data or the immateriality of its activities (for example, 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 are included in our report because of their significant environmental and social impact. Any significant variations in the report's scope or in the data are noted 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.

KEY

ISO

SCOPE

2023 PLANTS OVERVIEW CNH worldwide

Country	Plant	Segment*	Primary Functions	Quality	Safety		Environment		Energy	
				ISO 9001	ISO 45001	Safety Scope	ISO 14001	Envir. Scope	ISO 50001	Energy Scope
NORTH AMERICA										
Canada	Saskatoon	AG	Sprayers, Planters, Seeders	✓	✓	✓	✓	✓	✓	✓
Mexico	Querétaro	AG & CE	Components	✓	✓	✓	✓	✓	✓	✓
USA	Benson	AG	Sprayers, Floaters		✓	✓	✓	✓	✓	✓
USA	Burlington	CE	Backhoe Loaders, Forklifts	✓	✓	✓	✓	✓	✓	✓
USA	Fargo	AG & CE	Tractors, Wheel Loaders	✓	✓	✓	✓	✓	✓	✓
USA	Goodfield	AG	Tillage, Cultivators	✓	✓	✓	✓	✓	✓	✓
USA	Grand Island	AG	Combines, Windrowers	✓	✓	✓	✓	✓	✓	✓
USA	New Holland	AG	Hay & Forage	✓	✓	✓	✓	✓	✓	✓
USA	Racine	AG	Tractors, Transmissions	✓	✓	✓	✓	✓	✓	✓
USA	St. Nazianz	AG	Self-Propelled Sprayers		✓	✓	✓	✓	✓	✓
USA	Wichita	CE	Skid Steer Loaders	✓	✓	✓	✓	✓	✓	✓
EUROPE, MIDDLE EAST AND AFRICA										
Austria	St. Valentin	AG	Tractors	✓	✓	✓	✓	✓	✓	✓
Belgium	Antwerp	AG	Components	✓	✓	✓	✓	✓	✓	✓
Belgium	Zedelgem	AG	Combines, Forage Harvesters, Balers	✓	✓	✓	✓	✓	✓	✓
France	Coëx	AG	Grape Harvesters	✓	✓	✓	✓	✓	✓	✓
France	Croix	AG	Cabins	✓	✓	✓	✓	✓	✓	✓

* AG = Agriculture (Case IH, New Holland Agriculture, STEYR, Raven, Flexi-Coil, Miller, Kongskilde).
CE = Construction (CASE Construction Equipment, New Holland Construction, Eurocomach).

KEY

ISO

SCOPE

Country	Plant	Segment*	Primary Functions	Quality	Safety		Environment		Energy	
				ISO 9001	ISO 45001	Safety Scope	ISO 14001	Envir. Scope	ISO 50001	Energy Scope
EUROPE, MIDDLE EAST AND AFRICA										
Italy	Jesi	AG	Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
Italy	Lecce	CE	Wheel Loaders, Telehandlers, Graders	ISO	ISO	✓	ISO	✓	ISO	✓
Italy	Modena	AG	Components	ISO	ISO	✓	ISO	✓	ISO	✓
Poland	Kutno	AG	Cultivators, Planters, Headers	ISO	ISO	✓	ISO			
Poland	Płock	AG	Combines, Balers, Headers	ISO	ISO	✓	ISO	✓	ISO	✓
Sweden	Överum	AG	Tractors			✓				
UK	Basildon	AG	Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
Uzbekistan	Tashkent	AG	Tractors	ISO		✓				
LATIN AMERICA										
Argentina	Córdoba	AG	Combines, Sprayers, Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
Brazil	Contagem - Belo Horizonte	CE	Backhoe Loaders, Excavators, Loaders	ISO	ISO	✓	ISO	✓	ISO	✓
Brazil	Curitiba	AG	Combines, Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
Brazil	Piracicaba	AG	Sugarcane Harvesters, Sprayers	ISO	ISO	✓	ISO	✓	ISO	✓
Brazil	Sorocaba	AG	Combines, Sprayers, Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
ASIA PACIFIC										
China	Harbin	AG	Combines, Tractors, Balers	ISO	ISO	✓	ISO	✓	ISO	✓
India	Noida	AG	Tractors	ISO	ISO	✓	ISO	✓	ISO	✓
India	Pithampur	CE	Compactors, Skid Steer Loaders	ISO	ISO	✓	ISO	✓	ISO	✓
India	Pune	AG	Sugarcane Harvesters, Combines	ISO	ISO	✓	ISO	✓	ISO	✓

* AG = Agriculture (Case IH, New Holland Agriculture, STEYR, Raven, Flexi-Coil, Miller, Kongskilde).
CE = Construction (CASE Construction Equipment, New Holland Construction, Eurocomach).

2023 Data Coverage

For occupational health and safety data, 31 plants are ISO 45001 certified, which amounts to 94% of our total and represents approximately 100% of sales of products manufactured at our plants.

Information on environmental performance (including VOC, water and waste), as well as management systems, relates to 30 fully consolidated plants, accounting for 91% of our plants and representing 99.6% of sales of products manufactured at our plants. Thirty-one plants are ISO 14001 certified, accounting for 94% of our plants, representing approximately 100% of sales of products manufactured at our plants, and relating to 27,216 employees — approximately 99% of the workforce at plants within the reporting scope.

Information on energy performance (including CO_2, NO_X, SO_X and dust emissions) and management systems relates to 30 fully consolidated plants, accounting for 91% of our plants and representing 99.6% of sales of products manufactured at our plants. There are 30 ISO 50001 certified plants, accounting for 91% of our plants, representing 99.6 % of sales of products manufactured at our plants, and relating to 26,661 employees — approximately 98% of the workforce at the plants within the reporting scope.

We have 31 ISO 9001 certified plants, accounting for 94% of our total, representing 96.3% of sales of products manufactured at our plants, and relating to 26,304 employees — about 96.7% of the workforce at the plants within the reporting scope.

Methodologies

Approach to data calculation

- The data refers to the 3-year period from 2020 to 2023. Some data before 2022, as a result of the demerger, could not be separated from on-highway vs off-highway business. When this is relevant, previous years' data is excluded and only 2022 and 2023 data is presented.
- Figures in currencies other than US dollars were converted at the average exchange rate on December 31, 2023.
- Target achievement dates are always year-end, i.e., 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, 2023, and the EU Annual Report, both of which are available on our website. CNH'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 line with US GAAP.
- Human resources data refers to the entire Company as of December 31, 2023 (unless otherwise specified).
- Employees are divided into 4 categories: Hourly, Salaried, Professional and Manager. Professional refers to all individuals in specialized and managerial roles. Manager refers to individuals in senior management roles. The categories include both full-time and part-time personnel.
- Contractors are external companies or freelance/self-employed workers who have a contract with one of our companies and who provide services within the data reporting scope.
- Agency personnel are contracted and paid through a third party to work for us, rather than employed by us. Agency personnel are coordinated and overseen by internal supervisors and are usually temporary.
- 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 in the use of contractors and agency workers at our 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 without accidents while commuting between home and work. When calculating injury rates for contractors, hours worked may have been estimated.
- Absence days refer to calendar days.
- We defined normalized production unit indexes to show the respective medium and long-term trends for environmental and energy performance. This approach highlights that improvements are 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).
- For environmental data, SPARC[3] 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 production department in question. Depending on the data, the detection criterion was either measured, calculated or estimated[4].
- NO_X, SO_X and dust emissions calculations were based on historical average values. Dusts are those deriving from the combustion of fossil fuels (methane, diesel and LPG).
- 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 not directly associated with manufacturing activities but 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's wastewater quality indicators — Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD) and Total Suspended Solids (TSS) — correspond to the average concentrations found 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 found during the year under normal operating conditions.
- Energy consumption was measured and converted into joules through specific equivalences depending on the energy vector. For example, compressed air is indicated in Nm3 when monitored as a secondary vector before being translated into kWh and then GJ. Direct energy refers to energy that falls within the scope of our operations. It can either be consumed by CNH or exported to other users. Indirect energy refers to the energy produced beyond our operations and supplied to meet our needs (e.g., electricity, heating and cooling). The amount of fuel used for each of the following is reported separately: to move unsold, newly manufactured vehicles to designated parking lots; to fuel forklifts and internal utility cars; to test engines; and to power generators, motor pumps, pressure washers and other devices. The key performance indicators (KPIs) to assess energy consumption and CO_2 emissions per production unit do not include diesel or LPG used in logistics or product testing.
- The sources of our greenhouse gas emissions other than those from the energy we consume come from our use of HFC compounds in air-conditioning, cooling, fire suppression, aerosols (e.g., propellants) and manufacturing equipment. The potential emissions from these substances (CO_2 eq) are negligible and fall outside the report's scope.
- We calculated our CO_2 emissions according to GHG Protocol standards and used the lower heat-of-combustion-reference value and the emission factors specific to the energy industry's power-generation stations. These are available in the second volume of the IPCC 2006 Guidelines. In terms of emissions, we only took CO_2 into account, as CH4 and N_2O components were considered negligible.

(3) Sustainability, Performance, Analysis, Reporting and Compliance.

(4) 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.

- For our Scope 2 emissions accounting, we applied the dual reporting system of the GHG Protocol Scope 2 Guidance and used both allocation methods:
  - The location-based method to find the average emissions intensity of the grids where we consume energy (using mostly grid-average emission factor data)
  - The market-based method to find emissions from electricity that companies have actively chosen to purchase.

When reporting according to the location-based method for energy produced and purchased outside a plant (mainly electricity and heat), we calculated the associated CO_2 emissions using the emission coefficients (expressed in gCO_2/kWh) provided by the International Energy Agency. When reporting according to the market-based method, they were calculated using the latest emission coefficients (expressed in gCO_2/kWh) provided by the following sources:

- Re-DISS for CO_2 emissions accounting in Europe
- International Energy Agency for CO_2 emissions accounting in Latin America and Rest of World
- Primary energy suppliers for CO_2 emissions accounting in North America.

The key performance indicator (KPI) to assess CO_2 emissions per production unit refers to the Scope 2 emissions calculated according to the market-based method.

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. Non-recurring items are considered by management as rare or discrete events, infrequent and/or do not reflect ongoing operational activities.

Adjusted diluted EPS is calculated by dividing CNH's adjusted net income (loss) by a weighted-average number of common shares outstanding during the period, taking account of potential outstanding common shares that result from our share-based payment awards, when their inclusion is not anti-dilutive. When we provide guidance for adjusted diluted EPS, we do not provide guidance on an earnings per share basis because the US GAAP measure may include significant items that have not yet occurred and are difficult to predict.

PERFORMANCE INDICATORS

DISTRIBUTION OF VALUE ADDED

We strive to create value and to distribute it to our stakeholders. The calculation[1] of value added gives the Company a better understanding of its economic impacts. This enables us to determine how much wealth we have created, how it was created and how it was distributed to stakeholders.

In 2023, the value added generated by CNH's activities and distributed to its various stakeholders totaled $7,276 million, equivalent to 29% of our revenues.

DIRECT ECONOMIC VALUE GENERATED CNH worldwide ($million)

	2023
Consolidated 2023 revenues	**24,687**
Income of financial services companies	**(2,607)**
Government grants (current and deferred/capitalized), release of provisions, other income	**74**
Other income	**3,189**
Direct economic value generated	**25,343**
Cost of materials	**15,442**
Depreciation and amortization, including assets under operating lease and assets sold under buy-back commitments	**563**
Other expenses	**2,062**
Value added	**7,276**

(in accordance with US GAAP)

DISTRIBUTION OF VALUE ADDED CNH worldwide

	2023
Employees	**45.8%**
Shareholders	**7.4%**
Reinvested in the Company	**13.5%**
Financial providers	**17.5%**
Government & Public Institutions	**15.7%**
Local communities	**0.2%**

SUSTAINABLE PRODUCTS

NUMBER OF RECALL CAMPAIGNS (PIPs) CNH worldwide (no.)

	2023	2022	2021
Mandatory campaigns	**124**	102	112
Safety campaigns	**24**	21	17
Total	**148**	**123**	**129**

(1) 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.

ENERGY MANAGEMENT

ENERGY PERFORMANCE: 2023 IMPROVEMENT PROJECTS IN DETAIL CNH worldwide

	Projects (no.)	Total energy reduction (GJ/year)	Estimated project cost ($)
Installation of new equipment	17	3,147	673,119
Converting and retrofitting equipment	65	40,085	3,570,849
Operational changes	9	8,743	980,059
Process redesign	13	8,663	110,684
Total	**104**	**60,638**	**5,334,711**

TOTAL ENERGY CONSUMPTION[a] CNH worldwide (GJ)

Non-renewable sources	**2023**	**2022**	**2021**
Plants (no.)	**30**	31	31
Direct energy consumption			
Natural gas	**1,833,377**	2,064,174	1,847,354
Diesel	**235,645**	216,033	273,794
Liquefied petroleum gas (LPG)	**102,906**	79,697	59,931
Total	**2,171,928**	**2,359,904**	**2,181,079**
Indirect energy consumption			
Electricity	**439,962**	508,372	594,243
Thermal energy	**65,066**	72,575	73,746
Other energy sources[b]	**30,706**	43,468	38,646
Total	**535,734**	**624,415**	**706,635**
Total energy consumption from non-renewable sources	**2,707,662**	**2,984,319**	**2,887,714**

Renewable sources	**2023**	**2022**	**2021**
Plants (no.)	**30**	31	31
Direct energy consumption			
Biomass	**10,454**	-	-
Solar-thermal	**196**	130	-
Photovoltaic	**16,386**	15,331	6,031
Total	**27,036**	**15,461**	**6,031**
Indirect energy consumption			
Electricity	**747,184**	735,746	608,496
Thermal energy	**-**	-	-
Other energy sources[b]	**50,559**	48,556	52,458
Total	**797,743**	**784,302**	**660,954**
Total energy consumption from renewable sources	**824,779**	**799,763**	**666,985**

Total energy consumption	**3,532,441**	**3,784,082**	**3,554,699**

[a] The base year (2018) energy consumption is equal to 3,479,726 GJ.
[b] Includes compressed air.

ENERGY CONSUMPTION BY TYPE CNH worldwide (GJ)

	2023	2022	2021
Plants (no.)	**30**	31	31
Electricity[a]	**1,284,797**	1,351,473	1,299,874
Heat	**65,262**	72,705	73,746
Natural gas	**1,833,377**	2,064,174	1,847,354
Other fuels[b]	**349,005**	295,730	333,725
Total energy consumption	**3,532,441**	**3,784,082**	**3,554,699**

(a) Electricity also includes compressed air and the electricity generated by the photovoltaic (PV) systems.
(b) Includes diesel, LPG, landfill gas and other (HS and LS fuel oil).

DIRECT AND INDIRECT CO_2 EMISSIONS[a] CNH worldwide (tons)

	2023	2022	2021
Plants (no.)	**30**	31	31
Direct emissions (Scope 1)	**117,890**	127,504	120,037
Indirect emissions (Scope 2) — market-based	**87,720**	105,850	102,211
Indirect emissions (Scope 2) — location-based	**122,457**	126,846	120,836
Direct emissions from landfill gases	**571**	-	-
Total CO_2 emissions[b]	**206,181**	**233,354**	**222,248**

(a) CO_2 is the only significant greenhouse gas within CNH's processes. For CNH, biogenic CO_2 emissions are those related to landfill gases. The base year (2018) CO_2 emissions are equal to 239,977 tons.
(b) Total CO_2 emissions are calculated as per the market-based methodology of the GHG Protocol.

NO_x, SO_x AND DUST EMISSIONS CNH worldwide (tons)

	2023	2022	2021
Plants (no.)	**30**	31	31
Nitrogen oxides (NO_x)	**239.99**	263.71	245.62
Sulfur oxides (SO_x)	**33.48**	30.70	38.90
Dust	**2.91**	2.66	3.24

VOLATILE ORGANIC COMPOUNDS (VOC)[a] CNH worldwide

	2023	2022	2021
Plants (no.)	**30**	30	30
Average VOC emissions (g/m^2)	**38.7**	39.8	41.3
Total VOC emissions (kg)	**901,765**	**982,124**	**929,561**

(a) The base year (2018) VOC emissions are equal to 48.2 g/m^2.

ENVIRONMENTAL MANAGEMENT

WATER WITHDRAWAL, DISCHARGE AND CONSUMPTION CNH worldwide (thousands of m³)

	2023	2022	2021
Plants (no.)	**30**	30	30
Withdrawal			
Groundwater	**489**	618	607
Third-party water	**857**	846	771
of which municipal water supply	**857**	846	771
Surface water	**2**	3	4
of which rainwater	**2**	3	4
Seawater	**-**	-	-
Produced water	**-**	-	-
Total water withdrawal	**1,348**	**1,467**	**1,382**
Discharge			
Surface water	**171**	176	132
Third-party water	**880**	833	800
Seawater	**-**	-	-
Groundwater	**70**	83	109
Total water discharge	**1,122**	**1,092**	**1,041**
Total water consumption[a]	**226**	**375**	**341**

(a) Calculated as total water withdrawal minus total water discharge.

WASTE GENERATION AND MANAGEMENT CNH worldwide (tons)

	2023	2022	2021
Plants (no.)	**30**	30	30
Waste generated			
Hazardous waste	**8,381**	10,192	8,852
Non-hazardous waste	**137,657**	137,882	132,335
Total waste generated	**146,038**	**148,074**	**141,187**
Waste diverted from disposal			
Hazardous waste	**4,558**	6,765	2,391
Non-hazardous waste	**128,892**	130,086	125,373
Total waste diverted from disposal	**133,450**	**136,851**	**127,764**
Waste directed to disposal			
Hazardous waste	**3,823**	3,427	6,461
Non-hazardous waste	**8,764**	7,796	6,962
Total waste disposed	**12,587**	**11,223**	**13,423**

PLANTS NEAR, BORDERING OR WITHIN PROTECTED[a] OR HIGH BIODIVERSITY AREAS CNH 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:** 〉 0 critically endangered 〉 0 endangered 〉 0 vulnerable 〉 4 near threatened 〉 97 of least concern
Zedelgem (Belgium)[b]	Combine, harvesting machines	360,357	Adjacent to the protected area	**232 species listed, of which:** 〉 8 critically endangered 〉 11 endangered 〉 22 vulnerable 〉 19 near threatened 〉 172 of least concern
Płock (Poland)[b]	Design and manufacturing of combine harvesters, round balers and machines for agriculture	420,900	Adjacent to the protected area	**392 species listed, of which:** 〉 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 pages 30-33) that is located near, bordering or within protected or high-biodiversity areas.

(c) Plant implementing the BVI methodology (see pages 30-33) that is located near, bordering or within protected or high-biodiversity areas.

EMPLOYEES IN NUMBERS

EMPLOYEES BY REGION CNH worldwide (no.)

	2023	2022	2021
Europe	**15,462**	15,052	43,262
North America	**12,154**	11,769	11,244
Latin America	**7,654**	8,420	11,542
Rest of World	**4,950**	4,829	5,847
Total	**40,220**	**40,070**	**71,895**

EMPLOYEES BY REGION AND CATEGORY CNH worldwide (no.)

	2023				2022				2021			
	Hourly	Salaried	Profess.	Manager	Hourly	Salaried	Profess.	Manager	Hourly	Salaried	Profess.	Manager
Europe	**9,591**	**1,464**	**4,028**	**379**	9,554	1,350	3,772	376	28,094	5,628	8,864	676
North America	**6,567**	**707**	**4,548**	**332**	6,608	554	4,303	304	6,603	679	3,688	274
Latin America	**5,404**	**1,024**	**1,137**	**89**	6,337	952	1,046	85	8,760	1,315	1,373	94
Rest of World	**1,717**	**1,532**	**1,626**	**75**	1,661	1,551	1,537	80	2,246	1,832	1,698	71
Total	**23,279**	**4,727**	**11,339**	**875**	**24,160**	**4,407**	**10,658**	**845**	**45,703**	**9,454**	**15,623**	**1,115**

EMPLOYEES BY SEGMENT CNH worldwide (no.)

	2023	2022	2021
Agriculture	**33,490**	33,115	31,103
Construction	**5,856**	6,052	5,770
Commercial and Specialty Vehicles	**-**	-	25,332
Powertrain	**-**	-	8,213
Other Activities	**46**	80	136
Financial Services[a]	**828**	823	1,341
Total	**40,220**	**40,070**	**71,895**

[a] From 2021 Financial Services includes CNH Capital Staffs.

EMPLOYEES TURNOVER CNH worldwide (no.)

	2023	2022	2021
Employees at January 1	**40,070**	37,763	64,016
New hires	**6,358**	8,806	13,011
Departures	**-6,492**	-5,840	-7,297
Δ change region	**0**		
Δ scope of operation	**284**	-659	2,165
Δ spin-off			-34,132
Employees at December 31	**40,220**	**40,070**	**71,895**
Turnover (%)	**-16.1**	-14.6	-10.1
New hires (%)	**15.8**	22.0	18.1

EMPLOYEES TURNOVER BY REGION CNH worldwide (no.)

	2023	2022	2021
Europe			
Employees at January 1	**15,052**	14,111	41,671
New hires	**1,706**	2,516	4,704
Departures	**-1,490**	-1,552	-3,330
Δ change region	**13**		
Δ scope of operation	**181**	-23	217
Δ spin-off		-29,151	
Employees at December 31	**15,462**	**15,052**	**43,262**
Turnover (%)	**-9.6**	-10.3	-7.7
New hires (%)	**11.0**	16.7	10.9
North America			
Employees at January 1	**11,769**	11,181	8,048
New hires	**2,978**	3,741	3,691
Departures	**-2,724**	-2,542	-1,806
Δ change region	**16**		
Δ scope of operation	**115**	-611	1,311
Δ spin-off		-63	
Employees at December 31	**12,154**	**11,769**	**11,244**
Turnover (%)	**-22.4**	-21.6	-16.1
New hires (%)	**24.5**	31.8	32.8
Latin America			
Employees at January 1	**8,420**	7,936	8,900
New hires	**867**	1,684	3,944
Departures	**-1,735**	-1,176	-1,323
Δ change region	**-19**		
Δ scope of operation	**121**	-24	21
Δ spin-off		-3,606	
Employees at December 31	**7,654**	**8,420**	**11,542**
Turnover (%)	**-22.7**	-14.0	-11.5
New hires (%)	**11.3**	20.0	34.2
Rest of World			
Employees at January 1	**4,829**	4,535	5,397
New hires	**807**	865	672
Departures	**-543**	-570	-838
Δ change region	**-10**		
Δ scope of operation	**-133**	-1	616
Δ spin-off		-1,312	
Employees at December 31	**4,950**	**4,829**	**5,847**
Turnover (%)	**-11.0**	-11.8	-14.3
New hires (%)	**16.3**	17.9	11.5

EMPLOYEES TURNOVER BY CATEGORY CNH worldwide (no.)

	2023	2022	2021
Hourly			
Employees at January 1	**24,160**	23,427	39,485
New hires	**4,097**	5,702	10,570
Departures	**-4,802**	-4,241	-5,121
Δ change in category	**-141**	-289	-262
Δ scope of operation	**-35**	-439	1,031
Δ spin-off		-22,276	
Employees at December 31	**23,279**	**24,160**	**45,703**
Turnover (%)	**-20.6**	-17.6	-11.2
New hires (%)	**17.6**	23.6	23.1
Salaried			
Employees at January 1	**4,407**	4,344	8,704
New hires	**800**	1,110	969
Departures	**-531**	-590	-863
Δ change in category	**-263**	-236	-424
Δ scope of operation	**314**	-221	1,068
Δ spin-off		-5,110	
Employees at December 31	**4,727**	**4,407**	**9,454**
Turnover (%)	**-11.2**	-13.4	-9.1
New hires (%)	**16.9**	25.2	10.2
Professional			
Employees at January 1	**10,658**	9,289	14,768
New hires	**1,406**	1,930	1,414
Departures	**-1,075**	-940	-1,228
Δ change in category	**340**	378	614
Δ scope of operation	**10**	1	55
Δ spin-off		-6,334	
Employees at December 31	**11,339**	**10,658**	**15,623**
Turnover (%)	**-9.5**	-8.8	-7.9
New hires (%)	**12.4**	18.1	9.1
Manager			
Employees at January 1	**845**	703	1,059
New hires	**55**	64	58
Departures	**-84**	-69	-85
Δ change in category	**64**	147	72
Δ scope of operation	**-5**	0	11
Δ spin-off		-412	
Employees at December 31	**875**	**845**	**1,115**
Turnover (%)	**-9.6**	-8.2	-7.6
New hires (%)	**6.3**	7.6	5.2

EMPLOYEES TURNOVER BY AGE CNH worldwide (no.)

	2023	2022	2021
Under 30 years			
Employees at January 1	**6,501**	5,184	6,764
New hires	**2,750**	3,571	5,436
Departures	**-1,891**	-1,857	-1,864
Δ age range	**-971**	-227	-1,372
Δ scope of operation	**66**	-170	517
Δ spin-off		-4,297	
Employees at December 31	**6,455**	**6,501**	**9,481**
Turnover (%)	**-29.3**	-28.6	-19.7
New hires (%)	**42.6**	54.9	57.3
30 to 50 years			
Employees at January 1	**24,523**	23,851	40,188
New hires	**3,129**	4,559	6,700
Departures	**-3,303**	-2,967	-3,543
Δ age range	**119**	-606	-300
Δ scope of operation	**154**	-314	1,176
Δ spin-off		-20,370	
Employees at December 31	**24,622**	**24,523**	**44,221**
Turnover (%)	**-13.4**	-12.1	-8.0
New hires (%)	**12.7**	18.6	15.2
Over 50 years			
Employees at January 1	**9,046**	8,728	17,064
New hires	**479**	676	875
Departures	**-1,298**	-1,016	-1,890
Δ age range	**852**	833	1,672
Δ scope of operation	**64**	-175	472
Δ spin-off		-9,465	
Employees at December 31	**9,143**	**9,046**	**18,193**
Turnover (%)	**-14.2**	-11.2	-10.4
New hires (%)	**5.2**	7.5	4.8

EMPLOYEES TURNOVER BY GENDER CNH worldwide (no.)

	2023	2022	2021
Men			
Employees at January 1	**33,174**	31,527	53,810
New hires	**4,840**	6,886	10,499
Departures	**-5,271**	-4,726	-6,057
Δ scope of operation	**166**	-513	1,628
Δ spin-off			-28,353
Employees at December 31	**32,909**	**33,174**	**59,880**
Turnover (%)	**-16.0**	-14.2	-10.1
New hires (%)	**14.7**	20.8	17.5
Women			
Employees at January 1	**6,896**	6,236	10,206
New hires	**1,518**	1,920	2,512
Departures	**-1,221**	-1,114	-1,240
Δ scope of operation	**118**	-146	537
Δ spin-off			-5,779
Employees at December 31	**7,311**	**6,896**	**12,015**
Turnover (%)	**-16.7**	-16.2	-10.3
New hires (%)	**20.8**	27.8	20.9

FIXED-TERM and NO-TERM CONTRACTS CNH worldwide (%)

	2023	2022	2021
No-term	**96.1**	94.4	92.6
Fixed-term	**3.9**	5.6	7.4

PROMOTIONS CNH worldwide (no.)

	2023	2022	2021
Hourly	**167**	313	256
Salaried	**362**	461	719
Professional	**366**	559	404
Manager	**37**	88	43
Total	**932**	**1,421**	**1,422**

VOLUNTARY TURNOVER CNH worldwide (%)

	2023	2022	2021
Total Turnover	**16.1**	14.6	10.1
Total Turnover (only Temporary Contracts)	**2.2**	2.9	2.3
Voluntary Turnover	**5.9**	6.9	3.9

NEW HIRES BY AGE AND REGION CNH worldwide (no.)

	2023	2022	2021
Hires by Age			
Under 30	**2,750**	3,571	5,436
30 to 50 years	**3,129**	4,559	6,700
Over 50 years	**479**	676	875
Total	**6,358**	**8,806**	**13,011**
Hires by Region			
Europe	**1,706**	2,516	4,704
North America	**2,978**	3,741	3,691
Latin America	**867**	1,684	3,944
Rest of World	**807**	865	672
Total	**6,358**	**8,806**	**13,011**

LABOR PRACTICES

EMPLOYEES BY CATEGORY AND BY AGE CNH worldwide

	2023			2022			2021		
(no.)	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	**4,281**	**13,517**	**5,481**	4,574	14,132	5,454	7,291	27,106	11,306
Salaried	**1,135**	**3,020**	**572**	1,017	2,861	529	1,392	6,109	1,953
Professional	**1,039**	**7,561**	**2,739**	910	7,016	2,732	797	10,319	4,507
Manager	**0**	**524**	**351**	0	514	331	1	687	427
Total	**6,455**	**24,622**	**9,143**	**6,501**	**24,523**	**9,046**	**9,481**	**44,221**	**18,193**
(%)									
Hourly	**18.4**	**58.1**	**23.5**	18.9	58.5	22.6	16.0	59.3	24.7
Salaried	**24.0**	**63.9**	**12.1**	23.1	64.9	12.0	14.7	64.6	20.7
Professional	**9.2**	**66.7**	**24.2**	8.5	65.8	25.6	5.1	66.1	28.8
Manager	**0.0**	**59.9**	**40.1**	0.0	60.8	39.2	0.1	61.6	38.3
Total	**16.0**	**61.2**	**22.7**	**16.2**	**61.2**	**22.6**	**13.2**	**61.5**	**25.3**

WORKFORCE GENDER DISTRIBUTION BY CATEGORY CNH worldwide

	2023				2022				2021			
	Women		Men		Women		Men		Women		Men	
	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)
Hourly	**3,134**	**13.5**	**20,145**	**86.5**	3,026	12.5	21,134	87.5	5,728	12.5	39,975	87.5
Salaried	**1,470**	**31.1**	**3,257**	**68.9**	1,334	30.3	3,073	69.7	2,770	29.3	6,684	70.7
Professional	**2,554**	**22.5**	**8,785**	**77.5**	2,395	22.5	8,263	77.5	3,367	21.6	12,256	78.4
Manager	**153**	**17.5**	**722**	**82.5**	141	16.7	704	83.3	150	13.5	965	86.5
Total	**7,311**	**18.2**	**32,909**	**81.8**	**6,896**	**17.2**	**33,174**	**82.8**	**12,015**	**16.7**	**59,880**	**83.3**

WORKFORCE GENDER DISTRIBUTION BY REGION CNH worldwide

	2023		2022		2021	
	Women		Women		Women	
	(no.)	(%)	(no.)	(%)	(no.)	(%)
Europe	**2,313**	**15.0**	2,136	14.2	6,916	16.0
North America	**2,583**	**21.3**	2,482	21.1	2,363	21.0
Latin America	**1,683**	**22.0**	1,576	18.7	1,847	16.0
Rest of World	**732**	**14.8**	702	14.5	889	15.2
Total	**7,311**	**18.2**	**6,896**	**17.2**	**12,015**	**16.7**

WORKFORCE GENDER DISTRIBUTION BY LENGTH OF SERVICE CNH worldwide

	2023		2022		2021	
	Total (no.)	of which women (%)	Total (no.)	of which women (%)	Total (no.)	of which women (%)
Up to 5 years	**20,473**	**21.7**	20,172	20.1	27,477	20.4
6 to 10 years	**4,892**	**17.7**	5,317	16.8	11,506	17.1
11 to 20 years	**9,698**	**14.4**	9,313	14.4	17,522	16.6
21 to 30 years	**3,485**	**13.1**	3,513	12.3	9,724	10.8
Over 30 years	**1,672**	**8.7**	1,755	9.5	5,666	8.8

WORKFORCE GENDER DISTRIBUTION BY LEVEL OF EDUCATION CNH worldwide

	2023		2022		2021	
	Total (no.)	of which women (%)	Total (no.)	of which women (%)	Total (no.)	of which women (%)
University degree or equivalent	**10,166**	**25.1**	8,535	23.5	15,511	24.5
High school	**10,233**	**13.3**	11,338	13.1	26,409	13.4
Elementary/middle school	**5,865**	**7.5**	6,054	7.2	17,001	11.2

WORKFORCE DISTRIBUTION BY GENDER AND EMPLOYMENT TYPE CNH worldwide (no.)

	2023			2022			2021		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Full time	**39,582**	**32,480**	**7,102**	39,288	32,601	6,687	70,408	59,096	784
Part-time	**638**	**429**	**209**	782	573	209	1,487	11,312	703

WORKFORCE DISTRIBUTION BY GENDER AND EMPLOYMENT CONTRACT CNH worldwide (no.)

	2023		2022		2021	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
Men	**31,632**	**1,277**	31,281	1,893	55,551	4,329
Women	**7,034**	**277**	6,560	336	11,048	967
Total	**38,666**	**1,554**	**37,841**	**2,229**	**66,599**	**5,296**

FEMALE EMPLOYEES BY POSITION CNH worldwide (%)

	2023	2022	2021
Females of total workforce	**18.2**	17.2	16.7
Females in all Management Positions	**17.5**	16.7	13.5
Females in Junior Management Positions	**18.5**	17.9	16.3
Females in Top Management Positions	**26.2**	25.2	20.6
Females in Management Positions in revenue generation functions	**15.6**	14.5	7.6
Females in STEM-related Positions	**12.8**	11.7	10.6

WORKFORCE DISTRIBUTION BY GENDER, EMPLOYMENT CONTRACT AND REGION CNH worldwide (no.)

	2023		2022		2021	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
Europe	**14,226**	**1,236**	13,617	1,435	40,547	2,715
North America	**12,118**	**36**	11,727	42	11,128	116
Latin America	**7,403**	**251**	7,694	726	9,132	2,410
Rest of World	**4,919**	**31**	4,803	26	5,792	55
Total	**38,666**	**1,554**	**37,841**	**2,229**	**66,599**	**5,296**

Survey on Nationality

An employee nationality survey was carried out in 2023 at CNH legal entities in 11 countries, comprising 84% of the Company's workforce worldwide. The survey evidenced that 4.8% of employees were of a nationality other than the country surveyed. It should be noted that this percentage was higher for female employees (5.1%) than for male employees (4.8%). The UK and Germany were the countries where CNH legal entities employed the highest percentage (16.9% and 11.1%, respectively) of workers of a nationality other than that of the host country. For female workers, the figure was 35% in the UK and 19% in Germany.

Ethnicity/Race

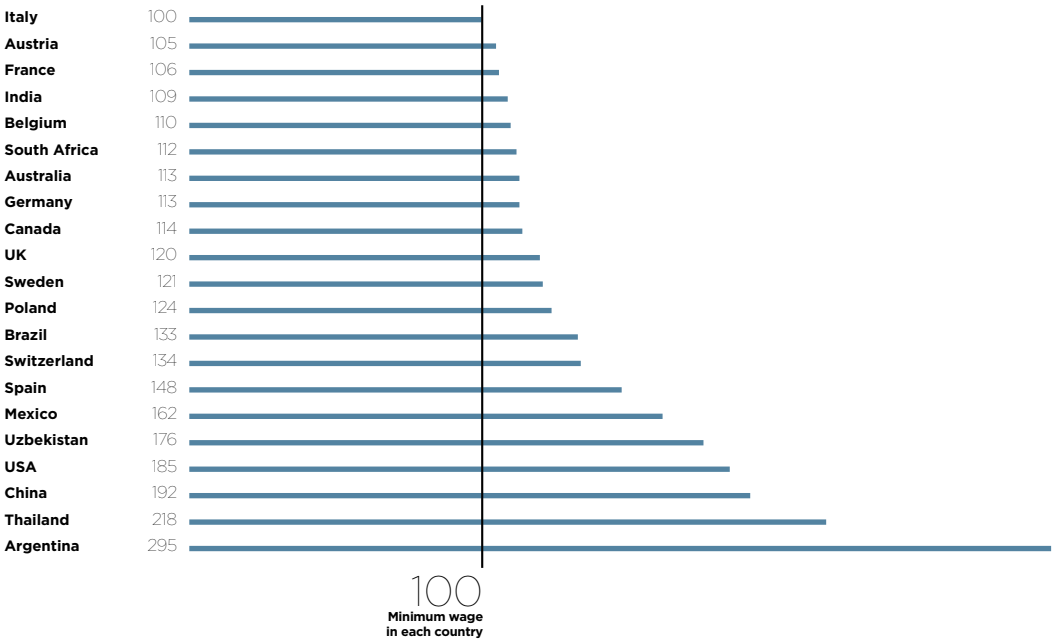
CNH does not broadly collect data on ethnicity and race due to legal restrictions in several of the countries in which it operates. The exception is CNH's US operations where the Company accepts voluntary self-identification of ethnicity and race in line with US Labor Department guidelines.

Survey on Disability

A survey monitoring the employment of people with disabilities is conducted every 2 years. The last such survey was carried out in October 2022 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 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.

2023 COMPARISON BETWEEN ENTRY-LEVEL WAGE AND MINIMUM WAGE[a] CNH worldwide (minimum wage = 100)



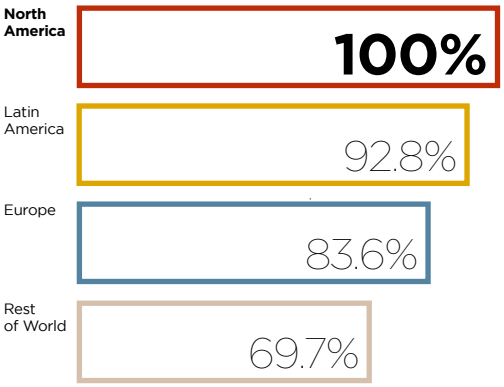
[a] Data reflects the effect of exchange rates.

EMPLOYEES ENTITLED TO BENEFITS[a] CNH worldwide (%)

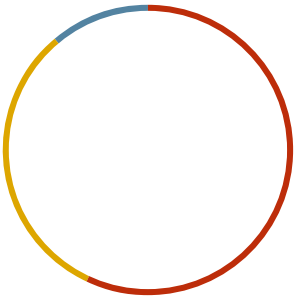
Financial Benefits	2023	2022
Supplementary pension plans	**94.0**	94.6
Supplementary health plans	**96.3**	97.5
Life insurance	**88.8**	83.9
Financial support for disability	**88.3**	88.1
Employee cafeterias or meal vouchers	**66.4**	67.8
Other	**28.3**	37.1
Social Benefits		
Childcare[b]	**53.2**	54.8
Sports facilities[c]	**8.1**	7.4
Wellness and nutrition programs[d]	**64.6**	66.0
Other[e]	**60.7**	62.2

[a] Data as of October 31 of each year.
[b] Includes kindergartens, summer camps/holidays and other childcare services.
[c] Includes free gym access, gym/fitness courses and other sports initiatives.
[d] Includes nutrition coaching, training on how to stop smoking, medical check-ups, medical screening and other wellness programs.
[e] Includes benefits such as Company cars, fuel reimbursement and transport allowance.

FLEXIBLE LEAVE UPTAKE CNH worldwide (%)



TYPE OF LEAVE TAKEN CNH worldwide (%)



57%
Family-related
21% taken by female workers

32%
Personal care
29.8% taken by female workers

11%
Education
88.3% taken by male workers

PARENTAL LEAVE POLICIES[a] CNH worldwide

	Maternity Leave	Paternity Leave	Adoption Leave
Minimum	10 weeks paid (12 weeks leave) for birthing mothers	5 days	4 weeks
Maximum	26 weeks (legal obligation)	4 weeks	26 weeks (legal obligation)

[a] Based on a survey covering 76% of CNH's workforce (survey sent to the 5 countries with the highest number of employees and includes representation from each of our 4 operating regions).

2023 PARENTAL LEAVE TAKEN

	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]	**7,102**	0	7,102	**32,208**	32,208	0	**35,050**	28,154	6,816	**11,208**	4,820	3,388

	Maternity Leave			Paternity Leave[c]			Adoption Leave[d]			Breastfeeding Leave		
	Total	**Men**	**Women**	**Total**	**Men**	**Women**	**Total**	**Men**	**Women**	**Total**	**Men**	**Women**
Total Number of Employees taking Parental Leave[b]	**368**	0	368	**1,054**	1,054	0	**2**	0	2	**103**	28	75

[a] Number of employees entitled to parental leave as at October 31, 2023, as per applicable laws, collective labor agreements, and/or Company policies.
[b] From November 2022 to October 2023.
[c] In North America, paternity, adoption, and breastfeeding leaves are included in family care leave, and so are not included in the data for parental leave.
[d] In several timekeeping/payroll systems, adoption leave is coded as maternity or paternity leave; therefore, the data for adoption is partial.

PARENTAL LEAVE TAKEN (BY REGION AND BY GENDER)
CNH worldwide (%)

49%
Europe

23%
North America

18%
Latin America

10%
Rest of World

71%
Male workers

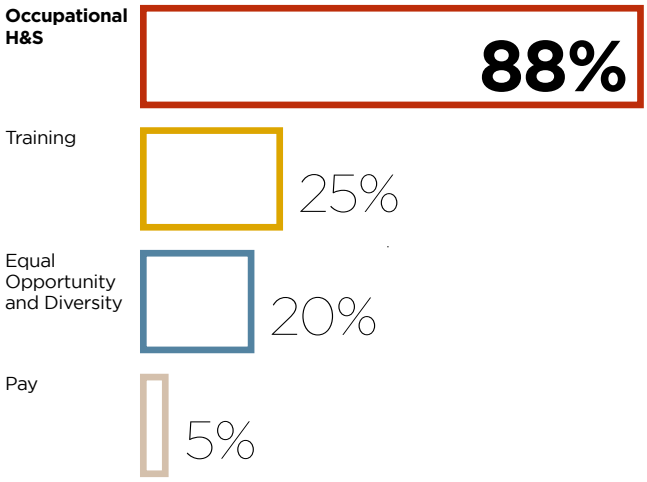
29%
Female workers

2023 UNION MEMBERSHIP CNH worldwide (%)

Country[a]	Union membership	Non-Union membership
Poland	65%	35%
UK	39%	61%
Sweden	96%	4%
Italy[b]	30%	70%
USA	17%	83%
Canada	88%	12%
Mexico	83%	17%
South Africa	13%	87%
Brazil	34%	66%
Argentina	38%	62%

(a) 100% of each country mapped.
(b) Figures for Italy updated as of December 31, 2023.

DISTRIBUTION OF JOINT COMMITTEES CNH worldwide (%)



MAIN WAGE AND REGULATORY AGREEMENTS CNH worldwide

Country	Main Wage and Regulatory Agreements
Italy	National collective bargaining agreement signed with the trade unions FIM, UILM, FISMIC, UGLM and AQCFR were renewed for the period January 1, 2023, to December 31, 2026. The economic element is regulated for the years 2023 and 2024 only. In the first 2 years of the CLA 2023-26, an overall increase higher than inflation is expected. In addition, there is an economic increase of the "management function allowance" for white-collar professionals , a lump sum payment split into 2 tranches — April and July, 2023 — and, for the year 2023, the recognition of an amount in welfare/flexible benefits. The regulation of the collective performance bonus for 2023-24 mostly meets that of the collective bonus applied on an experimental basis in 2022. A National Observatory of Industrial and Organizational Policies has been created to monitor how CNH manages its ecological transition. At the same time, the participation system based on Joint Commissions was also strengthened. A joint working group was established within CNH — Iveco Group to look at an incentive system linked to professional skills.
France	Above-inflation wage increases.
Poland	Agreements at the Płock and Kutno plants in February 2023 provide structural increases above inflation and for variable monthly pay based on compliance with safety regulations, as well as improvements in how the existing working-time flexibility scheme is applied.
USA	Some 1,000 hourly production employees are covered by a collective bargaining agreement with the United Automobile, Aerospace and Agricultural Implement Workers of America until May 2, 2026. Additionally, some 800 production employees are covered by a collective bargaining agreement with the International Association of Machinists until April 28, 2024.
Canada	A small number of employees are covered by a collective bargaining agreement with the United Steelworkers Local Union No. 5917 until April 15, 2026.
Brazil	Agreements on pay increases based on the National Consumer Price Index (INPC) aim to align pay increases, benefits and working conditions with those applied across the country's industrial sector. Profit-sharing agreements have been negotiated for payouts based on productivity, quality and continuous improvement targets. Sorocaba and Curitiba signed agreements on the dismissal of 400 and 200 workers respectively who were paid hourly. Piracicaba and Contagem negotiated a collective hours bank agreement for this and next year. Sorocaba agreed to an above-inflation increase in pay for 2024.
Argentina	With inflation running at more than 100%, negotiations are quarterly and essentially reset inflation. Other negotiations are based on flexible working conditions.

MAIN ISSUES COVERED UNDER THE AGREEMENTS CNH worldwide

Operating issues
Wages/pay issues
Health and safety
Restructuring
Training
Other
Equal opportunities
Employability and lifelong learning
Stress management
Career development

2023 GRIEVANCES FILED AND RESOLVED CNH worldwide (no.)

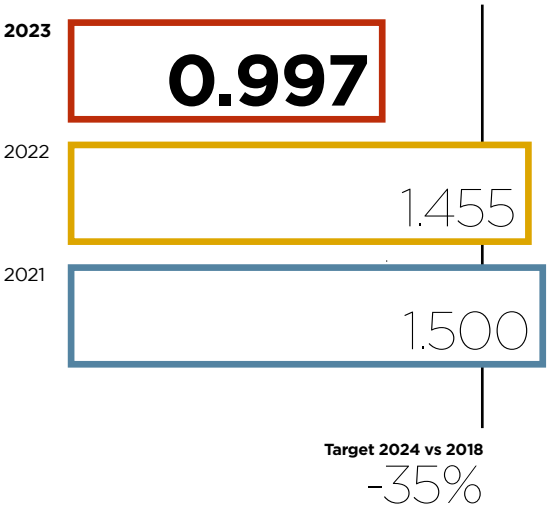
	Grievances filed	**Grievances resolved**
North America	1	1
EMEA	0	0
Latin America	0	0
APAC	0	0
Total	**1**	**1**

MINIMUM NOTICE PERIODS FOR OPERATIONAL CHANGES CNH worldwide

Area	Minimum Notice Period	Reference
USA	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.	Notice period is in line with the federal Worker Adjustment and Retraining Notification Act (WARN), which applies to both unionized and non-unionized sites. The CBA between CNH America LLC and International Union, United Automobile, Aerospace and Agricultural Implement Workers of America (UAW), which covers plants located in Burlington and Racine, includes a letter of understanding stating that the Company will refrain from permanently shutting down either plant during the stated agreement term. A separate letter of understanding under the same CBA requires the Company to provide 6-months' advance notice to the local unions in the event of a full plant closure. Should this 6-month 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.
European Union	The Council Directive 2001/23/EC stipulates that, should a contractual sale or merger result in the transfer of a business, plant or part of a plant, an information and consultation procedure must be conducted with employee representatives. The procedure must be initiated a reasonable period of time before the transfer.	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 subsidiaries comply with the regulatory provisions resulting from the adoption of the above directives in each individual EU member state.
Brazil	A reasonable period of time before any change; when necessary, such changes are made gradually to prepare employees for new scenarios.	Bargaining is not mandatory in the event of the transfer of a business, plant or parts of a plant resulting from a contractual sale or merger, but it is customary for CNH to implement a direct and formal communication process with both employees and unions. Talks generally focus on minimizing social impacts. 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 within the CBA.
Australia	Notify unions, delegates and officials within 28 days in the event of changes that may significantly affect employees.	
China	The National Labor Union stipulates that all operational changes, such as reorganizations, restructurings, or actions causing 20 or more employees, or 10%, 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 before any further notifications or actions, or the changes are deemed illegal.	
South Africa	A 60-day consultation period is required, followed by 30-days' notice.	
Uzbekistan	The minimum notice period for operational changes is 2 months.	

OCCUPATIONAL HEALTH AND SAFETY

EMPLOYEE INJURY FREQUENCY RATE[a]
CNH worldwide (injuries per 1,000,000 hours worked)



[a] The frequency rate is the number of injuries (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.

EMPLOYEE OCCUPATIONAL ILLNESS FREQUENCY RATE (OIFR)
CNH worldwide (cases of recordable ill health per 1,000,000 hours worked)

OCCUPATIONAL HEALTH AND SAFETY CNH worldwide

	Internal Employees				Agency / Temporary Employees				Contractor Employees			
Region	Number of total injuries (> 3 days)		of which high-consequence injuries		Number of total injuries (> 3 days)		of which high-consequence injuries		Number of total injuries (> 3 days)		of which high-consequence injuries	
	2023	2022	**2023**	2022	**2023**	2022	**2023**	2022	**2023**	2022	**2023**	2022
NA	**14**	21	**0**	2	**0**	3	**0**	0	**0**	0	**0**	0
LA	**10**	16	**1**	0	**0**	0	**0**	0	**7**	10	**0**	0
EMEA	**38**	52	**0**	0	**4**	5	**0**	0	**0**	7	**0**	1
APAC	**3**	5	**0**	0	**2**	0	**0**	0	**0**	0	**0**	0
Total	**65**	**94**	**1**	**2**	**6**	**8**	**0**	**0**	**7**	**17**	**0**	**1**

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE — EMPLOYEES CNH worldwide

	2023	2022
Number of fatalities as a result of work-related injury[a] (no.)	**1**	0
Number of fatalities as a result of work-related ill health[a] (no.)	**0**	0
Number of high-consequence work-related injuries[b], excluding fatalities (no.)	**0**	2
Number of recordable work-related injuries[c] (no.)	**65**	94
Number of cases of recordable work-related ill health[c] (no.)	**2**	4
Injury frequency rate[d] (total injuries per 1,000,000 hours worked)	**0.997**	1.455
Injury severity rate[e] (days of absence per 1,000 hours worked)	**0.037**	0.042
Injury frequency rate[f] (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	**0.0**	0.031
Injury frequency rate[g] (work related injuries per 1,000,000 hours worked)	**0.997**	1.455
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	**0.031**	0.062
Number of hours worked (no.)	**65,190,457**	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 when the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.
(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 worldwide

	2023	2022
Number of fatalities as a result of work-related injury[a] (no.)	**0**	0
Number of fatalities as a result of work-related ill health[a] (no.)	**0**	0
Number of high-consequence work-related injuries[b], excluding fatalities (no.)	**0**	1
Number of recordable work-related injuries[c] (no.)	**7**	17
Number of cases of recordable work-related ill health[c] (no.)	**1**	0
Injury frequency rate[d] (injuries per 1,000,000 hours worked)	**0.897**	2.906
Injury severity rate[e] (days of absence per 1,000 hours worked)	**0.009**	0.059
Injury frequency rate[f] (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	**0**	0.171
Injury frequency rate[g] (work related injuries per 1,000,000 hours worked)	**0.897**	2.906
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	**0.128**	0
Number of hours worked (no.)	**7,803,570**	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 when the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.
(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 worldwide

	2023	2022
Number of fatalities as a result of work-related injury[a] (no.)	**0**	1
Number of fatalities as a result of work-related ill health[a] (no.)	**0**	0
Number of high-consequence work-related injuries[b], excluding fatalities (no.)	**0**	0
Number of recordable work-related injuries[c] (no.)	**6**	8
Number of cases of recordable work-related ill health[c] (no.)	**12**	0
Injury frequency rate[d] (injuries per 1,000,000 hours worked)	**0.654**	0.757
Injury severity rate[e] (days of absence per 1,000 hours worked)	**0.017**	0.007
Injury frequency rate[f] (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	**0**	0
Injury frequency rate[g] (work related injuries per 1,000,000 hours worked)	**0.654**	0.757
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	**1.309**	0
Number of hours worked (no.)	**9,168,462**	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 when the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

(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 MANAGEMENT

TALENT ATTRACTION CNH worldwide (no.)

	2023	2022	2021
New graduates[a] recruited	**431**	1486	782
Traineeships and government social plans[b]	**2373**	2031	3,286

(a) Graduated from university or equivalent no more than 3 years prior to hiring.
(b) Part-time and hourly contracts.

MANAGERS OF LOCAL NATIONALITY[a] BY REGION CNH worldwide (%)

	2023	2022	2021
Europe	**77**	77	83
NA	**86**	88	90
LATAM	**97**	98	95
Rest of World	**80**	81	73
Total	**83**	**84**	**85**

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

TRAINING IN NUMBERS CNH worldwide

	2023
Training hours (no.)	**558,735**
Employees involved in training (no.)	**34,368**
Average hours of training per employee (no.)	**13.89**
Average amount spent per employee ($)	**50.8**

TRAINING HOURS BY CONTRACT TYPE CNH worldwide

Contract Type	Training Hours
Contractor	7.12
Employee	543,088.02
Intern	13,079.17
Temporary	2,560.55
Total	**558,734.86**

HOURS OF TRAINING BY TYPE OF TRAINING CNH worldwide (no.)

	2023			2022[a]			2021		
	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 (no.)	**486,270.33**	**56,323.57**	**16,140.96**	457,048	434,648	7,182	984,302	49,980	7,700
Average hours of training per employee (no.)	**12.1**	**1.4**	**0.4**	11.3	10.7	0.2	13.7	0.7	0.1
% of total training hours	**87%**	**10%**	**3%**	51%	48%	1%	94%	5%	1%

(a) Variations in training from 2021 to 2022 reflect change in number of employees due to demerger with Iveco Group, and significant investment in company-wide culture training for CNH, categorized under "Management and Soft Skills".

DETAILS OF TRAINING PER EMPLOYEE BY GENDER CNH worldwide (no.)

	2023		2022		2021	
	Men	**Women**	Men	Women	Men	Women
Training hours	**447,010.4**	**111,724.46**	729,667	169,506	891,254	150,728
Employees involved in training	**26,862**	**7,507**	33,322	7,189	34,437	8,599
Average hours of training per employee	**13.6**	**15.4**	22.0	24.6	14.9	12.5

DETAILS OF TRAINING PER EMPLOYEE BY CATEGORY[a] CNH worldwide (no.)

	2023			2022			2021		
	Hourly	**Salaried and Professional**	**Manager**	**Hourly**	**Salaried and Professional**	**Manager**	**Hourly**	**Salaried and Professional**	**Manager**
Training hours	**257,745.88**	**285,866.67**	**15,122.31**	606,550	277,108	15,176	643,379	379,719	18,884
Employees involved in training	**14,375**	**19,041**	**951**	23,086	16,506	881	15,879	25,920	1,237
Average hours of training per employee	**11.1**	**17.8**	**17.1**	18.1	24.9	18.0	14.1	15.1	16.9
% of total training hours	**42**	**55**	**3**	57	41	2	37	60	3

[a] For more information on employee categories, see page 98.

EMPLOYEE DEVELOPMENT PROGRAMS CNH worldwide

Cultural Belief and Goal	Program name	Description	Audience
BE THE BEST **TALENTS/SUCCESSION PLANNING**	AG PRODUCT DEVELOPMENT MENTORING PROGRAM	9-month program focused on growing leadership confidence and capabilities	40 talents
	CONVERGE	Global mentoring program delivered by top management to a diverse group of talented individual	34 talents
ONE TEAM AND GROW TOGETHER **LEADERSHIP DEVELOPMENT**	LEADER FUNDAMENTALS	Orientation program to introduce new CNH leaders to team management and how to build a positive culture aligned with our cultural beliefs and values	All new managers worldwide
CUSTOMER FIRST **MINDSET, PRODUCTS AND EXPERTISE**	EMBRACING A CUSTOMER FIRST MINDSET	Regular training to identify elements of a customer-centric mindset and the individual behaviors that support it	R&D employees
	PRODUCT AND BUSINESS FAMILIARIZATION	Modular learning course sharing live virtual sessions, videos and interviews with dealers and customers, as well as equipment rides and drive	All EMEA employees
	MASTER SPECIALIZING PROGRAM — CONSTRUCTION EQUIPMENT SEGMENT	2-year rotational programs held in partnership with the Politecnico of Turin (EMEA), Partnership PUC MINAS (LA) and Wichita State University (NA) that help employees develop a wider business perspective and diverse skills by experiencing different jobs	New Construction segment product development engineers in North America, Latin America and EMEA

SUSTAINABLE SUPPLY CHAIN

SUPPLIERS IN NUMBERS CNH worldwide

	2023
Direct and indirect material purchases[a] (% of the total volume of CNH purchases)	**83**
Direct material suppliers (no.)	**3,192**
Value of purchases from direct material suppliers[b] ($ billion)	**8.4**
Value of purchases from indirect material suppliers[c] ($ billion)	**1.8**
Local suppliers (%)	**64**

(a) Refers to the value of purchases.
(b) Direct materials are pre-assembled components and systems used in assembly. The value of raw material purchases is considered marginal.
(c) Indirect materials are services, machinery, equipment, etc.

RAW MATERIALS USED IN SEMI-FINISHED GOODS PURCHASED BY THE COMPANY CNH worldwide (thousand tons)

	2023
Steel and cast iron[a]	**1,468**
Plastics and resins	**19**
Rubber	**50**
Other miscellaneous materials	**59**

(a) Including scrap.

PAPER, CARDBOARD AND WOOD CONSUMPTION CNH worldwide (tons)

	2023
Paper (office use)	**207**
Cardboard (packaging used at plants)	**6,699**
Wood (packaging used at plants)	**29,322**
Related procurement spend ($)	**30,017,506**

SUPPLIER SUSTAINABILITY SELF-ASSESSMENT QUESTIONNAIRES CNH worldwide

	2023	2022	2021
Suppliers[a] involved in the assessment process (%)	**92**	93	90
Suppliers involved as a percentage of direct material purchases (%)	**99**	99	99
Completed questionnaires (no.)	**1,495**	1,347	1,390
Average assessment score	**78/100**	78/100	76/100

(a) Key suppliers are our top 150 suppliers in terms of purchase value.

2023 ANALYSIS OF SUPPLIER SELF-ASSESSMENT QUESTIONNAIRES CNH worldwide

	Number of suppliers identified as having significant actual and/or potential negative impacts	Significant actual and/or potential negative impacts
Environment (EN)	79	〉 Climate strategy 〉 Environmental strategy (focus on water and biodiversity) 〉 Measures to reduce the environmental impact of logistics processes
Labor practices (LA)	16	〉 Ethics and compliance training 〉 Supplier's environmental training 〉 Audits on supplier's health and safety practices
Human rights (HR)	19	〉 Code of conduct 〉 Contractual requirements for suppliers, including labor and human rights 〉 Laws and regulations
Impacts on society (SO)	51	〉 Contractual requirements for suppliers including compliance and ethics

AUDITS BY GEOGRAPHIC AREA CNH worldwide (no.)

	2023	2022	2021
North America	**16**	15	11
Europe	**16**	15	37
Latin America	**13**	12	14
Rest of World	**25**	23	33
Total	**70**	**65**	**95**

The total number of audits worldwide covered approximately 4% of the total purchase value. They involved 29 suppliers and resulted in 435 corrective action plans. No critical issues emerged from the audits and no contracts were suspended or terminated.

2023 ANALYSIS OF CORRECTIVE ACTION PLANS CNH worldwide

	Percentage of suppliers identified as having significant actual and/or potential negative impacts and who adopt agreed action plans[a]	Number of action plans identified	Main action plan topics
Environment (EN)	27	112	› Improvement in environmental management system › Definition of targets (for energy, GHG, water and waste)
Labor practices (LA)	26	198	› Training initiatives › Expansion of relevant documentation › Supply-chain engagement
Human rights (HR)	26	67	› Training initiatives › Expansion of relevant documentation › Improvement in overtime practices › Improvement in overtime practices
Impacts on society (SO)	39	58	› Definition of a supplier code of conduct

[a] The percentage is calculated based on the number of suppliers audited. No suppliers were considered at risk in terms of child labor, forced/compulsory labor or violations of either freedom of association or collective bargaining.

CDP SUPPLY-CHAIN RESULTS CNH worldwide

	2023	2022	2021
Key suppliers that participated in the CDP survey (%)	**64**	62	73
Key suppliers that have a transition plan aligned to a 1.5-degree world	**27**	25	28
CO_2 emissions cut (million tons)	**6**	6	6

CUSTOMERS, SALES AND AFTERSALES

2023 WEB ACADEMY CNH worldwide (no.)

Area	Training Centers	Dealership staff registered	Sessions completed by dealership staff	Dealership staff participations in completed sessions
North America	5	26,600	2,100	224,500
Europe	7	27,000	3,100	64,900
Latin America	4	23,000	3,900	174,500
Rest of World	7	15,000	1,000	14,400
Total	**23**	**91,600**	**10,100**	**478,300**

CX PROGRAM - NUMBER OF SURVEYS AG/CE (PURCHASE + OWN & USE + REPAIR) CNH worldwide

Region	2023	2022	2021
APAC	**71,208**	37,651	1,636
EMEA	**26,524**	21,607	20,070
LATAM	**57,779**	44,932	33,143
NA	**16,480**	12,381	11,175
Total	**171,991**	**116,571**	**66,024**

CX PROGRAM - MARKET COVERAGE (% ON NET SALES) CNH worldwide (%)

Segment	2023	2022	2021
AG WW	**94**	92	82
CE WW	**67**	56	54

2023 UPTIME SUPPORT CNH worldwide

		Segment	
	Region	Agriculture	Construction
Contacts processed (no.)	North America	6,179	1,412
Average call center response time (seconds) to dealers[a]		657.44	511.98
Contacts processed (no.)	Europe	75,000	2,000
Average call center response time (seconds)		16	16
Contacts processed (no.)	Latin America	700	298
Average call center response time (seconds)		10	12
Customer Uptime			
Customer back to work within 48 hours (%)	North America	43	41
Customer back to work within 48 hours (%)	Europe	92	55
Customer back to work within 48 hours (%)	Latin America	85	70

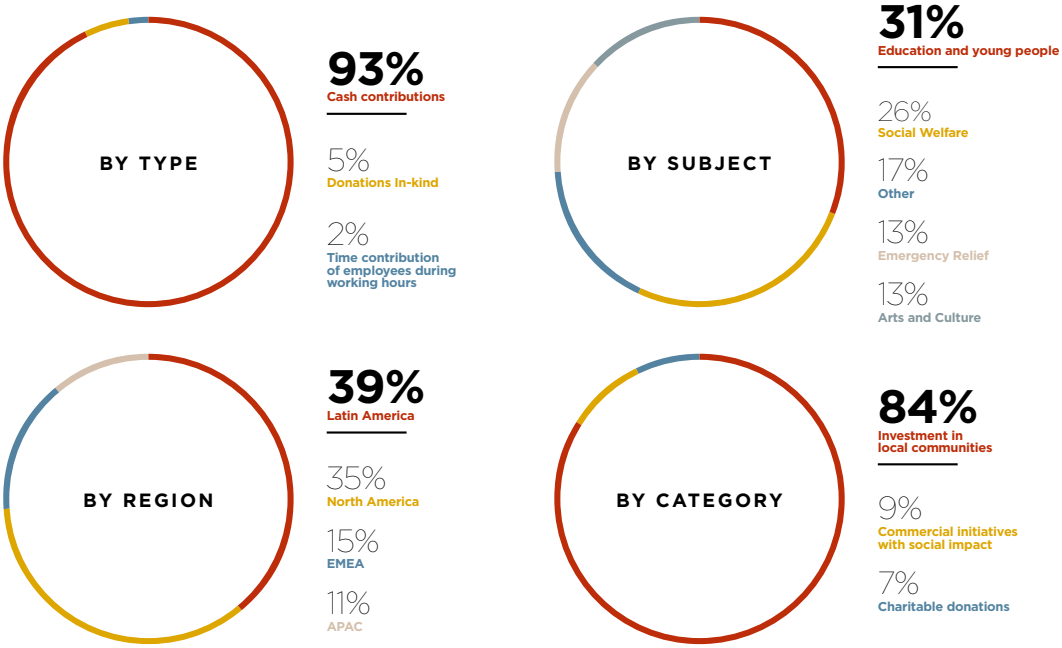
[a] In North America, the average call center response time refers to the time required to respond to the dealer, with either a resolution or next steps, following the dealer's (not the customer's) first contact.

LOCAL COMMUNITIES

2023 CONTRIBUTIONS[a] CNH worldwide ($)

Type of contribution	2023
Cash contributions	**11,853,639**
Time contribution (employee volunteering during paid working hours)	**160,554**
In-kind donations (products/services, projects/partnerships or similar)	**397,545**
Management overheads	**388,171**
Total	**12,799,909**

CONTRIBUTION TO LOCAL COMMUNITIES[b] CNH worldwide (%)



[a] Investment data for local communities is categorized as per the principles set out in the Business for Societal Impact (B4SI) Guidance Manual. Figures are based on accounting data, calculations and data reported by employees and include estimates. For details on the methodology, see below.

[b] Including the total cost of management.

Community Investment Methodology

Investment data for local communities is categorized as per the principles set out in the Business for Societal Impact (B4SI) framework.

The Company monitors both initiative costs and management costs. The initiative cost may be a cash contribution, in-kind donation (calculated as cost to the company, not the commercial value) or volunteer work (estimated based on the number of hours employees spend volunteering for the initiative during paid working hours). Management costs can be internal (i.e., the cost of employee time to manage and organize humanitarian initiatives promoted by the Company) or external.

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.

CORPORATE COMMUNITY INVESTMENT (CCI) EVALUATION[a] OF SELECT 2023 PROJECTS CNH worldwide

		Evaluation of Impacts[b] on:					
Association	**Project (Country)**	**People**	**Organization**	**Environment**	**Employee participants (volunteers)**	**Business**	**Outputs[c]**
TechPro2	Technical training (China)	4.5	4.4	3.5	5	4.8	See page 70
Gente de Bem	Youth empowerment (Brazil)	4.33	3.4	2	3.4	2	160 beneficiaries. Increased program enrollment vs 2022
Team Rubicon	Disaster relief (USA)	4	3.8	1	2.6	2.6	See page 70
Beach Care Project	Environmental clean-up (UK/Spain)	4.67	4.2	5	3.5	4.2	See page 69

(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).
(c) Where indicated, outcomes are highlighted in the respective project descriptions.

2023 EMPLOYEE VOLUNTEERING CNH worldwide

	2023
Number of Employees	**2,221**
Hours Volunteered During Working Hours	**8,199**

GOVERNANCE SYSTEM

AUDITS BY TYPE CNH worldwide (no.)

	2023
Business Ethics Compliance (BEC)	**6**
Whistleblowing (WB)	**22**
Other[a]	**21**
Total	**49**

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

DISCIPLINARY APPROACH TO SUBSTANTIATED BREACHES OF THE CODE OF CONDUCT OR COMPANY POLICIES CNH worldwide (no.)

Type of disciplinary action	2023
Termination of employment	**42**
Disciplinary action	**46**
Coaching, remedial training or review of the relevant policy	**47**
Total	**135**

INFORMATION SECURITY

INFORMATION/CYBERSECURITY INCIDENTS AND BREACHES CNH worldwide (no.)

		2023	2022	2021
Total number of information security breaches or other cybersecurity incidents[a]	P0	**0**	0	0
	P1	**3**	1	1
	P2	**44**	22	70
	P3	**4,099**	2,232	4,588
Total number of information security breaches involving customers' personally identifiable information		**0**	0	0
Number of customers affected by the Company's data breaches		**0**	0	0
Total value of fines/penalties paid in relation to information security breaches or other cybersecurity incidents ($)		**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. It should be noted that the increase in the number of incidents detected is due to the yearly increase in the scope of information systems.

ASSURANCE STATEMENT

ASSURANCE STATEMENT

SGS Nederland's report on sustainability activities in the CNH Industrial N.V. 2023 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") 2023 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 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 and March 2024 involving the Company's central functions and its plants in Contagem (Brazil), New Holland (USA), Pithambur (India), to assess the reliability of the data reporting process. Concerning the audit at the headquarters, the audit activities were conducted remotely. The audits at the plants were conducted on site.

Financial data is taken directly from the independently audited CNH Industrial Annual Report as at December 31, 2023, 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 composed 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, GHG Protocol, 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 2023 Sustainability Report is accurate, balanced, and reliable, representing a relevant summary of the activities carried out by CNH Industrial in 2023 and an essential tool in communicating with stakeholders.

SGS Nederland B.V. confirms that the information included in the 2023 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.

Finally, we confirm that the Sustainability Model – integrated into the Company's business model – is in line with the requirements of ISO 26000 guidance.

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

Twenty (20) material topics have been identified and prioritized in consideration of the requirements of international guidelines and stakeholder feedback. They have been assessed through a Double Materiality analysis, taking into account both business physical and financial impacts on environment and society. Each material topic has been analysed with both "impact materiality" prospective, impacts that company's activities may have on the environment and society, as well as "financial materiality, so financial risks and opportunities that the company could face due to its activities or environmental challenges. Based on the interpretation of stakeholders' expectations, the Organization has also defined five (5) sustainability priorities, these being Supply

Chain, Health & Safety, Product, and Climate Change, Biodiversity. The sustainability priorities are further driven by aspirational goals, seen as objectives to strive for over the long term. In light of all that, SGS Italy S.p.A. confirmed through the verification that the Organization has identified key material issues and thus supports the principle of Double 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.

For and on behalf of SGS Nederland B.V.
Andre Siraa
Business Manager

DocuSigned by:
262BC872CC5A498...

Spijkenisse, April 10 2024.

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GRI INDEX

Statement of use	CNH Industrial N.V. has reported the information cited in this GRI content index for the period January 1, 2023 and December 31, 2023 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	EU-IFRS Annual Report 63
	2-2 Entities included in the organization's sustainability reporting	99; EU-IFRS Annual 47-48
	2-3 Reporting period, frequency and contact point	96; 141
	2-4 Restatements of information	96
	2-5 External assurance	134
	2-6 Activities, value chain and other business relationships	8-9; 35; 57; EU-IFRS Annual Report 3; 20
	2-7 Employees	99; 107
	2-8 Workers who are not employees	99: 122
	2-9 Governance structure and composition	74-75
	2-10 Nomination and selection of the highest governance body	75
	2-11 Chair of the highest governance body	75
	2-12 Role of the highest governance body in overseeing the management of impacts	74-75
	2-13 Delegation of responsibility for managing impacts	74-75
	2-14 Role of the highest governance body in sustainability reporting	74-75
	2-15 Conflicts of interest	EU-IFRS Annual Report 61
	2-16 Communication of critical concerns	77
	2-17 Collective knowledge of the highest governance body	75
	2-18 Evaluation of the performance of the highest governance body	EU-IFRS Annual Report 84
	2-19 Remuneration policies	EU-IFRS Annual Report 86
	2-20 Process to determine remuneration	41; 115; EU-IFRS Annual Report 60
	2-22 Statement on sustainable development strategy	11
	2-23 Policy commitments	76
	2-24 Embedding policy commitments	76-79
	2-25 Processes to remediate negative impacts	49; 58; 76
	2-26 Mechanisms for seeking advice and raising concerns	77
	2-27 Compliance with laws and regulations	65
	2-28 Membership associations	84
	2-29 Approach to stakeholder engagement	90
	2-30 Collective bargaining agreements	47; 119
GRI 3: Material Topics 2021	3-1 Process to determine material topics	90
	3-2 List of material topics	91
	3-3 Management of material topics	92-95
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	102
	201-2 Financial implications and other risks and opportunities due to climate change	81
	201-3 Defined benefit plan obligations and other retirement plans	42; EU-IFRS Annual Report 142; 178
	201-4 Financial assistance received from government	102

GRI Standards	Disclosure	Location
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	116
	202-2 Proportion of senior management hired from the local community	125
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	127
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	77
	205-2 Communication and training about anti-corruption policies and procedures	78
	205-3 Confirmed incidents of corruption and actions taken	133
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	EU-IFRS Annual Report 49; 184
GRI 301: Materials 2016	301-1 Materials used by weight or volume	127
GRI 302: Energy 2016	302-1 Energy consumption within the organization	103
	302-3 Energy intensity	26
	302-4 Reduction of energy consumption	24-26; 103
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	29-30
	303-2 Management of water discharge-related impacts	29-30
	303-3 Water withdrawal	105
	303-4 Water discharge	105
	303-5 Water consumption	105
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	106
	304-2 Significant impacts of activities, products and services on biodiversity	32-33: 106
	304-3 Habitats protected or restored	32-33: 106
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	106
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	104
	305-2 Energy indirect (Scope 2) GHG emissions	104
	305-4 GHG emissions intensity	27
	305-5 Reduction of GHG emissions	27; 104
	305-6 Emissions of ozone-depleting substances (ODS)	104
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	104
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	31-32; 105
	306-2 Management of significant waste-related impacts	31-32; 105
	306-3 Waste generated	31-32; 105
	306-4 Waste diverted from disposal	31-32; 105
	306-5 Waste directed to disposal	31-32; 105
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	59
	308-2 Negative environmental impacts in the supply chain and actions taken	59-60; 128
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	36-37; 53-54; 107-113
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41-44
	401-3 Parental leave	44; 117
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	121

GRI Standards	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	50
	403-2 Hazard identification, risk assessment, and incident investigation	122-124
	403-3 Occupational health services	51-52
	403-4 Worker participation, consultation, and communication on occupational health and safety	46-47
	403-5 Worker training on occupational health and safety	50-51
	403-6 Promotion of worker health	42-43; 116-117
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50-51
	403-8 Workers covered by an occupational health and safety management system	50
	403-9 Work-related injuries	122-124
	403-10 Work-related ill health	122-124
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	125-126
	404-2 Programs for upgrading employee skills and transition assistance programs	125-126
	404-3 Percentage of employees receiving regular performance and career development reviews	54-56
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	36-40; 75; 114-115
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	77-78; 133
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	45; 79; 128-129
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	59; 79; 128-129
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	59; 128-129
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	66-70; 131-132
	413-2 Operations with significant actual and potential negative impacts on local communities	66-70; 131-132
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	59
	414-2 Negative social impacts in the supply chain and actions taken	129
GRI 415: Public Policy 2016	415-1 Political contributions	87
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	23
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	102
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	65
	417-2 Incidents of non-compliance concerning product and service information and labeling	65
	417-3 Incidents of non-compliance concerning marketing communications	65
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	82-83; 133

SASB INDEX

Topic	Sasb code	Metric	Unit of measure	Response comment
Activity	RT-IG-000.A	Number of units produced by product category	Number	Agriculture 188,400 Construction 50,801
	RT-IG-000.B	Number of Employees	Number	40,220
Energy Management	RT-IG-130a.1	(1) total energy consumed	Gigajoules (GJ)	3,532,441
		(2) percentage grid electricity	%	33.6
		(3) percentage renewable	%	23.3
Employee Health and Safety	RT-IG-320a.1	(1) total recordable incident rate (TRIR) [1]	Rate	0.206
		(2) fatality rate [2]	Rate	0.031
		(3) near miss frequency rate (NMFR) [3]	Rate	18.883
Fuel Economy and 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
	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
	RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NO_x) 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'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 and Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	$ million	171

[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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