



BREAKING NEW GROUND

SUSTAINABILITY
REPORT 2024

Breaking
New Ground
Innovation Sustainability Productivity

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A MESSAGE FROM OUR CHAIR & CHIEF EXECUTIVE OFFICER



FOR **OVER 180 YEARS**, IT HAS BEEN OUR JOB TO ANSWER AND **ANTICIPATE EFFECTIVELY THE CHALLENGES OF AGRICULTURE**. THROUGHOUT THIS TIME, CNH HAS ALWAYS CHALLENGED ITSELF **TO BE BETTER, TO DO BETTER** AND TO DELIVER BETTER RESULTS FOR OUR CUSTOMERS WORLDWIDE.

Sustainability is intrinsically tied to this. Healthier crops grow in better soils; better bottom lines come from reducing inputs such as water, fuel and fertilizer; and better working conditions result from technologies that automate and simplify operations, easing the burden on one of the world's most demanding professions.

We are pleased to share this 2024 Sustainability Report as it highlights our progress in advancing the noble work of agriculture and construction across our products, services and activities.

The results reinforce our progress on four priorities that align with CNH's wider business strategy.



CUSTOMER
SOLUTIONS



OPERATIONAL
EXCELLENCE



PEOPLE &
COMMUNITIES



GOVERNANCE &
PARTNERSHIPS

\$25.4

**MILLION INVESTED
IN ENVIRONMENTAL
PROTECTION INITIATIVES**

33,600

**HOURS OF ENVIRONMENTAL
TRAINING TO EMPLOYEES**

In a challenging year for our two critical, yet cyclical industries, the business continued to evolve. We appointed Gerrit Marx as the Company's Chief Executive Officer in July 2024. He brings fresh vision, values and relevant industry experience to the Company. The Global Leadership Team now features Manufacturing, Quality & Customer Advocacy, a dedicated lead for India and a Financial Services President, all led by seasoned experts. With this strong foundation in place, we will continue to develop innovative and practical solutions that make farming more efficient, profitable and accessible.

Our efforts and results continue to receive acknowledgment from leading ratings agencies, including our recent second-place ranking in the machinery and electric component category of the S&P Dow Jones World and North America Sustainability Indices, which led to our inclusion in the top 5% in the S&P Global Sustainability Yearbook; and A- Climate and A- Water Security scores with CDP.

Intelligent and impactful Customer Solutions

We enriched our portfolio with new innovations that support our customers in both making informed decisions and taking the right actions for their operations.

The launch of the FieldOps™ digital platform enables our customers to connect, view and manage their farming operations and equipment fleet in one place. Since its introduction, our customers have told us that it simplifies their work by delivering valuable data insights and functionalities that boost performance and often reduce environmental impact.

Patented technologies such as our combine automation and connectivity improve grain quality and savings, while built-in sensors save farmers time and fuel by helping them navigate without having to stop or back up and realign. Certain features even help to ensure a better crop yield for the following year. The

ActiveTrac hydraulic suspended track system on our Case IH combines, for example, prevents excessive soil compaction, which could require repeated tilling the following spring, a costly and time-consuming task.

Another new technical innovation which underpins sustainability is an advanced vision assisted guidance system. This light detection and ranging (LiDAR)-based system, designed for our New Holland T4 specialty tractors, addresses the global issue of skilled operator shortages and eases workloads. Key benefits include reduced operator fatigue, greater precision and minimized environmental impact through optimized fertilizer and crop protection use based on real-time field conditions.

Our commitment to being the industry leader in alternative power solutions saw us introduce new products such as the CASE 580EV electric backhoe loader, which is among the industry's first all-electric models of its kind, helping our customers lower their emissions.

A global footprint thriving on Operational Excellence

In 2024, our global operations continued to make significant energy efficiency and renewable energy gains, reduce waste substantially and improve product life-cycle impact.

We conducted 78 energy-saving initiatives that resulted in further significant reductions in our energy consumption and CO₂ emissions. We also made great strides in renewable electricity adoption — which now accounts for 70.4% of our total electricity use. Our overall Scope 1 and Scope 2 emissions decreased by 25.4% year-over-year, demonstrating our commitment to decarbonization.

CNH invested \$25.4 million in environmental protection initiatives in 2024. We provided over 33,600 hours of environmental training to employees, ensuring that sustainability



12,644
VOLUNTEERING
HOURS TO SUPPORT
COMMUNITY PROGRAMS IN 2024

remains a key focus across our workforce. Furthermore, our dedication to water stewardship remains strong, with all 31 of our ISO 14001-certified plants implementing water management plans to optimize resource use.

By remanufacturing and reusing components under our CNH Reman arm, we reduced our raw material consumption by approximately 5,200 metric tons. This ongoing commitment to circularity drove an 11% increase in spare parts net sales from remanufactured components, totaling \$173 million in 2024.

We are optimistic that we will continue to influence our suppliers positively through both our Strategic Sourcing Program and the recent implementation of a new supplier assessment tool and engagement strategy.

Prioritizing our People and Communities where we work

The continuous improvement of our global operations rests on the commitment of some 35,000 employees worldwide, from strategists to engineers, technical support experts, commercial leaders, shop-floor supervisors and the manufacturing professionals who bring our products to life every day – alongside many others.

We kept investing in our people through learning and development programs and accelerated the digital transformation of our HR processes, thereby improving transparency and efficiency in talent development.

CNH remains committed to supporting the communities where our people live and work. In 2024, we positively impacted the lives of over 312,000 people. Our employees played a vital role in these efforts, volunteering 12,644 hours during working time

to support a wide range of community programs. At a global level, we further strengthened our ties with the United Nations by joining the UN Global Compact initiative. This involvement sees us work closely with the UN on sustainable and socially responsible policies and report our implementation of such, focusing on areas including human rights, labor standards, the environment and anti-corruption.

As we close this letter, we want to take the opportunity to thank all our employees for their resilience and dedication in a difficult year. Despite external pressures, they championed the internal progress and results you will see detailed in this report.

And we thank all our stakeholders for your continued engagement with the important work we do at CNH. Let's continue to make sustainability an added and essential advantage that helps our business empower the world's farmers.

CHAIR, CNH
Suzanne Heywood

CHIEF EXECUTIVE OFFICER, CNH
Gerrit Marx

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.

We are **leaders in machine automation**, precision technologies, and pioneers in electrification and alternative fuel solutions for all types of off-road equipment.

FACTS & FIGURES



We offer a portfolio of **brands specialized** in products and services in the agriculture and construction sectors. Through our Financial Services we deliver a full suite of financing and aftermarket solutions.



AGRICULTURE



CONSTRUCTION



FINANCIAL SERVICES



SUSTAINABILITY
FACTS & FIGURES



\$69

MILLION SPENT
ON HEALTH
& SAFETY



\$3.8

MILLION INVESTED
IN IMPROVING ENERGY
PERFORMANCE



31

ISO 45001
CERTIFIED PLANTS



491,580

HOURS
OF EMPLOYEE
TRAINING



\$9.6

MILLION INVESTED
IN LOCAL
COMMUNITIES

31

ISO 14001
CERTIFIED PLANTS

30

ISO 9001
CERTIFIED PLANTS

30

ISO 50001
CERTIFIED PLANTS

SUSTAINABILITY PRIORITIES AND STRATEGIC TARGETS

Our sustainability priorities of Customer Solutions, Operational Excellence, People & Communities and Governance & Partnerships 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 our 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.

SUSTAINABLE PRIORITIES

2030 TARGETS

2024 RESULTS



CUSTOMER SOLUTIONS

🎯 **90%** recyclability for new products

✓ **~90%** recyclability for new products^a

🎯 **15%** of net sales of spare parts from remanufactured components

✓ **10.8%** of net sales of spare parts from remanufactured components

🚫 **50%** absolute reduction in Scope 1 and Scope 2 emissions vs 2018

✓ **34%** absolute reduction in Scope 1 and Scope 2 emissions

🚫 **100%** of total electricity from renewable sources

✓ **70%** of total electricity from renewable sources

🚫 **100%** of waste recovered at Company plants

✓ **95%** of waste recovered at Company plants

🚫 **50%** reduction of water withdrawal/hour of production vs 2018

✓ **36%** reduction of water withdrawal/hour of production at manufacturing plants worldwide



OPERATIONAL EXCELLENCE



PEOPLE & COMMUNITIES

🎯 **71%** reduction in employee injury frequency rate vs 2018

✓ **51%** reduction in employee injury frequency rate

🎯 **Expansion** of CNH Disaster Response Program with dealers in global markets

✓ **>\$1.2M** spent on disaster response efforts



GOVERNANCE & PARTNERSHIPS

🎯 **20%** leadership variable compensation linked to sustainability goals

✓ **Ongoing** commitment to compensation linked to sustainability goals

🎯 **100%** of Tier 1 suppliers involved in sustainability assessments

✓ **99%** of Tier 1 suppliers invited to participate in sustainability assessments

KEY

Strategic Target 🎯

Target in line with plan ✓

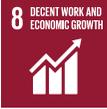
^(a) Based on preliminary results from initial life-cycle assessments.

ABOUT CNH

01

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

IN ALIGNMENT WITH THE UN GLOBAL COMPACT AND THE SUSTAINABLE DEVELOPMENT GOALS, WE ARE FOCUSED ON PROGRESSING SIX SPECIFIC SDGs:

-  ZERO HUNGER
-  GOOD HEALTH AND WELL-BEING
-  DECENT WORK AND ECONOMIC GROWTH
-  REDUCED INEQUALITIES
-  RESPONSIBLE CONSUMPTION AND PRODUCTION
-  CLIMATE ACTION



SUSTAINABILITY RECOGNITION

CNH CONTINUES TO BE RECOGNIZED AS ONE OF THE MOST SUSTAINABLE COMPANIES IN OUR SECTORS



02 ENVIRONMENT



We thrive by
adapting to
a **changing**
world.

02 ENVIRONMENT



02 ENVIRONMENT

- 12___ SUSTAINABLE PRODUCTS
- 22___ ENERGY
- 25___ ENVIRONMENTAL MANAGEMENT

SUSTAINABLE PRODUCTS

THROUGH OUR WORLD-CLASS RESEARCH AND DEVELOPMENT (R&D) AND PRODUCT INNOVATION, CNH STRIVES TO OFFER NEW EQUIPMENT AND SOLUTIONS THAT REDUCE ENVIRONMENTAL IMPACTS WHILE ENHANCING CUSTOMER PRODUCTIVITY AND EFFICIENCY.

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

- A **comprehensive decarbonization strategy** to meet stringent regulations on exhaust 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, as well as open data solutions
- **Reducing customer emissions** through embedded automation, including seamless data management, digital fleet management and AI/machine learning
- **Design for sustainability**, including Life Cycle Analysis (LCA), design optimization, manufacturing processes, materials selection and remanufacturing.

PRODUCT DECARBONIZATION

OUR PIONEERING WORK IN EMERGING EMISSIONS TECHNOLOGY AND ALTERNATIVE PROPULSION KEEPS OUR CUSTOMERS AT THE CUTTING EDGE OF OFF-ROAD POWER SOLUTIONS.

Machines delivered in 2024 resulted in 51.6 million metric tons of carbon dioxide equivalent (CO₂e) emissions, representing more than 90% of the Company's total estimated carbon footprint. With the ability to operate most of our vehicles on approved biodiesel blends, we reduced our 2024 global CO₂e emissions by 2.9 MMT, or 5.6% compared to pure mineral diesel.

Our product development teams' engineering priority continues to be designing to reduce emissions and we work closely with key suppliers to achieve our shared sustainability objectives. Product design continues to focus on performance targets, including optimized fuel consumption, improved energy efficiency and longer intervals between maintenance cycles. All of this helps reduce the environmental impact of our vehicles when in use.

New Holland T6 180 CNG tractor



In October 2024, New Holland and its local dealer Garton Tractor delivered the first **T6 180 CNG** tractor to Wyeth Dairy near Modesto, CA (USA). This sixth-generation dairy farm prides itself on sustainable practices and will use the CNG (compressed natural gas) tractor for daily animal feeding and field tasks. With a focus on sustainable farming practices and animal welfare, Wyeth Dairy provides fresh milk, cheese and other dairy products to local markets. The tractor represents a step-change in reducing its dependency on diesel fuel and Wyeth Dairy will use a range of local CNG to power it.

Alternative fuels

Alternative fuels are a substitute for conventional fossil fuels. Depending on the region and regulatory requirements, the fuel form, mixture and availability will vary and may include biomethane, ethanol, hydrotreated vegetable oil (HVO) and biodiesel blends. All help to reduce vehicle emissions.

Biofuels can be 'food-based' from feedstock such as soybean, sugar and rapeseed, or 'non-food-based' from feedstock such as cellulose, used cooking oil and other bio-wastes. Food-based biofuels typically have a greater carbon intensity due to the change in use of land for their production. However, this can be mitigated with the use of regenerative or renewable production practices.

Biomethane is a naturally occurring gas derived from decaying organic waste such as biomass (crop residues, agricultural or animal waste and waste from the food processing chain) or from municipal solid waste.

Electrification

Within agriculture and construction, vehicle electrification offers improved productivity, performance and sustainability. Our electric tractors and implements are fitted with technology that generates more precise data streams, as well as being instantly responsive, supporting more automated and autonomous operations.

Electric vehicles (EVs) boast better operating control, as well as environmental benefits. Annual vehicle, fuel and maintenance costs can be reduced by up to 90% compared with diesel-powered equivalents. They also boast considerable engine-noise reduction and can be operated indoors because they don't emit poisonous carbon monoxide.

SUSTAINABLE PRODUCTS

02

In the construction sector, customers look to electrification for lower annual operating costs in reduced maintenance and fuel costs, as well as lower emissions and less noise. Builders also value performance improvements delivered by EVs' high torque and rapid operator response rates.

As a result, CASE Construction Equipment has expanded the EV offering beyond the first fully electric mini excavator, the CX15EV, to include the sector's first fully electric backhoe loader, the **CASE 580 EV**. It has the same power, performance and lift capacities as a diesel-powered machine, but with zero emissions and considerably reduced operating costs.



SUSTAINABLE PRODUCTS

02

DIGITALIZATION AND CONNECTIVITY

NEW CONNECTIVITY AND DIGITAL SOLUTIONS MEAN WE CAN OFFER CUSTOMERS EVER MORE EFFICIENT, SUSTAINABLE AND SMART PRODUCTS TO SUPPORT THEIR BUSINESSES.

Precision farming

Precision farming focuses on machine control with near real-time observation, measurement and responses. Sensor-based, automated and data-driven technology allows farmers and food producers to manage crops and livestock, and make the best use of fertilizers, pesticides, feed and water.

FieldOps™

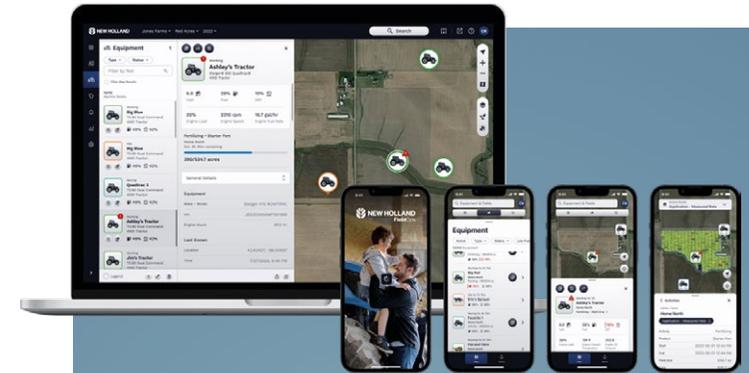
In 2024, Case IH, New Holland and STEYR introduced FieldOps™, enabling customers to visualize and manage their fleet and field tasks in mobile and desktop environments. With real-time machine connectivity, FieldOps delivers precise equipment location, duty status and full machine operation history.

FieldOps also allows operators to gain extra support with remote vehicle-display viewing. Managers away from the operating site can remotely view the vehicle display and make or suggest real-time adjustments, and troubleshoot issues to maximize productivity. Functionalities include full-screen horizontal view, pinch to zoom and peripheral vehicle cameras.

FieldOps provides visualizations of agronomic data and field conditions so operators can make informed decisions and optimize agronomic practices.

The **intuitive user interface** allows users to:

- **Quickly view the activities** for a given field and choose which data layers to visualize
- **Turn agronomic data layers** into prescriptions, run agronomic reports and create individual agronomic data layers
- **Integrate set-up data** between our equipment and third-party systems to streamline data collection and analysis, providing a holistic view of farm operations
- **Toggle between tabs** or use powerful search and filters.



FieldOps™

FieldOps™ allows producers to visualize fleet and agronomic data for effective task management and agronomic decision-making. Machine performance, fuel status, accumulated hours and other parameters can be remotely observed by managers in either desktop or mobile environments. These features are particularly useful during time-sensitive operations such as planting and harvesting.

SUSTAINABLE PRODUCTS

Automated steering in viticulture

In 2024, New Holland introduced an automated steering and navigation system for T4 F/N/V specialty tractors for fruit and vineyard production. Advanced Vision Assisted Guidance is based on LiDAR (light detection and ranging) technology and manages steering movements both in and at the end of rows, in addition to rear implement control. As a result, it can be used where GPS-based systems cannot. Benefits include increased safety and comfort from reduced operator fatigue. It also relieves operators of repetitive and arduous tasks, while providing significant support to those less skilled, helping to address the skills shortage. Greater precision means better use of fertilizers and crop protection products, which reduces environmental risk and delivers better productivity.

Specialized harvest applications

In 2024, New Holland introduced the FR Forage Cruiser CropSpeed and CR Twin Rotor® combine Seed Terminator systems. The new 2025 model is designed to minimize blockages thanks to a spout-mounted radar sensor which monitors crop flow speed. When flow significantly slows, it warns the vehicle to slow down, reducing the risk of blockage. Should the flow drop further, feed roll operation will immediately cease to minimize impact on the crop flow channel.

The Seed Terminator system, integrated on the New Holland CR combine's wide-body (22 inch) rotors — the CR8.90/9.90 — kills weed seeds coming from the cleaning shoe so they won't germinate. This new feature allows farmers to eradicate weed seeds during harvest, not only reducing the need for herbicides, but also helping to control chemical-resistant weeds. A unique feature of the technology is its in-cab adjustability in response to the weeds in the field.

**REDUCED
CUSTOMER EMISSIONS**

NEW TECHNOLOGIES CAN DELIVER PRODUCTIVITY GAINS AND FIELD EFFICIENCIES, IN ADDITION TO REDUCING TAILPIPE EMISSIONS, CUTTING EMISSIONS FOR THE SAME UNIT OF OUTPUT.

The technologies include embedded algorithms, artificial intelligence, robotics, data modeling, operator assistance solutions and others which may be applicable for field tasks such as planting, seeding, spraying and harvesting.

Combine harvesters

When New Holland introduced the CR11 combine harvester at Agritechnica 2023 in Hanover, Germany, it was awarded the only Gold Medal for Innovation. Case IH subsequently introduced the all-new AF10 and AF11 combines, as well as the 60-series combines, at the 2024 Farm Progress Show in Boone, Iowa (USA). New Holland then released an expanded range of headers to work with these machines.

The new configurations are built to meet the higher feed rates of the CR10 and CR11 combines and include the largest diameter cross auger in the industry to support higher ground speeds and increased crop throughput.





Automation

The 2024 harvest marks four full years in which our Case IH Harvest Command™ and New Holland IntelliSense™, embedded software algorithms together known as combine automation, have been a standard feature of our flagship combines.

With well over a million hours of in-field crop threshing worldwide over four years, customers using combine automation have noted a significant increase in the amount of grain harvested per volume of fuel consumed over a wide range of crops. This is partially attributed to increased ground speed in many crop environments, but also to the cleaner, more efficient grain threshing. As a result, combine automation provides more sustainable harvest solutions for our customers.



SUSTAINABLE PRODUCTS

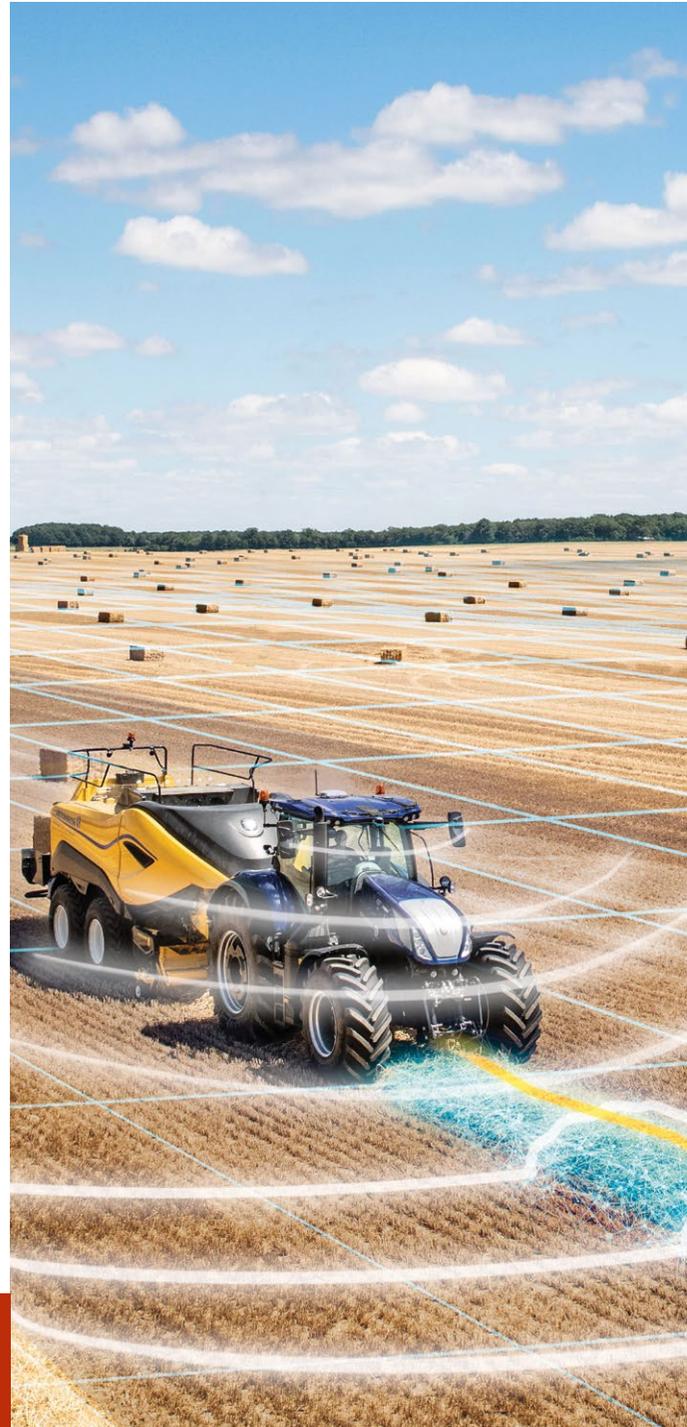
Large square baler automation

New Holland leads the industry with its IntelliSense™ Bale Automation, the first technology of its kind to deliver a completely automated baling system. The solution navigates fields and other terrain while maintaining groundspeed and control into the baler with IntelliCruise II. In addition, the tractor is equipped with pulsed LiDAR-guided windrow detection for 24-hour hands-free ISOBUS swath guidance with SmartSteer™. Results include more uniform feeding into the baler, as well as reduced forage losses thanks to consistent following of the windrow.

Increased power and tractive efficiency

Case IH also released the newly styled Steiger® tractor series for larger planting, seeding and tillage implements. With seven new models ranging from rated horsepower of 485 to 715, producers can more easily match the latest high-HP technology to their implements for increased productivity and field efficiency. With the latest wheeled Steiger enhancements to the PowerDrive® powershift transmission, it takes 20% less time to shift from first to 16th gear, saving fuel, lowering operator costs and reducing fatigue. During shuttle operations, the tractor can smoothly change direction 38% faster than before.

Additional features across Steiger Quadtrac® models include an industry-leading independent suspended track undercarriage for reduced soil compaction and increased tractive efficiency. Its new undercarriage transfers power to the ground more consistently over variable terrain, with speeds up to 26.5 mph, saving fuel, limiting slippage and reducing the carbon intensity of high horsepower field tasks such as planting, seeding or tillage.



Idle Speed Management

In 2024, Idle Speed Management (ISM) was made available on the Case IH Optum, New Holland T7 HD and STEYR Terrus tractors to help reduce fuel consumption and operating costs. Provided there is no tractor activity, no PTO (power take-off) or hydraulics engaged and the parking brake is on, the ISM system reduces the engine speed from 850 rpm to 650 rpm (a 23.5% decrease) when the tractor is still for two minutes. Similarly to idle speed management features in cars, the engine doesn't shut down completely and therefore can maintain cab temperature controls and the tractor lights.



DESIGN FOR SUSTAINABILITY

SUSTAINABILITY AND PRODUCT LIFE CYCLE MANAGEMENT ARE BUILT INTO CNH'S PRODUCT DEVELOPMENT PROCESS.

The way we engineer each product platform is defined, in part, by requirements linked to their sustainability impact. Project development milestones also carefully track sustainability requirements all the way from concept and design, to field testing and validation. By 2030, our goal is for new products to be 90% recyclable and for 15% of net sales from spare parts to come from remanufactured components.

Product circularity

Our strong commitment to reducing our environmental footprint uses 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. Through product life-cycle assessments (LCAs), we collect data on exact material composition and estimate the recyclability rates for each. We take action to address the use of any component that falls below the 90% recoverability target.

For example, when the **CASE 321F** wheel loader underwent a complete LCA, the analysis showed that approximately 80% of the direct lifetime carbon emissions from the machine were derived during the use phase. While this is typical of off-road machines, it underscores the opportunity for automation, alternative propulsion and other considerations for future design.



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 the US Environmental Protection Agency (EPA)'s Toxic Substances Control Act (TSCA), we are collecting detailed information from our supply chain on individual substances contained in parts and wholegoods.

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 regulated substances are flagged using our data management and analysis system and communicated to our suppliers. 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 and batteries.

Remanufacturing

The term remanufacturing refers to an industrial process for treating used parts that ensures they have 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 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.

CNH Reman deals with parts including engines and engine components, electrical parts, electronics, air-conditioning, driveline, hydraulics and harvesting equipment. 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 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 5,200 metric tons in 2024, with a corresponding reduction in CO₂ emissions, purely by remanufacturing and reusing components.

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 and Australian 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 three years and to use 80% less energy, water and raw materials by remanufacturing rather than making new parts by 2030.

Product quality and safety

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 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.

Our Current Product Management (CPM) team oversees 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.

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 2024, all product safety procedures were reviewed, enhanced and aligned with the PS&C Policy.

ENERGY

ENERGY MANAGEMENT

CNH is constantly working to reduce our energy consumption and CO₂ emissions by adopting more efficient products and processes and introducing both conventional and innovative technical solutions. We are also substituting fossil fuels with energy from renewable sources.

Our energy transition is supported by robust energy management. In 2024, we invested more than \$3.8 million in improving our energy performance. The result is a reduction in energy consumption of more than 60 TJ and a CO₂ emission saving of over 2,200 tons¹ per year.

Throughout the year, CNH also continued to apply the Internal Price of Carbon (IPoC) methodology, a strategic tool that helps evaluate investments in terms of CO₂ 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 CO₂. Based on the analysis of historical data, CNH's global carbon price is about \$250 per ton of CO₂.

ENERGY MANAGEMENT SYSTEM

CNH'S GLOBAL ENERGY TEAM SETS OUR GUIDELINES AND TARGETS AND MANAGES BUDGETS. IT HAS MORE THAN 60 ENERGY SPECIALISTS REPORTING TO IT.

At the end of the 2024 certification period, thirty of our plants retained their CNH ISO 50001: 2018 standard certificate.

In order 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 2024, we completed thirty third-party energy audits.

We also train our people in ways that will help us reduce our energy use. Last year, we provided more than 2,700 hours of training to 7,780 people on the ISO 50001 energy management system, showing how best to monitor and manage energy performance.

Another important element of our energy management system is the specific energy saving targets for each region and manufacturing facility. In India, for example, CNH's Pune plant reduced its energy consumption by outperforming the 2024 target value by 19%. Similar targets have been set for all CNH plants globally for 2025.



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 WBCSD² and WRI³ (GHG Protocol). GHG inventory under our annual verification process is performed according to ISO 14064-3 by a third-party verifier.

⁽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 CO₂ value includes Scope 1 and Scope 2 emissions. Values expressed in tons refer to metric tons (1,000kg).

⁽²⁾ World Business Council for Sustainable Development.

⁽³⁾ World Resources Institute.

ENERGY

02

70.4%
OF ELECTRICITY FROM
RENEWABLE SOURCES

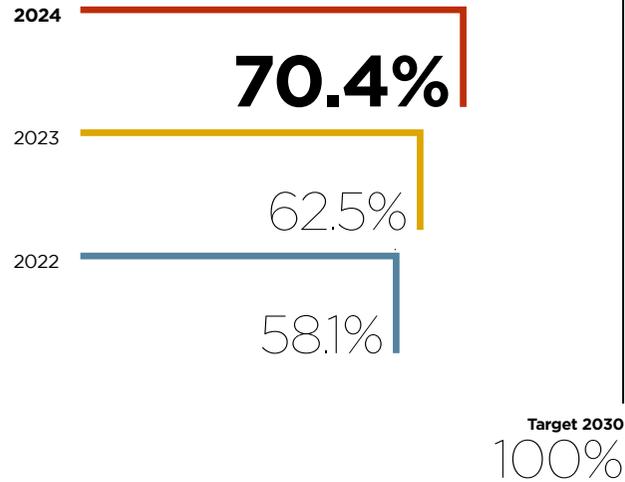
ENERGY
PERFORMANCE

Our focus is not always on the long term. Last year, we implemented a total of 78 short- and medium-term initiatives to cut our energy use. These included energy efficiency projects in buildings, in production processes and in renewable energy generation. Specifically, we invested over \$3.8 million in efficiency projects, generating more than \$1.1 million in savings. Approximately \$1.3 million (34% of the total investment) was spent installing LED lighting technology, with much of the balance financing the installation of high-efficiency motors, new compressors, intelligent machinery stand-by systems and set-point regulation adjustments according to operational requirements.

Energy consumption

In 2024, CNH reported total energy consumption⁴ of 3,033 TJ, a decrease of approximately 15.2% year-over-year. When our energy performance is measured by total internal energy consumption divided by total manufacturing hours, due to their strong reduction (-24%), energy intensity increased by 11.7%.

ELECTRICITY CONSUMPTION
FROM RENEWABLE SOURCES
CNH worldwide (%)



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

2024
decarbonization
path

CNH's commitment to decarbonization never stops: among the various energy efficiency projects, the Company is pursuing the implementation of photovoltaic systems.

In the last four years, eight systems with a total of more than 8 MWp have been installed, and approximately a further 5.4 MW_p will be realized in Europe and India in 2025.

CNH strongly believes in the use of energy from renewable sources:

- photovoltaic panels contribute to the fight against climate change and reduce our dependence on local utilities, which are usually produced from fossil fuels and are harmful to the environment. The Company is also protected from fluctuations in energy prices.
- the presence of a PV system increases the market value of the property and reduces its management costs.

In addition to renewable electricity, an important challenge is to limit as much as possible our plants' use of fossil fuels, such as natural gas, for environmental heating. For example, the St. Valentin plant in Austria implemented a biomass heating system that resulted in CO₂ savings of 900 tons in 2024. Overall, the theoretical annual savings will be about 1,500 tons.

The main goal is always a greener, fairer and more sustainable future.

ENERGY

3.1%
REDUCTION
IN CO₂ EMISSIONS
PER TOTAL MANUFACTURING HOURS

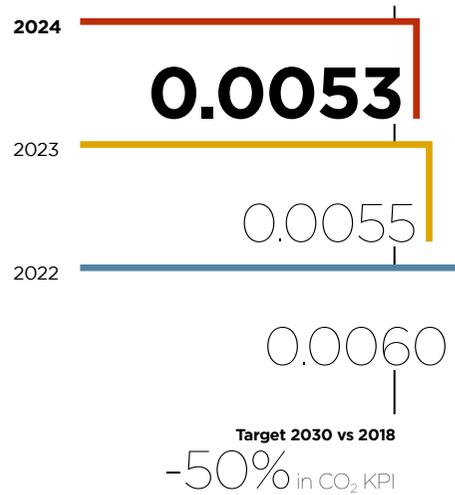
CO₂ emissions

CNH has set a strategic target of achieving a 50% absolute reduction in Scope 1 and Scope 2 emissions by 2030 vs 2018. CNH also continuously monitors CO₂ emissions per total manufacturing hours – a key performance indicator (KPI) – to measure and improve energy and emissions efficiency at our manufacturing plants.

In 2024, CNH's Scope 1 and Scope 2 CO₂ emissions were 157,508 tons⁵, a 25.4% decrease on the previous year. When we divide our CO₂ emissions by our total manufacturing hours, our CO₂ KPI was approximately 3.1% lower than the previous year.

Furthermore, our use of renewable electricity as a proportion of our total increased to 70.4%, cutting CO₂ emissions by approximately 66,500 tons.

DIRECT AND INDIRECT CO₂ EMISSIONS PER TOTAL MANUFACTURING HOURS⁵
CNH worldwide (tons of CO₂/total manufacturing hours)



⁵⁾ CO₂ is the only significant GHG within CNH's processes. The base-year (2018) CO₂ emissions per total manufacturing hours are equal to 0.0085 tons/total manufacturing hours. The indicator includes Scope 1 and Scope 2 emissions, as per the market-based methodology of the GHG Protocol. KPIs include only emissions from manufacturing processes.

In addition to monitoring CO₂ 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.

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGES 98-100).



⁶⁾ Value stated as per the market-based methodology of the GHG Protocol.



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.

CNH's overall investment in environmental protection was \$25.4 million in 2024. It breaks down as follows: approximately \$18.3 million on waste disposal and emissions treatment, and almost \$7.1 million on prevention and managing the environment. We also spent a total of \$3.8 million on initiatives to reduce our environmental impact; process improvement projects and other measures generated \$1.4 million in cost savings.

CNH's 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.

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

\$25.4

**MILLION SPENT ON
ENVIRONMENTAL
PROTECTION**

ENGAGEMENT AND AWARENESS ACTIVITIES

CNH is promoting the principles of continuous improvement in environmental management. In 2024, CNH provided 33,619 hours of environmental on-the-job training to 15,008 employees, 87% of whom were hourly.

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

ENVIRONMENTAL MANAGEMENT

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/HOURS
OF PRODUCTION VS 2018 BY 2030

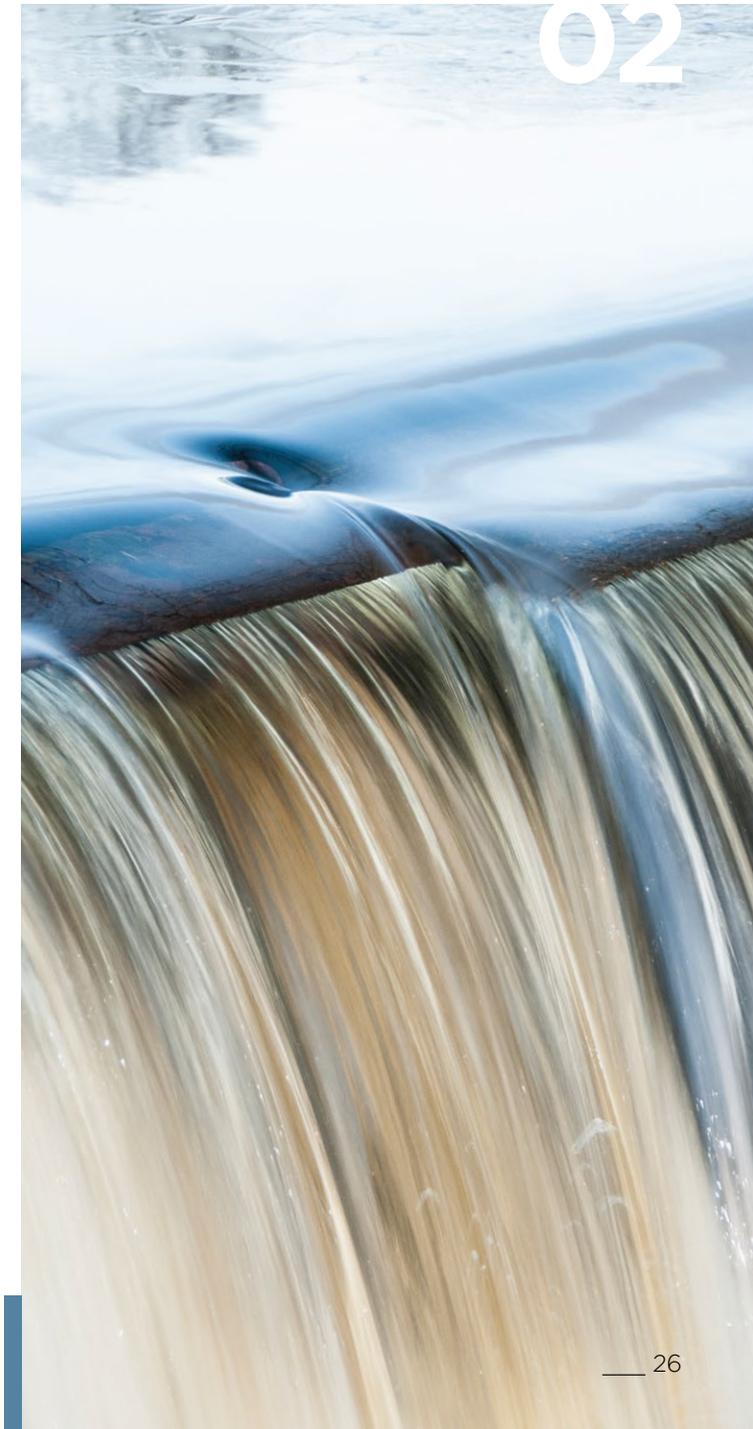


When we increase the use of recycled water, we can reduce the amount we draw from external sources. This improves not only our water independence, but also the availability of water for local communities.

The impact on water resources is an integral part of each plant's environmental assessment and all 31 ISO 14001-certified plants have a water management plan in place.

CNH's Water Management Guidelines require all plants to:

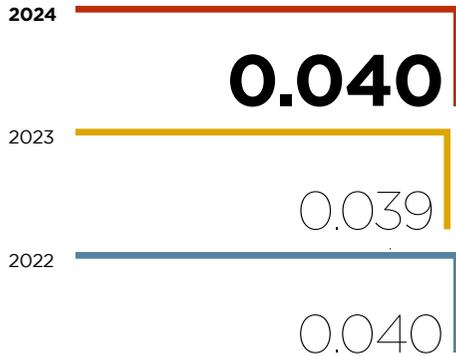
- **Analyze the management of water withdrawal**, its distribution systems and its consumption to identify and eliminate leaks and waste
- **Identify specific performance indicators** and benchmarking for all the different manufacturing processes
- **Identify the manufacturing processes** with the greatest 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.



ENVIRONMENTAL MANAGEMENT

In terms of water drawn per production unit⁶, the key performance indicator (KPI) for 2024 was 0.040 and slightly increased compared with 2023.

WATER DRAWN PER PRODUCTION UNIT^a
CNH worldwide (m³/total manufacturing hours^b)



^(a) The base year (2018) water drawn is equal to 0.060 m³/hours of production.
^(b) Total manufacturing hours are used to calculate the indicator per hour of production.

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.

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

^(c) 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).

In 2024, all three 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.



ENVIRONMENTAL MANAGEMENT

02

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.

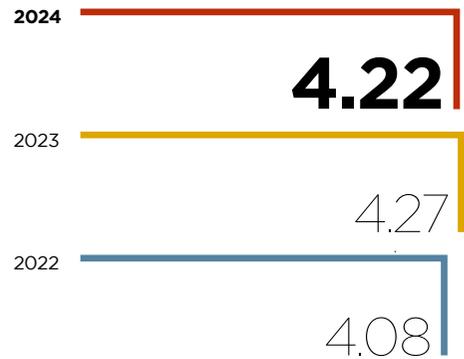
CNH monitors the following **KPI for waste management**:

100%
WASTE RECOVERED
AT PLANTS BY 2030

97.25%
OF WASTE RECOVERED

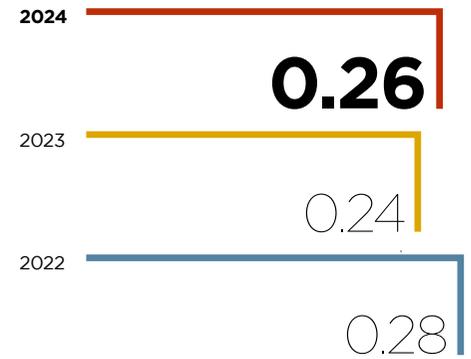
We increased our waste recovery in 2024, reaching 97.25% of the total waste generated. The percentage of waste sent to landfill also continued to decrease, falling to approximately 1.2%. In terms of waste generated per production unit⁷, the total waste indicator fell by approximately 1%, compared with 2023.

WASTE GENERATED PER PRODUCTION UNIT^a
CNH worldwide (kg/hours of production^b)



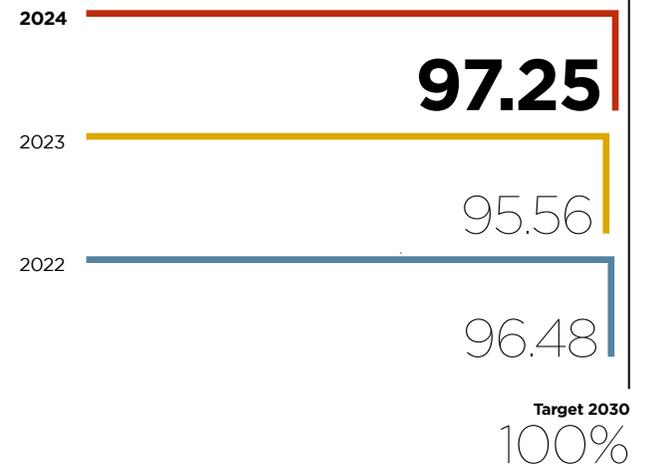
^{a)} The base year (2018) waste generated is equal to 5.12 kg/hours of production.
^{b)} Total manufacturing hours are used to calculate the indicator per hour of production.

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.

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.

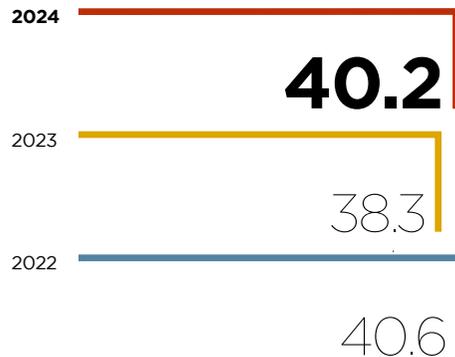
⁷⁾ The production unit corresponds to the hours of production. Total manufacturing hours are used to calculate the normalized production unit indicator.

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, as well as investigating new service providers and technologies.

Volatile organic compounds (VOC)

VOLATILE ORGANIC COMPOUNDS (VOC)^a CNH worldwide



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

Painting has the greatest environmental impact among our manufacturing processes when it comes to emissions of volatile organic compounds (VOCs). We monitor VOCs by the square meter painted with the aim of reducing them.

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 included two distinct phases: desktop analysis using the specific WWF Risk filter suite; and on-site assessments using the BRE (Biodiversity Risk Evaluation) methodology. The results were used to shape next steps and any action necessary to manage biodiversity in a responsible way. Overall, we aim to:

- **Apply** — '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

CNH used the Biodiversity Value Index (BVI) methodology to assess manufacturing sites bordering protected areas of environmental interest. We have undertaken an in-depth study of ecosystems within a five-kilometer radius of the relevant manufacturing sites and used 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 methodology, called Biodiversity Risk Evaluation (BRE), 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 factory activities on biodiversity in terms of use of resources and polluting emissions
- **Awareness** — the level of environmental awareness among factory employees and stakeholders in the region.

From this, we produced a map of risks, expressed in terms of potential damage to biodiversity. We then drafted improvement measures, which were 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.

Conservation project in Argentina

At its plant in Ferreyra, Córdoba, and in collaboration with *Fundación Temaikèn*, CNH is transforming an area of over 8,000 square meters into a conservation zone and refuge for native flora and fauna. The project started two years ago when native species were identified on the plant's grounds.

During the first phase of the conservation project, training sessions were held for Company employees and their families, emphasizing the relevance of biodiversity, the region's representative species and concrete actions to contribute to their conservation. Employees were involved in the project from the beginning because creating the right conditions for these species to thrive is a daily effort and a collective commitment from everyone at CNH.

As part of the fieldwork, specialists from *Fundación Temaikèn* identified over thirty species of native fauna and another thirty of native flora. This assessment allowed them to develop a diagnosis and analyze the potential to restore the environment of the area, focusing on a lagoon and its surroundings. The goal is to consolidate a conservation area that integrates into a biodiversity corridor connected to nearby natural spaces.

The project will allow the foundation to design a 'green lung' with conditions that favor native biodiversity and potentially connect to other nearby areas. The long-term objective is to achieve the inclusion of this space as a private reserve within the Argentine Network of Private Natural Reserves.

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 continues to implement improvement initiatives to protect biodiversity within and around its plants. To date, we have assessed 100% of our relevant plants.

In 2024, CNH began a new initiative as we expanded our focus on the criticality of biodiversity. The aim of this initiative is to provide CNH with a robust, science-based assessment approach aligned to the Science Based Targets Network (SBTN) methodology. This allows us to understand the full environmental footprint while examining both direct operations and upstream activities that occur in the supply chain before reaching our Company. The assessment will support the Company to identify all significant sources of environmental and biodiversity impacts and aid in the development of opportunities for improvement.

On the basis of the findings, this initiative will support the creation of a Nature roadmap, with targeted, actionable insights into the impacts that our direct and potentially upstream operations have on biodiversity. By engaging and upskilling local stakeholders (through training and education, workshops and seminars), CNH can subsequently build support for sustainability and biodiversity initiatives and inspire broader community engagement fostering sustainable practices across our operations and value chain.

In 2024, Phase 1 was launched at four production sites: Antwerp (Belgium), Sorocaba (Brazil) and both Goodfield and St. Nazianz (USA). In 2025, several additional plants, already identified, will be added into the initiative.

OTHER ENVIRONMENTAL INDICATORS

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

In 2024, none of our 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.

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.

03 SOCIAL



**We're close to
our customers**
thanks to our
global presence.

03 SOCIAL



03 SOCIAL

- 33___ EMPLOYEES
- 56___ SUPPLY CHAIN
- 61___ CUSTOMERS, SALES AND AFTER-SALES
- 64___ LOCAL COMMUNITIES

EMPLOYEES

EMPLOYEES

EMPLOYEES IN NUMBERS

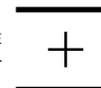
At the end of 2024, CNH had 35,850 employees. **North America** accounted for the majority of new hires, with 46% of the total, followed by Europe, with 19% (all figures are approximate). Close to 35% of new hires were under 30 years old. Female employees accounted for 28% of new hires, while male employees accounted for 72%. As for people leaving, the highest percentage left in North America (38%), followed by Europe (32%), while the age group to see the most leavers was 30-50 (50%).



EMPLOYEE TURNOVER CNH worldwide (no.)

	2024	2023	2022
Employees, January 1	40,220	40,070	37,763
New hires	2,078	6,358	8,806
Departures	-6,288	-6,492	-5,840
Scope of operation	-160	284	-659
Employees, December 31	35,850	40,220	40,070
Turnover (%)	-17.5%	-16.1%	-14.6%
New hires (%)	5.8%	15.8%	22.0%

MORE DETAILS ON STAFF TURNOVER ARE AVAILABLE IN THE APPENDIX (SEE PAGES 103-109).



EMPLOYEES

03

TOTAL WORKFORCE CNH worldwide (no.)



63%
30 to 50

24%
over 50

13%
under 30



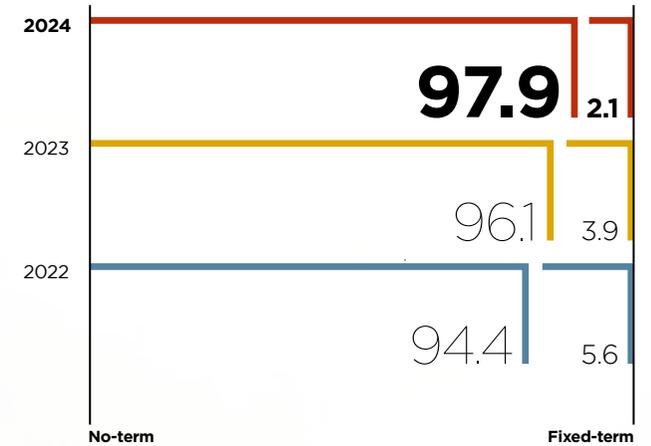
39%
Europe

29%
North America

19%
Latin America

13%
Rest of World

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

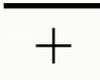


Fixed-term hiring takes place in response to a temporary need and is done in line with any applicable laws and the provisions of collective labor agreements (CLAs).

At the end of the year, agency contracts accounted for 3% of CNH staff; 36% of which were in Europe, 1% in North America, 1% in Latin America and 63% in the rest of the world.

Around 1.8% of our workforce is employed part-time, of which approximately 28% are women.

MORE DETAILS ARE AVAILABLE IN THE APPENDIX (SEE PAGES 103-109).



PEOPLE ENGAGEMENT

Inclusion is important to CNH and our senior leaders are responsible for its governance. Our Chief Executive and Chief Human Resource Officers co-chair regular reviews to discuss our plans and progress. In addition, CNH's Board annually reviews our plans to make sure they align with our core values and objectives.

Our efforts are structured around four key pillars: Culture, Commerce, Career and Community¹, overseen by our global team. Together, we recognize the value and strength that an inclusive culture brings.

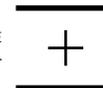
Our progress

INCREASE REPRESENTATION OF WOMEN

IN THE WORKFORCE YEAR-OVER-YEAR

- In 2024, women made up 18% of CNH's global workforce (same as 2023) and held 19% (+1% point vs 2023) of leadership roles².

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGES 110-112).



⁽¹⁾ Reference: 4C ERG Model™ by Dr. Robert Rodriguez.

⁽²⁾ Leadership roles refer to women in management roles. See Female Employees by Position table in the appendix.

PARTICIPATION AND SCOPE OF EMPLOYEE RESOURCE GROUPS (ERGs)

- ERGs are available to all employees. Our Global ERG program continued to provide 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 in all regions
- Gender pay gap analyses in select markets

100% OF EMPLOYEES TRAINED IN UNCONSCIOUS BIAS BY 2024

- Unconscious bias training delivered to 98% of employees (salaried and hourly) in 2024.

EMPLOYEES

Commerce

We apply an **inclusive mindset** when we engage with and provide value to our customers through our products.

- 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 and **embed inclusion** into our Company culture.

- **Unconscious bias** training promotes awareness and provides tools to champion inclusivity in the workplace for all.
- **Employee Resource Groups (ERGs)** in all five of our regions are available to help all employees achieve their ambitions through networking and training.
- An **expanding range of ERGs**, open to all employees, 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.
- **Events and webinars** raise awareness and engage employees. Some 2024 examples include:
 - After participating in Microsoft's Hackathon — AI for Inclusion event, a group of employees in Italy developed an accessible Microsoft Office guide to help colleagues better use the suite of tools to create and use accessible content.
 - Commemoration of International Women's Day on March 8 and International Day of People with Disabilities on December 3

- Path to Parenthood sessions hosted by ERGs in North America to educate all employees on parenting journey options, including fertility treatment and adoption benefits offered by CNH
- Inclusion Week in Latin America — a series of inspiring talks and interactive activities aimed at engaging employees in a culture of respect, equality and belonging.

Career

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

- Ongoing **training and mentoring programs** in all regions support women's career progression at all levels — from production to senior manager and above. Some examples from 2024 include:
 - A mentoring project led by the EquALLity ERG in EMEA that brings together men and women employees and managers across functions who are committed to achieving our goals on gender equality
 - Three dedicated programs in Latin America that deliver specialized mentoring to women leaders; coaching for women professionals; and mentoring via the 'Among Us' program to associate and hourly-level employees
 - Sponsorship by the iGLOW ERG of a hundred women in Australia and New Zealand to participate in the professional development organization, the National Association for Women in Operations (NAWO).
- In Latin America, **two new career development programs** were launched for underrepresented groups.



EMPLOYEES

— **ERG-led events** to empower and connect employees for growth and networking:

— EquALLity ERG Summit: a two-day event for employees in Austria, Italy, Belgium, the UK and South Africa aimed at inspiring and empowering women and allies to unlock their potential

— iGLOW ERG's third annual North American Women's Leadership Summit, which engaged 250 individuals in igniting their curiosity to drive their career development and foster meaningful connections.

— Our **all-female construction equipment production line** in Pithampur and women apprentices in the tractor plant in Greater Noida (India) bridge the gender diversity gap on the shop floor and establish a culture of inclusivity.

Community

We **support the communities** where we operate and promote careers to attract all talents.

— Our **educational projects** and recruitment opportunities foster a more diverse future workforce.

— **Volunteering** connects our employees with their local communities to share their skills and encourage mutual learning. For example, the new Margdarshan mentorship program with CNH's India Technology Centre (ITC), launched in 2024, aims to enhance the professional skills, overall development and employability of underprivileged students pursuing engineering degrees at government institutions in Noida, Gurgaon, Greater Noida, Ghaziabad, Delhi and Faridabad.

— **Alliances with professional organizations** reinforce our commitment to inclusion and equity.

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 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 believe in good faith that a circumstance or action has violated our Code of Conduct, global policy or applicable law. In 2024, 7% of Compliance Helpline matters investigated were related to discrimination and harassment. For details on how violations are reported, see page 76.



EMPLOYEES

03

COMPENSATION AND BENEFITS

Compensation

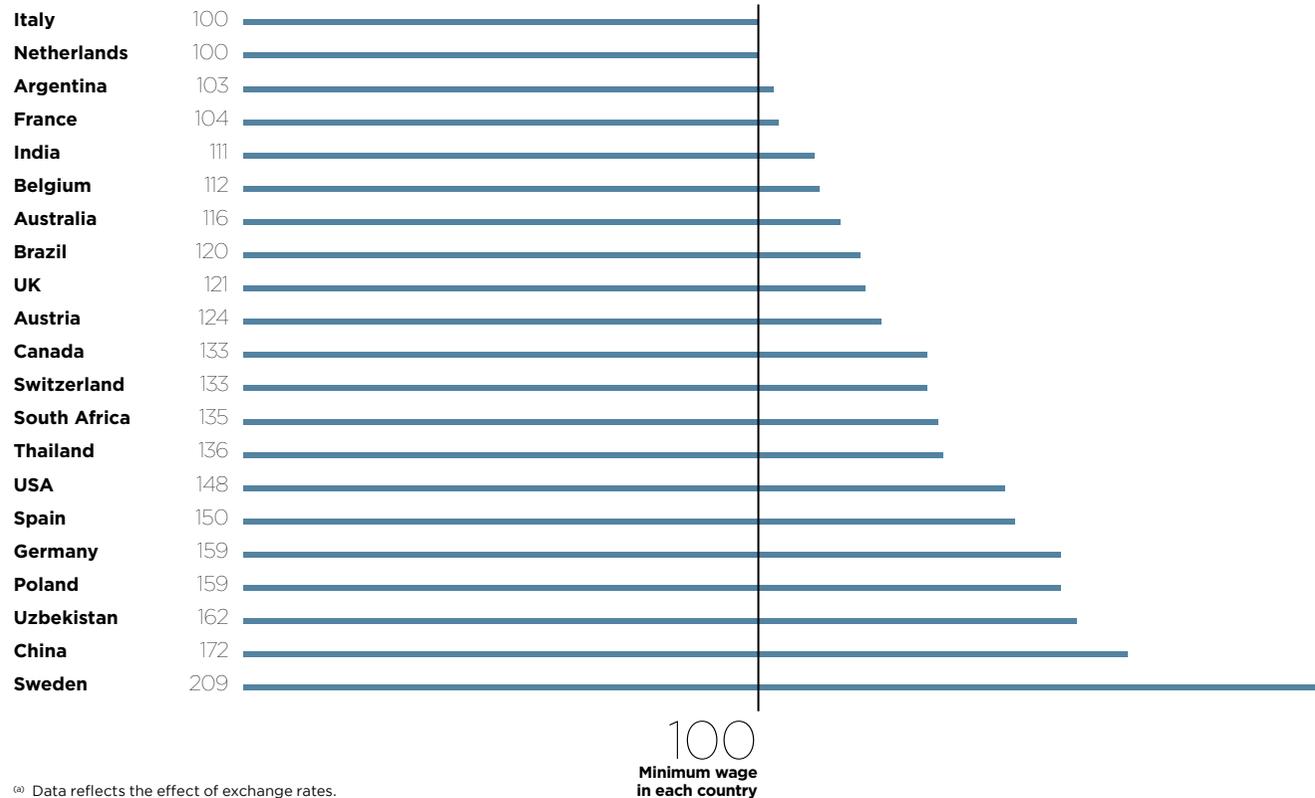
We compensate staff through a progressive system based on equitable criteria and follow market-driven benchmarks when it comes to base salary, benefits and short- and long-term incentives. This ensures fair and objective treatment for all our staff worldwide. When compensation adjustments are made, we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

Individual performance is 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 over only 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

2024 COMPARISON BETWEEN ENTRY-LEVEL WAGE AND MINIMUM WAGE^a CNH worldwide (minimum wage = 100)



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 2024, we did this for countries representing 98.8% of our employees and found entry-level wages³ were at or above the statutory minimum or non-company collective labor agreements, as shown in the above graph.

⁽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 of October 31, 2024.

EMPLOYEES

03

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, 2024, we conducted a survey of 99.3% 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 86% of employees were eligible for a supplementary pension plan and 74.7% had joined one (representing 64.3% of the total population surveyed). In addition, nearly all CNH divisions offer supplemental healthcare 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 98.7% of employees were also eligible for a supplementary health plan and about 91.9% of the eligible workforce had joined one.

Supplementary pension plans fall into two categories:

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

Most existing pension plans at CNH are defined contribution plans.

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.

EMPLOYEES ENTITLED TO BENEFITS^a IN 2024 CNH worldwide

Financial Benefits	Eligible HC	Enrolled HC	% Eligible	% Enrolled	% Enrolled of Total HC Surveyed
Supplementary Pension Plans	30,683	22,924	86%	74.7%	64.3%
Financial Support for Disability	32,174	30,841	90.2%	95.9%	86.5%
Supplementary Health Plans	35,204	32,345	98.7%	91.9%	90.7%
Life Insurance	30,169	29,459	84.6%	97.6%	82.6%
Employee Cafeterias or Meal Vouchers	23,680	23,680	66.4%	100%	66.4%
Other	4,059	3,027	11.4%	74.6%	8.5%
Social Benefits					
Childcare ^b	18,909	4,960	53%	26.2%	13.9%
Sports facilities ^c	4,144	2,040	11.6%	49.2%	5.7%
Wellness and nutrition programs ^d	22,000	11,184	61.7%	50.8%	31.4%
Other social ^e	22,022	15,100	61.7%	68.6%	42.3%

^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.

Student Achievement Awards



We continued to offer the children of our employees a chance to qualify for grants based on 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 2024, we awarded 146 grants and scholarships totaling approximately \$162,000 to employees' children worldwide.

EMPLOYEES

03

Mobility Management in EMEA

CNH collaborates with local authorities and public transport companies on initiatives for sustainable mobility across Europe. For example, in Turin (Italy) (in partnership with the Iveco Group) and in San Matteo, Modena (Italy) we provide a dedicated shuttle service for employees between our offices and plants and nearby transport links. The *MYshuttle!* service has approximately 1,900 registered users and is accessed via an app. Employees can book shuttle rides on demand and in advance. In Italy, we also subsidized 94 public transport transit passes and relaunched the UP2GO app to encourage carpooling. The app was launched in 2023 in the UK and now has 150 active users. In Italy and France, we surveyed 6,400 employees on their mobility habits and needs in order to develop a targeted action plan for 2025.

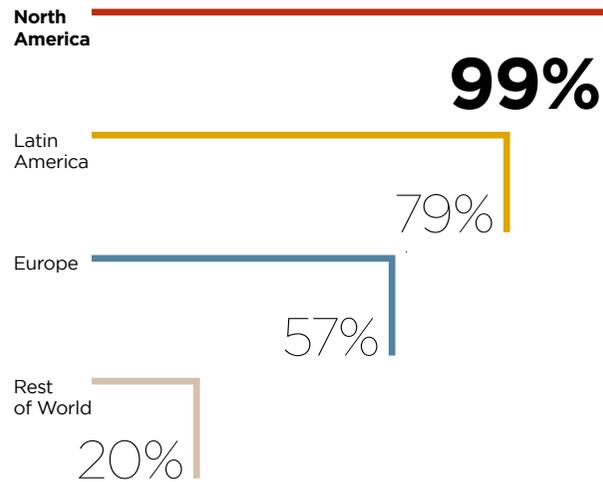
Finally, during European Mobility Week, CNH organized 'Biking New Ground' in Italy, Belgium, Austria and France. This one-week event aims to encourage employees to cycle to work. A total of 1,263 participants took part (up 16% compared to the 2023 event), fostering a sense of inclusivity around commuting more sustainably. Through our partnership with World Bicycle Relief, we also donated a hundred bicycles to people in rural Kenya to enhance their access to education, healthcare and jobs.

FLEXIBLE WORKING

CNH offers flexible working to employees according to local customs and regulations. This includes work from home arrangements, 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.

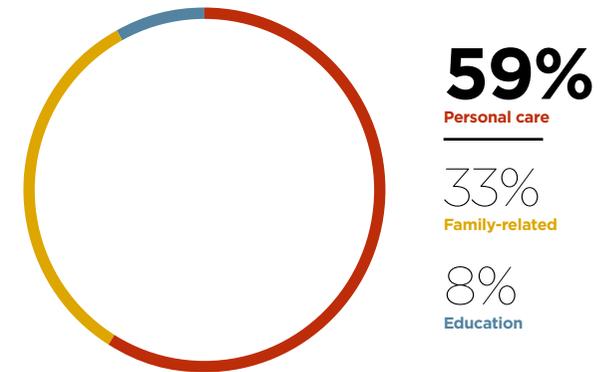
In 2024, we carried out a survey on the uptake of flexible working hours, parental leave and other forms of leave⁴. We found that approximately 62% of the employees surveyed took advantage of flextime. Uptake by region is shown in the chart below.

FLEXIBLE LEAVE UPTAKE⁴ CNH worldwide (%)



⁽⁴⁾ Percentage of employees who took flexible leave compared to survey population, by region.

TYPE OF LEAVE TAKEN CNH worldwide (%)



When we surveyed uptake of other types of leave — between November 2023 and October 2024 — we found that 7,863 employees (23% of CNH's 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 72% of the leave exceeded the provisions set by law and 28% was granted to female employees.

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 hourly, carried out on October 31, 2024.

EMPLOYEES

03

Work from home

Since 2020, CNH has established a range of work from home arrangements worldwide⁵. In at least seven countries, which account for 84% of CNH's workforce, salaried employees have the option to work from home a set number of days each month in alignment with local guidelines and/or an employee's specific job requirements. Hybrid working is dependent on role scope, with some jobs requiring on-site presence. To facilitate the hybrid working model, CNH has redesigned several of its offices to promote flexibility and collaboration. These include our North American headquarters in Oak Brook, Illinois (USA) and key office in Turin (Italy), where employees book their desks using an app and flexible workspaces are situated throughout the facilities to accommodate a variety of in-person and digital meetings.

Parental leave

Parental leave is a key part of our commitment to equal opportunities as it enables 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.

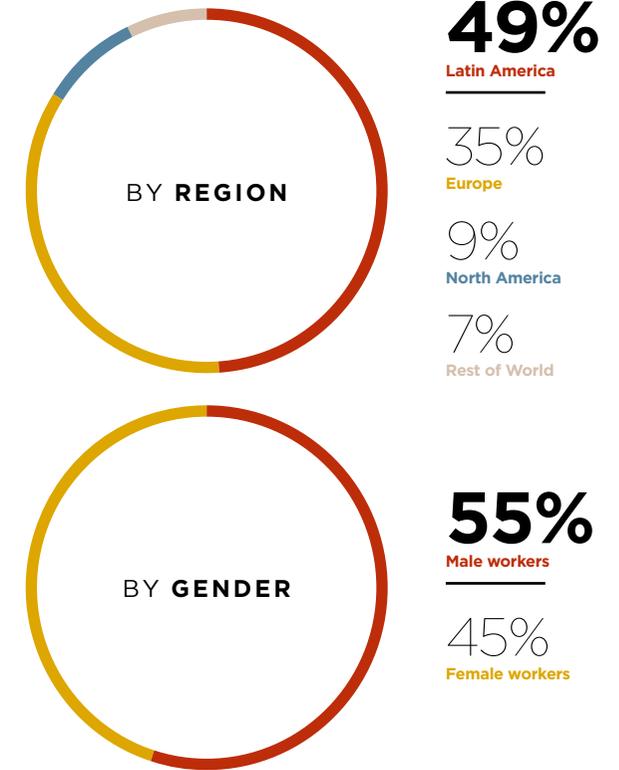
When we reviewed our parental and care leave policies, the minimum maternity leave offered (for birthing mothers) was ten weeks paid (12 weeks leave) and the highest, under legal obligation, was 26 weeks. Some 57% of employees were eligible

for 15 weeks or more of maternity leave. For paternity leave, the minimum paid leave offered was five days and the highest five weeks; 40% of our employees were eligible for at least four weeks of paternity leave and 59% for at least two weeks. For adoption leave, the minimum was four weeks paid leave and the maximum 26 weeks. In France, CNH offered additional days of paid care leave beyond legal obligation for wedding and bereavement leave. The policies reviewed cover 84% of CNH's workforce⁶.

In 2024, 2,448 employees, approximately 6.8% of our staff, took maternity, paternity, adoption or breastfeeding leave⁷.

Paternity leave accounted for 48% of the total, maternity leave for 36%, while breastfeeding leave accounted for 16%. We did not have any adoption leave in 2024. Among the total workforce, parental leave was most frequent in Latin America (18%) and in Europe (5.8%).

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



PARENTAL LEAVE POLICIES CNH worldwide

	Minimum leave offered to majority	Maximum leave
Maternity	15+ weeks (57%)	26 weeks
Paternity	2+ weeks (59%); 4+ weeks (40%)	5 weeks

⁽⁵⁾ Countries surveyed on work from home arrangements include: the USA, Brazil, Italy, Belgium, India, France and Poland.

⁽⁶⁾ The survey was sent to the seven countries with the highest percentage of CNH employees and represents polices from four of our operating regions.

⁽⁷⁾ Survey of leave taken covering the period from November 1, 2023, to October 31, 2024. We were not able to collect return to work after parental leave for 2024.

EMPLOYEES

03

INDUSTRIAL RELATIONS

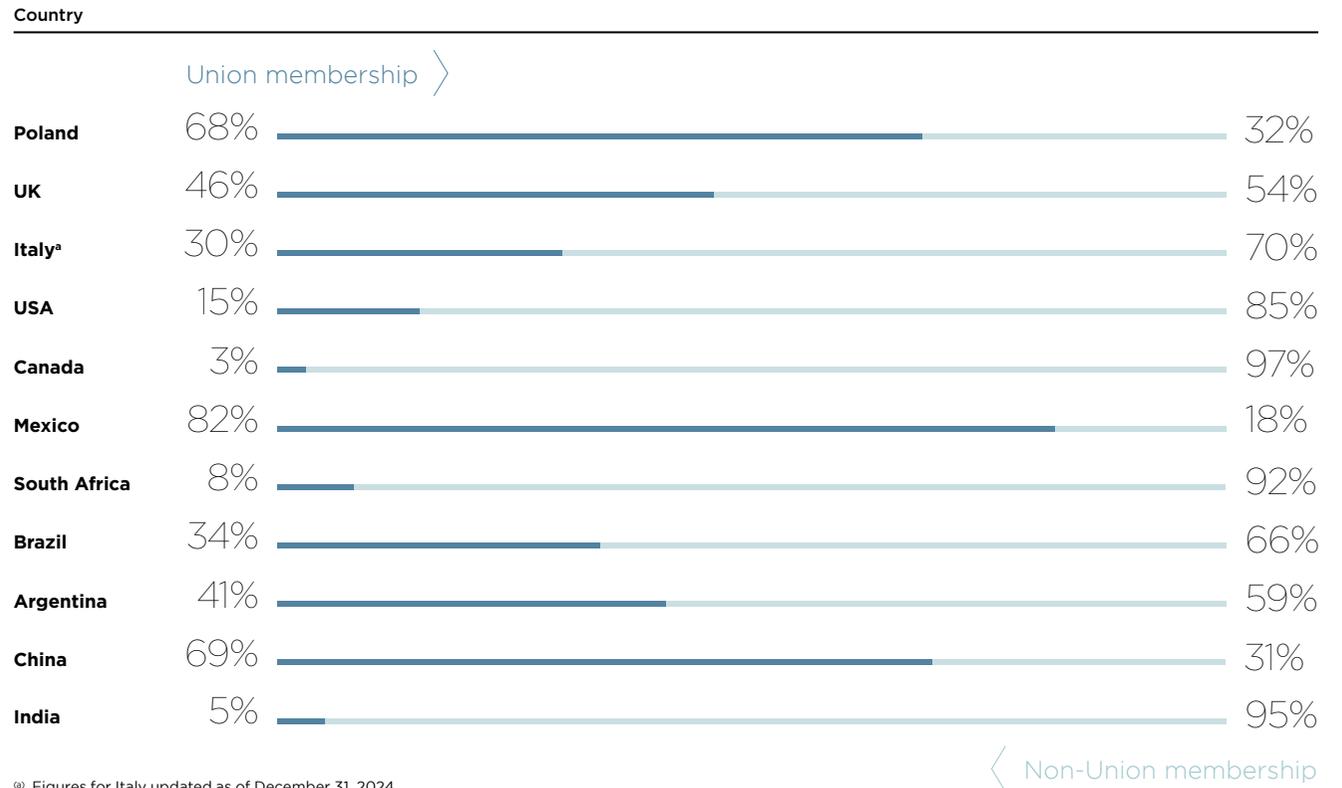
CNH works with trade unions as stakeholders at the local, national and transnational level to maintain an open dialogue on market trends and areas for collaboration, such as training, health and safety, and diversity and inclusion, through joint committees.

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 2024 (figures as of October 31, 2024), 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 the time the survey was carried out, eight⁹ countries were excluded due to data privacy protection (accounting for 17% of CNH’s employees), while 11 countries (accounting for 1.5% 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.

2024 UNION MEMBERSHIP - Significant examples from countries in which CNH is present CNH worldwide (%)



^a Figures for Italy updated as of December 31, 2024.

⁹ Austria, Belgium, Denmark, France, Germany, Luxemburg, the Netherlands, Switzerland.

EMPLOYEES

03

62%
OF EMPLOYEES
COVERED
BY REPRESENTATIVE BODIES

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 enter negotiations on the following:

- Workplace health and safety
- Wages
- Benefits
- Operational issues, including working hours, shifts and collective time off
- 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 62% of our employees are covered by representative bodies. Our October 2024 study found no employee representative bodies in 12 countries (accounting for only 1.75% of the workforce surveyed).

Joint committees

The October 2024 survey showed that 58% 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 among the employee health and safety representatives, a CNH representative, the HR manager or representative and the head of the Prevention and Protection Service of the plant/site (*Responsabile del Servizio Prevenzione e Protezione (RSPP)*). These committees meet at least once a month and are responsible for carrying out 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 18%, 22% and 4% respectively of the employees surveyed. More than 30% of those surveyed were represented by joint committees dealing with other issues, including:

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

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGES 116-118).



2024 Market conditions

Throughout 2024, CNH's agriculture and construction equipment businesses have both faced a challenging market environment, requiring the Company and its stakeholders to navigate an increasingly complex landscape.

In mitigating the impact of market downturns, CNH has worked to address necessary restructuring processes in the Company with a focus on social responsibility. CNH collaborated with trade unions and employee representatives to reach consensus-based solutions that safeguarded both industrial competitiveness and employees' rights.

In this context, industrial relations have played a key role in maintaining an open and transparent communication framework, enabling the implementation of measures aimed at securing the Company's long-term sustainability while supporting workers through this period of transition.

Management of production levels

As described above, 2024 saw lower industry demand for agricultural and construction equipment. As a result, in the **EMEA** region, the continued decline in volumes in the agricultural equipment segment necessitated production stoppages at plants in Italy, the UK, Belgium and Poland, which also affected the segment's component manufacturing plants. The overall negative situation affected production levels at CNH's EMEA plants making high- and medium-power tractors, as well as those producing combine harvesters.

In the construction equipment sector, production levels at European plants remained stable compared to the previous year, although the Lecce and Sampierana plants in Italy had to temporarily suspend work in the second half of the year to adjust production levels.

In Austria, a company agreement was signed on November 27, 2024, between CNH and the Works Council of the St. Valentin plant to cope with the drop in production caused by weak demand in the tractor market. This agreement provides for a 30% reduction in working hours (the plant will be closed one week per month) and a 15% reduction in gross salary per month, to be implemented from February 1, 2025, to August 31, 2025. The agreement stipulates that there will be no redundancies from February to October 2025.

North America has also had to reduce hourly and salaried headcount at plants to respond to the volume decreases. In the year's final two quarters, CNH's North American plants carried out multiple shutdown periods lasting weeks at a time.

Market volumes in the construction equipment sector were relatively flat. At the Wichita plant in the USA, a layoff was administered in the first quarter due to lower demand for our products.

In **Brazil**, production volumes also significantly reduced during 2024, which required negotiation with unions to implement or expand flexibility measures (including temporary layoffs, down days and collective vacations) and downsize the hourly workforce.

In **Argentina**, various measures were implemented to manage the impact of volume reduction on the business, leading the plant to have additional shutdown periods during the year and perform headcount adjustments.

However, in 2024 there was huge demand from the Chinese market. The Company's Harbin plant operated at full production capacity throughout the year, managing the high volume of production by hiring temporary workers and increasing overtime.

European Works Council

CNH is subject to EU regulations that require large companies to enable employees to set up a European Works Council (EWC) to improve employees' rights to information and consultation on transnational issues. CNH's EWC is made up of 18 members from 10 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, following the demerger of CNH's on-highway business, and ratified on December 17, 2022. The EWC select committee deals directly with CNH management.

2024 was a year full of activities for CNH's EWC. In April, the plenary meeting of the European Works Council was held at the International Training Centre of the ILO (International Labour Organization) in Turin, Italy, during which CNH's management team presented details on the Company's global performance, with a specific focus on Europe. One of the EWC select committee's joint projects is a training program with the ILO in Turin and IndustriAll-Europe, a federation of trade unions from across the EU.

As part of a separate EU-funded program, CNH organized a three-day training course at the Company's San Matteo site in Modena, where EWC members and CNH EU industrial relations and HR managers engaged in discussions on crucial topics related to the green transition, the importance of social dialogue and the fundamental role that EWCs and multinational companies can play in this process.

EMPLOYEES

Restructuring and reorganization

In 2024, CNH has continued to take steps to improve operational efficiency and optimize its own organization by reducing corporate selling, general and administrative (SG&A) expenses.

As a result, a collective redundancy procedure was started in **Italy** to adjust the size of the workforce at national level to meet the reduced labor requirements resulting from the decline in market demand for agricultural machinery. To this end, on March 20, 2024, an agreement was signed with the national trade unions for the collective redundancy of 149 employees, selected based on the non-opposition criterion and among those who will reach retirement age within 48 months.

Separately, on March 7, 2024, a solidarity agreement (CDS) was signed with local unions and the works council in Jesi, Italy. The plant there has experienced high levels of underutilization in recent years, caused by the collapse in market demand for its low-medium hp tractors. The agreement allowed a reduction of working time for the period March 11 to December 31, 2024, and estimated 230 redundancies, to be managed in part by relocating employees to other Italian CNH plants, in part by insourcing activities to the plant and in part through a collective dismissal procedure based on no opposition from the dismissed employees. In March 2024, the collective dismissal procedure began, affecting 127 employees. In accordance with the selection criteria agreed by all parties involved, the only employees to be made redundant at the end of the period (December 31, 2024) were those who met the non-opposition criterion and those who, during the period in which they receive unemployment benefit (NASPI), will meet the conditions for retirement.

On December 13, 2024, given the continuing negative market situation, a new solidarity agreement (CDS) was signed at the Jesi plant, allowing a reduction in working hours from January 1 to July 31, 2025, and the implementation of the redundancy management plan based on completion of the

insourcing of activities and the transfer of some employees to other CNH sites in Italy.

During the year, in both Basildon in the **UK** and **Poland**, agreed solutions were reached with the trade unions for redundancies.

In addition to restructuring in response to weak market demand, the Company also reorganized parts of its structure in 2024. In April, CNH Industrial N.V. sold its plow business at the Överum plant in Sweden to a Munich-based investment holding company, without affecting the employment of the approximately seventy employees at the plant.

In Italy, FCA Security S.c.p.A., which provided security and fire protection services for the 'CNHI Italy Security Operations' business unit of CNH Industrial Italia S.p.A. in the provinces of Ancona, Modena and Lecce, decided to cease providing these services to CNH. CNH decided to take advantage of the opportunity to insource these activities, which are currently carried out by FCA Security S.c.p.A.. The union procedure required by law was carried out to implement the transfer of that business from FCA Security S.c.p.A. to CNH Industrial Italia S.p.A., effective 1 January, 2025.

In line with the corporate SG&A restructuring, in **China** we implemented labor cost reduction and released approximately twenty employees within the first half of 2024.

In **North America**, there were multiple layoffs of both salaried and hourly employees in 2024 due to the reduced demand.

In **Latin America**, lower production volumes necessitated restructuring plans for all our sites. These included negotiated agreements for redundancies, temporary layoffs, bank of hours and compensation days to reduce the termination volumes.



EMPLOYEES

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Collective bargaining agreements

On December 31, 2024, collective bargaining agreements (CBAs) covered more than 61% of CNH employees. This figure is based on local practices and regulations (see the table below). It should be noted that 75% of the agreements reached in 2024 were signed with unions or employee groups representing more than 50% of our employees.

In 2024, CNH signed a total of 64 agreements at either Company or plant level; 32 included provisions on health and safety.

Grievances about labor practices

There were four disputes in South Africa in 2024, all of which were settled during the year, of which three involved individual employees and one involved workers' representative bodies. The latter was a collective dispute initiated by a trade union. The union claimed that CNH had not negotiated. It demanded organizational rights to which it was not legally entitled. This caused the union to withdraw the dispute.

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGE 117).



Minimum notice period for operational changes

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGE 118).



Labor unrest

In **Europe**, the overall level of labor unrest remained very low in 2024. In Belgium and Italy, a small number of strikes were registered and these were called in opposition to the economic policies of the respective governments.

At the Basildon plant, industrial action was taken from May 1 to May 31 in response to the Company's offer on annual wage negotiations and a strike was called from May 14 to May 31. The industrial action ended with a formal ballot on the Company's proposal. The formal ballot started on June 17 and ended on July 2, with a majority of employees voting in favor of the proposal.

MAIN WAGE AND REGULATORY AGREEMENTS CNH worldwide

Country	Main Wage and Regulatory Agreements
Italy	At the end of 2024, negotiations began on the renewal of the economic section of the national collective agreement signed with the FIM, UILM, FISMIC, UGLM and AQCFR unions on 8 March 2023, which should be concluded in the first half of 2025
France	Salary increases in line with inflation
Poland	Salary increases in line with inflation at Plock plant
UK	A two-year agreement, reached at CNH Industrial NV in the UK, providing for structural pay increases for salaried and hourly employees, and for some regulatory changes (including an increase in the non-production days reward)
Brazil	Agreements to implement or expand flexibility measures (temporary layoffs, down days, bank of hours, collective vacations) and terminate hourly employees
Argentina	Agreements have focused on implementing additional shutdowns during the year and making headcount adjustments
India	A long-term agreement for the period 2024-2026 was signed on July 30, 2024, between management and the union. The agreement reached included an increase in the fixed pay component, Medicaid coverage enhancement from 2025, and productivity improvement and efficiency.
Australia	CNH Industrial Australia National Warehouse Operations Enterprise Agreement 2024. This agreement, which runs until June 30, 2027, provides above-award wages
China	Valid collective labor agreement for CNH MACHINERY LT for 2024-2027

OCCUPATIONAL HEALTH AND SAFETY

OUR APPROACH TO OCCUPATIONAL HEALTH AND SAFETY FOCUSES ON MINIMIZING RISK BY HAVING EFFECTIVE PREVENTION AND PROTECTION MEASURES IN PLACE.

218,483

HOURS OF OCCUPATIONAL HEALTH AND SAFETY TRAINING DELIVERED

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 potentially hazardous situations. This creates a proactive approach to occupational health and safety across the Company.

We ensure all employees receive occupational health and safety training. In 2024, CNH delivered 218,483 hours of occupational health and safety training (of which 154,778 on the job). This ranged from training on specific work-related hazards, such as working at height or in confined spaces, to wearing the correct personal protective equipment (PPE). In total, 22,677 employees were involved in this training, 86% of whom were hourly. Contractors and agency workers also receive specific refresher courses each year on safety rules and procedures.

We encourage continuous improvement by fostering high standards along the value chain and this extends to suppliers and partners, who must all comply with worker health and safety regulations.

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

- **Holding** periodic meetings and consulting employees and representatives to identify hazards, assess risks, define controls and preventive measures, and analyze incidents
- **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.

CNH sets ambitious annual targets for occupational health and safety to protect employee health and provide a safe working environment. These targets are based on the nature of the work, experience and technical advancement. We use consolidated monitoring and reporting systems to track health and safety performance and measure the effectiveness of actions taken to achieve our targets. These systems also manage KPIs to plan new improvement initiatives.

The Company 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 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.

The Global Leadership Team (GLT) has ultimate responsibility for initiatives focusing on occupational health and safety. Then, 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. Specific responsibilities comply with national regulations and are assigned by employers with clearly identified areas of accountability.

EMPLOYEES

03

31
ISO 45001
CERTIFIED PLANTS

\$69
MILLION SPENT
ON HEALTH AND SAFETY

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

Our occupational health and safety management systems are certified under the ISO 45001 international standard and cover 36 CNH sites worldwide, of which 31 are manufacturing plants and five non-manufacturing sites. This coverage accounts for a total of 20,914 employees, 3,360 contractors and 3,482 agency workers.

Overall, employees working at certified manufacturing plants include 16,901 staff, while those working at certified non-manufacturing sites include 4,013 staff.

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 2024, internal management systems audits covered 22,261 employees, 3,345 contractors and 3,323 agency workers; external audits covered 20,914 employees, 3,360 contractors and 3,482 agency workers.

Occupational health and safety performance

In 2024, CNH invested \$69 million in improving health and safety protection, of which almost \$63.5 million was allocated to improvements to occupational safety and working conditions (worker protection, structural improvements and inspections of plants and working environments) and approximately \$5.5 million to employee health care costs.

Accident rates

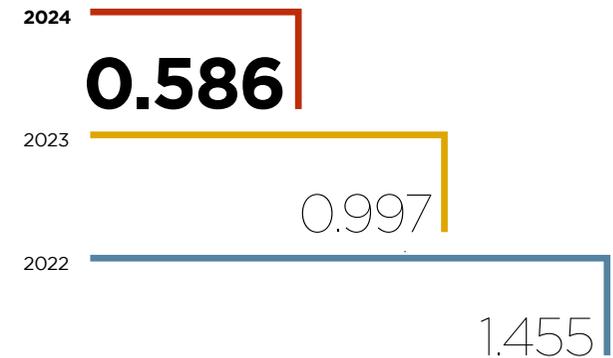
Our rigorous approach to health and safety resulted in a 41.2% drop in the overall employee injury frequency rate to 0.586 injuries per 1,000,000 hours worked. Safety data relates to 100% of employees within the scope of our reporting⁶.

Among contractors and agency workers worldwide at CNH sites, the former had an overall frequency rate of 1.013 injuries per 1,000,000 hours worked and the latter 0.424 injuries per 1,000,000 hours worked.

In 2024, the main types of employee, contractor and agency work-related injuries were classified in one of the following categories: fractures/dislocations/crushing; bruises/contusions/abrasions; lacerations/punctures and strains/sprains.

For full transparency in health and safety, CNH also monitors and analyzes near misses and takes remedial action where necessary. In 2024, 4,561 near misses⁹ were reported and this led to enhanced preventative measures.

EMPLOYEE INJURY FREQUENCY RATE⁸
CNH worldwide (injuries per 1,000,000 hours worked)



⁸ The frequency rate is the number of injuries (resulting in more than three 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.

⁹ The non-manufacturing data refers only to sites with a workforce of more than thirty people.

⁹ 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 very minor treatment.

EMPLOYEES

Occupational diseases

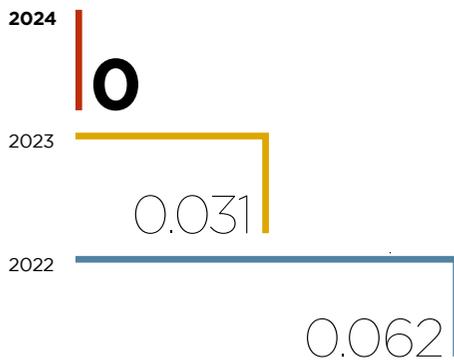
Specific occupational disease indicators reflect a company's success in providing a healthy work environment for its employees. Occupational diseases are the result of lengthy, gradual and progressive exposures to chemical or biological agents, as well as ergonomic stress at work or the toll physical tasks take on the body.

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 2024, insurance bodies confirmed zero cases of occupational disease involving CNH employees and zero involving contractors or agency workers operating at CNH facilities worldwide.

EMPLOYEE OCCUPATIONAL ILLNESS FREQUENCY RATE

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.

In 2023, the plant in Curitiba (Brazil) implemented and applied an ergonomic work-analysis tool called KINEBOTE, which uses AI to capture, classify and tabulate the range of human movements at workstations. This reduced staff absences and time spent managing ergonomic risks. In 2024, two more plants in Brazil, Sorocaba and Piracicaba, launched similar pilot workstation assessments, based on the success at Curitiba.

The Company's plant in Lecce (Italy) has implemented an integrated ergonomic management and work-analysis strategy, using OSTools' Enterprise Power Edition software. The project allows work analysts to proactively identify the ergonomic risks to employees during the design phase and results in a significant reduction in assessment and redesign costs. This approach automatically provides the necessary risk reduction measures, simplifies adherence to international standards and promotes a balance between health, safety and efficiency on production lines.

In 2024, the initiative was further expanded to the Contagem plant in Brazil, where a risk analysis and workstation mapping exercise was conducted to identify which workstations should be the focus for improvement. The program is expected to continue to expand during 2025 to other CNH locations around the world.

MORE DETAILS ARE AVAILABLE IN THE APPENDIX (SEE PAGES 120-121).



EMPLOYEES

03



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 best talent and fast-tracking talented employees.

Hiring

We recruit globally from universities and via social media platforms, careers events and job fairs. In 2024, we made progress on several recruiting initiatives.

We continued to expand and develop our Employer Value Proposition (EVP) with a new set of videos and supporting materials focused on R&D, which will be completed in 2025. The new video series shares stories from 15 employee ambassadors with topics including work/life balance, technology innovation and career growth.

We also continued to enhance our careers website, including translating the content into our core languages, which are English, Spanish, Portuguese, Italian, German and French, and

adding search functionality to improve the candidate experience. The website highlights the diverse career opportunities at CNH and showcases our businesses, our people and our culture. The website also includes stories from around the Company to help candidates understand the breadth of our business and find their new career inside CNH. In addition to specific sections for entry-level candidates and on diversity and inclusion, the website allows candidates to join our talent community so we can stay in touch and share opportunities as they arise.

In 2024, we also made several process improvements to our recruiting activities to increase our agility in hiring and onboarding and to drive global consistency in our approach. These included streamlined processes for recruitment marketing on social media, improved governance in executive recruiting and onboarding, and the establishment of a talent acquisition technology platform with modules for applicant tracking, onboarding and candidate relationship management. These enhancements increase efficiency and better connect our hiring and talent management processes to offer our organization a holistic look at people movement throughout CNH.

The year's new hires included more than 577 recent graduates, of whom 30% were women. More than 18% of new hires had previously worked at CNH as trainees or interns.

TALENT ATTRACTION CNH worldwide (no.)

	2024	2023	2022
New graduates ^a recruited	577	431	1,486
Traineeships and government social plans ^b	2,444	2,373	2,031

^{a)} Graduated from university or equivalent no more than three years prior to hiring.
^{b)} Part-time and hourly contracts.

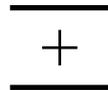
EMPLOYEES

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 2024, 56% 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.

MORE DETAILS ON LOCAL MANAGERS BY REGION ARE AVAILABLE IN THE APPENDIX (SEE PAGE 122).



Beyond succession planning, we encourage employees to look for internal opportunities to advance their careers. Through our job posting platform, internal candidates of all levels can view vacancies within CNH. In 2024, the platform advertised more than 928 positions and received applications from 1,257 internal candidates worldwide. In all, 18% of open positions were filled by internal candidates.¹⁰

We also support internal mobility by encouraging employees to define their professional aspirations as part of our performance management process and through our employee development programs.

¹⁰ Calculated by dividing the number of positions filled by internal candidates in 2024 by the total number of positions filled in the same year.

FOCUSED FIVE AND CORE 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



EMPLOYEES

03

Evaluating Individual and workplace performance

Individual and team performance

Our performance management process (PMP) evaluates the performance of individual members of staff 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 Five (the drivers to achieve expected results in line with our goals and priorities) and our five Core 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 2024, we assessed approximately 15,700 employees⁽¹⁾ (salaried and above, and also select hourly staff) 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.

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 training on avoiding bias and using inclusive language.

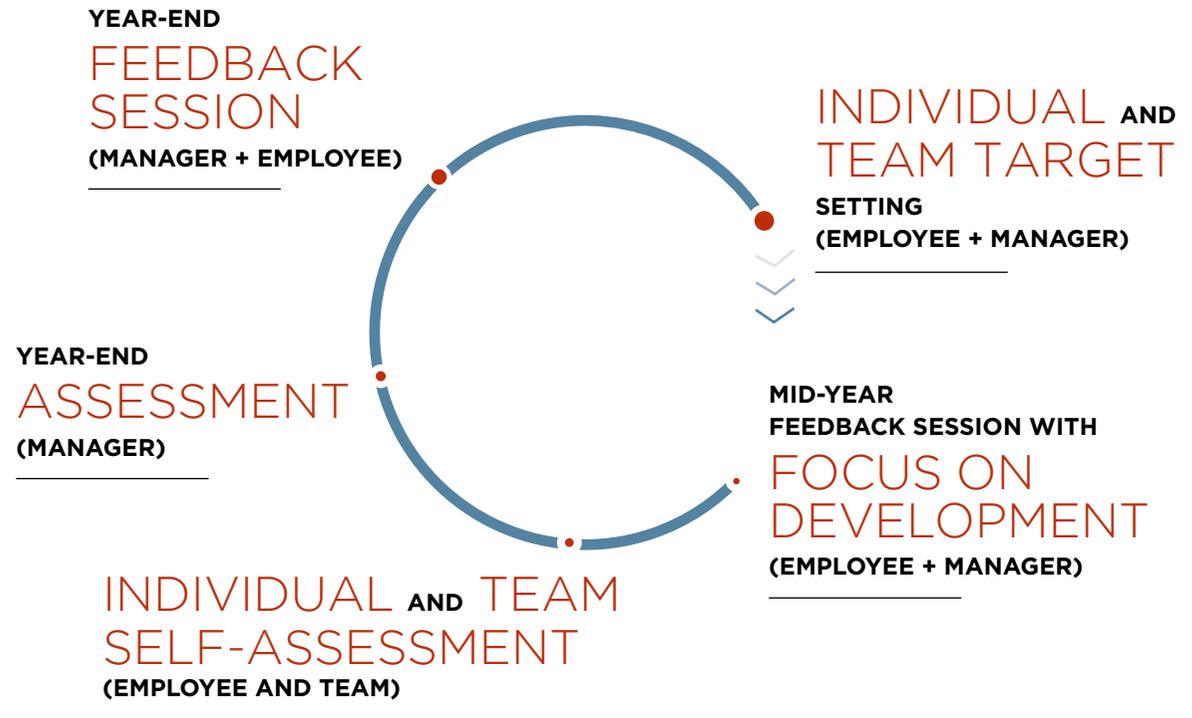
This year we made significant strides in increasing the efficiency and effectiveness of both our PMP and talent management processes with the adoption of cloud-based SAP SuccessFactors as our core HR platform. The tool digitalizes

routine aspects of each process, offers easy access to employee data and the ability to share goals among teams, giving managers and employees more time to focus on meaningful performance discussions and development activities.

Within the system, the Global Leadership Team (GLT) sets and cascades goals and metrics aligned with the Company's Focused Five and other priorities such as sustainability and talent management and inclusion. These goals are then shared

and adapted at each level, ensuring alignment and continuous review throughout the year. Teams and individuals contribute to the achievement of these goals by setting their own challenging targets within the tool. Team goals ensure that team members are aligned with the organization's objectives, facilitating better collaboration and accountability and ensuring that both individual and team contributions are recognized and evaluated in the appraisals.

PERFORMANCE MANAGEMENT PROCESS PHASES CNH worldwide



⁽¹⁾ 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. Select hourly employees (241 in total) also participated in the PMP in 2024.

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 2024, 45% of all employees assessed via the PMP had a sustainability goal, an increase of 8% points compared with 2023.

The new tool has also enhanced the way we drive and manage succession planning and key talent indicators within the Company. It provides real-time insights and comprehensive data to support informed decision-making and strategic planning, allowing managers to concentrate on creating and developing their talent pipelines more effectively and ensuring that we are well-prepared to meet future leadership needs. This change aligns with our sustainability and inclusion goals by promoting a more efficient and transparent workflow.

Workplace performance

We use engagement surveys to assess employee satisfaction and how engaged our staff are, focusing on identifying areas of improvement. In 2024, 87% of employees participated in one of CNH's two engagement surveys: Viva Glint and Great Place to Work. We intend to reach 100% of our employees with engagement surveys by 2025.

Viva Glint

The Viva Glint survey assesses job satisfaction, purpose, happiness and stress. It also generates an overall employee engagement score based on how happy employees are at CNH and whether they would recommend it as a great workplace. In 2024, 84% of CNH's employees took part in the Viva Glint survey, with an average¹² response rate of 68 and average engagement score of 73. This was one point below the global manufacturing benchmark of 74. 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 within their teams and across the organization to maintain the focus on improvement and engagement between surveys.

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 2024, we were certified as a Great Place to Work in all the countries surveyed, including Argentina, Australia, Brazil, China, India, New Zealand and Thailand.

⁽¹²⁾ Scores and percentages represent averages of three pulse surveys from 2024.

Gathering exit feedback

We also use exit 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 HR department consolidates the data and shares specific organizational feedback with the relevant managers. In 2024, we revised our exit interview survey format to align with our new HR digital platform.



Training and development

In 2024, CNH invested approximately \$1.4 million in training and delivered a total of 491,580 training hours to 35,848 staff, of whom 80% were men and 20% were women.

Our learning model aligns employee growth and development with our strategic objectives. It is organized under three global pillars: Breaking New Ground (preparing for the organization of the future); Culture and Employee Experience (foundational skills); and Business Excellence (driving daily excellence).

We deliver global learning through professional, leadership and career development programs, as well as customized coaching and mentoring opportunities tailored to business needs. Training is conducted via internal experts or training partners, and feedback is gathered on the value of learning programs and how they can be improved.

We focus on **three training objectives**:

- **Power skills:** skills that are 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 needed to be the best in their role.

\$1.4

**MILLION INVESTED
IN TRAINING**

In addition to our formal programs, we offer employees ways to manage their own career development through self-service offerings, including LinkedIn Learning content (available on-demand in 13 languages) and an enhanced catalogue of courses on CNH iLearn, our digital global Learning Management System. Additionally, within the HR platform used for performance management, employees can log their professional ambitions and development plans, including specific learning activities. This information is visible to both the individual and their manager, matrix reporting managers and senior management, facilitating the sharing of relevant data for talent and continuous development purposes.

Leadership development

The emphasis on the development of all leaders at CNH is a cornerstone of our organizational growth strategy. In 2024, we continued to develop our new leadership and professional development path and framework, which are designed to ensure a comprehensive and consistent leadership development experience across the globe.

Along with this, we redesigned our Leader+ program, which aims to provide existing leaders with continuous learning and networking opportunities. The program moved in-house, with design and facilitation by Leader+ alumni from the business. We created a network of over fifty internal facilitators who completed a certification program. The new sessions involve business leader panelists sharing their perspectives and experiences on topics aligned with our strategic goals and core beliefs. The aim of the redesign was to better leverage internal expertise and LinkedIn Learning content. After the initial launch, we saw a 115% increase in new participation for Leader+, with 808 total participants.

In total, CNH's five global leadership programs (Converge, Leading Self, Leader Fundamentals, Leading Forward and Leader+) had a total of 1,500 participants in 2024.

MORE DETAILS ON TRAINING BY CONTRACT, TYPE, GENDER AND CATEGORY ARE AVAILABLE IN THE APPENDIX (SEE PAGES 122-123).



EMPLOYEES

03

Employee development programs

CNH's employee development programs are designed to meet business needs at regional, functional and cross-functional levels. These range from increasing leadership skills and fostering succession planning for talented people, to strengthening customer and product knowledge and promoting agility with versatile industry and role expertise. Some of our programs are shown right.

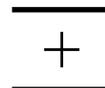
Finally, we offer selected employees the opportunity to pursue further education qualifications, such as master's and postgraduate degrees. We fund these programs based on performance, potential for growth and on the condition that the recipient remains with us for a set period determined by respective regional policies. In 2024, these programs supported 343 employees in further education.

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 three-year performance period. The 2024 LTI plan covered 2023-2026, with approximately 550 employees benefiting worldwide. Approximately 38% were below director level in 2024. CNH also has outplacement programs to manage career endings. We use outplacement services, outsourced to partners, in 16 countries. The services are open to managers and in some countries to all staff.

SELECT EMPLOYEE DEVELOPMENT PROGRAMS CNH worldwide

Core Belief and Goal	Program Name	Description	Audience	Benefit to the business
BE THE BEST TALENTS/SUCCESSION PLANNING	LEADING FORWARD	Eight-month hybrid program for high potential leadership aimed at strengthening leadership skills and global connections	Executive-level talents	<ul style="list-style-type: none"> Integration of CNH's core beliefs, strategy and business needs into leadership culture Enhanced ability of future executives to drive high-performing teams
	ONE TEAM AND GROW TOGETHER LEADERSHIP DEVELOPMENT	AG PRODUCT-DEVELOPMENT ROTATIONAL PROGRAM	18-month program focused on growing leadership confidence and capabilities	New engineering graduates
CUSTOMER FIRST MINDSET, PRODUCTS AND EXPERTISE	CONVERGE	Global mentoring program delivered by top management	Cohort of diverse talents	<ul style="list-style-type: none"> Increased diversity in talent pipeline Strengthened global leadership network to foster collaboration and inclusion, and drive innovation
	MASTER SPECIALIZING PROGRAM — CONSTRUCTION EQUIPMENT SEGMENT	Two-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	<ul style="list-style-type: none"> Italy and Brazil programs concluded in 2024 100% retention of program participants in the three regions (EMEA, LATAM and NA) 66% promoted to higher level Three patent applications from final group projects
	PRODUCT & BUSINESS FAMILIARIZATION	Modular learning course sharing live virtual sessions, videos and interviews with dealers and customers, with opportunity to guide our machines	All EMEA employees	<ul style="list-style-type: none"> Increased engagement and role awareness among employees
	EXECUTIVE PROGRAM (CONSTRUCTION SEGMENT)	12-month program to enhance knowledge on: construction vehicle electrification: low voltage and high voltage technologies	CE product-development specialists	<ul style="list-style-type: none"> Upskilling of experienced engineers with 13 years of service on new technologies

MORE DETAILS ARE AVAILABLE IN THE APPENDIX (SEE PAGE 124).



SUPPLY CHAIN

03

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 2024, 414 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.

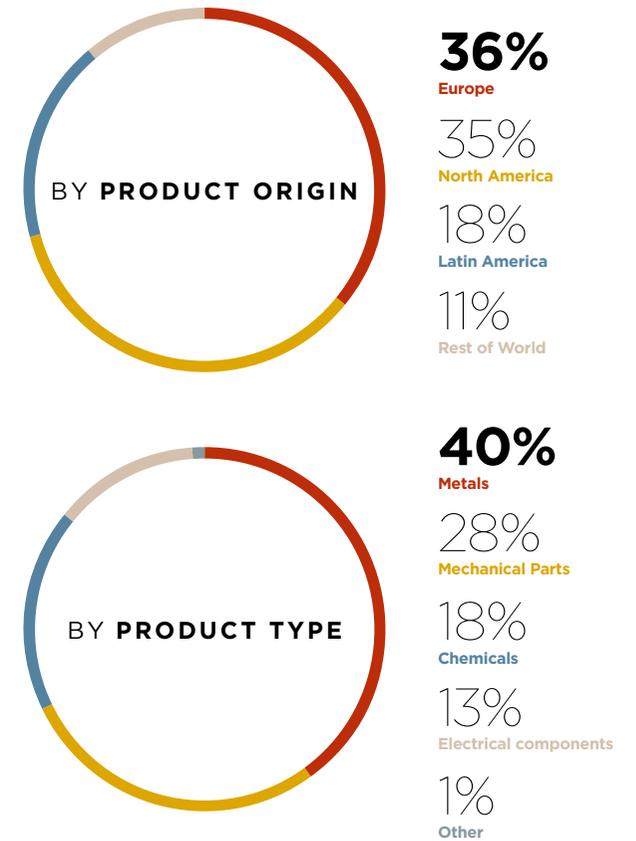
SUPPLIER PROFILE

CNH spends approximately \$6 billion with a network of 2,641 direct suppliers. Our top 150 suppliers are considered strategic, not only because they account for 64% 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 suppliers¹⁵ and minority-owned businesses. In 2024, we signed contracts with local suppliers accounting for 63% of our procurement costs. We also set targets for developing local skills, transferring technical and managerial expertise, and strengthening local businesses.

¹⁵ Local suppliers are those operating in the same country as the CNH plant in question.

PURCHASES^a CNH worldwide (%)



^a Refers to the value of direct material purchases.

SUPPLY CHAIN

Supplier assessment

We follow specific internal procedures for selecting and codifying new suppliers. Our selection criteria are not just the quality and competitiveness of their products and services, but also the presence of: 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.

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.

In addition, CNH has a well-established ESG assessment process for its current suppliers. The results 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. Completion is mandatory for all companies directly supplying materials to CNH. We publish it on the Supplier Portal and actively promote it by email according to contact information available. The score achieved in the assessment is reflected on the Global Supplier Scorecard of each supplier. The questionnaire includes questions on human rights, the environment, compliance and ethics, diversity, and health and safety. We analyze the answers to 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) and 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 the 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 and aim 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 used by the manufacturer-supported armed groups in the Democratic Republic of Congo or the surrounding region, 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 feeds into our Conflict Minerals Annual Report, which is available on our corporate website.

In 2024, our surveyed suppliers represented approximately 86% 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 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 is 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. Since 2022, we have been using the RMI Extended Minerals Reporting Template to collect information on cobalt from key suppliers, enabling a wider due diligence process for our suppliers.

SUPPLY CHAIN

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 for 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 three 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)
- Time frames 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 with the supplier performance and 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 2024 Supplier Sustainability Self-Assessment were collected between December 6, 2024, and February 9, 2025.

As a result, we received 1,222 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 fifty supplier plants; all audits were carried out by our SQEs; 32 were on-site and 18 remote. While no critical issues emerged from the audits, we found 13 suppliers had room for improvement and together we drew up appropriate action plans. No contracts were suspended or terminated.



SUPPLY CHAIN

03



74
SUPPLIERS
INVOLVED IN THE SUPPLIERS'
PROPOSALS PROGRAM

Ongoing dialogue with suppliers

In 2024, our Supplier Portal continued to be the primary collaboration and communication platform for our supply chain.

In 2024, we invited seven hundred suppliers to a convention in Orlando, Florida (USA), where we launched the second wave of the Strategic Sourcing Program (SSP) started two years ago. SSP is a multi-year supply-chain transformation initiative that aims 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.

In Latin America, we invited more than two hundred suppliers to the Company's seventh 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 17 suppliers received awards in different categories.

In 2024, we conducted a supplier satisfaction survey, inviting more than seven hundred companies worldwide to share their feedback relating to ten key areas of our collaboration. The objective is to listen to the voices of our suppliers and identify opportunities for improvement to enhance further mutual co-operation and growth.

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.

Throughout the year, we welcomed 74 suppliers at various plants in Brazil, promoting Line Walks with the goal of identifying opportunities for process improvements and enhancing the quality of parts. Additionally, we held 23 Tech Days, creating an environment conducive to knowledge sharing among CNH's multi-departmental teams. As a result of these efforts, we generated 375 proposals that resulted in savings of approximately \$1 million, showcasing the success of our collaboration and innovation strategy.

CDP Supply Chain program

Our CDP Supply Chain initiative is a key supplier engagement activity that aims to monitor environmental impacts. In 2024, 167 suppliers were selected to fill out our CDP questionnaire on what they were doing to tackle climate change and their initiatives to reduce CO₂ emissions. We selected the suppliers according to their total purchase value and their previous involvement in CNH sustainability initiatives. In 2024, we calculated that responding companies generated over 600 million tons of CO₂, cutting emissions by approximately 7.9 million tons and generating \$1.13 million in savings.

MORE DETAILS ARE AVAILABLE
IN THE APPENDIX (SEE PAGES 125-127).



CUSTOMERS, SALES AND AFTER-SALES

DEALER MANAGEMENT AND PARTNERSHIPS

CNH's 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 with our customers every day, advising on the best purchasing options and ensuring that their investment is a suitable solution for their business needs.

Regional control rooms in our dealer network make our field service 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 preventive maintenance scheduling.

The dealer network is managed by geographic area and by brand, adhering to the Company's global business standards and sharing best practices to achieve positive customer outcomes. Dealers in the network are 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), CNH measures 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.

Spare parts distribution

CNH offers a complete range of new and remanufactured parts, accessories, attachments and telematics solutions, ensuring the value and performance of every brand's current and past models over the long term. Operating through a global network of 31 parts depots, the Company's dynamic logistics and assistance teams are committed to providing the best quality standards and technology, timely availability and delivery of parts, and finding solutions to issues that arise.

Assistance to the dealer network is guaranteed 24/7 and replacement or service parts that come under the special assistance program are shipped within two hours.

To improve both customer service and quality, and reduce operational costs in parts distribution, the Company implements the CNH Business Systems (CBS) approach at its 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.

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, CNH designs special training programs for approximately 92,000 people in its 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.

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), CNH manages 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.

New AI tool for instant customer support

CNH's adoption of artificial intelligence (AI) is evolving quickly. Working alongside our brands, we continue to break new ground by finding ways to use this innovative technology to help our dealers best support their customers.

We recently launched our new AI Tech Assistant tool, which is dedicated to our agriculture and construction brands' dealer and service networks. Designed in-house by our team, this AI-powered chatbot makes it simple for our dealers to find technical answers quickly and easily.

The AI Tech Assistant tool simulates human conversations to provide the diagnosis and repair plans for CNH brands' machines. This first-of-its-kind tool was developed alongside our dealer network using their continuous feedback. The tool scans through terabytes of CNH technical documentation and responds instantly with precise answers to questions based on the input received. For example, if a dealer is having an issue with a particular machine, they can insert its serial number to ensure an accurate and precise response from the chatbot.

The AI Tech Assistance tool enables dealer technicians to save time on repairs and even provides answers to technical questions about legacy models. Some of our older products could have been built prior to newer technicians even being born, so this tool is useful where there is less first-hand knowledge.

The AI Tech Assistant bridges knowledge gaps by putting answers in the hands of technicians to diagnose and resolve issues quickly. The solution is being used by 1,700 dealer employees at more than three hundred dealerships in over 21 languages worldwide and adoption is rapidly increasing. As the breadth of service use-cases and accompanying database expands, the AI Tech Assist tool capabilities will expand with it.

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, CNH's 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 the Company is performing at various steps on the owner's journey. Customer feedback is passed on to the relevant departments, providing opportunities to improve customer satisfaction and identify early trends. The results of these surveys are consolidated and submitted to the market research teams monthly.

CUSTOMER RELATIONS

CNH interacts with and assists its customers to give them an experience that exceeds their expectations. CNH's Customer Care departments specialize in developing, managing and promoting customer service solutions, fostering long-lasting relationships and satisfying customer needs and expectations. Customers may request information or report an issue via the brands' websites, toll-free numbers, smartphone applications or email — 24 hours a day, seven days a week. Customer Care staff manage the entire process, from initial customer contact to final feedback, ensuring timely resolution.

CNH centers all its 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 CNH met their expectations. These inquiries are organized by type or category and assigned a target date or objective for completion.

Customer assistance

CNH puts 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 and vehicle downtime result in profit loss for customers, so resolving issues is a priority for the Company.

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, and Parts Shipment and Delivery teams, oversee the location and delivery of parts or complete components, including for 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 2024, no significant final rulings¹⁴ 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.

¹⁴ Significant final rulings are defined as having, individually, an adverse material effect on the Company.

LOCAL COMMUNITIES

CNH ENGAGES IN STRATEGIC PROJECTS THROUGHOUT ITS LOCAL COMMUNITIES AS PART OF THE COMPANY'S COMMITMENT TO MAKING PROGRESS ON THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS).

Our initiatives are managed regionally and aligned globally with the corporate sustainability strategy. Projects are often carried out in partnership with NGOs and prioritize actions that deliver on SDGs 2, 3, 8, 10, 12 and 13 and make a difference near our operations and customers. In North America, in addition to corporate giving, requests for funding are reviewed by the CNH Foundation. Grant applications that meet the initial criteria are reviewed by the Foundation's Board of Directors, which is 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 Foundation and direct from the Company)
- In-kind donations
- Time contributions (employee volunteering during paid working hours)
- Governmental incentives
- Public-private partnership projects
- Employee donation matching programs¹⁵.

¹⁵ 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.

¹⁶ CNH's 2024 community target is the continuation of a long-term strategic sustainability target set in 2019, prior to the demerger of the Iveco Group in January 2022. CNH chose to maintain the target through 2024, updating the baseline year from 2017 to 2018.



MEASURING SOCIAL IMPACT

CNH is a part of the Business for Societal Impact Network and uses 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.

Five years ago, CNH set a long-term target to increase the number of people benefiting from our local initiatives by 100% by 2024. We exceeded our goal by reaching 312,639 people this year, more than an 100% increase compared with our baseline year of 2018¹⁶. In 2025, we will continue to evolve our approach to measuring the impact of our projects.

LOCAL COMMUNITIES

03

2024 CONTRIBUTIONS

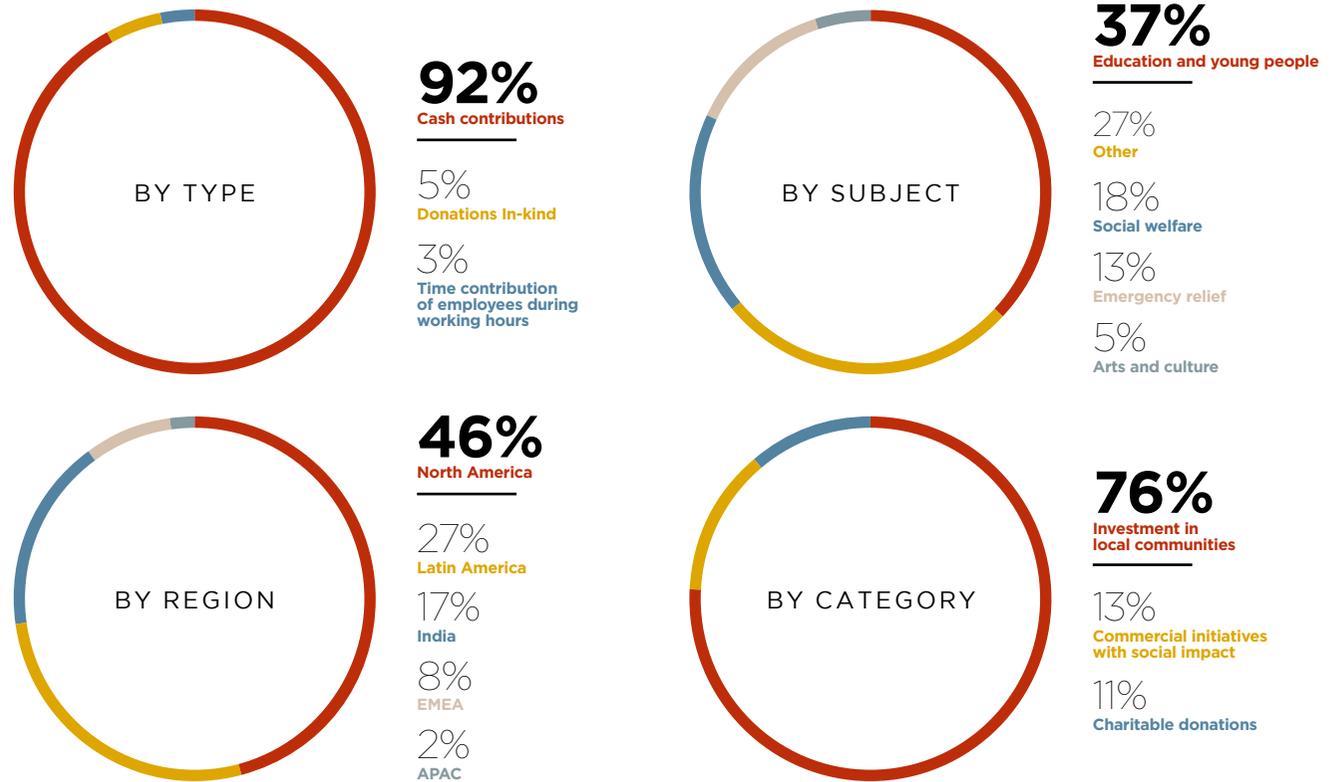
In 2024, the resources allocated by CNH and the CNH Foundation to local communities totaled \$9,579,323, including more than \$300,000 for total cost of management.



2024 CONTRIBUTIONS^a CNH worldwide (\$)

Type of contribution	2024
Cash contributions	8,791,225
Time contribution (employee volunteering during paid working hours)	201,065
In-kind donations (products/services, projects/partnerships or similar)	268,347
Management overheads	318,686
Total	9,579,323

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 pages 130-131.

^(b) Including the total cost of management.

LOCAL COMMUNITIES

2024 PROJECT HIGHLIGHTS AND IMPACT

CNH's community work is carried out within each of our five business regions. We also run several global partnerships and programs to coordinate action across our operations.

The Corporate Community Investment (CCI) tool, developed in line with the B4SI Framework, is one of the ways we assess the impact of strategic projects. We also use regionally led indicators to determine the right mix and scope of projects on a local level.

CORPORATE COMMUNITY INVESTMENT (CCI) EVALUATION^a OF SELECT 2024 PROJECTS CNH worldwide

Association	Project (Country)	Evaluation of Impacts ^b on:					Business	Outputs ^c
		People	Organization	Environment	Employee participants (volunteers)			
Slow Food Kenya and the University of Gastronomic Sciences	Mango value chain project (Kenya)	4.47	3.4	5	3	4.5	See page 67	
CNH partnership with dealer and Ecotransforma Institution	Robotics in Schools (Brazil)	4.17	4.4	3	3.2	2.4	See page 68	
Farm in the Dell and Great Plains Food Bank	Feed Our Own Backyard (USA)	3.83	4.6	1	2.9	2.6	See page 68	
CASE Construction	Hunar backhoe loader training (India)	4.33	4	2	4.3	3.8	See page 69	
Nakhon Sawan College of Agriculture and Technology (NSCAT)	Model Farm (Thailand)	4.67	2.8	1	3.3	3.4	See page 69	

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

^(b) Benefits are rated on a scale from one (no impact) to five (very high impact). For details on the methodology, see page 131.

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



LOCAL COMMUNITIES

GLOBAL PARTNERSHIPS
AND PROGRAMS

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 built on its partnership in 2024, with a charitable donation of \$250,000 and year-round campaign to raise awareness among its employees, dealers and customers. This included a live event open to employees and dealers in alignment with World Nutrition Day with a BCRF researcher, its Chief Scientific Officer and our CEO, as well as engagement activities during Breast Cancer Awareness Month.



CNH launched its **Disaster Response Program (DRP)** in 2023, formalizing its long-term commitment to support communities in times of disaster. The global program is designed to facilitate equipment use (in collaboration with CNH's dealer network) during an emergency. In 2024, the DRP supported disaster response operations in Brazil, Spain, Ukraine, the USA and Canada. CNH also worked with its NGO partners and commercial networks to bolster disaster preparedness activities and longer-term customer support in severely impacted areas.

Regional projects



EMEA

Enhancing sustainability in Kenya's mango production chain

Through its partnership with Slow Food Kenya and the University of Gastronomic Sciences (UNISG), CNH carried out a project to enhance sustainability in Kenya's mango value chain. The project focused on improving productivity, profitability for farmers and reducing waste through three key phases: farmer training, implementation of sustainable farming and a collaborative, circular approach to elevating product quality and value. During the training phase, farmers learned about combining sustainability, inclusivity and business growth, and received training from UNISG that addressed where to plant, where to source seedlings, how to feed, water and harvest the crop, and how to better reach their market.

The initiative engaged around one hundred mango farmers in the counties of Machakos and Makueni, including women and young people from the community, to whom a significant portion of the sessions were dedicated. Both groups are recognized as important agents of change in Africa and therefore crucial for ensuring food security and poverty alleviation.

This project underscores that investing in human capital and optimizing natural resources are pivotal for achieving sustainable production.



LOCAL COMMUNITIES



LATIN AMERICA

Inspiring elementary students to be sustainable innovators

CNH continued to make progress in 2024 on its three-year goal to raise environmental and career path awareness through rural education near our dealerships in Brazil. Some 13 educational projects were carried out, directly impacting 16,577 students and more than 950 teachers from 53 schools in 13 cities. Among these projects, one notable example was Robotics in School, carried out in partnership with Case IH dealer Primaq in Paragominas, northern Brazil. The project engaged approximately three hundred elementary school students in learning about product life cycle, recycling and sustainable innovation through a theatrical performance highlighting the themes of technology and environmental education. There were also workshops focused on recycling, basic physics concepts and electrical circuits.

At the end of the project, students were challenged to make their own prototypes with reused materials such as waste electronics and pieces of plastic. Their works were exhibited in a dedicated science fair and Primaq employees were invited to vote on the projects. The winners received a tablet and the students who came second and third won Case IH machine miniatures. The initiative showcased the transformative power of combining education, technology and environmental awareness to find new possibilities for using existing materials.



NORTH AMERICA

Bringing the community together to feed their own backyard

Within North America, CNH works with a varied network of NGO partners to help improve community wellbeing near its various sites. One example is the partnership with Farm in the Dell of Red River Valley, Minnesota (USA), an organization committed to growing fresh produce for the local community while providing meaningful work opportunities for people with developmental disabilities on its community farm. According to the US Census Bureau, 66% of individuals aged between 18 and 64 living in Minnesota, with disabilities that make it harder for them to live independently, are unemployed.

In 2024, the CNH Foundation gave Farm in the Dell a grant of \$65,000 for transformative facilities improvements. CNH's nearby plant in Fargo, North Dakota (USA), also supported through a new collaborative project called Feed Our Own Backyard, which engaged employees in volunteer opportunities at the farm. The initiative is aimed at increasing community collaboration and food security while bringing more fresh produce to the Great Plains Food Bank. During Impact Day volunteer events, 13 CNH employees helped grow and harvest two acres of corn and potatoes, equaling 7,926 pounds of produce for the local community.



LOCAL COMMUNITIES

**INDIA****Offering opportunity through operator training**

According to a skills gap analysis by the Indian government, approximately 109 million skilled workers are needed in key sectors of the economy, including the growing construction equipment industry, which is expected to employ more than three million people in the future. However, a current lack of skilled operators, mechanics and supervisors presents a serious challenge to meeting this demand.

With its 'Hunar' (meaning 'skill' in Hindi) junior backhoe loader training program, CNH's CASE brand aims to link young people to job opportunities and meet the requirement for trained employees in local industries. Unemployed young people in the cities of Pithampur and Dhar, in the Madhya Pradesh region of central India, receive 210 hours of equipment and webinar training over a period of 32 days to become backhoe loader operators. The program serves a minimum of 240 young people a year and at the end offers job placements with CNH dealers or other construction companies to at least 70% of those trained.

Training young people lays the foundation for inclusive growth within their communities, where their income helps provide for their families, breaking the cycle of poverty created by lack of access to education and low skills.

**APAC****Model farm vocational training in Thailand**

In Thailand, CNH and its brands work with schools to promote vocational training in agriculture, an important activity for reducing social inequalities and addressing the talent needs of the industry. In 2024, CNH introduced a model farm at Nakhon Sawan College of Agriculture and Technology (NSCAT), which will be fully operational in 2025 with a workshop and two training rooms. The 45-hectare model farm will be a practical training facility for the college students, where they can work with advanced New Holland machinery and precision technology. The Company has donated a New Holland TT2.50 tractor with a rotavator, a TT4.65 tractor, plus shirts and safety boots. More than one hundred students will receive hands-on training and the model farm will also serve as a testing and demonstration hub for New Holland customers and a learning center for the wider agricultural community.

CNH's New Holland brand is also collaborating with NSCAT to offer short vocational courses and comprehensive training programs, and provide resources to support various crop cultivation projects.

The model farm adds to CNH's existing vocational education collaborations in the country, including equipment donations and training initiatives involving Pakdee College, Khon Kaen Higher College of Agricultural Technology and King Mongkut's Institute of Technology Ladkrabang (KMITL).



LOCAL COMMUNITIES

2,349
EMPLOYEES
VOLUNTEERED
DURING WORKING HOURS

Employee volunteering

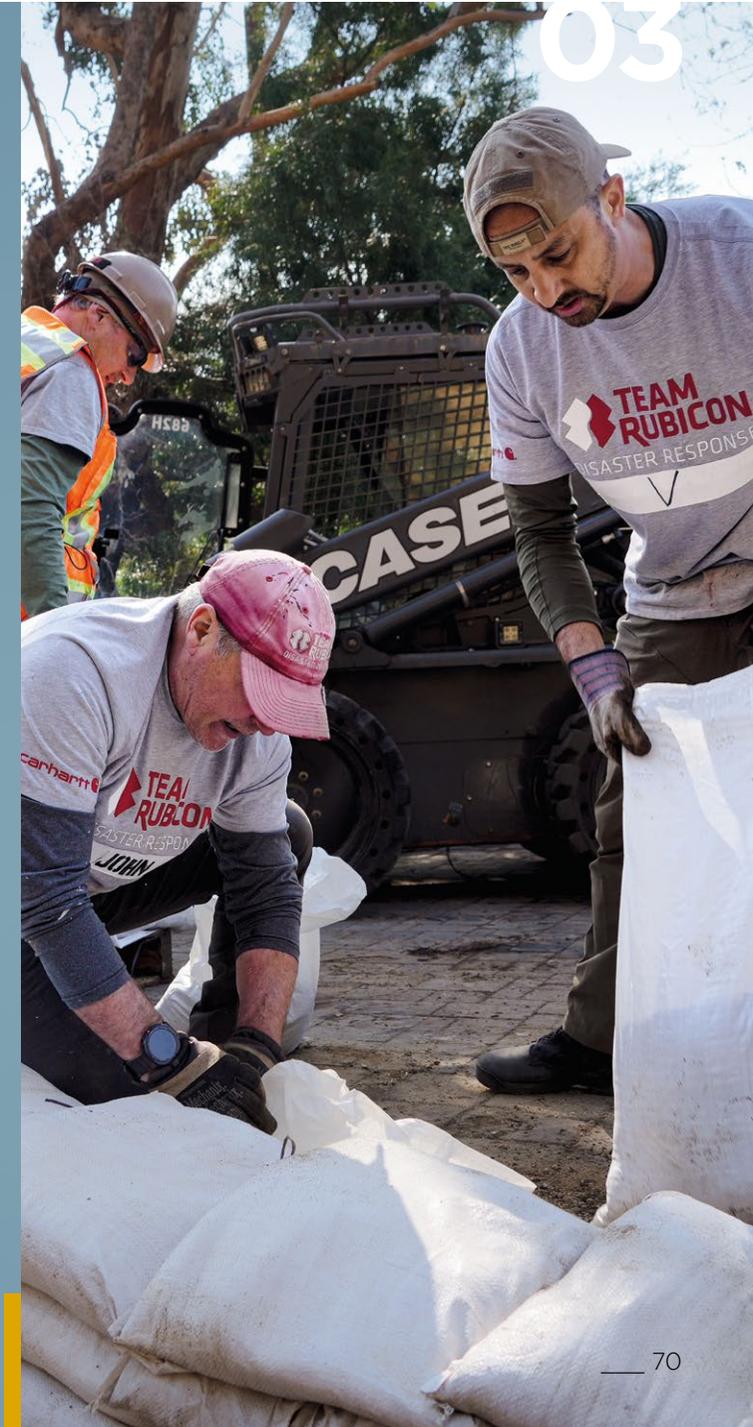
In addition to helping people in need, employee volunteering can foster stronger connections and understanding between our Company and local communities, and between our employees. CNH facilitates employee volunteering through programs such as events and drives, team-building volunteer events and — for employees in North America — Volunteer Time Off (VTO), which allows up to 24 working hours each year for volunteering. In 2024, 2,349 employees volunteered 12,644 hours during working time.

Potential impact of operations on local communities

When monitoring the impact of our operations on the environment and on local communities, CNH considers the following aspects:

- Impact on the health of workers and their families
- Welfare of workers and their families
- Impact of atmospheric emissions
- Air quality protection
- Water management
- Waste management, soil and subsoil protection
- Biodiversity protection
- Removal of hazardous substances
- Adoption of logistics solutions with lower environmental impact
- Suppliers it relies on.

All of the above are monitored, among other aspects, under the Risk Management system (see page 79). Additionally, targeted projects (directly involving local communities) were launched at a number of plants where biodiversity protection and water management and monitoring are particularly important (see pages 27 and 30).





We are the home
of **premium
brands** that
claim their own
turf and **leave
a mark** in their
respective fields.



04 GOVERNANCE

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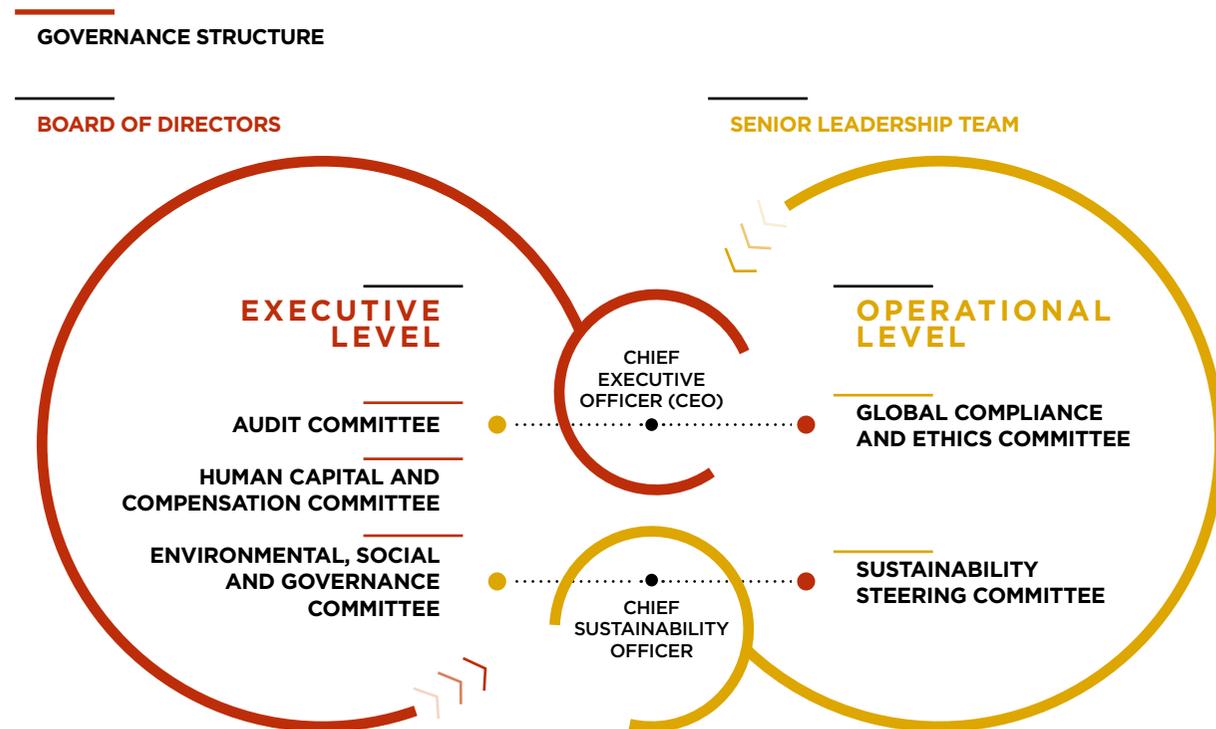
BOARD OF DIRECTORS

OUR GOVERNANCE MODEL

THE CNH GOVERNANCE MODEL IS BUILT ON A STRUCTURE AND A SET OF RULES THAT THE COMPANY HAS ADOPTED TO MANAGE OUR 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**.



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, 2024, the Board was composed of one executive director (Chair) and seven non-executive directors. The positions of Chief Executive Officer and executive Chair of the Board are held by two different individuals (Gerrit Marx and Suzanne Heywood, respectively). This structure allows our Chief Executive Officer to focus on our day-to-day business while our Chair provides advice to and exercises executive oversight of management. Six of the seven 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.

The criteria used to select and appoint Members of the Board and its Committees are contained in the Company's Corporate Governance Guidelines and other corporate governance materials, available on the Company website.

Each Member of the Board is appointed or re-elected annually by shareholders during the Annual General Meeting. The Board believes that the composition of the Board should encompass a broad range of skills, experience, expertise, industry knowledge, diversity of background, diversity of gender, diversity of opinion and contacts relevant to the Company's business. For further details on CNH's Board of Directors and Board Members, please refer to our 2025 Proxy Statement.

Sustainability governance

CNH has established an organizational structure that aims to optimize the management of sustainability considerations within the Company. The Governance and Sustainability Committee of the Board is responsible for, among other things, overseeing

CNH's environmental, social and governance risks, and strategies, policies, practices and impacts to further its business purpose, values and reputation in the best interests of all CNH stakeholders. The Governance and Sustainability Committee receives periodic reports from management regarding the Company's sustainability strategy, programs and reporting.

CNH's 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 Sustainability Officer and coordinated by the Corporate Sustainability Team. As of December 31, 2024, the permanent members of the SSC were the same as the members of the Global Leadership Team (GLT). The SSC meets before every Governance and Sustainability Committee meeting, at least four 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 **Governance and Sustainability Committee Board** meetings
- **Leadership variable compensation** linked to CO₂ 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 OECD¹ Guidelines for Multinational Enterprises.

The Code of Conduct reinforces CNH's core 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, to supplement it and provide more detailed guidance for employees.

The Code of Conduct is available in twenty 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 seven 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.

Application and dissemination

Full-time salaried employees are annually required to complete Code of Conduct training. In 2024, this training was delivered to 14,211 employees and Code of Conduct training was made available to all hourly employees. Furthermore, all full-time salaried employees are required to certify 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.

¹ Organization for Economic Co-operation and Development.

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 2024, 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, speaking-up and non-retaliation, and conflicts of interest.

Monitoring and investigations

CNH encourages individuals to report situations in which they have a good-faith belief that a circumstance or action has violated our Code of Conduct, our policies or the law. Those who wish to report a concern can do so confidentially and anonymously through our Compliance Helpline², which is operated by an independent company. This communication channel is available to receive confidential reports from anyone within or outside the Company.

Our Speak-Up and Non-Retaliation Policy states that reports — anonymous or attributed — can be submitted:

- Directly to a manager, leader, HR or the Corporate Compliance and Ethics department at complianceandethics@cnh.com
- Online through a dedicated website accessible also by mobile via a QR code
- By telephone through dedicated phone lines answered by a third-party call center.

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 led by Legal & Compliance, with the support of Internal Audit or Human Resources.

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

Periodic auditing

CNH 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.

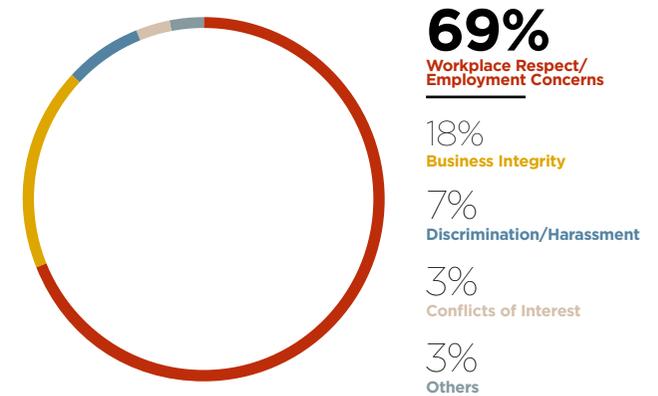
In 2024, the Company disclosed the results of 31 compliance-related internal audits conducted at its main operational sites. The audits revealed substantial compliance with the main standards. Any violations relating to aspects included in the Code of Conduct were managed either through appropriate disciplinary action or action plans to improve internal control procedures.

⁽²⁾ www.cnhcompliancehelpline.com

Violation reporting

In 2024, the Company investigated and closed 324 matters submitted through the Compliance Helpline or other available corporate reporting channels; 55% were submitted anonymously.

COMPLIANCE INVESTIGATED MATTERS CNH worldwide (%)



69% of investigated and closed reports were classified within the Workplace Respect/Employment Concerns category. This addresses how we treat others in the workplace and employment relations, including allegations of unprofessional behavior and employment law violations. Reports categorized under Business Integrity comprised 18% and include allegations of improper business practices, misuse of Company resources and expense report issues. 3% of reports were classified as ‘Other’ and are related to environmental, health and safety, and accounting and internal control.

In 2024, there were no reported breaches on money laundering submitted through the Compliance Helpline. 135 allegations investigated and closed in 2024 were substantiated or partially substantiated as breaches of the Code of Conduct or of Company policies. The Company takes harassment and discrimination cases seriously.

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 & 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, HR 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 & 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 learning.

In 2024, there were no confirmed corruption and bribery cases reported through the Compliance Helpline.

Third-party due diligence process

The corporate Compliance & 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. It takes account of 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.

CNH's Code of Conduct expressly indicates that the know-how, trade secrets, intellectual property and other proprietary information developed by the Company 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 as part of 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 **eight main areas:**



MORE DETAILS ARE AVAILABLE IN THE APPENDIX (SEE PAGE 132).



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

Human rights assessment

CNH monitors respect for human rights within the Company's operations and across its supply chain and customer base. As regards its internal operations³, CNH's Internal Audit function has conducted impact assessment surveys with the HR 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 three years and completed its latest assessment in early 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. It 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, 20114 (Ruggie Framework). CNH also assesses the entire workforce and all its legal entities regarding child labor. In 2024, this survey revealed zero non-compliance cases.

For contractors and suppliers, CNH completes an annual Human Rights Assessment in line with its annual sustainability self-assessment questionnaire and related auditing program. CNH involved 99% of Tier 1 suppliers in sustainability and human rights assessments in 2024.

Fifty related sustainability audits were conducted at supplier plants and all confirmed that environmental and human rights issues were being properly addressed. No critical issues involving collective bargaining, child labor or forced/compulsory labor were reported. While no critical issues emerged from the questionnaire and audits, we found 13 suppliers had room for improvement and together we drew up appropriate action plans. No contracts were suspended or terminated.

RISK MANAGEMENT

RISK MANAGEMENT IS DESIGNED TO HELP IDENTIFY, ASSESS AND PRIORITIZE BUSINESS RISKS WHILE MAXIMIZING OPPORTUNITIES AND FALLS UNDER OUR ENTERPRISE RISK MANAGEMENT (ERM) FRAMEWORK.

Our ERM framework has identified 44 primary enterprise risks and 155 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. This is followed by cross-functional reviews, regional, segment and leadership risk workshops, and presentations and risk assessment discussions with the Audit Committee. Finally, the findings are reviewed and discussed at Board level. Direct feedback from each level is used to identify and develop risk mitigation plans for management.

CNH's potential overall risk exposure is set out in the Risk Factors section of the 2024 EU-IFRS Annual Report.

RISK MITIGATION ACTIVITIES

We take steps to mitigate any adverse impacts to our strategic business plan, including financial and operational performance, while our ERM framework also 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 beyond 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. This ensures the most material topics are incorporated into our risk register.

We have also introduced annual risk workshops conducted at regional, segment and leadership levels to identify and assess our top risks and required actions to manage perceived exposures outside of risk appetite levels. Quarterly risk reports bring business transparency to our risk management processes and latest risk profiles.

PURE RISK MANAGEMENT⁴

The Risk Management Center of Competence⁵ addresses all stages of pure risk management, including risk identification, analysis and treatment (including loss prevention).

The **four 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.

⁽⁴⁾ 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.

⁽⁵⁾ The risk management process is led by Stellantis Risk Management, which provides its services to CNH.

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 our physical assets (in particular, our 348 sites worldwide)⁶.

In 2024, the center managed 47 sites, representing 80% of the insured value; the latter represents 100% of the scope of all loss-prevention activities.

We also performed 17 on-site inspections covering approximately 51% of the CNH scope in terms of insured value. In addition, 55 new projects were tracked, confirming the highest level of compliance with international loss-prevention standards.

In 2024⁷, our investment in loss prevention and mitigation totaled some \$673,000 in recommended improvements. These targeted investments cut loss expectancies by approximately \$194 million, resulting in a Global Efficiency Index (GEI) of 0,35⁸. This is in line with the highest international standards. In addition, our loss-prevention investments reduced the expected loss due to property damage by 55%, and to business interruptions by 45%.

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 (e.g., geo-risk insurance tools) and the results were checked on-site to ensure their reliability.

The material physical climate risk assessment covered 80% of our insured value, with mitigation plans typically being shorter than five 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 **three main goals**:

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

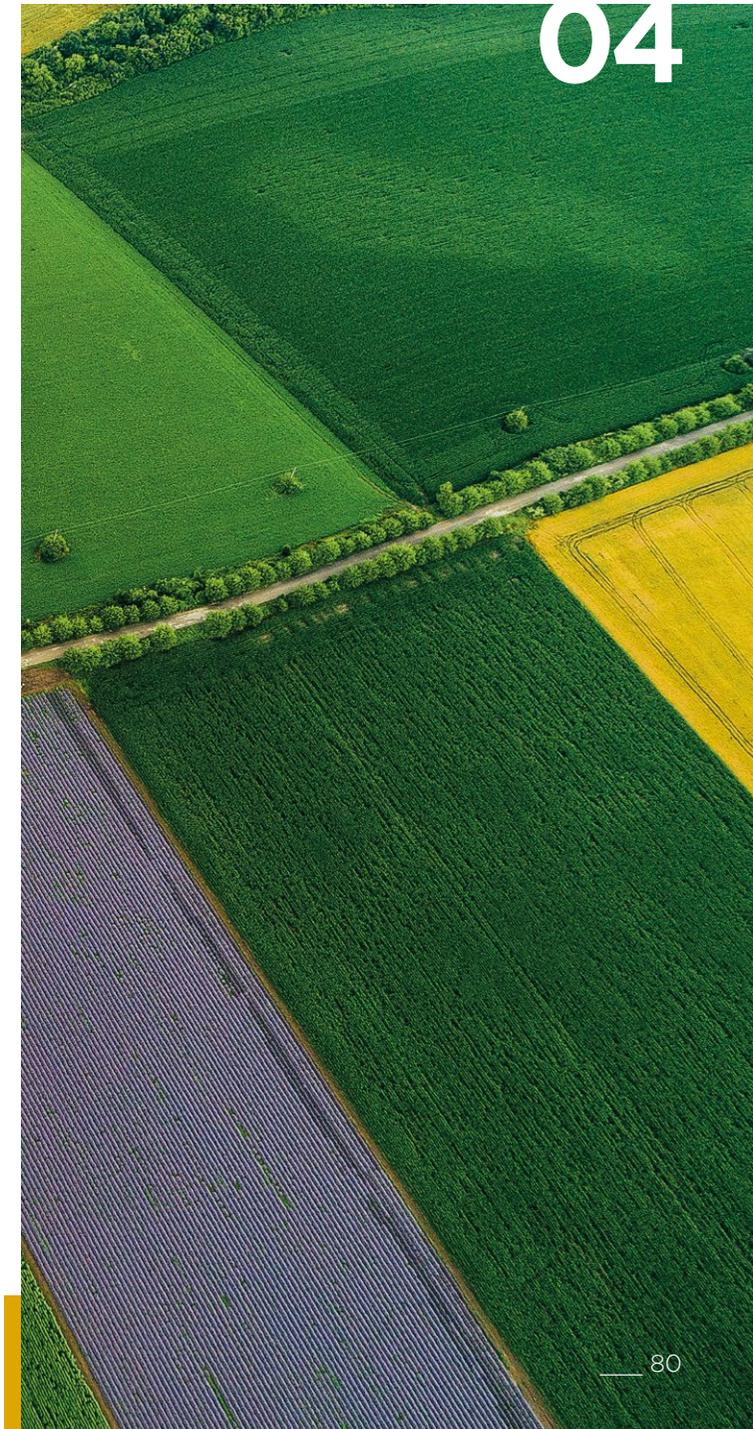
The risk analysis was based on visual and/or tool-based interpretation techniques and field checks. The aim of the project was to establish a state-of-the-art methodology to assess flood risks.

This methodology was applied comprehensively at all 47 sites worldwide under the control of the Risk Management Center of Competence.

⁶ 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.

⁷ Figures relate to the period from July 1, 2023 to June 30, 2024 (Insurance Year).

⁸ 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.



INFORMATION SECURITY

INFORMATION SECURITY AND DATA PRIVACY

At CNH, we are stepping up efforts to protect the Company from potentially damaging cyberattacks, building our resilience and ability to recover should such an attack 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 include enhancing information security along the entire supply chain, such as by ensuring that data is handled in accordance with Security by Design 3.0 principles.

DATA PROTECTION AND PRIVACY

Our data privacy strategy follows 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. The Company 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 Privacy by Design principles
- **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 as necessary with representatives of data subjects on the use of their personal data
 - Monitoring ongoing compliance of third-party data processors and the evaluation of risks related to potential gaps identified.

Compliance with data privacy regulations is monitored by a dedicated body within the Compliance & 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 three years; for new hires the training is part of the onboarding process.

In 2024, 13,280 employees worldwide received a total of 3,202 hours of training on the appropriate handling of personal information. During the year, CNH received no substantiated complaints concerning breaches of privacy.

13,280

EMPLOYEES RECEIVED TRAINING ON THE APPROPRIATE HANDLING OF PERSONAL INFORMATION

Cyber risk management

CNH has established a cross-functional workgroup made up of cyber-risk experts and insurance market leaders. This workgroup is coordinated by the Risk Management loss-prevention team. It 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 risk of an attack in the event of a security incident
- 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 2024, the team 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. Their work was based on the recommendations of cyber-insurance companies. The change from 2023 to 2024 for CNH can be attributed to a hugely increased security posture, significant reduction in endpoints and higher fidelity detections as a result of tuning and enhancements.

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.

\$4.1

MILLION IN
**MEMBERSHIP
FEES** IN 2024



The Global Leadership Team (GLT) has ultimate responsibility for our institutional relations, but regional teams are responsible for:

- **Monitoring** policy trends and building relationships with public authorities, trade associations, international organizations, the wider business sector and NGOs
- **Advocating** with institutional 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.

Our Code of Conduct states that all relations must be transparent and conducted legally and in accordance with our values.

We abide by two compliance policies that regulate relations with public institutions in the USA: US Lobbying Activities and Other Contacts with US Government Officials; and Political Action Committee Activity and Other Political Contributions.

In the EMEA region, 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 2024, membership fees totaled approximately \$4.1 million globally. The three largest were for the Association of Equipment

Manufacturing (AEM), for \$808,193, the Austrian Federal Economic Chamber (WKO), for \$534,900, and the Federation for the Technology Industry (AGORIA), for \$333,934.

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 products and industrial processes and related advocacy, such as alternative fuels, digitalization, connectivity, data, safety, precision farming, sustainable construction equipment and agricultural machinery
- Our corporate positioning on sustainability, climate change, renewable energy, circular economy, safety, product innovation, automation, connected platforms and the future of farming.

In 2024, 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 policymaking on the most relevant matters for sustainability. These include climate change, food security and digital innovation.

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 National Association of Manufacturers (NAM), representing small and large manufacturers from every industrial sector across all fifty 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 USA-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 USA 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 policymaking around ways to achieve a 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, for example promoting the use of biomethane, and digitalization.

At EIMA (the International Agricultural and Gardening Machinery Exhibition), CNH welcomed new members of the European Parliament, along with representatives from CEJA (the European Council of Young Farmers) to discuss how alternative fuels, circular economy and digitalization are driving a more sustainable future for agriculture.

In July, our Basildon plant in the UK, which is a center of excellence for alternative fuel technology, received a high-level institutional visit from the UK Minister of State at the Department for Energy Security and Net Zero. The visit was an opportunity to discuss our net zero farming vision, where biomethane plays a key role, and to deep dive into our full range of sustainable technologies and advanced agricultural machinery, such as the New Holland T6 Methane Power tractor.

The same plant, which is a New Holland plant, also had the pleasure of welcoming the UK's Italian Ambassador, along with the director of the London office of the Italian Trade Agency (ITA) and the Italian diplomatic delegation, in March.

We are a long-standing member of both the Committee for European Construction Equipment (CECE) and the European Agricultural Machinery Association (CEMA). Throughout 2024, CNH collaborated with these associations to bring forward EU legislation on the safety, digital 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 machinery running on alternative fuels (such as biomethane), as well as electric/hybrid types.

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 supporting EUROMOT initiatives in the fields of alternative powertrains and low or net zero carbon fuels.

CNH is also a member of the American Chamber of Commerce to the European Union (AmCham EU), which speaks for American companies committed to Europe on trade, investment and competitiveness issues. It aims to ensure a growth-oriented business and investment climate in Europe.

Since 2023, we have been 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 **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). ABAG is an entity that connects the entire agribusiness chain, from field to factory, strengthening links and bringing stakeholders closer. ANFAVEA represents the interests of companies in the automotive sector, acting as a link between the industry and various other governmental and private entities. We also belong to the Argentine Association of Manufacturers and Distributors of Tractors and other Agricultural Equipment (AFAT).

In **APAC**, we continued to participate in several institutional debates and working groups on China's off-road vehicle emissions standards and biomethane application in agricultural equipment, including at local trade associations and societies. These include the China Association of Agricultural Machinery Manufacturers (CAAMM), the China Agricultural Machinery Distribution Association (CAMDA), the Vehicle Emission Control Center (VECC), a research institute affiliated to the Ministry of Ecology and Environment of China, and the China Biogas Society (CBC), the national society responsible for policy advice, setting up standards and international cooperation on biogas and biomethane.

We also actively participate in the Agricultural Machinery Working Group China, organized by VDMA China (a branch of the German Mechanical Engineering Industry Association) and have roles in the Food and Beverage Working Group of the European Union Chamber of Commerce in China (EUCCC).

In **Thailand**, we are members of the Thai-Italian Chamber of Commerce and the Italian Thai Business Forum, while in Australia and New Zealand, we are members of the Tractor and Machinery Association of Australia (TMA) and the Tractor and Machinery Association in New Zealand.

In **India**, we are a member of the Tractor and Mechanization Association (TMA) and the Indian Construction Equipment Manufacturers' Association (ICEMA).

Initiatives linked to improving food security

In 2024, 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).

We kept our focus on sustainable agricultural development across the globe, participating in the activities of the G7 Agriculture Ministers' meeting in Siracusa, Italy, in September, which was part of the country's G7 presidency in 2024.

CNH machinery was part of 'Machines for Peace,' the exhibition of agricultural equipment organized by FederUnacoma (the Italian association of manufacturers of agricultural machinery) that accompanied G7 institutional sessions as a demonstration of the social value and powerful contribution that sustainable mechanization can bring to rural areas in different regions of the world.

We also brought our voice to the World Farmers' Organisation's annual meeting, held in June at the headquarters of the UN's Food and Agriculture Organization (FAO) in Rome. CNH representatives highlighted how digitalization and artificial intelligence can enable farmers to make better-informed and sustainable decisions, ultimately leading to greater productivity and efficiency.

In **LATAM**, we collaborated 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 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. In 2024, the organization launched the 'Rural Connectivity Indicator,' an important tool that assists in the implementation and monitoring of public policies aimed at increasing connectivity in regions identified as having low signal coverage.

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 2024, 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 consider
our **people**
our **greatest**
asset.



05 APPENDIX

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MATERIALITY ASSESSMENT

THE MATERIALITY ANALYSIS IS A TOOL THAT CNH USES TO PRIORITIZE SUSTAINABILITY TOPICS AND ENSURE THEIR CLOSE ALIGNMENT WITH ITS BUSINESS DECISIONS. CNH CONDUCTS A COMPREHENSIVE MATERIALITY ASSESSMENT AT LEAST EVERY THREE YEARS AND REVIEWS THE RESULTS AND RELEVANCY OF ITS CURRENT MATERIALITY RESULTS EVERY YEAR IN RELATION TO ITS BUSINESS STRATEGY AND COMPANY PRIORITIES.

CNH completed its most recent materiality assessment in 2023, based on the GRI Universal Standards published in 2021 and by following the European Financial Reporting Advisory Group (EFRAG) guidelines on double materiality. The principal of double materiality requires assessing both the impact of CNH's effects on the planet and society, as well as financial consequences that the planet and societies have on CNH's business operations.

CNH's double materiality assessment was carried out in four phases: 1) identification of potentially relevant material issues; 2) assessments of the material issues' impact on society, environment, stakeholders and impacts to the business, including financial impact; 3) stakeholder engagement and analysis; and 4) review and validation of the findings. This process allowed CNH to determine the relevance of sustainability topics for key stakeholders and helped to identify and manage CNH's impacts as they evolve, and as new ones arise.

IMPACT AND FINANCIAL MATERIALITY

CNH utilized a range of sources to establish the parameters of the sustainability topics to be used in the double materiality assessment, including CNH's past materiality assessments; Global Reporting Framework (GRI); Sustainability Accounting Standards Board (SASB); and EFRAG thematic topics. CNH identified twenty sub-topics within the categories of the Environment, Social and Governance classifications.

CNH considered the short-, medium-, and long-term impacts, positive and negative impacts, including unintended and

irreversible impacts affecting our financial, organizational and reputational performance now and in the future.

Impact materiality assessment seeks to understand the characteristics of a sustainability topic if the undertaking is connected to actual or potential significant impacts on people or the environment. This includes impacts directly caused or contributed to by CNH, including the Company's upstream and downstream value chain.

Financial materiality assessment seeks to understand the planet and society's potential effect on a business. Topics can be financially material if they trigger financial impacts on the company. These effects can take the form of risks or opportunities related to the enterprise value of the organization and can be expected to occur in any time frame.

STAKEHOLDER ENGAGEMENT

Stakeholders are individuals, groups or organizations that can affect, or are affected by, a company's operation and objectives. It is important for CNH to continually understand its stakeholders to accurately gauge the interests and priorities of its entire stakeholder network. In CNH's double materiality assessment, 740 internal and external stakeholders were engaged through questionnaires and one-on-one interviews. Stakeholders were consulted on the relevance of the sustainability material topics and ranked each topic based on their perceived financial and impact materiality.

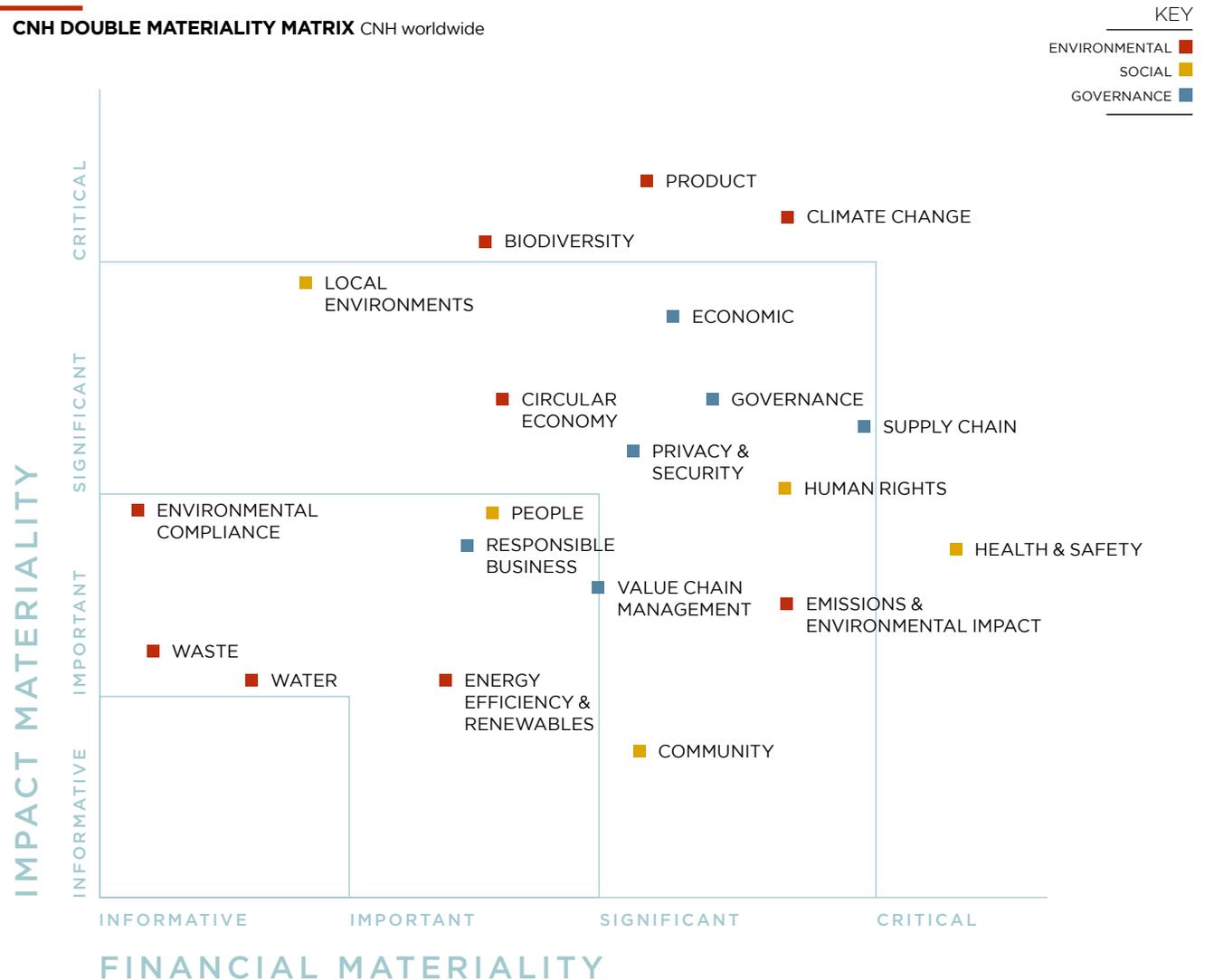
DOUBLE MATERIALITY MATRIX RESULTS

The results from the impact materiality assessment and the financial materiality assessment have been combined into a double materiality matrix. This matrix charts the financial materiality of each sustainability sub-topic along the x-axis and impact materiality along the y-axis. Results of the double materiality assessment confirmed the following topics to be of the most importance to CNH:

- CLIMATE CHANGE
- PRODUCTS
- HEALTH & SAFETY

Once the results of the materiality assessment were reviewed and validated, the results were signed off by CNH's ESG Committee of the Board of Directors, verified by a third-party assurance provider, and integrated into the Company's 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, or unusual weather conditions caused by climate change or other factors, particularly during the planting and early growing season, can significantly affect the productivity, profitability and purchasing decisions of our agricultural equipment customers. The resulting negative impact on farm income can strongly affect demand for our agricultural equipment in any given period.

Alternatively, increasingly difficult conditions in the agricultural sector because of climate change requires producers to make the best use of cultivable land, potentially increasing the need and demand for the most effective and productive agriculture equipment products. Through the efficiency advancements of automation and precision agriculture equipment, this development could accelerate the sales of CNH's growing business segment that is focused on enhancing the technological benefits of equipment for agricultural producers.

Furthermore, the potentially long-term physical impacts of climate change on our facilities, suppliers, customers and our operations are highly uncertain and will be driven by the circumstances developing in various geographical regions. These may include long-term changes in temperature and water availability. These potential physical effects may adversely impact the demand for our products and the cost, production, sales and financial performance of our operations.

Business strategy to address Climate Change

To address the potential impacts of climate change, CNH has defined a decarbonization strategy, implemented relevant projects and established associated long-term strategic targets. Climate-related risks and opportunities are embedded within CNH's strategy to ensure resiliency of its business model considering shifting global challenges.

CNH develops its product portfolio to steer the focus of research and development toward sustainable technologies (e.g., electric and biomethane propulsion, digitalization and related intelligent capabilities that include precision farming and smart water management). CNH also takes advantage of the collaboration with strategic business partners, startups and external expertise in the emerging technology sector.

The developments in precision technology and solutions are designed to allow farmers to increase yield with reduced input costs in the areas of labor, fertilizer, chemicals and water. Further, with shorter planting and harvesting cycles experienced in recent years, we believe that precision agriculture technology will help drive replacement demand for new farm equipment as this technology is designed to improve farm efficiency.

Operationally, CNH promotes a responsible use of resources and a reduction of the environmental impact of production to mitigate climate change. CNH is committed to continuously improving the environmental performance of its production processes, by adopting both conventional and enhanced technologies and by acting responsibly to mitigate their environmental impact.

In 2024, CNH continued to maintain the certification of its plants' environmental management systems as per the ISO 14001 international standard. CNH's overall expenditure on environmental protection was \$25.4 million on waste disposal, emissions treatment and on prevention and environmental management. An additional \$3.81 million was invested in initiatives to reduce the Company's environmental impact.

CNH's energy management system enables each CNH plant to understand, monitor and reduce energy consumption and the impact of CO₂ generated during manufacturing operations. By the end of 2024, CNH had maintained the certification of thirty plants according to the ISO 50001:2018 standard, representing 100% of CNH's operations energy consumption. CNH has also developed a scenario analysis which led to the identification of the Internal Price of Carbon, an indicator that enables CNH to prioritize energy-saving projects based on their ability to generate the greatest reduction in CO₂ emissions.

Metrics to measure progress on Climate Change

CNH has established specific targets linked to the environmental performance of its manufacturing processes and product portfolio.

50%
ABSOLUTE REDUCTION
VS 2018 IN SCOPE 1 AND SCOPE 2
CO₂ EMISSIONS BY 2030

100%
OF TOTAL ELECTRICITY
CONSUMPTION DERIVED FROM
RENEWABLE SOURCES BY 2030

100%
OF WASTE RECOVERED
AT COMPANY PLANTS BY 2030

50%
REDUCTION VS 2018
OF WATER WITHDRAWAL
/HOUR OF PRODUCTION AT COMPANY PLANTS

Material Issue #2 Sustainable Products

Why Sustainable Products are material to CNH and external stakeholders

CNH's success depends on our ability to maintain or increase our market share in existing markets and to expand into new markets through the development of innovative, high-quality products. Achievement of these objectives is dependent on several factors, including our ability to develop sustainable and precision technology solutions that improve the profitability and sustainability of 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 experience excess inventories and be forced to incur additional charges and our profitability will suffer, including lower fixed costs absorption associated with lower production levels at our plants.

Global demand for renewable fuels 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 solutions include both hardware and software components that relate to guidance, connectivity, automation and autonomy. We must be able to successfully acquire and develop and introduce new precision technology solutions that improve profitability and result in sustainable farming techniques to remain competitive. We expect to make significant investments in research and development expenses, collaborative arrangements and other sources of technology to drive these outcomes. In some cases, such investments may not produce attractive solutions for our customers. We also may have to depend on third parties to supply certain hardware or software components or data services in our precision technology products.

Our dealers' ability to support such solutions also may impact our customers' acceptance and demand of those products. Further, we utilize 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 technology solutions, which could have a material adverse effect on the Company's reputation and business.

Business strategy to address Sustainable Products

We have a strategic plan covering investments in innovation designed to further develop existing and create new product and service offerings responsive to customer needs. CNH's research activities focus primarily on the development of products that can: reduce polluting and CO₂ emissions, use biofuels, adopt electric and hydrogen traction systems, incorporate advanced precision farming functionality and autonomous driving.

In recent years, New Holland has developed two key models of methane-powered tractors (T6 and T7) that could also run on methane produced on the farm from animal and food waste. CNH has a controlling stake in Bennamann Ltd ("Bennamann"), a UK-based technology company, that has developed a solution to capture fugitive emissions of methane from livestock farm waste and repurpose it into a better-than-zero-carbon biofuel. This approach also impacts the sustainability of farmland management practices by minimizing artificial inputs (e.g., manufactured fertilizer), lowering operational costs and reducing pollutants.

The developments in precision technology and solutions are designed to allow farmers to increase yield with reduced input costs. CNH is committed to advancing technology in agriculture and is investing in integrated solutions and precision technologies across the equipment portfolio. 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 like autonomy.

CNH also supports customers throughout the entire equipment life cycle. CNH Reman is a joint venture that has been operational in the USA since 2009, providing remanufactured components to CNH dealers and customers globally. 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. Brands 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.

Metrics to measure progress on Sustainable Products

CNH has established the following goals linked to product recyclability, remanufacturing of spare parts and customer adoption rates of precision technologies.

90%
RECYCLABILITY
OF CNH PRODUCTS BY 2030

15%
OF CNH'S SPARE PARTS'
NET SALES FROM
REMANUFACTURED COMPONENTS BY 2030

Material Issue #3 Health and Safety

Why Health and Safety is material to CNH and external stakeholders

The ability to attract, retain and further develop qualified employees is crucial to the success of CNH's businesses and its 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 to the company.

As stated in CNH's Code of Conduct, occupational health and safety is an employee's fundamental right and a key part of the Company's sustainability model. Strong performance on managing workforce health and safety can help build brand image while promoting worker morale, which may lead to reduced worker turnover and enhanced community relations, as well as making the company an attractive potential employer.

Alternatively, a weak health and safety management system could impair CNH's ability to execute our business strategy and meet our business objectives. Potential for increased insurance costs and compliance fines, increased employee turnover and a decrease in employee, customer and market trust.

Regarding customer safety, prioritizing product safety protects customers, operators and users of CNH equipment from accidents, injuries and potential harm. Ensuring the safety of its products is essential for maintaining customer trust and safeguarding CNH's reputation. Customers rely on the Company to provide equipment that is safe to use and any safety incidents or product failures could significantly damage CNH brand image.

Preventing accidents and injuries not only protects individuals but also reduces the company's 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 its design, manufacturing

and testing processes, CNH can enhance the overall quality and reliability of its equipment. Safe products are also less likely to experience malfunctions, breakdowns or defects, leading to greater customer satisfaction and loyalty.

Business strategy to address Health and Safety

CNH's 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 proactive approach enables employees to share occupational health and safety principles across the Company.

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. Our inclusive approach extends to suppliers and partners, who must all comply with worker health and safety regulations and adherence to CNH's Supplier Code of Conduct.

CNH has developed an effective health and safety management system that conforms to ISO 45001 international standard. In 2024, approximately \$69 million was spent on improving health and safety protection. To achieve the challenging targets that the Company has set, all employees are involved in informational activities and in classroom and hands-on training consistent with their roles and responsibilities. In 2024, CNH delivered 218,483 hours of occupational health and safety training that included approximately 22,700 employees.

CNH continues to invest in the development and implementation of cutting-edge technology, resulting in improvements in customer satisfaction and safety. CNH's Product Safety and Compliance (PS&C) Policy summarizes the Company's commitment to designing, validating, manufacturing, selling and supporting safe products that comply with or exceed all applicable legal requirements.

CNH adheres to stringent regulatory standards and industry guidelines related to product safety across all its manufacturing facilities worldwide. CNH integrates safety considerations into the design phase of its products. This includes the implementation of advanced safety features, such as rollover protection systems (ROPS), crush protection devices and operator restraint systems, to minimize the risk of accidents and injuries during operation.

CNH engages with 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 regarding product safety issues 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 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 the Company's operations, integrating financial results and economic commitments with environmental and social ones. This is the 12th annual CNH Sustainability Report.

This Report has been prepared with reference to the GRI¹ Standards. The topics covered in the Report originate from the materiality analysis (see page 87). The contents were integrated with the information requirements of ESG² investors and financial and non-financial analysts who periodically review the Company's sustainability performance.

ORGANIZATIONAL DETAILS AND SCOPE

CNH Industrial N.V. (or "the Company") is incorporated in and under the laws of the Netherlands. CNH has its corporate seat in Amsterdam, the Netherlands, and its principal office in Basildon, England (UK). CNH Industrial N.V. is the company initially formed by the business combination transaction, completed on September 29, 2013, between Fiat Industrial S.p.A. ("Fiat Industrial") and its majority owned subsidiary CNH Global N.V. ("CNH Global").

⁽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.

Unless otherwise stated, the scope (reporting period) of the Sustainability Report covers information and data for the year 2024 – which coincides with the calendar year – for all CNH segments worldwide consolidated in the 2024 EU IFRS Annual Report as of December 31, 2024.

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

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

The geographic designations have the following meanings:

- North America: United States, Canada and Mexico;
- Europe, Middle East and Africa: member countries of the European Union, European Free Trade Association, the United Kingdom, Ukraine and Balkans, Turkey, Uzbekistan, Pakistan, the African continent and the Middle East;
- Latin America: Argentina and Brazil; and
- Asia Pacific: Continental Asia (including the India subcontinent), Indonesia and Oceania.

In some cases, data in the Report is presented based on geographical divisions (North America, Europe, Latin America, Asia Pacific, India, Rest of World) to reflect year-over-year changes.

It should be noted that the definition of plant used in the Sustainability Report is in line with that in the 2024 EU IFRS

Annual Report. The exclusion of any geographic area, legal entity, plant or specific site from the scope of the Report is attributable to the inability to obtain data of satisfactory quality or to the immateriality of its activities (as is often the case for newly acquired legal entities, joint ventures or manufacturing activities not yet fully operational). In some cases, subsidiaries or plants not consolidated in the financial statements were included within the scope of the Report because of their significant environmental and social impact. Any significant variations in the scope of the Report or in the data are expressly indicated in the text or tables in the Appendix.

Restatement of information

It should be noted that the Report highlights the restatement of environmental Key Performance Indicators (KPIs) following changes to the manufacturing plant perimeter. The adjustments reflect the expanded scope of operations, which has necessitated a recalibration of previously reported data. The restatement ensures that environmental performance metrics now more accurately represent the revised boundaries and operational scale of the plants. The 2018 baseline has not been restated because the related impact on 2018 figures would be negligible.

Additionally, the Report includes an analysis of a three-year trend in environmental data, providing a comprehensive view of each facility's progress toward sustainability goals. By examining this trend, the Report underscores the facility's ongoing commitment to reducing its environmental footprint, with key areas such as energy consumption, water usage and waste management being tracked over time.

2024 Data coverage

Information for occupational health and safety data relates to 32 fully consolidated plants, accounting for 97% of Company plants. There are 31 ISO 45001 certified plants, accounting for 94% of Company plants.

Information on environmental performance (including VOC, water and waste) and management systems relates to 31 fully consolidated plants, accounting for 94% of Company plants. There are 31 ISO 14001 certified plants, accounting for 94% of Company plants.

Information on energy performance (including CO₂, NO_x, SO_x and dust emissions) and management systems relates to 31 fully consolidated plants, accounting for 94% of Company plants. There are 30 ISO 50001 certified plants, accounting for 91% of Company plants.

2024 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, Seeder	⊘	⊘	✓	⊘	✓	⊘	✓	
Mexico	Querétaro	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	⊘	⊘	✓	⊘	✓	⊘	✓	
Italy	Jesi	AG	Tractors	⊘	⊘	✓	⊘	✓	⊘	✓	
Italy	Lecce	CE	Wheel Loaders, Telehandlers, Graders	⊘	⊘	✓	⊘	✓	⊘	✓	
Italy	Modena	AG	Components	⊘	⊘	✓	⊘	✓	⊘	✓	

KEY

ISO

SCOPE

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

2024 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	
EUROPE, MIDDLE EAST AND AFRICA											
Poland	Kutno	AG	Cultivators, Planters, Headers	⚠	⚠	✓	⚠	✓		✓	
Poland	Płock	AG	Combines, Balers, Headers	⚠	⚠	✓	⚠	✓	⚠	✓	
Sweden	Överum	AG	Tractors			✓					
UK	Basildon	AG	Tractors	⚠	⚠	✓	⚠	✓	⚠	✓	
Uzbekistan	Tashkent	AG	Tractors	⚠		✓					
LATIN AMERICA											
Argentina	Córdoba	AG	Combines, Sprayers, Tractors	⚠	⚠	✓	⚠	✓	⚠	✓	
Brazil	Contagem - Belo Horizonte	CE	Backhoe Loaders, Excavators, Loaders	⚠	⚠	✓	⚠	✓	⚠	✓	
Brazil	Curitiba	AG	Combines, Tractors	⚠	⚠	✓	⚠	✓	⚠	✓	
Brazil	Piracicaba	AG	Sugarcane Harvesters, Sprayers	⚠	⚠	✓	⚠	✓	⚠	✓	
Brazil	Sorocaba	AG	Combines, Sprayers, Tractors	⚠	⚠	✓	⚠	✓	⚠	✓	
INDIA											
India	Noida	AG	Tractors	⚠	⚠	✓	⚠	✓	⚠	✓	
India	Pithampur	CE	Compactors, Skid Steer Loaders	⚠	⚠	✓	⚠	✓	⚠	✓	
India	Pune	AG	Sugarcane Harvesters, Combines	⚠	⚠	✓	⚠	✓	⚠	✓	
ASIA PACIFIC											
China	Harbin	AG	Combines, Tractors, Balers	⚠	⚠	✓	⚠	✓	⚠	✓	

KEY

ISO

SCOPE

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

METHODOLOGIES

Approach to data calculation

- To enable comparability over time, where available, the data presented refers to the three-year period from 2022 to 2024.
- Figures in currencies other than US dollars were converted at the average exchange rate on December 31, 2024.
- Target achievement dates are always year-end, i.e., they refer to December 31 of the year indicated.
- Financial data was collected directly, rather than extrapolated, from the Annual Report on Form 10-K as of December 31, 2024. The 2024 Annual Report on Form 10-K and the 2024 EU IFRS Annual Report are available on the Company's 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 accordance with US GAAP.
- Human resources data refers to the entire corporate scope as of December 31, 2024 (unless otherwise specified).
- Employees are divided into four main categories: hourly, salaried, professional and manager. Professional encompasses all individuals in specialized and managerial roles. Manager refers to individuals in senior management roles. They include both full-time and part-time personnel.
- Contractors are defined as external companies or freelance/self-employed workers who have a contract with a CNH company and who provide services within the data reporting scope and within the Company perimeter (resident).
- Agency personnel are defined as working for, rather than employed by, CNH and are contracted and paid through a third-party company. Agency personnel are coordinated and overseen by CNH internal supervisors and are usually temporary and conduct the same type of activities within the same business scope as CNH employees.
- Occupational health and safety data refers to both manufacturing and non-manufacturing sites and includes employees, contractors and agency workers. Data on managers is not included.
- Given the variability during the year of reference in the use of contractors and agency workers at CNH sites worldwide, their total numbers in the Occupational Health and Safety section are based on basic mathematical calculations: figures are full-time equivalent (FTE) and calculated based on respective total hours worked.
- Injury rates were calculated excluding commuting accidents, i.e., those involving employees during normal commutes between place of residence and work. When calculating injury rates for contractors, hours worked may have been estimated.
- In calculating days of absence, days refer to calendar days.
- Regarding environmental and energy performance, normalized production unit indexes were defined to evidence the respective medium- and long-term performance trends. This approach highlights enhanced performance due to process improvements, and not simply linked to variations in production volumes. Performance indicators are calculated on the total number of manufacturing hours, defined as the hours of presence of hourly employees within the manufacturing scope required to manufacture a product.
- Values expressed in tons refer to metric tons (1,000 kilos).
- With regard to environmental data, SPARC³ or similar systems were individually compiled for each production department based on respective qualitative and quantitative data. Individual Standard Aggregation Databases only include data for the activities of the production department in question. Depending on data, the detection criterion was either measured, calculated or estimated⁴.
- NO_x, SO_x and dust emissions were calculated based on historical average values. Dusts are those deriving from the combustion of fossil fuels (methane, diesel and LPG).
- The Sustainability Report accounts for industrial waste, i.e., any waste directly or indirectly related to production department activities. Industrial waste includes:
 - waste generated in production departments during normal working cycles
 - waste that, while not directly associated with manufacturing activities, is generated as a result of auxiliary or production support activities within the production department (e.g., maintenance, logistics, clerical, catering, medical room, sanitation, etc.).
- The reporting scope does not include waste that is not associated with manufacturing, auxiliary or production support activities within the production department, nor waste generated as a result of activities outside the normal production cycle.

⁽³⁾ Sustainability, Performance, Analysis, Reporting & 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 two or more measured data items using a formula or algorithm. A value is considered as estimated if based on at least one uncertain data item in addition to other measured quantities.

- CNH's wastewater quality indicators — Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD) and Total Suspended Solids (TSS) — correspond to the average concentrations measured at each plant's effluent discharge point and weighted according to the respective volumes discharged. For each plant, calculations were based on the highest BOD, COD and TSS concentrations measured during the year under normal operating conditions.
- Energy consumption was measured via specific measurement systems and converted into joules through specific equivalences depending on the energy vector. For example, when monitored as a secondary vector, compressed air is indicated in Nm³ and, through conversion formulas, translated into kWh and then GJ. Direct energy refers to the forms of energy that fall within the scope of the organization's operations; it can either be consumed by the organization within its boundaries or exported to other users. Indirect energy refers to the energy produced outside the scope of the organization's operations, supplied to meet the organization's needs (e.g., electricity, heating and cooling). The amount of fuel used for the following purposes is reported separately: to move unsold, newly manufactured vehicles to the designated parking lots; to fuel forklifts and internal utility cars; to perform engine tests; and to power generators, motor pumps, pressure washers and other devices. The key performance indicators (KPIs) to assess energy consumption per production unit and CO₂ emissions per production unit do not take into account diesel or LPG consumption related to logistics or product testing.
- At CNH, the sources of greenhouse gas emissions, besides the CO₂ emissions from energy consumption, are associated with the use of HFC compounds with global warming potential (GWP) present in air-conditioning, cooling, fire suppression, aerosols (e.g., propellants) and manufacturing equipment. The potential emissions from

these substances (CO₂e) are negligible compared with emissions from energy production and fall outside the reporting scope.

- CO₂ emissions were calculated according to GHG Protocol standards implemented through Company guidelines. Furthermore, calculations were made using the lower heat of combustion reference value and the emission factors specific to the energy industry's power generation stations, available in the second volume of the IPCC 2006 Guidelines. In terms of emission factors, only CO₂ was taken into account, as CH₄ and N₂O components were considered negligible and therefore de minimis.
- For Scope 2 emissions accounting, CNH applied the dual reporting system of the GHG Protocol Scope 2 Guidance, using both of its allocation methods across all Company plants:
 - the location-based method, which reflects the average emissions intensity of the grids on which energy consumption occurs (using mostly grid-average emission factor data)
 - the market-based method, which reflects emissions from electricity that companies have actively chosen to purchase (or reflects their lack of choice).
- In the case of energy produced and purchased outside a plant (mainly electricity and heat), when reporting according to the location-based method, the CO₂ emissions associated with energy consumption were calculated, worldwide, using the emission coefficients (expressed in gCO₂/kWh) provided by the International Energy Agency. When reporting according to the market-based method, on the other hand, they were calculated using the latest emission coefficients (expressed in gCO₂/kWh) provided by the following sources:

- Re-DISS for CO₂ emissions accounting in Europe
- International Energy Agency for CO₂ emissions accounting in Latin America and Rest of World
- primary energy suppliers for CO₂ emissions accounting in North America.

The key performance indicator (KPI) to assess CO₂ emissions per production unit refers to the Scope 2 emissions calculated according to the market-based method.

Definitions

The term 'segment' refers to Agriculture (AG), Construction (CE) or Financial Services.

Adjusted EBIT of Industrial Activities under US GAAP is defined as net income (loss) before income taxes, Financial Services results, Industrial Activities' interest expenses (net), foreign exchange gains/losses, finance and non-service component of pension and other post-employment benefit costs, restructuring expenses and certain non-recurring items. In particular, non-recurring items are specifically disclosed items that management considers rare or discrete events that are infrequent in nature and not reflective of ongoing operational activities.

Adjusted Diluted EPS is computed by dividing Adjusted Net Income (loss) attributable to CNH N.V. by a weighted-average number of common shares outstanding during the period that takes into consideration potential common shares outstanding deriving from the CNH Industrial share-based payment awards, when inclusion is not antidilutive. When the Company provides guidance for adjusted diluted EPS, it does not provide guidance on an earnings per share basis because the US GAAP measure will include potentially significant items that have not yet occurred and are difficult to predict with reasonable certainty prior to year-end.

PERFORMANCE INDICATORS

DISTRIBUTION OF VALUE ADDED

CNH strives to create value and to distribute it to its stakeholders. The calculation⁵ of value added gives the Company a better understanding of its economic impacts, enabling it to determine how much wealth it created, how it was created and how it was distributed to stakeholders.

In 2024, the value added generated by CNH's activities and distributed to its various stakeholders totaled \$5,452 million, equivalent to 27% of revenues.

⁽⁵⁾ 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.

DIRECT ECONOMIC VALUE GENERATED CNH worldwide (\$ million)

	2024
Consolidated 2024 revenues	19,836
Income of financial services companies	(2,776)
Government grants (current and deferred/capitalized), release of provisions, other income	60
Other income	2,849
Direct economic value generated	19,969
Cost of materials	12,962
Depreciation and amortization, including assets under operating lease and assets sold under buy-back commitments	605
Other expenses	950
Value added	5,452

(in accordance with US GAAP)

BREAKDOWN OF VALUE ADDED CNH worldwide (%)

	2024
Employees	53.7%
Shareholders	11.1%
Reinvested in the Company	-2.8%
Financial providers	28.5%
Government & Public Institutions	9.2%
Local communities	0.2%

ENERGY
MANAGEMENT

FOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 22-24).



ENERGY PERFORMANCE: 2024 IMPROVEMENT PROJECTS IN DETAIL CNH worldwide

	Projects (no.)	Total energy reduction (GJ/year)	Estimated project cost (\$ million)
Energy efficiency in buildings	41	25,712	2.1
Energy efficiency in production processes	36	8,651	1.4
Renewable energy production	1	27,224	0.3
Total	78	61,587	3.8

TOTAL ENERGY CONSUMPTION^{a)} CNH worldwide (GJ)

	2024	2023	2022
Non-renewable sources			
Plants (no.)	31	31	32
Direct energy consumption			
Natural gas	1,601,848	1,860,175	2,114,786
Diesel	207,786	235,753	216,202
Liquefied petroleum gas (LPG)	62,768	103,357	80,366
Total	1,872,402	2,199,285	2,411,354
Indirect energy consumption			
Electricity	328,120	489,490	576,396
Thermal energy	51,962	65,066	72,575
Total	380,082	554,556	648,971
Total energy consumption from non-renewable sources	2,252,484	2,753,841	3,060,325
Renewable sources			
Plants (no.)	31	31	32
Direct energy consumption			
Biomass	18	10,454	-
Solar-thermal	195	196	130
Photovoltaic	18,991	16,386	15,331
Total	19,204	27,036	15,461
Indirect energy consumption			
Electricity	761,669	797,743	784,302
Thermal energy	-	-	-
Total	761,669	797,743	784,302
Total energy consumption from renewable sources	780,873	824,779	799,763
Total energy consumption	3,033,357	3,578,620	3,860,088

^{a)} The base year (2018) energy consumption is equal to 3,533,628 GJ.

ENERGY CONSUMPTION BY TYPE CNH worldwide (GJ)

	2024	2023	2022
Plants (no.)	31	31	32
Electricity ^a	1,108,780	1,303,619	1,376,029
Heat	52,157	65,262	72,705
Natural gas	1,601,848	1,860,175	2,114,786
Other fuels ^b	270,572	349,564	296,568
Total energy consumption	3,033,357	3,578,620	3,860,088

^(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 CO₂ EMISSIONS^a CNH worldwide (tons)

	2024	2023	2022
Plants (no.)	31	31	32
Direct emissions (Scope 1)	101,690	119,430	130,398
Indirect emissions (Scope 2) — market-based	55,817	91,105	110,267
Indirect emissions (Scope 2) — location-based	104,824	125,842	131,263
Direct emissions from landfill gases	1	571	-
Total CO₂ emissions^b	157,507	210,535	240,665

^(a) CO₂ is the only significant greenhouse gas within CNH's processes. For CNH, biogenic CO₂ emissions are those related to landfill gases. The base year (2018) CO₂ emissions are equal to 246,383 tons.

^(b) Total CO₂ emissions are calculated as per the market-based methodology of the GHG Protocol and do not include emissions from landfill gases.

NO_x, SO_x AND DUST EMISSIONS CNH worldwide (tons)

	2024	2023	2022
Plants (no.)	31	31	32
Nitrogen oxides (NO _x)	207.6	243.2	269.8
Sulfur oxides (SO _x)	29.5	33.5	30.7
Dust	2.6	2.9	2.7

ENVIRONMENTAL MANAGEMENT

FOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 25-30).



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

	2024	2023	2022
Plants (no.)	31	31	31
Withdrawal			
Groundwater	432	489	618
Third-party water	617	868	848
of which municipal water supply	617	868	848
Surface water	2	2	3
of which rainwater	2	2	3
Seawater	-	-	-
Produced water	-	-	-
Total water withdrawal	1,051	1,359	1,469
Discharge			
Surface water	115	171	176
Third-party water	701	880	834
Seawater	-	-	-
Groundwater	52	70	92
Total water discharge	869	1,122	1,102
Total water consumption^a	183	237	367

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

WASTE GENERATED, DIVERTED AND DIRECTED TO DISPOSAL CNH worldwide (tons)

	2024	2023	2022
Plants (no.)	31	31	31
Waste generated, by composition			
Hazardous waste	6,685	8,398	10,244
Non-hazardous waste	103,663	138,925	139,958
Total waste generated	110,347	147,323	150,202
of which packaging	32,414	45,006	46,467
Waste diverted from disposal, by recovery operation^a			
Hazardous waste			
Preparation for reuse	-	-	-
Recycling	4,174	4,575	6,824
of which recycled on-site	5	9	9
Other recovery operations	-	-	-
Total hazardous waste diverted from disposal	4,174	4,575	6,824
Non-hazardous waste			
Preparation for reuse	-	-	-
Recycling	96,747	130,096	132,384
Other recovery operations	-	-	-
Total non-hazardous waste diverted from disposal	96,747	130,096	132,384
Total waste diverted from disposal	100,921	134,672	139,208
Waste disposed, by disposal operation^a			
Hazardous waste			
Incineration (with energy recovery)	1,401	1,492	2,080
Incineration (without energy recovery)	30	94	134
Landfill	5	25	37
Other disposal operations (treatment)	1,075	2,213	1,169
Total hazardous waste disposed	2,510	3,823	3,421
Non-hazardous waste			
Incineration (with energy recovery)	4,993	4,615	3,634
Incineration (without energy recovery)	33	70	86
Landfill	1,310	2,798	2,991
Other disposal operations (treatment)	580	1,346	863
Total non-hazardous waste disposed	6,916	8,829	7,573
Total waste disposed	9,426	12,652	10,994

^(a) Operation carried out off-site, unless otherwise specified.

VOLATILE ORGANIC COMPOUNDS (VOC)^a CNH worldwide

	2024	2023	2022
Plants (no.)	31	31	31
Average VOC emissions (g/m ²)	40.2	38.3	40.6
Total VOC emissions (kg)	694,362	908,038	999,946

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

PLANTS NEAR, BORDERING OR WITHIN PROTECTED^a OR HIGH BIODIVERSITY AREAS CNH worldwide

Plant	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	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	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	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 that is located near, bordering or within protected or high-biodiversity areas.

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

EMPLOYEES IN NUMBERS

FOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 33-34).



EMPLOYEES BY REGION CNH worldwide (no.)

	2024	2023	2022
Europe	13,824	15,462	15,052
North America	10,561	12,154	11,769
Latin America	6,701	7,654	8,420
Rest of World	4,764	4,950	4,829
Total	35,850	40,220	40,070

EMPLOYEES BY REGION AND CATEGORY CNH worldwide (no.)

	2024				2023				2022			
	Hourly	Salaried	Profess,	Manager	Hourly	Salaried	Profess,	Manager	Hourly	Salaried	Profess,	Manager
Europe	8,465	1,175	3,824	360	9,591	1,464	4,028	379	9,554	1,350	3,772	376
North America	5,549	71	4,616	325	6,567	707	4,548	332	6,608	554	4,303	304
Latin America	4,594	908	1,107	92	5,404	1,024	1,137	89	6,337	952	1,046	85
Rest of World	1,715	1,382	1,596	71	1,717	1,532	1,626	75	1,661	1,551	1,537	80
Total	20,323	3,536	11,143	848	23,279	4,727	11,339	875	24,160	4,407	10,658	845

EMPLOYEES BY SEGMENT CNH worldwide (no.)

	2024	2023	2022
Agriculture	30,262	33,490	33,115
Construction	4,526	5,856	6,052
Other Activities	390	46	80
Financial Services	672	828	823
Total	35,850	40,220	40,070

EMPLOYEE TURNOVER CNH worldwide (no.)

	2024	2023	2022
Employees, January 1	40,220	40,070	37,763
New hires	2,078	6,358	8,806
Departures	-6,288	-6,492	-5,840
Scope of operation	-160	284	-659
Employees, December 31	35,850	40,220	40,070
Turnover (%)	-17.5	-16.1	-14.6
New hires (%)	5.8	15.8	22.0

EMPLOYEE TURNOVER BY REGION CNH worldwide (no.)

	2024	2023	2022
Europe			
Employees at January 1	15,462	15,052	14,111
New hires	391	1,706	2,516
Departures	-2,024	-1,490	-1,552
Δ change region	-5	13	
Δ scope of operation		181	-23
Δ spin-off			
Employees at December 31	13,824	15,462	15,052
Turnover (%)	-14.6	-9.6	-10.3
New hires (%)	2.8	11.0	16.7



EMPLOYEE TURNOVER BY REGION CNH worldwide (no.)

	2024	2023	2022
North America			
Employees at January 1	12,154	11,769	11,181
New hires	952	2,978	3,741
Departures	-2,406	-2,724	-2,542
Δ change region		16	
Δ scope of operation	-139	115	-611
Δ spin-off			
Employees at December 31	10,561	12,154	11,769
Turnover (%)	-22.8	-22.4	-21.6
New hires (%)	9.0	24.5	31.8
Latin America			
Employees at January 1	7,644	8,420	7,936
New hires	357	867	1,684
Departures	-1,300	-1,735	-1,176
Δ change region		-19	
Δ scope of operation		121	-24
Δ spin-off			
Employees at December 31	6,701	7,654	8,420
Turnover (%)	-19.4	-22.7	-14.0
New hires (%)	5.3	11.3	20.0
Rest of World			
Employees at January 1	4,950	4,829	4,535
New hires	378	807	865
Departures	-558	-543	-570
Δ change region	3	-10	
Δ scope of operation	3	-133	-1
Δ spin-off			
Employees at December 31	4,776	4,950	4,829
Turnover (%)	-11.7	-11.0	-11.8
New hires (%)	7.9	16.3	17.9

EMPLOYEE TURNOVER BY CATEGORY CNH worldwide (no.)

	2024	2023	2022
Worldwide			
Employees at January 1	40,220	40,070	0
New hires	2,078	6,358	8,806
Departures	-6,288	-6,492	-5,840
Δ change in category		0	0
Δ scope of operation	-160	284	-659
Δ spin-off			
Employees at December 31	35,850	40,220	2,307
Turnover (%)	-17.5	-16.1	-253.1
New hires (%)	5.8	15.8	381.7
Hourly			
Employees at January 1	23,279	24,160	23,427
New hires	1,293	4,097	5,702
Departures	-4,139	-4,802	-4,241
Δ change in category	-110	-141	-289
Δ scope of operation		-35	-439
Δ spin-off			
Employees at December 31	20,323	23,279	24,160
Turnover (%)	-20.4	-20.6	-17.6
New hires (%)	6.4	17.6	23.6
Salaried			
Employees at January 1	4,727	4,407	4,344
New hires	259	800	1,110
Departures	-581	-531	-590
Δ change in category	-869	-263	-236
Δ scope of operation		314	-221
Δ spin-off			
Employees at December 31	3,536	4,727	4,407
Turnover (%)	-16.4	-11.2	-13.4
New hires (%)	7.3	16.9	25.2



EMPLOYEE TURNOVER BY CATEGORY CNH worldwide (no.)

	2024	2023	2022
Professional			
Employees at January 1	11,339	10,658	9,289
New hires	488	1,406	1,930
Departures	-1,447	-1,075	-940
Δ change in category	763	340	378
Δ scope of operation		10	1
Δ spin-off			
Employees at December 31	11,143	11,339	10,658
Turnover (%)	-13.0	-9.5	-8.8
New hires (%)	4.4	12.4	18.1
Manager			
Employees at January 1	875	845	703
New hires	38	55	64
Departures	-121	-84	-69
Δ change in category	56	64	147
Δ scope of operation		-5	0
Δ spin-off			
Employees at December 31	848	875	845
Turnover (%)	-14.3	-9.6	-8.2
New hires (%)	4.5	6.3	7.6

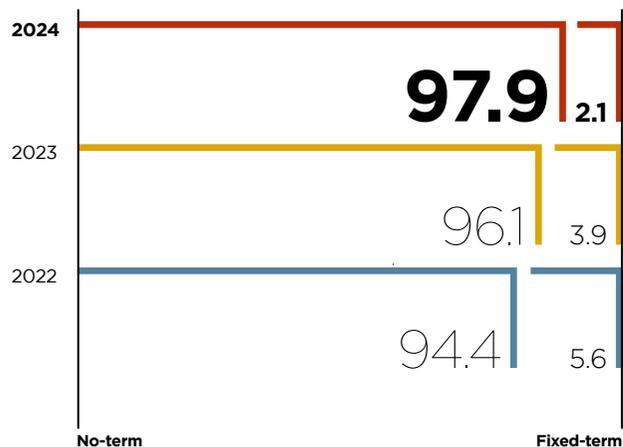
EMPLOYEE TURNOVER BY AGE CNH worldwide (no.)

	2024	2023	2022
Worldwide			
Employees at January 1	40,220	40,070	0
New hires	2,078	6,358	8,806
Departures	-6,288	-6,492	-5,840
Δ age range		0	0
Δ scope of operation	-160	284	-659
Δ spin-off			
Employees at December 31	35,850	40,220	2,307
Turnover (%)	-17.5	-16.1	-253.1
New hires (%)	5.8	15.8	381.7
Under 30 years			
Employees at January 1	6,455	6,501	5,184
New hires	721	2,750	3,571
Departures	-1,538	-1,891	-1,857
Δ age range	-852	-971	-227
Δ scope of operation		66	-170
Δ spin-off			
Employees at December 31	4,786	6,455	6,501
Turnover (%)	-32.1	-29.3	-28.6
New hires (%)	15.1	42.6	54.9
30 to 50 years			
Employees at January 1	24,622	24,523	23,851
New hires	1,116	3,129	4,559
Departures	-3,142	-3,303	-2,967
Δ age range	-135	119	-606
Δ scope of operation		154	-314
Δ spin-off			
Employees at December 31	22,461	24,622	24,523
Turnover (%)	-14.0	-13.4	-12.1
New hires (%)	5.0	12.7	18.6
Over 50 years			
Employees at January 1	9,143	9,046	8,728
New hires	241	479	676
Departures	-1,608	-1,298	-1,016
Δ age range	827	852	833
Δ scope of operation		64	-175
Δ spin-off			
Employees at December 31	8,603	9,143	9,046
Turnover (%)	-18.7	-14.2	-11.2
New hires (%)	2.8	5.2	7.5

EMPLOYEE TURNOVER BY GENDER CNH worldwide (no.)

	2024	2023	2022
Men			
Employees at January 1	32,909	33,174	31,527
New hires	1,499	4,840	6,886
Departures	-4,996	-5,271	-4,726
Δ scope of operation	-140	166	-513
Δ spin-off			
Employees at December 31	29,272	32,909	33,174
Turnover (%)	-17.1	-16.0	-14.2
New hires (%)	5.1	14.7	20.8
Women			
Employees at January 1	7,311	6,896	6,236
New hires	579	1,518	1,920
Departures	-1,292	-1,221	-1,114
Δ scope of operation	-20	118	-146
Δ spin-off			
Employees at December 31	6,578	7,311	6,896
Turnover (%)	-19.6	-16.7	-16.2
New hires (%)	8.8	20.8	27.8

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

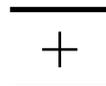


PROMOTIONS CNH worldwide (no.)

	2024	2023	2022
Hourly	456	167	313
Salaried	132	362	461
Professional	717	366	559
Manager	69	37	88
Total	1,374	932	1,421

VOLUNTARY TURNOVER CNH worldwide (%)

	2024	2023	2022
Total Turnover	15.5	16.1	14.6
Total Turnover (only Temporary Contracts)	2	2.2	2.9
Voluntary Turnover	6	5.9	6.9

LABOR
PRACTICESFOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 35-46).

EMPLOYEES BY CATEGORY AND BY AGE CNH worldwide

(no.)	2024			2023			2022		
	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	3,103	12,078	5,142	4,281	13,517	5,481	4,574	14,132	5,454
Salaried	748	2,385	403	1,135	3,020	572	1,017	2,861	529
Professional	935	7,486	2,722	1,039	7,561	2,739	910	7,016	2,732
Manager	0	512	336	0	524	351	0	514	331
Total	4,786	22,461	8,603	6,455	24,622	9,143	6,501	24,523	9,046
(%)									
Hourly	15.2	59.4	25.3	18.4	58.1	23.5	18.9	58.5	22.6
Salaried	21.1	67.4	11.3	24	63.9	12.1	23.1	64.9	12
Professional	8.3	67.1	24.4	9.2	66.7	24.2	8.5	65.8	25.6
Manager	0	60.3	39.6	0	59.9	40.1	0	60.8	39.2

WORKFORCE GENDER DISTRIBUTION BY CATEGORY CNH worldwide

	2024				2023				2022			
	Women		Men		Women		Men		Women		Men	
	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)	(no.)	(%)
Hourly	2,746	13.5	17,577	86.5	3,134	13.5	20,145	86.5	3,026	12.5	21,134	87.5
Salaried	1,202	34.0	2,334	66.0	1,470	31.1	3,257	68.9	1,334	30.3	3,073	69.7
Professional	2,472	22.2	8,671	77.8	2,554	22.5	8,785	77.5	2,395	22.5	8,263	77.5
Manager	158	18.6	690	81.4	153	17.5	722	82.5	141	16.7	704	83.3
Total	6,578	18.3	29,272	81.7	7,311	18.2	32,909	81.8	6,896	17.2	33,174	82.8

WORKFORCE GENDER DISTRIBUTION BY REGION CNH worldwide

	2024		2023		2022	
	Women		Women		Women	
	(no.)	(%)	(no.)	(%)	(no.)	(%)
Europe	2,163	15.6	2,313	15.0	2,136	14.2
North America	2,245	21.3	2,583	21.3	2,482	21.1
Latin America	1,458	21.8	1,683	22.0	1,576	18.7
Rest of World	712	14.9	732	14.8	702	14.5
Total	6,578	18.3	7,311	18.2	6,896	17.2

WORKFORCE GENDER DISTRIBUTION BY LENGTH OF SERVICE CNH worldwide

	2024		2023		2022	
	Total (no.)	of which women (%)	Total (no.)	of which women (%)	Total (no.)	of which women (%)
Up to 5 years	16,253	22.4	20,473	21.7	20,172	20.1
6 to 10 years	4,814	18.8	4,892	17.7	5,317	16.8
11 to 20 years	9,937	14.4	9,698	14.4	9,313	14.4
21 to 30 years	3,382	13.9	3,485	13.1	3,513	12.3
Over 30 years	1,464	8.5	1,672	8.7	1,755	9.5

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

	2024			2023			2022		
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Full time	35,233	28,825	447	39,582	32,480	429	39,288	32,601	573
Part-time	617	6,408	170	638	7,102	209	782	6,687	209

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

	2024		2023		2022	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
Men	28,690	582	31,632	1,277	31,281	1,893
Women	6,417	161	7,034	277	6,560	336
Total	35,107	743	38,666	1,554	37,841	2,229

Nationality/ethnicity/race

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. 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 two years. The last such survey was carried out in October 2024 in ten⁶ countries where the law requires companies to employ a minimum percentage of workers with disabilities and covered approximately 46% of the Company's global personnel. The survey showed that workers with disabilities in these countries make up 3.8% of the total workforce. It also showed that women with disabilities account for 23.8% 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.

FEMALE EMPLOYEES BY POSITION^a CNH worldwide (%)

	2024	2023	2022
Females of total workforce	18.3	18.2	17.2
Females in all Management Positions	18.6	17.5	16.7
Females in Junior Management Positions	14.3	18.5	17.9
Females in Top Management Positions	21.2	26.2	25.2
Females in Management Positions in revenue generation functions	14.6	15.6	14.5
Females in STEM-related Positions	9.9	12.8	11.7

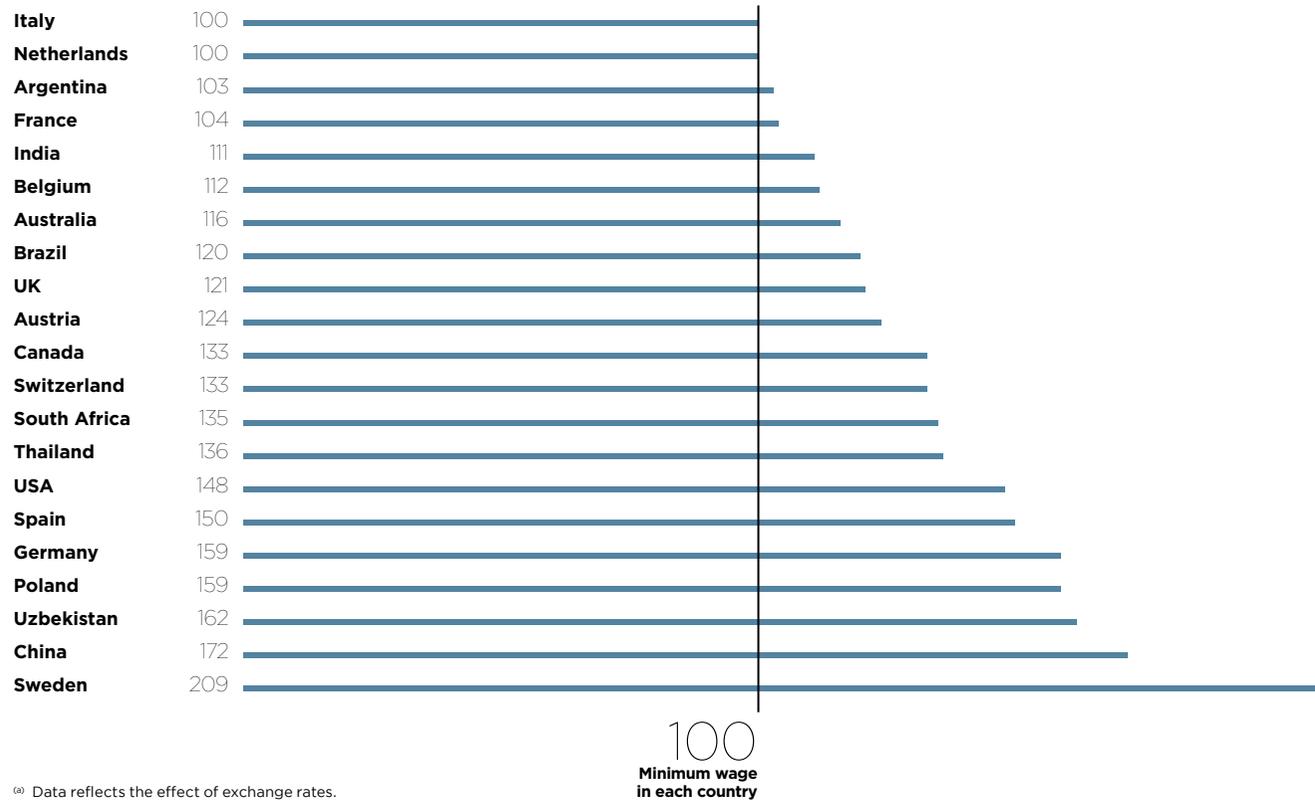
^(a) Dataset parameters for each position were redefined in 2024 due to a new process and system. Figures for certain position categories (i.e. mgmt in revenue generation functions, STEM-related, junior mgmt) are not directly comparable YoY.

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

	2024		2023		2022	
	No-term	Fixed-term	No-term	Fixed-term	No-term	Fixed-term
Europe	13,191	633	14,226	1,236	13,617	1,435
North America	10,561	0	12,118	36	11,727	42
Latin America	6,609	92	7,403	251	7,694	726
Rest of World	4,746	18	4,919	31	4,803	26
Total	35,107	743	38,666	1,554	37,841	2,229

⁽⁶⁾ Austria, Brazil, China, France, Germany, Italy, Poland, South Africa, Spain, Ukraine.

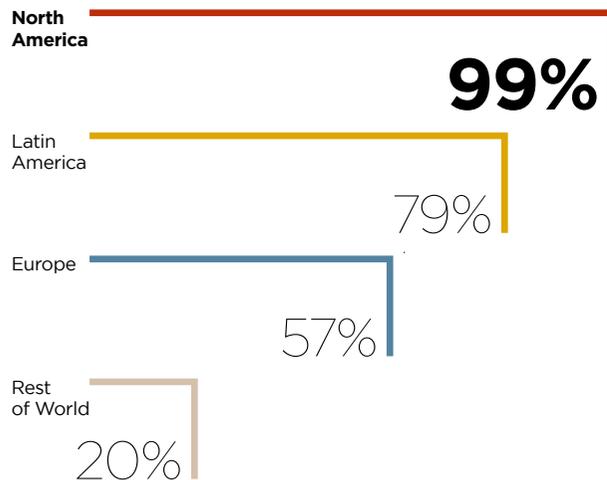
2024 COMPARISON BETWEEN ENTRY-LEVEL WAGE AND MINIMUM WAGE^a CNH worldwide (minimum wage = 100)



^a Data reflects the effect of exchange rates.

FLEXIBLE LEAVE UPTAKE^a

CNH worldwide (%)



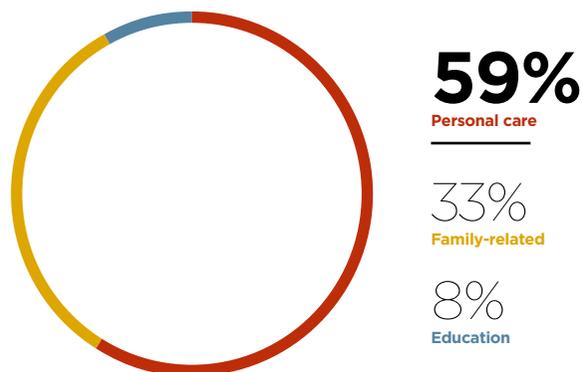
^a Percentage of employees who took flexible leave compared to survey population, by region.

EMPLOYEES ENTITLED TO BENEFITS^a CNH worldwide

Financial Benefits	Eligible HC	Enrolled HC	% Eligible	% Enrolled	% Enrolled of Total HC Surveyed
Supplementary Pension Plans	30,683	22,924	86	74.7	64.3
Financial Support for Disability	32,174	30,841	90.2	95.9	86.5
Supplementary Health Plans	35,204	32,345	98.7	91.9	90.7
Life Insurance	30,169	29,459	84.6	97.6	82.6
Employee Cafeterias or Meal Vouchers	23,680	23,680	66.4	100	66.4
Other	4,059	3,027	11.4	74.6	8.5
Social Benefits					
Childcare ^b	18,909	4,960	53	26.2	13.9
Sports facilities ^c	4,144	2,040	11.6	49.2	5.7
Wellness and nutrition programs ^d	22,000	11,184	61.7	50.8	31.4
Other social ^e	22,022	15,100	61.7	68.6	42.3

^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.

TYPE OF LEAVE TAKEN CNH worldwide (%)



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



49%

Latin America

35%

Europe

9%

North America

7%

Rest of World



55%

Male workers

45%

Female workers

PARENTAL LEAVE POLICIES^a CNH worldwide

	Minimum Leave offered to majority	Maximum Leave
Maternity	15+ weeks (57%)	26 weeks (legal obligation)
Paternity	2+ weeks (59%); 4+ weeks (40%)	5 weeks

^{a)} The survey was sent to the seven countries with the highest percentage of CNH employees and represents policies from four of our operating regions. The policies reviewed cover 84% of CNH's workforce.

2024 PARENTAL LEAVE TAKEN

	Maternity Leave			Paternity Leave			Adoption Leave			Breastfeeding Leave		
	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men
Total Number of Employees entitled to Parental Leave ^{a)}	18,199	6,538	11,661	31,108	2,163	28,945	13,824	2,163	11,661	15,282	3,621	11,661
	Maternity Leave			Paternity Leave			Adoption Leave ^{c)}			Breastfeeding Leave		
	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men
Total Number of Employees taking Parental Leave ^{b)}		879				1,174	0	0	0		395	

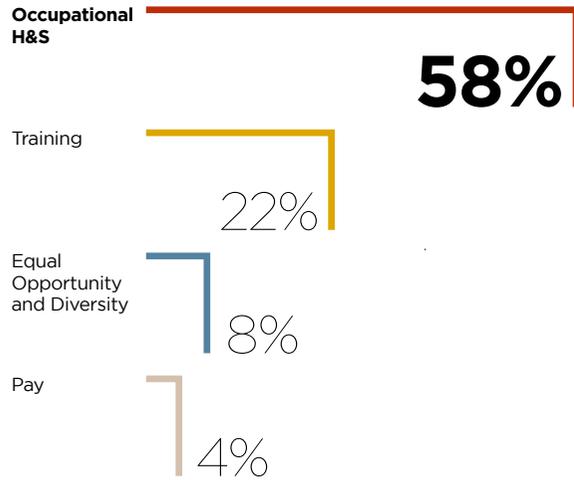
^{a)} Number of employees entitled to parental leave as at October 31, 2024, as per applicable laws, collective labor agreements, and/or Company policies.

^{b)} From November 2023 to October 2024.

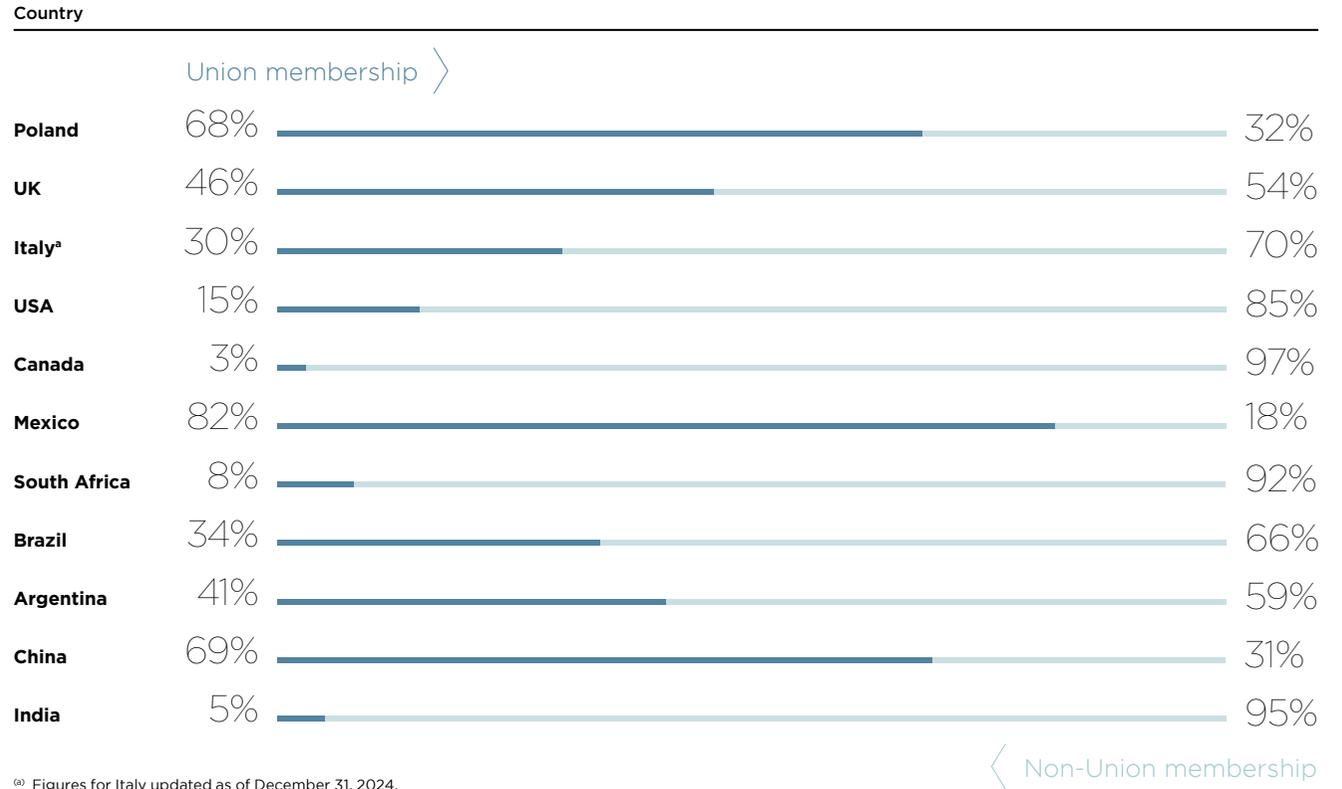
^{c)} In several timekeeping/payroll systems, adoption leave is coded as maternity or paternity leave; therefore, the data for adoption is partial.

DISTRIBUTION OF JOINT COMMITTEES

CNH worldwide (%)



2024 UNION MEMBERSHIP - Significant examples from countries in which CNH is present CNH worldwide (%)



^(a) Figures for Italy updated as of December 31, 2024.

MAIN ISSUES COVERED UNDER THE COLLECTIVE BARGAINING AGREEMENTS^a

CNH worldwide

Operating issues

Wages/pay issues

Health and safety

Restructuring

Training

Other

Equal opportunities

Employability and lifelong learning

Stress management

Career development

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

MAIN WAGE AND REGULATORY AGREEMENTS CNH worldwide

Country	Main Wage and Regulatory Agreements
Italy	At the end of 2024, negotiations began on the renewal of the economic section of the national collective agreement signed with the FIM, UILM, FISMIC, UGLM and AQCFR unions on 8 March 2023, which should be concluded in the first half of 2025
France	Salary increases in line with inflation
Poland	Salary increases in line with inflation at Plock plant
UK	A two-year agreement, reached at CNH Industrial NV in the UK, providing for structural pay increases for salaried and hourly employees, and for some regulatory changes (including an increase in the non-production days reward)
Brazil	Agreements to implement or expand flexibility measures (temporary layoffs, down days, bank of hours, collective vacations) and terminate hourly employees
Argentina	Agreements have focused on implementing additional shutdowns during the year and making headcount adjustments
India	A long-term agreement for the period 2024-2026 was signed on July 30, 2024, between management and the union. The agreement reached included an increase in the fixed pay component, Medclaim coverage enhancement from 2025, and productivity improvement and efficiency.
Australia	CNH Industrial Australia National Warehouse Operations Enterprise Agreement 2024. This agreement, which runs until June 30, 2027, provides above-award wages
China	Valid collective labor agreement for CNH MACHINERY LT for 2024-2027

2024 GRIEVANCES FILED AND RESOLVED CNH worldwide (no.)

	Grievances filed	Grievances resolved
North America	0	0
EMEA	4	4
Latin America	0	0
APAC	0	0
Total	4	4

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 six months' advance notice to the local unions in the event of a full plant closure. Should this six-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 South 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 two months.	

OCCUPATIONAL HEALTH AND SAFETY

FOR MORE DETAILS READ THE FULL CHAPTER (SEE PAGES 47-49).



OCCUPATIONAL HEALTH AND SAFETY CNH worldwide

Region	Internal Employees				Agency / Temporary Employees				Contractor Employees			
	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	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
NA	6	14	2	0	1	0	0	0	0	0	0	0
LATAM	4	10	0	1	0	0	0	0	7	7	0	0
EMEA	21	38	0	0	0	4	0	0	2	0	0	1
APAC	2	3	1	0	2	2	0	0	0	0	0	0
Total	33	65	3	1	3	6	0	0	9	7	0	0

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE – EMPLOYEES CNH worldwide

	2024	2023	2022
Number of fatalities as a result of work-related injury ^a (no.)	0	1	0
Number of fatalities as a result of work-related ill health ^a (no.)	0	0	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	3	1	2
Number of recordable work-related injuries ^c (no.)	33	65	94
Number of cases of recordable work-related ill health ^c (no.)	0	2	4
Injury frequency rate ^d (total injuries per 1,000,000 hours worked)	0.586	0.997	1.455
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.029	0.037	0.042
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0.053	0.015	0.031
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	0.586	0.997	1.455
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0.000	0.031	0.062
Number of hours worked (no.)	56,359,017	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 six 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 three 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 three 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

	2024	2023	2022
Number of fatalities as a result of work-related injury ^a (no.)	1	0	0
Number of fatalities as a result of work-related ill health ^a (no.)	0	0	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	0	0	1
Number of recordable work-related injuries ^c (no.)	9	7	17
Number of cases of recordable work-related ill health ^c (no.)	0	1	0
Injury frequency rate ^d (injuries per 1,000,000 hours worked)	1.013	0.897	2.906
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.014	0.009	0.059
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0	0	0.171
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	1.013	0.897	2.906
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0	0.128	0
Number of hours worked (no.)	8,885,049	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 six 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 three 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 three 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

	2024	2023	2022
Number of fatalities as a result of work-related injury ^a (no.)	0	0	1
Number of fatalities as a result of work-related ill health ^a (no.)	0	0	0
Number of high-consequence work-related injuries ^b , excluding fatalities (no.)	0	0	0
Number of recordable work-related injuries ^c (no.)	3	6	8
Number of cases of recordable work-related ill health ^c (no.)	0	12	0
Injury frequency rate ^d (injuries per 1,000,000 hours worked)	0.424	0.654	0.757
Injury severity rate ^e (days of absence per 1,000 hours worked)	0.010	0.017	0.007
Injury frequency rate ^f (high-consequence work-related injuries per 1,000,000 hours worked, excluding fatalities)	0	0	0
Injury frequency rate ^g (work related injuries per 1,000,000 hours worked)	0.424	0.654	0.757
Occupational illness frequency rate (OIFR) (cases of recordable work-related ill health per 1,000,000 hours worked)	0	1.309	0
Number of hours worked (no.)	7,082,906	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 ix 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 three 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 three 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

FOR MORE DETAILS READ THE FULL CHAPTER (SEE PAGES 50-55).



TALENT ATTRACTION CNH worldwide (no.)

	2024	2023	2022
New graduates ^a recruited	577	431	1,486
Traineeships and government social plans ^b	2,444	2,373	2,031

^a Graduated from university or equivalent no more than three years prior to hiring.

^b Part-time and hourly contracts.

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

	2024	2023	2022
Europe	85	77	77
NA	92	86	88
LATAM	96	97	98
Rest of World	95	80	81
Total	91	83	84

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

TRAINING IN NUMBERS CNH worldwide

	2024
Training hours (no.)	491,580
Employees involved in training (no.)	35,848
Average hours of training per employee (no.)	13.7
Average amount spent per employee (\$)	38.3

TRAINING HOURS BY CONTRACT TYPE CNH worldwide

Contract Type	Training Hours
Contractor	2.3
Employee	480,184
Intern	10,214
Temporary	1,180
Total	491,580

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

	2024				2023 ^a			2022		
	Role-Specific Skills	Leadership Development	Power Skills	Product and Industry	Job-Specific Expertise	Management and Soft Skills	Language and ICT Tools	Job-Specific Expertise	Management and Soft Skills	Language and ICT Tools
Training hours	457,028	33,222	1,175	154	486,270	56,324	16,141	457,048	434,648	7,182
Average hours of training per employee	13	0.93	0.033	0.004	12.1	1.4	0.4	11.3	10.7	0.2

^{a)} In 2024, we revised our training clusters from job-specific expertise; management and soft skills; language and ICT tools to 4 new categories, shown in the table.

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

	2024		2023		2022	
	Men	Women	Men	Women	Men	Women
Training hours	393,794	97,786	447,010	111,724	729,667	169,506
Employees involved in training	30,902	7,549	26,862	7,507	33,322	7,189
Average hours of training per employee	13.5	14.9	13.6	15.3	22	24.6

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

	2024			2023			2022		
	Hourly	Salaried and Professional	Manager	Hourly	Salaried and Professional	Manager	Hourly	Salaried and Professional	Manager
Training hours	241,893	240,158	9,529	257,746	285,867	15,122	606,550	277,108	15,176
Employees involved in training	20,548	16,970	932	14,375	19,041	951	23,086	16,506	881
Average hours of training per employee	11.9	16.4	11.2	11.1	17.8	17.1	18.1	24.9	18

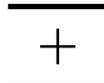
^{a)} For more information on employee categories, see page 95.

SELECT EMPLOYEE DEVELOPMENT PROGRAMS CNH worldwide

Core Belief and Goal	Program Name	Description	Audience	Benefit to the business
BE THE BEST TALENTS/SUCCESSION PLANNING	LEADING FORWARD	Eight-month hybrid program for high potential leadership aimed at strengthening leadership skills and global connections	Executive-level talents	<ul style="list-style-type: none"> Integration of CNH's core beliefs, strategy and business needs into leadership culture Enhanced ability of future executives to drive high-performing teams
	ONE TEAM AND GROW TOGETHER LEADERSHIP DEVELOPMENT	AG PRODUCT-DEVELOPMENT ROTATIONAL PROGRAM	18-month program focused on growing leadership confidence and capabilities	New engineering graduates
CUSTOMER FIRST MINDSET, PRODUCTS AND EXPERTISE		CONVERGE	Global mentoring program delivered by top management	Cohort of diverse talents
	MASTER SPECIALIZING PROGRAM — CONSTRUCTION EQUIPMENT SEGMENT	Two-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	<ul style="list-style-type: none"> Italy and Brazil programs concluded in 2024 100% retention of program participants in the three regions (EMEA, LATAM and NA) 66% promoted to higher level Three patent applications from final group projects
	PRODUCT & BUSINESS FAMILIARIZATION	Modular learning course sharing live virtual sessions, videos and interviews with dealers and customers, with opportunity to guide our machines	All EMEA employees	<ul style="list-style-type: none"> Increased engagement and role awareness among employees
	EXECUTIVE PROGRAM (CONSTRUCTION SEGMENT)	12-month program to enhance knowledge on: construction vehicle electrification: low voltage and high voltage technologies	CE product-development specialists	<ul style="list-style-type: none"> Upskilling of experienced engineers with 13 years of service on new technologies

SUPPLY CHAIN

FOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 56-60).


SUPPLIERS IN NUMBERS CNH worldwide

	2024
Direct and indirect material purchases ^a (% of the total volume of CNH purchases)	83
Direct material suppliers (no.)	2,641
Value of purchases from direct material suppliers ^b (\$ billion)	6.0
Value of purchases from indirect material suppliers ^c (\$ billion)	1.2
Local suppliers (no.)	1,669

^{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)

	2024
Steel and cast iron ^a	1,177
Plastics and resins	59
Rubber	79
Other miscellaneous materials	68

^{a)} Including scrap.

PAPER, CARDBOARD AND WOOD CONSUMPTION CNH worldwide (tons)

	2024
Paper (office use)	211
Cardboard (packaging used at plants)	5,531
Wood (packaging used at plants)	22,276
Related procurement spend (%)	43

SUPPLIER SUSTAINABILITY SELF-ASSESSMENT QUESTIONNAIRES CNH worldwide

	2024	2023	2022
Suppliers involved in the assessment process (%)	93	93	93
Suppliers involved as a percentage of direct material purchases (%)	99	99	99
Completed questionnaires (no.)	1,222	1,495	1,347
Average assessment score	79/100	78/100	78/100

2024 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)	63	<ul style="list-style-type: none"> — Climate strategy — Environmental strategy (focus on water and biodiversity) — Measures to reduce the environmental impact of logistics processes
Labor practices (LA)	15	<ul style="list-style-type: none"> — Ethics and compliance training — Supplier's environmental training — Audits on supplier's health and safety practices
Human rights (HR)	19	<ul style="list-style-type: none"> — Code of conduct — Contractual requirements for suppliers, including labor and human rights — Laws and regulations
Impacts on society (SO)	43	<ul style="list-style-type: none"> — Contractual requirements for suppliers including compliance and ethics

AUDITS BY GEOGRAPHIC AREA CNH worldwide (no.)

	2024	2023	2022
North America	10	16	15
Europe	10	16	15
Latin America	10	13	12
Rest of World	20	25	23
Total	50	70	65

^(a) The total number of audits worldwide covered approximately 2% of the total purchase value. They involved fifty suppliers and resulted in 13 corrective action plans. No critical issues emerged from the audits and no contracts were suspended or terminated.

2024 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	18% (9 suppliers of the 50 audited)	42	<ul style="list-style-type: none"> Improvement in environmental management system Definition of targets (for energy, GHG, water and waste)
Labor practices	18% (9 suppliers of the 50 audited)	70	<ul style="list-style-type: none"> Training initiatives Expansion of relevant documentation Supply-chain engagement
Human rights	14% (7 suppliers of the 50 audited)	31	<ul style="list-style-type: none"> Training initiatives Expansion of relevant documentation Improvement in overtime practices
Impacts on society	12% (6 suppliers of the 50 audited)	21	<ul style="list-style-type: none"> Definition of a supplier code of conduct

^(a) The percentage is calculated based on the number of suppliers audited (50 in 2024). 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

	2024	2023	2022
Key suppliers that participated in the CDP survey (%)	62	64	62
Key suppliers that have a transition plan aligned to a 1.5-degree world	41	27	25
CO ₂ emissions cut (million tons)	7.9	6	6

CUSTOMERS, SALES AND AFTER-SALES

FOR MORE DETAILS READ THE
FULL CHAPTER (SEE PAGES 61-63).



2024 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	27,400	2,000	278,200
Europe	7	27,700	2,300	30,600
Latin America	4	27,600	4,300	140,900
Rest of World	7	16,700	900	19,300
Total	23	99,400	9,500	469,000

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

Region	2024	2023	2022
APAC	9,019	7,224	3,111
INDIA	39,628	63,984	34,540
EMEA	31,555	26,524	21,607
LATAM	50,537	57,779	44,932
NA	18,999	16,480	12,381
Total	149,738	171,991	116,571

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

Segment	2024	2023	2022
AG WW	94	94	92
CE WW	65	67	56

CX PROGRAM - OSAT AG/CE (SCALE 1-10, PURCHASE & REPAIR) CNH worldwide

Region	2024	2023	2022
APAC	9.2	9.2	8.9
INDIA	9.4	9.3	9.1
EMEA	8.8	8.7	8.6
LATAM ^a	9.2	9.3	9.4
NA	9.1	9.1	9.0
Total	8.9	9.0	9.1

^{a)} LATAM OSAT for purchase step only. 2024 OSAT removed moving forward.

2024 UPTIME SUPPORT CNH worldwide

	Region	Segment	
		Agriculture	Construction
Contacts processed (no.)	Europe	75,000	2,000
Average call center response time (seconds)		19	19
Contacts processed (no.)	Latin America	3,359	1,426
Average call center response time (seconds)		3.98	3.57
Customer Uptime			
Customer back to work within 48 hours (%)	Europe	92	60
Customer back to work within 48 hours (%)	Latin America	49.5	6.7

LOCAL COMMUNITIES

FOR MORE DETAILS READ THE FULL CHAPTER (SEE PAGES 64-70).

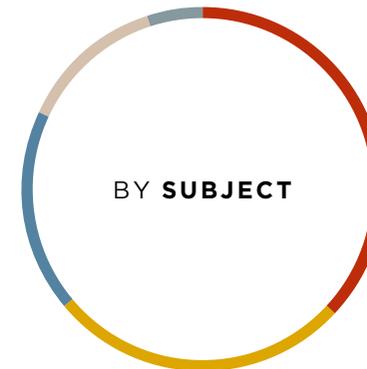
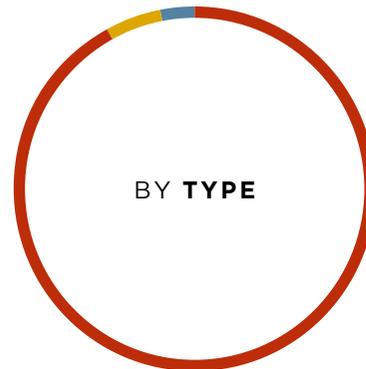


2024 CONTRIBUTIONS^a CNH worldwide (\$)

Type of contribution

Cash contributions	2024
Time contribution (employee volunteering during paid working hours)	8,791,225
In-kind donations (products/services, projects/partnerships or similar)	201,065
Management overheads	268,347
Total	9,579,323

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 page 131.

^(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 hours⁷⁾. 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 four major areas potentially affected by any project: people, organization, environment and business. Based on this methodology, the four 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 2024 PROJECTS CNH worldwide

Association	Project (Country)	Evaluation of Impacts ^b on:						Outputs ^c
		People	Organization	Environment	Employee participants (volunteers)	Business		
Slow Food Kenya and the University of Gastronomic Sciences	Mango value chain project (Kenya)	4.47	3.4	5	3	4.5	See page 67	
CNH partnership with dealer and Ecotransforma Institution	Robotics in Schools (Brazil)	4.17	4.4	3	3.2	2.4	See page 68	
Farm in the Dell and Great Plains Food Bank	Feed Our Own Backyard (USA)	3.83	4.6	1	2.9	2.6	See page 68	
CASE Construction	Hunar backhoe loader training (India)	4.33	4	2	4.3	3.8	See page 69	
Nakhon Sawan College of Agriculture and Technology (NSCAT)	Model Farm (Thailand)	4.67	2.8	1	3.3	3.4	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) Outcomes are highlighted in the respective project descriptions.

2024 EMPLOYEE VOLUNTEERING CNH worldwide

Number of Employees

Hours Volunteered During Working Hours

2024

2,349

12,644

⁽⁷⁾ The hourly rate is calculated by dividing the total cost of personnel by the number of employees. The result is then divided by the number of working days per year (240), and again by the standard number of working hours per day (8).

GOVERNANCE SYSTEM

FOR MORE DETAILS READ THE FULL CHAPTER (SEE PAGES 75-78).



AUDITS BY TYPE CNH worldwide (no.)

	2024
Business Ethics Compliance (BEC)	1
Whistleblowing (WB)	16
Other ^a	14
Total	31

^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	2024
Termination of employment	33
Disciplinary action	31
Coaching, remedial training or review of the relevant policy	49
No action necessary	3
Total	116

INFORMATION SECURITY

FOR MORE DETAILS READ THE FULL CHAPTER (SEE PAGE 81).



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

	2024	2023	2022
Total number of information security breaches or other cybersecurity incidents ^a	10	44	22
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 We had no security breaches and 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. 2024 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") 2024 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 2025 involving the Company's central functions and its plants in St. Valentin (Austria), Racine (USA), Pune (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 remotely.

Financial data is taken directly from the independently audited CNH Industrial Annual Report as at December 31, 2024, 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 2024 Sustainability Report is accurate, balanced, and reliable, representing a relevant summary of the activities carried out by CNH Industrial in 2024 and an essential tool in communicating with stakeholders.

SGS Nederland B.V. confirms that the information included in the 2024 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 implemented a participatory process that involves multiple stakeholders, which is incorporated into the double materiality analysis. This ongoing and effective engagement includes employees, customers, dealers, opinion leaders, public institutions, NGOs, investors, regulators, and others. Based on this approach, SGS has confirmed through verification that the Organization adheres to the principle of Inclusivity.

MATERIALITY

A total of 20 material topics have been confirmed and prioritized, considering international guidelines and feedback from stakeholders collected in the previous year (2023). These topics have been evaluated through a Double Materiality analysis taking into account both the physical and financial impacts of the business on the environment and society. Each topic has been assessed from two perspectives: "impact materiality," which examines the environmental and societal effects of the company's activities, and "financial materiality," which evaluates the financial risks and opportunities the company may face due to its operations or environmental challenges.

Based on stakeholder expectations, the Organization has defined five (5) key sustainability priorities: Supply Chain, Health & Safety, Product, Climate Change, and Biodiversity. These priorities are supported by aspirational goals, which serve as long-term objectives.

SGS confirmed through verification that the Organization has identified critical material issues, supporting the principle of Double Materiality.

RESPONSIVENESS

The Sustainability Report provides stakeholders with details about the strategies, programs, projects, and impacts addressing the material topics identified by the Organization. These material issues have also been connected to the SDGs most relevant to the Organization's business operations. The targets and results for the identified topics are disclosed in the Report. Based on this, SGS has confirmed through verification that the Organization upholds the principle of Responsiveness.

IMPACT

The Organization has demonstrated that its data collection process is both effective and reliable. Through the Sustainability Report, the Organization provides full transparency on its impacts regarding the key material topics and sustainability priorities identified. The report includes a detailed update on the progress made toward achieving the Organization's sustainability goals. Based on this, SGS confirmed through 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 14, 2025

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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, 2024 and December 31, 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	2024 SR Chapter Location
GRI 2: General Disclosures 2021	2-1 Organizational details	2024 EU-IFRS Annual Report 62
	2-2 Entities included in the organization's sustainability reporting	92-94; EU-IFRS Annual Report 32-33
	2-3 Reporting period, frequency and contact point	92; 140
	2-4 Restatements of information	92
	2-5 External assurance	133
	2-6 Activities, value chain and other business relationships	6; 33; 56; EU-IFRS Annual Report 4; 21
	2-7 Employees	95; 103
	2-8 Workers who are not employees	95; 120
	2-9 Governance structure and composition	73-74
	2-10 Nomination and selection of the highest governance body	74
	2-11 Chair of the highest governance body	74
	2-12 Role of the highest governance body in overseeing the management of impacts	73-74
	2-13 Delegation of responsibility for managing impacts	73-74
	2-14 Role of the highest governance body in sustainability reporting	73-74
	2-16 Communication of critical concerns	76
	2-17 Collective knowledge of the highest governance body	74
	2-20 Process to determine remuneration	38; 113
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	75
	2-24 Embedding policy commitments	75-76
	2-25 Processes to remediate negative impacts	76
	2-26 Mechanisms for seeking advice and raising concerns	76
	2-27 Compliance with laws and regulations	25; 132
	2-28 Membership associations	82
	2-29 Approach to stakeholder engagement	87
	2-30 Collective bargaining agreements	46; 117

GRI Standard	Disclosure	2024 SR Chapter Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	87
	3-2 List of material topics	88
	3-3 Management of material topics	89-91
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	97
	201-2 Financial implications and other risks and opportunities due to climate change	80
	201-3 Defined benefit plan obligations and other retirement plans	39
	201-4 Financial assistance received from government	97
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	122
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	56; 125
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	132
GRI 301: Materials 2016	301-1 Materials used by weight or volume	125
GRI 302: Energy 2016	302-1 Energy consumption within the organization	98
	302-3 Energy intensity	22-23
	302-4 Reduction of energy consumption	23; 98
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	26-27
	303-2 Management of water discharge-related impacts	26-27
	303-3 Water withdrawal	100
	303-4 Water discharge	100
	303-5 Water consumption	100
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	102
	304-2 Significant impacts of activities, products and services on biodiversity	29-30; 102
	304-3 Habitats protected or restored	29-30; 102
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	102

GRI Standard	Disclosure	2024 SR Chapter Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	99
	305-2 Energy indirect (Scope 2) GHG emissions	99
	305-4 GHG emissions intensity	24
	305-5 Reduction of GHG emissions	24
	305-6 Emissions of ozone-depleting substances (ODS)	99
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	99
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	28-29; 101
	306-2 Management of significant waste-related impacts	28-29
	306-3 Waste generated	101
	306-4 Waste diverted from disposal	101
	306-5 Waste directed to disposal	101
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	57-60; 126
	308-2 Negative environmental impacts in the supply chain and actions taken	126
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	103-109
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	39
	401-3 Parental leave	41; 115
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	46; 118
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47
	403-2 Hazard identification, risk assessment, and incident investigation	119-121
	403-3 Occupational health services	47-49
	403-4 Worker participation, consultation, and communication on occupational health and safety	47
	403-5 Worker training on occupational health and safety	47
	403-6 Promotion of worker health	47-48
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47-49
	403-8 Workers covered by an occupational health and safety management system	93
	403-9 Work-related injuries	119-121
	403-10 Work-related ill health	119

GRI Standard	Disclosure	2024 SR Chapter Location
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	123
	404-2 Programs for upgrading employee skills and transition assistance programs	54-55
	404-3 Percentage of employees receiving regular performance and career development reviews	54-55
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	33-37
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	37; 76
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	42; 127
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	57-59; 127
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	57-59; 127
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	64-70; 130-131
	413-2 Operations with significant actual and potential negative impacts on local communities	64-70; 130-131
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	57-59; 127
	414-2 Negative social impacts in the supply chain and actions taken	57-59; 127
GRI 415: Public Policy 2016	415-1 Political contributions	84

SABS INDEX

Topic	Sasb code	Metric	Unit of measure	Response comment
Activity	RT-IG-000.A	Number of units produced by product category	Number	Agriculture 154,627 Construction 39,669
	RT-IG-000.B	Number of Employees	Number	35,850
Energy Management	RT-IG-130a.1	(1) total energy consumed	Gigajoules (GJ)	3,033,357
		(2) percentage grid electricity	%	35.9
		(3) percentage renewable	%	25.1
Employee Health and Safety	RT-IG-320a.1	(1) total recordable incident rate (TRIR) ⁽¹⁾	Rate	0.117
		(2) fatality rate ⁽²⁾	Rate	0
		(3) near miss frequency rate (NMFR) ⁽³⁾	Rate	16.186
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	173

⁽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.

WWe

CNH

Corporate Office

Principal Office: Cranes Farm Road, Basildon,
Essex, SS14 3AD, United Kingdom

website: www.cnh.com

Investor Relations

e-mail: investor.relations@cnh.com

Communications

e-mail: mediarelations@cnh.com

**Breaking
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Innovation Sustainability Productivity