A GLOBAL LEADER IN THE CAPITAL GOODS INDUSTRY

STRONG PRESENCE IN OFF- AND ON-HIGHWAY SEGMENTS

1. AGRICULTURE
   - Second largest manufacturer of agricultural equipment

2. CONSTRUCTION
   - A global player in construction equipment

3. COMMERCIAL & SPECIALTY VEHICLES*
   - Market leader in alternative fuels

4. POWERTRAIN
   - Global leader in regulated markets

5. FINANCIAL SERVICES
   - Global financial services player supporting customers and dealers

$29.7B
Revenues 2018

* 3% of total revenue
ECONOMIC AND SOCIAL MACROTRENDS

CHANGING OUR FUTURE ENVIRONMENT TODAY

Population growth: +2B people by 2050
Changing diets: 10% average calorie increase by 2030

Rural exodus: 1.5M people move into urban areas each week
Megacities: 140 cities with >3M inhabitants

Connected devices: Expected to double from 27B in 2019 to 60B in 2024
E-commerce: $4T of e-commerce retail sales globally

Economic impact: 11% of the world’s population is vulnerable to climate change impacts
Social: Social awareness and increasing social action

POPULATION
URBANIZATION
CONNECTEDNESS
CLIMATE CHANGE

GROWING DEMAND FOR FOOD
INCREASING INFRASTRUCTURE DEMAND
RISING TRANSPORTATION NEEDS
SUSTAINABILITY IS FUNDAMENTAL
MEGA TRENDS ARE CHANGING ALL OUR BUSINESSES

DIGITALIZATION

AUTOMATION

ALTERNATIVE FUELS
DOUBLING DOWN ON DIGITAL FARMING

ENABLING NEXT LEVEL PRODUCTIVITY ACROSS THE ENTIRE CROP CYCLE

Asset productivity
- Logistics and maintenance optimization
- Proactive and predictive error resolution

Up to 30% reduced downtime

Operational and agronomic productivity
- Farm management software
- Agronomic decision support applications

Up to 5% improved economics of operations

Process productivity (yield and input)
- Guidance & control systems
- Agronomic sensing & monitoring

Up to 20% improved field productivity
AUTONOMOUS DRIVING
& AUTOMATION

- PRODUCTIVITY IMPROVEMENT AND DOWNTIME REDUCTION
- DEVELOPMENT AND MONITORING OF TAILORED AGRONOMIC PLANS
- PREVENTION OF DRIVING ACCIDENTS DUE TO HUMAN ERROR
- BUILDING ON OUR LEADERSHIP POSITION, WE CONTINUE TO AUTOMATE ALL HARVESTING PROCESSES FROM FORAGE TO CROPS TO GRAPES.
SUSTAINABILITY LEADERSHIP: CNG/LNG TRACTOR

USING THE CIRCULAR ECONOMY TO COMBINE ECONOMIC ADVANTAGE WITH SUSTAINABILITY

- First in the world to offer an alternative to diesel
- Going beyond CO2 neutrality/decarbonization
- Delivering better TCO performance vs. diesel
- Bringing the benefits of the circular economy to life
- Enabling farmers to be energy independent

1. Methane-powered vehicles
2. Farming operations
3. Manure & biomass as feedstock
4. Bio-digesters
5. Gas produced
6. Gas upgraded
7. Used on farm

Injection to grid and for transport
## PRODUCT PORTFOLIO: MEETING THE CO2 CHALLENGE

### INNOVATION PORTFOLIO FOR LOWER CO2 EMISSIONS

<table>
<thead>
<tr>
<th>Well-To-Wheel (WTW) — GHG emissions in CO2 g/km</th>
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</thead>
<tbody>
<tr>
<td><strong>Fossil Fuel:</strong></td>
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<tr>
<td>Petrol</td>
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<tr>
<td>Diesel</td>
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<tr>
<td><strong>Bio-Diesel</strong></td>
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<tr>
<td>CNG/LNG</td>
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<tr>
<td><strong>Natural Gas &amp; Biomethane:</strong></td>
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<tr>
<td>Municipal waste</td>
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<tr>
<td>Synthetic natural gas</td>
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<tr>
<td>From manure</td>
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<tr>
<td>Electricity (Basis: EU-Mix)</td>
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<tr>
<td><strong>E-Mobility:</strong></td>
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<tr>
<td>Electricity (from renewable or fuel cells)</td>
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</tbody>
</table>

* HVO Hydrotreated Vegetable Oils

Source: Elab. Thinkstep Study 2017 and JEC WTW study v4 2014

- **Disruptive technology innovations**
- **Efficient Diesel and CNG/LNG engines**
- **Zero-emission propulsion solution**