

LEAP AMBITIONS

John Deere is uniquely positioned to unlock

>**\$150B**

of additional economic

CUSTOMER VALUE



* Engaged acres is one of the foundational measures of customers' use of John Deere Operations Center™ (our online farm management system). It reflects the number of unique acres with at least one operation pass documented in the past 12 months.

** Highly engaged acres include documentation of multiple production steps and the use of digital tools to complete multiple, value-creating activities over a 12-month period.

***Unique, active, monthly, digital users is a count of unique authenticated users in a month on any software requiring user login, averaged on a rolling 12-month basis.



ASPIRATIONS

We aspire to transform our customers' operations and outcomes by:

- Differentiating equipment solutions
- Igniting automation leading to autonomy
- Delivering actionable insights
- Maximizing uptime and reducing total cost of ownership through lifecycle solutions
- Strengthening customer profitability and enabling sustainable outcomes



OUTCOMES

On the journey to achieve our aspirations, we aim to deliver these business outcomes by 2030:

- 20% OROS and 45% OROA for Equipment Operations at mid-cycle
- 10% net sales CAGR
 - Incremental addressable market
 - Product leadership
 - Lifecycle
 - SaaS
 - Inorganic growth
- 600 million engaged acres* with 50% highly engaged**
- 1 million unique, active, monthly, digital users***

Built upon a foundation of product quality and manufacturing excellence, supported by a best-in-class channel, enabled by employees dedicated to solving some of the world's most important problems

INTEGRITY | QUALITY | HUMANITY | COMMITMENT | INNOVATION