JOHN DEERE

2025 BUSINESS IMPACT REPORT

2025 Business Impact Report

INTRODUCTION

STRATEGY AND FINANCIAL PERFORMANCE

LEAPS IN ACTION

YEAR IN HIGHLIGHTS

1M
CONNECTED MACHINES

$45.68B NET SALES & REVENUE

$18.50
in diluted earnings per share

* Please reference page 7 footnotes for metric definitions.

CHAIRMAN AND CEO LETTER

We began our Smart Industrial journey five years ago with a clear and bold objective: to lay a solid foundation for sustainable growth and breakthrough innovation. Our goal was to make Deere a company that reliably delivers exceptional value to all of our stakeholders, ultimately ensuring our long-term success.

To accelerate this transformation, we launched our Leap Ambitions in 2022 with clear goals and benchmarks to help track our progress and assess the impact of our actions.

Reflecting on our achievements, we believe that our vision has served as a driving force for significant advancements throughout our business. By guiding our approach to innovation, growth, and operational excellence, it has allowed our company to maintain resilience and deliver value in an ever-changing environment.

This year's Business Impact Report highlights several key achievements that have propelled us forward. Our Smart Industrial Operating Model is redefining how we work and serve — advancing solutions that address our customers' most significant challenges.

> **"Despite global market headwinds, we continue to move forward with strength. Thanks to our team's resilience and commitment, we've sustained our progress, strengthened our leadership, and delivered meaningful outcomes for our customers, partners, and communities."**

LEAPING AHEAD

Building on our past accomplishments, we've refined our Leap Ambitions to effectively guide us into the next phase of our journey. These refined goals and aspirations are designed to drive accelerated and sustained growth as we move toward 2030 and beyond.

Looking ahead, we believe we are uniquely positioned to unlock more than $150 billion in economic value for our customers and help them fundamentally reshape how they operate and compete in an increasingly dynamic environment. This underscores our dedication to delivering meaningful and measurable outcomes for those who count on us.

The accomplishments and insights presented in this report demonstrate our commitment to delivering real, tangible results. By leveraging our strengths to proactively address our stakeholders' most pressing needs, we help create a more productive future — continually seeking new opportunities for growth and lasting impact.

SUSTAINABLE GROWTH AND INNOVATION

Central to our approach is a commitment to transform the agriculture and construction industries through solutions that create both economic and sustainable value for our customers.

In line with this goal, we have enhanced our advocacy initiatives and investment in renewable fuels to help reduce operating costs and expand market opportunities for our customers. Through collaboration with industry leaders and policymakers, we are promoting the advantages of ethanol, biodiesel, and renewable diesel — contributing to market stability, energy independence, and expanded fuel options for farmers globally.

As part of these initiatives, we are broadening renewable fuel options across our product lineup. This year, we unveiled a

concept 8R Tractor powered by ethanol and extended Tier 4 engine compatibility to include support for B30 bio-based diesel. And we are partnering with industry leaders to accelerate the adoption of higher diesel blend levels, further advancing our efforts to promote cleaner energy solutions.

By working to help customers improve productivity, generate higher demand for their crops, and lower their environmental footprint, we are helping them overcome today's challenges and prepare for long-term success.

TRANSFORMING CUSTOMER PRODUCTIVITY, PROFITABILITY

In 2025, we further advanced our commitment to delivering customer value by acquiring Sentera, integrating advanced drone imagery and analytics — including high-resolution crop scouting and detailed weed mapping — into our John Deere Operations Center™ platform. We also acquired full ownership of GUSS Automation to increase spraying efficiency, elevate safety, and reduce operating costs for high value operations. And we added Virtual Superintendent, a solution designed to significantly increase jobsite productivity by giving contractors near real time insights into their production costs.

We're also putting more control in our customers' hands with new digital tools that let them run their businesses their way. The John Deere Operations Center now connects over 400,000 unique, active, monthly digital users, transforming how they manage their operations by enabling access to farm and jobsite information from anywhere. It also offers features like Equipment Mobile and PRO Service, which allow customers to diagnose, repair, and optimize equipment — often right from their phones.

As operating windows shrink and labor challenges grow, we're accelerating innovation to help our customers work faster, safer, and more efficiently. This year, we introduced several new solutions designed to further boost their productivity and profitability. Recent enhancements to our See & Spray™ system have significantly boosted operational efficiency by enabling precise, targeted weed control — reducing chemical usage by up to 50% each year. New variable rate features for small grains further enhance resource optimization. Additionally, our ExactShot™ technology can lower starter fertilizer use by as much as 60%. Collectively, these innovations are transforming productivity and profitability while promoting stronger environmental stewardship. Our combine harvester lineup now includes Predictive Ground Speed Automation and Harvest Settings Automation, streamlining operations by minimizing manual adjustments and empowering farmers with greater confidence and performance.

Our commitment to innovation goes beyond agriculture. In construction and forestry, advanced grade management and automation technologies help customers reduce rework, improve safety, and enhance productivity. We are launching our new P-Tier Excavator lineup designed to deliver increased durability and performance, boosting jobsite efficiency. Meanwhile, our Next-Gen SmartGrade™ 3D system streamlines operations, and Wirtgen's Performance Tracker and Smart Pave technologies are transforming roadbuilding with real time insights and greater precision.

RESILIENCE IN A CHALLENGING ENVIRONMENT

In a year defined by considerable challenges, I'm deeply proud of our global John Deere team. Their resilience transformed obstacles into opportunities, consistently reflecting our core values of Integrity, Quality, Humanity, Commitment, and Innovation. Thanks to their dedication and collaboration, we achieved meaningful progress and delivered exceptional results for our customers and communities worldwide.

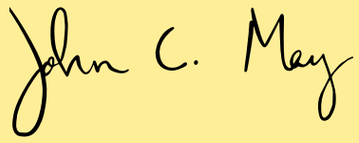
I'm also grateful for our dealers' unwavering support of our customers and business. The strength of our long-standing partnerships has been invaluable, and I'm continually impressed by their commitment to our customers, passion for innovation, and delivery of outstanding support that truly embodies the John Deere brand.

We deeply believe in our customers' mission — to provide the food, fuel, fiber, and infrastructure the world depends on. In these challenging times, we stand firmly by our customers' sides, advocating on their behalf and working with policymakers and stakeholders to elevate awareness and understanding of their essential role and vital impact on communities, economies, and the world.

The challenges ahead — food insecurity and resource scarcity — are real. But so are the opportunities to help our customers achieve more with fewer resources, driving progress, sustainability, and impact. With our core values as our guide, our Smart Industrial Operating Model as our foundation, and our people as our strength, I'm confident John Deere will continue leading, innovating, and delivering for generations to come.

Thank you for your trust, your partnership, and your belief in our higher purpose: **We run so life can leap forward.** With that shared commitment, I believe our best days are still ahead — and together, we'll continue to shape a future full of possibility.

Respectfully,



Chairman and CEO

ANOTHER "LEAP" KEEPS US ON THE PATH WE'RE FORGING

OUR STRATEGY IS WORKING (THAT'S WHY WE'RE NOT CHANGING IT)

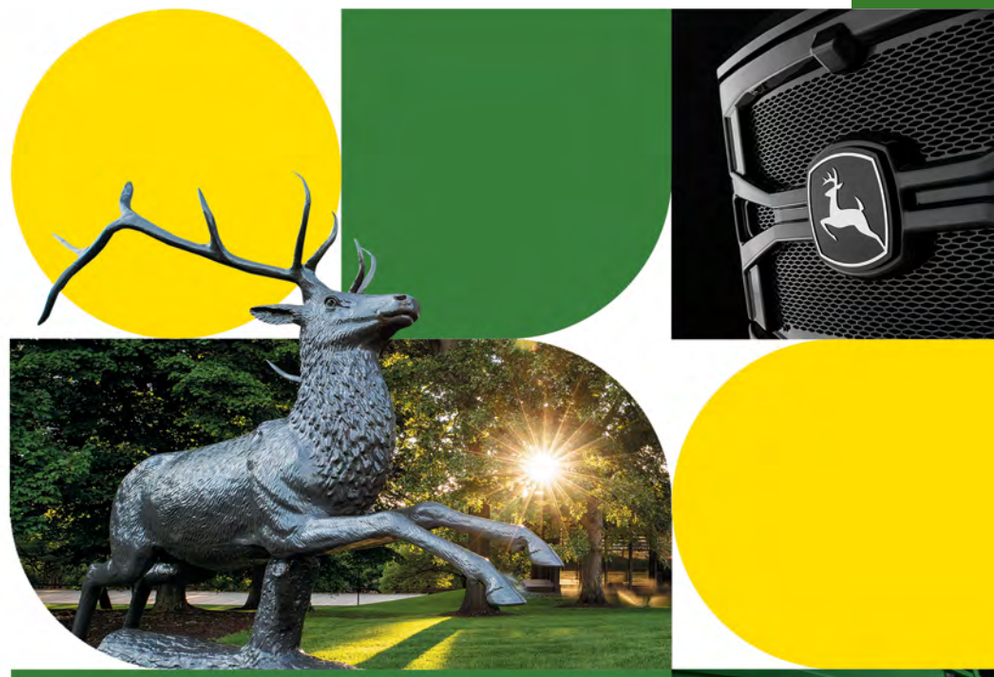
Launched in 2020, our Smart Industrial Operating Model focused on delivering advanced technologies to unlock value for our customers. This approach transformed the company and benefited our customers, shareholders, and employees. While the strategy is five years old, we're not living in the past.

That's why we've set aspirations to help us transform our customers' work and a clear set of targeted outcomes to be achieved by 2030. We're not just leading the industry — we're redefining it with breakthrough innovations powered by passionate teams dedicated to solving some of the world's most important problems.

Our refreshed Leap Ambitions can be highlighted in four segments:
- **Customer Value:** Delivering solutions to allow our customers to maximize productivity and profitability
- **Aspirations:** Our strategic areas of focus to drive transformation for our customers, serving as our "North Star"
- **Outcomes:** The targets for the next five years which validate the progress toward our aspirations
- **Foundation:** Reflects the core of who we are, a base of strength that enables future growth

Our customers operate in an increasingly dynamic environment. We aspire to provide them with products and technology that transform their operations and outcomes, helping them be more profitable, productive, and sustainable.

Looking ahead, we're scaling faster on a stronger foundation that is reinforced by our core values. By helping our customers do more with fewer resources, we're committed to delivering profitable growth and propelling the industry into a new era of innovation and productivity.



"Our focus remains on accelerating value creation by driving innovation and product leadership, expanding our lifecycle solutions, and advancing our SaaS model. By embracing these forward-thinking strategies, we're ensuring that Deere continues to deliver industry-leading solutions for our customers while also positioning the company for strong, sustainable growth well beyond 2030."

JOHN MAY
Chairman and CEO

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.*

****Digital monthly active 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

Integrity. Quality. In
ality. Humanity. Co
y. Commitment. Inno
ment. Innovation. In

FOR NEARLY 200 YEARS, OUR WORDS DEFINE AND DRIVE US THROUGH OUR CORE VALUES

From a one-room blacksmith shop to a global leader, John Deere's compass hasn't changed because our five core values — Integrity, Quality, Humanity, Commitment, and Innovation — guide how we think, decide, and deliver.

These words aren't slogans. They're standards.

They shape our company's Smart Industrial Operating Model by anchoring every choice in what's right for customers, dealers, employees, and communities.

Integrity sets the bar for how we conduct business. Quality defines the benchmark for what we put in the field. Humanity keeps people at the center. Commitment ensures we do what we say. And Innovation pushes us to find a better way. Every day.

"Our values are more than guiding principles, they're how we build trust, deliver impact, and stay true to our purpose. For over 180 years, our values have shaped our decisions from the shop floor to the boardroom. These internal standards are promises to our employees, customers, communities, and partners around the world.

When you work with John Deere, you're working with a company that puts people first, leads with purpose, and never stops pushing for better."

DENISE BROWNLEE
Vice President for Talent, Culture, and Inclusion

This mindset shows up in our work.

In our factories and labs, innovation drives solutions like ExactShot™ and See & Spray™ that help customers boost productivity while reducing inputs and emissions.

Integrity and quality reinforce our Code of Business Conduct, compliance, and governance, building trust into our products and partnerships.

Humanity and commitment come to life in employee well-being, inclusive practices, community investment, and recognition programs that celebrate people who connect, engage, and go above and beyond.

Together, these values are the foundation of our refreshed Leap Ambitions. They focus our Smart Industrial Operating Model on outcomes that matter — greater efficiency and profitability for those who shape, feed, and fuel the world.

HOW WE OPERATE IS BUILT UPON OUR FOCUSED SUSTAINABILITY APPROACH

At the core of our Smart Industrial Operating Model, launched in fiscal year 2020, is our commitment to revolutionize the agriculture and construction industries through the delivery of new technologies that can unlock economic and sustainable value for our customers.

In short: We conduct business essential to life.

We run for the people who trust us and the planet that sustains us. We create intelligent connected machines that enable lives to leap forward. And — staying true to our Leap Ambitions — we aspire to transform our customers' operations and outcomes by strengthening their profitability while enabling sustainable outcomes.

We do this by prioritizing our investments toward the highest impact solutions.

This focus can generate win-win-win opportunities that not only benefit our business but more importantly those we serve and the communities we call home.

The combination of these efforts showcases how our sustainability strategy is woven into the very fabric of our company.

Yes, this makes our sustainability goals ambitious and bold, but that alignment is critical in connecting our intent with proven results.

First and most important, we aspire to reduce our customers' CO_2e emissions through the use of our advanced equipment and technology. While our own Scope 1, 2, and 3 emissions account for a small fraction of global greenhouse gas (GHG) totals[1], the sectors we serve — agriculture, construction, and forestry — collectively account for a significantly larger share[1].

As our customers play a vital role in advancing global food security, energy security, and critical infrastructure, we see our greatest impact coming from empowering them to operate more sustainably. This offers us the potential to make significant strides beyond our own emissions and have an overall greater sustainable impact.

We will measure the sustainable and economic impacts of customer use of our equipment and technology through models, case studies, and actual trials featured in our Business Impact Report and at deere.com/sustainability.

By 2030, the company targets a 30% reduction in upstream and downstream CO_2e emissions (Scope 3)[2]. This includes the use of sold products and purchased goods and services, which represents the vast majority of our emissions.

Operationally, we are equally ambitious, aiming to cut Scope 1 and 2 emissions by 50% by 2030[2] through greater efficiency and renewable energy adoption.

Finally, the story of our sustainability journey will be told in our 2025 Sustainability Disclosures and Metrics Report, set for release in March 2026.

This report will include our comprehensive disclosures on sustainability and climate-related governance, strategy, impacts, risks and opportunities management, targets, and metrics. In addition, the report will disclose the results of the recently completed formal sustainability materiality assessment, which shaped our sustainability goals.

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[1] Data is based on the total sectoral shares of GHG emissions from Climate Watch, World Resources Institute. Emissions from the year 2021. Source: Climate Watch, Historical GHG Emissions, World Resources Institute. Available at: https://www.wri.org/insights/4-charts-explain-greenhouse-gas-emissions-countries-and-sectors.

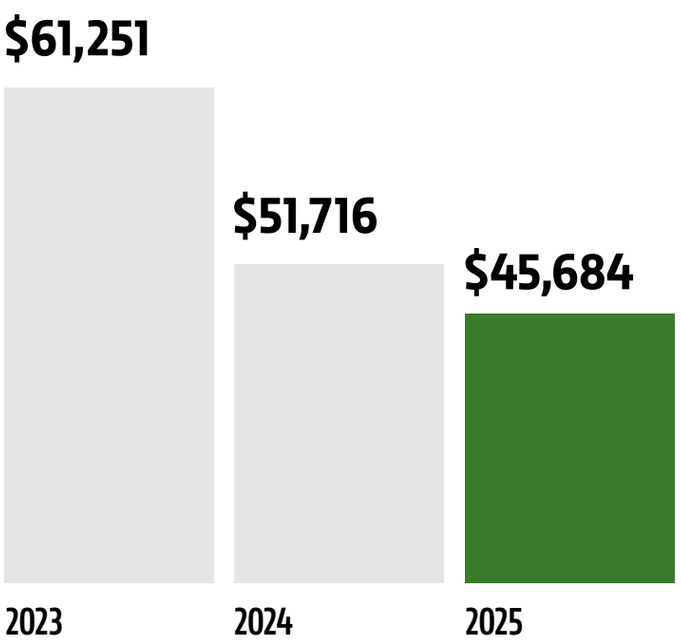
[2] Deere validated this goal with the Science Based Targets Initiative, using 2021 as the baseline.

FINANCIAL HEALTH

Solid Financial Performance in the Face of Difficult Market Conditions

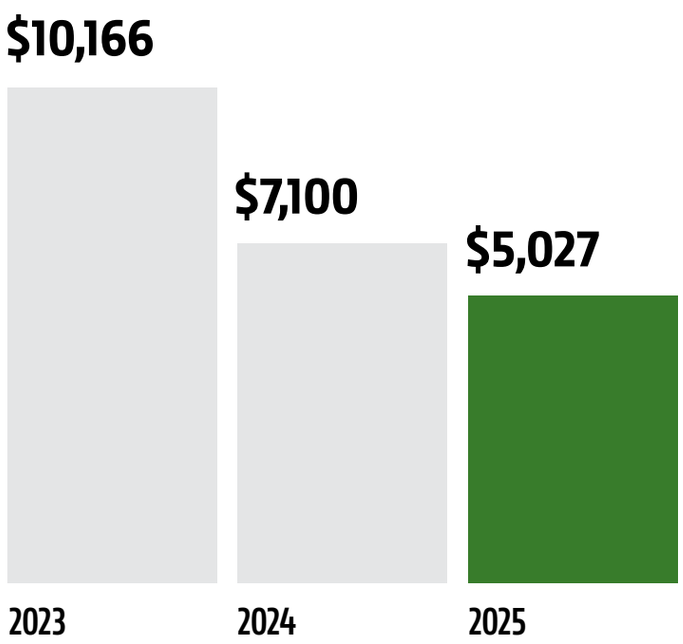
NET SALES & REVENUES

$45.68 BILLION



NET INCOME
(ATTRIBUTABLE TO DEERE & COMPANY)

$5.03 BILLION



The amounts shown in the charts above represent millions of dollars (USD).

ELEVATING PERFORMANCE:
STRUCTURALLY HIGHER RESULTS THROUGHOUT THE BUSINESS CYCLES

- 2025 results highlight resilient performance in the face of difficult market conditions
- Outlook for small ag and construction and forestry improves as large ag remains subdued
- Substantially stronger performance compared to our last trough in 2016
- Dividends declared increased to $6.48/share, underscoring our commitment to shareholders

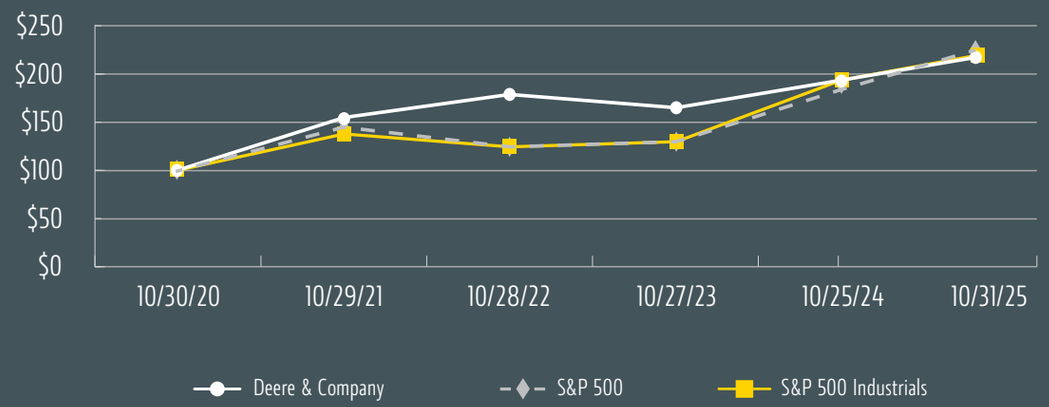
"Our performance is a testament to the organization's perseverance. The combination of our operational execution, the work we've done to improve the business over the last several years, and how we took care of our customers yielded positive results."

JOSH JEPSEN
Senior Vice President and Chief Financial Officer

STOCK PERFORMANCE

The following graph compares the yearly percentage change of Deere & Company's cumulative total shareholder returns (TSRs) for the last five years to that of the S&P 500 Index and the S&P 500 Industrials Index. The S&P 500 Industrials Index represents a focus group of companies across major industrial manufacturing categories that carry similar operational characteristics to us. The stock performance shown in the graph is not intended to forecast and does not necessarily indicate future stock price performance.

COMPARISON OF 5-YEAR TOTAL CUMULATIVE RETURN*



*$100 invested on 10/30/2020 in stock or index, including reinvestment of dividends.

DIVIDENDS AND SHARE REPURCHASE

	Dividends Declared per Share	Share Repurchase Spend ($Bn)
FY23	$5.05/share	$7.216
FY24	$5.88/share	$4.007
FY25	$6.48/share	$1.138

Deere & Company returned 56% of operating cash flows from equipment operations to shareholders in FY25.

Deere & Company has returned 72% of operating cash flows from equipment operations to shareholders over the past three years (FY23–FY25).

TSR PERFORMANCE

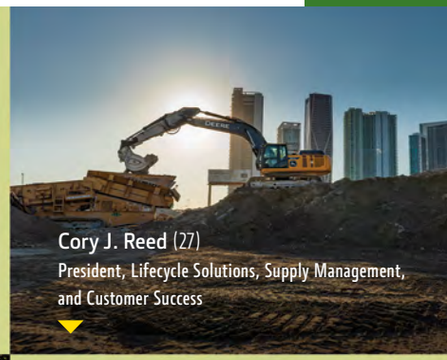
	2020	2021	2022	2023	2024	2025
Deere & Company	$100.00	$153.17	$179.84	$165.72	$189.96	$217.99
S&P 500	$100.00	$142.91	$122.94	$131.94	$188.83	$225.31
S&P 500 Industrials	$100.00	$139.83	$128.81	$133.62	$190.66	$221.76

SENIOR LEADERSHIP

Titles and years of service (in parentheses) as of Jan. 1, 2026

John C. May (28)
Chairman, Chief Executive Officer, and President

Felecia J. Pryor (3)
Senior Vice President and Chief People Officer



Cory J. Reed (27)
President, Lifecycle Solutions, Supply Management, and Customer Success

Ryan D. Campbell (18)
President, Worldwide Construction & Forestry and Power Systems

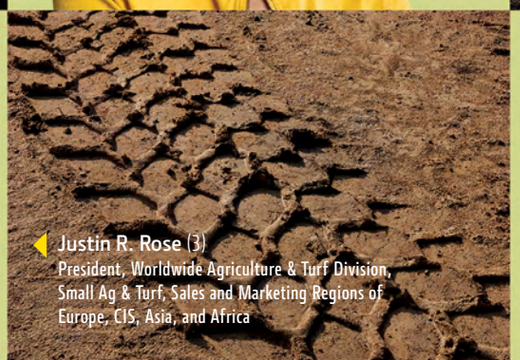
Joshua A. Jepsen (26)
Senior Vice President and Chief Financial Officer

Deanna M. Kovar (25)
President, Worldwide Agriculture & Turf Division, Production & Precision Ag, Sales and Marketing Regions of the Americas and Australia

Kellye L. Walker (1)
Senior Vice President, Corporate Secretary, and Chief Legal Officer, Global Law Services & Regulatory Affairs

Jahmy J. Hindman (29)
Senior Vice President and Chief Technology Officer

Rajesh Kalathur (29)
President, John Deere Financial, and Chief Information Officer



Justin R. Rose (3)
President, Worldwide Agriculture & Turf Division, Small Ag & Turf, Sales and Marketing Regions of Europe, CIS, Asia, and Africa

BRIAN SIKES, OUR NEWEST BOARD MEMBER

HAVING HELD SEVERAL DIFFERENT ROLES AT CARGILL, HOW DO YOU SEE YOUR EXPERIENCE CONTRIBUTING TO JOHN DEERE?

Cargill operates across a diverse set of businesses, but at our core, we're a global food and agriculture company that connects farmers, food producers, and consumers. While John Deere and Cargill serve different parts of the agricultural value chain, our roles are complementary – and we share many customers who rely on both companies to succeed.

I started my first job with Cargill working on the floor of a Texas beef plant in 1991. Over the past 34 years, I've had the privilege of working across several different Cargill businesses in the U.S., Canada, and Europe. Those experiences have shaped how I think about operations, growth, strategy, people, and creating value for our customers. I look forward to sharing that perspective to support Deere's growth – and strengthen the connections that support the productivity and livelihoods of farmers and food producers around the world.

WHAT ARE YOU MOST LOOKING FORWARD TO WHILE WORKING WITH DEERE?

John Deere and Cargill share something special – a long history and a common goal of innovating to nourish a growing world. By 2030, the global population is expected to reach 8.6 billion people. That's a big challenge for agriculture; one that no single company or organization can meet alone.

I'm energized by the opportunity to work alongside Deere to help farmers produce more food with fewer resources and less environmental impact. We must think differently to solve these challenges. One area I'm especially optimistic about is artificial intelligence (AI). It's a true game-changer, and I believe no emerging technology has more potential to transform food and agriculture. It has tremendous potential to reshape how we grow, make, and move the food the world depends on. I look forward to working with Deere to unlock new solutions that drive sustainable progress for farmers and the world.

BOARD OF DIRECTORS

Titles and years of service (in parentheses) as of Jan. 1, 2026

John C. May (6)
Chairman, Chief Executive Officer, and President, Deere & Company

Leanne G. Caret (4)
Retired Executive Vice President and Senior Advisor, The Boeing Company and Former President and Chief Executive Officer, Boeing Defense, Space & Security

Tamra A. Erwin (5)
Retired Senior Advisor, Verizon Communications, Inc. and former Executive Vice President and Group Chief Executive Officer, Verizon Business Group

R. Preston Feight (1)
Chief Executive Officer, PACCAR Inc.

Alan C. Heuberger (9)
Senior Investment Manager, Cascade Asset Management Company

L. Neil Hunn (2)
President and Chief Executive Officer, Roper Technologies Inc.

Michael O. Johanns (10)
Retired U.U.S. Senator from Nebraska and former U.S. Secretary of Agriculture

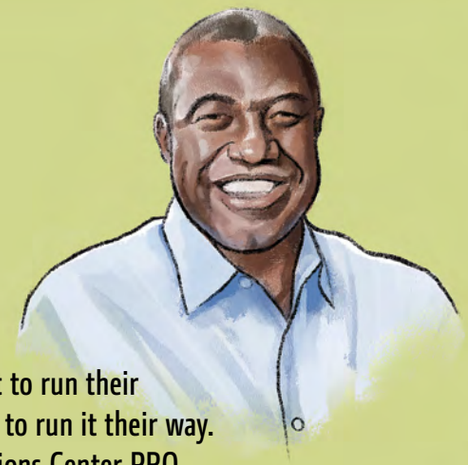
Gregory R. Page (12)
Retired Chairman and Chief Executive Officer, Cargill, Incorporated

Brian Sikes (0)
Board Chair and Chief Executive Officer of Cargill, Incorporated

Dmitri L. Stockton (10)
Retired Special Advisor to Chairman and Senior Vice President, General Electric Company and former Chairman, President, and Chief Executive Officer, GE Asset Management Incorporated

Sheila G. Talton (10)
President and Chief Executive Officer, Gray Matter Analytics

THE POWER OF OUR DIGITAL SOLUTIONS REMAIN RIGHT AT THE CUSTOMER'S FINGERTIPS



To keep every acre earning, every jobsite on schedule, every crew in sync, and every weekend project checked off, Deere has the digital tools to help customers get the most out of their machines.

To ensure our tools are driving value to our customers, we aim to increase our unique, active, monthly, digital users from 409K to 1M, our engaged acres from nearly 500M to 600M, and our highly engaged acres from 147M to 300M by 2030.

"When customers want to run their equipment, they want to run it their way. With tools like Operations Center PRO Service, Shop.Deere.com, and Equipment Mobile, we are giving them greater access to use, maintain, diagnose, repair, and protect their own equipment."

DENVER CALDWELL
Vice President of Aftermarket & Customer Support

JOHN DEERE OPERATIONS CENTER™ FEATURES CONTINUE TO EXPAND

For us, this experience begins in one place — Operations Center, our digital farm, fleet, and jobsite management platform that connects customers to their equipment, data, and dealer. It enables users to plan, monitor, and analyze work in near real time, improving productivity, reducing costs, and supporting informed decision-making across agriculture, construction, forestry, and other commercial operations.

Operations Center has become the window to value for our customers across the industries we serve, connecting them to machine performance, work data, and insights that drive profitability in a single powerful ecosystem.

But our digital offerings extend from there, giving customers options to unlock more from their equipment.

OPERATIONS CENTER PRO SERVICE

Our newest premium offering, PRO Service, currently offered in the U.S. and Canada, puts diagnosing, repairing, and reprogramming of Deere equipment in the hands of the owner. Key customer features include:

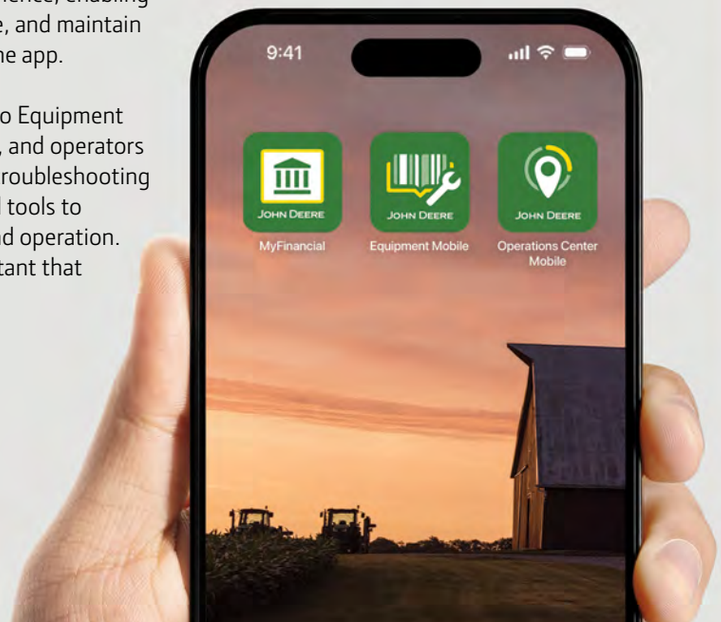
- Effortlessly diagnosing issues, accessing machine-specific details, and proactively managing equipment using machine health insights.
- Receiving step-by-step repair instructions tailored to their equipment.
- Reprogramming, replacing, or updating equipment controllers to ensure optimal performance.

EQUIPMENT MOBILE

Equipment Mobile is the digital key to an unmatched ownership experience, enabling customers to set up, operate, and maintain their equipment all within one app.

With their machines added to Equipment Mobile, owners, technicians, and operators unlock operator's manuals, troubleshooting and guidance resources, and tools to support equipment setup and operation. The app features an AI-assistant that helps you find answers more easily in your operator's manual, making support and troubleshooting faster and more intuitive. Ownership is streamlined with maintenance tracking in factory preventative maintenance plans, interactive parts diagrams, and integrated parts purchasing — all in one seamless platform at the customer's fingertips.

From the application, customers can pair a JDLink™ Modem or a Smart Connector to enabled John Deere equipment and unlock access to live machine data, including fuel levels, engine hours, and diagnostic codes. They can also execute a growing number of software updates. With real time operating data and machine location tracking in Operations Center, these features drive performance optimization and proactive machine management.



OPERATIONS CENTER PRO GOLF

The PRO Golf digital solution within Operations Center can optimize golf course operations by providing additional course and fleet management tools.

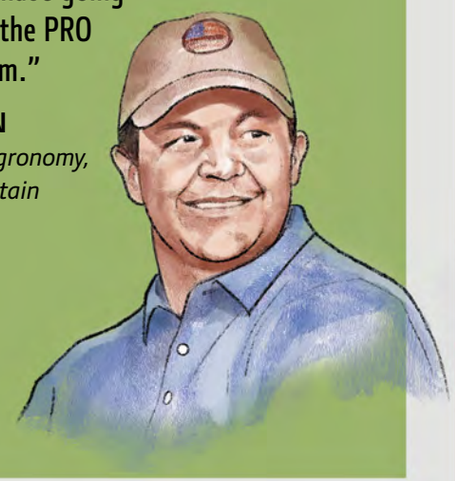
Anchored by three core pillars — connect, guide, and manage — PRO Golf enhances fleet connectivity, enables data-driven decision-making, and supports remote diagnostics. These capabilities are designed to help maximize uptime, improve performance, and enable proactive service planning.

PRO Golf streamlines daily operations by equipping course managers with tools for real time labor tracking, fleet maintenance, job assignments, and cost analysis. Labor management becomes more efficient through real time crew communications, a digital workboard, and visibility into staffing costs.

Fleet management is strengthened by seamless integration with parts inventory, equipment location tracking, and enhanced dealer support.

"I always feel like I have a pulse of what's going on by using the PRO Golf platform."

TODD BOHN
Director of Agronomy, Desert Mountain Golf Club



WIRTGEN GROUP PERFORMANCE TRACKER

When it comes to roadbuilding, the Wirtgen Group Performance Tracker (WPT) system is a set of our differentiating digital solutions that record the work executed by the machine in use. Using specialized sensors and the John Deere technology stack, including the StarFire™ Global Navigation Satellite System (GNSS), data is delivered in near real time to remote managers via the Operations Center. For milling purposes (WPT Milling) the data covers machine position, milling depth, weight, volume, trucks loaded, and more. This enables performance analysis, jobsite documentation, and accurate billing.

In addition to WPT Milling, all roadbuilding steps can now be tracked. This includes:

- Tracking paving, compacting, soil stabilization, and rock crushing performance.
- Viewing in real time the status and performance of the Wirtgen Group equipment.
- Providing a detailed overview of an entire jobsite project, in Operations Center, with documentation of all work completed.
- Making Operations Center the single point of truth for jobsite progress and documentation.

AUTOMATION MAKES HARVEST MORE MANAGEABLE AND EFFICIENT

TECH STACK CONTINUES TO ADD SOLUTIONS, EASE OF USE TO OUR COMBINES

Every year, after the land has been prepared, seeds have been planted, and plants nurtured, harvest is the final step of a farming production cycle. This grain production step is the most complex, as it encompasses both the optimization of a "factory on wheels" (aka the combine) as well as the real time coordination of multiple vehicles to move grain from the field to grain storage facilities. Harvest is also unique in that it provides the farmer with a scorecard, primarily crop yield, that reflects the impact of the decisions made in the previous steps. Our goal when delivering technology and equipment for harvest is to maximize efficiency by reducing the complexity of harvest, while providing the most comprehensive agronomic scorecard.

"The first thing that comes to my mind with precision technology is efficiency. It's something that drives my operation in every aspect. And the first thing that I'll tell anybody who comes on to work for me is I'm efficient. That is what I strive to be. With the technology we've got in today's farming world, that is the key to the game. With the new technology that we're seeing in this S7 Combine, it's really something that's going to help the farm increase its efficiency to a level that I have never seen before."

TODD WESTERFIELD
Fifth-Generation Farmer from Moody, Texas

20%
PRODUCTIVITY INCREASE
WITH PREDICTIVE GROUND SPEED AUTOMATION[2]

13%
JOB QUALITY IMPROVEMENT
WITH HARVEST SETTINGS AUTOMATION[3]

20%
FUEL SAVINGS
ON JD14 ENGINES[4]

"Having Predictive Ground Speed Automation is like having the ability to see into the future, by about seven seconds[6]."

WILL TODD
Manager, Combine Automation

LEAPS IN TECHNOLOGY

In 2025, we introduced two new automation solutions, Predictive Ground Speed Automation (PGSA) and Harvest Settings Automation (HSA) as part of our ultimate technology package, which also includes our most advanced guidance solutions like AutoTrac™ Turn Automation (ATTA) and Combine Auto Unload. In this first year 5M acres[1] have been harvested with HSA and greater than 1.9M acres[1] have been harvested using PGSA – demonstrating the scale of our latest automated solutions and our path toward full autonomy.

- **Predictive Ground Speed Automation:** In model year 2025 the tech allowed the combine to predictively adjust its speed based on the density of crop conditions, allowing for peak performance. In fact, PGSA has been shown to increase productivity by up to 20%.[2] In model year 2026 it now adapts to changes in terrain (like waterways) while forward-facing cameras adjust speed based on weed conditions.

- **Harvest Settings Automation:** Using our G5 display, operators can set limits for grain loss, foreign material, and broken grain. In model year 2025 the tech also adjusted rotor and fan speeds and sieve clearances and has improved job quality by 13%.[3] Now, in model year 2026, HSA recognizes the end of a pass and automatically adjusts. This helps reduce grain loss and improves quality by adjusting internal combine settings. **"HSA is like having a second, experienced operator in the cab with the customer," Todd said.**

- **AutoTrac Turn Automation:** This tech is designed to enhance productivity and reduce operator fatigue by automating precise turns at the end of each pass. And in model year 2026, ATTA's tech is designed to raise and lower the header during those hands-free turns.

- **Machine Sync and Auto Unload:** Working in lockstep and controlled by the combine, Machine Sync connects the tractor and grain cart with the combine, matching speeds and turns. In model year 2026, max speed automation means if the combine goes to max set speed the tractor will increase its speed to maintain even unloading with the grain cart. Auto Unload uses a camera to sense grain fill level height to automate even filling. **"This makes unloading so much easier, especially if you have an unskilled or less seasoned operator in the tractor," Jarret Pine, product specialist, said.**

- **Engine efficiency:** It started with our X9 models with the JD14 (13.6-liter) engine and usage of mechanical belt drives that produce up to a 20% fuel savings.[4] And now in our S7 Combines the JD14 (13.6-liter) has shown a 10% fuel savings over previous models.[5]

DIGITAL SOLUTIONS

John Deere Operations Center™ helps unlock operational efficiencies in two distinct ways. First, Operations Center operators can view the estimated time remaining in the field to be harvested. This is accomplished by utilizing a predictive model, which helps managers determine how many trucks will be needed to finish a field.

Also, Grain Harvest Weight Sharing — another digital solution — provides real time grain weight between the combine and grain cart operators to simplify communication. This tech improves in-field logistics and operational efficiency by knowing when to dispatch the next grain cart for offloading.

John Deere's tech evolutions and solutions put real time insights right at the operator's fingertips. This aims to provide an unmatched customer experience — making the importance of harvest a little less stressful and a lot more efficient.

[1]Based on Operations Center Data calculated by total acres harvested divided by the percentage of tech utilization. Results will vary.
[2]Based on same model running in the same crop over the same amount of acreage, one with Predictive Ground Speed Automation on and one with it off. Results will vary.
[3]Job quality is a percentage of time below a user defined grain loss when Harvest Settings Automation (HSA) is on compared to when HSA is off. Based on global Operations Center data from May 1–Oct. 31, 2025. Results will vary.
[4]Internal comparison between X9 1100 and S790 Combines. Results will vary.
[5]Internal comparison between S7 Series and S700 Series Combines. Results will vary.
[6]Estimation based on a ground speed of 4.4kph/2.7mph.

SEE & SPRAY™ MAKES VARIABILITY PROFITABLE

OUR NEWEST FEATURE IS TAILORED FOR SMALL GRAINS

When you're a farmer, time is often measured in acres covered. The same goes for evaluating a product's value — efficiency is the key metric, not just for a single season, but year after year.

Technology plays a crucial role, enabling products to deliver greater efficiency with each passing season. When a product continues to improve and help farmers achieve more over time, it truly stands out — and farmers will take notice.

Through that definition, See & Spray's tech evolution is earning a lot of attention.

"I love the savings we can create with See & Spray. And the benefit of not putting chemicals where we don't need them," Chet Dykshoorn, a farmer from Alberta, Canada, said. "We know that there are benefits for our soil health by reducing the amount of chemicals we use. That's the biggest goal on our farm; to reduce those salts we're putting on the soil and then in return we get savings."

Offered in three solutions (Select, Ultimate, and Premium), See & Spray's capabilities and features continue to expand and improve while saving customers up to 50% in chemical inputs[1] by targeting only weeds and not the crop. In 2025, the technology was used on more than five million acres[2], highlighting rapid growth for precision agriculture.

50%
NON-RESIDUAL HERBICIDE SAVINGS[1] ON
5M
ACRES[2]

What started as a "green on brown" innovation in fallow ground with See & Spray Select has grown into a suite of offerings that include "green on green" technology (identifying a weed vs. a healthy corn, soybean, or cotton crop) and a dual tank system found in Ultimate.

Sensing, acting

And now, another innovation with Select — variable rate capabilities that will unlock opportunities for precise application and product savings with multiple passes for farmers growing small grains.

Through our real time sensing solution, cameras detect the amount of green biomass in the field. The rate of application is determined and can be adjusted from an individual nozzle level depending on the amount detected. Customers can then adjust and set thresholds based on those percentages.

In fallow and preharvest passes the variable rate system sprays only where weeds or green tissue are present (field data shows around a 77% average input reduction[3]).

In late season fungicide passes the variable rate system scales rates to match plant growth, putting product where disease risk is higher, helping create a 10–15% savings[4]. In top dress applications (fertilizing on top of the seed and emerging crop), it directs more nutrients to the areas of the plant that need it most. This adjustment is expected to result in fewer tendering stops, less waste, and a clear return on investment, all documented in John Deere Operations Center.

The results in this easy-to-use and flexible system bring cleaner fields and less weed competition, which can lead to yield improvement. By being able to enter a field with prescription-like variability by nozzle, job quality, and productivity can be naturally increased.

"With See & Spray we've leveled up an already game-changing technology by adding our new variable rate solution to Select and by boosting Premium's speed to 15 mph. In addition, we've also increased our boom height restrictions for even more value, even later in the season," Josh Ladd, go-to-market manager for application, said.

POTENTIAL VALUE TO CUSTOMERS[5]

To highlight the benefits of See & Spray Select in small grains, we've noted the potential value that our solution can provide.

Using a 12,000-acre farm in Saskatchewan, Canada, consisting of 5,000 acres of spring wheat, 2,000 acres of barley, 4,000 acres of canola, and 1,000 acres of lentils, we have captured our variable rate advantage with potential input savings:

- **Variable rate preharvest and desiccation pass: $60,000**
- **Variable rate fungicide pass: $25,000**
- **Variable rate nitrogen: $10,000**
- **Traditional fallow application: $35,000**

TOTAL POTENTIAL INPUT SAVINGS: $130,000

"It depends on your application, but we're seeing savings from 70% and up to 95%. When we're fallow spraying with See & Spray Select we just leave the cameras on all the time, so even if we're only saving five to 10%, that's still a savings that most businesses would take any day."

JAKE HAMILTON

Director, Krui Pastoral, Condamine, Queensland, Australia

[1] Compared to broadcast application, using See & Spray Ultimate, Premium, or Select. Results will vary.
[2] Acres sprayed with See & Spray Ultimate, Premium, or Select during the 2025 growing season.
[3] Based on tank-level sensor values taken at a steady state on John Deere sprayers equipped with and without See & Spray Select, before and after covering 75,000 acres of fallow ground with a typical weed pressure of 3,000 weeds per acre, using small and medium spray-length settings starting at 2.3 to 3.2 ft. (0.7 to 1 m) and average growing conditions (seasonal precipitation and temperature) across the U.S. and Canadian plains and Australian farms. Spray-length settings varied based on ground speed, spray pressure, and boom height. Sprayers were equipped with current hardware and software at time of study. Individual results may vary based on field and growing conditions, weed pressure, spray-length settings, and software version.
[4] Results are based on internal Deere variable rate fungicide trials in Alberta, Canada, consisting of wheat and canola in typical growing conditions, with varying weed size, crop canopy, and using current software/algorithm at time of trails. Savings compared to traditional broadcast methods. Results may vary based on crop types and conditions.
[5] All results are internal estimates, will vary, and have not been verified by a third party. Modeled results are based on a 12,000-acre farm located in Saskatchewan, Canada, consisting of spring wheat, barley, canola, and lentils. Results are calculated based on data on field trials in Western Canada. Pesticide costs based on Western Canadian 2025 local producer costs, converted to USD.

HIGH TECH AND HIGH VALUE GROW TOGETHER

INNOVATION AND DATA ADVANCEMENTS HELP FARMERS LEARN AS THEY GO

In the volatile landscape that shapes the high value crop industry, timing — critical for combating disease and pests — comes at all hours of the day.

So, when morning's first light hits the orchards, our steel and software have already put in a full night's work — spraying smarter, steering straighter, and proving that our precision technology can drive sustainability with the goal of maximizing profitability.

That's the promise we're delivering to high value crop growers. Because in this environment, it's not only about doing more with less, but also about reducing variability. With every pass, our machines take out variability and learn to do a better job each time — putting customers in control of their critical spray operations.

We're doing this with innovative products and data connectivity that bring solutions to our customers' businesses.

AUTONOMY MEETS ACCURACY: GUSS SPRAYERS

Our full acquisition of GUSS Automation, in August 2025, solidified John Deere's commitment to high value growers; by delivering real impact with real solutions like autonomous airblast spraying in orchards and vineyards — building on our original 2022 joint venture. The result is a precise way to protect and nurture permanent crops, allowing a clear path to lowering input costs and improving job quality and safety while increasing yield.

Best of all, a GUSS sprayer pays for itself. Most GUSS operators see a positive ROI in one to three years[1].

"Fully integrating GUSS into the John Deere portfolio is a continuation of our dedication to serving high value crop customers with advanced, scalable technologies to help them do more with less," said Mike Bailey, director of production systems, high value and small acre crops.

On the ground, that commitment illustrates the power of real tech with real solutions. Michael Carr of 5 Star Farms in Linden, California, said the impact has been immediate.

"We've seen efficiency gains from the very beginning — not only in time and coverage, but also in materials that aren't being wasted," Carr said. "GUSS lets us monitor, customize, and fine-tune each field by tree size, age, and density, so application is precise and consistent. We cover more ground with less labor and fewer errors, pivot on the go, and often use less material while improving coverage."

PRECISION THAT PAYS: SMART APPLY

For many specialty growers, the Smart Apply® Intelligent Spray Control System has proven to be the simplest on-ramp to sustainability. By retrofitting to virtually any air blast sprayer, Smart Apply senses canopy density and applies only what's needed — cutting material and water use and time, while generating digital records that prove the job was completed as prescribed.

When the American Pistachio Growers (APG) (with USDA collaboration) put Smart Apply to the test in pistachio fields, the system reduced inputs by 68% with no loss in efficacy, delivering $34,000–$46,000 in material savings depending on gallons per acre[2].

"Economics come first," Joe Coelho, APG's director of sustainability and owner of Terra Linda Farms, said. "We must lean into practices with all three benefits — economic, environmental, and social."

Smart Apply's retrofit model is also a bridge to autonomy. Paired with GUSS autonomous sprayers, it can be factory ordered or added as a precision upgrade, thus combining autonomy with targeted application to optimize labor and minimize waste.

[1] https://gussag.com/wp-content/uploads/2025/08/GUSS.Herbicide-GUSS-brochure_online-6.23-JDE.pdf Results may vary.

[2] Based on a collaborative study by the American Pistachio Growers and USDA, conducted on 1,200 acres in a pistachio orchard, comparing applications with and without Smart Apply. Savings calculated using average input costs and application rates. Actual results may vary depending on canopy and orchard conditions. Results may vary.

[3] AutoTrac™ and Section Control Control are solutions used used throughout the production cycle. For more information, see product details at https://www.deere.com/en/technology-products/precision-ag-technology/guidance/auto-trac/ and https://www.deere.com/en/technology-products/precision-ag-technology/variable-rate-application/section-control/

TECH THAT FITS SMALL ACRES

Sustainability isn't just a thousand-acre goal; small acre farmers face the same volatility in inputs, labor, and weather windows. Our Precision Essentials — AutoTrac™ Guidance and Rate & Section Control — help eliminate skips and overlaps to save fuel, reduce inputs, and tighten coverage while increasing yields[3].

Crucially, much of this technology can retrofit older John Deere or non-Deere machines, lowering the barrier to adoption.

And it is changing minds.

In the end, whether it's a fleet of autonomous sprayers threading the rows, LiDAR (light detection and ranging)-guided retrofit that turns an air blast into a precision instrument, or guidance that makes every pass count, the aim is consistent: fewer inputs, better outcomes, clearer records — and a business that's stronger season after season.

"I always thought this technology was for the guys doing thousands of acres, I never thought we could use it or it would be attainable for us. It ended up working to our advantage."

CHRIS PAIR

Co-Owner Sunset Farms in Barnesville, Georgia

HAY, REIMAGINED: HOW UTILIZING OUR EXISTING SMART TECH DELIVERS FOR TODAY'S PRODUCERS

How complicated is hay? Probably more than you think.

Because as it is with any crop — and any producer — every season brings the predictable and unpredictable. To every farmer who puts a seed in the ground, these challenges sound similar. What separates hay, however, is harvests come multiple times a year. This, of course may include multiple steps — mowing, tedding, raking, and/or baling.

So, now, factor in the weather, skilled labor shortages, rising input costs, tiring working conditions, and the ever-present pressure to do more with less — executed over and over.

This isn't just background noise because these issues are magnified and tend to shape and drive every decision in the field and within a dairy, livestock, and commercial hay operation.

But as the landscape shifts, so does the technology. And that's where we're stepping up, helping hay farmers turn obstacles into opportunities through a powerful blend of documentation, automation, and integrated systems.

DOCUMENTING FOR BETTER DECISIONS

It's a simple truth: You can't manage what you don't measure. That's why documentation is at the heart of our approach. With factory-installed moisture and scale sensors on 1 Series Round Balers, farmers can capture real time data on every bale, including moisture content, weight, and yield.

"We are supporting growers being more profitable and more sustainable in their operations."

NICK FLIES
Product Manager, Global Baling & Mowing

Baling — Manual vs. Automated Operator Activity

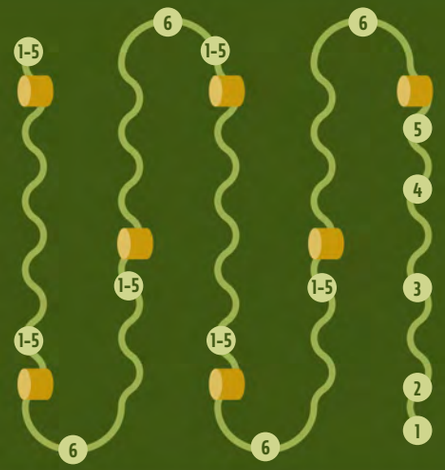
Manual Baling

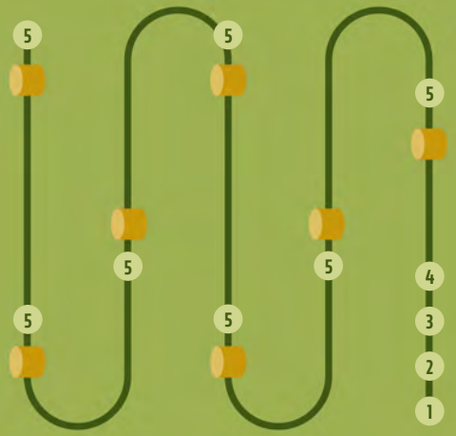
Creating Every Bale:

1. Start
2. Increase Speed
3. Weave
4. Stop and/or Decrease Speed
5. Eject Bale

Turning On A Headland:

6. Turn





Automated Baling

Initial Bale Creation:

1. Start
2. Increase Speed
3. Engage/Start Button
4. Resume Switch

After Each Bale:

5. Initiate Forward Motion

The automated baling operation requires 76% less operating activity[1].

As skilled labor becomes increasingly scarce across dairy, livestock, and hay operations, the demand grows for baling systems — tractor, baler, and integrated technology — that are intuitive to operate and consistently deliver bales with uniform weight, shape, and quality.

But this documentation isn't just about recordkeeping, it's about insight generation. Take, for example, growers in Minnesota and Wisconsin who used documentation to perform on-farm nitrogen trials. The results? Measurable improvements in tonnage and economic return, tracked and validated through John Deere Operations Center™. These insights will help empower farmers to make smarter, more profitable decisions[2] — season after season.

SIMPLICITY MEETS EFFICIENCY

Ask any hay producer about baling, and you'll hear stories of long hours and relentless repetition. Automation is changing that narrative — praised by customers like Scott Birker of east central Iowa — and takes the guesswork out of the process.

> "The efficiency of the baler automation was far superior to the old ways of baling manually. I actually had guys helping me bale that wouldn't bale without the automation. It has changed our operation immensely. It was very simple and easy to use. You just have to get in the seat and try it."
>
> **SCOTT BIRKER**
> *Farmer of East Central Iowa*

With features like speed, weave, and gate automation, operators spend less time monitoring displays – in a recent study they spent 59% less time looking at the display in the cab. Additionally, when automation is active, the baler manages the weaving to create uniform bales so the operator can focus on the baling operation. Findings from trials in grass hay showed this led to 7.7% more pounds in each bale and a 20% increase in bale shape compared to those created by a novice operator[3]. The results are clear – the system can help novice and experienced operators consistently produce bales of equal shape and weight, increasing overall bale quality while addressing labor constraints.

THE ROAD TO HANDS FREE BALING

Our vision extends beyond individual machines. Production systems automation — syncing combines, rakes, and balers — brings a new level of coordination to straw and cornstalk operations. Technologies like AutoTrac™, AutoTrac Turn Automation, AutoPath™, Gate Automation, Speed Automation, and Weave Automation enable equipment to communicate, and optimize every pass.

The goal is to drive from job-level automation to full-season, using precision guidance and automation technologies, to reduce labor demands and maximize every acre's potential. Even older fleets can benefit, thanks to the retrofit options available on some of our solutions and cloud-based connectivity through Operations Center.

At its core, our approach is about more than just technology — it's about helping farmers thrive. By making documentation and automation accessible, we're enabling producers to improve quality, lower costs, boost productivity, and meet rising sustainability expectations without sacrificing profitability. As the pressures on dairy, livestock, and hay operations grow, so does the need for solutions that are as resilient and adaptable as the people who use them.

[1] Based on a 2025 internal John Deere study, utilizing a 6R 175 and 561R Round Baler comparing results of baling cornstalks in central Iowa with automation (Gate, Speed, and Weave Automation, AutoTrac™ and AutoTrac Turn Automation) vs. manually (all automation disabled). Results will vary.
[2] Results based on internal John Deere trials in grass hay field in Wisconsin in typical growing conditions, with varying weed size, crop canopy, and field conditions. Equipment utilized was a R4030 sprayer for nutrient application and a 7820 tractor with a 461R round baler equipped with bale scale and moisture sensor. Results will vary.
[3] Based on 2025 internal John Deere study utilizing a 6R 175 with a 561R round baler comparing results with Weave Automation enabled vs. disabled while baling grass hay in Iowa. Results will vary.

FOCUS ON EXCAVATORS SHOWS UP IN NEW P-TIER LINEUP, AGGRESSIVE FLEET UPDATES

With excavators accounting for 45%[1] of overall construction equipment in the industry, it's no wonder we've put a keen focus on our product portfolio, investing at unprecedented levels to design, manufacture, and launch our future P-Tier and G-Tier excavators.

We believe these next-generation excavators deliver advanced technology solutions in an unforgiving environment where durability, performance, ease of use, and technology attract — and keep — customers. And for many of these advancements we don't need to look far for their source as we've relied on our own tech stack to integrate these solutions.

"We have engaged customers at every stage like never before. That level of connection has inspired us to think bigger, move faster, and confidently shape our future — both on the jobsite and within this product space."

AMY ASSELIN
Global Marketing Manager for Excavators

WHAT'S NEW, DIFFERENT

Our P-Tier Excavators give operators the right tools to get the job done efficiently and productively. Highlights include:

- **26 P-Tier E-Power Excavator**
  - 100% battery electric based on our 26 P-Tier diesel design
  - Automotive style charging simplifies the charging equipment required for fleets
  - Large, easy-to-use LCD monitor
  - Excellent versatility and maneuverability as a zero tail swing mini excavator
  - Less time and money spent on fuel and maintenance, with **up to a 60% operating cost savings** compared to an equivalent diesel model[3]

- **210/230/260 P-Tier Excavators**
  - Featuring our highly integrated and user-friendly precision technology suite and stack, including:
    - SmartGrade™ – John Deere's advanced grade management solution helps reduce time spent on site development and roadbuilding dirt work by up to 37%, accelerating productivity and project completion[4].
    - EZControl Logic – Adapted from Intelligent Boom Control (IBC) used in our forestry equipment, this feature simplifies boom, arm, and bucket operation for pipeline customers. It offers intuitive control, making it easier to lift and position structures on the jobsite.
    - Operator Assist Features – Includes cab damage avoidance, which prevents contact between the cab and attachments, and virtual fences that allow users to define movement limits above, below, and around the machine. These safeguards are especially useful when working near obstacles commonly found on jobsites.
    - Jobsite Safety Enhancements – Our optional Advanced Vision System provides multiple camera views, including a 360-degree surround view, to improve situational awareness. When paired with Advanced Object Detection, operators receive audible and visual alerts as objects are detected on the right, rear, and left sides of the machine.

UPGRADES, UPDATES, UPTIME

Over the past three years, we have updated our earthmoving fleet by nearly 75%[2] — from technology solutions to cab comfort to engine efficiency. Our Next-Gen SmartGrade 3D system helps reduce the inefficiency of rework and gives customers the flexibility to integrate their preferred technology platform – Topcon or Leica.

Our technology is built with the operator in mind — delivering "walk-up easy" solutions that minimize learning curves and maximize productivity and safety from the very start of each day.

Other tech advancements include:

- **G5 and G5+ display** touch screen with Remote Display Access (RDA) and control capabilities. Used in the Ag Division as a secondary display, it is being used on excavators as the primary display for managing all machine information and technology applications.
- **2D grade control**, a fully Deere-designed solution leveraging our enterprise tech stack including G5+ display, Inertial Measurement Units (IMUs) coupled with Deere-developed control software and Deere UX design to provide two-dimensional control of the bucket relative to the surrounding work area or jobsite.
- **SmartWeigh™**, an optional payload weighing system that measures the weight of the material in each bucket in real time as well as tracks weight loaded to a truck, enhancing efficiency[5] on the jobsite and tracking earth moved through John Deere Operations Center™.
- **Advanced Vision System (AVS)** and SmartDetect™ kits are available for a variety of products. AVS is an available option on crawlers, backhoes, utility loaders, articulated dump trucks (ADTs), and new excavators. SmartDetect is available on utility and production-class loaders. This tech serves as a building block in unlocking our "show me, tell me" jobsite safety visual and audible warning system.
- **Updates to JD14 engines**, enabling them to use less fuel and utilize the power and efficiency of our production-class loaders and ADTs.

AUTOMATION IN ROADBUILDING

Vögele's latest automation brings fully integrated control to asphalt paving with Smart Pave technology. This solution automatically governs pave width, position, and direction using AutoTrac™ innovation and virtual references, with project geometries validated in Work Planner and delivered via Operations Center.

Leveraging our enterprise tech stack, the StarFire™ dual antenna fixes the paver's exact position, helping to avoid excess width, which saves material[6]. The self adjusting screeds save operators from having to check the traffic lane edge, which contributes to work safety. The system is designed for multiple road types, including rural roads, two-lane highways, and interstate systems.

More broadly, Wirtgen Group's Smart Automation in roadbuilding connects planning, milling, and paving around digital terrain models. Work Planner checks data quality and synchronizes with on-machine automation (such as Smart Pave) to deliver predictable results that can be monitored remotely.

Hamm Smart Compact Basic is simplifying the compaction process in asphalt construction by controlling the compaction modes and forces based on the selected layer type automatically and separately for both drums. It continuously monitors the asphalt's physical properties, such as temperature and rigidity, as well as its complex cooling behavior, to ensure homogeneous compaction. There is even the option of incorporating local weather data. With Smart Compact Pro, Hamm is expanding Smart Compact Basic to incorporate an essential measured value – real time asphalt density. The world-first integration of real time density into automated compaction represents a significant step forward for asphalt compaction.

"As we continue to introduce new models and technology features, we're expanding offerings for customers seeking a smarter, more efficient jobsite," said Ryan Campbell, president, Worldwide Construction & Forestry and Power Systems.

[1] Based on AEM industry shown in the Market Share Statistics Market Share Statistics - AEM | Association of Equipment Manufacturers (https://www.aem.org/market-share-statistics).
[2] Based on internal John Deere analysis of excavator portfolio program updates across all models, globally.
[3] This is supported by the total cost of ownership calculation comparing the 26 P-Tier E-Power and our current 26 P-Tier diesel machine over a 6,000 hour period. Results will vary.
[4] Grade Management Solutions | John Deere (https://www.deere.com/en/technology-products/precision-construction-technology/grade-management/). Results will vary.
[5] SmartWeigh Payload-Weighing Solution | John Deere (https://www.deere.com/assets/pdfs/common/products/sync/DKAPWS-smartweigh-payload-weighing-solution.pdf).
[6] Smart Pave in use at Lehnen Group | Magazine | Wirtgen Group (https://www.wirtgen-group.com/en-global/magazine/the-road/innovation/smart-pave-in-use-at-lehnen-group/?q=ngd).

POTENTIAL OF RENEWABLE FUELS POWERS CROP DIVERSITY WHILE STRENGTHENING CUSTOMER BUSINESSES

Seldom — rarely, actually — does a crop serve a single purpose.

Over decades of experimentation, researchers have been able to create many uses for a harvested grain. This approach ultimately brings more value to those commodities.

For example, while most of us know cotton provides the fiber for clothing, cotton seed also is used in bioplastics, cosmetics, cooking oils, and livestock feed.

Similarly, some of the largest acre crops in the world — corn, soybeans, and sugarcane — have multiple uses, from food to feed to fuel. And diversity doesn't necessarily mean trade-off.

As a matter of fact, approximately 10% of every gallon of gasoline sold in the U.S. has greenhouse gas (GHG) lowering ethanol[1]. An often-referenced statistic is that 35% of the corn crop in the U.S. goes into ethanol[2]. At the acre level, corn can produce 270 gallons of diesel equivalent fuel, up to 30 tons of livestock feed, and about 15 tons of biogenic carbon[3], which can be used for food applications, enhanced oil recovery, or be permanently stored underground.

And the biodiesel and ethanol industries continue to innovate ways to reduce their carbon footprint and create a more cost-effective fuel for consumers.

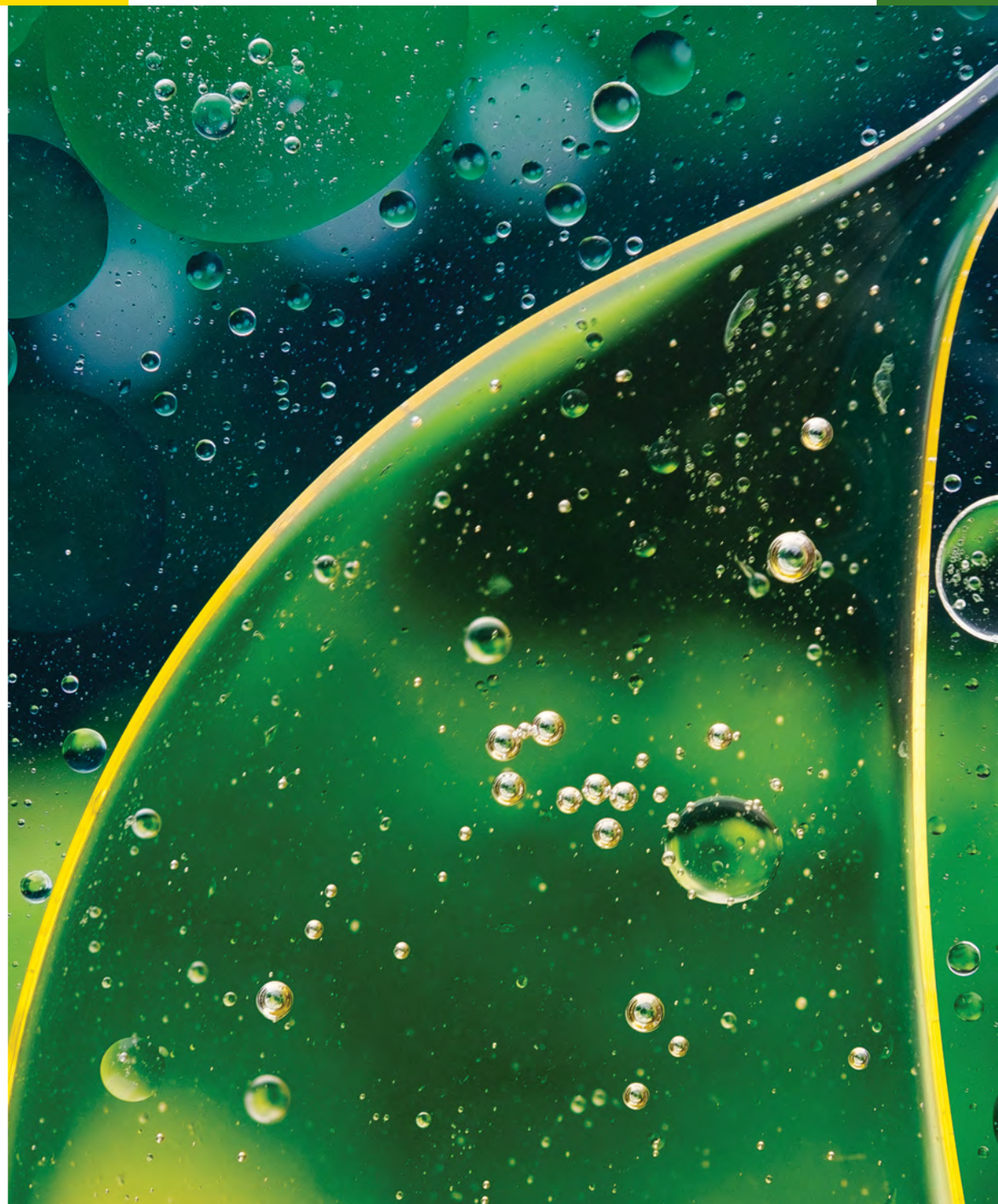
That's why we remain committed to supporting the important work farmers do every day to provide the food, fiber, and the increasing fuel needs that keep us all moving forward.

THE NEED IS REAL

Annually, the world consumed 107 billion gallons of jet fuel[4], 387 billion gallons of gasoline, 406 billion gallons of diesel[5], and 226 million metric tons of bunker fuel[6]. At the same time, only 45 billion gallons of that came from renewable fuel[7].

This gap indicates there is room to grow renewable fuel and do so in an environmentally and financially sustainable way. Ethanol, biodiesel, renewable diesel, and sustainable aviation fuel made from crops like corn, sugarcane, sorghum, soybeans, canola, and tallow are valuable and viable solutions.

"One of the key opportunities we see for growth in agriculture is through the expansion of renewable fuels like ethanol, biodiesel, and renewable diesel. These fuels are not only better for the environment, but they support energy independence, promote consumer choice, can lower fuel prices at the pump, and importantly, support agriculture and the rural economy," said Deanna Kovar, president, Worldwide Agriculture & Turf Division: Production and Precision Ag, Sales and Marketing Regions of the Americas and Australia.



Over the years, we've supported our customers and grower groups that represent them in renewable fuels activities. In March, John Deere joined Growth Energy, the largest U.S. ethanol trade organization, to continue our efforts on policy advocacy, industry engagement, and public education. To that end, Cory Reed, Deere's president for Lifecycle Solutions, Supply Management, and Customer Success, joined Growth Energy's board in a nonvoting capacity.

In 2025 we bolstered our efforts in support of renewable fuels through coalition engagement, increased advocacy, and targeted investments. Through our work, we hope to showcase the value of a robust renewable fuels industry — an industry that is still relatively young and which continues to innovate —both through the creation of renewable co-products and the experimentation of other crop types and timing.

"Higher blends of biodiesel mean greater demand for the soybeans we grow and cleaner-burning fuel for equipment in the field. John Deere's leadership in approving the utilization of B30 in their machinery helps move renewable fuels forward while directly supporting the farmers who help produce them."

CALEB RAGLAND
President of the American Soybean Association and Kentucky soybean farmer

OUR COMMITMENT, IN PHYSICAL FORM

Our confidence in renewable fuels has been on display in a physical form this past year in both bio-based diesel and ethanol engines.

In August, we announced our John Deere Tier 4 engines are capable of using B30 biodiesel, increasing from B20. To announce such an increase in biodiesel blends, our engineering teams worked with fuel producers to understand improvements in biodiesel quality and ensure specifications aligned to the performance expectations of our engines. While B30 isn't readily available in the market, we believe our announcement and continued work with the biofuels industry will ultimately increase blend levels in all diesel applications.

Additionally, we showcased a concept 8R Tractor with an ethanol engine at Brazil's AgriShow in April and the Iowa Corn 350 NASCAR race in August. While we are still in the early stages of development, the engine is delivering diesel-like power performance. We view this concept as a positive disrupter for agriculture, not only giving farmers another option to consume fuel they help create, but also showcasing to various propulsion stakeholders the range of possibilities ethanol can support.

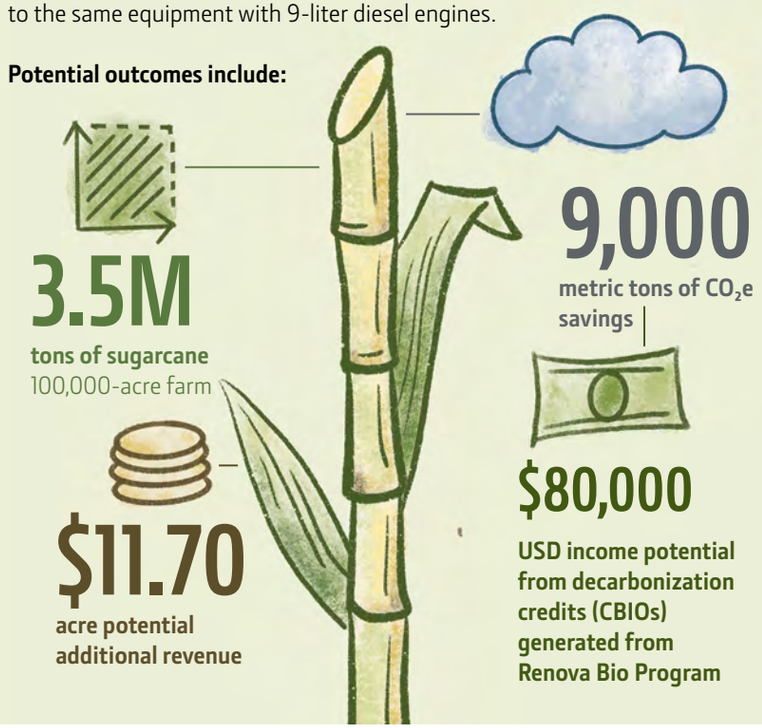
Our teams continue development of the engine and collaborating with farmers, fuel suppliers, and others to prepare for a future where biodiesel and ethanol are powering large ag equipment.

POTENTIAL OUTCOMES OF ETHANOL AND BRAZIL'S SUGARCANE PRODUCTION SYSTEM[8]

To illustrate the additional value of ethanol engines in our equipment, we have modeled the potential outcomes associated with the benefits of a 100,000-acre (42,000 hectares) farm producing 3.5 million tons of sugarcane.

This operation utilizes a CH570 single-row sugarcane harvester and different tractor models, including 8R Tractors, with 9-liter ethanol engines compared to the same equipment with 9-liter diesel engines.

Potential outcomes include:



[1] U.S. Energy Information Administration. (2024, April 1). How much ethanol is in gasoline, and how does it affect fuel economy? Retrieved from https://www.eia.gov/tools/faqs/faq.php?id=27&t=10.
[2] North Dakota Ethanol Council. (n.d.). National ethanol industry. https://www.ndethanol.org/national-ethanol-industry
[3] Consumption figures from International Energy Agency (IEA) World Energy Outlook 2024. Renewable fuel data from Renewable Fuels Association (RFA).
[4] https://saf.rmi.org/.
[5] https://www.statista.com/topics/13385/gasoline-and-diesel-market-worldwide/#statisticChapter, see consumption data at the bottom of the site which references 26.5m bbl/d of gasoline and 27.5m bbl/d of diesel.
[6] Marine Bunker Oil Market. (2024). Global marine bunker oil consumption reached 226 million metric tons in 2023. Marine Bunker Oil Market Report. Retrieved from https://www.marketgrowthreports.com/market-reports/marine-bunker-oil-market-109382.
[7] Final Renewable Fuels Standards Rule for 2023, 2024, and 2025 | US EPA.
[8] All results are internal estimates, will vary, and have not been verified by a third party. Results are calculated based on data gathered from various industry sources and will vary based on the source, year, operation, and region. These figures represent the potential outcomes realized within the farm operating a CH570 single-row sugarcane harvester and two 8R Tractors, a 8270R and 8345R, with 9L ethanol engines compared to the same equipment with 9L diesel engines. Diesel price is based on National Agency of Petroleum, Natural Gas and Biofuels (ANP) average resale price for 2024. Hydrous ethanol prices are based on the Center for Advanced Studies on Applied Economics and Luis de Queiroz College of Agriculture (ESALQ)/University of Sao Paulo (USP) average prices from 2023 and 2024. CO_2e savings is based factoring in the difference in type of fuel and consumption to RenovaBio's Renova Calc. Additional revenue includes estimated additional income from decarbonization credits (CBIOs) from RenovaBio. RenovaBio is Brazil's National Biofuels Policy aimed at reducing transportation carbon intensity by expanding biofuel usage and developing a carbon credit market. Mills that produce ethanol and ethanol producers can increase their revenue by producing certified biofuels, benefiting from the sale of decarbonization credits (CBIOs).

REPORTING SCOPE AND ISSUANCE

Except where specifically noted otherwise, the reporting period of the John Deere 2025 Business Impact Report covers subject matter and data for Deere & Company's fiscal year 2025 (Oct. 2024–Nov. 2025) and is limited to the operations owned and/or operated by Deere & Company. References to "John Deere," "our," "we," or "the company" mean Deere & Company and its subsidiaries, unless the content indicates otherwise. This report was published on Jan. 15, 2026.

FORWARD-LOOKING STATEMENTS

Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995: Statements in this report that relate to future events, expectations, and trends involve factors that are subject to change and risks and uncertainties that could cause actual results to differ materially. These risks and uncertainties are difficult to predict and often are outside of the company's control.

When used in this report the words "aim," "aspire," "may," "could," "anticipate," "target," "plan," "continue," "goal," "commit," "achieve," "project," "intend," "estimate," "believe," "expect," "strive," and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such words. Forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience and our present expectations or anticipated results. Forward-looking statements are neither historical facts nor assurances of future performance.

Instead, they are based only on the company's current beliefs, expectations, and assumptions regarding the future of its business, strategic objectives, projections, anticipated economic changes and trends, and other conditions. Forward-looking statements in this report may include, but are not limited to, financial projections and outcomes; estimates of addressable market size; sustainability projections and other goals; statements regarding the company's operational strategies; equipment designs that optimize performance outcomes for customers; advocacy and targeted investments in renewable fuels; efforts regarding energy, water, and emissions; and the development of mechanisms for tracking sustainability metrics. Important factors that could cause the company's actual results to differ materially from those indicated in the forward-looking statements include, among others, the following: (i) the agricultural business cycle, which can be unpredictable; (ii) the uncertainty of government policies and actions with respect to the global trade environment including increased and proposed tariffs; (iii) political, economic, and social instability in the geographies in which we operate, including the ongoing war between Russia and Ukraine and the conflicts in the Middle East; (iv) worldwide demand for food and different forms of renewable energy impacting the price of farm commodities and consequently the demand for our equipment; (v) availability and price of raw materials, components, and whole goods; (vi) delays or disruptions in our supply chain; (vii) changes in climate patterns, unfavorable weather events, and natural disasters; (viii) ability to adapt in highly competitive markets, including understanding and meeting customers' changing expectations for products and solutions, including delivery and utilization of precision technology; (ix) the ability to execute business strategies, including our Smart Industrial Operating Model and refined Leap Ambitions; (x) dealer practices and their ability to manage new and used inventory, distribute our products, and to provide support and service for precision technology solutions; (xi) the ability to realize anticipated benefits of acquisitions and joint ventures; (xii) negative claims or publicity that damage our reputation or brand; (xiii) security breaches, cybersecurity attacks, technology failures, and other disruptions to our information technology infrastructure and products; (xiv) leveraging artificial intelligence and machine learning within our business processes; (xv) changes to existing laws and regulations, including the implementation of new, more stringent laws, as well as compliance with a variety of U.S., foreign and international laws, regulations, and policies relating to, but not limited to the following: advertising, anti-bribery and anti-corruption, anti-money laundering, antitrust, consumer finance, cybersecurity, data privacy, encryption, environmental (including climate change and engine

emissions) farming, foreign exchange controls and cash repatriation restrictions, foreign ownership and investment, health and safety, human rights, import / export and trade, labor and employment, tariffs, product liability, tax, telematics, and telecommunications; and (xvi) governmental and other actions designed to address climate change in connection with a transition to a lower-carbon economy.

The company, except as required by law, undertakes no obligation to update or revise any forward-looking statements, whether as a result of new developments or otherwise. The forward-looking statements speak only as of the date of this report, and undue reliance should not be placed on these statements. Goals, targets, intentions, ambitions, outcomes, or expectations described in this report, including the Leap Ambitions, are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, outcomes, or expectations will be met. There can be no assurance that our sustainability policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability initiatives, policies, and procedures based on cost, timing, or other considerations. Any awards and designations presented herein are the opinion of the respective parties conferring the award or designation and not of Deere. None of the awards or designations herein relate to Deere's abilities. The views expressed by third parties, including customers, throughout this report represent the views of the respective individuals and not views or claims made by or on behalf of Deere. Further, the receipt of any awards by Deere is no assurance that Deere's business objectives, including its Leap Ambitions or other sustainability objectives, have been achieved or successful.

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MATERIALITY

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. Further information concerning the company and its businesses, including factors that could materially affect the company's financial results, is included in the company's filings with the Securities and Exchange Commission (SEC) (including, but not limited to, the factors discussed in Item 1A, Risk Factors of the company's most recent Annual Report on Form 10-K, and quarterly reports on Form 10-Q).

2025 AWARDS

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