

# 1Q 2026 Earnings Call

19 February 2026



**JOHN DEERE**

# Forward-Looking Statements

This earnings call and accompanying materials may include forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by words such as “forecast,” “guidance,” “project,” “target,” “outlook,” “prospects,” “expect,” “estimate,” “will,” “goal,” “plan,” “anticipate,” “intend,” “predict,” “believe,” “likely,” “future,” “could,” “may,” or other similar words or phrases, including the negative variations of such words or phrases. Examples of forward-looking statements include, among others, comments and information concerning the Company’s plans and projections for the future, including estimates and assumptions with respect to economic, political, technological, weather, market acceptance, acquisitions and divestitures of businesses, anticipated transaction costs, the integration of new businesses, anticipated benefits of acquisitions, and other factors that impact the Company’s businesses and customers.

Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on management’s current beliefs, expectations and assumptions regarding the future of the Company’s business, future plans and strategies, projections, anticipated events and trends, the economy, and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks, changes in circumstances, and other factors that are difficult to predict and many of which are outside of the Company’s control causing actual results to differ materially from those projected in these forward-looking statements. Among these factors are risks related to the agricultural business cycle, which can be unpredictable and is affected by a variety of factors, such as farm income; macroeconomic conditions due to slower economic growth or a recession; the uncertainty of government policies and actions with respect to the global trade environment including increased and proposed tariffs; exposure to risks and events beyond our control in countries in which we operate, such as economic and political instability, worldwide demand for food and different forms of renewable energy impacting the price of farm commodities; rationalization, restructuring, relocation, expansion and/or reconfiguration of manufacturing and warehouse facilities; accurately forecasting customer demand for products and services, and adequately managing inventory; availability and price of raw materials, components, and whole goods; delays or disruptions in our supply chain; changes in climate patterns, unfavorable weather events, and natural disasters; higher interest rates and currency fluctuations; negative economic conditions in the financial industry which could impact our financial services segment; the ability to execute business strategies, including our Smart Industrial Operating Model and Leap Ambitions ; the complexity of our products and the risks associated with not realizing the anticipated benefits of our investments, such as customer acceptance and the pace of adopting our products and technologies; dealer practices and their ability to manage new and used inventory, distribute our products, and provide support and service for precision technology solutions; the ability to realize anticipated benefits of acquisitions and joint ventures, including challenges with successful integration; negative claims or publicity that damage our reputation or brand; the ability to attract, develop, engage, and retain qualified employees; the impact of workforce reductions on company culture, employee retention and morale, and institutional knowledge; labor relations and contracts, including work stoppages and other disruptions; security breaches, cybersecurity attacks, technology failures, and other disruptions to our information technology infrastructure and products; leveraging artificial intelligence and machine learning within our business processes; changes to existing laws and regulations, including the implementation of new, more stringent laws, as well as compliance with these laws and regulations; investigations, claims, lawsuits, or other legal proceedings. For a discussion of some of these risks and uncertainties see “Item 1A Risk Factors” in our most recent Annual Report on Form 10-K, as updated by our subsequent filings with the U.S. Securities and Exchange Commission. Investors should refer to and consider the information on risks and uncertainties in addition to the information presented here.

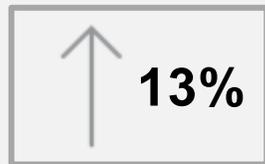
All forward-looking statements made in this earnings call and accompanying materials are based only on information currently available and speaks only as of the date on which it is made. You should not place undue reliance on forward-looking statements. The Company, except as required by law, undertakes no obligation to update or revise any forward-looking statements whether as a result of new developments or otherwise.

This earnings call and accompanying materials may contain non-GAAP financial measures. Non-GAAP measures should be viewed as a supplement to, and not in isolation from, or as a substitute for the Company’s GAAP measures of performance and the financial results calculated in accordance with GAAP and reconciliations from these results should be carefully evaluated.

# 1Q 2026 Results

(\$ millions except where noted)

## Net Sales and Revenues



## Net Sales (Equipment Operations)



## Net Income (attributable to Deere & Company)



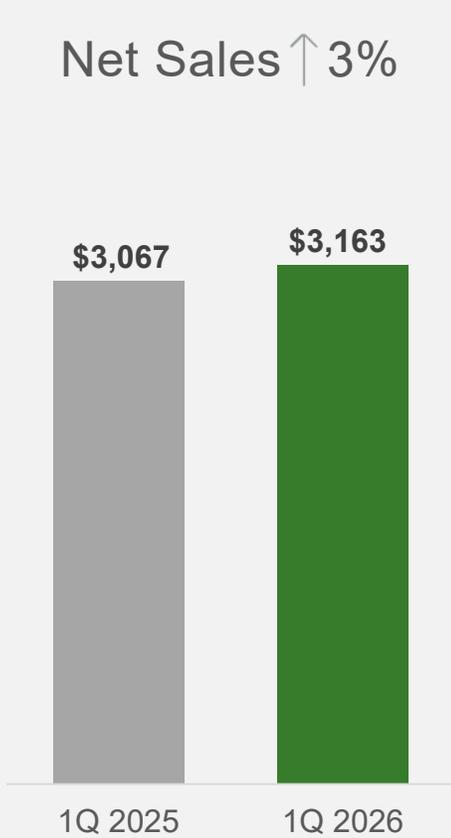
## Diluted EPS (\$ per share)



# Production & Precision Ag

1Q 2026 Results *\$ in millions*

Net Sales ↑ 3%



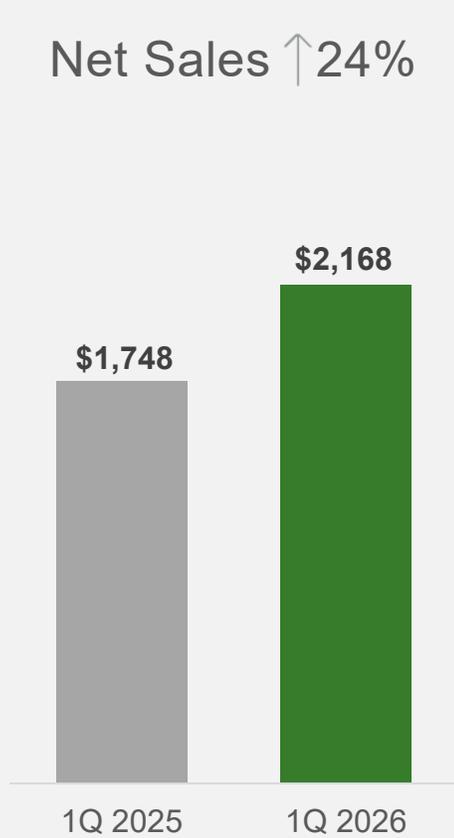
Operating Profit Comparison



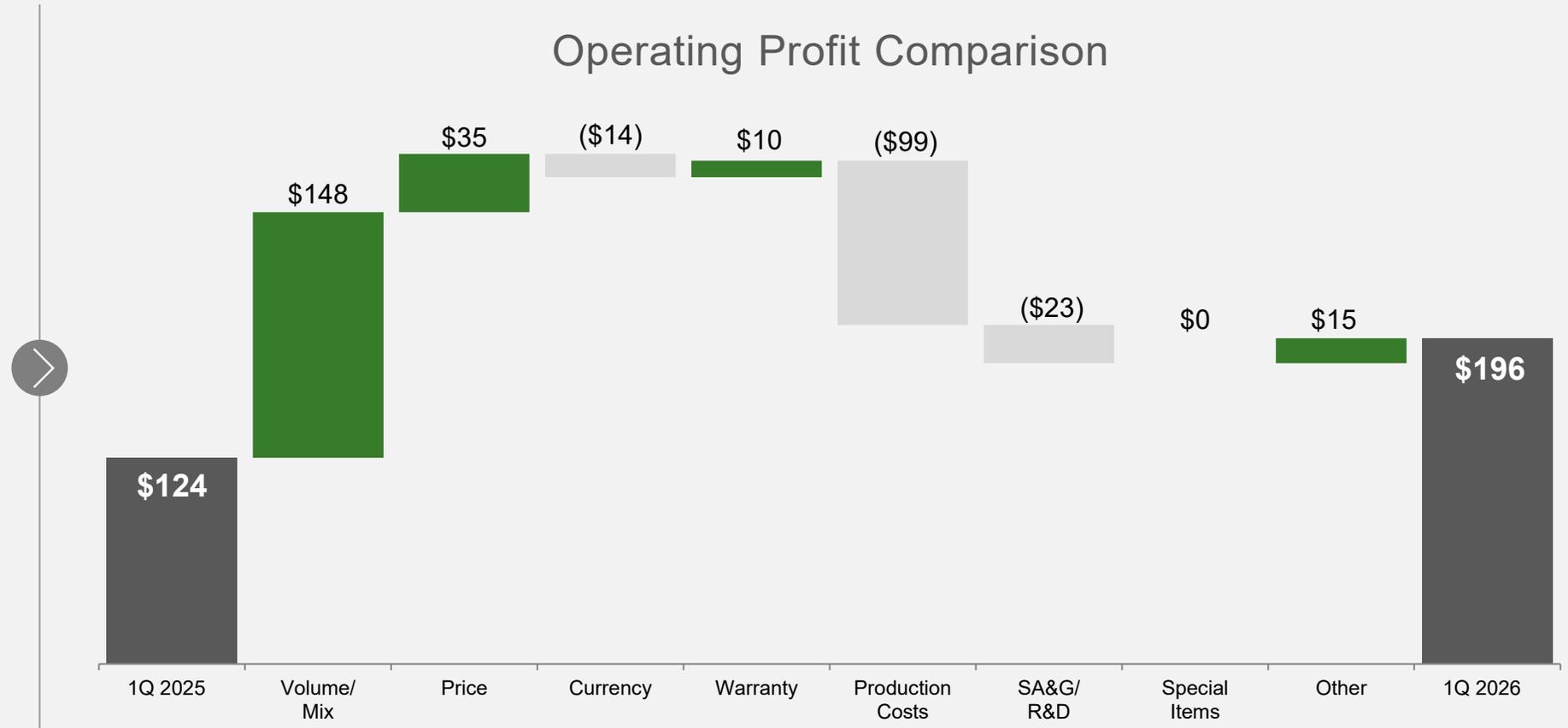
# Small Ag & Turf

1Q 2026 Results *\$ in millions*

Net Sales ↑ 24%



## Operating Profit Comparison



# Ag and Turf

## Industry Outlook (in units) – FY 2026

U.S. and CANADA  
LARGE AG



**Down 15-20%**

U.S. and CANADA  
SMALL AG and TURF



**Flat to up 5%**

EUROPE AG



**Flat to up 5%**

SOUTH AMERICA AG  
(tractors and combines)



**Down ~5%**

ASIA AG



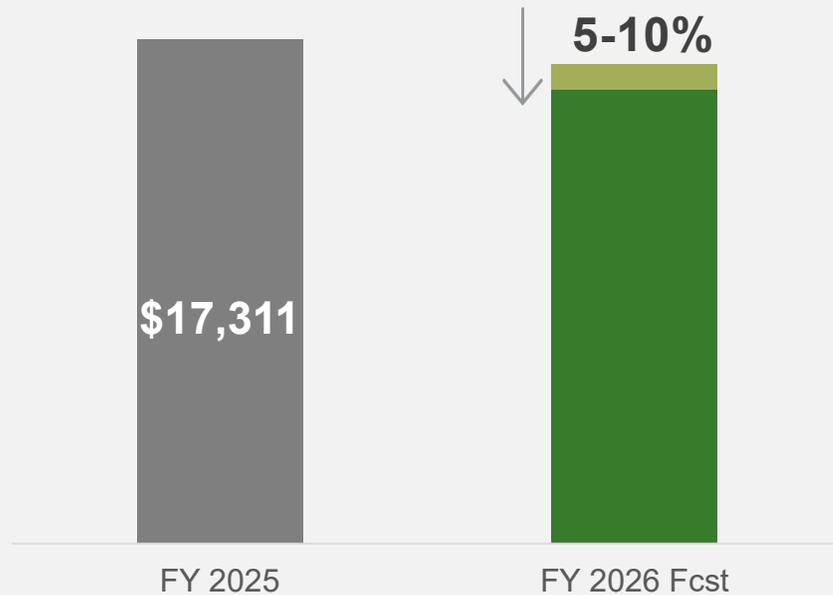
**Flat to down 5%**

*Source: Deere & Company forecast as of 19 February 2026*

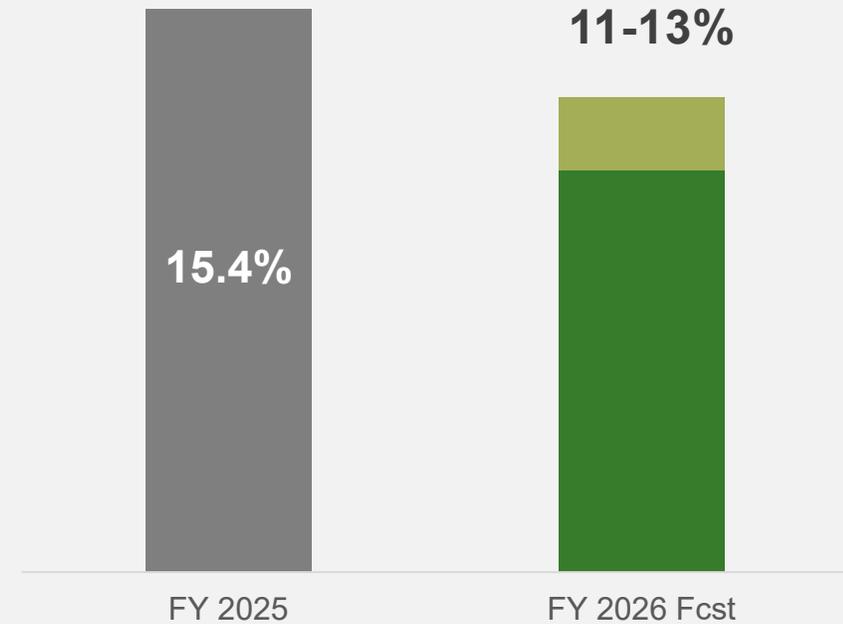
# Production & Precision Ag

Business Segment Outlook *\$ in millions*

### Net Sales



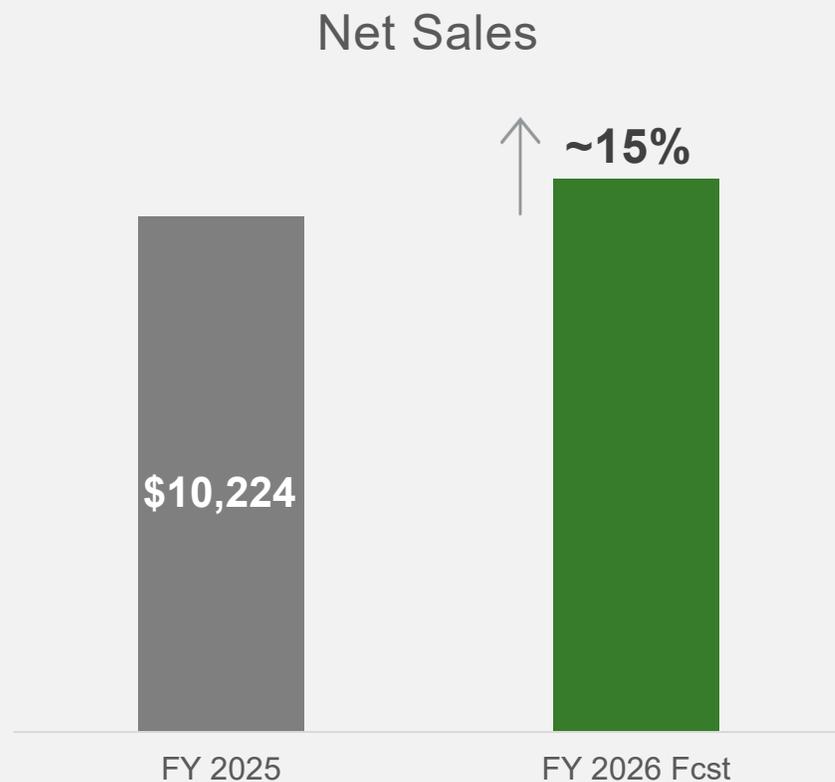
### Operating Margin



Source: Deere & Company forecast as of 19 February 2026

# Small Ag & Turf

## Business Segment Outlook *\$ in millions*

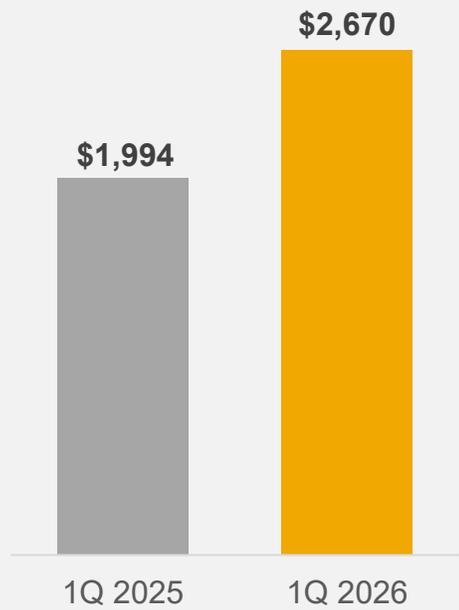


Source: Deere & Company forecast as of 19 February 2026

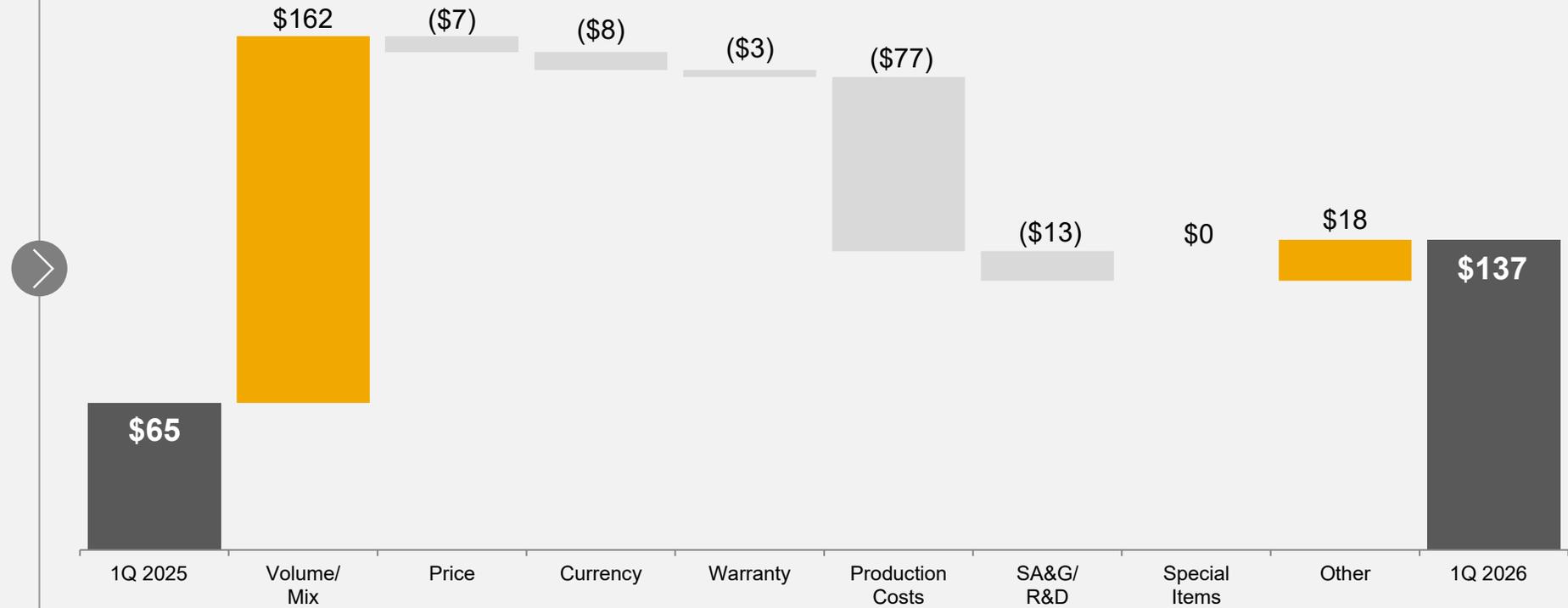
# Construction & Forestry

1Q 2026 Results *\$ in millions*

Net Sales ↑34%



## Operating Profit Comparison



# Construction & Forestry

Industry Outlook (in units) – FY 2026

U.S. and CANADA  
CONSTRUCTION EQUIPMENT



Up ~5%



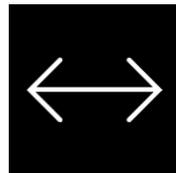
U.S. and CANADA COMPACT  
CONSTRUCTION EQUIPMENT



Up ~5%



GLOBAL FORESTRY



Flat



GLOBAL ROADBUILDING



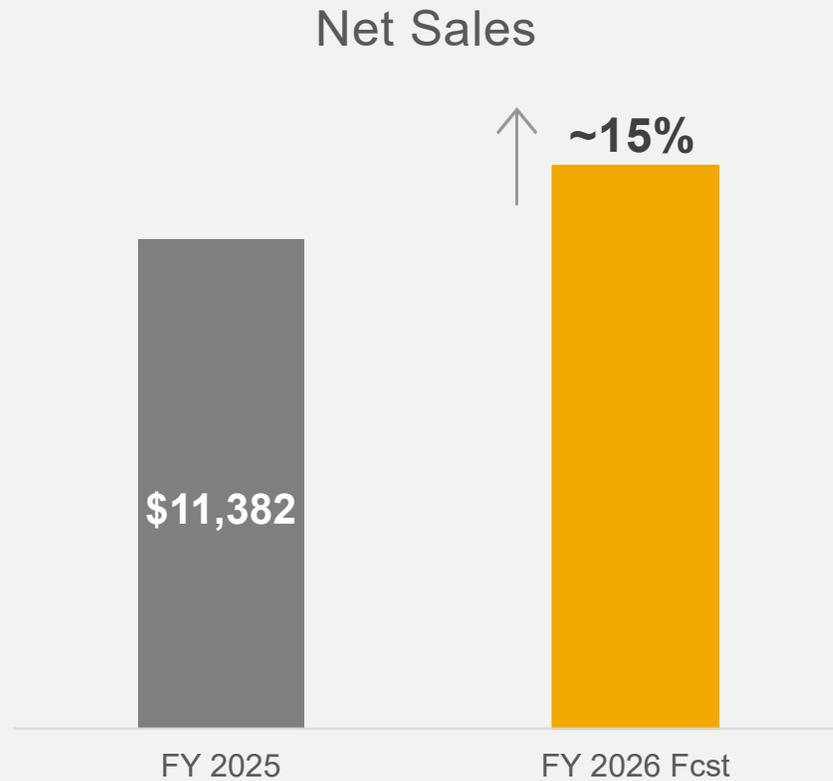
Up ~5%



Source: Deere & Company forecast as of 19 February 2026

# Construction & Forestry

Business Segment Outlook *\$ in millions*

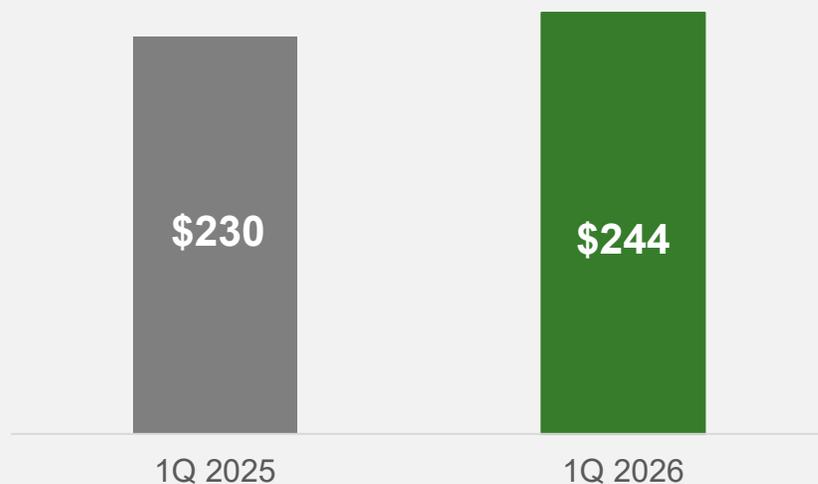


Source: Deere & Company forecast as of 19 February 2026

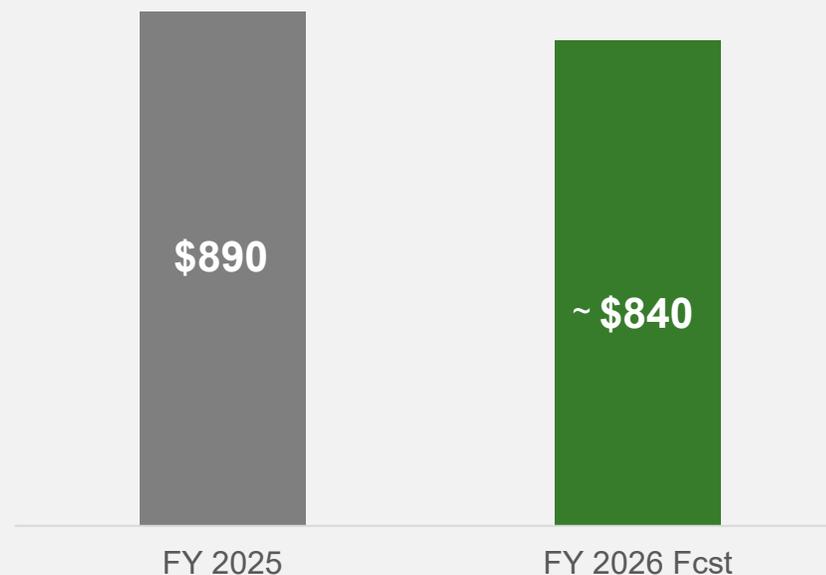
# Financial Services

## Net Income – Results and Outlook *\$ in millions*

### Quarter Results



### Fiscal Year Outlook



Source: Deere & Company forecast as of 19 February 2026

# Deere & Company Outlook

## FY 2026 FORECAST

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Net Income

*(attributable to Deere & Co.)*

**\$4.5-5.0B**

Effective

Tax Rate\*

**25-27%**

Net Operating

Cash Flow\*

**\$4.5-5.5B**

Other

Research and Development Expenses\*

**Up slightly**

Capital Expenditures\*

**~\$1.4B**

*\*Equipment Operations*

*Source: Deere & Company forecast as of 19 February 2026*

# Appendix



# January 2026 Retail Sales (Rolling 3 Months) and Dealer Inventories

| Retail Sales<br>U.S. and Canada Ag    | Industry* | Deere**                     |
|---------------------------------------|-----------|-----------------------------|
| <b>2WD Tractors</b> (< 40 PTO hp)     | ↓ 16%     | ↓ In-line with the industry |
| <b>2WD Tractors</b> (40 < 100 PTO hp) | ↓ 2%      | ↑ Up low single digit       |
| <b>2WD Tractors</b> (100+ PTO hp)     | ↓ 17%     | ↓ Less than the industry    |
| <b>4WD Tractors</b>                   | ↓ 32%     | ↓ More than the industry    |
| <b>Combines</b>                       | ↑ 15%     | ↑ More than the industry    |

| Deere Dealer Inventories***<br>U.S. and Canada Ag | 2026 | 2025 |
|---|------|------|
| <b>2WD Tractors</b> (100+ PTO hp)                 | 27%  | 34%  |
| <b>Combines</b>                                   | 18%  | 11%  |

\* As reported by the Association of Equipment Manufacturers

\*\* As reported to the Association of Equipment Manufacturers

\*\*\* In units as a % of trailing 12 months retail sales, as reported to the Association of Equipment Manufacturers

# January 2026 Retail Sales (Rolling 3 Months)

| Retail Sales<br>Europe Ag                  | Deere*          |
|--|-----------------|
| <b>Tractors</b>                            | ↑ Double digits |
| <b>Combines</b>                            | ↑ Double digits |
| Retail Sales<br>U.S. and Canada            | Deere*          |
| <b>Selected Turf and Utility Equipment</b> | ↓ Single digit  |
| <b>Earthmoving and Forestry</b>            | ↑ Double digits |

\* Based on internal sales reports

# Deere Use-of-Cash Priorities

CASH FROM OPERATIONS

Equipment Operations Cash Flow from Operating Activities

COMMITTED  
TO "A" RATING

Manage the balance sheet, including liquidity, to support a rating that provides access to low-cost and readily available short- and long-term funding mechanisms (*reflects the strategic nature of our financial services operation*)

FUND OPERATING  
& GROWTH NEEDS

Fund value-creating investments in our businesses, including organic and inorganic activities.

COMMON STOCK  
DIVIDEND

Consistently and moderately raise dividend targeting a 25-35% payout ratio of mid-cycle earnings

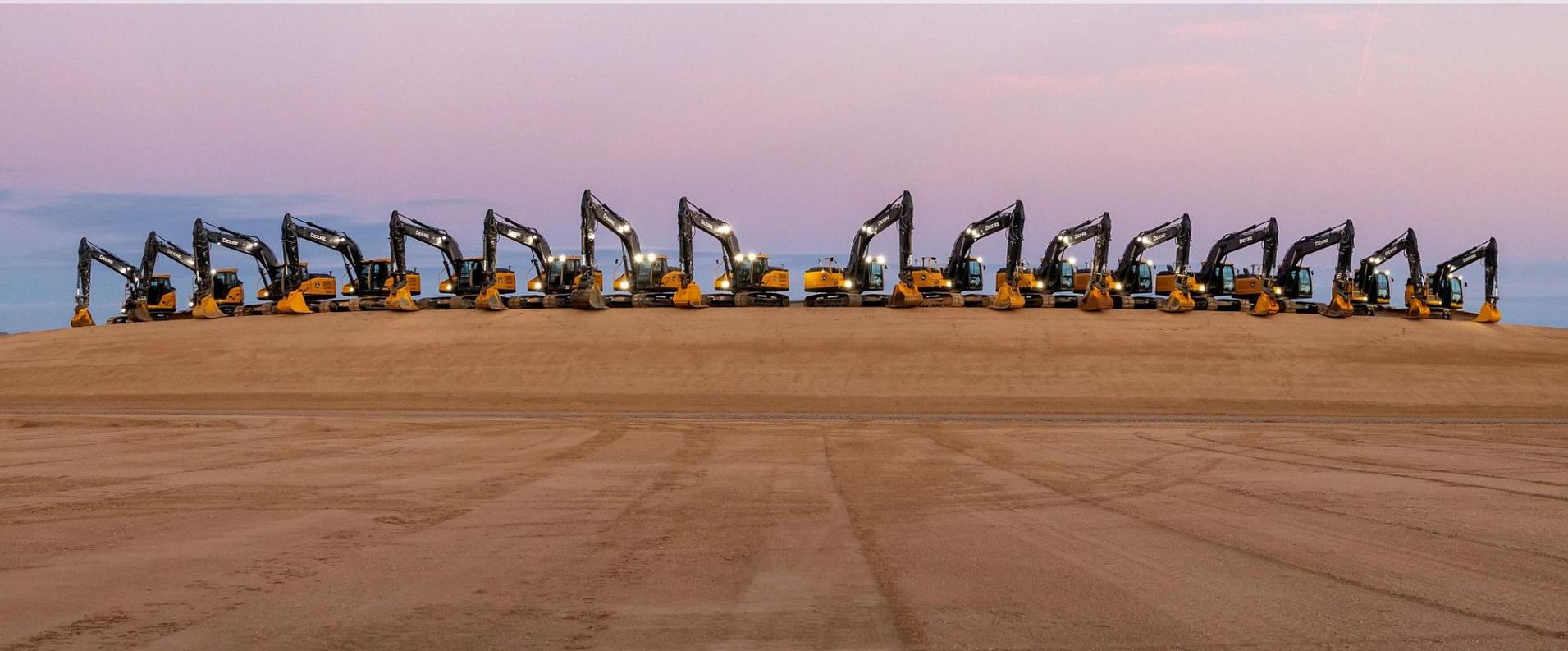
SHARE  
REPURCHASE

Repurchase shares to deploy remaining free cash flow to shareholders over the business cycle

# CONEXPO 2026

Las Vegas, NV

March 3<sup>rd</sup>-7<sup>th</sup>



**NEW GENERATION  
210, 230 & 260  
P-TIER**



**DESIGNED, DEVELOPED,  
AND MANUFACTURED IN  
THE UNITED STATES**

**View the 2025 Business Impact Report**

<https://about.deere.com/en-us/sustainability>



# 2025 BUSINESS IMPACT REPORT

Deere & Company's 2Q 2026 earnings call is scheduled for 9:00 a.m. Central Time on Thursday, 21 May 2026.



**JOHN DEERE**