2022
Deere & Company
At A Glance
This expression of John Deere’s higher purpose is new, and its meaning is derived from what we’ve believed since our very beginning: We must act with urgency today to make the lives of our customers, workforce, and all those we serve better tomorrow.

John Deere’s path to success is paved by our Smart Industrial strategy and the sustainable outcomes our integrated technology stack provides. Our customers — and key stakeholders — benefit by becoming more productive, profitable, and sustainable.

We’re directing the power of our enterprise to deliver intelligent, connected machines and applications that will revolutionize our customers’ businesses, delivering value across the full lifecycle of our products in ways that are sustainable for all.

**WE RUN SO LIFE CAN LEAP FORWARD**

Learn more about John Deere’s efforts to support sustainability at: deere.com/sustainability

**$2.7 MILLION**
Invested in FoodBanking Systems – This served 12.8 million meals in 2021, which equates to over $32 million in economic relief to those most vulnerable in our home communities (calculated using U.S. food sales data).

**124,000 Volunteer Hours**
110,000 of these hours were logged in the U.S., where the latest estimated value of volunteer time in the U.S. is $28.54 per hour. This means John Deere employees created over $3 million of additional value within U.S.-based communities.

**$3.4 MILLION**
Invested in farmers – 1.4 million total farmers were reached.

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**HOW ARE WE ADVANCING LIVES AND LIVELIHOODS?**

**$42.5 MILLION**
INVESTED IN COMMUNITIES AROUND THE WORLD

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**WHO WE ARE**

For 185 years John Deere has led the way in developing innovative solutions to help our customers become more productive. We conduct business essential to life in ways that are more sustainable for all.

We produce intelligent, connected machines and applications that are helping revolutionize the agriculture and construction industries — and enabling life to leap forward.

Our technology-driven efforts are guided by a single, overarching goal — unlocking customer economic and sustainable value.

**SOLVING OUR CUSTOMERS’ BIGGEST CHALLENGES**

Around the world, our customers face increasing challenges that make their businesses more competitive and dynamic. Each year John Deere launches innovative products to meet these challenges.

John Deere is the world’s leading manufacturer of agricultural and turf equipment. We produce products and solutions to serve the construction and forestry industries as well. In addition, we develop drivetrain components and engines for industrial and marine equipment as well as generator drives.

Our financing arm, John Deere Financial Services, helps customers finance John Deere equipment.

The Agriculture & Turf business is comprised of the Production & Precision Agriculture and Small Agriculture & Turf operating segments. The Construction & Forestry segment includes the Wirtgen roadbuilding business.

John Deere Financial Services, Power Systems, Intelligent Solutions Group, and Aftermarket & Customer Support enable a competitive advantage for our equipment businesses. Combined, this portfolio of interrelated businesses helps John Deere solve some of the world’s biggest challenges for this generation and those to come.

**OUR EASY-TO-USE PRODUCTS AND SOLUTIONS**

Our easy-to-use products and solutions deliver results our customers see in the field, on the job site, and in their pockets. We ensure seamless access to parts, services, and performance upgrades from take-home to trade-in by providing world-class support throughout the lifecycle of our customers’ equipment. In doing so, we will build on our track record of delivering genuine customer value.

**OUR CUSTOMERS’ ECONOMIC AND SUSTAINABLE VALUE**

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DEERE & COMPANY 2021
FINANCIAL PERFORMANCE

John Deere delivered exceptional results in fiscal year 2021. Strong market conditions and healthy demand for our products drove higher sales and profits. Despite ongoing pandemic and supply chain challenges, our employees and dealers around the world kept each other safe, our factories open, and our customers running.

NET SALES & REVENUES
$44.02 BILLION

NET INCOME (attributable to Deere & Company)
$5.96 BILLION

SHAREHOLDER VALUE ADDED*
$5.13 BILLION

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

* SVA is a non-GAAP financial measure.
** Net income in 2019 was positively affected by $68 million due to discrete income tax adjustments related to U.S. tax reform.

JOHN DEERE FOUNDATION’S BOLD COMMITMENT

Inspired by humanity’s ability to overcome, the John Deere Foundation pledged to invest at least $200 million over the next 10 years in three groups of people: smallholder and resource-constrained farmers around the world, families and youth in John Deere’s home communities, and the company’s own workforce. In making this pledge, the foundation strengthened its commitment to the United Nations’ Sustainable Development Goals by aligning its work with targets related to ending poverty, eliminating hunger, and ensuring quality education by 2030. Here’s a look at the Foundation’s investments.

$50 MILLION
in farmers throughout the world to bolster their capacity to make a living, feed a growing global population, reduce inequality, and protect the world around us. Through its work with a range of global partners that serve smallholder and resource-constrained family farmers, the foundation will help 15 million farmers unlock their enormous potential.

$100 MILLION
in the families and youth who live, work, and learn in John Deere’s home communities to ensure their inclusive and equitable access to resources and educational opportunities critical for human dignity and self-sufficiency. Annual investments of $2 million in food banks will provide the equivalent of 100 million meals over the next decade, and investments in youth education will reach at least 1 million underserved and underrepresented youth.

$50 MILLION
in John Deere’s extraordinary workforce — our greatest asset — to further mobilize and build on their enormous volunteer talents and generosity to strengthen their communities and improve lives around the world.
LEAPING FORWARD

Our customers face increasing challenges that make their businesses more competitive and dynamic. Our Leap Ambitions are the measures of our Smart Industrial business strategy, which is designed to help address these challenges.

Our ambitions align across our customers’ production systems to optimize their complete operations – ensuring that every hour, every drop, every seed, every pound, and every pass counts – and to deliver better outcomes with fewer resources. Our Leap Ambitions are focused goals designed to boost economic value and sustainability for our customers.

We’ve committed to achieving these goals within four-year (2026) and eight-year (2030) periods. These Leap Ambitions mean great things for our customers, employees, investors, dealers, suppliers, and others who have a stake in John Deere.

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FINANCIAL AND SUSTAINABLE OUTCOMES

Equipment Operations OROS at 20% by 2030

EXECUTING OUR STRATEGY

INCREMENTAL ADDRESSABLE MARKET OPPORTUNITY

$150 BILLION

PRODUCTION & PRECISION AG

By 2026
- Reach 500 million engaged acres* with 50% highly engaged**
- Ensure 75% of engaged acres are sustainably engaged acres***

By 2026
- Ensure 100% of new Small Ag equipment is connectivity enabled
- Offer an electric option in each Turf and Compact Utility Tractor product family
- Deliver a fully autonomous, battery-powered electric ag tractor to the market

By 2026
- Deliver 20+ electric and hybrid-electric product models
- Earthmoving: Increase SmartGrade® grade control adoption to 50%
- Forestry: Boost Intelligent Boom Control adoption to 100%
- Roadbuilding: Increase Precision Roadbuilding Solutions adoption to 85%

FINANCIAL AND SUSTAINABLE OUTCOMES

Enhance Ag Customer Outcomes by 2030
- Improve nitrogen use efficiency 20%†
- Increase crop protection efficiency 20%†
- Reduce 15% of customer CO₂e emissions†

Product Circularity by 2030
- Achieve 95% recyclable product content
- Ensure 65% of product content is sustainable material
- Grow 50% in remanufacturing revenue

Safety by 2026
- Improve Total Recordable Incident Rate 20%

Reduce Environmental Footprint by 2030
- 50% of operational CO₂e emissions (Scope 1 & 2)
- 30% of upstream and downstream CO₂e emissions (Scope 3)
- 15% of waste intensity
- 10% freshwater consumption intensity at water-stressed manufacturing locations

* Engaged acres is one of the foundational measures of customers’ use of the John Deere Operations Center. Documentation from all of their equipment is essential for us to be able to report engaged acres. ** Highly engaged acres include documentation of more than one production step and 10 or more digital, value-creating activities recorded in the Operations Center over a 12-month period. *** Sustainably engaged acres include incorporation of two or more sustainable John Deere technology solutions or sustainable practices over a 12-month period.

Grow enterprise recurring revenue to 10% by 2030

Connect 1.5 million machines by 2026
Demonstrate viable low/no carbon alternative power solutions by 2026

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Although we’ve been around for close to two centuries, we’re focused on innovating and leading. Our team of more than 75,000 global employees uses their creativity each day to solve some of the world’s biggest problems.

**MORE THAN 100 LOCATIONS GLOBALLY**

**75,600 FULL-TIME EMPLOYEES**

**48% CONSOLIDATED NET SALES AND REVENUES OCCUR OUTSIDE THE UNITED STATES**

**#88 FORTUNE 500 COMPANIES**

**SALES BY SEGMENT**

- Production & Precision Ag: 41%
- Construction & Forestry: 29%
- Small AG & Turf: 30%

**SALES BY MAJOR MARKETS**

- U.S. & Canada: 57%
- Latin America: 10%
- Europe & CIS: 22%
- Asia, Africa, Australia, New Zealand & Middle East: 11%
Deere & Company offers a portfolio of more than 25 brands to provide a full line of innovative solutions for our customers in a variety of production systems throughout the lifecycle of their machines. A sampling of these brands is shown here.

**LOCATIONS IN THE UNITED STATES**

**California**
San Francisco: technology center
San Leandro: navigation products

**Georgia**
Grove: compact utility and utility tractors

**Illinois**
Champaign: technology center
East Moline: combine harvesters, headers
Moline: technology center, plantung equipment, hydraulic cylinders, product engineering
Silvis: Global Harvester Product Development Center

**Iowa**
Ames: technology center
Des Moines: application equipment, cotton harvesters, seeding & tillage equipment, product development centers (application & cotton harvesting), technology center, software development

**Texas**
Greeneville: Tennessee

**Louisiana**
Cottonport: hydraulic cylinders, product engineering

**Missouri**
Springfield: remanufactured engines and components

**North Carolina**
Cary: ag and turf product engineering
Raleigh: agtronics, agtractors, components, product engineering, ag equipment technology development, foundry

**South Carolina**
Greenville:_seen tractors, zero-turn mowers, attachments

**Texas**
Audi: technology center

**Wisconsin**
Horicon: lawn and garden equipment, utility vehicles, golf and sports turf equipment

**SELECT NON-JOHN DEERE BRANDS LOCATIONS**

**Australia**
Kreisel Electric, Inc.

**Brazil**
Blue River Technologies

**China**
Hagie

**France**
All-Makes Parts

**India**
Mazotti

**Italy**
HAGIE

**Spain**
Mozzetti

**United States**
Rock Island, Illinois: All-Makes Parts
Rock Valley, Iowa: All-Makes Parts
Charlotte, North Carolina: All-Makes Parts