



2023

Deere & Company  
At A Glance



## 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 enable life to leap forward. Our technology-driven efforts are guided by a single, overarching goal – unlocking customer economic and sustainable value.

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.



## 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 a global leader in the production of agricultural, construction, and forestry equipment and solutions. In addition, we develop drivetrain components and engines for industrial

and marine equipment as well as generator drives. John Deere Financial delivers solutions for financing John Deere equipment and technology and seed, feed, and more.

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.



# WE **RUN** SO LIFE CAN **LEAP** FORWARD

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.



HOW ARE WE ADVANCING LIVES AND LIVELIHOODS?

# \$55.5 MILLION

INVESTED IN COMMUNITIES AROUND THE WORLD

## \$2.3 MILLION

Invested in food banking systems – This served 13.6 million meals in 2022, which equates to over \$42.5 million in economic relief to those most vulnerable in our home communities (calculated using U.S. food sales data).

## 175,000 Volunteer Hours

164,000 of these hours were logged in the U.S., where the latest estimated value of volunteer time in the U.S. is \$31.80 per hour. This means John Deere employees created over \$5 million of additional value within U.S.-based communities.

## \$4.9 MILLION

Invested in smallholder farmers – 3.8 million total farmers were reached.

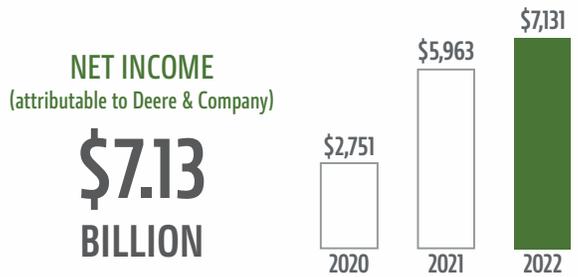
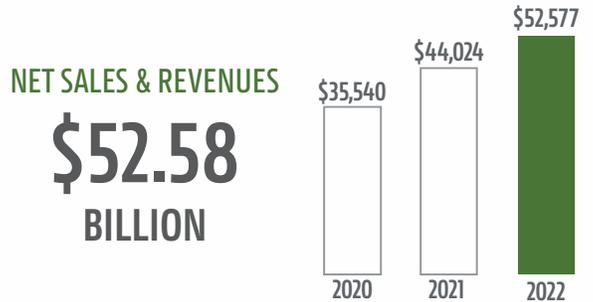
Learn more about John Deere's efforts to support sustainability at: [deere.com/sustainability](https://deere.com/sustainability)





## DEERE & COMPANY 2022 FINANCIAL PERFORMANCE

John Deere extended its record of strong performance in 2022. The company achieved outstanding financial while overcoming major supplier challenges and responding to healthy customer demand. Net sales and revenues, net income, and SVA\* were the highest in company history. Deere shareholders fared well, too, realizing a total return on their investment of 17 percent at the fiscal year end.



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

\*SVA is a non-GAAP financial measure.



## 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.

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### \$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.

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### \$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.

**JOHN DEERE** is uniquely positioned to deliver both **ECONOMIC** and **SUSTAINABLE** value for our customers through **ADVANCED TECHNOLOGY** and **SOLUTIONS**.



## ***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.

# INCREMENTAL ADDRESSABLE MARKET OPPORTUNITY

# >\$150 BILLION

## EXECUTING OUR STRATEGY



### PRODUCTION & PRECISION AG

#### By 2026

- Reach 500 million engaged acres\* with 50% highly engaged\*\*

#### By 2030

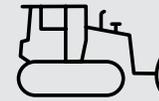
- Ensure 75% of engaged acres are sustainably engaged acres\*\*\*



### SMALL AG & TURF

#### 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



### CONSTRUCTION & FORESTRY

#### By 2026

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

**DELIVER ONGOING VALUE TO CUSTOMERS IN ALL THREE BUSINESS SEGMENTS**

Connect **1.5 million** machines by 2026

Demonstrate viable low/no carbon alternative power solutions by 2026

Grow enterprise **recurring revenue to 10%** by 2030

## FINANCIAL AND SUSTAINABLE OUTCOMES

### Equipment Operations OROS at 20% by 2030



#### Enhance Ag Customer Outcomes by 2030

- Improve nitrogen use efficiency 20%†
- Increase crop protection efficiency 20%†
- Reduce 15% of customer CO<sub>2</sub>e emissions†



#### Product Circularity by 2030

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



#### Reduce Environmental Footprint by 2030

- 50% of operational CO<sub>2</sub>e emissions (Scope 1 & 2)
- 30% of upstream and downstream CO<sub>2</sub>e emissions (Scope 3)
- 15% of waste intensity
- 10% freshwater consumption intensity at water-stressed manufacturing locations



#### Safety by 2026

- Improve Total Recordable Incident Rate 20%

\* Engaged acres is one of the foundational measures of customers' use of the 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 Operations Center in the past 12 months.

\*\* Highly engaged acres include documentation of more than one production step and 10 or more digital, value-creating activities 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.

†Per unit of output

## JOHN DEERE TODAY

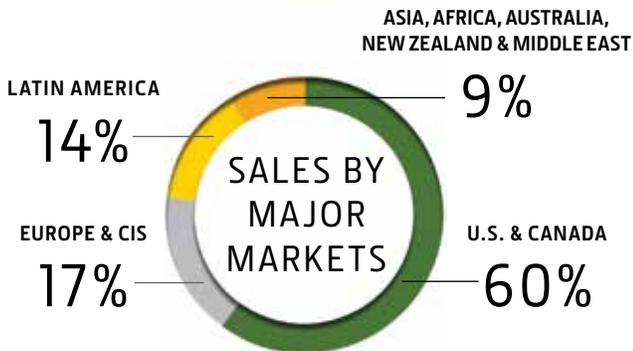
Although we've been around for close to two centuries, we're focused on innovating and leading. Our team of more than 80,000 global employees uses their creativity each day to solve some of the world's biggest problems.

MORE THAN  
**100**  
LOCATIONS GLOBALLY

**82,200**  
FULL-TIME EMPLOYEES

**47%**  
CONSOLIDATED NET SALES AND REVENUES OCCUR OUTSIDE THE UNITED STATES

**#84**  
FORTUNE 500 COMPANIES







## DEERE FAMILY OF BRANDS

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.



## World Headquarters

Deere & Company, One John Deere Place  
Moline, IL 61265-8098  
(309) 765-8000

## European Headquarters

John Deere-Strasse 70  
68163 Mannheim, Germany  
+49-621-829-01

## Latin American Headquarters

Deere & Company Escritório Regional  
Latino Americano, Rodovia Ermênio de Oliveira  
Penteado, km 57,5, Prédio 1, Indaiatuba – SP  
+55-19-3318-8100

## JOHN DEERE MANUFACTURING, ENGINEERING, AND TECHNOLOGY CENTERS

### LOCATIONS IN THE UNITED STATES

#### California

San Francisco: technology center  
Torrance: navigation products

#### Georgia

Grovetown: compact utility and utility tractors

#### Illinois

Champaign: technology center  
Chicago: IT/engineering  
East Moline: combine harvesters, headers  
Moline: technology center, planting 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  
Davenport: articulated dump trucks, cabs, felling heads,  
4WD loaders, motor graders, skidders, wheeled  
feller bunchers  
Dubuque: backhoe loaders, compact track loaders,  
crawler dozers, high-speed dozers, knuckleboom  
loaders, skid-steer loaders, tracked feller bunchers,  
tracked harvesters  
Ottumwa: hay equipment and product engineering  
Paton: planting equipment, tillage equipment  
Waterloo: engines, ag tractors, components,  
product engineering, ag equipment technology  
development, foundry

#### Kansas

Coffeyville: power transmission equipment

#### Louisiana

Thibodaux: sugarcane harvesters and loaders, scrapers,  
cotton strippers, product engineering

#### Missouri

Springfield: remanufactured engines and components

#### North Carolina

Cary: ag and turf product engineering  
Fuquay-Varina: commercial mowers, golf and sports turf  
mowers, utility vehicles  
Kernersville: hydraulic excavators

#### North Dakota

Fargo: electronics design and manufacturing  
Valley City: seeding and tillage equipment  
Morrissville: product engineering

#### Tennessee

Greenville: lawn tractors, zero-turn  
mowers, attachments

#### Texas

Austin: technology center

#### Wisconsin

Horicon: lawn and garden equipment, utility vehicles,  
golf and sports turf reel mowers

### LOCATIONS OUTSIDE THE UNITED STATES

#### Argentina

Rosario: engines and components, ag tractors  
and combines

#### Brazil

Campinas: computer software  
Catalão: sugarcane harvesters, sprayers  
Horizontina: combine harvesters, headers,  
planting equipment  
Indaiatuba: backhoe and 4WD loaders,  
hydraulic excavators, crawlers, and motor graders  
Montenegro: agricultural tractors, product engineering

#### Canada

Langley: forestry swing machines (log loader, processor,  
delimber, and road builder configurations)

#### China

Jiamusi: combine harvesters, cotton harvesting  
equipment  
Tianjin: ag tractors, 4WD loaders, hydraulic excavators,  
transmissions, ag product engineering

#### Finland

Joensuu: forestry harvesters, forestry forwarders,  
harvesting heads  
Tampere: forestry technology and engineering center

#### France

Arc-lès-Gray: front loaders, hay equipment,  
product engineering  
Saran: engines, product engineering

#### Germany

Bruchsal: forage harvester cabs, ag tractor  
and combine cabs  
Kaiserslautern: engineering and technology center  
Mannheim: ag tractors, product engineering  
Stadtlohn: headers, pickups, product engineering  
Zweibrücken: combine and forage harvesters,  
product engineering

#### India

Dewas: ag tractors  
Lonkiland: electronics manufacturing  
Pune: ag tractors, engines, transmissions, electronics,  
Enterprise engineering and technology center  
Sirhind: combine harvesters

#### Israel

Beit Hashita: cotton picker repair parts, row units,  
and feederhouse

#### Mexico

Monterrey: components, implements, rotary cutters,  
planter and tillage equipment, Enterprise engineering  
and technology center  
Ramos: tractor-mounted loaders, hydraulic cylinders,  
front-end ag and utility tractor loaders,  
cabins, components  
Saltillo: ag tractors, components, product engineering  
Torréon: engines, electronics, axles

#### Netherlands

Horst: spraying equipment

#### New Zealand

Tokoroa: forestry harvest headers

#### Spain

Getafe: transmissions, drives and gearboxes,  
gears and shafts, product engineering

### SELECT NON-JOHN DEERE BRANDED LOCATIONS

#### A & I / Sunbelt Outdoor Products

##### United States

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

#### Bear Flag Robotics

##### United States

Newark, California: technology center

#### Blue River Technologies

##### United States

Sunnyvale, California: technology center

#### Hagie

##### United States

Clarion, Iowa: high-clearance sprayers and detasslers

#### Harvest Profit

##### United States

Fargo, North Dakota: technology center

#### King Agro

##### Argentina

Campana: design and manufacture of carbon fiber  
sprayer booms and other composites

##### Spain

València: sprayer booms

#### Kreisel Electric, Inc.

##### Austria

Rainbach im Mühlkreis: electric batteries

#### Mazzotti

##### Italy

Ravenna: sprayers for traditional and high value crops

#### Monosem

##### United States

Edwardsville, Kansas: planters

##### France

Largeasse: planters and in-row cultivators

Moncoutant: weldments

Bressuire: R&D

#### PLA

##### Argentina

Las Rosas: sprayers and planters

##### Brazil

Canoas: sprayers

#### Wirtgen

##### Brazil

Porto Alegre: cold milling machines, road pavers,  
rollers, mixers

##### China

Langfang: cold milling machines, road pavers,  
rollers, mixers

##### Germany

Göppingen: mobile crushers, mobile screening plants,  
mobile stackers

Ludwigshafen am Rhein: road pavers, screeds,  
power feeders

Tirschenreuth: compactors, rollers

Windhagen: cold milling machines, soil stabilizers,  
recyclers, slipform pavers, surface miners

Wittlich: asphalt mixing plants, retrofit equipment

##### India

Pune: road pavers, rollers, screens