2025

Sustainability Statement

AGCO
Your Agriculture Company

Contents

Introduction

The Sustainability Statement provides disclosures on AGCO's material sustainability topics, covering climate change, health and safety, corporate culture and supplier relations. It was prepared with reference to the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) guidance.[1]

This publication is just one piece of AGCO's sustainability reporting suite. Other disclosures include:

- Our 2025 Sustainability Impact Report, a broader, narrative-driven publication that highlights our impact across a range of sustainability topics
- Our Sustainability Data Book, which includes data points to support indexes for the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), as well as investor ratings and rankings
- Our website, which features updates, stories and additional information that may not change annually

1. The content and interpretations reflect the requirements as outlined in the July 2025 ESRS exposure drafts issued by EFRAG as part of the CSRD simplification initiative.

General disclosure

Basis for preparation

The Sustainability Statement is prepared on a consolidated basis, consistent with AGCO's financial statements. Its scope covers AGCO's own operations as well as its value chain.

While the Statement aligns closely with the structure and principles of the ESRS, it does not yet represent a fully CSRD-compliant sustainability statement and has not been subject to external review or assurance.

The following provisions listed in ESRS 2, paragraph 5 have been applied:

- Deviation from pre-defined time horizons: The time horizons used to describe climate risks aligns with recommendations by the TCFD: short- (1-5 years), medium- (6-10 years) and long-term (11-30 years).

About AGCO

Our business model, value chain and sustainability strategy

AGCO is a global leader in agricultural machinery and precision ag technologies. Our purpose, farmer-focused solutions to sustainably feed the world, drives our commitment to empowering farmers with smart farming solutions that address rising food demand, shrinking farmland and the need for a resilient, sustainable future.

Driven by a Farmer-First strategy, AGCO delivers value through its differentiated leading brands, Fendt™, Massey Ferguson™, PTx™ and Valtra™. AGCO's high-performance equipment and smart farming solutions, including brand-agnostic retrofit technologies and autonomous offerings, empower farmers to drive productivity while sustainably feeding the world.

Tractors remain AGCO's largest revenue stream, followed by our Parts business which includes replacement parts for current and legacy equipment. Our remanufacturing program and PTx solutions contribute to our aftermarket and retrofit offerings.

AGCO sources components globally and assembles products in regional manufacturing facilities. Distribution is carried out through a network of approximately 2,800 dealers across 140 countries. Europe and North America are our largest markets and host the majority of our workforce.

SUSTAINABLE OPERATIONS

In our own operations, we contribute to climate change mitigation and adaptation by reducing operational emissions, primarily those generated by our manufacturing plants and production processes. We continue to invest in energy efficiency and increasing renewable energy use in support of our Scope 1 and 2 greenhouse gas (GHG) emissions targets.

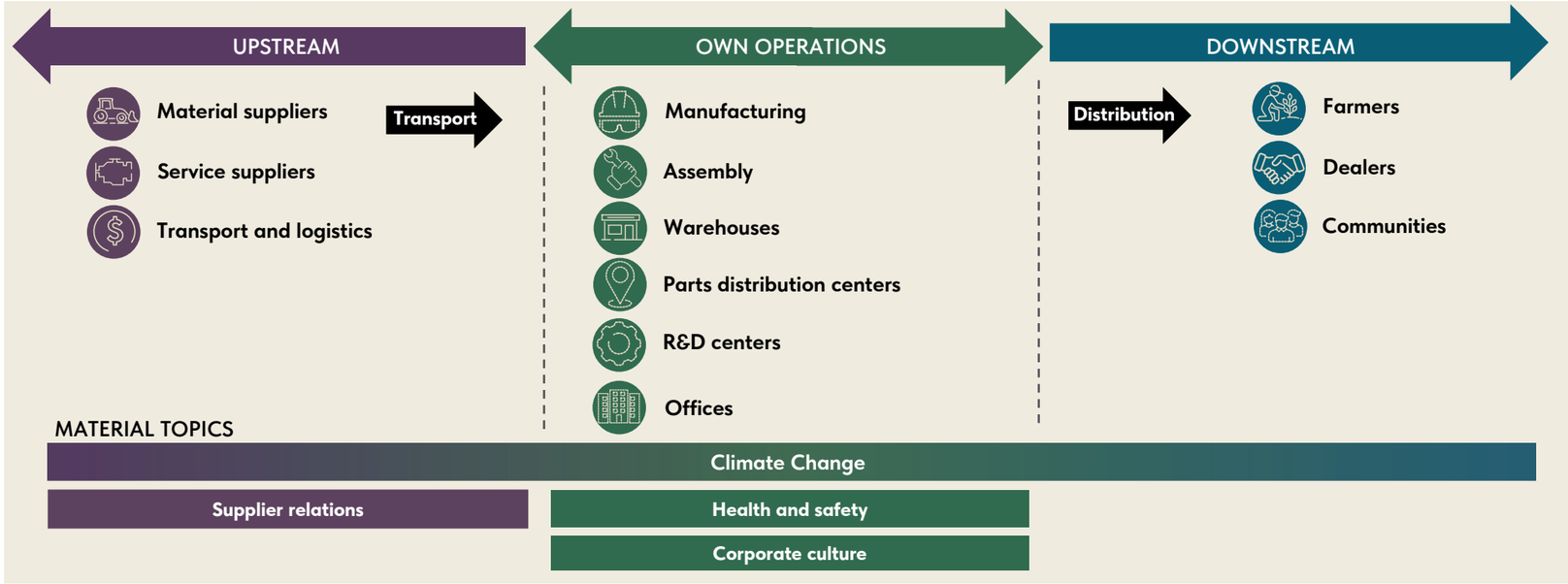
As an employer, we place the highest priority on employee health and safety, particularly in higher-risk manufacturing environments. We continuously strengthen our internal processes to ensure safe, efficient and responsible operations.

Furthermore, we place strong emphasis on our Farmer-First culture, recognizing that sustainability starts with understanding our customers' realities. By continually engaging with farmers and integrating their feedback, we ensure our actions and innovations address their needs. This approach fosters organizational innovation and positions us as a trusted partner for our dealers and farmers globally.

SUPPLY CHAIN RESILIENCE

We are committed to strengthening supply chain resilience through proactive collaboration with suppliers and partners. This includes improving the availability and quality of data across multiple aspects of our supply chain to ensure compliance, support risk mitigation, reduce transport-related emissions and advance shared sustainability goals.

Sustainability across the value chain



PRODUCT PORTFOLIO

Helping farmers succeed as they adapt to increasingly stringent environmental regulations, evolving buyer expectations and unpredictable weather patterns means broadening our portfolio with lower-emission alternatives while advancing precision ag solutions. This strategic priority requires careful planning and investment in diesel efficiency, alternative fuels and powertrain innovations such as battery-electric and hybrid systems. In addition, our PTx technologies deliver smart farming and integrated data management to optimize inputs, reduce waste and improve sustainability across farming operations.

SUSTAINABILITY STRATEGY

Our sustainability strategy defines how AGCO fulfills its purpose: delivering farmer-focused solutions to sustainably feed our world. Built on AGCO's definition of sustainable agriculture, it creates a triple-win, advancing the prosperity of farming communities, regenerating and protecting agricultural ecosystems, and driving sustainable crop intensification to optimize yield while managing costs. This approach is embedded across our operations and integrated into key business functions, ensuring sustainability is integrated into how we work and innovate.

MATERIAL TOPICS IN THE CONTEXT OF AGCO'S SUSTAINABILITY STRATEGY

G1: CORPORATE CULTURE

AGCO'S PURPOSE: farmer-focused solutions to sustainably feed our world.
OUR SUSTAINABILITY AMBITION: accelerate innovation, efficiency and responsibility to drive sustainable outcomes for farmers and the earth.

Our **DEFINITION OF SUSTAINABLE AGRICULTURE:** a holistic approach that enables a triple-win and supports feeding a growing population by balancing:

1. The prosperity of farmers and agricultural communities
2. Farm stewardship practices that conserve and regenerate the health of farmers' fields and address climate change impacts
3. The sustainable intensification of crops optimizing for yield while managing production costs

Our ACTION FIELDS drive us to deliver on our ambition by focusing our energy where it matters most:

E1: CLIMATE CHANGE

INNOVATING FOR A TRIPLE WIN

Providing on-farm solutions that achieve healthy fields, optimized yields and farmer prosperity, ensuring both short- and long-term environmental and economic performance.

POWERING THE FUTURE OF AGRICULTURE SUSTAINABLY

Developing more efficient diesel engines, alternative fuel capabilities and hybrid and electric powertrains that give farmers a greater range of options to meet their needs.

G1: SUPPLIER RELATIONS

ADVANCING A RESPONSIBLE PRODUCT LIFE CYCLE

Following responsible sourcing, manufacturing and product design practices that reduce the impact of our operations and help farmers get the greatest possible value from their equipment.

S1: HEALTH AND SAFETY

THRIVING TOGETHER

Connecting sustainability to our Farmer-First culture and expanding our existing priorities of health and safety, wellbeing, inclusion and community engagement.

Our ENABLERS serve as the foundation for our strategy, facilitating progress across our action fields by guiding us to do things the right way:

- **Innovation and partnerships**
- **Communications and engagement**
- **Tools and insights**
- **Risk and opportunity**
- **Data and reporting**

Sustainability governance and oversight

Governance structure

AGCO's sustainability governance is integrated within our corporate governance framework ensuring clear accountability and strategic alignment across the organization. Oversight is led by the Board of Directors and supported by various committees, enabling informed and effective decision-making on sustainability priorities.

BOARD OF DIRECTORS

AGCO's full Board receives a sustainability update at least once per year. The Board's Sustainability Committee oversees the company's environmental, social and governance strategy, policies, goals and risks. The Committee, which meets three times annually, includes three Board members with responsibilities that include:

- Considering and providing input to management and the Board on the company's policies, strategies and practices related to environmental matters — namely climate change, GHG emissions, natural resource management, waste and environmental opportunities
- Reviewing the company's policies, strategies and practices related to workplace safety and human rights
- Considering and providing input to management on environmental, climate and sustainability trends in public debate, public policy, regulation and legislation
- Reviewing the company's shareholder engagement program and investor sentiment related to our environmental and social footprint and activities and providing feedback on the company's public reporting and disclosure on sustainability topics

AGCO's Board of Directors brings a balanced and diverse mix of skills, professional backgrounds and global perspectives. AGCO's 2026 Proxy Statement details the skills and responsibilities of our current Board members as well as the selection process.

BOARD COMPOSITION	2025
Number of directors	9
Independent directors	89%
Male	67%
Female	33%
Ethnically diverse	22%

MANAGEMENT RESPONSIBILITIES

The Sustainability Committee has delegated key responsibilities to members of AGCO's Senior Leadership Team who form the Sustainability Executive Committee (EXCO). The EXCO's responsibilities include identifying and monitoring material impacts, risks and opportunities (IROs); setting sustainability-related targets and goals; and shaping the overall strategy. The EXCO meets quarterly to review progress, align on strategic priorities and ensure cross-functional coordination.

The EXCO is chaired by AGCO's Chief Sustainability Office, who reports directly to the CEO. Other senior leaders bringing expertise from their respective functions include the Chief Finance Officer, Chief Supply Chain Officer, Senior Vice President Engineering, President of PTx and Chief Human Resources Officer.

The Sustainability Steering Committee (STEERCO), currently being established, will play a key role in putting AGCO's sustainability strategy into action. Comprising Vice President and Director level leaders, it will coordinate plans across functions, address barriers to execution and serve as the connection between the Corporate Sustainability team and business functions to ensure priorities are aligned and initiatives delivered on time.

AGCO's Risk Committee is responsible for overseeing AGCO's ERM process. They review enterprise risks and mitigations and update the central risk register annually. The outcomes of this process are reported to the Board's Audit Committee, which provides oversight and ensures robust risk management practices.

AGCO does not currently integrate its sustainability-related performance, including climate-related considerations in its Annual Incentive Plan.

TOPIC	BOARD AND BOARD COMMITTEES	EXCO	STEERCO
Business Strategy	Oversight of AGCO's strategy and associated short- and long-term targets to ensure their design enables value creation for AGCO's shareholders with regular reviews of key elements of the strategy.	Develops and executes the business strategy, including achievement of sustainability objectives.	Provides input into the strategy and implements and ensures cross-functional alignment.
Targets	Reviews and provides feedback on AGCO's target setting, public reporting and disclosure around sustainability topics.	Sets and executes actions to meet corporate sustainability targets and manages progress.	Implements and manages operational actions against corporate targets.
Impacts, Risks and Opportunities	Reviews the company's policies with respect to risk assessment and risk management.	Reviews material impacts, risks and opportunities arising from the double-materiality assessment.	Translates identified impacts, risks and opportunities into operational plans and manages progress against those plans.
Policy Commitment	Considers and provides input to Management on AGCO's policies, strategies and practices related to environmental and other matters.	Approves corporate policies and commitments.	Develops and operationalizes actions to align with corporate policies and commitments.
Public Policy Engagement	Reviews AGCO's strategies and policies related to government affairs.	Guides and manages public policy engagement.	Provides input and support when required.
Climate Transition / Resiliency Action Plan	Oversees the design of AGCO's Resiliency Action Plan.	Approves and executes AGCO's Resiliency Action Plan and manages progress.	Coordinates operational actions to implement AGCOs Resiliency Action Plan.
Value Chain Engagement	Reviews supply chain and other sustainability strategies and approaches.	Executes value-chain engagement related to sustainability.	Develops operational roadmaps and actions to support value-chain engagement on sustainability.

Due diligence process

AGCO applies due diligence through a range of function-specific processes designed to identify, prevent, mitigate and remediate sustainability-related impacts. The list below illustrates how these steps are applied across AGCO's material sustainability topics, including climate change, health and safety, supply chain, organizational culture and governance. These processes are described in the topical disclosures referenced in the table.

CORE ELEMENTS OF DUE DILIGENCE	SECTION	PAGE NUMBER
1. Embed in governance, strategy and business model	About AGCO	3
	Governance and oversight	5-6
2. Engage with affected stakeholders	Stakeholder engagement	7-8
	Listening to employees	25
	A Farmer-First culture	30
	Supply chain resilience	31
3. Identify and assess actual/ potential negative impacts	Double materiality	8-9
	Scenario analysis	15-16
	Listening to employees	25
	A Farmer-First culture	30
	Supply chain resilience	31
	Business conduct	30
4. Take action to prevent, mitigate or remediate impacts	Key actions and delivery	18-22
	Health and safety in action	26-27
	Supply chain resilience	31
5. Track effectiveness of these efforts	Emissions and targets	13-14
	Health and safety targets and performance	27
	Supply chain resilience	31

Transparency and reporting controls

AGCO applies robust risk management and internal controls to support the completeness, integrity and accuracy of sustainability data. The scope of reported data is primarily corporate-level.

Our sustainability reporting policies follow the principles of relevance, completeness, consistency, transparency and accuracy. They govern how we collect, verify and validate data. Controls include standardized procedures, embedded checks in reporting systems and evidence-based verification. We operate a two-tier review and approval process for all public disclosures, ensuring independent validation with final sign-off by the Sustainability Executive Committee and the Board Sustainability Committee.

Emissions and environmental data is collected and managed through AGCO STAR, our global sustainability data management tool, which supports automated consistency checks and structured workflows. Estimates are applied using established methodologies and historical trends. Emission factors are updated annually and subject to reasonableness checks.

Other sustainability data is collected and managed directly by the relevant business functions (e.g., Human Resources, Finance). These data points are then submitted to Workiva, checked for accuracy and approved for the purposes of sustainability reporting. To govern this process, we have an Unstructured Data Policy in place.

Stakeholder engagement

AGCO talks to a wide range of stakeholders — farmers, dealers, investors, suppliers and employees — to understand what they expect when it comes to sustainability. Feedback from these groups is shared with leadership either through our sustainability governance process or directly by the teams that gathered it, like Human Resources or Customer Experience. On top of these regular channels, we also consult key stakeholders during our DMA to make sure their priorities are included.

Insights from these engagements feed into leadership decisions through the Sustainability Executive Committee and Board reviews, helping shape priorities, adjust targets and guide strategic initiatives.

KEY STAKEHOLDER	ENGAGEMENT CHANNELS AND FEEDBACK LOOPS
Farmers	We engage farmers through surveys, farm visits, product demonstrations and industry events, supported by Voice of the Customer programs that capture ongoing feedback from equipment use and service interactions. These channels help us understand needs, challenges and opportunities to improve our products and support.
Employees	We engage employees through the VOICES survey, Inclusion Impact Networks, town halls, leadership updates, performance reviews and dialogue with Employee Works Councils and trade unions. These channels strengthen two-way communication, transparency and feedback.
Suppliers	We engage suppliers through dedicated sustainability surveys, webinars, conferences and capability-building sessions, and reinforce expectations through recognition programs such as supplier awards.
Investors	We engage shareholders through regular discussions and presentations, including earnings calls, roadshows, technology days and written updates. We also publish sustainability disclosures aligned with voluntary frameworks to ensure timely access to information.
Dealers and distributors	We engage our dealer and distributor network through business reviews, dealer conferences and capability-building programs, including product, service and sustainability training. These channels provide continuous insight on market needs and customer expectations.
Communities	We support and engage communities through the AGCO Foundation and the Employee Relief Fund, which provide funding, emergency assistance and long-term development support, while offering insight into local needs and challenges.
Trade associations and authorities	We engage with trade groups, industry associations and policymakers to amplify our impact. We have representation within the European Agricultural Machinery Association (CEMA), the US Chamber of Commerce, Association of Equipment Manufacturers, the Institution of Agricultural Engineers in the United Kingdom and ANFAVEA, the Brazilian Association of Automotive Vehicle Manufacturers. Our Global Government Affairs team also promotes public policy positions that support innovative, market-based technologies and products, with a focus on clean energy solutions, such as alternative fuels.

Material topics

Double materiality process

We conducted a DMA in 2023 and finalized in 2024 in line with the requirements of ESRS 1, Section 3 (prior to the proposed amendment of the legislation in 2025). At the start of the process, a preliminary universe of topics was developed by assessing the reporting standards and industry frameworks, peer documentation, rating agency questionnaires and our own 2020 Materiality Assessment and 2022 Sustainability Report. These topics were then mapped to the list of ESRS topics to be assessed and scored by stakeholders.

STAKEHOLDER INPUT

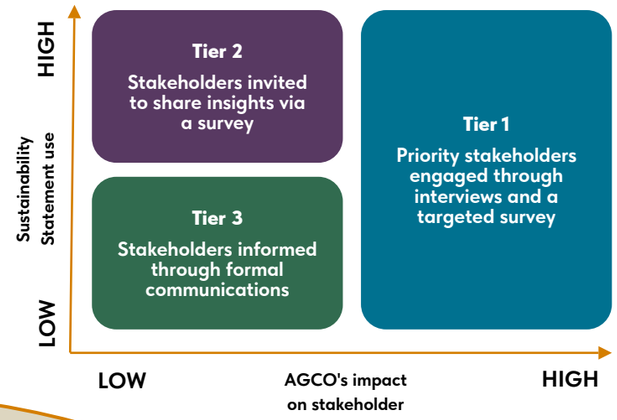
We mapped out stakeholders across our business and value chain to identify IROs. We chose stakeholder groups based on who could be affected by sustainability issues and who uses our Sustainability Statements. Using a tiered approach, we engaged these groups through interviews, online surveys or both.

Interviewees were asked to describe IROs from a list of sustainability topics, based on how they interact with AGCO. They also identified where these issues occur in the value chain and which geographies they affect, who is impacted and whether they matter in the short-, medium- or long-term. For Tier 1 and Tier 2 stakeholders who completed surveys, respondents scored each topic on both its impact materiality and financial materiality.

DATA ANALYSIS AND SCORING

For impact materiality we scored topics based on scale, scope and ability to address negative impacts. Financial materiality was scored on size (ranging from no impact to catastrophic impact with potential losses of more than $500 million per year) and likelihood. A topic was deemed material if it scored above 3 on a 0–5 scale for impact materiality, or above 8 on a 0–15 scale for financial materiality. These results were then refined by an internal expert panel, using existing reports, self-assessment results and stakeholder feedback.

When assessing risks and opportunities, we also considered AGCO's reliance on continued access to resources (including workforce) and the importance of relationships, such as reputation and other nonfinancial factors.



APPROVAL AND REVIEWS

We combined all identified IROs into a single list for management review. Any items that met the impact or financial materiality thresholds were included in the final list of material IROs used for reporting. This list was approved by the Sustainability Executive Committee and the Board Sustainability Committee. There have been no changes to the DMA results since 2024.

Beyond the dedicated DMA, sustainability-related risks are also identified through AGCO's annual ERM process. The ERM framework provides us a perspective on sustainability topics in relation to other business risks such as supply chain management, product and customer management, major project execution, operations management and technology, human capital, and legal and regulatory risks. Regardless of their ranking in the ERM process, sustainability-related risks remain a priority and are actively monitored and managed through AGCO's Corporate Sustainability team.

Impacts, risks and opportunities

AGCO's material topics span several themes from the ESRS, including climate change (E1), own workforce (S1), corporate culture (G1) and supplier relations (G1). These topics are the most significant sustainability-related impacts and dependencies for our business, as well as areas where we may face strategic risks or see potential for long-term value creation.

In AGCO's own operations, material impacts relate to employee health and safety, governance and culture, and emissions from manufacturing activities. Upstream, the most significant impacts and risks are associated with supplier sustainability performance, resource use and climate-related disruptions. Downstream, AGCO's product portfolio can enable farmers to adapt to climate change, reduce emissions and improve productivity — creating both opportunities and dependencies.

A detailed overview of each material IRO is provided in the topical ESRS sections of this Statement.

TOPIC	IRO	TYPE	RELEVANCE	DETAILED DISCLOSURE
Climate change adaptation	AGCO's products support farmers to adapt to changing weather conditions by supporting productivity, crop health and operational resilience.	Impact — positive and actual	Global and downstream	Pages 20-21
Climate change mitigation	AGCO's GHG emissions have environmental impacts that present both compliance and operational considerations.	Impact — negative and actual	Global and suppliers + own operations and downstream	Pages 18-22
Climate change adaptation and mitigation	AGCO may face financial and market risks if it does not provide solutions that meet evolving regulatory, customer and investor expectations.	Risk	Global and own operations	Pages 20-21
Supplier relations	AGCO could encounter business continuity and compliance risks if supplier sustainability and responsible-sourcing requirements are not met.	Risk	Global and upstream	Page 31
Health and safety	Weak health and safety practices could result in harm to employees, reduced talent attraction and retention, and reputational or financial impacts.	Impact — negative and actual	Global and own operations	Pages 26-27
Corporate culture	AGCO's Farmer-First culture can strengthen innovation, collaboration and customer alignment across the business.	Opportunity	Global and own operations	Page 30

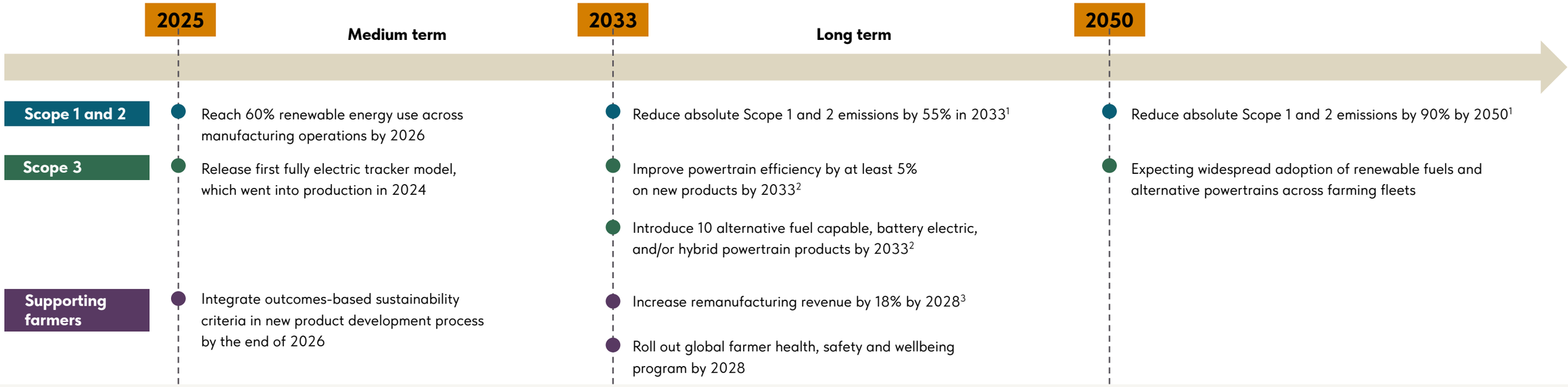
For the purposes of this disclosure, in alignment with ESRS terminology, (a) 'impacts' refers to actual and potential, positive and negative impacts on people and the environment; and 'risks' and 'opportunities' refer to the undertaking's sustainability-related risks and opportunities that affect (or could reasonably be expected to affect) the undertaking's financial performance, financial position, cash flows, access to finance or cost of capital over the short, medium or long term.

Environmental information

Resiliency Action Plan

AGCO's environmental sustainability efforts are primarily shaped by climate-related considerations. Our approach focuses on reducing the impact of our operations and supporting farmers in adopting practices that enhance resilience and resource efficiency. In this section, AGCO's Resiliency Action Plan sets out how we manage climate-related risks and opportunities across our operations and value chain, ensuring compliance with evolving standards and creating value for both our business and the farmers we serve.

Resiliency roadmap



EMISSIONS-REDUCTION LEVERS

Scope 1 and 2 (operational emissions)

- Lever 1: Continue renewable energy procurement
  - Implement virtual power purchase agreement(s) (VPPAs) covering significant regional loads
  - Obtain energy attribute certificates (EACs) for remaining locations
- Lever 2: Implement on-site renewable energy projects on all feasible sites
- Lever 3: Reduce energy usage through building and process energy efficiency projects
- Lever 3: Explore ways to replace stationary fuel emissions, especially natural gas
- Lever 4: Transition company fleet to electric and hybrid vehicles

Scope 3 (value chain)

- Lever 5: Improve powertrain efficiency to reduce fuel consumption
- Levers 6 & 7: Invest in multiple fuel types and technologies across all product horsepower ranges to provide choices that meet farmers' needs
- Levers 8 & 9: Engage suppliers through EcoVadis to better understand and help improve their sustainability performance

Supporting farmers

- Design products and services to achieve a triple-win of healthy fields, optimized yields and farmer prosperity
- Continue to invest in precision ag technologies that allow farmers to optimize yields and inputs (e.g., fertilizer, water and energy)
- Expand the adoption of technologies that improve soil health and support carbon sequestration
- Grow AGCO's remanufacturing business to prolong the useful life of our products

1. Compared to 2022 base year.
2. Compared to 2023 product offering.
3. Compared to 2025 base year.

Integrating environmental sustainability into our business plan

FARMER FIRST

Farmers are on the front lines of a changing climate, facing challenges such as unpredictable weather patterns, soil degradation and water scarcity. Addressing these realities requires innovative solutions, which AGCO delivers by enabling farmers to adopt advanced technologies and more sustainable practices. This includes promoting a mixed-fleet and retrofit-first approach. Supporting mixed-fleets allows farmers to integrate precision ag technologies across different equipment brands, while retrofitting older machines with modern capabilities reduces waste and emissions without requiring full replacement. Through these strategies, AGCO helps farmers adapt to and mitigate these climate-related challenges and promotes resilience in farming while positioning AGCO as a leader in sustainable farming solutions and precision ag technologies.

We integrate the principles contained in our Resiliency Action Plan into AGCO's business strategy through a comprehensive approach that emphasizes sustainability, innovation and strategic partnerships. Priority initiatives include developing solutions that improve soil health and agricultural productivity, advancing technologies that enable farmers to adopt sustainable practices, advancing a diverse range of efficient and fuel-flexible machines, reducing operational emissions and establishing innovative partnerships.

SUSTAINABILITY STRATEGY

AGCO's sustainability strategy aligns our ambition for sustainable agriculture with the realities of climate change impacts faced by farmers and the broader industry. The table below illustrates how our strategic focus areas correspond to the objectives outlined in our Resiliency Action Plan.

> **Our Sustainability Ambition:** Accelerate innovation, efficiency and responsibility to drive sustainable outcomes for farmers and the earth.

SUSTAINABILITY STRATEGY ACTION FIELDS	RESILIENCY ACTION PLAN OBJECTIVES
Innovating for a triple win	Support farmers in managing the impacts of changing weather and improving operational resilience.
	Help improve soil health to support improved yields and beneficial environmental outcomes.
	Lower on-farm emissions through precision ag technologies that improve equipment and input efficiency.
Powering the future of agriculture sustainably	Reduce fuel use and exhaust emissions from our products, while advancing alternative fuel capable, battery electric, and/or hybrid powertrain solutions.
Advancing a responsible product life cycle	Lower emissions from AGCO's own operations.
	Collaborate with suppliers to expand access to more sustainably produced materials and support long-term supply-chain resilience.
Thriving together	Engage employees and other stakeholders on climate related topics through training and global initiatives.

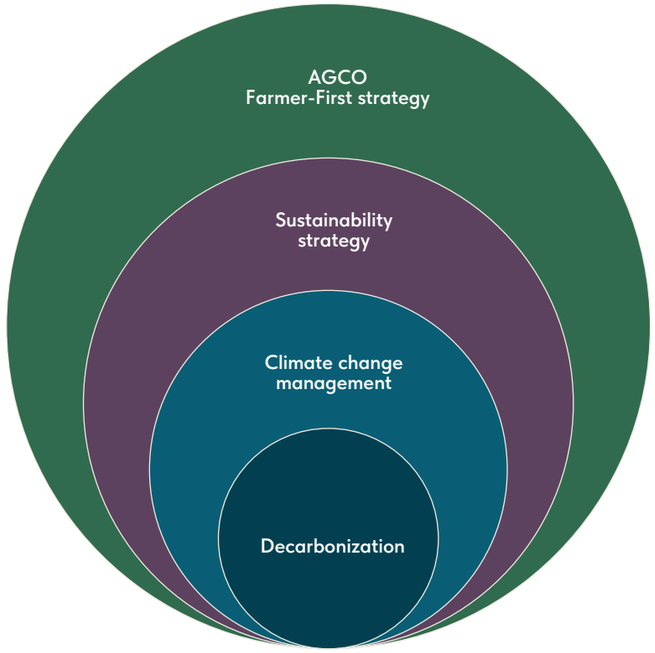
Our approach is underpinned by our Global Environment and Climate Change Policy. The policy covers our strategic priorities — such as product innovation, resource efficiency, supply chain and reporting — throughout all relevant value chain stages, including direct operations, and upstream and downstream value chains.

CLIMATE RISK MANAGEMENT

By assessing, measuring and managing climate risk, AGCO strengthens its ability to understand and respond to the challenges posed by a changing climate. Integrating climate risk assessments into our strategic planning supports resilience and long-term planning. By identifying and mitigating risks that affect both our business and our farmers, AGCO proactively safeguards operations, supply chains and broader business interests. This comprehensive approach ensures that climate risk management is not an isolated effort but a fundamental aspect of our overall strategy for a sustainable future.

DECARBONIZATION

AGCO's sustainability strategy and climate risk assessment inform our overall approach to decarbonization. We are committed to implementing technologically and economically viable methods to reduce our environmental footprint across our own operations, products and services. Our actions are aligned with the long-term goals of the Paris Agreement, which aims to limit global warming to below 2 degrees Celsius.



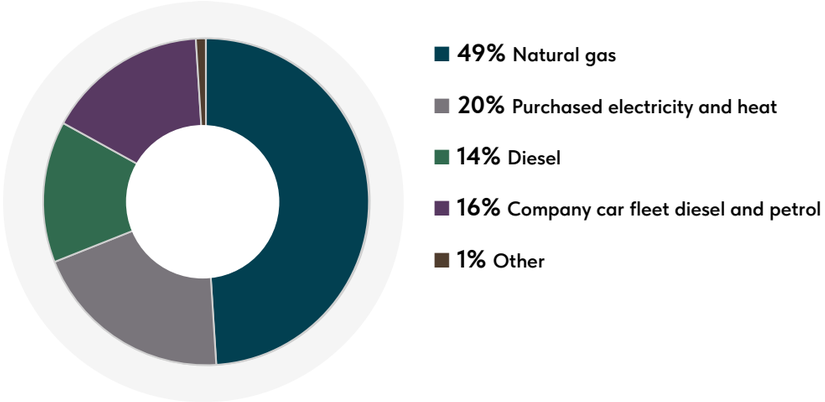
Emissions and targets

Composition of current emissions

AGCO's greenhouse gas (GHG) emissions originate from a few key areas of our business. The largest share, approximately 75% of our total absolute emissions, comes from use-phase emissions from tractors and other self-propelled machines, while purchased goods and services account for ~18%. Operational Scope 1 and 2 emissions make up less than 1% of our total footprint. Within our direct operations, the primary contributor is the energy used across our manufacturing sites.

Our emissions are calculated in line with the GHG Protocol: Corporate Accounting and Reporting Standard and Scope 2 Standard methodology. To ensure accuracy throughout the data collection and reporting process, we have developed an internal GHG Emissions and Environmental Activity Reporting Policy, which discusses the various sources of Scope 1 and 2 emissions and sets out our process for collecting and validating the completeness and accuracy of the emissions from initiation to reporting. Appendix 2 provides more details on our methodology and data sources.

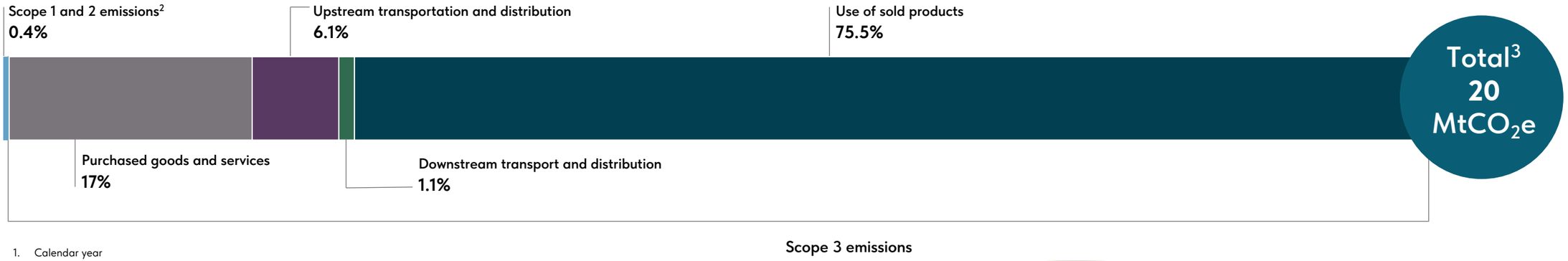
2025 SCOPE 1 AND 2 EMISSIONS[1]



2025 EMISSIONS METRICS[1]

Scope 1	57,134 tCO_2e
Scope 2[2]	13,728 tCO_2e
Scope 3 Categories	
Category 1 Purchased goods and services	3,417,471 tCO_2e
Category 4 Upstream transportation and distribution	1,218,645 tCO_2e
Category 9 Downstream transport and distribution	227,519 tCO_2e
Category 11 Use of sold products	15,198,142 tCO_2e

2025 GHG EMISSIONS[1]



1. Calendar year
2. Market-based
3. Megatonnes of carbon dioxide equivalent

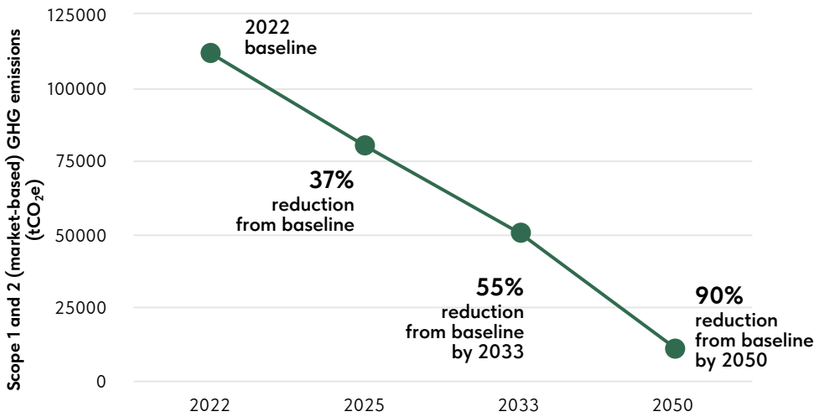
Our GHG emissions-reduction targets

SCOPE 1 AND 2

In 2023, we set new decarbonization targets: 55% absolute emissions reductions in Scope 1 and 2 by 2033 and 90% emissions reductions by 2050. Although we have not committed to having the Science Based Targets initiative (SBTi) formally validate these targets, we consider the targets to be science-based as they were developed using the SBTi methodology (absolute contraction approach) and align with the 1.5°C trajectory. The targets are also informed by our strategic business plan and reflect anticipated changes at both site and regional levels. As detailed in the section entitled "Scope 1 and 2 roadmap," achieving our targets will require a steep reduction in the first phase of our timeline, followed by a steady trajectory. Based on 2025 data, we are currently on track to achieve our targets.

AGCO does not currently use carbon credits; however, they could become part of our future approach. Credible offsetting and/or carbon removal options represent a potential pathway to address the remaining 10% of our operational footprint that cannot be eliminated through emissions-reduction levers until 2050 and beyond.

AGCO SCOPE 1 AND 2 EMISSIONS TARGET



SCOPE 3

In 2024, AGCO developed two new targets designed to deliver solutions that align with task, terrain and infrastructure while supporting farmers to decarbonize their operations. By 2033, we aim to improve powertrain efficiency by at least 5% on new products and launch 10 alternative fuel capable, battery electric, and/or hybrid powertrain products.[1]

While working toward these targets, we acknowledge that emissions from diesel engines remains the most significant barrier in our decarbonization journey. Despite progress in engineering alternative solutions (as described in the Products and Services section), diesel will continue to be widely used for some time, particularly in larger horsepower machines, and is an essential part of our current portfolio. Therefore, a substantial part of our Scope 3 emissions is considered "locked-in" for the short to medium term.

AGCO is continuously improving data quality and accessibility while exploring partnerships to deepen our understanding of our Scope 3 emissions and develop effective strategies for future management. As part of this commitment, AGCO partnered with McKinsey & Company and Amazon Web Services to pilot an advanced solution that automates the creation and analysis of potential emissions-reduction pathways. This integrated tool uses machine learning, artificial intelligence and advanced analytics to identify cost-effective emissions-reduction strategies across Scope 1, 2 and 3 emissions. This innovation enhances our ability to plan, prioritize and execute impactful climate actions across our global operations.

1. Compared to 2023 product offering.

Climate risk assessment and management

Scenario analysis

In 2021, AGCO undertook a detailed scenario-based risk analysis using two Representative Concentration Pathways (RCPs). RCPs are climate change scenarios that model the concentration of GHGs in the atmosphere into the year 2100. The Intergovernmental Panel on Climate Change (IPCC) adopts these scenarios to inform global decarbonization aspirations. Our 2021 analysis used RCP 2.6 and RCP 8.5 projections. These scenarios were paired with Shared Socioeconomic Pathways (SSPs), which are climate change scenarios of projected socioeconomic global changes affecting GHG emissions and climate change.

AGCO SCENARIO NAME	TEMP. RISE	RCP	SSP
Well Below Two Degrees scenario	<2°C	RCP 2.6	SSP1 ("Taking the green road")
Inaction scenario	4.4°C	RCP 8.5	SSP5 ("Taking the highway")

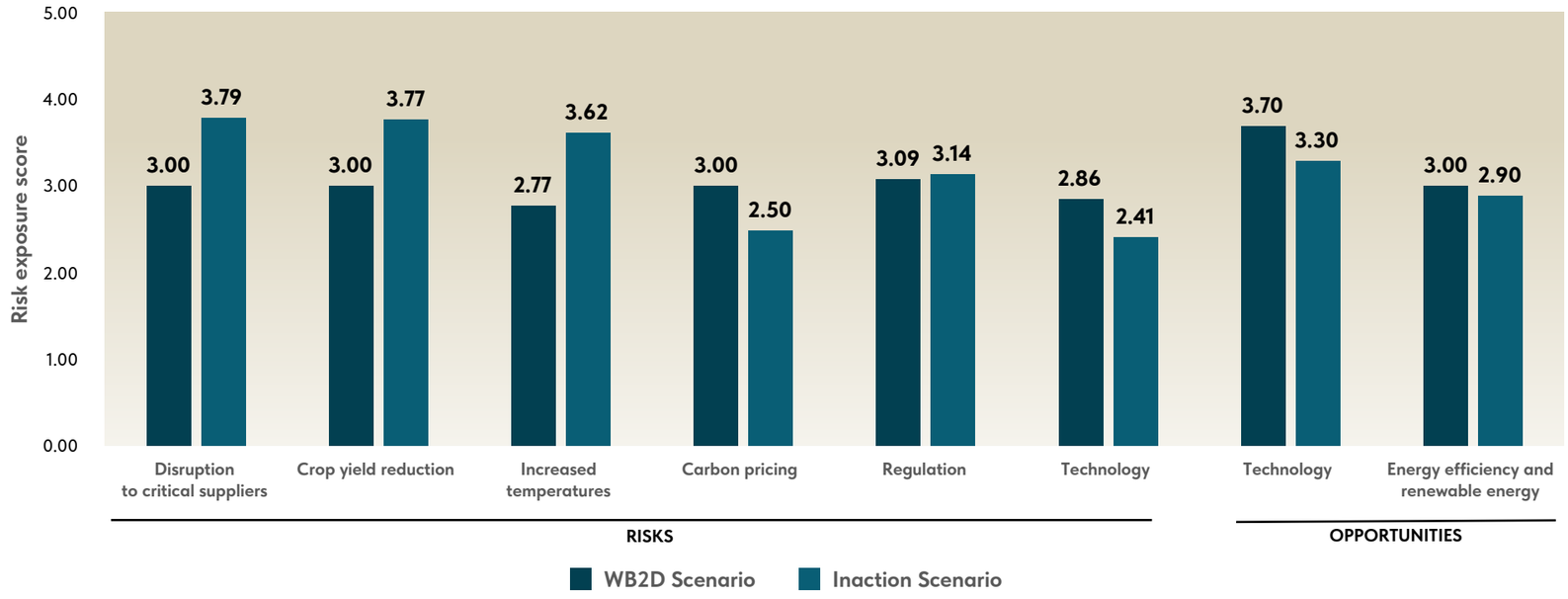
The Well Below Two Degrees (WB2D) scenario aligns with IPCC's RCP 2.6 and the Paris Agreement, which sets a goal to limit the increase in global average temperature to less than 2 degrees Celsius above pre-industrial levels by the year 2100. In this scenario, GHGs peak in the 2020s, then decline to be net negative by approximately 2060. This scenario is associated with SSP1 ("Taking the green road" socioeconomic pathway), which represents inclusive development and a strong, immediate, collective action on climate change, making transition risks more significant.

The Inaction scenario is aligned with IPCC's RCP 8.5, in which the Earth's average temperature will increase 4.4 degrees Celsius above pre-industrial levels by the end of the century. In this scenario, GHGs continue to rise and level off by 2100. The Inaction scenario is associated with SSP5 ("Taking the highway" socioeconomic pathway), which portrays a highly globalized, increasingly connected and materialistic-focused global economy.

Fossil fuel exploitation is extensive, and energy-intensive lifestyles persist. Physical impacts are more pronounced in this scenario, as both acute and chronic events increase in frequency and intensity.

The results of the assessment indicate AGCO is likely to be more affected by the physical risks and impacts of an Inaction scenario than from the transition risks and impacts of a WB2D scenario. Additionally, AGCO's opportunities in a WB2D scenario are slightly more impactful than in an Inaction scenario. As a leader in the agriculture industry, AGCO can be pivotal to working toward a WB2D scenario. We are actively embracing this by advancing sustainable innovations, investing in climate-smart technologies and collaborating across the value chain to drive meaningful change.

FINAL RISK EXPOSURE UNDER THE INACTION AND WB2D SCENARIOS



The risk exposure score is the average of the impact rating (1-5 scale from insignificant to extreme) and likelihood rating (1-5 scale from rare to almost certain). Opportunities were evaluated based on impact rating.

REFINING RISK UNDERSTANDING

External experts supported our initial risk assessment process and followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Since 2021, AGCO has reviewed climate risks relevant to business operation and the value chain on an annual basis.

In 2022, we conducted a quantitative analysis of physical climate risks to identify the financial impacts associated with these risks and climate hazards under the moderate-emission RCP 4.5 and high-emission RCP 8.5 scenarios. During the assessment, we focused on the financial impacts associated with our assets globally, and analyzed relative and absolute risk. The assessment included 100 assets of various types (e.g., manufacturing sites, distribution centers, warehouses and offices) across our operating regions. Potential hazards were mapped against the spatial coordinates of AGCO facilities.

The results of the scenario analysis suggested that wildfires, temperature extremes and fluvial flooding account for the majority of the total financial impact in both scenarios on the 2030 timeline, while water stress will increase in probability and impact in the 2040s. The assessment indicated geographic regions and specific assets with the highest risk and potential financial impact. These results inform our focus areas, target setting and mitigating actions.

In 2024, we undertook a wider internal review of our risk inventory and involved 36 stakeholders in an engagement exercise aimed at raising awareness of climate risks and opportunities across the business, as well as identifying new challenges that impact different functions. We also updated risk categories used for the annual Enterprise Risk Management (ERM) survey to better integrate climate impacts. We used the outcomes of these exercises to improve our understanding of climate risks and identify knowledge gaps.

AGCO's Sustainability team performed a detailed climate risk assessment with input from subject matter experts across the business (Engineering and Product Management, Agronomy, Supply Chain, Global Procurement, Brands and Compliance). The team shared results and recommended actions back to the Sustainability Executive Committee, comprised of senior leaders who direct sustainability initiatives, targets and priorities, and to the relevant Board-level committees that consider the results of the wider ERM process.

Physical and transitional risks

The below table lists the climate related risks and opportunities that AGCO's business is exposed to and links these to the relevant impacts, risks and opportunities (IROs).

TCFD RISK ASSESSMENT				CSRD DOUBLE MATERIALITY
RISK	**DESCRIPTION**	**TYPE**	**TIME HORIZON**	**RELATED IROS**
Reduced crop yields	Increased extreme weather (e.g., flood, fire and drought) and/or chronic heat stress reduced crop yields. Reduced spending power of customer base could impact AGCO's revenue and market share.	Physical risk	Medium-term	AGCO's products support farmers to adapt to changing weather conditions by supporting productivity, crop health and operational resilience.
Chemical, water and fertilizer regulations	Regulations could require farmers to modify water/fertilizer use or incur additional costs. Reduced spending power of customer base could impact AGCO's revenue and market. Demand for precision ag products might increase.	Transitional risk	Long-term	
New technology for soil health and carbon sequestration	Develop solutions that help conserve soil health and increase its capacity to store carbon.	Transitional opportunity	Short-term	
Carbon and GHG emissions (carbon pricing)	AGCO's operational costs could increase due to carbon pricing/taxes/cap or increased logistics/supply costs.	Transitional risk	Medium-term	AGCO's GHG emissions have environmental impacts that present both compliance and operational considerations.
Offset energy cost increases	Improve energy efficiency and switch to renewable energy via on-site generation or VPPAs, reducing energy costs and emissions, and potentially leveraging an internal carbon price to fund investments.	Transitional opportunity	Short-term	
Disruption of supply chain infrastructure	Extreme weather events affecting the location of our key suppliers could have a knock-on effect on AGCO's operations and ability to source materials for production.	Physical risk	Medium-term	AGCO could encounter business continuity and compliance risks if supplier sustainability and responsible-sourcing requirements are not met.
Supplier requirements	AGCO's suppliers who may need to increase costs to be able to comply with increasing regulatory requirements or shut down if they cannot meet them.	Transitional risk	Short-term	
Tech development costs (Scope 3)	Having to modify products to meet new regulatory requirements could mean additional engineering expenses and capital expenditure for AGCO. Production delays may occur if suppliers are unprepared for these changes.	Transitional risk	Medium-term	AGCO may face financial and market risks if it does not provide solutions that meet evolving regulatory, customer and investor expectations.
Increased regulation: Stakeholder concern	Increased expectations from investors and other stakeholders to demonstrate sustainable business practices. If AGCO cannot comply with sustainability regulations, it may face penalties and backlash from stakeholders.	Transitional risk	Medium-term	
Decreased asset value	Increasing frequency and severity of climate hazards could lead to damages to AGCO's assets, decreasing asset value or useful life and disrupting business continuity.	Physical risk	Medium-term	N/A — While the risk from weather events was not deemed material in the double materiality assessment, it remains a key focus area to AGCO to ensure long-term resilience.

AGCO's climate risk response

As a sector highly exposed to climate change, agriculture faces both challenges and opportunities. We are actively responding to climate-related physical and regulatory risks by strengthening the resilience of our supply chain, supporting our customers through the transition and advancing sustainable practices across our operations. By enhancing data accuracy, adopting low-emissions technologies and aligning with evolving regulatory requirements, we are positioning ourselves to meet changing market demands while contributing to a more sustainable future for farming. These efforts also help us mitigate potential disruptions and ensure long-term value creation for our business and farmers.

DECARBONIZING OUR OPERATIONS AND PORTFOLIO

We have made significant progress in reducing the reliance on fossil fuels within our own operations. In 2025, AGCO manufacturing sites used 93% renewable electricity and 51% renewable energy, helping us stay on track to meet our Scope 1 and 2 reduction targets.

Reducing our Scope 3 emissions is a far bigger task, which relies on transforming our product portfolio. This process comes with the cost of testing, developing and manufacturing new low-emissions products and relies on the availability and affordability of alternative energy sources on the market. We address this risk by carefully timing our investments and continuously monitoring market demand and readiness.

HELPING FARMERS ADAPT

Our aim is to remain the partner of choice for farmers as they navigate changes in growing seasons, extreme weather and the expectation to reduce the environmental impact of their practices. Through our products and services, we equip them to:

- Reduce the need for emissions-intensive inputs such as fuel and fertilizer
- Improve soil health to improve the resilience of crops
- Reduce the upfront cost of improving their equipment through remanufacturing, retrofitting and mixed-fleet offerings

STRENGTHENING OUR INFRASTRUCTURE

In 2022, we conducted a quantitative analysis of physical climate risks to our own locations. The assessment concluded low overall impact, with water stress predicted to be the fastest-growing risk in the medium and long term. While this is reassuring, we are aware that extreme weather events are increasing in frequency, severity and unpredictability.

Our Crisis Management Plan outlines a comprehensive approach to enhancing the resilience of our manufacturing sites against extreme weather events. The plan includes a dedicated natural disaster playbook — which details both proactive and reactive measures to manage extreme weather events at our sites — to help strengthen our future preparedness and response capabilities.

ENGAGING WITH SUPPLIERS

We gather, validate and score supplier data on sustainability criteria in order to identify and reduce potential sustainability-related risks in our supply chain. Besides seeking emissions reductions, our supply chain levers are also aimed at future-proofing against increasing costs from growing energy and fuel prices as well as carbon taxes.

For more information, please refer to our Task Force on Climate-related Financial Disclosures (TCFD) report.

Key actions and delivery

Direct operations

Although our direct operations contribute less than 1% of our total emissions, this is where we exercise the most control to execute changes and enhance business resiliency. This section describes how we plan to reach our target of 55% absolute emissions reductions in Scope 1 and 2 by 2033 and 90% emissions reductions by 2050.

SCOPE 1 AND 2 ROADMAP

In parallel to setting our Scope 1 and 2 targets, AGCO undertook a feasibility assessment to identify potential levers and actions for necessary emissions reductions. With the help of an external technical advisor, we identified various emissions-reduction projects that were modeled against projected production growth. The exercise provided us with a detailed roadmap to achieve our near-term target.

The modeling used a growth scenario that leads to a moderate increase in energy demand at manufacturing sites. The results show that over a third of the estimated Scope 1 and 2 emissions can be offset within this period by large-scale renewable electricity procurement. Another significant lever is reducing natural gas usage through building insulation and smart energy management, electrification and process energy optimization. As part of our medium-term actions, we aim to reduce the use of fossil fuels, switch to hydro-treated vegetable oil (HVO) diesel fuel and biodiesel in on-site vehicles, and expand electric vehicle (EV) and hybrid options where infrastructure and market conditions allow for our company car fleet.

As of 2025, our absolute Scope 1 and 2 emissions have decreased by 37%, while emissions intensity has decreased by 20% compared to the 2022 baseline. This puts us ahead of the curve to achieve our target.

RENEWABLE ENERGY APPROACH

We are cutting emissions by switching to cleaner electricity. Since electricity makes up about 40% of our energy use, we are using a mix of smart solutions, including on-site solar generation, green contracts, unbundled EACs and power purchase agreements (PPAs) to make the shift work wherever we operate.

Lever 1: Renewable energy procurement

Renewable energy procurement is the most important lever to reduce our Scope 2 emissions. AGCO's renewable energy approach relies primarily on PPAs and EACs.

Progress to date

In 2025, 51% of our total energy use — including electricity, heating and fuel — came from renewable sources, which puts us on track to increase renewable energy use to 60% by 2026.[1]

Today, 18 of our 20 global manufacturing sites are using 100% renewable electricity. This includes all manufacturing sites in Brazil and Europe.

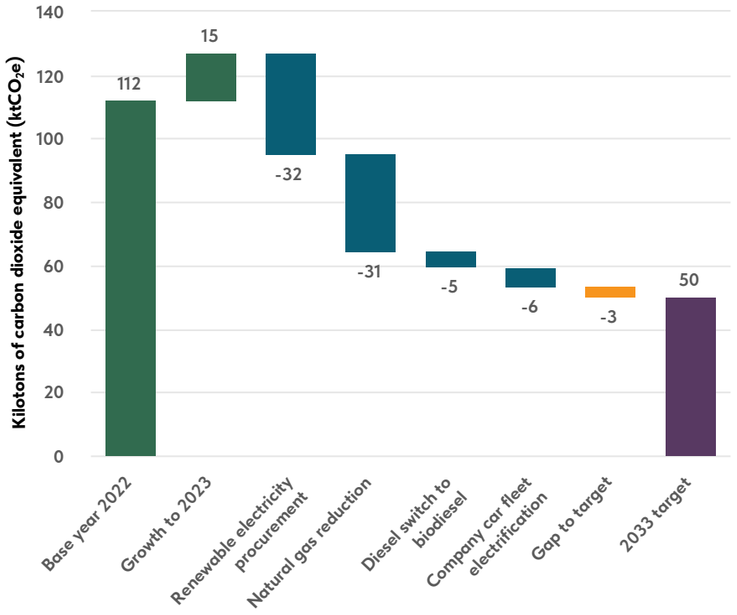
In 2025, AGCO signed its first corporate VPPA. VPPAs are financial contracts that support new renewable energy developments and secure Scope 2 GHG emissions reductions under market-based accounting frameworks without requiring a physical connection to the energy source. This agreement is a key lever in AGCO's renewable energy strategy, supporting the sourcing of clean electricity at predictable rates for the next 10 years.

The VPPA supports a solar project in Northwest Spain, expected to generate approximately 200 gigawatt-hours of renewable electricity annually — covering a significant portion of AGCO's electricity load in the Europe & Middle East (EME) region. Looking forward, AGCO will consider the use of VPPAs in regions where they offer the most cost-effective and scalable route to renewable electricity procurement, especially where direct procurement is less feasible.

We received unbundled renewable energy certificates in South America, offsetting the energy load to 100% renewable energy. As part of our Renewable Energy Roadmap, we will continue to look for ways to increase our use of renewable energy across the business from 2026 onwards.

In the long term, AGCO's renewable energy procurement approach will ensure we can meet nearly 100% of our projected electricity demand from renewable sources.

SCOPE 1 AND 2 DECARBONIZATION ROADMAP



1. KPIs apply to AGCO manufacturing sites.

ENERGY CONSUMPTION AND MIX (MWh)	Y2025	Y2024
Total energy consumption breakdown		
Total energy consumption from fossil sources	302,814	351,356
Total energy consumption from nuclear sources	0	0
Total energy consumption from renewable sources	228,330	213,993
Total energy consumption from fossil sources breakdown		
Fuel consumption from coal and coal products	0	0
Fuel consumption from crude oil and petroleum products	88,060	92,264
Fuel consumption from natural gas	173,424	198,249
Fuel consumption from other fossil sources	0	0
Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources	40,023	61,048
Total energy production breakdown[1]		
Non-renewable energy production	7,427	8,020
Renewable energy production	3,560	3,066

Lever 2: On-site renewable energy

On-site renewable electricity generation is another lever in AGCO's renewable energy approach. Ideally, installations such as solar power could supply between 5% to 15% of the electricity demand at key sites. Currently, on-site energy generation accounts for less than 2% of our electricity consumption and less than 1% of total energy use. We recently completed a solar feasibility assessment for a number of high-potential sites across the portfolio. The assessment confirmed that on-site, behind-the-meter solar photovoltaic installations are viable at several locations. In 2026, we plan to develop proposals which will be evaluated for implementation.

1. The values presented in MWh fuel consumed for self-generation of electricity and heat are based on an estimated % split. 80% of fuel is accounted for heat generation (in process, space heating or in vehicles) and 20% of fuels accounted for electricity generation.

Lever 3: Facility and manufacturing process energy optimization

Improving the energy efficiency of our buildings and optimizing energy management across operations is essential to reducing overall energy demand. In 2024, AGCO established its Global Environmental Improvement team to drive projects to deliver measurable impact. The team meets regularly to share challenges, results and best practices. Projects are logged and tracked for management and visibility.

We are also exploring ways to replace natural gas and other fossil fuels (diesel, liquefied petroleum gas, petrol) with cleaner energy sources. Natural gas is mainly used for space heating and production processes, while liquid fossil fuels are typically used for machine testing. Finding viable alternatives to these fuels remains one of the most significant challenges in the current roadmap.

Progress to date

Identifying energy efficiency projects is an ongoing process. AGCO developed Quick Energy Savings Tools (QUEST), a toolkit that helps sites systematically identify, analyze and execute energy efficiency projects. We also maintain an Environmental Sustainability Projects Hub — a global platform that drives idea generation, prioritization and tracking of sustainability initiatives across regions. In 2025, we achieved a 6% reduction in energy usage across our manufacturing sites, driven by implementation of energy efficiency projects and lower production rates.

Our Linnavuori facility in Finland exemplifies energy efficiency best practices including:

- 95% coverage of LED lighting
- Upgrades to energy-efficient ventilation systems
- Electricity recovery from test bench brakes
- District heating using renewable and low-emission fuels
- Recovery of excess process heat for building and water heating

When new assets are required, they are designed with sustainability and efficiency in mind. For instance, AGCO is relocating its largest EME spare parts distribution center in France from Ennery to a new low-emission facility in Amnéville, expected to be operational in 2026. The site will integrate renewable energy sources, including rooftop solar panels and district heating, alongside a fully electric material handling fleet. Water conservation is supported by rainwater harvesting, and the project will contribute to local revitalization through land restoration and biodiversity efforts.

To reduce reliance on natural gas and other stationary fuels, we are exploring:

- Introducing lower-curing-temperature paints
- Using biofuels on site for factory fills and testing
- Electrifying furnaces and other processes currently powered by natural gas
- Replacing natural gas use in space heating

> **Read about more site-specific environmental improvement projects in our 2025 Sustainability Impact Report.**

Lever 4: Our company vehicle fleet

We continue to review the feasibility of expanding EV and hybrid options where infrastructure and market conditions allow, as well as enhancing EV charging availability across AGCO's facilities. This transition is guided by regional feasibility, infrastructure readiness and employee needs.

Progress to date

Since 2021, AGCO has grown the number of electric and hybrid vehicles from 4% to 13% within our owned and leased company vehicle fleet. To support the use of EVs, 26 of our manufacturing and office sites are equipped with on-site charging stations.

We are also exploring lower-emission alternatives for employee travel as well as on-site use. Recent initiatives include providing access to electric bikes and public transportation passes and adding electric and compressed natural gas vehicles to our North American operations to transport component parts.

Products and services

FUELING THE FUTURE: CLEAN ENERGY SOLUTIONS FOR MODERN AGRICULTURE

Our products play a vital role in powering agriculture, and with approximately 75% of our total Scope 3 emissions linked to their use, we recognize the importance of supporting agriculture's transition to lower-emission solutions. By decarbonizing our product portfolio, we aim to provide farmers with practical, flexible options that reduce emissions while maintaining performance and productivity.

AGCO's clean energy pathway includes three main focus areas: continuously improving powertrain efficiencies, enabling the use of renewable fuels and pioneering alternative powertrain solutions.

AGCO FLEET EFFICIENCY APPROACH

Diesel efficiency	Renewable fuels	Alternative powertrains
	HVO, Ethanol, Biogas, Methanol, Hydrogen	Hybrid, Electric, Fuel Cell

ENERGY MARKET ENABLERS

Low fuel consumption development	Renewable fuels widely available	Technology components widely available	Sufficient infrastructure

Achieving these ambitions requires significant investment in R&D. In 2024, we spent $488 million on R&D and engineering investment (approximately 4.8% of total revenue). Approximately 47% of this sum was spent specifically on smart machines and clean technology projects.

Lever 5: Improving fuel efficiency

We are continuously investing in optimizing our internal combustion diesel engines as well as transmission solutions, hydraulics functions, automation and operator assistance. Measures include fuel economy improvements, which enable farmers to reduce fleet emissions and operating costs.

Progress to date

In 2022, we launched our CORE engine, a new family of diesel engines developed and manufactured by AGCO Power. The CORE series is one of the most advanced diesel engine platforms on the market today, designed to deliver maximum torque at lower revolutions per minute (RPM), which significantly enhances fuel economy. AGCO currently offers three types of CORE engines fit for machines of different sizes.[1]

The Fendt 700 Vario tractor series has the lowest diesel consumption in its class and is more economical than the average of all tractors tested to date by DLG Power Mix test (German Agricultural Society).[2] Similarly, The Fendt 600 series, equipped with the CORE50 engine, has been recognized by profi as best-in-class for fuel economy.[3] In 2025, AGCO introduced new Fendt 500 and 800 Vario models equipped with CORE engines, continuing the trajectory of efficiency gains. Our continuously variable transmissions minimize energy loss from the machine's engine to its tracks, tires or attachments, and can deliver up to a 10% reduction in fuel consumption.

Ongoing research and concept development

AGCO is continuing to invest in CORE engine development. In 2024, we set a new target to improve powertrain efficiency by at least 5% on new products by 2033.[4]

Lever 6: Enabling the use of renewable fuels

Our approach to renewable fuels focuses on evaluating the viability of multiple fuel options by equipping internal combustion engines with advanced technologies and enhancing their adaptability to cleaner alternatives. We recognize that the adoption of renewable fuels depends on several factors, including regional availability and the suitability of specific fuels for different applications. As part of this effort, we are exploring a range of liquid and gaseous alternatives to fossil diesel, such as e-fuels, biofuels and HVO diesel fuel.

Progress to date

Every AGCO engine is designed to run on lower-emission, renewable HVO diesel fuel. We consider HVO a transition fuel, as it can act as a drop-in replacement for conventional diesel and is compatible with our existing diesel engines and fleets.

The AGCO Power CORE engine platform was specifically designed with emerging technologies, fuels and regulations in mind. The AGCO Power CORE75 engine is compatible with HVO diesel fuel and biodiesel, while the CORE50 engine can be converted for use with hydrogen and other alternative fuels.

Ongoing research and concept development

AGCO continues to advance alternative fuel capabilities for its CORE75 and CORE50 engines, including both gaseous and liquid alternatives.

To accelerate innovation, we established a clean energy lab in Linnavuori, Finland, which became fully operational in 2025. The lab enables safe testing of multiple renewable fuels, including HVO, e-fuels, methanol, ethanol and gaseous fuels like hydrogen and biomethane, across independent test cells designed for flexibility and safety. In the same year, AGCO introduced a CO_2 calculator at AGRITECHNICA to help farmers quantify emissions reductions achieved through alternative fuels and efficiency improvements.

1. https://www.agcopower.com/core/
2. https://www.fendt.com/int/consultation-purchase/test-reports/fendt-700-vario-gen7-tested#dlg powermix
3. https://dam.agcocorp.com/content/dam/multisite/fendt/marketing/multi-region/documents/marketing-material/testreports/tractors/600-vario-/profi-SD-Fendt620-DLGPowermix-de.pdf
4. Compared to the 2023 product offering, measured in CO_2e.

Lever 7: Developing alternative powertrains

In 2024, we set a new target to introduce 10 alternative fuel capable, battery electric, and/or hybrid powertrain products by 2033.

Progress to date

AGCO introduced its first electric tractor series, the Fendt e100 Vario, in 2023. The first model became commercially available in 2024, and the range has since been expanded with an additional model.

Ongoing research and concept development

One area we are researching in our clean energy lab is methanol fuel in combination with high-temperature fuel cell concepts. One example is a plug-and-play methanol-based range extender for electric tractors, designed to convert methanol into clean electricity. In addition, AGCO showcased a new concept battery for small tractors at AGRITECHNICA in 2025.

We are also researching hydrogen solutions. Two fuel cell tractor prototypes have been successfully operating on farms in northern Germany since 2024 to evaluate opportunities for hydrogen use in agriculture. Based on these learnings, a next-generation concept is taking shape.

SUPPORTING FARMERS ON THEIR JOURNEY

In addition to low-emissions powertrains, AGCO also develops precision ag technology and offers remanufacturing and retrofitting solutions that help farmers reduce their own GHG emissions and operational costs. While these solutions do not directly reduce AGCO's absolute emissions, they play a crucial role in increasing our positive impact through the value chain. By enabling farmers to operate more efficiently and sustainably, AGCO mitigates climate risks for the company and provides broader benefits to our farmers and society. These efforts contribute to a more sustainable agricultural sector, enhancing environmental systems and promoting long-term resilience.

Remanufacturing and retrofitting

Remanufacturing is a process where previously used parts are returned, stripped, cleaned, checked, inspected and — where appropriate — re-used to rebuild an "as new" assembly. Prolonging the life of machines provides a financial benefit to our customers, and also aligns with circularity and responsible resource use principles.

1. Compared to a 2025 base year.

The same benefits are also true for retrofitting. AGCO enables farmers to adapt the latest technologies to almost any make or vintage of existing equipment they own. This allows farmers to modernize their machinery without a significant upfront cost. With a goal to increase remanufacturing revenue by 18% by 2028,[1] AGCO is scaling both remanufacturing and retrofitting efforts to extend equipment life, reduce waste and deliver greater value to customers.

Precision ag

Combining both hardware and software, precision ag technologies enable farmers to deploy the right amount of inputs, at the right place, at the right time. Our precision ag technology supports farmers throughout the crop cycle by optimizing resource use and providing greater control over time-sensitive tasks. From precision planting and nutrient management to AI-enabled crop protection applications and autonomous harvesting, farmers can reduce water, fertilizer, crop protection and fuel inputs and costs while also improving soil health and optimizing yields. Our approach enables connectivity across a mixed fleet, enabling farmers to access the latest precision ag technology, adapt to changing conditions, proactively manage their operations and reduce inefficiencies.

AGCO assists farmers in reducing their own emissions by leveraging precision ag technologies that improve fertilizer efficiency and minimize emissions. One recent innovation from our PTx portfolio is Precision Planting's Radicle Agronomics™ suite that is the world's first fully automated soil laboratory with accompanying tools that make soil nutrient management quicker, more precise and efficient. Because nutrient management directly influences GHG emissions at the farm level — particularly through the use of nitrogen fertilizers — optimizing fertilizer application improves soil fertility while significantly reducing emissions. Combining our full suite of precision ag technologies with AGCO's commitment to sustainability, we support farmers in achieving more efficient input management, leading to lower GHG emissions and improved soil health.

Connectivity is a fundamental component of optimizing the use of precision ag technologies as it enables data collection from sensors and devices to be transmitted across the fleet in the field and to the farm office allowing for continuous monitoring as well as better analysis and control of farming operations. For example, AGCO recently launched PTx FarmENGAGE, a farm operations management solution that works across a mixed fleet and enables this kind of connectivity, regardless of the make or age of the fleet. Automation and autonomy are increasingly providing more value on the farm and are fully reliant on connectivity to operate. Another recent innovation is PTx Trimble's OutRun retrofit kit that enables autonomous grain cart operation. This autonomous solution supports farmers with labor shortages during the ideal harvest window and ultimately optimizes yields and improves residue management for the next crop.

Read more about AGCO's products and innovation in the 2025 Sustainability Impact Report.

SUPPLY CHAIN

Lever 8: Purchased goods

Around 45% of purchased goods emissions come from steel and iron used in our products. We are currently working with suppliers to improve sourcing resilience and explore opportunities to increase the volume of sustainably produced raw materials.

Progress to date

We are reviewing and refining our approach to supply chain engagement to drive collaboration, achieve higher response rates to sustainability questionnaires and effectively prioritize corrective actions with higher-risk suppliers.

As part of this effort, we are integrating sustainability standards into procurement practices. In 2024, we revised our Supplier Code of Conduct to align with new regulations and added sections on energy, GHG and responsible resource management.

AGCO is looking to reduce purchased goods-related emissions through circular product design, sourcing and new business models. To facilitate this, we are working to understand our baseline better, develop and implement tools to improve data quality and further identify cost-effective options to reduce GHG emissions throughout our supply chain.

We are participating in a pilot project with the University of Gävle in Sweden to conduct power and energy audits with selected small- and medium-sized enterprise suppliers. This not only provides our smaller suppliers with audit results that can be implemented to improve their energy management and reduce their GHG footprint, but also gives us valuable insight into managing the GHG impact of materials purchased from these enterprises in our supply chain.

We are also evaluating parts packaging and other opportunities to determine scaled approaches for emissions reductions. In 2025, AGCO's manufacturing facilities in China implemented several initiatives to reduce packaging waste, such as replacing cardboard packaging with durable, reusable plastic boxes and packaging components. These initiatives have resulted in around $100,000 in cost savings and reduced annual GHG emissions by 63 tCO_2e.

Lever 9: Upstream and downstream transport

Upstream and downstream transport-related emissions at AGCO refers to the GHGs produced during the transportation of raw materials and components to our manufacturing facilities, as well as the distribution of finished products to customers.

Progress to date

Our approach focuses on consolidating (and reducing) shipments wherever possible to maximize the utilization of transport equipment and fully leverage economies of scale. In addition to reducing transportation costs, these measures contribute to lower emissions per transported volume.

In 2025, we started a journey to streamline and improve our Scope 3 data management processes. This includes a transition from spend-based transport-related emission calculations to utilizing our logistics tool's embedded emission calculation module. This new method is using transported weight and makes tracking transport mode easier, resulting in more accurate emission calculations.

Our logistics chain track and trace system covers all upstream and downstream transport. The system provides reliable data to help us understand how to optimize routes and factors influencing truckload pricing alongside the average weight of freight that a vehicle carries on each journey, reducing our overall emissions.

FINANCIAL PLANNING

To realize the ambitions of AGCO's Resiliency Action Plan, AGCO continues to allocate significant resources to R&D and initiatives that drive innovation and sustainability. These capital investments and financial commitments enable the expansion of AGCO's sustainable product portfolio and the decarbonization of our operations:

- In 2025 $230M of R&D and engineering investment was spent on smart machine and clean technology projects.
- Between 2023 and 2025, AGCO committed $77M for the development of the Linnavuori engine plant. This investment has funded the establishment of a clean energy lab to drive breakthroughs in low-carbon technologies in the coming years. A portion of the investment will support local remanufacturing capacity expansion, advancing AGCO's circular economy initiatives.
- AGCO is investing ~€17 million in a new sustainable, low-emission facility in Amnéville, which will be its largest spare parts distribution hub in the EME region.
- Through a VPPA signed in 2025, AGCO will secure clean electricity at stable, long-term rates, covering a significant portion of our electricity load in Europe.

Assumptions, impacts and dependencies

High-level assumptions

AGCO's Resiliency Action Plan is grounded in a set of high-level assumptions concerning the evolving policy landscape, technological innovation and market dynamics. While the pace and scope of change will vary by region, we continuously monitor developments to adapt our strategy accordingly.

POLICY AND REGULATORY LANDSCAPE

As global priorities continue to emphasize food production and security, we anticipate a continued tightening of environmental regulations globally over time, with varying regional timelines and enforcement mechanisms. These may include stricter emissions standards for agricultural machinery, carbon pricing mechanisms across the supply chain and increased scrutiny of fertilizer and pesticide use. Emerging sustainability disclosure requirements will also increase expectations for transparency and data quality across AGCO's operations and value chain.

Even as sustainability-related policies shift across regions, we believe there will remain strong momentum behind low-emissions fuels and more sustainable ways of farming. We expect farmers will continue to adopt practices that improve soil health, use fewer inputs and protect natural resources, supported by evolving market demands and targeted incentives.

TECHNOLOGICAL DEVELOPMENT

Advancements in renewable energy, battery storage and alternative fuels will play a critical role in enabling AGCO's decarbonization efforts. We assume continued progress in electrification, automation and autonomy, particularly in compact and mid-sized equipment segments. Remanufacturing will play an increasing role in extending equipment life, reducing emissions and supporting circular economy goals — particularly as demand grows for cost-effective, lower-emission alternatives to new machinery.

MARKET AND CONSUMER DYNAMICS

Farm consolidation, labor shortages, climate variability and input cost volatility are expected to continue, driving demand for scalable, high-tech solutions that help farmers respond to these challenges. Larger operations are typically early adopters of precision ag technologies due to economies of scale; however, retrofit solutions available for mixed fleets will be key enablers for adoption across diverse farm sizes and geographies. The demand for traceability in food production is also rising, influenced by a complex mix of consumer expectations, regulatory requirements and sustainability incentives. As interoperability, rural connectivity and data processing capabilities improve, implementing traceability solutions is becoming more feasible for farmers.

Together, these structural shifts and operational challenges are expected to drive sustained investment in agricultural equipment and technology. Precision ag technologies will be a major contributor to this investment.

Impacts and dependencies

IMPACTS

- AGCO's Resiliency Action Plan sets out our approach to reduce GHG emissions across our operations and product portfolio, contributing to a more sustainable agricultural industry. By providing clean energy solutions and innovative technologies, AGCO is supporting farmers in adopting practices that improve productivity and profitability while minimizing their own emissions.
- The plan is expected to have a minimal or positive impact on AGCO's workforce, with a focus on leveraging engineering and R&D talent to adapt to changes in the product portfolio.

DEPENDENCIES

- AGCO relies on suppliers for quality data, low-emissions materials and compliance with new regulatory requirements.
- The speed of adoption for new products depends on both regulatory changes and technological advancements. For example, legislation can enhance the affordability and accessibility of renewable diesel, accelerating the uptake of low-emissions products among farmers.
- Changes in farmers' purchasing power could impact their ability to invest in new technology.

Social information

At AGCO, our workforce is at the heart of everything we do — from driving innovation to delivering operational excellence across our global operations. We strive to be a workplace where employees feel safe and supported, and empowered to show up as their best selves.

2025 workforce statistics

GENDER DISTRIBUTION (HEADCOUNT)

GENDER	2025	2024
Male	17,902	19,616
Female	3,982	4,229
Other and not disclosed	23	19
Total employees[1]	21,907	23,864

EMPLOYEES BY MAJOR COUNTRIES (HEADCOUNT)

COUNTRY-LEVEL BREAKDOWN	2025	2024
Germany	6,797	7,771
United States	3,522	4,033
Brazil	3,347	3,447
Finland	1,933	2,034
France	1,827	2,013
Italy	846	837
China	731	805
United Kingdom	517	593
India	660	441
Hungary	329	382

HEADCOUNT BY CONTRACT TYPE AND GENDER[2]

	FEMALE	MALE	OTHER / NOT DISCLOSED	TOTAL
Number of permanent employees	3,803	17,329	21	21,153
Number of temporary employees	179	573	2	754

RATE OF EMPLOYEE TURNOVER

	2025	2024
Voluntary turnover	4.3%	6.9%
Total turnover	8.7%	14.3%

Headcount statistics reflect end-of-year results as of December 31. Turnover rates are calculated as an average across the reporting year.

Listening to employees

AGCO regularly engages with our workforce through structured mechanisms such as employee surveys, Inclusion Impact Networks, annual performance reviews and dialogue with Workers Councils and trade unions. These engagements address a wide range of topics, including working conditions, employee satisfaction, inclusion and overall company performance.

Through our annual VOICES engagement survey, we gather insights from employees to identify strengths and prioritize areas for development. Inclusive by design, VOICES is open to both office and shop floor employees and achieves high participation rates, typically in excess of 80%. Quantitative metrics (e.g., engagement scores, satisfaction ratings) and qualitative insights from open-ended questions are transparently shared across the organization.

Leaders are expected to address key themes and take action on identified opportunities. The VOICES survey also includes questions on sustainability, providing insights into employees' awareness of AGCO's commitments and strategy.

To complement the annual survey, AGCO runs a mid-year global pulse survey that tracks progress toward our goal of being an employer of choice. We gather feedback across the employee life cycle — from attraction and onboarding through development and retention — driving continuous improvement at the moments that matter most.

AGCO's Inclusion Impact Networks provide spaces for colleagues with shared backgrounds or interests to connect and exchange experiences. These communities play an important role in fostering engagement and offering insights that help shape business strategies. For example, our New Employees Onboarding Network (NEON) supports new hires in having a positive and inclusive start at AGCO. Another long-standing community, the AGCO Global Women's Network, continues to connect and empower women across the business.

In line with AGCO's Code of Conduct, employees have the right to freedom of association and collective bargaining. AGCO engages with trade unions and workers councils on matters including working conditions and benefits.

Consistent with our Speak Up! Cultural Belief, we expect every AGCO leader to take employee concerns seriously. Potential violations of AGCO policies or the Code of Conduct can be reported anonymously to the Legal Department through Alertline. With respect to remedy for any material negative impacts, AGCO follows all applicable local regulations at its respective sites.

1. Interns are not included in the total headcount. In 2025, AGCO had 845 interns.
2. We do not report on nonguaranteed hour employees.

Creating a safer workplace

AGCO implements a wide range of initiatives to support employees, from talent and career development to fostering an inclusive, fair and engaging work environment. However, given the nature of our business as a global manufacturer, employee health and safety (EHS) has emerged as a material priority. This is where we see the most potential to protect our people, strengthen operational resilience and concentrate our efforts.

Health and safety has long been a top priority for AGCO. Zero injuries is the only acceptable path for our people, and embedding a zero-incident mindset across the organization is our most significant social sustainability objective. Manufacturing environments inherently involve high-risk activities that can lead to workplace incidents if not properly managed. Through continuous improvement and rigorous oversight, AGCO is committed to safeguarding its workforce and maintaining resilient, well-managed operations.

AGSAFE: Our commitment to employee health and safety

AGCO is committed to safeguarding the health, safety and wellbeing of all individuals working within or visiting our operations. Through our AGSAFE program, we seek to establish a consistently high standard of occupational health and safety performance and to position AGCO as a recognized leader in the agriculture and industrial manufacturing sectors. Our AGSAFE approach focuses on three areas where we believe we can deliver the greatest impact:

- Driving improvement through behavior and culture with proactive engagements, regular safety discussions, training and awareness campaigns
- Proactively addressing higher frequency risk, including those related to hand safety, ergonomics, and slips, trips and falls
- Mitigating high-severity risks associated with complex manufacturing environments

Together with AGSAFE, AGCO's Environmental, Health and Safety Policy provides the framework for managing EHS risks across the company. The policy reinforces AGCO's commitment to systematically assess operations and implement robust controls to prevent workplace injuries. It also emphasizes setting measurable goals and public reporting to maintain transparency.

AGSAFE and the EHS Policy apply to all AGCO's operations and also apply to visitors and on-site third-party contractors. Accountability for implementing the policy rests with the CEO and extends through managers and supervisors, each of whom has a duty of care for employees under their supervision.

Health and safety in action

AGCO continues to strengthen its global EHS performance through targeted programs, governance enhancements and culture.

RISK REDUCTION AND SAFETY PROGRAMS

AGCO's safety program includes initiatives addressing high-frequency risks like hand safety, high-severity risks associated with working at heights and other critical manufacturing-related activities. To reduce health and safety risks linked to repetitive tasks, manual handling and ergonomics, the company uses AI-enabled ergonomic risk assessments that systematically identify and mitigate ergonomic hazards. In addition, AGCO operates a global program focused on pedestrian safety across sites.

In 2025, AGCO launched Safety Beyond Manufacturing, a new program designed to address risks outside the manufacturing environment. Through this initiative, the company engaged field service employees to raise awareness of driver safety and the precautions necessary for working independently in remote locations.

To stay ahead of evolving regulatory requirements and proactively manage environmental and health risks, AGCO screened more than 1,300 Safety Data Sheets in 2025 at North American sites to identify the presence of per- and polyfluoroalkyl substances (PFAS) in chemical products.

TRAINING AND CULTURE

AGCO employees are assigned mandatory training on the company's health and safety policies, goals, processes and tools, alongside training on how to identify and mitigate health and safety risks. For example SafeStart, launched in North America, aims to solve challenges from minor incidents to serious injuries by addressing the human behaviors that lead to critical errors, such as rushing, frustration and complacency.

As part of AGCO's annual performance review process, health and safety accounts for 5% of all employees' performance goals. Employees at every level set behavior-based goals, with an emphasis on leading indicators to further strengthen the company's safety culture.

GOVERNANCE AND COMPLIANCE

AGCO strengthens its EHS governance through regular audits, structured oversight processes and systems designed to ensure ongoing compliance across all operations.

Sites undergo a range of safety audits and factory risk assessments throughout the year. Internal AGSAFE audits are conducted by trained members of AGCO's corporate and regional EHS teams and focus on shop-floor observations, team interactions and employee engagement. These assessments evaluate current practices and identify improvement actions for sites to implement. All sites with higher injury rates are required to maintain improvement plans, supported by monthly data reviews and follow-up assessments.

In addition to internal evaluations, operations with ISO certifications undergo regular external audits. As of 2025, 57% of AGCO's manufacturing sites are certified to ISO 45001, with additional sites progressing toward certification to meet external management system requirements.

To further enhance compliance oversight, AGCO has recently implemented new systems to monitor and manage evolving regulatory obligations. In North America, the company adopted the Enhesa EHS regulatory compliance solution to track evolving regulatory requirements, and ensure ongoing adherence to applicable EHS requirements.

WELLBEING

As an employer, we also care for other aspects of wellbeing such as mental fitness and emotional resilience. Through a partnership with Spring Health, AGCO offers all employees and their family members six free therapy sessions per year, along with access to licensed clinicians, 24/7 crisis support and coaching for personal development, wellness and relationships. Throughout the year, we also host dedicated webinars and campaigns to raise awareness about health and wellbeing.

PLANNED INITIATIVES

Future programs include the introduction of Life Saving Rules in 2026, which will establish clear, non-negotiable safety principles to prevent serious injuries and fatalities. Additionally, we plan to introduce a new global visitor safety onboarding tool, expanded contractor and construction safety programs, as well as a Lead Auditor Training program to accelerate ISO 14001 and ISO 45001 certifications. These efforts aim to enhance accountability, improve safety performance and embed a proactive risk management culture.

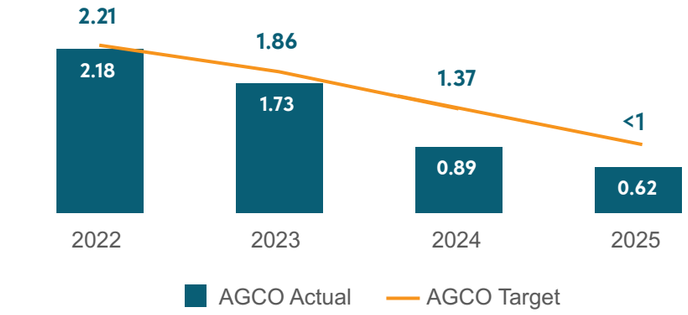
Targets and performance

To monitor the effectiveness of health and safety programs and policies, AGCO tracks a range of performance indicators and has set a target to reduce the Total Case Incident Rate (TCIR) to 0.80 by 2027. In 2025, the company recorded 121 work-related accidents, resulting in a TCIR of 0.62 per 200,000 hours worked.[1] This reflects a continued downward trend in incident rates and marks AGCO's safest year on record.

Health and safety metrics are collected and analyzed using VelocityEHS and AGCO STAR, the company's global sustainability data management platform. The AGCO STAR Incident Management module is deployed across all regions to streamline incident reporting, investigation processes and root cause analysis. Safety performance data is reviewed monthly by leadership and shared across the organization. Targets are reassessed annually by the Global EHS team in collaboration with the Senior Leadership Team to drive accountability and continuous improvement. To ensure data integrity, AGCO has established a Global EHS Data Integrity and Governance Standard, which defines controls for validating inputs across all EHS systems.

HEALTH AND SAFETY METRICS[2]	2025	2024	NOTE
Total Case Incident Rate	0.62	0.89	Per 200,000 hours worked
Number of work related accidents	121	211	Accident or ill health
Number of fatalities amongst workforce	0	0	Accident or ill health
Number of fatalities amongst contractors	1	0	Accident or ill health
Number of days lost to work-related injuries, recordable work-related accidents and work-related ill health	847	Not yet reported	

TOTAL CASE INCIDENT RATE



1. This equates to 3.11 per 1,000,000 hours worked. In line with Occupational Health and Safety Administration (OSHA) guidelines, the figure includes injuries and work-related ill health. The figures cover AGCO's employees as well as supervised contractors working on AGCO premises.
2. In 2025, a contractor fatality occurred at our Querétaro site during a turnkey project in which the contractor maintained responsibility for supervising its activities. We report this incident in line with our safety commitments and continue enhancing our processes to help prevent similar events.

Upholding human rights

AGCO is committed to upholding internationally recognized human rights across its operations and value chain. This commitment aligns with the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.

AGCO's Human Rights Policy applies to all stakeholder groups, including the company's own workforce, contracted workers and value chain partners. The policy outlines our commitment to prevent human rights risks, such as human trafficking, forced labor and child labor. Governance oversight for human rights is provided by the Governance Committee of AGCO's Board of Directors.

The principles of the Human Rights Policy are further reinforced in AGCO's Code of Conduct and Supplier Code of Conduct. The company maintains ethics reporting channels and grievance mechanisms to ensure that any concerns or potential violations can be raised and addressed promptly (see more on page 30).

As a result of these policies and procedures, the risk of forced labor or child labor within AGCO's own operations is considered to be very low. However, AGCO recognizes that enforcement challenges may exist, particularly among lower-tier suppliers and in countries with weaker regulatory frameworks. The Supply Chain Resilience section provides further detail on the mitigation measures in place to address these risks.

Business conduct and corporate culture

AGCO's organizational governance and stakeholder management practices play an essential role in how the company identifies, assesses and manages risks and opportunities. Two governance-related topics emerging from our materiality assessment — strengthening Farmer-First culture and enhancing supply chain resilience — form a core part of our approach alongside AGCO's broader commitments to responsible business conduct.

A Farmer-First culture

Farmer First is more than a belief — it is the foundation of AGCO's culture and strategy. By putting farmers' success at the center of everything we do, we ensure that decisions and innovations reflect their needs. This Cultural Belief is reinforced through AGCO's employment brand pillars: solve tomorrow's problems today, feed our curiosity and build with passion. When employees embody these behaviors, they foster an environment where ideas flourish and solutions anticipate the needs of farmers. This strong employee experience directly connects to customer experience — engaged, curious and passionate employees deliver exceptional outcomes for farmers. Together, this drives the three Winning Outcomes that define AGCO's success: being the employer of choice, the partner of choice and the investment of choice.

AGCO's farmer engagement and innovation loop

1. Customer listening and insights gathering

AGCO uses multiple channels to gather insights from farmers, including surveys, interviews, field visits, dealer feedback and digital platforms. The Customer Experience team manages structured customer journey mapping across three stages: Awareness, Sales & Pre-Sales and Ownership, each broken down into detailed touchpoints and events. Results are reviewed quarterly at regional and brand level to identify opportunities for improvements. The company also utilizes AI-insight tools to generate deeper cross-organizational awareness and support more effective decision making.

2. Agronomy research

AGCO's Global Agronomy and Farm Solutions team conducts field trials and research to validate sustainable farming practices and assess their real-world applicability. These insights help ensure that AGCO's solutions are grounded in agronomic relevance and adapted to regional conditions.

3. Farmer-focused strategy and product development

Insights from customer engagement and agronomy research directly inform strategic planning and product development. Cross-functional innovation teams focus on critical product attributes such as product safety, ergonomics and fuel efficiency. Investment decisions are guided by metrics like impact on net farm income, ensuring that new products enhance farmers' profitability and operational efficiency.

4. Dealer network improvements

AGCO strengthens its dealer network through tools like the AgBot AI information platform, improved warranty and repair systems, and enhanced parts delivery. Dealers act as both key service providers and feedback channels, playing a central role in the engagement loop with farmers.

5. Performance measurement and feedback loop

AGCO measures customer satisfaction and loyalty across multiple experiences and stages of the customer journey. In 2025, the company set an ambitious customer satisfaction target and delivered a record-high result. This customer satisfaction indicator is also embedded into AGCO's executive bonus scheme, ensuring that farmer feedback directly informs and drives accountability at the leadership level.

Business conduct

AGCO's business conduct is grounded in integrity, transparency and accountability. The company's expectations are defined in the Global Code of Conduct, Corporate Governance Principles as well as charters for the Technology, Audit, Talent and Compensation, Executive, Finance and Governance Committees.

AGCO's Code of Conduct covers various topics including anti-corruption, anti-bribery and human rights. Implementation of the code is supported by:

- **Mandatory training:** All salaried employees complete Code of Conduct training when they join AGCO. Production workers receive localized training that covers core elements of the Code, including anti-bribery expectations.
- **Supplementary Policies:** The Code is reinforced through training on AGCO's Global Anti-Corruption Policy and regional compliance policies. All new salaried employees receive dedicated anti-corruption and anti-bribery training in addition to the general Code of Conduct training, and in some higher-risk regions there are more targeted programs in place. All Asia-Pacific and Africa employees receive additional training delivered by the legal team every two years, while certain sites in South America benefitted from targeted workshops and additional compliance training for leadership.
- **Risk assessments and audits:** Corruption and bribery risks are incorporated into AGCO's annual Enterprise Risk Assessment and ranked alongside other strategic risks. Internal Audit performs periodic compliance reviews to inform audit planning. Internal anti-bribery audits are conducted annually to ensure controls remain effective.
- **Culture:** AGCO promotes a Speak Up! culture, encouraging employees to raise concerns without fear of retaliation.
- **Alertline:** AGCO maintains a confidential and anonymous whistleblowing channel available to internal and external stakeholders, including contractors, vendors and customers. In 2025, AGCO received 138 reports, of which 118 were closed by year end. The majority of reports were not substantiated following thorough internal reviews. Where evidence supported the concern raised, appropriate actions were taken based on the type and severity of the incident, including warnings, termination of employment or remediation of impacts.

In the reporting year, AGCO had no convictions, no sanctions and no fines for violations of anti-corruption or anti-bribery laws.

Supply chain resilience

Just like AGCO, suppliers operate in an environment shaped by evolving regulatory, environmental and operational expectations. Maintaining business continuity and long-term resilience requires suppliers to respond effectively to these challenges. AGCO is committed to fostering strong supplier relationships, promoting transparency and supporting alignment with sustainability standards across the value chain. To reinforce governance in this area, the Sustainability Executive Committee provides oversight of the company's supplier sustainability program.

Supplier sustainability performance monitoring and risk management

AGCO's expectations for suppliers are outlined in the AGCO Supplier Code of Conduct. During onboarding, all new suppliers are informed that they are expected to comply.

AGCO has historically used the EcoVadis platform to monitor supplier sustainability performance, informing engagement strategies, identifying risks and supporting corrective actions. To date, approximately 2,100 suppliers have been invited to complete the EcoVadis assessment, resulting in 525 completed scorecards. Overall AGCO's supplier base has outperformed EcoVadis benchmarks across all four scoring categories.[1]

In 2025, AGCO transitioned to Sphera as its sustainability risk assessment platform. Approximately 4,000 suppliers were screened for country, industry and human rights risks. Suppliers identified as high or medium risk were invited to complete assessments on environmental performance, labor, human rights, ethics and sustainable procurement practices. These assessments are ongoing and supported by webinars to increase supplier awareness and understanding of requirements. AGCO is also developing a Supply Chain Sustainability Roadmap to guide continuous improvement across areas such as risk mitigation, supplier engagement and corrective action planning.

AGCO does not currently set a formal target for supplier sustainability performance. However, in line with best practice, the company proactively engages with suppliers that receive low scores to discuss opportunities for improvement. This may involve reviewing internal processes, addressing identified gaps or taking corrective actions.

Providing support and recognition

AGCO supports suppliers in improving sustainability and compliance through targeted engagement. Over the past year, the company hosted three webinars, attended by more than 150 participants, to explain the risk assessment process and its links to regulations such as the German Supply Chain Act, Modern Slavery laws and forced labor requirements.

Suppliers can benchmark sustainability performance through Sphera and receive remote support for corrective actions. AGCO also provides access to subject matter experts who advise on compliance topics including EU REACH, the Waste Framework Directive, PFAS and conflict minerals.

To recognize strong performance, AGCO awarded supplier TT Gaskets, Tampereen Tiivisteteollisuus Oy the Sustainability Award for initiatives such as 100% green energy use, a fully electric fleet and more sustainable packaging. These efforts contributed to their EcoVadis Gold Medal and carbon neutrality for Scope 1 and 2 emissions in 2025.

OUTCOMES FROM 2025 ECOVADIS SUPPLIER SCORECARD[1]

OVERALL	ENVIRONMENT	LABOR AND HUMAN RIGHTS	ETHICS	SUSTAINABLE PROCUREMENT
54.4	**57.9**	**55.7**	**50.5**	**46.0**
+7.0 over benchmark	+10 over benchmark	+5.4 over benchmark	+5.7 over benchmark	+7.2 over benchmark

1. Results based on EcoVadis data as of February 2025 reflecting the average score of 525 suppliers that responded since 2023

Human rights in the supply chain

While AGCO's global supply chain program monitors a broad range of topics, including human rights, certain regulations require enhanced due diligence. In alignment with the German Act on Corporate Due Diligence Obligations, AGCO conducted a comprehensive risk analysis for its German subsidiary, AGCO GmbH, and affiliated entities in Finland and Italy, focusing on human rights and environmental risks. This exercise included targeted assessments of both direct and indirect material suppliers, with detailed information requested from high-risk partners. To date, the assessment has confirmed no breaches of human rights or environmental regulations among suppliers.

The analysis of human rights risks and their impact is updated annually and on an ad hoc basis in the event of significant changes to the company profile or business activities and on substantiated knowledge of a possible violation. View AGCO GmbH's declaration regarding the protection of human rights to learn more.

Conflict minerals

We rely on various metals and minerals for advanced manufacturing and technology solutions and are committed to sourcing them responsibly. Our Conflict Minerals Policy follows the OECD Due Diligence Guidance for Responsible Supply Chains, and we are a member of the Responsible Minerals Initiative (RMI). We engage with our suppliers annually to determine the origins of tin, tungsten, tantalum and gold (3TG) in our products, with the outreach extending through as many as 10 tiers of our supply chain.

Due diligence on hazardous substances

We comply with global regulations on hazardous substances, including:

- EU REACH, RoHS and Waste Framework Directive (SCIP)
- U.S. TSCA and RCRA
- State-level rules such as California Proposition 65

With our partner Assent, we engage suppliers on EU REACH, SCIP, PFAS and Conflict Minerals compliance. In August 2025, we submitted our SCIP report for products from Europe and the Middle East. We are rolling out systems to collect compliance proof and maintain an inventory of regulated parts.

Appendices

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Appendix 2: GHG accounting methodology

For our greenhouse gas (GHG) emissions accounting, we follow the GHG Protocol: Corporate Accounting and Reporting Standard and Scope 2 Standard methodology. We use an operational control approach and Scope 2 dual reporting. Scope 2 data refers to Scope 2 market-based values, which we use for reporting and tracking targets. The GHGs included in our calculations are carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O). We report GHG emissions in tCO_2e and use global warming potentials of CH_4 and N_2O to calculate CO_2e according to the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC). All reported emissions relate to the consolidated account group.[1]

For our Scope 1 and 2 emissions, activity data is collected from sites on a monthly basis. Nominated site leads submit consumption values and related evidence via our sustainability data management tool, AGCO STAR, powered by Enablon.

Since 2023, we have disclosed energy and emissions data related to our complete portfolio. This includes manufacturing sites, warehouses, assemblies, offices and training centers, as well as our owned and leased company car fleet. Excluded are emissions associated with AGCO-owned dealerships and small-office locations, which are considered to have a minor impact in the reported figures.

The materiality assessment for Scope 3 emissions was carried out in 2022, identifying four categories for further focused reporting:

- Category 1: Purchased goods and services
- Category 4: Upstream transportation and distribution
- Category 9: Downstream transport and distribution
- Category 11: Use of sold products

Category 1 emissions are calculated based on the material cost that is tracked by procurement through our supplier database. Calculation of the emissions results is performed using an in-house spreadsheet that lists the emissions factors associated with the purchasing subcategories and EU purchasing codes. Our in-house cross-functional part database, Noesis, includes engineering, purchasing and quality data focused on components. This information supports our Category 1 emissions data management.

AGCO's Category 11 emissions are based on retail units produced in a given year, using an average lifespan estimate per product segment. Since 2021, AGCO has captured annual retail volume by product, country and fuel type to help provide a volume-based projection of fuel use based on retail data and average customer use data. The emissions factor projections are based on Science Based Targets initiative (SBTi) best practice methodology. Scope 3 downstream emissions are calculated using various internal database systems. For the use phase emissions of AGCO products, we use telemetry data of connected machines to calculate average fuel use on a series and country level. We use annual sales data, lifetime hours and country-specific fuel emissions factors to calculate lifetime emissions of our products sold in the reporting year. For example, fuel rate x number of vehicles sold in reporting year x lifetime hours x diesel GHG emissions factor = lifetime emissions. In 2022, we completed an inventory of our Scope 3 GHG emissions and identified the categories that generate the most emissions in our value chain. We have completed calculations for the emissions associated with these categories using data from 2022, which we disclosed in our 2022 Sustainability Report.

Emissions tracking of AGCO's transportation networks across Categories 4 and 9 is managed within 4Flow Transportation Management System. 4Flow's emissions calculation approach complies with industry sustainability standards such as EN 16258 and Global Logistics Emissions Council.

1. For more detail on the scope of our sustainability reporting, see 2025 10-K Report, page 54 Basis for presentation and Consolidation.

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AGCO's Sustainability Statement, Impact Report and data book include metrics derived from estimates, models and third-party data that may be subject to measurement uncertainty, particularly for Scope 3 emissions, which may result in discrepancies in the reported data. Disclosures reflect topics identified as material through our double materiality assessment. None of the information presented has been subject to external assurance. This document also contains forward-looking statements based on current assumptions that involve risks and uncertainties; actual outcomes may differ materially, and we do not undertake to update such statements except as required by law. “Materiality" for the purpose of the topics mentioned in this report and for determining our sustainability strategies is different from the definition of materiality used in the context of our filings with the Securities and Exchange Commission (SEC). Items deemed “material" for the Sustainability Report may not be considered material for SEC reporting purposes.