AGCO'S RESILIENCY ACTION PLAN

Supporting Farmers, Strengthening AGCO

November 2025

AGCO
Your Agriculture Company

CONTENTS

EXECUTIVE SUMMARY

AGCO is committed to supporting farmers on their unique sustainability journeys — meeting them where they are, addressing their challenges and delivering smart solutions that empower them to do more with less. AGCO's Resiliency Action Plan underscores our commitment to serving farmers by providing innovative solutions that support sustainable farming, ensure food security and improve livelihoods.

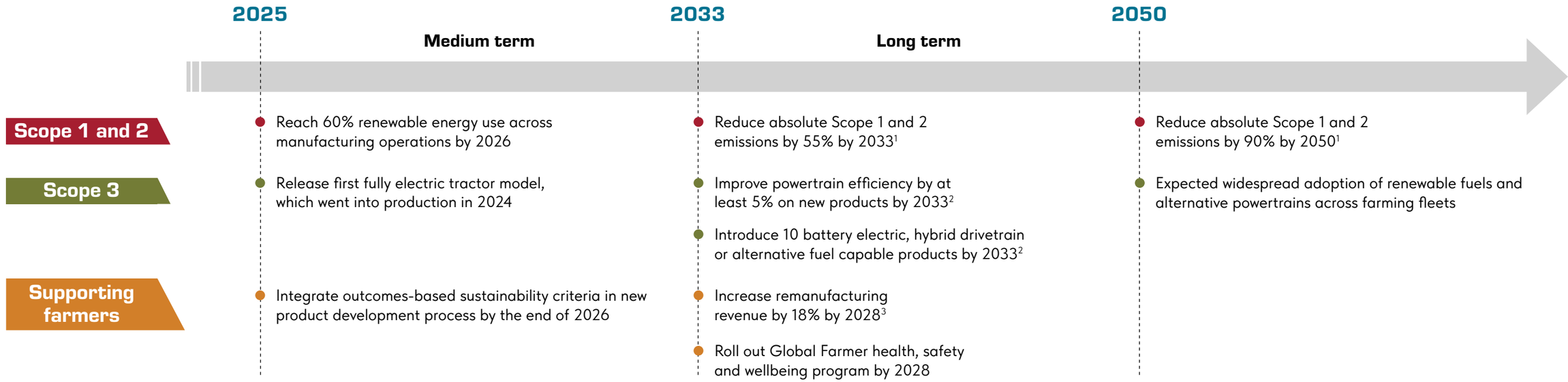
The plan articulates our proactive approach to mitigating and adapting to climate change by reducing greenhouse gas (GHG) emissions and promoting sustainable agricultural practices. It also highlights risk and opportunity management by anticipating regulatory changes and market shifts.

Introduction

As a global leader in agricultural machinery and precision ag technology, we play an important role in helping farmers adapt to a changing climate. By equipping them with the latest equipment and innovative solutions, we empower farmers to steward their land more sustainably and build resilience into their farming systems. At the same time, we remain committed to reducing the environmental impact of our own operations and supply chain. In this report, we outline the progress we have already made and the actions we plan to implement in order to mitigate and adapt to climate change.

Our *sustainability ambition* aims to accelerate innovation, efficiency and responsibility to drive sustainable outcomes for farmers and the earth. We are striving for a world where farmers thrive across a *"triple win"* — where yields are optimized, healthy fields flourish and farmers enjoy lasting prosperity.

Our roadmap



EMISSIONS REDUCTION LEVERS

Scope 1 & 2 (operational emissions)

- Lever 1: Continue renewable energy procurement
  - Implement virtual power purchase agreement(s) 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.

OUR APPROACH

Integrating sustainability into our business plan

Farmers at the forefront: AGCO's Farmer-First response to a changing climate

When farmers prosper, they cultivate a sustainable source of food — ensuring food security and addressing nutritional needs. With this in mind, we are expanding our portfolio with products that put Farmers First: solutions that empower farmers to continue their legacy of nurturing the land while sustainably feeding the world. Sustainability is integral to AGCO's Farmer-First strategy, which aims to meet the needs of farmers, improve crop yields with fewer inputs through innovative technology and make the crop cycle more sustainable and profitable.

Farmers are on the front lines of climate change, facing challenges such as unpredictable weather patterns, soil degradation and water scarcity. These impacts necessitate innovative solutions, which AGCO addresses by helping farmers adopt advanced technologies and practices. This includes facilitating a mixed-fleet and retrofit-first approach. Supporting mixed-fleets enables farmers to integrate precision technologies across different brands of equipment while retrofitting enables them to enhance older machines with modern capabilities, reducing waste and emissions without requiring full replacement. AGCO's commitment to sustainable agriculture thus helps farmers adapt to and mitigate these climate-related challenges, regardless of the age or brand of their machines. This strategy supports farmers by promoting resilience and sustainability in farming as well as positioning AGCO for long-term growth and leadership in the agricultural sector.

We integrate principles contained in our Resiliency Action Plan into our business strategy through a comprehensive approach that emphasizes sustainability, innovation and strategic partnerships. We prioritize initiatives such as developing solutions that improve soil health and agricultural productivity, advancing technology to empower farmers to adopt sustainable agriculture practices, decarbonizing our products and operations, and establishing innovative partnerships.

Sustainability strategy

AGCO's sustainability strategy (see page 5) aligns a sustainable agriculture ambition with the realities of climate change impacts that farmers and the industry face. The table below shows how our strategic focus areas align with the objectives of this Resiliency Action Plan.

Sustainability strategy action fields	Resiliency Action Plan objectives
Innovating for a triple win	Build farmers' resiliency to the effects of climate change
	Help farmers create nutrient-rich soils that optimize yields and improve environmental impacts (e.g., carbon sequestration)
	Reduce on-farm emissions through precision ag technology that supports more efficient input application (e.g., nitrogen fertilizer)
Powering the future of agriculture sustainability	Reduce our products' fuel consumption and exhaust emissions, and invest in the development of alternative energy solutions for our products
Advancing a responsible product life cycle	Reduce emissions from manufacturing processes and the day-to-day operations of our sites
	Work with our supply chain to explore possibilities for increasing the volume of raw materials produced efficiently
Thriving together	Listen to and engage with employees and farmers on climate change topics through AGCO's Climate Awareness Training and membership in the UN Global Compact

Climate risk management

By assessing, measuring and managing climate risk, AGCO can demonstrate the strategic value of climate action within our business. The integration of climate risk assessments into our overall strategic planning supports resilience and long-term planning. By identifying and mitigating risks associated with climate change to our business and our farmers, AGCO proactively protects our 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.

Our strategy for sustainable, purposeful growth

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:

Innovating for a triple win

Striving for a world where every farmer thrives — where yields are optimized, healthy fields flourish and farmers enjoy lasting prosperity. Our innovative products and solutions enable farmers to realize this vision while delivering wider environmental benefits.

Powering the future of agriculture sustainably

Advancing a diverse range of solutions for every horsepower and future-proofing our machines by making them adaptable to alternative fuels — enabling farmers to power their fleets in ways that make sense for their farms, their communities and our planet.

Advancing a responsible product life cycle

Striving to reduce the impact of our operations through responsible sourcing, manufacturing and product design. Across our portfolio, we are also enhancing repairability, uptime and remanufacturing to extend our products' useful life.

Thriving together

Working in close partnership with our farmers, employees, dealers and communities — listening to their challenges and identifying opportunities for growth. Together, we are collaborating to build a safe, inclusive and thriving agricultural future.

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
- Engagement and incentives
- Sustainable finance
- Risk and opportunity management
- Data and reporting

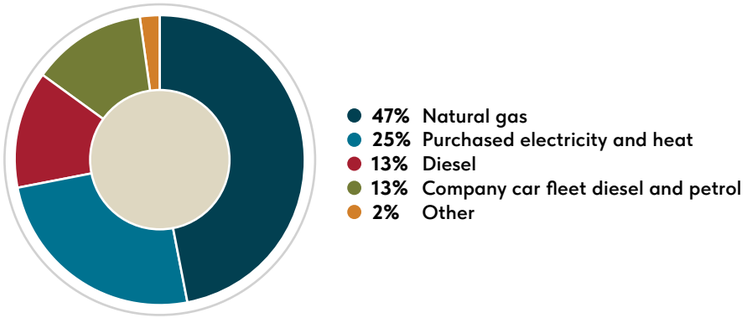
Emissions and targets

Composition of current emissions

AGCO's greenhouse gas emissions stem from a few key areas of our business. The majority of AGCO's emissions footprint relates to the use-phase emissions of tractors and other products sold. These account for approximately 75% of our total absolute emissions, followed by purchased goods and services, which contribute 18%. As a result, operational Scope 1 and 2 emissions make up less than 1% of our total footprint. The biggest contributor to our direct impact is the operation of 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 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. The Appendix provides more details on our methodology and data sources.

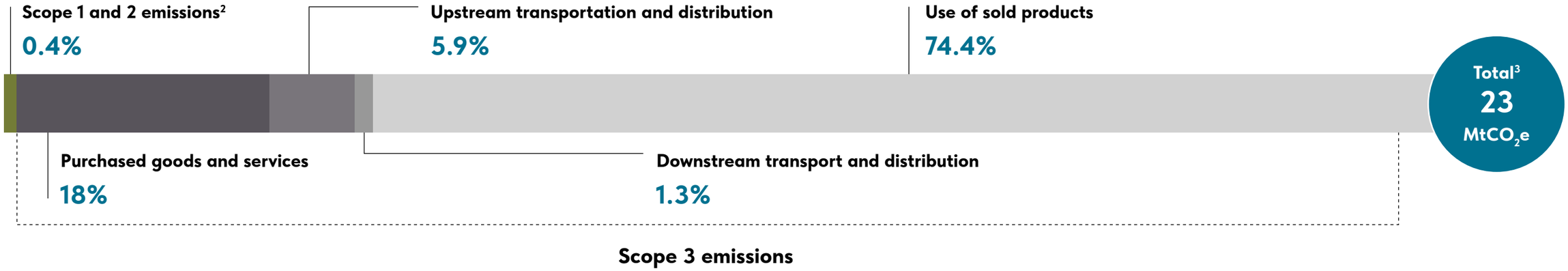
2024 SCOPE 1 AND 2 EMISSIONS[1]



2024 EMISSIONS METRICS[1]

Scope 1	64,279 tCO_2e
Scope 2[2]	21,853 tCO_2e
Scope 3 Categories	
Category 1 Purchased goods and services	4,144,215 tCO_2e
Category 4 Upstream transportation and distribution	1,358,250 tCO_2e
Category 9 Downstream transport and distribution	306,420 tCO_2e
Category 11 Use of sold products	17,141,863 tCO_2e

2024 GHG EMISSIONS[1]



[1] Calendar year
[2] Market based
[3] Megatonnes of carbon dioxide equivalent

Our targets — an explanation

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 in the near future, we consider the targets to be science-based as they were developed using the SBTi methodology and align with the 1.5°C trajectory and to a deep decarbonization pathway. As detailed in the section entitled "Scope 1 and 2 roadmap" on page 10, achieving our targets will require a steep reduction in the first phase of our timeline, followed by a steady trajectory. Based on 2024 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 are a way to address the remaining 10% of our operational footprint, which we cannot address through actual emissions-reduction levers until 2050 and beyond.

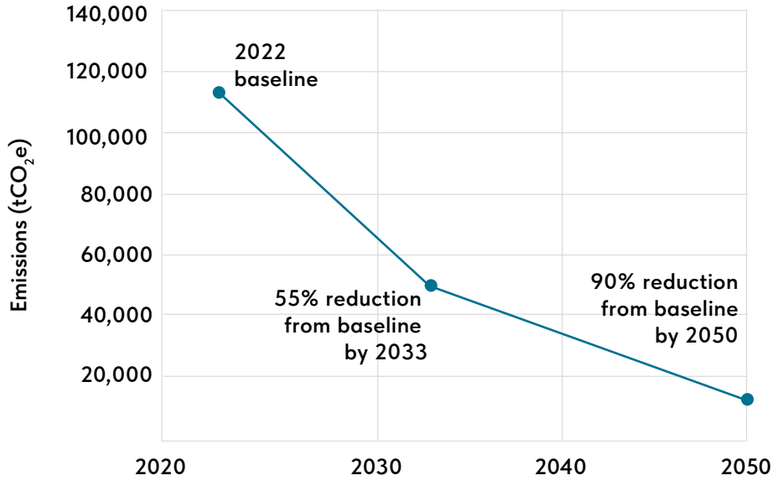
Scope 3

In 2024, AGCO developed two new targets focused on how we deliver solutions that make sense for task, terrain and infrastructure as we help farmers decarbonize their operations and future-proof a diverse range of fuel solutions: improve powertrain efficiency by at least 5% on new products by 2033[1] and introduce 10 battery electric, hybrid drivetrain or alternative fuel capable products by 2033.[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 providing alternative solutions (as described in the Products and Services section), diesel will remain a commonly used fuel for some time, especially for larger horsepower machines, which are an essential part of our current portfolio. Therefore, we consider a large part of our Scope 3 emissions to be "locked-in" for the short and medium term.

AGCO is continuously improving data quality and accessibility as well as exploring partnerships to better understand our Scope 3 emissions and develop effective strategies for future management. As part of our commitment to decarbonization, AGCO partnered with McKinsey & Company and Amazon Web Services to pilot an advanced solution that automates the creation and analysis of automated 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.

AGCO SCOPE 1 AND 2 EMISSIONS TARGET



[1] Compared to 2023 product offering

Climate risk management

AGCO's climate risk response

As one of the sectors most 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

By the close of the 2020-24 phase of our sustainability strategy, we made significant progress in reducing the reliance on fossil fuels within our own operations. In 2024, AGCO manufacturing sites used 82% renewable electricity and 44% 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.

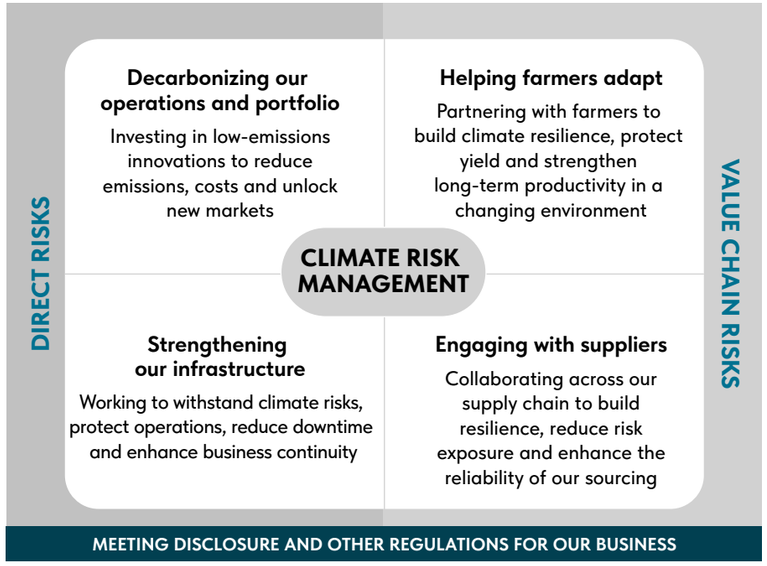
Strengthening our infrastructure

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 and carbon taxes.



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 responsibility by advancing sustainable innovations, investing in climate-smart technologies and collaborating across the value chain to drive meaningful change.

Refining risk understanding

External experts supported the initial risk assessment process and followed the recommendations of the 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. The results of our scenario analysis (RCP 4.5 and 8.5, conducted in 2022) focused on physical risks in relation to our own assets, suggesting that wildfires, temperature extremes and fluvial flooding accounts 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 fed 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.

For more detail, read our Task Force on Climate-related Financial Disclosures (TCFD) Index on page 84 of the 2024 Sustainability Report.

KEY ACTIONS AND DELIVERY

Direct operations

Our direct operations contribute less than 1% of our total emissions; however, this is where we exercise the most control to execute changes and enhance business resiliency. This section covers 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 electrify our company car fleet.

As of 2024, our absolute Scope 1 and 2 emissions have decreased by 23%, while emissions intensity has decreased by 16% compared to the 2022 baseline. This puts us ahead of the curve to achieve our target.

Renewable energy approach

We're cutting emissions by switching to cleaner electricity. Since electricity makes up about 40% of our energy use, we're 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 2024, 44% 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, 16 of our 20 global manufacturing sites are using 100% renewable electricity. This includes all manufacturing sites in Brazil and Europe.

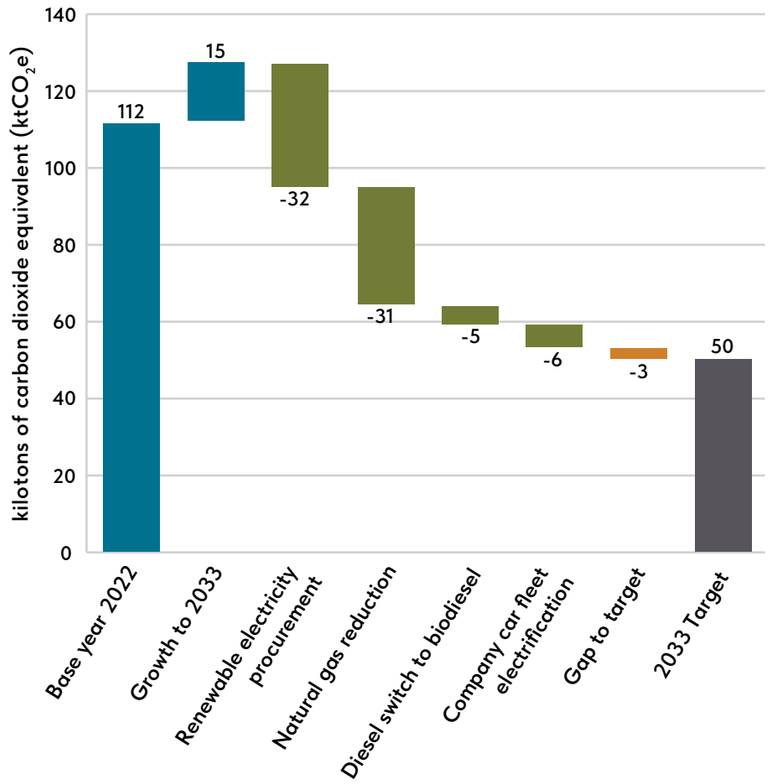
In 2025, AGCO signed its first corporate virtual power purchase agreement (VPPA) in the Europe and Middle East (EME) region. VPPAs are financial contracts that can enable organizations to support new renewable energy development and claim Scope 2 GHG emissions reductions under market-based accounting frameworks without requiring a physical connection to the energy source. This agreement is a key lever of AGCO's renewable energy strategy, securing clean electricity at predictable rates for the next 10 years.

The VPPA supports a solar project in Northwest Spain, expected to generate approximately 150 GWh of renewable electricity annually — covering a significant portion of AGCO's electricity load in the 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.

Lever 2: On-site renewable energy
On-site renewable electricity generation is another key pillar of AGCO's renewable energy approach. Solar power installation is likely to cover from 5% to 15% of the electricity demand in each country. Currently, on-site energy generation makes up only 1.4% of our electricity consumption and 0.5% of our total energy consumption. We have recently launched an on-site solar feasibility assessment for 16 high-potential sites across the portfolio. These sites will be assessed for suitability of on-site, behind-the-meter solar photovoltaic implementation based on≈economic viability, site conditions, consumption values and renewable generation potential.

Lever 3: Facility and manufacturing process energy optimization
Improving the energy efficiency of our buildings and optimizing energy management throughout our operations is essential to reducing our energy demand. In 2024, AGCO established its Global Environmental Improvement team with the aim to drive projects to achieve the impact needed. Representatives from all of our four operating regions meet regularly to share challenges, learnings, project results and best practices. All projects are logged and tracked through an internal hub for management and visibility.

We are also exploring ways to replace natural gas and stationary fuels (diesel, liquefied petroleum gas, petrol) with clean energy sources. Natural gas is currently used both for space heating and in our production processes, while other stationary fuels are typically used for machine testing. Finding viable alternatives to these represents the biggest challenge in the current roadmap.

Progress to date
Identifying energy efficiency projects is an ongoing task. AGCO developed Quick Energy Savings Tools (QUEST), an energy conservation support toolkit that our sites use to systematically identify, analyze and execute energy efficiency projects. In 2024, we saw a 13% reduction in energy usage across our manufacturing sites, due to lower production rates and the implementation of energy efficiency projects.

Our Linnavuori facility in Finland incorporates several green building features that enhance its energy efficiency and sustainability. These include extensive use of LED lighting (95% coverage), systematic upgrades to energy-efficient ventilation systems with heat recovery, and increasing self-sufficiency through electricity recovery from test bench brakes. Additionally, the facility utilizes district heating with a mix of renewable and low-emission fuels and recovers excess process heat for building and water heating.

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

To reduce the reliance on natural gas and other stationary fuels, we are exploring:
- Introducing lower-curing-temperature paints to reduce natural gas usage in our paint shops
- Using biofuels on site for factory fills and testing
- Electrifying furnaces and other processes currently using natural gas
- Replacing natural gas use in space heating

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 electric vehicles, 17 of our 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.

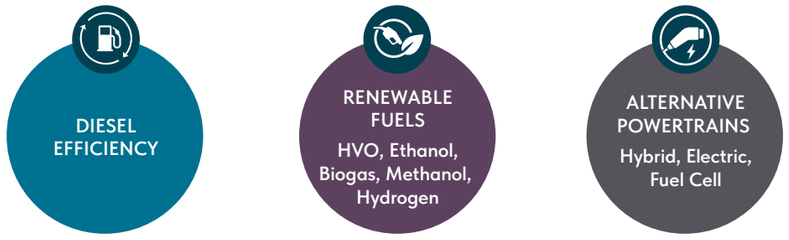
Products and services

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 new clean-energy solutions.

Achieving these ambitions requires significant investment in research and development (R&D). In 2024, we spent $493 million on R&D and engineering investment (approximately 4% of total revenue). Nearly half of this sum was spent specifically on smart machines and clean technology projects, which is an increased ratio compared to 2023.



Energy Market Enablers

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

[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

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 platform 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 in all cycles than the average of all tractors tested to date by DLG (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] 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 (compared to the 2023 product offering).

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 research and develop other alternative fuel capabilities of the CORE75 and CORE50 engines, including gaseous and liquid alternative fuels.

To accelerate further innovations, we have built a clean energy laboratory, which opened in Linnavuori, Finland, in 2024. Here, we are testing multiple renewable fuel solutions, with capabilities to explore sustainable diesel, battery, ethanol, biomethane, hybrid systems and hydrogen engine concepts with spark-ignition.

Lever 7: Developing alternative powertrains
Alternative powertrains include battery electric solutions, which are ideal for smaller machines and have zero tailpipe emissions. Also in this category are hydrogen fuel cells and hybrid solutions that are currently at concept stage.

Progress to date
AGCO's first electric tractor was introduced in 2023 as part of the Fendt e100 Vario series and was brought to market in 2024. Within the same series, we have also introduced a slightly larger, standard model called the e107 S Vario in 2024.

In 2024, we set a new target to introduce at least 10 battery electric, hybrid drivetrain or alternative fuel capable products by 2033.

Ongoing research and concept development
We are researching methanol fuel in combination with high-temperature fuel cell concepts. One example is a plug-and-play range extender to allow for longer operating times for our electric tractors. The unit converts methanol to clean, sustainable electricity.

We are also continuing to research hydrogen solutions. Two fuel cell tractor prototypes were successfully operating at farms in northern Germany in 2024 to evaluate opportunities for hydrogen applications in agriculture. The prototypes will continue to collect data from practical use in the field and on the farm throughout 2025. Based on these learnings, a next-generation concept is starting to take shape in a collaborative project across multiple AGCO research teams.

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.

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, AGCO is scaling both remanufacturing and retrofitting efforts to extend equipment life, reduce waste, and deliver greater value to customers.[1]

Precision ag

Our precision ag technology solutions optimize planting, fertility applications and weed-control operations. Adding precision ag technologies to farming processes improves yields, reduces inputs, improves soil health, saves energy through more efficient use of machinery and promotes carbon sequestration.

Combining both hardware and software, precision ag technology helps farmers deploy the right amount of inputs, at the right place, at the right time, to maximize yields and improve soil health. This sets the stage for nutrient-rich soils that can sequester and store carbon, reduce costs and inputs, and deliver robust yields year after year. Our precision ag technology also includes automation and connectivity solutions that help farmers 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 enhance fertilizer efficiency and minimize emissions. Through innovations such as the SymphonyNozzle™ from Precision Planting, AGCO offers variable-rate application, enabling farmers to apply fertilizer precisely where and when needed, thereby optimizing yields, minimizing input use and ultimately reducing the potential for over-application and associated emissions. The same benefits can be realized through Radicle Agronomics™ soil sampling and analysis tools, another innovation from Precision Planting. These are just a few examples of AGCO's precision ag technologies that support farmers' soil fertility goals. Because nutrient management directly influences greenhouse gas 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 and automation are critical for precision ag, as they enable real-time data collection and analysis to enhance decision-making and operational efficiency. Connectivity ensures that data from various sensors and devices is transmitted seamlessly, allowing for continuous monitoring and control of farming operations. Automation leverages this data to perform tasks such as planting, watering and harvesting with high precision, thereby reducing labor costs and increasing productivity. Together, they help optimize resource use, improve crop yields and minimize environmental impact.

Supply chain

Lever 8: Purchased goods

Around 45% of purchased goods emissions come from steel and iron used in our products. We're 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 (SME) 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 SMEs in our supply chain.

We are also evaluating parts packaging and other opportunities to determine scaled approaches for emissions reductions.

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.

[1] Compared to a 2025 base year.

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 on 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.

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 resiliency 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.

GOVERNANCE AND ENGAGEMENT

Governance

AGCO's Board of Directors receives a sustainability update at least once per year. The Board's Sustainability Committee oversees the company's sustainability strategy, policies, goals and risks. The Committee, which typically meets three times annually, includes three Board members with knowledge in climate change, GHG emissions, natural resource management, waste and environmental management.

AGCO's Sustainability Executive Committee is made up of certain company senior leaders and oversees AGCO's refreshed action fields of the sustainability strategy. This group determines sustainability initiatives and priorities and sets operational targets.

Over the years, AGCO's Board refreshment has evolved to include new members with sustainability leadership experience. AGCO's Annual Report[1] tracks the Board members' sustainability expertise, recognizing that this experience strengthens oversight of sustainability policies, initiatives and reporting.

AGCO's executive compensation plan currently prioritizes financial, operational, employee engagement and safety outcomes. While climate performance is not a component, our broader sustainability goals continue to guide strategic decision-making across the business.

Supporting AGCO policies

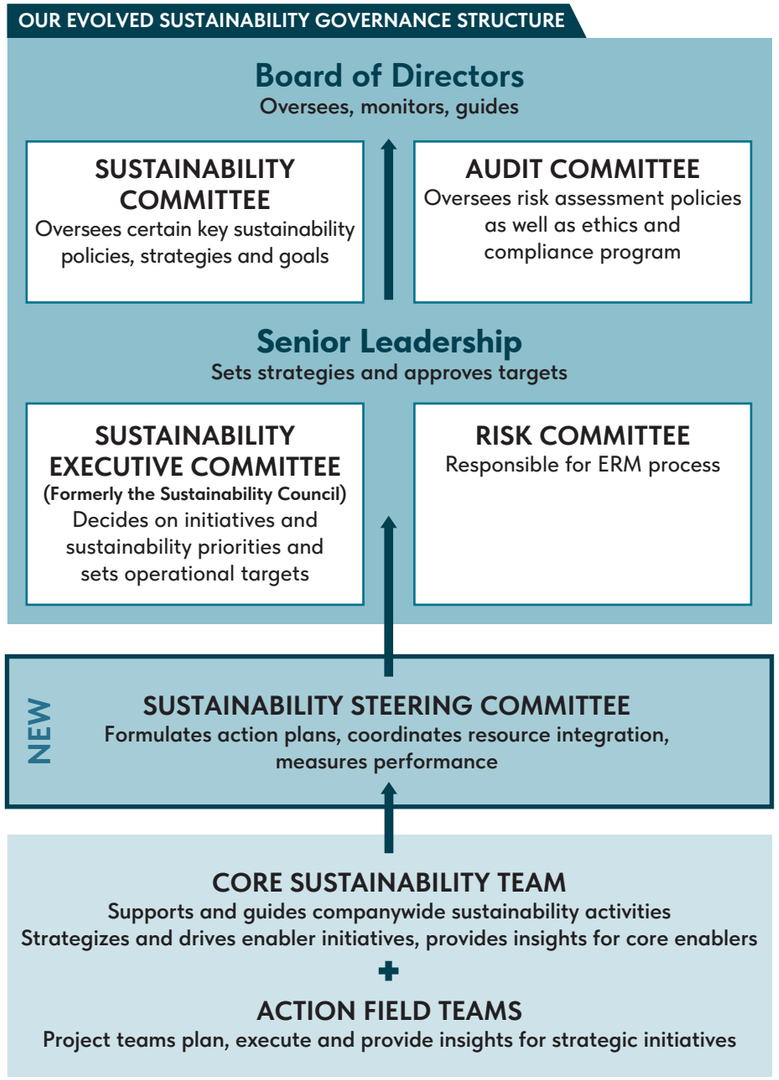
AGCO's Global Environment and Climate Change Policy applies to all employees of AGCO. The policy covers our strategic priorities — such as product innovation, resource efficiency, supply chain and reporting — covering all relevant value chain stages, including direct operations, upstream and downstream value chains.

External engagement

AGCO conducts a range of external engagement activities that inform our resiliency approach. These include technical research partnerships, active participation in trade associations and funding of field trials. For example, AGCO has collaborated with universities in Finland, Germany and the United States on sustainable agricultural research and innovation. These collaborations support AGCO's goals by integrating external expertise and insights into our approach to decarbonization and sustainable product development.

AGCO connects with farmers globally through a series of impactful initiatives led by the AGCO Agriculture Foundation. Certain projects support the scaling of regenerative practices that improve soil health and sequester carbon, engaging youth and global stakeholders in sustainable food systems dialogue, and supporting climate-smart agriculture tools and knowledge. These efforts reflect AGCO's commitment to farmer-centric innovation and climate resilience.

Our global Government Affairs team also promotes public policy positions that support innovative, market-based technologies and products. AGCO's voice and influence on public policy is primarily delivered through our participation with leading global and regional trade associations, from which we have actively pursued Board positions and critical committee assignments. These relationships enable AGCO to participate in and contribute to the development of new industry standards and further industry education with the objective to accelerate the adoption of value added farming solutions.



[1] See page 15 of our 2024 Annual Report.

APPENDIX

Methodology

For our 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 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 on a monthly basis 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 houses 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 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 2024 10-K Report, page 54 Basis for presentation and Consolidation.

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