

Farmer First. Field Ready.



A Farmer-First future, built to perform.

Every day, farmers are navigating complex realities — volatile markets, a changing climate and rising expectations to do more with less. At AGCO, our role is clear: listen first, then deliver solutions that work in the field and stand the test of time.

Our innovation is shaped by farmer insight, informed by field performance and built for what is ahead. From mixed-fleet retrofit solutions to autonomous and AI-driven capabilities, we help farmers improve productivity today while strengthening resilience for tomorrow.

On the cover:
PTx SymphonyVision, launched in 2024 for the 2025 crop year, uses intelligent camera technology to target weeds precisely. The PTx FarmENGAGE platform consolidates data from this and other tools, giving farmers a comprehensive view of their operations.



Table of contents

1 Introduction

A message from our CEO
About AGCO
Sustainability ratings, recognitions and awards
Product innovations
Meeting farmers where they are
Focusing on farmers throughout the crop cycle
Our sustainability strategy
Our progress in 2025

12 Innovating for a triple win

Start with the farmer voice
Design for a triple win
Innovate with purpose

18 Powering the future of agriculture sustainably

Fuel the future
Build efficient diesel engines
Explore alternative fuels
Pursue electrification

25 Advancing a responsible product life cycle

Source responsibly
Strive for operational excellence
Optimize machine uptime after delivery

33 Thriving together

Put safety first
Create an inclusive culture
Help agricultural communities thrive

ABOUT THIS REPORT

This Sustainability Impact Report covers the global impact of AGCO's products, solutions, partnerships and investments in calendar year 2025. Designed as an accessible resource for employees, farmers, dealers, suppliers and other stakeholders, it explains the company's high-level approach and major achievements across each of our areas of focus. This publication is just one piece of AGCO's sustainability reporting suite. Other disclosures include:

- Our [Sustainability Statement](#), prepared with reference to the requirements of the Corporate Sustainability Reporting Directive (CSRD)
- [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 refreshes periodically

This refreshed approach to 2025 reporting is designed to support transparency and continuous communication about AGCO's sustainability journey for a broad range of stakeholders.

Performance, built from the field up

A message from our CEO

Farmers around the world speak different languages, apply varied agricultural practices and grow a wide range of crops, yet they share similar challenges. Chief among them is how to do more with less — to find new efficiencies that support sustainable, long-term success. That was especially true in 2025, a year marked by a prolonged agricultural downturn, dynamic geopolitical uncertainty and low commodity prices. But farmers are resilient. They are resourceful. Today's demanding and rapidly evolving agricultural landscape means that working smarter to conserve resources and reduce operational costs is more important than ever. At AGCO, we are committed to partnering with farmers on this journey.

A Farmer-First focus is deeply embedded in AGCO's culture. We not only serve farmers, but many of us are farmers — often from multigenerational family operations. That experience gives us a deep understanding of their needs and drives us to tackle agriculture's most complex challenges. It also shapes how we innovate. Across our leading brands, Fendt™, Massey Ferguson™, PTx™ and Valtra™, our design process starts with the farmer. We listen to their pain points, then work backward to the solution. The result is technology and equipment that deliver simple, cost-effective solutions with a strong return on investment for them.

INNOVATIONS THAT DELIVER VALUE

In agriculture, innovation takes many forms, many of which are grounded in efficiency: more targeted weed control; AI-enabled tools that make farming simpler; more productive machines; autonomous systems to reduce time and labor; smarter water management; soil sampling that facilitates precise fertilizer application; and robust systems to process the vast amounts of data generated on a farm and provide actionable insights. For all these needs and many more, AGCO is leading the way.

“We are more energized than ever by the opportunity to address big challenges and to serve farmers, and our world, in new and exciting ways.”

— Eric P. Hansotia, Chairman, President & CEO

Some of the innovations I'm proud of this year include technologies in our PTx portfolio like Precision Planting's SymphonyVision. It's an AI-driven, targeted spraying system that uses intelligent camera technology to adjust application rates based on real-time weed severity, spraying only the area of the field where weeds exist. This breakthrough enables farmers to reduce chemical usage by as much as 55%, lowering both costs and environmental impact. We also advanced our autonomy roadmap and began taking orders for PTx Trimble's OutRun harvesting kits compatible with Fendt and competitive tractors. These kits allow farmers to remotely move a grain cart around a field to support the combine staying at maximum productivity to harvest the crop, saving precious time and helping address labor shortages. In 2025, we also unveiled PTx Trimble OutRun retrofit kits for tillage and fertilization that will come to market soon, marking important steps forward in our bold journey toward full crop cycle autonomy. Our award-winning machines, including the fully redesigned Fendt 516 Vario®, the Valtra G Series CVT Active Model and the Massey Ferguson 5M Series, set the standard for efficiency, fuel-saving performance and outstanding design. The Fendt ForageQualityCam™, an AI-enabled retrofit system that optimizes harvest performance in real time, also took the spotlight at AGRITECHNICA.



Just as important as leveraging technological innovation is making smart use of natural elements like water and soil. PTx’s market-leading water management solutions help farmers manage excess water, improve water use efficiency and reduce erosion and runoff. Likewise, solutions like Radicle Agronomics™ are revolutionizing soil testing in the field. Traditional testing for soil nutrient levels can be slow and inaccurate, but Radicle solutions are now providing farmers with actionable and accurate results in less than 20 minutes.

To help bring all this and more together, we launched PTx FarmENGAGE in 2025. This data platform allows farmers to plan, monitor and analyze many aspects of their farming operations on a single digital platform, integrating agronomic and machine data to help optimize crop performance and resource use. Since most farmers operate mixed fleets, FarmENGAGE also solves the challenge of consolidating and interpreting data generated across brands.



A STRATEGY CRAFTED FOR TODAY’S CHALLENGES

Since the launch of AGCO’s sustainability strategy in 2020, we have made significant progress, achieving many of our goals and targets earlier than planned. Today, we continue to think smarter and have refined our approach to closely align with our corporate strategy and the evolving realities farmers face. Our sustainability strategy is focused on four key elements, which we explore in detail throughout this report.

The first focuses on improving soil health and empowering farmers to be more productive with less, delivering healthy fields, optimized yields and farmer prosperity — what we consider a triple win. The next strategy supports reducing on-farm emissions by offering farmers more efficient diesel engines, alternative-fuel solutions and hybrid and electric powertrains. Third is how we focus on sustainability throughout the product life cycle, aligning AGCO’s supply chain, manufacturing and logistics with evolving sustainability best practices. Finally, we are working to expand our existing priorities of health and safety, wellbeing, inclusion and community engagement so that we can all thrive together.

SAFETY AND WELLBEING FOR ALL

Two years ago, we launched our global AGSAFE program to drive significant improvements in safety performance; it produced positive results immediately. We established a goal to achieve and sustain a total case incident rate (TCIR) of <1.0 by the end of 2025. I am extremely pleased to report that last year AGCO significantly surpassed that objective with a TCIR of 0.62 — the best safety performance in our history. AGSAFE is designed to embed a safety mindset in everything we do. While we are proud of two years of world-class safety, we will continue to strive for injury-free performance.

AGCO is focused on the safety and wellbeing of not only our employees, but also the farmers we serve. We know the pressures and demands of

farming can result in significant mental health challenges — yet too often there is a stigma associated with asking for help. We are bringing together the AGCO Foundation’s philanthropic resources, our deep relationships with farmers and nonprofit organizations with expertise in mental health to help make a difference. In 2025, we continued to strengthen partnerships with Rural Aid Australia and the Do More Agriculture Foundation in the U.S. and Canada, two organizations that connect farmers with mental health and wellbeing services. That includes support for Do More Agriculture’s launch of the “Hay Are We Okay?” podcast, a compelling and timely series showcasing community-led initiatives that support mental health in farming and rural communities.

ENERGIZED BY THE OPPORTUNITY

From the shop floor to our parts hubs to our engineering and innovation centers, AGCO’s Farmer-First mindset is delivering solutions to help make farmers’ operations more efficient, more profitable and more sustainable. I am exceptionally proud to work with our talented team as they continue to deliver new levels of innovation and performance. While a combination of market, geopolitical and other factors have made the past few years a challenging period for the farmers we serve, I am convinced that brighter opportunities lie ahead. We are more energized than ever by the opportunity to address big challenges and to serve farmers, and our world, in new and exciting ways.

Sincerely,

Eric P. Hansotia
Chairman, President & Chief Executive Officer

About AGCO

AGCO is a global leader in agricultural machinery and precision agriculture technologies. 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.

Our purpose

is to deliver farmer-focused solutions to sustainably feed our world. We bring that purpose to life across our award-winning portfolio of brands.

Our vision

is to be a trusted partner for industry-leading, smart farming solutions.

Our brands

have the differentiated machinery and technology farmers need to be productive and profitable.

FENDT



PTx

VALTRA

AGCO AT-A-GLANCE IN 2025

30

Countries in our global operational footprint

140

Countries where products are sold

~2,800

Dealers and distributors

4

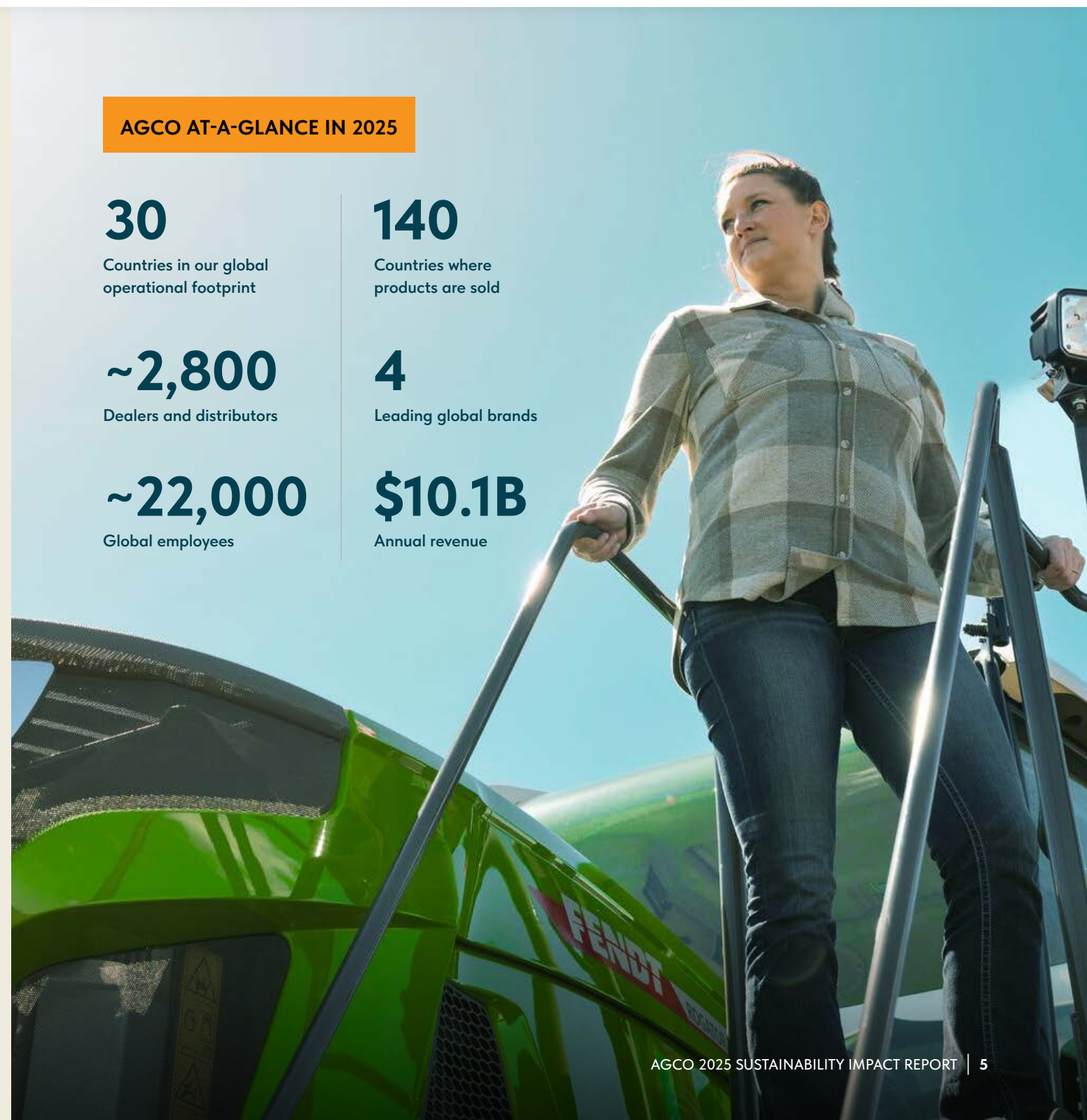
Leading global brands

~22,000

Global employees

\$10.1B

Annual revenue



Sustainability ratings, recognitions and awards


Corporate sustainability recognitions


USA TODAY
America's Climate Leaders

BARRON'S
100 Most Sustainable Companies

NEWSWEEK
America's Greenest Companies 2025 Award

ESG ratings

MSCI ESG RATING <small>Scale: AAA–CCC (AAA is the best possible score)</small>		CDP CLIMATE CHANGE SCORE <small>Scale: A–D (A is the best possible score)</small>		S&P GLOBAL CORPORATE SUSTAINABILITY ASSESSMENT ¹ <small>Scale: 0–100 (100 is the best possible score)</small>		SUSTAINALYTICS ESG RISK RATING <small>Scale: 0–100 (0 is the lowest risk)</small>	
2025	A	2025	B	2025	44/100	2025	14.8 
2024	AA	2024	B	2024	45/100	2024	17.1
2023	AA	2023	B	2023	33/100	2023	17.6

ISS QUALITY SCORE <small>Scale: 1–10 (1 is the best possible score)</small>	2023	2024	2025
ENVIRONMENTAL	2	3	1 
SOCIAL	1	1	1
GOVERNANCE	1	1	1

See a full list of AGCO's recent awards and recognitions on our [website](#).

Brand award highlights

TRACTOR OF THE YEAR – MIDPOWER (AGRITECHNICA)

Fendt 516 Vario®
Advanced features offer greater efficiency, safety and ease of operation in daily fieldwork

TRACTOR OF THE YEAR – UTILITY (AGRITECHNICA)

Valtra G Series CVT Active Model
Continuously variable transmission (CVT) technology delivers enhanced comfort, precise operation and fuel efficiency

MACHINE OF THE YEAR (LAMMA)

Fendt 600 Vario®
Combination of advanced technology, ease of operation and efficiency

GOOD DESIGN AWARD, IF DESIGN AWARD, RED DOT AWARD – PRODUCT DESIGN AND BEST OF THE BEST

Valtra S Series
Optimized ergonomics and visibility that enhance comfort and control – winning all three awards is a world first for any tractor brand

RED DOT AWARD – PRODUCT DESIGN

Massey Ferguson 5M Series
Recognized for compact design and enhanced smart farming features that increase operator safety, comfort and productivity

DLG INNOVATION AWARD – SILVER MEDAL AND FARM MACHINE 2026 AWARD – SMART FARMING & ROBOTICS (AGRITECHNICA)

Fendt ForageQualityCam™ for Fendt Katana®
Uses cameras and artificial intelligence (AI) to monitor and analyze grain processing quality in real time

FARM MACHINE 2026 AWARD – MID-RANGE TRACTOR AND AUDIENCE CHOICE AWARD (AGRITECHNICA)

Fendt 832
Includes VarioDrive, a Fendt iD™ low-speed concept, self-cleaning engine air filter and an innovative lighting concept

DLG AGRIFUTURE CONCEPT WINNER (AGRITECHNICA)

FieldDataSync
Improves coordination, autonomy, efficiency and safety in mixed-fleet operations

2025 AE50 AWARDS (AMERICAN SOCIETY OF AGRICULTURAL AND BIOLOGICAL ENGINEERS)

AGCO Parts Application Lift System, Fendt ErgoSteer™ Retrofittable Steering Joystick, Fendt Momentum® 30-Foot Planter, Precision Planting ReconBlockage™ Sensor, PTx Trimble OutRun™ Autonomous Grain Cart Solution
Solutions recognized for ergonomic design, yield optimization and autonomous features that help overcome labor shortages

MOST INNOVATIVE MACHINE 2025 – SELF-PROPELLED MACHINES (MODERNÁ MECHANIZÁCIA V POĽNOHOSPODÁRSTVE)

Massey Ferguson MF 9S Series
Protect-U engine and cab installation increases operator comfort while CVT enhances performance

¹ Scores without modeled score adjustment.

Product innovations

In 2025, AGCO remained at the forefront of innovation in our R&D efforts and on the farm. Since 2020, AGCO’s new patent applications have increased by 40%, with a record 235 filings¹ across the company in 2025. A few highlights of products and concepts that premiered or expanded over the past year include:



Farming’s electric future

- The [Fendt e100 Vario](#), AGCO’s first all-electric tractor, with expanded availability in 2025, offers zero-emissions and low-noise operations ideally suited for specialized tasks like orchards, vineyards and municipal operations.
- [AGCO Power’s Future Battery Concept](#) brings our deep understanding of tractors and agricultural requirements to next-generation battery design.

Real-time performance insights

- Developed in collaboration with [Valtra](#), the [AGCO Power CO₂ Calculator](#) concept gives farmers a way to accurately measure and verify machinery-related emissions.
- [PTx FarmENGAGE](#) is a data platform connecting machines, agronomic data and dealer support in one interface, improving decision-making, reducing operator error and supporting compliance reporting.

Optimizing critical resources

- [Precision Planting’s Radicle Agronomics](#) automates the traditionally manual process of soil analysis, delivering rapid, lab-quality results. 2025 marked the first full year of commercial deployment.
- [PTx Trimble’s Water Management Solutions](#) equip farmers to conduct field surveys and design drainage projects so they can make best use of their land.
- The latest installment in [AGCO Power’s CORE engine family](#), the [CORE80](#), pushes the limits of diesel efficiency. Its fuel-saving engine brake further improves machine uptime and fuel economy.

Autonomous and AI-enabled solutions

- [PTx Trimble’s OutRun](#) autonomous retrofit kit for harvesting is now commercially available. The technology allows farmers to remotely move a grain cart around a field with two more applications, autonomous tillage and fertilization, already in testing.
- [Precision Planting’s SymphonyVision™](#) is an AI-powered vision system for sprayers that identifies weeds and directs nozzles to apply chemicals only where needed — cutting chemical use by up to 55%.
- [The Talking Tractor](#), an in-cab AI assistant, uses logs, manuals and guides to provide operators with concise, direct and easy-to-understand answers to their questions. It is available as a proof of concept in four languages, with support for more languages to come.

¹ Excluding divested businesses.

Meeting farmers where they are

In all that we do, AGCO strives to put Farmers First. This means deeply understanding the challenges farmers are facing today and anticipating what they'll need tomorrow. We gather farmer insights through on-farm research, field days and forums, and dealer-driven relationships. Based on this work, here are a few things we know about modern farmers — and the ways that we help them capture returns on every investment.

Unpredictability is expected, and change is the only constant

Traditional farming is a business without a roof, with countless variables that are out of farmers' control. Shifts in climate conditions bring even greater uncertainty to this work. Smart and predictive solutions help operations stay productive, no matter what nature brings.

They have more to do and fewer hands to do it

Labor shortages demand smarter solutions. AGCO delivers autonomy and AI-driven tools that reduce manual workload and maintain productivity, empowering farmers to get more done and freeing them up to focus on more strategic tasks. The next decade will be about automating the most complicated farmer tasks to enable autonomy across the crop cycle.

They need to act decisively and quickly throughout the crop cycle

Each phase of the crop cycle comes with its own challenges, constraints and timetables. From planting to harvest, precision agtech and digital platforms optimize inputs, reduce waste and ensure every pass contributes toward maximum yield and profitability.

Their fleets come in every color

Most farmers operate mixed fleets, and AGCO meets that reality with retrofit solutions that integrate seamlessly across brands and offer an accessible range of options for adopting new technology. This benefits farmers by extending machine life and delivering consistent performance without requiring full fleet replacement.

They take the long-term view

AGCO champions sustainable agriculture with solutions that conserve resources and reduce environmental impact. Solutions that improve and protect soil health can help farmers maintain productivity today while investing in the long-term resilience of their fields and their business.

Farmer prosperity is a North Star

We help farmers control inputs and maximize outputs at every stage. Our support is continuously improving, from proactive dealer service and parts fulfillment to insights from field trials by our agronomy team — all in service of improving net farm income with every solution we offer.

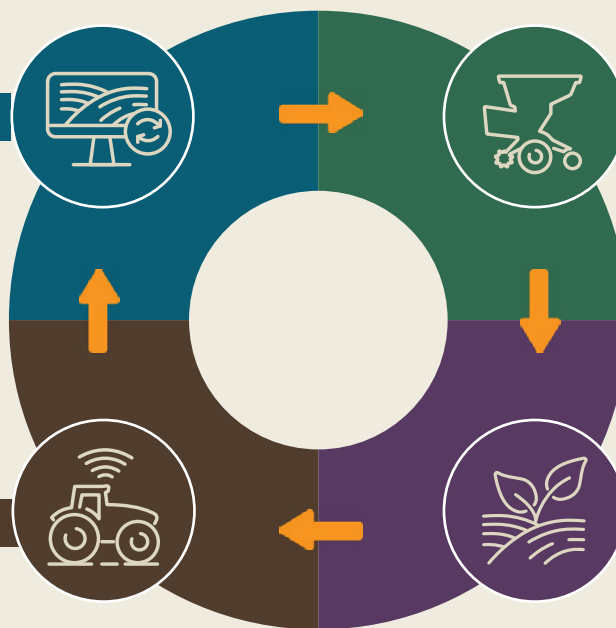


Focusing on farmers throughout the crop cycle

From sowing seeds to reaping the outputs at harvest time, farmers have unique needs at every stage of the crop cycle. AGCO delivers tailored solutions at every step, helping them achieve efficiency, sustainability and profitability with trusted equipment and innovative technologies. Here's how:

PLANNING AND PREPARATION

Careful planning of tasks within their ideal windows lays a solid foundation for the season. The PTx FarmENGAGE data platform consolidates information across brands of machines, then synthesizes it for farmers to use in planning, monitoring and analysis of their operations. Precision Planting's Radicle Agronomics solutions provide soil insights within minutes, helping farmers manage nutrients for the season ahead.



PLANTING AND NUTRIENT MANAGEMENT

Precision is paramount during this phase: farmers must place seeds at the optimal spacing and depth and apply the right nutrients at the right time to create ideal growing conditions. Within our PTx portfolio, smart planting equipment like Precision Planting's vSet/vDrive seed meters provide industry-leading singulation, rate control and, when paired with Precision Planting's vConnect, allows for individual row control through an ISOBUS display to optimize seed placement.

HARVESTING

During harvest season, farmers' hard work finally pays off — and they have a narrow window of time to get crops out of the fields to protect grain quality and maximize returns. The PTx Trimble OutRun Autonomy kit transforms a traditional grain cart tractor into a fully autonomous machine, allowing farmers to deploy labor where it is most useful and make the most of this critical period.

CROP PROTECTION

Protecting fields from pests, weeds and disease is an ongoing, time-consuming task, but one that is critical for protecting yields. PTx Trimble's RowPilot, an AI-guided system for mechanical weeding, simplifies this task, targeting weeds precisely while minimizing crop damage and reducing chemical use.



FARMER SUPPORT

At every stage, we offer tools that give farmers quick access to information and insights to enhance their work. This includes solutions with a human touch, like our FarmerCore distribution strategy and new Global Center of Excellence for Customer Support launched in 2025. FarmerCore transforms traditional distribution by shifting service and parts from brick-and-mortar dealerships directly to the farm. In addition to our globally accessible Customer Support team, we offer self-serve options to provide rapid response times. For example, AgBot is an AI-powered chatbot that can help with a wide range of parts issues, and in 2025 Massey Ferguson launched new tailored "How To" videos available in local languages for operators to easily access by scanning QR codes on their machines.

Our sustainability strategy

AGCO’s sustainability ambition is to accelerate innovation, efficiency and responsibility to deliver meaningful outcomes for farmers and the earth. Aligned with AGCO’s broader corporate strategy, our approach focuses on addressing the most pressing challenges facing farmers today. Our four Action Fields drive us to deliver on this ambition by concentrating effort and investment where it matters most:



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

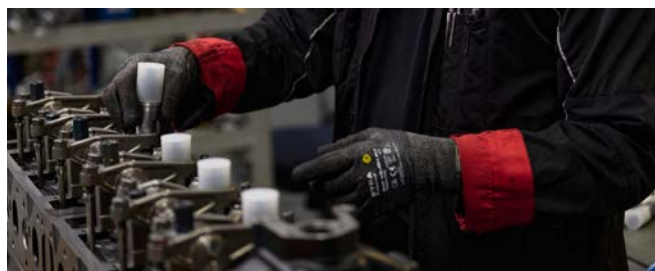
→ [Learn more](#)



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

→ [Learn more](#)



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

→ [Learn more](#)



THRIVING TOGETHER

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

→ [Learn more](#)

The enablers that underpin our sustainability strategy are:



INNOVATION & PARTNERSHIPS

Engaging key stakeholders, universities and other organizations to maximize and accelerate our impact



COMMUNICATIONS & ENGAGEMENT

Sharing our progress and building capacity so we can bring more people along on our journey



TOOLS & INSIGHTS

Leveraging digital solutions to support our data needs and uncover insights that shape the overall strategy



RISK & OPPORTUNITY

Understanding how global trends could shape our industry over time to anticipate changes and support decision-making





























DATA & REPORTING

Monitoring key performance indicators to guide progress and inform business decisions

Our progress in 2025

The table below provides a snapshot of progress made in 2025 toward our goals, highlighting where we are delivering results and where priorities continue to evolve.

ACTION FIELD	GOAL	PROGRESS TO DATE
 <p>Innovating for a triple win</p>	Integrate outcomes-based sustainability criteria in new product development process by end of 2026	External frameworks assessed and outcomes-based criteria defined On track 
 <p>Powering the future of agriculture sustainably</p>	Improve powertrain efficiency by at least 5% on new products by 2033 ¹	CORE80 engine launched in 2025 On track 
	Introduce 10 alternative fuel-capable, battery-electric and/or hybrid powertrain products by 2033 ¹	Two battery-electric tractors introduced On track 
 <p>Advancing a responsible product life cycle</p>	Reduce absolute Scope 1 and 2 emissions by 55% by 2033 and 90% by 2050 ²	 37% On track 
	Reach 60% renewable energy across manufacturing sites by 2026	 51% On track 
	Reduce water withdrawals by 10% by 2026 ²	 24% – Surpassed goal 
	Maintain >90% non-hazardous waste diversion from landfills by 2026	 96% – Surpassed goal 
	Reduce absolute hazardous waste generation by 15% by 2027 ³	 26% – Surpassed goal 
	Divert 100% of hazardous waste from landfill by 2027	 93% On track 
	Reduce volatile organic compounds (VOCs) by 10% by 2027 ³	 37% – Surpassed goal 
	Increase remanufacturing revenue by 18% by 2028 ⁴	New goal set in 2025 
 <p>Thriving together</p>	Achieve a total case incident rate (TCIR) of <1.0 by the end of 2025	 0.62 – Surpassed goal 
	Achieve a TCIR of <0.8 by 2027	New goal set in 2025 
	Develop a global farmer health, safety and wellbeing program by 2028	Conducted pilots in priority markets On track 

1 Compared to 2023 product offering.
2 Compared to 2022 baseline.

3 Compared to 2023 baseline.
4 Compared to 2025 baseline.

Innovating for a triple win

Many farmers are part of multigenerational family businesses. But that is not the only reason they think long term. Farmers also understand the decisions they make today affect their soil health, yields and incomes at next season's harvest and years down the line. This is especially true in a resource-constrained world and is what underpins AGCO's definition of sustainable agriculture. We think of sustainability in terms of three interconnecting threads – what we refer to as the “triple win.”



OPTIMIZED YIELDS

Precision placement of seeds, water, fertilizer and crop protection optimizes resources and unlocks higher efficiency, healthier crops and smarter use of every acre.



HEALTHY FIELDS

Advanced soil sampling and analysis, water management solutions and connected tools enable farmers to effectively manage nutrients and protect long-term soil health and biodiversity.



FARMER PROSPERITY

Connected technology leveraging autonomy and AI frees up farmers to focus on strategic work and provides greater control over time-sensitive tasks, reducing stress and boosting long-term profitability.



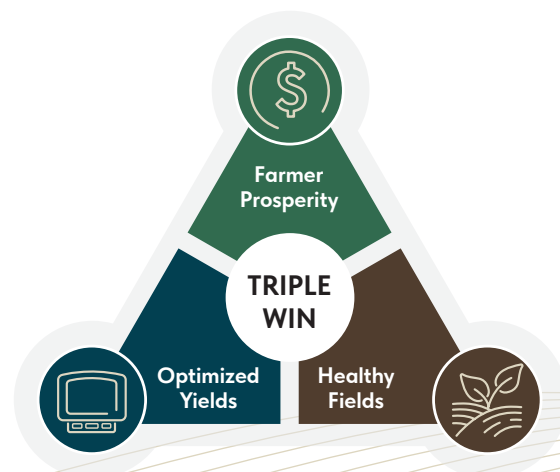
Start with the farmer voice

When we walk onto a farm to meet with a farmer, we do not ask, “How are our products performing?” Instead, we say, “Tell us what problems you’re trying to solve.” The answers we get are the starting point for AGCO product development.

We translate farmers’ needs — whether to consolidate data across mixed fleets, automate repetitive tasks or get replacement parts sooner — into products and solutions to match. Today, many of the needs farmers are facing relate to working smarter throughout the crop cycle.

Another way we get close to farmers’ needs is by working on the farm ourselves. AGCO’s Global Agronomy and Farm Solutions team conducts field trials and economic evaluations to explore ways to enhance soil health and improve net farm income. Trials focus on real farmer challenges including smart weeding solutions, reduced tillage practices, updated planting systems, reduced emissions using telemetry data, precision fertilizer and autonomous applications. Some of these trials are long-term evaluations spanning up to 10 years. Studies are conducted globally in collaboration with universities, farmers, dealers and also at our own agronomy smart farms, including our Future Farm in Switzerland and across our Precision Technology Institute Farm Network in North America.

For example, a recent field study conducted by the AGCO Agronomy team and Valtra in partnership with Väderstad demonstrated the benefits of precision tillage using a cultivator equipped with E-Services, which allows the machine to use prescription maps to adjust tillage intensity automatically and in real time to match soil conditions across the field. The study found that using a lower tillage intensity in lighter soils saved over 5 liters of fuel per hectare, increased field efficiency by more than one hectare per hour, and helped preserve soil structure, all while maintaining yields — achieving a triple win for farmers.



FARMER COMMUNICATION IS A TWO-WAY STREET

We strive to be a collaborative partner in research on sustainable growing practices. To this end, we engage farmers throughout the year at conferences and field days where they can learn from trusted experts and see hands-on demonstrations of new technologies. At PTx’s Summer Field Days and Winter Conferences, we share new product announcements, tips and data from our latest agronomic trials with the goal of helping farmers get the most out of their equipment. And for four years running, the Fendt Sustainability Forum has brought farmers and agricultural industry leaders together to discuss emerging trends and ways to diversify their businesses.

FIELD NOTES

Where Farmer-First thinking meets game-changing solutions

Everyone at AGCO operates with a Farmer-First mindset. But at the AGCO A/S Innovation Center in Randers, Denmark, this way of working reaches new heights. As of 2025, the Innovation Center specializes in next-generation harvest technology and automation, with a primary focus on combines and forage harvesters.

At the heart of the team’s approach is a co-creation innovation model, where the goal is to solve specific farmer problems in the fastest and simplest way possible. Randers works directly with a pool of 350 farmers worldwide who actively test and contribute to solutions by providing real-time feedback. By delivering value in small, adoptable steps, the team creates a continuous loop of mutual learning, co-creation and innovation together with farmers.

“Being part of a large company while at the same time being a smaller, somewhat remote team, we find ourselves in the perfect spot. We can make a direct impact on our industry with the mindset and speed of a small startup.”

— Morten Bilde, Managing Director, AGCO A/S

One recent insight the Randers team gleaned from their farmer partners: it is nearly impossible to determine the quality of corn silage during harvest. Corn silage becomes food for dairy cows, and the better its quality, the greater cows’ milk production — which ties directly to farmers’ bottom lines.

“Are the kernels crushed? How well? Until now, you would only find out after the harvest, when it was too late,” says Albert Christensen, Lead Project Engineer.

In response, the team developed the ForageQualityCam (FQC), an AI and sensor solution that enables automatic real-time monitoring of corn silage. Operators can adjust machine settings during harvest, revolutionizing forage quality assurance. The FQC earned the Silver Medal at the AGRITECHNICA Innovation Awards 2025 and also earned the Farm Machine 2026 Award for Smart Farming & Robotics.


Projects like these solve real farm challenges and make for more prosperous farmers — and more satisfied employees. The Randers team reported high levels of engagement in our recent VOICES employee survey.

“This ability of seeing that something you have created is actually being used for farmers all over the world ... it is almost hard to explain how that feels,” says Ramon Buchaca, Team Leader. “It is amazing. And we are doing this all the time.”



Design for a triple win

Triple-win thinking informs the design of our products in multiple ways, and we are working toward a goal to integrate outcomes-based sustainability criteria in our new product development process by the end of 2026. In 2025, we made progress toward this goal by completing an assessment of relevant external frameworks and internal product management processes. Building off these findings, we defined outcomes-based sustainability criteria in collaboration with engineering, product management and agronomy teams. This new set of design criteria will be integrated into new product development processes in 2026.

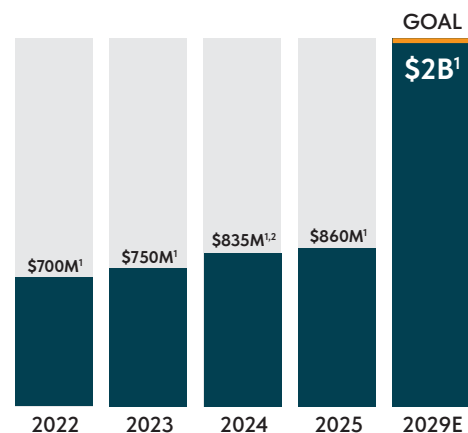
GOAL	PROGRESS
Integrate outcomes-based sustainability criteria in new product development process by end of 2026	ON TRACK External frameworks assessed and outcomes-based criteria defined 

Ways we are already innovating for a triple win include:

Precision technologies

Our fast-expanding precision agtech stack can assist farmers at every stage of the crop cycle by improving field health, reducing inputs and optimizing yields. Solutions are designed to help farmers be more competitive and build resilience in their operations.

PRECISION AG REVENUE



1 Revenue reflects some sales for equipment attached to AGCO machinery.
2 Revenues from the PTx Trimble JV are included from the date of acquisition, April 1, 2024.

Mixed-fleet and retrofit solutions

The typical fleet is a mixed fleet, and our retrofit solutions are purpose-built for this reality. They can gather and deploy data to and from almost any brand of equipment, ensuring that even farmers who are not ready to purchase entirely new machines can enjoy the benefits of precision ag technologies.

Autonomous features

By automating routine or repetitive tasks, farmers can get more done with less time, effort and labor. Longer-term, we are exploring the possibilities of expanded application of autonomy across the crop cycle.

Connected data

Connected machinery continuously generates thousands of data points that farmers can use to make smarter decisions and increase profitability. With a vision to be the trusted partner for industry-leading smart farming solutions, we are helping farmers turn data into intelligence.

Expanded access

Our dealer network continues to grow stronger. In 2025, nearly 300 AGCO equipment dealers added new offerings from our PTx portfolio, which combines advanced technologies from Precision Planting and our PTx Trimble joint venture. Greater availability makes these solutions not only top of mind, but easier for more farmers to obtain. With FarmerCore, we are bringing the dealership to the farm, further reducing the distance farmers must travel and improving machine uptime.

Financing healthy field practices

Through the Climate Journey Fund, AGCO Finance supports farmers globally in adopting regenerative agriculture practices and improving soil health. Since its launch in 2022, the fund has deployed €425 million to support more than 2,350 farmers and improve soil health across approximately 40,250 hectares of land.



Innovate with purpose

We aim to develop innovative solutions with healthy fields, optimized yields and farmer prosperity in mind. Here are a few ways that products in the field or in the pipeline are helping farmers achieve a triple win.

Insights enabled by connected tech

From the farm manager’s office to the field, connected technologies are creating efficiencies and changing how farmers interact with our equipment. Smart hardware, like the PTx Trimble OutRun retrofit kit, can turn an ordinary tractor into an autonomous one. Mounted on the roof of a grain cart tractor, the OutRun kit enables the combine operator to move a grain cart around a field remotely, getting work done more efficiently and with less labor during the critical harvest season. In 2025, the OutRun autonomous retrofit solution expanded with the demonstration and testing of an autonomous tillage and fertilizer retrofit kit, expected to launch in late 2026.

Digital platforms put key information at farmers’ fingertips, whether they are in the cab or on the go. One of our biggest 2025 debuts was PTx FarmENGAGE, a solution that allows farmers to plan, monitor and analyze their connected farming operation, regardless of brand, through one digital platform. It acts as a central hub for data-driven decision-making — integrating agronomic and machine data across mixed fleets to help farmers optimize crop performance and resource use. Precision Planting’s Panorama™ extends this capability with advanced imaging and analytics, providing a comprehensive view of field conditions for early issue detection. Finally, the Talking Tractor, a proof-of-concept AI assistant, could soon make on-farm decision-making even easier. The solution runs on mobile devices and is trained on Valtra’s full range of operator’s manuals, smart farming guides, telemetry data and work session logs, equipping it to answer questions about the machine, including how to use the tractor to enable sustainable agriculture practices.

¹ Metric does not include PTx.

These advanced technologies all rely on connectivity to enable data and insights to flow seamlessly between the farm office and the fleet in the field. As these and other smart technologies continue to gain importance in farm efficiency and profitability, we see connectivity as a critical tool on the farm. Of machines sold in 2025 with hardware, 88.4% included connectivity-enabled assets.¹ Although we did not meet our initial target of a 100% connected fleet by 2025, we continue to prioritize connectivity within our mixed-fleet offerings in order to provide farmers access to the latest technology to work more efficiently throughout the growing cycle.

Managing nutrients the Radicle way

Soil is teeming with data: about nutrient levels, acidity, nutrient exchange capacity and more. Soil analysis technologies, therefore, can be a valuable source of insight for farmers. But many farmers encounter challenges when working with traditional testing labs, including slow processing times and inaccuracies due to user error. Precision Planting’s Radicle Agronomics brand revolutionizes soil testing, providing consistent results in less than 20 minutes. Radicle had its first full commercial year in 2025 and now offers both the GeoPress and GeoPress Lite units for blending and storing samples and Radicle Labs™ for soil analysis. Since 2024, we have increased the acres of land managed through Radicle soil testing by 53%, putting frictionless nutrient management within reach for more farmers.



INNOVATION & PARTNERSHIPS ENABLER

SUPPORTING AN AGTECH STARTUP ECOSYSTEM

AGCO Power, Valtra and Neste sponsored the [BioBoosters](#) program in 2025. The 12-week program connects startups focused on smart bioeconomy and sustainable food production with potential investors, customers and end users. The 2025 program began with a kickoff at the Valtra headquarters in Suolahti, Finland, and culminated with an innovation showcase at AGRITECHNICA. Participating startups are working on solutions related to data-driven farming operations, greenhouse gas emissions accounting and sustainability reporting, powertrain development for agricultural machinery and crop yield improvement — all areas in which we are seeking to build our own capabilities to better support farmers.

[AGCO Ventures](#) is another group through which we connect with promising startups and shorten the path from pilot to on-farm use. In 2025, we deepened our collaboration with venture partners Pymwymic in Amsterdam, Innova in Memphis, and SP Ventures in São Paulo to explore solutions for soil health, input efficiency and climate resilience.

A targeted approach to weed control

For many farmers, fighting weeds is an ongoing battle. Many rely on blanket application of herbicides to keep unwanted growth at bay. But this can often mean applying more chemicals than necessary, leading to higher costs and greater resource use. Precision Planting's SymphonyVision within the PTx portfolio is an AI-based targeted spraying system that uses cameras to intelligently adjust chemical application based on weed severity, providing better weed control and reducing chemical usage by up to 55%. Additionally, SymphonyVision improves operational efficiency by reducing refills and enabling faster field coverage, ultimately reducing downtime and labor costs. SymphonyVision was commercially launched in 2024 for the 2025 crop year as both an original equipment manufacturer and retrofit solution. Following this launch, a significant number of makes, models and boom configuration options were added in 2025 to reach more farmers, regardless of their fleet makeup.

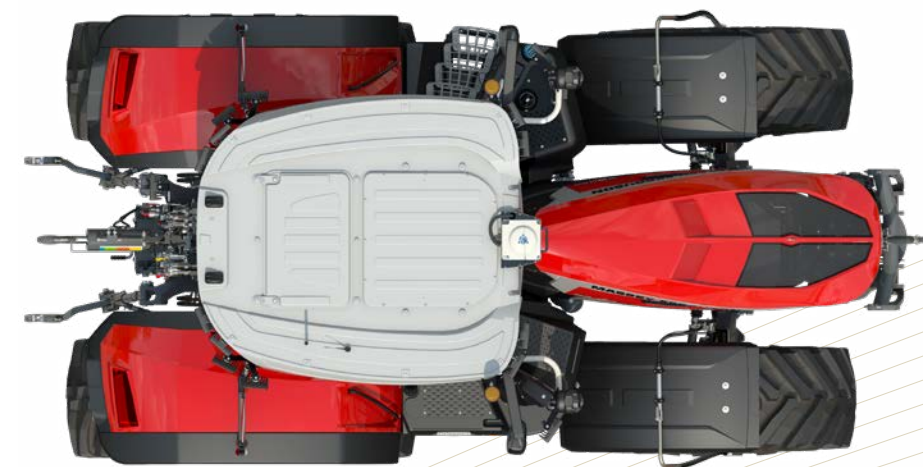


Making the most of water resources

Water is one of the most important resources on the farm. It is also one of the hardest to manage. Having too much, not enough or water that is simply in the wrong place can be one of a farmer's greatest challenges. PTx Trimble's suite of water management solutions can help create optimal distribution and minimize downtime. The portfolio includes solutions for conducting field surveys, optimizing grade, designing and installing subsurface drainage projects and more — so that farmers can work with this vital resource, not against it.

More traction, less compaction

Operators can adjust numerous controls from within the cab of a tractor to improve efficiency. One variable that farmers are increasingly managing from the cab is the amount of pressure within each of the vehicle's tires. Central Tire Inflation Systems (CTIS) allow operators to increase or decrease pressure as needed. Lowering air pressure increases a tire's footprint on the ground by up to 52.6%, which can improve traction, reduce soil compaction, cut fuel consumption by up to 15% and extend the tires' lifespan. The award-winning Massey Ferguson 9S Series is now factory-equipped with CTIS, providing more farmers access to this technology.



Precision support for crop care tasks

Mechanical weeding — either by hand or by machine — is experiencing a renaissance. Due to weed resistance and a desire to reduce herbicide use on both organic and conventional farms, more farmers are looking for better ways to get this work done. But weeding takes time and labor, two resources that many farmers have in short supply. Enter the Fendt Xaver GT, an autonomous field robot concept that is designed for weed control.¹ Alongside advanced route planning and satellite-based guidance, the Fendt Xaver GT features camera and lidar systems that use AI to recognize features such as plants, rows and tramlines. This enables precise navigation along crops, even when satellite reception is poor. Beyond weeding, the tool carrier vehicle can perform sowing, hoeing, harrowing and other crop care tasks, with a weight of only 3 metric tons, which minimizes soil compaction. The Fendt Xaver GT can be equipped with PTx Trimble's RowPilot, an AI-based system that recognizes rows more precisely than existing technologies, even when plants are on slopes or are at different growth stages.



¹ The Xaver GT is currently a research and development project. It is not a finalized or market-ready product. There is no assurance that the Xaver GT, in this or any other configuration, will enter the market in the future.

Powering the future of agriculture sustainably

Many farmers are looking for ways to reduce equipment emissions to align with their own priorities, environmental regulations or operational needs. Others are exploring alternative fuels and powertrains that are suited to local resources and available in rural locations. One thing they can all agree on: a desire to reduce total cost of ownership and improve efficiency. AGCO's diverse equipment portfolio gives farmers choice and flexibility, allowing them to decrease fuel use and emissions — and thereby fuel and maintenance costs — in ways that make sense for their operations and goals.

→ Learn more about AGCO's approach to emissions reduction. The [Environmental Information](#) section of our [2025 Sustainability Statement](#) describes our work to reduce Scope 3 emissions throughout our value chain.



Fuel the future

Powering machines is not a task that farmers take lightly. The stakes are too high and the costs of downtime too great. Many farmers have relied on the same type of equipment for a generation or more and need to see proof that proposed innovations will deliver results. For these reasons and more, AGCO is constantly working to deepen our understanding of farm fleet engineering and prove technologies in the field.

We advance fleet sustainability by engineering a diverse spectrum of power solutions for farming operations of every size. Our three-pronged strategy includes engineering more efficient diesel engines, designing engines that can run on renewable fuels, and developing hybrid and fully electric tractors. This commitment to versatility helps ensure that productivity and prosperity can flourish in every region and on every type of farm.

Our AGCO Power business is one of the leading manufacturers of diesel engines, powering many of the world's largest tractor brands as well as other agricultural and industrial machinery. While diesel has been the business's focus for much of its history, clean energy and battery technology are a growing part of its R&D efforts.



AGCO FLEET EFFICIENCY APPROACH

Diesel efficiency

Renewable fuels

Hydrotreated vegetable oil (HVO), Ethanol, Biogas, Methanol, Hydrogen

Alternative powertrains

Hybrid, Electric, Fuel cell

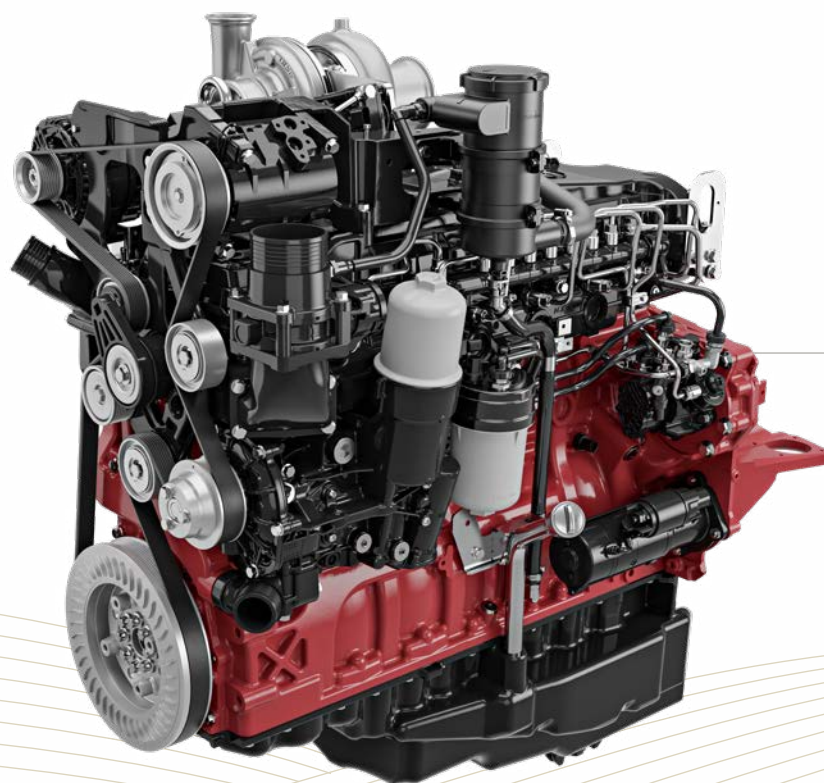
ENERGY MARKET ENABLERS

Low fuel consumption development

Renewable fuels widely available

Technology components widely available

Sufficient infrastructure



\$488M

invested in R&D and engineering in 2025, representing 5% of total company revenue

100%

Of AGCO-produced engines are fully compatible with HVO

Efficient fleet technologies can directly benefit farmer prosperity by reducing total cost of ownership. By choosing tractors that require less fuel over their lifespan, farmers can reduce their variable operating costs, a key benefit in an industry where many variables are hard to predict. For emerging technologies like alternative-fuel and battery-electric equipment that are not yet at cost parity with diesel powertrains, AGCO Finance can help close the gap. AGCO Finance provides financing solutions for all AGCO brands as well as parts and service, and its Climate Journey Fund (CJF) offers favorable retail finance conditions on AGCO equipment to eligible farmers pursuing sustainable outcomes in their operations. The CJF helps put electrification, renewable diesel, precision agriculture, circular equipment financing and on-farm renewable energy solutions within reach of more farmers.

All these efforts are helping AGCO to address our Scope 3, Category 11 emissions, or those arising from the use of the products we sell. We have set two goals to make progress on these emissions by 2033, including a goal to improve powertrain efficiency on new products and a goal to introduce more products with alternative-fuel-capable, battery-electric or hybrid powertrains.

Build efficient diesel engines

Given currently available technology, diesel power remains essential for meeting the demanding energy and reliability requirements of modern agriculture. We continue to develop diesel engines that are more efficient while giving farmers the performance they expect.

Growing the CORE family of efficient diesel engines

For high energy demands in agriculture and heavy industrial applications, there is currently no broadly viable replacement power source for diesel. That is why the AGCO Power team continues to advance the efficiency and performance of diesel engines. In 2025, we introduced the newest member of AGCO’s modern CORE diesel engine family, the CORE80 – an 8-liter engine that delivers 1,680 newton-metres of torque and 252 kilowatts of power. Designed for compatibility with renewable fuels and future adaptability, the CORE80’s high torque at lower speeds ensures reduced CO₂ emissions and lower operating costs without exhaust gas recirculation or twin turbos. The largest and smartest member of the CORE engine family now powers the Fendt 800 Vario Gen5.

Another machine proving the power of CORE engines in the field is the Fendt 620 Vario. The tractor is equipped with the 4-cylinder CORE50 engine, which achieves lower diesel consumption than other tractors in its class for both field work and transport. The 620 achieved top scores in the 165 to 240 horsepower class in the independent DLG PowerMix Test for performance, efficiency and overall average fuel consumption, but also in all 14 individual test cycles. Add in its compact dimensions, high maneuverability and low total cost of ownership, and the Fendt 620 Vario sets a new standard for meeting farmers’ needs.

GOAL	PROGRESS
Improve powertrain efficiency by at least 5% on new products by 2033 ¹	ON TRACK CORE80 engine launched in 2025 

“The Fendt 620 Vario sets a new benchmark in efficiency and is easy on the farmer’s wallet. Using fewer operating resources pays off after a short time and is also sustainable.”

— Roland Schmidt, Vice President Fendt Marketing

With CVT tractors, efficiency and operator comfort go hand in hand

Continuously variable transmission (CVT) is a signature technology available across AGCO brands and machines. Valtra is the latest to incorporate this technology into the 100- to 145-horsepower models in its G Series range. Tractors in this range are often used on dairy farms and in yard work, where both tasks and operators change frequently. Versatility is key, and tractors must be intuitive to operate. That is where the CVT comes in. Rather than having to switch gears as they drive, operators benefit from a CVT that adjusts engine and transmission settings smoothly and automatically. This makes work easier for farmers while maximizing fuel economy. When engine speed begins to drop under load, the control system responds instantly, boosting engine revs and adjusting the transmission ratio to maintain optimal performance. When conditions allow, it automatically lowers engine speed again to save fuel without compromising productivity. The Valtra G Series CVT Active Model was recognized for this exceptional ease of use and fuel efficiency with the Tractor of the Year Award (Utility category) at AGRITECHNICA 2025.



¹ Compared to 2023 product offering.

FIELD NOTES

Powering fuel savings on a mixed-fleet farm

Fagerberg Produce knows onions. Since the 1940s, the Fagerberg family has raised onions on the eastern slope of the Colorado Rocky Mountains. Fagerberg is now one of the largest onion producers in the U.S., shipping its yellow, red, white and Colorado Sweet onions nationwide.

Focusing on just one primary crop means variables on the farm must be carefully optimized. The farm plants onions directly from seed, planting much of its 3,000 acres in just three weeks in the spring. Farm Manager Brian King and his team rely heavily on technology for precise in-field applications, use of inputs and traceability.

Like many other farmers, the Fagerberg family is looking for ways to operate more sustainably, with a gradual process of incorporating new techniques and equipment into their operations. Also like most farms, Fagerberg Produce operates a mixed fleet.

During a recent season, the farm upgraded to a Fendt 942 tractor from a competitor model and immediately noticed the fuel savings.

“It’s about a 22% fuel efficiency increase, and that’s huge when you’re burning as much diesel as we burn every day.”

— Brian King, Farm Manager

The farm also operates three Fendt 314s and leverages PTx precision ag solutions on another brand of planter, added as a retrofit kit.

Fagerberg’s dealer, Shaun Allred of Redlund Equipment in nearby Greeley, Colorado, helped the farm make the switch. Allred has a history with AGCO, having worked for the company for more than nine years.

Says King, “Our dealer provides phenomenal support, a major reason for our change in fleet.”



Explore alternative fuels

In many parts of the world, we are seeing farmers adopt alternative fuels, such as renewable diesel, ethanol and biogas, for their broader fleets. Converting to a particular type of fuel for one vehicle often makes it easier to convert others, because infrastructure is already in place and a fuel source has been identified.

Clean energy R&D across our brands

AGCO's first clean energy lab at AGCO Power's facility in Linnavuori, Finland, began operating in 2025, with researchers developing next-generation engines powered by low- or zero-carbon electricity and alternative fuels. The facility has the infrastructure to test machines with five different liquid fuels, as well as a new machining hall equipped to produce CVT components and cylinder heads for our newest CORE engines.

We also work to partner on research with others and share our insights with a wide range of stakeholders. For example:

- In Beauvais, France, the Massey Ferguson engineering team began leading a French consortium called ARHYSTOTE in 2025. The initiative focuses on advancing hydrogen storage technology and developing high-pressure hydrogen tanks designed for future hydrogen combustion tractors and other off-road heavy-duty applications.
- AGCO Power participates in the Clean Propulsion Technology Research Consortium led by the University of Vaasa in Finland. AGCO Power experts educate the public on the fuels and technologies of the future via the [Wider Spectrum of Power](#) video series.
- Representatives from our Fendt brand have spent time educating manufacturing teams, trainers and dealers on the intricacies of assembling and supporting electric tractors, including the health and safety implications of battery assembly.

“We believe the future of agricultural energy lies in a smart combination of fuels and technologies. There is no single solution – rather, a wider spectrum of power sources is needed. That is why we are committed to exploring a wide range of innovations, investing significantly in R&D and our Clean Energy Lab, and promoting collaboration across the industry.”

– Juha Tervala, Vice President and Managing Director, AGCO Power



CO₂ Calculator concept could increase credibility of sustainability reporting

Businesses recognize they cannot address greenhouse gas emissions without considering the emissions of their supply chains. As suppliers to many different industries, farmers are increasingly being asked to report their operational emissions. But to date, there has not been a good way to report these emissions with a high level of precision. The CO₂ Calculator, a new concept from AGCO Power and Valtra, enables accurate monitoring and calculation of in-use emissions. It combines onboard fuel-sensing capability embedded in telemetry and other tools with cloud-based software that automatically calculates, verifies and visualizes the carbon footprint data.

When combined with location/geographical information and machine-, fleet- or farm-level data, the CO₂ Calculator provides a clear yet detailed view of a farm's carbon footprint related to machinery use, from an overall summary down to an individual machine, field or crop. Farmers can then share data with customers and supply chain partners. For those who choose to adopt renewable fuels and other sustainable practices, this data may translate into greater credibility and trust — and ultimately, access to crop premiums and stronger relationships with customers.



COMMUNICATIONS & ENGAGEMENT ENABLER

GETTING FARMERS ON BOARD WITH RENEWABLE DIESEL

HVO can be used as a drop-in diesel replacement with up to 90% reduced emissions compared to fossil diesel. AGCO dealers in Germany, alongside Fendt and Valtra sales teams, teamed up to help farmers consider the switch. Dealers bundled the sale of new tractors with preferential financing offered through AGCO Finance's [Climate Journey Fund](#) and a three-year commitment to supply HVO. AGCO's local partners will supply HVO to these customers at a discount for the three-year period. We expect the average customer to save approximately €4,500 and avoid between 42 and 51 metric tonnes of CO₂e — and anticipate this pilot will demonstrate the sustainability and economic benefits of HVO.



Pursue electrification

Our innovation pipeline reaches beyond traditional engines to include hybrid, electric and fuel cell solutions specifically designed for agricultural applications. These actions reflect AGCO's dual focus on scaling fully electric solutions available to farmers today while accelerating battery innovations that will power the next generation of equipment.

The Fendt e100 Vario enters new markets

We expanded our lineup of fully battery-electric tractors in 2025 by introducing a new standard tractor model, the Fendt e107 Vario, to our Fendt e100 Vario series. This new model is our first fully battery-electric tractor designed for real-world farming and municipal use. The tractor offers up to seven hours of operation on a single charge, as well as energy recovery when decelerating or traveling downhill. When charged via direct current, the battery can reach 80% capacity in just 45 minutes.

With minimal noise and zero emissions of exhaust or particulate matter, the Fendt e100 Vario series is ideal for use in low-emissions zones in cities as well as in farming applications. In fact, the city of Oslo, Norway, recently bought a small fleet of the electric tractors to tackle winter road maintenance while complying with local environmental goals. The Fendt e100 Vario series is now available in 21 European countries, with plans to expand to the United States in 2026. AGCO Finance supported the procurement of e100s through the Climate Journey Fund, making it easier for farmers to adopt zero-emissions machinery in these markets.

GOAL	PROGRESS
Introduce 10 alternative fuel-capable, battery-electric and/or hybrid powertrain products by 2033 ¹	ON TRACK Two battery-electric tractors introduced 

“Driving the e100 has made a huge impact on the total cost of my tractor. We are seeing 80% to 95% lower energy costs, which is a big advantage for me over my competitors.”

— Erlend Moberget, CEO AgroNorth AS

¹ Compared to 2023 product offering.

AGCO Power shares a preview of batteries of the future

While many features of a passenger car can be designed around a battery, the same is not true of a tractor. The machine's design must include room for a loader, a hitch or backhoe and mounting points for implements. By designing fit-for-purpose batteries in-house, AGCO Power can reduce cost and apply a deep understanding of tractors and agricultural requirements to battery-powered equipment design. At AGRITECHNICA 2025, AGCO Power premiered a Future Battery Concept based on nickel-manganese-cobalt cell chemistry that offers 150 kilowatt-hours (kWh) of capacity. The battery is particularly suited for tasks where zero emissions and quiet operation are an advantage, such as indoor feeding, orchard and vineyard operations, greenhouse cultivation, and municipal street and park maintenance. We estimate that powertrains based on this concept battery could reach production in 5–7 years.

HELPING ELECTRIC TRACTORS GO FARTHER

AGCO's vision is not only to offer battery-electric tractors — but also to enable farmers to self-power more of their operations. A battery-electric range extender from GreenIng, shown in combination with the Fendt e100 Vario at AGRITECHNICA 2025, offers a glimpse of what is possible. The battery pack mounted on the tractor's front linkage can provide extended operating times for the e100. It can also be used to offset the energy needed to power implements like seed drills. The pack can be recharged with energy generated by on-site solar panels or other energy sources, paving the way for the electrification of more farm work.



Advancing a responsible product life cycle

AGCO's commitment to sustainability starts long before our machines reach the field. While the use phase is critical, we are committed to reducing environmental impact across the entire product life cycle, including design, sourcing and manufacturing, as well as remanufacturing at the end of a component's initial life. These efforts reduce our footprint and enhance uptime and the customer experience. By raising expectations for performance and integrating sustainability standards into our practices, we drive progress up and down the value chain.



Source responsibly

AGCO strives to build a responsible, resilient and transparent supply chain that advances sustainable agriculture, mitigates environmental and social risks, and ensures global compliance. As we form relationships with current and potential suppliers, we are ensuring that strategic sourcing is also responsible sourcing — reducing cost and carbon while emphasizing quality.

We are currently in the process of developing a Supply Chain Sustainability Roadmap based on our understanding of what we and our suppliers need to be successful, now and in the future. This roadmap helps us identify key focus areas — from sourcing locations and risk mitigation to corrective action planning — while ensuring compliance with emerging global standards. We’ve grown the size of our supply chain sustainability team and expanded our collaboration with external partners to support these efforts in various parts of the world.



In 2025, AGCO held a global virtual supplier conference attended by more than 1,000 participants. During the event, we presented our Supplier Sustainability Award to TT Gaskets, which was honored for sustainable practices including 100% green energy use, a fully electric fleet and more sustainable packaging solutions.



2025 SUPPLIER ENGAGEMENT

7,000 Suppliers engaged

in **27** Countries

50 Risk indicators covered

117,000 Parts in scope

Evaluating and engaging with suppliers

In 2025, we reviewed and streamlined our approach and the tools we use to facilitate engagement with suppliers. We rolled out Sphera, a new supply chain risk management platform that we are using for data collection and engagement. Suppliers can use Sphera to compare their performance to peers, identify focus areas and receive support for implementing corrective actions.

Over 4,000 suppliers were screened for country, industry, human rights and sustainability risks in 2025.¹ Medium- and high-risk suppliers were invited to participate in an in-depth assessment covering environmental, labor and human rights, ethics and sustainable procurement topics. We guided suppliers through the changes in process, tools and requirements to ensure they understand the rationale and impact of these assessments. Gaining closer insight into our suppliers’ activities also allows us to identify and recognize excellence, which we do through programs like our Supplier Sustainability Awards and our supplier segmentation process. Read more about how we monitor supplier sustainability performance and manage risks in our [2025 Sustainability Statement](#).

We organized supplier-facing campaigns and webinars in 2025 covering conflict minerals; the European Union’s Registration, Evaluation, Authorization and Restriction of Chemicals (EU REACH) legislation; the EU Waste Framework; supply chain due diligence; and per- and polyfluoroalkyl substances (PFAS) regulations in the U.S. and Canada. These efforts spanned 27 countries, engaged over 7,000 suppliers and covered over 50 risk indicators and 117,000 parts in scope.

¹ Metric does not include PTx.

Strive for operational excellence

Across our offices, distribution centers, warehouses and manufacturing facilities, AGCO strives to operate with maximum efficiency and minimum environmental impact.

Committed to renewable energy



Minimizing our impact includes finding ways to reduce our emissions footprint. Among our key levers for reducing Scope 1 and 2 emissions are conserving energy and investing in renewable energy.

Our renewable energy procurement approach varies by region and includes:

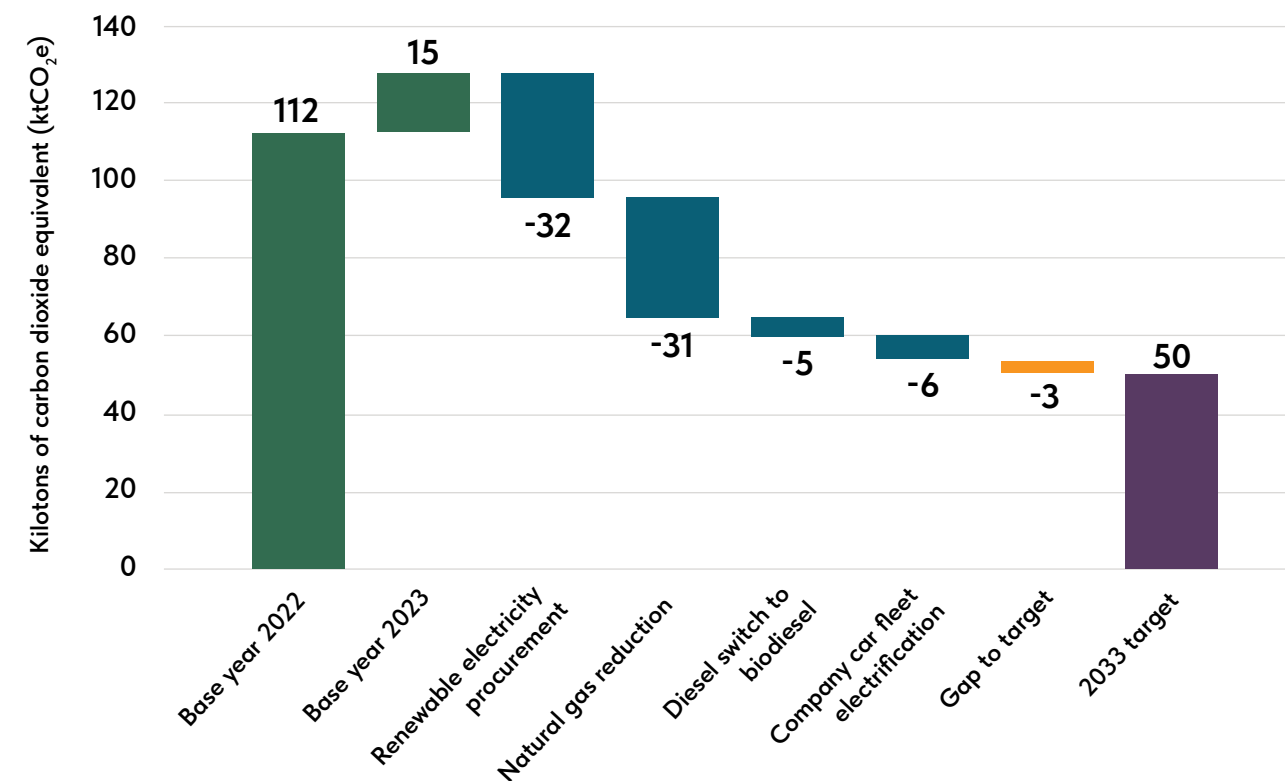
- Virtual power purchase agreements (VPPAs) that allow us to support the development of renewable energy projects, such as wind and solar plants, without taking direct delivery of the electricity. VPPAs present a cost-effective, scalable solution and are capable of securing renewable electricity for a large number of sites across our portfolio.
- On-site solar power installations, which help reduce electricity costs and increase energy independence. These projects have the potential to cover 5% to 15% of the electricity demand of our sites.
- Renewable electricity purchased from local electricity suppliers that are supported by high-quality energy attribute certificates. This is a practical and efficient solution where other options are less feasible.

In 2025, AGCO announced the signing of a VPPA in partnership with BRUC, one of the largest renewable energy groups in Spain. The 10-year agreement supports the development of BRUC's new solar photovoltaic project, which is expected to generate approximately 200 gigawatt-hours of renewable electricity per year. This electricity will supply 34 AGCO sites in Europe with renewable energy when it begins operations in late 2026.

In 2025, we completed an on-site solar feasibility assessment for 16 high-potential sites across the portfolio. These sites were assessed for suitability of on-site, behind-the-meter solar photovoltaic implementation based on economic viability, site conditions, consumption volumes and renewable generation potential. We have identified six initial sites in Europe and North America where we will explore adding installations over the next few years.

GOAL	PROGRESS
Reduce absolute Scope 1 and 2 emissions by 55% by 2033 and 90% by 2050 ¹	ON TRACK 37% less absolute Scope 1 and 2 emissions 
Reach 60% renewable energy across manufacturing sites by 2026	ON TRACK 51% of our energy use came from renewable sources 

SCOPE 1 AND 2 DECARBONIZATION ROADMAP



¹ Compared to 2022 baseline.

Boosting energy efficiency

Improving the energy efficiency of our buildings and optimizing energy management throughout our operations are essential to reducing our energy demand and subsequent energy costs. To advance this work, we are implementing a range of actions that reduce energy use and associated emissions — spanning efficiency improvements, electrification and renewable energy solutions — including:

- The Valtra facility in Suolahti, Finland, uses 100% renewable energy and sources approximately 50% of the components it uses from within Finland. The Valtra S Series tractor, which is 100% built at the factory, features several materials and processes that help reduce emissions from manufacturing, including cold-formed steel sheets, drawn metal parts and alternative profile tube materials.
- Our Linnavuori, Finland, facility has also found innovative ways to reduce energy use and emissions generation. Much like regenerative braking converts kinetic energy into electric energy within a vehicle, the electric brakes in our test benches, where we test our products, produce power that can be recovered and converted into electricity. This process covers up to 10% of the site's electricity demand. The facility has also installed dozens of electric vehicle charging stations for use by employees and visitors, which helps reduce commuting-related emissions.
- An energy optimization project in Santa Rosa, Rio Grande do Sul, Brazil, is saving approximately 1,404 kWh of energy annually during shutdown periods. During shutdowns and on weekends, smaller compressors are now used to maintain equipment that requires continuous operation, allowing larger, higher-consumption equipment to be turned off.
- Our facility in Hesston, Kansas, replaced 400 light fixtures with energy-efficient LEDs. This upgrade reduced electricity consumption by 422,000 kWh annually and will enable cost savings of \$46,000. The Hesston facility also runs on 100% renewable electricity.

→ Learn more about AGCO's renewable energy approach in our [Sustainability Statement](#).

In 2025, our Changzhou facility received ISO 14001 certification, a globally recognized standard for environmental management systems. This brings our total number of ISO 14001-certified facilities to seven.¹



¹ Metric does not include PTx.

Reducing water use and waste generation

Teams minimize use of water and generation of waste through a variety of site-level projects on an ongoing basis. RETHINK, our global nonhazardous waste management program, inspires teams worldwide to think differently about how we use and dispose of materials we encounter in our jobs and personal lives.

To celebrate World Environment Day, 33 of our locations organized environmental activities, including recycling events. Our headquarters in Duluth, Georgia, organized a RETHINK Fest, inviting employees to bring in hard-to-recycle items, including aerosol cans, batteries, smoke detectors, computers and other electronic equipment for safe recycling. The Batavia Parts Distribution Center marked the day with an environmental clean-up event on site. Seventeen volunteers joined forces to clean and sort trash and recyclables from around the facility's buildings. A global campaign during Environmental Month led to the recycling of nearly 3,950 kilograms of waste.

Other highlights from across our global sites include:

- In Batavia, Illinois, we are turning waste into a resource. The site identified opportunities to divert more waste from landfills with improved signage and locations for in-office waste bins and scrap metal dumpsters. Rather than paying to haul away contaminated waste, the site is now generating revenue from sellable scrap metal. The facility is also reusing packing materials received from suppliers, avoiding wasted paper, wood and cardboard.
- Our Changzhou, China, facility organized a helmet recycling initiative in 2025. Safety helmets that were damaged or approaching their expiration date were collected and sent for recycling. The team gathered more than 150 kilograms of materials through this effort.
- At our Bäumenheim, Germany, facility, paint color lines were once flushed exclusively with solvent. We added a new system that uses compressed air to help flush the lines, reducing solvent consumption. We expect this system to avoid 2.4 tons of hazardous waste generation and 2.19 tons of VOC emissions per year.
- In Linnavuri, Finland, our teams have installed water meters, developed new processes to prolong wash bath lifetime, and changed wastewater handling methods to better monitor and reduce pretreatment water usage and optimize wastewater treatment.

¹ Compared to 2022 baseline.
² Compared to 2023 baseline.

GOAL	PROGRESS
Reduce water withdrawals by 10% by 2026 ¹	SURPASSED Reduced water withdrawal by 24% ✓
Maintain >90% non-hazardous waste diversion from landfills by 2026	SURPASSED 96% of non-hazardous waste was diverted from landfill ✓
Reduce absolute hazardous waste generation by 15% by 2027 ²	SURPASSED 26% less hazardous waste generated ✓
Divert 100% of hazardous waste from landfill by 2027	ON TRACK 93% of hazardous waste was diverted from landfill ⚙️
Reduce volatile organic compounds (VOCs) by 10% by 2027 ²	SURPASSED VOCs reduced by 37% ✓

PACKAGING INNOVATIONS ACROSS OUR OPERATIONS

Small process changes are reducing the amount of product and component packaging that is sent to landfill, which also allows us to save on disposal costs. Worldwide, we completed 28 packaging projects with sustainable outcomes, leading to a \$1 million cost reduction. In our China operations, we switched from disposable cardboard and wooden boxes to plastic boxes that can be returned to a supplier for reuse, avoiding 63 tons of CO₂e emissions. Teams once left electronic control unit brackets on engines sent to our facility in Beauvais, France. Now, brackets are removed before shipment and reused in subsequent engine assemblies, reducing material use and costs.



Sharing best practices to inspire change

Our Global Environmental Improvement team and Environmental Projects Hub track energy, waste and water projects across sites. Of the 139 projects identified since the Environmental Projects Hub launched in 2024, 93 have been completed and 35 projects are in progress. We review the status of these projects regularly to keep all efforts on track toward implementation.

The Hub is more than a workspace for teams to track their work; it is a place to find inspiration. When employees log into the Hub, they can see projects undertaken at other sites and quickly learn about the challenges and discoveries encountered along the way. They can also connect with the leader of each project to ask follow-up questions, enabling best practices to be shared more quickly from site to site. In 2026, we will expand our environmental initiatives by launching the Environmental Champion Program. This program will empower selected employees with Six Sigma Green Belt tools to drive structured sustainability and environmental improvements across major manufacturing sites.

AGCO further engages employees around sustainable practices through our global Environmental Impact Award. Based on our Safety Impact Award program, the Environmental Impact Award recognizes sites that demonstrate environmental best practices and is based on criteria including overall impact, internal or external recognition received, achievement of ISO 14001 certification and demonstrated success in meeting sustainability targets.



TOOLS & INSIGHTS ENABLER

PROVIDING DECISION-USEFUL INFORMATION TO OPTIMIZE TRANSPORTATION AND LOGISTICS

In 2025, our logistics and sustainability teams gained deeper insight into our transportation and logistics data. With the majority of our operations now included and new capabilities unlocked in our partner 4Flow's logistics tool, we can now track shipments and break down mileage and associated emissions data by transport mode, country, supplier and destination facility location. This helps us identify potential emissions-reduction opportunities and more accurately track the impact of any changes we make.

93

Environmental improvement projects completed across our global sites since 2024



Optimize machine uptime after delivery

The most important phase of a machine’s life cycle begins when it arrives at a farm. For farmers, uptime is everything — especially during narrow planting and harvest windows when every hour counts. AGCO’s approach to post-delivery support is designed to keep machines running longer, smarter and more sustainably, helping farmers protect their fields, optimize yields and improve net farm income.

Our commitment to uptime grew even stronger in 2025. We launched an updated global process that better enabled factories to get new machines ready for customers — and provides dealers with resources to get customers ready for their machines. This new Machine Preparation Process enables both the customer and product to be ready to go to the field the minute it arrives on the farm. We follow up frequently to ensure farmers are supported and satisfied at every step along the way. Knowing that downtime can cost farmers thousands, we aim to fix issues fast with rapid response and resolution. Connected machines play a critical role: telemetry data enables proactive alerts, allowing dealers to anticipate issues and have the right part in the right place at the right time. This predictive capability minimizes disruptions and keeps farmers in the field during critical windows.



\$129M

Reman revenue in 2025

3,606

Engines remanufactured in 2025

We measure customer satisfaction to continually enhance our service. In 2025, we were pleased to achieve a record high driven by gains across all brands.

Fulfilling farmers’ needs from a sustainable site

Modern logistics and e-commerce have created expectations for round-the-clock purchasing and fast order fulfillment. AGCO is an industry leader in parts fill rates, prioritizing service over production when inventory is tight. Investments in parts distribution centers (PDCs) in France and the U.S. help ensure rapid access to critical components worldwide. The new PDC in Amnéville – Les Portes de l’Orne, France, will consolidate five existing operations in nearby Ennery into one optimized logistics hub, serving as the master depot for supplying parts to North America, South America and Asia Pacific from Europe. It will support 24/7 e-commerce parts ordering, integrate advanced automation technologies and manage over 5 million order lines annually, significantly improving speed and accuracy in order fulfillment. Designed with sustainability at its core, the Amnéville facility will be powered by renewable electricity, solar panels and renewable heating from the metropolitan hot water supply. Its entire fleet of material handling equipment will be electric.

Expanding our capacity for remanufacturing

As machines age, farmers can trade in engines and components for remanufacturing — a process that reuses most of an engine’s mass, reduces emissions and delivers like-new performance at a fraction of the cost. In 2025, AGCO Jundiáí opened the first Reman Transmission Center of Excellence in South America. The facility has 1,750 square meters of space dedicated to the remanufacturing of CVT and mechanical transmissions and has the capacity to remanufacture hundreds of transmissions per year. In Linnavuori, Finland, a €54 million investment helped increase remanufacturing capacity from about 1,000 to roughly 2,500 engines. Both investments represent growth that is smart as well as sustainable.

GOAL	PROGRESS
Increase remanufacturing revenue by 18% by 2028 ¹	NEW GOAL New goal set in 2025



¹ Compared to 2025 baseline.

FIELD NOTES

Remanufactured engines keep a sugarcane farm running

Colombo Agroindústria is a Brazilian grower of sugarcane and producer of ethanol and energy derived from sugar. Growing sugarcane on a farm of over 320,000 acres is a major undertaking, and the farm counts on a fleet of 200 AGCO machines to keep fields in check. This includes Valtra and Fendt tractors and sprayers, which are used to apply nutrients and pesticides that protect plants from the many pests that can affect sugarcane crops. Gustavo De Souza Wink, Maintenance Manager at Colombo, has been with the company for 10 years and has trusted AGCO with remanufacturing to save costs, reduce downtime and save on emissions and materials.

For De Souza Wink, choosing remanufactured engines is an easy decision. “The process is smooth and fast,” he says. “It feels like a plug and play operation.”

Colombo Agroindústria now has 12 tractors with reman engines in its fleet, with more than 5,000 hours of total operation. Beyond maintaining machine uptime, the farm benefits from lower costs, reduced waste and a like-new warranty — a sweet deal all around.



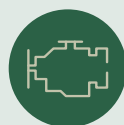
Here’s how the process works:



When a tractor begins to show signs of wear, the farmer contacts their AGCO dealer about a reman engine.



From there, the dealer books a slot for an engine swap at a local service center. On the agreed date, the farmer drops off the tractor and a remanufactured engine is installed within days, so the farmer has minimal downtime in the field.



The old engine, meanwhile, is shipped to AGCO to be remanufactured for another customer.¹



When the engine arrives at the facility, it is disassembled and cleaned. All worn parts are replaced and remaining components are inspected.



Parts that pass inspection are reused, and faulty parts are replaced.



When the engine is returned to like-new condition, it is queued up for delivery to the next customer.

¹ Engines with Tier/Stage 0 and 1 emission levels cannot be replaced with a different unit. Instead, the engine removed from the tractor is sent for remanufacturing and is reinstalled in the same machine.

Thriving together

Driving sustainable outcomes for farmers and the earth requires dedication and teamwork. This collaboration must occur across multiple stakeholder relationships: between AGCO and our network of dealers and farmers; across our global workforce; and within the communities where we live and operate. This work unlocks the relationships that make all our other progress possible and helps to create a future that is safe, inclusive and thriving. By working side by side, we strengthen farmer resilience, foster wellbeing and build opportunities that extend beyond the farm, ensuring agriculture remains a force for good for generations to come.



Put safety first

Whether working in our facilities or operating or servicing our equipment, we want everyone who interacts with AGCO to stay safe and be well. That is why we prioritize safety and wellbeing in our workplace practices and policies, mental health offerings and product design.

Our Environmental, Health and Safety (EHS) team is now operating under a structured, function-wide organization and approach, reporting up through Supply Chain and aligned with our facilities and security teams. The inclusion of facilities and security within the EHS scope is a recognition that employee safety and wellbeing extend far beyond traditional occupational risks and may include areas like physical security, building safety and infrastructure-related risks. This shift enables us to manage workplace design, asset protection and environmental stewardship in a holistic way.

Given the launch of the AGSAFE strategy in 2024 and two years of world-class safety performance, we are in a period of building on our strengths and finding ways to further operationalize and sustain our work. We continue to execute on the three focus areas of AGSAFE:



29%

Improvement year over year in hand safety (2024 vs. 2025)

91%

Of corrective and preventive actions closed on time

GOAL	PROGRESS
Achieve a total case incident rate (TCIR) of <1.0 by the end of 2025	SURPASSED TCIR of 0.62 achieved – the lowest in our history ✓
Achieve a TCIR of <0.8 by 2027	NEW GOAL New goal set in 2025 🎯

AGCO regularly audits our sites for safety and implements improvement plans for lower-performing sites. We have expanded VelocityEHS, our global ergonomic program, through training and site-level engagement and a scorecard that identifies areas of risk for AI-driven risk analysis. Based on data showing opportunities for improvement around hand safety, we refreshed our hand injury prevention program to ensure training and preventive measures are up to date and reflective of the equipment employees use on the job. As a result, we saw a 29% reduction in hand injuries globally, improving from a rate of 0.30 in 2024 to 0.24 by the end of 2025.

A holistic view of wellness

Beyond returning home safe from work each day, we aspire to make wellbeing an integral part of the AGCO employee experience. Our wellbeing programs span five pillars:

- Physical wellbeing
- Mental fitness
- Financial security
- Social connection
- Work/life balance

As part of our commitment to a culture of care at AGCO, mental wellbeing is an increasing priority. Alongside our partnerships to support resilience in farming communities, our employee wellbeing benefits include access to therapy and coaching through Spring Health, as well as immediate crisis support. While all information shared with Spring Health therapists stays strictly confidential, aggregate clinical results demonstrate the value of this program. In Q4 of 2025, 83% of assessed employees reported an improvement in their depression symptoms, while 71% saw a reduction in anxiety symptoms. Both outcomes exceed industry benchmarks. AGCO sites also organize health- and wellbeing-focused events and awareness months, addressing issues such as suicide awareness and cancer prevention and providing tools to our employees for mental resilience and adapting to change.

Prioritizing safety beyond manufacturing

An always-on safety mindset is not just for the manufacturing floor. It is for everyone, everywhere. In 2025, our EHS team launched an initiative called Safety Beyond Manufacturing to spread the message that when we all focus on safety, we all benefit. One aspect of this program centered around family. We invited colleagues to bring their families to tour our facilities and created an engagement campaign in which employees' own family members recorded messages encouraging them to come home safe.

We also went beyond manufacturing by identifying non-manufacturing roles that face particular safety risks. For example, employees in our field service organization often spend long hours working alone. In 2025, we supported our employees in the field in a number of ways, including conducting Hazard Identification and Risk Assessments that identified controls and trainings to help keep these non-manufacturing employees safe in decentralized and dynamic environments.

Including farmers in our safety mission

We prioritize the safety of customers who use our machines with a clear focus on product quality and safety. Our approach focuses on proactive quality and continuous improvement throughout the product life cycle, from development to manufacturing to field performance. We proactively support product reliability through rigorous product validation and utilize quality tools to develop our manufacturing processes and to improve our suppliers' processes. We also conduct thorough reviews to understand the root cause of issues that emerge and maintain a Product Support Program that facilitates repairs through dealers.

We also consider how our products can make work easier in ways that operators can feel, like reduced muscle fatigue. A recent study looked at the experiences of drivers operating a Valtra N175 Direct CVT tractor equipped with automated steering, headland turn, implement control and section control features. Drivers had 13% lower stress levels, as measured by lower heart rates and greater heart rate stability, compared to manual driving. These insights confirm that smart technology can make farming operations easier and improve farmer wellbeing at the same time.

We are further protecting farmers' health and safety by continuing to partner with stakeholders across AGCO, our dealers and trusted nonprofits to establish a global health, safety and wellbeing program focused on farmers by 2028. As part of this program, we created an online [Safety Hub](#) for European markets, conducted pilots in North America and Australia and continue to raise awareness of mental health challenges that farmers face.

GOAL	PROGRESS
Develop a global farmer health, safety and wellbeing program by 2028	ON TRACK Conducted pilots in priority markets



Recent study shows that farmers experienced 13% lower stress levels when using Valtra smart farming technology compared to manual driving.

HONORING A SAFETY HERO

Ian Jones, former Aftersales Retail Campaign Manager for AGCO, was a passionate advocate for farmer safety and wellbeing. He worked tirelessly to make AGCO and its dealer network a trusted resource for farmers, championing education and cultural change through initiatives such as the SMART Safety campaign. A courageous voice for mental health, he supported colleagues as a trained Mental Health First Aider and challenged stigma with empathy and respect. Ian passed away in late 2024, and his impact was recognized by the Farm Safety Foundation's 2025 Farm Safety Hero England Award.



“ Ian will be missed, but his work and dedication to protecting others will continue with the foundation he set.”

— AGCO colleague

FIELD NOTES

Coming together around mental health

For many farmers today, mental health is a crucial concern — but it is not often talked about. In 2025, we continued to strengthen partnerships with Rural Aid Australia and The Do More Agriculture Foundation (Do More Ag) in the U.S. and Canada, two organizations that connect farmers with mental health and wellbeing services. We helped Do More Ag launch the “Hay Are We Okay?” podcast, a series showcasing community-led initiatives that support mental health in farming and rural communities.

“Hay Are We Okay?” is hosted by Merle Massie, Do More Ag’s executive director and a farmer in West Central Saskatchewan. The podcast gathers stories from across Canada and around the world with practical ideas for cultivating a culture that supports mental health.

“Mental health is more than a personal journey,” says Massie. “When communities step up and say, ‘this matters and we’re going to make a difference,’ it helps to change the conversation.”

Massie speaks with individuals such as Kyle McDonnell, the filmmaker behind Deep Rooted, a 2024 documentary examining the mental health crisis in Canadian agriculture.



“The main goal is de-stigmatizing mental health,” shares McDonnell, “and showing that it is okay to seek support and that other farmers are doing it.”

In another episode, Massie interviews Diane Bergsma, who lost her son, a farmer, to suicide. After his death, she founded Three Oaks Cabin, a restorative retreat for agricultural workers and first responders in Florence, Ontario. Bergsma’s community rallied behind the project, lending construction materials and contracting services to help cultivate a meditative, relaxing space where farmers and first responders can rest, reflect and take care of their mental wellbeing.

“We cannot do life without farmers, and we cannot keep our community safe without first responders. Those people fall through the cracks while they are serving our communities in such vital ways.”

— Diane Bergsma, Founder, Three Oak Cabins

Through the AGCO Foundation’s support of “Hay Are We Okay?” and other partnerships, we are opening conversations around mental health in agriculture. “It would have been impossible for us to do it on our own,” says Bergsma of the collective effort behind Three Oaks Cabin. “It was just too big. But together, there is not much that is too big. Together is a good place to be.”



Create an inclusive culture

Whether in the U.S. or France, on the shop floor or in the field, AGCO employees are united by a shared set of Cultural Beliefs that guide our work. At the core is our commitment to being Farmer First, which means understanding the realities farmers face and putting their needs at the center of how we design, build and support our products. This belief is supported by Speak Up! and Team Up!, which encourage openness, collaboration and shared accountability. Together, these principles form the foundation of our ACT culture model — being Accountable, forging Connections and building Trust.

Culture is what we make it

We know that culture is the sum of countless small interactions: between managers and direct reports, groups of colleagues and in communications from leadership. In every interaction, we work to convey a deep sense of care, and engagement surveys reveal that employees can feel the warmth.

One way we strengthen relationships and reinforce a caring culture is through Connection Weeks, a quarterly week of events where AGCO employees take time to learn more about our customers, industry, company and each other. Sometimes this means learning from colleagues in other parts of the world about the challenges they are solving for farmers, or hearing directly from farmers who volunteer to share their lived experiences. In other cases, it means reconnecting with colleagues in the same building. From virtual and in-person coffee chats and team-building exercises to insightful panel discussions and wellness sessions, Connection Weeks encourage meaningful dialogue and stronger connections across teams and with our farmers.

Agriculture is a global business, and it takes a global team to serve it well. To drive high levels of employee engagement — and to truly understand the needs of farmers worldwide — we embrace the wide range of perspectives, cultural backgrounds, languages and expertise our people bring from every corner of the world. This approach is fundamentally linked to AGCO’s Cultural Beliefs. Being Farmer First means listening to all types of farmers, including women, whose role and influence in farm decision-making continues to grow. Being able to Speak Up! requires psychological safety, which is only possible in a workplace that prioritizes inclusion. And Team Up! depends on collaboration across diverse perspectives to solve complex challenges and deliver better outcomes for farmers.



Celebrating women in manufacturing at AGCO and beyond

AGCO continues to sponsor the Women MAKE Awards, presented by the Manufacturing Institute, the workforce development and education affiliate of the National Association of Manufacturers. The awards recognize women leaders in the manufacturing industry who are helping the next generation of female talent pursue manufacturing careers. Tiina Herlevi, Director of Manufacturing for Valtra, was a 2025 award recipient. Under Tiina’s leadership, our facility in Suolahti, Finland, has built out a new paint shop and production space to boost manufacturing capacity in the region.



85%

Participation rate in 2025 Global VOICES Survey

67%

Global engagement score in 2025 Global VOICES Survey

Offering learning opportunities for every career path

An important aspect of being part of the AGCO team is embracing a growth mindset. We offer programs across various functions and for every stage in employees' careers. For example, new learning journeys, now available for technology, human resources, engineering and sales functions, focus on the latest skills needed to be successful in rapidly changing roles.

Seasonal internships and CATALYST, our early-career, new-hire rotational program, support those just starting out in their careers. For those ready to advance, AGCO's Leadership Excellence Acceleration Programs (LEAP) initiative for leaders and managers promotes professional development and growth. LEAP received the Silver Medal in the Brandon Hall Group Human Capital Management Excellence Awards for 2025, the third consecutive year that the program has earned this distinction. In 2025, LEAP shifted from a limited-capacity, cohort-based program to open enrollment, and we saw a fourfold increase in the number of people managers participating in the program. In addition to these offerings, LinkedIn Learning democratizes skill-building, providing employees with access to thousands of courses available on demand.

We launched a new Global Mentoring Program in 2025, showing early signs of success with 418 mentor-mentee pairs choosing to participate in the first year. The mentoring journey runs over a period of six months, with mentor-mentee pairs connecting every week. We support pairs throughout the program with initial introductions, discussion guides and opportunities to network with other participants.

A new way to reward employees

We are continually looking for ways to strengthen our total rewards package, which encompasses all the ways we attract and retain employees, including base pay, benefits, equity and more. An employee stock purchase plan introduced in 2025 is a new way for employees to share in AGCO's growth and success. Through this program, employees can buy AGCO stock at a 10% discount through payroll deductions. This is a benefit that employees have been requesting for some time, and we saw above-benchmark participation in the program during its first round of enrollment. We are proud to offer another way for our people to invest in their financial wellbeing.

AGCO's Leadership Excellence Acceleration Program (LEAP) recognized by Brandon Hall Group Human Capital Management Excellence Awards for the third year in a row.

Using AI to accelerate development

Lifelong learning at AGCO also includes building capability in the use of AI. Today, around 60% of our HR tools are automated, supporting tasks such as responding to routine queries, routing HR tickets and extracting meaningful insights from feedback surveys in real time. This allows the team to focus on more strategic tasks like coaching leaders and strengthening culture, ensuring that activities requiring trust and human connection remain firmly human led. Our goal is for every employee to use AI as a practical partner in their daily work, supported by a learning framework that builds AI literacy.

Talent Hub, a new internal talent marketplace launched in 2025, was built in response to employee feedback and is powered by AI. It brings together existing resources across AGCO to help employees discover open roles and short-term gig opportunities that match their skills, access personalized course and career path recommendations, and connect with potential advisors. We've also given employees access to Nadia, an AI coach powered by Valence. Nadia supports employees with talent- and development-related tasks such as preparing for appraisal conversations, setting goals, responding to VOICES survey results and even role-playing difficult conversations.

1,371

Global people managers participated in LEAP in 2025 – 4x more than in 2024

180,000

Hours of learning completed through our offerings



RISK AND OPPORTUNITY ENABLER

INCREASING EMPLOYEES' CLIMATE KNOWLEDGE

Climate change will affect our business and the farmers we serve — so it is imperative that our employees incorporate an understanding of climate risks and opportunities into their work. We continued to roll out Carbon Awareness training to deepen our teams' climate knowledge and skills. The custom e-learning module covers climate basics and farmer case studies to demonstrate impacts within the agriculture industry. We offered the training to all employees and promoted it throughout the year. Since 2024, employees have spent close to 700 hours increasing their climate knowledge within this module.

In addition, live virtual sessions focused on AGCO's sustainability strategy were facilitated for leadership teams and offered as a global webinar for all employees during a Connection Week. These facilitated training sessions reached approximately 1,200 employees in 2025. Our partnership with the UN Global Compact (UNGC) also provides us with a range of sustainability resources, including the UNGC Academy, a suite of on-demand training programs available in multiple languages.

Help agricultural communities thrive

Since 2018, the AGCO Foundation (formerly the AGCO Agriculture Foundation) has worked to transform lives in global farming communities through strategic partnerships, project sponsorships and disaster relief funding. In 2025, following a multiyear benchmarking and global stakeholder engagement process, we refined the Foundation’s strategic focus to better support the future needs of farming communities and align more closely with AGCO’s purpose to deliver farmer-focused solutions to sustainably feed our world. Below are the three strategic pillars where we believe we can have the greatest impact:

Youth in agriculture

Agricultural innovation

Community empowerment

The Foundation’s Board provides leadership, strategic direction and approval of all Foundation-led programs and projects. In addition, the Foundation’s Employee Advisory Board brings together a team of volunteers from all AGCO regions to help guide resource deployment, strengthen community partnerships and engage local employees in volunteer projects.



12

New and active grants

20+

Countries

11,200

People reached



FUNDING THE FIGHT AGAINST FOOD WASTE

One way of honoring farmers’ hard work is making sure it doesn’t go to waste. The AGCO Foundation is doing just this with a mini-grant to fund a food waste prevention campaign in Hungary. Using grant funds, Greenzone Environmental Association, a nonprofit based in Budapest, will develop a nationwide communications campaign, hands-on workshops at schools and in communities, and a gamified learning stand at major events. The organization expects to reach up to 2,000 people through in-person events and 50,000 people through digital outreach and media. AGCO employees in Budapest will also have the opportunity to participate in program activities throughout the year.

→ Learn more about the AGCO Foundation’s work in its most recent [Year in Review report](#).



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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.