



FOURTH QUARTER 2020

FINANCIAL AND OPERATIONAL RESULTS

FORWARD LOOKING STATEMENTS

Forward-looking statements in this presentation, include statements regarding demand, product development and capital expenditure plans and timing of those plans, acquisition, expansion and modernization plans and our expectations with respect to the costs and benefits of those plans and timing of those benefits, production levels, share repurchases, dividend rates, and our future revenue, price levels, margins, earnings, cash flow, tax rates and other financial metrics, are subject to risks that could cause actual results to differ materially from those suggested by the statements. These risks include, but are not limited to, adverse developments in the agricultural industry, including those resulting from COVID-19 (including plant closings, workforce availability, supply chain disruption, and product demand) weather, commodity prices, and changes in product demand, interruptions in supply of parts and products, the possible failure by us to develop new and improved products on time, including premium technology and smart farming solutions, within budget and with the expected performance and price benefits, introduction of new or improved products by our competitors and reductions in pricing by them, difficulties in integrating acquired businesses and in completing expansion and modernization plans on time and in a manner that produces the expected financial results, and adverse changes in the financial and foreign exchange markets. Actual results could differ materially from those suggested in these statements. Further information concerning these and other risks is included in AGCO's filings with the SEC, including its Form 10-K for the year ended December 31, 2019 and subsequent Form 10-Q filings. AGCO disclaims any obligation to update any forward-looking statements except as required by law.

FINANCIAL SUMMARY

\$M**










Reported	Q4 20	Q4 20 v Q4 19	YTD 20	YTD 20 v YTD 19
Net Sales	\$2,717.1	8.1%	\$9,149.7	1.2%
Gross margin	21.9%	+150bps	22.5%	+50bps
Operating income	\$178.0	457.4%	\$599.7	72.3%
Operating margin	6.6%	+850bps	6.6%	+270bps
Diluted EPS	\$1.78	\$2.95	\$5.65	\$4.02

Adjusted	Q4 20	Q4 20 v Q4 19	YTD 20	YTD 20 v YTD 19
Adj. Operating income*	\$192.2	44.7%	\$639.4	19.8%
Adj. Operating margin*	7.1%	+180bps	7.0%	+110bps
Diluted Adjusted EPS*	\$1.54	\$0.60	\$5.61	\$1.17

* Reflects adjusted results. See reconciliations provided in the appendix to this presentation. **Except per share amounts

INDUSTRY OVERVIEW

2020 Retail Units

North America			2020 vs. 2019	
	 Tractors*	Industry	10%	
	 Combines	Industry	--%	
Western Europe			2020 vs. 2019	
	 Tractors	Industry	(1)%	
	 Combines	Industry	1%	
South America			2020 vs. 2019	
	 Tractors	Industry	12%	
	 Combines	Industry	20%	

* Excludes compact tractors

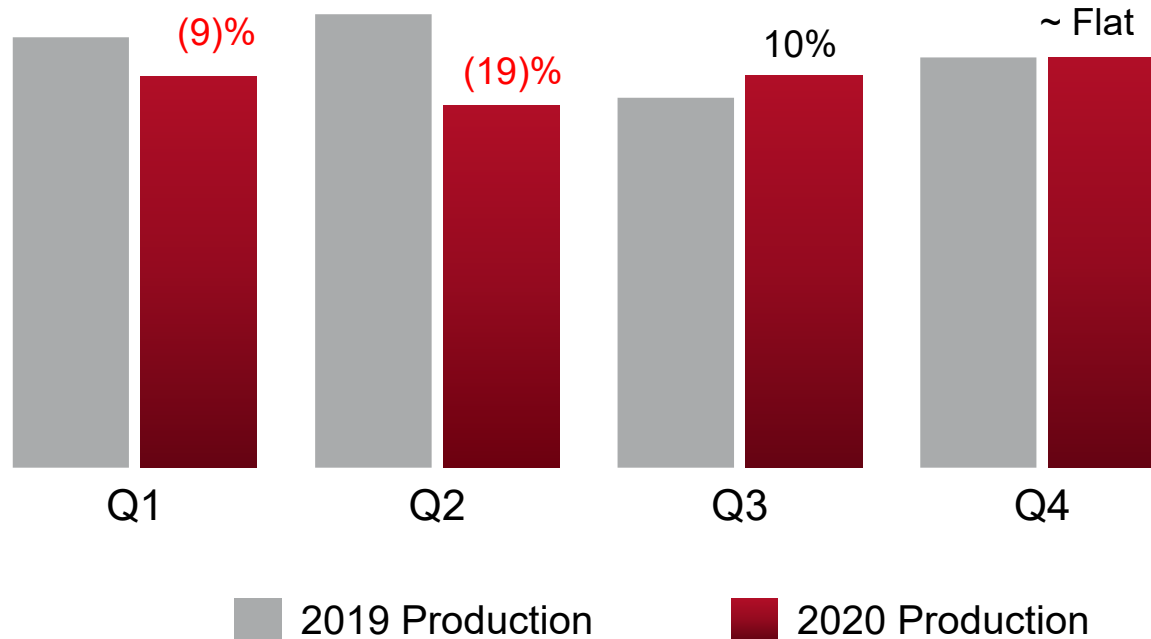
AGCO RESPONSE TO COVID-19

- ▶ **Focus on health and well-being of AGCO's workforce and our communities**
- ▶ **Support our dealers and farmers to promote food security**
- ▶ **Secure business continuity and liquidity of AGCO business operations**



2020 PRODUCTION

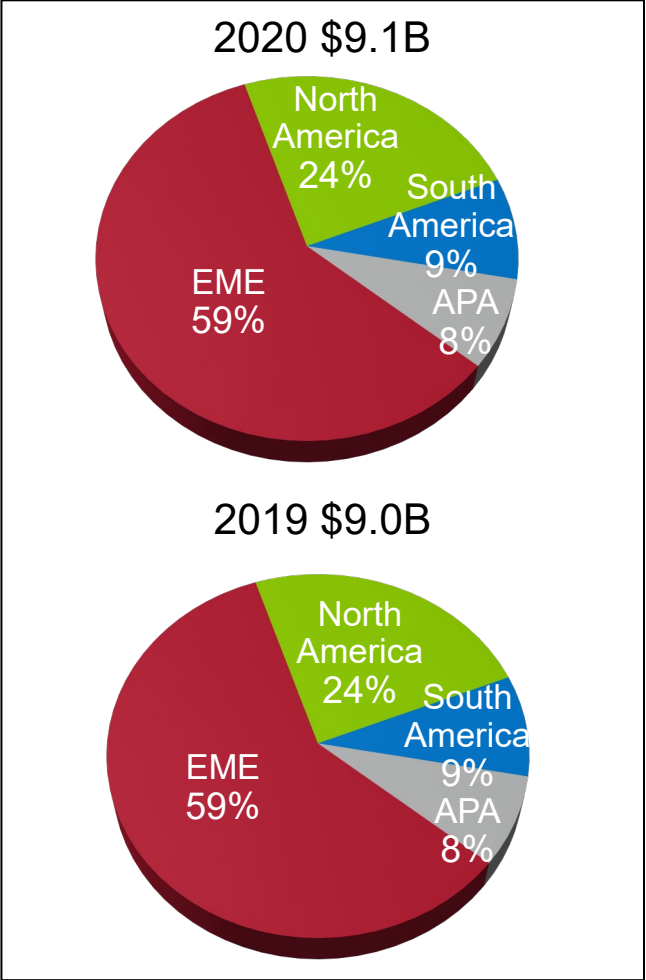
AGCO Production Hours



- Q420 production ~ Flat vs. Q419
- Full year 2020 production was down approximately 5% vs. 2019

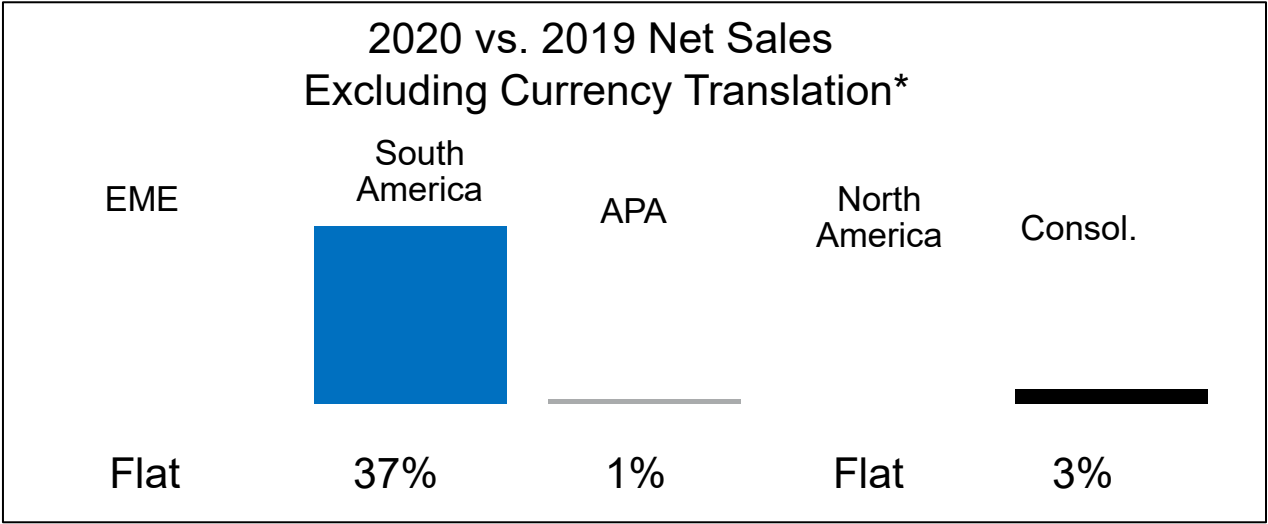
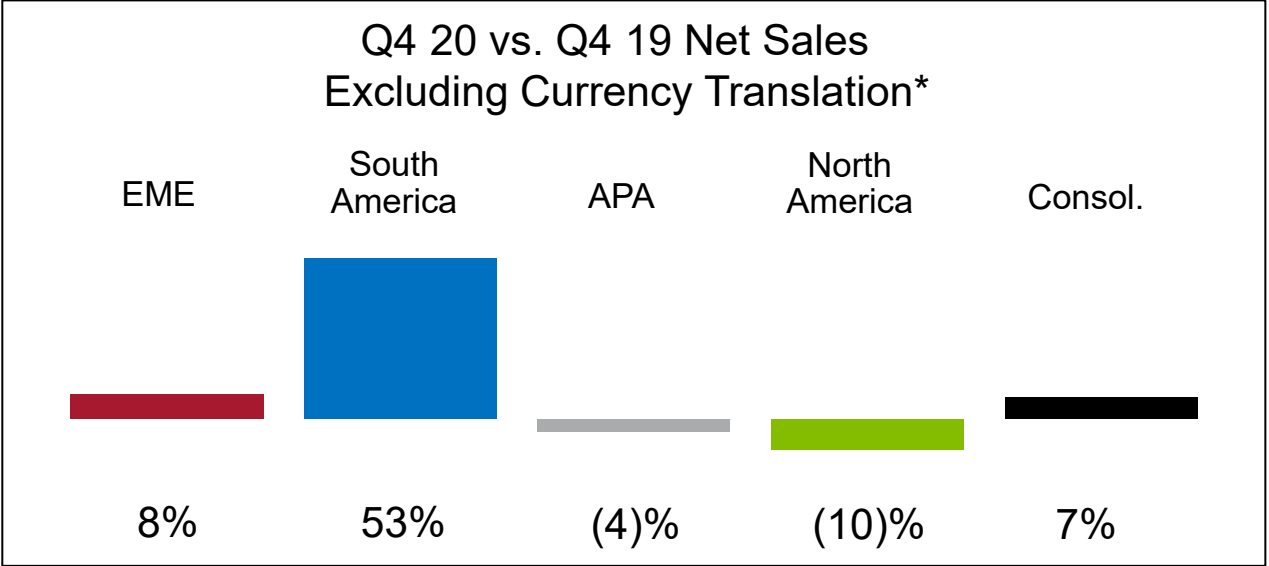


Regional Net Sales Results

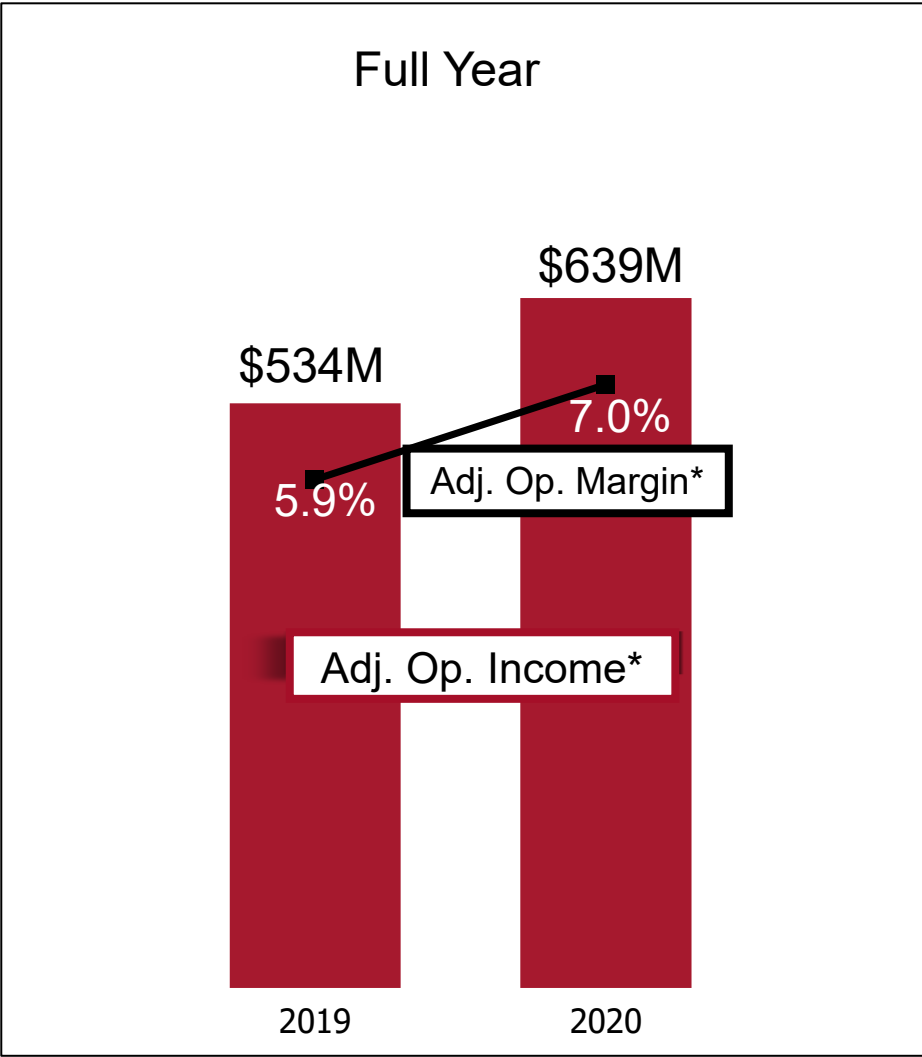
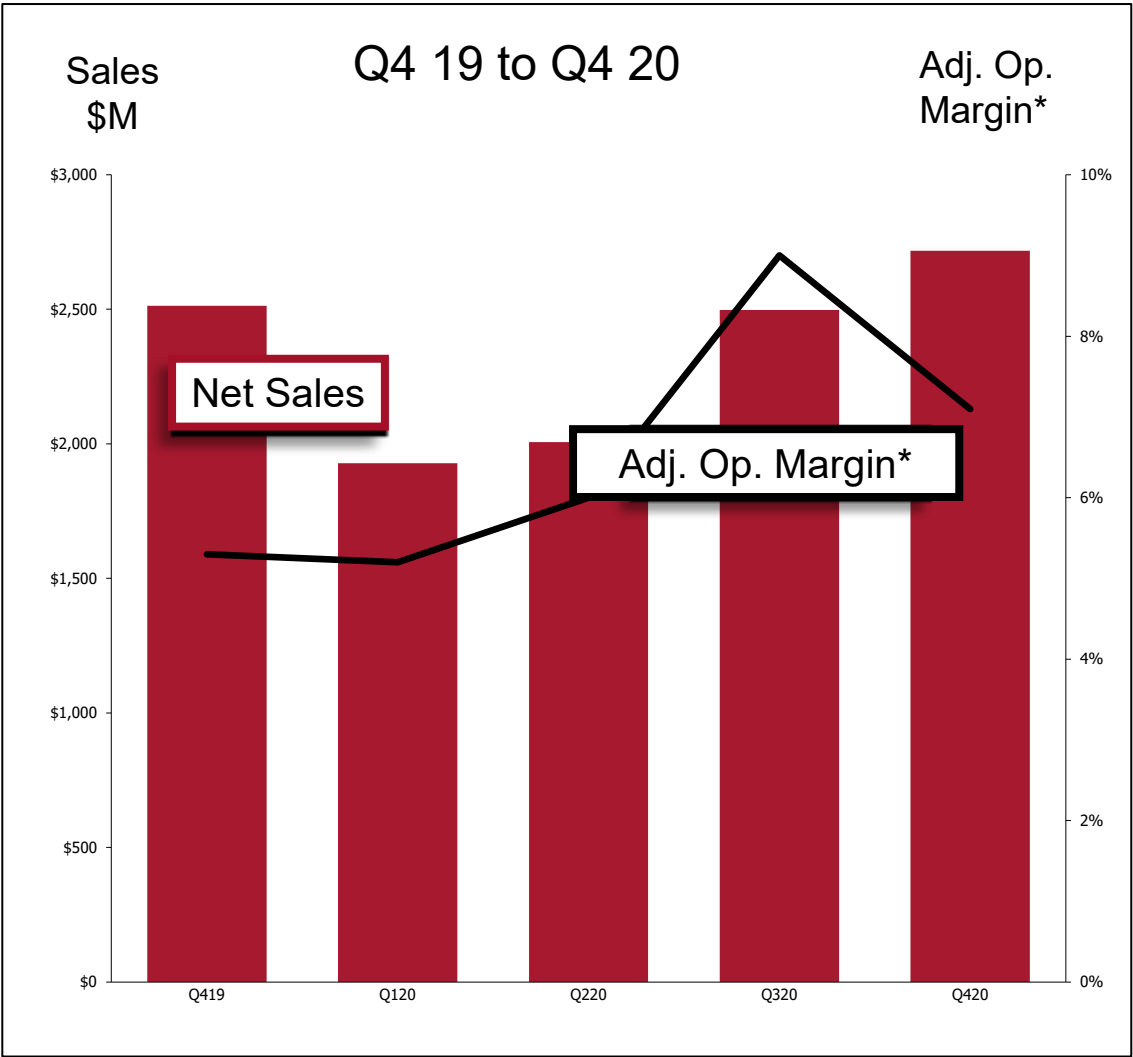


EME – Europe/Middle East APA – Asia/Pacific/Africa

*See reconciliations in the appendix to this presentation.



NET SALES, OPERATING INCOME AND OPERATING MARGINS

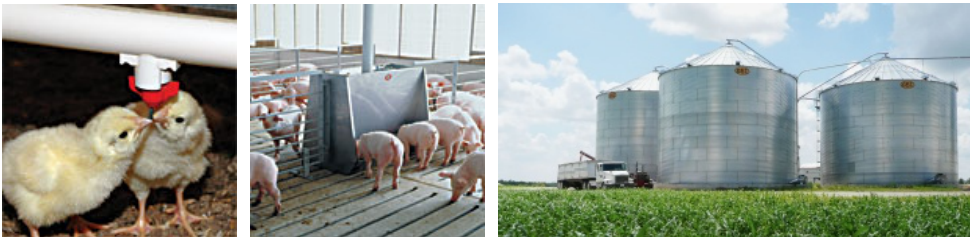


* Reflects adjusted results, which exclude a non-cash impairment charge and restructuring expenses. See reconciliations in the appendix to this presentation.

GRAIN AND PROTEIN RESULTS



- ▶ 2020 net sales decreased ~11% vs 2019 on a constant currency basis
 - Decline in sales of grain and seed equipment of ~15%
 - Decline in sales of protein production equipment ~7%
- ▶ Longer term:
 - Macro trends driving growth in demand for grain storage and protein production
 - Increases exposure to counter-cyclical protein sector



December 2020 YTD Sales

By Region

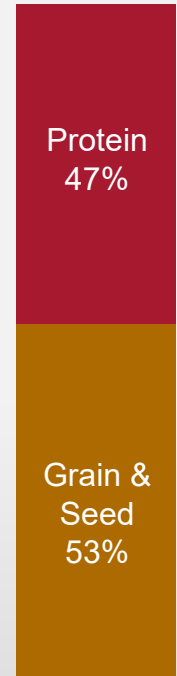
\$902M



2020

By Product

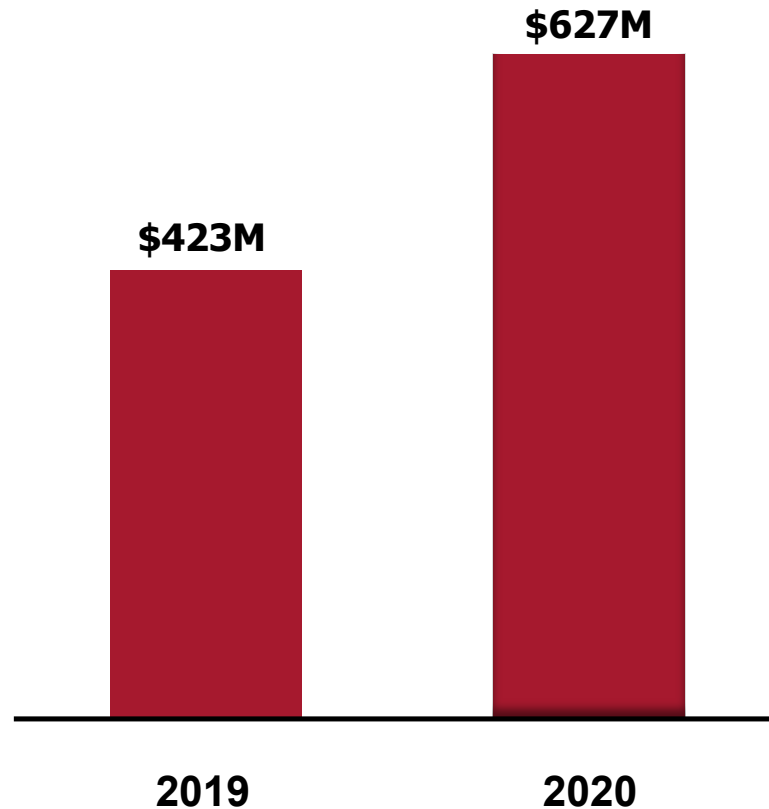
\$902M



2020

FREE CASH FLOW*

Full-Year Free Cash Flow



Liquidity

- \$627M of FCF in 2020
- Significant working capital contribution
 - Inventory reduction contributed \$120M
- Targeting another year of strong FCF in 2021

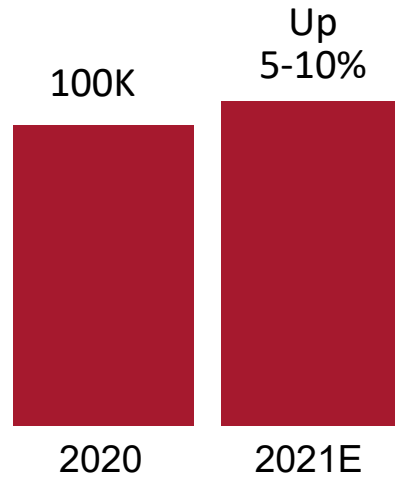
Note: Free cash flow is defined as net cash provided by operating activities less capital expenditures.

* Please see reconciliations provided in the appendix to this presentation.

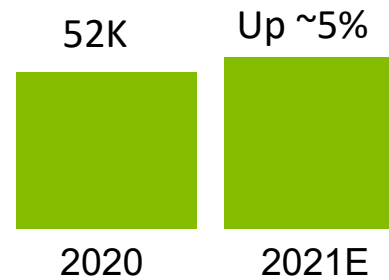
2021 MARKET OUTLOOK

Regional Market Outlook – Industry Unit Retail Tractor Sales

N. America*



S. America



Western Europe



*Excludes compact tractors

2021 ASSUMPTIONS: SUMMARY

- 2021 sales vs. 2020
 - + Improved end market demand
 - + Positive currency impact of ~4%
 - + Pricing +2.5% to 3.0%
 - + Market share gains
- Engineering expense **~4% of sales**
- Operating margin **Up 80 to 100bps vs '20**
- Effective tax rate **30-32%**



2021 OUTLOOK



2021 Estimates	
Sales	\$10.2B to \$10.4B
Reported and Adjusted EPS	\$7.00 to \$7.25
CAPEX	~\$300M
Free Cash Flow*	\$400M-\$450M

- See reconciliation to GAAP metrics in the appendix of this presentation.
- Note: Free cash flow is defined as net cash provided by operating activities less capital expenditures.

SAVE THE DATE - 2021 VIRTUAL ANALYST BRIEFING

When: Wednesday, March 3, 2021
8:30 a.m. – 10:30 a.m.

Where: <http://investors.agcocorp.com>

Company

Presenters: Eric Hansotia, Chairman, President, and CEO
Andy Beck, SVP and CFO
Seth Crawford, SVP Precision Ag and DCX

Registration <http://investors.agcocorp.com>

Registration available on February 15th

APPENDIX



NON-GAAP TO GAAP RECONCILIATION

Free Cash Flow

(in Millions)

	2021E	2020	2019
Net cash provided by operating activities	\$700 to \$750	\$ 896.5	\$ 695.9
Less: capital expenditures	~\$(300)	\$ (269.9)	\$ (273.4)
Free cash flow	<u>\$400 to \$450</u>	<u>\$ 626.6</u>	<u>\$ 422.5</u>

Note: Free cash flow is defined as net cash provided by operating activities less capital expenditures.

NON-GAAP TO GAAP RECONCILIATION

(In millions, except per share amounts)

	Three Months Ended December 31,					
	2020			2019		
	Income From Operations ⁽¹⁾	Net Income	Per Share	Income From Operations	Net Income ⁽¹⁾	Net Income Per Share
As reported	\$ 178.0	\$ 135.4	\$ 1.78	\$ (49.8)	\$ (88.3)	\$ (1.17)
Restructuring expenses	14.3	14.2	0.19	6.0	5.8	0.08
Impairment charges	—	—	—	176.6	176.6	2.33
Gain on sale of investment in affiliate	—	(32.5)	(0.43)	—	—	—
Swiss tax reform	—	—	—	—	(21.8)	(0.29)
Weighted average share impact	—	—	—	—	—	(0.01)
As adjusted	<u>\$ 192.2</u>	<u>\$ 117.1</u>	<u>\$ 1.54</u>	<u>\$ 132.8</u>	<u>\$ 72.2</u>	<u>\$ 0.94</u>

(1) Rounding may impact summation of amounts.

NON-GAAP TO GAAP RECONCILIATION

(In millions, except per share amounts)

	Years Ended December 31,					
	2020			2019		
	Income From Operations	Net Income ⁽¹⁾	Net Income Per Share	Income From Operations	Net Income ⁽¹⁾	Net Income Per Share ⁽¹⁾
As reported	\$ 599.7	\$ 427.1	\$ 5.65	\$ 348.1	\$ 125.2	\$ 1.63
Restructuring expenses	19.7	19.5	0.26	9.0	8.3	0.11
Impairment charges	20.0	10.0	0.13	176.6	176.6	2.29
Gain on sale of investment in affiliate	—	(32.5)	(0.43)	—	—	—
Deferred income tax adjustment	—	—	—	—	53.7	0.70
Swiss tax reform	—	—	—	—	(21.8)	(0.28)
As adjusted	<u>\$ 639.4</u>	<u>\$ 424.2</u>	<u>\$ 5.61</u>	<u>\$ 533.7</u>	<u>\$ 341.9</u>	<u>\$ 4.44</u>

(1) Rounding may impact summation of amounts.

RECONCILIATION OF CURRENCY TRANSLATION AND ACQUISITION IMPACTS TO NET SALES

Net Sales (In millions)

	Three Months Ended December 31,			Change due to currency translation	
	2020	2019	% change from 2019	\$	%
North America	\$ 485.1	\$ 540.5	(10.2)%	\$ 0.3	0.1 %
South America	267.5	220.9	21.1 %	(69.8)	(31.6)%
Europe/Middle East	1,722.7	1,515.3	13.7 %	90.0	5.9 %
Asia/Pacific/Africa	241.8	236.9	2.1 %	13.9	5.9 %
	<u>\$ 2,717.1</u>	<u>\$ 2,513.6</u>	<u>8.1 %</u>	<u>\$ 34.4</u>	<u>1.4 %</u>

	Years Ended December 31,			Change due to currency translation	
	2020	2019	% change from 2019	\$	%
North America	\$ 2,175.0	\$ 2,191.8	(0.8)%	\$ (11.6)	(0.5)%
South America	873.8	802.2	8.9 %	(221.8)	(27.6)%
Europe/Middle East	5,366.9	5,328.8	0.7 %	58.5	1.1 %
Asia/Pacific/Africa	734.0	718.6	2.1 %	8.8	1.2 %
	<u>\$ 9,149.7</u>	<u>\$ 9,041.4</u>	<u>1.2 %</u>	<u>\$ (166.1)</u>	<u>(1.8)%</u>

NON-GAAP TO GAAP RECONCILIATION

Net Debt

(In millions)

	December 31, 2020	December 31, 2019
Long-term indebtedness	\$ 1,582.6	\$ 1,194.7
Short-term borrowings	33.8	150.5
Less: Amounts related to the sale of receivables	(4.8)	(76.6)
Short-term indebtedness	\$ 29.0	\$ 73.9
Total indebtedness	\$ 1,611.6	\$ 1,268.6
Cash and cash equivalents	\$ 1,119.1	\$ 432.8
Less: Restricted cash	(7.4)	(3.2)
Available cash and cash equivalents	\$ 1,111.7	\$ 429.6
Net debt	\$ 499.9	\$ 839.0