



Technology Fueled Growth

Friday | December 16 | 2022



AGENDA

01

EXECUTING OUR FARMER FIRST STRATEGY

Eric Hansotia, CEO

02

IMPROVED OUTCOMES THROUGH TECHNOLOGY

Seth Crawford, SVP & General
Manager, Precision Ag & Digital

03

DELIVERING VALUE THROUGH SUSTAINABILITY

Louisa Parker Smith, Director
of Global Sustainability

04

STRENGTHENING OUR FINANCIAL OUTLOOK

Damon Audia, CFO

SAFE HARBOR

Forward-looking statements in this presentation including statements about our strategic plans and initiatives as well as their financial impacts, demand, product development and capital expenditure plans and timing of those plans and our expectations with respect to the costs and benefits of those plans and timing of those benefits, future revenue, price levels, margins, earnings, cash flow, 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, and product demand), supply chain disruption, weather, commodity prices, 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, the war in the Ukraine, 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, 2021 and subsequent Form 10-Q filings. AGCO disclaims any obligation to update any forward-looking statements except as required by law.



EXECUTING OUR FARMER FIRST STRATEGY

Eric Hansotia | Chief Executive Officer

AGCO IS THE LARGEST PURE PLAY FARM EQUIPMENT MANUFACTURER IN THE WORLD



1990

Year
Founded



~\$12.6B

Annual
Revenue⁽¹⁾



\$9.9B⁽²⁾

Market
Cap (\$M)



Technology-
Rich Products
Across the
Crop Cycle



~23,000

Global
Employees

Multi-brand
Focus:

FENDT



MASSEY FERGUSON






VALTRA

Precision Planting



SUPPORTIVE MACRO TRENDS & HEALTHY END MARKETS

MACRO TRENDS

-  Population Growth
-  Protein Consumption
-  Farming Acreage
-  Increased Demand for Biofuel
-  Rising Input Costs with Increased Focus on Sustainability



EUROPEAN MARKETS⁽¹⁾

Farmgate and Futures
Prices Still **ABOVE
AVERAGE LEVEL**

**REPLACEMENT
CYCLES** for Machinery
Are Getting Shorter



US MARKETS⁽²⁾

**CONTINUED
STRENGTH** in US Farm
Income beyond 2022

CROP CASH RECEIPTS
Expected to Increase
by **~15%** in 2022



SOUTH AMERICAN MARKETS

2022 Farm Income
**EXPECTED NEAR
RECORD LEVELS**

Continued **EXPANSION
OF FARMLAND**

AGCO is Well-Positioned to Address **MACRO TRENDS** and **BETTER SERVE FARMERS**

EVOLUTION TO FARMER-FIRST TECHNOLOGY COMPANY FOCUSED ON GROWTH





OUR PURPOSE

Farmer-Focused Solutions to Sustainably Feed Our World

OUR VISION

Trusted Partner for Industry-Leading, Smart Farming Solutions



FARMER FIRST ENABLERS

Exceptional Customer Experiences
That Reinforce Brand Promises

High Quality, Smart Solutions
That Create Customer Value

Customer-Connected
Distribution Digitally Enabled

SUSTAINABILITY

KEY INITIATIVES

Growth

Global Fendt Full-Line
Precision Ag
Global Parts & Services

Optimize

Massey Ferguson Full Potential
Grain & Protein Transformation
Global Distribution

Culture

Farmer First
Speak Up!
Team Up!



WINNING OUTCOMES

Partner of Choice
Increasing Customer
Net Promoter Score (NPS)

Employer of Choice
Best-In-Class Employee
Engagement

Investment of Choice
Increasing Return
on Net Assets

SUSTAINABILITY WITHOUT COMPROMISE

Securing the Sustainability of Farmers' Operations is Essential to Their Long-Term Growth and Productivity



Advancing
**SOIL HEALTH
AND CARBON
SEQUESTRATION**
Through Smart Solutions



DECARBONIZING
Our Operations
and Products



Elevating
**HEALTH, SAFETY,
AND WELLBEING**



Prioritizing
ANIMAL WELFARE
in Food Production

SUSTAINABILITY ACROSS THE FOOD CHAIN



OPTIMIZING OUR DISTRIBUTION CHANNELS TO BETTER SERVE CUSTOMERS



GLOBAL STANDARD SCORECARD

Driving Increased Dealer Accountability



PERFORMANCE BASED

Raising the Bar on Expectations



DEPLOYING DIGITAL TOOLS

Across Parts, Service, and Financing



DIGITIZING THE CUSTOMER EXPERIENCE

Driving Increased Functionality for Customers

INITIATIVES IMPLEMENTED TO BECOME PARTNER OF CHOICE



BUILDING CULTURE TO CREATE COMPETITIVE ADVANTAGE

Achieving Better Farmer Outcomes



FARMER FIRST



Putting Farmer Success at the Center of Everything



SPEAK UP!



Raising Challenging Topics Openly and Debating Respectfully



TEAM UP!



Maximizing AGCO Results Through Teamwork and Aligned Actions



MASSEY FERGUSON

MASSEY FERGUSON OPTIMIZATION

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Key Initiatives



SIMPLIFY PRODUCT PORTFOLIO
from 26 Platforms to 18 with Additional
Simplification Opportunities Identified

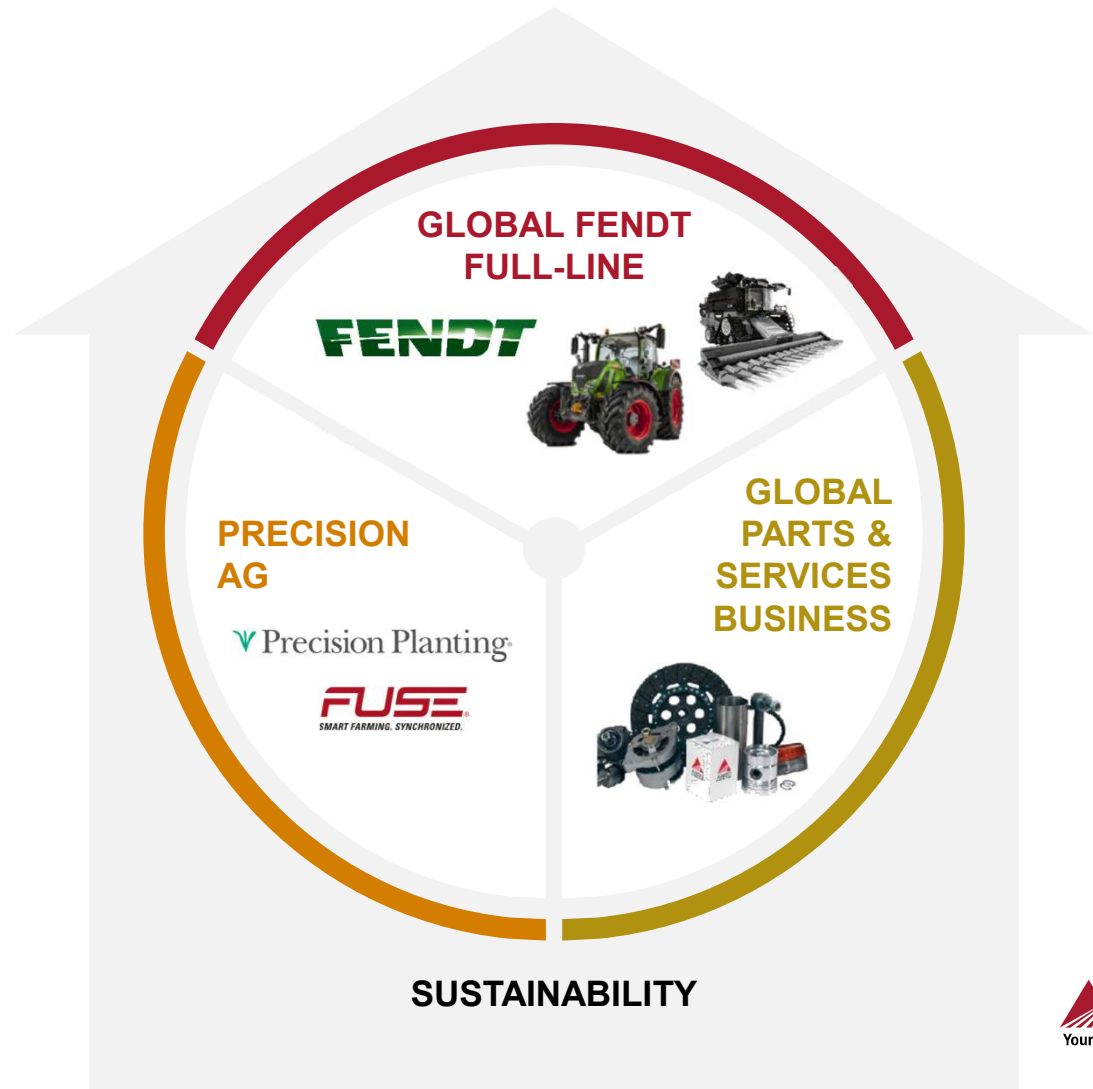


ACCELERATE GROWTH
through Global Dealer Network
Optimization and Digitalization



IMPROVE COST Structure

CAPITALIZING ON GROWTH LEVERS TO GROW TOP-LINE AND EXPAND MARGIN



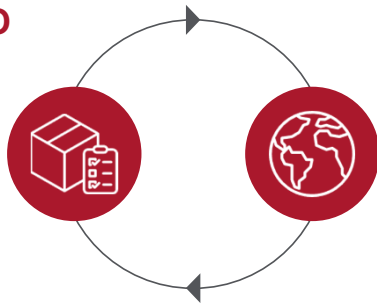
EXPANSION OF GLOBAL FENDT FULL-LINE

Taking the Best Equipment Global

WORLD-CLASS PRODUCT PORTFOLIO

An Award-Winning Full-Line of Products Designed to Meet Customer Needs

Tractors, Combines, Planters, Sprayers, Balers



EXPANDING GLOBAL PRESENCE

Targeted Growth Opportunities in North and South America

Increased Dealer Participation in North and South America

STRONG POSITIONING: Goal is to Double FENDT Revenue in North and South America in Next 5 - 7 Years

GLOBAL PARTS AND SERVICES BUSINESS

Virtuous Cycle Accelerated by Strong Growth Opportunities



ATTRACTIVE OPPORTUNITY DRIVEN BY:

INDUSTRY LEADING
Network
Fill Rates

Sophisticated
Products Driving
HIGHER CUSTOMER ENGAGEMENT
with AGCO Parts

High
Margin

GROWING NON-CYCLICAL REVENUE BASE

STRONG GROWTH INITIATIVES

Dealer
PROFITABILITY

LATER LIFE
Cycle Products

ACCELERATE
Service Contracts

EXPANDING DIGITAL SOLUTIONS INCREASES CUSTOMER LOYALTY

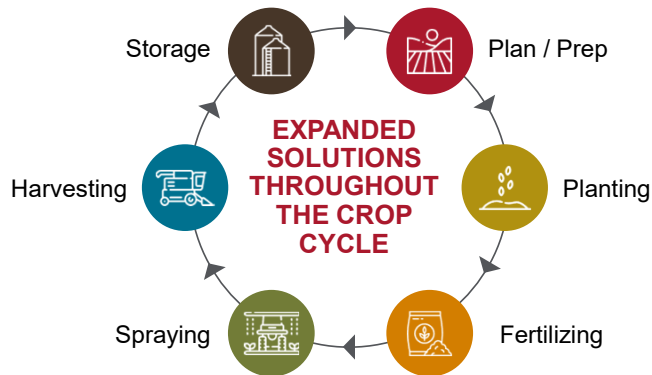
Connected
ASSET INSIGHTS

Ecommerce

STRONG MOMENTUM in Parts and Service Business with **8% CAGR** Since 2020

PRECISION AG

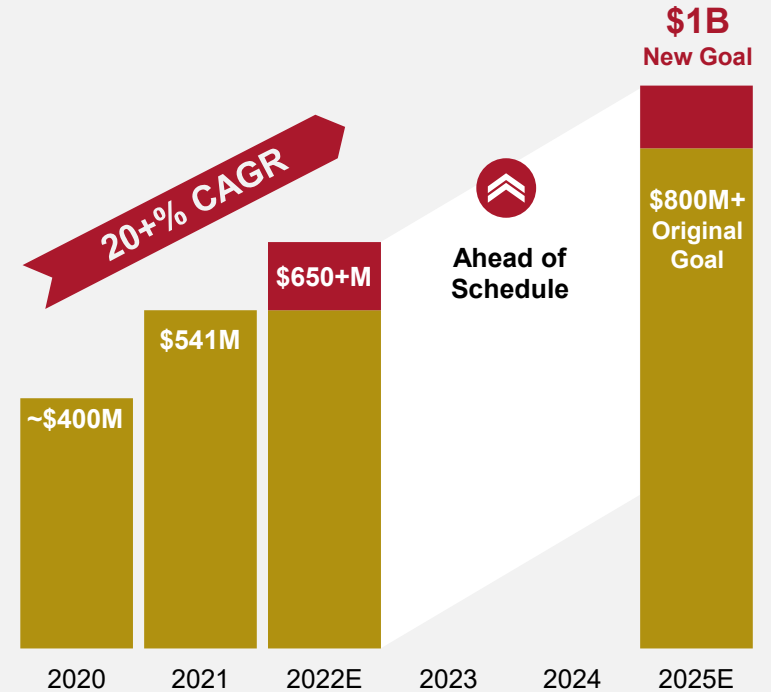
Trusted Partner for Industry-Leading Smart Farming Solutions



3X
SPEND ON SMART SOLUTIONS
Since 2019 Through Funding Prioritization, Portfolio Shift and Acquisitions

ROBUST PORTFOLIO FOCUSED ON DELIVERING WORLD-CLASS INNOVATION

Driving High Margin Revenue Growth



FUSE
SMART FARMING. SYNCHRONIZED.

Precision Planting

AGCO
Your Agriculture Company

AWARD WINNING INNOVATION

Since 2020, AGCO and Its Portfolio of Products Have Received Over 60 Awards



American Society of Agricultural and Biological Engineers

INNOVATION & TECHNOLOGY POSITION AGCO FOR THE FUTURE



AUTONOMOUS SOLUTIONS

FULLY AUTONOMOUS SOLUTIONS ACROSS CROP CYCLE BY 2030

AUTONOMOUS RETROFIT SOLUTIONS
Targeted for 2025



TARGETED SPRAYING

RETROFIT OFFERING in 2024

OEM SOLUTION Targeted for 2026



CLEAN EMISSIONS

FENDT e100 Fully Electric Tractor – Targeted Launch in 2024

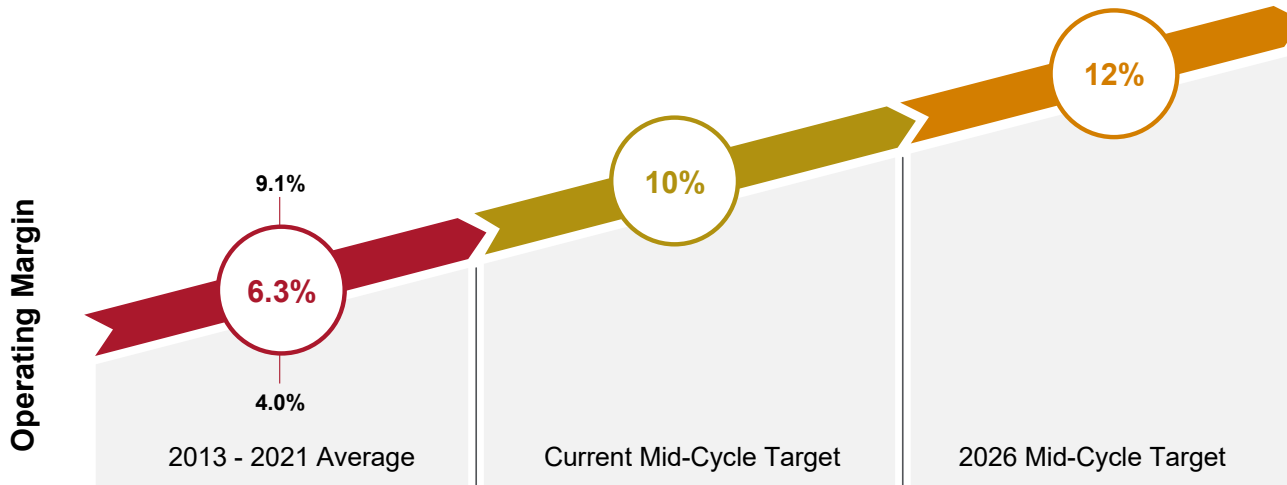
NEW CORE AGCO POWER ENGINES
Fully Designed for Alternative Fuels

R&D EFFORTS on Alternative Fuels, Fuel Cells, Hybrid Hydrogen Fuel Cell Technology & Electric Drivetrains



RAISING THE BAR ON SHAREHOLDER VALUE

AGCO is Increasing Target Operating Margin



Above Mid-Cycle Markets Would Allow AGCO to **ACHIEVE 12% OPERATING MARGIN** Ahead of Schedule



KEY TAKEAWAYS

FARMER FOCUSED STRATEGY

Strengthens Global Market Positioning

LEVERAGING TECHNOLOGY

to Increase Yield and Optimize Farmer Inputs

SUSTAINABILITY is at the Core of
Everything We Do

Clear Levers to **GROW SALES AND EXPAND
OPERATING MARGIN** While Continuing to Build
Resiliency Within Our Business