

2024

SUSTAINABILITY
DISCLOSURES
AND METRICS



JOHN DEERE

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This appendix contains our sustainability and climate-related reporting priorities; governance, strategy, and risk management disclosures; metrics; and our TCFD, SASB, UN SDGs, and GRI indices.

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OUR SUSTAINABILITY APPROACH

Reporting Priorities

The foundation of John Deere's sustainability strategy is a multipronged engagement strategy to continually evaluate and identify our highest-priority sustainability topics. Deere completed a formal sustainability materiality assessment in 2021.¹ The company utilized that assessment in numerous ways. Our highest-priority topics served as the focus areas for the Leap Ambitions, released in February 2022. As seen in the Business Impact Report, the highest-priority topics and Leap Ambitions guided our approach to sustainability reporting. And we utilize these topics to align with our internal Enterprise Risk Management process.

To proactively monitor and assess our priorities on a continual basis, we engage with stakeholders that rely on Deere to deliver economic and sustainable outcomes, including our shareholders. During 2024, we invited shareholders representing more than 40 percent of outstanding share ownership to engage in conversations on a variety of topics. Nearly all those shareholders participated in meetings and offered us valuable insights.

In response to the feedback, some of the actions included:

- Highlighting our strategy and actions to meet our climate-related Leap Ambitions in the form of a [Climate Transition Plan](#)
- Expanding on further evaluating human rights risks in our [supply chain](#)
- Adding a [statement on artificial intelligence governance](#)

We seek to continually monitor and review developing sustainability frameworks, standards, and global regulations by incorporating those we deem most applicable to our business into our reporting. Indices connecting our disclosures to the priorities set by the Task Force on Climate-Related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (UN SDGs), and the Global Reporting Initiative (GRI) are provided within. Deere also continues to report to CDP on an annual basis.

In light of the dynamic regulatory environment around sustainability and climate change, including the European Union's Corporate Sustainability Reporting Directive (CSRD), this year we also updated processes and aligned resources to prepare to meet the requirements of future regulations.



OUR SUSTAINABILITY APPROACH

Governance

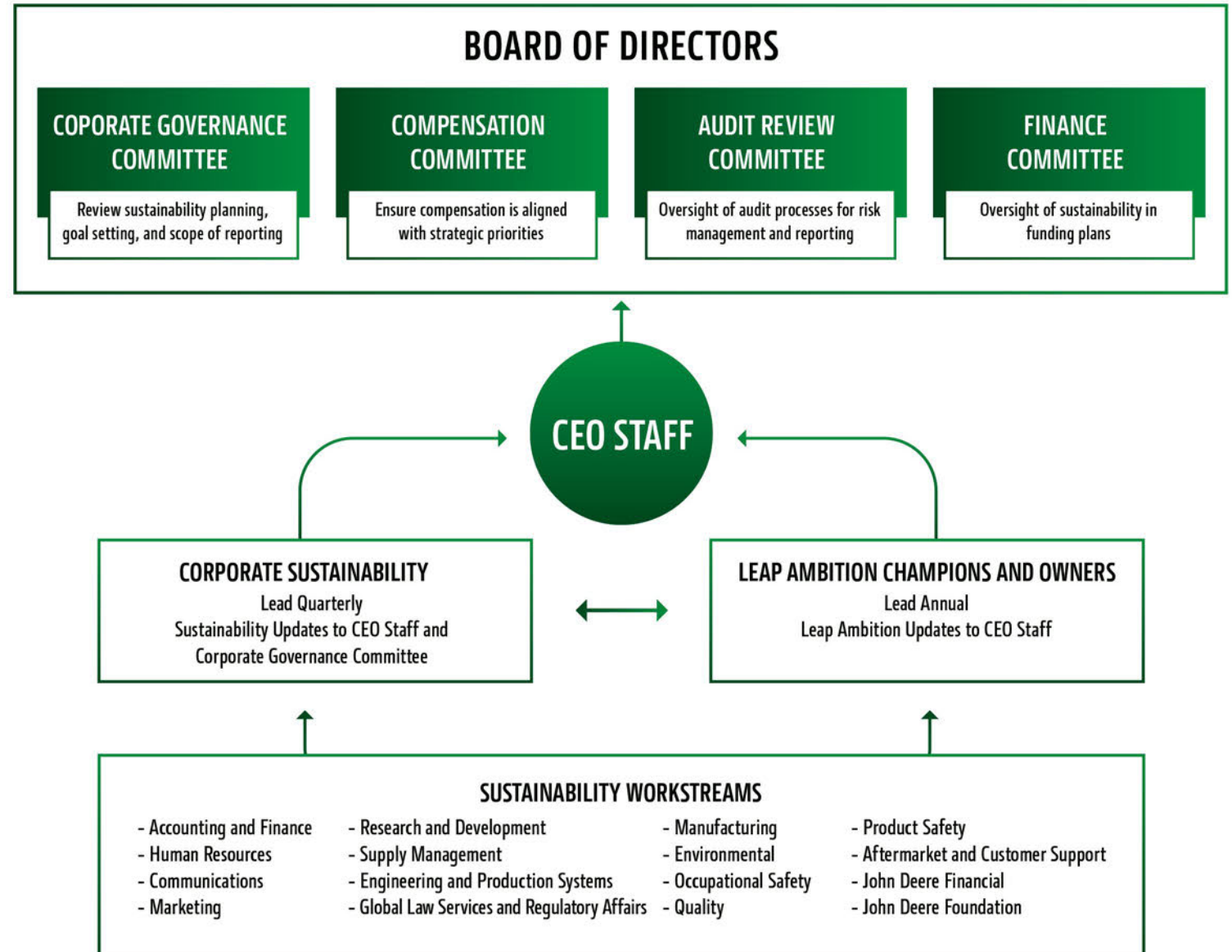
BOARD OF DIRECTORS

The Deere & Company Board of Directors has oversight of sustainability and is responsible for aligning strategic priorities and ensuring, environmental, social, and governance principles are integrated throughout the enterprise.

The Corporate Governance Committee of the Board is responsible for monitoring and overseeing highest-priority and emerging sustainability topics (including climate) and reviews those topics with the Corporate Sustainability function on a quarterly basis. Through regular engagement, the Committee guides and directs strategic sustainability planning, sustainability goal setting, and the scope of sustainability reporting.

The Compensation Committee of the Board is responsible for ensuring compensation is aligned with the strategic priorities, performance, and opportunities of the company. This includes reviewing the sustainability components in our executive compensation program through qualitative assessments of leadership and human capital as well as innovation for sustainability. For more information, please see the latest version of the [Proxy Statement](#).

The Audit Review Committee of the Board is responsible for overseeing the enterprise risk assessment and management program and compliance with regulatory requirements.



OUR SUSTAINABILITY APPROACH

Governance

CEO STAFF

CEO Staff (i.e., the CEO and his direct reports) provides direction for and ultimately owns the execution of the company's sustainability initiatives. Oversight and ownership at this level help ensure the company's sustainability initiatives are aligned with and are a core component of the overall business strategy. The CEO Staff team receives sustainability-related updates at least quarterly. The updates include, but are not limited to, highest-priority and emerging sustainability topics (including climate) and progress updates on our Leap Ambitions.

CORPORATE SUSTAINABILITY

John Deere's Corporate Sustainability function is part of the Accounting & Finance organization and serves to drive the enterprise's sustainability strategy and governance. This centralized team is responsible for driving, measuring, and reporting sustainability strategies and initiatives at Deere. The team coordinates across the enterprise to measure and report progress on Leap Ambitions and other sustainability metrics, evolve core processes, and engage with external stakeholders to communicate the Smart Industrial Operating Model and Leap Ambitions. This team relies on the Sustainability Workstreams and Leap Ambition Strategy Champions and Owners to execute Leap Ambitions through the development and implementation of road maps that align delivery of products and solutions with Leap Ambition outcomes.

In addition, the team updates the Board of Directors and the CEO Staff at least quarterly on the highest-priority and emerging sustainability topics (including climate) and progress on our Leap Ambitions.

LEAP AMBITION STRATEGY CHAMPIONS AND OWNERS

Each Leap Ambition has a goal champion and owner. Goal champions own the delivery of a goal and are responsible for aligning priorities and resources throughout the organization, reviewing progress and challenges, and driving execution of initiatives to meet the goals. Goal owners have specific ownership of the actions driving the steps needed to achieve the Leap Ambitions. Goal owners guide the efforts of the sustainability workstreams.

SUSTAINABILITY WORKSTREAMS

A global, cross-functional team of subject matter experts is critical to the execution of John Deere's strategic priorities. Working together on execution workstreams, they develop the implementation plans for achieving our sustainability initiatives and engage progress to ensure the delivery of action plans. These experts also serve a key role in keeping the organization informed relative to progress and roadblocks as they track and report metrics on a regular basis. Sustainability Workstreams are comprised of individuals with deep technical knowledge in their respective areas of expertise who are helping us solve the most difficult challenges to achieve our Leap Ambitions.



OUR SUSTAINABILITY APPROACH

Strategy and Risk Management

STRATEGY

The core of John Deere's Smart Industrial Operating Model, launched in fiscal year 2020, is to revolutionize the agriculture and construction industries through the delivery of new technologies that unlock economic and sustainable value for its customers. The Leap Ambitions, announced in 2022, are how we measure the progress of our strategy.

Our ambitions are designed to boost economic value and sustainability for our customers by delivering better outcomes with fewer resources.

RISK MANAGEMENT

The Board of Directors, directly and through its committees, is responsible for overseeing risk management and monitors risks that may affect Deere. This includes sustainability-related risks that align with our highest-priority sustainability topics (such as climate). The full Board regularly receives and evaluates reports from the individual Board committees on risk-related matters falling within each committee's oversight responsibilities as well as from members of management on relevant risk topics. For more information on our Enterprise Risk Management process, see the latest version of our [Proxy Statement](#).

For more information on our climate strategy, including identified climate-related risks and opportunities and our Climate Transition Plan, please see the [Environmental section](#).



We prioritize investments toward the highest impact and integrate sustainability into our core business strategy through our Leap Ambitions. We are focused on win-win-win opportunities that have positive impacts on people and planet and provide value to our customers and the company.

OUR SUSTAINABILITY APPROACH

Leap Ambitions

Connected Machines and Engaged Acres	Target Year	Target	2021 Baseline	2022 Progress	2023 Progress	2024 Progress
Connect 1.5 million machines	2026	1.5M connected machines	444K connected machines	500K connected machines	650K connected machines	775K connected machines
Reach 500 million engaged acres ²	2026	500M engaged acres	315M engaged acres	329M engaged acres	388M engaged acres	455M engaged acres
Reach 500 million engaged acres ² with 50% highly engaged ³	2026	50% of engaged acres are highly engaged acres	66M highly engaged acres	68M highly engaged acres	92M highly engaged acres	125M highly engaged acres
Ensure 75% of engaged acres ² are sustainably engaged acres ⁴	2030	75% of engaged acres are sustainably engaged acres	127M sustainably engaged acres	151M sustainably engaged acres	160M sustainably engaged acres	197M sustainably engaged acres

C&F Sustainable Technology Adoption	Target Year	Target	2022 Progress	2023 Progress	2024 Progress
Earthmoving: Increase grade management ⁵ adoption to 50%	2026	50%	32% adoption on eligible machines	45% adoption on eligible machines	53% adoption on eligible machines
Forestry: Boost Intelligent Boom Control adoption to 100%	2026	100%	78% adoption on eligible machines	86% adoption on eligible machines	87% adoption on eligible machines
Roadbuilding: Increase Precision Roadbuilding Solutions adoption to 85%	2026	85%	82.5% adoption on eligible machines	84.8% adoption on eligible machines	87.6% adoption on eligible machines

Ag Customer Outcomes	Target Year	Target	2021 Baseline	2023 Progress Compared to 2021 Baseline
Improve nitrogen use efficiency (NUE) 20% ^{6,7}	2030	20%	13.6 kg/MT	2% improvement in NUE ⁶
Increase crop protection efficiency (CPE) 20% ^{6,8}	2030	20%	11.7 CPU/MT	17% increase in CPE ⁶
Reduce 15% of customer CO ₂ e emissions ^{6,9}	2030	15%	0.2 MT/MT	5% reduction in emissions ⁶

OUR SUSTAINABILITY APPROACH

Leap Ambitions

Recyclable Content and Sustainable Material	Target Year	Target	2022 Progress	2023 Progress	2024 Progress
Achieve 95% recyclable product content ¹⁰	2030	95%	90% recyclable product content	90% recyclable product content	92% recyclable product content
Ensure 65% of product content is sustainable material ¹⁰	2030	65%	40% sustainable product content	40% sustainable product content	45% sustainable product content

Remanufacturing Revenue	Target Year	Target	2021 Baseline	2022 Progress Compared to 2021 Baseline	2023 Progress Compared to 2021 Baseline	2024 Progress Compared to 2021 Baseline
Grow 50% in remanufacturing revenue	2030	50%	\$360,400,000 USD	2% growth in revenue	3% growth in revenue	2% growth in revenue

Safety	Target Year	Target	2021 Baseline	2022 Progress Compared to 2021 Baseline	2023 Progress Compared to 2021 Baseline	2024 Progress Compared to 2021 Baseline
Improve Total Recordable Incident Rate (TRIR) ¹¹ 20%	2026	20%	1.98	10% increase in TRIR	5% increase in TRIR	15% decrease in TRIR ¹¹

Environmental Footprint Reductions	Target Year	Target	2021 Baseline	2022 Progress Compared to 2021 Baseline	2023 Progress Compared to 2021 Baseline	2024 Progress Compared to 2021 Baseline
Reduce 50% operational CO ₂ e emissions (Scope 1 & 2) ^{12,13,14}	2030	50%	811,000 metric tons CO ₂ e	12% reduction in emissions	15% reduction in emissions	29% reduction in emissions ¹⁵
Reduce 30% in upstream and downstream CO ₂ e emissions (Scope 3 Category 1 and 11) ^{12,13,16,17,18}	2030	30%	101,262,000 metric tons CO ₂ e	3% reduction in emissions	4% reduction in emissions	19% reduction in emissions ¹⁹
Reduce 15% of waste intensity ¹²	2030	15%	3.21 kilograms/production output hour	13% increase in waste intensity	11% increase in waste intensity	6% increase in waste intensity
Reduce 10% freshwater consumption intensity at water-stressed manufacturing locations ^{12,20}	2030	10%	0.07 cubic meters/production output hour	1% increase in freshwater consumption intensity	11% increase in freshwater consumption intensity	11% increase in freshwater consumption intensity

OUR SUSTAINABILITY APPROACH

FOOTNOTES

¹ In describing the 2021 sustainability materiality assessment, we are not using such terms “material” or “materiality” as they are used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for the purposes of this document should not, therefore, be read as equating to any use of the word in other Deere reporting or filings, including those filed with the U.S. Securities and Exchange Commission (SEC).

² Engaged acres reflects the number of unique acres with at least one operational pass documented in the John Deere Operations Center™ in the past 12 months.

³ Highly engaged acres is the documentation of multiple production steps and the use of digital tools to complete multiple, value creating activities over a 12-month period.

⁴ Sustainably engaged acres is the documentation of the number of Deere & Company engaged acres that include incorporation of two or more sustainable John Deere technology solutions or sustainable practices over a 12-month period. This is a dynamic definition as new technologies and sustainable practices are developed. Current examples of sustainable technology solutions include AutoTrac™, Section Control, Harvest Smart™, and See & Spray™ solutions. Sustainable practices vary by region but include practices such as cover cropping and conservation tillage methods. We updated the methodology in 2023 for a more accurate measurements of acres.

⁵ Grade management adoption rate is based on crawlers, motor graders, and excavators.

⁶ Reporting methodology changed from prior year due to enhancements with in-field data collection processes. Crop protection efficiency, nitrogen use efficiency, and customer CO₂e emissions are based on per unit of output. One-year lag is a result of global crop cycle statistics.

⁷ Estimated average nitrogen usage and yield across a representative global sample of corn, wheat, canola, and cotton fields as of October 2024. 2021 baseline restated from previous reporting in accordance with the updated methodology.

⁸ Estimated average product usage and yield across a representative global sample of corn, soybean, wheat, canola, and cotton fields as of October 2024. CPU is amount of products applied (kg) multiplied by an environmental risk factor. Crop applied weighting was an additional factor in updated methodology.

⁹ Estimated average CO₂e of fertilizer, pesticide, and fuel emissions across a representative global sample of corn, soybean, wheat, canola, and cotton fields as of October 2024.

¹⁰ Estimated values. John Deere’s sustainable content goal incorporates two material types into product parts and components: recycled and renewable. Recycled material is that which has been reintroduced as a new material and therefore been given a second life, like recycled steel. Renewable content is biobased and represents a recurring source found in nature, including options such as soybean oil and plant fibers like rice hull or hemp. The recyclable content goal is aimed at increasing the number of parts that have an avenue for recyclability at the end of the machine’s useful life and thus can be used again as a different product.

¹¹ The 2024 reduction in the Total Recordable Incident Rate (TRIR) as compared to 2023 can be attributed to several factors, including efforts to reduce risk in operations and changes to workforce and operations. Rates are per 100 employees. Data associated with the operation of Wirtgen Group entities is not included in the Near Miss Frequency Rate metric.

¹² Apex Companies, LLC has verified greenhouse gas (GHG) emissions data in accordance with the ISO 14064-3: Greenhouse gases — Part 3: Specification with guidance for the validation and verification of GHG statements assurance standard and water, waste, and safety data in accordance with the ISAE 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information assurance standard. For more information on assurance, see page 56 of our 2024 Business Impact Report: Sustainability Disclosures and Metrics.

¹³ The base year of fiscal year (FY) 2021 was chosen based on the strategic launch of the Leap Ambitions that span from their announcement in the FY 2021 Leap Ambition Report to FY 2026 and FY 2030. The Leap Ambitions include Deere’s greenhouse gas GHG emission reduction goals for Scope 1, 2, and 3. Deere has elected to report its GHG emissions on an operational control basis, as defined by the GHG protocol. Deere’s current policy includes incorporating acquisition and updating baseline information within 24 months of an acquisitions for Scope 1 and 2 GHG Emissions.

¹⁴ For the purposes of Deere’s public SBTi goal, 50% reduction of Scope 1 and 2 CO₂e emissions goal is based on Scope 2 market-based methodologies based on WRI Scope 2 Guidance. Reporting for Scope 1 and 2 GHG Emissions is based on GHG protocol.

¹⁵ The 2024 reduction in Scope 1 & 2 emissions as compared to 2023 is primarily due to lower production volumes and a warmer winter in the northern hemisphere.

¹⁶ For the purposes of Deere’s public SBTi goal, Deere uses the GHG Protocol Scope 3 Technical guidance to derive which Scope 3 GHG emissions are relevant and significant. Deere defines relevant as a Scope 3 category in which Deere’s value chain generates emissions and significance as a Scope 3 category where applicable emissions contribute at least five percent to Deere’s overall Scope 3 footprint. Based on this criterion and a review of Deere’s Scope 3 emissions assessment (derived from the WRI Scope 3 Evaluator tool), Scope 3 Categories 1 and 11 are significant. Scope 3 emissions are calculated in reference to the GHG Protocol for Scope 3 Category 1 and Category 11.

¹⁷ Scope 3 Category 1 is calculated using an inflation-adjusted spend based model, with commodity averages, consistent with Science Based Targets Initiative’s requirements.

¹⁸ Scope 3 Category 11 GHG emissions are calculated using the Well to Wheels (WTW) method, consistent with Science Based Targets Initiative’s requirements.

¹⁹ The 2024 reduction in Scope 3 Category 1 and 11 emissions as compared to 2023 is primarily due to lower sales volume, lower supplier spend, improvements in product fuel usage, and efforts to partner with our supply chain to reduce their GHG emissions.

²⁰ Freshwater consumption is defined by Deere as the sum of freshwater drawn into the boundaries of the organization from all sources for any use.

Environmental



ENVIRONMENTAL

Climate Strategy

We see the global transition to a low carbon economy as a significant strategic opportunity for our business and our customers.

Deere's Climate Strategy is a multipronged engagement strategy to continually evaluate and identify our highest-priority climate topics. Our highest-priority climate topics serve as focused areas for the greenhouse gas (GHG) emission reduction Leap Ambitions, released in February 2022:

- Our Climate-Related Risks and Opportunities across our value chain guide our climate strategy and were considered as drivers in the creation of our GHG emission reduction Leap Ambitions.
- Our Climate Transition Plan describes how our climate strategy is integrated with our business strategy to deliver economic and sustainable outcomes, along with our aim to track progress toward our GHG emission reduction Leap Ambitions.



CLIMATE-RELATED RISKS AND OPPORTUNITIES

RISKS AND OPPORTUNITIES:

In 2021, a team of climate and operations experts at John Deere reviewed and prioritized a universe of 50 potential climate-related risks and opportunities involving the company's business. These included physical and transition risks and opportunities involving Deere's operations, supply chain, and customers. Six risks and two opportunities were identified to be further assessed through scenario analysis. Each of the eight risks and opportunities were researched against two potential climate scenarios. The Deere team reviewed the research and rated the impact and likelihood of each risk and opportunity under a "high emissions" scenario (RCP 8.5) and a "low emissions" scenario (RCP 2.6) leveraging Deere's enterprise risk management criteria for these ratings.

KEY TAKEAWAYS

1. Under the low emissions scenario (RCP 2.6), **new disruptive business models and technologies** was the risk with the highest likelihood and impact to Deere's business.
2. Under the high emissions scenario (RCP 8.5), **acute weather events reducing crop yield for farmers** risk emerged as the highest likelihood and impact to Deere's business.
3. While the demand for existing fuel-efficient products was rated the most likely opportunity for Deere, the opportunity to provide **new products and services** to meet farmer demand for carbon sequestration and sustainable farming emerged as the most impactful.



CLIMATE-RELATED RISKS AND OPPORTUNITIES

TRANSITION RISKS

RI: TRANSITION TO LOWER EMISSIONS TECHNOLOGY

Risk type: Technology

Description: We expect demand for electric farm equipment and alternative farming models (e.g., indoor farming, equipment as a service) would rise more so in a low emissions climate scenario (RCP 2.6) than a high emissions scenario (RCP 8.5), as farmers look for ways to increase efficiency and yields, and reduce costs and emissions in their operations. While electrification in large equipment is currently only in test phases or niche markets, John Deere's competitors are investing in these technologies to enter this market and claim market share. Additionally, using hydrogen as a fuel source has some advantages to Deere customers (e.g., significant improvement on charge time), and the indoor farming model could become increasingly attractive as water scarcity and urbanization increase. If John Deere fails to properly invest in new technologies to meet customer demands, we will be at risk of losing potential revenue sources in the future. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium

Primary potential financial impact: Decreased revenues due to reduced demand for traditional products and services

R2: CARBON PRICING MECHANISM ON DEERE & COMPANY

Risk type: Policy and Legal

Description: John Deere's operating costs could be impacted if regulators enact a carbon pricing mechanism (e.g., carbon tax, emissions trading scheme). Under a high emissions scenario (RCP 8.5), we assume little to no increase in carbon pricing over time and thus no financial impact to Deere's operations. Under a low emissions scenario (RCP 2.6), we assume a carbon price of approximately \$100/mt by 2050, which will result in significantly higher operating costs for Deere in the future. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: Likely

Magnitude of impact: Medium–low

Primary potential financial impact: Increased indirect (operating) costs

R3: CARBON PRICING MECHANISM ON PRODUCTION INPUTS

Risk type: Policy and Legal

Description: Many of John Deere's production inputs are carbon intensive and highly susceptible to increased costs from physical impacts of climate change and regulatory action. Physical risks to energy infrastructure intensify under a high emissions scenario (RCP 8.5), which could result in an estimated 8–12-percent increase in energy costs by 2050. Additionally, a carbon tax would significantly raise the cost of steel and aluminum production especially under a low emissions, high regulator action scenario (RCP 2.6). This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium–low

Primary potential financial impact: Increased indirect (operating) costs

R4: CARBON PRICING MECHANISM ON CUSTOMERS

Risk type: Policy and Legal

Description: Under a low emission, high regulation scenario (RCP 2.6), changes in climate policy, including carbon taxation, have the potential to increase input costs for farmers, resulting in decreased or shifting demand for John Deere products. For example, a carbon tax on fuels could drive farmers away from gas and diesel Deere products towards equipment that uses lower-carbon fuels or electric equipment from competitors. Additionally, as global demand for fuels overall may decrease under this low emissions scenario, demand for bio-based fuels produced from crops has the potential to decrease also, resulting in negative financial impacts for row crop farmers and potentially decreased revenue for John Deere. However, depending on how global policies develop and the agricultural industry adapts, we think the evolution of biofuels and renewable fuels is one of the greatest potential opportunities for our business. This opportunity is discussed further below in this section under "Development and/or Expansion of Goods and Services — Alternative Fuels." In a high emissions scenario (RCP 8.5), we would not expect to see a major impact on fuel or biofuel demand. We would expect to see an increase in pests and weeds resulting in the increased need for pesticides and fertilizer use. We would expect this to increase costs for farmers, which could negatively impact demand for Deere products. However, this could also drive increased demand specifically for John Deere's precision technology solutions that enable customers to maintain or enhance outcomes while using less inputs. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium

Primary potential financial impact: Decreased revenues due to reduced demand for products and services

CLIMATE-RELATED RISKS AND OPPORTUNITIES

PHYSICAL RISKS

R5: INCREASED SEVERITY AND FREQUENCY OF EXTREME WEATHER EVENTS SUCH AS HEAT WAVES AND STORMS

Risk type: Acute

Description: The Intergovernmental Panel on Climate Change (IPCC) assessment reports find extreme weather conditions will worsen as a result of climate change. Under a high emissions scenario (RCP 8.5), we assume a nine-times increase in frequency of heat waves, a 30-percent increase in severity of heavy rainstorms, and a 35-percent increase globally in high fire danger. Under a low emissions scenario (RCP 2.6), extreme weather is still expected to increase, though not to the extent of the high emissions scenario. As a result, farmers may see reduced crop yields over time due to extreme weather events. Crop insurance can mitigate the direct financial impact of lost yields to farmers, but insurance premiums could rise and reduce profit margins for farmers. These potential changes in revenue and profit margins could result in decreased cash on hand for John Deere products. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: Likely

Magnitude of impact: Medium

Primary potential financial impact: Decreased revenues due to reduced farmer spending

R6: CHANGES IN PRECIPITATION PATTERNS AND EXTREME VARIABILITY IN WEATHER PATTERNS

Risk type: Chronic — Physical

Description: IOPscience estimates that drought conditions will be eight times as prevalent in the high emissions scenario (RCP 8.5) compared to today, and two times as prevalent under the low emissions scenario (RCP 2.6). Drought conditions are expected to increase demand for irrigation by 15–25 percent under the high emissions scenario, with a slight increase in demand under the low emissions scenario. Limited irrigation adaptation could lead to constrained water resources, and we believe most John Deere markets would likely see increased irrigation costs, which has the potential to significantly increase costs to farmers growing crops in areas under significant drought. Under the high emissions scenario, areas under water stress may see a decrease in crop production, causing John Deere sales to decrease in these markets. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium–low

Primary potential financial impact: Decreased revenues due to reduced demand for products and services

OPPORTUNITIES

O1: DEVELOPMENT AND/OR EXPANSION OF GOODS AND SERVICES — AGRICULTURAL PRACTICES

Opportunity type: Products and Services

Description: As farmers look for ways to reduce emissions, especially under a low emissions scenario (RCP 2.5), John Deere has the opportunity to help them meet their emission reduction and sustainability goals through new equipment and services. John Deere products could support regenerative agriculture practices such as cover cropping, hasten outdated equipment through performance upgrades or retirement, and supply soil carbon measurement products (similar to nitrogen sensing product lines). In particular, we expect the value of the John Deere Tech Stack and Operations Center™ platform to increase as the agricultural community looks to validate carbon sequestration, low carbon commodity production, and optimize inputs such as water, fertilizer, and pesticides. John Deere Financial also has the opportunity to ease farmers' transition costs via unique financing options. This opportunity relies heavily on the low emissions scenario as the high emissions scenario (RCP 8.5) is not likely to yield the same demand for sustainable farming products and services. This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium–low

Primary potential financial impact: Increased revenues through access to new and emerging markets

O2: DEVELOPMENT AND/OR EXPANSION OF GOODS AND SERVICES — ALTERNATIVE FUELS

Opportunity type: Products and Services

Description: The sustainable fuel market is poised for significant growth, with an estimated 8.3-percent compound annual growth rate (CAGR) from 2021 to 2030.¹ Under a low emissions scenario (RCP 2.6) where alternative fuels are recognized and potentially incentivized as a critical component of the transition away from high-carbon fuels, we would expect to see demand for equipment and education around a variety of biofuels and renewable fuels to be higher than under a high emissions scenario (RCP 8.5). This would provide John Deere the opportunity to supply equipment that utilizes low-carbon fuels, new equipment that enables our customers to produce crops for biofuel and renewable fuel production, and the opportunity for John Deere Financial to partner with farmers to transition towards these new fuels. However, depending on how global policies develop and the agricultural industry adapts, we think the evolution of biofuels and renewable fuels is also a potential risk for our business. This risk is discussed further above in this section under "Carbon Pricing Mechanism on Customers." This analysis considered a long-term view of four years or greater, in alignment with John Deere's strategic planning.

Impact

Time horizon: Long term

Likelihood: More likely than not

Magnitude of impact: Medium–low

Primary potential financial impact: Increased revenues through access to new and emerging markets

CLIMATE-RELATED RISKS AND OPPORTUNITIES

SCENARIO ANALYSIS

John Deere evaluated each risk and opportunity for impact to the company's business and the likelihood that the risk or opportunity will occur. The top risks and opportunities, and the associated drivers, were then assessed under two climate scenarios ("low emissions" and "high emissions") using Enterprise Risk Management criteria.

John Deere chose the RCP 8.5 scenario as the "high emissions" scenario to evaluate impact and likelihood of physical risks of climate change. Deere chose this scenario, as it has been cited by Woodwell Climate Research Center that current emissions are tracking most closely to this scenario. The year 2050 was selected as a time horizon, as many global net-zero targets and world governments climate targets align with 2050.

John Deere chose the RCP 2.6 scenario as the "low emissions" scenario to evaluate impact and likelihood of transition risks of climate change. Deere chose this scenario as it represents the "bookend" scenario to RCP 8.5. We believe RCP 2.6 in the scenario analysis will allow Deere to understand the broad spectrum of potential climate-related risks and opportunities. The year 2050 was selected as a time horizon, as many global net-zero targets and world governments climate targets align with 2050.

Our assessment of risks and opportunities under the two scenarios was qualitative and quantitative. The scenario analysis considered all areas of the organization. We considered risks to Deere's business and primary customers (farmers). Physical risks, such as rising mean temperature and increased frequency and severity of acute weather events, were found to have significant potential impact to farmers, especially under the RCP 8.5 scenario. Transition risks, such as cost increases due to

carbon pricing models as farmers seek more sustainable farming practices, were found to have significant potential impact to Deere, especially under the RCP 2.6 scenario.

The scenario analysis results are expected to be used to further enhance existing risk management practices and establish risk responses and procedures to enhance management of climate-related risks and opportunities. The results have been discussed with the Deere management team to identify opportunities for further integration into the company's annual risk management procedures.

For example, during the scenario analysis a top risk identified under the RCP 8.5 scenario in terms of highest impact and likelihood to John Deere was the physical risk of increased severity and frequency of extreme weather events. Under this scenario, there was a nine times increase in heat waves, 30-percent increase in severity of heavy rainstorms and a 35-percent increase globally in high fire damage. This quantitative assessment was then used to develop a qualitative analysis on the impact to Deere. We determined that farmers may see reduced crop yields over time due to extreme weather events. Crop insurance can mitigate the direct financial impact of lost yields to farmers, but insurance premiums could rise and reduce profit margins for farmers. These potential changes in revenue and profit margins could result in decreased cash on hand for John Deere products. They could also create an increased demand in alternative farming methods such as precision agriculture.

Similarly, during the scenario analysis, the top risk identified under the RCP 2.6 scenario in terms of highest impact and likelihood to John Deere was the impact of new disruptive business models and technology related

to moving to a low-carbon economy. We assessed the impacts of several types of transformative low-carbon business models for farming, including electrification of equipment, indoor farming, equipment as a service, and miniaturization/autonomous equipment. Under RCP 2.6, we determined that electrification would see the most significant and rapid growth, with estimates of up to 18-percent CAGR. Should Deere fail to adapt to the changing demand in farming equipment from farmers, we have the potential to lose revenue and market share opportunities.

CLIMATE TRANSITION PLAN

Our Climate-Related Leap Ambitions

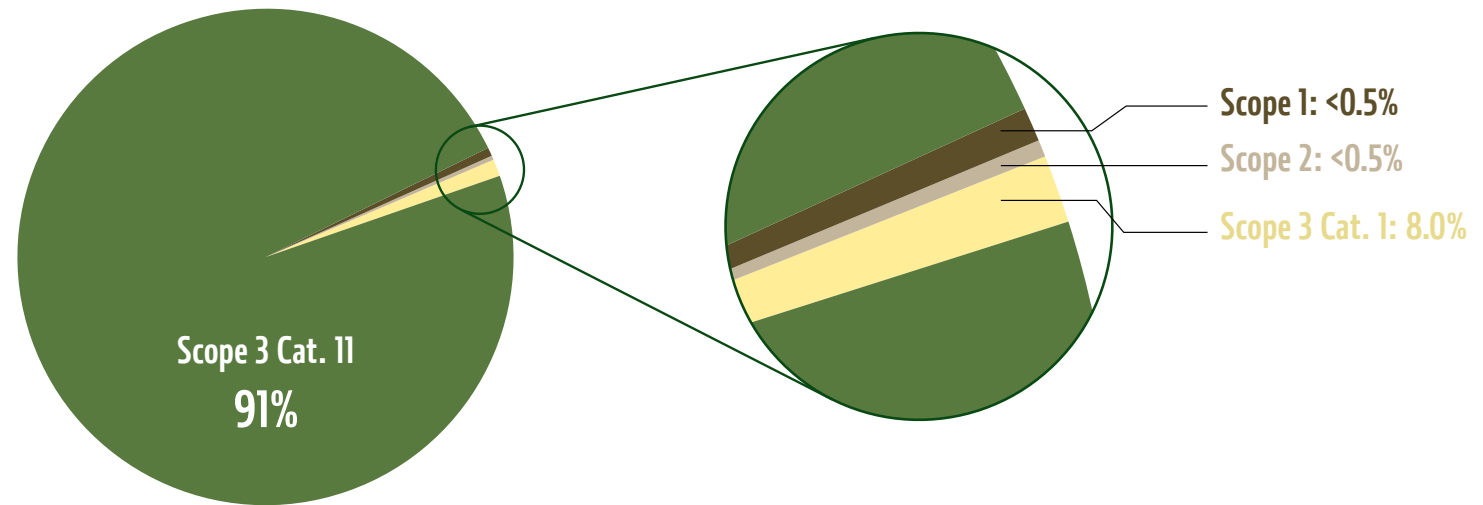
OUR CARBON FOOTPRINT

We have committed to achieving a 50-percent absolute reduction of operational CO₂e emissions (Scope 1 and 2) and 30-percent absolute reduction of certain upstream and downstream CO₂e emissions (Scope 3 Categories 1 and 11), both with baselines of 2021 and a target year of 2030.

Deere completed an inventory of its Scope 3 GHG emissions in 2021. Of the 15 categories of Scope 3 GHG emissions, Category 1 (Purchased Goods & Services) and Category 11 (Use of Sold Products) were determined to be significant categories due to their size.² Therefore, Deere's 2030 reduction targets are focused on these two categories of Scope 3.

Deere has validated these goals with the Science Based Targets Initiative. Targets are aligned with the Paris Agreement, with Scope 1 and 2 targets in line with limiting warming to 1.5 degrees Celsius and Scope 3 target in line with limiting warming to well below 2 degrees Celsius.

Deere's Total GHG Emissions by Scope



Deere's GHG Emissions	2030 Leap Ambitions	2021 Baseline ³	% of 2021 Baseline CO ₂ e Emissions ⁴
Scope 1 – Direct GHG emissions that occur from sources owned or controlled by Deere (fuel combustion from boilers, vehicles, etc.) ⁵	Reduce 50% operational emissions (Scope 1 and 2) ⁶	403,300	<0.5%
Scope 2 (market-based) – Indirect GHG emissions associated with purchase of electricity, steam, heat, or cooling ⁵		407,700	<0.5%
Scope 3 Category 1 – Indirect GHG emissions associated with purchased goods and services ⁷	Reduce 30% in upstream and downstream CO ₂ e emissions (Scope 3 Category 1 and 11) ^{8,9}	8,142,000	8%
Scope 3 Category 11 – Indirect GHG emissions associated with use of sold products ⁷ Indirect GHG emissions associated with use of sold products ⁷		93,120,000	91%

CLIMATE TRANSITION PLAN

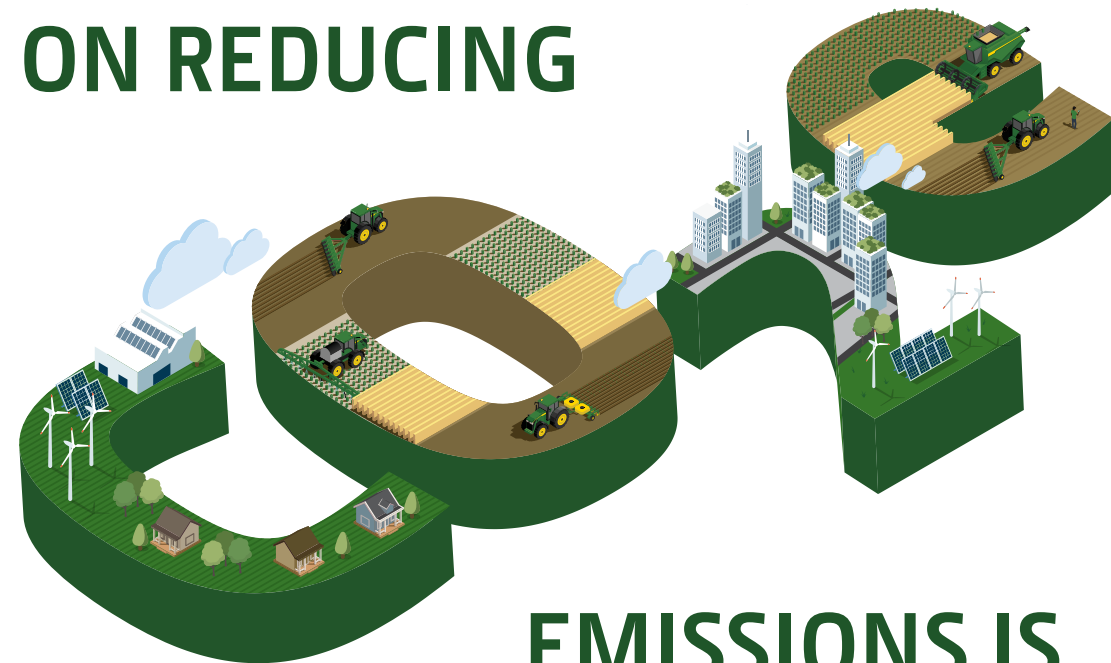

Our Climate-Related Leap Ambitions

OUR AG CUSTOMERS' CARBON FOOTPRINT

Deere has the potential to make an impact beyond our own emissions by delivering solutions and technologies to help reduce on-farm GHG emissions. Deere's Scope 1, 2, and 3 GHG emissions represent nearly 0.2 percent of total global GHG emissions.¹⁰ The Ag industry represents 15 percent of global GHG emissions.¹¹ In order to scale and measure the magnitude of our impact beyond our footprint, we have set a Leap Ambition goal to reduce 15 percent of customer CO₂e emissions^{12,13} per unit of ag output by 2030 against a 2021 baseline.

OUR BIGGEST IMPACT ON REDUCING

EMISSIONS IS WITH OUR AG CUSTOMERS

15%
of customer CO₂e emissions reduced per unit of output

LEAP AMBITIONS

CLIMATE TRANSITION PLAN

Building to 2030

Delivering on our Leap Ambitions will help us achieve our 2030 climate-related ambitions. Our ambitions are designed to support, connect to, and enhance one another. They help illustrate the power of Deere's data-driven technology stack, our understanding of each production system, and the necessity that every product or solution demonstrates economic and sustainable value.

2030



• Reduce 15% of Ag customer CO₂e emissions^{12,13} per unit of output by 2030

- By 2026
 - ◊ Reach 500 million engaged acres¹⁴ with 50% highly engaged¹⁵
 - ◊ Connect 1.5 million machines by 2026
- By 2030
 - ◊ Improve nitrogen use efficiency^{12,16} per unit of output by 20%
 - ◊ Improve crop efficiency^{12,17} per unit of output by 20%
 - ◊ Ensure 75% of engaged acres¹⁴ are sustainably engaged acres¹⁸

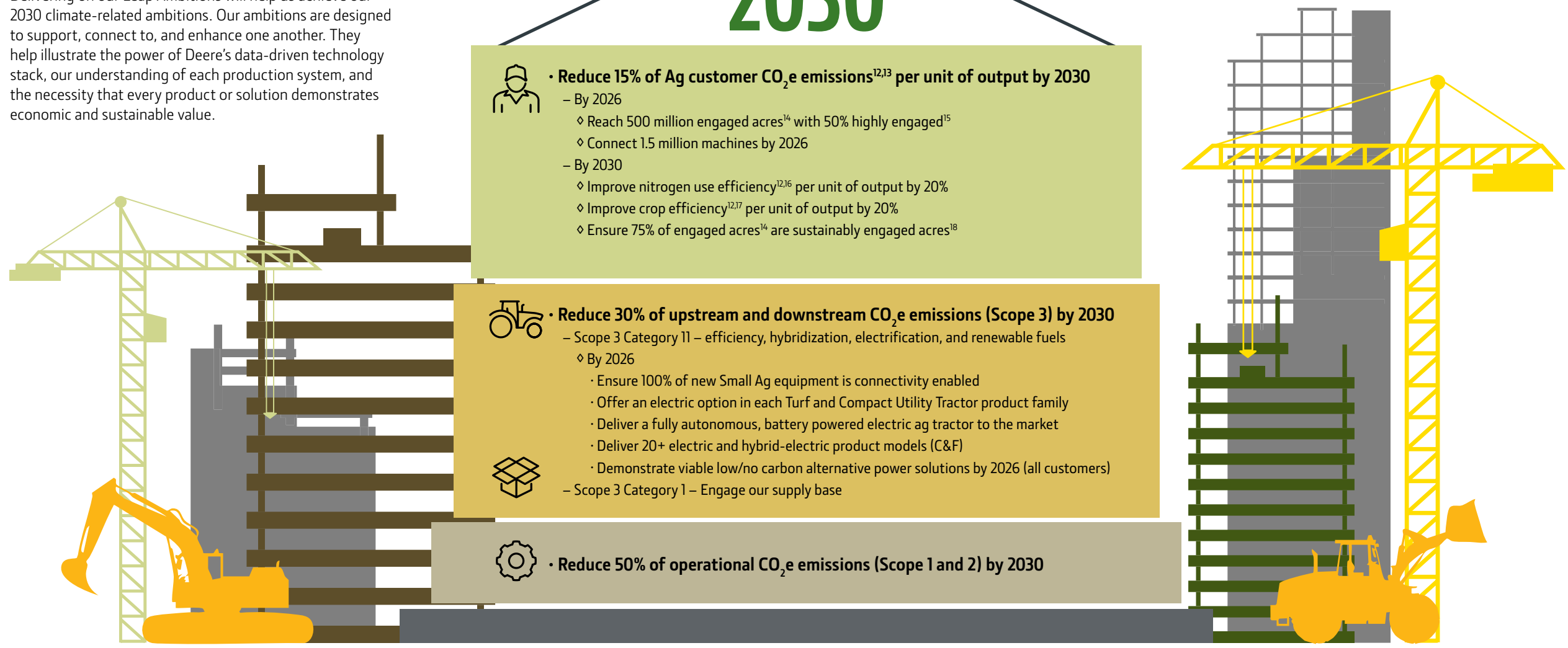


• Reduce 30% of upstream and downstream CO₂e emissions (Scope 3) by 2030

- Scope 3 Category 11 – efficiency, hybridization, electrification, and renewable fuels
 - ◊ By 2026
 - Ensure 100% of new Small Ag equipment is connectivity enabled
 - Offer an electric option in each Turf and Compact Utility Tractor product family
 - Deliver a fully autonomous, battery powered electric ag tractor to the market
 - Deliver 20+ electric and hybrid-electric product models (C&F)
 - ◊ Demonstrate viable low/no carbon alternative power solutions by 2026 (all customers)
- Scope 3 Category 1 – Engage our supply base



• Reduce 50% of operational CO₂e emissions (Scope 1 and 2) by 2030



CLIMATE TRANSITION PLAN

Key Actions

REDUCE 15% OF AG CUSTOMER CO₂e EMISSIONS^{12,13} PER UNIT OF OUTPUT BY 2030

Deere has a Leap Ambition aimed at enhancing agricultural customer outcomes by reducing 15 percent of customer CO₂e emissions^{12,13} per unit of output by 2030 against a 2021 baseline. This goal is tied to optimization and efficiency of inputs, integration of sustainable practices in the field, and reductions in tailpipe emissions.

Our investments in precision agricultural products have the ability to unlock economic and sustainable opportunities for our customers, including those related to climate change. Our customer ag outcome Leap Ambitions contribute to this ambition:

- Improve nitrogen use efficiency^{12,16} per unit of output by 20 percent by 2030
- Increase crop protection efficiency^{12,17} per unit of output by 20 percent by 2030

Sustainable practices and precision ag technologies adoption can unlock reductions in carbon emissions and soil erosion, improving soil health and resiliency, water quality, and nitrogen and crop protection efficiency. Our products such as See & Spray™ Ultimate and ExactShot™ may work to lower CO₂e emissions.

Customers with connected machines can unlock insights from data collected in the John Deere Operations Center™ on the impacts of their precision ag solutions and integration of sustainable practices. Leap Ambitions supporting this include goals to:

- Ensure 75 percent of engaged acres¹⁴ are sustainably engaged acres¹⁸
 - Reach 500 million engaged acres¹⁴ with 50 percent highly engaged acres¹⁵ by 2026
- Connect 1.5 million machines by 2030



CLIMATE TRANSITION PLAN

Key Actions

REDUCE 30% OF UPSTREAM AND DOWNSTREAM (SCOPE 3 CATEGORY 1 AND 11) CO₂e EMISSIONS BY 2030

SCOPE 3 CATEGORY 11-DOWNSTREAM CO₂e EMISSIONS

Deere is committed to ensuring that the products we bring to market seeks to deliver incremental economic value and can help lower GHG emissions for our customers. We believe the first step on the path to 2030 is demonstrating viable low/no carbon alternative power solutions by 2026 across Deere's various customer segments. The viability aspect is key — the solutions must provide customer value. One thing we know for sure — this journey will require multiple solutions across our portfolio. We are aiming to achieve this ambition by investing in efficiency, hybridization, electrification, and renewable fuels. Deere is also engaged with numerous stakeholders to develop other means of alternative power.

EFFICIENCY

For many Deere machines, we expect that the internal combustion engine will remain the primary propulsion source for the remainder of this decade and beyond. This is due to its benefits of power density, extended operating times, and the existing infrastructure for refueling. But just because there is an engine does not mean running it cannot be sustainable or low carbon.

Driving more efficiency in John Deere engines not only has the immediate impact of making a machine more efficient — burning less fuel and emitting fewer emissions — it also serves as a building block for further alternative propulsion innovation. For example, by building

upon our expertise in making engines more efficient, we can incorporate technologies like electrification and hybridization to make the system more efficient.

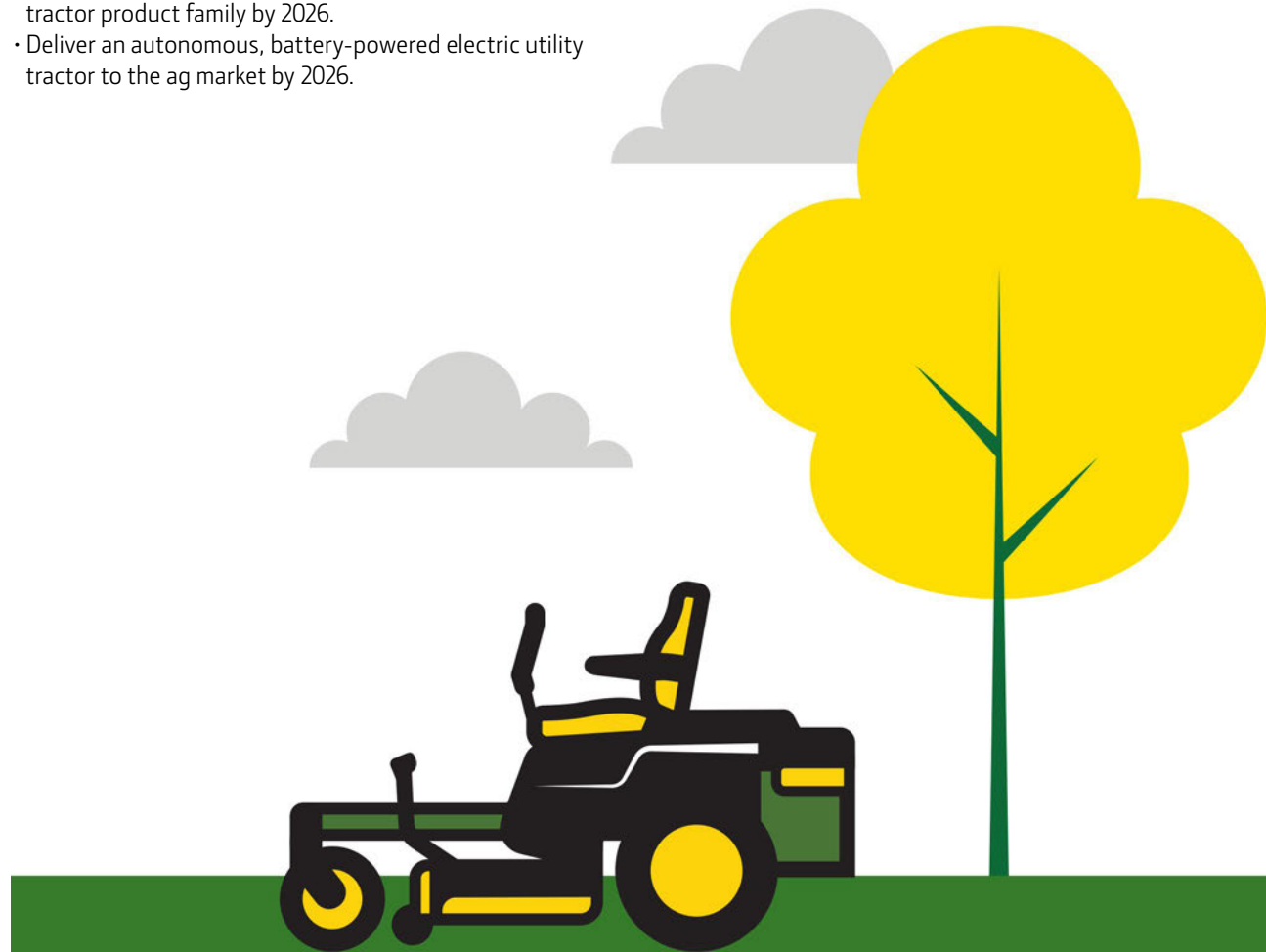
ELECTRIFICATION

Multiple electrification offerings may allow customers to be more precise, productive, and sustainable. A hybrid system or E-Drive is used to increase efficiency in two ways. The first is about utilizing the engine's power to generate electrical energy to more effectively power various loads. The second is more traditional and is about off-loading some of the engine's energy demands with a second power source, a battery, and using that source to run other functions traditionally tied to the engine. Full battery-electric or E-Power can enhance precision controls and ease of use while reducing GHG emissions and required maintenance.

Based on available technology and the infrastructure where our customers work, and power demands to do their work efficiently, we believe there are applications where internal combustion engines will continue to make sense and others where full battery electric or hybrid diesel electric will be ideal. Deere is focusing its full battery-electric vehicle development efforts on those product segments with highest customer demand and where battery technology is a viable alternative, most notably residential and commercial turf equipment and within the construction infrastructure market.

Deere has set two Leap Ambitions around this type of propulsion. We aim to:

- Deliver 20 or more electric and hybrid-electric product models in our Construction & Forestry Division by 2026.
- Offer an electric option in each turf and compact utility tractor product family by 2026.
- Deliver an autonomous, battery-powered electric utility tractor to the ag market by 2026.



CLIMATE TRANSITION PLAN

Key Actions

REDUCE 30% OF UPSTREAM AND DOWNSTREAM CO₂e EMISSIONS BY 2030

SCOPE 3 CATEGORY 11-DOWNSTREAM CO₂e EMISSIONS

RENEWABLE FUELS

To deliver sustainable solutions to our customers, we must not only consider the environmental potential of a solution, but the conditions and demands of the production system in which our customers operate. For this reason, we continue to invest in and advocate for the development and expansion of renewable fuel options for industries like ours, and we believe biofuels (including ethanol, renewable diesel, and biodiesel) are promising solutions for our larger products for several reasons.

1. With current technology, a full battery-electric version of these products, like the 9R Tractor at 620 horsepower, would not deliver the outcomes desired by our customers. The 9R's fuel capacity is 400 gallons at an additional weight of nearly 2,800 pounds. Changing that to full electrification would mean almost 60 batteries at a weight of nearly 67,000 pounds — more than 20,000 pounds heavier than the tractor itself.¹⁹ The 9R currently sells for about \$430,000. The price of almost 60 batteries to power the tractor would exceed nearly \$1.3 million today.¹⁹ Beyond the additional cost and weight to the equipment, access to charging infrastructure and length of machine operation continue to be significant challenges with electrification, given current technology.

2. Crop-based biofuels (including ethanol, renewable diesel, and biodiesel) being produced today have emission factors that rival battery-electric vehicles, given that many electric grids are not 100-percent renewable.²⁰ And with continued advancements in precision agriculture technology, as well as refining infrastructure, there is ample opportunity to further reduce the carbon intensity of biofuels. Furthermore, crop-based renewable fuels like ethanol (beneficial for our Brazil and U.S. customers) and renewable diesel and biodiesel (potentially beneficial for European and U.S. customers) can provide additional revenue streams for our customers' businesses.

We are investigating and developing biofuel solutions that will work for our customers, particularly ethanol and renewable diesel. However, the challenge for biofuels is a shared experience, driven primarily by current supply limitations and the need for exponential growth to meet demand. Deere is partnering with industry leaders to unlock opportunities for our customers and aim to make them more profitable, productive, and sustainable. These partnerships help support ongoing studies and collaboration efforts in the areas of viability and quality to understand fuel alternatives for Deere machines. They also are aimed at advancing policy, infrastructure, and capacity for expanded biofuel production.

CLIMATE TRANSITION PLAN

Key Actions

SCOPE 3 CATEGORY 1-UPSTREAM CO₂e EMISSIONS

Engaging our supply base is crucial to our success in reducing upstream greenhouse gas (GHG) emissions. From strategically analyzing product materials and supplier data, Deere has identified the opportunities where partnering with our supply chain can have the most significant impact on GHG emissions. Our approach to addressing reductions in our Scope 3 Category 1 upstream supplier GHG emissions is multifaceted.

Deere continues to communicate and collaborate with suppliers in the John Deere Supplier Network (JDSN) platform. This strategy guides our search for supplier opportunities that further our 2030 goals — those relating to GHG emissions reduction, increased use of sustainable materials, and recyclable materials. We collaborate with energy intensive suppliers of key materials, beginning with steel, castings, rubber, glass, packaging, data centers, batteries, and power systems. Those materials are all tied directly to GHG emissions, waste intensity at facilities, and circularity of products.

We also expanded our Supplier Achieving Excellence program, a year-round company program that measures, recognizes, and rewards exceptional supplier performance. A supplier can no longer reach the highest level of recognition without incorporating responsible sourcing and sustainability initiatives into their business, including criteria such as EcoVadis participation, reporting and setting goals for GHG emissions, and measuring

recycled-material content in their products. John Deere utilizes EcoVadis to assess suppliers in an objective and independent way. The assessment evaluates corporate social responsibility and comprehensive sustainability management systems to identify both strengths and opportunities in sustainable practices.

REDUCE 50% OF OPERATIONAL (SCOPE 1 AND 2) CO₂e EMISSIONS BY 2030

Foundational to Deere's climate journey, reducing our Scope 1 and 2 GHG emissions is key to reducing climate-related risks as well as managing certain financial risks. We aim to accomplish this through efficiency gains in operations and facilities processes, and by using and investing in even more renewable electricity and renewable fuels.



CLIMATE TRANSITION PLAN

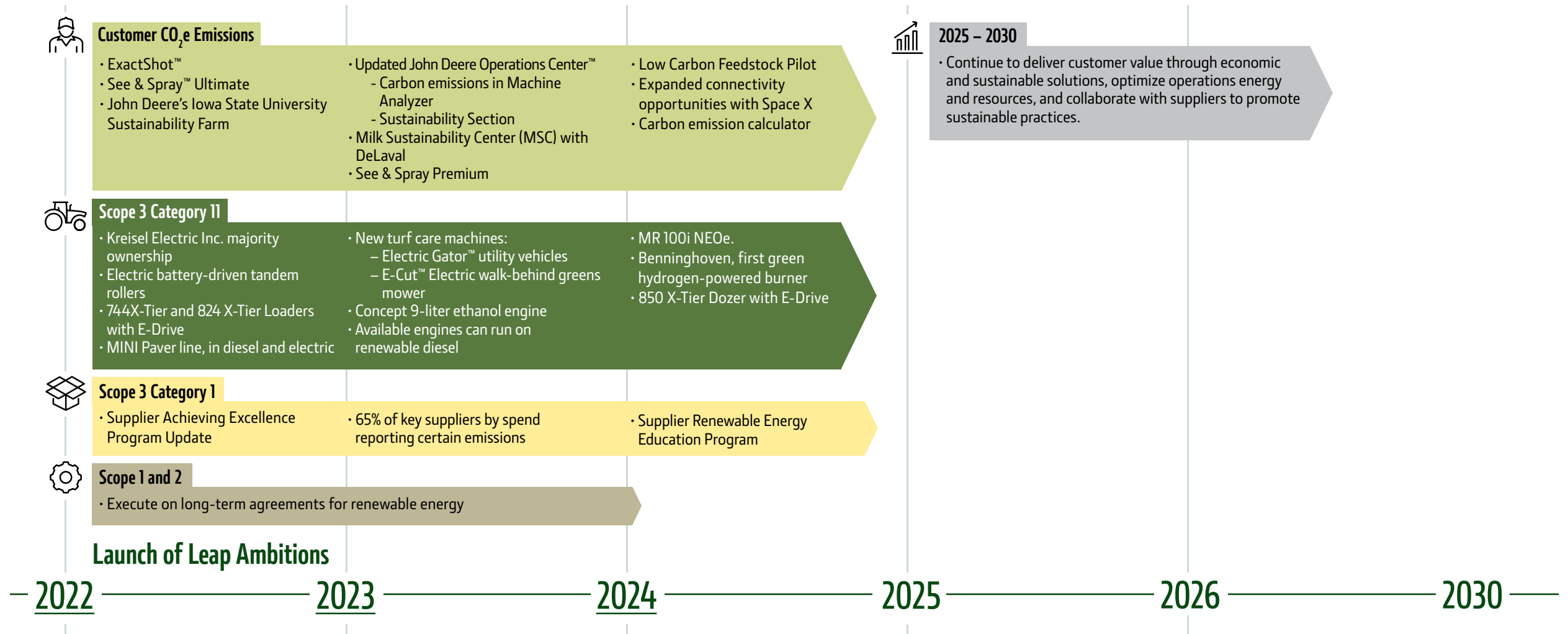
KEY ACTIONS TO 2030

This illustrates our journey toward realizing and fulfilling our climate strategy, featuring key actions that mark our progress towards addressing climate challenges.



Climate-Related Leap Ambitions

- Reduce 15% of customer CO₂e emissions^{12,13} per unit of output by 2030
- Reduce 30% of upstream and downstream CO₂e emissions (Scope 3)^{8,9} by 2030
- Reduce 50% of operational CO₂e emissions (Scope 1 and 2)⁶ by 2030



Click on year to view report to learn more about key actions.

CLIMATE TRANSITION PLAN

Stakeholder Engagement

We recognize that to achieve our climate-related Leap Ambitions, we will need to collaborate across our value chain to deliver customer value and impact our operations.

POLICY

Regarding our Ag Customer CO₂e reduction Leap Ambition, we continue to engage and highlight the benefits of precision agriculture technologies and specifically, how the adoption of these technologies can enable growers to improve efficiency, reduce inputs, reduce fuel use, and increase productivity results in sustainable agricultural production.

To continue to drive progress on our Ag Customer CO₂e reduction ambition and Scope 3 CO₂e reduction goal, we are advocating on multiple fronts for biofuels. We are advocating to help support interoperability between different regions and markets; support supply, distribution, and cost parity; and promote demand for feedstocks and financial support for sustainable practices.

In addition, in alignment with our customer demand for electric technologies and battery electric off-road products and our Scope 3 CO₂e reduction target, we are collaborating with policymakers to ensure tax credits are available for off-road mobile machinery.

TRADE ASSOCIATION

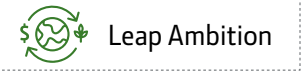
Deere has also engaged broadly with several trade associations in its belief that policies aimed at addressing climate change and reducing greenhouse gas emissions should be science-based and enable market driven solutions that encourage technology innovation and economic growth. Consistent with these organizations' positions, we seek to deliver unique products and solutions to customers to improve productivity and deliver sustainable outcomes toward mitigation of climate impacts. For more information, please see our [Political Engagement disclosure](#).



ENGAGING ACROSS OUR VALUE CHAIN


Deere has engaged with multiple partnerships and pilots in our downstream value chain to find more data-driven insights to deliver economic and sustainable solutions. For more information on our upstream collaboration efforts with suppliers see our [Climate Transition Plan - Key Actions section](#).



CLIMATE METRICS



EMISSIONS AND ENERGY		2022	2023	2024
Energy^{21,22}				
	Energy Consumption (GJ) (SASB Index code RTIG-130a.1)	13,770,000	13,300,000	11,880,000
	% Grid Electricity (SASB Index code RTIG-130a.1)	42%	44%	42%
	% Renewable Electricity	59%	61%	65%
	% Renewable Energy (SASB Index code RTIG-130a.1)	25%	27%	27%
Emissions^{3,21}				
	Scope 1 and 2 Emissions (metric tons CO ₂ e) ⁶	716,700	690,000	577,900
	Scope 1 Emissions (metric tons CO ₂ e)	418,200	410,000	353,900
	Scope 2 (market-based) Emissions (metric tons CO ₂ e)	298,500	280,000	224,000
	Scope 3 (Category I and Category II) (metric tons CO ₂ e) ^{2,8,9}	98,224,000	97,383,000	81,736,000
	Category I ^{2,8}	8,322,000	8,263,000	5,532,000
	Category II ^{2,9}	89,902,000	89,120,000	76,204,000

 [To see our Leap Ambitions progress go to page 7.](#)

ENVIRONMENTAL MANAGEMENT

John Deere facilities utilize the ISO 14001:2015 certified environmental management system (EMS) to enhance environmental performance, fulfill compliance obligations, and achieve environmental objectives.

The expectation for certification is based on the level of risk of each facility, including new acquisitions. We determine risk factors based on the size and complexity of the operation and the scope of the legal requirements applicable to each facility.

We have a number of manufacturing sites certified to the ISO 14001:2015 Environmental Management System,

which helps us manage the environmental aspects of our facility operations. We believe these standards drive continuous improvement. Leap Ambition progress is noted on page 8.

In addition, our [Global Environmental, Health, and Safety policy](#) outlines the expectations necessary to deliver on our commitment to sustainable outcomes and the key responsibilities of employees across all levels of the organization. Employees receive environmental training based on these key responsibilities at their home facilities.

WASTE MANAGEMENT

Facilities have established waste management programs that provide guidance for complying with those requirements while increasing recycling and reducing waste. Once waste and recyclables are separated, our facilities work with approved suppliers to ensure they are recycled or reused. We have processes in place to monitor our suppliers, ensuring that we know where our waste and recyclables end up. Additionally, we encourage activities such as using returnable containers, mitigating further waste. Global teams are focusing on process management and partnering with logistics and supply management to achieve our 2030 Leap Ambition of reducing waste intensity by 15 percent.


WATER MANAGEMENT

Similarly, our sustainability ambitions extend to water management, where we have identified certain John Deere manufacturing sites, primarily in Mexico, India, and China, as being in water-stressed areas using the World Resources Institute Aqueduct Water Risk Atlas tool. By 2030, we aim to reduce freshwater consumption intensity by 10 percent at these locations through optimizing water reuse, developing process efficiencies, improving infrastructure maintenance, and increasing gray-water use. Leap Ambition progress is noted on page 8.



Metrics

ISO CERTIFIED SITES	2022	2023	2024
# of ISO 14001:2015 Manufacturing Sites Certified	52	53	57

WATER AND WASTE	2022	2023	2024
Water^{21,23}			
 Freshwater Consumption Intensity at water-stressed manufacturing locations (cubic meters/production output hour)	0.071	0.078	0.078
Water Consumption (cubic meters)	23,900,000	26,300,000	23,700,000
Waste^{21,24}			
Waste Intensity (kilograms/production output hour)	3.63	3.55	3.41
Total Waste (kilograms)	133,900,000	130,100,000	101,400,000
Hazardous Waste (kilograms)	14,900,000	14,400,000	12,300,000
Non-Hazardous Waste (kilograms)	119,000,000	115,800,000	89,100,000

ENVIRONMENTAL FOOTNOTES

¹ Precedence Research, Biofuels Market, [https://www.precedenceresearch.com/biofuels-market \(2023\)](https://www.precedenceresearch.com/biofuels-market (2023)).

² For the purposes of Deere's public SBTi goal, Deere uses the GHG Protocol Scope 3 Technical guidance to derive which Scope 3 GHG emissions are relevant and significant. Deere defines relevant as a Scope 3 category in which Deere's value chain generates emissions and significance as a Scope 3 category where applicable emissions contribute at least five percent to Deere's overall Scope 3 footprint. Based on this criterion and a review of Deere's Scope 3 emissions assessment (derived from the WRI Scope 3 Evaluator tool), Scope 3 Categories 1 and 11 are significant. Scope 3 emissions are calculated in reference to the GHG Protocol for Scope 3 Category 1 and Category 11.

³ The base year of fiscal year (FY) 2021 was chosen based on the strategic launch of the Leap Ambitions that span from their announcement in the FY 2021 Leap Ambition Report to FY 2026 and FY 2030. The Leap Ambitions include Deere's greenhouse gas (GHG) emission reduction goals for Scope 1, 2, and 3. Deere has elected to report its GHG emissions on an operational control basis, as defined by the GHG protocol. Deere's current policy includes incorporating acquisitions and updating baseline information within 24 months of an acquisition for Scope 1 and 2 GHG Emissions.

⁴ Baseline cumulative total is based on the sum of Scope 1 GHG emissions, Scope 2 GHG emissions, Scope 3 GHG emissions Category 1 and Category 11.

⁵ EPA, Scope 1 and Scope 2 Inventory Guidance, [https://www.epa.gov/climateleadership/scope-1-and-scope-2-inventory-guidance \(2024\)](https://www.epa.gov/climateleadership/scope-1-and-scope-2-inventory-guidance (2024)).

⁶ For the purposes of Deere's public SBTi goal, 50% reduction of Scope 1 and 2 CO₂e emissions goal is based on Scope 2 market-based methodologies based on WRI Scope 2 Guidance. Reporting for Scope 1 and 2 GHG Emissions is based on GHG protocol.

⁷ Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, [https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-ReportingStandard_041613_2.pdf \(2024\)](https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-ReportingStandard_041613_2.pdf (2024)).

⁸ Scope 3 Category 1 is calculated using an inflation-adjusted spend based model, with commodity averages, consistent with Science Based Targets Initiative's requirements.

⁹ Scope 3 Category 11 GHG emissions are calculated using the Well to Wheels (WTW) method, consistent with Science Based Targets Initiative's requirements.

¹⁰ Data is based on total GHG emissions from Climate Watch's Historical GHG Emissions from the year 2021 at https://www.climatewatchdata.org/ghg-emissions?chartType=area&end_year=2021§ors=agriculture%2Cland-use-change-and-forestry&start_year=1990 and Deere's

reported Scope 1, 2, and Scope 3 (Category 1 and Category 11) total GHG emissions from 2021 as shown on page 25 of 2024 Business Impact Report: Sustainability Disclosures and Metrics.

¹¹ Climate Watch, Historical GHG Emissions, [https://www.climatewatchdata.org/ghgemissions?chartType=area&end_year=2021§ors=agriculture%2Cland-use-change-andforestry&start_year=1990 \(2024\)](https://www.climatewatchdata.org/ghgemissions?chartType=area&end_year=2021§ors=agriculture%2Cland-use-change-andforestry&start_year=1990 (2024)).

¹² Reporting methodology changed from prior year due to enhancements with in-field data collection processes. Crop protection efficiency, nitrogen use efficiency, and customer CO₂e emissions are based on per unit of output.

¹³ Estimated average CO₂e of fertilizer, pesticide, and fuel emissions across a representative global sample of corn, soybean, wheat, canola, and cotton fields.

¹⁴ Engaged acres reflects the number of unique acres with at least one operational pass documented in the John Deere Operations Center™ in the past 12 months.

¹⁵ Highly engaged acres is the documentation of multiple production steps and the use of digital tools to complete multiple, value creating activities over a 12-month period.

¹⁶ Estimated average nitrogen usage and yield across a representative global sample of corn, wheat, canola, and cotton fields.

¹⁷ Estimated average product usage and yield across a representative global sample of corn, soybean, wheat, canola, and cotton fields. CPU is amount of product applied (kg) multiplied by an environmental risk factor.

¹⁸ Sustainably engaged acres is the number of Deere & Company engaged acres that include incorporation of two or more sustainable John Deere technology solutions or sustainable practices over a 12-month period. This is a dynamic definition as new technologies and sustainable practices are developed. Current examples of sustainable technology solutions include AutoTrac™, Section Control, Harvest Smart™, and See & Spray™ solutions. Sustainable practices vary by region but include practices such as cover cropping and conservation tillage methods. We updated the methodology in 2023 for a more accurate measurements of acres.

¹⁹ Analysis estimations based on equipment specifications and battery specifications. Results will vary.

²⁰ Emission factors based on Argonne National Laboratory's GREET model.

²¹ Apex Companies, LLC has verified greenhouse gas (GHG) emissions data in accordance with the ISO 14064-3: Greenhouse gases — Part 3: Specification with guidance for the validation and verification of GHG statements assurance standard and water, waste, and safety data in

accordance with the ISAE 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information assurance standard. For more information on assurance, see page 56 of the Data Book.

²² The conversion factors used for combustion (e.g., natural gas) use the higher heating values (HHV) published by the EPA in the 40 CFR Parts 86, 86, and 89. This is consistent with the GHG Protocol Stationary Combustion Guidance. The latest-available version of emission factors referenced or recommended by the GHG Protocol are used.

²³ Freshwater consumption is defined by Deere as the sum of freshwater drawn into the boundaries of the organization from all sources for any use.

²⁴ Due to rounding, certain metrics do not add.

Social



HUMAN RIGHTS

At John Deere, we are committed to honoring human rights and respecting the individual dignity of all people. Our commitment to human rights requires that we understand and carry out our responsibilities consistent with company values and practices upheld for all employees and workers in our value chain. Deere works to analyze its human rights impacts in line with the UN Guiding Principles on Businesses and Human Rights and other frameworks as appropriate.

Our commitment to respecting human rights is defined in our [Code of Business Conduct](#), [Supplier Code of Conduct](#), [Dealer Code of Conduct](#), and [John Deere's Support of Human Rights in Our Business Practices](#). These codes aim to establish clear guidelines for our employees,

suppliers, and dealers while helping to inform our business decisions. Deere monitors and assesses global human rights-related risks and developments as appropriate. Deere develops region- or location-specific guidance and processes as applicable to address human rights risks in those areas.

John Deere employees have a responsibility to uphold the standards of honor and integrity in the Code of Business Conduct. All employees are required to review the Code and incorporate it into their work and behavior. To foster an inclusive workplace, the Code provides guidance on creating an environment that promotes mutual respect and acceptance. It also discusses how to maintain a

high level of integrity when working with customers and suppliers.

When choosing suppliers, we seek to engage with those who comply with laws and uphold values aligned with our own. Our employees regularly discuss the John Deere Supplier Code of Conduct with suppliers, and most supplier contracts require adherence to the Supplier Code of Conduct. The Supplier Code addresses the following key areas: health and safety, labor and human rights, environment, ethics, and sustainable procurement. See the [Supply Management section](#) for more information on how we manage supply chain human rights risks.

As the face of the brand to our customers, our dealers, distributors, and their sub-dealers (collectively, dealers) commit to conducting business ethically and in compliance with all applicable laws. Like the other Codes, the Dealer Code of Conduct covers many topics, including labor, human rights, health and safety, environment, and ethics.

Click here to view more of [Our Policies and Commitments](#).

HIRING AND DEVELOPMENT

Deere aims to attract and hire the best talent to innovate and solve our customers' biggest challenges. We also support our employees' growth at all stages of their careers by offering internships, training, upskilling, apprenticeships, and leadership development.

For student and graduates at Deere we offer the following:

- Internship Programs
- Part-Time Student Programs
- Early Talent Development Programs
- Apprenticeship Programs

We also offer the following hiring programs:

- Military Hiring program - we seek active-duty military personnel, veterans, National Guard members, reservists, spouses, and dependents. This program is free and available for those interested in working at a John Deere factory, office, or dealership.

- John Deere TECH program, for individuals interested in working as a John Deere technician. This program provides high-quality training while working for a sponsoring John Deere dealer.

Professional employees receive access to a network of support via our mentorship program, receive annual performance reviews, have access to development planning resources, and have access to programs for upskilling and leadership development.

In addition, the following business resource groups are focused on professional development, networking, mentoring, and supporting talent recruitment efforts.

- ABLEd
- Asian Connection
- BERG (Black Employee Resource Group)
- HOLA (Hispanic/Latino)

- MERG (Military Employee Resource Group)
- N8V (Native American employees)
- NEON (New & Experienced Organizational Network)
- PCC (Parents & Caregivers Connection)
- Rainbow (LGBTQ)
- WomenREACH

For recruiting and development purposes, we work with a variety of professional organizations to support a diverse pipeline of candidates representing the fields of accounting, agriculture, general business, engineering, science, and technology, and provide development opportunities for all employees.

Professional Organizations Deere supports include:

- TMCf (Thurgood Marshall College Fund)
- NBMBA (National Black MBA Association)
- GHC (Grace Hopper Celebration)
- SWE (Society of Women Engineers)

- NABA, Inc. (formerly known as National Association of Black Accountants)
- SHPE (Society of Hispanic Professional Engineers)
- NSBE (National Society of Black Engineers)
- MANRRS (Minorities in Agriculture, Natural Resources & Related Sciences)

For more information on careers and benefits at Deere see [Careers at John Deere](#).

WORKFORCE METRICS

WORKFORCE	2022	2023	2024
Number of Employees (SASB Index code RT-IG-000.B)	82,200	83,000	75,800
% of Global Production Employees Covered by Collective Agreements	84.4%	85%	84%
% of Part-Time Student and Student Employees ¹	2.1%	2.2%	2.0%
% of Women in Revenue-Generating Positions ¹	18.3%	18.7%	18.9%
% of Women in STEM-Related Positions ¹	15.2%	19.8%	18.8%
Turnover Rate Overall ^{1,2,3}	13%	13.2%	14.2%
Voluntary Turnover Rate ^{1,2}	6.5%	5.3%	5.6%
Voluntary Turnover Rate–Production ^{1,2}	7.1%	6.8%	7.0%
Voluntary Turnover Rate–Salaried ^{1,2}	5.7%	3.7%	4.2%
Training Hours per FTE ^{1,4}	21.1	17.3	16.2

EMPLOYEE EXPERIENCE SURVEY RESULTS ⁵	2022	2023	2024
Overall Employee Experience Index Score ⁶	75%	–	77%
Salary	78%	–	80%
Production	71%	–	74%
Intent to Stay ⁷	84%	–	86%
Salary	82%	–	85%
Production	85%	–	88%

– Not Reported

WORKFORCE METRICS

GENDER ¹	2022	2023	2024
Board of Directors⁸			
Male	64.0%	64.0%	64.0%
Female	36.0%	36.0%	36.0%
Undisclosed	0.0%	0.0%	0.0%
General Workforce			
Male	79.2%	78.3%	77.9%
Female	20.7%	21.6%	22.0%
Undisclosed	0.1%	0.1%	0.1%
Salaried Workforce			
Male	71.8%	71.2%	71.0%
Female	28.1%	28.7%	28.8%
Undisclosed	0.1%	0.1%	0.2%
Management			
Male	78.1%	77.4%	76.3%
Female	21.9%	22.6%	23.6%
Undisclosed	0.1%	0.0%	0.1%
Senior Management			
Male	76.1%	75.0%	71.2%
Female	23.9%	25.0%	28.8%
Undisclosed	0.1%	0.0%	0.0%
Production Workforce			
Male	85.6%	85.3%	85.5%
Female	14.3%	14.7%	14.4%
Undisclosed	0.1%	0.0%	0.1%
Interns			
Male	71.9%	61.6%	60.8%
Female	26.8%	38.1%	38.0%
Undisclosed	1.3%	0.3%	1.2%

WORKFORCE METRICS

RACE AND ETHNICITY ^{1,9}	2022	2023	2024
Board of Directors⁸			
American Indian or Alaskan	0.0%	0.0%	0.0%
Asian	0.0%	0.0%	0.0%
Black or African American	18.0%	18.0%	18.0%
Hawaiian or Pacific Islander	0.0%	0.0%	0.0%
Hispanic or Latino	0.0%	0.0%	0.0%
Multiple Races	0.0%	0.0%	0.0%
White	82.0%	82.0%	82.0%
Undisclosed	0.0%	0.0%	0.0%
General Workforce			
American Indian or Alaskan	0.8%	0.8%	0.7%
Asian	3.6%	4.0%	4.3%
Black or African American	6.7%	6.6%	5.7%
Hawaiian or Pacific Islander	0.1%	0.1%	0.1%
Hispanic or Latino	4.2%	4.1%	4.0%
Multiple Races	1.0%	1.0%	0.9%
White	81.4%	80.2%	79.3%
Undisclosed	2.2%	3.2%	5.0%
Salaried Workforce			
American Indian or Alaskan	0.4%	0.4%	0.4%
Asian	6.7%	7.1%	7.4%
Black or African American	3.1%	3.3%	3.2%
Hawaiian or Pacific Islander	0.0%	0.1%	0.1%
Hispanic or Latino	3.5%	3.8%	3.9%
Multiple Races	0.7%	0.9%	0.9%
White	83.2%	81.4%	80.9%
Undisclosed	2.4%	3.1%	3.2%

WORKFORCE METRICS

RACE AND ETHNICITY ^{1,9}	2022	2023	2024
Salaried Workforce (Continued)			
Management			
American Indian or Alaskan	0.3%	0.4%	0.3%
Asian	4.3%	4.5%	4.3%
Black or African American	3.0%	3.5%	3.3%
Hawaiian or Pacific Islander	0.1%	0.1%	0.1%
Hispanic or Latino	2.8%	3.1%	3.2%
Multiple Races	0.5%	0.7%	0.6%
White	88.8%	86.5%	85.9%
Undisclosed	0.2%	1.3%	2.3%
Senior Management			
American Indian or Alaskan	0.0%	0.0%	0.0%
Asian	6.4%	6.2%	6.2%
Black or African American	11.3%	13.9%	18.8%
Hawaiian or Pacific Islander	0.0%	0.0%	0.0%
Hispanic or Latino	6.5%	4.6%	3.1%
Multiple Races	0.0%	0.0%	0.0%
White	74.2%	72.3%	70.3%
Undisclosed	1.6%	3.1%	1.6%
Production Workforce			
American Indian or Alaskan	1.2%	1.3%	1.1%
Asian	0.7%	0.8%	0.8%
Black or African American	10.2%	10.0%	8.4%
Hawaiian or Pacific Islander	0.1%	0.1%	0.1%
Hispanic or Latino	4.9%	4.5%	4.2%
Multiple Races	1.1%	1.1%	0.9%
White	79.8%	78.8%	77.5%
Undisclosed	2.0%	3.4%	7.0%

WORKFORCE METRICS

RACE AND ETHNICITY ^{1,9}	2022	2023	2024
Interns			
American Indian or Alaskan	0.3%	0.5%	0.5%
Asian	20.0%	20.0%	19.3%
Black or African American	8.9%	7.7%	13.8%
Hawaiian or Pacific Islander	0.0%	0.2%	0.0%
Hispanic or Latino	7.3%	8.7%	11.7%
Multiple Races	3.5%	4.5%	4.3%
White	59.2%	53.7%	46.3%
Undisclosed	0.8%	4.7%	4.1%

AGE DIVERSITY ¹	2022	2023	2024
<30	25.0%	23.9%	20.6%
30–50	58.4%	58.8%	58.6%
>50	16.6%	17.3%	20.8%

SAFETY METRICS



ISO CERTIFIED SITES SAFETY	2022	2023	2024
# of ISO 45001:2018 Manufacturing Sites Certified	3	3	3

SAFETY ¹⁰	2022	2023	2024
 Total Recordable Incident Rate (TRIR)	2.18	2.08	1.69
Lost Time Frequency Rate	0.67	0.65	0.63
Near Miss Frequency Rate ¹	12.94	13.58	12.12
Fatality Rate	0.001	0.001	0.000



To see our [Safety disclosures on page 37 of the Business Impact Report.](#)

SUPPLY MANAGEMENT

At John Deere, our commitment to sustainability and human rights is embedded in our [Supplier Code of Conduct](#), which outlines expectations across various areas, including environmental stewardship, labor and human rights, ethics, and sustainable procurement. The Supplier Code of Conduct not only guides our suppliers in adhering to these principles but also reinforces our overarching goal of responsible supply chain management.

Our supply management and logistics teams are dedicated to prioritizing compliance while effectively meeting customer needs, which is realized through the development of a sustainable supply chain. This approach strengthens supplier relationships and aligns

with both our responsible sourcing requirements and strategic sourcing strategy. This strategy emphasizes sustainability, quality, cost, and delivery as core expectations, helping to ensure that suppliers are held to high standards.

To further bolster our supply chain, we have established a comprehensive Supply Chain Risk Management Process to measure and assess risks across our supply base. These processes aim to address critical concerns such as compliance, financial stability, quality, delivery performance, and overall supplier reliability. Additionally, to ensure a thorough examination of our entire supplier network we are proactively identifying potential risks within the sub-tier supply chain and

driving corrective actions where necessary through our tier I suppliers to all levels. We also manage the risks associated with critical materials. Please refer to the [Sustainability Accounting Standards Board \(SASB\) Index for more details](#).

Our focus on human rights remains a critical component of our strategy. We utilize tools like inherent risk assessments, sustainability scorecards, and internal audits to develop a Supplier Risk Profile Index (RPI) that specifically targets human rights risks. Suppliers are monitored based on their RPI, and if issues arise that cannot be resolved through verification methods, we implement action plans to rectify the issue or remove noncompliant suppliers from our network.

This process supports our efforts to ensure compliance with increasing global regulations on human rights and sustainable sourcing.

Together, these efforts highlight our dedication to building a robust, sustainable, and ethically responsible supply chain, ensuring we meet the needs of our customers while upholding our values of sustainability and human rights.

Metrics

SUPPLY CHAIN	2022	2023	2024
# of Suppliers ¹¹	4,147	5,746	5,655
# of Supplier Compliance Audits ¹²	936	1,468	1,902

COMMUNITY ENGAGEMENT METRICS

COMMUNITY ENGAGEMENT	2022	2023	2024
Charitable Contributions (% of net income) ¹³	1.7%	1.7%	1.1%
Charitable Contributions (millions USD)	\$55.5M	\$74.5M	\$61.7M
Volunteer Hours ¹⁴	174,518	261,214	342,015



To see Corporate Social Responsibility disclosures on page 42–45 of the 2024 Business Impact Report.

CYBERSECURITY AND DATA PRIVACY

CYBERSECURITY

Data and connectivity are a critical part of our work at John Deere and in our customers' operations. We have dedicated cybersecurity teams around the globe committed to helping protect our customers, dealers, products, and infrastructure.

Our approach to digital security can be found [here](#).

The Board of Directors' Audit Review Committee shares with the full Board oversight responsibility for cybersecurity. The Chief Information Security Officer (CISO) oversees our global cybersecurity strategy. Information on the latest cybersecurity trends, strategic initiatives, and metrics are presented quarterly to the Audit Review Committee by our CISO. Subject matter experts in areas such as risk management, identity and access management, product security, and information technology (IT) may present at these quarterly updates to the Audit Review Committee. Our digital risk governance council and executive business conduct council provide senior leadership oversight on information security governance, data governance, digital risk management, and privacy.

We leverage the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) as the foundational building block of our global information security program. In addition to internal audits that include information security policies, standards, and guidelines, we work with third parties to assess the maturity of our program within the NIST CSF and develop strategic areas of focus from those assessments.

Building a companywide culture of cybersecurity starts with education. Our goal is to teach employees about key security concepts, trends, and the role each employee plays in helping to prevent cyberattacks. Deere's digital security organization has worked to engage employees in its efforts through multiple forms of regular training and education to include mandatory onboarding training, phishing simulations, newsletters, and educational events.

DATA PRIVACY

We also take care to respect people's privacy in handling personal data. Our data-privacy program is structured to monitor and adapt to comply with changes in global privacy laws and regulations. The Corporate Governance Committee of the Board of Directors provides oversight for privacy. Our privacy practices can be found [here](#).

While the European General Data Protection Regulation and other laws have brought increased requirements and general awareness to privacy, we have long focused on ensuring the responsible use of personal data. We maintain our European Binding Corporate Rules, often considered the global gold standard for the transfer and processing of personal data from Europe. Reflecting our commitment to privacy, we routinely submit significant parts of our global privacy program to European regulators for review, as appropriate.

GENERATIVE ARTIFICIAL INTELLIGENCE GOVERNANCE:

John Deere has implemented processes to responsibly use Generative Artificial Intelligence (AI) by managing risk through a multilayered approach that includes:

- making sure users have awareness and education
- leveraging platforms with built-in controls
- safeguarding the application and data with appropriate security and logging

Our approach is informed by the National Institute of Standards and Technology (NIST) and includes NIST-based Generative AI impact assessments and oversight by our governance framework, with the Audit Review Committee providing senior level oversight. An additional pillar of our framework is collaborating with other leading companies through the Alliance for Trust in AI and CEMA European Agriculture Machinery Association, and partnering with the US Government via the NIST AI Safety Institute Consortium and Cybersecurity and Infrastructure Security Agency.

PRODUCT QUALITY, DURABILITY, AND RELIABILITY

At John Deere, we understand how product quality directly impacts customer experience. That's why our four-part focus on quality spans the life of each product.

PRODUCT DEVELOPMENT

During product development, quality processes include reliability and durability testing, validation of new parts and procedures, and tracking, to help ensure products are ready for our customers at launch. Cross-functional teams, both internal disciplines and critical suppliers, track results, adjust as needed, and manage programs to meet customer expectations throughout the product lifecycle.

MANUFACTURING

Quality processes, audit checks, and automated controls are built into each station of operation. Teams validate and audit the final product using a customer-focused machine runoff, a final set of inspections, and smart testing tools, helping them proactively find and address product issues prior to shipment.

PROBLEM RESOLUTION

When we identify problems or issues, we work to address them quickly and completely, following a rigorous problem resolution process. We work to find the root cause, validate solutions, and employ preventive actions. Virtual

validation and lab analysis tools help us find solutions and make improvements. Access to performance data from connected machines, as well as from those at our production facilities, helps us identify and resolve customer problems.

CUSTOMER SATISFACTION

Leveraging customer insights and experiences helps us deliver Distinctive Product Quality in both our products and our total technology-enabled solutions. We work to track performance of all products in relation to our quality goals.

DIGITAL STRATEGY

We believe our goal of onboarding 1.5 million connected machines by 2026 will strengthen John Deere Distinctive Product Quality development. We'll leverage advanced telematics data from a machine to develop proactive insights and alerts to help improve uptime. Through this strategy, John Deere track parts through manufacturing, testing, and equipment operation. By using intelligent measurement tools coupled with advanced analytics, Deere will be able to identify markers that could indicate a potential problem and take preventive action before it impacts the customer.

Quality Metrics

ISO CERTIFIED SITES QUALITY	2022	2023	2024
# of ISO 9001:2015 Manufacturing Sites Certified	49	50	52

PRODUCT SAFETY

Our product safety department works with factory product safety committees during product development to help ensure our general rule for product safety is followed. This rule defines that an acceptable design must not present an unreasonable risk of injury to a product user or others nearby. In applying this rule, we consider the people, environmental conditions, and other products likely to be involved.

Beyond this rule, we strive to meet or exceed the intent of standards published by the International Organization for Standardization (ISO), the American National Standards

Institute (ANSI), the American Society of Agricultural and Biological Engineers (ASABE), and others.

We utilize IT applications to collect suppliers' part-level chemical compliance information related to regulations like European Union's Registration, Evaluation, Authorization, and Restriction of Chemicals Regulations (EU REACH), California Proposition 65, and the European Union's Restriction of Hazardous Substances Directive (EU RoHS).

We seek to develop and use product repair and recall processes, which include specific activities and procedures for product recall reporting and notification. Consumer product recalls are posted on the John Deere website and the website of the appropriate government agency.

Our incident reporting system collects incident information involving Deere equipment from numerous sources, including our dealers, the customer call center, and public information. Incident reports are forwarded to the corporate product safety department and entered into a central repository. A formal report of the incident

is sent to the factory and marketing groups responsible for the product, where it is reviewed by the factory product safety committee.

Safety information appears in predelivery instructions, operator's and technical manuals, and other service publications according to the activities to which they apply. In addition, safety instructions in the form of safety signs are affixed to the product to appropriately warn an operator of potential hazards.

SOCIAL FOOTNOTES

¹ Data associated with the operation of Wirtgen Group entities is not included.

² Data is associated with the average of Deere's employees over a 12-month fiscal year

³ Data includes all separations (retirements, involuntary, and voluntary).

⁴ Global salaried employees only.

⁵ Survey results are disclosed every two years and are used to improve the employee experience and monitor progress.

⁶ Employee Experience Index is comprised of the four items:

1) Intent to stay with the organization for at least the next 12 months; 2) A sense of belonging within the organization; 3) The feeling that the work provides a sense of personal accomplishment; 4) Feeling valued as an employee.

Overall, the Employee Experience is how employees internalize and interpret the interactions they have with and within the organization.

⁷ The intent to stay is a measure of employees' willingness to remain with the organization for at least the next 12 months and their likelihood of recommending it as a great place to work to family and friends.

⁸ Metrics are calculated on the basis of the 11 members of the Board of Directors as of October 31, 2024.

⁹ U.S. employees only.

¹⁰ Rates are per 100 employees. Data associated with the operation of Wirtgen Group entities is not included in the Near Miss Frequency Rate metric.

¹¹ Data includes direct, logistics, and aftermarket Deere and Wirtgen suppliers.

¹² Data includes assessments for direct, indirect, logistics, and aftermarket Deere and Wirtgen suppliers. Data does not account for any Deere acquisitions.

¹³ Average net income attributable to Deere & Company from the previous five fiscal years (i.e., 2024 contributions compared to the average net income from FY2019 to FY2023). Methodology updated in 2024 to more accurately reflect the business cycle. Previous years have been restated.

¹⁴ The 2024 increase in Volunteer Hours as compared to 2023 is due to the inclusion of volunteer hours from locations in Argentina, Brazil, France, Germany, Luxembourg, Mexico, the Netherlands, Poland, and Spain.

Governance



COMPLIANCE

The Center for Global Business Conduct provides continuous training, communications, monitoring, and best practices throughout our operations, so that we can sustain our strong ethical culture and help ensure compliance with laws and regulations. The team is led by our Vice President & Chief Compliance Officer, reporting to our Chief Legal Officer. The Vice President & Chief Compliance Officer reports quarterly to the Corporate Governance Committee of the Deere and Company Board of Directors regarding the Company’s compliance program effectiveness, compliance risks, and compliance activities.

The Code of Business Conduct and our framework of global ethics and compliance policies serve as the foundation for our corporate compliance program and culture. The Supplier Code of Conduct and the Dealer Code of Conduct clarify our expectations for suppliers and dealers to conduct business ethically.

Training topics are defined by balancing data from our compliance program and enterprise risk management with legal and regulatory requirements. For 2024, compliance

training included, but was not limited to, the following topics: Code of Business Conduct, anti-bribery/corruption, cybersecurity and phishing, data privacy and protection, workplace violence prevention, and workplace and sexual harassment. Training material is translated into as many as 20 languages and delivered and tracked through an online learning management system. We require all employees to complete training on our Code and, where permitted by law, also require that employees regularly certify compliance with the Code. In 2024, 100 percent of our salaried employees completed Code of Business Conduct training and certified compliance.

Providing our employees with a safe, secure reporting outlet remains a priority, and our global compliance hotline is integral to that commitment. Operated by an independent company, the hotline is available to receive confidential reports from anyone within or outside the company. An internal team at Deere is assigned to review and investigate hotline claims. To access country-specific hotline information, employees can view the posters on display at each company location or visit the John Deere intranet. The John Deere Compliance Hotline website is

listed in the Code of Business Conduct, the Dealer Code of Conduct, and the Supplier Code of Conduct, and on the Ethics & Compliance site on Deere.com.

While we have a mature compliance program, we are committed to continuous improvement, by making compliance guidance more relevant, risk based, timely, easy to use, and employee focused. Examples include:

- Training materials and resources, with helpful reminders delivered ahead of trade shows and major events.
- A podcast featuring real-life cases from the hotline or examples of ethical business in action.
- Enhancements to our hotline process and communications to increase trust and transparency.
- Code of Business Conduct available in an engaging, interactive electronic format.
- Regional Compliance Managers to respond to questions, inquiries, or requests from employees.

To expand our reach, Compliance collaborates with Labor Relations to expand the use of email by production employees to deliver additional compliance training to that audience. In countries where email accounts

have been set up for all production employees, those employees have completed training on the Code of Business Conduct and on cybersecurity and phishing.

JOHN DEERE POLICIES

Because we believe corporate governance is integral to creating long term shareholder value, our Board of Directors has adopted companywide corporate governance policies that are periodically reviewed and revised to ensure that they reflect the Board’s corporate governance objectives. These policies, along with the company’s Code of Business Conduct and other work-specific policies, establish the framework by which we seek to conduct ourselves and our global business in compliance with the law and by which we affirm our commitment to integrity.

Click here to view [Our Policies and Commitments](#).

Metrics

COMPLIANCE	2022	2023	2024
Total Compliance Training Course Completed	302,983	279,406	343,690
Investigated and Closed Hotline Reports Resulting in Termination of Employment ¹	–	110	122
Categories of Hotline Reports Investigated and Closed ¹			
How We Treat Each Other in the Workplace ²	–	76%	72%
Accounting, Legal and Regulatory ³	–	7%	7%
Business Integrity ⁴	–	17%	21%

– Not Reported

POLITICAL ENGAGEMENT

At John Deere, we believe that participating in political processes around the world and advocating for public policies that permit us and our customers to compete fairly and freely in the marketplace are vitally important to all our stakeholders. In whatever form it might take, our engagement in the political process is grounded in and guided by our firm commitment to strong corporate governance and global corporate citizenship.

John Deere does not run in service of any political, ideological, or social agenda. Rather, we run to serve our customers, provide meaningful careers for our employees, create long-term value for our shareholders, and enhance the vibrancy of our home communities.

John Deere advocates for good public policy to underscore its responsibility as a corporate citizen to participate in our communities. We engage in public policies such as trade, agricultural and infrastructure development, and regulations that impact how John Deere operates around the world. We seek to promote policies that provide solutions for food security, rural connectivity, technology innovation, ag mechanization, infrastructure development, renewable fuels and alternative power, and tax and financing access that impacts our customers. As a part of these efforts, we engage with like-minded companies, grower and manufacturer associations, and non-governmental organizations (NGOs), as well as participate in public-private partnerships, to reach global audiences and policymakers.

Examples of recent U.S. advocacy to highlight the benefits of precision agriculture and climate-smart practices associated with renewable fuels include engagement

in California's Low Carbon Fuel Standard, the U.S. Federal Renewable Fuel Standard, the Inflation Reduction Act, and the U.S. Farm Bill. On a global level, recent examples of advocacy include sustainable agricultural mechanization, expanding rural connectivity in Brazil, carbon farming and alternative fuels in the EU, and engagement in geospatial data discussions in India. We've led in development and participated in multiple thought-leadership events in Europe and Brazil to highlight agriculture's role in energy transition, both as a producer and user of biofuels, underscoring that precision agriculture practices can enable greater productivity and sustainability. For examples on stakeholder engagement for our Climate Transition Plan, [please click here](#).

U.S. POLITICAL CONTRIBUTIONS

In compliance with U.S. federal and state election laws, John Deere administers the John Deere Political Action Committee (JDPAC), a voluntary, nonpartisan initiative for eligible U.S. employees. JDPAC members voluntarily pool their personal financial contributions to support candidates for U.S. federal and state office who understand and support the business interests of our company, customers, employees, and stakeholders. Under federal law and company policy, participation in JDPAC is limited to eligible, salaried U.S. employees.

Except for administrative expenses, JDPAC is funded solely by the voluntary contributions of John Deere employees and receives no funds from John Deere itself. The company does not reimburse employees directly or indirectly for political contributions, including contributions to JDPAC. Oversight of JDPAC's contributions and related activities is governed by a board

of directors, comprised of 13 John Deere employees from throughout our various business units and management levels. JDPAC does not take positions on legislative matters or engage in lobbying activity. Further, JDPAC does not seek to influence any specific vote or decision through contributions.

As required by law, JDPAC fully discloses all contributions made and received through reports filed with the U.S. Federal Election Commission and various state ethics commissions. For further transparency, John Deere also posts an annual report on our website summarizing JDPAC contributions made in the most recent calendar year or election cycle, categorized by state, candidate, and amount. To view the annual report for the 2023–2024 election cycle, [please click here](#).

Consistent with U.S. federal law, John Deere does not contribute any corporate funds to federal candidates, national political party committees, or other federal political committees, with limited exceptions. For example, even when permitted by applicable law in connection with certain state and local elections, we do not use corporate assets to support or oppose any candidate for political office or ballot measure. The company does, however, reserve the right to make exceptions to this practice so long as the corporate contribution is allowable under applicable law, is consistent with our public policy agenda, is in accordance with our Code of Business Conduct, and receives prior approval by our relevant leadership.

JDPAC does not pay for any independent expenditures intended to influence elections, as this term is defined by law. Moreover, John Deere did not make any such political

expenditures out of corporate assets in the 2023 and 2024 calendar years.

In the interest of transparency for our shareholders and other stakeholders, we publicly disclose and annually update our significant corporate contributions to U.S. trade associations for advocacy purposes. John Deere belongs to several trade and industry associations and pays annual dues to these groups. We participate in trade associations in part to join other like-minded companies in engaging in public education and advocacy efforts regarding major issues of common concern to our industries.

Our participation in trade associations is subject to management approval and oversight. We publicly disclose and annually update a list of those U.S. trade associations to which John Deere pays dues or makes other contributions of \$50,000 USD or more, as well as the portions of such dues or payments that are not deductible under Section 162(e)(1) of the Internal Revenue Code. To view the 2024 report for U.S. trade association memberships and expenditures, [please click here](#).

GOVERNANCE FOOTNOTES

¹ 2023 was the first reporting year for this metric.

² This metric represents the percent of total hotline reports investigated and closed in the following categories: concerns of harassment or discrimination, threats or physical violence, employment law or policy violations, and retaliation.

³ This metric represents the percent of total hotline reports investigated and closed in the following categories: accounting or financial misconduct or legal/regulatory violation.

⁴ This metric represents the percent of total hotline reports investigated and closed in the following categories: theft or misuse of company resources; conflicts of interest; and bribery, corruption, or improper gifts or entertainment.

Indices and Reports



2024 TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD) INDEX

TOPIC	METRIC	JOHN DEERE RESPONSE
Governance	Describe the board’s oversight of climate-related risks and opportunities.	Refer to Pages 4 and 5 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Describe management’s role in assessing and managing climate-related risks and opportunities.	Refer to Pages 4 and 5 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Refer to Pages 12–14 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Refer to Pages 16–24 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Refer to Pages 15 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
Risk Management	Describe the organization’s processes for identifying and assessing climate-related risks.	Refer to Pages 6 and 12 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Describe the organization’s processes for managing climate-related risks.	Refer to Pages 6 and 12 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management	Refer to Pages 6 and 12 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Refer to Pages 7–8, 16–24, and 25 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Refer to Page 25 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics. CARBON CREDIT STANCE At this time, due to the variability in quality, uncertainty related to duration, and inconsistent economic valuation, we do not currently participate in purchasing carbon credits to fulfill our climate commitments. We will continue to monitor the market, verification standards, and accounting guidance for carbon credits as we progress on our climate-transition journey.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Refer to Pages 7–8, 16–24, and 25 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.

2024 SASB INDEX

Sector: Resource Transformation
Industry: Industrial Machinery & Goods

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	JOHN DEERE RESPONSE
Energy Management	Total Energy Consumed	Quantitative	Gigajoules (GJ)	RT-IG-130a.1	Refer to Page 25 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
	Percentage Grid Electricity	Quantitative	% of Total Energy	RT-IG-130a.1	Refer to Page 25 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
	Percentage Renewable Energy	Quantitative	% of Total Energy	RT-IG-130a.1	Refer to Page 25 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
Employee Health & Safety	Total Recordable Incident Rate (TRIR)	Quantitative	Rate per 100 Employees	RT-IG-320a.1	Refer to Page 35 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
	Fatality Rate	Quantitative	Rate per 100 Employees	RT-IG-320a.1	Refer to Page 35 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
	Near Miss Frequency Rate (NMFR)	Quantitative	Rate per 100 Employees	RT-IG-320a.1	Refer to Page 35 of 2024 Business Impact Report: Sustainability Disclosures & Metrics
Fuel Economy & Emissions In Use Phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Gallons per 1,000 ton-miles	RT-IG-410a.1	Not applicable to John Deere
	Sales-weighted fuel efficiency for non-road equipment	Quantitative	Gallons per hour	RT-IG-410a.2	15.8
	Sales-weighted fuel efficiency for stationary generators	Quantitative	Watts per gallon	RT-IG-410a.3	Not applicable to John Deere
	Sales-weighted emissions of: (1) nitrogen oxides (NO _x), and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines.	Quantitative	Grams per kilowatt-hour	RT-IG-410a.4	(1) 0.13 (2) 0.0005
	For a discussion of John Deere's approach to fuel economy and emissions, please see the Deere & Company 2024 Form 10-K, pages, 9, 21, and 22. This reflects model-rated and sales-weighted fuel efficiency for John Deere 8 Series Tractors sold in North America during fiscal year 2023.				
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Quantitative	Reporting currency	RT-IG-440b.1	366M
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	RT-IG-440a.1	<p>JOHN DEERE RESPONSE</p> <p>At John Deere, we manufacture heavy-duty machines, engines, and electronics that enable our customers to produce more with less. To create these technology-enabled machines, we work with suppliers around the globe to source raw materials, components, and parts that are incorporated into our manufacturing processes. Due to the nature of our business, certain raw materials, parts, and components of John Deere products, and certain manufacturing processes, incorporate critical materials. Batteries, electronic components, magnets, seals, and coatings for certain parts and components are among the various applications that incorporate critical materials. These materials may include cobalt, tantalum, tungsten, graphite, platinum group metals (platinum and palladium), and rare earth metals. We have policies and processes in place to manage risks related to the supply of these materials, including risks related to availability and access, price volatility, human rights practices throughout the supply chain, and geopolitical uncertainty. These key processes and policies include:</p> <ul style="list-style-type: none"> • Multi-supplier sourcing strategies utilized where available to mitigate risk of availability and access related to a single supplier. • Multi-location sourcing strategies utilized to mitigate risk of geopolitical uncertainty. • Part and component specifications designed across product lines based on required performance, rather than material, such that alternative materials can be used to mitigate risk related to availability and access. • Long-term agreements negotiated with key suppliers to mitigate the risk of price volatility. • Industry programs leveraged for recycling and reuse of precious rare earth metals. • Education of suppliers on John Deere expectations with respect to the integrity of its supply chain, including requiring adherence to the John Deere Supplier Code of Conduct. • Adherence to the John Deere Global Conflict Minerals Policy to help ensure responsible sourcing of conflict minerals in our supply chain. • Supplier sustainability risk assessments through EcoVadis, which includes consideration of human rights practices and supply chain integrity. • Robust supplier audit program with appropriate follow-up due diligence processes, which involves three critical components: (1) quality and compliance audits on all new suppliers; (2) follow-up audits for existing suppliers based on known issues, new manufacturing or sourcing locations, or other identified issues; and (3) an annual Conflict Minerals review for over 70 percent of our total purchased volume. <p>Please see page 36 of our 2024 Business Impact Report: Sustainability Disclosures & Metrics.</p>

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	JOHN DEERE RESPONSE
Number of units produced by product category	Quantitative	Number	RT-IG-000.A	Proprietary
Number of employees	Quantitative	Number	RT-IG-000.B	Refer to Page 30 of 2024 Business Impact Report: Sustainability Disclosures & Metrics

2024 UN SDG INDEX

John Deere continues to embrace the United Nations Sustainable Development Goals through 2030. This document describes how our world changing work directly contributes to specific UN SDGs.

Feature Story	SDG	Reference
More Tech Means More Sustainability (and Savings) In Every Production Phase	  	2024 Business Impact Report pages 16–19
Sustainable Practices Start With Data, Partnerships, Advocacy	   	2024 Business Impact Report pages 20–22
Deere Makes Investing In Tech an Easier “Dollar to Spend” In the Challenging Vineyards of Sonoma County	  	2024 Business Impact Report pages 23–24
See More and Reduce Rework with Precision Construction Technology		2024 Business Impact Report pages 25–26
Wirtgen Rock Crusher Makes Quick, Efficient Work of Demanding Jobs		2024 Business Impact Report pages 27–28
Tailored Technologies: Each Machine, Job, and Business Drives the Needs of Power		2024 Business Impact Report pages 29–32
Operational GHG Emissions—Scope 1 and 2		2024 Business Impact Report page 36
Upstream GHG Emissions—Scope 3, Category 1		

2024 UN SDG INDEX

Feature Story	SDG	Reference
Delivering Customer Value Begins With Our Workforce		2024 Business Impact Report page 41
Food Isn't Waste Until It is Wasted		2024 Business Impact Report page 42–44
The John Deere Foundation Helps Map Educational Futures With First–Ever Scholars Program		2024 Business Impact Report page 45

2024 GRI STANDARDS INDEX (GRI)

GRI Standard	GRI Disclosure	Deere and Company Response
2-1	Organization details	Deere & Company is a publicly traded company listed on the New York Stock Exchange. Deere's headquarters are located in Moline, Illinois USA. Refer to our Worldwide Locations for countries of operation.
2-2	Entities included in the organization's Business Impact Reporting	Refer to our 2024 10-K Report .
2-3	Reporting period, frequency, and contact point	Deere & Company reports annually in accordance with our fiscal year. Refer to Page 46, Reporting Scope & Issuance in our 2024 Business Impact Report . Contact Lauren Harbaugh for questions about the report or reported information.
2-4	Restatements of information	Refer to footnotes on Pages 9, 27, 40, & 44 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-5	External assurance	Refer to Page 56 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-6	Activities, value chain, and other business relationships	Refer to our 2024 10-K Report .
2-7	Employees	Refer to our 2024 10-K Report .
2-8	Workers who are not employees	Refer to our 2024 10-K Report .
2-9	Governance structure and composition	Refer to our 2024 Annual Meeting & Proxy Statement .
2-10	Nomination and selection of the highest governance body	Refer to our 2024 Annual Meeting & Proxy Statement .
2-11	Chair of the highest governance body	Refer to our 2024 Annual Meeting & Proxy Statement .
2-12	Role of the highest governance body in overseeing the management of impacts	Refer to Pages 4–5 Sustainability Governance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-13	Delegation of responsibility for managing impacts	Refer to Pages 4–5 Sustainability Governance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-14	Role of the highest governance body in Business Impact Reporting	Refer to Pages 4–5 Sustainability Governance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-15	Conflicts of interest	Refer to our 2024 Annual Meeting & Proxy Statement .
2-16	Communication of critical concerns	Refer to Pages 4–5 Sustainability Governance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-17	Collective knowledge of the highest governance body	Refer to our 2025 Annual Meeting & Proxy Statement .
2-18	Evaluation of the highest governance body's performance	Refer to our 2025 Annual Meeting & Proxy Statement .
2-19	Remuneration policies	Refer to our 2025 Annual Meeting & Proxy Statement .
2-20	Process to determine remuneration	Refer to our 2025 Annual Meeting & Proxy Statement .
2-21	Annual total compensation ratio	Refer to our 2024 10-K Report .
2-22	Statement on sustainable development strategy	Refer to Pages 4–5, CEO Letter and Page 7, Leap Ambitions in our 2024 Business Impact Report ; and Page 3, Reporting Priorities and Page 6, Strategy in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-23	Policy commitments	Refer to Pages 4–5, Sustainability Governance and Page 42, John Deere Policies in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.

2024 GRI STANDARDS INDEX (GRI)

GRI Standard	GRI Disclosure	Deere and Company Response
2-24	Embedding policy commitments	Refer to Pages 4-5, Sustainability Governance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-25	Process to remediate negative impacts	Refer to Page 42 for John Deere Policies in our 2024 Business Impact Report: Sustainability Disclosures & Metrics and Code of Ethics .
2-26	Mechanisms for seeking advice and raising concerns	Refer to Page 42, Compliance and John Deere Policies in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-27	Compliance with laws and regulations	Refer to Page 42, Compliance and John Deere Policies in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-28	Membership associations	Refer to Page 43, Political Engagement in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-29	Approach to stakeholder engagement	Refer to Page 3 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
2-30	Collective bargaining agreements	Refer to our 2024 10-K Report and Refer to Page 30, Workforce Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
3-1	Process to determine material topics	Refer to Page 3 and Page 6 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
3-2	List of material topics	Refer to Page 3 and Page 6 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
3-3	Management of material topics	Refer to our 2024 Business Impact Report .
201-1	Direct economic value generated and distributed	Refer to our 2024 Annual Report and 2024 Business Impact Report .
201-2	Financial implications and other risks and opportunities due to climate change	Refer to Pages 12- 25 of 2024 Business Impact Report: Sustainability Disclosures & Metrics.
201-3	Defined benefit plan obligations and other retirement plans	Refer to our 2024 10-K Report .
201-4	Financial assistance received from government	Refer to our 2024 10-K Report .
203-1	Infrastructure investments and services supported	Refer to our 2024 Annual Report and 2024 Business Impact Report .
203-2	Significant indirect economic impacts	Refer to our 2024 Annual Report and 2024 Business Impact Report .
205-1	Operations assessed for risks related to corruption	Refer to Page 42, Compliance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
205-2	Communication and training about anti-corruption policies and procedures	Refer to Page 42, Compliance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
205-3	Confirmed incidents of corruption and actions taken	Refer to Page 42, Compliance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Refer to our 2024 10-K Report .
301-1	Materials used by weight or volume	Refer to our 2024 CDP Response .
301-2	Recycled input materials used	Refer to our 2024 CDP Response .

2024 GRI STANDARDS INDEX (GRI)

GRI Standard	GRI Disclosure	Deere and Company Response
301-3	Reclaimed products and their packaging materials	Refer to Page 39, Product Quality, Durability and Reliability in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
302-1	Energy consumption within the organization	Refer to our 2024 CDP Response .
302-2	Energy consumption outside of the organization	Refer to our 2024 CDP Response .
302-3	Energy intensity	Refer to our 2024 CDP Response .
302-4	Reduction of energy consumption	Refer to our 2024 CDP Response .
302-5	Reductions in energy requirements of products and services	Refer to our 2024 CDP Response .
303-1	Interactions with water as a shared resource	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
303-2	Management of water discharge-related impacts	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
303-3	Water withdrawal	Refer to our 2024 CDP Response .
303-4	Water discharge	Refer to our 2024 CDP Response .
303-5	Water consumption	Refer to our 2024 CDP Response .
305-1	Direct (Scope 1) GHG emissions	Refer to our 2024 CDP Response .
305-2	Energy indirect (Scope 2) GHG emissions	Refer to our 2024 CDP Response .
305-3	Other indirect (Scope 3) GHG emissions	Refer to our 2024 CDP Response .
305-4	GHG emissions intensity	Refer to our 2024 CDP Response .
305-5	Reduction of GHG emissions	Refer to our 2024 CDP Response .
305-6	Emissions of ozone-depleting substances (ODS)	Refer to our 2024 CDP Response .
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Refer to our 2024 CDP Response .
306-1	Waste generation and significant waste-related impacts	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics and Page 26 Environmental Management.
306-2	Waste by type and disposal method	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics and Page 26 Environmental Management.
306-3	Waste generated	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
306-4	Waste diverted from disposal	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.

2024 GRI STANDARDS INDEX (GRI)

GRI Standard	GRI Disclosure	Deere and Company Response
306-5	Waste directed to disposal	Refer to Page 26, Environmental Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
308-1	New suppliers that were screened using environmental criteria	Refer to Page 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
308-2	Negative environmental impacts in the supply chain and actions taken	Refer to Page 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
401-1	New employee hires and employee turnover	Refer to Page 30, Workforce Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Refer to Benefits .
401-3	Parental leave	Refer to Benefits .
403-1	Occupational health and safety management system	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-2	Hazard identification, risk assessment, and incident investigation	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-3	Occupational health services	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-4	Worker participation, consultation, and communication on occupational health and safety	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-5	Worker training on occupational health and safety	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-6	Promotion of worker health	Refer to Benefits .
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-8	Workers covered by an occupational health and safety management system	Refer to Page 37, Safety in our 2024 Business Impact Report .
403-9	Work-related injuries	Refer to Page 35, Safety Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
403-10	Work-related ill health	Refer to Page 35, Safety Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
404-1	Average hours of training per year per employee	Refer to Page 42, Compliance Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
404-2	Programs for upgrading employee skills and transition-assistance programs	Refer to Page 41, Delivering Customer Value Begins with Our Workforce in our 2024 Business Impact Report and Page 29 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
404-3	Percentage of employees receiving regular performance and career development reviews	Refer to Page 41, Delivering Customer Value Begins with Our Workforce in our 2024 Business Impact Report and Page 29 in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
405-1	Diversity of governance bodies and employees	Refer to Pages 31-34, Workforce Metrics in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
405-2	Ratio of basic salary and remuneration of women to men	Refer to our 2025 Annual Meeting & Proxy Statement .

2024 GRI STANDARDS INDEX (GRI)

GRI Standard	GRI Disclosure	Deere and Company Response
406-1	Incidents of discrimination and corrective actions taken	Refer to Page 42, Compliance in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Refer to 2024 10-K Report and Refer to Pages 29, Human Rights, and 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
408-1	Operations and suppliers at significant risk for incidents of child labor	Refer to Page 29, Human Rights and Page 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Refer to Page 29, Human Rights in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
413-1	Operations with local community engagement, impact assessments, and development programs	Refer to Pages 42 - 44, John Deere Foundation Food Insecurity and Page 45, John Deere Scholars Program in our 2024 Business Impact Report .
413-2	Operations with significant actual and potential negative impacts on local communities	Refer to Pages 42 - 44, John Deere Foundation Food Insecurity and Page 45, John Deere Scholars Program in our 2024 Business Impact Report .
414-1	New suppliers that were screened using social criteria	Refer to Page 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
414-2	Negative social impacts in the supply chain and actions taken	Refer to Page 36, Supply Management in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
415-1	Political contributions	Refer to Page 43, Political Engagement in our 2024 Business Impact Report: Sustainability Disclosures & Metrics and U.S. Political Contributions .
416-1	Assessment of the health and safety impacts of product and service categories	Refer to Page 39, Product Safety in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Refer to Page 39, Product Safety in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to Page 38, Cybersecurity & Data Privacy in our 2024 Business Impact Report: Sustainability Disclosures & Metrics.

EEO-1 REPORT

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) 2023 EMPLOYER INFORMATION REPORT (EEO-1 COMPONENT 1)				EEOC Standard Form 100 (SF 100) Revised 08/2023 OMB Control Number: 3046-0049 Expiration Date: 11/30/2026			
SECTION A – TYPE OF REPORT CONSOLIDATED REPORT							
SECTION B – EMPLOYER IDENTIFICATION							
OFS COMPANY ID 1004915		EMPLOYER NAME DEERE AND COMPANY					
ADDRESS ONE JOHN DEERE PLACE			CITY/TOWN MOLINE		STATE IL	ZIP CODE 61265	
SECTION C – HEADQUARTERS OR ESTABLISHMENT-LEVEL IDENTIFICATION (if applicable)							
HQ/ESTABLISHMENT-LEVEL UNIT ID		HEADQUARTERS OR ESTABLISHMENT-LEVEL NAME					
HEADQUARTERS OR ESTABLISHMENT-LEVEL ADDRESS			CITY/TOWN		STATE	ZIP CODE	
SECTION D – EMPLOYER IDENTIFICATION NUMBER (EIN) 362382580							
SECTION E – EMPLOYER FILING ELIGIBILITY <input checked="" type="checkbox"/> YES (Employer Is Eligible to File) <input type="checkbox"/> NO (Employer Is Not Eligible to File) <input type="checkbox"/> EMPLOYER NO LONGER IN BUSINESS							
SECTION F – FEDERAL CONTRACTOR DESIGNATION (if applicable) Unique Entity ID (UEI): FNSWEDARMK53 <input type="checkbox"/> YES (Single-Establishment Employer is Federal Contractor) <input checked="" type="checkbox"/> YES (Multi-Establishment Employer is Federal Contractor) <input checked="" type="checkbox"/> YES (Headquarters is Federal Contractor) <input type="checkbox"/> YES (Non-Headquarters Establishment is Federal Contractor) <input checked="" type="checkbox"/> YES (One or More Non-Headquarters Establishments is Federal Contractor)							
SECTION G – NAICS INFORMATION 333111 - Farm Machinery and Equipment Manufacturing							

JOB CATEGORIES	SECTION H – WORKFORCE DEMOGRAPHIC DATA														Row Total	
	Race/Ethnicity															
	Hispanic or Latino		Not Hispanic or Latino													
	Male	Female	Male						Female							
White			Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races			
Executive/Senior Level Officials and Managers	8	0	138	10	13	0	1	1	43	6	4	0	0	0	224	
First/Mid-Level Officials and Managers	81	46	2978	111	184	2	12	24	1158	50	77	2	3	6	4734	
Professionals	305	147	6508	215	694	4	24	98	2178	132	239	0	11	43	10598	
Technicians	26	9	395	18	95	0	5	5	177	3	47	1	0	2	783	
Sales Workers	2	0	90	5	1	0	0	0	22	2	2	0	0	0	124	
Administrative Support Workers	23	35	246	24	6	0	2	7	441	41	9	1	4	7	846	
Craft Workers	43	1	2177	53	5	1	13	18	41	2	1	0	0	0	2355	
Operatives	531	145	8858	1108	96	9	135	110	2146	441	24	6	52	52	13713	
Laborers and Helpers	0	0	11	18	0	0	0	0	7	0	3	0	0	0	39	
Service Workers	0	0	6	0	0	0	0	0	4	3	0	0	0	0	13	
CURRENT 2023 REPORTING YEAR TOTAL	1019	383	21407	1562	1094	16	192	263	6217	680	406	10	70	110	33429	
PRIOR 2022 REPORTING YEAR TOTAL	1085	425	20405	1514	1178	13	191	236	5915	689	392	9	66	93	32211	
SECTION I – WORKFORCE SNAPSHOT PERIOD 12/15/2023 - 12/31/2023																
Not Applicable																
SECTION J – HEADQUARTERS OR ESTABLISHMENT-LEVEL COMMENTS (optional)																

ASSURANCE STATEMENT



ASSURANCE OPINION DECLARATION SUSTAINABILITY METRICS

To: The Stakeholders of Deere & Company

Apex Companies LLC (Apex) was engaged to conduct an independent assurance of the greenhouse gas (GHG) emissions, fuel and energy, water, waste, and safety data ("Sustainability Metrics") reported by Deere & Company ("Deere") for the periods stated below. This assurance opinion declaration applies to the related information included within the scope of work described below.

The determination of the Sustainability Metrics is the sole responsibility of Deere & Company. Deere & Company is responsible for the preparation and fair presentation of the Sustainability Metrics statement in accordance with the criteria. Apex's sole responsibility was to provide independent assurance on the accuracy of the Sustainability Metrics reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the Sustainability Metrics based on the assurance.

Boundaries of the reporting company Sustainability Metrics covered by the assurance:

- Operational Control
- Worldwide

Type of GHGs: CO₂, N₂O, CH₄, HFCs

Exclusions: SF₆; PFCs; Wirtgen Group Near Miss Frequency Rate

Sustainability Metric	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022	Protocol
Energy Consumption (GJ)	11,880,000 ¹	13,300,000 ¹	13,770,000 ¹	Deere Internal Protocol
Percentage Grid Electricity	42% of total electricity ¹	44% of total electricity ¹	42% of total electricity ¹	SASB RT-IG-130a.1.2
Percentage Renewable Electricity	65% of total electricity ¹	61% of total electricity ¹	59% of total electricity ¹	Deere Internal Protocol
Percentage Renewable Energy	27% of total energy ¹	27% of total energy ¹	25% of total energy ¹	SASB RT-IG-130a.1.3
Scope 1 and 2 Market-Based Emissions (mt CO ₂ e) ²	577,900 ¹	690,000 ¹	716,700 ¹	WRI/WBCSD GHG Protocol ³
Scope 1 Emissions (mt CO ₂ e)	353,900 ¹	410,000 ¹	418,200 ¹	WRI/WBCSD GHG Protocol ³
Scope 2 (market based) Emissions (mt CO ₂ e)	224,000 ¹	280,000 ¹	298,500 ¹	WRI/WBCSD GHG Protocol ³
Scope 3 (Category 1 and Category 11) (mt CO ₂ e)	81,736,000 ²	97,383,000 ²	98,224,000 ²	WRI/WBCSD GHG Protocol Value Chain ⁴
Scope 3, Category 1 - Purchased Goods & Services (mt CO ₂ e)	5,532,000 ²	8,263,000 ²	8,322,000 ²	WRI/WBCSD GHG Protocol Value Chain ⁴
Scope 3, Category 11 Use of Sold Products (mt CO ₂ e)	76,204,000 ²	89,120,000 ²	89,902,000 ²	WRI/WBCSD GHG Protocol Value Chain ⁴
Water intensity ⁵ at water-stressed manufacturing locations (cubic meters/production output hour ⁶)	0.078 ²	0.078 ²	0.071 ²	Deere Internal Protocol
Water Consumption (cubic meters)	23,700,000 ²	26,300,000 ¹	23,900,000 ¹	Deere Internal Protocol
Waste Intensity (kilograms/production output hour ⁶)	3.41 ²	3.55 ²	3.63 ²	Deere Internal Protocol
Total Waste (kilograms)	101,400,000 ²	130,100,000 ¹	133,900,000 ²	Deere Internal Protocol
Hazardous Waste (kilograms)	12,300,000 ²	14,400,000 ¹	14,900,000 ²	Deere Internal Protocol
Non-Hazardous Waste (kilograms)	89,100,000 ²	115,800,000 ¹	119,000,000 ²	Deere Internal Protocol
Total Recordable Incident Rate (per 100 employees)	1.69 ²	2.08 ²		Deere Internal Protocol
Lost Time Frequency Rate (per 100 employees)	12.12 ²	0.65 ²		Deere Internal Protocol
Near Miss Frequency Rate (per 100 employees)	0.63 ²	13.58 ²		Deere Internal Protocol
Fatality Rate (per 100 employees)	0.000 ²	0.001 ²		Deere Internal Protocol

¹ Apex provided reasonable assurance of metric

² Apex provided limited assurance of metric

³ WRI/WBCSD GHG Protocol (Scope 1 and Scope 2)

⁴ WRI/WBCSD GHG Protocol Value Chain (Scope 3)

⁵ Units are metric tons of CO₂ equivalent (mt CO₂e)

⁶ Normalized water intensity at Water-Scarce Manufacturing Locations. Water Scarce Manufacturing Locations are the John Deere sites located in geographies identified as medium-high or higher overall water risk areas, as indicated through a review of the World Resources Institute Aqueduct Water Risk Atlas. John Deere's Total Water Consumption in Water Scarce Manufacturing Locations metric is the sum of all water used in manufacturing locations within the Reporting Boundaries.

⁷ Production Output Hours are the unique count of production labor inputs into manufacturing production.



Data and information supporting the Scope 1 GHG emissions, Scope 2 GHG emissions, fuel, energy, waste, water and safety statements, were historical in nature.

Data and information supporting the Scope 3 GHG emissions statement were in some cases estimated rather than historical in nature

Period covered by Sustainability Metrics Assurance:

- Fiscal Year 2024: November 1, 2023 to October 31, 2024
- Fiscal Year 2023: November 1, 2022 to October 31, 2023
- Fiscal Year 2022: November 1, 2021 to October 31, 2022

Criteria against which assurance was conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1, 2 and Biogenic Fuels)
- WRI/WBCSD GHG Protocol Corporate Value Chain Accounting & Reporting Standard (Scope 3)
- Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods Sustainability Accounting Standard Version 2018-10 (Renewable Energy)
- Deere & Company Internal Company Protocol

Reference Standard:

Our work was conducted against Apex's standard procedures and guidelines for external Verification of Sustainability Reports, based on current best practice in independent assurance. Apex procedures are based on principles and methods described in the International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board and ISO 14064-3: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas statements.

Level of Assurance and Qualifications:

- Reasonable (Scope 1 and 2 GHG Emissions, Total Energy, Renewable Energy, Water Consumption (Fiscal Years 2022 and 2023), Waste (Fiscal Year 2023))
- Limited (Scope 3 GHG Emissions, Safety, Waste (Fiscal Years 2022 and 2024), Water (Fiscal Year 2024), Waste Intensity, Water Intensity)
- This assurance used a materiality threshold of ±5% for aggregate errors in sampled data for each of the above indicators

Sustainability Metrics Assurance Methodology:

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of Deere & Company;
- Review of documentary evidence produced by Deere & Company;
- Virtual Safety Audits of Product Engineering Center (PEC) and DuBuque Works manufacturing facilities to determine Fiscal Year 2023 safety assertions;
- Virtual Safety Audits of John Deere Kernersville and John Deere Des Moines Works manufacturing facilities to determine Fiscal Year 2024 safety assertions;
- Review of Deere & Company data and information systems and methodology for collection, aggregation, analysis and review of information used to determine Fiscal Year 2024 GHG, fuel, energy, waste and water assertions during site visits to John Deere DuBuque Works Plant; John Deere Waterloo Foundry; John Deere Waterloo Works DTO & SPO Plant; IJD, Loaders Ramos Arizpe Plant; IJD, Components Ramos Arizpe Plant; IJD, Monterrey Plant; and IJD, Saltillo Tractores Plant;
- Review of Deere & Company data and information systems and methodology for collection, aggregation, analysis and review of information used to determine Fiscal Year 2023 GHG, fuel, energy, waste and water assertions during site visits to John Deere Horicon Works Plant; John Deere Product Engineering Center; John Deere Des Moines Works Plant; John Deere Iberica, Getafe Plant; John Deere Werke Mannheim Plant; and John Deere Werke Zweibrucken Plant;
- Review of Deere & Company data and information systems and methodology for collection, aggregation, analysis and review of information used to determine Fiscal Year 2022 GHG, fuel, energy, waste and water assertions during site visits to Wirtgen Hamm Plant, Wirtgen Vogele Plant and Wirtgen Windhagen Plant; and
- Audit of sample of data used by Deere & Company to determine Sustainability Metrics.



Assurance Opinion:

Based on the assurance process and procedures conducted regarding the Subject Matter, we conclude that:

- The Energy, Water Consumption (Fiscal Years 2022 and 2023), Total Waste (Fiscal Year 2023), Non-hazardous Waste (Fiscal Year 2023), Hazardous Waste (Fiscal Year 2023), Scope 1 and Scope 2 GHG Emissions assertions shown above are materially correct and are a fair representation of the data and information;
- There is no evidence that the Scope 3 (Purchased Goods and Services and Use of Sold Products) GHG emissions are not materially correct and are not a fair representation of the data and information;
- There is no evidence that the Waste Intensity, Water Intensity, Waste (Fiscal Years 2022 and 2024), Water (Fiscal Year 2024) and Safety metrics are not materially correct and are not a fair representation of the data and information; and
- Deere & Company has established appropriate systems for the collection, aggregation and analysis of relevant environmental information, and has implemented underlying internal assurance practices that provide a reasonable degree of confidence that such information is complete and accurate.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the assurance team has a business relationship with Deere & Company, its Directors or Managers beyond that required of this assignment. We conducted this assurance independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of environmental data.

Attestation:

Megan O'Neil, Lead Assuror
ESG Program Manager
Apex Companies, LLC
Atlanta, Georgia

January 9, 2025

David Reilly, Technical Reviewer
ESG Principal Consultant
Apex Companies, LLC
Santa Ana, California

This assurance opinion declaration, including the opinion expressed herein, is provided to Deere & Company and is solely for the benefit of Deere & Company in accordance with the terms of our agreement. We consent to the release of this declaration to the public or other organizations but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this declaration.