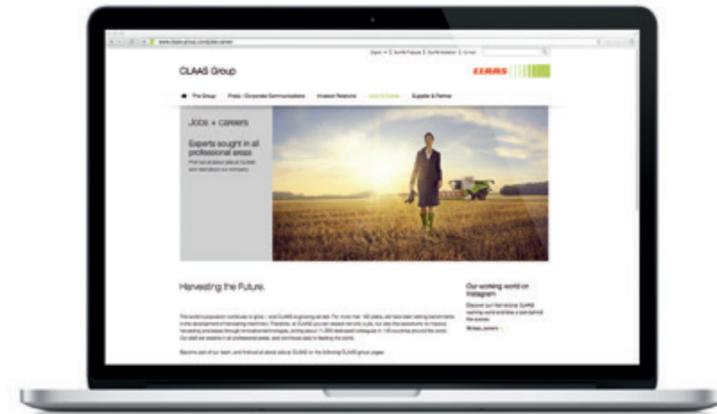


"I would like to shape change."



CLAAS is one of the leading international agricultural technology manufacturers. Our high-tech products are used in 140 countries. In 2017, we had 3.8 billion euros in sales – thanks largely to our dedicated employees around the world. If you are interested in a career at CLAAS, we invite you to visit our career page on the Internet. At www.claas.jobs you can learn what positions we are seeking to fill, and you can also find detailed information about the opportunities and prospects that go along with a career at CLAAS. We can also be found on Instagram and LinkedIn.

Career page: www.claas.jobs
 Instagram: @claas_careers
 LinkedIn: www.linkedin.com/company/claas



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 Corporate HR Marketing
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www.claas.jobs
 01/17 English

Shaping change. Personnel report 2017/2018

CLAAS

At my workplace I can't live without . . .

Sometimes it is just little routines, sometimes colleagues, sometimes clever tools. Everyone in the CLAAS worldwide family has something that they absolutely do not want to do without at work. Employees working in sales cannot cope without:



... daily **contact** with people. Every person is unique and would like to be treated in an equally individual manner. This ability to interact with people increases as you gain experience and is what my daily work is all about.

Marcin Matczyński, CLAAS Polska



... my **CLAAS app**.

With the CLAAS product information app, during our meetings, I can show my customers every detail of our machines with videos, animations or 3D tours. I just love watching their admiring faces when I do it!

Domingo Barbaro, CLAAS Ibérica



... our **customers**.

Every day I experience something new and meet an enormous variety of characters and challenges.

Marek Görlich, CLAAS Global Sales

... my **checklists**.

Every morning I start my working day by taking five to ten minutes to write down what I have to do. I mark the most important points with an asterisk – I tick off things I have completed. This allows me to use my working time more efficiently, I am more structured and I don't forget anything.

Eleanor Ye, CLAAS Agricultural Machinery Trading (Beijing)



Key human resources data

Cut-off date 09/30/2017

Company key data as per IFRS

in € millions	2017	2016	Change in %
Profit and loss account/result			
Sales revenue	3,761.0	3,631.6	3.6
EBITDA	335.7	251.9	33.3
EBIT	215.2	129.0	66.8
Result before income taxes	184.5	93.5	97.3
Company annual surplus	115.4	37.6	206.9
Research and development costs ¹	217.6	221.4	-1.7
Free cashflow	209.6	118.5	76.9
Balance of accounts			
Proprietary capital	1,293.8	1,160.7	11.5
Fixed investments ²	130.7	122.2	7.0
Balance sheet total	3,232.8	3,137.2	3.0
Employees			
Employees on cut-off date ³	10,961	11,300	-3.0
Personnel costs	673.5	653.3	3.1

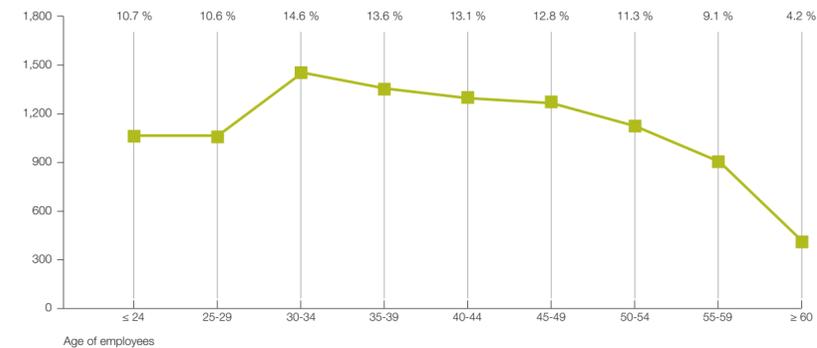
¹ Before activation of development costs and depreciation thereof.

² Including capitalised development costs, excluding goodwill.

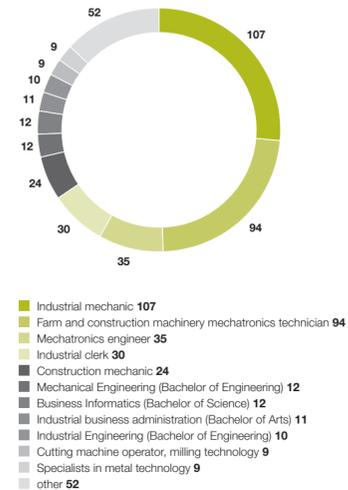
³ Including trainees.

Age structure of CLAAS Group

Absolute number of employees



Most frequent trained occupations CLAAS Germany

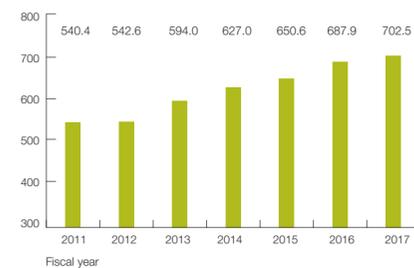


Training rate

	2013	2014	2015	2016	2017
Group	5.9	6.0	6.1	6.3	6.2
Germany	7.2	7.7	7.9	8.2	7.9
France	6.8	5.8	5.8	5.2	6.0
Europe	6.5	7.4	7.2	7.2	7.1

Development of personnel costs at CLAAS Group

in € millions

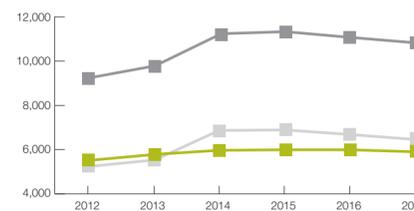


Number of employees geographically

Harsewinkel	3,341
North-Rhine Westphalia	3,909
Germany	5,102
Western Europe, without Germany	2,945
Central/Eastern Europe	1,291
Outside Europe	1,623
Abroad	5,859
Overall	10,961
By country:	
France	2,362
USA and Canada	324
United Kingdom	381
Russia	516
India	295
Hungary	658
Italy	116
Austria	28
Thailand	8
Uzbekistan	2
Australia	1
Brazil	6
Romania	24
Spain	42
Poland	62
Denmark	16
Argentina	28
Ukraine	31
China	959

Development of employee numbers CLAAS Group

FY	Germany	Abroad	Overall
2012	4,660	4,417	9,077
2013	4,971	4,726	9,697
2014	5,188	6,221	11,407
2015	5,250	6,285	11,535
2016	5,220	6,080	11,300
2017	5,102	5,859	10,961



Key human resources data

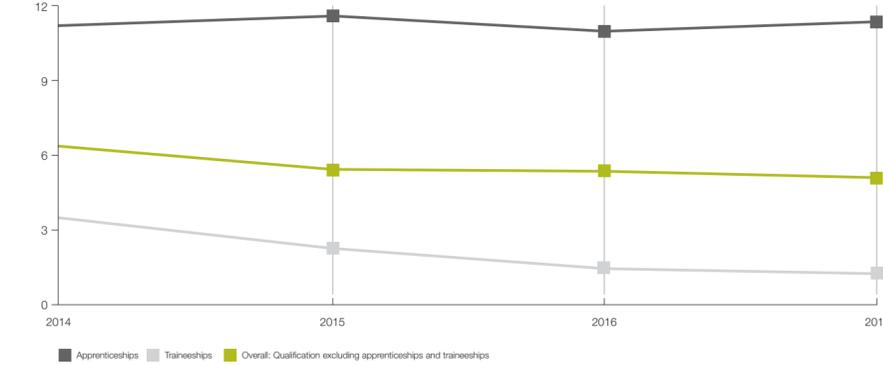
Cut-off date 09/30/2017

Costs for training and further training at CLAAS Group

in € millions

FY	2014	2015	2016	2017	Change compared to previous year	Change in %
Internal further training	3.2	3.3	2.7	2.4	-0.3	-10.8
External further training	3.2	2.1	2.7	2.7	0.1	2.8
Overall	6.4	5.4	5.4	5.1	-0.2	-4.0
Training	11.2	11.6	11.0	11.4	0.4	3.7
Trainees	3.4	2.2	1.4	1.2	-0.8	-9.6
Overall	21.0	19.2	17.8	17.8	0.1	0.3

in € millions



Job tenure at CLAAS Group (in years)

0-4	3,549	31.9%
5-9	2,479	22.3%
10-14	1,363	12.2%
15-19	1,047	9.4%
20-24	1,014	9.1%
25-29	595	5.3%
30-34	411	3.7%
35-39	437	3.9%
40-44	186	1.7%
≥ 45	54	0.5%

Employees at CLAAS Group

Company	Employees	of which female	
CLAAS Kommanditgesellschaft auf Aktien mbH	KGaA	455	151
Nebraska Harvest Center Inc.	US dealers	42	2
Canada West Harvest Centre Inc.	CA dealers	42	3
CLAAS Réseau Agricole S.A.S.	CRAs	855	85
CLAAS Vertriebsgesellschaft dealers	CVG dealers	406	47
CLAAS U.K. dealers	CUK dealers	294	11
CLAAS Agricoltura S.R.L.	CAGRI	68	7
CLAAS Global Sales GmbH	CGS	145	44
CLAAS Service and Parts GmbH	CSP	265	78
CLAAS Service and Parts Le Mans	CSP Le Mans	35	5
TOV CLAAS Ukraina	CUA	31	8
CLAAS Vertriebsgesellschaft mbH	CVG	305	48
CLAAS France S.A.S.	CF	189	40
CLAAS U.K. Ltd.	CUK	87	19
CLAAS Italia S.p.A.	CITA	48	13
CLAAS Iberica S.A.	CIBE	42	8
CLAAS of America Inc.	CoA	129	21
CLAAS Argentina S.A.	CARG	28	6
OOO CLAAS Vostock	CVOS	112	42
CLAAS Romania Parts S.R.L.	CRO	24	7
CLAAS Polska sp. z o.o.	CPL	62	13
CLAAS Agricultural Machinery Trading (Beijing) Co., Ltd.	CCN	36	15
CLAAS Agricultural Machinery Private Ltd.	CILS	62	4
Sales		3,307	526
CLAAS Selbstfahrende Erntemaschinen GmbH	CSE	2,210	173
CLAAS Omaha Inc.	COL	111	13
CLAAS Hungaria Kft.	CLH	658	45
OOO CLAAS	CLK	404	59
CLAAS India Private Ltd.	CIL	233	12
CLAAS Agricultural Machinery (Shandong) Co., Ltd.	CJY	923	159
Grain		4,539	461
Tractors (CT)		916	153
CLAAS Saulgau GmbH	CSLG	579	56
Usines CLAAS France S.A.S.	UCF	367	35
CLAAS Material Handling GmbH	CMH	6	2
Feed harvest		952	93
CLAAS Industrietechnik GmbH	CIT	568	23
CLAAS E-Systems KGaA mbH & Co KG	CES Total	169	23
	var. CES Denmark	16	1
365FarmNet Group GmbH & Co. KG	365FarmNet	55	12
Overall		10,961	1,442
CLAAS Germany		5,147	656
CLAAS France		2,362	318
CLAAS Europe		9,356	1,207
CLAAS outside Europe		1,606	236



**Cathrina Claas-Mühlhäuser,
Chairwoman of the
Supervisory Board and
Deputy Chairwoman of the
Shareholders' Committee.**

Changes are opportunities

Dear readers,

If, like CLAAS, you are at home on the fields and meadows of the world, dealing with change will be something very natural for you. This is also the case for our employees worldwide who, with their commitment and skill, help farmers in more than 140 countries to handle these changes in the best possible way for them. That is why it is just as natural for CLAAS as a company to work together with our employees to adapt their working environment to the changes in society, technology and the markets, thereby creating a basis for them on which they can flourish, mature and grow optimally – and excel. It is also primarily our innovative technology and the high quality of our machines that people associate worldwide with the name CLAAS: Our success is purely down to our employees. People, that as a company,

we cannot do without and do not want to do without. There is currently one challenge affecting everybody: increasing digitalisation. It is changing the entire world, including the working world. There could therefore hardly be a more exciting and, at the same time, more demanding task than to design the working world at CLAAS in such a way that it opens up all the opportunities digitalisation presents to our employees. This report gives a few examples of how this is already happening, as well as telling you about numerous further projects and programmes with which we at CLAAS are bringing about changes worldwide. I wish you pleasant reading.

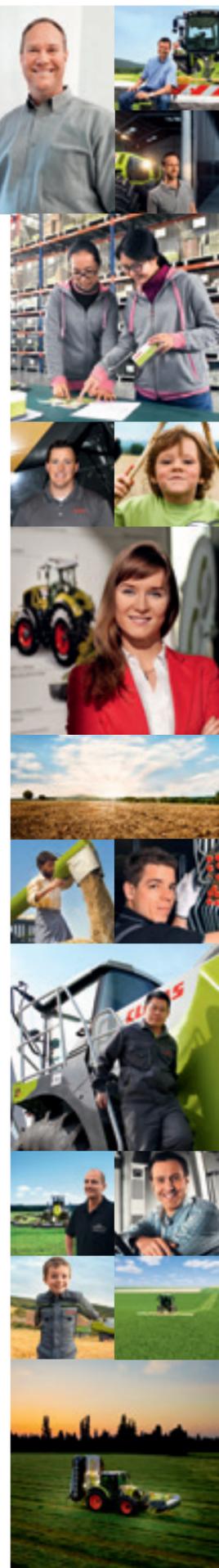
Yours sincerely,

A handwritten signature in blue ink that reads "C. Claas-Mühlhäuser". The signature is fluid and cursive, written on a light-colored background.



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Digital future



Lars Lohmann, Jennifer Kotula, Frederik Rumpf and Philip Eggers (from left to right) worked for three months in a co-working space. A lighthouse project to speed up the digital transformation at CLAAS.

— **The CLAAS world is becoming more and more digital** New technologies and business models are coming into being and are developing rapidly. The fourth industrial revolution is delivering a never-ending stream of intelligent systems, which are linked to each other digitally. “As a technology leader and innovation driver, here too CLAAS must be at the cutting-edge of change,” says Philip Vospeter, Head of Digital Transformation at CLAAS. To communicate openly and together shape the digital transformation. That is the goal.

When Jennifer Kotula began the dual course of studies to become an industrial engineer at CLAAS in Harsewinkel after her A-levels, she could not have known that the path she had chosen would take her into a hip shared office in Berlin-Mitte. Together with a project team, she worked for three months in what is known as a co-working space to establish the CLAAS connect customer portal using new customer-centric ways of thinking and working. The portal connects people, machines, sales partners and CLAAS – and creates a direct, digital link to the customer. This too is classed as digital transformation. “We want to provide every customer with personalised services, offers and information. Every customer should feel that: Yes, this company is really focussed on me and my needs; the guys at CLAAS have really understood me,” says Kotula. During her three months in Berlin, Jennifer Kotula and her colleagues experienced how important it is to leave the customary paths to accommodate such a new, customer-centric way of thinking and implemented this on a daily basis.

Doing, listening, improving

The team carried out a total of around 20 interviews with end customers, adapted functionalities in the customer portal and then spoke again with the customers. “Not all functions have been completely developed down to the last detail. Instead we look at the following issues: Which function is being used? By whom? How and how often? Only those functionalities which are very obviously important to the customers are being enhanced,” says Kotula. This has brought about a completely new efficient way of working which has been made possible by digitalisation and which she will take back to Harsewinkel after the project has concluded so she can implement further digital projects using this method.

The project in Berlin is part of the digital transformation at CLAAS. The point of the programme is to keep CLAAS fit for digital challenges and help it grow with them. “We work in several dimensions: intelligent products for our customers, the continuous improvement of our customer relationships with digital media, the optimisation of internal processes and the further training of our employees so that they are always at the cutting edge of digital options,” says Thomas Böck,



At the TechDay hordes of CLAAS employees were able to experience CLAAS's digital products.



The purpose of the co-working space at the site in Harsewinkel is to provide scope for creativity and innovations.



The new five-hectare CLAAS E-Systems site in Dissen, Germany, gives the employees ample space for further developing the company's electronics expertise.

member of the Group Executive Board and responsible for technology and systems, adding: "You don't have to be an IT specialist to master digital transformation."

It is a key goal of digitalisation to make the entire value-added chain transparent so opportunities for optimisation become clear. At the same time, thanks to the data obtained; solutions, which were until recently inconceivable, suddenly become obvious and possible. The courage to think in a different way is required all the more in HR matters as well, in order to shape the future successfully using new digital approaches.

Experience digitalisation

To just see what is meant by digitalisation at CLAAS – that is what the employees in Germany were able to do on the TechDay in April 2017. For one day the inner courtyard of the atrium at the site in Harsewinkel was transformed into a digital adventure area. On eight themed islands, the CLAAS employees were able to find out about digitalisation and try out the latest technologies themselves, thereby literally experiencing how digitalisation is being made a reality at CLAAS. The range of topics extended from Farming 4.0 to new data management options.

The guided tours in which every themed island was presented were quickly booked out in advance with 500 interested people. However curious employees were allowed to drop by at any time and learn about digitalisation at the stations even if they had not registered for the tours.

New electronics development centre

CLAAS is also meeting the challenges of the digital future at a totally different location. In autumn 2017 the new electronics development centre of CLAAS E-Systems was opened in Dissen in Lower Saxony. Cathrina Claas-Mühlhäuser welcomed the Lower Saxon Minister for Economic Affairs and many other guests from the world of politics and the economy. "In agriculture, electronic assistance systems, software and communication technologies are becoming increasingly important. With this site we are taking another major step forward towards a digital future," Böck says, clearly enthused.

More than 170 software developers, engineers and further specialists from CLAAS E-Systems work in Dissen on pioneering solutions which network machines with each other and help farmers manage their businesses more efficiently. This includes control units, electronic architectures, terminals, camera systems, automatic systems for steering by satellite signal and other innovations, which, just a few years ago, still sounded like science fiction. "In our company theory and practice go hand in hand," explains Dr. Carsten Hoff, Managing Director of CLAAS E-Systems. "In addition to modern workstations and laboratories with cutting-edge technology, we have a workshop and a test track on which we can test our developments immediately by putting them through their paces."

With the new development in Dissen, a lot of emphasis was placed on creating a working environment for all employees, which is both dynamic and encourages innovation. That is why there are open meeting areas on every floor equipped with the latest media technology, as well as a parent and child room which employees with children can use if necessary.

Start-up atmosphere

With the "Greenhouse" in Harsewinkel CLAAS has created a room for creativity and new ways of working and thinking. The building opposite the CLAAS plant was transformed in just a few weeks into a "co-working space" for lateral thinkers and reflective minds. Large window façades ensure there is plenty of light and openness, movable partitions allow flexibility and furniture on casters create a dynamic working environment. In the centre there is an enormous table around which people and rooms can re-group again and again. Creativity needs movement and variety, precisely what is practised in the "Greenhouse".

Milestones

For decades CLAAS engineers have been developing solutions on a worldwide basis which make machines even more intelligent, thereby bringing about sustainable changes in agricultural engineering.

1974

With the CLAAS throughput control device the driver recognises via a display how fast they can drive without exceeding the acceptable grain loss quantity.

1975

The CLAAS automatic steering system is one of the first autonomous steering systems in agricultural engineering. Two row sensing devices at the front of the corn header continuously scan the maize row as the farmer drives up and down the field and send impulses to an electronic controller. This automatically corrects the steering angle of the rear wheels by means of a control block. The machine steers on its own thereby taking the pressure off the driver.

1989

The intelligent AUTO CONTOUR system enables the cutting system to be automatically adapted to the ground. A mobile PLC process computer controls the cutting height, the side equalisation as well as removing the load on the cutting system reliably and at lightning speed.

1985

The CLAAS on-board informator is a small mobile "universal computer". Important performance and function data relating to the machine can be called up and evaluated via a large-scale digital display.

1995

With the electronic on-board information system CEBIS, CLAAS is setting completely new standards in human-machine communication. The new LEXION combine harvester is shot through with electronics. The driver becomes a pilot and the cab becomes a cockpit.

1998

The driver of a combine harvester spends about 60 % of their time trying to keep their machine on course. The LASER PILOT now does this work for them.

2006

With TELEMATICS, farmers can now monitor the performance of their harvesting machines from any place with Internet access. This development opens up completely new potential for them for optimising their machines and their operation.

2009-2013

AUTO FILL is based on the digital 3D image analysis principle. Using camera images, the system continuously determines the outer edges and the fill level of the removal vehicle driving alongside. The discharge spout is controlled automatically along and across the vehicle axis to achieve optimal filling.

CEMOS AUTOMATIC is the world's first fully-automatic threshing system. Using numerous sensors it records a wide range of the combine harvester's parameters with split-second precision and adapts the machine settings to the current conditions without any time loss – completely independently and fully-automatically.

2015

The EASY on Board app replaces the ISOBUS terminal in the driver cabs of CLAAS agricultural machinery. With the app drivers now have access at any time to all relevant machine data in all machines. The driver can access the data from a tablet, it is that simple. The only prerequisite is: WLAN. The app supplies the same quantity of information as the ISOBUS terminal – only in a more cost-efficient, flexible manner and therefore a more modern way.

In Brief



Ideas workshop

— If you want to be successful as a company, you need good ideas. And good ideas need fresh impulses. The ideas workshop “garage 33” therefore brought together students and research assistants from the University of Paderborn, Germany, with employees from CLAAS Industrietechnik. For one whole weekend the participants developed novel ideas and concepts together in order to approach future business fields and agricultural engineering products in a creative manner. At the end, two ideas, which are now being pursued at CLAAS Industrietechnik, were granted an award.

Participant record

— 430 participants from Germany, France, Italy, Romania, Poland, Russia, the UK and Hungary travelled to the 16th international CLAAS football tournament in Germany, bringing the enthusiasm for football at CLAAS to a new level! 34 teams from 21 companies competed against each other in 12-minute games. First in groups, then in the K.O. system. On the women’s side, the team from Bad Saulgau were able to win the title for the third time in a row. On the men’s side, this year for the first time, the team from CLAAS Parts Logistics were the victors.



In talks

— At CLAAS in Krasnodar, Russia, this year once again 75 students from three partner universities were able to look behind the company’s scenes for a day. As always “CLAAS TALKS” wasn’t just a name, but said it all! The management of CLAAS in Krasnodar got a chance to tell all about their experiences and speak about the charm of agricultural engineering and the particular corporate culture at CLAAS. A successful day all round!



Exemplary

— CLAAS in Hungary was honoured by the German/Hungarian Chamber of Industry and Commerce as an exemplary employer. The award honours efforts in the area of HR policy in particular. To retain the award, companies’ HR policies must be very impressive. To date only 23 companies in Hungary have achieved this. CLAAS was therefore justifiably proud when the Hungarian Minister of Economic Affairs personally handed over the certificate.



Little fans

— Around 60 children from the “Regina Pacis” kindergarten from Vercelli visited the CLAAS headquarters in Italy. A few children of local farmers, who admired the big, green machines with “an expert’s eye”, were also among the enthusiastic little visitors.

The CLAAS Italia Academy became an exciting agricultural laboratory for the little ones. How milk, rice, pizza, pasta and popcorn are produced was conveyed to them in a fun way – and what CLAAS has to do with their daily favourite foods.



Being a fly on the wall

— A course of studies is often a rather abstract matter. With “job shadowing” on the other hand, students are thrown directly into the world of practical experience. For one day they accompany an experienced CLAAS employee as they go about their working day. They are introduced to typical tasks and processes which allows them to find out whether this job could be a suitable one for them. “Job shadowing” also has benefits for CLAAS: The company gets to know potential specialists and managers without any strings attached and can win young people for internships or final theses.





1



2



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4

Family days

— Celebrating where you work When the family excursion leads to a place where people are usually working, then you know you are on a CLAAS family day. Every year CLAAS celebrates family days worldwide to celebrate what has been achieved, together with employees' families, and to proudly show off your own workplace to your nearest and dearest. This year was no exception with the family days extending around the globe, from America to Russia and India to China. In China there was even a new addition: for the first time a family day was held at the site in Gaomi, which was attended by 1,400 guests from Germany and China.



5

1 | At the first family day in Gaomi, Cathrina Claas-Mühlhäuser emphasised the importance of people at CLAAS. 2 | In Chandigarh, India, even the little guests went home with presents. 3 | The employees in Gaomi were able to put their skills to test with these huge chopsticks. 4 | Like every year, CLAAS in Omaha, North America, invited people to a communal BBQ on the factory premises. 5 | The employees were up for having all sorts of fun. 6 | In Krasnodar, Russia, the family day had the theme "We are ready for summer." 7 | Even the little Claasians were getting to know the products better in Krasnodar. 8 | In Peking, China, young and old alike built CLAAS machines together with lego. 9 | The management team in Gaomi opened the family day with hundreds of balloons.



6



7



8



9



The technical training begins in the training workshop and leads to the assembly line.



Dynamics

— **Changes and constants in the world of learning** Even 100 years ago, solid training, preferably in the trades, was regarded as the basis for a successful professional life. And this is still the case today. However there is just one thing: Descriptions for training courses, degrees and professions have changed, as have working methods and materials. Where technical drawings, for example, were once produced by pencil and ink, these are nowadays designed at a CAD workstation. This is a trend which is of course also reflected in the technical training offered at CLAAS.

The first apprentice began his training in the Gebrüder Claas company in 1915, founded shortly before this. Today, more than 100 years later, there are seven different technical skilled occupations at CLAAS alone. This represents a degree of variety and diversity that no one could have suspected would become a reality when the company was founded. But for CLAAS this is just a matter of course. A company press release from 1980 had this to say: "By offering flexible options regarding the selection of careers offered for training, we intend to take technical development into account and respond to technological innovations." And that was over 35 years ago.

Digitalisation forges ahead

Digitalisation and networking of production processes today require completely new qualifications in training. Existing job descriptions are being adapted, new job descriptions are being created. As early as 1988, the "Instruction in Programming and Operating CNC-controlled tool machines" was introduced at CLAAS. Since then the use of computers in training has been a matter of course – whether to program the assignment of tasks in chip removal or to create control technology application programs or when using robot welders. This does not however mean that trainees can dispense with the basic knowledge and skills of metal technology and electrical engineering. For all technical trainees, it is the same today as it was then – they still have to know how to weld, drill and turn: using their own hands on real work pieces.

Digitalisation is a fluid process which along with almost all job descriptions is constantly evolving. That is why the training departments and the operational production areas at CLAAS regularly exchange ideas with each other – to see on the one side what is needed on the other side. An example of this is the Digital Product Engineering department. It is



August Claas and an apprentice around 50 years ago.

involved in product development using digital resources such as robots, lasers and 3D printers – working with the greatest possible degree of innovation and cross-linkage. Mediating the required basic knowledge is now part of the training plan.

If we look further into the future, collaborative robots, in short, cobots, could become part of the trainees' working environment. Years ago such industry robots were not even plausible, but thanks to the rapid developments in sensor technology, they will probably belong in every day working life in training programmes at CLAAS in a few years' time.

Keeping on learning worldwide

It is not just technical developments such as digitalisation, which influence training at CLAAS, the globalisation of all markets plays a role too. Consequently, many of CLAAS's international sites are giving their young talent the opportunity to gain experience abroad – this happened for the first time in 1981, when 15 technical trainees from Germany went to France together. Since 2009, German technical trainees have been engaged regularly in India, Hungary and the USA.

Irrespective of what developments are integrated in the training programme at CLAAS in the near or distant future, mediating all basic knowledge and – very importantly – personal and social skills will always be a part of this. And this is precisely what the company said in a press release from 1988: "The young skilled tradesman should not just be trained in a specific specialism, but also be empowered to independently plan, carry out and monitor his work in a problem-oriented and responsible fashion." No matter how much the dynamics change, some things will always remain the same.

Understanding and learning – then as now trainers work closely with the young talents.



Knowledge exchange

— **CLAAS is growing continuously** – as is the knowledge of its employees in their respective specialist areas worldwide. Actively promoting the international exchange of knowledge is therefore an important part of personnel development at CLAAS. With the International Expert Programme, employees have the opportunity as specialists in their areas to pack their cases for up to 12 months and introduce and extend their own knowledge at another CLAAS site. Pavel Semikin from Russia and Ashwin Arora from India are two employees who took advantage of this opportunity.

“Often I have found that a simple smile can help.”



Pavel Semikin
At CLAAS since 2009
Department: Finance

 Krasnodar

 Harsewinkel

 Moscow

What made you apply for the International Expert Programme?
In October 2012, the planning of the extension of our production site in Krasnodar in Russia began. As a result of the project, I worked closely with colleagues from the internal auditing department in Germany and gained an insight into their work. I quickly realised that I would like to acquire more knowledge in this area. This was easily facilitated by various training sessions and seminars in Russia and the theory gained gave me a good basis. For me the next logical step was to put what I had learnt into practice. The International Expert Programme was ideal for this.

You lived and worked in Germany for a total of ten months. What was the greatest challenge during this time?
During my course of studies, I gained experience living abroad and was pleased I could get to know another culture once again. After the long time I spent in Krasnodar, a city with over a million inhabitants, living in quiet and tranquil Harsewinkel took a bit of getting used to at the beginning. In the summer months, the many beautiful cycle paths in the surrounding area were a great discovery. My language skills have unfortunately not developed in such a way that I can hold a proper conversation in German. This however never led to problems with making myself understood. Often I have found that a simple smile can help.

What advice would you give to other colleagues who go abroad as experts in their subject area?
Be open and have faith in your colleagues!

What was it like for you after the International Expert Programme once you were back in Russia?
Actually everything was planned for my return to Krasnodar. But then at short notice I was offered the position as Commercial Manager at CLAAS in Moscow. A wonderful opportunity, which I grabbed at once!

“I am very happy about the opportunity that I have been given.”



Ashwin Arora
At CLAAS since 2013
Department: Supply Chain Management

 Chandigarh

 Harsewinkel

 Le Mans

You come from India but the International Expert Programme took you to Germany. What expectations did you have?
I looked forward to the opportunity to become acquainted with global supply chain management processes at CLAAS and to gain international experience in Germany. The year in Harsewinkel was a turning point in my professional career. I am very happy about the opportunity that CLAAS offered me. In addition to the motivation to learn new things, I naturally also wanted to make new friends, travel through Europe, learn the language and without fail join the German CLAAS football team.

The aim of the stay abroad is to enrich your own knowledge with international experience. Have you achieved this goal?
It all worked out very well. I was able to gather cross-division and cross-department knowledge and I naturally also got to know differences in the working world. At CLAAS people from the most diverse countries work closely together. People actively live and experience diversity here every day. The natural friendliness of the employees made this experience abroad very special. In addition, the International Expert Programme has helped me to change my approach to different tasks and to be open to the working methods of others.

How was the return to your home country India?
I was back and one year later away again. This time CLAAS took me to France. Today I work at CLAAS Tractor in Le Mans. The culture and the language are of course again a challenge, but one I enjoy facing however. I practice my French diligently and am getting to know lots of new people in France. In the future, I too will remain completely open to where my journey at CLAAS might take me.

Do you have tips for your colleagues who would also like to go abroad for CLAAS?
You have got to have a clear idea of what you would like to learn during your time abroad. Only when you are aware of your goals can you come closer to achieving them.



At my workplace I can't live without . . .

Changes – fair enough. But sometimes there are things that you just would not want to do without at your workplace. For employees in offices worldwide this could be:



. . . our kitchen.

It is the best information centre that I know. It is the first place that all employees go in the morning, to greet each other, exchange ideas and experiences, bring each other up to speed and discuss solutions.

Oksana Kolomiets, CLAAS Ukraine



. . . productive discussions.

When making decisions, the opinions of all colleagues are important. Or as they put it so aptly in Russia: "Truth is born in debates." In our case these are discussions.

Ivan Gostiaev, CLAAS Vostok



. . . my morning breakfast.

Once I have had my breakfast, I am much more balanced, more focussed and I put in a better performance at work. Eating makes you happy!

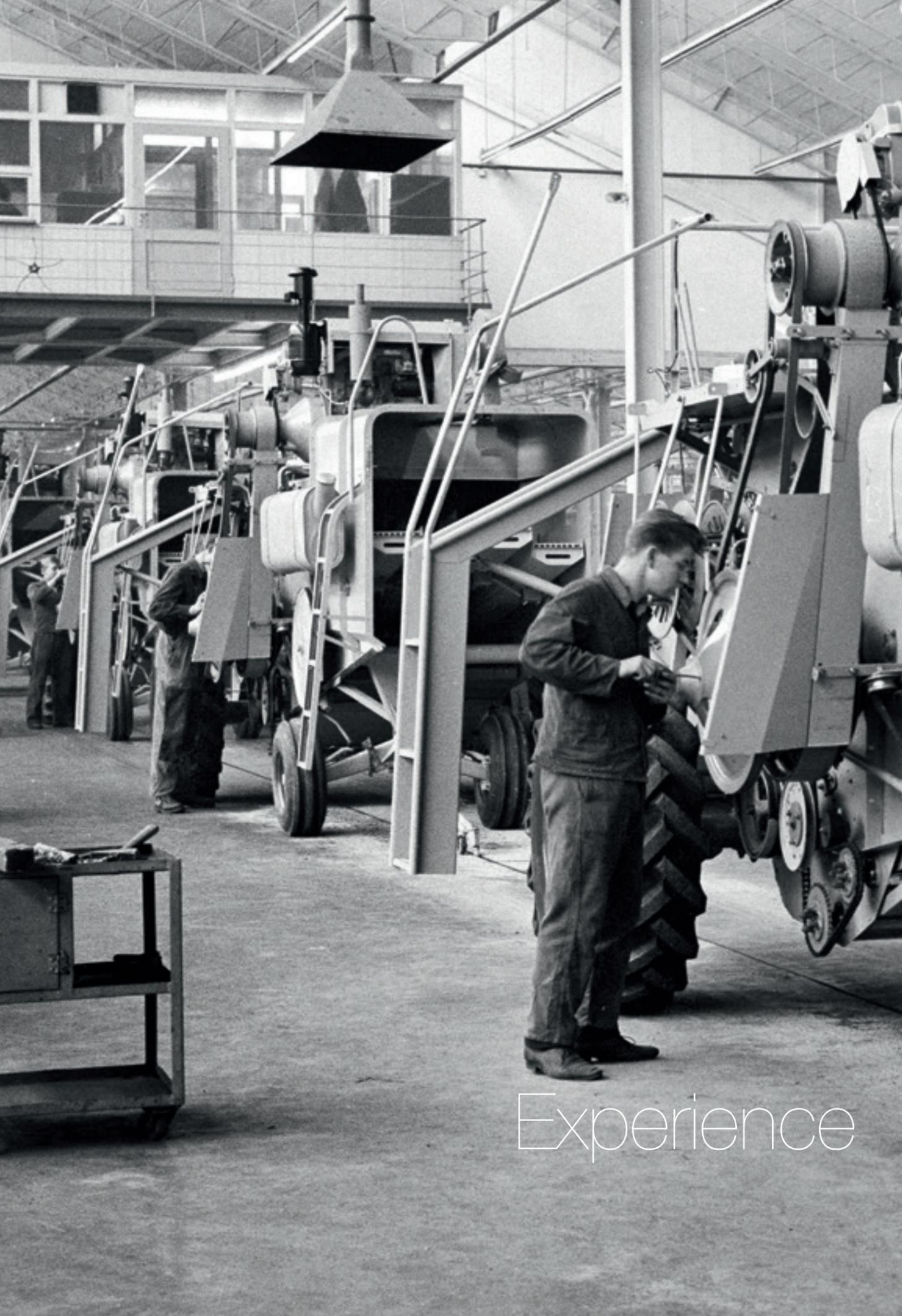
Mona Westhus, CLAAS Selbstfahrende Erntemaschinen

. . . my tape measure.

It shows centimetres and inches, usual in the USA, at the same time. When I started at CLAAS in 1982, centimetres were not yet in use in the American agricultural sector – the US standard measure applied everywhere. This has changed but even today my 35-year old tape measure is still my faithful companion for verifying the dimensions of components or converting dimensions for customers and dealers at a glance.

Stan Durnal, CLAAS of America





Experience



change ...



Networkers

Ping! A new status report from a CLAAS employee from Gaomi, China, appears on the mobile display. Via WeChat he informs his colleagues that he is at a trade fair in Peking for CLAAS. He also sends a photo immediately afterwards. A ten-second video follows. WeChat is an application for mobile end devices and in China it is similar to a centre for all online activities. Via the app, people write each other messages, discuss in groups and inform each other. This is also the case at the CLAAS sites in Peking and Gaomi. Here, the messaging service has become the main communication channel among employees in the past few years. There are numerous company-wide groups and project or event-related sub-groups in which colleagues exchange ideas with each other in a very targeted way and keep each other up-to-date. But WeChat is also now an indispensable tool for external communication with customers.

Lateral thinkers

In a conference room in Harsewinkel, it is really hectic. The walls are full of adhesive tapes in loud colours and sticky notes are hanging everywhere. Loads of people in the smallest of space bustle around each other and build something together with Lego at four different high tables. Suddenly, the shrill tone of a stopwatch sounds – the creative chaos stops and everything is put down. This is called Design Thinking. A new approach to complex problems from a very wide range of areas. The point of Design Thinking is to leave all concerns and complexities outside the door and to focus completely on essential aspects: what needs and requirements do the customers have and how can these be fulfilled? Whether using Lego, modelling clay or cardboard, the idea is that at the end of the process, prototypes are created which potential users can assess or test.



Ambassadors

The digital natives at CLAAS – also known as the "Young Rebels". They are ambassadors for lateral thinking. The idea is that members drive forward and support ideas from the digital environment, and internationally at all sites. As an interdisciplinary team, the digital natives have already developed new ideas for the CLAAS connect customer portal or the TELEMATICS data management tool using the Design Thinking method. Any employee who wants to make a contribution is very welcome – which once again shows that at CLAAS, really anyone can be part of the innovation culture.

New working worlds

Transcending limits Being open to new things. Introducing your own ideas. Giving creativity a free rein and thinking in an interdisciplinary way. CLAAS remains modern because its employees worldwide demonstrate precisely these characteristics every day. They are the people who shape new working worlds – not least with new, intelligent and sometimes also unusual forms of cooperation.

Optimisers

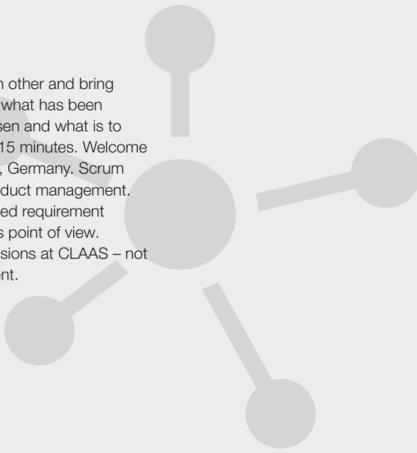
The LEAN philosophy pursues the goal of eliminating all activities, which, from the customer's point of view, do not result in any benefits from the market, thereby increasing the company's competitive edge on the market. The entire management of CLAAS Krasnodar, Russia, familiarised themselves in a training session with this new working method. The basics of the LEAN concept were mediated using basic principles and essential keyfigures such as "productivity", "throughput time" and "quality". Building on this, the participants were able to actively introduce their own ideas in a simulation and test the optimisation of work processes independently in the team. The event, which ran for several days, was the prelude to implementing the LEAN concept at further CLAAS sites worldwide.

Team players

Five developers are standing in a circle. They report to each other and bring each other up to speed on a project. Each one talks about what has been achieved since the last meeting, which challenges have arisen and what is to be achieved by the next meeting. They meet every day for 15 minutes. Welcome to the Daily Scrum Meeting at CLAAS E-Systems in Dissen, Germany. Scrum is an agile working model from the world of project and product management. The aim is to develop a product more quickly without detailed requirement specifications. Requirements are formulated from the user's point of view. Scrum is increasingly being used in the companies and divisions at CLAAS – not just in software development but also in project management.

Virtual travellers

It is 4 p.m. A CLAAS sales employee is standing in the middle of a field in Poland. At the same time in North America it is 11 a.m. and a meeting is just beginning. The first colleagues are already sitting in the conference room and amongst them, the employee from Poland on the screen. Skype for Business makes this possible from any place in the world with an Internet connection. And so the salesperson, despite being thousands of miles away, takes part in the meeting, as a matter of course: just without a handshake by way of greeting. Instead he greets everybody in the group from the screen and raises his hand. The meeting can begin.



In Brief



Hackathon

Five young inventive talents won the “Industry Hackathon” in Bielefeld, Germany for CLAAS. A total of six companies, including CLAAS, had set tasks pertaining to digitalisation for which the teams had to present their solution within one weekend. The “hackers” were to find ways for CLAAS of using the enormous quantities of data which agricultural machines generate during their work more effectively. Thomas Böck, member of the Group Executive Board and responsible for technology and systems, praised the innovative ideas of the winning team at the awards ceremony: “Events such as these give us important, fresh impulses.”

Honoured

CLAAS in France was honoured by the French employer organisation UIMM with the “Prix de la Qualification Professionnelle”, a prize for outstanding further training activities. The reason: A certificate for a cross-sector professional qualification makes it easier for employees to get into other professional fields. For this purpose, it was determined at CLAAS Tractor which skills are required where – and an individual training plan created for every job category.



Inventors

To build a combine harvester, for which the CLAAS engineers have considered very specific requirements – that is the task for the participants of this year’s UniTech Competition. In teams of two to five brain boxes, students from a wide range of international universities will be competing against each other once again in 2018. The team with the best idea will then be supported by CLAAS to build a real combine harvester from his model.



Trade professions

The JAGUAR with ORBIS maize front attachment was without a doubt THE eye-catcher at the IdeenExpo fair for school-leavers in Hanover, Germany. Plus a 1:1 demo model, two stations for experimenting and a pair of virtual reality glasses using which the young visitors could wander through the digital inner life of the JAGUAR forage harvester. The aim is to inspire school pupils to take up technical careers in trade – an objective which has been completely and utterly achieved!

Engineering Day

What would happen if ...?! If I were to become an engineer at CLAAS? The aspiring engineers of the University of Nebraska-Lincoln were able to try this out for a whole day at CLAAS Omaha. During the “Engineering Day” a talk about CLAAS, a guided tour of the plant and an extensive round of discussions with engineers from all working areas were on the agenda. A successful all-round insight which will definitely be repeated!



Team spirit

The team wins! The “CLAASIAN Club” at CLAAS in Peking, China, is a club of employees for employees. Anyone who wants to contribute something to the team can become a member. Together the clubbers work on a wide variety of current projects and issues. By exchanging ideas with colleagues from other areas, the members are not only expanding their own horizons again and again but are also contributing to the collective corporate success. “The club creates a great sense of community which helps everyone create interesting and multi-faceted concepts,” says Judy Zhu, Head of Human Resources in Peking.



The employees at CLAAS in Ameghino are representative of a generation of modern women who are making their way in the agricultural sector.

CLAAS



Female expertise

— **“I actually wanted to become a maths teacher,”** explains Milena Molina. And she has stuck with numbers. The only difference is that she is not standing in front of a class, but in front of one of the eleven CLAAS sites in Argentina. In the plant in Ameghino the industrial engineer works in the accounting department and has found a “career with more content” for herself, something she is happy about. “Although the agricultural sector in Argentina still tends to be dominated by men, at CLAAS however, women have not been an exception for a long time, but are now a matter of course,” says Milena Molina.

The agricultural sector is an industry sector of the future – which of course also offers women varied and attractive career options. At CLAAS in Argentina, more and more female junior managers are taking advantage of the opportunity to have a diverse career in agriculture. One of them is Carolina Gaggi. The industrial engineer, whose main subject was mechanical engineering, became aware of CLAAS as an employer on a plant visit just under two years ago. “I rely on my specialist knowledge and my skills. Every day I look forward to new challenges and to grow from them,” says Carolina Gaggi. She found CLAAS to be a company with dynamic structures. Her colleague Maria Dolores Elguea in particular emphasises the respect which is accorded to every employee at CLAAS – “irrespective of whether you are a man or a woman”. She is a manager in production and has been at CLAAS for around a year.

Estefanía Martínez, the next woman in the round, is just about to finish her studies. During the summer, the aspiring industrial engineer gained practical experience at CLAAS – and derived an advantage for women in technical professions. “I got the impression that the employees listened to me more as a woman than they did my male colleagues,” she explains. After she has concluded her studies, Estefanía Martínez would like to become a permanent employee at CLAAS.

Many paths lead to CLAAS

“It is nice to see that in Argentina too, more and more women are discovering working areas for themselves in which men have always in the past been traditionally active,” enthuses Yamila Arias, responsible for the HR department at CLAAS in Ameghino. Quite understandably, she herself sees the industry sector as one that is interesting for women. Yamila Arias joined the company with a university degree in food technology. “During my studies, I was able to learn time and time again how great the significance of the agricultural sector is in terms of feeding the world’s rapidly expanding population. I wanted to pitch in too. And the best way to do this, is to do it at CLAAS!”

The dynamic environment at CLAAS offers many development opportunities for young women. “Particularly as a young professional just starting out in your career, it is enormously important to develop yourself and gain experience,” says Yamila Arias. “The employees at CLAAS in Ameghino are representative of a generation of modern women who are making their way in the agricultural sector,” says Arias and adds: “It is your expertise that counts – not your gender.”

CLAAS in Argentina

CLAAS was already selling harvesting machines to Argentina in the 1970s. Establishing the country’s own sales company in 2000 in Sunchales in the Santa Fe province improved the site’s market presence once more considerably. Today CLAAS has eleven sites in Argentina. One of these sites is Ameghino. Around 8,200 people live in this town in the province of Buenos Aires. The CLAAS plant in Ameghino produces among other things sunflower kits for combine harvesters, which are sold worldwide. The employees support the CLAAS plant with great commitment and promote the growth of their site with great enthusiasm.



One of the eleven CLAAS sites in Argentina is located in the north-west of the province of Buenos Aires. Women in typical male professions are no exception here.

— **Inspiring women to be interested in technical professions** Women sit at their desks and men slave away in production. Oh let's raise a cheer for the clichés! Fortunately these do not exist in the CLAAS working environment. The company actively promotes women in technical fields of work – and on a global basis. A little report from the countries we operate in.



USA

JoAnn Haworth (right) from CLAAS Omaha, North America, was awarded the STEP Award for her commitment in 2017. STEP stands for "Science, Technology, Engineering and Production" and honours women who show particular commitment to promoting female talent in technical professions: from primary school age onwards. "For me mechanical engineering or production were never male professions, just simply exciting fields of work for everyone who is adept at maths and the natural sciences. It's that simple," says JoAnn Haworth. She has been working at CLAAS Omaha as Safety and Special Operations Manager for around 17 years. "For me it was an honour to be part of the STEP initiative and to have been given the opportunity to represent CLAAS."

Germany

For the third time CLAAS invited students to the "Female Day" in the company headquarters. Women from technical degree courses had the opportunity to find out about the company on site and to talk to female specialists and managers from areas such as quality management, development, product management or logistics about their professional experience. The scale of the event is deliberately kept low-key to preserve the intimate atmosphere which is particularly appreciated by the participants.



China

Every year the women at the CLAAS site in Peking, China celebrate International Women's Day on 8th March. At the sales site, the employees met up this year for an extra-long lunch break to eat cakes and fresh fruit together and to exchange reading materials. There was a book reading and then the women shared their favourite books with each other. As a present from CLAAS there was a book for every one of them.

India

International Women's Day is also celebrated in Chandigarh, India. On this day many of the women don very different work wear: They wrap themselves in fine, colourful materials and traditional garments such as saris. The employees can seek advice at work in various health checks specifically for women. "We believe that a mechanical engineering company such as CLAAS lives from the diversity of its employees and offer our female employees a safe and encouraging environment so that they feel comfortable working for us," says Sandeep Hooda, Head of Human Resources at CLAAS India.



From woman to woman

Women have not been an exception at CLAAS for a long time, even in the technical professions. A couple of special tips from these five specialists:

#01

Have a passion for what you do and do what you have a passion for. Then you will be successful.

Rajni Bajracharya, Technical Services, CLAAS India

#02

It is female strengths such as precision and stamina which help you to manage a team efficiently.

Vicky Chen, Spare Parts, CLAAS Agricultural Machinery Trading (Beijing)

#03

If you are a woman, that is your strength – not your weakness.

Dr. Barbara Raba, CLAAS Academy, CLAAS Polska

#04

Have a strong personality. Show that you are just as capable as your male colleagues.

Elodye Rehm, Final Assembly, Usines CLAAS France

#05

Passion and love for your work opens all sorts of doors.

Ekaterina Biryuk, Metal Production, CLAAS Krasnodar



In Brief



Up-and-coming talent

— The CLAAS Foundation honoured students of agricultural sciences for their final thesis in the field of agricultural engineering – including up-and-coming talent from Bulgaria, Germany, the UK, the Netherlands, Hungary, Slovakia, Russia, Poland and Romania. At the award ceremony, the students provided insights into their final thesis and respective research areas. Helmut Claas, Chairperson of the Board of Trustees, handed over the certificates.

Milestone

— As part of the regular cooperation with universities, Gerd Hartwig, Group Executive Director CLAAS Group, handed over a model of the knotter, patented in 1921, to representatives of the Wilhelms-Universität Münster in Westphalia. The CLAAS knotter, which is regarded as a milestone in agricultural engineering, shows how ideas can spawn global companies. The model will be used in future in courses dealing with "Inventions and Patents" as an object of study.



Insights

— For a whole week apprentices, students on dual courses of study and trainees at CLAAS in Omaha, North America, provided insights into their very particular working worlds via Instagram. Whether on the way to work, at lunch or on an excursion to Chicago, every day there were new impressions. During this week more than 100 new followers were won for the CLAAS account, setting a new record.



Networkers

— **A picture says more than a thousand words** It is precisely in this spirit that CLAAS regularly lets people peek behind the scenes of its international working world on the social media channel Instagram. The aim: to raise the profile of CLAAS as an employer among the young target groups. At @claas_careers, in addition to photos, short videos and application tips, there are also live videos of the wide-ranging professional fields available worldwide. Follower's questions can be answered here in real-time.



Radouane El Marjani at a scrum meeting with his team at 365FarmNet.



As the Scrum Master, Radouane El Marjani regards sweeping obstacles out the way so that his team achieves the best result for end customers as being his most important task.

The 365FarmNet office building lies in the heart of Berlin on Hausvogteiplatz, not far from the Gendarmenmarkt and Museum Island. Radouane El Marjani opens the door to the conference room. Instead of a big table and chairs there are large, colourful bean bags in the light-filled room on which his team are comfortably seated. The Scrum Master has been with 365FarmNet since 2014. Scrum – what is that? “Scrum,” explains El Marjani, “is a working method in project and product management, which is used for agile software development. This method helps us to respond to the market and develop and release new functions or updates within a very short period of time.”

“Every month we supply a new release* for the 365FarmNet users. The platform is therefore always up to date. This is indispensable particularly for legal obligations such as the Fertiliser Ordinance so we can offer farmers real added value,” says El Marjani. “We can only bring about this currency and extension of functionality using agile and interdisciplinary team structures.” They look like this: Every scrum team has what is known as a product owner who represents the customer view and composes and prioritises the customer’s needs. In addition there are four developers, a tester and a Scrum Master – that’s Radouane El Marjani, of course. He is now devoting himself to today’s scrum meeting.

Good storytellers

The laptops are opened up. The scrum meeting begins. The aim today is to integrate a new function, in other words a feature. The product owner presents the required new function from the point of view of the customer. The dialogue starts. The team gives its feedback with regard to their understanding of the function and the product owner confirms or corrects their assumptions. The following question keeps coming up: What do we want to achieve with the new feature? “It involves the scrum team discussing the requirements of the end users together with the product owner and writing what are known as user stories,” says El Marjani. “In other words software requirements formulated in everyday language.”

365FarmNet

The CLAAS subsidiary 365FarmNet develops innovative applications for the entire management of agricultural businesses – irrespective of size and type of operation. The 365FarmNet platform is cross-sector and covers all functions necessary for operational management by integrating partner apps: from the cultivation planning to the harvest, from the crop-cutting to the barn, and from the documentation stage to the operational analysis. 365FarmNet collaborates with 30 European partners for users from more than 20 countries. The vision: to set new international standards for digital farm management thereby facilitating efficient, future-proof and sustainable agriculture and nutrition.

In the next step, the team assesses the user stories according to their development complexity and the product owner prioritises the stories in his product portfolio. The stories with the greatest customer benefit and the lowest complexity are dealt with first.

On your marks, get set, go!

Now the sprint starts. The sprint is a period of time in which the team works on a specific feature. “In our company a sprint lasts 14 days,” says El Marjani. All the meetings within the sprint are moderated by him. “During the sprint a short fifteen-minute meeting or what is known as a stand-up meeting takes place every day. This allows the team to plan the day together and support each other mutually,” explains the Scrum Master. At the end of the sprint there is a meeting at which the developers present their results. Every employee at 365FarmNet is invited to these presentations and can give his feedback. “After the review the team meets once again to discuss the sprint which has just been run.” As a result of this meeting weaknesses can be detected and ideally avoided at the next sprint.

Not every (perhaps even more outstanding) developer is suited to this type of work. In scrum teams, three characteristics play a decisive role: communication skills, high standards regarding your own work and that of others and a very high degree of motivation. “This also applies especially to me as Scrum Master. I invite everyone to all the meetings, moderate these and ensure that the scrum method is applied correctly,” says El Marjani and goes on to explain: “I regard clearing obstacles out the way so that my team can work as effectively as possible as my most important task.” As if on cue, the team leaves the room and head for their offices. The development work can now begin.

*Release of new functions and applications for the user.

Development

— **Scrum Master and Project Leader** – this is the official professional title of Radouane El Marjani at 365FarmNet. The CLAAS start-up in Berlin has set itself the task of making life easier for farmers and improving their working lives. How? “Dead easy,” Radouane El Marjani would probably say: by the company building a smart platform for managing agricultural businesses. This platform is El Marjani’s “baby” – a man who is at least as agile as the working methods that he uses at 365FarmNet. Agile, in this sense, means designing the development process to be less bureaucratic and more flexible and stream-lined. This is the developer’s daily objective.



Eye-catchers

— Tourist attractions in themselves The agricultural machinery for which CLAAS employees work in 17 countries to build, not only catches the eye on fields around the world, but also in the centre of major international cities. In London in front of St. Paul's Cathedral or at the Arc de Triomphe in Paris – in the past many sites have had to share the attention of passers-by with CLAAS machines, at least for a few moments. The TUCANO combine harvester has even made it on to cinema screens: in a German crime series lead actor Til Schweiger races across Red Square in Moscow in the machine.



At my workplace I can't live without ...

Also in the production department at CLAAS's international sites, everyone of course has something that he or she just cannot do without. This is irrespective of how big the machines are that they are building together – here too it is usually just the small things that matter to people:



... quality.

If we bear in mind at work at all times that the quality of our products is the most important thing, we can already work at the production stage on building the good reputation of our brand.

Huaifeng Ren, CLAAS Agricultural Machinery (Shandong)



... self-discipline.

Safety and the willingness to get stuck in. That is how I create a constructive and positive working atmosphere.

Yatinder Rustagi, CLAAS India



... our protective equipment.

Safety is quite simply our number one priority. In the breaks, our mobiles are really really important so we can look at photos of our families.

Gérald Hraman and Rossi Hervé,
Usines CLAAS France

... a smile.

Safety shoes, hand cream and a smile. The footwear protects my feet, the cream is important after working with metal and having a smile on your face spreads a positive mood – and that motivates the entire team.

Ekaterina Biryuk, CLAAS Krasnodar



"We highlight internally-defined paths and careers," says Gerd Hartwig.

own ranks and only 20 % using external candidates. Of course we also have to bring in expertise to the company from outside. We deploy our human resources marketing activities in a correspondingly targeted way to win the appropriate specialists for CLAAS. Issues such as active sourcing and the presence of CLAAS as an employer in popular social networks, specialist forums or at trade fairs are indispensable in this connection.

And which qualifications should future employees bring with them?

Specialist knowledge, personality, the will to get ahead and to change things. A willingness to work abroad and with different cultures are also important to us. Exchanging ideas and experiences with our global sites and partners is also a necessity. The task of personnel development is to plan, promote and support this. It is important to acquire intercultural skills and to learn how to deal with other languages and mentalities to create a world-wide team. This demands a lot but it is however also an opportunity that not all companies offer. Because as a company we actively live diversity. Our customers operate on a worldwide basis and exchange ideas and experiences with each other beyond country borders. Our employees must do this too. We are therefore obliged to think globally. Our employees have taken this fully on board. We really can say that: employees who join us usually stay with us. He or she has opportunities to develop further. As part of job enrichment and enlargement there are opportunities to incorporate creative achievements and to play an active part in shaping them.

How do you handle the changes in personnel development?

At CLAAS, personnel development already starts at the training stage. An initial specialisation is already defined at this point. In the technical professions, this means that a choice is already made at this stage between electrics/electronics and mechanics. For most people, the training stage lays the foundation for a course of studies during which we usually support them. In addition there is the dual curriculum where somebody works in a company and studies at the same time. We regard studying as being very important and is the way into our company. The students remain connected to us through internships or dissertations and then when all of that is over have the opportunity once again to work here at CLAAS.

You place a great deal of emphasis at CLAAS on innovation. How will CLAAS manage to preserve innovative power in the long term?

Helmut Claas once said: "Keep on running". I think this is very important. We must keep moving, deal with trends and be open to our environment.

Our principles of leadership and cooperation

Even with its activities around the globe and world-wide production operation, CLAAS remains a family-run company. A company in which everyone has a shared idea of how they would like to work together.

Respected. Every CLAAS employee receives personal respect and recognition for his/her work.
Involved. Our employees are involved both in the formation of opinions and in decision-making.
Reliable. The cooperation between the CLAAS employees is founded on credibility, loyalty and trust.
Ready for change. We grasp and exploit the process of constant change as an opportunity. Connected through common values and a corresponding self-image with clear principles.

Vision

"We want to look to the future," says Gerd Hartwig, Group Executive Director CLAAS Group with responsibility for human resources. In this year's interview he talks about changes that have arisen as the result of increasing digitalisation in relation to human resources work and the necessity of making continuous progress.

Mr. Hartwig, industry and society are increasingly transforming as a result of rapid technological progress. What will change for your human resources work as a result of digitalisation?

We are a technology-driven company that relies heavily on engineers. In the past we predominantly needed engineers specialising in mechanics, in other words mechanical engineers. In the light of increasing digitalisation we are today of course increasingly employing electronic engineers and also more and more IT specialists, and we are looking for system engineers and computer science specialists who are working in completely new fields. Our business is constantly evolving. The majority of our conventional products relate to

harvesting. In the future we will be involved more and more in mapping complete processes in agriculture digitally. In this case that begins with the sowing of the seed and finally ends when the harvest is sold. For this we require engineers of both sexes who can help us develop such process chains from the software point of view.

How do you win these specialists for CLAAS?

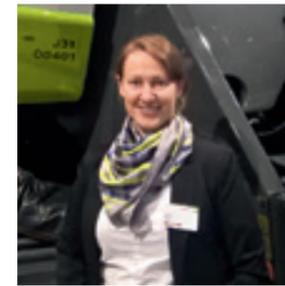
We highlight internally-defined paths and careers to make specific careers a reality. To do this, we pursue a systematic succession planning strategy. We prepare employees for their first management positions or at a later stage for top positions. We fill 80 % of our management posts from our



Keep moving, deal with trends and be open. For Gerd Hartwig herein lies the key to the success of the company.

Careers

— **It is the diversity that makes CLAAS so unique** The CLAAS working environment offers jobs in a very wide range of commercial and technical areas, with new ones are being added all the time. It is no surprise that people with the most diverse qualifications and CVs apply to CLAAS. Many of them have exciting stories of how they came to be in the company and which path they took once there. Careers that are as individual as each of the approximately 11,000 employees at CLAAS, who every day on a worldwide scale make their contribution to feeding the world population. These three CLAAS employees and their stories bear testament to this.



“I love the freedom that CLAAS gives me. Sales is like a hobby for me.”

Career 01

Name: Tatiane Krein

At CLAAS since: 2015

Place: Porto Alegre, Brazil

Training:
Agricultural engineer

First job at CLAAS:
Country Sales Manager

Hobbies:
Camping, travelling

What I believe in:
You can achieve anything if you have a strong will.

3 reasons I love my job:
Customers, countries, cultures – it is all on offer

I grew up on a farm in Brazil and accordingly decided, at an early stage, to remain associated with the agricultural sector also in a professional capacity. I studied agricultural technology at the State University of West Paraná, Brazil. Following this, I gained professional experience in various companies for a period of seven years before I joined CLAAS in 2015. With more than a hundred years of corporate history and a strong international focus, CLAAS really interested me and my language skills in Portuguese, German, Spanish, English and Italian certainly serve me well when I need to deal with my colleagues worldwide.

Our regional centre in Latin America, the CLAAS América Latina Representação in the south of Brazil was established in November 2014. From here we support sales partners and importers in Central and South America. As a Country Sales Manager, I am responsible for the sale of our products in five countries, namely Chile, Bolivia, Ecuador, Peru and Columbia. Specifically this means establishing and extending CLAAS's communication paths to customers in these countries and also visiting these customers on site. I also look after our sales partners and organise CLAAS's appearance at regional field days and trade fairs so we can draw attention to our products.

The biggest challenge in my job is to provide the right machines for our market in Latin America. At the end of the day, it is a very different market from the European market.

I love the freedom that CLAAS gives me regarding how I organise and control the sales operation in the countries for which I am responsible together with my team. Sales is like a hobby for me: Having contact with customers from the most diverse of countries with different cultural backgrounds – what could be more exciting?



"I was the first employee at the Canada West Harvest Centre. Today, three years later, we have four locations and 42 employees."

Career 02

Name: Doug Tibben

At CLAAS since: 2014

Place: Regina, Saskatchewan, Canada

Training:
Technical University

First job at CLAAS:
General Manager,
Canada West Harvest Centre

Hobbies:
Reading and exercising

What I believe in:
Success comes from strong work ethic, a great attitude, and positive expectations

3 reasons I love my job:
Personal and professional growth, diversity, and opportunities

Before I joined CLAAS, I owned and operated my own dealership in Ontario for over 10 years. Then in an effort to grow professionally, I started working for a dealership in Alberta and was responsible for 23 locations, but something was missing for me. Then an opportunity to join the CLAAS family arose and with it the prospect to set up several new dealership locations from the beginning stages in another province for CLAAS. I felt this was the new exciting challenge I needed, and with that I turned the page to the next chapter in my professional life. I was the first employee at the Canada West Harvest Centre. Today, three years later, we have four locations and 42 employees.

Building the dealerships in such a short time to what they are today was an enormous undertaking, and of course did not always go according to plan. However, it is precisely these uncertainties coupled with the necessity of always having to be adaptable, time and time again, that I love so much about my work.

As the General Manager of the new "start-up" from the outset, it was one of my tasks to find employees who enjoy being on the road just as much as I do. Employees who not only love the day-to-day business aspect, but who also have the tenacity to create their own markets. At Canada West Harvest Centre it is important to me to take the time to coach my associates and help them become familiar with the CLAAS culture. Only then can we drive the business forward together at the fast pace necessary for the success we can fully realize.

CLAAS is still a relatively young brand on the Canadian market of Saskatchewan. Nevertheless, it is an exceptional brand that we will continue to raise to the appropriate level in the local marketplace. That is precisely what we are working on now; because a strong brand is the key to winning the trust of our future customers. This in turn will have a positive effect on customer service and used machinery sales, areas we want to further develop.

The idea to create Canada West Harvest Centre started on a piece of paper, and I am thankful I was given the opportunity to build it into the functioning and growing business it has become thus far. This aspect is what motivates me every day, and it is an honour for me to say I am a part of the Global CLAAS Team!



"What excites me about CLAAS? Very obviously the products. Who can resist the majesty of a seed green giant?"

Career 03

Name: Olga Bystrova

At CLAAS since: 2013

Place: Harsewinkel, Germany

Training:
Supply Chain Management (M.Sc.)

First job at CLAAS:
Purchasing

Hobbies:
Dog, gardening, outdoor sports, cultural trips

What I believe in:
Science and the good in people

3 reasons I love my job:
It's international, digital, and at the cutting-edge of science

My first visit to CLAAS in Harsewinkel took place during an excursion week to the university. During my Master's degree, to balance out all the dry theory, I was really keen to get to know the practical side of life in a family-run industrial company. So the visit to CLAAS was exactly what I needed! From the get-go, the products really excited me. Who can resist the majesty of our seed green giants? And so right after my visit I applied for an internship in the Production Systems division and was accepted. And so things took their course.

Today I work in the Digital Product Engineering department. Our task is to enable CLAAS engineers to work in a more networked and digitalised way. I am myself responsible for the company's internal technical material master data. The data must be pristine so that CLAAS successfully masters the transition into the digital age. This is where I make my contribution, by committing myself to the continuous improvement of the quality of the data. It's a good feeling!

In the team I am currently involved in creating a future-proof concept for providing technical data. The primary task is to store existing technical information in a central "electronic" place, which specialist departments such as marketing or foreign trade can access at any time on a worldwide basis. The long-term plan is for the data to also be accessible externally – for example for customers or authorities.

The greatest challenge is to create a concept which fulfils all the requirements of the specialist departments, is future-proof and does not result in extra work for the individual employee. I think the project will help us to take another major step towards achieving digital transformation.

In Brief



Eclipse of the sun

Get your specs on and switch off the lights. At the CLAAS site in Omaha all the employees were looking forward to the total eclipse of the sun on 21st August 2017. The central zone of the "Great American Eclipse", as the natural event was nicknamed in the states, stretched in a belt from the Pacific to the Atlantic Coast. In the centre of the country too the CLAAS employees in Nebraska thronged outside the plant to admire the darkness in broad daylight.

Sense of community

Being a part of it is everything! True to this Olympic motto, employees from Usines CLAAS France clubbed together and instigated an event which celebrates the spirit of "we": the CLAAS Olympics with company-specific disciplines such as the straw bale race, tug of war or archery. The participants were also able to let off steam artistically. An image was projected onto the administration building which will now be a constant reminder to the CLAAS Olympians of the event and everything that was achieved as a team.



Hello customer

How can the communication between customers and dealers be improved? Students on the Master's Business Informatics degree course from the Wilhelms-Universität Münster in Westphalia, Germany, addressed this question together with CLAAS. The students carried out qualitative interviews with CLAAS customers and then presented a draft based on their needs – and which can generate added value for customers, dealers and CLAAS.



Bye!

In September 2017 the employees at CLAAS in Saxham, England, said goodbye to their old office building with a big party. Together with their families the employees looked back on the many years they had spent working in the building while inaugurating the new academy building at the same time. At the end of the event, Trevor Tyrrell, Chief Executive Officer of CLAAS UK, tried to blow up the old building with a detonator – fortunately it only rained confetti!

High-altitude run

36 CLAAS employees from Germany and France were at the starting line of this year's Hermann Run. In optimum weather conditions the runners tackled the 31.1 kilometre-long stretch through the Teutoburg Forest in Germany. The Hermann Run is known for its demanding, very hilly route. The runners have to give their all because of the considerable differences in altitude involved. With a total of six teams CLAAS was the company who sent the most runners into the race.



Pioneers

A rock star in the production: CLAAS Hungaria has initiated the lecture series "Masters of Quality". Pioneers from a very wide range of fields are invited so they can present their personal formulas for success. The Hungarian rock star Feró Nagy, who has led the Hungarian music scene for 30 years with his band, kicked things off. "We believe that quality is not just a process but a mindset and an attitude," says Maria Nove, Head of Human Resources at CLAAS Hungaria. "The purpose of the lectures is to give our employees inspiration and food for thought."

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