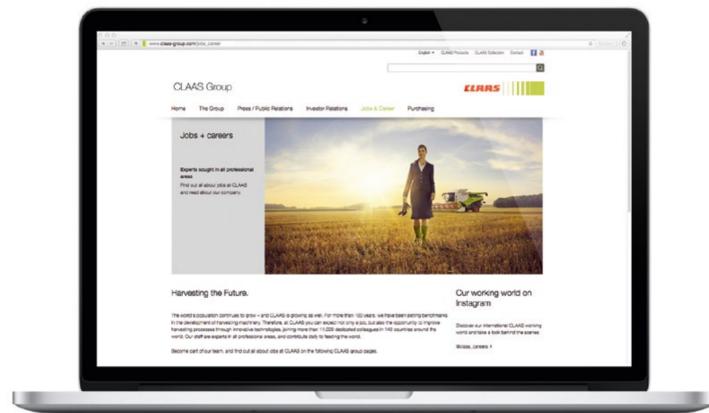


Always
well-informed



CLAAS is one of the leading international agricultural technology manufacturers. Our high-tech products are used in 140 countries. In 2015, 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, XING and LinkedIn.

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

CLAAS KGaA mbH
Corporate HR Marketing
Post Office Box 11 63
33426 Harsewinkel
Germany
Tel. +49 5247 12-0
www.claas.jobs
06/16 English

Experience diversity.

Personnel report 2015/2016

CLAAS



That's standard practice for us

Every country has its own characteristics. So it's not surprising that a wide variety of customs and traditions can be observed at the different CLAAS locations.



Honored

At CLAAS in India, an "Employee of the Month" is regularly honored. The department managers can each nominate a co-worker who has recently demonstrated excellent performance. Whoever gets the most votes receives the honorary title.



Spring
cleaning

In Krasnodar, Russia, there is a tradition called "subbotnik," which means something like "Saturday work." This voluntary campaign takes place every spring – most recently, employees gave the site a thorough cleaning four days prior to the opening of the new plant.



Quiz

CLAAS employees in Saxham, Great Britain, have an annual opportunity to demonstrate how good their general knowledge is. CLAAS UK has a tradition of putting on a Quiz Night there in which teams of CLAAS employees compete against one another. The winners get bragging rights.

Let's pop!

Things get popping every morning at CLAAS in the United States. At 10 a.m., all employees can prepare their own salted popcorn at the seed-green popcorn machine.



Key human resources data

Cut-off date 09/30/2015

Company key data as per IFRS

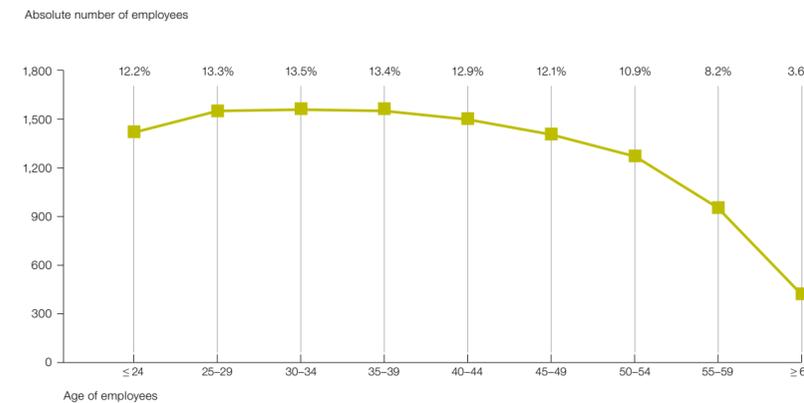
in € millions	2015	2014	Change in %
Profit and loss account/result			
Sales revenue	3,838.5	3,823.0	0.4
EBITDA	310.5	327.9	-5.3
EBIT	196.8	194.4	1.2
Result before income taxes	157.7	155.1	1.7
Company annual surplus	105.7	113.1	-6.5
Research and development costs*	203.0	212.3	-4.4
Free cashflow	38.8	-136.9	128.3

Balance of accounts			
	2015	2014	Change in %
Proprietary capital	1,231.0	1,183.2	4.0
Fixed investments	128.3	173.2	-25.9
Balance sheet total	3,343.2	3,113.1	7.4

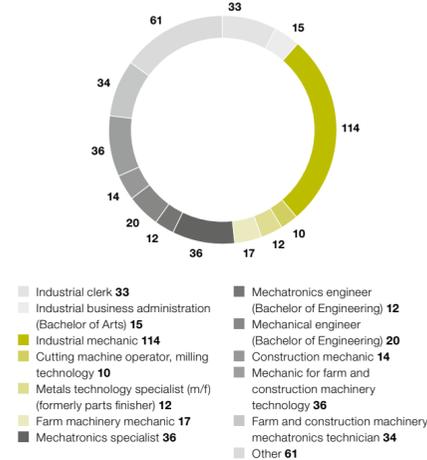
Employees			
	2015	2014	Change in %
Employees on cut-off date	11,535	11,407	1.1
Personnel costs	650.6	627.0	3.8

*Before activation of development costs and depreciation thereof.

Age structure of CLAAS Group



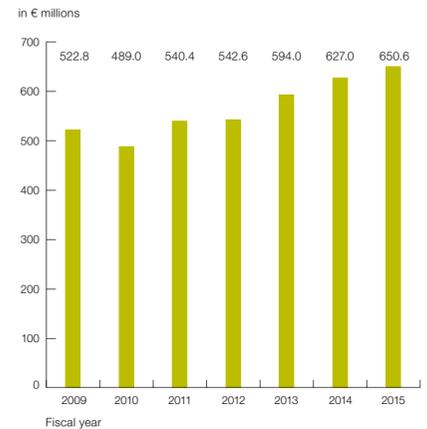
Most frequent trained occupations CLAAS Germany



Training rate 2015

	2011	2012	2013	2014	2015
Group	6.0	5.8	5.9	6.0	6.1
Germany	7.8	7.3	7.2	7.7	7.9
France	5.2	6.2	6.8	5.8	5.8
Europe	6.6	6.4	6.5	7.4	7.2

Development of personnel costs at CLAAS Group



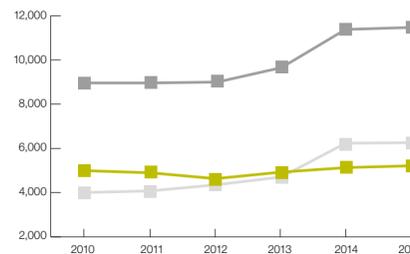
Number of employees geographically

Hansewinkel	3,338
North Rhine-Westphalia	4,177
Germany	5,250
Western Europe, without Germany	3,034
Central/Eastern Europe	1,121
Outside Europe	2,130
Abroad	6,285
Overall	11,535

By country:	
France	2,477
USA	327
United Kingdom	393
Russia	396
India	334
Hungary	636
Italy	107
Spain	40
Poland	59
Denmark	17
Argentina	25
Ukraine	30
China	1,444

Development of employee numbers CLAAS Group

FY	Germany	Abroad	Overall
2010	5,009	3,959	8,968
2011	4,956	4,104	9,060
2012	4,660	4,417	9,077
2013	4,971	4,726	9,697
2014	5,186	6,221	11,407
2015	5,250	6,285	11,535

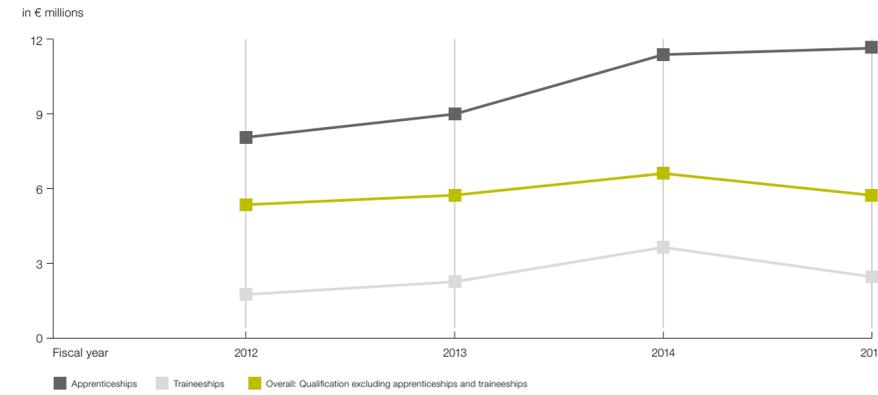


Key human resources data

Cut-off date 09/30/2015

Costs for training and further training at CLAAS Group

FY	2012	2013	2014	2015	Change compared to previous year	Change in %
Internal further training	2.2	2.2	3.2	3.3	0.1	3.6
External further training	2.9	3.3	3.2	2.1	-1.1	-36.0
Overall	5.1	5.5	6.4	5.4	-1.0	-16.5
Training	7.8	8.7	11.2	11.6	0.4	3.9
Trainees	1.5	2.0	3.4	2.2	-1.2	-35.0
Overall	14.4	16.2	21.0	19.2	-1.8	-8.6



Job tenure at CLAAS Group (in years)

0-4	4,520	38.8%
5-9	2,016	17.3%
10-14	1,338	11.5%
15-19	1,306	11.2%
20-24	654	5.6%
25-29	652	5.6%
30-34	554	4.8%
35-39	373	3.2%
40-44	178	1.5%
≥ 45	47	0.4%

Employees at CLAAS Group

Company	Employees	of which female	
CLAAS Kommanditgesellschaft auf Aktien mbH	KGaA	442	147
Nebraska Harvest Center Inc.	US dealers	44	2
Canada West Harvest Centre Inc.	CA dealers	19	1
CLAAS Résau Agricole S.A.S.	CRAs	891	101
CLAAS Vertriebsgesellschaft dealers	CVG dealers	417	51
CLAAS U.K. dealers	CUK dealers	305	12
CLAAS Agricultura S.R.L.	CAGRI	59	8
CLAAS Global Sales GmbH	CGS	168	55
CLAAS Service and Parts GmbH	CSP	246	68
CLAAS Service and Parts Le Mans	CSP Le Mans	38	6
TOV CLAAS Ukraina	CUA	30	9
CLAAS Vertriebsgesellschaft mbH	CVG	309	50
CLAAS France S.A.S.	CF	193	32
CLAAS U.K. Ltd.	CUK	88	21
CLAAS Italia S.p.A.	CITA	48	12
CLAAS Ibérica S.A.	CIBE	40	7
CLAAS of America Inc.	CoA	133	21
CLAAS Argentina S.A.	CARG	25	5
CLAAS Vostok	CVOS	122	44
CLAAS Polska sp. z o.o.	CPL	59	12
CLAAS Agricultural Machinery Trading (Beijing) Co., Ltd.	CCN	34	14
CLAAS Agricultural Machinery Private Limited	CILS	77	5
Sales		3,345	536
CLAAS Selbstfahrende Erntemaschinen GmbH	CSE	2,305	183
CLAAS Omaha Inc.	COL	131	15
CLAAS Hungaria Kft.	CLH	636	43
OOO CLAAS Krasnodar	CLK	274	70
CLAAS India Ltd.	CIL	257	19
CLAAS Jinyee Agricultural Machinery (Shandong) Co. Ltd.	CJY	1,410	231
Cereals		5,013	561
Tractors (CT)		967	165
CLAAS Saugbau GmbH	CSLG	589	48
Usines CLAAS France S.A.S.	UCF	388	30
Feed harvest		977	78
CLAAS Industrietechnik GmbH	CIT	598	25
CLAAS E-Systems KGaA mbH & Co. KG	CES Total	160	25
	dv. CES Denmark	17	1
365 FarmNet Group GmbH & Co. KG	365 FarmNet	33	4
Overall		11,535	1,541
CLAAS Germany		5,250	655
CLAAS France		2,477	334
CLAAS Europe		9,405	1,228
CLAAS outside Europe		2,130	313

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



Diversity makes us strong

Dear readers,

As one of the world's leading manufacturers of agricultural machinery, CLAAS uses the latest production facilities to turn top-quality materials into innovative, award-winning products. But where would we be without our employees? They ensure our facilities are assembling materials optimally. They develop and build excellent machinery.

Our employees are who have brought our company success. Each of them contributes to our achievement: men and women alike, and experienced employees as well as those who have only been with us for a short time. Their individuality and diversity means they bring a vast range of different skills and experiences to their work. When all of this comes together the result is unique solutions for our customers all over the world.

If you want to remain successful, you have to be willing to embrace the new and allow for outside-the-box thinking. Our corporate culture of diversity and equality sows the seeds for

success. This is the only way employees of different generations and nationalities, who have different characteristics and value systems, can work together to provide CLAAS with strong positioning for the future.

Over the following pages, you'll learn more about what this corporate culture looks like in practice and how those at CLAAS bring it to life. We give you an insight into our everyday work. Read stories from people who have achieved a lot, who have overcome obstacles, who are leading the charge for change, who have gathered experience and acted pragmatically. Get to know Claasians who have been with us for decades – as well as some who have only just started. Enjoy the fascinating, surprising and entertaining stories about this diverse group of people. They are happy to admit seed-green blood runs through their veins. I hope you enjoy reading this issue.

Yours sincerely,

A handwritten signature in blue ink that reads "C. Claas-Mühlhäuser". The signature is fluid and cursive, matching the professional appearance of the signatory.

It's started!



With its new production location in Krasnodar, CLAAS has brought the most modern production technologies to Russia.

— **The most modern production technologies** Following the expansion at the new CLAAS plant in the southern Russian city of Krasnodar, up to 2,500 combine harvesters and tractors can be produced annually. Roman Prokuratov is the Technical Director, while Bastian Linnenbrink manages production. They and the entire CLAAS Krasnodar team have been through some exciting times. And there's more to come: The team is not satisfied with resting on their laurels.

Construction of the new plant began October 1, 2015. It is currently undergoing an important ramp-up phase. "It's like teaching a child to walk," says Roman Prokuratov. "The processes are beginning to stabilize and the team is maturing." He wants to take his team to the next level. "We want to attain excellence in all areas and, in the years to come, significantly expand the scope of localization in order to make us unbeatable on the Russian market."

"We have our international plant expansion team to thank for the fact that production in the expanded plant was able to get up and running without any problems in fall 2015," says Bastian Linnenbrink. Linnenbrink came from Harsewinkel to Krasnodar at the start of 2014, in part because he already knew the location very well. He managed logistics from 2009 to 2011, when final assembly of combine harvesters and tractors was taking place at the site. In the new plant he is responsible for logistics as well as for production.

Learning quality consciousness

One additional focus of Linnenbrink's duties is on training staff. "Jobs such as these, working on high-precision computer-controlled machines and systems, are pretty rare in this region. What's more, the new CLAAS plant has a production standard that is above that of other companies here. To make Krasnodar successful in the long term, our employees don't just need to acquire the technical know-how; they also need to internalize our quality consciousness."

But even if there is still a lot of work ahead of them, Bastian Linnenbrink and Roman Prokuratov are already proud of their team and what has been achieved. "This project shows that outstanding teamwork – such as that between CLAAS Harsewinkel and CLAAS Krasnodar – can make visions a reality across the boundaries between departments, plants, and countries." Roman Prokuratov can confirm this, and he also quotes Apple founder Steve Jobs: "If we always knew at the start what challenges lay ahead, we would be too afraid to tackle the job."



Roman Prokuratov (left) is Technical Director of the plant in Krasnodar, while Bastian Linnenbrink manages production. The pair switches between German and Russian in conversation.



Bending, welding, cutting and milling – the two managers oversaw 825 days of construction while the new factory in Krasnodar was taking shape.

— A market with unique challenges Highly qualified mechanical engineers and blue-collar workers are a rarity in the Krasnodar Region labor market. When CLAAS needed 200 new employees for the plant enlargement project in Krasnodar, Head of HR Ella Detkova had to come up with some unusual recruiting concepts.



Ella Detkova at the opening ceremony of the new CLAAS plant in Krasnodar on October 1, 2015.

Ms. Detkova, how many people work at the new plant?

Currently there are 300 employees and trainees working at the new plant. When the enlargement was decided upon, we had 110 people on board.

How did you go about recruiting your new staff?

When the project started in 2012, few people believed that we could hire more than 200 people within such a short space of time. Krasnodar is located in an agricultural region. The number of manufacturing companies is limited, as is the labor market for engineers and blue collars. It was not going to be easy, but it turned out to be even harder, because our requirements are essentially higher than the average. That's why, for a number of jobs, we had to interview many applicants. And for some positions we couldn't find any qualified applicants at all from the Krasnodar area.

What kind of job profiles were in demand?

In contrast to the SKD assembly we had before, we now have a full production cycle. We therefore had to hire employees for the new metal fabrication and paint shops "from scratch": production planners, laser and bending machines programmers, assistants for the laboratory as well as laser-cutting and bending operators, welders and painters.

Is there a system of vocational training in Russia comparable to the German one?

Yes, but it does not always meet companies' requirements. The instructors as well as the equipment often are not up to date. However, the Ministry of Education is now investing in the vocational training system.

How did you find a solution?

As it was clear that we would not be able to find any welders, we decided to set up our own training course. Since we did not have our own metal fabrication shop yet, we had to team up with two vocational schools in the Krasnodar region. Our welding experts developed a training program comprising theoretical and practical exercises. The trainers had to be taught first. We sent them to a welding skills training center in Bielefeld, after which exams were held to check their knowledge before they could start classes themselves. We were very pleased with the results of the four-week intensive program: not a single "student" was "lost" during the training, and their skills were highly commended by their supervisors and German colleagues.



Together with her team, Ella Detkova recruited the professionals that are needed for the production in Krasnodar.

Enlargement statistics

Within 27 months, CLAAS established Europe's most modern agricultural machinery factory in Krasnodar. It took an investment of €120 m. But that wasn't all.

1,234

personal job interviews



During the plant enlargement project, 22 marriages were contracted and 37 children were born



People from 84 different cities and villages work for CLAAS Krasnodar

7,848

CVs were submitted by candidates



200

new employees were recruited from 47 cities in Russia

In brief



Festival of lights

Diwali is the "festival of lights" that Hindus celebrate between mid-October and mid-November. It symbolizes the victory of light over darkness and good over evil. Preparations for the festivities take several days. At CLAAS in India, Diwali is accompanied by special activities. There are competitions for decorating diyas (oil lamps) and creating decorative images from colored sand (rangoli), and all the buildings are decorated with lights and flowers. Religious ceremonies (puja) take place where normally farm machinery gets built. Then employees continue the festive rituals with their families at home.

Getting started

Blake McOllough comes from a farming family in the heart of Iowa. He too was drawn to agriculture. After studying agricultural science, he took a job at CLAAS – with the new North American Graduate Program in product marketing. "The great thing about this program is that I was able to work in several departments. I now understand better how they work together and how the company as a whole works." Blake has now successfully graduated from the program and is a product specialist for LEXION combines at CLAAS in Omaha.



Ambassadors

CLAAS is looking for qualified young professionals. That's why nine CLAAS technical apprentices in Harsewinkel are now serving as training ambassadors. The aspiring construction mechanics, industrial mechanics and mechatronics technicians visit schools to meet face to face with students and to share information about their careers and training experiences and about career options at CLAAS.



Readiness to help

For many years, CLAAS employees in Törökszentmiklós, Hungary, have been supporting the Red Cross with something very precious – their blood. CLAAS organizes this activity twice a year, and about 80 people participate. In addition, there are now over 50 first responders who participate regularly in training courses so that they will be capable of helping in case of an emergency. In the fall of 2015, two long-time blood donors proudly accepted an award on behalf of CLAAS and its employees for this wonderful example of volunteerism.



Training

Formal training in agricultural technology like the apprenticeship CLAAS offers in Great Britain is unusual in that country. That's one of the reasons why there have been a record number of 29 young British and Irish applicants for the apprenticeship. Two of them will be the first to complete the new training program, which focuses on mechanical components. CLAAS in Saxham is the only farm machinery manufacturer in Great Britain that offers two training programs for its technical apprentices.



Contacts

In the fall of 2015, 15 scholarship recipients were given the opportunity to get to know their partner company CLAAS in Germany. The one-year scholarship for a stay in Germany supports students of all nationalities whose past performance indicates that they are likely to excel in their studies at German universities. CLAAS offers each scholarship recipient individualized attention from a mentor who provides support with matters related to academics, planning for the future and careers.





Jean-Claude Pegoraro was very dedicated to his work throughout his entire career. In return, his supervisors entrusted him with a great deal of responsibility; they asked much of him and supported him accordingly.

Storybook career

— **“Without CLAAS I would never have had a career like this.”** Jean-Claude Pegoraro actually just wanted to drop in for a look at CLAAS — but over the following decades, he pursued the career of his dreams there. Starting out as a journeyman lathe operator, he worked his way up at the Saint-Rémy/Woippy plant and eventually became head of the paint shop. The secret of his success, he believes, was the full support he received from CLAAS.

Mr. Pegoraro, you're one of the longest-serving employees at CLAAS. When did your career begin?

It was in 1977, when I was 20 years old. A year before, I had finished my training as a lathe operator and then I got to know two or three industries that had nothing to do with farm machinery while doing internships and jobs. Then CLAAS offered me a job, and I thought: Why not? That's how I came to Saint-Rémy/Woippy. And now it's been 38 years.

You began in farm machine production. Was that a coincidence, or were you already interested in the field back then?

It was pure coincidence. My brother worked at CLAAS, and the things he described got me interested in the company. So I decided to have a look and began working in Metal Machining as a journeyman lathe operator. Four years later, my supervisors asked me to temporarily oversee production control on the manufacturing line.

That was when your career got started?

Yes, I worked as a lathe and milling-machine operator until 1987, and then I took a position as production supervisor for the MARKANT and QUADRANT production line. From that time on, I started to get a huge amount of support. I was sent to professional training, courses, and then later to the master school. So over time, I became foreman responsible for the welding shops and folding machines, as well as quality auditor and training manager. From 2004 onward, I was first production coordinator for the QUADRANT production line, then head of Kitting,* and later I was responsible for Correction and Pre-Assembly for the ROLLANT presses. From there, I came to the high point of my career in 2011 — management of the paint shop. It was a sign of confidence in me: I was ultimately entrusted with responsibility for a system that had just been completely renovated. I was very happy about that.

Were you prepared for this through advanced training, or do you owe these increasing responsibilities solely to your practical experience?

Naturally, it was what I'd learned from many years of practical experience, but what it really came down to was that I was trained appropriately at CLAAS. I was always a person who liked to try out new things. But the fact that I was “discovered” was mainly because of the company I was with and my supervisor at the time. Throughout my whole working life, I've encountered people who knew how to motivate and inspire me. The company invested a lot in me by sending me to the master school, for example — an expensive but worthwhile investment in education. And just as soon as I had my master craftsman's diploma in my hands, my supervisor sent me back to school again, this time for training for the job of welder. As you can see, I really had a lot of support and plenty of variety.

CLAAS employees are like a family

Those who work at CLAAS are highly dedicated and uncommonly loyal. “Many of our employees have been with our company for several decades,” says Gerd Hartwig, CLAAS Group's Executive Director responsible for HR. “The average length of employment worldwide is twelve years.” And even after they retire, former employees remain loyal to CLAAS. They usually become members of the CLAAS Retirees Club (CRC), through which they stay in touch with the company and other former employees.

So employees are supported throughout their whole working lives?

Yes, at CLAAS there's a lot of investment in the employees, depending on their aptitudes and the needs of the company. I'm a perfect example. It was the continuing education through CLAAS that made it possible for me to reach the point I'm at today.

You've worked at CLAAS for half a lifetime.

What are your most vivid memories?

One special experience was the open house days during the 50th anniversary of the plant in Woippy in July 2009. I was chosen as an emcee, and everything was well prepared. I'd never done anything like that before. But I really enjoyed it. And in February 2012, Helmut Claas came to lay the foundation for a new paint shop. That was the second time I'd met him. What impresses me is that, as a person, he conveys that same feeling of closeness and familiarity that I associate with CLAAS, the company.

You've accomplished a lot at CLAAS. How have you managed to balance this with your private life?

I spend a lot of time with my family — my wife, four children and three grandchildren — because I'm definitely a family man, after all. I use the time that's not spent with my family to relax. Most of all, I like to go fishing. That's where I can be completely alone; I hear the chirping of the birds, the wind and rain, and enjoy the quiet side of life. I can recharge my batteries that way.

* The assembly of components into a kit



Fan mail

No shortage of new professionals Here at CLAAS, we do not need to worry about where tomorrow's skilled employees will come from. We get many letters from aspiring technicians and engineers who are already excited at a young age about our farm machinery and the CLAAS brand. We are happy about every letter and do not leave any of them unanswered, regardless of which part of the world it comes from. After all, winning the loyalty of young people early on is more important than ever in these times of demographic change. And who knows... their path may actually lead them to us one day!

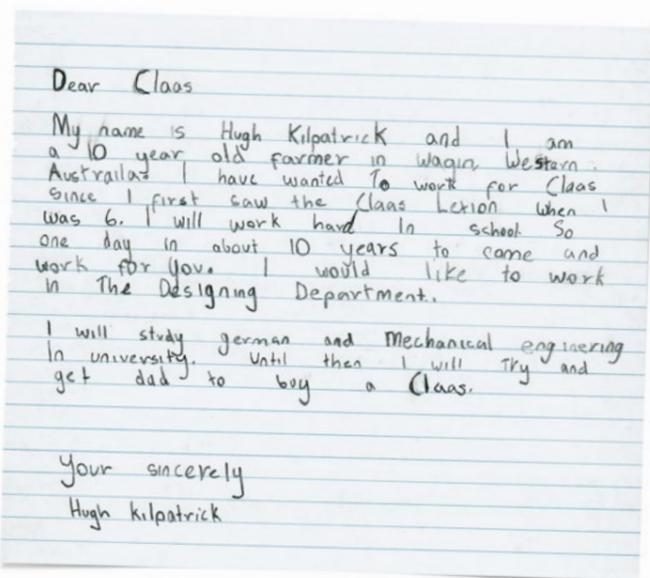
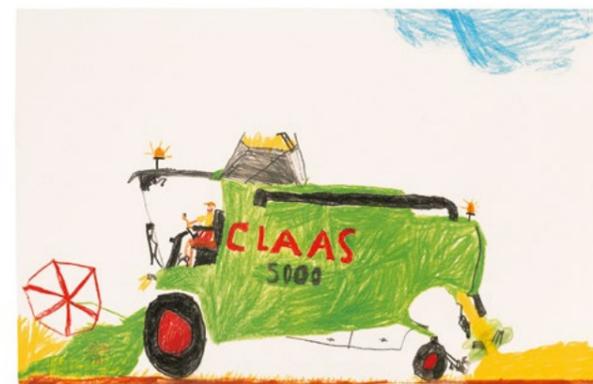
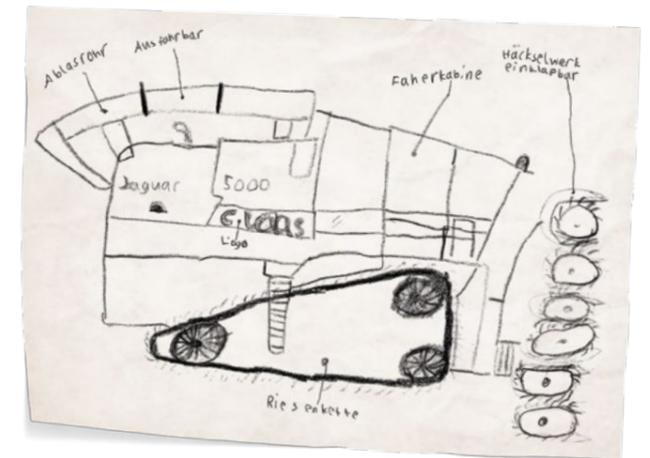
Hallo Herr Helmut Claas,
 ich heiße Marvin und bin 11 Jahre alt und
 bin Technik begeistert. Ich finde die Marke
 Claas ist die beste Marke der Welt. Am besten
 finde ich den Jaguar und den Xerion. Vor allem
 den Jaguar 980 mit 12 Reihen Maisgebiss. Ich habe
 einen Traum ich würde gerne Ingenieur bei
 Claas werden.

Viel Grüße wünscht Marvin Renner

Eleven-year-old Marvin has a passion for technology and considers CLAAS to be the best brand in the world. His favorites are the JAGUAR 980 field chopper with its 12-row corn header and the tractor XERION. Marvin dreams of becoming an engineer with CLAAS one day.



Whenever Louis gets the chance, he gets on his neighbor's tractor. For him, there isn't anything better than riding on agricultural machinery. During harvest he likes to go on the combine harvester, but Louis has not yet had the chance to get on a corn chopper. He is at home on a farm, where he drives a mini tractor. Sometimes he uses his dad's tools to construct a plow or a grubber. The eight-year-old would like to invent farm machinery at CLAAS and wants to apply for a job as a mechanical engineer. However, CLAAS will have to wait ten years until Louis finishes school. He hopes the company will wait for him.



Dear Claas

My name is Hugh Kilpatrick and I am a 10 year old farmer in Wagga, Western Australia. I have wanted to work for Claas since I first saw the Claas Lexion when I was 6. I will work hard in school so one day in about 10 years to come and work for you. I would like to work in The Designing Department.

I will study german and Mechanical engineering in university. Until then I will try and get dad to buy a Claas.

Your sincerely
 Hugh kilpatrick

Swapping places

— **Seeking out and supporting talented young people** is a key component of the CLAAS strategy. In the case of the Chinese sales company, this means that technical employees may be sent to CLAAS' "homeland" to expand their horizons there with regard to farm machinery. In Germany, going abroad for at least three months is part of every master trainee program. Xin Li and Steffen Krüger have completed stays in each other's homelands.



"You simply have to treat the chopper with as much affection as you would a baby."

Xin Li, 32, from China

Xin Li lives in Heilongjiang Province in the far north-eastern part of China, and his former employer is a large Chinese producer of dairy products as well as a CLAAS customer. That's where Xin Li first saw a CLAAS forage harvester – the JAGUAR 850. It was love at first sight. One year later, in October of 2013, he started working as a service technician at the Chinese CLAAS sales company.

After having demonstrated excellent performance for two years, Xin Li, who was born in 1984, was able to participate in a very special practical training course. For two weeks, Xin Li worked and lived with German farmers who have been CLAAS customers for almost 40 years now. The family welcomed him and shared some German culture with him. Communication took place in English, or using signs and gestures. Xin Li helped with the corn harvest and made sure that the harvester being used was always optimally configured for the particular requirements.

He was especially impressed by the "three-dimensional" cleaning of the farm equipment. "From the header to the tires, I polished everything until it gleamed and figured I'd get top marks for that," laughs Xin Li. "Instead, the farmer pointed to the undercarriage and reminded me not to forget it. Now I know why the Germans are considered to be especially thorough." The fact that, after the cleaning, all the harvester's components also underwent a careful inspection and were replaced if needed likewise made a big impression on Xin Li.

And that's how Xin Li got to know Germany and CLAAS a little better. Now he knows why a 10-year-old JAGUAR 492 chops corn just as efficiently as a new machine. "You simply have to treat it with as much affection as you would a baby, and then it will work for years without giving you any trouble. I will definitely tell that to retailers and our customers in China."

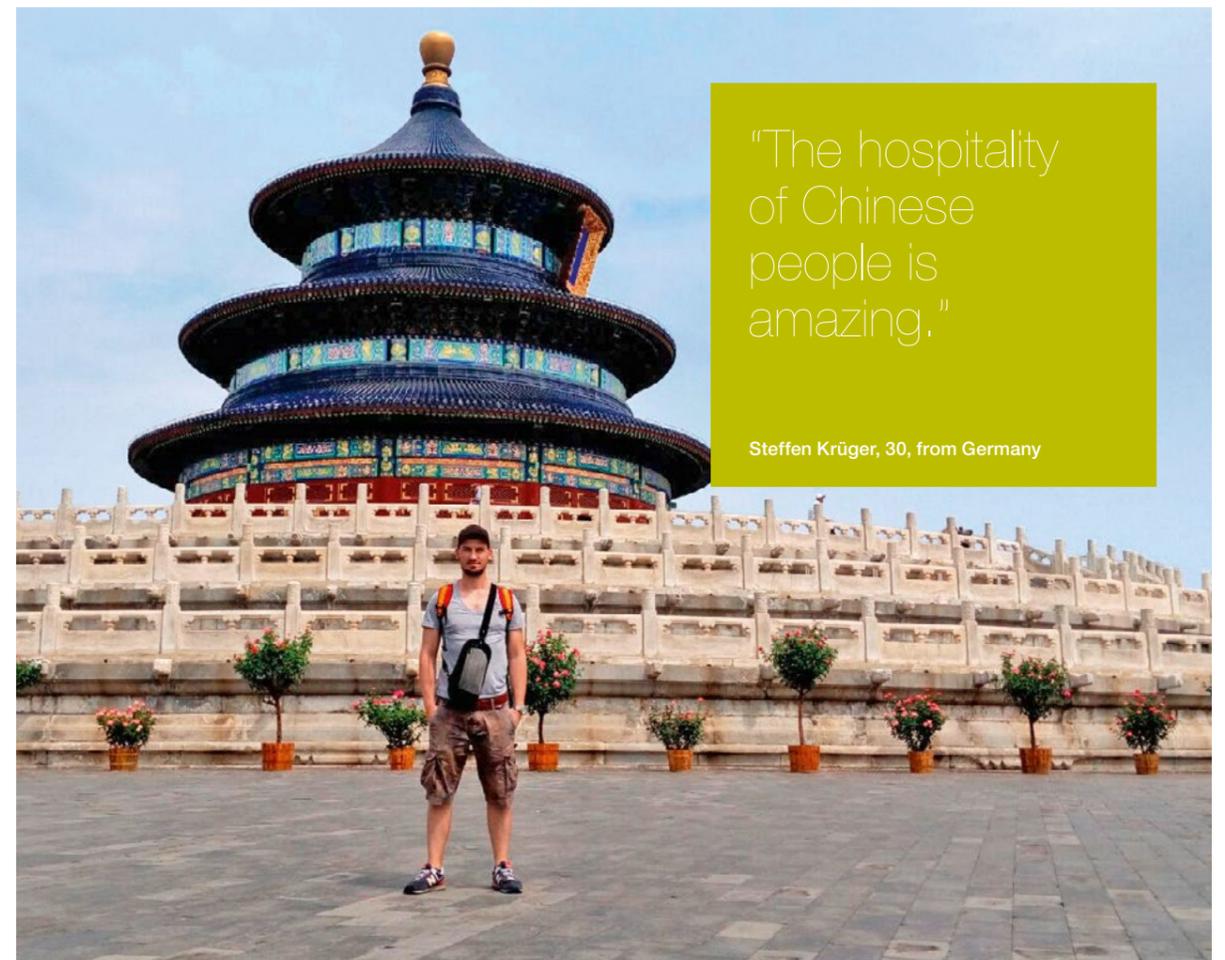
Gaoqi, on China's east coast, is the location of Jinyee, a CLAAS subsidiary. Master trainee Steffen Krüger spent three exciting months there in 2015, getting to know the country and the people, the working habits and the customs. "The traffic was the first thing that struck me. The drive from the airport to the hotel was – from a German perspective – utterly chaotic. Blinkers are hardly ever used, while horns get used all the time. And the countless electric scooters, for which you don't need a driver's license, are unpredictable."

At the Jinyee plant, Steffen Krüger's task consisted of improving workflows and standardizing workstations. "Most of the work was done with simple equipment and by many employees. Assembly was often performed on the ground. I was supposed to improve on that." A translator helped him overcome the language barrier. "Often we also

used paper and pen, using pictures to support the words." Before he went to China, Steffen Krüger wasn't used to a two-hour lunch break. "Most of the employees – including us – used that break to go to the on-site cafeteria. Quite a few also took a siesta." Dinner wasn't a problem either. "The hospitality of Chinese people is amazing. Often we were invited by co-workers to eat in a restaurant or even to join them at home, which we always accepted with gratitude, of course."

Steffen Krüger shared an apartment with a fellow trainee. "I took a taxi to get to work. It was very important to pronounce the destination 'Jinyee,' correctly – I always had a picture of the company's logo with me, just to be sure."

Steffen Krüger will remember his stint in China for a long time. "Nobody can take these impressions and experiences away from me. I'm glad I got to experience it."



"The hospitality of Chinese people is amazing."

Steffen Krüger, 30, from Germany



Fair collaboration

— Building the future together Without the dedication of our employees, the company couldn't be successful in the long term. And so the workforce also has a right to help determine the fate of the company. The employee representation tries to ensure that this right is preserved. At CLAAS, the workers' representation has been cooperating with management in a spirit of partnership for many years.

The works council is a respected institution among CLAAS employees. They are glad that it is involved in important decisions and ensures that their concerns are taken into account. "We work together as partners, with a fair, decision-oriented approach at all levels," says Heiner Strotjohann, Chairman of the European works council. "Differences of opinion can then be resolved in a constructive way, and jobs can be secured."

Operating internationally too

Since the responsibility of the works council with respect to employees extends beyond national borders, CLAAS established a European works council in 2006. Its activity takes into account the individual structures and traditional relationships to worker committees that have developed at the European locations. Meetings take place at least once

per year. During these sessions, CLAAS discusses both the economic situation of the Group and any projects that affect employees in more than one European country. "All employees bear some measure of responsibility for the long-term success of CLAAS. And that's reflected in the good-faith, successful cooperation with the employee representation," says Birte Fabian, Head of International Labor Law and Industrial Relations. "For CLAAS, that includes a thorough and comprehensive exchange of information as well as the joint implementation of various projects and meetings of the economic committee."

Much achieved

Flexible working time models and a variety of benefits make CLAAS an attractive employer. That is due in part to the tireless efforts of the works council.

That's standard practice for us

They sing and have barbecues together, play sports together, and even meet after retiring. Together, the employees of CLAAS are strong.



CLAAS has five locations in Italy. Once a year, the workers at the headquarters in the town of Leno, Lombardy, invite all their fellow employees in Italy to a barbecue. CLAAS provides for the barbecue meat, and the employees contribute bread, salads, cake, wine and cold beverages. It's a nice chance to celebrate what they've accomplished together.

'Tis the season

At Christmastime, everyone at CLAAS Iberica in Spain goes out for dinner together. New employees are expected to sing a traditional Spanish Christmas song. These are usually solo performances, but occasionally there are also duets or trios.



They cultivate old friendships, share memories, and go on outings and trips together. The CLAAS Retiree Club provides about 800 former employees with a good way to stay in contact with the company.

Team building in China



Once a year, the employees at the Chinese sales company take part in a team-building exercise. The whole team is presented with a task that must be accomplished together. For the last team-building event, workers traveled to the coastal city of Xiamen, where they recreated the company logo out of sand and reinforced their team spirit in a volleyball tournament.



Expanding horizons ...

Jingyu Liu

went from China to Germany

Jingyu Liu made a very conscious decision to join an international corporation when she started working at CLAAS Jinyee. "I hoped I would gain new knowledge about modern management methods as well as about innovative technologies." Her six-week stay in Harsewinkel allowed her to investigate the company's DNA and to recognize what makes CLAAS tick as a corporation. "Knowing how your co-workers think and work is very helpful for collaboration," she says.



Liu, a hydraulics engineer, joined CLAAS Jinyee in 2014. She has already acquired a few years of professional experience. She has worked at a number of companies, including companies in Japan and elsewhere.



Max-Ferdinand von Korff

went from Germany to India and Thailand

As an international Marketing & Sales trainee, Max-Ferdinand had an opportunity to work in Faridabad, India, for four months. "Being able to go abroad was a fundamental building block of my career planning. The first-hand encounters and experiences I had during my stay in India helped me develop both personally and professionally. I was therefore very interested when I received an invitation to work for CLAAS in Thailand over a longer period of time."

Von Korff, an agricultural scientist by training, moved in October of 2015 from CLAAS Vertriebsgesellschaft mbH to the Regional Center South East Asia Ltd. and works there as Regional Manager.

Kira Burmeier

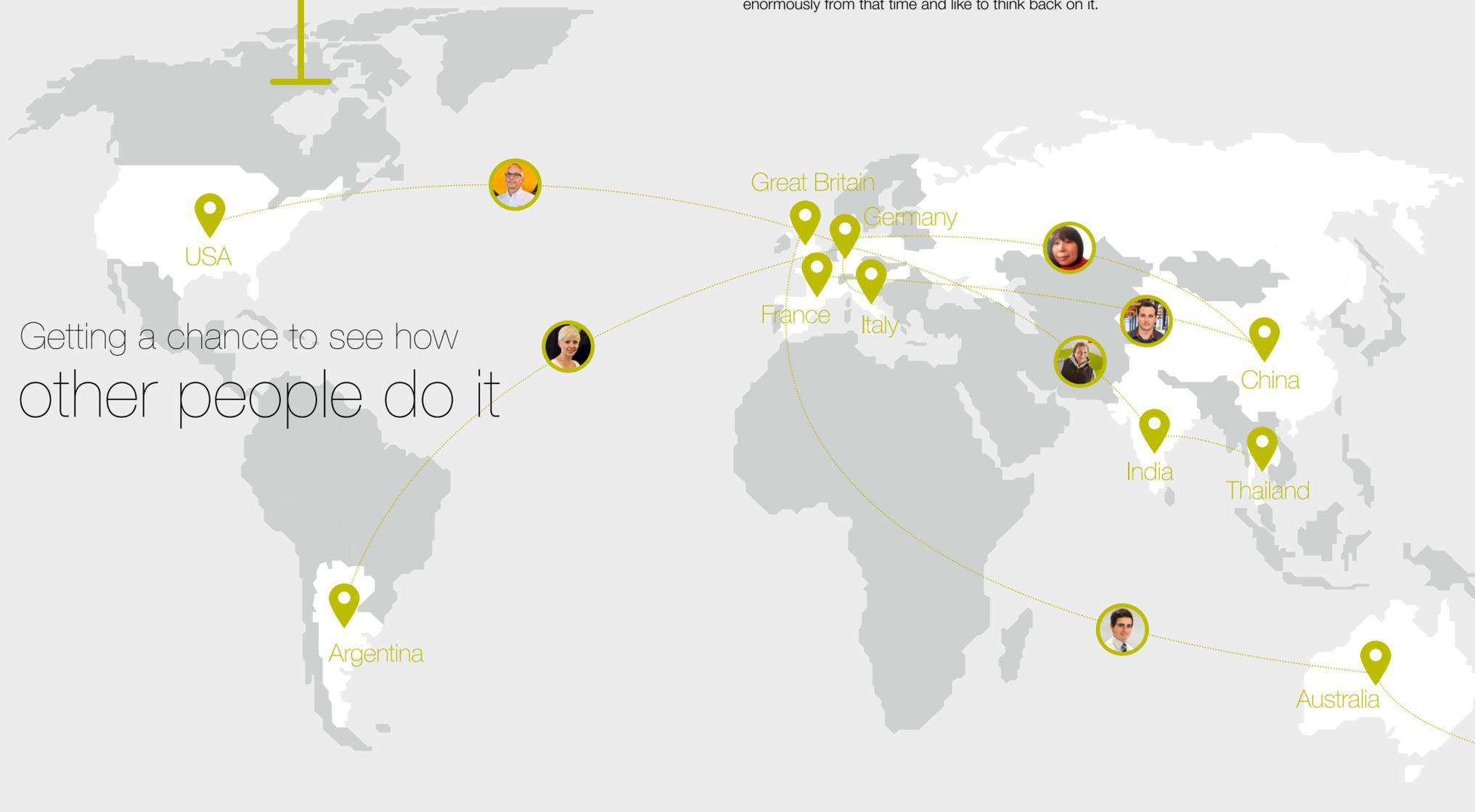
went from Germany to Argentina

The fact that people in Argentina aren't even familiar with the "Argentinian steak" that is so frequently offered in Germany was not the only thing Kira Burmeier learned during her three-month stay in Argentina. "I now also know that it's not all that hard to feel comfortable when you are 12,000 kilometers from home, as long as you are ready to try new things." She was impressed by her Argentinian co-workers' hospitality. "Genuine, lasting friendships developed during that short period of time."

Kira Burmeier is a time and attendance officer at CLAAS Selbstfahrende Erntemaschinen GmbH. She spent three months in Argentina during her dual study program in business administration at CLAAS.



Experience Learn



Getting a chance to see how other people do it

The world is a village It's always an adventure to open up to a different culture, a different language and other customs. Those who leave home to experience a new culture come back with countless stories to tell. Many CLAAS employees take that leap and spend time abroad. Some stay a few weeks; others stay their whole lives. They all have one thing in common: they benefit enormously from that time and like to think back on it.



Jonathan Jaeckel

went from France to China

For Jonathan Jaeckel, the biggest challenge in the beginning was understanding Chinese culture. "It took me a while to get my bearings," he says. "Now my challenge is mainly the language and recognizing the characters." Adjusting to a different cuisine, on the other hand, was no problem for him. "You can eat really well here," says Jaeckel, who is originally from France.

Jaeckel, a mechanical engineer, works as a MARKANT production manager at CLAAS Jinyee in the eastern Chinese province of Shandong. He was supposed to stay for two years but has signed on for another year.

Markus Dammermann

went from Germany to Italy and the United States

Markus Dammermann has spent two-thirds of his life outside of Germany. "I really recommend to everyone that they get to know other countries and cultures this way, especially when they are young." Dammermann, who was born in Dortmund, has a special tip for learning a new language: "When you fall in love, it motivates you to learn how to communicate quickly and well." During his first stint abroad for CLAAS, he very quickly learned Italian. It had to do with someone named Francesca...

Dammermann is now a Sales Operations Manager at CLAAS of America and will soon celebrate 20 years with the company in the United States. He lives with his Italian wife and two children in Omaha, Nebraska.



Sebastian Hopfensperger

went from the United Kingdom to Australia and New Zealand

"The people in my new temporary home have made the transition very easy for me," says Sebastian Hopfensperger. "Everyone welcomed me very warmly and helped me settle in here." The time at Landpower helped him, as a newcomer, to understand all the facets of the business more clearly. He even brought an analytical instrument back home to Great Britain with him. "It will help us with our reporting," says Hopfensperger.

Hopfensperger received a job offer during an internship he completed as part of his business management studies. He then started working as a business analyst, receiving on-the-job training at Landpower in Australia and New Zealand.

In brief



Guests

— CLAAS is a member of the Board of Trustees and the National Supervisory Council (NFB) of AIESEC Germany. In October 2014, the company enjoyed a visit from its NFB partners, the companies MLP, PwC, Deutsche Bahn, Deutsche Post DHL, Robert Bosch and Porsche. With the support of AIESEC, CLAAS is able to put values such as “acting sustainably” and “living diversity” into practice. The interdisciplinary, intercultural and international orientation of our group of companies plays a decisive role in being able to do so.

Family-friendly

— CLAAS India organizes regular family days. Here, spouses, children, parents and siblings get to know where their relative works and get a chance to tour the plant, while also being able to enjoy a diverse program of activities. These include a wide choice of food, carousels, dancers and singers, a raffle and a talent show for kids. The climax of the event is the honoring of those celebrating the anniversary of their arrival at the company, since it is important to them to celebrate this in the company of their families.



Practical teaching

— The business unit of the Russian Association of European Business (AEB) in Krasnodar has founded the AEB Business School. Here, managers of European companies will introduce Russian students to business practice. Topics such as production, personnel, logistics and corporate social responsibility will be covered. The CLAAS plant in Krasnodar will offer the program to a range of employees who have management responsibility.



Royal recognition

— The Suffolk Show is the largest event in the English county of the same name. One aspect of this regional agricultural festival in the southeast of the UK is the selection of the Suffolk Farming School of the Year. In 2014, the theme of the competition was combine harvesters. The elementary schools involved designed and built their own models, and CLAAS sponsored the semi-final. Three schools were presented with awards in the presence of His Royal Highness Prince Harry.

Arts & crafts

— By tradition, the Christmas cards sent by CLAAS Hungary are designed by the children of the employees. Every year, up-and-coming young artists between 3 and 14 years of age can submit their own card designs in one of three categories. The best design (shown here is the 2015 Christmas card) and the winners of the individual categories are announced at the Christmas party held at the beginning of December for all of the children of CLAAS Hungary employees and their families.



Exchange

— Julia Zumbrink completed her apprenticeship to become an industrial clerk with an additional qualification as a foreign language correspondent at CLAAS Selbstfahrende Erntemaschinen GmbH. Because she and her apprenticeship class took part in the German National Foreign Language Competition, she was allowed to attend the annual general meeting of the Stifterverband für die Deutsche Wissenschaft (Association for the Promotion of German Science). The theme of the event, which was presented by ZDF journalist Gundula Gause, was international education. During a roundtable discussion, Zumbrink gave an account of her time at CLAAS in Spain: “During this time, I not only developed my language skills, I also developed personally and now I am more independent, self-confident and brave.” Her verdict: “You should definitely take advantage of the opportunity to go abroad.”

Electronic future

— **Nothing stays the way it was** In 1987, Argentinean soccer star Lionel Messi was born, Steffi Graf became the world's top-ranked player in women's tennis, and Ronald Reagan called on President Gorbachev of Russia to tear down the Berlin wall. That same year, Silke Lütkeinke started an apprenticeship as a toolmaker, which was quite an exotic career path for a woman. Times have changed significantly since then, at CLAAS as well as everywhere else. Silke Lütkeinke has experienced first-hand the ongoing transformation of the company.



Women in traditionally male professions are no longer an exception. Just 30 years ago, things looked very different.

Digitally networked

In October of 2014, CLAAS bundled its own electronics activities into a new subsidiary. At CLAAS E-Systems, more than 150 employees develop steering devices, electronics architectures, terminals, camera systems, automatic systems for steering via satellite signal and other solutions for digitally networked agriculture. CLAAS is one of the leading providers of solutions in the area of "precision farming" and has already won numerous awards for its innovations, including for a development project in which the combine automatically orders a tractor with a transfer cart when it is filled to a certain capacity.



Modern electronic systems enable agricultural companies to work more efficiently and increase their yield.

Just one year earlier, the very first female technical apprentice had started at CLAAS. During her childhood, Silke Lütkeinke often helped her father in his workshop at home. She enjoyed working with metal so much that she decided to become a toolmaker. And because she was familiar with CLAAS as a solid family company and had grown up with a connection to agriculture, she had no trouble deciding where she would complete her apprenticeship.

Did she have to battle prejudice as a woman in a male-dominated environment? She says: "Of course my work was scrutinized. But what the men were most afraid of was that women would stir up the department, the good old boys' club. Many also doubted that women could handle the stress and the heavy physical labor. On the other hand, most of my co-workers were very attentive to me; I got help and a lot of 'fatherly' advice. Looking back, there weren't any real problems I would attribute to the fact that I am a woman."

An opportunity for change

After her apprenticeship, Silke Lütkeinke worked for four years in tool production in manufacturing technology before deciding to continue her education in a multi-year CLAAS program to become a mechanical engineering technician specializing in construction and development. In 1996 she returned to the same company, this time to work as a

construction engineer. In 2011 she took the opportunity to make a change and transferred to CLAAS Agrosystems. That company was working on automation, steering systems, telematics and electronic components. She thrived in the newly founded company CLAAS E-Systems (CES, see information on this page), which brings together all activities having to do with agricultural data management and electronics.

Her work is now entirely different

In the Technical Services + Documentation Department, Silke Lütkeinke works on the construction of mechanical components and prepares cable diagrams as directed by the Development Department. Her tasks also include digital creation and management of components in certain application programs as well as maintenance of the replacement parts catalog. "The future lies in electronics, even in agriculture," says Silke Lütkeinke. "At CES, we are well aware of that. We turn the development of electronically supported agriculture into reality by supporting the entire firm with all its production companies."

Silke Lütkeinke's work looks completely different than it did 20 years ago. "Electronics has changed a lot of things in my working environment. When I started in this profession, we still did some of our work 'on the board'; today we use cutting-edge programs. CLAAS has gotten more modern. And so have we."

Career paths

— **Looking beyond one's own nose** There is a long tradition of trainee programs at CLAAS – they have been used for 30 years to prepare future managers. The participants in CLAAS' international trainee program spend 18 months becoming familiar with numerous areas of the company. Six of those months are spent in foreign countries. Each trainee has a mentor who advises and oversees him or her; together they decide where the trainee will be placed and what continuing education programs he or she will attend. Four former and one current trainee summarize what the program means to them.

My stops:

Shell construction
Assembly line 2
China production team
Production (China)

My best trainee experience:

Spending one of my periods of time abroad in my home country, working with my Chinese and German colleagues, traveling, hanging out and drinking beer from soup bowls

My biggest challenge as a trainee:

Implementing change management at all levels of the hierarchy

My most important intercultural insight:

Even when different cultures approach work differently, they are still based on consistent principles

The best part of the trainee program:

Because you get to know several areas, you develop a deep understanding of the big picture

My advice to today's trainees:

Take advantage of the opportunity to get an overall view of the company and have a lot of fun while doing so



Xiandian Meng

My start as a trainee:

2015, in Production

My current position:

International trainee,
Technical services, shell construction

My most important intercultural insight:

You don't have to completely adapt to other countries; instead, be familiar with the differences so you can assess situations

The best part of the trainee program:

The huge network you acquire when you get to know lots of people in the different departments – that still helps me today

My advice to today's trainees:

Accept every challenge with courage and self-confidence, but always remain respectful and modest



Jan Nachtwey

My start as a trainee:

2002, in Business Management

My current position:

Managing Director,
CLAAS Vertriebsgesellschaft mbH

My stops:

Accounting/Inventory controlling
Accounting
Central controlling
Sales controlling (France)
Central controlling

My best trainee experience:

The fact that working with my co-workers was always marked by trust despite the frequent changes in department

My biggest challenge as a trainee:

I learned to swim by getting thrown at the deep end – in my very first department, I helped work on the annual financial statement



Barbara Korte

My start as a trainee:

2013, in Logistics

My current position:

Inventory and Project Manager,
CLAAS Service and Parts GmbH

My stops:

Supply chain management
Corporate R&D
Sales logistics
Supply chain management (Russia)
Production systems

My best trainee experience:

Having been involved in my own small projects in implementation and finishing of the plant expansion in Krasnodar

My biggest challenge as a trainee:

Being in a foreign working environment during my six months in Krasnodar and finding my place there

My most important intercultural insight:

You should be able to let go of conventional patterns and structures in order to give more room to other perspectives, but you also need to hold on to your own convictions and stand up for them

The best part of the trainee program:

Having built up a thorough understanding of the supply chain in the world of CLAAS

My advice to today's trainees:

The trainee program offers you a great opportunity to try new things and get to know all the facets of CLAAS

My stops:

Supply chain management/Outgoing goods
Strategic project
Production management (France)
Product calculation
Supply chain management/
Supplier management

My best trainee experience:

The time in France and the implementation there of a timekeeping system for follow-up work, and thus implementation of the project in the on-site assembly area

My biggest challenge as a trainee:

The cultural and linguistic challenges in France

My most important intercultural insight:

Working together with international colleagues is necessary for success

The best part of the trainee program:

A great network that remains in place even after the end of the trainee program

My advice to today's trainees:

Be open, curious, team-oriented and yet independent, and above all, keep your feet on the ground



Nils Schuelper

My start as a trainee:

2009, in Engineering

My current position:

Head of Logistics and
Non-Product Related Material,
CLAAS KGaA mbH

My biggest challenge as a trainee:

Understanding the many acronyms at CLAAS

My most important intercultural insight:

CLAAS is more than eastern Westphalia

The best part of the trainee program:

Getting to know even those areas in which I would be involved only indirectly in the future

My advice to today's trainees:

Dive in and show appreciation for the work of your colleagues



Hanno Schmidt-Román

My start as a trainee:

1990, in Sales

My current position:

Sales and Marketing Manager,
CLAAS Service and Parts GmbH

My stops:

Cost center accounting
Prices and terms of payment
Purchasing
Market research
Marketing
Manufacturing technology
CLAAS France

My best trainee experience:

The incredulous expression on a colleague's face when I asked what time work was over on Fridays (I had previously worked in a German bureaucratic environment)

Practical approach



While its renovation was in progress, Gerd Hartwig, Group Executive Director responsible for HR, visited the school in October 2015. He planted a tree on campus.

— **Giving hope to underprivileged children** When CLAAS India had some spare computers, Sandeep Hooda, Head of HR, suggested the company donate them to some of the local schools. When the plan was put into practice, it turned out that one of them, Marauli Kalan Primary School, was in desperate need of a helping hand. The employees of CLAAS India reached out to help the school and make a real difference to the children who are being educated there.

The school was in a poor state when CLAAS staff paid their visit. Even the simplest things were lacking, but the authorities did not bother to do anything about it. Because this was a school for children from the fringes of Indian society.

While the head teacher gratefully accepted the donated computers, she asked those who had delivered them to look into some of the most pressing issues. The schoolyard, for example, remained waterlogged for the entire rainy season, making it impossible for the children to offer morning prayers or use the grounds for recreational purposes.

CLAAS staff also learned that the school was unable to provide clean drinking water to the children. The kitchen was swamped with flies that threatened to contaminate the lunchtime meals provided by the government. And an iron grate covered the drain at the school gate with a grid so wide that everyone going across was in constant danger of catching their feet.

In the light of these defective conditions, CLAAS staff took matters into their own hands. Using scrap metal, wood and paint, they put time and effort into the following projects:

- building a ramp to cover the drain at the school gate
- constructing a wire mesh door for the kitchen to keep the flies out
- providing parts and tools to connect a large fresh water tank to the drinking water appliance
- making a new name board to replace the damaged and rusty old one
- raising the level of the compound by using diggings from a renovation project at the CLAAS site
- seeding a lawn
- making a seesaw and two swings
- organizing a tree-planting event that saw CLAAS employees greening the school grounds
- laying a pathway with some leftover pavers
- building tables and benches for the school's staff
- setting up a proper school fence
- organizing a lecture on health and hygiene

As the old saying goes: if you really want to do something, you will find a way. If you don't, you will find an excuse.



To put the icing on the cake, Sandeep Hooda decided to invite the school children to join CLAAS India on their Family Day celebrations. The kids enjoyed the fun and the festivities enormously.



The support from CLAAS India has had a major impact on the lives of the children at Marauli Kalan Primary School. Their motivation and confidence have risen, and attendance has improved substantially. Some pupils who had left because of the poor conditions have rejoined the school. And many have newly registered.

The responsible French HR team is also there in the field for the practical training.



Lifelong learning

— **There's always room for improvement** CLAAS has been producing tractors in the northwest of France since 2003. Some 1,000 employees devote themselves to a range of products that includes 51 models of between 72 and 530 horsepower and, with narrow gauge to large tractors, has the right solution for each and every agricultural requirement. An unprecedented advanced training offensive is currently ensuring that all employees – both from the production plant in Le Mans and development and administration in Vélizy – broaden their expertise in the coming six years.



From a different perspective

Sandra Peltier, who works in the production plant, is one of the first people to have completed her training at CLAAS Tractor. She sums it up positively: "The training was an excellent opportunity for me to develop the knowledge and abilities that I need in my day-to-day work. At the same time, I now have a better idea of where we want to go as a company as well. And the practical training now allows me to see our products from a totally different perspective. If you have steered a tractor yourself, you develop a completely new understanding for such a machine. I also found it good that someone stood in for me in my job while I attended the training. That way I was able to concentrate completely on the learning process."

Pierre Grondin, Director of CLAAS Tractor in Le Mans, looked at 33 happy faces in December 2015. They were among the first employees to have obtained their "Certificat de Qualification Professionnelle Interbranches" (CQP-I) as part of a pilot project. With their training in logistics and/or industrial vehicle driving, they have paved the way for the diverse training program where each individual at CLAAS in France will be receiving this "Certificate in Professional Cross-sector Qualification".

"We are currently working on a specific curriculum for each department," explains Aurore Burel, Head of HR Development in Le Mans. "We want to teach totally different skills for each area of deployment. This includes customer relationship management, training and instruction as well as project management, quality assessment and product knowledge." Along with corporate culture, health and safety in the workplace are further key subjects covered by this program.

The training lasts between 12 and 27 days. It is completed within one calendar year and takes place in groups. In the process, CLAAS receives both financial and organizational support from internal and external partners. The pilot project, for example, was financed entirely by the French government. And the practical training is carried out by a school that trains farmers.

"We have pledged to considerably increase productivity in all departments from the professional qualification measures we will be carrying out in the coming years," says Aurore Burel. "But this training will not just better enable our employees to do their jobs. They will also learn to understand the vision we have as a company – which is to build the best tractors in the world."

General and specific subjects

The program first began in April for 350 participants in engineering and production. In addition to general training in professional subjects, they took part in specialist courses, such as mechanics, hydraulics, pneumatics, electrics and process optimization. The production employees had additional practical training in the field, where they familiarized themselves with a tractor in use.

Before the pilot project was started at CLAAS Tractor, the specific skills required in each job had to be identified. A training plan was developed for each job category on this basis. Each of these includes a general section, which is the same for all employees, and specific training elements tailored to each activity.

To qualify for the CQP-I, each employee must take an exam at the end of the training. This is taken in cooperation with the French Industry Association for Metalworking Companies (L'UIMS), which then acknowledges the success of the training by handing out a recognized certificate.



Whereas farmers usually learn their craft, employees from CLAAS get their practical training as part of their further education program.



Powerful visuals

— **See what working here is like** Follow us under @claas_careers on Instagram and get an undistorted real-life picture of what we do and how we experience our work. There we show you, in images and short videos, how exciting and multi-faceted the different professions are at our locations around the world.



That's standard practice for us

At CLAAS, we know that small gifts help cement a friendship.



Biking to work

For every 100 kilometers they cover by bike, CLAAS employees in Bad Saulgau are entered into a drawing to win valuable prizes. Each employee enters the distance he or she has covered by bike in a log. There is even a prize for signing up: a CLAAS cycling jersey.



In our Chinese production company, the management gives presents to the employees on certain holidays. At the last Chinese Lunar Festival, which is also called the Mid-Autumn Festival, each employee received a gift of a moon cake and five liters of oil.



Employees in France receive medals of honor after 20, 30, 35 and 40 years of service. The honor is bestowed by decree of the prefect, and employees in the country receive the award at CLAAS' French locations.

25 years

Loyal employees who have spent a quarter century with CLAAS in Germany can count on more than just their colleagues' congratulations. Our employees also receive a premium-quality watch upon their 25th anniversary of service.



Outside the box

Developing intercultural skills CLAAS' business requires a worldwide network of specialists. But expertise alone is not enough. Gerd Hartwig, as Group Executive Director for the CLAAS Group with responsibility for human resources, explains in an interview what additional skills his company needs.



Companies like CLAAS, which invest a lot in their employees, have no need to worry about a shortage of specialized workers. Of that Gerd Hartwig is convinced.

Our principles of leadership and cooperation

Even with activities around the globe and worldwide production, CLAAS remains a family company. A company in which everyone has a shared idea of how we should 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.

If you could configure the ideal employee the way you can an agricultural machine, what set of characteristics would you select?

First of all I would select a package with a lot of specialized expertise. It's our employees' specialized knowledge that moves us forward as a company. Dedication is also very important to us. Employees who are really dedicated to their work have a stake in making the most of their positions and developing them further. In addition, our employees need to be curious. That's the only way they will be able to understand all the facets of CLAAS. But curiosity is also an important characteristic for being able to think outside of the box and for being open to new things. Finally, it helps people to be open to foreign countries and cultures, which is required in our company to be able to work in cross-border teams.

What role do intercultural skills play at CLAAS?

The number of countries in which CLAAS is represented has grown continuously. Working with co-workers across national borders is a daily occurrence for many of our employees. From a phone call to a multi-year stint abroad, all forms of international cooperation are an integral part of our day-to-day work. They are a decisive component of CLAAS' strategy for success. And they only work if our employees have a deep understanding of other ways of thinking. Only people who are able to find their way even when things work differently than they do at home can achieve constructive results over the long term.

So people who want to work at CLAAS should already have had some international experience?

Such experience is certainly very helpful, in part because it also shapes your personality and inspires you to look toward the horizon and think more broadly. Our business is a global one; we have locations on every continent. People as well as goods are more mobile than ever. People who work here can meet colleagues from all over the world. Those who have had international experience of their own are at an advantage.

Because of rapid technological progress, business and society are changing faster and faster. How do you make sure that you keep up with that change at CLAAS?

How we react to trends and changes makes all the difference. In a market and a societal context that is always in motion, we often have to react to developments and make decisions that were hardly foreseeable even a very short while ago. So it's even more important that we pay attention, ask the right questions and draw the right conclusions. That's the only way we can develop further – both personally and as a company.

Speaking of further development, what role does the topic of continuing education play at CLAAS?

Continuing education has always been key at CLAAS, but it takes on additional importance in times of extensive transformation processes. The management and development of specialized skills have become integral parts of human resources work. We are responsible for supplying the company with the skills that will be needed over the medium and long terms. That's why we are very interested in building on the strengths of each individual, utilizing his or her abilities as fully as possible, and boosting his or her potential.

It's all in the mix

— **One company, many careers** Thanks to the dedication and hard work of its employees, CLAAS has extended its leading position in agricultural machinery to international markets. The employees all have their very own stories, their own strengths and convictions. Three of the more than 11,000 people at CLAAS introduce themselves here.



Careers

01

Name: Ashwin Arora

Age: 24

At CLAAS since: 2013

Location: CLAAS Chandigarh, India

Training:
Engineering

First job at CLAAS:
International trainee

Hobbies:
Reading, soccer

What I believe in:
Proactive and forward-looking actions

Ashwin Arora.



"I like variety. New responsibilities always appeal to me and motivate me."

When CLAAS invited me for a job interview, I was still studying engineering at Punjab Agricultural University. The interviewer was convinced with me: I was the only woman to be offered a job at CLAAS India. In August 2013, I started my trainee program in Morinda near Chandigarh. Soon afterward, I was initiating my own projects and giving co-workers instructions in management techniques. During my

training, I also spent a year in Harsewinkel, where I worked at CLAAS Selbstfahrende Erntemaschinen GmbH. I love our farming machines and like to drive tractors or combine harvesters myself. Now I work in supply chain management. In my free time, I like to play hockey and basketball. And of course I stand by my co-workers when it comes to sports too: I play on the CLAAS soccer team.



Careers 02

Name: Alexey Pronchenok

Age: 34

At CLAAS since: 2004

Location: CLAAS Krasnodar, Russia

Training:
Agricultural machinery
mechanic, business
management, engineering,
law

First job at CLAAS:
Mechanic for agricultural and
construction machinery

Hobbies:
Soccer, swimming, hunting

What I believe in:
In love and family

“Declaring a combine harvester to customs perfectly is just as important as building it perfectly.”

If you deal with customs duties in Russia, as I do, you never get bored. Not only is the relevant legislation extensive, it changes constantly. When a part is sent from a CLAAS location abroad to Russia, I follow the shipment with tracking software from the departure to the time it crosses the border. My technical and legal knowledge helps me to declare all

deliveries properly. I know not only every law but also all the individual parts of a combine harvester. Declaring these to customs properly every time is just as important as building them perfectly. I hold myself to high standards there. This perfectionist streak comes out in my free time too, when I lead the CLAAS soccer team in Krasnodar.



Careers 03

Name: Agnes Pokorny

Age: 44

At CLAAS since: 2005

Location: CLAAS Tractor Le Mans,
France

Training:
Agricultural engineer

First job at CLAAS:
Communications manager

Hobbies:
My garden, antique furniture,
skiing and hiking

What I believe in:
Dedication, respect and trust
are the key to finding creative
solutions to all challenges

“I like my work. When you see that your employer has confidence in you, that’s very motivating.”

I was a young girl in 1978 when I first heard the name CLAAS. My father had bought a MATADOR, which saved his crop after two bad years. Now, at CLAAS Tractor, I’m responsible for communication involving the brand, which has always remained something positive in my mind ever since that time. Before I came to CLAAS, I worked in international project management and was editor-in-chief of a small weekly news-

paper for farmers. That was very good training for my journalistic and communications skills. Those jobs also gave me a good basis for my later responsibilities with regard to teamwork. My family serves as a good counterbalance to my work. I’m married and have two daughters. At the moment we have our hands full since we’ve just bought an old house and are renovating it with a lot of loving care.

In brief



Honored

— The CLAAS Foundation once again recognized up-and-coming international talent in 2015. Students from Germany, England, Ireland, Italy, the Netherlands, Slovakia, Romania and Hungary received Helmut Claas scholarships and prizes totaling over 45,000 euros. Before the official award ceremony, the young researchers gave talks about their projects and their dissertations. Helmut Claas, chairman of the board of trustees of the CLAAS Foundation, presented the certificates personally and congratulated the winners.

“Les Terres de Jim”

— In September 2015, more than 110,000 people visited Europe’s largest open-air agricultural event, the French rural youth festival “Les Terres de Jim.” CLAAS Tractor in France supported the “Jeunes Agriculteurs,” as the French rural youth organization is known, in holding the event. Issues such as nutrition, renewable energies and resource-saving use of the earth were discussed. Around 50 CLAAS machines were used for live demonstrations in the field or to show advanced GPS technologies.



And action!

— If you work in production, you need to be familiar with certain rules regarding behavior and safety requirements on company premises. Film is a particularly suitable media for conveying this very dry issue in an entertaining way and ensuring that viewers will remember the messages. The film was produced by CLAAS in Harsewinkel together with students from Ostwestfalen-Lippe University of Applied Sciences. To better understand the topic of the film, they spent a simulated first day at work at CLAAS before they produced the film over four days.



From woman to woman

— Twenty female students from around Germany visited CLAAS in Harsewinkel during winter 2015. The reason for their visit was the first Female Day. The women, who are studying for degrees in technical subjects, learned about the company and received first-hand information from female specialists and executives from the areas of quality management, development, product management and logistics. The participants particularly enjoyed the intimate atmosphere at the event, which had been kept deliberately small.

Goooooal!

— It was another summer fairytale. As part of the CLAAS Soccer World Cup at Enderle Sportpark near Hockenheim, 23 men’s teams and nine women’s teams from eight countries met. More than 400 employees from England, Germany, France, India, Italy, Poland, Romania and Hungary had traveled to the event to score goals. The women’s team from Bad Saulgau got to lift the women’s cup while the team from CLAAS Service and Parts Logistics from Hamm scored the most goals among the men.



Up-and-coming technicians

— In order to promote the development of up-and-coming young talent, CLAAS in Russia supports three universities in the region around Krasnodar. CLAAS has donated a range of agricultural machines for practical training at two agricultural universities and one technical one. It also offers students at these institutions internships and traineeships. In total, CLAAS Russia is investing more than one million euros in tomorrow’s experts.

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Germany
www.claas.jobs

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of the report as well as additional information
about CLAAS free of charge on request.

Corporate HR Marketing
Corinna Vielmeyer
Phone: +49 5247 12-1349
Fax: +49 5247 12-3859
E-mail: personalmarketing@claas.com

Design and realization

Medienfabrik Gütersloh GmbH | embrace
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