

CLAAS



Pushing boundaries

2021 Annual Report



'21

2021 Annual Report

“We aim to help our customers achieve their goals in a sustainable manner so that they can be among the best in their field.”

Thomas Böck

**The 2021 Annual Report
is now also available online
at annualreport.claas.com
along with an interactive
KPI calculator.**



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01

Executive Bodies

Foreword by the Executive Board



Thomas Böck
CEO of the CLAAS Group
and responsible for
Forage, Technology and
Systems

Dear Business Partners,

Growing together. Not many could have imagined at the start of the fiscal year how greatly this expression of our new corporate mission statement would be reflected in our business over subsequent months. But, despite the unrelenting coronavirus pandemic and ongoing supply bottlenecks, we managed to increase our sales by 19% to €4.8 billion. Earnings before taxes improved significantly to €357 million.

In a favorable market environment, we generated double-digit sales growth across all regional boundaries. Western and Central Europe, including Germany and France, – which are key markets for CLAAS – fueled this development alongside the previous year’s growth drivers of North America and Eastern Europe. Significant growth was even able to be achieved in the United Kingdom, in spite of great uncertainty following the country’s departure from the European Union.

With its robust products and strong sales operations, CLAAS managed to successfully acquire new business while continuing to appeal to its existing customers. We pressed ahead with our combine harvester expansion that began in 2019 with the launch of 20 new TRION series models. True to our “Fits your farm” philosophy, we now offer an unrivaled range of variations and equipment in this mid-range combine harvester segment.

There was also some valuable new impetus in our tractor business. ARION 400 tractors were given a facelift for the introduction of the new Stage V emissions standard and equipped with an array of new performance-boosting parameters. We were also delighted to receive the Sustainable Tractor of the Year 2021 award for the AXION 960, which the international panel of agricultural journalists praised for its simple-to-use CEMOS system providing greater area coverage at significantly lower emissions. There were also countless innovations in forage harvesting business, including a comprehensive technical update to the QUADRANT square balers.

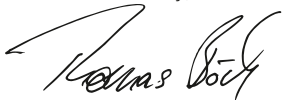
We celebrated the opening of our factory of the future for tractors in Le Mans, France. Following the conclusion of the €40 million renovation process, we moved swiftly on the second phase of the project to modernize our combine harvester production in Harsewinkel, Germany. Both factories now feature state-of-the-art driverless transport systems, which increase flexibility and efficiency. We significantly expanded our production capacities in Krasnodar, Russia, where combine harvester production has quadrupled over the past five years. Of course, we continued to invest in the future at our other plants, from Gaimo, China, to Bad Saulgau, Germany, as reflected in the high level of capital expenditure reported.

CLAAS is a family-run business. We prize our strong corporate culture, which is why we have chosen a grain plant as a symbol of our new corporate mission statement. The grain plant is made up of many different parts, each with an important function. It is only if these work perfectly together that the whole will be greater than the sum of its parts. The mission statement, which includes our strategic focus, company values and a newly defined brand strategy, will accompany us over the next few years and provide us with an internal and external yardstick.

The internal implementation process took on a whole new meaning this year, as we paid our respects to Helmut Claas in January. His death leaves an immense void in the world of agricultural equipment. His family as well as all of our shareholders and employees were united in grief for such a pioneering figure. With the next generation of the Claas family having taken responsibility for the business at an early stage, the continuity of over 100 years of CLAAS history is guaranteed.

We are firmly committed, not only to preserving the life's work of Helmut Claas, but also to developing it further – for the benefit of our employees, customers, and, of course, all of our shareholders. Let us continue to grow together and reap the rewards!

Yours sincerely,



Thomas Böck

CEO of the CLAAS Group

Report of the Supervisory Board of CLAAS Kommanditgesellschaft auf Aktien mbH



Cathrina Claas-Mühlhäuser

Dear Business Partners,

The Supervisory Board of CLAAS KGaA mbH monitored and analyzed the Group's business situation and risk position at its regular meetings during fiscal year 2021. The Supervisory Board's assessments were based on reports by the Executive Board on the Group's strategic orientation, its financial position and financial performance, deviations from the plans made throughout the course of business, and operating decisions. The reports were received in two sessions and used in the decisions made by the Supervisory Board.

The Supervisory Board's deliberations focused on the sales and earnings outlook, the development of business in comparison to budgets, the acceptance of the auditor's report, the auditing of the annual financial statements of CLAAS KGaA mbH and the CLAAS Group, as well as the plans for the year 2022 and for the medium term.

Furthermore, the Supervisory Board discussed the issues affecting global supply chains, the effects of EU negotiations concerning its Common Agricultural Policy (CAP) and Green Deal on agriculture, the impact of extreme weather, and updates to the CLAAS Group strategy.

The Supervisory Board also studied a report regarding risk management at the CLAAS Group.

The shareholder representatives on the Supervisory Board are: Cathrina Claas-Mühlhäuser (Chairwoman), Carl-Albrecht Bartmer, Dr. Patrick Claas, Reinhold Claas, Christian Boehringer, and Gerd Peskes. The employee representatives on the Supervisory Board are: Dirk Mallon, Tanja Goritschan (Deputy Chairwoman), Sabine Sasserath, Konrad Jablonski, Rainer Straube, and Dr. Alexander Pfohl.

The financial statements of CLAAS KGaA mbH and the consolidated financial statements of the CLAAS Group as of September 30, 2021, as well as the management reports for CLAAS KGaA mbH and the CLAAS Group, were audited by Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Hanover, Germany, the auditors elected at the annual general meeting on February 4, 2021, and appointed by the Supervisory Board. The statements and reports received an unqualified audit opinion on November 24, 2021.

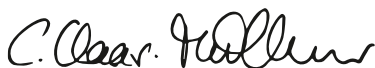
The financial statements of CLAAS KGaA mbH, the consolidated financial statements and management reports, as well as the proposal for the appropriation of profit were presented to the Supervisory Board upon their completion. These documents, as well as the auditor's reports, were available to the members of the Supervisory Board and were discussed in detail at the Supervisory Board meeting on December 8, 2021, in the presence of the auditor.

The Supervisory Board then passed the following resolution:

Having examined the financial statements of CLAAS KGaA mbH, the consolidated financial statements and management reports, as well as the proposal for the appropriation of profit, the Supervisory Board confirmed the results of the audit. No objections were raised. The Supervisory Board therefore approves the consolidated financial statements. It recommends to the shareholders that the annual financial statements of CLAAS KGaA mbH for fiscal year 2020/2021 be adopted as they are and agrees with the proposal for the appropriation of profit made by the Executive Board of the personally liable partner.

The Supervisory Board would like to thank the Executive Board and all employees for their high level of personal commitment during fiscal year 2021, in which the company succeeded in seizing the opportunities of global market development despite the particular challenges posed by supply chain disruption and the ongoing coronavirus pandemic. Our tasks for the new fiscal year are to safeguard availability and implement strategic programs.

Harsewinkel, December 8, 2021



The Supervisory Board
Cathrina Claas-Mühlhäuser
(Chairwoman)

Executive Board of the CLAAS Group



Hans Lampert
Finance and
Controlling

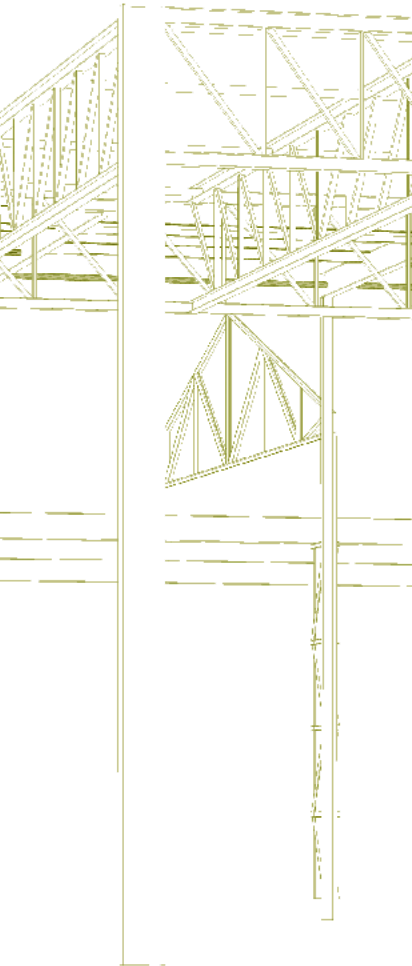


**Dr. Martin von
Hoyningen-Huene**
Tractor Division

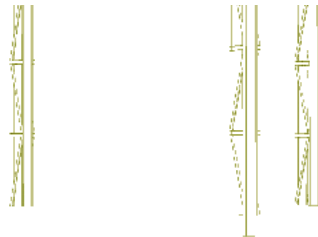


Jan-Hendrik Mohr
Grain Harvest

Executive Board of the CLAAS Group



Thomas Böck
CEO, responsible for Forage,
Technology and Systems



Christian Radons
Sales and Service

A blueprint with symbolic power:
The new combine harvester production hall at the company's headquarters illustrates the technology drive that CLAAS is using to advance itself into the future.

Structure of CLAAS KGaA mbH

Personally Liable

Partner

Helmut Claas GmbH

KGaA Shareholders

Family Helmut Claas

Family Günther Claas

Family Reinhold Claas

Shareholders' Committee

Cathrina Claas-Mühlhäuser,
Chairwoman

Christian Ernst Boehringer,
Deputy Chairman

Supervisory Board

Cathrina Claas-Mühlhäuser,
Chairwoman

Tanja Goritschan,
Deputy Chairwoman*

Carl-Albrecht Bartmer (from May 2021)

Christian Ernst Boehringer

Dr. Patrick Claas

Reinhold Claas

Gerd Peskes

Konrad Jablonski*
(from October 2021)

Dirk Mallon*
(from September 2021)

Dr. Alexander Pfohl*

Sabine Sasserath*

Rainer Straube*

Heinrich Strotjohann*
(until September 2021)

Carmelo Zanghi*
(until September 2021)

* Employee representatives.

Group Executive Board**

Thomas Böck,
Chairman

Dr. Martin von Hoyningen-Huene
(from April 2021)

Hans Lampert

Jan-Hendrik Mohr

Christian Radons

** Executive Board of Helmut Claas GmbH.

**Authorized Company
Representatives**

Stefan Belda

Dr. Emmanuel Siregar

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Group Management Report

Group Management Report

Our Strategy

CLAAS has its origins in agriculture and is deeply rooted there. Over the past few months, we have revised CLAAS' corporate mission and strategy in order to continue to grow sustainably and profitably along with our customers.

Growing together

Our vision puts the customer at the center. We aim to support our customers to help them achieve success and attain the best possible results for their business.

Our mission outlines how we want to achieve our vision and long-term goal. We seek to bring together passionate people, brilliant ideas, and advanced technologies to deliver real added value for farmers and contractors.

Our goal is to secure our independence as a family business and achieve sustainable, profitable growth along with our customers.

A clear value orientation

Our corporate mission statement contains the principles and values that we believe in and for which our brand stands. They are not just aspirational, but already shape our work on a day-to-day basis. At the same time, we know that there is always room for improvement.

We strive for excellence and proximity to our customers. We share our customers' passion for agriculture and deliver convenient, intuitive solutions and innovations.

We think and act entrepreneurially, which means not only being willing to take on responsibility, but also acting with honesty and integrity – this is how we want to deal with people.

As a family business, our strongest motivation is to always find a better solution.

Expanding the core business and breaking new technological ground

Our strategic plan includes several global initiatives that use new technologies to drive the expansion of our core business. We are putting an even stronger focus on the satisfaction of our customers and are combining that with specific growth and earnings targets. In line with this, we have launched six strategic programs whose ambitious goals we want to achieve by 2025. In addition to our core markets, our geographical focus is primarily on Eastern Europe and North America.

Over the past two years we have laid a foundation for the future by renewing key elements in our harvester product portfolio with the new LEXION and the introduction of the TRION in the medium class segment.

CLAAS has introduced CEMOS for tractors and the CTIC tire pressure control system, as well as achieving significant performance improvements with the new CLAAS POWER MANAGEMENT. CLAAS Tractor in Le Mans, France, also has a fully renovated factory of the future that sets new standards in production. The aim is to intensify market penetration and achieve growth in new markets.

The service and spare parts sector is a particular focus of the strategic programs, ensuring our customers can continue to rely on CLAAS as a partner even after they have purchased equipment. New systems at CLAAS and at the dealer level to better analyze customer needs for more efficient on-site resource planning and faster logistics. The result is significant performance improvements, which immediately benefit the customer. Continuous training and further improvements to service staff education play an equally important role, making CLAAS service stand out from the competition.

New technologies are being introduced in all areas, in products as well as in processes. For CLAAS, the four most important technology fields of the future are digitalization, autonomy, alternative drives, and smart farming. DataConnect as a platform for manufacturer-independent fleet management or the investment in AgXeed in the field of autonomy are just two examples.

Focus on the customer

The exchange with our dealers and customers is and remains the most important instrument for creating real added value and growing together. We are supported in this exchange by

continuously improving technologies for collecting comprehensive customer feedback and ensuring timely responses. This process is central to everything we do.

Industry Trends

Economic frameworks

The economic environment in 2021 was shaped by the supply and demand shocks of the coronavirus pandemic in the prior year. The International Monetary Fund (IMF) accordingly expects a growth rate of 5.9% in calendar year 2021 (prior year: -3.1%; as of October 2021). The World Bank's estimate of 5.6% from June and the OECD's estimate of 5.7% from September are just below this, with forecasts tending to be revised upwards over the course of the year. The clearly positive growth estimates were politically supported on the one hand by economic stimulus programs and the expansive monetary policy of many central banks. On the other hand, the high savings rate in the prior year and the relaxation of coronavirus measures supported overall economic demand.

The economic upturn and logistical problems also led to a significant increase in raw material prices in some cases, with steel prices reaching record levels. Following a price weakness at the beginning of the crisis, the oil price also managed to rise above the five-year average in the current year. As a result, prices for energy-intensive products such as fertilizers also increased. Finally, consumer prices have also been rising in some countries since spring 2021.

The mechanical engineering sector recovered in the current calendar year, with the German Mechanical Engineering Industry Association (VDMA) expecting global growth of 13%. The industry, which shrank by 4% in 2020, has therefore been able to recover extremely quickly from the coronavirus crisis by historical standards.

According to VDMA estimates, the global agricultural equipment industry (including municipal, forestry, and gardening equipment) will reach a record market volume of approximately €125 billion in 2021 and is thus expected to grow by 12%, after

sales had almost stagnated in the crisis year 2020. However, the high order intakes brought supply-side bottlenecks and supply chain fragility increasingly into focus.

In the crop year 2020/21, global grain production (including rice) exceeded the prior year's level by 1.2% at 2,708 million metric tons, according to the US Department of Agriculture (USDA). Wheat production in 2020/21 was 775 million metric tons, which was another increase on the prior year's record, but even stronger growth in consumption led to declining inventories of -2.2%. Corn production, on the other hand, remained at the prior year's level of 1,116 million metric tons, while rising demand caused inventories to fall by more than 5% within one year. As a result, prices for both wheat and corn were consistently above the five-year average.

Regional industry developments

Producer prices, some of which have reached historic highs, in combination with globally stable harvest expectations, strengthened the financial framework conditions of farmers. Regionally, however, the picture was more differentiated. While conditions for the wheat harvest were rather favorable in Europe, Ukraine and Australia, for example, the forecasts for the crop year 2021/22 were reduced for North America and Russia due to drought. Corn cultivation in Central Europe benefited from high rainfall in summer and a warm June. In Brazil, on the other hand, it was hampered by persistent drought. North America also struggled with mixed harvest conditions due to drought, which also limited the soybean harvest. On the other hand, favorable monsoon conditions in China and India benefited the harvest.

Despite the overall stable production, producer prices increased due to demand, especially in spring 2021. A major price driver was China's increased demand for feed, which was reflected in significantly rising soybean and corn imports since the beginning of the fiscal year.

In addition to the very positive price developments in agriculture, the noticeable recovery from the pandemic-related demand shocks of 2020 also benefited the agricultural equipment sector across the board. The VDMA predicts particularly

high sales growth in North and South America as well as in Russia in 2021.

Predominantly positive political conditions for agricultural equipment also played an important role. In Russia, the industry benefited from the government's investment promotion program and export subsidies. In the U.S., the agricultural sector was boosted by direct payments to farmers, which have been increased sharply in recent years, and coronavirus aid also supported order intake in some European countries, especially at the beginning of the fiscal year.

Ongoing Impact of and Response to the Coronavirus Crisis

CLAAS was able to build on the processes practiced in the first year of the pandemic. Crisis management teams continued to be active at our national and international locations, assessing the current situation and adapting our protection concepts accordingly. The majority of employees in the indirect areas continued to work from home during the fiscal year and benefited from reliable IT connectivity. Internal and external events continued to be run primarily in digital or hybrid formats.

Sufficient protective masks as well as testing kits and disinfection agents were available to staff present on site. In addition, test buses were regularly used at some locations, offering both self-testing and professional rapid tests. These offers met with a positive response everywhere and were very well received. In many countries, the state implemented the necessary vaccination measures on its own. CLAAS has supported these

campaigns and, where necessary, also initiated its own vaccination campaigns. At the German sites alone, we administered around 3,400 vaccine doses to employees and relatives within a few weeks with the help of an external service provider.

The sometimes severe disruption of supply chains continued to pose new, nearly daily challenges to the production process, with the immediate effects of the virus diminishing in importance. Here, too, the well-established processes for monitoring suppliers had a positive effect and enabled us to find some unconventional solutions to problems.

Overall, the extended pandemic management contributed to positive development of profitability at CLAAS, despite many adverse effects.

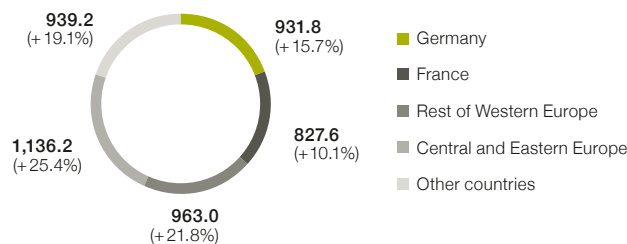
Financial Performance

Net sales by region ↗ 1

The CLAAS Group generated net sales of €4,797.8 million in the past fiscal year, up 18.7% on the prior year. Despite the ongoing pandemic and the major challenges posed by supply bottlenecks for important components, CLAAS was able to meet customer orders for the most part and report a significant increase in sales. Sales in markets relevant to CLAAS largely developed positively. Overall, the change in important exchange rates, such as U.S. dollars or Russian rubles, had no significant impact on sales. The share of sales generated outside Germany amounted to 80.6% (prior year: 80.1%).

1 _ Net Sales by Region

in € million/in % compared to prior year



Industry Trends
Ongoing Impact of and Response to the Coronavirus Crisis
Financial Performance

Net sales in Germany totaled €931.8 million (prior year: €805.5 million). The significant increase resulted from higher sales figures in almost all major product groups. Sales of combine harvesters, forage harvesters, and tractors in particular improved disproportionately.

The sales generated in France increased from €751.9 million in the prior year to €827.6 million. The sales increases were achieved primarily through higher sales of combine harvesters, forage harvesters, and balers. However, business in tractors and used machinery also developed very positively.

Sales generated in the Rest of Western Europe increased to €963.0 million (prior year: €790.7 million). In the UK, a significant improvement in sales was achieved after the decline in sales in the prior year, despite continuing uncertainties due to Brexit and its consequences. In Italy, strong demand from the market – partly supported by government subsidy programs – led to record sales. Demand for CLAAS products developed extremely positively compared to the prior year in Austria and Switzerland.

At €1,136.2 million, net sales in Central and Eastern Europe were up 25.4% from the prior-year figure of €905.8 million. The Russian Federation, Poland, Ukraine, and Romania contributed the highest sales volume within this region. Poland in particular saw a significant increase in sales due to government subsidy programs.

At €939.2 million, net sales generated outside of Europe were up 19.1% year on year (prior year: €788.4 million). Significant increases were generated in North America through new machine sales of combine harvesters, forage harvesters, and tractors. Due to this trend, CLAAS expanded its market position in the segment for large combine harvesters, in particular as a result of the launch of the new LEXION series. CLAAS was able to increase its sales in Argentina in spite of the difficult ongoing political and economic conditions there. CLAAS sales in Australia and India also developed very positively. The U.S., Canada, and China contributed the highest sales volumes outside Europe.

Income ↗ 2

Gross profit on sales improved by €240.6 million year on year, which resulted in a rise in the gross profit margin from 20.3% to 22.1%. The significant increase in gross profit was achieved through higher volume on the one hand, and through the improvement in sales margins on the other. Furthermore, the volume-related high production utilization resulted in a relative improvement in the gross profit margin.

Selling, general and administrative expenses increased year on year, but at a much lower rate than sales. Increased expenses for strategic initiatives and digitalization projects were offset by lower communication, marketing, and business travel expenses.

2_Income Statement (Summary)

in € million	2021	2020	Change
Net sales	4,797.8	4,042.3	755.5
Cost of sales	-3,737.5	-3,222.6	-514.9
Gross profit on sales	1,060.3	819.7	240.6
Selling, general and administrative expenses	-474.3	-441.9	-32.4
Research and development expenses	-251.9	-226.2	-25.7
Other operating income, net	32.8	4.7	28.1
Operating income	366.9	156.3	210.6
Income from investments, net	22.1	18.7	3.4
Financial result	-31.9	-16.9	-15.0
Income before taxes	357.1	158.1	199.0
Net income	272.6	107.1	165.5

Research and development costs rose to a new record high at CLAAS. They included the development and renewal of harvesting machinery and tractors, investments in electronics architecture for machine control and connectivity, and expenses for the digitalization of agricultural processes. Please refer to the section on “Research and Development” for more information.

Other operating income, net, saw an increase of €28.1 million year on year. In the current fiscal year, other operating income of €97.2 million was at the average level of prior years. By contrast, other operating expenses decreased to €64.4 million. In the prior year, this item was significantly higher at €89.2 million due to a cautious valuation of assets and liabilities in view of the unclear overall situation at the time.

Income from investments, net, mainly includes the respective share of income from the financing and leasing business of the CLAAS Financial Services companies.

The decrease in the financial result is mainly due to the negative development of foreign exchange gains and losses. The main drivers of this development in the course of the year were temporarily unfavorable exchange rate developments – particularly for the ruble and the U.S. dollar – in conjunction with volume expansions at the same time, as well as valuation effects on hedging transactions for the coming fiscal year. In contrast, net income from securities improved year on year due to positive valuation effects.

Despite the ongoing coronavirus crisis and major challenges on the procurement side, profit before income taxes rose by €199.0 million year on year to a record €357.1 million, significantly exceeding our expectations. This positive trend was due to a large extent to the significant improvement in gross profit. The return on sales increased to 7.4%, compared with 3.9% in the prior year.

Cash Position

Liquid assets ↗ 3

As of the reporting date, the CLAAS Group’s liquidity amounted to €1,237.9 million (prior year: €907.7 million). Liquid assets are mainly held as fixed-term deposits, money market securities, and investment funds. The significant increase in liquidity was mainly due to the further improvement in cash flows from operating activities.

3_Net Liquidity

in € million	Sept. 30, 2021	Sept. 30, 2020	Change
Cash and cash equivalents	539.1	524.1	15.0
Securities	698.8	383.6	315.2
Liquid assets	1,237.9	907.7	330.2
Financial liabilities*	757.4	759.3	- 1.9
Net liquidity	480.5	148.4	332.1

* Excluding derivative financial instruments.

Financial liabilities and credit facilities

The U.S. private placement, the “Schuldscheindarlehen” (German private placement) issued in 2015, and another

“Schuldscheindarlehen” issued in euros in a total of four tranches in the prior fiscal year were the largest individual financial liabilities items. The increase in cash and cash equivalents and securities, with financial debt remaining virtually constant, resulted in a €332.1 million improvement in net liquidity.

On the balance sheet date, the CLAAS Group had access to credit facilities from banks as well as a flexible syndicated loan totaling €686.5 million for general financing purposes, €649.0 million of which was unutilized.

Further information on the financial liabilities and the financial risk management are presented in the Notes 25 and 35 to the consolidated financial statements.

Off-balance-sheet measures

CLAAS uses the asset-backed securitization program (ABS program) to sell trade receivables to a structured entity on a revolving basis. Due to the seasonal nature of sales realization in the agricultural equipment industry, substantial financing is

Financial Performance
Cash Position

needed during the course of the year. By contrast, at the end of the fiscal year, the relatively lower level of capital tied up in working capital generally leads to a high liquidity level. The ABS program helps to effectively reduce seasonal liquidity

Asset and capital structure ↗ 4

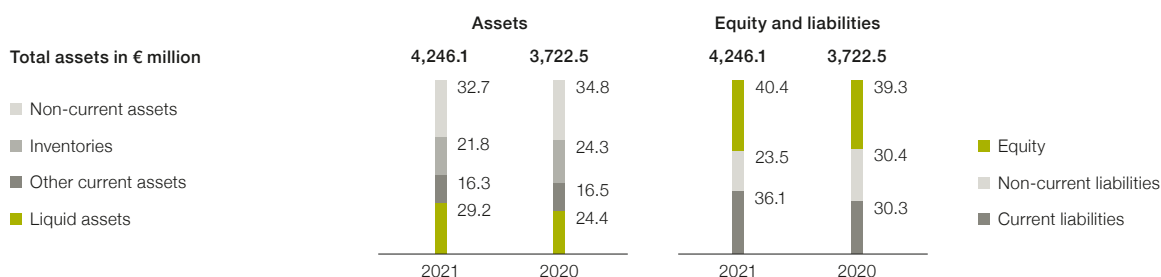
Non-current assets were covered by long-term financing, consisting of equity and non-current liabilities, at a ratio of 195.2% as of the balance sheet date (prior year: 200.5%). Non-current assets plus 50.0% of inventories were funded by

fluctuations. The volume of receivables transferred amounted to €159.8 million as of September 30, 2021 (prior year: €175.1 million).

long-term financing at a ratio of 146.4% (prior year: 148.5%). These figures testify to the CLAAS Group's sound capital structure.

4_Balance Sheet Structure

in %



Cash flows ↗ 5

5_Statement of Cash Flows (Summary)

in € million	2021	2020	Change
Cash and cash equivalents at beginning of year	524.1	491.3	32.8
Cash flows from operating activities	580.5	478.4	102.1
Cash flows from investing activities	-507.3	-376.6	-130.7
Cash flows from financing activities	-68.2	-49.3	-18.9
Effect of foreign exchange rate changes on cash and cash equivalents	10.0	-19.7	29.7
Change in cash and cash equivalents	15.0	32.8	-17.8
Cash and cash equivalents at end of year	539.1	524.1	15.0

The further increase in cash inflows from operating activities was mainly due to significantly higher net income. The increase in other provisions had no negative impact on cash flow.

Cash outflow from investing activities predominantly comprised outflow from capital expenditure. As in the prior year, investments were also made in predominantly money market securities, resulting in a total outflow of cash and cash equivalents of €308.3 million.

The cash outflow from financing activities resulted mainly from dividend payments and the repayment of lease liabilities.

The development of the free cash flow due to the influences described before is as follows: ➤ 6

6-Free Cash Flow

in € million	2021	2020	Change
Cash flows from operating activities	580.5	478.4	102.1
Net capital expenditure in intangible assets, property, plant and equipment, borrowings, and investments	-199.0	-170.3	-28.7
Free cash flow	381.5	308.1	73.4

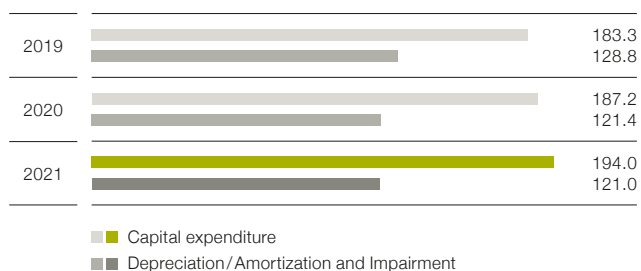
Capital expenditure ➤ 7

Capital expenditure came to €194.0 million in the reporting year. The additions mainly related to investments in the construction, expansion, and modernization of production and sales sites, in innovative technologies, and in new products. The ratio of capital expenditure to sales stood at 4.0% (prior year: 4.6%).

Investments in the construction, expansion, and modernization of production and sales sites were mainly made in Germany, Russia, and France.

7-Capital Expenditure, Depreciation/Amortization, and Impairment

in € million



In Harsewinkel, Germany, the final phase of the SynPro 2020 modernization project began during this fiscal year. A total production area of 15,500 m² was converted during the five-month construction period. The two combine assemblies were merged into one assembly line. As planned, no combine harvesters were produced at the main plant during the rebuild phase. During the last weeks of production in June 2021, a dust protection wall was installed in areas adjacent to the construction site and ceiling protection was prepared for the hall demolition. After the last combine harvester had left the assembly line, the assembly equipment was dismantled and put into storage

so that demolition of the hall roofs could begin. Work then proceeded on the reconstruction of the crane system and the floor and roof renovations. The work on the new combine harvester production was largely completed in November 2021. The first fully assembled combine harvesters will leave the new production line in early December.

A multi-year plant structure project was launched at the production site in Bad Saulgau, Germany. The aim is to further optimize processes in the assembly and logistics areas and to increase production capacity. The first infrastructure measures were carried out in the current fiscal year, including the construction of a new social building and a new employee parking lot. The technical equipment on the site was also adapted to future challenges.

Work continued on expanding metalworking and painting at the production site in Krasnodar, Russia, during this fiscal year. The positive development in Russia was taken into account with the consistent expansion of logistics and production areas as well as technical facilities. Installation of all equipment was completed in October 2021.

In May 2021, CLAAS officially reopened the tractor plant in Le Mans, France, after a three-year conversion phase, realized in parallel to ongoing production. The factory of the future offers higher production capacities and state-of-the-art production processes, making it possible to manufacture more complex and individually configured tractors. This involved in particular restructuring the internal logistics processes. Redesigning the workstations in line with the latest ergonomic standards was also a major focus. The redesign not only positively impacts employee motivation, it is also an important aspect of further quality improvement. The modernization of the tractor plant was recognized by the French government in 2019 as a showcase project for the industry and as an "Industry of the Future". This year, CLAAS also received the "Choose France Award" for outstanding foreign investment in France.

After the completion of the high-bay warehouse in 2019, the next project of CLAAS Service and Parts GmbH in Hamm, Germany, is now on the agenda for the coming fiscal years. It involves enlarging the automated small parts warehouse using the space gained by the construction of the new high-bay warehouse. The expansion of the bays is intended to secure storage capacity for further growth in the range of parts and to increase the availability of spare parts.

Cash Position
Financial Position

CLAAS has already commissioned its new location in Herzebrock-Clarholz, Germany, at the end of 2020. Meanwhile, the office capacities in Harsewinkel have reached their limits due to CLAAS' continued growth in recent years. A fully-fledged CLAAS location with the best working conditions was opened. CLAAS Vertriebsgesellschaft mbH and employees from international sales IT moved from Harsewinkel to Herzebrock-Clarholz. Flexible workstations have been set up for employees in the IT department, which can be used according to topic and activity. This strengthens the exchange between teams and promotes agile working. A total of approximately 200 employees work in Herzebrock-Clarholz.

In addition, CLAAS is investing in the expansion and digitalization of business processes at all levels of the sales organization. New systems and applications are set to enhance communication among CLAAS, dealers, and customers.

Investments in the testing and production of new products made within the scope of the extensive development program accounted for a substantial share of capital expenditure.

At the end of the fiscal year, CLAAS had financial obligations totaling €22.1 million relating to future capital expenditure.

Financial Position ↗ 8

8_Balance Sheet (Summary)

in € million	Sept. 30, 2021	Sept. 30, 2020	Change
Assets			
Intangible assets	313.5	289.2	24.3
Property, plant and equipment	612.2	561.6	50.6
Right-of-use assets	82.6	88.1	-5.5
Investments accounted for using the equity method	160.8	156.8	4.0
Inventories	926.5	905.8	20.7
Trade receivables	441.3	373.8	67.5
Liquid assets	1,237.9	907.7	330.2
Other assets	471.3	439.5	31.8
Total assets	4,246.1	3,722.5	523.6
Equity and liabilities			
Equity	1,717.1	1,464.1	253.0
Financial liabilities	757.4	759.3	-1.9
Provisions	1,132.6	979.9	152.7
Trade payables	278.4	233.1	45.3
Other liabilities	360.6	286.1	74.5
Total equity and liabilities	4,246.1	3,722.5	523.6

Total Group assets rose by €523.6 million year on year to €4,246.1 million compared to September 30, 2020. A major reason for this significant increase on the assets side was the strong positive development of liquidity as well as an increase in property, plant and equipment and trade receivables. This development was accompanied by an increase in equity, provisions, and trade payables.

Intangible assets increased year on year to €313.5 million. This was caused primarily by the rise in development costs recognized as an asset by €13.2 million to €245.6 million.

Inventories increased slightly by €20.7 million compared with the prior year. While the inventory of used machines was reduced, there was an increase in the new machinery sector. This development was related to the SynPro 2020 project in Harsewinkel, Germany, as machines in some product groups were already produced in advance.

Trade receivables and payables developed in opposite directions and ultimately led to a slight reduction in working capital. The share of working capital to total assets dropped significantly to 23.4%. Working capital developed as follows: **9**

9_Working Capital

in € million

2019	1,170.0
2020	994.7
2021	992.6

Other assets increased by €31.8 million to €471.3 million. They mainly comprise deferred taxes, tax receivables, and assets relating to ABS transactions.

Research and Development

In the reporting year, research and development costs increased by 10.5% to €262.3 million **10**. Activities were focused on new models and the further development of harvesting machinery and tractors. Investments in electronics architecture for machine control and connectivity, as well as in the digitalization of agricultural processes, also continue to account for a significant share of the CLAAS Group's total research and development costs.

Product innovations

CLAAS is continuing its new model campaign in harvesting technology launched in 2019 with the new TRION series models. In addition to straw walkers, the new range also includes hybrid models with single or double rotors. In addition, the models are available in TERRA TRAC tracked version and MONTANA version for slopes. The customer can tailor the

The change in the equity of the CLAAS Group involves a variety of factors, some of which with opposing effects. Net income of €272.6 million, which corresponded to return on equity of 15.9%, had a significant positive effect. By contrast, the dividend payment made in fiscal year 2021 reduced equity. The measurement of pension provisions with no effect on profit or loss had a slightly positive impact caused by an increase in the discounting rate compared with the prior year. Given that equity developed disproportionately to the increase in total assets, the equity ratio increased to 40.4% (prior year: 39.3%).

The rise in provisions was due to a variety of effects. Tax provisions increased due to the significantly improved earnings situation compared with the prior year. The increase in other provisions resulted, among other things, from the increase in sales-related obligations and therefore followed the significant rise in sales.

In addition to the silent partnership, other liabilities mainly include deferred income, other taxes, and liabilities to investments.

10_Research and Development

		2021	2020
Research and development costs (total)	in € million	262.3	237.4
Research and development cost ratio	in %	5.5	5.9
Development costs recognized as an asset	in € million	53.2	52.6
R&D capitalization ratio	in %	20.3	22.2
Amortization / impairment of development costs recognized as an asset	in € million	42.9	41.5
Share of workforce involved in research and development at the CLAAS Group	in %	12.2	12.4
Active patents	Number	4,409	4,307

TRION as needed thanks to the various types of configuration options available. As a result, the new model fits the markets in Europe as well as in North and South America. The new TRION

Financial Position
Research and Development

stands for high levels of adaptability to specific farms and crops during harvest. The TRION can be adapted to different requirements with its simple, rapid, tool-free crop change and a wide range of cutterbar types and widths. Proven APS threshing technology, coupled with JETSTREAM cleaning and a large grain tank, contributes to high performance. CEMOS AUTOMATIC makes harvesting even more precise and therefore more efficient.

In the course of the introduction of Stage V emissions standards, CLAAS is equipping ARION 400 tractors with new performance-enhancing features. The seven models in the line cover a range from 90 to 155 hp maximum output. The new Stage V engines clean exhaust gases using an effective combination of SCR-on-filter technology and diesel oxidation catalyst. This means that the engines not only operate cleanly, but also remain highly efficient, with low diesel and AdBlue consumption.

CLAAS offers two new wheel loader models, the TORION 2014 and the TORION 1913, both featuring more engine power and more lifting capacity. The overload height and width have been increased by extending the wheelbase by 10 cm, thereby allowing the highest trailers to be safely loaded. In addition, the higher operating weight of the two models – 18.5 t for the TORION 1913 and 19.6 t for the TORION 2014 – ensures optimum balance and maximum stability under heavy loads.

QUADRANT square balers have been given a comprehensive technical update in terms of performance and maximum durability, therefore this new generation is called EVOLUTION. The highlight of the QUADRANT EVOLUTION is the new high-density pickup with two cam tracks. The design, unique on the market, guarantees maximum torsional rigidity and a high level of robustness. Wear costs are reduced by using heavy-duty components from the CLAAS JAGUAR forage harvester pickup and reworking various materials. The baling channel has also been optimized, resulting in a further improved bale shape and slightly higher baling density. The new QUADRANT EVOLUTION features a new front frame and headstock, making it easier to hitch the square baler to

the tractor. In addition to the mechanics, the electronic operation of the square baler has also been simplified: it can now be operated via CEMIS 700, CEBIS, or any other ISOBUS compatible terminal.

The DISCO CONTOUR disc mowers series is reinforced with the DISCO 4400 CONTOUR. From now on, the 4.20-meter-wide rear mower, in combination with a front mower, is a powerful and efficient alternative to simple triple mower combinations. Thanks to the MAX CUT mower bar, ACTIVE FLOAT relief and a large range of disc speeds, the DISCO 4400 CONTOUR also requires less power to guarantee excellent cutting quality as well as high driving speed.

CLAAS has revised the large VARIO cutterbars from 10.80 meters to 13.80 meters. New rapeseed knives are available for the large VARIO models, featuring mechanical drives with integrated overload clutch and increased cutting force. This enables even the most difficult areas on field edges and bends, or with heavy weed growth, to be traversed reliably and without disruption. The operator can react immediately to heterogeneous harvesting conditions through the CEBIS terminal by simply pushing a button from the cab, using the hydraulic height adjustment on the intake auger.

Awards

Every year, a jury of agricultural journalists from various countries presents the Tractor of the Year Awards. This year, the CLAAS AXION 960 CEMOS was voted first place in the Sustainable Tractor of the Year 2021 category. The Sustainable Tractor of the Year Award was presented for the second time and is intended to recognize tractors that stand out for their particularly sustainable technologies. In addition to the introduction of the Stage V emissions standard for the AXION 900 series, the large tractors can now be equipped or retrofitted with a CTIC tire pressure control system and the CEMOS self-learning dialog system for tractors. Optimization of technology, electronics, and tire pressure results in remarkable fuel savings for the AXION 960 CEMOS and makes it perform much more efficiently in the field.

Purchasing

In contrast to the prior year, 2021 was characterized by an upturn in the economy and high capacity utilization across the industry. Combined with the coronavirus crisis, these conditions led to an extraordinary rise in steel prices.

Despite the unfavorable development of steel as the main input factor, further increases in capacity utilization on the part of suppliers, and a rising production program, price increases were largely avoided thanks to timely reaction.

Purchasing communicated risk reports at an early stage and, together with logistics, focused on safeguarding established price positions and ensuring availability for as long as possible. The matrix organization already in place in the areas of Purchasing and Supply Chain Management provided a solid basis for managing the crisis, enabling production requirements to be met for the most part.

Logistics were very tight due to numerous influences such as the obstruction of the Suez Canal, Brexit, and the coronavirus pandemic. A particular challenge was the lack of empty

containers for sea transport. The excess traffic at ports resulted in surcharges and extended transit times. Air freight utilization was also at a record level due to generally strained supply chains. In land transportation, there was strong demand for trucks for the UK, specialized vehicles for machinery transportation in Europe, and container chassis availability in the U.S.

The department responsible for purchasing non-production material focused on major investments, IT projects, and optimizing purchasing processes. Various investments in buildings and facilities, such as in SynPro 2020 or the new site in Herzebrock-Clarholz, Germany, were successfully completed. Close monitoring and early discussions with supply partners successfully countered delivery delays due to upstream supplier bottlenecks.

Strategic projects in the area of business process digitalization were also commissioned, focusing in particular on the area of Sales and Service. Purchasing is also participating in new concepts for virtual events and product presentations.

Employees

HR indicators ↗ 11

Personnel expenses increased by around 10.5% to €819.8 million (prior year: €742.2 million). As of September 30, 2021, the CLAAS Group employed a total of 11,957 people (prior year: 11,395) worldwide, approximately 51.6% of which outside of Germany ↗ 12.

Training

As of September 30, 2021, the CLAAS Group employed 775 apprentices (prior year: 714), 473 (prior year: 430) of which in Germany. CLAAS trains young people in Germany in various technical and business professions, as well as within a “dual study” program, with alternating phases of theory and practice. The same applies to other countries in which CLAAS operates, such as France, Hungary, the UK, and India.

11 _HR Indicators

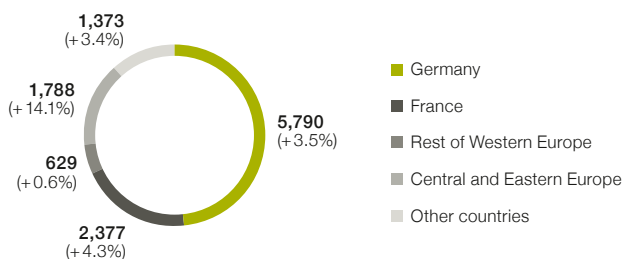
		2021	2020
Employees as of the balance sheet date ¹	Number	11,957	11,395
Male employees	in %	87.0	86.7
Female employees	in %	13.0	13.3
Average age	in years	40.2	40.2
Length of service	in years	11.7	11.8
Fluctuation	in %	6.4	8.3
Personnel expenses	in € million	819.8	742.2
Vocational and further trainings costs	in € million	19.1	18.7

¹ Including apprentices.

Purchasing
Employees

12_Employees by Regions

Employees/in % compared to prior year



Personnel development

At CLAAS, strategic corporate objectives are directly connected with targeted investments in its employees. Managers and employees coordinate qualification and further development opportunities with individual needs throughout their careers. Offerings include workplace learning, exchange formats, seminars, development programs, self-directed learning, or attendance at professional conferences. The demand for training opportunities at CLAAS is rising continuously. The further training program was maintained and expanded through virtual alternatives during the pandemic.

Junior staff development

CLAAS cooperates closely with schools and institutions of higher education, and exercises a wide range of vocational training and orientation initiatives. Fairs, training days, and internships enable young people to establish early contact with the potential employer. CLAAS was recognized for its particularly student-friendly communication. The company is ranked 7th in a Germany-wide trainee ranking by the market research institute Potentialpark. School graduates may also apply to complete technical or commercial vocational training at any of our sites in Germany or enter into a bachelor's program at Baden-Wuerttemberg Cooperative State University. Maintaining contact with apprentices, students participating in the "dual study" system, and interns even after their time at the Company is very important to CLAAS. The CLAAS Next Generation alumni program is used in a targeted manner to ensure the loyalty of talented young people in the long term. After finishing their studies, direct entry positions or the international trainee program offer a great opportunity for graduates to start their careers at CLAAS. The award-winning trainee program focuses on engineering, finance/controllers, sales, as well as software and electronics.

Employer rankings and employer branding

CLAAS has successfully positioned itself as an attractive company among its target groups so as to continue securing talent in the future. CLAAS is regarded as being a popular employer both nationally and internationally, a fact that is confirmed every year by the top positions that CLAAS secures in employer rankings. For example, CLAAS achieved 34th place among the 100 most popular German employers for engineering students in the employer ranking of the independent market research company Trendence Institut. In addition, CLAAS was once again recognized as a "MINT Minded Company" this year. This award recognizes that CLAAS provides special support to students and specialists in the fields of science, technology, engineering, and mathematics and is perceived by them as a particularly attractive employer. CLAAS is also actively and systematically encouraging young women to enter technical professions.

Performance-based pay

As a responsible employer, CLAAS offers our employees competitive, performance-based pay that is aligned to the long-term requirements of the Company. Systematic job evaluation ensures that our remuneration structures are both sound and commensurate. All domestic employees may become silent partners of CLAAS through CMG CLAAS Mitarbeiterbeteiligungs-Gesellschaft mbH. We aim to create a balance between business interests of the CLAAS Group and employees' professional, personal, and family needs. This includes offering employees the option to have flexible working hours, mobile working, learn more about the need for a work-life balance, and to take advantage of home office regulations.

Women in leadership positions

CLAAS aims to promote the training and education of young women through offers such as a Female Day and a mentoring program for students of science, technology, engineering, and mathematics (STEM). These measures have already resulted in candidates applying to join CLAAS' training and trainee programs.

In relation to Germany's law on the equal participation of women and men in executive positions, a new target was resolved in July 2017, which applies through June 30, 2022. The aim is to maintain or, if possible, increase the percentage of women in executive positions over this period. The target for the Supervisory Board stands at 8.3%. The target for the first management level stands at 7.7%, with the target for the

second management level at 4.0%. In setting these targets, CLAAS took into account industry-specific circumstances and the current percentage of women on staff.

The mentioned statement pursuant to Sec. 289f (4) of the German Commercial Code (HGB) is an integral part of the management report. The audit by the auditor is to be limited pursuant to Sec. 317 (2) Sentence 6 HGB to whether these disclosures have been made.

Risks and Opportunities

Internal control and risk management system

As a globally active corporate group, CLAAS is subject to various types of risk. Taking preventive measures to counter possible risks, as well as identifying, measuring, and adequately responding to these risks at an early stage, are key components of the CLAAS risk management system. At the same time, entrepreneurial activity at CLAAS also means deliberately entering into calculable risk to allow the Company to take advantage of the related opportunities.

Within the CLAAS Group, a uniform, Group-wide risk management system is an integral part of corporate management and the controlling organization. This serves to take advantage of opportunities, identify any significant risk that could endanger the ability of the Company to continue as a going concern, and ensure appropriate risk handling. The risk management system and implemented risk controlling utilize a wide variety of information for ongoing identification, evaluation, and control of risks. The existing system, which is continually being developed further, complies with all statutory early warning requirements.

The Group's reporting system represents an essential element in the continuous monitoring of economic risks. In addition to the data supplied for external reporting, detailed internal reports and evaluations are provided to decision makers on a monthly basis. Budgets are monitored for deviations, earnings projections for feasibility, and any new risks are identified, evaluated, and documented on an ongoing basis. The assessments are made on an ongoing basis for the current fiscal year and as part of the strategy process over the medium-term planning horizon. The management report usually covers a

period of twelve months. Risks are assessed on the basis of the probability of occurrence of an estimated maximum risk exposure before the implementation of counter-measures.

Within existing organizational structures, the risk management system is accounted for and supported by the operating and administrative areas of responsibility. In addition to the regular information provided, an obligation to prepare ad hoc risk reports ensures prompt Group Executive Board action at all times. The Internal Auditing department of CLAAS is responsible for monitoring the adequacy of the risk management system and conformity with regulations.

The aim of the internal control and risk management system for the financial reporting process and the Group financial reporting process is to ensure the effectiveness of the accounting system and its adherence to generally accepted accounting principles and guarantee compliance with statutory norms, financial reporting standards, and intragroup accounting policies, which are binding for all companies included in the consolidated financial statements. The key information on this is available to the entire Group via the CLAAS intranet. CLAAS ensures that all information is up to date by conducting continuous analyses of any changes to determine their relevance and their impact on the financial statements. The Group Accounting department is primarily responsible for this task. CLAAS prepares its financial statements using a Group-wide reporting system that is also used for preparation of the budget, medium-term planning, and estimates during the fiscal year. The reporting system incorporates principles, processes, and controls to ensure that the financial statements comply with all requirements and are submitted on time.

Employees
Risks and Opportunities

The following examples are representative of these principles, processes, and control mechanisms:

- Group-wide specifications for accounting, measurement, and account coding of key items that are updated and communicated to the responsible departments within the scope of training courses on an ongoing basis;
- Organizational measures in combination with access authorizations for accounting systems, separation of tasks, and rights of disposal;
- Dual control of financial reporting processes and in connection with the preparation of the financial statements;
- Internal audit procedures;
- Activities of external service providers.

The Internal Auditing department conducts regular risk-oriented reviews as well as reviews on a case-by-case basis of key business processes at companies in Germany and abroad. It determines whether legal requirements and internal instructions are being adhered to, and also whether the internal control system is effective and functional. As part of the reviews, the Internal Auditing department agrees on suitable measures with the respective company management team, which are then implemented by the Company. The Internal Auditing department also monitors their implementation. All audit results are reported as well. Internal audit activities, such as annual risk-oriented audit planning, documentation of audit activities and results, reporting, and follow-up measures, are set forth in rules for the Internal Auditing department and an audit manual. The tasks and activities are based on the rules of the Institute of Internal Auditors and of "Deutsches Institut für Interne Revision" (German Institute for Internal Audit), and they are supported by audit software. The most recent audit of the internal audit system in accordance with IDW PS 983 demonstrated full compliance with the quality assessment requirements.

A trust hotline was set up in 2021 for the confidential communication of grievances and breaches of laws and regulations within the Company. The overarching aim is to prevent harm to employees, customers, business partners and the Company. In addition to using the internal channels, active or former employees of the CLAAS Group as well as business partners such as sales partners, customers or suppliers can also turn to an external ombudsman in confidence with information.

More details on the main risks and opportunities are provided below.

Market risk

The risk landscape of CLAAS is affected by variations in harvest yields, decisions on agricultural policies, farmers' incomes, as well as intense competition in the industry. In view of demand trends for agricultural equipment, markets in Asia, especially China and India, as well as in Central and Eastern Europe, above all Russia, are of particular importance for the CLAAS Group. These markets have huge potential; however, CLAAS sales activities are hampered in some countries in these regions on account of the prevailing market conditions there. These include customs barriers, minimum requirements relating to the share of local manufacturing, payment and convertibility restrictions, or political and economic insecurity. At the same time, there are opportunities that go above and beyond current planning that can emerge from quicker growth in markets with a comparatively low level of mechanization. Risks and opportunities are managed centrally by monitoring and evaluating market-related indicators in conjunction with the specific country risks.

Markets and their early warning indicators are carefully observed on an ongoing basis in order to identify any fluctuations in demand or changing buying behavior in sales regions at an early stage. This ensures that product strategies are kept up to date and are adapted in response to changing customer requirements and reactions from competitors.

Research and development risk

Along with controlled risk-taking, acting entrepreneurially at CLAAS involves dealing in depth with all risks along the value chain. With innovation cycles becoming increasingly shorter, research and development play a pivotal role. The aim is to ensure that innovative and technically mature products are created and brought to market for the benefit of customers. Risks from possible mistakes in development, increased ramp-up costs for new products, delays to product launches, and regulatory requirements are counteracted through the systematic expansion and ongoing monitoring of research and development activities. CLAAS counteracts the risk that products may not be developed within the planned time frame, at targeted levels of quality, or at the specified costs by continuously and systematically monitoring the progress of all projects using a clearly defined process.

Purchasing risk

The 2021 business year was characterized by persistently high supply risks. The coronavirus crisis and its aftermath continued to have a massive impact on the availability of materials. After many companies had to scale down production in the prior year due to lockdown measures, demand picked up strongly again in many markets this year and suppliers' production capacities were often unable to keep pace with this development. In the electronics sector in particular, the recovery of the automotive industry coupled with high demand in the entertainment industry led to critical shortages. Brexit, the obstruction of the Suez Canal, and, in some cases, exceptional weather conditions further massively impacted the already tense global transport situation.

Close monitoring of supply chains enabled series production at the sites to be largely maintained despite many missing parts and a high outlay for reworking. Future availability risks will continue to be monitored closely. Measures to sustainably increase procurement security are being implemented in close cooperation between Purchasing, Logistics, and Production. Availability workshops are also being held for critical groups of goods. Although the increase in suppliers' capacity utilization mostly had a positive effect on their liquidity, we are continuing to monitor suppliers' financial situation closely through Financial Monitoring.

Production risk

In CLAAS production, all equipment is serviced regularly, and any potential sources of risk are eliminated by renewing the equipment in order to reduce the risk of production downtime. In addition, advantageous insurance contracts protect CLAAS from the effects of production outages. Flexible working time models ensure that the required human resources can be adjusted to meet the degree of capacity utilization. To reduce quality risk, a central quality management department guarantees adherence to and fulfillment of predefined standards. The "Ongoing Impact of and Response to the Coronavirus Crisis" section contains a full description of how CLAAS reacted to the pandemic.

Personnel risk

CLAAS has a constant need for highly qualified specialists and management executives. At the moment, CLAAS does not see itself exposed to risks arising from a shortage of certain types of employees on the labor market and resulting delays in finding successors for critical positions. With its personnel strategy, CLAAS focuses above all on in-house junior staff advancement as well as systematic training and personnel development. Aside from "dual study" programs, the international trainee program ensures that highly qualified employees can be trained within the Company. In addition, CLAAS also offers measures to promote and maintain employee health. For a comprehensive description of personnel activities, please see the "Employees" section.

IT risk

Business processes at CLAAS are supported by powerful, state-of-the-art IT systems. The Group's uniform global IT strategy allows systems to be effectively and continuously adapted to reflect current requirements and developments. This also includes adapting to new and changing IT risks, which have increased significantly in recent years and which CLAAS now deems critical.

CLAAS implemented a security strategy at an early stage, which includes preventive measures as well as the timely detection of safety incidents in order to be able to react appropriately. Actively monitoring the threat situation in the cybersecurity environment allows us to identify and implement the organizational and technical measures required to increase IT security.

In order to avoid disruption, CLAAS places particular importance on standardized hardware and software environments, the integrity and safety of data, and on user management. Reliable data backup systems are complemented by systematic and varied employee training.

Risks and Opportunities

Legal risk

CLAAS is exposed to risks relating to international and national tax, competition, patent, trade, and liability law. Decisions at the CLAAS Group are made after intensive legal review and consultation so as to avoid these risks. Selected risks are transferred to insurance companies by means of global master policies and national framework agreements on a uniform basis across the Group.

Financial risk

Due to its business activity, the CLAAS Group is exposed to risks and opportunities from exchange rate and interest rate volatility. On the procurement side, the CLAAS Group is exposed to commodity price risk and supply security risks. Credit risks that could result from payment default or delayed payments are minimized through effective receivables management, close cooperation with banks, and credit insurance. Liquidity risk can result from a significant decline in operating business performance, restriction of the free movement of capital, or as a result of the risk categories mentioned above. These risks are identified for the entire CLAAS Group and measured, monitored, and managed centrally by Group Treasury. The hedging instruments primarily used are foreign exchange outrights and options, as well as interest rate swaps. The risk management software in use enables independent valuations, performance measurement, and forward-looking scenario simulations of the utilized financial instruments. CLAAS is fully compliant with the risk management requirements that the European Market Infrastructure Regulation (EMIR) of the European Parliament and the European Council imposes on non-financial counterparties below the clearing threshold.

CLAAS measures liquidity development on an ongoing basis in the form of daily, weekly, and monthly reports with an increasing level of detail. Potential liquidity risks are countered by maintaining sufficient financing commitments and cash and cash equivalents, as well as through the ABS program and the international cash management strategy.

Risk management in relation to financial instruments, as well as the quantifying of concluded hedging instruments, is explained in Notes 34 and 35 of the consolidated financial statements.

Strategic refinancing risks are managed at CLAAS by a relatively long duration target for drawn borrowings.

Risks related to payment security have become increasingly important in recent years. CLAAS is responding to this constantly growing challenge through Group-wide information and training for employees in affected areas, the monitoring of payment transactions as part of the scope of the cash management process, clear responsibility structures and process definitions, and the systematic implementation of dual control at all process levels, especially payment execution, among other measures. Great importance is also placed on preventing money laundering. Binding group-wide guidelines are supplemented by corresponding employee training and the provision of information and documentation.

In the area of dealer and sales financing, the CLAAS policy of following a traditional captive financing model only to a limited extent has paid off. The risk mix has remained sustainable thanks to the close integration of CLAAS Financial Services companies into the risk management and lending processes of a major European commercial bank, and the practice of concentrating primarily on business with retail customers.

Overall risk assessment

Following the continuous analysis of the information provided by risk management and risk controlling in the fiscal year 2021, all quantifiable risks were deemed to be not material to the extent that provisions have not already been made for them in the annual financial statements. For information on the existing financial risks, please see the notes to the financial statements. The further progress and the length of the coronavirus pandemic is still not reliably predictable. The increasing vaccination rate in many countries relevant to CLAAS offers hope that renewed lockdown scenarios can be avoided.

In addition, the handling of the pandemic in recent months has shown that CLAAS was largely able to avert any adverse effects. As a result, there are currently no identifiable risks for 2022 that could endanger the existence of the CLAAS Group or any of its major subsidiaries as going concerns, either individually or in conjunction with other risks, even if the pandemic were to continue.

Outlook

Economic frameworks

Global real gross domestic product is expected to grow in the coming years. The IMF forecasts growth of 4.9% in 2022, the World Bank of 4.3%, and the OECD's latest estimate was 4.5%. For 2023, the World Bank expects a return to pre-pandemic growth rates. The forecasts have been revised upward due to vaccination progress during 2021. Economic performance has already returned to pre-pandemic levels in a few countries – for example China, the U.S., and Russia. This is expected for Germany and India at the turn of 2021/22, and for Canada, Brazil, and some European countries in the course of 2022.

In 2020 and at the beginning of 2021, international trade was primarily impacted by the global coronavirus pandemic, and subsequently by disrupted logistics chains and individual events such as the obstruction of the Suez Canal. Despite continued protectionist tendencies, a significant recovery is forecasted for the remainder of the calendar year and into 2022.

The international mechanical engineering sector will also see substantial sales growth of around 5% in 2022 in the VDMA's base scenario. The VDMA forecasts growth of around 4% for the global agricultural equipment industry in 2022.

Meanwhile, the USDA expects global cereal production (including rice) to increase to 2,781 million metric tons in the current crop year 2021/22. Although wheat production is expected to remain at the levels of one year ago after a significant downward revision in August, corn (+7.4%) and soybean (+5.4%) production are expected to grow. Total inventories will nevertheless decline as a result of the substantially increased demand for wheat.

Regional industry developments

The USDA expects that the 2021/22 crop in Europe will remain at the average level of the prior year. The order situation in the agricultural equipment sector has already partially weakened towards the end of fiscal year 2021, with the result that sales in the European market are likely to remain constant. There is also ongoing uncertainty in the EU arising from the

requirements of the European Green Deal, the Common Agricultural Policy and the expiration of coronavirus aid.

By contrast, in Russia, expectations for the wheat harvest in the current crop year are noticeably below the prior year's figure and it is unlikely to exceed 80 million metric tons. There are also uncertainties regarding the further development and scope of Russia's subsidy policy. However, the investment climate among farmers remains stable at a high level. In Ukraine, the wheat harvest is expected to be strong.

In North America, positive crop expectations dominate despite the drought in 2021, with wheat being an exception. Politically, it is unclear whether the U.S. government will follow up on its predecessor's high subsidy payments, which recently accounted for a significant share of farmers' income. Nevertheless, the resumption of export opportunities for agricultural products is leading to more liquidity in the North American market, and to growth potential in 2022, especially for large agricultural equipment.

Crop expectations in South America are higher than last year, creating a favorable situation for agricultural equipment manufacturers. In Asia, expected volumes are stable.

Moreover, in view of a growing world population, rising consumption of animal-based nutrition worldwide, and consequently continued strong demand for agricultural products, grain prices are expected to remain strong which will continue to offer potential for agricultural equipment in the future.

However, growth potential will continue to be threatened by fragile supply chains in the coming fiscal year. Regional coronavirus outbreaks may therefore also limit production capacities in agricultural equipment, which would likely be followed by price increases in view of continued high overall economic demand. Moreover, the short supply of semi-conductors, combined with the continued high costs of energy, raw materials, and logistics, may weigh on earnings. Inflation expectations for 2022, however, are currently rather moderate, especially for industrialized countries.

Outlook

It remains to be seen how the ongoing coronavirus measures will affect the recovery of the global economy in general and the upturn in agricultural equipment in particular.

General statement on the development of business and outlook

Business performance in 2021 was characterized by challenging economic conditions, in particular due to widespread uncertainty arising from COVID-19, but also caused by supply bottlenecks and in some cases massive price increases for production components and logistics. The CLAAS Group was nevertheless able to increase sales in all regions, driven by high global demand for agricultural equipment. CLAAS improved its market shares in combine harvesters and forage harvesters, particularly in its core markets. The launch of the new LEXION combine harvester generation played a key role in expanding the market position. CLAAS also recorded a significant increase in sales in the tractor segment, with market shares rising slightly overall. Despite the challenges on the procurement markets and the additional efforts caused by COVID-19, earnings were well above expectations.

The CLAAS Group expects demand for agricultural equipment to remain stable overall in the main sales regions in fiscal year 2022. Robust growth drivers continue to be anticipated for some of CLAAS' core markets in particular. In spite of the uncertainties described below, CLAAS still expects sales in fiscal year 2022 above the prior year.

In view of the coronavirus pandemic, and smoldering international trade conflicts, with the risk of new bilateral sanctions in trade, finance, and other aspects of the economy, adverse effects on sales and income at the CLAAS Group cannot be ruled out. At the same time, the supply situation and price developments on the procurement markets pose a higher risk than in prior years.

Further risks may arise from weakening industry development and changing political frameworks for farmers in some markets.

The CLAAS Group will consistently pursue the strategy it has adopted, increasingly developing the growth markets in Eastern Europe and North America for CLAAS products. CLAAS' capital expenditures in the current year will exceed the high level of 2021. If market conditions change, the volume can be flexibly adapted. The development of innovative products and intelligent technologies will continue apace in the current fiscal year. However, it will take some time for the expenses associated with such development work to be recouped by the corresponding revenues. The CLAAS Group will continue its efforts to increase efficiency and achieve sustainable cost reductions in the current year. Due to the aforementioned availability and price risks, the CLAAS Group expects earnings before taxes for the current fiscal year 2022 to be slightly below the prior-year level.

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03

**Consolidated Financial
Statements**

Consolidated Income Statement

of the CLAAS Group for the fiscal year from October 1, 2020 to September 30, 2021

in € '000	Note	2021	2020
Net sales	(7)	4,797,758	4,042,338
Cost of sales		-3,737,447	-3,222,614
Gross profit on sales		1,060,311	819,724
Selling expenses		-269,784	-254,295
General and administrative expenses		-204,519	-187,637
Research and development expenses	(8)	-251,929	-226,216
Other operating income	(10)	97,219	93,996
Other operating expenses	(10)	-64,386	-89,226
Operating income		366,912	156,346
Income from investments accounted for using the equity method, net	(11)	22,362	18,613
Income from other investments, net	(11)	-259	92
Financial result	(12)	-31,911	-16,934
thereof: interest and similar expenses		(-27,751)	(-27,442)
Income before taxes		357,104	158,117
Income taxes	(13)	-84,466	-50,987
Net income		272,638	107,130
thereof: attributable to shareholders of CLAAS KGaA mbH		272,118	106,579
thereof: attributable to minority interests		520	551

Consolidated Statement of Comprehensive Income

of the CLAAS Group for the fiscal year from October 1, 2020 to September 30, 2021

in € '000	Note	2021	2020
Net income		272,638	107,130
Items to be reclassified subsequently to profit or loss			
Net unrealized gains/losses from currency translation		18,259	-50,446
Net unrealized gains/losses from derivative financial instruments	(34)	-15,290	21,682
Items never to be reclassified to profit or loss			
Remeasurements of defined benefit pension plans	(29)	17,888	8,497
Other comprehensive income, after taxes		20,857	-20,267
Comprehensive income		293,495	86,863
thereof: attributable to shareholders of CLAAS KGaA mbH		292,975	86,312
thereof: attributable to minority interests		520	551

Consolidated Income Statement
 Consolidated Statement of Comprehensive Income
 Consolidated Balance Sheet

Consolidated Balance Sheet

of the CLAAS Group as of September 30, 2021

in € '000	Note	Sept. 30, 2021	Sept. 30, 2020
Assets			
Intangible assets	(14)	313,520	289,223
Property, plant and equipment	(15)	612,218	561,588
Right-of-use assets	(16)	82,552	88,134
Investments accounted for using the equity method	(17)	160,766	156,770
Other investments		5,731	5,246
Deferred tax assets	(13)	145,693	122,228
Other financial assets	(20)	46,429	47,105
Other non-financial assets	(21)	22,324	23,562
Non-current assets		1,389,233	1,293,856
Inventories	(18)	926,492	905,754
Trade receivables	(19)	441,296	373,769
Other financial assets	(20)	156,342	160,605
Other non-financial assets	(21)	94,921	80,842
Securities	(22)	698,774	383,551
Cash and cash equivalents	(23)	539,059	524,105
Current assets		2,856,884	2,428,626
Total assets		4,246,117	3,722,482
Equity and liabilities			
Subscribed capital		78,000	78,000
Capital reserve		38,347	38,347
Other reserves		1,595,550	1,342,743
Equity before minority interests		1,711,897	1,459,090
Minority interests		5,219	4,997
Equity	(24)	1,717,116	1,464,087
Financial liabilities	(25)	523,701	679,635
Silent partnership	(26)	58,467	55,021
Deferred tax liabilities	(13)	4,099	2,514
Other financial liabilities	(27)	579	556
Pension provisions	(29)	327,595	344,169
Other provisions	(30)	80,640	48,348
Non-current liabilities		995,081	1,130,243
Financial liabilities	(25)	233,650	79,655
Trade payables		278,375	233,115
Other financial liabilities	(27)	45,518	22,074
Other non-financial liabilities	(28)	251,980	205,931
Income tax provisions	(30)	60,312	21,854
Other provisions	(30)	664,085	565,523
Current liabilities		1,533,920	1,128,152
Total equity and liabilities		4,246,117	3,722,482

Consolidated Statement of Cash Flows

of the CLAAS Group for the fiscal year from October 1, 2020 to September 30, 2021

in € '000	Note	2021	2020
Net income		272,638	107,130
Amortization/impairment of intangible assets and depreciation/impairment of property, plant and equipment/ right-of-use assets	(14), (15), (16)	147,911	147,838
Income from investments accounted for using the equity method, net, if non-cash		-22,250	-18,613
Change in non-current provisions		34,627	2,900
Change in deferred taxes		-20,934	12,959
Other non-cash expenses (+)/income (-)		8,599	2,588
Cash earnings		420,591	254,802
Change in current provisions		131,019	52,382
Income from the disposal of non-current assets and securities		-162	-3,673
Change in working capital		14,890	136,242
thereof: inventories		(-9,022)	(167,451)
thereof: trade receivables		(-63,451)	(-30,713)
thereof: trade payables		(43,127)	(131)
Other change in assets/equity and liabilities, if not investing or financing activities		14,207	38,708
Cash flows from operating activities	(36)	580,545	478,461
Payments for investments in			
Intangible assets and property, plant and equipment (net of development costs recognized as an asset)	(14), (15)	-138,085	-131,434
Shares of fully consolidated companies and investments		-800	-1,861
Borrowings		-20,913	-17,676
Receipts from disposals/divestments			
Intangible assets and property, plant and equipment		4,024	6,988
Shares of fully consolidated companies and investments		112	-
Borrowings		12,507	29,374
Additions to development costs recognized as an asset	(14)	-55,881	-55,728
Change in securities		-308,258	-206,255
Cash flows from investing activities		-507,294	-376,592
Proceeds from the increase in loans and the issuance of bonds		154,113	408,990
Repayment of bonds and loans		-158,737	-395,460
Repayment of lease liabilities		-26,303	-26,238
Proceeds from silent partnership		3,446	3,379
Change in liabilities to shareholders		-476	114
Payment to minority shareholders		-298	-106
Dividend payments	(24)	-40,020	-40,020
Cash flows from financing activities		-68,275	-49,341
Effect of foreign exchange rate changes on cash and cash equivalents		9,978	-19,690
Net change in cash and cash equivalents		14,954	32,838
Cash and cash equivalents at beginning of year	(23)	524,105	491,267
Cash and cash equivalents at end of year	(23)	539,059	524,105

Consolidated Statement of Cash Flows

Consolidated Statement of Changes in Equity

Consolidated Statement of Changes in Equity

of the CLAAS Group as of September 30, 2021

in € '000	Subscribed capital	Capital reserves	Other reserves				Equity before minority interests	Minority interests	Equity
			Accumulated profit	Accumulated other comprehensive income					
				Remeasurements of defined benefit pensions plans	Foreign currency translation	Derivative financial instruments			
Balance as of Oct. 1, 2019	78,000	38,347	1,481,269	-102,891	-71,067	-10,779	1,412,879	4,447	1,417,326
Net income	-	-	106,579	-	-	-	106,579	551	107,130
Other comprehensive income	-	-	-	8,497	-50,446	21,682	-20,267	-	-20,267
Comprehensive income	-	-	106,579	8,497	-50,446	21,682	86,312	551	86,863
Dividend payments	-	-	-40,020	-	-	-	-40,020	-106	-40,126
Consolidation adjustments	-	-	-81	-	-	-	-81	105	24
Balance as of Sept. 30, 2020	78,000	38,347	1,547,747	-94,394	-121,513	10,903	1,459,090	4,997	1,464,087
Net income	-	-	272,118	-	-	-	272,118	520	272,638
Other comprehensive income	-	-	-	17,888	18,259	-15,290	20,857	-	20,857
Comprehensive income	-	-	272,118	17,888	18,259	-15,290	292,975	520	293,495
Dividend payments	-	-	-40,020	-	-	-	-40,020	-298	-40,318
Consolidation adjustments	-	-	-148	-	-	-	-148	-	-148
Balance as of Sept. 30, 2021	78,000	38,347	1,779,697	-76,506	-103,254	-4,387	1,711,897	5,219	1,717,116

Notes to the Consolidated Financial Statements

Notes to Consolidation and Accounting

1. Basis of Presentation

CLAAS KGaA mbH, with registered office in Harsewinkel, Germany, is the parent company of the CLAAS Group (in the following, "CLAAS" or the "CLAAS Group"). The Company is registered in the commercial register of Gütersloh, Germany, District Court under the number HRB 3027. CLAAS, a family-owned company, is a global producer and vendor of agricultural equipment and software solutions for farming applications.

These consolidated financial statements of the CLAAS Group were prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union (EU) and the additional requirements of German commercial law pursuant to Section 315e of the German Commercial Code (HGB). Prior-year figures were determined in accordance with the same principles.

The consolidated financial statements consist of the consolidated income statement, the consolidated statement of comprehensive income, the consolidated balance sheet, the consolidated statement of cash flows, the consolidated statement of changes in equity, as well as the notes to the consolidated financial statements. To improve the clarity of

presentation, individual items within the consolidated balance sheet and the consolidated income statement have been combined. These items are presented separately and explained in the notes to the consolidated financial statements. The consolidated income statement was prepared using the cost of sales method of accounting.

Please refer to Note 6 for details on the accounting and valuation policies.

The consolidated financial statements have been presented in euros (€). Unless stated otherwise, amounts are stated in thousands of euros (€ '000).

These consolidated financial statements relate to the fiscal year from October 1, 2020, to September 30, 2021.

The consolidated financial statements were prepared on November 24, 2021, by the Executive Board of CLAAS KGaA mbH. Approval of the consolidated financial statements by the Supervisory Board is planned for December 8, 2021, at the scheduled Supervisory Board meeting.

2. New Financial Reporting Standards

Amendments to existing accounting standards or new accounting standards published by the IASB by September 30, 2021, which are mandatory in the future, are not material for CLAAS.

3. Scope of Consolidation

The companies included in the scope of consolidation are all significant companies, including the structured entities that are directly or indirectly controlled by CLAAS KGaA mbH. Control exists if CLAAS KGaA mbH has power over the investee on the basis of voting rights or other rights, it has rights to variable returns from its involvement with the investee, and has the

ability to affect those returns through its power over the investee.

Structured entities are entities that have been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity. Within the CLAAS Group, this applies

to the investment fund CHW Fonds, Munich, Germany as well as the financing company Mercator Purchasing S.A., registered in Luxembourg. These companies are included in the consolidated financial statements as structured entities. CLAAS uses the financing company to settle the revolving sale of receivables.

Associates are entities over which CLAAS has significant influence but does not have control or joint control of the entities' financial and operating policies. Associates are accounted for using the equity method.

Where CLAAS shares control of an entity together with a partner, it must be specified whether the entity is a joint operation or a joint venture. In a joint venture, the parties that have joint control have rights to the net assets. As a rule, joint ventures are accounted for using the equity method. A joint operation exists when the parties that have joint control have direct rights to the assets and obligations for the liabilities. In this case, the prorated assets and liabilities, as well as the prorated income and expenses, are to be recognized as a rule. The joint operations included in the consolidated financial statements as of the reporting date have no material impact on the consolidated financial statements and are accounted for using the equity method.

4. Consolidation Principles

The financial statements have been prepared using the uniform accounting policies relevant for the CLAAS Group. As a rule, the financial statements are prepared as of the balance sheet date of the consolidated financial statements. Where country-specific laws demand otherwise, subsidiaries whose fiscal years do not end on September 30 prepare interim financial statements as of this date.

Business combinations are accounted for using the acquisition method when the Group obtains control. If the purchase price exceeds the revalued prorated net assets of the acquired subsidiary, the difference is capitalized as goodwill and subject to an annual impairment test. Any differences arising on the liabilities side are reported as other operating income.

Investments in subsidiaries, in joint ventures, or in associates considered to be immaterial from the point of view of the Group are accounted in accordance with IFRS 9.

A breakdown of the scope of consolidation is presented in the following table:

	Sept. 30, 2021	Sept. 30, 2020
Consolidated subsidiaries	62	63
thereof: domestic companies	(21)	(20)
thereof: foreign companies	(41)	(43)
Investments accounted for using the equity method	13	14
thereof: domestic companies	(6)	(6)
thereof: foreign companies	(7)	(8)

Please see Note 41 for a complete list of the shareholdings of the CLAAS Group.

Newly Established Companies, Investments in Companies, and Divestments

There were no material newly established companies, investments in companies, and divestments in fiscal year 2021.

First-time consolidation and deconsolidation are generally undertaken on the date of transfer of control.

All receivables and payables, income and expenses, as well as intercompany gains and losses between the companies included in the consolidated financial statements are eliminated within the scope of the consolidation.

Investments in associates and joint ventures are accounted for using the equity method. They are initially recognized at cost. Possibly acquired goodwill is not reported separately, but is instead included in the value of the investment. After initial measurement, the consolidated financial statements include the share of the income until such time as the significant influence or joint control ends.

5. Foreign Currency Translation

Transactions in foreign currency are recognized at the relevant exchange rates on the transaction date. In subsequent periods, financial assets and liabilities denominated in foreign currencies are translated at the exchange rates on the balance sheet date. The exchange rate gains and losses incurred until the balance sheet date from the measurement of financial assets and liabilities are recognized as profit or loss in the income statement.

The assets and liabilities of foreign companies with functional currencies that do not match the Group currency are translated

into euros at the daily closing price on the balance sheet date. Equity items are translated using historic rates. The expenses and income of foreign companies are translated into euros at the corresponding average exchange rate for the fiscal year. Differences resulting from currency translations are recognized directly in equity as other comprehensive income.

The following exchange rates were used for the currencies significant to the CLAAS Group:

		Average rate/€		Closing rate/€	
		2021	2020	Sept. 30, 2021	Sept. 30, 2020
British pound	GBP	0.87	0.88	0.86	0.91
Chinese renminbi	CNY	7.75	7.89	7.49	8.00
Indian rupee	INR	87.88	82.82	86.04	86.39
Polish zloty	PLN	4.55	4.40	4.60	4.53
Russian ruble	RUB	89.10	79.12	84.28	91.15
Hungarian forint	HUF	357.97	345.53	358.89	363.23
U.S. dollar	USD	1.19	1.13	1.16	1.17

6. Accounting Policies

Intangible Assets

Intangible assets with finite useful lives are capitalized at cost and, dependent on their expected useful lives, amortized over a period of generally three to ten years on a straight-line basis. Useful lives are assessed each year.

The amortization of concessions, industrial and similar rights and assets, and licenses in such rights is reported under cost of sales. Amortization and impairments of capitalized development costs are recognized as research and development expenses.

Goodwill is accounted for at cost less any accumulated impairment losses and is tested for impairment annually, as well as when there are indications of a possible impairment. Impairment losses are recognized as other operating expenses.

Property, Plant and Equipment

Property, plant and equipment is measured at cost less accumulated depreciation and accumulated impairment losses. Borrowing costs are capitalized if conditions are met and are depreciated over the expected useful lives of the property, plant and equipment once these have been completed. Property, plant and equipment – with the exception of land and similar rights – is generally depreciated over its useful life on a straight-line basis. The useful lives of buildings are between 20 and 50 years, while other property, plant and equipment have useful lives of between 3 and 25 years. Depreciation and impairment losses are generally recognized as expenses for the period.

Right-of-use Assets

Right-of-use assets reflect the asset that a lessee receives from the right to use a leased asset. The right-of-use asset is capitalized in the amount of the present value of the future lease payments. They do not contain any initial direct costs.

Right-of-use assets are generally depreciated over the term of the lease on a straight-line basis.

Leases classified as short-term or low-value are not capitalized and are therefore recognized solely as profit or loss. IAS 38 continues to be used for intangible assets.

Borrowing Costs

Any borrowing costs directly attributable to the acquisition, construction, or production of a qualifying asset are capitalized as a part of the cost of that asset. CLAAS defines qualifying assets as development or construction projects or other assets that will require at least twelve months to complete to a point at which they will be ready for their intended use or sale. If borrowings can be directly allocated to one project, the actual borrowing costs are capitalized. If there is no direct relation, the average borrowing cost rate of the CLAAS Group is applied. The borrowing cost rate for the reporting period is 2.6% p.a. (prior year: 2.5% p.a.).

Impairment

Goodwill as well as assets that are not available for use are not amortized, but are instead tested for impairment annually as of the balance sheet date. Assets subject to depreciation and amortization are tested for impairment if there are indications that the carrying amount of the asset is lower than its recoverable amount. The recoverable amount of an asset is the higher of its value in use and the fair value less costs to sell. The recoverable amount is determined for each individual asset unless assets have been combined into a cash generating unit. The value in use is based on the present value of the expected future cash flows. If the value in use is less than the carrying amount, an impairment loss is immediately recognized as profit or loss. Any subsequent increases in value are accounted for by attributing the value to the cash generating unit or asset, except in the case of goodwill impairment. When conducting the impairment test, the value in use is determined on the basis of the management's medium-term forecast data covering a period of five years. The planning assumptions were adjusted in line with actual circumstances. Assumptions are taken into appropriate account in consideration of macroeconomic trends and historical developments. Cash flow projections are estimated by extrapolation based on the growth rate of the relevant market segment. The growth rate remains unchanged year on year at between 0.1% and 1.0% p.a. The value in use is determined on the basis of discounting rates ranging from 4.4% p.a. to 8.0% p.a. (prior year: 3.6% p.a. to 12.3% p.a.) and corresponding to the risk-adjusted minimum yield on the capital market.

Investments Accounted for Using the Equity Method and Other Investments

Investments in associates and joint ventures accounted for using the equity method are initially recognized at cost and then in subsequent periods in the amount of the adjusted pro-rated share in equity. The carrying amounts of the investments are increased or reduced each year to reflect the share of earnings, dividends distributed, and other changes in equity. Goodwill is included in the carrying amount of the companies accounted for using the equity method. Impairment occurs when the recoverable amount of the investment accounted for using the equity method is lower than its carrying amount.

At the time of addition and in subsequent periods, other investments are generally carried at fair value, provided that these amounts can be determined reliably. No fair value could be determined for the other investments as of the reporting date. As a result, these were measured at cost less accumulated impairment losses. An impairment loss will be recognized as profit or loss on other investments if there are indicators for impairment.

Impairment losses or reversals of impairment losses on investments accounted for using the equity method and other investments are recognized as profit or loss in income from investments, net.

Deferred Taxes

Deferred taxes are recognized on temporary differences between the IFRS and tax balance sheets of the individual companies, including differences arising from consolidation processes and related to yet unused tax losses and tax credits.

Deferred taxes are measured in accordance with the tax rates and tax regulations that are in force as of the balance sheet date or have been passed in principle and whose validity is expected as of the date of settlement. Deferred tax assets will only be recognized if it is probable that the entity will have taxable income against which the temporary differences can be utilized. A tax rate of 29.0% (prior year: 29.0%) was used to calculate deferred taxes in Germany. This tax rate consists of the domestic corporate income tax, the solidarity surcharge on corporate income tax, as well as trade tax. Country-specific tax rates are used to calculate the deferred taxes of the foreign companies.

Deferred tax liabilities for temporary differences related to investments in subsidiaries and investments accounted for using the equity method are not recognized.

Deferred tax assets and liabilities are offset if they pertain to the same tax subject, are from or to the same tax authority, and relate to the same period.

Inventories

Inventories are recognized at the lower of cost and net realizable value. The net realizable value is derived from the expected disposal income less costs still to be incurred. The cost of raw materials, consumables, and supplies, as well as merchandise, is calculated using the average cost method. The cost of internally generated work in progress and finished goods includes direct materials and labor as well as production-related overheads and production-related administrative expenses based on normal capacity utilization. Borrowing costs are not included in the cost.

Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments are recognized as soon as CLAAS becomes a party to the contractual provisions for the financial instrument. As a rule, the day on which the financial instrument is concluded is key to from when on it is reported. Financial instruments recognized as financial assets or financial liabilities are generally not netted, and are only netted when a legal right to offset exists at that time and there is an intention to settle on a net basis. CLAAS classifies non-derivative financial assets and liabilities using the three measurement categories provided for in IFRS 9: at fair value through profit or loss, at fair value through other comprehensive income, and at amortized cost.

The categories generally do not include derivative financial instruments designated as hedging instruments. However, derivatives with hedging relationships are classified “at fair value through profit or loss” in order to improve presentation. In accordance with IFRS 9, the classification of financial assets depends on the business model used to manage them and the contractual cash flow characteristics of the financial

instruments. The classification of financial liabilities is dependent on the purpose for which the financial instruments were contracted.

Financial instruments are recognized at amortized cost or at fair value. The amortized cost is calculated using the effective interest method. The fair value of a financial instrument in accordance with IFRS is the amount for which the instrument could be exchanged between knowledgeable, willing parties in an arm’s length transaction other than a forced transaction, involuntary liquidation, or distress sale. The fair value generally corresponds to the market value or the stock market price. If the market for a financial instrument is not active, fair value is established using a valuation technique (for example, a discounted cash flow analysis, which applies a discount rate equal to the current market interest rate).

The fair value of derivative financial instruments is calculated by discounting the estimated future cash flows at the current market interest rate or by using other common valuation techniques such as option pricing models.

Financial instruments for which the fair value cannot be reliably measured are carried at amortized cost.

The carrying amounts of financial assets not recognized at fair value through profit or loss are tested as of each balance sheet date for impairment. In accordance with IFRS 9, a risk provision is calculated based on the expected credit loss model. Accordingly, the amount of the allowance recognized as a risk provision for expected credit losses depends on the extent to which the credit risk has increased since initial recognition. The estimate is made on the basis of ratings and risk indicators that are continuously updated. In case of an impairment, the resulting impairment loss is recognized through profit or loss.

As in the prior year, no impairment was recognized for financial assets, excluding trade receivables.

Receivables and Other Financial Assets

Receivables and other financial assets are recognized at fair value, which, in the case of current receivables and other financial assets, corresponds to the nominal value.

CLAAS applied the simplified expected credit loss model approach pursuant to IFRS 9 for expected credit losses arising from trade receivables. Risk provisions for expected credit losses are recorded over the remaining term, irrespective of the credit quality. In addition to taking existing collateral into account, past information and forecasts of future economic conditions are included in the calculation of the expected loss.

CLAAS sells selected trade receivables to a structured company of the CLAAS Group or other financial institutions on a revolving or non-recurring basis. The structured company is an asset-backed securitization (ABS) company that refinances itself in the capital market. Receivables are derecognized when the risks and rewards associated with the receivables are transferred to a third party and the cash inflow from the sale is ensured. These receivables will continue to be carried on the balance sheet, provided that the risks and rewards associated with the receivables – particularly credit risks and default risks – remain in the CLAAS Group.

Securities

Securities primarily include investment funds as well as money market securities and *Schuldscheindarlehen* (German Private Placement) with remaining maturities of less than one year in most cases. At CLAAS, securities are classified as “measured at fair value through profit or loss.”

Recognition and subsequent measurement are carried out at fair value or market price.

Cash and Cash Equivalents

Cash and cash equivalents comprise checks, cash in hand, and bank balances. Cash and cash equivalents as reported in the statement of cash flows correspond to the same item in the balance sheet.

Derivative Financial Instruments and Hedge Accounting

The accounting and measurement of derivative financial instruments with hedging relationships continues to follow the rules of IAS 39 in compliance with the transition requirements of IFRS 9.

CLAAS uses derivative financial instruments to hedge financial risks from the operating business and the resulting refinancing requirements. These risks are generally interest rate, currency, and commodity risks. The hedging instruments primarily used are foreign exchange outright and options.

At the time of acquisition and in subsequent periods, derivative financial instruments are recognized at fair value. Changes in present value are recognized as profit or loss in other financial result for the period, unless the derivative financial instruments are part of a hedging relationship. Depending on the type of hedging relationship, changes in present value are either recognized as profit or loss in the income statement or directly in equity as other comprehensive income.

The criteria of IAS 39 must be fulfilled for hedges to be accounted as part of a hedging relationship (hedge accounting). If this is the case, CLAAS documents the hedging relationship either as a fair value hedge or a cash flow hedge from this time. Only cash flow hedges existed in the past fiscal year.

The fair values of the derivative financial instruments used for hedging purposes are presented in Note 34.

Cash flow hedges are used to hedge the risks of fluctuations in cash flows. Gains and losses from changes in the fair value of the effective portion of the hedge are initially taken into account in other comprehensive income as equity. These are reclassified into the income statement if the hedged transaction is recognized as profit or loss. The ineffective portion of such changes in value is recognized directly as profit or loss in other financial result for the period.

If the hedge accounting criteria are no longer met, the derivative financial instruments that were part of the hedging relationship are then measured at fair value as profit or loss.

Liabilities

Liabilities are initially recognized at their fair value less transaction costs and subsequently measured at amortized cost. Liabilities denominated in foreign currencies are translated at the closing rate on the balance sheet date.

For CLAAS, contract liabilities represent payments received on account, which are reported under other non-financial liabilities. These are obligations to transfer goods or services to the customer for which customer payments have already been received prior to contractual performance.

Corresponding to the right-of-use asset, lease liabilities are recognized at the amount of the present value of the lease payments and are discounted using the incremental borrowing rate. Lease liabilities are reported under current and non-current financial liabilities.

Pension Provisions

Pension provisions are recorded for defined benefit obligations from vested rights and current benefits on behalf of eligible active and former employees and their surviving dependents. Obligations relate primarily to retirement pensions, which are paid in part as basic and in part as supplementary benefits. Pension obligations are normally based on the employees' length of service and remuneration levels.

Provisions for defined benefit plans are based on the actuarial present value of the respective obligation. This is measured using the projected unit credit method. This method takes into account not only pensions and accrued vested rights known as of the balance sheet date, but also anticipated future salary and pension increases. The valuation assumptions vary according to the economic conditions of the country in which the pension plans are administered. In Germany, the life expectancy used to calculate the obligation is based on the 2018 G K. Heubeck mortality tables. Comparable bases are used in the other countries. Pension provisions are derived from the balance of the actuarial present value of the defined benefit obligations and the fair value of the plan assets available to cover the pension obligation. The service cost is included in the functional costs in the consolidated income statement. Net interest is included in the financial result.

Actuarial gains and losses on the remeasurement of the net pension liability or net assets are fully recognized in the fiscal year in which they occur. They are recognized directly in equity in other reserves. In subsequent periods, they will not be recognized as profit or loss.

The interest rates used for discounting purposes are determined annually as of the balance sheet date on the basis of high-quality, fixed-rate corporate bonds matching the pension payments.

Other Provisions

Other provisions are recognized for the present legal or constructive obligations of the CLAAS Group that have arisen from a past event and are expected to result in an outflow of future economic benefits, and whose amount can be measured reliably.

Provisions for obligations arising from sales largely include warranty obligations. Provisions for warranties are recognized at the time of sale of the products in question or the rendering of the corresponding services. Assumptions must be made as to the type and scope of future warranty and policy cases as well as possible special inspections in order to determine the amount of the provisions. These estimates are largely based on historic expectations. Provisions are regularly adjusted in line with new information.

Provisions are measured at the best estimate of the amount required to settle the present obligation at the balance sheet date. Significant, non-current other provisions are discounted. Increases in provisions resulting from a pure addition of accrued interest are recognized as profit or loss in interest expenses for the period.

Recognition of Net Sales

The ordinary business operations of the CLAAS Group involve the sale of agricultural equipment products and services. All income relating to the ordinary business operations, less sales deductions such as cash discounts and price reductions, are presented as net sales. Net sales are recognized when the services have been rendered or the goods or products have been delivered, i.e., when the customer has obtained control of the goods or services.

Cost of Sales

Cost of sales comprises the cost of goods sold, the cost of the sold merchandise, as well as the expenses for commission, outgoing freight and packaging, insurance, and production-related logistics costs.

Research and Development Costs

Development costs for internally generated future serial products are recognized as an asset, provided manufacture of the products will generate probable future economic benefits for CLAAS and the other criteria for the recognition of internally generated intangible assets are fulfilled.

The cost comprises all costs directly attributable to the development process plus the relevant development-related overheads. Borrowing costs are capitalized as a part of the cost if conditions are met. Amortization is undertaken on a straight-line basis as of the start of production over the expected useful life of the product, usually between six and ten years.

Research costs, amortization and impairments of capitalized development costs, and development costs that cannot be capitalized are expensed as incurred in the income statement under research and development costs.

Government Grants

Government grants are only recognized when there is reasonable assurance that the entity will comply with the conditions attached to it, and that the grant will be received. Government grants not related to assets in general are recognized in profit or loss as other operating income over the periods necessary to match them with the related costs that they are intended to compensate. Grants related to assets are usually deducted in arriving at the carrying amount of the asset, and the grant is recognized as income over the life of a depreciable asset by way of a reduced depreciation expense.

Estimates and Management Judgements

In preparing the consolidated financial statements, it is to some extent necessary to make assumptions and estimates that affect the amount and presentation of assets and liabilities, income and expenses, as well as any contingent liabilities in the reporting period. These estimates and assumptions

primarily relate to assessing the recoverability of assets; defining a uniform Group standard for the economic lives of property, plant and equipment; and recognizing and measuring provisions based on the current state of knowledge. In particular, assumptions regarding expected business development are based on circumstances at the time of preparation of the consolidated financial statements as well as the probable development of global markets and industries. The actual amounts may differ from the original estimates if external developments over which management has no control should cause these parameters to change.

At the time the consolidated financial statements were prepared, it was not assumed that the underlying assumptions and estimates would be subject to material changes.

Notes to the Consolidated Income Statement

7. Net Sales

Net sales pertained almost exclusively to the delivery of goods.

Sales by region can be broken down as follows:

in € '000	2021	2020
Germany	931,805	805,529
France	827,556	751,916
Rest of Western Europe	963,055	790,676
Central and Eastern Europe	1,136,171	905,807
Other countries	939,171	788,410
Net sales	4,797,758	4,042,338

The following table shows the expected net sales for the next five fiscal years resulting from performance obligations already contracted as of the balance sheet date:

in € '000	Sept. 30, 2021	Sept. 30, 2020
Due within 1 year	20,196	16,186
Due within 1 to 2 years	20,072	17,142
Due within 2 to 3 years	12,500	10,456
Due within 3 to 4 years	5,245	4,725
Due within 4 to 5 years	1,805	1,759
Total of future expected net sales from existing performance obligations	59,818	50,268

8. Research and Development Expenses

in € '000	2021	2020
Research and development costs (total)	-262,325	-237,377
Development costs recognized as an asset	53,248	52,622
Amortization/impairment of capitalized development costs recognized as an asset	-42,852	-41,461
Research and development expenses recognized in the income statement	-251,929	-226,216
R&D capitalization ratio (in %)	20.3	22.2

9. Personnel Expenses and Employees

The personnel expenses reported under functional costs are composed as follows:

in € '000	2021	2020
Direct and indirect remuneration	- 674,811	- 605,955
Social security contributions and employee benefit expenses	- 133,720	- 123,606
Pension expenses	- 11,314	- 12,672
Personnel expenses	- 819,845	- 742,233

The average number of employees during the fiscal year was as follows:

	2021	2020
Direct employees	4,437	4,268
Indirect employees	6,525	6,368
Apprentices	682	684
Average number of employees	11,644	11,320

Direct employees are directly involved in the production process, whereas indirect employees support production, organizational, and administrative processes.

10. Other Operating Income and Expenses

Other Operating Income

in € '000	2021	2020
Reversal of provisions	43,543	39,055
Measurement of receivables	6,760	5,325
Grants and subsidies	4,394	3,924
Disposal of intangible assets and property, plant and equipment	2,277	3,716
Insurance compensation	2,148	1,596
Pass-through costs	1,279	1,399
Rental and leases	309	382
Miscellaneous income	36,509	38,599
Other operating income	97,219	93,996

Other Operating Expenses

in € '000	2021	2020
Personnel expenses	-9,453	-9,439
Measurement of receivables	-7,789	-11,344
Fees, charges, and insurance premiums	-5,532	-2,961
Impairment of property, plant and equipment	-1,637	-2,106
Disposal of intangible assets and property, plant and equipment	-1,316	-1,806
Miscellaneous expenses	-38,659	-61,570
Other operating expenses	-64,386	-89,226

11. Income from Investments, Net

in € '000	2021	2020
Income from investments accounted for using the equity method, net	22,362	18,613
Income from other investments, net	-259	92
Income from investments, net	22,103	18,705

12. Financial Result

in € '000	2021	2020
Interest expenses	-26,969	-27,858
thereof: profits transferred under a partial profit transfer agreement (CMG)	(-6,966)	(-4,145)
Accrued interest on non-current provisions	-2,781	-2,004
Interest expenses for leases	-756	-829
Capitalization of borrowing costs	2,755	3,249
Interest and similar expenses	-27,751	-27,442
Interest income	8,258	8,237
Income from securities and loans, net	7,133	-916
Interest income and income from securities, net	-12,360	-20,121
Other financial result	-19,551	3,187
Financial result	-31,911	-16,934

Payments based on the performance of the CLAAS Group with respect to the silent partnership of CMG CLAAS Mitarbeiterbeteiligungs-Gesellschaft mbH (CMG) are included in "profits transferred under a partial profit transfer agreement (CMG).

Interest expenses and income are the result of financial assets and liabilities measured at amortized cost.

The other financial result can be broken down as follows:

in € '000	2021	2020
Foreign exchange gains and losses, net	- 14,987	7,539
Miscellaneous financial income and expenses, net	- 4,564	- 4,352
Other financial result	- 19,551	3,187

13. Income Taxes

in € '000	2021	2020
Current income taxes	- 105,399	- 38,028
Deferred income taxes	20,933	- 12,959
Income taxes	- 84,466	- 50,987

The underlying income tax rates for foreign companies were between 9.0% and 32.0% (prior year: 9.0% and 33.3%).

Income taxes in the reporting period were €19.1 million lower than the theoretical tax expense that would have resulted from the application of the domestic Group tax rate of 29.0% on income before taxes.

The following table shows the reconciliation from theoretical to effective tax expense:

	2021		2020	
	in € '000	in %	in € '000	in %
Income before taxes	357,104		158,117	
Theoretical tax expense	- 103,560	29.0	- 45,854	29.0
Differences in foreign tax rates	10,815	- 3.0	8,222	- 5.2
Tax effects from prior years	- 749	0.2	1,364	- 0.9
Non-taxable income and non-deductible expenses	- 4,676	1.3	- 12,838	8.1
Accounting for investments accounted for using the equity method	6,485	- 1.8	5,398	- 3.4
Impact of tax losses	7,364	- 2.1	- 8,374	5.3
Other consolidation effects	897	- 0.2	62	0.0
Miscellaneous	- 1,042	0.3	1,033	- 0.7
Effective tax expense	- 84,466	23.7	- 50,987	32.2

Deferred tax assets and liabilities are split across the following balance sheet items:

in € '000	Sept. 30, 2021		Sept. 30, 2020	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Intangible assets	4,605	70,106	5,751	64,448
Property, plant and equipment	3,745	15,640	4,298	15,939
Inventories	53,704	1,464	46,655	2,821
Receivables and miscellaneous assets	13,482	14,273	13,963	13,568
Provisions	139,874	2,087	121,533	3,130
Liabilities	8,244	202	4,621	319
Loss carryforwards	57,598	-	75,582	-
Gross amount	281,252	103,772	272,403	100,225
Valuation allowances on tax loss carryforwards and similar items	-35,886	-	-52,464	-
Netting out	-99,673	-99,673	-97,711	-97,711
Carrying amount	145,693	4,099	122,228	2,514

The tax loss carryforwards, the majority of which are realizable without restriction, amounted to €222.3 million (prior year: €293.6 million). This includes an amount of €138.3 million (prior year: €212.3 million) on which a valuation allowance on deferred tax assets of €35.9 million (prior year: €52.5 million) has been recognized.

The utilization of tax loss carryforwards, on which deferred tax assets had not yet been recognized, resulted in a positive effect of €1.3 million (prior year: €0.3 million).

The following amounts are included in equity due to deferred taxes being offset:

in € '000	Sept. 30, 2021	Sept. 30, 2020
Derivative financial instruments	1,800	-4,445
Currency effects	-1,091	-1,524
Deferred taxes offset in accumulated other comprehensive income	709	-5,969
Remeasurements of defined benefit pensions plans	31,009	37,812
Deferred taxes in other reserves	31,718	31,843

Notes to the Consolidated Balance Sheet

14. Intangible Assets

in € '000	Concessions, industrial and similar rights and assets, and licenses in such rights	Goodwill	Payments made on account	Development costs recognized as an asset	Total
Cost					
Balance as of Oct. 1, 2019	78,193	70,636	13,672	286,742	449,243
Currency translation	-333	-166	-	-1,131	-1,630
Additions	4,295	-	12,441	55,728	72,464
Disposals	-1,668	-	-	-30,317	-31,985
Reclassifications	4,877	-	-4,745	-	132
Balance as of Sept. 30, 2020	85,364	70,470	21,368	311,022	488,224
Currency translation	480	28	-	162	670
Additions	7,617	-	11,601	55,881	75,099
Disposals	-2,290	-	-4	-20,965	-23,259
Reclassifications	4,321	-	-4,202	-	119
Balance as of Sept. 30, 2021	95,492	70,498	28,763	346,100	540,853
Accumulated amortization and impairment losses					
Balance as of Oct. 1, 2019	58,492	55,758	-	67,588	181,838
Currency translation	-252	-	-	-193	-445
Additions (amortization)	8,034	-	-	41,461	49,495
Disposals	-1,570	-	-	-30,317	-31,887
Balance as of Sept. 30, 2020	64,704	55,758	-	78,539	199,001
Currency translation	327	-	-	30	357
Additions (amortization)	8,365	-	-	38,828	47,193
Additions (impairment)	-	-	-	4,024	4,024
Disposals	-2,277	-	-	-20,965	-23,242
Balance as of Sept. 30, 2021	71,119	55,758	-	100,456	227,333
Carrying amounts					
Balance as of Sept. 30, 2020	20,660	14,712	21,368	232,483	289,223
Balance as of Sept. 30, 2021	24,373	14,740	28,763	245,644	313,520

Development costs in the amount of €55.9 million (prior year: €55.7 million) were capitalized. This includes capitalized borrowing costs of €2.6 million (prior year: €3.1 million). The necessary impairment tests on the capitalized development costs resulted in a necessary impairment. The impairment loss for the fiscal year amounts to €4.0 million (prior year: €0.0 million).

15. Property, Plant and Equipment

in € '000	Land, land rights and buildings	Technical equipment and machinery	Other equipment, operating and office equipment	Payments on account and assets under construction	Total
Cost					
Balance as of Oct. 1, 2019	482,932	545,684	268,311	70,486	1,367,413
Currency translation	- 14,962	- 14,553	- 4,306	- 2,733	- 36,554
Additions	23,189	16,603	20,175	54,731	114,698
Disposals	- 7,961	- 12,391	- 12,590	- 13	- 32,955
Reclassifications	11,164	12,450	22,879	- 46,625	- 132
Balance as of Sept. 30, 2020	494,362	547,793	294,469	75,846	1,412,470
Currency translation	5,488	4,064	1,684	1,366	12,602
Change in basis of consolidation	-	- 145	- 147	-	- 292
Additions	22,981	16,857	15,835	63,194	118,867
Disposals	- 2,294	- 22,318	- 18,842	- 893	- 44,347
Reclassifications	16,785	23,977	5,858	- 46,739	- 119
Balance as of Sept. 30, 2021	537,322	570,228	298,857	92,774	1,499,181
Accumulated depreciation and impairment losses					
Balance as of Oct. 1, 2019	214,187	414,206	196,258	961	825,612
Currency translation	- 6,631	- 12,416	- 3,140	- 43	- 22,230
Additions (depreciation)	11,597	37,321	20,402	-	69,320
Additions (impairment)	223	341	892	1,158	2,614
Disposals	- 2,225	- 11,907	- 10,302	-	- 24,434
Balance as of Sept. 30, 2020	217,151	427,545	204,110	2,076	850,882
Currency translation	2,700	3,742	1,324	143	7,909
Change in basis of consolidation	-	- 145	- 147	-	- 292
Additions (depreciation)	12,844	34,081	21,122	-	68,047
Additions (impairment)	192	772	673	81	1,718
Disposals	- 1,470	- 22,048	- 17,783	-	- 41,301
Balance as of Sept. 30, 2021	231,417	443,947	209,299	2,300	886,963
Carrying amounts					
Balance as of Sept. 30, 2020	277,211	120,248	90,359	73,770	561,588
Balance as of Sept. 30, 2021	305,905	126,281	89,558	90,474	612,218

Additions to the cost of assets under construction included €0.1 million (prior year: €0.1 million) in capitalized borrowing costs. As in the prior year, the CLAAS Group did not pledge any property, plant and equipment as collateral for liabilities.

16. Right-of-use assets

in € '000	Land, land rights and buildings	Vehicles	Internal transport vehicles	Other	Total
Cost					
Balance as of Oct. 1, 2019	66,311	15,238	6,000	11,944	99,493
Currency translation	-80	-18	-	-	-98
Additions	6,794	4,861	2,001	1,411	15,067
Disposals	-83	-1,382	-400	-96	-1,961
Balance as of Sept. 30, 2020	72,942	18,699	7,601	13,259	112,501
Currency translation	836	273	-	7	1,116
Additions	7,311	13,142	2,001	831	23,285
Disposals	-5,547	-4,030	-800	-291	-10,668
Balance as of Sept. 30, 2021	75,542	28,084	8,802	13,806	126,234
Accumulated depreciation					
Balance as of Oct. 1, 2019	-	-	-	-	-
Currency translation	-191	-73	-	-6	-270
Additions (depreciation)	11,479	7,541	2,001	5,388	26,409
Disposals	-83	-1,195	-400	-94	-1,772
Balance as of Sept. 30, 2020	11,205	6,273	1,601	5,288	24,367
Currency translation	230	80	-	1	311
Additions (depreciation)	11,775	7,616	2,001	5,537	26,929
Disposals	-2,941	-3,937	-800	-247	-7,925
Balance as of Sept. 30, 2021	20,269	10,032	2,802	10,579	43,682
Carrying amounts					
Balance as of Sept. 30, 2020	61,737	12,426	6,000	7,971	88,134
Balance as of Sept. 30, 2021	55,273	18,052	6,000	3,227	82,552

For the most part, the other right-of-use assets relate to IT hardware. The expense from leases classified as low-value or short-term that was recognized in the income statement in the fiscal year stands at €13.1 million.

17. Investments Accounted for Using the Equity Method

The following table shows the summarized financial data on associates and joint ventures accounted for using the equity method that are immaterial for the CLAAS Group, both individually and in total:

in € '000	Associates		Joint ventures	
	2021	2020	2021	2020
At equity result	5,473	4,672	16,889	13,941
Carrying amount of investments accounted for using the equity method	38,741	35,176	122,025	121,594

Investments accounted for using the equity method mainly relate to investments in CLAAS Financial Services companies, which provide financing solutions for investments in CLAAS machines.

18. Inventories

in € '000	Sept. 30, 2021	Sept. 30, 2020
Raw materials, consumables, and supplies	180,287	180,204
Work in progress	96,698	84,436
Finished goods and merchandise	649,507	641,114
Inventories	926,492	905,754

The decrease in write-downs of inventories amounting to €2.6 million (prior year: decrease of €7.1 million) was recognized in the income statement in the reporting year and

recorded under expenses in the cost of sales. As in the prior year, inventories were not pledged as security for liabilities.

19. Trade Receivables

in € '000	Sept. 30, 2021	Sept. 30, 2020
Gross carrying amount	482,965	414,591
Impairment	-41,669	-40,822
Net carrying amount	441,296	373,769

The impairment of trade receivables developed as follows:

in € '000	2021	2020
Impairment at Oct. 1	40,822	38,198
Utilization	-1,365	-1,587
Reversal of/addition to impairment loss, net	750	5,808
Currency translation	1,462	-1,597
Impairment at Sept. 30	41,669	40,822

The following table shows the distribution of trade receivables by the impairment and maturity criteria:

in € '000	Sept. 30, 2021	Sept. 30, 2020
Neither past due nor individually impaired	370,706	318,395
Not individually impaired but past due as per the following time frames:		
up to 30 days	35,960	30,244
31 to 60 days	13,007	11,777
61 to 90 days	8,445	5,671
more than 90 days	11,610	5,457
Trade receivables adjusted individually for impairment	1,568	2,225
Trade receivables	441,296	373,769

The amount of interest income received on impaired financial assets was insignificant. Please see Note 35 for disclosures on existing credit risks arising from trade receivables.

Asset-backed Securitization

Trade receivables are sold on a revolving basis within the scope of an asset-backed securitization program (ABS program). At the end of the fiscal year, the nominal volume of the receivables sold and derecognized as a result came to €159.8 million (prior year: €175.1 million).

In some cases, the CLAAS Group retains the share of the sold receivables as part of these sales which is potentially balanced out under certain circumstances by future credits or netting. The resulting assets amounted to €56.3 million as of the balance sheet date (prior year: €66.6 million).

As part of these sales, the CLAAS Group recognized assets of €12.5 million (prior year: €12.4 million) as of the reporting date for the partially retained provisions for risk of default. The financial liabilities associated with the sales amounted to €17.7 million (prior year: €11.5 million).

20. Other Financial Assets

in € '000	Current	Non-current	Sept. 30, 2021	Current	Non-current	Sept. 30, 2020
Borrowings	-	12,078	12,078	-	7,675	7,675
Receivables from investments	10,704	4,665	15,369	5,559	4,565	10,124
Derivative financial instruments	22,465	9,511	31,976	21,051	19,872	40,923
Creditors with a debit balance	7,080	-	7,080	4,356	-	4,356
Loan receivables	789	-	789	802	-	802
Miscellaneous	115,304	20,175	135,479	128,837	14,993	143,830
Other financial assets	156,342	46,429	202,771	160,605	47,105	207,710

21. Other Non-financial Assets

in € '000	Current	Non-current	Sept. 30, 2021	Current	Non-current	Sept. 30, 2020
Tax assets	11,556	3,521	15,077	5,667	3,152	8,819
Deferred income	21,571	1,288	22,859	15,181	-	15,181
Other taxes	42,452	-	42,452	37,109	-	37,109
Surplus related to funded benefit obligations	-	13,143	13,143	-	5,662	5,662
Payments made on account	15,285	-	15,285	19,661	-	19,661
Miscellaneous	4,057	4,372	8,429	3,224	14,748	17,972
Other non-financial assets	94,921	22,324	117,245	80,842	23,562	104,404

22. Securities

Out of total securities of €698.8 million (prior year: €383.6 million), €104.7 million (prior year: €97.4 million) was attributable to investment funds. The remaining volume relates to money market securities and the Schuldscheindarlehen (German Private Placement), most often with a remaining maturity of less than one year.

Of the current securities held at the beginning of the fiscal year, securities with historical costs of €286.2 million were disposed of during the fiscal year (prior year: €80.0 million).

Securities totaling €10.7 million (prior year: €10.1 million) are pledged as collateral in order to meet the legal requirements of the German Partial Retirement Act (AlTZG).

23. Cash and Cash Equivalents

Cash and cash equivalents in a volume of €22.3 million are restricted (prior year: €12.7 million), of which €17.7 million (prior year: €11.5 million) is attributable to proceeds from trade receivables transferred under the ABS program that are not freely disposable and are to be transferred to other contracting parties.

24. Equity

Amounts reported as subscribed capital and capital reserves in the consolidated financial statements correspond to the amounts in the separate financial statements of CLAAS KGaA mbH. The subscribed capital of CLAAS KGaA mbH is composed of 3 million no-par-value registered shares with voting rights. The general partner without capital contribution is Helmut Claas GmbH. The shareholders of the limited partnership, CLAAS KGaA mbH, are all direct and indirect members of the Claas family. The capital reserves exclusively contain other contributions from shareholders.

The consolidated statement of changes in equity presents the development of equity as well as detailed information as to changes in retained earnings and accumulated other comprehensive income.

The dividend distributed to shareholders in fiscal year 2021 amounted to €40.0 million.

At CLAAS, the management of capital is governed by provisions of corporate law. The capital under management corresponds to the equity recognized in the balance sheet of the CLAAS Group. The aim of capital management is to achieve an adequate equity-to-assets ratio.

Should it be necessary to comply with contractual provisions, the capital will in addition be managed in accordance with the relevant requirements.

25. Financial Liabilities

in € '000	Current	Non-current	Sept. 30, 2021	Current	Non-current	Sept. 30, 2020
Bonds (U.S. Private Placement)	163,878	94,877	258,755	-	255,384	255,384
Liabilities to banks	26,619	10,853	37,472	36,344	4,656	41,000
Schuldscheindarlehen (German Private Placement)	-	300,000	300,000	-	300,000	300,000
Shareholder loans	4,119	41,991	46,110	4,594	41,991	46,585
Lease liabilities	39,034	75,980	115,014	38,717	77,604	116,321
Financial liabilities	233,650	523,701	757,351	79,655	679,635	759,290

The table below shows details of the privately placed bonds and the Schuldscheindarlehen (German Private Placement):

	Nominal volume	Carrying amount Sept. 30, 2021	Coupon in % p.a.	Due
Bond (U.S. Private Placement) 2012	USD 190,000,000	€163,878,000	3.98	08/2022
Bond (U.S. Private Placement) 2012	USD 110,000,000	€94,877,000	4.08	11/2022
Schuldscheindarlehen (German Private Placement) 2015	€50,000,000	€50,000,000	1.75	08/2024
Schuldscheindarlehen (German Private Placement) 2020	€215,000,000	€215,000,000	0.6 or 0.6±6M-Euribor (min. 0)	08/2027
Schuldscheindarlehen (German Private Placement) 2020	€35,000,000	€35,000,000	0.75	08/2029

Interest on liabilities to banks denominated in various currencies is charged at rates of between 0.25% p.a. and 4.6% p.a. Of these liabilities, €1.3 million are secured (prior year: €1.5 million). The liabilities to banks are attributable in part to very current liabilities in connection with the ABS program.

The shareholder loans refer primarily to liabilities to shareholders of the limited partnership.

Depending on the term of the lease, the lease liabilities were discounted at incremental borrowing rates of between 0.45% p.a. and 1.16% p.a. The following table shows the due dates of the lease liabilities as of the balance sheet date:

in € '000	Sept. 30, 2021	Sept. 30, 2020
Due within 1 year	39,034	38,717
Due within 1 to 5 years	58,527	58,195
Due after more than 5 years	17,453	19,409
Lease liabilities	115,014	116,321

Future lease payments are offset by expected income from minimum lease payments from non-cancelable sub-lease agreements for CLAAS machinery in the amount of €35.6 million.

In addition, the CLAAS Group had access to credit facilities from banks as well as a flexible syndicated loan totaling €686.5 million as of the balance sheet date for general financing purposes, €649.0 million of which was not utilized.

26. Silent Partnership

The silent partnership of the employee participation company CMG is compensated on the basis of performance and is considered subordinated in the event of liability. Pursuant to IFRS, any repayable capital transferred is classified as a financial liability. With regard to the silent partnership, the fair value cannot be reliably determined, for which reason the carrying amount is reported in this case.

In return for its subordinated capital contribution, CMG receives compensation that is based on the performance of the CLAAS Group. CMG also shares in any Group losses. A total of €8.0 million of the silent partnership can be terminated without cause as of September 30, 2022, additional termination-without-cause rights for a further €26.6 million apply between fiscal years 2023 and 2026.

27. Other Financial Liabilities

in € '000	Current	Non-current	Sept. 30, 2021	Current	Non-current	Sept. 30, 2020
Derivative financial instruments	20,721	-	20,721	3,874	-	3,874
Accrued interest	2,464	-	2,464	2,671	-	2,671
Miscellaneous	22,333	579	22,912	15,529	556	16,085
Other financial liabilities	45,518	579	46,097	22,074	556	22,630

28. Other Non-financial Liabilities

in € '000	Current	Non-current	Sept. 30, 2021	Current	Non-current	Sept. 30, 2020
Contract liabilities	112,070	-	112,070	71,376	-	71,376
Deferred income	75,892	-	75,892	67,508	-	67,508
Other taxes	56,185	-	56,185	59,322	-	59,322
Social security	7,478	-	7,478	7,078	-	7,078
Miscellaneous	355	-	355	647	-	647
Other non-financial liabilities	251,980	-	251,980	205,931	-	205,931

29. Pension Provisions

Defined Benefit Plans

The pension provisions within the CLAAS Group encompass both obligations from current pensions as well as vested rights from future retirement, disability, and surviving dependents pensions. Pension obligations are normally based on the employees' length of service and remuneration levels. As a rule, defined benefit plans within the Group vary depending on the economic, tax, and legal conditions in the respective countries.

Individual benefit agreements have been reached with the members of the Group Executive Board. The obligations from defined benefit plans for Group employees relate mainly to obligations in Germany, France, and the United Kingdom.

For new members, the pension plans have been closed in Germany since 2006, and since 2008 in the United Kingdom.

The defined benefit obligations are composed as follows:

in € '000/Sept. 30, 2021	Defined benefit obligations (DBO)	Fair value of the plan assets	Net obligation
Germany	289,213	487	288,726
France	35,103		35,103
United Kingdom	78,391	91,534	- 13,143
Other countries	3,766		3,766
Carrying amount	406,473	92,021	314,452
thereof: pension provisions			327,595
thereof: other non-financial assets			13,143

in € '000/Sept. 30, 2020	Defined benefit obligations (DBO)	Fair value of the plan assets	Net obligation
Germany	305,201	486	304,715
France	35,747	-	35,747
United Kingdom	73,885	79,547	- 5,662
Other countries	3,707	-	3,707
Carrying amount	418,540	80,033	338,507
thereof: pension provisions			344,169
thereof: other non-financial assets			5,662

The changes in the present value of the defined benefit obligations are composed as follows:

in € '000	2021	2020
Present value of the defined benefit obligations as of Oct. 1	418,540	433,982
Current service cost	9,537	10,742
Interest cost	3,863	3,404
Actuarial gains and losses	- 18,869	- 17,255
Past service cost, curtailments and settlements	- 86	- 186
Currency translation	4,307	- 1,841
Pension payments	- 11,020	- 10,538
Miscellaneous	201	232
Present value of the defined benefit obligations as of Sept. 30	406,473	418,540

The actuarial gains and losses largely result from the changes in financial assumptions.

The change in the fair value of the plan assets is shown in the table below:

in € '000	2021	2020
Fair value of the plan assets as of Oct. 1	80,033	84,633
Interest income	1,199	1,461
Income/expenses from plan assets excluding amounts already included in interest	5,836	- 4,286
Employer contributions	2,063	2,116
Employee contributions	201	232
Currency translation	4,658	- 2,196
Pension payments from plan assets	- 1,969	- 1,927
Fair value of the plan assets as of Sept. 30	92,021	80,033

The following amounts are recognized in comprehensive income for defined benefit plans:

in € '000	2021	2020
Current service cost	-9,537	- 10,742
Past service cost	86	186
Interest cost	-3,863	-3,404
Interest income	1,199	1,461
Defined benefit plan components recognized in the income statement	- 12,115	- 12,499
Income/expenses from plan assets excluding amounts already included in interest	5,836	- 4,286
Actuarial gains and losses	18,869	17,255
Defined benefit plan components recognized directly in equity	24,705	12,969

Interest cost and interest income are included in the financial result. The service cost and the past service cost are generally reported as functional costs.

The following material assumptions (average) were used for the actuarial valuation of the defined benefit plans:

Total income from plan assets amounted to €7.0 million in fiscal year 2021 (prior year: cost of €2.8 million).

in %	Sept. 30, 2021		Sept. 30, 2020	
	Germany	Other	Germany	Other
Discount rate	0.95	1.59	0.80	1.26
Rate of salary increase	2.50	2.80	2.50	2.49
Rate of pension increase	1.75	-	1.75	-

Plan assets mainly pertain to the funded plan in the United Kingdom and are composed of the following:

	Sept. 30, 2021		Sept. 30, 2020	
	in € '000	in %	in € '000	in %
Equity instruments	28,441	30.9	24,616	30.7
Bonds	61,240	66.6	53,023	66.3
Cash and cash equivalents	1,853	2.0	1,908	2.4
Miscellaneous	487	0.5	486	0.6
Plan assets	92,021	100.0	80,033	100.0

The equity instrument and bond items are held in the form of funds, for which redemption prices are determined on a regular basis. The equity instruments and bonds included in the fund are quoted on active markets. The market value of the plan assets is largely determined by the capital market environment.

Unfavorable equity and bond developments, in particular, could impact the market value. The investment risk is limited by the broad diversification of the bonds in the funds as well as the high quality of the obligors.

Plan assets are largely managed by a trust association in the United Kingdom under a trust agreement. This trust association stipulates, among other things, the principles and strategies for the investment activities.

The focus of the investment strategy is on sufficient diversification in order to distribute investment risk over a variety of markets and asset classes. It is also important that there is sufficient congruity between the risk drivers on both the investment and obligation sides. The allocation of assets is kept within specific investment ranges with respect to the type of investment and geographical market. In the year under review and in the prior year, the main focus of investment was on United Kingdom securities.

Were the other assumptions to remain unchanged, a rise in the discount rate by 25 basis points, as the material actuarial assumption, would reduce the present value of the defined benefit obligations by €20.0 million. A reduction in the discount rate of 25 basis points would correspond to a rise in the present value of the defined benefit obligations by €19.2 million. Actual developments will likely differ.

A rise or fall of 50 basis points in the rate of pension would have a comparable impact on the present value of the defined benefit obligations as a change in the discount rate of 25 basis

points, provided that the other assumptions remain unchanged. The impact of a possible change in the rate of salary increase, on the other hand, would be insignificant.

The weighted average maturity of the defined benefit obligations was 19.6 years as of September 30, 2021 (prior year: 19.0 years).

In fiscal year 2022, pension payments in the amount of €9.8 million are anticipated. The employer contributions to plan assets are expected to amount to €2.1 million.

Defined Contribution Plans

Defined contribution plans are also in place in Germany, North America, and China in addition to the defined benefit plans. Furthermore, contributions were also made to national pension insurance institutions in Germany.

The total cost of the defined contribution plans can be broken down as follows:

in € '000	2021	2020
Defined contribution plans	3,381	2,994
National plans	30,190	28,599
Total cost of defined contribution plans	33,571	31,593

30. Income Tax Provisions and Other Provisions

in € '000	Income tax provisions	Other provisions			Total other provisions	Total
		Personnel obligations	Sales obligations	Miscellaneous obligations		
Balance as of Oct. 1, 2020	21,854	164,653	374,226	74,992	613,871	635,725
Utilization	-7,524	-123,920	-218,901	-12,112	-354,933	-362,457
Reversals	-1,199	-2,784	-32,110	-8,303	-43,197	-44,396
Additions	46,650	166,125	330,414	26,702	523,241	569,891
Interest/change in interest rate	-	96	19	1	116	116
Currency translation	531	649	2,705	2,273	5,627	6,158
Balance as of Sept. 30, 2021	60,312	204,819	456,353	83,553	744,725	805,037
thereof: non-current	-	30,311	24,738	25,591	80,640	80,640
thereof: current	60,312	174,508	431,615	57,962	664,085	724,397

Income tax provisions include current tax obligations.

Personnel obligations mainly comprise provisions for part-time retirement programs, outstanding vacation time, anniversaries,

and annual bonuses. Obligations arising from sales primarily relate to provisions for warranty claims, sales bonuses and rebates, and other sales-generating measures.

Other Disclosures

31. Contingent Liabilities and Other Financial Obligations

The CLAAS Group had the following obligations as of the balance sheet date:

in € '000	Sept. 30, 2021	Sept. 30, 2020
Obligations to purchase items of property, plant and equipment	22,143	25,527
Bills of exchange, guarantees, etc.	18,644	23,748

As of September 30, 2021, future financial obligations of €12.1 million existed from leases already concluded but not yet commenced.

32. Litigation and Damage Claims

As a result of their general business operations, CLAAS Group companies are involved in a variety of legal proceedings and official governmental proceedings, or are exposed to third-party claims, or there may be a possibility of such proceedings being instituted or asserted in the future (for instance with respect to patents, product liability, or goods supplied or services rendered). Although the outcome of individual

proceedings cannot be predicted with certainty given the unforeseeable nature of events associated with legal disputes, the current assessment is that no significant adverse impact on the results of operations of the CLAAS Group will occur beyond the risks reflected in liabilities and provisions in the financial statements.

33. Additional Disclosures on Financial Instruments

Carrying Amounts of Financial Assets and Liabilities by Categories

in € '000	Sept. 30, 2021	Sept. 30, 2020
Financial assets measured at fair value through profit or loss	738,329	431,218
Financial assets measured at fair value through other comprehensive income	2,707	1,907
Financial assets measured at amortized cost	1,111,006	1,032,697
Financial liabilities measured at fair value through profit or loss	20,721	3,874
Financial liabilities measured at amortized cost	1,004,556	949,862

The carrying amounts of financial assets and liabilities generally equate to their fair values.

The values differ for financial liabilities: The carrying amounts of financial liabilities totaled €757.4 million (prior year: €759.3 million), while the fair value was €772.1 million (prior year: €774.0 million). The entire amount was attributable to Level 2 of the fair value hierarchy.

Fair Value Hierarchy

The market values of financial assets and financial liabilities measured at fair value may be determined based on the following basic data in accordance with the fair value hierarchy.

The following table shows the carrying amounts of the financial assets and liabilities measured at fair value by measurement level. There were no transfers between the individual categories.

The individual measurement levels are defined as follows in IFRS 13:

- Level 1 Measurement based on quoted prices in active markets for identical financial instruments
- Level 2 Measurement based on inputs other than quoted prices included within Level 1 that are observable either directly or indirectly
- Level 3 Measurement based on models using inputs that are not based on observable market data

in € '000	Sept. 30, 2021			Sept. 30, 2020		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Securities	698,774	-	-	383,551	-	-
Derivative financial instruments	-	31,976	-	-	40,923	-
Other investments	-	-	10,286	-	-	8,651
Financial assets at fair value	698,774	31,976	10,286	383,551	40,923	8,651
Derivative financial instruments	-	20,721	-	-	3,874	-
Financial liabilities at fair value	-	20,721	-	-	3,874	-

Net Gains or Losses on Financial Instruments

The net gains or losses on the financial instruments recognized in the consolidated income statement can be categorized as follows:

in € '000	2021	2020
Financial assets and financial liabilities measured at fair value through profit or loss	-2,233	4,074
Financial assets measured at amortized cost	3,967	331
Financial liabilities measured at amortized cost	-27,403	-22,510
Net gains or losses on financial instruments	-25,669	-18,105

The net gains or losses on financial assets or financial liabilities measured at fair value through profit or loss arise solely from fair value changes.

The net gains or losses on financial liabilities measured at amortized cost primarily include interest expenses and foreign exchange gains and losses.

For financial assets measured at amortized cost, the net gains or losses include interest income, foreign exchange gains and losses, impairments, write-ups, gains, or losses from the sale of the loan or receivable, and gains or losses from the reversal of previously recognized impairment losses on debt instruments.

34. Derivative Financial Instruments and Hedge Accounting

Hedge accounting is not used for some derivative financial instruments. The changes in fair value for these derivatives are recognized through profit or loss. Where hedge accounting is

applied, derivative financial instruments are used to hedge future cash flows (cash flow hedging). There were no other hedging relationships in the fiscal year.

in € '000	Sept. 30, 2021		Sept. 30, 2020	
	Assets	Liabilities	Assets	Liabilities
Forward exchange transactions	30,179	14,770	32,974	2,650
thereof: cash flow hedges	(26,655)	(11,716)	(31,872)	(707)
Foreign currency options	1,797	5,951	7,845	1,224
thereof: cash flow hedges	(723)	(-)	(4,886)	(-)
Miscellaneous	-	-	104	-
thereof: cash flow hedges	(-)	(-)	(-)	(-)
Derivative financial instruments	31,976	20,721	40,923	3,874
thereof: non-current	9,511	-	19,872	-
thereof: current	22,465	20,721	21,051	3,874

The cash flows from interest rate and currency risks from non-current financial liabilities hedged by cash flow hedges are due in 2022 and recognized in profit or loss. The underlying transactions for cash flow hedges for currency risks from the operating business are largely expected to be realized in the coming 12 to 18 months. This means that these hedges will primarily impact profit or loss in the coming fiscal year.

The changes in the value of cash flow hedges reclassified from equity to foreign exchange gains and losses, net, in the fiscal year amounted to €9.5 million (prior year: €-2.7 million).

The ineffective portion from cash flow hedges, which was recognized as profit or loss in foreign exchange gains and losses, net, amounted to €1.7 million (prior year: €0.3 million).

35. Financial Risk Management Principles of Risk Management

Principles of Risk Management

As a result of its business activities, the CLAAS Group is exposed to market price risk, particularly exchange rate and interest rate risk. On the procurement side, the CLAAS Group is exposed to commodity price and supply security risks. Moreover, credit risk arises from trade receivables, as well as from receivables relating to finance transactions such as cash and cash equivalents or the purchase of securities. Liquidity risk can result from a significant decline in operating business performance or from the risk categories mentioned above.

All market price risks are identified for the entire CLAAS Group and measured, monitored, and managed centrally by Group Treasury. Systematic, central currency and interest rate management is undertaken in order to limit, control and steer exchange rate and interest rate risk. In addition to operating measures to limit risks, all of the usual financial instruments, including derivatives, are used to manage risk. All transactions are concluded exclusively on the basis of existing underlying transactions or specifically planned transactions and are renewed on a rolling basis as required. All business partners are banks of very good credit quality.

Credit risk is identified, monitored, and managed for the entire CLAAS Group by the relevant decentralized units, supplemented by Group credit management. The local units focus their activities on operational monitoring and management of the respective risks in consideration of the locally adapted parameters specified by Group credit management. Group credit management establishes general guidelines, which form the basis for monitoring and managing the locally supervised transactions.

Since the management and the supervisory bodies of CLAAS attach great importance to systematic risk management, a comprehensive monitoring system that meets all legal requirements has been implemented. In this context, the efficiency of the hedging instruments used and the reliability of the internal control systems are regularly checked by means of internal and external reviews.

CLAAS pursues strict risk management. Derivative financial instruments are used exclusively for risk management purposes, i.e., to limit and steer risk related to business operations. The execution on the one hand and control, and posting of transactions on the other hand are physically and organizationally strictly segregated. Levels of discretion in trading in terms of both amount and characteristics are defined in internal guidelines. In the finance area, risk positions are continuously evaluated and analyzed by means of suitable systems. The analysis includes simulations and scenario calculations. The competent executive bodies are informed regularly of risk exposure. Certain finance management transactions must be approved by the Group Executive Board and/or the Shareholders' Committee.

Credit Risk

CLAAS is exposed to credit risk resulting from its business operations and finance activities. This risk entails the danger of unexpected economic loss in the event that a counterparty does not fulfill its payment obligations. Credit risk comprises both the direct risk of default as well as the risk of a downgrade in credit rating in combination with the threat of a concentration of individual risks. The maximum risk arising from a financial asset corresponds to the carrying amount of the asset.

Effective monitoring and management of credit risk is a basic component of the risk management system at CLAAS. Group credit management has defined principles for managing credit risk across the Group. CLAAS internally reviews and rates the credit quality of all customers with credit needs exceeding certain limits. In addition to financial reports submitted by the customer, the data for review and classification of credit quality is based on information from external credit rating agencies, previous default experience on the part of CLAAS, and experience resulting from the long-standing business partnership with the customer.

The maximum risk of default on trade receivables is derived from the carrying amounts recognized in the balance sheet. The risk of default is covered by write-downs. No single client was responsible for a material share of the total trade receivables of the CLAAS Group.

There were no indications, either during the course of the fiscal year or as of the balance sheet date, that the obligors of trade receivables that are neither impaired nor past due would not meet their payment obligations.

The collateral held for the purpose of minimizing potential credit risk consists primarily of credit insurance, guarantees from customers or banks, and, in some cases, retentions of title. There were no major losses recorded in either fiscal year 2021 or the prior year.

The CLAAS Group is exposed to credit risks in connection with investments in cash and cash equivalents and securities based on the risk of the obligor or issuer not meeting its payment obligations. In order to minimize this risk, issuers and obligors are carefully selected. These must have at least a BBB rating pursuant to the Standard & Poor's categories. Investments are widely diversified to further limit the risk of default. Default risk is continuously monitored using a market- and rating-based limit system. The competent executive bodies of the CLAAS Group approve the investment strategy and the limit system.

Derivative financial instruments are used exclusively for risk management purposes. The derivatives are either measured individually at fair value or included in hedge accounting. The maximum credit risk arising from derivative financial instruments corresponds to the positive market values of the instrument. The impact of counterparty risks on the market value is quantified using the credit value adjustment. Nearly all counterparties are internationally operating banks. The credit quality of the counterparties is continuously reviewed on the basis of rating agency credit ratings and the market prices for credit default insurance. Moreover, the risk of default is limited by a strategy of broad diversification.

Risks can also arise from issued financial guarantees. As of September 30, 2021, the maximum risk in the event of utilization amounted to €1.6 million (prior year: €1.1 million). The fair value was calculated as of the date of addition using the expected value method, taking into account credit risk reductions (liquidation proceeds) and risks that could arise on the basis of a default probability of 5% to 10% (prior year: 5% to 10%).

The following table gives an overview of undiscounted contractually agreed payment obligations from liabilities due in the coming fiscal years:

in € '000/Sept. 30, 2021	2022	2023	2024	2025	2026	thereafter	Total
Financial liabilities	266,412	137,021	75,039	14,089	10,854	316,436	819,851
Silent partnership	7,984	5,614	9,356	5,754	5,913	23,846	58,467
Trade payables	278,375	-	-	-	-	-	278,375
Derivative financial instruments	20,746	-	-	-	-	-	20,746
Miscellaneous	22,333	579	-	-	-	-	22,912
Payments due	595,850	143,214	84,395	19,843	16,767	340,282	1,200,351

in € '000/Sept. 30, 2020	2021	2022	2023	2024	2025	thereafter	Total
Financial liabilities	103,741	225,032	116,933	67,203	13,446	318,245	844,600
Silent partnership	5,707	5,240	5,693	9,544	5,837	23,000	55,021
Trade payables	233,115	-	-	-	-	-	233,115
Derivative financial instruments	3,880	-	-	-	-	-	3,880
Miscellaneous	15,529	556	-	-	-	-	16,085
Payments due	361,972	230,828	122,626	76,747	19,283	341,245	1,152,701

Currency Risks

The international focus of the CLAAS Group means that its operating business and financial transactions are exposed to risks of exchange rate volatilities, mainly arising from fluctuations in the value of the U.S. dollar, British pound, Polish zloty, Hungarian forint, Russian ruble, and Chinese renminbi against

Liquidity Risk

The CLAAS Group employs a number of measures to effectively counter liquidity risk. In doing so, liquidity management places top priority on the absolute necessity of ensuring solvency at all times. Liquidity management also aims for a comfortable and cost-efficient liquidity position that will allow the Group to react adequately to opportunities in a dynamic market environment. To meet these goals, value is placed on maintaining sufficient financing commitments (see Note 25) and cash and cash equivalents as well as on the ABS program (see Note 19) and international cash management. Liquidity trends are monitored intensively on an ongoing basis in the form of daily, weekly, and monthly analyses and reports with an increasing level of detail; future liquidity requirements are projected on a regular basis as part of the financial planning process. This process consists of a rolling three-month forecast, an annual forecast, and a five-year forecast. In addition, the situation with regard to financing conditions for CLAAS on the financial markets is monitored on an ongoing basis to enable any refinancing risk to be countered promptly and proactively.

the euro. In the operating business, currency risk mainly arises when net sales are realized in a currency different from that of the associated costs (transaction risk). To effectively counter the effect of exchange rate fluctuations, CLAAS pursues central currency management under the purview of the Group Treasury department.

To calculate the total risk exposure, the estimated operating inflows and outflows are recorded centrally for each currency on a fiscal-year basis. A basic hedging strategy is developed for the resulting net exposures in consideration of risk-bearing capacity, the market assessment, and the competitive situation in the target market in question. The hedging strategy is intended to protect the CLAAS Group from negative market developments while enabling the Group to participate in positive developments. The hedge horizon is typically between one and two years. The hedging strategy is approved by the competent executive body of the CLAAS Group and implemented by the Group Treasury department through the conclusion of financial derivative contracts. The hedging strategy implemented is monitored continuously by the Group Treasury department and adapted as needed. Group management and the competent executive body receive regular reports informing them of the current status of the currency risk position.

Financing-related and investment-related currency risks are – insofar as possible and appropriate – integrated into the forecasts of operating exposure. Alternatively, these risks may be hedged individually on a case-by-case basis.

The following scenario analysis indicates the value of financial instruments denominated in foreign currencies in the event of a 10% increase or 10% decrease in the value of the hedging portfolio in comparison with the actual exchange rates on the balance sheet date. The figures are presented separately depending on whether the items are recognized in equity (via hedge accounting) or at fair value through profit or loss. The future underlying items that the derivative portfolio is intended to hedge are not included in the presentation pursuant to IFRS 7. Any conclusions made on the basis of the information presented here therefore relate exclusively to derivative financial instruments. The values stated are not meaningful for determining the overall future effect of exchange rate fluctuations on the cash flows or earnings of the CLAAS Group. In addition to the analysis made here of the market value risk inherent in currency derivatives, internal risk management and the information provided regularly to the competent executive bodies are based above all on meaningful scenario analyses of the total risk position, which take account of both the underlying items and the hedge portfolio. Foreign currency loans are generally hedged using forward transactions.

in € '000	Sept. 30, 2021		Sept. 30, 2020	
	Equity	Profit or loss	Equity	Profit or loss
Actual fair value	15,657	-4,417	36,057	890
Fair value in the event of an exchange rate increase of 10%	30,667	22,072	43,875	25,466
U.S. dollar	8,596	14,493	19,432	19,567
British pound	11,642	7,544	11,081	4,593
Polish zloty	8,057	3,175	5,806	1,349
Russian ruble	2,712	-3,285	8,097	-1,480
Chinese renminbi	1,290	672	1,409	1,482
Hungarian forint	-1,630	-4,278	-1,950	-2,772
Miscellaneous	-	3,751	-	2,727
Fair value in the event of an exchange rate decrease of 10%	6,420	-44,822	32,987	-29,521
U.S. dollar	29,669	-27,116	40,162	-18,419
British pound	-11,695	-11,701	-6,274	-5,667
Polish zloty	-3,941	-4,081	-2,511	-2,060
Russian ruble	-6,180	2,503	1,894	1,918
Chinese renminbi	-2,840	-2,217	-955	-2,432
Hungarian forint	1,407	1,478	671	657
Miscellaneous	-	-3,688	-	-3,518

Furthermore, the conversion of the net assets of foreign subsidiaries located outside the euro zone and their income and expenses (translation risk) also entail currency risks.

Based on efficiency and materiality considerations these risks are generally not hedged.

Interest Rate Risk

CLAAS is generally exposed to interest rate risk on assets and liabilities. Such risk may arise on financial instruments such as bonds or liabilities to banks or due to the effects of interest rate changes on operating and strategic liquidity. Transactions relating to initial funding and capital investment, as well as the subsequent management of the positions in line with targets such as maturity date and the length of time for which interest rates are fixed, are undertaken centrally for the entire CLAAS Group by the Group Treasury department in coordination with the competent executive bodies. Interest rate derivatives are used to manage risk. These positions are recognized at their fair values and continuously monitored on a fair value basis. The resulting risk is measured by means of value at risk analyses, among other instruments.

Value at risk is measured using Monte Carlo simulation, assuming a confidence level of 99.0% and a holding period of ten days. The resulting figure represents the loss in fair value of the portfolio of all interest-sensitive instruments, with a probability of only 1.0% that the figure obtained will be exceeded after ten days. Foreign exchange derivatives are not included, as any interest-related changes they may be exposed to are insignificant. As of the balance sheet date, the value at risk of all interest-sensitive financial instruments amounted to €1.6 million (prior year: €2.4 million).

Commodity Price Risk

CLAAS is subject to the risk of changes in commodity prices arising from the procurement of input materials. To a minor extent, derivative financial instruments are used to hedge the risk of changes in the price of industrial metals and natural rubber. The resulting risk is thus insignificant.

36. Disclosures on the Consolidated Statement of Cash Flows

The consolidated statement of cash flows comprises cash flows from operating activities as well as investing and financing activities. Effects of changes in the scope of consolidation on cash and cash equivalents are shown separately in cash flows from investing activities. The impact of exchange rate

fluctuations on cash and cash equivalents is eliminated from individual cash flows and stated separately.

The following cash flows are reported under cash flows from operating activities:

in € '000	2021	2020
Interest paid	23,622	26,152
Interest received	7,736	7,594
Dividends received	19,554	2,668
Income taxes paid	68,736	39,732

Liabilities from financial liabilities developed as follows:

in € '000	2021	2020
Financial liabilities as of Oct. 1	759,290	777,171
Cash inflows/outflows	-31,404	-12,594
Currency translation	1,906	-1,178
Measurement of bonds in foreign currencies	3,370	-19,845
Non-cash changes leasing	24,189	15,736
Financial liabilities as of Sept. 30	757,351	759,290

37. Related Party Disclosures

Related parties are associates and joint ventures accounted for using the equity method as well as persons who can exercise significant influence on the CLAAS Group. The latter includes the members of the Group Executive Board, the Supervisory Board, and the Shareholders' Committee, as well as the members of the Claas families.

The following table shows the extent of the business relationships of the CLAAS Group with related parties:

in € '000	Associates		Joint ventures	
	2021	2020	2021	2020
Income	33,106	29,849	208,136	132,827
Expenses	6,455	4,103	248,893	215,976
Receivables	8,654	8,960	35,220	31,320
Liabilities	62	90	17,532	15,225

The receivables and liabilities mainly relate to trade receivables and trade payables.

The members of the Claas family granted loans totaling €46.1 million in the reporting year (prior year: €46.6 million); of this amount, €4.1 million (prior year: €4.6 million) is due within one year.

The CLAAS Group did not conclude any other material transactions with related parties.

All transactions with related parties were conducted on an arm's length basis.

The remuneration paid to members of the Supervisory Board and the Shareholders' Committee totaled €1.5 million in fiscal year 2021 (prior year: €1.5 million).

The following remuneration was paid to members of the Group Executive Board:

in € '000	2021	2020
Current remuneration	5,770	4,436
Provisions for retirement benefits	85	68
Total Group Executive Board remuneration	5,855	4,504

Retirement benefits were paid to former members of the Executive Board of CLAAS KGaA mbH/the Group Executive Board in the amount of €0.7 million (prior year: €0.8 million). Obligations for current pensions and vested rights of former members of the Executive Board of CLAAS KGaA mbH/the Group Executive Board totaled €13.0 million as of the balance sheet date (prior year: €15.5 million).

38. Auditor's Fees

The following fees were recognized as an expense for the services provided by the auditor of the consolidated financial statements, Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft:

in € '000	2021	2020
Audit services	633	632
Other assurance services	31	42
Tax consulting services	158	154
Other services	11	5
Auditor's fees	833	833

Audit services include fees for auditing the financial statements of CLAAS KGaA mbH and the consolidated financial statements as well as the financial statements of the domestic subsidiaries.

39. Application of Section 264 (3) and Section 264b of the German Commercial Code

The following domestic subsidiaries made partial use of the exemption option pursuant to Section 264 (3) and Section 264b of the German Commercial Code:

- 365FarmNet Group KGaA mbH & Co KG, Harsewinkel
- CLAAS Anlagemanagement GmbH, Harsewinkel
- CLAAS E-Systems GmbH, Dissen am Teutoburger Wald
- CLAAS Global Sales GmbH, Harsewinkel
- CLAAS Industrietechnik GmbH, Paderborn
- CLAAS Material Handling GmbH, Harsewinkel
- CLAAS Saulgau GmbH, Bad Saulgau
- CLAAS Selbstfahrende Erntemaschinen GmbH, Harsewinkel
- CLAAS Service and Parts GmbH, Harsewinkel
- CLAAS Vertriebsgesellschaft mbH, Harsewinkel

40. Events after the Balance Sheet Date

There were no events or developments after the end of the fiscal year that could have led to material changes in the presentation or the measurement of individual assets or liabilities as of September 30, 2021, or that are subject to disclosure requirements.

41. List of Shareholdings

	Company and registered office	Shareholding in %	Held through no.
I. Affiliated companies included in the scope of consolidation			
No. Domestic companies			
1	CLAAS Kommanditgesellschaft auf Aktien mbH, Harsewinkel		
2	BLT Brandenburger Landtechnik GmbH, Liebenthal	50.6	17
3	CHW Fonds, Munich		
4	CLAAS Anlagemanagement GmbH, Harsewinkel	100.0	1
5	CLAAS Bordsesholm GmbH, Bordsesholm	82.4	17
6	CLAAS Braunschweig GmbH, Schwülper	100.0	17
7	CLAAS Central Asia Investment GmbH, Harsewinkel	100.0	1
8	CLAAS E-Systems GmbH, Dissen am Teutoburger Wald	100.0	1
9	CLAAS Global Sales GmbH, Harsewinkel	100.0	1
10	CLAAS Industrietechnik GmbH, Paderborn	100.0	1
11	CLAAS Material Handling GmbH, Harsewinkel	100.0	1
12	CLAAS Osteuropa Investitions GmbH, Harsewinkel	100.0	1
13	CLAAS Saugau GmbH, Bad Saugau	100.0	1
14	CLAAS Selbstfahrende Erntemaschinen GmbH, Harsewinkel	100.0	1
15	CLAAS Service and Parts GmbH, Harsewinkel	100.0	1
16	CLAAS Thüringen GmbH, Schwabhausen	90.0	17
17	CLAAS Vertriebsgesellschaft mbH, Harsewinkel	100.0	1
18	CLAAS Weser Ems GmbH, Molbergen	100.0	17
19	365FarmNet GmbH, Berlin	100.0	20
20	365FarmNet Group KGaA mbH & Co KG, Harsewinkel	100.0	1/21
21	365FarmNet Verwaltungs GmbH, Gütersloh	100.0	1
Foreign companies			
22	Canada West Harvest Centre Inc., Kelowna/Canada	100.0	29
23	CLAAS Agricoltura S.R.L., Milan/Italy	100.0	41
24	CLAAS Agricultural Machinery (Shandong) Co. Ltd., Gaomi/China	100.0	36
25	CLAAS Agricultural Machinery Private Limited, New Delhi/India	100.0	9/15
26	CLAAS Agricultural Machinery Trading (Beijing) Co. Ltd., Beijing/China	100.0	30
27	CLAAS América Latina Representação Ltda., Porto Alegre/Brazil	100.0	1/9
28	CLAAS Argentina S.A., Sunchales/Argentina	100.0	1
29	CLAAS Canada Holdings Inc., Kelowna/Canada	100.0	1
30	CLAAS East Asia Holding Ltd., Hong Kong/China	100.0	1
31	CLAAS Eastern Ltd., Saxham/United Kingdom	100.0	53
32	CLAAS Financial Services Inc., Wilmington/Delaware/USA	100.0	45
33	CLAAS France Holding S.A.S., Vélizy/France	100.0	1
34	CLAAS France S.A.S., Ymeray/France	100.0	33
35	CLAAS Global Sales Americas Inc., Wilmington/Delaware/USA	100.0	9
36	CLAAS Greater China Holding Ltd., Hong Kong/China	100.0	1
37	CLAAS Holdings Ltd., Saxham/United Kingdom	100.0	1
38	CLAAS Hungária Kft., Törökszentmiklós/Hungary	100.0	1
39	CLAAS Ibérica S.A., Madrid/Spain	100.0	1
40	CLAAS India Private Ltd., Faridabad/India	100.0	1
41	CLAAS Italia S.p.A., Vercelli/Italy	100.0	1
42	CLAAS Manns Ltd., Saxham/United Kingdom	100.0	53
43	CLAAS Middle East – FZE, Dubai/United Arab Emirates	100.0	9
44	CLAAS North America Holdings Inc., Omaha/Nebraska/USA	100.0	1
45	CLAAS of America Inc., Omaha/Nebraska/USA	100.0	44
46	CLAAS Omaha Inc., Omaha/Nebraska/USA	100.0	44
47	CLAAS Polska sp. z o.o., Poznań/Poland	100.0	1
48	CLAAS Regional Center Central Europe GmbH, Spillern/Austria	100.0	1

Notes to the Consolidated Financial Statements

Company and registered office	Shareholding in %	Held through no.	
Foreign companies			
49 CLAAS Regional Center South East Asia Ltd., Bangkok/Thailand	100.0	1	
50 CLAAS Regional Center South East Europe S.R.L., Afumați/Romania	100.0	1	
51 CLAAS Réseau Agricole S.A.S., Ymeray/France	100.0	52	
52 CLAAS Tractor S.A.S., Vélizy/France	100.0	33	
53 CLAAS U.K. Ltd., Saxham/United Kingdom	100.0	37	
54 CLAAS Western Ltd., Saxham/United Kingdom	100.0	53	
55 Mercator Purchasing S.A., Luxembourg/Luxembourg			
56 Nebraska Harvest Center Inc., Wilmington/Delaware/USA	100.0	44	
57 OOO CLAAS Vostok, Moscow/Russia	100.0	1	
58 OOO CLAAS, Krasnodar/Russia	99.0	12	
59 S@T-INFO S.A.S., Chalon-sur-Saône/France	100.0	33	
60 TOV CLAAS Ukraina, Kiev/Ukraine	100.0	1	
61 Usines CLAAS France S.A.S., Metz-Woippy/France	100.0	33	
62 365 FarmNet France S.A.S., Ymeray/France	100.0	33	
II. Associates accounted for using the equity method			
63 CLAAS Financial Services LLC., San Francisco/California/USA	49.0	45/32	
64 G.J.'s Harvest Centre Inc., Ontario/Canada	34.5	29	
65 Mecklenburger Landtechnik GmbH, Prützen/Germany	25.1	17	
66 Schmahl Landtechnik Upahl GmbH & Co., Upahl/Germany	45.0	17	
67 Schmahl Landtechnik Upahl Verwaltungs GmbH, Upahl/Germany	45.0	17	
68 SM3 CLAAS S.A.S., Fleury/France	42.0	51	
69 Worch Landtechnik GmbH, Schora/Germany	39.0	17	
III. Joint ventures and joint operations accounted for using the equity method			
70 CLAAS Financial Services Ltd., Basingstoke/United Kingdom	49.0	53	
71 CLAAS Financial Services S.A.S., Puteaux/Paris/France	49.0	1	
72 Fricke Landtechnik GmbH, Demmin/Germany	25.1	17	
73 G.I.M.A. S.A.S., Beauvais/France	50.0	52	
74 TechnikCenter Grimma GmbH, Mutzschen/Germany	30.0	17	
75 Uz CLAAS Agro MChJ, Tashkent/Uzbekistan	49.0	7	
IV. Other significant shareholdings			
76 AGRAVIS Technik Hessen-Pfalz GmbH, Fritzlar/Germany	EUR 700,000	10.0	17
77 AgXeed Holding B.V., Venray/Netherlands	EUR 183	3.7	4
78 BayWa AG Centre Ltd., Crossfield/Alberta/Canada	CAD 555,557	10.0	29
79 CLAAS Main-Donau GmbH & Co. KG, Gollhofen/Germany	EUR 1,200,000	10.0	17
80 CLAAS Nordostbayern GmbH & Co. KG, Altenstadt an der Waldnaab/Germany	EUR 750,000	10.0	17
81 CLAAS Südostbayern GmbH, Töging am Inn/Germany	EUR 700,000	10.0	17
82 CLAAS Württemberg GmbH, Langenau/Germany	EUR 800,000	10.0	17
83 CS Parts Logistics GmbH, Bremen/Germany	EUR 1,550,000	50.0	15
84 DESICO S.A., Florentino Ameghino/Buenos Aires/Argentina	ARS 13,333	10.0	28
85 Deutsches Forschungszentrum für Künstliche Intelligenz GmbH, Kaiserslautern/Germany	EUR 1,248,000	4.2	1
86 E-FARM GmbH, Hamburg/Germany	EUR 34,628	11.8	4
87 Landtechnik Steigra GmbH, Steigra/Germany	EUR 615,000	15.1	17
88 LTZ Chemnitz GmbH, Hartmannsdorf/Germany	EUR 750,000	10.0	17
89 MD-Betriebs-GmbH, Munich/Germany	EUR 25,000	10.0	17
90 NOB-Betriebs-GmbH, Altenstadt an der Waldnaab/Germany	EUR 25,000	10.0	17
91 Pellenc Languedoc Roussillon S.A.S., Lézignan-Corbières/France	EUR 1,000,000	35.0	51
92 Tingley Implements Inc., Lloydminster/Canada	CAD 1,092,000	10.0	45

Management Statement on the Preparation of the Consolidated Financial Statements

These consolidated financial statements for the fiscal year ended September 30, 2021, and the Group management report were prepared by the Executive Board of CLAAS KGaA mbH on November 24, 2021. The accuracy and completeness of the information contained in the financial statements and the Group management report are the responsibility of the Company's management. The consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS), as applicable in the European Union (EU). Prior-year figures were determined in accordance with the same principles. The consolidated financial statements are supplemented by the Group management report and additional disclosures in accordance with Section 315e of the German Commercial Code (HGB).

Systems of internal control, uniform Group accounting policies, and continuous employee training ensure that the consolidated financial statements and the Group management report are prepared in compliance with generally accepted accounting principles and comply with statutory requirements. Compliance with the guidelines set forth in the risk management manual, which are applicable to the Group as a whole, as well as the reliability and effectiveness of the control systems are examined by our internal auditing unit on an ongoing basis. After careful examination of the current risk position, we have discovered no specific risks that could threaten the continued existence of the CLAAS Group.

Harsewinkel, November 24, 2021
Executive Board of the CLAAS Group



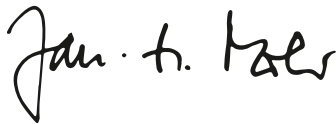
Thomas Böck



Dr. Martin von Hoyningen-Huene



Hans Lampert



Jan-Hendrik Mohr



Christian Radons

Independent Auditor's Report

To CLAAS Kommanditgesellschaft auf Aktien mbH

Opinions

We have audited the consolidated financial statements of CLAAS Kommanditgesellschaft auf Aktien mbH, Harsewinkel, and its subsidiaries (the Group), which comprise the consolidated income statement and consolidated statement of comprehensive income for the fiscal year from 1 October 2020 to 30 September 2021, and the consolidated statement of financial position as at 30 September 2021, consolidated statement of cash flows, consolidated statement of changes in equity for the fiscal year from 1 October 2020 to 30 September 2021, and notes to the consolidated financial statements, including the recognition and measurement policies presented therein. In addition, we have audited the group management report of CLAAS Kommanditgesellschaft auf Aktien mbH for the financial year from 1 October 2020 to 30 September 2021. In accordance with the German legal requirements, we have not audited the content of the statement on corporate governance in section "Employees" subsection "Women in leadership positions" that is part of the group management report.

In our opinion, on the basis of the knowledge obtained in the audit,

- the accompanying consolidated financial statements comply, in all material respects, with the IFRSs as adopted by the EU, and the additional requirements of German commercial law pursuant to Sec. 315e (1) HGB and, in compliance with these requirements, give a true and fair view of the assets, liabilities and financial position of the Group as at 30 September 2021 and of its financial performance for the fiscal year from 1 October 2020 to 30 September 2021, and
- the accompanying group management report as a whole provides an appropriate view of the Group's position. In all material respects, this group management report is consistent with the consolidated financial statements, complies with German legal requirements and appropriately presents the opportunities and risks of future development.

Our opinion on the group management report does not cover the statement on corporate governance referred to above.

Pursuant to Sec. 322 (3) Sentence 1 HGB, we declare that our audit has not led to any reservations relating to the legal compliance of the consolidated financial statements and of the group management report.

Basis for the Opinions

We conducted our audit of the consolidated financial statements and of the group management report in accordance with Sec. 317 HGB and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] (IDW). Our responsibilities under those requirements and principles are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements and of the group management report" section of our auditor's report. We are independent of the Group entities in accordance with the requirements of German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions on the consolidated financial statements and on the group management report.

Other Information

The executive directors are responsible for the other information. The other information comprises statement on corporate governance according to Sec. 289f (4) HGB (information on proportion of women) in section "Employees" subsection "Women in leadership positions" in the group management report.

Our opinions on the consolidated financial statements and on the group management report do not cover the other information, and consequently we do not express an opinion or any other form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in so doing, to consider whether the other information

- is materially inconsistent with the consolidated financial statements, with the group management report or our knowledge obtained in the audit, or
- otherwise appears to be materially misstated.

Responsibilities of the Executive Directors for the Consolidated Financial Statements and the Group Management Report

The executive directors are responsible for the preparation of the consolidated financial statements that comply, in all material respects, with IFRSs as adopted by the EU and the additional requirements of German commercial law pursuant to Sec 315e (1) HGB and that the consolidated financial statements, in compliance with these requirements, give a true and fair view of the assets, liabilities, financial position and financial performance of the Group. In addition, the executive directors are responsible for such internal control as they have determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the executive directors are responsible for assessing the Group's ability to continue as a going concern. They also have the responsibility for disclosing, as applicable, matters related to going concern. In addition, they are responsible for financial reporting based on the going concern basis of accounting, unless there is an intention to liquidate the Group or to cease operations, or there is no realistic alternative but to do so.

Furthermore, the executive directors are responsible for the preparation of the group management report that, as a whole, provides an appropriate view of the Group's position and is, in all material respects, consistent with the consolidated financial statements, complies with German legal requirements, and appropriately presents the opportunities and risks of future development. In addition, the executive directors are responsible for such arrangements and measures (systems) as they have considered necessary to enable the preparation of a group management report that is in accordance with the applicable German legal requirements, and to be able to provide sufficient appropriate evidence for the assertions in the group management report.

The Supervisory Board is responsible for overseeing the Group's financial reporting process for the preparation of the consolidated financial statements and of the group management report.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements and of the Group Management Report

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and whether the group management report as a whole provides an appropriate view of the Group's position and, in all material respects, is consistent with the consolidated financial statements and the knowledge obtained in the audit, complies with the German legal requirements and appropriately presents the opportunities and risks of future development, as well as to issue an auditor's report that includes our opinions on the consolidated financial statements and on the group management report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with §317 HGB and in compliance with German Generally Accepted Standards for Financial Statement Audits promulgated by the Institut der Wirtschaftsprüfer (IDW) will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and this group management report.

We exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and the group management report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our [audit] opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and of arrangements and measures (systems) relevant to the audit of the group management report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an [audit] opinion on the effectiveness of these systems.
- Evaluate the appropriateness of accounting policies used by the executive directors and the reasonableness of estimates made by the executive directors and related disclosures.
- Conclude on the appropriateness of the executive directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in the auditor's report to the related disclosures in the consolidated financial statements and in the group management report or, if such disclosures are inadequate, to modify our respective [audit] opinions. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to be able to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements present the underlying transactions and events in a manner that the consolidated financial statements give a true and fair view of the assets, liabilities, financial position and financial performance of the Group in compliance with IFRSs as adopted by the EU and the additional requirements of German commercial law pursuant to Sec. 315e (1) HGB.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express audit opinions on the consolidated financial statements and on the group management report. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinions.
- Evaluate the consistency of the group management report with the consolidated financial statements, its conformity with German law, and the view of the Group's position it provides.
- Perform audit procedures on the prospective information presented by the executive directors in the group management report. On the basis of sufficient appropriate audit evidence we evaluate, in particular, the significant assumptions used by the executive directors as a basis for the prospective information, and evaluate the proper derivation of the prospective information from these assumptions. We do not express a separate audit opinion on the prospective information and on the assumptions used as a basis. There is a substantial unavoidable risk that future events will differ materially from the prospective information.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hanover, 24 November 2021

Ernst & Young GmbH
Wirtschaftsprüfungsgesellschaft

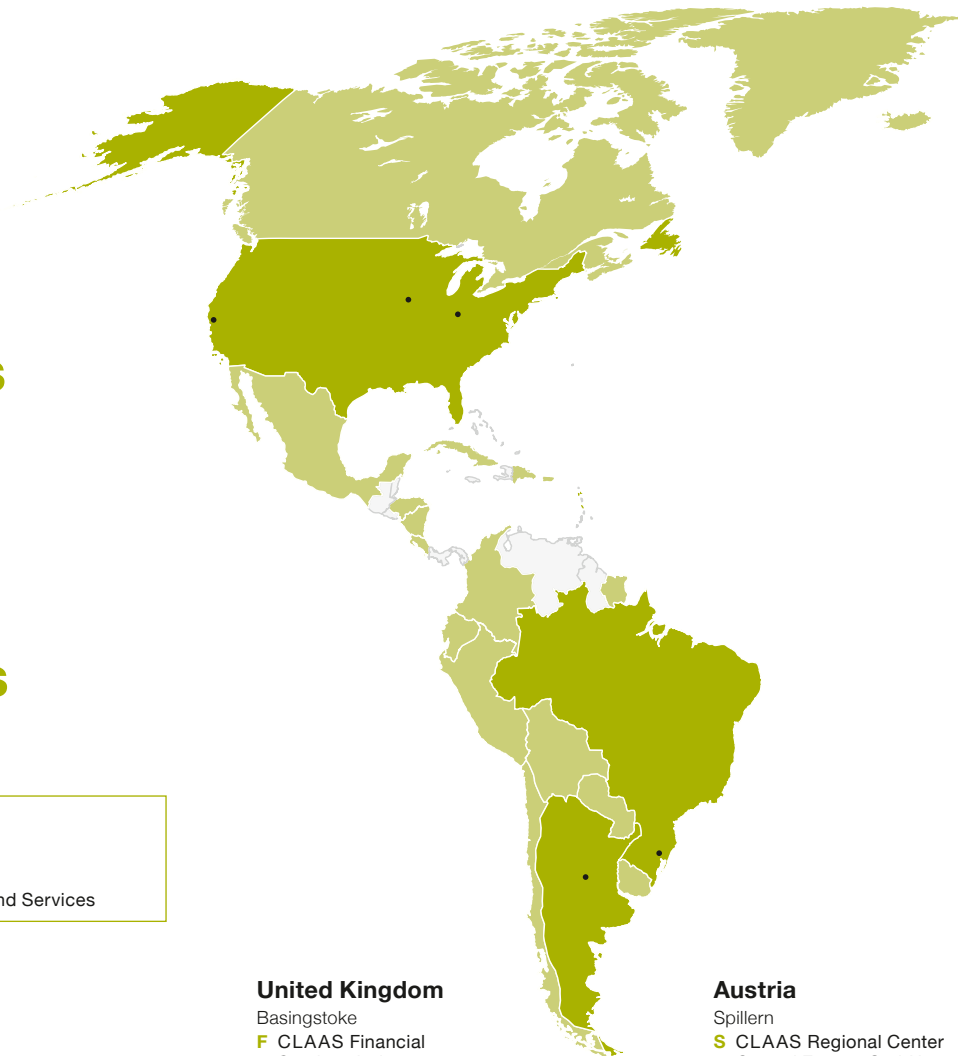
(Dr. Janze)
German Public Auditor

(Heinrichson)
German Public Auditor

Locations

19
Countries

35
Locations



- P Product Company
- S Sales Company
- F Financing Company
- H Holding – Management and Services

USA

- Columbus/Indiana
 - S CLAAS of America Inc.
- Omaha/Nebraska
 - S CLAAS of America Inc.
 - P CLAAS Omaha Inc.
- San Francisco/California
 - F CLAAS Financial Services LLC.

Argentina

- Sunchales
 - S CLAAS Argentina S.A.

Brazil

- Porto Alegre
 - S CLAAS América Latina Representação Ltda.

United Kingdom

- Basingstoke
 - F CLAAS Financial Services Ltd.
- Saxham
 - S CLAAS U.K. Ltd.

Spain

- Madrid
 - S CLAAS Ibérica S.A.

Italy

- Milan
 - S CLAAS Agricultura S.R.L.
- Vercelli
 - S CLAAS Italia S.p.A.

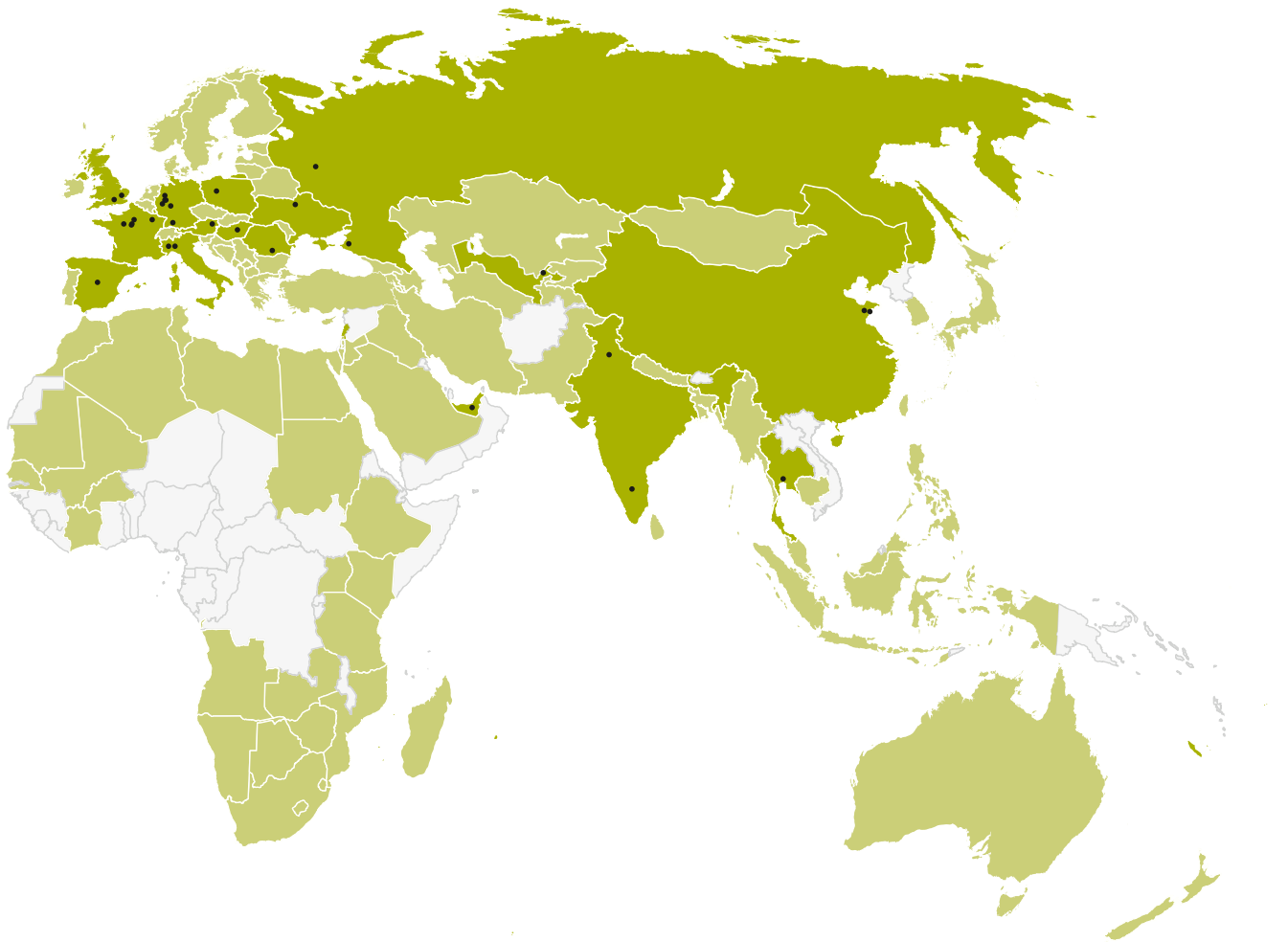
Austria

- Spillern
 - S CLAAS Regional Center Central Europe GmbH

France

- Le Mans
 - P CLAAS Tractor S.A.S.
- Metz-Woippy
 - P Usines CLAAS France S.A.S.
- Paris
 - F CLAAS Financial Services S.A.S.
- Vélizy
 - P CLAAS Tractor S.A.S.
- Ymeray
 - S CLAAS France S.A.S.
 - S CLAAS Réseau Agricole S.A.S.

Locations

**Germany**

Bad Saulgau

P CLAAS Saulgau GmbH

Dissen a.T.W.

P CLAAS E-Systems GmbH

Hamm

S CLAAS Service and Parts GmbH

Harsewinkel

H CLAAS KGaA mbH**S** CLAAS Global Sales GmbH**S** CLAAS Material Handling GmbH**P** CLAAS Selbstfahrende Erntemaschinen GmbH**S** CLAAS Service and Parts GmbH

Herzebrock-Clarholz

S CLAAS Vertriebsgesellschaft mbH

Paderborn

P CLAAS Industrietechnik GmbH**Hungary**

Törökszentmiklós

P CLAAS Hungária Kft.**Romania**

Afumați

S CLAAS Regional Center South East Europe S.R.L.**Uzbekistan**

Taschkent

P Uz CLAAS Agro MChJ**Ukraine**

Kiew

S TOV CLAAS Ukraina**Poland**

Poznań

S CLAAS Polska sp. z o.o.**India**

Bangalore

S CLAAS Agricultural Machinery Private Limited

Chandigarh

P CLAAS India Private Ltd.**Russia**

Krasnodar

P OOO CLAAS

Moscow

S OOO CLAAS Vostok**Thailand**

Bangkok

S CLAAS Regional Center South East Asia Ltd.**China**

Gaomi

P CLAAS Agricultural Machinery (Shandong) Co. Ltd.

Qingdao

S CLAAS Agricultural Machinery Trading (Beijing) Co. Ltd.**United Arab Emirates**

Dubai

S CLAAS Middle East – FZE

Definitions

Capital expenditure = Capital expenditure for intangible assets (excluding goodwill)
+ capital expenditure for property, plant and equipment

EBIT = Net income + income taxes + interest and similar expenses

EBITDA = EBIT +/- amortization/depreciation/impairment/write-ups of intangible assets;
property, plant and equipment; right of use assets; investments; and borrowings

Equity and non-current liabilities to non-current assets (in %) = $\frac{\text{Equity} + \text{non-current liabilities}}{\text{Non-current assets}} \times 100$

Equity-to-assets ratio (in %) = $\frac{\text{Equity}}{\text{Total assets}} \times 100$

Free cash flow = Cash flows from operating activities – net capital expenditure
in intangible assets; property, plant and equipment;
borrowings and shares of fully consolidated companies
and investments

Liquid assets = Cash and cash equivalents + current securities

Return on equity (in %) = $\frac{\text{Net income}}{\text{Equity}} \times 100$

Return on sales (in %) = $\frac{\text{Income before taxes}}{\text{Net sales}} \times 100$

Working capital = Inventories +/- trade receivables/payables
– payments received on account + payments made on account

Definitions

Ten-year Overview

Ten-year Overview

in € million	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Financial performance										
Net sales	4,797.8	4,042.3	3,898.0	3,889.2	3,761.0	3,631.6	3,838.5	3,823.0	3,824.6	3,435.6
Research and development costs ¹	262.3	237.4	243.6	233.4	217.6	221.4	203.0	212.3	197.0	181.2
EBITDA	532.1	333.4	280.3	372.7	335.7	251.9	310.5	327.9	420.5	426.1
EBIT	384.9	185.6	164.0	256.8	215.2	129.0	196.8	194.4	334.7	347.6
Income before taxes	357.1	158.1	135.7	225.7	184.5	93.5	157.7	155.1	295.3	315.6
Net income	272.6	107.1	96.3	152.0	115.4	37.6	105.7	113.1	212.3	232.7
Return on sales (in %)	7.4	3.9	3.5	5.8	4.9	2.6	4.1	4.1	7.7	9.2
Return on equity (in %)	15.9	7.3	6.8	10.9	8.9	3.2	8.6	9.6	17.3	21.3
Foreign sales (in %)	80.6	80.1	79.5	78.5	79.1	78.6	77.2	77.2	78.1	77.3
Cash flow/investments/amortization, depreciation and impairment										
Cash flow from operating activities	580.5	478.4	45.9	85.0	345.0	246.0	156.5	50.4	247.6	115.1
Free cash flow	381.5	308.1	-138.2	-83.9	209.6	118.5	38.8	-136.9	82.1	-84.2
Capital expenditure ²	194.0	187.2	183.3	160.3	130.7	122.2	128.3	173.2	172.4	163.1
Amortization/depreciation and impairment ³	121.0	121.4	128.8	112.7	116.2	102.8	111.3	133.3	83.3	78.4
Asset/capital structure										
Non-current assets	1,389.2	1,293.9	1,183.0	1,066.8	995.6	1,002.0	993.0	942.5	820.4	707.3
thereof: development costs recognized as an asset	245.6	232.5	219.2	194.3	183.2	174.9	160.9	141.8	116.1	96.9
thereof: property, plant and equipment	612.2	561.6	541.8	501.5	476.2	480.5	480.7	486.2	460.0	404.3
Current assets	2,856.9	2,428.6	2,348.9	2,382.9	2,237.1	2,135.2	2,350.2	2,170.6	2,105.5	1,913.1
thereof: inventories	926.5	905.8	1,103.5	959.7	683.9	733.0	873.1	934.9	729.7	682.1
thereof: liquid assets	1,237.9	907.7	669.7	803.4	937.7	842.4	851.3	699.2	863.7	767.2
Equity	1,717.1	1,464.1	1,417.3	1,395.5	1,293.8	1,160.7	1,231.0	1,183.2	1,226.7	1,094.8
Equity-to-assets ratio (in %)	40.4	39.3	40.1	40.5	40.0	37.0	36.8	38.0	41.9	41.8
Non-current liabilities	995.1	1,130.2	837.7	958.4	938.8	1,060.2	981.1	656.1	700.0	593.5
Current liabilities	1,533.9	1,128.2	1,276.9	1,095.8	1,000.2	916.3	1,131.1	1,273.8	999.2	932.1
Total assets	4,246.1	3,722.5	3,531.9	3,449.7	3,232.8	3,137.2	3,343.2	3,113.1	2,925.9	2,620.4
Net liquidity	480.5	148.4	19.2	197.9	320.3	124.0	46.7	82.7	387.4	333.6
Working capital	992.6	994.7	1,170.0	1,012.5	839.5	892.3	1,007.2	998.1	843.6	822.7
Equity and non-current liabilities to non-current assets (in %)	195.2	200.5	190.6	220.7	224.2	221.6	222.8	195.2	234.9	238.7
Employees										
Number of employees as of the balance sheet date ⁴	11,957	11,395	11,448	11,132	10,961	11,300	11,535	11,407	9,697	9,077
Personnel expenses	819.8	742.2	730.3	693.0	673.5	653.3	650.6	627.0	594.0	548.1

¹ Before capitalized and amortized development costs.

² Including development costs recognized as an asset, excluding goodwill.

³ Of intangible assets (excluding goodwill) and property, plant and equipment.

⁴ Including apprentices.

Imprint

Publisher

CLAAS KGaA mbH
Mühlenwinkel 1
33428 Harsewinkel
Germany
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We would be happy to send you additional copies of this report and further material about CLAAS free of charge upon request.

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The magazine and the Annual Report are also available online at annualreport.claas.com.

Concept and Design

3st kommunikation, Mainz, Germany

Translation

Lennon.de Language Services, Münster, Germany

Photography/Photo Credits (page numbers in parentheses)

CLAAS (Cover),
Andreas Fechner (6, 8, 10-11)

Printer

gutenberg beuys feindruckerei GmbH,
Langenhagen, Germany



annualreport.claas.com



2021 Annual Report



cutting edge

Magazine accompanying the Annual Report 2021

A “Once-in-a-Lifetime” Project

At the CLAAS headquarters in Harsewinkel, a special team is responsible for completing the historic modernization of production.

From Horse and Plough to High Tech

France’s agricultural industry is crucial to the EU and is currently in a state of flux.

“A Clever Symbiosis”

What makes the Sustainable Tractor of the Year 2021 so special?



19

countries

35

locations

11,957

employees

4.798

billion euros in sales

CLAAS is a family business founded in 1913 and one of the world's leading manufacturers of agricultural equipment. The company, which has its corporate headquarters in Harsewinkel, Germany, is the European market leader in combine harvesters and the global market leader in forage harvesters. CLAAS is also a top performer in agricultural technology worldwide, with its tractors, agricultural balers, and grassland harvesting machinery. The CLAAS product portfolio also includes digital solutions and state-of-the-art farming information technology.

Magazine 2021

Pushing the boundaries. What does this mean for CLAAS as a technology leader? Never accepting simply what is possible. Finding new perspectives. And never losing touch with reality, no matter how far we progress. This was the attitude embraced by Helmut Claas throughout his career as a pioneer of agricultural machinery, and something that continues to shape CLAAS as a brand to this day. As of summer 2021, the company holds around 4,300 active patents around the world. They can be found in our combine harvesters, tractors, forage harvesters, and plenty of other products besides. We will be looking at the CLAAS innovations that will determine the future of the company – and at how Helmut Claas laid the foundations for his business by looking to push the boundaries of what was possible at an early stage.



Rethinking **hardware**: The combine harvester is a flagship product for CLAAS. And the latest generation of the LEXION has been completely re-engineered, in close collaboration with farmers, contractors, and drivers. The pioneering TERRA TRAC crawler track system offers maximum traction with reduced soil compaction. It features in a range of CLAAS models, including the AXION series of large tractors.





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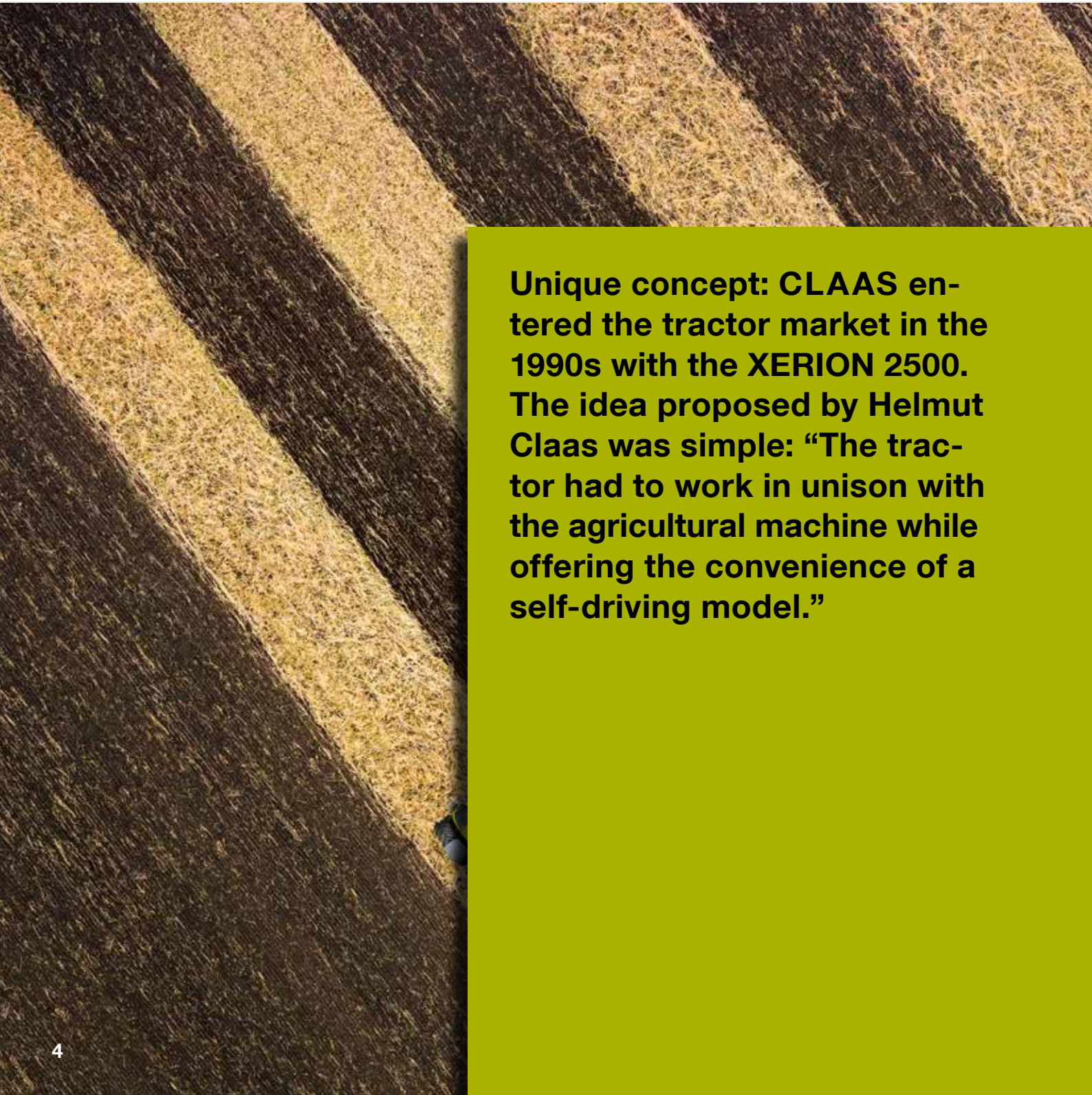
The predecessor: The DOMINATOR, which became one of the highest-selling combine harvesters in Europe, is likely the greatest testament to the technical creativity and vision of Helmut Claas. It was the first agricultural machine in the world developed as a modular system under the “simultaneous engineering” concept. The DOMINATOR was a “bread-and-butter” line launched in 1971. The first LEXION went on the market in 1996.







Sensor technology and software make for more sustainable agriculture. Case in point: the Sustainable Tractor of the Year 2021. The engine and transmission in the AXION 960 CEMOS have been optimized for greater efficiency and combined with a unique assistance system. Today CLAAS technologies, such as GPS steering and machine connectivity, help farmers manage their machine fleets and harvest processes in a resource-friendly manner.



Unique concept: CLAAS entered the tractor market in the 1990s with the XERION 2500. The idea proposed by Helmut Claas was simple: “The tractor had to work in unison with the agricultural machine while offering the convenience of a self-driving model.”

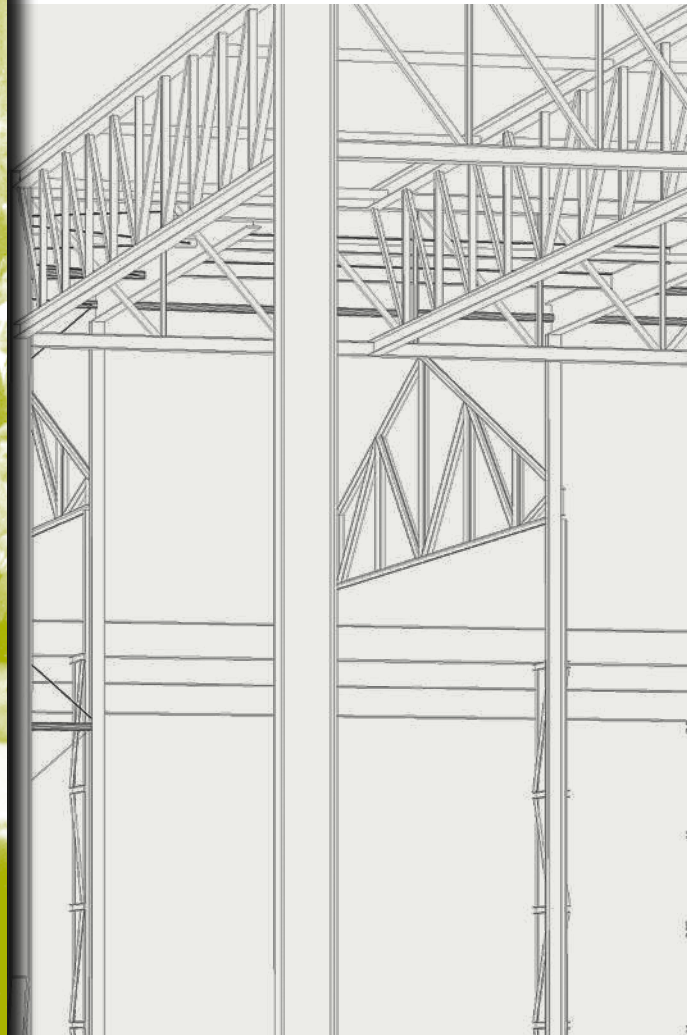


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State-of-the-art production with Industry 4.0: In Le Mans, France, CLAAS combines robotics, the internet of things, and virtual reality to produce its tractors. The new plant in Harsewinkel is taking the next step with the SynPro 2020 project. Both locations show that high-tech equipment and ergonomic workstations are the basis for smart agricultural machinery of the future and offer the freedom to bring new ideas to life.





CLAAS France S.A.S. is an on-going success story on the French sales market. Helmut Claas had in-depth knowledge of the French market and, in the 1950s, was personally involved in the creation of the new company alongside his brother Reinhold Claas. With the backing and involvement of Helmut Claas, a baler plant was constructed in Woippy and the Renault Agriculture tractor plant was purchased. With his focus on international markets and good intuition, Helmut Claas plotted a course to establish CLAAS as a provider of the full range of agricultural machinery in what remains a key market.



State-of-the-art production with Industry 4.0: In Le Mans, France, CLAAS combines robotics, the internet of things, and virtual reality to produce its tractors. The new plant in Harsewinkel is taking the next step with the SynPro 2020 project. Both locations show that high-tech equipment and ergonomic workstations are the basis for smart agricultural machinery of the future and offer the freedom to bring new ideas to life.





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The magazine and the Annual Report are also available online at: annualreport.claas.com

**An interview with
Cathrina Claas-Mühlhäuser
and Thomas Böck on the
company's new mission
statement and the future
positioning of the family-
owned company.**



Growing

Together



“We think in terms of generations – generations of CLAAS employees and generations of our customers.”

Cathrina Claas-Mühlhäuser

Ms. Claas-Mühlhäuser, why does CLAAS have a new mission statement?

Claas-Mühlhäuser CLAAS has been a successful family-owned company for over 100 years: We have developed new technologies, conquered new markets, and become much more international. A fitting guiding principle used by my father not only hangs in many of our offices, but also shapes our actions: “If you want to be a leader, you must keep running.” If you are “running”, you should know where you are running to. When we were re-drawing our strategic map, we found that many of our assumptions and conclusions were not fundamentally new. We have now added more detail to them and launched a strategic plan with defined projects. We have also worked with a large number of stakeholders to reposition our brand. With our vision, our mission, and our values, we now have a new answer that we are communicating internally and externally to a key question: What does CLAAS stand for?

Why are you using a grain plant to illustrate your mission statement?

Böck A grain plant consists of many important individual parts – like our strategy. It is only if these work perfectly together that the whole will be greater than the sum of its parts. All the components build on each other, are interconnected, and feed one another. Only as a whole and with strong roots can the plant grow and

create new growth. This is precisely what our customers expect from the plants in their fields – and from us. And this is what we want to stand for as a company and as a brand: growing together.

What strategic goals and initiatives have you derived from this?

Böck We want to remain an independent family-owned company. That is not a given. We are therefore focusing even more strongly on the satisfaction of our customers and are linking that to specific growth and earnings targets. In line with this, we have launched six strategic programs whose ambitious goals we want to achieve by 2025. These include growth in our tractor business as well as in the aftersales area. We are significantly expanding the harvesting technology business in our growth markets, while here in Europe our priority is to remain the undisputed number one. This will require a further technology push, which we are now initiating with the “Smart Farming – Automation – New Technologies” program. We have already mentioned our customers: We share with them a passion for agriculture and put them at the center of all our work. We aim to help them achieve their goals in a sustainable manner so that they can be among the best in their field.



Does it make a difference re-positioning CLAAS as a family-owned company?

Claas-Mühlhäuser Yes, certainly. We think long-term, act as a team, and steadfastly pursue our goals – whether they relate to new technologies, growth in the tractor business, or expansion in Russia and North America. We enter into long-term relationships and focus not only on the here and now. We think in terms of generations – generations of CLAAS employees and generations of our customers.



“Achieving our goals will require a further technology push, which we are now initiating with the ‘Smart Farming – Automation – New Technologies’ program.”

Thomas Böck

Growing together.

This is what we want to stand for as a company and as a brand: An overview of our mission statement.

Our Strategic Plan.

Strategic Programs

Business Unit & Corporate Function Activities

Our Origin.

Our company's roots stretch all the way back to 1913. The CLAAS strategy is designed to ensure continued success while paving the way for further, sustainable growth. We want to grow together – with all our staff, our partners, and our customers.

Our Mission.

We bring together passionate people, sparking ideas and advanced technologies to serve ag professionals with interlinked agricultural machinery and solutions that add value on and off the field.



Our Vision.

We enable farmers to be the best in their field.

Our Objectives.

Customer satisfaction
Customer index

Growth
Sales
CAGR 6 %

Profitability
Return on Sales 7 %

Our Brand Positioning.

Brand Beliefs and Values

We are striving for excellence.
close | supportive | innovative

We think and act with an entrepreneurial spirit.
responsible | reliable | dedicated

We are a family business.
together | connected | thoughtful

From Horse and Plough to High Tech

The farming industry in France is considered to be one of the most innovative in the world. Hundreds of agritechs are driving forward the transformation needed to respond to major challenges such as demographics, climate change, and environmental protection.

Text: Dirk Böttcher

5
million
hectares

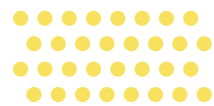
of arable land for soft wheat
in France in 2019

Paris

Vélizy

Le
Mans

Ymeray





18 million hectares

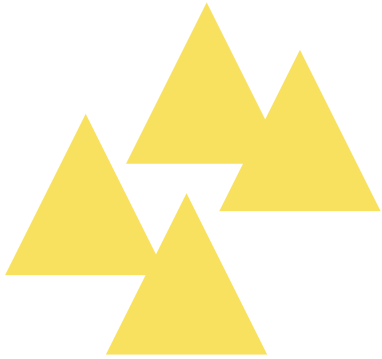
= total arable land
in France (2019)

Metz-
Woippy



0.7 million hectares

of arable land for
wine growing



T

he stereotypical image of France's agriculture is the purple lavender fields of Provence or the picturesque wine-growing regions of Burgundy. The most important product by far that is cultivated on French soil seems almost boring compared with this picture-perfect idyll: France is the largest

wheat producer of the 27 EU member states and ranks sixth worldwide, with just under 29.5 million metric tons recorded in 2020. However, over the last two years, farmers have had to endure painful crop losses: Yields fell in both 2019 and 2020 year on year. They are picking up again in 2021, albeit at a low level. Quality is also suffering: Soft wheat in particular often did not achieve the required grain filling and ended up as fodder. The reasons for the decline in quality and quantity are varied – as are the approaches to improving the situation.

As a result, the calls for more modern equipment are getting ever louder. Farmers in France have some catching up to do – and have already set to work. While horses were often the only “machines” on farms right up until the 1960s, France is today considered one of the most innovative markets with an estimated 250 agri start-ups. Hervé Pillaud embodies this spirit of modernization. The cattle breeder in his 60s, who calls himself the “Digital Evangelist of Agriculture,” has become a minor celebrity in his country as a speaker, author, and blogger. He says: “It’s high time farmers like us befriend technology and turn farming from an input-intensive sector to a knowledge-intensive one.”

Digital technologies in particular could be the key to more profitable and more environmentally friendly farming. This view is shared by La Ferme Digitale, an association of French agricultural start-ups and companies that supports the development of innovative tools for optimizing farm management or cutting production costs, for example. Hervé Pillaud is an honorary member of La Ferme Digitale and well connected. As well as managing his farm in the Loire Valley, he is also chairman of the innovation and research department of the region’s Chamber of Agriculture and, if that wasn’t enough, a member of the National Council for Digital Transformation and president of the Etablères group, an educational institution for farm workers.

Pillaud believes that France has caught up a lot in terms of digitalization and is no longer so far behind the leading nations of Germany and the Netherlands. More than half of the farms in the country are fully digitalized. Those who do not follow suit, Mr. Pillaud said in an interview, will be forced out of the market. He points to some examples that make farms more “dynamic”: “Digital tools help select the most appropriate crop variety depending on the type of field, and drones provide data on the nutrients or water present in the soil and send it to the fertilizers and irrigators to optimize crop health and productivity.”

430,000
jobs depend
on French
agriculture.

2.4 million
people
are indirectly
connected to the
industry, which
makes it a power-
ful economic
factor.

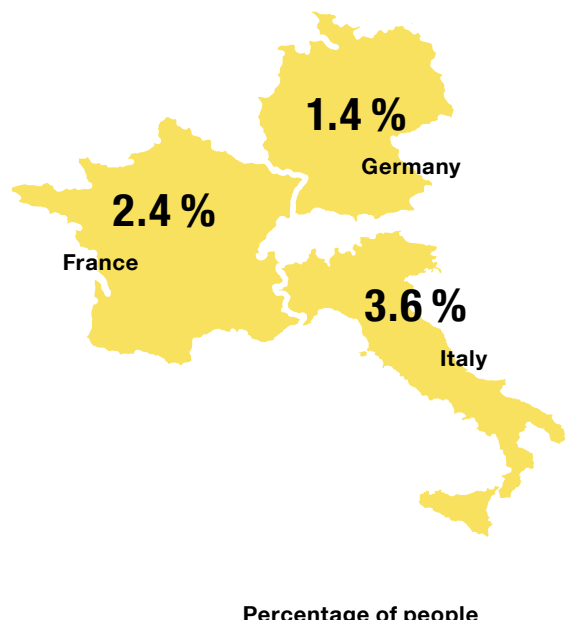
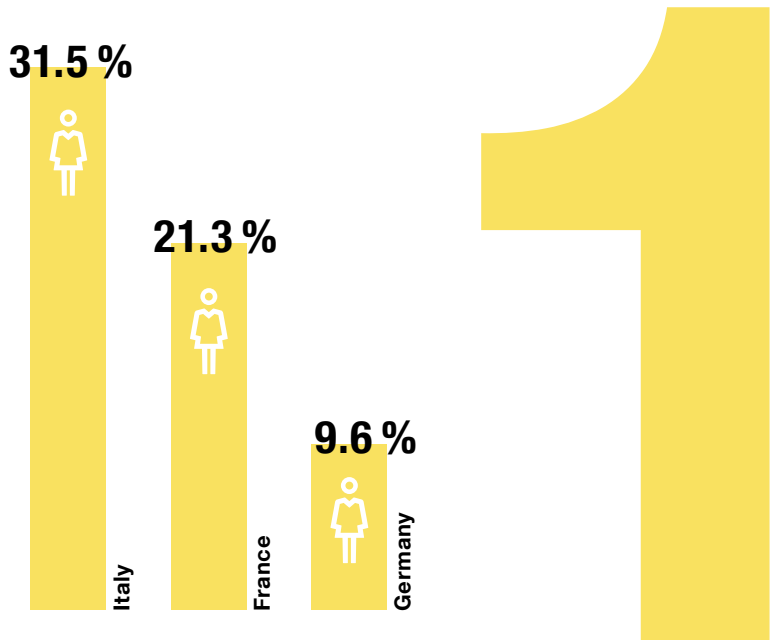
€76
billion
= total value
of agricultural
production in
France.

Supporter of the transformation

CLAAS has committed itself to supporting French farmers with their digital transformation. Bruno Chapon, director of the agricultural machinery dealer Gueudet Agricole, based in Beauvais (Hauts-de-France), works on this task every day. The Gueudet farms are located in the heart of a very large grain-growing area.

Mr. Chapon speaks with great joy about his work. The passionate businessman notes that more and more farmers want to use “smart” technologies, for example special machines to manage plant covers and weeds or GPS-controlled vehicles. “Our job is to support the farmers in this phase,” explains Mr. Chapon and adds: “We offer those who want to use smart agricultural machinery the opportunity to buy or rent new or used CLAAS machines with high-tech equipment.” In Beauvais, powerful tractors are in high demand for the huge grainfields. Thanks to modern control systems, the use of satellites for the geo-location of work processes, and also smartphones, software, and even drones, CLAAS tractors now drive almost autonomously.

As in many other regions, farmers in Hauts-de-France are mainly up against the weather. In 2020 and also this year, above-average rainfall meant that many areas could not be cultivated at all or yielded a poor harvest. In previous years, it was the heat that troubled farmers. In these extreme situations, it is important to work with precision. The CLAAS subsidiary 365FarmNet offers CLAAS Crop View, a monitoring system based on satellite data that provides real-time information on soil condition and vegetation development. In this way, farmers know where in the field and to what extent they need to fertilize or irrigate.



France is the largest agricultural producer of the 27 EU member states.

“Agriculture needs to start reaching out to a more horizontal space, where the word cooperation regains its full meaning by including an unprecedented number of stakeholders.”

Hervé Pillaud,
French agricultural technology expert



“We try to inform farmers about how to deploy smart technologies and train them in the use of our machines.”

Bruno Chapon,
CLAAS dealer from Hauts-de-France

Wave of agritech

Cooperatives such as InVivo, which brings together more than 3,000 businesses, are also taking up these challenges and offering their member farms a wide range of solutions and products, such as Smag software, which today covers around ten million hectares of French farmland and gives farmers access to cross-referenced information on their smartphone about the weather as well as optimal data on fertilizer spraying, seed, fertilization plans, and regulatory compliance. “In France, it is mainly the complicated regulatory requirements that drive the use of software, while elsewhere the technologies are developed more to optimize productivity,” explained Stéphane Marcel, Chief Digital Officer at InVivo, in a recent interview. In addition to accurate mapping of grasslands or previous watercourses, farmers must keep computerized production records, for example.

InVivo also selects seed varieties best suited to each farmer’s soils and sector, increasing productivity and quality while protecting the environment. France is an ideal country for both producing and exporting seed thanks to its versatile climate and its many years of experience in this field.

The other major challenge, the vulnerability of farms to climate change, is being addressed by researchers at the French National Research Institute for Agriculture, Food and Environment (INRAE). As an example, scientists at INRAE in Toulouse are investigating tactics for coping with extreme weather events, simulating the production of feedstuff for the next 30 to 50 years and correlating this with the weather forecasts from Météo France. Initial results indicate that there will be significant fluctuations in yields within and between 12-month periods.

250 agri start-ups are estimated to be operating in France, making the country one of the most innovative agricultural technology markets.

2.2 million hectares of arable land were used for organic farming in 2019.

Supporting the new generation

CLAAS is involved in many of these activities. “We try to inform farmers about how to deploy smart technologies and train them in the use of our machines,” explains dealer Bruno Chapon. Sometimes farms lack this expertise, especially because vocational training is mainly focused on mechanics and not on the use of digital tools, he says. In his own company, Chapon trains the students himself. He is also concerned with passing on his philosophy: “We are always on the lookout for innovations, and we know that CLAAS shares this mindset.” The latest CLAAS machines are now equipped with a remote maintenance service, for example, for quick and direct access.

To enable it to continue to shape the transformation in agriculture in the future, but also to initiate this transformation itself, CLAAS launched a comprehensive modernization and digitalization of its own tractor production in Le Mans in May this year. The “Future Factory” project will be completed in three years. After that, up to 13,000 tractors of the AXION and ARION series will be built per year in the new factory, using autonomous vehicles in production and augmented and virtual reality to visualize the entire production process at all times.

To finish with the words of Mr. Pillaud: “Change is inevitable. Agriculture needs to start reaching out to a more horizontal space, where the word cooperation regains its full meaning by including an unprecedented number of stakeholders. Agriculture needs to rediscover its basic principles by prioritizing collective and collaborative work and starting to use technologies to mobilize collective intelligence.” Citing demographics, climate change, and environmental changes as the three major challenges of this century, he says: “Agriculture in its diversity will be at the center of these challenges.”



A “Once-in-a- Project



Tearing down the old production hall and building a new one. Assembling combine harvesters right up to the last day, digitalizing production, and realigning intralogistics: The "SynPro 2020" project stands for forward-looking modernization at the heart of the company's headquarters. Time to visit the protagonists behind a project that poses a unique challenge – even for an established business like CLAAS.

Text: André Boße



- Lifetime”

“When the diggers come, that’s when it gets real.” Simon Krieter, wearing a helmet and a high-vis jacket, looks over at the construction site where three heavy-duty vehicles are at work. One digger is tearing down the old factory hall at CLAAS headquarters in Harsewinkel, while two others are sorting the scrap, separating metal from concrete, and loading containers. It’s mid-morning in early July, and the demolition team has been on site since 8 a.m. Finishing time will not be until it gets dark at around 10 p.m. “They’ll get rid of quite a lot today,” says Simon Krieter, 35, head of the ongoing modernization project, as the now full containers are loaded onto two trucks. The 15,000-square-meter construction site – big enough for two soccer pitches – has visibly emptied. Another step in the “SynPro 2020” project is completed. “Until a few days ago, we were planning largely on the basis of pilot projects and software,” says Krieter. “Now it’s happening for real.”

Does he feel a bit uncomfortable, now that diggers are tearing down this venerable building, in which combine harvesters were produced for almost 70 years and several generations of CLAAS employees worked? “No, not really,” says Krieter. “We spent almost four years carefully thinking through and planning everything that is happening.” The fact that it is now starting, that the diggers have made it real, “this is the beginning of the critical phase that we as a team have been eagerly anticipating.” He looks over again at the construction vehicles. One is demolishing, while the two others are sorting with a level of precision that almost has a meditative quality. “This is a demanding project,” says the mechanical engineering graduate who majored in production technology. But, if we’ll allow him to be casual for a moment, “above all it’s pretty exciting!”



“This project is not about reducing costs. It’s an investment in the future, which will bring significant benefits for our customers and employees.”

Simon Krieter (left)



€44 million

is the total investment in “SynPro 2020”

Two lines become one

"SynPro 2020" represents an extensive modernization of combine harvester production at CLAAS. The company is investing €44 million in this project, the core idea of which is to combine two previously separate assembly lines into one synchronous production system. "That's possible," explains Krieter, "because we are using more identical parts for the basic design of our models than we used to." On the one hand, the latest generation of combine harvesters are almost all one of a kind, as they are fitted out and calibrated to meet each customer's specific needs. On the other, the fundamental design of the models has been harmonized. This platform-based approach is the prerequisite for further expanding the company's offering to its customers while still producing efficiently. So from the fall, only one assembly line will be required. However, this increase in efficiency is only one aspect of "SynPro 2020." "The new combine harvester production system will ensure more quality and better jobs," says Krieter. And he stresses one thing in particular: "This project is not about reducing costs. It's an investment in the future, which will bring significant benefits for our customers and employees."

For the project to work, the timing has to be right. "Delays are basically not an option," says Krieter. As the company's business follows a seasonal pattern, the production rhythm at CLAAS is helpful to the project: Production is in full swing from late fall to the harvest in the summer. Then comes the time when the machinery sold is in use and the focus turns to servicing. To match this rhythm, the team led by Krieter planned the project to make the best use of the quieter period, including the vacation closedown. "We developed a really simple month-by-month plan," says Krieter. "Demolition in July, the steel structure and the roof in August, the building services in September, concreting in October, with moving in scheduled for November." The team intentionally decided to have clearly defined steps. "They are easy to remember and make things transparent, which is good for communication." If the plan works.

Krieter smiles: "Of course, there are risks with any construction project. It's important to manage everything well." This can be done using a data model that allows the team of engineers to walk through the project several times. "We've checked all the processes digitally," says Krieter. Eventualities were anticipated



1950 and 1958
were the years in which
the sections demolished
as part of "SynPro 2020"
were constructed.



and measures developed. That was the theory. Now the practical phase begins. "Right now we're ..." – the project manager glances at his watch – "... four days ahead of schedule." He nods contentedly, giving the air of a soccer coach whose team has just secured an important away victory.

Like open-heart surgery

Demolishing an old production hall and building a new one is basically nothing unusual for a company. What is unique about "SynPro 2020"? Björn Evers invites me onto the roof. The head of works planning leads the way, and our destination offers a new perspective of the construction site. From up here, the five big diggers look smaller but no less powerful. One thing is apparent from this vantage point: the construction site is at the heart of the production area,

surrounded by sections of the halls that have already been modernized. If one imagines the CLAAS plant in Harsewinkel as a human body, then the demolition and replacement of the old hall, which was built in 1952 and 1958, is akin to open-heart surgery. And that is not without risks.

"We need to build the new part so that it fits straight onto the existing halls – so that it is aligned in the truest sense of the word," explains Evers. The construction engineer has been in the company's works planning department since 2008. The plans for "SynPro 2020" have existed for many years, he reveals. "But four years ago, there was a key moment when I realized things would get underway soon," he says. Helmut Claas – who passed away in early 2021, the son of the company founder August Claas – came into the production area, sat down and observed what was happening for about an hour: silently, with goodwill and an expert's eye. He noticed that the production of the large combine harvesters always got stuck at the same point. At 4.20 meters, the height of the old hall was so low in many places that the engines could not be assembled onto the machines. This meant that production backed up, with some fitters having to wait, while others were under a lot of stress. "Helmut Claas recognized that these challenges required a new solution," remembers Evers. Shortly afterwards, the first feasibility study for the project was presented. And it all started.



**“Helmut Claas
recognized that
a new solution
was required.”**

Björn Evers





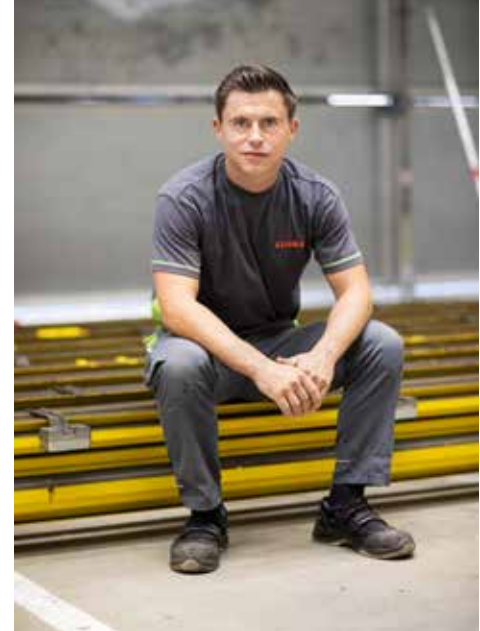
Taking our people with us

We descend from the roof and head to the production area. That is where, from November 2021, combine harvesters will be manufactured on the new, combined assembly line in a hall, that at 14 meters, is more than three times as high as its predecessor. Sebastian Griestop takes a moment to get his bearings, then says: “My old desk was right here; my computer sat there.” The 31-year-old is team spokesman. He and his 13 colleagues work on module assembly for the LEXION combine harvester. “It feels pretty strange that our workplace has disappeared,” he says. The good news is they will soon have a new one: “roughly over there.” The last few months in the old building were challenging. On the one hand, combine harvester production was in full swing. Orders for the LEXION and TUCANO series were healthy, and the team did not want to keep customers waiting because of the redevelopment. On the other, Griestop and the other team spokespersons were simultaneously planning the transformation: The staff had to carefully label and pack up their tools and equipment just like we were relocating. “Our goal was to take our people with us in this process. That means openly communicating what the idea behind the project is and what the benefits for each one of us will be when we start again in November.” What will change? “Our work will flow better. The pace will increase,” he says. “And because we’ll have more space, it will be much easier to get hold of the right tool and material.”

Picking at the supermarket

From November, procurement will happen at the supermarket – but not the one down the block. In the new intralogistics picking area. Julia Böhnke is department head. The 38-year-old industrial engineer has been with CLAAS for more than two years. Her team, which numbers 150 in the peak season, is tasked with ensuring the flow of material from receipt to production. In the right quantity and at the right time – ideally just when needed. A lack of material causes delays, while deliveries that are too early block space. “That’s why picking is always an important topic,” says Böhnke, “especially as the machines are getting more complex. Our customers’ wishes are becoming increasingly specific, which means the range of different object numbers is growing, despite limited space in the production area.” Converting combine harvester production to a single line

14 meters is the height of the new production hall. Its predecessor was much lower, at 4.20 meters.

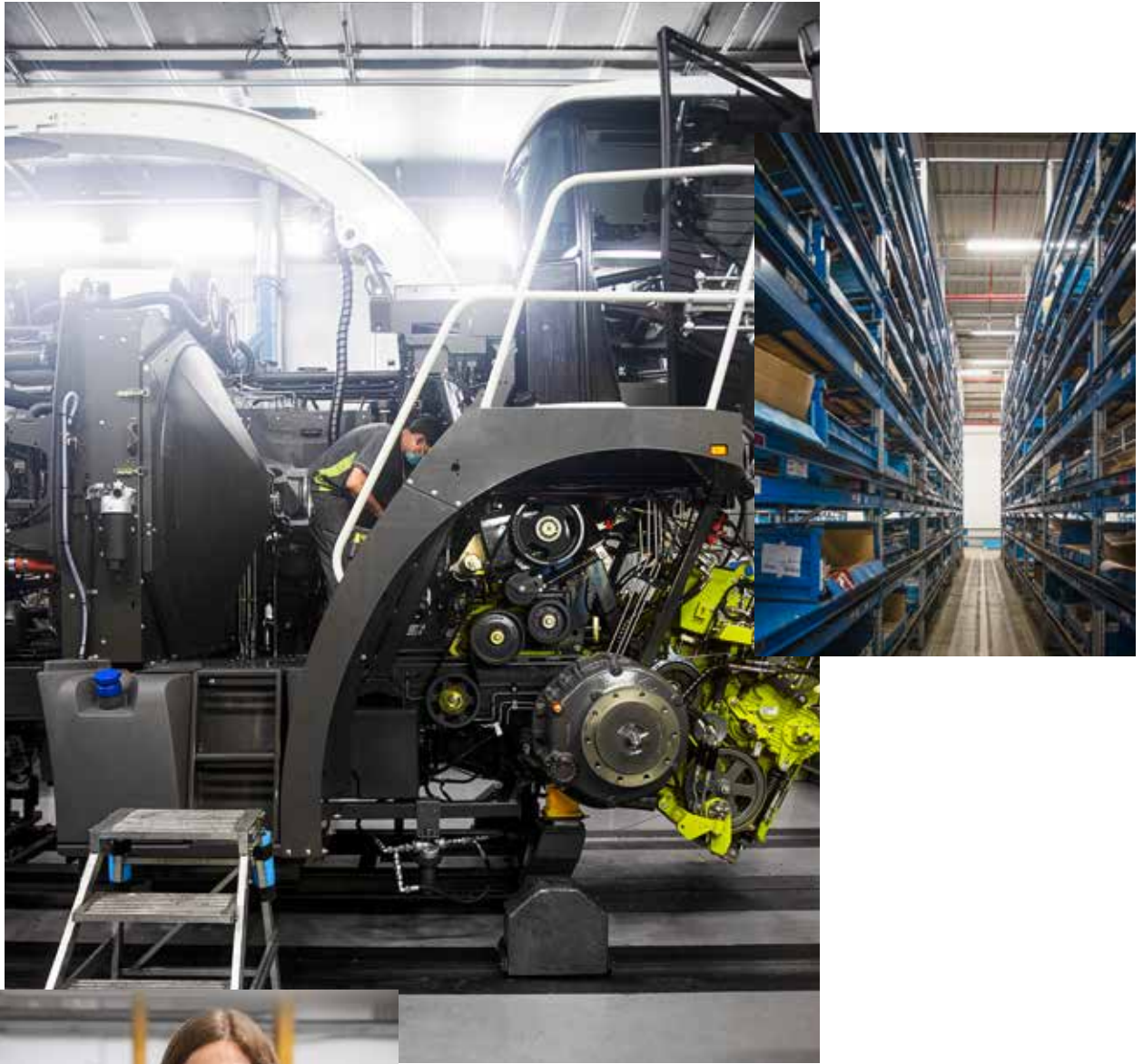


“Our work will flow better. The pace will increase.”

Sebastian Griestop

15,000 square meters is the size of the construction site. That equals roughly two soccer pitches.

and building a new hall are perfect opportunities to realign intralogistics. And that is where the supermarket comes in – a central location that stores the material to be picked, thus saving space at the production line. Böhnke describes how it will work: “Employees go through the alleys of material with our newly designed picking carts, with containers of material to their left and right. A digital cockpit enables the system to show them which parts from which box they need to put into the cart for that particular machine order.” This will prevent errors and mean no more paperwork for intralogistics. The supermarket will be installed exactly where the diggers are currently at work. “So we’re standing right in the middle of the production area. Intralogistics and manufacturing are converging, which makes sense because it keeps distances short,” says Böhnke. A test run has already taken place, with intralogistics operating a pilot supermarket for twelve months in the final assembly area. The experiences were positive, the technology



“Intralogistics and manufacturing are converging – which makes sense because it keeps distances short.”

Julia Böhnke



“The TRION is a prime example of a machine that we can offer and produce for our customers according to their individual wishes.”

Bernd Schicketanz



“Manufacturing the new generation of combine harvesters took our conventional production system to its limits.”

Bernd Schapmann



worked, and initial learning effects were analyzed. “Using the knowledge we’ve gained, we will continue like this in the fall – the only difference being that significantly more parts will be picked at the new supermarket.”

Variance thanks to modularization

A supermarket in the middle of the production area – it sounds unusual, but makes absolute sense to Bernd Schapmann and Bernd Schicketanz. “Manufacturing the new generation of combine harvesters took our conventional production system to its limits,” says Schapmann. “This comprehensive modernization project comes at exactly the right time.” He and Schicketanz have been with the company for many years. As heads of assembly, they have each been responsible for one of the two lines up to now. Their new task is to convert the processes to enable production on a single line from November. The past and the future meet as we walk through the halls. “Over there,” says Schapmann, pointing toward the tireless diggers, “I had my very first office here at CLAAS.” Does he feel nostalgic? “Only for a moment,” he says, “but that’s quickly replaced by a huge sense of joy at what’s to come.” Part of the future is waiting at the test bay – a combine harvester from the new TRION series, an all-rounder with the potential to be a best-seller. “The TRION is a prime example of a machine that we can offer and produce for our customers according to their individual wishes,” says Schicketanz. Customers benefit from the high variance, and the platform approach allows CLAAS to make its products efficiently. “That’s a win-win situation – for our customers and us as manufacturers. We will reap the benefits of this from November, once we start assembly on a single line.”

An unforgettable year

Back on the roof with Björn Evers, head of works planning. It is early evening and the demolition work is progressing. The project will maintain its four-day buffer. “That’s good,” says Evers, “but this year has taught me to be cautious with predictions.” The third wave of the coronavirus pandemic, the resulting shortage of material, as well as enormous amounts of snow in February, and then the storms in the summer. “We had plenty of challenges to overcome,” says Evers. He is already certain that this year will be long remembered in the history of the company. Down below, meanwhile, the production hall is emp-

470 metric tons of CO₂ will be saved by the new section of the hall per year thanks to better insulation and the use of daylight, for example.



tying, The staff are finishing for the day; the summer holidays are beginning. This year, many employees will be on vacation longer than usual. Those who have accumulated lots of overtime can take these hours off while production is paused. That does not apply to works planner Björn Evers and project manager Simon Krieter. They are in charge of the processes and come to the construction site almost every day – and if not, they follow the progress via a webcam. Combine harvester production is scheduled to restart on November 29. Krieter describes the scenario: “Our colleagues will return and set up their workstations, intralogistics will open the supermarket, and assembly will gradually begin on the new line.” Then it will be his turn for vacation, right? “No, ‘SynPro 2020’ doesn’t end when the hall has been built, but when the hall is alive with activity, and operations are running smoothly.” That does not seem to bother him though. “You only manage such an extensive project once in a lifetime. And I’m enjoying it.”

“‘SynPro 2020’ doesn’t end when the hall has been built, but when the hall is alive with activity, and operations are running smoothly.”

Simon Krieter

Robots



in the Field

The world of robotics is advancing in leaps and bounds everywhere – including agriculture. As universally deployable platforms, the latest generation of agricultural robots can perform a wide variety of farming jobs with a high degree of precision. And demand is set to grow exponentially in the future.

Text: Jörg Huthmann

Autonomous machinery is already established on a large scale in farmyard barns and sheds – in the form of automatic milking systems. In the Netherlands, for example, a third of all dairy farms were already equipped with this technology in 2020. Automatic milking systems have long proved to be extremely practical in other countries, too. In international trade, where the safety requirements in particular are higher, autonomous machines could be in demand for widespread use more quickly than forecast, because it is not just government regulations and climate change that are rapidly transforming agriculture. A keener awareness of

environmentally friendly soil cultivation is also leading to a decline in the widespread use of agrochemicals, among other things. At the same time, fewer and fewer people want to work on the land, resulting in a shortage of workers for the tasks referred to as “3D” – dull, dirty, and dangerous. The coronavirus pandemic has further exacerbated the lack of labor, especially harvesters. This is where agricultural robots could come in.

Advantages large and small

But what progress has been made in robotics for harvesting? The steps forward in development are reflected in higher speeds, increased frame rates, and new designs as well as new on-board electronics for longer operating times and higher workload capability. Current models are available in various shapes and sizes: on the one hand, delicate designs that operate in scalable swarms. On the other, multi-purpose robots weighing several metric tons that work as tractors. Dr. Girish Chowdhary is Associate Professor, Agricultural and Biological Engineering and Computer Science at the University of Illinois as well as Director of Field Robotics Engineering and Sciences Hub (FRESH). He develops robotic solutions in the space between large machines and human manual work. He knows that such large autonomous machinery poses an administrative challenge. “An autonomous robot that’s the size of a tractor raises liability and safety concerns. Who is responsible for any damage?” This means that despite multiple redundant internal safety systems and virtual perimeters (geofencing), it is important to consider what happens if the technology fails. A similar debate is taking place around driverless vehicles on the roads – and is being followed with interest by the agritech industry.

Supervised autonomy

Today, large tractors are already in use with level 1 autonomy, meaning that they operate independently, but must be under constant supervision. “Hands off, but not eyes off” is what experts call this approach,

which is also common for machines such as the CLAAS LEXION. Level 2 autonomy, under which robots are unsupervised (“eyes off”), raises legal liability questions in the case of large machines in particular. By contrast, level 3 autonomy – one operator for multiple robots – does not seem to present the same hurdles for smaller autonomous units: Chowdhary therefore believes that “it would be easy to introduce smaller robots on a large scale in Europe or the U.S. because they cause less damage if they behave abnormally, and hence pose a much lower risk.”

No competition between concepts

Manufacturers of large harvesting machines stress that, for the foreseeable future, robots will not be capable of rapidly harvesting extensive areas and quantities. Professor Chowdhary only partly agrees: “Small harvesting robots will have a hard time replacing the established large machines in this area,” he says. “But I think small robots will be much more successful in agriculture when it comes to doing things that large machines can’t.” Ultimately, it is not about small and large machines competing against

“Small machines will offer farmers new options that add to the possibilities they currently have with large ones.”

Dr. Girish Chowdhary

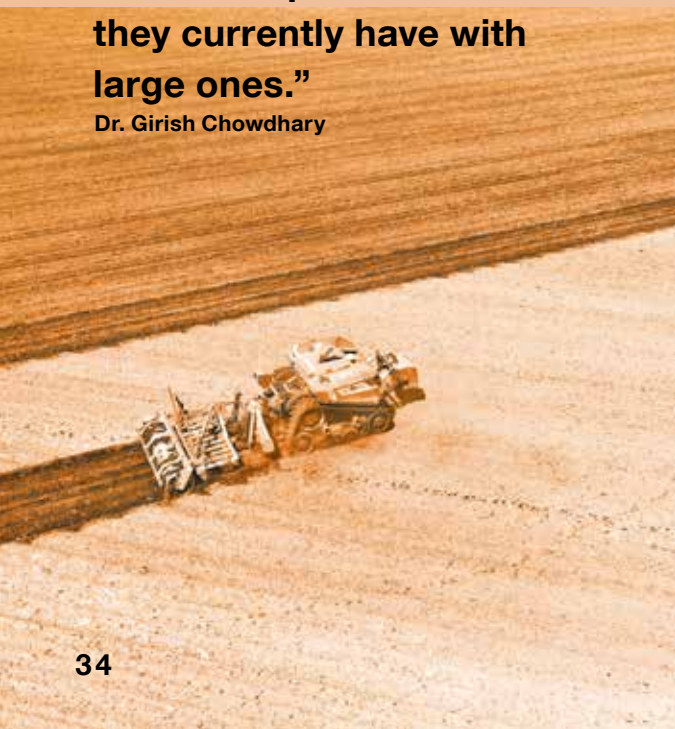
each other, he believes. Rather, it is about giving farmers more possibilities. Chowdhary is convinced that “small machines will offer farmers new options that add to the possibilities they currently have with large ones.” “Robots that are small and light have many advantages when used outdoors,” he says. One of which is their low soil compaction. “Another benefit is that they are scale-neutral. Small farms can use fewer robots, and large farms can use more. Large equipment is usually cost-efficient on big farms.” In the case of row crops such as corn, soybeans, and cotton, small robots will fit into plantations under roofs or under plastic.

Platform solution for flexible deployment

Alongside specialists such as robots for harvesting asparagus or strawberries, there are also integrated solutions. CLAAS is backing such a solution with its investment in AgXeed and is pursuing a platform-based approach. Based in Oirlo in the Netherlands, roughly 20 kilometers west of Geldern, AgXeed is not a conventional start-up, but an alliance of experienced agricultural technology specialists who are forging new paths. Their AgBot is a platform that, like a tractor, can perform a wide variety of tasks and operates with various attachments via mechanical and electronic interfaces. Some key data: 156 bhp from a diesel-electric drive, wheels or crawler tracks, and a three-point hitch. With a maximum weight of six metric tons without ballast, it applies little pressure to the ground it is working on, and its low soil compaction meets a key requirement of sustainable farming.

Robots for hire

Fully automated friends – large and small – still come at a price. On top of this, high pressure for technological innovation means that a newly purchased machine quickly loses value. This makes robots for “farming as a service” an interesting proposition, especially until they are available on an industrialized scale. Certain manufacturers such as the U.S. company Harvest CROO Robotics already offer the services of their robots. Farms pay robots for harvesting strawberries on a weekly basis and by the quantity harvested. Such service models make the idea of using robots attractive even for small and medium-sized farms – all the more so if the rental is part of a comprehensive package of services.



3

Questions
for AgXeed

Joris Hiddema is co-founder and CEO of AgXeed. The robotics specialists from the Netherlands are anticipating new opportunities from their cooperation with CLAAS.

How autonomously can AgXeed machines be used at present?

Our AgBots can be deployed wherever other machines are used. However, the autonomous mode can only be activated within the defined perimeters of our geofencing systems. Our AgBots can work completely unsupervised inside these boundaries. Meeting the strictest safety requirements was part of our concept from day one, and this is reflected in the specifications of all components in the safety-critical systems. We demand that our suppliers adhere to these standards.

This also means that such levels of autonomy can never be achieved by simply adding an “autonomy kit” to conventional machines. In practice, it may well be that our first customers remotely monitor the AgBots while they are at work. Over time, users will become more and more willing to trust our AgBots to safely cope with unexpected situations.

What are the main advantages of your cooperation with CLAAS?

The cooperation with CLAAS gives us access to an extensive network of knowledge. I don’t just mean market data, but also advanced technologies, supplier databases, and intellectual property. As a company, we believe in establishing partnerships both on the development side and in marketing. We are already looking at the added value for farmers of connecting our AgBots with CLAAS machines and optimizing functionality by integrating our solutions. What’s more, the fact that

a well-known brand such as CLAAS is supporting our solutions will give potential customers tremendous confidence!

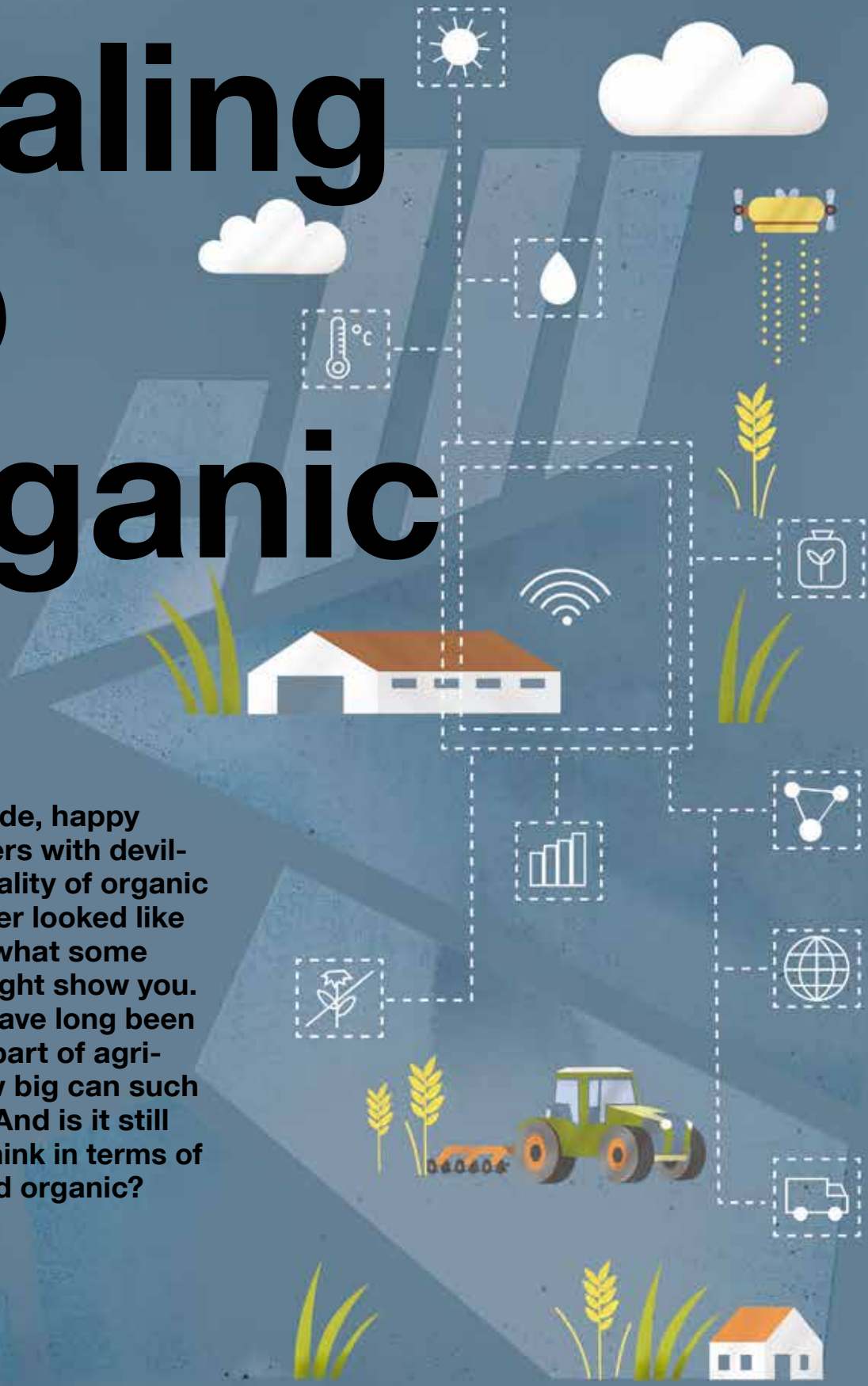
What are the next steps in agricultural robotics?

“As a service” offerings are indeed a strategy we are pursuing. Our key differentiator here is the potential of the data collected by our AgBots. At the moment, we make the data collected by us usable for farmers by mapping compacted areas of a field, for example. We intend to continue researching how the data collected by us could potentially be utilized in the entire food supply chain. The data generated by the AgBot can be used by everyone, from farms through to consumers. This data can have a positive effect on workmanship and consumer awareness, which in turn improves attitudes toward farmers. Food will be produced more sustainably and more efficiently. As a collector of data, the AgBot contributes to transparency with regard to the origin of food.

Scaling Up Organic

Idyllic countryside, happy cows, and farmers with devilish grins: The reality of organic farming has never looked like this, no matter what some commercials might show you. Organic farms have long been an established part of agriculture. But how big can such a business be? And is it still appropriate to think in terms of conventional and organic?

Text: Jörg Huthmann



A topic of similar importance to climate change is the growth in the world's population. The Earth is predicted to have ten billion inhabitants by 2050 – and it will be up to agriculture to feed them. The ten-billion figure is often used as an argument against small-scale, non-industrial farming and in favor of professional, large-scale agriculture streamlined for efficiency. At the same time, precisely this intensive form of cultivation is often criticized. This situation is creating an “either-or conflict.” However, given the challenges of feeding the globe in times of climate change, it is worth looking at the alternatives offered by both approaches.

Productive and nature-friendly

The fact is that organic production is still a niche. Only 1.5 percent of arable land worldwide is cultivated in this way. Another fact, though, is that this proportion has more than doubled in ten years. The frequently asked question of whether organic farming alone can feed the planet is clearly answered by the largest meta study available on this subject. Its authors at the University of Giessen, Germany, found that due to relatively low yields, full conversion to ecological processes would require more land in order to produce the same quantity of food. The figures quoted in the study fluctuate between 23 and as much as 67 percent more land – according to the level of knowledge and equipment in the respective agricultural sectors. The positive effects on biodiversity would even be reversed slightly due to the utilization of greater areas. The authors' conclusion: “Systems that are both productive and environmentally friendly are needed. Developing them so that they are adapted to local conditions requires an intelligent combination of organic and conventional farming methods.”

“An encouraging dialogue about weeder technology is now taking place between organic and conventional farmers.”

Prof. Dr. Detlev Möller, University of Kassel



Organic creates economies of scale

Such a solution is also described by the term “hybrid farming” coined by the agricultural technology expert Michael Horsch in recent years, which combines the advantages of the two “schools.” More and more farms are adopting this approach because their focus has shifted to sustainability. For example, laws are increasingly prohibiting the use of chemical herbicides, which have been the most effective way of combating pests and weeds in conventional agriculture up to now. Equally, consumers are making ever stronger demands for transparency of origin or animal-friendly practices. These effects can be seen on the producer and consumer sides in Europe and especially in the U.S., where organic food sales totaled 56.4 billion U.S. dollars in 2020, according to the Organic Trade Association (OTA). This makes the U.S. by far the world's largest market for organic products, although there are significant differences in the understanding of organic farming there compared with Europe.

1.5%

of arable land worldwide is used for organic farming.

72.3

million hectares around the globe are cultivated for organic production.

In 16 countries, at least 10 percent of agricultural land is utilized for this purpose – a trend that is rising.



Regardless of the rules and regulations, these levels of sales prove that U.S. farmers can create economies of scale in non-conventional agriculture. Elsewhere, the vast plains of Australia also contain more than 35 million hectares of organic farms, almost half of the total number worldwide, as shown by data from the Research Institute of Organic Agriculture in 2021.

Germany follows suit

Likewise, German farms are producing goods more and more frequently according to regional organic standards. This is confirmed by Naturland, one of the country's largest organic food associations, which has 4,200 member farms in Germany, according to its own figures, and connects 100,000 farmers in more than 60 countries. Johannes Weiß is a farmer himself and an adviser at Naturland to farms that want to switch from conventional to organic. He believes that large-scale organic farms are conceivable provided that, for example, shed designs and herd sizes take into account animal welfare, and cycles in fodder production are maintained. In his opinion, a sustainable approach will work "across several neighboring organic farms with short transport distances and positive carbon footprints."

A similar view is taken by Professor Dr. Detlev Möller, head of the Faculty of Organic Agricultural Sciences at the University of Kassel. He, too, says that economies of scale apply to organic farms, but also refers to economies of scope, which, together with the identity of the farming associations, constitute a much larger counterbalance than in the conventional sector, in his opinion. "Establishing a cyclical economy on a national level, take liquid manure markets as an example," says Professor Möller, "is certainly more difficult in the organic sector and is highly unlikely to become standard practice."

Common ground on agricultural technology

When it comes to mechanization, Detlev Möller does not see any fundamental differences. Like Johannes Weiß, he recognizes that there are special factors relating to soil management and above all weed control. "An encouraging dialogue about weeder technology is now taking place between organic and conventional farmers," says Möller.

Mechanical weed control, different crop rotation systems, and selecting taller varieties that shade the soil and therefore reduce weed growth are among the measures that help maintain soil fertility. The same also applies to undersown crops. In contrast, herbicides and fungicides can have an adverse effect on soil fertility. That, in turn, requires more fertilization. Organic farms try to steer clear of these problems as much as possible, preferring to use tine weeders and hoes for weed control.

Manual work and robots

The fact that agricultural robots and mechanical solutions are increasingly available for such work is an interesting development for both conventional and organic farms. On the organic side, Möller points in particular to innovative, technologically-aware, and business-minded representatives that use robotic technologies in their special cultures. "Nevertheless, bands of weeders and harvest pickers remain a common sight even in larger organic businesses," says Möller. However, he thinks it is quite possible that, in the future, human work will be supplemented or replaced to a large extent by intelligent robotic technology.

Digitalization and better marketing strategies

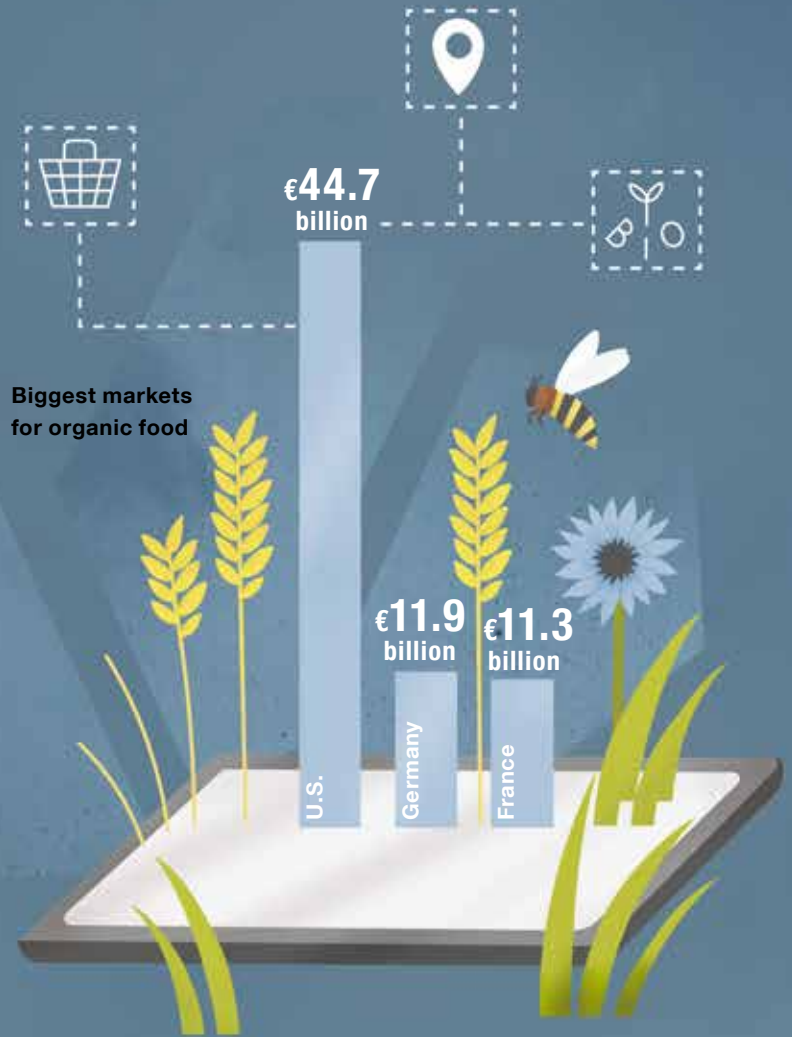
Digital technology has arrived in organic farming, too. But there are concerns about the handling and use of data and its processing. Above all, younger and



well-educated farmers know exactly how valuable the data that can be collected and provided by modern agricultural machinery, satellites, or drones are. Both conventional and organic farms are united in their wish for open standards and control over their own data.

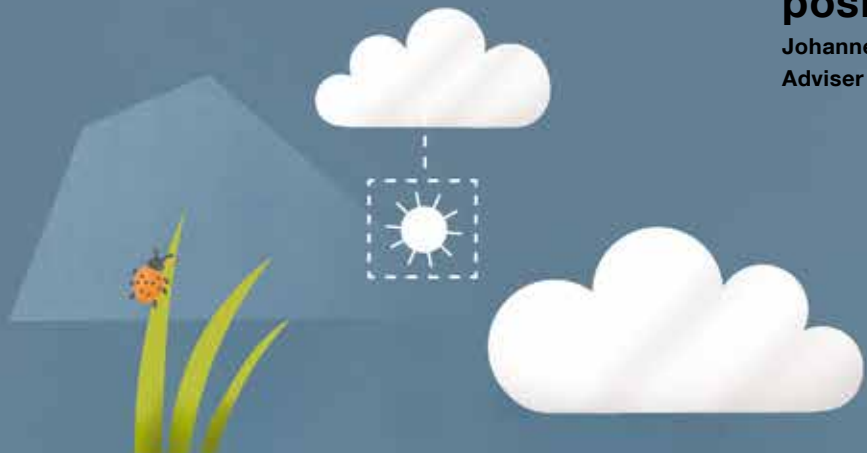
One thing is clear: Organic farming has long ceased to be a niche business. Johannes Weiß from Naturland adds: “If organic farms want to offer their products to mainstream consumers, it won’t be enough to sell them in health food shops.” Food retailers and above all discount stores order in large quantities. The fact that, overall, conventional farming feeds the majority of people is not about to change any time soon. But the methods used in both sectors are becoming more similar.

The next step in the evolution – which will be mainly digital – is the tracking of goods flows from the shed or field to the consumer. This transparency is welcomed by many of the parties involved in the production and sale of farming products. It represents an opportunity to be seized regardless of farming method or philosophy.



“A sustainable approach will work across several neighboring organic farms with short transport distances and positive carbon footprints.”

Johannes Weiß,
Adviser at the Naturland association





“A Clever Symbiosis”

“Sustainable Tractor of the Year 2021”: The award-winning AXION 960 CEMOS provides valuable tips for sustainable results. Jan Wieckhorst, a project manager in research and development, explains the smart interaction between operator, tractor, and dialogue system.

Interview: Christian Otto





**16.3%
more
area
coverage**

**16.8%
less fuel
consumption**



Learning, thinking, and saving: Are these the attributes of a sustainable tractor?

A smart tractor is able to adapt to current conditions. The CLAAS AXION 960 CEMOS optimizes its settings and achieves significant savings. It is becoming more and more sustainable thanks to the retrofittable CEMOS dialogue system – and that is precisely what makes it an award-winning tractor.

How exactly does CEMOS make agriculture more sustainable?

By combining expert knowledge with intelligence. The AXION machine is still the same. CEMOS enables all the relevant parameters to be optimally geared to efficiency and productivity. The dialogue system helps the operator do things in the right order, asks for the operator’s feedback, and records what it has learned. It takes into account effects that cannot be seen with the naked eye. Its user interface provides recommendations in the form of images and text. This creates a clever symbiosis between the dialogue system and the operator.

Which settings allow savings to be made?

As soon as the operator has determined the current conditions in which the tractor will be deployed, the system makes specific suggestions – about heavy tillage, for example. Along with the basic engine and gear settings, the main factors here are tire pressure and power transmission between the tractor and the attachment. CEMOS optimizes these factors, balances them with each other, and performs the fine-tuning. The CTIC tire pressure control system from CLAAS is also there to help. It implements system recommendations without the operator having to leave the cab and change the tire pressure when the vehicle is stationary.

What does the tire pressure control system improve?

Keeping tire pressure as low as possible is good for soil. It prevents deformation and compaction, which trap pores and inhibit the exchange of substances. Tire pressure also affects the degree of traction. The lower the roll resistance and drive slip, the more fuel is saved and the more emissions are avoided. CEMOS helps the operator find the ideal point up to which the tire pressure should be reduced. Healthy soil, less fuel consumption – and therefore lower emissions – are sustainable advantages.

What knowledge has gone into the current CEMOS?

The idea of assisting the operator with complex procedures was developed for work with combine harvesters. CLAAS has updated an established expert system, and the combination of the tractor and attachment now benefits from the basic knowledge of that system. The research for this began at CLAAS with initial workshops in 2015. Compared with a combine harvester, the tractor can be used for more processes and is multifunctional. The potential for optimization is equally broad.

Customers were also involved in the research and development of CEMOS. How did that work?

Our experts develop solutions for specific needs. We ask customers to suggest improvements, regardless of the technical solution. The machine we developed has been tested by customers with 27 machines in six countries. This actually resulted in some modifications. I am very proud of this kind of team work.



Dr.-Ing. Jan Wieckhorst
Program Manager Electronic
Tractor Optimization

Jan Wieckhorst likes challenges. The 40-year-old is part of the CLAAS research and development team. He knows what makes tractors sustainable thanks to eleven years of research at CLAAS and his role as a shareholder in an agricultural business in Lüneburg.

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More than 60 percent of worldwide plant-based calories are derived from wheat, corn, and rice. But there is a lot happening outside of the big three agricultural crops: In particular, plant proteins for human nutrition are in demand. And although the journey from research through to the food industry is a long one, the diversity of agricultural crops provides a near perfect alternative to animal products. Here are four examples that could have a bright future.



ALGAE

If arable land becomes scarce, algae could come in useful. After all, they can be grown in the sea. Their carbon footprint is smaller than rice, and types such as nori are protein-rich and contain vitamin B12, which otherwise is found almost exclusively in animal products. The fat content of algae is virtually zero, and they offer a plethora of alternative uses, including making beef more sustainable: Researchers at the University of California mixed small quantities of a red type of algae into the feed of Angus and Hereford cattle for an extended period. The result: the algae reduced the ruminants' methane emissions by 80 percent.



AMARANTH

This pseudocereal, which is around 8,000 years old, is grown in Asia, Latin America, and Africa. Since it was rediscovered in the 1980s, a large number of new varieties have emerged. From a nutritional perspective, it has a very high protein content of 16 to 18 percent. Amaranth is usually puffed like rice or used as flour. Europeans like to put it in Muesli. The easy-to-grow plant is harvested between late August and late September using conventional combine harvesting technology.

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PEAS

Many plant researchers think peas are underestimated – along with other legumes, such as lentils, beans, and chick-peas. Why? Demand for them from the food industry is still not strong enough. But the boom in meat substitutes could change that. In addition, legumes are regarded as an important contributor to greater biodiversity in fields, which is called for by the EU. They should account for up to 15 percent of total cultivated crops per year. The advantage of doing this: these plants retain a great deal of nitrogen, do not require any fertilizer, and thus reduce emissions of the greenhouse gas nitrous oxide.



QUINOA

Still a niche product, quinoa is nevertheless a superfood. Its nutritional benefits include a very high protein content of around 15 percent and lots of essential amino acids. This plant has been grown in South America for thousands of years and is becoming more popular in Central Europe. Small cultivation projects are underway in Germany, for example. Thanks to the University of Kiel and others, the quinoa genome was also completely sequenced in 2017, revealing genes that are important from a breeding perspective. As far as cultivation is concerned, quinoa can be used at any point in crop rotation, and while combine harvesting the grains is challenging due to their tiny size, it is certainly possible.

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Successor Wanted



Fewer farms, more land to manage: Along with economic pressures, not having anyone to take over is often a reason why farmers give up their businesses. Handing over to someone outside of the family could be a way of preventing a life's work from being put out to pasture.

Text: Roman Scherer

1949 **1.8 million**

1949

Today **260,000**

Today

Changing times: In roughly 70 years, the number of farms has fallen by just over 85 percent.

Use it or lose it: This often dramatic dilemma quickly comes to mind when talking about the structural change in German agriculture. But what is really going on? The fact is that the number of farms has been steadily decreasing for decades, which is why the average amount of land per farm is increasing. According to the last census in 2019, over 40 percent of farming land in Germany belongs to 5 percent of the biggest farms. Germany alone had almost 1.8 million farms in 1949. Now there are only around 260,000. Not counting the just over 20,000 small farms with less than five hectares, there are 68 hectares of land per farm today.

This phenomenon is not unique to Germany: Everywhere in Europe, the number of farms is falling while the amount of land per farm is growing. The U.S. and Canada are also seeing a decline in smaller farms. Economic pressures are one of the main reasons for this. Modern agriculture is a capital-intensive business – the larger the farm, the more efficient it is to use expensive machinery. Economies of scale are also a factor. But even financially sound businesses are disappearing for one very common reason: there is no successor.



More than a place of work

For farmers, a farm is more than a place of work. It is the center of their family and of their whole life, and has often been so for generations. It is therefore no surprise that many farmers face major challenges when no one in the family wants to take over the reins. At the same time, there are plenty of people who would like to have a farm of their own, but have no such tradition in their family. One example is Thomas Großerüschkamp. He was born in 1974 as the third of four children of a dairy farmer in western Münsterland. He developed a passion for agriculture and dairy farming from an early age on his parents' farm. Because the firstborn child had the right of succession, his older brother took over the business.

Großerüschkamp then decided to go back to school and enrolled in a business college to study wholesale and international trade in the agricultural sector. "I always kept my eyes and ears open for news of an available farm," he says. He was then contacted by an advisor from the Chamber of Agriculture who knew that he was looking for a farm: The advisor had learned of a family in East Westphalia who wanted to hand over their farm. The children had no interest in the profession, but the family wanted the farm to continue running. Großerüschkamp visited the farm in 1996; it was a dairy farm with 45 cows and just over 40 hectares of land. The first impressions were good on both sides. "We were ready to talk more about a handover of the business," Großerüschkamp recalls.

“Farming is a big responsibility”



Christian Vieth has been tackling one particular question for a long time now: How do farmers without successors and people aspiring to be farmers meet? Since 2008, he has been introducing both sides online at hofsuchtbauer.de.

Mr. Vieth, what criteria must a farm meet to enable a successful handover?

The farm needs to be economically viable and the owner must be willing to hand over the reins. This is often done on the same terms as within the family, and can mean that a lifelong right of residence is agreed for the transferring generation, along with a cash payment as a supplement to the retiring farmer's existing pension. A handover like this is a huge stroke of luck for many farmers. They have a keen interest in ensuring that the legacy they have worked hard to create for decades is continued. At the same time, the next generation is given the opportunity to enter the profession.

What skills do you need to take over a farm?

The farmer is looking for a successor – not a trainee. Applicants need to have at least some professional training in agriculture, preferably further training as a technician/master craftsman, for example, or a degree. They should also have a few years under their belt spent working and having responsibility. The ideal candidate would be in their early 30s and be done with their wilder, partying days. They must realize that farming is a big responsibility that lasts for decades.

How do you get things started with your marketplace?

A farmer ideally contacts us in their mid-50s or early 60s. They then have a consultation appointment at their farm. After that, the process takes time. Sometimes a year passes before a decision is made. Retiring farmers need to be absolutely certain and to have resolved all the issues relating to the farm. By this I mean primarily the heirs disclaiming their inheritance, who may be giving up a lot of money and then become a disruptive factor that can cause the handover process to fail.

What are the key success factors for a handover?

It is important to ensure that the expectations between those giving up the farm and those taking it over are aligned. Both sides often have specific ideas – and it is not usually possible to realize all of them. I have now been involved in more than 700 farm handovers outside of the family. From this experience, I have learned that there is no such thing as an ideal farm or an ideal successor. However, I have often seen people end up in places they never would have dreamed of going – and they are happy and content.

700

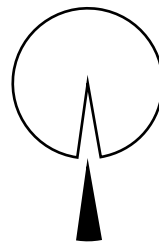
is the number of farm handovers outside of families that Christian Vieth has been involved in up to now.

Suddenly, speed was of the essence

In the subsequent years, the family and the young man got to know each other more and more and gradually came to an agreement that a farming qualification was necessary. Since speed was of the essence, Großerüschkamp opted for an agricultural engineering degree at a university of applied sciences. He worked on the farm during semester breaks and occasionally at other times of the year. The older man at the farm had an accident while working in 1999. Großerüschkamp, who was in the middle of writing his final-year thesis, stepped in and became the farm manager. "The groundwork had already been laid," he recalls. An operational lease was chosen as the form of the handover. If the lease were terminated, Großerüschkamp would, as the farmer, receive compensation for the increase in the value of the farm under his management and the transferring party would also have a way out of the handover. "That was our safety net," explains Großerüschkamp. He made the decisions back then with his now wife, who he has known since childhood. She did not come from a farming background, but was and continues to be involved in the farm. "That is also a form of agreement," remarks Großerüschkamp with a smile.

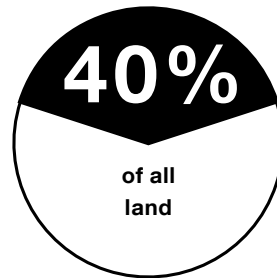
Truly accepted

To seal the handover, the family and the young man went a step further. In 1999, Großerüschkamp was adopted by the family at the age of almost 26. The law relating to inheritance of farms and forestland as well as tax law played a role in this decision. "But we have also become closer as families," says Großerüschkamp. He even took the name of his adoptive parents. "I grew up on a farm myself and know how close the ties between farms and family names traditionally are," he explains. "If I had kept the name I was born with, I would have been an outsider here for longer."



5 %

of the largest
farms cultivate



Today, the dairy farmer has long felt accepted. Even though he and his wife had to sacrifice a lot when they moved and took on the farm, Thomas Großerüschkamp is happy. The farm now has 145 cows and 86 hectares under cultivation. The older man, Antonius Großerüschkamp, still pitches in. "His passion is farming, and he is still in great shape at 86," says Großerüschkamp junior. Thomas Großerüschkamp has not yet had any specific thoughts about who will take over from him. He has four children, and one daughter has at least expressed an interest. "I would be thrilled if one of my children took over the farm," he says. "But we are always open with them about what it means to commit yourself to a farm. We want them to make their own decisions." When asked, Großerüschkamp does not rule out handing over the farm to someone outside of the family: "Once the time comes and if none of the children wants to take it on, I could well imagine us looking outside of the family."





Thomas
Großerüschkamp



He wanted to be a surgeon, one with technical abilities. He became a pioneer in agricultural technology and, with his company CLAAS, defined his own era. The importance of Helmut Claas extends far beyond the family business, because an attitude like his has always spurred progress – and will continue to do so. Perhaps the most famous words of the eternal forward thinker remain the standard for the future of the CLAAS brand.



**“ If you
want
to be a
leader,**



you



"I'm just a real country boy."

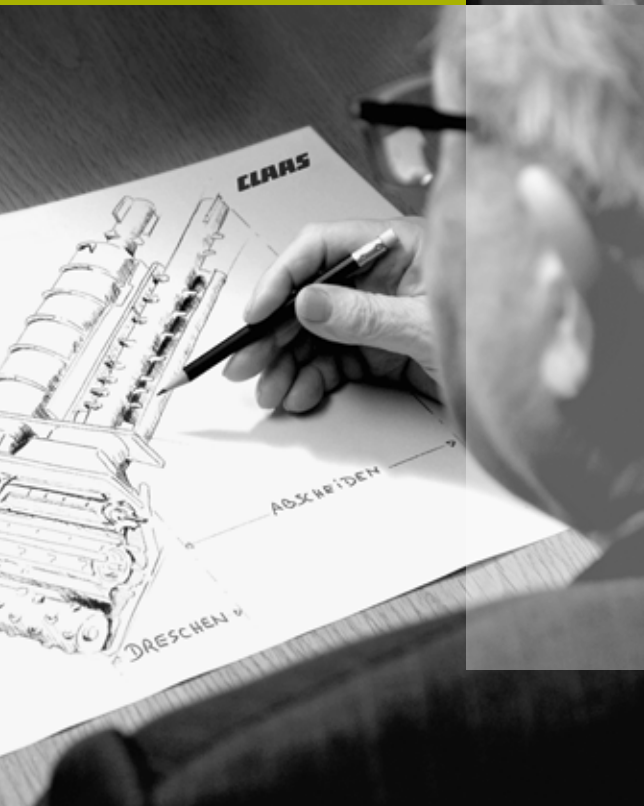
"There's no secret, just good ideas and motivated people."



must

"We are allowed to make mistakes, but not to repeat them. And we must never make big mistakes."

“If you don’t want to take risks, you will only make slow progress.”



keep

running.”

Helmut Claas



**“I’m an entrepreneur.
Only those who are enterprising
will ultimately succeed.”**



Products and Services

BALERS

COMBINE HARVESTERS

ELECTRONICS EXPERTISE

FORAGE HARVESTERS

FORAGE HARVESTING

SERVICE AND PARTS

TELEHANDLERS

TRACTORS

WHEEL LOADERS



CLAAS Group Overview

Financial indicators (IFRS)

in € million	2021	2020	Change in %
Financial performance			
Net sales	4,797.8	4,042.3	18.7
Research and development costs ¹	262.3	237.4	10.5
EBITDA	532.1	333.4	59.6
EBIT	384.9	185.6	107.4
Income before taxes	357.1	158.1	125.9
Net income	272.6	107.1	154.5
Free cash flow	381.5	308.1	23.8
Financial position			
Equity	1,717.1	1,464.1	17.3
Capital expenditure ²	194.0	187.2	3.6
Total assets	4,246.1	3,722.5	14.1
Employees			
Number of employees as of the balance sheet date ³	11,957	11,395	4.9
Personnel expenses	819.8	742.2	10.5

¹ Before capitalized and amortized development costs.

² Including development costs recognized as an asset, excluding goodwill.

³ Including apprentices.

Imprint

Publisher

CLAAS KGaA mbH
Mühlenwinkel 1
33428 Harsewinkel
Germany
www.claas.com

Corporate Communications

Phone: +49 5247 12-3826
Telefax: +49 5247 12-1751
Email: corporate.communications@claas.com

The magazine and the Annual Report
are also available online
at annualreport.claas.com

Concept and Design

3st kommunikation,
Mainz, Germany

Translation

Lenon.de Language Services,
Münster, Germany

Photography/Photo Credits

(page numbers in parentheses)

AgXeed (22-35)
Andreas Fechner (10-13)
Blagovesta Bakardjieva (20)
Carolin Eitel (36-39)
CLAAS (U1-U4, 1-8, 40-43, 52-58)
Matthias Haslauer (22-31, 26-48, 50, 51)
Shutterstock (44-45)
Christian Klant (49)

Printer

gutenberg beuys feindruckerei GmbH,
Langenhagen, Germany

Standpoint

Agriculture is one of the key industries of the 21st century. It can safeguard food supplies to feed the world if we manage to link humans, machinery, and nature in a smart way. This is a Herculean task that we enthusiastically tackle every day – because we think in generations.

