



# CLAAS Supplier Conference

Connecting Strengths and Empowering Our Business









**Bad news can be turned into good news.**  
Frank Sommer





**Change:**  
Technology, Structure, Geopolitics, Demographics

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**Challenging Environment:**  
Extreme weather, Fragile supply chains, Volatile markets



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**Climate Change**  
Farmers show us how it's done

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**Using All Value Levers**  
Partners turning bad news into good news

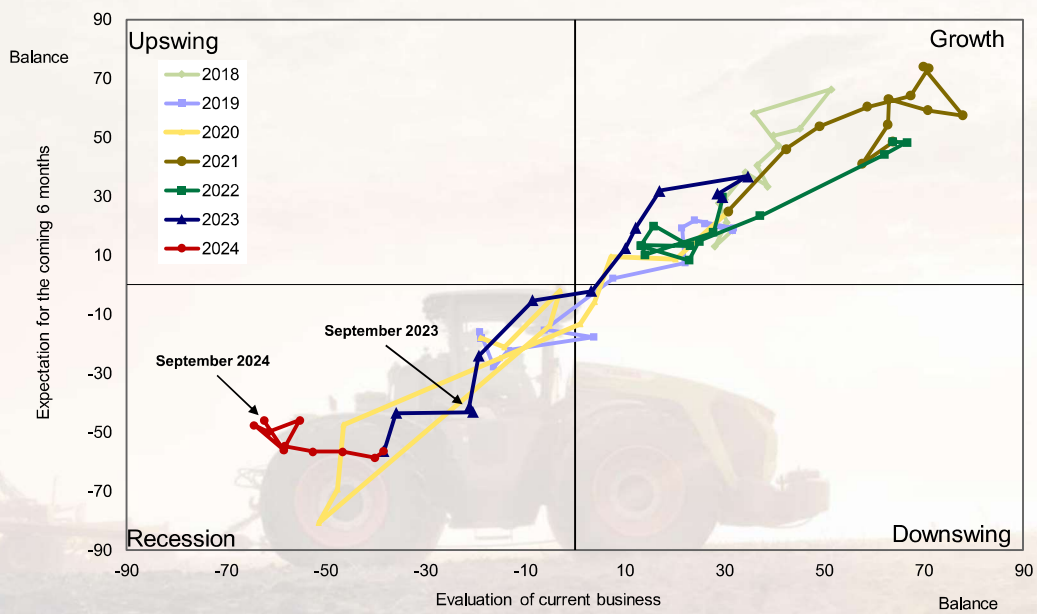




**Business News**  
Henner Böttcher

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## Business Situation CEMA Business Barometer\*



\*cf. <https://www.cema-agri.org/market-trends/business-barometer>



**Focused Cost Control:**

Strict cost control measures to reduce fixed costs to safeguard investments in future growth.



**Product Cost Optimization:**

Consistently refined product costs to protect margins in anticipation of declining price realization.



**Proactive Inventory Management:**

Optimized inventory to minimize cash drain from working capital needs.



**Streamlined Reorganization:**

CLAAS implemented a new structure early on, enhancing end-to-end responsibilities to improve operational efficiency and responsiveness.

**Driving Efficiency Together**  
Fostering collaboration and drive innovation together







**Outlook 2025**  
Downturn expected to persist through FY2025





**Tech News**  
Martin von Hoyningen-Huene

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**Challenge Accepted**  
Martin von Hoyningen-Huene

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## Investment costs

- Operating costs
- Maintenance costs
- Wear costs
- Repair costs

**What lies beneath the surface**  
Cost-effectiveness driving customer choice



Understand customers application and business



From applying the standard to developing the difference



Take care about details



**Pathway to Premium**

Three strategic steps to elevate our product offering



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**Weather Forecast Today**  
Frank Sommer

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**Weather Forecast Tomorrow**  
Bad news can be turned into good news.

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