

**Annual press conference and
annual analyst conference**

16 March 2011

Annual press conference and annual analyst conference

BUCHER



Group at a glance

- 2010 dominated by the rebound and currency turmoil
 - Contrasting trends: lower sales and rising order intake
 - Substantial differences across market segments, regions and over time
 - Good operating improvement despite the significant negative impact of foreign currency translation
- Continued long-term industrial focus
 - Expansion of production capacities despite the financial crisis
 - Very high rate of innovation in all areas of operations
 - Good integration of previous acquisitions
 - Three minor acquisitions providing further reinforcement
- Record free cash flow of CHF 181 million, leaving the Group with net cash of CHF 19 million

Group at a glance (continued)

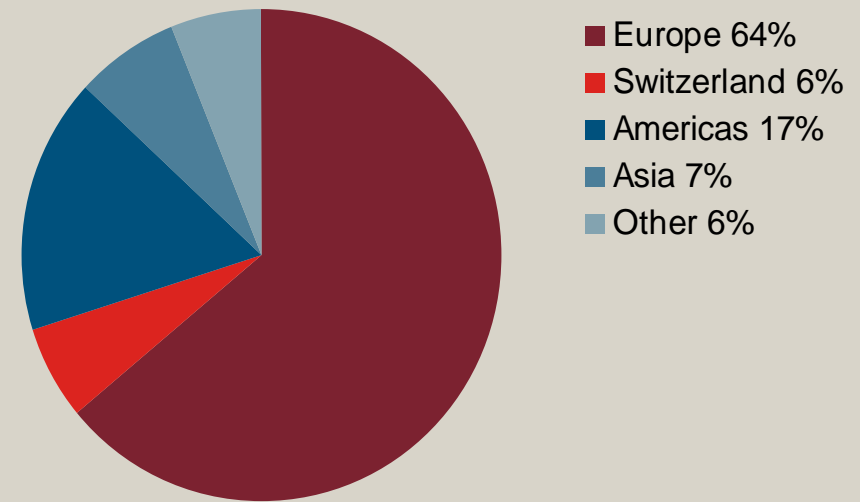
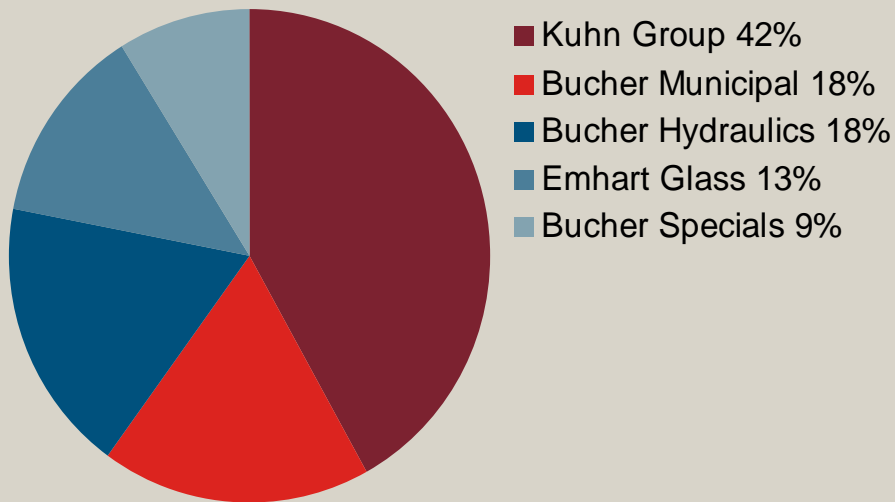
- Emerging stronger out of the crisis
 - With an improved cost structure
 - With many new products and modern production facilities
 - With a sound balance sheet and more than CHF 500 million in cash and cash equivalents
 - With healthy confidence and optimism for the future
- Strategic continuity
 - Strengthening the existing operations through organic growth and targeted acquisitions: innovation, market presence, integration
 - Increased focus on emerging markets (BRIC countries)

Key figures

CHF million	2010	2009	% change
Order intake	2 217	1 797	23.3
Net sales	2 034	2 142	-5.1
Order book	663	507	30.7
Operating profit (EBITDA) as % of net sales	224 11.0%	190 8.9%	18.0
Operating profit (EBIT) before impairment as % of net sales	151 7.4%	112 5.2%	35.5
Operating profit (EBIT) as % of net sales	151 7.4%	26 1.2%	486.8
Profit for the year as % of net sales	98 4.8%	-24 -1.2%	n/a

Net sales by division and region in 2010

CHF 2 034 million



Employee numbers

	2010	2009	% change
At 31 December	7 899	7 183	10.0
Average during year	7 639	7 618	0.3

Investing in the future

CHF million	2010	2009	% change
Development costs	73	76	-3.6
Capital expenditure	66	59	12.5

Our businesses



Kuhn Group

World's leading manufacturer of specialised agricultural machinery for tillage, seeding, fertilisation, spraying, landscape maintenance, hay and forage harvesting, livestock bedding and feeding.

Sales CHF 850 m
Employees 3 600

Bucher Municipal

European and Australian market leader in municipal vehicles, offering a whole range of compact and truck mounted sweepers, winter maintenance equipment and refuse collection vehicles.

Sales CHF 375 m
Employees 1 300

Bucher Hydraulics

International leader in the design and manufacture of custom mobile and industrial hydraulic system solutions, offering an array of products encompassing pumps, motors, valves, power units, elevator drives and control systems.

Sales CHF 370 m
Employees 1 550

Emhart Glass

World market leader in glass container manufacturing and inspection machinery, offering a portfolio ranging from glass forming and inspection machinery to complete production lines and components for the glass container industry.

Sales CHF 260 m
Employees 900

Bucher Specials

Independent businesses: winemaking and fruit juice processing equipment; food drying and sludge dewatering systems; Swiss distributorship for tractors and agricultural machinery.

Sales CHF 190 m
Employees 550

Kuhn Group

Specialised agricultural machinery



Ploughing



Tillage



Seeding



Fertilisation



Manure spreaders



Spraying

Hay & forage
harvesting

Feed storage



Bedding & feeding

Landscape
maintenance

Kuhn Group

2010 highlights

- Varying market conditions
 - Growth rebounding in North America since the beginning of the year and in Western Europe since mid-year
 - Farmers' income on the rise, driven by high prices of agricultural produce, despite higher production costs
 - Improving financial situation in Eastern Europe
 - Dealers' inventory levels back to a normal level
- Previous year's cost-reduction measures taking full effect
- Good integration of companies acquired a year earlier
- Acquisition of a 24% strategic interest in Rauch Landmaschinen GmbH, a fertiliser spreader and seed drill manufacturer in Germany

Kuhn Group

Key figures

CHF million	2010	2009	% change
Order intake	976	735	32.7
Net sales	851	948	-10.2
Order book	357	246	45.0
Operating profit (EBITDA) as % of net sales	113 13.3%	109 11.5%	3.4
Operating profit (EBIT) before impairment as % of net sales	78 9.2%	71 7.5%	10.0
Operating profit (EBIT) as % of net sales	78 9.2%	7 0.8%	956.8
Number of employees at 31 December	3 593	3 152	14.0

Kuhn Group Outlook for 2011

- Good long-term prospects
 - Growing population
 - Eating habits shifting towards more meat and dairy products
 - Need to produce a higher yield per hectare at lower cost
- Bright short-term prospects
 - Good conditions in the main markets and an improved lending situation in Eastern Europe
 - Farmers expect rising income
 - No uncertainty about subsidies
- Outlook for 2011
 - Marked growth in sales and operating profit in local currency
 - Great uncertainty about currencies (EUR, GBP, USD)

Bucher Municipal Sweepers and winter maintenance equipment



Compact sweepers

Truck mounted sweepers



Spreaders

Refuse collection vehicles

Bucher Municipal 2010 highlights

- National debt having only a partial impact as yet
 - Uncertainty in public sector budgeting
 - Some 30% contraction in market volume over the past two years
 - Sweepers mainly affected by heightened competition in public tenders
- Two harsh winters in succession drove a surge in demand for winter maintenance equipment with record unit sales
- Continued strengthening of competitiveness
 - Market launch of a 1m³ compact sweeper and 6m³ truck mounted sweeper
 - CHF 6 million expansion of the Latvian component and assembly plant
 - Field testing of the hydrogen fuel cell powered CityCat 2020 H₂
- 10 years of Bucher Schörling Korea

Bucher Municipal

Key figures

CHF million	2010	2009 ¹⁾	% change
Order intake	381	371	2.6
Net sales	373	387	-3.5
Order book	89	81	9.0
Operating profit (EBITDA) as % of net sales	35 9.4%	23 5.9%	53.7
Operating profit (EBIT) as % of net sales	27 7.3%	15 3.9%	82.0
Number of employees at 31 December	1 334	1 318	1.2

¹⁾ Excluding Bucher Landtechnik (transferred to Bucher Specials)

Bucher Municipal Outlook for 2011

- Consequences of high national debt
 - Local authorities' austerity measures
 - Mounting competition due to suppliers' excess capacities
 - Demand expected to continue falling
- Countermeasures by Bucher Municipal
 - Completion of the new generation of sweepers
 - Commissioning of the extended plant in Latvia
 - Sales and distribution being strengthened in a bid to gain market share
- Outlook
 - Slight decline in sales with an ambitious target of maintaining the operating profit margin at last year's level

Bucher Hydraulics

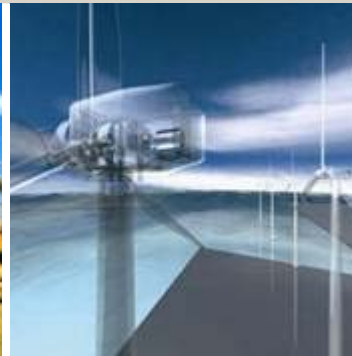
Custom drive solutions



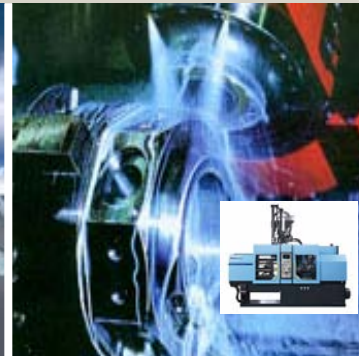
Agricultural
machinery



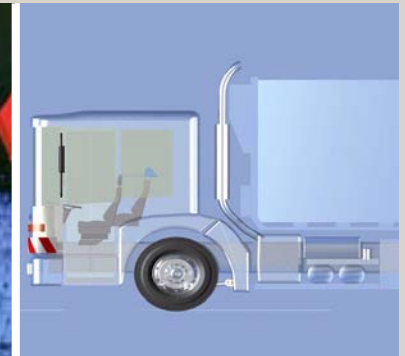
Mining / tunnelling



Wind energy



Mechanical
engineering



Municipal
equipment



Construction
equipment



Materials handling



Elevator hydraulics



Marine / offshore



Power engineering

Bucher Hydraulics

2010 highlights

- Unexpectedly positive market recovery
 - In all main sales regions (Europe, the USA, India, China)
 - Inventory cycle in full swing: leading to shortages in the supply chain with lengthening delivery times
 - Particularly strong rebound in the construction equipment and materials handling market segments
- Both main Swiss manufacturing facilities hard hit by the strong Swiss franc due to the high proportion of exports
- Sales initiatives with IT-assisted project tracking increasing efficiency in sales
- Expansion of the Neuheim manufacturing facility in Switzerland ready in time for the coming upturn

Bucher Hydraulics

Key figures

CHF million	2010	2009	% change
Order intake	387	277	39.8
Net sales	371	320	16.1
Order book	63	46	37.9
Operating profit (EBITDA) as % of net sales	56 15.0%	34 10.6%	64.3
Operating profit (EBIT) before impairment as % of net sales	37 9.9%	14 4.3%	169.3
Operating profit (EBIT) as % of net sales	37 9.9%	-9 -2.7%	n.a.
Number of employees at 31 December	1 544	1 317	17.2

Bucher Hydraulics Outlook for 2011

- Positive market conditions expected to continue
 - Main markets in Europe, the USA, India and China
 - Years of development work culminating in new customer projects
- High level of project activity for large customers thanks to
 - Many years of collaboration
 - Custom system solutions
 - High flexibility and reliability
- Expansion of the Klettgau manufacturing facility in Germany during 2011/2012
- Growth in sales and improvement in operating profit expected despite currency disadvantages

Emhart Glass

Glass container manufacturing equipment



Gob forming



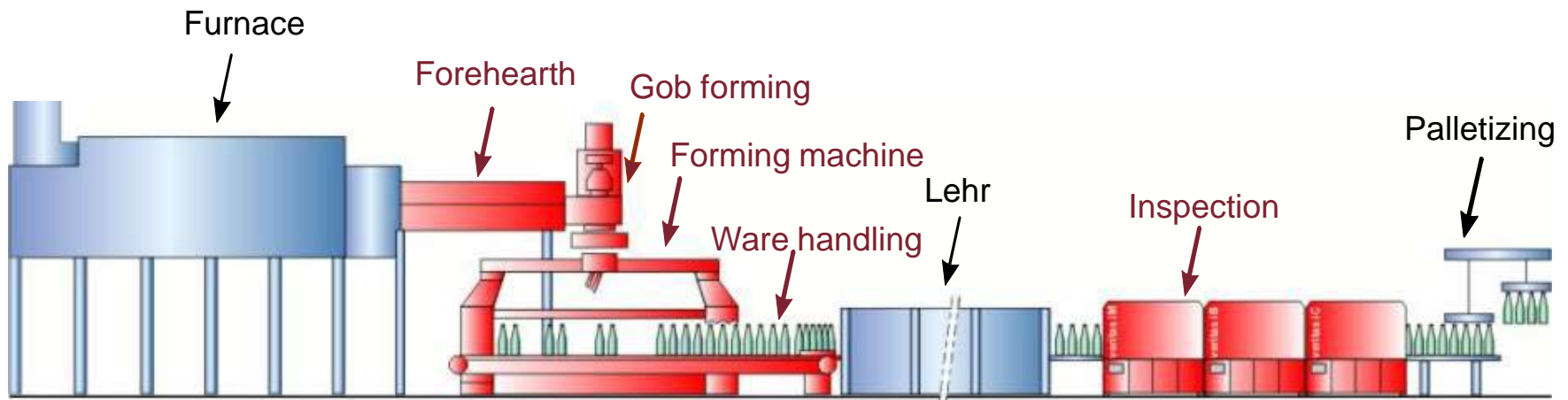
Glas forming machine



Ware handling



Inspection



Glass container manufacturing process

Emhart Glass

2010 highlights

- Late-cycle market environment
 - Highly capital-intensive glass container industry
 - Very low demand until the beginning of the fourth quarter
 - Ten-year low reached
- Past the trough
 - Glasstec in Düsseldorf triggered a trend reversal; Emhart Glass showed by far the most innovations
 - High increase in project activity with a major contract from India
 - Order intake picked up sharply late in the reporting year
- Closure of the plant in Italy (restructuring costs of CHF 5 million) and expansion of the Malaysian plant
- Tempered glass project nearly ready for selection of the first pilot customers

Emhart Glass

Key figures

CHF million	2010	2009	% change
Order intake	285	232	22.7
Net sales	259	304	-14.6
Order book	110	92	19.9
Operating profit (EBITDA) before restructuring as % of net sales	16 6.2%	21 7.0%	-24.4
Operating profit (EBIT) before restructuring as % of net sales	8 3.1%	12 4.0%	-34.4
Operating profit (EBIT) as % of net sales	3 1.2%	12 4.0%	-75.4
Number of employees at 31 December	874	871	0.3

Emhart Glass

Outlook for 2011

- Pent-up demand in the glass container industry
 - Rapid and substantial rise in demand for glass containers
 - Modernisation necessary due to increased quality requirements
 - Very high level of project activity
- As the market leader, Emhart Glass will benefit from the pent-up demand and new products shown at Glasstec
- Delivery of the major Indian order will give added impetus due to the customer's reference status
- Prolonged relocation to Malaysia will entail additional operating costs
- Marked growth in sales and significant improvement in operating profit expected despite the strong Swedish krona

Bucher Specials

Independent businesses

Fruit juice processing systems
and drying equipment

Agricultural distributorship
for Switzerland

Winemaking equipment



Horizontal grape presses

Hydraulic presses

New Holland tractor



Micro-filtration systems

Filtration systems

Round balers

Bucher Specials

2010 highlights

- Varying market conditions
 - Strong growth in demand for winemaking equipment fuelled by European Union subsidies and high product innovation
 - Weak fruit juice equipment business despite rising concentrate prices
 - New sludge projects delayed; first industrial application (leather processing)
 - Stable agricultural distributorship business in Switzerland
- Bucher Landtechnik took over Kuhn product distribution in Switzerland from 1 September 2010
- Bucher Vaslin acquired Sutter presses with focus on the customer base and spare parts business

Bucher Specials

Key figures

CHF million	2010	2009	% change
Order intake	188	182	3.3
Net sales	187	188	-0.4
Order book	45	43	4.9
Operating profit (EBITDA) as % of net sales	11 5.9%	12 6.6%	-11.3
Operating profit (EBIT) as % of net sales	9 4.6%	10 5.3%	-14.0
Number of employees at 31 December	535	506	5.7

Bucher Specials Outlook for 2011

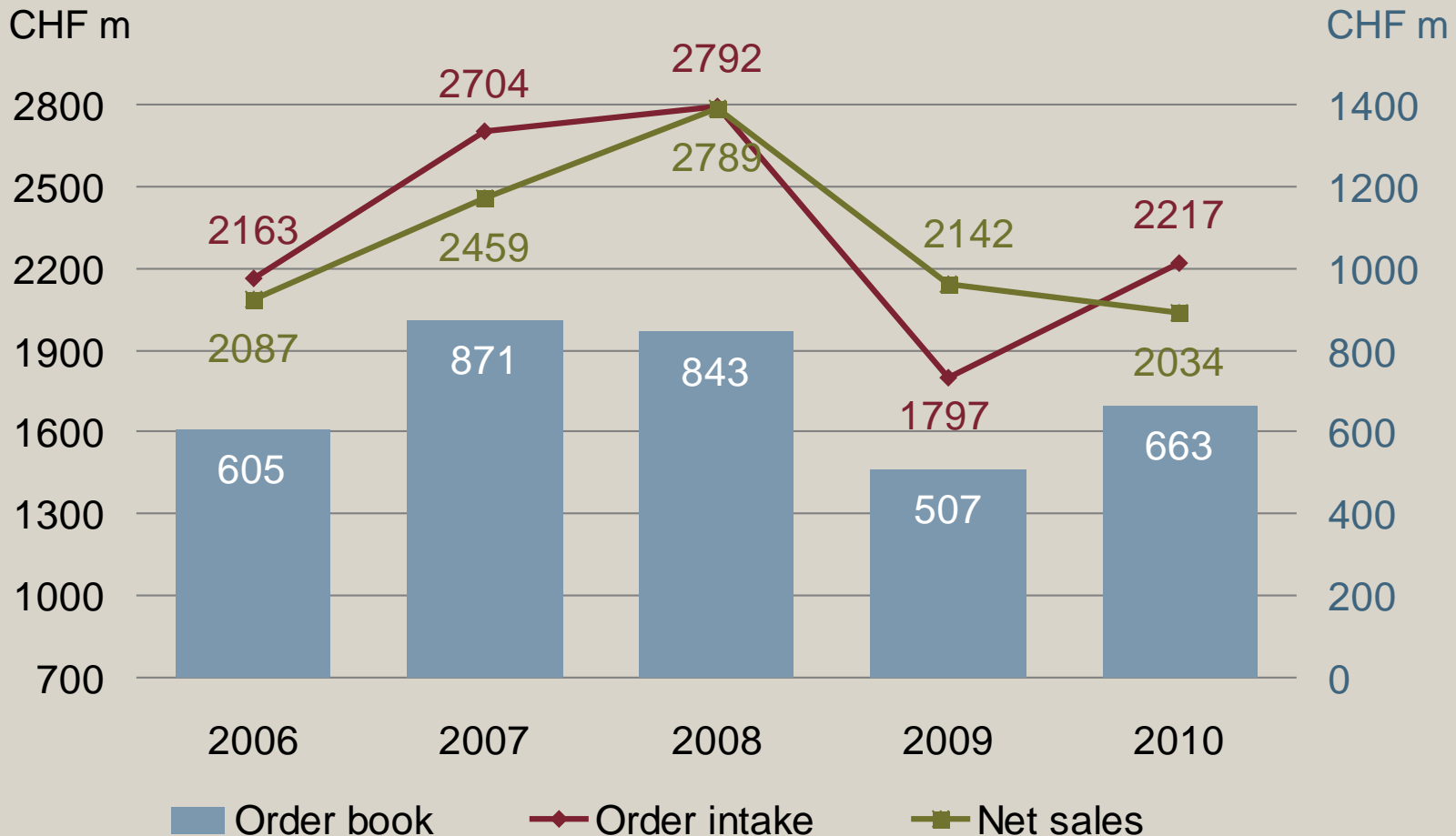
- Market outlook for the independent businesses
 - Continued growth in winemaking equipment driven by EU subsidies and product innovation
 - Tentative recovery in fruit juice equipment business despite high concentrate prices; customers initially strengthening their balance sheets following the financial crisis
 - Swiss distributorship for agricultural machinery benefiting from taking over Kuhn products and strengthening the dealer network
- Bucher Specials expects growth in sales and improvement in operating profit

Group outlook for 2011

- Positive trend in demand expected to continue
 - Higher farmers' income fuelling capital spending due to high prices of agricultural produce
 - Mobile hydraulic solutions benefiting from growth in several market segments and start of series production for some major projects
 - High project activity in the glass container industry ensuring good capacity utilisation at Emhart Glass
 - Austerity measures in the public sector leading to further contraction in the sweeper market
 - Ongoing good demand for winemaking equipment and recovering demand for fruit juice equipment, as well as stable distributorship in Switzerland
- Foreign currency impact may impede growth
- The Group expects continued overall growth in sales and profit

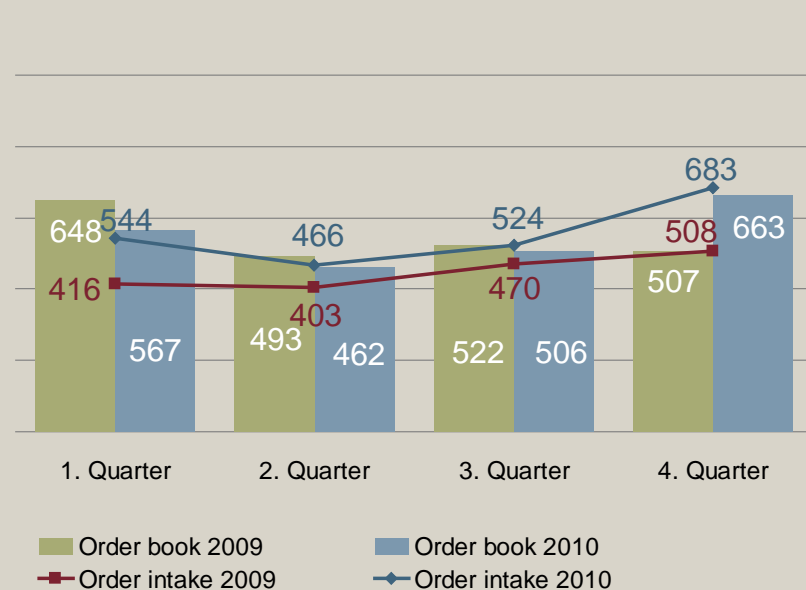
Financial report 2010

Order intake, order book and net sales

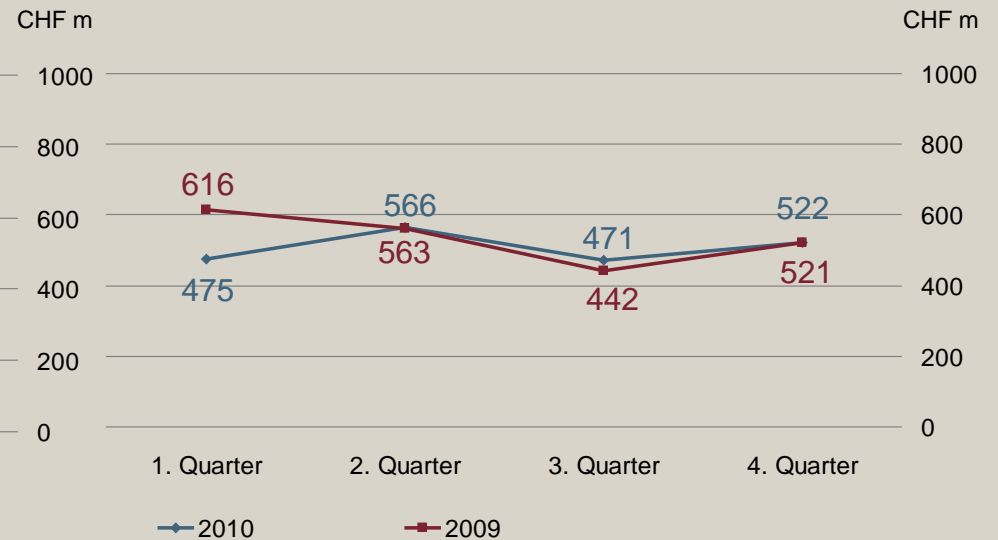


Order intake, order book and net sales

Order intake and order book

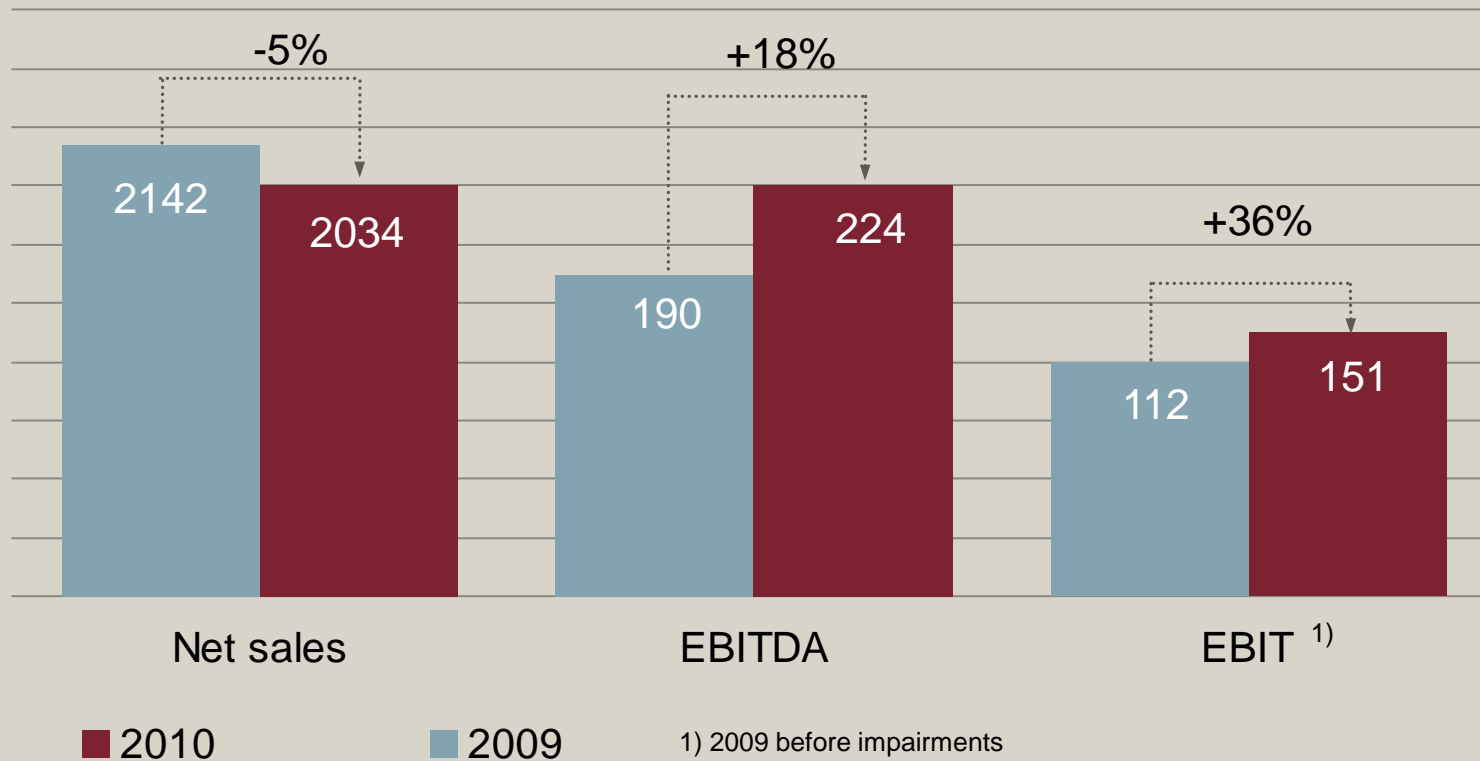


Net sales



Impact on net sales, EBITDA and EBIT

CHF m



Consolidated income statement (1)

CHF million	2010		2009		Change in %-points
Net sales	2 034	99.5%	2 142	106.0%	
Changes in inventories of finished goods and work in progress	10	0.5%	-121	-6.0%	
Total operating revenue	2 044	100.0%	2 021	100.0%	
Material expenses	-1 040	-50.8%	-1 038	-51.4%	+0.6
Personnel expenses	-542	-26.5%	-536	-26.5%	-
Other operating income	27	1.3%	26	1.3%	-
Other operating expenses	-265	-13.0%	-283	-14.0%	+1.0
EBITDA	224	11.0%	190	9.4%	+1.6

Consolidated income statement (2)

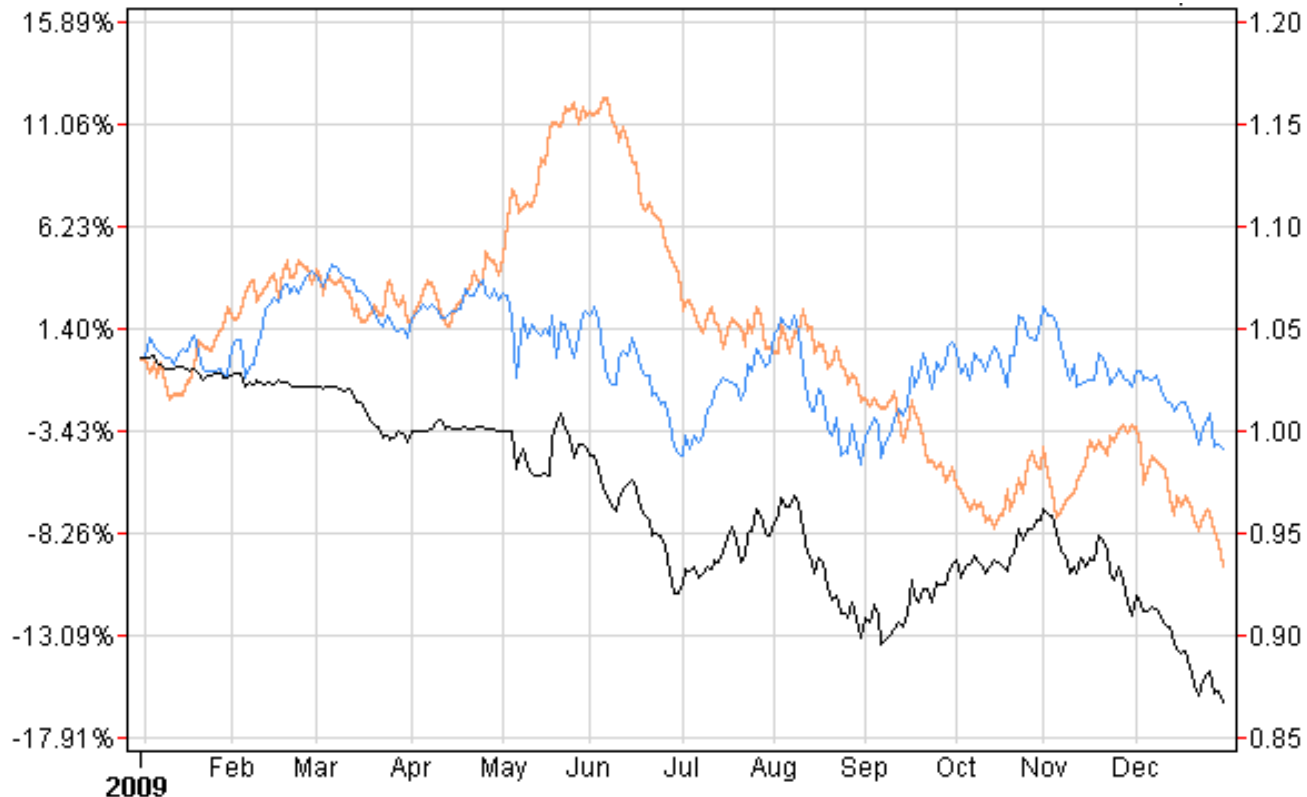
CHF million	2010	2009	Change in %
Operating profit (EBITDA)	224	190	18.0
Depreciation	-57	-61	-7.0
Amortisation	-16	-17	-7.1
Operating profit (EBIT) before impairment	151	112	35.5
Impairment	-	-86	-100.0
Operating profit (EBIT)	151	26	486.8
Net financial items	-11	-19	-42.6
Income tax expense	-43	-31	36.6
Profit for the year	98	-24	n.a.
Earnings per share in CHF	9.53	-2.60	n.a.

Net financial items

CHF million	2010	2009	+/-
Net interest expense	-18	-16	-2
Net gain on short-term investments	11	7	+4
Foreign exchange gains and losses	-1	-7	+6
Other financial items	-3	-3	-
Net financial items	-11	-19	+8

Currency fluctuations

USD, EUR, SEK

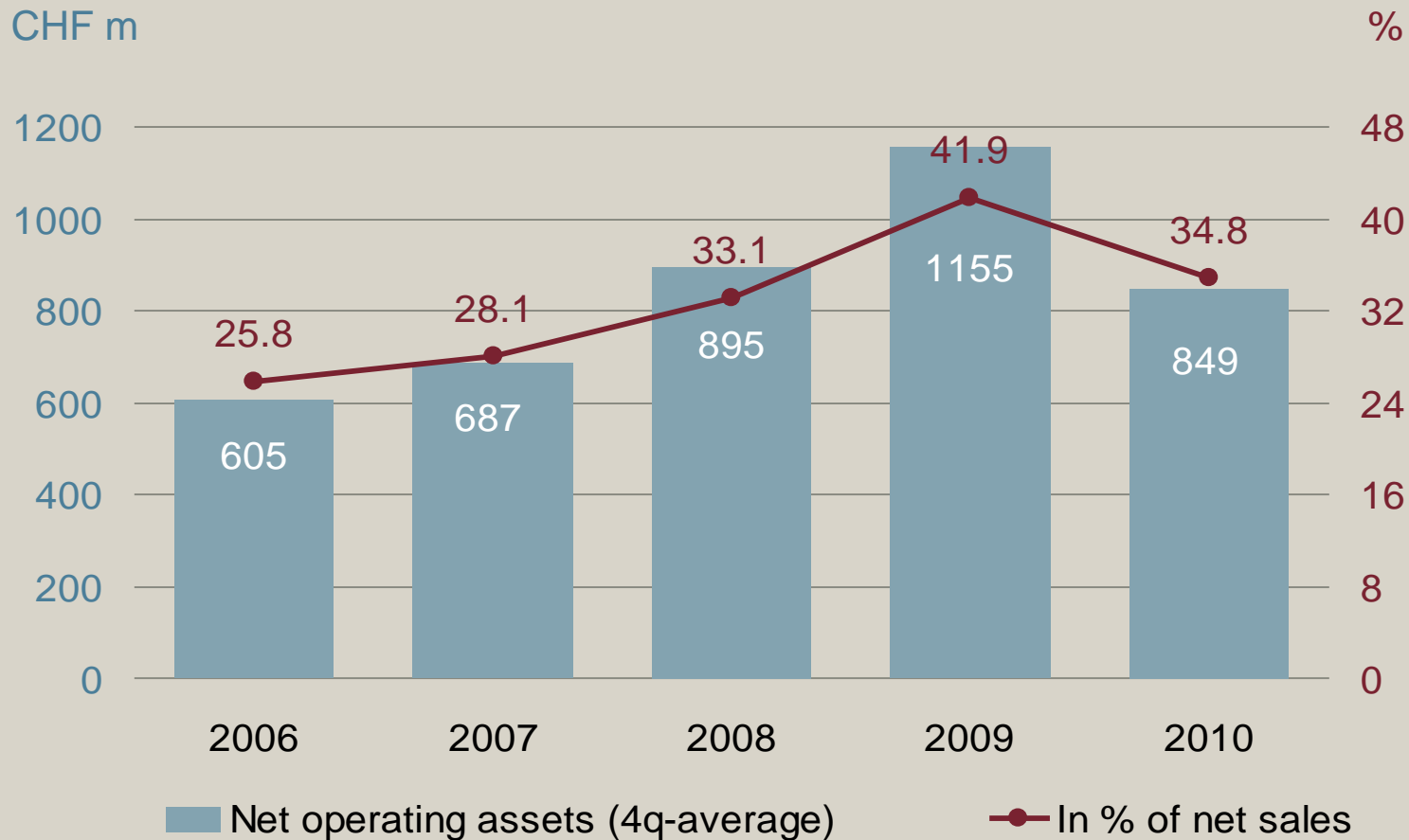


31-Dec-09 zu 30-Dec-10	Hoch	Tief	Veränderung (%)
USD_CHF,C	1.1732	0.9349	-0.10 (-9.69%)
EUR_CHF,C	1.4891	1.2396	-0.24 (-16.23%)
SEK_CHF,C	15.1246	13.6719	-0.62 (-4.27%)

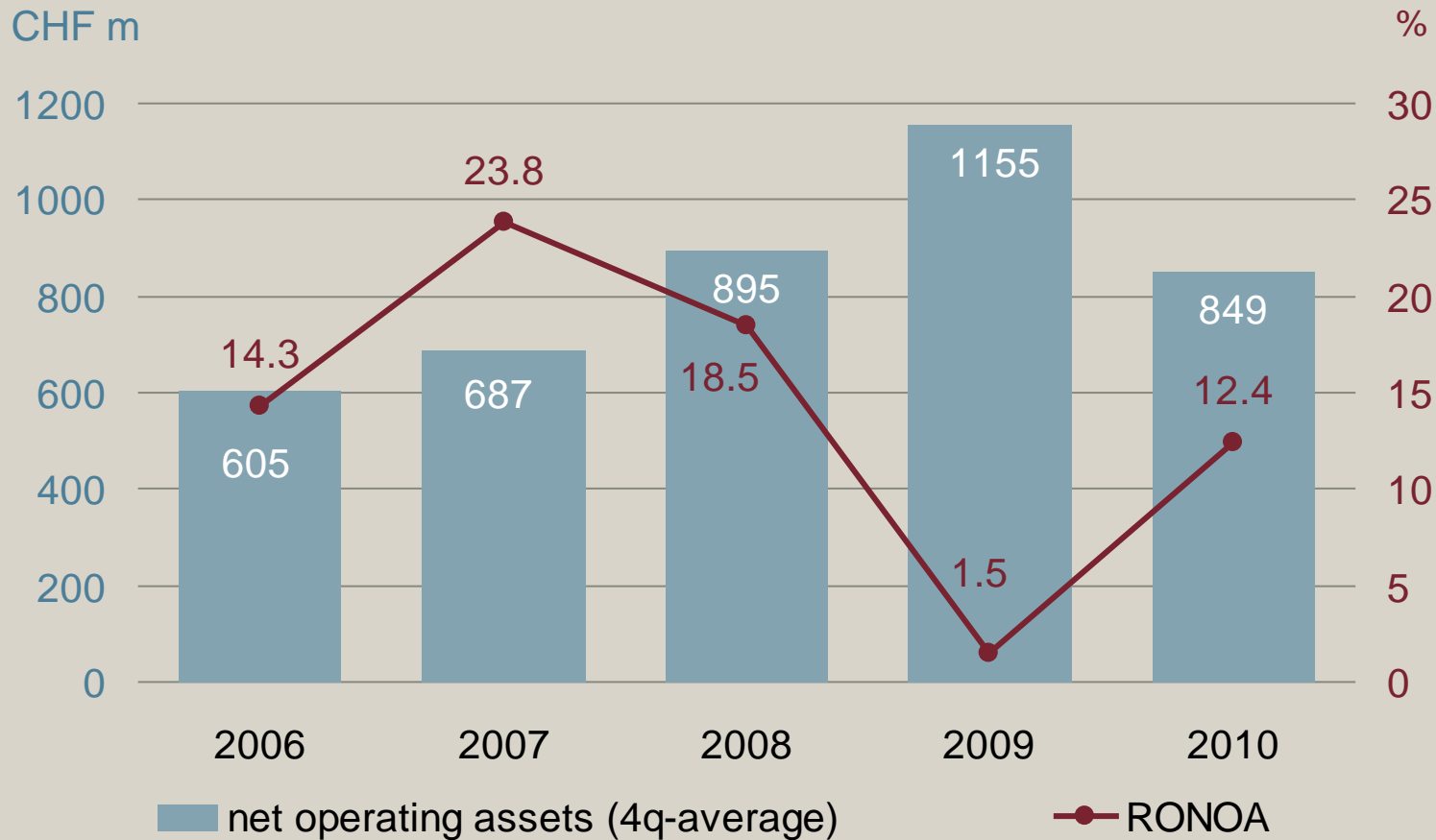
Income tax

CHF million	2010	2009	+/-
Result before tax	141	7	+134
Income tax	-43	-31	-12
Tax rate before impairment	30.5%	33.8%	

Net operating assets (NOA) and NOA in % of net sales



Net operating assets and RONOA



Cash flow statement

CHF million	2010	2009	+/-
Profit for the year	98	-24	+122
Depreciation and amortisation	73	78	-5
Change in provisions	-6	-4	-2
Change in net working capital	82	105	-23
Other monetary positions	13	-2	+15
Impairment	-	86	-86
Net cash from operating activities	260	239	+21

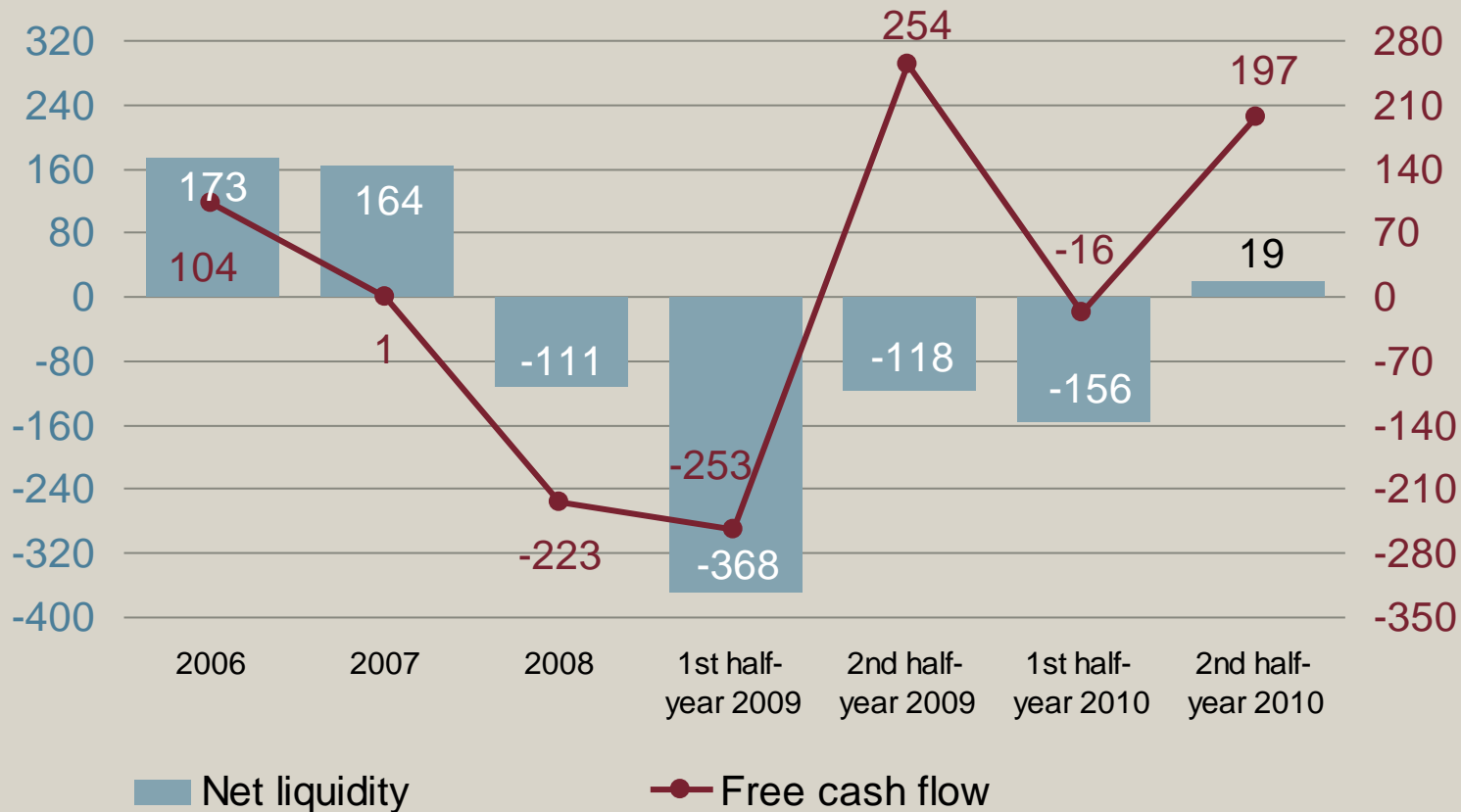
Free cash flow

CHF million	2010	2009	+/-
Net cash flow from operating activities	260	239	+21
Purchases of property, plant and equipment (net)	-54	-55	+1
Purchases of intangible assets (net)	-4	-1	-3
Operating free cash flow	202	183	+19
Changes in financial assets and short-term investments	-4	36	-40
Dividend	-21	-45	+24
Acquisitions/Divestment	4	-173	+177
Free cash flow	181	1	+180

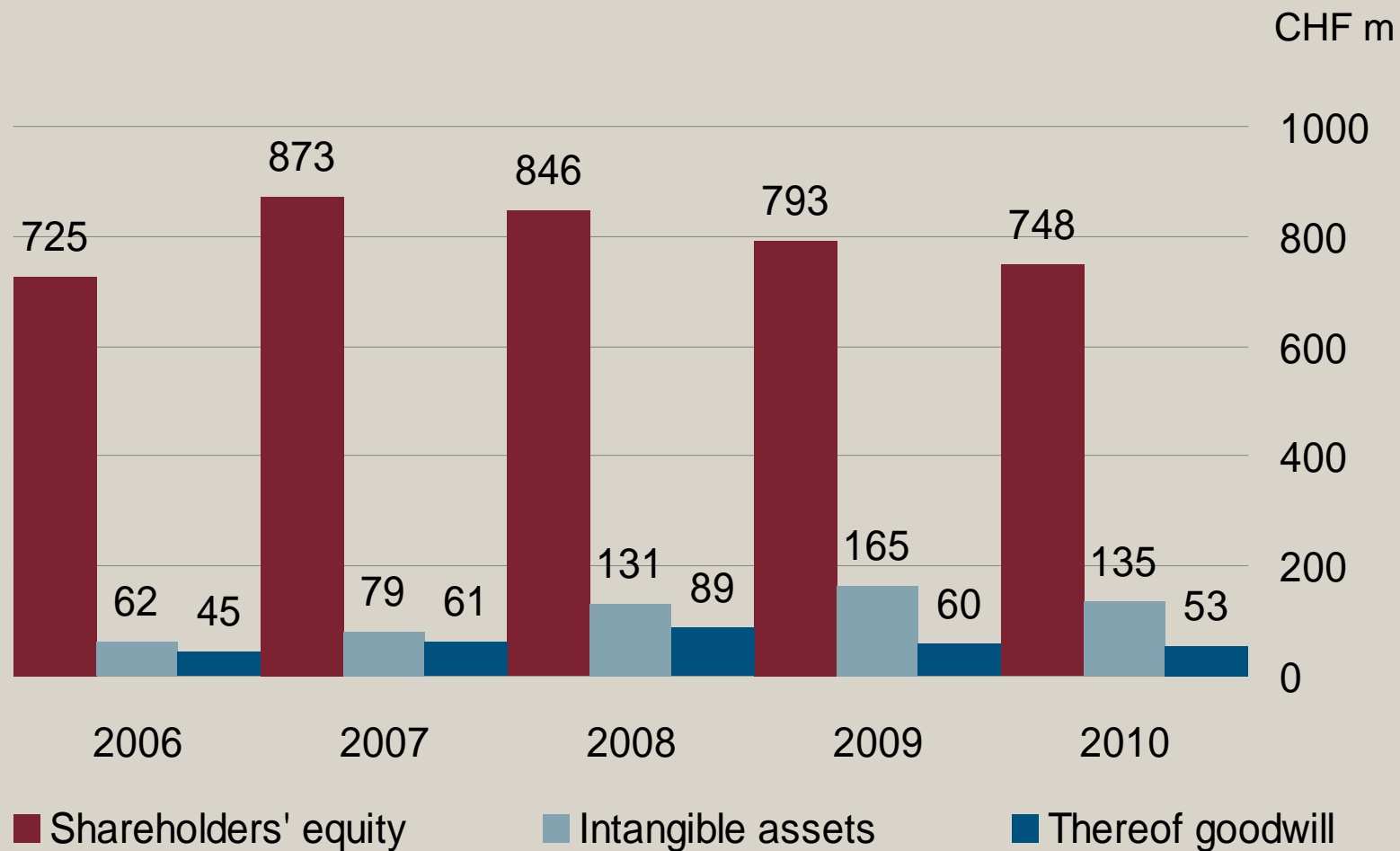
Net liquidity and free cash flow

Net liquidity
CHF m

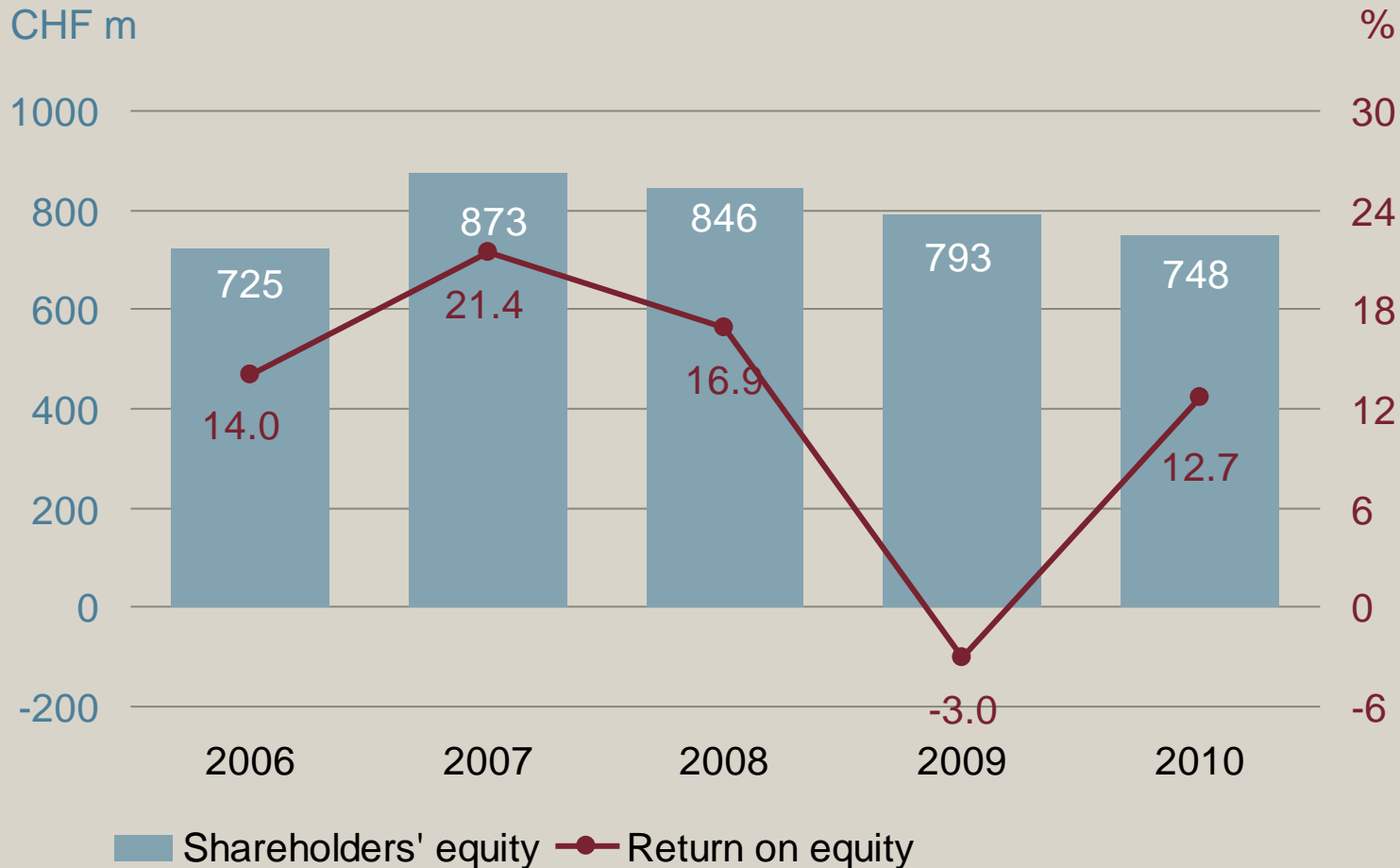
Free cash flow
CHF m



Shareholders' equity / Intangible assets



Shareholders' equity and return on equity



Selected financial key figures

		2010	2009
Equity margin		37.7%	37.3%
Net tangible worth (equity – goodwill)	CHF million	694	732
Fixed-assets-to-net-worth ratio		230%	212%
Net liquidity	CHF million	19	-118
Debt payback period (net debt/EBITDA)		-0.1	0.6
Interest coverage ratio (EBITDA/net interest expense)		13x	12x

**Remuneration report
2011 annual general meeting**

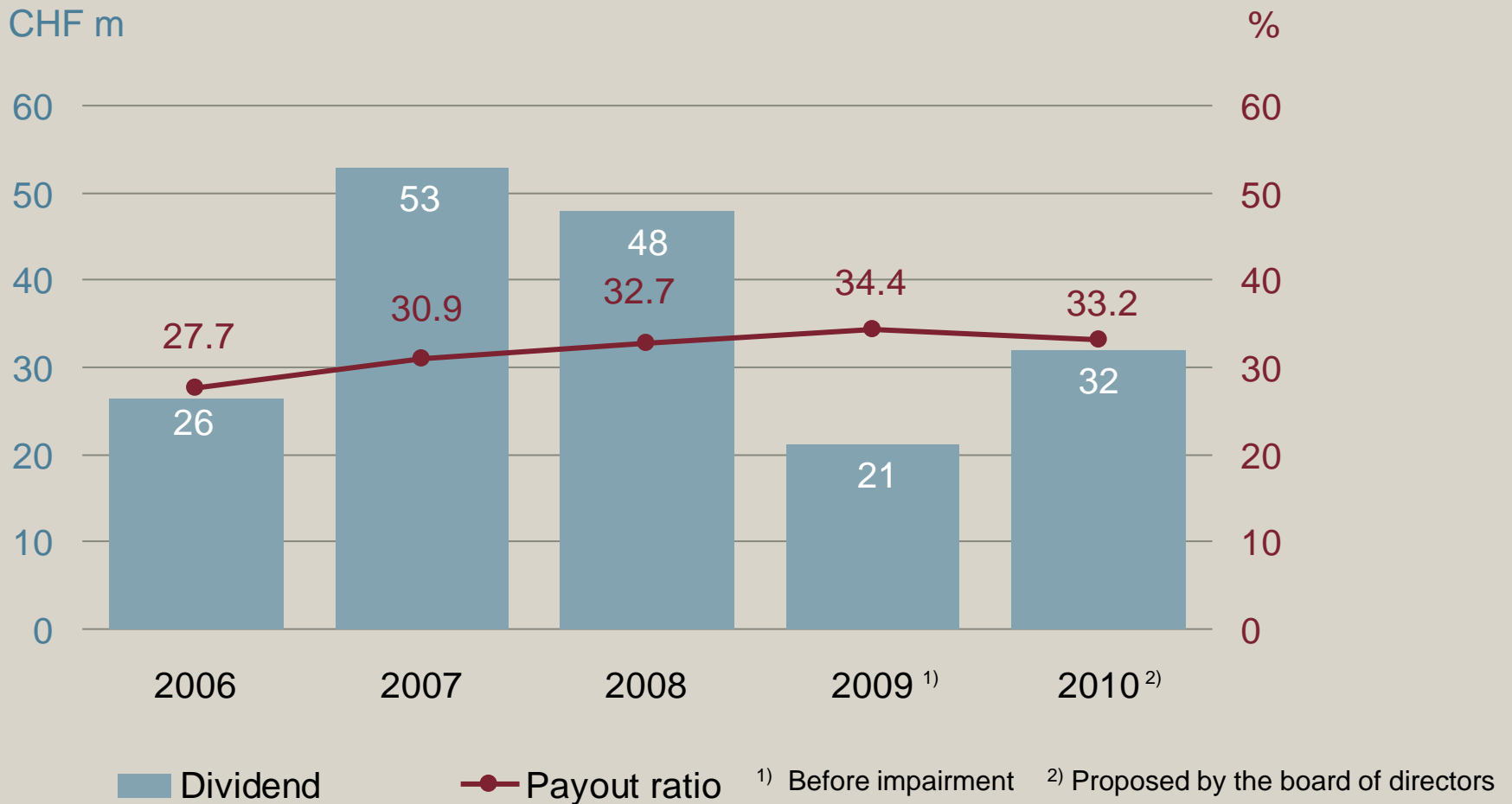
2010 remuneration report

- **Board of directors: non-performance-related remuneration**
 - No change in the remuneration package
 - Remuneration increased solely because the directors forwent payment of one third of their remuneration in the previous year
 - Total remuneration per director: approx. CHF 140 000
- **Group management: fixed and variable remuneration components**
 - Remuneration still subject to a ceiling
 - New remuneration package from 2010
 - Slightly lower total remuneration overall
 - Increased fixed base salary and decreased variable remuneration
 - Share option plan replaced by new share-based payment plans
 - 27% increase in total remuneration following 30% decrease in previous years
 - Total remuneration per group management member: approx. CHF 1.165 m

Board of directors' proposals

- Dividend policy
 - Consistent payout ratio of between 30% and 35%
 - Assessment criteria for determining the dividend: reporting year, outlook for the current year and the Group's financial position
- 2011 dividend proposed for the 2010 financial year
 - CHF 3.00 per share (2009 financial year: CHF 2.00)
 - Yield of 2.2% based on the average share price of CHF 136.00 for the year
- Elections to the board
 - Ernst Bärtschi: nominated for another 3 years
 - Michael Hauser: nominated for 3 years to replace Thomas W. Hauser, who is retiring on reaching the age limit

Dividend / payout ratio



Financial calendar for 2010/2011

Annual general meeting	14 April 2011
Dividend payment	21 April 2011
Release of first quarter 2011 group sales	28 April 2011
Interim report 2011	9 August 2011
Release of third quarter 2011 group sales	27 October 2011
Release of 2011 group sales	2 February 2012
Annual press & analyst conferences	15 March 2012
Annual general meeting	12 April 2012