

Group presentation

Bucher – since 1807













Kuhn Group Agricultural machinery

Tillage

- Seeding
- Fertilisation
- Spraying
- Landscape maintenance
- Hay and forage harvesting

Bucher Municipal Municipal vehicles

- Compact and truckmounted sweepers
- Refuse collection vehicles
- Salt spreaders
- Snow plough

Bucher Hydraulics Hydraulic systems

- Mobile and industrial hydraulics
- Pumps
- Motors
- Valves
- Cylinders
- Elevator drives

Bucher Emhart Glass Bucher Specials Glass container industry Individual businesses

 Glass-forming machinery

- Inspection machinery
- Transport and handling systems
- Integrated systems

- Equipment for processing wine, fruit juice, instant products, and for dewatering sewage
- Swiss distributorship for agricultural machinery

sludge

 Control and automation technology

Employees: 4 700

Sales: CHF 1 300 million Sales: CHF 400 million Employees: 1 500

Sales: CHF 450 million Employees: 2 000

Sales: CHF 350 million Employees: 1 900

Sales: CHF 250 million Employees: 800

Number 1 market positions



Kuhn Group worldwide in forage harvesting

machinery and feed mixers

Bucher Municipal in Europe in sweepers

Bucher Hydraulics in Europe in special segments of

mobile hydraulics

Bucher Emhart Glass worldwide in glass container

manufacturing equipment

Bucher Specials worldwide in fruit juice and wine

production equipment

Main manufacturing sites worldwide





Group strategy



- Increase in company value (RONOA > WACC)
- Diversified group focused on mechanical and vehicle engineering
- Strengthening of existing operating segments
 - Continuous product innovation
 - Operational efficiency with flexible structures
 - Internal growth and targeted acquisitions
- Clear, central functions
 - Strategy and operations reviews
 - Treasury, Controlling, Tax, Legal, M&A, Investments, Communication
 - Management and remuneration systems
- Solid balance sheet for long-term industrial independence

Medium-term earnings targets



EBIT margin	2009	2010	2011	2012 ¹⁾	2013	targets
Kuhn Group	7.5 ³⁾	9.2	11.3	12.5	14.9	11
Bucher Municipal	3.9	7.3	7.0	9.3	8.6	8
Bucher Hydraulics	4.3 ³⁾	9.9	8.7	9.0	9.4	11
Bucher Emhart Glass	4.0	1.2 ²⁾	4.5	0.3 ²⁾	4.8	9
Bucher Specials	5.3	4.6	6.1	8.1	10.0	9
Bucher Industries	5.2 ³⁾	7.4	8.1	8.9	10.7	9

Group, divisions and independent businesses

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DONOA (C.)	4.4.42)	40.4	4-0	4 7 0	400	4.0
RONOA after tax	11.43)	12.4	17.0	17.0	19.3	>16

^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

²⁾ After restructuring costs of CHF 9 million in 2012 and CHF 5 million in 2010

³⁾ Before impairment changes

Group at a glance 2013



- Favourable market environment
 - Good conditions at high level for agricultural machinery
 - Low but stable demand for municipal vehicles
 - Upturn in demand and sales growth through acquisitions at Bucher Hydraulics and Bucher Specials
 - Subdued first half, picking up in second half in glass-forming machinery
 - Good market conditions in fruit juice processing equipment
- Entry into automation technology through takeover of Jetter AG by public offering; at year-end Bucher held 77.35% of the equity
- Best result in the company's history
 - EBIT margin of 10.7%
 - Profit for the year of CHF 196 million
 - Earnings per share increase by 27% to CHF 19.64

Group at a glance 2013 (continued)

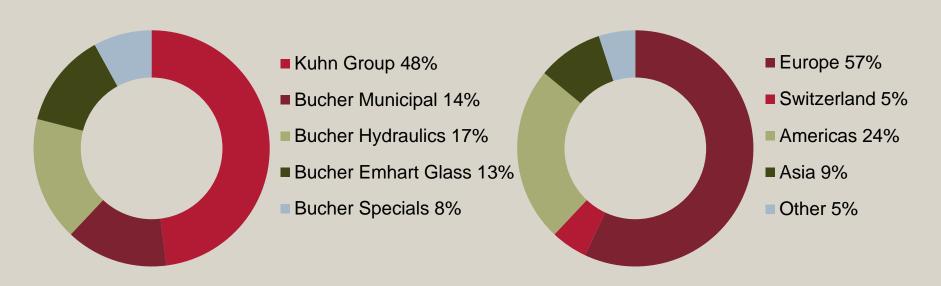


- Continuity in investments
 - CHF 137 million for internal growth
 - CHF 63 million for acquisitions at Bucher Hydraulics and Bucher Specials
- Solid financial situation
 - Operating free cash flow of CHF 92 million
 - Zero net debt at the end of 2013
 - Increase in equity ratio from 39% to 44%
 - Great financial scope for internal and external growth

Net sales by division and region 2013



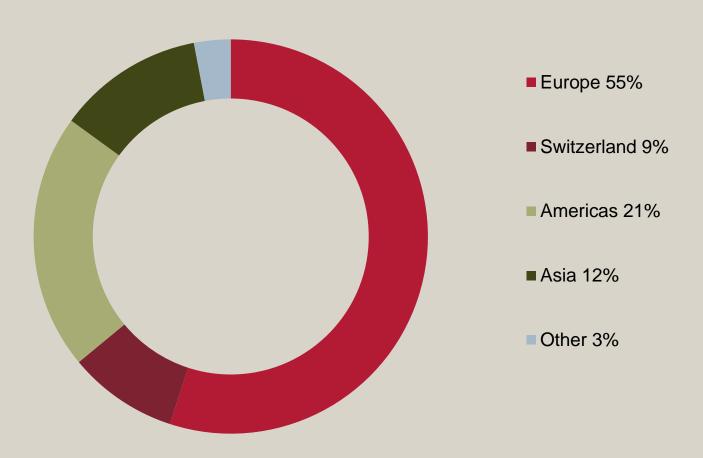
CHF 2 691 million



Numer of employees by region 2013

BUCHER

Total 10 916 employees¹⁾



¹⁾ Expressed as full time equivalents

Key figures



CHF million				Change in	
	2013	2012	%	% ²⁾	% ³⁾
Order Intake	2 718	2 490	9.1	9.0	6.6
Net sales	2 691	2 609	3.1	3.0	0.8
Order book	850	795	6.9	6.5	3.3
Operating profit (EBITDA) ¹⁾ as % of net sales	371 13.8	307 11.8	20.9		
Operating profit (EBIT) ¹⁾ as % of net sales	287 10.7	232 8.9	23.9		
Profit for the year ¹⁾ as % of net sales	196 7.3	156 6.0	25.8		
Employees at 31 December	10 916	10 166	7.4		2.1
Average employees during year	10 788	10 383	3.9		0.7

^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

²⁾ Adjusted for currency effects

³⁾ Adjusted for currency, acquisition and disposal effects

Investing in the future



CHF million	2013	2012	Change in %
Development costs	91	81	12.0
Capital expenditure	137	96	41.6
Acquisitions (cash flow)	55	3	n.a.

Results by division

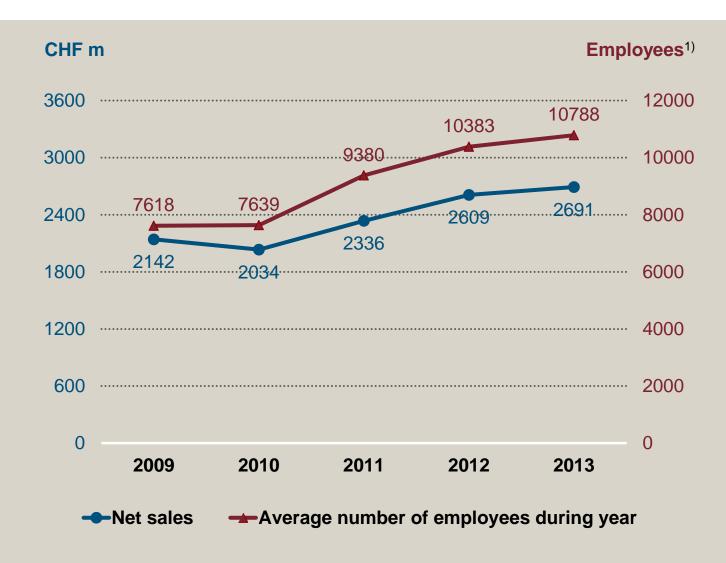


CHF million	201	3	2012 ¹⁾			
	EBIT	EBIT margin	EBIT	EBIT margin		
Kuhn Group	191	14.9%	153	12.5%		
Bucher Municipal	33	8.6%	39	9.3%		
Bucher Hydraulics	42	9.4%	37	9.0%		
Bucher Emhart Glass	17	4.8%	1	0.3%		
Bucher Specials	24	10.0%	17	8.1%		
Other/consolidation	-20		-15			
Bucher Industries	287	10.7%	232	8.9%		

¹⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Net sales and number of employees

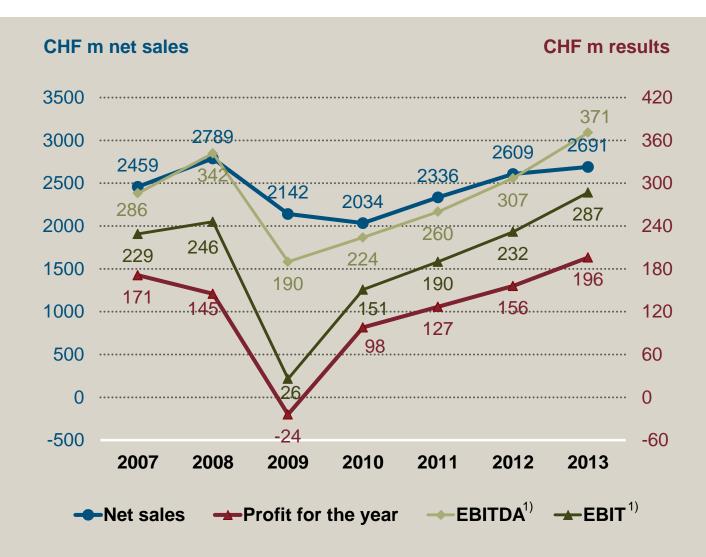




¹⁾ Expressed as full time equivalents

Net sales and results

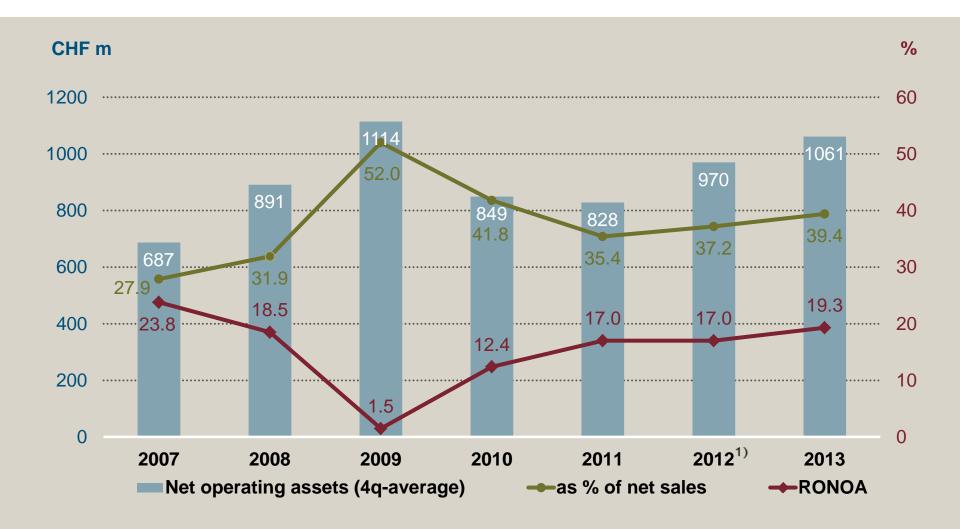




^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

Net operating assets (NOA) und RONOA after tax

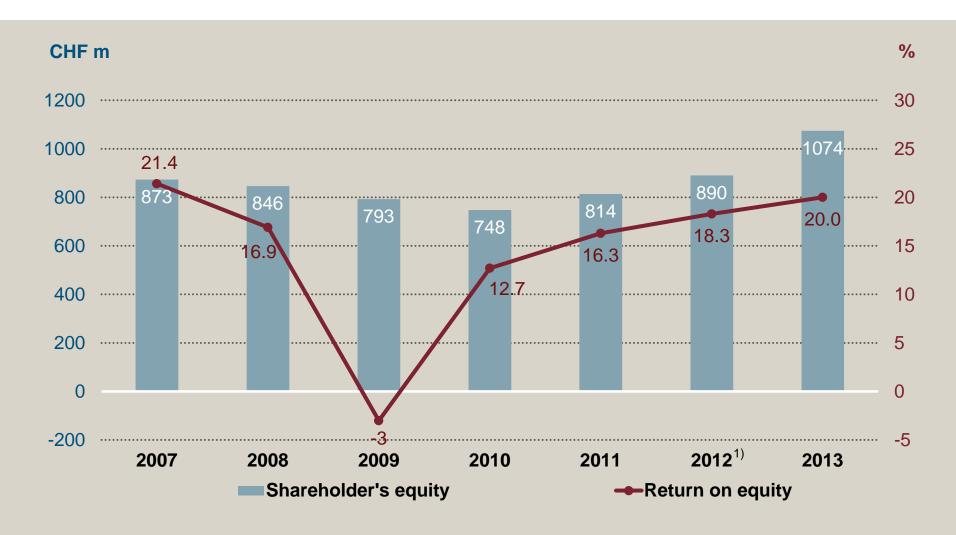




^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

Shareholders' equity and return on equity





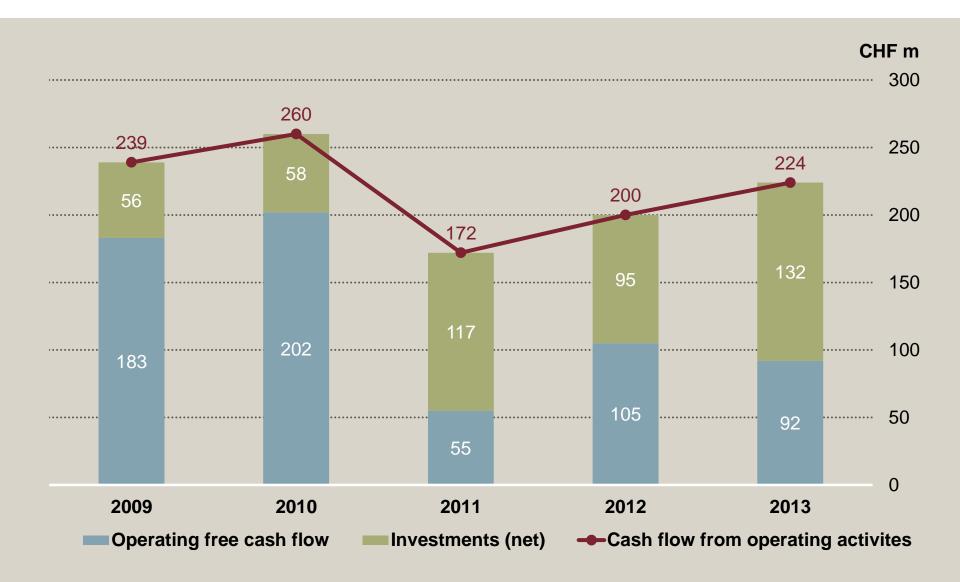
Impairment charges: 2008 CHF 39 million, 2009 CHF 86 million

1) 2012: retrospective restatement owing to first application of IAS 19 (revised)

March 2014 - Group Presentation

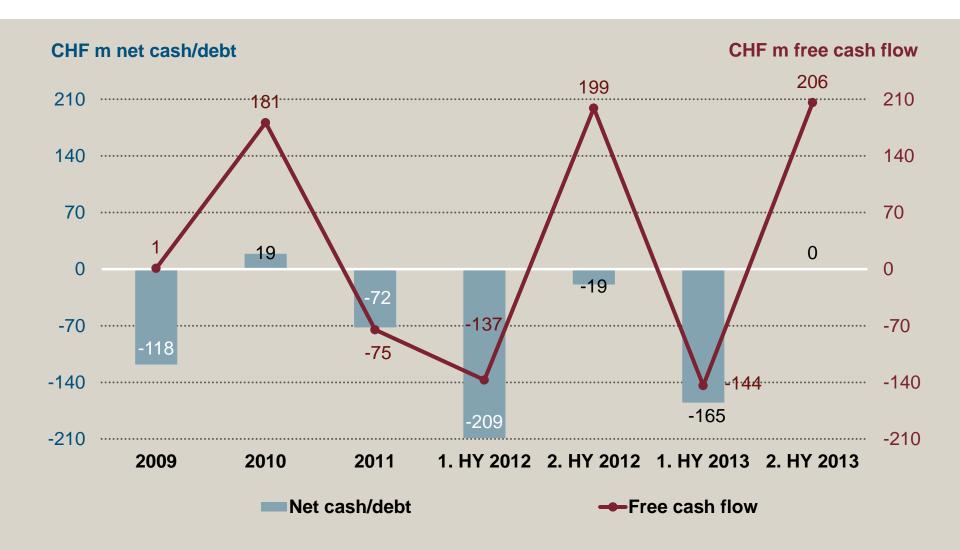
Operating free cash flow and investments Cash flow from operating activities





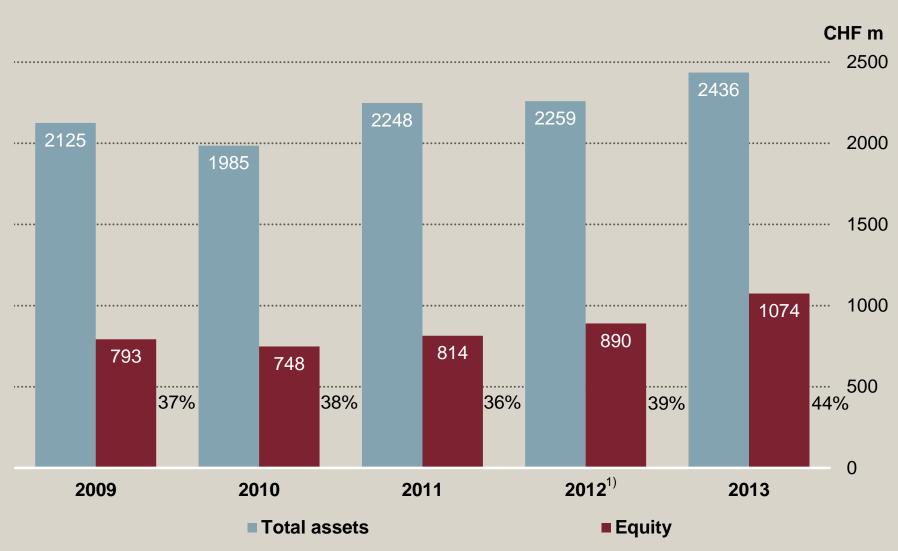
Net cash/debt and free cash flow





Total assets and equity

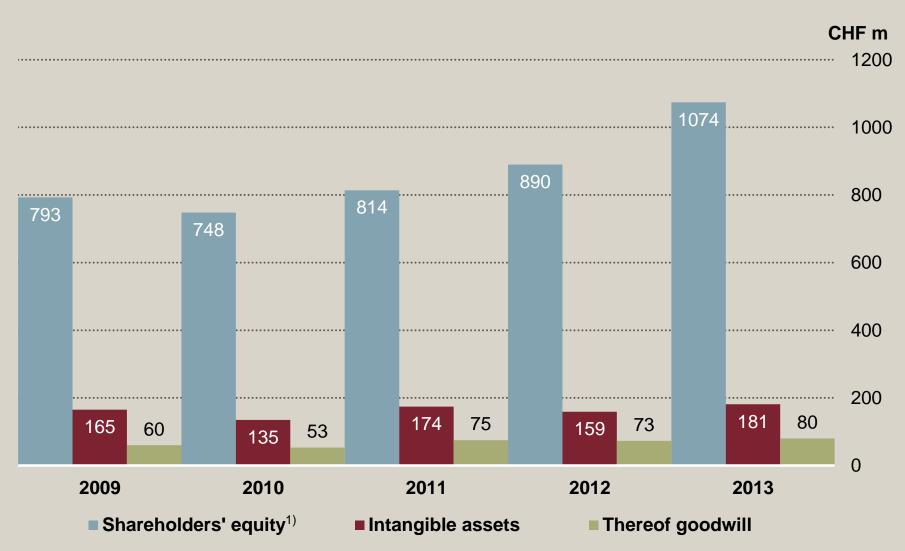




¹⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Shareholders' equity / Intangible assets





^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

Group outlook for 2014



- No significant change in economic environment anticipated
- Confident mood in market segments served by Bucher Industries
 - Agricultural machinery: subdued demand at very high level
 - Municipal vehicles: positive outlook thanks to major order from Moscow
 - Demand for hydraulic systems and glass-forming machinery on a par with previous year
 - Bucher Specials expects buoyant demand to continue, boosted by acquisition of Jetter automation technology
 - For Group overall, slight increase in sales and moderate decrease in profitability compared with record figures in 2013

Kuhn Group Specialised agricultural machinery

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Ploughing

Tillage

Seeding

Fertilisation

Manure spreaders



Spraying



Hay and forage harvesting



Feed storage



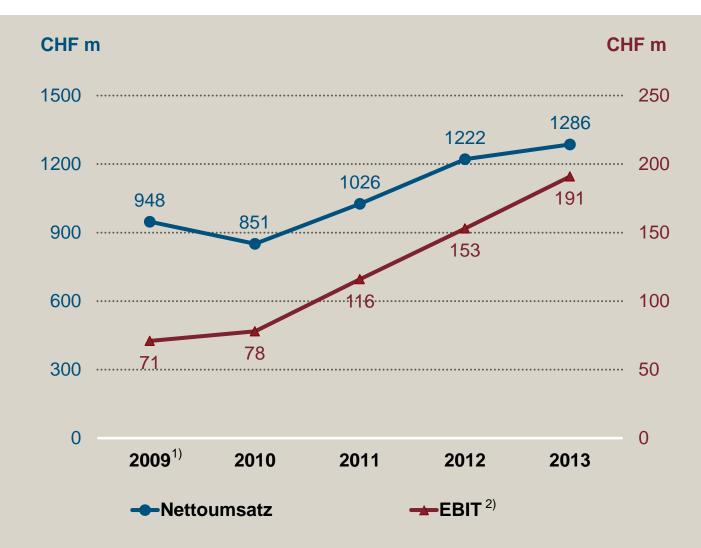
Bedding and feeding



Landscape maintenance

Kuhn Group Net sales and EBIT



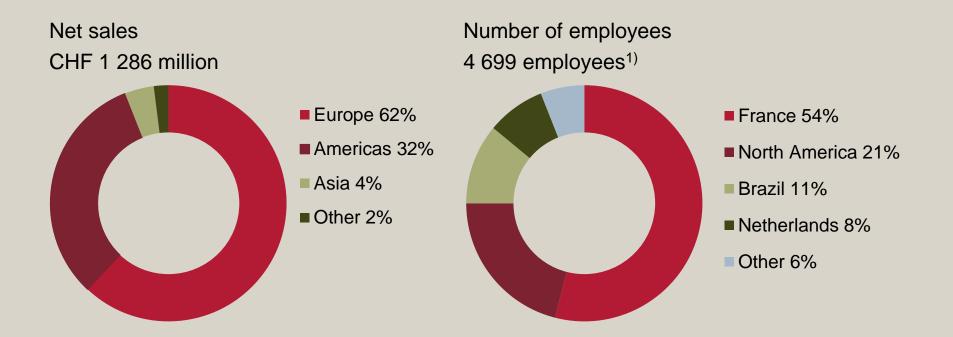


¹⁾ Before impairment charges

²⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Kuhn Group Net sales and number of employees 2013





¹⁾ Expressed as full time equivalents

Kuhn Group Market position



- World's leading manufacturer of specialised tractor-related agricultural machinery under one brand
- Use of several distribution networks reduces dependence and increases potential for high market share
- Broad customer base and independence from large customers
- Specialist in hay and forage harvesting machinery, tillage machinery, seed drills, sprayers, feed mixers
- Market share: up to 30% or more worldwide depending on the product family
- Main competitors: Kverneland (NO), Krone (DE), Claas (DE), Pöttinger (AT),
 Amazone (DE) and other German, French and Italian manufacturers

Kuhn Group Complete product range under one brand



Competitors		Нау а	nd forage	Ð	Hedge	Feed	Tillage	equipment	Se	eders	Sprea-	Spray-	Trac-	Harvesters
	mow- ers	tedders		balers	cutters	mixers	driven	non-driven	drilling	precision	ders	ers	tors	selfpropelled
Kuhn Group														
John Deere														
CNH														
AGCO														
Claas													Renault	
Krone														
Amazone														
Pöttinger														
Kubota/KVE				Gallignani									Kubota	
Exel / Hardi														
Lemken														
Horsch														
Väderstad														
Kongskilde														
Lely/Welder														
Sulky														
Monosem														

Kuhn Group World farm equipment market

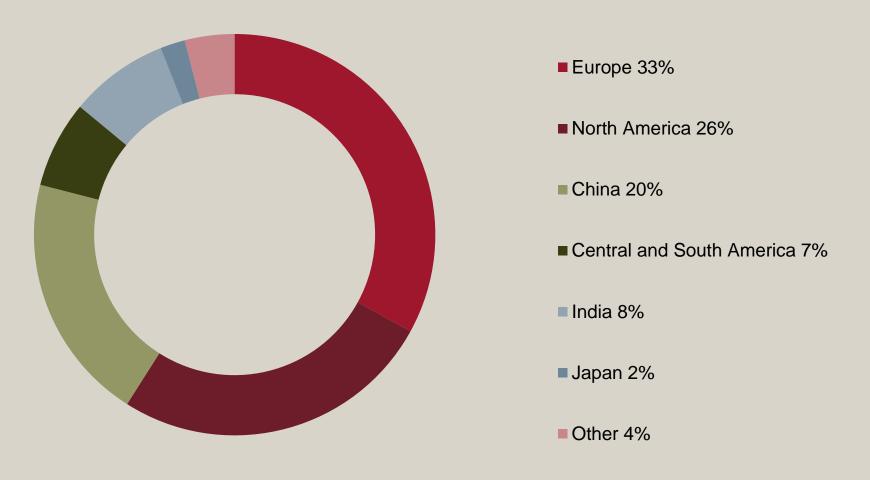


	Market in %
Farm tractors	29%
Harvesting machinery	16%
Hay and forage machinery	6%
Tillage	6%
Planting and seeding, crop protection, fertilizing machinery	10%
Other farm equipment machinery, attachments and parts	33%

Kuhn Group



World regional farm equipment market



Kuhn Group 2013 highlights



- Positive market trend
 - Despite downward trend, prices for agricultural produce remained at a high level in longterm comparison
 - Investment confidence among farmers remained high
 - Delay in growth cycle in springtime, later recovering to large extent
- Successful integration of acquired companies strengthens market position and profitability
- Excellent profitability thanks to various operational factors
- Acquisition of Montana, Brazil, specialists in self-propelled crop sprayers, and fertilising equipment, completed at the end of 2014
- High investments in infrastructure, growth and customer training

Kuhn Group Acquisition of Montana, Brazil



- Family company in Curitiba, Brazil, with subsidiary in Argentina
- Key figures:
 - Sales 2013: BRL 225 million (CHF 96 million)
 - Two-digit EBITDA margin
 - 600 employees
- Main products (85% of sales):
 - Self-propelled crop sprayers
 - Self-propelled fertilising spreaders
- Complementary dealer network, primarily large scale farms

Montana









Self-propelled fertilising equipment

Self-propelled crop sprayers







Manufacturing site in Curitiba, Brasilien

Kuhn Group Outlook for 2014



- Long-term prospects still good
- Market environment still positive, but rather subdued demand
 - Favourable income situation for farmers continuing, but slightly lower year on year
 - Main markets: America positive overall, Western Europe with lower demand
- Integration of the acquired Montana, Brazil, strengthens market position
- Sales on a par with previous year and slightly lower profitability after record margin in previous year

Bucher Municipal Sweepers and winter maintenance equipment











Compact sweepers

Truck-mounted sweepers







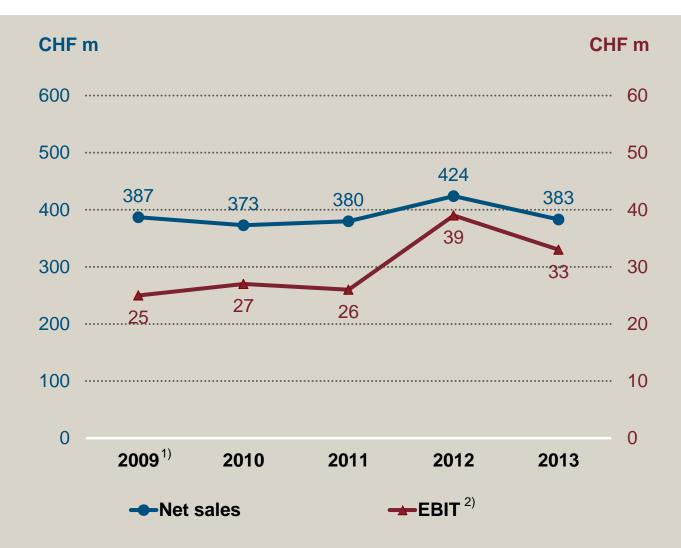


Spreaders

Refuse collection vehicles

Bucher Municipal Net sales and EBIT



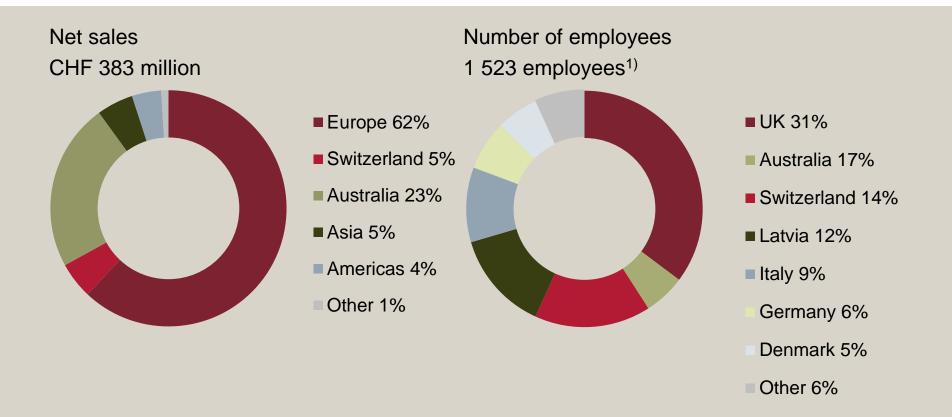


¹⁾ Before restructuring costs

²⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Net sales and number of employees 2013





¹⁾ Expressed as full time equivalents

Bucher Municipal Market position



Market leader in Europe and Australia

Market shares:	Europe	Australia
– Compact sweepers:	22%	48%
– Truck-mounted sweepers:	56%	77%
Refuse collection vehicles:		50%
 Winter maintenance equipment: 	28%	

- Complete product line for municipal applications in Europe
- Main competitors: Aebi-Schmidt (DE), Ravo (NL)*, Scarab (UK)*, Hako (DE), Boschung (CH), Faun (DE) and Elgin (USA)

^{*} Fayat Group

Bucher Municipal Complete product range



Competitors			Swee	epers			Specialised range	Spreaders		
	1m ³	2m³	4m ³	5m ³	6m ³	8m ³		mounted	towed	
Bucher Municipal										
Aebi-Schmidt (DE)										
Boschung (CH)										
Hako (DE)										
Faun (DE)										
Fayat Group (FR) *										
Elgin (USA)										
Dulevo (DE)										
Brock (DE)										
Tennant (USA)										
Epoke (DK)										
Acometis (FR)										

^{*} Ravo, Scarab, Mathieu

Bucher Municipal 2013 highlights



- Overall stable demand on a low level in Europe
- In March 2014, major order worth CHF 53 million from the city of Moscow
- Successful merger of production plants in Great Britain and Australia strengthens competitiveness
- Innovation project for emission-free compact sweepers progressing on schedule
- Sale of profitable auxiliary business with hand-driers in Australia, with book profit of CHF 4 million
- Good operating performance with gratifying level of profitability

Bucher Municipal Outlook 2014



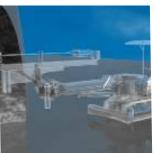
- Stable market volume, 30% down on record year of 2008
 - Flexible adjustment to current market volume and major new order from city of Moscow
 - First tentative signs of recovery in Southern Europe
 - Follow-up order from city of Moscow ensures good start to 2014
- Start of production in Kaluga, Russia, with local manufacture of spreaders
- Sales and operating profit on a par with previous year
- Marked increase in sales and operating profit for the 2014 business year

Bucher Hydraulics Customised drive systems

BUCHER



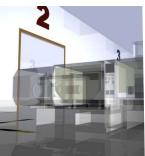
Agricultural machinery



Mining / tunnelling



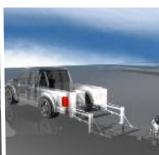
Energy technology



Industry



Municipal vehicles



Lift gates



Construction equipment



Materials handling



Marine/offshore



Elevator technology



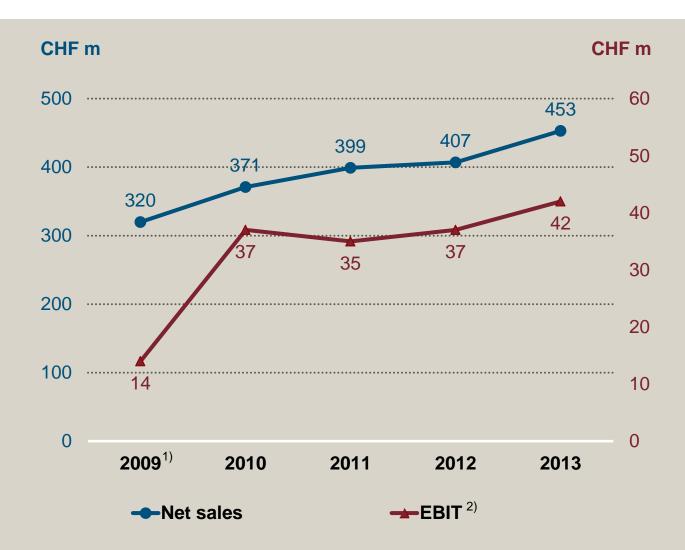
High-voltage switch gear



Dyna-Lift

Bucher Hydraulics Net sales and EBIT



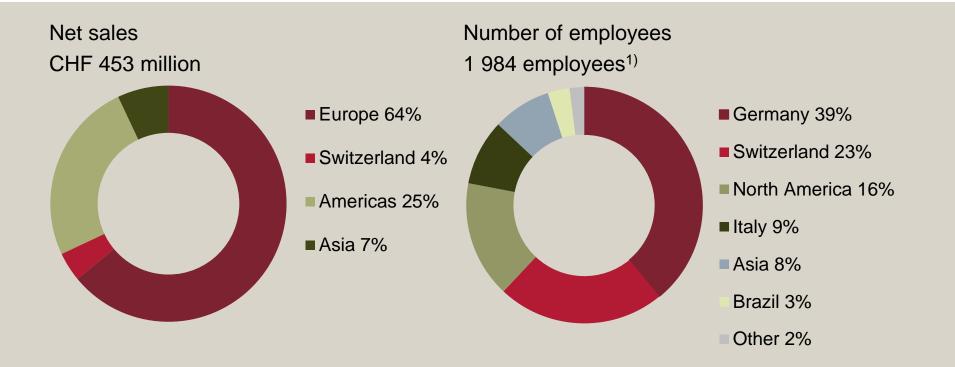


¹⁾ Before impairment charges

²⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Net sales and number of employees 2013





¹⁾ Expressed as full time equivalents

Bucher Hydraulics Market position



- Leading specialist in mobile, industrial and elevator hydraulics across Europe
- Presence built up in the USA and Brazil
- Market share: 10% to 20% across Europe in specialised areas of hydraulic engineering
- Focus on customised drive solutions
- Main competitors: Bosch-Rexroth (DE), Sauer Danfoss (USA), Parker Hannifin (USA), Eaton Vickers (USA), Hydac (DE), Hawe (DE), Husco (USA), Denison (USA), and a large number of further German and Italian manufacturers

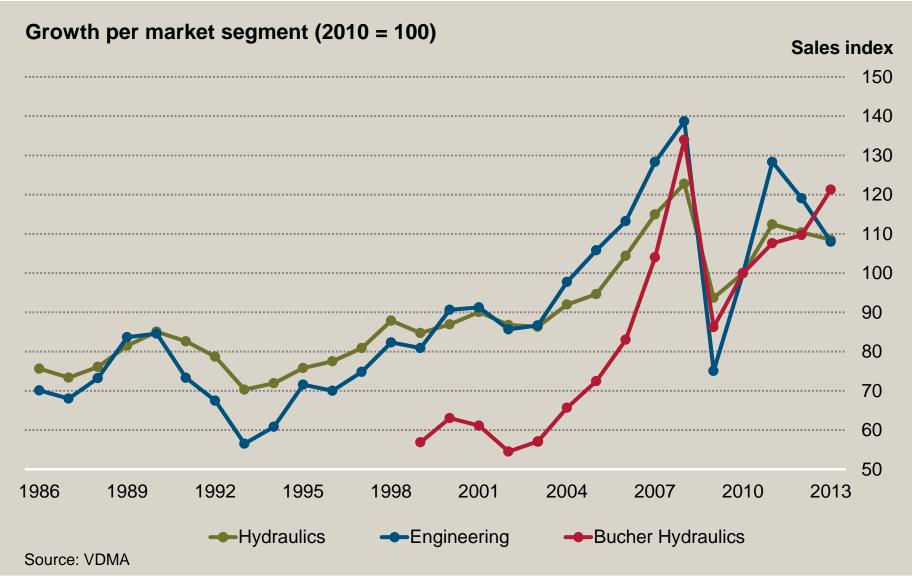
Bucher Hydraulics Complete product range



		Pump	S		Valv	es/			:	lotor ylinc		A	ccess	orie	es	Power packs		
Competitors	Pis- ton	Vane	1	 vo	Direc- tional- spool		:	Spe- cial	Gear	:	Cylin- ders	tro-	Accu- mulat- ors	:			Con- trac- ting	
Bucher Hydraulics																		
Parker (USA)																		
Eaton (USA)																		
Rexroth (DE)																		
Sauer Danfoss (DE)																		
Hydac (DE)																		
HAWE (DE)																		
Brevini Group (IT)																		
Walvoil (IT)																		
Argo-Hytos (DE)																		
Moog (USA)																		
Concentric (SE)																		
Husco (USA)																		
Sun Hydraulics (USA)																		
Hydraforce (USA)																		

Bucher Hydraulics





Bucher Hydraulics 2013 highlights



- Varied market environment
 - Western Europe: market positive in mobile machinery, weakening in construction machinery and industrial hydraulics
 - USA: good level of demand sustained, preparation for series production in 2014 for globally active customers
 - China: government reins in construction activity
- Smooth integration of acquisition Ölhydraulik Altenerding, Germany, with synergies in second half of year
- Entry into the Brazilian market through takeover of Eco Sistemas Hydráulica,
 Porto Alegre
- Good operating performance with increase in sales, operating profit and EBIT margin

Bucher Hydraulics Outlook for 2014



- Uncertainties about economic situation in the second half of the year
 - Developments in Germany decisive for hydraulics sales in Europe
 - Continuation of good level of demand expected in USA
- Start of series production in Europe and North America underpins sales development
- Recovery in China in the second half of the year could give additional impetus
- Development of new platform in Brazil offers short- and medium-term growth opportunities
- Slight increase in sales and further improvement in operating profit expected

Bucher Emhart Glass Glass container manufacturing equipment









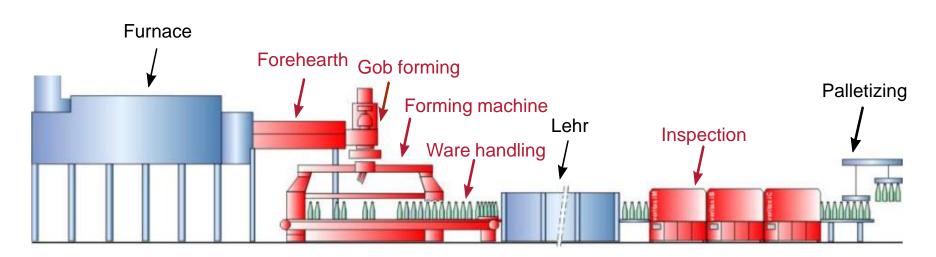


Gob forming

Glass-forming machine

Ware handling

Inspection



Glass container manufacturing process

Bucher Emhart Glass Net sales and EBIT



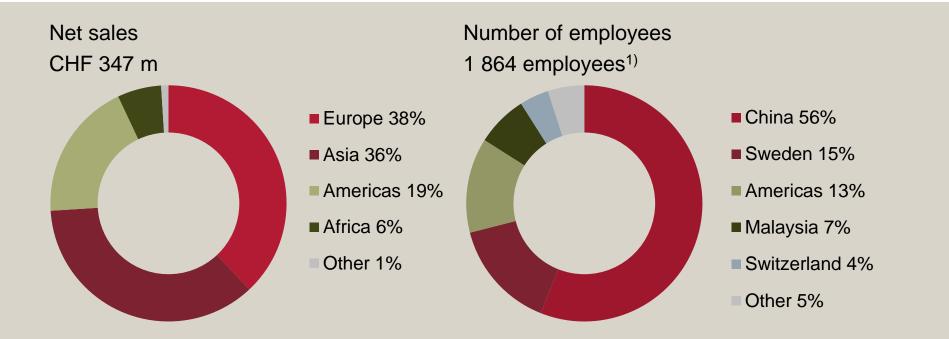


¹⁾ Before restructuring costs

²⁾ 2012: retrospective restatement owing to first application of IAS 19 (revised)

Net sales and number of employees 2013





¹⁾ Expressed as full time equivalents

Bucher Emhart Glass Market position



- World's leading supplier of machinery, equipment and services for glass container manufacturers
- Market share: 50% worldwide for glass forming machines and services; 25% worldwide for inspection systems
- Global partnership with Owens-Illinois (USA), the world's biggest manufacturer of glass containers
- Main competitors: Verallia (FR), Bottero (IT), BDF (IT), Heye International (DE) for glass-forming machinery; Tiama (FR), Iris (FR) for inspection machinery

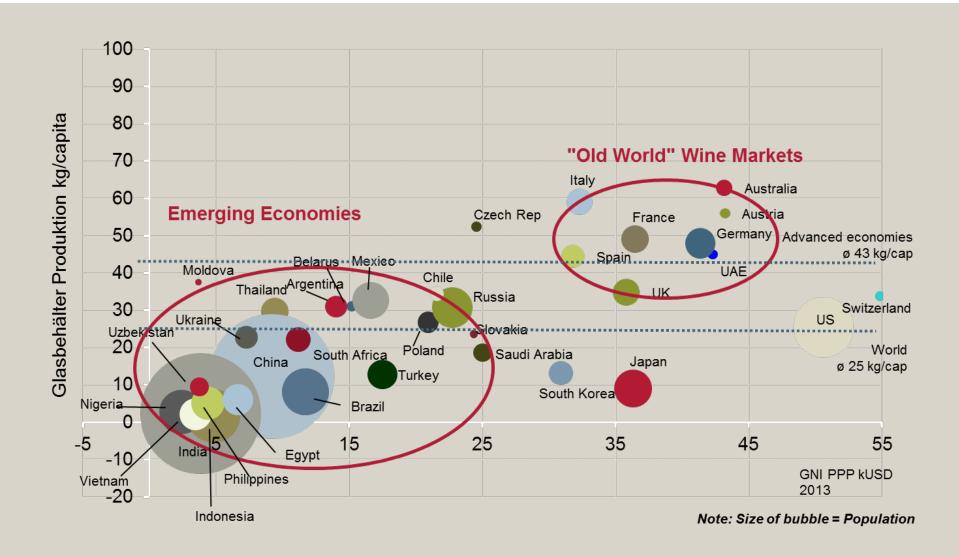
Bucher Emhart Glass World's leading machinery manufacturer



				Но	t End		Cold End					
				IS	IS forming machine							
Competitors	Refrac-tory	Fore- hearth	Feeder & shear	NIS	BIS	AIS	IS	Ware handling	Lehr	Inspec- tion	Palle- tizing	Wrap- ping
Emhart Glass												
Sanjin												
Bottero (IT)												
Heye (DE)												
Sklostroj (CZ)												
GPS (DE)												
BDF (IT)												
China competitors												
MSC & SGCC (FR)												
PSR (UK)												

Bucher Emhart Glass Glass consumption per capita





Bucher Emhart Glass



Functional production line installed at Vetropack Pöchlarn, Austria, since mid 2013

May 2013 Finalisation of installation of hard glass

production line at Pöchlarn

June 2013 Start of first production trials

Following months Continuous improvements on

tempering lehr and hard glass equipment

October 2013 First stable production run of 0.33l bottle







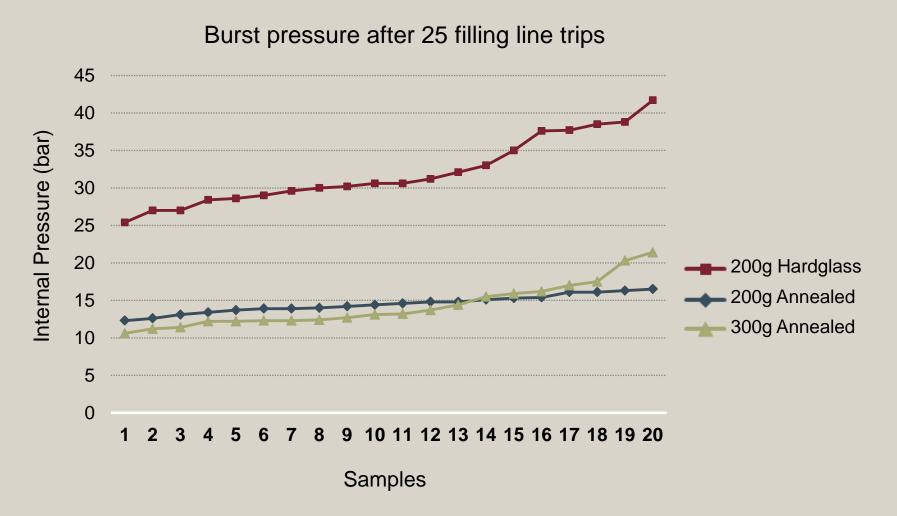




Bucher Emhart Glass

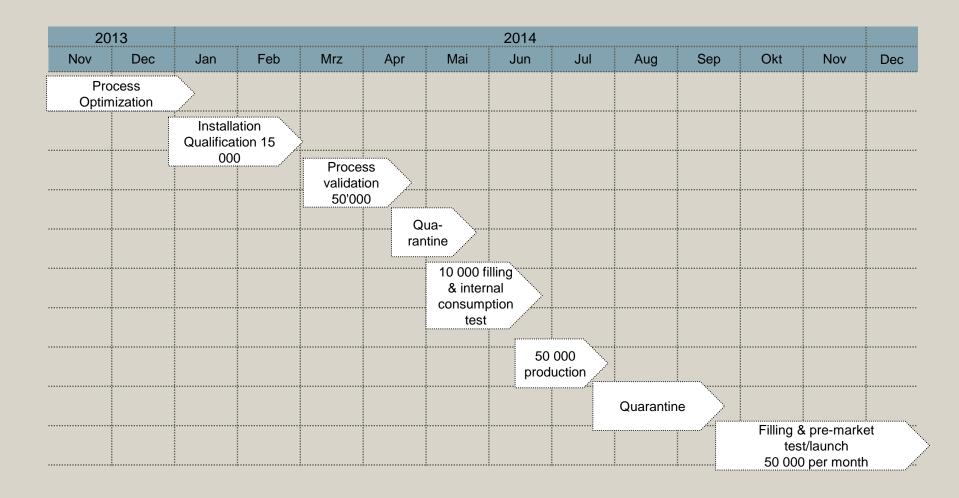


Typical result - Hardglass bottles with significant strength increase over annealed bottles



Bucher Emhart Glass Milestones until full market launch of first bottle





March 2015: Full market launch of 0.33l and 1.0l bottle with advertisement and promotion

Bucher Emhart Glass 2013 highlights



- Marked project-related fluctuations in capacity utilisation
- Varied market development
 - Demand trend hesitant in first half and then positive in second half
 - Slump in demand in China
- First commercial tempered glass system to Vetropack started operations at end of year
- Realignment of capacities and leverage of worldwide presence
 - Expansion of capacity in USA and Europe
 - Expanded capacity in Malaysia came on stream ahead of plan
 - Start of component sourcing from division's own plants in Malaysia and China
 - Completion of project expected by end of 2015/ beginning of 2016
- Worldwide cooperation agreement with Owens-Illinois came into force in September

Bucher Emhart Glass Outlook for 2014



- Market environment expected to be comparable with previous year
 - Continuation of good level of demand in USA
 - Recovery in Europe
 - Stable spare part and service business
 - Persistent weakness of Asian markets, especially in China
- Control systems, spare parts and new machines for Owens-Illinois could provide growth momentum
- Savings arising from the realignment project improve profitability
- Modest increase in sales and further improvement in operating profit

Bucher Specials





Winemaking equipment



Agricultural distributorship in Switzerland



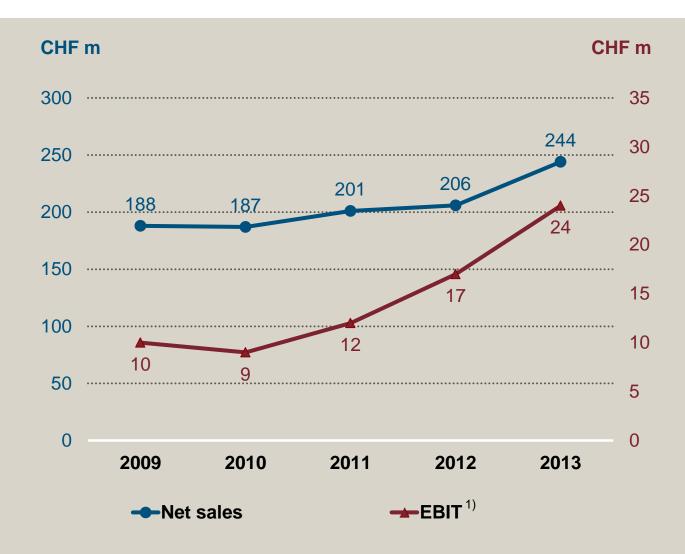
Fruit juice processing systems and drying equipment



Automation technology and control systems

Bucher Specials Net sales and EBIT

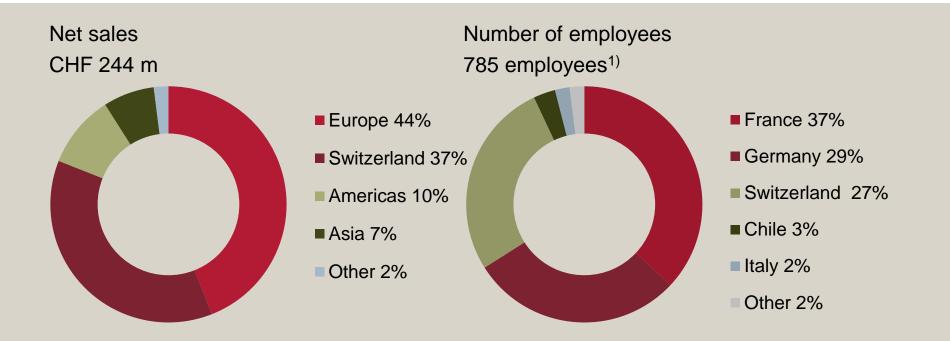




^{1) 2012:} retrospective restatement owing to first application of IAS 19 (revised)

Net sales and number of employees 2013





¹⁾ Expressed as full time equivalents

Bucher Vaslin Market position



- World market leader in winemaking equipment
- Strong global distributor network
- Specialised production facilities in France and Chile
- Market share: 35% to 45% worldwide
- Main competitors: Pera (FR), Della Toffola (IT), Diemme (IT), and further Italian and German manufacturers

Bucher Vaslin World market leader



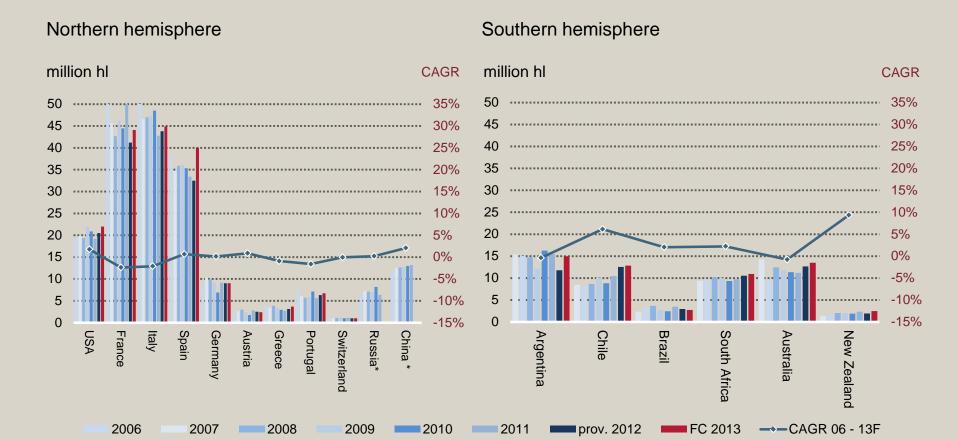
Wine production

Competitors	Reception	Crushing	Pressing	Fermentation	Filtration	Filling
Bucher Vaslin						
Diemme (IT)						
Della/Toffola (IT)						
Gai (IT)						
Willmes (DE)						
Velo (IT)	В	a n k r u p t c	y in 20	1 3		

Bucher Vaslin



Wine production



^{*} CAGR 06 - 11

Source: OIV, SAWIS

Bucher Unipektin Market position



- World market leader in fruit, berry and vegetable juice processing equipment
- Market share: 35% to 50% worldwide
- Entry into beer filtration market with Bucher Filtrox Systems
- Established product range for dewatering of municipal sewage and industrial sludges
- Main competitors: Flottweg (DE), GEA (DE), Alfa Laval (SE) und Andritz (AT)

Bucher Unipektin World market leader



Juice production

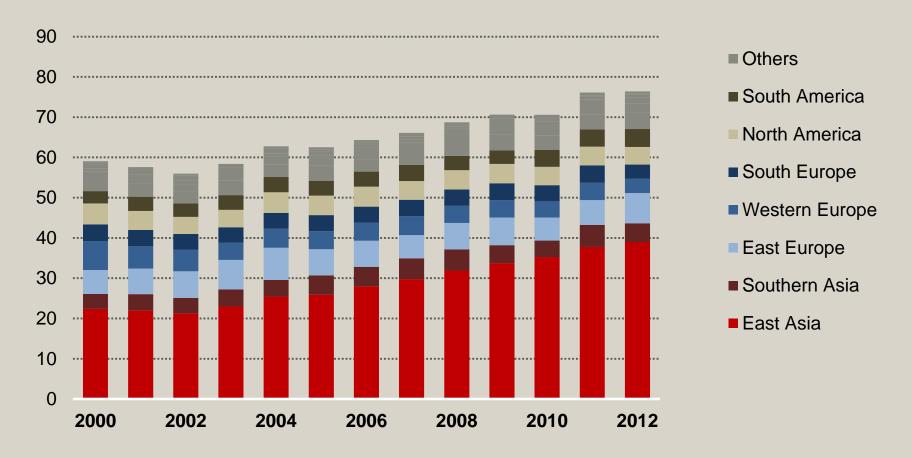
Competitors	Reception	Milling	Mash heating	Dejuicing	Pasteuri- zation	Filtration	Adsorp- tion	Evapo- ration
Bucher Unipektin								
Flottweg (DE)								
Bauer & Partners (PL)								
GEA Group (DE)								
Alfa Laval (SE)								
Schmidt-Bretten (DE)								
Bellmer (DE)								
Kaimi (CN)								

Bucher Unipektin



Apple production

million tonnes



Bucher Landtechnik Market position (in Switzerland)



- Distributorship of tractors and agricultural machinery
- Well established among farmers and distributors
- Professional distributor network and high quality of service
- Wide range of tractors (New Holland, Case, Steyr), attachments (Kuhn) and wheel loaders (Weidemann)
- Market share: 20% to 30%
- Main competitors
 - Tractors: John Deere, AGCO, SDF, Claas
 - Attachments: Pöttinger, Kverneland, Amazone, Lemken, Rabe, Krone, Fella

Bucher Landtechnik Market leader in Switzerland



Competitors	Mowers	Hay an Tedders	d forage Rakes	Balers	Hedge cutters	Feed mixers	Tillage e driven	quipment non- driven		ders precision	Sprea- ders	Spray- ers	Trac- tors	Harvesters self - propelled	Wheel- loaders
Bucher Landtechnik	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn	Kuhn		Kuhn	CNH		Weide- mann
Matra (John Deere)															
GVS (AGCO)	Krone	Krone	Krone	Krone			Rabe	Rabe	Rabe	Rabe			Fendt / MF/ Valtra	Fendt / MF / Krone	Bichon
Serco (Claas)															InTrac
Ott Landmaschinen	Kv	Kv	Kv	Kv		Kv	Amazone Kv	Amazone Kv	Amazone Kv		Amazone Rauch / Kv				
Pöttinger CH															
Fella CH															
Grunderco					Rousseau									CNH	
Lemken CH															

Bucher Specials Jetter - Market entry into automation technology

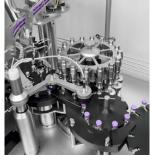
Industrial automation

- Glass container production
- Window manufacturing
- Filling systems
- Packaging systems
- Assembly / handling systems

Mobile automation

- Agricultural machinery
- Municipal vehicles



















Bucher Specials 2013 highlights



- Stable market environment overall
 - Upturn in demand for winemaking equipment
 - Positive performance in equipment for fruit juice processing, dewatering sewage sludge and beer filtration
 - Sales of equipment for dewatering sewage sludge exceeded CHF 10 million for the first time
 - Buoyant market for the Swiss distributorship for agricultural machinery
 - Contribution to sales from automation technology not yet significant; consolidated as of November
- Operational improvements through streamlining in administrative area and investments in logistics
- Gratifying rise in sales and operating profit

Bucher Specials Outlook for 2014



- Market outlook
 - Upturn in winemaking equipment
 - Stabilization on high level in fruit juice processing equipment
 - Increase in projects for dewatering sewage sludge and beer filtration
 - Business with Swiss distributorship for agricultural machinery remains at a high level
 - Strong sales growth through consolidation of Jetter automation technology
 - Bucher Specials expects strong growth in sales and operating profit at the same range as the previous year

BUCHER

