

## Key figures

### Group

CHF million	change in					
	2016	2015	%	% <sup>1)</sup>	% <sup>2)</sup>	
Order intake	2 386.1	2 439.5	-2.2	-2.3	-4.0	
Net sales	2 380.4	2 490.4	-4.4	-4.6	-6.7	
Order book	727.7	688.4	5.7	5.5	2.5	
Operating profit before depreciation and amortisation (EBITDA)	262.5	296.2	-11.4			
as % of net sales	11.0%	11.9%				
Operating profit (EBIT)	169.3	207.1	-18.3			
as % of net sales	7.1%	8.3%				
Net financial result	-8.7	-13.3	34.6			
Income tax expense	-42.2	-53.8	21.6			
as % of profit before tax	26.3%	27.8%				
Profit/(loss) for the year	118.4	140.0	-15.4			
as % of net sales	5.0%	5.6%				
Earnings per share in CHF	11.73	13.69	-14.3			
Capital expenditure	78.2	81.9	-4.5			
Operating free cash flow	189.5	157.8	20.1			
Research and development costs	-99.4	-96.1	-3.4			
Net cash/debt	61.4	-10.4	n.a.			
Total assets	2 419.6	2 353.6	2.8			
Equity	1 223.6	1 154.1	6.0			
Equity ratio	50.6%	49.0%				
Return on equity (ROE)	10.0%	11.9%				
Net operating assets (NOA) average	1 293.1	1 295.7	-0.2			
Return on net operating assets (RONOA) after tax	9.7%	11.5%				
Number of employees at 31 December	11 175	11 072	0.9		-1.5	
Average number of employees during year	11 251	11 486	-2.0		-3.7	
Net sales per employee	CHF 1 000	212	217	-2.3	-2.7	-3.2

<sup>1)</sup> Adjusted for currency effects

<sup>2)</sup> Adjusted for currency and acquisition effects

### Divisions

CHF million	Order intake		Net sales		Order book		Operating profit (EBIT)		Number of employees at 31 December	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Kuhn Group	934.5	1 008.6	930.0	1 068.3	371.1	362.8	74.2	108.6	4 731	4 830
Bucher Municipal	381.0	373.8	389.2	384.4	104.1	84.8	14.5	32.5	1 746	1 525
Bucher Hydraulics	481.7	461.1	475.2	461.4	82.4	75.0	56.6	53.1	2 061	2 034
Bucher Emhart Glass	350.9	399.6	370.8	359.8	107.9	126.3	26.3	23.8	1 757	1 819
Bucher Specials	288.5	237.7	263.3	257.2	76.1	50.7	21.1	12.9	817	802
Other/consolidation	-50.5	-41.3	-48.1	-40.7	-13.9	-11.2	-23.4	-23.8	63	62
<b>Group</b>	<b>2 386.1</b>	<b>2 439.5</b>	<b>2 380.4</b>	<b>2 490.4</b>	<b>727.7</b>	<b>688.4</b>	<b>169.3</b>	<b>207.1</b>	<b>11 175</b>	<b>11 072</b>