

Key figures

Group

CHF million	% change				
	2011	2010	%	% ¹⁾	% ²⁾
Order intake	2 587.5	2 216.5	16.7	29.3	24.7
Net sales	2 336.0	2 033.7	14.9	27.2	22.0
Order book	923.0	663.0	39.2	55.0	41.6
Operating profit before depreciation and amortisation (EBITDA)	259.9	223.9	16.1		
As % of net sales	11.1%	11.0%			
Operating profit (EBIT)	190.2	151.4	25.6		
As % of net sales	8.1%	7.4%			
Net financial items	-18.4	-10.8	70.4		
Income tax expense	-44.4	-42.9	3.5		
As % of profit before tax	25.8%	30.5%			
Profit/(loss) for the year	127.4	97.7	30.4		
As % of net sales	5.5%	4.8%			
Earnings per share in CHF	12.52	9.53	31.4		
Capital expenditure	118.3	65.8	79.8		
Operating free cash flow	54.8	201.9	-72.9		
Development costs	74.4	73.2	1.6		
Net operating assets (NOA), average	827.8	849.2	-2.5		
Return on net operating assets (RONOA)	17.0%	12.4%			
Net cash/debt	-71.5	19.0	n.a.		
Total assets	2 247.7	1 984.9	13.2		
Equity	814.4	747.7	8.9		
Equity ratio	36.2%	37.7%			
Return on equity (ROE)	16.3%	12.7%			
Number of employees at 31 December	10 136	7 899	28.3		9.5
Average number of employees during year	9 380	7 639	22.8		11.4
Net sales per employee	CHF 1 000	249.0	266.2	-6.5	9.5

¹⁾ Adjusted for currency effects.

²⁾ Adjusted for currency and acquisition effects.

Divisions/Segments

CHF million	Order intake		Net sales		Order book		Operating profit (EBIT)		Number of employees at 31 December	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
Kuhn Group	1 166.3	976.1	1 026.4	851.2	506.0	356.8	115.7	78.2	4 230	3 593
Bucher Municipal	449.3	380.6	379.9	373.0	153.2	88.6	26.6	27.3	1 530	1 334
Bucher Hydraulics	406.3	386.7	399.2	371.4	68.9	62.9	34.8	36.9	1 712	1 544
Emhart Glass	357.7	285.2	345.2	259.3	145.0	109.7	15.4	3.0	2 134	874
Bucher Specials	207.9	187.9	200.6	187.0	49.9	45.0	12.3	8.6	511	535
Other/consolidation	-	-	-15.3	-8.2	-	-	-14.6	-2.6	19	19
Total	2 587.5	2 216.5	2 336.0	2 033.7	923.0	663.0	190.2	151.4	10 136	7 899