

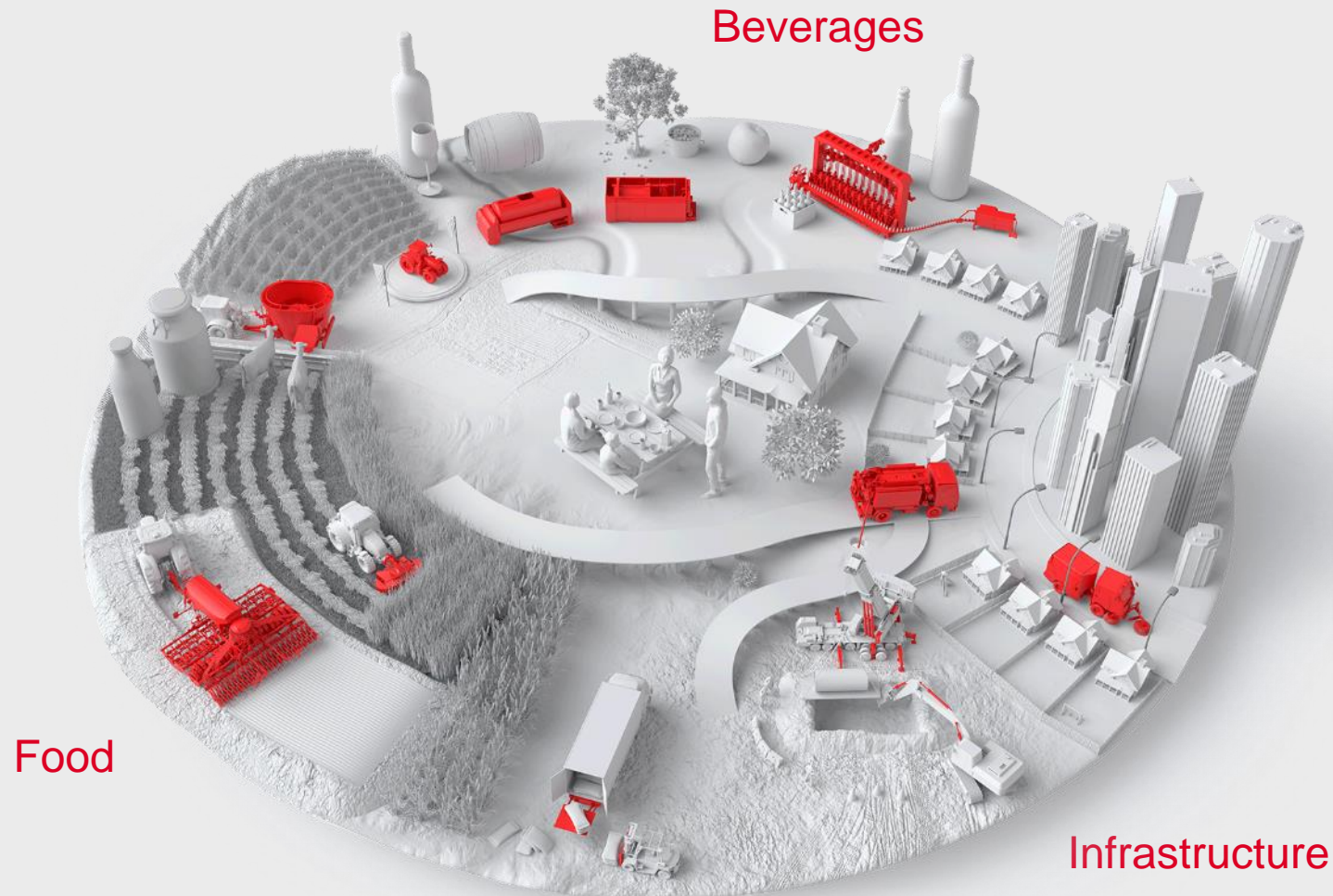
# Annual press and analysts' conference

**BUCHER**

24 February 2023



# Our contribution, for the long-term and sustainable



Our passion is to engineer trusted **machinery solutions** ...

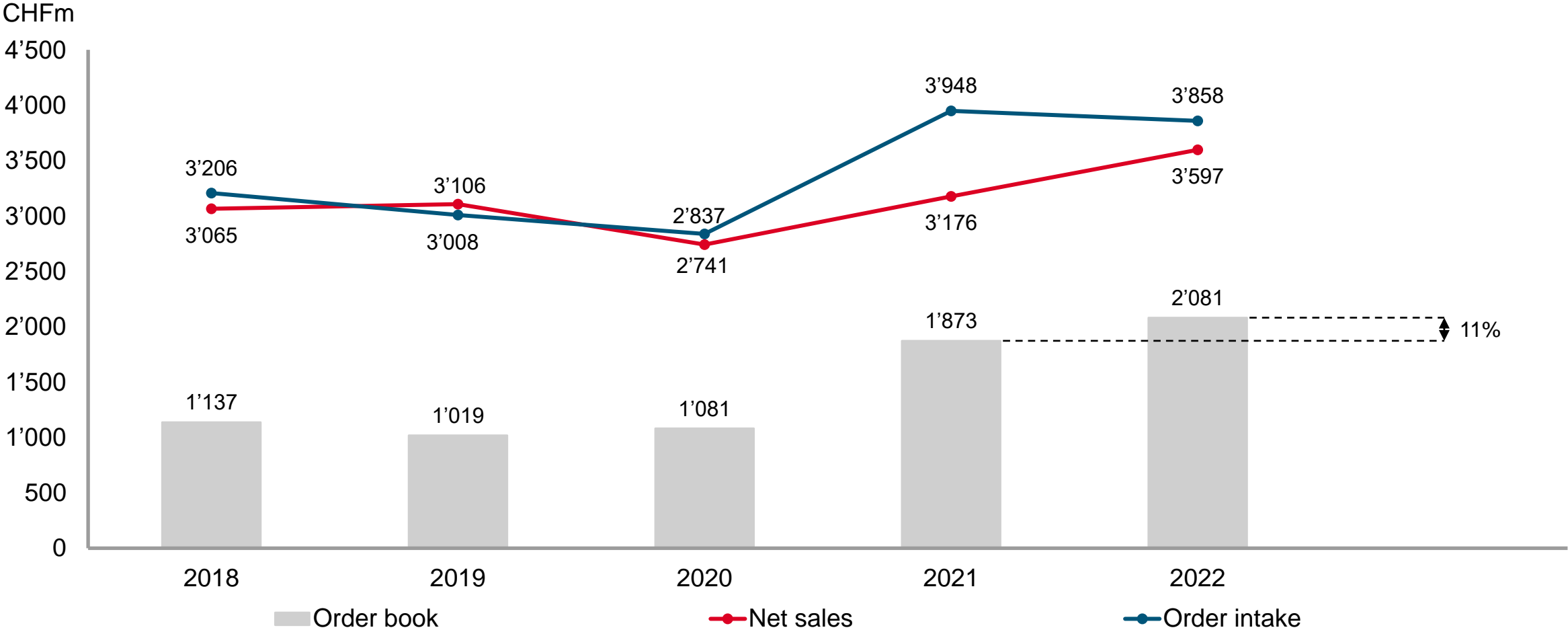
... to sustainably

- **feed** the world,
- produce and preserve **beverages**,
- and to create, maintain and clean **infrastructure**.

For a safe and healthy life for all.

# Order book increased

Performance: order book





# Increase in sales and operating profit margin

Group: 2022 at a glance

Sales up by 13% and increase in operating profit margin to a very good 11.8%

- **Kuhn Group:** continued strong demand for agricultural machines; increase in sales, and operating profit margin only slightly below the previous year's high level
- **Bucher Municipal:** normalisation of demand for municipal vehicles; sales at the previous year's level and operating profit margin slightly lower
- **Bucher Hydraulics:** weakening of the strong momentum in the hydraulics markets; increase in sales and operating profit margin
- **Bucher Emhart Glass:** continued high demand for glass containers; significant increase in sales and operating profit margin
- **Bucher Specials:** diverging market developments; increase in sales, overall, and stable operating profit margin

# Strong increase in sales and profitability

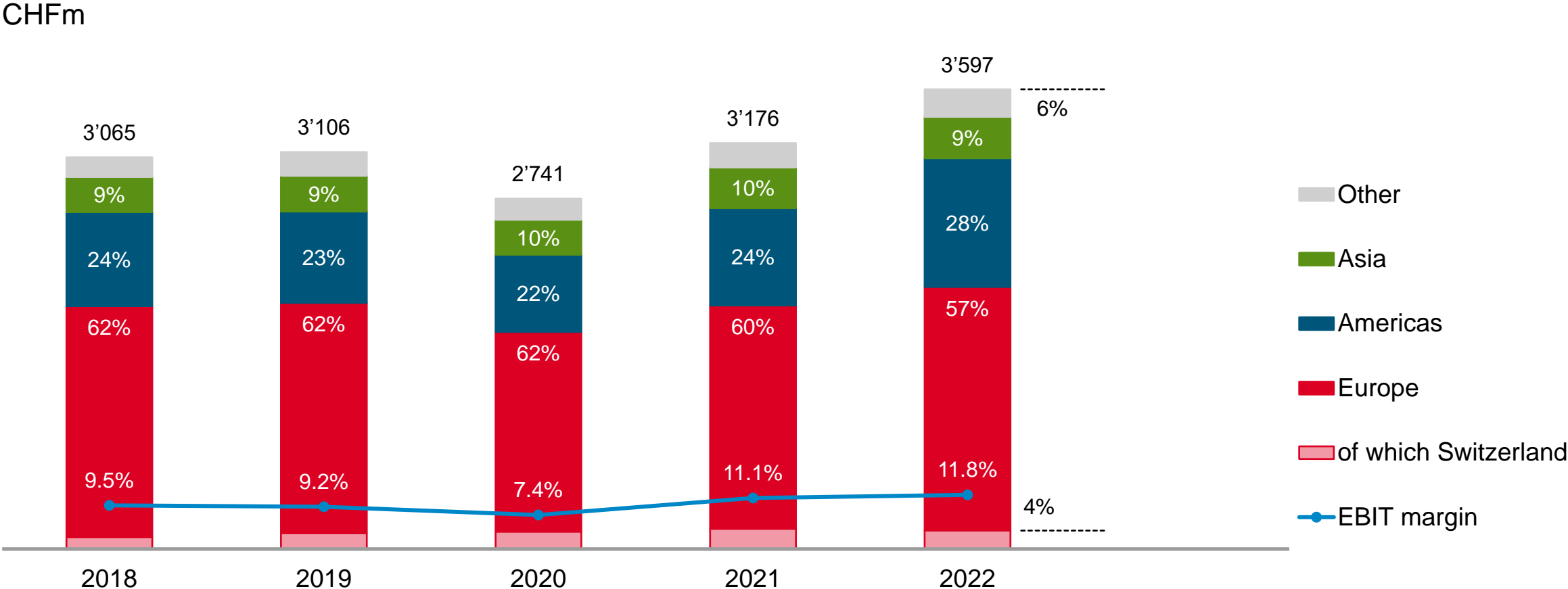
## Performance: overview

CHFm					Change
	2022	2021	%	% <sup>1)</sup>	% <sup>2)</sup>
Order intake	3'858	3'948	-2.3	1.5	0.7
Net sales	3'597	3'176	13.2	17.2	16.5
Order book	2'081	1'873	11.1	15.9	14.2
Operating profit (EBITDA) % of net sales	511 14.2%	437 13.7%	17.0		
Operating profit (EBIT) % of net sales	425 11.8%	352 11.1%	20.8		
Average number of FTEs	14'053	13'375	5.1		4.6
Employees at 31 December	14'876	13'835	7.5		4.2

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

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

# Net sales by region



# Selected development projects

## Kuhn Group

Supporting agricultural producers with “KUHN Connect”

Telematics service helping farmers to monitor the usage of their self-propelled mixer fleet, its performance and fuel efficiency



## Bucher Municipal

Electrified models in all product groups

4-cubic-metre compact sweeper “CityCat VR50e” (pictured) and sewer cleaning vehicle “CityFlex C40e”: the new fully electric models



## Bucher Specials

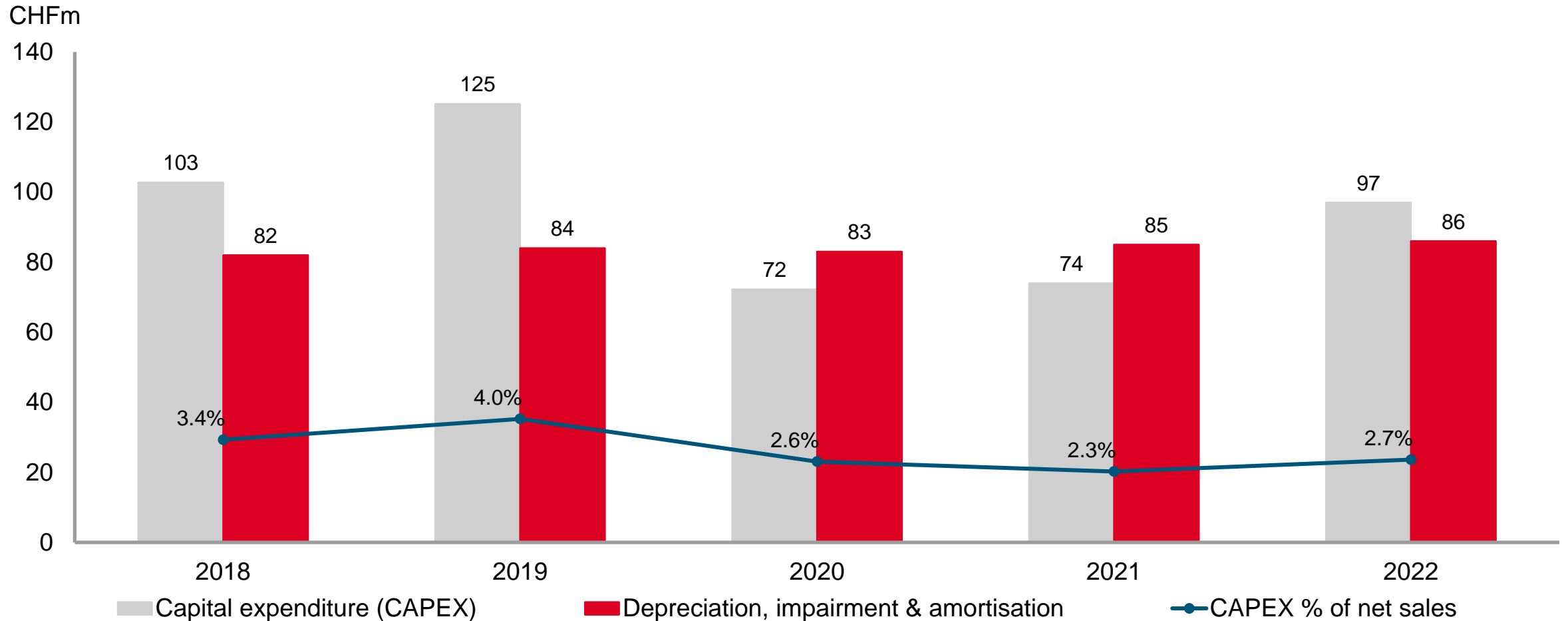
Bucher Unipektin’s multiple MVR technology for vapour recompression

Vapour that is extracted from the juice is reused to heat the same evaporator, reducing the energy consumption by up to two thirds



# Investment activity started to increase again

Invested capital: capital expenditure





# Key investment projects

## Kuhn Group

Expansion of production site,  
Passo Fundo, Brazil

New hall featuring well-insulated roof,  
which keeps it cooler in summer and  
warmer in winter



## Bucher Hydraulics

CNC machining centres,  
Klettgau, Germany

Expansion of the automated hydraulic  
components production for directional  
control valves



## Bucher Emhart Glass

New-generation air compressor,  
Zibo, China

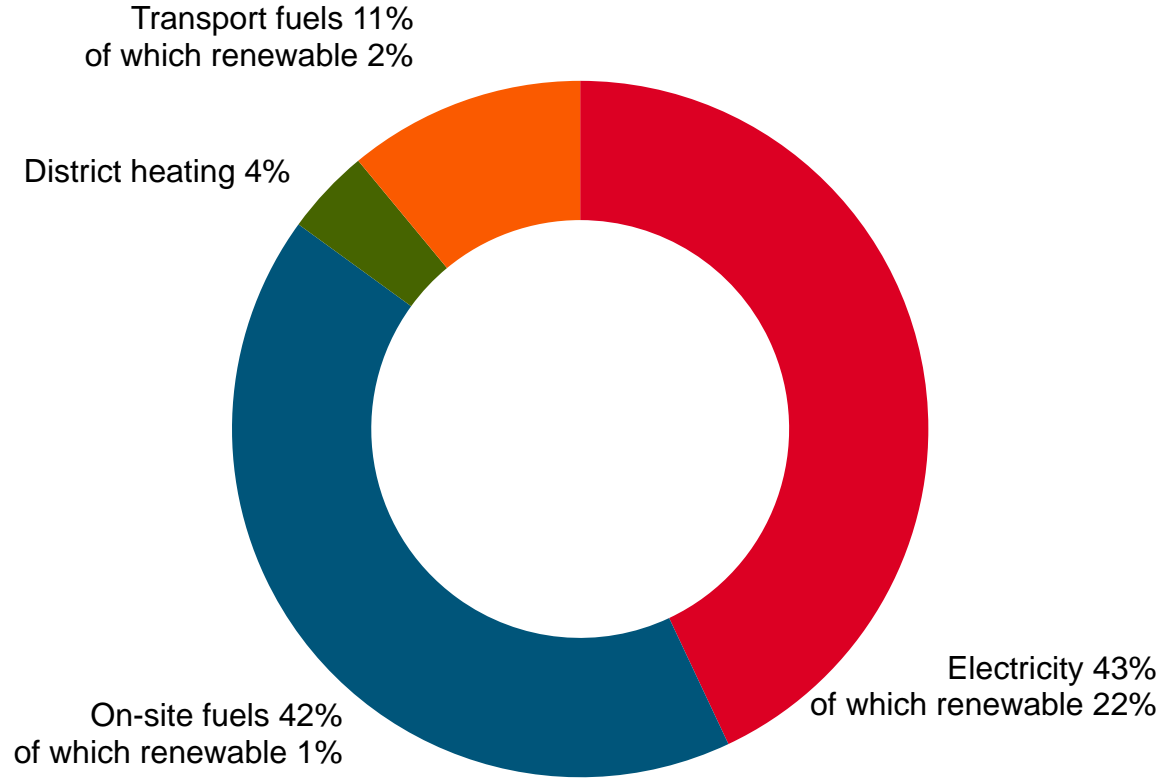
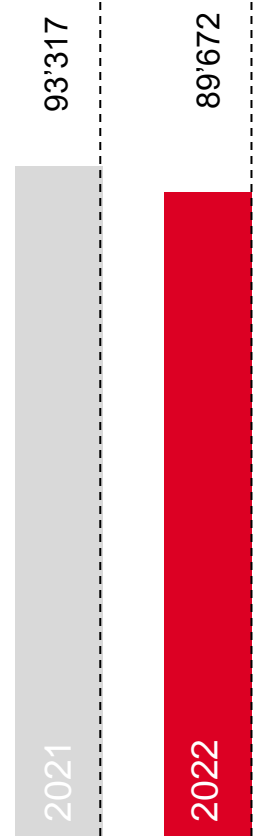
Highly energy-efficient, reducing  
carbon footprint of production and  
saving costs and time



# Decrease in CO<sub>2</sub> emissions

Non-financial key figures: CO<sub>2</sub> emissions and energy consumption

tCO<sub>2</sub>e



# Harnessing the power of the sun





# Using waste heat as an energy source



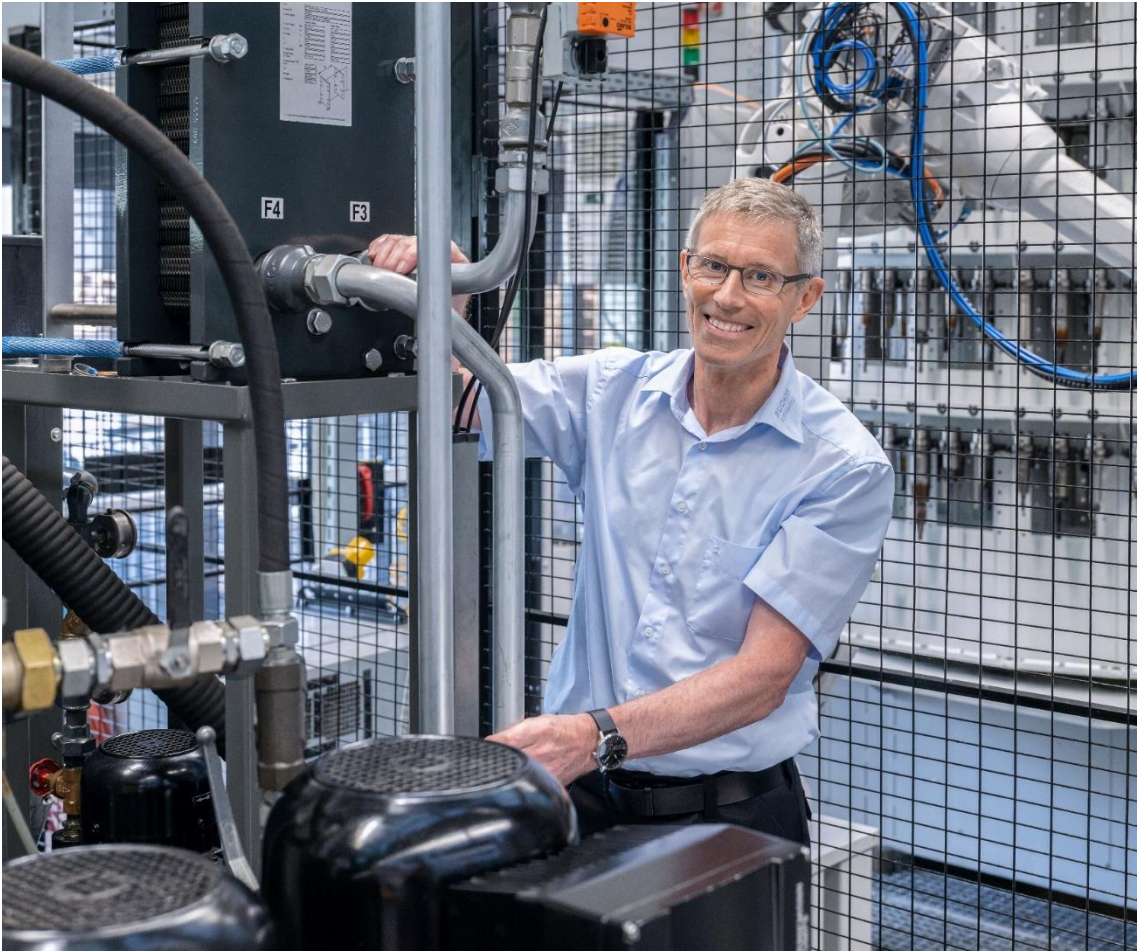


The power of many ideas for one common goal





# Water from the “deep” for cooling processes





# New building with top energy standards





# Kuhn Group

Versatile and high-performing product: the new variable baler-wrapper combination



# Very high production volumes

Kuhn Group: 2022 at a glance

Continued strong demand for agricultural machines; slightly lower order intake compared to the previous year's high level, mainly due to currency effects

- Good prices for agricultural products kept farm incomes at high levels despite increasing cost pressures
- Demand boosted by problems faced by agricultural machinery manufacturers to deliver goods, customers' expectations that prices will continue to increase, and generally low inventory levels in the distribution network
- From mid-2022 onwards, increasing caution among farmers, more pronounced in the dairy and livestock business than in the crop production sector

15% increase in sales, partly due to price increases; further increase in the order book

- Above-average sales growth in Brazil
- Persistent difficulties with the supply chain and recruitment caused delays and inefficiencies
- Very high capacity utilisation throughout the whole year

Operating profit margin of 11.7% only slightly below the previous year's high level

Includes CHF 6 million impairments of assets for the business activities in Russia

# Very high production volumes

Kuhn Group

CHFm				Change
	2022	2021	%	% <sup>1)</sup>
Order intake	1'613	1'676	-3.8	-0.6
Net sales	1'510	1'319	14.5	17.6
Order book	1'019	941	8.3	12.1
Operating profit (EBITDA)	215	196	10.1	
% of net sales	14.3%	14.8%		
Operating profit (EBIT)	176	161	9.6	
% of net sales	11.7%	12.2%		
Average number of FTEs	5'994	5'740	4.4	
Employees at 31 December	6'011	5'830	3.1	

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



# Bucher Municipal

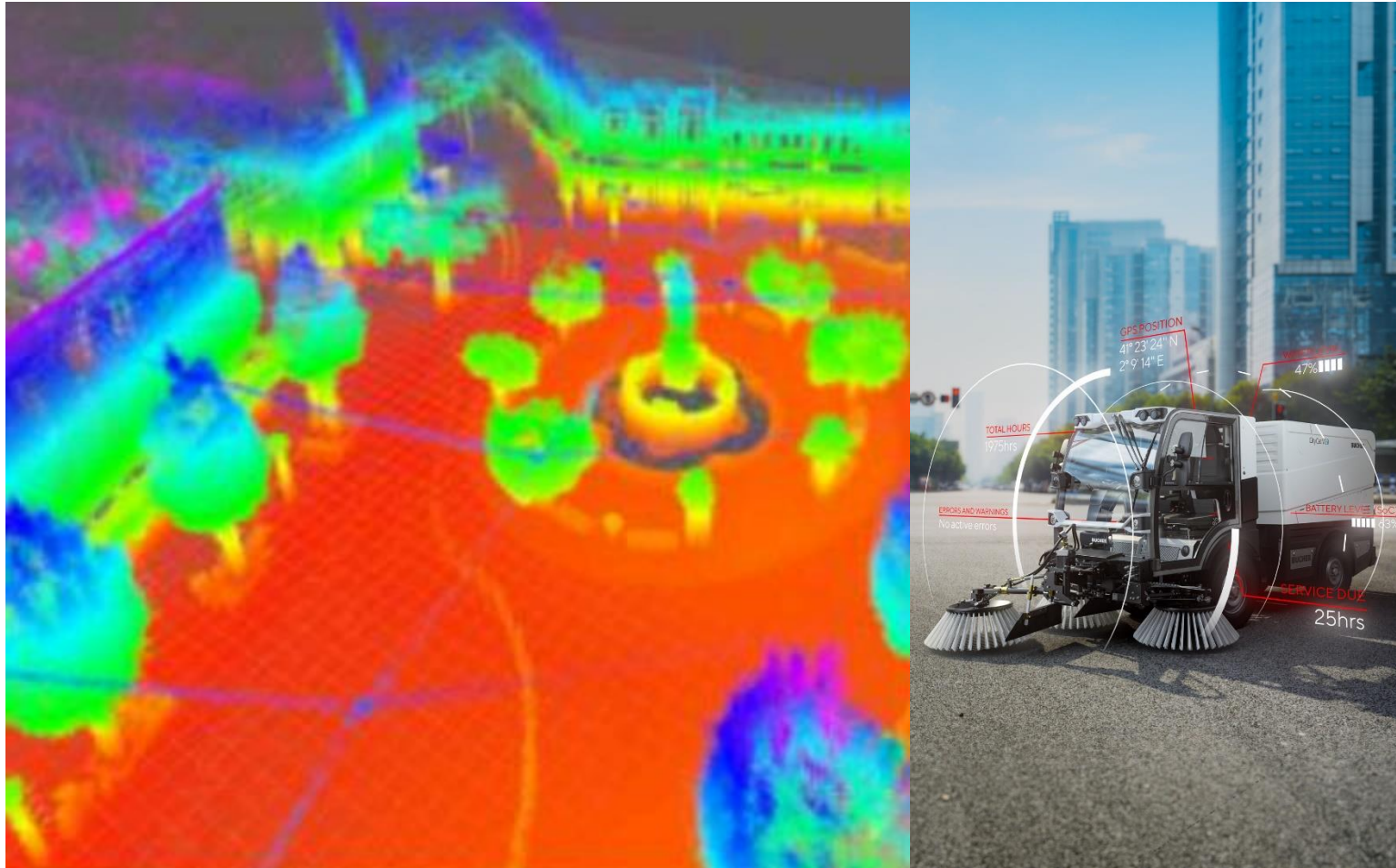
«CityFlex C40e»: the first fully electric sewer cleaning vehicle worldwide





# Bucher Municipal: Acquisition Enway

Strengthening capabilities in the automation of working functions



Enway, Germany/Singapore

Start-up

Employees: 15

# Bucher Municipal: Acquisition SSV Environnement

Strengthening market presence in France and expanding service business



**SSV Environnement, France**

Net sales<sup>1)</sup>: CHF 11 million

Employees: 30

<sup>1)</sup> before acquisition

# Negatively impacted production efficiency

Bucher Municipal: 2022 at a glance

Normalisation of demand from mid-year, order intake on previous year's level overall

- Compact sweepers including electric models as positive drivers
- Decline in sewer cleaning vehicles due to a shortage of truck chassis

Sales at previous year's level; 31% increase in order book

- Persistent difficulties in procuring truck chassis, batteries, hydraulic components and electronics
- Staff shortages, especially in Australia

Slight decline in operating profit margin to 6.0%

Difficulties in the supply chain, reduction of operations in Russia and challenging business environment in China

# Difficulties in procurement

## Bucher Municipal

CHFm					Change
	2022	2021	%	% <sup>1)</sup>	% <sup>2)</sup>
Order intake	619	599	3.4	8.2	
Net sales	529	523	1.3	5.9	
Order book	310	237	30.9	37.1	
Operating profit (EBITDA)	42	44	-3.4		
% of net sales	8.0%	8.4%			
Operating profit (EBIT)	32	33	-3.7		
% of net sales	6.0%	6.3%			
Average number of FTEs	2'421	2'355	2.8		2.6
Employees at 31 December	2'523	2'404	5.0		4.4

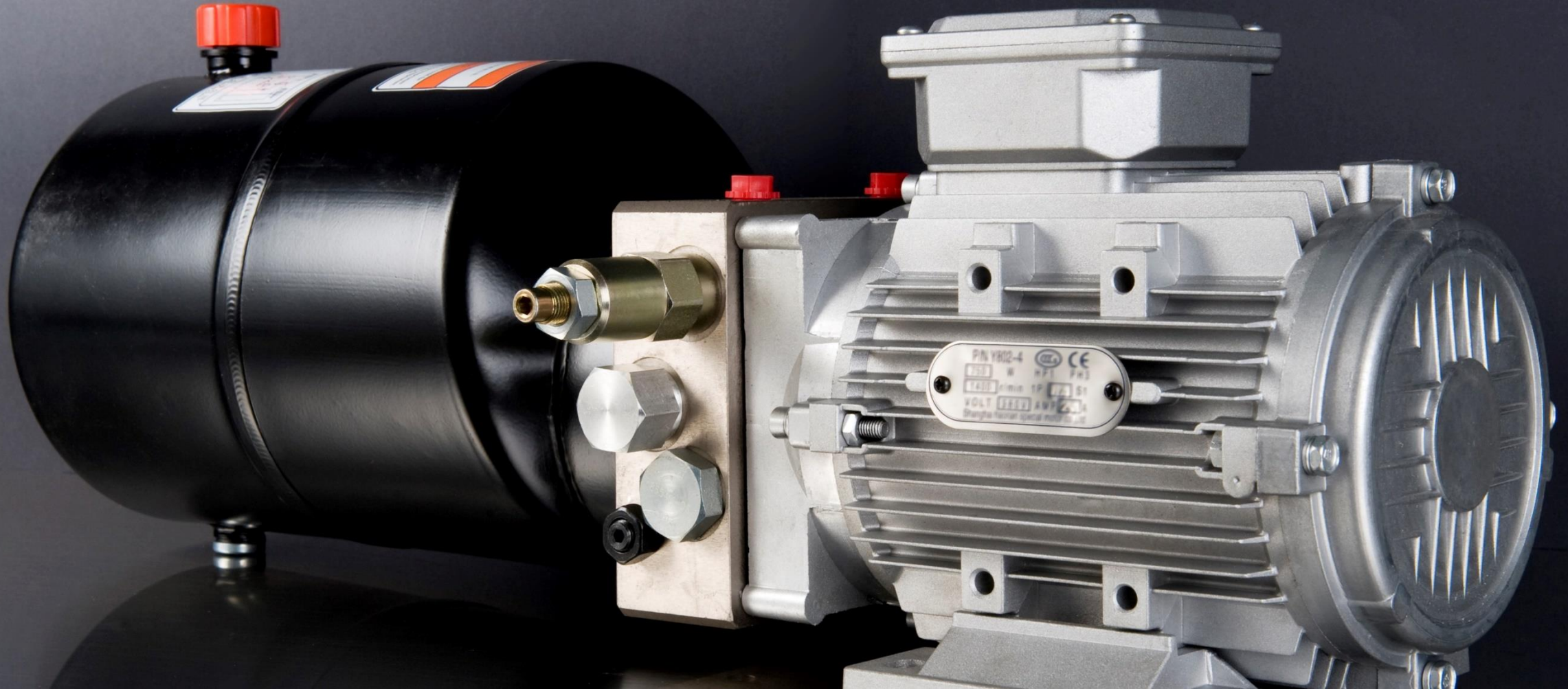
<sup>1)</sup> Adjusted for currency effects

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



# Bucher Hydraulics

Compact hydraulic power unit: standardised production, but geared to requirements of local markets



# Very high capacity utilisation

Bucher Hydraulics: 2022 at a glance

Normalisation of demand at exceptionally high level; order intake 11% lower than in the previous year

- Pronounced decline in China, normalisation also in parts of Europe and North America from mid-year onwards
- Clear decline in materials handling and construction machines, but demand for agricultural machinery remained high

Sales up 11%, partly due to price increases

- Very high utilisation of production capacities throughout the whole year
- Shortage of qualified personnel, especially in USA but also in Europe
- Particularly strong sales growth in North America

Operating profit margin increased to 13.4%

Higher sales, good cost structure and price adjustments

# Very high capacity utilisation

## Bucher Hydraulics

CHFm					Change
	2022	2021	%	% <sup>1)</sup>	% <sup>2)</sup>
Order intake	764	856	-10.8	-8.3	-10.2
Net sales	756	681	11.0	13.5	12.0
Order book	316	320	-1.2	1.9	1.9
Operating profit (EBITDA) % of net sales	122 16.1%	111 16.3%	10.0		
Operating profit (EBIT) % of net sales	101 13.4%	88 12.9%	15.2		
Average number of FTEs	2'921	2'704	8.0		7.5
Employees at 31 December	3'092	2'928	5.6		5.6

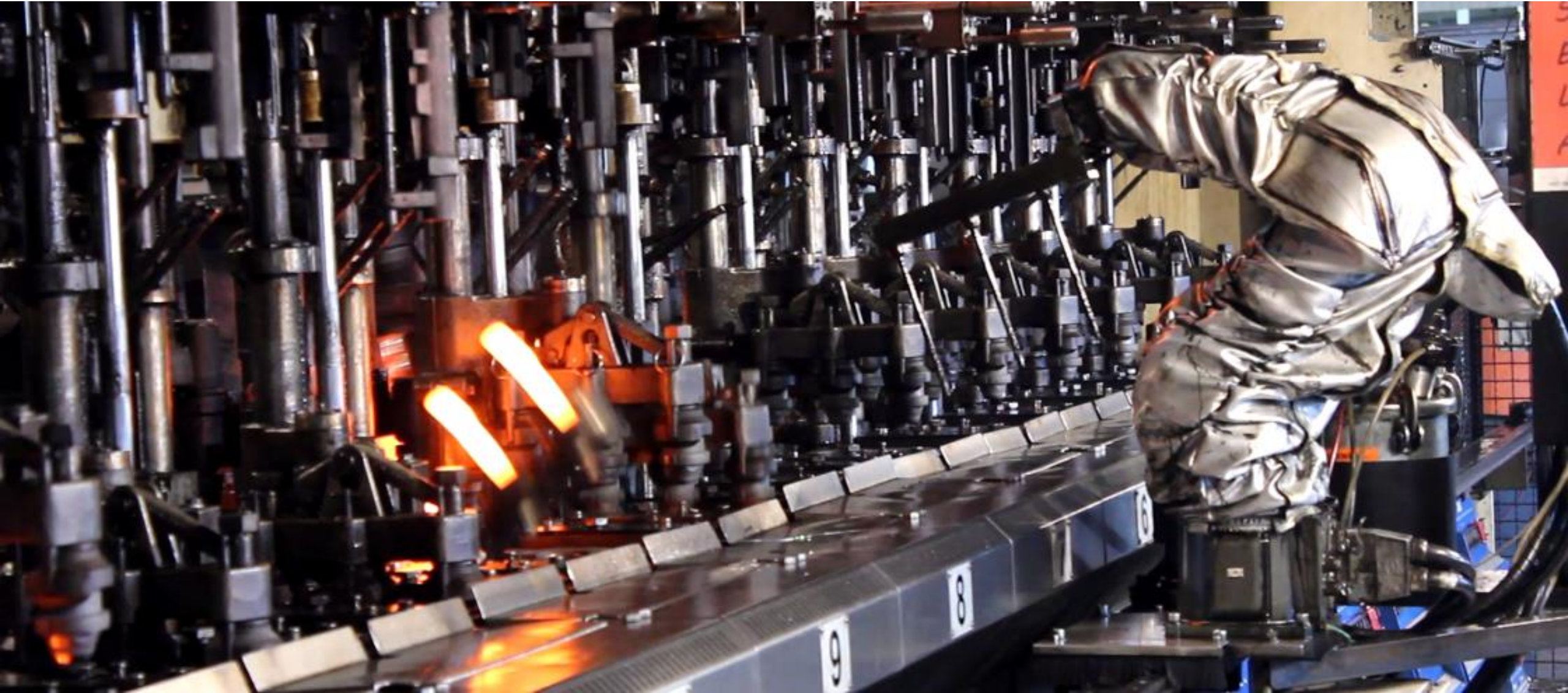
<sup>1)</sup> Adjusted for currency effects

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



# Bucher Emhart Glass

“FlexRobot”: automated lubrication in glass-forming increases occupational safety markedly



# Significant increase in sales and operating profit margin

Bucher Emhart Glass: 2022 at a glance

## Continued strong demand for glass containers; order intake up by 11%

- Catch-up effect and trend toward increased use of glass instead of plastic containers
- Tight production capacities on the customer side leading to investments in modernisation and expansion despite high energy prices in Europe in particular

## Sales up by 33% compared to the low level of the previous year

- Very good utilisation of production capacities at all sites
- Successful continuation of capacity adjustments in order to increase production

## Further increase in operating profit margin to an excellent 18.6%

High sales volume, continued low cost base, improved efficiency and positive currency effects



# High operating profit margin

Bucher Emhart Glass

CHFm				Change
	2022	2021	%	% <sup>1)</sup>
Order intake	578	522	10.8	18.3
Net sales	525	394	33.2	42.2
Order book	319	285	11.8	19.5
Operating profit (EBITDA) % of net sales	106 20.2%	71 18.1%	49.2	
Operating profit (EBIT) % of net sales	98 18.6%	62 15.8%	56.8	
Average number of FTEs	1'600	1'577	1.5	
Employees at 31 December	1'678	1'614	4.0	

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

# Bucher Vaslin: Energy-efficient winemaking

Bucher Specials



# Bucher Unipektin: Acquisition B&P Engineering

Entire production line for fruit juice production from a single source

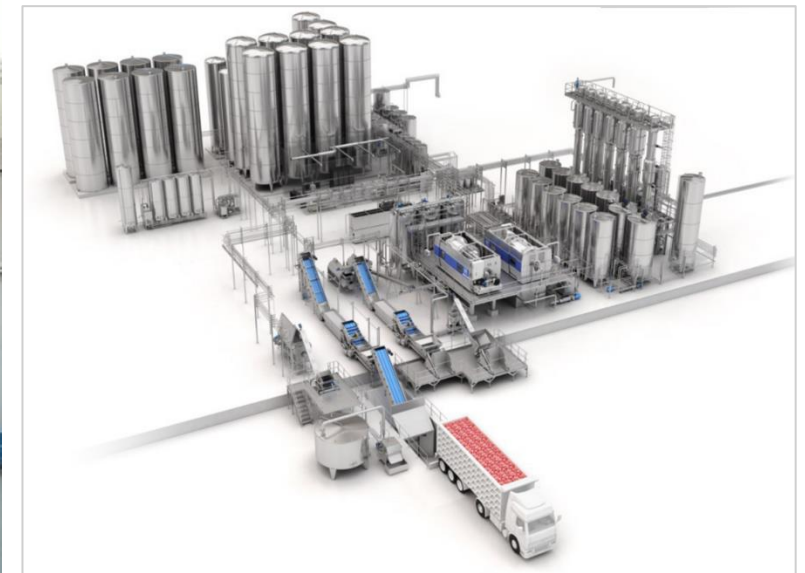


**B&P Engineering, Poland**

Net sales<sup>1)</sup>: CHF 40 million

Employees: 400

<sup>1)</sup> before acquisition





# Stable business performance overall

Bucher Specials: 2022 at a glance

Order intake at the previous year's level and 8% increase in sales

- **Bucher Vaslin:** increase in sales at a high level in a dynamic environment
- **Bucher Unipektin:** significant increase in sales, partly due to the good order book and the acquisition of Denwel
- **Bucher Landtechnik:** slight decline in business performance at a high level after several very good years
- **Jetter:** continued positive trend, still strongly driven by the dynamic development at Bucher Emhart Glass

Operating profit margin stable at 8.6%, despite the significant increase in material costs and the expenditure on acquisitions

# Diverging market developments

## Bucher Specials

CHFm					Change
	2022	2021	%	% <sup>1)</sup>	% <sup>2)</sup>
Order intake	363	366	-0.8	3.2	-1.7
Net sales	347	321	8.0	12.1	8.8
Order book	154	121	27.6	34.4	8.6
Operating profit (EBITDA)	35	32	7.1		
% of net sales	9.9%	10.0%			
Operating profit (EBIT)	30	28	8.7		
% of net sales	8.6%	8.6%			
Average number of FTEs	1'057	937	12.8		8.0
Employees at 31 December	1'503	995	51.1		6.2

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

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

Value creation

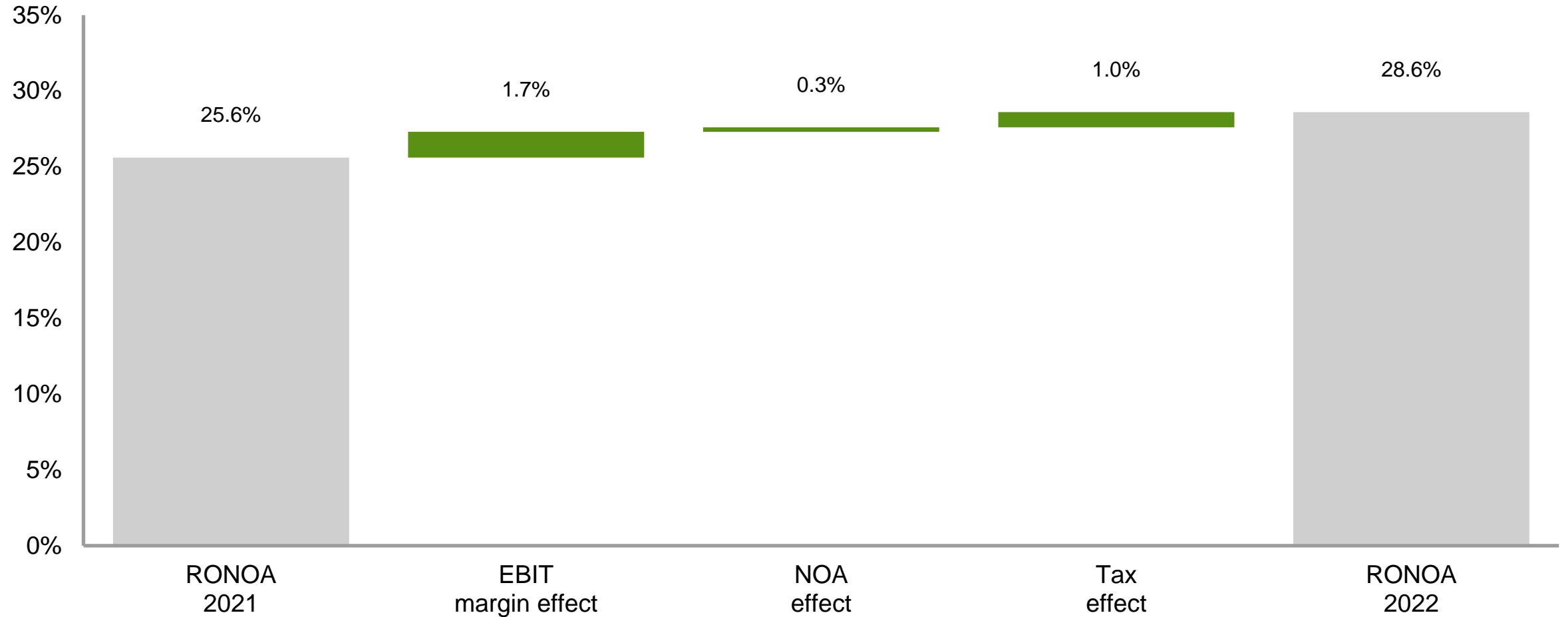
Financial and non-financial key figures

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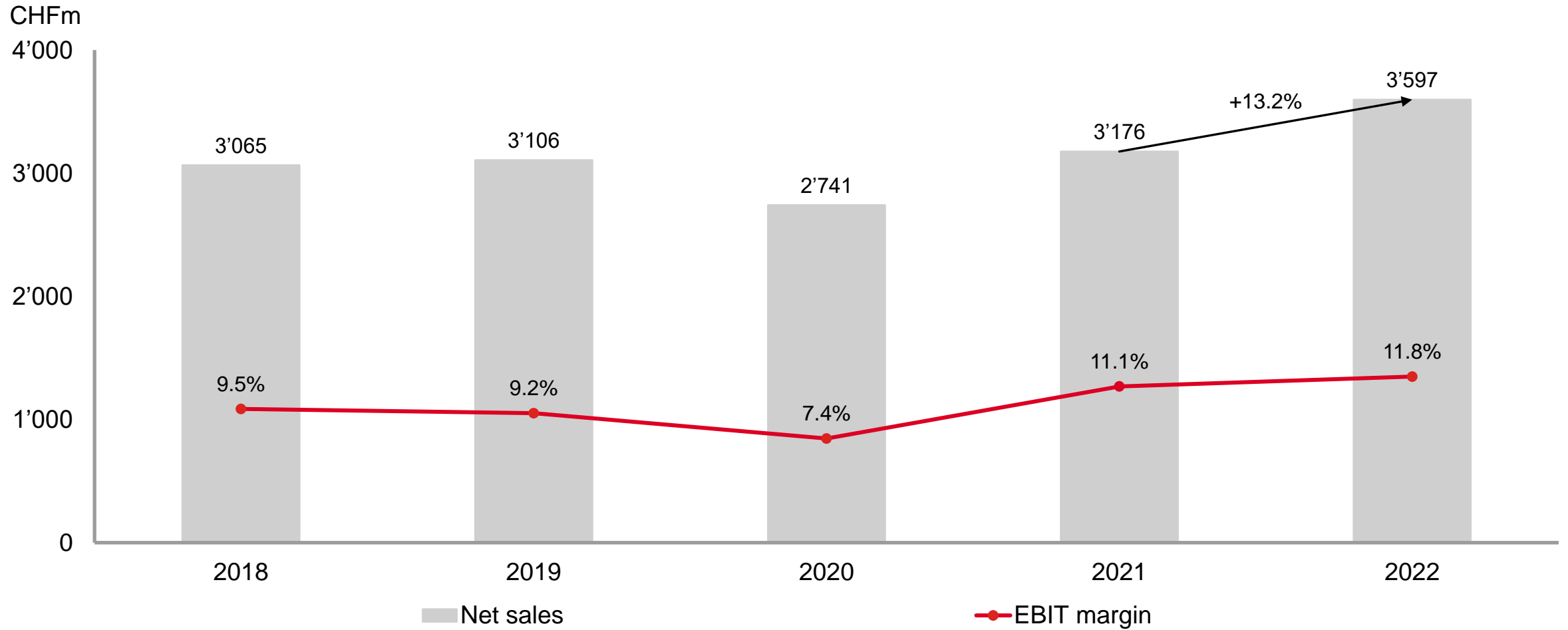
# Further increase in RONOA

Economic value creation



# Strong increase in sales and profitability

Performance: net sales and EBIT margin



# High earnings per share

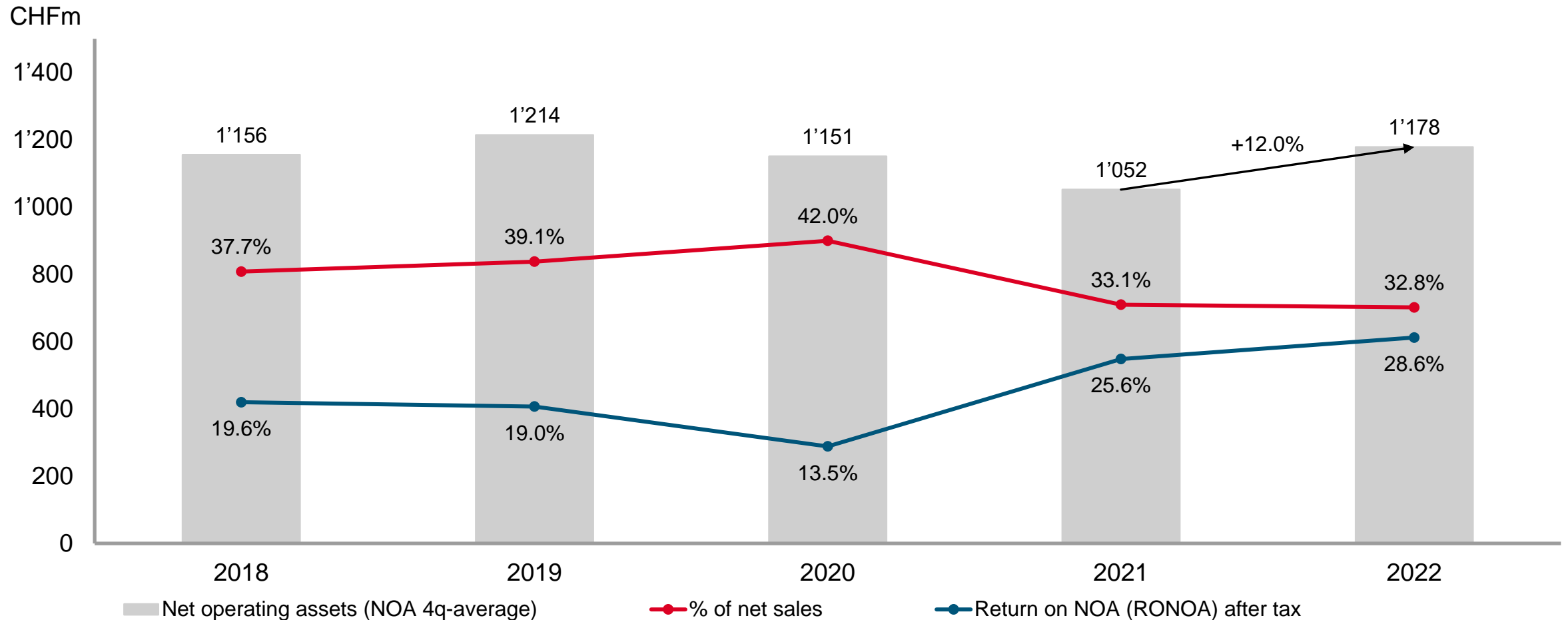
Performance: overview

CHFm			Change
	2022	2021	%
Operating profit (EBIT)	425	352	20.8
% of net sales	11.8%	11.1%	
Net financial result	-2	-	n/a
Income tax expense	-88	-83	-6.5
Tax rate	20.9%	23.5%	
Profit for the year	335	269	24.3
% of net sales	9.3%	8.5%	
Earnings per share in CHF	32.36	25.96	24.7



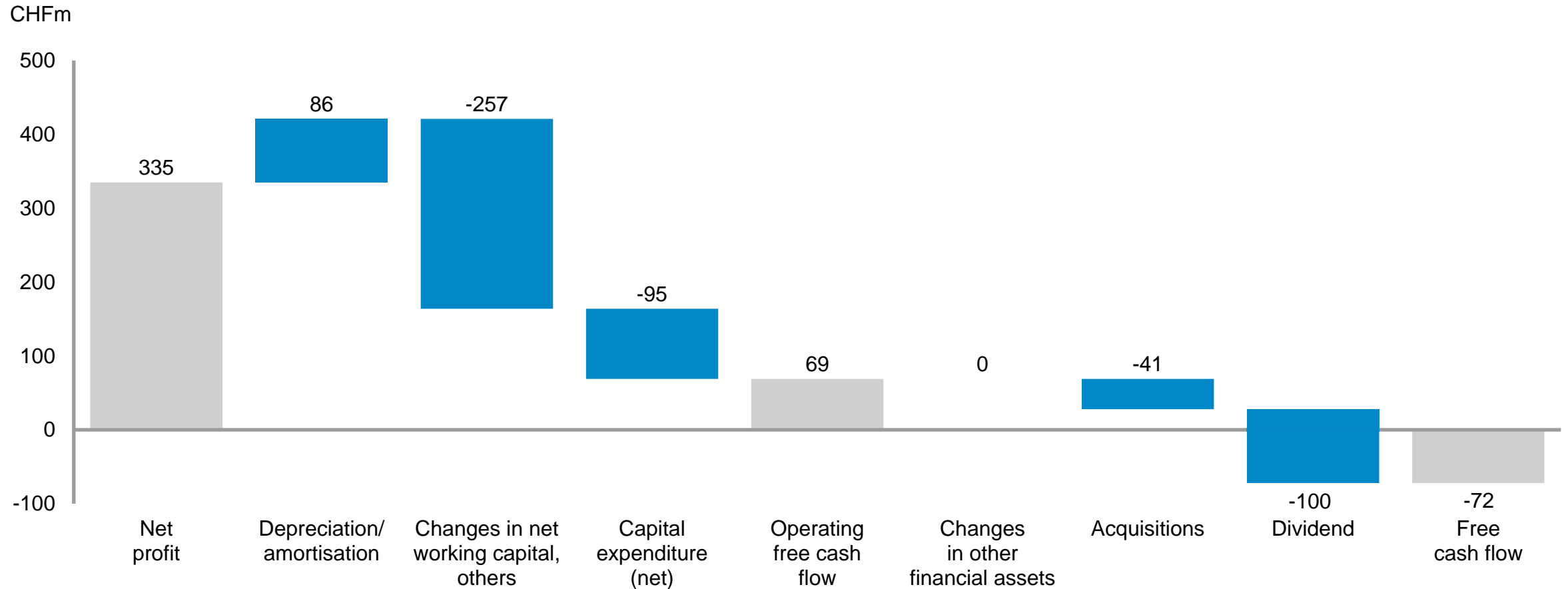
# Increase in NOA and RONOA

Invested capital: net operating assets (NOA)



# Negative free cash flow

## Financing and risk management



# Solid financial situation

## Financing and risk management

CHFm			Change
	2022	2021	%
Net cash/debt	457	551	-17.0
Equity	1'702	1'533	11.0
% of total assets (equity ratio)	57.1%	55.4%	



# Reduced energy consumption compared to prior year

## Non-financial key figures: overview

			Change
	2022	2021	%
Employees at 31 December	14'876	13'835	7.5
Regulars covered by collective agreements	7'291	6'945	5.0
Turnover rate	11.0%	13.9%	
Resignation rate	7.2%	7.1%	
Average hours of training per regular employee	20	19	3.6
Energy consumption in MWh	387'430	403'862	-4.1
CO <sub>2</sub> emissions in tCO <sub>2</sub> e	89'672	93'317	-3.9

## Outlook for 2023

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# Weakening of the strong market momentum

Kuhn Group: Outlook for 2023

Slight weakening of sales volumes in agricultural machinery while at a high level, but inventory levels in the distribution networks still on the lower side

- Europe: uncertainties regarding input costs and due to drought in the south
- North America: stable or slightly better development
- Brazil: substantial correction after record-high, overheated demand in recent years

Delivery bottlenecks are likely to persist for the time being

**For 2023:** sales and operating profit margin roughly in line with the previous year, in part due to the strong order book



# Persistent difficulties in the supply chain

Bucher Municipal: Outlook for 2023

## Demand at a high level but declining

- Stable to declining development in Europe and Australia, but positive trend in USA
- Strong demand for electric models

## Persistently challenging production environment

Difficulties with procurement, Russia and China likely to persist

**For 2023:** slight sales growth due to the strong order book and electric products; increase in operating profit margin as a result of improved production efficiency

# Slight decline in market development

## Bucher Hydraulics: Outlook for 2023

### Demand at a high level but weakening further

- Continuation of normalisation in Europe and North America
- Normalisation in the agricultural machinery segment, demand tending to be weaker in construction machinery and materials handling segments

### Challenges in production

- Highly utilised capacities at some sites in the first half of the year
- Persistent difficulties in attracting and retaining skilled labour

**For 2023:** sales similar to 2022 due to the very strong order book; operating profit margin slightly below 2022's level mainly due to rising personnel costs

# Normalisation of demand at high level

Bucher Emhart Glass: Outlook for 2023

## Continued high demand for machines and equipment for manufacturing glass containers

- Continued high demand for glass containers and shortage of production capacities among manufacturers
- Customers to modernise and expand plant, also at entirely new production sites
- Increasing uncertainties caused by high energy prices and rising interest rates

Very high utilisation of production capacities, but some risks due to difficulties in procuring electronic components

**For 2023:** sales at 2022's very high level; operating profit margin declining to be in the range of the 2021 figure due to higher personnel, material and other costs



# Solid development

Bucher Specials: Outlook for 2023

## Overall positive market environment

Persistent shortage of electronic components, and delivery difficulties for agricultural machinery manufacturers

**For 2023:** higher sales partly due to acquisition of B&P Engineering; operating profit margin roughly in line with 2022

# Normalisation of demand at very high level

Group: Outlook for 2023

High capacity utilisation, especially in the first half of the year, due to the exceptionally strong order book at the end of 2022; increasing pressure on margins, because higher personnel and other operating costs can only be absorbed in part through price increases

## For 2023:

- Sales roughly in line with 2022, with offsetting price and currency effects
- Operating profit margin slightly below 2022 due to higher personnel costs
- As a result, profit for the year slightly lower

# Annual general meeting 2023

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# Annual general meeting 2023

## Agenda and proposals

- Annual general meeting 19 April 2023, 3.30 p.m.
- Standard agenda as in previous year
- Dividend proposed
  - CHF 13.00 per share (previous year CHF 9.50)
  - Yield of 3.4% relative to year-end share price 2022 of CHF 386.80



# Question and answers

**BUCHER**

24 February 2023



Thank you for your attention

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