# Third Quarter 2009 Financial and Operational Results October 27, 2009







# **Forward-Looking Statements**

Statements that are not historical facts, including the projections of sales, earnings, production levels, general economic conditions, currency translation impacts, working capital (and its components), cash flow, effect of new accounting rules, pricing levels, capital expenditures, plant shutdowns and engineering expense and the underlying assumptions, are forward-looking and subject to risks which could cause actual results to differ materially from those suggested by the statements. The following are among the factors that could cause actual results to differ materially from the results discussed in or implied by the forward-looking statements: our results depend entirely on the agricultural industry, the economic downturn has and will continue to impact sales, we depend upon suppliers for components and parts, a majority of our sales and manufacturing takes place outside the United States, and we are subject to exchange and interest rate changes. Further information concerning these and other factors is included in AGCO's filings with the SEC, including its Form 10-K for the year ended December 31, 2008. The Company disclaims any responsibility to update any forward-looking statements except as required by law.



# **Financial Summary**

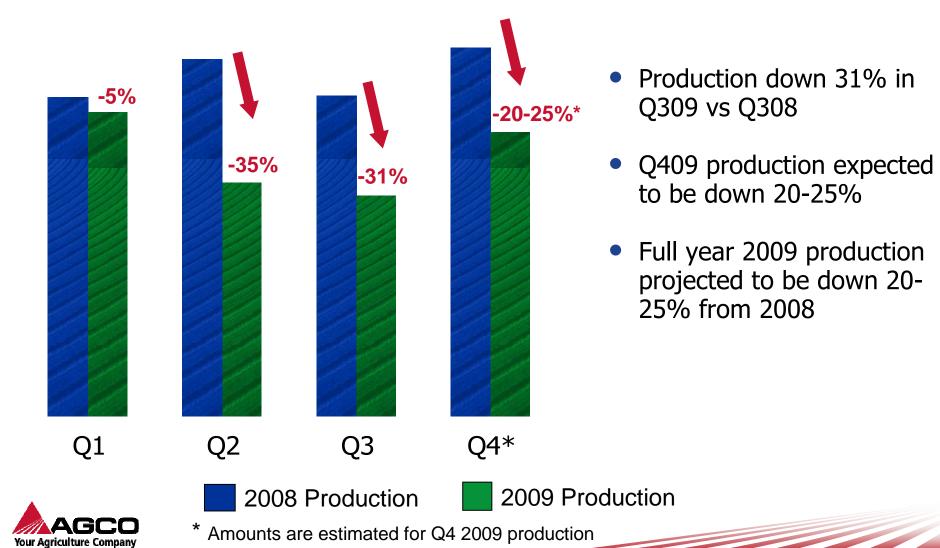
|                      | <u>Q309</u> | Q309 vs<br><u>Q308</u> | YTD<br>2009 | YTD09 vs<br><u>YTD08</u> |
|----------------------|-------------|------------------------|-------------|--------------------------|
| Net Sales (\$Ms)     | 1,403.7     | -32.7%                 | 4,777.9     | -23.8%                   |
| Gross Profit (\$Ms)  | 241.4       | - 36.5%                | 805.2       | -28.3%                   |
| Adj. Op. Inc.* (\$Ms | 35.0        | -75.3%                 | 174.2       | -59.0%                   |
| Adj. Op. Margin*     | 2.5%        | -431 bps               | 3.6%        | -314 bps                 |
| Adj. Diluted EPS*    | \$0.13      | -\$0.88                | \$1.12      | -\$1.79                  |

<sup>\*</sup>Reflects adjusted results, which exclude restructuring and other infrequent items. Please see reconciliations to GAAP metrics provided in the appendix to this presentation.



# **Tractor/Combine Production**

#### **Production Units**



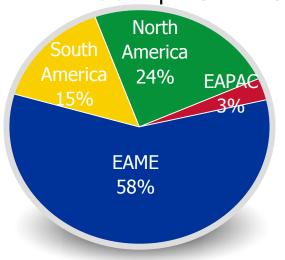
# **Industry Overview**

| September 2009 YTD   |   |                |
|----------------------|---|----------------|
| North America        |   | YTD09 vs YTD08 |
| Tractors             | <ul><li>Industry</li><li>AGCO</li></ul> | <b>-22%</b> □  |
| Combines             | <ul><li>Industry</li><li>AGCO</li></ul> | +19%           |
| <u>Europe</u>        |   |                |
| Tractors             | <ul><li>Industry</li><li>AGCO</li></ul> | -14%<br>       |
| <b>South America</b> |   |                |
| Tractors             | <ul><li>Industry</li><li>AGCO</li></ul> | <b>-22%</b> □  |
| Combines             | <ul><li>Industry</li><li>AGCO</li></ul> | -49%<br>       |

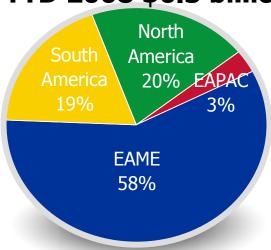


# **Regional Net Sales Results**

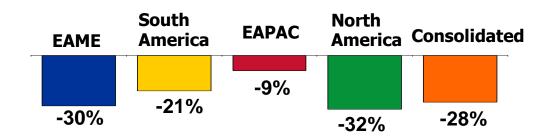
#### YTD 2009 \$4.8 billion



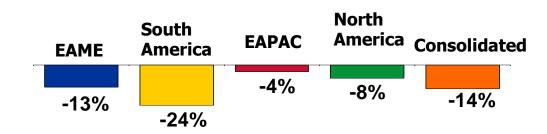
### YTD 2008 \$6.3 billion



#### **Q309 vs Q308 Net Sales Excl. Translation**



#### YTD 09 vs YTD 08 Net Sales Excl. Translation

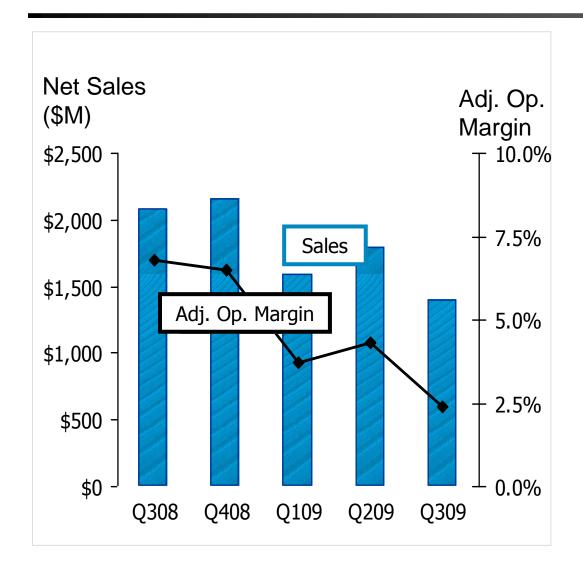


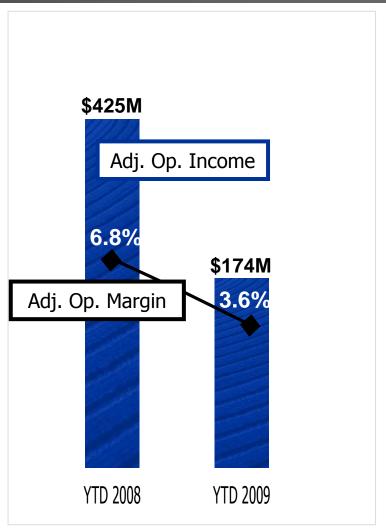
EAME – Europe/Africa/Middle East

EAPAC – Asia/Pacific



# **Net Sales and Margins**





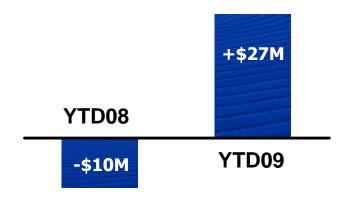


# **North American Profitability**

# North America

#### **YTD Operating Income**

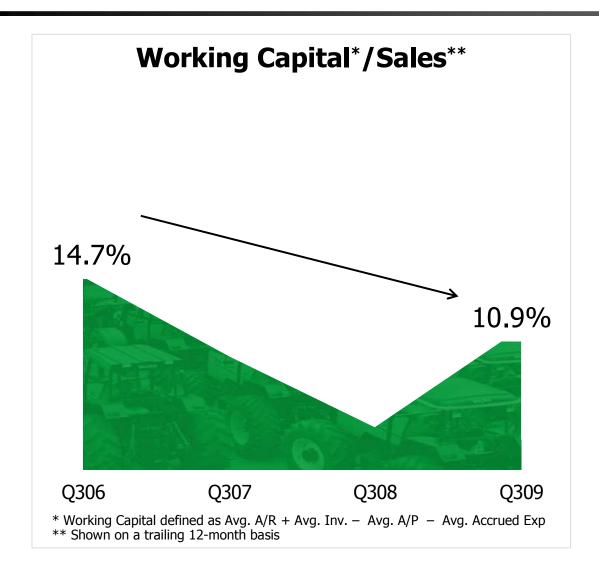
(9 Months Ended September 30)



- Improved sprayer profitability
- Margin expansion on tractors
- Logistics/Pricing/Distribution improvement



# **Progress in Reducing Working Capital**



- Company+Dealer inventory down ~\$165M from Q209
- A/P also reduced due to lower production levels
- Expect to underproduce retail sales by 10-15% in Q409

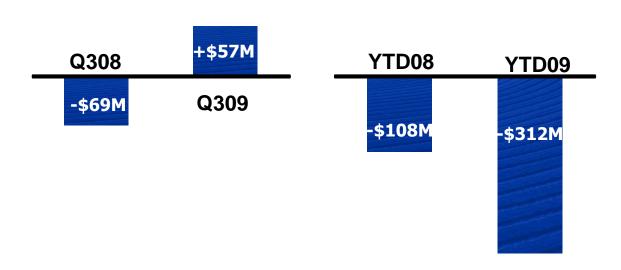


#### Free Cash Flow

#### **Q3 Free Cash Flow**

#### **YTD Free Cash Flow**

(3 Months Ended September 30) (9 Months Ended September 30)



- Production cuts and inventory reductions generated positive FCF in Q309
- Strong focus on working capital reduction in Q409
- Targeting positive FCF for full year of 2009

Note: Free cash flow is defined as net cash (used in) provided by operating activities less capital expenditures.

Please see reconciliations to GAAP metrics provided in the appendix to this presentation.



# **2009 Assumptions**

#### **Summary**

- Significant uncertainty due to the financial crisis and global recession
- Agricultural industry sales
  - NA down approximately 20-25% vs. 2008
  - SA down 25-30% vs. 2008
  - Western Europe down approximately 15-20% vs. 2008
- Currency impacts reduce sales by 6%-7%
- 3.0% 3.5% price increases
- Increased engineering expense for new product development and Tier 4 emission requirements
- New accounting rule for convertible debt will result in an additional \$15M of non-cash interest expense









# **2009 Targets**

| Total sales          | \$6.4-\$6.6B  |
|----------------------|---------------|
| Diluted EPS          | \$1.30-\$1.50 |
| Capital expenditures | \$200-\$225M  |
| Free cash flow*      | \$50-\$100M   |
|                      |               |

<sup>\*</sup> Free cash flow is defined as net cash from operating activities less capital expenditures. Please see reconciliations to GAAP metrics provided in the appendix to this presentation.



#### **Free Cash Flow**

\$M

|   | 3 months              | 3 months              |
|---|-----------------------|-----------------------|
|   | ended                 | ended                 |
|   | September 30,<br>2009 | September 30,<br>2008 |
|   | 2007                  |                       |
| Net cash provided by (used in) operating activities | \$ 105                | \$ (13)               |
| Less:   |                       |                       |
| Capital expenditures                                | (48)                  | (56)                  |
| Free cash flow                                      | \$ 57                 | \$ (69)               |

Note: Free cash flow is defined as net cash from operations less capital expenditures



#### **Free Cash Flow**

\$M

|   | Nine Months<br>ended<br>September 30,<br>2009 | Nine Months<br>ended<br>September 30,<br>2008 |
|---|---|---|
| Net cash (used in) provided by operating activities | \$ (162)                                      | \$ 48   |
| Less: Capital expenditures                          | (149)   | (156)   |
| Free cash flow*                                     | \$ (312)                                      | \$ (108)                                      |

Note: Free cash flow is defined as net cash used by operations less capital expenditures

<sup>\*</sup> Rounding may impact summation of amounts.



#### **Free Cash Flow**

\$M

|   | Estimated Year | Year         |
|---|----------------|--------------|
|   | ended          | ended        |
|   | December 31,   | December 31, |
|   | 2009           | 2008         |
| Net cash provided by operating activities | \$ 250-325     | \$ 291       |
| Less:                                     |                |              |
| Capital expenditures                      | (200-225)      | (251)        |
| Free cash flow                            | \$ 50-100      | \$ 40        |

Note: Free cash flow is defined as net cash from operations less capital expenditures



\$M (except per share amts)

Three months ended September 30,

|                                     |                              | 2009                      |                                   |                              | 2008                         |                                   |
|-------------------------------------|------------------------------|---------------------------|-----------------------------------|------------------------------|------------------------------|-----------------------------------|
|                                     | Income<br>From<br>Operations | Net Income <sup>(1)</sup> | Earnings Per Share <sup>(1)</sup> | Income<br>From<br>Operations | Net<br>Income <sup>(1)</sup> | Earnings Per Share <sup>(1)</sup> |
| As adjusted Restructuring and other | \$ 35.0                      | \$ 12.0                   | \$ 0.13                           | \$ 141.8                     | \$ 99.1                      | \$ 1.01                           |
| infrequent expenses                 | 1.0                          | 0.9                       | 0.01                              | 0.1                          | 0.1                          |                                   |
| As reported                         | \$ 34.0                      | \$ 11.1                   | \$ 0.12                           | \$ 141.7                     | \$ 99.0                      | \$ 1.01                           |

See accompanying notes in the Company's press release



<sup>(1)</sup> After tax.

\$M (except per share amts)

Nine months ended September 30,

|                                     | 2009                         |                           |                                   | 2008                   |                           |                                   |
|-------------------------------------|------------------------------|---------------------------|-----------------------------------|------------------------|---------------------------|-----------------------------------|
|                                     | Income<br>From<br>Operations | Net Income <sup>(1)</sup> | Earnings Per Share <sup>(1)</sup> | Income From Operations | Net Income <sup>(1)</sup> | Earnings Per Share <sup>(1)</sup> |
| As adjusted Restructuring and other | \$ 174.2                     | \$ 105.3                  | \$ 1.12                           | \$ 425.3               | \$ 287.6                  | \$ 2.91                           |
| infrequent expenses                 | 3.8                          | 3.1                       | 0.03                              | 0.3                    | 0.2                       |                                   |
| As reported                         | \$ 170.4                     | \$ 102.2                  | \$ 1.09                           | \$ 425.0               | \$ 287.4                  | \$ 2.91                           |

See accompanying notes in the Company's press release



<sup>(1)</sup> After tax

AGCO Regional Sales (in millions)

|                                       | Net sales  | % change<br>from 2008 | % change from 2008 due to currency translation |
|---------------------------------------|------------|-----------------------|--|
| Three months ended September 30, 2009 |            |                       |  |
| North America                         | \$ 292.1   | -33.7%                | - 1.8%   |
| South America                         | 331.6      | - 28.9%               | - 8.4%   |
| Europe/Africa/Middle East             | 720.1      | -35.1%                | - 4.7%   |
| Asia/Pacific                          | 59.9       | -13.9%                | - 5.2%   |
| Total                                 | \$1,403.7  | - 32.7%               | - 5.0%   |
| Nine months ended September 30, 2009  |            |                       |  |
| North America                         | \$ 1,131.2 | - 11.2%               | - 3.7%   |
| South America                         | 738.0      | - 36.9%               | - 12.9%  |
| Europe/Africa/Middle East             | 2,755.5    | - 24.3%               | - 11.0%  |
| Asia/Pacific                          | 153.2      | - 17.3%               | - 13.6%  |
| Total                                 | \$4,777.9  | - 23.8%               | - 9.9%   |
|                                       |            |                       |  |

