## UNITED STATES

SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q
$\qquad$ QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES
EXCHANGE ACT OF 1934

For the quarterly period ended March 31, 1999
OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES

EXCHANGE ACT OF 1934

For the transition period from to

Commission file number 1-12930

## AGCO CORPORATION

(Exact name of registrant as specified in its charter)

Delaware
(State of incorporation)

58-1960019
(I.R.S. Employer Identification No.)

Registrant's telephone number, including area code: (770) 813-9200

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. YES $X$ NO

Indicate the number of shares outstanding of each of the issuer's classes of common stock as of the latest practicable date.

Common stock par value $\$ .01$ per share: $59,535,921$ shares outstanding as of March 31, 1999.

## AGCO CORPORATION AND SUBSIDIARIES

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> AGCO CORPORATION AND SUBSIDIARIES
> CONDENSED CONSOLIDATED BALANCE SHEETS
> (in millions, except share data)


See accompanying notes to condensed consolidated financial statements.


See accompanying notes to condensed consolidated financial statements.

## AGCO CORPORATION AND SUBSIDIARIES

Cash flows from operating activities:
Net income (loss). . . . . . . . . . . . . . . . . . . . . . . . . . . . .

See accompanying notes to condensed consolidated financial statements.

AGCO CORPORATION AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(unaudited)

1. BASIS OF PRESENTATION

The condensed consolidated financial statements of AGCO Corporation and subsidiaries (the "Company" or "AGCO") included herein have been prepared by the Company pursuant to the rules and regulations of the Securities and Exchange Commission. In the opinion of management, the accompanying unaudited condensed consolidated financial statements reflect all adjustments, which are of a normal recurring nature, to present fairly the Company's financial position, results of operations and cash flows at the dates and for the periods presented. These condensed consolidated financial statements should be read in conjunction with the Company's audited financial statements and notes thereto included in the Company's Annual Report on Form 10-K for the year ended December 31, 1998. Interim results of operations are not necessarily indicative of results to be expected for the fiscal year.

## 2. NONRECURRING EXPENSES

In the fourth quarter of 1998, the Company recorded nonrecurring expenses of $\$ 40.0$ million primarily related to costs associated with reductions in the Company's worldwide permanent workforce. As of March 31, 1999, the Company had terminated approximately 1,330 of the 1,400 employees identified for termination. Of the $\$ 40.0$ million total expense, $\$ 19.8$ million had been incurred as of March 31, 1999.
3. LONG-TERM DEBT

Long-term debt consisted of the following at March 31, 1999 and December 31, 1998 (in millions):

Revolving credit facility
Senior subordinated notes
Other long-term debt

March 31, 1999
\$
795.2 248.3 13.0
$\qquad$
\$ 1,056.5
-
248.3
14.7

December 31, 1998
\$ 661.2
$\qquad$
\$ 924.2

The Company's revolving credit facility allows for borrowings of up to $\$ 1.0$ billion. As of March 31, 1999, $\$ 795.2$ million was outstanding under the revolving credit facility and available borrowings were $\$ 204.8$ million.
4. NET INCOME PER COMMON SHARE

The computation, presentation and disclosure requirements for earnings per share are presented in accordance with Statement of Financial Accounting Standards No. 128 ("SFAS 128"), "Earnings per Share." Basic earnings per common share is computed by dividing net income (loss) by the weighted average number of common shares outstanding during each period. Diluted earnings per common share assumes exercise of outstanding stock options and vesting of restricted stock when the effects of such assumptions are dilutive.

A reconciliation of net income (loss) and the weighted average number of common shares outstanding used to calculate basic and diluted earnings per common share for the three months ended March 31, 1999 and 1998 is as follows (in millions, except per share data):

|  | Three Months Ended March 31 |  |
| :---: | :---: | :---: |
|  | 1999 | 1998 |
| Basic Earnings Per Share |  |  |
| Weighted average number of common shares outstanding. | 58.5 | 61.5 |
| Net income | \$ (7.2) | \$ 32.7 |
| Net income per common share | $\begin{aligned} & \$ \quad(0.12) \\ & ========== \end{aligned}$ | $\begin{gathered} \$ \\ ============= \end{gathered}$ |
| Diluted Earnings Per Share |  |  |
| Weighted average number of common shares outstanding. | 58.5 | 61.5 |
| Assumed vesting of restricted stock. . . . . . . . . | - | 1.5 |
| Assumed exercise of outstanding stock options | - | 0.3 |
| Weighted average number of common and common equivalent shares outstanding | 58.5 | 63.3 |
| Net income. . | \$ (7.2) | \$ 32.7 |
| Net income per common share | \$ (0.12) | \$ 0.52 |

## 5. INVENTORIES

Inventories are valued at the lower of cost or market using the first-in, first-out method. Market is net realizable value for finished goods and repair and replacement parts. For work in process, production parts and raw materials, market is replacement cost.

Inventory balances at March 31, 1999 and December 31, 1998 were as follows (in millions):


The Company follows the provisions of SFAS No. 130, "Reporting Comprehensive Income," which requires companies to disclose components of comprehensive income (loss), defined as the total of net income (loss) and all other nonowner changes in equity. Total comprehensive income (loss) for the three months ended March 31, 1999 and 1998 was as follows (in millions):

|  | Three Months Ended March 31, |  |  |
| :---: | :---: | :---: | :---: |
|  | 1999 |  | 98 |
| \$ | (7.2) | \$ | 32.7 |
|  | (108.3) |  | (27.5) |
| \$ | (115.5) | \$ | 5.2 |

## 7. SEGMENT REPORTING

The Company has four geographic reportable segments: North America; South America; Europe/Africa/Middle East; and Asia/Pacific. Each segment distributes a full range of agricultural equipment and related replacement parts. The Company evaluates segment performance based on income from operations. Sales for each segment are based on the location of the third-party customer. All intercompany transactions between the segments have been eliminated. The Company's selling, general and administrative expenses and engineering expenses are charged to each segment based on the region where the expenses are incurred. As a result, the components of operating income for one segment may not be comparable to another segment. Segment results for the three months ended March 31, 1999 and 1998 are as follows (in millions):


A reconciliation from the segment information to the consolidated balances for income from operations is set forth below (in millions):
Three Months Ended
March 31,

The Company's operations are subject to the cyclical nature of the agricultural industry. Sales of the Company's equipment have been and are expected to continue to be affected by changes in net cash farm income, farm land values, weather conditions, the demand for agricultural commodities, commodity prices and general economic conditions. Sales are recorded by the Company when equipment and replacement parts are shipped by the Company to its independent dealers, distributors or other customers. To the extent possible, the Company attempts to ship products to its dealers and distributors on a level basis throughout the year to reduce the effect of seasonal demands on its manufacturing operations and to minimize its investment in inventory. Retail sales by dealers to farmers are highly seasonal and are a function of the timing of the planting and harvesting seasons. As a result, the Company's net sales and operating results have historically been the lowest in the first quarter and have increased in subsequent quarters.

## RESULTS OF OPERATIONS

## NET INCOME

The Company recorded a net loss for the three months ended March 31, 1999 of $\$ 7.2$ million compared to net income of $\$ 32.7$ million for the same period in 1998. Net earnings (loss) per common share on a diluted basis was \$(0.12) and $\$ 0.52$ for the first quarter of 1999 and 1998, respectively. The results for the three months ended March 31, 1999 were negatively impacted by unfavorable industry conditions which resulted in lower net sales in the majority of markets throughout the world and lower operating margins primarily due to unfavorable absorption of fixed manufacturing overhead costs and lower price realization due to a more competitive pricing environment.

## RETAIL SALES

High global commodity stock levels and reduced export demand continue to depress commodity prices, adversely affecting agricultural demand in most major markets. These unfavorable industry conditions have negatively impacted demand since the third quarter of 1998.

In the United States and Canada, industry unit retail sales of tractors and combines for the first quarter of 1999 decreased approximately $2 \%$ and $42 \%$, respectively, compared to the same period in 1998. Company unit retail sales of tractors in the United States and Canada decreased more than the industry compared to the same period in 1998, and Company unit retail sales of combines decreased in line with the industry decrease. Retail sales declines for both the industry and the Company were more significant in the high horsepower tractor and combine segments.

In Western Europe, industry unit retail sales of tractors experienced mixed results with an overall decrease of approximately $3 \%$ for the first quarter of 1999 as compared to the prior year. Decreases in industry unit retail sales in the UK, Scandinavia and Spain, were offset to some extent by increases in France, Germany and Italy. Company unit retail sales results were also mixed with an overall decrease in excess of the industry compared to the same period in 1998. Availability of the Company's new Massey Ferguson high horsepower tractor line was limited during the first quarter, which affected the Company's retail sales.

Industry unit sales of tractors in South America for the first quarter of 1999 decreased approximately $8 \%$ compared to the same period in 1998 primarily due to significant declines in Argentina and other South American markets offset to some extent by a strong increase in the major market of Brazil. Company unit retail sales of tractors in South America decreased more than the industry. The increased demand in the Brazilian market has been significantly impacted by the devaluation of the Brazilian currency, which has caused an increase in farm income and advanced purchasing of equipment due to inflationary fears.

In other international markets, industry and company retail sales decreased compared to the prior year in most markets including Africa, Australia and Asia/Pacific

## STATEMENT OF INCOME

Net sales for the first quarter of 1999 were $\$ 561.6$ million compared to $\$ 701.5$ million for the same period in 1998. The decrease in net sales primarily reflects lower retail demand in most markets throughout the world. Net sales were also impacted by the negative translation effect of currency exchange offset by the 1998 acquisitions of Massey Ferguson Argentina, Spra-Coupe and Willmar, which were not included in the 1998 results. Excluding the impact of currency translation and acquisitions, net sales for the first quarter of 1999 decreased approximately $21 \%$ compared to the prior year.

Regionally, net sales in North America for the first quarter of 1999 decreased $\$ 86.4$ million, or $38.0 \%$, primarily due to unfavorable market conditions and a smaller seasonal increase in dealer inventories than the prior year. The decline was partially offset by the impact of the Spra-Coupe and Willmar acquisitions. In the Europe/Africa/Middle East region, net sales decreased $\$ 19.7$ million, or 5.3\%, for the three months ended March 31, 1999 compared to the prior year primarily due to unfavorable market conditions. Net sales in South America decreased approximately $\$ 31.6$ million, or $39.0 \%$, for the first quarter of 1999 compared to the prior year primarily due to unfavorable industry conditions and to the negative impact of foreign currency translation due to the Brazilian currency devaluation. In the East Asia/Pacific region, net sales decreased approximately $\$ 2.2$ million, or $9.7 \%$, for the three months ended March 31, 1999 compared to the prior year primarily due to continued unfavorable market conditions.

Gross profit was $\$ 79.0$ million (14.1\% of net sales) for the first quarter of 1999 compared to $\$ 144.5$ million $(20.6 \%$ of net sales) for the same period in the prior year. Gross margins were negatively impacted by: (1) lower production overhead absorption resulting from lower production volumes in the first quarter of 1999 compared to the prior year; (2) lower price realization in the majority of markets; and (3) an unfavorable sales mix of higher margin products.

Selling, general and administrative expenses ("SG\&A expenses") for the first quarter of 1999 were $\$ 57.9$ million ( $10.3 \%$ of net sales) compared to $\$ 63.0$ million ( $9.0 \%$ of net sales) for the same period in the prior year. While gross expenses decreased by $\$ 5.1$ million, SG\&A expenses increased as a percentage of net sales primarily due to lower sales volumes for the three months ended March 31, 1999 compared to the same period in 1998. Engineering expenses for the three months ended March 31, 1999 were $\$ 11.8$ million ( $2.1 \%$ of net sales) compared to $\$ 13.6$ million (1.9\% of net sales) for the same period in the prior year. Engineering expenses as a percentage of net sales were higher in 1999 primarily due to lower sales volumes.

Income from operations was $\$ 9.3$ million ( $1.7 \%$ of net sales) for the three months ended March 31,1999 as compared to $\$ 67.9$ million ( $9.7 \%$ of net sales) for the same period in 1998. Operating income, as a percentage of net sales, was adversely affected by lower gross margins, and higher SG\&A expenses and engineering expenses as a percentage of net sales.

Interest expense, net was $\$ 16.5$ million for the first quarter of 1999 compared to $\$ 15.0$ million for the same period in 1998. The increased interest expense, net was a result of higher debt levels in 1999 due to the Company's 1998 acquisitions and common stock repurchases in the second quarter of 1998.

The Company recorded an income tax benefit of $\$ 5.8$ million for the three months ended March 31, 1999 compared to an income tax provision of $\$ 17.6$ million for the same period in 1998. The Company's effective tax rate remained constant over the two periods.

Equity in earnings of affiliates was $\$ 2.7$ million for the three months ended March 31, 1999 compared to $\$ 2.8$ million for the same period in the prior year.

## LIQUIDITY AND CAPITAL RESOURCES

The Company's financing requirements are subject to variations due to seasonal changes in inventory and dealer receivable levels. Internally generated funds are supplemented when necessary from external sources, primarily the Company's revolving credit facility. The current lending commitment under the Company's revolving credit facility is $\$ 1.0$ billion with borrowings limited to the sum of $90 \%$ of eligible accounts receivable and $60 \%$ of eligible inventory. As of March 31, 1999, approximately $\$ 795.2$ million was outstanding under the Company's revolving credit facility and available borrowings were approximately $\$ 204.8$ million.

The Company's working capital requirements are seasonal, with investments in working capital typically building in the first half of the year and then reducing in the second half of the year. The Company had $\$ 1,136.9$ million of working capital at March 31, 1999, an increase of $\$ 107.0$ million over working capital of $\$ 1,029.9$ million at December 31, 1998. The increase in working capital was primarily due to lower current liabilities primarily related to the reduction of certain accrued expenses including those related to seasonal sales programs and nonrecurring expenses.

Cash flow used for operating activities was $\$ 138.5$ million and $\$ 246.4$ million for the three months ended March 31, 1999 and 1998, respectively. The decrease in cash flow used for operating activities was primarily due to a lower seasonal increase in accounts receivable and inventory compared to the prior year. The improved cash flow compared to the prior year reflects the impact of the Company's initiatives to reduce receivable and inventory levels during 1999.

Capital expenditures for the three months ended March 31, 1999 were $\$ 6.9$ million compared to $\$ 13.8$ million for the same period in 1998 . The Company anticipates that additional capital expenditures for the remainder of 1999 will range from approximately $\$ 45.0$ million to $\$ 55.0$ million and will primarily be used to support the development and enhancement of new and existing products as well as facility and equipment maintenance.

The Company's debt to capitalization ratio was $54.9 \%$ at March 31, 1999 compared to $48.5 \%$ at December 31, 1998. The increase in the debt to capitalization ratio was primarily due to higher debt levels to fund seasonal working capital requirements and a negative cumulative translation adjustment to equity of $\$ 108.3$ million primarily related to the devaluation of the Brazilian currency and a weakening of the Euro.

In April 1999, the Company's Board of Directors declared a dividend of $\$ 0.01$ per share of common stock for the second quarter of 1999. The declaration and payment of future dividends will be at the sole discretion of the Board of Directors and will depend upon the Company's results of operations, financial condition, cash requirements, future prospects, limitations imposed by the Company's credit facilities and other factors deemed relevant by the Company's Board of Directors.

The Company believes that available borrowings under the Company's revolving credit facility, available cash and internally generated funds will be sufficient to support its working capital, capital expenditures and debt service requirements for the foreseeable future.

The Company from time to time reviews and will continue to review acquisition and joint venture opportunities as well as changes in the capital markets. If the Company were to consummate a significant acquisition or elect to take advantage of favorable opportunities in the capital markets, the Company may supplement availability or revise the terms under its credit facilities or complete public or private offerings of equity or debt securities.

The Company has assessed the impact of the Year 2000 issue on its reporting systems and operations. Based on its assessment, the Company has developed a Year 2000 compliance plan, in which all key information systems are being tested and all non-compliant software or technology is being modified or replaced. This review included all information technology systems and embedded systems located in the Company's manufacturing equipment, facility equipment and in the Company's products. The Company is also reviewing the Year 2000 compliance status and compatibility of customers' and suppliers' systems which interface with the Company's systems or could impact the Company's operations.

The Company has implemented the majority of necessary modifications to its information technology systems and expects to complete testing of its systems for Year 2000 compliance during 1999. During 1998, the Company reviewed a majority of its embedded systems and identified a small percentage of systems with Year 2000 problems. The Company expects to have these affected systems replaced or corrected by mid-1999 and to complete testing of all systems during 1999. Based on its reviews, the Company estimates that the required costs to modify existing computer systems and applications will be approximately $\$ 10$ million to $\$ 12$ million of which $\$ 6.9$ million has been incurred to date. The remaining costs will be incurred in the remainder of 1999.

While the Company believes that its plans are adequate to ensure that the Year 2000 issue will not materially impact future operations, the risks of these plans not being adequate or the risk that the Company's major customers and suppliers do not modify or replace their affected systems could have a material adverse impact on the Company's results of operations or financial condition in the future. Failure by the Company or its customers or suppliers to resolve the Year 2000 problem could result in a temporary slowdown or cessation of manufacturing operations at one or more of the Company's facilities and a temporary inability of the Company to process some orders and to deliver some finished products to customers. The Company is currently identifying and considering various contingency options, to minimize the risks of any Year 2000 problems.

## FORWARD LOOKING STATEMENTS

Certain information included in Management's Discussion and Analysis of Financial Condition and Results of Operations constitute forward looking statements within the meaning of Section $21 E$ of the Securities Exchange Act of 1934. Although the Company believes that the expectations reflected in such forward looking statements are based upon reasonable assumptions, it can give no assurance that its expectations will be achieved. Additionally, the Company's financial results are sensitive to movement in interest rates and foreign currencies, as well as general economic conditions, pricing and product actions taken by competitors, production disruptions and changes in environmental, international trade and other laws which impact the way in which it conducts its business.
ITEM 3: QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT

FOREIGN CURRENCY RISK MANAGEMENT
The Company has significant manufacturing operations in the United States, the United Kingdom, France, Germany, Denmark and Brazil, and it purchases a portion of its tractors, combines and components from third party foreign suppliers primarily in various European countries and in Japan. The Company also sells products in over 140 countries throughout the world. The Company's most significant transactional foreign currency exposures are the the British pound in relation to other European currencies and the Canadian dollar in relation to the U.S. dollar. Fluctuations in the value of foreign currencies create exposures which can adversely affect the Company's results of operations.

The Company attempts to manage its transactional foreign exchange exposure by hedging identifiable foreign currency cash flow commitments arising from receivables, payables, and expected purchases and sales. Where naturally ffsetting currency positions do not occur, the company hedges certain of its exposures through the use of foreign currency forward contracts. The Company's hedging policy prohibits foreign currency forward contracts for speculative trading purposes. The Company's translation exposure resulting from translating he financial statements of foreign subsidiaries into U.S. dollars is not hedged. When practical, this translation impact is reduced by financing local operations with local borrowings.

## PART II. OTHER INFORMATION

ITEM 6. EXHIBITS AND REPORTS ON FORM $8-K$
(a) Exhibits

(b) Reports on Form 8-K

None

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on behalf by the undersigned thereunto duly authorized.

AGCO CORPORATION
Registrant
--------------
/s/ Patrick S. Shannon
Patrick S. Shannon
Vice President and Chief Financial Officer

## EXHIBIT INDEX

| Exhibit |  |
| :---: | :---: |
| Number | Description |
| 27.1 | Financial Data Schedule - March 31, 1999 (electronic filing purposes only). |
| 27.2 | Amended Financial Data Schedule - December 31, 1998 (electronic filing purposes only). |

## 1,000,000

3-MOS
DEC-31-1999
JAN-01-1999
MAR-31-1999

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1,001
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685
1,803
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