

Andy Beck

Senior Vice President and CFO



Agenda

Focus on ROIC and margins

Cash flow allocation

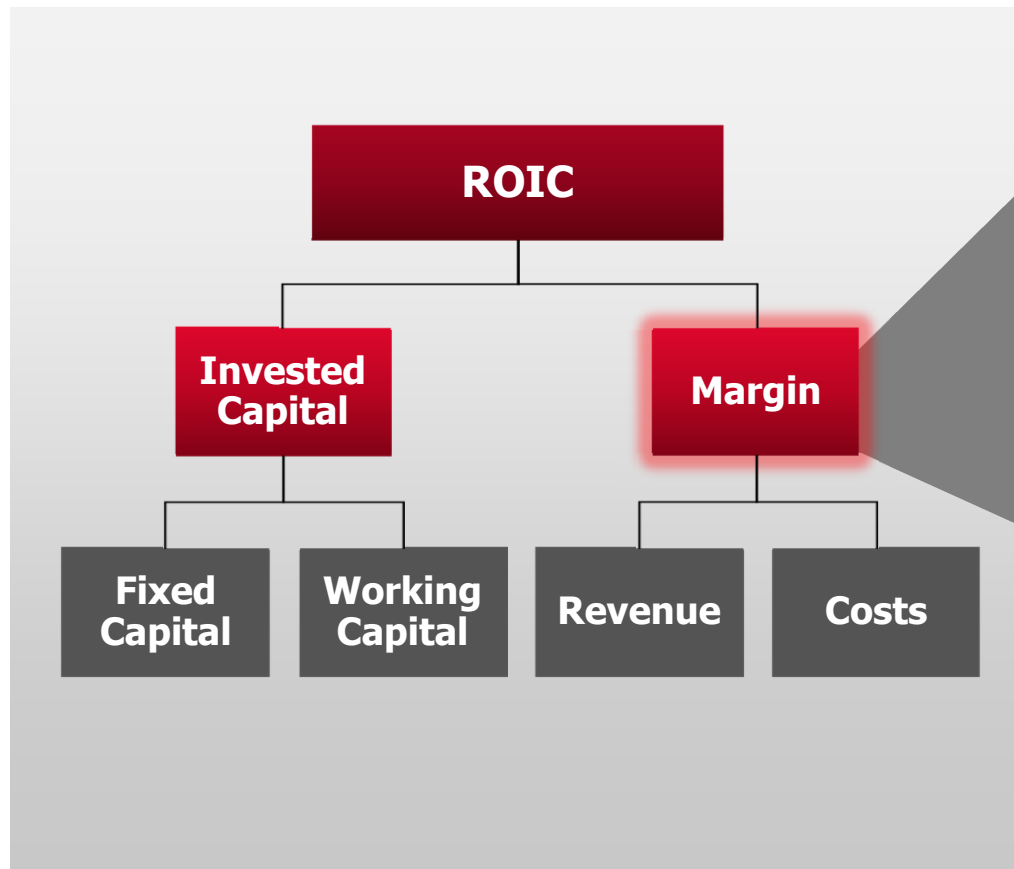
GSI update

AGCO Finance update

2013 preliminary outlook



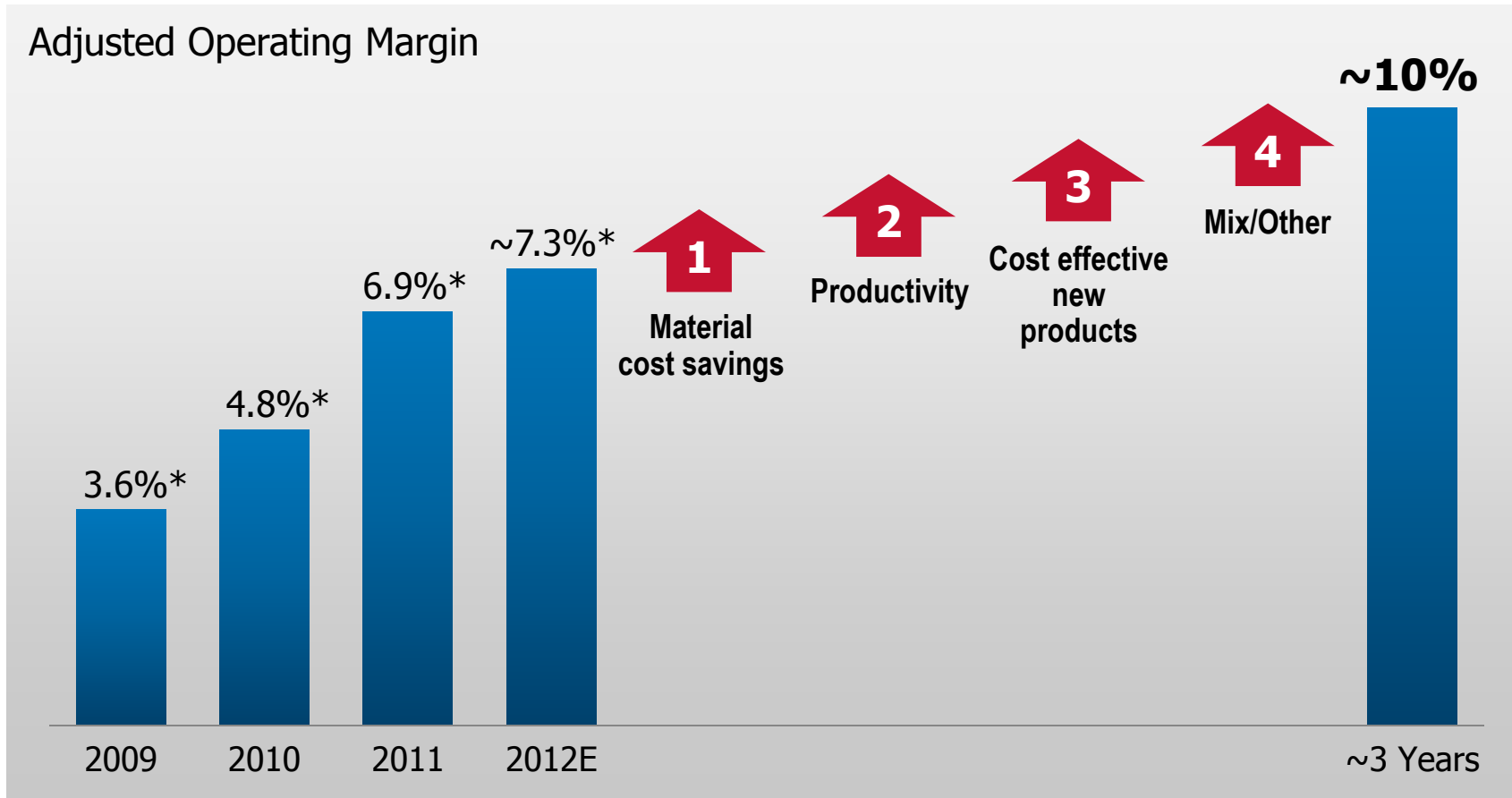
Focusing on ROIC Improvement



- Roadmap developed to drive improvement
- Margin expansion biggest opportunity



On Track to Achieve Margin Target



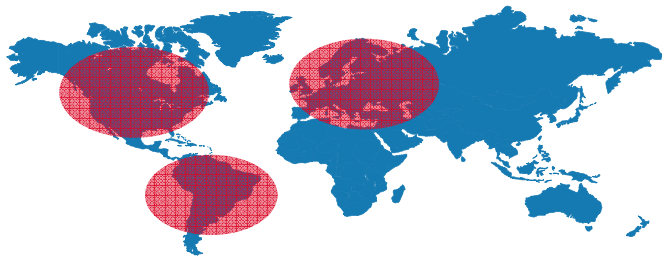
* Reflects adjusted results, which exclude restructuring and other infrequent items.

1 Material Cost Improvement – Global Purchasing Excellence

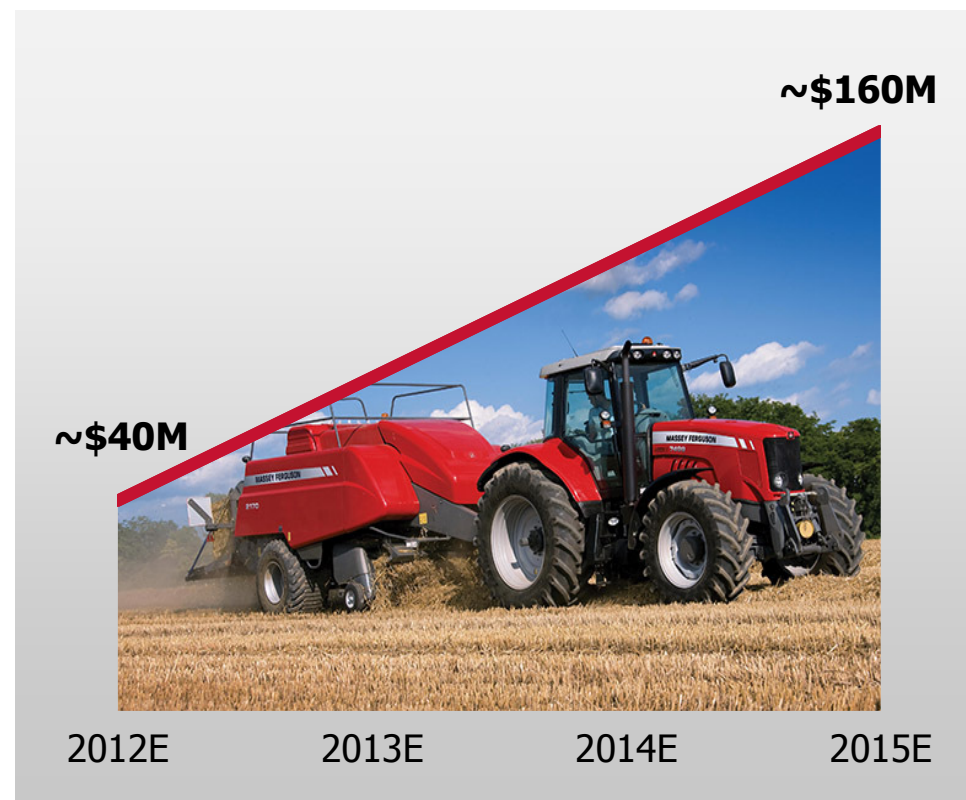


Global Focus

- 24 commodity teams
- 3 regions
 - EAME
 - N. America
 - S. America
- Wide range of products
- Cross-functional approach
- Organizational and process changes



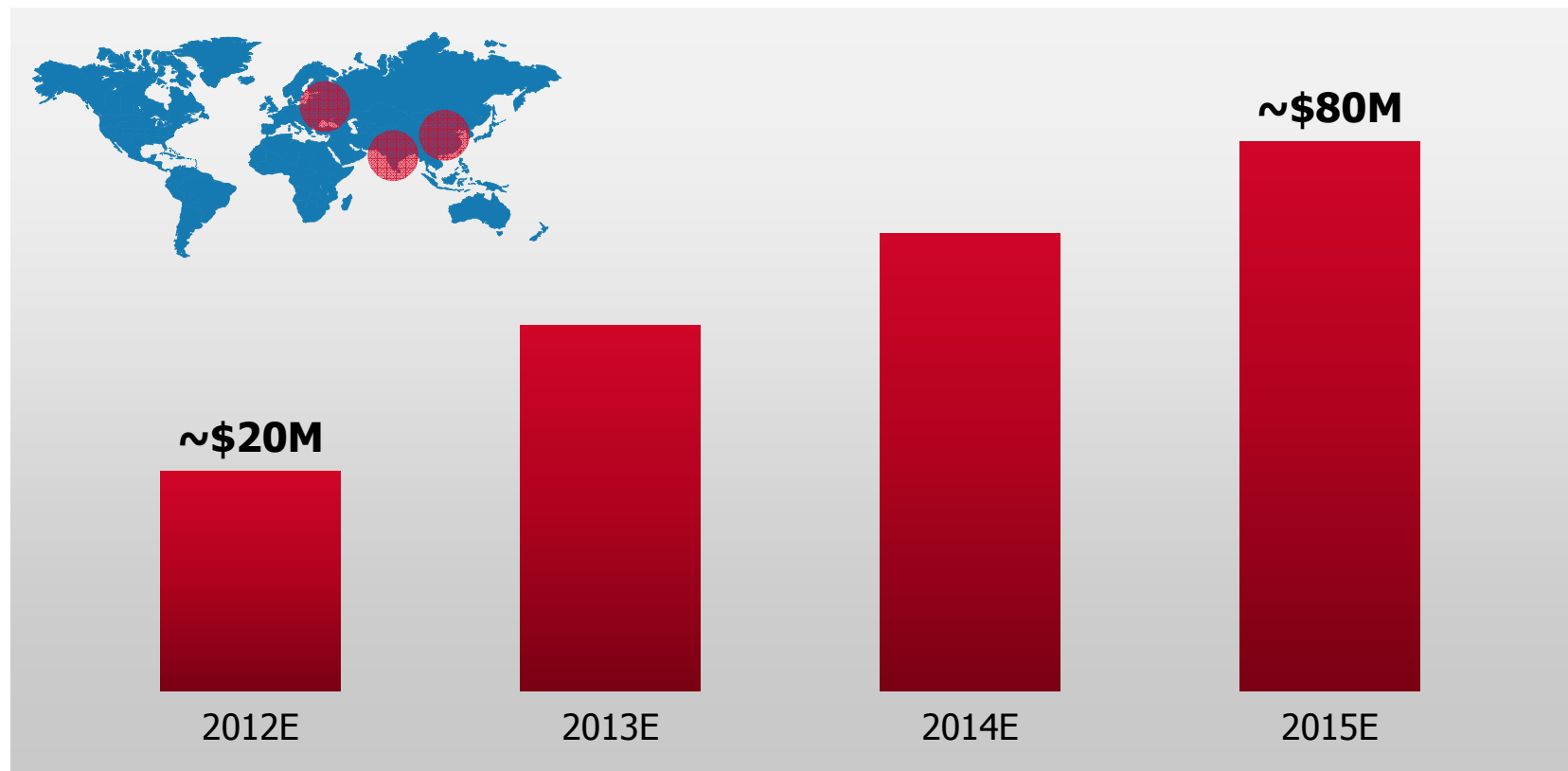
Results – Cumulative GPE Savings



1 Material Cost Improvement

– Best Cost Country Sourcing

Best-Cost Country Sourcing Savings



\$80M in cumulative savings by 2015

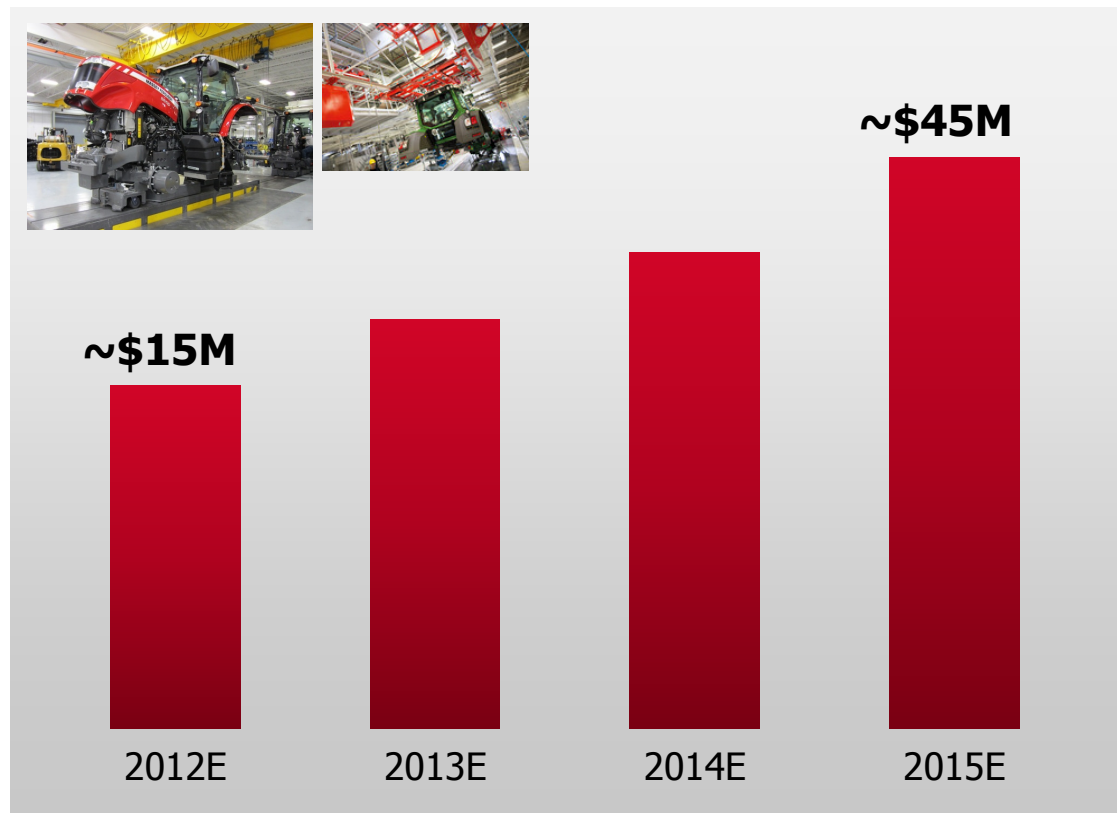
2 Manufacturing Optimization – APS Savings



AGCO Production Systems Cumulative Savings



- Completed six sigma and lean manufacturing
- Implementing lean office for:
 - sales
 - administration
 - back office



\$45M in annual savings by 2015

3 Cost Effective New Products – Centurion Update



New Centurion Project “World Platform” 50-130HP replaces many diverse current products

Current Products...



...Converging to one Modular Tractor Family

Centurion



**C1
Light
55-75HP**

**C2/C3
Medium
75-105HP**

**C3/C4
Heavy
95-130HP**

~ \$1 Billion in global sales

Expected sales and margin improvement to produce \$60-80M of annual income

3 Cost Effective New Products

– Centurion Proto-type Testing Under way



3

Cost Effective New Products

– Centurion Factory Site Entering Construction Phase



Changzhou, China Factory Site

Interim site



New factory under construction



Today

Q1 2014

4

Longer Term: The Global Platform and Module Strategy



Standardized Components



Advantages

- ✓ More effective use of R&D
- ✓ Fewer parts
- ✓ Reduced material costs
- ✓ Improved quality
- ✓ Better brand differentiation

Challenger



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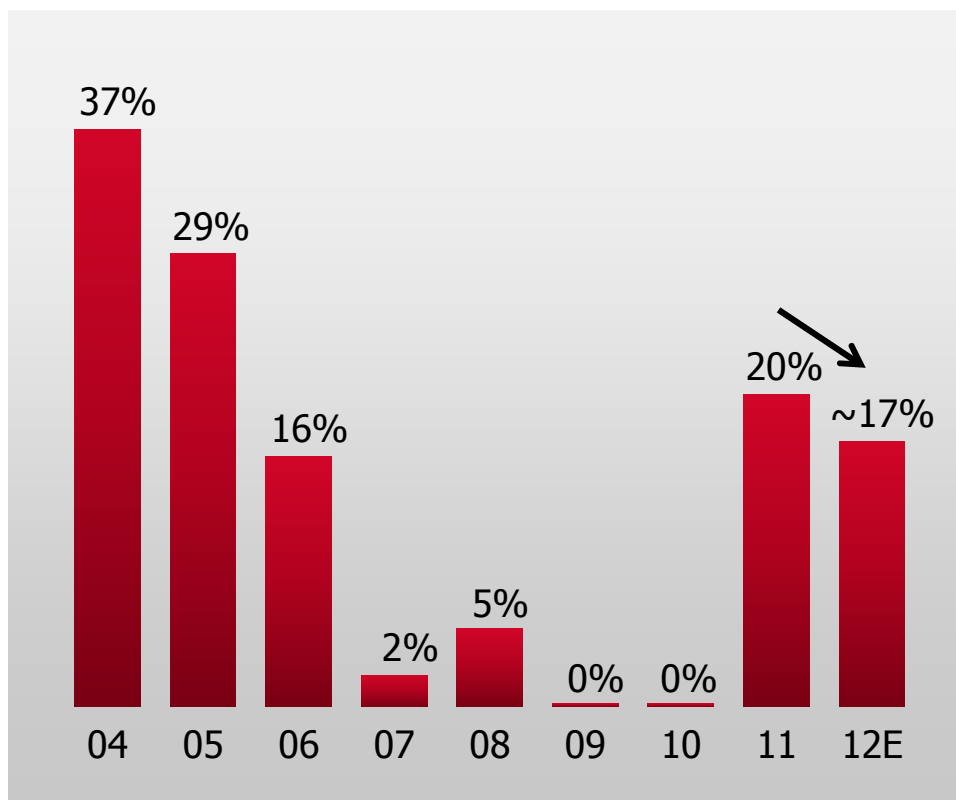
AGCO Finance update

2013 preliminary outlook



Healthy Balance Sheet

Net Debt to Total Capital*



- Strong balance sheet
- Maintaining investment grade credit rating



*Net debt to total capital is defined as (total debt less cash) divided by (total debt less cash) + total equity

Capital Deployment Priorities

Capital Deployment



Capex



- Invest in facilities
- Invest in new products

Strengthen Balance Sheet



- Maintain investment grade credit rating

Bolt-on Acquisitions



- Opportunistic approach to add to product offerings or geographic reach

Return Cash to Shareholders

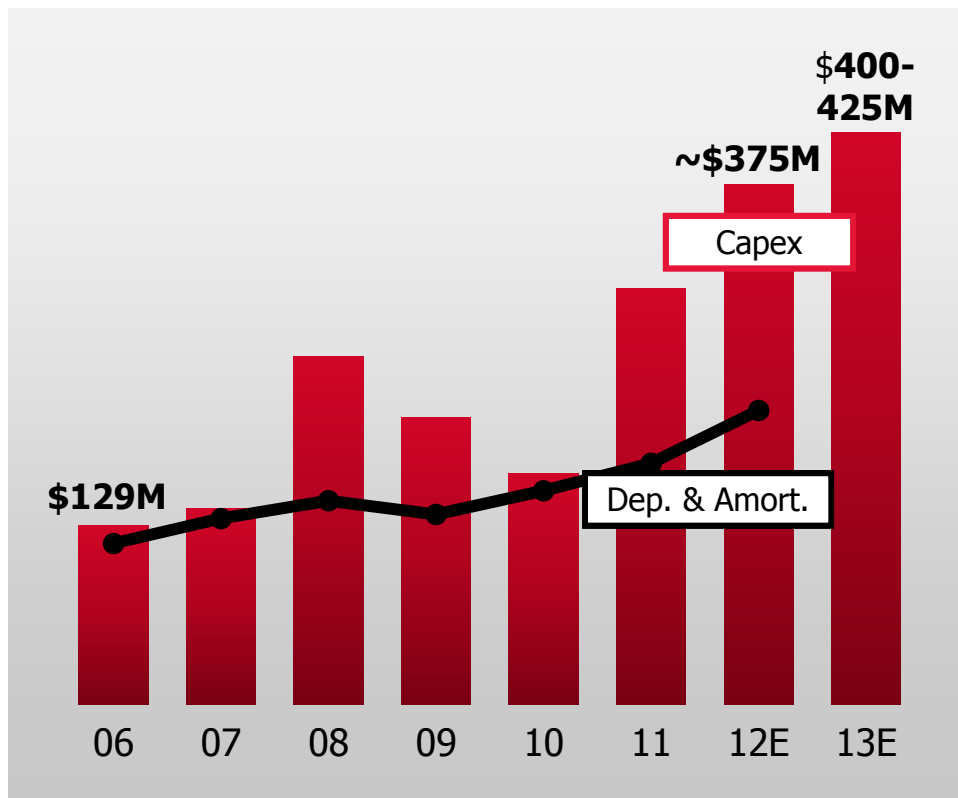


- Share Repurchase
- Dividends

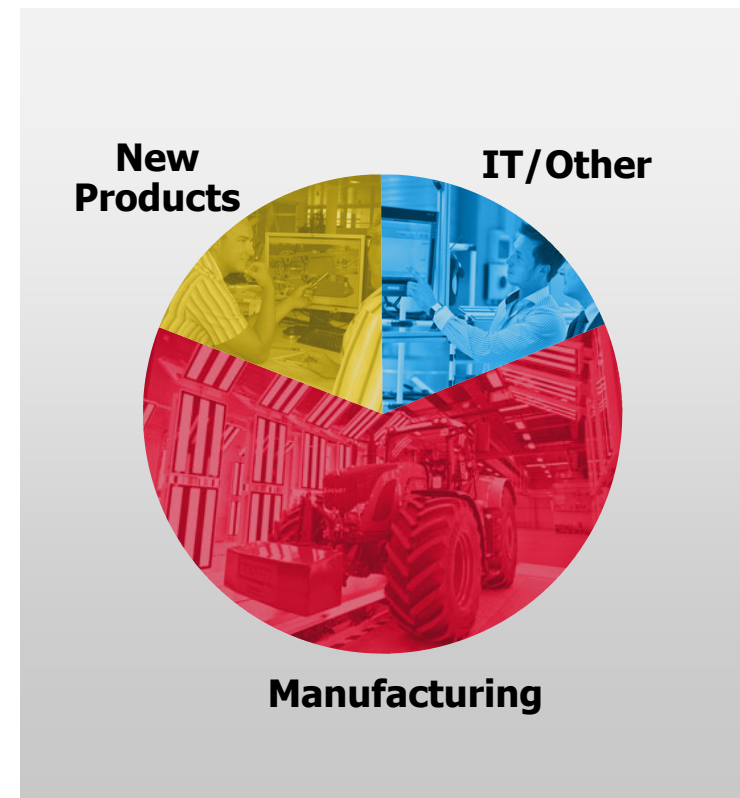
Capital Expenditures – Investing for Growth



Continuing to Invest

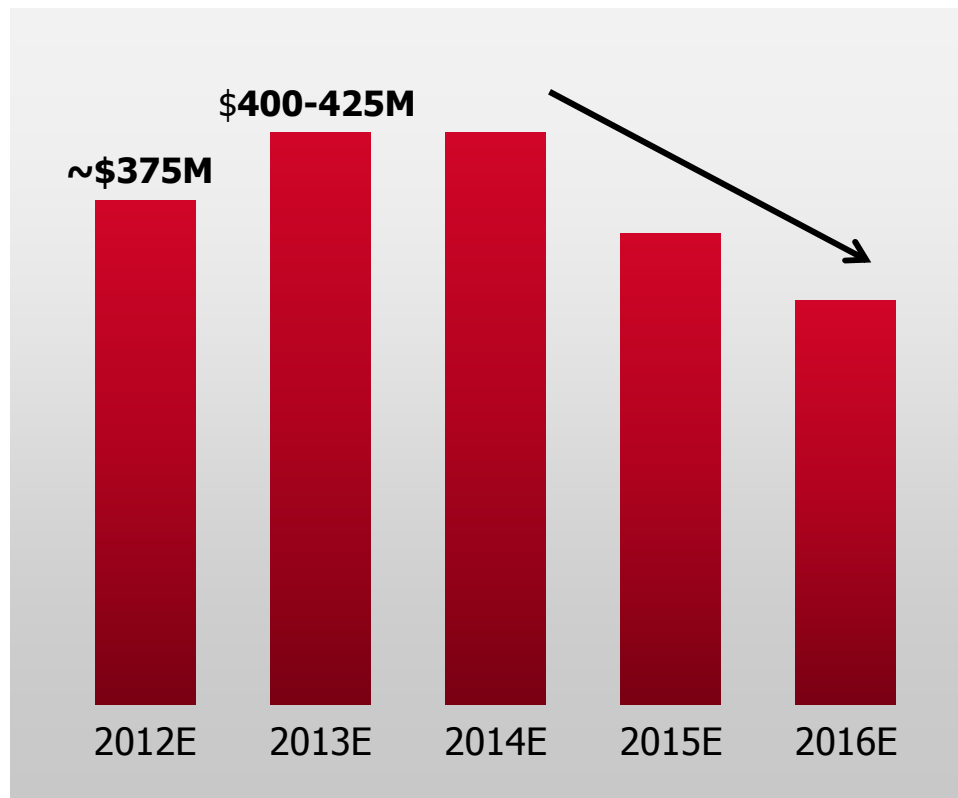


2013 Capex Components



Capex Outlook – 2014 Peak

Capital Expenditures



- Capex expected to peak in 2014
- China factory construction
- Tier 4 final
- Continued emphasis on new products



Cash to be Returned to Shareholders

Limited to NA Cash Flow for tax efficiency

Share Repurchase



- \$50M share repurchase program launched Q312

Dividend



- Future component

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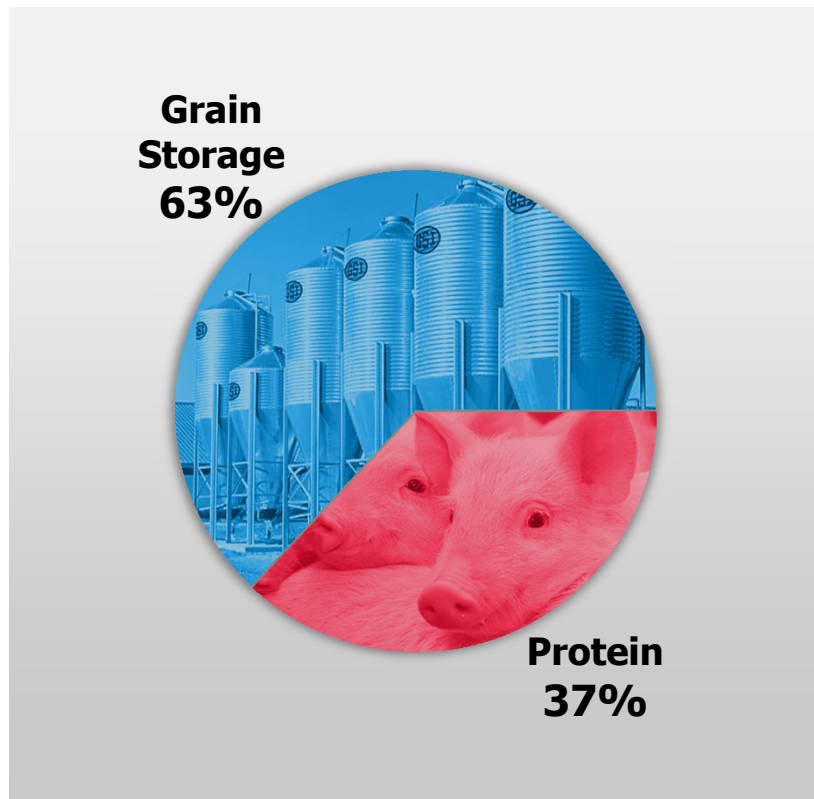
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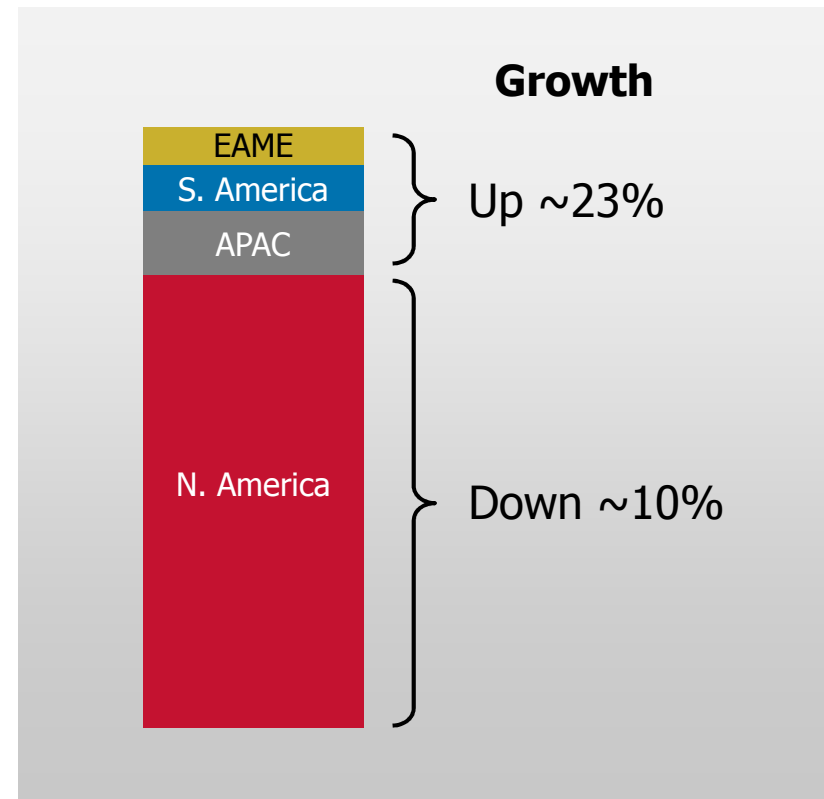
GSI 2012 Re-cap of Estimated \$700M Sales



Sales Breakdown (2012E)

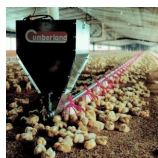
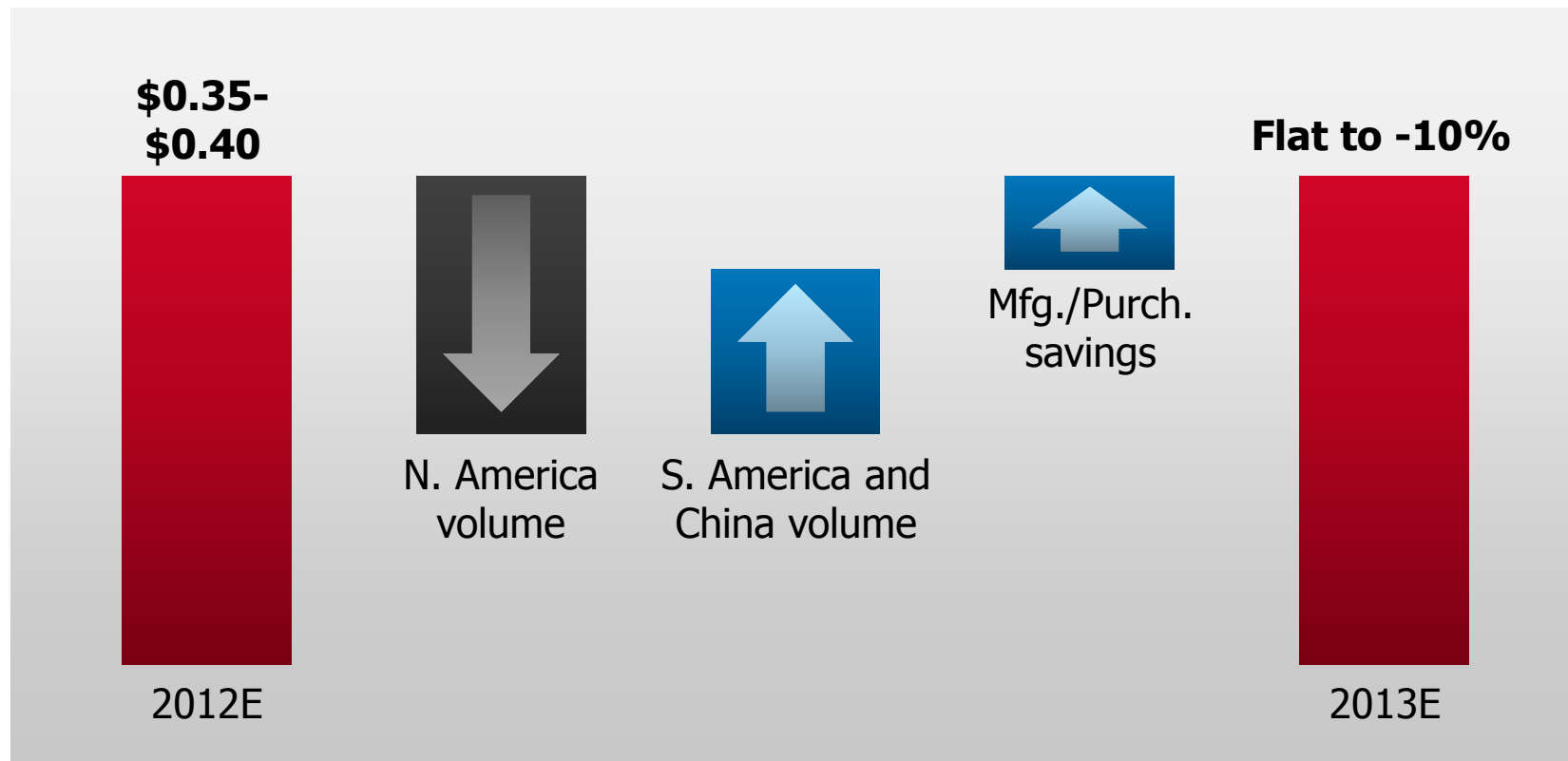


Sales Outlook (2012E)



Targeting 2012 EPS accretion of \$0.35-\$0.40

2013 GSI Outlook – EPS Accretion



GSI Growth Strategy

Focused on Emerging Agricultural Markets



Central / Eastern Europe / CIS

- Increase market share in rapidly growing grain storage equipment markets
- Grow local/regional protein equipment presence



China

- Establish local/regional grain storage equipment presence
- Translate success in sales of protein equipment to multi-national companies to Chinese-owned protein firms



Brazil

- Increase market share of grain storage equipment (additional manufacturing capacity, localized products)
- Grow local/regional protein equipment presence



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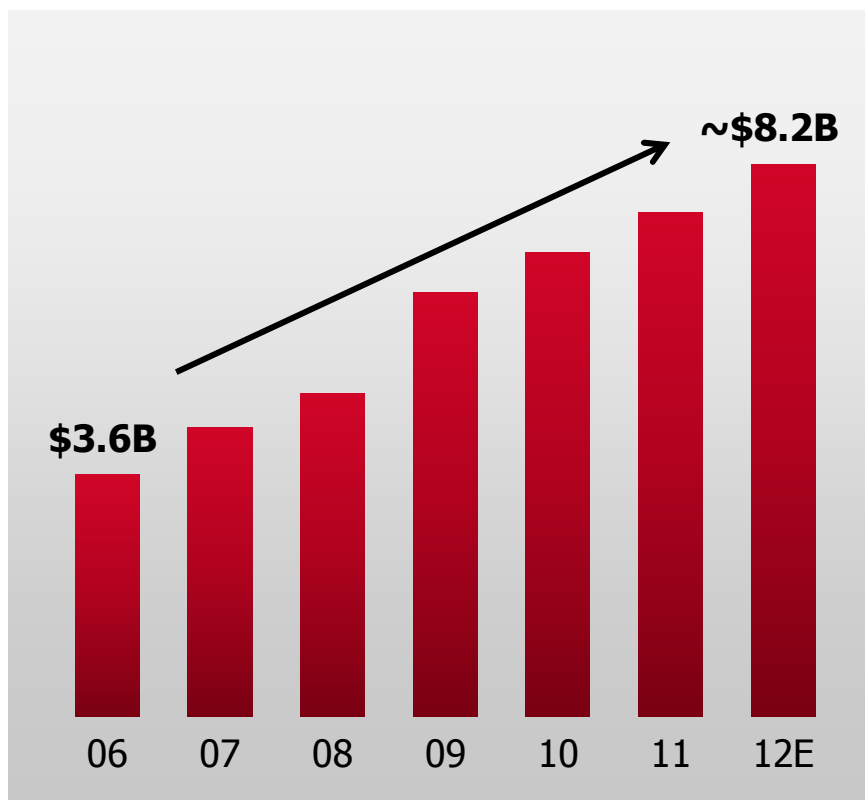
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Solid, Growing Finance Business



Managed Portfolio (\$B)



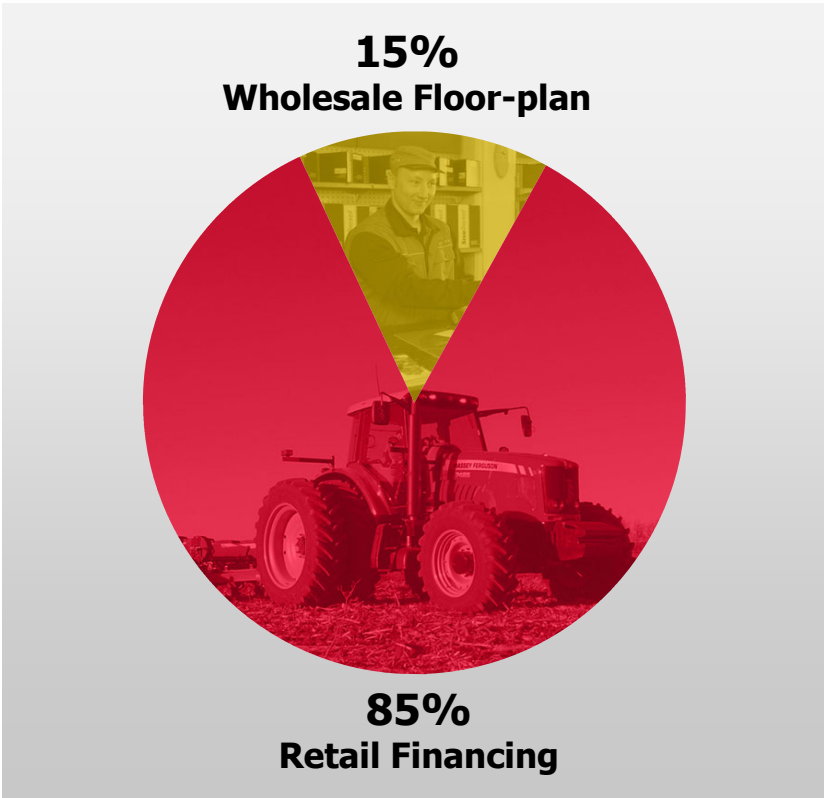
- JV with Rabobank
 - based in the Netherlands
 - among the world's highest rated banks
- 49% owned by AGCO
- Funded by Rabobank
- ~\$8.2billion portfolio
- Growing market share
- Robust financial performance



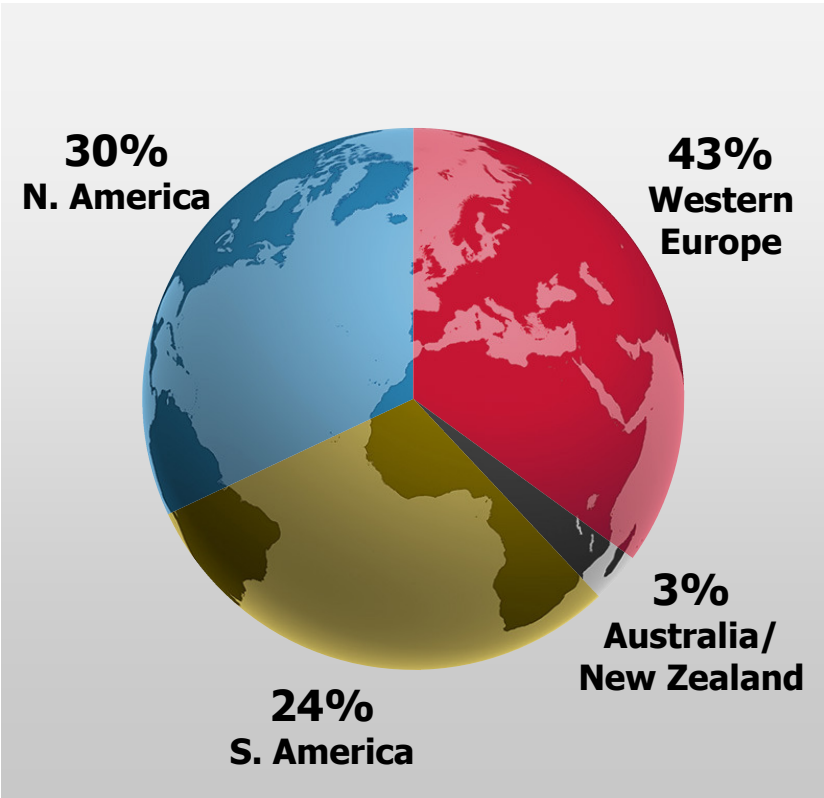
AGCO Finance – A Closer Look



By Product



By Region



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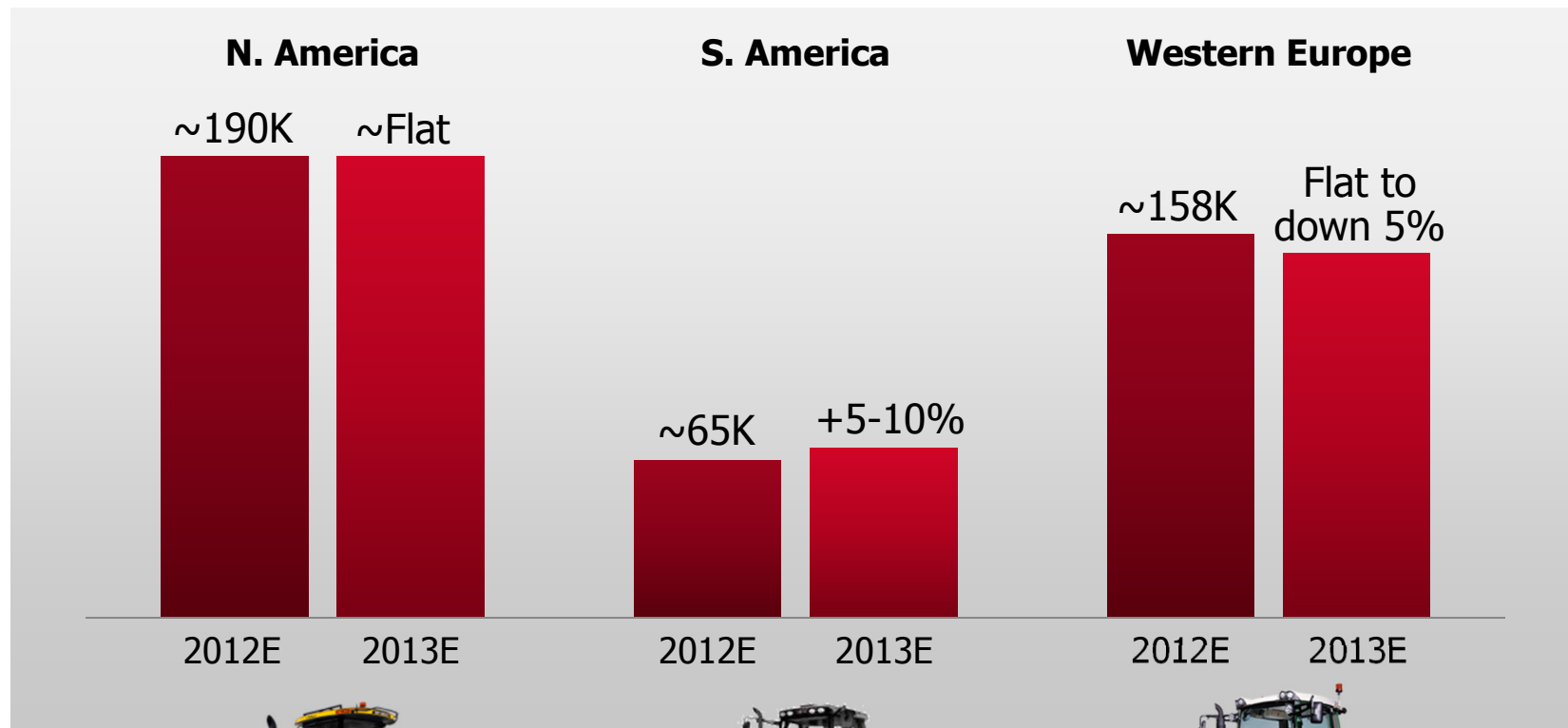
2013 preliminary outlook



2013 Preliminary Market Outlook



Regional Market Outlook – Industry Unit Retail Tractor Sales (Volume in Units)



2013 Preliminary Assumptions – Summary



- Sales growth from pricing and market share gains
 - ~+2.5% to 3.0% pricing
 - impact of currency translation expected to be neutral
- 10-15% increase in engineering expense for new product development and tier 4 emission requirements
- Gross margin improvement
- ~\$10 million of start-up expense associated with China operations
- Effective tax rate 26-28%
- Potential accounting change for U.S. deferred taxes



2013 Preliminary Outlook



2013 Estimates	
Sales	\$10.2B to \$10.4B
Operating margin	+~75bps
EPS	\$5.50 to \$5.75
CAPEX	\$400-\$425 Million
Free Cash Flow*	\$125-\$150 Million



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

Key Messages Today



The Execution

Executing plans for margin improvement

The Positioning

Positioned in growing global markets

- Food production to double by 2050

The Growth

Multiple forces driving growth

- New products, new technologies, distribution improvements



2012 Analyst Briefing

December 11, 2012



Appendix



Non-GAAP To GAAP Reconciliation



\$M	Years Ended December 31,			
	2009	2010	2011	2012E
Net Sales ⁽¹⁾	6,516.4	6,896.6	8,773.1	9,800-10,000
Adjusted Income from operations ⁽²⁾	231.9	328.6	609.6	722.7
Restructuring and other infrequent (income) expenses	13.2	4.4	(0.7)	0
Income from operations as reported	218.7	324.2	610.3	722.7
Adjusted operating Margin	3.6%	4.8%	6.9%	~7.3%

(1) (2) See Company financial statements for notes