

# Rieter Holding Investor presentation

Results 2012

1. Introduction and summary of 2012
2. Financial results 2012
3. Strategic focus
4. Outlook

## 2012: Key messages

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“Rieter has strengthened its **market position** in a challenging market environment and is on track with its investment program. Despite cyclically weaker **sales** and lower **profitability**, Rieter continues the policy of paying cash dividends – a **dividend of 2.50 CHF** per share has been paid out for 2012.”

Erwin Stoller

Executive Chairman

## Market position strengthened – investment program on track

### Market development

- Market environment improved slightly with stabilized positive spinning mills margins
- Indian market improved in the north, Turkey and other large markets improved slightly, China was still hesitant due to locked-in raw material prices
- Financing for projects in China and India remained an issue

### Strategic / operational

- Market position strengthened in a challenging market – product portfolio well positioned
- Sales in China increased y-o-y by 27% to 192.5 million CHF
- Successful fairs in Turkey, China and India held
- New Comber E 80 and component innovations presented

### Investment program

- Program on track – half-way milestones passed
- Expansion in Asia: Construction in Pune (IN) completed, Changzhou (CN) partly operational
- Airjet introduction ongoing
- Process improvements proceed along plan

### Financial

- Sales decreased by 16% to 888.5 million CHF. Order intake with 839.7 million CHF decreased by 12% but showed increase in second half-year
- Lower EBIT margin of 3.8% of sales due to volume, strategic projects and product mix
- Net profit of 3.0% of sales leads to EPS of 6.40 CHF and a dividend of 2.50 CHF out of reserves from capital contributions has been paid out (dividend yield: 1.6%)

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# Rieter – Financial key figures



## Book-to-bill ratio turned positive in second semester of 2012

CHF million	FY 2012	HY2 2012	HY1 2012	FY 2011
Order Intake <sup>(1)</sup>	<b>839.7</b>	435.6	404.1	958.3
Sales	<b>888.5</b>	401.2	487.3	1060.8
EBITDA	<b>66.8</b>	18.7	48.1	146.5
EBIT <sup>(2)</sup>	<b>33.6</b>	1.6	32.0	112.6
EBIT margin (of sales)	<b>3.8%</b>	0.4%	6.6%	10.6%
Net profit <sup>(3)</sup>	<b>26.5</b>	4.6	21.9	119.0
R&D expenditures	<b>42.7</b>	21.8	20.9	39.5
Capex <sup>(4)</sup>	<b>81.6</b>	57.3	24.3	57.3

(1) Including cancellations of 60 million CHF in 2012 (2011: 113 million CHF)

(2) Including strategic project costs of 25.3 million CHF in 2012

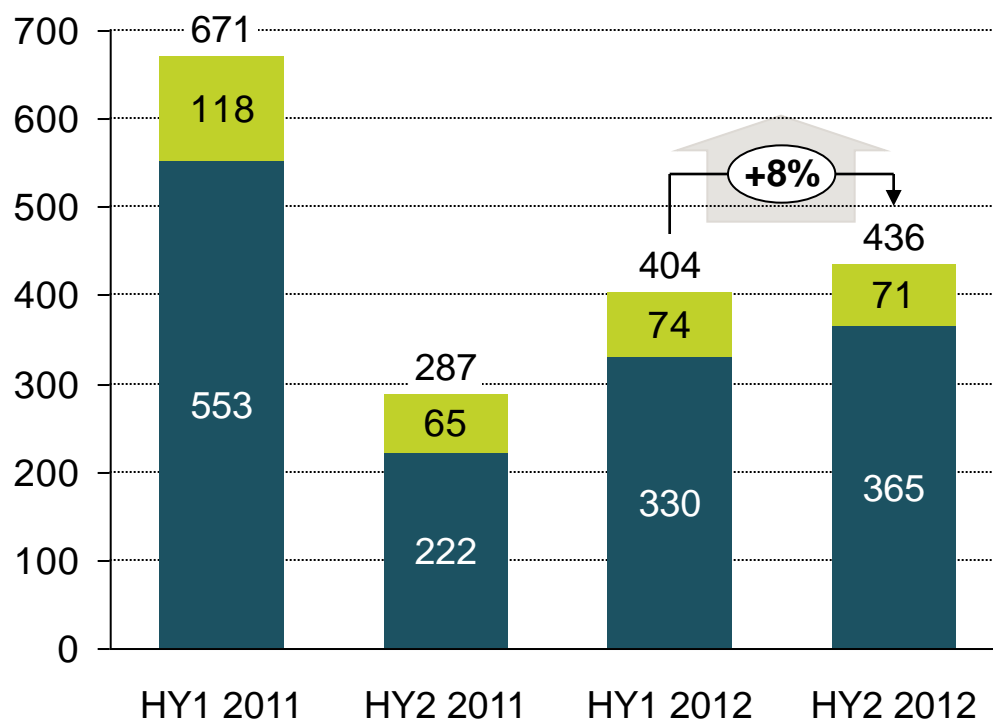
(3) Including gain from sale of assets of 17.6 million CHF (2011: 47.3 million CHF)

(4) Including investments for strategic projects of 51.6 million CHF

# Orders by business group

12% lower orders received than 2011, but HY2 up 8% versus HY1 2012

CHF million

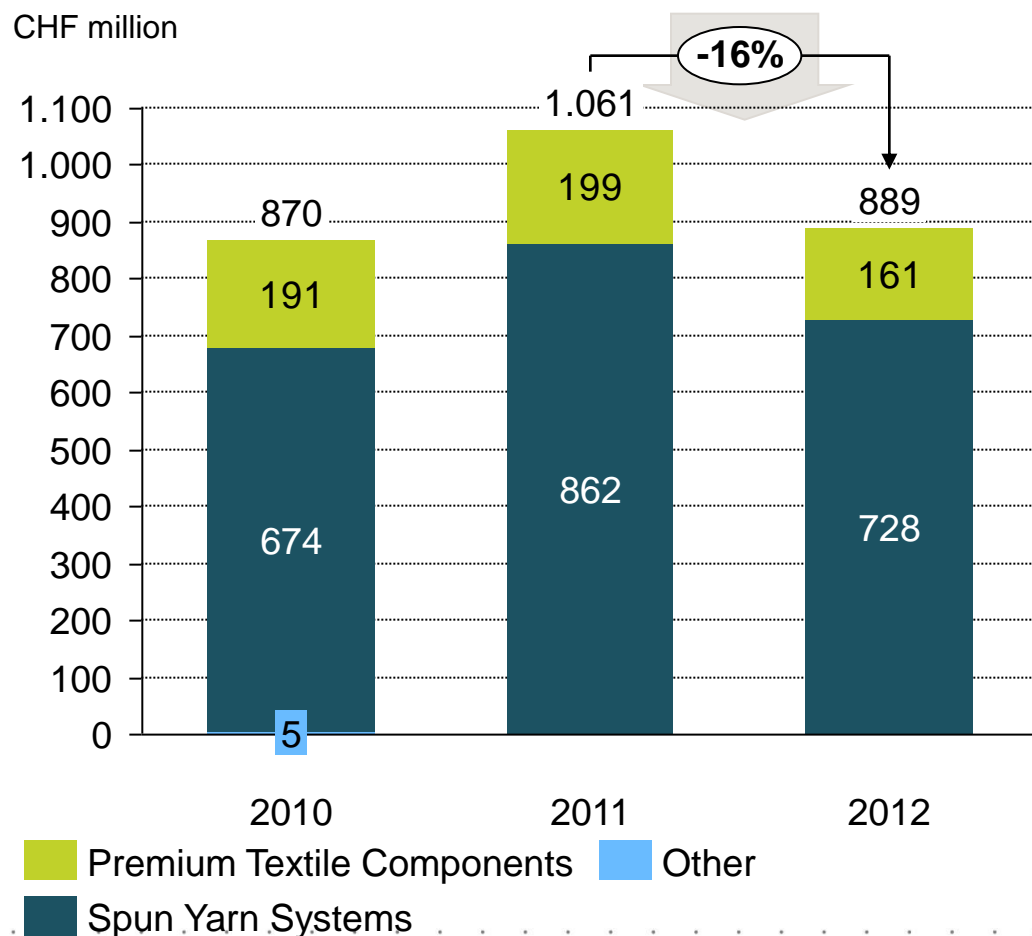


- Premium Textile Components
- Spun Yarn Systems

- Orders received included cancellations of 60 million CHF
- Decline in FY 2012 less pronounced at Spun Yarn Systems  
SYS: -10% (local currency -11%)  
PTC: -21% (local currency -20%)
- Decrease at PTC mainly due to weaker demand from Chinese and Indian machinery manufacturers
- Order backlog at around 550 million CHF at year-end

# Sales by business group

Sales declining by 16% to 888.5 million CHF with lower second half-year 2012

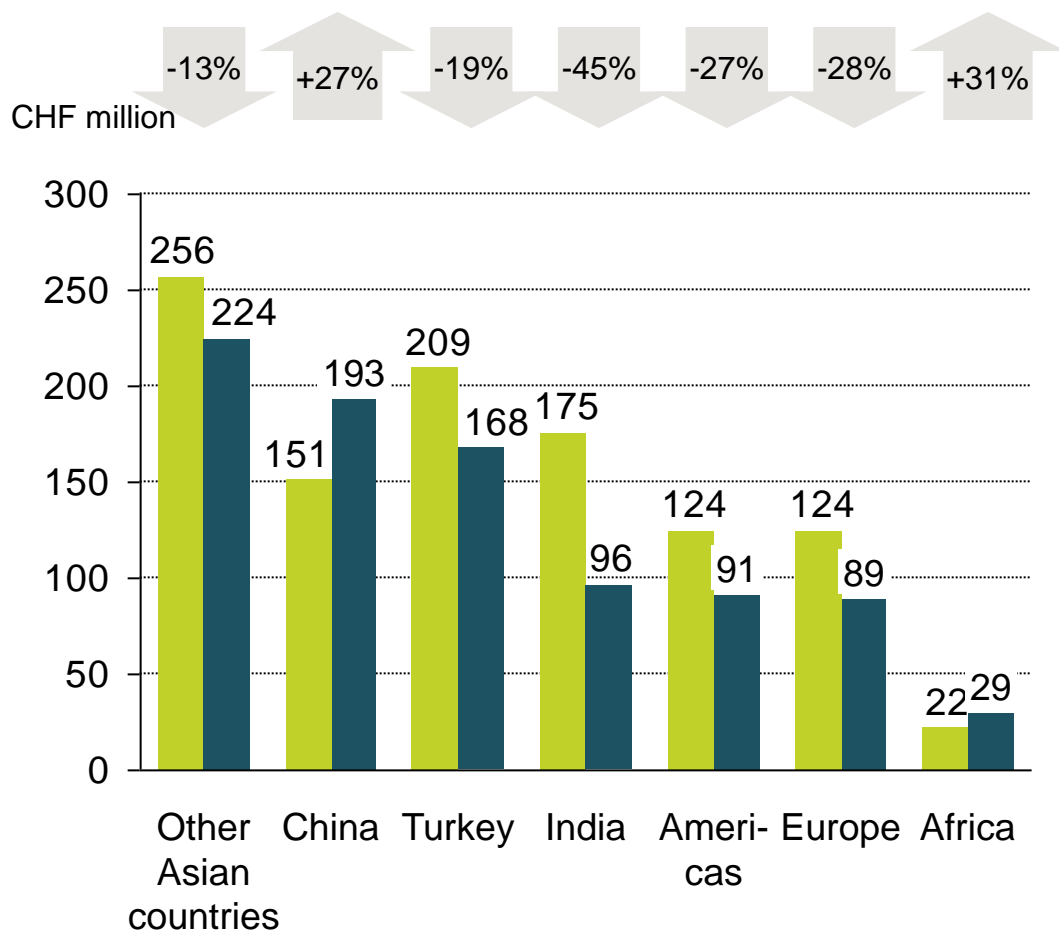


- Decline in both business groups:  
SYS: -16% (local currency -16%)  
PTC: -19% (local currency -18%)
- Downturn more pronounced in the second half of 2012
- Heterogeneous development across the regions – business group Spun Yarn Systems with substantial increase in sales in China compared to the previous year



# Sales development by region

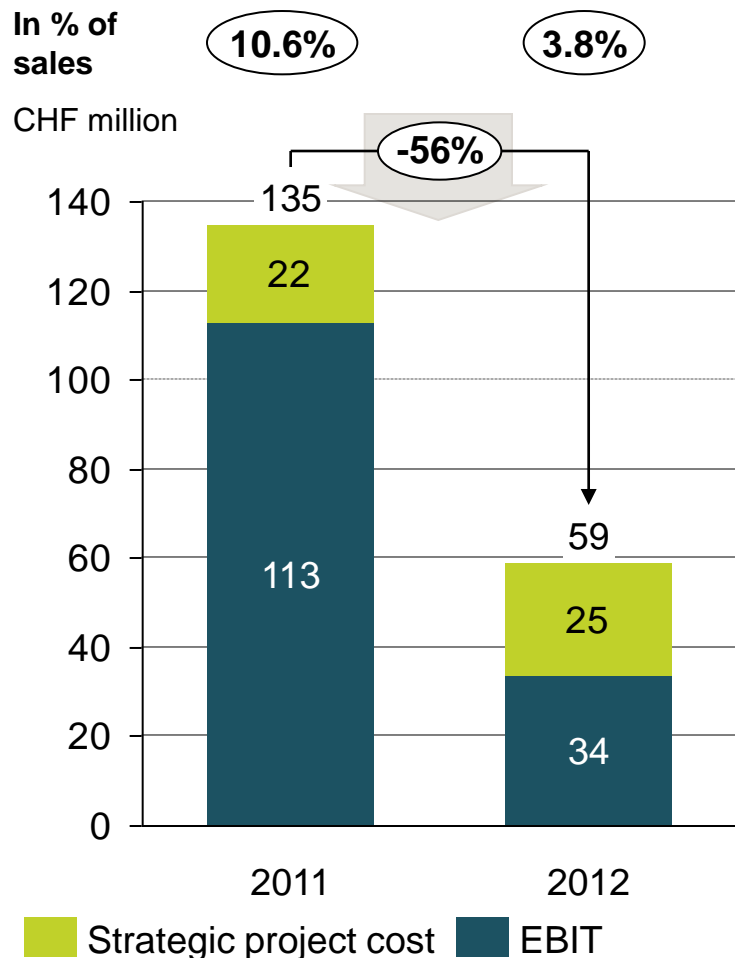
## Sales increase in China helped to mitigate cyclical decline in sales



- Substantial increase in sales to China
- Share of sales to China increased to 21.7% (2011: 14.2%)
- Lower sales to main markets India and Turkey
- Share of sales to India decreased to 10.8% (2011: 16.5%)
- Continued increase of share of sales to Asia to 76.6% (2011: 74.6%)
- Overall, Rieter reinforced its market position in 2012

# Operating result (EBIT)

## EBIT margin decreased to 3.8%



- EBIT decreased by 70% to 33.6 million CHF in 2012 (incl. Strategic projects cost: - 56%)
- Profitability mainly impacted by
  - Continued volume decrease in the profitable components business (PTC) as well as in the machine business (SYS)
  - Margin decrease in the machine business due to less demand for products with higher profitability and continued pricing pressure due to cycle and exchange rate (Swiss franc denominated sales)
- Continuation of investment program despite volume down-turn led to strategic project cost of 25.3 million CHF
- Disposal gain of 6.0 million CHF from sale of two Czech production sites

# Net profit (continued operations) and RONA

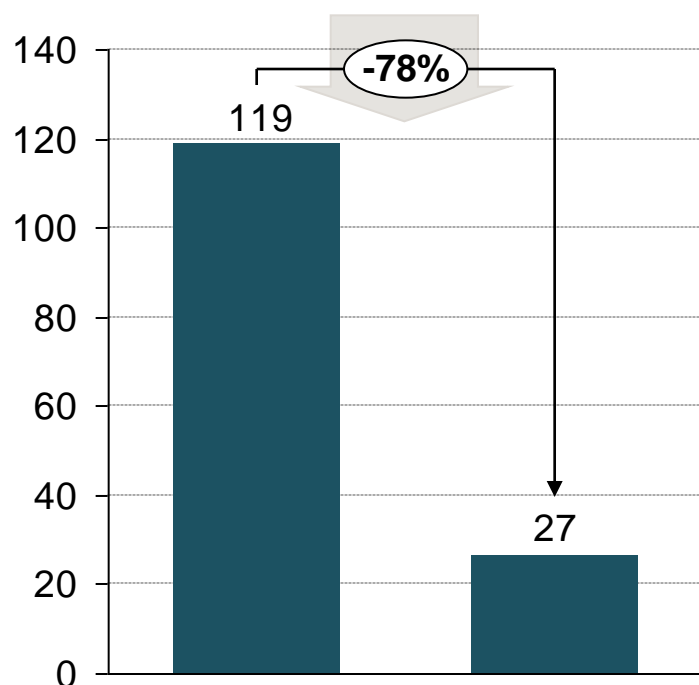
## Net profit margin at 3.0% despite strong EBIT decrease

In % of sales

11.2%

3.0%

CHF million



	2011	2012
EPS in CHF	25.86	6.40
RONA in %	19.8%	6.7%

- Sale of LMW and LRT shares contributed 17.6 million CHF (2011: 47.3 million CHF) to net profit from continued operations
- Financial result mainly impacted by interest cost on 2015 bond
- Tax rate at 24.5%
- Earnings per share from continued operations decreased to 6.40 CHF
- Board of Directors proposes a dividend of 2.50 CHF per share out of the reserve from capital contributions (dividend yield of 1.6%)

# Balance sheet



## Net liquidity decrease to 95.6 million CHF and equity ratio stable at 35%

CHF million	<b>31.12. 2012</b>	30.06. 2012	31.12. 2011
Total assets	<b>1070.1</b>	1061.7	1111.4
Non-current assets	<b>356.3</b>	325.5	322.0
Net working capital	<b>62.0</b>	85.2	53.3
Liquid funds	<b>351.9</b>	362.3	415.6
Net liquidity	<b>95.6</b>	107.4	159.0
Short-term financial debt	<b>6.7</b>	6.7	3.1
Long-term financial debt	<b>249.6</b>	248.2	253.5
Shareholders' equity	<b>376.8</b>	373.8	387.7
in % of total assets	<b>35%</b>	35%	35%

- Net liquidity of 95.6 million CHF mainly impacted by negative free cash flow of -32.3 million CHF and dividend of -27.7 million CHF paid out in April 2012
- Shareholders' equity ratio at stable 35%
- Bond of 250.0 million CHF (2010 – 2015, 4.5%) secures financing of business development
- Authorized capital of 500,000 shares approved in AGM 2012 allowing timely execution of corporate development

# Free cash flow (continuing operations)



## Free cash flow of -32.3 million CHF as a result of high investments

CHF million	2012	2011
Net profit	26.5	119.0
Interest and tax expense (net)	22.2	29.2
Depreciation and amortization	33.2	33.9
+/- Reversal of disposal gains	-39.2	-53.5
+/- Change in net working capital	-5.8	-17.5
+/- Interest paid / received (net)	-9.9	-7.3
+/- Taxes paid	-17.7	-23.4
+/- Capital expenditure, net	-75.9	-53.6
+/- Change in other financial assets	-0.7	0.5
+/- Sale LMW shares / divestments	35.0	52.2
<b>Free cash flow</b>	<b>-32.3</b>	<b>79.5</b>

- Negative free cash flow of -32.3 million CHF (2011: 79.5 million CHF)
- Further sale of LMW and LRT shares and divestment of Czech production facilities contributed further 35.0 million CHF to free cash flow
- Main impact on free cash flow from high investments due to investment program 2012 / 2013

# Spun Yarn Systems 2012



## Leading systems supplier in the spinning process

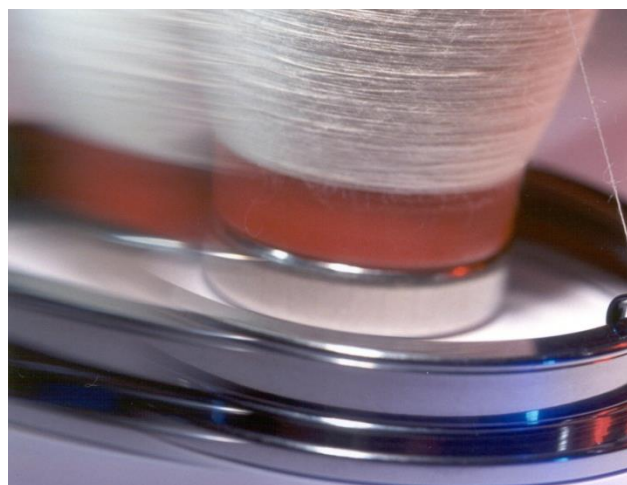


CHF million	2012	2011	2010
Order intake	695.0	775.0	1217.9
Sales	727.6	861.7	674.0
EBIT	30.5	81.2	42.4

- **Customers / regions:** Spinning mills in Turkey, India, China, South East Asia, North and Latin America, Africa
- **Market size:** ~2,800 million CHF (2010)
- **Product offering:** Short staple spinning systems and machinery for natural and man-made fibers: Blowroom, Card, Drawframe, Comber, Flyer, Ring spin, Rotor spin, Compact spin, Airjet spin
- **Global sales and service presence** in all yarn producing countries through own sales force or agents with **production facilities** in Switzerland, Germany, Czech Republic, China and India
- **Main competitors:** Trützschler, Murata, OC Oerlikon, LMW, Jingwei,
- **Growth drivers:** Population and GDP growth drives demand in fibers and yarn; Trend to increasing yarn quality, fineness and automation; Replacement of existing installed capacity

# Premium Textile Components 2012

## Leading supplier of premium textile components



- **Customers / regions:** Spinning mills and OEMS (Rieter and third) in India, China, Turkey, Europe, South East Asia, North and Latin America, Africa
- **Market size:** ~1,100 million CHF (2010)
- **Product offering:** Durable and wear & tear components for short staple spinning machinery
- **Global sales and service presence** in all yarn and machinery producing countries mainly through agents with **production facilities** in Switzerland, EU, China, India
- **Main competitors:** Trützschler, Oerlikon OTC, various Indian and Chinese competitors
- **Growth drivers:** Population and GDP growth drives demand in fibers and yarn; Trend to increasing yarn quality and fineness and automation; Higher speeds

CHF million	2012	2011	2010
Order intake	144.7	183.3	235.2
Sales	160.9	199.1	190.6
Segment sales	232.3	263.9	237.8
EBIT	16.0	35.1	29.6

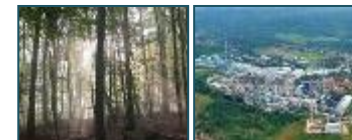
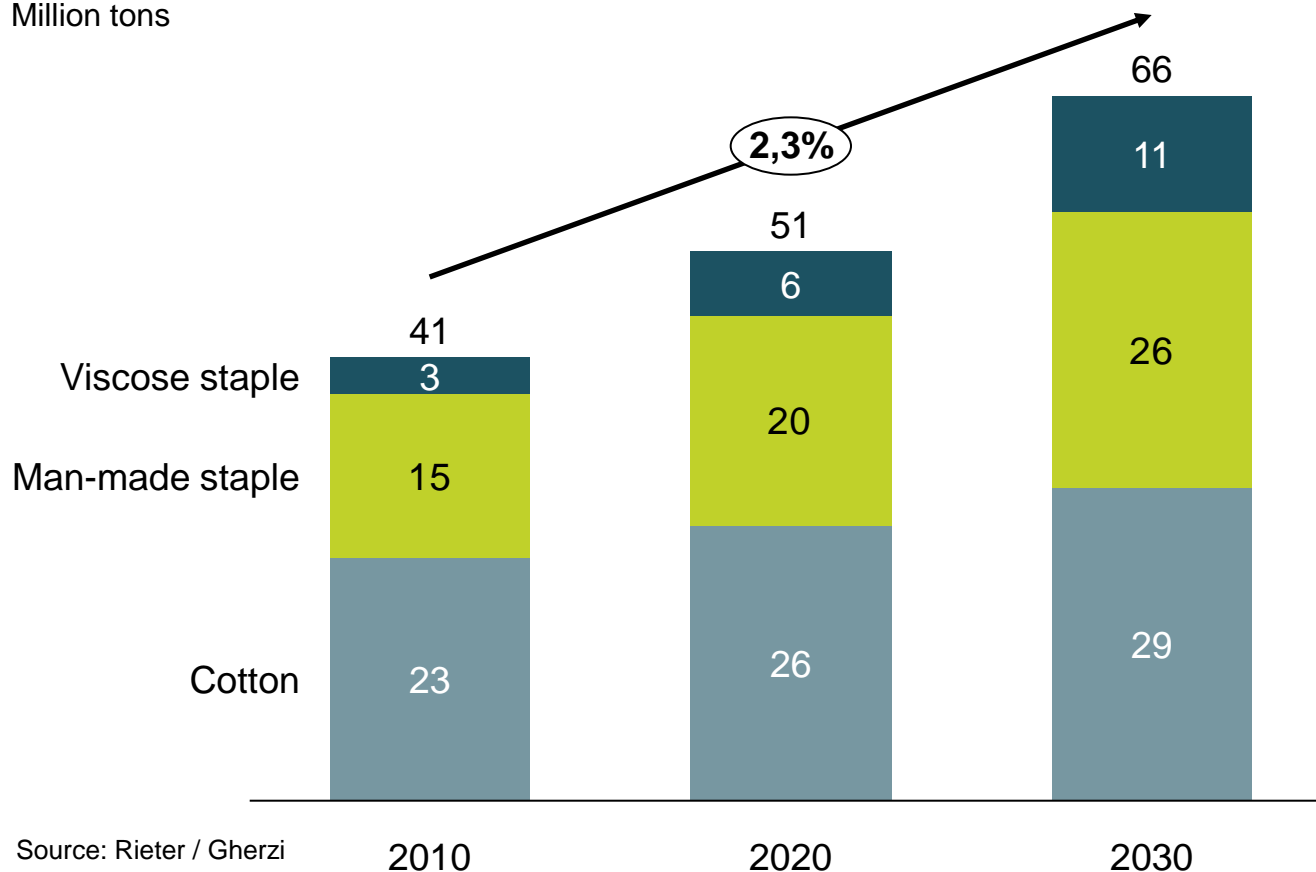
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# Projected growth of short-staple fiber demand

**Demand for short-staple fibers will significantly increase till 2030**

Million tons



Source: Rieter / Gherzi

2010

2020

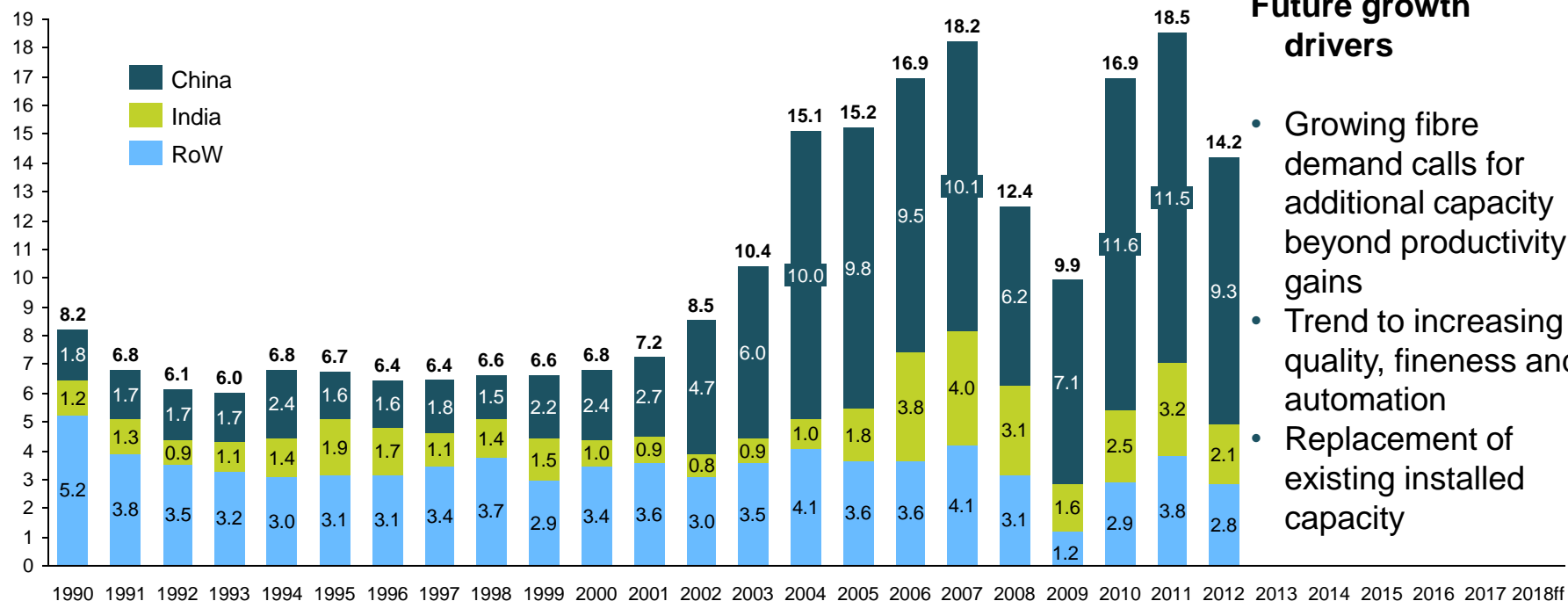
2030

# Market development: Expansion in Asia



In a cyclical market, India and China will continue to drive growth

Spindle equivalents (shipments) - in million



## Future growth drivers

- Growing fibre demand calls for additional capacity beyond productivity gains
- Trend to increasing quality, fineness and automation
- Replacement of existing installed capacity

Source: ITMF, Rieter

## Strategic intent

### Organic growth / growth by acquisitions

- Stay No. 1 in the import segment, become at least No. 2 in the local segment
- Strengthen position in China and India
- Close product gaps through innovation and external opportunities

### Innovation

- Improve yarn quality
- Increase fiber yield / productivity
- Achieve cost and energy savings (for spinning mills)

### Cycle management

- Maintain break-even focus
- Generate free cash flow throughout the cycle
- Keep key know-how

# Rieter – Strategy implementation organic growth



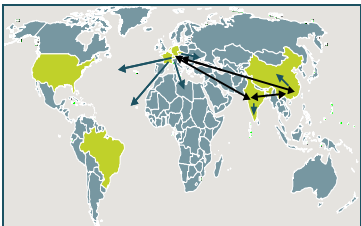
## Continued intensity of strategy implementation in 2012 / 2013



- **Expansion in Asia:** Capacity expansion of production sites in Changzhou (China) and Pune (India)



- **Innovation:** Driving innovation, product pipeline and continuation of localization of product portfolio



- **Process improvements:** Increased focus on operational excellence in all locations and process improvements in IT – supported global supply chain and administration

Additional investments for 2012 / 2013: ~ 140 million CHF

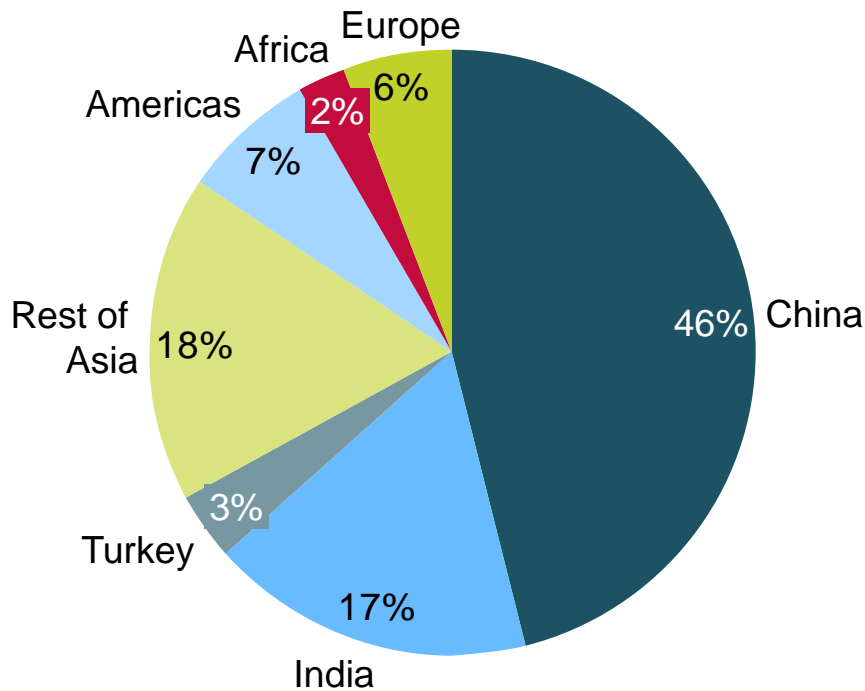
In 2012: 51.6 million CHF capex  
25.3 million CHF cost

## Financing for investments in 2012 / 2013 is in place

# Expansion in Asia: Potential in China and India

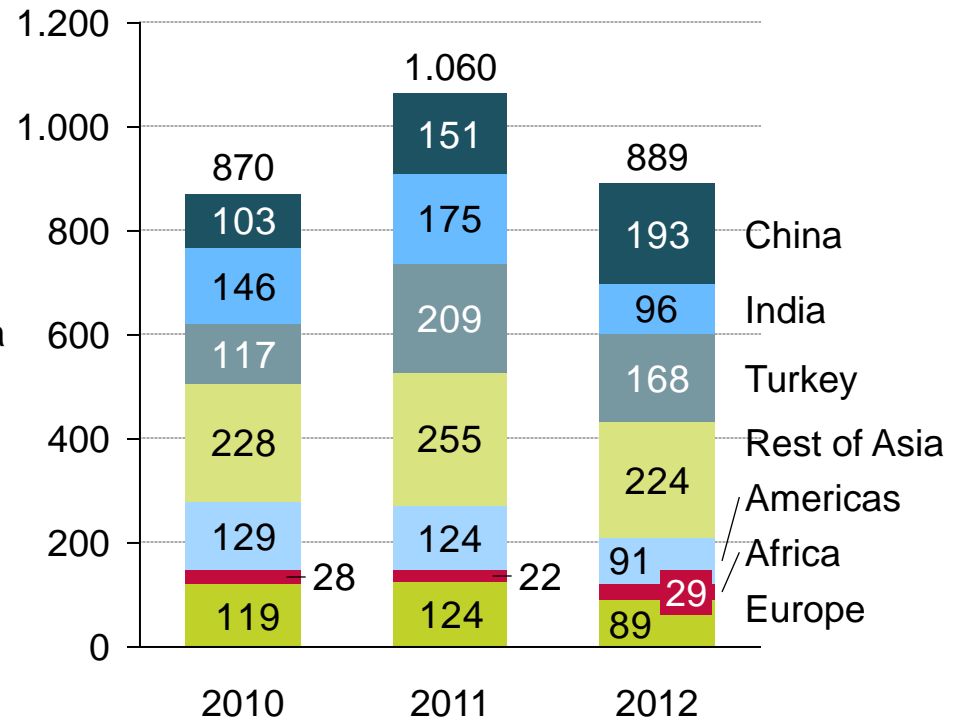
## Significant potential to increase market position in China

2010, world-wide installed capacity (spindle equivalents) in %



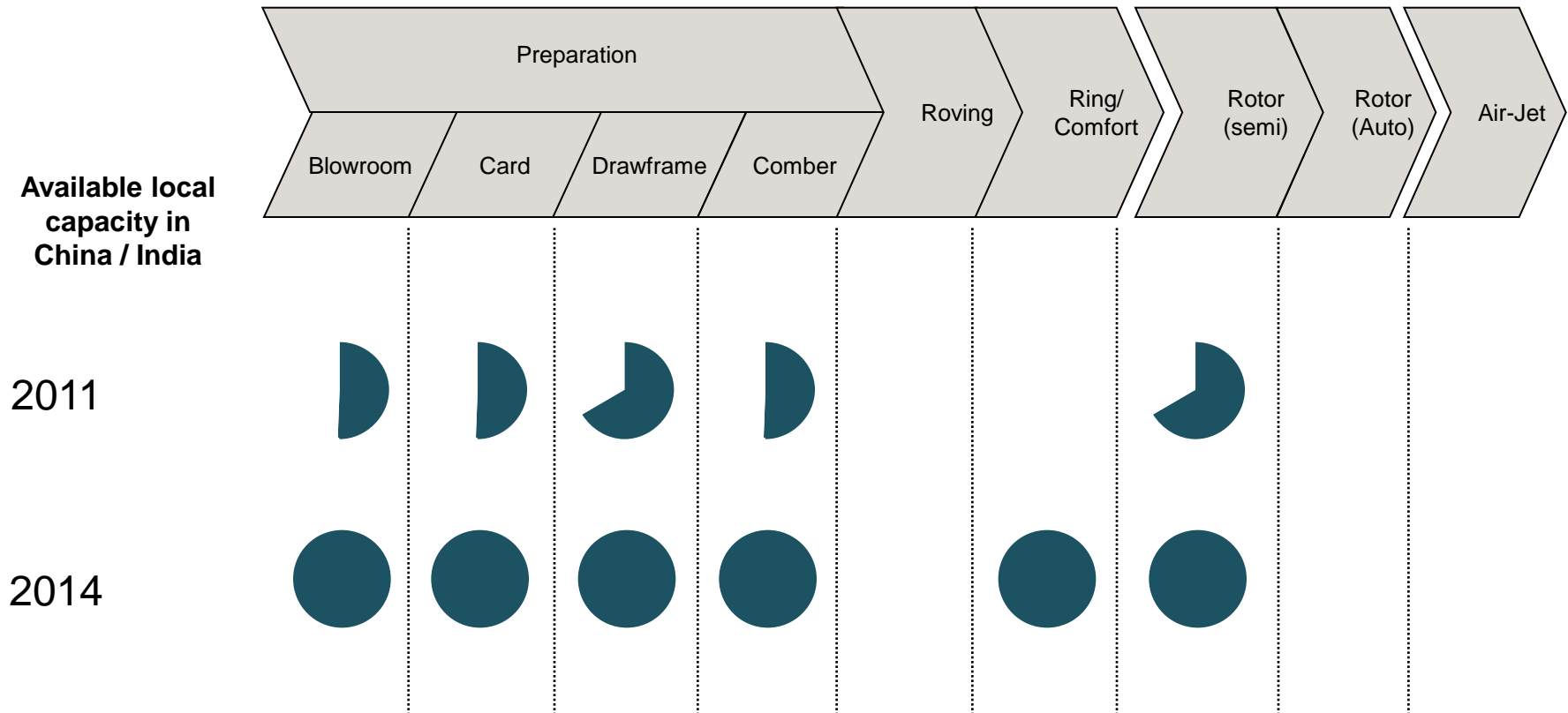
Source: ITMF statistics

2010 – 2012, Rieter sales in Mio CHF



# Expansion in Asia: Addressing growth potential

Increase in locally available product portfolio to address growth potential

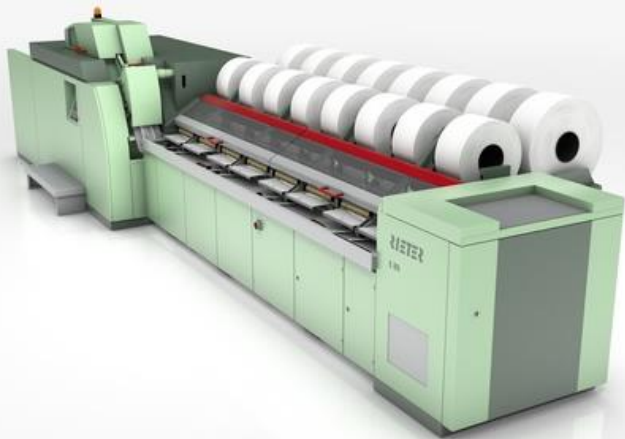


# Strategy implementation: Innovation – example (1/2)

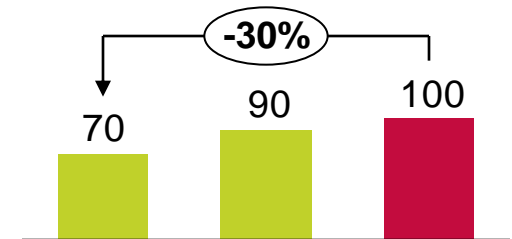


Combing: Rieter set in 2012 again the benchmark with the highly flexible E 80

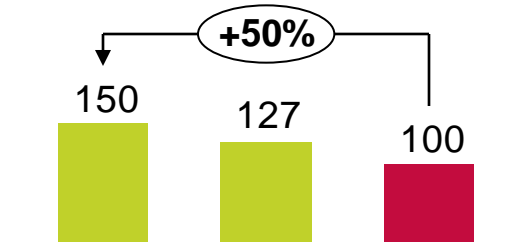
Comber E 80



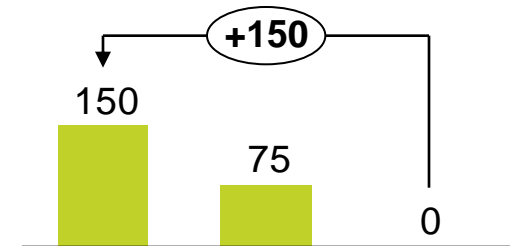
**Quality:**  
Irregularities (IPI %)



**Productivity:**  
Tons / day per  
comber (indexed)



**Yield:**  
Raw material saving  
per year in TUSD  
per comber set



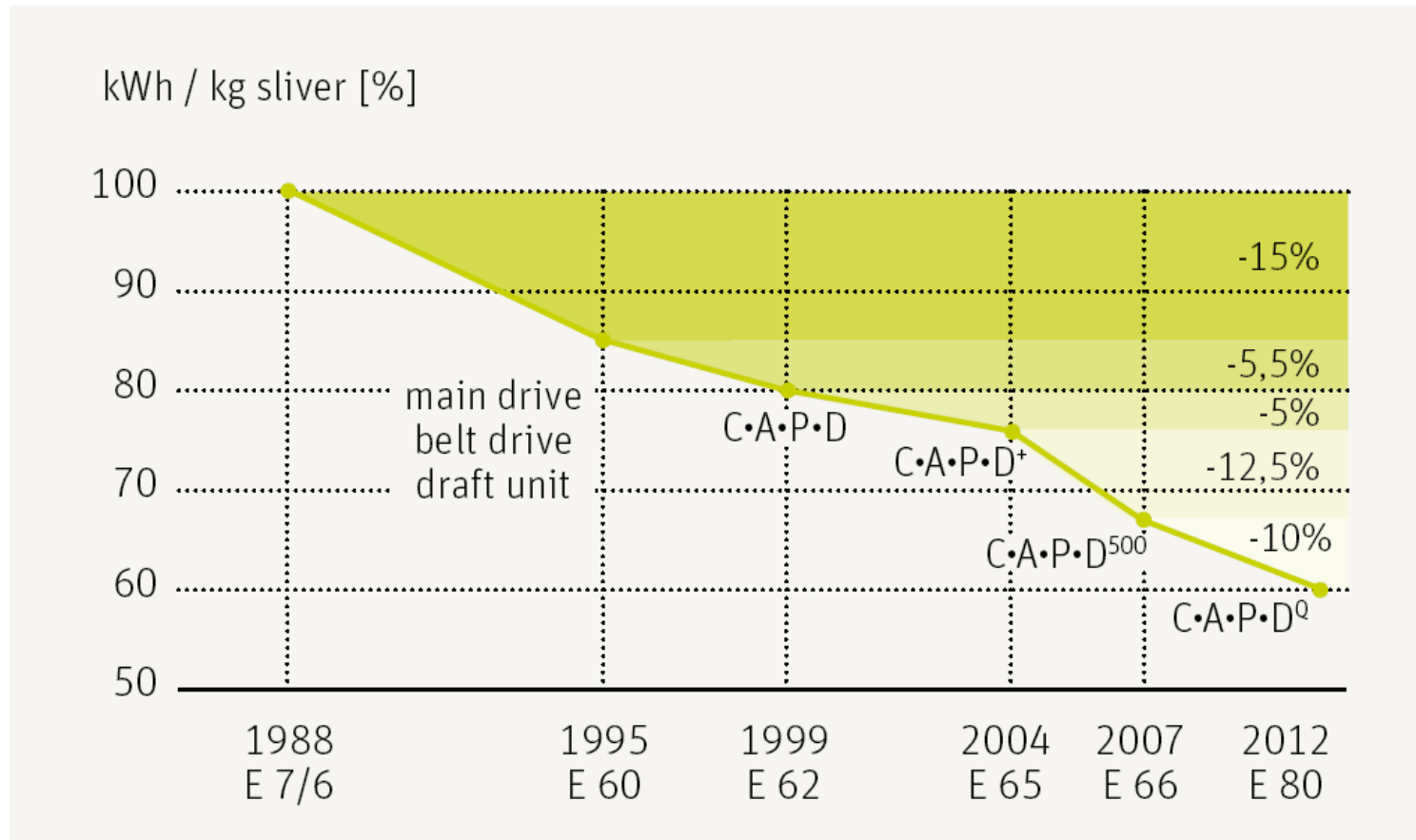
E 80      E 66      Com-  
petitor

Customer benefits from above advantages in accordance to his strategy to exploit either quality, raw material yield or productivity

# Strategy implementation: Innovation – example (2/2)



## Combing: Rieter constantly reduces energy consumption






500 nips/min, 84 kg/h: 3.7 kWh = 44 kW/ton combed sliver



# Rieter – progress investment program 2012 / 2013



## Investment program on track – half-way milestones passed

	2012	2013	2014
<b>Expansion in Asia</b> 	<ul style="list-style-type: none"> <li>Inauguration of first stage of second plant in Changzhou (China)</li> <li>Construction of second plant in India</li> </ul>	<ul style="list-style-type: none"> <li>Completion of plant II in Changzhou</li> <li>Ramp-up of second plant in India</li> </ul>	<ul style="list-style-type: none"> <li>Full additional production capacity available</li> <li>Reduction of temporary personnel for investment program 2012 / 2013</li> <li>Shift of market-specific functions to expanded sites</li> <li>Realization of efficiency gains from process improvements</li> </ul>
<b>Innovation</b> 	<ul style="list-style-type: none"> <li>Airspinning machine (J 20) well received at ITMA Asia</li> <li>First J 20 full system operational at client</li> </ul>	<ul style="list-style-type: none"> <li>Continued controlled market introduction</li> </ul>	
<b>Process improvements</b> 	<ul style="list-style-type: none"> <li>Improvements in new plants, centralization in Switzerland realized</li> <li>Global processes defined</li> </ul>	<ul style="list-style-type: none"> <li>Operational Excellence in main plants completed</li> <li>Go-live of new IT-supported processes</li> </ul>	

## Measures to increase profitability have been initiated

- **Reduce break-even** after conclusion of investment program 2012 / 2013:
  - Reduction of global workforce by 5% over the next 24 months predominantly in Switzerland through
    - Natural fluctuation
    - Reduction of temporary personnel specifically engaged for the investment program
    - Early retirements and to some extent reduction of permanent staff
- **Increase margins** in both business groups:
  - Production cost savings
  - Optimal capacity management
  - Price discipline
- **Focus on free cash flow** by reducing capital expenditures and optimizing inventories

# Guidance over the cycle

	Over the cycle
Sales	Sales growth of > 5%
EBIT margin	> 9% over the cycle, peak years > 12%
Net result	> 6% over the cycle, peak years > 8%
RONA	Peak years > 14%
Capex	4 – 5% of sales
Dividend policy	Target pay-out ratio of approx. 30% of net result

1. Introduction and summary of 2012 Erwin Stoller
2. Financial results 2012 Joris Gröflin
3. Strategic focus Erwin Stoller
4. Outlook Erwin Stoller

## Rieter: Market position strengthened in a weaker market environment

- Market position improved – third half-year in a row with increasing order intake
- Lower sales in 2012, as expected
- Profitability reduced by lower volumes, product mix and margins and the investment program
- Investment program 2012/2013 on track, profitability increase measures released
- Dividend of 2.50 CHF proposed

- Rieter business activities are broadly based worldwide. Heterogeneous market development is expected for 2013. Market development depends amongst other factors also on currency exchange rate developments, consumer sentiment in Europe and North America, fiber consumption growth in Asia, and raw material prices.
- The slight improvement in market conditions in the second semester of 2012 continued in the first two months of 2013. Full-year sales for this financial year are expected to reach at least a similar level as in 2012. As a result, operating profit (EBIT) is expected around 2012 levels before disposal gains. This includes strategic project costs from the investment program 2012 / 2013 of about 20-25 million CHF. Operating profitability in the first semester 2013 is expected to be lower due to less attractive inherent margins in current order backlog. Rieter expects a slightly positive net profit in 2013.
- Investment activity from the finalization of the investment program 2012 / 2013 will lead to capital expenditure of around 35-40 million CHF on top of ongoing replacement demand.
- With the planned finalization of the investment program at the end of 2013, Rieter will again focus on reducing its break-even levels and improving its profitability. As a consequence, Rieter will reduce its total global workforce by 5% over the next 24 months, mainly in Switzerland. This will be achieved through reduction of resources employed specifically for the investment program, natural fluctuation, early retirement and to some extent reduction of further permanent personnel. Additionally, Rieter will focus on improving its margins through continued product cost decreases, optimization of capacity allocation and price discipline.

# Agenda 2013

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## **Full year 2012 results analyst presentation / conference call:**

March 21, 2013, 2 p.m. CET

## **Annual General Meeting:**

April 18, 2013

## **HY1 2013 results publication:**

July 25, 2013

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# Appendix





# Net working capital

## Net working capital with slight increase to 62.0 million CHF

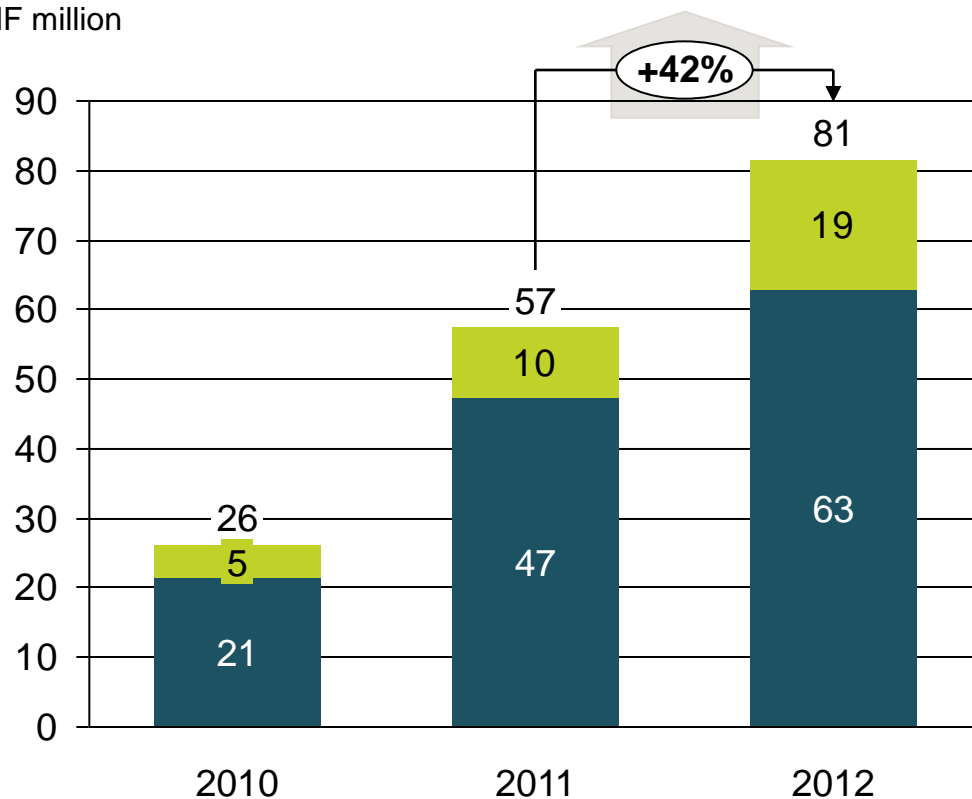
CHF million	<b>31.12. 2012</b>	30.06. 2012	31.12. 2011
Inventories	<b>229.3</b>	208.7	234.8
Trade receivables	<b>91.1</b>	121.9	84.1
Other receivables	<b>41.5</b>	43.3	54.9
Trade payables	<b>-97.3</b>	-72.4	-86.4
Advance payments	<b>-79.8</b>	-74.8	-89.8
Other current liabilities	<b>-122.8</b>	-141.5	-144.3
<b>Net working capital</b>	<b>62.0</b>	85.2	53.3

- Postponements of deliveries led to higher inventories at year-end
- Significant reduction of trade receivables compared to half-year 2012
- Advance payments from customers continue to partially finance inventories

# Capital expenditures

## Capital expenditures mainly driven by expansion in China and India

CHF million

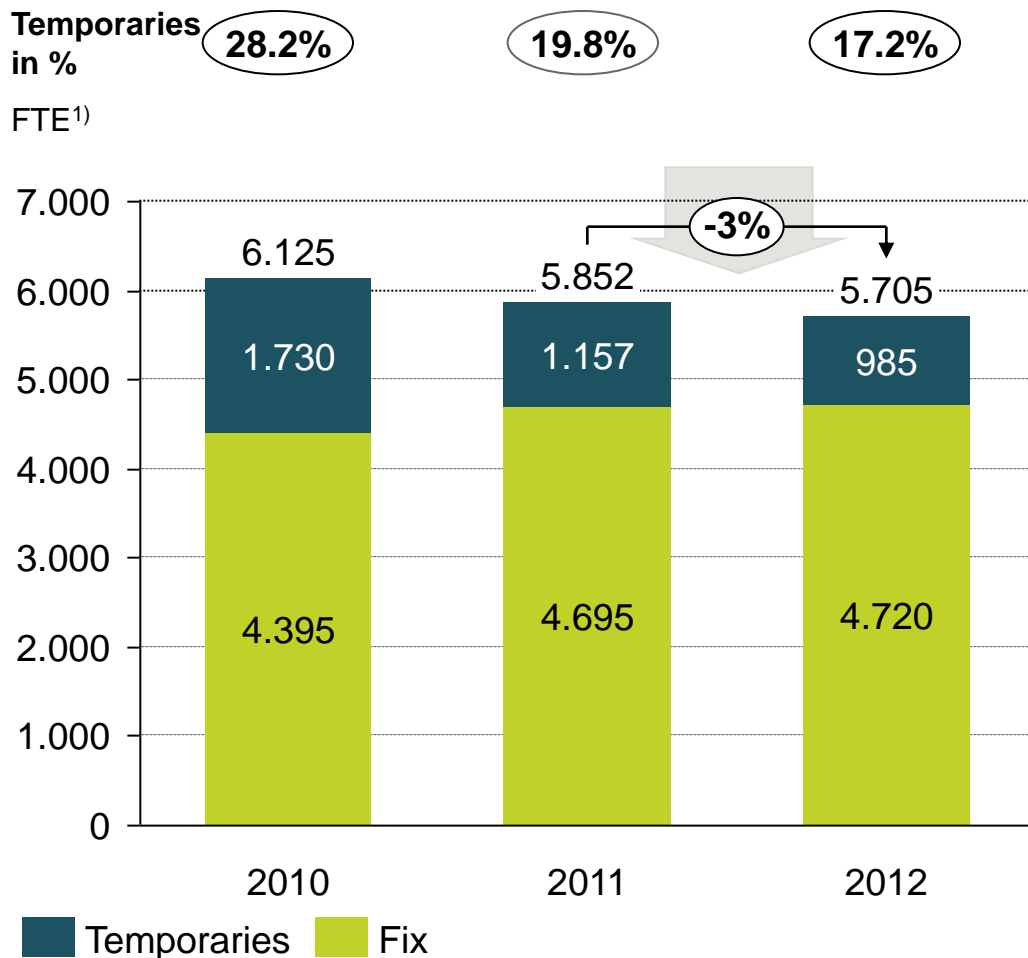


 Premium Textile Components  
 Spun Yarn Systems

- Capital expenditure for investment program 2012 / 2013 amounts to 51.6 million CHF
- Maintenance capital expenditure at 30.0 million CHF (3.4% of sales)

# Changes in workforce

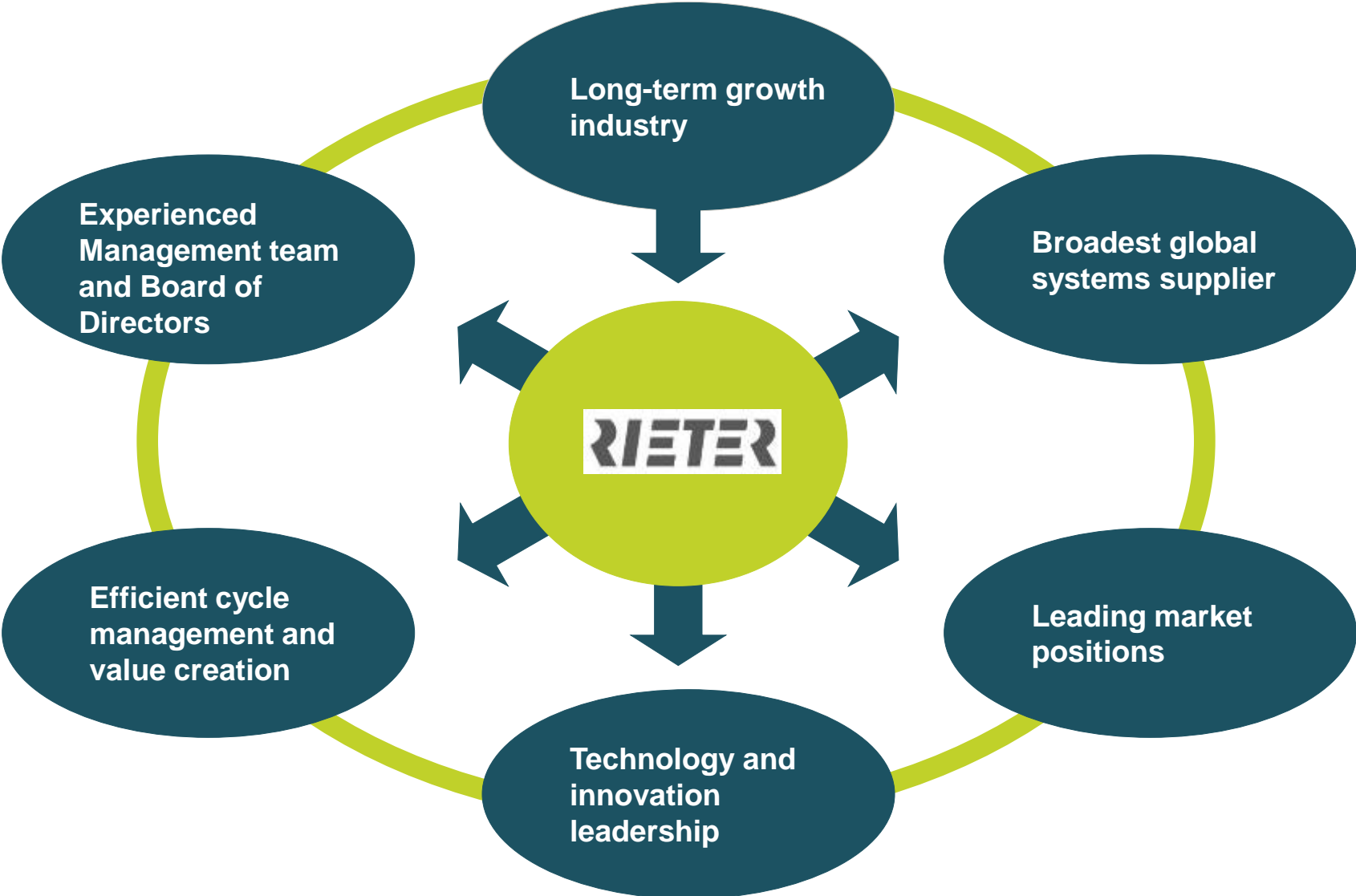
## Total workforce reduced by 3% through reduction in temporaries



- Decrease in sales has been followed by reduction of workforce in particular through significantly lower temporaries
- Disposal of Czech production facilities reduced depth of manufacturing and personnel
- Fix personnel build-up due to increase in China and India
- Hiring freeze initiated in second half year in 2011 for indirect personnel in Europe was ongoing in 2012

1) Excluding apprentices, including temporary employees

# Key investment highlights of Rieter



# History of Rieter



1795 – 1925

1925 – 1984

1984 – 2011

Future

Pioneer & diversification phase

Trading of cotton

Cotton spinning mill

Production of numerous goods in addition to spinning machinery:

- Turbines
- Streetcars

Rieter Machine Works Ltd. becomes a publicly listed company

Focus on spinning machinery

Dual strategy

Global company with activities in:

- Textile machinery
- Automotive supply

Quotation of Rieter Holding Ltd. on SIX Swiss Exchange

International expansion

Spin-off of division Automotive (Autoneum) May 13<sup>th</sup> 2011

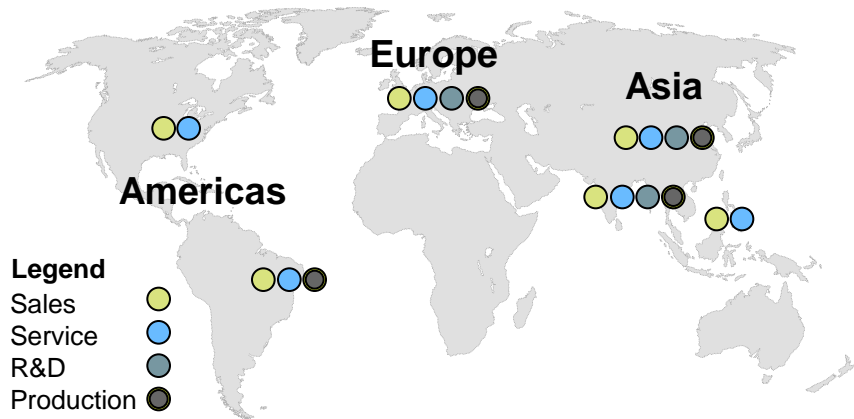
Focus on textile machinery and components:

A leading supplier of short-staple fiber machinery and components

# Rieter – Broadest global systems supplier



Global supplier...



...of spinning machinery and components



Full-liner...

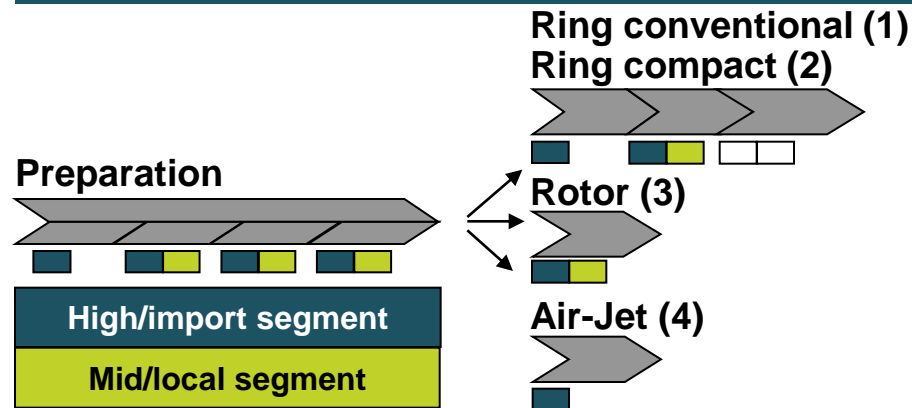
From raw material...



...to yarn



...covering preparation and all four spinning technologies

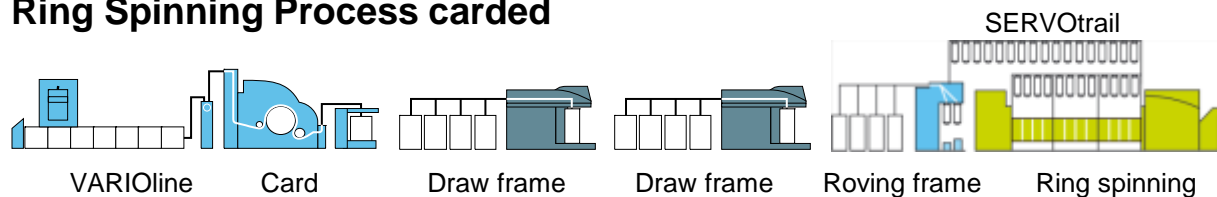


# Rieter's technology offering

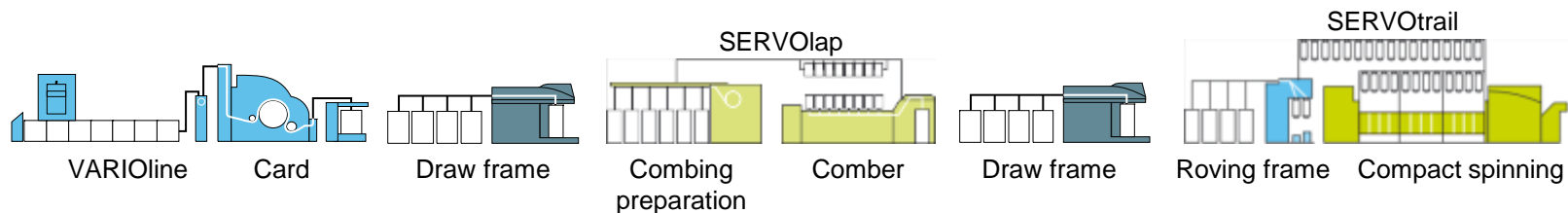


**Rieter – only supplier offering four end-spinning and preparation processes**

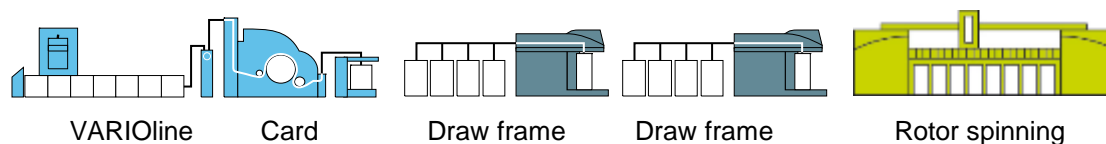
## Ring Spinning Process carded



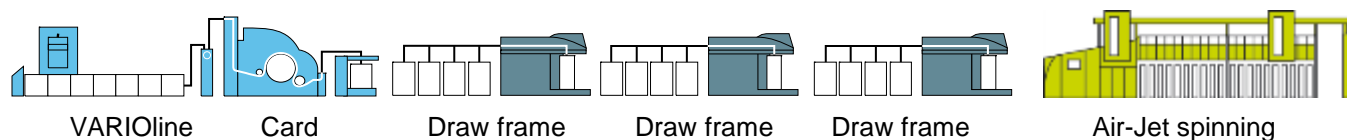
## Compact Spinning Process combed



## Rotor Spinning Process

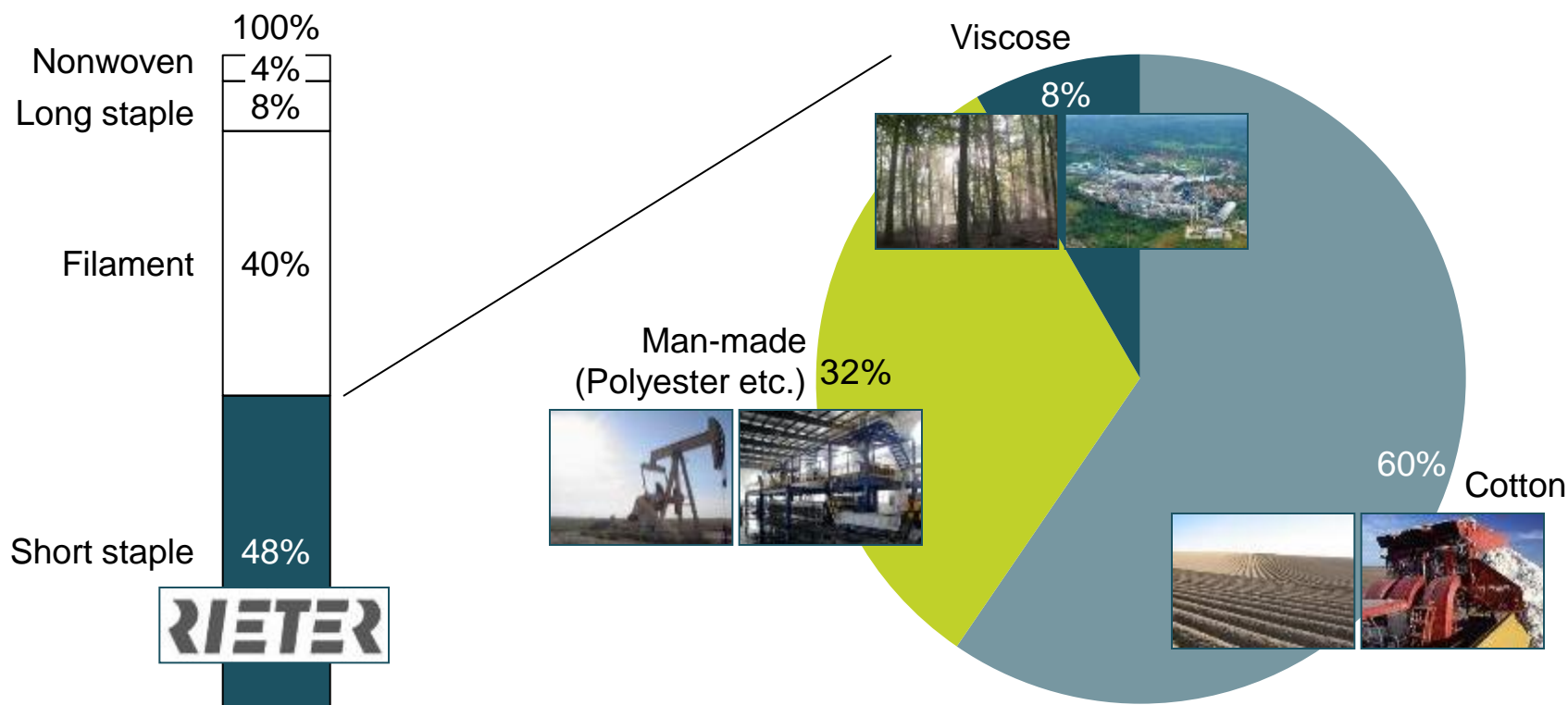


## Air-Jet Spinning Process



# Fibre consumption by type

Rieter covers both man-made and natural fibers in short staple segment

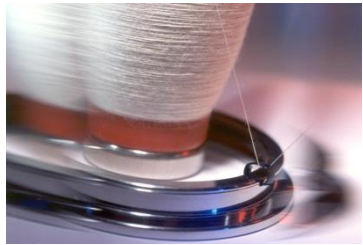


2010

Note: Estimates based on 2010 volumes



## Clear criterias for target selection



- Selected acquisitions in the **components** business



- Closing product gaps in the **machinery** business

### Criteria:

- Strong **brand** in the respective segment
- Improving **market access** or enhancing **product portfolio**
- Allowing **profitable** growth

Authorized capital to increase financial flexibility approved at AGM 2012

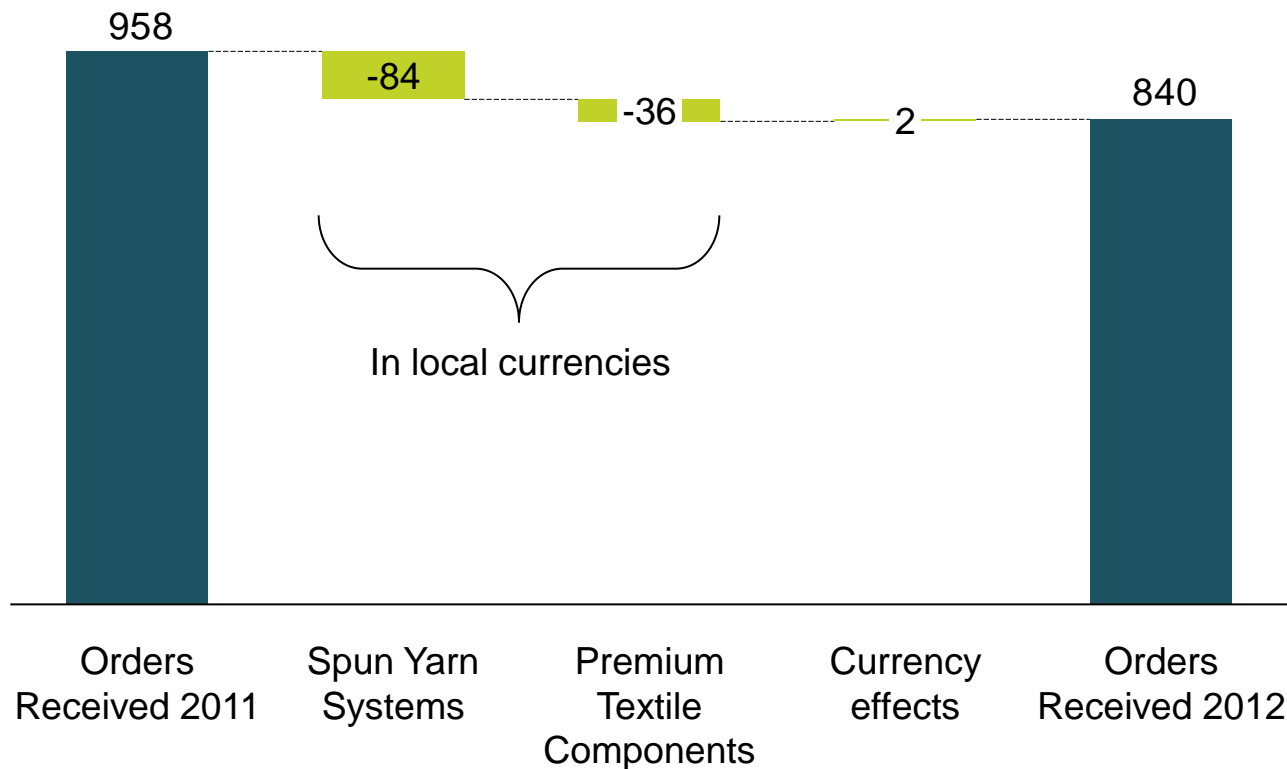
## Rieter is a leading supplier of short staple textile machinery and components

- **Rieter – an industrial group based in Winterthur, CH, operating on a global scale**
  - Formed in 1795, and a leading supplier of short-staple spinning machinery and technology components
  - Widest product range in this industrial sector worldwide
  - Global presence in 10 countries with 18 manufacturing facilities and a workforce of about 4 700 employees worldwide (28% of workforce is based in Switzerland)
- **Rieter – a strong brand with a long tradition**
  - Rieter's innovative momentum has been a powerful driving force for industrial progress.
  - Products and solutions are ideally tailored to its customers' needs and are increasingly also produced in customers' markets.
- **Rieter aspires to achieve sustained growth in enterprise value for the benefit of shareholders, customers and employees**
  - Seeking to maintain continuous growth in sales and profitability
  - Primarily by organic growth, but also through strategic alliances and acquisitions
- **The company comprises two Business Groups:**
  - Spun Yarn Systems (SYS) develops and manufactures machinery and systems for processing natural and man-made fibers and their blends into yarns
  - Premium Textile Components (PTC) supplies technology components and service offerings to spinning mills and also to machinery manufacturers

# Order intake development and currency impact

## Decline in both business groups due to lower volumes

CHF million

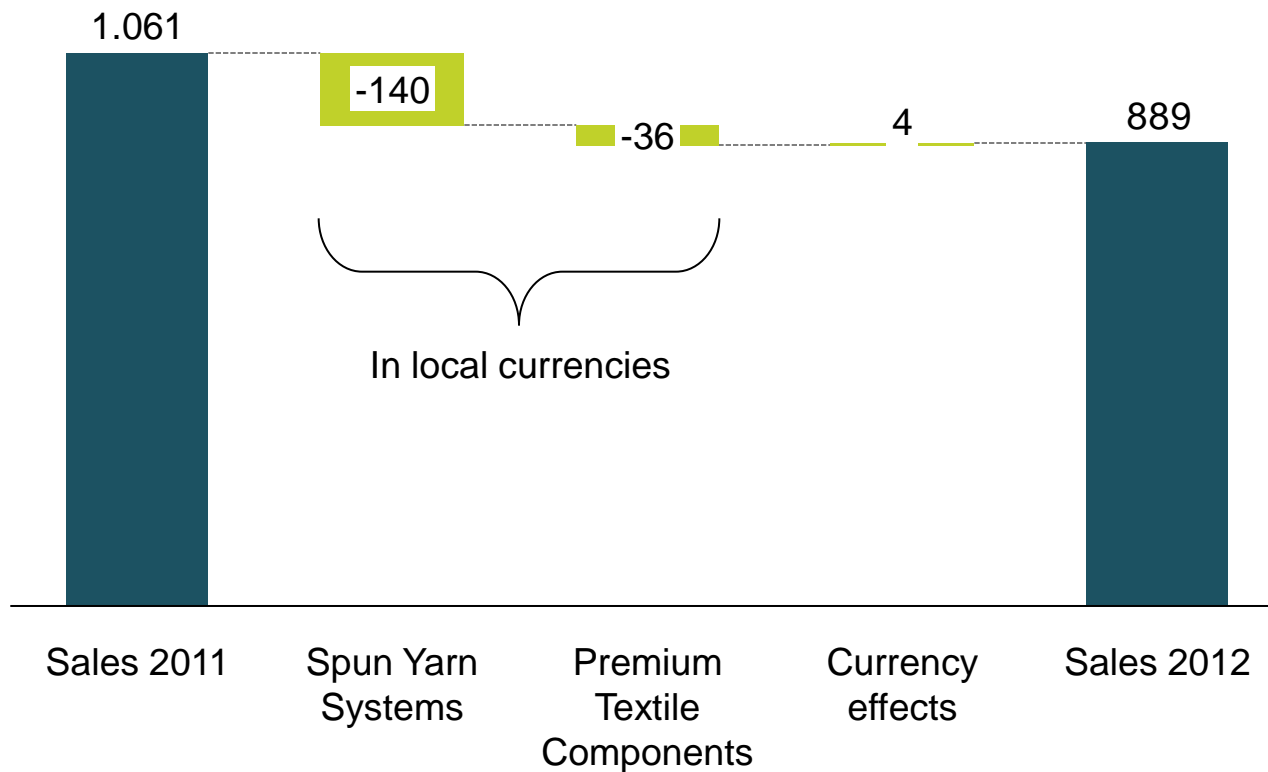


# Sales development and currency impact



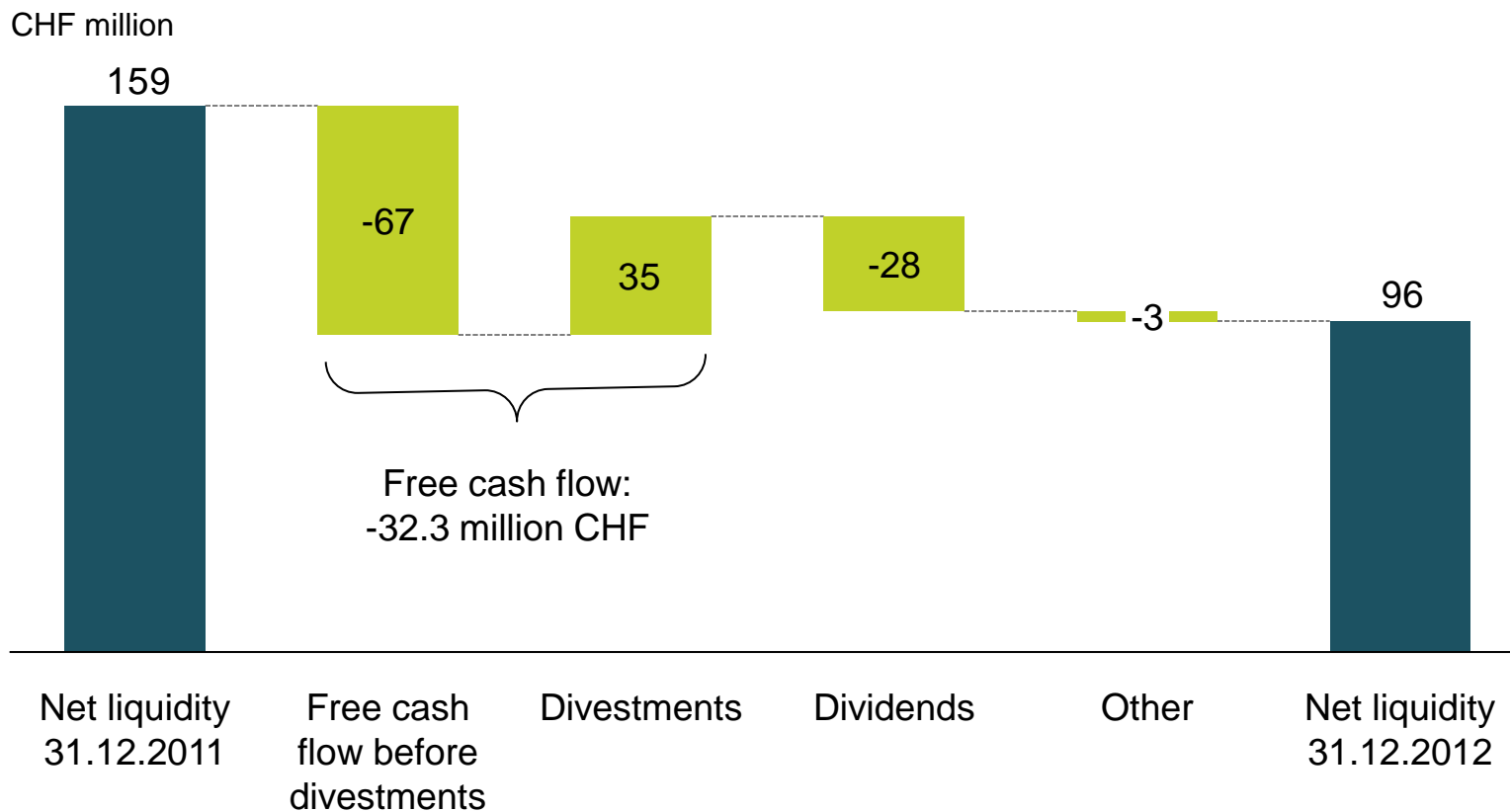
## Decline in both business groups driven by volume

CHF million

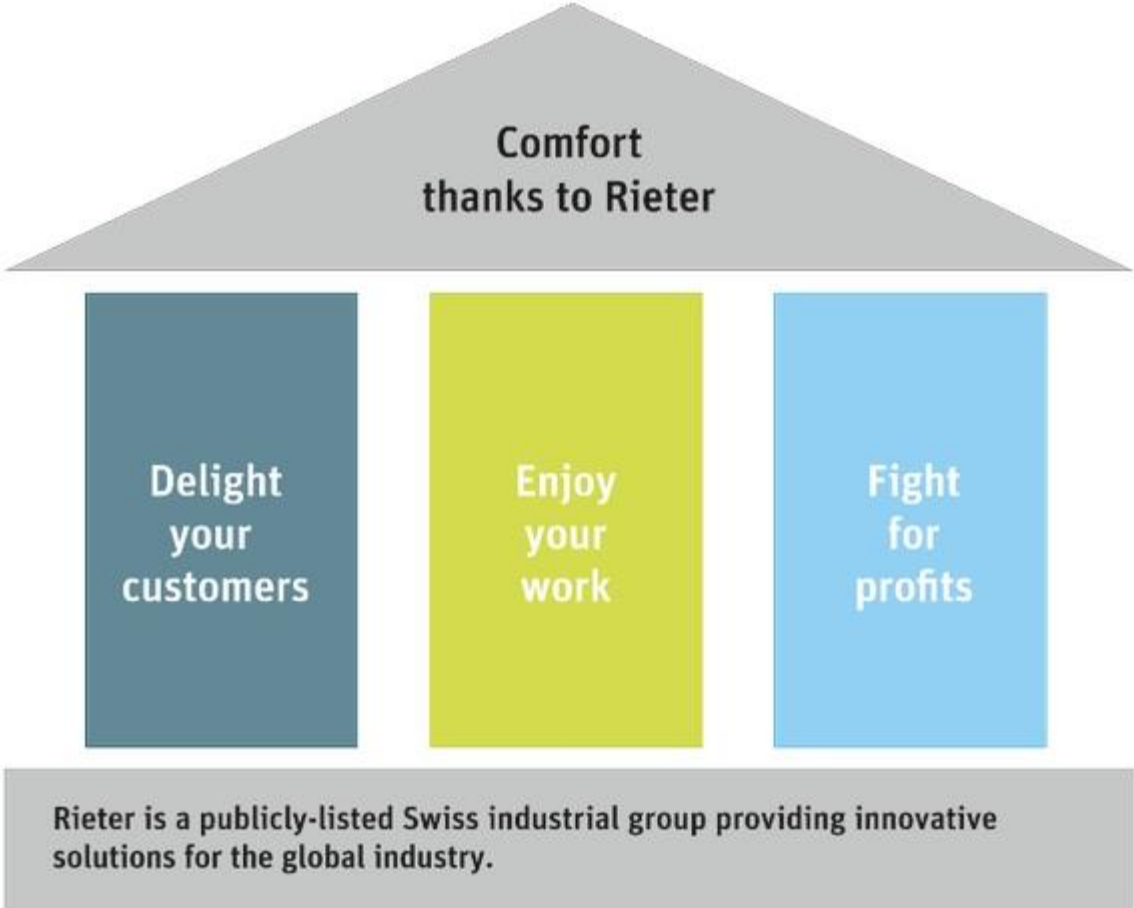


# Net liquidity

## Net liquidity impacted by free cash flow and dividends



# Values and principles



## Key data per share



Rieter registered shares of 5 CHF nominal value Bloomberg: RIEN; Reuters: RITZn	<b>31.12.2012</b>	30.06.2012	31.12.2011
Shares outstanding excl. own shares (end of period)	<b>4'621'425</b>	4'583'544	4'629'335
Average shares (of period)	<b>4'609'778</b>	4'616'917	4'625'281
Share price (end of period) CHF	<b>159.40</b>	140.50	141.10
Market capitalization (end of period) million CHF	<b>737</b>	644	653

# Disclaimer

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**The information provided in this document is not intended nor may be construed as an offer or solicitation for the purchase or disposal, trading or any transaction in any Rieter securities. Investors must not rely on this information for investment decisions.**

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