



## Q3 2013 Results presentation

# Summary Q3 2013

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- Higher demand driven by good weather conditions and extended season
  - Strong sales development across all business areas, however, especially in U.S.
- Income in-line with prior year Q3
  - Improved income for Europe & Asia/Pacific
  - Stable for Construction
  - Lower income for Americas
- Strong cash flow generation
- Acceleration of improvement programs



# Financial highlights, Group

SEKm	Q3 2013	Q3 2012	% change, Q3		Jan-Sep 2013	Jan-Sep 2012	% change, 9M		LTM <sup>2</sup>	FY 2012
			As reported	Adjusted <sup>1</sup>			As reported	Adjusted <sup>1</sup>		
Net sales	6,349	5,841	9	12	25,600	26,358	-3	1	30,076	30,834
Gross margin	26.3	27.7	-	-	26.7	27.7	-	-	26.0	26.9
EBIT	206	197	5	9	1,916	2,279	-16	-12	1,312	1,675
EBIT excl. items affecting comparability	206	197	5	9	1,916	2,279	-16	-12	1,568	1,931
EBIT margin, %	3.2	3.4	-	-	7.5	8.6	-	-	4.4	5.4
EBIT margin excl. items affecting comparability	3.2	3.4	-	-	7.5	8.6	-	-	5.2	6.3

<sup>1</sup> Adjusted for currency translation effects and items affecting comparability.

<sup>2</sup> Last twelve months rolling.

## Q3 2013

- Group sales increased 12%, adjusted for FX
  - Positive for all business areas and especially for Americas
- Slight EBIT improvement
  - + Higher sales and savings from staff reductions
  - Unfavorable business area mix
  - Inefficiencies in U.S. supply chain
- Continued inventory reductions drove strong cash flow





# Europe & Asia/Pacific

SEKm	Q3 2013	Q3 2012	% change, Q3		Jan-Sep 2013	Jan-Sep 2012	% change, 9M		LTM <sup>2</sup>	FY 2012
			As reported	Adjusted <sup>1</sup>			As reported	Adjusted <sup>1</sup>		
Net sales	3,258	3,096	5	8	12,584	13,094	-4	0	14,841	15,351
EBIT	289	238	21	25	1,650	2,102	-21	-19	1,308	1,760
EBIT, excl. Items affecting comparability	289	238	21	25	1,650	2,102	-21	-19	1,495	1,947
EBIT margin, %	8.9	7.7	-	-	13.1	16.1	-	-	8.8	11.5
EBIT margin, excl. Items affecting comparability	8.9	7.7	-	-	13.1	16.1	-	-	10.1	12.7

<sup>1</sup> Adjusted for currency translation effects and items affecting comparability.

<sup>2</sup> Last twelve months rolling.

## Q3 2013

- Sales increased 8% adjusted for FX
  - + Favorable weather and catch-up from weak first half-year
  - + Watering recovered
  - Hand-held unchanged
- EBIT recovery
  - + Sales volume impact
  - + Savings from staff reductions
  - + Favorable product mix
  - Under-absorption due to inventory reductions



# Americas

SEKm	Q3 2013	Q3 2012	% change, Q3		Jan-Sep 2013	Jan-Sep 2012	% change, 9M		LTM <sup>2</sup>	FY 2012
			As reported	Adjusted <sup>1</sup>			As reported	Adjusted <sup>1</sup>		
Net sales	2,308	1,986	16	20	10,712	10,959	-2	2	12,284	12,531
EBIT	-126	-97	-29	-30	161	73	n.a	n.a	-72	-160
EBIT, excl. Items affecting comparability	-126	-97	-29	-30	161	73	n.a	n.a	-36	-124
EBIT margin, %	-5.4	-4.9	-	-	1.5	0.7	-	-	-0.6	-1.3
EBIT margin, excl. Items affecting comparability	-5.4	-4.9	-	-	1.5	0.7	-	-	-0.3	-1.0

<sup>1</sup> Adjusted for currency translation effects and items affecting comparability.

<sup>2</sup> Last twelve months rolling.

## Q3 2013

- Sales increased 20% adjusted for FX
  - + Favorable weather vs. prior year
  - + Extended season
  - + Strong sales, primarily in retail and with low margin
- Lower EBIT
  - + Sales volume
  - Unfavorable product and channel mix; low margin retail
  - Inefficiencies in US manufacturing and logistics, caused by inability to benefit from scale





# Construction

SEKm	Q3 2013	Q3 2012	% change, Q3		Jan-Sep 2013	Jan-Sep 2012	% change, 9M		LTM <sup>2</sup>	FY 2012
			As reported	Adjusted <sup>1</sup>			As reported	Adjusted <sup>1</sup>		
Net sales	783	759	3	6	2,304	2,305	0	4	2,951	2,952
EBIT	86	89	-4	-3	232	213	9	12	252	233
EBIT, excl. Items affecting comparability	86	89	-4	-3	232	213	9	12	277	258
<i>EBIT margin, %</i>	10.9	11.7	-	-	10.1	9.2	-	-	8.5	7.9
<i>EBIT margin, excl. Items affecting comparability</i>	10.9	11.7	-	-	10.1	9.2	-	-	9.4	8.7

<sup>1</sup> Adjusted for currency translation effects and items affecting comparability.

<sup>2</sup> Last twelve months rolling.

## Q3 2013

- Sales grew 6%, adjusted for FX
  - + Higher demand in in all major regions, but some slowdown in U.S.
  - + Continued strong growth in Brazil
- Stable EBIT and margin
  - + Higher sales volume
  - Lower factory utilization levels
  - FX impact



# Consolidated income statement

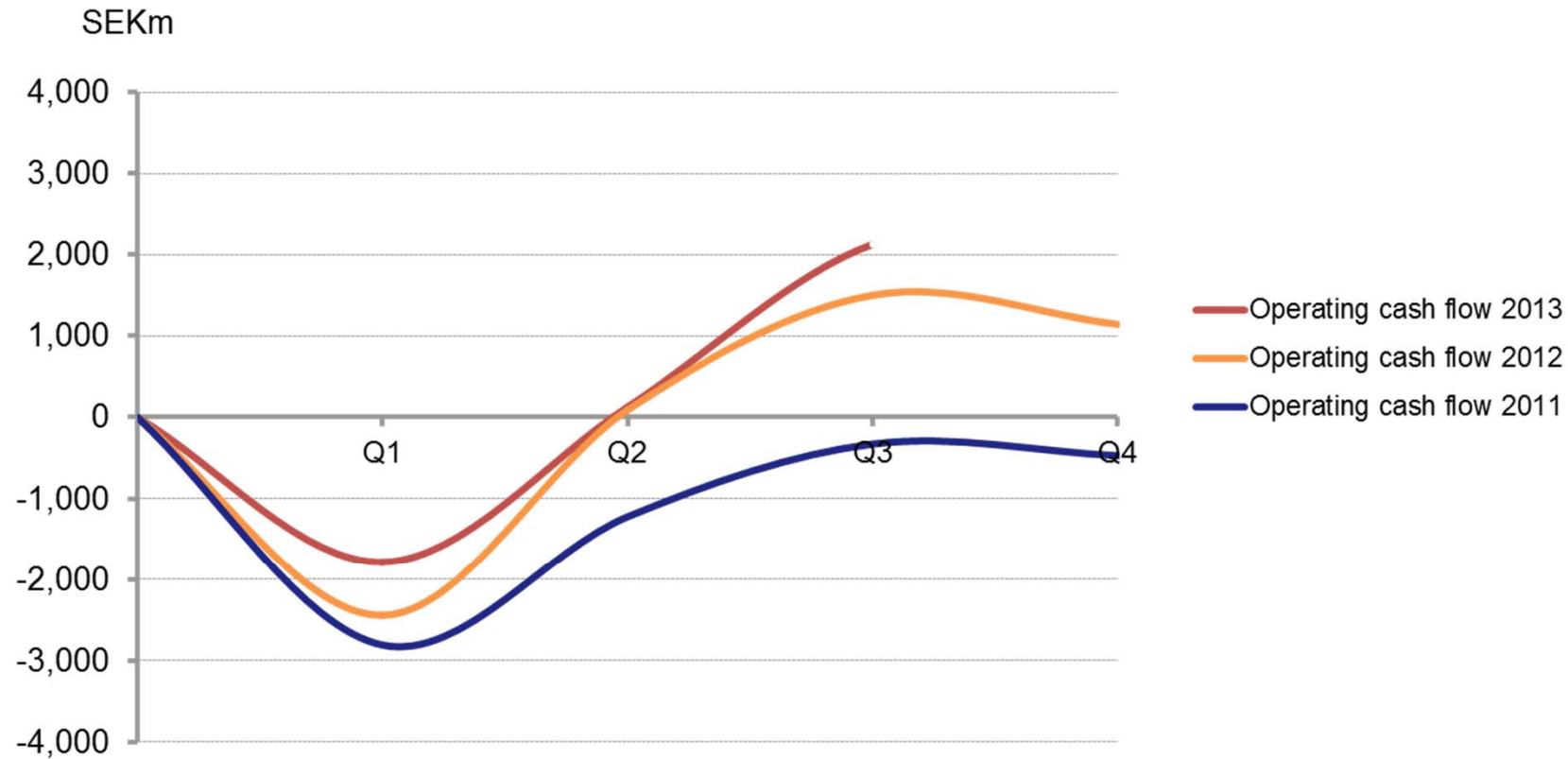
SEKm	Q3 2013	Q3 2012	Jan-Sep 2013	Jan-Sep 2012	FY 2012
Net sales	6,349	5,841	25,600	26,358	30,834
Cost of goods sold	-4,678	-4,225	-18,763	-19,053	-22,543
<b>Gross operating income</b>	<b>1,671</b>	<b>1,616</b>	<b>6,837</b>	<b>7,305</b>	<b>8,291</b>
<i>Margin, %</i>	26.3	27.7	26.7	27.7	26.9
Selling expense	-1,179	-1,123	-3,998	-4,008	-5,223
Administrative expense	-286	-296	-919	-1,018	-1,401
Other operating income/expense	0	0	-4	0	8
<b>Operating income<sup>1</sup></b>	<b>206</b>	<b>197</b>	<b>1,916</b>	<b>2,279</b>	<b>1,675</b>
<i>Margin, %</i>	3.2	3.4	7.5	8.6	5.4
Financial items, net	-111	-93	-303	-348	-500
<b>Income after financial items</b>	<b>95</b>	<b>104</b>	<b>1,613</b>	<b>1,931</b>	<b>1,175</b>
<i>Margin, %</i>	1.5	1.8	6.3	7.3	3.8
Taxes	-3	2	-393	-406	-148
<b>Income for the period</b>	<b>92</b>	<b>106</b>	<b>1,220</b>	<b>1,525</b>	<b>1,027</b>
Basic earnings per share, SEK	0.16	0.19	2.12	2.65	1.78
Diluted earnings per share, SEK	0.16	0.19	2.12	2.65	1.78
<sup>1</sup> Of which depreciation, amortization and impairment	-248	-256	-738	-803	-1,062

# Consolidated balance sheet

SEKm	30 Sep 2013	30 Sep 2012	31 Dec 2012
Non-current assets	13,918	14,191	14,305
Inventories	5,863	6,789	8,058
Trade receivables	4,084	4,156	3,032
Other current assets	632	843	940
Liquid funds	1,588	1,285	1,571
<b>Total assets</b>	<b>26,085</b>	<b>27,264</b>	<b>27,906</b>
Total equity	11,382	11,448	11,008
Interest-bearing liabilities	6,834	7,640	8,366
Pension liabilities	1,265	1,456	1,478
Provisions	2,231	2,429	2,385
Trade payables	2,188	2,137	2,716
Other current liabilities	2,185	2,154	1,953
<b>Total equity and liabilities</b>	<b>26,085</b>	<b>27,264</b>	<b>27,906</b>

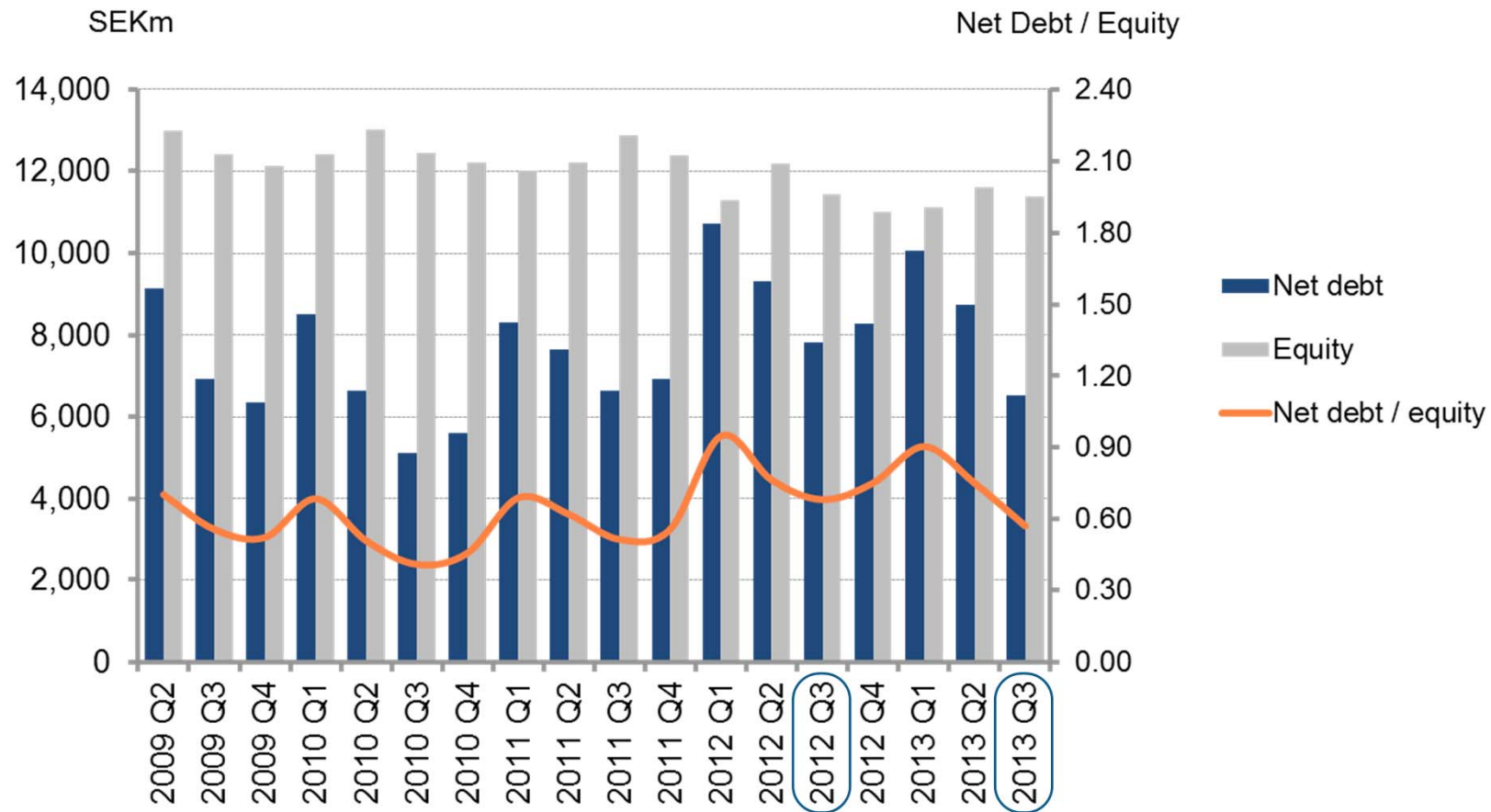


# Operating cash flow



Improved cash flow generation: reduction of working capital mainly by inventory reductions, offsetting lower cash flow from operations

# Net debt and equity



# Key figures

	<b>Q3 2013</b>	Q3 2012	<b>Jan-Sep 2013</b>	Jan-Sep 2012	<b>FY 2012</b>
Net sales, SEKm	6,349	5,841	25,600	26,358	30,834
Operating income, SEKm	206	197	1,916	2,279	1,675
Gross margin, %	26.3	27.7	26.7	27.7	26.9
Operating margin, %	3.2	3.4	7.5	8.6	5.4
Working capital, SEKm	5,108	6,530	5,108	6,530	6,194
Return on capital employed, %	-	-	6.0	9.4	7.4
Return on equity, %	-	-	6.4	10.9	8.8
Earnings per share, SEK	0.16	0.19	2.12	2.65	1.78
Capital-turnover rate, times	-	-	1.5	1.5	1.5
Operating cash flow, SEKm	2,001	1,503	2,130	1,595	1,144
Net debt/equity ratio	-	-	0.57	0.68	0.75
Capital expenditure, SEKm	254	187	689	548	776
Average number of employees	12,758	13,383	14,359	15,861	15,429

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- Higher demand driven by weather and extended season
- Income in-line with prior year Q3
  - Improved income for Europe & Asia/Pacific
  - Stable for Construction
  - Lower income for Americas
- Strong cash flow generation
- Acceleration of improvement programs





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**Accelerate improvement programs**

in Forest and Garden

October 24, 2013

## Accelerate improvement programs

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- Focus on premium brands and leadership positions
- Dealers and retail business model differentiation
- Further measures to turn-around U.S.
- Operational Excellence
- Emerging markets growth



**Target  
10% EBIT**

# Focus on core brands and leadership positions



## Global premium brands



## Leverage product leadership positions



Professional  
hand-held



Robotic  
mowers



Watering



# Business model differentiation

## Retail channel

*Price points, cost and scale*



- Price points and cost management
- Brands and private label
- Volume and scale
- "Good enough "

VS.

## Dealer channel

*Premium and expert*



- Product performance and specification
- Premium brands
- Price management
- Solutions - products and after sales support

# Further measures to turn around U.S.

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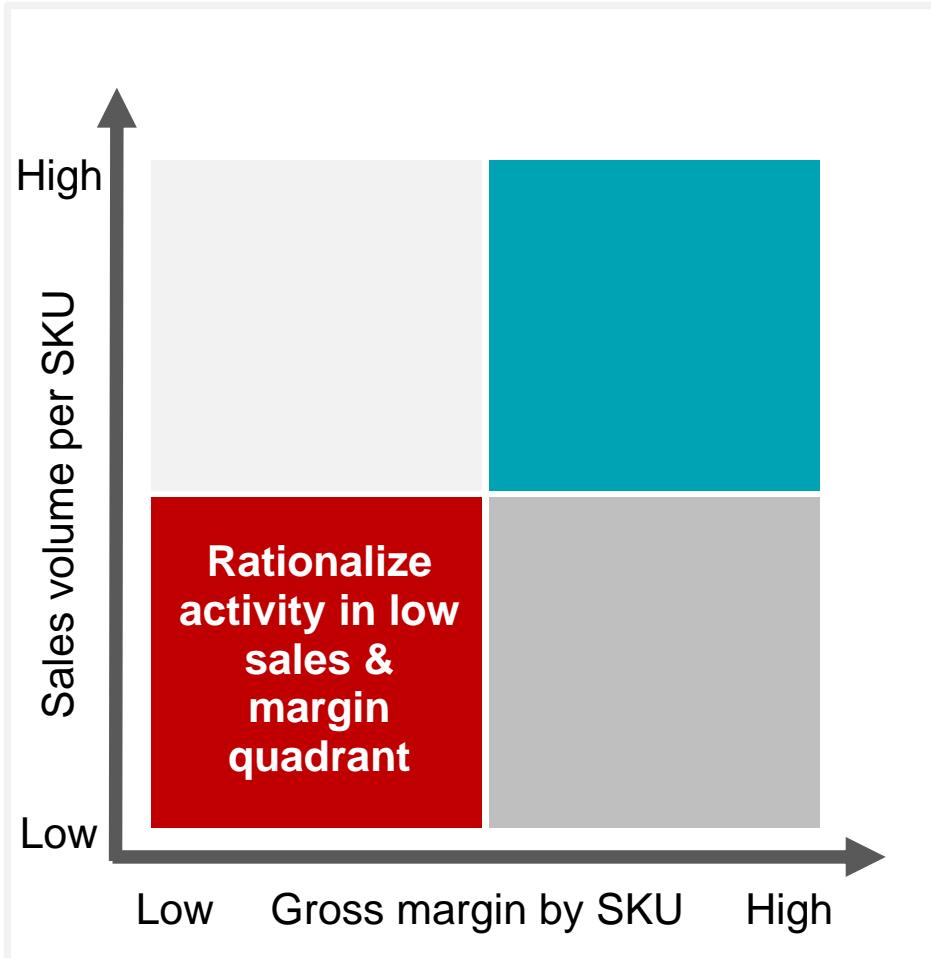
Significant improvements accomplished, but further measures required

## Priorities to speed up margin recovery:

- Value over revenue
- Dealer channel growth via core brands
- Reducing complexity and cost for the retail channel
  - Reducing brands, platforms, SKU's
  - Optimizing key processes, supply-chain and foot-print



# Operational excellence 2015 (1)



## Complexity reduction

- Product complexity drives cost throughout the complete company
- Target raised from 20% to 30% reduction of product platforms vs. 2012

## Operational excellence 2015 (2)

Group cost structure  
% of sales



Components represents  
~42% of sales

**10%**

Target to reduce direct material cost (excl. raw material) by 10% vs. 2012 by initiatives in Purchasing and R&D

# Emerging markets growth

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- Asia Pacific and Latin America
- Dealer focus
- Hand-held assortment key product offering
- Enhanced lead time by establishing local distribution center
- Better customer responsiveness





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