



Analysts and media conference

Zurich, 7 March 2025

Important notices

This presentation includes forward-looking information and statements including statements concerning the outlook for our businesses. These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for Mikron. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects,” “believes,” “estimates,” “targets,” “guidance”, “plans,” “outlook,” “on track,” “framework” or similar expressions.

There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. The important factors that could cause such differences include, among others: business risks associated with the volatile global economic environment and political conditions, costs associated with compliance activities, market acceptance of new products and services, changes in governmental regulations and currency exchange rates, and such other factors. Although Mikron believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved.

Agenda

- 10:00** Introduction
- Segment results
 - Group results
 - Strategy and initiatives
 - Summary und outlook

Marc Desrayaud
CEO

Philippe Wirth
CFO



Introduction

Mikron Group 2024

Creating value with passion for precision

Net sales:

374.1 CHF million

+1.0% vs. 2023

Operating profit margin:

8.5%

2023: 9.0%

Free cash flow:

48.9 CHF million

2023: 29.9 CHF million

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Segment results

Mikron is resilient in adverse market conditions

Mikron Automation 2024

Mixed results with continued strong growth in Europe

Net sales:
233,3 CHF million
+0,9% vs. 2023

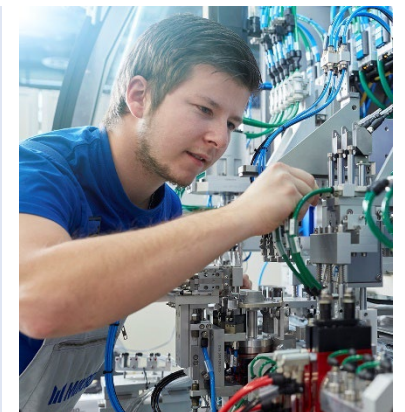
Markets

- Strong sales growth in Europe and Asia
- USA with a temporary lack of orders / sales. Necessary capacity adjustments executed
- Injection pens, Autoinjectors still very dynamic, GLP1 ramp-up confirmed
- Healthy backlog in Europe and Asia with good outlook into future investments
- US with continued high tender volume.



Insides

- Soft transition of management in Boudry on April 1st 2025
- Global Division positions established for future challenges
- Progress in Boudry Next Factory and in Shanghai
- Program of development of new applications beside injection devices



Mikron Machining Solutions 2024

Solid result despite difficult market environment

Net sales:

140,8 CHF
million

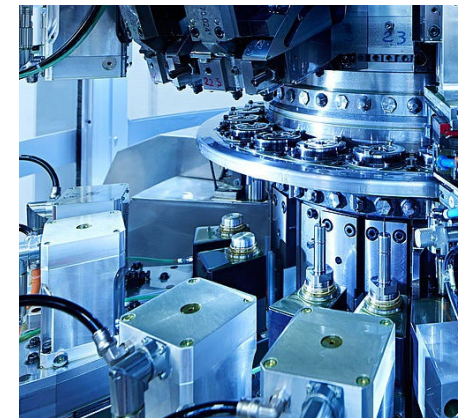
+1,2% vs. 2023

Markets

- Business based on niches application allow Mikron to be resilient despite weak market conditions (mainly in Europe)
- Medical applications growing – first 2 large orders for Machining in USA
- Continuous good order backlog in Watch and Writing industry, opportunities in Aerospace, SemiCon and Energy, weak Automotive and services in general

Insides

- Integration of DM2 into Mikron Machining completed – portfolio extension
- Integration of coating (key technology) in Mikron Tool initiated
- Adaptation of the sales structure to new market targets
- Significant sales in Digital Services and process consultancy



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Financials

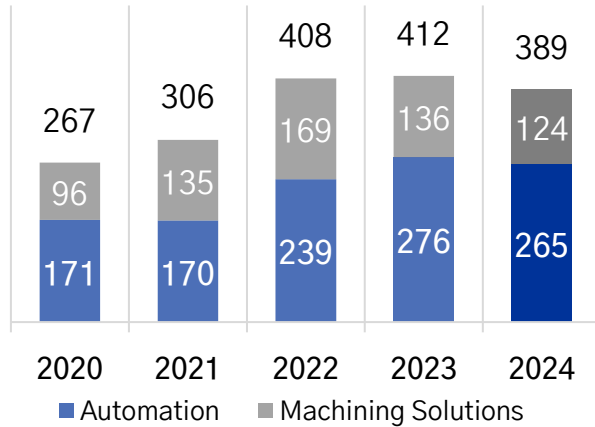
Philippe Wirth



Healthy backlog to enter the new year

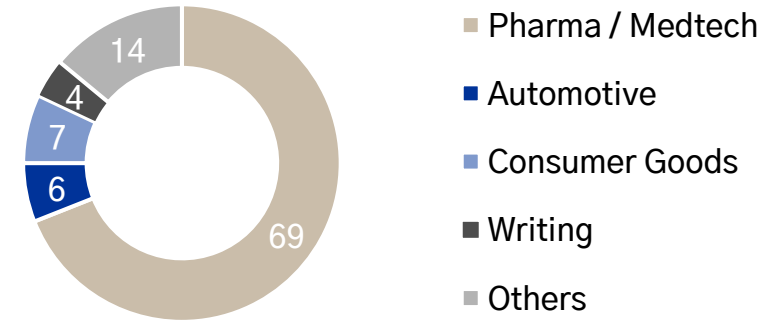
Order intake

CHF million



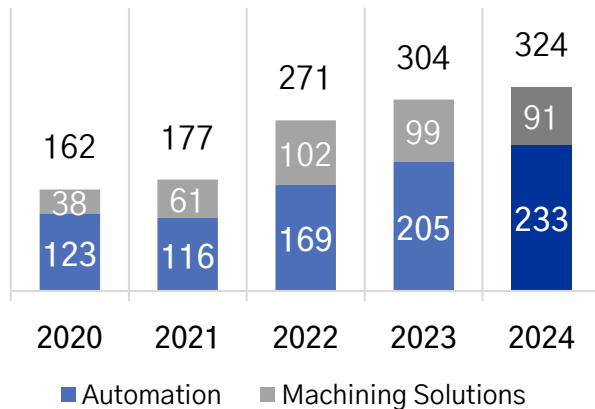
Order intake by industry

in %



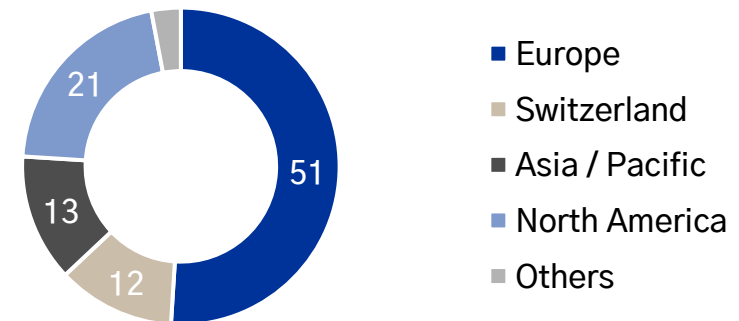
Order backlog

CHF million



Order intake by region

in %

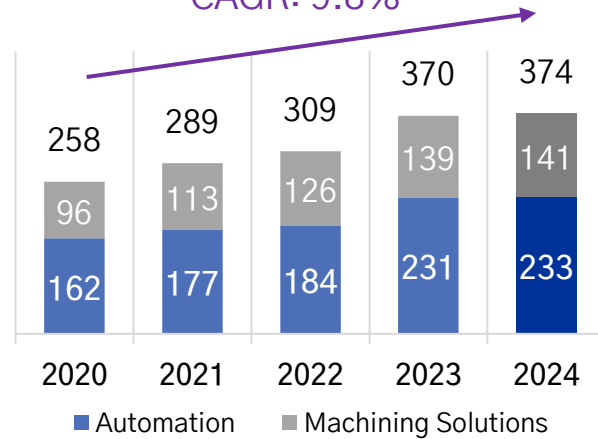


Solid sales

Net sales

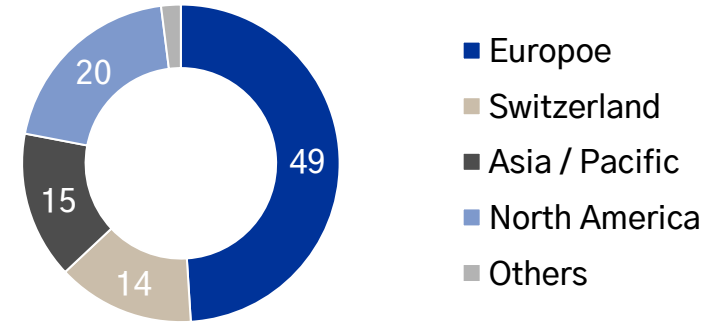
CHF million

CAGR: 9.8%



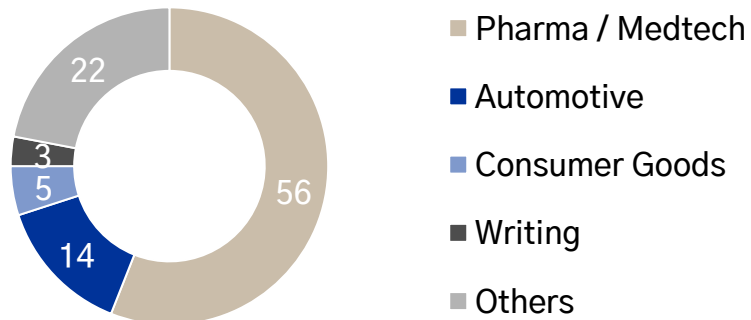
Net sales by region 2024

in %



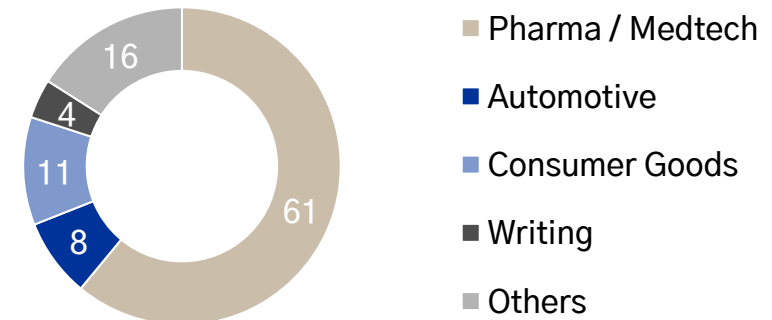
Net sales by industry 2020

in %



Net sales by industry 2024

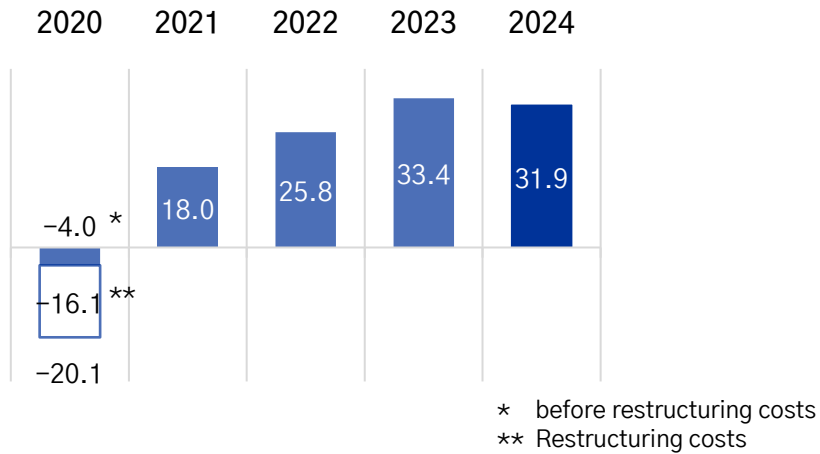
in %



Profit effected by strong regional shifts

Operating profit

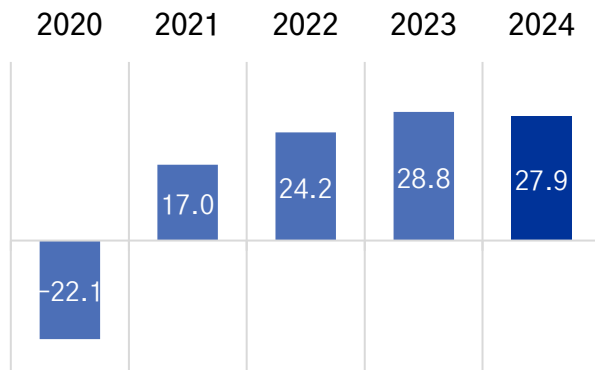
in CHF million



- Temporary inefficiencies due to a sharp decline in the US Automation business, while Europe experienced high demand
- Machining Solutions with a good result given the market uncertainties particularly in Europe

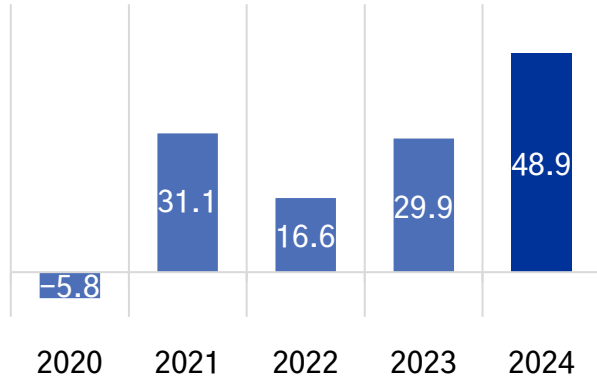
Net profit

in CHF million

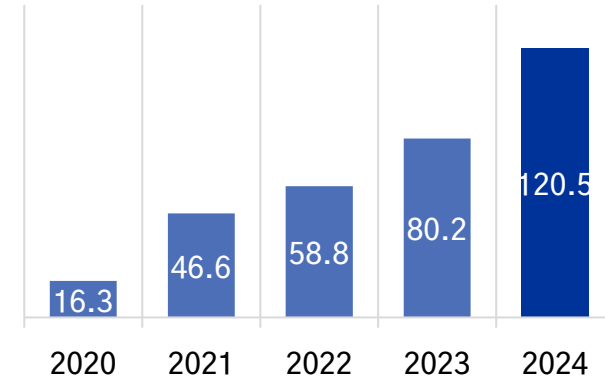


Strong cash flow benefits from timing of order entry

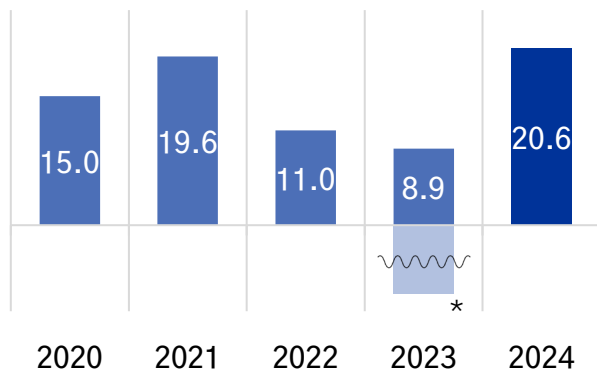
Free cash flow
CHF million



Net cash
CHF million



CAPEX
CHF million

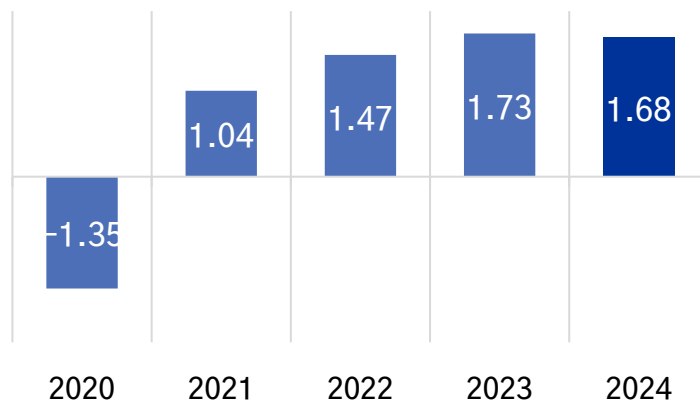


- Strong cash position. Debt free.
- High fluctuation in in net working capital due to timing of order intake (prepayments)
- Expansion CAPEX of CHF 12.5m in 2024

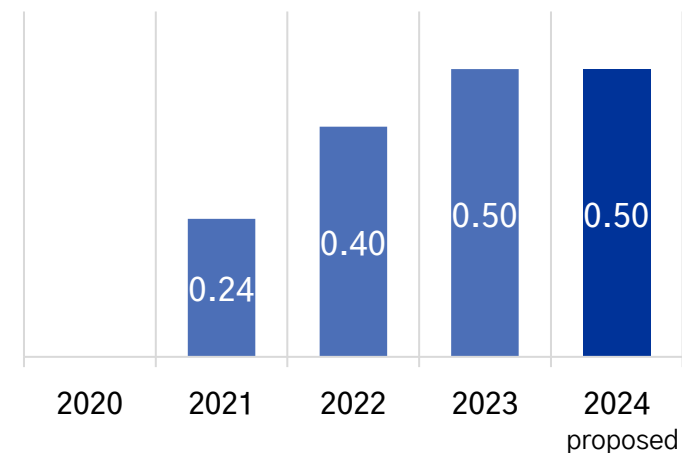
* CHF -19.4 when including proceeds from sale of investment property

Proposed appropriation of profit in line with prior year

Earnings per share
in CHF



Distribution per share
in CHF



- Target pay-out: 1/3 of «normalized» net profit

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Strategy and Initiatives

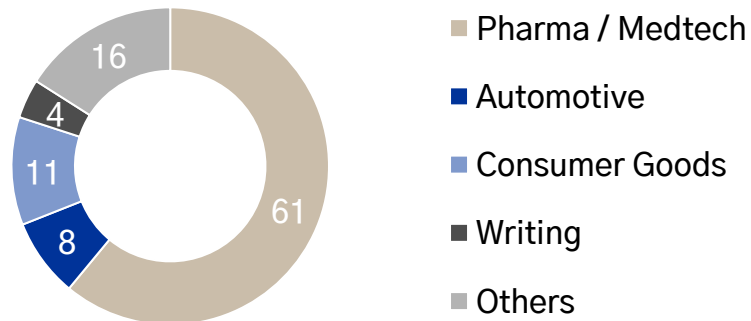
Mikron is a solution supplier for high end industries

Mikron continues its transformation

We are becoming a high end production solution supplier with focus on medical

Net sales by industry 2024

in %



- > Consolidation of Automation market share in Medical
- > Continuous growth in sales Medical in Tools
- > Entry in Medical Machining
- > Strategic analysis for entry into similar high end applications
- > Innovation and product portfolio adaptation for the future – more flexible, digital and energy saving oriented solutions

Injectables is the biggest sub-segment of Medical

Orders received by Mikron Automation for new projects 2021-2024 in mCHF



Growth in Mikron Automation

We are ahead our business plan in Switzerland

- > Capacities arranged externally in 2024 to deliver high Order Backlog
- > We have increased the workforce in Switzerland by 15%
- > New building progressing, delivery 2026



Assembly
area +40%
in 2026

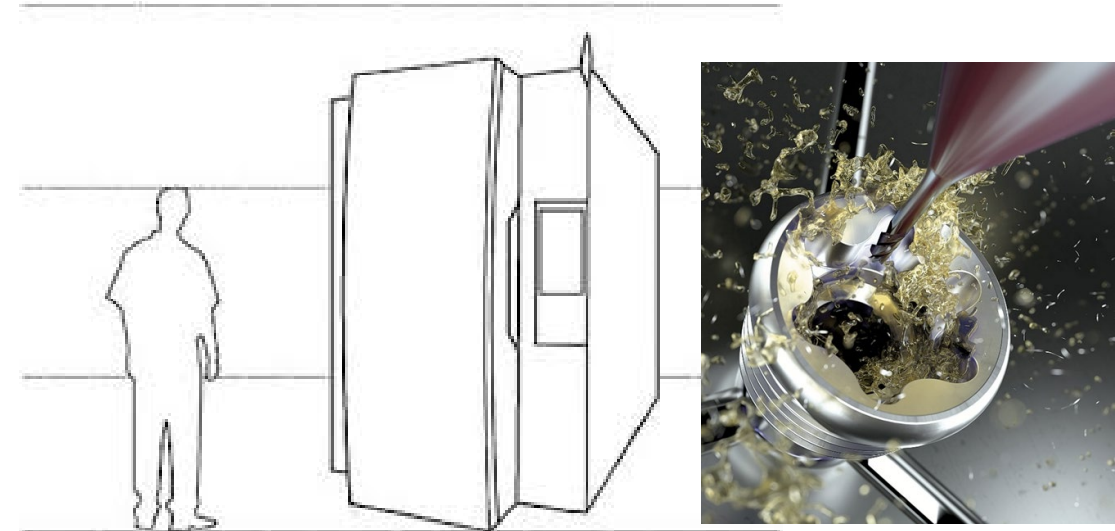
Top
employees
and customer
environment



Growth in Mikron Machining Solutions

Focusing on high performance solutions

- > Focus on high performance applications niches and Key Accounts
- > Success of customer process specific development and reseller partnering
- > Backward integration of coating in Mikron Tool – in collaboration with historical service partner
- > Reshaping of Mikron Machining product portfolio – acquisition of DM2 in February 2024 – integration completed
- > Potential to extend reach geographically is part of mid- to long-term strategy



>1 mio
tools sold
in 2024

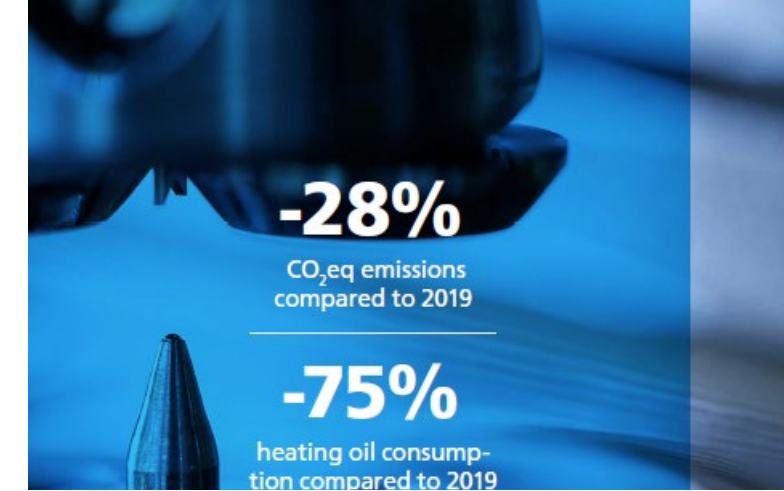
Medical
application
growing



Sustainability as core value

We are on track for our targets 2030

- > Gouvernance measures implemented, Scope 1 and 2 drastically improved
- > Management engagement increased – KPIs and Long Term Incentive 2024–2026
- > Social KPIs improved, measures identified and impacting
- > Scope 3 data structured and reported first time in 2025
- > Supply chain partners engaged
- > Discussion with customers for Life Cycle Assessment (Scope 3, positive impact of Mikron solutions)
- > Impact of Digital Services (miEnergy) and retrofit



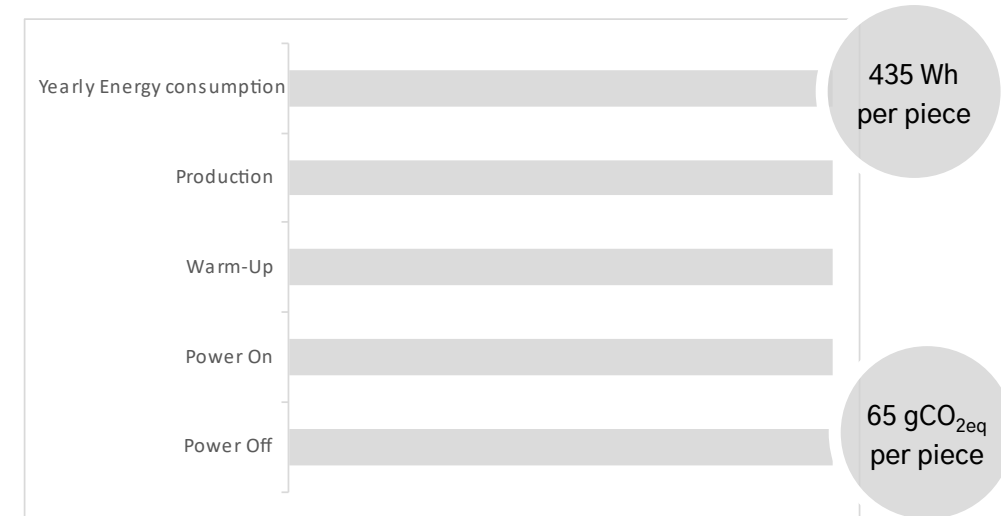
Area	Targets	ESG KPIs	Actual 2023	Actual 2024	Target 2030	Status/trend	
Governance	Building a culture of ESG	ESG targets in Mikron's top management annual objectives	-	100%	100%	🟢	
	Training participation	% Corporate visited trainings	IT 95% Ethics 96%	IT 98% Ethics 99%	>97%	🟢	
Energy		Total scope 1/2 tCO ₂ eq	2,049	1,980	<1,600	🟢	
		Intensity value Scope 1/2 tCO ₂ eq	5.53	5.29	<3.5	🟢	
Environment		Intensity value Scope 3 tCO ₂ eq	0.63 (waste only)	0.52 (waste only)	-	Target to be set in 2025	
		Sustainable products	R&D projects with CO ₂ Impact	-	-	100%	Target to be evaluated starting 2025
	Waste reduction	Waste circular economy	% Signature Supplier Code of Conduct	-	-	80% of main suppliers	Target to be evaluated starting 2025
				-	-	-	Target to be set in 2025
Social	Employee practice	% Diversity	12.4%	13%	15%	🟢	
		% Turnover	9.5%	11.3%	8.9%	🟡	
		HSE TAFR value	4.27	3.42	1.6	🟢	
		% Absenteelism	2.3%	3.1%	<3%	🟢	

Digitalization as future competence

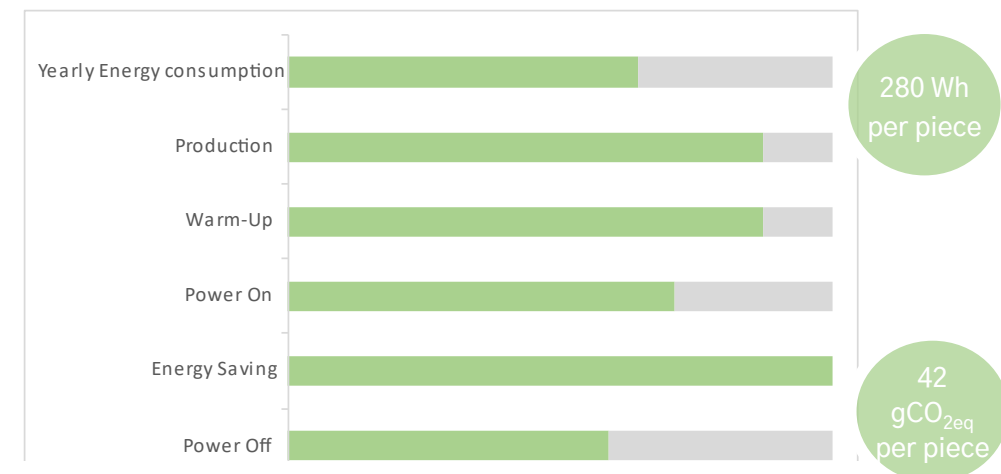
The world will be digital – also our world

- > Mikron acquired in November 2024 an AI spin-off from a Swiss university
- > Mikron has now all competences to offer complete digital solutions for Mikron and non-Mikron machines
- > New digital services are now offered such as
 - miEnergie – solution to reduce customer tCo2 impact
 - miMaintenance – Optimize machine utilization and sustainability
 - miTool – Optimization of tools/components lifetime and of production organisation
- > Example: customer case
- > Digital initiatives also boost internal efficiency (Robotic Process Automation, Knowledge Management)

Without Energy efficiency packages



With Energy efficiency packages



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Summary and Outlook



Summary and Outlook

Sustainable improvement of profitability

-
- Mikron's progress is in line with the Group's medium-term planning and strategy.
-
- Start into the 2025 financial year with a healthy order backlog and a continued strong growth trend in Automation in Europe and Asia
-
- Persistent slowdown in the Machining Solutions market in Europe and no short-term change in the situation for Automation in North America, despite significant tender activity.
-
- Mikron expects overall net sales to remain stable in 2025, with an operating profit margin similar to 2024
-

Appendix

Summary

Important key figures

in CHF million	2020	2021	2022	2023	2024
Order intake ¹⁾	267.3	305.7	408.0	412.1	388.6
Order backlog ¹⁾	161.6	176.7	270.7	304.3	324.1
Net sales	257.8	289.5	309.4	370.2	374.1
<i>annual growth</i>		+12.3%	+6.9%	+19.7%	+1.1%
<i>CAGR 20–24</i>					+9.8%
Operating profit	-4.0*	18.0	25.8	33.4	31.9
<i>as % of net sales</i>	-1.6%	6.2%	8.3%	9.0%	8.5%
Free cash flow ¹⁾	-5.8	31.1	16.6	29.9	48.9
Net cash ¹⁾	16.3	46.6	58.8	80.2	120.5
Net working capital ¹⁾	22.8	-2.0	6.3	31.6	-0.1
Shareholders' equity	145.5	165.1	186.0	203.8	226.2
<i>as % of total assets</i>	52.5%	55.0%	53.8%	54.5%	56.7%

1) Alternative performance measures, see Annual Report 2024

* CHF -20.1 after restructuring costs

Summary

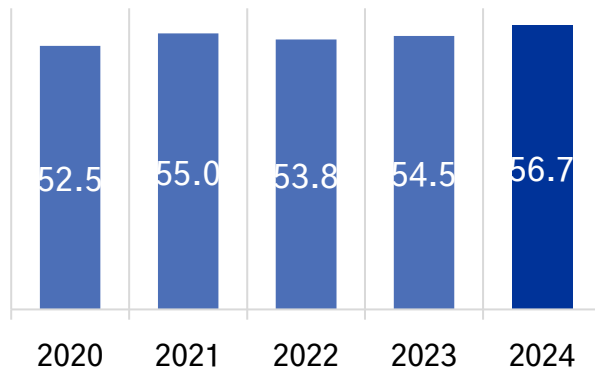
Important key figures

in CHF million	HY1	HY2	2023	HY1	HY2	2024
Order intake ¹⁾	248.7	163.4	412.1	220.9	167.7	388.6
Order backlog ¹⁾	337.7	304.3	304.3	340.0	324.1	324.1
Net sales	178.3	191.9	370.2	190.7	183.4	374.1
<i>Growth</i>				+7.0%	-4.4%	+1.0%
Operating profit	14.6	18.8	33.4	14.9	17.0	31.9
<i>as % of net sales</i>	8.2%	9.8%	9.0%	7.8%	9.3%	8.5%
Free cash flow ¹⁾	55.7	-25.8	29.9	17.2	31.7	48.9
Net cash ¹⁾	107.0	80.2	80.2	89.2	120.5	120.5
Net working capital ¹⁾	-8.4	31.6	31.6	30.5	-0.1	-0.1

1) Alternative performance measures, see Annual Report 2024

Strong and stable equity

Equity ratio in %



Significant shareholders (share in %)

