



Analysts and media conference

Zurich, 6 March 2026

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 2025

Creating value with passion for precision

Net sales:

381.9 CHF million

*+4.1% vs. 2024
at constant fx rates*

Operating profit margin:

10.3%

2024: 8.5%

Earnings per share:

1.95 CHF

2024: 1.68 CHF (+16.1%)



Segment results

Mikron is resilient in adverse market conditions



Mikron Automation 2025

Solid results with continued strong growth in Europe

Net sales:
250.1 CHF million
+7.2% vs. 2024

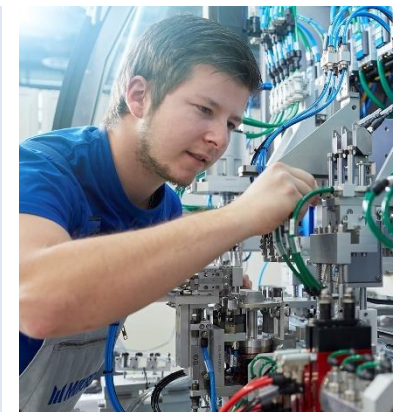
Markets

- Strong sales growth in Europe and Asia – market entry in Korea and Thailand
- USA with a temporary lack of orders and sales. Still high tender volume.
- Injection pens, Autoinjectors, Inhalaters still very dynamic
- Healthy backlog in Europe and Asia with good outlook into future investments



Insides

- New management at Division and location Boudry in place
- New Division positions acting globally according to strategy – be globally local
- First machine set up in new production hall Boudry Next
- Program of development of new applications beside injection devices



Mikron Machining Solutions 2025

Mixed results given difficult market environment

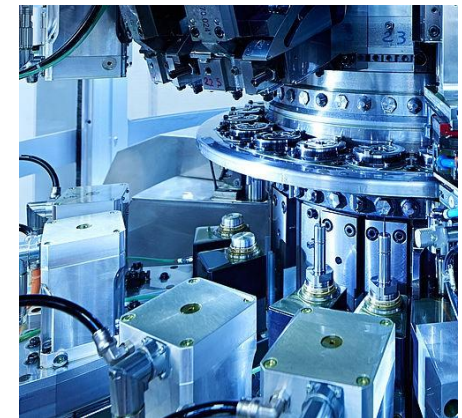
Net sales:
132.0 CHF million
-6.2% vs. 2024

Markets

- Focusing on high end growing niches protect Mikron from weak market conditions
- Medical and USA specific applications growing in Mikron Tool
- Due uncertainty and lack of investment, short term market conditions will not improve
- Different step investments in discussion to regain growth despite market dynamic

Insides

- DM2 with positive impact on Machining business
- Successful Integration of coating (key technology) in Mikron Tool
- Transition to new markets initiated, efficiency gains are impacting
- Significant sales in Digital Services and process consultancy



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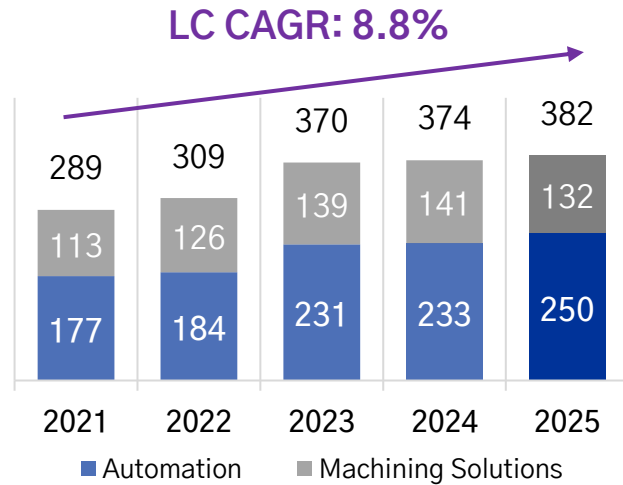
Financials

Philippe Wirth

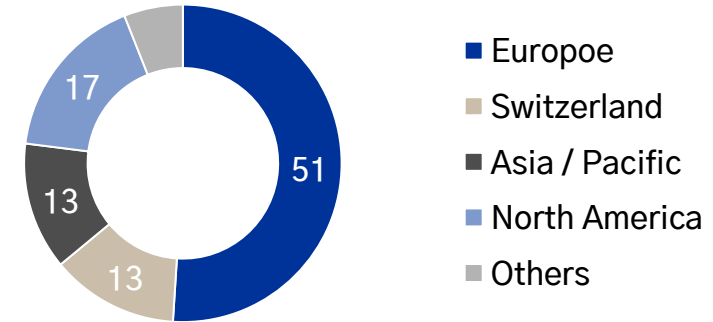


Solid sales growth in Automation

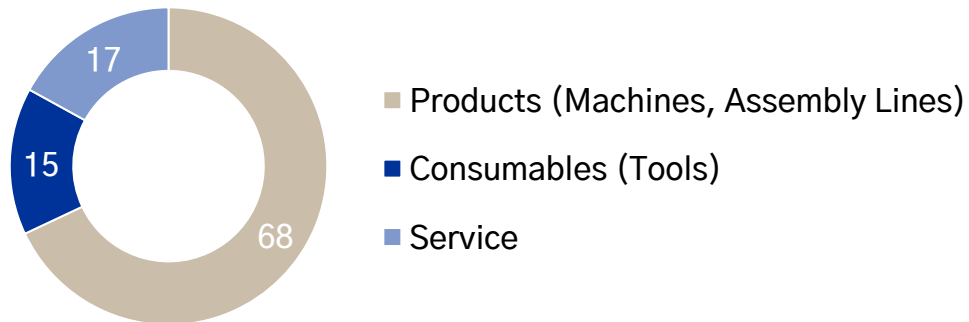
Net sales
CHF million



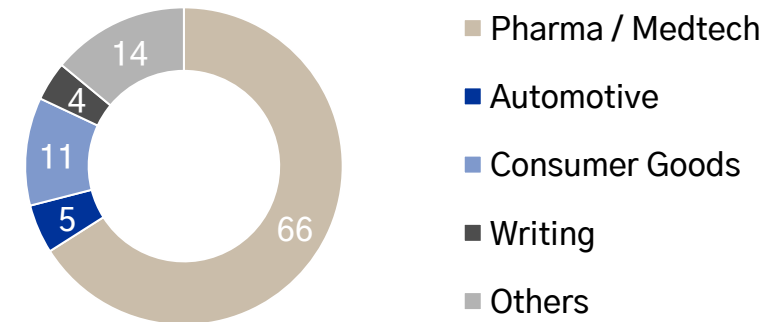
Net sales by region 2025
in %



Product vs Service 2025
in %



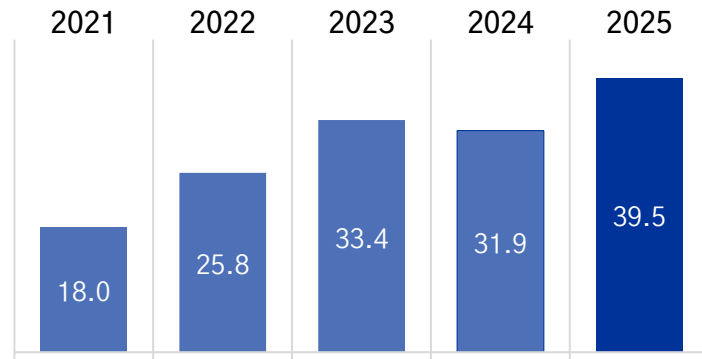
Net sales by industry 2025
in %



Operating profit margin at record 10.3%

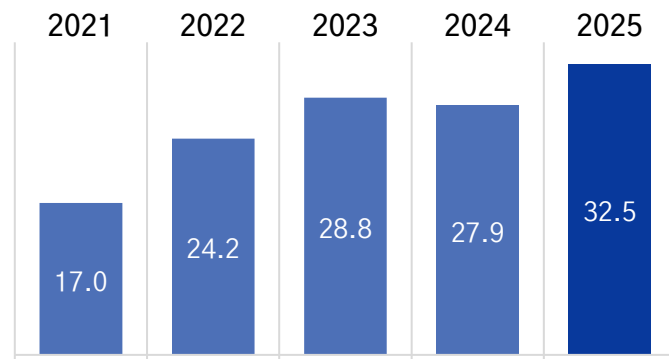
Operating profit

in CHF million



Net profit

in CHF million

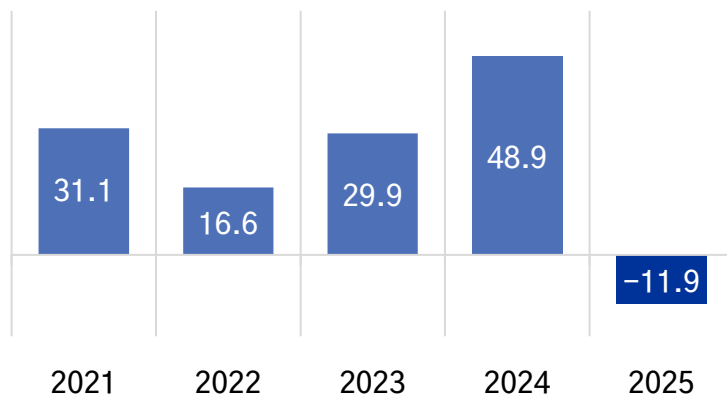


- Strong margin improvements in **Automation**
- Adjusted capacity in the U.S. and exceptional good result in Switzerland
- **Machining Solutions** with still good result given the market uncertainties particularly in Europe. Mainly due to product mix.

Cash flow negatively impacted by timing of order entry

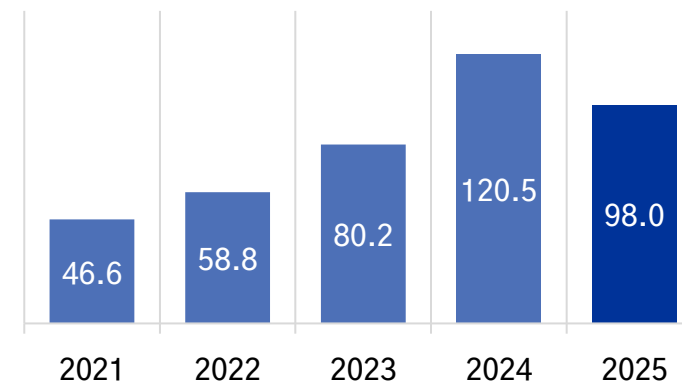
Free cash flow

CHF million



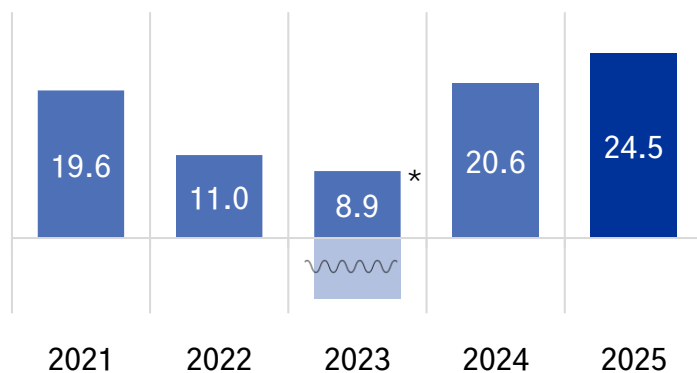
Net cash

CHF million



CAPEX

CHF million

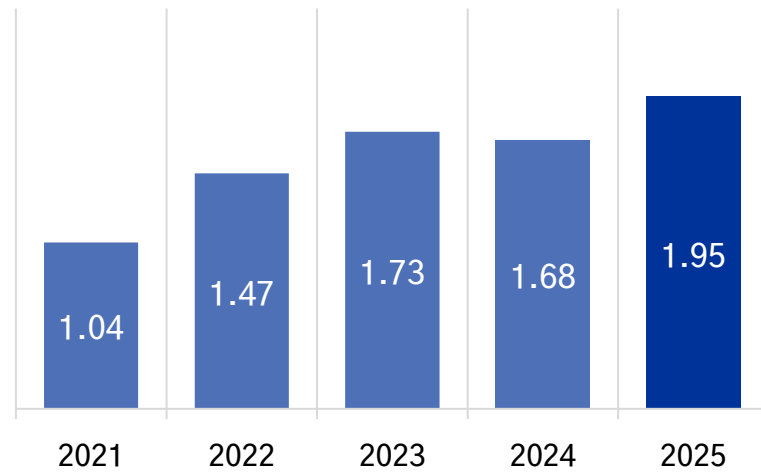


- Strong cash position. Debt free.
- High fluctuation in net working capital due to timing of order intake (prepayments)
- Expansion CAPEX of CHF 18.3m in 2025

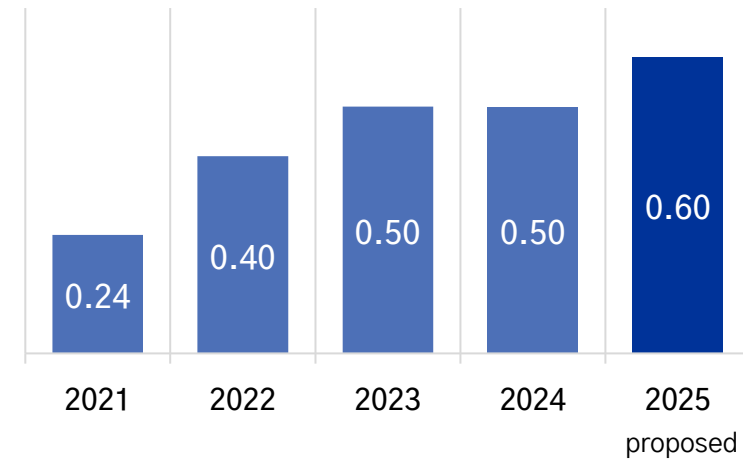
* CHF -19.4 when including proceeds from sale of investment property

Proposed appropriation of profit increase by 20%

Earnings per share
in CHF



Distribution per share
in CHF



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

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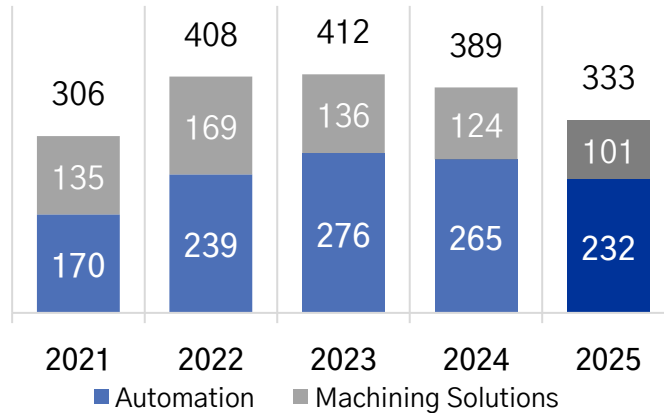
Strategy and Initiatives

Mikron is a solution supplier for high end industries

Lower backlog will help reduce lead time

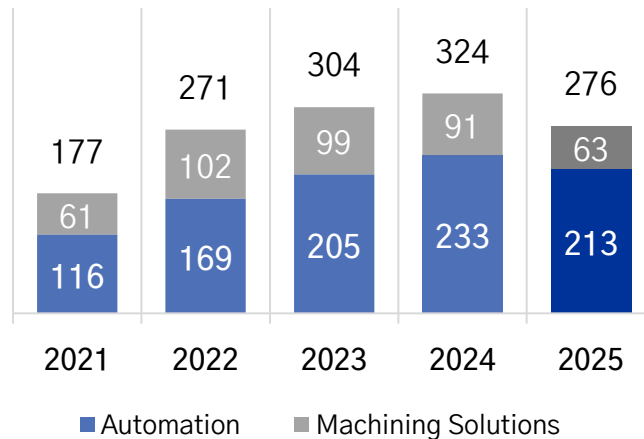
Order intake

CHF million



Order backlog

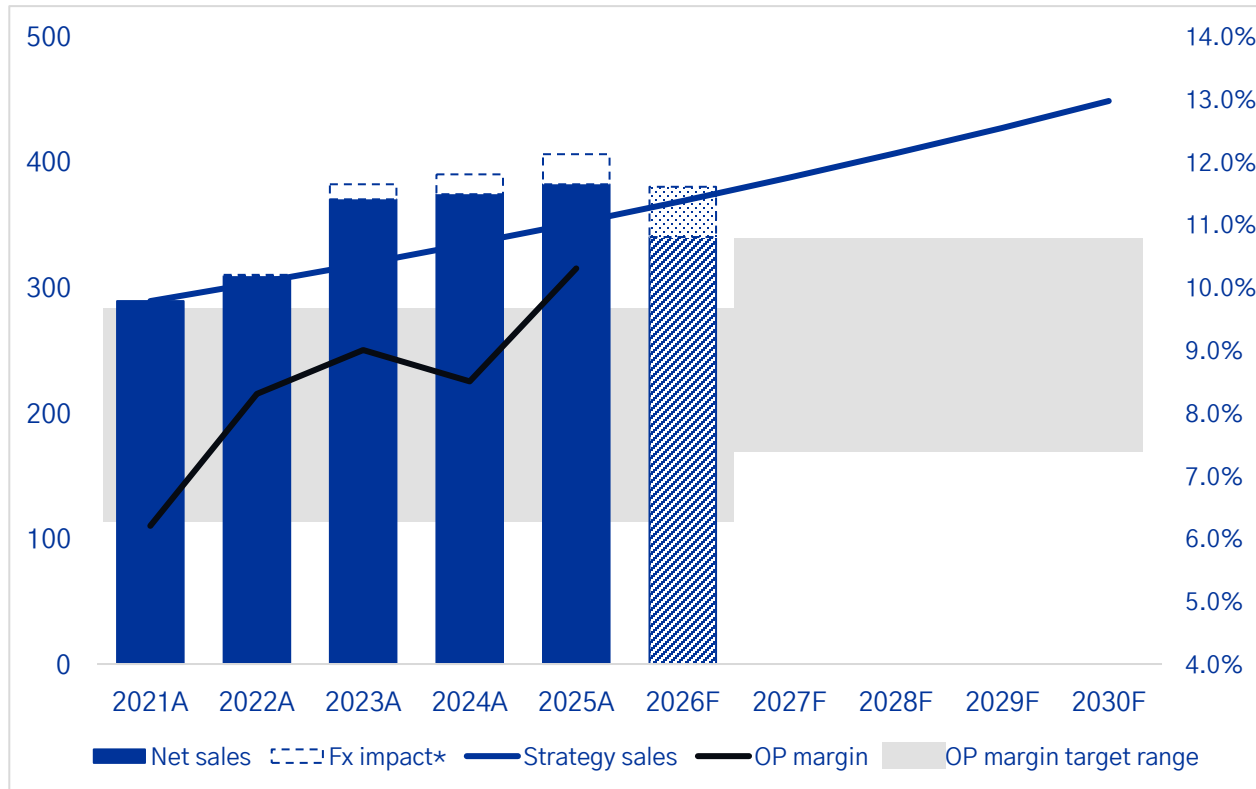
CHF million



- Mikron has 2/3 of project business with long delivery time of 12–15 months and 1/3 short term Tool and Service business
- Delivery time in 2021–2025 has increased to 18–24 months, what was not satisfying
- Mikron is engaging in new organic initiatives including penetration in new markets to sustain growth
- Automation with higher backlog than end of 2023 while missing a lot of USA business.
- USA automation market is rebounding as we see decision taking on long-blocked projects.
- Machining market still foreseen to be weak in 2026. But we see a slight recovery of “early cyclers” within this market

Mikron Strategic Plan 2030

Mikron expects to beat its strategic plan 2030 on profitability



- Sales on track with 5% LC CAGR 2021–2030 (organic)
- Launched 5-year strategic plan to boost growth and improve efficiency
- EBIT guidance 2027–2030 will be increased to 8–11%
- Very selective on M&A. Internal efficiency program has priority to allow scalability.

* Incremental sales at 2021 exchange rates

Growth in Mikron Automation

We are ahead our business plan in Switzerland

- > New hall delivered and first machines in production
- > Full opening Q3 2026
- > Doubling of production facilities in Singapore and extension in China



Injectables is still the biggest sub-segment of Medical

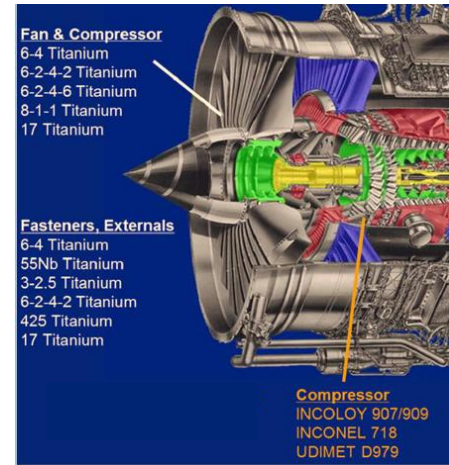
Large growth confirmed on top of obesity pills launch – other devices with high potential



Growth in Mikron Machining Solutions

Focusing on high performance flexible solutions

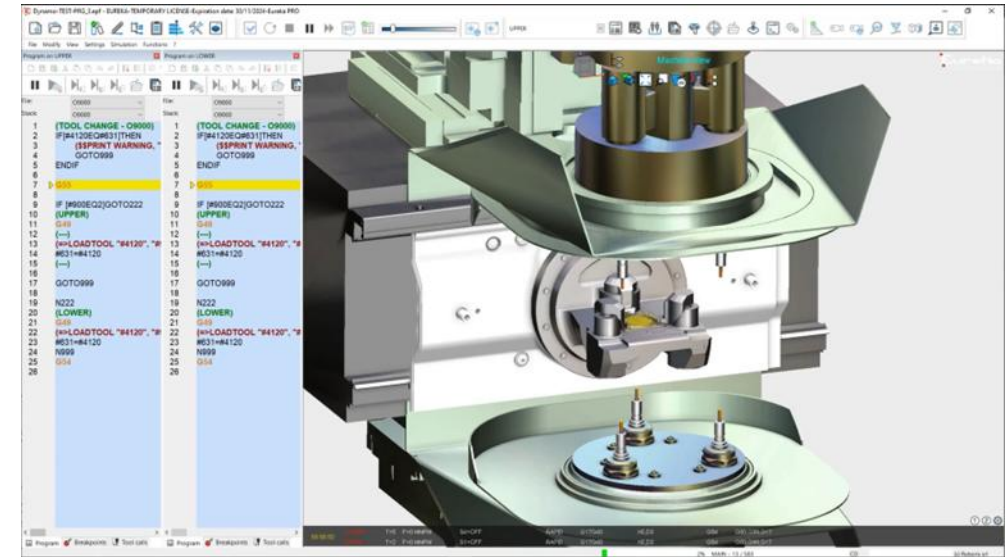
- > Focus on high performance applications niches and Key Accounts – entering new applications and markets
- > Presentation of new flexible machine generation at EMO 2025 exhibition
- > Backward integration of coating in Mikron Tool fully operational
- > DM2 major machines orders in EU, Asia and USA
- > Projects initiated to speed up growth in USA
- > Increase presence in Asia



Digitalization as future competence

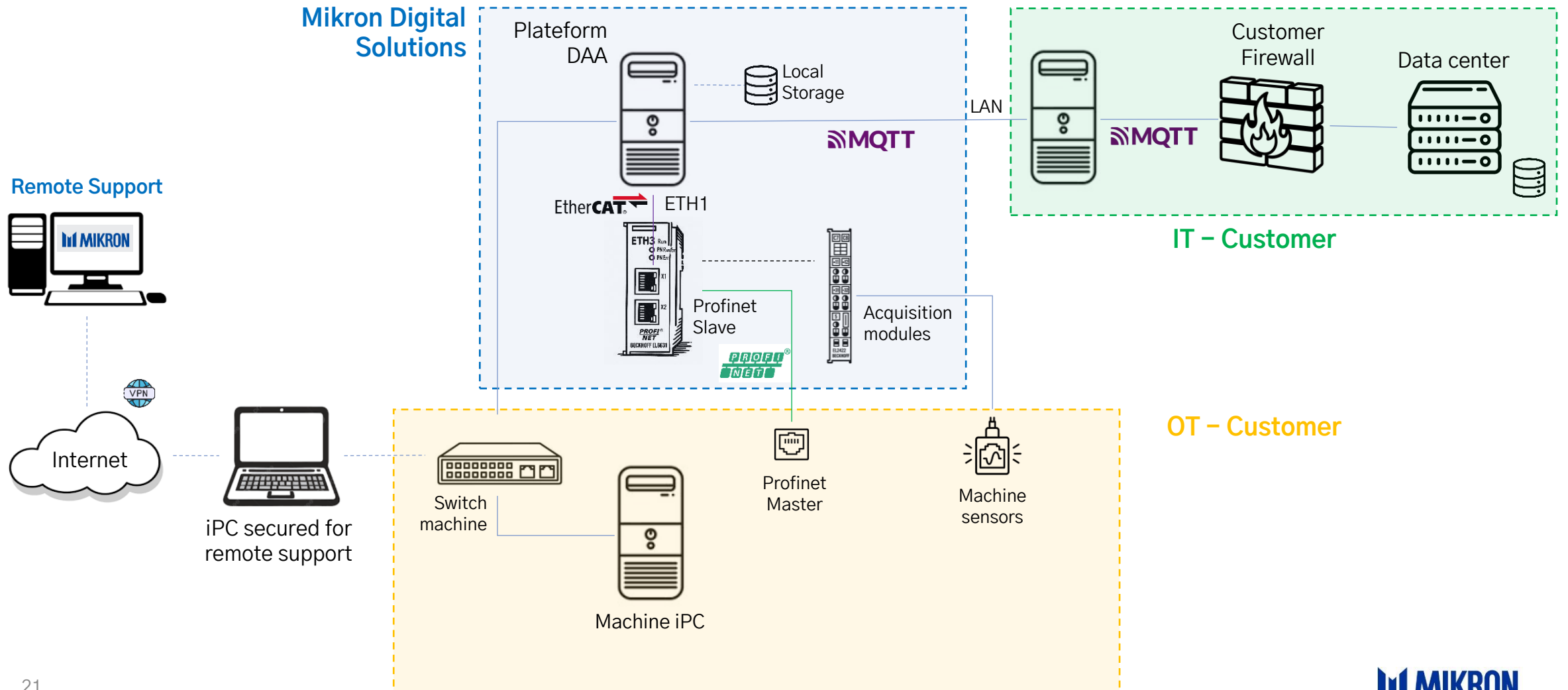
The world will be digital – also our world

- Mikron finalized integration of all Digital functions into a Digital Solution organization
- Mikron offers solutions for Mikron and non-Mikron customers
- ESG Scope 3 support to customers
 - miEnergie – solution to reduce customer tCo2 impact
 - miMaintenance – Optimize machine utilization and sustainability
 - miTool – Optimization of tools/components lifetime and production organization, circular economy
- Digital initiatives also boost internal efficiency (Robotic Process Automation, Simulation, Knowledge Management)



Digital solutions embedded in customer system

Hardware / Réseau / Software



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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
-
- Persistent slowdown in the Machining Solutions market in Europe. Difficult to predict turn-around
-
- Automation with temporary slow down of order intake. Helps to reduce lead-times. U.S. still needs to rebound to historical levels
-
- Order Intake in 2026 expected to be similar with the prior year. However more equally distributed throughout the year, i.e. less "front-loaded"
-
- Mikron forecasts 2026 net **sales in the range of CHF 340 – 380 million** with an **operating profit margin of 7% – 10%**
-

Appendix

Summary

Important key figures

in CHF million	2021	2022	2023	2024	2025
Order intake ¹⁾	305.7	408.0	412.1	388.6	332.7
Order backlog ¹⁾	176.7	270.7	304.3	324.1	276.1
Net sales <i>annual growth</i> <i>LC CAGR 21-25</i>	289.5 <i>+12.3%</i>	309.4 <i>+6.9%</i>	370.2 <i>+19.7%</i>	374.1 <i>+1.1%</i>	381.9 <i>+2.1%</i> <i>+8.8%</i>
Operating profit <i>as % of net sales</i>	18.0 <i>6.2%</i>	25.8 <i>8.3%</i>	33.4 <i>9.0%</i>	31.9 <i>8.5%</i>	39.5 <i>10.3%</i>
Free cash flow ¹⁾	31.1	16.6	29.9	48.9	-11.9
Net cash ¹⁾	46.6	58.8	80.2	120.5	98.0
Net working capital ¹⁾	-2.0	6.3	31.6	-0.1	25.4
Shareholders' equity <i>as % of total assets</i>	165.1 <i>55.0%</i>	186.0 <i>53.8%</i>	203.8 <i>54.5%</i>	* 218.1 <i>54.5%</i>	236.6 <i>62.4%</i>

1) Alternative performance measures, see Annual Report 2025

* restated

Summary

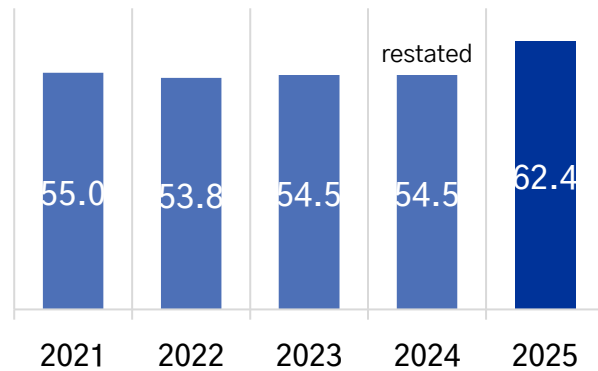
Important key figures

in CHF million	HY1	HY2	2024	HY1	HY2	2025
Order intake ¹⁾	220.9	167.7	388.6	220.7	112.0	332.7
Order backlog ¹⁾	340.0	324.1	324.1	351.9	276.1	276.1
Net sales <i>Growth</i>	190.7 <i>+7.0%</i>	183.4 <i>-4.4%</i>	374.1 <i>+1.1%</i>	191.9 <i>+0.6%</i>	190.0 <i>+3.6%</i>	381.9 <i>+2.1%</i>
Operating profit <i>as % of net sales</i>	14.9 <i>7.8%</i>	17.0 <i>9.3%</i>	31.9 <i>8.5%</i>	21.6 <i>11.3%</i>	17.9 <i>9.4%</i>	39.5 <i>10.3%</i>
Free cash flow ¹⁾	17.2	31.7	48.9	-7.2	-4.7	-11.9
Net cash ¹⁾	89.2	120.5	120.5	103.0	98.0	98.0
Net working capital ¹⁾	30.5	-0.1	-0.1	18.9	25.4	25.4

1) Alternative performance measures, see Annual Report 2025

Strong and stable equity

Equity ratio in %



Significant shareholders (share in %)

