Interview with CEO Marc Desrayaud and CFO Philippe Wirth

"While our strategy has proven successful, the key to lasting achievements lies in the art of continually questioning ourselves"

Mikron can look back on a successful year. Marc Desrayaud, what are you particularly proud of as CEO?
Marc Desrayaud: I am particularly proud of the strong teamwork that we foster in both business segments. Our culture is primarily built on innovation, collaboration, and continuous learning. These values have enabled us to showcase both performance and resilience in a challenging market environment, while successfully managing our high order backlog for 2024 to the satisfaction of our customers. There are still many tasks ahead of us, and we must continue to evolve in order to overcome the challenges that lie ahead. Only by doing so can we ensure that we remain competitive in the future and continue to act as an innovative and reliable partner.

How does the Group manage to deliver excellent results despite the international political tensions and economic uncertainties?
Marc Desrayaud: After implementing our new mid-term planning three years ago, we have been pursuing a long-term strategy aimed at building greater resilience and reducing our dependence on the short cycles of large-volume markets. This approach is intended to ensure healthy, sustainable growth over time. The strategy is proving beneficial now, as large-volume markets are facing significant instability. However, maintaining resilience is an ongoing effort. The core elements of our strategy include focusing on key customers with investment and development plans that extend beyond typical market cycles, entering industries that are expected to grow in the coming years, and cultivating strong, long-term relationships with suppliers. We are also expanding our range of product families and services to increase our presence in selected niche markets. Furthermore, we have made a conscious decision to limit our growth ambitions in the short term, prioritizing stability and sustainable progress.

Which general economic developments have a particular influence on Mikron?
Philippe Wirth: The factors influencing the market today are more diverse than ever: trade conflicts, regulatory requirements, new technologies, and de-/re-localization trends. As a global provider of equipment and solutions, we must remain highly agile and fast in our decision-making in order to successfully navigate these challenges.

How is Mikron meeting these challenges?
Philippe Wirth: The Mikron Group has successfully addressed the market with local solutions for local customers. We do not want to change this, as it ensures intimacy with our customers. However, as a small company in a fast-paced environment, we must build a platform with more harmonized processes and data in order to react quickly on the basis of readily available data and market trends. We also want to enable the sharing of resources more globally. To this end, we have launched several initiatives, and are implementing new HR processes, preparing ourselves for the next generation of SAP, our ERP system, and generally investing in digitalization and AI, which included the acquisition of LYSR in 2024.

How have the Pharma and Medtech markets developed?
Marc Desrayaud: Demand remains exceptionally high in the pharmaceutical and medical sectors. The global development of new solutions is driving growth in our core markets. Our offerings for injection systems in the treatment of

Left to right: Marc Desrayaud, Chief Executive Officer, and Philippe Wirth, Chief Financial Officer.

diabetes (Automation business segment) and the processing of orthopedic solutions (Machining Solutions business segment) are particularly in demand. As production volumes increase, the need for more efficient and cost-effective production concepts grows, making our solutions increasingly attractive. Furthermore, stricter regulatory requirements and the need for Total Quality Management and zero scrap demand sustainable partnerships, which we actively nurture with our customers.

Which new markets did Mikron tap into in 2024?
Marc Desrayaud: In 2024, we successfully expanded into several new markets, including aerospace, semiconductor technology, and diagnostic devices. In the Machining Solutions business segment, we have transitioned many of our production processes to lead-free materials in order to meet the growing regulatory requirements. The MAIA platform in the Automation business segment opens up new opportunities for collaboration with start-ups, and supports the development of innovative applications with scalable assembly processes.

How important are services?
Marc Desrayaud: Service is a key component of our long-term customer relationships. Mikron's solutions are known for their exceptionally long lifespan and their ability to adapt flexibly to new products. To ensure the productivity of our production lines in the long term, we have been relying on preventive and reactive maintenance for many years, as well as targeted training programs for customers' employees.

How well prepared is Mikron for any new trade barriers?
Marc Desrayaud: There is no such thing as perfect preparation, as it is simply impossible to predict the decisions of the current world leaders. However, our Automation business segment is structured in a way that limits the impact of tariff increases. We supply products in China for the Chinese market, in the USA for the American market, and in Europe for the European market. In contrast, in the Machining Solutions business segment, we primarily produce centrally for the global market, which makes us more vulnerable in this regard.

What are you expecting from the future in general?
Marc Desrayaud: We are looking to the future with confidence. Our strategy has proven successful, and we will continue to follow it. Of course, we will make short-term adjustments to address any market weaknesses and crises. The key to lasting achievements lies in the art of continually questioning ourselves.