



The 3000 members of Mikron's workforce, in more than 35 companies and support points throughout the world, all contribute to the Group's success.

**The Mikron Group  
in the year 2001**



**The Mikron Group  
in the year 2001**



**Production Equipment**

A collage of images related to production equipment. On the left, a close-up of a blue industrial machine with a red button. On the right, two men in white lab coats looking at a piece of machinery in a factory setting.

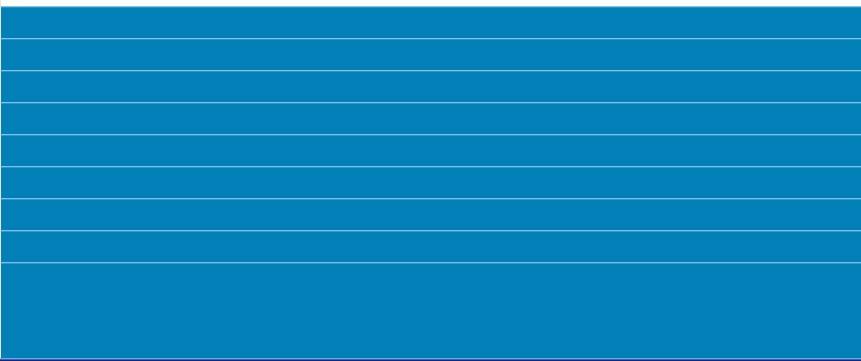
**Components**

A collage of images related to components. On the left, a close-up of green and blue plastic parts. On the right, a person in a white lab coat and mask working with a yellow component in a cleanroom environment.

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## Production Equipment

Engineering Intelligence

## Components



# The Mikron Group today and tomorrow



**In the year 2001 the Mikron Group had an order volume of CHF 501.2 million and net sales of CHF 607.5 million. Extraordinary goodwill amortization at CHF 88 million and restructuring costs in the Components business segment were the main factors contributing to the loss for the year of CHF 127.3 million. The aim in 2002 is to achieve a positive operating result. A policy of rigorous cost management is therefore being pursued but success will also depend on changes in the economic climate.**

for High Volume Production



**Substantial divestments will have the effect of significantly reducing borrowing and strengthening the Group's focus on its core areas of competence.**



# The Mikron Group in 2001 and its dual strategy



**Production Equipment**

**Mikron Technology Group**

**Components**



**Mikron Machining Technology**

**Axxicon Mould Technology**

**Mikron Assembly Technology**

**Mikron Plastics Technology**

**Mikron Infocom Technology**

## Dual strategy

“Engineering Intelligence for High Volume Production” – this summarizes the core competence of the Mikron Technology Group as it aims for success and a leading position in terms of knowledge and capability, offering engineering-intensive products in markets with potential for future growth all around the world. Each and every customer is entitled to expect applications that are tailored to their needs, whether for a particular production system, a customer-specific tool or a high-tech plastic component, and the same applies to total solutions. Reflecting these market requirements, Mikron is structured around a dual strategy with two business segments and a series of specialized and resourceful divisions.

## Systems for high-volume production

The Production Equipment business segment comprises three divisions, each concentrating on a key discipline: machining systems, injection-moulding tools and assembly systems. Research and development, products and services are geared to meeting the most demanding, customer-specific requirements.

## Plastic components in high volumes

The Components business segment focuses on selected markets, technologies and specialisms, with production facilities (run either directly or by a joint venture) in the industrial markets of America North and South, Europe and Asia, and business development functions organized by industry and technology.

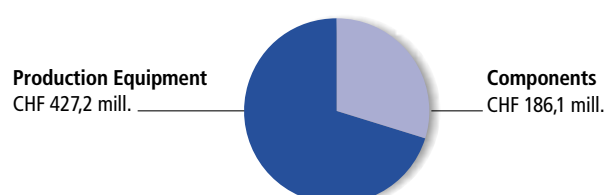


# The Mikron Group in 2001: comparison with the previous year

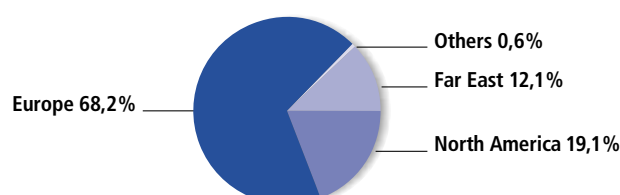
The results for the year 2001 can only be compared with those of the previous year to a limited extent. See page 4 for details.

<b>Mikron Group consolidated</b>	<b>01</b>	<b>00</b>	<b>Change</b>	
	<b>CHF mill.</b>	<b>CHF mill.</b>	<b>CHF mill.</b>	<b>%</b>
<b>Key performance data</b>				
Orders	501,2	713,5	-212,3	-29,8
Net sales	607,5	664,7	-57,2	-8,6
Stock of orders	152,0	244,6	-92,6	-37,9
Productivity (added value/personnel expenses)	1,5	1,8		
Operating output (including trading sales and services)	550,1	675,6	-125,5	-18,6
Research and development	12,4	22,3	-9,9	-44,4
Depreciation	66,0	31,4	+34,6	+110,2
Goodwill amortization	93,3	8,7	+84,6	+972,4
Number of staff (end of year)	2770	3435	-665,0	-19,4
Investments – net	41,1	102,7	-61,6	-60,0
Takeover and sale of participations	74,2	-18,6	+92,8	+498,9
<b>Earnings</b>				
Earnings before interest, taxes and goodwill amortization (Ebita)	-15,8	63,3	-79,1	-125,0
Ebita as % of net sales	-	9,5		
Earnings before taxes (Ebt)	-128,6	41,4	-170,0	-410,6
Earnings before taxes as % of net sales	-	6,2		
Net earnings for the year	-127,3	34,1	-161,4	-473,3
Net earnings for the year as % of net sales	-	5,1		
<b>Cash flow including movement in net working capital</b>				
Cash flow	-5,0	59,8	-64,8	-108,4
Cash flow as % of net sales	-	9,0		
Free cash flow	-120,3	-24,4	-96,0	-393,0
<b>Balance sheet</b>				
Balance-sheet total	706,4	707,2	-0,8	-0,1
Current assets	270,2	281,2	-11,0	-3,9
Fixed assets	436,2	426,0	+10,2	+2,4
Current liabilities	155,3	158,9	-3,6	-2,3
Long-term liabilities	400,3	278,1	+122,2	+43,9
Shareholders' equity	150,7	269,9	-119,2	-44,2
Shareholders' equity as % of balance-sheet total	21,3	38,2		

Net sales by segment in 2001



Market segments by region in 2001



# The Mikron Group in the financial year 2001

**The results for the year 2001 can only be compared with those for the previous year to a limited extent. The Standard Machines product group was sold in July 2000. On January 1, 2001 the Netherlands-based Axxicon Group was acquired and was thus consolidated in the financial year 2001. In the Infocom Technology division, 2001 saw the divestment of capacity representing a sales potential of CHF 200 million. Furthermore, application of the "percentage of completion" method, as required by International Accounting Standards (IAS), produced a one-off increase of CHF 66 million in the sales of the Production Equipment business segment.**

## Earnings

The Mikron Group ended the year 2001 with a loss of CHF 127.3 million. The result includes CHF 88 million in extraordinary goodwill amortization and around CHF 31 million in restructuring costs, chiefly related to the Infocom Technology division's sharp reduction in capacity. The restructuring costs are net of the CHF 24 million provisions made the previous year and the CHF 19 million realized from the sale of infocom activities to the joint venture with Balda: the actual cost of restructuring was thus CHF 74 million. Earnings before interest, taxes and goodwill amortization (Ebita) showed a loss of CHF 15.8 million – or a profit of some CHF 15 million before restructuring costs.

### Earnings per share

CHF mill.	00	01	
	26,83	-99,18	-469,7%

### Ebita

CHF mill.	00	01	
	63,3	-15,8	-125,0%

## Orders and net sales

Orders in 2001 totaled CHF 501.2 million while net sales amounted to CHF 607.5 million. The stock of orders stood at CHF 152.0 million.

The volume figures for 2001 are not comparable with those of the previous year. The scope of consolidation changed for a number of reasons. The acquisition in January 2001 of the Axxicon Group, with an annual business volume of around CHF 110 million, could scarcely offset the drop in volume caused by the sale of the Standard Machines product group in 2000. In the Infocom

### Orders

CHF mill.	00	01	
	713,5	501,2	-29,8%

Technology division, 2001 saw the divestment of capacity representing a sales potential of CHF 200 million. Furthermore, application of the IAS-required "percentage of completion" method in the Group's financial reporting produced a one-off increase of CHF 66 million in the sales of the Production Equipment business segment. The stock of orders was consequently reduced by the same amount.

Movement of net sales differed in the various geographical markets. Sales by the newly acquired Axxicon companies were not enough to offset the volume drop in Europe caused by restructuring in the Infocom Technology division. Reduced volumes in Infocom and in the Machining Technology division resulted in

a decline in net sales in Asia. The healthy rate of growth in North

America is chiefly a

result of increased net sales for Assembly Technology but also reflects the performance of the newly acquired Axxicon companies.

## Cash flow

Because the CHF 127.3 million loss for 2001 resulted largely from non-cash items (namely goodwill amortization and write-offs for restructuring), cash flow before movement in net working capital totaled CHF 27.7 million. Cash flow after movement in net working capital – which increased chiefly through the release of the previous year's provision for restructuring – was negative at CHF –5.0 million.

The CHF 115.3 million cash flow used in investing activities includes CHF 32.8 million of investments in fixed assets, the CHF 80.8 million acquisition of the Axxicon Group (net of cash acquired), the CHF 6.6 million disposal of net assets in the Infocom division (net of cash disposed) and CHF 8.3 million in

movement of financial and intangible assets.

Free cash flow was thus

negative at CHF –120.3 million. This was covered by increasing bank borrowing and reducing liquidity.

## Added value and number of staff

Added value relative to personnel costs was down from the previous year's level of 1.8 to 1.48. This temporary deterioration reflects in the main the

### Net sales

CHF mill.	00	01	
	664,7	607,5	-8,6%

### Operating output

CHF mill.	00	01	
	675,6	550,1	-18,6%

closure of subsidiary companies, entailing personnel costs after production ceased.

The number of Mikron Group employees fell from 3435 to 2770 at the end of 2001. Although the acquisition of Axxicon added 540 to the total, the Infocom division alone shed 1100 jobs. The number of staff in the other divisions fell by 105, while the number employed in Switzerland rose slightly, from 1045 to 1130.

### Balance sheet

The CHF 53 million reduction in cash meant that the balance-sheet total on December 31, 2001 was unchanged despite the acquisition of Axxicon. As a result of the acquisition and, most importantly, the release of the previous year's provision for restructuring, net working capital increased by CHF 67.1 million. The CHF 10.2 million increase in fixed assets also reflects the Axxicon acquisition. Because the goodwill acquired with the takeover is approximately equivalent to the extraordinary goodwill amortization in Infocom, intangible assets were practically unchanged.

Net borrowings increased from CHF 181.7 million to CHF 356.2 million, reflecting the outside financing for the Axxicon acquisition and the negative free cash flow. Shareholders' equity – affected by the loss for the year – stands at CHF 150.7 million, with the proportion of shareholders' equity at 21.3%.

### Outlook for 2002

The market is expected to remain generally sluggish in 2002. In the sectors of relevance to Mikron, a poor performance is anticipated in the first six months with recovery in the second half. Capacity and cost structures within the Mikron Group have been adjusted accordingly. Budget projections are based on a lack of growth in sales and are strongly geared towards improving cash flow. The result for the first half-year is expected to be negative but for the year as a whole a solidly positive operating result (Ebita) is anticipated. A policy of rigorous cost management is being pursued to this end but success also depends on the inflow of orders in the coming months.

In any event, further action is needed to put the balance sheet back in good shape within a practical timespan. The Board of Directors has therefore decided

to proceed with more substantial divestments, thus achieving a more consistent business mix with a sharper strategic focus.

The restructuring measures already undertaken and those planned, along with the Group's continuing strong position in well-defined niche markets and a healthier balance-sheet structure, will ensure that Mikron is once again able to achieve impressive performance figures.

### Mikron Group capital structure and shares

#### Capital structure at December 31, 2001

Share capital	CHF	64 285 200.–
Registered unitary shares	shares	1 285 704
Nominal value	CHF	50.–
Own holdings	shares	950

#### Key market figures at December 31, 2001

Market capitalization	CHF	183 855 672.–
of which free float	%	99,9
Market capital/net sales	%	30,3
Market capital/shareholders' equity	%	121,6

#### Key data per share for 2001

(basis: weighted average of issued shares)

Earnings (EPS)	CHF	–99.18
Cash flow	CHF	–3.87
Shareholders' equity	CHF	117.79

#### Share statistics 2001

Market rate (high/low)	CHF	645.–/88.–
Tax value 1.1.2002	CHF	148.75

# Board of Directors' forum

## Current situation and prospects

As the year 2001 unfolded the Board of Directors faced an increasingly difficult situation. So rapid was the decline in infocom business that, on top of additional plant closures, the short-term decision was taken to sell 50% of infocom activities to Balda. By the middle of the year, the generally deteriorating economic climate was beginning to impact on the Group's other divisions, and the response included management changes in two divisions. It was impossible to foresee the full cumulative effect of the various influences, and this meant that performance figures repeatedly had to be revised downwards. Against a background of uncertainty in the infocom sector, the Board finally decided on further extraordinary goodwill amortization.

Operating activities will not generate sufficient cash to achieve the Board of Directors' targets for proportion of shareholders' equity and level of borrowings within a practical timespan. It has therefore been decided that, alongside certain minor short-term divestments of non-strategic assets, the Group will proceed with a strategic divestment by selling its Machining Technology division. At the same time, this step is a logical progression in Mikron's transformation over recent years from an engineering concern to a technology group. The planned disposal of what is the last remaining Machining Technology unit will mean that, by the end of 2002, the proportion of shareholders' equity will return to over 30% and the ratio of total liabilities to shareholders' equity will approach 1.2:1. The result for the year will be substantially affected by extraordinary costs in connection with the financing and proceeds of the divestments.

Potential sales for the new Mikron Technology Group in 2003 are CHF 450–500 million. As a more homogeneous unit, the Group can further intensify its focus on its core competence: "Engineering Intelligence for High Volume Production". The various divisions – Assembly Technology, Axxicon Mould Technology and

Plastics Technology – as well as the BaldaMikron joint venture will concentrate even more rigorously on providing one-stop solutions. Global customers can thus rely on Mikron for support in developing primarily plastic-based products; for the supply of optimized, individually tailored production systems; and – as an outsourcing partner manufacturing plastic assemblies – for full subcontracting of high-volume production worldwide.

## Changes

Restructuring in the Components business segment led to the departure in 2001 of segment Head Ivan Vollenweider and of Beat Sennhauser, Head of Plastics Technology. In autumn 2001 Jean-Michel Locarnini took over as Head of Plastics Technology in Europe. On April 1, 2002 Rolf Rihs will take over as Head of the Assembly Technology division, enabling Martin Frauenfelder to transfer, as planned, to Group Management.

At the 2001 General Meeting the Board of Directors gained an additional member in the person of Heinrich Spoerry. The 2002 General Meeting marks the end of the period of office of board members Peter Forstmoser, Erich Müller and Johann-Niklaus Schneider. All have agreed to be renominated.

## Shares and dividends

In the light of the substantial loss, the Board of Directors will propose to the General Meeting that no dividend be paid out. The uncertain trading conditions and the general climate on the Stock Exchange had a very adverse effect on the share price, which fell from CHF 640 at the beginning of 2001 to CHF 143 at the year end. The downward trend was further reinforced after announcement of the final loss for the year and the strained balance-sheet situation. Aware that investors have been greatly disappointed by the turn of events, the Board will spare no effort to put the Group back on a successful course as quickly as possible.

## Members of the Board of Directors of Mikron Holding AG

term of mandate, elected until

<b>Hans Ulrich Märki</b> , lic. rer. pol., <b>Chairman of the Board</b>	Chairman, IBM Europe, Middle East & Africa, based in Paris	2004
<b>Peter Forstmoser</b> , Dr. iur., <b>Vice-Chairman</b>	Professor at University of Zurich and lawyer practising in Zurich	2002
<b>Erich Müller</b> , lic. oec.	based in Winterthur	2002
<b>Johann-Niklaus Schneider</b> , dipl. Ing. ETH	Chairman and CEO of the Ammann Group, Langenthal, based in Langenthal	2002
<b>Hans-Peter Sieber</b> , dipl. Kfm. HKG	General Manager of Bernische Lehrerversicherungskasse, Berne, based in Courtaman	2004
<b>Heinrich Spoerry</b> , lic. oec. HSG	Chairman and Delegate of the Board of the SFS Group, based in Uetikon a.S.	2004
<b>Peter Wirth</b> , Dr. sc. tech., dipl. Ing. ETH, <b>Delegate of the Board</b>	Chief Executive Officer of the Mikron Group, based in Ipsach	2004

**Auditors:** Ernst & Young AG, Zurich

# The Mikron management team



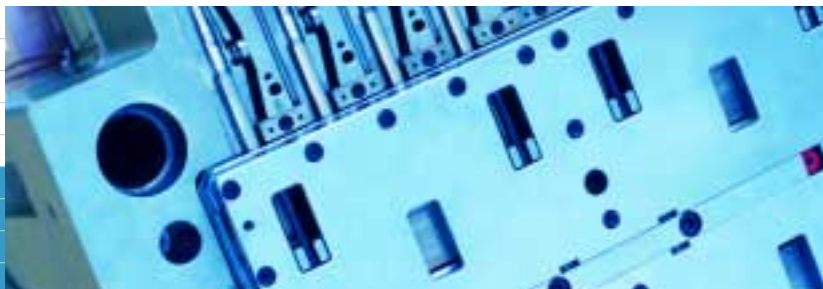
**Hans Ulrich Märki**  
Lic. rer. pol.  
Chairman of the Board of Directors  
Mikron Group

**Peter Wirth**  
Dr. sc. tech., dipl. Ing. ETH  
Chief Executive Officer  
Mikron Group

**Jürg E. Wenger**  
Dipl. Wirtschaftsprüfer  
Chief Financial Officer  
Mikron Group



# Production Equipment



**Although application of the “percentage of completion” (POC) method produced a one-off increase in volume for the Production Equipment business segment, its earnings were halved. Machining Technology was the only division that managed to sustain an operating result close to that of the previous year. In the Assembly Technology division, Ebita fell by a third. The main factors responsible were the sharp decline in volume, as a result of market conditions, and a high level of investment in new customer applications. Axxicon Mould Technology made practically no contribution to the result, chiefly because sales of CD and DVD moulds suffered in the depressed market.**

The volumes realized by the Production Equipment business segment in 2001 are not comparable with those of the previous year. At around CHF 70 million, the net sales of the Axxicon Group companies, acquired in 2001 and incorporated into the Production Equipment business segment, fell some CHF 40 million short of the corresponding figure for the Standard Machines product group, which was sold in the year 2000. Net of the POC effect, the segment’s business volume thus declined. The level of orders in all the divisions was well below expectations.

The increase in staff numbers is explained by the fact that, at the end of the year 2000, the workforce of Standard Machines – sold five months earlier – had already been subtracted from the total, and the Axxicon Group’s employees were added to this figure when Axxicon was acquired in 2001.

## Prospects

Mikron remains strongly positioned in the product and market sectors served by the Production Equipment segment. On the assumption that 2002 will bring economic recovery, all the divisions can expect fuller order books, but only in Axxicon Mould Technology will the improvement be reflected in better sales figures for the current year. The Assembly Technology and Machining Technology divisions are expected to report net sales down on the levels of 2001 because the latter were boosted by high stocks of orders from the previous year. A slight improvement in the overall operating result is anticipated: Axxicon Mould Technology is expected to perform much better, with slight improvement in the Assembly Technology division and a deterioration in Machining Technology’s result, reflecting the decline in business volume.

	00	01	+/-
<b>Orders</b>			
CHF mill.	445,9 <sup>1)</sup>	<b>319,8</b>	-28,3%
<b>Net sales</b>			
CHF mill.	396,4 <sup>1)</sup>	<b>427,2<sup>2)</sup></b>	+7,8%
<b>Ebita</b>			
CHF mill.	48,8 <sup>1)</sup>	<b>23,1</b>	-52,7%
<b>Number of staff</b>			
at year end	1128	<b>1558</b>	+38,1%

<sup>1)</sup> Standard Machines product group, 7 months only

<sup>2)</sup> net of POC effect: CHF 362 million



# Mikron Machining Technology



## Depressed demand in 2001

In the Machining Technology division (excluding the divested Standard Machines product group) orders fell by 20% in 2001. While the automotive market remained healthy throughout the period, demand from the electronics market fell sharply from the beginning of the year onwards, connectors for mobile phones being one of the products affected. In the fourth quarter, demand for the machines used to manufacture ballpoints – produced chiefly in countries close to Afghanistan – effectively collapsed. In addition, the US market was depressed throughout the year.

Sales, net of the divestment and POC effects, showed no growth although they were helped significantly by stocks of orders from the previous year.

## Satisfactory operating results

The operating results of all three product groups – Special Purpose Machines, Special Purpose Tools and Motor Spindles – were satisfactory. Although the product mix in Special Purpose Machines was adversely affected by the absence of orders for smaller output-intensive machines, this was compensated for through increased efficiency. The newly developed Multifast came through its industrialization phase with flying colors and now figures prominently in the product portfolio. There was progress, too, with the project to improve overall process logistics at the main facility in Agno, although planned new building there was postponed.

## Prospects

The year 2002 is proving difficult. Demand from the automotive industry remains very healthy although heavily concentrated in Germany, which is increasingly dominant as a source country for high-value vehicle subsystems. Other markets are not expected to recover before the second half of the year. On top of the substantial cost savings already achieved in 2001, the temporary underutilization of capacity will be addressed through short-time working and insourcing.

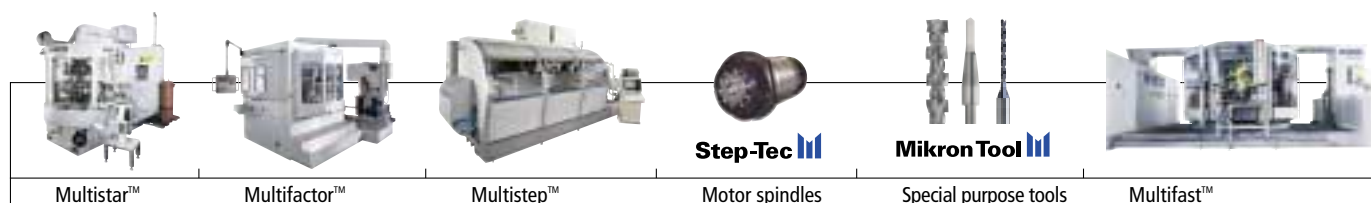
The division should thus once again report a solidly positive operating result although, for reasons including the temporarily altered product mix, it will not match that of previous years.

	00	01	+/-
<b>Orders</b>			
CHF mill.	312,5 <sup>1)</sup>	<b>151,4</b>	-51,6%
<b>Net sales</b>			
CHF mill.	261,8 <sup>1)</sup>	<b>196,7<sup>2)</sup></b>	-24,9%
<b>Stock of orders</b>			
CHF mill.	109,7 <sup>1)</sup>	<b>65,0<sup>3)</sup></b>	-40,7%
<b>Number of staff</b>			
at year end	688	<b>746</b>	+8,4%

<sup>1)</sup> Standard Machines product group, 7 months only

<sup>2)</sup> net of POC effect: CHF 166 million

<sup>3)</sup> net of POC effect: CHF 96 million



# Axxicon Mould Technology



## Consolidated for the first time

Axxicon Mould Technology was consolidated into the Mikron Group for the first time in 2001. Now a division of the Group, it comprises five production facilities. In the Netherlands, injection mould manufacture for CD and DVD production is a major activity at two facilities that have established Axxicon as one of the world's top two companies in this market. Customer-specific moulds for the medical technology and packaging industries account for the remaining third of the Netherlands facilities' production. Axxicon's plant in France leads the market in Smart-Card mould manufacture, while its English-based company and a plant in Denmark that formerly served the Infocom Technology division produce customer-specific high-volume moulds for the medical technology and consumer goods sectors. Sixty percent of Axxicon Mould Technology's volume is produced in the Netherlands.

## CD and DVD market temporarily depressed

Axxicon's first year as part of the Mikron Group proved disappointing. The main contributory factor was the state of the CD and DVD market, which failed to recover as anticipated by the middle of the year and remained depressed throughout the twelve-month period. This negative situation was responsible for reducing the operating result by CHF 5 million. The division's other activities, particularly in the consumer electronics sector, held up relatively well despite a negative market climate. In the course of the year the Danish plant ceased injection-moulding activities for the infocom sector to concentrate fully on mould making.

The cost of the steps taken at the end of 2001 to increase efficiency by cutting some 10% of the division's workforce adversely affected its result for the year.

## Prospects

The market for CDs, and particularly DVDs, is expected to recover in 2002. The fact that Axxicon has the capability and capacity to manufacture moulds in both high volumes and long series, to tight deadlines, will win it further orders. Already in the first few months of 2002, customers in the medical technology and consumer goods industries have placed major orders with Mikron. The current year will thus see a substantial increase in business volume, with a decidedly positive operating result. Increased efficiency through the use of inter-plant synergies and a joint sales organization will also help to improve results in the medium term, in line with Mikron's objectives for the division.

	<b>01</b>
<b>Orders</b>	
CHF mill.	<b>64,3</b>
<b>Net sales</b>	
CHF mill.	<b>71,8</b>
<b>Stock of orders</b>	
CHF mill.	<b>15,0</b>
<b>Number of staff</b>	
at year end	<b>444</b>

No comparison with the previous year, as Axxicon was acquired on 1.1. 2001



# Mikron Assembly Technology



## Orders sharply down

Orders for the Assembly Technology division in 2001 were 20% below the previous year's level. The first half saw an absence of orders from the electronics and telecom sectors. Then in the second semester, orders from US customers began to be postponed. In the last quarter of the year order volume from Europe also fell as customers delayed decision making.

Thanks to substantial stocks of orders from 2000, sales remained relatively healthy. By shedding more than 70 staff the division was able to reduce costs significantly in the course of the year. It also closed its facility in Scandinavia.

## Investing in the future

The operating result for 2001 was positive although sharply down on that of the previous year. Contributory factors included downsizing costs and the associated reduction in productivity. High costs were also incurred in the development of new applications for medical technology devices, which have significant potential for the future.

The latest generation of a high-performance assembly system – featuring highly flexible, changeover-friendly assembly modules with a short delivery time – completed its development stage during 2001 and goes on the market in 2002. Plans to expand capacity through new building at the Boudry plant have been postponed.

## Prospects

The division managed to start 2002 with a cost structure adapted to its business volumes. Thanks to healthy demand from the medical technology and automotive sectors, orders from Europe will be up on the previous year's level. Performance in the first few months has confirmed this trend – and the new product generation is being well received on the market. Companies in the USA are still showing little enthusiasm for investing in automation, and capacity at the division's American subsidiary is therefore being further reduced.

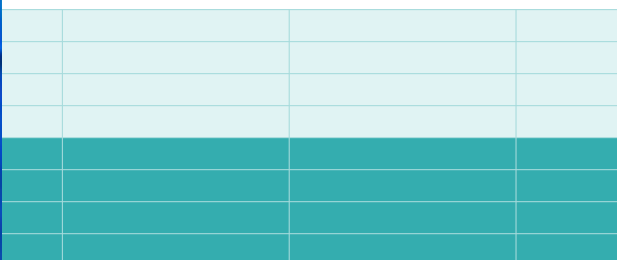
Assembly Technology's sales in 2002 will be significantly down on the previous year's figure, reflecting both the reduced stocks of orders and the cuts in capacity. On the other hand, thanks to improved productivity and lower development costs, the result is likely to show an improvement despite the drop in volumes.

	00	01	+/-
<b>Orders</b>			
CHF mill.	133,6	<b>104,2</b>	-22,0%
<b>Net sales</b>			
CHF mill.	134,8	<b>158,8<sup>1)</sup></b>	+17,8%
<b>Stock of orders</b>			
CHF mill.	99,2	<b>44,6<sup>2)</sup></b>	-55,0%
<b>Number of staff</b>			
at year end	440	<b>368</b>	-16,4%

<sup>1)</sup> net of POC effect: CHF 124 million    <sup>2)</sup> net of POC effect: CHF 79 million



# Components



**Volume in the Components business segment fell dramatically in 2001. The main contributory factor was the slump in the mobile telephony market (served by the Infocom Technology division), aggravated by the fact that Mikron's major customer, Ericsson, lost market shares and was forced to restructure. While business volumes from the automotive and document-processing industries – established markets for Mikron – failed to grow, there was a sharp decline in consumer electronics business. However, the integration of three companies acquired with the Axxicon Group boosted the Plastics Technology division's volume by CHF 45 million over the previous year.**

The operating result was hard hit by the costs of restructuring. Some CHF 70 million was spent on cutting capacity in Infocom Technology and eliminating weaknesses in the Plastics Technology division. The CHF 24 million provisions for restructuring made in the previous year and the profit of CHF 19 million from the sale of infocom companies to the joint venture with Balda could not offset the full impact of this.

The workforce was sharply reduced by the closure and sale of companies in the Infocom Technology division. In Plastics Technology the number of staff rose by 240 as the Axxicon companies were integrated.

## Prospects

In the coming months the Components business segment will face very different types of challenges in Europe, America and Asia. Accordingly, the segment has been restructured along geographical lines as of mid-2001. Mikron has withdrawn from the mobile telephony sector in Europe and will now focus its efforts here chiefly on the automotive and medical technology markets. With other sectors of the market announcing relocations to Asia, business volume in Europe is not likely to grow. In America and Asia, on the other hand, significant increases in volume are planned in order to meet market demand – and the necessary capacity is available.

The Components segment overall is expected to report growth of more than 10%, with a solidly positive operating result. See page 15 for details.

	00	01	+/-
<b>Orders</b>			
CHF mill.	272,1	<b>184,5</b>	-32,2%
<b>Net sales</b>			
CHF mill.	274,4	<b>186,1</b>	-32,2%
<b>Ebita</b>			
CHF mill.	-2,9 <sup>1)</sup>	<b>-26,6</b>	+817,2%
<b>Number of staff</b>			
at year end	2287	<b>1196</b>	-47,7%

<sup>1)</sup> including provisions of CHF 24 million for restructuring



Nidau, CH

Derendingen, CH

Huddersfield, UK



# Mikron Plastics Technology



## Volume up, though below expectations

The Plastics Technology division's business volumes for 2001 are not comparable with those of the previous year. Three of the companies acquired with the Axxicon Group were integrated and consolidated into the division. Business for the established Mikron companies was sluggish by comparison with the year 2000 but the former Axxicon companies in the USA and the Netherlands reported healthy growth. Overall, however, volumes fell short of expectations. Contributory factors were the sharp decline in demand from the consumer electronics market – a reflection of both economic and structural influences – and the leveling-off of business from the automotive industry in the second half of 2001.

## Operation turnaround

The Plastics Technology division's operating results for 2001 were unsatisfactory. They reflected, on the one hand, the reduced volumes and consequent underutilization of capacity, but structural problems in the Swiss and Italian production facilities, and in one of the US plants, also contributed.

The turnaround began mid-year with the re-organization of the division and a management change. The restructuring entailed one-off costs of CHF 5 million.

Significant progress was achieved in the medical technology market sector. As well as a major project that will bring orders for moulds and assembly systems in 2002 and substantial volumes of business in the production of plastic subsystems from 2003 onwards, the division won contracts for a number of other very promising engineering projects.

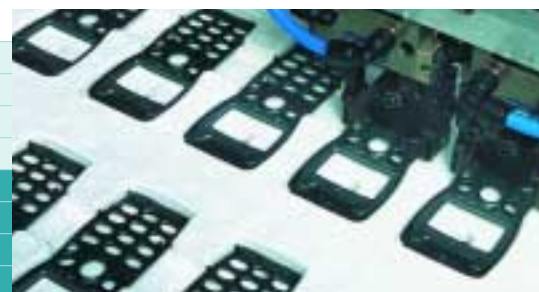
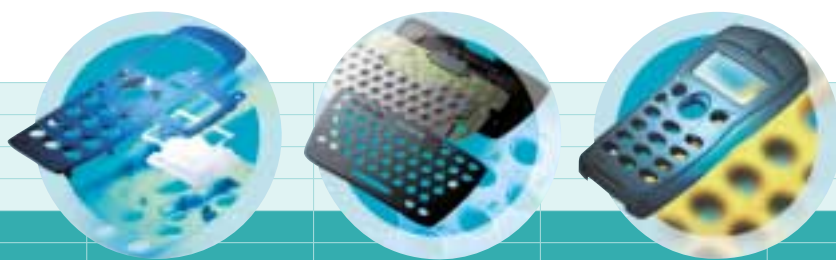
## Prospects

Mikron Plastics Technology is no longer a separate division but has been reorganized and integrated into the new geographically structured Components business segment. See page 15 for details.

	00	01	+/-
<b>Orders</b>			
CHF mill.	78,8	<b>119,4</b>	+51,5%
<b>Net sales</b>			
CHF mill.	78,1	<b>123,7</b>	+58,4%
<b>Number of staff</b>			
at year end	394	<b>580</b>	+47,2%



# Mikron Infocom Technology



## A year of radical downsizing

In the course of 2001 Mikron had to undertake dramatic and widespread downsizing following the unexpected slump in the mobile telephony market and restructuring by Ericsson, the Infocom Technology division's main customer. Ericsson drastically pared down its existing and developing product portfolios – wiping out virtually all its business with Mikron in the space of four months – and farmed out production to Flextronics, mainly in Asia.

Mikron undertook extensive production-facility restructuring. The largest plant in Norway, with a workforce of 700, was closed, while the Swedish plant was severely downsized and eventually disposed of in sections. The facilities in China and Malaysia and the Wireless Technology engineering company in Norway were sold to the 50/50 joint venture with Balda, and the plant in Texas was integrated into the 50/50 joint venture with TecStar. The division's Danish company was downsized to concentrate exclusively on mould making and transferred to the Axxicon Mould Technology division, while the second remaining plant in Norway – also radically downsized – was re-equipped for a new market as part of the Components Europe division.

## Scarcely a third of volume remaining

Infocom Technology's remaining business volume for 2001 was just CHF 63 million, CHF 39 million of which was realized by companies which are no longer operating in their previous form, and CHF 24 million (Mikron's share) by the ongoing joint venture with Balda in Asia.

The operating result for those companies that are continuing in business was positive. It fell short of projections, however, because business volumes – even in Asia – were lower than expected. The cost of the restructuring was CHF 65 million.

## Prospects

The Mikron Infocom Technology division has been dissolved. The ongoing activities have been integrated into Mikron's other divisions.

	00	01	+/-
<b>Orders</b>			
CHF mill.	193,3	<b>65,2</b>	-66,3%
<b>Net sales</b>			
CHF mill.	196,2	<b>62,7</b>	-68,0%
<b>Number of staff</b>			
at year end	1893	<b>616</b>	-67,5%



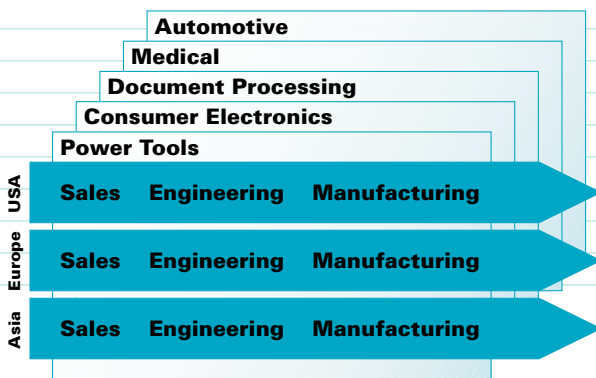


# Components business segment from 2002 onwards

**Global market requirements in the three continents of Europe, Asia and America will be very different in the months and years ahead. To meet these requirements Mikron's Components business segment has been reorganized into three new geographically based divisions.**

Sales and engineering functions are combined within each division and structured according to markets and technologies. The production facilities are coordinated with regard to production technology, infrastructure and logistics. Key account managers are responsible for cooperation with global customer groups.

In terms of technologies and market areas, Mikron concentrates on functional, mainly high-value components for drive assemblies in vehicle comfort systems, document-processing and consumer electronics appliances and power tools. Other important market areas include functional components and casings for self-medication and self-diagnosis devices and surface-refined assemblies for consumer electronics appliances and mobile phones.



## One-stop solutions

The restructured Components business segment will focus even more intensely on providing global customers with one-stop solutions:

- support with the development of primarily plastic-based products, ensuring that production systems are correctly designed;
- optimization of production tools and installations, from individual moulds to entire injection-moulding systems;
- assembly automation as part of the value-added chain;
- customer-specific production of plastic assemblies, as an outsourcing partner.

## Components Europe

Mikron has withdrawn from the mobile telephony market in Europe. This move reflects the growing trend among mobile-phone manufacturers to shift production to the high-growth, lower-cost Asian markets. Because relocation to Asia is also emerging as a trend in the consumer electronics and document-processing sectors, the Components Europe division – with production facilities in Switzerland, Italy, the Netherlands, England and Norway – concentrates mainly on supplying the automotive and medical technology markets. Its current business volume of just over CHF 100 million is therefore expected to increase only slightly. In order to maximize earnings, the value-added chain is being pared down and capacity utilization improved at the reduced number of facilities.

## Components Americas

In America North and South the goal is substantial volume growth and the current volume of some CHF 30 million is expected to increase significantly. A favorable factor here is the trend among American automotive manufacturers to reduce their supplier base to a small number of globally active companies. Capacity to cope with the planned volume growth is already available in the three facilities in Rochester, Anderson and San Antonio. This division focuses on the same market segments as its counterpart in Europe. In addition, the Mikron TecStar LP joint venture in San Antonio serves the American mobile telephony industry.

## Components Asia

Strong growth is also anticipated in Asia. This assumption is based on the established pattern of relocation to Asia and on the fact that mobile telephony is recovering. The business volume generated by the joint-venture plants operated with Balda in China, and Balda and TFPPI in Malaysia amounted to around CHF 70 million (Mikron share: around CHF 24 million) in 2001. Also factored into this figure is a growing proportion of business from customers in the document-processing and consumer electronics sectors, as well as sales by the Wireless Technology engineering company in Norway.



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