Interim Report January-September / 2001
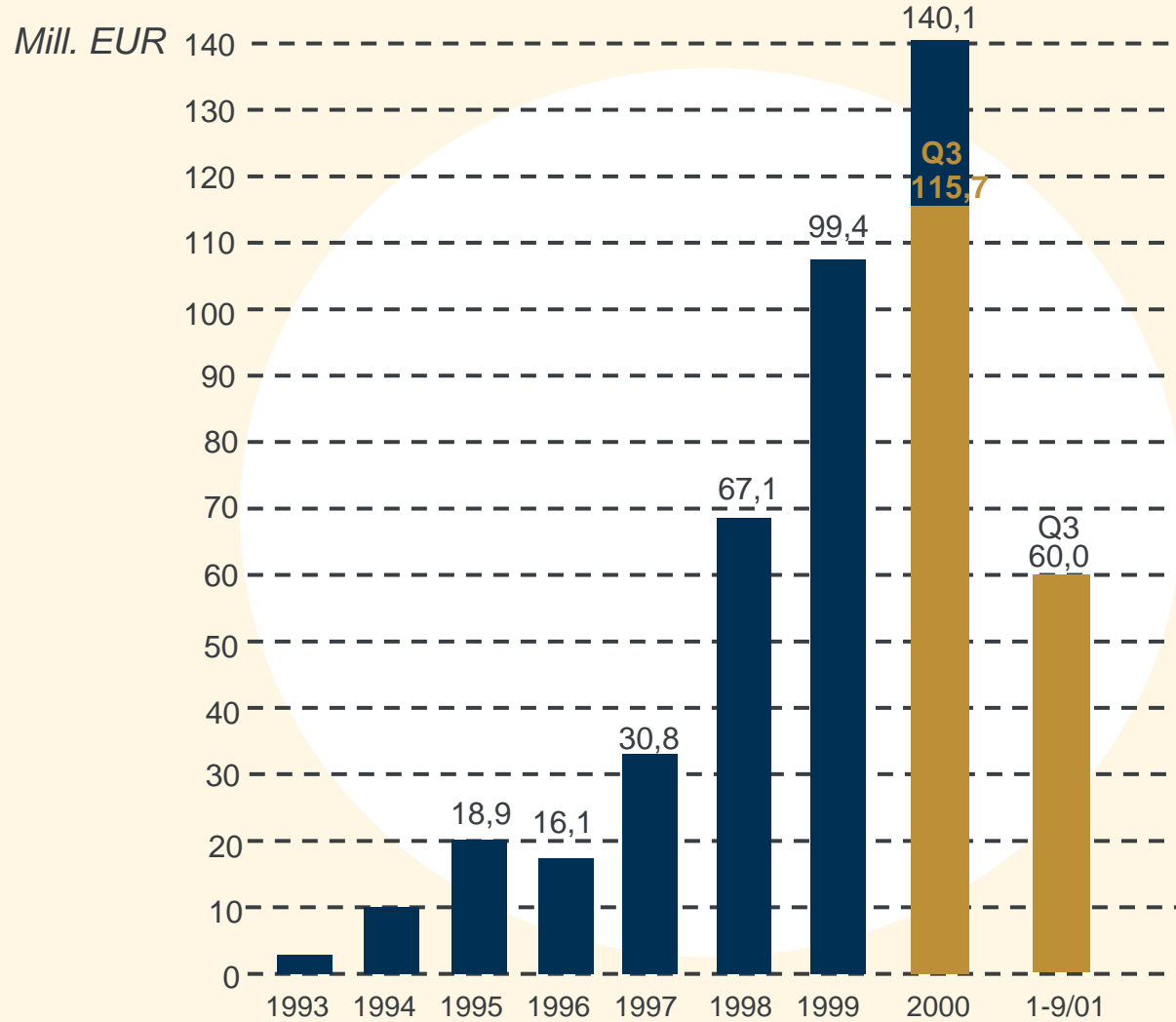
› *Figures*

› *JOT Automation Business areas*

› *Production Automation Future Prospects*

Key Figures

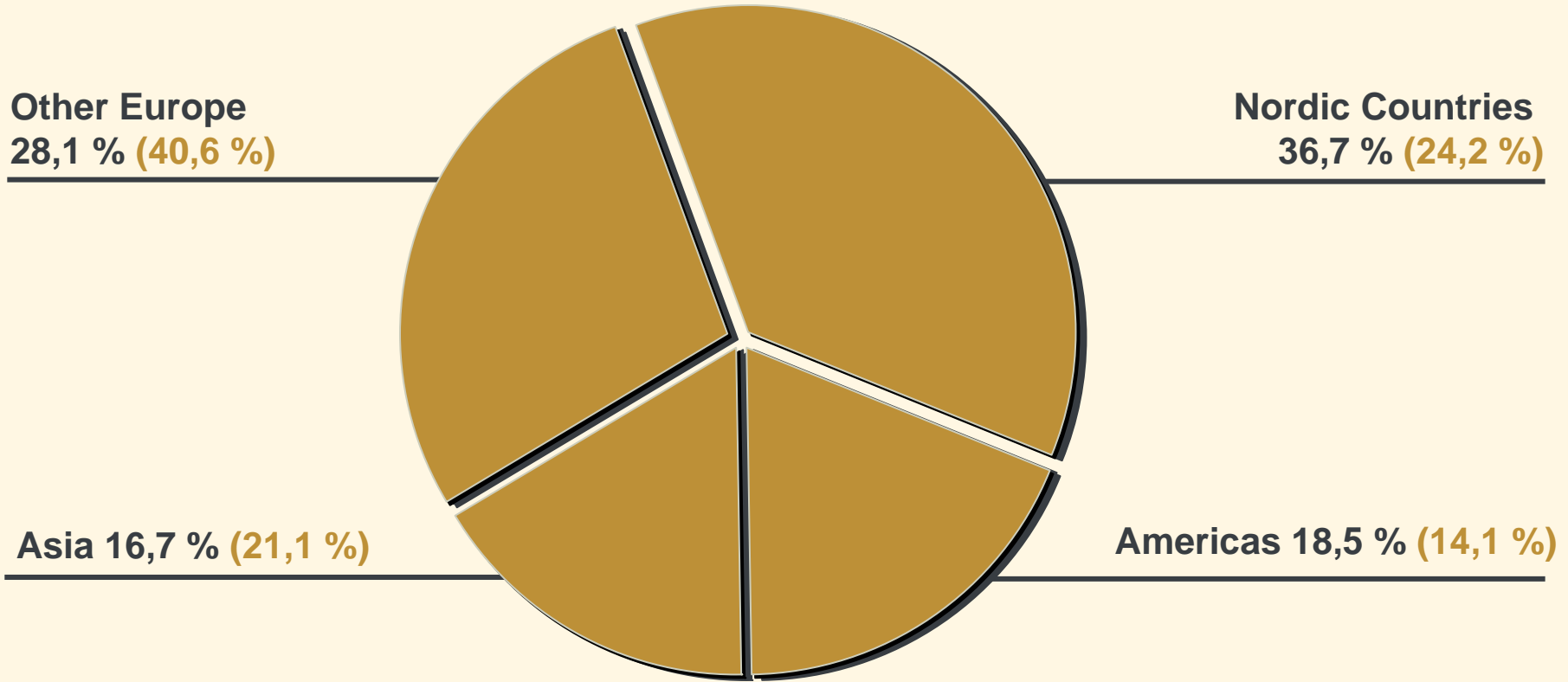| Mill. EUR	1-9/01	1-9/00	Change, %	2000
Net Sales	60,0	115,7	-48,2	140,1
Operating profit	-12,2	16,3	-175,0	14,1
Operating profit, % of net sales	-20,3	14,1		10,0
Profit before taxes	-12,7	16,4	-177,4	13,1
Profit before taxes, % of net sales	-21,2	14,1		9,4

EUR				
Earnings / share	-0,07	0,07		0,06
Equity / share	0,17	0,24	-29,2	0,22

Net Sales *January - September 2001*

Mill. EUR

Chart — Net Sales by year (Mill. EUR):

Year	Net Sales
1993	—
1994	10,5
1995	18,9
1996	16,1
1997	30,8
1998	67,1
1999	99,4
2000	140,1 (Q3 115,7)
1-9/01	Q3 60,0

JOT Automation

Net sales by market area
January – September 2001

Other Europe
28,1 % (40,6 %)

Nordic Countries
36,7 % (24,2 %)

Asia 16,7 % (21,1 %)

Americas 18,5 % (14,1 %)

Net sales by customer segments
January – September 2001

EMS 9,6% (12,2%)

GDT 27,6% 14,9%)

Telecom
41,8% (72,2%)

Others 1,4% (0,7%)

CMS 19,5% (0,0%)
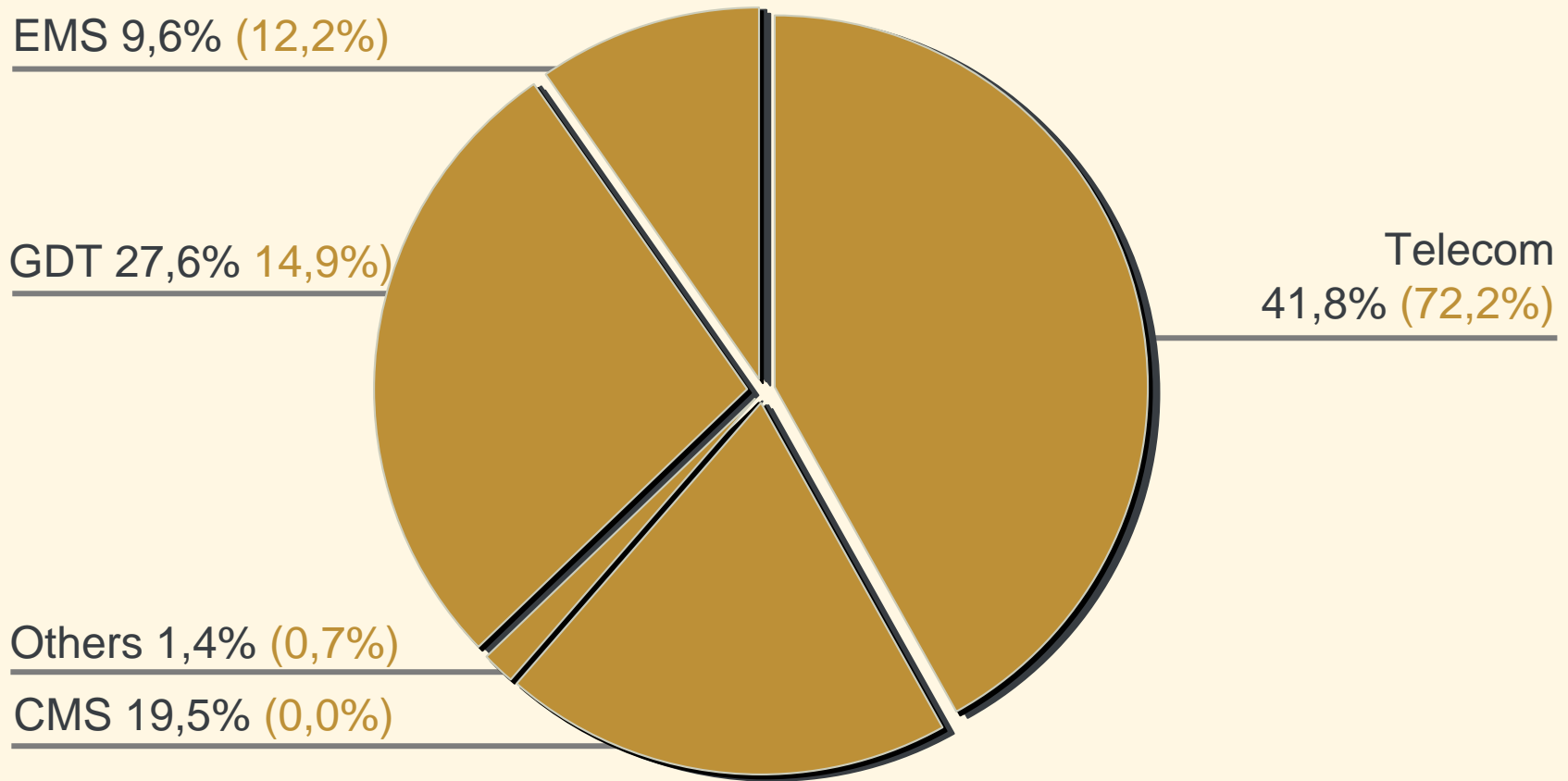
Key Figures

	1-9/01	1-9/00	2000
Return on equity, % (ROE)*	-42,2	38,8	28,2
Return on investment, % (ROI)*	-13,6	44,9	29,5
Interest-bearing net liabilities, mill. EUR	13,2	8,0	4,3
Net Gearing, %	43,5	19,3	11,2
Equity ratio, %	41,8	45,7	47,5

* The equity ratios have been calculated on a bases of the last 12 months.

Key Figures

	1-9/01	1-9/00	2000
Gross investments in, mill. EUR	13,2	5,2	6,9
Gross investments in, % of net sales	21,9	4,5	4,9
R & D costs, mill. EUR	4,4	6,4	7,9
R & D costs, % of net sales	7,3	5,6	5,6

Personnel
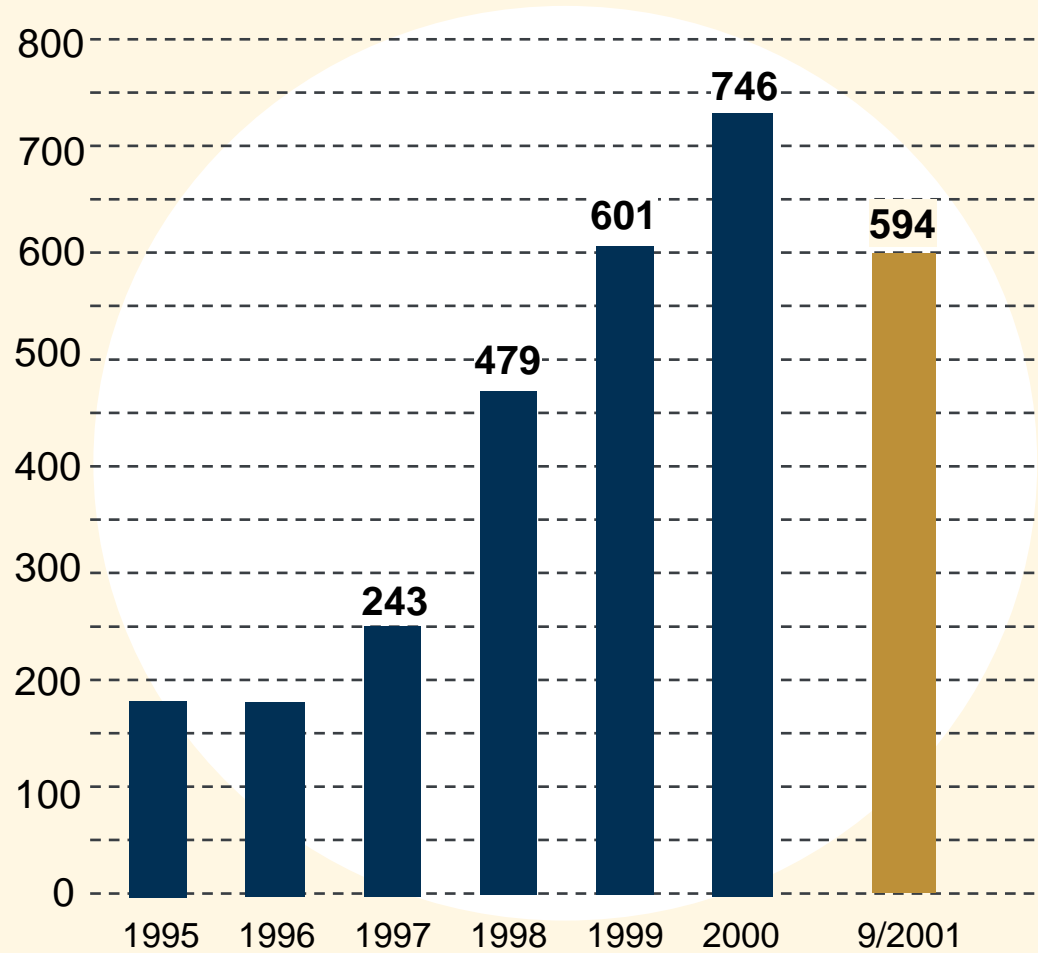
Quartely Profitability 2000-2001

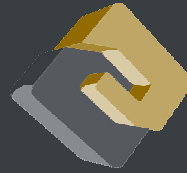**JOT AUTOMATION**
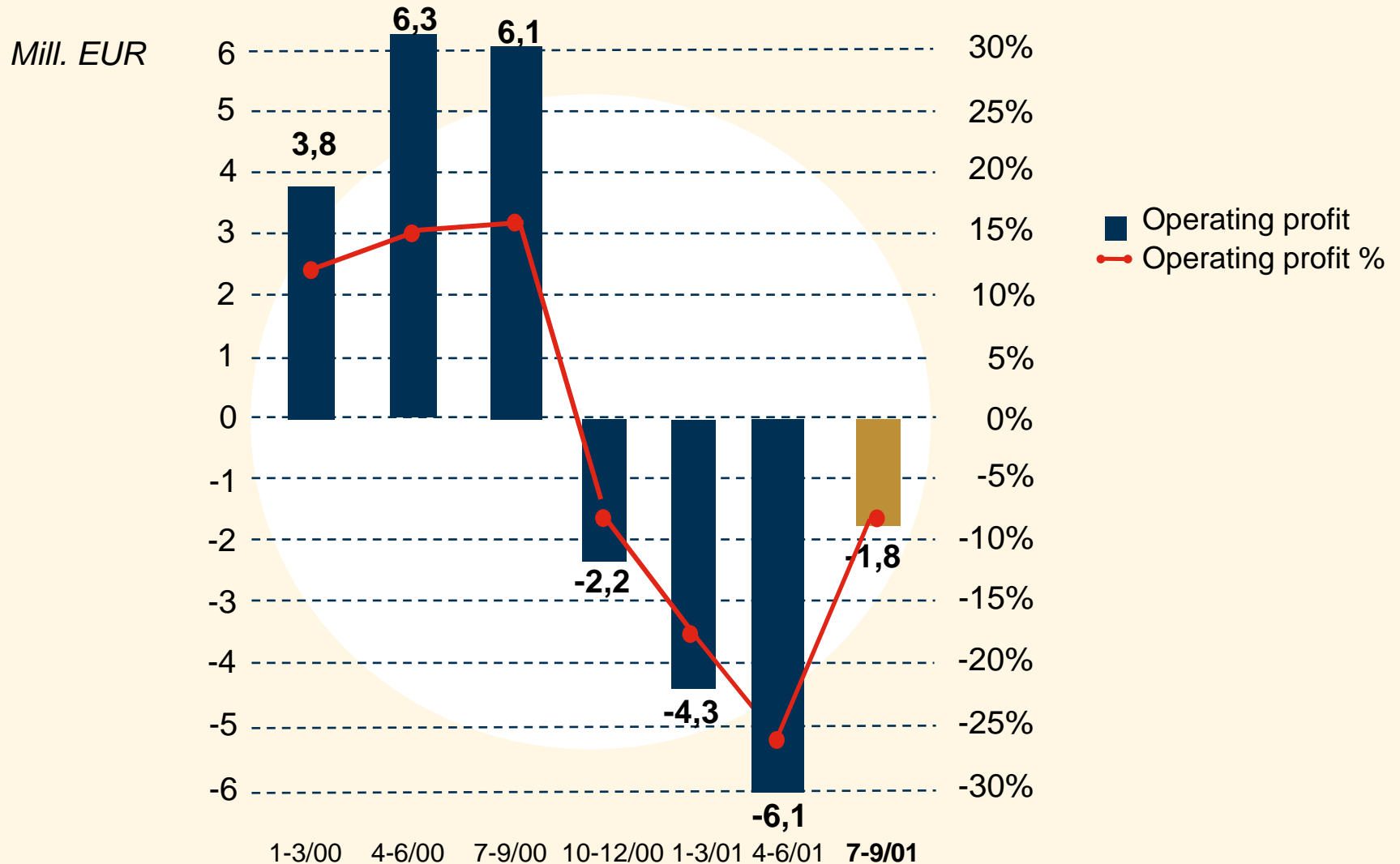
Quarterly Net Sales 2000-2001

Mill. EUR

JOT Automation
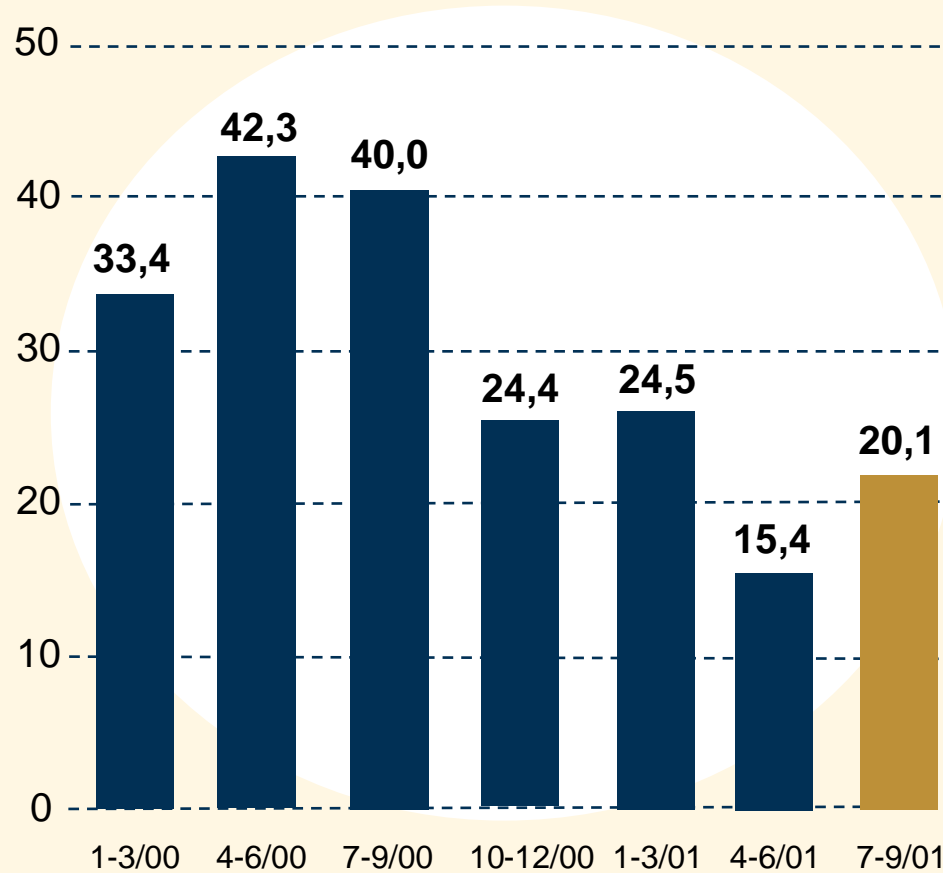
Actions for securing profitability and growth

› Cost cutting measures implemented well

› Sufficiency of financing secured

JOT Automation

Actions for securing profitability and growth

› **Invested in**

» Standardizing of products and developing new production concepts

» Establishing of Service network in the Asia Region

» Integration of CMS business

» Obtaining new customer base, especially outside the telecom industry

» Project efficiency

» Personnel training

JOT AUTOMATION

Interim Report January-September / 2001

› *Figures*

› *JOT Automation Business Areas*
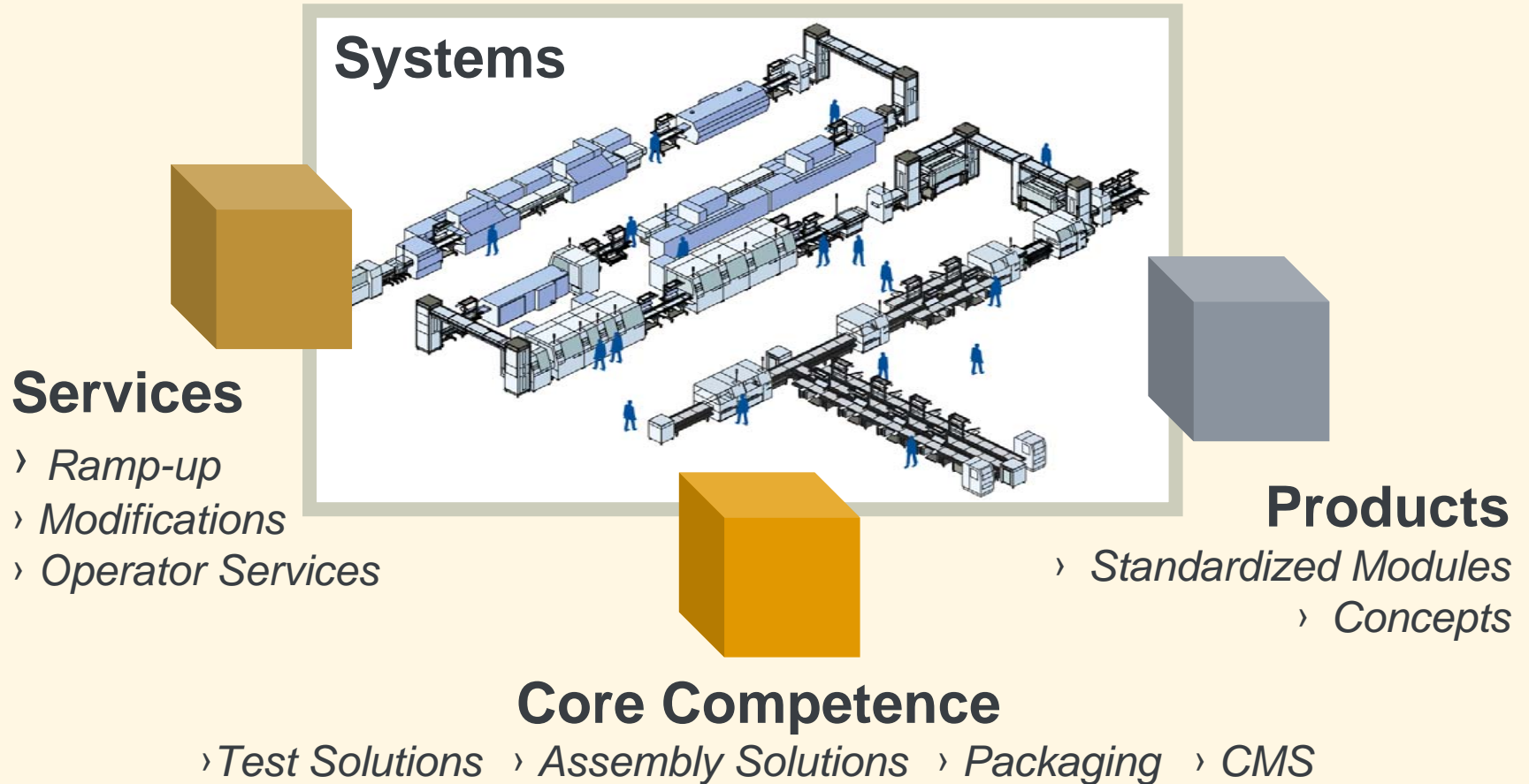
› *Production Automation Future Prospects*

Telecom for JOT Automation

Largest customer segment and excellent platform for business development

› User of new technologies

› Core business for JOT

› JOT has gained wide expertise in telecom production

› Large number of lines installed:

» ground for modifications and service business

JOT Automation Cornerstones

Systems

Services

› *Ramp-up*
› *Modifications*
› *Operator Services*

Products

› *Standardized Modules*
› *Concepts*

Core Competence

›*Test Solutions* › *Assembly Solutions* › *Packaging* › *CMS*

Focus: Modification Business

› With modification a customer:
  » *maximizes the efficiency of existing capacity*
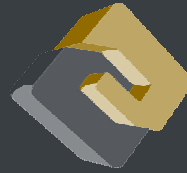 » *adapts production lines for the manufacture of new products*

› *Increases importance when:*

  » *lifecycles of end products are short*

  » *automation level is high*

› Leads to closer co-operation with customer

JOT Automation

New Focus: CMS business

› Increasing number of components, more assembly

› More market-based variations

› Shorten end product life cycles

› Design of plastic covers plays considerable role in the end product markets

› **Assembly is increasingly done together with manufacturing of plastic covers**

Interim Report January-September / 2001

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JOT Automation

Competition

- › Tougher competition
  - » *Price competition in equipment markets*
  - » *Asian Material Handling-suppliers entered equipment market*

- › Hard time for smaller equipment suppliers

- › Consolidation takes over in automation providers

› Development of local competence

› More efficient products and production

› Strategic alliances

JOT automation

New JOT Concepts

Graphite Series -modules

› High level of standardization
› Number of components used reduced radically
  » efficiency
  » longer life span

High Speed Line Concept

› Common platform
› Quick modifications
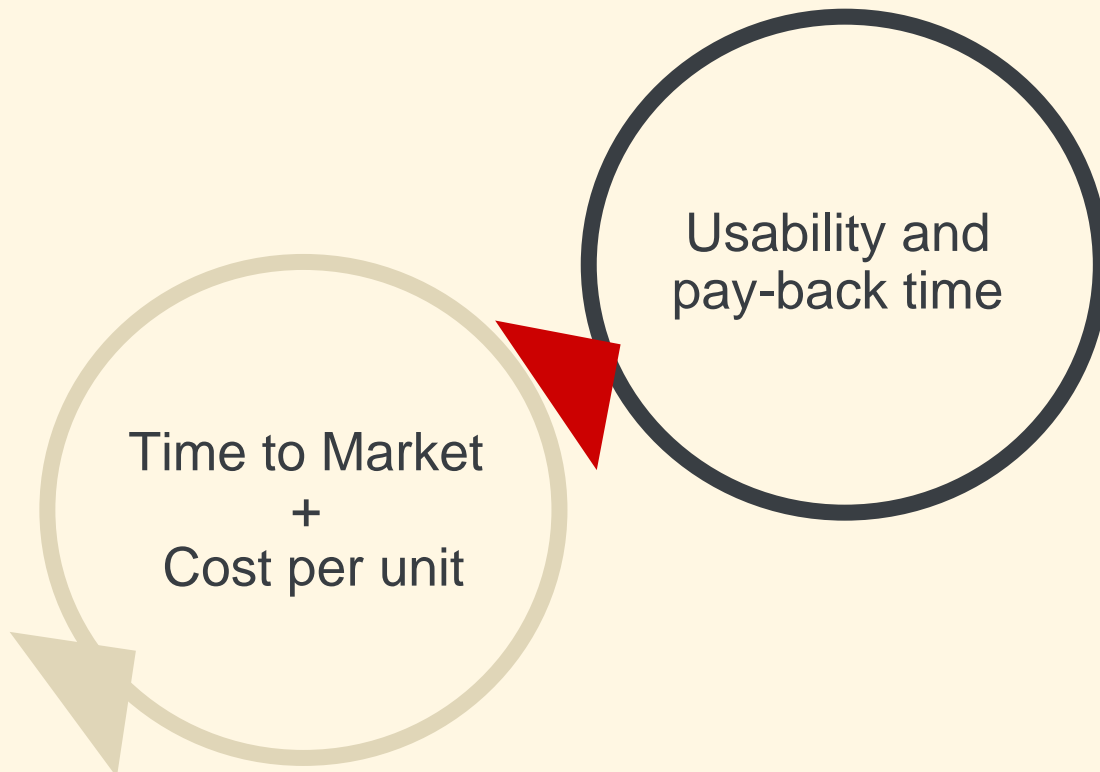 » efficiency
  » longer life span

JOT AUTOMATION

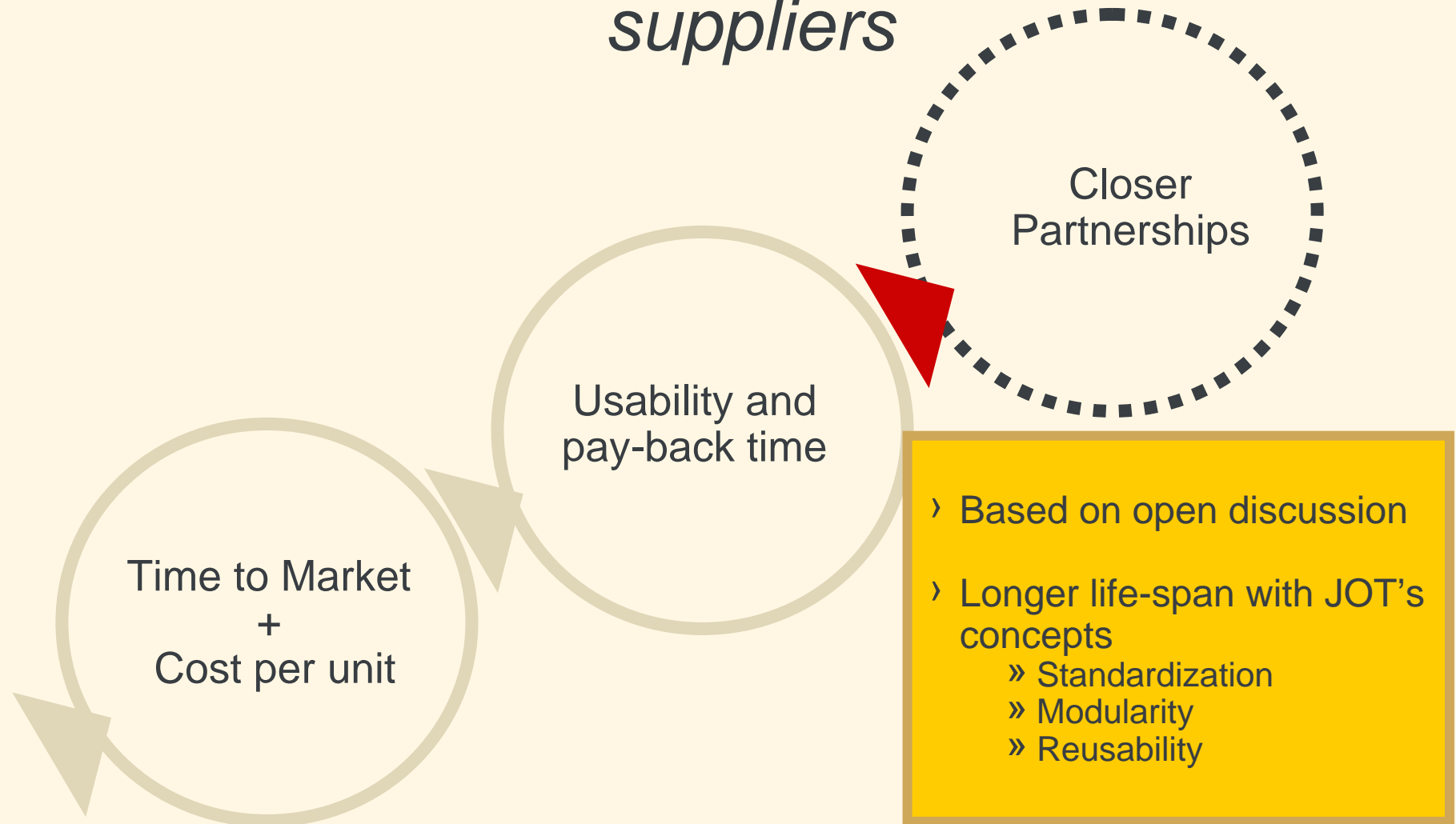# *New requirements for automation suppliers*

Time to Market
+
Cost per unit

› JOT's core competence area
› Focus on assembly *(includes CMS)* and testing
› Telecom is the most important customer segment

New requirements for automation suppliers

Usability and pay-back time

Time to Market
+
Cost per unit

› Global service concepts

› Regional centres of excellence

› Local service units and localized concepts

JOT AUTOMATION

New requirements for automation suppliers

Closer Partnerships

Usability and pay-back time

Time to Market + Cost per unit

› Based on open discussion

› Longer life-span with JOT's concepts
  » Standardization
  » Modularity
  » Reusability

Application areas

› Telecom's production philosophy will be followed by other electronics industries
  › *large number of variations*
  › *no inventories*
  › *networked manufacturing*

› JOT Automation develops solutions independent of the end-product

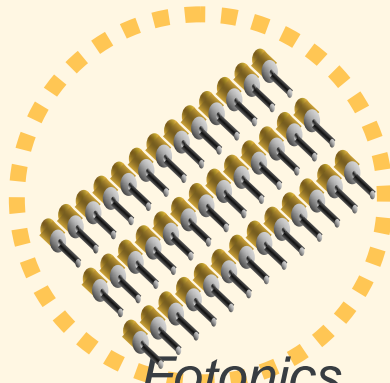# *Application Areas*

Telecom

Auto Electronics

Consumer Electronics

Information Technologies

Fotonics

Packaging

JOT Automation's Role

Automation Supplier

▼

Partner for efficient production