

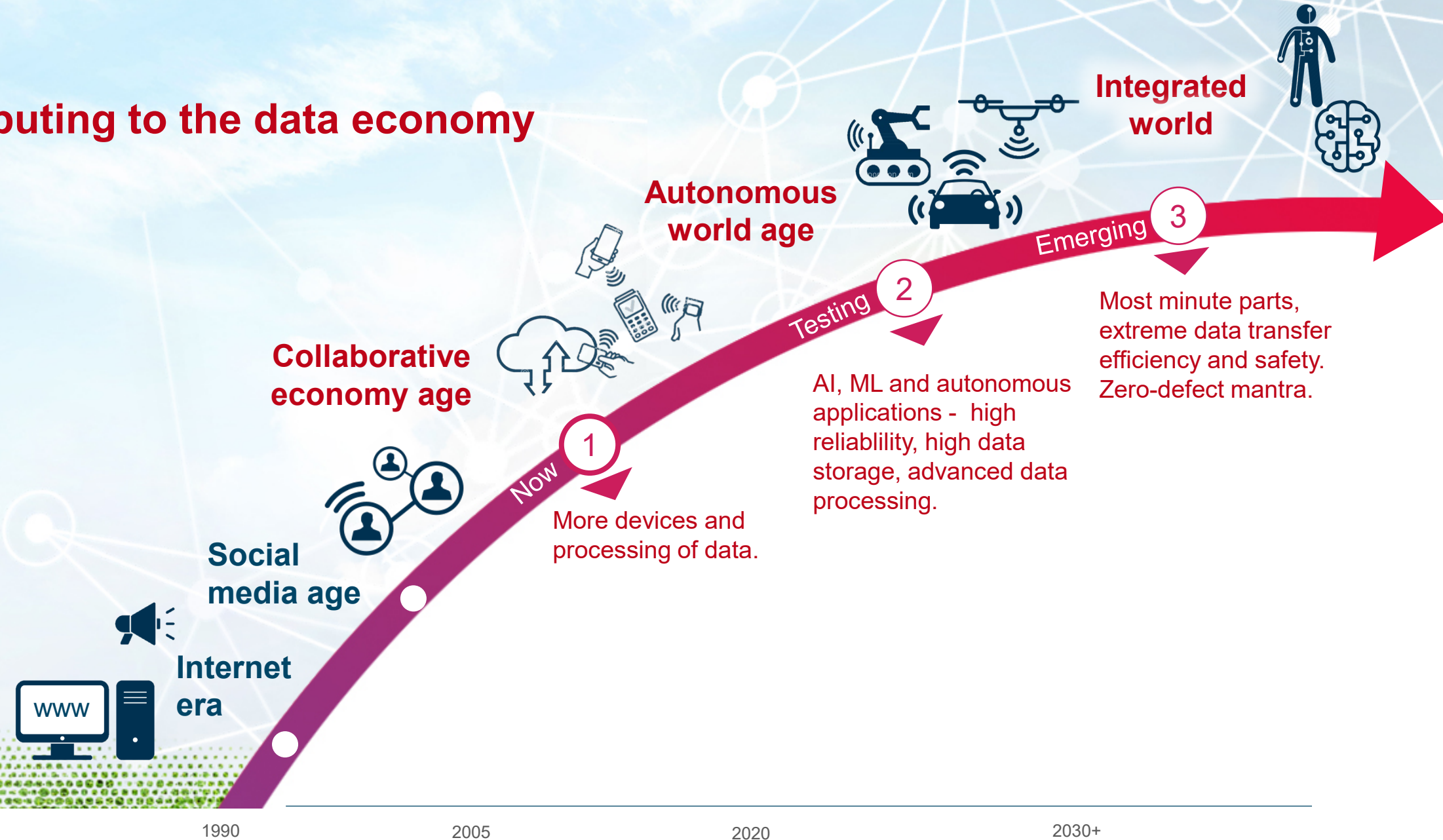
COMET GROUP CAPITAL MARKET DAY 2019

Strategic roadmap – Growth and efficiency initiatives



TRENDS

Contributing to the data economy



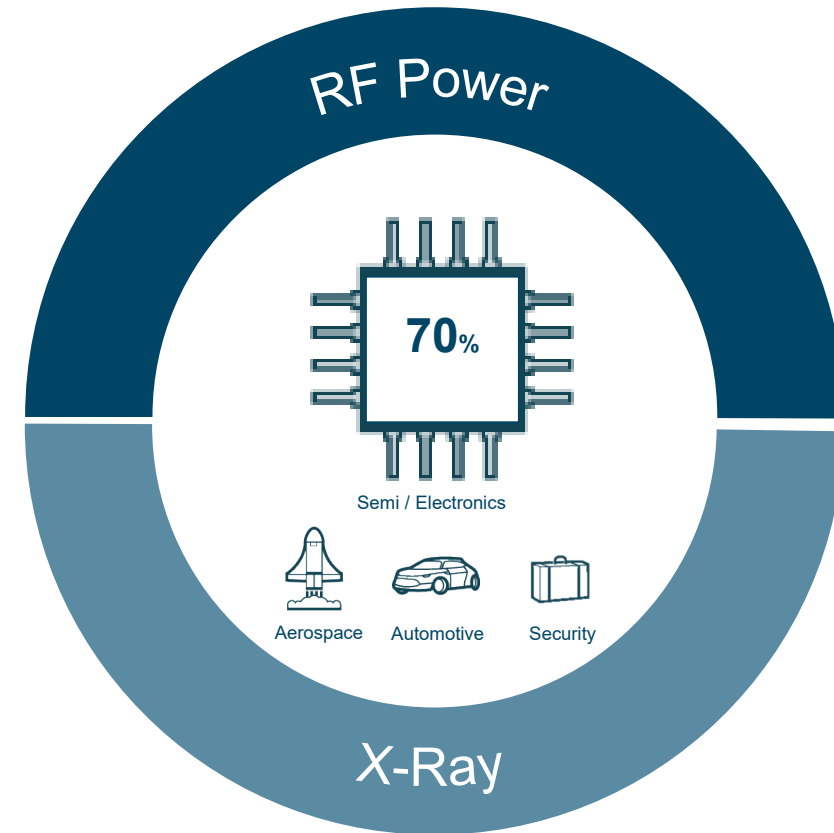
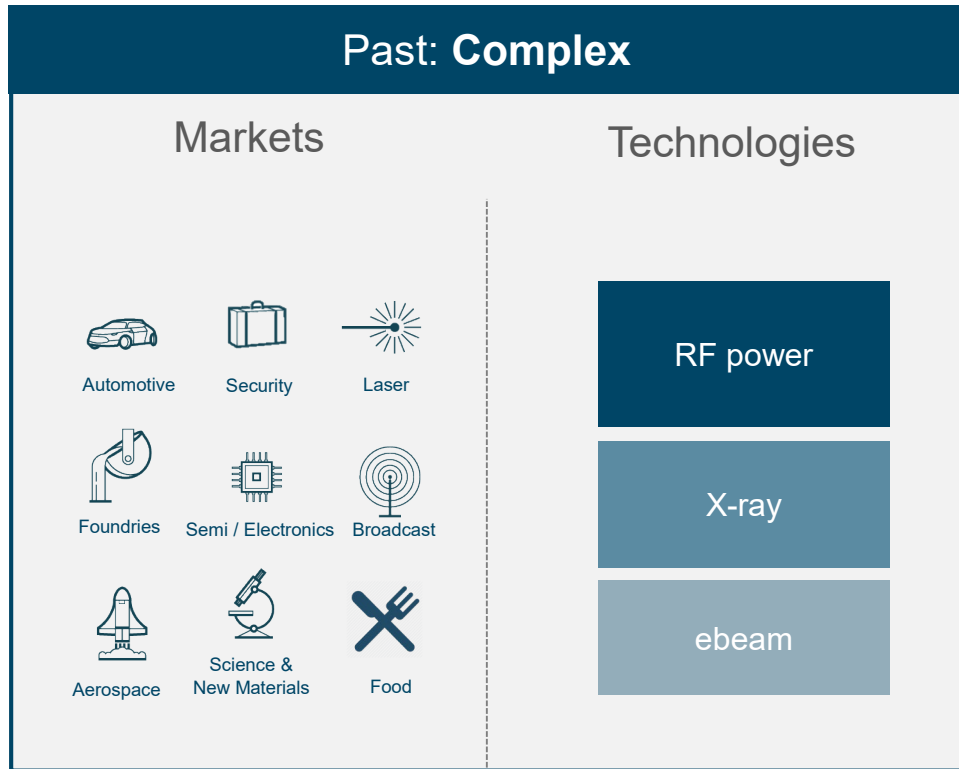


AGENDA

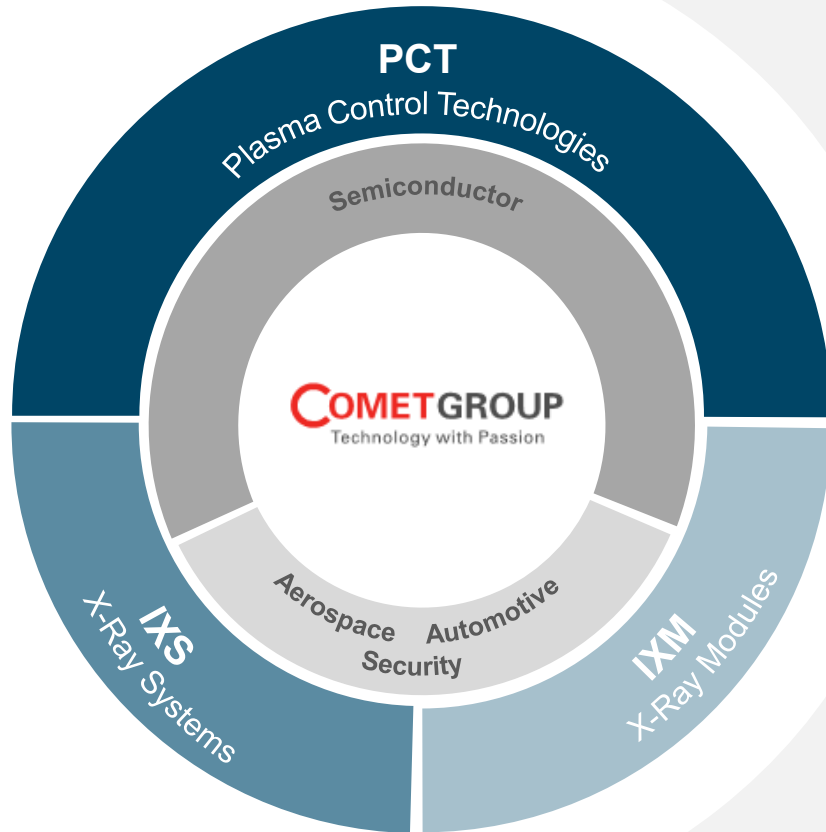
Strategic roadmap – Growth and efficiency initiatives

Part 1	Comet Group – Ambition and focus	H. Kundert	Chairman & CEO
Part 2	Boost – Growth and efficiency program	H. Kundert	Chairman & CEO
	Division strategies and key initiatives Q&A	M. Kammerer S. Haferl T. Wenzel	President, PCT President, IXM President, IXS
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	Apero riche		

Focus – Reducing complexity



Our Ambition:



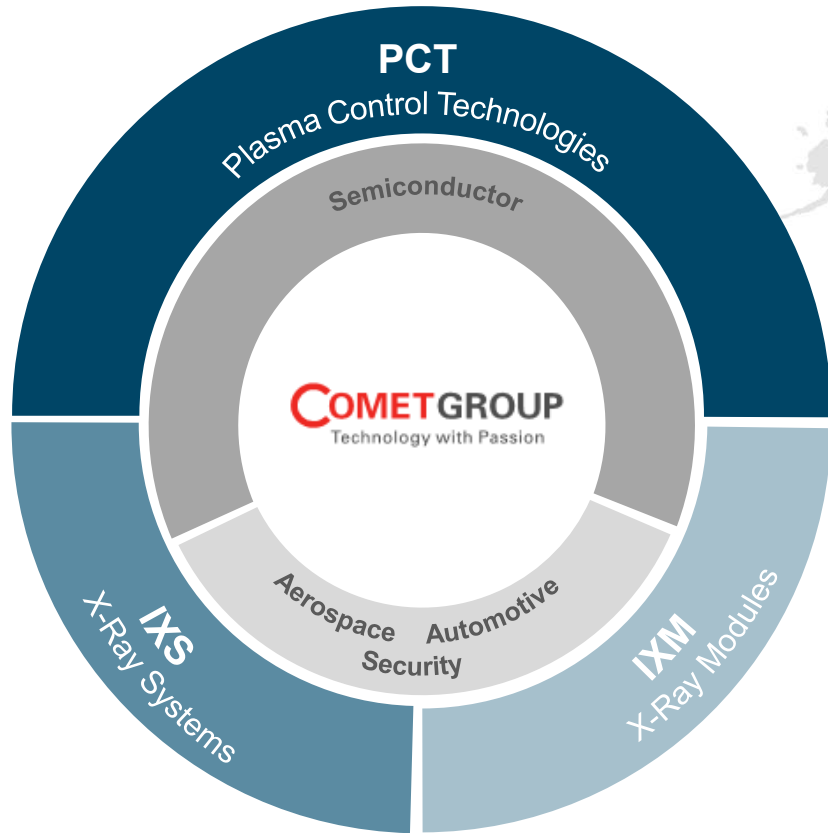
... To be a **trusted partner to our stakeholders** in sustainable, high-growth markets where we can remain or become number one

... To be the **technology leader** in plasma-related solutions and in x-ray inspection & review systems for non-destructive testing of electronics packages and related products

... To intensively **collaborate with our customers** toward **new technology and continuous improvement of quality and cost effectiveness**

... To **grow faster than the market** and to create **sustainable value for our stakeholders**

Strengthen Europe and USA – Expand in Asia

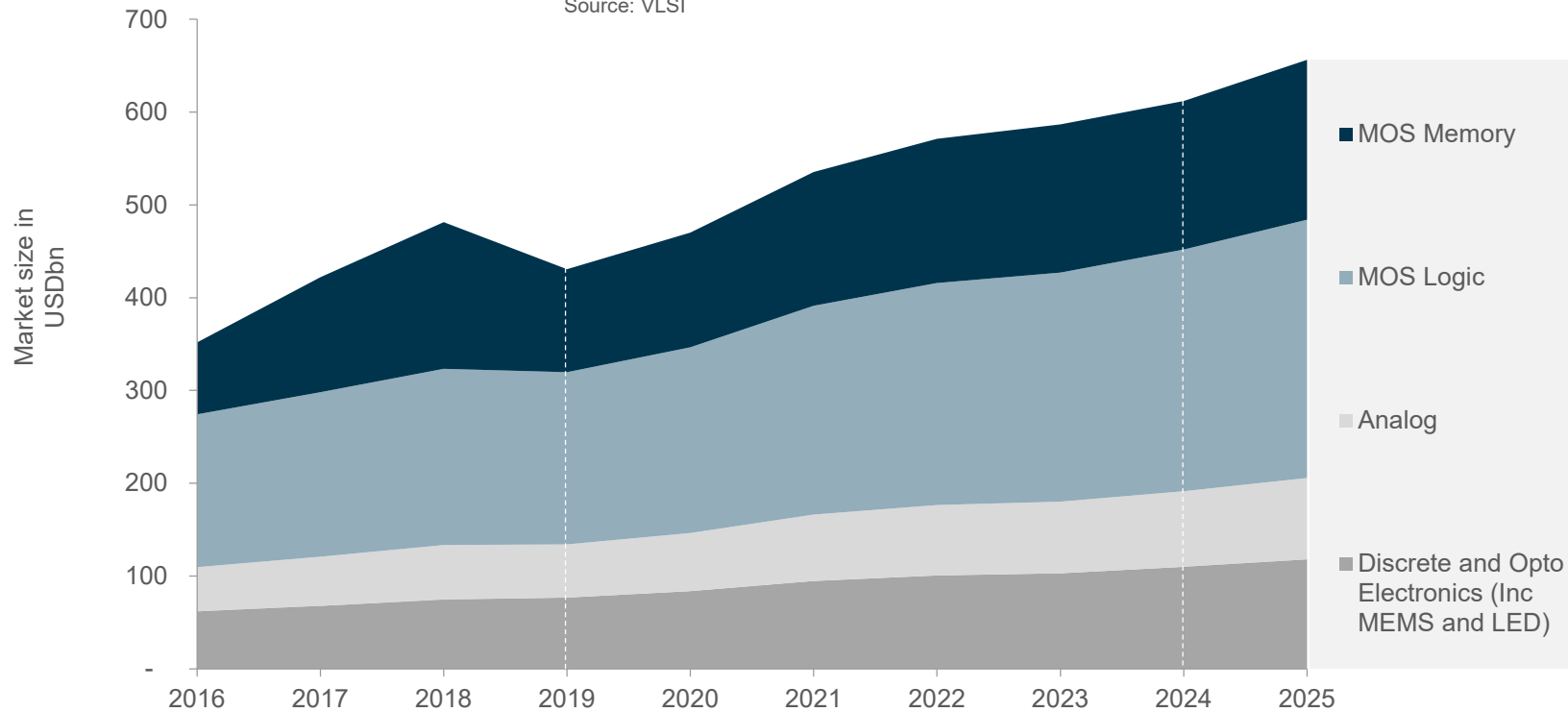


GROWTH POTENTIAL

Up to 70% of Comet's future business is in semiconductor market

Market evolution in semiconductors CAGR of 7.3% 2019-2024

Source: VLSI



= More RF power solutions

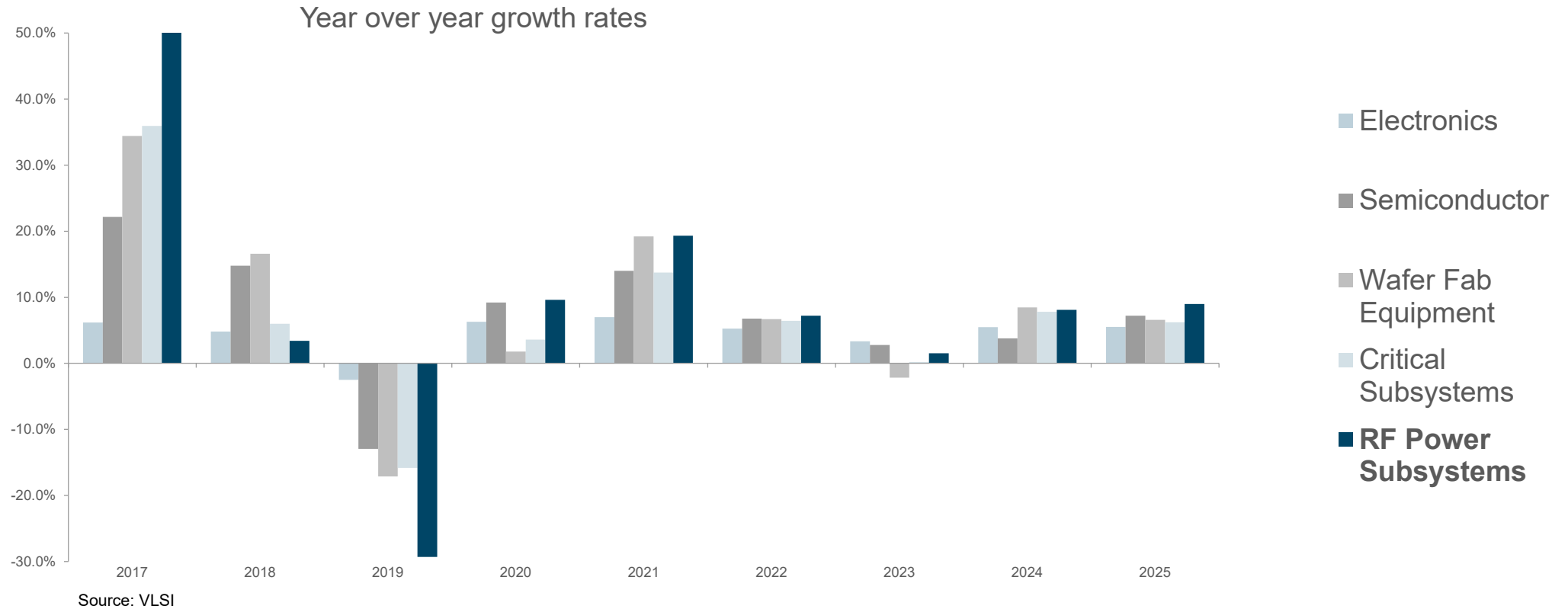
needed for sophisticated production of advanced microdevices

= More x-ray solutions

needed to inspect increasingly smaller and more complex electronic packages

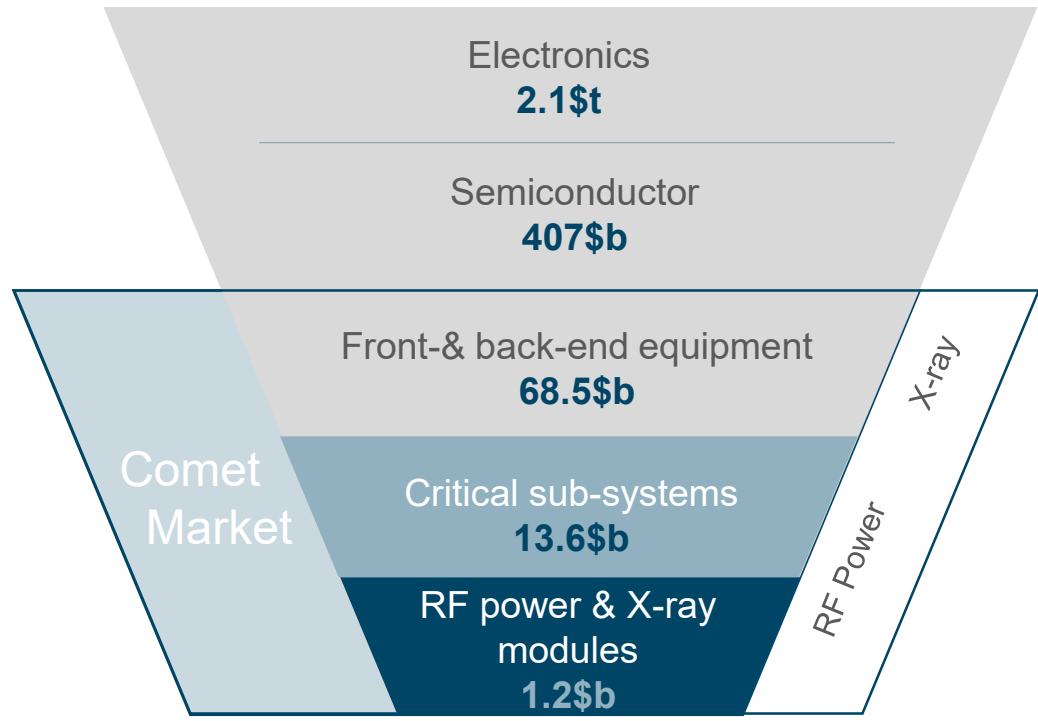
GROWTH POTENTIAL

Highest growth rates for RF power subsystems as critical element for process control in semiconductor manufacturing



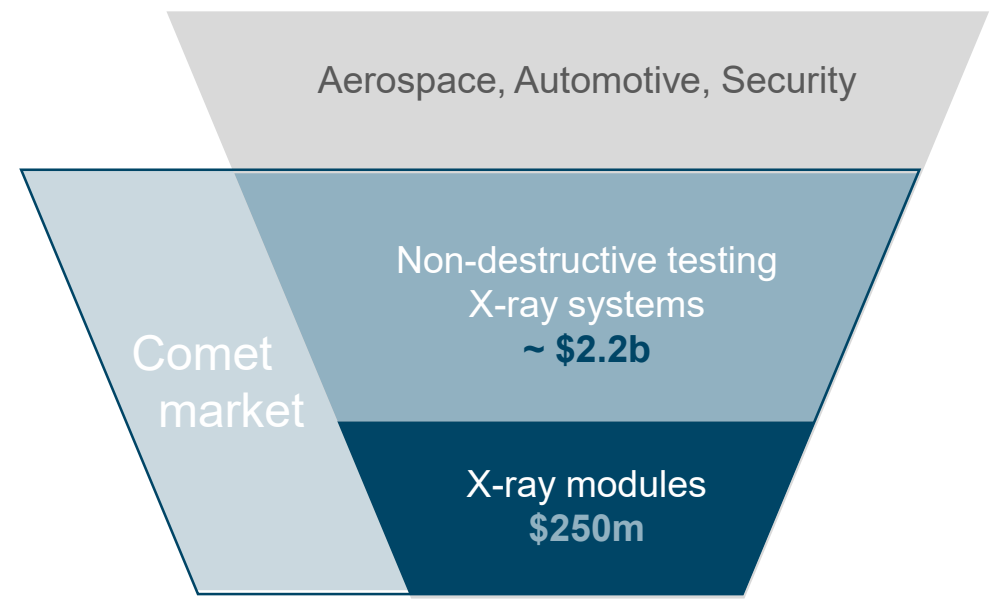
Where we contribute

Up to **70%**
revenue contribution
in future



Source: VLSI, 2018

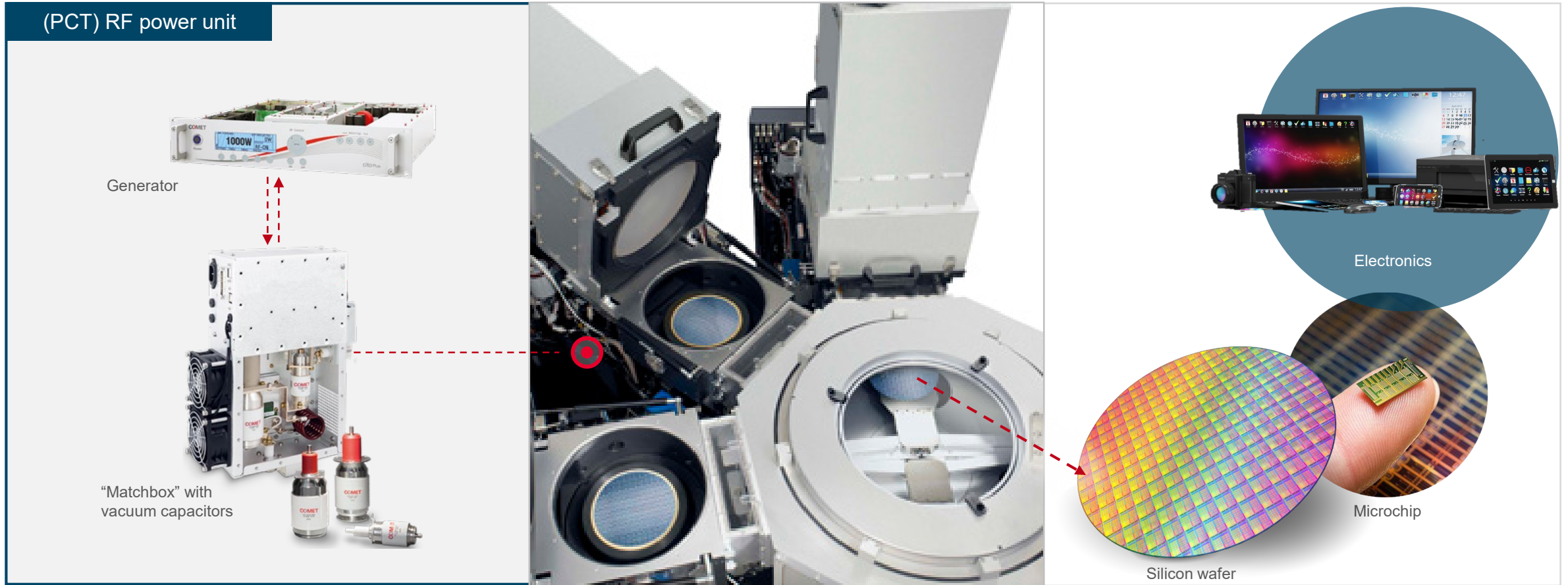
About **30%**
revenue contribution
in future



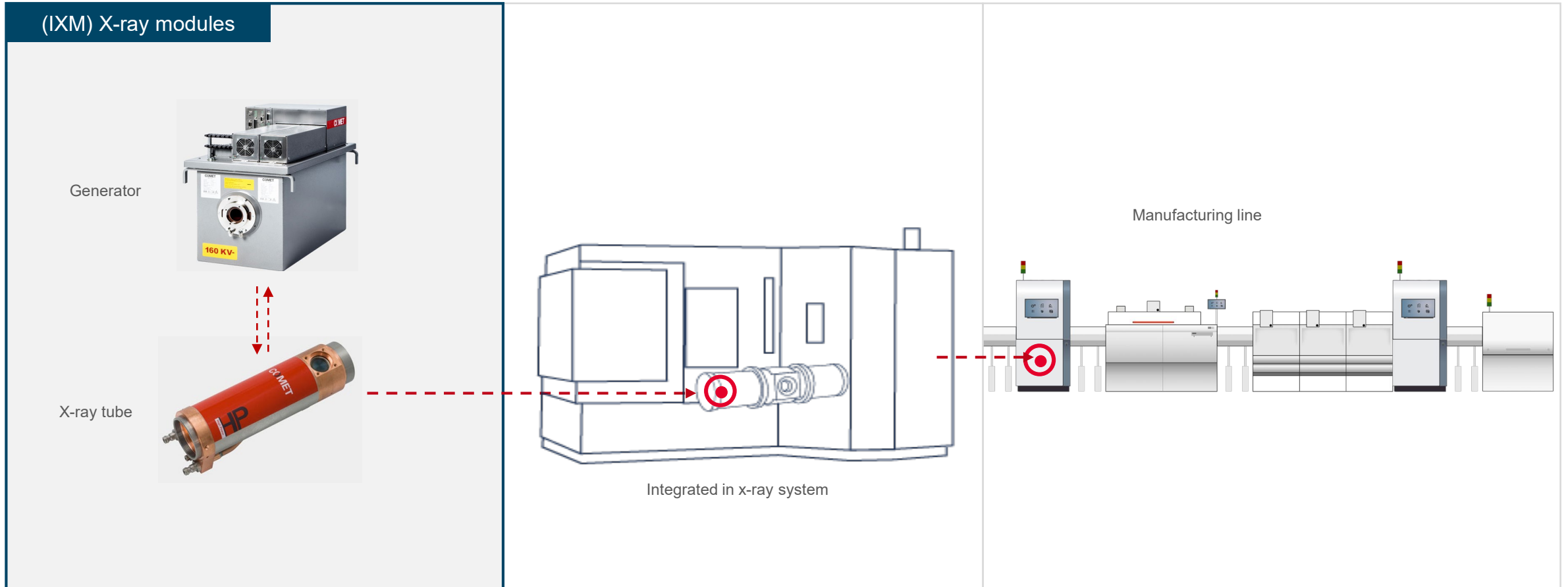
Source: Comet estimates

COMET RF POWER TECHNOLOGY

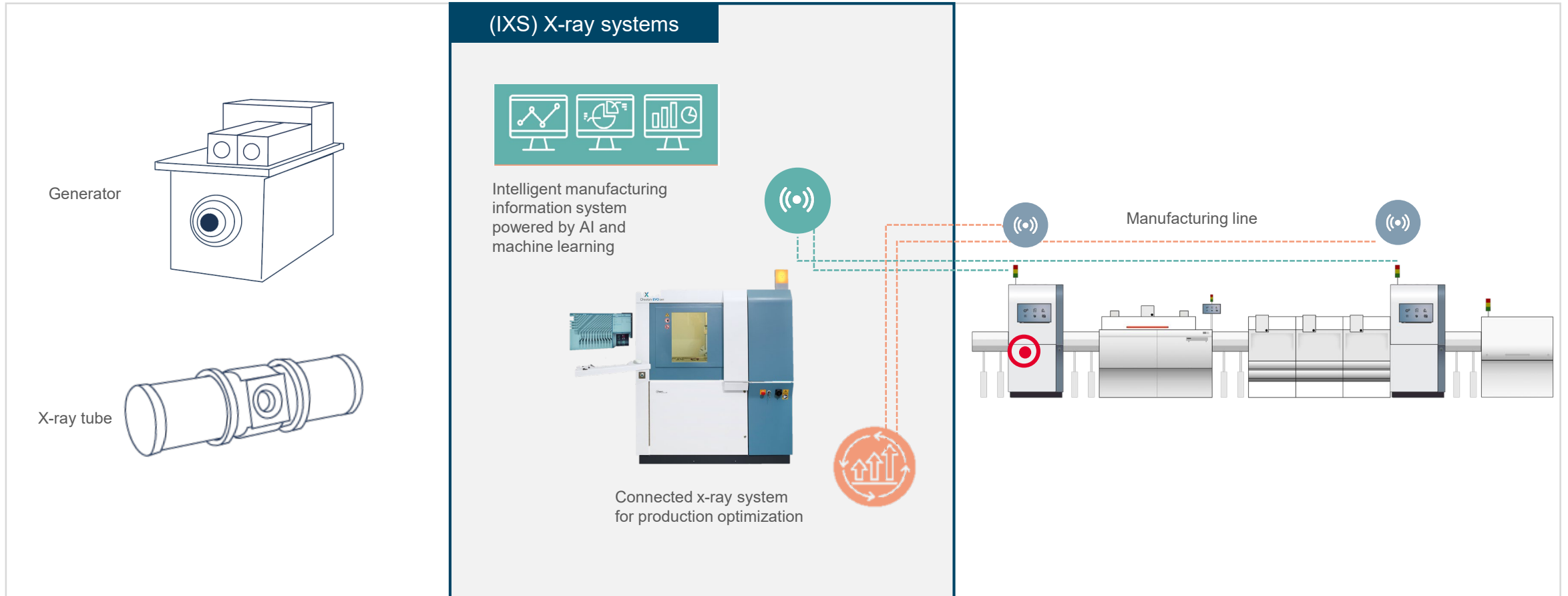
Comet RF power solutions enable critical plasma processes in the semiconductor industry



X-Ray Modules: Smart products enabling OEMs' digital solutions

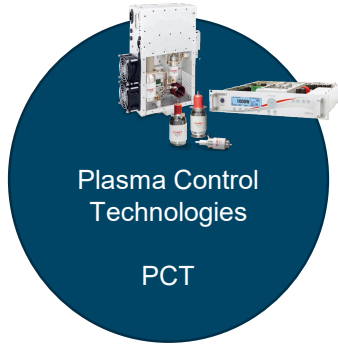


X-Ray Systems: Production solutions driven by artificial intelligence and machine learning



MARKET POSITION

State-of-the-art core technology in both RF power and x-ray resulting in strong market position today



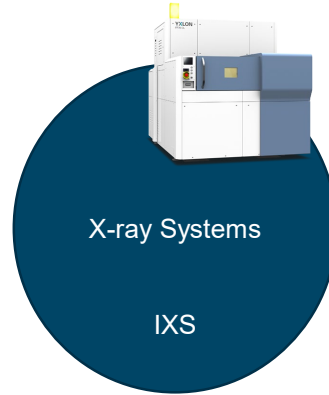
#1

in vacuum capacitors and matchboxes

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Poised to grow with new RF generator

For manufacturing microdevices and related products



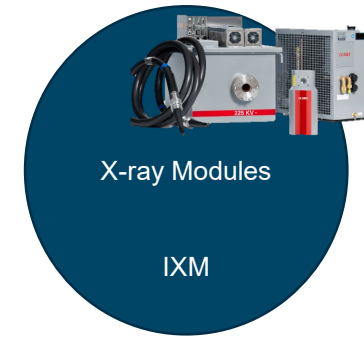
Top 3

in inline / 3D

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Poised to lead by leveraging innovations for in-line CT and data-driven process optimization

For inspection of electronic components and related products



#1

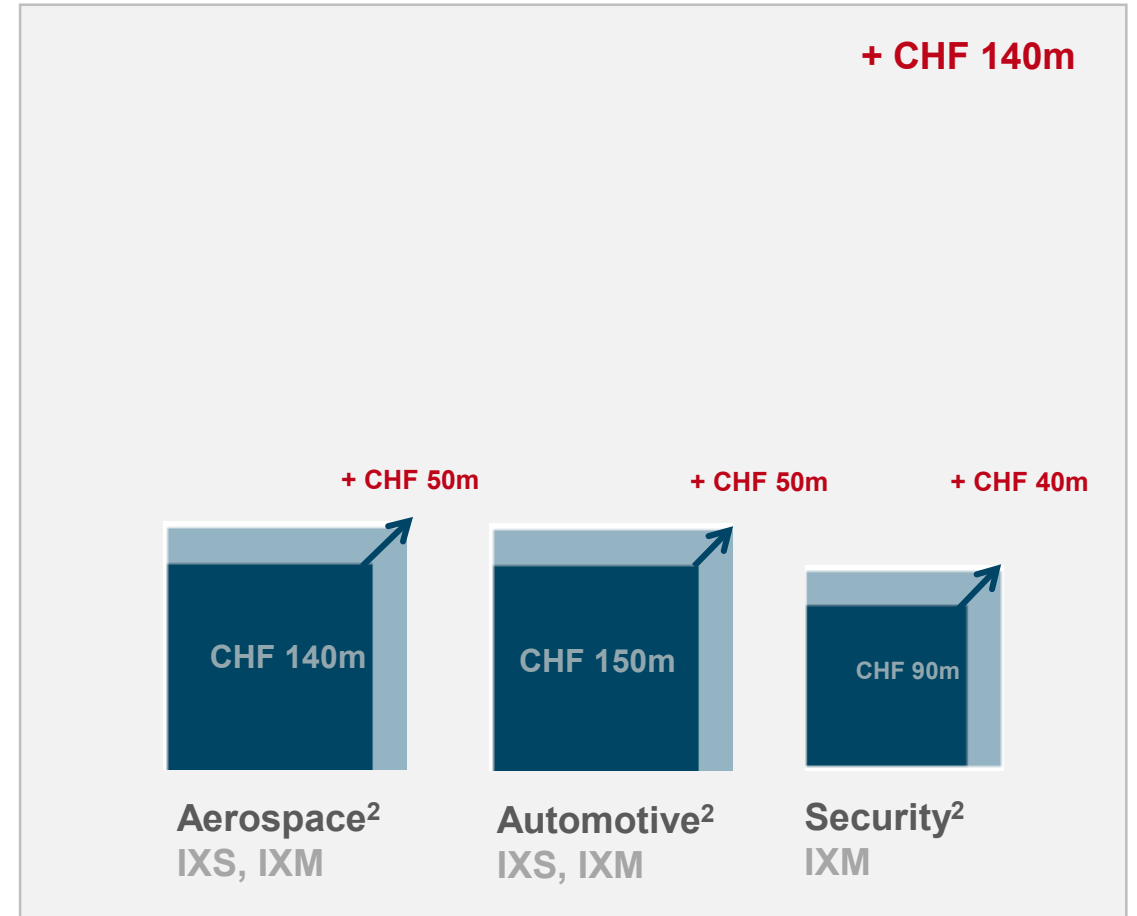
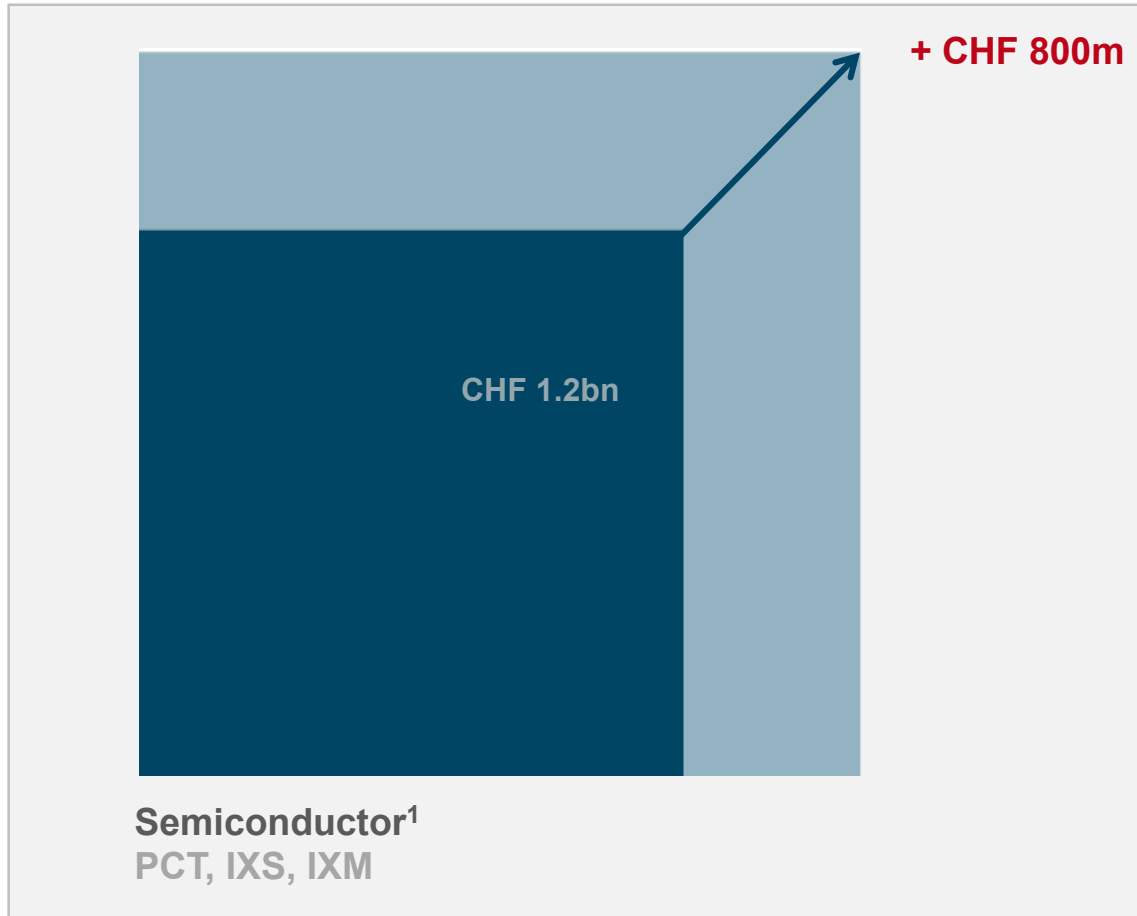
in x-ray tubes market

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Poised to expand addressable market with innovations like iVario and Xplorer

MARKET FOCUS

Addressable core market of ~ CHF 2.5bn by 2025

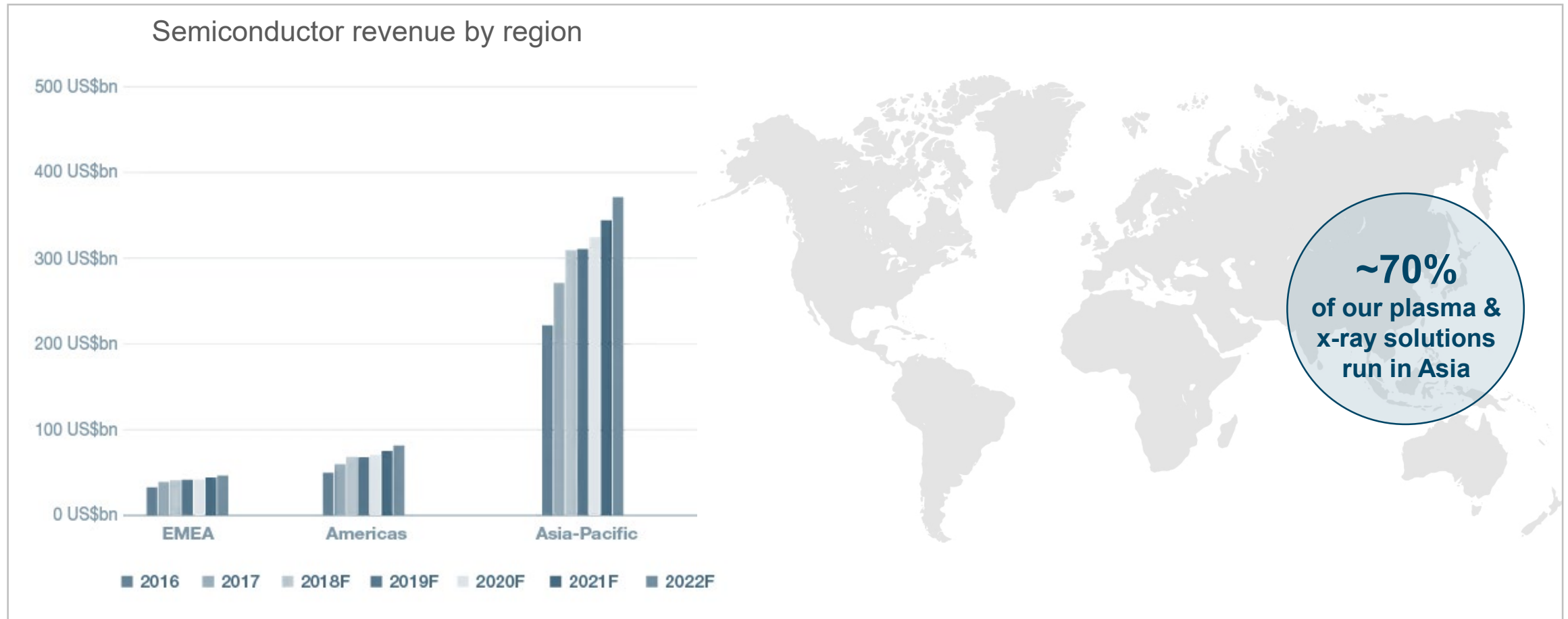


Addressable market ■ 2018 ■ 2025

Sources:
1 VLSI
2 Comet estimates

MARKET FOCUS

Asia as the biggest end-market for our solutions

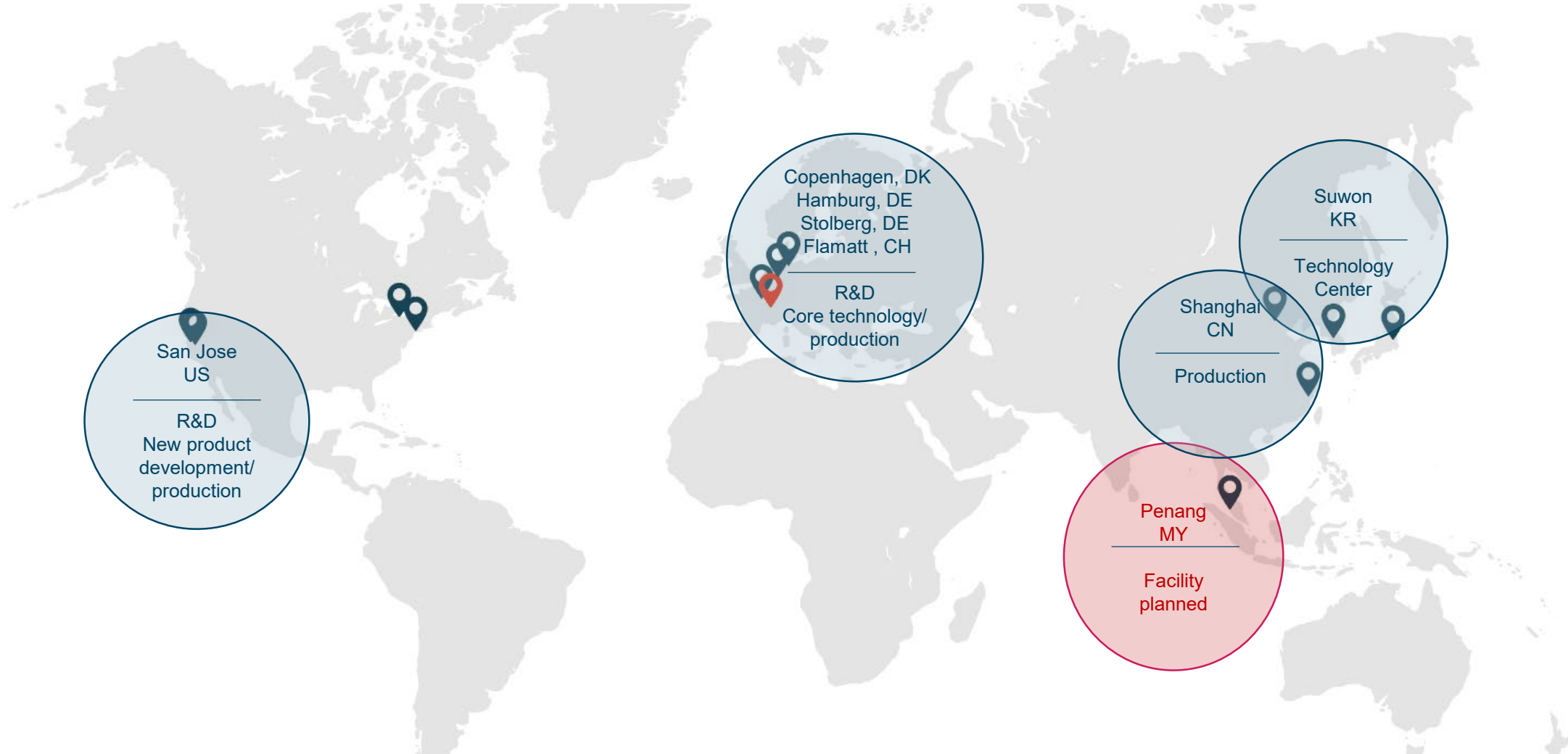


Source:

PwC Research: Opportunities for the global semiconductor market report

MARKET FOCUS

Strengthening our presence in Asia and accelerating R&D in all regions





AGENDA

Strategic roadmap – Growth and efficiency initiatives

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Strategy implementation and efficiency program



Boost.

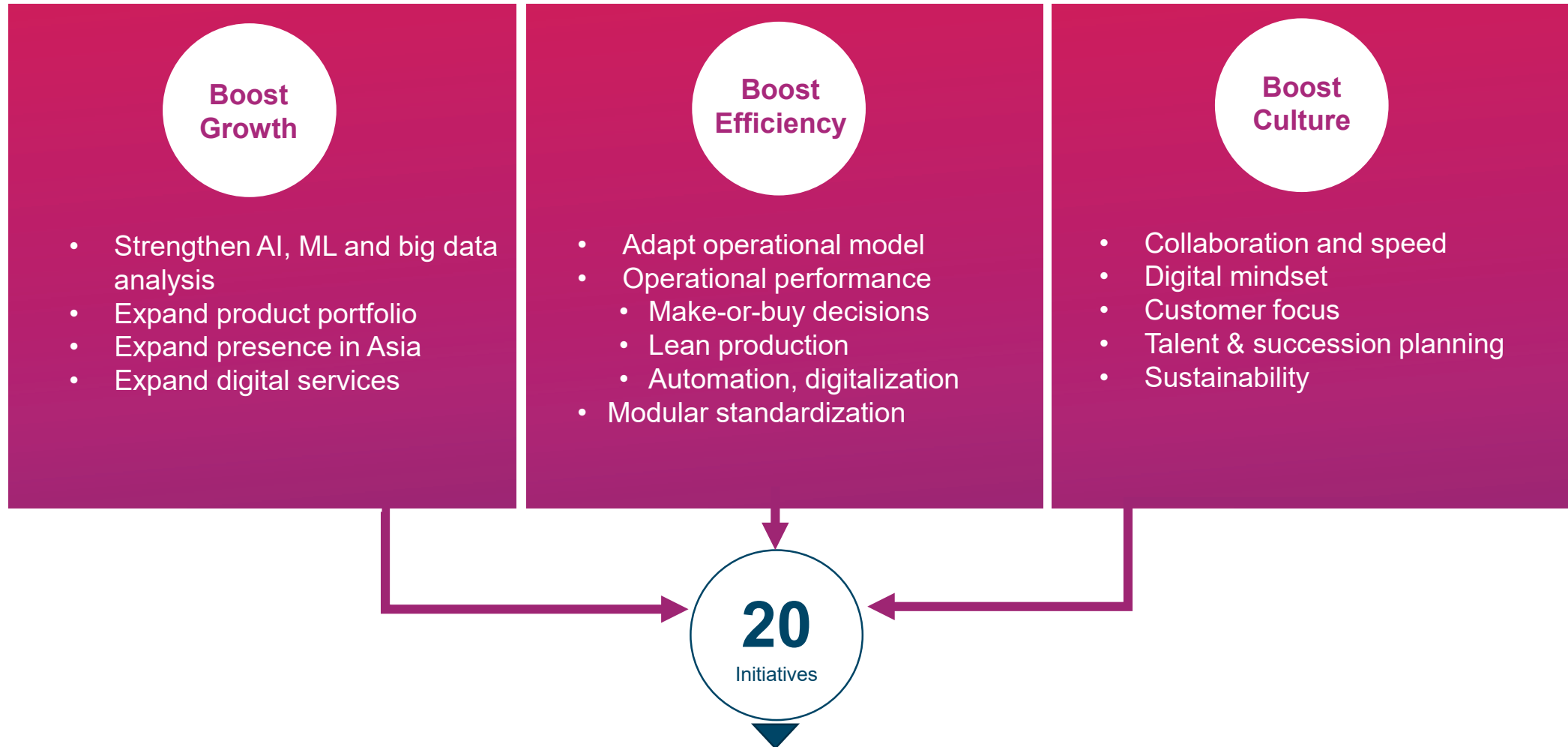
BOOST

Create a high-performance organization



BOOST

20 initiatives to drive success via 3 key levers



Central PMO function to track progress at module, topic and project level


BOOST

Financial ambition 2025



BOOST


What it means for our divisions



Plasma Control Technologies
PCT



X-ray Systems
IXS



X-ray Modules
IXM

Strengthen.

Increase share of wallet, new applications and higher flexibility.

Focus.

Focus on volume markets, standardized systems, drive software, AI and ML.

Full potential.

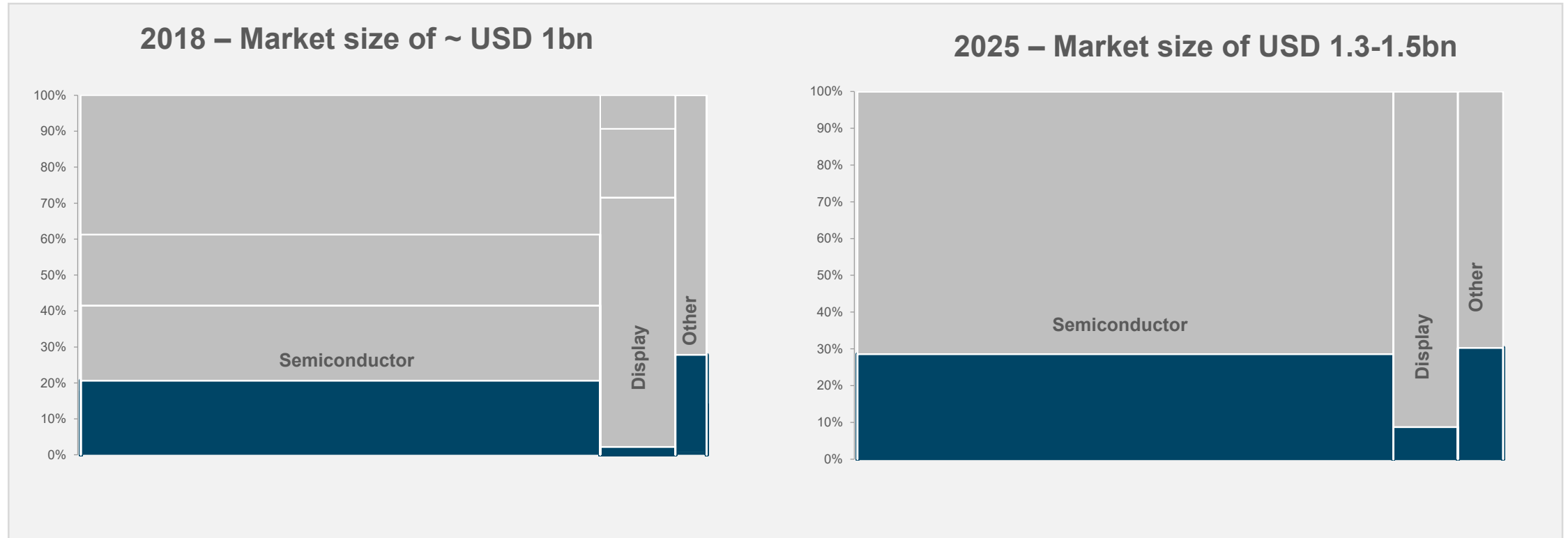
Address new segments in adjacent markets based on expanded portfolio.

Ambition 2025

CAGR	>15%	>15%	>10%
EBITDA	>25%	>20%	>25%
ROCE	>40%	>30%	>20%

BOOST

PCT: Above-average growth thanks to increased share of wallet, new products and strengthened Asia presence



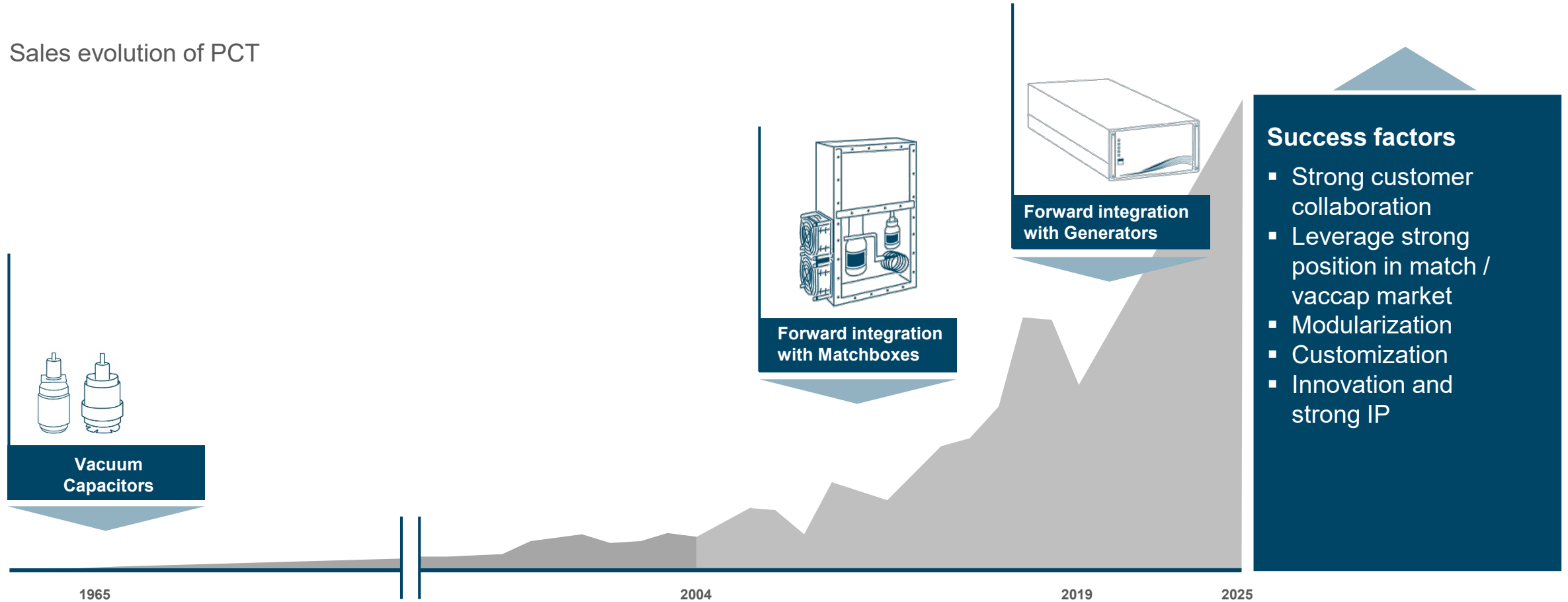
Source: VLSI, RF power subsystems 2018

Others Comet

BOOST KEY INITIATIVE

PCT will expand its product portfolio to continue the successful forward integration

Sales evolution of PCT



Success factors

- Strong customer collaboration
- Leverage strong position in match / vaccap market
- Modularization
- Customization
- Innovation and strong IP

BOOST KEY INITIATIVE

Expanding presence in Asia to win attractive new business, increase flexibility and cost effectiveness

Comet will establish a new legal entity and partner with a local specialist



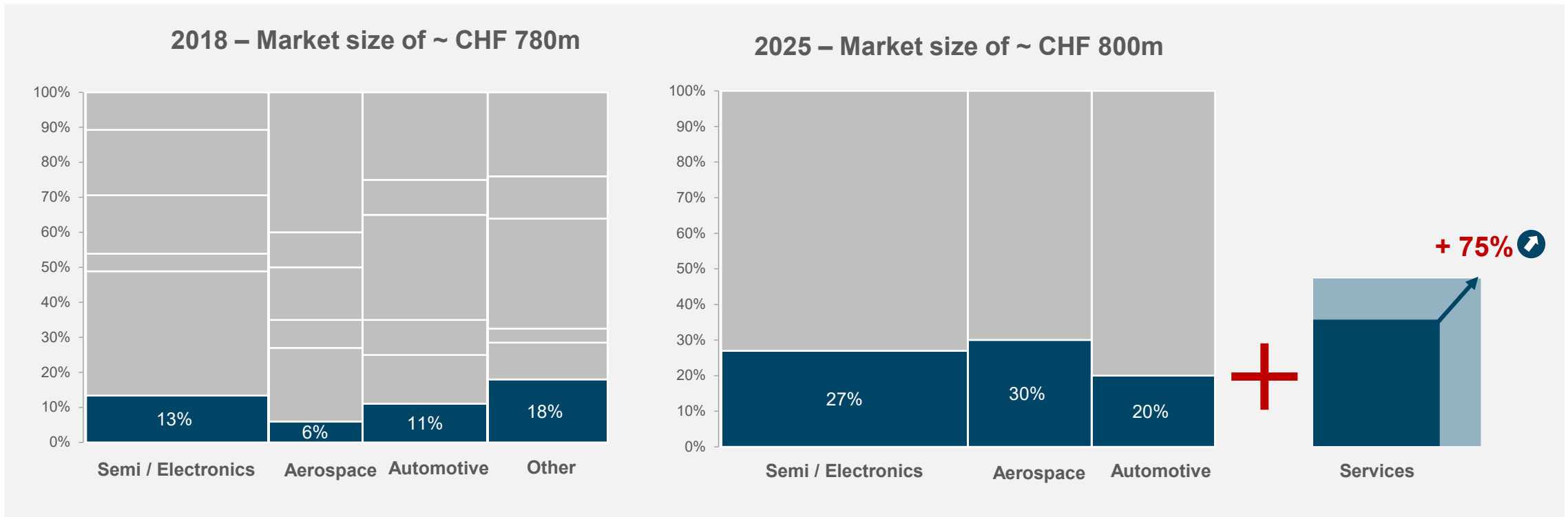
Matchbox assembly to be started in H2 2020

**Penang,
MY**

New Entity

BOOST

IXS: Ambition to become the production partner of choice and achieve 20% EBITDA margin in high-growth, high-volume markets



Sources: Comet estimates

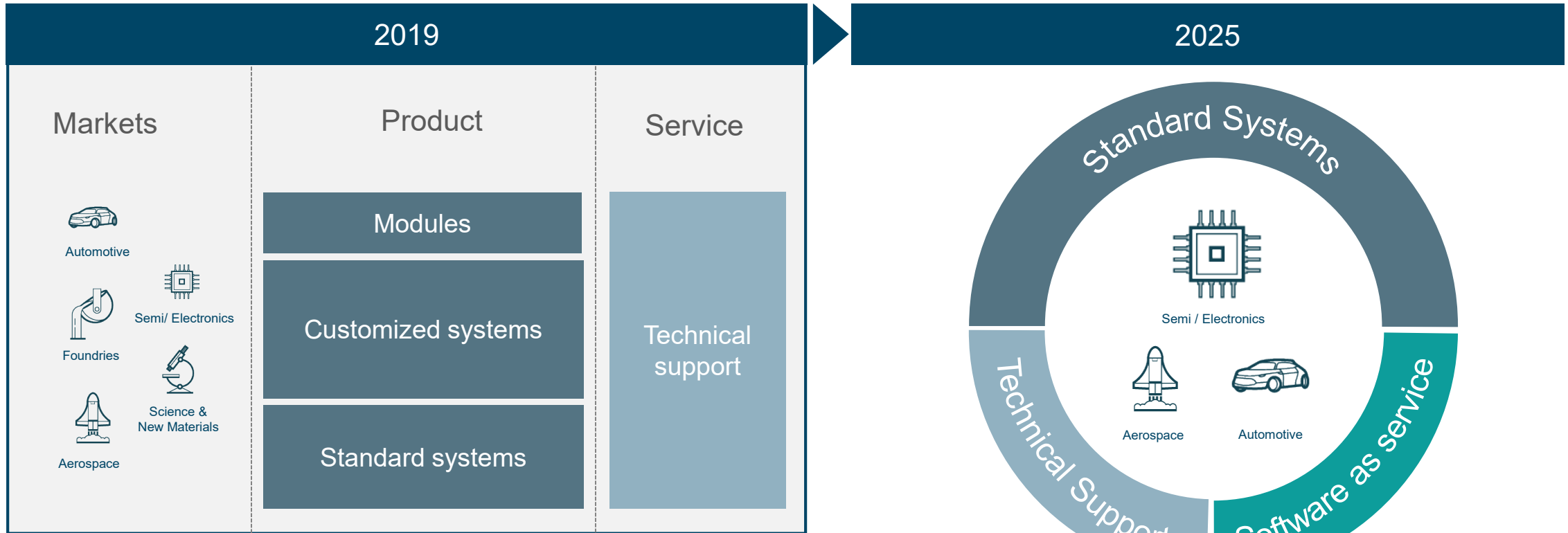
Others Comet

2018 Service revenue/machine
2025

BOOST KEY INITIATIVE

2025: IXS offers standard products and highly profitable individual services

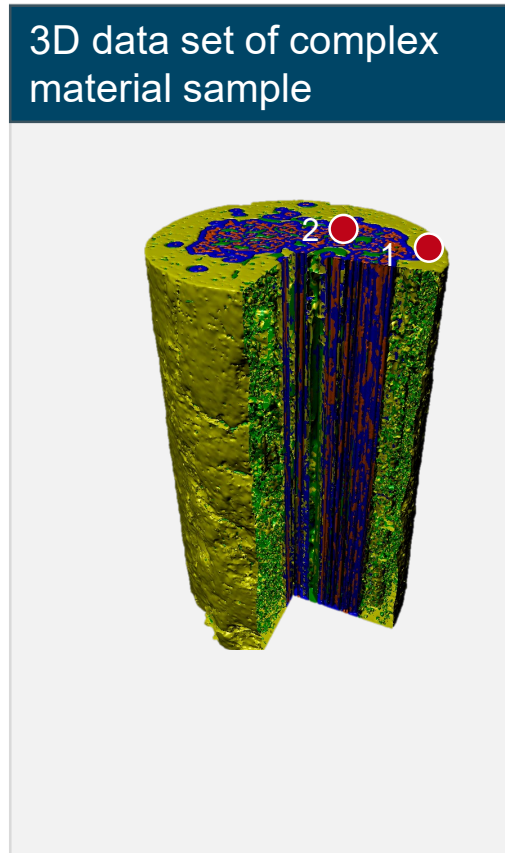
Digitalization of assets an important element of the strategy



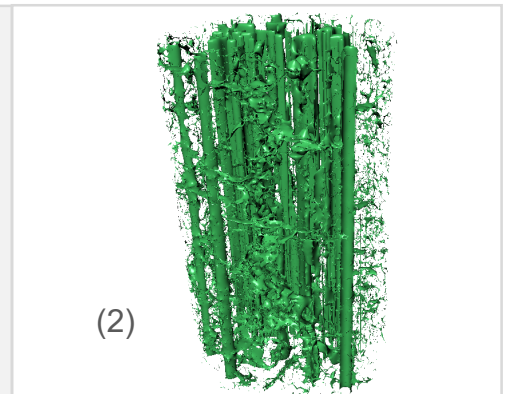
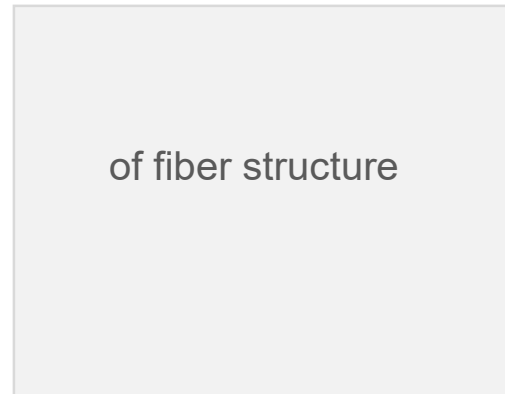
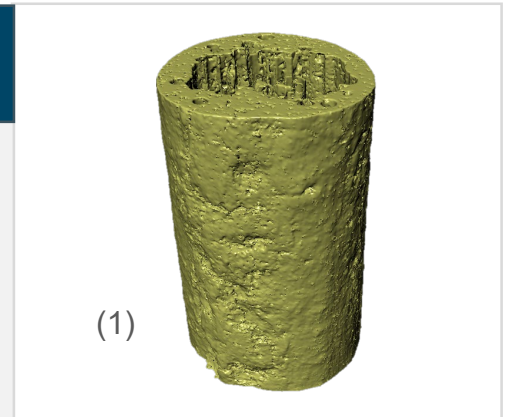
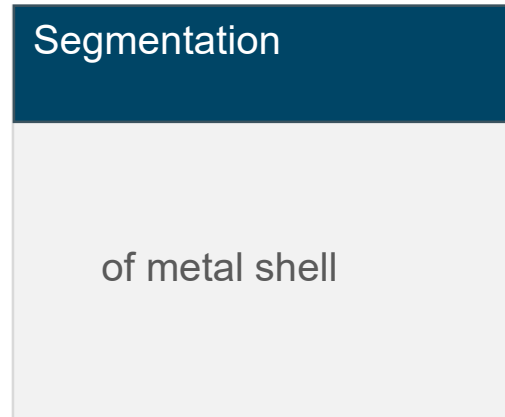
AI / Machine learning as enabler for new capabilities based on data



FF65



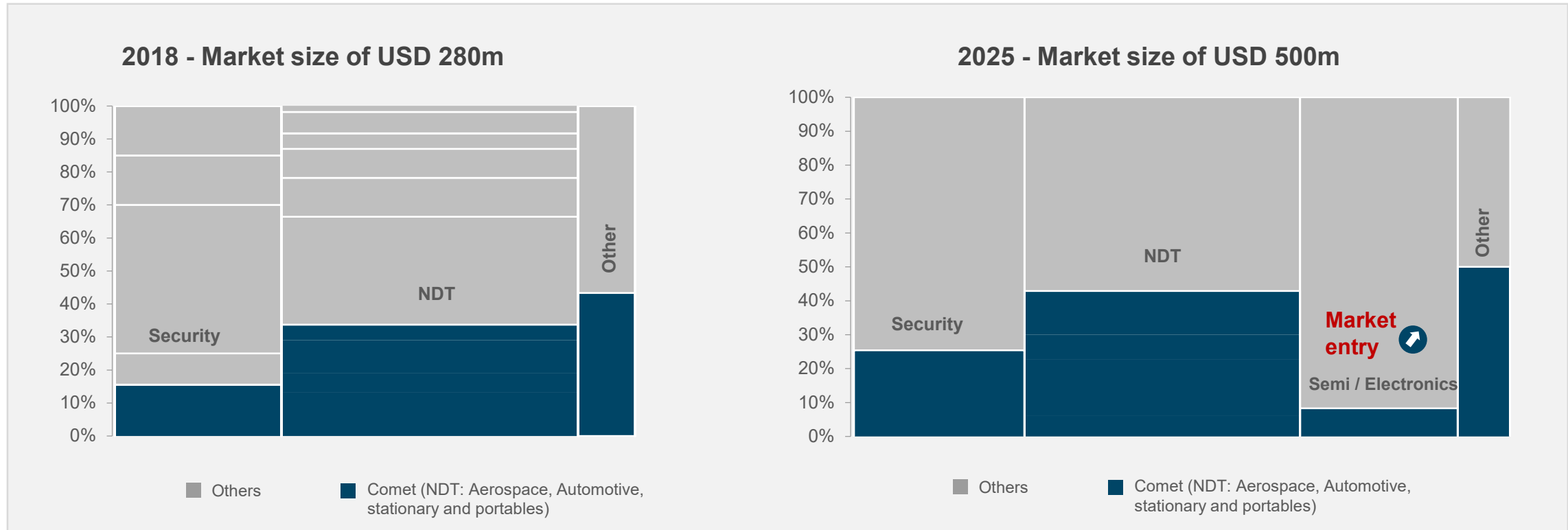
Today



Tomorrow

BOOST

IXM: Ambition to leverage attractive potential in the metal ceramic-based x-ray module market



Sources: Comet estimates

BOOST KEY INITIATIVE

IXM: Product Portfolio for Growth – Product Releases 2020

Xplorer

Product Type: Micro Focus X-ray module
Applications: Electronics Inspection



ION

Product Type: X-ray Module
Applications: Security



iXRS-225 MesoFocus

Product Type: iXRS Module
Applications: NDT / Miniaturization





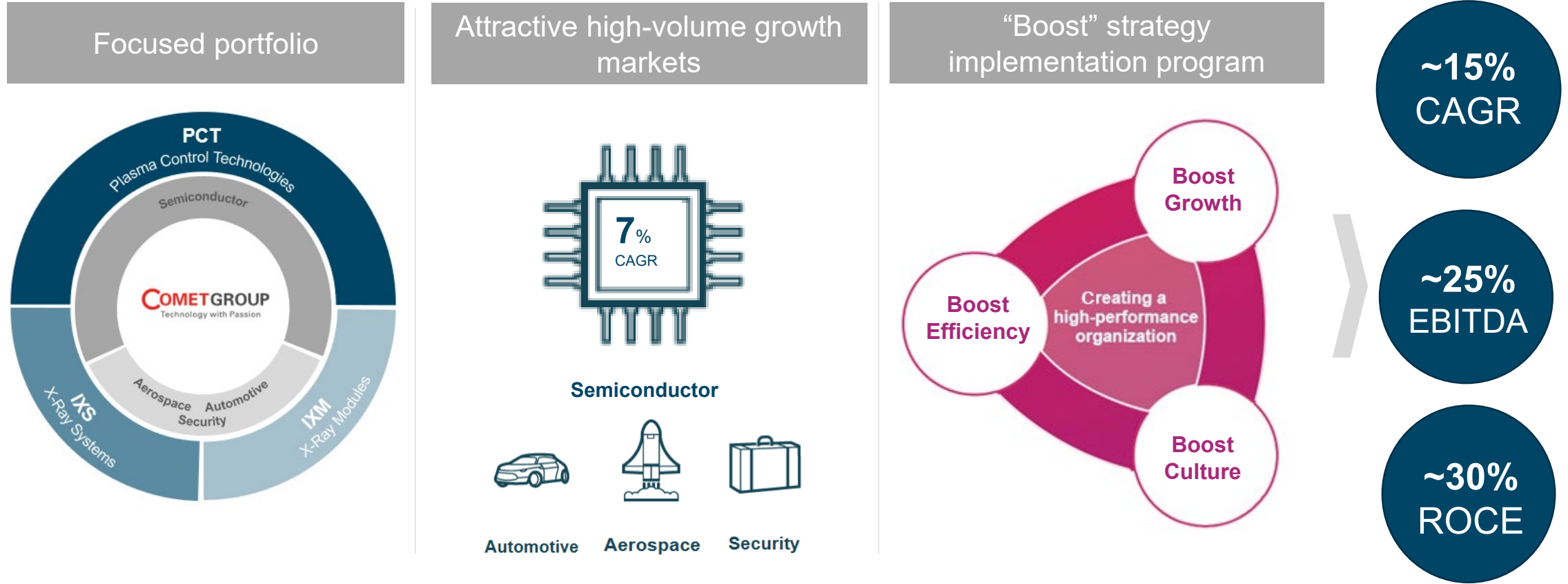
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Roadmap – Growth and efficiency initiatives

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	Apero riche		

SUMMARY

Comet Group – a pioneering technology leader in RF power & x-ray poised to exploit its full potential



OUTLOOK

2019 guidance confirmed



COMET GROUP CMD 2019

Thank you for your interest



Financial calendar for the Comet Group

March 19, 2020	Publication of 2019 report
April 23, 2020	Annual shareholder meeting in Berne

More details on our business performance and financial results:

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