

Capital Markets Day 2021: on track to meet our 2025 ambitions

November 15, 2021

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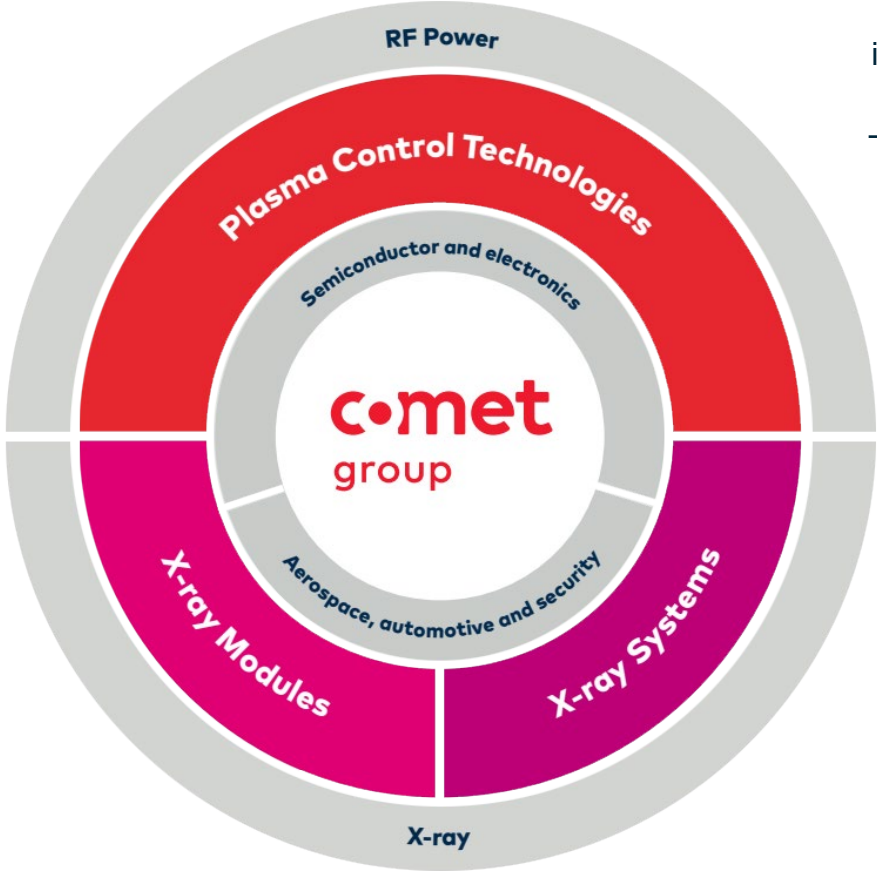
Cautionary statement regarding Forward Looking Statements

This document contains forward-looking statements about the Comet Group that may be subject to uncertainty and risk. Readers should therefore be aware that such statements may deviate from actual future outcomes or events. Forward-looking statements in this document are projections of possible future developments. All forward-looking statements are made on the basis of data available to Comet at the time of preparation of this document. The Comet Group assumes no obligation whatsoever to update or revise forward-looking statements in this document, whether as a result of new information, future events or otherwise.

Comet: market leader in RF power and x-ray technology

Sales of CHFm 480 to 500

(FY2021 guidance)



#1
in vacuum capacitors
and matchboxes

59% group sales



#1
in ceramic x-ray tubes


13% group sales

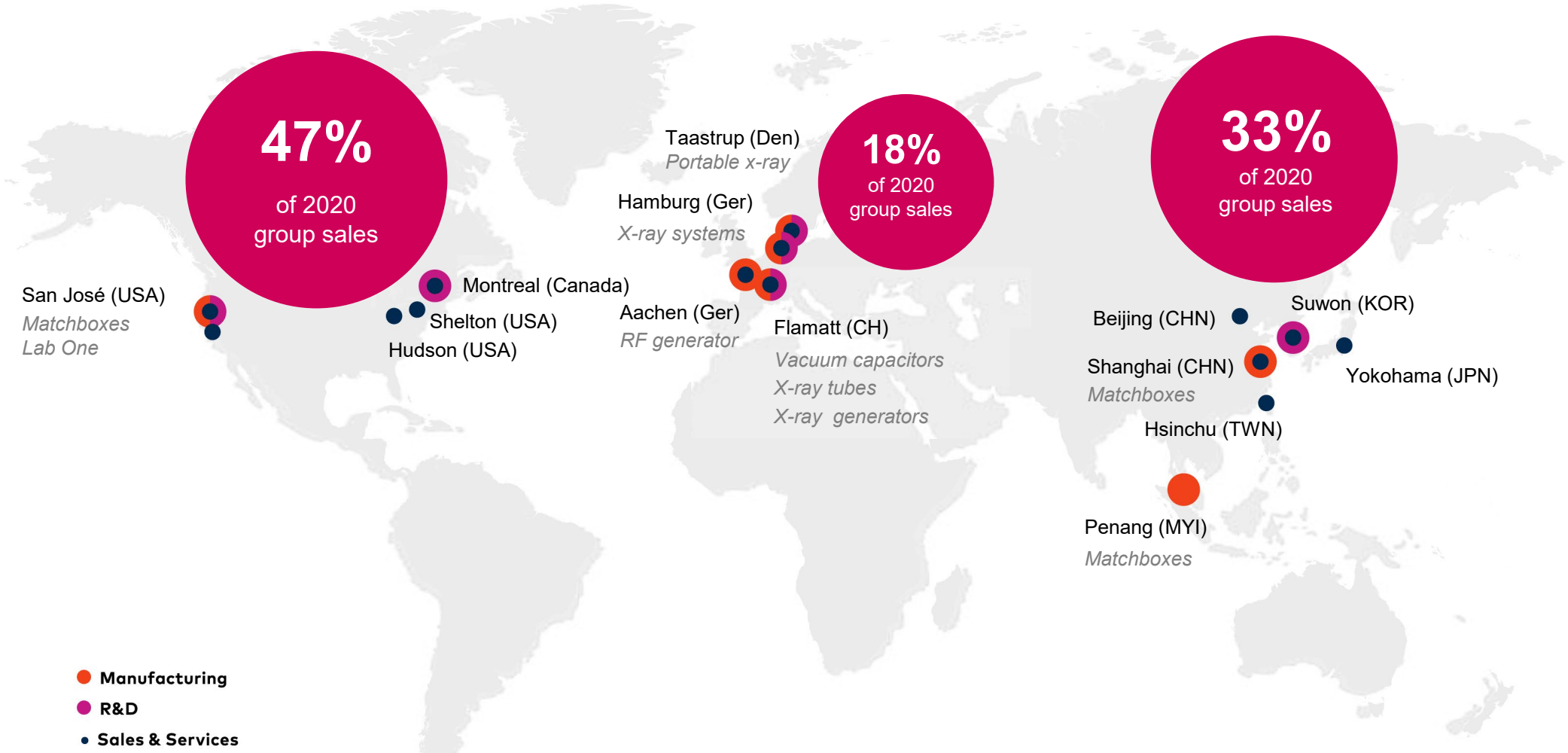
Top 3
in served markets

28% group sales



Global presence close to our customers

 1'400 employees
15 locations worldwide
HQ in Switzerland



- Manufacturing
- R&D
- Sales & Services

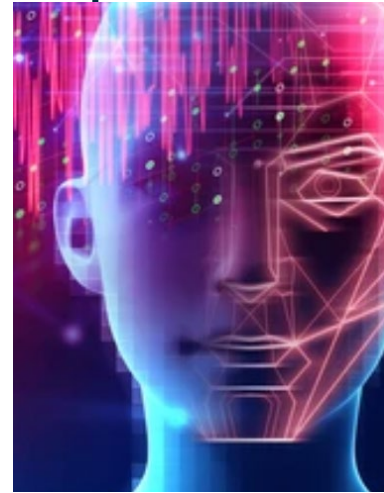
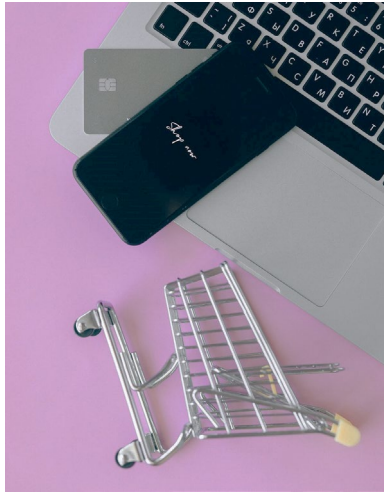
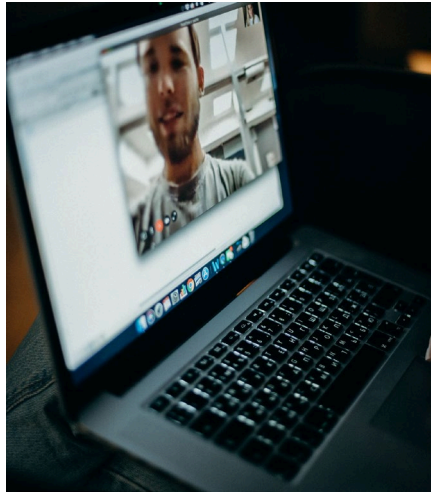
Confident in our 2025 ambitions

>830 CHFm sales / ~25% EBITDA margin / ~30% ROCE



Our served markets are accelerating

We are in an era driven by data, Artificial Intelligence and connectivity



1990

2005

2020

2025

2030+

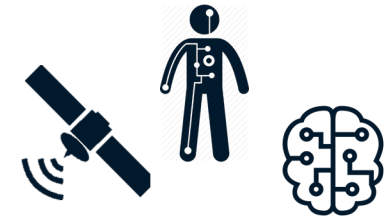
Internet Era

Social Media Age

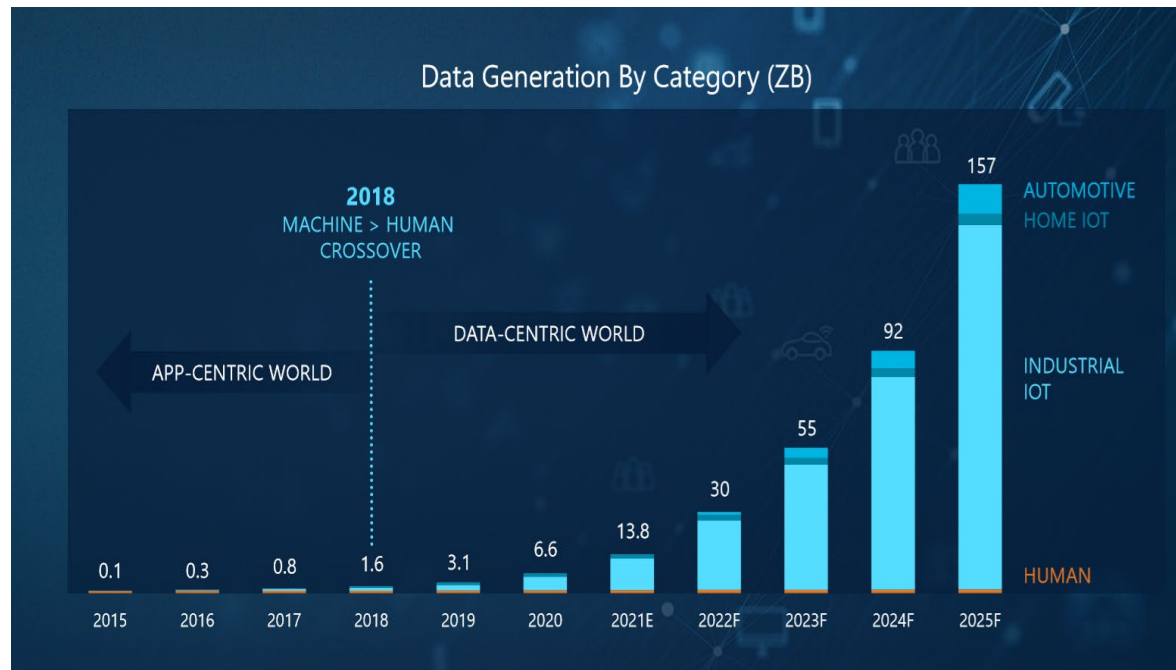
Collaborative Economy Age

Autonomous Age

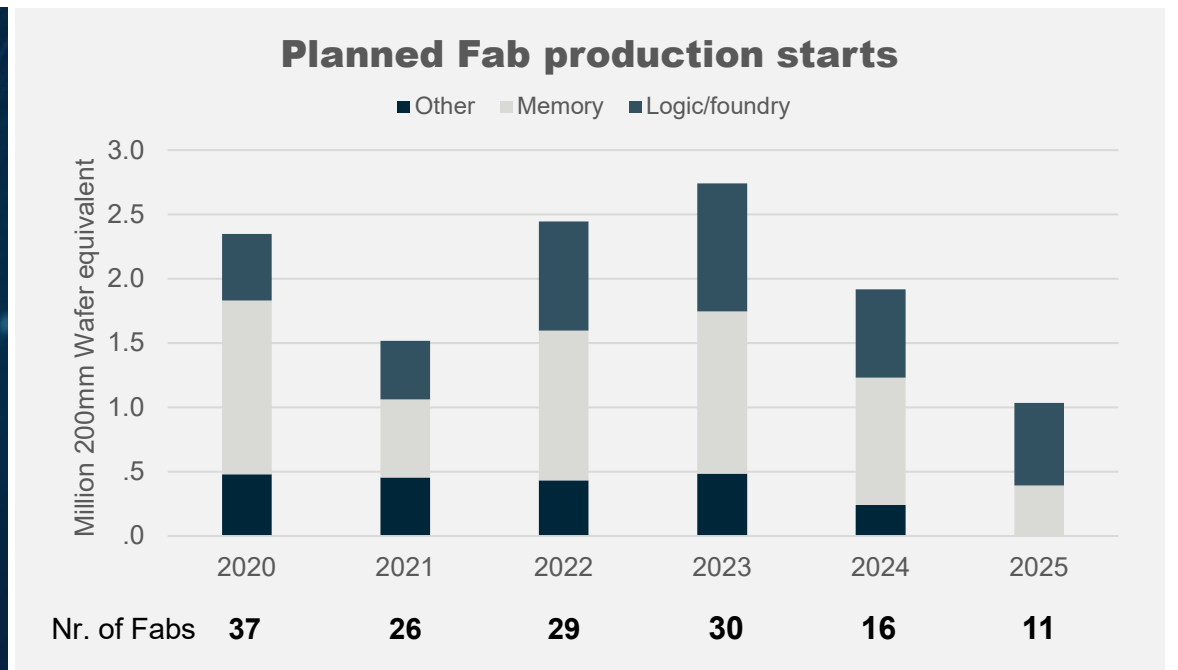
Integrated World



Industrial data generation becoming dominant



Source: Cisco Systems

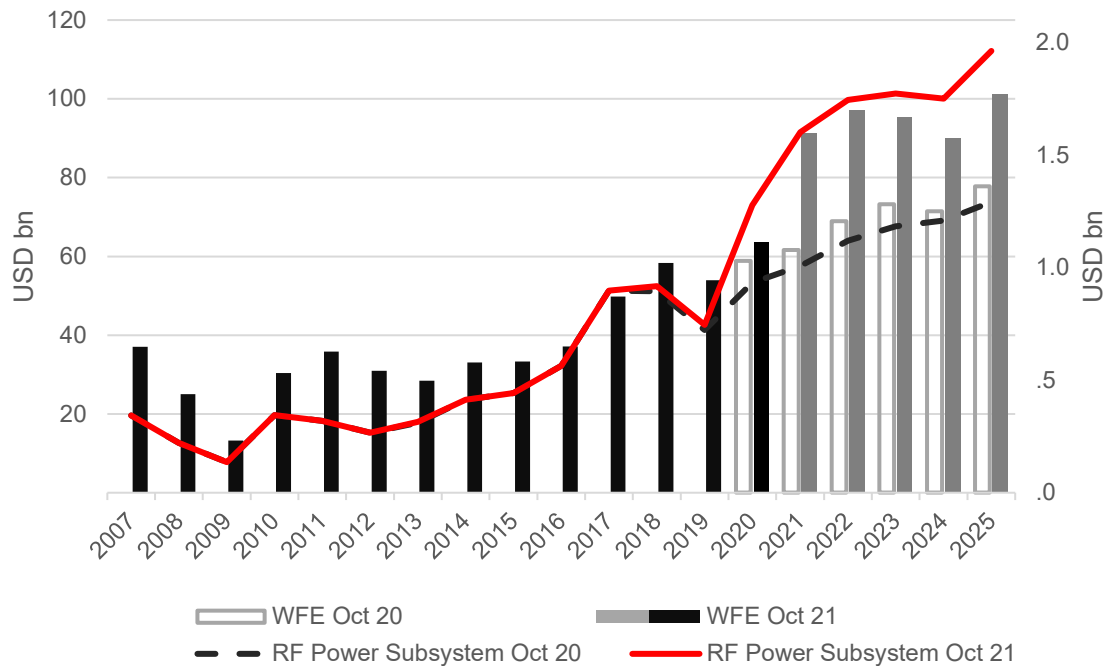


Source: World Fab Forecast Report, Sept 1, 2021 Update, Published By SEMI

Acceleration in wafer fab equipment forecast

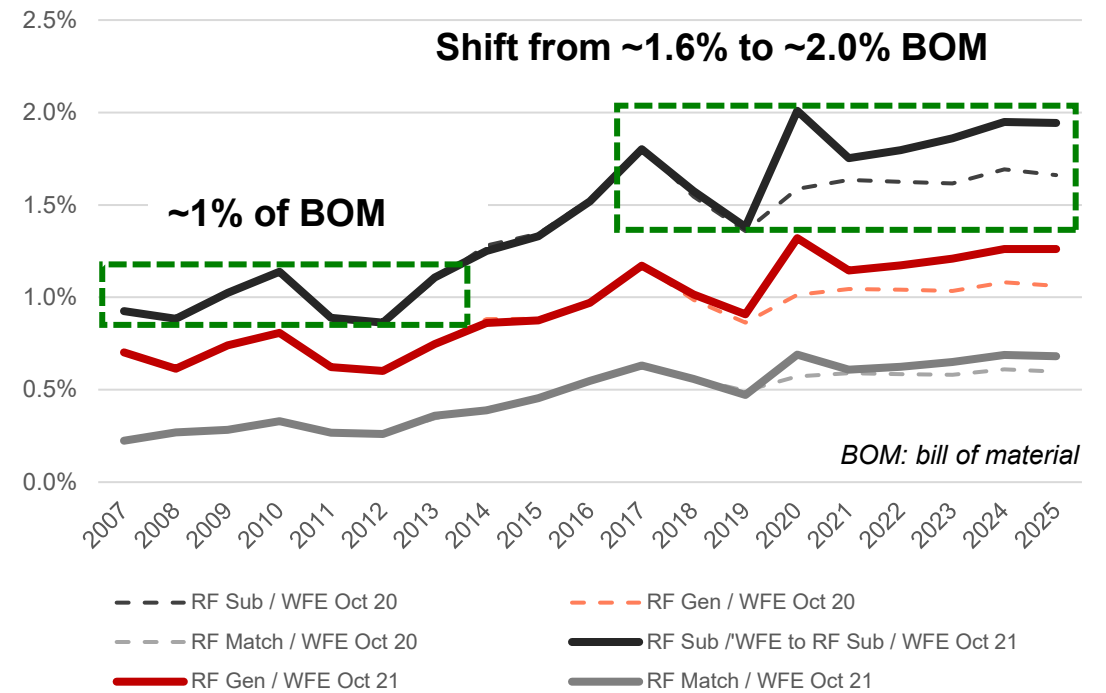
Chip (device) complexity requires more plasma-based equipment – and RF power subsystems

RF Subsystems to WFE (in million USD)



Source: VLSI

RF Power Ratio to WFE



Sources: VLSI, company data

Heading to a clean future in aerospace and automotive

Aerospace

Heavy reliance on fossil fuels

Hybrid / Blended wing



Past

Future

Automotive

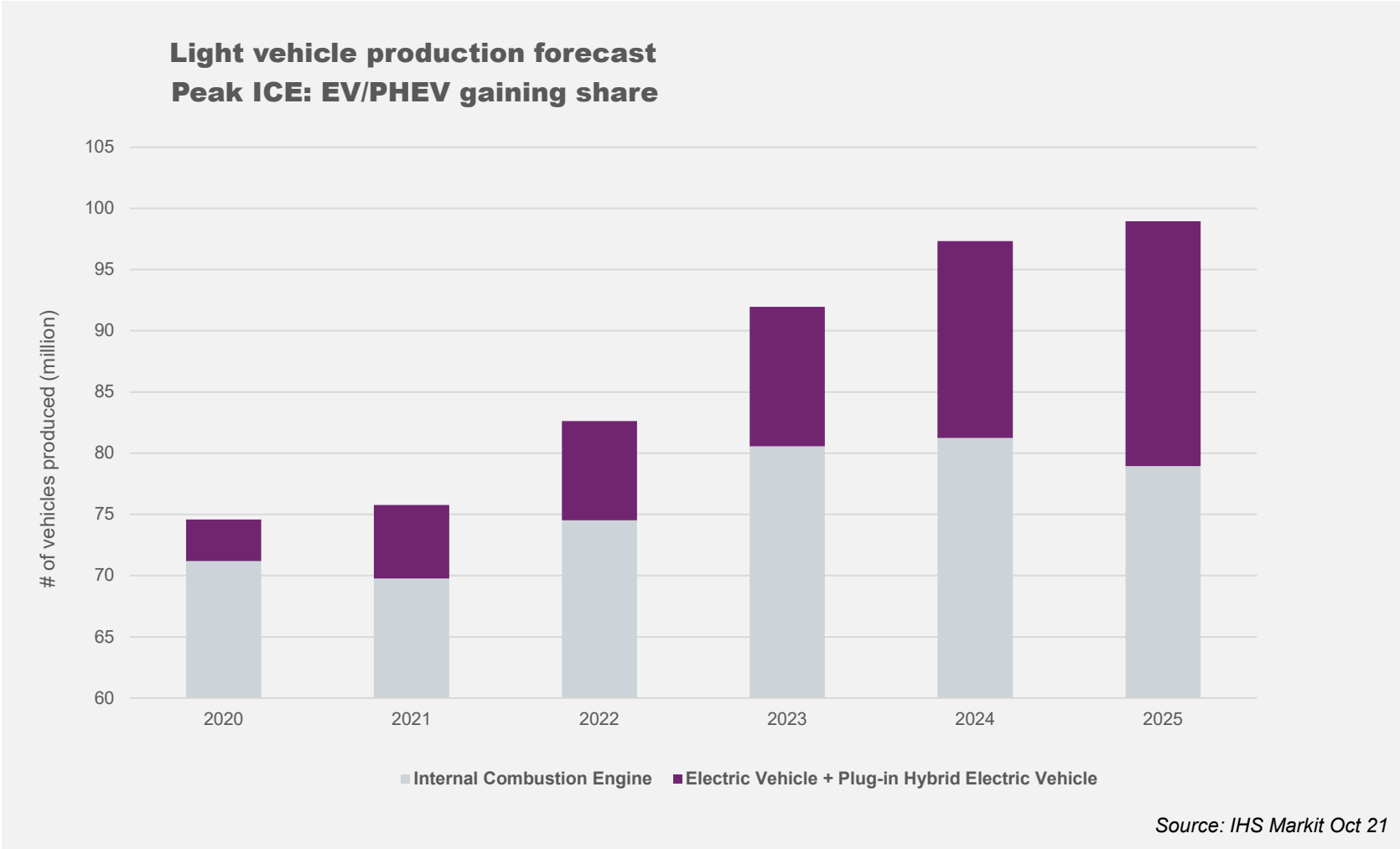


ICE / Smog / Congestion

Today

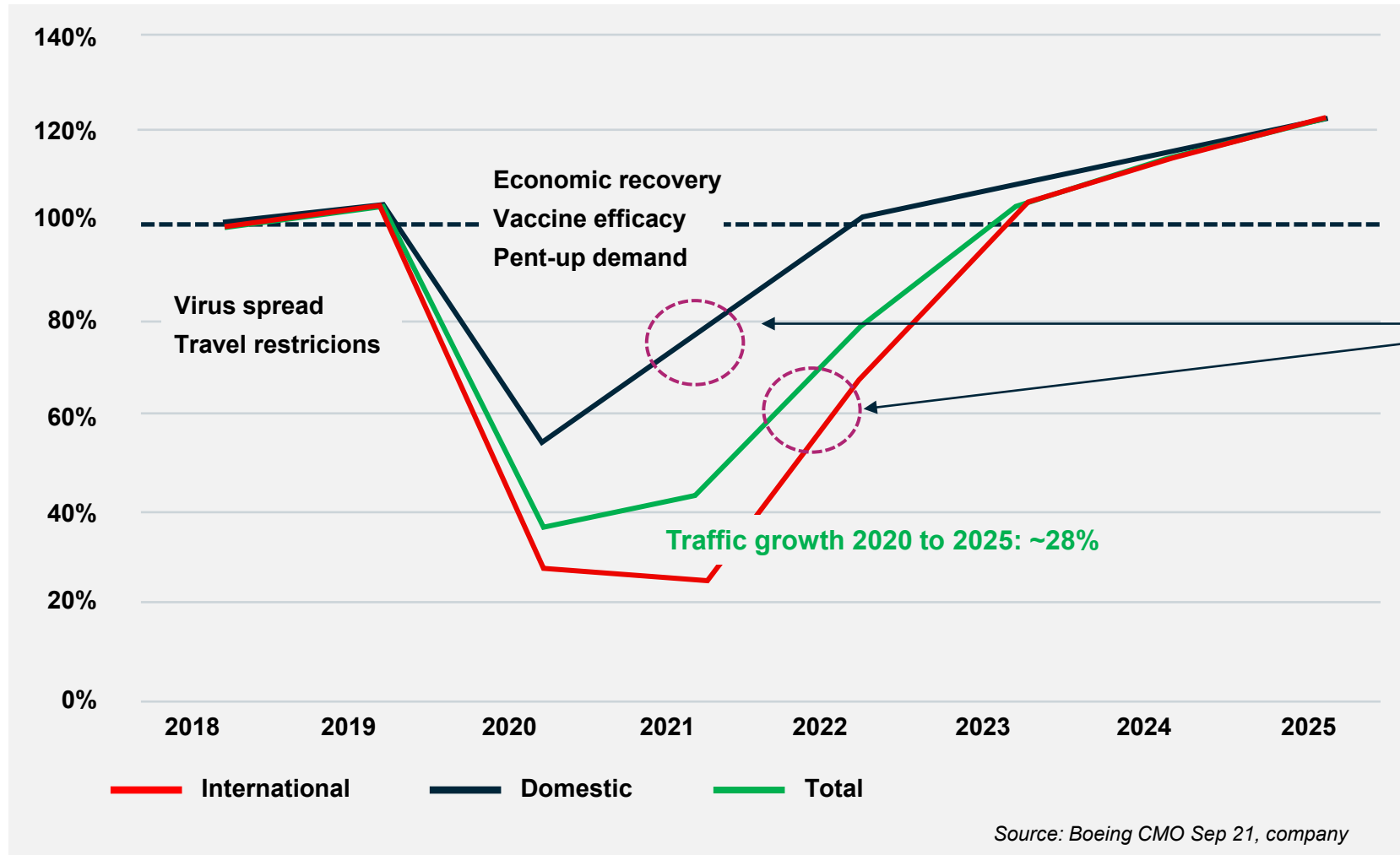
EV / Batteries / Robotaxi

Automotive: steady growth in this core x-ray market ...



**Underlying growth
approx. 6% in this
sector for x-ray**

... as well as in aerospace

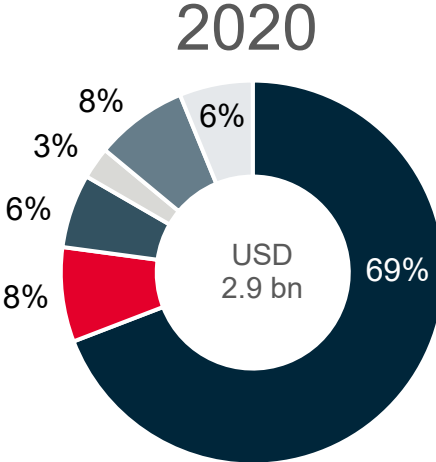


Underlying growth approx. 28% in this sector for x-ray

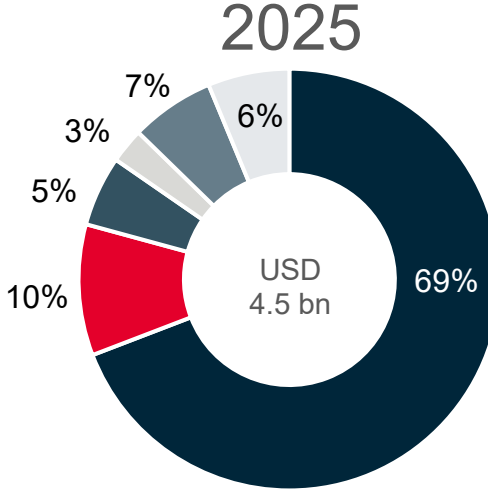
Our SAM growth outpaces overall industry

Driven by semiconductors and electronics

TAM

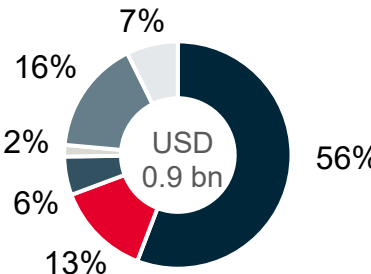


1.5X

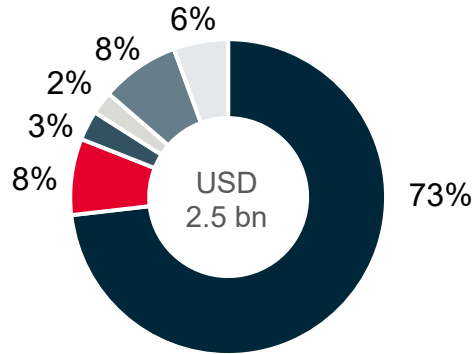


TAM CMD 2020:
2019: USD 4.1 bn
2025: USD 5.1 bn

SAM



2.7X



SAM CMD 2020:
2019: USD 0.7 bn
2025: USD 1.9 bn

- Semi/Electronics
- Automotive
- Aerospace
- Security
- SnM (inc. Medical)
- Other

**Executing on our strategy:
progressing on our journey**

Three pillars to drive our success



Significant progress
in all dimensions
despite COVID-19

PCT: firing on all cylinders

Growth

Operational
Excellence

~5x

higher sales
with Asian top tiers
FY21e vs FY19

~2x

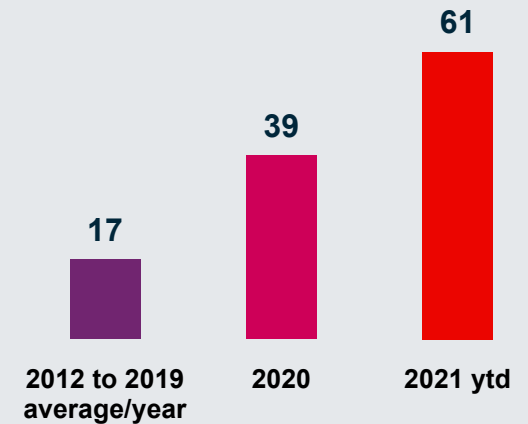
higher sales
with top 3 customers
FY21e vs FY19

Operational Excellence

Penang ramp-up on plan
Successful vacuum capacitor
production ramp

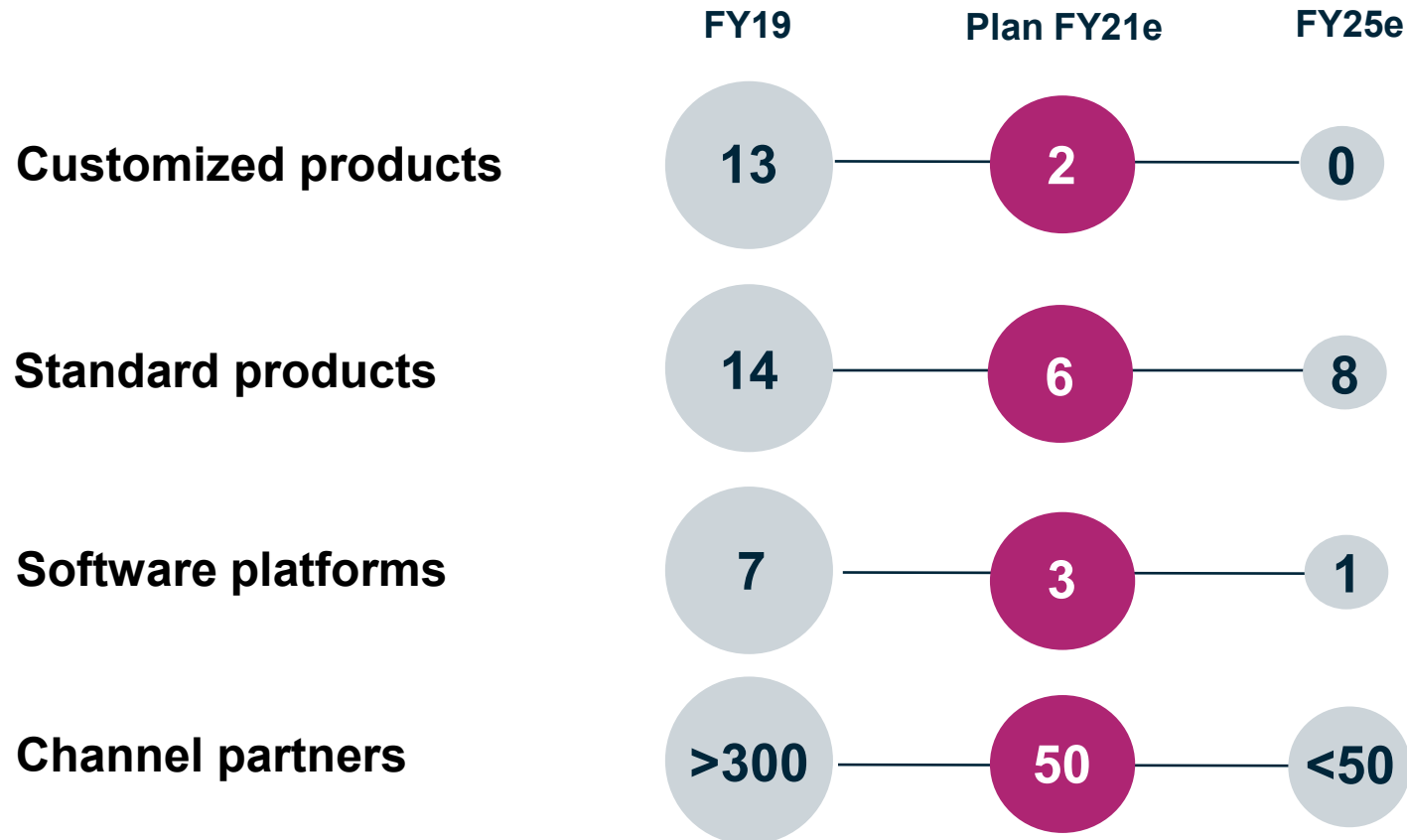
RF generator beta-testing
on track: multiple customers,
new variants on track

Innovation and products



PCT patent applications: Gen 3
control for matchboxes and RF drive

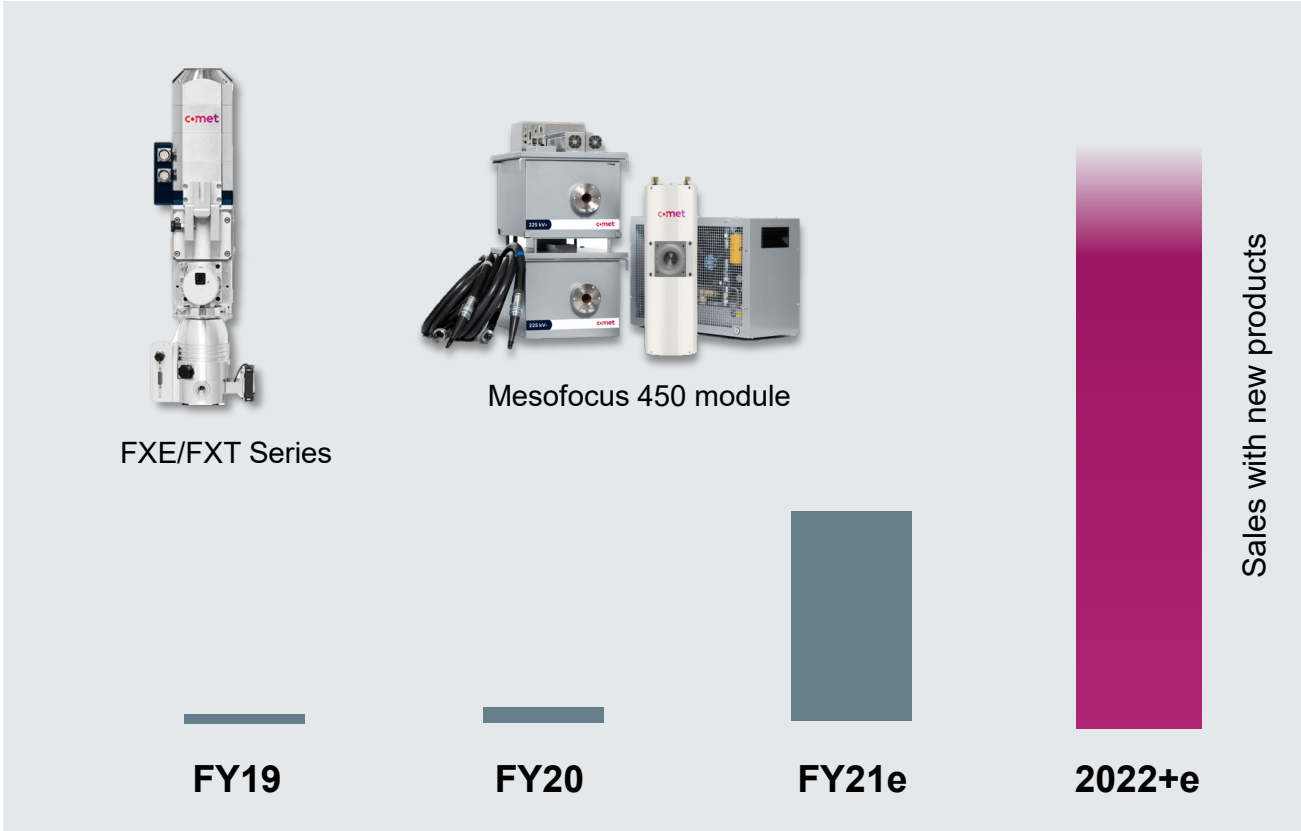
IXS: repositioning on track



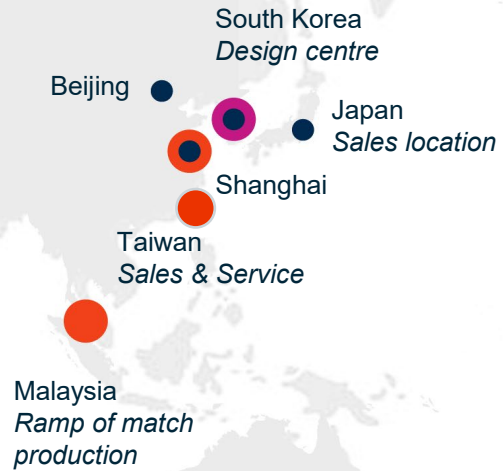
- Returned to sustainable growth and profitability
- New system sales into semi space (3D architecture inspection)
- Rigorous focus on high quality business

IXM: expanded market leadership, investing in new products & technology

- New products launched in late 2019 and in 2020 contribute ~ 10% - 15% to FY21e revenue
- Significant adoption in FY22 and beyond
- Expanded product portfolio to enter the electronics, semiconductors and battery markets



Strengthened geographic footprint in Asia



**Stronger application
engineering and
regional RF design
capabilities**



**Productivity
enhancement in the
assembly of
match boxes**



**New location for
sales, service, training
in the global semi
manufacturing
hotspot**

Values and culture: we want to become the employer of choice

**践行
我们的
价值观。**



客户
导向



挑战与
授权



相互信任
的合作

**We
live our
values.**



Customer
Orientation



Challenge
and Empower



Trustful
Collaboration

An attractive workplace for all:

- Diversity, Equity & Inclusion
- Pulse Check
- Internships
- Talent management
- Apprenticeship training center
- University collaborations

Confident outlook

Multiple opportunities, manageable challenges



Recruiting
Retention



Trade
conflicts



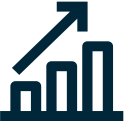
Supply
chain



New products
and markets



Financial
flexibility



Favorable
markets



Mindset
change

Well under way to meet financial ambitions

	Net sales (in million CHF)	EBITDA margin	ROCE
FY20	396	14.8%	13.5%
FY21e	480 to 500	18% to 20%	not guided
FY25e	>830	~25%	~30%

**Full pipeline of
opportunities for continuous
future growth**



PCT: multiple opportunities in the semiconductor market

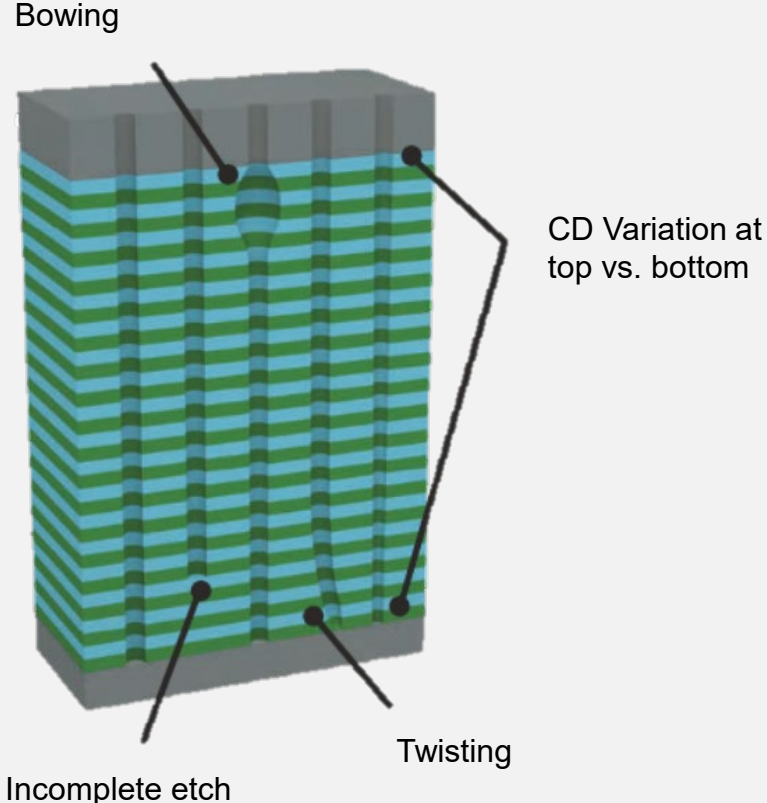
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Michael Kammerer, Division President PCT



Precise plasma control required to master challenges in etch and deposition processes

3D NAND architecture (schematic)



Stable plasma processes critical for next generation chips and architectures

Source: Solid State Technology, p18ff, H.Singh/Lam Research, Overcoming challenges in 3D NAND volume manufacturing, July 2017

A vital role in the global chip giants' value chain

Radio-frequency power subsystems

Market size (2020)
USD 1.47 bn

Wafer fabrication equipment

Market size (2020)
USD 63.6 bn

Semiconductor manufacturers

Market size (2020)
USD 464.8 bn



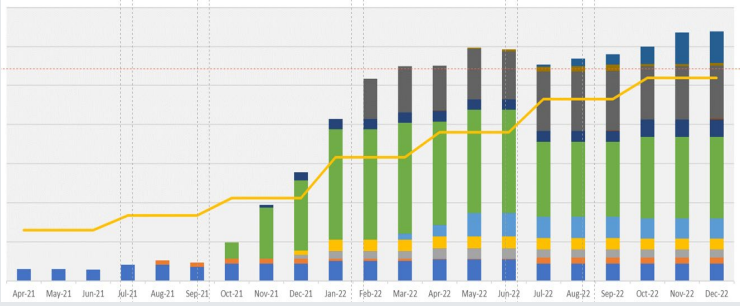
Sources: Gartner, VLSI

Opportunities

Penang factory

Capacity utilization

20% | **60%**
YE 21 | YE 22



Actual product range

CAGR matches and vaccaps growth
2020-2025e

~ 9%



Sources: company estimates, VLSI

New product range

RF Generator family
Gen 3 match control





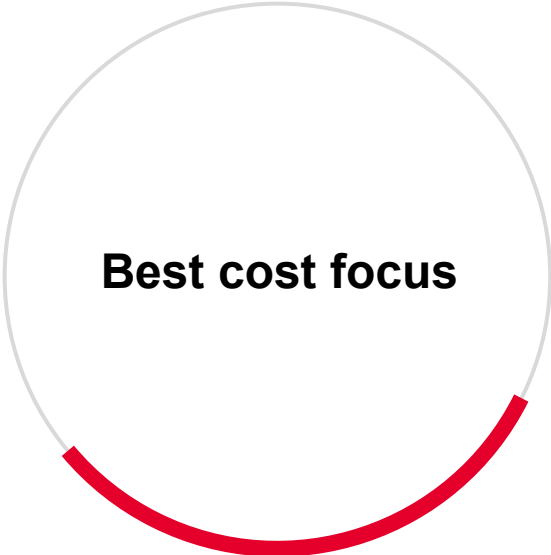
Opportunities in IXS: repositioned, growing

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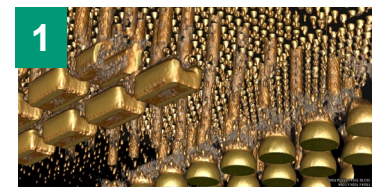
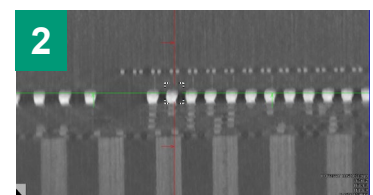
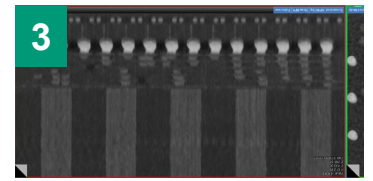
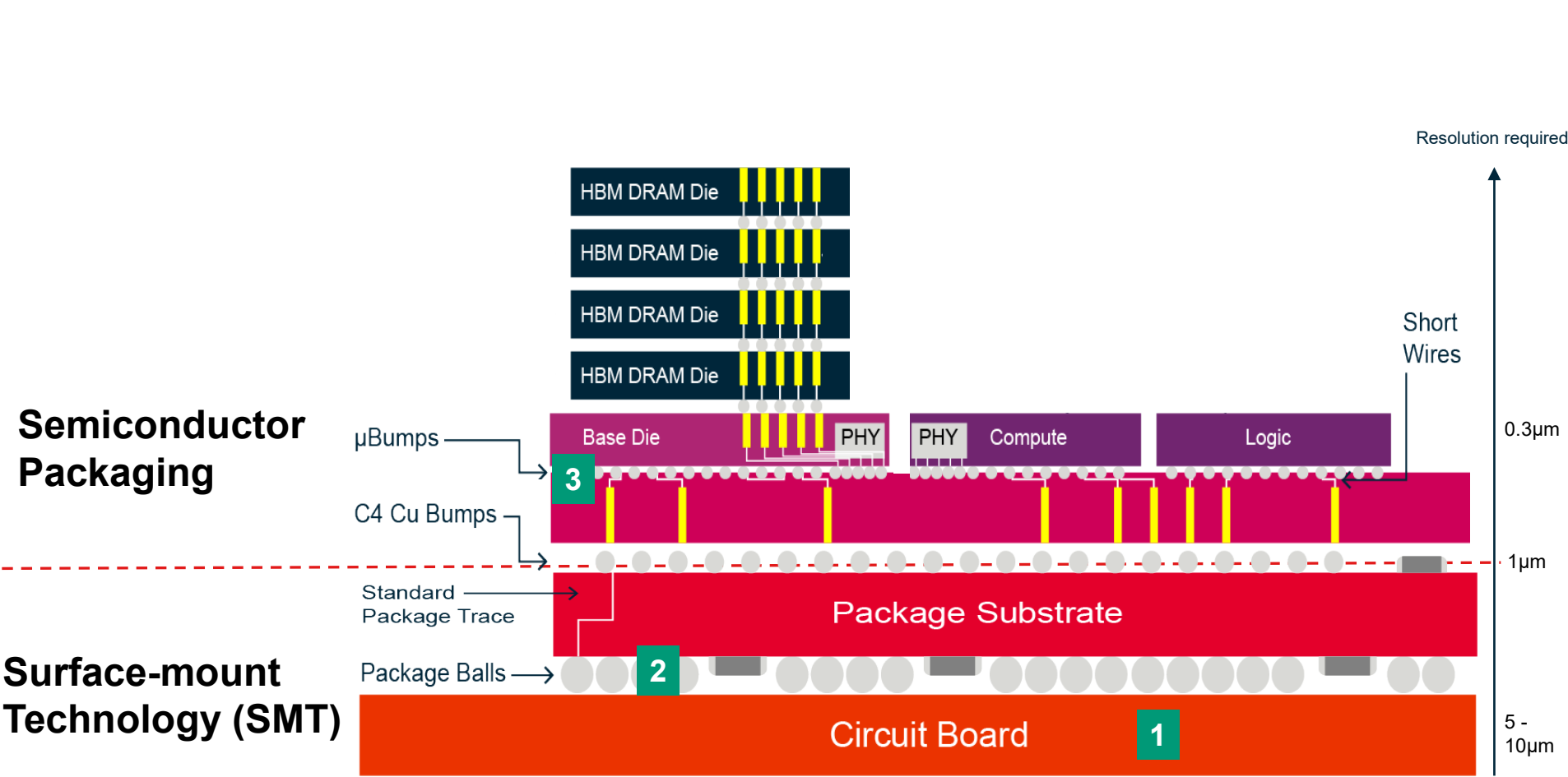
Kevin Crofton, Division President IXS a.i.



Three strategic priorities to meet our customers' needs



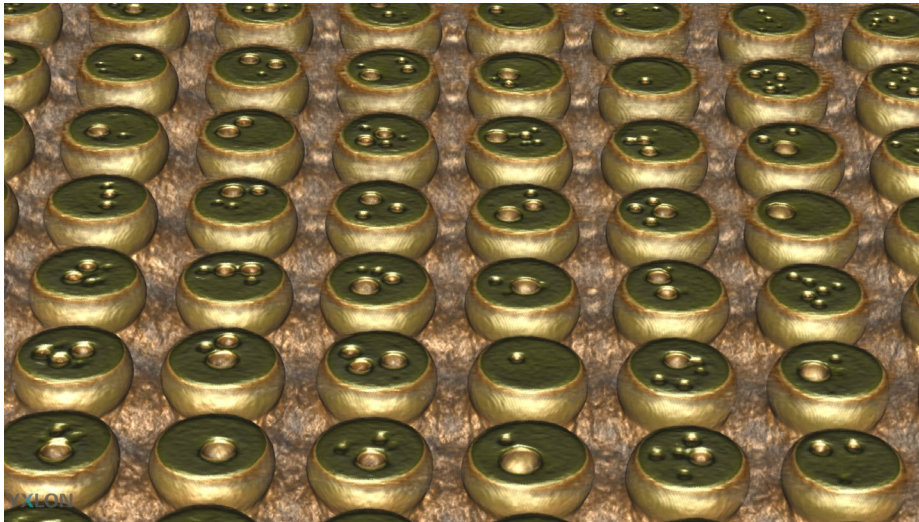
Advanced packaging requires new techniques: miniaturization offers opportunities for X-ray Divisions



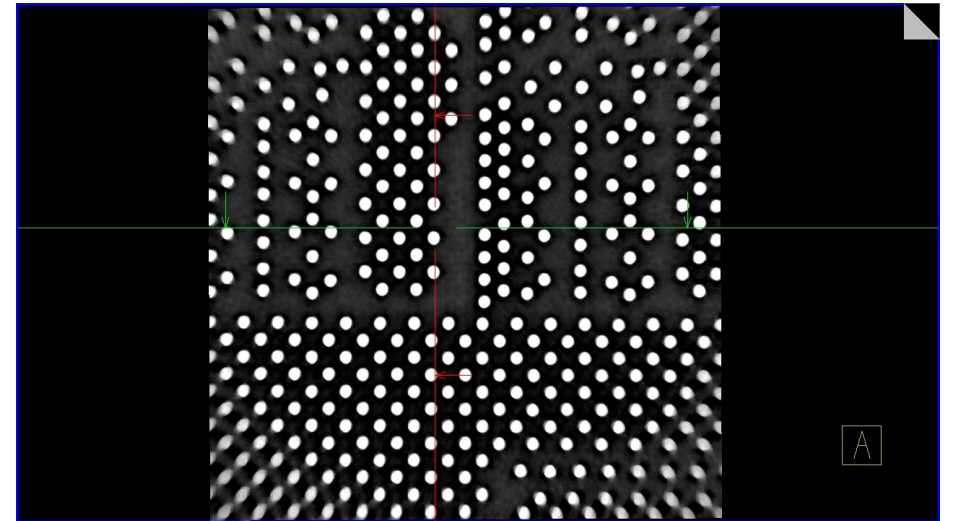
Semiconductor Packaging

Surface-mount Technology (SMT)

Example: ball-grid array voids – today ...



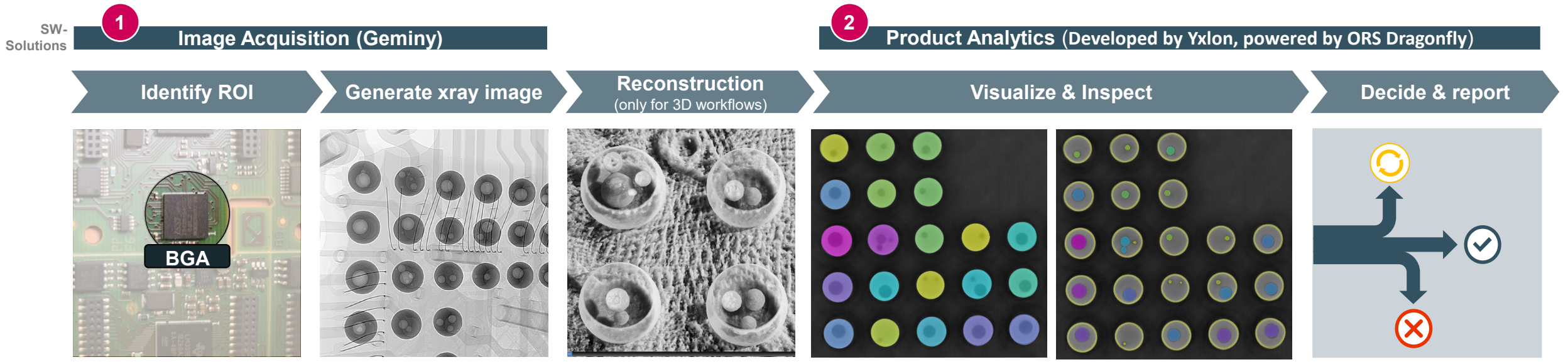
Inspection



Ball-grid array voids can degrade the performance of the board and cause failure

Layer-by-layer inspection of microchip:
detection of defects

... and in the future: yield solutions fueled by AI



Why do our customers need to inspect:

- Product-Quality & safety
- Improve yield

Why would they choose an Analytics solution

- Repeatable result
- Reliable result
- Faster result

Dynamic growth in the advanced packaging market creates opportunities

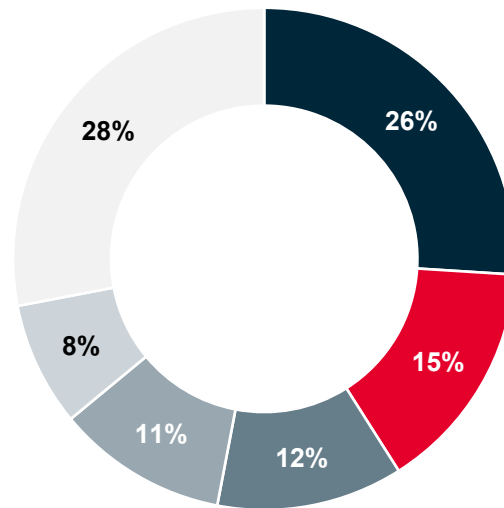
Market growth



Sources: Yolé Développement, company estimates

Split by players

FCCSP packaging service market share
2020 revenues



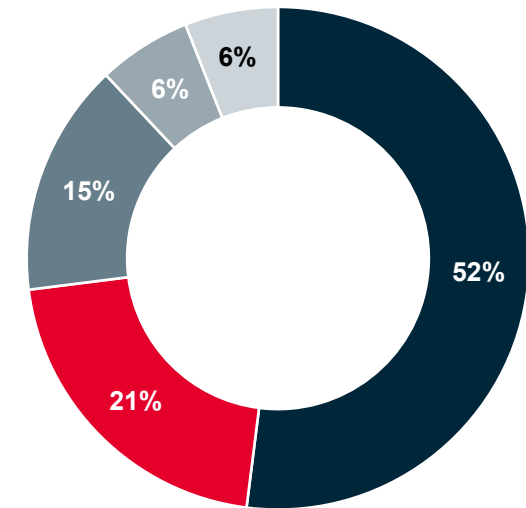
■ ASE ■ Amkor ■ JCET ■ TSMC ■ Powertech ■ others

Others: memory suppliers, smaller OSATs, direct OEM customers purchasing the substrate

Split by regions

2020 OSATs* revenue – Split by geographic area

2020
USD 33.7bn



■ Taiwan ■ China ■ US ■ Korea ■ other

*Based on the 26 OSATs ranking – 2020 revenue

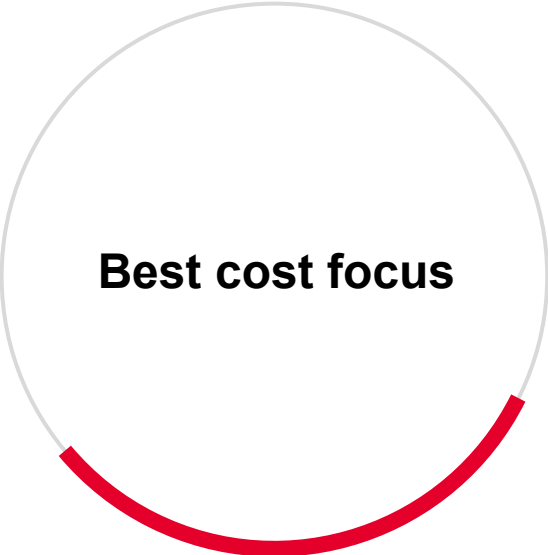
Opportunities in IXM: small, smart, successful products

November 15, 2021

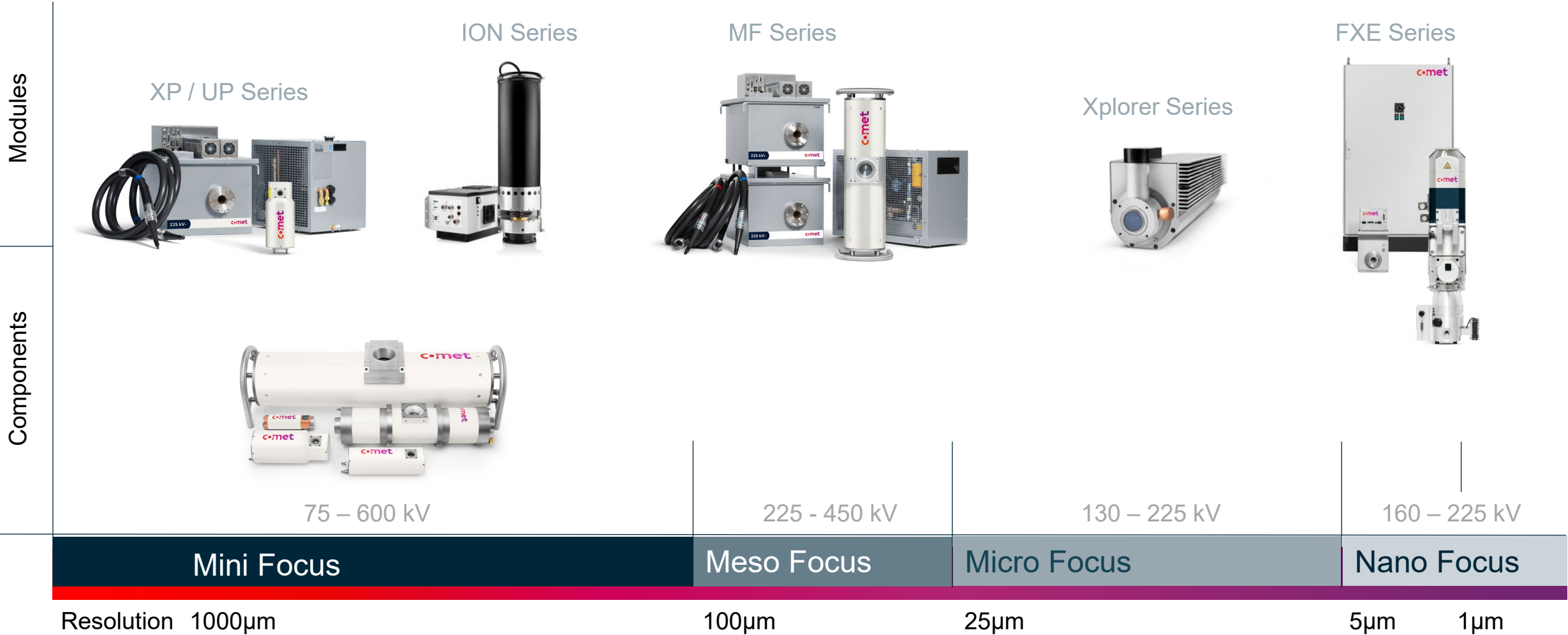
Stephan Haferl, Division President IXM



Three strategic priorities to meet our customers' needs



IXM's product portfolio for growth



MesoFocus: new possibilities in non-destructive testing

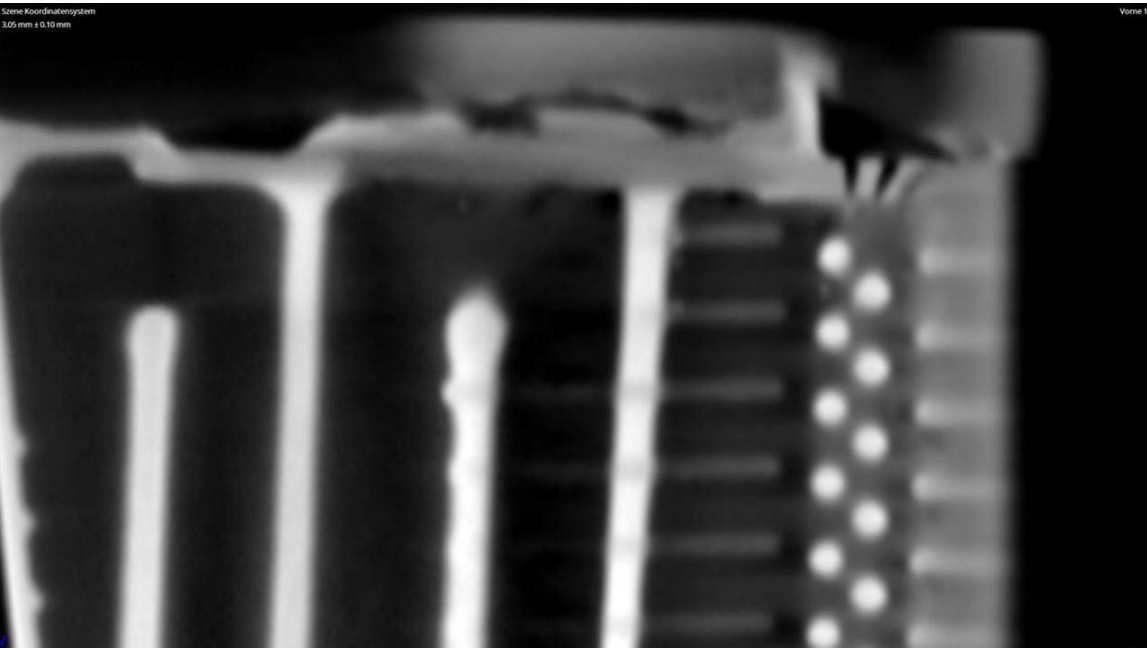


Inconel Turbine Blade



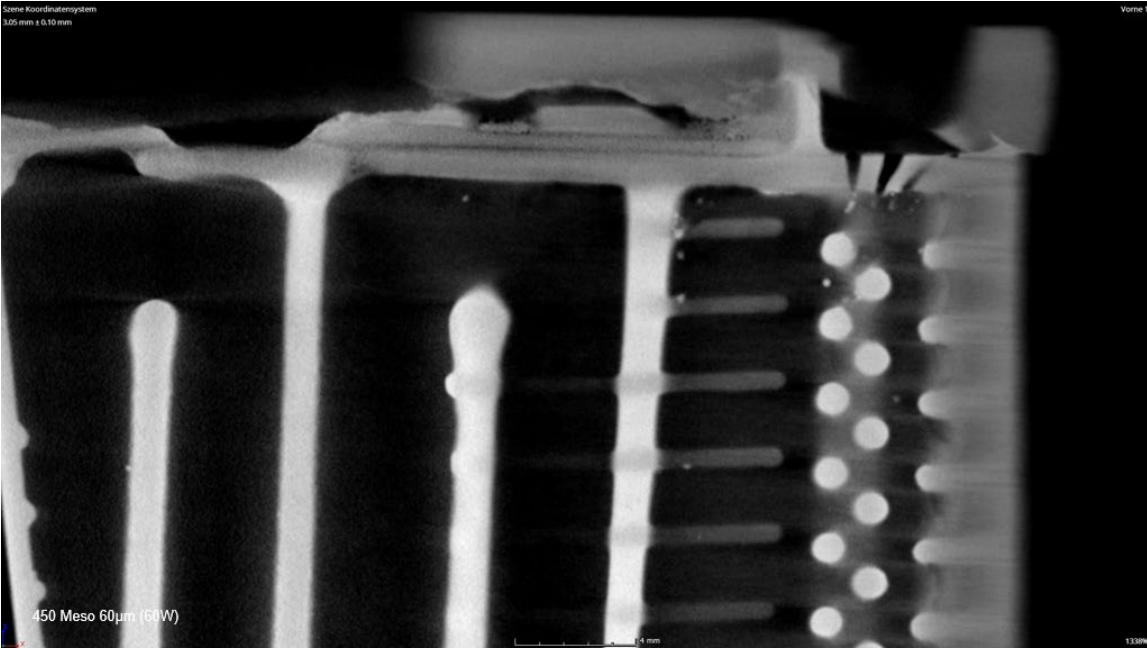
MesoFocus: a quantum leap in resolution

Traditional sealed X-ray module



Inconel Turbine Blade

MesoFocus sealed X-ray module





Financial priorities

November 15, 2021

Lisa Pataki, CFO



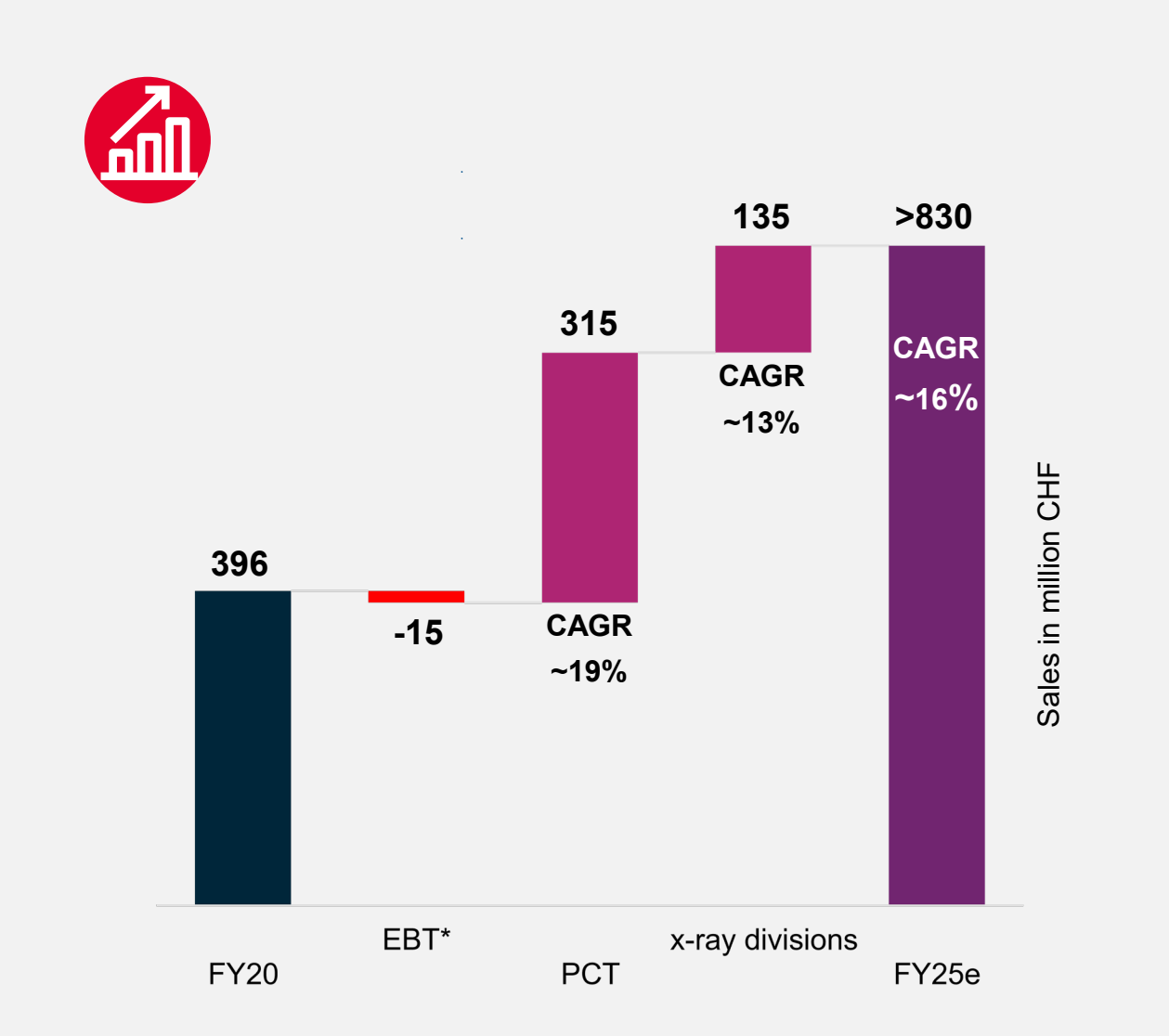
Key financial messages



Investment in technology, disciplined performance leads to shareholder value

Accelerating sales growth

- Accelerating market demand in Semi/Electronics creating opportunity
- Outperform market
- Fuel growth through innovation
- Deliver strong execution



* EBT division dissolved with the sale of the ebeam business in November 2020

Growing profitably, focus on efficiency

Expand margin

through execution discipline, incl. ramp of Penang factory

Create operating leverage

through a flexible business model –
decrease OpEx as % of sales

while

Prioritizing investments, and

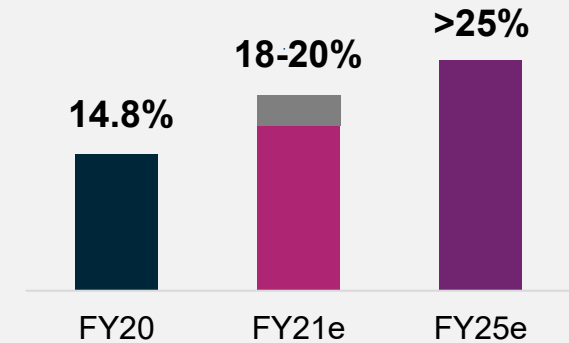
in R&D – 11-13% of sales

Maintaining an asset light approach

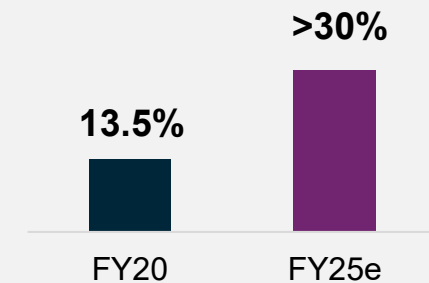
CapEx at 3-5% of sales



EBITDA margin ambition



ROCE ambition



Capital allocation

- Investing in Comet's growth
- Commitment to innovation through R&D
- Ensure flexible execution through CapEx
- Return an annual dividend to shareholders
- Maintain a strong and flexible balance sheet



FY15 to FY20 cumulative actual

R&D

270M
~12% of sales

CapEx *

86M
~4% of sales

Dividends

57M
avg. ~1.20/share

* Excluding investment into new building in Flamatt (2016 to 2018, CHF 52 million)

**Comet is financially well
positioned to capitalize on the
market opportunities by 2025
and beyond**

c•met
group