## Agenda

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Investor Day | 2016
COMET Group at a glance

We are a Swiss company with three leading technologies and a global presence

Employees worldwide

~ 1200

~ 200 in R&D

Locations worldwide

13

Net sales expected in 2016, in CHF million

300-320

Sales outside Switzerland

99%
With its clear focus on strategy 2020, COMET is ideally positioned for strong profitable growth.

COMET Group at a glance

Net sales in CHFm: ~500
EBITDA in %: 16-18

By 2020
# Agenda

1. COMET Group at a Glance
2. Our Building Blocks for Growth
3. Our Growth Engine
4. Summary and Q&A
Building blocks

The COMET Group building blocks for growth

- New Applications
- Market Coverage
- Systems
- Modules
- Products
- Technology

Forward Integration

Commercialization

1. Strategy to 2012
2. Strategy to 2015
3. Strategy 2020
4. Strategy 2020
Progress in all building blocks ensures achievement of strategic goals by 2020.

Building block 1

Building blocks 1 + 2

Building blocks 1 + 2 + 3 + 4

Group sales in CHF million

2010 2012 2015 2020
Building blocks

Building block 1: Forward integration – From technology to solutions
Building block 1: Forward integration – From technology to solutions

We are creating value-adding solutions based on three leading core technologies

RF power

X-ray

ebeam

COMET

COMET / YXLON

ebeam

About 40%*

About 54%*

About 6%*

* % of 2015 Group sales
Building block 1: Forward integration – From technology to solutions

We continue to develop attractive solutions in each core technology

<table>
<thead>
<tr>
<th>RF power</th>
<th>X-ray</th>
<th>ebeam</th>
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<tr>
<td><img src="image1" alt="RF Power" /></td>
<td><img src="image2" alt="X-ray" /></td>
<td><img src="image3" alt="ebeam" /></td>
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**Example 1**
New cito plus generator for demanding RF processes

**Example 2**
Prototypes for next generation security applications

**Example 3**
New generators for higher performance
We exploit opportunities in fast growing markets with our new RF generator technology.

Cito Plus generator – a major milestone

- Predictable plasma behavior
- Repeatable wafer results
- Encouraging pilot tests with several customers

→ learn more about this from M. Kammerer
Example 2

With our existing & new high-end technology we support faster and accurate screening of carry-on.

New product / smart technology: automated, fast and accurate

Finger print of material can be recognized for exact identification

Remote data management with passenger risk profiles

→ learn more about this from S. Haferl
We created new generators to enable higher performance for various ebeam applications.

- Design to cost
- Higher speed
- Higher performance
- IoT capable

Example 3

- Tetra Pak filling machine
- Demonstrator for inactivation of dry food developed with Bühler
- ebeam inkjet dryer (EID)
Building blocks

Building block 2: Commercialization – strengthening the front end

Diagram:
- Forward Integration
- Commercialization
- Modules
- Products
- Technology
- Systems
- Market Coverage and Account Penetration
We are exploiting existing solutions, intensifying marketing in attractive existing and new markets.

Building block 2 - Commercialization

RF power  X-ray  ebeam
Reaching out to untouched markets by leveraging existing portfolio – two examples

**ASIA**
- Market expansion with ebeam systems from Davenport (USA) into China
- Successful entry into electronics market with x-ray inspection systems in Japan

**USA**
- Re-industrialization of USA opens up further opportunities to grow with x-ray solutions under COMET and YXLON brands for the foundry industry

New set-up for entering China with ebeam systems

Sales team strengthened for foundry industry
Building blocks

Building blocks 3 and 4
New applications and key account partnering

Proximity to customers
Forward Integration
Commercialization

New Applications
- Systems
- Modules
- Products
- Technology

Key Account Partnering

Market Coverage
COMET group is exploring several new applications together with leading global partners.

<table>
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<th>Building blocks 3 and 4</th>
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**RF power**

- Projects with key accounts to stay ahead of technology developments

**X-ray**

- Projects for next-generation security and to develop metrology application

**ebeam**

- Project to develop digital printing as new application

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**Examples 3 to 5**

- Rollout on track
- Project for inactivation of dry food
We are working on a new set-up to enable projects with Lam in the semiconductor market.

New applications / technology inflections

RF power challenges

Innovation
Speed
Quality
Cost
Reliability

COMET’s answer

Innovative solutions
Expanding our software capabilities
New forms of collaboration with customers

→ learn more about this from M. Kammerer and D. Meakin
With our X-ray 4.0 initiatives we are supporting absolute process control in ever more industries

Extreme, complex designs

YXLON can contribute to product safety enabling process control in more and more industries

Partners: MIRTEC, HEXAGON

→ learn more about this from D. Steck
With our partners we enable new solutions in security applications and carry-on screening

More volume: Need for speed

Smart, automated inspection

→ learn more about this from S. Haferl
Example ebeam

Bühler has recognized ebeam with its innovation partnership award; prototype field tests for inactivating dehydrated food in 2017

→ more about this from C. Flükiger and break out session
We have developed an ebeam-based, food-safe digital printing solution for new applications

After the launch at drupa:
- Encouraging customer feedback
- Now searching for a strong partner to develop application

→ more about this from C. Flükiger and in break out session
How to steer these and other growth projects with focus and ensure 2020 targets are reached?
## Agenda

1. COMET Group at a Glance
2. Our Building Blocks for Growth
3. **Our Growth Engine**
4. Summary and Q&A
We will generate most of our growth exploiting existing technologies in our ongoing business.
Another substantial part of growth will be generated by the specified growth initiatives
A funnel of Business Development activities spurs growth through Growth Initiatives
Ongoing Business and Operational Excellence projects generate resources for Business Development activities
The COMET Group growth engine: driving the expansion to 2020 and beyond

**Growth Initiatives** (examples 2016)
- Internet of Things (PCT)
- Metrology (IXS)
- Tetra Pak rollout (EBT)

**Business Development** (examples 2016)
- Project with Bühler (EBT)
- Digital printing (EBT)
- Further ebeam applications (EBT)
- X-ray 4.0 (CT-Inline IXS)
- Security (IXM)

**Ongoing Business** (examples 2016)
- Market expansion KAM
- Growth initiatives at segment level

**Operational Excellence** (examples 2016)
- Improve gross margin
- Strengthen supply chain leadership
- Expand management toolbox
## Agenda

1. COMET Group at a Glance
2. Building Blocks for Growth
3. Our Growth Engine
4. Summary and Q&A
Summary

Net sales in CHFm

~500

EBITDA%

16-18

Strategic building blocks

Growth engine for focused steering of initiatives
The COMET Group growth engine: driving the expansion to 2020 and beyond

Growth Initiatives (examples 2016)
- Internet of Things (PCT)
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Business Development (examples 2016)
- Project with Bühler (EBT)
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Ongoing Business (examples 2016)
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Operational Excellence (examples 2016)
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Summary

Strongest growth until 2018 expected from PCT, strongest long-term growth after 2018 from EBT.
Summary

Strategy 2020 stands for a sharpened focus on …

- Existing growth drivers
- Forward integration in new applications and stepped-up key account partnering
- Combining internal strengths to leverage competencies

- All segments will contribute to growth; main growth drivers are RF and ebeam technology
- Organic growth is to be complemented by acquisitions if this leads to more strength

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<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2020*</th>
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<tbody>
<tr>
<td>Net sales in CHFm</td>
<td>282.3</td>
<td>300-320</td>
<td>~500</td>
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<tr>
<td>EBITDA in %</td>
<td>12.7</td>
<td>11-13</td>
<td>16-18</td>
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*Fx assumptions: CHF 0.95 per USD, CHF 1.05 per EURO
Outlook

Outlook for 2016: Sales and EBITDA margin at upper end of forecast range

Given the strong development to date, COMET Group expects sales and EBITDA margin at the upper end of the announced range of

- sales growth to CHF 300m to CHF 320m, and
- an EBITDA margin between 11% and 13%

Based on foreign exchange rates of

- CHF 0.95 per USD
- CHF 1.05 per EURO
Questions and Answers
Thank you for joining us!

The Investor Day presentations will be available at www.comet-group.com