COMET Group
Investor Day 2012
Strategy Review 2012-2015
Ronald Fehlmann, CEO
# Agenda

<table>
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<th>The framework of our strategy: Our vision and our values</th>
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<td>What we do best: Our strengths</td>
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<td>Summary</td>
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Vision: How do we want to be perceived?

By Customers
Leading partner in all its key markets and applications
Listening and responding to customer needs in an innovative manner

COMET Group

By Employees
Attractive employer offering fascinating career opportunities in technical, management and project management positions in a truly international environment

By Shareholders
Attractive technology small-cap with a leading market position in all core business areas
An attractive growth story
Competent and stable management

By Customers

By Employees

By Shareholders
Values: What is important to us?

- Fairness
- Challenge and empower
- Respect
- Trust
- Sustainability
- Customer delight
- Quality first
- Integrity
- Passion
Agenda

1. The framework of our strategy: Our vision and our values
2. What we do best: Our strengths
4. Summary
COMET Group: Our strengths

✓ Technology with passion:
  Our employees

✓ Competence in selected technologies

✓ Competence in turning technologies into high quality products

✓ Competence in turning high quality products into value adding solutions

✓ Strong customer base & proximity to customers
Highly competent and engaged employees

> 700 employees worldwide

> 100 employees in R&D
Competence in 3 core technologies

X-ray

Radio frequency

E-beam
Competence in product development: Turning core technologies into innovative products

<table>
<thead>
<tr>
<th>X-ray</th>
<th>RF</th>
<th>E-beam</th>
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<tbody>
<tr>
<td>Industrial x-ray inspection sources and systems</td>
<td>VacCap, match box and generator design, testing, manufacturing</td>
<td>Compact high performance e-beam design</td>
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<tr>
<td>Image processing / creation chain</td>
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</table>
Competence in application: Turning products into value adding solutions

**X-ray**
Non-destructive testing
Inspection, quality control in automotive, electronics and other industries

**Security**
Cargo & luggage inspection

**RF**
Plasma control
Semiconductor, Thin film solar, Medical

**E-beam**
Sterilization
Food and pharma packaging
Competence in partnering up with customers: Worldwide presence and customer base
## Agenda

1. The framework of our strategy: Our vision and our values
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COMET Group: Review Strategy 2013

- COMET Group is on track with the implementation of the 2013 strategic activities

<table>
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<th>Forward Integration</th>
<th>Asia</th>
<th>Innovative Products</th>
<th>Process Effectivity and Efficiency</th>
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<tbody>
<tr>
<td>Acquisition and integration of HF generator business (Stolberg)</td>
<td>NDT: Investment in sales channels (application centers) and services Plasma Control: design gains with match boxes and generator in solar market</td>
<td>E-beam technology proven by Tetra Pak; commitment for roll-out Design gains and increased sales with high energy (Aerospace, security) No. 1 with built-to-spec design gains at 3 top US OEM's Very high frequency generator up to 600 Mhz</td>
<td>Improved profitability of Systems division (7.6% vs. -1% EBITDA margin H1 2012 vs. 2010) Significantly improved operational excellence through lean production and lean administration Service share of sales in systems business improved</td>
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</table>
Strategy 2015: Focusing growth on strengths

More solid growth needed to manage exchange rate fluctuations and semi cycles

- Scaling existing innovative products and technologies
- Accelerating emerging businesses for long-term growth
- Increasing productivity and profitability
Global trends as enablers of strong growth

- Smart mobility
- Environment & saving resources
- Miniaturization
- Safety, secure & efficient processes
More and more people all over the world want to have smart mobile devices. COMET’s RF technologies enable more efficient and cheaper production of smart phones, tablet PCs and large screens.
Environment & saving resources

40% of CO₂ can be reduced in sterilization processes using COMET’s compact e-beam source.

25% more efficiency can be achieved with hetero junction solar cells coated using COMET technology.

90% electricity can be saved by LED which will be produced more and more using COMET’s HF technology.
Safety, secure & efficient processes

Safety & performance are relying more and more on reliable inspection processes powered by COMET’s x-ray and image processing technologies as security is achieved as part of the production process and less through material and design.
Objects are becoming ever smaller and more complex carrying more and more functional elements. Freedom from defects in these multifunctional objects increases productivity and is supported by COMET & YXLON x-ray and imaging technologies.
Strategy 2015

FOCUSING GROWTH ON STRENGTHS
Strategic objectives 2015

Net sales of 300m CHF

EBITDA 2015: 15%

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<tr>
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<th>2011</th>
<th>2015</th>
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<tr>
<td>Sales in million CHF</td>
<td>217.0</td>
<td>300</td>
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<tr>
<td>EBITDA (%)</td>
<td>12.6%</td>
<td>15%</td>
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Strategic building blocks

1. Build on innovative technologies
   Exploiting global market trends

2. Promote strong organic growth
   Based on scaling of existing products and technologies, exploiting global market trends

3. Accelerate emerging businesses
   To fully exploit the high potential (e-Beam, HF generators, Portable x-ray)

4. Enhance operational excellence
   Increase productivity and profitability

Focusing growth on strengths
Strategic building blocks

1

Build on innovative technologies

Exploiting global market trends
Build on innovative technologies

1 Focus on

**Smart Mobility**

- **RF technology** for precise control of plasma processes enables the production of larger wafers (450 mm) and thus the production of cheaper memory chips (core of all mobile devices)

**Environment & Saving Resources**

- **E-beam technology** which enables completely new environmentally friendly processes
- **RF technology** which increases the efficiency of current solutions (e.g. LED)
Build on innovative technologies

Focus on

**Miniaturization**
- X-ray inspection technology which ensures the quality and reliability of ever smaller products (Microfocus, CT)
- RF & vacuum technology allows the production of ever smaller and higher performing electronical parts (e.g. TSV Chips)

**Safety, secure & efficient processes**
- In-line x-ray inspection solutions promoting digital 3D imaging software, ADR, high speed
- Portable x-ray inspection solutions for maintenance of pipes or field testing
Strategic building blocks

Promote strong organic growth
Investment in front-end: Expand market reach & local competence

Focus on

Scale products
- Develop efficient sales channels for standard products (e.g. generators, VacCaps)
- Create new and expand existing sales channels to reach new existing customers
- Strengthen value proposition e.g. with service

Scale technologies
- Increase front-end competence (e.g. application) to transfer innovative technologies into value adding solutions (sorting, security, RF industrial lasers, e-beam applications)

Presence in Asia
- Invest in local competence in Korea, Taiwan and China (cust. dev., application, sales, service)
Investment in front-end: Expand market reach & local competence

**Focus on**

The right customers

- Enhance marketing to enable potential-based sales steering
- Optimize sales channels (e.g. KAM)
- Introduce market reach controlling (KPIs)

Service

- Service to strengthen value proposition for existing products
- Service to excite customers
- Service as after market service (e.g. IXS software upgrades)
Strategic building blocks

Accelerate emerging businesses
Develop start-up initiatives more aggressively

**Focus on**
- **e-beam**
  - Create a venture environment
  - Focus on business development with independent and clear organizational set-up and allocated responsibilities and thus
  - Increase group management attention

- **HF generators**
  - Establish clear responsibility for business development
  - Develop market approach for standard products
  - Find and address new applications

- **Portable X-ray**
  - Create an entrepreneurial environment
  - Establish clear responsibility for business development
  - Increased group management attention
Strategic building blocks

Enhance operational excellence
Increase profitability & productivity through focus and simplicity

Focus on

Transparency
- Reinforce controlling in the businesses
- Introduce the right KPI’s

More simplicity
- Streamline processes (IXS)
- Further establish leadership and clear responsibilities (IXS)

Eliminate redundancies & waste
- Lean administration
- Lean production
- Design to cost

Effectiveness
- Right market segmentation
- Right customers
- Right products and development projects
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