COMET Investor Day 2011

Agenda Vormittag

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<tbody>
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<td>10:00</td>
<td>Begrüßung: Innovation &amp; Customization at COMET Group</td>
<td>R. Fehlmann  CEO</td>
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## Innovation at the COMET Group

### Characteristics of innovation at COMET

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<tr>
<td>Cross-departmental</td>
</tr>
<tr>
<td>Efficient network organization</td>
</tr>
<tr>
<td>Informal and almost paperless</td>
</tr>
<tr>
<td>Consciously “chaotic” but target-oriented</td>
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## Product Development at the COMET Group

### From feasibility to product

**Filters**
- Strategic fit
- Potential added value for customer
- Risk
- Financial attractiveness

**Technology push**

**Product Development Process**

**Product**
Product Development at the COMET Group

Characteristics of development at COMET

- Department specific
- Disciplined
- Entrepreneurial
  - design to cost
  - short cycle time
  - strong adherence to delivery dates

Customizing Products at the COMET Group

<table>
<thead>
<tr>
<th>Idea</th>
<th>Product Benefits</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Process improvement</td>
</tr>
<tr>
<td></td>
<td>Cost reduction</td>
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<tr>
<td></td>
<td>Environmental benefit</td>
</tr>
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Product Development Process

Customer Development Process

Technology push

Customer cycle time

Up to 2 - 4 years
Product Development at the COMET Group

What defines the customer cycle time?

- How disruptive is the technology?
- To what extent does the technology trigger customer internal changes?
- How normative is the market environment?
- What is the market culture?
- How integrated is the customer?

Examples for „Technology Push“

<table>
<thead>
<tr>
<th>Product</th>
<th>COMET / YXLON Product Development Time</th>
<th>Customer Cycle Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Energy (600 kV)</td>
<td>3 years</td>
<td>2-3 years</td>
</tr>
<tr>
<td>Low Energy (&lt; 100 kV)</td>
<td>2 years</td>
<td>1-2 years</td>
</tr>
<tr>
<td>High Frequency RF Match Boxes / Generators</td>
<td>12 to 18 months new IP incl. match 2 to 4 months for derivative match 12 to 24 months for generator</td>
<td>2 to 4 years (Customer Systems)</td>
</tr>
<tr>
<td>Software ADR</td>
<td>Depending on complexity 1.5 to 3 years</td>
<td>In case of application programming / tuning: 2 to 4 months</td>
</tr>
<tr>
<td>Hardware HDR</td>
<td>0.5 to 2 years</td>
<td></td>
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Customizing Technology at the COMET Group

Collaboration model: From customer idea to joint solution

Product

Benefits

Drivers

- Process improvement
- Cost reduction
- Environmental benefit

Characteristics of the collaboration model

- Trust
- Shared Vision
- Complementary Skills
- Cultural Fit
Examples for „Market Pull“

<table>
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<tr>
<th>Technology</th>
<th>Vision / Need</th>
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<tbody>
<tr>
<td>e-beam</td>
<td>Sterilization without chemicals</td>
</tr>
<tr>
<td>High Frequency / High Voltage</td>
<td>450 mm wafer size</td>
</tr>
<tr>
<td>Laminography</td>
<td>3 D images of planar surfaces</td>
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A warm Welcome to our Special Guest Speakers

**Benjamin Henkel**
Stv. Prozessbevollmächtigter für Röntgen und CT, MTU Aero Engines (TAFP)

**MTU Aero Engines**, Germany’s leading supplier of aero engine sub-systems and modules with exhaustive experience regarding fully automated CT inspection of turbine blades using an YXLON system

**Laurence Mott**
Vice President - D&E Packaging Technology Tetra Pak

**Tetra Pak**, leading global food packaging company and appreciated partner for innovative e-beam technology

**Dr. Mike Cooke**
Chief Technology Officer
Oxford Instruments Plasma Technology

**Oxford Instruments**, leading global supplier of high tech tools and potential partner for customized design and supply of the RF automatch and RF generator

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Das COMET Group Executive Team

![Executive Team Image]
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Division Systems

Differentiation: Added Value through Innovative Customer Solutions

Case study: Automated X-Ray Inspection Systems
Dr. Joseph Kosanetzky, Head Division Systems
The YXLON World: A Broad Range of Markets & Products

Adequate solutions for different needs

- X-ray inspection and CT systems for testing of welds, turbine blades, castings and composite structures in the aerospace industry.
- X-ray inspection and CT systems for testing of automotive castings, wheels & tires and electric components.
- Portable X-ray systems and X-ray based pipe inspection systems for testing of welded seams in pipe production and maintenance.
- Microfocus X-ray systems and Micro-CT systems for testing of components in the electronic industry.

Market Trends and Drivers for Automation

- Low-weight/low-cost designs with less material often require 100% testing
- Tendency from qualitative to quantitative results
- Proof of product safety and liability
- 3D inspection based on Computed Tomography (CT)
- Automated defect recognition (ADR) for in-line applications
- Global customers demand global on-time service 24/7 world-wide

Process Improvements and Cost Savings
Benefits of Automated X-Ray Inspection

- Operator independent results / elimination of human factor
- >98% High(est) up-time (standard > 95% up to > 98%)
- Quantitative results allow for implementation of parts specific end-customer specification
- Full integration into production line (in-line inspection) and into factory IT network
- Reduction of scrap rate (key for ROI calculation)
- Feedback loop & Identification of necessary adaptation

Innovative Customer Solutions thanks to deep Application Know how, unique SW algorithms and dedicated Inspection Concepts

- Tool kit
  - Specialized HW
  - Software features
    - ADR
    - HDR
    - CT
- Development System / Software
- Customization
  - product packages tailored to applications
- Systems for wheel / tire inspection
- Systems for turbine blade inspection
- Systems for cast part inspection
Some typical Examples

Automated Wheel Inspection System

Robot based System for high throughput inspection of general castings

Automated Tire Inspection System

Automated CT System

Cast Inspection
Automatic Defect Recognition (ADR)

Innovation

- Best X-ray Image e.g. HDR
- Unique ADR detection algorithms
- Lowest false reject rate due to sophisticated training of regular structures

Main area of usage: Automotive supply industry (Tier 1 & 2 suppliers)
Wheel Inspection
Automatic Defect Recognition (ADR)

**Main area of usage:** Casting / forging of wheels

**Innovation**
- Unique manipulation concept
- Unique ADR detection algorithms
- Lowest false reject & highest detection rates
- Full integration into customer IT network -> process feedback loop

Tire Inspection
Automatic Defect Recognition (ADR)

**Main area of usage:** Tire manufacturers for development and manufacturing

**Innovations**
- Best X-ray Image due to unique line detector
- First ADR solution on the market
- Inspection recipes tailored to customer needs
CT Inspection
Automated Feature Extraction

Innovation

- Best 2D CT slices due to dedicated LDA (line detector)
- CT system adapted to customer application
- Special ADR algorithms tailored to application and customer specification

Wall Thickness Measurements

Automated Defect Detection (ADR) - A real life customer case …

… will be presented by

Benjamin Henkel
MTU Aero Engines
Zerstörungsfreie Prüfverfahren (TAFP)
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<td>a) Führung durch die Produktion</td>
<td>Aufteilung in 3 Gruppen</td>
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<td>b) Vorführung an 3 Anlagen im Democenter YXLON</td>
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Industrial X-Ray (Modules & Components)

Cooperation that fuels Innovation

Charles Flükiger
Head of Business Unit Industrial X-Ray

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COMET Investor Day 2011

Cooperation that fuels Innovation

- Shared vision
- Cultural fit
- Trust and respect
- Full transparency
- Complementary skills
Macro-Trends

Efficient use of resources

Environment

Process control

Safer World

Economical

Micro-Trends

<table>
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<th>To</th>
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<tbody>
<tr>
<td>Stand-alone operation</td>
<td>In-line operation</td>
</tr>
<tr>
<td>Statistical Control of simple parts</td>
<td>Control of all parts relevant for safety and performance</td>
</tr>
<tr>
<td>Film - 2D</td>
<td>Digital-3D &amp; CT-Real-Time-Automatic Defect Recognition</td>
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<tr>
<td>Price of the X-Ray System</td>
<td>Total Cost of Ownership</td>
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**Product finds Market** *(Push Approach)*

- **Macro Trends**
  - Innovation & Product Development
  - Joint Development Project
  - Development of High Energy X-Ray Source

- **Micro Trends**
  - Customization
  - System Integration
  - Software Development
  - Verification Test
  - Service
  - Certification

**Benefit**
- Yields improvement
- Ensure safety
- Cost reduction

---

**Product developed based on Market Needs** *(Pull Approach)*

- **Macro Trends**
  - Innovation & Product Development
  - OEM and supplier with same goal & vision, joint innovation project

- **Micro Trends**
  - Joint Development Project
  - Development of e-beam Source
  - OEM System Integration
  - Software Development
  - Lifetime & Validation Test

**Tetra Pak & COMET**

**Benefits**
- Unique Solution
- Environment friendly
- Cost reduction
- CO2 reduction
- Win & Win
**Cooperation Model**

**Profile**
- **Tetra Pak**: Global Concern privately owned
- **COMET**: Mid Size Company Swiss Stock Exchange

**Sales (MCHF / 2010)**
- **Tetra Pak**: 9’980 M€
- **COMET**: 217 MCHF

**Employees**
- **Tetra Pak**: 21’800
- **COMET**: 720

**Core application**
- **Tetra Pak**: Food packaging (liquid)
- **COMET**: Industrial X-Ray Plasma Control

**How to succeed in this unbalanced game?**

**IP-Model**

**Partner**
- pays 100% - owns 100%
- responsible for IP-defense
- exclusive rights for liquid food

**Comet**
- Royalty-Free license to IP outside Tetra Pak core applications
- Exclusivity: exclusive development partner & MFG partner
Cooperation Model

**IP-Model**
- Liquid Food
- All others: Applications

**Partner**
- Pays 100% - owns 100%
- IP-defend responsibility
- Exclusive rights for liquid food

**Comet**
- Royalty-Free license to IP outside Tetra Pak core applications
- Exclusivity: exclusive development partner & MFG partner

**Open Books**
- Full cost transparency

**Free Access**
- To all resources:
  - Specialists
  - Research Labs
  - Legal
  - Badge, Email Account, Desk
  - Simulation tools
  - Suppliers / Partners

---

**COMET Group**
Technology with Passion

November 29, 2011 | 39
**Cooperation Model**

**IP-Model**
- Liquid Food
- All others Applications

**Partner**
- Full cost transparency
- Exclusive rights for liquid food
- Pays 100% - owns 100%

**Comet**
- Royalty-Free license to IP outside Tetra Pak core applications
- Exclusivity: exclusive development partner & MFG partner
- Guaranteed EBIT model cost + overhead + profit

**Open Books**

**Free Access**
- To all resources:
  - Specialists
  - Research Labs
  - Legal
  - Badge, Email Account, Desk
  - Simulation tools
  - Suppliers / Partners

The goal should NOT be to bind everyone’s hands!

A development agreement should allow an R&D team to operate with FREEDOM.

**Cooperation that fuels Innovation**

- Shared vision
- Cultural fit
- Trust and respect
- Full transparency
- Complementary skills

**Win & Win**
- Unique, healthy and environment friendly
- Saves energy
- Reduces CO2
- Shorter production times
- Inherently efficient technology
COMET Investor Day 2011

Cooperation that fuels Innovation
The customer perspective …

… will be presented by

Laurence Mott
Vice President D&E Packaging
Technology Tetra Pak

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Plasma Control Technologies (Modules & Components)

Future through Global Innovation Management

Michael Kammerer
Head Plasma Control Technologies

Global Trends in the Semicon Industry:
Increase output
Increase efficiency
Wafer size is moving to 450mm

Semicon - A fast Moving Technological World
Semicon - A fast Moving Technological World

- Structures of memory chips are decreasing over time:
  - 1971: 100mm
  - 1985: 200mm
  - 2000: 300mm
  - 2008: 450mm

COMET is at the Forefront of this Development

- Plasma excitation processes in Semicon require high end solutions
- The matchbox is the critical module in the RF power supply chain
- COMET is increasingly well positioned as Innovation and R&D Partner thanks to leading Core Technologies
Fast Technological Cycles needs Local Presence close to Customers for an efficient Customization Process

Product and IP Development

Tool kit of standardized - vacuum capacitors - generators - matchbox IP (phase mag, control board, V/I probe)

Customization

Built to Spec (BTS)

Customized products

Customers

Match boxes for wafer

Match boxes for solar/LED

Match boxes for flat panel

What are our Key Success Factors to win and delight Customers?

Our Commitment to a Global Innovation Management with

1) Worldwide established R&D and Engineering organization

2) Customer proximity thanks to local application competence centres

3) Powerful R&D Teams
Worldwide established R&D / Engineering Organization

Customization thanks to our organizational structure with 4 Competence Centers

San José (USA)
Competence Centre
Design of RF Matchboxes

Flamatt (CH)
Competence Centre
Design of Vacuum Capacitors

Stolberg (D)
Competence Centre
Design of Generators

Shanghai (CN)
Engineering & Apps
RF Matchboxes & generators

Customization thanks to our organizational structure with 4 Competence Centers

USA: Customization at San Jose in the heart of the Silicon Valley

- Development & Design centre of match boxes since 2006
- Application Engineers
- Prototype production line for match boxes since 2009
- Assembly line for match boxes qualified Q4 2011

*Apps = Application engineer
Asia – Customer Support & Engineering

- Application & Technical Engineering
- Assembly RF matchboxes since 2009/10 (5 production lines for customized matchboxes)
- Customer Support

Europe – Standardization and Modification

Flamatt:
- Main R&D Competence Center for design and development of vacuum capacitors
- Prototype Production
- Production line for vacuum capacitors and match boxes
- Application Engineering

Stolberg:
- R&D and design of RF generators and assembly
- Application Engineering
Stolberg: Competence Center for the Design of Generators

- Recognized expert for demanding RF power generators with profound knowledge and experience
- Fully fledged production line and R&D for RF generators
- Access to the RF power supply market

PCT a Powerful R&D Partner

- Continuous development / modifications of vacuum capacitors upon inputs from RF R&D and strong interaction with customer
- Harmonizing customized matchboxes with own generators allows to provide complete high-end solutions
Success of our Global Innovation Management

- Two of the big three OEMs in Silicon Valley have been fully penetrated with BTS on all systems for the advanced 300mm technology.
- Biggest OEM still further potential to penetrate
- Matchboxes used for all processes: Etch, Deposition, Cleaning

Our Potential:
- 300mm advanced technologies still in ramp up mode globally
- Indicators that 300mm will become the „new“ legacy production standard in future
- 450mm Technology

Conclusion Global Innovation Management

- Be close to the customer for daily interactions during development processes
- Understand the applications (Plasma processes) to provide customized high-end solutions (customer expects solutions not only modules)
- Develope own IP elements to allow modular design architecture and to create iterations from masterdesigns
- Support R&D by local engineering to finalize the products for the applications and transfer to volume production
- Local operations support all activities and help to quickly build prototypes and accelerate the transfer processes to volumes
The same Process Approach is valid for further Emerging Markets

Solar

LCD Flatpanel Display

LED

More about global Trends with Potential for Development …

… will be presented by

Dr. Mike Cooke
Chief Technology Officer
Oxford Instruments Plasma Technology
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### Performance Outlook

**2011**

- The COMET Group expects sales growth of about 10% in local currencies.
- Translated into Swiss francs, this represents sales and EBITDA results slightly lower than in the prior-year (2010: net sales of CHF 217.4 million, EBITDA of CHF 28.3 million).

**2012**

- For 2012, assuming constant currency relations, the Executive Committee and Board of Directors anticipate that sales and EBITDA operating profit will be approximately in line with fiscal 2011.
  - The Group assumes that H1 2012 will be significantly weaker than the strong first six months of 2011.
  - For H2 2012, a renewed slight increase in demand expected.
Corporate Communication Calendar

- March 15, 2012: Publication of results 2011
- April 18, 2012: Shareholders Meeting 2012

For more details on business development, financial data or reports please refer to [http://www.comet-group.com](http://www.comet-group.com)

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Thank you for your attention

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