



Investor Presentation

**Cowen Virtual Technology, Media & Telecom Conference
May 27, 2020**

Define. Create. Enable.

Experts in critical systems engineering and manufacturing



Proprietary

Forward-Looking Statements, Non-GAAP Financials and COVID-19

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COVID-19 Pandemic and Market Conditions Update

The COVID-19 pandemic and related economic repercussions have created, and are expected to continue to create, significant volatility, uncertainty, and turmoil in our industry. Government shutdowns and “social distancing” guidelines are, and will continue to, result in reduced factory capacity. In addition, an increase in direct costs within our factories associated with employee personal protective equipment (“PPE”), facility cleaning and layout changes, together with increases in logistics costs and employee labor costs, as well as other operating inefficiencies have resulted in, and may continue to result in, lower revenues and operating margins. The extent and duration of these impacts cannot be specifically quantified given the dynamic nature and breadth of the pandemic’s impact on our operations and that of our customers and suppliers.

Ichor Investment Highlights

Enabling semiconductor manufacturing equipment with high-performance fluid delivery systems

- **Leading supplier of fluid delivery systems...**for the semiconductor capital equipment industry
- **Revenue outperformance...**outpacing industry and customers with 20% Revenue CAGR 2014-2019 vs. ~9% 5-yr CAGR for Wafer Fab Equipment*
- **Multiple drivers for continued revenue outperformance...**Leveraged to largest segments of WFE; expanding product offerings and customer base; gaining market share; expanding customer footprint
- **Expanding capabilities and SAM...**Strategic acquisitions added plastics, weldment, and precision machining capability, as well as strategic foothold in South Korea – adding ~\$2.5B to our SAM*
- **Strong profitability through downturn; significant earnings leverage as industry rebounds...** Solidly profitable through 2019 industry downturn; 1H'20 EPS growth approx. 100% vs. 1H'19 (at midpt.), 1H'20 revenue growth of 52% YoY*

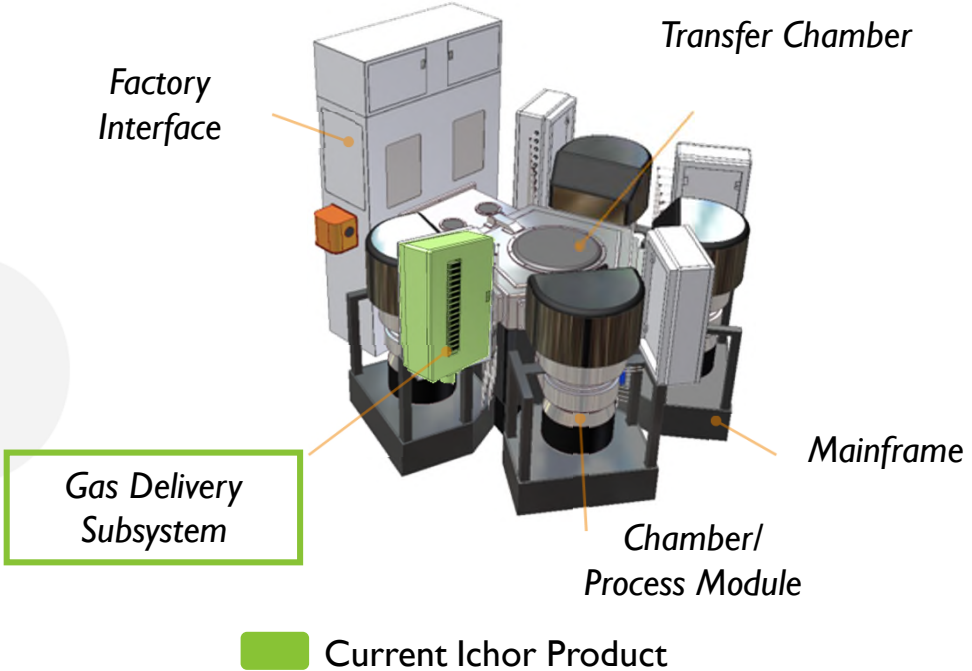
* WFE source: average of >10 industry analysts' estimates as of 5/15/20. SAM reflects 2018 market data as provided on slide 9. Q1'20 actual results plus midpoint of Q2'20 EPS and revenue guidance provided as of May 4, 2020.

Leading Provider – Gas Delivery Subsystems

Gas Delivery Subsystems



Dry Process Equipment

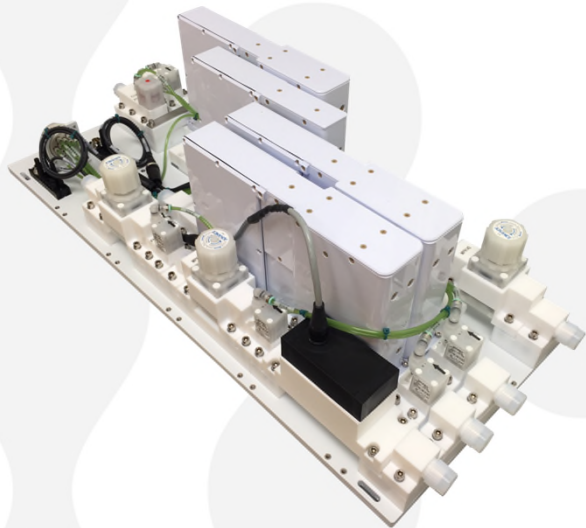


Process

- Used for dry etch, CVD, epitaxy, PVD, lithography and RTP
- Requires precise control of the various process gases necessary to build the semiconductor circuitry
- Monitors and controls critical reaction process environment variables such as pressure and temperature

Expanding Share in Chemical Delivery Subsystems

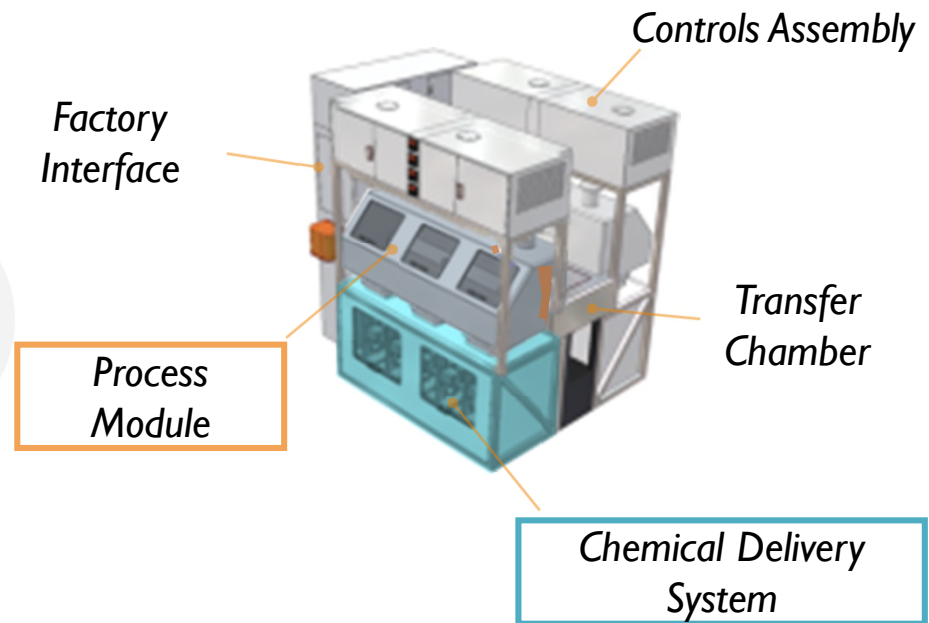
Chemical Delivery Subsystems



Process

- Used for CMP, wet clean and electroplating
- Precisely blends and dispenses reactive chemistries and slurries critical to process performance
- Applies chemistries to wafer in a process and application-unique manner to create desired chemical reaction

Wet Process Equipment



Current Ichor Product

Increasing Customer Footprint in Weldments and Precision Machining

Weldments & Subassemblies



- Used in dry etch, CVD, epitaxy, PVD, lithography and RTP processes
- Critical to the delivery of process gasses throughout the process tool

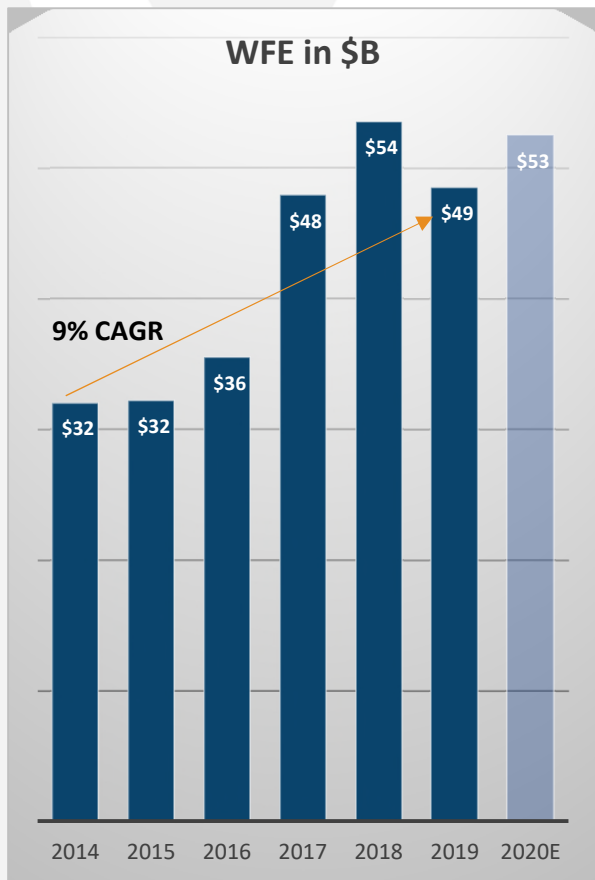
Precision Machining



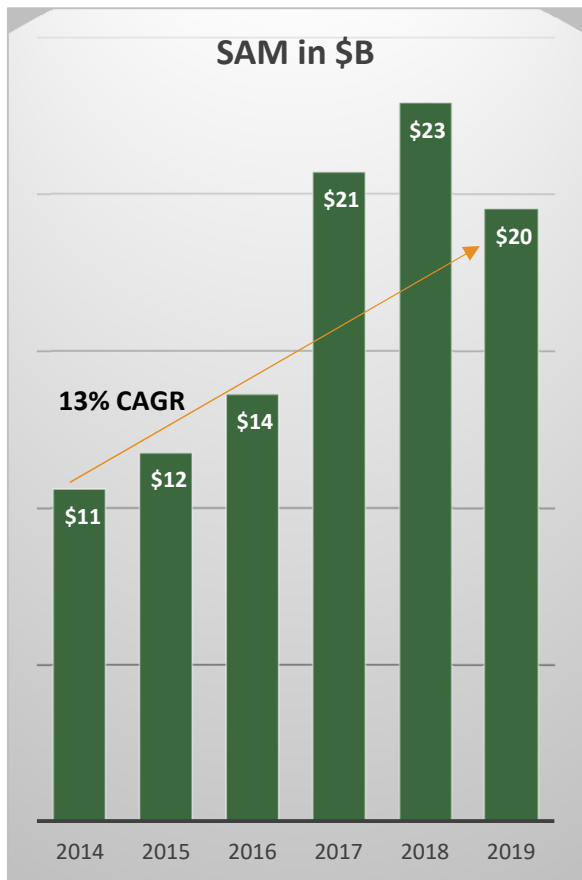
- Used in dry etch, CVD, epitaxy, PVD, lithography and RTP processes
- Custom critical components for gas delivery systems and in the process chamber

Revenue Growth Outperforming WFE and Process Tool SAM

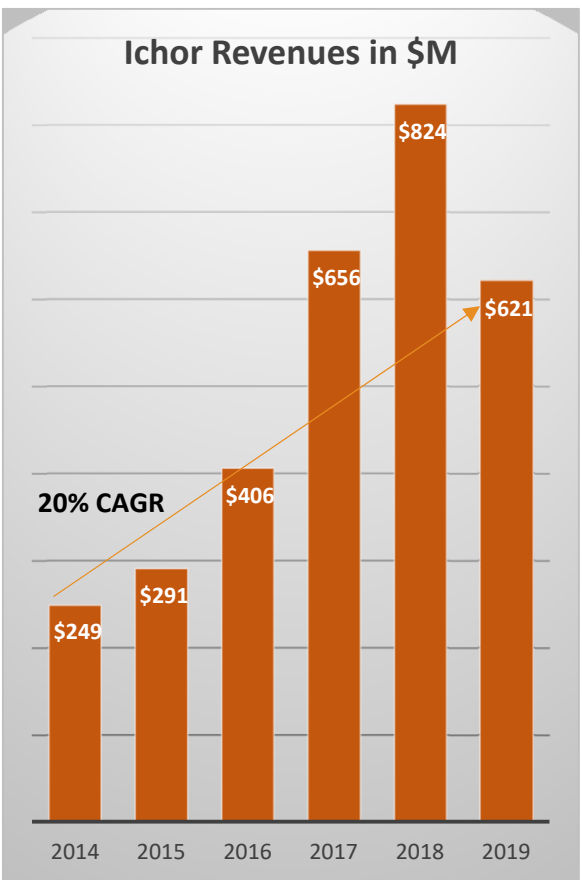
WFE (1)



Dry Etch + CVD+ CMP (2)



Ichor Revenues



(1) Average of Top 5 OEMs and updated semicap analyst models as of 5/15/20

(2) Gartner Update as of April 2020

Multiple Drivers for Revenue Growth Outperformance

- **Gaining Share in Gas Delivery**
- **Expanding Our Footprint and Overall Market Share in Weldments**
- **Achieving Incremental Revenue Growth and Market Share in Liquid Delivery**
- **Gaining Share and Expanding Our Footprint in Precision Machining**

Together Contributed \$70M of Incremental Revenues From Share Gains in 2019



















































Additional Growth Drivers:

- **Entering 2020, Above Share Gains at \$100M+ Annualized Run-Rate**
- **Expanding Our Footprint and Market Share in New Geographic Regions**
 - **2018 Acquisition in S. Korea, 2019 Agreement with Value-Added Partner in Japan**
- **Leveraged to Growth of EUV Lithography Segment**
- **Next-Generation Gas Panel Offers Additional Share Gain Opportunities**

Expanding SAM of \$4B with Multiple Opportunities for Growth

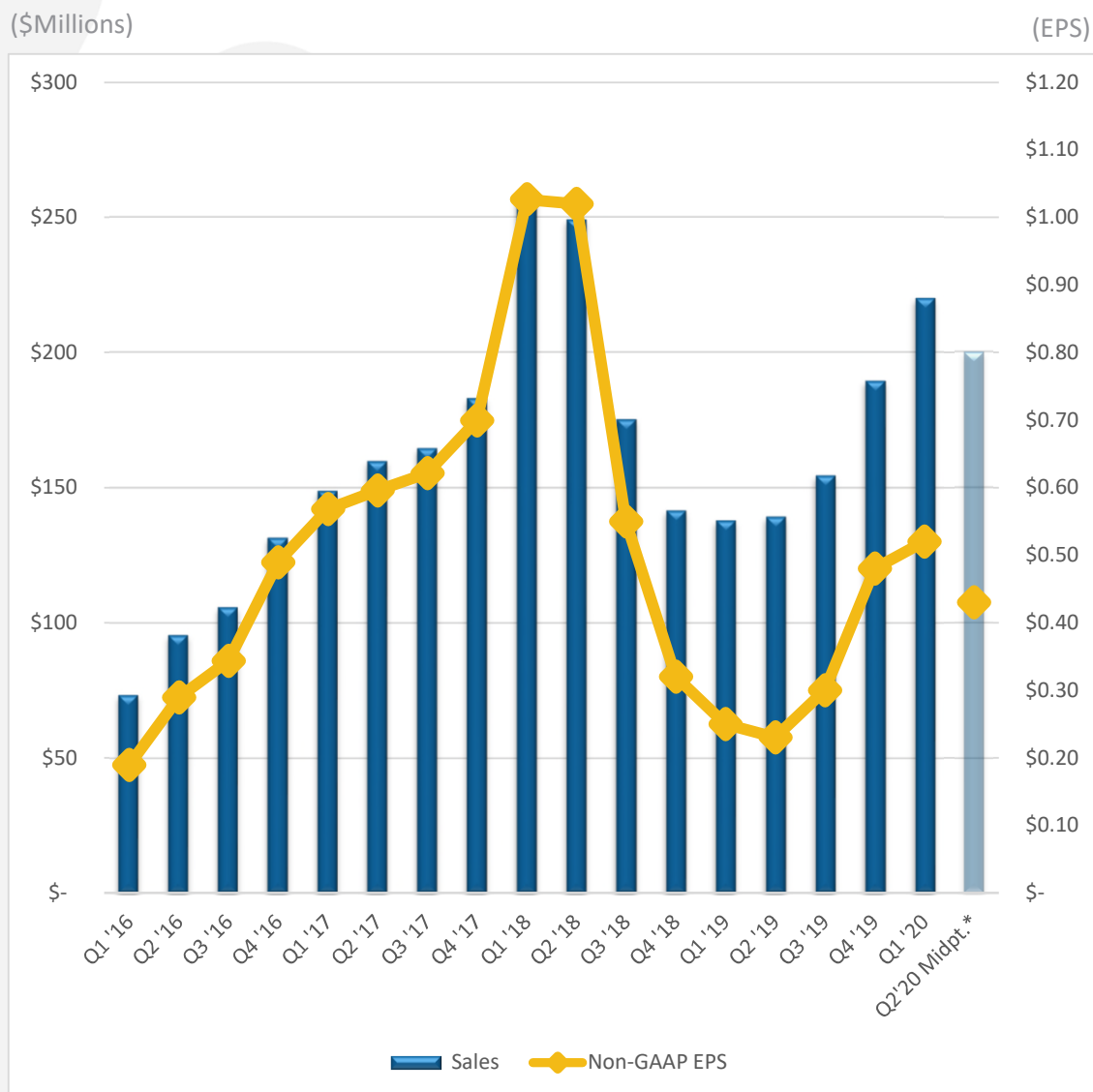
 Established Position
  Opportunity

Served Markets and Market Opportunity

Customer	Served Markets and Market Opportunity				
	Gas Delivery (\$1.5B)	Chemical Delivery (including LDM) (\$0.7B)	Sub-Assembly (Weldments) (\$1.0B)	Precision Machining (\$0.6B)	Other Components (\$0.2B)
U.S.					
					
Europe					
					
S. Korea					
					
Japan					
					
Others					
					
Current Share (est.):	>30%	<10%	<25%	5%	5%

Estimated size of served markets in 2020.

Recent Financial Performance and Guidance



- Record of Revenue Growth Outperforming WFE:
 - 5-Yr CAGR of 20% through 2019
 - 1H'20 +52% vs. 1H'19 at midpt.*
- Solidly Profitable Through Industry Downturn
- Strong Revenue and Earnings Leverage in Industry Rebound
 - 1H'20 EPS growth approx. 100% YoY at midpt. vs. 52% Revenue Growth*
- **Q2'20 Guidance:** Revenues of \$180-\$220M and EPS of \$0.32-\$0.54*
- \$42M of Cash and \$184M of Debt as of Mar. 27, 2020; Annual Interest Expense <\$10M
- \$91.4M in Share Repurchases Completed 2018-2019 at Average Price of \$20.64

* Midpoint of Q2'20 outlook as provided May 4, 2020. Non-GAAP earnings per share excludes amortization of intangible assets, share-based compensation, non-recurring expenses and discrete tax items.

Target Model with Significant Operating Leverage

	Annual Results				Target Model
	2016	2017	2018	2019	
Revenue (\$M)	\$406	\$656	\$824	\$621	
Gross Margin	16%	16%	17%	14%	19% - 20%
Operating Expenses	7%	6%	6%	8%	6%
Operating Margin	9%	11%	11%	6%	13 - 14%
Non-GAAP Net Margin	8%	10%	9%	5%	12%+
Non-GAAP EBITDA Margin	10%	11%	12%	8%	14%+

Non-GAAP results and model reflect net income from continuing operations; excluding amortization of intangible assets, share-based compensation expense, tax adjustments related to those non-GAAP adjustments, tax benefits from acquisitions, and non-recurring charges. Non-GAAP EBITDA is defined as Non-GAAP net income from continuing operations, excluding interest, non-GAAP income tax expense (benefit), and depreciation.

Industry-Leading Execution of Strategic Objectives

BUSINESS OBJECTIVES

- Expanding Share at Top SemiCap Customers
- Expanding Product Offerings
- Expanding Customer Base
- Accretive and Strategic M&A

FINANCIAL OBJECTIVES

- Revenue Growth Outpacing Industry
- Strong Profitability Through Industry Cycles
- Financial Model with Operating Leverage
- Scalable and Capital-Efficient Business Model



NASDAQ: ICHR