



# Investor Presentation

**14<sup>th</sup> Annual CEO Summit**

**July 13<sup>th</sup>, 2022**



**Define. Create. Enable.**

Experts in critical systems engineering and manufacturing

Proprietary

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

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This Presentation includes certain financial measures not presented in accordance with generally accepted accounting principles (“GAAP”), including, but not limited to, adjusted net income from continuing operations and certain ratios and other metrics derived therefrom. These non-GAAP financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing Ichor’s financial results. Therefore, these measures should not be considered in isolation or as an alternative to net income, cash flows from operations or other measures of profitability, liquidity or performance under GAAP. You should be aware that Ichor’s presentation of these measures may not be comparable to similarly-titled measures used by other companies. Non-GAAP reconciliations are contained at the end of this document and in Ichor’s SEC filings.

This Presentation also contains estimates and other statistical data made by independent parties relating to market size and growth and other industry data. These data involve a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. The Company has not independently verified the statistical and other industry data generated by independent parties and contained in this presentation and, accordingly, it cannot guarantee their accuracy or completeness. In addition, projections, assumptions and estimates of its future performance and the future performance of the markets in which it competes are necessarily subject to a high degree of uncertainty and risk due to a variety of factors. These and other factors could cause results or outcomes to differ materially from those expressed in the estimates made by the independent parties.

## **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 Overview

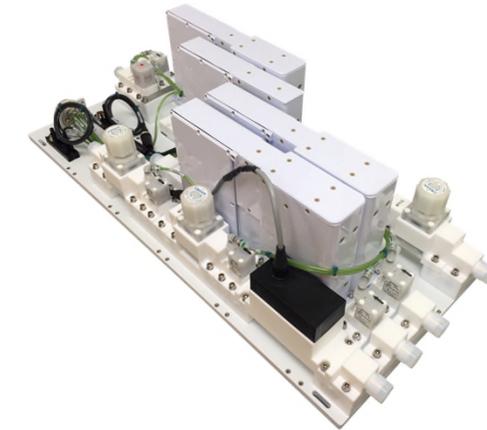
*World's Leading Provider of Critical Fluid Delivery Subsystems for Semiconductor Capital Equipment*

- **Gas and chemical delivery subsystems are key elements of process tools** used in the manufacturing of semiconductor devices
- **Over 20 years of operational history** providing design, qualification, manufacturing and testing expertise to key OEMs throughout the product development cycle
- Global manufacturing footprint in the US, Malaysia, Singapore, Korea, Mexico and Scotland, with **facilities strategically located in close proximity to key customers**
- **Headquartered in Fremont, California** with approximately 2,400 full-time-equivalent employees globally
- **2021 Revenues of \$1.1B and \$3.37 EPS<sup>(1)</sup>**
- **Expect Record Revenues in 2022<sup>(2)</sup>**

**Gas Delivery Subsystems**



**Chemical Delivery Subsystems**



**Weldments & Subassemblies**



**Precision Machining**



(1) Non-GAAP earnings per share excludes amortization of intangible assets, share-based compensation, non-recurring expenses and discrete tax items.

(2) Outlook as of May 10, 2022 earnings call.

# Investment Highlights

## *Combining Revenue Growth and Increasing Profitability to Drive Earnings Leverage and Free Cash Flow*

- **Revenue growth outperforming the industry...** 6-year revenue CAGR of 25% through 2021, outpacing industry, peers and customers... 7-year CAGR through 2022 expected to be 24%+ vs. annual WFE growth of 17%<sup>(1)</sup>...
- **Multiple drivers for continued revenue outperformance...** Leveraged to largest growth segments within WFE... expanding product offerings and customer base; continued market share gains
- **Expanding capabilities and SAM...** Investments in R&D focused on driving increased IP content in proprietary products... strategic acquisitions add complementary products, expand regional presence, and contribute accretive margins to the operating model
- **Delivering strong earnings leverage...** Increasing profitability through gross margin improvement and close control of opex to drive leverage to bottom line... Net income grew at over 2x the rate of YoY revenue growth in 2020, and over 3x in 2021<sup>(2)</sup>

(1) CAGR calculated on 2015-2022 period; see slide 6 for data.

(2) See appendix at the end of this document for reconciliations of Non-GAAP metrics.

# Recent IMG Acquisition On Track for \$70-\$80M Revenues in 2022

## Key M&A Strategies

- ✓ Expand Portfolio of Proprietary Product Offerings
- ✓ Expand Served Markets and Geographic Footprint
- ✓ Expand and Diversify Customer Base
- ✓ Gain Market Share with Key OEM Customers
- ✓ Accretive to Gross and Operating Margins; Target Returns > WACC

## Transaction Highlights

### About

- Primary Market = Semiconductor
- Other Markets include Defense, Medical, Aerospace
  - Revenue Growth Outgrowing these Non-Semi End Markets
- Primary Product Offering = Precision Machining
- Second-Largest Business is E-Beam and Laser Welding
- Also Provides Brazing, Surface Treatment, Ceramic Metallization, Precious Metal Coatings
- Five CA Locations, HQ in Livermore

### Strategic Benefits

- Brings Ichor Additional Value-Added Engineering and Manufacturing Capability
- Provides Additional Capacity for Growth
- Expands Our Portfolio of Higher-Margin Product Offerings
- Expands Our Served Markets
  - Both Semi and Non-Semi
- Expands and Diversifies Our Customer Base
- Brings Recurring Revenue to Our Model
- Accretive to Earnings and Operating Model

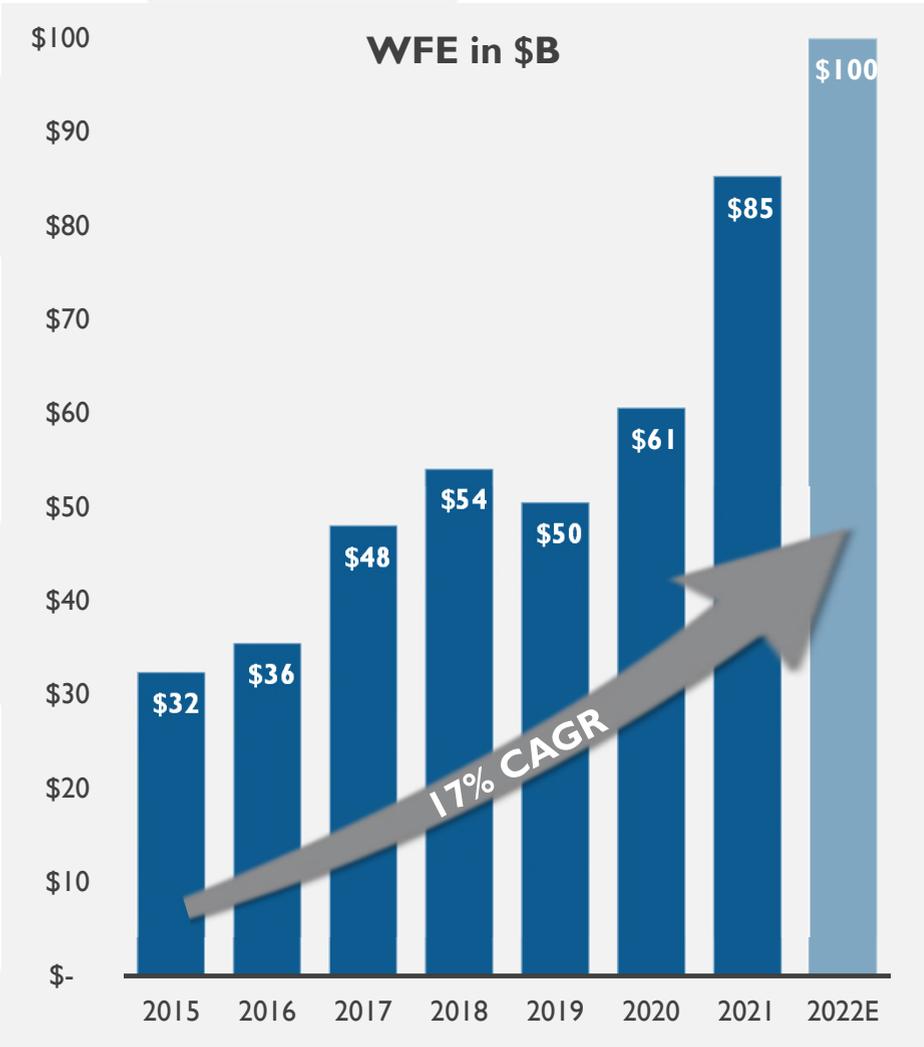
### Financial Impact

- \$270M Purchase Price
- Funded by \$140M cash & securities on hand and \$130M in incremental borrowing (recently expanded credit facility)
- Closed in Q4 2021
- Annual Expected Contribution:
  - Revenues \$70-80M
  - EBITDA \$20-22M
  - EPS \$0.32-\$0.38
- Expected Impact on 2022 Profitability:
  - 100+ bp GM Increase
  - 40+bp Op. Margin Increase

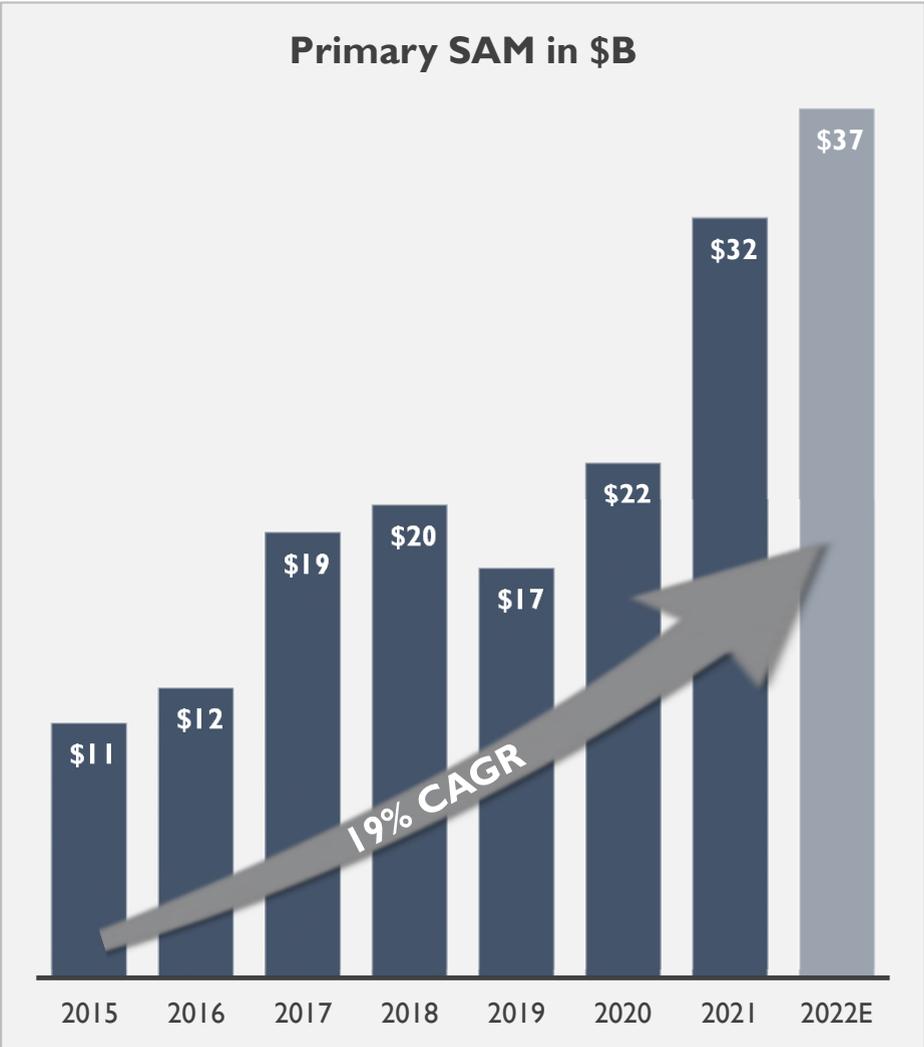
Note: Acquisition contribution amounts based on current industry activity levels and financial expectations on an annual basis, as disclosed in 11/16/2021 press release. Actual revenues contribution was \$7M in Q4'21 and \$19M in Q1'22.

# Revenue Growth Outperforming WFE and Primary Process Tool SAM

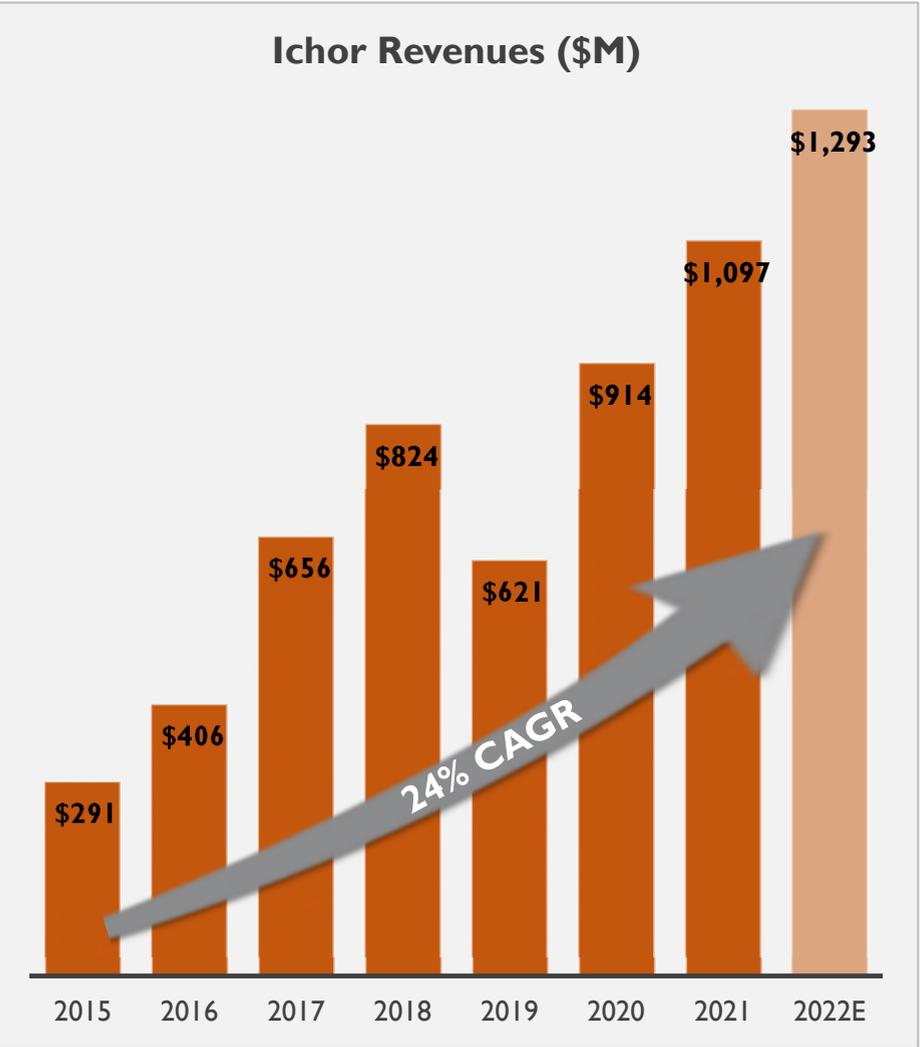
## WFE<sup>(1)</sup>



## Dry Etch & CVD<sup>(2)</sup>



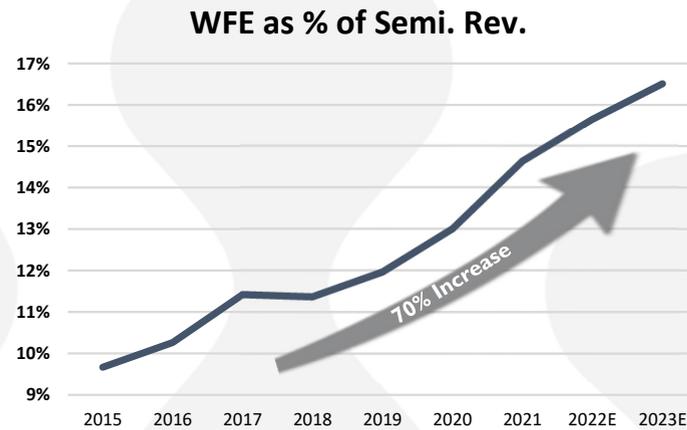
## Ichor Revenue<sup>(3)</sup>



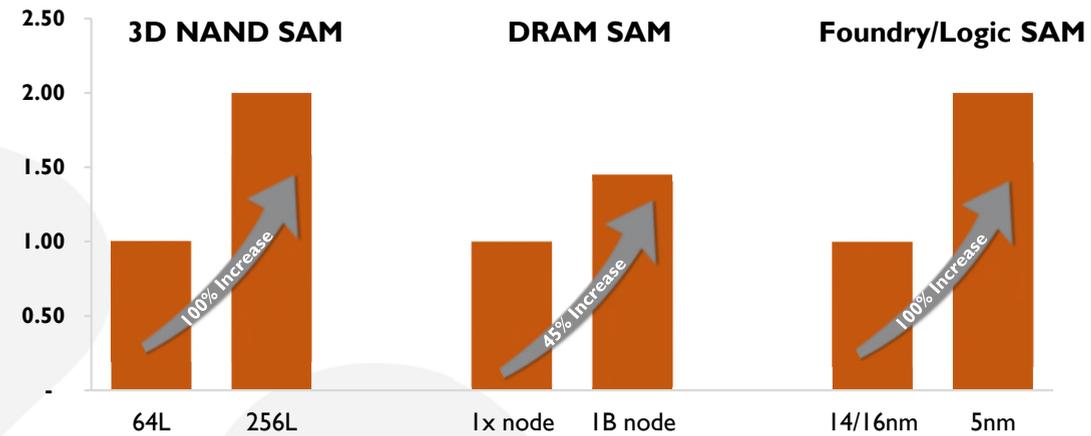
(1) Mean of analyst and industry OEM estimates that current as of May 11, 2022.  
 (2) Gartner estimates 2015-2016; Needham estimates for 2017-2022 as of April 21, 2022.  
 (3) 2022E represents Street analyst consensus as of May 11, 2022.

# Key Technology Transitions Driving Growth in Ichor SAM

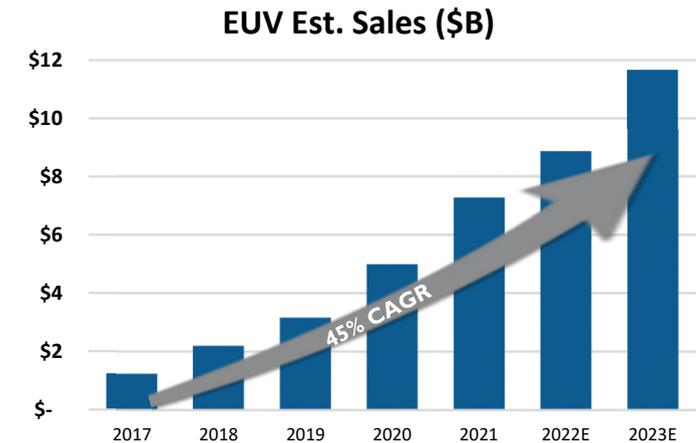
## WFE Intensity Increasing<sup>(1)</sup>



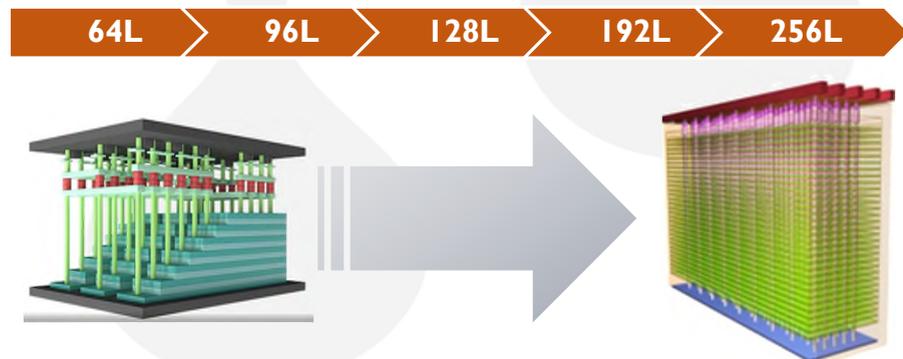
## Etch and Deposition Intensity Increasing<sup>(2)</sup>



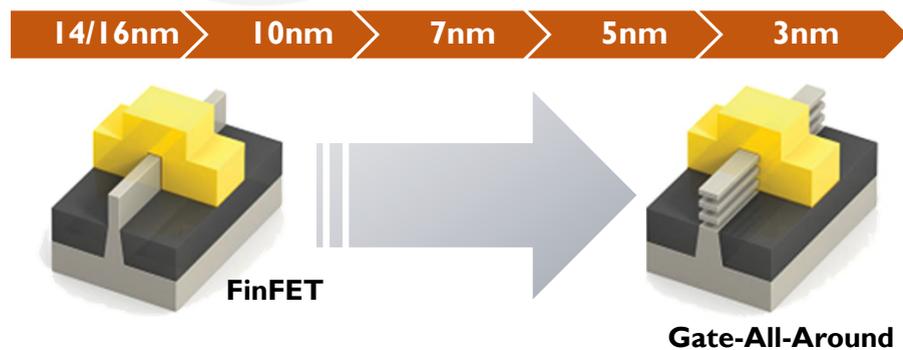
## EUV Ramping<sup>(3)</sup>



**NAND**



**Foundry and Logic**



- Geometries becoming far more complex
- Impact of defects magnified
- Requiring faster etch rates, more control, higher development and production costs
- Increased etch and deposition intensity at each node transition
- More fluid delivery content per system
- Increasing opportunity for EUV on key layers offers incremental gas delivery SAM

(1) Semi. industry revenues: estimates from Gartner as of 1/13/2022; WFE is average of current analyst estimates as of May 11, 2022.  
 (2) Lam Research Analyst Day Presentation (March 2020), normalized to 1.0 at starting node.  
 (3) 2017 estimated EUV revenues: KeyBanc Research; 2018-2023E EUV market size: Evercore Research as of March 12, 2022.

# \$5B SAM Expands to \$7B+ with IMG Acquisition

 Established Position
  Opportunity

- U.S.
- Europe
- S. Korea
- Japan
- Others

- Customer
- 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7
  - 8
  - 9

Share (est. 2020):

Served Markets and Market Opportunity (Semi)				
Gas Delivery (\$1.8B)	Chemical Delivery (including LDM) (\$0.8B)	Sub-Assembly (Weldments) (\$1.3B pre-IMG)	Precision Machining (\$0.8B pre-IMG)	Other Components (\$0.2B)
<b>~33%</b>	<b>&lt;10%</b>	<b>&lt;25%</b>	<b>&lt;10%</b>	<b>&lt;5%</b>

**IMG Acquisition Adds new SAM Verticals:**

**>\$1B SAM for Non-Semi Precision Machining**

**\$0.35B SAM for Brazing**

**\$0.23B SAM for LINACs**

**IMG Acquisition Adds to Semi SAM:**
+\$0.2B E-Beam / Laser Welding
+\$0.6B Medium-Format Precision Mach.

# Track Record of Successful M&A – Deals Prior to IMG

## Key M&A Strategies

-  Expand Portfolio of Proprietary Product Offerings
-  Expand Served Markets and Geographic Footprint
-  Expand and Diversify Customer Base
-  Gain Market Share with Key OEM Customers
-  Accretive to Gross and Operating Margins; Target Returns > WACC

## Acquisitions have expanded Ichor's SAM, Customer and Geographic Footprint and/or Product and IP Portfolio

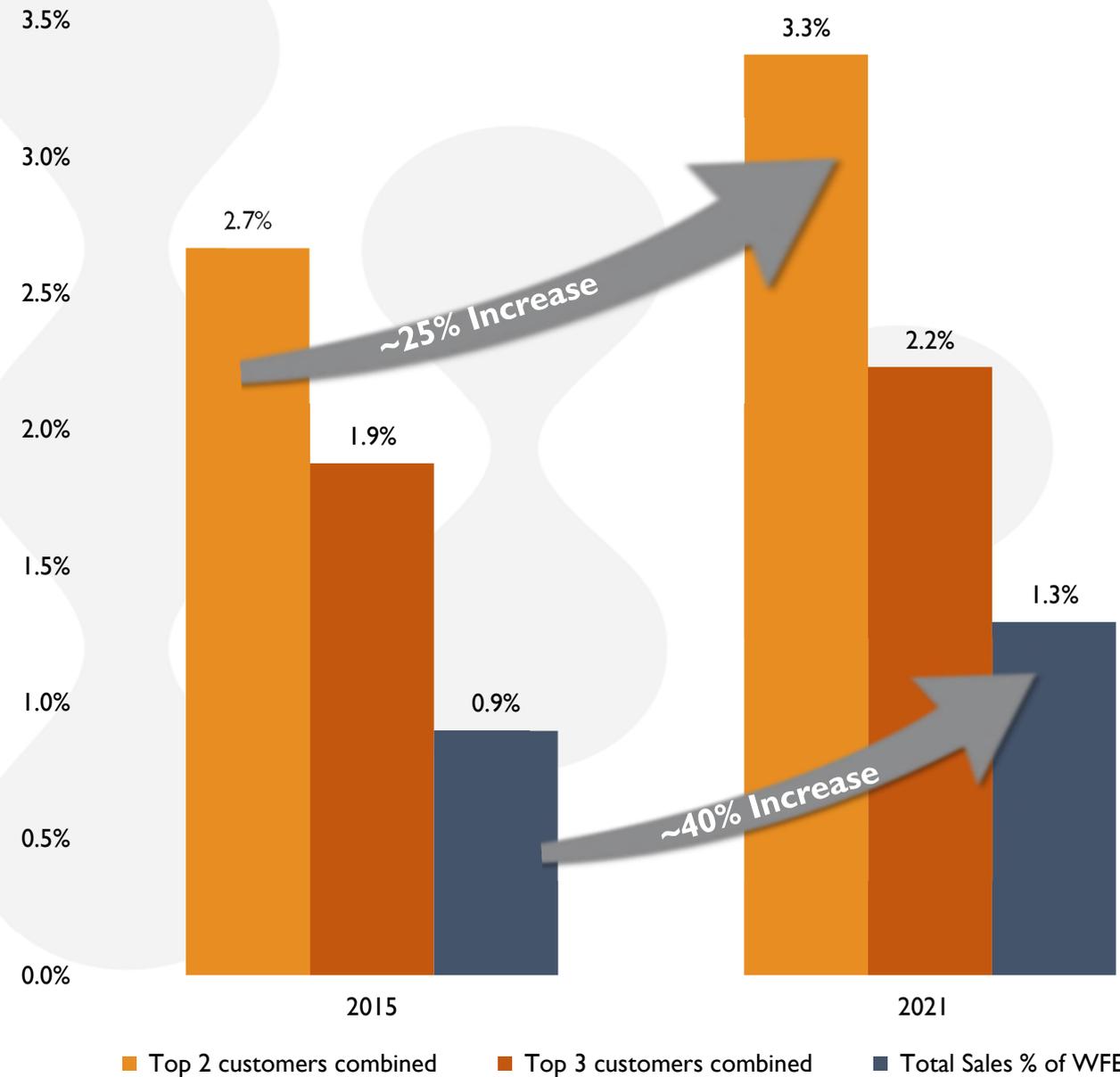
<p><b>2016</b></p>  <p>Deal Value: \$18 million</p> <ul style="list-style-type: none"> <li>• Expansion of chemical delivery SAM</li> <li>• Development of proprietary LDM product</li> <li>• Annual revenue expectation at close: \$30 million</li> </ul>	<p><b>2017</b></p>  <p>Deal Value: \$50 million</p> <ul style="list-style-type: none"> <li>• Expansion of weldment SAM</li> <li>• Expansion of weldment and sub-assembly capabilities</li> <li>• Annual revenue expectation at close: \$65-\$80 million</li> </ul>	<p><b>2017</b></p>  <p>Deal Value: \$130 million</p> <ul style="list-style-type: none"> <li>• Expansion of precision machining, weldment and gas delivery SAMs</li> <li>• Expansion of gas delivery component IP portfolio</li> <li>• Annual revenue expectation at close: \$70-\$90 million</li> </ul>
<p><b>2018</b></p> <p><b>IAN Engineering</b></p> <p>Deal Value: \$7 million</p> <ul style="list-style-type: none"> <li>• Expansion of customer and geographic footprint into South Korea</li> <li>• Expansion of gas delivery, weldment and liquid delivery opportunity</li> <li>• Annual revenue expectation at close: \$20 million</li> </ul>	<p><b>2019</b></p> <p><b>Flow Control IP</b></p> <ul style="list-style-type: none"> <li>• Expansion of flow control product &amp; IP portfolio via asset purchase</li> <li>• Valuable intellectual property for developing next-generation gas panel</li> </ul>	<p><b>2020</b></p>  <p>(Mexico Division)</p> <ul style="list-style-type: none"> <li>• Expansion of precision machining SAM</li> <li>• Expansion of precision machining capabilities in a low-cost region</li> <li>• Year-to-date revenue: &lt;\$10 million</li> </ul>

Note: Acquisition revenue contribution amounts for Cal-Weld, Talon Innovations and IAN Engineering based on expected annual revenue contributions as disclosed in transaction announcement press releases. Ajax revenue annualized based on \$20 million in revenue generated for the 8 months ended 12/31/16. CRM (Mexico Division) revenue based on year-to-date revenue as disclosed in transaction announcement press release.

# Growing Share of Semiconductor System Sales & WFE

~65% of WFE Requires Fluid Delivery Subsystems & Components

Ichor's Expanding Share <sup>(1)</sup>



(1) Represents Ichor's sales to its top 2 and top 3 customers combined, respectively, divided by their combined new semiconductor system sales.

(2) 2015 estimated WFE of \$32.4B vs. 2021 estimated WFE of \$85.3B.

## Multiple Drivers for Increasing Share of Industry Revenues

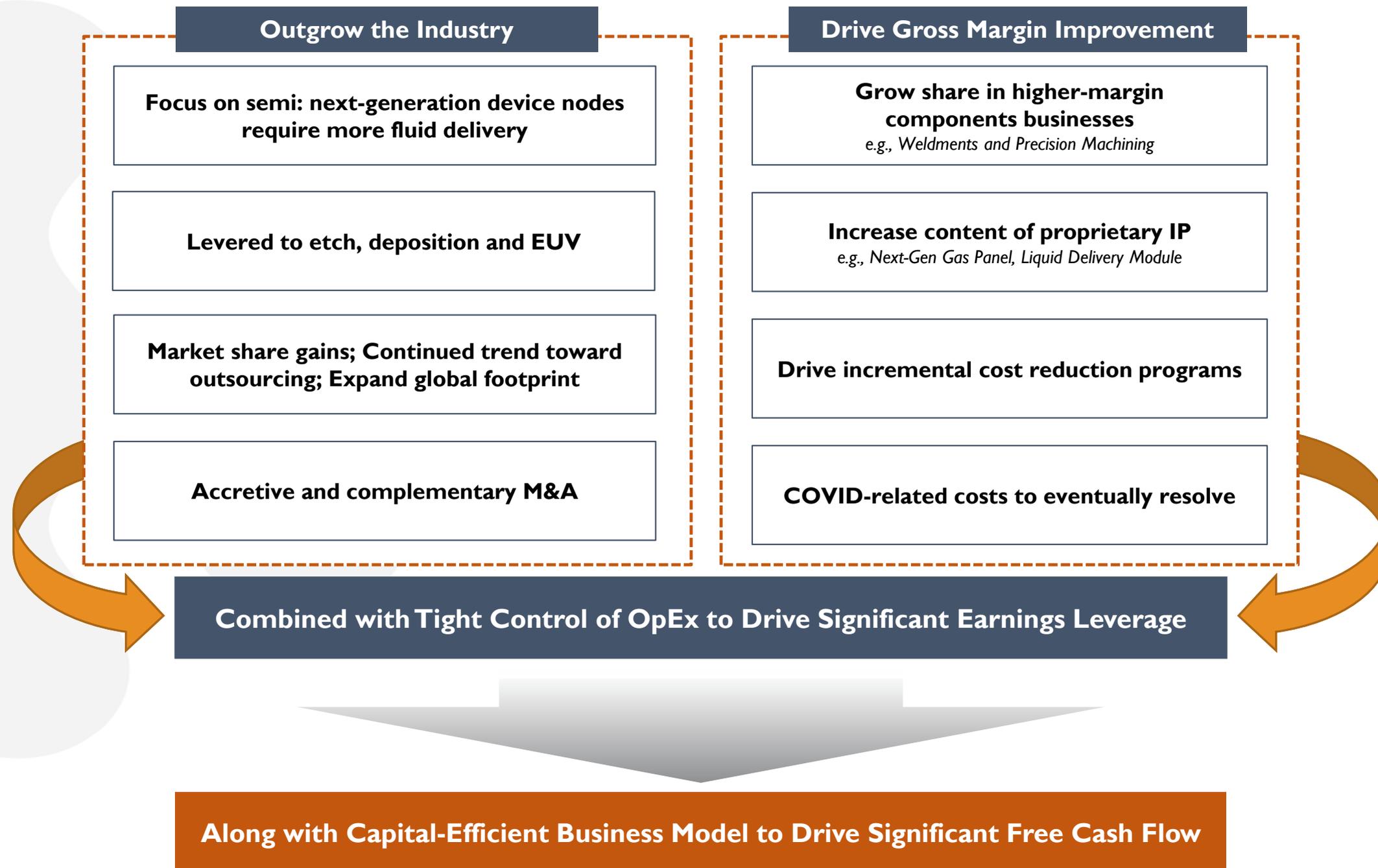
### ✓ Industry Trends

- Increasing trend toward outsourcing
- Increasing importance of etch and deposition
- Advanced devices require more fluid delivery/content per tool

### ✓ Ichor Execution

- Market share gains
- Accretive and complementary acquisitions
- Expanded product offerings
- Levered to etch and deposition
- Key role in EUV ramp

# Key Financial Strategies



# Momentum at Top and Bottom Lines – Another Record Year Ahead

## Strong Revenue Growth Trajectory

- 47% growth in 2020
- 20% growth in 2021
- Another record year forecast for 2022<sup>(1)</sup>

## Demonstrating Earnings Leverage

- Net income grew >3x revenue growth in 2021<sup>(2)</sup>
  - Gross Margin +210bp; Operating Margin +240bp
  - Net income growth of 65%; EPS growth of 34%

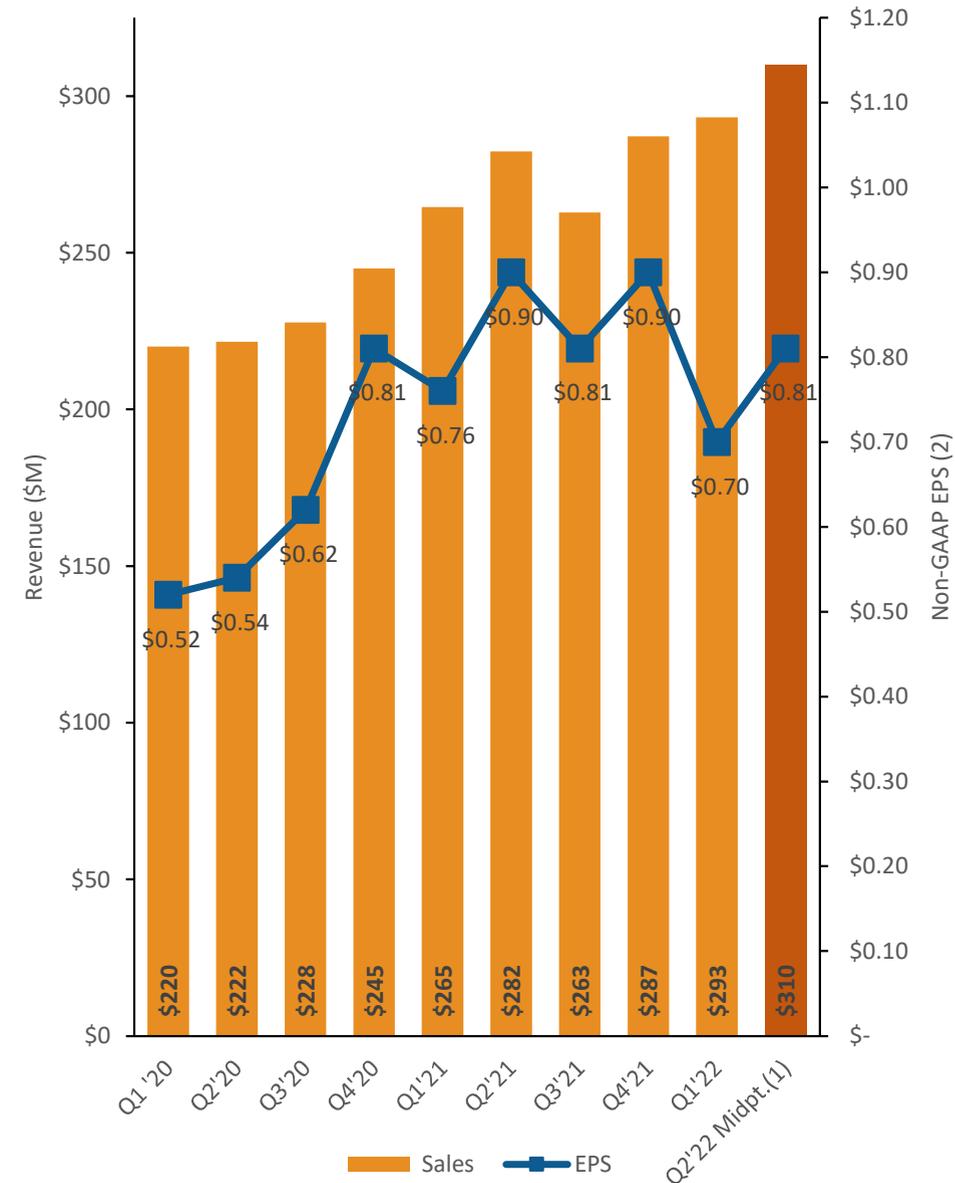
## Positive Outlook for Q2 and FY2022 – Paced by Supply Chain<sup>(1)(2)</sup>

- Q2 revenue of \$290M - \$330M
- Q2 EPS of \$0.68 - \$0.94
- Continued sequential growth expected through 2022

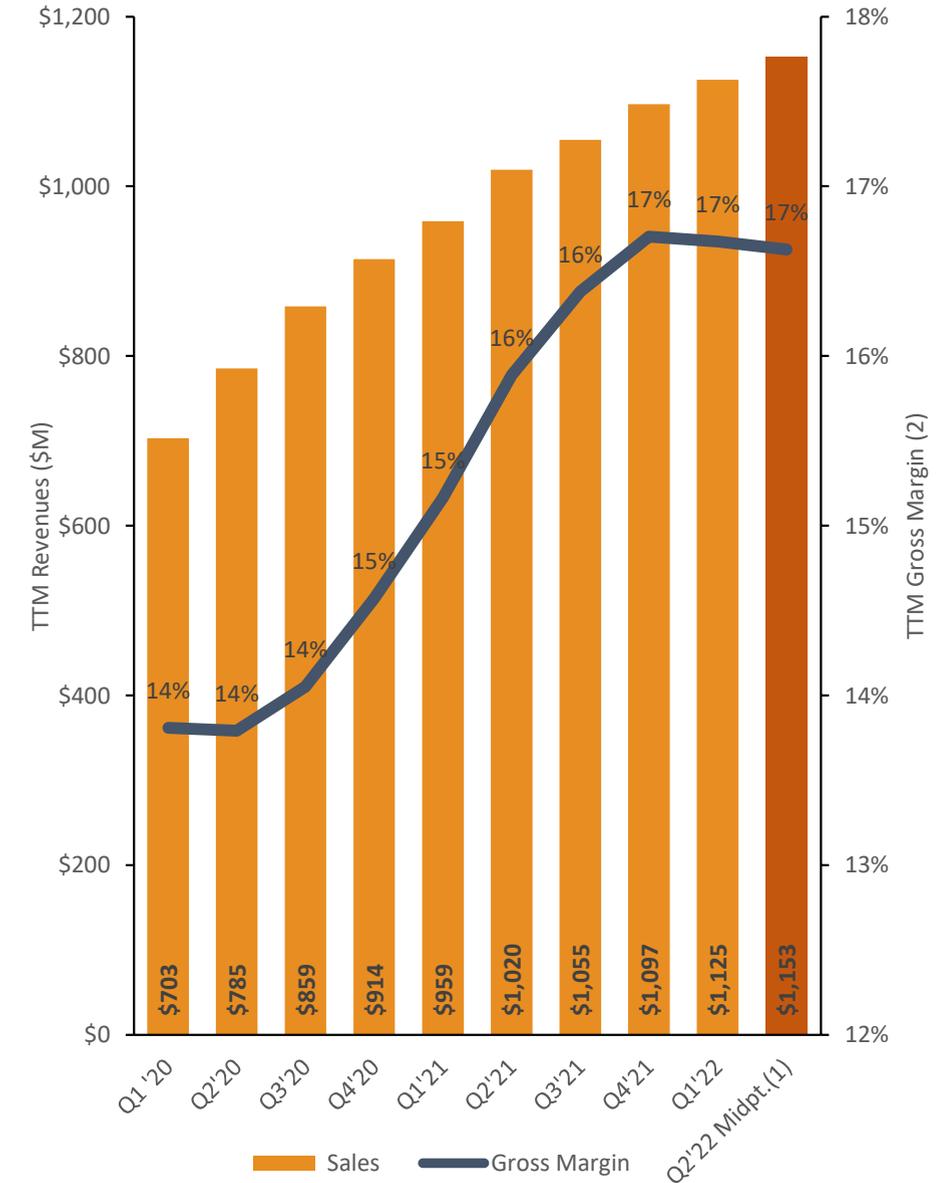
## Strong Capital Position

- \$35M of Cash and \$293M Total Debt at Apr. 1, 2022
- Refinanced and expanded credit agreement Oct. 2021
  - Debt/EBITDA <2x
  - >\$100M Available on Revolving Credit Facility
  - Interest Expense ~\$1.7M/qtr

Quarterly Revenue and EPS



TTM Revenue and GM Trend



(1) Based on Q2 guidance and outlook provided as of May 10, 2022.

(2) See appendix at the end of this document for reconciliations of Non-GAAP metrics.

# Target Model with Significant Operating Leverage

## Investing in Future Growth in 2022

	Annual Results						Q1 2022	Target Model
	2016	2017	2018	2019	2020	2021		
<b>Gross Margin</b>	16%	16%	17%	14%	15%	17%	16%	19% - 20%
<b>Operating Expenses</b>	7%	6%	6%	8%	6%	6%	8%	6%
<b>Operating Margin</b>	9%	11%	11%	6%	8%	11%	8%	13 - 14%
<b>EBITDA Margin</b>	10%	11%	12%	8%	9%	12%	10%	14%+
<b>Net Margin</b>	8%	10%	9%	5%	7%	9%	7%	12%+

(1) See appendix at the end of this document for reconciliations of Non-GAAP metrics.

# Conclusion

## Industry-Leading Execution of Strategic Objectives

### Business Objectives



**Expanding Share at Top Semi Cap Customers**



**Expanding Product Offerings and IP Content**



**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**

# Appendix

## Reconciliation of GAAP Gross Profit to Non-GAAP Gross Profit

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
Net sales	\$ 405,747	\$ 655,892	\$ 823,611	\$ 620,837	\$ 914,236	\$ 1,096,917	\$ 293,146
GAAP gross profit	\$ 65,395	\$ 100,761	\$ 136,137	\$ 86,364	\$ 124,892	\$ 177,480	\$ 43,932
Non-GAAP adjustments:							
Share-based compensation	20	118	608	705	991	1,384	551
Purchase accounting	—	5,230	4,839	—	—	1,652	2,492
Settlement loss	—	—	—	—	1,386	—	—
Facility shutdown costs	—	—	—	—	2,215	2,611	—
Other non-GAAP adjustments	—	1,752	116	129	3,743	106	—
Non-GAAP gross profit	\$ 65,415	\$ 107,861	\$ 141,700	\$ 87,198	\$ 133,227	\$ 183,233	\$ 46,975
Non-GAAP gross margin	16.1%	16.4%	17.2%	14.0%	14.6%	16.7%	16.0%

# Appendix

## Reconciliation of GAAP Operating Expenses to Non-GAAP Operating Expenses

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
Net sales	\$ 405,747	\$ 655,892	\$ 823,611	\$ 620,837	\$ 914,236	\$ 1,096,917	\$ 293,146
GAAP operating expenses	\$ 41,524	\$ 54,581	\$ 72,172	\$ 71,387	\$ 83,340	\$ 96,466	\$ 33,467
Non-GAAP adjustments:							
Amortization of intangible assets	(7,015)	(8,880)	(15,369)	(13,015)	(13,365)	(14,918)	(5,349)
Share-based compensation	(3,196)	(2,112)	(6,969)	(7,832)	(8,884)	(10,089)	(2,346)
Facility shutdown costs	—	—	—	—	(248)	(385)	—
Settlement loss	—	—	—	—	—	—	(3,100)
Acquisition costs	—	—	—	—	—	(4,386)	(275)
Other non-GAAP adjustments	(2,988)	(6,103)	(1,611)	(2,679)	(3,438)	(392)	—
Non-GAAP operating expenses	\$ 28,325	\$ 37,486	\$ 48,223	\$ 47,861	\$ 57,405	\$ 66,296	\$ 22,397
Non-GAAP operating expenses, % of sales	7.0%	5.7%	5.9%	7.7%	6.3%	6.0%	7.6%

# Appendix

## Reconciliation of GAAP Operating Income to Non-GAAP Operating Income

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
Net sales	\$ 405,747	\$ 655,892	\$ 823,611	\$ 620,837	\$ 914,236	\$ 1,096,917	\$ 293,146
GAAP operating income	\$ 23,871	\$ 46,180	\$ 63,965	\$ 14,977	\$ 41,552	\$ 81,014	\$ 10,465
Non-GAAP adjustments:							
Amortization of intangible assets	7,015	8,880	15,369	13,015	13,365	14,918	5,349
Share-based compensation	3,216	2,230	7,577	8,537	9,875	11,473	2,897
Purchase accounting	—	5,230	4,839	—	—	1,652	2,492
Facility shutdown costs	—	—	—	—	2,463	2,996	—
Settlement loss	—	—	—	—	1,386	—	3,100
Acquisition costs	—	—	—	—	—	4,386	275
Other non-GAAP adjustments	2,988	7,855	1,727	2,808	7,181	498	—
Non-GAAP operating income	\$ 37,090	\$ 70,375	\$ 93,477	\$ 39,337	\$ 75,822	\$ 116,937	\$ 24,578
Non-GAAP operating margin	9.1%	10.7%	11.3%	6.3%	8.3%	10.7%	8.4%

# Appendix

## Reconciliation of GAAP Income Tax Expense to Non-GAAP Income Tax Expense

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
GAAP income tax expense (benefit)	\$ (649)	\$ (13,886)	\$ (3,664)	\$ (6,454)	\$ (988)	\$ 2,857	\$ 810
Non-GAAP adjustments:							
Tax adjustments related to non-GAAP adjustments	131	626	8,203	6,743	8,507	9,861	1,974
Tax benefit from acquisitions	2,271	7,582	—	—	—	—	—
Tax benefit from re-characterizing intercompany debt to equity	—	1,627	—	—	—	—	—
Tax benefit from release of valuation allowance	—	—	4,140	—	—	—	—
Tax impact from tax law change	—	5,911	—	—	—	—	—
Non-GAAP adjustments to GAAP income tax expense (benefit)	2,402	15,746	12,343	6,743	8,507	9,861	1,974
Non-GAAP income tax expense	\$ 1,753	\$ 1,860	\$ 8,679	\$ 289	\$ 7,519	\$ 12,718	\$ 2,784
Non-GAAP effective tax rate	5.3%	2.8%	10.4%	1.0%	11.3%	11.5%	12.1%

# Appendix

## Reconciliation of GAAP Net Income to Non-GAAP Net Income

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
Net sales	\$ 405,747	\$ 655,892	\$ 823,611	\$ 620,837	\$ 914,236	\$ 1,096,917	\$ 293,146
GAAP net income	\$ 20,779	\$ 56,915	\$ 57,883	\$ 10,729	\$ 33,279	\$ 70,899	\$ 8,039
Non-GAAP adjustments:							
Amortization of intangible assets	7,015	8,880	15,369	13,015	13,365	14,918	5,349
Share-based compensation	3,216	2,230	7,577	8,537	9,875	11,473	2,897
Purchase accounting	—	5,230	4,839	—	—	1,652	2,492
Facility shutdown costs	—	—	—	—	2,463	2,996	—
Settlement loss	—	—	—	—	1,386	—	3,100
Acquisition costs	—	—	—	—	—	4,386	275
Other non-GAAP adjustments	2,988	7,855	1,727	2,808	7,181	498	—
Loss on extinguishment of debt	—	—	—	—	—	737	—
Gain on investment	—	(304)	—	—	—	—	—
Non-GAAP adjustments to GAAP income tax expense (benefit)	(2,402)	(15,746)	(12,343)	(6,743)	(8,507)	(9,861)	(1,974)
Non-GAAP net income	\$ 31,596	\$ 65,060	\$ 75,052	\$ 28,346	\$ 59,042	\$ 97,698	\$ 20,178
Non-GAAP net margin	7.8%	9.9%	9.1%	4.6%	6.5%	8.9%	6.9%
Non-GAAP diluted EPS	\$ 1.31	\$ 2.48	\$ 2.99	\$ 1.25	\$ 2.52	\$ 3.37	\$ 0.70
Shares used to compute diluted EPS:	24,189	26,218	25,128	22,767	23,460	28,979	29,023

# Appendix

## Reconciliation of Non-GAAP Net Income to EBITDA

Ichor Holdings, Ltd. GAAP to Non-GAAP Reconciliations <i>(dollars in thousands, except per-share amounts)</i>	Fiscal Year						2022
	2016	2017	2018	2019	2020	2021	Q1
Net sales	\$ 405,747	\$ 655,892	\$ 823,611	\$ 620,837	\$ 914,236	\$ 1,096,917	\$ 293,146
Non-GAAP net income	\$ 31,596	\$ 65,060	\$ 75,052	\$ 28,346	\$ 59,042	\$ 97,698	\$ 20,178
Non-GAAP adjustments:							
Interest expense	4,370	3,277	9,987	10,647	8,727	6,451	1,532
Non-GAAP income tax expense (benefit)	1,753	1,860	8,679	289	7,519	12,718	2,784
Depreciation expense	2,482	3,629	7,695	8,854	10,881	11,074	3,966
EBITDA	\$ 40,201	\$ 73,826	\$ 101,413	\$ 48,136	\$ 86,169	\$ 127,941	\$ 28,460
EBITDA margin	9.9%	11.3%	12.3%	7.8%	9.4%	11.7%	9.7%



**NASDAQ: ICHR**