



Investor Presentation

February 2021

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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 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

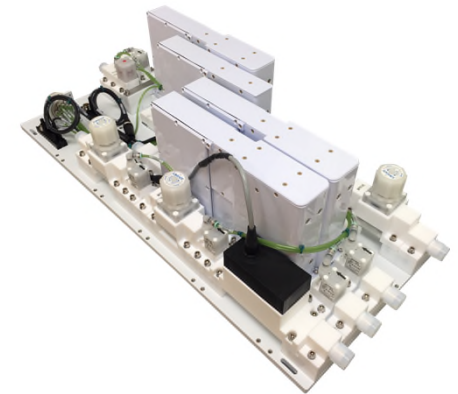
World's Leading Provider of Critical Fluid Delivery Subsystems and Components for Semiconductor Capital Equipment

- **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 2,000 full-time-equivalent employees globally
- **2020 Revenues of \$914M with \$2.51 in EPS⁽¹⁾**

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. See reconciliation in Appendix.

Investment Highlights

Combining Revenue Outperformance and Increasing Profitability to Drive Earnings Leverage and Free Cash Flow

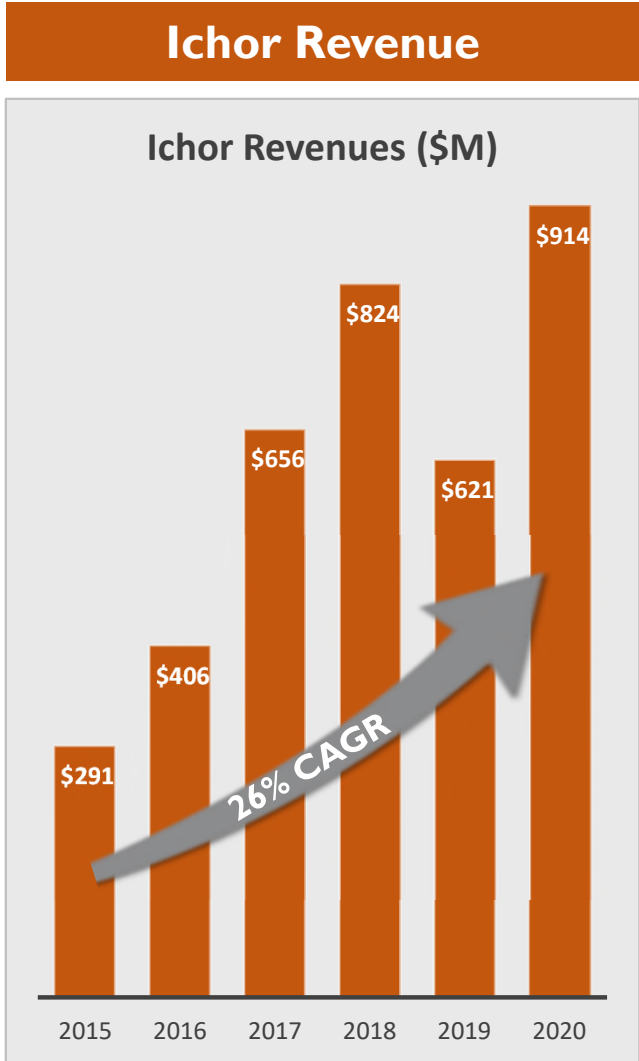
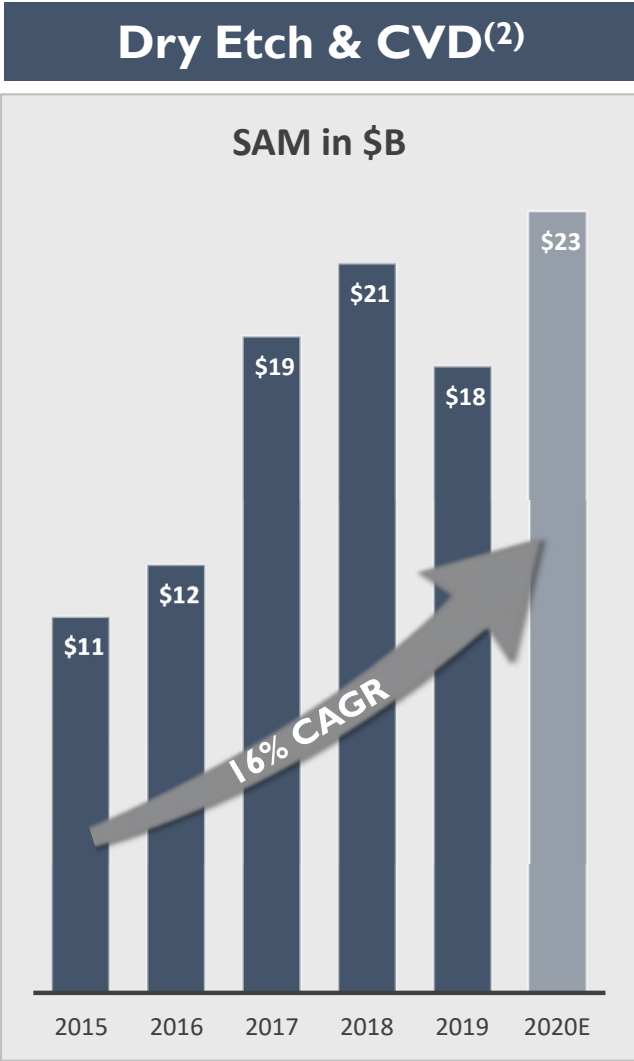
- **Revenue growth outperforming the industry...** Outpacing industry, peers and customers with 5-year CAGR of 26% vs. WFE growth of ~13%... 2020 revenues up 47% YoY⁽¹⁾
- **Multiple drivers for continued revenue outperformance...** Leveraged to largest growth segments within WFE; expanding product offerings 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 added plastics, weldment and precision machining capability, as well as strategic foothold in South Korea – adding ~\$2.5B to our SAM⁽²⁾
- **Delivering strong earnings leverage...** Increasing profitability through gross margin improvement and close control of opex to drive leverage to bottom line; EPS grew 2x the rate of revenue growth in 2020⁽³⁾

(1) 2020 WFE estimate of \$59B represents the mean of Street analyst estimates updated since January 2021, compared to 2015 WFE of \$32.4B.

(2) Estimated 2020 SAM provided on slide 10.

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

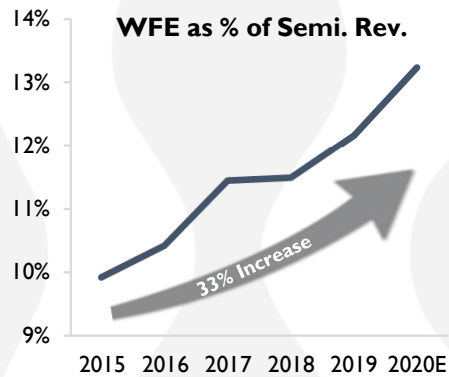
Revenue Growth Outperforming WFE and Primary Process Tool SAM



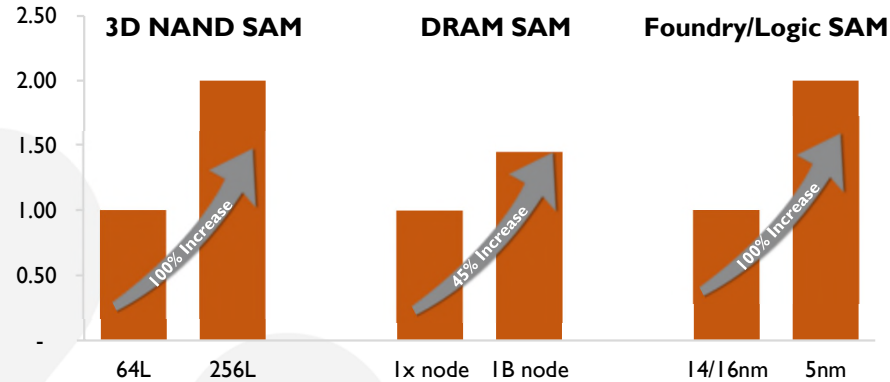
(1) Mean of Street analyst estimates updated since January 2021 = \$59B for 2020 WFE.
 (2) Gartner estimates through 2019; Needham estimate for 2020 as of 1/8/21.

Key Technology Transitions Driving Growth in Ichor SAM

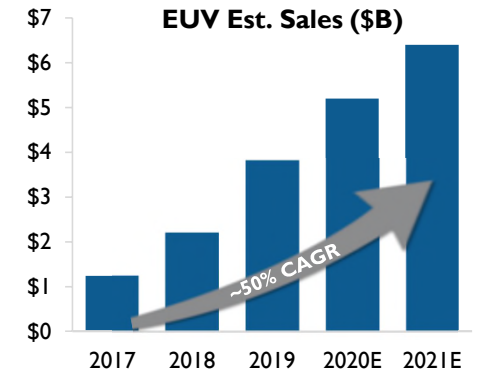
WFE Intensity Increasing⁽¹⁾



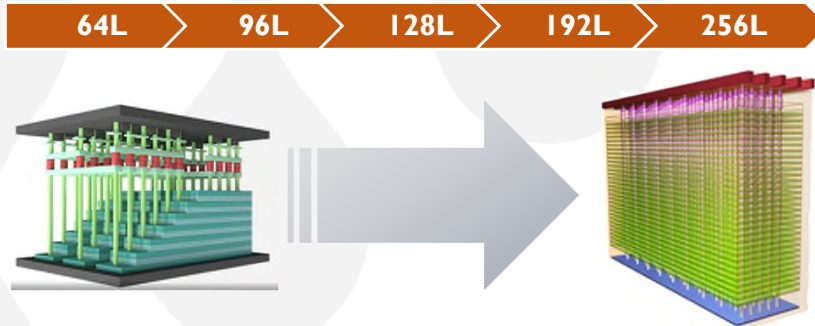
Etch and Deposition Intensity Increasing⁽²⁾



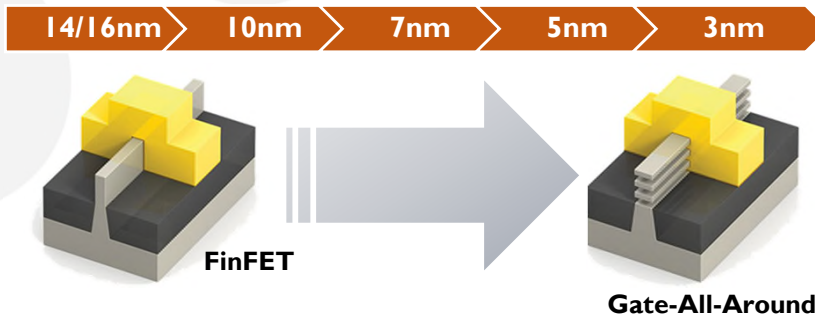
EUV Ramping⁽³⁾



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

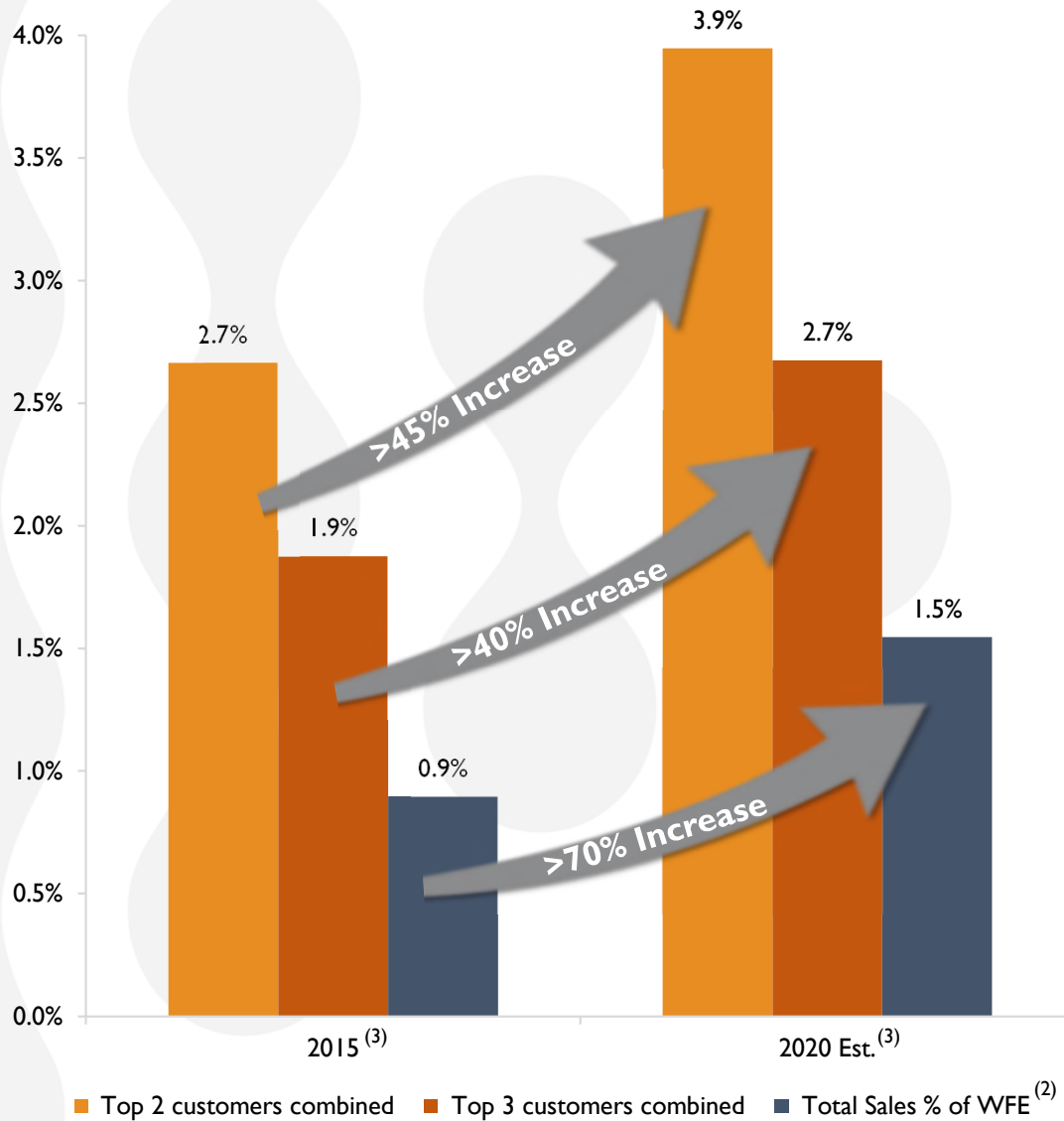
(1) UBS Research as of September 2020.

(2) Lam Research Analyst Day Presentation (March 2020), normalized to 1.0 at starting node.

(3) 2017 estimated EUV revenues: KeyBanc Research; 2018-2021E EUV market size: Evercore Research as of November 2020.

Growing Share of Semiconductor System Sales

Ichor's Expanding Share⁽¹⁾



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






(1) Represents Ichor's estimated sales to its top 2 and top 3 customers combined, respectively, divided by their combined semiconductor systems sales in CY 2020.

(2) 2015 estimated WFE of \$32.4B vs. 2020 estimated WFE of \$59B.

(3) New semiconductor sales only. Other sources for customers' sales: quarterly earnings releases, conference calls, SEC filings, company estimates.

Track Record of Successful M&A

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

2016



Deal Value: \$18 million

- Expansion of chemical delivery SAM
- Development of proprietary LDM product
- Annual revenue expectation at close: \$30 million

2017



Deal Value: \$50 million

- Expansion of weldment SAM
- Expansion of weldment and sub-assembly capabilities
- Annual revenue expectation at close: \$65-\$80 million

2017



Deal Value: \$130 million

- Expansion of precision machining, weldment and gas delivery SAMs
- Expansion of gas delivery component IP portfolio
- Annual revenue expectation at close: \$70-\$90 million

2018

IAN Engineering

Deal Value: \$7 million

- Expansion of customer and geographic footprint into South Korea
- Expansion of gas delivery, weldment and liquid delivery opportunity
- Annual revenue expectation at close: \$20 million

2019

Flow Control IP

- Expansion of flow control product & IP portfolio via asset purchase
- Valuable intellectual property for developing next-generation gas panel

2020



(Mexico Division)

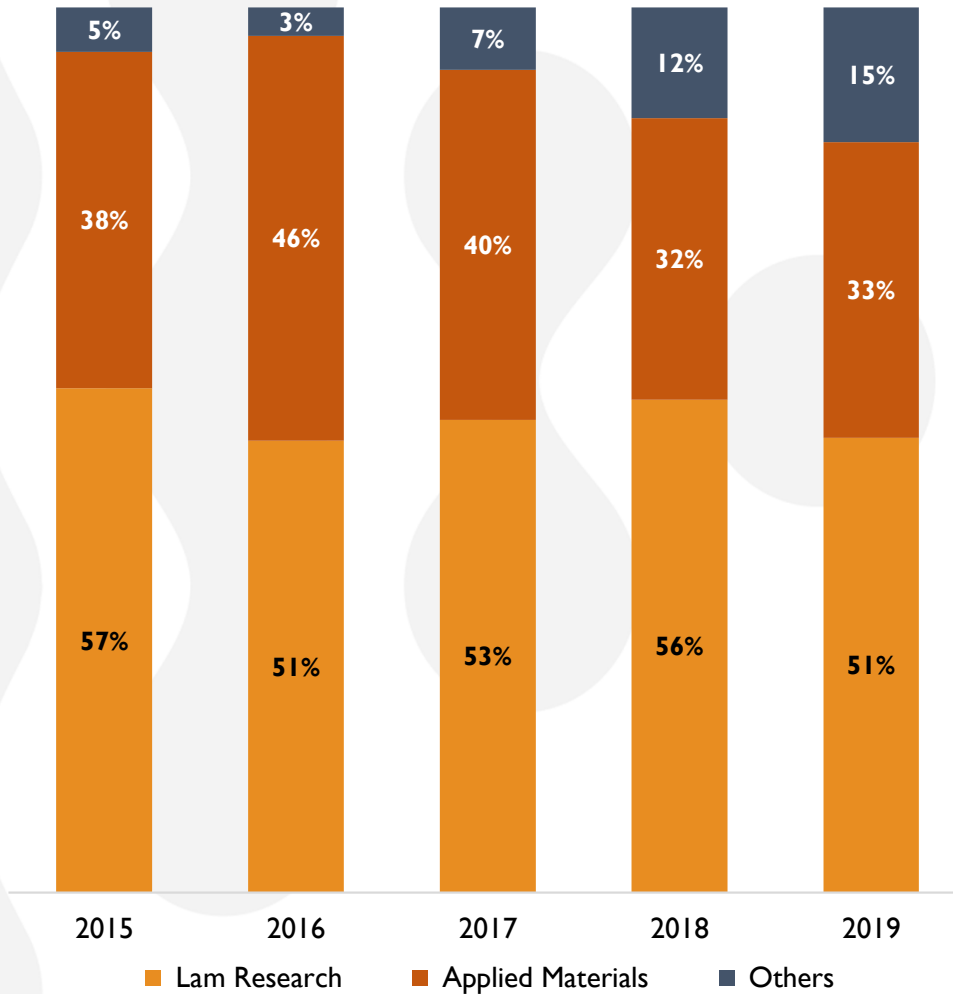
- Expansion of precision machining SAM
- Expansion of precision machining capabilities in a low cost region
- Year-to-date revenue: <\$10 million

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.

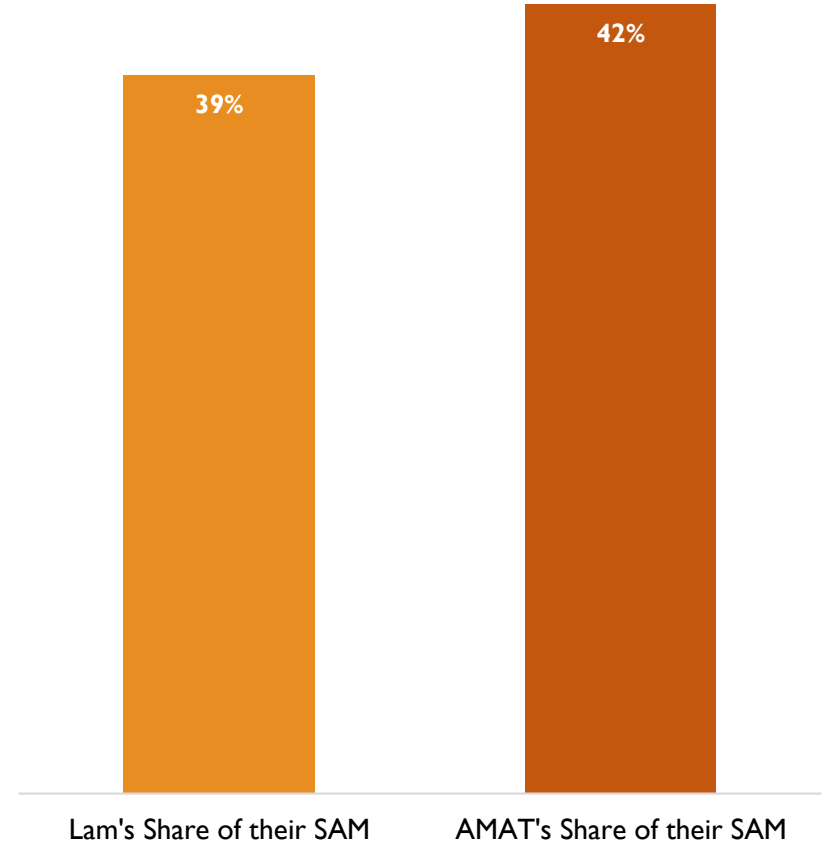
Executing on Strategy of Revenue Growth and Diversification

Revenue Composition Commensurate with Key Customers' Market Positions

Ichor Revenue by Customer⁽¹⁾



Key Customers Lead Their Respective Served Markets⁽²⁾


























































(1) Ichor IPO prospectus and subsequent 10-K filings.

(2) Gartner 2019 Market Share data as of April 2020. AMAT's SAM includes Dry Etch, CVD, PVD, CMP, ECD, Epi, Implant, RTP/Gate Stack tools, and certain segments within Process Control. Lam's SAM includes Dry Etch, CVD, ECD, Clean and Other Removal Processes.

Expanding SAM of \$4B with Multiple Growth Opportunities

Approx. 65% of WFE Market Requires Fluid Delivery Subsystems or Components

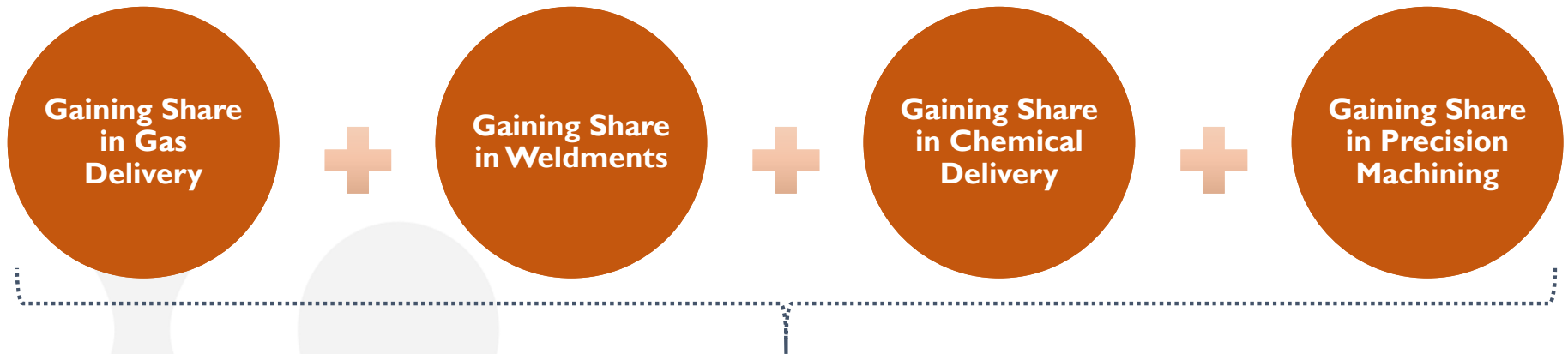
 Established Position  Opportunity

Served Markets and Market Opportunity					
Customer	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%

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

Note: Represents company's estimated size of served markets in 2020.

Drivers of 2020 Revenue Growth Outperformance



**Contributed \$70M of Incremental Revenues from Share Gains in 2019
with \$100M Annualized Run-Rate entering 2020**

Continued Outperformance in 2020

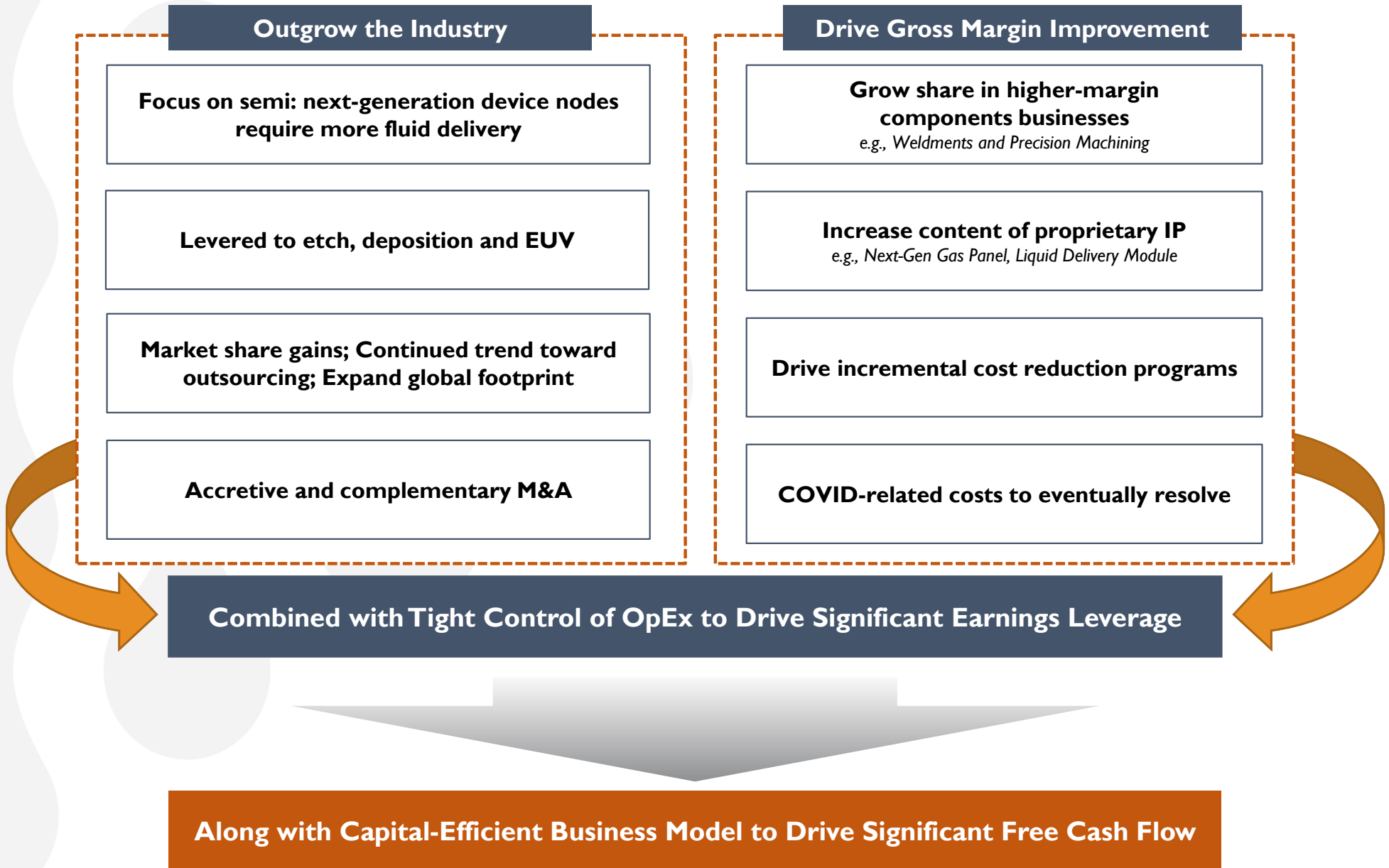
47% YoY Growth for Ichor vs. ~17% for WFE⁽¹⁾

- 2019 gains growing with the market in 2020 (~\$45M of growth YoY⁽²⁾)
- Incremental market share gains
- Increased mix of memory WFE benefiting etch and deposition in 2020
- Top 2 customers growing faster YoY than WFE
- EUV system sales ramping

(1) 2020 WFE estimate of \$59B represents the mean of Street analyst estimates updated since January 2021.

(2) \$45M of growth = difference between \$115M+ in 2020 (\$100M run rate growing with market) and the \$70M reported for 2019.

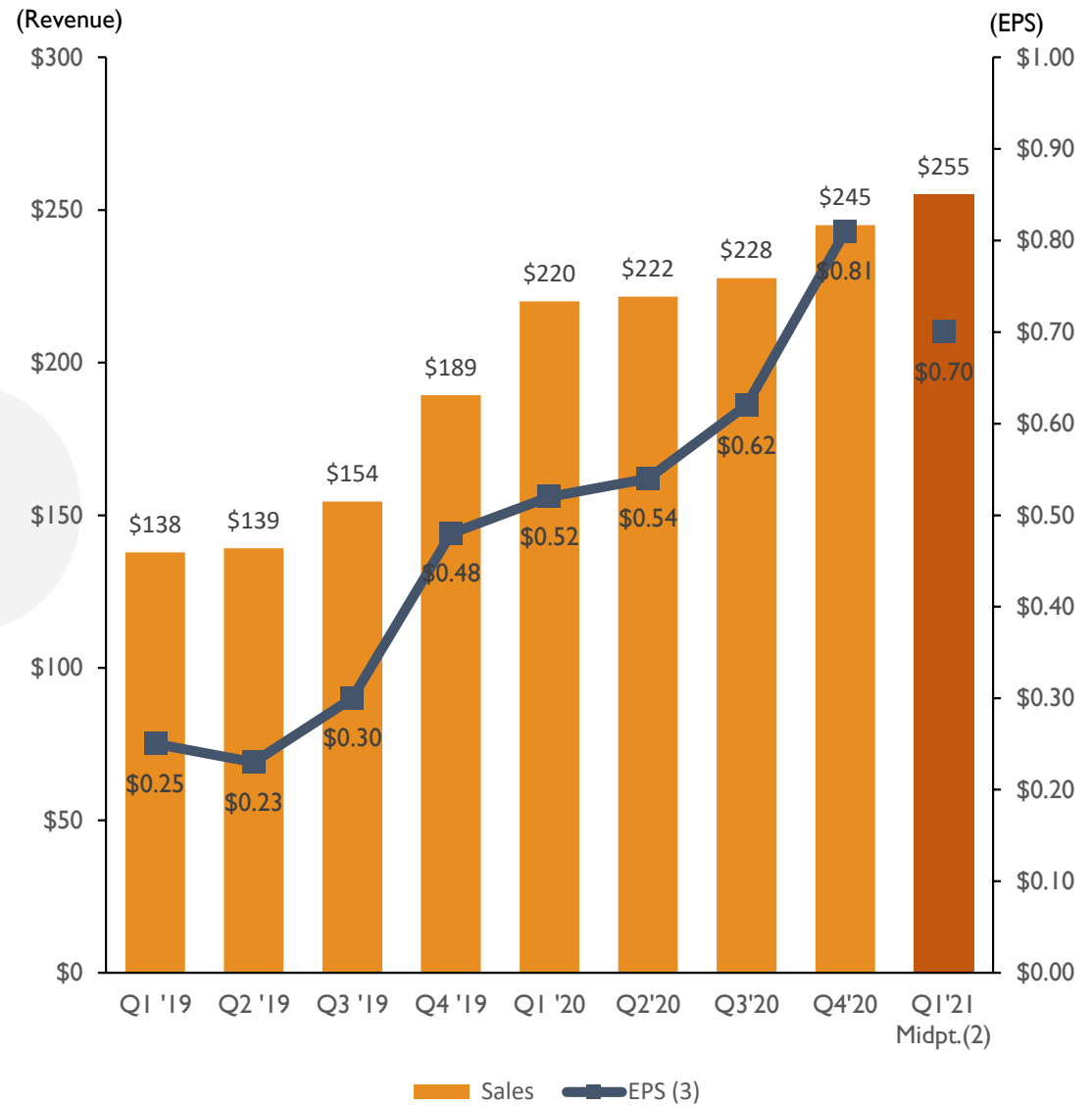
Key Financial Strategies



Quarterly Momentum at Top and Bottom Lines

- **7 Straight Quarters of Sequential Revenue Growth; Guiding for an 8th**
- **Strong Earnings Leverage**
 - EPS growth outpacing revenue growth by 2x in 2020⁽¹⁾
- **Positive Outlook for Q1⁽²⁾⁽³⁾**
 - Revenue of \$245M - \$265M
 - EPS of \$0.64 - \$0.76
- **Strengthened Balance Sheet**
 - \$253M of Cash as of December 25, 2020
 - \$139M in Net Proceeds from Dec. 2020 Equity Offering
 - \$38M Free Cash Flow in Q4 2020
 - \$202M of Debt as of December 25, 2020
 - Interest Expense ~\$2M/quarter

(\$ in millions, except per share data)



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

(2) Based on Q1 guidance provided as of 2/2/21.

(3) EPS presented on a non-GAAP basis. Non-GAAP earnings per share excludes amortization of intangible assets, share-based compensation, non-recurring expenses and discrete tax items. See reconciliation in Appendix.

Target Model with Significant Operating Leverage

(\$ in millions)

	Annual Results					Q4 2020	Target Model
	2016	2017	2018	2019	2020		
Revenue	\$406	\$656	\$824	\$621	\$914	\$ 245	
Gross Margin	16%	16%	17%	14%	15%	16%	19% - 20%
Operating Expenses	7%	6%	6%	8%	6%	6%	6%
Operating Margin	9%	11%	11%	6%	8%	10%	13 - 14%
EBITDA Margin	10%	11%	12%	8%	9%	11%	14%+
Net Margin	8%	10%	9%	5%	7%	8%	12%+

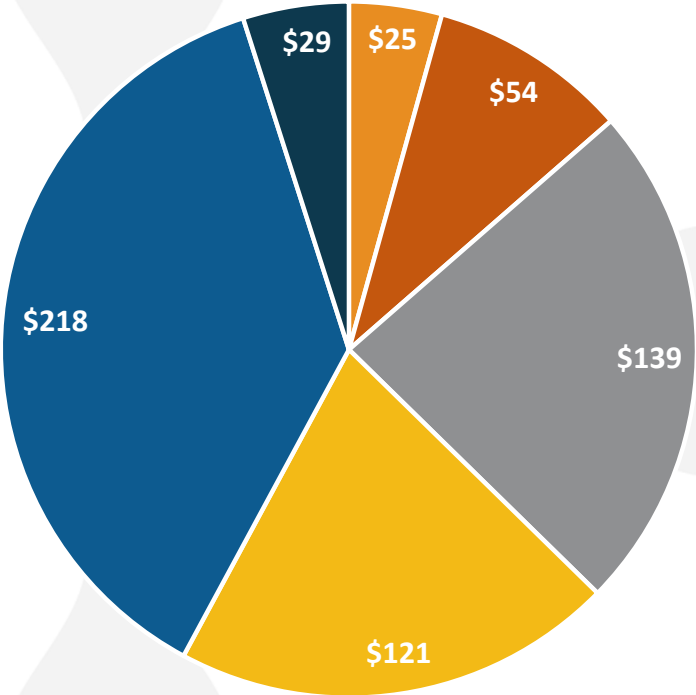
(1) Non-GAAP results and model reflect net income from continuing operations; excluding amortization of intangible assets, share-based compensation expense, tax adjustments related to those non-GAAP adjustments, tax benefits from acquisitions and non-recurring charges. Non-GAAP EBITDA is defined as Non-GAAP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

Strong Free Cash Flow Generation

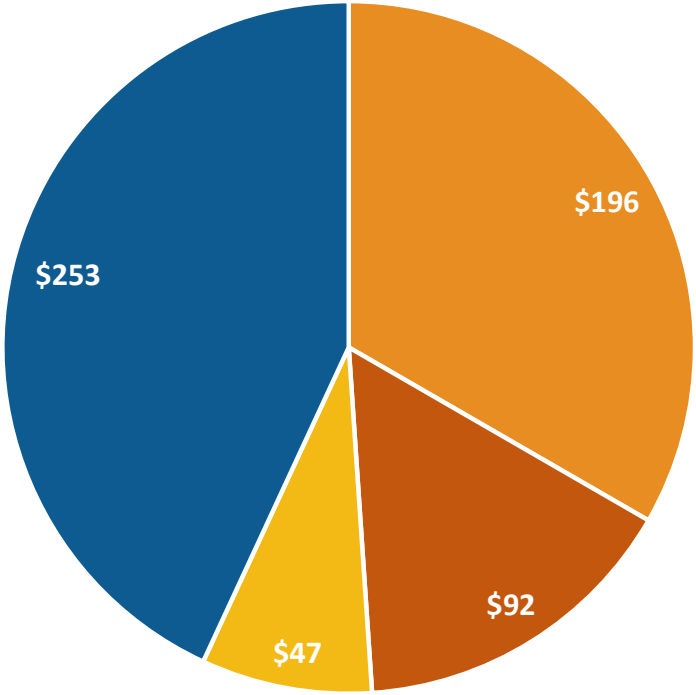
Prudent & Efficient Capital Deployment Strategy since IPO

(\$ in millions)

Total Sources of Capital



Total Uses of Capital



- Beginning cash (1)
- IPO proceeds
- Proceeds from 2020 equity raise
- Debt proceeds (2)
- Cash flow from operations (3)
- Employee option exercises (4)

- M&A
- Stock buybacks
- Capex
- Cash on hand (5)

(1) Pre-IPO cash balance as of Sept. 23, 2016
 (2) Total increase in debt between Sept. 23, 2016 and Dec. 25, 2020, less issuance & modification costs
 (3) Total cash flow from operations between Q4 2016 and Q4 2020
 (4) Net of employees' taxes paid by the company upon vesting of RSUs
 (5) Cash as of Dec. 25, 2020

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

GAAP to Non-GAAP Reconciliation

(\$ in millions, except per share data)

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>LTM (9/25/20)</u>
Revenue	\$405.7	\$655.9	\$823.6	\$620.8	\$858.6
Gross profit					
GAAP gross profit	\$65.4	\$100.8	\$136.1	\$86.4	\$116.5
Share-based compensation	0.0	0.1	0.6	0.7	0.9
Fair value adjustment to inventory from acquisitions	-	5.2	4.8	-	-
Other non-GAAP adjustments	-	1.8	0.1	0.1	-
Contract settlement loss	-	-	-	-	1.4
Facility shutdown costs	-	-	-	-	1.9
Non-GAAP gross profit	\$65.4	\$107.9	\$141.7	\$87.2	\$120.6
<i>Gross margin</i>	<i>16.1%</i>	<i>16.4%</i>	<i>17.2%</i>	<i>14.0%</i>	<i>14.1%</i>
Operating income					
GAAP operating income	\$23.9	\$46.2	\$64.0	\$15.0	\$33.0
Amortization of intangible assets	7.0	8.9	15.4	13.0	13.3
Share-based compensation	3.2	2.2	7.6	8.5	11.4
Fair value adjustment to inventory from acquisitions	-	5.2	4.8	-	-
Other non-recurring expenses	3.0	4.8	1.7	2.8	3.6
Contract settlement loss	-	-	-	-	1.4
Facility shutdown costs	-	-	-	-	2.0
Adjustments to cost of goods sold	-	1.8	-	-	-
Loss on Ajax acquisition arbitration settlement	-	1.0	-	-	-
Gain on investment	-	0.3	-	-	-
Non-GAAP operating income	\$37.1	\$70.4	\$93.5	\$39.3	\$64.8
<i>Operating margin</i>	<i>9.1%</i>	<i>10.7%</i>	<i>11.3%</i>	<i>6.3%</i>	<i>7.5%</i>

Source: Public filings.

GAAP to Non-GAAP Reconciliation

(\$ in millions, except per share data)

	FY 2016	FY 2017	FY 2018	FY 2019	LTM (9/25/20)
Revenue	\$405.7	\$655.9	\$823.6	\$620.8	\$858.6
Net income					
GAAP net income	\$20.8	\$56.9	\$57.9	\$10.7	\$28.7
Amortization of intangible assets	7.0	8.9	15.4	13.0	13.3
Share-based compensation	3.2	2.2	7.6	8.5	11.4
Other non-recurring expenses	3.0	4.8	1.7	2.8	3.6
Tax adjustments related to non-GAAP adjustments	(0.1)	(0.6)	(8.2)	(6.7)	(10.3)
Fair value adjustment to inventory from acquisitions	-	5.2	4.8	-	-
Contract settlement loss	-	-	-	-	1.4
Facility shutdown costs	-	-	-	-	2.0
Tax benefit from release of valuation allowance	-	-	(4.1)	-	-
Tax benefit from acquisitions	(2.3)	(7.6)	-	-	-
Tax benefit from re-characterizing intercompany debt to equity	-	(1.6)	-	-	-
Tax impact from tax law change	-	(5.9)	-	-	-
Adjustments to cost of goods sold	-	1.8	-	-	-
Loss on Ajax acquisition arbitration settlement	-	1.0	-	-	-
Non-GAAP net income	\$31.6	\$65.1	\$75.1	\$28.3	\$50.1
<i>Net margin</i>	<i>7.8%</i>	<i>9.9%</i>	<i>9.1%</i>	<i>4.6%</i>	<i>5.8%</i>
Non-GAAP net income per diluted share	\$1.31	\$2.48	\$2.99	\$1.25	\$2.17
EBITDA					
Non-GAAP net income	\$31.6	\$65.1	\$75.1	\$28.3	\$50.1
Non-GAAP income tax expense	1.8	1.9	8.7	0.3	5.2
Depreciation	2.5	3.6	7.7	8.9	10.6
Interest expense	4.4	3.3	10.0	10.6	9.2
EBITDA	\$40.2	\$73.8	\$101.4	\$48.1	\$75.1
<i>EBITDA margin</i>	<i>9.9%</i>	<i>11.3%</i>	<i>12.3%</i>	<i>7.8%</i>	<i>8.7%</i>

Source: Public filings.

GAAP to Non-GAAP Reconciliation

(\$ in millions, except per share data)

	Q1'19	Q2'19	Q3'19	Q4'19	Q1'20	Q2'20	Q3'20
Revenue	\$137.8	\$139.2	\$154.5	\$189.4	\$220.0	\$221.6	\$227.7
Gross profit							
GAAP gross profit	\$20.2	\$19.5	\$20.7	\$25.9	\$28.8	\$29.3	\$32.5
Share-based compensation	0.1	0.2	0.2	0.2	0.2	0.2	0.3
Fair value adjustment to inventory from acquisitions	-	-	-	-	-	-	-
Other non-GAAP adjustments	0.1	0.0	-	-	-	-	-
Contract settlement loss	-	-	-	-	1.4	-	-
Facility shutdown costs	-	-	-	-	-	1.5	0.4
Non-GAAP gross profit	\$20.5	\$19.7	\$20.9	\$26.1	\$30.4	\$31.0	\$33.2
<i>Gross margin</i>	<i>14.9%</i>	<i>14.2%</i>	<i>13.5%</i>	<i>13.8%</i>	<i>13.8%</i>	<i>14.0%</i>	<i>14.6%</i>
Operating income							
GAAP operating income	\$2.9	\$3.0	\$3.3	\$5.7	\$5.5	\$9.3	\$12.5
Amortization of intangible assets	3.1	3.2	3.3	3.3	3.3	3.3	3.3
Share-based compensation	1.3	1.5	1.8	3.9	2.9	2.1	2.4
Other non-recurring expenses	1.4	0.5	0.5	0.5	2.7	0.2	0.2
Contract settlement loss	-	-	-	-	1.4	-	-
Facility shutdown costs	-	-	-	-	-	1.5	0.5
Non-GAAP operating income	\$8.8	\$8.2	\$8.9	\$13.5	\$15.8	\$16.5	\$19.0
<i>Operating margin</i>	<i>6.4%</i>	<i>5.9%</i>	<i>5.8%</i>	<i>7.1%</i>	<i>7.2%</i>	<i>7.5%</i>	<i>8.3%</i>
Net income							
GAAP net income	\$1.5	\$0.3	\$0.9	\$8.0	\$3.4	\$6.8	\$10.5
Amortization of intangible assets	3.1	3.2	3.3	3.3	3.3	3.3	3.3
Share-based compensation	1.3	1.5	1.8	3.9	2.9	2.1	2.4
Other non-recurring expenses	1.4	0.5	0.5	0.5	2.7	0.2	0.2
Tax adjustments related to non-GAAP adjustments	(1.8)	(0.4)	0.2	(4.8)	(1.6)	(1.5)	(2.4)
Contract settlement loss	-	-	-	-	1.4	-	-
Facility shutdown costs	-	-	-	-	-	1.5	0.5
Non-GAAP net income	\$5.6	\$5.1	\$6.7	\$10.9	\$12.1	\$12.6	\$14.6
<i>Net margin</i>	<i>4.0%</i>	<i>3.7%</i>	<i>4.4%</i>	<i>5.8%</i>	<i>5.5%</i>	<i>5.7%</i>	<i>6.4%</i>
Non-GAAP net income per diluted share	\$0.25	\$0.23	\$0.30	\$0.48	\$0.52	\$0.54	\$0.62
EBITDA							
Non-GAAP net income	\$5.6	\$5.1	\$6.7	\$10.9	\$12.1	\$12.6	\$14.6
Non-GAAP income tax expense	0.4	0.3	(0.4)	0.0	1.4	1.6	2.1
Depreciation	2.1	2.0	2.2	2.6	2.4	2.6	3.0
Interest expense	2.8	2.8	2.7	2.5	2.4	2.3	2.1
EBITDA	\$10.8	\$10.2	\$11.1	\$16.0	\$18.2	\$19.1	\$21.8
<i>EBITDA margin</i>	<i>7.8%</i>	<i>7.3%</i>	<i>7.2%</i>	<i>8.4%</i>	<i>8.3%</i>	<i>8.6%</i>	<i>9.6%</i>

Source: Public filings.