

Agenda

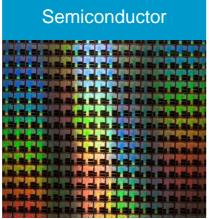
- 1 Facts in brief
- 2 Trends and driving forces
- 3 Focus and priorities
- 4 Innovation in reality
- 5 Summary



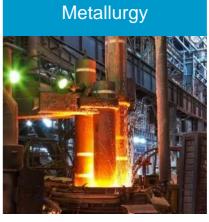


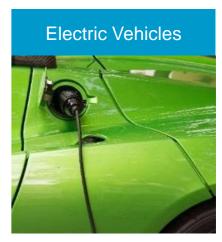
Vacuum is everywhere!







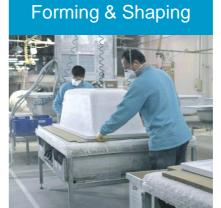














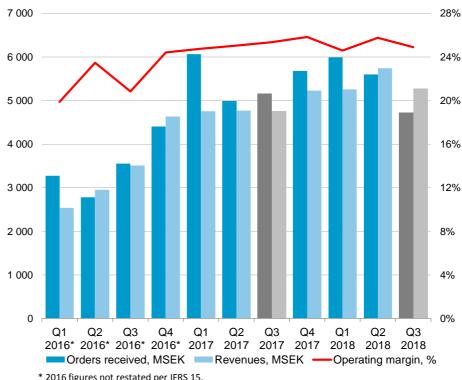
Vacuum Technique

Growth drivers

- Successful integration of acquisitions
- Embedding of decentralized organizational structure
- China focus
- Leverage synergies with other business areas and the Group
- Innovation and Digitalization

ORDERS, REVENUES AND OPERATING MARGIN

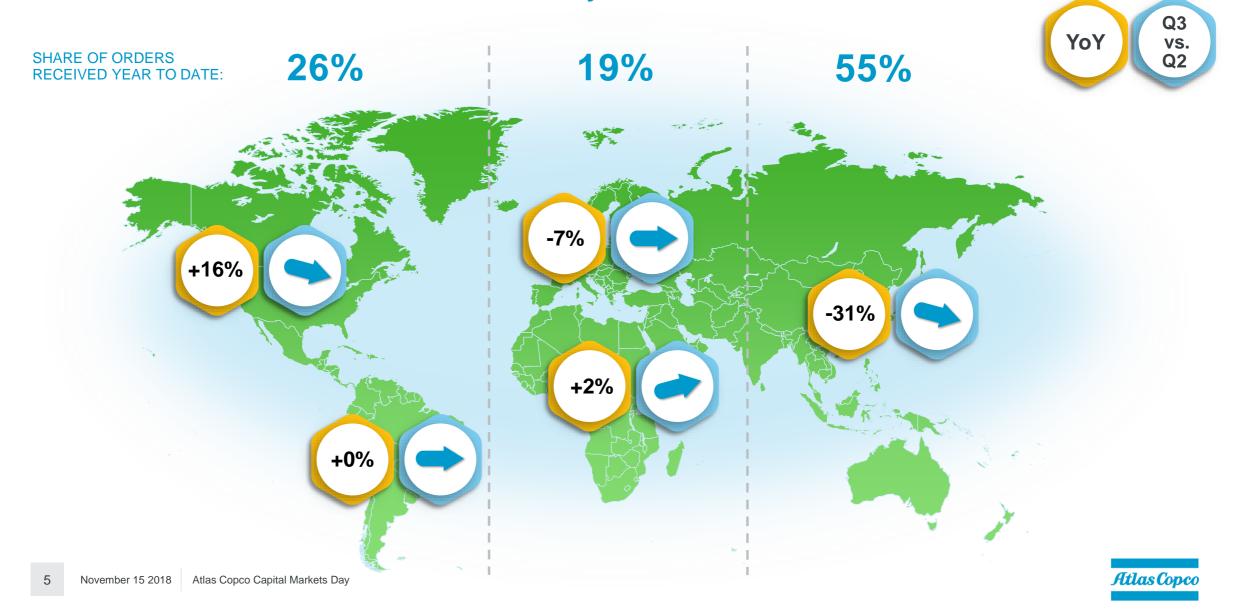




^{* 2016} figures not restated per IFRS 15.



Orders received – local currency Q3 2018



What is sustainable profitable growth?

Growth Drivers Macro Factors:

- Climate change
- Miniaturization
- Digitalization
- Urbanization

Micro Factors:

- China Investment
- Internet of Things
- High demand for increasing process efficiency



Vacuum & Abatement Technology

- Technology Leadership
- Application know-how
- Speed to market

Market Leadership

- World-class Key Account Management
- Application based solutions delivered through technology leadership
- Extensive Aftermarket
- Lean hi-tech manufacturing close to our customer base



Impact of growth drivers

Key Drivers of Change	Short Term Growth	Mid-Long Term Growth
Miniaturization, Legislation, China, Global Data Use, IoT	>	7
Application Technology Leadership, Broader Product Portfolio, Digitalization	4	4
New Vacuum Applications, Energy Efficiency and Dry Pumps		7
Global Manufacturing Capacity, Digitalization, Legislation	7	7
Digitalization, Brand Management	7	7
	Miniaturization, Legislation, China, Global Data Use, IoT Application Technology Leadership, Broader Product Portfolio, Digitalization New Vacuum Applications, Energy Efficiency and Dry Pumps Global Manufacturing Capacity, Digitalization, Legislation	Miniaturization, Legislation, China, Global Data Use, IoT Application Technology Leadership, Broader Product Portfolio, Digitalization New Vacuum Applications, Energy Efficiency and Dry Pumps Global Manufacturing Capacity, Digitalization, Legislation



Summary focus, priorities and strategy

Agility and resilience





Opportunities in China

Growth in industrial vacuum





Integration of cryogenics business

Technology leadership





Service



Agility and resilience

Structure built for agility

Flexible and agile cost structure.

Additional 200 MUSD of cryo business with low overheads.

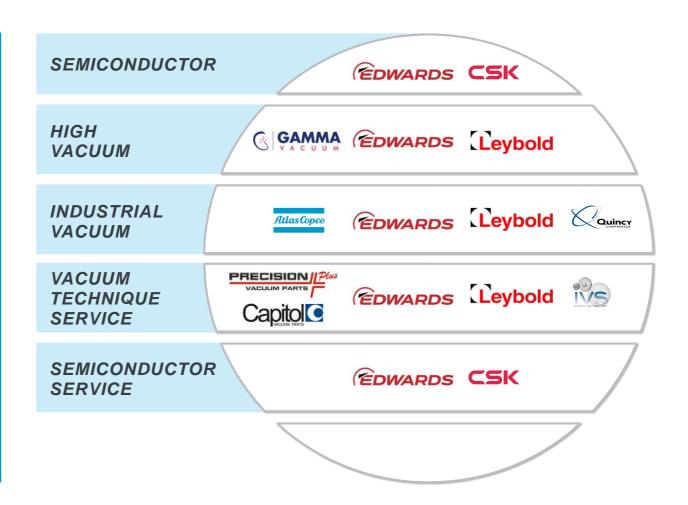
Adaptable workforce >20% temporary roles.

Agile supply chain.

Move from sellers to buyers market.

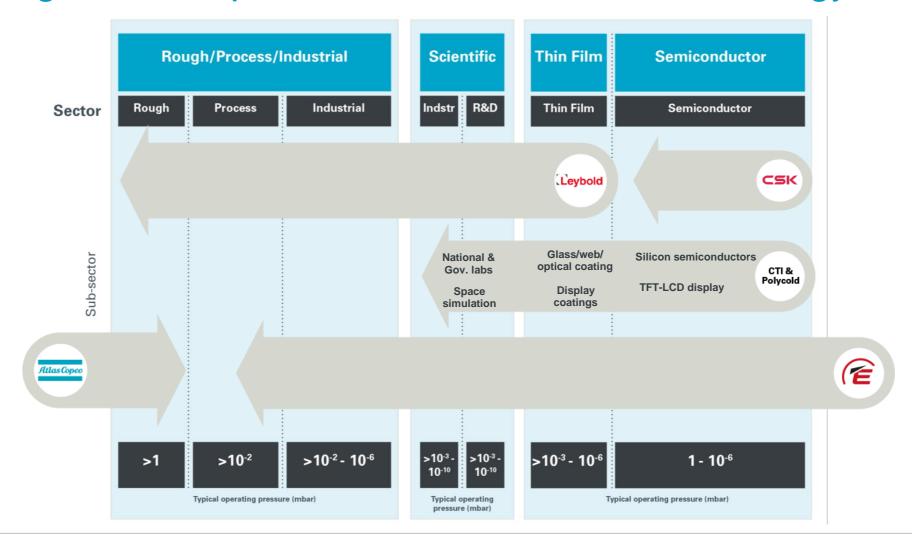
Strong development in both service divisions.

Agility without compromising strategy.





Becoming the undisputed leader in vacuum technology





Brooks Cryogenic Business

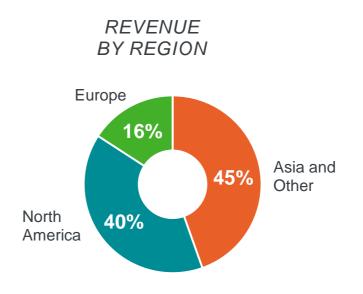
Leader in high value cryogenics solutions under two leading brands – CTI and Polycold

Extensive track record – 85,000+ CTI Cryopumps and 20,000+ Polycold chillers installed globally.

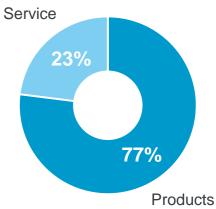
Market leader in Semiconductor – critical products in deposition and ion implant processes.

Used in a wide range of thin film and scientific applications.

50/50 JV with Ulvac Inc which produces cryopumps for flat panel display market.



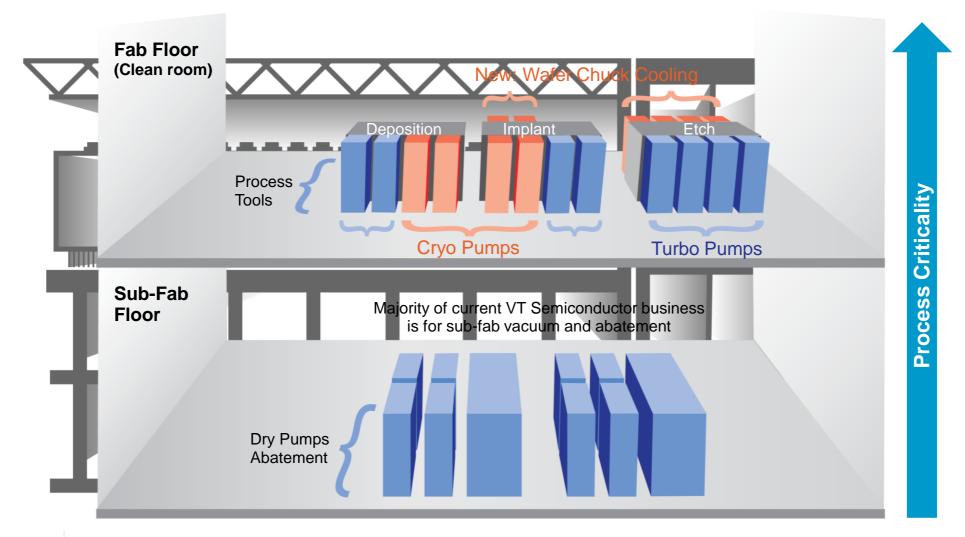






Cryo Technology: Increasing footprint on Process Tool Chambers

Inside the Fab and Sub-Fab

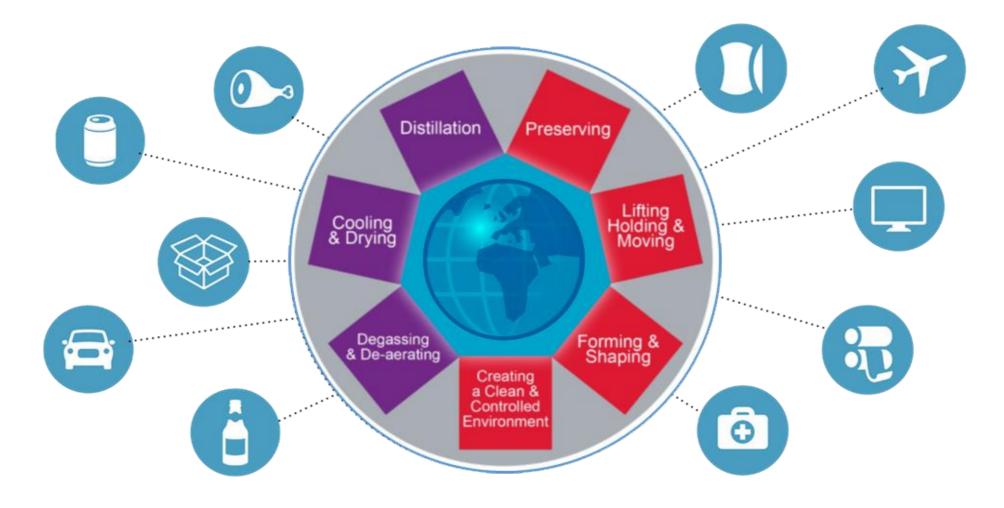








Industrial Vacuum





Industrial Vacuum

New technologies market

Traditional markets (old products, traditional users)





























Service

Two stable and growing service businesses

Vacuum Technique Service



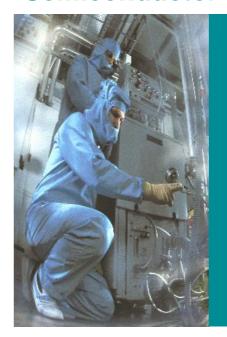
Share growth potential

Investing in presence

Merged Leybold and Edwards hubs; Plan to merge Cryo business hubs

Develop a Product Portfolio for proactive Service offerings

Semiconductor Service



Ongoing high fab utilization

Benefiting from huge growth of install base over last 5-years

Customer presence with >1,000 on-site service personnel



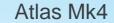
Innovative products to be launched in the coming months

Next generation dry vacuum pump for harsh processes

- Harsher process capability
- Lower power
- Smaller footprint



iXHMk2





Next generation abatement system





- Easy operation clean exhaust
- Easy integration compact
- Comfortable operation low noise level

Revolution in liquid ring vacuum technology



LRP VSD+



Extended range EDS dry screw pump technology





New dry screw vacuum pumps

Innovation in reality





Summary

Market share gain.

Growth through breakthrough innovative new products.

Very strong service growth through utilization and presence.

Excellence in Brand Portfolio management.

Clear
divisional
roadmaps driving
towards strategic
convergence and
Sustainable
Profitable Growth.

An integrated sustainable strategy.



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"Some statements herein are forward-looking and the actual outcome could be materially different. In addition to the factors explicitly commented upon, the actual outcome could be materially and adversely affected by other factors such as the effect of economic conditions, exchange-rate and interest-rate movements, political risks, the impact of competing products and their pricing, product development, commercialization and technological difficulties, supply disturbances, and major customer credit losses."

