



Investor Presentation

Q1 2022 Update

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 Overview

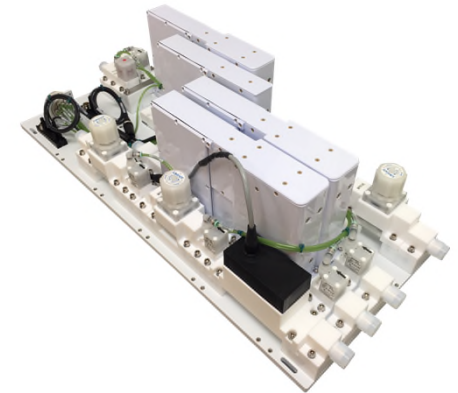
World's Leading Provider of Critical Fluid Delivery Subsystems and Components for Semiconductor Capital Equipment

- **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 2,400 full-time-equivalent employees globally
- **2021 Revenues of \$1.1B and \$3.37 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.

Investment Highlights

Combining Revenue Outperformance 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%⁽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 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⁽²⁾

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

(2) Non-GAAP net income excludes amortization of intangible assets, share-based compensation, non-recurring expenses and discrete tax items.

New M&A Announced November 2021 - 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

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

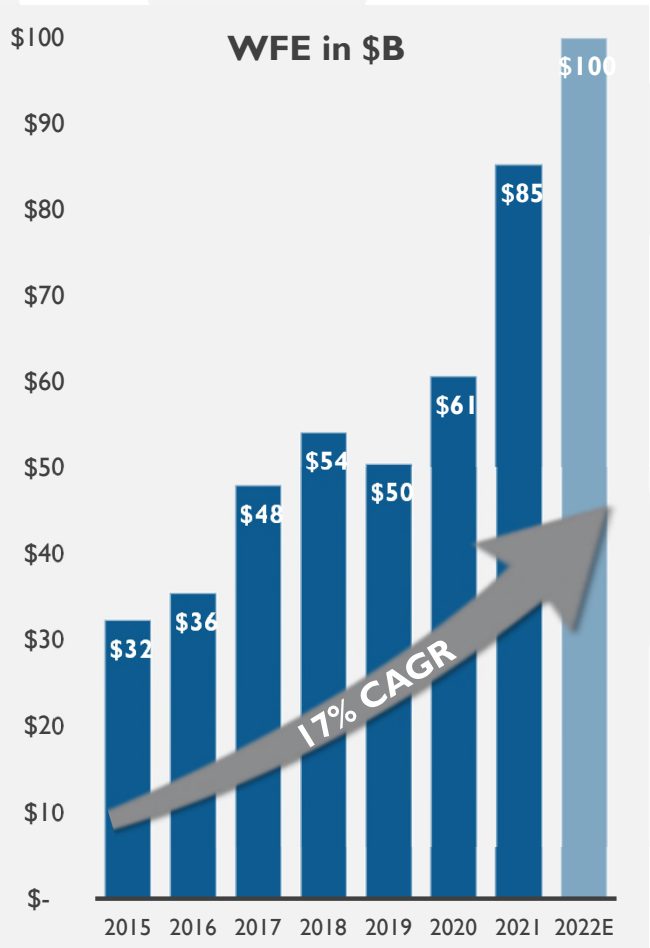
Financial Impact

- \$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

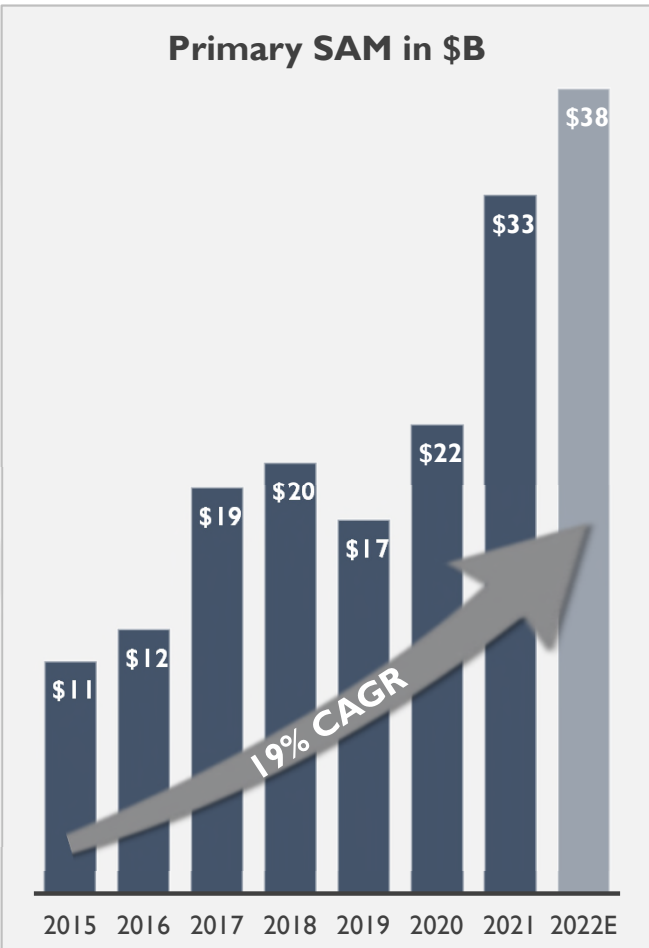
Note: Acquisition contribution amounts based on current industry activity levels and financial expectations on an annual basis, as disclosed in 11/16/2021 press release.

Revenue Growth Outperforming WFE and Primary Process Tool SAM

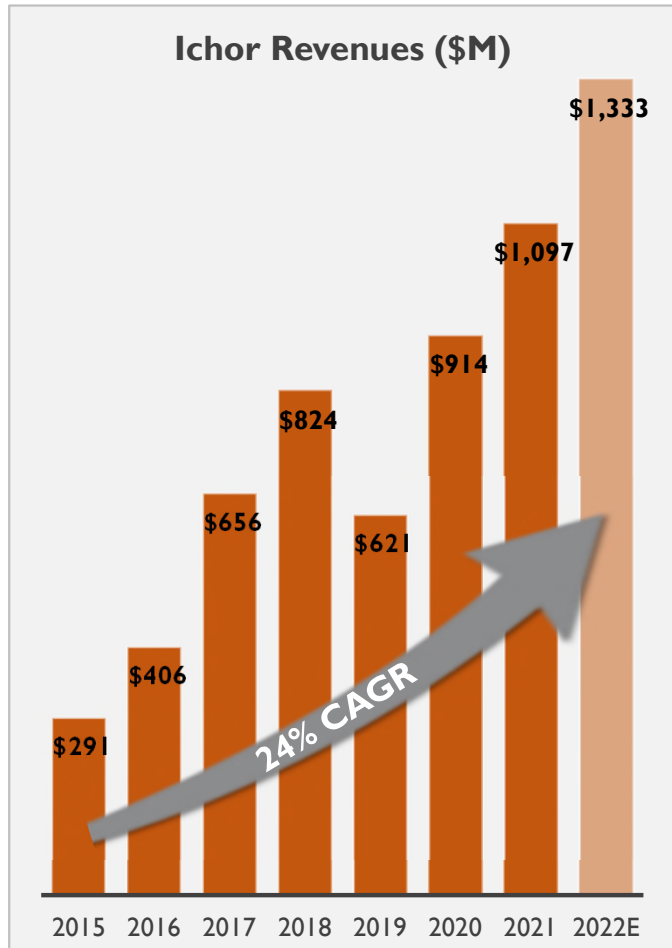
WFE⁽¹⁾



Dry Etch & CVD⁽²⁾



Ichor Revenue (pre-IMG)⁽³⁾



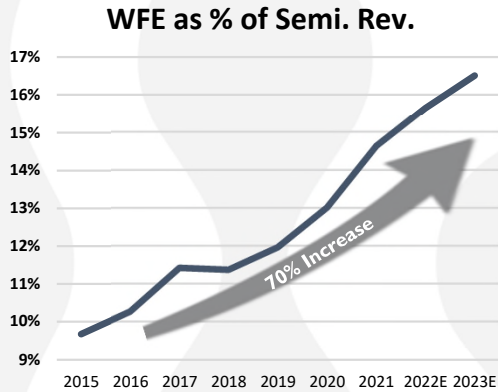
(1) Mean of analyst and industry OEM estimates that have been updated since January 2022.

(2) Gartner estimates 2015-2016; Needham estimates for 2017-2022 as of January 2022.

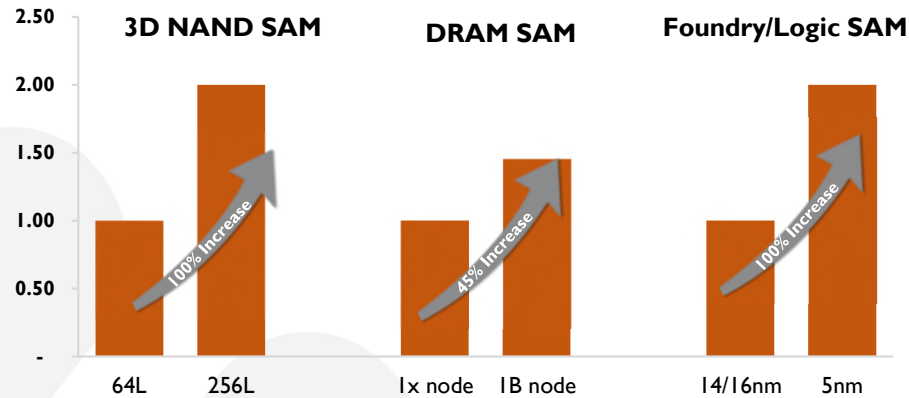
(3) 2022E represents Street analyst consensus as of 2/15/2022.

Key Technology Transitions Driving Growth in Ichor SAM

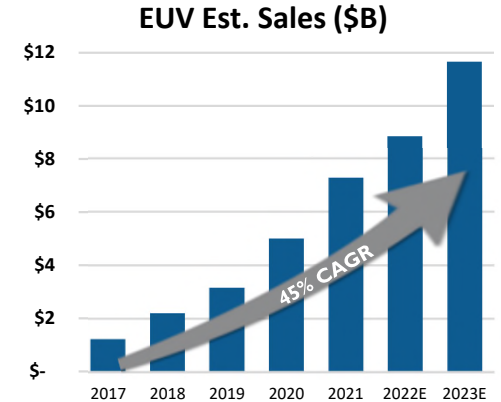
WFE Intensity Increasing⁽¹⁾



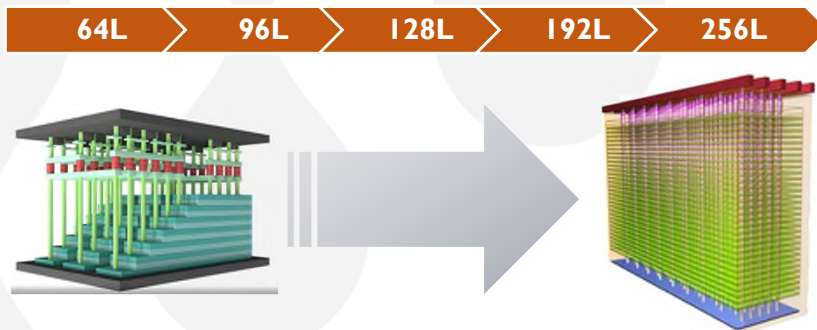
Etch and Deposition Intensity Increasing⁽²⁾



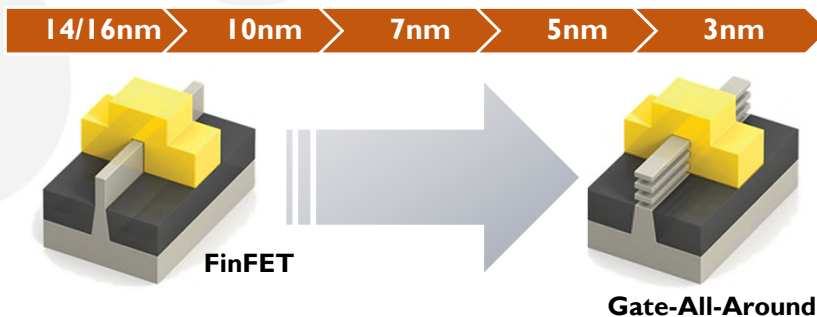
EUV Ramping⁽³⁾



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) Semi. industry revenues: estimates from Gartner as of 1/13/2022; WFE is average of analyst estimates updated since 1/13/2022.

(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 2/5/2022.

\$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

Served Markets and Market Opportunity (Semi)					
Customer	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)
1	Established	Established	Established	Established	Established
2	Established	Established	Established	Established	Opportunity
3	Established		Established	Opportunity	Opportunity
4	Established		Established	Opportunity	Opportunity
5	Established	Opportunity	Established	Established	Opportunity
6	Established		Opportunity	Opportunity	Established
7	Opportunity	Established	Opportunity	Opportunity	Opportunity
8		Opportunity	Opportunity	Opportunity	Opportunity
9		Opportunity	Opportunity	Opportunity	Opportunity
	Opportunity	Opportunity	Opportunity	Opportunity	Opportunity
	~33%	<10%	<25%	<10%	<5%

IMG Acquisition Adds new SAM Verticals:

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

\$0.35B SAM for Brazing






\$0.23B SAM for LINACs

Share (est. 2020):

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

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



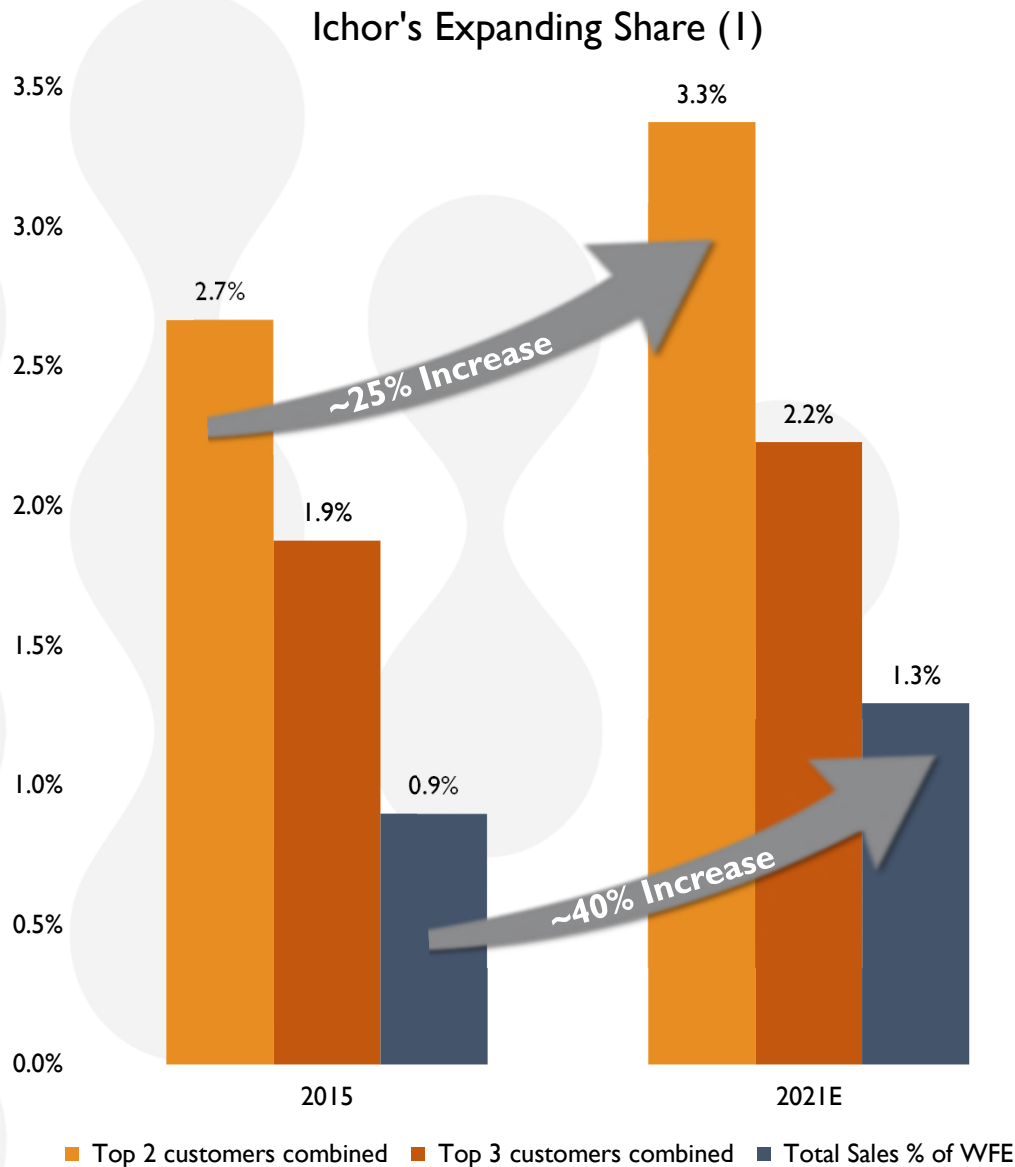
(Mexico Division)

- 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.

Growing Share of Semiconductor System Sales & WFE

~65% of WFE Requires Fluid Delivery Subsystems & Components



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

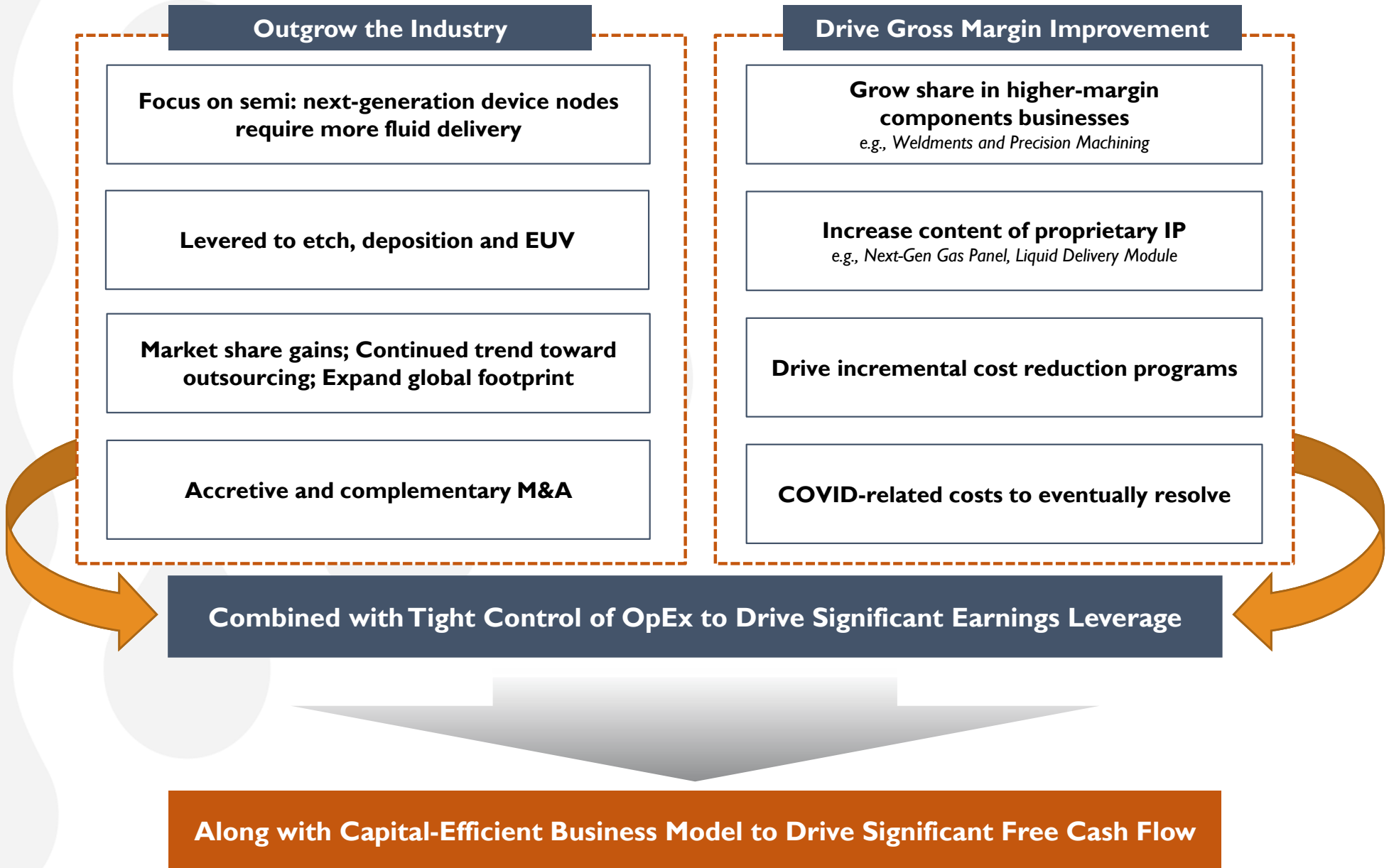
✓ Ichor Execution

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

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

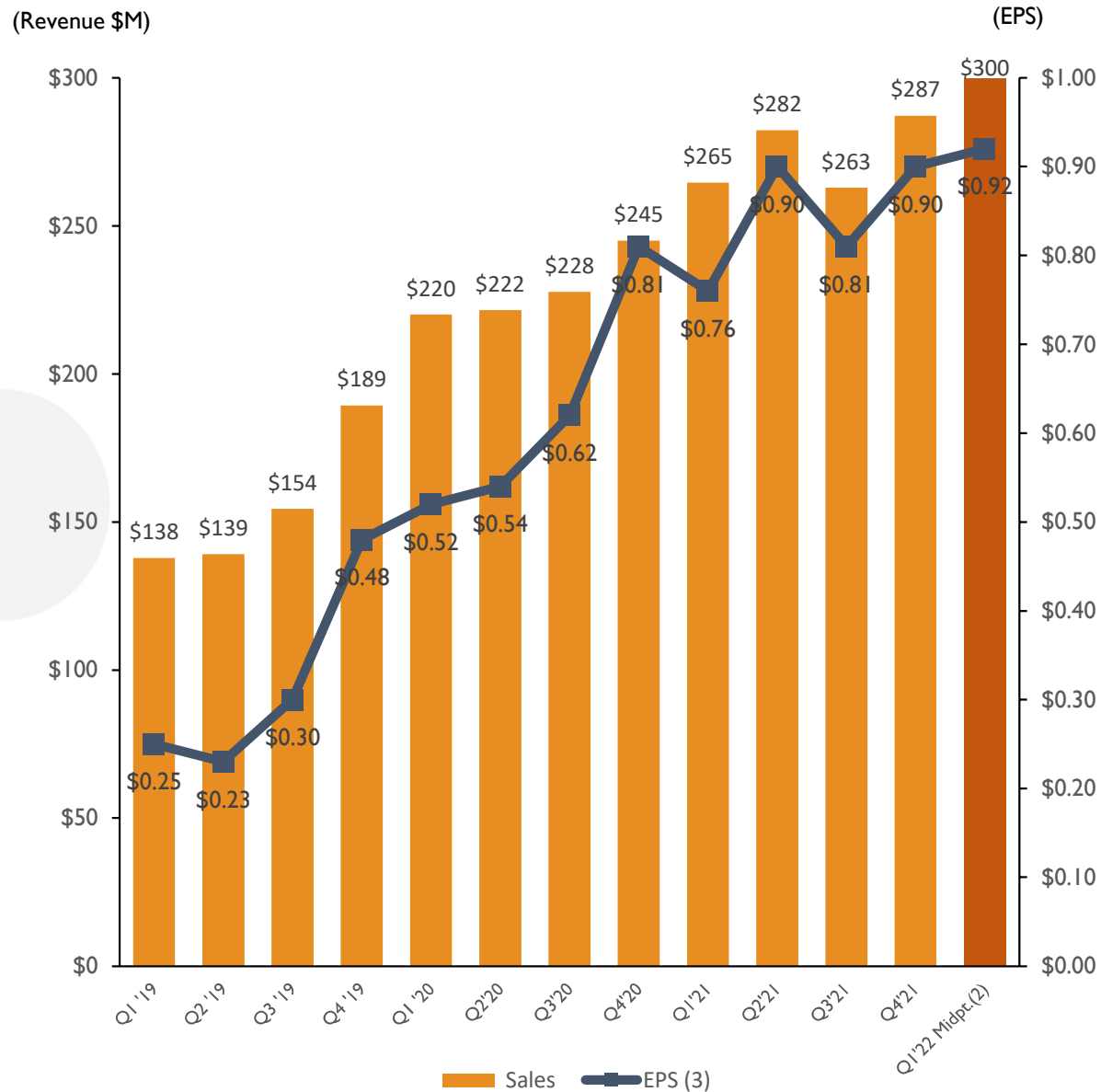
(2) 2015 estimated WFE of \$32.4B vs. 2021 estimated WFE of \$85.3B.

Key Financial Strategies



Quarterly Momentum at Top and Bottom Lines

- **YoY Revenue Growth of 20% in 2021 after 47% growth in 2020⁽²⁾**
 - Gross Margin +210bp⁽²⁾
 - Operating Margin +240bp⁽²⁾
 - Net income growth of 65%⁽²⁾
- **Strong Earnings Leverage⁽²⁾**
 - EPS grew at 2x revenue growth in 2020
 - Net income grew >3x revenue growth in 2021
 - EPS growth of 34% in 2021 reflects higher share count
- **Positive Outlook for Q1 and FY2022⁽¹⁾**
 - Q1 revenue of \$280M - \$320M
 - Q1 EPS of \$0.80 - \$1.04
 - Continued sequential growth exp. through 2022
- **Strong Balance Sheet**
 - \$75M of Cash as of Dec. 31, 2021
 - Total Debt of \$295M as of Dec. 31, 2021; refinanced and expanded in October
 - Debt/EBITDA ~1.6x
 - Interest Expense ~\$1.5M/qtr



(1) Based on Q1 guidance and outlook provided as of 2/8/2022.

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

Target Model with Significant Operating Leverage

(\$ in millions)

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

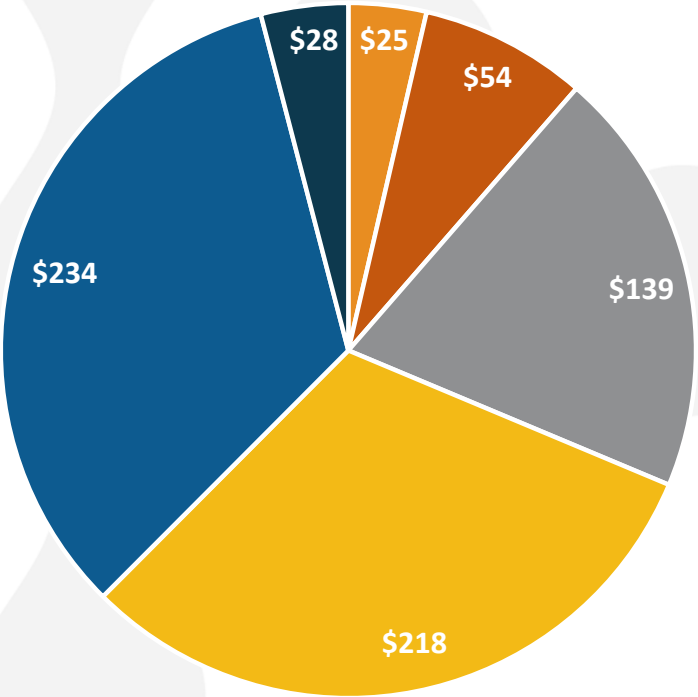
(1) Non-GAAP results and model reflect net income from continuing operations; excluding amortization of intangible assets, share-based compensation expense, tax adjustments related to those non-GAAP adjustments, tax benefits from acquisitions and non-recurring charges. Non-GAAP EBITDA is defined as Non-GAAP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

Strong Free Cash Flow Generation

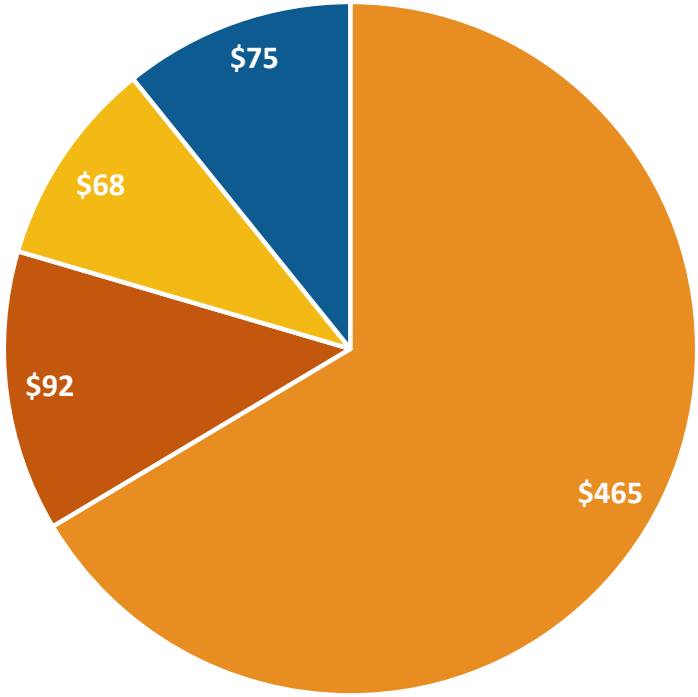
Prudent & Efficient Capital Deployment Strategy since IPO

(\$ in millions)

Total Sources of Capital



Total Uses of Capital



- Beginning cash (1)
- Debt proceeds (2)
- IPO proceeds
- Cash flow from operations (3)
- Proceeds from 2020 equity raise
- 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. 31, 2021, less issuance & modification costs
 (3) Total cash flow from operations between Q4 2016 and Q4 2021
 (4) Net of employees' taxes paid by the company upon vesting of RSUs
 (5) Cash as of Dec. 31, 2021

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



NASDAQ: ICHR