

Excellence in R&D & Operations (Dr. Thomas Rohe)



Definition of building blocks for Operational Excellence in 2023 as start for our transformation in Operations



1 **Modular product design**

Double-digit cost reduction over the next 3 to 5 years

2 **Outsourcing**

Short term program to improve flexibility and scalability of revenue

3 **LEAN manufacturing**

Continuous program to decrease lead times and avoid waste in our production

4 **Logistics**

Short to mid-term program to avoid material shortages and reduce inventory, but based on long-term relationships with selected and promoted suppliers

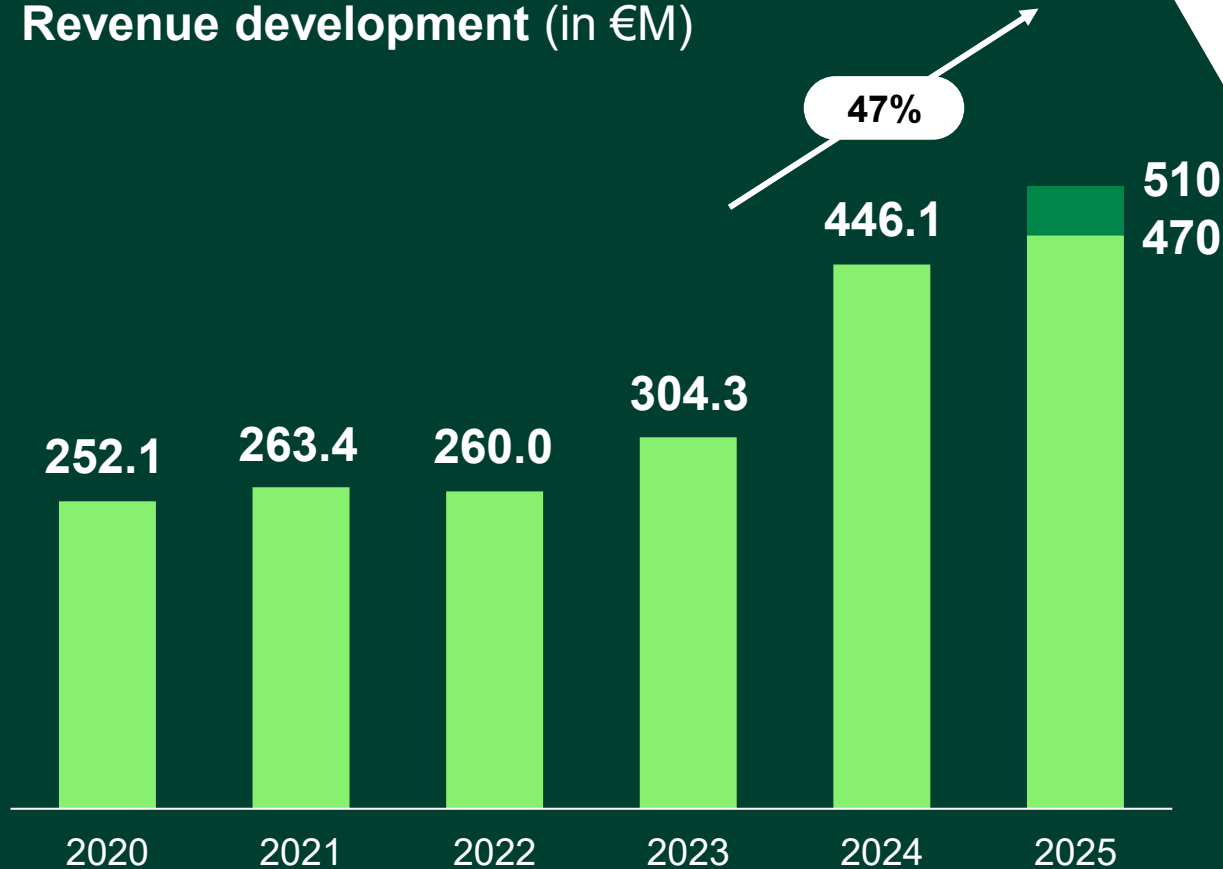
5 **Procurement**

New organization implemented and work on cost reductions started (local sourcing, cumulating purchasing volumes, etc.)

6 **Process landscape**

General approach to streamline internal procedures with large impact on efficiency and process times

Revenue development (in €M)



Extreme ramp-up in 2024 and further growth in 2025 after years of slow growth rates

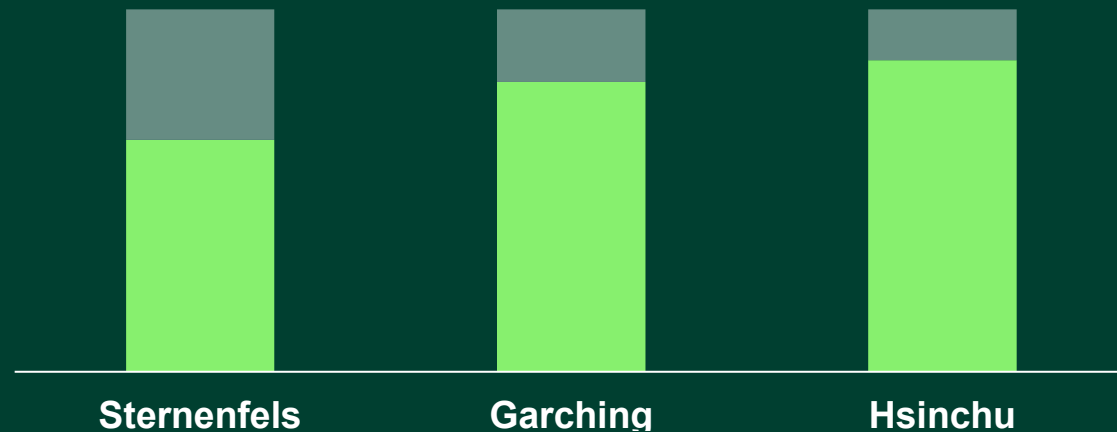
We demonstrate that we can execute big orders

What has changed and where do we continue in our transformation?

Making production more flexible through flexible workforce and outsourcing

Flexibility share [%]

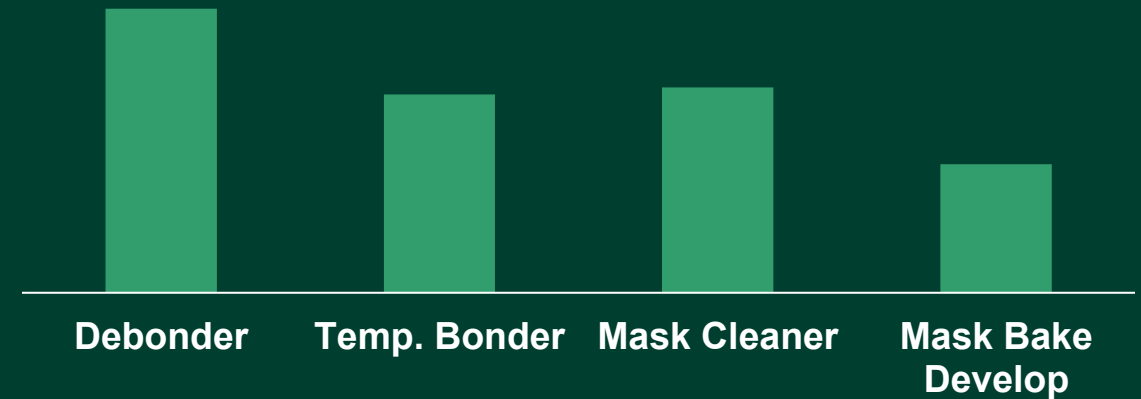
Status: July 2025



Staff flexibility in every production site as key success.
Factor to respond quickly to market fluctuations.
Global flexibility in production is 27%.

Number of outsourced hours

selected products



Module and tool outsourcing in 2024 corresponds to additional flexibility of 38 FTE¹ or 8.4% additional manpower support in production

■ Fixed
 ■ Flexible
 ■ Outsourced hours

1) FTE = full-time equivalent

Extended workbench/outourcing process has been implemented and established globally for further flexible growth

Selection steps

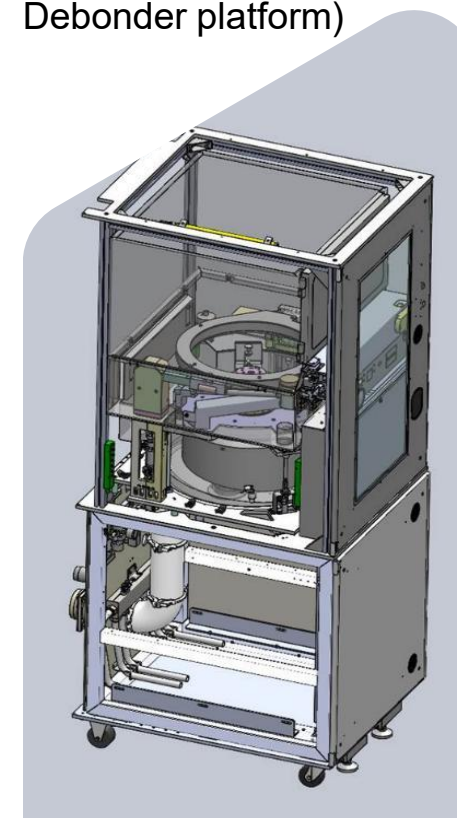
- 1 Request for quote
- 2 Technical analysis
- 3 Feasibility study
- 4 Process audit
- 5 Golden sample process
- 6 Frame contracts
- 7 Documentation

22
contacted
outsourcing
suppliers

Thereof:
10
qualified
outsourcing
suppliers

Example

AR300TF¹
(as part of XBC300 Gen2
Debonder platform)



Initial Situation

- Picking and internal transporting of 3,104 items
- Mechanical/electrical assembly process taking ~100 hours
- Delivery for customer-specific final assembly

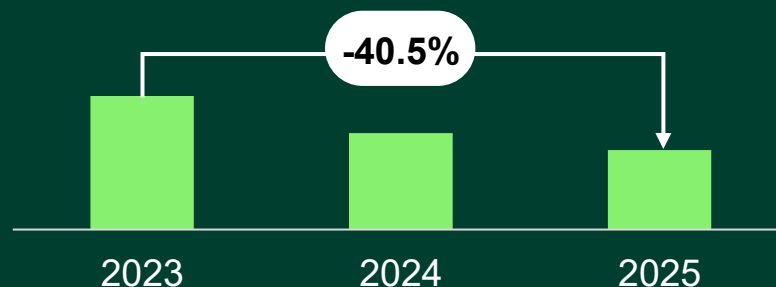
Current Situation

- Ordering and incoming goods posting
- Delivery for customer-specific final assembly

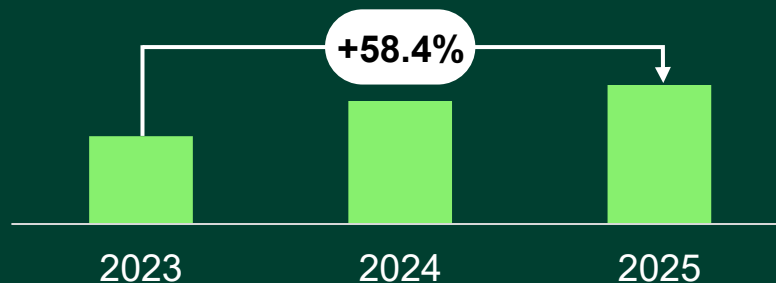
1) Adhesive remover for 300 mm wafer on tape frame

Our supply chain today is more solid, flexible, global and sustainable

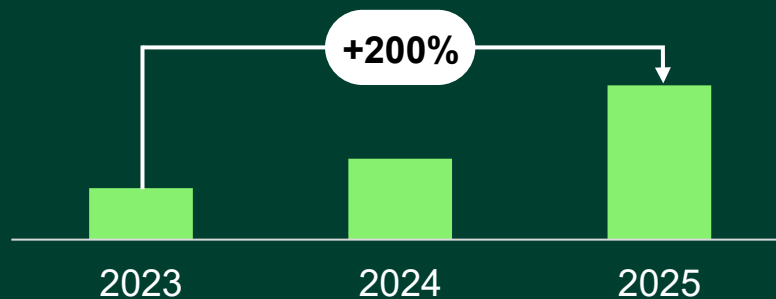
Reduction of Single Sources



Long-lasting frame contracts



Localization & flexibilization in Asia



ESG-conform supplier base

- Inclusion of sustainability criteria in the supplier selection process
- Regular implementation of abstract risk analysis
- Continuous review of suppliers' ESG readiness and derivation of measures
- Application of the Code of Conduct for Business Partners



New factory

Moving from 8 different sites around Hsinchu into one new site in Zhubei



Zhubei factory

MODERN, FUNCTIONAL SITE

6.300 m²

production cleanroom
with ISO 7 (ISO 6 for
optical production
area)

3.000 m² warehouse with
Heavy-duty rack

Office space and modern
plaza for 310 employees

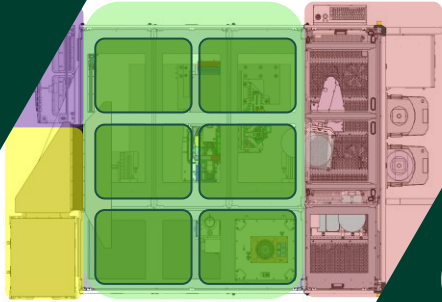


Our manufacturing sites for semiconductor equipment



	 Garching HQ, Germany	 Sternenfels Germany	 Hsinchu/Zhubei Taiwan
Photomask Cleaning		 MaskTrack X	
Bonding Systems		 XBC300	>  XBS300
Coating Systems			 ACS300
Imaging Systems	 Mask Aligner MA200/300		 UV Projection Scanner DSC300
Operations employees 2025	48	176	175

Product modularization and standardization as enabler for profitable growth



Product Concept

“building bricks”



Standard Modules

e.g., Equipment Front Ende Module “EFEM”



Standard Components

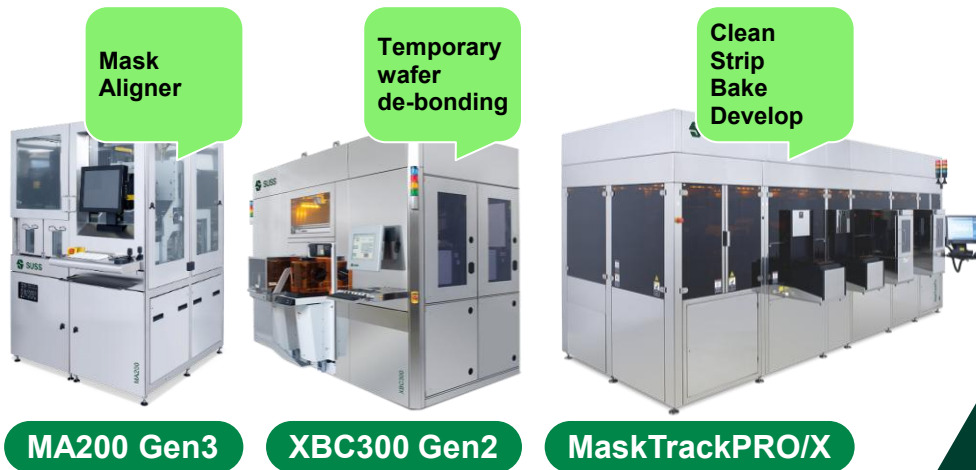
e.g., Robot automation



Example: Equipment front end module (EFEM) – in the past and future

Individual solution for every tool

“One EFEM per tool”



Large variety of components

Example: Six different robot systems from three suppliers

1) HMI = human machine interface

Standardized modules for all tools

“Three EFEMs in total”



- ✓ Configuration without engineering
- ✓ Reduced robot variants
- ✓ Flexible supply chain due to outsourcing
- ✓ One Operating System (HMI¹)
- ✓ Less complexity in assembly and commissioning
- ✓ Uniform training
- ✓ In realization: First prototype in house

Modular Platform & Digitalization

Tool Software

Coater
Web API



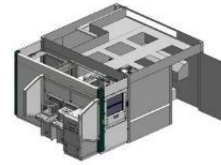
Bonder
Web API



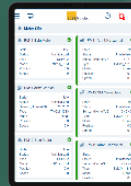
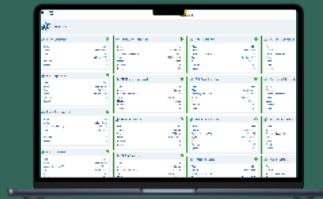
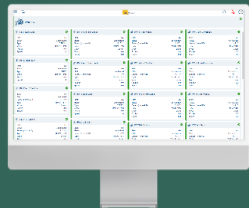
MaskTrack
Web API



Mask Aligner
Web API



WebApp



Modern, unified cross platform user interface

Software based „Workflows“ to guide users

Extend display to include graphical control overviews etc.

State of the art software architecture improves serviceability and adaptability

Let's talk about success

Execution of the modularization
and platform strategy

High-margin new
products/innovations

Cost-optimized production
network with two large sites

Increased flexibility to adjust
production capacity to demand

SUSS long term ambitions for 2030

€ 750 – 900 m

Sales
SUSS Ambition 2030

43 – 45%

Gross profit margin
SUSS Ambition 2030

20 – 22%

EBIT margin
SUSS Ambition 2030

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