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2025 Users Conference



Accelerating Digital Transformation in Semiconductor Manufacturing

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December 3, 2025

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Digital Transformation

Shaping a transformation journey

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4-Dec-26, PDF User Conference

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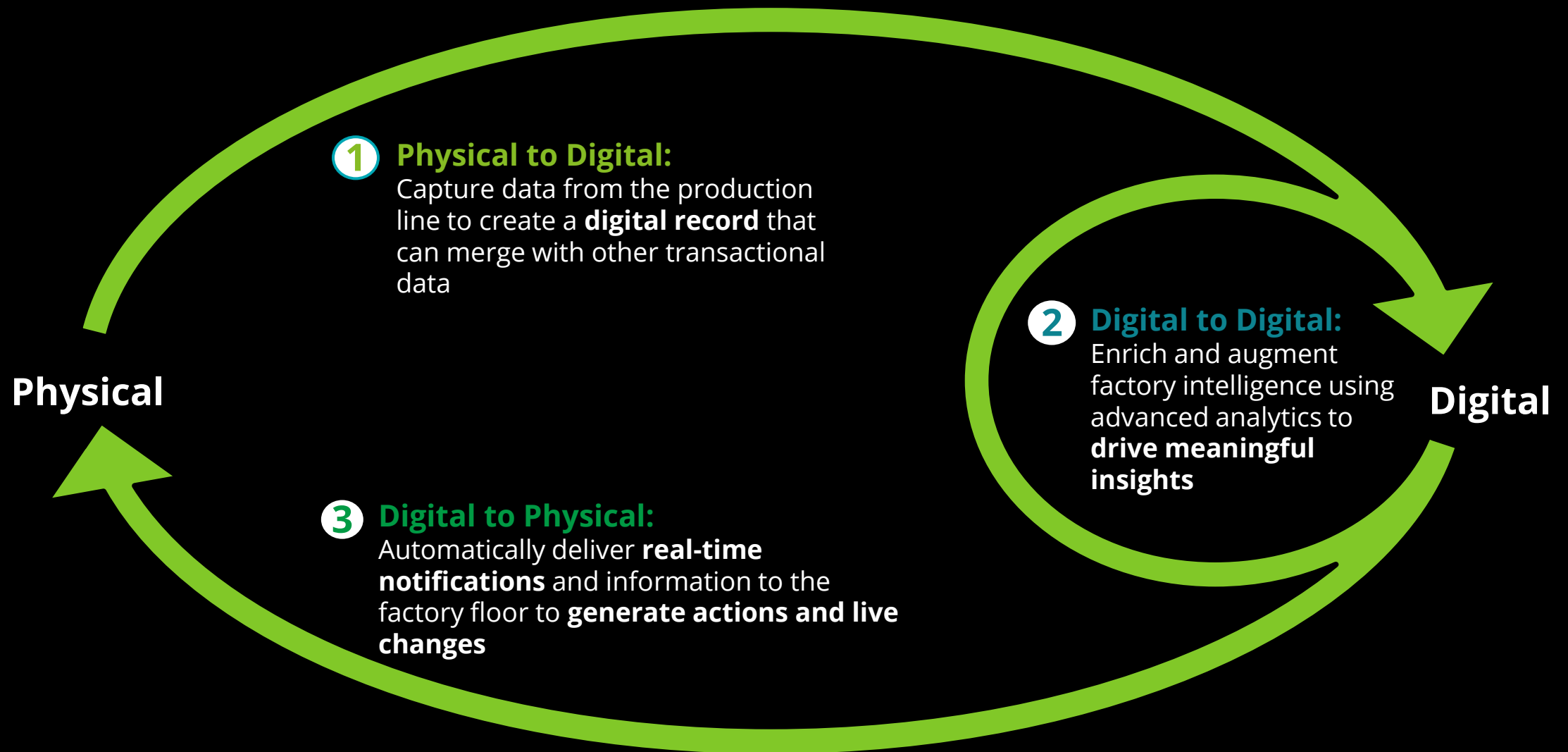
- 1 Digital Transformation Overview**
- 2 Shaping your Transformation Journey**
 - **Think Big – Establishing the Vision**
 - **Start Small – Driving a successful Pilot**
 - **Scale Fast – Implementation and Adoption**
- 3 Bringing together Digital Transformation Ingredients**

Digital Transformation | Growing Traction YoY

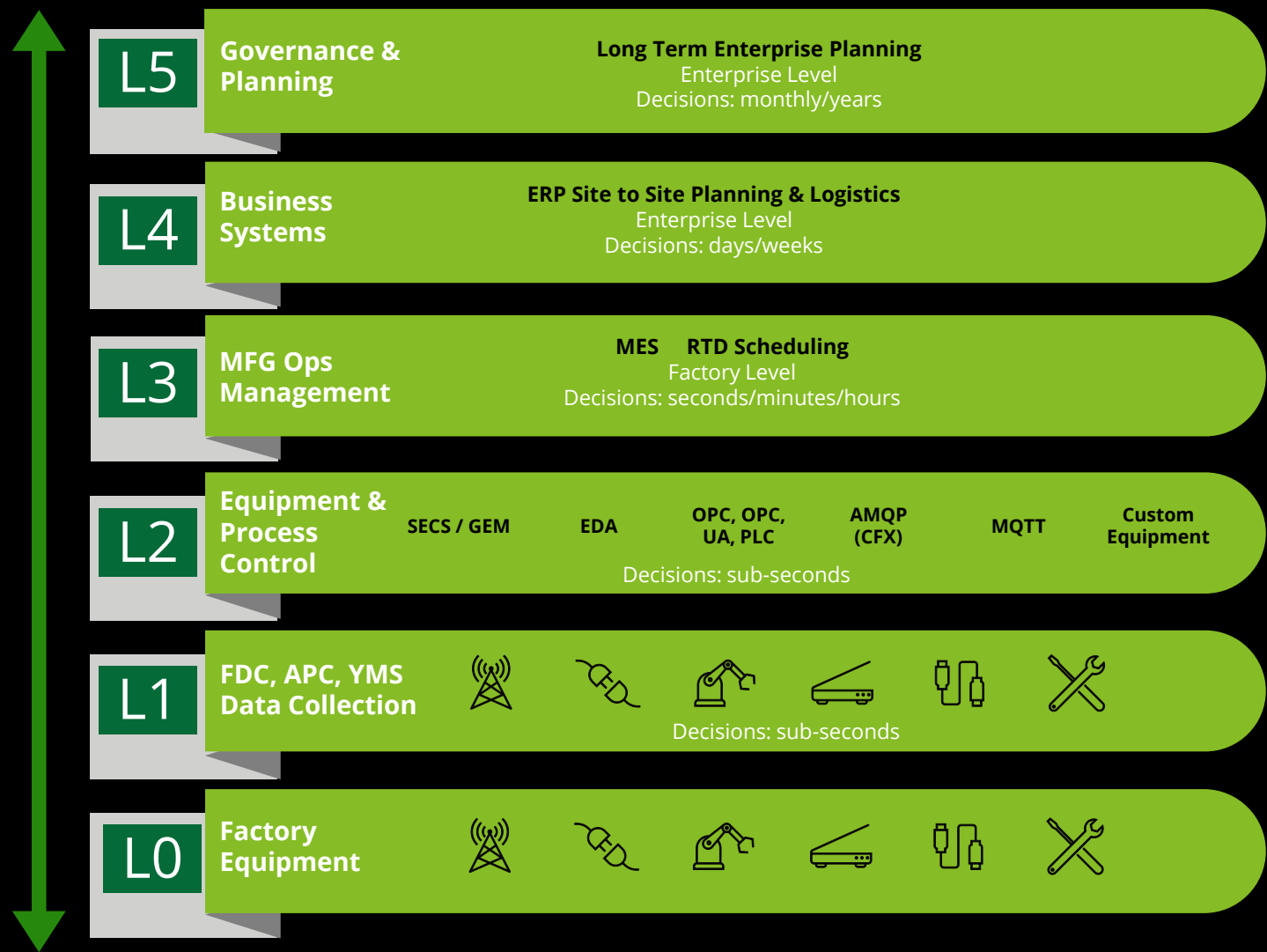
“There is no alternative to digital transformation. Visionary companies will carve out new strategic options for themselves – those that don’t adapt will fail.” – Jeff Bezos

- **44%** of Technology companies state their #1 digital priority is to invest in **digital processes and cut costs**
- Technology companies on an average invest **5.1%** in digital programs as % of revenue
- **50%** of Technology companies have a **1–2-year horizon for returns** on digital programs
- **44%** of Technology companies plan to invest **5-10%** more on digital programs in the next 1-3 years
- Digital transformation upside = **US\$1.25 trillion** in additional market capitalization across all Fortune 500 companies. But, done wrongly, it puts more than **US\$1.5 trillion** at risk

What Constitutes a Digital Transformation?



What is a Digital Transformation – SEMI Definition



ISA-95 Network Architecture

Shaping your Transformation Journey



Think Big

*Define the vision &
develop foundational
digital capabilities*



Start Small

*Launch value-driven
deployments of
tailored use cases as
targeted pilots*

*How will the
transformation be
self-funding?*



Scale Fast

*Create a portfolio and
scale solutions across
the enterprise*

Think Big – Establishing the Vision



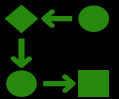
Aspirations

- What enterprise and function goals drive this transformation?
- What are today's key pain points?



Focus Areas

- Which business functions or platforms offer the biggest impact?
- Where should we concentrate our efforts for greatest ROI?



Opportunities

- What 3–5 digital initiatives will differentiate us?
- Which platform strategy supports future scalability and integration?



ROI

- What business value is expected?
- How will we track ROI throughout the journey?



Risks / Alignment

- Are all critical business and IT stakeholders onboard with the transformation?
- What could derail us, and how do we stay aligned to business strategy?



Watch Items

- *Focus on Technology, not Strategy*
- *Top-down sponsorship and communication*
- *Siloed approach*
- *Low-to-no emphasis on business case*

Start Small – Driving a successful Pilot



Pilot Design

- Which site, product or function is the best PoC pilot?
- Does the pilot represent full-scale complexity?



Scope

- What is our definition of success for the PoC?
- How do we ensure learnings are relevant for scale?



Self-Funding

- Will early wins fund future phases?
- How are cost savings and efficiency gains measured and reported?



Momentum

- How do we avoid lack of follow-through?
- How do we demonstrate early wins and tangible value to secure ongoing buy-in?



Watch Items

- *Short-term mindset*
- *Intuition, not data driven approach*
- *Getting caught in operational issues and corner cases*

Scale Fast – Implementation and Adoption



Governance and Team

- Is the right cross-functional team empowered?
- Are governance, decision processes and escalation paths clear?



Milestones

- What key milestones signal success at scale?
- How are we recognizing wins and celebrating success?



Value Capture

- How is value (ROI) tracked and tied to original goals?
- Are benefits reinvested to sustain momentum?



Change Management

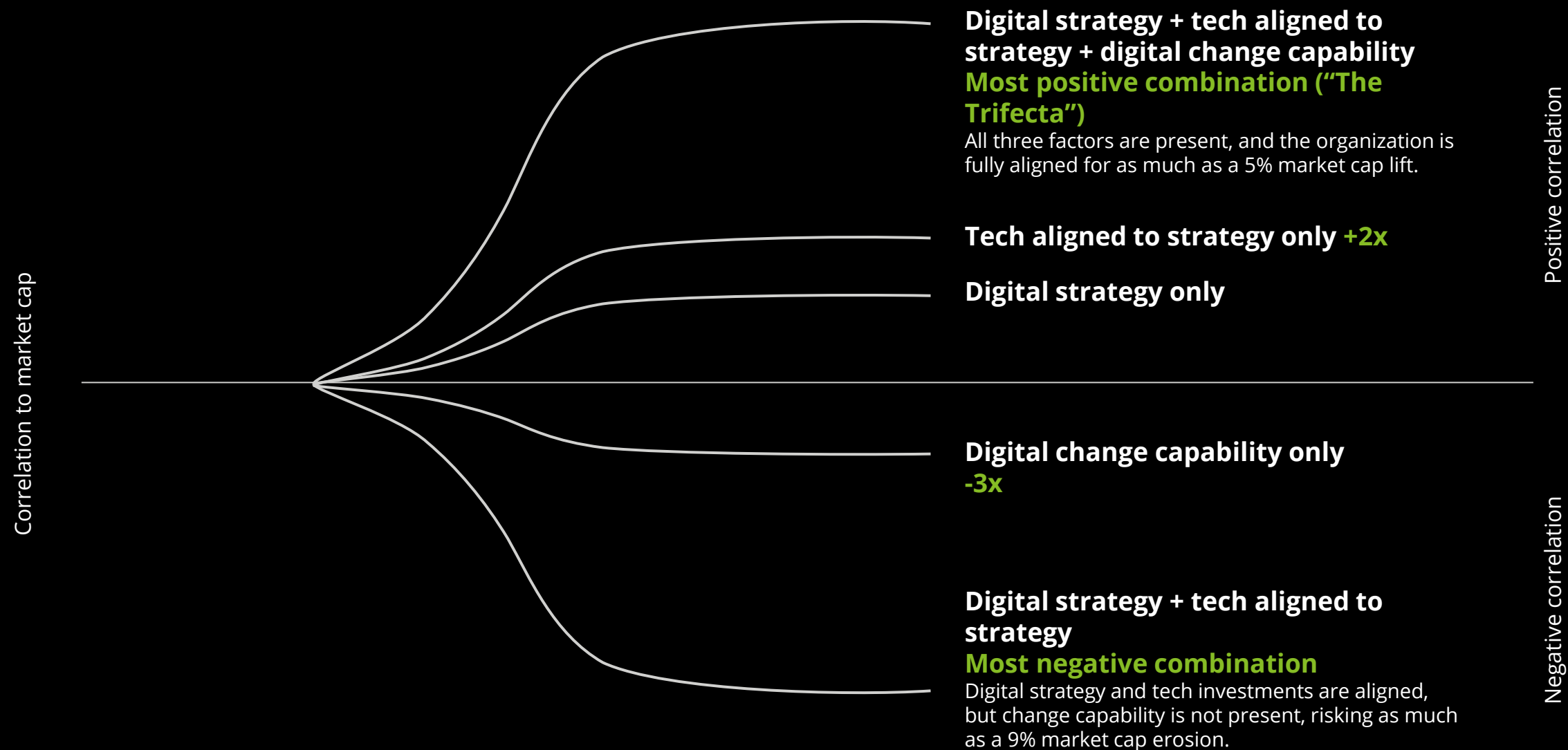
- How are teams supported through the transition?
- Are success stories and learning loops in place?



Watch Items

- *Reducing governance and oversight*
- *Involving people impacted by change late*
- *Use of Agile approach, where unnecessary*

Ingredients coming together



How digital transformation factors correlate to market cap



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