
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D. C. 20549**

FORM 8-K

**CURRENT REPORT
Pursuant to Section 13 or 15(d)
of The Securities Exchange Act of 1934**

**March 8, 2019
Date of Report (Date of earliest event reported)**

ON Semiconductor Corporation
(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction
of incorporation)

000-30419
(Commission File Number)

36-3840979
(IRS Employer
Identification No.)

ON Semiconductor Corporation
5005 E. McDowell Road
Phoenix, Arizona
(Address of principal executive offices)

85008
(Zip Code)

(602) 244-6600
(Registrant's telephone number, including area code)

Not applicable
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR 230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01 Regulation FD Disclosure

On March 8, 2019, ON Semiconductor Corporation (the “Company”) presented business and financial information to institutional investors, analysts, members of the press, and the general public at a publicly available webcast meeting (the “Analyst Day Meeting”). Attached hereto as an exhibit and incorporated by reference herein is the Analyst Day Meeting presentation (the “Presentation”) made by: (1) Keith Jackson, President and Chief Executive Officer; (2) David Somo, Senior Vice President, Corporate Marketing and Solutions Engineering; (3) Vince Hopkin, Executive Vice President and General Manager, Analog Solutions Group; (4) Taner Ozcelik, Senior Vice President and General Manager, Intelligent Sensing Group; (5) Simon Keeton, Executive Vice President and General Manager, Power Solutions Group; (6) William Schromm, Executive Vice President and Chief Operating Officer; and (7) Bernard Gutmann, Executive Vice President, Chief Financial Officer, and Treasurer.

During the course of the Analyst Day Meeting, Company executives discussed the Company’s corporate strategy, financial performance, and business updates. The Presentation also includes forward-looking statements and cautionary statements identifying important factors that could cause actual results to differ materially from those anticipated, as well as certain non-GAAP financial measures and reconciliations of those non-GAAP measures to applicable GAAP financial measures.

The information in this Current Report on Form 8-K, including Exhibit 99.1, is being furnished under Item 7.01 and shall not be deemed to be “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to liability under that section nor shall such information be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, regardless of any general incorporation language in such filing, except as shall be expressly set forth by specific reference in such filing.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

The below exhibits are furnished as part of this report.

| <u>Exhibit No.</u> | <u>Description</u> |
|---------------------------|---|
| 99.1 | Analyst Day Meeting Presentation dated March 8, 2019. |

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: March 8, 2019

ON SEMICONDUCTOR CORPORATION
(Registrant)

By: /s/ BERNARD GUTMANN
Bernard Gutmann
Executive Vice President, Chief Financial Officer, and
Treasurer



ON Semiconductor®

**FINANCIAL ANALYST DAY
SCOTTSDALE, AZ
March 8, 2019**

AGENDA

| | |
|---|-------------|
| Introduction – Parag Agarwal | 8:00-8:05 |
| Strategic Overview – Keith Jackson | 8:05-8:30 |
| Q&A | |
| Markets and Revenue – David Somo | 8:40-9:05 |
| Analog Solutions Group – Vince Hopkin | 9:05-9:30 |
| Break | |
| Intelligent Sensing Group – Taner Ozcelik | 9:45-10:10 |
| Power Solutions Group – Simon Keeton | 10:10-10:35 |
| Business unit Q&A / Break | |
| Manufacturing Strategy – Bill Schromm | 10:55-11:20 |
| Finance – Bernard Gutmann | 11:20-11:45 |
| Final Q&A | |



SAFE HARBOR STATEMENT AND NON-GAAP AND FORECAST INFORMATION

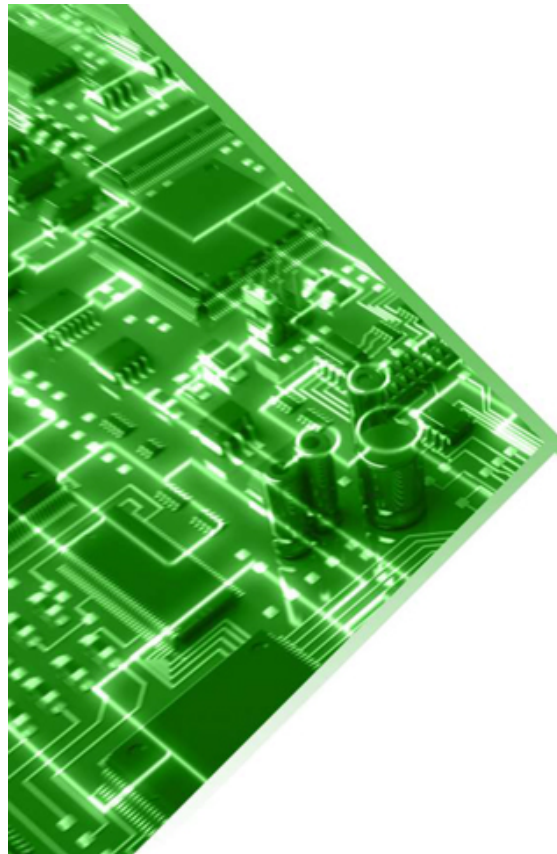
This presentation contains "forward-looking statements," as that term is defined in Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical facts, included or incorporated in this presentation could be deemed forward-looking statements, particularly statements about the future financial performance of ON Semiconductor, including financial guidance for the year ending December 31, 2019. Forward-looking statements are often characterized by the use of words such as "believes," "estimates," "expects," "projects," "may," "will," "intends," "plans," or "anticipates" or by discussions of strategy, plans, or intentions. All forward-looking statements in this presentation are made based on our current expectations, forecasts, estimates, and assumptions and involve risks, uncertainties, and other factors that could cause results or events to differ materially from those expressed in the forward-looking statements. These factors include, among other things: our revenue and operating performance; economic conditions and markets (including current financial conditions); risks related to our ability to meet our assumptions regarding outlook for revenue and gross margin as a percentage of revenue; effects of exchange rate fluctuations; the cyclical nature of the semiconductor industry; changes in demand for our products; changes in inventories at our customers and distributors; technological and product development risks; enforcement and protection of our intellectual property rights and related risks; risks related to the security of our information systems and secured network; availability of raw materials, electricity, gas, water, and other supply chain uncertainties; our ability to effectively shift production to other facilities when required in order to maintain supply continuity for our customers; variable demand and the aggressive pricing environment for semiconductor products; our ability to successfully manufacture in increasing volumes on a cost-effective basis and with acceptable quality for our current products; risks associated with our acquisition of Fairchild Semiconductor International, Inc. and with other acquisitions and dispositions, including our ability to realize the anticipated benefits of our acquisitions and dispositions; risks that acquisitions or dispositions may disrupt our current plans and operations, the risk of unexpected costs, charges, or expenses resulting from acquisitions or dispositions and difficulties arising from integrating and consolidating acquired businesses, our timely filing of financial information with the Securities and Exchange Commission ("SEC") for acquired businesses, and our ability to accurately predict the future financial performance of acquired businesses); competitor actions, including the adverse impact of competitor product announcements; pricing and gross profit pressures; loss of key customers or distributors; order cancellations or reduced bookings; changes in manufacturing yields; control of costs and expenses and realization of cost savings and synergies from restructurings; significant litigation; risks associated with decisions to expend cash reserves for various uses in accordance with our capital allocation policy such as debt prepayment, stock repurchases, or acquisitions rather than to retain such cash for future needs; risks associated with our substantial leverage and restrictive covenants in our debt agreements that may be in place from time to time; risks associated with our worldwide operations, including changes in trade policies, foreign employment and labor matters associated with unions and collective bargaining arrangements, as well as man-made and/or natural disasters affecting our operations or financial results; the threat or occurrence of international armed conflict and terrorist activities both in the United States and internationally; risks of changes in U.S. or international tax rates or legislation, including the impact of the recent U.S. tax legislation; risks and costs associated with increased and new regulation of corporate governance and disclosure standards; risks related to new legal requirements; and risks involving environmental or other governmental regulation. Additional factors that could affect our future results or events are described under Part I, Item 1A "Risk Factors" in our 2018 Annual Report on Form 10-K filed with the SEC on February 20, 2019 (our "2018 Form 10-K") and from time-to-time in our other SEC reports. Readers are cautioned not to place undue reliance on forward-looking statements. We assume no obligation to update such information, except as may be required by law. You should carefully consider the trends, risks, and uncertainties described in this presentation, our 2018 Form 10-K, and other reports filed with or furnished to the SEC before making any investment decision with respect to our securities. If any of these trends, risks, or uncertainties actually occurs or continues, our business, financial condition, or operating results could be materially adversely affected, the trading prices of our securities could decline, and you could lose all or part of your investment. All forward-looking statements attributable to us or persons acting on our behalf are expressly qualified in their entirety by this cautionary statement.

This presentation contains historical non-GAAP financial measures, including free cash flow (FCF), non-GAAP earnings per share (EPS), non-GAAP profit before taxes, and ratios based on them. See the Appendix for a description of these financial measures and a reconciliation of all such non-GAAP financial measures to GAAP. This presentation also contains forward-looking non-GAAP financial measures that are adjusted for certain special items. These special items are out of our control and could change significantly from period to period. As a result, we are not able to reasonably estimate and separately present the individual impact of these special items, and we are similarly unable to provide a reconciliation of the non-GAAP measures. The reconciliation that is unavailable would include a forward-looking income statement, balance sheet, and statement of cash flows prepared in accordance with GAAP.



**THINK
ON.**

KEITH JACKSON
PRESIDENT AND CEO



KEY TAKEAWAYS

1

ON's structural transformation is accelerating and showing strong results

2

Enabling secular megatrends in automotive, industrial, and cloud power markets

3

Strong competitive moat – highly defensible & highly diversified business model

4

Strong & consistent execution – expanding margins & accelerating FCF



ACCELERATING STRUCTURAL TRANSFORMATION



ON IS ENABLING KEY MEGATRENDS – SECULAR TRENDS DRIVING STRONG GROWTH

- ADAS, EV/HEV, Machine Vision, Robotics, 5G infrastructure, Server Power management, Alternative energy, Energy efficiency in automotive and industrial systems
- Exposed to fastest growing semiconductor end-markets: Automotive, industrial, cloud power



STRONG COMPETITIVE MOAT & HIGHLY DIVERSIFIED BUSINESS MODEL

- Highly differentiated power semiconductor, sensor and analog technologies
- Industry leading cost structure with formidable manufacturing scale
- Largest customer ~5% of revenue, and highly diversified end-market and geographical exposure



STRONG FREE CASH FLOW GROWTH AND SOLID MARGIN EXPANSION

- ~3.5x FCF growth in last five years
- 460 bps of gross margin and 660 bps of operating margin improvement in last five years
- 3.7x increase in non-GAAP EPS in last five years



ENABLING KEY MEGATRENDS

AUTOMOTIVE

Image sensors, Radar and Lidar for ADAS

Silicon Carbide and silicon power semiconductors for EV/HEV

Power management for automotive CPUs

INDUSTRIAL

Image sensors for machine vision and robotics applications

MV and HV MOSFETs, and power modules for improving energy efficiency of industrial systems

Connectivity and power management for Industrial IoT applications

CLOUD POWER

Analog power management for server CPUs for datacenter and enterprise applications

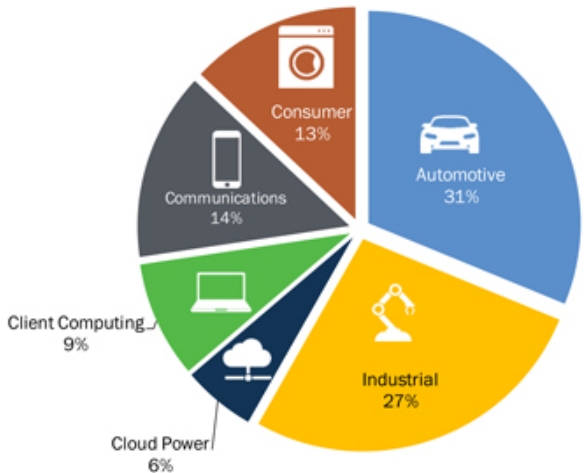
Mid-voltage MOSFETs for 5G infrastructure market

Mid-voltage MOSFETs for power supplies for datacenter applications



EXPOSED TO FASTEST GROWING MARKETS

2018 REVENUE BY MARKET



2018 REVENUE \$5.878B | GROSS MARGIN 38.1%



AUTOMOTIVE

Power semiconductors for electrification, sensors for ADAS, LED lighting, analog power management for automotive processors



INDUSTRIAL

Energy efficiency for industrial systems, machine vision, robotics



CLOUD POWER

Server power management, 5G infrastructure



STRONG COMPETITIVE MOAT

Leading Technical Capabilities

Power semiconductors, Silicon Carbide, Auto/Industrial image sensors, cloud-power, analog power management

Strong track-record in automotive, industrial and cloud power markets

Long Life Cycle Products

Sticky portfolio with long life cycle products for critical applications

Highly diversified customer base

Broad and Synergistic Portfolio

Broad and synergistic product portfolio for power, analog and sensor semiconductors

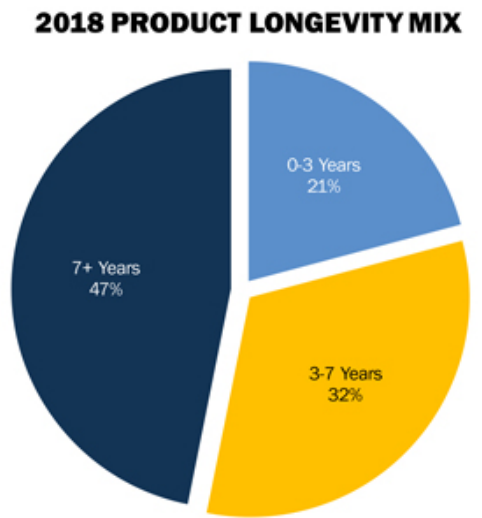
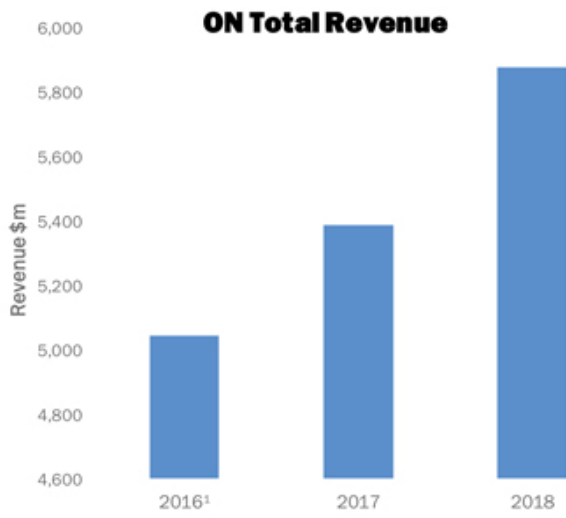
84,000 SKUs

Vast global sales and application engineering network

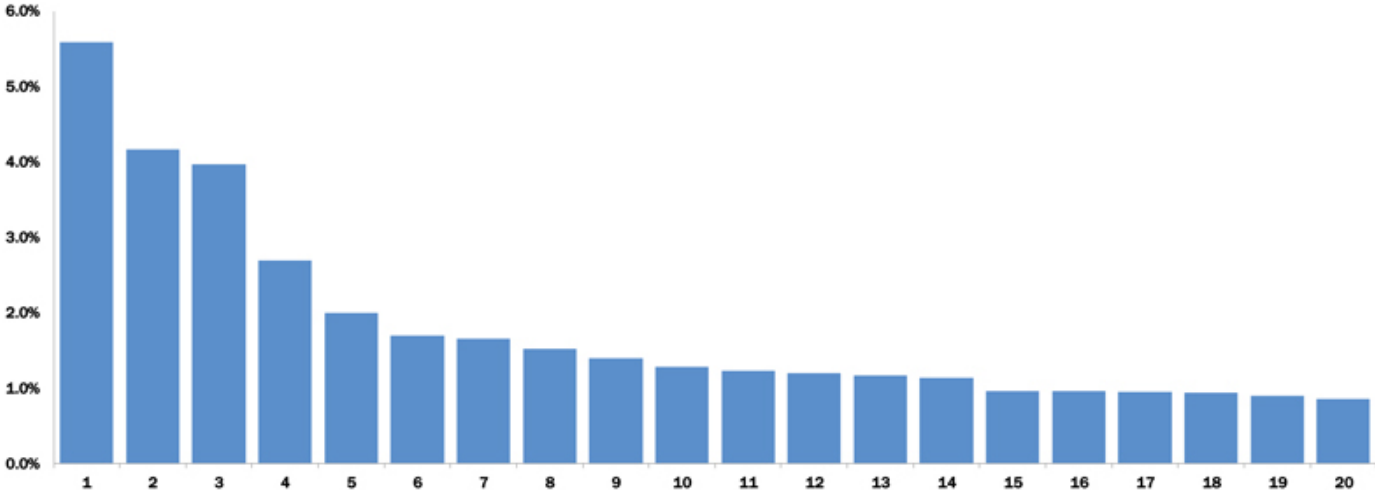
Formidable manufacturing scale and industry leading cost structure



STICKY PRODUCTS WITH STRONG GROWTH



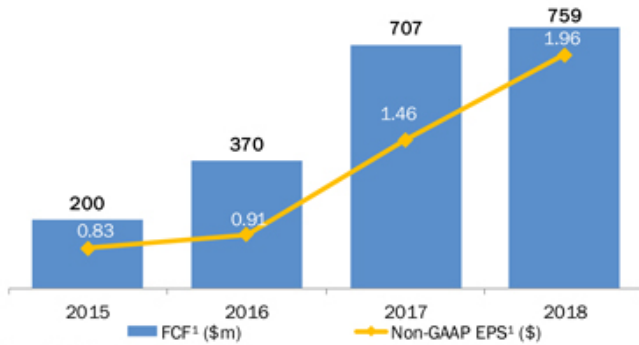
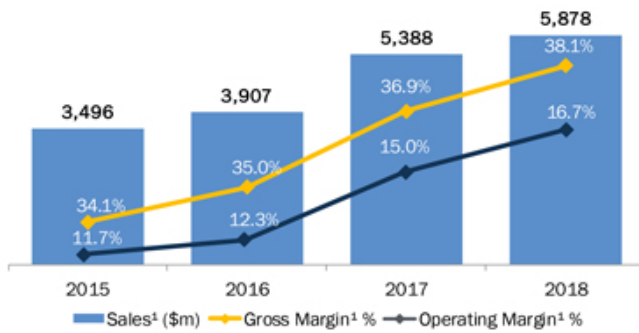
CUSTOMER DIVERSITY



TOP 20 END CUSTOMERS REPRESENT 36% OF 2018 REVENUE



RESULTS SUPPORT ACCELERATING TRANSFORMATION



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¹: See the Appendix for a reconciliation to the most directly comparable GAAP measure

SOLID MARGIN PERFORMANCE

400 bps non-GAAP gross margin & 500 bps non-GAAP operating margin expansion during 2015-18

IMPRESSIVE EPS & FCF GROWTH

2.3x non-GAAP EPS and 3.8x FCF growth from 2015-18

STRONG OPERATING LEVERAGE

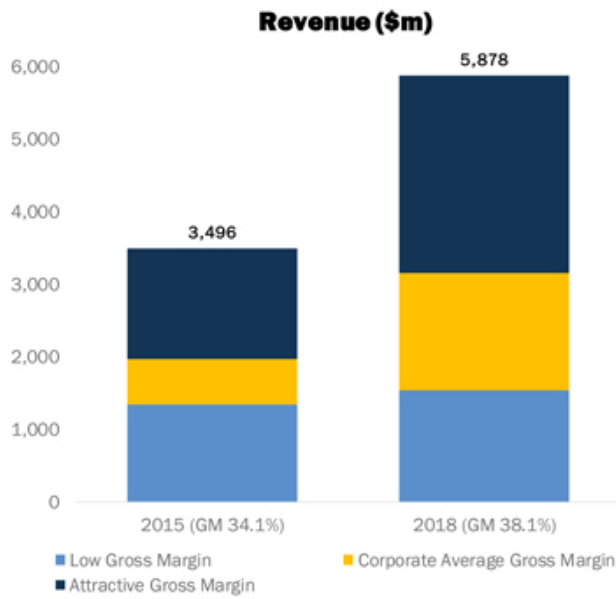
131% growth in non-GAAP operating profit vs. 68% growth in revenue from 2015-18

CONSISTENT EXECUTION

Consistently exceeded consensus non-GAAP EPS estimates



GROWTH DRIVEN BY HIGH VALUE REVENUE



PROVIDING ENABLING TECHNOLOGIES

Enabling EV/HEV, Autonomous driving, ADAS, Machine vision, factory automation, energy efficiency

EMERGENCE AS POWER SEMI LEADER


Emerged as #2 player in power semiconductors and a credible alternative to the market leader

PENETRATING NEW ATTRACTIVE MARKETS

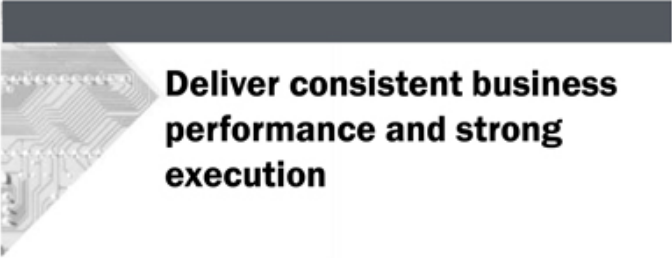
Server power management, 5G infrastructure



STRATEGIC INTENT



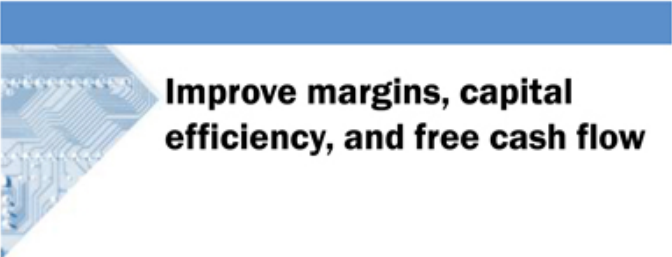
Leadership in power, analog and sensor semiconductors for automotive, industrial & cloud power end-markets



Deliver consistent business performance and strong execution



Enable disruption - Drive growth by providing enabling technologies for emerging and disrupting megatrends



Improve margins, capital efficiency, and free cash flow



M&A STRATEGY

Value based approach - Goal is to create value for shareholders

- Transactions need to be accretive to stock price
- Return on investment has to be significantly above cost of capital

Deals have to make solid strategic sense

- Augment presence in automotive, industrial, and cloud power markets
- Expand scale and synergies to improve cost structure

M&A is critical part of ON's strategy

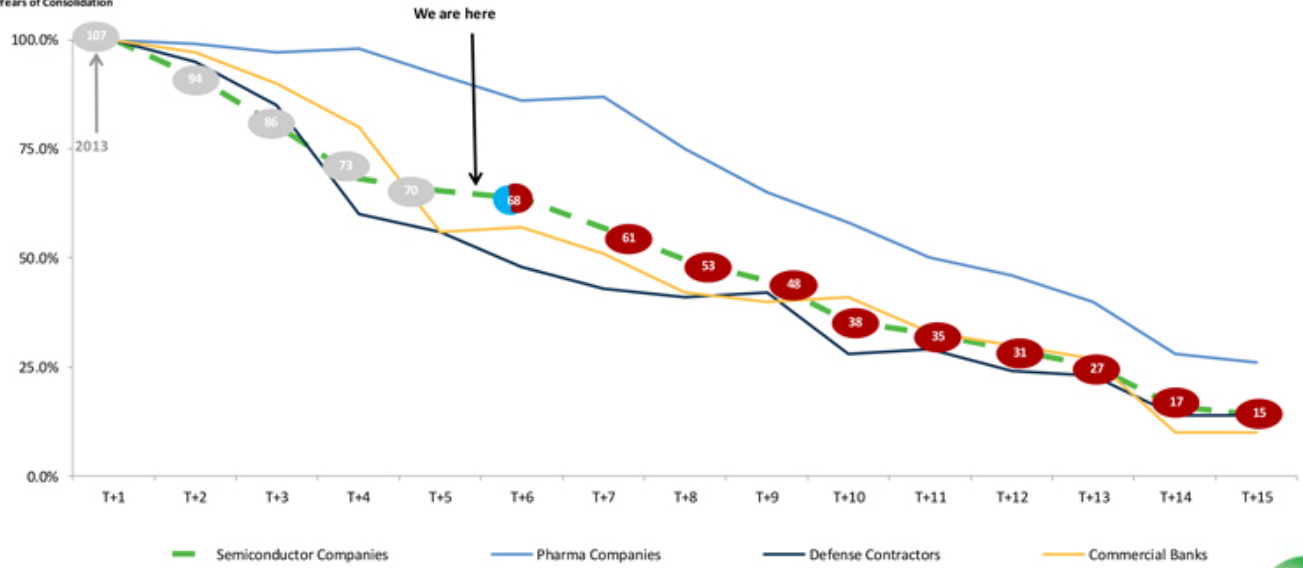
- Strong competency in M&A
- Significant opportunity to generate shareholder value through synergies as semiconductor industry consolidates



THOUGHTS ON INDUSTRY CONSOLIDATION

Large Companies as a % of Beginning

Progression of Consolidation
15 Years of Consolidation



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Source: Morgan Stanley

Notes: There were 40+ completed acquisitions and 6 new additions of semiconductor companies between 2013 and 2017



SUSTAINABILITY AND ESG

2019 Barron's 100 Most Sustainable Companies

- ON Semiconductor was ranked 59 on the list of 100 Most Sustainable Companies in the U.S. The company was scored on 5 key areas: shareholders, employees, customers, community and planet.

World's Most Ethical Companies®

- ON Semiconductor has been named among world's most ethical companies for four consecutive years by Ethisphere Institute. ON is one of only three honorees in semiconductor industry category in 2019.



2018 North America Dow Jones Sustainability Index



- ON Semiconductor was added to the North America Dow Jones Sustainability Index as one of four semiconductor companies in 2018.

Green Savings

- 137 individual projects focused on energy conservation, waste reduction, chemical recycling, material optimization and water conservation led to the company saving an estimated \$7.3 million in 2018.

Founding Member: CSR Board

- ON Semiconductor is a founding member of CSR Board.org. This group of companies, from different industries, is dedicated to being good corporate citizens through making an impact globally with their sustainability and corporate social responsibility programs.

EcoVadis

- In 2017, ON Semiconductor scored 85/100 in a 3rd party assessment of our environment, labor & human rights, fair business, and sustainable procurement practices. We were ranked in the top 1% of 150 companies in our category.



TARGET MODEL 2022

| | 2016 | 2018 | 2022 MODEL |
|---------------------------------------|----------------------|----------------------|------------------------|
| REVENUE | \$3.9 BILLION | \$5.9 BILLION | \$7.1 BILLION |
| GROSS MARGIN¹ | 35.0% | 38.1% | 43.0% |
| OPERATING EXPENSES¹ | 22.7% | 21.4% | 21.0% |
| OPERATING MARGIN¹ | 12.3% | 16.7% | 22.0% |
| PROFIT BEFORE TAX¹ | \$412 MILLION | \$893 MILLION | \$1,500 MILLION |
| CASH TAX RATE | 6.7% | 6.0% | 17.5% |
| NON-GAAP EPS¹ | \$0.91 | \$1.96 | \$3.00 |
| FREE CASH FLOW¹ | \$370 MILLION | \$759 MILLION | \$1,200 MILLION |

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Target model assumes flat share count from 4Q18 adjusted for share repurchases in 1Q19 as disclosed in 2018 10K
¹ Non-GAAP financial measure. See the Appendix for a reconciliation to the most directly comparable GAAP measure



SUMMARY

1

Compelling value proposition – Secular growth, highly defensible model, expanding margins & free cash flow

2

Providing enabling technologies driving secular megatrends in automotive, industrial, and cloud power markets

3

Highly defensible business model with strong competitive position & diverse customer base

4

Solid financial performance – expanding margins and accelerating FCF¹



Questions & Answers



**THINK
ON.**

DAVID SOMO
SENIOR VICE PRESIDENT
STRATEGY, MARKETING
& SOLUTIONS ENGINEERING

ON

KEY TAKEAWAYS

1

Significant content increases in auto, industrial and cloud power key driver of ON's revenue – approximately 65% of business exposed to these secular drivers

2

Automotive Growth Accelerators – Automated Driving (ADAS & Surround View), Vehicle Electrification and Advanced Lighting Systems

3

Industrial Growth Accelerators – Energy Infrastructure, Industrial Power & Motion Control, Industrial Automation and Industrial IoT (IIoT)

4

Cloud Power Growth Accelerators – Hyperscale Datacenters, 5G infrastructure



KEY MEGATRENDS TO DRIVE STRONG GROWTH

AUTOMOTIVE

Expected 4 year revenue CAGR of 9%

Strong relationships with global tier-1 integrators and OEMs

Providing enabling technologies for EV/HEV, ADAS, Surround View, LED lighting and connectivity

INDUSTRIAL

Expected 4 year revenue CAGR of 6%

Broad presence with leading global industrial OEMs and strong distribution footprint

Providing enabling technologies for improving energy efficiency and industrial automation

CLOUD POWER

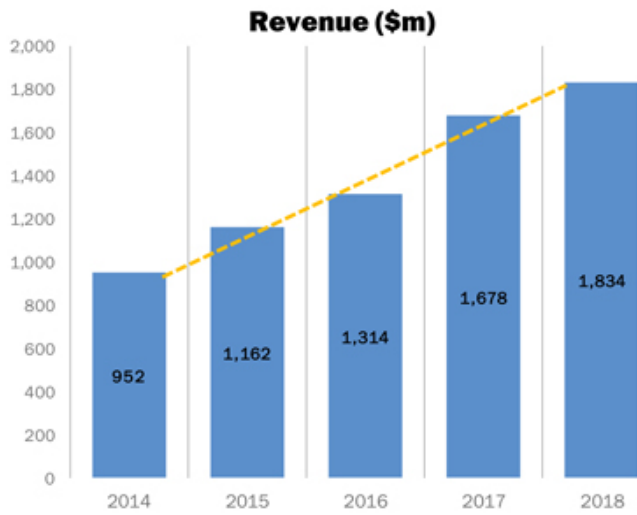
Expected 4 year revenue CAGR of 13%

Leveraging relationships with computing and communications customers to penetrate new markets

Providing enabling power management technologies for servers and 5G infrastructure



AUTOMOTIVE – EXPECTED REVENUE CAGR 9%



ELECTRIC VEHICLES – 42% TAM CAGR FOR 2017-22

Up to \$500 in power semiconductor content

LED LIGHTING – 24% TAM CAGR FOR 2017-22

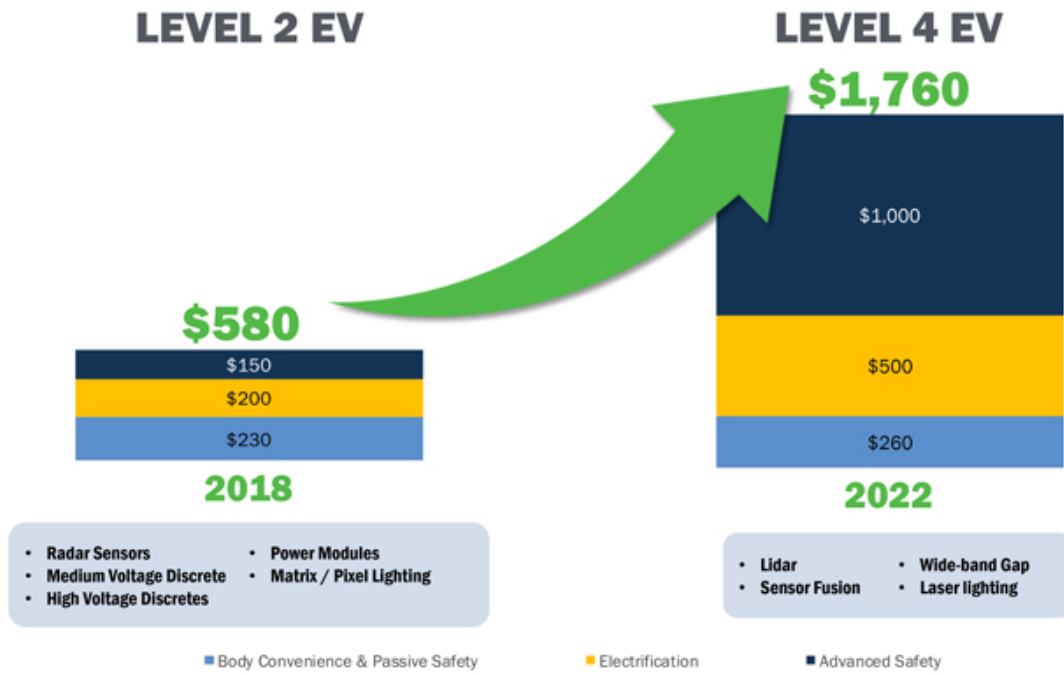
LED Driver, Power Management, Motor Control and In-Vehicle Networking

ADAS & AUTONOMOUS DRIVING – 18% TAM CAGR FOR 2017-22

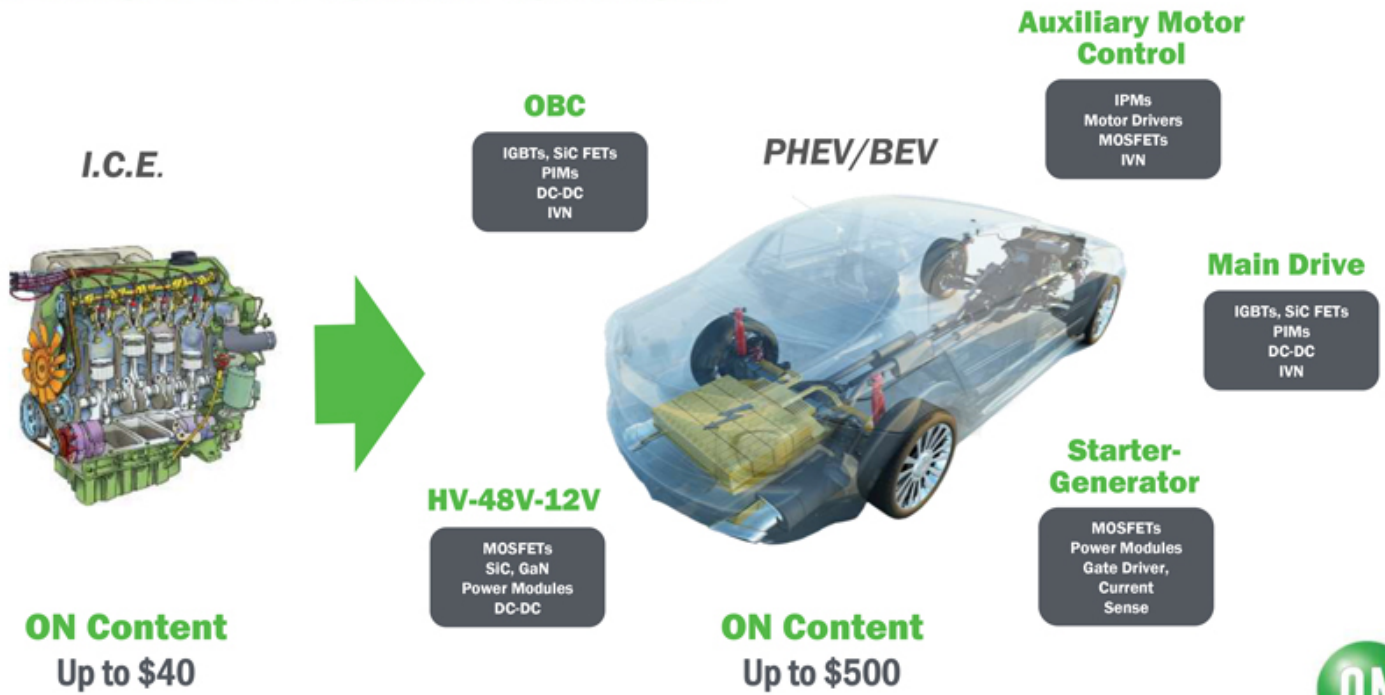
Imaging, Radar, LiDAR, Power Management, Ultrasonic



STEEP RISE IN AUTOMOTIVE ADDRESSABLE CONTENT



VEHICLE ELECTRIFICATION



AUTOMATED DRIVING



Power Management

PMIC, Drivers, DC-DC, LDO, IVN

+

Power

Power MOSFETs, Discretes

+

Sensors & Fusion

Image, Radar, Lidar
Ultrasonic,
Processing



ADVANCED LIGHTING

HID &
Incandescent
Lamps



ON Content
Up to \$3

LED



Image Property of Mercedes Benz

ON Content
Up to \$30

Interior and Rear

LED Drivers,
Power Management,
IVN, Discretes

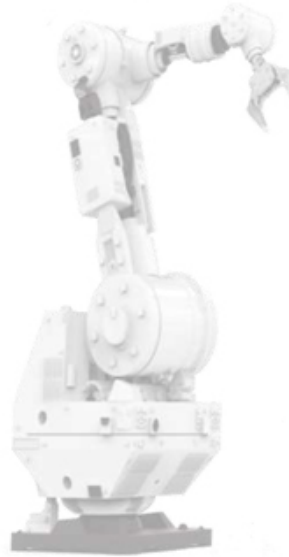
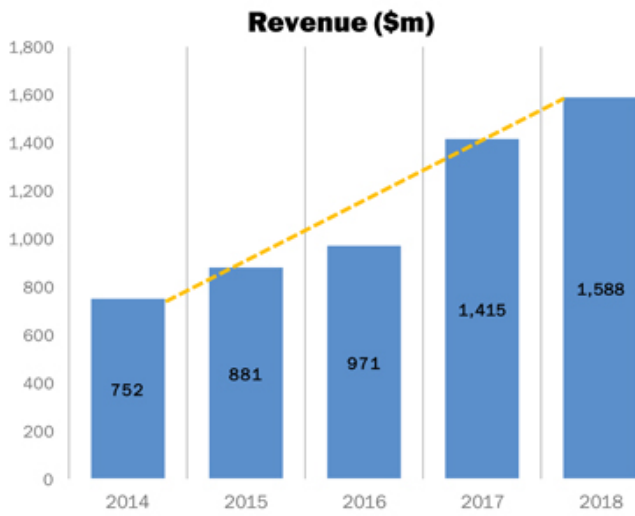
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Front

LED, Matrix Beam, Pixel,
Laser drivers,
Power Management,
IVN, Discretes



INDUSTRIAL – EXPECTED REVENUE CAGR 6%



ENERGY INFRASTRUCTURE – 19% TAM CAGR FOR 2017-22

Up to \$650 content in solar inverter vs. none in coal
Early stage of long-term infrastructure shift

INDUSTRIAL POWER & MOTORS – 5% TAM CAGR FOR 2017-22

Need for power efficiency driving higher content - 6x the MOSFETs in BLDC motor, 6x the IGBTs in Industrial motors

INDUSTRIAL AUTOMATION – 17% TAM CAGR FOR 2017-22

Robotics, machine vision, connectivity, and power



ENERGY INFRASTRUCTURE

Coal Power Plant



ON Content
\$0



Solar Farm



ON Content
\$650

Inverter

PIMs
SJ MOSFETs
SiC FETs and Diodes

+

Boost Converter

PIMs
SJ MOSFETs
SiC FETs and Diodes

Gas Pump



ON Content
\$0



EV Charging Station



ON Content
\$500

DC-DC LLC

SJ MOSFETs
SiC FETs & Diodes

+

Power Factor Correction

IGBTs, SJ MOSFETs
Power Modules
SiC FETs and diodes



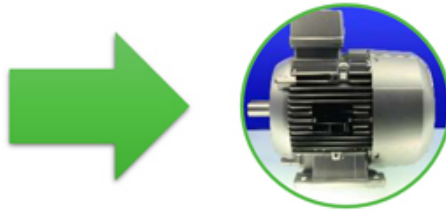
INDUSTRIAL POWER AND MOTORS

AC Induction Drive



ON Content
\$0

Variable Frequency Drive



ON Content
\$40

Power Conversion

IGBTs, SJ MOSFETs
SiC FETs & Diodes
PFC Controllers

+

Power Factor Correction

IGBTs, SJ MOSFETs
Power Modules
SiC FETs and Diodes

+

Motor Inverter

IGBTs, SJ MOSFETs
Power Modules
SiC FETs and Diodes



INDUSTRIAL AUTOMATION

Human Manufacturing



ON Content
\$0



Robotic Manufacturing



ON Content
\$250

Machine Vision

Image Sensors

+

Motor Drive

MV MOSFETs
Motor Drivers
Power Modules

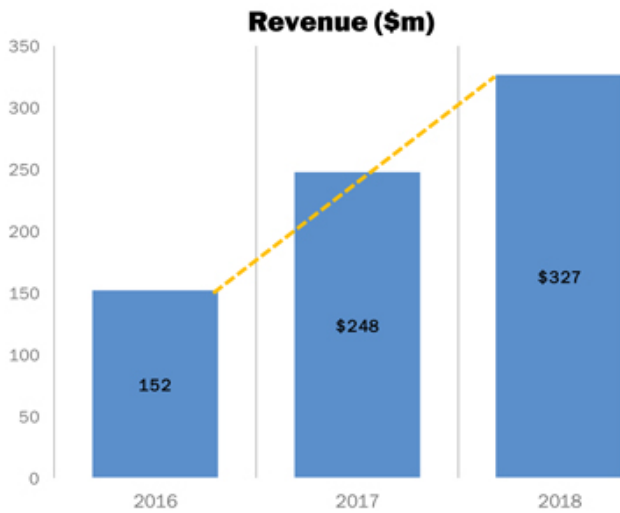
+

Power Conversion

SJ MOSFETs
SiC FETs & Diodes
PFC Controllers
MV MOSFETs



CLOUD POWER – EXPECTED REVENUE CAGR 13%



5G INFRASTRUCTURE – 247% TAM CAGR FOR 2017-22

5x the MOSFET usage in a 5G radio
3-5x the number of base stations as 4G
Analog power management

SERVER – 15% TAM CAGR FOR 2017-22

Increasing rack power every generation requires high performance MV MOSFETs to meet efficiency targets
Analog power management for CPU, accelerators and memory



5G NETWORKS

4G: 2x2 TxRx



ON Content
\$9



5G: MMIMO & Beamforming



ON Content
\$170

Digital & Auxiliary Power

MV MOSFETs
Power Stages
Point of Load
PMICs

+

Radio Power

IGBTs, SJ MOSFETs
Power Modules
SiC FETs and Diodes

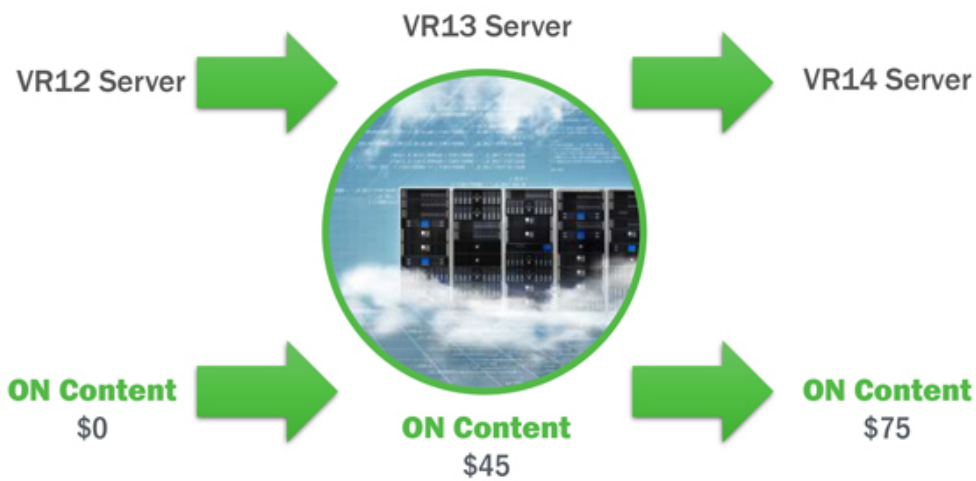
+

AC-DC Power Supply

SJ MOSFETs
SiC FETs & Diodes
PFC Controllers
MV MOSFETs



SERVERS



Core & Memory Power

VR14 Digital Controller
Smart Power Stage

+

Auxiliary Power

MV MOSFETs
Point of Load
eFuse

+

AC-DC Power Supply

SJ MOSFETS
SiC FETs & Diodes
PFC Controllers



SUMMARY

1

High exposure to key secular growth applications in Automotive, Industrial and Cloud Power drives significant content increase leading to outsized growth

2

Positioned for leadership in automated driving and vehicle electrification with industry's best sensor and power portfolio

3

Comprehensive sensor, power management, motor control and connectivity solutions driving above market growth in Industrial power and IIoT

4

Robust growth in Cloud Power servers and 5G infrastructure with new solutions and significant power content increases



**THINK
ON.**

ANALOG SOLUTIONS GROUP
VINCE HOPKIN
EXECUTIVE VICE PRESIDENT



KEY TAKEAWAYS

1

Driving secular growth through content increase in automotive, industrial and cloud power

2

Differentiation through ultra low power consumption, integration and high reliability

3

Leveraging analog power management expertise in auto and cloud markets

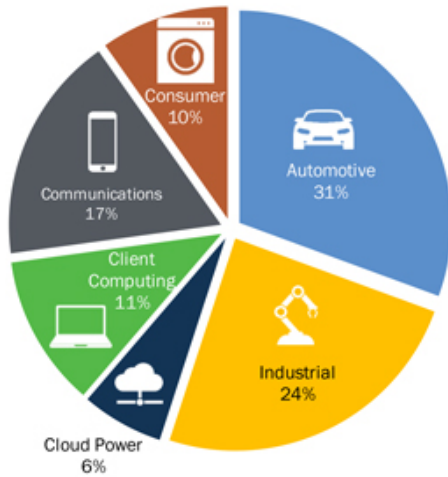
4

Margin expansion through portfolio optimization and improving efficiencies



ANALOG SOLUTIONS GROUP (ASG)

2018 REVENUE BY MARKET



2018 REVENUE \$2.071B | GROSS MARGIN 42.4%



AUTOMOTIVE

Leader in LED front lighting, sensor interface ICs, ADAS power management



INDUSTRIAL

Leader in power conversion, power safety (ground fault/arc fault protection), and industrial ASIC




CLOUD POWER

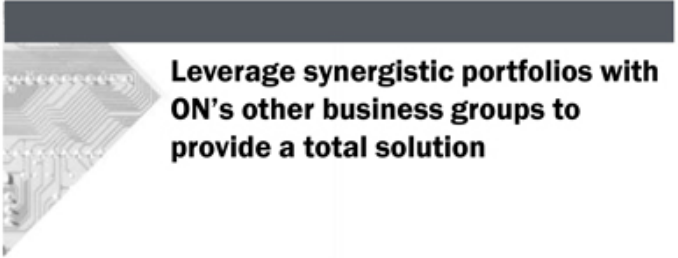
Leader in smart power stage for server CPUs




ASG STRATEGIC INTENT




Invest in analog power management for automotive, industrial, and cloud power markets with ultra low-power differentiation



Leverage synergistic portfolios with ON's other business groups to provide a total solution



Expand margins through portfolio optimization and operational improvements



Enable disruption - Drive growth by providing enabling technologies for emerging and disrupting megatrends



ASG STRATEGIC POSITIONING - HOW WE WIN

1

Participate in product categories in which we have competitive advantage - High volume analog, highly efficient and robust power management

2

Leverage differentiation in ultra low power consumption, power efficiency, integration, and high reliability

3

Focus on automotive, industrial and cloud power markets - High natural barriers to market entry, longevity, high percentage of sole-source products, and better margin profile

4

Leverage our manufacturing capabilities - stable/controllable supply, lower cost, highest quality



GROWTH OPPORTUNITIES IN STRATEGIC MARKETS

AUTOMOTIVE

31% of ASG revenue
TAM (2022) of \$30B
2017-22 TAM CAGR of 6.2%

Key Solutions

- ADAS Power Solutions
- Sensor Interfaces
- LED Lighting
- Intelligent Power

INDUSTRIAL

24% of ASG revenue
TAM (2022) of \$40B
2017-22 TAM CAGR of 7.1%

Key Solutions

- Ultra Low Power Wireless Connectivity
- Advanced Motor Drivers
- Embedded MCUs

CLOUD POWER

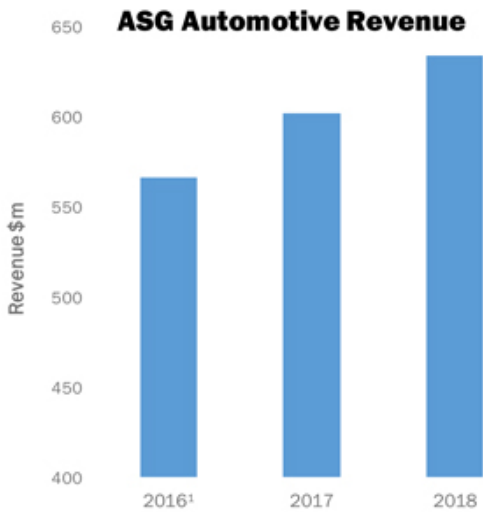
6% of ASG revenue
TAM (2022) of \$2.7B
2017-22 TAM CAGR of 16%

Key Solutions

- Multi-Phase Power Control
- Smart Power Stage
- PoL Power Conversion



ASG AUTOMOTIVE BUSINESS



LIGHTING

#1 supplier of LED lighting solutions
Most competitive offerings in the industry

ULTRASONIC SENSOR INTERFACES

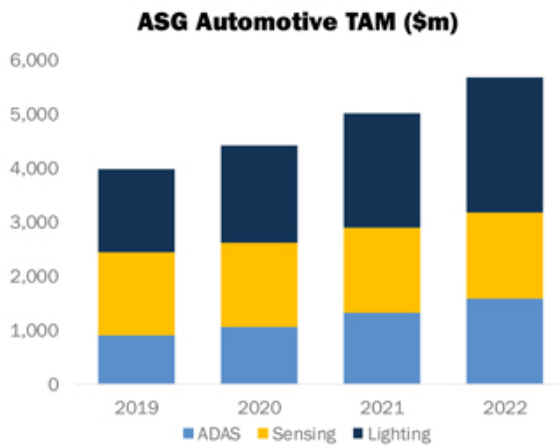
Greater than 20% growth in sensor content/car
Greater than 35% revenue growth 2018/2017

ADAS POWER & AUTONOMOUS DRIVING

Only ASIL certified power management
supplier for the two leading ADAS
processing platforms



ASG KEY AUTOMOTIVE GROWTH DRIVERS



FRONT, INTERIOR AND CONVENIENCE LIGHTING

\$25 per car: LED power, adaptive lighting

SAFETY AND DRIVE TRAIN SENSING

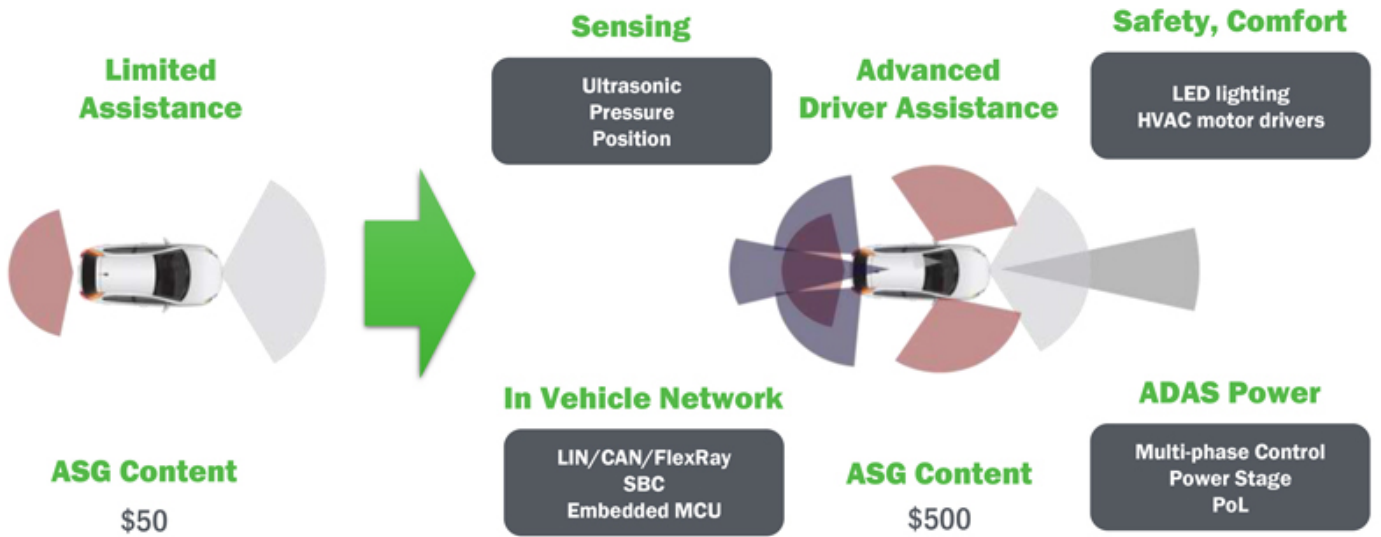
\$50 per car: signal conditioning, networking, and power management

INVESTING IN ADAS POWER

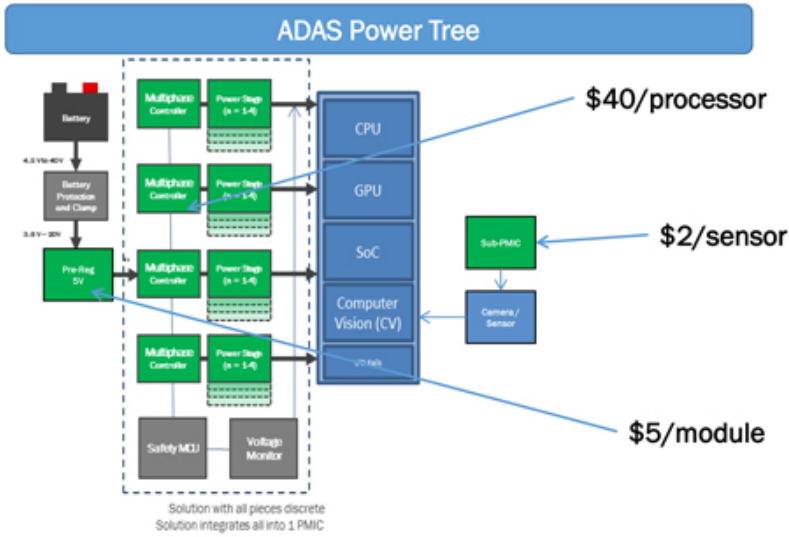
\$40 per car: multi-phase ASIL power management and power stage



NEW CONTENT DRIVING GROWTH



ADAS POWER MANAGEMENT



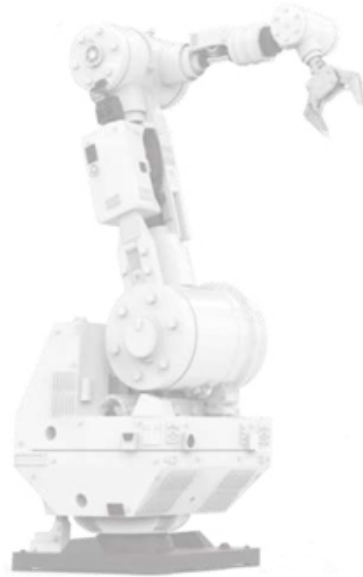
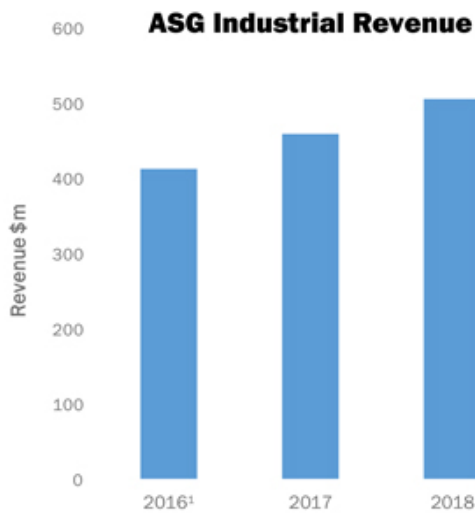
ONLY PROVIDER OF ASIL QUALIFIED MULTI-PHASE POWER SOLUTIONS FOR LEADING ADAS PROCESSORS

#1 SUPPLIER OF BATTERY CONNECTED POWER CONVERSION SOLUTIONS

ON'S AUTOMOTIVE IMAGE SENSING LEADERSHIP DRIVES OPPORTUNITIES IN ADAS POWER MANAGEMENT



ASG INDUSTRIAL BUSINESS



WORLDS LOWEST POWER BLE

Strong opportunity funnel
Connecting the Personal Area Network

ULTRA LOW POWER CONNECTIVITY

Experiencing strong revenue growth
Multi-protocol software based radio

USB 3.X AND HIGH SPEED INTERFACES

\$300M of new SAM
Signal management and conditioning

EMBEDDED PROCESSING

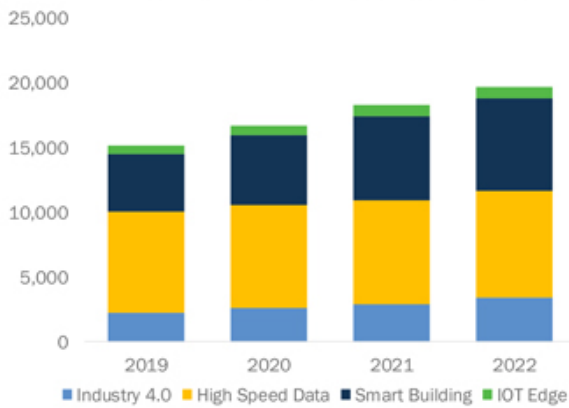
Intelligence for power, sensing and industrial automation



¹: 2016 represents Q4'16 Annualized values.

ASG KEY INDUSTRIAL GROWTH DRIVERS

ASG Industrial Market TAM (\$m)



IOT EDGE CONNECTIVITY

Edge connectivity 2018-22 revenue CAGR of 15%
Rapid Growth in Industrial Connectivity

SMART BUILDING & HOME CONTROL

More than 8% 2018-22 revenue CAGR
Voice control solutions adding more than \$250M of new opportunity

HIGH SPEED DATA

Greater than 30% 2018-22 revenue CAGR
Interface controls solutions of USB type-C

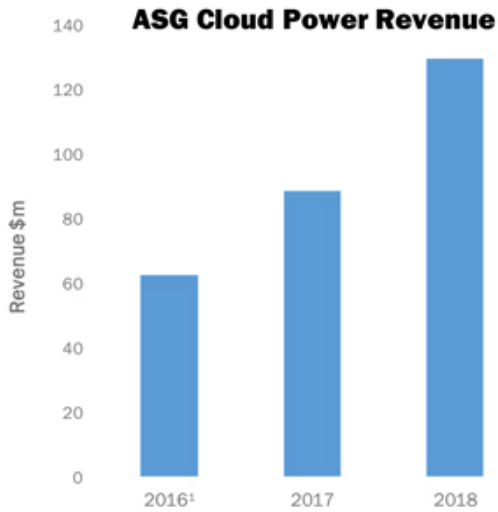
INDUSTRY 4.0

Content Growing more than 30%
Working closely with leading motor and robotics manufacturers on intelligent motion solutions



Source: IHS, ON Semiconductor

ASG CLOUD POWER BUSINESS



MULTI-PHASE POWER CONTROL
\$600M of new opportunity in 2019
Greater than \$75 per server in 2021

SMART POWER STAGE
The 2nd largest silicon content after processor
Greater than \$150 content per AI Accelerator

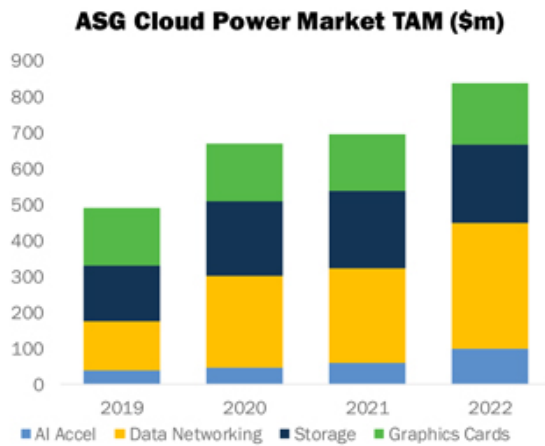
POINT OF LOAD
\$100 per 5G base station; \$20 per server

BACK PLANE POWER CONVERSION
Expansion SAM for 48V solutions



¹: FY2016 represents Q4 '16 Annualized values.

ASG KEY CLOUD POWER GROWTH DRIVERS



AI ACCELERATORS

Growing more than 115%/year during 2018-22
Smart power stage for high performance GPU's

5G and Data Networking

Growing more than 110%/year during 2018-22

Complete solutions for every power node

LARGE SCALE STORAGE

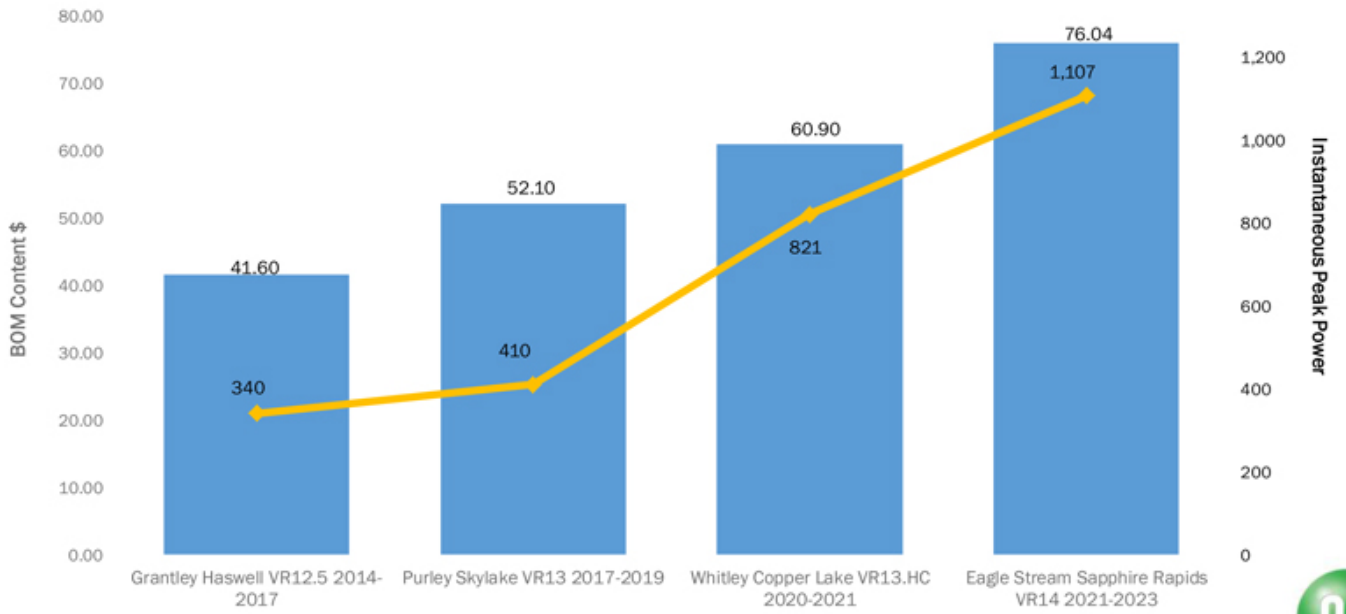
Growing more than 70%/year during 2018-22
Power solutions for network processors and storage devices

HIGH END GRAPHICS CARDS

Growing more than 40%/year during 2018-22
Smart power stage for GPU's



STEEP GROWTH IN ADDRESSABLE SERVER CONTENT

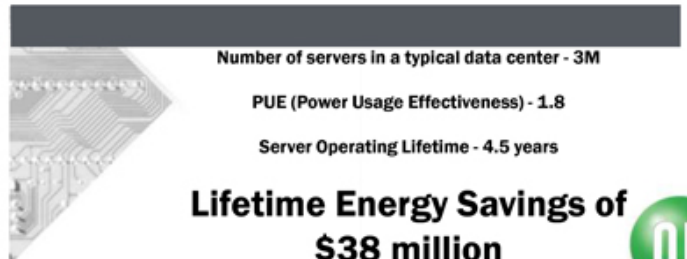
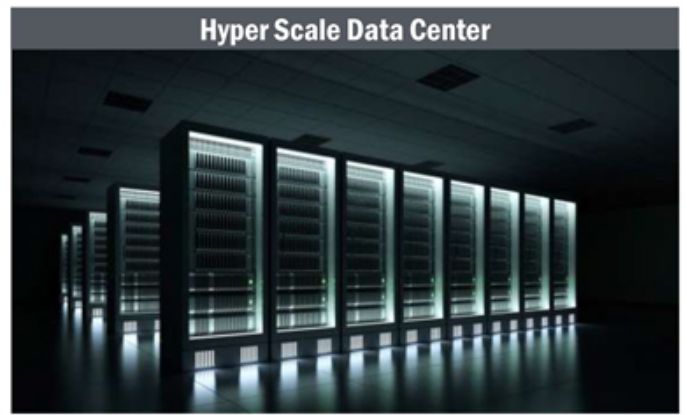
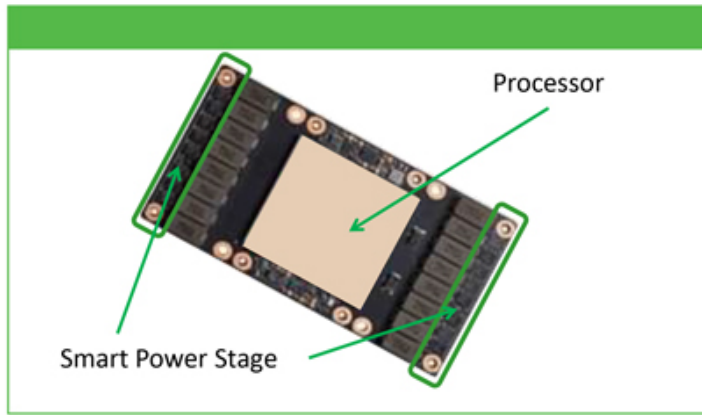


51 2019 Analyst Day

Sources: Romley PDG, Rev2.1, Jun 2012, Grantley PDG, Rev2.2, Jun 2015, Purley PDG, Rev1.5, Aug 2016, DOG Power Summit, Aug 2016, Intel Meeting, May 2017, Intel Power Summit, Q2 2018



SERVER POWER MANAGEMENT DELIVERS SOLID VALUE



ASG MARGIN FOCUS

| Portfolio management | Focus on secular growth applications | Operational Improvements |
|---|---|---|
| <ul style="list-style-type: none">➤ High-value focused investments➤ Strategic divestitures and rebalancing R&D spending to accelerate mix improvements | <ul style="list-style-type: none">➤ Cloud power solutions driving rapid high margin growth➤ Low power connectivity➤ Embedded solutions➤ ADAS➤ Medical | <ul style="list-style-type: none">➤ Scale strengthens ON Semiconductor's buying power➤ Strategic capital investments reduce dependency on external manufacturing➤ Continued technology advancements |



SUMMARY

1

Secular content increase in auto, industrial and cloud applications to drive strong growth

2

Drive towards leadership position in markets in which we participate – differentiate through power management and reliability expertise

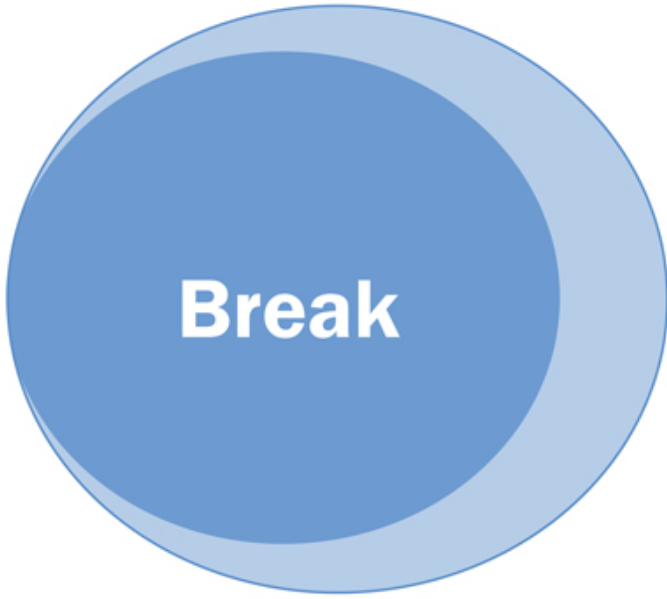
3

Accelerating traction in cloud power and ADAS power markets

4

Margin expansion through portfolio optimization and improving efficiencies





**THINK
ON.**

INTELLIGENT SENSING GROUP
TANER OZCELIK
SENIOR VICE PRESIDENT



KEY TAKEAWAYS

1

Accelerating momentum in ADAS due to increasing content and expanding portfolio

2

Further strengthening leadership position in automotive – extending competitive lead through innovation

3

Leadership in industrial with growth in machine vision and robotics

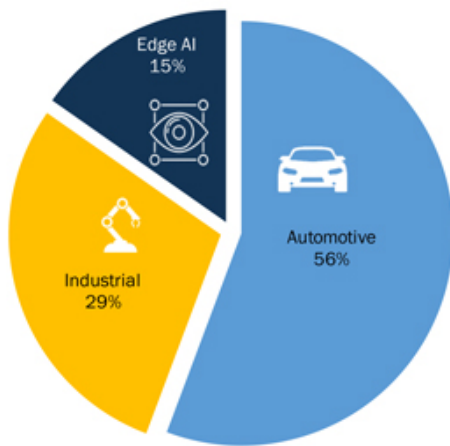
4

Rapidly improving margin profile and financials



INTELLIGENT SENSING GROUP (ISG)

2018 Revenue by Market



2018 REVENUE \$769M | GROSS MARGIN 41%

AUTOMOTIVE

#1 market share
Technology leadership
Broadest product and customer portfolio

INDUSTRIAL

#1 market share in machine vision
Technology leadership
Inspection, Scanning, Automation, Security, Robotics

EDGE AI

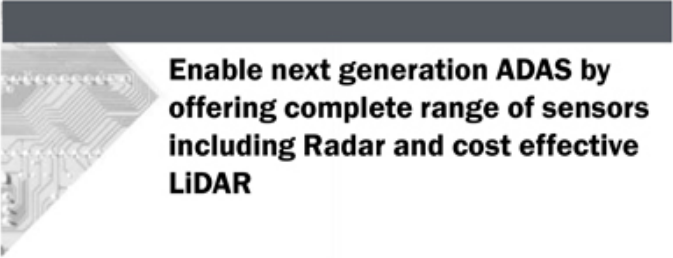
Leading global shutter technology
Retail, Smart building, Robotics, Consumer



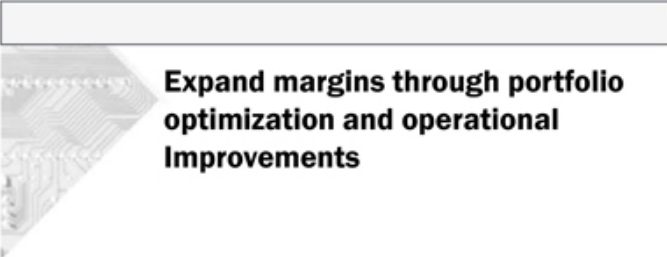
ISG STRATEGIC INTENT AND GOALS




Sustain #1 position in Automotive and Machine Vision markets through continuous innovation and technology leadership



Enable next generation ADAS by offering complete range of sensors including Radar and cost effective LiDAR



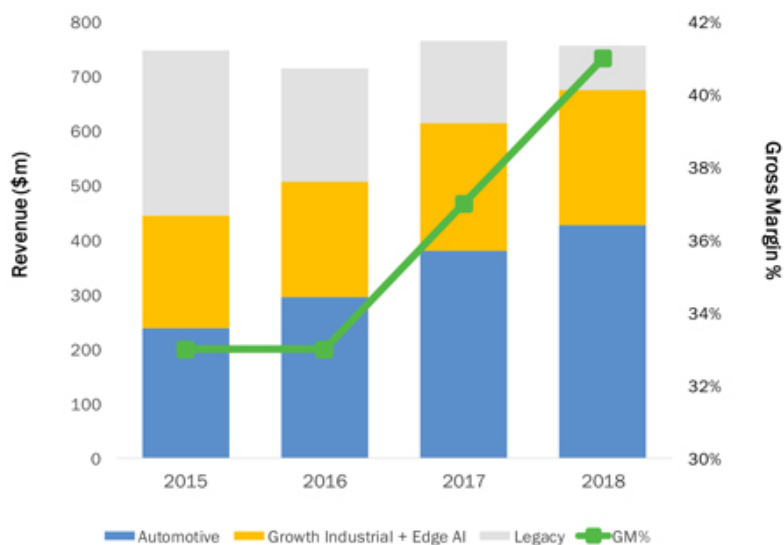
Expand margins through portfolio optimization and operational Improvements



Enable disruption - Drive growth by providing enabling technologies for emerging and disrupting megatrends



SHIFT IN ISG PRODUCT MIX & MARGIN IMPROVEMENT



STRONG AUTOMOTIVE GROWTH

2014-18 ISG automotive revenue CAGR 24%

EXIT LOW MARGIN MARKETS

Mobile image sensors and low-end security

NEW DIFFERENTIATED PRODUCTS

New product performance and features increase ASP

IMPRESSIVE GROSS MARGIN EXPANSION

~800 bps gross margin improvement during 2016-18



ISG STRATEGIC POSITIONING - HOW WE WIN

1

First mover's advantage in automotive - Most automotive imaging/ADAS software tailored to ON image sensors - high switching costs

2

Leading the market in most critical performance metrics - High dynamic range (HDR), Low Light, LED flicker mitigation (LFM), Cyber Security, ASIL

3

Comprehensive automotive portfolio addressing all imaging segments, expanding LiDAR and Radar

4

Broad industrial and edge AI portfolio, offering best performance and multiple product families for these diverse segments



ISG GROWTH OPPORTUNITIES IN STRATEGIC MARKETS

AUTOMOTIVE

56% of ISG revenue
2022 SAM of \$2.6B
2017-22 SAM CAGR of 26%

Key applications:

ADAS
Autonomous Driving
In-cabin (OMS, DMS)
Viewing
Radar
LiDAR

INDUSTRIAL

29% of ISG revenue
2022 SAM of \$1.8B
2017-22 SAM CAGR of 10%

Key applications:

Robotics
Machine Vision
Intelligent Traffic Systems
Factory Automation
Scanning
Security

EDGE AI

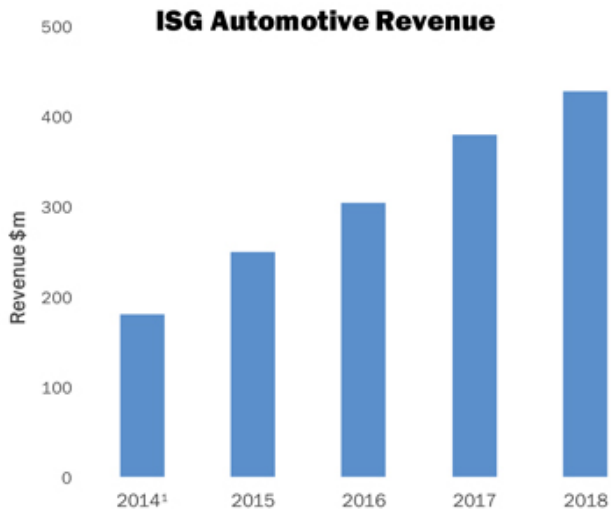
15% of ISG revenue
2022 SAM of \$1.2B
2017-22 SAM CAGR of 22%

Key applications:

IoT
Retail
Smart Building
Robotics
Drones



STRONG MOMENTUM IN AUTOMOTIVE



STRONG AUTOMOTIVE GROWTH
24% revenue CAGR during 2014-18

LEADER IN AUTO IMAGE SENSORS
62% share in overall market & 81% in ADAS

HIGHLY SUSTAINABLE COMPETITIVE POSITION

Installed base of ADAS software written for ON sensors – high switching costs

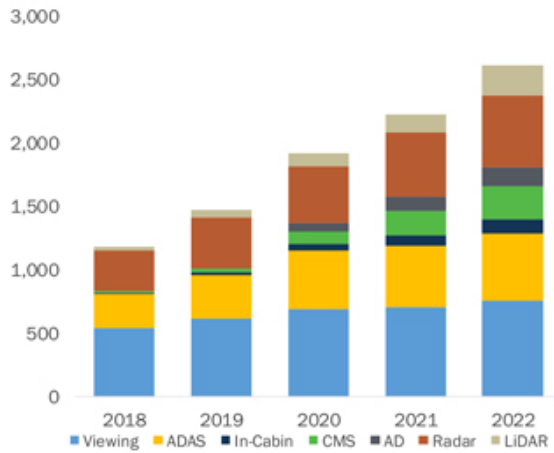
MARQUEE CUSTOMER BASE

Presence with all major global OEMs and Tier-1s



ISG KEY AUTOMOTIVE GROWTH DRIVERS

ISG Auto TAM (\$m)



VIEWING

Surround view 1MP and 2MP, rearview VGA moving to 1MP

ADAS

Driver assist 1MP to 8MP, requires performance, ON is #1

IN-CABIN & CMS

Level 3 and higher needs driver monitoring

Occupancy monitoring growing

Mirror-less systems reduce drag, enable more design flexibility

AUTONOMOUS DRIVING

Requires multiple modalities

Function over size and cost

RADAR

Level 2+/3 systems: 360 short range and forward long range

Level 4/5 for AD with short, mid and long range 360

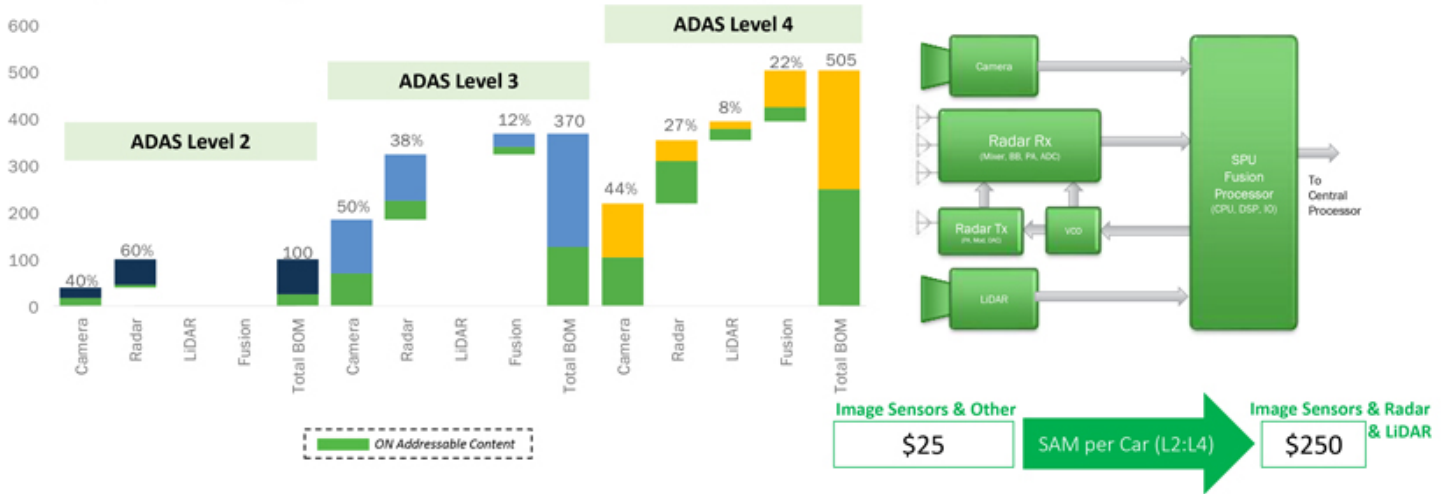
LIDAR

Expanding LiDAR usage for level 3/4/5



AUTONOMOUS DRIVING PORTFOLIO EXPANSION

Radar, LiDAR & Image Sensor Fusion – Potential SAM growth of 10x



Energy Efficiency: 1 sensor pre-processor vs. 2

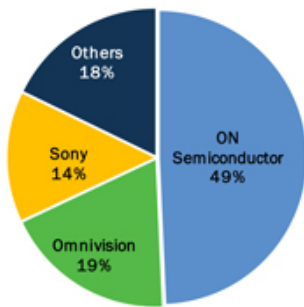
Size & Weight Reduction: 1 cable to central processor

Better Sensing: Robust AD algorithms use multiple modalities – Imaging, LiDAR, Radar

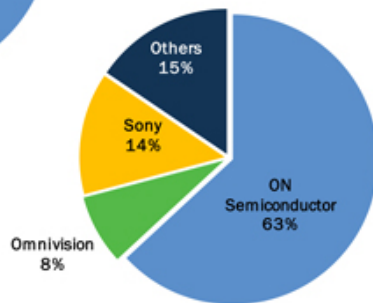


ON SEMICONDUCTOR, THE AUTOMOTIVE IMAGE SENSOR LEADER

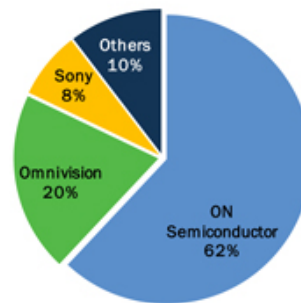
**Automotive Imagers
2016**



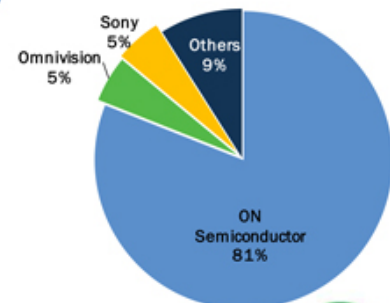
**Sensing Cameras
(ADAS, AD) 2016**



**Automotive Imagers
2018**



**Sensing Cameras
(ADAS, AD) 2018**



STRONG TECHNOLOGY LEAD OVER COMPETITION

| | ON | Competitor 1 | Competitor 2 |
|---------------------------|-------|--------------|--------------|
| Product Breadth | Green | Yellow | Yellow |
| ADAS/AD Products | Green | Yellow | Yellow |
| System | Green | Red | Yellow |
| Pixel Technology | Green | Green | Yellow |
| Global Shutter IQ | Green | Green | Yellow |
| Image Quality @ High Temp | Green | Green | Yellow |
| Customer Support | Green | Yellow | Yellow |

LARGEST AUTOMOTIVE PORTFOLIO

Sensors for ADAS, AD, rear view, surround view, CMS, in-cabin

BROAD GLOBAL SHUTTER OFFERING

VGA, to 45MP, 2u to 9u pixel, high speed, low power

SENSORS WITH SYSTEM SOLUTIONS

LFM+HDR for viewing + sensing, depth, cyber

TECHNOLOGY FOR MISSION CRITICAL

Technology hardened for mission critical applications as opposed to commodity mobile market



HIGHEST DYNAMIC RANGE IN AUTOMOTIVE



SONY



ON Semiconductor



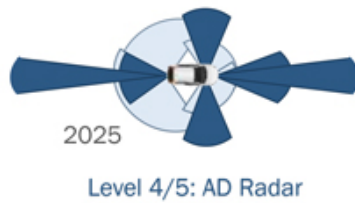
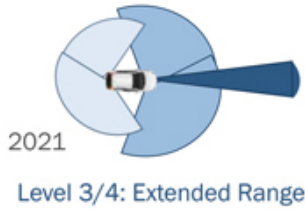
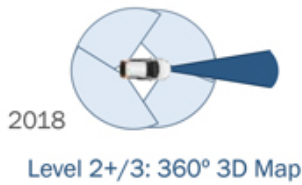
MOST COMPREHENSIVE AUTOMOTIVE PORTFOLIO

| | Viewing + Sensing | ADAS + AD | GS / In Cabin | SPU | Radar, LiDAR |
|------------|-------------------|--------------------|---------------|-------------------|----------------------|
| Technology | 140dB HDR | 140dB HDR | Leading IQ | Advanced ISP | Radar MIMO+ |
| | Flicker Free | Low Light | Ecosystem | Clarity+ Support | Short and long range |
| | Clarity + | Scalable Platform | RGB NIR | On Chip Analytics | Low noise SiPM |
| Products | 4MP | 8MP | 2MP | 3MP | Radar 77GHz |
| | 3MP | 8MP Cyber Security | 1MP | 2MP | LiDAR SiPM |
| | 2MP | 2MP | VGA | 1MP | SiPM Arrays |
| | 1MP | 2MP Cyber Security | RGB NIR | | |
| | SOC | 1MP | | | |

| | |
|---|-----------------------|
| ✓ | Best performance |
| ○ | Supported, lower perf |
| ✗ | Not supported |



STRONG PROGRESS ON AUTOMOTIVE RADAR



1ST PRODUCT, DIFFENTIATED FEATURES

MIMO+ enables higher resolution
1st in market with 4 simultaneous transceivers
Scalable design supports short and long Radar
Cascade for flexible configurations

GROWING MARKET - \$90 CONTENT/CAR

2018 systems 360° short range and forward long range Radar
BOM growing to \$90 for level 4
2021 systems with 360° mid range Radar
By 2025 , advanced systems for Autonomous Driving

ON SEMICONDUCTOR ENTERING MARKET

Design activity with leading OEMs and system providers
1st revenue in 2021



INDUSTRIAL AND EDGE AI

Home Delivery



Object Avoidance



3D mapping



Warehouse Automation



Phone Display Inspection

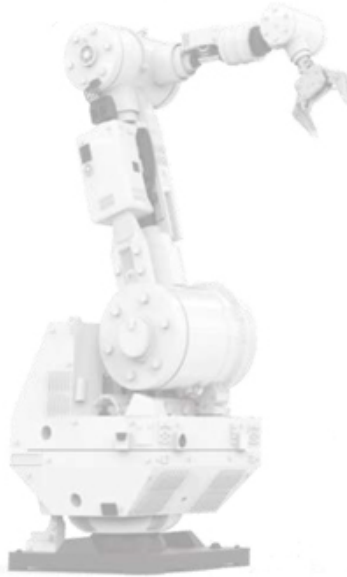
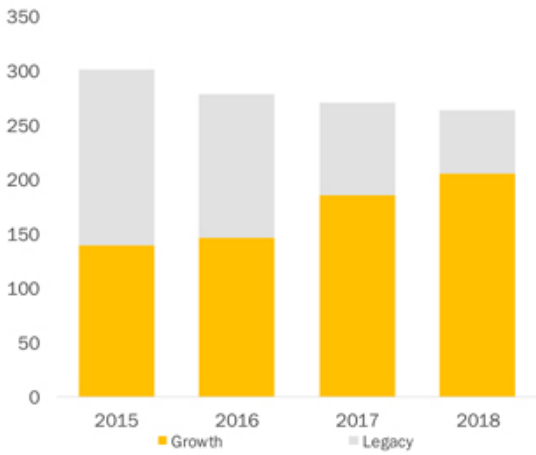


Inventory Tracking



ISG INDUSTRIAL BUSINESS

ISG Industrial Revenue (\$m)



GROWTH

Expanding PYTHON Machine Vision products
Strong showing by XGS products & global shutter product families
Continued flat panel inspection from CCD

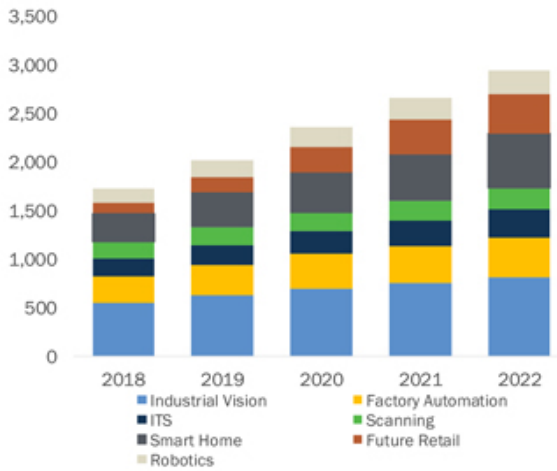
LEGACY

Harvest non-focus markets
Exit low margin product lines



ISG INDUSTRIAL & EDGE AI GROWTH DRIVERS

ISG MV & EDGE AI TAM (\$m)



INDUSTRIAL VISION

Robotics, Inspection

FACTORY AUTOMATION

High speed capture, Cobot, Quality control

INTELLIGENT TRAFFIC SYSTEMS

High resolution imaging, New machine vision features

SCANNING

Portable and Industrial barcode. 1D, 2D and QR

SMART BUILDING

Lighting, Assistants, Appliances, IP Cam

FUTURE RETAIL

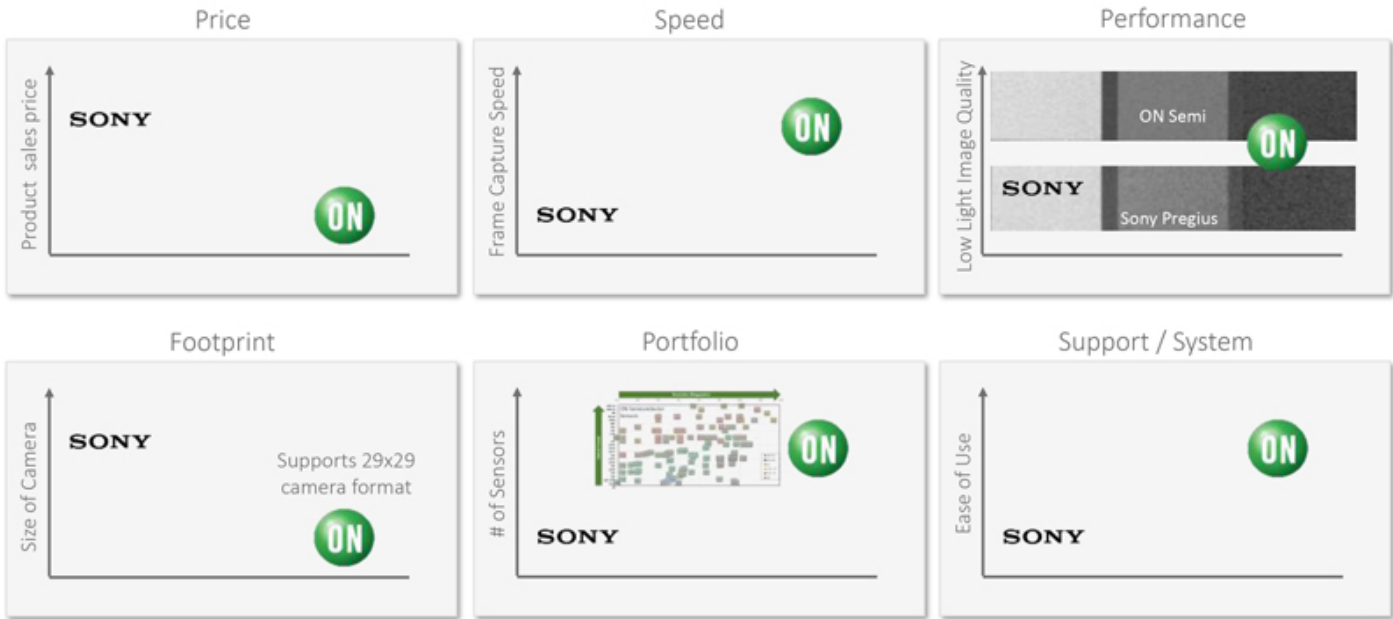
Smart vending, Checkout-free

ROBOTICS

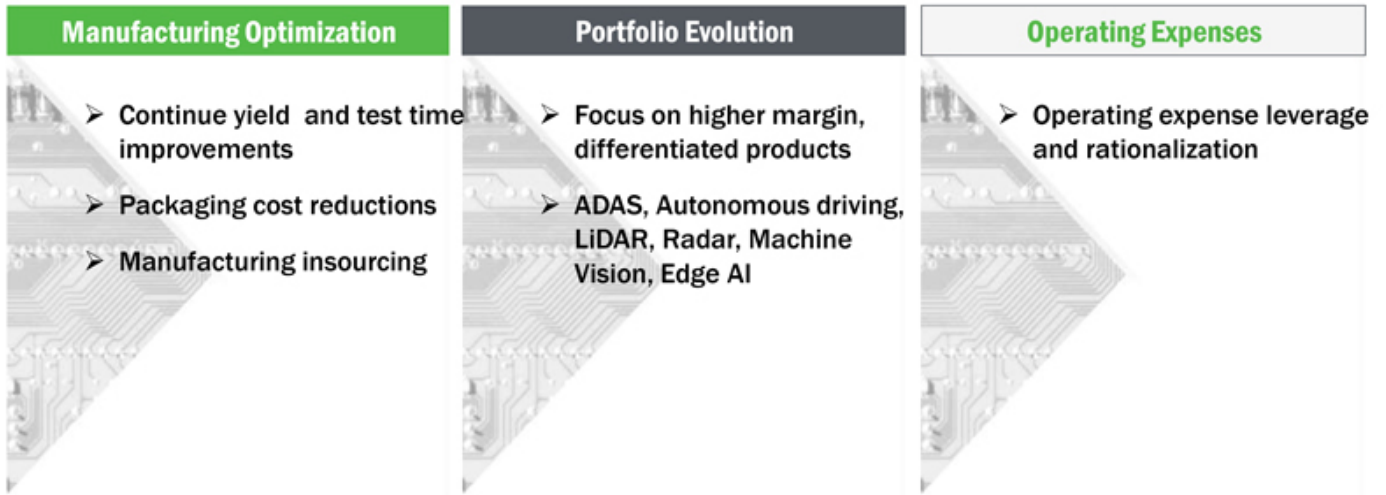
Drones, Personal Robotics, Delivery



LEADERSHIP IN MACHINE VISION THROUGH XGS



ISG MARGIN IMPROVEMENT PLANS



SUMMARY

1

Accelerating growth in ADAS – Building on leadership position

2

Extending competitive lead through leadership in sensor fusion

3

Leadership in industrial - Increasing momentum in machine vision and robotics

4

Margin expansion through operational improvements and mix



**THINK
ON.**

POWER SOLUTIONS GROUP
SIMON KEETON
EXECUTIVE VICE PRESIDENT



KEY TAKEAWAYS

1

PSG has established leadership in power semiconductor market – power is one of the most compelling growth opportunities in semiconductors

2

Well positioned to benefit from huge opportunity in Silicon & Silicon Carbide for electric vehicles

3

Power content to continue to grow in industrial and cloud applications

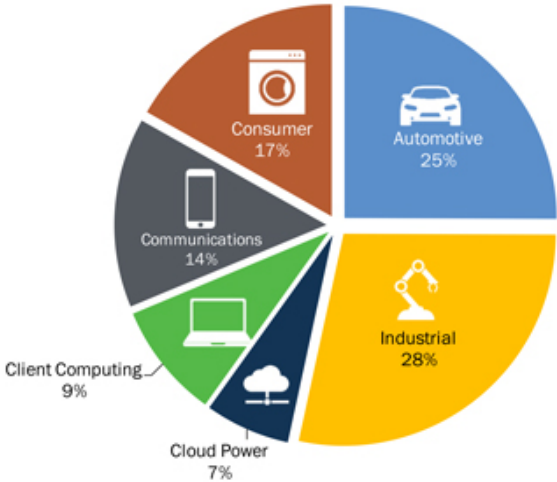
4

Headroom for margin improvement driven by mix and operational improvements



POWER SOLUTIONS GROUP (PSG)

2018 REVENUE BY MARKET



2018 REVENUE \$3.030B | GROSS MARGIN 37%



AUTOMOTIVE

Leadership in most product categories
Well positioned to benefit from Silicon and Silicon Carbide opportunity in EVs



INDUSTRIAL

Leadership in power modules, IGBTs, Power MOSFETs
Benefitting from increased power content for energy efficiency



CLOUD POWER

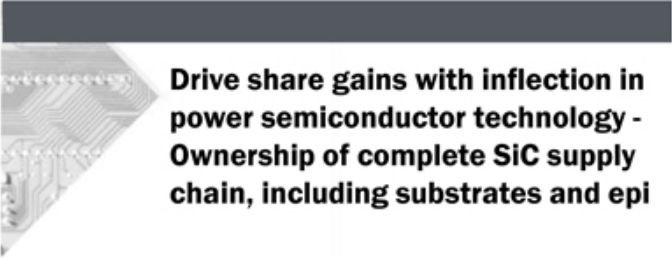
Leadership in MV and LV MOSFETs
Accelerating growth in 5G infrastructure




PSG STRATEGIC INTENT AND GOALS




Leadership in Power semiconductors and Modules for automotive, industrial, and cloud power end-markets



Drive share gains with inflection in power semiconductor technology - Ownership of complete SiC supply chain, including substrates and epi



Position to benefit from impending growth in EV Market - Provide broad portfolio of auto qualified Silicon and Silicon Carbide power semiconductors and modules



Enable disruption - Drive growth by providing enabling technologies for emerging and disrupting megatrends



PSG STRATEGIC POSITIONING - HOW WE WIN

1

Leading technical capabilities in power semiconductor and modules - HV modules for EV and industrial market, MOSFET & IGBT performance leader, accelerating traction in Silicon Carbide

2

Broad product portfolio encompassing a vast voltage range - LV to HV, and synergy and pull-through from portfolios of ASG and ISG

3

Manufacturing footprint and scale - Industry leading cost structure & vertically integrated supply chain

4

Focus on critical applications in auto, industrial, & cloud power markets - Longevity of design wins, high natural barriers to market entry, and high quality & qualification requirements from customers



MOVE TO HIGHER VALUE PRODUCTS AND MARKETS

AUTOMOTIVE

25% of PSG revenue
TAM (2022) of \$7.8B
2017-22 TAM CAGR of 7%

Key applications:

HEV/EV
Body & Comfort
ADAS/Autonomous
Driving

INDUSTRIAL

28% of PSG revenue
TAM (2022) of \$15.7B
2017-22 TAM CAGR of 8.9%

Key Applications

Alternative Energy
Efficient Motors
EV Charging Stations

CLOUD POWER

7% of PSG revenue
TAM (2022) of \$2.9B
2017-22 TAM CAGR of 7.5%

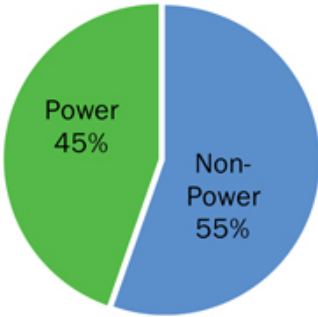
Key Applications

5G Infrastructure
Server
High End Computing

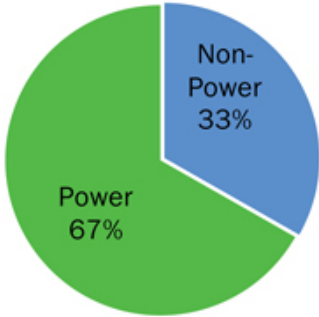


PSG TRANSFORMATION TOWARDS POWER

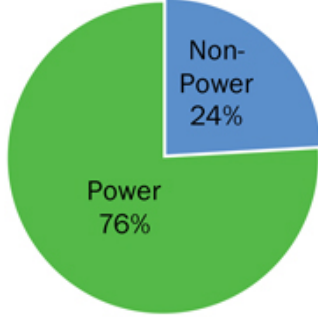
2016



2018



2022



PSG AUTOMOTIVE BUSINESS



HEV/EV

Super Junction FETs in on-board chargers, SiC diodes and MOSFETs in EVs

BODY AND COMFORT

Medium voltage FETs for BLDC motors

ADAS & AUTONOMOUS DRIVING

Power management for sensors



PSG KEY AUTOMOTIVE GROWTH DRIVERS

PSG Automotive TAM (\$m)



HEV & EV: 22% 2017-22 TAM CAGR

\$400 of addressable in power content in an EV – ON leader in both silicon and SiC

BODY & COMFORT: 14% 2017-22 TAM CAGR

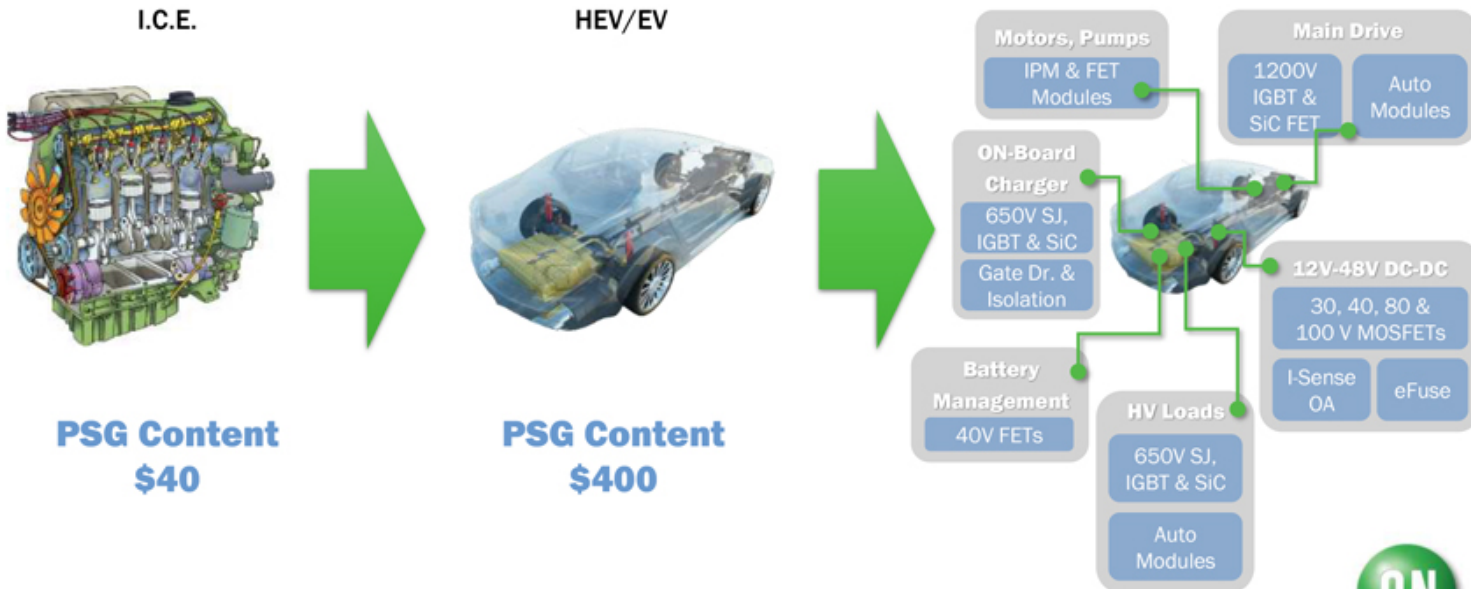
3x Power switches required for redundant systems and increased comfort driven by motors

ADAS & AUTONOMOUS DRIVING: 25% 2017-22 TAM CAGR

\$15 in power management solutions for all sensing functions



EV/HEV AND VEHICLE ELECTRIFICATION

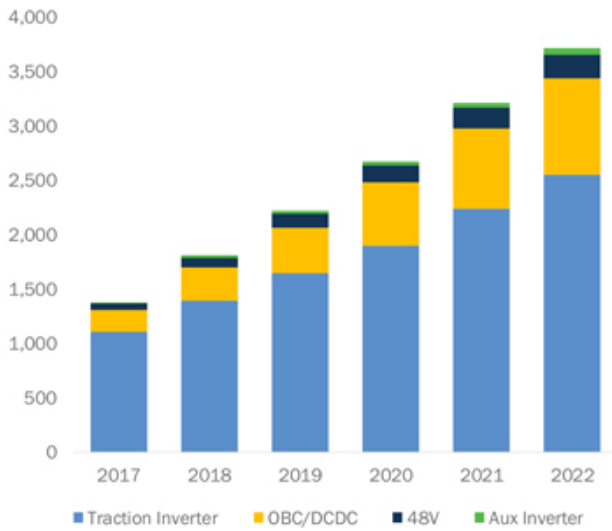


STRONG TRACTION IN BOTH SILICON AND SILICON CARBIDE



POWER SEMIS DOMINANT OPPORTUNITY IN EV

Power Semi Silicon TAM in EV (\$m)



2017-22 Power Semi CAGR: 22%

POWER SEMIS PRESENT THE BIGGEST OPPORTUNITY IN EV

TAM of \$3.7B in 2022 with 2017-22 CAGR of 22%

TRACTION INVERTERS ARE LARGEST EV OPPORTUNITY

IGBT traction invertors likely to be dominant in mid to low-end EV, SiC initially likely to be limited to high-end EV

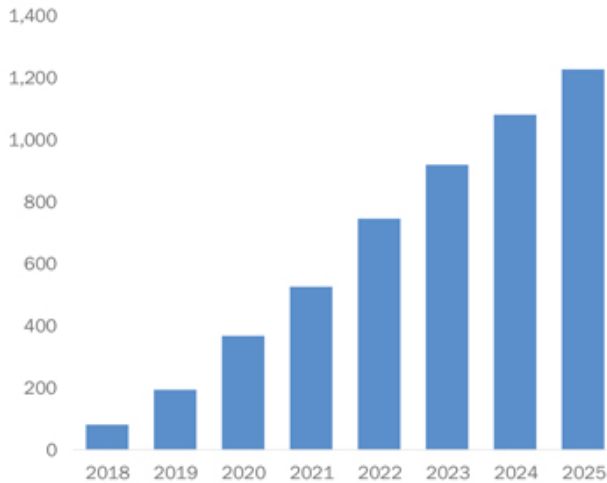
ON LEADER IN IGBT MODULES FOR TRACTION INVERTERS

Strong market presence and customer engagement, with future path to SiC



SILICON CARBIDE IN EV

SiC TAM for EV/HEV (\$m)



ACCELERATED ADOPTION

Adoption of Silicon Carbide in EVs likely to be faster than most expectations

GROWTH IN UNITS AND CONTENT

Content could be more than double of current content of \$300

COMPELLING VALUE PROPOSITION

20% increase in range, space savings, reduced cooling costs, lower weight, faster charging

STRONG TRACTION IN MARKET

Engaged with many leading OEMs and Tier-1s - currently shipping 650/1200V diodes & 1200V MOSFETs



PSG INDUSTRIAL BUSINESS



ALTERNATIVE ENERGY

Leadership in power integrated modules (PIM) for Solar Inverters

MOTOR EFFICIENCY

IPMs & FETs in Industrial Motors, C-HVAC, Robotics

EV CHARGING STATIONS

IGBTs & superjunction FETs in Level 3 stations



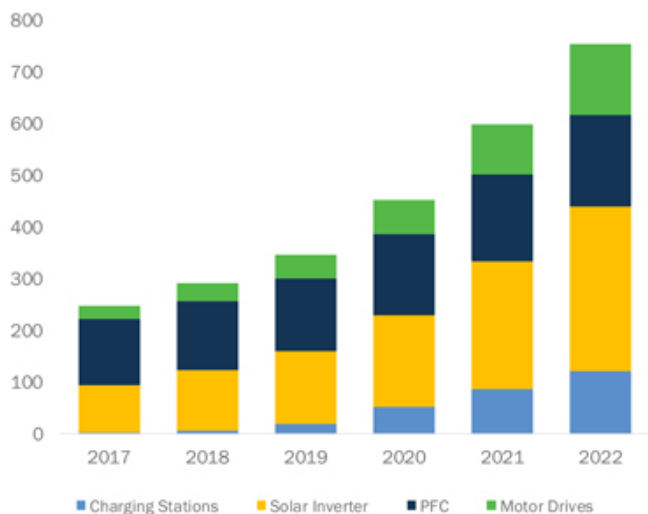
¹: FY2016 represents Q4 '16 Annualized values.

INFRASTRUCTURE REVOLUTION



SILICON CARBIDE IN INDUSTRIAL APPLICATIONS

Silicon Carbide TAM in Industrial (\$m)



EV CHARGING STATIONS – 130% 2017-22 TAM CAGR

SiC enabling higher power charging stations in same size.

SOLAR INVERTER – 28% 2017-22 TAM CAGR

SiC provides smaller and cheaper solution at same power

POWER FACTOR CORRECTION – 7% 2017-22 TAM CAGR

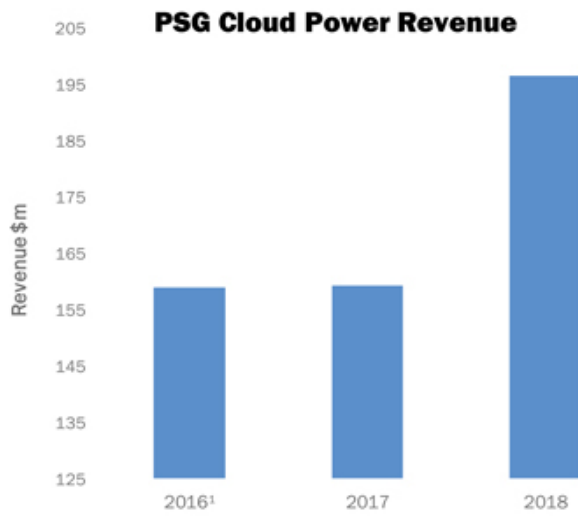
SiC enables power supplies to reach 80 PLUS 'TITANIUM' power density & efficiency

MOTOR DRIVE – 40% 2017-22 TAM CAGR

SiC reduces component count & cost by 40%



PSG CLOUD POWER BUSINESS



5G INFRASTRUCTURE

80-150V MOSFETs in BBU & RRU power supplies

SERVER

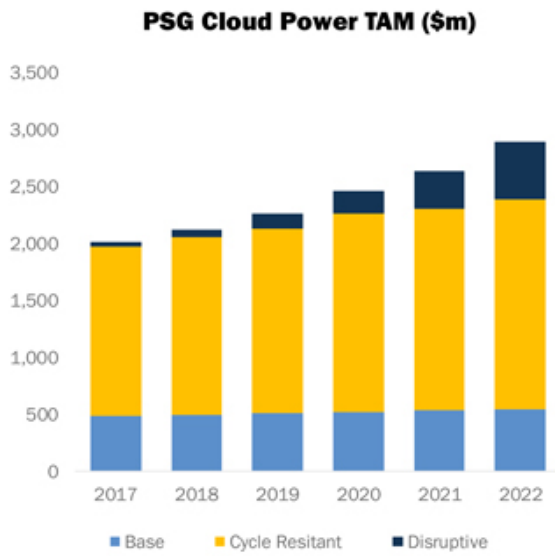
25V to 650V MOSFETs in high power density power supplies

HIGH END COMPUTING

25-30V MOSFETs in high end graphic cards



PSG KEY CLOUD POWER GROWTH DRIVERS

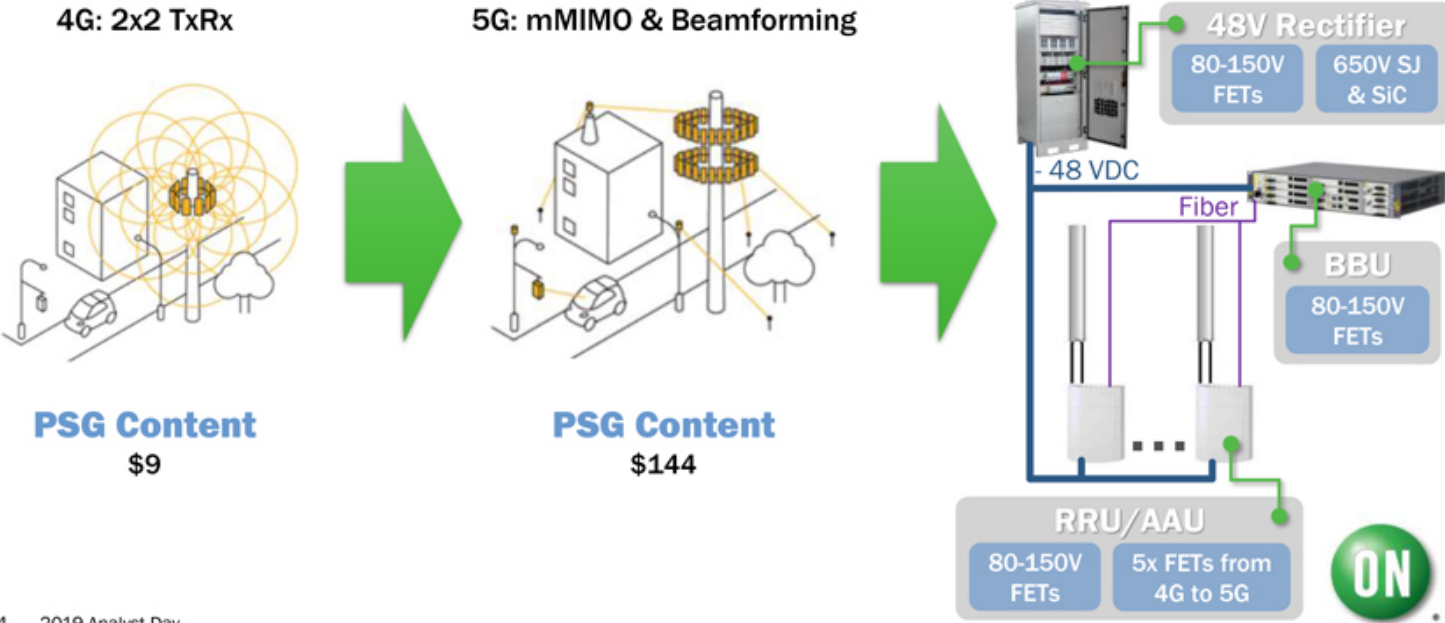


5G INFRASTRUCTURE – 247% CAGR 17-22
5x the MV MOSFET usage in a 5G radio

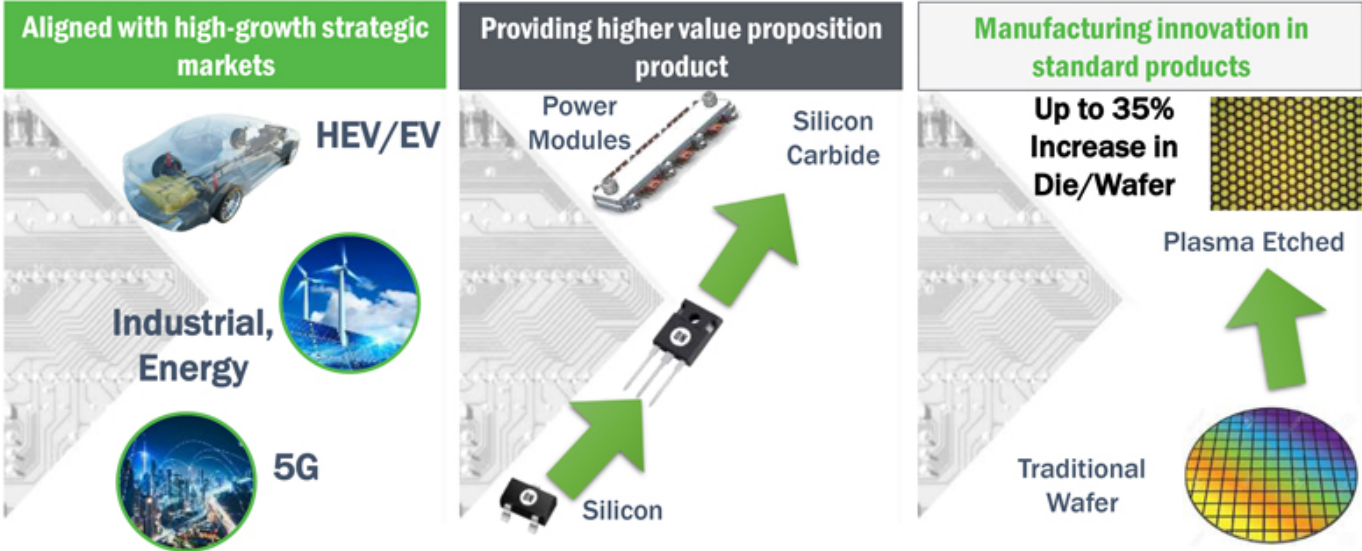
SERVER POWER SUPPLY – 5% CAGR 17-22
Requiring high performance superjunction FETs to meet efficiency targets



CLOUD-POWER CONTENT INCREASE



PSG MARGIN IMPROVEMENT PLANS



KEY TAKEAWAYS

1

PSG has established leadership in power semiconductor market

2

Huge opportunity in SiC for automotive applications

3

Power content to continue to grow in automotive, industrial and cloud applications

4

Headroom for margin improvement driven by higher value products and operational improvements



Questions & Answers



**THINK
ON.**

BILL SCHROMM
CHIEF OPERATING OFFICER



KEY TAKEAWAYS

1

ON manufacturing prowess presents one of the most formidable barriers for competitors

2

Scale matters – ON's vast network drives its industry leading cost structure

3

ON's investment in 300mm will be driven by economics

4

Investing to extend ON's competitive advantage - Be best in class quality, cost, delivery



MANUFACTURING AS COMPETITIVE ADVANTAGE

| One of the most formidable barriers for competitors | Better control on quality and delivery | Enables development of new technologies & products |
|--|--|---|
| <ul style="list-style-type: none">➤ Scale matters – One of most cost effective manufacturing networks in the Industry➤ Network of 12 wafer fabs and 9 Assembly & Test sites➤ Flexibility – Able to add capacity and source from multiple sites | <ul style="list-style-type: none">➤ Quality and delivery are key differentiators in automotive and industrial markets➤ Customers in certain markets prefer IDMs | <ul style="list-style-type: none">➤ Accelerates time to market for new technologies and materials➤ Ability to fine tune processes for maximizing performance |



FORMIDABLE MANUFACTURING CAPABILITIES



- Scale provides industry leading cost structure -76 billion units shipped in 2018
- Front-end capabilities key source of competitive advantage in power and analog
- Internal capacity to manufacture 150mm and 200mm silicon substrates
- One of world's largest and most efficient back-end operations (~1.4 billion units every week)

Front-end & Substrate Facilities



Back-end Facilities



INDUSTRY LEADING BACK-END COST STRUCTURE

PARALELLISM

Driving parallelism in probe as high as x256 in EEPROM technology

SCALE

Scale drives assembly cost savings up to 70% as compared to outsourced OSAT companies

PATENTS

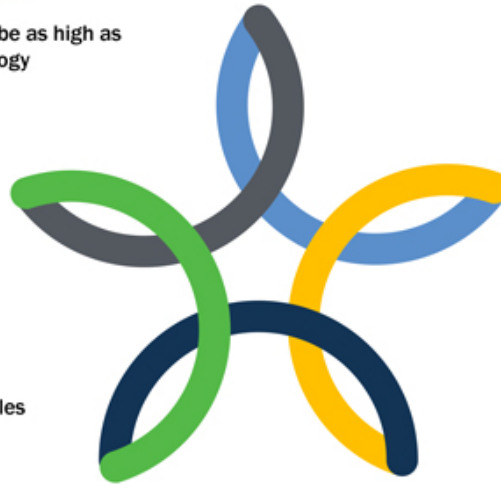
Patented lowest cost thinning methodology in the industry

VERTICAL INTEGRATION

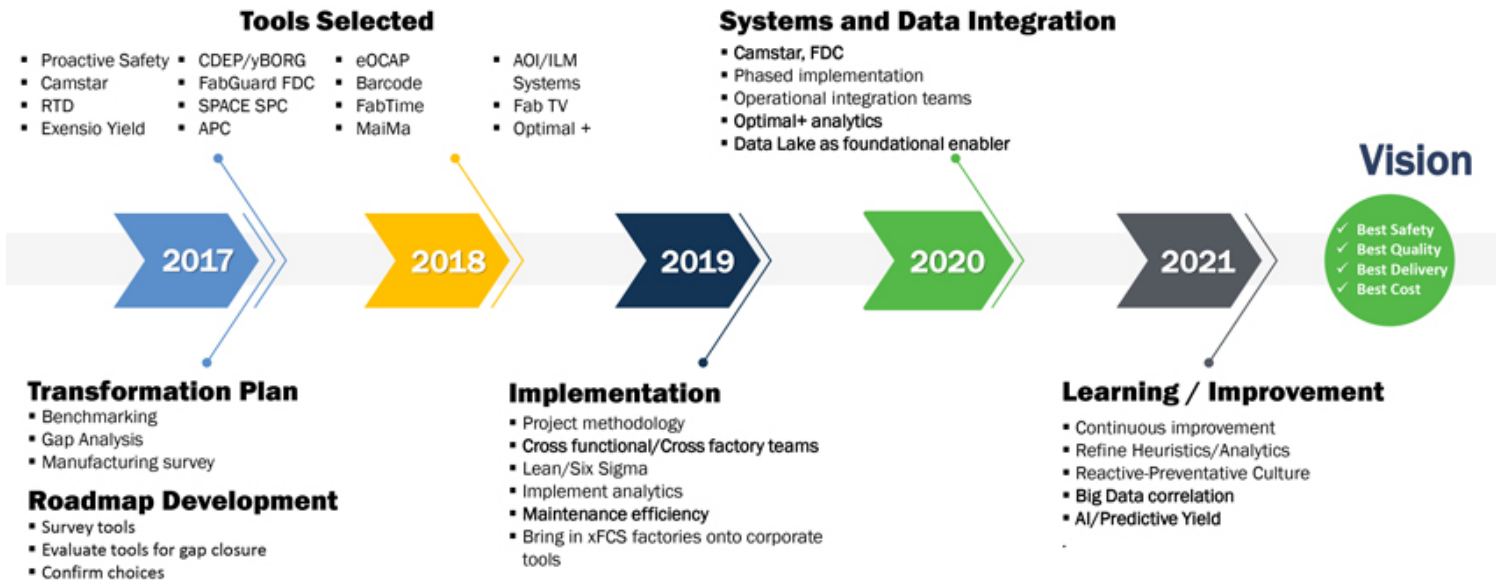
Vertical integration of Power Modules with in house DBC

HIGH-DENSITY LEAD FRAMES

Extremely high density lead-frames drive cost efficiency in material and productivity



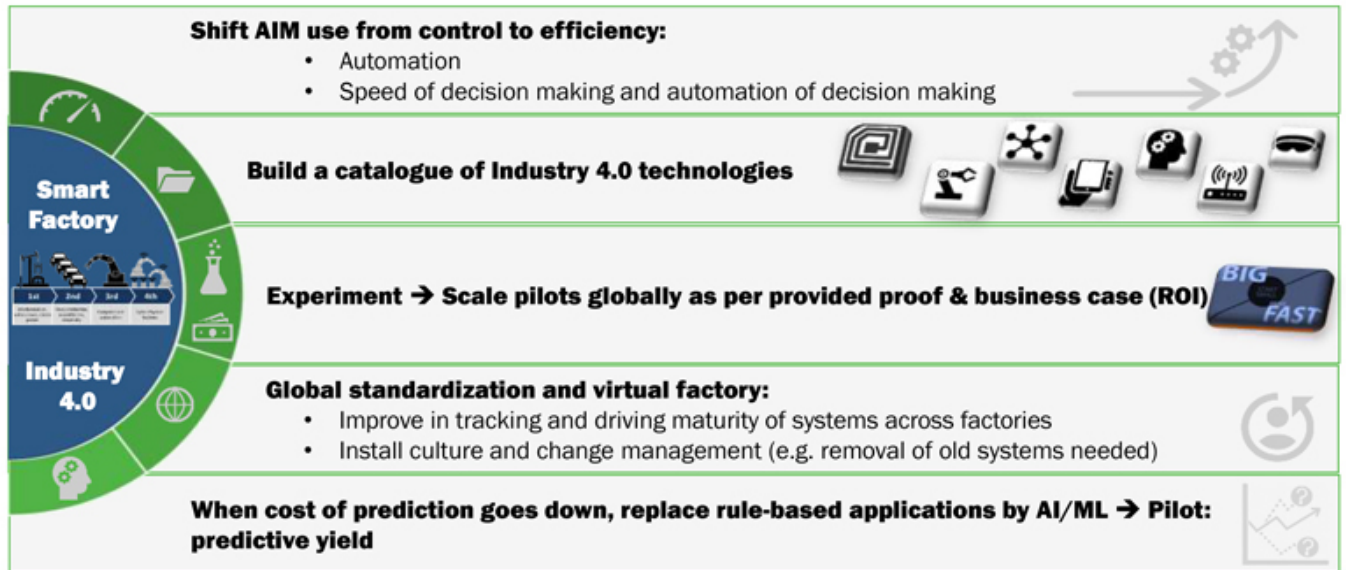
TRANSFORMATION TIMELINE – GLOBAL MANUFACTURING



BEST IN CLASS IN SEMICONDUCTOR MANUFACTURING



KEY TENETS ON INDUSTRY 4.0 AT ON SEMICONDUCTOR OPERATIONS



THOUGHTS ON 300MM



300mm fabs can make sense at right price

- Open to acquiring used 300mm fab if economics are right
- Greenfield 300mm fab is not an option – return on \$1.5B investment challenging



Very competitive cost structure with current network

- Back-end scale key source of competitive cost structure
- Very competitive cost structure with 200mm and 150mm fabs



Don't see any meaningful competitive threats

- 300mm fabs are competitively helpful only if economics are favorable
- Focusing on efficiency and scale



MANUFACTURING GROSS MARGIN DRIVERS

Scale

- Absorption of fixed cost over larger revenue base
- Leverage with external suppliers
- Target internal cost reductions above ASP declines

Improving efficiency

- Productivity and yield improvement
- Advanced test methods to reduce cost
- Equipment efficiency

Materials

- Increase in-house production of substrates

Expansion at low cost sites

- Demand environment key driver of expansion



KEY AREAS OF INVESTMENT

| Front-End | Back-end | Substrates |
|---|---|--|
| <ul style="list-style-type: none">➤ Cost effective capacity to support growth in power semiconductors➤ Analog cloud power is another area of investment➤ Implementation of new tools and systems to improve productivity➤ Expansion of low-cost sites to improve costs | <ul style="list-style-type: none">➤ Back-end has been an area of high investment to sustain ON's leadership in packaging technologies➤ Investments to support strong growth in power modules and packages➤ Analog test has been an area of increased investment | <ul style="list-style-type: none">➤ Expansion of internal substrate capacity to offset increasing prices from external suppliers |



OUTSOURCING STRATEGY

1

Target model – 80/20

- Target of 80 percent production in house

2

Outsource where it makes sense

- Deep sub-micron
- Image sensors
- Packages/nodes in small volume

3

Flex capacity

- Maintain flex capacity to sustain utilization during slowdown
- Relationships with all front-end and back-end providers

4

Dual-sourcing and risk mitigation

- Qualify external suppliers to mitigate the risk of supply disruptions
- Many OEMs demand dual source of supply



SUMMARY

1

ON manufacturing prowess presents one of the most formidable barriers for competitors

2

Scale matters – ON's vast network drives its industry leading cost structure

3

300mm fab not critical for success, but beneficial at right price

4

Investing to extend ON's competitive advantage - Be best in class quality, cost, delivery



**THINK
ON.**

BERNARD GUTMANN
CHIEF FINANCIAL OFFICER

ON.

KEY TAKEAWAYS

- 1** Raising financial targets significantly to align with our market and profitability outlook
- 2** Solid and consistent financial results – strong progress towards prior target model
- 3** Efficient deployment of shareholders' capital to maximize returns & shareholder value
- 4** ON is going through transformational changes – 2022 target a milestone, not the destination



PROGRESS REPORT – 2018 VS. PRIOR TARGET MODEL¹

| | 2016 | 2018 | 2020 MODEL ¹ |
|---------------------------------|---------------|---------------|-------------------------|
| REVENUE | \$3.9 BILLION | \$5.9 BILLION | \$5.6 BILLION |
| GROSS MARGIN ² | 35.0% | 38.1% | 40.0% |
| OPERATING EXPENSES ² | 22.7% | 21.4% | 21.0% |
| OPERATING MARGIN ² | 12.3% | 16.7% | 19.0% |
| PROFIT BEFORE TAX ² | \$412 MILLION | \$893 MILLION | \$950 MILLION |
| CASH TAX RATE | 6.7% | 6.0% | 12% |
| NON-GAAP EPS ² | \$0.91 | \$1.96 | \$2.00 |
| FREE CASH FLOW ² | \$370 MILLION | \$759 MILLION | \$900 MILLION |

VERY CLOSE TO 2020 EPS TARGET 2 YEARS AHEAD OF SCHEDULE



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1: 2020 target model was published at 2017 analyst day on March 10, 2017

2: Non-GAAP financial measure. See the Appendix for a reconciliation to the most directly comparable GAAP measure

KEY DRIVERS OF VARIANCE FROM 2020 MODEL

Positive Variance

| | | |
|----------------|--|---|
| REVENUE | Revenue growth exceeded expected CAGR of 3% ¹ - 2018 revenue was \$5.9B, as compared to 2020 target of \$5.6B | Broad based strong demand for semiconductors |
| PRICING | Pricing has been benign as compared to historic trend | Strong demand and industry discipline led to better pricing environment |

Negative Variance

| | | |
|--|--|---|
| FACTORY CONSOLIDATION CONSTRAINTS | Goal was to consolidate network to improve costs | Strong demand made it difficult to build bridge inventory to enable transfers |
| MIX | Computing(client) & consumer were expected to decline by 6% to 4% ¹ , and by 5% to 7% ¹ , per year, respectively | Computing(client) & consumer grew by 2% ¹ & 4% ¹ per year, respectively |
| INCREASED RAW MATERIAL COSTS | Up to 20-30% increase in costs of certain raw materials including substrates | Higher input costs impacted margins and capital expenditure |
| INCREASED CAPEX | Capex guidance was for 6-8% of revenue | Higher demand, especially in power semis, and rising substrate costs led to higher capex |



TARGET MODEL 2022

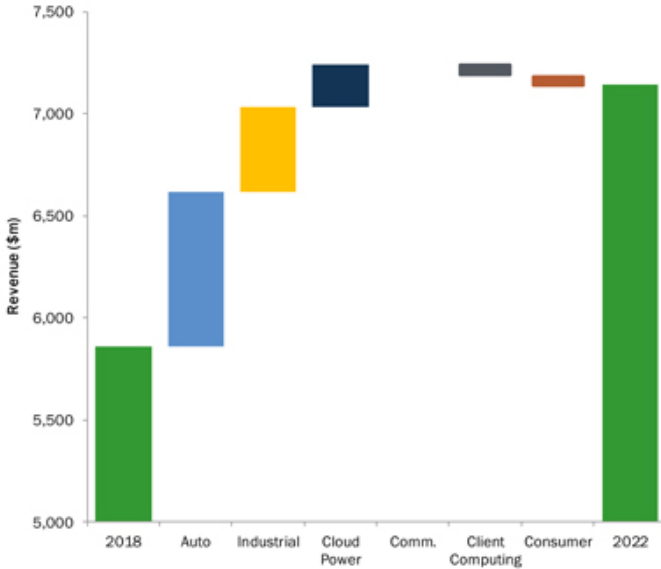
| | 2016 | 2018 | 2022 MODEL |
|---------------------------------------|----------------------|----------------------|------------------------|
| REVENUE | \$3.9 BILLION | \$5.9 BILLION | \$7.1 BILLION |
| GROSS MARGIN¹ | 35.0% | 38.1% | 43.0% |
| OPERATING EXPENSES¹ | 22.7% | 21.4% | 21.0% |
| OPERATING MARGIN¹ | 12.3% | 16.7% | 22.0% |
| PROFIT BEFORE TAX¹ | \$412 MILLION | \$893 MILLION | \$1,500 MILLION |
| CASH TAX RATE | 6.7% | 6.0% | 17.5% |
| NON-GAAP EPS¹ | \$0.91 | \$1.96 | \$3.00 |
| FREE CASH FLOW¹ | \$370 MILLION | \$759 MILLION | \$1,200 MILLION |







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Target model assumes flat share count from 4Q18 adjusted for share repurchases in 1Q19 as disclosed in 2018 10K
¹ Non-GAAP financial measure. See the Appendix for a reconciliation to the most directly comparable GAAP measure



PATH TO 2022 TARGET MODEL - REVENUE

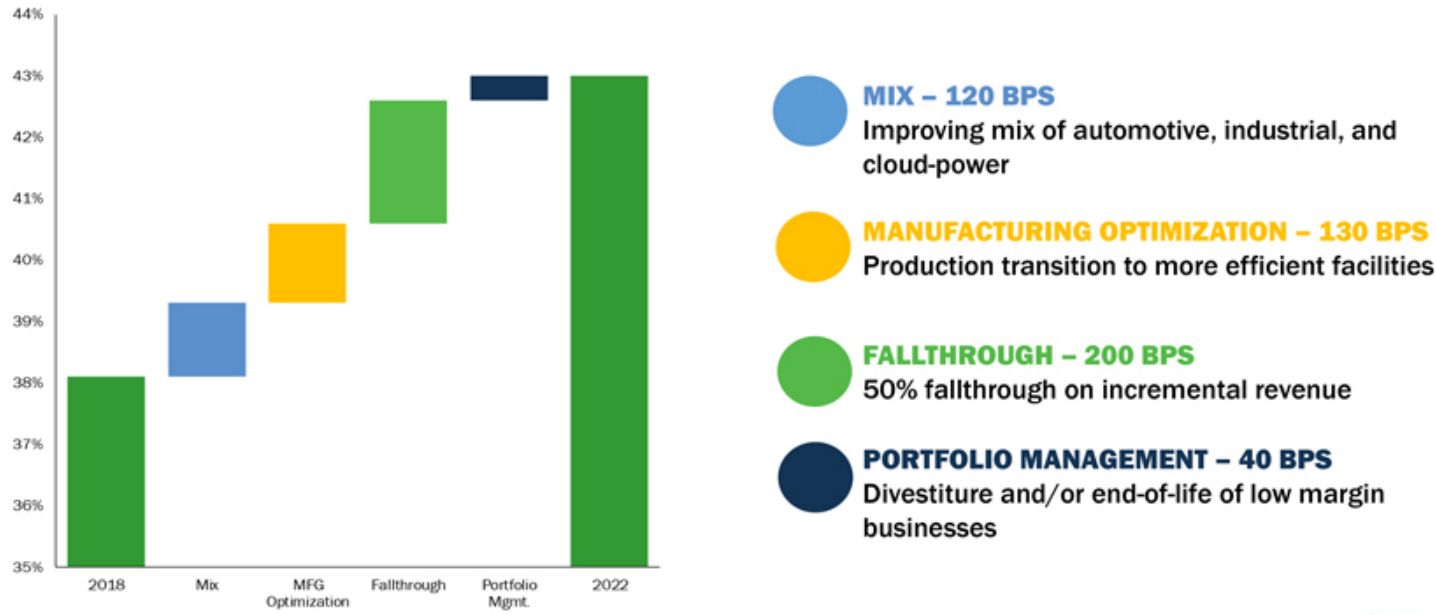


-  **AUTOMOTIVE CAGR 9%**
-  **INDUSTRIAL CAGR 6%**
-  **CLOUD POWER CAGR 13%**
-  **COMMUNICATIONS CAGR 0%**
-  **CLIENT COMPUTING CAGR -2%**
-  **CONSUMER CAGR -2%**

REVENUE CAGR OF 5%, ASSUMING INDUSTRY CAGR OF 3-3.5%



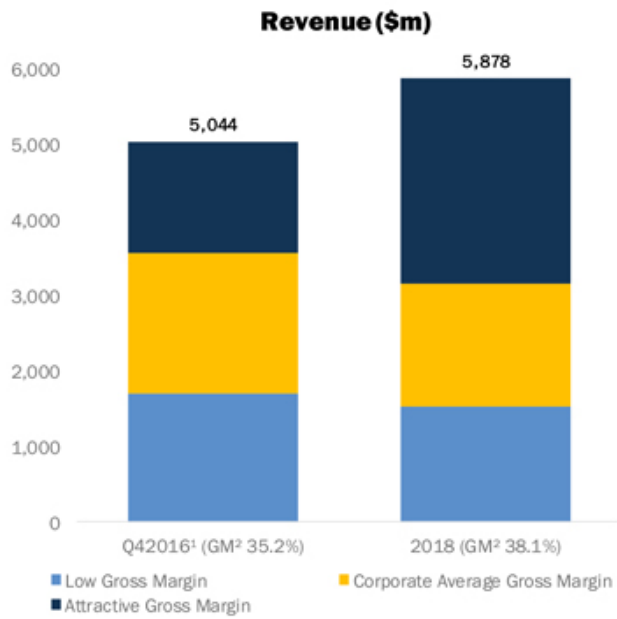
PATH TO 2022 TARGET MODEL – GROSS MARGIN



STRONG TRACK RECORD OF MARGIN EXPANSION
MAJORITY OF MARGIN EXPANSION INDEPENDENT OF REVENUE



MIX AND PORTFOLIO OPTIMIZATION HAVING IMPACT



GROWTH DRIVEN BY HIGH QUALITY REVENUE

Providing highly differentiated products for automotive, industrial, and cloud power markets

DIVESTITURE/CLOSURE OF NON-CORE BUSINESSES

Divested and end of life of low margin and non-core businesses

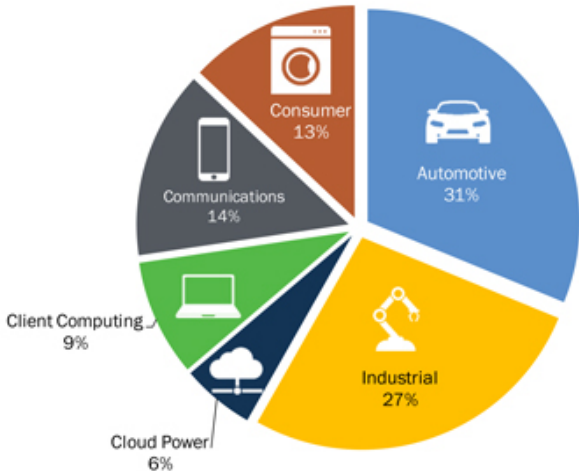
END-MARKET MIX SHIFT

Mix largely trended along expected lines, but impact was partially offset by growth in consumer & client computing

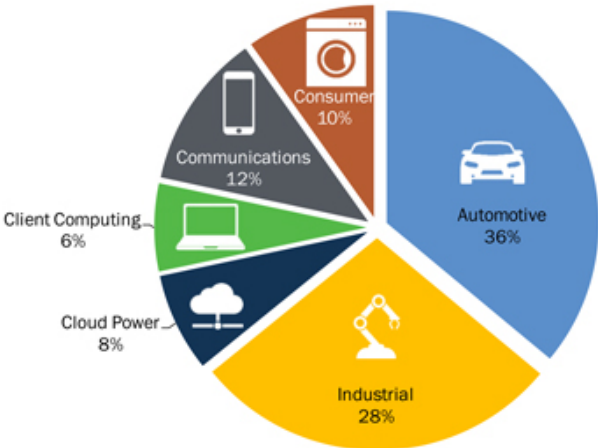


CHANGE IN MIX 2018 TO 2022

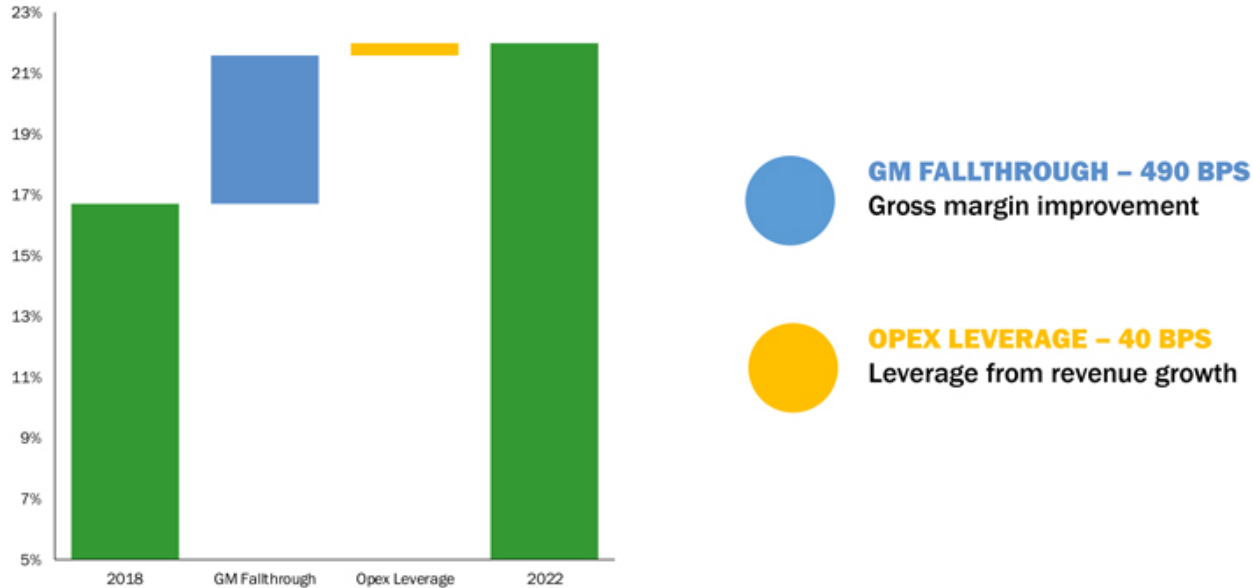
2018 REVENUE BY MARKET



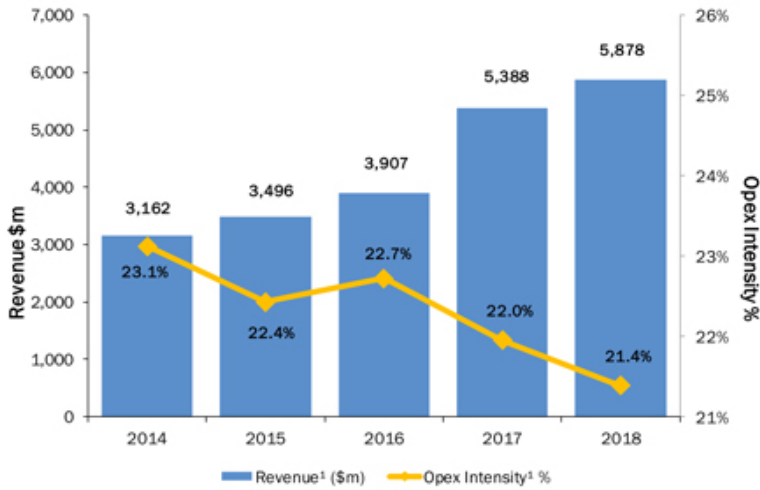
2022 REVENUE BY MARKET



PATH TO 2022 TARGET MODEL – OPERATING MARGIN



OPERATING EXPENSES¹



OPEX INTENSITY TARGET OF 21%
21% opex. intensity needed to leverage new opportunities



NEW MARKETS REQUIRE HIGHER R&D INVESTMENTS
EV/HEV, SiC, Sensors (Image, Radar, & LiDAR for ADAS, Cloud-power)



STRONG TRACK RECORD OF GENERATING OPEX LEVERAGE
Approaching 2020 target of 21% opex intensity

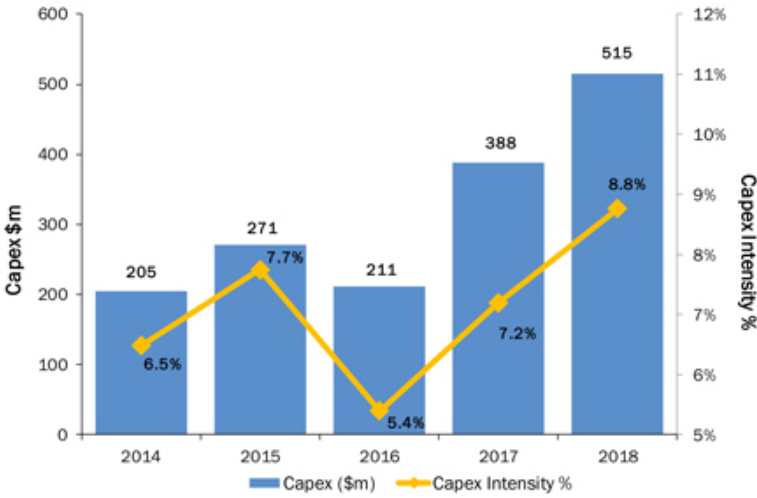


PATH TO 2022 TARGET MODEL – FREE CASH FLOW

| | 2016 | 2018 | 2022 MODEL |
|--|----------------------|------------------------|------------------------|
| OPERATING CASH FLOW | \$581 MILLION | \$1,274 MILLION | \$1,800 MILLION |
| NET CASH INTEREST | \$67 MILLION | \$86 MILLION | \$50 MILLION |
| CASH TAXES (% OF PRETAX INCOME) | 6.7% | 6.0% | 17.5% |
| DEPRECIATION & AMORTIZATION | \$364 MILLION | \$509 MILLION | \$564 MILLION |
| CAPITAL EXPENDITURE | \$211 MILLION | \$515 MILLION | \$575 MILLION |
| FREE CASH FLOW¹ | \$370 MILLION | \$759 MILLION | \$1,200 MILLION |



CAPITAL EXPENDITURE



CAPEX INTENSITY TARGET OF 8%

Investment need to strengthen leadership in strategic markets – automotive, industrial, & cloud power



GROWTH NECESSITATES HIGHER INVESTMENTS

EV, cloud-power, & sensors expected to drive strong growth



INVESTMENTS NEEDED FOR NEW MATERIALS AND TECHNOLOGIES

Silicon Carbide, etc.



CAPITAL ALLOCATION STRATEGY



ACCELERATE VIRTUOUS INVESTMENT CYCLE

Invest to strengthen ON's business, improve competitive position, increase free cash flow, repeat



ABSOLUTE COMMITMENT TO CAPITAL EFFICIENCY

Capital will be deployed in a manner to maximize returns for shareholders



BALANCE RISKS AND REWARDS IN CAPITAL ALLOCATION

Exercise strong discipline in capital allocation and have ability to react quickly to changing macroeconomic conditions



CAPITAL DEPLOYMENT PLAN



Organic growth of business – R&D, Sales & Marketing, Capex

- Significant opportunities for generating value through organic investments
- Investments geared towards differentiated products in auto, industrial, and cloud power markets
- Capex investments to improve profitability and grow capacity for fast growing products



Inorganic growth initiatives – M&A

- M&A will continue to be a critical component of ON's strategy
- Industry consolidation presents attractive opportunities for value creation through synergies
- High hurdle rate – M&A investments have to generate returns significantly above cost of capital and have to make strong strategic sense
- Strong track record of value creation through M&A



Share repurchase

- Strong commitment to returning capital to shareholders
- Share repurchase will be primary vehicle for cash return to shareholders
- Strong track record of share repurchases – Under last (2014) authorization, repurchased 51.2m shares at average price of \$13.90



Debt reduction

- Will continue to pay down debt, but intend to have net debt on balance sheet
- No idle net cash sitting on balance sheet for a long period



REVENUE SENSITIVITY TO 2022 TARGET MODEL

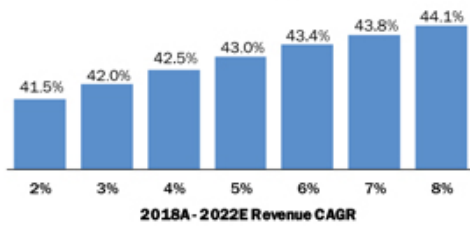
Non-GAAP Earnings / Share¹



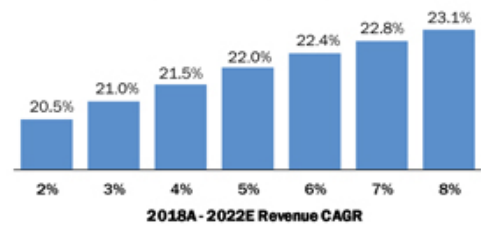
Free Cash Flow¹



Gross Margin¹



Operating Margin¹



SUMMARY

1

Strong business outlook – strong revenue growth coupled with solid margin expansion and accelerating FCF

2

Sharp focus on capital deployment – goal is to maximize returns and shareholder value

3

Company specific margin drivers in place – majority of margin expansion independent of revenue


4

ON is going through transformational changes – 2022 target a milestone, not the destination



Questions & Answers



THINK  ON.

ENERGY EFFICIENT INNOVATIONS



APPENDIX: NON-GAAP DEFINITIONS AND RECONCILIATIONS

Some data in this presentation includes non-GAAP financial measures. Following is the reconciliations of non-GAAP financial measures used in this presentation to the most directly comparable measures under GAAP.

| (in \$millions, except per share data) | FY2018 | FY2017 | FY2016 ⁽¹⁾ | FY2015 ⁽²⁾ | FY2014 ⁽²⁾ |
|--|------------------|------------------|-----------------------|-----------------------|-----------------------|
| GAAP Revenue | \$5,878.3 | \$5,543.1 | \$3,906.9 | \$3,495.8 | \$3,161.8 |
| a) Amortization of acquisition related intangible assets | 0.0 | -155.1 | 0.0 | 0.0 | 0.0 |
| Non-GAAP Revenue | \$5,878.3 | \$5,388.0 | \$3,906.9 | \$3,495.8 | \$3,161.8 |
| GAAP Gross Profit | \$2,288.7 | \$2,035.6 | \$1,300.5 | \$1,193.2 | \$1,084.9 |
| GAAP Gross Margin | 38.1% | 36.7% | 33.3% | 34.1% | 34.3% |
| a) Sell-through to sell-in adjustment | 0.0 | -59.0 | 0.0 | 0.0 | 0.0 |
| b) Expensing of appraised inventory at fair market value step up | 1.0 | 13.6 | 67.5 | 0.0 | 27.0 |
| c) Actuarial losses on pension plans and other pension benefits | 0.0 | 0.0 | 0.0 | -0.8 | 3.9 |
| Non-GAAP Gross Profit | \$2,299.7 | \$1,990.2 | \$1,368.0 | \$1,192.4 | \$1,115.8 |
| Non-GAAP Gross Margin | 38.1% | 36.9% | 35.0% | 34.1% | 35.3% |

(1) Amounts have been adjusted for the retrospective adoption of ASU 2017-07 - "Improving the presentation of Net Periodic Pension Cost and Net Periodic Pension Benefit Cost" ("ASU 2017-07"). Under ASU 2017-07, service cost is included in operating income while the other components are reported outside of operating income. The adoption of the standard in 2018 did not have a material impact on current or prior period financial statements.

(2) Amounts are presented as previously reported and have not been adjusted for the retrospective adoption of ASU 2017-07.

| (in \$millions, except per share data) | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 |
|---|----------------|----------------|----------------|----------------|----------------|
| GAAP income before income taxes | \$755.0 | \$547.5 | \$180.6 | \$219.8 | \$191.9 |
| a) Sell-through to sell-in adjustment | 0.0 | (59.0) | 0.0 | 0.0 | 0.0 |
| b) Expensing of appraised inventory at fair market value step up | 1.0 | 13.6 | 67.5 | 0.0 | 27.0 |
| c) Amortization of acquisition-related intangible assets | 111.7 | 123.8 | 104.8 | 135.7 | 68.4 |
| d) Restructuring, asset impairments and other, net | 4.3 | 20.8 | 33.2 | 9.3 | 30.5 |
| e) Goodwill and intangible asset impairment | 6.8 | 13.1 | 2.2 | 3.8 | 9.6 |
| f) Third party acquisition and divestiture related costs | 4.4 | 3.2 | 25.8 | 3.5 | 8.1 |
| g) R&D costs related to licensing income | 7.0 | 10.0 | 0.0 | 0.0 | 0.0 |
| h) Actuarial (gains) losses on pension plans and other pension benefits | 5.8 | 1.9 | 10.0 | (5.0) | 12.3 |
| i) Loss on debt refinancing and prepayment | 4.6 | 47.2 | 6.3 | 0.4 | 0.0 |
| j) Gain on sale of available-for-sale securities | 0.0 | 0.0 | 0.0 | (5.4) | 0.0 |
| k) Non-cash interest on convertible notes | 36.1 | 30.8 | 26.1 | 17.5 | 7.0 |
| l) Pre acquisition interest expense, net | 0.0 | 0.0 | 48.3 | 0.0 | 0.0 |
| m) Adjustment to contingent consideration | (2.1) | 1.8 | (0.5) | 0.0 | 0.0 |
| n) Licensing Income | (36.6) | (47.6) | 0.0 | 0.0 | 0.0 |
| o) Gain on divestiture of business | (5.0) | (12.5) | (92.2) | 0.0 | 0.0 |
| Non-GAAP income before income taxes | \$893.0 | \$694.6 | \$412.1 | \$379.6 | \$354.8 |

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| (in \$millions, except per share data) | FY2018 | FY2017 | FY2016 ⁽¹⁾ | FY2015 ⁽²⁾ | FY2014 ⁽²⁾ |
|--|------------------|------------------|-----------------------|-----------------------|-----------------------|
| GAAP operating expenses | \$1,391.5 | \$1,354.0 | \$1,053.7 | \$932.1 | \$850.5 |
| GAAP operating expenses % of revenue | 23.7% | 24.4% | 27.0% | 26.7% | 26.9% |
| a) Amortization of acquisition related intangible assets | (111.7) | (123.8) | (104.8) | (135.7) | (68.4) |
| b) Actuarial gains (losses) on pension plans and other pension benefits | 0.0 | 0.0 | 0.0 | 4.2 | (8.4) |
| c) Restructuring, asset impairments and other, net | (4.3) | (20.8) | (33.2) | (9.3) | (30.0) |
| d) Goodwill and intangible asset impairments | (6.8) | (13.1) | (2.2) | (3.8) | (4.6) |
| e) Third party acquisition related costs | (4.4) | (3.2) | (25.8) | (3.5) | (8.1) |
| f) R&D costs related to licensing income | (7.0) | (10.0) | 0.0 | 0.0 | 0.0 |
| Non-GAAP operating expenses | \$1,257.3 | \$1,183.1 | \$887.7 | \$784.0 | \$731.0 |
| Non-GAAP operating expenses % of non-GAAP revenue | 21.4% | 22.0% | 22.7% | 22.4% | 23.1% |
| GAAP operating income | \$847.2 | \$681.6 | \$246.8 | \$261.1 | \$228.9 |
| GAAP operating income % of revenue | 14.4% | 12.3% | 6.3% | 7.5% | 7.2% |
| a) Actuarial gains (losses) on pension plans and other pension benefits (cost of revenues) | 0.0 | 0.0 | 0.0 | (0.8) | 3.9 |
| b) Expensing of appraised inventory at fair market value step up | 1.0 | 13.6 | 67.5 | 0.0 | 27.0 |
| c) Amortization of acquisition related intangible assets | 111.7 | 123.8 | 104.8 | 135.7 | 68.4 |
| d) Actuarial gains (losses) on pension plans and other pension benefits (operating expenses) | 0.0 | 0.0 | 0.0 | (4.2) | 8.4 |
| e) Restructuring, asset impairments and other, net | 4.3 | 20.8 | 33.2 | 9.3 | 30.5 |
| f) Goodwill and intangible asset impairments | 6.8 | 13.1 | 2.2 | 3.8 | 9.6 |
| g) Sell-through to sell-in adjustment | 0.0 | (59.0) | 0.0 | 0.0 | 0.0 |
| h) Third party acquisition and divestiture related costs | 4.4 | 3.2 | 0.0 | 0.0 | 8.1 |
| i) R&D costs related to licensing income | 7.0 | 10.0 | 25.8 | 3.5 | 0.0 |
| Non-GAAP operating income | \$982.4 | \$807.1 | \$480.3 | \$408.4 | \$384.8 |
| Non-GAAP operating income % of non-GAAP revenue | 16.7% | 15.0% | 12.3% | 11.7% | 12.2% |

(1) Amounts have been adjusted for the retrospective adoption of ASU 2017-07 - "Improving the presentation of Net Periodic Pension Cost and Net Periodic Pension Benefit Cost" ("ASU 2017-07"). Under ASU 2017-07, service cost is included in operating income while the other components are reported outside of operating income. The adoption of the standard in 2018 did not have a material impact on current or prior period financial statements.

(2) Amounts are presented as previously reported and have not been adjusted for the retrospective adoption of ASU 2017-07.



APPENDIX CONTINUED: NON-GAAP DEFINITIONS AND RECONCILIATIONS

Some data in this presentation includes non-GAAP financial measures. Following is the reconciliations of non-GAAP financial measures used in this presentation to the most directly comparable measures under GAAP.

| (in Millions, except per share data) | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 |
|---|----------------|----------------|----------------|----------------|----------------|
| GAAP net income attributable to ON Semiconductor Corporation | \$627.4 | \$810.7 | \$182.1 | \$209.0 | \$189.7 |
| a) Self-through to sell-in adjustment | 0.0 | (59.0) | 0.0 | 0.0 | 0.0 |
| b) Expensing of appraised inventory at fair market value step up | 1.0 | 13.6 | 67.5 | 0.0 | 27.0 |
| c) Amortization of acquisition-related intangible assets | 111.7 | 123.8 | 104.8 | 135.7 | 68.4 |
| d) Restructuring, asset impairments and other, net | 4.3 | 20.8 | 33.2 | 9.3 | 30.5 |
| e) Goodwill and intangible asset impairment | 6.8 | 13.1 | 2.2 | 3.8 | 9.6 |
| f) Third party acquisition and divestiture related costs | 4.4 | 3.2 | 25.8 | 3.5 | 8.1 |
| g) R&D costs related to licensing income | 7.0 | 10.0 | 0.0 | 0.0 | 0.0 |
| h) Actuarial (gains) losses on pension plans and other pension benefits | 5.8 | 1.9 | 10.0 | (5.0) | 12.3 |
| i) Loss on debt refinancing and prepayment | 4.6 | 47.2 | 6.3 | 0.4 | 0.0 |
| j) Gain on sale of available-for-sale securities | 0.0 | 0.0 | 0.0 | (5.4) | 0.0 |
| k) Non-cash interest on convertible notes | 36.1 | 30.8 | 26.1 | 17.5 | 7.0 |
| l) Pre acquisition interest expense, net | 0.0 | 0.0 | 48.3 | 0.0 | 0.0 |
| m) Adjustment to contingent consideration | (2.1) | 1.8 | (0.5) | 0.0 | 0.0 |
| n) Licensing Income | (36.6) | (47.6) | 0.0 | 0.0 | 0.0 |
| o) Gain on divestiture of business | (5.0) | (12.5) | (92.2) | 0.0 | 0.0 |
| p) Adjustment of income taxes | 71.9 | (333.3) | (31.2) | (16.5) | (18.3) |
| Non-GAAP net income attributable to ON Semiconductor Corporation | \$837.3 | \$624.5 | \$382.4 | \$352.3 | \$334.3 |
| GAAP diluted share count | 435.9 | 428.3 | 420.0 | 427.8 | 443.5 |
| Special items: | | | | | |
| a) Dilutive share count attributable to convertible notes | (7.8) | (0.9) | (0.9) | (0.9) | 0.0 |
| Non-GAAP diluted share count | 428.1 | 427.4 | 419.1 | 426.9 | 443.5 |
| Non-GAAP diluted earnings per share | \$1.96 | \$1.46 | \$0.91 | \$0.83 | \$0.75 |

| (in Millions, except per share data) | FY2018 | FY2017 | FY2016 | FY2015 | FY2014 |
|---|------------------|------------------|----------------|----------------|----------------|
| Cash flows from operating activities | \$1,274.2 | \$1,094.2 | \$581.1 | \$470.6 | \$481.3 |
| Less: Purchase of property, plant and equipment | 514.8 | 387.5 | 210.7 | 270.8 | 204.3 |
| Free Cash Flow | \$759.4 | \$706.7 | \$370.4 | \$199.8 | \$277.0 |



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