



partnering for process control

Passion ■ Innovation ■ Performance

To whom it may concern,

Nova Measuring Instruments Ltd. is a leading global metrology tools supplier for the semiconductor industry with solutions and services that are used by the largest IC manufacturers. Nova's expertise in Optical CD profiling metrology systems, addressing the complex measurement and process control challenges of High Volume Manufacturing (HVM) in 300 & 200 mm IC manufacturing, below 20nm technology nodes.

Committed to innovation, Nova has hired Mr. Nir Ben Lavi, Lead Researcher at Inovent Applications, to perform a full scale Systematic Innovation process aimed at solving technological problems and generate solutions that will be part of Nova's next generation products.

During 2011, we went through an exciting innovation quest led by Mr. Ben Lavi.

- This quest lasted for several months, involved more than 25 participants from the company's R&D, engineering, production and strategic development department.
- The process consisted of a series of lectures, team-meetings and coaching sessions.
- The participants were divided to four multi-disciplinary teams and each team focused on one of Nova's most challenging issues
- Each team was also guided in prioritizing the solutions generated and selected solutions were presented in a summarizing company meeting.
- The solutions were further analyzed and the most promising ones were forwarded to further development as well as to integration with current products and process.

Mr. Ben Lavi has inspired us in our efforts of innovation; he led the entire Systematic Innovation process in a professional yet pleasant and motivating manner.

I strongly recommend Mr. Ben Lavi to companies who seek for their next breakthrough.

Best Regards,

Tal Shmueli

VP R&D, Nova Measuring Instruments

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