Lam RESEARCH



TWO CRITICAL ENABLERS.

ONE PROVEN LEADER.

INVESTOR DAY 2025
NEW YORK CITY

Cautionary statement regarding forward-looking statements

This presentation and the accompanying discussion contain “forward-looking statements” under U.S. securities laws. Forward-looking statements include any statements that are not statements of historical fact. Examples of forward-looking statements include, but are not limited to: (1) anticipated business, balance sheet, cash flow and financial measures and results and related drivers, including guidance, whether on a GAAP or non-GAAP basis; (2) economic, market, industry and industry segment expectations; (3) product performance and changes in market share or customer demands; (4) our ability to successfully execute business, capital allocation, product and growth plans or strategies, or otherwise deliver value for customers and stockholders; and (5) the impact of trade regulations, export controls and trade disputes. Forward-looking statements speak only as of the date they are made and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed, including: the actions of our customers and competitors may be inconsistent with our expectations; business, political and/or regulatory conditions in the consumer electronics industry, the semiconductor industry and the overall economy may deteriorate or change; trade regulations, export controls, trade disputes and other geopolitical tensions may inhibit our ability to sell our products; supply chain cost increases and other inflationary pressures have impacted and may continue to impact our profitability; supply chain disruptions or manufacturing capacity constraints may limit our ability to manufacture and sell our products; and natural and human caused disasters, disease outbreaks, war, terrorism, political or governmental unrest or instability, or other events beyond our control may impact our operations and revenue in affected areas; as well as the other factors discussed in our filings with the Securities and Exchange Commission (“SEC”), including specifically the Risk Factors described in our annual report on Form 10-K for the fiscal year ended June 30, 2024 and our quarterly report on Form 10-Q for the fiscal quarter ended December 29, 2024. You should not place undue reliance on forward-looking statements. Lam undertakes no obligation to update any forward-looking statements.

Agenda

Tim Archer | President & Chief Executive Officer

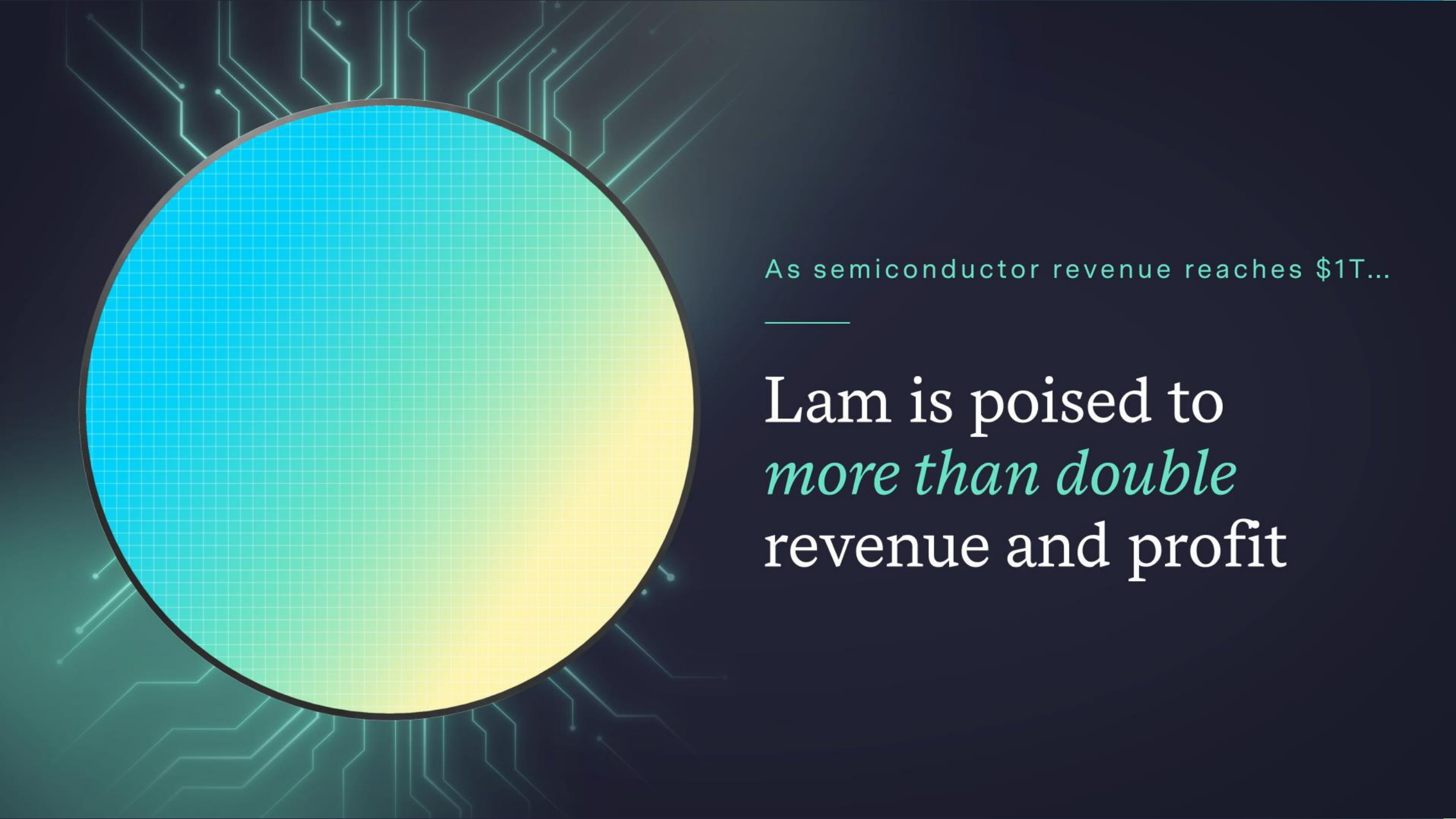
Sesha Varadarajan | SVP, Global Products Group

Tim Archer | President & Chief Executive Officer

Break

Doug Bettinger | EVP, Chief Financial Officer

Q&A


As semiconductor revenue reaches $1T...
Lam is poised to
more than double
revenue and profit

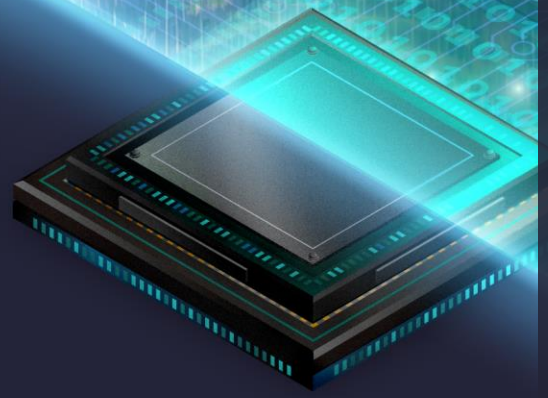


Over the next ~5 years

$2.5 trillion in cumulative data center CapEx will drive *$200 billion in WFE investments*

WFE = Wafer fabrication equipment
CapEx = Capital expenditures

Within WFE, advanced node investments are *accelerating*



LEADING EDGE WFE PER WAFER*



2019 **2024** **$1T Semi**

*Note – represents the WFE for incremental wafers (including additions and conversions), and is an aggregate measure encompassing NAND, DRAM and leading-edge foundry/logic normalized to 2019

Building blocks of *Lam's outperformance*

We will expand our SAM faster than WFE
as deposition and etch intensity accelerates at the leading edge

We will gain share at the technology inflections
by delivering best-in-class deposition and etch products

We will grow CSBG faster than the installed base
by innovating throughout the product life cycle

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SAM = Served available market
CSBG = Customer Support Business Group

In a $1T semiconductor industry…

We are targeting high 30% SAM share of WFE

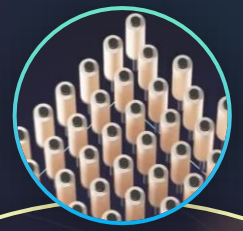
We will gain share at the technology inflections

by delivering best-in-class deposition and etch products

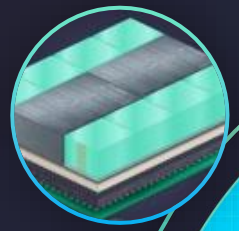
We will grow CSBG faster than the installed base

by innovating throughout the product life cycle

DRAM $4F^2$



Advanced packaging



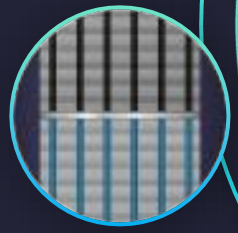


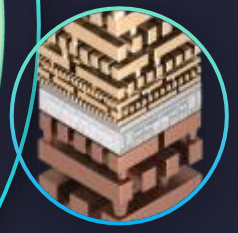
GAA

Markets moving towards our strengths

Uniquely positioned to outperform

Tiered approach





Backside power

EUV patterning





Mo metal

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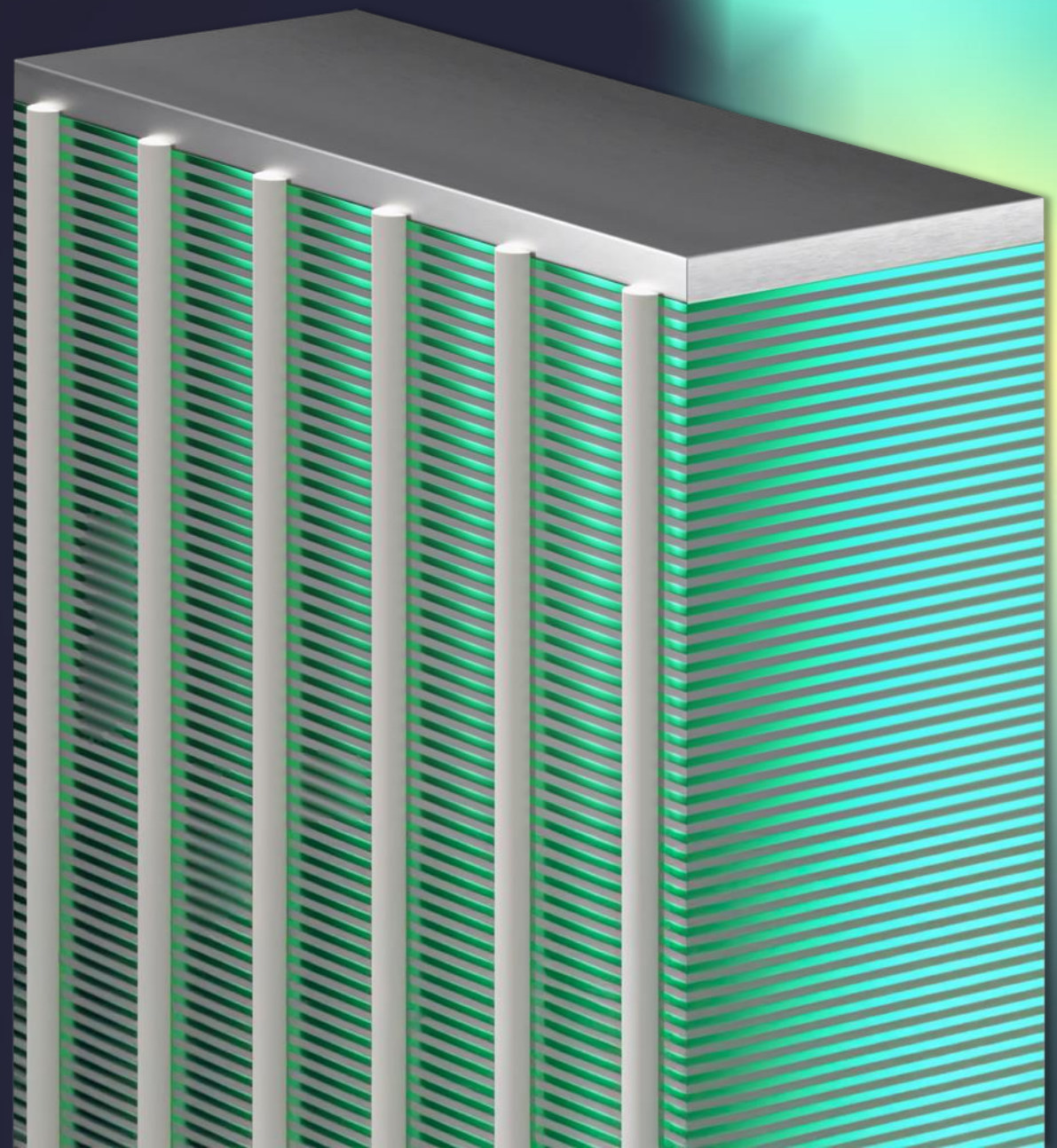
DRAM- Dynamic Random Access Memory
EUV = Extreme ultraviolet
GAA = Gate all around
Mo = Molybdenum

NAND

Deposition and etch intensity increasing

1.8x

SAM per wafer

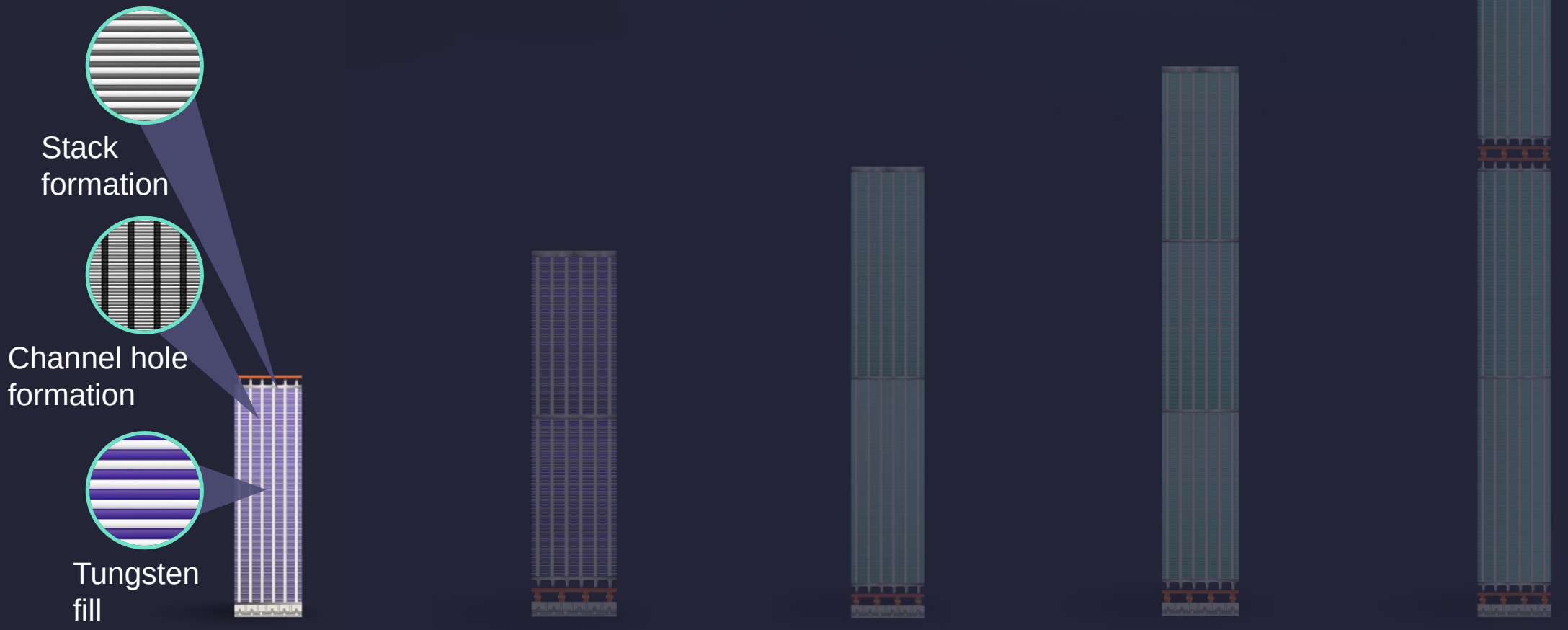


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NAND: 128 to 5xx

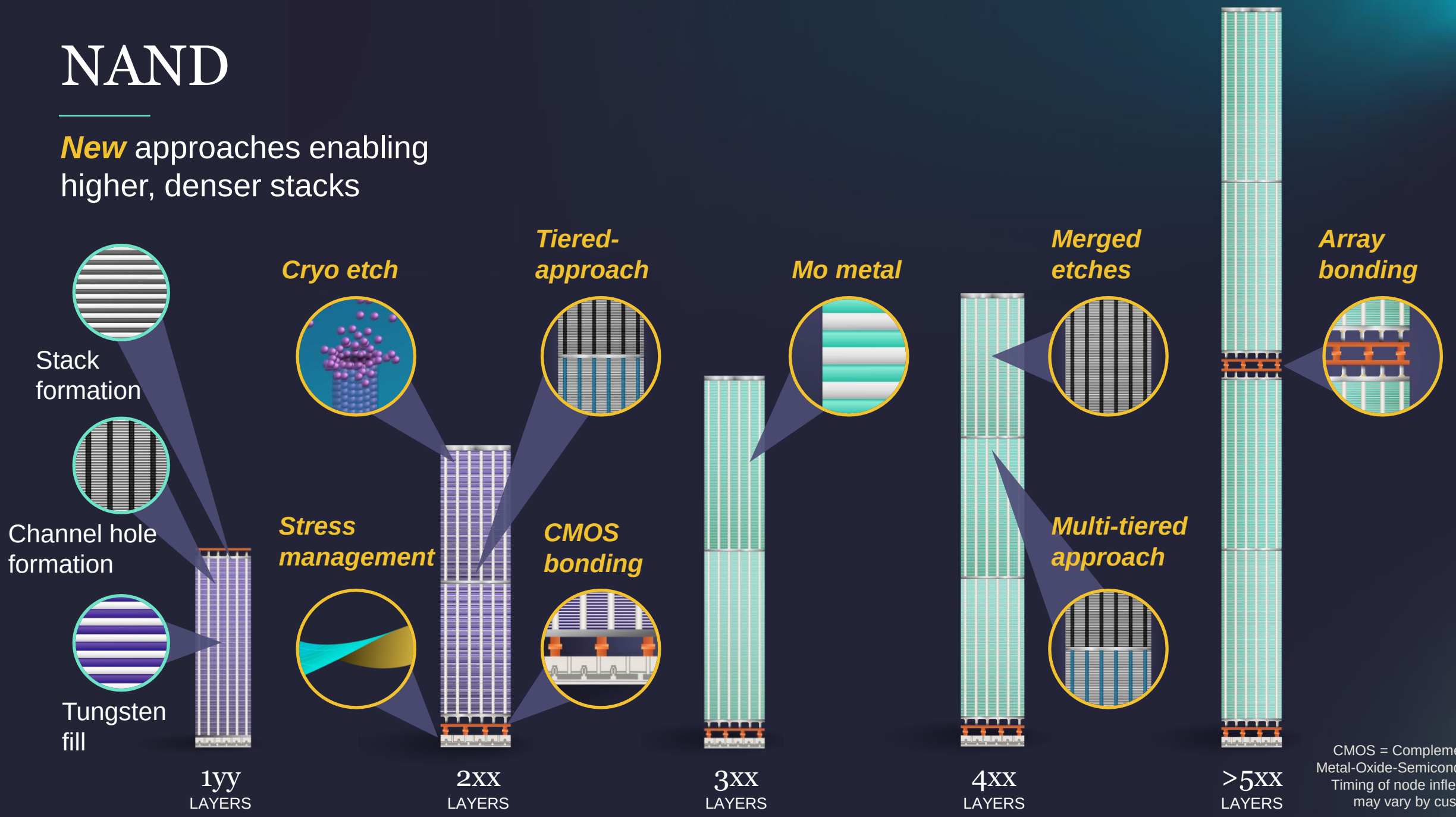
NAND

Foundational deposition and etch enablers



NAND

New approaches enabling higher, denser stacks



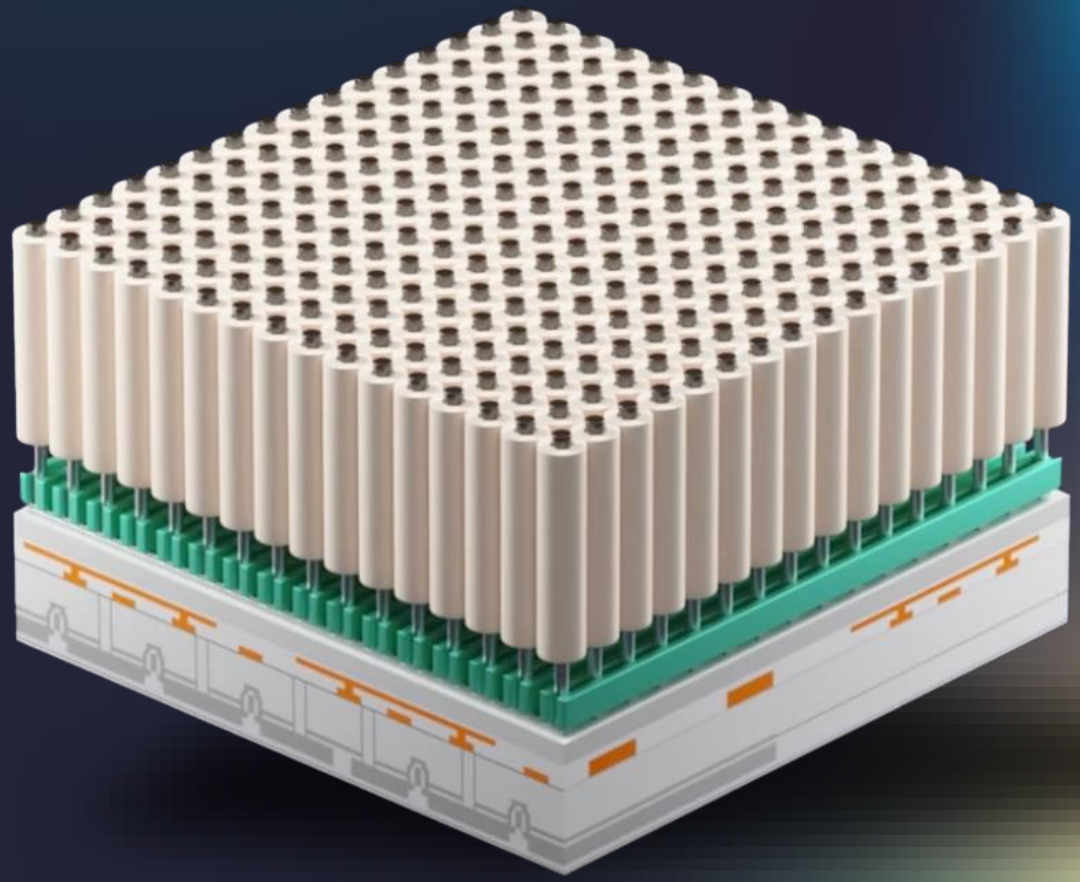
CMOS = Complementary Metal-Oxide-Semiconductor
Timing of node inflections may vary by customer

DRAM

Deposition and etch intensity increasing

1.7x

SAM per wafer

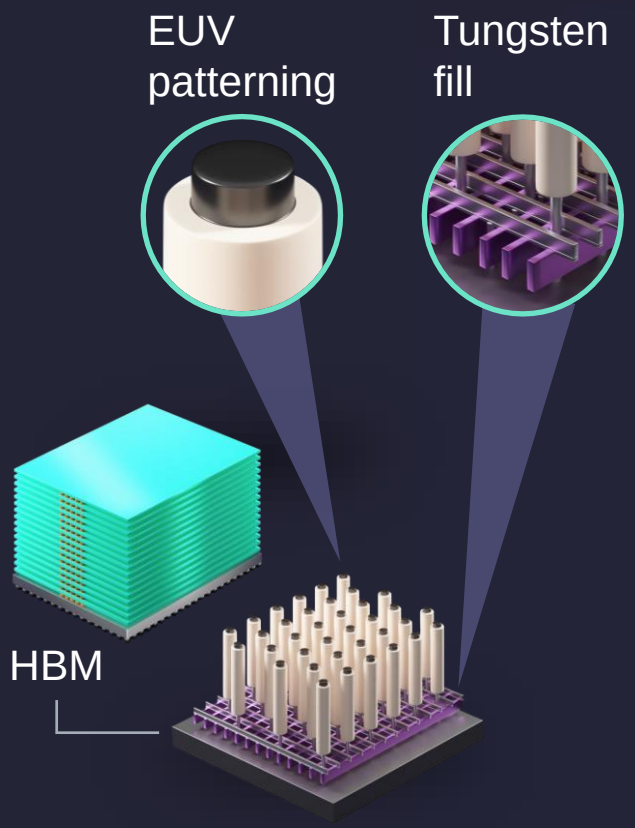


LAM RESEARCH

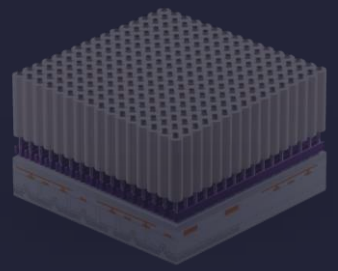
DRAM: calculated from 1b to 3D

DRAM

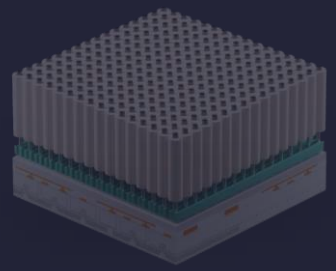
Foundational deposition and etch enablers



$6F^2$



$4F^2$ (First gen)



$4F^2$ (Future gen)

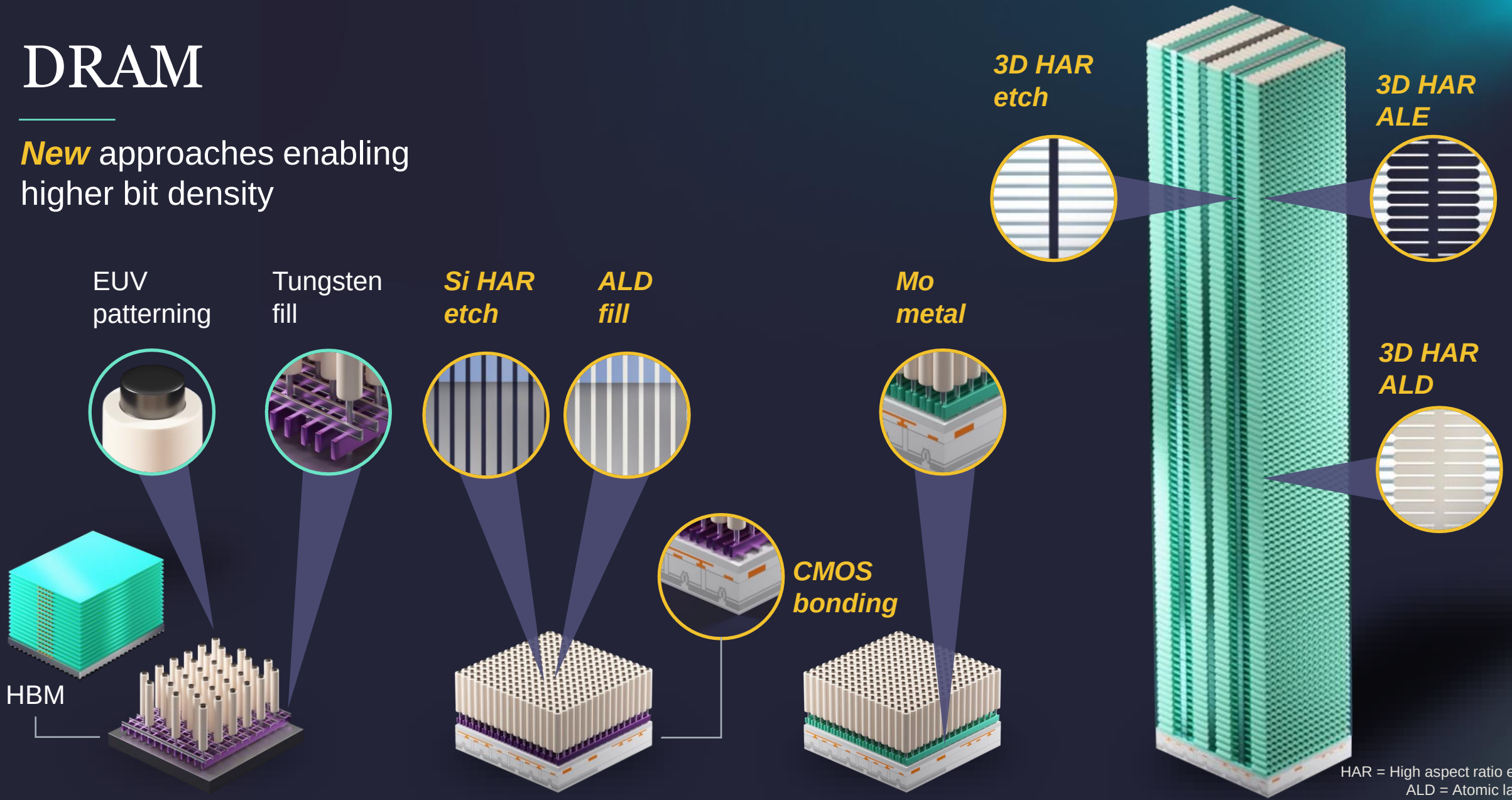


3D 1xx
LAYERS

HBM = High bandwidth memory
Timing of node inflections may vary by customer

DRAM

New approaches enabling higher bit density



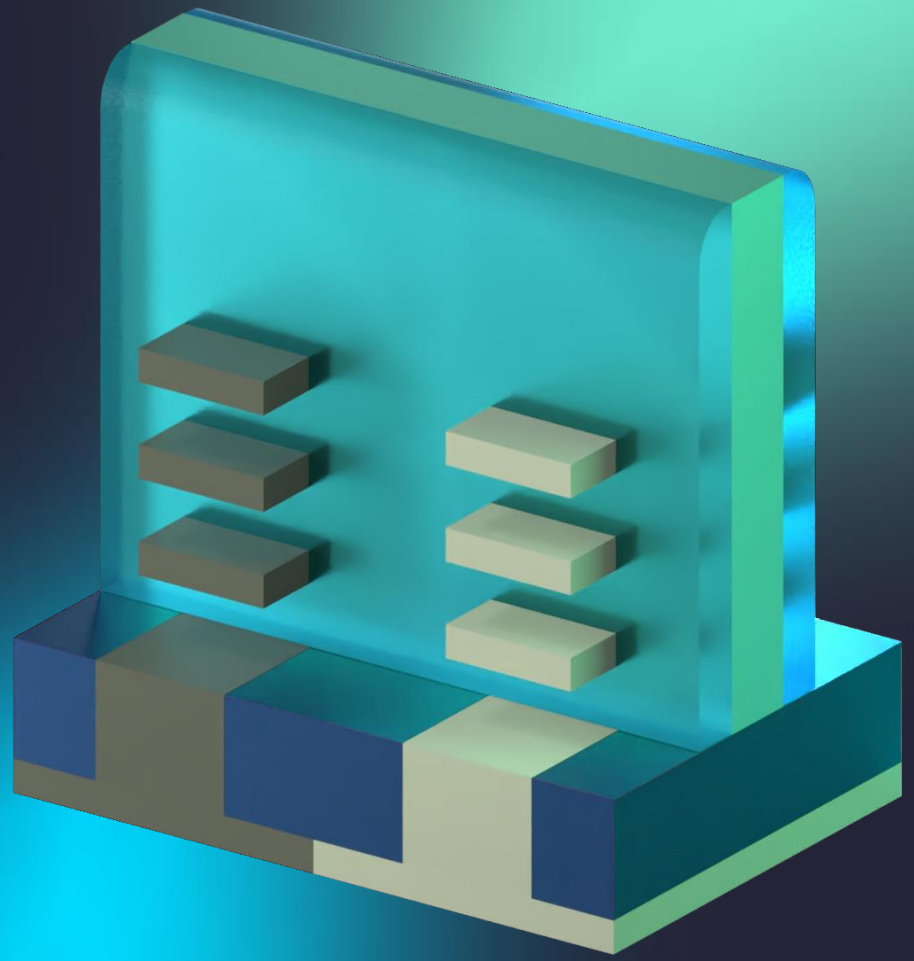
HAR = High aspect ratio etch
ALD = Atomic layer deposition
ALE = Atomic layer etch
Timing of node inflections may vary by customer

Foundry/logic

Deposition and etch
intensity increasing

2.0x

SAM per wafer



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Foundry/logic: calculated from 5 nm to CFET

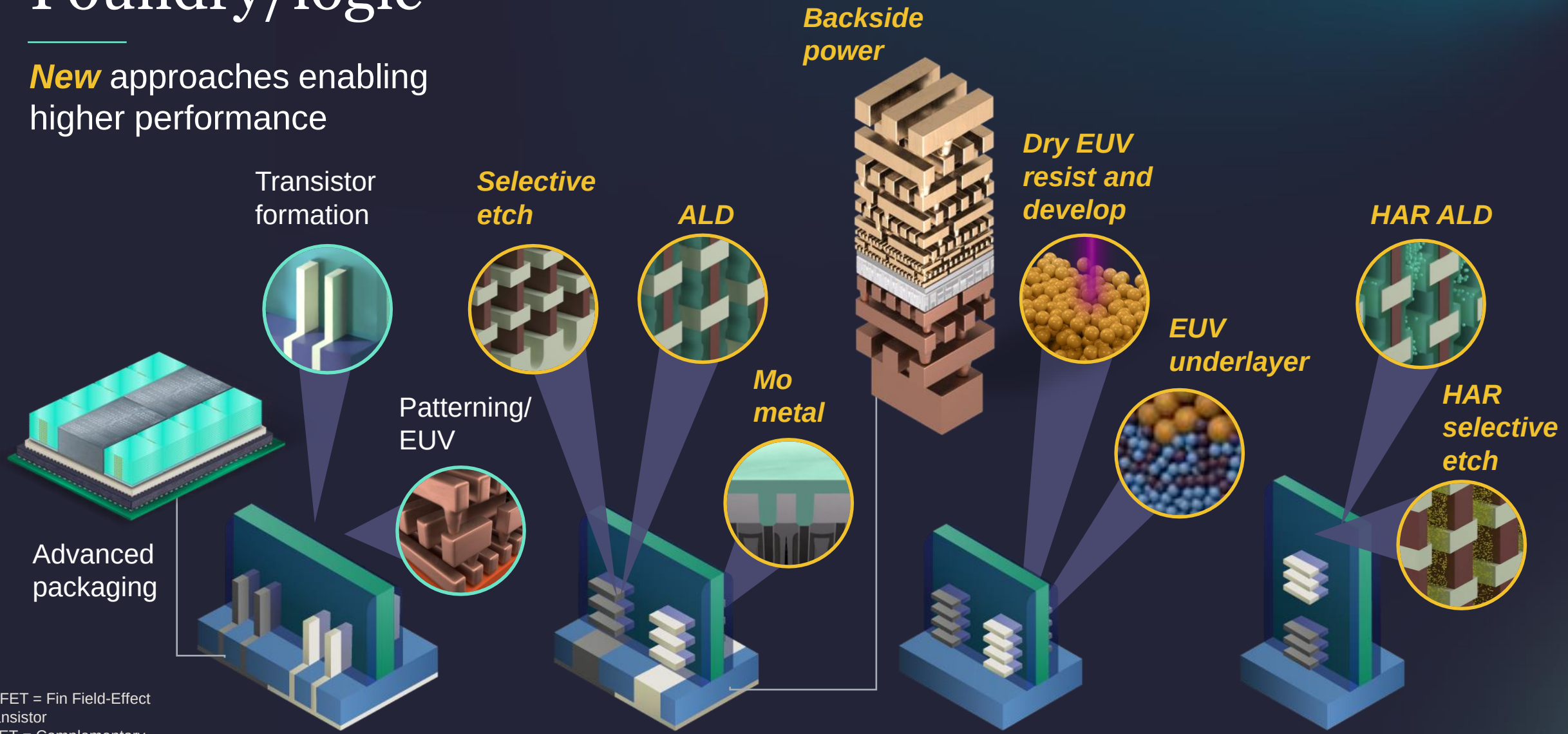
Foundry/logic

Foundational deposition and etch enablers



Foundry/logic

New approaches enabling higher performance



FinFET = Fin Field-Effect Transistor
CFET = Complementary Field-Effect Transistor
Timing of node inflections may vary by customer

In a $1T semiconductor industry…

We are targeting high 30% SAM share of WFE

We are targeting >50% share of incremental SAM

We will grow CSBG faster than the installed base

by innovating throughout the product life cycle

INVESTOR DAY 2025

Winning at the technology inflections

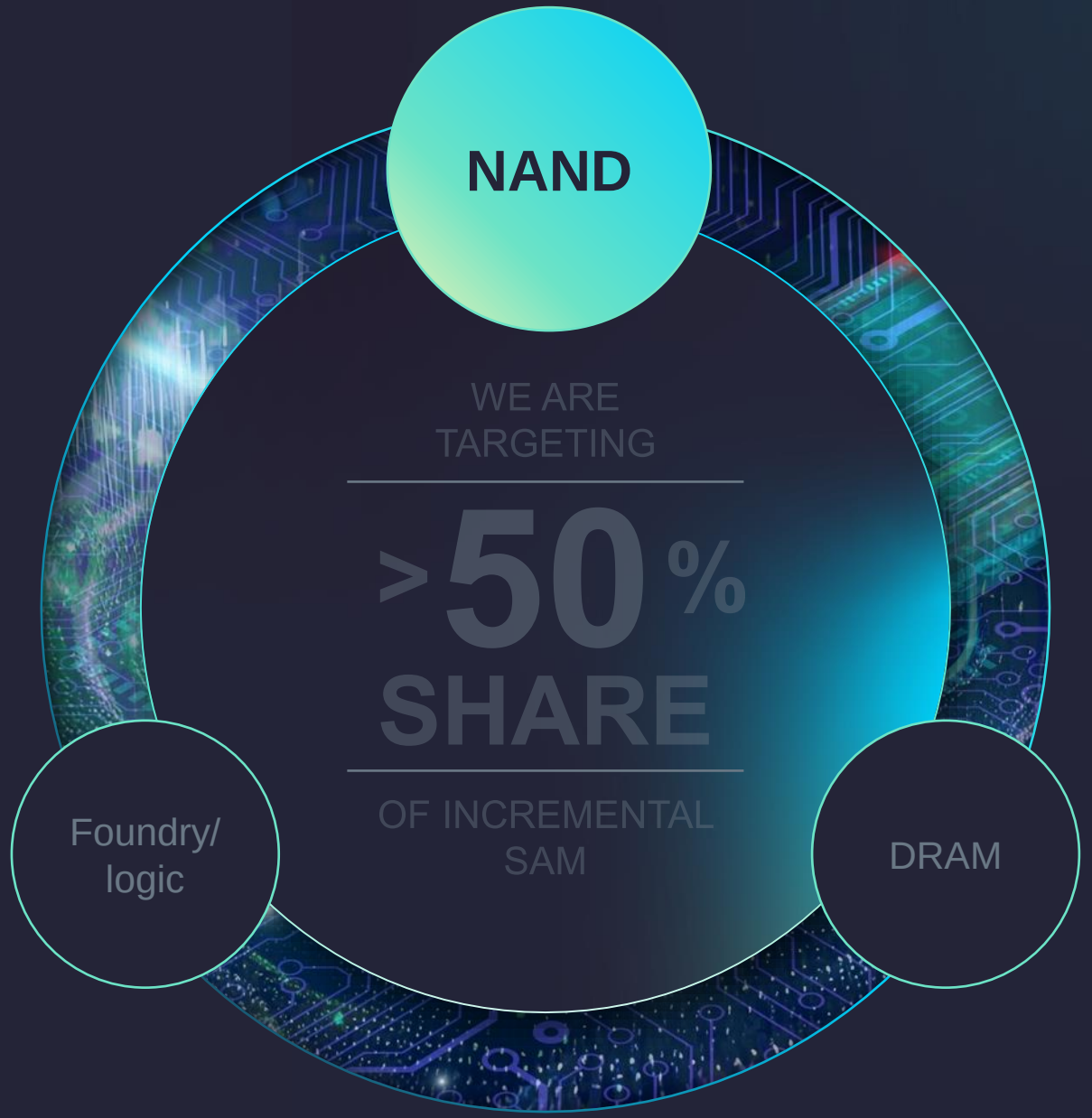
Sesha Varadarajan

SVP, Global Products Group

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We will gain share by targeting critical technology inflections with uniquely differentiated products



Why we win in NAND…

We have the largest NAND installed base, enabling us to deliver capital efficient technology conversions with new tools and upgrades

Leading with *the most differentiated portfolio*

NAND

FOUNDATIONAL



Stack formation
Strata® deposition



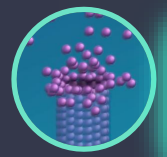
Channel hole formation
Flex® HAR etch
Kiyo® mask etch



Word line metallization
ALTUS® ALD tungsten



NEW



+ Channel hole etch
Sense.i® Vantex® Lam Cryo™ 3.0



+ Tiered stacking
VECTOR® carbon plug fill



+ New metal (Molybdenum)
New ALD system



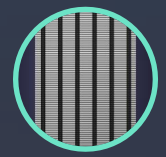
+ Stress management
VECTOR® DT backside dep



+ CMOS bonding
SABRE® plating



FUTURE



+ Merged HAR etch
Sense.i® Vantex® Lam Cryo™ 3.0

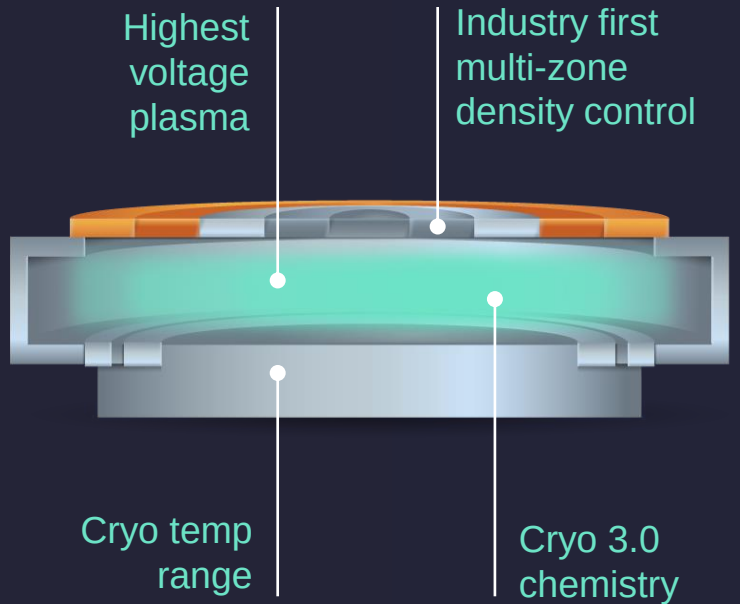


+ Array bonding
Coronus® DX

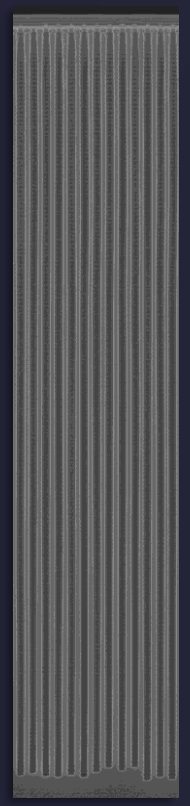


Vantex®: HAR etch innovation enabling NAND scaling

Unique Lam Cryo™ 3.0 hardware and process



Differentiated performance



10 µm HAR merge etch

PROFILE DEVIATION
80%

CARBON EMISSIONS
90%

Upgradeable installed base

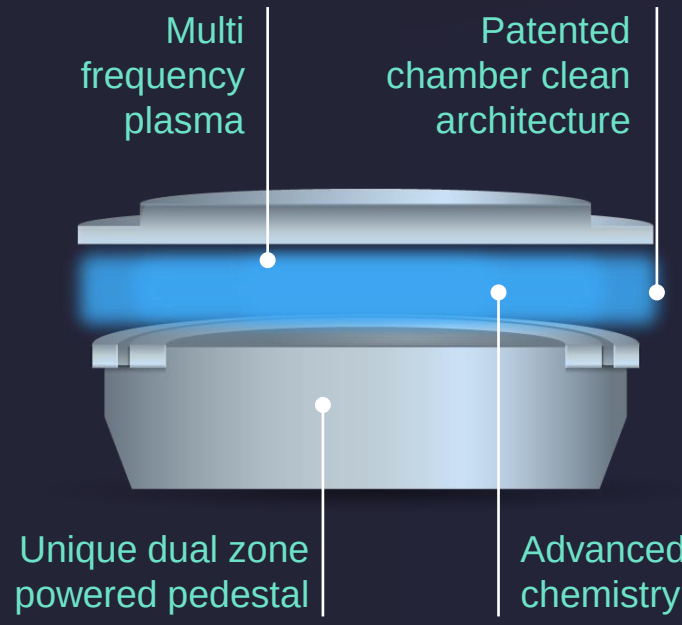


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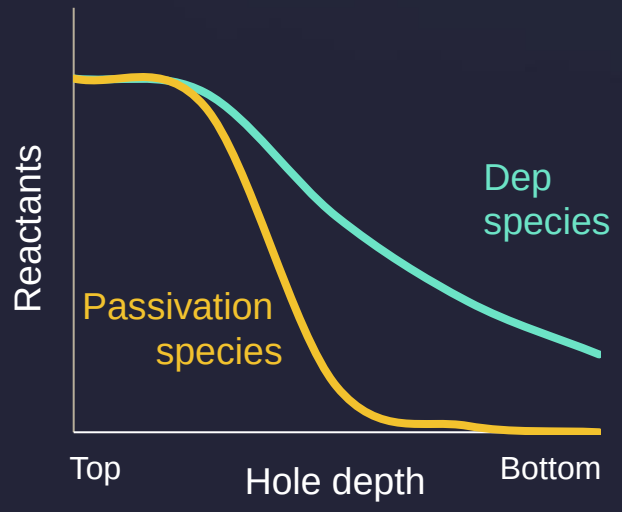
Improvement over Cryo 1.0
Source: Lam Research. 90% reduction in Kg CO2 per wafer. Estimated emissions reduction calculated using IPPC (Intergovernmental Panel on Climate Change) guidelines for greenhouse gas inventories. The estimated reduction has not been independently verified.

VECTOR®: Plasma carbon fill engineered for scaling

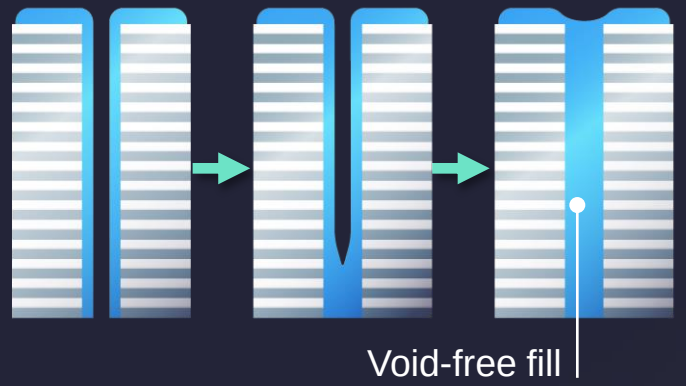
Innovative chamber design



Enables independent species control

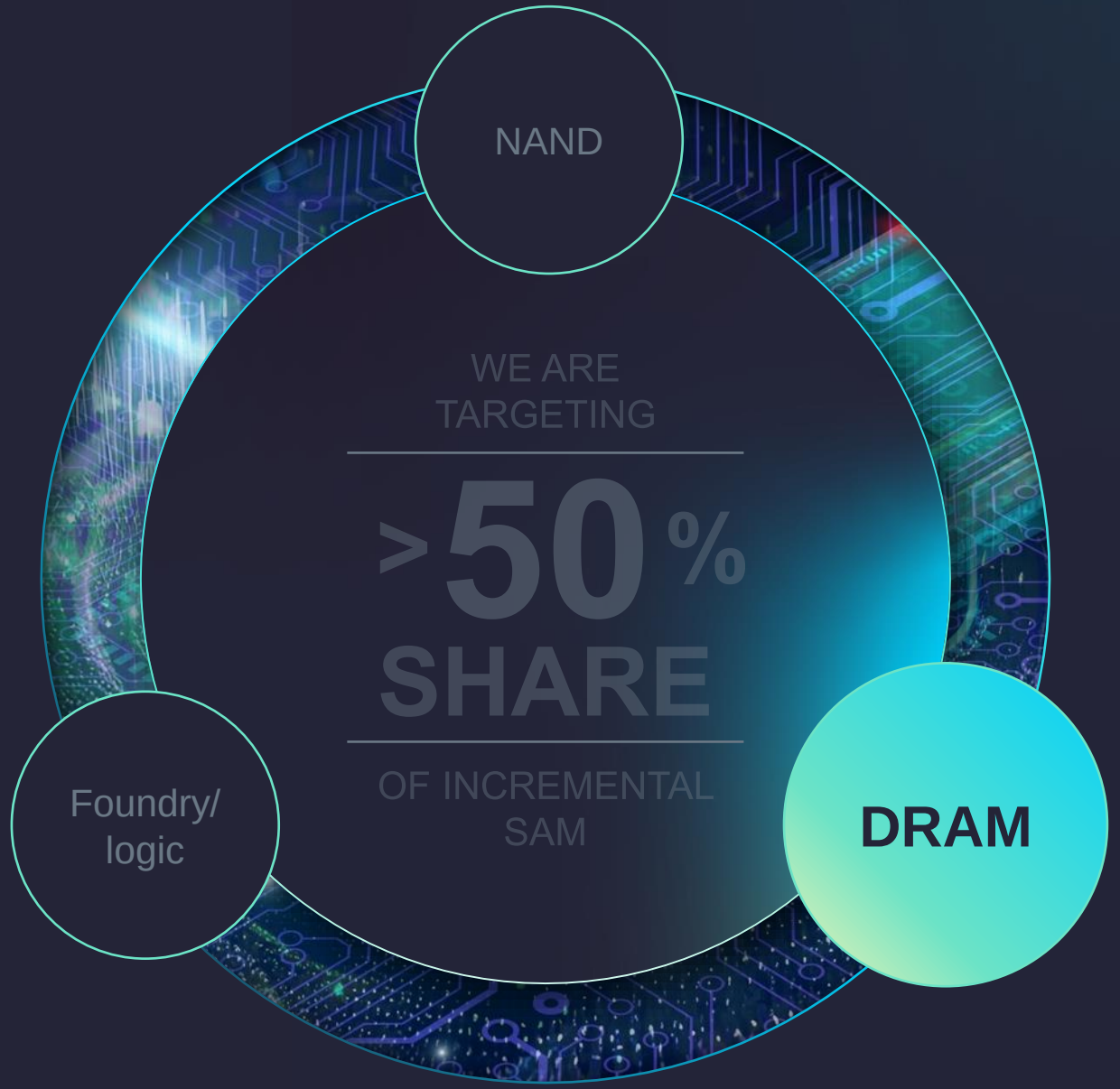


Achieves gapfill



Adoption of Lam carbon gapfill reduces the number of process steps by 50%, enables memory hole CD shrink and solves integration issues

CD = Critical dimension



Why we win in DRAM…

We are extending leadership in HBM and introducing new products to enable device inflections at 4F² and 3D DRAM

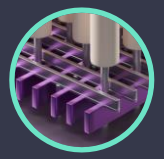
Leveraging strengths *for smaller and taller scaling*

DRAM

FOUNDATIONAL ($6F^2$)



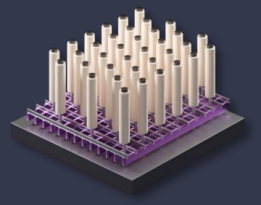
Patterning/EUV
Kiyo® etch



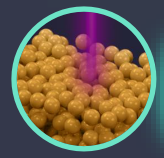
Tungsten fill
ALTUS®



HBM
Syndion® TSV etch
SABRE® electroplating



NEW ($6F^2 \rightarrow 4F^2$)



+ EUV patterning
Aether® dry systems
New etch system



+ Si HAR etch
New etch system



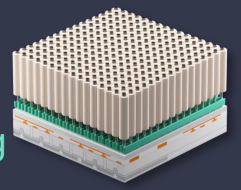
+ ALD fill
Striker® ALD



+ Mo metal
New ALD system



+ CMOS bonding
SABRE® plating



FUTURE (3D DRAM)



+ New HAR etch
New etch system



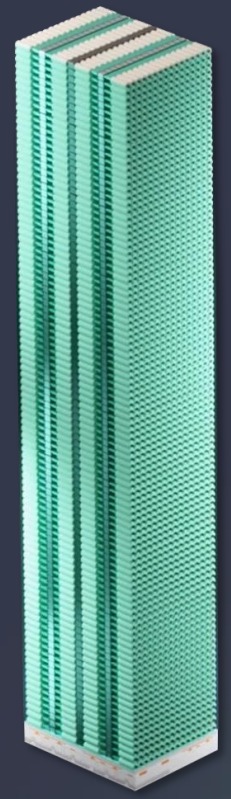
+ 3D HAR ALE
Prevos® lateral ALE



+ 3D HAR ALD
Striker® lateral ALD

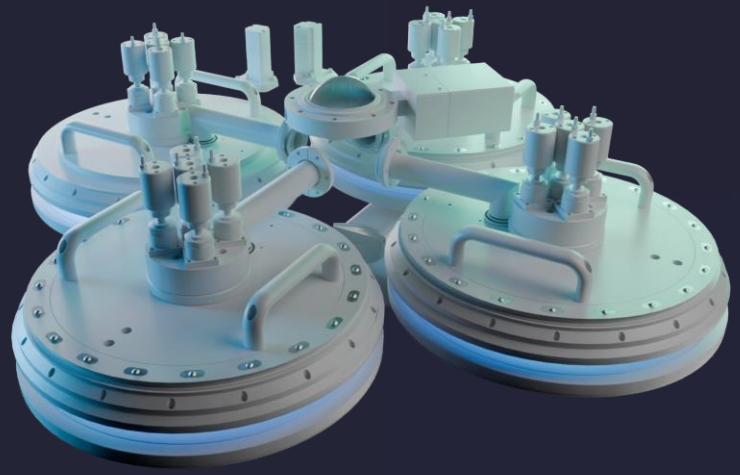


+ Mo contact
New ALD system

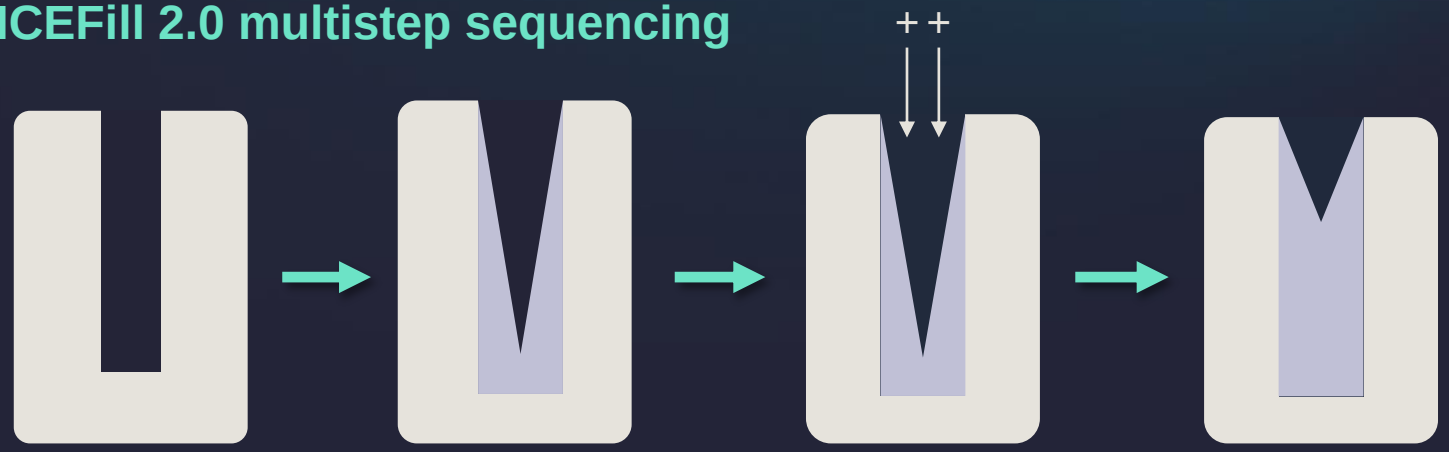


Striker® solves *toughest DRAM challenge*: ALD gapfill

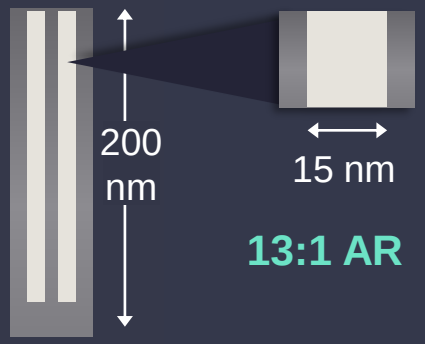
Unique QSM architecture



ICEFill 2.0 multistep sequencing



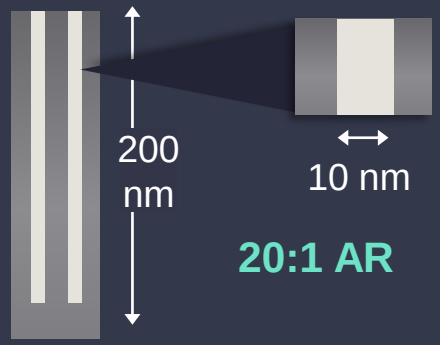
2D 6F²



13:1 AR

Market leader in low-k deposition

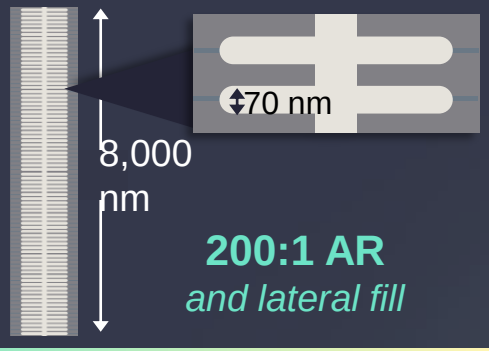
2D 4F2



20:1 AR

ICEFill enables higher AR gapfill

3D DRAM

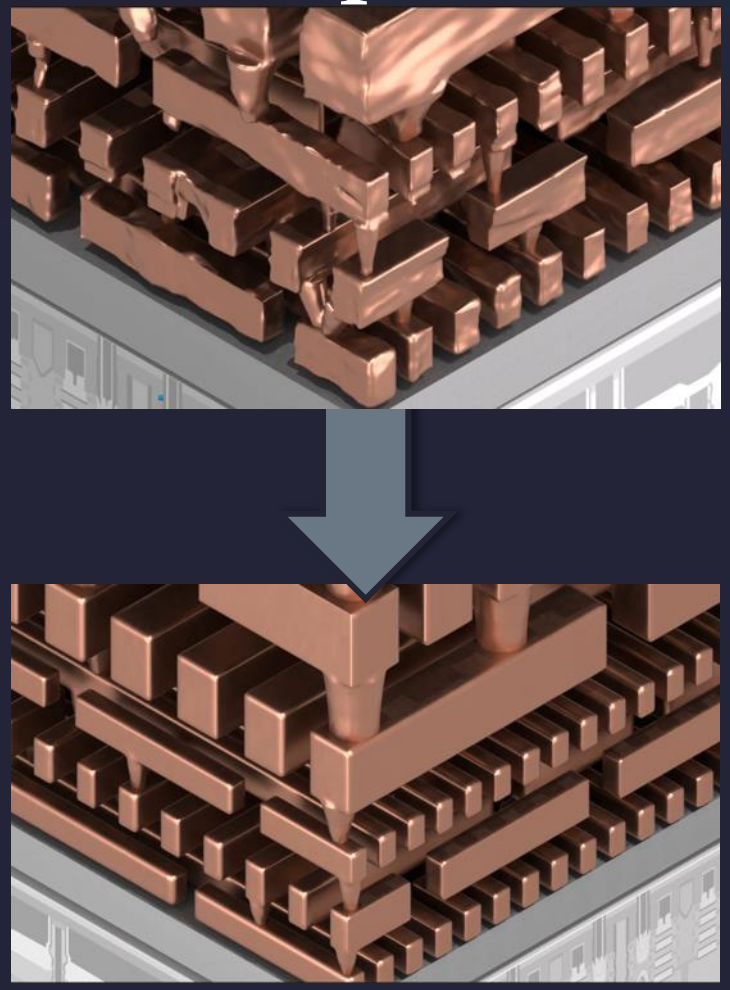


200:1 AR
and lateral fill

Multistep capability enables extreme high aspect ratio and lateral fill

AR = Aspect ratio

Aether®: *Revolutionizing resist* to extend EUV roadmap



Aether®:
Full suite of EUV solutions

Nimbus underlayer
Improves EUV exposure efficiency to further reduce dose and cost

Dry photoresist
Improves pattern resolution with reduced EUV scanner dose, defects, cost, and waste

Dry plasma develop
Collapse-free patterns with elimination of hazardous liquid waste

Targeting

~$1.5B

in cumulative revenue
next 5 years



Why we win in foundry/logic…

We will build on our scaling expertise in patterning and metallization with differentiated products in advanced packaging, GAA, and CFET inflections

Disruptive innovations *for the angstrom era*

FOUNDRY / LOGIC

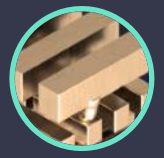
FOUNDATIONAL



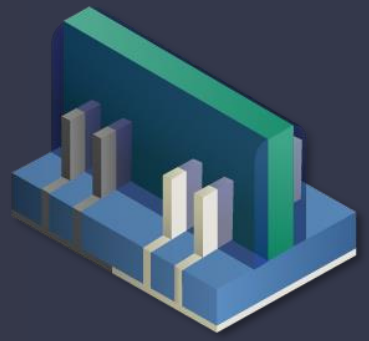
Patterning/EUV
Kiyo® etch



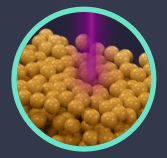
Transistor formation
Kiyo® critical etch
VECTOR® spacer dep



Backend wiring
VECTOR® diffusion barrier
SABRE® electroplating



NEW



+ EUV patterning
Aether® dry systems
New etch system



+ GAA transistor
Prevos® lateral ALE
Striker® lateral ALD



+ Mo metal
New ALD system



+ Backside power
SABRE® plating



+ Litho overlay
VECTOR® DT backside dep



FUTURE



+ HAR etch
New etch system



+ CFET transistor
Prevos® lateral ALE
Striker® lateral ALD



SABRE®: Innovations *enabling advanced packaging*

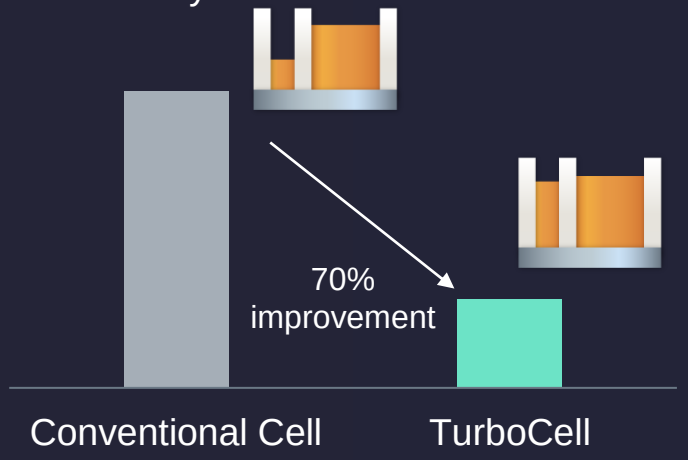
Differentiated chamber design

TurboCell

Proprietary sealed contacts



Fill uniformity



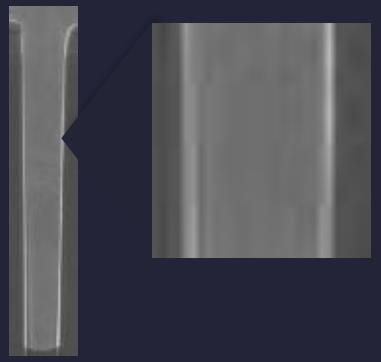
Unique multistep processing

Liner

eALD

TSV fill





Void-free fill >20:1 AR

Grain engineering

Conventional

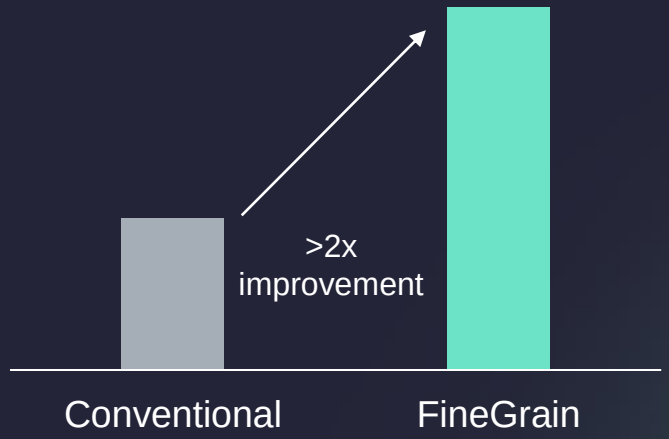


Fine grain Cu



No interface or voids

Bonding strength



Cu = Copper

Deposition

Etch

Launching two groundbreaking products

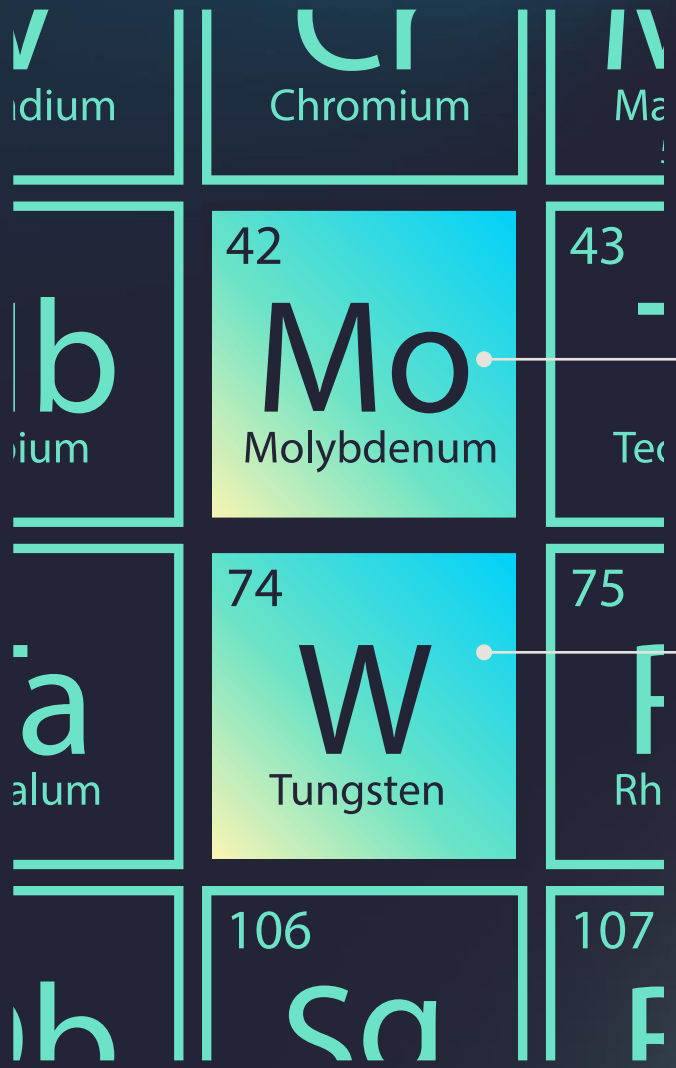
LAM RESEARCH

Deposition



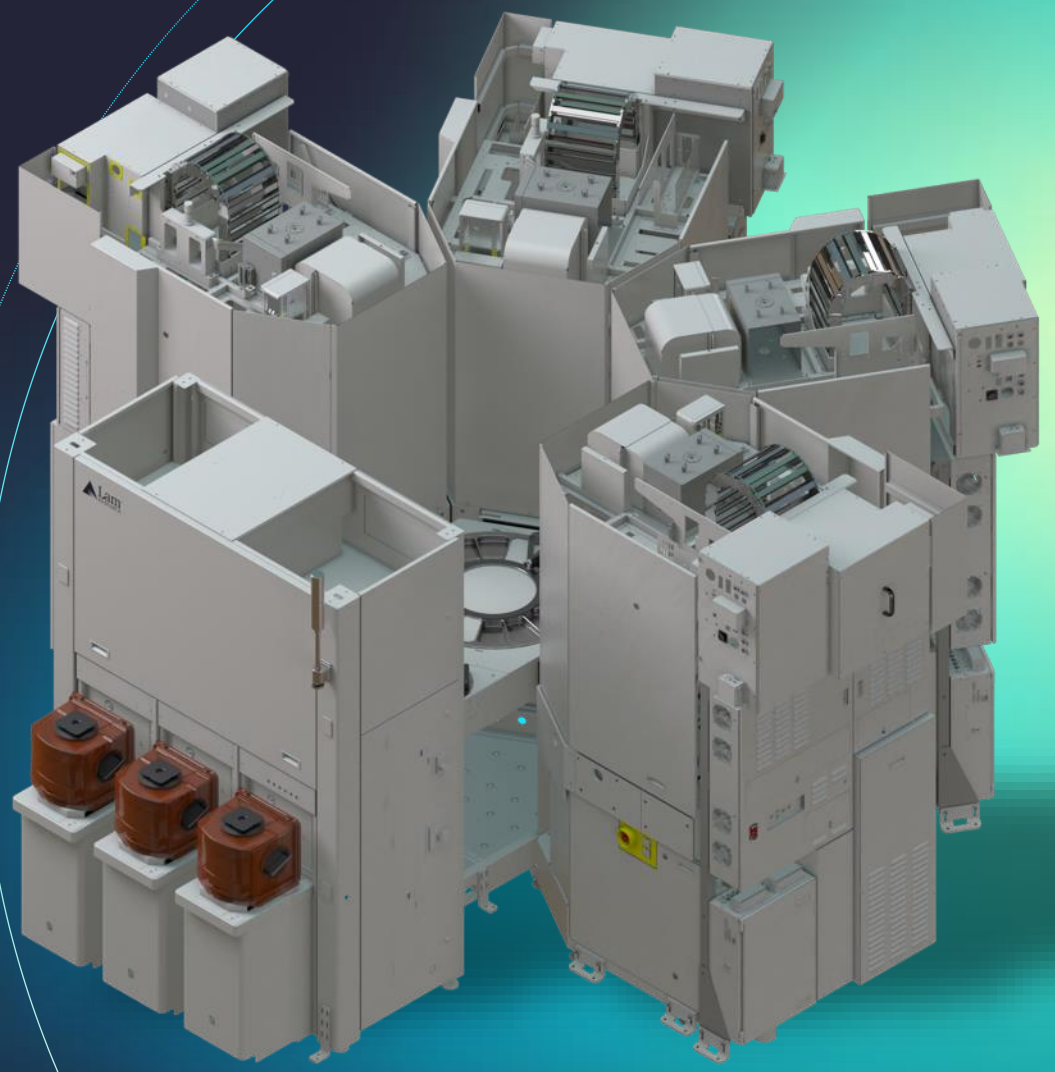
LAM RESEARCH

Leader in ALD metals *for more than two decades…*



Introducing the new standard *for depositing molybdenum (Mo)*

- *Patented architecture delivering unique sacrificial initiation layer*
- *Barrier free deposition – over 50% reduction in resistance*
- *Wide process capability: addressing logic, DRAM, and NAND*

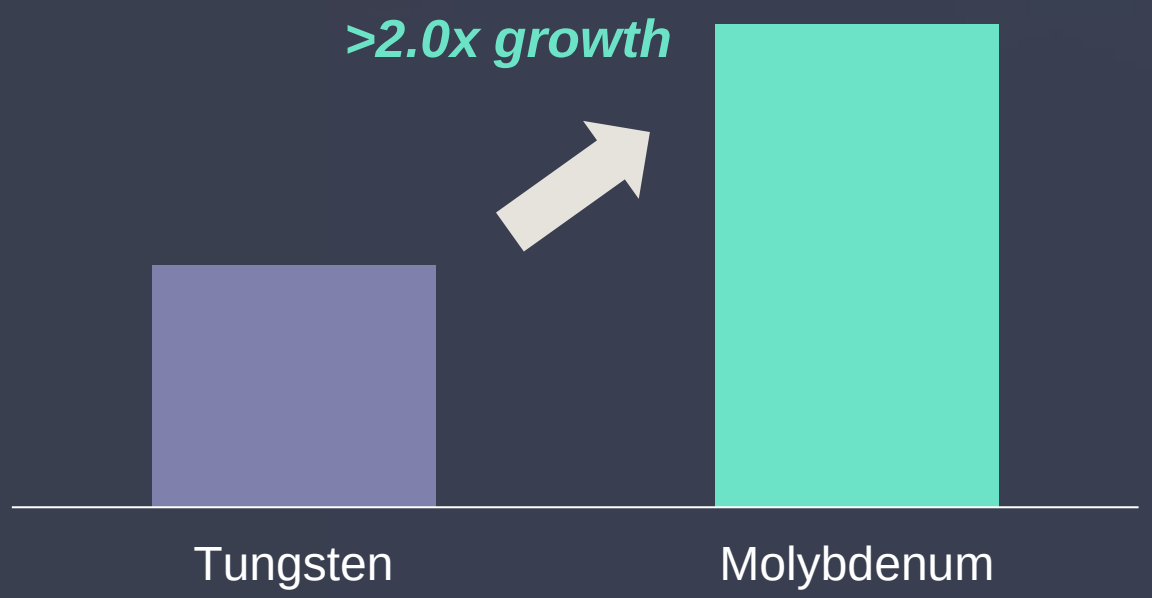


ALTUS® Halo

LAM RESEARCH

Mo ramping *in high volume production*

GROWTH OPPORTUNITY



Memory and logic SAM per 100k

Targeting

>$2B

in shipments

next 3-5 years

Micron

“The integration of molybdenum metallization enables Micron to be first to market with industry-leading I/O bandwidth and storage capacity in the latest generation of NAND products. Lam’s ALTUS Halo tool has made it possible for Micron to bring molybdenum into mass production.”

Mark Kiehlbauch

CORPORATE VICE PRESIDENT OF NAND DEVELOPMENT

I/O = Input/output

Deposition

Etch

Launching two groundbreaking products

LAM RESEARCH

Etch

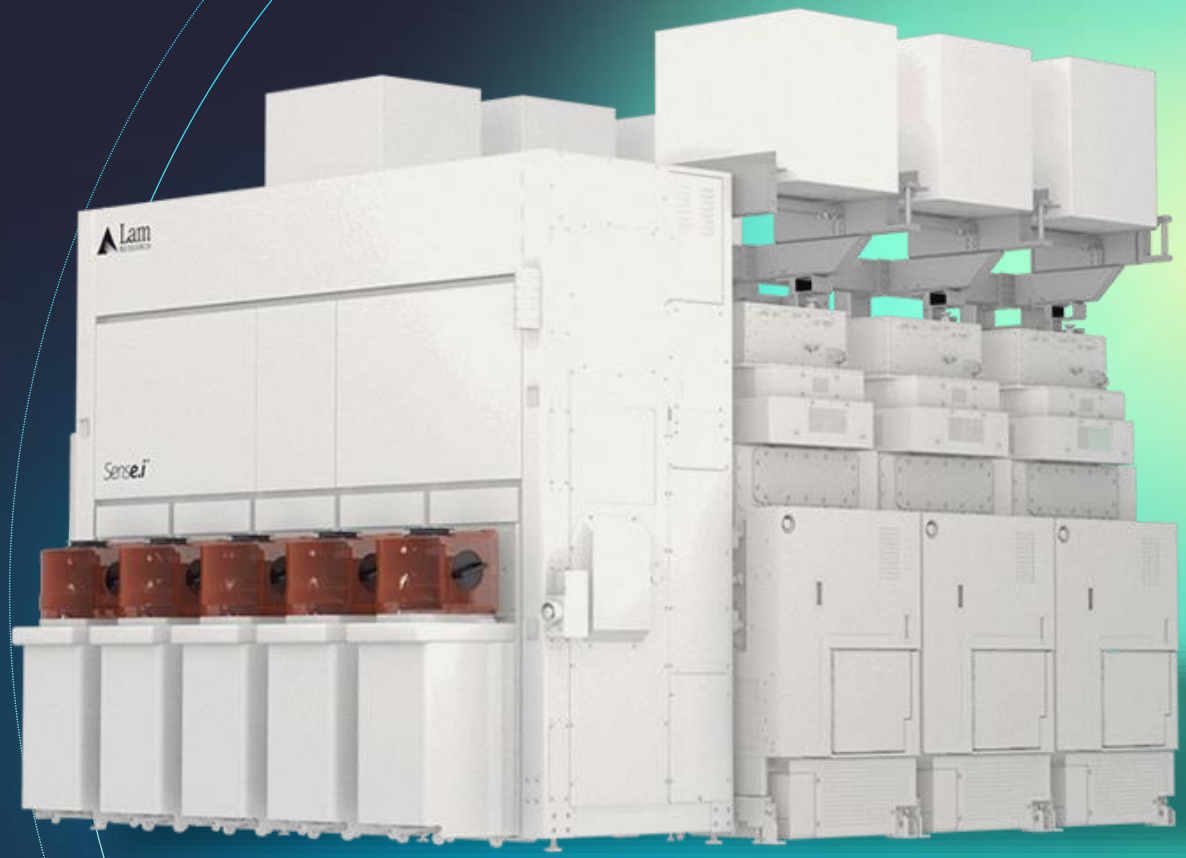


LAM RESEARCH


Building on more than
20 years of conductor
etch leadership,
with billions of wafers
etched with Kiyo®
LAM RESEARCH

Introducing the industry's *most advanced conductor etch reactor*

- *DirectDrive®:* Fastest response – 100x improvement, reduced defects
- *TEMPO:* Industry best selectivity and depth uniformity
- *SNAP:* Highest atomic precision



Akara®
on Sense.i® platform
with DirectDrive®

LAM RESEARCH

tsmc

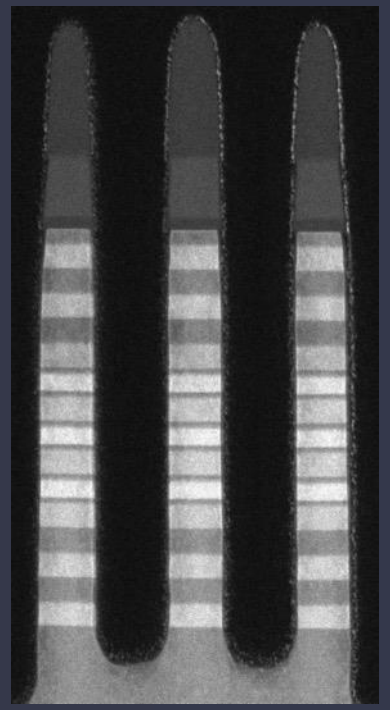
“As global demand for semiconductors continues to grow, innovative technology solutions from our partners are required to enable new, more powerful device architectures. Critical plasma etch capabilities will be an integral part of solving the many production challenges these new devices pose.”

Dr. Y.J. Mii

EXECUTIVE VICE PRESIDENT AND CO-CHIEF OPERATING OFFICER

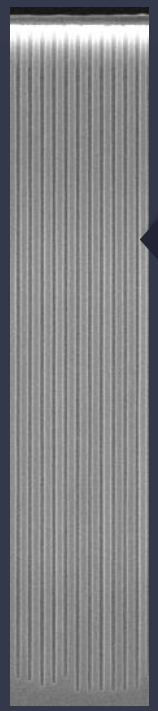
Akara® enabling *smaller and taller device inflections*

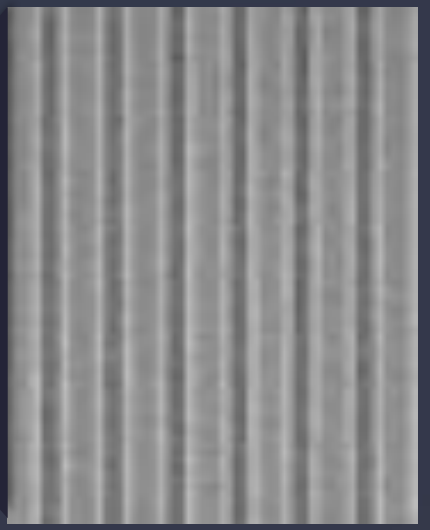
HAR CFET Logic etch
Stacked multi-material etch



Vertical profile etch

HAR 3D DRAM etch
9µm stacked multi-material etch





Vertical profile etch

INVESTOR DAY 2025

Reimagining value for our customers – and Lam

Tim Archer

President and Chief Executive Officer

Lam RESEARCH

In a $1T semiconductor industry…

We are targeting high 30% SAM share of WFE

We are targeting >50% share of incremental SAM

We are targeting >2x growth in CSBG revenue

Upgrades as a growth accelerator

Lam upgrades will deliver >*$8B in customer savings* over the next 5 years

TECHNOLOGY EXTENSION

ASSET REPURPOSE

PRODUCTIVITY AND SUSTAINABILITY

Complexity beyond technology

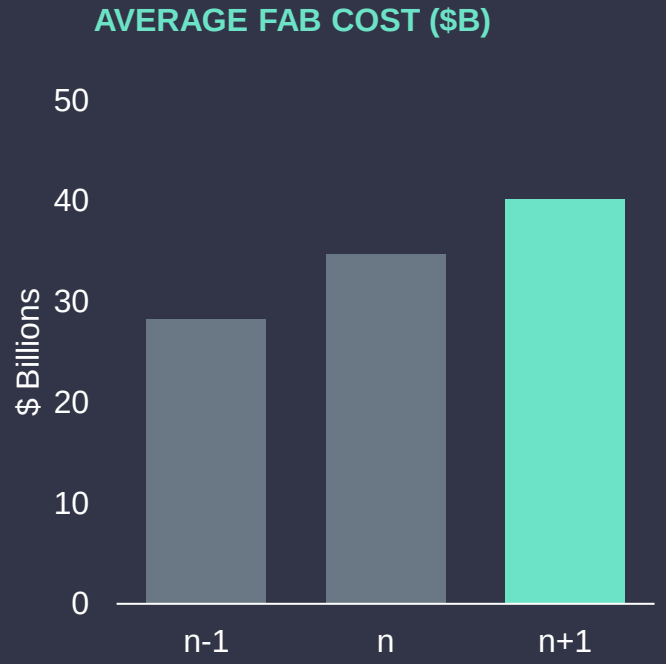
Geographic fab expansion on a global scale

Semiconductor industry boom causes significant talent shortage

New fab ROI requires quick yield and high productivity



1 MILLION
additional skilled workers by 2030



ROI = Return on investment

Services as a growth accelerator

A *transformational* approach to customer service



LAM RESEARCH

Human ingenuity meets AI speed and robotic precision



Speed to problem resolution

by combining Lam's human ingenuity with AI, machine learning, and advanced analytics



Next-level service precision

through Dextro™ cobot automation and smart maintenance

AI = Artificial intelligence

Delivering next-level productivity

>90%
Maintenance first time right

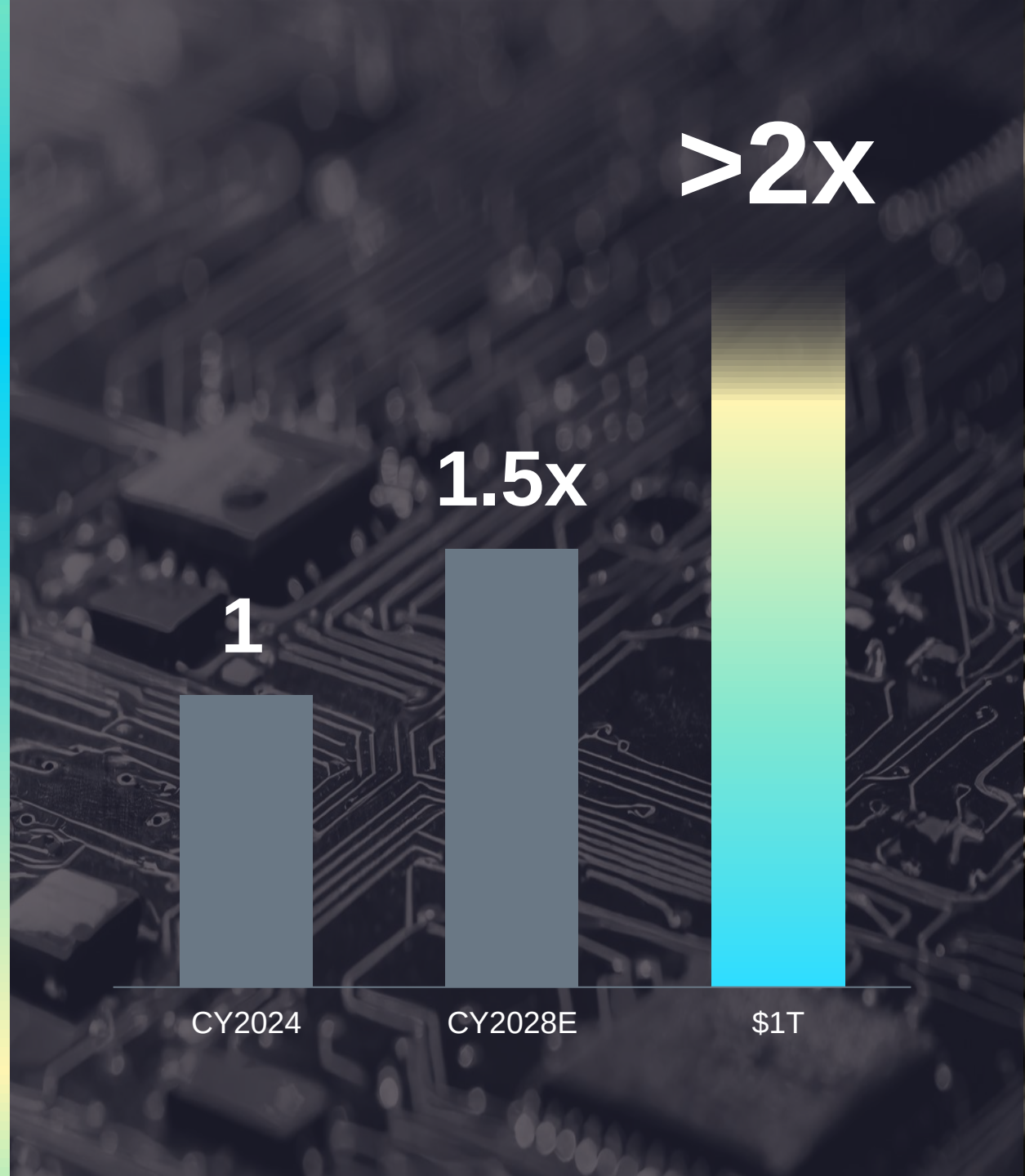
30%
Maintenance time reduction

20%
Reduction in unscheduled maintenance

8% machine availability increase

For a 100,000 wafer starts per month fab, this can represent running cost savings >$100m/year

More than doubling CSBG revenue in a $1T market



LAM RESEARCH

INVESTOR DAY 2025

Continued *financial outperformance*

Doug Bettinger

EVP, Chief Financial Officer

Lam RESEARCH

Deposition and etch within semiconductor equipment – *the place to be*

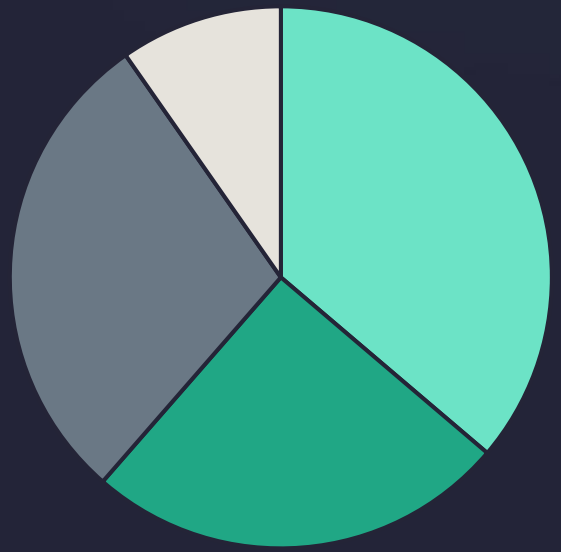
GROWTH DRIVERS
(CY2013-2024 CAGR)

Semi industry	Semicap	Lam SAM
2.9x	**1.7x**	**1.2x**
GDP	SEMI	SEMICAP

Installed base increased
180%+ since CY2013

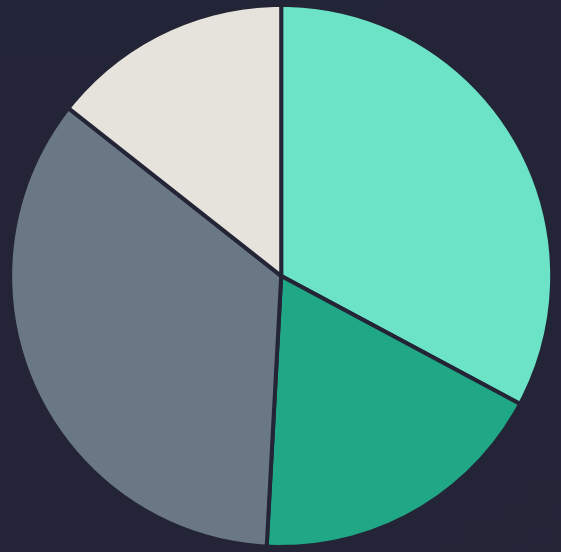
Diversification
across market segments

CY2013-2017 (5 yr avg)
Systems revenue segment*



Foundry/logic: **39%**

CY2020-2024 (5 yr avg)
Systems revenue segment*



Foundry/logic: **49%**

NVM ■ DRAM ■ Foundry ■ Logic/other

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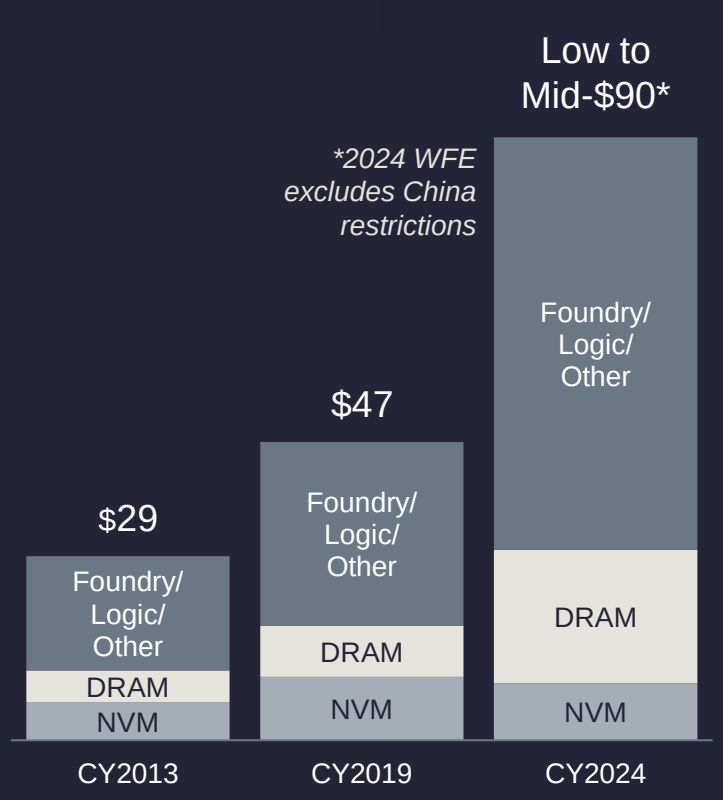
Systems revenue includes equipment and equipment upgrade sales from deposition, etch, clean and our Reliant® product line*
NVM = Non-volatile memory

CAGR = Compound annual growth rate
GDP = Gross domestic product

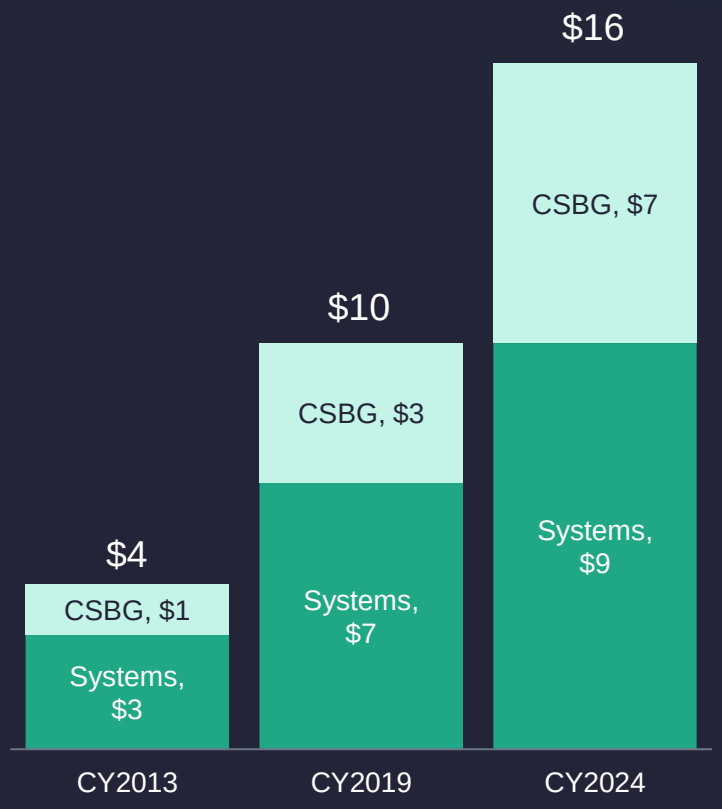
Track record of *growth*

Outperforming WFE even in muted NAND environment

WFE ($B)
CAGR 11%



Revenue ($B)
CAGR 14%



WFE

Total WFE grew **3.3x** from 2013

DRAM **+4.4x**

Foundry / Logic/Other **+3.6x**

NVM **+1.5x**

Revenue

Total revenue grew **4.0x** from 2013

Established strong positions in all market segments

Growth in spares and services

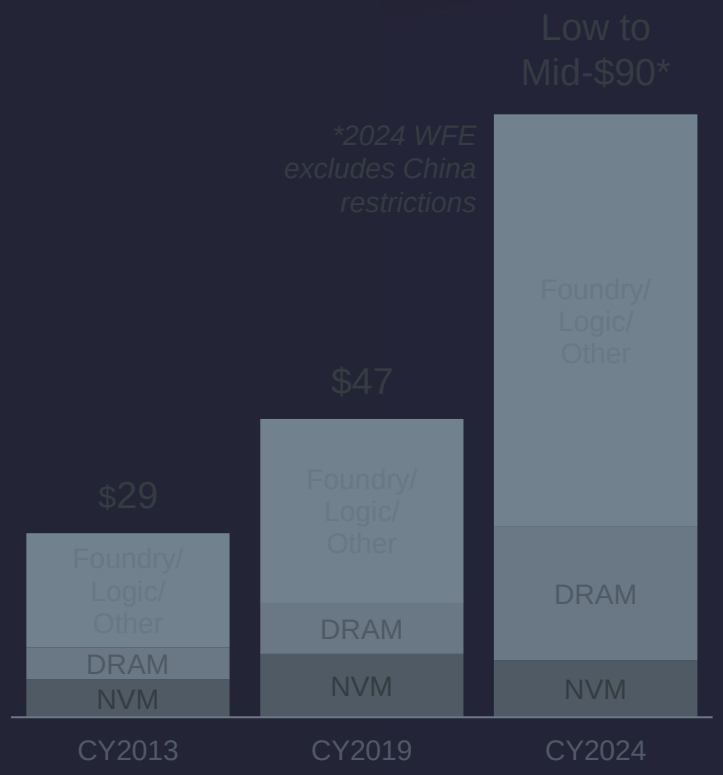
LAM RESEARCH

Revenue numbers are rounded to the nearest billion dollar
CSBG includes sales of customer service, spares, upgrades and non-leading–edge equipment from the company's Reliant® product line
Systems revenue includes sales of new leading-edge equipment in deposition, etch and clean markets

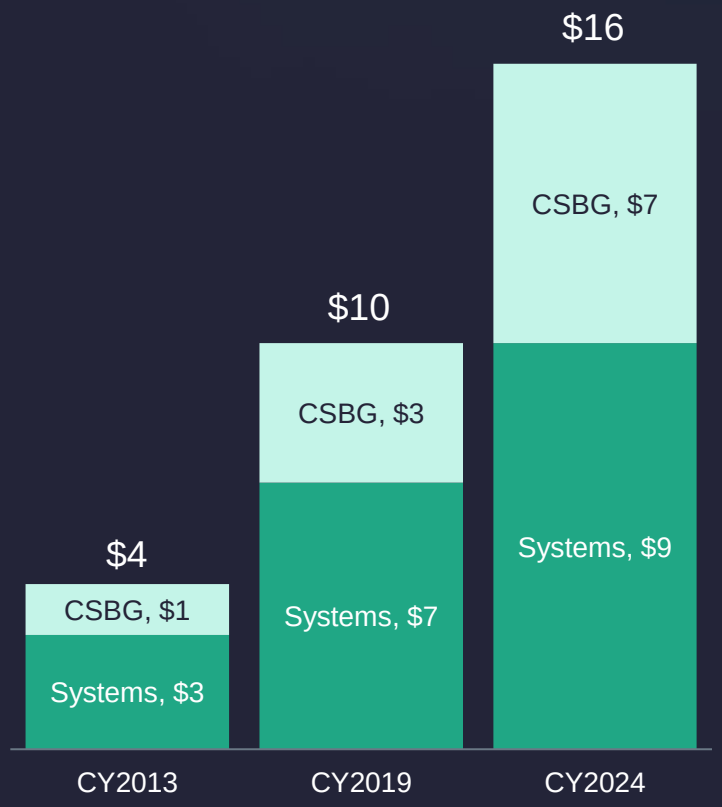
Even *stronger outperformance* in profitability

Delivering higher gross margins

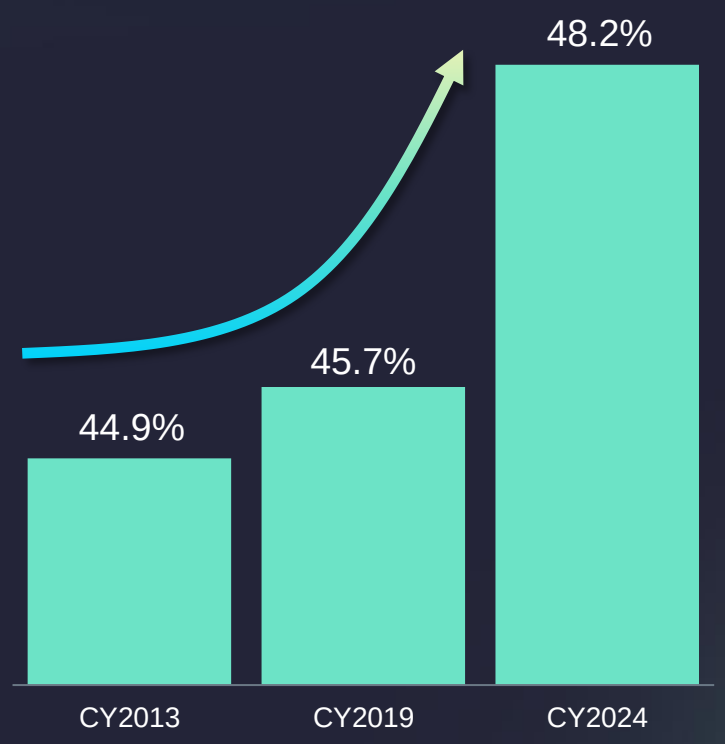
WFE ($B)



Revenue ($B)



Gross margin %



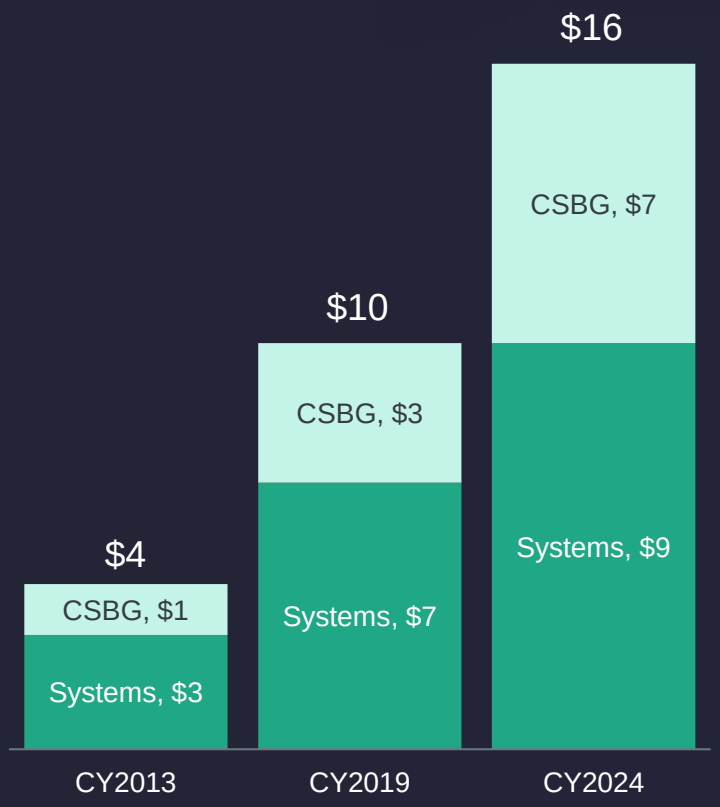
LAM RESEARCH

CY2013 and CY2019 Gross Margin % have been adjusted for comparability
Gross margin presented on non-GAAP basis. Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix.

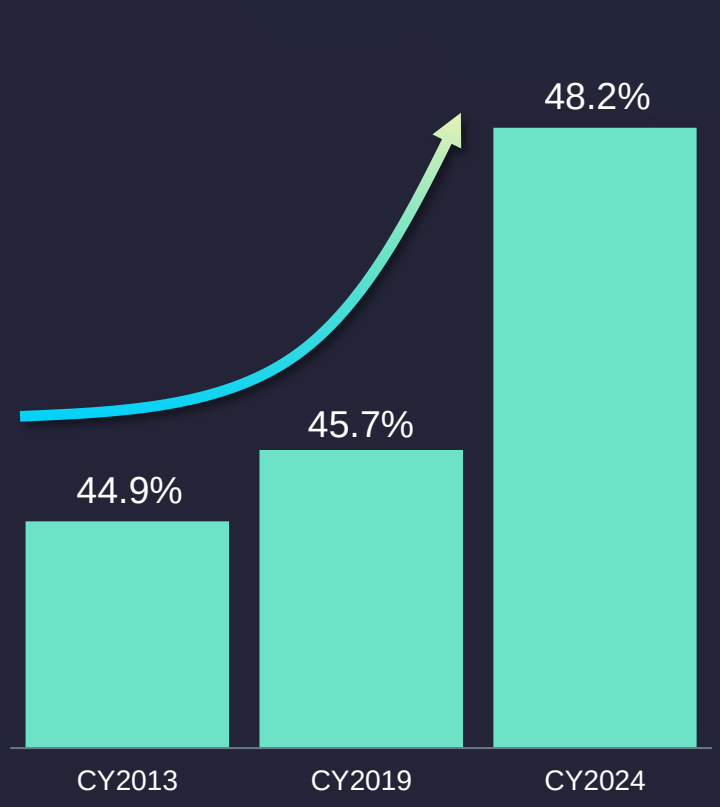
Outperformance across multiple metrics

Delivering improved operating income

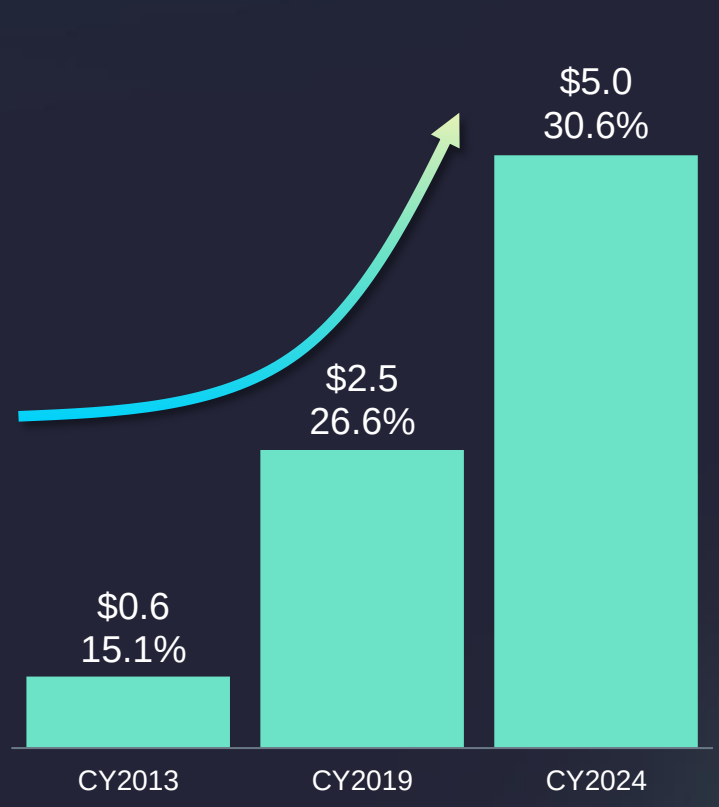
Revenue ($B)



Gross margin %



Operating income ($B) and %

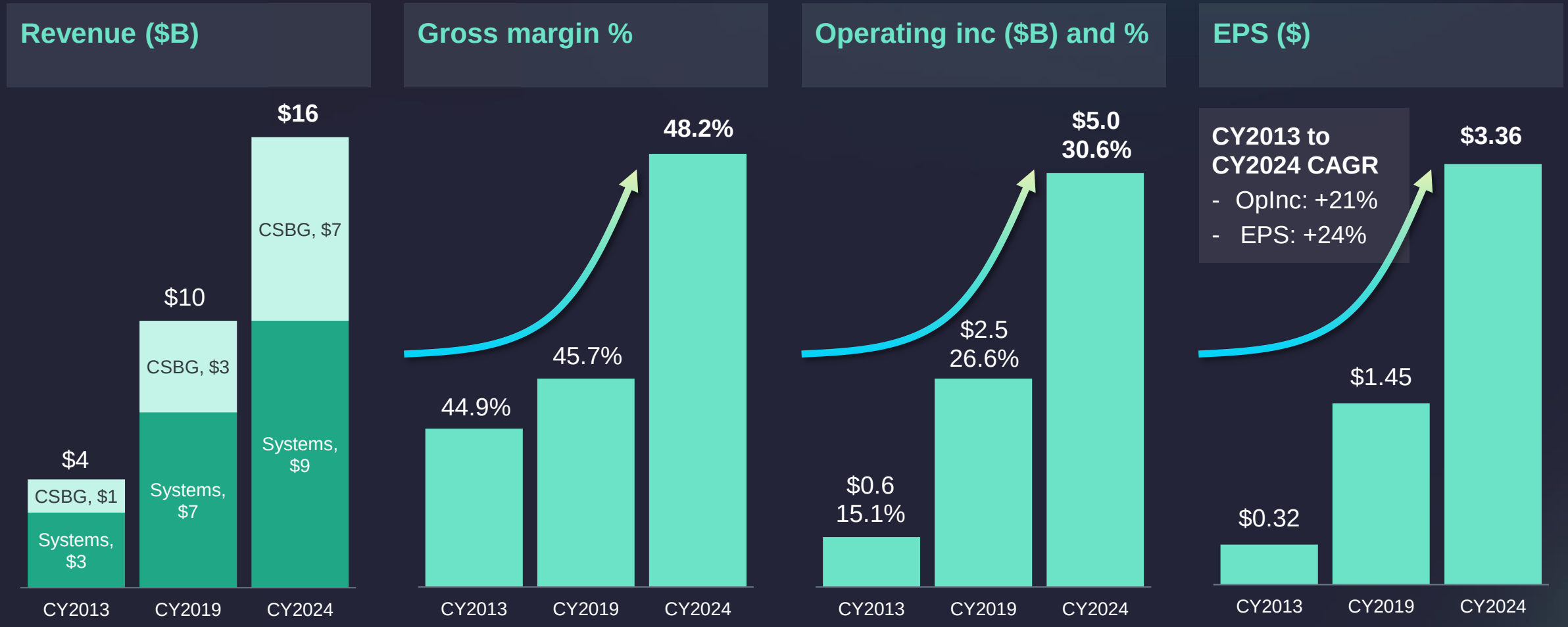


LAM RESEARCH

Gross margin and operating margin presented on non-GAAP basis. Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix
CY2013 and CY2019 Gross Margin % and OpInc $ and % have been adjusted for comparability. Reconciliation can be found in the appendix

And… delivering *compelling profitability* for shareholders

EPS growth of 10x since CY2013



LAM RESEARCH

EPS= Earnings per share
CY2013 and CY2019 gross margin %, OpInc $ and % and EPS have been adjusted for comparability. Reconciliation can be found in the appendix
Gross margin, operating income and earnings per share presented on non-GAAP basis. Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix

Sustainably *stronger business today*



Revenue growth

Extending NAND leadership

Building positions in F/L and DRAM through differentiation

Annuity stream from growing installed base



Global footprint

Global manufacturing and service centers

Close to customer strategy with operations and labs near customer sites



Operational scaling

Maintaining variability in cost structure for flexibility

Investing in system infrastructure to scale the company effectively for growth



Investments in R&D

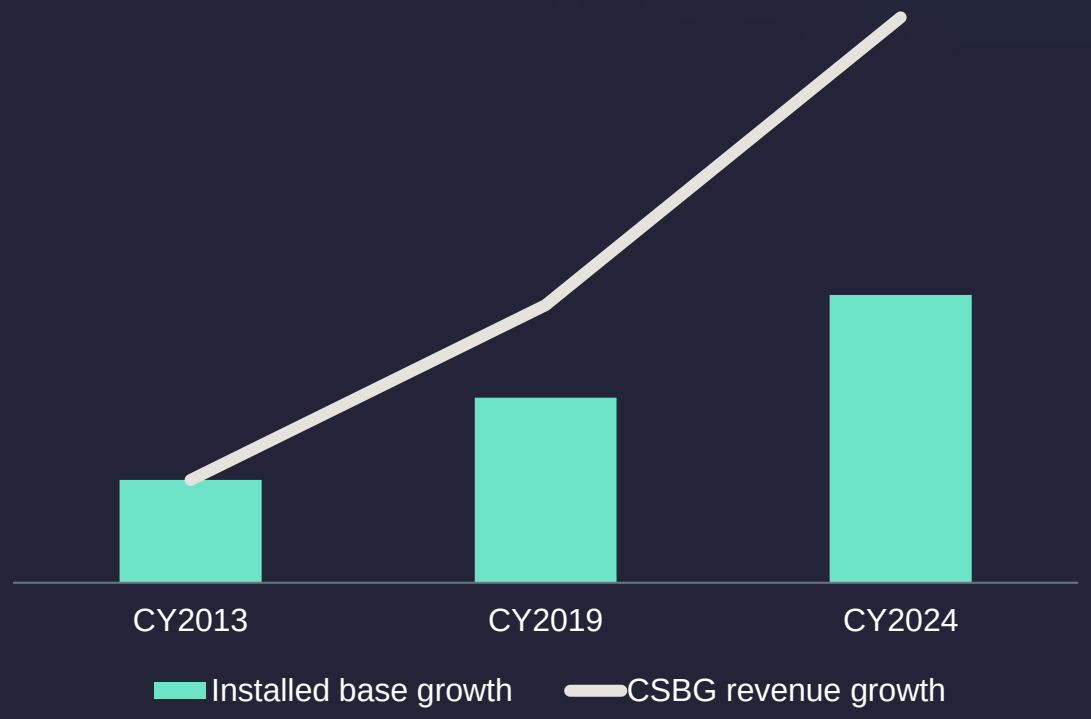
Enhanced product portfolio

R&D as a % of operating expenses increased from mid-50% in CY2013 to high 60% in CY2024

Strong revenue *growth*

CSBG revenues growing faster than installed base

Normalized CSBG revenue growth vs. installed base growth

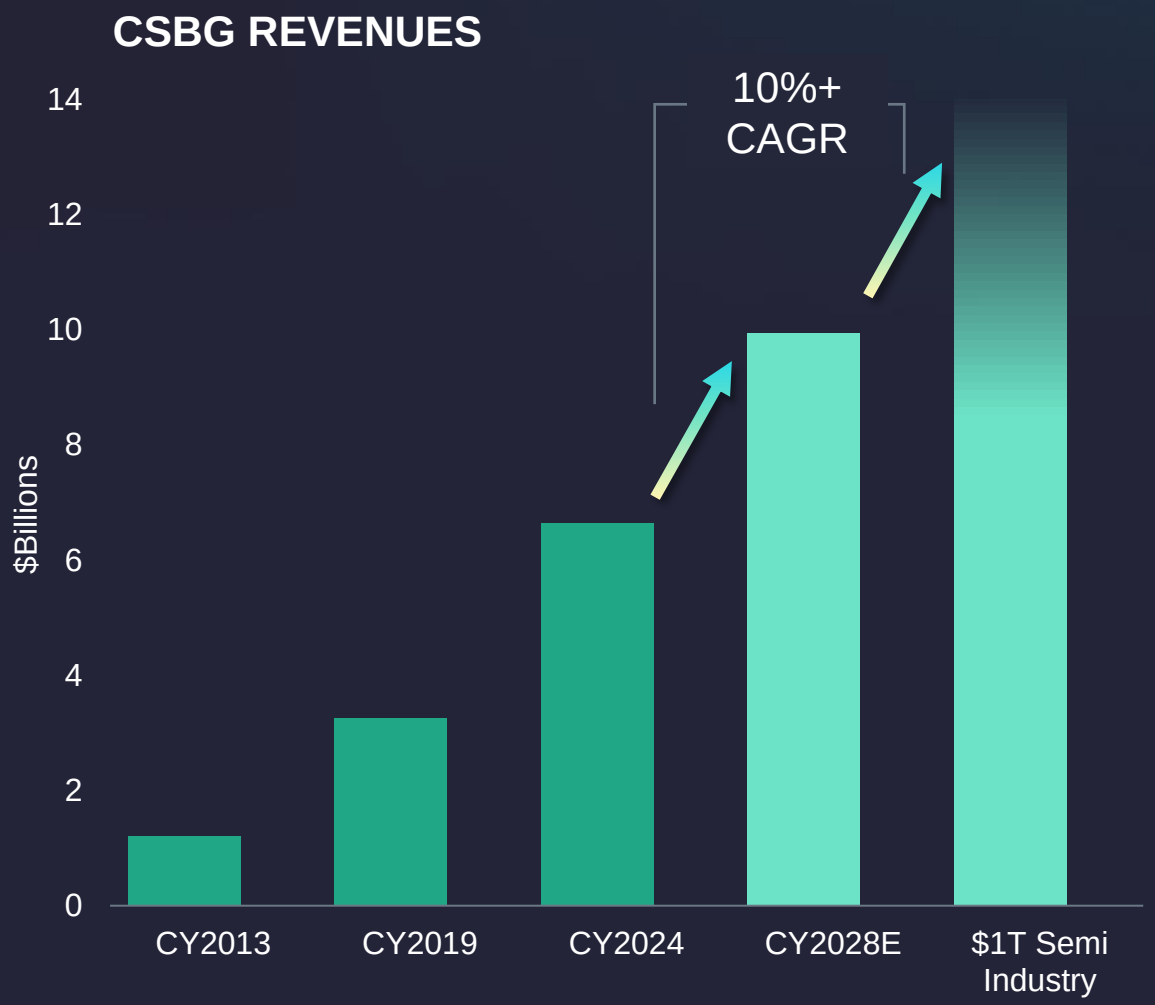


Installed base growth *10% CAGR*

CSBG revenue growth *17% CAGR*

CSBG revenue growth excluding Reliant® *low double-digits CAGR*

Steady growth in *annuity revenues*

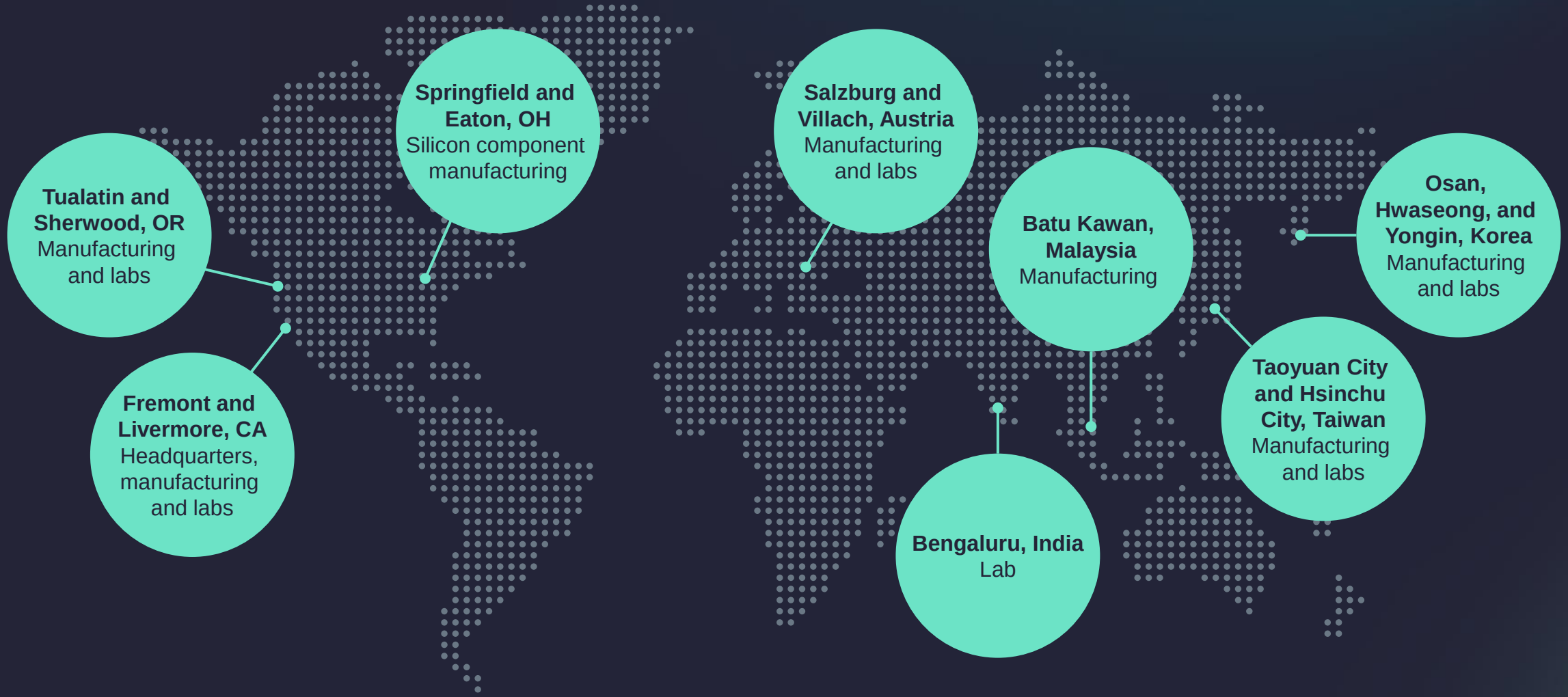


CSBG revenues growing even *faster than our installed base*

1.5x by 2028

>2x by $1 trillion industry

Global footprint to prepare for the *growth ahead*



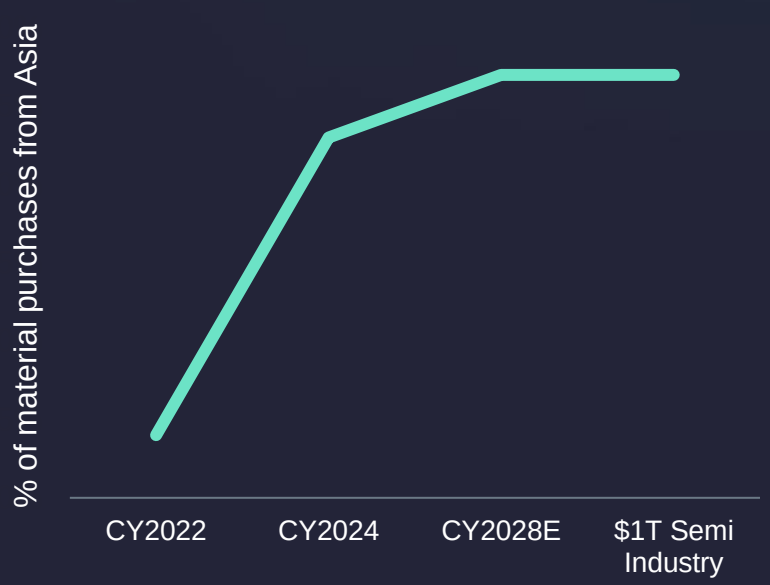
Global operations strategy
delivering margin improvement

Customer geographic footprint



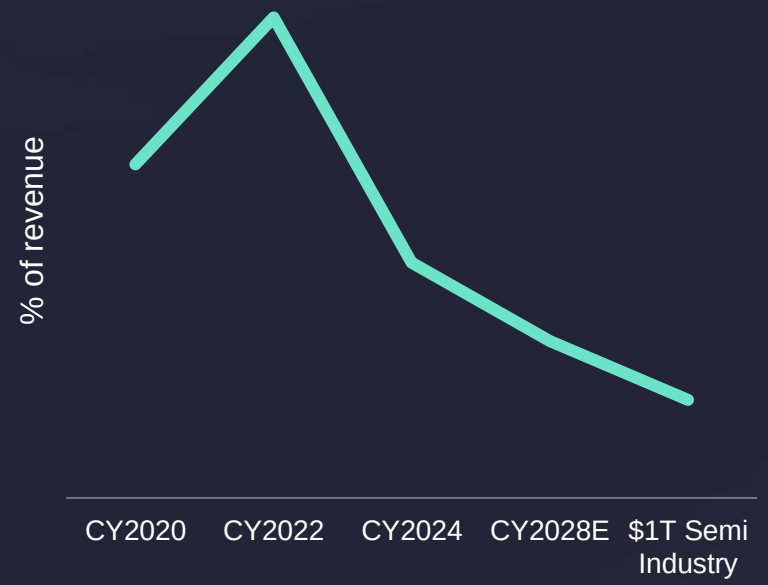
80%+ of our revenue concentration from Asia-based fabs

Supply chain localization



Increasing purchase of parts sourced close to customers

Operations cost optimization



Maintaining flexibility and responsiveness with lower cost structure



Digital Transformation is a *once in a quarter-century investment* that will modernize our systems and support future growth with:

- **AI embedded** in solutions
- **Faster responses** to varying business demands
- **Continued** focus on our customer commitments

Transforming our systems and processes

Digital Transformation impact to operating income (%)

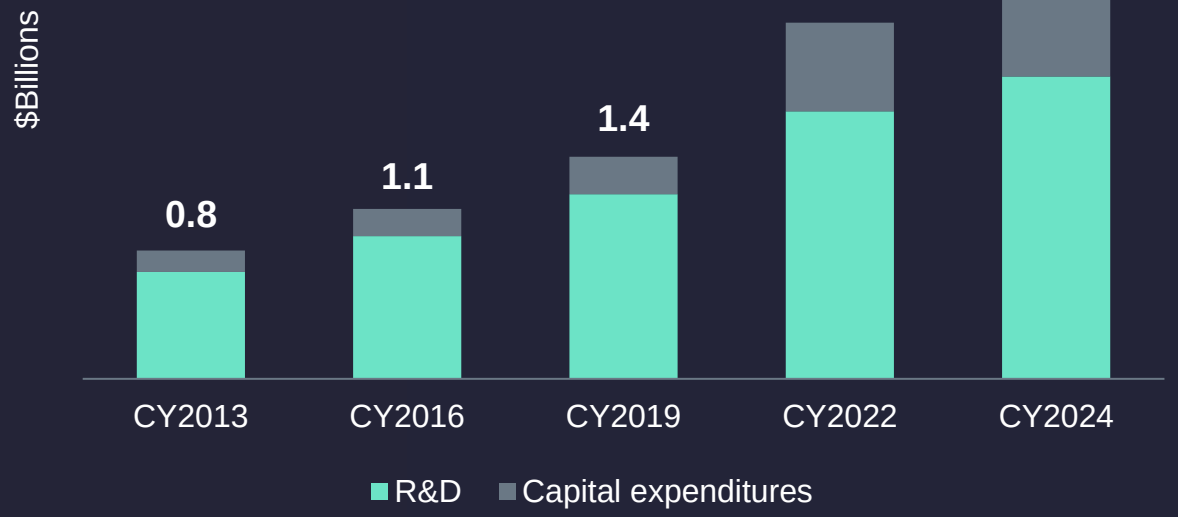


Investing to *deliver future efficiencies*

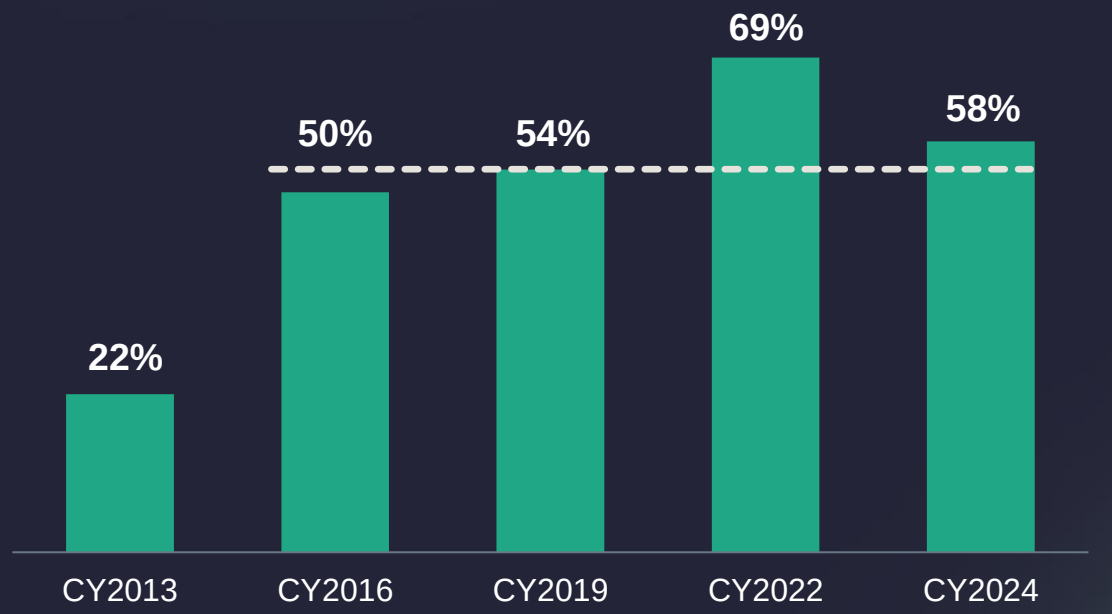
Enabling scaling to *capitalize on industry and company growth*

Focused execution to increase *differentiation*

Increasing technological investments



Sustaining ROIC at 5x of cost of capital



LAM RESEARCH

Research and Development expenses presented on non-GAAP basis. Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix
ROIC = Return on Invested Capital. The company defines ROIC as tax-effected adjusted operating profit by invested capital. All years represented used annualized non-GAAP Operating Income and GAAP tax expense for December quarter of each year. Invested capital is defined as equity plus debt and finance leases, less cash, cash equivalents and investments

Cash *returns* to shareholders

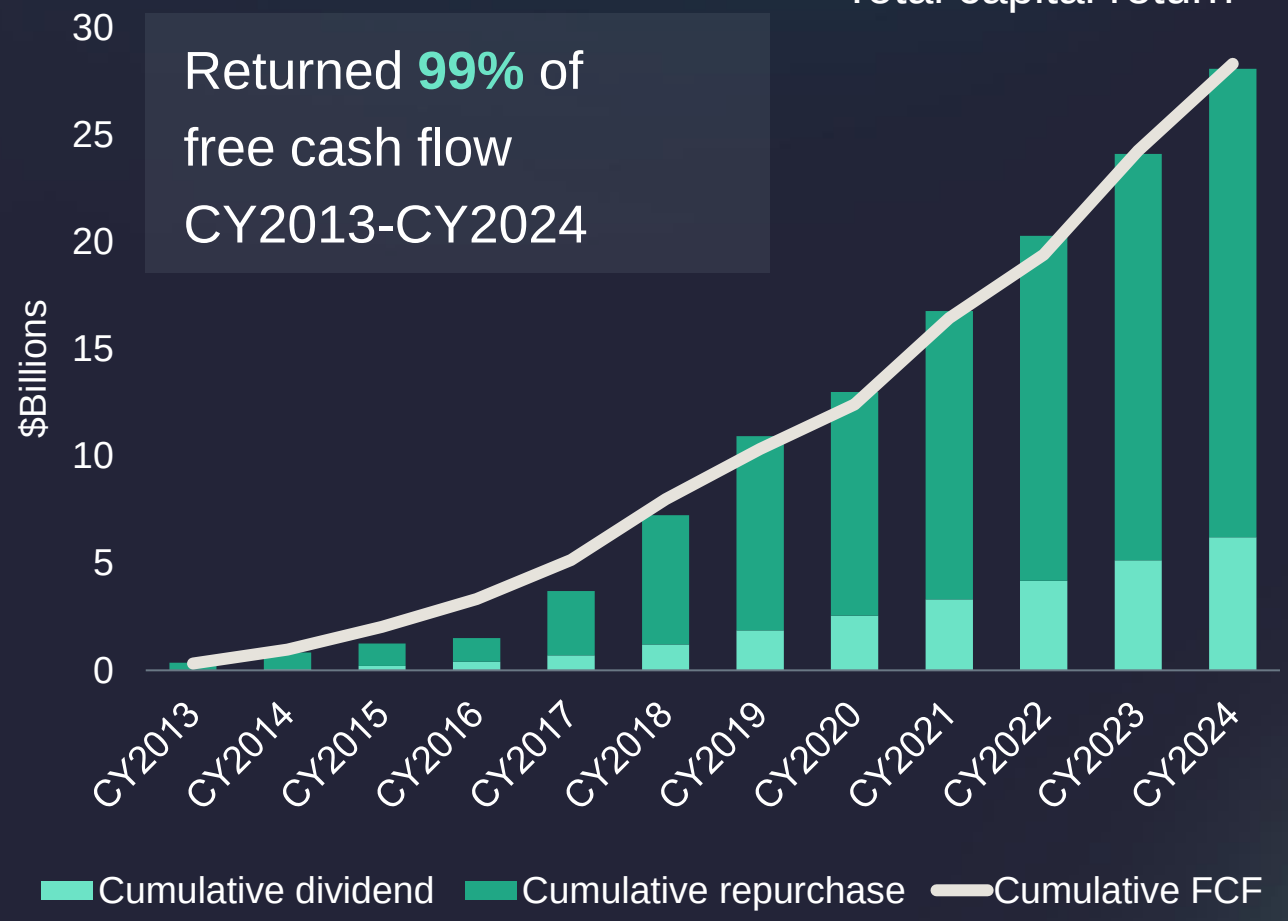
$6.2B
Dividends

Disciplined *annual dividend growth*

$21.9B
Repurchases

Consistent execution of *share repurchase activity*

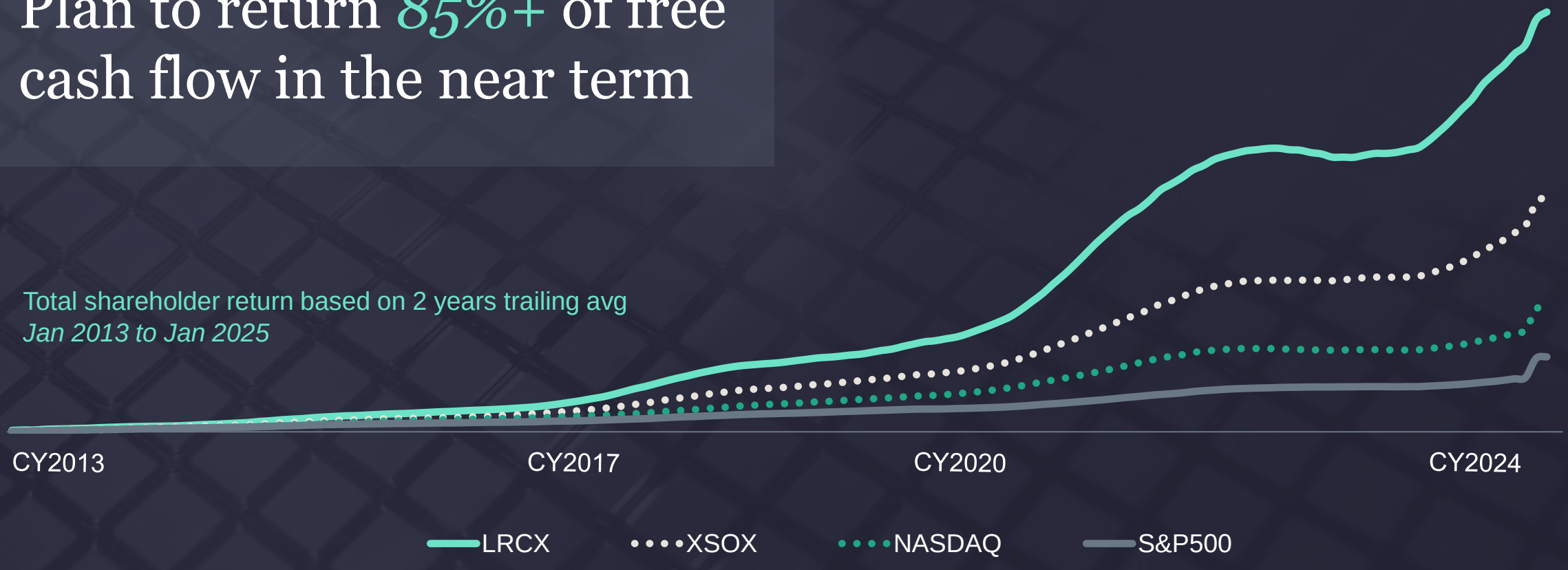
$28.1B
Total capital return



Strong *shareholder value* creation

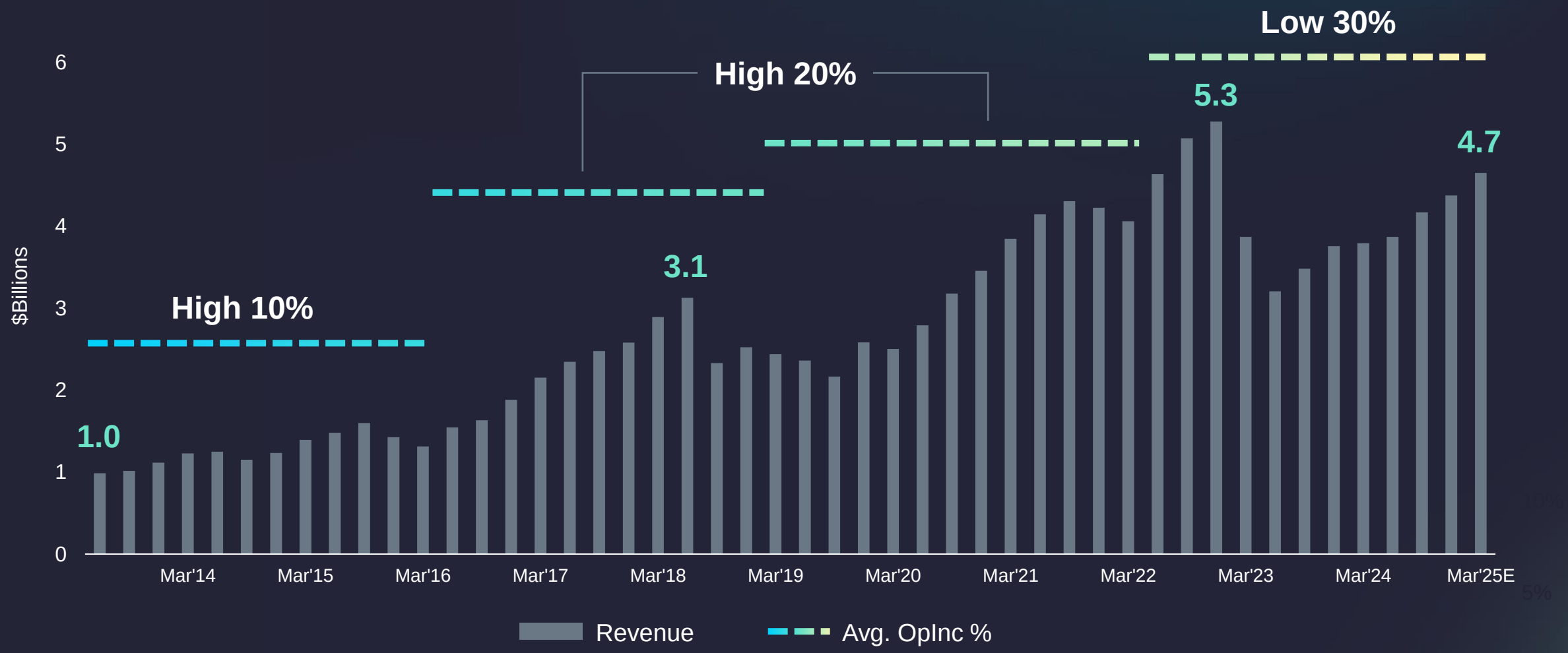
Plan to return *85%+* of free cash flow in the near term

Total shareholder return based on 2 years trailing avg
Jan 2013 to Jan 2025



XSOX = PHLX Semiconductor Sector Total Return Index

Improving *operating leverage* through cycles



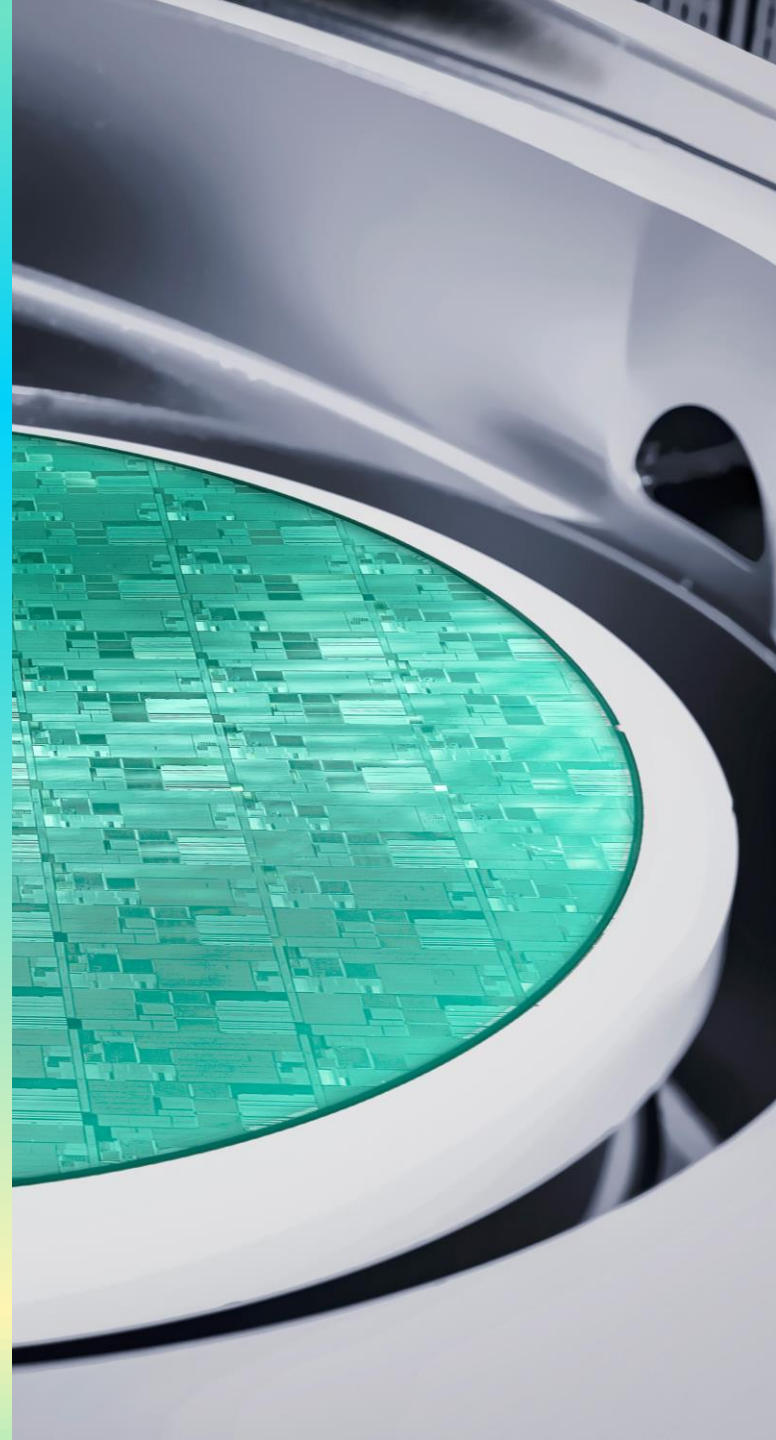
June13 through March20 OpInc has been adjusted for comparability and is presented on Non-GAAP basis. Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix

Turning proven leadership into *profitability*



Where we are today

	CY2024 Actual
Revenue	$16.2B
Non-GAAP gross margin	48.2%
Non-GAAP operating margin	30.6%
Non-GAAP diluted earnings per share	$3.36
Free cash flow	$4.1B



Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix

Target model – CY2028

	CY2024 Actual	CY2028 Financial model
Revenue	$16.2B	$25B — $27B
Non-GAAP gross margin	48.2%	~50%
Non-GAAP operating margin	30.6%	34% — 35%
Non-GAAP diluted earnings per share	$3.36	$6.00 — $7.00
Free cash flow (model as a % of revenue)	$4.1B	~30%



Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix

Target model – beyond 2028

	CY2024 Actual	CY2028 Financial model	$1T semi industry Financial model
Revenue	$16.2B	$25B — $27B	$30B+
Non-GAAP gross margin	48.2%	~50%	50%+
Non-GAAP operating margin	30.6%	34% — 35%	35%+
Non-GAAP diluted earnings per share	$3.36	$6.00 — $7.00	$8.00+
Free cash flow (model as a % of revenue)	$4.1B	~30%	30%+

Assumptions in financial model:

- WFE continues to expand with growing market
- Dep and etch intensity continues to grow
- Continued growth in Foundry/Logic business
- Memory intensity stabilizes
- Operating framework continues to scale
- Ongoing shareholder returns lower share count

Reconciliation from U.S. GAAP to non-GAAP can be found in the appendix

...and, one more thing

Haiku

One proven leader
Two critical enablers
Lam outperformance



LAM RESEARCH

In a $1T semiconductor industry… Lam will *more than double* revenue and profit

We are targeting high 30% SAM share of WFE

We are targeting >50% share of incremental SAM

We are targeting >2x growth in CSBG revenue

Q&A



Tim Archer
President and
Chief Executive Officer



Sesha Varadarajan
Senior Vice President
Global Products Group



Doug Bettinger
Executive Vice President
Chief Financial Officer

Lam RESEARCH



TWO CRITICAL ENABLERS.

ONE PROVEN LEADER.

INVESTOR DAY 2025
NEW YORK CITY

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)					(As Adjusted for Comparability)				
	Three Months Ended				Twelve Months Ended	Three Months Ended				Twelve Months Ended
	December 29, 2013	September 29, 2013	June 30, 2013	March 31, 2013	December 29, 2013	December 29, 2013	September 29, 2013	June 30, 2013	March 31, 2013	December 29, 2013
US GAAP gross margin	$ 487,789	$ 431,858	$ 413,927	$ 339,832	$ 1,673,406	$ 487,789	$ 431,858	$ 413,927	$ 339,832	$ 1,673,406
Pre-tax non-GAAP items:										
Amortization related to intangible assets acquired through certain business combinations	21,491	21,480	20,748	20,763	84,482	21,491	21,480	20,748	20,763	84,482
Elective deferred compensation (“EDC”) related liability valuation increase	—	—	—	—	—	1,301	73	530	621	2,525
Costs associated with rationalization of certain product configurations	—	—	(896)	207	(689)	—	—	(896)	207	(689)
Acquisition-related inventory fair value impact	1,225	2,047	4,266	7,448	14,986	1,225	2,047	4,266	7,448	14,986
Integration costs	264	1,324	778	2,408	4,774	264	1,324	778	2,408	4,774
Non-GAAP gross margin	$ 510,769	$ 456,709	$ 438,823	$ 370,658	$ 1,776,959	$ 512,070	$ 456,782	$ 439,353	$ 371,279	$ 1,779,484
U.S. GAAP gross margin as a percentage of revenue	43.7 %	42.5 %	42.0 %	40.2 %	42.2 %	43.7 %	42.5 %	42.0 %	40.2 %	42.2 %
Non-GAAP gross margin as a percentage of revenue	45.8 %	45.0 %	44.5 %	43.9 %	44.8 %	45.9 %	45.0 %	44.5 %	43.9 %	44.9 %
U.S. GAAP operating expenses	$ 323,315	$ 326,450	$ 327,429	$ 329,013	$ 1,306,207	$ 323,315	$ 326,450	$ 327,429	$ 329,013	$ 1,306,207
Pre-tax non-GAAP items:										
Amortization related to intangible assets acquired through certain business combinations	(16,953)	(16,947)	(18,888)	(19,445)	(72,233)	(16,953)	(16,947)	(18,888)	(19,445)	(72,233)
EDC related liability valuation increase	—	—	—	—	—	(3,900)	(219)	(1,591)	(1,864)	(7,574)
Integration costs	(2,785)	(8,063)	(9,579)	(13,123)	(33,550)	(2,785)	(8,063)	(9,579)	(13,123)	(33,550)
Restructuring charges	—	(1,705)	(792)	—	(2,497)	—	(1,705)	(792)	—	(2,497)
Costs associated with rationalization of certain product configurations	(846)	(844)	(1,122)	(443)	(3,255)	(846)	(844)	(1,122)	(443)	(3,255)
Impairment of long lived asset	(628)	(7,004)	—	—	(7,632)	(628)	(7,004)	—	—	(7,632)
Non-GAAP operating expenses	$ 302,103	$ 291,887	$ 297,048	$ 296,002	$ 1,187,040	$ 298,203	$ 291,668	$ 295,457	$ 294,138	$ 1,179,466
U.S. GAAP operating income	$ 164,474	$ 105,408	$ 86,498	$ 10,819	$ 367,199	$ 164,474	$ 105,408	$ 86,498	$ 10,819	$ 367,199
Non-GAAP operating income	$ 208,666	$ 164,822	$ 141,775	$ 74,656	$ 589,919	$ 213,867	$ 165,114	$ 143,896	$ 77,141	$ 600,018
U.S. GAAP operating income as a percent of revenue	14.7 %	10.4 %	8.8 %	1.3 %	9.3 %	14.7 %	10.4 %	8.8 %	1.3 %	9.3 %
Non-GAAP operating income as a percent of revenue	18.7 %	16.2 %	14.4 %	8.8 %	14.9 %	19.2 %	16.3 %	14.6 %	9.1 %	15.1 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)					(As Adjusted for Comparability)				
	Three Months Ended				Twelve Months Ended	Three Months Ended				Twelve Months Ended
	December 29, 2019	September 29, 2019	June 30, 2019	March 31, 2019	December 29, 2019	December 29, 2019	September 29, 2019	June 30, 2019	March 31, 2019	December 29, 2019
U.S. GAAP gross margin	$ 1,179,644	$ 981,710	$ 1,080,891	$ 1,074,337	$ 4,316,582	$ 1,179,644	$ 981,710	$ 1,080,891	$ 1,074,337	$ 4,316,582
Pre-tax non-GAAP items:										
Amortization related to intangible assets acquired through certain business combinations	1,627	1,628	3,389	22,342	28,986	1,627	1,628	3,389	22,342	28,986
EDC related liability valuation increase (decrease)	—	—	—	—	—	3,586	(56)	1,593	5,260	10,383
Restructuring charges, net	—	—	601	2,871	3,472	—	—	601	2,871	3,472
Non-GAAP gross margin	$ 1,181,271	$ 983,338	$ 1,084,881	$ 1,099,550	$ 4,349,040	$ 1,184,857	$ 983,282	$ 1,086,474	$ 1,104,810	$ 4,359,423
U.S. GAAP gross margin as a percentage of revenue	45.7 %	45.3 %	45.8 %	44.0 %	45.2 %	45.7 %	45.3 %	45.8 %	44.0 %	45.2 %
Non-GAAP gross margin as a percentage of revenue	45.7 %	45.4 %	45.9 %	45.1 %	45.5 %	45.9 %	45.4 %	46.0 %	45.3 %	45.7 %
U.S. GAAP operating expenses	$ 493,133	$ 444,255	$ 463,806	$ 508,820	$ 1,910,014	$ 493,133	$ 444,255	$ 463,806	$ 508,820	$ 1,910,014
Pre-tax non-GAAP items:										
Amortization related to intangible assets acquired through certain business combinations	(12,357)	(12,357)	(12,357)	(12,446)	(49,517)	(12,357)	(12,357)	(12,357)	(12,446)	(49,517)
EDC related liability valuation (increase) decrease	—	—	—	—	—	(10,760)	169	(4,779)	(15,780)	(31,150)
Restructuring charges, net	—	(1,045)	(1,288)	(7,985)	(10,318)	—	(1,045)	(1,288)	(7,985)	(10,318)
Non-GAAP operating expenses	$ 480,776	$ 430,853	$ 450,161	$ 488,389	$ 1,850,179	$ 470,016	$ 431,022	$ 445,382	$ 472,609	$ 1,819,029
U.S. GAAP operating income	$ 686,511	$ 537,455	$ 617,085	$ 565,517	$ 2,406,568	$ 686,511	$ 537,455	$ 617,085	$ 565,517	$ 2,406,568
Non-GAAP operating income	$ 700,495	$ 552,485	$ 634,720	$ 611,161	$ 2,498,861	$ 714,841	$ 552,260	$ 641,092	$ 632,201	$ 2,540,394
U.S. GAAP operating income as percent of revenue	26.6 %	24.8 %	26.1 %	23.2 %	25.2 %	26.6 %	24.8 %	26.1 %	23.2 %	25.2 %
Non-GAAP operating income as a percent of revenue	27.1 %	25.5 %	26.9 %	25.1 %	26.2 %	27.7 %	25.5 %	27.2 %	25.9 %	26.6 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	Three Months Ended				Twelve Months Ended
	December 29, 2024	September 29, 2024	June 30, 2024	March 31, 2024	December 29, 2024
U.S. GAAP gross margin	$ 2,072,981	$ 2,002,683	$ 1,840,098	$ 1,800,536	$ 7,716,298
Pre-tax non-GAAP items:					
Amortization related to intangible assets acquired through certain business combinations	2,817	3,076	3,076	3,076	12,045
EDC related liability valuation increase	1,353	3,263	2,488	6,963	14,067
Restructuring charges, net	—	—	5,276	15,202	20,478
Transformational costs	—	—	25,407	13,270	38,677
Impairment of long-lived assets	—	—	—	8,705	8,705
Non-GAAP gross margin	$ 2,077,151	$ 2,009,022	$ 1,876,345	$ 1,847,752	$ 7,810,270
U.S. GAAP gross margin as a percentage of revenue	47.4 %	48.0 %	47.5 %	47.5 %	47.6 %
Non-GAAP gross margin as a percentage of revenue	47.5 %	48.2 %	48.5 %	48.7 %	48.2 %
U.S. GAAP operating expenses	$ 739,097	$ 738,486	$ 713,538	$ 743,424	$ 2,934,545
Pre-tax non-GAAP items:					
Amortization related to intangible assets acquired through certain business combinations	(538)	(692)	(770)	(770)	(2,770)
EDC related liability valuation increase	(4,058)	(15,646)	(7,465)	(20,890)	(48,059)
Restructuring charges, net	—	—	768	(15,246)	(14,478)
Transformational costs	—	—	(16,938)	(8,846)	(25,784)
Non-GAAP operating expenses	$ 734,501	$ 722,148	$ 689,133	$ 697,672	$ 2,843,454
U.S. GAAP operating income	$ 1,333,884	$ 1,264,197	$ 1,126,560	$ 1,057,112	$ 4,781,753
Non-GAAP operating income	$ 1,342,650	$ 1,286,874	$ 1,187,212	$ 1,150,080	$ 4,966,816
U.S. GAAP operating income as percent of revenue	30.5 %	30.3 %	29.1 %	27.9 %	29.5 %
Non-GAAP operating income as a percent of revenue	30.7 %	30.9 %	30.7 %	30.3 %	30.6 %

Reconciliation of U.S. GAAP Net Income to Non-GAAP Net Income
(in thousands, except per share data)
(unaudited)

	Twelve Months Ended			
	December 29, 2013 (As Originally Disclosed)		December 29, 2013 As Adjusted for Comparability)	
U.S. GAAP net income	$ 339,201		$ 339,201	
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations - cost of goods sold	84,482		84,482	
Costs associated with rationalization of certain product configurations - cost of goods sold	(689)		(689)	
EDC - related liability increase - cost of goods sold	—		2,525	
Acquisition-related inventory fair value impact - cost of goods sold	14,986		14,986	
Integration costs - cost of goods sold	4,774		4,774	
EDC related liability valuation increase - research and development	—		4,544	
Amortization related to intangible assets acquired though certain business combinations - selling, general and administrative	72,233		72,233	
EDC related liability valuation increase - selling , general and administrative	—		3,030	
Restructuring charges - selling, general and administrative	2,497		2,497	
Costs associated with rationalization of certain product configurations - operating expenses	3,255		3,255	
Impairment of long lived asset - selling, general and administrative	7,632		7,632	
Integration costs - operating expenses	33,550		33,550	
Amortization of note discounts - other income (expense), net	28,806		28,806	
Gain on EDC related asset - other expense, net	—		(11,186)	
Amortization of convertible note discount, Novellus assumed notes - other expense, net	3,295		3,295	
Impairment of investment - other expense, net	3,711		3,711	
Gain on sale of investment - other expense, net	(4,813)		(4,813)	
Net income tax benefit on non-GAAP items	(40,002)		(39,611)	
Net income tax benefit on conclusion of certain tax matters	(6,298)		(6,298)	
Income tax benefits on reinstatement of R&D tax credit	(11,493)		(11,493)	
Income tax expense associated with legal-entity integration	3,759		3,759	
Non-GAAP net income	$ 538,886		$ 538,190	
U.S. GAAP net income per diluted share	$ 1.99	*	$ 0.20	
Non-GAAP net income per diluted share	$ 3.16	*	$ 0.32	
U.S. GAAP and Non-GAAP number of shares used for diluted per share calculation	170,302	*	1,703,021	

- Share and per-share value “as originally disclosed” do not include the impact of a 10:1 stock split that was effective October 2, 2024

Reconciliation of U.S. GAAP Net Income to Non-GAAP Net Income
(in thousands, except per share data)
(unaudited)

	Twelve Months Ended	
	December 29, 2019	December 29, 2019
	(As Originally Disclosed)	As Adjusted for Comparability)
U.S. GAAP net income	$ 2,069,514	$ 2,069,514
Pre-tax non-GAAP items:		
Amortization related to intangible assets acquired through certain business combinations - cost of goods sold	28,986	28,986
EDC - related liability valuation increase - cost of goods sold	—	10,383
Restructuring charges - cost of goods sold	3,472	3,472
Restructuring charges - research and development	4,904	4,904
EDC related liability valuation increase - research and development	—	18,690
Amortization related to intangible assets acquired though certain business combinations - selling, general and administrative	49,517	49,517
EDC related liability valuation increase - selling , general and administrative	—	12,460
Restructuring charges - selling, general and administrative	5,414	5,414
Amortization of note discounts - other income (expense), net	4,543	4,543
Gain on EDC related asset - other expense, net	—	(41,318)
Net income tax benefit on non-GAAP items	(14,678)	(16,541)
Net income tax benefit on conclusion of certain tax matters	(3,094)	(3,094)
Income tax expense associated with U.S. tax reform	1,453	1,453
Cumulative income tax benefit reversal due to a court ruling	74,516	74,516
Non-GAAP net income	$ 2,224,547	$ 2,222,899
U.S. GAAP net income per diluted share	$ 13.49 *	$ 1.35
Non-GAAP net income per diluted share	$ 14.51 *	$ 1.45
U.S. GAAP and Non-GAAP number of shares used for per diluted share calculation	153,362 *	1,533,619

- Share and per-share value “as originally disclosed” do not include the impact of a 10:1 stock split that was effective October 2, 2024

Reconciliation of U.S. GAAP Net Income to Non-GAAP Net Income
(in thousands, except per share data)
(unaudited)

	Twelve Months Ended December 29, 2024
U.S. GAAP net income	$ 4,293,570
Pre-tax non-GAAP items:	
Amortization related to intangible assets acquired through certain business combinations - cost of goods sold	12,045
EDC - related liability valuation increase - cost of goods sold	14,067
Restructuring charges, net - cost of goods sold	20,478
Transformational costs - cost of goods sold	38,677
Impairment of long-lived assets - cost of goods sold	8,705
EDC related liability valuation increase - research and development	27,581
Transformational costs - research and development	12,892
Amortization related to intangible assets acquired though certain business combinations - selling, general and administrative	2,770
EDC related liability valuation increase - selling , general and administrative	20,478
Transformational costs - selling, general and administrative	12,892
Restructuring charges, net - operating expenses	14,478
Amortization of note discounts - other income (expense), net	3,049
Gain on EDC related asset - other income (expense), net	(58,060)
Net income tax benefit on non-GAAP items	(15,241)
Income tax benefit from change in tax law	(20,778)
Non-GAAP net income	$ 4,387,603
U.S. GAAP net income per diluted share	$ 3.29
Non-GAAP net income per diluted share	$ 3.36
U.S. GAAP and Non-GAAP number of shares used for per diluted share calculation	1,305,641

Reconciliation of U.S. GAAP Research and Development to Non-GAAP Net Income Research and Development
(in thousands)
(unaudited)

	Twelve Months Ended				
	December 29, 2024	December 25, 2022	December 29, 2019	December 25, 2016	December 29, 2013
			As Adjusted for Comparability)	As Adjusted for Comparability)	As Adjusted for Comparability)
U.S. GAAP Research and development expense	$ 2,000,408	$ 1,714,037	$ 1,219,780	$ 940,793	$ 699,470
Less pre-tax non-GAAP items:					
EDC related liability valuation increase (decrease)	27,581	(19,702)	18,690	3,206	4,544
Restructuring charges	—	—	4,904	115	—
Transformational costs	12,892	—	—	—	—
Costs associated with campus consolidation	—	—	—	11,319	—
Product rationalization	—	—	—	1,650	1,825
Non-GAAP Research and development expense	$ 1,959,935	$ 1,733,739	$ 1,196,186	$ 924,503	$ 693,101

Calculation of Return on Invested Capital
(in thousands, except percentages)
(unaudited)

	December 29, 2024	December 25, 2022	December 29, 2019	December 25, 2016	December 29, 2013
Non-GAAP operating income, 3 months ended	$ 1,342,650	$ 1,695,375	$ 714,841	$ 491,604	$ 213,867
GAAP tax expense, 3 months ended	157,128	183,421	158,077	52,014	11,645
Return	$ 1,185,522	$ 1,511,954	$ 556,764	$ 439,590	$ 202,222
Annualized return	$ 4,742,088	$ 6,047,816	$ 2,227,056	$ 1,758,360	$ 808,888
Total stockholders' equity	$ 8,808,026	$ 8,304,635	$ 4,379,429	$ 6,395,696	$ 4,666,090
Senior convertible notes - mezzanine capital	—	—	38,304	197,313	185,154
Long-term debt, convertible notes, and capital leases, current portion	504,136	7,226	632,292	957,895	516,481
Long-term debt, convertible notes, and capital leases, non-current portion	4,478,148	4,996,057	3,786,067	1,768,713	803,276
cash and cash equivalents	(5,665,379)	(4,484,716)	(3,035,887)	(2,503,960)	(1,132,555)
Short-term investments	—	(103,130)	(1,647,867)	(3,329,425)	(1,389,735)
Total invested capital	$ 8,124,931	$ 8,720,072	$ 4,152,338	$ 3,486,232	$ 3,648,711
Return on invested capital	58 %	69 %	54 %	50 %	22 %

Calculation of Free Cash Flow
(in thousands)
(unaudited)

	Twelve Months Ended					
	December 29, 2024	December 24, 2023	December 25, 2022	December 26, 2021	December 27, 2020	December 29, 2019
U.S. GAAP net cash provided by operating activities	$ 4,557,679	$ 5,254,166	$ 3,531,419	$ 4,499,045	$ 2,341,624	$ 2,585,283
U.S. GAAP cash used for capital expenditures and intangible assets	(503,339)	(390,395)	(574,555)	(469,138)	(256,807)	(242,780)
Total Free Cash Flow	$ 4,054,340	$ 4,863,771	$ 2,956,864	$ 4,029,907	$ 2,084,817	$ 2,342,503

	December 23, 2018	December 24, 2017	December 25, 2016	December 27, 2015	December 28, 2014	December 29, 2013
U.S. GAAP net cash provided by operating activities	$ 3,131,442	$ 2,038,970	$ 1,484,057	$ 1,226,645	$ 838,501	$ 458,393
U.S. GAAP cash used for capital expenditures and intangible assets	(290,733)	(223,684)	(176,225)	(172,628)	(186,636)	(140,007)
Total Free Cash Flow	$ 2,840,709	$ 1,815,286	$ 1,307,832	$ 1,054,017	$ 651,865	$ 318,386

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)				(As Adjusted for Comparability)			
	Three Months Ended				Three Months Ended			
	December 28, 2014	September 28, 2014	June 29, 2014	March 30, 2014	December 28, 2014	September 28, 2014	June 29, 2014	March 30, 2014
US GAAP gross margin	$ 536,657	$ 505,539	$ 557,036	$ 530,798	$ 536,657	$ 505,539	$ 557,036	$ 530,798
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	21,286	20,893	21,685	21,670	21,286	20,893	21,685	21,670
EDC related liability valuation increase	—	—	—	—	235	613	234	646
Costs associated with rationalization of certain product configurations	—	1,600	—	4,855	—	1,600	—	4,855
Acquisition-related inventory fair value impact	2,101	—	1,167	—	2,101	—	1,167	—
Synthetic lease impairment	—	—	—	1,558	—	—	—	1,558
Non-GAAP gross margin	$ 560,044	$ 528,032	$ 579,888	$ 558,881	$ 560,279	$ 528,645	$ 580,122	$ 559,527
U.S. GAAP gross margin as a percentage of revenue	43.6 %	43.9 %	44.6 %	43.2 %	43.6 %	43.9 %	44.6 %	43.2 %
Non-GAAP gross margin as a percentage of revenue	45.4 %	45.8 %	46.4 %	45.5 %	45.5 %	45.9 %	46.5 %	45.6 %
U.S. GAAP operating expenses	$ 347,916	$ 337,241	$ 341,186	$ 338,861	$ 347,916	$ 337,241	$ 341,186	$ 338,861
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	(16,083)	(16,083)	(16,547)	(16,537)	(16,083)	(16,083)	(16,547)	(16,537)
EDC related liability valuation increase	—	—	—	—	(707)	(1,838)	(701)	(1,937)
Restructuring charges	(1,620)	—	(295)	—	(1,620)	—	(295)	—
Costs associated with rationalization of certain product configurations	—	—	(1,086)	(1,922)	—	—	(1,086)	(1,922)
Costs associated with disposition of business	—	—	(1,103)	—	—	—	(1,103)	—
Impairment of long lived asset	—	—	—	(4,000)	—	—	—	(4,000)
Synthetic lease impairment	—	—	—	(5,356)	—	—	—	(5,356)
Non-GAAP operating expenses	$ 330,213	$ 321,158	$ 322,155	$ 311,046	$ 329,506	$ 319,320	$ 321,454	$ 309,109
U.S. GAAP operating income	$ 188,741	$ 168,298	$ 215,850	$ 191,937	$ 188,741	$ 168,298	$ 215,850	$ 191,937
Non-GAAP operating income	$ 229,831	$ 206,874	$ 257,733	$ 247,835	$ 230,773	$ 209,325	$ 258,668	$ 250,418
U.S. GAAP operating income as a percent of revenue	15.3 %	14.6 %	17.3 %	15.6 %	15.3 %	14.6 %	17.3 %	15.6 %
Non-GAAP operating income as a percent of revenue	18.7 %	18.0 %	20.6 %	20.2 %	18.7 %	18.2 %	20.7 %	20.4 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)				(As Adjusted for Comparability)			
	Three Months Ended				Three Months Ended			
	December 27, 2015	September 27, 2015	June 28, 2015	March 29, 2015	December 27, 2015	September 27, 2015	June 28, 2015	March 29, 2015
US GAAP gross margin	$ 626,510	$ 722,363	$ 641,538	$ 600,602	$ 626,510	$ 722,363	$ 641,538	$ 600,602
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	21,250	21,250	21,286	21,286	21,250	21,250	21,286	21,286
EDC related liability valuation increase (decrease)	—	—	—	—	507	(1,212)	297	649
Restructuring charges	—	371	—	—	—	371	—	—
Acquisition-related inventory fair value impact	649	—	1,192	308	649	—	1,192	308
Impairment of long-lived assets	—	—	9,821	—	—	—	9,821	—
Non-GAAP gross margin	$ 648,409	$ 743,984	$ 673,837	$ 622,196	$ 648,916	$ 742,772	$ 674,134	$ 622,845
U.S. GAAP gross margin as a percentage of revenue	43.9 %	45.1 %	43.3 %	43.1 %	43.9 %	45.1 %	43.3 %	43.1 %
Non-GAAP gross margin as a percentage of revenue	45.5 %	46.5 %	45.5 %	44.7 %	45.5 %	46.4 %	45.5 %	44.7 %
U.S. GAAP operating expenses	$ 387,676	$ 386,935	$ 450,503	$ 360,637	$ 387,676	$ 386,935	$ 450,503	$ 360,637
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	(16,083)	(16,083)	(16,083)	(16,083)	(16,083)	(16,083)	(16,083)	(16,083)
EDC related liability valuation (increase) decrease	—	—	—	—	(1,521)	3,635	(890)	(1,948)
Business combination acquisition-related costs	(17,392)	—	—	—	(17,392)	—	—	—
Restructuring (charges) benefits	(2,066)	(7,256)	(434)	495	(2,066)	(7,256)	(434)	495
Goodwill impairment	—	—	(79,444)	—	—	—	(79,444)	—
Non-GAAP operating expenses	$ 352,135	$ 363,596	$ 354,542	$ 345,049	$ 350,614	$ 367,231	$ 353,652	$ 343,101
U.S. GAAP operating income	$ 238,834	$ 335,428	$ 191,035	$ 239,965	$ 238,834	$ 335,428	$ 191,035	$ 239,965
Non-GAAP operating income	$ 296,274	$ 380,388	$ 319,295	$ 277,147	$ 298,302	$ 375,541	$ 320,482	$ 279,744
U.S. GAAP operating income as a percent of revenue	16.8 %	21.0 %	12.9 %	17.2 %	16.8 %	21.0 %	12.9 %	17.2 %
Non-GAAP operating income as a percent of revenue	20.8 %	23.8 %	21.6 %	19.9 %	20.9 %	23.5 %	21.6 %	20.1 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)				(As Adjusted for Comparability)			
	Three Months Ended				Three Months Ended			
	December 25, 2016	September 25, 2016	June 26, 2016	March 27, 2016	December 25, 2016	September 25, 2016	June 26, 2016	March 27, 2016
US GAAP gross margin	$ 846,797	$ 716,197	$ 698,784	$ 571,265	$ 846,797	$ 716,197	$ 698,784	$ 571,265
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	21,250	21,250	21,250	21,250	21,250	21,250	21,250	21,250
EDC related liability valuation increase (decrease)	—	—	—	—	418	1,534	56	(226)
Product rationalization	6,127	—	—	—	6,127	—	—	—
Acquisition-related inventory fair value impact	—	—	128	—	—	—	128	—
Non-GAAP gross margin	$ 874,174	$ 737,447	$ 720,162	$ 592,515	$ 874,592	$ 738,981	$ 720,218	$ 592,289
U.S. GAAP gross margin as a percentage of revenue	45.0 %	43.9 %	45.2 %	43.5 %	45.0 %	43.9 %	45.2 %	43.5 %
Non-GAAP gross margin as a percentage of revenue	46.4 %	45.2 %	46.6 %	45.1 %	46.5 %	45.3 %	46.6 %	45.1 %
U.S. GAAP operating expenses	$ 406,969	$ 400,250	$ 389,543	$ 380,512	$ 406,969	$ 400,250	$ 389,543	$ 380,512
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	(16,083)	(16,083)	(16,083)	(16,084)	(16,083)	(16,083)	(16,083)	(16,084)
EDC related liability valuation (increase) decrease	—	—	—	—	(1,253)	(4,602)	(169)	679
Business combination acquisition-related costs	—	(9,972)	(19,270)	(14,323)	—	(9,972)	(19,270)	(14,323)
Restructuring (charges) benefits	—	—	(160)	130	—	—	(160)	130
Product rationalization	(1,650)	—	—	—	(1,650)	—	—	—
Litigation settlement	(4,000)	—	—	—	(4,000)	—	—	—
Costs associated with campus consolidation	(995)	(2,561)	(7,763)	—	(995)	(2,561)	(7,763)	—
Gain on sale of assets, net of associated exit costs	—	—	15,223	—	—	—	15,223	—
Non-GAAP operating expenses	$ 384,241	$ 371,634	$ 361,490	$ 350,235	$ 382,988	$ 367,032	$ 361,321	$ 350,914
U.S. GAAP operating income	$ 439,828	$ 315,947	$ 309,241	$ 190,753	$ 439,828	$ 315,947	$ 309,241	$ 190,753
Non-GAAP operating income	$ 489,933	$ 365,813	$ 358,672	$ 242,280	$ 491,604	$ 371,949	$ 358,897	$ 241,375
U.S. GAAP operating income as a percent of revenue	23.4 %	19.4 %	20.0 %	14.5 %	23.4 %	19.4 %	20.0 %	14.5 %
Non-GAAP operating income as a percent of revenue	26.0 %	22.4 %	23.2 %	18.4 %	26.1 %	22.8 %	23.2 %	18.4 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)				(As Adjusted for Comparability)			
	Three Months Ended				Three Months Ended			
	December 24, 2017	September 24, 2017	June 25, 2017	March 26, 2017	December 24, 2017	September 24, 2017	June 25, 2017	March 26, 2017
US GAAP gross margin	$ 1,205,567	$ 1,149,343	$ 1,068,961	$ 971,404	$ 1,205,567	$ 1,149,343	$ 1,068,961	$ 971,404
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	22,394	21,562	21,250	21,250	22,394	21,562	21,250	21,250
EDC related liability valuation increase	—	—	—	—	1,506	855	1,393	1,115
Non-GAAP gross margin	$ 1,227,961	$ 1,170,905	$ 1,090,211	$ 992,654	$ 1,229,467	$ 1,171,760	$ 1,091,604	$ 993,769
U.S. GAAP gross margin as a percentage of revenue	46.7 %	46.4 %	45.6 %	45.1 %	46.7 %	46.4 %	45.6 %	45.1 %
Non-GAAP gross margin as a percentage of revenue	47.6 %	47.2 %	46.5 %	46.1 %	47.6 %	47.3 %	46.6 %	46.1 %
U.S. GAAP operating expenses	$ 468,196	$ 456,121	$ 461,022	$ 432,986	$ 468,196	$ 456,121	$ 461,022	$ 432,986
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	(17,074)	(16,413)	(16,083)	(16,083)	(17,074)	(16,413)	(16,083)	(16,083)
EDC related liability valuation increase	—	—	—	—	(4,517)	(2,565)	(4,180)	(3,344)
Business combination acquisition and integration related costs	(1,093)	(936)	—	—	(1,093)	(936)	—	—
Cost associated with business process reengineering	(1,362)	(716)	(4,813)	(2,674)	(1,362)	(716)	(4,813)	(2,674)
Non-GAAP operating expenses	$ 448,667	$ 438,056	$ 440,126	$ 414,229	$ 444,150	$ 435,491	$ 435,946	$ 410,885
U.S. GAAP operating income	$ 737,371	$ 693,222	$ 607,939	$ 538,418	$ 737,371	$ 693,222	$ 607,939	$ 538,418
Non-GAAP operating income	$ 779,294	$ 732,849	$ 650,085	$ 578,425	$ 785,317	$ 736,269	$ 655,658	$ 582,884
U.S. GAAP operating income as a percent of revenue	28.6 %	28.0 %	25.9 %	25.0 %	28.6 %	28.0 %	25.9 %	25.0 %
Non-GAAP operating income as a percent of revenue	30.2 %	29.6 %	27.7 %	26.9 %	30.4 %	29.7 %	28.0 %	27.1 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	(As Originally Disclosed)				(As Adjusted for Comparability)			
	Three Months Ended				Three Months Ended			
	December 23, 2018	September 23, 2018	June 24, 2018	March 25, 2018	December 23, 2018	September 23, 2018	June 24, 2018	March 25, 2018
US GAAP gross margin	$ 1,145,033	$ 1,058,198	$ 1,479,408	$ 1,330,714	$ 1,145,033	$ 1,058,198	$ 1,479,408	$ 1,330,714
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	22,342	22,342	22,342	22,342	22,342	22,342	22,342	22,342
EDC related liability valuation (decrease) increase	—	—	—	—	(5,453)	1,363	1,765	(302)
Non-GAAP gross margin	$ 1,167,375	$ 1,080,540	$ 1,501,750	$ 1,353,056	$ 1,161,922	$ 1,081,903	$ 1,503,515	$ 1,352,754
U.S. GAAP gross margin as a percentage of revenue	45.4 %	45.4 %	47.3 %	46.0 %	45.4 %	45.4 %	47.3 %	46.0 %
Non-GAAP gross margin as a percentage of revenue	46.3 %	46.4 %	48.0 %	46.8 %	46.1 %	46.4 %	48.1 %	46.8 %
U.S. GAAP operating expenses	$ 454,654	$ 466,447	$ 524,213	$ 503,203	$ 454,654	$ 466,447	$ 524,213	$ 503,203
Pre-tax non-GAAP items:								
Amortization related to intangible assets acquired through certain business combinations	(12,490)	(12,490)	(16,069)	(17,074)	(12,490)	(12,490)	(16,069)	(17,074)
EDC related liability valuation decrease (increase)	—	—	—	—	16,360	(4,089)	(5,295)	905
Restructuring charges	(2,356)	(3,417)	—	—	(2,356)	(3,417)	—	—
Business combination acquisition and integration related costs	—	—	(728)	(107)	—	—	(728)	(107)
Non-GAAP operating expenses	$ 439,808	$ 450,540	$ 507,416	$ 486,022	$ 456,168	$ 446,451	$ 502,121	$ 486,927
U.S. GAAP operating income	$ 690,379	$ 591,751	$ 955,195	$ 827,511	$ 690,379	$ 591,751	$ 955,195	$ 827,511
Non-GAAP operating income	$ 727,567	$ 630,000	$ 994,334	$ 867,034	$ 705,754	$ 635,452	$ 1,001,394	$ 865,827
U.S. GAAP operating income as a percent of revenue	27.4 %	25.4 %	30.6 %	28.6 %	27.4 %	25.4 %	30.6 %	28.6 %
Non-GAAP operating income as a percent of revenue	28.8 %	27.0 %	31.8 %	30.0 %	28.0 %	27.3 %	32.0 %	29.9 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	Three Months Ended			
	December 27, 2020	September 27, 2020	June 28, 2020	March 29, 2020
U.S. GAAP gross margin	$ 1,603,795	$ 1,506,179	$ 1,280,332	$ 1,167,007
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	1,270	1,270	1,627	1,627
EDC related liability valuation increase (decrease)	6,089	3,224	6,380	(8,653)
Non-GAAP gross margin	$ 1,611,154	$ 1,510,673	$ 1,288,339	$ 1,159,981
U.S. GAAP gross margin as a percentage of revenue	46.4 %	47.4 %	45.9 %	46.6 %
Non-GAAP gross margin as a percentage of revenue	46.6 %	47.5 %	46.1 %	46.3 %
U.S. GAAP operating expenses	$ 594,071	$ 545,115	$ 524,610	$ 472,893
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	(12,357)	(12,357)	(12,357)	(12,357)
EDC related liability valuation (increase) decrease	(18,268)	(9,672)	(19,138)	25,958
Non-GAAP operating expenses	$ 563,446	$ 523,086	$ 493,115	$ 486,494
U.S. GAAP operating income	$ 1,009,724	$ 961,064	$ 755,722	$ 694,114
Non-GAAP operating income	$ 1,047,708	$ 987,587	$ 795,224	$ 673,487
U.S. GAAP operating income as percent of revenue	29.2 %	30.2 %	27.1 %	27.7 %
Non-GAAP operating income as a percent of revenue	30.3 %	31.1 %	28.5 %	26.9 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	Three Months Ended			
	December 26, 2021	September 26, 2021	June 27, 2021	March 28, 2021
U.S. GAAP gross margin	$ 1,977,916	$ 1,976,754	$ 1,915,201	$ 1,780,131
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	1,092	1,092	1,092	1,092
EDC related liability valuation (decrease) increase	(8)	1,896	4,256	1,986
Product rationalization	—	—	5,774	—
Non-GAAP gross margin	$ 1,979,000	$ 1,979,742	$ 1,926,323	$ 1,783,209
U.S. GAAP gross margin as a percentage of revenue	46.8 %	45.9 %	46.2 %	46.3 %
Non-GAAP gross margin as a percentage of revenue	46.8 %	46.0 %	46.5 %	46.3 %
U.S. GAAP operating expenses	$ 639,777	$ 604,521	$ 599,274	$ 584,823
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	(12,357)	(12,357)	(12,357)	(12,357)
EDC related liability valuation decrease (increase)	25	(5,687)	(12,784)	(5,959)
Product rationalization	—	—	(426)	—
Non-GAAP operating expenses	$ 627,445	$ 586,477	$ 573,707	$ 566,507
U.S. GAAP operating income	$ 1,338,139	$ 1,372,233	$ 1,315,927	$ 1,195,308
Non-GAAP operating income	$ 1,351,555	$ 1,393,265	$ 1,352,616	$ 1,216,702
U.S. GAAP operating income as percent of revenue	31.7 %	31.9 %	31.7 %	31.1 %
Non-GAAP operating income as a percent of revenue	32.0 %	32.4 %	32.6 %	31.6 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	Three Months Ended			
	December 25, 2022	September 25, 2022	June 26, 2022	March 27, 2022
U.S. GAAP gross margin	$ 2,376,349	$ 2,336,835	$ 2,100,512	$ 1,816,625
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	2,521	1,451	1,308	1,153
EDC related liability valuation increase (decrease)	2,853	(3,118)	(7,814)	(2,868)
Non-GAAP gross margin	$ 2,381,723	$ 2,335,168	$ 2,094,006	$ 1,814,910
U.S. GAAP gross margin as a percentage of revenue	45.0 %	46.1 %	45.3 %	44.7 %
Non-GAAP gross margin as a percentage of revenue	45.1 %	46.0 %	45.2 %	44.7 %
U.S. GAAP operating expenses	$ 696,187	$ 638,995	$ 621,159	$ 624,528
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	(1,279)	(1,110)	(9,969)	(12,494)
EDC related liability valuation (increase) decrease	(8,560)	9,354	23,441	8,602
Non-GAAP operating expenses	$ 686,348	$ 647,239	$ 634,631	$ 620,636
U.S. GAAP operating income	$ 1,680,162	$ 1,697,840	$ 1,479,353	$ 1,192,097
Non-GAAP operating income	$ 1,695,375	$ 1,687,929	$ 1,459,375	$ 1,194,274
U.S. GAAP operating income as percent of revenue	31.8 %	33.5 %	31.9 %	29.4 %
Non-GAAP operating income as a percent of revenue	32.1 %	33.3 %	31.5 %	29.4 %

Reconciliation of U.S. GAAP Gross Margin, Operating Expenses and Operating Income to Non-GAAP Gross Margin, Operating Expenses and Operating Income
(in thousands, except percentages)
(unaudited)

	Three Months Ended			
	December 24, 2023	September 24, 2023	June 25, 2023	March 26, 2023
U.S. GAAP gross margin	$ 1,757,455	$ 1,654,702	$ 1,458,129	$ 1,605,612
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	2,631	3,149	3,093	3,093
EDC related liability valuation increase (decrease)	6,492	(591)	4,288	1,498
Restructuring charges, net	14,957	7,940	11,446	66,720
Product rationalization	—	—	(13,383)	26,842
Transformational costs	8,853	4,269	1,634	558
Non-GAAP gross margin	$ 1,790,388	$ 1,669,469	$ 1,465,207	$ 1,704,323
U.S. GAAP gross margin as a percentage of revenue	46.8 %	47.5 %	45.5 %	41.5 %
Non-GAAP gross margin as a percentage of revenue	47.6 %	47.9 %	45.7 %	44.0 %
U.S. GAAP operating expenses	$ 700,243	$ 631,673	$ 603,524	$ 663,359
Pre-tax non-GAAP items:				
Amortization related to intangible assets acquired through certain business combinations	(770)	(1,186)	(1,395)	(1,395)
EDC related liability valuation (increase) decrease	(19,475)	1,773	(12,865)	(4,495)
Restructuring charges, net	(1,688)	(2,021)	(1,742)	(40,408)
Product rationalization	—	—	6,686	(6,749)
Transformational costs	(16,051)	(8,020)	(4,294)	(2,692)
Non-GAAP operating expenses	$ 662,259	$ 622,219	$ 589,914	$ 607,620
U.S. GAAP operating income	$ 1,057,212	$ 1,023,029	$ 854,605	$ 942,253
Non-GAAP operating income	$ 1,128,129	$ 1,047,250	$ 875,293	$ 1,096,703
U.S. GAAP operating income as percent of revenue	28.1 %	29.4 %	26.6 %	24.4 %
Non-GAAP operating income as a percent of revenue	30.0 %	30.1 %	27.3 %	28.3 %

Reconciliation of U.S. GAAP to Non-GAAP Guidance for the quarter ended March 30, 2025

	U.S. GAAP			Reconciling Items	Non-GAAP		
Revenue	$4.65 Billion	+/-	$300 Million	—	$4.65 Billion	+/-	$300 Million
Gross margin as a percentage of revenue	47.9%	+/-	1%	$ 2.8 Million	48.0%	+/-	1%
Operating income as a percentage of revenue	31.9%	+/-	1%	$ 3.4 Million	32.0%	+/-	1%

The information provided above is only an estimate of what the Company believes is realizable as of the date of this release and does not incorporate the potential impact of any business combinations, asset acquisitions, divestitures, restructuring, balance sheet valuation adjustments, financing arrangements, other investments, or other significant arrangements that may be completed or realized after the date of this release, except as described below. U.S. GAAP to non-GAAP reconciling items provided include only those items that are known and can be estimated as of the date of this release. Actual results will vary from this model and the variations may be material. Reconciling items included above are as follows:

- Gross margin as a percentage of revenue - amortization related to intangible assets acquired through business combinations, $2.8 million.
- Operating income as a percentage of revenue - amortization related to intangible assets acquired through business combinations, $3.4 million.