

Analog Devices, Inc. (ADI) Company Presentation

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Raymond James Conference, March 2022

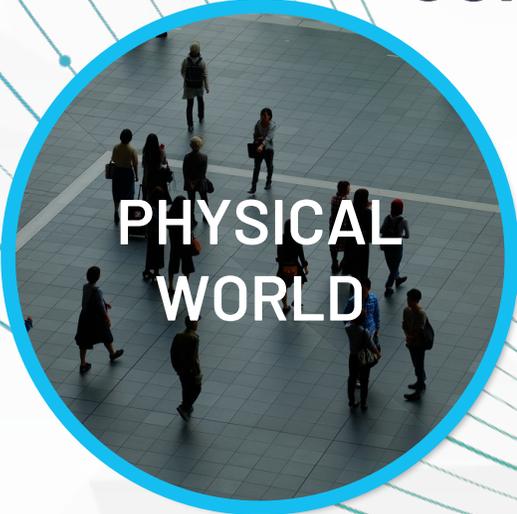
FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, which address a variety of subject including, for example, our statements regarding our talent, employees and growth; competitive advantage, customer needs and demand; capacity expansion; environmental, social and governance (ESG) programs and strategy; free cash flow returns, dividends and repurchases; product portfolio; and strategy, market opportunity and market trends. Statements that are not historical facts, including statements about our beliefs, plans and expectations, are forward-looking statements. Such statements are based on our current expectations and are subject to a number of factors and uncertainties, which could cause actual results to differ materially from those described in the forward-looking statements. The following important factors and uncertainties, among others, could cause actual results to differ materially from those described in these forward-looking statements: the uncertainty as to the extent of the duration, scope and impacts of the COVID-19 pandemic; political and economic uncertainty, including any faltering in global economic conditions or the stability of credit and financial markets; erosion of consumer confidence and declines in customer spending; unavailability of raw materials, services, supplies or manufacturing capacity; changes in geographic, product or customer mix; changes in export classifications, import and export regulations or duties and tariffs; changes in our estimates of our expected tax rates based on current tax law; adverse results in litigation matters, including the potential for litigation related to the acquisition of Maxim Integrated Products, Inc. (Maxim); the risk that we will be unable to retain and hire key personnel; unanticipated difficulties or expenditures relating to integrating Maxim; uncertainty as to the long-term value of our common stock; the diversion of management time on integrating Maxim's business and operations; our ability to successfully integrate acquired businesses and technologies, including Maxim; and the risk that expected benefits, synergies and growth prospects of acquisitions, including our acquisition of Maxim, may not be fully achieved in a timely manner, or at all. For additional information about factors that could cause actual results to differ materially from those described in the forward-looking statements, please refer to our filings with the Securities and Exchange Commission, including the risk factors contained in our most recent quarterly report on form 10-Q and annual report on form 10-K. Forward-looking statements represent management's current expectations and are inherently uncertain. Except as required by law, we do not undertake any obligation to update forward-looking statements made by us to reflect subsequent events or circumstances.

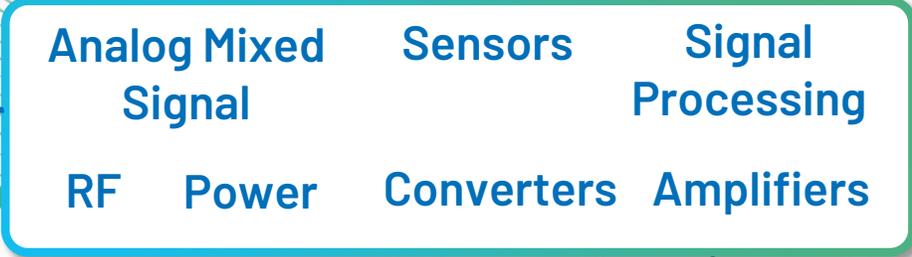
NON-GAAP RECONCILIATIONS

This presentation includes non-GAAP financial measures that have been adjusted in order to provide investors with useful information regarding our results of operations, business trends and financial goals. Reconciliation of these non-GAAP measures to their most directly comparable GAAP measures can be found in the appendix.

CONNECTING THE PHYSICAL & DIGITAL WORLDS



PHYSICAL
WORLD



Analog Mixed Signal
RF Power Sensors Converters Signal Processing Amplifiers



DIGITAL
WORLD

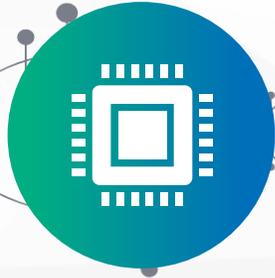


AHEAD OF WHAT'S POSSIBLE™

#1 in signal conversion
Turning real-world phenomena into actionable insight

A HIGH-PERFORMANCE ANALOG SEMICONDUCTOR LEADER

TECHNOLOGIES



Analog & mixed signal
Power management
**Radio frequency (RF)
& microwave**
**Edge processors
& sensors**

TALENT



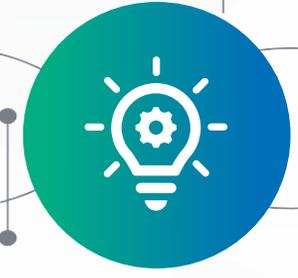
~25K
Employees
~11K
Engineers
35
Countries

PORTFOLIO BREADTH



~75K
SKUs
125K+
Customers
55+
Years of experience

LEADING INNOVATION

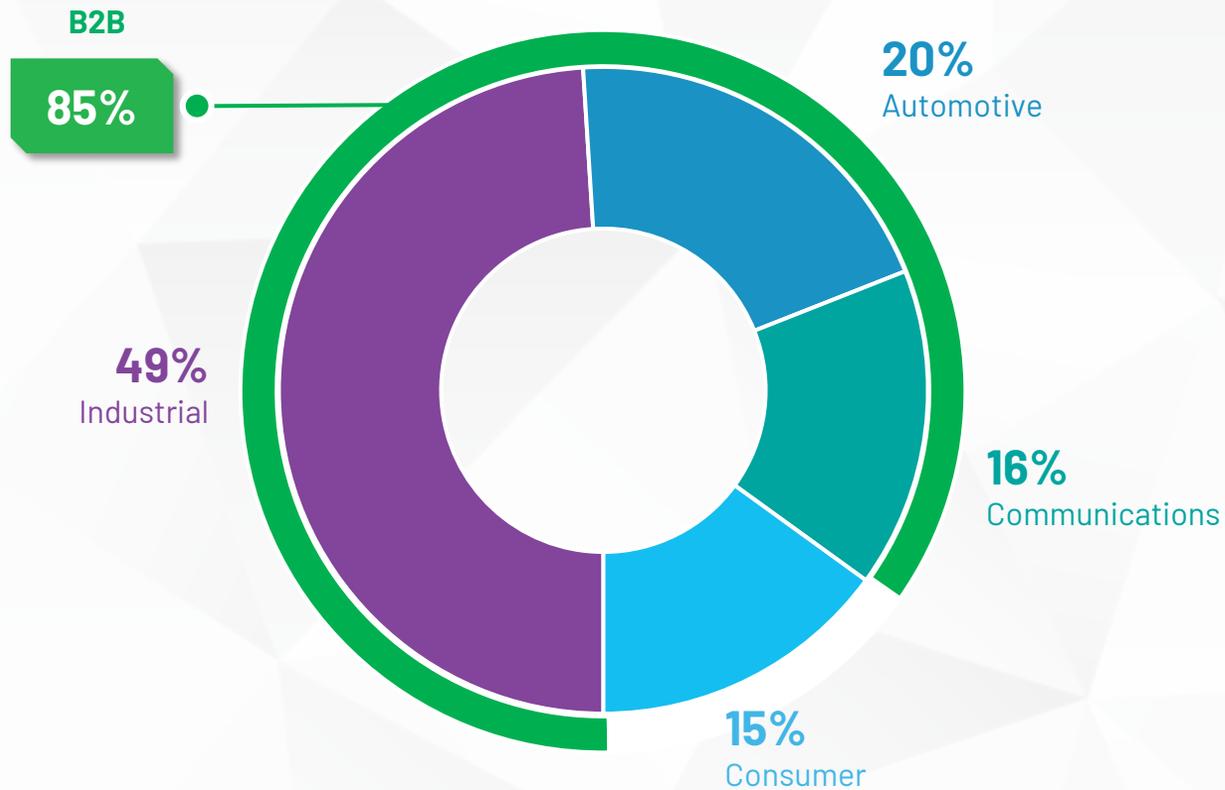


>\$1.5B¹
R&D investment
~6.5K
Patents
~70
Design centers

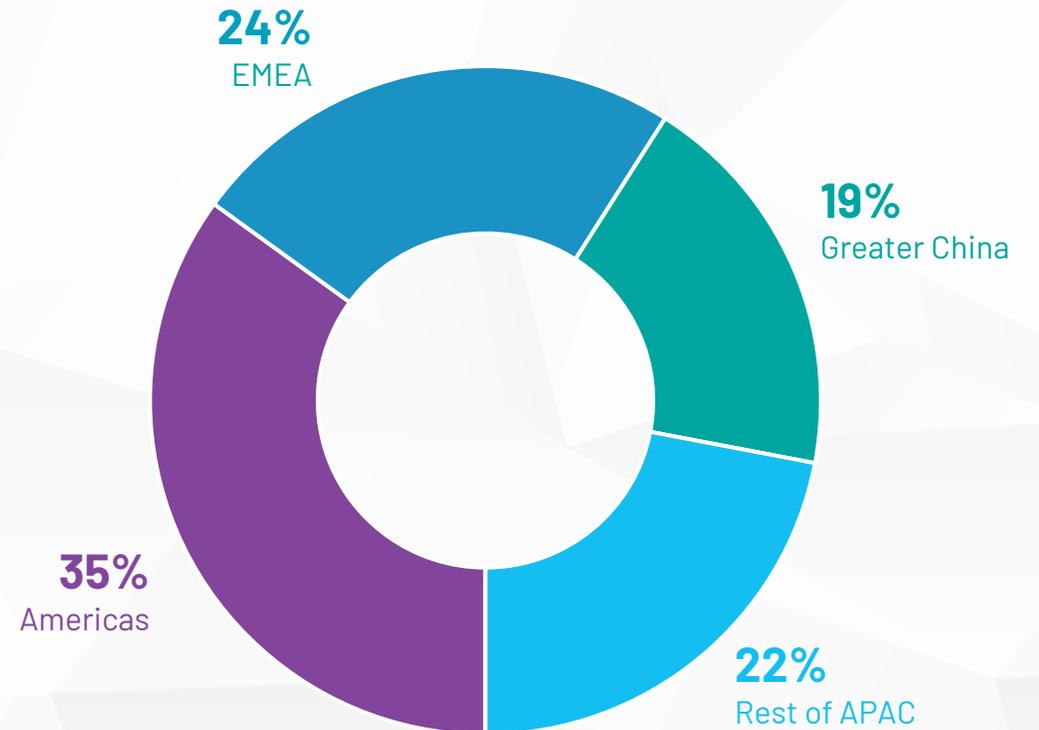
1. Pro-forma that includes Maxim Integrated Products, Inc. results mapped to ADI's fiscal year; ended October 30, 2021. R&D prior to August 26, 2021 (the date of acquisition) from Maxim are included for informational purposes only and has not been included in ADI's income statement for fiscal 2021. These figures are unaudited.

DIVERSIFIED \$10B¹ PORTFOLIO ACROSS MARKETS & GEOGRAPHIES

REVENUE BY END MARKET



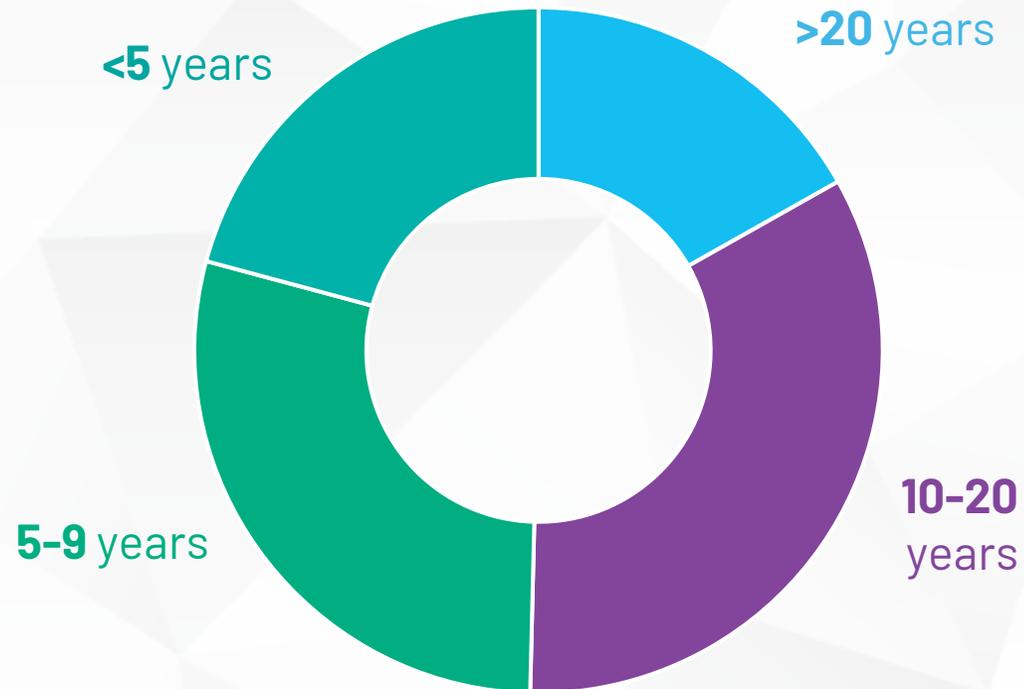
REVENUE BY GEOGRAPHY



1. Pro-forma that includes Maxim Integrated Products, Inc. results mapped to ADI's fiscal year; ended October 30, 2021. Revenue prior to August 26, 2021 (the date of acquisition) from Maxim are included for informational purposes only and has not been included in ADI's income statement for fiscal 2021. These figures are unaudited.

VAST PRODUCT BREADTH WITH LONG LIFE CYCLES

REVENUE BY PRODUCT AGE



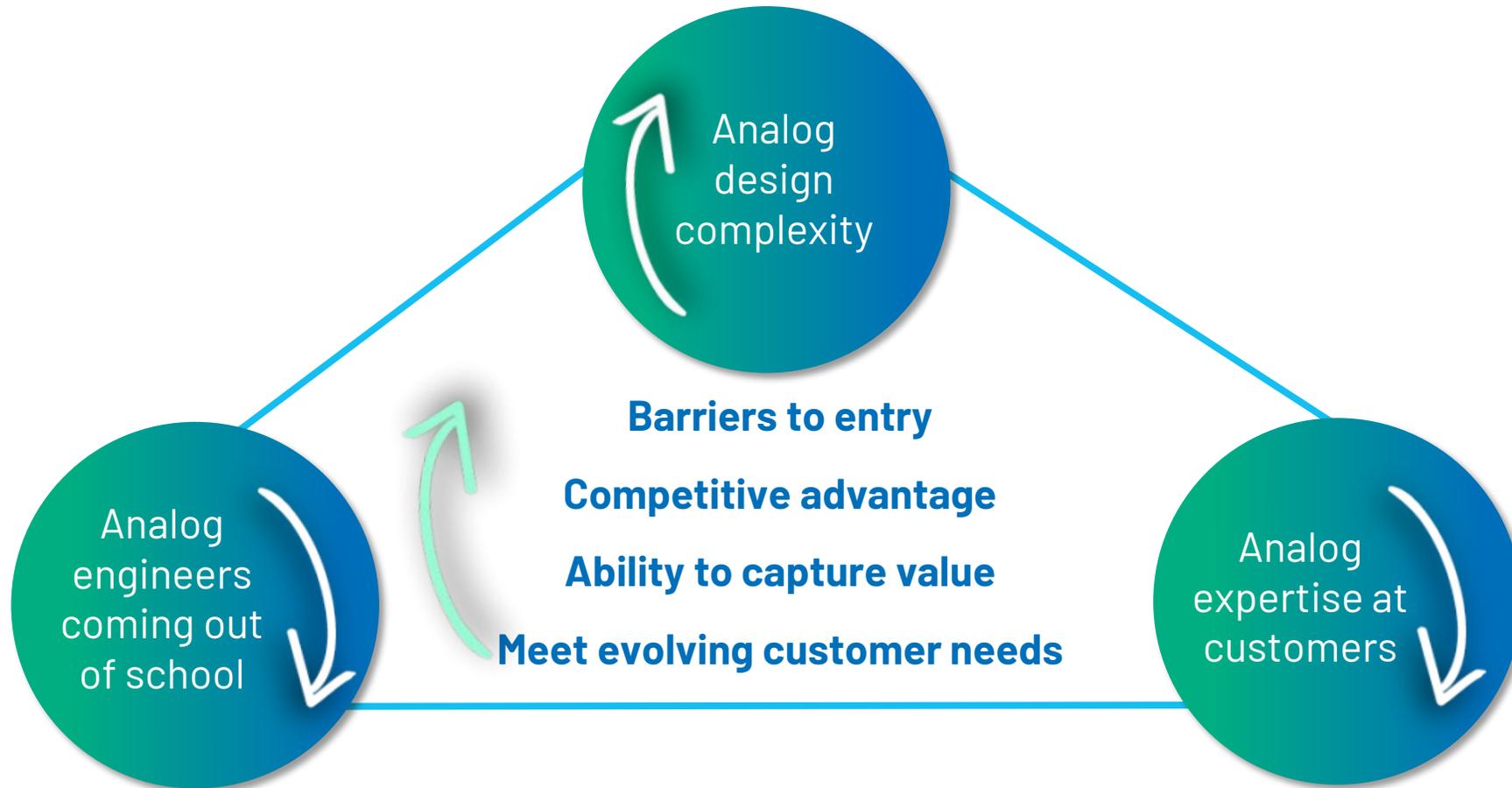
~50% of ADI revenue is derived from products 10+ years old

REVENUE BY PRODUCT



~80% of ADI revenue is derived from products that individually contribute 0.1% or less

DESTINATION FOR THE BEST ANALOG ENGINEERING TALENT



Increased scale unlocking additional avenues of professional growth for our people

ADI'S EXTENSIVE HYBRID MANUFACTURING NETWORK

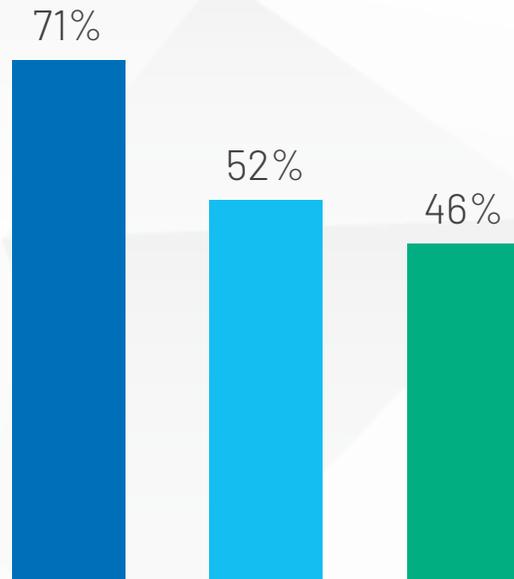
>50 production sites across the globe, dozens of partners, ~15K manufacturing employees

● ADI INTERNAL SITES ● FOUNDRIES ● EXTERNAL ASSEMBLY AND TEST

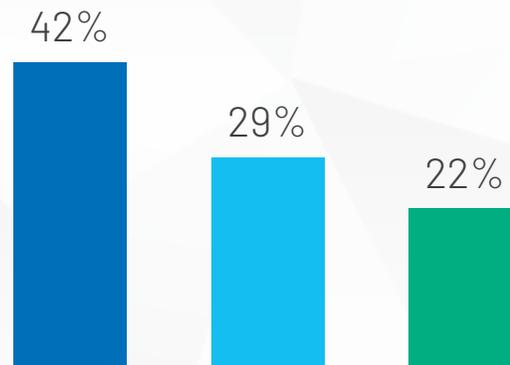


ADI IS DELIVERING TOP TIER PROFITABILITY IN A TOP TIER INDUSTRY

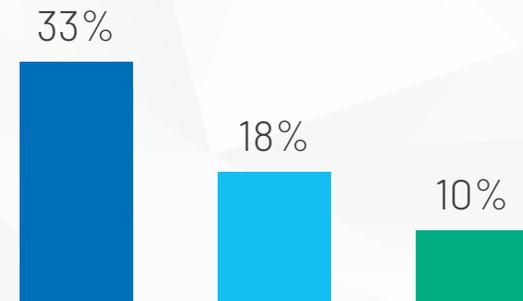
ADJUSTED GROSS MARGINS^{1,2}



ADJUSTED OPERATING MARGINS^{1,2}



FREE CASH FLOW MARGINS^{1,2}



Top 10% of S&P 500

■ ADI ■ Philadelphia Semi Index ■ S&P 500

1. ADI's gross margin, operating margin and free cash flow margin are presented on an adjusted basis and exclude special items. Please refer to the appendix for a reconciliation of these adjusted measures to their most comparable GAAP measures. Philadelphia Semi Index and S&P 500 Index data sourced from Bloomberg.
2. Figures represent ADI's fiscal 2021.

EXECUTING ADI'S MISSION TO "ENGINEER GOOD"



ENVIRONMENTAL

- ▶ Joined UN Global Compact for Business Ambition for 1.5C
- ▶ Carbon neutrality by 2030 & net zero by 2050... SBTi endorsed science-based emissions reduction targets
- ▶ 1st U.S. tech company to deploy 3 sustainable finance instruments: green bond, sustainability-linked bond, sustainability-linked RCF



SOCIAL

- ▶ \$1.8M in community grants & matched \$720K in employee donations in FY'21
- ▶ Grew female engineering population by 20% over the last 3 years
- ▶ Partnered with Historically Black Colleges & Universities to enhance engineering curriculum & research efforts



GOVERNANCE

- ▶ Announced ESG Office of senior leadership overseeing ESG program, including new, tenured leader
- ▶ Published EEO-1 report online & issued 2nd annual Corporate Responsibility Report
- ▶ Preparing 2021 ESG Report with more detail about specific programs & progress

ADI RECOGNITION



WHY INVEST IN ADI



RESILIENT GROWTH

Highly diverse and sticky revenue stream aligned to secular growth markets



HIGHLY PROFITABLE

33% FCF margin
Top 10% in S&P 500



100% FCF RETURN

Consistent dividend increases¹
Quarterly repurchases

1. ADI has increased its dividend per share 19 times in the past 18 years, including 4 consecutive double-digit percent increases.

Q&A

APPENDIX

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GAAP TO NON-GAAP RECONCILIATION

FY 21		FY 21		FY 21	
Revenue	\$7,318,286	Revenue	\$7,318,286	Revenue	\$7,318,286
GAAP Gross Margin	\$4,525,012	GAAP Gross Margin	\$4,525,012	Net Cash Provided by Operating Activities	\$2,735,069
Acquisition Related Expenses	\$661,438	GAAP Operating Expenses	\$2,832,811	% of Revenue	37%
Adjusted Gross Income	\$5,186,450	GAAP Operating Income	\$1,692,201	Capital Expenditures	\$343,676
Adjusted Gross Margin	71%	GAAP Operating Margin	23%	Free Cash Flow	\$2,391,393
		Acquisition Related Expenses	\$1,214,227	Free Cash Flow % of Revenue	33%
		Restructuring Related Expenses	\$84,458		
		Acquisition Related Transaction Costs	\$112,859		
		Adjusted Operating Income	\$3,103,745		
		Adjusted Operating Margin	42%		

Fiscal 2021 numbers are as reported. All dollar amounts are shown in 000s.