

ADI's Resilient Hybrid Manufacturing Network

Quickly adds semiconductor capacity and flexes demand between ADI's internal factories and external partner foundries

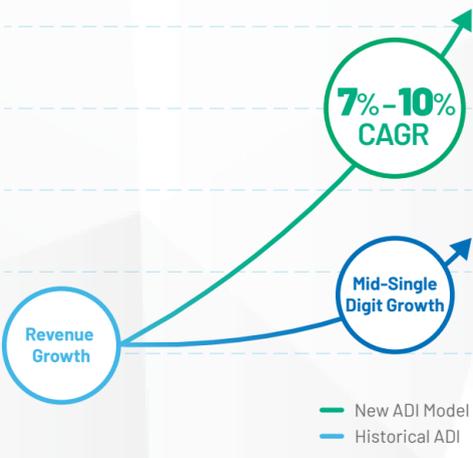


ADI-owned facilities + contract foundry network insulate ADI from external factors while providing scale to increase output to rapidly meet customer needs

- ▶ 10 internal factories and ~15,000 employees in manufacturing, testing, and assembly
- ▶ 50 supply chain factories across 15 countries



As we look to the future, **ADI's growth curve is expected to accelerate 7%–10%.**



To meet anticipated customer needs and continue to solve the most challenging technical problems, ADI has invested:



\$46B in acquisitions

Over the past 8 years



~\$1.6B/year

Significant R&D investment



\$1.5B CapEx

To double internal manufacturing output

ADI's suite of innovative solutions from **7 nanometers to 7 microns** benefits 125,000 customers.



These investments allow ADI to increase its hybrid manufacturing network's resilience by adding more output capacity and improving flexibility.

Expand Capacity

Add capacity internally and with foundry partners.

Resilient Hybrid Manufacturing

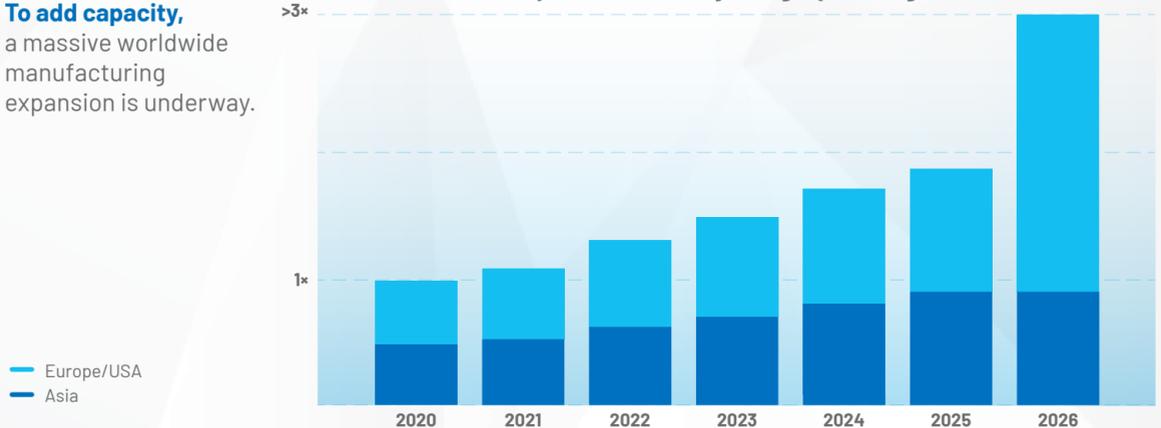


Improve Flexibility

Qualify more than one factory for each major technology process.

To add capacity, a massive worldwide manufacturing expansion is underway.

Output Increases by Geographic Region



ADI will **double output by 2026** in its existing U.S./Europe factories.

After expansions are completed:



Beaverton, OR

Capacity increases by **2***



Limerick, Ireland

Capacity increases by more than **3***



Camas, WA

Goes up by more than **1.5***



Expanding our factories allows us to scale faster than building from the ground up.



Notably, in addition to expanding our internal factories, we are adding **hundreds of testers** to our facilities in the **Philippines, Malaysia, and Thailand** to grow our capacity.

To improve flexibility, ADI runs multiple technologies in multiple ADI internal and trusted partner factories around the world. This differentiates resilient hybrid manufacturing from traditional hybrid manufacturing, which has been around for over 20 years.

Traditional Hybrid Manufacturing



Runs legacy processes in internal fabs



Runs new processes in partner fabs

Separated Processes

ADI's Resilient Hybrid Manufacturing



Runs legacy and new processes in internal and trusted partner fabs

Integrated Processes

By 2026, ADI will be able to flex **>70%** of demand across the network and ship products quicker.

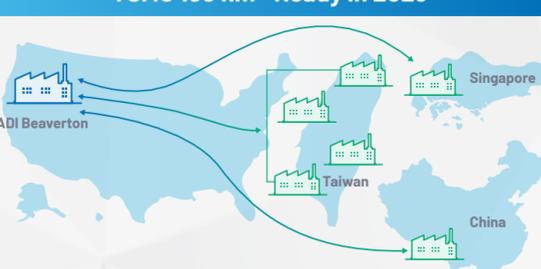
S18 (180 nm)—Completed in January 2016



S45 (0.45 μm)—Completed in March 2022



TSMC 180 nm—Ready in 2023



TSMC 0.35 μm to 0.6 μm—Ready in 2023



Resilient Hybrid Manufacturing Is the Right Strategy



Delivers a competitive edge as it combines the best of both worlds—ADI + trusted partners—**to rapidly scale to meet customer needs.**