reports — Lam Research

Lam-Research-2022-ESG-Report

# Full\_Text

Act With Purpose   
for a Better World  
2022

# Social

Environmental, Social,

# Governance

and Governance Report  
Progress is a journey   
and we’re well on   
our wayAs a global supplier of wafer fabrication equipment and services, Lam’s technology is at the   
core of the semiconductor industry’s most exciting innovations. To ensure a sustainable future   
as we help transform the world with technology, we aspire to incorporate environmental,

# Social

social, and governance (ESG) principles into everything we do.   
From the way we power our global operations to our approach to designing next-generation

# Products

products, we remain dedicated to our pursuit of a better world. With this report, we are proud   
to share impactful stories and data that demonstrate our ESG progress throughout 2022.1  
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# Responsible

Building a responsible, sustainable   
trillion-dollar industry  
A MESSAGE   
FROM OUR CEO  
Over the last 20 years alone, semiconductors have changed   
how we work, learn, and connect. And today, change is once   
again upon us. Artificial intelligence is becoming pervasive   
at rapid speed, and society is already adjusting. The next   
decade is expected to bring even more opportunities with   
the age of machine learning and the metaverse, in which the   
physical world will merge with an immersive virtual world.   
The growth of new technologies means more demand for   
chips, and the semiconductor industry will play a critical   
role in shaping the future. But greater opportunity also   
means greater responsibility: If the semiconductor industry   
is expected to grow to $1 trillion within the decade, ESG will

# Responsible

play an even more important role in building a responsible   
and sustainable industry.   
While it is expected that the industry will almost double in

# Environment

size, it’s imperative our impact on the environment doesn’t   
increase at the same rate. At Lam, we have set a goal to   
achieve 100% renewable electricity by 2030 and net zero by   
2050, and we have defined the key milestones to get there.   
In 2022, we became the first U.S.-based semiconductor   
equipment manufacturer to have its near-term emission   
reduction targets approved by the Science Based Targets   
initiative.1 Additionally, in 2022, we exceeded our 2025

# Water

water savings goal. Growing to a trillion-dollar industry will also require a strong   
pipeline of STEM talent. To support that, Lam pledged to   
donate $10 million to the nonprofit FIRST® Global to help   
bring science and technology education to youth around the   
globe. With this partnership, we are creating opportunities   
for continuous discoveries, and ultimately inspiring the next   
generation of innovators.   
We are also committed to ensuring human rights across   
our operations and supply chains. That’s why we recently   
published a human rights policy that affirms and expands   
upon our ongoing commitment to upholding internationally   
recognized human rights standards.   
At Lam, we recognize the value of collaboration, so while we   
are focused on our own progress, we are also working across   
the industry—and the broader business community—to build

# Responsible

a responsible and sustainable semiconductor ecosystem.   
Lam joined the UN Global Compact, the world’s largest

# Sustainability

sustainability initiative, with an ambition for businesses to   
take shared responsibility for achieving a better world. We   
also worked with industry leaders to form the Semiconductor

# Climate

Climate Consortium, a new partnership with SEMI to

# Climate

accelerate the industry’s response to climate change. We

# Supply Chain

are working across our supply chain, with a goal to increase supplier engagement and assess their performance on

# Climate

human rights and climate action. We are also engaging   
closely with our customers because we know their use

# Sustainability

of our tools impacts their sustainability goals. Through   
our Semiverse™ Solutions, we are bringing our industry

# Sustainability

into the virtual space, improving the sustainability of our   
work, and creating new ways to build the next generation   
of the workforce quickly and efficiently.   
It’s clear that semiconductors have revolutionized   
the world, and as we continue to innovate the next   
generation of technology breakthroughs, we must do   
it in a sustainable way—for our customers, employees,

# Communities

communities, stockholders, and the planet. None of us can   
succeed alone, so let’s build the future we want together.  
Tim Archer  
president and chief executive officer  
1 Our 2030 emissions reduction goal was validated in 2022 and was subsequently restated in 2023 in alignment with SBTi.

# Introduction

1 2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

For decades, Lam Research has   
been challenging assumptions   
and pushing the boundaries of   
semiconductor technology.   
We create solutions that enable chipmakers to power progress—   
always thinking ahead to ask, what’s next?Lam’s global edge1  
14  
primary locations, including:  
Fremont, California  
headquarters  
11  
manufacturing facilities  
6  
research & development labs 19,200+ global employees,   
distributed across:   
 50.2% United States  
 20.1% Southeast Asia & India  
 8.5% South Korea  
 6.3% Taiwan  
 6.2% Europe  
 5.9% China  
 2.8% Japan  
Note: Minimal rounding has been applied to these data.  
Tualatin and   
Sherwood, OR  
Manufacturing   
and labs  
Fremont and   
Livermore, CA  
Headquarters,   
manufacturing,   
and labs Springfield and   
Eaton, OH  
Silicon component   
manufacturingVillach, Austria  
Manufacturing   
and labsOsan,   
Hwaseong-si, and   
Yongin, Korea  
Manufacturing   
and labs   
Taoyuan City   
and Hsinchu City,   
Taiwan  
Manufacturing   
and lab  
Bengaluru,   
India  
LabBatu Kawan,   
Malaysia  
Manufacturing   
site  
1 Unless stated otherwise, the data in this report are as of Dec. 31, 2022.

# Introduction

2 2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

Financial overview1  
(IN THOUSANDS, EXCEPT PERCENTAGES   
AND PER SHARE DATA) FY 2020 FY 2021 FY 2022 CHANGE   
FY 21 TO FY 22  
Revenue $10,044,736 $14,626,150 $17,227,039 17.8%  
Gross margin $4,608,693 $6,805,306 $7,871,807 15.7%  
Gross margin as a percent of total revenue 45.9% 46.5% 45.7% (0.8)%  
Total operating expenses $1,934,891 $2,323,283 $2,489,985 7.2%  
Research and development (R&D) expenses2 $1,252,412 $1,493,408 $1,604,248 7.4%  
R&D as a percent of operating expenses 64.7% 64.3% 64.4% 0.1%  
Net income $2,251,753 $3,908,458 $4,605,286 17.8%  
Net income per diluted share $15.10 $26.90 $32.75 21.7%  
Revenue by region   
FY 2022China 31%  
Southeast Asia 8%United States 8%Japan 9%  
Europe 4%Korea 23%   
Taiwan 17%  
1 This fiscal year data indicates our performance through the following periods: 2020 is for fiscal year ending June 28, 2020; 2021 is for fiscal year ending June 27, 2021; 2022 is for the fiscal year ending June 26, 2022.  
2R&D expenses are included in total operating expenses.

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3 2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

Living our Core Values   
Our Core Values are the bedrock on which Lam’s culture is

# Environment

built. They help us cultivate an environment where we can   
come together to do our best work. These values are ingrained   
in our daily operations and our efforts to propel sustainable

# Products

growth, from the way we design new products to how we   
engage with our stakeholders and teams.  
Achievement Agility Honesty and integrity  
Inclusion and diversity Innovation and   
continuous improvementMutual trust and   
respect  
Open   
communicationOwnership and   
accountabilityTeamwork

# Introduction

4 2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

Our vision for a future of   
accelerated innovationTo bolster innovation we must first address and identify common barriers. Within the   
semiconductor industry, those barriers can include research and communication silos   
that keep us working apart. By sharing knowledge and insights more widely, we can   
unlock solutions for a smarter, faster, more sustainable world.   
Here’s how we’re collaborating internally and externally to realize new opportunities for what our industry can achieve:  
Collaborating with customers   
to reduce our industry’s   
environmental impact by

# Products

developing tools (the products   
we make) and processes with

# Sustainability

sustainability in mind  
Engaging suppliers   
to support them in their own

# Social

environmental and social efforts,   
such as driving human rights   
programs and environmentally   
sustainable material sourcingTeaming up with   
industry leaders   
to break down research   
and development silos,   
advocate for our business   
and stakeholders, and

# Climate

advance climate action   
Partnering with universities   
and academic consortia   
to support and solicit advanced   
research on the industry’s most   
pressing challengesCoaching and   
investing in startups   
to help them grow and bring   
transformative technologies and   
sustainable solutions to scale   
Empowering employees   
through employee resource   
groups, volunteerism, and   
other programs that leverage   
employees’ passions to drive   
positive change Collaborating internally   
by participating in cross-  
functional teams, sharing   
data-based insights,   
knowledge, and best   
practices

# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
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ESG PILLAR GOAL STATUS TIMEFRAME

# Governance

Governance • Continue to expand our disclosure and alignment with industry-recognized frameworks and standards Annual

# Product

Product innovation • 83% of customers measured by emissions set science-based targets (SBTs)2Cumulative from baseline  
Sustainable   
operationsAchieve net zero emissions by 2050 by meeting the following targets:  
• Achieve 100% renewable electricity by 20303 Annual  
• Reduce absolute Scope 1 and 2 (market-based) greenhouse gas (GHG) emissions 25% by 2025 and 60.6% by 2030 from a 2019 baseline.   
By 2040, achieve net zero operations4Cumulative from baseline

# Energy

• Achieve 12 million kilowatt-hours (kWh) in total energy savings from a 2019 baseline Cumulative from baseline

# Waste

• Achieve zero waste to landfill for hazardous waste Annual

# Water

• Achieve 17 million gallons of water savings (15%) in water-stressed regions from a 2019 baseline Cumulative from baseline

# Workplace

Workplace• Build on our high-performance culture with best-in-class employee engagement at the global benchmark as measured by our annual employee survey Annual  
• Maintain an Occupational Safety and Health Administration (OSHA) recordable injury rate at or below 0.4 annually Annual  
• Increase the proportion of women (globally) and underrepresented employees (U.S.) across the company Annual

# Responsible

Responsible

# Supply Chain

supply chain• Achieve more than 90% compliance with our social and environmental expectations across our top-tier suppliers Annual

# Sustainability

• Engage with at least 50% of our top-tier suppliers on environmental sustainability opportunities Annual

# Social

• Increase engagement with all suppliers on social and environmental topics through assessment, training, and capacity building Annual  
• 46.5% of suppliers measured by emissions will set SBTs 5 Cumulative from baseline  
Community• Determine key targets for larger-scale impact aligned to a new strategic focus Annual  
• Implement measurement of outcomes for key program and large-scale grants Annual  
• Increase annual unique participation rate in all employee giving programs from 10% to 30% Cumulative from baseline  
• Increase employee volunteer hours by 33% from a 2019 baseline Cumulative from baselineAs we progress in each of Lam’s ESG pillars, our goals keep us focused and accountable. In 2022, we

# Water

made important strides, including surpassing our water goal years ahead of schedule. We also received   
approval from the Science Based Targets initiative (SBTi) for our near-term emissions-reduction goals.1   
Unless stated otherwise, we aim to complete each of our ESG goals by 2025. Building momentum to   
achieve our ESG goals  
1 Our 2030 goal was validated in 2022 and was subsequently restated in 2023 in alignment with SBTi.  
2 Previously, this goal targeted SBTs for 83% of customers measured by revenue by 2025. Lam updated this goal in 2022 per the SBTi verification and approval process.

# Energy

3 Previously, this goal targeted 100% renewable energy by 2030. Lam updated this goal in 2022 per the SBTi verification and approval process.   
4 Previously, the 2030 goal targeted a 46% reduction in Scope 1 and 2 (market-based) greenhouse gas (GHG) emissions. Due to a previously unidentified source of Scope 1 emissions, Lam worked with SBTi to update our 2019 emissions inventory and restate our 2030 goal.  
5 Previously, this goal targeted SBTs for 80% of top direct suppliers by spend by 2025 and 95% by 2030. Lam updated this goal in 2022 per the SBTi verification and approval process.

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2022 ESG scores and recognitions

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KEY INDEX BEST POSSIBLE RANKING 2020 2021 2022

# Sustainability

Dow Jones Sustainability Index North America1Listing indicates top 20% sustainability performance Unlisted Listed Listed

# Climate

CDP Climate Change questionnaire A B B B

# Water

CDP Water Security questionnaire A B B B  
ISS ESG Corporate Rating Excellence (A+) C C C  
MSCI USA AAA AA AA AAA  
Sustainalytics ESG Risk Rating Negligible (0) 17 14.7 low risk 13.4 low risk

# Index

1 Recognizes the t op 20% of s ustainability performers among the larges t 600 U .S. and Canadian companies in the S&P Global Broad Market Index.  
CORPORATE RECOGNITIONS  
• Institutional Investor—Top ranking for semiconductor   
industry by Sell-Side analysts for:  
 –ESG: #3  
 –Company Board: #3  
 –Chief executive officer: #2 (awarded to Tim Archer)  
 –Chief financial officer: #2 (awarded to Doug Bettinger)   
 –Investor Relations (IR) Team: #3  
 –IR Professional: #2 (awarded to Ram Ganesh)  
 –IR Program: #3  
CUSTOMER RECOGNITIONS  
• Intel—EPIC Outstanding Supplier Award with supplier   
diversity distinction  
• Micron  
 –Outstanding Performance in Front End Capital   
 –Outstanding Performance in Supplier Diversity   
• Samsung’s “Collaboration Award”  
• TSMC—Excellent Performance Award for Excellent   
Technology CollaborationWORKPLACE AND INDUSTRY RECOGNITIONS  
• Forbes  
 –America’s Best-in-State Employers Oregon: #1  
 –World’s Top Female-Friendly Companies: #219  
 –World’s Best Employers: #555  
 –America’s Best Employers: #29  
• Fortune  
 –Fortune 500: #250  
 –World’s Most Admired Companies: #6 in the semiconductor industry  
• Human Rights Campaign Foundation—2022 Best Places to Work for   
LGBTQ+ Equality  
• JUST 100—151st overall and 10th in the semiconductor industry

# Responsible

• Newsweek—America’s Most Responsible Companies: #20  
• Silicon Valley Business Journal—2022 Community Impact Award

# Introduction

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# Governance

Business and governance  
IN THIS SECTION:  
 9 Highlights  
 10 Our ESG approach  
 11 Leading with accountability  
 12 Engaging our global stakeholders  
 13 Building an ethical culture  
 15 Protecting data and intellectual property  
 16 Engaging policymakers and   
complying with global taxation  
8

# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
We strive to   
integrate ESG   
principles into   
everything we do.  
Lam’s business enables transformative technologies   
that shape the ways we live and work. Our impact can   
be felt throughout our company and value chain and   
by society at large. In our quest for semiconductor   
breakthroughs, we hold ourselves to the highest

# Responsible

standards of responsible and ethical conduct. When   
the road ahead seems uncertain, our Core Values and

# Governance

robust corporate governance program guide us to do   
what’s right.  
We strive to model sustainable best practices within   
our organization while catalyzing global change.   
In 2022, we focused on leading with accountability   
and strengthening Lam’s ethical culture. We   
proudly developed our first Human Rights Policy   
and celebrated our inaugural Ethics & Compliance   
(E&C) Week. As the year came to a close, we joined   
thousands of participants working to enhance

# Sustainability

corporate sustainability through the United   
Nations Global Compact (UNGC). Governance1  
GOAL STATUS 2022 PROGRESS  
Continue to expand our disclosure and   
alignment with industry-recognized   
frameworks and standards• Our efforts to increase disclosure raised our   
ratings and rankings with third parties  
1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025.   
2022 HIGHLIGHTS  
Developed a new   
global Human   
Rights PolicyCelebrated our first   
Ethics & Compliance   
Week  
Joined the   
UN Global   
CompactConducted an in-depth   
ESG materiality   
assessment  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Our ESG approach   
Our ESG strategy supports the success of Lam’s business   
as we act with purpose for a better world. It provides a   
framework for meaningful investments, proactive risk   
management, and globally focused action. Our approach   
emphasizes engagement, goal setting, and accountability.   
We aspire to continuously increase transparency and   
disclosure, in line with industry-recognized frameworks,   
best practices, and standards.   
Our ESG strategy consists of six pillars that reflect areas   
where Lam can make a significant positive impact. These   
pillars include:  
Aligning our strategy with the UNGC and United   
Nations Sustainable Development Goals (SDGs)   
Lam is dedicated to the development, implementation, and

# Responsible

disclosure of responsible business practices—qualities that   
are championed by the UNGC. Based on this alignment, we   
joined the UNGC in 2022 to underscore our commitment   
to accelerating ESG progress on a global scale. The

# Sustainability

organization is the world’s largest corporate sustainability   
initiative, with tens of thousands of participants worldwide.   
As a member, Lam supports the UNGC’s Ten Principles

# Environment

for labor, environment, anti-corruption, and human rights,   
as well as the advancement of the UN’s SDGs.The SDGs represent an international effort to tackle the   
world’s most pressing issues. As global citizens, we see the   
framework of the SDGs as another method of measuring   
Lam’s progress and ensuring our ESG initiatives serve   
the greater good. We aim to drive progress on the SDGs

# Supply Chain

throughout Lam’s operations and supply chain, including

# Products

through our workforce, our products, and our new social   
impact platform. Learn how Lam is working to accelerate   
progress toward priority SDGs .ESG pillars

# Governance

BUSINESS AND GOVERNANCE  
Integrate ESG into our business operations   
and foster ownership and accountability as we   
advance our ESG strategy and goals.

# Products

PRODUCTS AND CUSTOMERS  
Innovate with ESG in mind and design for

# Environment

environment principles to be a partner of choice   
for our customers and support their ESG goals.  
SUSTAINABLE OPERATIONS  
Minimize our environmental impact through

# Energy

investments in energy, water, waste, and GHG

# Workplace

emissions reductions.OUR WORKPLACE  
Build an inclusive, diverse, and engaged

# Workplace

workplace while achieving top performance   
in health and safety.

# Responsible

RESPONSIBLE SUPPLY CHAIN

# Responsible

Ensure an ethical and responsible business   
ecosystem focused on human rights and

# Environment

the environment.

# Communities

OUR COMMUNITIES

# Responsible

Be a responsible corporate citizen with   
programs focusing on transformative learning,

# Communities

resilient communities, and inclusive societies.  
Our ESG mission  
We elevate human prosperity and

# Environment

protect the environment in our

# Supply Chain

operations, supply chain, and the

# Products

products we create.

# About

Learn more about our ESG strategy  
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# Governance

ESG governance at LamOVERSIGHTLam Research Board of Directors  
Overall ESG oversight  
Nominating and

# Governance

Governance Committee  
ESG prioritiesCompensation and Human   
Resources Committee  
Workforce-related issuesAudit   
Committee  
Ethics and compliance and   
information securityMANAGEMENTESG Executive Steering Committee  
Guides ESG strategy, approves and supports initiatives, drives accountability  
ESG Leadership Team  
Proposes goals, develops and   
executes strategy, and embeds ESG into   
operations management systemNet Zero Leadership Team  
Drives progress towards net zero goal   
and embeds net zero into operations   
management systemIMPLEMENTATIONTopic-Specific   
Working Groups  
Execute on key issuesLeading with accountability  
Lam’s Board of Directors (Board) and leaders are

# Governance

committed to strong corporate governance to deliver   
stakeholder benefits over the long term. We have

# Governance

processes in place for ESG governance, which extend   
throughout our organization and lead all the way up to   
our Board. These processes establish clear   
responsibilities for the oversight, management, and   
implementation of our ESG strategy.   
In 2022, we deepened our Board’s engagement around   
ESG issues and increased the cadence of our leaders’ ESG   
briefings. Our chief communications officer presents

# Governance

ESG updates via presentations or written reports to the Board or its Nominating & Governance Committee   
four times per year. Additionally, our vice president   
of global trade and government affairs (GTGA)

# Governance

now briefs the Board’s Nominating & Governance   
Committee at each of its meetings. We also tied   
our executive compensation program to progress   
on Lam’s ESG goals to ensure that Lam’s executive   
leaders are accountable for driving ESG progress   
and are rewarded for their achievements. Human   
capital management and ESG goals represented   
20% of the corporate scorecard used as part   
of the determination of the annual incentive   
compensation for our named executive officers.1  
1 Refers to our named executive officers for our fiscal year ended June 26, 2022, which was the fiscal year during which annual incentive program payouts for calendar year 2021 were   
made, as determined in accordance with the rules of the U.S. Securities and Exchange Commission.Celebrating the legacy   
of Catherine P. Lego’s   
leadership at Lam  
In 2022, Lam announced the retirement of   
Catherine P. Lego, who served on our Board   
for more than 16 years. Throughout her   
tenure, she was a chair or member of each   
of the Board’s committees. She has also   
served on other boards over a span of more   
than 30 years, including for several other   
semiconductor and technology companies.  
Chairman of the Board Abhijit Y. Talwalkar   
stated, “Always highly engaged and   
thoughtful in her guidance, Cathy's   
understanding of the semiconductor industry,   
commitment to accountability, and drive for   
continuous improvement enabled her to make   
an incredible and lasting impact at Lam.”

# About

Learn more about:

# Governance

our ESG governance   
program  
our Board diversity   
metrics  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
ENVIRONMENTAL

# Social

SOCIAL  
GOVERNANCEEngaging our   
global stakeholders   
The semiconductor industry is dynamic, presenting new   
challenges and opportunities each day. Through regular   
engagement, we stay informed of the issues that matter

# Communities

most to our communities, customers, employees, industry   
organizations, policymakers, stockholders, and other   
stakeholders. We tailor our engagement approach to each   
group, connecting through activities such as industry   
forums, meetings, and community events.

# About

Learn more about our approach   
to stakeholder engagementEnsuring a focused approach:   
What we learned from our   
latest materiality assessment   
An effective ESG strategy can’t remain stagnant—it must   
be agile to address issues as our business, industry, and   
world evolve. With that in mind, Lam conducts in-depth   
ESG materiality1 assessments every three to five years or   
whenever there’s a notable shift in our industry and business.   
During this process, we engage a diverse group of internal   
and external stakeholders, whose insights help guide and   
affirm Lam’s ESG approach.   
We conducted our latest assessment in 2022, using a double

# Methodology

materiality methodology in line with guidance from the

# Sustainability

Sustainability Accounting Standards Board (SASB) and the

# Gri

Global Reporting Initiative (GRI). We reviewed topics that   
are aligned with a variety of standards, frameworks, and   
rating entities and narrowed them down to identify topics   
that have the greatest relevance to our business (such as risk mitigation, market presence, innovation, and reputation).   
In total, we engaged more than 50 global stakeholders,   
including internal subject matter experts, customers,   
investors, suppliers, trade associations, and community   
organizations. Through surveys and interactive interviews,   
participants rated ESG topics based on their importance and   
potential internal and external impacts. We also integrated   
results from an ESG materiality employee survey to further   
incorporate our employees’ perspectives.   
Based on the results, we identified the following topics   
as being most impactful and strategically important to

# Climate

Lam’s ESG program: climate strategy, product stewardship,   
employee fulfillment, inclusion and diversity, supplier   
engagement and environmental performance, and leadership   
accountability. Other ESG topics indicated on the matrix—

# Governance

such as corporate governance, ethics, labor practices, human   
rights, and community engagement—are also key to our   
success and are foundational to our business. Within this   
ESG report, we discuss the majority of the topics identified   
through the assessmen t.   
1 The identification of a topic or other matter as "material" for purposes of this report does not and should not be interpreted to mean that it is material for any other purpose, including for the purpose of our   
financial statements or the documents we file with the U.S. Securities and Exchange Commission.Impact to and from LamImportance to stakeholdersClimate strategy and   
emissions management

# Energy

Energy sourcing and   
consumption  
Diversity, equity, and inclusion   
Occupational health and safety

# Water

Water managementWaste management and recycling  
BiodiversityCommunity engagementSupplier   
engagement and   
assessmentLeadership engagement   
and accountability  
Supplier   
environmental   
performanceTransparency,   
reporting, and   
disclosure  
Employee fulfillment and retention  
Labor practices and human rights  
Innovation   
and industry   
leadershipResponsible corporate governanceBusiness ethics and anti-corruption

# Product

Privacy, data, and cybersecurityCustomer engagement and product safetyESG integration in business strategySustainable procurement and supply chain resilienceProduct stewardship and design for environment2022 ESG materiality matrix  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Building an ethical culture   
Do the right thing. The concept sounds simple but putting   
it into practice requires both dedication and awareness   
of how to react when challenges arise. This is work we’re   
committed to, as we know it’s fundamental to maintaining   
strong internal and external relationships based on honesty,   
integrity, and trust. Our Global Standards of Business   
Conduct (GSBC) supports our Core Values and details   
the behavior we expect of every employee. The GSBC is a   
cornerstone of our E&C program, which is designed to meet   
evolving global requirements.   
Our E&C program is further strengthened by Lam’s   
E&C Steering Committee, which provides strategic and   
operational guidance. In 2022, the E&C team enhanced our culture of integrity by forming our first regional E&C   
Steering Committee in Malaysia, which supports local   
compliance objectives as well as the agenda of our global   
E&C Steering Committee. We also launched a global   
Ethics Ambassador program for which we selected and

# About

trained employees outside of E&C about promoting an   
ethical culture and driving progress on our initiatives in our   
ambassadors’ respective business units and regions.   
Our global E&C team works to promote an organization-wide   
culture of ethics and compliance. The team is led by our chief   
compliance officer (CCO), who manages our E&C function.   
The CCO reports to Lam’s chief legal officer and has   
dotted-line reporting to the Board’s Audit Committee.  
Program focus areas:   
RISK MANAGEMENT  
POLICIES AND   
PROCEDURESCOMMUNICATION  
TRAININGINVESTIGATIONS Hosting Lam’s E&C Week  
In October, Lam hosted its first-ever E&C Week, which   
focused on raising awareness of E&C resources, recognizing   
and celebrating ethical behavior, and reinforcing our ethical   
values and culture. We connected with employees by holding   
regional town halls with global leaders and members of   
our E&C team. We also shared a video in which CEO staff   
members discussed the importance of our Core Values and   
building an ethical culture. Employees nominated colleagues   
for our inaugural Ethics Award, where we celebrated doing   
the right thing.  
Compliance at Lam is both a strategic enablement and   
risk management function that focuses on innovation   
and setting new boundaries. We continue to make   
investments in people, technology, and resources to   
support this vision. Our program is based on Lam’s Core   
Values, which sit at the heart of everything that we do.”   
Sangeet Dalliwall  
senior director, E&C at Lam  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Risk management  
Assessing internal and external risk on an ongoing basis   
is essential for Lam's long-term success. As we face   
challenges related to our growing global footprint and   
a shifting regulatory landscape, this work is key to the   
continuity and resilience of our business.   
With this in mind, we further operationalized our E&C global   
risk assessment program in 2022 by conducting a focused   
risk assessment; enhancing our third-party risk management   
program; implementing a gifts, meals, travel, and entertainment   
monitoring program; and conducting manager workshops.  
Policies and procedures  
Lam is committed to fair and humane employment practices   
as a core business principle. In 2022, we developed and   
published our first corporate-wide Human Rights Policy,   
which underscores our commitment to respecting human   
rights and treating our workers and business partners   
with dignity and respect. Our policy aligns with several   
internationally recognized standards, including the Universal   
Declaration of Human Rights, the UN’s Guiding Principles on

# Responsible

Human Rights, and the Responsible Business Alliance Code of   
Conduct. Looking ahead, we intend to build on this policy by   
developing and implementing a formal human rights program.Communication  
Open communication is a Core Value at Lam and is key to   
building a successful E&C program. We distribute global   
bulletins and regional newsletters that focus on relevant   
topics so our employees can recognize and respond   
appropriately to potential compliance risks and ethical   
issues. On a quarterly basis, people managers receive   
tailored communications on trending E&C risk areas in   
a company newsletter. We also use multiple channels to   
solicit employee feedback, including deploying surveys   
and conducting employee focus groups after delivering   
in-person and virtual training. Our leadership team plays an

# About

important role in raising awareness about our E&C program.   
In 2022, several of our global leaders participated in town   
halls and employee meetings to discuss and reinforce the   
importance of building on Lam’s ethical culture.  
Training   
Our training program equips and empowers our employees   
to make ethical and compliant decisions. We deliver training   
to increase awareness of our policies and processes through   
a combination of in-person and virtual sessions and online   
training modules, which we refresh each year. Lam requires   
employees to complete annual training that reinforces their   
understanding of selected topics within the GSBC.   
We rolled out additional manager resources and mandatory   
ethical leadership training for our people managers in 2022.   
Our newly created manager resource center provides our   
people managers with practical guidance for identifying   
and handling ethical challenges. We also held in-person   
manager workshops to provide tips and tools to our   
managers to encourage ethical behavior and support   
employees who raise concerns.Investigations  
Lam’s E&C team can’t be everywhere, so we rely on   
employees to speak up if something doesn’t seem right. All   
Lam employees have the right and responsibility to raise   
ethical concerns to their managers, senior management,   
human resources, or the E&C team. Employees and third   
parties—including contractors, suppliers, and customers—  
can make a report through our Ethics Helpline via telephone   
or online.

# About

Learn more about our   
Ethics Helpline and   
approach to investigations2022 GSBC TRAINING HIGHLIGHTS  
99%  
employee completion rate1  
100+  
in-person and virtual targeted training   
sessions to leadership teams and   
employees in higher risk roles covering   
E&C policies and procedures  
1 Employee completion rate was calculated by excluding: 1) employees who were on leave of absence during the reporting period; and 2) employees who left the company during the reporting period before completing the training. The reporting period was from Oct. 2022 to March 2023.  
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Protecting data and   
intellectual property   
As we fuel our innovation pipeline, we are committed to keeping the intellectual property   
and data of our company, employees, customers, and suppliers safe. Lam holds International   
Organization for Standardization (ISO) 27001 certification for information security at our corporate   
headquarters and engages an independent, third-party expert to evaluate security capabilities   
against the National Institute of Standards and Technology (NIST) Cyber Security Framework   
(CSF). As we continued to mature our information security processes in 2022, we improved our   
scores across the five pillars of the NIST CSF: identify, protect, detect, respond, and recover.  
INNOVATION SPOTLIGHT  
Mindful care of our   
valuable assets

# Supply Chain

In an industry facing unprecedented supply chain pressures,   
balancing the need for business agility and security can be a   
challenge. One employee who understands this well is Nivedita

# Governance

(Niv) Kamat, a program manager with Lam’s Governance, Risk,   
and Compliance Information Security group.   
As part of Lam’s Sensitive Information Protection program, Niv   
runs an initiative to safeguard thousands of critical drawings.   
After discovering that one of the program’s safety protocols   
stood in the way of business agility, she met with several internal   
and external stakeholders to develop new processes to meet the   
program’s goals.  
This led to the creation of a Supplier Tier Management   
application that enables Lam to secure its drawings while   
granting access to authorized users. Launched in 2022, with full   
implementation planned for 2023, the solution makes Lam even

# About

more nimble while keeping the company’s files safe and secure. Learn more about our   
information security program  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Engaging policymakers and complying with global taxation

# Environment

Our company and industry exist within a dynamic regulatory environment. Lam's Global

# Responsible

Trade and Government Affairs group is responsible for Lam’s strategic engagement with   
Congress, the U.S. executive branch, and other regulatory bodies at the local, state and   
federal levels, as well as internationally, to help inform sound public policy in support of our   
industry and business. We pursue a collaborative approach to policy engagement, working   
alongside our customers, suppliers, and industry peers with a focus on the following issues:  
 •Business operations  
 •Export controls and trade policy •Research and development  
 •Tax policy  
Our lobbying and political activities are governed by our GSBC, as well as our Political   
Activity and Government Affairs Policy.

# About

Learn more about our policies and governance approach

# Supply Chain

In 2022, the GTGA group remained focused on addressing issues such as supply chain   
resiliency and trade compliance in the local economies in which we operate. The group   
played a central role in helping Lam navigate new export controls issued by the U.S.   
Department of Commerce’s Bureau of Industry and Security in October. The controls   
restrict the export of advanced U.S. chipmaking equipment to the People’s Republic of   
China.1 These controls directly impact our industry and business, so the group worked   
closely with Lam’s leadership and Board to ensure a compliant, proactive response.  
Externally, the GTGA group played a leading role in industry consortia to amplify   
Lam’s voice in the wafer fabrication equipment industry and larger semiconductor

# Climate

ecosystem. In November, Lam joined the Semiconductor Climate Consortium as a

# Climate

founding member to advocate for semiconductor industry climate action on a global   
scale. Lam has also established its political action committee, Leading American   
Microelectronics Political Action Committee (LAMPAC), as another means of   
engagement and advocacy.   
Ensuring compliance with global taxation  
Our approach to global taxation is to comply with all legal, regulatory, and internal

# About

control requirements.Learn more about our approach to global taxation  
Supporting U.S. semiconductor competitiveness  
Recent challenges related to the pandemic, as well as geopolitical conflicts, have highlighted the   
importance of semiconductor manufacturing within the U.S. Headquartered in Fremont, California—  
with manufacturing sites in California, Ohio, and Oregon—Lam has long represented the strength of   
American manufacturing and innovation on a global stage.   
In 2022, Lam’s president and CEO, Tim Archer, testified before the U.S. Senate Committee on   
Commerce, Science, and Transportation. During the hearing, entitled “Developing Next Generation   
Technology for Innovation,” he discussed opportunities to bolster American competitiveness and   
address key challenges that industry leaders continue to face.   
He focused on three areas that could benefit from the committee’s consideration: leveraging existing   
infrastructure, such as the National Labs; enabling shared innovation, including through the establishment   
of the National Semiconductor Technology Center; and taking an “all-of-ecosystem” approach.   
U.S. leadership in semiconductor manufacturing   
technology remains strong because of the   
innovation, drive, and resourcefulness of American   
workers across the semiconductor ecosystem.   
I am proud of the role that Lam Research and   
our employees have played for more than four   
decades in setting the pace for innovation and in   
maintaining U.S. leadership in the global market.”  
Tim Archer  
president and CEO at LamRead the full   
transcript  
1Bureau of Industry and Security Office of Congressional and Public Affairs, “Commerce Implements New Export Controls on Advanced   
Computing and Semiconductor Manufacturing Items to the People’s Republic of China (PRC).”  
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# Product

Product innovation  
IN THIS SECTION:  
18 Highlights  
19 Creating our most efficient and

# Products

sustainable generation of products  
20 Bringing our Tech Vision to life  
24 Developing sustainable solutions  
25 Giving our customers a market edge

# Products

26 Delivering safe, high-quality products  
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RELEVANT SDGSBy collaborating   
with our industry   
and customers, we   
continue to define   
what’s next.  
Every year, Lam strives to enable semiconductor breakthroughs   
that may have seemed impossible the year before. Through   
experimentation, collaboration, and rigorous testing, we   
continue to do what’s never been done. Today, advanced   
microchips shape everything from how we communicate to   
how we work and drive. The potential for future innovation is   
limitless, but we don’t plan to realize it alone. Instead, we’re   
prioritizing open communication and strategic investments   
in research and development (R&D). By embracing diverse   
perspectives, we can unlock a faster, smarter, and more   
sustainable world.   
In 2022, we sponsored and participated in numerous industry   
and university events to collectively address the semiconductor   
industry’s most pressing challenges. One highlight was our   
Tech Symposium, themed “Engineering a Greener Fab.”   
Internally, we focused on developing smarter, more efficient

# Products

products and processes to measure and reduce the   
greenhouse gas (GHG) emissions footprint of our tools.

# Sustainability

These efforts support sustainability in our industry.Product innovation1  
GOAL STATUS 2022 PROGRESS  
83% of customers measured by   
emissions set science-based   
targets (SBTs)2• 16.9% of customers as measured by emissions   
have set SBTs  
2022 HIGHLIGHTS  
Released three new

# Products

products: Argos®,   
Prevos™, and Selis®Began establishing a baseline

# Product

to measure Lam’s product-based energy   
usage and emissions  
Invested over   
$1.6 billion   
in R&D3Opened new R&D labs   
in India and South Korea  
1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025.   
2 Previously, this goal targeted SBTs for 83% of customers measured by revenue by 2025. Lam updated this goal in 2022 per the SBTi   
verification and approval process.  
3 Based on Lam’s 2022 fiscal year.View SDG alignment   
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# Products

Creating our most efficient and sustainable generation of products  
It starts by sparking sustainable   
innovations.  
 •Investing in R&D—including over $1.6 billion   
in 20221  
 •Listening to our customers and imagining new   
ways to meet their needs   
 •Breaking down research silos and bringing

# Product

experts together to explore big ideasUnderstanding our product impact   
and opportunities is key.  
 •Using Equipment Intelligence® sensors to

# Energy

measure the GHG emissions and energy usage

# Products

of our products

# Environment

•Incorporating Design for Environment (DfE)  
principles and designing for the entire

# Product

product lifecycle  
 •Embracing smart solutions to accelerate   
Industry 4.0The result: Breakthrough solutions that   
enhance performance, precision, and   
yield, including:  
 •Sense.i®: A smart solution that enables

# Energy

customers to reduce their energy and   
material and achieve a smaller fab footprint

# Products

•Argos®, Prevos ™, and Selis®: Products that   
enable ultra-high selectivity and precision to   
facilitate the next generation of 3D devices  
 •Coronus®: A bevel clean system that   
improves yield by up to 2% per wafer   
1Based on Lam’s 2022 fiscal year.  
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Technology Vision  
ACCELERA TE  
INNO VATIONDISCO VER  
TOGETHERREALIZE  
OPPOR TUNITYBringing our Tech   
Vision to life  
Technology moves fast—and it’s not enough to just keep   
pace. At Lam, we’re determined to lead our industry into   
a future that works better for us all. Rather than taking a   
single-minded approach, we focus on bringing together   
our industry’s brightest minds. Together, we’re asking big   
questions, addressing persistent challenges, and realizing   
new opportunities for what semiconductors can do. Building an innovative workforce  
Our work to accelerate large-scale innovation begins by   
inspiring Lam’s teams. Each year, our Office of the Chief   
Technology Officer organizes a variety of collaborative and   
innovation-focused internal events. We also make a point to   
highlight Lam employees who are driving innovation and   
providing opportunities to share their knowledge with others.   
In 2022, we continued our Celebrating Innovation campaign   
for the second year to highlight stories of innovation by   
employees in technical and non-technical roles (look for   
highlights in our Innovation Spotlights throughout this   
report). Lam’s leaders also engaged our global technological   
community through several sessions focused on our   
Core Values. Through our Seminar Series, we invited our   
engineering community to share their work and insights with   
their peers. Additionally, our Innovation Speaker and Book   
Series brought the outside world in to educate and inspire   
Lam employees. Topics featured during our 2022 Innovation Speaker Series include: the intersection of innovation and   
ESG, how to innovate inside bureaucracies, developing   
a culture of innovation, and innovations in additive   
manufacturining, among others.  
Driving research-backed breakthroughs  
As chip technology becomes radically small and almost   
inconceivably precise, the challenges we face become   
greater and more complex. We support academic   
research that provides insights into these challenges and   
opportunities for our industry to advance. By collaborating   
with leading universities around the world, we boost   
innovation and fuel our talent pipeline.

# About

Learn more about how we're   
bringing our Tech Vision to life  
Opening the doors to two new global hubs of R&D   
One way we accelerate learning and development cycles is through our investments   
in semiconductor R&D. In 2022, we opened two advanced facilities in South Korea   
and India.  
Located in the heart of South Korea’s K-semiconductor cluster, the Korea   
Technology Center enables Lam engineers and customers to work side-by-side.   
Together, they can qualify new devices, processes, and yield improvements—  
allowing for fewer and faster development cycles. The new location also lends itself   
to closer relationships with local suppliers, universities, and research institutions,   
and has the added environmental benefit of less travel.  
Our India Center for Engineering specializes in the R&D, engineering, and testing of   
wafer fabrication hardware and software used to create next-generation memory   
and logic devices. The new facility doubles Lam’s footprint in India and supports   
shorter development cycles by enabling engineers to design, test, and validate new   
deposition and etch technologies on site. I see vast potential in the ability of our engineers   
to have hands-on access to Lam’s tools at the   
India Center for Engineering. This access will   
have a transformative impact on both the speed   
and the quality of the engineering solutions that   
are being developed there.”   
Sesha Varadarajan

# Products

senior vice president, Global Products Group at Lam  
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How we’re unlocking research-backed breakthroughs  
Unlock Ideas   
provides awards to support the   
testing of novel ideas proposed by   
Lam's global technical community in   
collaboration with university faculty. In   
2022, the program sought proposals in

# Sustainability

categories including sustainability for   
the second year. University Collaboration   
Showcase   
brings Lam employees together to   
share results from our university   
research collaborations and Unlock   
Ideas projects. We hosted the event   
virtually for the third year in 2022.Elevate Ideas   
provides additional funding and   
support to take successful Unlock   
Ideas projects to the next level. After   
piloting the program in 2021 with two   
awards, we awarded two new winners   
in 2022.Celebrating the people who   
push technology forward  
In May 2022, we held our   
Technical Awards Ceremony   
to celebrate some of the   
exemplary people behind   
Lam's technical achievements.   
We were proud to announce   
our newest Lam Research   
Fellow and present our annual   
Patented Innovation Award.

# Products

Lam Fellows advance the development of products,   
processes, and technologies that bring value to customers   
and industry year after year. Our newest fellow, John   
Drewery, has been with Lam since 2011. He has deep   
expertise in both deposition and etch, with his contributions

# Product

in product development recognized at Lam and industrywide.   
Throughout his 25 years in the industry, he has secured   
49 patents. He is known as a passionate mentor who inspires   
future technical leaders at Lam.  
Technological innovations keep Lam at the forefront of our   
industry with competitive differentiation and commercial   
success. Thus, our Patented Innovation Award recognizes   
the achievements of inventors who earn a U.S. patent for   
their breakthrough innovations. In 2022, we presented the   
award to a well-rounded team of 11 Lam inventors. Together,   
they secured two innovative patents in dielectric atomic layer   
deposition, an area of significant strategic importance for   
Lam’s growth objectives.

# About

Learn more about how we’re   
engaging universities  
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Bringing experts   
together to   
engineer a   
greener fabIt’s not easy to change processes that take place on an atomic   
scale, but for the sake of our industry and planet, there’s got to   
be a greener way. That was the focus of Lam’s 2022 Technical   
Symposium, themed “Engineering a Greener Fab.”  
The symposium is Lam’s premiere forum for joint academic   
and industry cooperation. The 2022 event took place at the   
University of California, Berkeley, with participants joining in   
person for the first time since 2019.   
Experts used the forum to share and discover leading-edge

# Sustainability

technologies aimed at advancing environmental sustainability   
for semiconductor fabrication. Highlights included faculty   
presentations, panels, student posters, and keynotes from   
our customers Intel and Micron. The key to innovating is   
bringing together diverse   
groups of people and   
going outside our own   
little world.”   
Rick Gottscho  
executive vice president, strategic   
advisor to the CEO, and former chief   
technology officer at Lam  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Supporting the next generation   
of semiconductor innovators   
with Lam Capital  
Sometimes, you’ve got to disrupt the system to move it in a new direction. In that regard, Lam   
Capital invests in innovative companies that are addressing today’s most high-impact problems.   
In conjunction with the Tech Symposium, we hosted our second-annual Lam Capital Venture   
Competition in 2022. During the event, select startups pitched sustainable innovations to a panel   
of venture capital judges. Proposed solutions ranged from wastewater treatment to microfabs to

# Energy

energy-saving strategies. The winning startup, XLight, pitched an energy-efficient technology for   
photolithography. The prize: a $250,000 investment funded by Lam Capital.   
2022 TECH SYMPOSIUM BY THE NUMBERS  
11  
universities   
represented11  
finalist startups   
presented  
6  
customer keynotes and   
faculty presentations6  
venture capital judges, plus   
a judge from Lam Capital  
$250K  
investment to the winning team by Lam Capital  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Developing sustainable solutions  
We are driven to accelerate a net zero transition and a future where our company and customers can achieve   
more while using less. In that pursuit, one of the most impactful steps we can take is to track and reduce our

# Product

product-based emissions. This will give Lam an edge in providing the solutions customers need to reduce   
their environmental impact while meeting increasing demands.

# Energy

As of 2022, emissions generated from the energy use of our products represent 55% of our total GHG

# Products

emissions. To reduce the emissions output of our products, we’re optimizing solutions that are smarter and   
more efficient. In doing so, we’re proving that it’s possible to increase productivity while reducing the use of

# Energy

raw materials, energy, and space.   
Accelerating Industry 4.0  
A new phase of the industrial revolution is beginning—known widely as Industry 4.0. It’s an era defined by   
automation, machine learning, interconnectivity, and real-time data. Our Equipment Intelligence® solutions   
combine these elements with Lam’s equipment and process expertise. By enabling faster learning cycles,

# Waste

these solutions help customers enhance productivity, efficiency, and performance while minimizing waste.

# Product

For example, Lam’s Net Zero Product Working Group uses Equipment Intelligence® sensors to monitor and

# Energy

report the energy and resource consumption of our lab tools. In 2022, the group worked toward establishing

# Energy

baseline data for our tools’ energy consumption and GHG footprint. This will help Lam address our product-

# Sustainability

based emissions, while supporting our customers’ sustainability goals. The working group's vision is to   
connect this data to specific fab processes, enabling customers to optimize resource planning and reduce

# Energy

their energy usage, GHG emissions, and costs. We also made progress on product sustainability by:  
 •Implementing throughput and uptime improvements, which improve the efficiency of tool operations by   
4% and yield with station matching by 60%.  
 •Releasing new ECO Mode features for 2300 and Sense.i ® etch tools, which save up to 30% peripheral

# Energy

energy in idle mode and result in faster tool time recovery.

# Energy

•Increasing RF generation efficiency on our Vantex tool, which reduces the energy consumed per RF   
subcomponent by 10%.  
Incorporating DfE principles

# Products

DfE principles guide us to develop products with their full lifecycle in mind. In doing so, we’re finding ways

# Products

to reduce the environmental impact of our products while maintaining or improving quality and value. In

# Product

2022, our working group continued to incorporate these principles into the product design process. Three new products that are   
accelerating three-dimensional   
(3D) scaling

# About

Typically, companies talk about scaling in terms of expansion. In   
semiconductor manufacturing, it often means the opposite. One of   
our industry’s pressing challenges is to continuously scale the tiny   
devices in chips to make chips that are smaller, denser, and more   
powerful. This is driving many semiconductor manufacturers to   
move away from planar structures in favor of complex, 3D versions.   
Lam’s etch and deposition tools are at the forefront of this innovation,   
and in 2022, we announced three new precision selective etch

# Products

innovations: Our new Argos®, Prevos™, and Selis® products are   
designed to complement and extend Lam’s industry-leading etch

# Products

solutions portfolio. These breakthrough products are enabling   
chipmakers to etch and modify films with ultra-high selectivity and   
precision to achieve the most advanced integrated circuit   
performance capabilities and accelerate 3D scaling.  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Giving our customers   
a market edge  
When they ask, we deliver. That’s how we build our customers’   
trust. And what many of them want are faster, more efficient,   
and sustainable chipmaking solutions. Our customers are global   
technology leaders, and we take pride in supporting their success.   
Through close collaboration, we strive to exceed their expectations   
and continuously anticipate their long-term needs.   
Our Customer Support Business Group (CSBG) supports Lam’s   
customers across the equipment lifecycle. From solutions that

# Product

increase system uptime to offerings that extend the product   
lifecycle, the group’s goal is to help customers optimize quality and   
cost, with the added benefit of reducing their environmental impact.  
CSBG’s strategy for providing best-in-class customer support:  
Customized service and   
software solutions that   
enhance productivity

# Product

throughout the product   
lifecycleHigh-quality, low-defect   
consumable and non-  
consumable spare parts  
designed to increase circularity   
while balancing performance,   
availability, and costTechnology and   
productivity upgrades   
that increase productivity,   
reliability, and efficiency and

# Product

extend product lifecycle  
Reliant systems , including   
new and refurbished   
equipment, that extend

# Product

product lifecycles, increase   
production capacity, and

# Waste

decrease waste Technical training,   
including software and   
hardware courses, to   
develop customers'   
knowledge and   
technical expertiseLam's installed base included   
approximately 84,000   
chambers at the end   
of 2022.  
INNOVATION SPOTLIGHT  
Simulating complex processes   
to get real results  
Lam engineers have a knack for getting to the bottom of vexing customer   
challenges. Yet wafer-based experiments require an investment in resources and   
time. Realizing this, several have turned to our powerful SEMulator3D software   
to create renderings, simulate fabrication processes, and calculate the physical   
properties of nanostructures without ever stepping into a lab.   
Among them is Peng Fei Lyu (left), a process engineer who facilitated a special   
interest group to receive training on the software at Lam China. After learning the   
software, the team used it to identify the root cause of an issue in a customer’s etch   
process—cutting a task that would have taken approximately 10 wafers and two

# About

weeks in a lab down to about an hour.  
Another member of the group, process engineer Tian Hao Zhang (right), used the   
software to help a customer determine their ideal etching approach. In doing so, he   
and his colleagues cut the experimentation time down from 10 weeks to four while   
using a third of the wafers required for traditional testing. By helping engineers

# Waste

deliver rapid results while reducing material waste and costs, the software is helping   
Lam build value for our company and customers.   
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# Introduction

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# Products

Products that support a circular economy

# Products

When great products go further, we all win. In addition to new systems, CSBG provides   
refurbished tools, previous generation tools, and equipment upgrades. These options   
deliver great customer value while avoiding the environmental impacts of manufacturing   
new tools and sending existing equipment to landfills. Our spares offerings include the   
reuse of high-value spare parts such as electrostatic chucks, RF hardware, and   
showerheads through a variety of re-cleaning, repair, refurbishment, and re-coating

# About

services. Learn more about our spares offerings .   
HOW OUR CSBG OFFERINGS MAKE A DIFFERENCE:  
~$400M worth of annual   
materials savings enabled by   
re-cleaning services ~$150M worth of annual   
materials savings enabled by   
repair & refurbishment services  
20% of Etch installations   
used upgrades or   
tools with refurbished   
components in 202233% of electrostatic chucks   
(ESCs) shipped in 2022 were   
refurbished, representing a   
70%+ increase since 2019  
~8kg aluminum reused   
in each refurbished ESC   
baseplate, representing   
30 metric tons (MT)   
reused in 2022~5kg hazardous residue   
avoided by each refurbished   
ESC baseplate, representing   
18 MT avoided in 2022Delivering safe,

# Products

high-quality products  
Our cross-functional Quality Leadership team oversees our design teams to ensure

# Product

the safety and quality of every product they create. We take a systematic approach

# Products

to continuously improve our products and strive to quickly address any adjustments   
that need to be made. Lam is also certified under ISO 9001 , an international   
standard that provides a framework for an effective quality management system.

# About

Learn more about our commitment

# Product

to product safety  
Earning recognition as an   
outstanding supplier

# Supply Chain

Lam has proudly achieved the top honor within the Intel global supply chain: The   
Intel EPIC Outstanding Supplier Award. Of the thousands of suppliers Intel works   
with every day, Lam was one of only six companies to win this award for 2022.

# Supply Chain

In a truly unique and volatile supply chain

# Environment

environment, Lam has earned Intel’s top  
supplier award through its steadfast   
commitment to safety, quality, diversity   
and inclusion, continuous innovation, and   
its close partnership with Intel toward   
operational excellence results.”   
Keyvan Esfarjani  
executive vice president and global chief operations officer at Intel  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Sustainable operations  
Name  
Title  
IN THIS SECTION:  
28 Highlights  
29 Advancing our net zero roadmap

# Energy

33 Optimizing energy

# Water

35 Accelerating water savings  
36 Maximizing value by

# Waste

minimizing waste  
27

# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Around the world   
we are stepping up   
to bring our net zero   
vision into sight.   
The way we operate speaks to who we are and what we   
value. At Lam, our Core Values drive us to take ownership,   
hold ourselves accountable, and continuously improve. These   
values shape our approach to reducing Lam’s environmental   
impact, and executing on our commitment to operating

# Sustainability

responsibly and improving our sustainability performance   
over time.   
Positive change requires action, so we are pursuing global

# Energy

initiatives to reduce our energy and water consumption

# Waste

and minimize waste. By 2050, we aim to achieve net zero   
emissions. It’s a bold ambition, and Lam was among the first   
in the semiconductor industry to establish such a goal. Our

# Climate

net zero roadmap outlines our path to achieving climate

# Products

progress. It informs the way we create products, upgrade   
our facilities, and allocate our resources and time.

# Climate

In 2022, our employees mobilized to move our climate and   
environmental initiatives forward. They completed solar and

# Energy

energy-efficiency projects and exceeded our water-savings   
goal. Lam closed the year by joining the Semiconductor

# Climate

Climate Consortium as a founding member, demonstrating

# Climate

our company’s climate leadership on a global scale. As the   
work continues, we’re energized by how far we’ve come   
 and our vision for a greener future ahead.Sustainable operations1  
GOAL STATUS 2022 PROGRESS  
Achieve net zero emissions by 2050 by meeting the following targets:   
 •Achieve 100% renewable electricity by 20302• Sourced 44% renewable electricity globally   
in 2022  
 •Reduce absolute Scope 1 and 2 (market-  
based) GHG emissions 25% by 2025 and   
60.6% by 2030 from a 2019 baseline.3   
By 2040, achieve net zero operations• 207% increase in Scope 1 and 2   
(market-based) GHG emissions4

# Energy

•Achieve 12 million kWh in total energy

# Energy

savings from a 2019 baseline• Achieved 6.9 million kWh in energy savings

# Waste

Achieve zero waste to landfill for

# Waste

hazardous waste• Diverted 99.99% of hazardous waste   
from landfills in 2022

# Water

Achieve 17 million gallons of water savings

# Water

(15%) in water-stressed regions from a

# Water

2019 baseline• Achieved 46.9 million gallons of water

# Water

savings in water-stressed regions,   
surpassing our 2025 goal by 175%  
• Our updated goal will be to achieve 80 million

# Water

gallons of water savings from a 2019 baseline  
2022 HIGHLIGHTS  
Achieved Science-Based   
Target initiative (SBTi)   
validation for our near-term   
environmental goals5Exceeded our

# Water

2025 water   
targetCompleted renewable   
electricity projects   
at two sites  
1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025.

# Energy

2 Previously, this goal targeted 100% renewable energy by 2030. Lam updated this goal in 2022 per the SBTi verification and approval process.  
3 Previously, the 2030 goal targeted a 46% reduction in Scope 1 and 2 (market-based) GHG emissions. Due to a previously unidentified source of Scope 1 emissions, Lam worked with SBTi to update our 2019 emissions   
inventory and restate our 2030 goal.  
4 Primarily due to the increase in usage of a specific chemical in our testing process between 2019 and 2022.  
5 The 2030 goal was validated in 2022 and was subsequently restated in 2023 in alignment with SBTi.

# Energy

Note: Sustainable Operations data is comprehensive of all Lam-owned and leased facilities, including our subsidiary Silfex. Energy, waste, and water data is not currently included for Avonisys, Coventor, Metryx, SemSysco,   
Solmates, or Talus. Greenhouse gas emissions for these entities is included in our reported Scope 1 and 2 emissions (Talus, Metryx, and Coventor), or within our Scope 3 investment data (Avonisys, Solmates, SemSysco). View SDG alignment RELEVANT SDGS  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Advancing our net zero roadmap  
While net zero emissions is our long-term vision, our success starts with the action we take   
today. Our net zero roadmap outlines our strategy to achieve time-based targets that keep us   
accountable and on track. Lam’s Net Zero Leadership team drives these efforts with ultimate   
oversight from our Board.   
Externally, we engage our customers and suppliers to support them in setting and   
achieving science-based targets (SBTs). We strive to lead by example, and in 2022 we   
achieved SBTi validation for our near-term GHG-reduction goals. These goals are in line   
with limiting global warming to 1.5°C, representing the most ambitious SBTi designation   
available. We recently discovered a source of Scope 1 emissions which caused a significant   
increase of our previously reported Scope 1 emissions, dating back to our 2019 baseline   
year. This led us to work with SBTi to restate our 2030 goal by targeting a 60.6% reduction   
in Scope 1 and 2 (market-based) emissions, instead of the prior target of a 46% reduction.   
We are acting with expediency with a goal to eliminate this emissions source completely.  
Net zero roadmap  
2021Announced SBTi intention and   
net zero pathway  
2022  
Achieved SBTi   
approval for three   
near-term emissions-  
reduction targets 2025 •Reduce Scope 1 and 2 (market-based)   
GHG emissions by 25% from a   
2019 baseline

# Energy

•Achieve 12M kWh in total energy savings  
 •46.5% of suppliers and 83% of customers   
measured by emissions will set SBTs  
2030  
 •Reduce absolute Scope 1 and 2 GHG   
emissions by 60.6% from a 2019 baseline1  
 •Achieve 100% renewable electricity  
 •95% of top direct suppliers measured   
by spend will set SBTs2040 •Achieve net zero operations   
(Scope 1 and 2)  
 •Achieve absolute reduction in supply   
chain emissions (goal to be set)  
2050  
Achieve   
net zero   
emissionsBy identifying risks related

# Climate

to climate change, we can take   
meaningful steps to make our   
company more resilient. Learn more

# About

about our 2021 climate change risk   
analysis assessment and how our   
practices align with frameworks,   
such as the Task Force on

# Climate

Climate-related Financial   
Disclosure s  
1Previously, the 2030 goal targeted a 46% reduction in Scope 1 and 2 (market-based) GHG emissions. Lam updated this goal in 2023 following a restatement of our baseline in alignment with SBTi.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Driving reductions in each scope  
Each part of Lam’s value chain presents unique emissions-reduction challenges and opportunities. For instance, while we have the most control over reducing our Scope 1 and 2

# About

emissions, they account for only about 8% of our combined 2022 Scope 1, 2, and 3 GHG emissions. To achieve net zero emissions, we must take a value-chain-wide approach, with

# Climate

a focus on operational efficiency and supplier, employee, and customer engagement. More details on our emissions management can be found in our annual CDP Climate Change   
questionnaire submission .  
Breaking down our 2022 value chain emissions  
Upstream activities Lam facilities & operations Downstream activities  
Scope Scope 3, indirect Scope 2, market-based indirect Scope 1, direct Scope 3, indirect  
GHG emissions 2,034,127 metric tons carbon   
dioxide equivalent (MTCO2e) 63,300 MTCO2e ~433K MTCO2e 4,733,017 MTCO2e  
Emissions   
details• Purchased goods & services:   
1,764,704 MTCO2e  
• Capital goods: 5,759 MTCO2e

# Energy

• Fuel- and energy-related   
activities: 52,793 MTCO2e  
• Upstream transportation &   
distribution: 173,093 MTCO2e

# Waste

• Waste generated in operations:   
8,556 MTCO2e   
• Business travel: 10,731 MTCO2e   
• Employee commuting:   
18,491 MTCO2e   
• Upstream leased assets: N/A• U.S.:  
• Fremont, CA: 23,227 MTCO2e  
• Livermore, CA: 2,382 MTCO2e  
• Tualatin, OR: 8,876 MTCO2e  
• Ohio: N/A  
• Austria: 1,195 MTCO2e  
• South Korea: 16,078 MTCO2e  
• Malaysia: N/A  
• Taiwan: 4,439 MTCO2e  
• India: N/A  
• Leased (All): 7,103 MTCO2e• Hydrofluorocarbons: 3,673 MTCO2e  
• Perfluorocarbons: 5,321 MTCO2e  
• Other fluorinated: 13,591 MTCO2e  
• Non-fluorinated: 506 MTCO2e  
• Other refrigerants: 385,764 MTCO2e  
• Diesel: 63 MTCO2e  
• Natural gas: 19,468 MTCO2e  
• Liquid petroleum gas: 4,587 MTCO2e  
• Owned vehicles: 25 MTCO2e• Downstream transportation &   
distribution: 607,555 MTCO2e

# Products

• Processing of sold products: N/A

# Products

• Use of sold products:   
3,704,749 MTCO2e   
• End-of-life treatment of sold

# Products

products: 2,546 MTCO2e   
• Downstream leased assets: N/A   
• Franchises: N/A   
• Investments: 418,167 MTCO2e  
How   
we’re driving   
reductionsEngaging suppliers to set SBTs and   
providing support and resources to   
help them build carbon measurement   
and reduction capabilities and   
purchasing offsets for portions of

# Energy

our business travelMaximizing energy efficiency,   
purchasing RECs, and investing in   
large-scale projects to transition

# Products

to renewable electricity Optimizing our processes and products,   
investing in emissions controls and

# Energy

energy-efficiency technologies, updating   
manufacturing and lab processes, and   
evaluating lower global warming

# Products

potential process gas alternatives Developing efficient products and   
processes, establishing a baseline

# Product

for product-based energy   
consumption and emissions, and   
engaging customers to set SBTs  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Scope 1 and 2 GHG emissions by year  
79,313232,662 288,007  
82,29675,88456,521  
.132.224 .22263,300  
432,998.290  
0.050.100.150.200.250.300  
0100,000200,000300,000400,000500,000  
2019 2020 2021 2022  
Metric tons CO2e / US $1,000 R&D spending Metric tons CO2e   
Calendar year  
Scope 1 Scope 2, market-based Normalized Scope 1 + 2 emissions  
Process chemistry emissions by type  
0500010000150002000025000  
2022 2021 2020 2019Hydrofluorocarbons  
Perfluorocarbons  
Other fluorinatedNon-fluorinated  
6,6987,763662450  
7,2767,097  
13,5915,321  
4266333,673506  
7,3478,2993,241651  
Calendar yearMetric tons CO2e2022 GHG EMISSIONS HIGHLIGHTS  
496,298  
combined MTCO2e Scope   
1 & 2 (market-based)   
GHG emissions92%  
of Lam’s GHG footprint   
made up of Scope 3   
emissions  
23%  
reduction in Scope 2 (market-  
based) GHG emissions from   
2019 baseline1%  
increase in Scope 3 GHG   
emissions from 2021  
From 2019 to 2022, our overall Scope 1 and 2 emissions increased   
by 207% from our updated 2019 baseline. The baseline values and   
subsequent year emissions growth is primarily due to a previously   
unknown source of Scope 1 emissions. In addition, we found that   
we had not accounted for the partial abatement of certain process   
gas emissions at our Fremont, California, lab facility. We revised the   
historical data on this page to reflect these changes. In addition, we   
limited our Scope 3 emissions increase to a modest 1% despite   
seeing nearly 18% in revenue growth.   
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Decarbonizing our industry together   
Lam has long been active in SEMI, the global industry association

# Supply Chain

representing the electronics manufacturing and design supply chain. In

# Climate

2022, we joined SEMI’s Semiconductor Climate Consortium as a founding   
member. The consortium is the first global, ecosystem-wide collaborative of   
semiconductor companies dedicated to reducing industry-based emissions.   
Through collaboration, transparency, and ambitious goal setting, we aim

# Climate

to advance our industry's response to climate change—one of the most   
pressing challenges of our time.   
As a participant, Lam has the opportunity to:   
Shape industry   
standards on   
sustainabilityShare knowledge and   
best practices, and   
collectively solve the   
industry’s big challengesLeverage industry-  
level collaborations   
to accelerate our own

# Climate

climate progress

# Climate

Lam is committed to proactive climate

# Climate

action. We share the Semiconductor Climate   
Consortium’s vision to drive progress on

# Climate

climate challenges within our industry. By   
collaborating with fellow members, we hope   
to accelerate solutions with greater speed   
and scale than can be achieved alone.”   
Shawn Covell  
managing director, global ESG strategy at Lam  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report

# Energy

Optimizing energy

# Energy

We can’t power semiconductor breakthroughs without consuming energy—and our energy   
needs increase as our operations expand. Our goal is to adopt solutions that decouple

# Energy

Lam’s growth from increased energy use and emissions. To do so, we’re transitioning toward

# Energy

renewable electricity and optimizing our facilities and processes to be more energy efficient.

# Energy

Currently, our renewables are sourced from a mix of onsite solar and renewable energy   
credits.  
Pursuing 100% renewable electricity  
Our Villach, Austria, plant uses 100% renewable electricity through a combination of onsite   
solar and purchased electricity. In 2022, we completed a solar expansion project to achieve

# Energy

additional energy generation at the site, which now generates approximately 3.6 megawatt-  
hours (MWh) per day. We project that the site will eventually generate 8 MWh per day   
following further expansion work planned for 2024.  
Meanwhile, at our facility in Malaysia, which we opened in August 2020, we completed a

# Workplace

two-part solar project. Lam’s Global Workplace Solutions (GWS) team expedited phase two   
of the solar project, completing the installation of 1,076 solar panels in December 2022.   
Our Malaysia facility’s new   
solar panels cover the   
majority of the roof’s   
800,000-square-foot rooftop and   
generate 13 MWh per day .   
They supply 20% of the site's   
electricity requirement .  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Using an innovative   
mindset to increase

# Energy

global energy savingsIn our everyday lives, many of us adopt energy-conscious   
behaviors—from turning the thermostat down during cold-  
weather months to turning the lights off when we leave a room.

# Energy

At Lam, we take a similar approach to drive energy-efficiency   
improvements. When implemented at our facilities, these

# Energy

upgrades can lead to large-scale savings in energy, emissions,   
and costs.   
Recently, we turned our attention to Lam’s new manufacturing   
site in Malaysia, a state-of-the-art facility designed with   
efficiency in mind. Lam’s outlook: Why stop there when we can   
make it even better? We challenged the site’s employees to   
push efficiency further. In response they embarked on a series   
of building improvements, including:  
 •Reducing lighting during off hours  
 •Reducing cooling in the office  
 •Exploring the potential to reduce cleanroom   
humidity in the future  
 Some solutions turned out to be simple but required critical   
thinking. For example, by reducing pressure in the facility’s   
clean room, they enabled the fans to slow down—achieving

# Energy

energy savings while keeping the space contaminant free.   
Our teams also drove improvements at sites in the U.S.,   
completing lighting upgrades in Livermore, California;   
commissioning a scrubber to reduce fan speed in Fremont,   
California; and installing a variable frequency drive (VFD) air   
compressor and chiller in Tualatin, Oregon. Installing a VFD

# Energy

chiller resulted in immediate energy savings. Additionally, by   
monitoring the chiller's operation and adjusting its controls,

# Energy

the Tualatin facilities team nearly doubled the energy savings   
achieved from installing the equipment itself. For 2023, we

# Energy

have enrolled in energy-efficiency programs sponsored by   
the local utilities in Oregon and California to identify and   
implement low- or no-cost improvements.

# Energy

Energy usage by type  
0100200300400500  
2021 2022 2020 2019  
Normalized

# Energy

energy useDiesel + vehicles Solar + district   
heatingNatural gas   
and liquefied   
petroleum gasElectricity0.00027  
0.000250.000260.00029  
24089  
25694  
306950.7  
0.60.75.1  
0.7  
0.60.3  
0.7107  
3600.00035  
Million kWh per US $1,000 R&D spendingMillion kWh  
00.00010  
0.000050.000150.000200.000250.00030  
Calendar yearImproving seed lift  
At our facility in Springfield, Ohio, we grow silicon ingots—   
large crystals that are sliced into wafers. Getting the seed   
of the ingot to lift into a defect-free crystal is a highly

# Energy

technical and energy-intensive process. In 2021, we   
implemented process improvements that reduced   
the number of attempts to achieve each high-quality   
crystal. We conducted a follow-up seed lift project

# Energy

in 2022, which enabled improved mixing and energy

# Energy

efficiency, and therefore increased energy savings and   
yield. Outcomes included:  
 •Nearly 50% increase in the speed at which crystals   
are pulled

# Energy

•13.7% increase in energy savings per wafer millimeter  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
MILLION GALLONS % OF TOTAL USAGE  
Fremont 118.6 29.79%  
Malaysia 25.9 6.49%  
South Korea 16.9 4.24%  
Livermore 10.8 2.72%  
India 0.3 0.08%  
Total 172.5 43.33%

# Water

1 Water-stressed regions as identified through the World Resources Institute (WRI) Water Risk Atlas.Accelerating water savings

# Water

Water is a key component in semiconductor manufacturing, making it critical to our company,   
suppliers, and customers. At Lam, we rely on freshwater to operate our chillers, house

# Water

scrubbers, process cooling water systems, and soft water treatment plants. It’s a precious

# Communities

resource that we share with our communities.

# Water

In water-stressed regions, we know it is imperative to manage water as responsibly and

# Water

sustainably as we can. In 2022, we exceeded our goal to achieve 17 million gallons of water

# Water

savings in water-stressed regions from a 2019 baseline by 2025. As part of setting this goal,

# Water

we used the World Resource Institute Aqueduct Water Risk Atlas to identify which of our

# Water

facilities were in water-stressed regions. To date, we have identified six sites throughout

# Water

California, South Korea, India, and Malaysia. However, regions identified as water-stressed   
shift over time, so we will continue to periodically review and update this list.

# Water

In these and other areas, our GWS team explores and invests in water-saving technologies   
and efficiency upgrades. We monitor industrial wastewater and stormwater discharges in   
accordance with local regulatory requirements, and often find ways to repurpose process-  
based wastewater to support other areas of our operations. To build on our success in

# Water

achieving our initial water-savings goal, we are updating our 2025 goal to 80 million gallons

# Water

of water savings from a 2019 baseline.

# Water

PURSUING—AND EXCEEDING—OUR WATER-SAVINGS GOAL

# Water

2020Added eight water   
recovery units to our   
abatement systems   
in California.  
2021

# Water

Added another seven water   
recovery units in California.2022Operationalized reuse and recovery systems and

# Water

additional water recovery units at our sites in   
Malaysia; South Korea; and Fremont, California.

# Water

These projects led us to drive widespread water

# Water

savings and exceed our 2025 water-savings goal.  
Updated our 2025 goal to   
achieve 80 million gallons

# Water

of water savings.2022 WATER-SAVINGS HIGHLIGHTS  
33.4M

# Water

gallons of water

# Water

savings in water-  
stressed regions 40K-45K

# Water

gallons of water saved per day at our Springfield, Ohio,

# Water

site through water reclamation and reuse, with ongoing

# Water

efforts to find additional water-saving opportunities

# Water

Water use, treatment, and recycling by year  
276292378  
150126170  
8772 750.00023  
0.000210.00024 .00025  
00.000050.00010.000150.00020.00025  
0100200300500  
400  
2019 2020 2021398  
176152  
2022  
Millio n gallons / $1,000 R&D spendingMillio n gallons  
Calendar year

# Water

Water usage Wastewater treated Wastewater recycled Normalized water usage

# Water

2022 Water usage in water-stressed regions1

# About

Learn more about our approach to responsible

# Water

water management on our website and in our

# Water

annual Water Security submission to CDP  
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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Maximizing value by

# Waste

minimizing waste

# Waste

To ensure a sustainable future, we need to reduce waste. Whether it’s operating more   
efficiently or embracing circularity, we’re committed to doing our part.

# Waste

Lam generates both non-hazardous and hazardous waste as we research, develop, and

# Products

manufacture our products. We actively monitor this waste and manage it in accordance   
with industry best practices, and our ISO 14001 multi-site certification drives us to reduce   
our environmental impact by using materials as efficiently as we can.

# Waste

Embracing circularity to reduce non-hazardous waste

# Waste

Most of the waste we generate consists of non-hazardous materials, such as wood

# Waste

pallets, cardboard and packaging, and municipal waste. To reduce these streams, we

# Waste

employ circular practices, such as waste reduction, recovery, recycling, and reuse.   
In 2022, our teams identified strategies to better manage and reduce non-hazardous

# Waste

waste. They partnered with a third party to conduct reporting and internal audits, which

# Waste

resulted in key recommendations for efficient waste management practices. We are now   
engaging employees to implement these practices globally, while exploring an additional   
third-party partnership to examine our practices related to receptacles, signage,   
composting, compacting, and more. Lam has also joined SEMI’s Circularity working

# Waste

group to share best practices and collaborate to advance further industry innovations. Non-hazardous waste recycling by material  
Wood pallets 46.21%  
Other recycling 9.34%  
Silicon scrap 1.92%Metal and

# Waste

electronic waste 6.98%  
Paper 1.39%Reuse 1.45%Mixed plastic   
and packaging 6.18% Mixed recycling   
and ca rdboard 18.40%

# Waste

Production waste 4.59%

# Waste

Compost 3.54%Non-hazardous waste generation and recycling  
6,5288,505  
3,6134,1206,020  
55%70%71%  
020%40%60%100%  
80%  
02,0004,0006,0008,00010,000  
2019 2020 20219,261  
7,10877%  
2022  
(Total recycling / total generation) x 100 Metric tons  
Calendar year

# Waste

Non-hazardous waste generated Non-hazardous waste recycled Recycling r ate5,891  
9,261 MT  
of non-hazardous

# Waste

waste generated77%

# Waste

recycling rate2022 NON-HAZARDOUS WASTE MANAGEMENT HIGHLIGHTS  
36

# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
INNOVATION SPOTLIGHT  
Our commitment to strong environmental management  
Lam holds ISO 14001 multi-site certification for environmental management,   
which covers our Fremont and Livermore, California; Tualatin, Oregon; and   
Villach, Austria; sites, and individual site certification for Osan, Korea and   
Eaton, Ohio. As an engaged member of the RBA, we also complete voluntary   
assessments across our manufacturing sites.   
In 2022, our sites’ self-assessment questionnaires (SAQ), which cover

# Social

environmental and social topics, low-risk scores. We also earned Silver   
recognition for our first RBA-validated audit at our Livermore, California, site.Reduce. Reuse. Rethink.  
Sometimes it pays to challenge the status quo and test new ways to optimize   
existing processes. That was true for a manufacturing process where we shipped   
unused parts back to the warehouse to be returned to stock.   
In the past, our material handlers shipped each part in individual boxes, which were   
discarded once the parts were re-stocked and stored in bulk. Then, Willis Wah, who   
joined Lam from a global shipping company, put his expertise to work to streamline

# Waste

the process and reduce packaging waste.   
As the manager of logistics for Lam’s Fremont, California, campus, Willis worked   
with the Warehouse team to consolidate and ship the parts in reusable totes.   
Within the first month of implementation, the new process helped Lam avoid using   
approximately 275 boxes. It also led to reduced labor hours and transportation   
costs, and made stress injuries less frequent among material handlers.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report

# Responsible

Responsible hazardous waste management   
Our manufacturing processes and research & development (R&D) operations use chemicals that

# Waste

produce hazardous waste, such as lab debris and waste that is corrosive or flammable. We follow

# Waste

strict controls to responsibly handle each of these streams and aim to divert hazardous waste from   
landfills by finding alternative methods of disposal. As part of our commitment to environmental

# Waste

stewardship and due diligence, we conduct a periodic risk assessment of our hazardous waste   
treatment, storage, and disposal facilities (TSDF). Lam partners with CHWMEG—a nonprofit trade

# Waste

association whose members strive to efficiently steward waste—to perform comprehensive TSDF   
audits, the results of which we integrate into our risk assessment process.  
Proactive chemicals management

# Products

Chemicals enable us to manufacture leading-edge products, and they’re essential to R&D.

# Product

Our site Environmental Health and Safety (EHS) and Product groups work together to ensure our   
employees handle these materials with caution and care. This begins even before chemicals arrive at   
Lam’s sites, as we use a chemical information management system to track and monitor our chemical   
inventories and approve site-based chemical requests. Once onsite, our teams focus on proper   
transportation, storage, and inventory management to track where and how chemicals are used and   
manage potential risks.   
In 2022, we continued to drive consistency among all Lam sites and integrate a chemical information   
management system as part of the overall chemical management process at the new sites in South   
Korea, Malaysia, and India. In 2023, we plan to improve our purchasing systems to allow easier and

# Waste

more automated environmental reporting. Hazardous waste generation and recycling  
2,1132,416  
2,208  
642540 52430%  
22% 24%48%  
010%20%40%  
30%50%  
05001,0001,5002,0002,5003,000  
2019 2020 20211,922  
924  
2022  
(Total recycling / total generation) \*100 Metric tons  
Calendar year

# Waste

Hazardous waste generated Hazardous waste recycled Recycling r ate

# Waste

Hazardous waste by disposal method  
Thermal treatme nt 5.47% Offsite wastewater   
treatme nt 20.56% Recycled 48.07%   
Deep-we ll   
injection 24.27%   
Compressed gas   
and other treatment 0.08%

# Waste

Landfill 0.01% Waste-to-en ergy 1.53% 99.99%

# Waste

hazardous waste diverted

# About

from landfills in 2022Learn more about our hazardous

# Waste

waste disposal methods  
38

# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Embracing green chemistry practices  
We use our expertise to weigh the benefits and drawbacks of various chemicals in

# Environment

terms of their effectiveness, availability, and impact on the environment. As global   
chemical regulations become more complex, we are proactively working with our

# Supply Chain

supply chain partners, chemical suppliers, and chemicals management systems to   
ensure Lam’s ongoing compliance and to adopt emerging green chemistry practices.  
We work with our engineers and designers to make decisions with the planet in   
mind. In 2022, we created a tool that engineers can use to assess the GHG emissions   
intensity of various recipes that are used to process the wafers. We plan to expand on   
this project in 2023 and share the insights we’ve gained across our organization.   
Managing air pollution  
Clean air is essential for human and environmental health, and we are committed   
to doing our part to reduce air pollution. As we work to reduce emissions, our teams   
have pilot programs in place to further integrate Lam’s tools with our customers’

# Waste

chemical systems. This allows us to minimize chemical waste and maximize   
abatement system efficiency. Sometimes we do this by using external abatement   
systems. In other cases, we focus on selecting processes that minimize the use of   
high global warming potential chemicals and thereby reduce emissions. Engaging employees in environmental action

# Sustainability

For many of Lam’s passionate employees, internal sustainability is just the start. We’re

# Communities

proud to see our employees get involved with their local communities to plant trees,   
protect biodiversity, and advocate for environmental health. A key pathway for employee-

# Sustainability

led sustainability action is Lam’s Employee Sustainability Community (LESC). This   
employee resource group (ERG) includes more than 450 global members working to   
support sustainable change.  
In 2022, LESC facilitated many volunteer and learning opportunities, including inviting   
Stacey MacNeil, Lam’s chief communications officer, to discuss our company’s net zero   
roadmap. LESC members in Malaysia planted trees to mark 50 years of industrialization

# Waste

in the country, and, in India, LESC hosted a Best out of Waste competition to showcase   
employees’ commitment to recycling and reuse.   
Because of these efforts, LESC received Lam’s 2022 Environmental Stewardship Award,

# Communities

which highlights employees’ environmental efforts, both at Lam and in our communities.   
Sponsored by EHS, the Environmental Stewardship Awards are part of a larger campaign   
for Earth Month, which, this year, included events around the globe. Many more   
environmental activities took place throughout the year, as employees acted with purpose   
for a better, greener world.

# About

LESC Malaysia formed after learning about the   
company's net zero ambition and roadmap. We’re a   
passionate group of individuals working to spread   
awareness and directly support Lam's ESG goals. We   
strive to leverage our Core Values, cross-functional   
collaboration, and continuous improvement to make   
a positive impact on the planet.”  
EC Pon  
LESC Malaysia co-leader at Lam  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report

# Workplace

Our workplace  
IN THIS SECTION:  
41 Highlights  
42 Engaging and developing our people  
46 Shaping an inclusive culture  
53 Keeping our employees safe  
40

# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
We're engaging   
employees to shape   
a culture rooted in   
our Core Values.   
How do we solve the unsolvable? By bringing together   
the brightest minds and empowering them to reach

# Workplace

new heights. Our workplace programs are designed to   
facilitate collaboration, enhance safety, spur innovation,   
and accelerate employee growth. We strive to offer   
inclusive development opportunities and benefits that   
meet our employees’ holistic needs. This supports our goal   
to build on our high-performance culture with best-in-  
class employee engagement. It also bolsters our work to

# Workplace

create a more diverse and inclusive workplace—work that   
begins by expanding our talent pipeline and collaborating   
with industry and community partners to create more   
opportunities for women and underrepresented students   
and professionals in science, technology, engineering, and   
math (STEM).   
In 2022, we opened the doors of our new India Center   
for Engineering and our Korea Technology Center. As we   
expanded Lam’s operations, our Core Values and Purpose   
kept our global workforce united and aligned. With a focus   
on engagement, we increased employee outreach and   
grew our employee resource groups (ERGs). We also rolled   
out new manager resources and cutting-edge benefits   
that further empower our employees to lead and thrive. Workplace1  
GOAL STATUS 2022 PROGRESS  
Build on our high-performance culture   
with global employee engagement at the   
global benchmark, as measured by our   
annual employee surveys• Ended the year with an engagement score   
of 78, one point below the global top tier   
benchmark of 79  
Maintain an OSHA recordable injury rate   
at or below 0.4 annually• Realized recordable injury rate of 0.35  
Increase the proportion of women   
(globally) and underrepresented   
employees (U.S.) across the company• Increased the proportion of women in our global   
workforce by 3.0% and underrepresented   
employees in the U.S. by 5.0% over 2021  
1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025.   
2022 HIGHLIGHTS  
Matured our engagement process   
with new data inputs and   
a pulse surveyJumped 68 places to #219  
on Forbes’ list of the World’s Top   
Female-Friendly Companies  
Implemented a new Student   
Loan Assistance program in the U.S.Expanded our enhanced paid   
parental leave and paid bonding   
leave policies to our employees   
across the globe RELEVANT SDGS  
View SDG alignment  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Engaging and developing our people   
Lam has a legacy of strong employee engagement and development, and those priorities came to   
the forefront in 2022. Throughout the year, we up-skilled our people managers to help them support

# Workplace

their global teams. We also made it a priority to maintain workplace flexibility while keeping our   
employees connected, inspired, and engaged. These efforts helped us land at #555 on Forbes’ list of   
the World’s Best Employers and #29 among the best employers recognized in the U.S.   
Turning our employees’ insights into action  
There’s power in really listening, and we trust our employees to know what they need to succeed.   
We regularly engage employees to find out what’s working and how we can better meet their   
evolving needs. The key is to turn those insights into action—in the form of innovative development   
opportunities, benefits programs, and more. That’s how we deliver a positive employee experience   
that supports recruitment, retention, and professional growth.  
Our engagement strategy:  
Listen through annual,   
pulse, and lifecycle surveys;   
one-on-one meetings with   
managers; discussions with   
Lam’s leaders, and team   
meetingsLearn through sophisticated   
data collection that captures   
and cross-references key

# Workplace

employee insightsImprove our workplace   
programs and practices by   
sharing key insights with   
teams who have the power   
to act  
In 2022, we matured our engagement processes to improve data collection and analysis and make survey   
insights more accessible and actionable across Lam’s teams. We conducted our annual survey in June, with   
seven new data inputs to measure key engagement correlations. We also added two new data outputs to   
enable cross-program analysis and shared the results with six internal teams.  
After the survey, we leveraged online learning and a new Experience Progress Roadmap to drive employee   
feedback and conversations. Another feature was a short pulse survey administered in October to continue   
engaging with employees on key topics.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
LEADERSHIP  
ACTIONS  
MANAGER  
EFFECTIVENESS  
MAKING THE MOST OF OUR EMPLOYEE ENGAGEMENT SURVEYS  
Survey design  
Our annual engagement   
survey in June included   
17 questions across   
5 categoriesENGAGEMENT  
INCLUSION   
& DIVERSITY  
CULTUREWe added 5 new questions to reflect core   
engagement drivers:  
 •Cared for at work  
 •Ethical behavior   
 •Company values •Continuous improvement  
 •Manager support  
And followed up with a 3-question pulse survey   
in October.  
Scores  
78  
employee   
engagement score   
Falling one point below the   
global top-tier benchmark84%  
response rate  
One percentage point below   
the global top-tier benchmark75

# Index

2022 Inclusion Index   
Represents the combined   
scores of three questions driving   
inclusion, authenticity, and   
equal opportunity  
Insights & actions  
Based on our top 3 survey insights ,   
employees say they:  
 •Feel supported by their managers   
and cared for at work  
 •Believe Lam has a strong culture   
of ethics and recognition  
 •Desire varied and timely   
communicationEmployees’ feedback indicates   
a high rate of satisfaction with   
areas including:   
 •Recognition  
 •Manager support  
 •Feeling cared for at work  
 •Career path opportunitiesWe responded to survey insights   
with 3 key actions :  
 •Enhanced inclusion and diversity   
training with new INCLUDE   
manager training  
 •Launched culture workshops for   
new employees  
 •Guided managers to prioritize   
teamwide communicationSupporting a sense   
of connection  
Since 2020, many new employees have worked with their   
teams remotely. To help them build a strong sense of   
connection, Lam’s global Human Resources team launched   
new culture workshops for these employees in 2022. During   
90-minute sessions, Lam’s senior leaders demonstrated how   
we put our Core Values into action. In total, they engaged   
more than 2,700 employees during 37 global sessions   
delivered in each region’s local language.  
Additionally, we facilitated virtual executive employee   
engagement sessions for those hired within the past six to   
nine months, in which employees shared their experiences   
with Lam’s chief human resource officer and CEO. These   
leaders also hosted roundtables with managers of highly   
engaged teams, which our sites modeled in various regions.   
Members of Lam’s Board got involved by engaging with   
recently hired college graduates to create an opportunity   
for two-way feedback and insights.  
Being able to speak   
directly with Board   
members helped me   
connect to our company's   
culture and understand   
that we are all one team   
working together.”  
Xiaomin Yun

# Product

product engineer 4 at CSBG  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

# Workplace

Embracing workplace flexibility  
Several years after the emergence of the pandemic,

# Workplace

workplace flexibility is here to stay. In 2022, we updated our

# Workplace

workplace modalities to include onsite, onsite flex, virtual flex,

# Workplace

and remote. workplace flexibility supports an inclusive culture   
by enabling employees to work in ways that meet their   
unique needs. In fact, our virtual-flex employees scored the   
highest on engagement—exceeding the technology industry   
benchmark. Employees attributed their positive experiences   
to Lam’s culture, well-being programs, and strong employee   
support. We’re proud to see our people thrive in this

# Environment

environment and rolled out additional resources to support   
them in 2022. Our return-to-work pilot program provided employees with   
the following tools:   
 •Home office stipend to help offset remote work expenses  
 •New manager training on “Leading in a Hybrid

# Environment

Environment,” along with guidance on how to host virtual   
meetings and keep remote participants engaged   
 •Internal sites providing information on Lam’s virtual-flex   
and in-person policies   
Up-skilling our teams   
From the first day employees join us, we put them on a   
trajectory for long-term growth. We use layered development   
programs to support Lam’s employees and leaders through   
experience and education.   
To expand this programming, we launched Supervisor   
Essentials, a learning program designed specifically for   
manufacturing supervisors, in 2022. We also continued   
several ongoing development opportunities, such as   
BetterUp coaching for new managers, our Targeted Manager   
Support program, our enterprise-wide mentoring program,   
and our Leap technical training and certification program for   
new hires and Lam engineers.2022 TRAINING AND DEVELOPMENT   
HIGHLIGHTS  
56%   
increase in employees who participated in   
Lam coaching program over 2021  
73%   
increase in mentorship pairs over 2021,   
with a 95%+ mentee satisfaction score  
1,492   
employees participated in our   
Leap technical training program  
759   
Leap certifications awarded  
Lam earned Training   
Magazine’s 2022 Training   
APEX Award, which   
recognizes organizations   
that excel in training and   
human capital development.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Explore our employee   
benefits programs  
Celebrating and caring for our employees   
Our employees are high achievers. We strive to equip them   
with resources for overall health and well-being, while   
making them feel appreciated and inspired to keep reaching   
new heights. Our benefits and recognition programs support   
these aspirations and reinforce Lam’s Core Values.   
Recognizing exceptional performance   
As we mature our engagement processes, we’re delving   
into the link between engagement and recognition. Recent   
research indicates that organizations with meaningful   
recognition programs have a 14% employee engagement,   
productivity, and performance edge. The data also places   
leadership support and recognition among the top most   
effective non-financial factors for retention.1   
In 2022, we continued our Above and Beyond recognition   
program, in which employees can acknowledge their   
colleagues’ great work and embodiment of Lam’s Core   
Values. We also recognized employees’ commitment

# Sustainability

to enhancing sustainability through our environmental   
stewardship awards.   
For the second year, we held a Gratitude Summit, in which   
employees could attend a series of workshops sponsored by   
Workhuman. We also worked with Workhuman to conduct a   
cross-program analysis of our employee engagement survey   
results so we could better understand the intersection of   
employee recognition and engagement. Delivering inclusive benefits  
Employees can be more present at work when they have   
a foundation of overall well-being, whether that means   
taking time off to be with family, getting regular check-ups,   
or improving financial health. We strive to continuously   
enhance our benefits to support the needs of Lam’s diverse   
employee base. Our goal is to deliver resources that support   
all aspects of our employees’ well-being and health.   
One of our focus areas is increasing family and parental   
support. In 2021, we enhanced our U.S. parental leave policy   
to give birth mothers up to six months of paid parental leave.   
We also began providing 16 weeks of paid bonding leave   
to all other new parents—regardless of gender. In 2022, we   
expanded both policies to our employees across the globe.   
In March, we teamed up with Fidelity to launch our   
new Student Loan Assistance program for eligible U.S.   
employees. The program offers $400 per month to eligible   
employees who have a qualified student loan for their   
own education in an accredited program. Employees can   
take advantage of the benefits tax-free, with the money   
transferring directly to their loan provider.  
Additional benefits for 2022 include:  
 •Elective fertility preservation through Anthem\*   
 •Standalone ID theft protection through LifeLock\*  
 •Accident and hospital indemnity coverage   
through MetLife\*  
 •Healthcare concierge and advocacy service through   
Health Advocate\*   
 •Personal Observance Day\*  
 •Malaysia Fitness Center  
\*For U.S. employees only2022 BENEFITS HIGHLIGHTS  
500+   
employees benefited from our new Student   
Loan Assistance program.   
100+   
health and well-being events, including a   
global virtual health fair, webinars, challenges,   
and more.  
In 2022, Lam earned GOLD Recognition   
from the American Heart Association for   
implementing best practices that build a   
culture of health for our employees.  
1Deloitte, “Recognition programmes. Are they important?” https://www2.deloitte.com/ie/en/pages/deloitte-private/articles/recognition-programmes.html  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Shaping an inclusive culture  
In the dynamic semiconductor industry, our culture keeps   
us strong and steady. It’s what brings us together—and   
what sets our business apart. At Lam, we’re building a   
culture based on our company’s Core Values. We welcome

# Environment

diverse perspectives and strive to create an environment   
where every employee feels they belong. These values are   
key to attracting, retaining, and developing highly skilled   
talent. They fuel innovation, build mutual respect, and   
enable us to better serve our customers, colleagues, and   
other stakeholders.   
Setting the intention  
Our Inclusion and Diversity (I&D) strategy is led by   
Lam’s global head of inclusion and diversity. It   
includes three pillars:  
 •Fostering inclusion  
 •Increasing diversity   
 •Sharing our progress  
Lam’s leaders take an intentional and progress-oriented   
approach to build inclusive behaviors across our   
organization. We aspire to increase the proportion of   
underrepresented employees and women in Lam’s   
workforce. In this regard, skill-building and accountability   
are key. As Lam’s leaders created their performance and   
development plans in 2022, we asked them to set a target   
focused on I&D for the first time.Additionally, more than 1,700 global people managers   
participated in our new INCLUDE training which aims to   
expand inclusive leadership capabilities, and further embed   
I&D as a Core Value shaping our culture. We also administered   
our Hire Like a Champion training for the second year, which   
supports inclusive hiring practices. The 2022 training included   
cohorts in the U.S. and Asia, which focused on recruiting   
high-potential minority and female candidates.  
Our commitment to non-discrimination

# Workplace

We aim to maintain and cultivate a workplace where   
every person has equal opportunities to thrive. Our Global   
Employment Practices Statement declares our support of   
workers’ rights to freedom of association and collective   
bargaining, to the extent permitted under local laws.  
In line with the highest ethical and legal standards of   
labor and employment laws in every country where Lam   
maintains our workforce, we are committed to equal   
opportunity and non-discrimination in all our employment   
practices. We prohibit unlawful discrimination, harassment,   
and retaliation in any aspect of employment, including   
recruiting, hiring, promotion, and compensation. In 2022, we   
published a new Human Rights policy to further ensure the   
protection, safety, and dignity of all Lam employees. Making our

# Workplace

workplace inclusive   
for people of all abilities  
Lam's Employee Relations team works   
closely with employees who have disabilities

# Workplace

to provide workplace accommodations as   
needed. Together we develop creative and   
effective solutions, such as job   
modifications for physical restrictions,   
sign language interpretation, and   
schedule accommodations to   
minimize obstacles   
or barriers.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Gender diversity breakdown  
Managers  
Global and U.S. GenderGlobal  
U.S.U.S.Executives  
Global and U.S. GenderGlobal  
U.S.Technical   
Employees  
Global and U.S. GenderGlobal  
New Hires  
Global GenderGlobalGraduates  
U.S. GenderU.S.Board of Directors  
Gender33.3%  
Female66.7%  
Male  
17.5%  
Female  
19.2%  
Female  
18.1%  
Female  
21.3%  
Female78.5%  
Male  
12.1%  
Female87.7%  
Male  
15.3%  
Female84.4%  
Male  
26.6%  
Female73.0%  
Male  
23.1%  
Female76.2%  
Male0.0%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.3%  
Other  
0.7%  
Other0.4%  
Other82.4%  
Male  
80.7%  
Male  
81.8%  
MaleETHNIC DIVERSITY FEMALE MALE  
Asian 1 3  
White 2 3  
Our 2022 workforce at a glance  
Advancing equity at Lam   
At Lam, we are committed to promoting equity in   
our workforce. To demonstrate this commitment,   
we have expanded our Employee Relations function   
globally, providing managers and employees with a   
dedicated team to surface and resolve a wide range of

# Workplace

workplace issues.   
To ensure accountability, we regularly measure our progress in recruiting, hiring, and retaining   
a diverse workforce. We also conduct an annual pay equity assessment of our compensation   
practices and systems to promote fair and equitable compensation in our workforce.   
We also leverage the expertise of a nationally recognized law firm and its data-driven statistical   
model to objectively analyze our pay practices and identify trends and patterns. We use this   
information to maintain and improve Lam's global compensation philosophy and practices.Board gender diversity  
Managers  
Global and U.S. GenderGlobal  
U.S.U.S.Executives  
Global and U.S. GenderGlobal  
U.S.Technical   
Employees  
Global and U.S. GenderGlobal  
New Hires  
Global GenderGlobalGraduates  
U.S. GenderU.S.Board of Directors  
Gender33.3%  
Female66.7%  
Male  
17.5%  
Female  
19.2%  
Female  
18.1%  
Female  
21.3%  
Female78.5%  
Male  
12.1%  
Female87.7%  
Male  
15.3%  
Female84.4%  
Male  
26.6%  
Female73.0%  
Male  
23.1%  
Female76.2%  
Male0.0%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.1%  
Other  
0.3%  
Other  
0.7%  
Other0.4%  
Other82.4%  
Male  
80.7%  
Male  
81.8%  
MaleBoard gender diversity  
Board ethnic diversity  
Note: Minimal rounding has been applied to these data. 20.0%  
Female79.7%  
Male0.3%  
Other  
22.3%  
Female77.3%  
Male0.4%  
OtherU.S.All Employees   
Global and U.S. GenderGlobal  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
2022 Employee demographics  
U.S. employees  
American Indian or Alaskan NativeNative Hawaiian or Other Pacific IslanderBlack or African AmericanTwo or more racesHispanic or Latinx  
Chose not to discloseAsianWhite0.5%0.7% 2.6%  
3.1%  
5.8%  
7.3%  
30.7%49.3%U.S. gender and ethnicity  
0.2%  
Female0.5%  
Male  
0.1%  
Female0.1%  
Female  
0.4%  
Male22.3%  
Male8.4%  
Female4.5%  
Male  
0.5%  
Female  
1.6%  
Female2.1%  
Male  
5.6%  
Male39.5%  
Male  
White Blank/chose not to disclose  
Two or More Races  
American Indian/Alaskan NativeNative Hawaiian or Other Pacific Islander  
Asian  
Hispanic or LatinxBlack or African American9.7%  
Female0.1%  
Other0.3%  
Other0.8%  
Female2.4%  
Male  
U.S. veteran status1  
U.S.   
veteran 8.3%   
Non-U.S.   
veteran 91.7% Global employees by generation  
8.1%  
27.1%53.8%11.0%  
1946-19641965-19 791980-19951996 o r afterBornEmployees who disclosed their   
disability status (global)1  
Disclosed disability   
status 37.7%   
Chose not   
to disclose 62.3%  
1 Does not include Silfex.  
Note: Minimal rounding has been applied to these data. Data do not include Talus.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

# About

Learn more about the transformative   
learning initiatives launched through

# Social

our new social impact program.Increasing opportunities for diverse talent   
in STEM  
Everyone deserves the chance to succeed. Yet diverse   
talent remains largely underrepresented in STEM. Too often,

# Social

students and candidates face institutional, social, and   
economic barriers that make it difficult to break into these   
fields and advance. At Lam, we believe it’s time for that to   
change, so we use our resources, reach, and leadership   
position to move the needle. We collaborate with universities   
and academic organizations to provide internships, fund   
fellowships, and support our recruitment goals, in addition to   
sponsoring and attending key industry events to amplify and   
recruit diverse STEM professionals.   
Our 2022 activities included attending AfroTech’s annual   
conference, which brings together Black entrepreneurs and   
innovators. Internally, our Talent Acquisition team piloted   
a new centralized talent-sourcing model in the U.S., which   
emphasizes outreach to diverse candidates and includes a   
diverse-slate-of-candidates goal. Other ongoing pipeline-  
building activities include:   
U.S. university collaborations  
In 2022, we continued our collaboration with the United   
Negro College Fund (UNCF) for the second year. Lam   
provided $100,000 to fund 20 scholarships at UNCF   
schools, including historically Black colleges and   
universities (HBCUs). We also launched new alumni   
and student recruiting relationships including:  
 •Georgia Institute of Technology   
 •National Society of Black Engineers   
 •Society of Hispanic Professional Engineers   
 •Spelman College U.S. academic internships and fellowships  
Lam serves as a key partner for the National Consortium of   
Graduate Degrees for Minorities in Engineering (GEM), which   
provides graduate-level fellowships to underrepresented   
candidates in engineering and science. In 2022, we   
provided $460,000 to enable 20 GEM fellowships—up from   
13 fellowships in 2021. GEM also provides its fellows with   
exposure to industry internship programs, including our own.   
We were proud to welcome GEM fellows as part of a highly   
diverse and talented intern cohort in 2022.  
Global academic scholarship awards  
When we see passion and talent, we go all in to help STEM   
students succeed. In 2022, several of our locations in Asia   
provided scholarships aimed at increasing I&D in STEM. Lam   
provided Thesis Award scholarships to three universities in   
China, as well as scholarships for women in STEM in Taiwan. 2022 WORKFORCE   
DIVERSITY HIGHLIGHTS  
3.0%  
increase in proportion of female employees   
in Lam's global workforce from 2021  
5.0%  
increase in proportion of underrepresented   
employees in Lam's U.S. workforce from 2021  
20  
fellowships funded through our collaboration   
with GEM  
59%  
diversity for global intern class  
11  
hires through partnership with National   
Society of Black Engineers

# About

Learn more about our   
university partnerships   
and programs  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Supporting women in our industry   
and workforce  
Despite some improvement, women remain largely   
underrepresented in global STEM careers.1 We are   
committed to shifting this gender imbalance—especially   
in the semiconductor industry—and we know progress

# Workplace

must start from within. One of our workplace goals is to   
increase the proportion of women throughout our company   
by 2025. To drive progress, we strive to amplify the voice of

# Workplace

our industry’s women leaders while creating a workplace

# Environment

environment where women can excel and advance.   
In 2022, we updated our internal hiring practices to strive   
to include a female employee on every interview panel.   
Compared to 2021, we increased the proportion of women   
at our company by 3.0%. We supported female STEM   
leaders through company webinars, industry conferences,   
and global ERGs. One highlight was attending our first   
in-person Grace Hopper Celebration—the premier U.S.   
conference for women in tech. During the conference,   
three of Lam’s female leaders hosted an inclusion-focused   
career development workshop. Themed “Breaking Barriers   
Through Innovation,” the breakout session engaged more   
than 200 participants. Lam also sponsored the 2022 Diversity in Tech

# Climate

Symposium, themed “Advancing Climate Resilience.”   
The symposium was hosted by the University   
of California’s EDGE in Tech Initiative, which is   
committed to addressing challenges faced by   
women and other under-included identities in   
engineering and computer science. Also in California,   
Lam attended the Women in Semiconductor   
Hardware conference. We were a finalist for the   
Designing the Difference award, which recognizes   
companies that are making a significant and   
measurable impact on advancing the industry   
through I&D.   
At Lam’s new site in   
Malaysia, our manufacturing   
leadership team boasts   
50%   
female representation.The Lam India Women’s Network (LIWN)   
was our first ERG launched in India. LIWN   
brings female employees together to focus   
on personal and professional development,   
networking and collaboration, and business   
impact. During 2022, LIWN hosted a financial   
awareness session, career-mapping and   
Gallup Strengths profiling workshops, and   
many other events.  
1Catalyst, “Women in science, technology, engineering, and mathematics (STEM).” https://www.catalyst.org/research/women-in-science-technology-engineering-and-mathematics-stem/#:~:text=Women%20  
with%20bachelor's%20degrees%20and,women's%20overall%20underrepresentation%20in%20STEM .  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Connecting employees through ERGs  
Lam’s ERGs create a welcoming space where employees empower each other to learn, develop, advocate, and lead. Under   
our model, each ERG develops its own charter, initiatives, and goals, which support ESG progress, mentorship, inclusion,   
community outreach, and employee engagement.  
Members of our CEO staff engage closely with ERGs and serve as executive sponsors for each group. The support goes   
two ways, with sponsors often seeking feedback on emerging and ongoing company initiatives. In 2022, our leaders held   
roundtables with global ERGs, including a U.S. roundtable where over 80 participants joined Lam’s CEO. Globally, we continued   
to grow our ERG network, achieving above-average Fortune 500 participation. Our global ERGs include:  
Black Employee   
Network  
Community of Latinos   
and African Americans   
for Student Success   
and Outreach  
Lam Employee

# Sustainability

Sustainability   
Community\*  
Lam India Women’s   
Network  
Lam’s Veteran   
Community  
New Professionals   
Network  
PRIDE LGBTQ+ Allies  
 Women in Customer   
Suppport Business   
Group (CSBG)  
Women in Engineering  
 Women@Fremont  
 Women in Global   
Operations (WGOP)   
U.S. Korea, and Malaysia  
Women in Korea  
Women in Leadership   
at Lam  
Women of   
Southeast Asia  
Women in Taiwan  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
ERG FAST FACTS   
We now have 15 ERGs in 6 countries with   
3,500+ members.1   
ERGs hosted 60+ events in 2022.  
We began promoting ERGs through our   
onboarding materials to help employees get

# About

involved right away.Learn more about one of   
our newest ERGs, LESC Cultivating inclusion   
year-round   
Creating an inclusive culture is a year-round   
commitment. It’s part of how we show up at work each   
day. We also take time to highlight important moments   
throughout the year that honor, celebrate, or affect   
diverse employee groups. Examples from 2022 included:  
 •Black History Month: honored with a letter to   
employees from Vince Brigman, Lam’s corporate vice   
president of global finance and corporate functions   
operations, who also sponsors two ERGs   
 •International Women’s Day: celebrated with a “Break   
the Bias” webinar and campaign promoted by our   
LIWN ERG  
 •Earth Month: included activities hosted by our global   
chapters of LESC and the local green teams  
 •PRIDE: celebrated by Lam’s Pride ERG, which hit a new   
milestone by growing to 200 members  
 •Global Diversity Awareness Month: featured several   
activities, including a keynote on “Reimagining Global   
Inclusion,” an interactive theatrical activity, and   
interactive conversations on “Leading from the Top”Women should not have to settle based on limitations   
and boundaries. At Lam, we’re asking what can be done   
to remove those barriers, instead. Our Women in Global   
Operations ERG helps members address potential barriers   
by growing their network, finding mentorship and   
guidance, and building long-term careers at Lam.”   
Soon Kuek  
managing director and general manager,   
Lam Malaysia manufacturing  
1Employees may belong to multiple ERGs as we encourage allyship and cross-cultural engagement.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Keeping our   
employees safe  
Ensuring employees’ safety is fundamental to creating   
a positive work experience—whether it be in an office,   
manufacturing plant, or lab. We follow strict safety protocols   
and prioritize training and risk controls to help employees   
safely perform their tasks.1   
Our global EHS policy applies to every employee and   
outlines our commitment to protecting all Lam personnel   
and minimizing risk. We also maintain a single site certification at our Fremont,   
California, headquarters for ISO 45001 , the globally   
recognized standard for occupational health and safety   
management systems.   
In 2022, our Tualatin, Oregon, site achieved Voluntary   
Protection Program Star Status, the highest health and safety   
award bestowed by OSHA’s U.S. and Oregon divisions. The   
award recognizes Lam’s low illness and injury rates and our   
commitment to a culture of safety—setting us on a bold   
trajectory for continuous improvement and accountability for   
our safety performance. Overall, we conducted more than   
264,000 Risk Management by Walking Around inspections,   
a process used to identify and track safety issues and

# About

implement corrective actions. Learn more about our safety

# Governance

program and governance  
At Lam Korea, we apply a ‘planning, execution,   
validation, and problem-solving’ cycle, based on   
the safety and health management practices put   
forth by ISO 45001. We strive to monitor and   
address risks that can lead to safety and health   
issues while building a safety culture for   
all employees.”  
Andy Yeo   
EHS specialist at Lam Korea1Data are inclusive of Lam Research and Silfex.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES  
Working toward our safety goal  
One of our ESG goals is to achieve an OSHA recordable injury rate at or   
below 0.4. In 2022, we achieved a rate of 0.35. Lam’s growth in 2022 posed   
additional safety challenges, as we increased the number of temporary   
employees working in our operations. To offset this challenge, we invested   
in prevention-based education, training, awareness, and emergency   
preparedness programs.   
Examples of these investments include our general health and safety training,   
physical training program, and ergonomic assessments. We also continued   
our Safety Awareness for Everyone (SAFE) program, which we use to update   
employees on emerging safety issues. We employ SAFE to prevent future   
issues by including lessons and stories based on incidents from the past.2022 SAFETY PERFORMANCE  
63,000  
hours employee safety   
training completed63%   
injuries attributed to   
strains, sprains, slips,   
trips, and falls  
0  
fatalities  
Recordable injury rate (Lam vs. industry)  
0.7 0.7  
0.5  
0.34  
0.260.400.35At or Below  
0.4  
2019 2020 2021 2022Incidents per 100 employees per yearIndustry average  
Lam rate  
Lam targetINNOVATION SPOTLIGHT  
Innovation spotlight: Enabling a safe, smooth

# Product

shift to next-generation product design

# Products

Typically, engineers design products using 3D models, then deliver manufacturing information   
in 2D drawings. At Lam, we’re moving to a new model-based definition (MBD) format, in which

# Product

engineers embed all product data—including assembly-level bills of materials (BOMs)—directly   
in their 3D models.   
Using MDB reduces design time and creates a single resource for Lam’s engineers,   
manufacturers, suppliers, and customers. However, there are challenges in making the   
transition. For example, to create a 3D spare-parts identifier, which field technicians and   
customers use to service tools and replace parts, engineers must manually copy part numbers   
from a BOM and paste them into a computer-aided design model for verification.   
Ramanathan Kannappan, a Bangalore-based senior designer at Lam, identified several   
issues with this process. Copying the wrong part number or overwriting data can lead field   
technicians and customers to order the wrong part, and engineers risk repetitive strain injuries   
by completing the same task hundreds of times.   
As a solution, Ramanathan created a macro for the BOM that identifies duplicate parts, prevents   
data overrides, and improves project communication. Since implementing the macro, engineers   
have nearly eliminated data errors and cut project-ownership times by up to 50%.  
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# Introduction

2022 ESG Report INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES

# Responsible

Responsible supply chain  
IN THIS SECTION:  
56 Highlights  
57 Our strategy for mutual success

# Climate

60 Advancing climate action together  
61 Upholding human rights

# Responsible

61 Ensuring responsible sourcing of minerals

# Supply Chain

61 Cultivating a diverse supply chain  
62 Collaborating toward ESG progress  
55

# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
We collaborate   
with suppliers to   
grow and scale for   
the future.   
Lam’s advanced technologies rely on specialized materials   
and components. To source them, we collaborate with   
thousands of suppliers around the world. We invest in supplier   
relationships built on shared values of open communication   
and trust. Our Core Values drive us to take ownership for

# Responsible

upholding responsible, ethical practices and continuously

# Supply Chain

improving our supply chain performance over time.

# Supply Chain

Our supply chain focus areas include climate action , human

# Responsible

rights , supplier diversity , and responsible mineral sourcing .   
To increase supplier engagement across these areas in

# Supply Chain

2022, we matured our supply chain management processes

# Supply Chain

and grew our Supply Chain ESG team. We also surveyed

# Climate

our suppliers on their climate performance and helped them

# Sustainability

accelerate progress toward their sustainability goals. By   
the year’s end, more than half of our top 100 suppliers (by

# Climate

spend) acknowledged our Climate Pledge. Together, we can   
collaborate toward mutual ESG progress and long-term,

# Responsible

sustainable business growth.Responsible supply chain1  
GOAL STATUS 2022 PROGRESS  
Achieve more than 90% compliance with

# Social

our social and environmental expectations   
across our top-tier suppliers• Exceeded our goal with 94% of suppliers   
responding to our conflict minerals survey  
Engage with at least 50% of our top-tier

# Sustainability

suppliers on environmental sustainability   
opportunities• Exceeded our goal by engaging with 100%   
of top-tier suppliers in 2022  
Increase engagement with all suppliers on

# Social

social and environmental topics through   
assessment, training, and capacity building• Deepened supplier engagement through our   
inaugural Supplier ESG Forum, new supplier   
engagement platform, new monthly webinar   
series and newsletter, and additional trainings

# Responsible

via the Responsible Business Alliance (RBA)  
46.5% of suppliers measured by emissions   
will set SBTs2• 14.5% of suppliers as measured by   
emissions have set SBTs  
2022 HIGHLIGHTS  
Launched our supplier   
engagement platformEngaged suppliers at Lam’s   
inaugural Supplier ESG Forum

# Climate

Received Lam Climate   
Pledge acknowledgments   
from 53% of top 100 suppliersLeveraged RBA tools to assess   
supplier performance  
RELEVANT SDGS  
View SDG alignment 1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025 .   
2 Previously, this goal targeted SBTs for 80% of top direct suppliers (by spend) by 2025 and 95% by 2030. Lam updated this goal in 2022 pe r the SBTi verification and approval process.  
Note: Unless otherwise noted, data in this chapter are inclusive of direct material spend globally.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Our strategy for   
mutual success

# Supply Chain

Lam’s supply chain is extensive, so we employ

# Governance

strong oversight and governance to facilitate

# Supply Chain

comprehensive supply chain management

# Supply Chain

across the globe. Our Supply Chain ESG team   
leads our direct supplier risk assessment   
efforts, with a focus on driving continuous   
improvements. Lam also has cross-functional

# Supply Chain

supply chain teams that collaborate to share

# Supply Chain

best practices around supplier engagement. Embedding ESG across our supply chain  
We manage and monitor ESG performance throughout our

# Supply Chain

supply chain through a strategic framework built on five pillars:  
Transparency  
Responsibility  
GovernanceRisk Assessment   
and AuditTraining  
We believe it is vital that we prioritize innovation,

# Supply Chain

competitiveness, collaboration, and supply chain security   
to maintain U.S. leadership in this critical global industry.”  
Tim Archer  
president and CEO of Lam

# About

speaking about U.S. semiconductor competitiveness during his testimony before   
the U.S. Senate Committee on Commerce, Science, and Transportation.

# About

Learn more about his testimony  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Direct material   
spend by region   
of origin in 2022Managing the supplier lifecycle   
Lam engages suppliers early in the supplier lifecycle and   
continues to manage and facilitate their progress over time.   
We evaluate suppliers based on multiple factors, including   
known human rights risk indicators, geography, and spend.   
Upon selection, we encourage suppliers to become RBA   
members and contractually require that every supplier   
adheres to our Global Supplier Code of Conduct (GSCC) , the   
RBA Code of Conduct , and applicable laws and regulations.   
Throughout the supplier lifecycle, we continue to conduct   
due diligence using a risk-based approach. This process   
may include RBA audit reports, inspections, and corrective   
actions as needed.   
In 2022, we leveraged additional RBA tools to better quantify   
risks in the regions where our suppliers operate. This included   
requesting and collecting RBA self-assessment questionnaires   
(SAQ) and audit assessments via RBA's Validated Assessment   
Program. Through the process, we identified three high-risk   
countries for child labor and migrant labor. We use country-  
level risk data to inform our overall supplier engagement and   
assessment strategy. And, for any specific supplier risks, we   
apply the RBA guidelines to address those on a case-by-case   
basis by requesting corrective action plans and that follow-  
up closure audits are completed.

# Supply Chain

Americas 48.7%Asia 45.2%Europe, Middle East & Africa 6.1%OUR SUPPLY CHAIN BY THE NUMBERS  
1,483 supplier families   
in over 25 countries support   
our global operations11   
of our top 100 suppliers   
have established SBTs17   
of our top 100 suppliers   
are RBA members  
We source minerals   
sourced from smelters in   
51 countriesOur diverse supplier spending totaled   
$123.3M   
in 20221  
269  
Lam employees completed human   
rights training in 2022  
INNOVATION SPOTLIGHT  
Leveraging plug-and-play technology to   
expedite direct material shipments

# Supply Chain

Supply chain challenges in 2022 led to significant delivery delays for certain tools. As the team worked to address   
these challenges, one opportunity that was identified led to reduced delivery time for some shipments by more

# About

than 50%. How did we do it? A cellphone-sized device that costs about $40.  
The idea came from Joe Picciocchi, who joined Lam’s Livermore, California, site in 2021 as senior manager of

# About

logistics. At the time, it took about 12 days for a shipment from our supplier in Guadalajara, Mexico, to arrive at our   
Tualatin, Oregon, site. Realizing Logistics had no way of tracking a package’s location, Joe launched an initiative to   
equip critical shipments with inexpensive trackers that provide real-time location data. This empowered Logistics   
to optimize manufacturing schedules and hold transportation vendors accountable.   
As a result, the shipping time from Guadalajara, Mexico, to Tualatin, Oregon, now takes just four to five days. Currently,   
Logistics is tying its shipment-tracking data to Lam’s Transportation Management System. In the future, the system   
could leverage predictive analytics and artificial intelligence to automatically plan and dispatch shipments.1 Represents spend of direct and indirect suppliers.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Conducting due diligence at key steps  
Screening and evaluation  
 •Lam's top direct material suppliers   
are assessed on human rights,   
environmental impact, and   
other known risk indicators   
including business volume   
and geographic location.Onboarding  
 •New direct suppliers are required   
to acknowledge Lam's GSCC.   
 •Existing qualified suppliers are   
contractually obligated to comply   
with the GSCC as well as the RBA   
Code of Conduct. Getting started  
 •Critical suppliers are assessed   
though our Quality Management   
System (QMS) with a focus on   
new regional suppliers supporting   
Lam's Asia manfacturing locations.Managing progress  
 •Our top suppliers are eligible to   
be awarded bonus points on their   
monthly Supplier Scorecard for   
diversity, ISO-14001 certification   
or RBA membership.  
 •We ask our top suppliers to

# Climate

acknowledge Lam's Climate   
Pledge and provide carbon   
emissions data via our supplier   
engagement platform.  
 •We offer supplier support to   
build environmental knowledge   
and capabilities that includes   
webinars and resources from   
academic institutions and subject   
matter experts.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
2022 ESG SUPPLIER SURVEY & PLEDGE RESULTS  
21   
of our top 100 suppliers published annual

# Sustainability

sustainability reports.59%   
survey completion and 53% acknowledgement

# Climate

of the Lam Climate Pledge by top 100 suppliers.  
50%   
of supplier survey respondents indicated

# Energy

they are using renewable energy.9

# Energy

suppliers completed energy audits.

# Climate

1Based on ESG survey responses from 62 suppliers. Data have been rounded.Advancing climate   
action together  
Beyond supporting our business and customers, our supplier   
relationships are intrinsic to our net zero targets. Upstream activities   
contribute to our Scope 3 emissions, so if we want to reduce them,   
we need top suppliers on board.   
In 2022, we engaged with 100% of our top-tier suppliers (by spend)

# Sustainability

on environmental sustainability opportunities, exceeding our goal of   
engaging at least 50% of our top-tier suppliers on these topics by   
2025. We also made progress toward our 2025 goal by supporting   
46.5% of top suppliers (measured by emissions) in setting SBTs.   
During the year, we surveyed our top suppliers to better understand

# Climate

their climate progress and encouraged them to commit to climate

# Climate

action by acknowledging our Climate Pledge. We also began asking   
suppliers to take a carbon footprinting class through the RBA. By   
engaging suppliers on these issues, we are encouraging them to   
measure and manage important areas of their environmental impact.   
This supports mutual progress toward our respective ESG priorities   
and goals.  
North   
America 66%Asia 23%Europe, Middle East & Africa 11%  
ESG survey   
respondents   
by region   
of origin1  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Upholding   
human rights  
When it comes to safe, dignified, and lawful working   
conditions, no one should be left behind. We are committed   
to protecting and supporting human rights—both in our

# Supply Chain

supply chain and in our global operations. Not only is this a   
compliance issue; it aligns with our Core Values of honesty,   
integrity, mutual respect, and mutual trust. We expect our   
suppliers and sites to comply with laws including—but not   
limited to—the U.K. Modern Slavery Act of 2015 and the   
California Transparency in Supply Chains Act of 2010.  
Lam published its first Human Rights Policy in 2022, which   
outlines our expectations to uphold internationally recognized   
human rights. This policy applies to all employees and we   
expect our suppliers, as well as our business and community   
partners, to adopt similar practices. The policy aligns with   
the RBA’s Code of Conduct and builds on expectations   
outlined in our GSCC. Additionally, our Global Employment   
Practices Statement declares our support of workers’ rights   
to freedom of association and collective bargaining, to the   
extent permitted under local laws. These documents are   
distributed via email, published on our intranet, and made   
publicly available on our website.  
Regular training is an important part of our human rights

# Supply Chain

program. And in 2022, we had 269 global supply chain   
management employees complete human rights training.   
We also requested our top suppliers to complete RBA’s   
online human rights module.

# About

Learn more about how we uphold

# Responsible

human rights in our supply chainEnsuring responsible   
sourcing of minerals  
Raw minerals are the building blocks of semiconductor   
technology, and we are committed to ensuring that they are   
ethically and responsibly sourced. Lam is a member of the

# Responsible

Responsible Mineral Initiative (RMI) , a multi-stakeholder   
organization that helps address egregious human rights   
issues in the mining of tin, tantalum, tungsten, gold, and   
other minerals of concern. Since 2012, we have used the   
Conflict Minerals Reporting Template developed by RMI   
to assess our suppliers. In 2022, we expanded our due   
diligence efforts related to minerals of concern to include   
cobalt and mica, as recommended by RMI.   
Access our Conflict Minerals   
Policy StatementCultivating a diverse

# Supply Chain

supply chain  
Inclusion and diversity are part of our Core Values at Lam,   
and we recognize the value that our relationships with   
diverse suppliers bring. During our supplier onboarding   
process, we implement measures to identify diverse   
suppliers, including minority-, women-, LGBTQ+-, and   
veteran-owned businesses, as well as businesses owned   
by people with disabilities. We also include diverse   
qualifications in our Supplier Scorecard and track and   
report spending with diverse direct material suppliers   
on a periodic basis. Our diverse supplier spend totaled   
$123.3 million in 2022.

# About

Learn more about our approach   
to cultivating a diverse supplier   
network   
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Collaborating toward   
ESG progress

# Supply Chain

Our Supply Chain ESG team engages suppliers to understand their challenges,   
priorities, and needs. They also reach out with best practices and resources to help

# Social

suppliers build capability to make progress on social and environmental goals. In   
addition to rolling out our supplier engagement platform in 2022, we launched:   
 •An ESG-focused webinar series and a monthly newsletter, which we shared with   
nearly 200 direct and indirect suppliers   
 •A dedicated email address for supplier queries  
 •An ESG portal to provide suppliers with additional support and resources   
We also offered additional training sessions and tools to help suppliers calculate   
their GHG emissions.Celebrating and connecting with top suppliers  
Semiconductors are strategically important to the world. Throughout 2022, our   
suppliers played a key role in ensuring that the semiconductor ecosystem could   
continue to meet heightened demand. We presented our highest-performing   
suppliers with Excellence Awards during our annual Supplier Day at the end of   
October, recognizing their accomplishments across several categories.   
In conjunction with Supplier Day, we held our inaugural Supplier ESG Forum where   
we presented XP Power with our Supplier ESG award. The event included an expert

# Supply Chain

panel with Lam's supply chain leaders, a keynote speaker from our customer Intel,   
and a presentation from a key supplier, Celestica. The forum was a catalyst for   
relationship-building and prioritizing environmental initiatives.  
There’s a reason why open communication   
is one of Lam’s Core Values—we believe it   
translates to mutual success. This holds true   
for our approach to engaging suppliers to

# Climate

drive joint progress on climate action, human   
rights, and other issues related to ESG. By   
investing in close, collaborative partnerships,   
we can build a stronger semiconductor   
ecosystem and future for all.”  
Pat Lord  
chief operating officer at Lam  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Name  
Title

# Communities

Our communities  
IN THIS SECTION:  
64 Highlights  
65 Powering breakthroughs together  
66 Transformative learning

# Communities

68 Resilient communities  
69 Inclusive societies  
70 Turning employees’ passion into action  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
We use our   
resources to foster

# Communities

communities that are   
empowered, inclusive,   
and resilient.

# About

Lam’s business is about powering semiconductor

# Communities

breakthroughs, and our communities know we don’t stop   
there. We fund community programs that uplift the places   
where we operate and live—in line with our Guiding   
Principle to act with purpose for a better world. Beyond our   
philanthropic work, we encourage employees to participate   
in community initiatives on the ground. Lam attracts people   
who are changemakers and problem solvers at heart—  
when they see a community in need, they pitch in.   
In 2022, our employees worked alongside colleagues and   
neighbors to pack backpacks, donate textbooks, and plant   
trees. They held fundraisers and drives to support local causes   
and took part in Lam’s longtime tradition of delivering joy. As

# Social

an organization, we launched our new social impact platform,   
which focuses our community work around three areas that   
align with our values and strengths. Lam also kicked off our   
first signature initiative, a three-year collaboration with FIRST   
Global. We look forward to working with the organization to   
inspire science and technology leadership and innovation in   
youth. It’s just one way we’re working with our community   
partners to power breakthroughs together. Community1  
GOAL STATUS 2022 PROGRESS  
Determine key targets for larger-  
scale impact aligned to a new

# Social

strategic focus• Achieved our goal by launching a new social   
impact framework with three strategic focus   
areas to guide our giving and signature   
program initiatives  
Implement measurement of   
outcomes for key program and   
large-scale grants• Began developing a reporting process and   
measurement outcomes  
Increase annual unique participation   
rate in all employee giving programs   
from 10% to 30%• Increased annual unique employee participation   
rate from 10% in 2021 to 18% in 2022  
Increase employee volunteer hours   
by 33% from a 2019 baseline• Achieved and surpassed our goal with   
employees completing 21,133 volunteer hours   
in 2022 for a total increase of 58% from a   
2019 baseline2 and set a new goal to achieve   
40,000 by end of 2025  
2022 HIGHLIGHTS  
Rolled out Lam’s new Powering   
Breakthroughs Together

# Social

social impact platformCommitted $10M   
over three years to   
FIRST Global  
Increased volunteer hours by   
65% from 2021, logging 21,133   
hours in 2022Organized 80+   
employee-driven events for   
our Deliver Joy campaignRELEVANT SDGS  
View SDG alignment1 Unless stated otherwise, we aim to complete each of our ESG goals by 2025 . Data in this chapter are inclusive of Lam Research and Silfex.  
2 Based on data tracked through our community engagement platform.  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Powering breakthroughs together  
One of Lam’s Guiding Principles is to act with purpose for a better world. In 2022, we introduced

# Social

our new social impact platform to bring that vision to life. Our new platform, Powering   
Breakthroughs Together, provides a framework for Lam to make a positive community impact   
where it matters most. Our strategy is to cultivate meaningful relationships with charitable   
organizations that share our purpose and vision. In August 2022, we closed our first cycle of   
grants with applicants supporting each of our focus areas:  
Transformative learning  
We’re pushing the boundaries of education to carve out new pathways for learners,   
innovators, and creative thinkers.

# Communities

Resilient communities

# Communities

We’re helping communities build resilience in the face of adversity through strong   
relationships, enhanced technological capacity, preparedness, and recovery planning.  
Inclusive societies  
We're working to change inequitable systems and increase access to resources and

# Communities

opportunities that help communities reach their full potential and flourish. Our social impact manifesto   
For more than forty years, we’ve defied conventions.  
Challenged assumptions.  
Pushed the boundaries of technical limitations.  
But we know, technology alone doesn’t enable breakthroughs.  
People do.

# Communities

They think big to build better communities.  
To create safer, more sustainable systems.  
To relentlessly pursue innovation that delivers real impact.  
When people are empowered to collectively reimagine tomorrow,  
we power a better world for generations to come.  
Our new Powering Breakthroughs   
Together platform speaks to what

# Social

Lam stands for and the type of social   
impact we want to make. Through   
it, we’re building meaningful   
partnerships with organizations that   
align with Lam’s Guiding Principle to   
act with purpose for a better world.”   
Christie Valdez  
director of community relations at Lam  
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Launching our signature program with FIRST Global  
Ready. Set. Carbon capture. That was the objective of the 2022 FIRST Global challenge, held   
in Geneva, Switzerland. The Olympics-style international robotics competition brought together   
1,550 students from 180 countries and 179 teams. Using kits of identical parts, the teams built   
and programmed robots, working together to complete tasks in a challenge themed around   
carbon capture.1  
Lam provided a $1.33 million donation to support FIRST Global in 2022 and served as the premier   
sponsor for the challenge. We also engaged 17 employees who volunteered as mentors for the   
students. During the event, Lam’s chief technology officer announced Lam’s long-term FIRST   
Global commitment: A donation of $10 million over the next three years, beginning in 2023.   
The 2022 FIRST Global challenge included:  
1,550   
students   
directly impacted179 teams   
representing 180   
countries, including a   
team of refugees65+ solutions   
developed   
to capture and store carbon   
as part of the challenge’s   
technology experience  
39% female participation   
including an all-girls team$1.33M donation   
from Lam followed by a   
commitment of $10M over three years,   
starting in 2023Transformative learning  
Curiosity and inspired learning are key to powering breakthroughs, so we invest   
in the ongoing foundational elements that lead to continuous discoveries and   
innovations. This includes making investments in programs that are:  
 •Pushing the boundaries of traditional approaches to education , with an aim   
to introduce new ways of learning, foster new discoveries, shift mindsets, and   
empower growth  
 •Inspiring the next generation of innovators to solve the world’s most pressing   
problems through engineering and/or technology  
 •Equipping people with the knowledge and skillsets needed to succeed in the   
innovation workforce of the future  
FIRST Global enables transformative learning on   
a world stage…The competition is an important   
opportunity to showcase and foster the critical   
thinking required to address the challenges facing   
our industry and, more broadly, society.”   
Rick Gottscho  
executive vice president, strategic advisor to the CEO,   
and former chief technology officer at Lam  
1 First Global, “2022 Theme: Capture and storage of carbon dioxide.” https://first.global/archive/fgc-2022/   
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
TRANSFORMATIVE LEARNING INITIATIVES IN 2022  
FIRST Global  
“What if every child had the tools they needed to

# Communities

solve problems in their own communities?” That’s the   
question posed by FIRST Global, a nonprofit working   
to inspire science and technology leadership and   
innovation in young people from all nations through   
robotics. In 2022, Lam donated $1.33 million to the   
organization and announced an additional $10 million   
donation, to be distributed over the next three years.   
East Oakland Youth Development Center (EOYDC)  
California’s EOYDC is on a mission to develop the

# Social

social and leadership capacities of youth and young   
adults. The center works to prepare local youth for   
future employment, higher education, and leadership   
opportunities.1 Lam bolstered EOYDC’s programs with   
a $300,000 donation to foster education equity for   
1,000 Black and Latinx low-income youth.  
Kids and Future Foundation Hello Coding Camp   
The vision of the Kids and Future Foundation is to   
see a world where every youth can realize their   
dreams of a better, brighter future.2 Lam’s South   
Korea site partnered with the foundation to support   
117 students’ participation in the Hello Coding Camp   
afterschool program.  
Family Giving Tree and Hawks View Elementary   
For six years, the Women in Leadership at Lam ERG has   
collaborated with the Family Giving Tree in California   
for its annual backpack drive. In 2022, more than 70   
employees supported the effort, bringing in   
the help of family members and friends to fill and deliver   
1,500 backpacks for Bay Area students. Inspired by

# Product

the drive at our headquarters, a product manager   
at Lam rallied 22 employees in Oregon to deliver   
250 backpacks filled with school supplies to Hawks   
View Elementary school students.Other activities included:   
U.S.  
 •Supporting Springfield High School’s STEM Learning Academy program in Ohio   
(via Silfex), which provides students with STEM experiences and supplies  
 •Serving as the title sponsor for the Silicon Valley Leadership Group Foundation’s   
Heart & Soles run, whose objective is to promote Silicon Valley student success   
through increased physical activity and access to healthy foods  
ASIA  
 •Supporting the National Science and Technology Museum’s coding and robotics   
programs for elementary and junior high school students from remote and   
disadvantaged areas in Taiwan  
 •Donating textbooks to university students majoring in engineering in South   
Korea to encourage their STEM learning journey Lam received the Silicon   
Valley Business Journal’s   
2022 Community Impact   
Award, which recognizes   
businesses and nonprofits   
making a positive impact   
in Silicon Valley.  
1EOYDC, “Building character to build community.” https://eoydc.org/   
2Give2Asia “Kids and future foundation.” https://give2asia.org/kidsandfuture/   
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report  
Resilient

# Communities

communities  
We support programs to strengthen relationships,   
technology, preparedness, and recovery plans that enable

# Communities

communities to succeed in the face of adversity. This includes   
making investments in programs that are:   
 •Implementing disaster preparedness and recovery plans

# Communities

that strengthen communities  
 •Engaging and connecting with community members   
to support the adoption, maintenance, and evolution of   
preparedness, recovery, and relief efforts

# Communities

•Helping rebuild communities impacted by natural   
disasters or adverse conditions

# Climate

•Curbing climate change and mitigating its impact2022 INITIATIVES FOR RESILIENT COMMUNITIES:  
One Tree Planted  
One dollar. One tree. One planet. That’s the idea behind   
One Tree Planted, a nonprofit organization focused on   
reforestation. Through a $100,000 donation, Lam supported   
the organization’s efforts in Europe to restore forests,

# Social

create habitat for biodiversity, and make a positive social   
impact around the world.1  
United Way Bengaluru   
The Lam Foundation supports United Way Bengaluru's   
efforts in India to restore a local school. Based on the   
school’s design and location, it has been subject to annual   
flooding and fallen into disrepair. Lam pledged $600,000   
over the next three years to support the resiliency project,   
with additional funds provided by Lam’s India site.  
Tse-Xin Organic Agriculture Foundation (TOAF)

# Environment

Based in Taiwan, TOAF works to restore the environment   
while improving people’s livelihoods and well-being. The   
Lam Foundation provided a grant to help TOAF establish   
coastal forests to prevent coastal erosion. In addition,   
39 Lam employees volunteered alongside family members   
to plant 1,000 trees along the island. GlobalGiving’s Carinthia Storm Response Campaign  
In August, a series of storms near our site in Villach, Austria,   
caused widespread damage and destruction. In response,   
47 Lam employees raised over $8,000, including the

# Communities

company match, to help communities in the area rebuild, with   
additional relief funding provided by the Lam Foundation.   
Both donations went to GlobalGiving’s Caritas Carinthia   
project, providing food, medical, and financial support.   
Other activities included:   
U.S.  
 •Donating over $4,000 raised by 66 employees,   
including Lam's company match to support

# Communities

communities impacted by hurricanes Ian   
and Fiona   
ASIA  
 •Celebrating Lam Japan’s 30th anniversary   
through donations to three nonprofits selected   
based on a vote by regional employees  
 •Collaborating with the National Nature Trust   
in support of habitat preservation, restoration   
projects, and endangered species protection   
projects in South KoreaMembers of our LESC ERG engaged

# Sustainability

in year-round sustainability efforts   
in the U.S., Asia, and Europe. Learn   
how they’re supporting community   
resilience across the globeLam Research is a company that acts on both a global and local scale.   
Eighty-five percent of our Lam Villach employees live in Carinthia,   
so I see it as our duty to support the local area and its charitable   
organizations. It makes me proud whenever we can share our   
company’s successes with those less fortunate.”  
Walter Lerch

# About

managing director, business operations at Lam Villach1One Tree Planted, “About us.” https://onetreeplanted.org/pages/about-us   
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v  
Inclusive societies  
Successful societies are inclusive societies. We invest in   
initiatives to facilitate equitable access and opportunities

# Communities

to help communities reach their full potential. This includes   
making investments in programs that are:  
 •Eliminating barriers that prevent vulnerable,   
marginalized, and/or disadvantaged groups from

# Social

fully participating in social institutions (after-school   
programs, education systems, workplaces, etc.)  
 •Leveling the playing field for underserved and

# Communities

underrepresented communities’ long-term economic   
and physical well-being  
 •Driving systemic change to break the cycle of   
inequities and/or designing new systems, processes,   
and procedures with inclusion in mind  
INCLUSIVE SOCIETIES INITIATIVES IN 2022  
International Rescue Committee  
In response to the humanitarian crisis in Ukraine, the   
Lam Foundation provided a $100,000 donation to the   
International Rescue Committee to uplift those who   
have been impacted and displaced during the war. Lam’s   
employees also rallied behind the people of Ukraine, with   
327 employees donating a total of $60,000, including the   
company match, to support the country’s refugees.   
United Negro College Fund (UNCF)  
UNCF envisions a nation where all Americans have equal   
access to a college education that prepares them for   
rich intellectual lives, competitive and fulfilling careers,   
engaged citizenship, and service to our nation.1 Lam is   
proud to have partnered with this organization over the   
last several years in support of multiple activities. For the   
second year in 2022, Lam provided $100,000 to UNCF to   
fund 20 scholarships to historically Black colleges and   
universities (HBCUs). Sankalp Student Needs Program

# Social

Through the efforts of Sankalp, the corporate social   
responsibility (CSR) team at Lam India, more than   
400 economically disadvantaged students from three   
local schools were provided with essentials, such as   
classwork supplies, textbooks, school clothing items,   
and nutritional snack kits to help mitigate barriers to   
obtaining an equitable education. This project was one   
of many that Sankalp supported through local Lam   
India CSR-dedicated funding, which totaled more than   
$80,000 in 2022.  
Stand Against Hate Fundraising Campaign  
Bias- and hate-motivated crimes are a threat to

# Communities

our communities. After a deadly shooting targeting   
LGBTQ+ individuals in Colorado Springs, Colorado,   
24 Lam employees donated $6,500, including the   
company match, to a community response campaign,   
with the funds split among several organizations   
supporting services for LGBTQ+ youth and mass   
casualty crime victims.   
Singapore Children’s Society   
Established in 1952, the Singapore Children’s Society   
protects and nurtures children and youth of all   
races and religions. We provided grant support for   
youth services, anti-bullying campaigns, and the   
organization’s annual “Walk for Children.” Lam’s team   
in the region also supported the organization by   
donating school supplies to local students.Celebrating our legacy   
of delivering joy  
One of Lam’s enduring traditions is our annual campaign to Deliver

# Communities

Joy, which engages employees to support communities where   
they live and work around the world. In 2022, employees across   
18 countries organized 82 volunteer events, contributing over   
10,000 volunteer hours and raising $1.3 million in community   
donations alongside the Lam Foundation.   
On GivingTuesday, many employees took advantage of our two-for-  
one corporate match. Others chose to volunteer at local food banks or   
participate in activities through their ERGs. For example, Lam Malaysia   
teamed up with the Women’s Center for Change to support initiatives   
that empower women and children. Employees donated pre-loved   
items and volunteered for a sale to raise funds for the organization.   
Other Asia-based employees assembled care packages to support   
approximately 450 teenagers experiencing homelessness, and, in   
Japan, employees gathered and delivered clothes to local foster   
children. Meanwhile, Lam China employees participated in a   
donation drive to provide remote, underprivileged students in the   
Sichuan and Yunnan provinces with recess equipment and books.   
Finally, in North America and Europe, our teams mobilized for a   
range of donation drives and community support activities. This

# About

included facilitating a toy drive benefiting Toys for Tots in the U.S.Learn more about how we’re   
collaborating with universities   
to support I&D in STEM  
1 UNCF, “Our mission.” https://uncf.org/our-mission   
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Other activities included:   
U.S.  
 •Working with Girls Inc. of the Pacific Northwest to support their STEM-focused   
Eureka! program, a five-year skills and knowledge development program for girls

# Communities

in underserved communities  
 •Continuing our relationship with the Hispanic Foundation of Silicon Valley to   
support the Latinos in Technology scholarship initiative   
Turning employees’ passion   
into action  
At Lam, we believe wholeheartedly in our employees’ potential to reimagine tomorrow. We

# Communities

encourage them to engage with their local communities to activate positive change. By   
providing opportunities for community involvement, we also give our company a competitive   
edge. Our teams work best when they feel inspired, and our community programs attract

# About

new employees who are passionate about this work.   
Employees can track their volunteer hours and make charitable contributions through our   
community engagement platform. Lam provides monetary matching gifts, matching dollars   
for employee volunteer time, and resources for our teams to mobilize and volunteer. We are   
also growing our Lam Cares ambassador program, which enables employees to champion   
community involvement for their teams, departments, and regions.   
In 2022, employees showed depth of impact through recurring donations, weekly   
volunteerism, and activities facilitated by our ERGs. Our partnership with Rise Against   
Hunger is just one example, in which we held meal-packing events with groups of   
100-150 employees.Creating a service-oriented culture   
at Silfex, a Lam subsidiary  
In 2022, Silfex employees at our Eaton and Springfield, Ohio, sites

# Communities

found creative ways to uplift and serve their local communities.   
Examples include:   
 •Celebrating National Pet Month by organizing pet adoptions and   
running a pet supply drive to support local shelters  
 •Supporting Pink Ribbon Girls to promote breast cancer awareness  
 •Packing boxes of goods for the Second Harvest Food Bank during   
Thanksgiving (and achieving an all-time box-packing record)  
 •Volunteering with Preble County Christmas for Kids to sponsor   
nearly 200 wish lists for local kids  
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2022 COMMUNITY GIVING BY THE NUMBERS  
2,153   
organizations supported in 20221,331   
employees volunteered a total of   
21,133 hours18%   
employee participation rate   
through our community   
engagement platform300%+   
increase in new-hire   
engagement throughout 2022  
10   
employee-led ERG events   
supported, generating   
475 volunteer hours$6.6M  
donated by the   
Lam Foundation$1.2M   
provided by the Lam Foundation   
to match employee donations  
$1.4M  
raised through employee   
donations$135K   
raised by employees   
for disaster and   
crisis relief$1.3M   
donated by the Lam Foundation and   
employees for Deliver Joy   
10K+  
volunteer hours completed by   
employees in 18 countries for Deliver Joy  
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83 Cautionary statement  
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# About

About this report

# Products

Lam Research Corporation published this report to provide an overview of our company’s products, services, and operations   
related to ESG performance. This report covers calendar year 2022, with some exceptions noted, including financial data that   
is Lam’s fiscal year (June 28, 2021 – June 26, 2022). The report encompasses our wholly owned subsidiaries across the globe,   
with some data limited to particular geographies, which we note throughout the report.

# Gri

We self-declare that this report is completed In Reference to the Global Reporting Initiative (GRI) Universal Standards. A GRI

# Index

index at the end of this report shows our alignment with GRI reporting elements and our priority ESG topics. We intend to   
continue to report annually.

# Sustainability

We also report in alignment with the Sustainability Accounting Standards Board (SASB) Standard for the Technology and

# Sasb

Communications Sector: Semiconductor Industry. This alignment is detailed in the SASB index.  
We have noted any significant changes in scope and boundary throughout the report that may vary from our 2021 report,

# Assurance

published in 2022. External assurance is limited to financial data from the consolidated financial statements in our 2022

# Assurance

Annual Report on SEC Form 10-K and environmental and safety data as outlined in the third-party assurance letter included

# Governance

in this report. This ESG report has been reviewed by the Nominating and Governance Committee of our Board and has been   
reviewed and approved by our president and CEO.

# About

For more information about our corporate governance, please reference our Proxy Statement .  
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# Assurance

ASSURANCE LETTER

# Assurance

Assurance letter

# Assurance

DNV Business Assurance USA, Inc. (DNV), 1400 Ravello Dr. Katy, TX 77449

# Assurance

Independent Assurance Statement

# Introduction

Introduction

# Assurance

DNV Business Assurance USA, Inc. (DNV) has been commissioned by the management of Lam Research Corporation (Lam) to carry out an independent limited

# Assurance

level assurance engagement of Selected Information for calendar year 2022 and, where marked, for Calendar Years 2019, 2020, and 2021, as presented in

# Sustainability

Lam’s 2022 Sustainability Disclosures (the “Report”). The assurance was carried out March through May 2022.

# Assurance

Lam has sole responsibility for preparation of the data and external report. DNV, in performing our assurance work, is responsible to the management of Lam.

# Assurance

Our assurance statement, however, represents our independent opinion and is intended to inform all stakeholders including Lam.   
   
   
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# Assurance

Assurance letter (continued)  
   
2

# Assurance

Scope of Assurance   
The scope of work agreed with Lam includes the following:   
   
Organizational boundary   
 All global facilities under Lam’s operational control   
   
Data Verified for the period of January 1, 2022, to   
December 31, 2022   
 GHG Emissions Scope 1 and 2

# Energy

 Energy Consumption

# Energy

 Energy Savings

# Water

 Water Usage

# Water

 Water Saving

# Waste

 Waste & Waste Data Diversion Rate (including

# Waste

Hazardous Waste)   
 Total Recordable Incident Rate (TRIR)   
   
Data Verified for the period of January 1, 2021, to   
December 31, 2021   
 GHG Emissions Scope 1

# Water

 Water Saving   
   
Data Verified for the period of January 1, 2020, to   
December 31, 2020   
 GHG Emissions Scope 1

# Water

 Water Saving   
   
Data Verified for the period of January 1, 2019, to   
December 31, 2019   
 GHG Emissions Scope 1   
   
We do not express conclusions on other information that

# Sustainability

may be published on Lam’s website or sustainability   
disclosures for the current reporting period or previous   
periods. Topic Accounting Metric Units   
Greenhouse Gas   
Emissions (1) 2022 Gross global Scope 1 and 2 emissions   
(2) 2021 Gross global Scope 1 and 2 emissions   
(3) 2020 Gross global Scope 1 and 2 emissions   
(4) 2019 Gross global Scope 1 and 2 emissions Metric tonnes   
CO 2e (MTCO 2e)

# Energy

Energy

# Energy

Consumption 2022 Total energy consumed Kilowatt hours   
(kWh)

# Energy

Energy Savings 2022 Energy savings achieved Kilowatt hours   
(kWh)

# Water

Water Usage 2022 Total water usage Gallons

# Water

Water Savings 2020 – 2022 Total water savings Gallons

# Waste

Waste

# Waste

Management (1) 2022 Total amount of hazardous waste

# Waste

(2) 2022 Total amount non-hazardous waste generated

# Waste

(3) 2022 Total percentage hazardous waste recycled

# Waste

(4) 2022 Total non-hazardous waste recycled Metric tonnes   
(MT)   
Percentage (%)   
Employee Health   
& Safety Total Recordable Incident Rate (TRIR) Rate per   
200,000 hours   
Progress towards   
2025 Goals (1) 2022 GHG Scope 1 and 2 emissions (market-based)   
change against 2019 baseline

# Waste

(2) 2022 Hazardous waste to landfill

# Water

(3) 2022 Water savings exceed 2025 ESG goal Percentage (%)   
   
   
75

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INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report

# Assurance

Assurance letter (continued)  
   
3

# Assurance

Level of Assurance

# Assurance

We performed a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (revised) – ‘Assurance

# Assurance

Engagements other than Audits and Reviews of Historical Financial Information’ , issued by the International Auditing and Assurance Standards Board. This

# Assurance

standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.   
DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17029:2019 - Conformity Assessment   
Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control   
including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory   
requirements.

# Assurance

The procedures performed in a limited assurance engagement vary in nature and timing and are less detailed than those undertaken during a reasonable

# Assurance

assurance engagement, so the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance   
engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that   
the risk of this conclusion being in error is reduced, but not reduced completely.

# Assurance

DNV’s assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided   
in good faith. This includes but is not limited to sales and acquisitions, building occupancy rates, operating hours, and operational control. DNV expressly

# Assurance

disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

# Assurance

Assurance Methodology

# Sustainability

DNV is a leading provider of sustainability services, including verification of GHG emissions data and other environmental metrics. Our environmental and

# Social

social assurance specialists work in over 100 countries.   
In that respect, the environmental footprint inventories have been evaluated against the following reporting criteria:   
 World Business Council for Sustainable Development (WBCSD) / World Resources institute (WRI) Greenhouse Gas Protocol, A Corporate Accounting   
and Reporting Standard REVISED EDITION

# Assurance

DNV used a risk-based approach throughout the assurance engagement, concentrating on the areas that we believe are most material for both Lam and its   
stakeholders. DNV applied a materiality threshold of five percent for all data in scope.

# Assurance

The assurance process involved a series of 60-minute interviews with the accountable party(ies) and/or senior manager(s) responsible for collating the   
information at a corporate level to:   
 Perform a walkthrough to understand how data is managed and reported and the systems, legal registers, processes, and procedures used   
 Interview of managers and data users representing relevant functions for supporting the environmental inventory and safety data management process   
 Review the controls in place to confirm data and information accuracy   
 Confirm the scope and boundaries of the data included   
 Requests for further evidence and documentation in support of testimony and system observation

# Assurance

The assurance process includes desk review of the submitted documentation, site visit, data records and sources relating to the selected performance metrics   
and corporate environmental footprint data claims.   
 Review of the processes and tools used to collect, aggregate, and report on all data and metrics   
 Assessment of environmental and other information systems and controls, including:   
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# Assurance

Assurance letter (continued)  
   
4   
 o Selection and management of all relevant environmental and safety data and information   
o Processes for collecting, processing, consolidating, and reporting the environmental and safety data and information   
o Systems and processes that ensure the accuracy of the performance data and information   
o Design and maintenance of the environmental and employee workforce and safety information system   
o Systems and processes that support the environmental and employee workforce and safety information system   
o Performed sample-based audits of the processes for generating, gathering, and managing the data   
 Performed key data recalculations to confirm accuracy

# Social

 Examination of the social, governance, and environmental data and information to develop evidence for the assessment of the claims and assertions   
made   
 Evaluation of whether the organization conforms to the reporting criteria

# Social

 Evaluation of whether the evidence and data are sufficient and support Lam’s environmental, social and performance claims

# Energy

 Conducted remote site assessment at Fremont, California to review GHG emissions, energy, waste, and health and safety management

# Energy

In addition to the above, specific to the environmental indicators, the following steps were conducted for energy savings, waste, and water:

# Energy

Energy Savings

# Energy

 Review of energy conservation measures implemented in the reporting year

# Energy

 Conducted sample-based review of the process for quantifying energy savings performance including:

# Energy

o Evaluation of reasonableness and conservativeness of assumptions related to energy baseline and savings calculated from energy conservation   
measures

# Energy

o Desk-based review of energy calculations provided by Lam and energy consultants

# Waste

Waste

# Waste

 Review of the waste segregation methodology and description of waste categorization

# Waste

 Conduct data checks for the waste data collected, transferred, and calculated

# Waste

 Perform sample-based assessment of data reported against the source data (waste collected to landfill and waste diverted) provided by waste   
management companies.

# Water

Water

# Water

 Review water usage measures within the reporting year   
 Conducted desk review and sample selection to cross check data points provided by Lam Research

# Water

 Review the water savings allocation methodology and the assumptions made in the water savings section   
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# Introduction

INTRODUCTION BUSINESS AND GOVERNANCE PRODUCT INNOVATION SUSTAINABLE OPERATIONS OUR WORKPLACE RESPONSIBLE SUPPLY CHAIN OUR COMMUNITIES RESOURCES 2022 ESG Report

# Assurance

Assurance letter (continued)  
   
5   
 Data Verified   
Greenhouse Gas Emissions – CY 2022   
 Scope 1 Emissions 432,998 MT CO2e1   
 Scope 2 Emissions (location-based) 131,084 MT CO2e   
 Scope 2 Emissions (market-based) 63,300 MT CO2e   
Greenhouse Gas Emissions Scope 1 Restatement – CY 2019, CY 2020, CY 20212   
 2019 Scope 1 Emissions Restatement 79,313 MT CO 2e   
 2020 Scope 1 Emissions Restatement 232,662 MT CO 2e   
 2021 Scope 1 Emissions Restatement 288,007 MT CO 2e

# Energy

Energy Consumption – CY 2022

# Energy

 Total Energy Consumed 493,955,846 kWh

# Energy

Energy Savings – CY 2022

# Energy

 Energy Savings Achieved 2,243,860 kWh

# Water

Water Used – CY 2022

# Water

 Total Water Usage 398,130,121 Gallons

# Water

Water Savings – CY 2020, CY 2021, CY 2022

# Water

 Water Savings in CY2020 6,767,100 Gallons

# Water

 Water Savings in CY2021 6,767,100 Gallons

# Water

 Water Savings in CY2022 33,380,713 Gallons

# Waste

Waste – CY2022

# Waste

 Total Hazardous Waste 1,922 Metric tonnes

# Waste

 Hazardous Waste Recycled 48%

# Waste

 Total Non-Hazardous Waste 9,261 Metric tonnes

# Waste

 Non-hazardous Waste Recycled 77%   
Employee Health & Safety – CY 2022   
 Total Recordable Incident Rate (TRIR) 0.35   
Progress towards 2025 ESG Goals   
 CY 2022 Scope 1 and 2 (market-based) emissions against 2019 baseline 207%

# Waste

 CY 2022 Hazardous Waste to Landfill 0.01%

# Water

 CY 2022 Water Savings exceed 2025 ESG goal 176%  
   
   
1 MT CO 2e stands for metric tonnes of carbon dioxide equivalent   
2 Scope 1 Restatement from 2019 – 2021 is based on a newly identified refrigerant (FC-3283).   
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# Assurance

Assurance letter (continued)   
   
   
   
Inherent Limitations   
Due to the selective nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that

# Energy

errors or irregularities may not have been detected. Calculations of energy savings are subject to inherent limitations, given the nature and the methods used for

# Energy

determining such data. DNV did not conduct independent measurement of the energy savings variables. This is a limitation which can influence the accuracy of

# Waste

our opinion. Finally, the selection of different but acceptable measurement techniques, in particular related to the waste and energy savings performance, may   
result in materially different measurements.

# Assurance

Assurance Opinion   
Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the information   
and data within the Report is not fairly stated and has not been prepared, in all material respects, in accordance with the criteria stated. This conclusion relates

# Assurance

only to the information in the Report and is to be read in the context of this Assurance Statement.   
   
Independence

# Assurance

DNV was not involved in the preparation of any part of Lam’s data or report. This is our first year of providing assurance for Lam. We adopt a balanced approach   
towards all stakeholders when performing our evaluation.

# Assurance

DNV Business Assurance USA, Inc.   
Katy, Texas   
June 27, 2023   
   
   
   
   
Stephen Carlson Owen Chen Shruthi Poonacha Bachamanda   
Lead Verifier Lead Verifier Technical Reviewer   
   
   
   
   
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# Assurance

Assurance letter (continued)   
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# Energy

EEnneerrggyy SSaavviinnggss 2022 Energy savings achieved

# Energy

Energy savings achieved as a result of energy conservation measures (ECM)   
implemented at all global facilities under Lam’s operational control in the

# Energy

reporting year. Savings quantified in comparison to energy baseline (energy

# Energy

consumption occurring without implemented ECM.) Total sum of energy savings achieved across all   
ECMS implemented in the reporting year. Kilowatt hours   
(kWh)

# Water

WWaatteerr UUssaaggee Water usage at all global facilities under Lam’s operational control in the   
reporting year.

# Water

Total sum of water usage entered based on   
invoices. Gallons

# Water

WWaatteerr SSaavviinngg Water savings are achieved by installing water reduction units at the

# Water

manufacturing plants in water-stress areas. Water savings are quantified

# Water

based on the reduced flow rate measured by the flow meters. Total sum of water savings based on real-time   
flow meters and proper assumptions.   
 Gallons   
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# Assurance

Assurance letter (continued)  
   
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 TTooppiicc DDeessccrriippttiioonn MMeetthhooddoollooggyy UUnniittss   
WWaassttee

# Waste

MMaannaaggeemmeenntt (1) 2022 Total amount of hazardous waste

# Waste

Hazardous waste generated at all global facilities under Lam’s operational   
control in the reporting year.

# Waste

(2) 2022 Total amount non-hazardous waste generated

# Waste

Non-hazardous waste generated at all global facilities under Lam’s   
operational control in the reporting year.

# Waste

(3) 2022 Total percentage hazardous waste recycled (%)

# Waste

Hazardous waste disposed by means of recycling across global facilities   
under Lam’s operational control in the reporting year.

# Waste

(4) 2022 Total non-hazardous waste recycled (%)

# Waste

Non-hazardous waste disposed by means of recycling across global facilities

# Methodology

under Lam’s operational control in the reporting year. Methodology:

# Waste

(1) Total sum of hazardous waste generated   
across global facilities in the reporting year.

# Waste

(2) Total sum of non-hazardous waste   
generated across global facilities under Lam’s   
operational control in the reporting year.

# Waste

(3) Total metric tons of hazardous waste

# Waste

recycled / total metr ic tons of hazardous waste   
generated X 100 (%)

# Waste

(4) Total metric tons of non-hazardous waste   
recycled / total metric tons of non-hazardous

# Waste

waste generated X 100 (%) Metric tonnes   
(MT)   
   
Percentage (%)   
   
EEmmppllooyyeeee HHeeaalltthh   
&& SSaaffeettyy Total Recordable Incident Rate (TRIR)   
Number of incidents reported per 100 full-time employees against the   
number of hours worked. In 2022 reporting year, employee hours worked   
was assumed to be 2000, per Lam full-time employees. (Total number of incidents X 200,000) / Full   
time equivalent headcount X 2000 Rate per   
200,000 hrs   
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Additional information  
Relevant links  
Annual Reports  
Code of Ethics  
Community Relations  
EEO-1 Report

# Social

Environmental, Social and Governance  
Ethics Helpline  
Global Standards of Business ConductLam Research

# Sustainability

Lam Research Global EHS Sustainability   
Commitment Policy

# Products

Products  
Supplier Code of Conduct

# Supply Chain

Supply Chain Policies  
Human Rights Policy  
Appendices

# Appendix

Visit our Report Appendix for our Performance Summary,

# Gri

and our GRI, SASB, TCFD and UNSDG indexes.  
Contact information  
If you have questions regarding this report or Lam’s ESG activities, please contact:   
ESG@lamresearch.com .  
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# Introduction

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Cautionary statement  
With the exception of historical facts, the statements contained in this ESG Report (“Report”) are forward-looking statements. Forward-looking statements are subject to the safe harbor   
provisions created by the Private Securities Litigation Reform Act of 1995. Certain, but not all, of the forward-looking statements in this Report are specifically identified as forward-looking by   
the use of words and phrases such as “aim,” “anticipate,” “aspire,” “believe,” “build,” “commitment,” “continue,” “could,” “expand,” “expect,” “future,” “goal,” “increase,” “intend,” “maintain,” “may,”   
“objectives,” “opportunities,” “path,” “plan,” “remain,” “should,” “strategy,” “strive,” “target,” “vision,” “will,” and “would.” However, our identification of certain statements as forward-looking   
does not mean that other statements not specifically identified are not forward-looking. Forward-looking statements include, but are not limited to, statements that relate to: economic, market,   
industry and industry segment expectations; the role of our technology and innovations in the semiconductor industry and the world; our incorporation of ESG principles into our activities; our

# Social

environmental impact; our engagement with our suppliers in their environmental and social efforts; our contributions to climate action; our ESG goals, including our goals related to achieving

# Responsible

net zero emissions; our standards for responsible and ethical conduct; our aspirations for transparency and disclosure; the role of ESG considerations in our product development; our efforts

# Workplace

to build an inclusive and diverse workplace; our efforts to develop a responsible and ethical supply chain; our ethics and compliance initiatives; our commitment to ensuring human rights

# Product

across our operations and supply chains and plans for our human rights program; our compliance with legal, regulatory, and internal control requirements with respect to taxation; our product

# Sustainability

innovation; our investments in R&D; the performance, productivity, quality, safety, efficiency, or sustainability of our products; the impact of our investment in opening new R&D centers; the

# Products

technology areas that are strategically important to us; reductions in the emissions output of our products; the ability of our products to enable faster learning cycle; our use of environmental

# Product

principles in the product design process; energy or water savings, or emissions reductions, that might be achieved by customers using our products; materials savings that might be achieved

# Sustainability

through our re-cleaning, repair, refurbishment or re-coating services; our commitment to diversity and inclusion; our commitment to acting responsibly and improving our sustainability

# Energy

performance over time; our initiatives to reduce our energy and water consumption and to reduce waste; our investments in transitioning to renewable energy, emissions controls and energy

# Climate

efficiency technologies; our engagement with customers and suppliers to set SBTs; our commitment to climate action; our management of water use and treatment; our management of

# Waste

hazardous and non-hazardous waste and our emissions; our ability to safely manage chemicals and our adoption of green chemistry practices; workplace flexibility; the enhancement of our   
benefit programs; our goals with respect to increasing the proportion of underrepresented employees and women in our workforce; our ability to ensure the safety of our employees; our ability

# Supply Chain

to manage risks in our supply chain, including with respect to human rights; and the impacts of our social impact platform. Such statements are based on current expectations and are subject   
to risks, uncertainties, and changes in condition, significance, value and effect. Some factors that may affect these forward-looking statements include: trade regulations, export controls, trade

# Products

disputes and other geopolitical tensions may inhibit our ability to sell our products; business, political and/or regulatory conditions in the consumer electronics industry, the semiconductor

# Supply Chain

industry and the overall economy may deteriorate or change; the actions of our customers and competitors may be inconsistent with our expectations; supply chain cost increases and other

# Supply Chain

inflationary pressures have impacted and are expected to continue to impact our profitability; supply chain disruptions have limited and are expected to continue to limit our ability to meet

# Products

demand for our products; the severity, magnitude and duration of the COVID–19 pandemic (and the related governmental, public health, business and community responses to it), and their   
impacts on our business, results of operations and financial condition, are evolving and are highly uncertain and unpredictable; and widespread outbreaks of illness may impact our operations   
and revenue in affected areas; as well as the other risks and uncertainties discussed under the headings “Risk Factors” and “Cautionary Statement Regarding Forward-Looking Statements”   
within Item 1A and at the beginning of Part I, respectively, of our fiscal year 2022 Annual Report on Form 10-K; and other documents we file from time to time with the Securities and Exchange   
Commission, such as our quarterly reports on Form 10-Q and current reports on Form 8-K. Such risks, uncertainties and changes in condition, significance, value and effect could cause our   
actual results to differ materially from those expressed in this Report and in ways that are not readily foreseeable. Readers are cautioned not to place undue reliance on these forward-looking   
statements, which speak only as of the date of this Report and are based on information currently and reasonably known to us. We do not undertake any obligation to update any forward-  
looking statements, or to release the results of any revisions to these forward-looking statements, to reflect the impact of anticipated or unanticipated events or circumstances that occur after   
the date of this Report.  
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# Introduction

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