
UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington, DC 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of The Securities Exchange Act of 1934

Date of Report (Date of earliest event reported)

May 15, 2023

Lattice Semiconductor Corporation

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of incorporation)

000-18032

(Commission File Number)

93-0835214

(IRS Employer Identification No.)

5555 NE Moore Court

Hillsboro, Oregon 97124

(Address of principal executive offices, including zip code)

(503) 268-8000

(Registrant's telephone number, including area code)

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class
Common Stock, \$.01 par value

Trading Symbol
LSCC

Name of each exchange on which registered
NASDAQ Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01. Regulation FD Disclosure.

On May 15, 2023, Lattice Semiconductor Corporation (“Lattice”) held a previously announced meeting with investors and analysts in New York (“2023 Analyst and Investor Day”), and made the 2023 Analyst and Investor Day meeting publicly available via webcast for investors and the general public. At the 2023 Analyst and Investor Day, management made presentations concerning Lattice’s strategy, markets, products, customers, and financial performance and targets, among other topics. A webcast replay of the event and copies of the presentation are available on the [Investor Relations](#) section of www.LatticeSemi.com.

Lattice also issued a press release summarizing highlights from the 2023 Analyst and Investor Day presentation. Copies of the press release and the presentation are furnished (not filed) as Exhibits 99.1 and 99.2, respectively, to this Current Report on Form 8-K. The press release and presentation include forward-looking statements and cautionary statements identifying important factors that could cause actual results to differ materially from those anticipated. The information in Item 7.01 and Exhibits 99.1 and 99.2 of this report is furnished and shall not be treated as filed for purposes of the Securities Exchange Act of 1934, as amended.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

The following exhibits are being furnished herewith:

<u>Exhibit No.</u>	<u>Description</u>
99.1	Press Release, dated May 15, 2023 (furnished herewith).
99.2	2023 Analyst and Investor Day Presentation (furnished herewith).
104	Cover Page Interactive Data File (formatted as Inline XBRL).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

LATTICE SEMICONDUCTOR CORPORATION

By: /s/ Tracy Feanny

Tracy Feanny

Senior Vice President and General Counsel

Date: May 15, 2023

EXHIBIT INDEX

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**MEDIA CONTACT:**

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INVESTOR CONTACT

Rick Muscha

Lattice Semiconductor

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Rick.Muscha@latticesemi.com

**LATTICE DETAILS NEXT GROWTH PHASE AND
LONG-TERM FINANCIAL MODEL AT 2023 ANALYST AND INVESTOR DAY**

NEW YORK – May 15, 2023 – Lattice Semiconductor Corporation (NASDAQ: LSCC), the low power programmable leader, today at its 2023 Analyst and Investor Day outlined its strategy to drive its next growth phase. The Company provided a strategic overview of how it is well positioned in a growing addressable market with a rapidly expanding product portfolio, delivering market-leading innovation, and driving strong customer momentum. The Company also raised its long-term financial model targets.

Jim Anderson, President and CEO, said, “We are pleased with the progress to date but are even more excited about where we are heading with Lattice’s next growth phase. Given our combination of market position, expanding product portfolio and customer momentum, we are well positioned to drive continued long-term growth.”

Esam Elashmawi, Chief Strategy and Marketing Officer, detailed Lattice’s large and growing market opportunity, with a \$10 billion addressable market. He also provided details on Lattice’s rapid product portfolio expansion, including the strategic applications that are driving growth, the addition of new products to the long-term roadmap, and the unveiling of multiple new products today: Avant-G, Avant-X in mid-range, CrossLinkU-NX in small FPGA, and the Lattice Drive software solution.

Sherri Luther, CFO, summarized Lattice’s strong financial results to date and the new, higher financial model targets.

The presentation and a webcast replay of the event are available on the Investor Relations section of www.LatticeSemi.com.

Forward-Looking Statements Notice:

The foregoing paragraphs contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, that involve estimates, assumptions, risks and uncertainties. Any statements about our expectations, beliefs, plans, objectives, assumptions or future events or performance are not historical facts and may be forward-looking. Such forward-looking statements include, but are not limited to, statements relating to our market position in secular growth markets; market-leading innovation; product and customer momentum; product portfolio expansion and strategic applications; the size of our addressable market and growing market opportunities; financial model targets; and positioning for long-term growth. Other forward-looking statements may be indicated by words such as “will,” “could,” “should,” “would,” “may,” “expect,” “plan,” “project,” “anticipate,” “intend,” “forecast,” “future,” “believe,” “estimate,” “predict,” “propose,” “potential,” “continue” or the negative of these terms or other comparable terminology.

These statements are inherently uncertain due to such factors such as global economic conditions which may affect customer demand, our ability to meet increases in customer demand, market acceptance of our products, pricing and inflationary pressures, competitive actions, and international trade disputes and sanctions. In addition, the ongoing COVID-19 pandemic continues to impact the overall economy and, as a result of the foregoing, may negatively impact our operating results for future periods. With respect to long-term financial model targets, actual gross margin percentage and operating expenses could vary from the estimates on the basis of, among other things, changes in revenue levels, changes in product pricing and mix, changes in wafer, assembly, test and other costs, variations in manufacturing yields, the failure to sustain operational improvements, and the actual amount of compensation charges due to stock price changes. Actual results may differ materially from our expectations and are subject to risks and uncertainties that relate more broadly to our overall business, including those described in Item 1A in Lattice’s most recent Annual Report on Form 10-K and as may be supplemented from time-to-time in Lattice’s other filings with the Securities and Exchange Commission, all of which are expressly incorporated herein by reference.

Lattice believes these and other risks and uncertainties could cause actual results to differ materially from the forward-looking statements. New risk factors emerge from time to time and it is not possible for Lattice’s management to predict all risk factors. You should not unduly rely on forward-looking statements because actual results could differ materially from those expressed in any forward-looking statements. In addition, any forward-looking statement applies only as of the date on which it is made. The Company does not intend to update or revise any forward-looking statements, whether as a result of events or circumstances after the date hereof or to reflect the occurrence of unanticipated events.

About Lattice Semiconductor:

Lattice Semiconductor (NASDAQ: LSCC) is the low power programmable leader. We solve customer problems across the network, from the Edge to the Cloud, in the growing communications, computing, industrial, automotive, and consumer markets. Our technology, long-standing relationships, and commitment to world-class support let our customers quickly and easily unleash their innovation to create a smart, secure, and connected world.

For more information about Lattice, please visit www.latticesemi.com. You can also follow us via [LinkedIn](#), [Twitter](#), [Facebook](#), [YouTube](#), [WeChat](#), [Weibo](#) or [Youku](#).

###



The Low Power Programmable Leader

Analyst & Investor Day 2023

May 15, 2023

NASDAQ: LSCG

Safe Harbor

Forward Looking Statements

This presentation contains forward-looking statements that involve estimates, assumptions, risks and uncertainties, including statements and graphs relating to our expectations about the growth of our addressable and end markets, and the factors driving such growth; the size of our total addressable market in 2028; expanding our product portfolio; our expectations that our innovation will lead the market; our belief that we will launch new products during stated periods including CrossLinkU-NX, Drive, Avant-G, Avant-X and software and solution stacks; the timing of hosting our Developer Conference; our belief that our revenue may grow by double digits during the next three or four years; our expectations regarding achievable results for future revenue growth and drivers of revenue growth in our end markets, gross margin improvement, operating expense, cash generation and profit expansion; the rate of repurchases, if any, under our share repurchase program.

Factors that may cause actual results to differ materially from the forward-looking statements in this presentation include those risks more fully described in Lattice's filings with the SEC including its annual report on Form 10-K for the fiscal year ended December 31, 2022 and quarterly filings.

You should not unduly rely on forward-looking statements because actual results could differ materially from those expressed in any forward-looking statements. In addition, any forward-looking statement applies only as of the date on which it is made. The Company does not intend to update or revise any forward-looking statements, whether as a result of events or circumstances after the date hereof or to reflect the occurrence of unanticipated events.

This presentation includes certain non-GAAP financial measures such as non-GAAP operating expenses, non-GAAP gross margin, non-GAAP operating income, non-GAAP earnings per share, free cash flow, leverage ratio, organic investment and inorganic investment. We present non-GAAP financial measures in addition to, and not as a substitute for, financial measures calculated in accordance with generally accepted accounting principles ("GAAP"). Non-GAAP measures should not be considered in isolation or as alternatives to GAAP measures. In addition, the non-GAAP measures we use, as presented, may not be comparable to similar measures used by other companies. See the Appendix of this presentation for definitions of our non-GAAP financial measures and for reconciliations to the most comparable GAAP financial measures.

Trademarks-General Notice

Lattice Semiconductor Corporation, Lattice Semiconductor (& design) and specific product designations are either registered trademarks or trademarks of Lattice Semiconductor Corporation or its subsidiaries in the United States and/or other countries.

Artix and Spartan are registered trademarks of Advanced Micro Devices, Inc., Cyclone is a registered trademark of Intel Corporation in the United States and/or other countries. Arm is a registered trademark of Arm Limited (or its subsidiaries) in the US and/or elsewhere. Lenovo, ASUS and LG are registered trademarks of Lenovo Group Limited, ASUSTek Computer Inc. and LG Corporation, respectively.

Agenda



Jim Anderson
President & Chief Executive Officer

**OVERVIEW &
STRATEGY**



Esam Elashmawi
Chief Strategy & Marketing Officer

**PRODUCTS &
MARKETS**



Sherri Luther
Chief Financial Officer

FINANCIALS

**2023
LATTICE ANALYST &
INVESTOR DAY**

OVERVIEW & STRATEGY

Jim Anderson
President & CEO

4 | NASDAQ: LSCC



LATTICE
SEMICONDUCTOR



The Low Power Programmable Leader

Key Goals From Our 2021 Investor Day



Extend Our Nexus
Leadership



Expand Our
Addressable Market



Enhance Our
Software Solutions



Accelerate Growth
and Profitability

EXTENDED OUR NEXUS LEADERSHIP

THREE NEW DEVICE FAMILIES SINCE MAY 2021



Enhanced
Embedded Vision
FPGA



Reinvented
General Purpose
FPGA



2nd Generation
Security
FPGA



Advanced
General Purpose
FPGA



Enhanced Monitor
and Control
FPGA



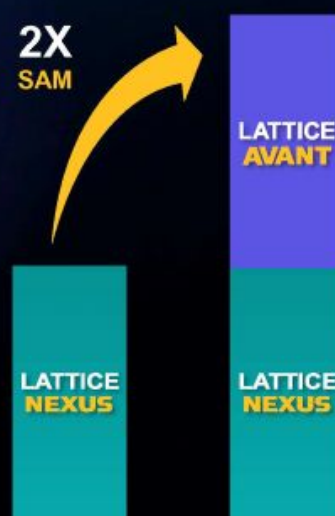
Advanced
System Control
FPGA

LATTICE NEXUS™

DOUBLED OUR ADDRESSABLE MARKET WITH AVANT



Lattice Avant Platform Launched in December 2022



Lattice Addressable Market

EXPANDED OUR SOLUTION PORTFOLIO

TWO NEW SOLUTION STACKS SINCE MAY 2021



LATTICE
sensAI

Low Power
Edge AI



LATTICE
mVision

Low Power
Embedded Vision



LATTICE
Sentro

Cyber Resilient
Root of Trust



LATTICE
Automate

Accelerating Factory
Automation



LATTICE
ORAN

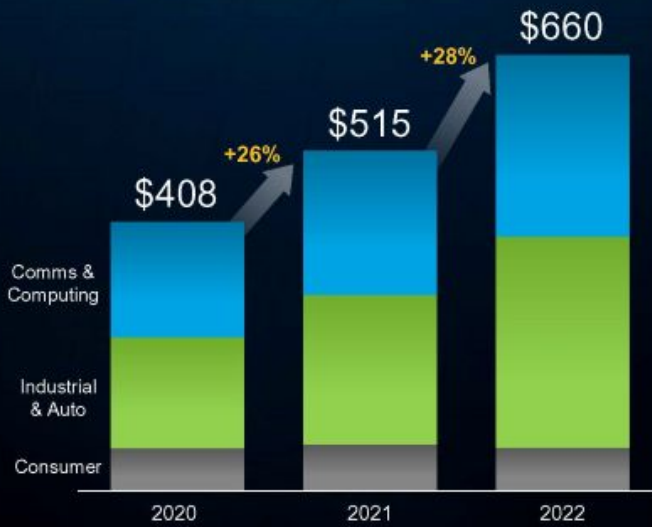
Enabling ORAN
Deployment

Application Solution Stack Portfolio to Accelerate Customer Innovation

Strong Growth in Our Core Markets

REVENUE

\$ Millions



COMMUNICATIONS & COMPUTING

- Four consecutive years of double-digit growth
- Continued expansion in \$ content per server
- Growth in 5G and datacenter networking

INDUSTRIAL & AUTOMOTIVE

- Three consecutive years of double-digit growth
- Growth in industrial robotics and automation
- New automotive electronics programs

CONSUMER

- Focused on higher-end prosumer applications

Exceptional Financial Execution



DRIVING OUR NEXT GROWTH PHASE

**Growing
Addressable Market**

**Expanding
Product Portfolio**

**Market Leading
Innovation**

**Driving
Customer Momentum**

Positioned in Secular Growth Markets



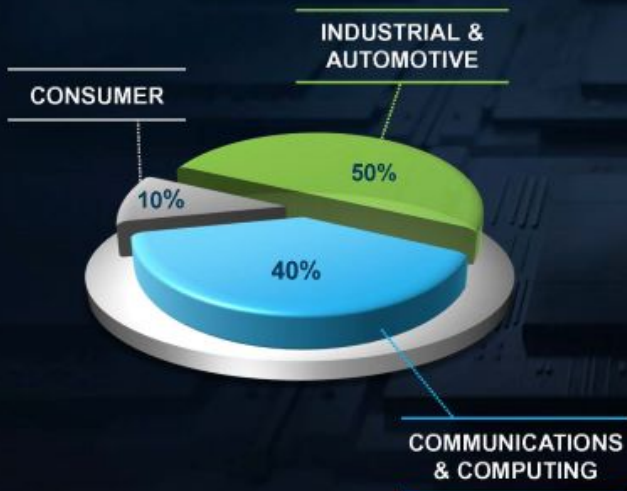
STRATEGIC MARKET SHIFT



Shift to Durable Secular Growth Markets

Expanded Market Opportunity

\$10B SAM IN 2028



TRENDS DRIVING FPGA ADOPTION



Artificial Intelligence



Automation and Robotics



Automotive Electronics



Hardware Platform Security

RAPID PRODUCT PORTFOLIO EXPANSION



LATTICE AVANT™

LOWER POWER Operating Power Consumption



FASTER PERFORMANCE Serial Bandwidth



SMALLER SIZE Package Size



Software Strategy Expands Customer Value Creation

LATTICE
sensAI

LATTICE
mVISION

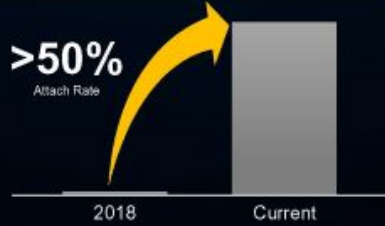
LATTICE
Sentro

LATTICE
Automate

LATTICE
ORAN

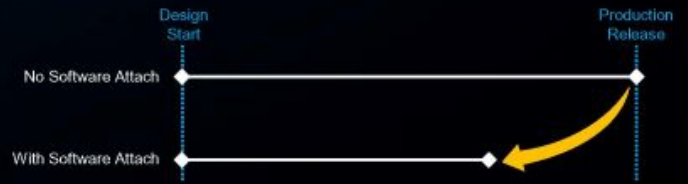
LATTICE
Drive

INCREASING CUSTOMER ADOPTION



Over 50% of Design Wins Now Have Software Attach

ACCELERATING TIME-TO-MARKET



3-6 Months Faster

DELIVERING VALUE CREATION

Higher ASPs on Design Wins with Software Attach

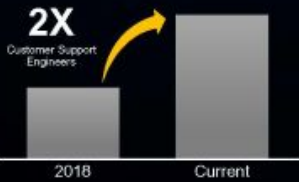
CREATING LONG-TERM STICKINESS

Multi-generational Design Wins

DELIVERING CUSTOMER-CENTRIC INNOVATION

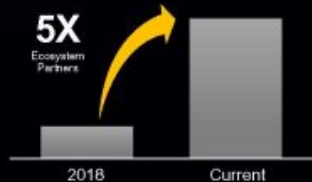


DEEPER CUSTOMER RELATIONSHIPS



Doubled our direct customer engineering support

RAPIDLY EXPANDING ECOSYSTEM



Developer Conference planned for 2H 2023

AVANT ADOPTION OPPORTUNITY

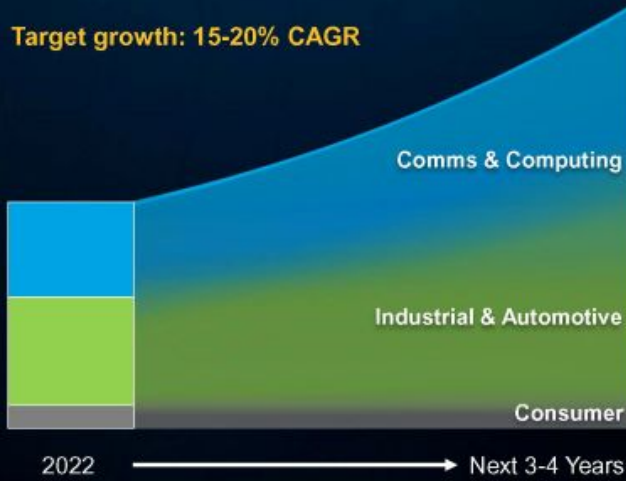


90% of Avant target customers are existing Lattice customers

Raising Our Long-Term Revenue Growth Target

REVENUE BY END MARKET

Target growth: 15-20% CAGR



COMMUNICATIONS & COMPUTING

- Continued expansion in server \$ content
- Datacenter networking and 5G infrastructure
- Greenfield growth in client computing

INDUSTRIAL & AUTOMOTIVE

- New industrial robotics programs
- Industrial automation and safety
- New automotive electronics programs

CONSUMER

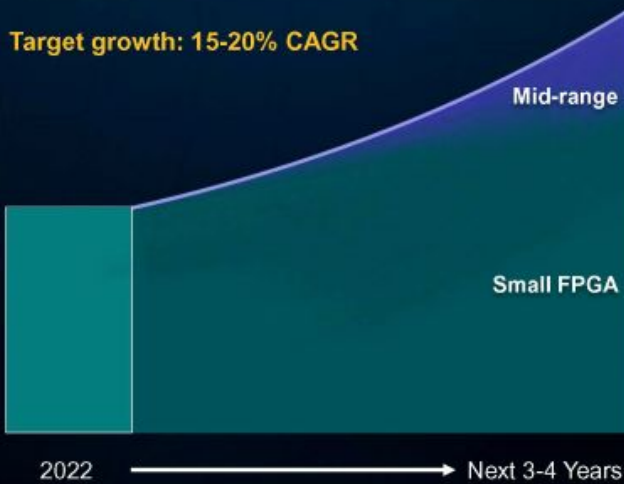
- Potential for modest growth

Targeting Annual Growth of 15% to 20% over Next 3 to 4 Years

Raising Our Long-Term Revenue Growth Target

REVENUE BY MARKET SEGMENT

Target growth: 15-20% CAGR



MID-RANGE FPGA SEGMENT

- Revenue expected to begin end of 2023
- Additive to small FPGA revenue stream
- Avant ASPs 10-20X higher than small FPGA
- Avant accelerates Lattice top line growth as it ramps

SMALL FPGA SEGMENT

- Continue to grow double digits in small FPGA
- Nexus drives majority of growth in small FPGA
- Pre-Nexus continues to grow at a modest rate
- Software for small FPGA is leveraged for mid-range

Avant Provides New Revenue Growth Stream

Raising the Bar Again on Our Financial Targets

**GROSS MARGIN
EXPANSION**

**Raising Target
to Low 70's**

**OPEX
DISCIPLINE**

**Lowering Target
to 30%**

**OPERATING
INCOME**

**Raising Target
to Low 40's**

Holding Ourselves to the Highest Standards

CULTURE OF INNOVATION



ENVIRONMENTALLY CONSCIOUS



INCLUSION & SOCIAL WELLBEING



TRANSPARENCY & INTEGRITY



GSA MOST RESPECTED PUBLIC COMPANY THREE YEARS IN A ROW



STRONG & GROWING RECOGNITION FOR CLEANTECH PRODUCT INNOVATION



DRIVING OUR NEXT GROWTH PHASE

**Growing
Addressable Market**

**Expanding
Product Portfolio**

**Market Leading
Innovation**

**Driving
Customer Momentum**

**2023
LATTICE ANALYST &
INVESTOR DAY**

PRODUCTS & MARKETS

Esam Elashmawi
Chief Strategy & Marketing Officer

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LATTICE
SEMICONDUCTOR

Lattice SAM Outlook

EXPANDS TO \$10B IN 2028



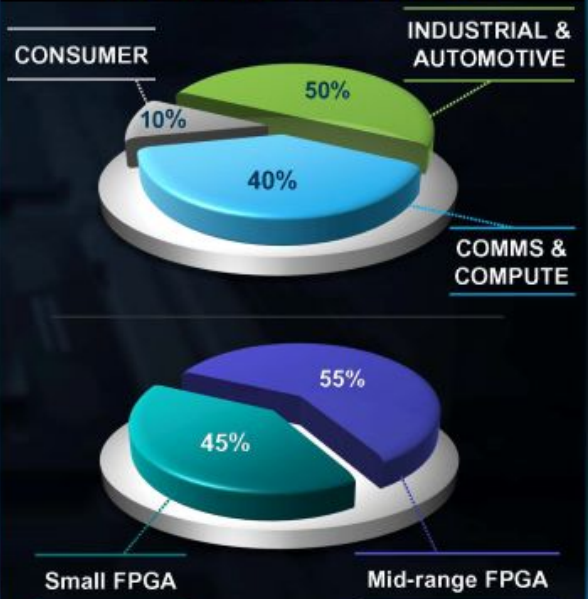
KEY EXPANSION DRIVERS

- Artificial Intelligence
- New Datacenter Applications
- Cloud-connected Factories

EXISTING APPLICATIONS

- 5G Wireless Infrastructure
- Datacenter Servers
- Client Computing Devices
- Factory Automation & Robotics
- Automotive Electronics
- Prosumer & Smart Home

2028 SAM BREAKDOWN



FPGA Landscape

	ASP Range	Volume	Typical Applications
LARGE  55 mm x 55 mm	\$100's - \$1000's	Smallest	Datacenter Acceleration & Communications
MID-RANGE  15 mm x 15 mm	\$10's - \$100's	Moderate	Communications, Computing, Industrial, & Automotive
SMALL  1.40 mm x 1.45 mm	\$1 - \$10's	Largest	Applications across many end markets

FPGA Landscape

ASP Range

Volume

Typical Applications

LARGE



55 mm x 55 mm

\$100's - \$1000's

Smallest

Datacenter Acceleration & Communications

MID-RANGE



15 mm x 15 mm

\$10's - \$100's

Moderate

Communications, Computing, Industrial, & Automotive

SMALL



1.40 mm x 1.45 mm

\$1 - \$10's

Largest

Applications across many end markets



RAPID PRODUCT PORTFOLIO EXPANSION



Nexus FPGA Portfolio Expansion

LAUNCHED APRIL 2023



Advanced System Control FPGA

LAUNCHING Q3 2023



Best-in-class Embedded Vision FPGA

Avant FPGA Portfolio Expansion

LAUNCHED DEC. 2022

A square FPGA chip with a dark blue surface and a glowing purple border. The Lattice Semiconductor logo is in the top left, and 'Avant-E' is written in large white and yellow letters in the center. The background is a dark blue space-themed image with circuit-like patterns and a satellite.

Edge-optimized
Low Power FPGAs

LAUNCHING AT DEVELOPER CONFERENCE IN 2H 2023

A square FPGA chip with a dark blue surface and a glowing purple border. The Lattice Semiconductor logo is in the top left, and 'Avant-G' is written in large white and yellow letters in the center. The background is a dark blue space-themed image with circuit-like patterns and a satellite.

Cutting-edge
General Purpose FPGAs

A square FPGA chip with a dark blue surface and a glowing purple border. The Lattice Semiconductor logo is in the top left, and 'Avant-X' is written in large white and yellow letters in the center. The background is a dark blue space-themed image with circuit-like patterns and a satellite.

Advanced Connectivity
FPGAs

New Automotive Solution Stack

LAUNCHING Q3 2023



CUSTOMER BENEFITS

- ADAS sensor bridging and processing
- Infotainment display bridging and processing
- Low power driver / cabin / vehicle monitoring
- Functional safety certified design software

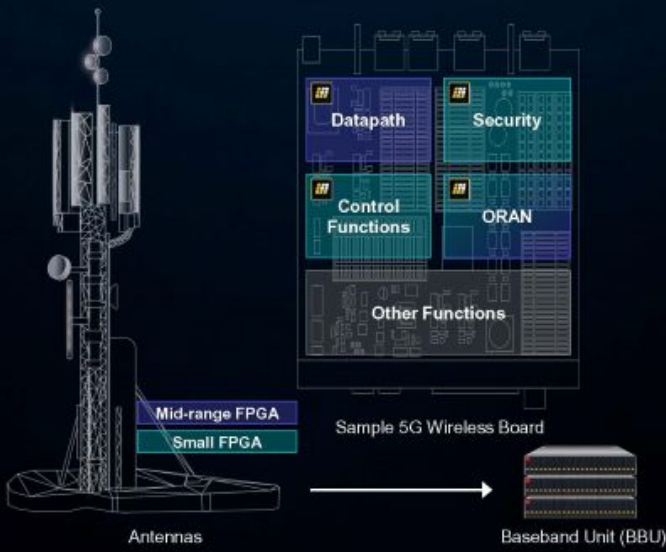
Expanding Our Software Portfolio with Our Sixth Solution Stack

Positioned in Growing Markets

COMMUNICATIONS	COMPUTING	INDUSTRIAL	AUTOMOTIVE
			
5G Wireless Datacenter Network	Servers Client	Industrial IoT Factory Automation	ADAS Infotainment

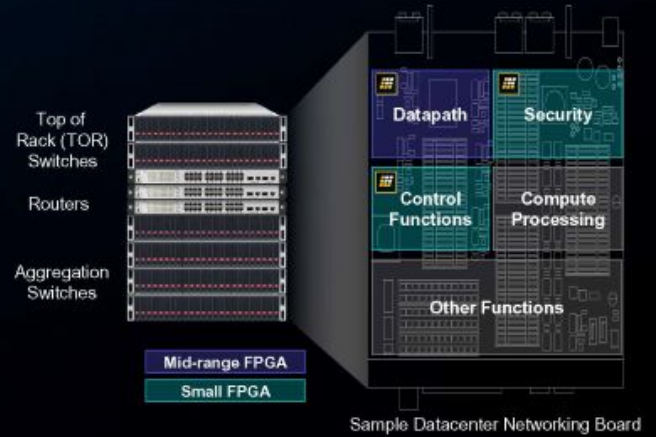
Leading the Industry in Low Power Programmability

5G WIRELESS INFRASTRUCTURE

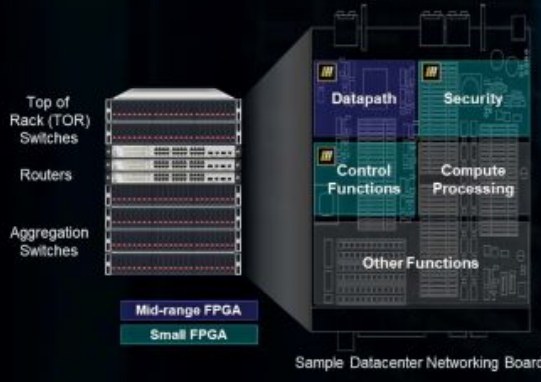


Lattice Avant Doubles Our Potential \$ Content

DATACENTER NETWORKING



Expanding Into New Applications



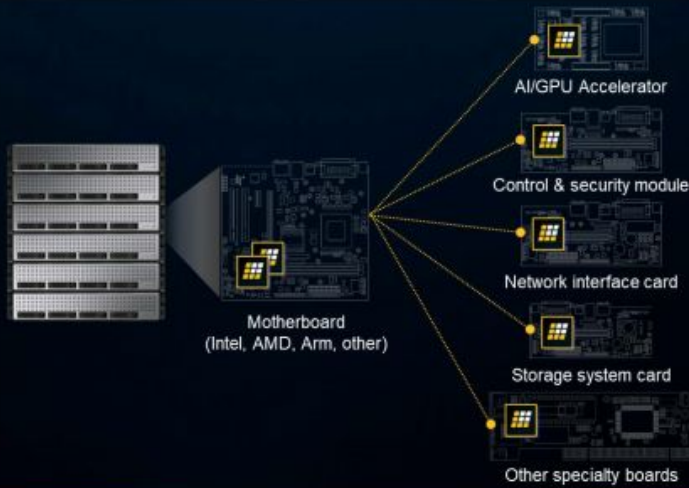
- Datapath:** Flexible fronthaul synchronization and low power acceleration
- Security:** Authentication and real-time encryption/decryption of control data
- Control Functions:** Board level management and control

LATTICE ADVANCED CONNECTIVITY & POWER EFFICIENCY



Note: Comparing similar class competitive devices with comparable densities. Total power (typical design). Typical room temperature.

DATACENTER SERVER OPPORTUNITY



LATTICE GROWTH POTENTIAL

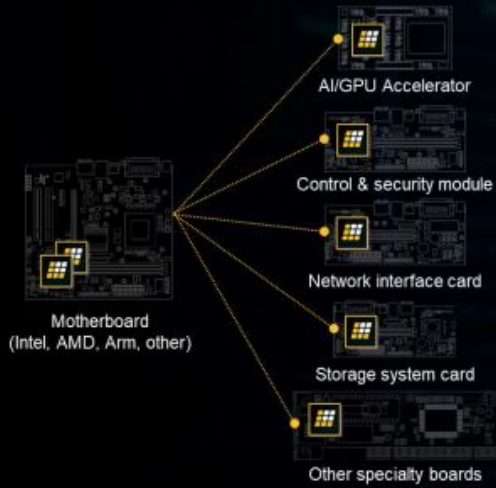
DATACENTER SERVER TRENDS

- Pervasive heterogeneous computing
- Growth in AI acceleration driven by generative AI
- Greater system modularity to manage complexity

LATTICE OPPORTUNITIES

- Almost every server ships with Lattice silicon today
- Multiple Lattice sockets/board & boards/server
- Greater need for control/security drives higher ASP

Lattice \$ Content Per Server Expected to Grow Over 50%



- CPU Agnostic:** Enabling all architectures
- Connectivity:** Industry standard for power management & I/O control
- Flexibility:** Adaptive security engines

LATTICE SIZE & POWER EFFICIENCY ADVANTAGE



ACCELERATING PC INNOVATION



LATTICE GROWTH POTENTIAL

- Large system unit TAM opportunity
- Lattice ASPs per unit in low to mid-single digits
- Actively engaged with top OEMs

Recent Platform Launches

Lenovo

ASUS



And others in progress

Large Greenfield Opportunity for Lattice



• **Attention Sensing:** Intelligent collaboration - battery-life savings - wellness

• **Enhanced Security:** User ID & privacy - platform firmware resilience

• **Adaptive Performance:** Latest AI models - pre-processing - smart ISP

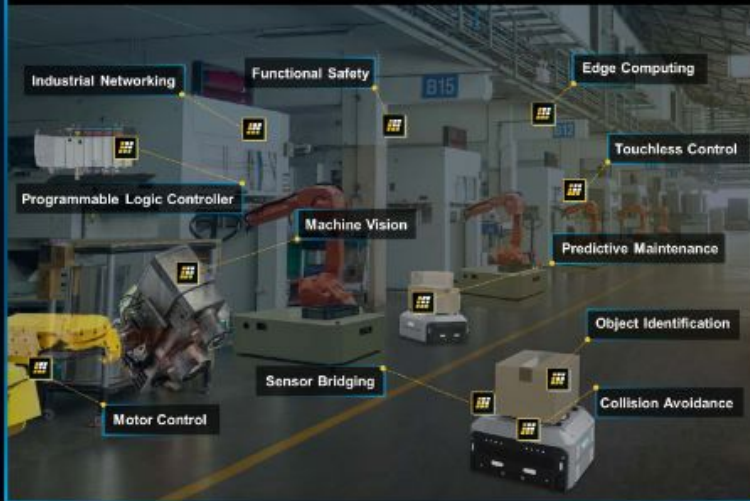
LATTICE BATTERY LIFE SAVINGS



Laptops gain up to
60 min
more battery life

with Lattice computer vision technology

ACCELERATING INDUSTRIAL INNOVATION



LATTICE GROWTH POTENTIAL

INDUSTRIAL TRENDS

- Increased factory and warehouse autonomy
- More intelligent robots and industrial systems
- Growing demand for cloud to edge networking

LATTICE OPPORTUNITES

- 100M+ robot/automation systems deployed/year
- Increased usage of motors, sensors, and cameras
- Growing need for multiple FPGAs per system

Factory Automation Driving Next Wave of Growth Opportunities

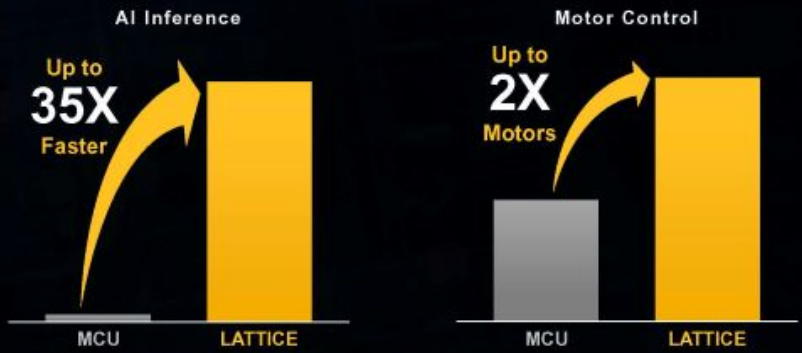


Motor Control: Control multi axis motors with high precision & low power

Inference & Intelligence: Aggregate sensors & co-process information

Cloud to Edge Networking: Low power standards-based networking

LATTICE PERFORMANCE ADVANTAGE



ACCELERATING AUTOMOTIVE INNOVATION

INFOTAINMENT

De-Fog

360° Surround View

Display Bridging

ISP

IN-CABIN AI

Human Presence Detection

Driver Monitoring

ADAS

Radar Sensor Bridging & Aggregation

Image Sensor Bridging & Aggregation

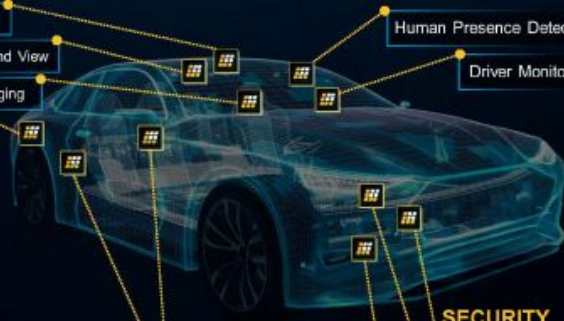
HYBRID/ELECTRIC

Inverter / Charger

SECURITY

Secure Boot

Secure Battery Mgmt.



LATTICE GROWTH POTENTIAL

AUTOMOTIVE TRENDS

- Vehicle electronic content increasing
- Scalability and adaptability across model lines
- Low latency deterministic processing of data

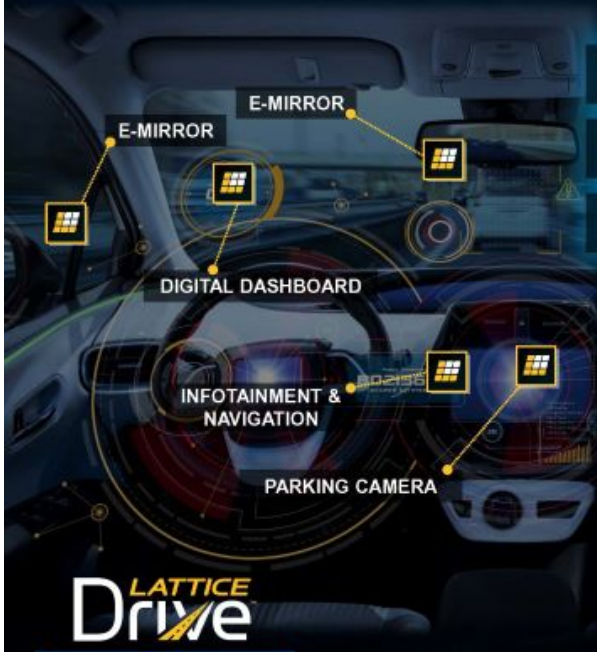
LATTICE OPPORTUNITIES

- Increased usage of display, sensors, and cameras
- Growing need for multiple FPGAs per vehicle
- ASPs from \$1 to \$100+ per chip

Automotive Electronics Driving New Growth Opportunities

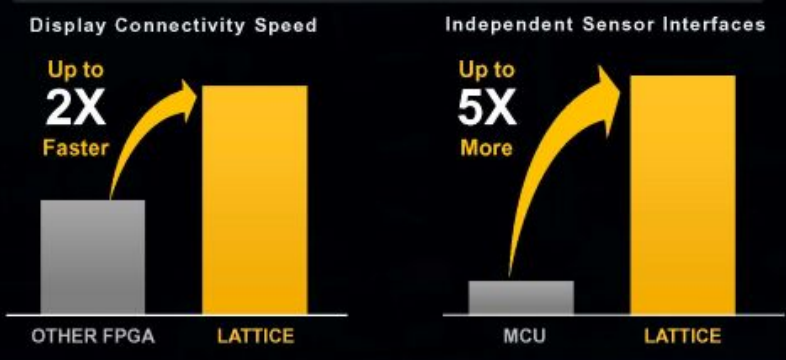
Enabling Next Generation Automotive Applications

AUTOMOTIVE



- Display Connectivity:** Multi resolution and display size compatibility
- Sensor Aggregation:** Ability to interface with multiple sensors simultaneously
- Processing Data:** Ability to process or co-process data to offload CPU

LATTICE ADVANCED CONNECTIVITY ADVANTAGE



LATTICE Drive

LAUNCHING Q3 2023

Multiple Growth Drivers Across Core Markets

COMMUNICATIONS



Expanding Into
Datapath Applications

COMPUTING



Increasing \$ Content
Per Server

INDUSTRIAL



Automation Driving
Next Wave of Growth

AUTOMOTIVE



Electronics Driving New
Opportunities

Leading the Industry in Low Power Programmability

**2023
LATTICE ANALYST &
INVESTOR DAY**

FINANCIALS

Sherri Luther
Chief Financial Officer

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LATTICE
SEMICONDUCTOR

KEY FINANCIAL PRIORITIES

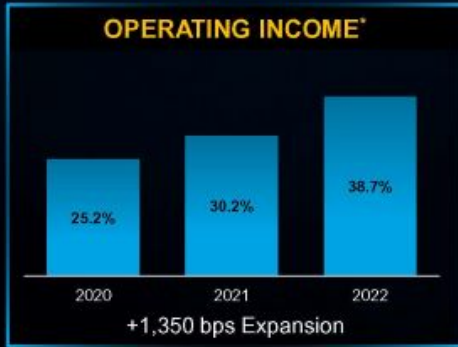
**Strong
Revenue Growth**

**Continued
Margin Expansion**

**Substantial
Cash Generation**

**Disciplined
Capital Allocation**

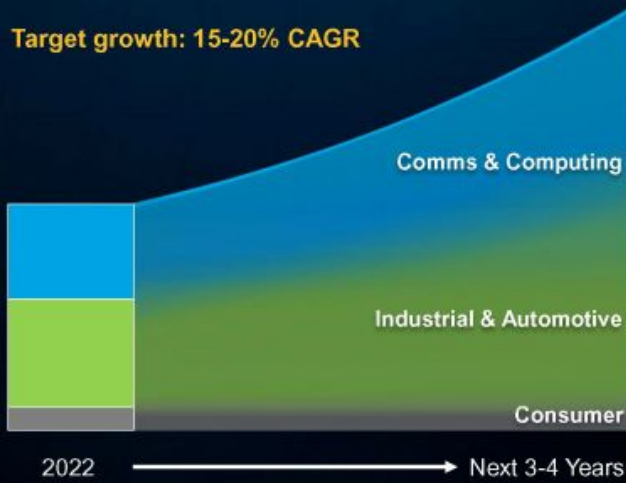
Outstanding Financial Performance



Raising Our Long-Term Revenue Growth Target

REVENUE BY END MARKET

Target growth: 15-20% CAGR



COMMUNICATIONS & COMPUTING

- Continued expansion in server \$ content
- Datacenter networking and 5G infrastructure
- Greenfield growth in client computing

INDUSTRIAL & AUTOMOTIVE

- New industrial robotics programs
- Industrial automation and safety
- New automotive electronics programs

CONSUMER

- Potential for modest growth

Targeting Annual Growth of 15% to 20% Over Next 3 to 4 Years

Gross Margin Expansion



EXPANSION STRATEGIES

PRICING OPTIMIZATION

- Leadership product portfolio
- Maximize value with added functionality
- Higher software attach rate

PRODUCT MIX

- Higher capacity & greater capability

PRODUCT COST REDUCTIONS

- Operational improvements in yield & cycle times
- Long standing industry partnerships
- Multiyear agreements enable supply & capacity

Track Record of Driving Gross Margin Improvements

Investments for Long Term Growth



INVESTMENT STRATEGY

R&D INVESTMENTS

- Continuing to invest in portfolio expansion
- Expanding both hardware and software portfolio
- Target 18-20% of revenue

SG&A INVESTMENTS

- Investing in demand creation & customer support
- Gaining operational leverage on SG&A
- Target 10-12% of revenue

Record Profitability

OPERATING INCOME GROWTH

New Target: Low 40's

Prior Target: 30%



STRONG EPS EXPANSION

+ 2.5X



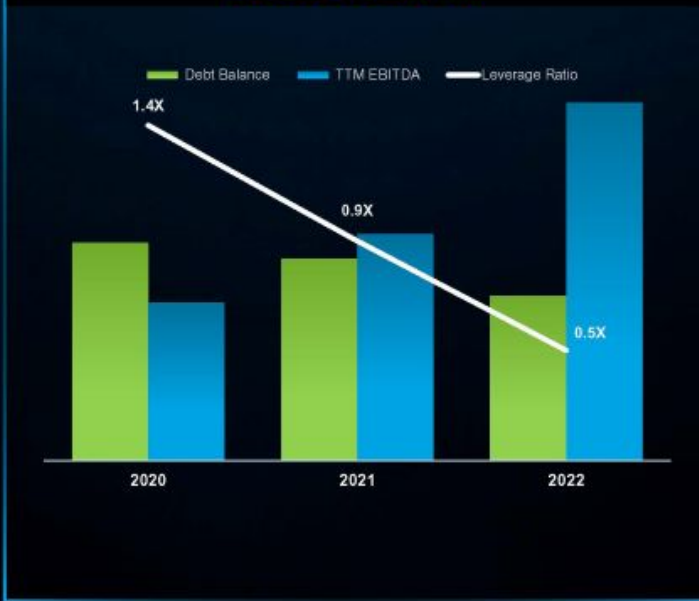
Raising Profitability Target to Low 40's

Substantial Cash Generation



Strong Balance Sheet

LEVERAGE RATIO



HIGHLIGHTS

- Record cash generation from operations
- Net Cash positive end of 2022
- Debt rating upgraded 3 times over the past 3 years
- Increased liquidity with access to \$350M revolver

Capital Allocation



STRATEGY

ORGANIC INVESTMENT
Portfolio expansion & demand creation

INORGANIC INVESTMENT
Mirametrix® acquired Nov. 2021

DEBT PAYDOWN
Debt leverage ratio of 0.5X

SHARE REPURCHASE
3.6M shares repurchased over the past 3 years
Remaining authorization of \$130M through Dec. 2023

Strong Organic Investments Fuel Long-term Growth

New Financial Target Model

	Old Model (2021)	New Target Model (Next 3 to 4 Years)	
Revenue Growth (YoY)	Low Double-digit	15-20%	Sustainable above-market growth
Gross Margin	65%	Low 70's	Continued margin expansion opportunity
OpEx	35%	30%	Investing in rapid portfolio expansion
Operating Income	30%+	Low 40's	Continued strong profit growth
FCF Margin	N/A	>30%	Significant cash generation

Focused on Driving Long-term Shareholder Value

KEY FINANCIAL PRIORITIES

**Strong
Revenue Growth**

**Continued
Margin Expansion**

**Substantial
Cash Generation**

**Disciplined
Capital Allocation**

**2023
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INVESTOR DAY**

WRAP UP

Jim Anderson
President & CEO

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SEMICONDUCTOR

DRIVING OUR NEXT GROWTH PHASE

**Growing
Addressable Market**

**Expanding
Product Portfolio**

**Market Leading
Innovation**

**Driving
Customer Momentum**

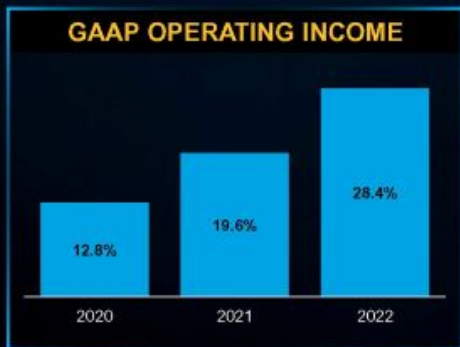


The Low Power Programmable Leader



The Low Power Programmable Leader

GAAP Metrics



Gross Margin Reconciliation

(Thousands except percentages)	2022	2021	2020
GAAP Gross Margin	\$ 452,050	\$ 321,675	\$ 245,306
GAAP Gross Margin %	68.5%	62.4%	60.1%
Stock-based compensation expense	4,310	4,105	3,818
Non-GAAP Gross Margin	\$ 456,360	\$ 325,780	\$ 249,124
Non-GAAP Gross Margin %	69.1%	63.2%	61.0%

Operating Expenses Reconciliation

(Thousands except percentages)	2022	2021	2020
GAAP Operating expenses	\$ 264,683	\$ 220,859	\$192,940
% of Revenue	40.1%	42.9%	47.3%
Amortization of acquired intangible assets	(3,778)	(2,613)	(4,449)
Restructuring and other charges	(3,062)	(2,111)	(3,937)
Stock-based compensation expense	(54,119)	(46,113)	(38,324)
Litigation expense	(2,727)	-	-
Non-GAAP Operating expenses	\$200,997	\$170,022	\$146,230
% of Revenue	30.4%	33.0%	35.8%

R&D % and SG&A % Reconciliation

	2022	2021	2020
GAAP R&D Expense %	20.6%	21.4%	21.9%
Stock-based compensation	(3.2%)	(3.0%)	(2.7%)
Non-GAAP R&D Expense %	17.4%	18.4%	19.2%

	2022	2021	2020
GAAP SG&A Expense %	18.5%	20.5%	23.4%
Stock-based compensation	(5.1%)	(5.9%)	(6.8%)
Litigation expense	(0.4%)	-	-
Non-GAAP SG&A Expense %	13.0%	14.6%	16.6%

Operating Income Reconciliation

(Thousands except percentages)	2022	2021	2020
GAAP Income from Operations	\$ 187,367	\$ 100,816	\$ 52,366
GAAP Income from Operations %	28.4%	19.6%	12.8%
Stock-based compensation – gross margin	4,310	4,105	3,818
Amortization of acquired intangible assets	3,778	2,613	4,449
Restructuring and other charges	3,062	2,111	3,937
Stock-based compensation – operations	54,119	46,113	38,324
Litigation expense	2,727	-	-
Non-GAAP Income from Operations	\$ 255,363	\$ 155,758	\$ 102,894
Non-GAAP Income from Operations %	38.7%	30.2%	25.2%
Depreciation & Amortization	29,323	24,429	25,140
Non-GAAP EBITDA	\$ 284,686	\$180,187	\$ 128,034

Earnings Per Share Reconciliation

	2022	2021	2020
GAAP net income per share – diluted	\$ 1.27	\$ 0.67	\$ 0.34
Amortization of acquired intangible assets	0.03	0.02	0.03
Restructuring and other charges	0.02	0.02	0.02
Stock-based compensation expense	0.41	0.35	0.30
Loss on refinancing of long-term debt	0.01	-	-
Litigation expense	0.02	-	-
Tax effect of non-GAAP adjustments	(0.01)	-	-
Non-GAAP earnings per share – diluted	\$ 1.75	\$ 1.06	\$ 0.69

GAAP EBITDA

(Thousands except percentages)	2022	2021	2020
GAAP Net Income	\$ 178,882	\$ 95,922	\$ 47,392
Interest Expense	4,146	2,738	3,702
Income Taxes	3,230	1,704	1,064
Depreciation & Amortization	29,323	24,429	25,140
GAAP EBITDA	\$ 215,581	\$ 124,793	\$ 77,298

GAAP FCF

(Thousands except percentages)	2022	2021	2020
GAAP net cash provided by operating activities	\$ 238,806	\$ 167,722	\$ 91,687
Operating cash flow margin	36.2%	32.5%	22.5%
Capital expenditures	(23,338)	(9,835)	(12,121)
Free cash flow	\$ 215,468	\$ 157,887	\$ 79,566
Free cash flow margin	32.6%	30.6%	19.5%