Inaugural SB 261 Report

Lam Research Corporation is publishing this Inaugural SB 261 Report (this "Report") on behalf of itself and its subsidiaries (collectively referred to herein as "Lam" and "we") to report Lam's climate-related financial risk as of January 1, 2026. This Report was prepared in accordance with the recommended framework and disclosures contained in the Final Report of Recommendations of the Task Force on Climate-related Financial Disclosures (June 2017) published by the Task Force on Climate-related Financial Disclosures ("TCFD"). This report compiles the following TCFD recommendations and recommended disclosures:

- Governance – disclosures (a) and (b)
- Strategy – disclosures (a) through (c)
- Risk Management – disclosures (a) through (c)
- Metrics and Targets – disclosures (a) [through] (c)

Topic	Response
GOVERNANCE	
a) Describe the board's oversight of climate-related risks and opportunities.	Our Board is actively engaged in ESG oversight, including climate related topics. The Nominating and Governance Committee (NGC) has the primary responsibility for oversight of our ESG priorities, including reviewing our emissions reduction roadmap, goals, and associated strategy. Management provides updates to the Board or its committees quarterly and engages them to discuss ESG strategy, gain alignment on goals, and report on progress. Within these updates, management shares progress toward climate goals, key strategies to achieve those goals, and feedback we receive from customers and other key stakeholders. The Board is made aware of climate-related risks and opportunities identified through our risk management processes, as deemed appropriate.
b) Describe management's role in assessing and managing climate-related risks and opportunities.	Lam has an established net zero leadership team that is responsible for working with business units to integrate climate considerations into decision-making processes, driving progress on our net zero strategy, and tracking greenhouse gas (GHG) performance on our climate goals. Each of our active working groups has an executive responsible for the activity and progress toward our net zero goal. This team is responsible for reporting on progress and/or discussing specific initiatives or climate-related risks and opportunities in a quarterly CEO and CEO staff forum focused on our net zero initiative. In addition, our CEO and members of CEO staff participate in our ESG executive steering committee, which is responsible for guiding our overall ESG strategy, reviewing and responding to ESG regulation, and evaluating ESG-related risks and opportunities—including on matters related to climate. The ESG team conducts climate-related scenario analysis using inputs from internal stakeholders across the business. Results of the analysis are shared with key internal leaders and teams responsible for climate-related matters. This information is incorporated into strategy and informs annual and long-term objective setting.

STRATEGY	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Through quantitative and qualitative climate risk analysis, including scenario analysis, conducted in conjunction with a third-party consulting firm, Lam has identified a range of potential physical and transition risks and opportunities listed as below. The scenario analysis assessed potential impacts across both high and low carbon pathways. For evaluating potential climate risks and opportunities, Lam applied the following timeframe definitions: Short-term: 0-5 years Medium-term: 6-10 years Long-term: 11-30 years The risks and opportunities discussed below may manifest across various timeframes. For example, while the world may be subject to more intense weather events in the longer term, businesses are still subject to risks of natural disasters and other climatic incidents in the short-term. Similarly, the relevant timeframe of transition risks and opportunities may vary depending on the particular trajectory of stakeholder responses to climate matters. Physical risks may include: ▪ Projected increased exposure to tropical windstorms, primarily in Southeast Asia ▪ Projected increased exposure to extreme heat and water-stress or drought, primarily in Southeast Asia and the Western United States ▪ Projected increased exposure to flooding depending on location ▪ Projected increased supplier exposure to a variety of natural hazards Transition risks and opportunities may include: ▪ Regulatory regimes that institute carbon pricing or further regulate high global warming potential (GWP) gases could increase operating and compliance costs for us, our competitors, and our customers ▪ Changing customer expectations related to low carbon products could be considered a risk or opportunity depending on Lam's and our competitors' ability to meet customer decarbonization requirements ▪ Potential reputational risks associated with our climate programs and disclosures ▪ Expansion of end-use markets such as internet of things, renewable energy and smart grid, and electric vehicles could increase demand for Lam products ▪ Improving resilience of business operations through asset hardening ▪ Lowering utility costs through energy reduction and decarbonization efforts ▪ Investors prioritizing returns from lower-carbon companies could be considered an opportunity or a risk depending on Lam's performance against our climate goals

b) Describe the impact of climate-related risks and opportunities on the organization’s operations, strategy, and financial planning.	For potential physical risks such as tropical windstorms, flooding, heatwaves, and drought or water stress, Lam's operations, strategy, and financial planning can be impacted in ways that include the following: ▪ Significant interruptions of our manufacturing operations, R&D facilities, and other site-level disruptions ▪ Growth and expansion related decisions ▪ Capital equipment investments ▪ Business continuity costs ▪ Unpredictable fluctuations in our financial results ▪ Delays in our ability to develop, deliver or install products, engage with customers on new product applications, or perform services or support customers, which could result in a loss of business or customer trust, adversely affecting our business and operating results ▪ Increased costs or customer order cancellations We strive to incorporate potential physical climate risks into our operations, strategy and financial planning by: ▪ Incorporation into our growth strategy and siting assessments ▪ Establishing design specifications for new buildings and retrofits and capital equipment investment strategies that tie to energy efficiency and decarbonization ▪ Extensive global business continuity and emergency response planning ▪ Building upgrades that mitigate potential revenue losses associated with lost manufacturing or lab productivity ▪ Annual operating plans for decarbonization with assigned budgets ▪ Longer term strategic planning For potential transitional risks and opportunities such as carbon pricing, and changing customer expectations (as both a risk and opportunity), Lam's operations, strategy, and financial planning can be impacted in ways that include the following: ▪ Informing our decarbonization strategies and priorities ▪ New product development decisions ▪ Engagement with our value chain (customers and supply chain) ▪ Industry collaboration efforts ▪ The imposition of costs on our business, including financial costs and potential diversion of our management’s attention associated with compliance ▪ Risks of non-compliance, including potential fines, restrictions on our actions, and reputational damage We strive to incorporate potential transition risks and opportunities into our operations, strategy and financial planning by: ▪ Establishing robust governance processes for our net zero initiative to promote progress across our goals with leadership by our CEO staff and oversight by the Board of Directors. ▪ Monitoring the local, national, and international regulatory environment to assess potential current and future risks associated with a low carbon transition and developing compliance strategies. ▪ Working closely with our customers to identify plausible opportunities to reduce the energy use and emissions of our tools and deliver solutions aimed at achieving our scope 3 goals, as well as supporting our customers in meeting their own decarbonization goals.

- Engaging with our suppliers to encourage them to set their own climate goals and make progress on their decarbonization roadmaps.
- Working cross-functionally to limit uses of fluorinated gases where reasonably possible, with the aim of reducing potential risk related to current and future regulations.
- Working to reduce emissions related to our own operations (facilities, manufacturing, labs) to mitigate potential carbon and electricity pricing impacts

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Lam has assessed physical climate risk through a third-party tool, which uses company-specific data to model potential risks across six scenarios defined by the Intergovernmental Panel on Climate Change (IPCC). The risks include potential physical risks (such as operational facility disruption and asset damage). The potential financial impact of the potential risks is then estimated based on various assumptions over near-term and medium-term time horizons. Potential transition risks were assessed in collaboration with a third-party consulting firm and are informed by company specific data and internal stakeholder input.

Scenarios used for analysis by risk

Pathway	Category	Scenario Used	Warming in 2050	Governing Body
Low Carbon Pathway(s)	Physical risks	SSP1-1.9 Paris Agreement Ambition (Net Zero by 2050)	1.5	IPCC
	Physical risks	SSP1-2.6 Paris Agreement	2	IPCC
	Transition risks	Net Zero Emissions by 2050	1.4	IEA
	Transition risks	Sustainable Development	1.6	IEA
High Carbon Pathway(s)	Physical risks	SSP3-7.0 Current Policy	3	IPCC
	Physical risks	SSP5-8.5 No Policy	>4	IPCC
	Transition risks	Stated Policies	2.6	IEA

Lam's processes and teams address both physical and transition risks that take into account these scenarios. These processes include:

- A global business continuity team focused on business resilience
- A cross-functional team focused on achieving progress toward our corporate climate goals
- An enterprise risk management system, for which we can leverage existing processes to manage potential climate risks
- Robust investments in R&D to ensure we are meeting our customer expectations and evolving needs
- Strong supplier engagement mechanisms to both support suppliers and create accountability

RISK MANAGEMENT	
a) Describe the organization's processes for identifying and assessing climate-related risks.	Lam leverages various processes, such as the scenario analysis discussed above, to identify and assess climate-related risks. Our methodology leverages various considerations and data sources, and we endeavor to undertake a structured evaluation to assess these risks. For example, our approach to assessment of risks includes considerations of the magnitude and likelihood of risks as well as mitigation measures we have in place to help ascertain inherent and residual risks.
b) Describe the organization's processes for managing climate-related risks.	Lam is factoring these potential risks and opportunities into the development of less energy intensive products, capital funding for climate-related operations projects, including energy conservation, and through engagement with suppliers on environmental sustainability opportunities. Potential physical risks are incorporated into business continuity planning activities and vary based on site-specific risk profiles. We engage with an insurance provider to foster alignment with their climate risk assessments and recommendations. As part of our net zero governance, we hold regular meetings of our working group leaders and accountable executives. We ask these leaders to identify potential risks and potential mitigation plans, and we take steps to adjust our strategy as risks are identified, and mitigation plans are put in place. For potential transition risks such as changing customer expectations and competitors developing low impact products, we work closely with our global customer operations team to understand the customers' environmental sustainability expectations and strive to incorporate them into our product sustainability initiatives. We collaborate with our customers to identify the most impactful and cost-effective opportunities to reduce emissions and energy use of our tools. Finally, we stay abreast of what our competitors are offering in this space. For potential regulatory risks, we monitor existing and emerging regulations that may have an impact on environmental practices and reporting through our legal and government affairs teams, and industry associations and other channels. As a result, we strive to align our net zero strategy to reflect changing requirements. We have a committee comprised of representatives from legal, internal audit, ESG, and finance to guide preparations for upcoming sustainability regulatory reporting requirements. As to potential reputational risk, transparency and reporting are key to our strategy. We communicate regularly with our external stakeholders to share our climate strategies and goals, report annually through our Global Impact Report, and disclose to a variety of third-party rating entities on our progress including CDP and S&P Global. We also align with industry groups and standard-setting organizations that establish best practice guidance and standards, such as the Science Based Targets initiative, RE100, and the SEMI Climate Consortium.

c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate-related risks are evaluated as part of our risk management process and results of that analysis are shared with the appropriate teams and leaders. Actions are taken as deemed appropriate across the business to mitigate identified risks and make progress against the company's decarbonization targets. We leverage tools and concepts from our broader enterprise risk management process, though we recognize that integration is a continuous activity as risks continue to evolve.
METRICS & TARGETS	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Lam monitors multiple metrics to measure progress toward achieving our 2025, 2030, 2040, and 2050 net zero goals, including emissions generated and energy consumption metrics.
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Lam's calculated GHG emissions for calendar year 2024 are as follows: ▪ Scope 1 – 91,681 MT CO_2e ▪ Scope 2 – 128,580 MT CO_2e (location-based) or 50,832 MT CO_2e (market-based) ▪ Scope 3 – 10,101,864 MT CO_2e (covering categories 1, 2, 3, 4, 5, 6, 7, 9, 11, 12, and 15) Related risks are largely transitional and are referenced in section Strategy(a) above.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Targets: ▪ Achieve 100% renewable electricity globally by 2030 ▪ Reduce absolute Scope 1 and 2 (market-based) greenhouse gas (GHG) emissions 25% by 2025 and 46.2% by 2030 from a 2019 baseline ▪ Achieve 12 million kWh in total energy savings from a 2019 baseline by 2025 ▪ Achieve 80 million gallons of water savings in water-stressed regions from a 2019 baseline by 2025 ▪ 83% of customers and 46.5% of suppliers measured by emissions will set science-based targets (SBTs) by 2025 ▪ Reduce scope 3 product emissions by 63.8% per dollar value added from a 2022 baseline, by 2034 ▪ Achieve net zero emissions for our operations by 2040 ▪ Achieve net zero emissions across all scopes by 2050

Important Notes and Disclaimers

With the exception of statements of historical fact, statements in this Report are forward-looking statements. 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," "believe," "build," "commitment," "continue," "could," "endeavor," "expand," "expect," "future," "goal," "increase," "intend," "maintain," "may," "objectives," "opportunities," "path," "plan," "project," "remain," "seek," "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. These forward-looking statements reflect assumptions about future events and conditions. Actual outcomes may differ materially due to uncertainties inherent in climate-related data, modelling, and external factors such as policy developments, market dynamics, and technological change, as well as for the various risk factors included in our most recent 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. Readers are cautioned not to place undue reliance on such statements or assessments and to consider these inherent uncertainties when interpreting the information presented. Such forward-looking statements speak only as of the date of this document and we do not undertake, and expressly disclaim, any obligation to update any forward-looking statements or to release the results of any revisions to these forward-looking statements except to the extent required by law.

Similarly, various aspects of this Report are based on processes and procedures that we believe apply appropriate levels of support to address issues in scope and, while these statements may use words such as "ensure", "prevent", or similar language, such terms should not be considered to mean (as there can be no guarantee) that such efforts will be successful in all situations. We also include references to certain common frameworks and concepts, but we cannot guarantee (and no language of "alignment," "accordance," or similar should be taken to mean) complete adherence to such frameworks and concepts or any particular stakeholders' interpretation of same. For example, some disclosures in this Report rely on hypothetical future scenarios that indicate an array of possible outcomes, including outcomes that are not necessarily reflective of management's expectations. However, due to the long timelines involved and associated assumptions, predicting such matters as well as the extent to which they may be material can be difficult, particularly far in advance. Similarly, some of the information in this Report is reliant on third-party information or methodologies. Any inaccuracies or changes in such information or methodologies, whether within or outside of our control, could cause results and performance to differ from what is reported.

While certain matters discussed herein may be significant, any significance should not be taken, or otherwise assumed, as necessarily rising to the level of materiality used for purposes of complying with any particular regulatory regime, including but not limited to U.S. federal securities laws, the EU Corporate Sustainability Reporting Directive and related transpositional legislation, or otherwise, even if we use the word "material" or similar language in this report.

Separately, certain information included in this Report may be used for compliance with various legal obligations, including for Section 38533 of the California Health and Safety Code. It is not intended, and we hereby disclaim, any legal relations, rights running to, or obligations to any third-party in connection with these disclosures. Moreover, by providing this information, neither we nor any of our affiliates are conceding any specific item is required or applicable under any legal obligation, nor are we conceding any particular interpretation of such legal requirements. Moreover, in certain circumstances, information included in this Report may differ from information included in regulatory reporting due to differences in methodologies for the calculation of certain metrics or other factors, which may be within or outside of our control.