



2019 INVESTOR MEETING

A FOCUS ON PERFORMANCE

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DISCLOSURES

This presentation contains non-GAAP financial measures. You can find the reconciliation of these measures to the most directly comparable GAAP financial measure in the Appendix at the end of this presentation. The non-GAAP financial measures disclosed by Intel should not be considered a substitute for, or superior to, the financial measures prepared in accordance with GAAP. Please refer to "Explanation of Non-GAAP Measures" in Intel's quarterly earnings release for a detailed explanation of the adjustments made to the comparable GAAP measures, the ways management uses the non-GAAP measures and the reasons why management believes the non-GAAP measures provide investors with useful supplemental information.

Statements in this presentation that refer to business outlook, future plans and expectations are forward-looking statements that involve a number of risks and uncertainties. Words such as "anticipates," "expects," "intends," "goals," "plans," "believes," "seeks," "estimates," "continues," "may," "will," "would," "should," "could," and variations of such words and similar expressions are intended to identify such forward-looking statements. Statements that refer to or are based on estimates, forecasts, projections, uncertain events or assumptions, including statements relating to total addressable market (TAM) or market opportunity, future products and the expected availability and benefits of such products, and anticipated trends in our businesses or the markets relevant to them, also identify forward-looking statements. Such statements are based on management's expectations as of May 8, 2019, unless an earlier date is indicated, and involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied in these forward-looking statements. Important factors that could cause actual results to differ materially from the company's expectations are set forth in Intel's earnings release dated April 25, 2019, which is included as an exhibit to Intel's Form 8-K furnished to the SEC on such date. Additional information regarding these and other factors that could affect Intel's results is included in Intel's SEC filings, including the company's most recent reports on Forms 10-K and 10-Q. Copies of Intel's Form 10-K, 10-Q and 8-K reports may be obtained by visiting our Investor Relations website at www.intc.com or the SEC's website at www.sec.gov.

All information in this presentation reflects management's views as of May 8, 2019, unless an earlier date is indicated. Intel does not undertake, and expressly disclaims any duty, to update any statement made in this presentation, whether as a result of new information, new developments or otherwise, except to the extent that disclosure may be required by law.

AGENDA

Results and Near-term Expectations

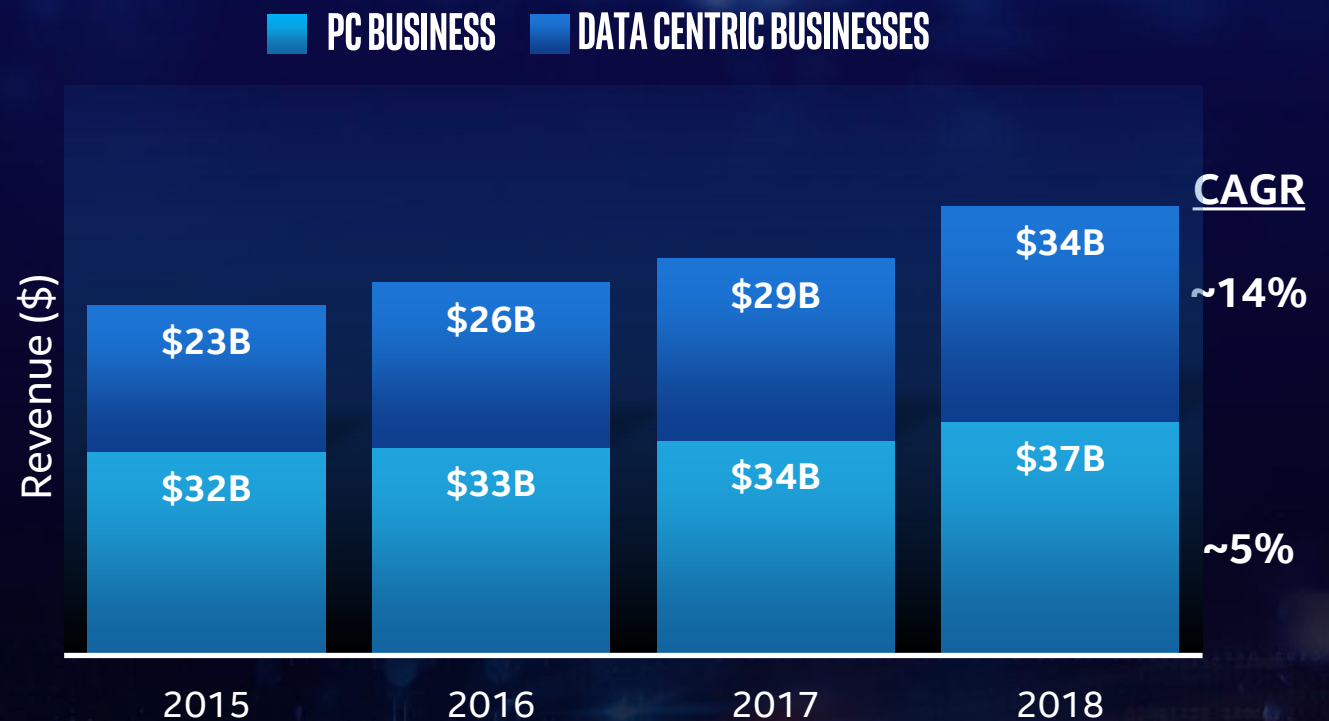
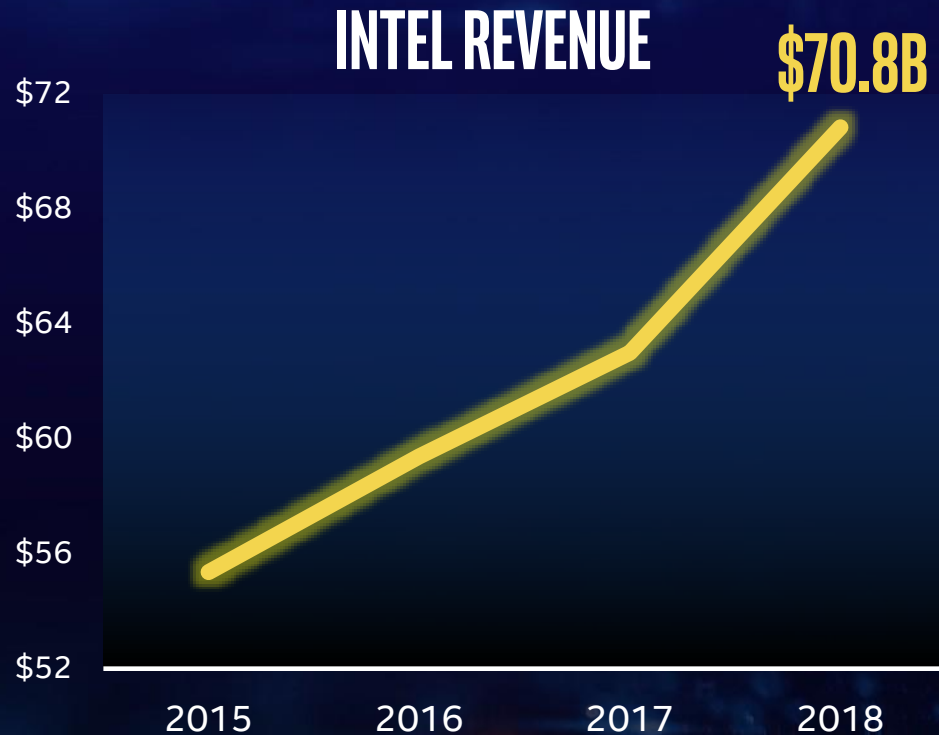
Extending Product Leadership while Investing in Process

Capital Returns & Investment Discipline

Summary of Today's Key Messages

A QUICK LOOK BACK...

3 YEARS OF RECORDS & PROGRESS ON DATA-CENTRIC TRANSFORMATION



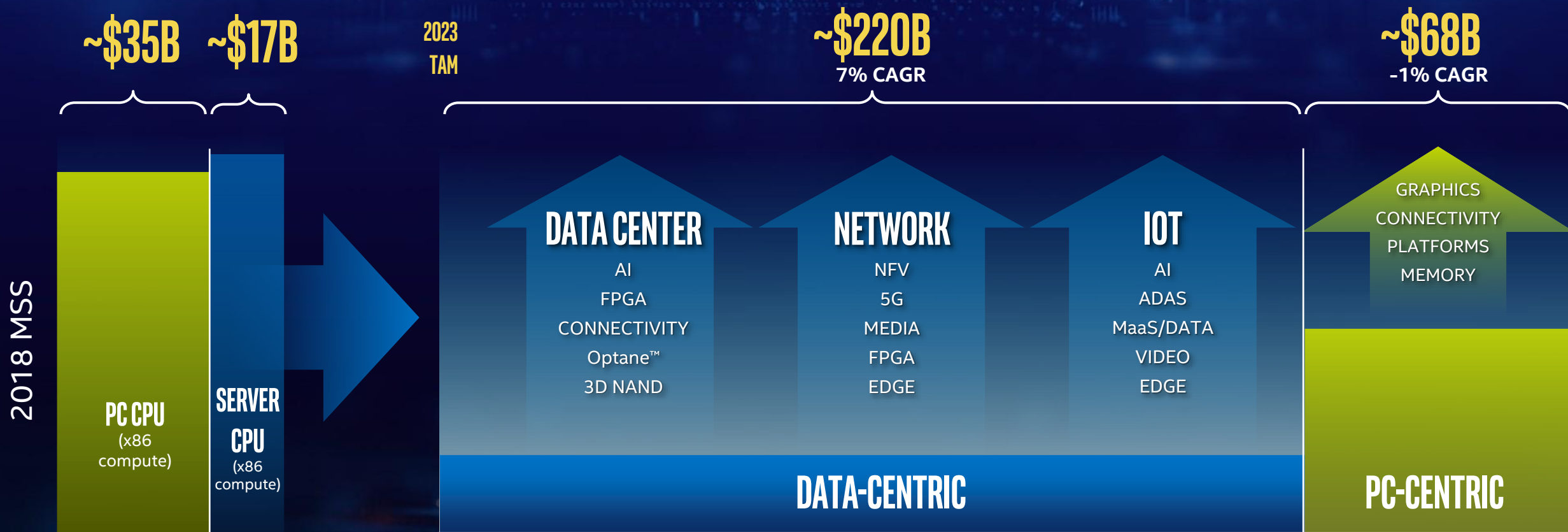
Data-Centric Businesses ~50% of Total Revenue



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Data-centric businesses include DCG, IOTG, Mobileye, NSG, PSG and All Other.

OUR OPPORTUNITY... EXPANDED TAM



FROM DEFENDING MSS...

...TO GROWING MSS



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2023F TAM is based on an amalgamation of analyst data and Intel analysis, based upon current expectations and available information and is subject to change without notice. PC-Centric includes CPU & Chipsets, Connectivity (including modems other than 5G smartphone), Gateways, Gaming Consoles, Memory and Discrete Graphics. Data-Centric includes Data Center and Networking Compute, Memory, Storage and Connectivity, and IOT addressable Logic ASIC/ASSP, MPU, MCU, DSP for Industrial, Transportation, Automated Driving, Retail, Video Surveillance, Healthcare, Public Sector, Office Automation, Gaming and Smart Home. IOT also includes MaaS and intelligent transportation enabled data opportunities.

2019 OUTLOOK (NON-GAAP)

REVENUE

~\$69B

OPERATING MARGIN

~32%

EPS

~\$4.35

Building on a strong platform, investing for earnings leverage in 7nm & beyond



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Operating margin and EPS are presented on a non-GAAP basis. Refer to the Appendix for a reconciliation of these non-GAAP measures.

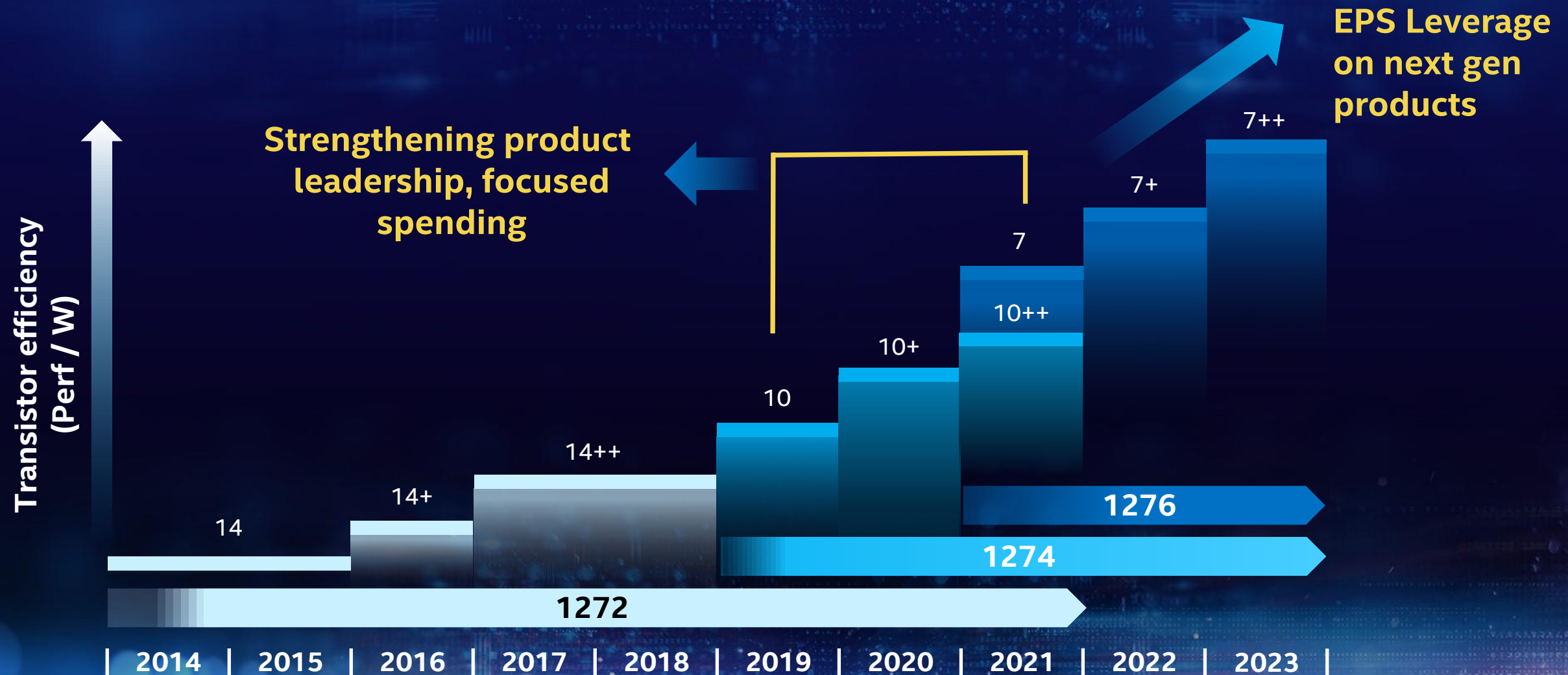
A person wearing a white protective suit, hood, and mask is shown in profile, working at a computer. The background is a blurred laboratory or data center environment with blue lighting and digital patterns. The text "FOCUS ON PERFORMANCE & CAPITAL STEWARDSHIP" is overlaid in large, bold, white capital letters on a dark blue horizontal band.

FOCUS ON PERFORMANCE & CAPITAL STEWARDSHIP



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RELENTLESS INNOVATION CONTINUES



3 YEAR ASSUMPTIONS

Data centric grows high single digits,
PC centric flat to down

Macro environment remains stable

Spending to 25% of revenue

GM bottoms in 2021 on confluence of nodes

Capital discipline & selective outsourcing
narrow FCF/Earnings gap

OVER THE NEXT 3 YEARS...

REVENUE GROWTH

Low-single digit growth,
\$76B-\$78B

Data-Centric businesses
high-single digit growth

PC-Centric business
~flat to down

OPERATING EFFICIENCY

Operating Margin ~32%

Gross Margins declines
offset by spending
leverage and 5G
smartphone modem exit

EARNINGS/FCF

EPS growth in line
with revenue

FCF growing faster
than earnings

CLOSING FCF/EARNINGS GAP (>80%)... ATTRACTIVE CAPITAL RETURNS



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Operating margin, gross margin, EPS, and FCF are non-GAAP.
Forecasts are Intel estimates, based upon current expectations and available information and are subject to change without notice.

ANATOMY OF OP MARGIN '18-'21

GROSS MARGIN

GM% BETWEEN 57% AND 60%



Tailwinds

- Demand for performance
- Improving yields



Headwinds

- Transition to 10nm & 7nm startup
- Growth of adjacent businesses
- Intensifying competitive environment

OPEX

SPENDING TO ~25% OF REVENUE



Tailwinds

- 5G smartphone modem exit
- Comprehensive portfolio review
- SG&A productivity gains



Headwinds

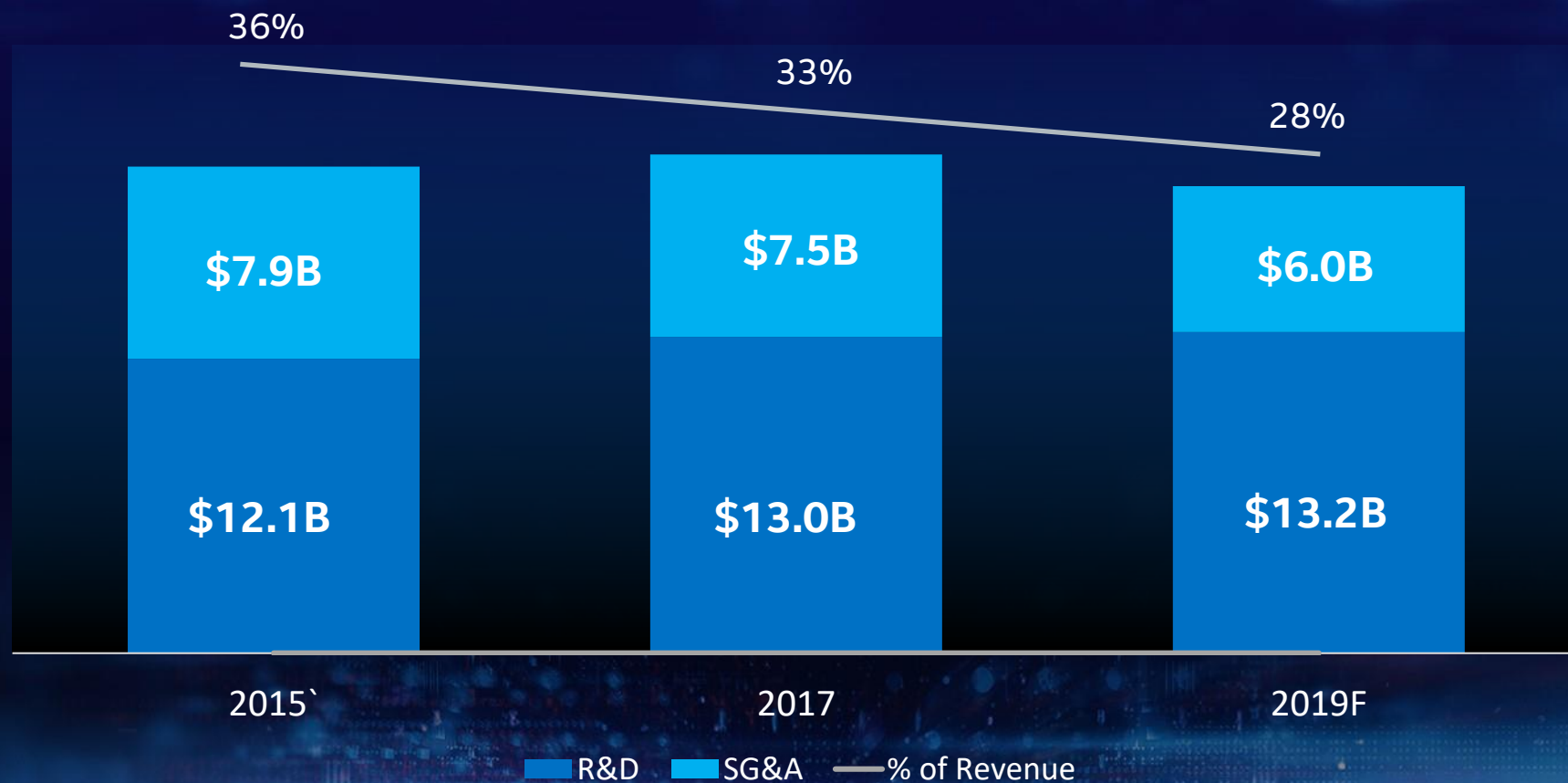
- Growing investment in critical process & product initiatives

Operating Margin at ~32%, GM% decline offset by Opex leverage



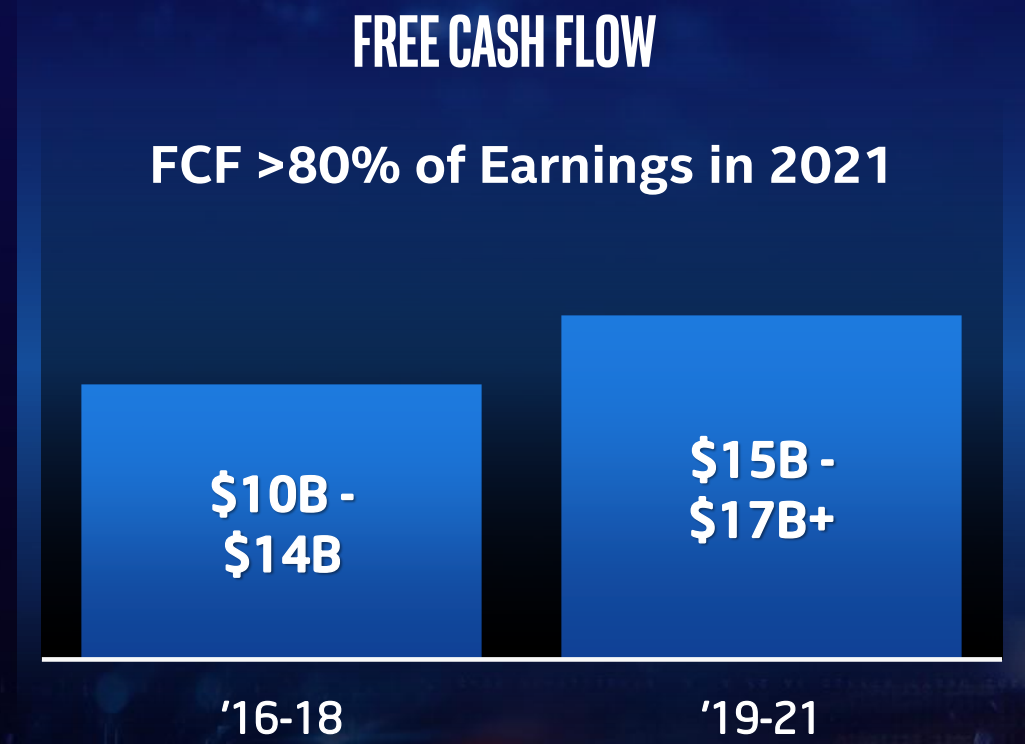
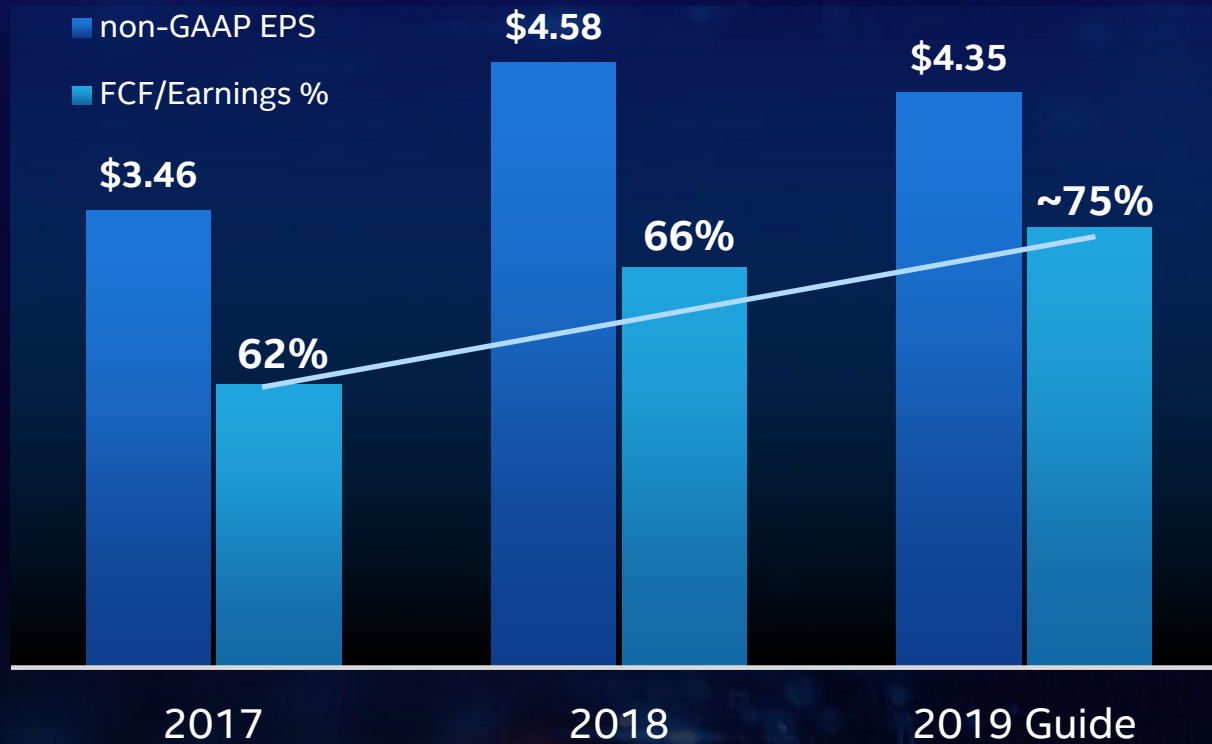
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PROVEN TRACK-RECORD... DRIVE TO 25



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CLOSING THE FCF/EARNINGS GAP



Grow FCF in a Challenging Environment



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CAPITAL ALLOCATION... OUR PRIORITIES

ORGANIC INVESTMENTS

Investing in R&D
& Capex for Growth

STRATEGIC M&A

Strategic Acquisitions
to accelerate TAM
expansion & Increase
Shareholder value

SHAREHOLDER RETURNS

Grow Dividends, Offset
Dilution, Opportunistic
Buybacks

...While Maintaining a Strong Credit Rating and Financial Flexibility



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FOCUSING R&D ACROSS THE SIX PILLARS OF INNOVATION

>95%
R&D \$

SOFTWARE

SECURITY

INTERCONNECT

MEMORY

XPU ARCHITECTURES

PROCESS & PACKAGING

Data Center

Network

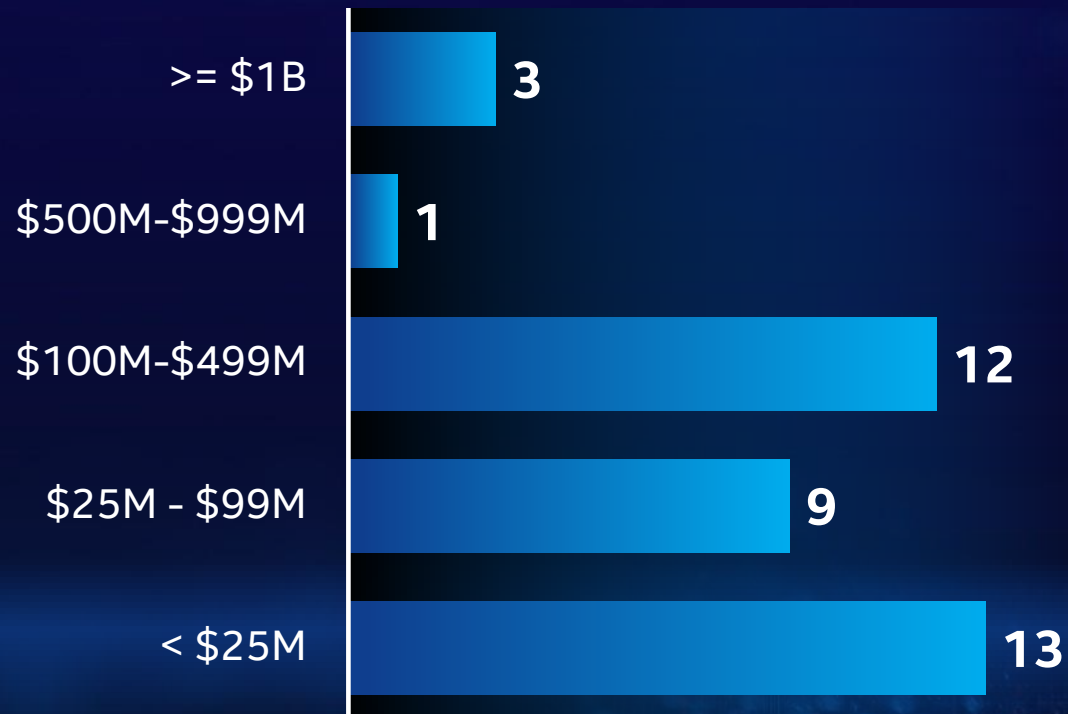
Intelligent Agents



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MERGERS & ACQUISITIONS... & DIVESTITURES

2015-2018 DEALS



FOCUS

- Tight alignment to TAM expansion
- DCF discipline
- Accelerate critical technologies & scale
- Tuck-ins continue
- Fully-resourced & milestone-driven integration teams on every deal

EXIT

- Non-strategic businesses
- Low NPV opportunities

IMPROVING OUR EXECUTION... M&A INTEGRATIONS

- Thesis ~on-track, process behind
- Meeting tech inflection/customer/profit criteria
- Regular checks against milestones
- Positions for Cloud, AI, & 5G networking leadership



- On-track to exceed value of deal thesis
- Entering new markets, business models
- Providing scale, sharing technical expertise to accelerate growth



A person wearing a white cleanroom suit, mask, and gloves is operating a large, complex machine in a cleanroom environment. The machine appears to be a wafer probe or a similar semiconductor testing device. The background is a blurred cleanroom setting with various pieces of equipment.

RETURN OF CAPITAL OUR POLICY

Maintain strong investment grade rating

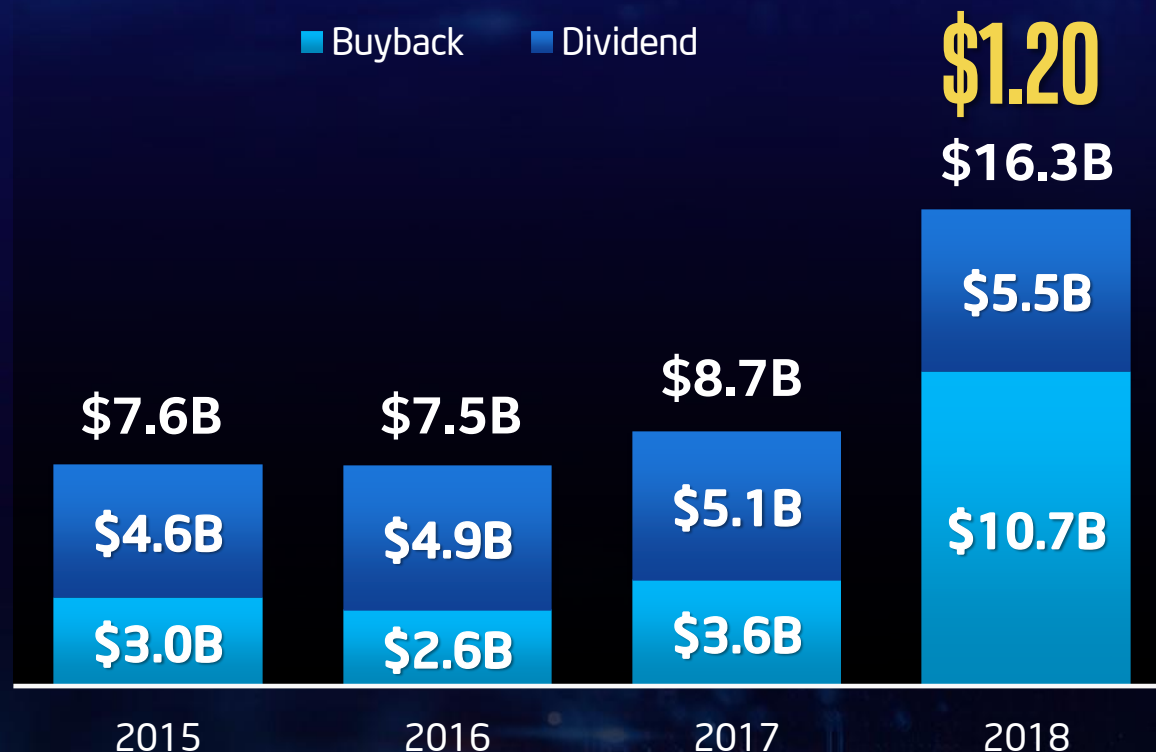
Grow dividend in line with earnings

Eliminate equity plan dilution as a floor

Be opportunistic on buybacks

STRONG FCF & ATTRACTIVE CAPITAL RETURN

RETURN OF CAPITAL – OUR PRACTICE



5 & 10 Year Avg
Return of
Capital (% FCF)

~95%

Since 2015 Total Increase:

\$0.24 / 25%

History of Attractive & Consistent Capital Return



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IN SUMMARY, FOCUSED ON 4 CRITICAL AREAS

1

**HOLD OP MARGIN
DURING
NODE TRANSITION**

2

**SPENDING
DRIVE TO 25**

3

**PORTFOLIO
DISCIPLINE FUNDS
NODE TRANSITION**

4

**STRONG CAPITAL
RETURNS &
DISCIPLINED M&A**



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RECAP OF THE KEY MESSAGES

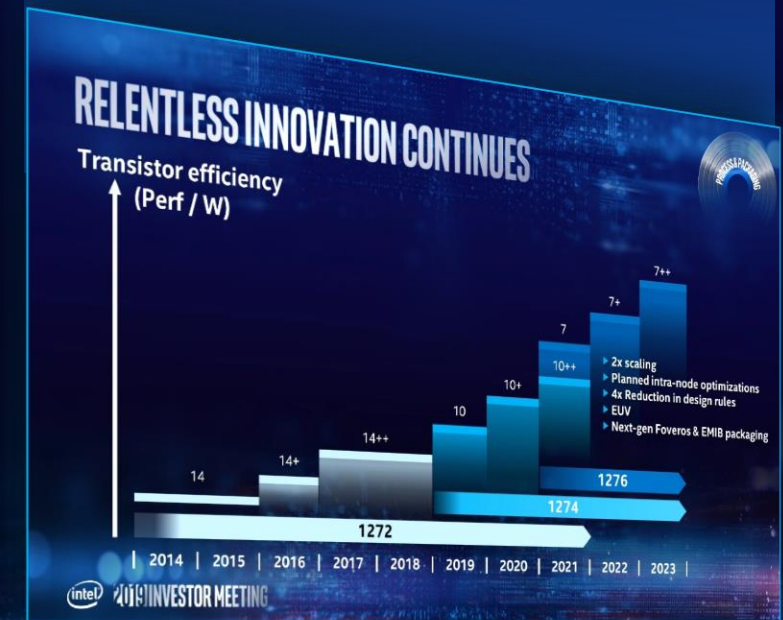
EXPANDED TAM

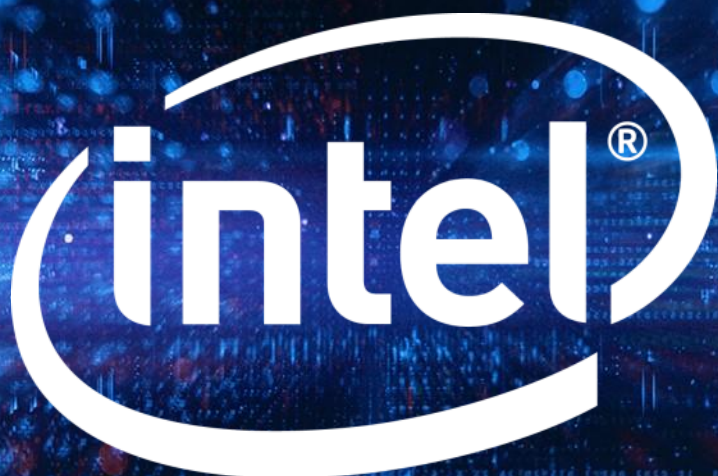


PRODUCT LEADERSHIP



EXECUTION & CULTURE





APPENDIX



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RECONCILIATION OF NON-GAAP

| | 2017 | 2018 | Full-year 2019 Outlook Approximately |
|--|--------|--------|--|
| GAAP OPERATING MARGIN | | | 30% |
| Amortization of acquisition-related intangible assets | | | 2% |
| NON-GAAP OPERATING MARGIN | | | 32% |
| GAAP EARNINGS PER SHARE | \$1.99 | \$4.48 | \$4.14 |
| Inventory valuation adjustments | 0.01 | — | — |
| Amortization of acquisition-related intangible assets | 0.22 | 0.28 | 0.29 |
| Other acquisition-related charges | 0.02 | — | — |
| Restructuring and other charges | 0.08 | (0.02) | — |
| (Gains) losses from divestitures | (0.08) | (0.11) | — |
| Ongoing mark-to-market on marketable equity securities | — | 0.03 | (0.06) |
| Tax reform | 1.13 | (0.06) | — |
| Income tax effect | 0.09 | (0.02) | (0.02) |
| NON-GAAP EARNINGS PER SHARE | 3.46 | 4.58 | \$4.35 |

| | 2016 | 2017 | 2018 | Full-year 2019 Outlook |
|--|----------|----------|----------|---------------------------|
| FREE CASH FLOW | | | | |
| (In Billions) | | | | |
| GAAP CASH FROM OPERATIONS | \$21.8 | \$22.1 | \$29.4 | \$30.5 |
| Additions to property, plant and equipment | (9.6) | (11.8) | (15.2) | (15.5) |
| FREE CASH FLOW | \$12.2 | \$10.3 | \$14.3 | \$15.0 |
| GAAP CASH USED FOR INVESTING ACTIVITIES | \$(25.8) | \$(15.8) | \$(11.2) | — |
| GAAP CASH USED FOR FINANCING ACTIVITIES | \$(5.7) | \$(8.5) | \$(18.6) | — |



RECONCILIATION OF NON-GAAP

Forward-looking non-GAAP measures relating to fiscal years 2020 and beyond represent targets and are based on internal forecasts subject to significant uncertainty. We are unable to provide a full reconciliation of such measures to GAAP measures without unreasonable efforts as we cannot predict the amount or timing of certain elements that are included in reported GAAP results and that may significantly affect GAAP results, including acquisition-related adjustments and other non-recurring events or transactions. In addition, certain comparable GAAP measures such as net cash provided by operating activities are difficult to accurately estimate for such time frames and are dependent on future events. We believe such a reconciliation would also imply a degree of precision that could be confusing or inappropriate for these forward-looking measures.