Male: I'm joined up here on stage with -- joined by Jason Rhode, the CEO of Cirrus Logic. And I think we're just going to do a fireside chat format.

Jason: Sure.

Male: So thanks for joining us, Jason. Really appreciate you making the trip from Boston.

Jason: Pleasure. Yeah.

Q: Maybe I'll start off the first question. You guys have put together a great content story in smartphones, particularly this year. Can you give us a general sense of where the bulk of that incremental content is coming from? I mean is it smart codec primarily? Is it amplifiers? Is it all of the above?

Jason: Sure. Well, in the current year I mean we've got a pretty, I think a very compelling growth story over the next handful of years. But in this particular year the only color we've really given is probably the primary growth drivers are really more around amplifiers and related to headsets. So we've got a great product line for both of those things. And headsets are kind of a unique opportunity. There's 1.4 billion of these things out there that have historically not had a lot of silicon content. And so we see a lot of opportunity as in particular like the Android market moving over to USB-C. We've already seen multiple handsets on the market without headphone jacks and so we think we've got a great solution for that type of product.

Q: And does that -- does your answer change at all if we're talking about 2017, 2018 and beyond?

Jason: Well, a little. I mean every year it's a little bit different. But this is kind of a neat -- it's a really neat time for the company. We've got a lot of layers to the growth, starting with just continuing to maximize our opportunity in flagship handsets, broaden out into handset OEMs three through ten in a little more systemic way with the smart codec product line. The entirety of the Android space is really new opportunity for us for the amplifiers. Obviously we've done well there with our largest customer. But we've really only been in the amp business for a couple of years or 2012 really.

So every time we tape out a new product that's a meaningful increase to the product line. We're in the middle of migrating our amps down to 55 nanometer, which both gives us more capability in the amplifiers themselves but also leaves open the opportunity to start integrating the boosted amps in with the smart codec product line. And then beyond handsets a lot of the same stuff we're developing for handsets is really applicable in other things, accessories, the smart home, even

ultimately automotive. But we can perfect a lot of these voice and noise kind of processing technologies in the high volume handset market and then migrate them out. So headsets are one really good example of that where we've been doing noise cancelling for handsets for a bunch of years and now we're on the market with a noise cancelling headset device. So it's kind of a good proof point of that, that that part of the strategy can work.

Q: And then just because you mentioned it, but as you bring your amp down to the 55 nanometer node, are you going to be able to -- are you going to use that as a lever to boost gross margin in that particular segment of your business or would you use it more...?

Jason: Yeah. I mean newer processes are usually nice because there's still more of a pricing curve left. But I would think about it less as a margin play than a capability expansion. We can add a lot more stuff to the amp, make it more self-sufficient. Generally speaking though we are moving into -- as we do well with a larger number of smaller customers, that's usually good for margins. So both broadening out in handsets as well as headsets, probably both over the long-term positive.

Q: And if you look at your amp business, is more of your future growth, more of the growth there coming from increased content and increased ASP maybe associated with the amp itself or is it more just from raw share gains, as you say kind of deeper penetration outside of your...?

Jason: Yeah. It's really both. Amps, like I said, the whole, the Android market there are now customers that are using our amps but it's a big incremental opportunity for us. It's really only been in the last year that we've had an applicable smart codec for the mid-tier which is really a lot of Android. So and then coupling those two things together anytime. Once we get our foot in the door and we're shipping anything on somebody's board, then it's always bigger. It's always easier to grow existing customers than it is to acquire new ones. So as soon as we're shipping an amp or a mic or a smart codec, then we use that to get the door open and learn more about the system and then grow from there.

Q: And then if I switch gears a little bit to MEMS mic, I kind of thought you might mention MEMS mics for next year or something, when we were talking about 2017. It seems like an awfully big incremental opportunity and I think you guys are kind of unique in that you've got a single chip solution. I know it's got a transducer integrated in there. I need to be smarter on transducers myself. I mean what's so hard to do with that design? What -- why does that -- and why is that -- I guess why is having an integrated transducer ASIC into a single chip, why is that so appealing to a customer?

Jason: Sure. Well, the integration angle, it takes some of the complexity out of the assembly and it enables a smaller form factor. So those are -- we're shipping mics today in the tens of millions of units. So it's not a huge part of our financials. I kind of feel like it's about right-sized right now. We're really trying to prove that we are capable of being the premium microphone supplier that we want to be.

Frankly speaking, mics as they stand today where it tends to be something that I don't know that it was intentionally commoditized but the reality is that mics are really hard and a lot of times when you're ramping the production there's production issues and whatnot. So if I talk to pretty much any customer and say what value could Cirrus bring to the microphone supply chain, frankly they'll say just take the drama out of it. You pretty frequently read in the news about ramping the production and having issues. And so, we don't like to make the news for things like that. So our -- we're in the process of we've got this nice-sized microphone business as it is today but if we have a yield issue it's not so big we can't throw some wafers at it and keep the customers happy.

Q: I mean is it going to be tougher to yield your design though than what's out there on the market today? Because it feels like you're...

Jason: I don't think so.

Q: Okay.

Jason: Yeah, I don't think so. It's still very much a work in progress but we're shipping plenty of mics. We see data points that suggest that we should be able to have yields that are perfectly in line with what you would expect from standard semiconductor processes. And the die are really, really small. So it's really I think a matter of turning the crank. This is a business that we acquired via the Wolfson acquisition and frankly speaking for Wolfson in particular that was a very big, that was a really big research thing to bite off.

For us it's a lot more reasonable size so we've been able to hire really great people from pretty much everyone that's ever made a microphone before. We've been able to -- and even other MEMs devices like accelerometers and gyros. So we've kind of imported a lot of scar tissue from other people, invested in tools and capabilities and the progress the team's been making in ticking off kind of a long list of challenges over the past year has been really impressive.

So again, it's something we're positioning as being it's a business for us today. But in terms of having a real impact it's probably a few years away. We don't wish to compete in a second source mic business that's going to be a margin dogfight. That's just not our lot in life. So we're in the phase of let's prove we can do it reliably enough that you could single source a mic from us and that enables

us to ultimately add IP to the microphone that differentiates it in some unique way and we think work better together with, for example, a noise cancelling headset chip. You should be able to design microphones and the core chip to work better together via a number of different avenues and deliver lower power, lower total system cost to the customer at margins that are supportive of where we want to be as a company and so that's kind of the ultimate long-term play and really why we're engaged in that business at all.

Q: And so is it a combination then of bringing up incremental lines of foundry in terms of getting capacity up to that hundreds of millions versus tens of millions? Or is it more a function of just we're on that yield curve and we're just getting better every day or...?

Jason: It's both. And also, we are migrating some of the production over to a foundry in Asia, a little more mainstream, a little higher volume. So we're well aligned to support higher volumes than we do today already but we'd really rather see, kind of like we do for silicon somebody in Asia that is a single roof, kind of here's where all the manufacturing happens. So the guys are making good progress and I'm more optimistic about where that'll be in the long run.

Q: And then just one other question on MEMS. I'm just curious what you think the -- if you look at premium phones maybe, just look at it that way, what could the MEMS mic opportunity be? I mean could you have five, six, seven MEMs mics?

Jason: I mean there's multiple phones out there today that are four and five microphones. So if you figure 30 cents apiece, I mean that adds up. So it's a reasonable opportunity for us and something that over the long-term we hope will be a meaningful piece of our business.

Q: And then you mentioned headsets and I think you said it on the call too, 1.4 billion headsets, largely untapped market, I think less than 10 percent penetrated or something by silicon.

Jason: Yeah.

Male: I guess if you look over the next couple of years, two or three years, what does that penetration rate look like? What's that ramp look like for -- like how fast is the adoption going to be when you switch from the analog over to the...?

Jason: Well, I mean it's hard to say. It depends to some degree on how quickly people migrate towards moving headphone jacks away out of the handsets. We've already seen good examples of that so it clearly can be done. There's -- we're in multiple reference designs out there. If somebody wants to build a headset, whether it's USB-C or the other really famous digital connection. You probably

saw a press release from us a few weeks back on the MFI program which I can't talk about too much other than what's in the press release. But generally being in reference designs is great because you support it once and then customers just call up and buy parts. So that's kind of it's a very efficient model. So yeah, it's something that I expect. Headsets I would imagine will play out over multiple years for us.

Q: It's sort of a linear adoption. The reason I'm asking is you have kind of a unique perch.

Jason: Right.

Q: It's going to be driven, the big legs up I would assume will be driven by the big OEMs. So wherever they may be, so...

Jason: Yes. I imagine that might be true.

Q: And then just maybe you could walk me through a couple of the challenges in that analog to digital conversion, like in terms of the technical side of it.

Jason: From the actual converters that are involved it's kind of squarely up the alley of what we already do. If you're making a headset versus a device for really any other very low power device, it's something we're already pretty well-positioned to support. Obviously, most of the devices today, like our noise cancelling device today is really premium noise cancellation and it doesn't yet have -- it's kind of interface-agnostic. So you could connect it to, for example, the thing we had in the MFI press release or a USB-C type of microcontroller or even a Bluetooth device if you wanted to. So those are things over time that we can think about as additional avenues to increase our content in headset.

But from a basic conversion perspective it's quite the same sort of converters that you would've had in a handset codec before. It's just an incremental place that didn't used to need them.

Q: And is there any big difference between selling into the handset food chain and working with that set of customers and those folks versus do you have to be -- how big of a shift is it to start selling into the handset or the headset food chain and sort of targeting...?

Jason: It is actually different broadly speaking. Even the bigger names that have their name, whether it's a handset customer or somebody that just makes headsets, they tend to have historically been made by somebody in the either ODM or CM type of model. And if you were making basic analog headsets you were savvy about how to do design and actual real testing is pretty low. So we're seeing it as a

reasonably support-intensive kind of a business for us, which thankfully we've been a company for a long time. People seem -- I guess maybe it's not so surprising given the predominance of one customer, but people seem surprised that we actually do have salespeople in all sorts of places and good FAs and distributors and whatnot. So I think we're well-positioned to support it. But as these things, on the scale of how these things range, I would say headsets are heavily support-intensive.

Q: And you mentioned ANC. I'm just curious in layman's terms like sort of why you guys win or why your solution is better.

Jason: So a couple of the differentiation – a couple of the differentiators are really around the adaptive signal processing techniques we use and it's by no means the last one that'll ever exist. There'll be people getting their PhDs in this 20 years from now. But it's a feed forward, what we refer to as a feed forward feedback digitally adaptive noise cancellation and what that means to somebody that would buy a headset is that you don't need all of this stuff to seal up your ear canal. It doesn't have to be over the ear. It doesn't have to have like the little rubber grommet that makes it fit. It can actually look quite a lot like a standard ear bud that would come with the phone for free. It can rest comfortably in there and not seal up your ear and all of the cancellation is done electronically. You can also add those passive materials that add additional noise reduction but you don't need to.

So that takes a lot of cost out. And then when coupled with this transition to USB-C or whatnot on the interface side, now the headphone can draw power from the phone so you don't need the battery. And the net of all those things takes a lot of cost out. So it takes a lot of cost out of the headphone. So we think somebody can make a very compelling set of noise cancelling headphones for a manufacturing cost of $12 to $13 kind of range which is obviously a big increase over a basic analog headphone but a huge reduction versus having to support a battery and a bunch of materials around the earphone itself.

So we still think ANC obviously remains the tier or the top tier of the headphone market. But we think that probably grows as a percentage of the headphone market as well as these things come to pass and lower the manufacturing costs.

Q: And just a question on ASPs. I know it's been an issue in the past. It hasn't been an issue for you guys the last couple years. I guess could you describe maybe what's changed in terms of -- I mean correct me if I'm wrong, but I think pricing pressure is sort of in the single digits now kind of annually for you guys, which is maybe a little more normalized.

Jason: Yeah. I mean I don't see anything alarming on that front. It's a fact of life as a semiconductor supplier that -- and probably everyone else that life isn't a straight line up and to the right. There's plenty of years where you need to take some cost out of your device and take good care of your customers so they don't go looking elsewhere. I'd certainly rather have it be us that cost reduces our device than somebody else.

But we're in an environment where handsets are high enough volume to do new devices all the time. That usually helps because we've got smart engineers that are working closely with our customers. We try to find, okay, fine, our device got smaller but look, we added X, Y, and Z and that eliminated a bunch of passive components and try to help offset. So if you look on an individual device, certainly the longer you sell it the more quarters in a row somebody's going to be looking for price breaks. But if you can keep introducing new products and try to add additional value, then that's a good way to offset that. And then again there's a lot of the market that's still new for us. There's a lot of the accounts that haven't traditionally bought smart codecs and now we're on the market with a whole portfolio of devices from the mid-tier all the way up to the flagships that can get value from all these tricky voice and audio features and try to help differentiate their phones. So you just keep trying to bring new stuff to the market. You always have a little bit of the ASP erosion that you have to cover with expansion in some form or another.

Q: And you mentioned USB type C a couple times. How do you guys look at or how do you guys size that market potential in the next couple of years? And I'm always curious how much of the market will actually go USB-C versus maybe wireless like Bluetooth or something like that.

Jason: Sure. I'd be surprised if people eliminate -- I would be surprised if the broad Android market eliminate all the connectors. USB-C is it's not so much the underlying interface as it is just to me at least the connector itself. It's very robust. It's bidirectional. You don't have to -- I hate a micro-USB connector. It's really annoying.

So the USB-C is a much more robust connector and while I'm sure I would imagine that wireless charging will grow, it's kind of a pain in the neck when you're traveling. It's much smaller to just pack the little tiny cable plus then you've got the data transfer and all of those capabilities as well. So we've not heard much in terms of talking about eliminating the connectors entirely but I do see, I'd be very surprised if the Android space doesn't move to USB-C as rapidly as possible. It's just it's a better connector for everybody.

Q: Yeah. And I guess you kind of mentioned it earlier. But any updates you can give us on the traction you guys have with your, like the three through ten that you guys talk about a lot with incremental customers?

Jason: Sure. I mean we've actually done reasonably well in what I would call more opportunistic or tactical. Here, we have this device. Somebody in China's making a phone. They want to try out XYZ feature and just see how it goes. But it's been a little more kind of spot, win this design, they try it, if it sells well they use it again, if it doesn't sell as well then okay, let's try something else. Whereas we're migrating now towards -- and so there's a good handful of those top ten that we've had some level of business with over the last handful of years.

But the difference now is that we're really approaching the market with more of a smart codec lead and that's a stickier socket. There's software involved. It intertwines with the OS. You're enabling features that are much more user-visible. People think I'm kidding but karaoke or just kind of things that'll show up on the front label of the box. And the neat thing that our team has put together is this portfolio of devices that span from a couple of DSP cores and pretty minimal analog I/O all the way up to the flagship with a bunch of memory and many processor cores. But they're all the same core. They're supported by the same tool suite. And so a customer can leverage their investment. Once they design with it once it enables them to have the same family of devices span from mid-tier to the high end and they can kind of recoup some of those R&D costs.

Q: Yeah, because I'm curious. So what would be some of the gating factors on your guys? I mean is it your, more on your guys' bandwidth or FAs, like the marketing, kind of the ability to go out and hit three through seven times, however many models they have out? Or is it more about do you get pushback on the incremental bomb costs that would be put on then from like...?

Jason: Yeah. There's -- it's definitely the case that the sales guys have got to turn up and convince the customers that there's enough value there that, hey, instead of taking the one that is a reference design where you're just going to wrap plastic around it and turn up with the exact same phone everybody else has got, that this is a meaningful avenue to differentiate on. And for whatever reason, in China in particular audio and voice has turned into a meaningful differentiator, at least is seen as a meaningful differentiator.

We've recently developed a D/A converter that has what would've a couple years ago, well actually it's higher performance than what studio mixing console people are asking for for million plus dollar mixing consoles. Well, the guys in China, I think because it's a spec you can measure, are pushing really, really hard for ultra, ultra-high performance audio. So we've got a neat device that's just now on the market for that. We've got the whole family of smart codecs and then of course

the amplifier. No matter what sort of phone you're trying to make, people would like the speakerphone to be meaningfully louder and better. You want to be able to set it on the passenger seat of the rental car and just use it and have it work.

So we're seeing a transition from either no boosted amplifier, so maybe integrated with a PMIC or some other codec in the system to an external boosted amplifier so a much higher voltage which brings with it requirements for speaker protection, etcetera, to even adding two so you can either have some level of stereo or just make it louder because you've got two small speakers instead of one big one.

So we see all of that stuff playing out. And every one of those, at every account they're all looking for different ways to differentiate. And so it's up to the sales guys and hopefully the FAEs as well to pitch them on you go in, you have the meeting, okay, they sounded interested in louder is better, so let's just keep banging the door on that.

You don't -- people don't move away from suppliers lightly. Generally what we do, most of the products that we supply are pretty sticky, the smart codecs being the most. So it's a big investment so customers don't make the decision lightly no matter what. So you just have to be patient and keep banging on the door.

Q: And in some ways I feel like the market's coming to you guys in terms of like as you mentioned audio is becoming more and more important and now we're talking about a $1.4 billion headset market opportunity. A lot of times that starts attracting the attention of competitors. I mean have you seen any increased interest in codecs? Or we could get into the discussion of how far behind they might be behind you and where you guys are. But I mean like some of the TIs of the world, the, I don't know, the ADIs of the world, are you seeing other big analog guys kind of maybe...?

Jason: Yeah. So far, no. I mean they have spot products that are occasionally competitive in one place or the other. Obviously on the one under the spectrum, the microphones are extremely competitive but we're the, kind of the new guy there. So that's... Amps probably somewhere in the middle, definitely competitive; Maxim, NXP, some good names that have been in the business a lot longer than we have. But we've done a good job of growing share and focusing on it.

For individual converters there's occasionally competition. There's a company in Japan, AKM, Asahi Kasei. They're part of one of these big conglomerates that make boats and swimsuits and glass and semiconductors. But they do a very good job in Japan. They're a formidable competitor in Japan. You don't see them as much elsewhere. But broadly speaking from a kind of flagship smart codec we don't see a ton of competition today in that space.

Q: And then just a quick question on the model. I'm curious sort of how if you look at, how you look at opex and maybe normalize it over the course of a year for you guys or whatever.

Jason: Sure.

Q: But opex growth compared to what top line is going to grow and maybe within that question maybe sort of how, where op margins end up coming, the trajectory.

Jason: Well, it's a good part of the story right now because historically we've always had sort of a bit of an asterisk. We've done well on operating profit but earnings over the last couple years hadn't grown as fast as revenue. Two years ago we acquired Wolfson which was much less profitable. But frankly that would've -- that's 400 people we would've had to hire if we didn't acquire them. And then last year we started paying taxes, so those kind of things were kind of keeping the operating line down. Now that's all behind us.

We're at -- we've said our target has been around 20 percent operating. We need to scale R&D with revenue. So you can think about us as something, 17-18 percent. Obviously it varies a lot by quarter because revenue moves around and we can't manage resources that way. But that's kind of the range we feel like R&D needs to be in. We've still got tons of growth opportunities so we want to invest in those.

SG&A though we should -- if you see that move around that's probably more related to variable comp or something like that. We're not hiring much in SG&A, ones and twos here and there. And then the other nice trend for us is whereas I think historically the tax, the coming event of us becoming a cash taxpayer probably was a headwind. At this point it's been declining. We've said we've got a decent path to see that continue to decline one to two percent a year via the organizational structure that we employ. So that's, at the revenue we're running that's a pretty good tailwind. So, yeah, we do see at this point with our scale, we do see opportunity for the operating line to drift up.

Q: Yeah. And long-term gross margins probably mid/high 40s is kind of the right way to keep thinking about it.

Jason: Yeah. It's we're comfortable in that kind of range that we've been talking about, mid, upper/mid 40s. Certainly if we have success, more little customers tend to be good for margins. So if we have more success in the Android space, we have more success in the headset space, some of these other areas and then even longer-term stuff like the voice biometrics that we're still very much in the research phase, but we're actively developing a chip that's really what we think is

a real game-changer. It's really, really cool. We're not trying to figure out what you've said. We're just validating that you're you. So that's something that's entirely new I would think, adds a lot of value relative to the cost that we can support it at. So things like that. We've got a bunch of investments that are much longer-term focused than what I can think of historically all of which I would imagine would be good from a revenue growth and from a margin perspective.

Q: And I think we've got, and I'm not sure how much, seven minutes. We can take a few questions from the floor.

Q: You have a lot of customer concentration. Just what's your three year company target in terms of customer concentration, whether it's top paying(?) customers or what have you?

Jason: I look at it a little differently. Our goal is to grow the other customers. I think we've got really good opportunities to do that. I've tried to handicap the race of whether they outgrow our largest customer or vice versa historically and I've decided to decline doing that at this point. But we are focused on growing in absolute dollars, trying to grow those other accounts and obviously keep our existing customers happy as well. But as far as where that percentage might end up, obviously we hope they both grow and that the percentage goes down. But I'm happy with growth and that we're engaged with the right customers.

Our two largest customers are the two largest consumers of silicon on the planet and a lot of what they do has things that are audio and voice-related. So if we didn't have either of them as customers that's probably mostly what we would talk about is how to get them. And if we do, they're probably going to be a big percentage. So it's kind of a light a candle or curse the darkness scenario. Anybody else?

Q: Maybe a quick follow-up on just something you mentioned earlier.

Jason: Sure.

Q: I know you talked about maybe some of the smaller, the three through tens being better for gross margin as a general rule. But is there a net effect, like because they're higher touch or, you know what I mean, like where you actually maybe lose some of that benefit when you get down to the opex line in terms of...?

Jason: I mean we're certainly adding technical support folks, really even our salespeople have typically engineering degrees. So we're adding people in ones and twos there. But I still think we've got meaningful leverage. Frankly, when we used to have sales meetings a couple two/three years ago, the complaint we'd hear from sales guys is like come on, I've got these opportunities; we need more parts. And

they're not saying that now. We've got a really good product line that's applicable around the world. So we're keeping them a lot busier I suppose than we were or at least not asking them to reboil the same pot again. They've definitely got a compelling bunch of stuff to sell so we expect them to do what they're supposed to do and win.

Q: We've got another question.

Jason: Sure.

Q: Can you, on speakers, a little background. What from a phone like this or high end smartphones, generally like how many speakers do they have and what does like the mid-range smartphone have in speakers and what -- where is it kind of going?

Jason: Sure. Well, pretty much any phone is going to at least have two speakers. There's one obviously that is the earpiece speaker that you hold up to your ear when you're on a call and then there's typically a different speaker that is, we generally refer to it as a loudspeaker that is more when you're playing music or when you are using the device in speakerphone mode. Typically that earpiece one is quite low power or relatively speaking it's a lot lower power than the other one. So that is typically supported in one of our codecs or just elsewhere in the system so that's what we refer to as just -- well, we don't refer to it at all. It's just an amp that's in one of our devices.

The loudspeaker though needs to be driven with a reasonably large amount of power, so hundreds of milliwatts to even multiple watts on a peak perspective. And so that, the trend has been to now go from supporting that from as much power as you can get out of an integrated amp to using what we refer to as a boosted amplifier. So this a device that has maybe seven, eight, nine kind of volts on it, so much higher voltage than a traditional codec would be able to support. And then bringing, that brings with it the signal processing challenge of making sure you don't blow up the speaker. So that brings enough signal processing into the amplifier space that makes it kind of up our alley.

So in addition to seeing products, phones, migrate from having none of those devices to having one external boosted amp, again there's just pretty much nobody that thinks their smartphone is loud enough and clear enough. So in addition to driving more power out of a single speaker we've seen multiple handsets launched that have two of what we refer to as loudspeakers, either to get stereo or to just make them louder and have them be more functional as a speakerphone.

Q: This year, like what percent of the phones would have two speakers?

Jason: I don't know. It's the last few years it's been a pretty small number. Yeah.

Q: Where do you see that going?

Jason: Well, we see it as a general trend that is picking up steam in the industry.

Q: Does Bose do the internal(?) piece of it?

Jason: They are a good customer of ours and have been for many years. Are you referring to ANC or...?

Q: [Inaudible]

Jason: No, they -- yeah, they have their own technology. So, but, yeah, Bose has been a great customer for us. They're a good partner in particular their automotive. We've done business with them there for many years.

Q: [Inaudible]

Jason: Yeah. I guess they would be.

Q: [Inaudible]

Jason: I don't know what their plans are.

Q: [Inaudible]

Jason: Yeah. No, that's -- of the ones on the market I think those are really great.

Q: How much are your innovations driven internally versus driven by your customers?

Jason: So I guess I'll repeat that so if there's -- I think there's a webcast. How much of our innovation is driven internally versus customers. I mean ideally both. Most of the marketing people we employ at least have an engineering background. We try to get our actual design engineers, whether they're software or hardware, in front of the customer when there's no emergencies going on to discuss roadmaps and where are we going. We always try to turn up with a compelling roadmap and here's a bunch of stuff that we do. You listen very carefully when the customer talks.

But if you merely turned up and did what the customers asked you to do, that's a recipe for pretty low margin. You need to bring something to the table that they

didn't ask you for. You know the Henry Ford joke about customers that ask for a faster horse. And in particular in the Android space there's a lot of fast followers. So you need to for sure be turning up with things they didn't know they were going to need to ask for yet. So it's a balance of both.

Q: You know what? That's perfect timing, Jason. So thanks for making the trip and joining us.

Jason: Thanks, man. I appreciate it.

Q: For sure.

Jason: Yeah, absolutely.

Q: Thanks.

END