Sustainability report

2026

micron

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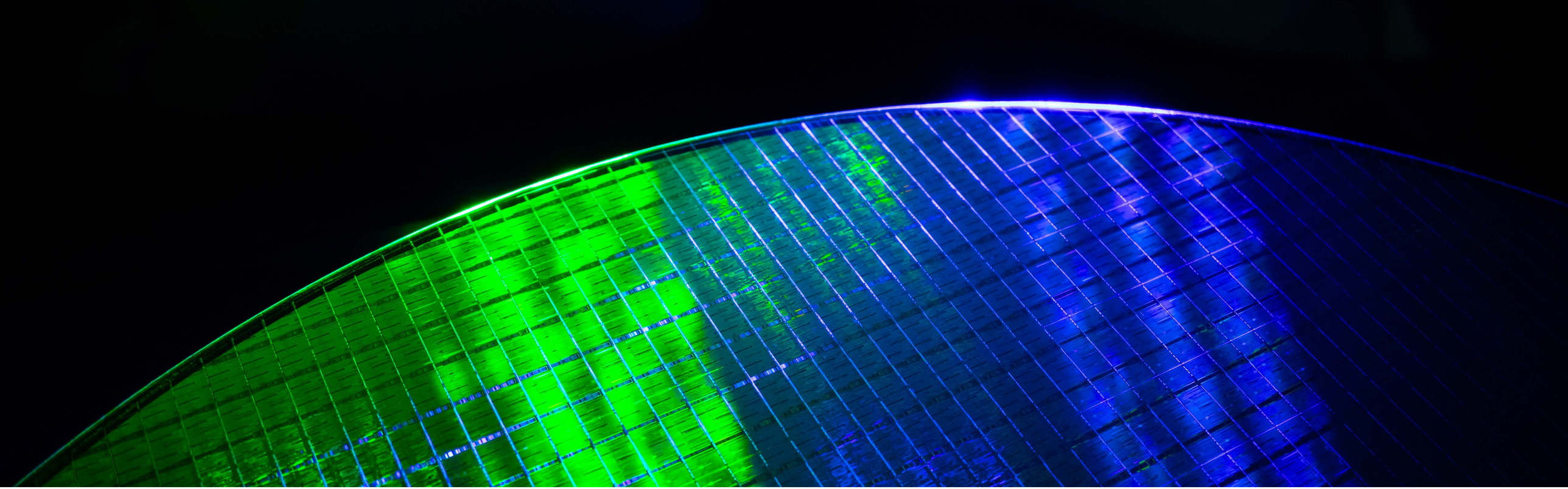


About this report

Reporting period and boundaries

Published in April 2026, this report covers the sustainability performance of Micron Technology, Inc., in fiscal year 2025 (Aug. 30, 2024, to Aug. 28, 2025), and all data is as of the end of the fiscal year, unless otherwise stated. As used herein, “Micron,” “we,” “our,” “us” and similar terms include Micron Technology, Inc., and its consolidated subsidiaries, unless the context indicates otherwise.

Reporting standards

This 2026 sustainability report has been prepared with reference to the Global Reporting Initiative (GRI) standards. GRI is the most widely accepted global standard for sustainability reporting and allows companies to measure, evaluate and communicate corporate sustainability information in a consistent and comparable manner. We also follow the guidelines established by the Sustainability Accounting Standards Board (SASB) semiconductor standard and the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

Report assurance

Micron commissioned an independent assurance provider to give limited verification of select sustainability data included in this report. The scope of the assurance includes our reported greenhouse gas emissions, energy use, water use, waste by disposition, health and safety, workforce, product lifecycle management, materials sourcing, intellectual property protection and competitive behavior data. Additional details can be found in the assurance statement.

Additional information

You can contact our corporate sustainability team by emailing sustainability@micron.com.

Introduction

A message from our CEO

At Micron, we recognize the importance of sustainability in guiding our innovation and business growth. Advances in artificial intelligence (AI) continue to create new opportunities, and Micron's memory and storage solutions are strategic assets in these developments. As new possibilities emerge, we embrace our responsibility to use technology to create a more sustainable future for our business and communities.

Our sustainability goals are woven into our operations, from the products we create to the communities where we live and work. This year, we advanced our vision to enrich life for all, guided by the principle that business success and responsible stewardship can go hand in hand.

This report details our progress and marks our path forward — where sustainability remains an important element of our business strategy and innovation.

Accelerating sustainable innovation in the AI era

Micron's products are foundational to the world's most advanced AI systems, enabling breakthroughs in science, healthcare and industry. As we innovate, our operations embrace environmental stewardship, demonstrating that sustainability protects our planet as well as drives growth and competitive advantage. We continue to make progress toward our environmental goals through data-driven decision-making, relentless innovation and a culture of continuous improvement.

- **Product innovation:** Our latest memory and storage solutions, built on advanced process nodes, deliver improved performance and energy efficiency, empowering customers to unlock AI's potential while reducing their environmental footprint.
- **AI-driven operational excellence:** We are harnessing the power of AI to enable our customers' breakthroughs and transform our own operations. Across product design, technology development, manufacturing and business functions, AI is driving significant productivity gains, accelerating innovation and optimizing resource use.
- **Renewable electricity:** We met our goal to source 100% renewable electricity for U.S. operations by the end of calendar year 2025 (CY25), supported by several large-scale solar projects, including one in Idaho.
- **Environmental stewardship:** We installed an innovative central abatement system at one of our Singapore facilities that is expected to help the site reduce more than 90% of fuel consumption and more than 35% of overall costs associated with greenhouse gas (GHG) emissions abatement. We integrated state-of-the-art water recycling and reuse facilities into the design of new facilities in Boise, Idaho, and Gujarat, India, allowing us to treat and reuse water on site and minimize dependence on municipal water supply.

Supplier Day 2025, San Francisco, California

Fostering a strong global workforce and culture

Our global team is the driving force behind Micron's success. We are investing in talent and equipping our people with the tools to thrive in an AI-driven world.

- **Employee satisfaction:** Micron reached an overall employee satisfaction rate of 83%, our highest to date, in fiscal year 2025 (FY25), as measured through our Micron Voice survey, with scores improving in 17 out of 18 topics.
- **Education partnerships:** We partnered with secondary and postsecondary educational institutions to help shape coursework and hands-on experiences to prepare students for a career in semiconductors, including hosting the inaugural Curriculum Summit with the SEMI Foundation, part of the industry association Semiconductor Equipment and Materials International.
- **Safety culture:** We launched our Live Safe+ program to further embed a culture of safety across our operations and encourage safe practices outside of Micron's work environments. This effort builds on our existing Live Safe program with the intention of advancing our safety culture.
- **Community engagement:** Between Jan. 1 and Aug. 31, 2025[1], we contributed $7.18 million to qualified nonprofits through the Micron Foundation and reached more than 1 million people in 11 locations through foundation grants, recording more than 106,000 team member volunteer hours across our global workforce.

Doing business the right way

Integrity, transparency and accountability are at the heart of how we do business.

- **Ethics and integrity:** Micron was recognized as one of the World's Most Ethical Companies in 2025 by Ethisphere, reflecting our commitment to ethical conduct.
- **Responsible sourcing:** We hold our suppliers to the same high standards we set for ourselves, incorporating GHG emissions criteria into major sourcing decisions and conducting ongoing supply chain due diligence on a range of factors to help build and maintain a resilient supply chain.
- **Product responsibility:** Our teams deliver innovative memory and storage solutions that help enable more energy-efficient technology.

Sustainability is a shared responsibility, and every step we take is made possible by the dedication of our global team and the trust of our stakeholders. Together, we are building a future where technology can be used to foster growth and innovation for all. We welcome your feedback on this report and our sustainability efforts. You can reach us by emailing sustainability@micron.com.

Sanjay Mehrotra
Chairman, President and CEO, Micron Technology

[1] The Micron Foundation is in the process of transitioning its data collection and reporting period to align with the fiscal year used by Micron Technology, Inc. In this report, any data related to the foundation represents activities from Jan. 1, 2025, to Aug. 31, 2025, unless otherwise noted.

About Micron

Micron is a global leader in memory and storage solutions. With a relentless focus on our customers, technology leadership, best-in-class manufacturing and operational excellence, Micron delivers a rich portfolio of high-performance DRAM, NAND and NOR memory and storage products. Every day, the innovations that our team members create help fuel the data economy, enabling advances in AI and compute-intensive applications that unleash opportunities — from the data center to the intelligent edge.

Micron's team members live our values: collaboration, customer focus, innovation, people and tenacity.

We share a common goal to pursue technology and product innovation and manufacturing excellence for our customers, partners, communities and society. Our excellence is recognized worldwide through awards and honors for our business and innovation, our people and culture, and our sustainability efforts and operations. For more than 45 years, and with more than 60,000 patents granted (and growing), Micron has delivered products that have helped transform how the world uses information to enrich life for all.

San Jose, California

Founded on
October 5, 1978

Headquartered in
Boise, Idaho, USA

$37.4B
FY25 annual revenue[1]

~60,000
patents granted and growing

170
on the 2025 Fortune 500[2]

~53,000
team members[1]

30+
major cities with Micron offices[1]

13
manufacturing sites[1]

13
customer labs[1]

[1] Micron data as of Aug. 28, 2025
[2] Fortune 500, June 2, 2025

2025–2026 awards and recognitions[1]

Business and innovation

- Fortune 500, 2025 (Fortune)
- Excellence in Corporate Governance, 2025 (Golden Peacock Awards)
- Most Innovative Technology, 2025 (Future of Memory and Storage)
- Most Trustworthy Companies in America, 2025 (Newsweek)
- Top 100 Global Innovators, 2025 (Clarivate)
- 250 Best-Managed Companies, 2024 (Wall Street Journal)

People and culture

- America's Best Employers for Tech Workers, 2025 (Forbes)
- America's Most Just Companies, 2025 (JUST Capital)
- Best Places to Work for People with Disabilities, 2025 (Disability Equality Index)
- Best Workplaces in Bavaria, Germany, 2025 (Great Place To Work)
- Best Workplaces in Germany, 2025 (Great Place To Work)
- Best Workplaces in Hiroshima, Japan, 2025 (Great Place To Work)
- Best Workplaces in Italy, 2025 (Great Place To Work)
- Best Workplaces in Japan, 2025 (Great Place To Work)
- Best Workplaces in Korea, 2025 (Great Place To Work)
- Best Workplaces in Korea for Parents, 2025 (Great Place To Work)
- Best Workplaces in Manufacturing, India, 2025 (Great Place To Work)
- Best Workplaces in Singapore, 2025 (Great Place To Work)
- Blood Champions Award, Gold, 2025 (Singapore Red Cross and Health Sciences Authority)
- Champion of Good, Singapore, 2025 (National Volunteer and Philanthropy Centre)
- Community Spirit Award, 2025 (People's Association)
- Great Place To Work Certified, 2025 (Great Place To Work)
- High Distinction Award, 2025 (American Chamber of Commerce in Singapore)

Sustainability and operations

- America's Most Responsible Companies, 2025 (Newsweek)
- Best Supplier Relationship Management Initiative, 2025 (Chartered Institute of Procurement & Supply)
- Curb It Award, 2025 (City of Boise)
- Dow Jones Best-in-Class Indices — North America, 2024 (S&P Global)
- EFQM Awards, 2025 (European Foundation for Quality Management)
- Excellence in Operations Research and Analytics, 2025 (INFORMS Prize)
- Iconic Supply Chain Innovator Award, 2025 (Blue Yonder)
- Energy Efficiency National Partnership Award, 2025 (National Environmental Agency of Singapore)
- Net-Zero Leaders, 2025 (Forbes)
- Silver Sustainability Rating, 2025 (EcoVadis)
- World's Most Ethical Companies — Honoree, 2025 (Ethisphere)

For more information, visit the Micron awards and recognitions webpage

[1] January 2025 through January 2026

Boise, Idaho

Taoyuan, Taiwan

Key highlights

Sustainability strategy

- Designated as one of America's Most Just Companies in 2025 by JUST Capital.
- Ranked in the top 10 of Fortune 500 companies on the 2025 CPA-Zicklin Index of Corporate Political Disclosure and Accountability, which measures electoral spending transparency and accountability among the largest public corporations in the U.S.

Products and innovation

- Achieved International Organization for Standardization (ISO) and Society of Automotive Engineers (SAE) 21434:2021 certification for our cybersecurity management system.
- Began shipping samples of DDR5 memory built on the advanced 1γ (1-gamma) DRAM node, which uses up to 20% less power and operates up to 15% faster than previous models.
- Shipped the world's first LPDDR5X memory built on the advanced 1γ process node, empowering high-performance and energy-efficient mobile AI experiences.

Operations and environment

- Met our goal to source 100% renewable electricity for U.S. operations by end of CY25. We achieved our goal in part through bringing two new large-scale solar virtual power purchase agreement (VPPA) projects online in Texas in addition to the Black Mesa solar project directly supporting our headquarters in Boise.
- Implemented a GHG emissions-abatement system at one of our Singapore facilities, which is anticipated to help the site reduce more than 90% of fuel consumption and more than 35% of overall costs associated with GHG emissions abatement.
- Expanded our pilot deployment of a smart energy management system — first established at one of our Taiwan sites — to a Micron site in Singapore, improving on-site energy efficiency and reducing related GHG emissions.
- Integrated state-of-the-art water recycling and reuse facilities into the design of our new facilities in Idaho and India. These systems are expected to help us increase water reuse and recovery and reduce our dependency on municipal water supply and treatment facilities.

Responsible sourcing

- Incorporated GHG emissions criteria for suppliers into major sourcing decisions for contracts above a certain spend threshold.
- Earned Platinum-level certification as of the end of FY25, the highest possible recognition, on Responsible Business Alliance (RBA) audits of all Micron fabs worldwide.

Team members

- Reached an overall employee satisfaction rate of 83%, our highest to date, in FY25, as measured through our Micron Voice survey of global team members — with improved scores for 17 out of 18 topics.
- Partnered with secondary and postsecondary educational institutions to help shape coursework and hands-on experiences to prepare students for a career in semiconductors. This included partnering with the SEMI Foundation to host the inaugural Curriculum Summit in Boise, which brought 140 educators from more than 50 universities and community colleges together with industry professionals.
- Launched our Live Safe+ program to further embed a culture of safety across our operations and encourage safe behaviors outside of Micron's work environments with trainings and workshops dedicated to vehicle safety.

Communities

- Contributed $7.18 million[1] to qualified nonprofits through the Micron Foundation.
- Recorded more than 106,000 team member volunteer hours[1] across our global workforce.

[1] The Micron Foundation is in the process of transitioning its data collection and reporting period to align with the fiscal year used by Micron Technology, Inc. In this report, any data related to the foundation represents activities from Jan. 1 to Aug. 31, 2025, unless otherwise noted.

Sustainability strategy

Overview

Sustainability at Micron ties to our corporate mission and helps drive business value. Micron is committed to enriching life for all through technology innovation while staying true to our core philosophy of conducting business with uncompromising integrity.

Our business, operations and sourcing practices affect our team members, customers, communities and planet. With that fact in mind, we seek to continuously strengthen our sustainability strategy to support our corporate mission as a global leader in memory and storage solutions and to maintain our competitive edge. We identify and manage the sustainability impacts associated with our products, operations, sourcing and interactions with team members and communities.

We design and implement our sustainability strategy through a robust governance structure, cross-functional collaboration and stakeholder engagement. We focus on initiatives that drive value for investors, customers, team members and other stakeholders. And we establish relevant goals and deliver on them with transparency.

Penang, Malaysia

Vision

Transforming how the world uses information to enrich life for all

Mission

Be a global leader in memory and storage solutions

Values

People
We care about each other

Innovation
We develop solutions that shape the world's future

Customer focus
We win by knowing our customers

Tenacity
Nothing shakes our resolve

Collaboration
We work as one team

Sustainability governance

Micron's commitment to sustainability encourages a proactive approach to developing innovative products that facilitate a sustainable future, supporting our team members and the communities where they live, respecting human rights, driving transparency and accountability in our supply chain, and addressing our impact on the environment.

A cross-functional sustainability council — composed of senior leaders and overseen by senior executives and the Micron board of directors — supports and coordinates sustainability efforts across Micron's supply chains, operations and products. The vice president of environmental, health, safety and sustainability (EHSS) and the director of sustainability periodically update the council on a range of topics, including sustainability trends, best practices and emerging regulations.

Our corporate sustainability team collaborates with functions across the company on the following activities:

- Identifying priority and emerging sustainability topics
- Defining our strategy to address priority sustainability topics
- Integrating sustainability practices and innovation into key areas of the company
- Engaging, building relationships and exchanging information with key stakeholders
- Establishing due-diligence practices, governance and data collection systems for sustainability topics

Operational teams and councils within Micron take ownership of individual sustainability topics, conducting due diligence and engaging with relevant stakeholders. Micron's board of directors — supported by the standing governance and sustainability committee and other committees as needed — oversees and monitors the development and integration of Micron's sustainability strategy and regularly reviews the company's sustainability activities and performance. The board's purview includes oversight of relevant sustainability trends and their influence on Micron's operations, supply chains and products, as well as the company's activities and annual public reporting on these topics. The governance and sustainability committee reviews and discusses sustainability topics at each regularly scheduled committee meeting, and the audit committee regularly reviews Micron's sustainability reporting processes.

We apply sustainability performance metrics as a component in determining variable compensation for executives and team members throughout the company.

Sustainability governance structure

Board of directors oversight

Governance and sustainability committee, audit committee

Chief executive officer (CEO) oversight

Executive oversight

Senior leaders from global manufacturing, business units, sales, assembly and test, finance, quality, procurement, global supply chain, corporate strategy, legal, human resources, technology and products, and information technology

Sustainability council

Representatives from manufacturing; environmental, health and safety; strategy; technology and products; human resources; supply chain; sales; global social impact and community engagement; procurement; investor relations; legal; global culture; risk and resilience; communications; compliance; and finance

Roles

- Oversee sustainability strategy
- Monitor performance
- Serve as sustainability champions and experts within their organizations

Sustainability organization

Vice president of environmental, health, safety and sustainability; sustainability directors; managers; and analysts

Roles

- Facilitate corporate sustainability strategy and integration
- Drive transparency and engagement with key stakeholders

Boise, Idaho

Opportunity and risk

Integrating our sustainability goals into our business is strategically important, helping Micron capitalize on opportunities, better manage risks and support our competitiveness, all of which directly benefit our bottom line. Our strong sustainability program also enhances Micron's relationships with customers, suppliers, investors, communities and others. Finally, our sustainability program is a key differentiator for recruiting and retaining high-potential employees, as well as for increasing engagement, satisfaction and productivity.

Considering the potential social and environmental impacts of our business, we focus on identifying, assessing, prioritizing and managing sustainability-related risks. Micron's supply chains, operations and markets face a variety of risks, including global pandemics, geopolitical tensions, labor unrest, material availability, customer requirements, product responsibility, talent attraction and retention, regulatory challenges related to climate change or responsible sourcing, and extreme weather events that may be exacerbated by climate change.

We seek to better understand and address these risks through collaboration among our EHSS and responsible sourcing teams, along with our various functional and risk management groups. Micron has a network of risk management teams operating across the company, including in our EHSS, IT, business continuity, legal, global quality management, enterprise risk management (ERM), procurement and internal audit groups.

Micron uses an integrated approach to risk management that helps us achieve a shared understanding of risks and opportunities and make informed business decisions. This approach enhances our capability to identify potential events, trends and operating conditions that could create uncertainty for our business, enabling us to better prepare and respond to risks in an efficient and effective manner. We support our objectives in this area by providing tools and knowledge, fostering open global communication and continuously monitoring potential risks. The internal audit group facilitates the enterprise risk management process and independently assesses the adequacy of risk management controls in the annual audit plan, with the vice president of risk advisory services reporting directly to the chair of the board's audit committee. The internal audit group has a charter that defines its composition, role and responsibilities.

Micron's ERM function gathers and assesses risk information from key process owners, executives and a risk council made up of select company executives. Along with risk assessments performed by other teams, these results are regularly presented to company executives, the board's audit committee and our full board of directors for consideration.

More details about Micron's risk assessment and mitigation measures can be found in the company's 2025 proxy statement, and more information about the company's risk factors can be found in the risk factors section of the company's most recent annual or quarterly report.

Topic prioritization

Micron generally conducts sustainability topic prioritization assessments (sometimes called sustainability materiality assessments) on a three-year cycle, using the findings to inform our strategy, actions and disclosures. Between such assessments, the sustainability team and sustainability council review our priorities to confirm that the topics of greatest significance to our stakeholders and business are reflected in our sustainability initiatives, goals and reporting.

We conducted our latest assessment in 2025, which began by reviewing a set of internal and external company documents and benchmarking a group of Micron peers, customers and suppliers. We then used this information to guide our initial consideration of potential topics. Next, the sustainability team hosted a series of workshops and interviews to determine which of the topics may be significant to Micron. Before finalizing the assessment, we convened a cross-functional group to review the results. We closed out the process by confirming documentation of all decisions made and presenting the results to the sustainability council.

Other key inputs for our most recent assessment included targets and indicators used by the Sustainability Accounting Standards Board (SASB) semiconductor industry standard and other reporting standards, the United Nations Sustainable Development Goals, industry reports and assessments, customer and investor surveys and evaluations, company risk reviews and other internal documents, and feedback from our key stakeholders.

The assessment surfaced the following priority topics:

- Air quality
- Chemical management
- Climate change
- Energy
- Community engagement
- Data protection, privacy and AI
- Employee attraction, development and retention
- Ethical conduct
- Health and safety
- Human and labor rights
- Product use
- Responsible sourcing
- Water availability and quality

Xi'an, China

Penang, Malaysia

Ethics and integrity

Integrity is a foundational principle that underlies Micron's corporate values and approach to doing business. It comes ahead of business results, and Micron will not compromise integrity in favor of any business action, result or relationship. We are proud that, as a reflection of this commitment, Micron was again designated one of the World's Most Ethical Companies by Ethisphere in 2025.

Our chief executive officer and executive management regularly communicate the critical importance of ethics and integrity to all team members. Micron's chief legal officer (CLO) has ultimate oversight for the company's ethics and compliance program, which includes compliance with applicable laws, internal policies and Micron's code of business conduct and ethics (the Micron code of conduct). Micron's vice president of ethics and compliance is responsible for setting strategic priorities and implementing programs and processes consistent with those priorities, which include anti-corruption, anti-bribery, privacy, global trade, and environmental, health and safety. The CLO and vice president of ethics and compliance regularly communicate with members of Micron's board of directors and audit committee on the company's compliance with its legal and regulatory obligations, as well as on the effectiveness of our ethics and compliance programs. Members of the ethics and compliance team are also involved with engagement and oversight efforts across the company. For example, the CLO, vice president of ethics and compliance and other members of their teams participate in the development of Micron's artificial intelligence (AI) governance strategy and management framework.

The Micron code of conduct — based on our business values and approved by the board of directors — summarizes the laws and ethical principles that apply to our work and guides choices that place integrity before business results. Because this code applies to all directors, officers and team members worldwide, we publish it in multiple languages and make it available to the public on our website.

Team members receive regular training through our online platform and certify that they have read, understood and will comply with the Micron code of conduct. In fiscal year 2025 (FY25), 99% of our team members completed the business conduct and ethics training and certification requirements. In addition to e-learning, the ethics and compliance team delivers function-specific trainings in person and via video calls to Micron team members, as well as to channel partners and key third parties. For instance, in FY25, the ethics and compliance team provided training to the U.S. expansion, procurement, finance, internal audit and employee relations teams on common fraud patterns in the industry, our speak-up channels and our conflicts-of-interest disclosure process. We also delivered government interactions and political law compliance training to the government and public affairs team and company leadership.

In 2024, Micron's ethics and compliance team launched a survey for all team members to gauge the culture of ethics. This survey generated more than 33,000 responses (68% of our global team member population) and found that 92% of respondents rated our ethical culture as favorable. The survey measured various aspects of the corporate ethical culture, including behavior under pressure, modeling by leadership, existence of a speak-up culture and resonance of compliance programming. We will conduct this survey again in 2026 with updated content.

Guarding against corruption

In keeping with Micron's commitment to conduct business with integrity, our anti-corruption policy prohibits activities that erode public trust such as bribery, corruption or improper payments in any form. The policy is available to all team members and has been translated into multiple languages.

Micron is a member of the Responsible Business Alliance (RBA), a group of companies focused on promoting responsible working conditions, ethical business practices and environmental stewardship throughout the global supply chain. Micron communicates our ethical requirements to suppliers through our supplier expectations portal and supplier code of conduct. We also adhere to and expect our suppliers to implement the RBA code of conduct, which requires participants to adopt a zero-tolerance policy on bribery, corruption, extortion and embezzlement, as well as to promote other responsible policies. Micron also invests in global "tone at the top" training for senior leadership — which includes all vice president-level team members and above — so leaders across the organization are equipped to model and support ethical business practices.

We conduct internal audits and coordinate external audits to assess and verify ethical business practices across Micron's operations. In partnership with the internal audit function, the ethics and compliance team provides input on Micron's annual internal audit plan and participates in on-the-ground risk assessments at company facilities. Additionally, the ethics and compliance team performs its own annual global risk assessment that includes both in-person and desktop risk assessment procedures. Along with these internal assessments, Micron participates in the RBA's Validated Assessment Program (VAP). Through the VAP, Micron

undergoes regular audits by independent, third-party firms trained on VAP protocol, which includes detailed expectations for ethics and compliance practices. For more information about the VAP, see the Human rights section of this report.

Encouraging people to speak up

Micron promotes a speak-up culture and strictly prohibits retaliation. The board's audit committee receives regular updates on the ethics and compliance function, key compliance metrics and significant investigations. We have several internal company policies covering our speak-up culture. These include the anti-retaliation and speak-up policy; investigations policy; anti-bribery and corruption policy; anti-fraud policy; gifts, entertainment and meals policy; and conflicts of interest policy.

We maintain multiple channels for team members, whistleblowers and third parties — including suppliers and community members — to report concerns or ask questions about our policies. They can use the confidential compliance helpline on our website to report concerns anonymously, as permitted by applicable law. The helpline is operated by a third party, available 24/7 and accessible in all languages commonly used at Micron. The ethics and compliance team responds to and investigates concerns raised through the helpline.

When our investigations indicate a basis for allegations raised, the ethics and compliance team works with human resources and management — where permissible under local law — to advise on appropriate corrective action. The ethics and compliance team then proposes process improvements to promote ethical practices going forward. As part of our standard investigative process, we perform a root cause analysis of each case and often refer systemic issues to the internal audit group for further evaluation. We also use results of the analysis to drive the implementation of any process or policy enhancements.

Micron routinely communicates compliance best practices to team members, shares investigative case studies, and reminds people of their obligation to report any good faith concerns about potential violations of law or Micron policy, without fear of retaliation. These communications demonstrate to team members that their acts of speaking up and raising concerns lead to meaningful action. Also, our expanded psychological safety training reinforces Micron's speak-up culture by ensuring employees feel safe raising ideas, questions and concerns — a foundation that supports our ethics, integrity and guidance for reporting any potential policy violations.

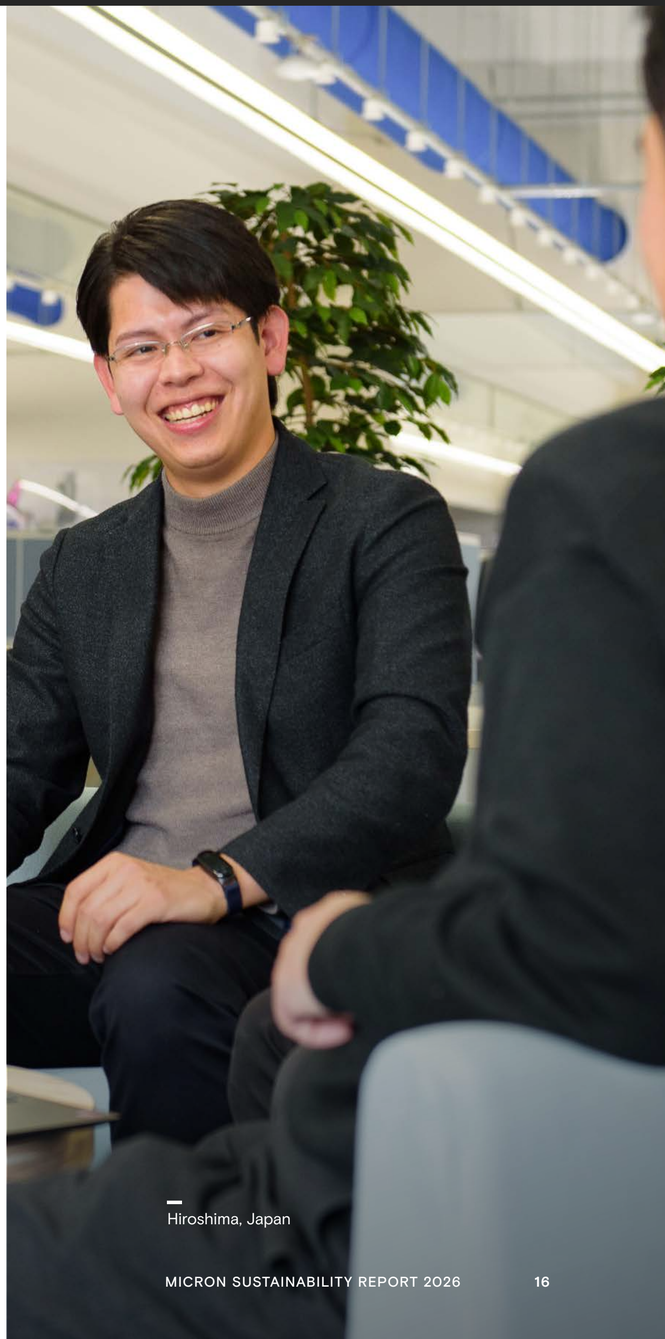
Complying with global trade laws and regulations

Micron is committed to complying with all applicable import, export, sanction and other trade-related laws and regulations wherever we do business. We believe that adherence to these laws is essential to our continued success and our role as a trustworthy business partner.

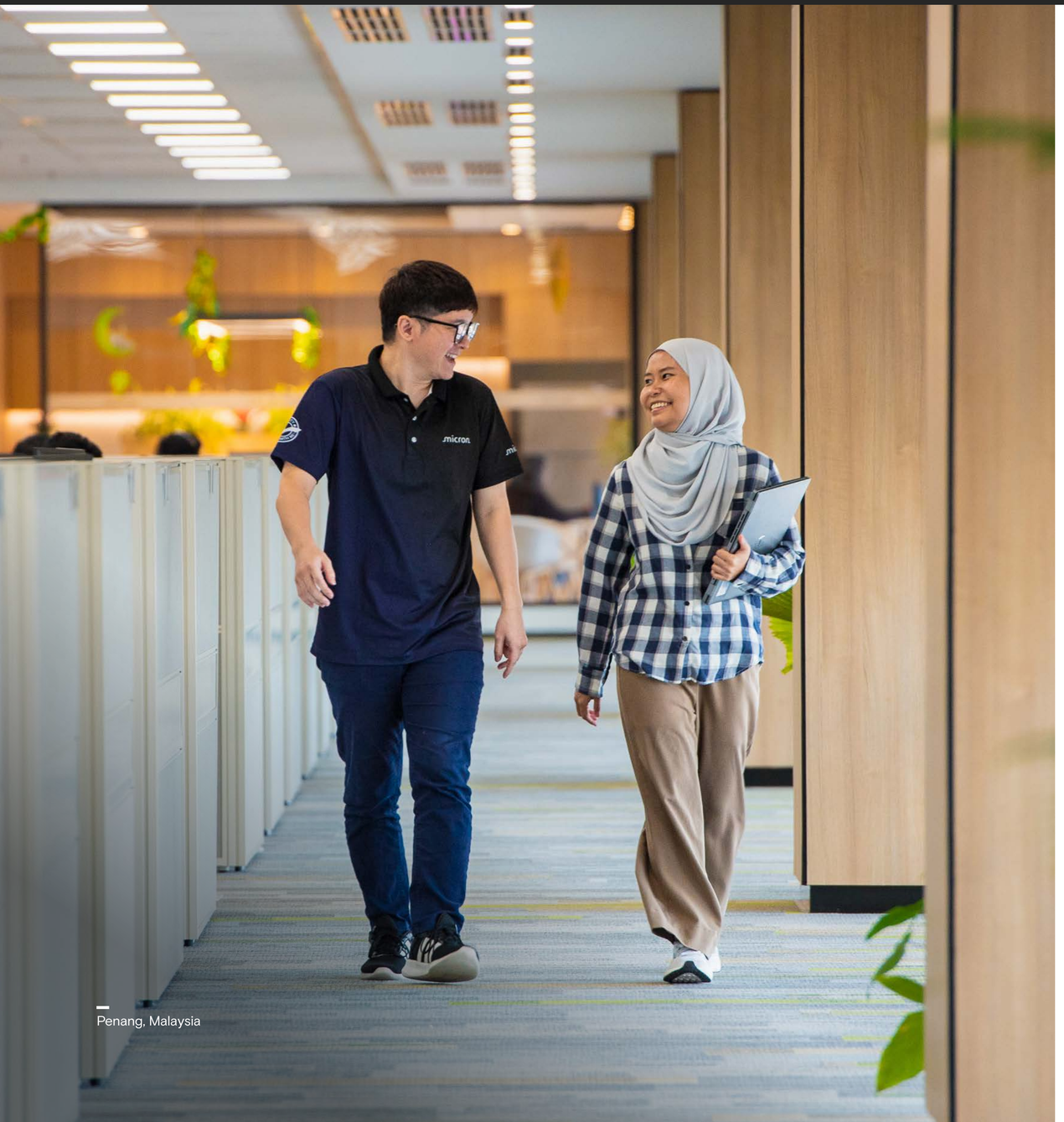
We have established a robust system of trade controls designed to comply with applicable laws and to mitigate risks related to export, re-export, transfers and dealings involving sanctioned countries or territories, sanctioned or restricted parties, and restricted end uses. Our trade compliance program is designed to ensure that we conduct business in an ethical and compliant manner and mitigate supply chain risks for customers. We require our business partners to comply with all applicable trade laws and maintain their own trade compliance programs.

To achieve these objectives, Micron's trade compliance program includes the following:

- The commitment and support of our senior leadership for implementing and executing the policy that governs the trade compliance program
- Monitoring of regulatory updates and communication to stakeholders on the potential impact to the business
- Trade compliance contract terms integrated in different agreements with business partners to enforce obligations to comply with applicable trade laws and supply chain security criteria
- Automated controls to screen and block transactions involving sanctioned countries or parties and products that require export licenses
- A comprehensive process for conducting due diligence on business partners to evaluate export restrictions related to end-user, end-use and end-destination controls
- Processes for determining jurisdiction, export classification and license requirements for items to be exported, re-exported and transferred
- Processes for monitoring and complying with import requirements, including but not limited to tariffs, forced labor laws and valuation associated with our imported goods
- Diligence activity related to forced labor risks in our supply chain and prevention of related unauthorized imports
- Processes for managing supply chain security controls at Micron facilities and third parties within Micron's supply chain
- Supply chain management covering trade compliance requirements, which is communicated and enforced through suppliers' codes of conduct, training, on-site inspections, self-assessment questionnaires and supplier due diligence



Hiroshima, Japan



Penang, Malaysia

Human rights

Micron is committed to respecting human rights wherever we do business. We adhere to labor and human rights laws, including those related to human trafficking, forced labor, child labor, working hours, fair wages, worker health and safety, discrimination, harassment and freedom of association.

The Micron code of conduct and human rights policy set clear expectations for the respectful treatment of all people working at Micron sites and within our supply chain. Our human rights policy is influenced by the U.N.'s Guiding Principles on Business and Human Rights, a global framework for preventing and addressing human rights violations linked to business activity. The guiding principles draw on human rights instruments that we also recognize, such as the U.N.'s Universal Declaration of Human Rights and the International Labour Organization's core conventions. Micron explicitly prohibits passport withholding and recruitment or administrative fees for both our own employees and those of our suppliers. Our efforts to combat child and forced labor are outlined in our modern slavery and human trafficking statement. One way we avoid child labor in our own workforce and young workers in our industry is by requiring Micron's talent acquisition team to check at least two documents — one of which must be a government-issued photo ID — to verify that candidates are at least 18 years old before they can be hired.

We also have an internal global handbook that applies to all Micron team members. The handbook provides an overview of Micron's policies and practices for our workforce and covers topics including expectations on fair, equal and safe treatment; the prohibition of forced labor; the prohibition of child labor; our approach to wages and salaries; the company's position on unions; expectations on standards of conduct; and the maintenance of a respectful workplace. All new team members are given the global handbook as part of their onboarding, and an up-to-date version of the document is available on Micron's intranet site.

The Micron board of directors' oversight of sustainability includes human rights issues. With board oversight and through several senior- and executive-level councils and committees, we seek relevant guidance on human rights best practices from stakeholders and subject matter experts, perform appropriate assessments and adopt and implement policies as necessary. We regularly conduct due diligence within our own operations and audits across our supply chain to assess compliance with these and other requirements.

We integrate human rights content and guidance into mandatory training for all team members, senior leaders and supply chain partners. As of September 2025, approximately 99% of team members logged more than 64,000 hours of completed trainings that included human rights-related topics.

As an active and long-term member of the RBA, we have aligned with its code of conduct. The RBA plays a critical role in upholding a single set of expectations regarding social and environmental responsibility and provides a standardized process for demonstrating conformance. Members adhere to a common RBA code of conduct, which addresses supply chain performance expectations for labor, health and safety, environmental practices, ethics and management systems. To comply with the RBA code in our own operations, we have adopted a rigorous management approach that includes training relevant team members on code requirements and using third-party auditors to verify our actions.

Singapore

Our global RBA oversight team includes representatives from our legal, people, compliance, EHSS and procurement functions. They monitor key RBA metrics across our manufacturing locations and review periodic reports on Micron's overall RBA performance. We participate in the RBA's VAP and annually complete a self-assessment questionnaire. Through the RBA, we provide our customers access to both our self-assessment questionnaires and VAP audit reports.

The RBA created and updates the VAP, which is a standard for verifying on-site compliance. VAP audits are conducted by independent third-party firms that have been approved by the RBA. A routine audit occurs on site at the chosen manufacturing facility and includes document review, interviews and a visual site survey. Where assessments uncover instances of noncompliance, these instances are rated by severity, and the facility must remedy the findings and implement systems to prevent reoccurrences.

Each Micron manufacturing site undergoes an audit through the RBA VAP every two years. In alignment with the RBA code of conduct, the assessments cover five main areas — labor, health and safety, environment, ethics and supply chain management systems. These are some of the specific VAP criteria:

- Policies and procedures to prohibit forced labor, including debt bondage by way of recruitment fees and expenses
- Policies and procedures to ensure the company employs only workers above the legal and company minimum hiring age
- A work-hours management system to ensure workers do not work in excess of legal and RBA limits
- Emergency preparedness and response plans
- Policies and procedures to ensure hazardous substances are adequately and effectively categorized, handled, stored and moved
- Policies and procedures to ensure the company upholds the highest standards of integrity in all business interactions and operates in compliance with applicable laws, rules and regulations
- Contract terms and conditions that require suppliers to conform to the RBA code of conduct
- Interviews with workers from a range of positions

In FY25, we audited all of Micron's manufacturing sites, resulting in a perfect RBA facility score of 200 and Platinum status for each site.

Cybersecurity

Our global security organization — led by the company's vice president and chief security officer — manages the company's cybersecurity programs. The Micron board of directors oversees our cybersecurity policy and programs. The board receives periodic updates from the vice president and chief security officer on the priorities and actions of the cybersecurity function. Our privacy and data security principles guide how we think about data privacy and security, drive the policies and procedures that we implement, influence our values and govern our relationships with our stakeholders. We engage all Micron team members in cybersecurity efforts through a formal information security training program, which includes annual or biannual certification on topics such as understanding information security and protecting proprietary information. We also host a monthlong internal cybersecurity awareness campaign, instructing team members on how to protect their personal and work data.

Micron's cybersecurity operations are aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework, and certain operations are aligned with International Organization for Standardization (ISO) 27001:2022 compliance. Annually, Micron completes an assessment of maturity and compliance. In addition, we have a formal incident response plan with a notification process and ongoing testing, training and communication. The Micron customer trust center provides additional information about our cybersecurity, information security and product security practices.

Protecting data privacy

Micron respects and protects the data privacy rights of our customers, suppliers, partners and team members globally. To that end, the company has a dedicated and experienced privacy team focused on data protection, transparency, accountability and privacy rights, as shown in the privacy notice on our website. The privacy team partners with business teams on data minimization and purpose limitation, advancing the principles of privacy by default and design for Micron operations, products and services globally. We require our partners, vendors and service providers to commit to data protection and privacy rights as well.

Advancing AI governance

Micron maintains an AI governance framework to meet evolving global regulations and enterprise risks. Our governance structure encompasses business, technical and security risk assessments; executive leadership oversight; and ongoing opportunities for board input on the innovative and responsible use of AI-enabled solutions. Oversight is managed through an AI operating committee and executive steering committee, which are made up of cross-functional company leaders and led by Micron's chief information officer. The audit committee of the board also receives regular updates on our AI security process and procedures. All Micron team members are required to adhere to our AI governance policy in the development or deployment of AI systems.

Micron privacy and data security principles

Protect data

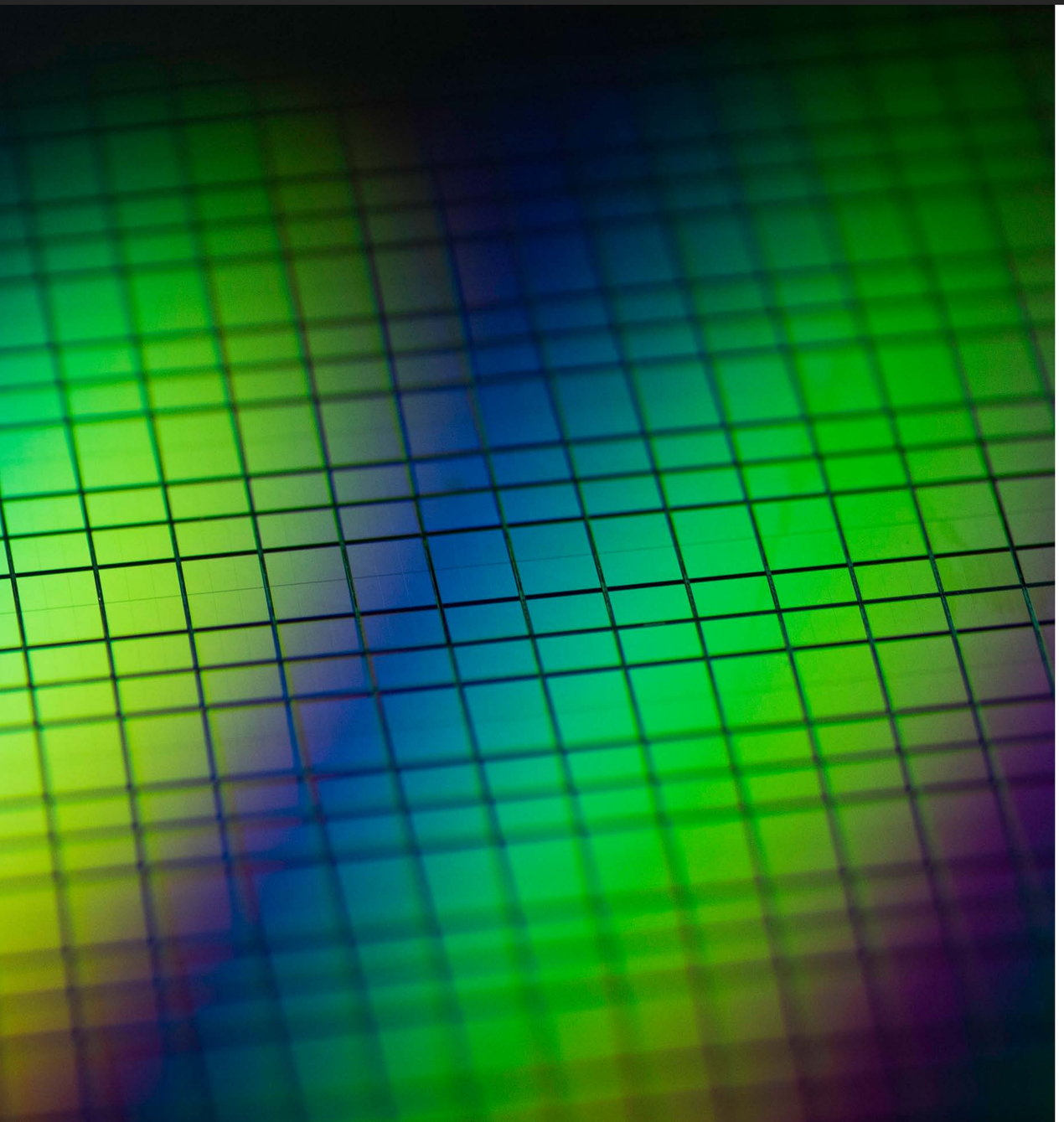
Be mindful of uses

Analyze with purpose

Maintain a security focus

Create a culture of compliance

Be transparent



Tax policy

Micron's commitment to integrity guides our actions related to taxation. Meeting our tax obligations, directly and through our affiliated entities, in every country where we operate is one of the ways we fulfill our responsibilities to society.

Monitoring tax laws and risk

Micron, along with some of the industry associations we are part of, supports tax policies that recognize our industry and its place in the global marketplace and promote growth in a predictable and transparent manner. We are committed to complying with relevant tax laws and regulations, filing required tax returns and disclosing relevant facts and circumstances.

We employ a qualified and experienced tax team as an integral part of the broader finance function, and this team reports to our chief financial officer. Our tax team proactively manages, reviews and reports on various direct and indirect local country taxes. These responsibilities include identifying the implications of new tax legislation or policies to our business. Our commitment extends to using structures that align with the way we do business.

Given the nature of our business, risks inevitably arise from tax laws that are complex or uncertain. When it's unclear how a tax law affects transactions or commercial situations, we seek professional advice to ensure the integrity of our tax filing and compliance duties. In addition, our board's audit committee receives periodic updates on significant changes in tax legislation that may affect our business, as well as details of relevant tax audits or disputes.

Interacting with tax authorities

Micron is committed to fostering positive, transparent and respectful relationships with tax authorities in the jurisdictions where we operate. We work collaboratively with tax authorities to address inquiries, and we resolve differences through timely and transparent discussions or, if necessary, through established channels for dispute resolution.

Stakeholder engagement

Micron actively engages stakeholders to understand how our operations, supply chains and products fit into the broader context of the environment and society. Internal and external stakeholders — from investors and customers to team members and policymakers — play a role in our business success, and we engage with them at the local, subsidiary and corporate levels worldwide. We also collaborate with a variety of organizations to gain insight into how we affect our stakeholders and to help make informed decisions.

These stakeholder expectations help shape our corporate programs and initiatives. They also inform our environmental goals and aspirations, which are a critical component of our management of evolving physical, regulatory, market, supply chain and other risks and opportunities related to climate change, water availability and other issues. We regularly communicate stakeholder feedback to the Micron board of directors. The governance and sustainability committee receives regular reports on sustainability topics, including expectations from investors, customers, team members, policymakers and other stakeholder groups.

Communicating with shareholders

Our shareholders' perspectives are important to Micron, and we listen closely to their feedback and use their input to improve our disclosures and practices. Micron values the insights that shareholders provide across key topics such as executive compensation, sustainability and human capital management. We have a proactive outreach process for engaging with our largest shareholders to answer questions and solicit feedback. We report the results and findings from this investor outreach to the executive leadership team and board of directors, and both groups consider potential improvements for our policies and disclosures.

In addition, Micron publishes a sustainability reporting index, which aligns with the SASB semiconductor industry standard, to support information-sharing with investors.

Working with customers

Customer focus is a companywide commitment. Through our customer-oriented programs, we capture and analyze feedback to enhance customer satisfaction through strengthened partnerships, technical leadership, supply continuity, sustainability initiatives, product quality and service. Our customers provide us with valuable, ongoing feedback through supplier scorecards on an annual, semiannual or quarterly basis, measuring our performance across the following areas:

- Sustainability
- Customer service and support
- Delivery and supply chain
- Quality
- Technology

We maintain a formal review process for the scorecards we receive, engaging a dedicated cross-functional team that includes customer quality engineers, field application engineers, sales operations and support, customer order management, responsible sourcing and supply chain planning. Experts from these groups work together to identify opportunities for improvement, enhance organizational efficiencies and resolve open cases. Through this process, we also develop an understanding of what matters most to our customers.

As our customers conduct comprehensive sustainability assessments, we work closely with them to understand and anticipate their priorities and address their questions with updates on our own progress. Our executives, account teams and sustainability representatives lead many of these important conversations on topics such as risk management, environmental and social performance, and responsible sourcing. This kind of engagement is integral as Micron, our customers and the industry strive to make meaningful progress on sustainability initiatives.

In addition to seeking direct customer feedback, we also collaborate with customers through a variety of industry consortiums to advance sustainability initiatives. With several of our customers, we have been a founding member of industry initiatives focused on responsibly sourcing raw materials, reducing greenhouse gas emissions and supporting cost-effective development of carbon-free electricity in challenging locations. These are among the industry forums where we engage and partner with customers:

- Semiconductor Climate Consortium
- Clean Energy Buyers Association
- Responsible Business Alliance
- Responsible Minerals Initiative
- Automotive Industry Action Group
- Asia Clean Energy Coalition

As a trusted partner, we are deepening our relationships with customers and peers to drive sustainability efforts in the semiconductor industry.

"NVIDIA and Micron are collaborating to make AI faster and more efficient. Working together, we can reduce the energy required per workload while delivering greater AI performance."

Josh Parker,
Head of Sustainability at NVIDIA

Taoyuan, Taiwan

Engaging with governments and policymakers

Micron works with policymakers around the globe to contribute to policy discussions and initiatives focused on developing the industry workforce; maximizing affordable, reliable and carbon-free electricity; ensuring effective water management; and other priorities. Our policy positions on key topics are available on our global affairs and public policy webpage.

In FY25, we updated our public disclosures about Micron's political engagement, including our policy governance and standards, federal, state and local lobbying activities and direct and indirect political giving. These changes led to Micron being ranked in the top 10 of Fortune 500 companies on the 2025 CPA-Zicklin Index of Corporate Political Disclosure and Accountability, which measures electoral spending transparency and accountability among the largest public corporations in the U.S. We engaged with governments and policymakers in several ways, including:

- We advocated with key government stakeholders in the U.S. to reform the permitting process for new grid infrastructure and increase electricity generating capacity.
- We advocated with local governments in the U.S. where Micron has a presence for state-level policies to facilitate the development and deployment of additional carbon-free electricity generation to support Micron's existing and future operations.
- A cross-functional Micron team continued discussions with New York state on developing a Green CHIPS Sustainability Plan, as part of the state's incentive program.
- In mainland China, Micron collaborated with local government bureaus and electricity suppliers to secure a fully renewable electricity supply from Shaanxi and other provinces through cross-provincial transactions.
- In Taiwan, Micron supported multiple water restoration projects — including dredging the Shihmen Reservoir, which serves as the primary water source for 3 million people — and water quality improvement efforts for the Dongmen and Nankang rivers. Micron also announced a partnership this year with Taiwan Water Corporation to reduce 3,000 cubic meters of water waste per day through the Taichung City Pipeline Replacement Project.
- Micron introduced a central abatement system with the support of the Singapore Economic Development Board and relevant Singapore government agencies to abate greenhouses gases at our facility in Singapore, reducing both operational costs and fuel consumption.
- We continued to use 100% carbon-free and renewable electricity in Malaysia through the Energy Commission of Malaysia's Green Electricity Tariff program, pioneering carbon-free electricity use in manufacturing by becoming the largest Green Energy Tariff subscriber in the country and the first Micron site to be powered fully by carbon-free electricity.
- Micron signed a memorandum of understanding (MoU) with the Department of Science and Technology of Gujarat in India to pursue a range of activities and initiatives with the aim of fostering environmental sustainability, safety and science, technology, engineering and math (STEM) education.

As Micron presses forward with these and similar efforts, we remain committed to our high standards of ethical conduct and adherence to applicable laws and regulations.

Supporting team members, communities and suppliers

Team members, the communities where we live and work, and our suppliers are vital to our operations. The many ways we engage with these groups are discussed in the Team members, Communities and Responsible sourcing chapters of this report.

Who we engage	How we engage		What the engagement enables
Shareholders	· Annual outreach to shareholders who cumulatively hold over 50% of shares for feedback on sustainability topics · Annual shareholder meeting · Investor relations webpage · Quarterly financial calls · Periodic investor presentations	· Investor conferences and meetings · Press releases · Regulatory filings · Annual report, proxy statement and sustainability report · Issuance of an SASB index and participation in the International Financial Reporting Standards Foundation Sustainability Reference Group	An environment of transparency and trust between the company and its investor community, where shareholder insights and feedback spur continuous improvement in our disclosures and practices.
Team members	· Ongoing supervisor interactions · Team member handbook · Emails and newsletters · Intranet news site with global and local content · Team member engagement surveys · Meetings hosted by senior leaders	· Global town halls · Intranet collaboration sites · Employee resource groups · Volunteer and matching gifts programs · Compliance helpline for reporting grievances and concerns	Improved employee retention rates and a culture in which all team members contribute to our success and enhance our site communities.
Customers and industry organizations	· Customer requirement documents · Customer requests · Regular meetings between customers and sales team executives, account managers and sustainability leaders	· Membership in industry organizations and working groups · Customer scorecards and performance evaluations related to RBA code compliance, transparency, risk management, environmental and social performance, responsible sourcing and other topics	An understanding of our performance from our customers' perspectives, industry consensus on social and environmental issues, and customer trust.
Suppliers	· Supplier day events and summits · Supplier portal containing expectations and requirements in conduct and responsible sourcing · Training · Risk profiling assessments and event monitoring of mapped suppliers · Supplier performance evaluations	· Audits and assessments · Participation in industry associations and events including RBA membership and committees · Joint development projects · Compliance helpline for reporting grievances and concerns	Open dialogue about potential risks, opportunities and our expectations with respect to social and environmental criteria.
Communities	· Collaboration with communities to understand and promote workforce development, education, access to childcare, community assets and organizations, and affordable housing · Local, regional and global STEM education outreach · University networks	· Rapid response for natural disasters and crises · Support from Micron volunteers and our matching gifts program for team members to further assist qualified nonprofits · Compliance helpline available for community members everywhere we operate	Expanded opportunities, community support of and increased access to STEM education, stronger social impact in Micron communities, and creation of a more robust workforce pipeline for our industry.
Policymakers	· Global affairs and public policy webpage · Education and information-sharing about the semiconductor industry and memory	· Involvement in industry and trade associations · Advocacy for positions that strengthen Micron and the semiconductor industry as a whole	Engagement with policymaking that governs and affects our strategies, investments, operations, team members and communities.

Products and innovation

Overview

For nearly five decades, Micron has been a leader in advancing memory and storage technologies. Products from Micron's portfolio are used across a range of markets and applications spanning data centers, client PCs, graphics, industrial, automotive, smartphones and others. We continue to accelerate the adoption of artificial intelligence (AI) by providing a comprehensive portfolio of solutions that transform data into actionable intelligence, enabling progress from large-scale data centers to edge devices.

As AI reshapes industries and fosters new possibilities, advanced memory and storage solutions have become essential to supporting this transformation. Micron's state-of-the-art high-bandwidth memory (HBM) and next-generation low-power DRAM (LPDDR) solutions deliver exceptional speed, capacity, bandwidth and energy efficiency. These technologies enable the scaling of AI workloads while reducing operational costs and improving efficiency compared to prior models. With the increasing complexity of AI models and growing data volumes, there is a heightened demand for high-bandwidth, low-latency and energy-efficient memory and storage solutions. Our innovations play a critical role in unlocking the full potential of AI technologies, enabling the deployment of AI across a spectrum of applications and workloads, including generative AI, machine learning, deep learning, data analytics, autonomous systems, intelligent edge devices, data centers, healthcare, finance and consumer electronics.

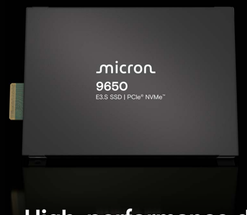
As the only U.S.-based manufacturer of DRAM and one of the world's largest semiconductor producers, Micron remains at the forefront of memory and storage innovation. In fiscal year 2025 (FY25), we achieved record revenue growth, driven by strong demand for HBM and advanced DRAM solutions. This momentum stems from ongoing innovation in DRAM, NAND and HBM, supporting the advancement of intelligent and energy-efficient computing. To strategically address the opportunities presented by the growing use of AI, Micron reorganized its business units to optimize for AI-driven growth across both data centers and edge devices. By adopting a market-focused business structure — organized into cloud memory, core data center, mobile and client, automotive and embedded business units — we create the opportunity to enhance innovation, deepen customer partnerships and balance revenue streams. Through this reorganization we continue to focus on delivering secure, efficient and high-performance memory solutions that are shaping the future of AI.

Our complete AI memory and storage portfolio is designed to support AI innovation across the technology ecosystem. Our product lineup includes advanced solutions such as HBM3E 24GB 8-high (8H), HBM3E 36GB 12H and HBM4 36GB 12H; LPDDR5X-based SOCAMM2; GDDR7; and high-capacity DDR5 RDIMMs and MRDIMMs for scalable, high-performance AI workloads. Micron delivers an industry-leading portfolio of data center SSDs — including the PCIe® Gen6 9650, 7600 and 6600 ION — alongside specialized automotive and industrial solutions such as UFS 4.1, NVMe™ SSDs and LPDDR5X, optimized for energy-efficient edge computing. Through these comprehensive offerings, Micron and our partners are driving AI advancements across a wide range of environments.

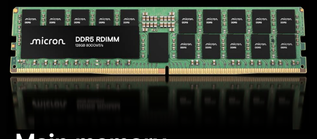
Micron products at a glance

High-bandwidth storage for automotive
UFS 4.1

Low-power memory
LPDDR5X

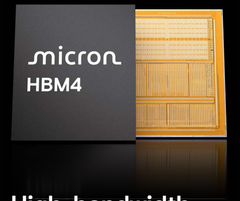


High-performance data center NVMe™ SSD
Micron 9650 SSD



Main memory for data center
DDR5 RDIMM

High-capacity data center NVMe SSD
Micron 6600 ION SSD



High-bandwidth in-package memory
HBM4 12-high 36GB

Low-power, modular memory
LPDDR5X SOCAMM2

San Jose, California

Product security

Digital devices for data center, consumer, industrial and automotive use are proliferating across our society. With the rapid advance of machine learning and generative AI, devices are becoming considerably more capable and autonomous. At the same time, they are creating — and often being provided access to — large amounts of sensitive data that must remain secure against a backdrop of escalating cyberattacks.

Micron aims to advance the integrity and security of our products through adherence to relevant hardware and software security standards and frameworks. We have a centralized product security office that works to align our companywide efforts to address potential vulnerabilities across the development and use phases of our products. The product security office helps Micron's product security efforts by advising on the product development process, conducting threat modeling, performing penetration testing and supporting incident response, as needed. We have integrated the product security office with all our product teams, and together they work to ensure we have an approach to product security that meets the needs of our customers and evolves in lockstep with a quickly changing industry.

In 2025, we obtained International Organization for Standardization (ISO) and Society of Automotive Engineers (SAE) 21434:2021 Road vehicles-Cybersecurity engineering certification for our cybersecurity management system. This milestone reflects our commitment to the three critical axes of automotive excellence: quality, safety and cybersecurity. The certification demonstrates that Micron's processes meet the stringent security requirements of the automotive industry, reinforcing trust with automotive original equipment manufacturers, tier 1 suppliers and system-on-a-chip vendors. It also illustrates our role in the automotive supply chain and supports the development of more secure and resilient vehicles.

Product quality and reliability

Micron's quality management system (QMS) was developed to address customer, regulatory and statutory requirements, and is designed to continuously improve the quality of our products. The quality management function oversees the QMS, which is certified to the following standards:

- ISO 9001:2015: defines how to establish, implement, maintain and continuously improve a quality management system.
- International Automotive Task Force (IATF) 16949:2016: establishes quality management system criteria specific for the automotive industry.
- American National Standards Institute (ANSI) Electrostatic Discharge (ESD) S2020: provides administrative and technical requirements for establishing, implementing and maintaining an ESD control program.

The Micron Quality Manual describes the aspects of our QMS, including internal and external quality audits conducted to confirm effective conformity of the QMS and encourage continuous improvement of process operations and controls. Also covered in the manual is Micron's "shift-left" principle, a cornerstone of our approach and a quality concept anchored in anticipation, prevention and early detection of issues and potential vulnerabilities. The shift-left principle applies to all stages of development, design, manufacturing and testing, and takes customer requirements into account.

Our QMS encompasses expectations across product quality and reliability. We follow a combination of industry-standard criteria and customer requirements to assess the reliability of our products across Micron's business units. Micron is a member of several industry working groups, consortia and committees through which we contribute to the development of quality and reliability standards for semiconductors. Some of the groups in which we actively engage include:

- Joint Electron Device Engineering Council (JEDEC): a consortium that develops open standards and publications for the microelectronics industry. Representatives from Micron participate on several JEDEC committees.
- Electrostatic Discharge Association (ESDA): an association that develops standards aimed at mitigating electrostatic overstress and electrostatic discharge. Representatives from Micron engage with multiple ESDA committees.
- United States Technical Advisory Group (TAG) 176: a working group of U.S.-based companies affected by ISO 9001 Quality Management Systems through which feedback on the standard can be collected and shared with the governing body. Micron is a member of the TAG 176 committee and provides input on changes to the standard.
- Semiconductor Quality Benchmarking Group: a forum where large semiconductor companies share best practices in product and process quality management. It is part of Semiconductor Equipment and Materials International (SEMI), a global industry association.

We have one global approach to product quality, with specific reliability criteria assessed for each of Micron's product groups based on their end uses. For example, within our cloud memory business unit, Micron develops products that provide the extended reliability required for data center applications. We also provide our customers with module solutions that enable full-chip error correction, which keeps mission-critical services running if a single piece of silicon fails.

We assess the reliability of products in our core data center business unit by considering criteria such as power loss protection, end-to-end data path protection, thermal controls, validation testing to ensure robustness across workloads and environments, and mean time to failure. Micron works to provide quality NAND and SSD products for data center customers, who are responsible for the design, manufacture and operation of their systems, applications and products that integrate Micron technology.

For our mobile and client business unit, we assess product reliability using criteria including data write endurance, data retention endurance, unrecoverable bit error rate, thermal controls, validation testing to ensure robustness across workloads and environments, and mean time to failure.

"Sustainability is at the core of Microsoft's operations, and collaboration with suppliers is essential to deliver results at scale. We appreciate Micron's engagement, which reflects progress and a commitment to move forward. We look forward to building on this momentum in support of our sustainability goals."

JC Pan,
Vice President Microsoft Cloud Sourcing, Supply Chain and Sustainability

Manassas, Virginia

Functional safety

Safety is a foundational priority in markets where electronic systems can impact human wellbeing — particularly in automotive and industrial applications. In the automotive sector, memory and storage solutions can play an important role in supporting the safe operation of connected, autonomous and electric vehicles, where both driver and pedestrian safety can be impacted. We interact with the unique needs of this industry through our automotive and embedded business unit. Micron continues to lead in this space by expanding our portfolio of products developed in compliance with ISO 26262, the international standard for functional safety in road vehicles.

Functional safety addresses risks arising from both random hardware faults, which are unpredictable failures during operation, and systematic faults, which stem from design or development processes. While random faults are mitigated through architectural redundancy and diagnostic coverage, systematic faults require the implementation of advanced development methodologies. These include methods such as problem prevention, early issue detection and the use of robust development tools and processes.

In 2025, Micron reinforced its commitment to functional safety by extending its support to the industrial market. New product developments are now assessed against International Electrotechnical Commission (IEC) 61508, the global standard for functional safety of electrical and electronic systems in industrial environments. This strategic expansion underscores Micron's dedication to enabling safety-critical applications across diverse sectors.

Micron's functional safety initiatives are driven by cross-functional teams, including a dedicated functional safety office composed of experienced safety experts, system architects and product architects. These teams support Micron's efforts to develop products in accordance with internationally recognized standards and provide customers with documentation and support to integrate Micron solutions into their safety-relevant systems.

Energy efficiency

We are dedicated to advancing our memory and storage technology, with an emphasis on improving power efficiency, performance and product design as each new generation is developed. These efforts aim to enhance sustainability and accessibility for a broad range of applications, from data centers to consumer devices.

Rising to the challenge of AI workloads

With AI workloads growing, both energy use and performance matter even more — and Micron is meeting this demand. In February 2025, Micron took a step forward by shipping samples of DDR5 memory built on the advanced 1γ (1-gamma) DRAM node. This sixth-generation memory demonstrates improved power efficiency — using nearly 20% less power and operating up to 15% faster than previous models. We are phasing the 1γ process node into our broader portfolio, offering more energy-efficient options for data centers, edge devices and consumer electronics.

Memory solutions for AI data center innovation and growth

Micron HBM3E modules advance both AI performance and sustainability. As a leading-edge memory solution, Micron HBM3E consumes 30% less power than the nearest competitor while setting new benchmarks for speed and efficiency. These innovations support sustainable AI infrastructure growth and are integrated into leading platforms.

Expanding on this foundation, in FY25 we shipped HBM4 36GB 12H samples to key customers, further pushing the boundaries of performance and efficiency. Built on a proven 1β (1-beta) DRAM process and advanced packaging, HBM4 features a 2048-bit interface with speeds exceeding 2.8 TB/s per stack — and pin speeds over 11 GB/s — and improves power efficiency by more than 20% compared to HBM3E. This leap enables faster, more effective AI training and inference, supporting next-generation data center workloads and diverse applications from healthcare to finance.

Energy-efficient SSDs for AI demands

Micron broadened its portfolio for AI-optimized data centers with the introduction of next-generation SSDs based on advanced G9 NAND technology. The new Micron 9650 SSD, 6600 ION SSD and 7600 SSD are engineered for the demanding requirements of AI and high-performance computing environments, delivering substantial improvements in throughput, latency and energy efficiency compared to prior generations.

Specifically, maximum sequential read throughput has doubled generation over generation for all drives listed — compared to PCIe Gen5 drives for the 9650 and PCIe Gen4 drives for the 7600 and 6600 — while all drives maintain a 25-watt (W) power envelope, highlighting significant bit-level energy-efficiency gains.

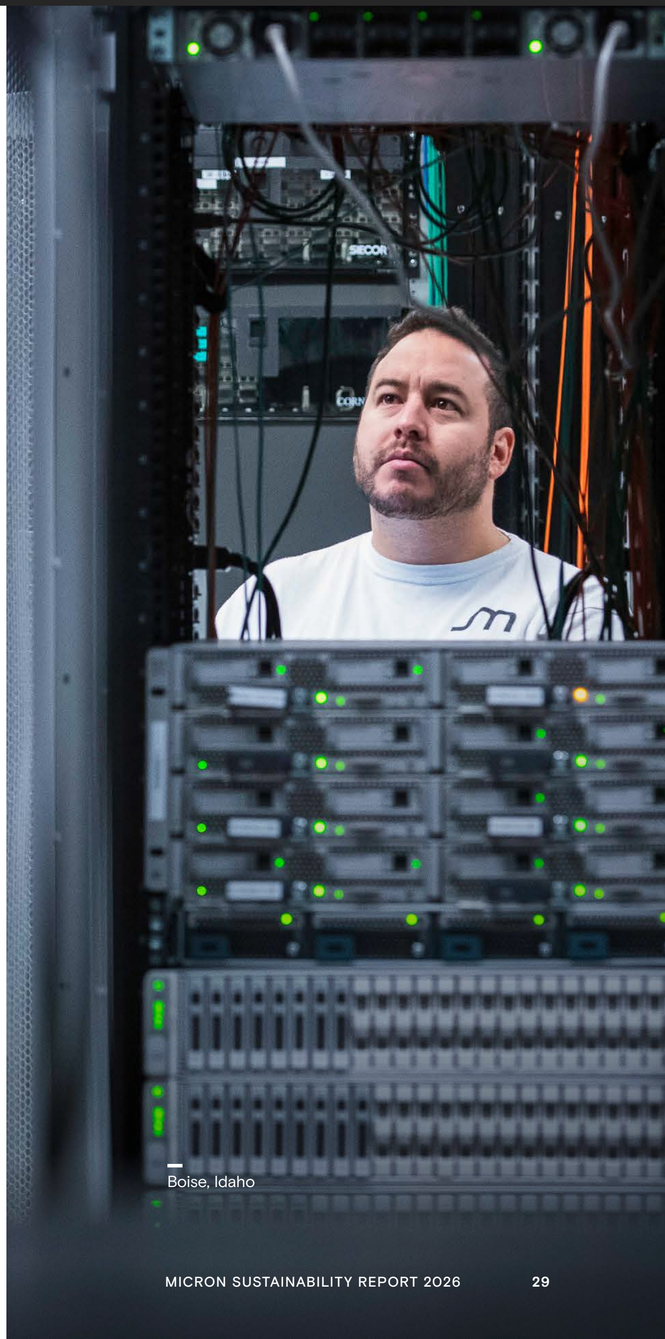
These SSDs offer increased endurance and scalability, supporting the rapid data access and massive storage capacity essential for generative AI, machine learning and large-scale inference workloads. The portfolio's design ensures seamless integration with leading server platforms and compatibility with emerging AI ecosystem partners, enabling IT professionals to optimize infrastructure for both performance and sustainability.

Solutions for AI at the edge

Data centers are not the only places where AI applications and important analysis occur. Improved technology matched with mission-critical decision-making is becoming more common in smaller, low-power applications at the edge of the network, such as mobile and client PC. Efficiency is a critical customer requirement for improving battery life, reducing power consumption and minimizing environmental impacts, and the volume of data generated and managed is expected to grow substantially in the coming years. To address these needs, we enhance the power efficiency and performance of each chip generation.

We achieved a major milestone by shipping the world's first LPDDR5X memory built on the advanced 1γ process node, empowering high-performance and energy-efficient mobile AI experiences. Notably, LPDDR5X is a core feature of Micron SOCAMM solution and delivers superior performance, unmatched power efficiency and enhanced serviceability for high-capacity AI servers and data-intensive applications.

Additionally, Micron LPCAMM2 technology brings further enhancements to AI-powered PCs by optimizing energy use, delivering standby power savings, providing better performance for digital content creation and improving productivity workloads. This enables faster, lighter and more modular notebooks with extended battery life and upgrade flexibility, supporting a sustainable and adaptable future for mobile computing.



Boise, Idaho

San Jose, California

Industry innovation

In addition to our leadership in innovative memory and storage technologies, we are also committed to fostering progress in the broader semiconductor industry. Our Micron Ventures organization supports the success of technology startups that develop transformative innovations. Our ventures team works with university and government partners around the world to connect with innovators, assess proofs of concept and quickly identify technologies best positioned to scale.

Since announcing our $200 million deep tech fund, we have focused on technologies that can help decarbonize our own operations. For example, we have funded clean tech startup Aqua Membranes, which has developed 3D-printed technology to optimize water filtration flow patterns and reduce energy consumption in industrial applications, including semiconductor manufacturing. This reduction in energy consumption results in direct cost savings for our operations. We have also invested in Multiscale Technologies, a startup that uses AI to accelerate research and development and potentially help companies like Micron bring new products into mass production faster and more sustainably, and Avicena, whose optical interconnects facilitate low-power data center operation.

Micron developed and co-hosts the Startups for Semiconductor Sustainability pitch event for innovators focused on helping semiconductor manufacturers more efficiently use energy and water. In partnership with the industry association SEMI and 12 of our peers, we identify leading global innovators in industrial decarbonization and pair them with semiconductor experts who serve as advisers. Finalists gain valuable exposure at the industrywide pitch event that occurs during SEMICON West, one of the industry's largest gatherings. Now moving into the event's fifth year, Micron Ventures continues to engage with current and past event finalists on potential investments, collaborations and proofs of concept.

Supporting a circular economy

Micron's SpecTek operations focus on providing reliable and cost-effective memory solutions catering to the needs of a wide range of consumer-grade applications. An innovative business approach, SpecTek repurposes memory products that do not fit mainstream markets, transforming what would otherwise be waste into valuable resources. This strategy meets market needs without requiring new manufacturing facilities. SpecTek takes products that may not meet specifications required in demanding high-end applications and enables their use in applications like USB drives, SSDs, micro-SD cards, consumer DRAM modules, cellular phones and other consumer devices, helping reduce electronic waste and bringing affordable technology to wider markets.

Operations and environment

Overview

To understand our operations and environmental footprint, it's helpful to understand how our products are made. This is especially important as technological applications advance and our products grow even more complex. As we increase production, we rely on new manufacturing equipment, materials and processing technologies, as well as additional process steps that can intensify our operational footprint and inform our sustainability planning.

Micron develops memory and storage solutions at our product development sites around the world. We then build these solutions at our front-end facilities (known as fabs) in Japan, Singapore, Taiwan and the U.S. before assembling and testing at our facilities in Malaysia, mainland China, Taiwan, India and Singapore.

Our semiconductor fabrication begins at the nanoscale level in a climate-controlled cleanroom. Each wafer goes through hundreds of manufacturing steps over several months, during which chemicals and materials are precisely applied or removed for chip functionality. This process requires energy to run equipment and maintain the cleanroom environment, uses water to safeguard cleanliness and provide cooling, and involves hundreds of chemicals.

These processes generate emissions and other waste that we must safely abate and manage. We continuously evolve our approach to preventing fugitive emissions in manufacturing, recognizing that even abatement best practices are not perfectly efficient. This includes investing in new abatement techniques, energy-efficiency initiatives, greater carbon-free electricity procurement and more.

In island geographies where many of our operations are located, energy and water resources are often limited. We are also constrained by available space in our cleanrooms, which require careful planning and engineering to optimize the placement of production and abatement equipment. In addition, for certain manufacturing steps, alternative chemistries with lower potential impact are not available.

Micron's environmental, health, safety and energy management system establishes a standardized set of policies, procedures and practices across our global operations to support compliance with regulations, reduce workplace incidents and minimize impacts to the environment. Our global environmental, health, safety and energy policy outlines our commitment to comply with the law, other compliance obligations and Micron's code of conduct, and we aim to go beyond legal compliance where appropriate.

Both global and site-specific teams oversee the management of Micron's environmental impacts. Site facility and environmental, health, safety and sustainability (EHSS) teams monitor local performance for metrics including greenhouse gas (GHG) emissions, water withdrawal, water discharge and waste generation. These teams work with Micron's global EHSS team to analyze data, identify areas for improvement, implement changes and oversee programs. The global EHSS team aggregates data from Micron sites and uses the information to update the corporate EHSS strategy and monitor progress toward companywide environmental goals. The vice president of global EHSS oversees the EHSS team and is part

Manassas, Virginia

of the organization of the senior vice president of front-end operations. This division is situated within the group of the executive vice president of global operations. The executive vice president of global operations maintains oversight, review and approval of the company's EHSS strategy and reports directly to the chair, chief executive officer and president. The board, supported by the governance and sustainability committee and other board committees as needed, oversees and monitors Micron's EHSS performance. The governance and sustainability committee regularly reviews the establishment and implementation of Micron's long-term environmental goals and aspirations.

As part of Micron's environmental, health, safety and energy management system, we work to implement strategies and controls designed to mitigate risks and promote sustainable practices. While potential impacts on biodiversity are complex, Micron focuses on our water use and discharge as well as other activities related to our fab expansions. We primarily source the water used in our manufacturing sites from local municipal supply, treat wastewater on site to meet or exceed applicable standards, recycle and reclaim water used on site where feasible, and discharge wastewater in accordance with local requirements. As we expand our operations by building new manufacturing facilities, we have established programs to comply with applicable federal, state and local laws requiring environmental impact reviews and environmental management plans.

Taking early, proactive action

Reducing our environmental footprint is a challenge and an opportunity — one we meet with innovation, tenacity and collaboration. To minimize the potential impact of manufacturing processes and maintain our competitive edge, we drive toward a "shift-left" approach to operational sustainability. This principle, which we also use in product development, is defined by early detection and resolution of potential issues or vulnerabilities in the development process. When applied to sustainability, it means we look for ways to reduce our environmental footprint in the planning and design stages of each manufacturing process to help us more efficiently use resources and decrease waste generation. For example, we focus on minimizing waste generation before we explore options for reuse or disposal.

We integrate sustainability considerations — including energy, water and material use efficiency; emissions management systems; and Leadership in Energy and Environmental Design (LEED) criteria — into our processes, facility design and construction. We also use the International Organization for Standardization (ISO) 14001:2015 environmental management systems approach to continuously improve our technology development and manufacturing facilities. Taking this shift-left approach to sustainability means we reduce costs related to waste disposal, waste treatment and energy consumption and create more opportunity for reinvestment in our business.

Our sustainability goals are also significant considerations in the development of our products and operational processes. Micron engineers and other team members incorporate our sustainability pillars of energy, emissions, water and waste reduction in the functions they oversee. Our technology development team, for instance, focuses on using resources more efficiently as we scale each technology node by considering sustainability factors in equipment and material selection and process development. During the technology development phase, we work closely with equipment and material suppliers to reduce energy, water, process gas and chemical use; incorporate abatement strategies; deploy chemistries with low global warming potential (GWP); minimize waste generation; and develop segregation strategies for water reuse. As equipment nears the end of its lifecycle, our teams look to identify replacement options that improve energy and material efficiency and address abatement and other factors, continuously building on sustainability in product design and development.

"At Micron, safety and sustainability are intrinsic values that we integrate into our daily operations, making our company stronger. By focusing on these areas, we work to earn trust, foster partnerships and ensure our innovation aligns with industry needs. Throughout our value chain, we aim to apply best practices — such as sourcing materials more responsibly and making efforts to reduce emissions, minimize waste and conserve water. While we are continuously learning and improving, we recognize that both our operations and those of our suppliers have room for growth. Together, we are committed to making progress towards our commitments to enrich life for all."

Elizabeth Elroy,
Vice President of Environmental, Health, Safety and Sustainability

Goals and aspirations

Micron has ambitious short- and long-term goals for energy, emissions, water and waste. As our programs evolve, we revisit these goals to drive performance, address stakeholder expectations and expand our reach. We use information about our processes, consider input from customers and investors, and reference guidance from standard-setting organizations — such as the Greenhouse Gas Protocol, Semiconductor Equipment and Materials International (SEMI) and the Science-Based Targets initiative (SBTi) — to establish and review our GHG emissions and energy-related goals.[1]

We are working toward targets to reach net-zero GHG emissions in our operations (scope 1) and purchased energy (scope 2) by 2050. As part of these commitments, we are targeting a 42% absolute reduction in our scope 1 emissions by calendar year 2030 (CY30) compared to a CY20 baseline. We have also been working toward our goal of 75% water conservation through reuse, recycling and restoration by CY30.

In fiscal year 2025 (FY25), for the second straight year, we met our waste goal of 95% reuse, recycling and recovery (RRR) as well as zero (<1%) hazardous waste to landfill. Also, at the end of CY25 we met our goal to procure 100% renewable electricity for our operations in the U.S. through the direct purchase and use of physical and virtual power purchase agreements and unbundled renewable energy credits. While we achieved these targets, our manufacturing and production expansion projects introduce significant challenges to our waste, water, emissions and energy reduction programs. Even with our expansion and modernization projects underway, and with advanced technology nodes requiring additional process steps with every new generation, we remain committed to our target of 95% waste RRR by CY30. We are expanding our energy strategy to include carbon-free electricity sources, and we are navigating the complexities of growing costs and demand along with limited availability for such electricity sources. To balance our costs, environmental impacts and customer demand, Micron supports an “all of the above” energy procurement strategy that includes expanding the use of nuclear and other carbon-free sources of power, natural gas, and innovative new technologies like advanced geothermal.

In 2021, Micron committed to invest approximately $1 billion by 2028 to advance our environmental goals. As part of this effort, we have invested $498 million since 2021 to support initiatives including process GHG mitigation measures, energy-efficiency improvements and advanced water treatment. Complementing this commitment is a $1 billion green bond that has been fully allocated to support environmental projects across the company.

Boise, Idaho

[1] While we recognize the relevance of SBTi as a key standard-setter for corporate climate targets, we have not committed to establishing an SBTi-based target as a result of constraints in several areas, including growth in industry output and availability of carbon-free electricity in key operating locations.

Environmental targets

75%
water conservation through reuse, recycling and restoration by CY30

100%
renewable electricity in the U.S. by the end of CY25; maintenance of 100% renewable electricity in Malaysia and mainland China

95%
reuse, recycling and recovery; zero (<1%) hazardous waste to landfill in CY30, subject to vendor availability

42%
absolute reduction in scope 1 emissions by CY30 from CY20 baseline; net-zero scope 1 and 2 emissions by CY50

Black Mesa solar facility
Elmore County, Idaho

Pillar	Goal	Aspiration	Actions	FY25 performance[1]
Emissions	42% absolute reduction in scope 1 emissions by CY30 from the CY20 baseline	Net-zero scope 1 and 2 emissions by CY50	Reducing direct emissions through actions including upgrading and optimizing process equipment, transitioning to lower-GWP heat transfer fluids and updating abatement tools and strategies Reducing indirect emissions through actions including engaging with utility suppliers, designing energy-efficient facilities and smart-controlled systems, and transitioning to carbon-free electricity where available	25% decrease in absolute scope 1 emissions in FY25 compared to CY20 Third consecutive year of reduction in our total scope 1 and 2 emissions
Energy	100% renewable electricity in the U.S. by the end of CY25 Maintain 100% renewable electricity in Malaysia Maintain 100% renewable electricity in mainland China	100% carbon-free electricity globally, where available	Procuring carbon-free electricity across multiple operating locations	100% renewable electricity in Malaysia[2] 100% renewable electricity in mainland China[2] 100% renewable electricity in the U.S. as of the end of CY25[2]
Water	75% water conservation through reuse, recycling and restoration by CY30	100% water conservation through reuse, recycling and restoration	Standardizing water management best practices where feasible across sites and completing new water restoration projects	71% water conservation through reuse, recycling and restoration
Waste	95% reuse, recycling and recovery, and zero (<1%) hazardous waste to landfill in CY30[3]	Zero (<1%) waste to landfill through waste minimization, reuse, recycling and recovery[3]	Minimizing waste generation, improving waste stream segregation, enhancing waste recovery systems and engaging with waste disposal vendors, including at company construction sites	96% reuse, recycle and recovery (including energy recovery) Zero hazardous waste to landfill

[1] Micron's environmental performance is measured by fiscal year. Environmental goals are targeted for the end of the referenced calendar year.
[2] We achieved 100% renewable electricity in Malaysia, mainland China and the U.S. through the direct purchase and use of a combination of physical and virtual power purchase agreements, unbundled renewable energy credits and utility green tariffs.
[3] Subject to vendor availability.

Greenhouse gas emissions and energy

Rapidly evolving technology and growing use of artificial intelligence (AI) require more advanced memory and storage solutions. As we develop more complex products, our manufacturing also becomes more complex and potentially increases our environmental impact. This dynamic is at the forefront of our efforts to reduce energy and GHG emissions associated with both manufacturing and product use.

Our approach to managing GHG emissions begins with collecting and analyzing our emissions data. Site facility teams monitor GHG emissions and work with Micron's global EHSS team to analyze the data and identify opportunities to further reduce emissions. The global EHSS team also monitors Micron's progress toward its emissions and energy goals. We annually report our GHG emissions through CDP (formerly the Carbon Disclosure Project), the primary international organization standardizing corporate and government environmental data reporting on GHG emissions and other environmental criteria.

Micron is a critical supplier to businesses across technology applications, many of which have set their own emission-reduction goals for their operations, products and supply chains. We work closely with customers to provide the information they need to understand how our products affect their own carbon footprints, especially as more customers incorporate AI into their offerings.

Innovating to address leading sources of emissions

Electricity consumption, process GHG emissions and heat transfer fluid use account for 91% of Micron's total scope 1 and 2 emissions, with most of the remainder coming from fuel use. Micron is addressing our leading sources of GHG emissions by investing in new technologies and evaluating and refining our manufacturing processes.

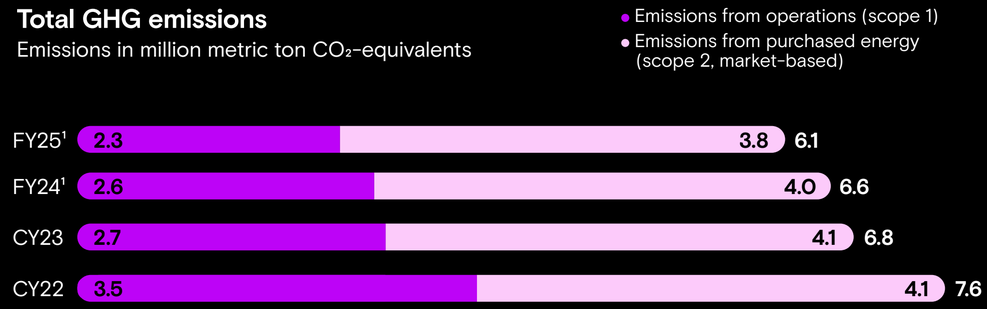
These manufacturing processes, including etching and plasma chamber cleaning as well as chemical vapor deposition, emit GHGs such as nitrous oxide and fluorinated gases. Few suitable alternative materials with lower GHG emissions exist for these processes. We work with suppliers to explore etch chemistries that may help reduce emissions, increase gas use efficiency and abate emissions more efficiently.

A core focus for Micron is improving the destruction and removal efficiency (DRE) of the GHG emissions generated through semiconductor fabrication. We zeroed in on optimizing the DRE capacity of abatement devices used in fabrication during FY25, an effort that aligns with our shift-left approach to address environmental impacts early in operations stages. This work is helping us exceed the Intergovernmental Panel on Climate Change's default DRE measure. Our continuous evaluation of the DRE of fabrication-related emissions helps inform our broader abatement strategies and mechanisms.

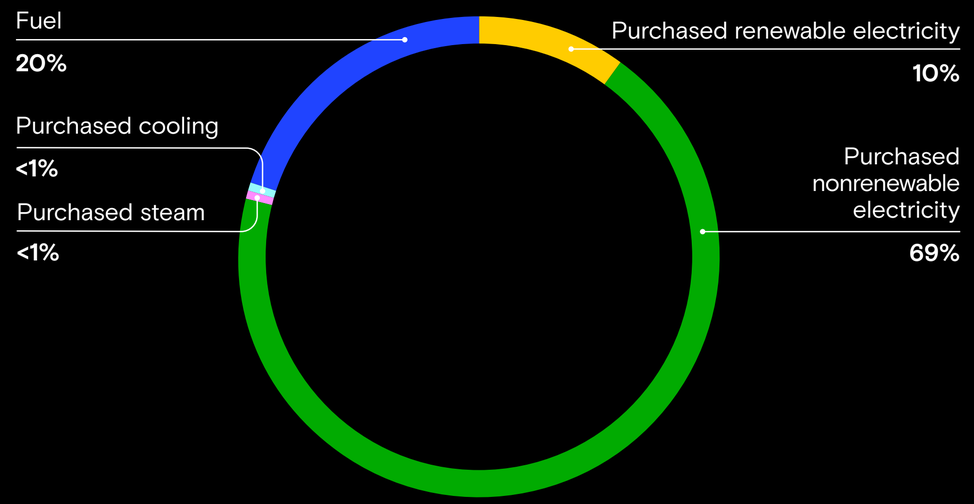
Progress toward GHG emissions and energy goals

Total GHG emissions

Emissions in million metric ton CO_2-equivalents



Energy breakdown by source



[1] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements. Detailed figures can be found in **Performance at a glance.**

In FY25, we brought a central GHG emissions abatement system online at one of our facilities in Singapore, the first of its kind in the country and for Micron globally. This solution consolidates gas treatment into one unified system, significantly improving operational efficiency and reducing energy and water consumption. We plan to install another such system at our fab expansion in Boise, Idaho, where we are also investing in other leading sustainability features. In cases where we cannot implement central GHG emissions abatement systems, we are evaluating electric catalytic systems to address emissions. This technology uses electricity to abate GHGs efficiently through catalytic reactions, eliminating the use of fuel.

Also in FY25, we began exploring an AI-powered solution with the potential to evaluate per-wafer emissions generation and energy use by the various process tools used in our fabs. Our team is assessing the feasibility of a system to collect, organize and employ this information to help identify projects to increase the efficiency of our manufacturing processes.

Heat transfer fluids are another significant source of Micron's GHG emissions. We are reducing these emissions by increasing use efficiency and shifting to alternatives with lower GWP. Across our manufacturing facilities, we transitioned an additional 13% of chillers and testers to low-GWP heat transfer fluids in FY25, with a majority of these sites now nearing full transition to low-GWP heat transfer fluids. Most assembly and test sites have also transitioned to coolants with near-zero GWP, reducing GHG emissions associated with these activities.

We also reduce fuel use in our operations by phasing out boilers in favor of heat pumps, capturing and reusing waste heat and implementing other efficiency improvements. Smart manufacturing controls that provide real-time insights into our operating conditions and processes help us assess these opportunities. Through responsive technologies, these solutions let us detect inefficiencies quickly, identify opportunities for improvement and make continuous adjustments.

Collaborating with industry partners

The scope 1 and 2 emissions of our suppliers make up a significant part of Micron's scope 3 emissions. To address this impact, we actively engage our strategic suppliers in efforts to reduce GHG emissions and energy use. One way we work with them is as a founding member of the Semiconductor Climate Consortium (SCC), a group that focuses on reducing GHG emissions across the industry and that is part of SEMI, a global industry association. Additionally, as a member of the CDP Supply Chain program, we collaborate with suppliers on their GHG emission-reduction programs and other initiatives that contribute to supply chain sustainability. We have formalized expectations through our supplier engagement handbook, encouraging suppliers to set and publicly disclose GHG reduction targets, report progress toward those targets via CDP and integrate sustainability into their own sourcing decisions. We also use supplier scorecards to track performance and prioritize partners with active decarbonization programs. Micron annually reports estimated scope 3 emissions through CDP, and we regularly analyze the sources of our value chain emissions for potential reduction opportunities.

In October 2025, Micron hosted its second annual global front-end high-volume manufacturing power utility workshop, building on the success of our inaugural 2024 event. The 2024 workshop led to projects estimated to deliver more than 200 million kilowatt-hours (kWh) of energy savings in FY25. The 2025 event convened key fab equipment suppliers alongside Micron representatives from engineering, manufacturing, facilities and sustainability teams to explore energy-efficiency improvement opportunities in high-volume fabs.

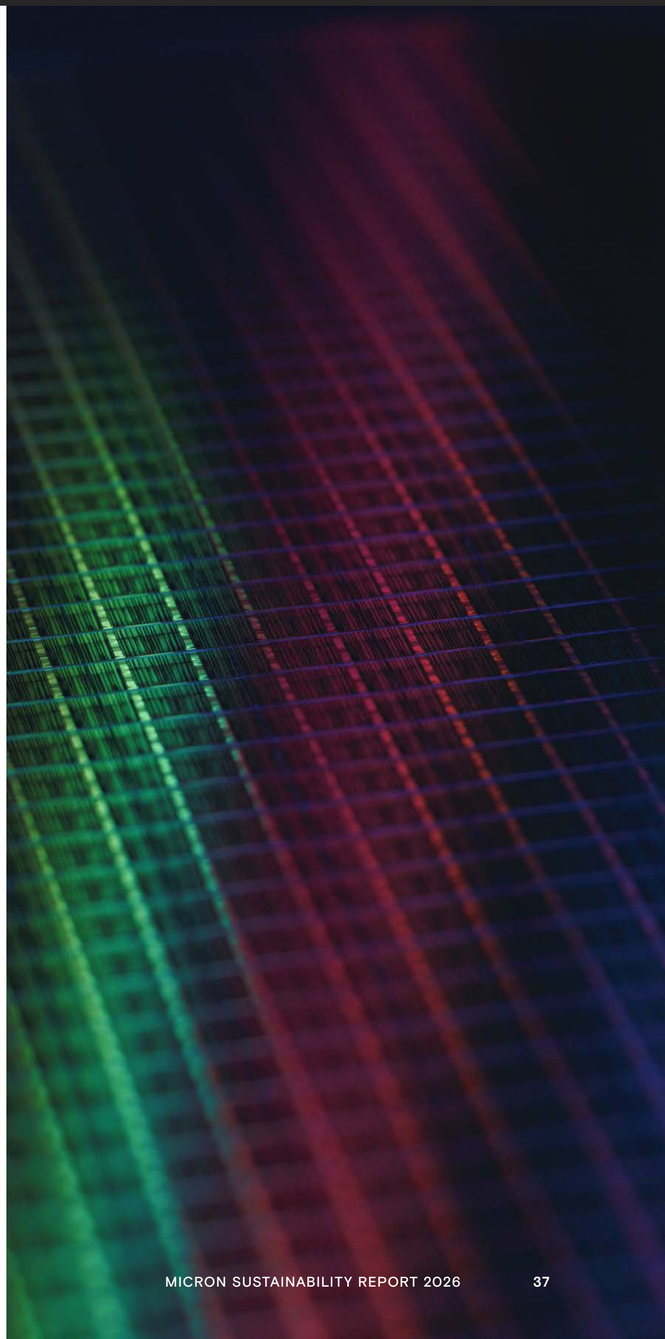
A highlight of the 2025 workshop was a fireside chat featuring executives from Micron and leading equipment suppliers. The panel discussed the innovations required to advance energy efficiency, the cost implications of these technologies and the importance of partnership in overcoming economic barriers to deployment. By the end of the workshop, participants had identified projects with the potential to save at least 240 million kWh in FY26. Among the proposed initiatives, enabling eco- and sleep-modes on fab equipment emerged as a key opportunity for reducing energy use in semiconductor manufacturing.

During FY25, we also continued engagement with industry peers by participating in various working groups, including SEMI's SCC. Through the SCC, members of our environmental sustainability team shared what they learned from the implementation of our central GHG emissions abatement system in Singapore and hosted an on-site facility tour. In partnership with SEMI and SCC, Micron helped form a working group comprising industry peers to drive advancements in catalytic abatement technology, further reinforcing our commitment to environmental innovation. Our team has contributed to knowledge sharing by presenting Micron's innovative solutions and progress toward net-zero emissions as well as building collaborative industry tools. Micron Taiwan is taking a leadership role as the chair of the SEMICON Taiwan Sustainability Forum — a dedicated track within SEMICON Taiwan focused on advancing environmental sustainability practices across the semiconductor industry — underscoring our ongoing dedication to industry collaboration and sustainability leadership.

Centralizing and optimizing abatement

Micron's central GHG emissions abatement system in Singapore processes 2,700 cubic meters of process exhaust gases per hour, removing specific pollutants before emissions are released. Compared to point-of-use abatement technology, this system also leads to:

- 90%+ reduction in natural gas consumption annually
- 30%+ reduction in annual costs associated with abatement



Optimizing energy use

Teams across Micron — including sustainability, procurement, finance and facilities — collaborate to evaluate energy consumption and identify opportunities to increase efficiency. Optimizing energy use in our operations requires a multipronged approach:

- Reducing energy consumption where feasible through process improvements and tool optimization
- Recovering energy through heat recapture and other innovations
- Procuring energy from carbon-free electricity sources where feasible
- Optimizing energy use through sensors and smart controls

We are exploring multiple energy sources to support our manufacturing operations' path toward net-zero emissions, including renewables, nuclear, hydropower and other carbon-free electricity generation. Where electrification is not a viable option, or where other forms of cost-effective carbon-free power do not exist, we also consider natural gas as a lower-impact resource.

To improve energy efficiency, we have invested in robust performance management systems. As of the end of FY25, 11 of our sites — representing nearly 80% of our manufacturing facilities — hold ISO 50001:2018 energy management system certification. Pursuing LEED certification for our facilities is another important element of our energy strategy and allows us to embed efficiency into new facilities as our business grows.

AI also enabled enhancements in energy efficiency across Micron's business in FY25. The same AI tool that allows evaluation of GHG emissions generation per wafer also monitors energy use by the various process tools in the fab. These data have helped us better understand which parts of the fabrication process may be more or less energy intensive. We continued to roll out an AI analytics solution that monitors and recommends optimal system operating conditions to maximize efficiency. One of our Singapore fabs was the second site to use this technology, following a pilot in Taiwan in FY24, and saw energy savings of approximately 2% over the year. We anticipate expanding this technology across our network through 2027.

Within Micron's fab operations, water reuse and recycling remain energy-intensive processes. One way we invest in reducing energy use associated with water treatment is via Aqua Membranes — a business supported through Micron Ventures. Aqua Membranes' printed spacer technology provides a more efficient treatment solution over standard reverse osmosis water membrane technology. In FY25, we initiated pilots of Aqua Membranes at fabs in Japan and Singapore to evaluate performance and sustainability program benefits. While full-scale deployment is still under review, these pilots represent an important step toward identifying innovative solutions that can reduce energy use and improve water recovery in our operations.

Transitioning to carbon-free electricity

To further reduce our emissions, we purchased carbon-free electricity to meet 13% of our global power consumption in FY25. Contributing to this global total, we have maintained 100% renewable electricity at our assembly and test sites in Malaysia and mainland China since 2023 and achieved 100% renewable electricity in the U.S. at the end of CY25. Carbon-free electricity includes nuclear and hydropower along with wind, solar and other forms of renewable energy. We buy carbon-free electricity via utility standard service supply, green tariffs, physical and virtual power purchase agreements (VPPAs or PPAs), renewable energy certificate (REC) purchase agreements and on-site solar generation. Our approach to determining which type of electricity is appropriate for each site includes a thorough assessment of how much power we need and generation or supply available in the regions where we operate. This strategy broadens the options available and helps us address the challenges of cost, availability and intermittency often associated with renewable power.

In the U.S., as of the end of CY25, we met our goal to source 100% renewable electricity through several PPAs, both physical and virtual, including the Black Mesa solar project located in Idaho about 30 miles from our Boise site. This 40-megawatt (MW) project, executed through a PPA between Micron and Idaho Power, provides approximately 77 million kWh of renewable energy to help power our Boise operations annually. The Black Mesa solar project also provides clean energy to the city of Boise, with 10 MW of its 40 MW allocated to the city annually for three years, starting in FY25. We brought two additional large-scale solar VPPA projects online in FY25 that also helped us achieve this goal, with 70 MW from the 7V Solar Ranch and 168 MW from Grimes County Solar, both located in Texas. These projects began generating electricity in FY25, securing long-term RECs that directly support Micron's net-zero commitment. Together, these facilities are expected to supply energy equivalent to the consumption of more than 55,000 households annually.

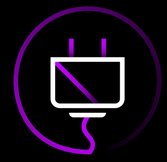
In Malaysia, we maintained our supply of 100% renewable electricity for facilities largely through the Green Electricity Tariff program. We also maintained 100% renewable electricity-powered operations in mainland China in FY25 through a combination of direct power purchase agreements and utility green tariffs.

Micron engages with other clean energy buyers, developers, service providers and nongovernmental organizations through the Clean Energy Buyers Association (CEBA). Together with industry peers, we also engage in the SCC's Energy Collaborative, which aims to understand and clear roadblocks to the installation of low-carbon energy sources in the Asia-Pacific region.

Scaling smart energy monitoring

Bringing an AI analytics solution to monitor and adjust energy consumption across our network has a multiplier effect. We estimate that it could help the company annually achieve the following:

$1M
in operating cost savings per building



200M
kWh in electricity savings

10K
tons of GHG emissions reduced per fab

Water management

Semiconductor manufacturing is a water-intensive process, requiring the use of ultrapure water at multiple stages. Water demand across the industry is on the rise as more complex products and processes require more water use. Micron is innovating to manage water use responsibly while adapting to shifting needs in manufacturing.

Water stewardship is the responsibility of both Micron's global EHSS team and site facility teams. Site facility teams monitor water consumption, withdrawal and discharge and report these figures to our global EHSS team. Together, these teams use this data to determine where we can improve water reuse, recycling and restoration and develop site-specific projects. Where we get our water from varies by location, and we adjust our sourcing approach based on the local water conditions, including droughts.

We are working toward our goal of reusing, recycling and restoring 75% of the water used in our global operations by the end of 2030. This goal has two components — enhance water reuse and recycling infrastructure in our facilities and engage in water restoration projects that meet current and future demands for water by local ecosystems and communities. We are making sustained progress toward our 2030 goal.

Across Micron sites in FY25, we invested in water stewardship projects that help conserve millions of cubic meters (m^3) of water per year. When designing these projects, we always evaluate local water conditions using the World Resources Institute's (WRI's) Aqueduct Water Risk Atlas. Three locations, in particular, operate in locations designated by WRI as high water stress areas — Xi'an, China; Boise, Idaho; and Manassas, Virginia.[1] These facilities combined with others that face potential water stress account for 18% of Micron's total water withdrawal. We continue to prioritize reducing reliance on external water withdrawal by focusing on efficiency, reclamation and other measures.

For example, we have implemented reclamation plants at sites in Singapore, which enable us to minimize water withdrawal from municipal systems. In FY25, we also introduced a new reclamation project at our assembly and test site in Xi'an that reclaims water used in parts of the manufacturing process for reuse in the site's cooling towers. These cooling towers used more than 85% recycled water in FY25, up from 36% in FY24. This project has helped bring the facility's overall water recycling rate up to 60%, its highest yet.

Micron is also in the process of building state-of-the-art water recycling and reuse facilities at our sites in Boise and in Gujarat, India, and have plans for facilities as part of our expansion project in New York. These systems will help us increase water reuse and recovery and reduce our dependency on municipal water supply. Beyond our own operations, Micron explores water restoration opportunities in all the communities where we operate. For example, in March 2025, Micron signed a memorandum of understanding (MoU) with the Department of Science and Technology of Gujarat to pursue a range of activities and initiatives with the aim of fostering environmental sustainability, safety and STEM education. One aspect of the partnership is the promotion of local water conservation initiatives with the aim of benefitting aquatic ecosystems, freshwater resources or water access. Projects that fall under this MoU may include the conservation of lakes and other water bodies as well as the development of systems that aim to improve water quality, reduce health risks and conserve natural resources in the local watersheds.

How Micron sources, uses and manages water

Sourcing. The primary source of water for our manufacturing sites globally is the municipal supply. We partner with local water authorities to better understand the implications of different geographies, climates, watersheds and infrastructure, and then we tailor our approach to water management at each site.

Use. We use ultrapure water to clean wafers during manufacturing. Water for our operations comes from a combination of recycled water sources in our operations and local, untreated water before it is treated to meet the standards required in our manufacturing facilities.

Reclamation and reuse. Our systems reclaim the water used in cleaning and other processes. We then reuse it within the same process or in other applications like boilers, cooling towers and pollution abatement equipment. This approach helps lower water consumption.

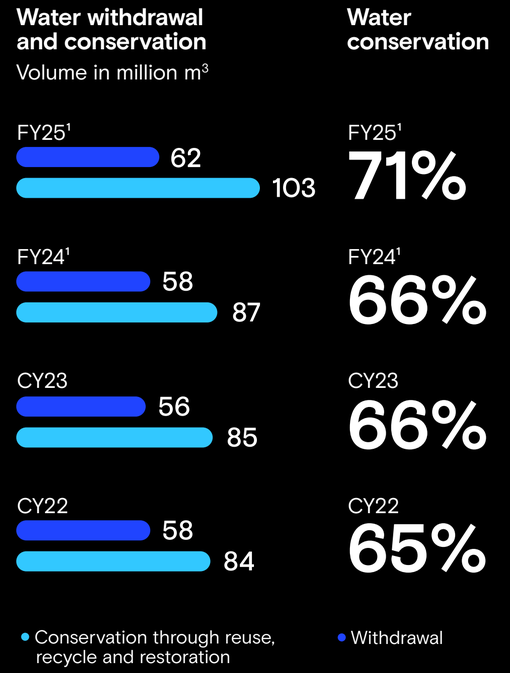
Treatment. Each Micron site has infrastructure to treat wastewater that is not recycled or reused to ensure that it meets or exceeds applicable legal requirements. Our treatment methods vary by site and include membrane filtration, ion-resin adsorption, precipitation, bio-oxidation and neutralization.

[1] Revisions to the WRI Aqueduct Water Risk Atlas in late 2023 reclassified Boise, Idaho, as a location of extremely high water stress and Manassas, Virginia, as high water stress.

Progress toward water conservation goal

103M m^3

water reused, recycled and restored



[1] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements. Detailed figures can be found in **Performance at a glance.**

Xi'an, China

Chemical management

Micron's manufacturing processes and finished products incorporate substances with varying environmental, health and safety (EHS) attributes. We prioritize effective and feasible strategies such as chemical use reduction, adoption of alternative chemistries, engineering controls and other safety measures to minimize their overall risk profiles.

Managing chemicals internally

The processes that transform a wafer into hundreds of individual die use chemicals like acids, bases and solvents to selectively build and break down layers through chemical deposition, patterning, removal and cleaning. Micron maintains a program to explore the potential reduction in the amount of chemicals used in manufacturing that may pose certain hazards and to evaluate how to prevent or mitigate environmental or other impacts that may stem from their use. Micron also works to protect the safety of all team members who interact with chemicals.

Managing chemicals across the company involves cross-functional collaboration among chemical management, global and site EHSS, product compliance, process hazard management, technology development, site facilities and procurement teams. Micron's commitments to our goals of enhancing safety and reducing potential concerns start with a systematic review and approval of chemicals that may be used at our facilities. This review is intended to prevent banned or restricted chemicals from reaching our operations and products and to facilitate the appropriate handling, use, recycling or disposal of chemicals. It also allows Micron to track and understand our chemical use profile and implement chemical reduction and elimination initiatives. In addition, we use the Responsible Business Alliance's (RBA's) Industry Focus Process Chemical (IFPC) list to inform our chemical approval system, aiming to eliminate or substitute IFPC-listed chemicals as feasible or appropriate.

To implement these practices, we have a program that requires chemical suppliers to fully disclose the content of supplied substances. This contributes to a comprehensive understanding of the composition of chemicals that touch a wafer during manufacturing. It also enables us to verify that banned or restricted substances are not used in our processes and products, to consider health and safety needs for the use of these chemicals, and to adhere to local regulations applicable to each of our manufacturing sites.

Beyond maintaining a program to require full material disclosure, we also provide training for suppliers on restricted substance control and regulatory changes. This helps support suppliers in improving their processes so that they can respond to risk assessments and audits of their restricted substance control programs and ensure compliance with applicable requirements. We expect suppliers to monitor applicable regulatory standards and requirements for continued compliance. Micron's procurement team communicates new requirements throughout our supply chain when chemicals are restricted and added to regulatory lists. When necessary, suppliers must submit information to regulatory reporting databases including the European Union's Substances of Concern in Products (SCIP) database. Micron also has processes for submitting information related to in-scope products to SCIP and other reporting systems. These processes help demonstrate Micron's commitment to conformance.

In addition to manufacturing processes, Micron also assesses product content and relevant global regulations. Our global EHSS, product compliance, procurement and legal teams work together to implement Micron's regulatory and customer product requirements. This includes programs like the European Union Directive on the Restriction of Hazardous Substances (RoHS), the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), the Stockholm Convention on Persistent Organic Pollutants (POPs) and other lists of banned or restricted substances. In addition to these regulations, Micron maintains its own list of banned and restricted substances — based on customer requirements, industry lists and other considerations — that guides our chemical use. Micron's chemical management program also prohibits use of certain ozone-depleting chemicals in our semiconductor fabrication or cleaning processes that produce Micron's products.

We closely monitor emerging regulatory changes that could affect our manufacturing processes and products. Our team of experts identifies new substances of concern and, to the extent feasible and appropriate, works to remove these chemicals and materials before customers or regulators restrict them.

Advancing best practices through collaboration

Micron takes a proactive approach to advancing responsible management of chemicals and hazardous substances across the semiconductor industry. We participated in the development process of new audit standards for the RBA's Specialty Validated Assessment Program (SVAP) focused on chemical management. This specialty audit — which assesses how companies prevent and/or mitigate health and safety risks associated with chemical use in manufacturing — is conducted by third-party specialists with unique experience in industrial hygiene and occupational safety. The audit covers detailed criteria across a range of topics including health and safety, emergency preparedness, occupational injury and illness, industrial hygiene, health and safety management systems, hazardous waste disposal and others. Micron provided feedback on a pilot of this audit in FY24, which the RBA fully rolled out in FY25, helping raise the bar for chemical management performance.

Micron collaborates with industry peers through groups such as the World Semiconductor Council (WSC), the Semiconductor Industry Association's (SIA's) PFAS Consortium and SEMI. These partnerships are helping us work across the industry to investigate applications of per- and polyfluoroalkyl substances (PFAS) throughout the manufacturing process, research the innovation and feasibility of substitutes, explore opportunities to reduce or eliminate PFAS use, and pursue pollution prevention and treatment options. Additionally, Micron is evaluating possible wastewater treatment options as technology in this area continues to evolve. Historically, we have also engaged with pre-competitive EHS-related research through the Semiconductor Research Corporation (SRC) and have provided inputs into Natcast's PRISM Jump Start Program through the PFAS Consortium to support chemical management-related projects. Micron remains committed to supporting responsible chemistry research and will explore future internal and external research.

PFAS are fundamental to several aspects of semiconductor manufacturing, and Micron strives to continuously improve how we manage EHS impacts related to our operations. Micron is working with other industry partners in SIA's PFAS Consortium on various topics such as process modeling, alternatives assessment methodology, industrial hygiene and metrology development. Through these efforts, the semiconductor industry is working to understand the use and movement of PFAS through the manufacturing and use processes to evaluate options to address possible abatement efforts. Working together, the consortium has established key factors to review in the search for alternative materials. In FY25, Micron joined a project led by the SIA's Industrial Hygiene (IH) Working Group to develop standardized methods for sampling and analyzing PFAS in occupational settings. This effort leverages expertise from multiple companies, builds on previous IH assessments and helps to expand analytical development efforts. By collaborating across the industry on multiple projects, Micron is working to help elevate safety standards and refine best practices for PFAS management.

Taoyuan, Taiwan

Waste management

Micron looks for opportunities to minimize waste generation and to reuse, recycle or recover (RRR) materials used in our processes. Our operations may generate hazardous waste (such as solvents and acid waste), nonhazardous waste (such as plastic and wastewater treatment sludge) and a small amount of paper and other office waste, including electronic waste. We have a cross-functional waste and materials management program, with participation from the production, facilities, process research and development, and EHSS teams. Vendors also play a key role in waste and materials management, and we closely review potential options before selecting partners to manage our waste and used materials.

Through our RRR efforts, we collaborate with external partners to explore reuse and recovery pathways where they do not already exist. To implement RRR activities and reduce waste generation, our manufacturing and facilities teams prioritize the highest-volume waste streams in our network. In FY25, Micron achieved a 96% waste RRR rate and sent no hazardous waste to landfill, the second year in a row we have met our 2030 target.

Our efforts to uphold our 95% RRR rate in FY25 involved enhancing process recipes to reduce the generation of chemical waste, implementing alternative chemistries, refining segregation methods, improving the rate of on-site reuse and collaborating with vendors on external reuse and recycling solutions. In Taiwan, we expanded our collaboration with a vendor to recycle ammonium fluoride waste generated in our semiconductor fabrication processes, which marks a significant opportunity to increase waste recycling. In Singapore, we worked with a local waste vendor to enable direct recovery of copper metal from copper sulfate waste, a previously nonrecoverable material. We also maintained use of RRR technologies, such as distillation of isopropyl alcohol and ammonia solutions that increase potential for reuse off site and a high-efficiency filter press that decreases sludge volume.

While we are proud to have once again met our 2030 waste targets, we recognize the challenges that expanding our manufacturing and production brings to managing waste, water, emissions and other factors with environmental impact. We remain committed to our target of 95% RRR by CY30.

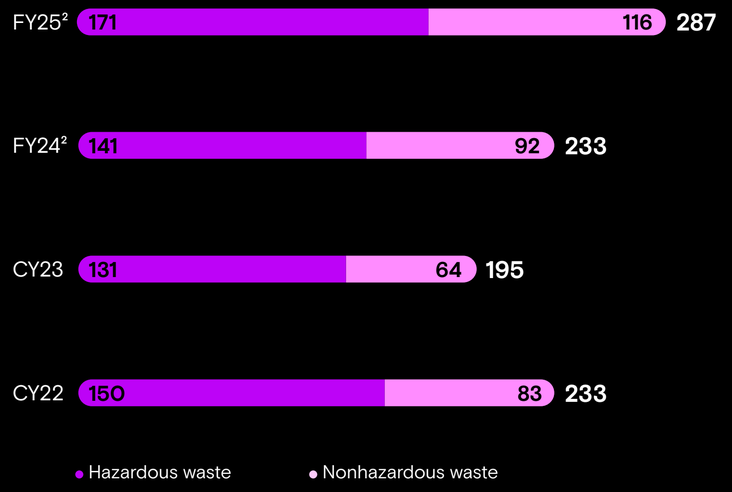
Progress toward waste goal

96%

waste reused, recycled and recovered[1]

Total waste

Total waste in thousands of metric tons



Waste reuse, recycle and recovery rate[1]

FY25[2] **96%**

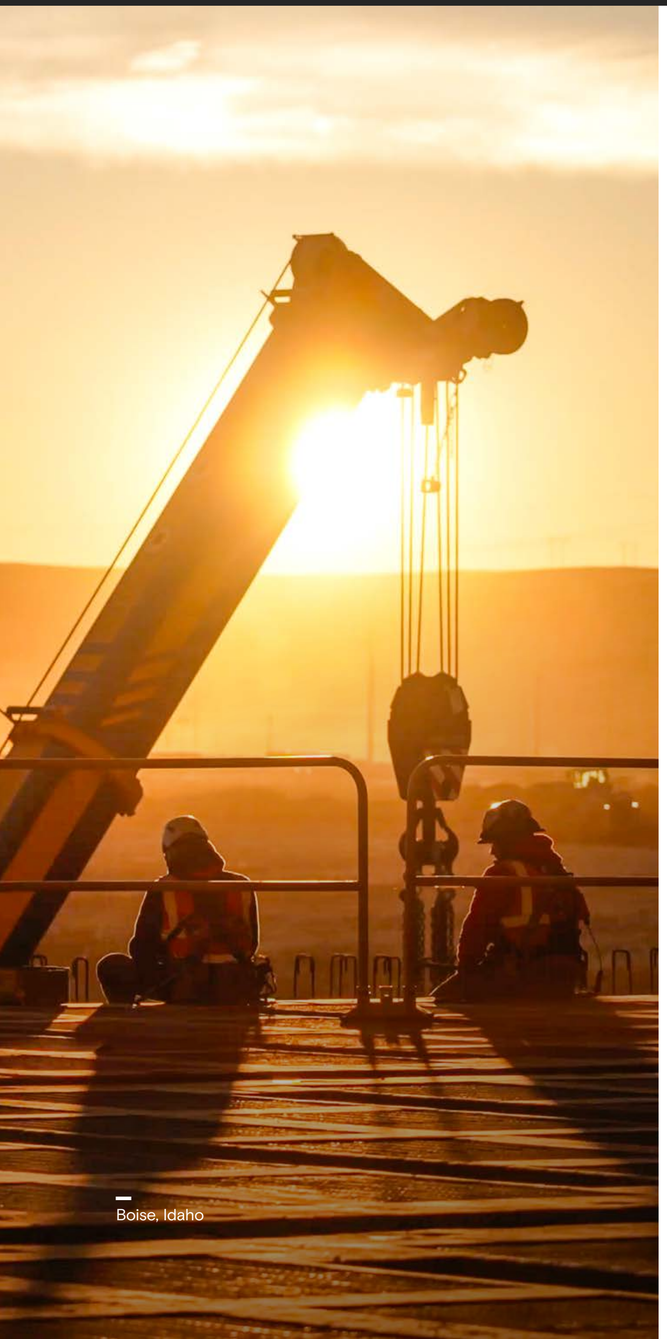
FY24[2] **95%**

CY23 **94%**

CY22 **93%**

[1] Waste reuse, recycle and recovery rate includes energy recovery.

[2] Beginning with FY24, Micron's EHS performance data is reported on a fiscal year basis to align with emerging regulatory requirements. Detailed figures can be found in **Performance at a glance.**



Boise, Idaho

Sustainability from the ground up

We are expanding and modernizing our facilities around the world. In the process of evolving and developing, we incorporate sustainability features — such as those outlined in LEED certification guidelines — into both our new building projects and renovation efforts.

Managing building design and operations in accordance with our sustainability goals is a collaborative effort between our global EHSS, global facilities and site teams. In FY25, we brought on new team members to focus on implementing sustainability initiatives and identifying site-specific improvements. We have also invested in internal LEED expertise to oversee sustainability efforts related to major construction projects, like our new fab in Boise, and are committed to sharing insights and best practices across our expansion projects. Globally, we have set a goal for all new fab and administrative buildings to pursue LEED Gold certification and pursue at least LEED Silver certification for all buildings where we have 40 or more full-time team members.

Our expansion project in Boise includes two leading-edge, high-volume fabs. We are pursuing LEED Gold certification for the fab and administrative buildings at this site. This Boise expansion will incorporate several infrastructure and building attributes consistent with these goals, including a state-of-the-art water recycling and reuse facility. This system is designed to treat manufacturing-generated wastewater for on-site reuse by neutralizing chemicals through a combination of technologies such as reverse osmosis, ultrafiltration and biological treatment. This system can recover the majority of wastewater for reuse in facility processes, and the materials removed from the water will be managed in accordance with our waste and materials management program. This system will also help us reduce dependency on the municipal water supply as we expand our Boise site. This is especially valuable because the Boise area is considered a water-stressed environment, as identified by the WRI's Aqueduct Water Risk Atlas. We are also building a wastewater reuse and recycling facility to support manufacturing operations at our site in Gujarat.

Our global LEED certifications

By embedding sustainability features into our facilities from the ground up, we keep efficiency at the core of our operations. This is especially valuable when it comes to manufacturing, allowing us to readily meet required cleanroom conditions for production. Across our current manufacturing facilities, two in Malaysia are LEED certified; one building in Idaho holds LEED Silver certification; and eight buildings — three in Taiwan, two in Singapore, one in mainland China, one in Virginia and one in Idaho — are LEED Gold certified. This includes newly certified buildings in mainland China, Singapore, Malaysia, Virginia and Idaho as of FY25. We also have one LEED Platinum building in India.

Incorporating sustainable building attributes in Boise

We are developing our new fabs and support buildings in Boise consistent with our sustainability initiatives, including leading infrastructure and attributes such as:

- **A wastewater recycling facility** to treat wastewater for on-site reuse
- **A central abatement system** to abate GHGs
- **Enhanced wastewater drain segregation** to increase reclamation and reuse rates
- **Energy-efficiency optimization measures** to target 15-20% less energy use compared to ASHRAE 90.1-2010
- **Optimized chilled water and compressed dry air systems** to increase operational energy efficiency
- **Enhanced process cooling water systems** to reduce water loss and improve heat recovery
- **Free-cooling outside-air economizers** to reduce the cooling load when ambient conditions allow
- **Chemical recovery and reuse systems** to optimize manufacturing process tools
- **Waste heat recovery efforts** to eliminate natural gas boilers associated with the expansion

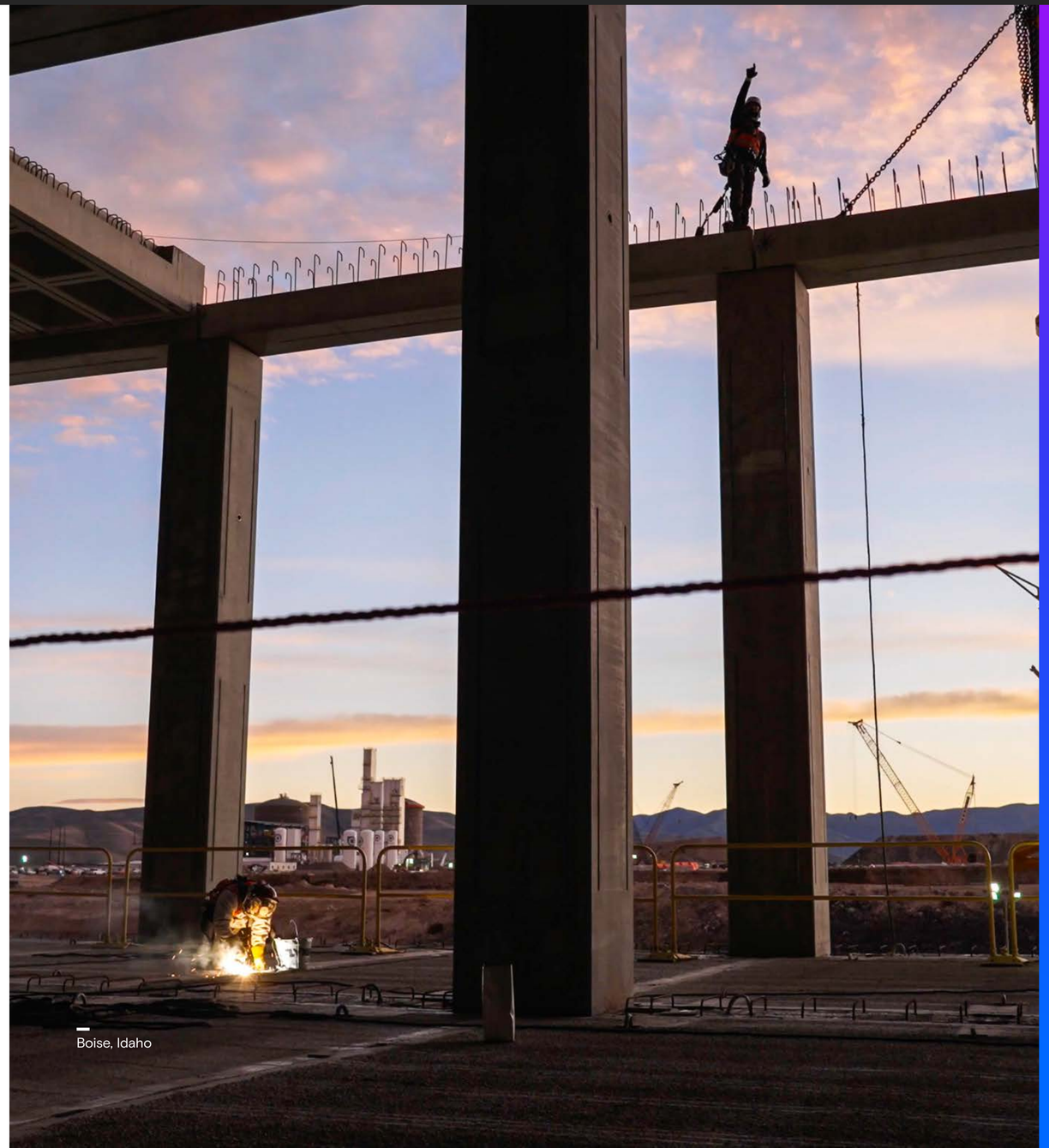
Incorporating sustainability considerations into construction practices worldwide has been another key aspect of our expansion work, particularly regarding waste management. The standards set by LEED require contractors to meet 75% RRR of construction-related waste, and Micron committed to meet or exceed these expectations. We surpassed this expectation at our Boise site, working with local suppliers to achieve an average of 96% RRR of construction-related waste in FY25.

In addition, we have focused on reducing GHG emissions related to transportation of materials and equipment to construction sites. In Boise, we use an on-site concrete batch plant to cut down on truck mileage needed to transport concrete. For our new fab in New York, we propose to transport certain equipment and material deliveries by rail to significantly reduce truck trips on local roads. Railway transport is widely understood to produce significantly less GHG and nitrogen oxide emissions than trucks.

Investing globally to lead in AI-driven memory and storage

Micron's approximately $200 billion in announced U.S. manufacturing and research and development (R&D) plans continue to advance, with progress across our domestic manufacturing projects. In Idaho, our first leading-edge high-volume manufacturing fab achieved multiple construction milestones, with initial wafer output on track to begin in 2027. Micron's second Idaho fab will begin construction in 2026 and is expected to be operational by the end of 2028. In New York, we broke ground in January 2026 on the first of up to four leading-edge high-volume fabs. We continue to expand and modernize our existing manufacturing facility in Virginia, reinforcing Micron's commitment to key sectors including industrial, automotive, defense and aerospace, and medical devices. Additionally, in FY25 we announced our intention to bring advanced packaging capabilities to the U.S. to enable long-term growth in high-bandwidth memory (HBM).

These U.S. investments complement our global footprint. In India, our assembly and test facility in Gujarat has opened and will ramp in 2026. In Japan, we are modernizing our Hiroshima manufacturing facility to support future DRAM nodes and AI memory production. In Singapore, we also broke ground in January 2026 on an advanced wafer fabrication facility, complementing our HBM advanced packaging facility already under construction, to expand our long-term NAND and HBM capabilities. In Taiwan, we are modernizing our production capacity for DRAM and HBM products to meet rising market demand. We also completed the acquisition of PSMC's Tongluo P5 site, adding approximately 300,000 square feet of existing cleanroom space with plans to construct a second facility of comparable scale, further expanding our leading-edge DRAM and HBM supply. This network of advanced manufacturing sites positions Micron to meet the memory and storage requirements of the AI era.



Boise, Idaho

"There is no AI without memory, which is why we are expanding our manufacturing capacity to meet this unprecedented demand. As we scale, we are prioritizing water conservation, energy efficiency and access to reliable power to stay competitive, resilient and committed to operational excellence."

Manish Bhatia,
Executive Vice President
of Global Operations

Responsible sourcing

Overview

Micron occupies a distinctive position in an intricate global technology supply chain. The memory and storage solutions we develop, and source for, are critical components of Micron customers' products. By managing our own supply chain responsibly and efficiently, we help drive continued innovation in technology and strengthen the semiconductor industry.

We procure materials directly used in the manufacturing of our products — known as direct inputs — including silicon wafers, chemicals, gases and components. We also procure goods and services used to run our operations — known as indirect inputs — such as energy, maintenance and construction. Micron's procurement team oversees direct and indirect sourcing to establish consistent expectations for our suppliers around the world. We maintain a robust supplier ecosystem with appropriate redundancies across geographies to support continuity of supply. Members of the procurement team monitor and manage potential supply chain risks and work with teams across the company to evolve supplier requirements and standards.

As Micron expands, the scope and profile of our supply base will change. For example, with new facilities planned in the U.S. and India, we expect to increase use of suppliers based in those countries. Also, our facility modernization projects in other countries have brought new suppliers into our network. We maintain our high expectations of the integrity and sustainability practices of our suppliers as we expand our supply base around the world.

In fiscal year 2025 (FY25), we continued to strengthen our ability to assess and respond to risks across the supply chain and monitor suppliers' performance on critical issues like responsible minerals and human rights. We also introduced new supplier environmental performance criteria into our decision-making process for selecting suppliers. Beyond enhancing responsibility across the supply chain, investing in these areas has enabled us to operate more efficiently and deliver consistently for customers.

Suppliers at a glance[1]

100%
of new suppliers screened for environmental and social criteria

$22.5B
total costs of goods sold

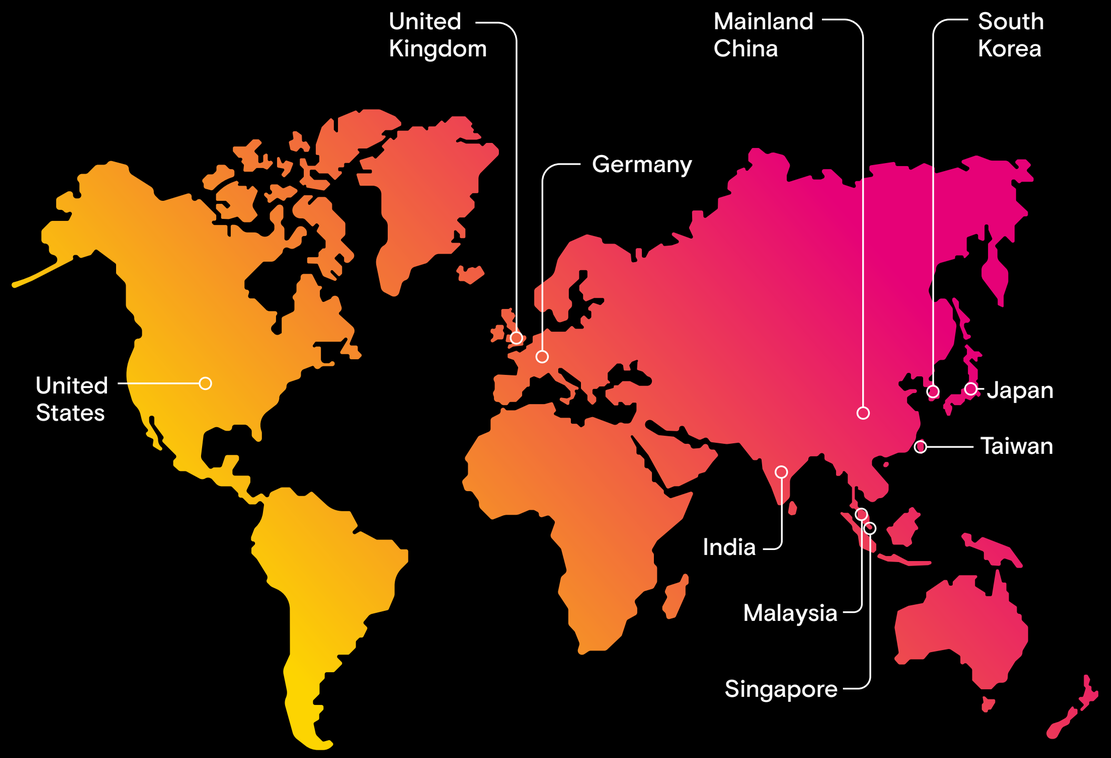
38
supplier geographies

10,000+
total suppliers

~7,000
suppliers used

[1] Data includes suppliers that Micron sources from directly (tier 1), as well as their suppliers (tier 2).

Top 10 supplier locations by spend[1]



Supplier engagement approach

Micron maintains close and collaborative relationships with our suppliers. We have a comprehensive supplier onboarding process during which we share our expectations and provide related training. Once they are onboarded, we monitor suppliers' performance across several areas, with special focus on topics including human rights, ethics and compliance, responsible minerals and environmental impact. We conduct ongoing assessments and audits of existing suppliers to identify potential issues and areas for improvement, which we provide as feedback. Finally, we have several practices in place to strengthen the resilience of our supply base.

In FY25, the procurement organization expanded its efforts to educate members of the team on the sustainability and greenhouse gas (GHG) emissions criteria to consider when making sourcing decisions. For example, when team members are selecting new manufacturing equipment for a fab, they have the tools and resources to collect and understand information about potential vendors' GHG emissions and sustainability performance. In this way, more team members can support Micron's environmental goals and identify potential opportunities to increase efficiency and reduce impact through their own roles.

We hold a biennial supplier day event during which we welcome all strategic suppliers to an in-person gathering with keynotes from Micron executives and industry leaders as well as presentations on key focus areas and opportunities for collaboration. In addition, we annually recognize top-performing suppliers with an awards ceremony. Through our annual supplier evaluation process, Micron's procurement team identifies suppliers who delivered outstanding efforts in the past fiscal year, selecting winners in 14 categories. At our November 2025 event, we presented our first award for safety performance.

Supplier Day 2025, San Francisco, California

New suppliers

1 Onboarding

Suppliers are required to perform a self-assessment covering topics such as ethics and compliance, human rights, environmental practices and safety. We evaluate each supplier based on the self-assessment and the results of a third-party due-diligence screening, which is conducted for all new suppliers. We work with suppliers to remedy issues that are identified during their onboarding or in some cases decline to onboard the supplier.

2 Monitoring

Micron adopts a risk-based approach to monitoring our suppliers, using information such as location, type of engagement, inherent risk and results of due-diligence screening to create a risk profile. We also use third-party tools to monitor our supply base.

3 Assessing and auditing

Supplier assessments and audits, conducted on site or remotely, allow us to further evaluate risk.

4 Mitigating and continuously improving

Suppliers implement mitigation or improvement measures based on assessment and audit results. We work with suppliers to review the measures they take. If we do not see sufficient improvement, we may take additional actions or disqualify suppliers when necessary.

Boise, Idaho

Expectations of suppliers

We set clear expectations for suppliers, and communicate those expectations through several channels. All suppliers and contractors are expected to abide by the Micron supplier code of conduct, the Responsible Business Alliance (RBA) code of conduct and our human rights policy and follow relevant laws, especially those regarding child and forced labor. Micron's commitment to combating child and forced labor in both our operations and our supply chain is made public through our modern slavery and human trafficking statement. To help safeguard human rights, we make our compliance helpline available to workers throughout our supply chain, where they can report concerns anonymously, as permitted by applicable law.

When onboarding new suppliers, we share Micron's supplier requirements standard as part of their contractual agreement. This standard establishes expectations for the tier 1 suppliers we source from directly, as well as requirements of their own suppliers. It covers expectations related to human rights, responsible minerals, business ethics, sustainability strategy, quality and environmental impact. We also require new suppliers to perform a self-assessment covering fundamental responsible business topics. New suppliers also undergo a third-party-conducted due-diligence screening that, combined with self-assessment results, we use to identify and remedy any issues or concerns.

For both new and existing suppliers, we provide mandatory training on our expectations. This training covers Micron's code of conduct, RBA requirements, product compliance standards and sustainability factors such as establishing emission-reduction goals. We also offer tailored training for indirect service suppliers. Since we began the supplier training program in 2018, more than 5,500 supplier representatives — including new suppliers and incumbent strategic partners — have participated. Training completion is a key measure we use to regularly assess supplier performance.

Critical issues

Once suppliers are part of our network, we adopt a risk-based approach to monitoring key issues that may affect their business. We use information such as their geographical locations, the nature of their engagement, their inherent risks and the results of due-diligence screenings to develop a supplier risk profile. These profiles help us determine specific criteria to monitor for each supplier and inform potential assessments or audits.

Beyond assessing individual suppliers, we employ a comprehensive suite of tools to help us gain a full picture of our global supply chain risks — including those related to business continuity, human rights and environmental issues — and then target actions to manage those risks. For example, we use tools that provide public real-time information about suppliers, continuous monitoring of global events involving or affecting suppliers, supplier assessments and identification of policy gaps, and tracking of regulations relating to forced labor. In addition, we conduct annual supply chain risk simulations to help us anticipate and mitigate potential incidents.

Monitoring human rights in our supply chain

Micron works to protect human rights in our own operations and expects suppliers, contractors and other partners to do the same.

The RBA upholds a single set of expectations regarding social and environmental responsibility and provides a standard process for demonstrating conformance. As a member, we adhere to the RBA code of conduct. On-site suppliers at our Micron manufacturing sites, our outsourced semiconductor assembly and test (OSAT) facilities, and our electronics manufacturing services (EMS) are audited for compliance with the RBA code every two years. We hold suppliers accountable when they fall short of expectations. Through the RBA Validated Assessment Program (VAP) audits conducted for Micron during FY25, the top findings for our on-site suppliers fell into the labor and health and safety categories. All findings at Micron facilities, OSATs and EMS have since been remediated. In FY25, all Micron manufacturing locations worldwide earned Platinum-level certification, the highest possible recognition, on RBA VAP audits. This achievement is due in part to an expansion of the training we provided for on-site suppliers, who conduct essential work such as cafeteria management and janitorial services.

Along with other members of the RBA, we are committed to eliminating forced labor through training, engagement on standards with industry and governmental organizations, and interviews with migrant workers about their working conditions. Micron's board of directors, with the assistance of the governance and sustainability committee, monitors human rights efforts as part of its oversight and monitoring of Micron's sustainability efforts, including approving our annual modern slavery and human trafficking statement. Our human rights program and policy cover anyone who works on a Micron site in any capacity — from security to food service to construction work. This oversight also extends to suppliers' employees and temporary hires, who, in some parts of the world, are foreign migrant workers.

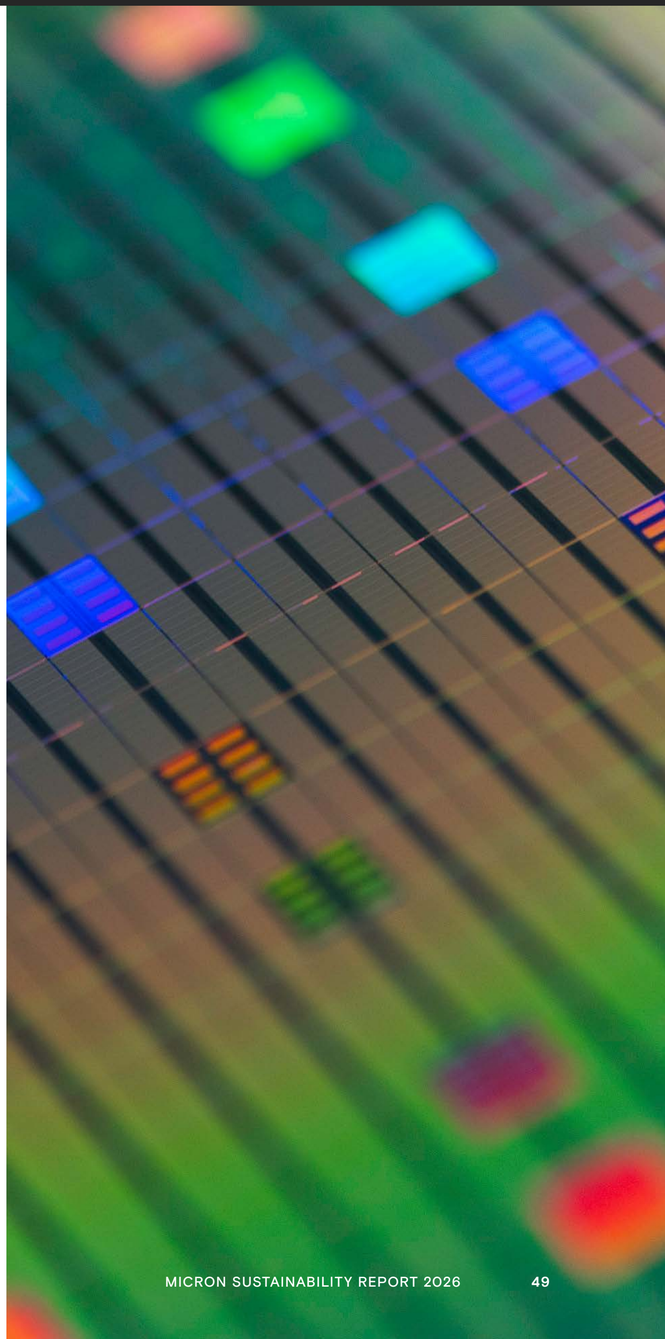
We monitor the following human rights areas as they relate to our supply chain:

- Working hours
- Fair wages and benefits
- Worker health and safety
- Nondiscrimination and anti-harassment
- Freedom of association
- Forced labor
- Child labor

Human rights risk assessments show that manufacturing sites, particularly those in certain parts of Asia, are at a higher level of risk than other work locations. In this region, foreign migrant workers across industries face a variety of potential risks that require additional due diligence. For example, workers are at risk of having their passports withheld or being charged recruiting or administrative fees when they are recruited by suppliers. These fees can amount to more than several months' pay and may lead workers to take out loans, effectively forcing them to pay to have a job. In addition, many migrant workers send the bulk of their earnings back to their home countries to support their families, making the payment of loans and fees especially burdensome. Micron explicitly prohibits passport withholding and recruitment or administrative fees.

To reduce the risk of violations against foreign migrant workers in our direct workforce, Micron engages only with recruitment agents who comply with RBA code requirements. Our sourcing organization vets Micron recruitment agents who connect us with workers in both the sourcing and receiving countries, reviews the policies and procedures that workers are subject to and audits the dormitories where workers live.

Requirements of the RBA code regarding forced labor may differ from local laws covering fees, levies and working hours in many countries where we do business. While the variations add complexity, we enforce the more stringent standard if local laws and the RBA code differ.



Sourcing responsible minerals

Like many technology companies, Micron relies on tin, tungsten, tantalum, gold (3TG), cobalt and a range of other minerals in the manufacturing of our products. 3TG materials, known as conflict minerals, are abundant in the Democratic Republic of the Congo and surrounding countries, a region that has endured sustained conflict and human rights violations. We recognize that these and other raw materials are subject to controversy based on social and environmental concerns about how they are obtained.

We monitor rare earth elements, metals and materials that originate from many regions and are used in our supply chain. This monitoring helps us understand global risks related to human rights, geopolitical risks, potential restrictions, availability, pricing and implications to manufacturing processes and products while continuing to focus due diligence on worldwide 3TG minerals. Oversight of this work falls to a dedicated responsible minerals team within procurement. We also have a responsible minerals steering committee, made up of team members from sustainability, legal, accounting, finance, research and development, manufacturing, operations and sales. This committee meets monthly to ensure companywide understanding of any key updates and activities related to conflict minerals.

Micron is committed to ensuring that minerals used in the manufacture of our products — regardless of originating country — do not directly or indirectly fund violence or human rights abuses. Collaboration among governments, industries and communities is key to achieving this goal. Reflecting this philosophy, Micron is a founding member of the RBA's Responsible Minerals Initiative (RMI), a consortium that works across the minerals industry to develop a common approach for addressing conflict mineral supply chains and protocols. This approach has expanded to include other minerals beyond 3TG, including cobalt, which is now incorporated into our responsible minerals program. The RMI includes a third-party auditing process, due-diligence tools and a public database documenting where each smelter or refiner stands in its conflict-free sourcing journey.

Micron is a collaborative member of several RMI working groups and task forces. In FY25, as part of the RMI's Smelter Engagement Team working group, we focused on gaining a better understanding of critical minerals, including lithium, nickel, copper, aluminum, gallium and others in our supply chain. This tracking provides a holistic look at the mineral makeup of Micron's supply chain and helps ensure manufacturing continuity should we need to change sourcing due to new regulations or violations. Using RMI's additional minerals reporting template, we have begun gathering data from suppliers on the use of these minerals. We're aiming to collect this data across the supply chain and solidify a formal reporting process for supply chain transparency in FY26.

Our goal is to source entirely from smelters and refiners validated by third-party audits as conformant to the RMI's Responsible Minerals Assurance Process (RMAP) or similar cross-recognized programs from the Responsible Jewellery Council or London Bullion Market Association (LBMA). Our processes align with international best practices on due diligence set forth in the Organisation for Economic Co-operation and Development's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. We also comply with section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which requires publicly traded U.S. companies to report annually on their tracking, monitoring and use of conflict minerals. Micron closely monitors emerging conflict mineral regulation around the world to ensure compliance throughout our supply chain.

To uphold our conflict minerals policy, we require suppliers to complete these tasks:

- Reading and understanding Micron's conflict minerals policy
- Providing a complete, updated conflict minerals reporting template (CMRT) and extended minerals reporting template (EMRT) disclosing the source of relevant minerals that may be present in products sold to Micron, including the smelters or refiners from which the conflict minerals originated
- Updating CMRTs and EMRTs within two weeks of any smelter or refiner changes in any part of the supply chain
- Adopting a conflict minerals policy dedicated to achieving a conflict-free supply chain
- Participating in and facilitating audits of facilities, conflict mineral policies, conflict mineral procedures and associated records
- Directing their own suppliers to adopt conflict mineral policies and complete necessary conflict mineral diligence surveys

Micron implements policies and procedures to help ensure existing suppliers rely on smelters and refiners that comply with the RMI's RMAP, and we engage only with new suppliers who make similar commitments. If suppliers fail to comply with the RMI's RMAP, we require them to remove nonconformant smelters within 13 weeks, though they often resolve issues sooner. We are committed to transparency and publish an annual conflict minerals report on our due diligence and progress toward a conflict-free supply chain.

Risk assessment and resilience building

Micron's sourcing strategies aim to optimize cost, quality and performance while building long-term supply chain resilience. This includes assessing and addressing risk as necessary. Close engagement with suppliers allows us to get ahead of potential risks, which is especially important as we grow our business, respond to evolving trade requirements and diversify our supply chain. By proactively managing potential risks — including geopolitical instability, supplier disruptions, natural disasters and logistical challenges — we safeguard our ability to support customers without interruption.

Micron's supply chain risk function oversees supply chain risk management and resilience, a process that involves screenings, assessments, investigations, risk profiling, development and audits of new and incumbent suppliers, as well as surfacing insights from multiple tiers of our supply chain.

Micron's supply chain risk and resilience program also includes global processes and partnerships with third-party risk intelligence service providers. We have a team of skilled professionals who work with suppliers on performance expectations for responsible business practices. When potential risk is identified, we conduct further due diligence, including supplier assessments and audits on site or remotely.

In FY25, Resilinc — a supply chain risk and compliance solution provider — named Micron one of its Top 30 Most Resilient Suppliers in the High-Tech Industry. This honor, which we received for the fourth consecutive year, evaluates original equipment manufacturers' supplier performance on network resilience, transparency, continuity of supply and risk program maturity, among other resiliency factors.

Defining supplier risk management

The core components of our efforts to manage supplier risk and build resiliency include:

- Diversification of suppliers: We strategically source materials from multiple suppliers and regions to minimize dependency on any single source, reducing vulnerability to localized disruptions.
- Visibility: Using advanced analytics and digital tools, we maintain real-time visibility across the supply chain, enabling rapid response to emerging risks.
- Collaboration and partnerships: By fostering close relationships with suppliers and logistics partners, we enhance transparency, communication and joint risk mitigation.
- Business continuity planning: We regularly review and update our contingency plans to ensure preparedness for scenarios such as natural disasters, trade restrictions or global health emergencies.
- Compliance and sustainability: We encourage our suppliers to comply with global regulatory requirements and support our sustainability commitments.

Managing risk in our supply chain

Micron performs supplier risk assessments in alignment with the Micron supplier code of conduct, and with the RBA code of conduct. We evaluate the results of these assessments to generate a risk score and require any suppliers with high risk scores or deficiencies to address areas of concern. In addition, we expect applicable suppliers to comply with the following:

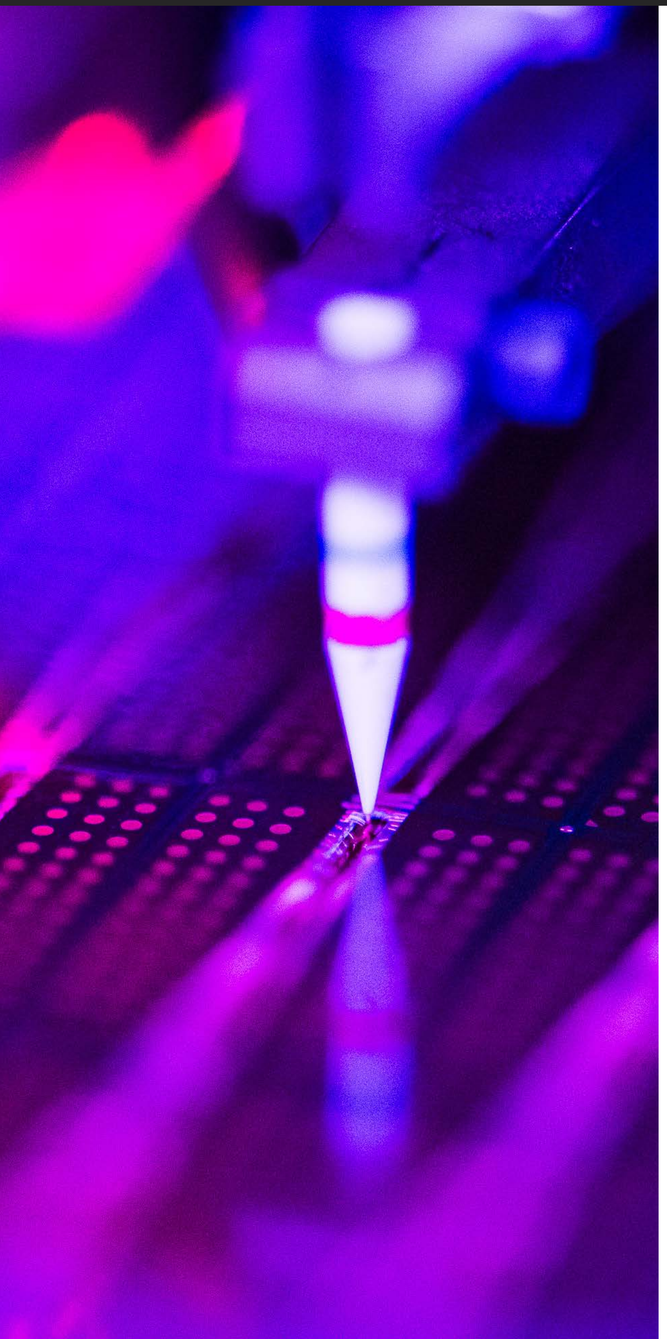
- Annual RBA self-assessment questionnaire or any other assessment or audit initiated by Micron
- U.S. Foreign Corrupt Practices Act
- U.K. Bribery Act
- California Transparency in Supply Chains Act of 2010
- U.K. Modern Slavery Act of 2015
- European Union (EU) Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), updated every six months or as any product change requires
- EU Restriction of Hazardous Substances (RoHS), updated and provided every 12 months or as any product change requires
- Greenhouse gases and reduction targets via CDP (formerly Carbon Disclosure Project)
- Water use and climate change impacts via CDP
- Sustainability/corporate social responsibility or equivalent report
- Micron's conflict minerals policy and due-diligence reporting requirements
- Micron's supplier responsibility and compliance training program

To aid with these assessments, Micron requests transparency from our suppliers through supply chain visibility mapping, surveys and passive assessments, which are remote tools designed to gather the following information:

- Manufacturing locations, emergency contacts, manufacturing recovery time and locations of critical sub-tier suppliers
- Business continuity processes and programs at manufacturing locations
- Responses to impact notifications associated with Micron's supply chain
- Programs and policies related to ethics, environment, forced labor and safety

In FY25, we oversaw a combination of on-site and remote supplier risk assessments for more than 1,000 new and incumbent suppliers, performed both by Micron team members and third parties. These risk assessments covered both tier 1 and sub-tier suppliers, with the aim of gathering complete and accurate data from suppliers' subsidiaries, intermediaries and other indirect connections to provide a more holistic picture of risk. We also invested further in cybersecurity risk assessments for suppliers, recognizing the increasing risk associated with data, information and technology as our business grows and global manufacturing becomes more complex.

We use software to collect and manage inputs and data from supplier risk assessments in one place. This practice supports the coverage, resources and processes necessary to uphold high expectations for suppliers.



Supplier practices and performance

An effective, agile supplier network is critical for minimizing risks and ensuring business continuity. Micron works closely with suppliers to improve performance metrics and enhance business and sourcing strategies.

Suppliers implement mitigation or improvement measures based on the results of our assessments and audits. We work with suppliers to review these measures regularly to verify their effectiveness and provide necessary assistance. For cases when improvement is insufficient, we take additional actions until issues are resolved or we disqualify suppliers when necessary. We also maintain a compliance helpline for anonymous reporting of violations in our supply chain, available to both Micron team members and suppliers' employees.

In FY25, we focused on assessing the health of suppliers' businesses, including their crisis response capacity. We introduced business continuity audits to more closely evaluate the business and sourcing practices of our strategic suppliers. This involved on-site audits of suppliers, looking at their overall risk posture and supply chain to determine how capable they are of handling a crisis or massive disruptive event.

In addition, we use scorecards and encourage best-practice sharing and capability-building efforts among suppliers to help them improve efficiency and meet our stringent quality and performance standards. By engaging a wide variety of suppliers as part of our broader procurement strategy, we create a supply chain that is adaptable to shifting market conditions, less vulnerable to disruptions and optimized for long-term cost stability.

Collaborating to advance sourcing excellence

Micron collaborates with industry leaders, customers and suppliers to develop best practices that enhance cost competitiveness, innovation and supply chain performance. Through our leadership in Semiconductor Equipment and Materials International (SEMI), a global industry association, we help drive more effective industrywide sourcing standards and risk management strategies. We are a founding member of the Supply Chain Risk Leadership Council, a group of leading global companies from across sectors. This council meets regularly to share supply chain risk management best practices and exchange insights on new or emerging risks.

Engaging suppliers on environmental management

Micron communicates our sustainability commitments and expectations to suppliers and follows their progress to reducing their own environmental footprints. Through the RBA audit process and supplier reporting through the CDP platform we can survey and track suppliers' programs for improvements in energy efficiency; decreases in GHG emissions; and reductions in the generation of solid waste, wastewater and other air emissions.

The RBA code of conduct requires all participants to set an absolute corporate emission-reduction goal. To help suppliers comply with this aspect, we require both new and existing suppliers to share their GHG emission-reduction commitments and related actions. Through annual supplier performance evaluations, quarterly business reviews and other touchpoints, we review this data and identify opportunities for Micron to support suppliers' GHG emission-reduction efforts.

In FY25, we began including GHG emissions criteria in Micron's major sourcing decisions for contracts above a certain threshold. These criteria include public-facing GHG reduction commitments, CDP reporting, low-carbon energy use and logistics optimization. Potential suppliers receive points based on their actions within these areas, which we factor into contracting decisions along with other business-critical elements.

Beyond encouraging suppliers to disclose and address their carbon footprints, we are also partnering with them to drive environmental improvements at Micron sites. We work closely with a group of suppliers to find ways to make progress on Micron's energy, emissions, water and waste goals at our manufacturing sites.

Expanding our financial partners

We are nearing $1 billion in cash investments managed by a broader group of financial partners, including limited deposits with local financial institutions where we operate. These investments expand our relationships within the financial sector and our communities, at returns consistent with returns achieved on engaging with other partners.

Team members

Overview

In an industry with high expectations for the pace of innovation and product development, it is vital that we attract, train, develop, engage and retain a workforce prepared to rise to this challenge. Micron employees, called team members, power our success. Their dedication and drive enables us to deliver transformative solutions. We strive to create an environment that inspires and supports our team members to collaborate, learn and do their best work.

Due to the growth of the semiconductor industry, the market for talent has become increasingly competitive. To address current and future workforce needs, we have a range of programs focused on developing an industry-ready potential workforce and creating new talent pathways. We help open opportunities for all by collaborating with governments, community partners, K-12 schools, community colleges and universities. These partnerships allow us to reach a broad audience and help individuals develop the skills they need to build a career in the industry.

Beyond hiring and workforce development, we provide comprehensive support for team member health, wellbeing and safety. We take a global, regional and site-specific approach to this work, combining companywide oversight with local expertise to tailor programs and initiatives to meet team member needs.

San Jose, California

Tools and programs covering the team member lifecycle

Global culture and inclusion
Cultivating a welcoming and supportive work environment

Engagement
Using surveys and tools to listen to team members' experiences and address their feedback

Career development
Enabling team members to grow their professional careers and build specific skills

Leadership development
Preparing emerging leaders and bolstering existing leaders' capabilities to enhance team member retention and engagement

Safety
Training team members on safety culture protocols so everyone returns home safely each day

Wellbeing
Prioritizing individual health and wellbeing by taking a holistic approach to team members' lives

Rewards
Recognizing team member performance and learning, rewarding those who exemplify Micron's values

Recruitment and development

As the need for our products soars, we are acting to ensure that we have the talent to meet this demand. The professional services firm Deloitte estimates the global semiconductor industry will need to add 1 million skilled workers by 2030 to keep pace with sector growth. The scale of this talent challenge means we must look beyond traditional hiring routes and focus on a skills-based approach to finding the right candidates.

Our global talent acquisition team helps determine companywide talent needs and oversees hiring processes. Regional talent acquisition teams manage recruitment operations specific to Asia, Europe, the Middle East and Africa, and North America. We have also formed workforce-ready councils for each country where we operate, composed of global talent acquisition team members and representatives from other functions. These councils collaborate with government agencies, trade associations, industry partners and educational institutions to shape the local potential talent pools. The councils oversee skill mapping efforts, curriculum co-development, internship and apprenticeship programs as well as inclusive hiring practices. We align our efforts with the workforce agendas and regional economic development goals in the geographies where we operate to ensure that our talent pipeline is not only future-ready but also adds value to the communities in which we live and work.

Developing an industry-ready workforce

In fiscal year 2025 (FY25), we continued partnering with secondary and postsecondary educational institutions around the world to modernize curriculum and provide students with hands-on, experiential learning in skills areas relevant to the semiconductor industry. In the U.S., we have invested in career and technical education programs to give students practical training, including providing up-to-date equipment to aid student learning. We have introduced this programming in New York and Idaho, our two major domestic manufacturing locations, which are both growing. Together with the American Federation of Teachers, the United Federation of Teachers and the state of New York, we developed an Advanced Technology Framework to help New York career and technical education students develop the foundational and technical skills needed for a career in the semiconductor field. In FY25, we began piloting this framework across 10 school districts and plan to run these pilots through 2027.

Also in New York, we partnered with Onondaga Community College to develop the Micron Cleanroom Simulation Lab for students to practice the essentials of semiconductor manufacturing. We are continuing to work with Onondaga Community College to connect these students to our technician internship program and full-time opportunities. In Idaho, we collaborate with the College of Western Idaho to shape certificate and associate degree programs on semiconductor manufacturing and advanced mechatronics. The College of Western Idaho also serves as our partner providing related technical instruction for participants in our Registered Apprenticeship Program in Boise, Idaho.

In India, we joined the Indian Institute of Technology, Hyderabad, to offer a new memory design course that equips students with both a theoretical and practical understanding of semiconductors. We also launched a Semiconductor Assembly, Test, Marking and Packaging curriculum with two universities, Universiti Sains Malaysia and University of Wollongong Malaysia. This program includes comprehensive manufacturing coursework and hands-on modules. With the expansion of high-bandwidth memory (HBM) production in Taiwan, we have worked with five universities to provide a course on DRAM technology and expanded our Semiconductor Academy to a second university to nurture talent.

Our engagement with educational institutions in FY25 also included hosting the first-ever Curriculum Summit. In partnership with the Semiconductor Equipment and Materials International (SEMI) Foundation, we brought 140 educators from more than 50 universities and community colleges together with industry professionals. Together, these groups shared ideas to help shape engineering and technical curricula that will best prepare students to enter the semiconductor workforce. During this gathering we launched the Micron Educator Hub to provide online open-access resources for educators.

We maintain an extensive network of university partnerships, collaborating with more than 100 academic institutions around the world. Collaborations include the University Partnership for Workforce Advancement and Research and Development in Semiconductors (UPWARDS) — a partnership with 11 universities in the U.S. and Japan — as well as regional networks in the northeastern and northwestern U.S. and the Minority Serving Institution Semiconductor Network. These partnerships also contributed to the ongoing growth of Micron's robust internship program. We welcomed more than 1,000 interns around the world in FY25 and received recognitions and awards in mainland China, Malaysia, Singapore and the U.S. for our internship offerings.

Micron has entered into a third year of a partnership — known as Transformative Approaches to Educating the Semiconductor Workforce (TA-ESW) — with the National Science Foundation. TA-ESW aims to improve and impact education and training of the advanced memory manufacturing, microelectronics

"At Micron, our team members are the driving force behind every innovation and achievement. This year's record-setting employee satisfaction rate is a testament to our commitment to fostering an inclusive, safe and empowering workplace where everyone can thrive. By investing in education partnerships and meaningful community engagement, we're not just building advanced technology — we're building a brighter future for our people and the communities we serve."

April Arnzen,
Executive Vice President
and Chief People Officer

Boise, Idaho

and semiconductor workforce of the future and expand opportunities and access to experiential learning programs in cleanrooms and other teaching laboratories. This partnership provides new award opportunities for two programs: Improving Undergraduate STEM Education (IUSE) and Experiential Learning for Emerging and Novel Technologies (ExLENT). IUSE supports projects to improve science, technology, engineering and math (STEM) teaching and learning for undergraduate students, and ExLENT supports inclusive experiential learning opportunities designed to give learners the skills needed to succeed in STEM. By leveraging the National Science Foundation's existing frameworks for collecting and reviewing proposals, Micron can amplify our efforts to grow the semiconductor workforce and research ecosystem.

Investing in new talent pathways

In addition to our partnerships with educational institutions, we are also establishing new talent pathways through apprenticeships, career reentry programs and certifications. Among new hires in FY25, 3.7% came from new talent pathways — an increase of more than 60% from FY24.

Micron's registered apprenticeship program, which offers practical work experience, mentorship and on-the-job training with competitive wages and benefits, has expanded across our operations in mainland China, India and the U.S. In the U.S., we hosted a total of 83 apprentices across Boise and Manassas, Virginia. In all, we welcomed a total of 56 apprentices as full-time team members in FY25, up from 37 in FY24. We also introduced pilot apprenticeship programs in mainland China and India in FY25, with our team in mainland China bringing on 10 apprentices as full-time technicians at the end of the program.

Veterans are a consistent talent source for Micron. In the U.S., we hired our first cohort of military veterans who completed on-the-job training during their active-duty service through the Department of Defense's SkillBridge Program. We also continued to work with Syracuse University's Institute for Veteran and Military Families (IVMF) to launch a semiconductor hub to prepare transitioning service members, veterans and military spouses for a career in the field. In FY25, more than 400 students enrolled in the Semiconductor Foundations course through IVMF and 185 of these individuals achieved a certificate of completion.

In Malaysia during FY25, we welcomed 24 former service members through the Veteran MyWIRA initiative, a pilot program run by Malaysian government agencies. Since FY24, we have hired a total of 49 team members through this program, including supervisors, technicians and manufacturing trainers.

Our career reentry programs provide people returning to the workforce after career breaks with flexible work arrangements, mentoring and upskilling opportunities. In FY25, we hired 50 team members worldwide through this program.

Enhancing recruitment and hiring

As we have worked to build skills and create career pathways for potential talent, we've also invested in ways to make hiring more efficient and broaden recruitment efforts. Artificial intelligence (AI) is critical to this work. AI-enabled tools are helping deliver measurable improvements in time to hire, recruiter efficiency and process visibility. As a result, both Micron and our candidates are experiencing a quicker and more transparent hiring process.

In FY25, AI enhancements to our hiring processes helped reduce time-to-offer acceptance by about 9%, driven in part by automating interview scheduling and streamlining candidate feedback and offer approvals through our integrated AI tools. We're also applying AI earlier in the talent pipeline by using inclusive-language tools for job descriptions and piloting AI-enabled sourcing across professional networks. Our recruiters have been trained to use these tools responsibly, and Micron remains committed to applying AI ethically and in alignment with our fair and equitable hiring practices.

Developing talent

For our team members to continuously innovate new advancements in technology, we need to continuously invest in their growth and development. This emphasis contributes to the building of a skilled, competitive workforce and to positioning Micron to remain a leader in delivering semiconductor solutions. Our talent development mission has four parts:

- Build a purposeful learning culture based on industry-leading innovation
- Drive measurable business impact through learning and skilling
- Strategically integrate technology and AI to upskill talent at scale
- Create leaders for today and tomorrow

To accelerate learning across these priorities in FY25, we introduced new AI-driven tools and trainings, equipped leaders with the skills to advance a companywide learning culture and supported early-career development. Our offerings span guided workshops, on-demand trainings, mentorships and a tuition-reimbursement program — as well as Micron University, our global digital learning platform that provides curated learning paths, resources, workshops and technical skill development opportunities.

Accelerating learning

To shift to a more skills-driven workforce, we begin by mapping the skills needed for roles across our operations. We use that information to identify the criteria we should consider while hiring and the areas we should prioritize when building training materials In FY25, we began assessing which functions, roles and

tasks could see the greatest benefit from adopting AI tools. We are taking a thoughtful and well-researched approach to integrating AI into operations, looking for opportunities to safely enhance existing and future roles through increased efficiency. This approach is also helping us gain a clear picture of both the AI tools and human resources needed to develop teams and functions across the company — and how those tools and resources work together to enhance productivity. By building a more efficient organization, we are better positioned to deliver critical solutions for customers.

We have also introduced new AI tools to help enhance team member learning and development. For example, we offer an AI assistant to help improve one-on-one meeting effectiveness and support leader-team member relationships. This tool helps generate agendas, take notes, highlight action items and direct team members to Micron learning resources based on topics covered in meetings.

We also brought AI efficiencies into Reach Performance, Micron's performance management program. This program helps establish clear individual performance expectations, promotes team member development and guides leaders to be better coaches. Through Reach Performance, all Micron team members document annual goals and receive a formal end-of-year review. Micron has a pay-for-performance philosophy, which means that the outcome of these end-of-year reviews are factored into decisions about the team member's pay increases, bonus payout and equity grants. In this way, we aim to reward team members for their efforts and progress toward their performance goals. In FY25, managers had access to an AI tool to help write these end-of-year reviews to ensure the delivery of actionable, high-quality feedback. Team members could also use the tool to help write their self-reviews.

As AI continues to evolve, we are committed to maintaining and increasing fluency in this technology across our workforce. We continue to offer training for all team members on various Micron-approved AI tools and potential uses.

Equipping leaders with support skills

Creating and maintaining a learning culture starts with Micron leaders. In FY25, we expanded programming to help leaders build the skills to support continued learning and growth among team members. For example, we are rolling out updated learning experiences for new and future leaders focused on how to lead in dynamic and changing environments as well as how to integrate AI tools to enhance effectiveness and efficiency.

Mentorship is an important aspect of our learning and development offerings. We worked to improve our mentorship program in FY25 by introducing a set of practical, experiential workshops for leaders to learn how to be effective mentors. These sessions covered topics such as asking productive questions to mentees, listening with empathy, providing practical feedback and more. In total, we hosted 320 mentorship workshops, with 6,200 Micron leaders across all levels of our global workforce participating.

In addition to internal offerings, Micron leaders had access to leadership skill-building and development through programs offered by the University of California, Berkeley, and Stanford University. At UC Berkeley, a group of Micron leaders participated in a two-week, on-campus immersive leadership accelerator program while other team members enrolled in courses covering topics like finance and business acumen and entrepreneurship and innovation. Select Micron leaders also participated in a six-week, on-campus Stanford Executive Business program.

Meeting early-career needs

We know that team members often benefit from extra guidance and engagement during their first few years with Micron. That's why we launched the Pathfinder program in FY25, designed for early-career team members in their first three years at the company.

Through Pathfinder, we provide structured support for team members to help them better understand available career development opportunities, set goals and identify pathways within Micron that align with their aims and interests. This program provides team members dedicated time to focus on the fundamentals of their roles and functions and build on that foundation through mentorship opportunities and connections with company leaders. We also began to reimagine the design of our Careers at Micron program to support all team members in both understanding and achieving their career goals.

Investing in the leaders of tomorrow

Addressing the demand for the skilled semiconductor workforce of the future requires scale and reach. That's one of the ideas behind the FY25 launch of the Micron Educator Hub, a website housing semiconductor and memory-related technical content for educators from K-12 to collegiate levels to incorporate into their curriculums. Content on the Educator Hub includes overviews like "Intro to memory" and "Intro to fabrication" as well as real-world examples from Micron's product development and manufacturing processes. In its first year, the Educator Hub reached 8,500 users from around the world, with 5,800 resource downloads.

We also continued to support semiconductor and memory-related education at universities through partnerships with funding agencies like the National Science Foundation, Idaho Workforce Development Council and Empire State Development to scale workforce development programs and infrastructure on campuses. Read more about our engagement with educational institutions and how these collaborations are helping grow the next generation of the semiconductor workforce.

Learning by the numbers

3,000+
mentorship pairs

126,000+
training courses offered

~3M
training hours

55.8
average training hours per team member

Wellbeing and rewards

Micron aims to help team members thrive inside and outside the workplace. We invest in programs that support a culture of wellbeing at individual, group, organizational and workplace levels. Our programs address the broad scope of factors — physical, mental, social, financial and career — that affect how people function at and away from work. These elements, our five Live Well pillars, drive our wellbeing strategy and initiatives. This commitment to wellbeing also informs our comprehensive benefits and total rewards packages, which provide team members access to a range of options to care for their own wellbeing and that of their families.

We have additional policies and practices to keep team members safe and well, all of which are covered in our internal employee handbook. We follow standards for working hours set by the Responsible Business Alliance (RBA), which state that all overtime must be voluntary and individuals should not work more than 60 hours a week, except in emergency or unusual situations, with at least one day off every seven days. We also offer compressed workweeks and flexible work arrangements for manufacturing team members so they can better balance work and life.

Encouraging wellbeing

The objective of Micron's global wellbeing function is to build programming that helps team members thrive inside and outside the workplace. The team spans worldwide operations and approaches wellbeing through three core areas:

- **Enterprise wellbeing and insights:** Harnessing the power of team member insights to deliver globally consistent, locally competitive benefits and amenities, positioning us as leaders in workplace experience and driving deeper workforce engagement.
- **Wellbeing experience:** Cultivating a culture where meaningful on-site experiences, social wellbeing and AI-powered support come together to create a thriving community of appreciation, connection and high performance.
- **Team member advocacy:** Helping team members through one-on-one conversations to solve problems and connect to resources, and empowering them to reach their potential.

For the enterprise wellbeing pillar, we start by building knowledge and skills for Micron leaders, focusing on practical ways they can incorporate wellbeing into their teams' day-to-day operations. An important part of this effort is our training on psychological safety. Psychological safety means that people feel safe sharing their ideas and concerns, speaking up, asking questions and admitting mistakes without fear of negative consequences. In FY25, we expanded this training to leaders at the manager, senior manager and director levels — with a completion rate of 85% of this cohort. We recognize the importance of a psychologically safe environment to continued innovation in product design and development.

Work-life balance is another key focus of our wellbeing engagement with leaders. We introduced a new onboarding program in FY25 that guides team members through their first 90 days with specific touchpoints on work-life balance and other aspects of wellbeing. Including a focus on work-life balance in this program has positioned managers to set clear expectations and boundaries with their direct reports from the start, encouraging them to address wellbeing alongside other role-critical material.

We also turned to Micron team members for their ideas and feedback. In FY25, though our second Thriving Places and Spaces Spark Challenge, we invited global team members to submit their ideas to improve on-site wellbeing amenities and physical space at their respective office locations. We received more than 550 ideas across 30 global sites. Team members voted on their favorite submissions, and site leadership reviewed the top choices for approval and implementation.

Across Micron's global operations, our wellbeing team also oversaw cafeteria menu development through the Eat Well program. This involved surveying team members on the quality of food served on site as well as the range of options available to them. With this input, we have redesigned menus to provide team members with a new variety of high-quality, nourishing and healthy menu items.

We continued to offer team member advocates trained in mental health support to speak one-on-one with colleagues about work, personal and family concerns. In addition to these advocates, we piloted a peer support program in Singapore and mainland China to further support our workforce's mental health. Through this program, team members volunteered to act as an extension of Micron's team member advocates. They learned about the different mental health initiatives and benefits Micron offers and shared resources and information with their peers. We saw 136 team members participate in this pilot, and we plan to roll it out globally in FY26.

5 Live Well pillars

Physical
Lifestyle choices and behaviors around preventive health exams, sleep, diet, physical activity, hygiene, safety and relaxation that enhance functioning

Mental
A state in which team members can realize their potential, cope with the normal stresses of life, work productively and fruitfully, and engage with others

Social
Meaningful relationships with peers, supervisors and the organization that foster a sense of belonging and community

Financial
A state in which team members can fully meet current and ongoing financial obligations, feel secure in their financial future and make choices that allow them to enjoy life

Career
Team members' feelings about their job today, career growth prospects for tomorrow and achievement of life goals

Micron team members had access to ongoing wellbeing programs and resources in FY25, including:

- Short-term counseling sessions and group listening sessions to guide team members in managing their stress.
- Our employee assistance program that enables team members and their families in all countries where we operate to receive the mental wellbeing support they need.
- Connect groups that bring together team members with similar shared experiences, aligning with some of our employee resource groups (ERGs). Micron's Connect peer groups focus on topics including caring for elderly or disabled family members, becoming parents and dealing with the loss of a spouse.
- Interest clubs that encourage team members to engage with each other in social settings, enjoying common hobbies and interests while making lasting friendships that translate into meaningful connections in the workplace.
- A world-class childcare center in Boise, access to a near-site childcare center in India, and other locally relevant childcare solutions.
- A guidance resource program that provides Micron team members and their family members with confidential support and resources for personal and work-life issues, including financial and legal advice.
- Money management and other financial education tools that help team members take advantage of offerings like our employee stock purchase plan.
- A global meal plan benefit that provides consistent and quality food services across the company, with all team members working at Micron sites eligible to receive discounted meals.
- Regular opportunities to make social connections with fellow team members through events such as Micron's annual anniversary celebrations, Family Day activities and long-term tenure celebrations.
- Wellbeing spaces where team members can recharge, recreate and relax including fitness centers, mothers' rooms for breast-feeding/lactation needs, prayer rooms, recreation rooms, respite rooms and yoga rooms.
- Digital applications that offer resources and support for team members' physical and mental wellbeing.

Engaging team members

Micron team members are critical to shaping wellbeing strategy and programming across the company. The Micron Voice survey is part of our listening strategy and allows us to gather valuable insight from team members on their needs and make changes to meet them. We use the Micron Voice survey to measure team member experience and satisfaction as well as gain a better understanding of the effectiveness of certain wellbeing programs. The April 2025 survey saw a 91% participation rate with more than 36,000 comments submitted by more than 18,650 team members — a 39% increase from the previous survey. Micron's companywide satisfaction score reached 83, our highest to date, and scores improved for 17 out of 18 topics assessed, including wellbeing. In addition, 85% of respondents agree that "I have good opportunities to learn and grow at Micron," a 4-percentage point increase from FY24, and 83% of respondents agree that "I have the resources I need to do my job well," another 4-percentage point increase from FY24.

While Micron Voice survey results indicate our progress, we know that listening is only one part of the process. We must also act on what we learn. We encourage leaders to hold team discussions to talk through concerns and share opportunities to improve. After these conversations, each team creates and implements a meaningful action plan. We know that sincere follow-through is an essential part of encouraging, growing and reinforcing healthy team member engagement across Micron, and we continue exploring ways to build our listening culture.

Outside of this survey, we offer other ways to engage team members and act on their insights. These include informal feedback conversations via ERGs and connect groups as well as periodic pulse surveys to measure team member use and satisfaction around benefits offerings. Micron also participates in the Great Place To Work® survey, which allows us to identify strengths and areas of opportunity, as well as to benchmark our performance against other companies.

Great Place To Work® survey results

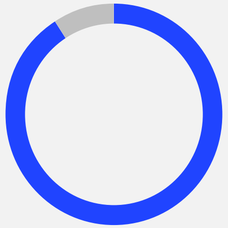
11 regions certified

Mainland China, Germany, India, Italy, Japan, Malaysia, Mexico, Singapore, South Korea, Taiwan, United States

Team member engagement

83/100

engagement and satisfaction score



91%

response rate

Penang, Malaysia

Providing comprehensive compensation and rewards

Micron offers a competitive total rewards package for team members. Doing so is essential to attracting and retaining talent in a dynamic labor market. We continuously assess benefits and maintain offerings that are relevant for team members at all stages of their lives and careers. Our total rewards compensation strategy includes base salary, annual bonuses and equity awards. Micron conducts annual benchmarking of our pay practices, evaluating base salary and equity options among peers and, if needed, adjusting salary and equity ranges.

Micron's employee stock purchase plan allows team members to buy Micron stock at a 15% discount. Team members can enroll in the program twice a year and contribute up to 15% of their salaries, subject to a maximum contribution cap. In FY25, participation reached its highest level yet, with 75% of Micron team members globally taking part. We continued to include information about the stock purchase plan in onboarding materials, which we believe is especially valuable for early-career professionals who may be entering the workforce for the first time and unfamiliar with these programs.

Alongside competitive compensation, we offer a comprehensive benefits package designed to support the wellbeing of all team members. Many of these offerings are global, while some are region- or country-specific:

- Financial assistance to eligible team members pursuing higher academic degrees, professional certifications or qualifications that will enhance their careers at Micron
- Paid time off and holidays allowing team members to enjoy personal pursuits as well as cultural and regional celebrations
- Family and bereavement leave allowing team members to care for family members and arrange important family matters
- Maternity, paternity and childcare leaves
- Medical insurance, mental health support, adoption benefits and fertility benefits, which may include multiple options as well as coverage for spouses or domestic partners
- Compensation for extra or atypical working hours, based on role and salary type
- Business discounts to team members for technology or health products and experiences such as theme parks and travel

We organize oversight of our benefits program by three global regions — Asia; Europe, the Middle East and Africa (EMEA); and North America. While many offerings tend to be country- or region-specific, Micron's total rewards leaders from across our geographic footprint meet regularly to share insights and learnings. Each year, we assess which benefits are most valuable to team members and how we can better meet their needs. We analyze actual use of benefits and gather feedback from Micron team members through various channels, including the Micron Voice surveys, team member focus groups and partnership with Micron's ERGs. In FY25, we introduced four new voluntary plans in the U.S. including pet insurance, whole life insurance, access to legal support and hospital indemnity. For team members in India, we also launched a pet adoption leave benefit along with pet insurance.

We continue to benchmark benefits against our peers and share best practices through our membership in the Silicon Valley Employers Forum, the Employee Health Innovation Roundtable and other global benchmarking sources.

Global culture

To inspire, attract and retain the best talent in the semiconductor industry, we must maintain cultural conditions that are consistent with our values and enable all team members to feel seen, respected and valued. This work happens in a cross-functional, globally distributed way, involving teams across Micron, including talent acquisition, wellbeing, talent development and others. While each country in which we operate differs in terms of specific laws, demographics and customs regarding culture, our overarching aspiration is constant: To create a culture where every team member thrives, while attracting and retaining top talent that enables an innovative, future-ready workforce.

There are many factors we consider as we continue to shape our corporate culture, including the geographic, generational and multicultural expectations of our global workforce. As a U.S.-headquartered company operating in multiple regions across the world, we recognize that we must have a global strategy for inclusion that can be localized to meet our team members' specific needs on the ground. We also recognize that millennial and Generation Z workers make up more than half of the general workforce and that individuals in those cohorts typically hold expectations of working for companies that foster engaging, respectful and welcoming cultures, while also providing a wide range of opportunities for professional development that aligns with new ways of working.

Our global culture strategy fosters conditions that help attract and retain global talent, accelerate innovation and uphold Micron's values. We address pain points encountered by our leaders with data-driven insights and deliver scalable solutions — such as operationalizing psychological safety, advancing inclusion and embedding AI tools and customer insights into our programs — to drive trust, empower people and transform culture into a business advantage.

One aspect of our global culture strategy is a focus on fair compensation. We regularly review global compensation with support from a third-party specialist to ensure fair, consistent pay across base pay, bonuses and stock awards for all team members.

Each year, we remain focused on our long-term goal — to develop the most innovative workforce of the future, prepared for the challenges ahead. This includes expanding the pathways to access jobs in the industry through apprenticeships and return-to-work programs, as well as through traditional four-year and advanced degrees. Through these actions, it is our intention to ensure that anyone, at any stage, can gain the skills to thrive in our industry. We are dedicated to hiring exceptional talent worldwide and creating a culture that supports their growth and advancement. Ultimately, our commitment is to accelerate Micron's innovation and maintain our technology leadership position. When we eliminate barriers to semiconductor careers and doing business with us, we unleash the potential of our future workforce, create opportunities for small businesses and multiple suppliers, and contribute to the communities where we work and live.

Recent recognition

2024-2025 Global culture awards

- Forbes America's Best Employers for Tech Workers, 2025
- VETS Indexes Recognized Employer, 2025
- Seramount Global Inclusion Index, 2024: mainland China, India, Italy, Japan, Germany and Singapore

Creating space for belonging with ERGs

Micron's ERGs are employee-led and volunteer-led groups for people with shared identities or experiences and their allies. Our ERGs are open to all team members, and we encourage people to join any ERG that interests them. Team members have heeded this invitation: Now, 56% of team members are part of at least one ERG. In FY25, we grew our program to 104 total ERG chapters, including celebrating our first ERG in Mexico with the launch of a chapter of the Micron Women's Leadership Network in Guadalajara, as well as new chapters in Gujarat, India; Muar, Malaysia; and Penang, Malaysia.

As our ERG community grows, we are continuously finding new ways to make these groups even more valuable to team members. We evolved the ERG Leadership Academy, which previously took place during an annual summit, to a quarterly, virtual format, allowing us to engage ERG leaders via more frequent touchpoints to support their leadership. The program equips leaders with the knowledge and tools to manage ERG operations effectively, advance strategic initiatives for their chapters and invest in professional development. In the U.S., inspired by a program we have in Singapore, we host a mentorship program for ERG members to create space for team members to benefit from one-on-one relationships grounded in shared experiences and mutual understanding.

Another way team members make an impact through our ERG network is by directing donations to nonprofit organizations around the world. In FY25, the Micron Foundation provided nearly $500,000 in total grants to 46 nonprofits specifically selected by ERGs through the ERG Gives program. We encourage each of our 10 global ERGs to choose local organizations whose

Hiroshima, Japan

values align with their communities of focus. This allows ERGs to make an impact on the issues that matter most to them, while driving support for organizations that may not have a national or global profile. Since 2021, the foundation has provided more than $2 million to 133 charities through the ERG Gives program. For example, in the United States, Micron's Black Employee Network selected Barbershop Books — a literacy program in neighborhood barbershops across the U.S. that inspires children to read for fun by bringing books into spaces where children already spend time. And in India, the Micron Women's Leadership Network selected Teach For India, an organization committed to educational equity in India by providing two-year fellowships for teachers in under-resourced schools, helping all children receive an excellent education. Teach For India fellows directly impact more than 30,000 children across the country.

Welcoming team members with disabilities

Welcoming team members of all abilities is a Micron priority that cuts across cultures and geographies. We incorporate disability inclusion at all stages of team member recruitment, onboarding and daily work. This includes understanding the spectrum of visible and invisible disabilities and needs, making appropriate accommodations in our workplaces, tailoring onboarding and training, encouraging team members to join ERGs and checking in regularly to ensure people get the support they need.

In FY25, multiple chapters of Capable — our ERG focused on disability inclusion — organized events and programs to support differently abled Micron team members. These included:

- The launch of the Capable Buddy program in Taiwan, which pairs team members with disabilities with supportive advocates who can connect them with resources and serve as a trusted contact for any concerns.
- A conversation with Paralympic athlete Maya Nakanishi, who spoke to team members in Japan about overcoming challenges in her personal and professional life.
- A disability sensitization workshop for leaders in India, designed to give leaders the confidence and tools to advocate for disability inclusion.
- A disability inclusion event in mainland China, during which the leader of the Shanghai Capable chapter spoke about the power of technology to bridge accessibility gaps and a local business owner discussed overcoming barriers as a wheelchair user.

Leveraging technology to support inclusion

Technology helps us collaborate and be more efficient in countless ways. It can also help further an inclusive culture. We introduced several new innovations in FY25 to help Micron team members make inclusion a habit. For example, using a new feature in our Workday platform, team members can record the pronunciation of their names and hear the correct pronunciation of others' names. Correctly pronouncing someone's name is a small but powerful show of respect, and by using this feature we can demonstrate greater care in our daily communications.

As another way of integrating culture and inclusion initiatives into our everyday tools, we have made it easier than ever to join an ERG. By interacting with our enterprise AI assistant, team members can now sign up for ERG membership or check ERG status in seconds.

Continuing the trend of using AI to accelerate our work, Micron organized an AI "ideathon" in Singapore. Teams came together to pitch AI solutions to drive productivity, reduce costs and simplify work. What made the ideathon unique was its emphasis on cross-generational and cross-functional collaboration. During evaluation, judges highlighted suggestions provided by teams with members of different ages and from different functions, reinforcing the belief that innovation thrives when people with different perspectives meet.

In the U.S., we organized a panel discussion for Native American Heritage Month on expanding opportunities for Native Americans in STEM. Panelists included a specialist dedicated to incorporating Indigenous languages into AI language models. We're energized by conversations like these and excited about the many opportunities to use technology to drive our global culture efforts forward.

Global head count[1]

53,000+

team members

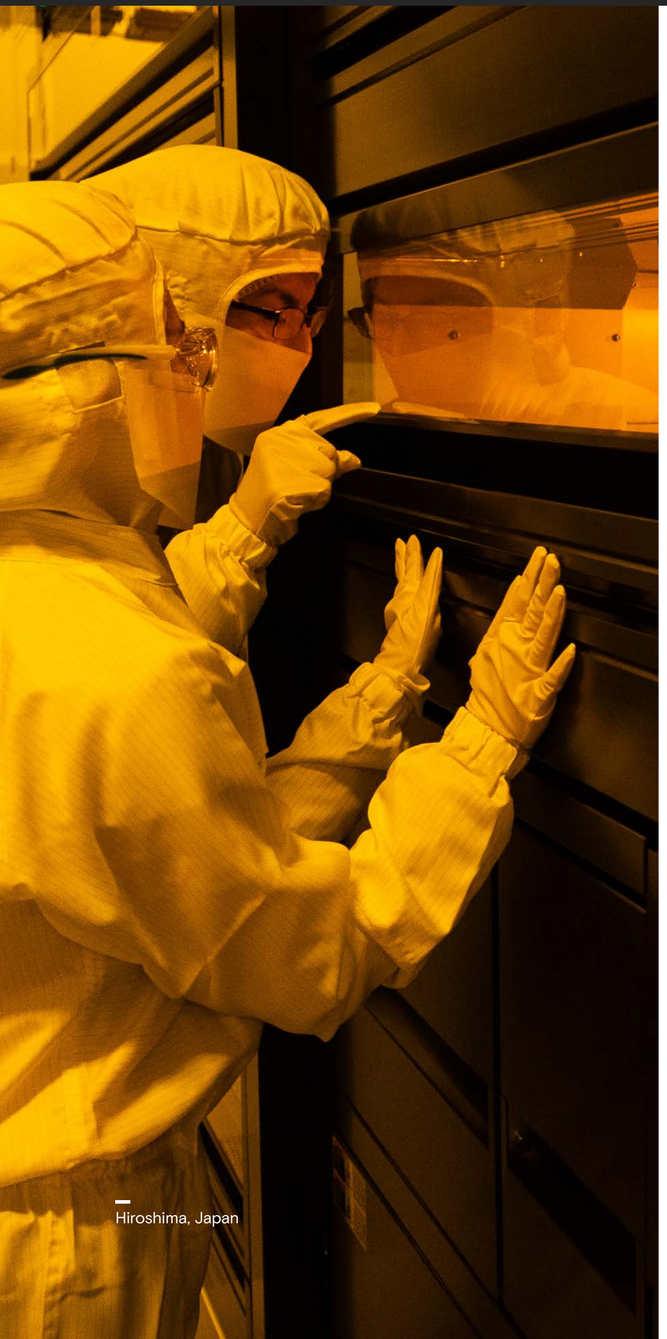
[1] Corresponds to fiscal year-end 2025 data

FY25 head count by region[1]

Asia
80%
FY24: 79%
FY23: 75%

Americas
19%
FY24: 19%
FY23: 20%

Europe
1%
FY24: 2%
FY23: 2%



Hiroshima, Japan

Safety

We believe that everyone who enters a Micron facility deserves to return home safely. We are working to make safety a value so embedded in our culture that it becomes second nature for our team members and anyone who works at a Micron site.

We take a thorough approach to safety that involves both companywide efforts as well as practices and policies tailored to specific environments and tasks. Our global environmental, health, safety and sustainability (EHSS) team oversees Micron's central safety strategy and efforts. Each site has its own EHSS team to manage site-specific safety standards and practices, including those covering contractors, guests and team members.

Micron leaders set expectations for safe behavior with their teams. All manufacturing leaders are expected to conduct regular area safety assessments in their work environments to identify and address potentially unsafe conditions. They begin meetings with safety messages and participate in behavioral safety assessments during which they observe their teams at work and share constructive feedback, including correcting unsafe behaviors.

We assess identified unsafe conditions and behaviors to determine the programs, systems, cultural elements and training needed to make improvements within Micron. When teams identify issues during safety walks or behavioral assessments, we track corrections and manage issues through appropriate closeouts. We also track team members' and leaders' completion of all required safety training. These practices encourage leaders to take ownership of their team members' safety. We maintain accountability dashboards, which track safety performance metrics at each manufacturing site in real time. These dashboards are housed in a centralized platform, allowing management to easily monitor site safety performance and allowing manufacturing site leaders to benchmark their data against other Micron facilities.

Micron's manufacturing locations are certified to the International Organization for Standardization (ISO) 45001:2018 occupational health and safety management system and ISO 14001:2015 environmental management system, establishing a robust and auditable framework for managing workplace safety and environmental responsibilities as well as driving continuous performance improvement. By maintaining certifications to both ISO 45001:2018 and ISO 14001:2015, Micron demonstrates its commitment to safeguarding employee wellbeing and minimizing environmental impacts across its operations. These internationally recognized standards support Micron's efforts to integrate health, safety and environmental considerations into daily business practices, ensuring compliance with regulatory requirements and alignment with global best practices.

Micron's Occupational Health and Safety Management System (OHSMS), which is followed across all Micron facilities, incorporates a structured risk assessment and management framework to identify hazards and evaluate potential risks in the workplace. When potential hazards and risks are identified, our environmental, health and safety (EHS) team develops action plans with measurable targets and timelines that align with Micron's global EHS objectives. These plans are reviewed by team leaders and embedded into operational controls to help drive continuous improvement. Our priority is to prevent health and safety incidents, but in case of an event each Micron site has robust incident reporting and investigation procedures that comply with ISO 45001:2018 and local regulatory requirements. These include root cause analysis, corrective and preventive actions, and communication of lessons learned across the organization. Site-specific EHS teams document and track any incidents to ensure timely closure and assess the effectiveness of the response. Emergency preparedness and response procedures are another core part of our OHSMS. Each site maintains documented emergency response plans, conducts regular drills and trains team members on how to respond to incidents such as chemical spills, fires and natural disasters. We have emergency response teams at each site, and they are equipped and trained to manage emergencies promptly and mitigate risks to people and property.

We maintain ample engineering controls at our manufacturing sites, including ventilation, enclosure of hazards, automation of processes and regular equipment maintenance. In addition, we perform SEMI S2 assessments on all new equipment introduced at Micron sites. Developed by the SEMI industry association, the S2 standard outlines performance-based EHS requirements tailored for semiconductor manufacturing equipment. These guidelines cover equipment used in manufacturing, measuring, assembling and testing semiconductor products. Using these guiding principles, we ensure that all manufacturing equipment in Micron's facilities meets industry best practices for safety and environmental management. In addition, teams and team members at every level have responsibilities and tasks for ensuring safety. Our FY25 health and safety training strategy focused on building a culture of safety, compliance and proactive risk management across both manufacturing and nonmanufacturing sites. We designed the modules to equip team members, contractors and extended workforce personnel with the knowledge and skills needed to carry out their work responsibilities safely and responsibly. Across our entire workforce, 418,000 safety trainings were assigned, resulting in 355,000 hours of completed safety training.

Health and safety committees

- Function at every manufacturing site and include management team members, nonmanagement team members and contractors
- Promote overall operations and communications regarding health and safety
- Implement messaging to reinforce health and safety programs, recognize safe behaviors and highlight engagement activities
- Align management system and associated guidance with ISO 45001:2018 certifications
- Participate in third-party audits through the RBA's Validated Assessment Program

Managers and supervisors

- Lead, implement and maintain safe, secure and compliant work areas

All team members

- Help identify, eliminate and control EHS hazards and risks
- Receive training on and follow all EHS policies, procedures and applicable requirements, including those contained in Micron's environmental, health, safety and energy policy and the Micron code of conduct

Suppliers and contractors

- Integrate Micron's EHS requirements into contractual agreements
- Participate in orientation programs and audits to assess alignment with safety expectations
- Follow all Micron EHS policies, procedures and applicable legal requirements, including those in Micron's environmental, health, safety and energy policy, the Micron code of conduct, supplier requirement standards and the supplier code of conduct

Building a safety culture

Micron's safety program, Live Safe, builds a common understanding of safety culture and risk through structured training for team members, managers, leaders and contractors. These trainings focus on building awareness and capacities that eliminate risk and create confidence. Our safety culture has two components that are critical to preventing harm: actively caring for one another and showing a willingness to coach and be coached.

Our Live Safe handbook details the guidelines we expect team members to consider in their work. We expect contractors and team members at all levels of the organization to participate in safety training and campaigns. Our Live Safe trainings help team members across all manufacturing disciplines understand the risks associated with their jobs.

In FY25, we launched Live Safe+ to focus on encouraging and supporting safe behaviors outside of Micron's work environments, with a particular focus on commuting safely. We developed training, workshops and other initiatives to reinforce the importance of safety in commuting — whether team members are traveling by car, rail, bike or on foot. As part of this initiative, we have brought mechanics on site at our facilities in India to help team members with vehicle repairs.

We continued to make progress on Micron's five levels of safety engagement in FY25, as measured through our annual safety perception survey. In this survey, we ask team members to evaluate Micron's safety expectations as well as site safety performance. Questions span five categories: leadership engagement, team member buy-in, goal setting and rewards, communications and training, and contractor management. The FY25 survey results showed that we have moved further within the second highest tier of Micron's internal safety culture measurement system — value. This accomplishment is especially notable as FY25 marked the first time the survey included our Boise site, which is transitioning from a research and development facility to a major manufacturing hub.

Our commitment to creating a safety culture extends to relationships with suppliers. In FY25, we introduced an extended workforce management program to oversee and standardize onboarding for suppliers — including safety training. Through this program, Micron suppliers receive the same Live Safe training that team members do, whether they are contractors on a construction site or on-site suppliers at a Micron facility. We also continued to host our annual supplier safety day in FY25, bringing 2,500 supplier representatives together to learn more about our safety expectations and how to meet them. That total marked a considerable expansion over the FY24 event, when 500 attended.

With multiple expansion projects underway around the world, safety at our construction sites was an important focus for Micron through FY25. We continued to strengthen construction safety performance by integrating advanced digital tools, reinforcing contractor governance and elevating proactive risk management across all expansion projects. Safety remained a core criterion for contractor selection and ongoing evaluation, guided by the principles of our Live Safe framework and supported by enhanced construction EHS performance standards, which emphasize risk controls, safety observations and rapid mitigation of hazards. We also expanded the use of digitized control-of-work systems, closed-circuit television monitoring and periodic third-party audits to reduce high-risk exposure while improving data accuracy and field oversight. These improvements — alongside strengthened processes for safety metric assurance and cross-functional review — support our efforts to embed a resilient, technology-enabled safety culture across all construction activities.

Recognizing standout safety performance

Micron facilities in Asia stood out for their safety performance in FY25. We are proud to have received the following safety recognitions:

- Occupational Safety and Health Administration National Safety Honorable Mention Award (Taiwan). This award recognizes companies in Taiwan that elevate overall occupational safety standards, foster a culture of prevention and encourage continuous improvement in health and safety performance across industries. Micron was the first semiconductor company to receive this honor in Taiwan.
- Construction Industry Development Board (CIDB) National Safety and Health Assessment System in Construction (SHASSIC) Award (Malaysia). Malaysia's

5 levels of safety engagement

CIDB developed the SHASSIC to evaluate contractors' health and safety performance on construction sites. This award recognizes companies that perform exceptionally against SHASSIC's 11 different criteria.

- First Prize in Confederation of Indian Industry Western Region Safety, Health and Environment (SHE) Award (India). This award recognizes companies for their innovative SHE practices. Winners have typically improved safety standards beyond compliance and achieved international safety benchmarks.

Aiming for zero

Going beyond creating a culture of safety, Micron is working toward a goal of zero repeat injuries as part of our zero-harm program. This program includes checklists for contractor evaluation, technology tools to identify hazards, video tools to identify ergonomic risks and electronic permit-to-work and access controls for high-risk areas. On construction projects, access control systems use biometrics to prevent workers from entering unauthorized areas or coming too close to obstructions such as overhead power lines or hazardous substance storage locations.

Micron has detailed safety standards and procedures to protect contractors and vendors working on site. These include safe work procedures tailored to high-risk tasks, incentive programs to reward safe behavior and extended worker management practices such as workshops and key performance indicators. We design our onboarding materials for contractors to prepare them for Micron's safety expectations before they begin work.

We continued to use virtual reality (VR) and AI technologies to empower team members to help us reach our goal of zero repeat injuries. VR trainings helped bring to life high-hazard activities — like working at heights or completing energized electrical tasks.

As we strive for zero repeat injuries, we saw a 30% reduction in life-altering and potentially life-altering injuries in FY25 compared to FY24. Unfortunately, an employee of one of our construction contractors passed away in FY25 after a fall at an expansion site. We investigated the cause of the fall, reviewed and strengthened Micron's safety requirements as well as our oversight and accountability expectations for contractors, and reinforced safety procedures, training expectations and risk controls across sites with similar activities.

Promoting safe use of chemicals in manufacturing

Micron is an industry leader in processes that promote the responsible use of chemicals, gases and byproducts that are part of manufacturing. We focus on protecting our team members by identifying chemical hazards through a rigorous approval process, potentially eliminating or substituting these substances with lower-risk materials, implementing engineering controls and providing information about hazards to team members through training. At our sites around the world, we adhere to the Globally Harmonized System for Hazard Communication to provide team members and on-site contractors who handle chemicals with clear labeling and understanding of the risks associated with these materials. Micron's environmental compliance team works closely with our process safety management (PSM) team to manage potential chemical hazards and improve processes as necessary.

Micron has an industrial hygiene/occupational health program that monitors potential exposures to workplace hazards, including chemicals. As part of this program, we regularly sample the air within and around our sites to monitor compliance with exposure levels. We conduct regular medical evaluations to assess where potential exposures exist and then update safety programs accordingly. When other measures such as replacement or engineering controls are insufficient, we have personal protective equipment available to further avoid risk to our team members.

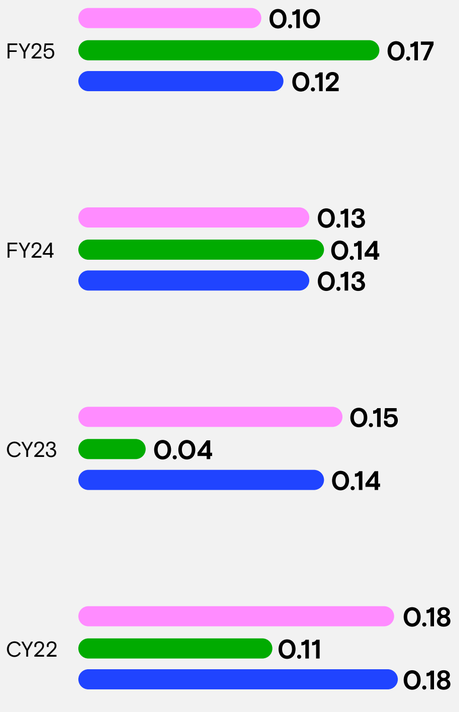
A team consisting of leadership, equipment engineering and facilities at each manufacturing and technology development site provides training, assesses risk, mitigates hazards and responds to incidents related to hazardous chemicals and gases. Members of this team focus on phases across our operations, from our complex semiconductor manufacturing process to our system redesign and validation work.

Our PSM team oversees a robust chemical handling process that includes a centralized chemical management system. This system houses process safety information and provides team members with real-time access to chemical properties, hazards, reactivity information, compatibility data, storage requirements and regulatory information. Through this system, team members can perform hazard evaluations before handling activities, automatically check for incompatibilities, identify required controls and generate safe work permits.

We have safety mechanisms to prevent unintentional or accidental changes to recipes, thereby preventing or averting potential hazards before they arise. In addition, throughout our manufacturing network, we share information and lessons learned regarding the comprehensive identification and sampling of high-risk processes and their byproducts. When incidents do occur, we investigate to identify root causes and implement corrective actions. We track both leading and lagging indicators of performance and conduct regular auditing to verify program effectiveness.

Beyond protecting the people who make our products, Micron works to mitigate harm to the environment, comply with regulations, and in many cases, have internal standards more stringent than compliance requirements as appropriate to ensure safety. We take a long-term approach to eliminating the use of high-hazard materials, working across our industry to develop alternatives with lower risk. Although the chemical and environmental regulatory requirements vary by location, Micron continuously evaluates and applies practices designed to support the safety of our team members and the communities in which we operate.

Recordable injury rate[1,2]



[1] Rates are based on 200,000 hours worked.

[2] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.

Communities

Overview

We recognize that the success of our business is intertwined with the health and wellbeing of the communities where we live and work. We embrace a shared value approach, designing our social impact and community engagement efforts to simultaneously address societal needs while driving business success.

To guide this work, we examine the shared value of our activities through the lens of five types of capital:

- **Financial:** Includes support through corporate funding, Micron Foundation endowment and team member giving
- **Network:** Includes collaboration with customers, suppliers, government partners, and industry and funder peers
- **Human:** Includes contributions of team member volunteer time and expertise
- **Intellectual:** Includes use of Micron products, facilities and data for innovation and impact
- **Reputation:** Includes amplification of efforts and partners through Micron brand and voice

Our engagement with our site communities encompasses efforts through both Micron Technology, Inc., and the Micron Foundation. Fiscal year 2025 (FY25) marked 25 years of the Micron Foundation's operations. Since its creation, the foundation has supported education and community development initiatives worldwide, with a strong focus on science, technology, engineering and math (STEM) education; youth development; and community enrichment. The foundation has its own board of directors, made up of Micron leaders, and distributes grants and matching gifts to registered 501(c)(3) organizations in the U.S. and third-party-verified equivalents worldwide. Beginning in FY26, the foundation is transitioning its reporting and impact measurement to the fiscal year rather than the calendar year to align with the time frame used for the majority of Micron's reporting. To avoid the double counting of data, an adjusted reporting period — Jan. 1 to Aug. 31, 2025 — is being used when describing the foundation's activities in this report unless otherwise noted.

Guadalajara, Mexico

25

years of impact

Between making its first grant in 2000 and the end of CY25, the Micron Foundation has contributed

$211M+

in lifetime giving to more than 9,800 causes

Since launching the global matching gifts program in 2018, the foundation has matched

$28M+

in team member donations

Boise, Idaho

Access to STEM education

Micron is investing in the STEM leaders of tomorrow. By opening up opportunities in STEM education, we equip students with the knowledge they need to succeed and build strong career pathways in the semiconductor industry. As Micron expands to new locations and countries, we join forces with school systems, educators, governments and others to make sure we are helping address the educational needs specific to the local student population. Between Jan. 1 and Aug. 31, 2025, more than 19,000 K-12 students around the world participated in STEM events or programs supported by Micron.

We aim to encourage more students to explore careers in STEM. In FY25, we collaborated with organizations on four continents to offer experiential learning on topics such as artificial intelligence (AI) literacy for low-income and marginalized youth, girls and students with disabilities. Our program, Going Tech, also helps increase access to STEM learning and careers. This daylong initiative invites middle school students to learn through activities and mentorship from working professionals about STEM principles and how they can apply them to solving real-world problems.

Another Micron program, Chip Camp, continues to grow around the world. Chip Camp is a multiday camp for middle school students offering hands-on STEM activities related to semiconductor manufacturing and engineering. We partner with universities, school districts, science centers and nonprofits to run Chip Camps and tailor programming for different regions and populations. For example, in Malaysia, we launched a new four-month community-based Chip Camp model in FY25, engaging 120 students via hands-on curriculum including AI-focused learning. We also create opportunities for Micron team members to engage as volunteers and mentors in these camps. We are proud to report that in FY25, we expanded Chip Camp to Germany.

Another way we provide students with exposure to career paths in STEM is our Careers in Tech program. Through this program, high school students spend a day at Micron in person or virtually. We pair students with team members based on their interests. Team members then show students where they work, explain what they do and let students experience a day in the life at Micron.

Building educator expertise

By equipping educators with real-world semiconductor knowledge and tools, Micron is helping teachers inspire the next generation of STEM leaders — starting in their own classrooms. In FY25, we made several key investments to help shape the future of STEM education and careers around the world.

- The Micron Foundation contributed $1 million to the Robert Noyce Teacher Scholarship Program, an initiative of the National Science Foundation aimed at preparing K-12 STEM teachers to lead in high-need school districts. These grants equip educators with the tools to inspire students toward careers in microelectronics, building a pipeline of talent essential for the future of the semiconductor industry.
- Micron supported Chip, Chip Hooray for Educators, a four-day immersive learning experience hosted by Boise State University with curriculum support from the Idaho Digital Learning Alliance. The program brought middle and high school teachers from Idaho, New York and Arizona together, offering hands-on training, classroom-ready kits and continuing education credits.
- The Micron Foundation awarded a two-year, $160,000 grant to the Elementary School STEM Teacher Empowerment Program. This investment will help the Taiwan Online Learning Development Association deliver 30 online training courses and nationwide in-person workshops. This dual-track model addresses high teacher turnover and training gaps, directly supporting 160 rural educators and reaching more than 6,400 students.

Supporting STEM learning outside the classroom

Micron supports STEM learning via museums and science centers around the world, including:

- Ahmedabad Science City in Ahmedabad, India
- Deutsches Museum in Munich, Germany
- Discovery Center of Idaho in Boise, Idaho
- Milton J. Rubenstein Museum of Science and Technology in Syracuse, New York
- Northern Virginia Science Center in Loudoun County, Virginia
- Penang Tech Dome in George Town, Malaysia
- Science Centre Singapore in Jurong East, Singapore

Our investments in these spaces go toward strengthening programming and facilities, training staff and providing activities that challenge young minds. Together with these organizations, we are advancing scientific, AI and digital literacy for the next generation.

Culture of giving

Micron's focus on team member volunteerism and giving contributes to social and environmental causes and drives collective impact by building a strong culture, encouraging engagement and promoting retention. In FY25, Micron team members were eligible to receive up to $5,000 in one-to-one matching funds from the Micron Foundation for donations made to eligible nonprofit organizations. We also offer 16 hours of paid time off each year for team members to use for volunteering. Micron helps facilitate opportunities for team members to volunteer by organizing both on-site and off-site events.

Between Jan. 1 and Aug. 31, 2025, team members across our global workforce volunteered more than 106,000 hours. This includes time spent volunteering through Micron-led initiatives like Chip Camps, as well as supporting other causes of their choice. Also during this time period, with our dollar-for-dollar company match, Micron matched $2 million in team member donations to qualified nonprofit organizations. Between team member volunteerism and giving, we achieved 44% workforce participation.

Responding to natural disasters

We also help when disasters strike near Micron sites, encouraging team members to make timely donations to provide aid and relief. Through grants from the Micron Foundation, team member donations and matching gifts, we fund organizations that provide disaster relief resources like food, clean water, first aid and shelter. In FY25, we gave more than $300,000 to support rapid response efforts where Micron team members and their families live and work.

In addition to donations, several Micron sites also have local teams that coordinate volunteers for disaster relief and recovery. For example, in September 2025, Super Typhoon Ragasa caused significant rainfall and flooding across much of Taiwan. Hualien County was one of the hardest hit regions, and the Guangfu Township experienced a devastating mudslide as a result of the storm. Micron's local disaster response team helped mobilize more than 250 team members across Taiwan to volunteer approximately 7,000 hours over 15 days. During this time, Micron volunteers cleared debris and mud from landslide-affected areas and assisted in home restoration efforts. We are proud of our team members for showing up to support their communities.

Micron Gives by the numbers[1]

106,000+
hours volunteered by team members

21,000+
team member volunteers

5,000+
team member donors

$2M
given with their Micron match

Micron Foundation giving by the numbers[1]

$7.18M donated to supported causes

$4.56M
STEM education grants

$2M
team member matching

$620K
other grants

11
locations reached via grants

69
unique causes funded

1M+
lives reached via grants

[1] The Micron Foundation is in the process of transitioning its data collection and reporting period to align with the fiscal year used by Micron Technology, Inc. In this report, any data related to the Foundation represents activities from Jan. 1 to Aug. 31, 2025, unless otherwise noted.

Environmental engagement

Micron's commitment to environmental sustainability extends beyond our own operations to our global communities. We team up with local experts to develop water conservation projects, support resilience and recovery efforts, and encourage team member-led volunteer activities. These initiatives help communities build capacity to thrive today and for years to come.

Conserving and restoring water

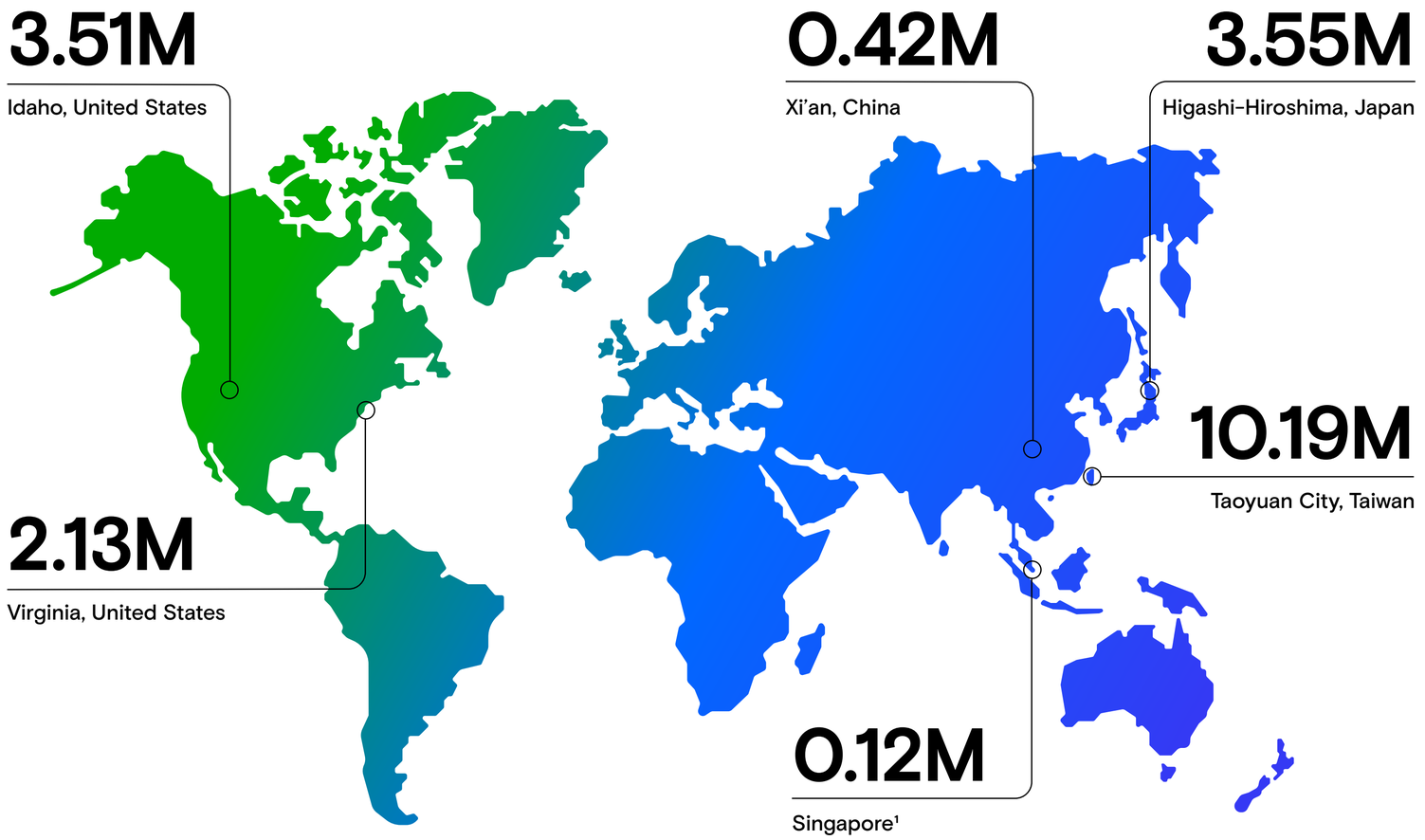
To make progress toward our water conservation goal and support local resilience, we continue to prioritize local water restoration projects in the communities where we operate. The projects we participate in involve close collaboration between local governments and site water representatives from Micron. We explore water restoration opportunities in all regions where we operate, not only those of high water stress, and use volumetric water benefit accounting to evaluate the impact of projects.

In FY25, we began work on a project in Hatsukaichi, Japan. With the Center for Restoration of Basin Ecosystem and Environment (CERBEE), we are working to restore aquatic habitats and improve water quality in northwestern Hiroshima Bay. This area is an active hub for oyster farming, with oysters feeding on nutrients that are plentiful in the water. What these oysters cannot digest they excrete into the water, which is leading to a buildup of sludge and toxic hydrogen sulfide. These conditions make it harder for oxygen to pass through the water, negatively impacting the entire ecosystem.

In partnership with CERBEE, we are using a proven, and creative, method to remove hydrogen sulfide from the water — oyster shells. Applying hot air-dried crushed oyster shells to the mud flat will help reduce hydrogen sulfide to levels in which wildlife can thrive. We estimate that this project will help restore approximately 1.5 million cubic meters of water per year.

Micron's global water restoration projects

Secured projects' FY25 benefits in m^3



[1]We are confirming the FY25 secured benefits from our project in Singapore. The disclosure here is for illustrative purposes only and is not included in our FY25 total water restoration figure.

Investing in climate resilience

We are working to help address climate impacts in communities where we operate and exploring innovative ways to partner with governments and communities on long-term action. Micron is the first corporation in Asia to support a city in joining the global Resilient Cities Network, an initiative to help cities adapt, grow and survive through various stresses and shocks, including climate change. Launched in August 2025 by the honorable chief minister of Penang along with Micron Malaysia, the Penang Resilience Strategy is a landmark, cross-sector effort to establish future-ready communities across the Penang state in Malaysia. Building on Penang's foundation for addressing sustainability challenges, it aligns and amplifies existing efforts, turning them into a bold, actionable roadmap that unites government, the private sector and communities around a shared vision of resilience.

Micron has partnered with the government of Penang and the Resilient Cities Network to support the development of the Penang Resiliency Strategy, which has identified 13 flagship projects and 30 implementable initiatives across the state. These projects — spanning the key pillars of urban heat, urban water and urban future — aim to positively impact the lives of more than 1.8 million people spanning more than 200 communities in urban and rural areas. Among them, 70% reside in flood-prone areas, 270,000 are senior citizens and hundreds of thousands are school-age children.

Championing environmental volunteerism

Micron's global network of environmental champions organizes and promotes environmental volunteer opportunities and initiatives throughout the year. Some of the activities these team members hosted across our global operations in FY25 include:

Mainland China

- Xi'an: Organized a tree-planting event where team members planted 700 saplings
- Shanghai: Spearheaded a beach cleanup initiative with 500 team members volunteering to remove more than 1,600 kilograms of ocean waste
- Beijing and Shenzhen: Participated in trail and road cleanup events

Italy

- Organized cleanups in areas surrounding sites and planted trees and other seeds in on-site gardens

Japan

- Donated 2,600 kilograms of secondhand clothing from 900 team members, participated in local river and beach cleanups and collected unused school uniforms and supplies for donation

United States

- Boise, Idaho: Participated in the Boise River ReWild Project to conserve habitat along the Boise River, organized a highway cleanup event and promoted seed-collection efforts to help restore vegetation lost to wildfires
- Manassas, Virginia: Organized local stream and trail cleanup events and planted trees with the city of Manassas — collecting more than 2,000 pounds of trash and planting 35 trees

Malaysia

- Volunteered in support of local water restoration projects, collected more than 3,600 kilograms of secondhand clothing for donation and organized community and site cleanup events

Singapore

- Volunteered 600 hours to plant 100 trees, recycled more than 5,700 kilograms of textiles through on-site textile recycling bins and collected more than 2,000 kilograms of waste through community cleanups

Taiwan

- Participated in community cleanups along rivers and parks, with more than 1,000 team members removing more than 750 kilograms of waste; supported farmers affected by a typhoon in Tainan by cleaning up farmlands; and maintained local bike paths in Taichung

Coming together for Earth Month

In addition to site-specific initiatives throughout FY25, we coordinated volunteer and engagement opportunities across our global workforce in recognition of Earth Month. We designed these opportunities to promote environmental sustainability and foster a sense of community among team members. During April 2025, we achieved the following:

1,400+
Micron team member volunteers

35
Volunteer activities

15
Sites participating in volunteer activites

~5,000
Volunteer hours logged

Community stakeholder involvement

As Micron's business expands, so do our community engagement efforts. With construction underway for our new fab in Central New York, we have joined state officials in determining key areas for community engagement and investment. The Central New York Community Engagement Committee (CEC), a joint effort between Micron and New York state, has identified common community priorities such as access to educational resources and workforce development programming. The CEC finalized these priorities by collecting input from more than 12,000 Central New Yorkers who participated in focus groups, interviews, public meetings, surveys and more.

In FY25, Micron and New York state invited community members and organizations to submit letters of intent (LOIs) to suggest projects that support the identified priorities for funding consideration. We received more than 200 LOIs and will announce the additional projects funded in early 2026. This comprehensive, community-led approach is helping to ensure that investments in Central New York are the right fit for residents, students, business owners and others.

In New York, public comments were solicited on environmental impacts of the proposed project, including climate impacts under the New York State Climate Leadership and Community Protection Act.

Addressing housing supply

We are aware that construction activities and the growth of our workforce that accompany Micron's expansion projects can put a strain on local housing markets. In Boise, we are working with the state of Idaho and city governments, as well as community organizations, to identify and help address housing needs in the area. In FY25, the Micron Foundation awarded a $1 million multiyear grant to the Idaho Community Foundation for the Supportive Housing Investment Fund. This fund aims to build support and bridge funding gaps for permanent supportive housing in the Boise area. Permanent supportive housing provides permanent, stable housing alongside supportive services including mental health counseling, substance abuse treatment, employment assistance and life skills training.

This approach is designed to assist individuals or families experiencing chronic homelessness, providing access to support and treatment beyond temporary or transitional housing. The Supportive Housing Investment Fund is a collaborative effort between the Idaho Community Fund, city of Boise, Our Path Home, local healthcare providers and community-based organizations. Joining together, these groups are helping to boost the measurable effectiveness that permanent supportive housing has already had in the Boise area. In just four years, permanent supportive housing projects in Ada County helped reduce reliance on emergency services by 4,264 days and save more than $6.7 million through decreased dependence on public funds — while enhancing the wellbeing of permanent supportive housing program participants.

Syracuse, New York

Appendix

GRI index

Statement of use Micron Technology, Inc., has reported the information cited in this Global Reporting Initiative (GRI) content index for the period of Aug. 30, 2024, through Aug. 28, 2025, with reference to the GRI Universal Standards.

GRI 1 used GRI 1: Foundation 2021

GRI	Disclosure	Location/Response
Disclosures		
GRI 2: General Disclosures 2021		
The organization and its reporting		
2-1	Organizational details	Micron Technology, Inc., Boise, Idaho, USA
2-2	Entities included in the organization's sustainability reporting	2025 10-K, Basis of presentation, p. 69
2-3	Reporting period, frequency and contact point	Frequency: Annually This report covers Micron's performance in fiscal year 2025 (Aug. 30, 2024, to Aug. 28, 2025) unless otherwise stated. In previous sustainability reporting, Micron's environmental, health and safety performance data was disclosed on a calendar year basis. Contact: sustainability@micron.com
2-4	Restatements of information	Any restatements are footnoted, where applicable.
2-5	External assurance	Independent limited assurance statement is available on our website.
Activities and workers		
2-6	Activities, value chain and other business relationships	2025 10-K, Micron corporate profile, pp. 2-3 | Item 1. Business, pp. 7-18
2-7	Employees	Performance at a glance | Workforce 2025 10-K, Human capital, p. 16
Governance		
2-9	Governance structure and composition	2025 proxy statement, Director biographies, pp. 7-11 | Summary of skills and experience of director nominees, p. 13 | Board snapshot, p. 12 | Board structure, pp. 19-23
2-10	Nomination and selection of the highest governance body	2025 proxy statement, Director nominations and board refreshment, pp. 16-18
2-11	Chair of the highest governance body	2025 proxy statement, Board leadership structure, pp. 19-23

GRI	Disclosure	Location/Response
2-12	Role of the highest governance body in overseeing the management of impacts	2025 proxy statement, Sustainability, pp. 26-28
2-13	Delegation of responsibility for managing impacts	2025 proxy statement, Sustainability, pp. 26-28
2-14	Role of the highest governance body in sustainability reporting	2025 proxy statement, Sustainability, pp. 26-28
2-15	Conflicts of interest	2025 proxy statement, Board processes and policies, p. 28 | Certain relationships and related person transactions, p. 31 Micron code of conduct, pp. 16-19
2-16	Communication of critical concerns	2025 proxy statement, Board meetings and committees, pp. 20-23 | Shareholder outreach, pp. 29-30
2-17	Collective knowledge of the highest governance body	2025 proxy statement, Sustainability, pp. 26-28 About company leadership
2-18	Evaluation of the performance of the highest governance body	2025 proxy statement, Board processes and policies, p. 28
2-19	Remuneration policies	2025 proxy statement, Executive compensation and related information, pp. 35-73
2-20	Process to determine remuneration	2025 proxy statement, Compensation-setting process and the determination of compensation levels, pp. 43-46
2-21	Annual total compensation ratio	2025 proxy statement, Chief executive officer pay ratio, p. 73
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	A message from our CEO
2-23	Policy commitments	Micron code of conduct Global environmental, health and safety policy Supplier responsibility RBA code of conduct Human rights policy Micron supplier requirements standard Supplier code of conduct Conflict minerals policy Modern slavery and human trafficking statement Privacy notice Micron privacy and data security principles

GRI	Disclosure	Location/Response
2-24	Embedding policy commitments	Micron code of conduct • Sustainability strategy | Ethics and integrity | Human rights • Responsible sourcing | Supplier engagement approach • Team members | Safety Global environmental, health and safety policy • Operations and environment | Overview • Team members | Safety RBA code of conduct • Sustainability strategy | Ethics and integrity | Human rights • Responsible sourcing | Overview Human rights policy • Sustainability strategy | Human rights • Responsible sourcing | Supplier engagement approach Supplier responsibility, Micron supplier requirements standard, Supplier code of conduct, Modern slavery and human trafficking statement • Sustainability strategy | Ethics and integrity | Human rights • Responsible sourcing | Supplier engagement approach • Team members | Safety Conflict minerals policy • Responsible sourcing | Risk assessments and resilience building Micron privacy and data security principles, Privacy notice • Sustainability strategy | Cybersecurity
2-25	Processes to remediate negative impacts	When potential issues implicating violations of our code of conduct are shared via our helpline or other channels, such as reporting directly to a supervisor, our ethics and compliance and employee relations teams follow a documented investigation process and, when possible and appropriate, remediate negative impacts. When issues are reported involving our suppliers, our ethics and compliance team works with our global supply chain team to investigate and complete corrective actions to address identified issues. The investigation and remediation of other negative impacts beyond these two scenarios are considered by our cross-functional investigations team made up of members of our ethics and compliance, employee relations, cybersecurity and litigation teams. Sustainability strategy | Ethics and integrity Micron code of conduct Supplier responsibility Micron supplier requirements standard

GRI	Disclosure	Location/Response
2-26	Mechanisms for seeking advice and raising concerns	Sustainability strategy | Ethics and integrity Compliance helpline Email: compliance_ethics@micron.com
2-27	Compliance with laws and regulations	In FY25, at our front-end and assembly and test sites, Micron received three health or safety notices of violation and no significant fines (greater than $25,000), while receiving no significant environmental fines (greater than $25,000) or notices of violation. GRI 206-1 2025 10-K, Contingencies, pp. 80-82
2-28	Membership associations	Specific charters and principles are covered in the relevant section of the sustainability report by topic.
2-29	Approach to stakeholder engagement	Sustainability strategy | Stakeholder engagement
2-30	Collective bargaining agreements	In FY25, 6.5% of Micron's team members were covered by collective bargaining agreements.
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Sustainability strategy | Topic prioritization
3-2	List of material topics	Sustainability strategy | Topic prioritization
GRI 205: Anti-Corruption 2016		
3-3	Management of material topic	Sustainability strategy | Ethics and integrity Micron code of conduct, pp. 28-29 Supplier responsibility Supplier code of conduct, p.3 Micron supplier requirements standard, pp. 2-3
205-1	Operations assessed for risks related to corruption	Sustainability strategy | Ethics and integrity | Human rights
205-2	Communication and training about anti-corruption policies and procedures	Communication and trainings are delivered via • Training modules covering global anti-corruption • Intranet posts called Integrity Alerts covering key corruption risk topics • Compliance Week activities delivering in-person "tone at the top" trainings to managers and senior executives Sustainability strategy | Ethics and integrity Micron code of conduct, pp. 28-29 Supplier responsibility Micron supplier requirements standard, pp. 2-3

GRI	Disclosure	Location/Response
205-3	Confirmed incidents of corruption and actions taken	Micron treats the requested information as privileged and confidential. However, Micron has processes in place to investigate allegations and concerns of corruption and, if substantiated, issue corrective actions.
GRI 206: Anti-Competitive Behavior 2016		
3-3	Management of material topic	Sustainability strategy | Ethics and integrity Micron code of conduct, pp. 22-27
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	In FY25, Micron incurred no monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations. 2025 10-K, Contingencies, pp. 80-82
GRI 207: Tax 2019		
3-3	Management of material topic	Sustainability strategy | Tax policy 2025 10-K, Government regulations, p. 18 | Risks related to laws and regulations, pp. 40-42 | Consolidated results, p. 52 | Critical accounting estimates, pp. 58-60 | Income taxes, pp. 91-93
207-1	Approach to tax	Sustainability strategy | Tax policy
207-2	Tax governance, control and risk management	Sustainability strategy | Tax policy
207-3	Stakeholder engagement and management of concerns related to tax	Sustainability strategy | Tax policy
GRI 302: Energy 2016		
3-3	Management of material topic	Products and innovation | Energy efficiency Operations and environment | Goals and aspirations | Greenhouse gas emissions and energy ISO 14001:2015 environmental management system ISO 50001:2018 energy management system 2025 CDP corporate questionnaire
302-1	Energy consumption within the organization	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Energy 2025 CDP corporate questionnaire, section C7.30.1
302-2	Energy consumption outside of the organization	2025 CDP corporate questionnaire, section C7.30.1
302-4	Reduction of energy consumption	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Energy
302-5	Reductions in energy requirements of products and services	Products and innovation | Energy efficiency

GRI	Disclosure	Location/Response
GRI 303: Water and Effluents 2018		
3-3	Management of material topic	Operations and environment | Goals and aspirations | Water management ISO 14001:2015 environmental management system 2025 CDP corporate questionnaire, section C9
303-1	Interactions with water as a shared resource	Operations and environment | Water management 2025 CDP corporate questionnaire, section C9
303-2	Management of water discharge-related impacts	Operations and environment | Water management 2025 CDP corporate questionnaire, section C9
303-3	Water withdrawal	Operations and environment | Water management Performance at a glance | Water 2025 CDP corporate questionnaire, section C9
303-4	Water discharge	Operations and environment | Water management Performance at a glance | Water 2025 CDP corporate questionnaire, section C9
303-5	Water consumption	Operations and environment | Water management Performance at a glance | Water 2025 CDP corporate questionnaire, section C9
GRI 304: Biodiversity 2016		
3-3	Management of material topic	Operations and environment | Overview
GRI 305: Emissions 2016		
3-3	Management of material topic	Operations and environment | Goals and aspirations | Greenhouse gas emissions and energy ISO 14001:2015 environmental management system 2025 CDP corporate questionnaire
305-1	Direct (scope 1) GHG emissions	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Greenhouse gas emissions 2025 CDP corporate questionnaire, section C7
305-2	Energy indirect (scope 2) GHG emissions	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Greenhouse gas emissions 2025 CDP corporate questionnaire, section C7

GRI	Disclosure	Location/Response
305-3	Other indirect (scope 3) GHG emissions	Operations and environment | Greenhouse gas emissions and energy 2025 CDP corporate questionnaire, section C7
305-4	GHG emissions intensity	In FY25, we achieved a 70% reduction in greenhouse gas emissions per unit of production compared to the CY18 baseline. 2025 CDP corporate questionnaire, section C7
305-5	Reduction of GHG emissions	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Greenhouse gas emissions 2025 CDP corporate questionnaire, section C7
GRI 306: Waste 2020		
3-3	Management of material topic	Operations and environment | Goals and aspirations | Chemical management | Waste management ISO 14001:2015 environmental management system
306-1	Waste generation and significant waste-related impacts	Operations and environment | Chemical management | Waste management
306-2	Management of significant waste-related impacts	Operations and environment | Chemical management | Waste management
306-3	Waste generated	Performance at a glance | Waste
306-4	Waste diverted from disposal	Performance at a glance | Waste
306-5	Waste directed to disposal	Performance at a glance | Waste
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topic	Responsible sourcing | Supplier engagement approach Micron code of conduct Global environmental, health and safety policy Supplier responsibility Supplier code of conduct Micron supplier requirements standard RBA code of conduct
308-1	New suppliers that were screened using environmental criteria	In FY25, 100% of all 1,038 new suppliers were screened for environmental criteria during our onboarding process.
308-2	Negative environmental impacts in the supply chain and actions taken	Of the suppliers assessed in FY25, none were identified as having environmental-related findings that required improvement plans. Nor were any suppliers found to meet criteria for termination as a result of noncompliance with environmental issues.

GRI	Disclosure	Location/Response
GRI 401: Employment 2016		
3-3	Management of material topic	Team members | Overview Micron code of conduct, pp. 5-8 Equal employment opportunity RBA code of conduct Human rights policy
401-1	New employee hires and employee turnover	Team members | Recruitment and development Performance at a glance | Turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Team members | Wellbeing and rewards U.S. benefits handbook U.S. compensation and benefits Micron's candidate webpage
401-3	Parental leave	Team members | Wellbeing and rewards
GRI 402: Labor/Management Relations 2016		
3-3	Management of material topic	Team members | Overview
402-1	Minimum notice periods regarding operational changes	Micron recognizes the benefits of providing adequate notice to team members affected by operational change. We comply with applicable laws and regulations regarding adequate notice of significant operational changes.
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topic	Team members | Safety Global environmental, health and safety policy ISO 45001:2018 occupational health and safety management system CNS 45001:2018 Taiwan occupational health and safety management system
403-1	Occupational health and safety management system	Team members | Safety ISO 45001:2018 occupational health and safety management system CNS 45001:2018 Taiwan occupational health and safety management system
403-2	Hazard identification, risk assessment and incident investigation	Team members | Safety
403-3	Occupational health services	Team members | Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Team members | Safety

GRI	Disclosure	Location/Response
403-5	Worker training on occupational health and safety	As of the end of FY25, ~99% of team members had completed at least one form of occupational health and safety training. More than 527,000 health and safety training hours were logged in FY25. Team members | Safety
403-6	Promotion of worker health	Team members | Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Team members | Safety
403-8	Workers covered by an occupational health and safety management system	Management systems at all Micron manufacturing sites cover 100% of team members and non-employee workers. Approximately 86% of Micron team members were assigned to manufacturing locations in FY25.
403-9	Work-related injuries	Performance at a glance | Health and safety
GRI 404: Training and Education 2016		
3-3	Management of material topic	Team members | Recruitment and development
404-1	Average hours of training per year per employee	Performance at a glance | Professional development
404-2	Programs for upgrading employee skills and transition assistance programs	Micron provides global transitional assistance programs for team members affected by a reduction in workforce. Transitional assistance includes career guidance, résumé writing and access to career opportunities, both regionally and globally. Team members | Recruitment and development
404-3	Percentage of employees receiving regular performance and career development reviews	In FY25, 100% of eligible team members received a performance review. Eligible team members were those with at least three months of performance in the fiscal year, not including contractors, union workers or fixed-term employees. Team members | Recruitment and development
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of material topic	Team members | Global culture Equal employment opportunity 2025 10-K, Human capital, pp. 16-17 2025 proxy statement, Human capital and culture, p. 26
405-1	Diversity of governance bodies and employees	Performance at a glance | Global workforce 2025 10-K, Talent acquisition, development, and engagement, p. 16 2025 proxy statement, Board snapshot, p. 12

GRI	Disclosure	Location/Response
405-2	Ratio of basic salary and remuneration of women to men	We have a regular review of pay globally, including base pay and stock awards, to drive fair compensation. In 2025, we maintained fair compensation globally across base pay, bonus and stock grants. Team members | Global culture 2025 10-K, Compensation and benefits, p. 17
GRI 406: Non-Discrimination 2016		
3-3	Management of material topic	Team members | Global culture Micron code of conduct, pp. 5-8
406-1	Incidents of discrimination and corrective actions taken	Micron reports internally on allegations, including discrimination. We provide this report to the chief people officer and general counsel monthly and to the CEO and the board of directors' audit committee quarterly. All allegations of discrimination reported through the people organization, compliance or other channels are fully investigated and documented, and appropriate actions are taken.
GRI 407: Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topic	Responsible sourcing | Critical issues Micron code of conduct, pp. 7-8 Supplier code of conduct, p. 3 Human rights policy
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Micron monitors human rights concerns in our operations and in our supply chain, including freedom of association. Responsible sourcing | Critical issues Micron code of conduct, pp. 7-8 Human rights policy Micron supplier requirements standard, pp. 3-4

GRI	Disclosure	Location/Response
GRI 408: Child Labor 2016		
3-3	Management of material topic	Sustainability strategy | Ethics and integrity | Human rights Responsible sourcing | Supplier engagement approach | Critical issues Micron code of conduct, pp. 7-8 Human rights policy Supplier code of conduct, p. 2 RBA code of conduct Supplier responsibility Micron supplier requirements standard Modern slavery and human trafficking statement
408-1	Operations and suppliers at significant risk for incidents of child labor	The Micron code of conduct and Human rights policy explicitly prohibit child labor or the exploitation of children, and our Modern slavery and human trafficking statement notes locations assessed to have higher risk of such human rights concerns. In addition, our suppliers are expected to follow RBA standards on labor, health, safety, the environment, ethics and management systems, regardless of local law or custom. Responsible sourcing | Critical issues
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topic	Sustainability strategy | Ethics and integrity | Human rights Responsible sourcing | Critical issues Micron code of conduct, pp. 7-8 Human rights policy Supplier code of conduct, p. 2 RBA code of conduct Supplier responsibility Micron supplier requirements standard Modern slavery and human trafficking statement
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	As stated in the Micron code of conduct and Human rights policy, Micron forbids the use of forced labor, bonded (including debt bondage) labor, indentured labor, involuntary or exploitative prison labor, slavery or trafficking in our own operations or in those of our supply chain. Our commitment to these concerns is made public through our Modern slavery and human trafficking statement, which notes locations assessed to have higher risk of such concerns. In addition, our suppliers are expected to follow RBA standards on labor, health, safety, the environment, ethics and management systems, regardless of local law or custom. Responsible sourcing | Critical issues

GRI	Disclosure	Location/Response
GRI 413: Local Communities 2016		
3-3	Management of material topic	Sustainability strategy | Stakeholder engagement Communities | Overview
413-1	Operations with local community engagement, impact assessments and development programs	Sustainability strategy | Stakeholder engagement Communities | Overview
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topic	Responsible sourcing | Supplier engagement approach | Critical issues Micron code of conduct, pp. 7-8, 21-22 Human rights policy
414-1	New suppliers that were screened using social criteria	In FY25, 100% of all 1,038 new suppliers were screened for safety and labor management criteria during our onboarding process.
414-2	Negative social impacts in the supply chain and actions taken	Of the suppliers assessed in FY25, 234 suppliers — or 2.3% — were identified to have labor-related findings, and of these, the majority have committed to action plans. During the onboarding process, one supplier was rejected because of noncompliance with our social policies.
GRI 415: Public Policy 2016		
3-3	Management of material topic	Micron engages in the political process to champion issues aligned with our business values and public policy objectives. We achieve this through education and advocacy, relationships with government officials, political engagement, membership in industry organizations and trade associations, and our employee political action committee. At all times, Micron engages in such activities in accordance with political laws, including those related to lobbying, gifts, conflicts of interest and political spending. Political engagement principles, governance & transparency Global affairs and public policy: Policy positions
415-1	Political contributions	Lobbying disclosures Political giving disclosures
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topic	Operations and environment | Chemical management
416-1	Assessment of the health and safety impacts of product and service categories	Micron assesses the health and safety impacts and potential for improvement of all product categories. Operations and environment | Chemical management
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2025 10-K, Contingencies, pp. 80-82

GRI	Disclosure	Location/Response
GRI 417: Marketing and Labeling 2016		
3-3	Management of material topic	Micron code of conduct, p. 25 2025 10-K, Marketing and customers, pp. 11-12
417-1	Requirements for product and service information and labeling	Micron embeds environmental and regulatory compliance into the product design process, aligning our products to requirements in several different jurisdictions. Suppliers are required to comply with Micron's environmental product compliance specifications, which contain a list of banned and restricted substances. Solid-state drive products bear multiple safety/emissions/substance marks, such as CE-EU EMI/RoHS, FCC — US EMI, VCCI — Japan EMI, BSMI — Taiwan EMI/RoHS, ICES — Canada EMI, RCM — AUS/NZ EMI, KC — Korea EMI, Morocco — EMI, UKCA — UK EMI/RoHS, Ukraine — EMI/RoHS/Safety, UL — US/Canada Safety, TUV — Germany Safety, India — Safety (portable SSDs), China RoHS. Halogen-free text may be included where applicable. Where the WEEE symbol is displayed, WEEE obligations apply to the company placing the product on the EU market. Module product labels bear the UKCA — UK EMI RoHS and CE-EU EMI/RoHS mark. RoHS and low-halogen compliance are documented within the part number.
417-2	Incidents of non-compliance concerning product and service information and labeling	2025 10-K, Contingencies, pp. 80-82
417-3	Incidents of non-compliance concerning marketing communications	2025 10-K, Contingencies, pp. 80-82
GRI 418: Customer Privacy 2016		
3-3	Management of material topic	Products and innovation | Product security Privacy notice Micron privacy and data security principles
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In FY25, Micron had no breaches of customer personal data and received no substantiated complaints from customers, outside data processors or regulatory bodies concerning breaches of customer personal data. 2025 10-K, Contingencies, pp. 80-82

SASB index

The Sustainability Accounting Standards Board (SASB) Standards guide the disclosure of sustainability information by companies to their investors. The SASB Standards were consolidated into and are under the oversight of the International Sustainability Standards Board, established by the IFRS Foundation in 2022. The table below indicates where relevant disclosures can be found that align with the most up-to-date SASB Semiconductors Standard Version 2023-12.

Topic	Accounting metric	Code	Disclosure	Location of disclosure and related context
Greenhouse gas emissions	1. Gross global scope 1 emissions 2. Amount of total emissions from perfluorinated compounds	TC-SC-110a.1	1. FY25 gross global scope 1 emissions: 2,280,963 $MTCO_2e$ 2. FY25 emissions from perfluorinated compounds: 1,410,038 $MTCO_2e$	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Greenhouse gas emissions 2025 CDP corporate questionnaire, sections C7.22, C7.53.1
	Discussion of long-term and short-term strategy or plan to manage scope 1 emissions, emission-reduction targets, and an analysis of performance against those targets	TC-SC-110a.2	We discuss our goals, aspirations, tactics and challenges in our Operations and environment chapter and throughout the CDP corporate questionnaire. We set a 42% absolute reduction in scope 1 emissions by CY30 from a CY20 baseline. In FY25, we saw a 25% decrease in absolute scope 1 emissions compared to CY20.	Operations and environment | Goals and aspirations | Greenhouse gas emissions and energy 2025 CDP corporate questionnaire, section C7
Energy management in manufacturing	1. Total energy consumed 2. Percentage grid electricity 3. Percentage renewable	TC-SC-130a.1	1. FY25 total energy consumed: 12,428,550 MWh 2. FY25 percentage grid electricity: 79% 3. FY25 percentage renewable energy: 10%	Operations and environment | Greenhouse gas emissions and energy Performance at a glance | Energy 2025 CDP corporate questionnaire, section C7.30
Water management	1. Total water withdrawn 2. Total water consumed, percentage of each in regions with high or extremely high baseline water stress	TC-SC-140a.1	1. FY25 total water withdrawn: 62,033 thousand cubic meters 2. FY25 total water consumed: 15,483 thousand cubic meters Our water risk assessment, completed using the World Resources Institute's Aqueduct tool, noted that 18% of Micron's total water withdrawals come from areas of high water stress — specifically our facilities in Xi'an, China, Boise, Idaho,[1] and Manassas, Virginia. Still, many of our locations face potential water stress, and we recognize the importance of being a good partner in managing local water resources.	Operations and environment | Goals and aspirations | Water management Performance at a glance | Water 2025 CDP corporate questionnaire, section C9
Waste management	1. Amount of hazardous waste from manufacturing 2. Percentage recycled	TC-SC-150a.1	1. FY25 hazardous waste: 171,348 metric tons 2. FY25 waste reuse, recycle and recovery rate (including energy recovery): 96%	Operations and environment | Waste management Performance at a glance | Waste

[1] Revisions to the WRI Aqueduct Water Risk Atlas in late 2023 reclassified Boise, Idaho, as a location of extremely high water stress and Manassas, Virginia, as high water stress.

Topic	Accounting metric	Code	Disclosure	Location of disclosure and related context
Workforce health and safety	Description of efforts to assess, monitor and reduce exposure of workforce to human health hazards	TC-SC-320a.1	Micron's manufacturing locations are certified according to ISO 45001:2018 safety and occupational health management systems, which sets the foundation for an effective and auditable safety program. The Safety section discusses our health and safety efforts.	Team members | Safety Performance at a glance | Health and safety 2025 10-K, Health, safety and wellbeing, p. 17
	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	TC-SC-320a.2	In FY25, Micron was notified of three health and safety violation(s) resulting in no significant fines.	Team members | Safety Performance at a glance | Health and safety
Recruiting and managing a global and skilled workforce	Percentage of employees who are (1) foreign nationals and (2) located offshore	TC-SC-330a.1	1. FY25 foreign nationals: 7% 2. FY25 located offshore: 81% Micron's global business model provides opportunities for team members to complete assignments in different countries. Micron is committed to protecting workers per the Micron code of conduct. Our code has guidelines on how to act with integrity and make the right choices. It summarizes the laws and ethical principles that apply to our work, including industry standards such as the Responsible Business Alliance (RBA) code of conduct. We are strongly committed to respecting and protecting human rights wherever we operate. To that end, we follow all applicable laws relating to working hours and wages. Micron does not retain team members' original identity or immigration documents, such as government-issued identification, passports or work permits, unless such holdings are required by law. To protect human rights beyond our direct operations, Micron requires our suppliers and contractors to adopt the same or similar standards. In addition to the defined SASB metrics, Micron recognizes the importance of managing workforce recruitment, education, training, engagement and turnover as elements of recruiting and managing a global and skilled workforce. We report extensively on our efforts in these areas in our sustainability report and elsewhere.	Team members | Recruitment and development | Global culture Performance at a glance | Workforce | Global workforce | Turnover | Professional development 2025 10-K, Human capital, pp. 16-17

Topic	Accounting metric	Code	Disclosure	Location of disclosure and related context
Product lifecycle management	Percentage of products by revenue that contain IEC 62474 declarable substances	TC-SC-410a.1	We do not believe a single percentage by revenue is an effective measure of performance and do not use this specific metric as a key performance indicator. Our approach to declarable substances contained in products can be found in the Chemical management section of this report	Operations and environment | Chemical management
	Processor energy efficiency at a system-level for: (1) servers, (2) desktops and (3) laptops	TC-SC-410a.2	This specific disclosure is not a relevant metric for Micron given the breadth of the company's product portfolio and manufacture of memory and storage (rather than processors). Micron recognizes the importance of product energy efficiency. Our approach to product energy efficiency is discussed in the Energy efficiency section of this report	Products and innovation | Energy efficiency 2025 10-K, Products by business unit and market, pp. 9-11
Materials sourcing	Description of the management of risks associated with the use of critical materials	TC-SC-440a.1	Constrained supply of rare earth elements, minerals and metals may restrict our ability to manufacture certain products. With this possibility in mind, we monitor rare earth elements, metals and materials originating from many regions that are used within our supply chain to understand global risks related to human rights, potential restrictions, availability, pricing and implications to manufacturing processes and products. The Critical issues section of our report and other Micron documents provide additional detail about our materials sourcing management approach.	Responsible sourcing | Critical issues | Risk assessments and resilience building 2025 10-K, Resources, pp. 14-15 | Trade regulations, p. 18 | Risks related to our business, operations and industry, pp. 23-37 | Risks related to laws and regulations, pp. 40-42 Conflict minerals report Conflict minerals policy Supplier responsibility Micron supplier requirements standard, Responsible minerals policy and requirements, pp. 4-5 | Sub-tier supplier management, pp. 16-17
Intellectual property protection and competitive behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SC-520a.1	In FY25, Micron incurred no monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.	GRI 206-1 2025 10-K, Note 23, p. 90

TCFD index

The Task Force on Climate-Related Financial Disclosures (TCFD) developed a set of recommended disclosures that companies can use to better inform stakeholders of their climate-related financial risks. The table below includes Micron's summary responses to the TCFD recommendations as well as references to documents with additional information.

Disclosure focus areas	Recommended disclosure	Reference: detailed information
Governance		
Disclose the organization's governance around climate-related risks and opportunities.	A. Describe the board's oversight of climate-related risks and opportunities. B. Describe management's role in assessing and managing climate-related risks and opportunities.	Micron Technology FY25 climate-related financial risk report
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning. C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Micron Technology FY25 climate-related financial risk report
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.	A. Describe the organization's processes for identifying and assessing climate-related risks. B. Describe the organization's processes for managing climate-related risks. C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Micron Technology FY25 climate-related financial risk report
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. B. Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks. C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Micron Technology FY25 climate-related financial risk report

Performance at a glance

Energy[1,2]

Metric	Unit[3]	CY22	CY23	FY24[4]	FY25[4,5]
Energy consumption					
Purchased nonrenewable electricity	MWh	8,342,669	8,391,233	8,384,845	8,530,107
Purchased renewable electricity	MWh	200,141	393,561	783,604	1,260,476
Renewable electricity generated on site	MWh	223	245	270	938
Purchased steam	MWh	87,345	78,386	79,669	78,910
Purchased cooling	MWh	108,524	108,249	107,832	103,984
Fuel	MWh	2,401,140	2,417,187	2,436,577	2,454,135
Total energy consumption	MWh	11,140,042	11,388,860	11,792,797	12,428,550
Grid electricity consumed	%	77%	77%	78%	79%
Renewable electricity consumed	%	2%	4%	9%	13%

[1] Information is collected and reported to CDP annually.

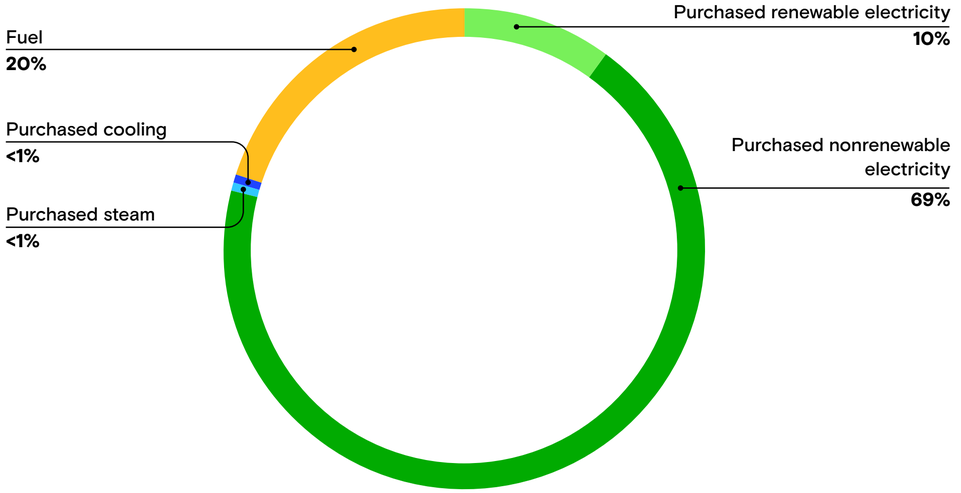
[2] Data assumptions and calculations are consistent with the Greenhouse Gas Protocol and IPCC Guidelines for National Greenhouse Gas Inventories, 2019 Refinement.

[3] Energy consumption is in megawatt hours (MWh).

[4] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.

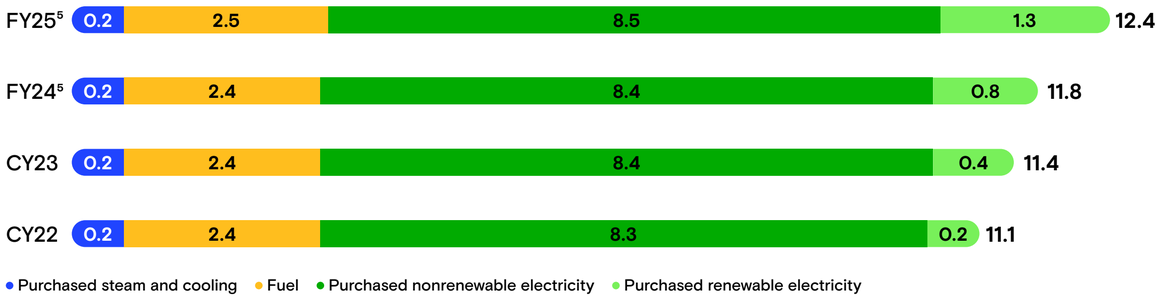
[5] Reported totals include 683,641 MWh of renewable electricity that has been preferentially allocated to customers. Unassigned renewable electricity constitutes 5.9% of Micron's total electricity supply.

Energy breakdown by source[6]



[6] Percentages may not total 100 due to rounding.

Energy consumption[7]



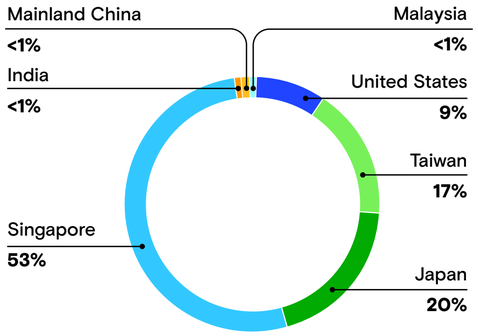
[7] Energy consumption in millions of megawatt hours.

Greenhouse gas (GHG) emissions[1,5]

	Unit[2]	CY22[3]	CY23[4]	FY24[4,5]	FY25[4,5]
Scope 1 (operations) – by geography					
Singapore	$MTCO_2e$	1,791,764	1,428,473	1,405,863	1,201,104
Japan	$MTCO_2e$	844,172	607,951	554,023	463,435
Taiwan	$MTCO_2e$	460,513	382,928	386,899	392,145
United States	$MTCO_2e$	322,848	252,670	210,333	216,091
Mainland China	$MTCO_2e$	49,621	13,589	4,925	6,029
Malaysia	$MTCO_2e$	9,532	12,961	12,407	2,085
India[8]	$MTCO_2e$	-	-	-	73
Scope 1 (operations) – by source					
Process GHGs	$MTCO_2e$	2,557,642	1,871,474	1,806,807	1,582,073
Heat transfer fluid	$MTCO_2e$	405,177	313,578	251,489	179,151
Fuel combustion	$MTCO_2e$	486,830	489,962	493,921	497,138
Refrigerant	$MTCO_2e$	20,853	15,837	14,984	14,035
Solvent combustion	$MTCO_2e$	7,419	7,331	6,836	8,304
Mobile sources	$MTCO_2e$	528	391	412	262
GHG emissions					
Emissions from operations (scope 1)	$MTCO_2e$	3,478,449	2,698,572	2,574,449	2,280,963
Decrease in operations emissions (scope 1)[6]	%	(14%)	11%	16%	25%
Emissions from purchased energy (scope 2, market-based)[7]	$MTCO_2e$	4,132,206	4,138,062	4,002,529	3,820,977
Total GHG	$MTCO_2e$	7,610,655	6,836,634	6,576,978	6,101,940

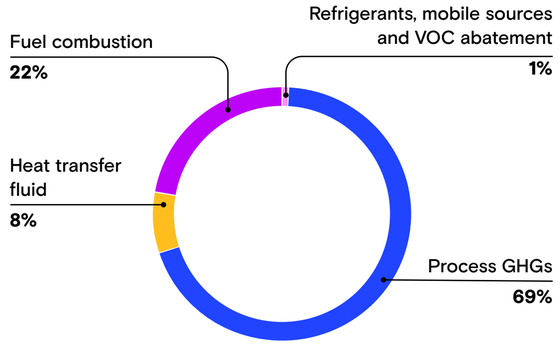
[1] Information is collected and reported to CDP annually.
[2] Emissions in metric ton CO_2-equivalents.
[3] Data assumptions and calculations are consistent with the Greenhouse Gas Protocol and IPCC Guidelines for National Greenhouse Gas Inventories, 2006.
[4] Data assumptions and calculations are consistent with the Greenhouse Gas Protocol and IPCC Guidelines for National Greenhouse Gas Inventories, 2019 Refinement.
[5] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.
[6] Decrease in absolute scope 1 emissions is compared to CY20 baseline (3,047,919 $MTCO_2e$). Emissions increased until CY22 and began decreasing in CY23.
[7] Micron's overall FY25 scope 2 GHG intensity is 102 $MTCO_2e$ per million USD revenue. For customers without designated renewable electricity supply, Micron's FY25 scope 2 GHG intensity is 114 $MTCO_2e$ per million USD revenue.
[8] In FY25, Micron began production at our facility in Gujarat, India.

Emissions from operations (scope 1)[9]
By geography

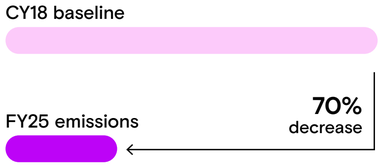


[9] Percentages may not total 100 due to rounding.

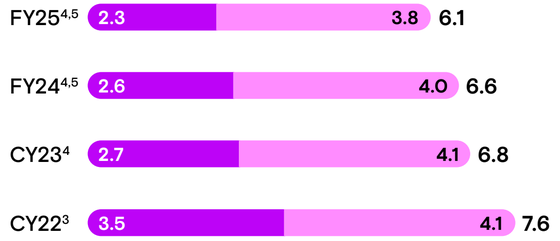
Emissions from operations (scope 1)[9]
By source



Scope 1 and 2 emissions per unit production decrease from CY18 baseline



Total GHG emissions from operations and purchased energy
Emissions in million metric ton CO_2-equivalents



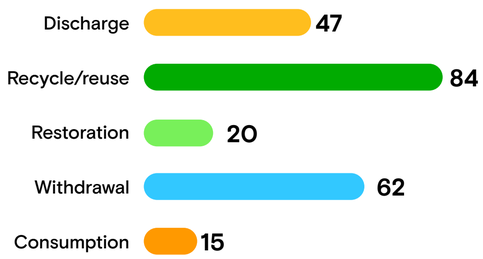
Water

	Unit[1]	CY22	CY23	FY24[2]	FY25[2]
Water withdrawal by source					
Surface water	Thousand m^3	1,395	1,352	1,024	1,683
Groundwater	Thousand m^3	4,574	4,292	4,318	4,315
Municipal water	Thousand m^3	52,355	50,488	52,834	56,033
Rainwater	Thousand m^3	12	6	5	2
Total volume of water withdrawn	Thousand m^3	58,336	56,138	58,182	62,033
From regions with high or extremely high baseline water stress[3]	%	1%	18%	17%	18%
Water reuse, recycle and restoration					
Water reuse and recycle	Thousand m^3	71,501	72,983	74,883	83,615
Water restoration	Thousand m^3	12,889	11,861	12,319	19,799
Water reuse, recycle and restoration	Thousand m^3	84,390	84,844	87,202	103,413
Total water reuse, recycle and restoration rate	%	65%	66%	66%	71%
Water discharge by destination					
Surface water	Thousand m^3	5,365	5,019	5,180	4,246
Third-party POTW[4]	Thousand m^3	38,382	36,800	38,374	42,305
Total discharge	Thousand m^3	43,747	41,819	43,554	46,550
Water consumption					
Total water consumption	Thousand m^3	14,590	14,319	14,628	15,483

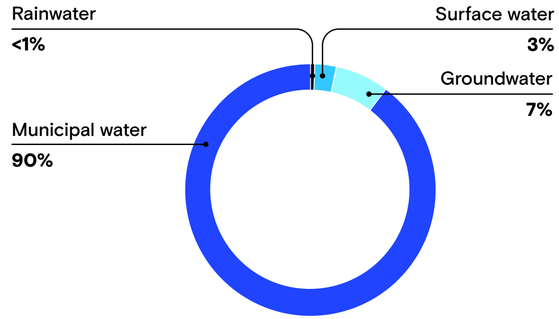
[1] m^3: cubic meters.
[2] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.
[3] Revisions to the WRI Aqueduct water risk atlas in late 2023 reclassified Boise, Idaho, as a location of extremely high water stress and Manassas, Virginia, as high water stress.
[4] POTW: Publicly owned treatment works.

Water mass balance

Water volume in million m^3



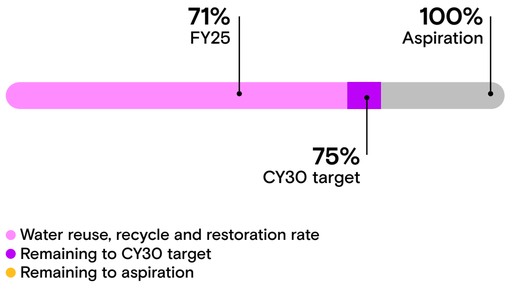
Water withdrawal by source[5]



[5] Percentages may not total 100 due to rounding.

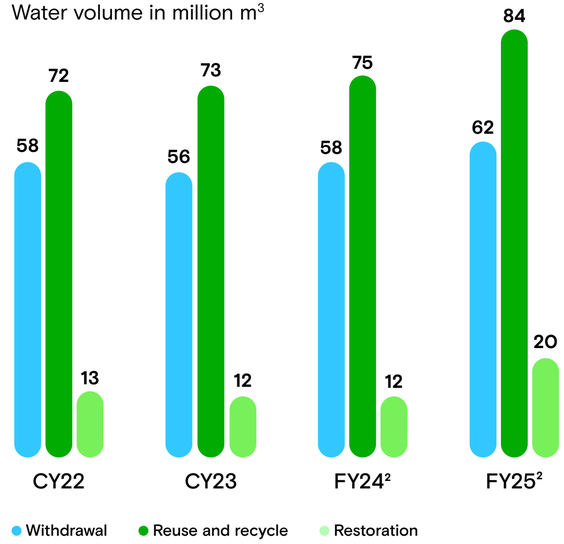
Water progress toward target

Water conservation through reuse, recycle and restoration



Water use and recycle

Water volume in million m^3



Waste

	Unit	CY22	CY23	FY24[1]	FY25[1]
Waste generated					
Hazardous waste	Metric ton	150,286	131,201	141,059	171,348
Nonhazardous waste	Metric ton	83,426	64,363	91,802	116,125
Total waste	Metric ton	233,712	195,564	232,861	287,473
Waste diverted[2]					
Hazardous waste diverted	Metric ton	117,799	99,445	105,443	128,580
Nonhazardous waste diverted	Metric ton	67,308	52,920	80,742	102,295
Total waste diverted	Metric ton	185,106	152,365	186,185	230,875
Waste directed to disposal[3]					
Hazardous waste disposed	Metric ton	32,488	31,756	35,616	42,768
Nonhazardous waste disposed	Metric ton	16,118	11,443	11,060	13,830
Total waste disposed	Metric ton	48,606	43,199	46,676	56,598
Waste reuse/recycle/ recovery rate[4]	%	93%	94%	95%	96%

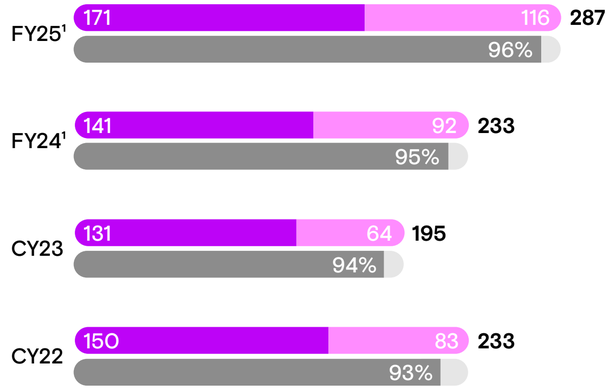
[1] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.
[2] Waste diverted excludes energy recovery.
[3] Waste directed to disposal includes energy recovery, incineration, landfill and other treatment.
[4] Waste reuse/recycle/recovery percentage includes energy recovery.

Waste progress toward target

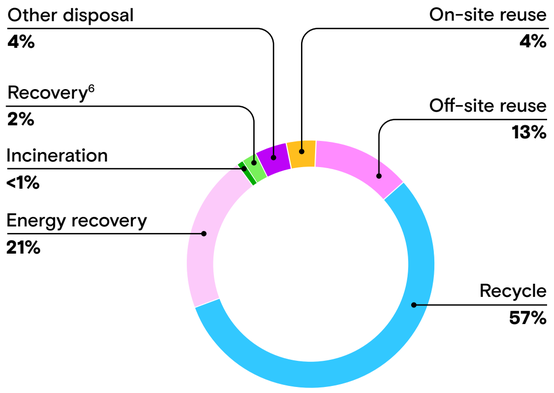
Reuse, recycle and recovery rate[4]

Total waste

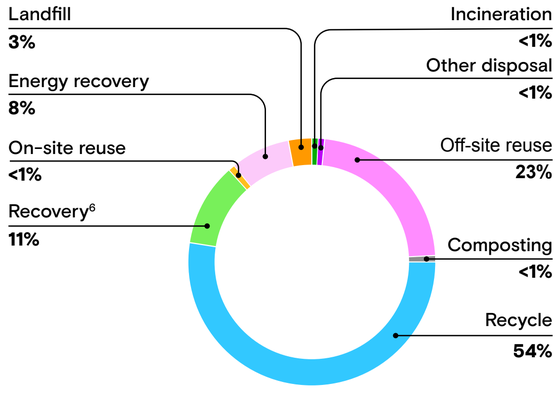
Total waste in thousands of metric tons



Hazardous waste breakdown[5]



Nonhazardous waste breakdown[5]



[5] Percentages may not total 100 due to rounding.
[6] Recovery excludes energy recovery.

Workforce[1]

Global workforce	FY22	FY23	FY24	FY25
Total approximate head count	48,000	43,000	48,000	53,000
By region				
Europe	2%	2%	2%	1%
Americas	21%	20%	19%	19%
Asia	78%	78%	79%	80%

	FY22		FY23		FY24		FY25	
Gender representation	Female	Male	Female	Male	Female	Male	Female	Male
Board of directors	50%	50%	50%	50%	44%	56%	50%	50%
Global workforce by role								
Vice presidents	18%	82%	14%	86%	14%	86%	13%	87%
Technical and engineering	24%	76%	25%	75%	25%	75%	29%	71%
Nontechnical	55%	46%	54%	46%	51%	49%	46%	54%
Global workforce								
Head count by gender	31%	69%	31%	69%	31%	69%	30%	70%

Board of directors demographics	FY22	FY23	FY24	FY25
Asian	13%	13%	13%	20%
Black	13%	13%	13%	10%
Hispanic/Latino	0%	0%	0%	0%
Other underrepresented races/ethnicities	0%	0%	0%	0%
Two or more races	0%	0%	0%	0%
White	75%	75%	75%	70%

US workforce breakdown FY25	US workforce	Vice presidents	Senior leaders	Leaders	Technical	Nontechnical
Asian	30%	34%	32%	27%	31%	22%
Black	4%	2%	2%	2%	4%	6%
Hispanic/Latino	5%	2%	3%	4%	5%	5%
Other underrepresented races/ethnicities	1%	0%	0%	1%	1%	1%
Two or more races	2%	2%	1%	2%	2%	2%
Unknown	7%	3%	6%	7%	7%	6%
White	51%	57%	56%	57%	50%	58%

[1] Percentages may not total 100 due to rounding.

Health and safety[1]

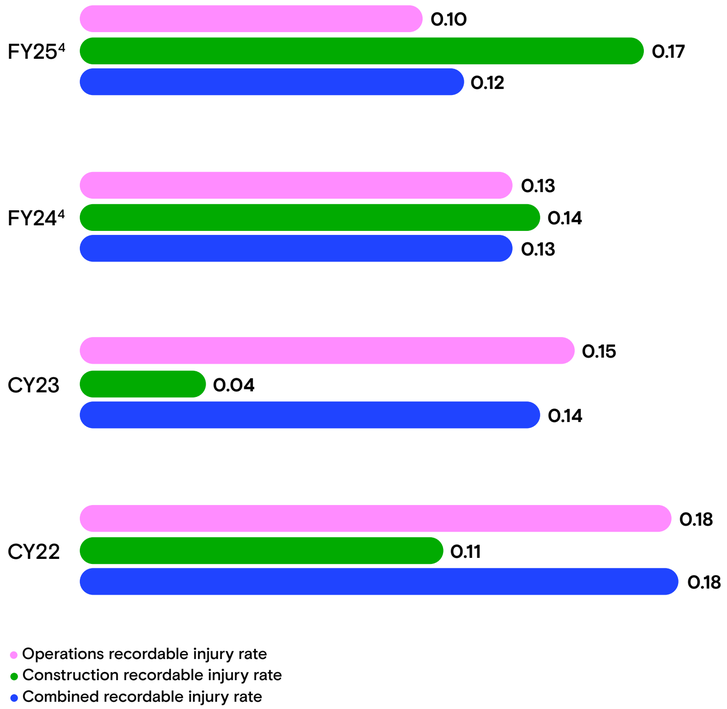
Health and safety		FY25
Management system		
Workers covered by an occupational health and safety management system		100%
Incidents		
Operations (team members)	**Count**	**Rate[2]**
Fatalities	0	0
High-consequence injuries	0	0
Total hours worked	84,137,290	-
Recordable injuries	44	0.10
Construction (contractors)	**Count**	**Rate[2]**
Fatalities	1	0.01
High-consequence injuries	0	0
Total hours worked	19,533,076	-
Recordable injuries	17	0.17
Safety violations	**Count**	**US$**
Total notices of violation and fines resulting from legal proceedings associated with team member health and safety violations[3]	3	-

[1] Data for manufacturing and technology development sites only.

[2] Recordable injury rates are based on 200,000 hours worked.

[3] Micron received no significant health or safety fines (greater than $25,000) in FY25.

Recordable injury rate[2]



[4] Beginning with FY24, Micron's environmental, health and safety performance data is reported on a fiscal year basis to align with emerging regulatory requirements.

Turnover

Voluntary turnover[1]	FY22	FY23	FY24	FY25
Voluntary turnover by gender				
Female	9%	8%	6%	5%
Male	9%	7%	5%	5%
Voluntary turnover by region				
Europe	5%	6%	2%	2%
Asia	9%	8%	5%	5%
Americas	9%	7%	5%	4%
Total voluntary turnover				
Total voluntary turnover	9%	7%	5%	5%

[1] Voluntary turnover percentage for Micron team members (excludes interns and contractors).

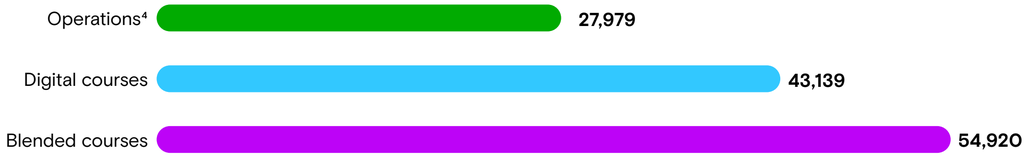
Professional development

Training investments[2]	FY22	FY23	FY24	FY25
Total training hours	2,946,701	2,477,650	2,636,335	2,974,802
Average training hours per team member	61.2	57.5	54.9	55.8
Average professional development investment per FTE[3]	$418	$276	$292	$317

[2] Professional development metrics include on-demand, virtual and instructor-led trainings available through our internal platforms but exclude on-the-job training and external conferences and seminars.

[3] Average amount spent on training and development per full-time equivalent (FTE) refers to the total amount spent on training and development in the last fiscal year divided by the total number of FTEs.

Internal professional development opportunities by instruction method



[4] Operations includes on-the-job training, which provides the knowledge, skills and competencies required for team members to accomplish specific tasks within the workplace. It represents a set of processes that happen within a specific organizational context and involves assimilating and acquiring integrated clusters of values, skills, knowledge and feelings that lead to fundamental changes in behaviors of workers or teams.

Responsible Business Alliance's Validated Assessment Program

Average site audit score[1]	
Site audit scores valid as of	Aug. 28, 2025
No. of sites in scope	11
Average RBA audit score (out of 200)	200

[1] Micron manufacturing sites undergo RBA audits approximately every two years. The most recent audit for each site, as of Aug. 28, 2025, is included.

Community impact

Micron Foundation giving	1/1/2025-8/31/2025[2]
Total giving to supported causes[3]	$7.18M
Giving by type	
Matching gifts	$2.00M
Grants	$5.18M
Spend on program management	$400K

[2] The Micron Foundation is in the process of transitioning its data collection and reporting period to align with the fiscal year used by Micron Technology, Inc. In this report, any data related to the foundation represents activities from Jan. 1, 2025, to Aug. 31, 2025, unless otherwise noted.

[3] Total giving to supported causes does not include the Micron Foundation's spending on program management.

Micron Foundation giving by type

$7.18M
donated to supported causes

$2M
team member matching

$4.56M
grants – STEM education

$620K
grants – other

Forward-looking statements

This report contains forward-looking statements that involve a number of risks and uncertainties. Such forward-looking statements may be identified by words such as “goal,” “commitment,” “anticipate,” “expect,” “intend,” “pledge,” “committed,” “plan,” “opportunities,” “future,” “believe,” “target,” “on track,” “estimate,” “continue,” “likely,” “may,” “will,” “would,” “should,” “could” and variations of such words and similar expressions. However, the absence of these words or similar expressions does not mean that a statement is not forward-looking. Specific forward-looking statements include, but are not limited to, statements such as those related to our global culture initiatives; sustainability plans, goals and commitments; benefits of AI on our operations and products, including our sustainability solutions and enhancements; market demand for our products, including AI-driven demand growth; supply chain management; human capital management; philanthropy; information and product security; anticipated technological developments; plans to invest in research and development; receipt, timing and utilization of government incentives; timing for construction and ramping of production in our facilities; and related matters. These forward-looking statements are subject to a number of risks and uncertainties that could cause actual results to differ materially. Refer to the documents we file with the U.S. Securities and Exchange Commission, specifically our most recent annual report on Form 10-K and quarterly report on Form 10-Q. These documents contain and identify important factors that could cause our actual results to differ materially from those contained in these forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance or achievements. We are under no duty to update any of the forward-looking statements to conform these statements to actual results.

About Micron Technology, Inc.

We are an industry leader in innovative memory and storage solutions transforming how the world uses information to enrich life for all. With a relentless focus on our customers, technology leadership, manufacturing and operational excellence, Micron delivers a rich portfolio of high-performance DRAM, NAND and NOR memory and storage products. Every day, the innovations that our people create fuel the data economy, enabling advances in artificial intelligence (AI) and compute-intensive applications that unleash opportunities — from the data center to the intelligent edge and across the client and mobile user experience. To learn more about Micron Technology, Inc. (Nasdaq: MU), visit micron.com.

micron.com/sustainability