

SANDISK "START" "REPEAT"
RELEASE-00

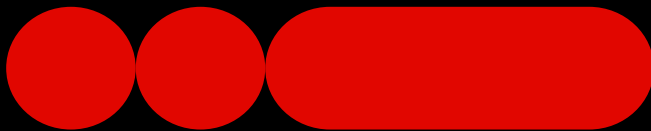
"19-88"<20-25> D-S
00:00:00

SANDISK

PHOTO CREDIT: SHAILESH TENDULKAR

FISCAL YEAR 2025

SUSTAINABILITY
REPORT



CONTENTS

INTRODUCTION	02	INSPIRATION	21	DATA TABLES	42	INDICES	51
A Message from our CEO	03	Our Priorities	22	Supply Chain	43	GRI Index	52
About Sandisk	04	Our Approach	23	Governance and Ethics	45	SASB Hardware Standard Index	55
Our Purpose, Vision, and Mission	04	People Experience	23	Environmental	46	SASB Semiconductors Standard Index	56
Our Products	05	Our Collaborative Culture	23	Workforce	48	TCFD Index	57
Our Heritage of Product Innovation	07	Workforce and Talent Management	24	Environmental, Health, and Safety	50		
FY25 by the Numbers	08	Total Rewards	26				
FY25 Awards and Accolades	09	Workplace Health & Safety	27				
Sustainability Strategy	11	Environmental, Health, and Safety Management	27				
		Chemical Management and Safety	28				
		Responsible Sourcing	29				
		Materials	30				
		Supply Chain Engagement	31				
IMPACT	12	INTEGRITY	33				
Our Approach	13	Our Approach	34				
Product Innovation	14	Governance	35				
Highlights and Initiatives	14	Ethics & Compliance	37				
Sandisk Product Lifecycle	15	Enterprise Risk Management	39				
Power Consumption	15	Cybersecurity	40				
Packaging	15	Product Security	40				
Sustainable Operations	18	Data Management	41				
Energy & Climate	19	Public Policy	41				

ABOUT THIS REPORT

This sustainability report covers fiscal year 2025 (FY25), spanning from June 29, 2024 through June 27, 2025. Effective February 21, 2025, Sandisk completed its separation from Western Digital Corporation. All information and data—except where denoted—reflects only Sandisk operations, policies, practices, and performance or, to the extent relating to periods before February 21, 2025, the operations of Western Digital Corporation's Flash business..

This report is aligned with the following frameworks: the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) for Hardware and Electronics and Electronics Equipment, the Task Force on Climate-related Financial Disclosures (TCFD), and the Greenhouse Gas Protocol.

A Message from our CEO

Dear Stakeholders,

It is an honor to share this inaugural Sustainability Report with you. When we launched Sandisk as an independent, public company in February 2025, we knew that our vision of a world where people and business win by defying limitations, fueling innovation, and turning potential into reality demands an unwavering commitment to sustainability.

Sandisk is on a journey to be an industry leader in everything we do—including our aspirations and actions to advance world-class sustainability efforts. Our commitment to responsible business practices is integral to our DNA and guides our leaders, teams, and product design processes, that have a positive impact on our people and the environment. We've seen this ethos in action over the past three decades of our industry-leading technology achievements. As we embark to invent, build, and redefine flash memory technology, we are focused not just on today but on the opportunities ahead.

Sandisk's sustainability strategy is anchored in three core pillars:

- **Impact** – Setting bold environmental goals and driving measurable progress toward them to create and advance technologies that empower customers and communities to achieve their greatest ambitions
- **Inspiration** – Cultivating a culture where innovation intersects with value creation at every opportunity
- **Integrity** – Upholding ethical practices and the highest standards in every aspect of our work

These pillars guide our priorities and actions as we further embed sustainability into operational excellence—creating a safer, healthier, and more sustainable operations while developing and delivering best-in-class flash memory technology that empowers people, communities, and companies with confidence, mobility, and limitless possibility.

We know that sustainable outcomes require collective action across our ecosystem. That is why our strategy is centered around a collaborative model—one that engages, encourages, and creates value for our partners, suppliers, communities, and customers to act alongside us.

We are inspired by the opportunities before us—to shape the future of our industry and to positively influence the world and the communities we serve in lasting ways.

Sincerely,



David Goeckeler
Chairman and CEO
Sandisk Corporation



“

Our commitment to responsible business practices is integral to our DNA and guides our leaders, teams, and product design processes, that have a positive impact on our people and the environment.”

David Goeckeler
Chairman and CEO
Sandisk Corporation

About Sandisk

Sandisk delivers innovative Flash solutions and advanced memory technologies that meet people and businesses at the intersection of their aspirations and the moment, enabling them to keep moving and pushing possibility forward. Our vast portfolio of Flash products enables a seamless and simplified world of resilient data expression and storage.

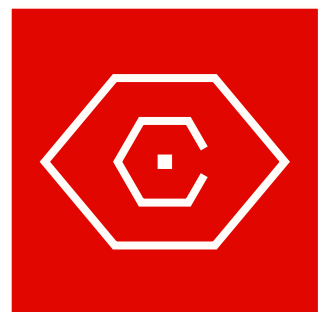
Our Purpose, Vision, and Mission



PURPOSE

(→) DRIVING PROGRESS

We believe that every person should be inspired by their data—to move, create, discover, share, and unlock their potential.



VISION

(→) MOVING PEOPLE FORWARD

We envision a world where people and businesses win by defying limitations, fueling innovation, and turning potential into reality.



MISSION

(→) POWERING INNOVATION

We win by empowering people with Flash technology that disrupts the status quo, pushes boundaries, and redefines what's possible.



VALUES

- (→) INNOVATION
- (→) AGILITY
- (→) COLLABORATION
- (→) OPENNESS
- (→) WINNING

BY THE NUMBERS

35+

Years of Global Trust

33+

Countries of Operation

10K+

Employees Worldwide

11K+

Worldwide Total Patent Assets

Our Products

Sandisk operates in three key sectors: Cloud, Client, and Consumer. To meet the differentiated needs of these customer segments, our product portfolio ranges from high-performance memory cards and drives, to embedded memory in devices and smart-technology, to enterprise-level data management.



Cloud

Solid-State Drives (SSDs) for cloud, artificial intelligence, and data-driven workloads.



Client

Integrated storage for personal computers, mobile devices, vehicles, and smart technology.



PHOTO CREDIT: CARSON TUNNELL

Consumer

Reliable flash storage for everyday digital devices.

Learn more about our products: www.sandisk.com

Significant Global Operations

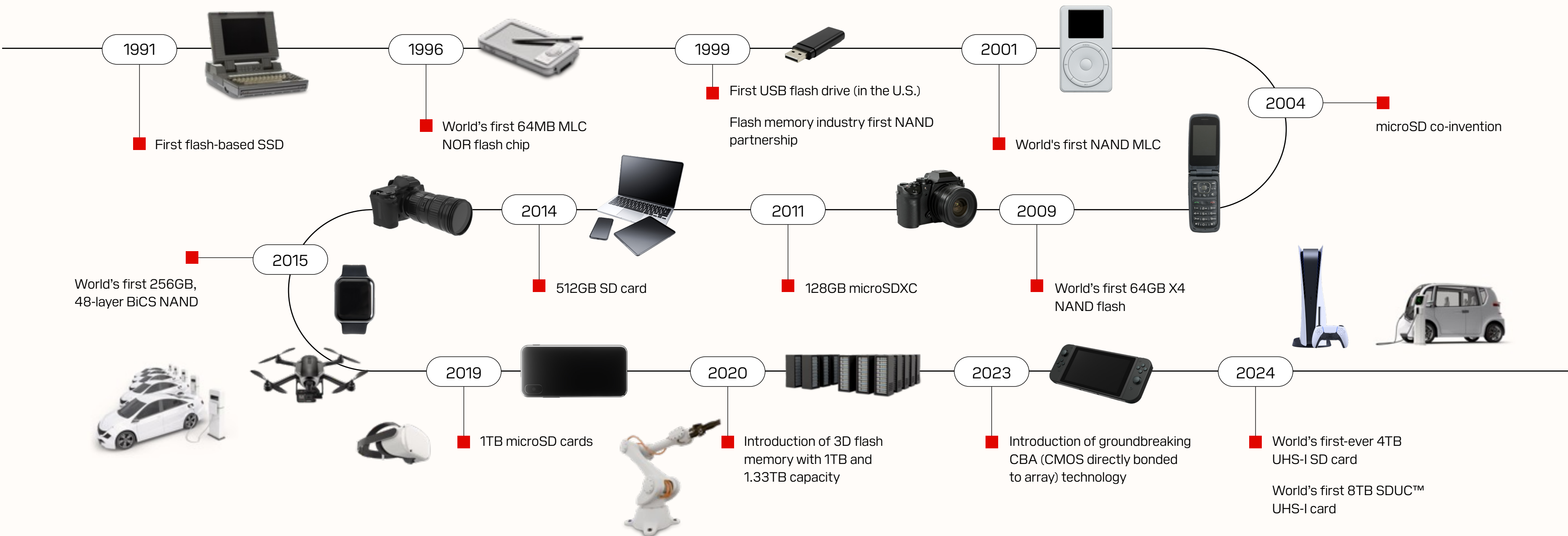


¹ Sandisk 10K - Principal manufacturing, research and development ("R&D"), marketing and administrative facilities.

Our Heritage of Product Innovation

35+ YEARS OF FLASH INNOVATION

These milestones underscore **Sandisk's commitment to advancing Flash memory technology and meeting the evolving storage needs** of consumers and professionals alike.



FY25 by the Numbers

**2040**

Target year to achieve Net Zero
Scope 1 & 2 GHG emissions

**BICS8**

Flash innovation that stores data 20%
faster, using 30% less power

**14001** **45001**
9001 **22301**

ISO standards accounted for in our
Integrated Management System

**100%**

Target for carbon-free
electricity by 2035

**HBF™**

High Bandwidth Flash (HBF™) – offering
8-16x more memory capacity than high
bandwidth memory to support AI workloads¹

**100%**

Responsible Business Alliance audit
score for Sandisk’s Malaysia operations

**50%**

Target water recycle
rate by 2035

**11K+**

Patent assets held by Sandisk

**2,465**

New supplier parts qualified
in FY25

**95%**

Target waste diversion
rate by 2035

**89%**

Independence of Sandisk
Board of Directors

**100%**

Completion rate for annual
Global Code of Conduct training

¹ Sandisk Newsroom, "[Memory-Centric AI: Sandisk’s High Bandwidth Flash Will Redefine AI Infrastructure](#)," Published August 11, 2025.

FY25 Awards and Accolades¹



Responsible Business Alliance

Advancing Sustainability Globally

Validated Assessment Program
(VAP) — Platinum Award

(→) Two World Economic Forum Sustainability Awards in the Global Lighthouse Network

(→) Consecutive annual ESG Business Awards

(→) Malaysia Technology Excellence Award

(→) Malaysia Management Excellence Award

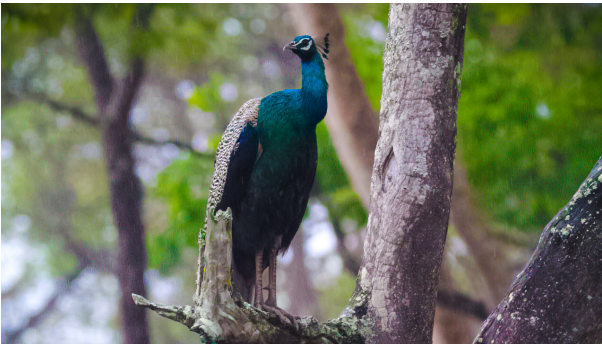
(→) Malaysia Department of Safety & Health Best National Safety Program Award

¹ Accolades listed may include recognition received before the separation from Western Digital.

Inaugural Employee Photo Contest

At Sandisk, our people are what makes our company special. To celebrate their creativity and innovative spirit, we asked our global teams to submit photos showcasing their work and how our products are used. Here are the 10 winning submissions we feel best showcase the Sandisk spirit. You'll also notice these photos featured throughout the report.

CATEGORY: LIFESTYLE



Kavindran Shivaraj
India



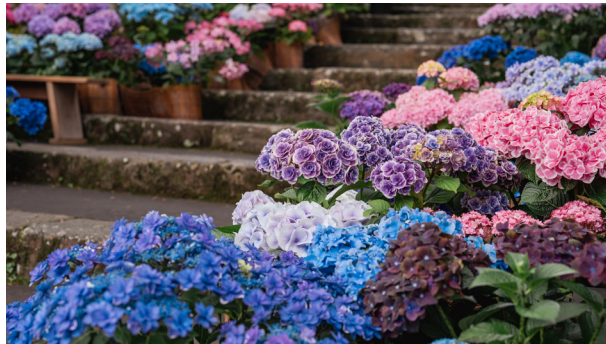
Joanna Zapanta
United States



Sandeep Reddy Devara
India



Shailesh Tendulkar
United States



Yasushi Dowaki
Japan

CATEGORY: PRODUCT USE



Akanksha Katti
India



Carson Tunnell
United States



Tushar Padekar
India



Shubham Awate
United States



Jesslyn Kang
Malaysia

Sustainability Strategy

At Sandisk, our goal is to deliver cutting-edge technology while advancing environmental responsibility, fostering a culture of innovation across our value chain, and upholding the highest ethical standards. The organizing principles guiding our strategy are:

- **Impact:** We create high-performance, energy-efficient products, manufactured using innovative tools, sustainability-forward processes and operations, and responsibly-sourced materials
- **Inspiration:** We create an inspired workplace culture where every employee feels valued and equipped to contribute effectively through comprehensive talent management and safety programs—while ensuring our supply chain partners share our high standards for social responsibility
- **Integrity:** We maintain unwavering ethical standards through robust governance, compliance frameworks, and enterprise risk management that ensures accountability and build stakeholder trust

Materiality

In FY25, we conducted our first double materiality assessment (DMA) as a newly independent company, a foundational step to informing Sandisk’s long-term sustainability strategy and roadmap. The purpose of conducting a DMA is three-fold:

- Identify the environmental, social, and governance issues, among the hundreds that companies navigate, that are most relevant and impactful to the business
- Evaluate each issue from an inside-out perspective, i.e., how Sandisk’s operations and activities impact society and the environment, and an outside-in perspective, i.e., how external factors impact Sandisk’s business and operations
- Inform a sustainability strategy that reflects and prioritizes these issues and complements and supports the business strategy

Completing a DMA also ensures that Sandisk is prepared to meet emerging regulatory requirements, for example, the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

Our Process

Sandisk’s approach to conducting a DMA is grounded in a data-driven methodology, supported by an AI-powered analytics platform. This tool aggregates and analyzes millions of data points from publicly available sources, including corporate disclosures, regulations and policy, media coverage, and voluntary initiatives.

We refined the initial list of sustainability topics using careful application of subject matter expertise to group topics with strong overlap and affinity, and mapped their applicability and significance across Sandisk’s value chain. We then evaluated each topic through the lens of Impacts, Risks, and Opportunities (IROs), as defined by the ESRS:

- Negative impacts assessed by the scale, scope, and irremediability
- Positive impacts assessed by the scale and scope of the impact

For both risks and opportunities, we evaluated and scored the likelihood and magnitude of loss/gains,

particularly those tied to dependencies on natural, human, and social capital.

We assessed positive impacts for their scale and scope, while negative impacts were assessed based on scale, scope, and irremediability. We also considered the likelihood and financial magnitude of risks and opportunities, particularly those tied to dependencies on natural, human, and social capital.

The Outcome

The DMA resulted in a prioritized set of nine material topics that accounts for the most significant impacts, risks, and opportunities for Sandisk across its value chain. The list of topics is foundational to our sustainability strategy and reporting, ensuring alignment with stakeholder expectations, regulatory requirements, and long-term resilience.

MATERIAL ISSUES

Sandisk has identified the following **nine topics** as relevant and significant to our business:

- Artificial intelligence & advanced technologies
- Business ethics
- Climate & energy
- Cybersecurity & information security
- Data privacy management
- Occupational health & safety
- Responsible sourcing
- Talent management & engagement
- Water

The double materiality assessment is a strategic tool that helps us define how sustainability is embedded into our operations, decision-making, and long-term value creation. It reflects our recognition that environmental and social responsibility are central to how we grow, innovate, and meaningfully engage with our stakeholders.

We will continue to refine our materiality approach as our business evolves, ensuring that our sustainability strategy remains dynamic, data-informed, and embedded into our corporate identity.



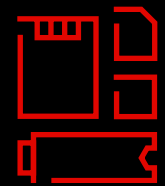
IMPACT

(⇒) KEY ISSUES

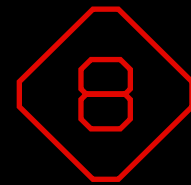
- ADVANCED TECHNOLOGIES AND INNOVATION
- OPERATIONAL SUSTAINABILITY



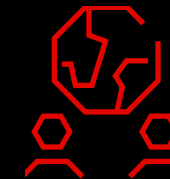
FY25 HIGHLIGHTS



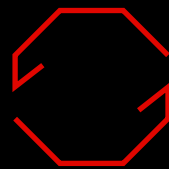
Announced High Bandwidth Flash (HBF™) technology to support AI workloads



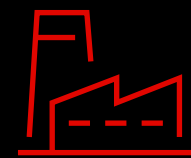
Launched BiCS8, a high performance, high memory density, and enhanced power efficiency 3D flash memory¹



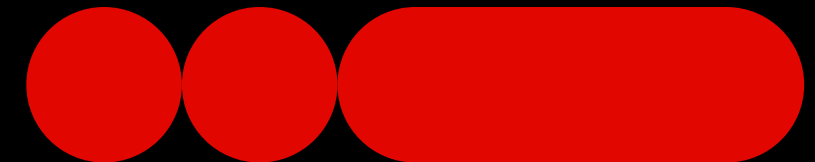
Defined climate, energy, and environmental goals for Sandisk



Incorporated recycled gold in selected product designs



Developed low-temperature, solder-reducing emissions and increasing manufacturing efficiencies



Our Approach

Creating meaningful, measurable impact means embedding sustainability considerations across our global business—from optimizing operational sustainability at our facilities to advancing product sustainability through materials sourcing, design, development, and product use.

We optimize sustainability in our operations by implementing greenhouse gas (GHG) emissions reduction opportunities, such as renewable energy procurement and energy efficiency. We also work to conserve water and minimize solid waste at all our facilities.

Building sustainability into our products is a natural evolution of our 37-year commitment to relentless innovation. Ensuring long-term value and viability is fundamental to our business and how we approach product development. Our approach to sustainable design involves factoring material selection, energy efficiency—both in production and in use—embodied carbon, product preparation, and packaging into our product development processes and roadmaps.

Through these efforts, we drive impact and deliver value across our business and beyond—while powering people and protecting the planet.



We believe the future belongs to companies that innovate sustainably.

Every product we design, every supplier we partner with, and every process we implement starts with one question: How do we power people and protect the planet?”

Don Angspatt
Executive Vice President,
Global Operations



¹ BiCS8 was co-developed with Kioxia.

Product Innovation

HIGHLIGHTS AND INITIATIVES

Sandisk's approach to sustainable innovation is applied to across our three end markets of Cloud, Client, and Consumer, which include storage solutions, ranging from high-performance memory cards and drives, to embedded memory in devices and smart technology, to enterprise-level data management. We have developed products and are advancing product design and specifications that advance innovation and sustainability.

We strive to prioritize recycled and responsibly-sourced materials across our product lines and to design our products for easy recycling at end-of-life. Sandisk follows international standards, like including the European Union Waste Electrical and Electronic Equipment (WEEE) directive, and our products and packaging, display-appropriate recycling symbols for different regions. We've also established global standards for responsibly handling electronic waste from our own facilities.

Sandisk Ultra-Eco Flash Drive

The Sandisk Ultra-Eco Flash Drive enclosure is made with over 70% recycled plastic which requires only half the energy to produce as conventional flash drive enclosures. This consumer product is known for its high quality and fast transfer speeds—up to 100 megabytes per second—demonstrating that environmental and technology performance are complementary.

Gold Recycling Initiative

Sandisk products are currently designed with gold as an input—primarily for wiring and with some substrates. Gold has numerous environmental impacts, including those associated with mining, energy consumption, and electronic waste (e-waste) recovery. While recycling gold is an opportunity to mitigate many of these impacts, there are real risks and challenges, including maintaining quality, durability, and purity—while potentially needing to undergo complicated changes in manufacturing processes. Sandisk collaborated with our vendors to enable the use of recycled gold in wire and substrates.

We successfully developed an approach to recycle gold that uses our existing manufacturing process and fulfills our high product standards. Sandisk now uses 25-30% recycled gold quarterly across a select product portfolio, an effort that advances product circularity while reducing embodied carbon.

Low-Temperature Solder

Solder is critical in electronics manufacturing—it enables the permanent electrical connections between components and printed circuit boards. Traditional soldering requires high temperatures to melt and extended cooling periods to set, consuming significant energy in the process.

To tackle this challenge, Sandisk partnered with Lenovo to test and certify an innovative lower-temperature solder alloy. This breakthrough material reduces the melting point by approximately 30% and cuts curing time by about 75%, avoiding roughly 6,000 metric tons of carbon emissions annually and improving device reliability by reducing heat stress during manufacturing.¹

BICS8 ADVANCES FLASH MEMORY EFFICIENCY

Flash Memory Explained

Flash memory is the storage technology used in a variety of devices, such as USB drives, smartphones, or computer SSDs, that keeps your files safe even when the power is off, and it's much faster than hard drives because it has no moving parts.

Improved Performance, Reduced Environmental Impact

The Bit Cost Scalable (BiCS) 8 flash innovation leverages the latest technological advancements, allowing a greater capacity of data to be stored up to 20% faster while using 30% less power than previous nodes.

Meeting the Moment

The growth of AI, cloud storage, and smart devices come with unprecedented energy demands. Innovations like BiCS 8 flash memory help address this by improving energy efficiency and performance speed.

HIGH BANDWIDTH FLASH (HBF™)

Designed to Support Sophisticated AI Models for Inference Workloads

Recent AI model trends show increasing model sizes which requires memory capacity greater than what today's storage technologies can provide. HBF™ is purpose-built to support complex AI workloads and maintain performance, cost, and energy parity.

8-16x Capacity at a Similar Cost

HBF™ seeks to deliver massive memory capacity at high bandwidth while reducing system power and total cost of ownership. It ensures reliability and retains data when the system is off. This combination of offerings enables AI models to scale efficiently while maintaining performance, cost and energy parameters.

From Datacenter Models to Edge

With massive capacity at a minimal footprint, HBF™ creates the opportunity to move these models from the datacenter to the edge—in your PC, on your phone, in your car. Edge AI creates the opportunity for persistent personalization—allowing the AI model to remember you and all your responses.

For more information on HBF™, visit our [website](#).

¹ Preliminary figures; still under evaluation.

SANDISK PRODUCT LIFECYCLE

Sandisk conducts regular lifecycle assessments (LCAs) to evaluate and minimize the environmental impacts of our products—from raw material extraction to development and production to end-of-life management.

We apply our inventor’s spirit to address pressing sustainability challenges, from climate change to circularity. We strive to improve the sustainability aspects of our own products and product-level lifecycle assessments (LCAs) provide the basis for comparison.

Through product LCAs, we calculate the carbon footprint of products and identify opportunities in the development, production, and use phase to reduce embodied carbon and the energy intensity of our products in use.

LCAs also inform our teams on where and how opportunities exist to explore and incorporate material and product circularity—the reuse of original and/or reclaimed materials or products—to further reduce the carbon intensity of our products.

POWER CONSUMPTION

As data center and AI workload-driven energy consumption increases, energy efficient data storage is critical for managing energy demand and enabling compute scalability. That's why we focus on storing more data while using less power and fewer raw materials per unit of storage. This means customers can expand their storage capacity without dramatically increasing their energy consumption.

Refer to BiCS 8 on [previous page](#) to learn more about one way Sandisk is designing products that store more data faster while reducing power consumption.

PACKAGING

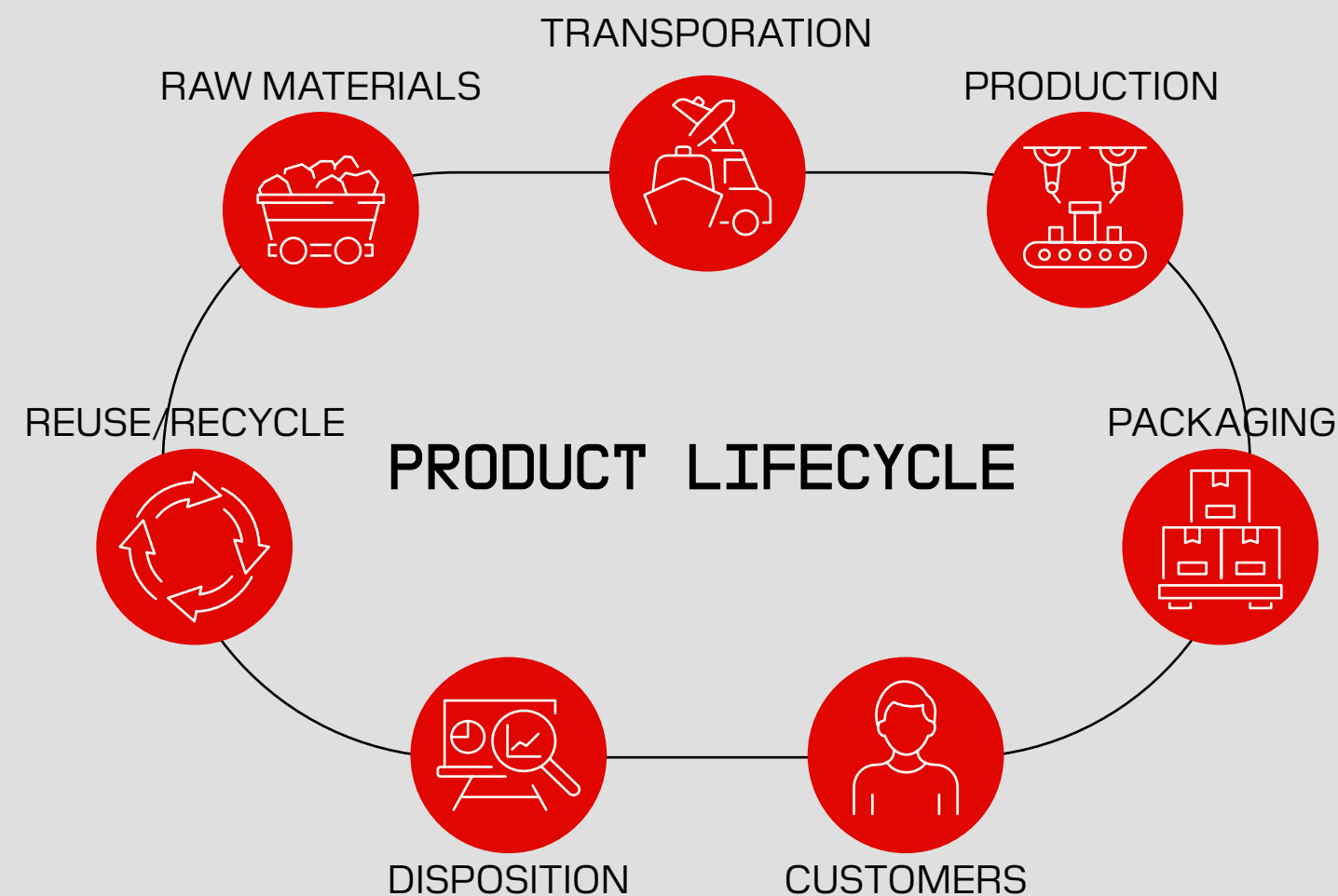
We strive to design product packaging and source packaging materials that ensure the quality, protection, and security of our products while minimizing the environmental impacts associated with transport, delivery, and customer use.

To address the global plastic waste problem, Sandisk is committed to reducing use of new plastic (i.e., virgin plastic) in product enclosures. **In FY25, we achieved 75% post-consumer recycled plastic content in select portable SSD cases.** We were able to achieve this milestone by identifying suppliers able to deliver on quality and performance standards while maintaining the security and functionality of the data storage technology.

Our LCA Approach

Our LCA program encompasses the full spectrum of environmental impact assessments across Sandisk's product value chain. We conduct environmental impact evaluations for every stage from of our product lifecycles, which creates opportunities to minimize emissions and improve sustainability performance throughout the product’s life.

Our cross-functional LCA team consists of subject matter experts from our engineering, procurement, quality, and the sustainability teams. The team conducts product LCA assessments and accounting in accordance with the ISO 14040/14044 (life cycle assessments) and ISAE (International Standard on Assurance Engagements) standards.



“

Sandisk values innovation in all its forms, big and small, from leapfrog design advancements to incremental improvements. We have had great success with material improvements that, in aggregate, create a better product overall, especially as we incorporate design for sustainability principles.”

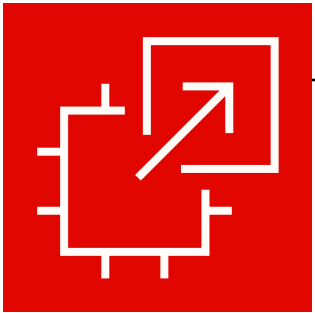
Khurram Ismail
Chief Product Officer

Accelerating Sustainability Across the Semiconductor Industry

With the semiconductor industry expected to reach \$1 trillion by 2030¹, this unprecedented growth will create equivalently-scaled social and environmental impacts and risks—human rights, technological divides, slower-paced governance models and regulations, climate change and water scarcity. Accelerated by the digital transformation, AI boom, and the internet of things (IoT) expansion, among other drivers, the semiconductor industry’s growth is expected to increase data center energy demand by 165%² between 2024 and 2030, require 945 terawatt hours³ of electricity by 2030, and consume 2,000 million cubic meters of water by 2035⁴. Despite these impacts, the semiconductor industry also is uniquely positioned to address them through customer-driven demand and accountability.

Sandisk is working to address these challenges by pivoting from linear to circular product design, prioritizing hot spots, and shifting from an internal focus to external partnerships to create scalable impact. We have already partnered with Lenovo, Microsoft, and Western Digital on various shared sustainability challenges.

¹ McKinsey & Company, "The semiconductor decade: A trillion dollar industry," April 2022; SEMI.org, "Global Semiconductor Industry—Driving to \$1 Trillion and Beyond Together," February 2024; PwC, "State of the Semiconductor Industry," November 2024. Developed with Kloxia.
² Goldman Sachs, "zAI to drive 165% increase in data center power demand by 2030", February 2025
³ International Energy Association (IEA), "Energy and AI", April 2025
⁴ IDTechEx, "Sustainable Electronics and Semiconductor Manufacturing 2025-2035: Players, Markets, Forecasts", Q1-2025

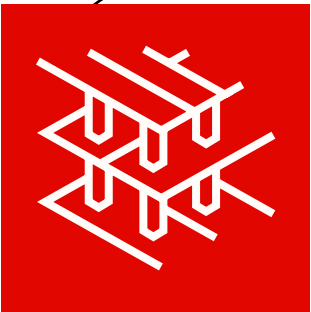


Design

Semiconductor chip designs are created for either specific or general product usage



Manufacturing: Frontend
Silicon wafers are processed through a complex and extensive series of manufacturing steps



Manufacturing: Backend

Chips are assembled into packages to form the electrical components that can be mounted and soldered into circuit boards



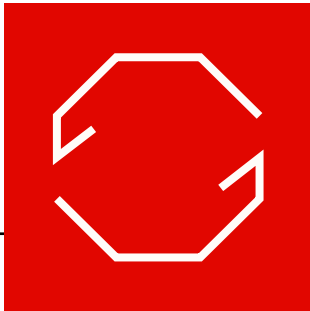
End-product Integration

Chips are integrated with other components to create end products



Consumption

End-products are shipped to companies, retailers, and consumers worldwide



End-of-life Management
Capture and reuse in other products

Sandisk Honored for Patent Power

In FY25, Sandisk was honored by IEEE Spectrum for having the highest “Patent Power” in the Computer Peripherals Category, with more than 300 patent assets.

In the competitive technology sector, the quantity of high-quality patents is a strong indicator of a healthy culture of innovation.

The rankings are based on Pipeline Power, a metric that combines several elements of an organization’s patent portfolio into one number. In addition to the number of patents granted each year, this metric considers four variables representing the quality and impact of those patents, including growth, impact, originality, and generality.

11K+

Patent assets held by Sandisk

5,087

IEEE Spectrum Patent Power Score¹

300+

Patent Assets in CY2024

¹ IEEE Spectrum <https://spectrum.ieee.org/patent-power-2025>

Spark Tank Energizes Sandisk India’s Innovation Culture

In fiscal year 2025 (FY25), Sandisk India continued to build the site “innovation ecosystem” by organizing the in-person Spark Tank event. Open to all employees in our India office, this brought together both new hires and experienced employees to exchange ideas, learn collaboratively, and nurture our culture of innovation. Featuring presentations from product development and engineering executives, attendees were encouraged to understand and internalize innovation as part of our company’s DNA.

Spark Tank featured technical presentations showcasing Sandisk’s three decades of innovation legacy, from the world’s first commercial flash-based SSD in 1991 to current breakthrough technologies like High Bandwidth Flash and Sandisk 3D Matrix Memory. The event also helped deepen connections among employees through speed networking and mentorship opportunities.

Interactive panels guided employees through the fundamentals of sparking innovation, including:

- Identifying intellectual property-worthy ideas
- Blocking dedicated time for innovation every week
- Maintaining a journal to keep track of new ideas
- Recognizing that valuable innovations often emerge from daily work activities such as bug fixes, design discussions, and solving customer problems

During the event, Sandisk India introduced “Team Ignite,” a committee of leaders and inventors responsible for spearheading the site’s innovation activities. The team’s goal is to make Sandisk the best place to innovate for our employees.

Team Ignite’s primary focus in FY25 was improving inventor participation across multiple areas, including first-time inventors and women inventors. Another focus area is improving the quality of inventions—as measured by the rate of acceptance of ideas into patents and trade secrets.

Spark Tank resulted in a notable increase in new members actively participating in our innovation events, driving engagement with our mentorship program and events, and improving morale by recognizing the great work of our talent. Sandisk hopes to build on Spark Tank India’s success by eventually bringing the event to other sites across the world.

“When people and ideas come together, anything is possible.”
Spark Tank Program Participant



Operational Sustainability

Sandisk is committed to taking bold action to reduce environmental impacts - to mitigate risk, improve operational resiliency, and align with the goals and direction of our stakeholders worldwide. Helping to mitigate climate change by reducing our greenhouse gas (GHG) emissions is a smart business decision and moral imperative for supporting our stakeholders around the world. Beyond climate change, our sustainable operations teams also focus on water stewardship and waste reduction.

Our sustainability strategy focuses on achieving long-term impact by defining goals and roadmaps driving short- and medium-term actions that deliver results. It is informed by developing relevant, impactful goals related to material topics that realize and enhance synergies across our business—from product design and sourcing to product performance and end of life management.

Sandisk's primary environmental targets:

- Achieve **net zero Scope 1 and 2 GHG emissions** by 2040
- Source **100% carbon-free electricity** by 2035
- Achieve a **50% water recycling rate** by 2035
- Achieve a **95% waste diversion rate** by 2035

We plan to submit our climate-focused targets to the Science Based Targets initiatives (SBTi) by the end of CY25 for approval. In the meantime, we are already taking action to advance these goals by conducting regular audits and opportunity assessments to improve energy efficiency, water conservation, and waste reduction.

“We are igniting cross-border collaboration, cultivating strategic partnerships, and accelerating the development of future-ready talent—not just as a connector, but as a catalyst for bold innovation, resilient ecosystems, and sustainable growth.”

KL Bock

Senior Vice President,
Backend Operations

SANDISK FACILITIES LEAD ON SUSTAINABILITY

Sandisk’s manufacturing operations have been recognized twice in recent years, with the **Global Lighthouse Network award for Innovation and the Sustainability** by the World Economic Forum—honoring both a current facility and a facility that was part of our operations at the time of recognition:

PENANG, MALAYSIA

The first operation in Asia to be recognized as a Sustainability Lighthouse for industry-leading integration of the fourth industrial revolution (4IR) technologies.

SHANGHAI, CHINA

The first operation in China to be recognized as a Sustainability Lighthouse for adoption of 4IR technologies to transform the site from a traditional manufacturing model to intelligent, digital, and automated production across processes.



ENERGY & CLIMATE

Limiting global warming to 1.5° Celsius above pre-industrial levels is critical for avoiding the worst effects of climate change. To do our part in the global effort to limit GHG emissions, Sandisk is working to reduce emissions across our global operations by reducing fuel use, implementing process improvements, improving energy efficiency, transitioning to lower global warming potential chemicals (GWP), and sourcing more renewable and carbon-free energy.

Scope 1 & 2 Emissions

In FY25, we reduced our Scope 1 (direct GHG emissions fuels, gases, and chemicals used in operations) emissions by 24% after phasing out the last higher global warming potential (GWP) chemicals.

To address our Scope 2 emissions, associated with electricity use in our operations, our climate strategy focuses on:

- Reducing electrical load via process and operational efficiency
- Installation and use of on-site renewable energy generation
- Establishing clean energy utility contracts
- Procuring market-based renewable energy.

Our operations teams manage day-to-day sustainability initiatives—from data collection and reporting, to evaluating and implementing efficiency projects, to promoting awareness of Sandisk’s environmental targets and commitments among leaders and employees at our sites.

We are taking multiple actions to realize our goals, including:

- **Rooftop solar:** We generate over 1,000 megawatt hours annually at our Penang operations
- **Procure renewable energy:**
 - **Virtual Power Purchase Agreement (vPPA):** We expect to enter into a memorandum of understanding (MOU) with the local government to secure renewable energy through the Corporate Renewable Energy Supply Scheme (CRESS) program, which promotes adoption of green energy by corporate customers in Peninsular Malaysia by allowing participants to supply or purchase electricity through open access to the grid network system
 - **Renewable Energy Certificates (RECs)** in local markets, for example, the Corporate Green Power program in Malaysia

Even with our proactive efforts, there are limitations to how quickly we can achieve 100% carbon-free electricity due to availability constraints. For example, there is a limited amount of renewable and carbon-free electricity available currently in Peninsular Malaysia, the location of our largest manufacturing operation.

In addition, we continue to engage with and advocate for expansion and adoption of large-scale renewable and clean energy development plans with local government agencies and utilities.

Scope 3 Emissions

Recognizing that emissions associated with activities upstream and downstream from our operations comprise a majority of Sandisk's value chain emissions, our climate strategy extends beyond Sandisk's direct operations. We calculate the emissions associated with the relevant upstream and downstream activities to understand the entirety of our emissions profile. Like many companies within the semiconductor and hardware industries, these (value chain) emissions comprise the majority of our overall emissions.

In FY25, we prioritized reviewing and improving our Scope 3 accounting methodology. Sandisk implemented updates to provide the most accurate accounting of the Scope 3 categories using the best available information.

In FY25, we requested emissions data from suppliers via the CDP Climate Change disclosure platform to minimize the burden on our suppliers. We improved our Scope 3 accounting by incorporating data sourced directly from suppliers. The visibility improves the accuracy of our Scope 3 calculations and informs opportunities for supplier emissions reductions.

We continue to monitor and improve our accounting methodology as data sources improve and enable greater transparency.

BY THE NUMBERS

FY2025 GHG Emissions

1,265

Scope 1 emissions (MTCO₂e)

82,058

Scope 2 market-based emissions (MTCO₂e)

2,309,126

Scope 3 emissions (MTCO₂e)

61%

Products in use

11%¹

Purchased goods & services

24%

Investments (JVs)

4%

Other Scope 3

¹ Sandisk is conducting further diligence on its Scope 3 accounting and anticipates updates to the magnitude of Supplier-based emissions.

Water Stewardship

Water is a resource many take for granted, yet is increasingly scarce—even as it remains an important input in technology manufacturing. As a shared resource, water conservation is a responsibility for our business and to our local communities.

To reduce our water demands, Sandisk is working to achieve a 50% water recycling rate by 2035 in our manufacturing operations.

In FY25, our Penang manufacturing operations advanced water stewardship, in particular via implementation of these water system initiatives:

- **Extending backwash intervals:** Using sensor monitoring, we extended the backwash frequency for both multi-media filtration (MMF) and activated carbon filter (ACF), an increase of 133% and 40% respectively, enabling consistent delivery of high-quality deionized water to production while using less water in the process
- **Optimizing cooling tower blowdown cycles:** Real-time monitoring data confirmed that increasing the condenser water blowdown frequency from 6 to 8 cycles—allowing chilled water to be used two more times before being discharged—still allowed water quality levels to be well-within acceptable limits. This adjustment achieves substantial water conservation (24,000 cubic meters annually) while maintaining system performance

Waste Reduction

As a manufacturer of physical products, Sandisk generates waste, including defective silicon wafers, metal shavings from cutting, drilling, and machining processes, chemical byproducts, and packaging waste. Minimizing waste generated through standard processes is critical to maintaining resource efficiency and reducing our environmental footprint—while remaining compliant with emerging regulations.

To ensure we remain focused on reducing waste generated, Sandisk is committing to achieve a 95% waste diversion from landfill by 2035. We are also exploring opportunities to implement circularity across our operations.

In FY25, we implemented secondary waste segregation at our Penang, Malaysia facility to reduce contamination and improve recycling rates. This enhanced sorting process increases overall waste management efficiency and supports our landfill diversion goals through better material recovery and recycling optimization.

Sandisk Data Stewards Program

Sandisk understands the importance of environmental data completeness and integrity, which we rely on to accurately track and model performance and progress toward our environmental targets. We report this quarterly to Global Operations leadership, which includes senior leaders of Backend Manufacturing; Front-End Manufacturing; Contract Manufacturing; Operations; Finance; Real Estate; and Environmental, Health, and Safety.

In addition, we report on our sustainability program and performance to the Board of Director's Audit and Governance Committees at least annually, and share our goals, performance, and supporting data annually through the sustainability report, CDP questionnaires, and on our public website.

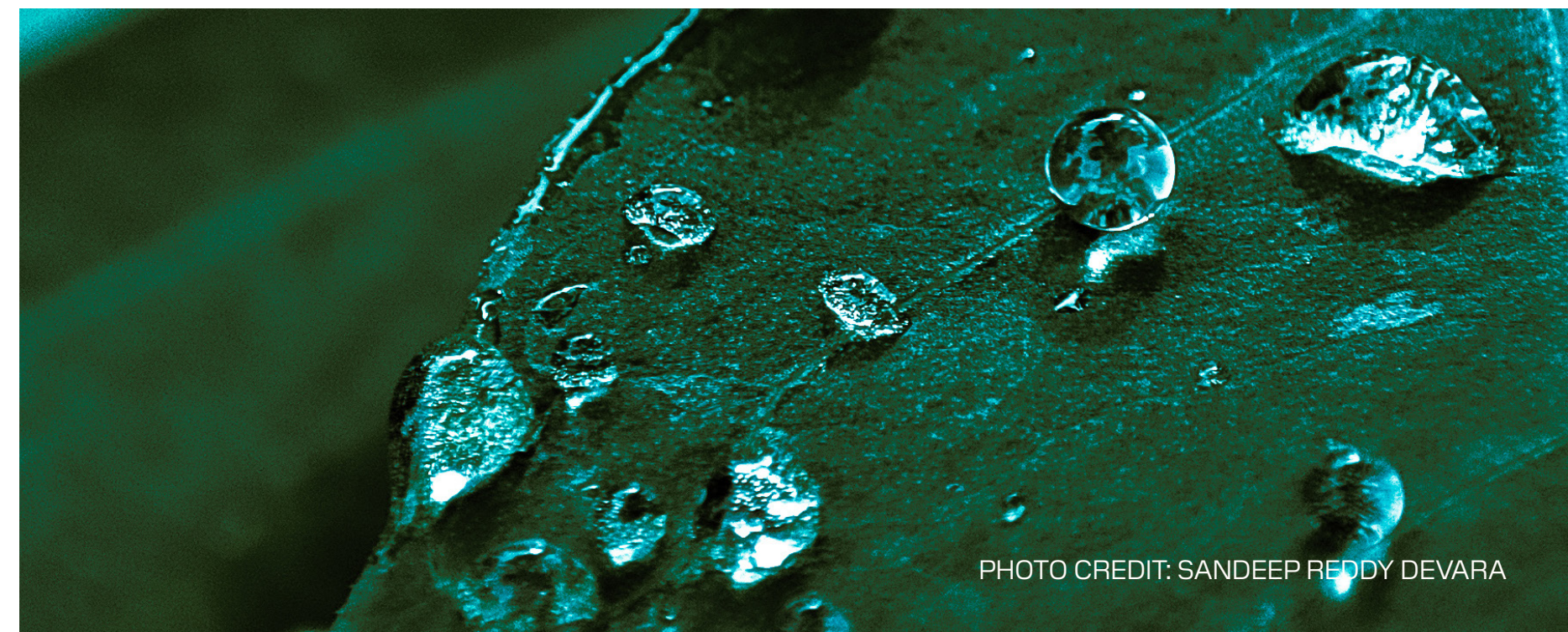
To ensure high-quality environmental data collection and management across Sandisk's operation, we have developed a Data Governance and Stewardship (Data Stewards) program. Each year, Sandisk trains site-level employees who collect and record energy, water, and waste utility data in support of our environmental targets.

We focus on proper accounting procedures for utility bills, purchase orders, and vendor documentation, to ensure an auditable, traceable record is available for third-party assurance reviews.

We are developing internal data management protocols to guide the accounting procedures, data controls, roles and responsibilities, and audit requirements that reflect and align with the Greenhouse Gas Protocol, ISO 14064, and International Standard on Assurance Engagements (ISAE) 3000.

We are proud to share that Sandisk has achieved Limited Assurance for its environmental records, including GHG emissions, water use, and waste management for FY23, FY24, and FY25.

Sandisk's environmental goals and performance to date are available in the [Data Tables](#).



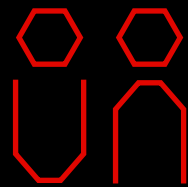
INSPIRATION

(→) KEY ISSUES

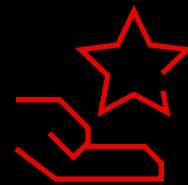
- PEOPLE EXPERIENCE
- WORKPLACE HEALTH AND SAFETY
- RESPONSIBLE SOURCING



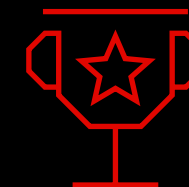
FY25 HIGHLIGHTS



Introduced the Emerging Talent: FLASH FWD (→), Sandisk's internship and recent college graduate programs



Established and certified our Integrated Management System—encompassing ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety), ISO 9001 (Quality), and ISO 22301 (Business Continuity)



Received Platinum Award from the Responsible Business Alliance (RBA) for a perfect score for the Validated Audit Program at our Malaysia operations

Our Priorities

(→) PEOPLE EXPERIENCE

- **Align people practices and culture** with Sandisk's new strategy and identity
- **Build a future-ready workforce**, hiring top talent and investing in development at every level
- **Deliver competitive and holistic Total Rewards and well-being programs** for our global workforce

(→) HEALTH AND SAFETY

- **Ensure a safe and healthy workplace** through preventive action and employee training and engagement
- **Review and maintain our Integrated Management System (IMS)** to reflect current operations and processes

(→) RESPONSIBLE SOURCING

- **Ensure compliance** with Responsible Business Alliance (RBA) Code of Conduct and International Organization for Standardization (ISO) standards
- **Ensure suppliers' business continuity management systems are current** to minimize impacts from disruptive events
- **Train suppliers** on labor standards; ethics; health, safety and environmental requirements; and management systems
- **Complete due diligence** for responsible sourcing of conflict minerals
- **Monitor and prevent material sourcing and human and labor rights violations** across the supply chain



At Sandisk, we seek to create an inspired work environment where everyone feels a sense of belonging and can thrive and contribute to our shared mission.

We seek to spark inspiration in everything we do, including with how we lead, collaborate, and make decisions. We know that people do their best work when they feel valued and engaged."

Christine Bastian
Chief People Officer



Our Approach

Inspiration is key to unlocking innovation and excellence.

Sandisk knows people are inspired when they feel a sense of belonging, safety, and responsibility to do the right thing.

Sandisk’s collaborative culture inspires employees to offer suggestions, ask questions, and challenge themselves and colleagues. Our approach to workforce and talent management emphasizes listening to perspectives from teams around the globe and fostering collaboration across all levels—through leadership, cross functional teams, and our Employee Communities.

This commitment also extends to proactively protecting the health and safety of employees and partners across our value chain. Our Environmental, Health, and Safety (EHS) strategy emphasizes early identification and mitigation of potential risks, and all employees are encouraged to report issues or concerns—advancing our ongoing monitoring systems and reinforcing an environment of shared responsibility.

Sandisk works to ensure that the principles of belonging, workplace safety, and responsibility extend to our supply chain, where we collaborate with partners to ensure that they maintain our high standards.

People Experience

OUR COLLABORATIVE CULTURE

Sandisk’s culture of collaboration inspires innovation by encouraging our people to think differently, try new approaches, and fail without fear. We are intentional about cultivating an environment that supports authenticity, collaboration, and calculated risk-taking—we know know that failure is a vital part of the innovation process which reinforces the power of resilience and breakthrough thinking.

Our devoted team of innovators is united by a shared responsibility for building a more sustainable future that benefits our employees, customers, and shareholders. Knowing that innovative potential comes from all levels across all functions, we actively encourage participation from every employee around the world.

(→) Future FWD: Sandisk 2025 Investor Day

In February 2025, Sandisk’s executive team launched Future FWD—our inaugural investor day as an independent public company. CEO David Goeckeler put it simply: “Everything starts with innovation,” naming it first among Sandisk’s core business priorities, alongside Scale, Agility, and Resilience.

“If you're going to be a technology company, you'd better have really good technology," Goeckeler emphasized, crediting our decades-deep research and development teams for keeping Sandisk at the innovation forefront in a fiercely competitive sector.

That expertise shows: We have more than 11,000 patent assets worldwide.

The leadership team reinforced how innovation drives everything from breakthrough technology to top talent attraction—particularly crucial as AI accelerates growth across cloud and device markets.

The Future FWD presentations are available on our [website](#).



WORKFORCE AND TALENT MANAGEMENT

To stay competitive in the high-tech industry, Sandisk must constantly solve complex problems and innovate solutions that meet our customers' needs. With a global workforce of nearly 10,800 employees across 33 countries, discovering and developing our employees’ passions and talents is fundamental to our success. Our people deliver their best work when they feel valued, welcomed, and part of a collaborative team.

In FY25, Sandisk’s company separation from Western Digital created an opportunity to reinvent our approach to workforce and talent management as an independent company. As part of this transition, we created a new People Experience organization and leadership team to guide how Sandisk will operate moving forward.

Sandisk People Experience Team Focus Areas

Sandisk organizes our People Experience teams across four integrated areas: People Consulting and Leader Support; People Attraction, Movement, and Development; People Rewards, Benefits, and Performance; and People Operations.

Our People Experience teams work with leaders and organizations across the company to align business practices and processes with our values, global policies, employee engagement, and talent development goals. From recruitment and onboarding to career development and advancement to leadership, we ensure our employees are equipped to meaningfully contribute to Sandisk’s collaborative culture.

In addition to our People Experience organization, our work connects to broader governance through our CPO's engagement with our Board of Directors' Compensation and Talent Committee. This committee provides oversight of our human capital strategy, including executive compensation, leadership development, and succession planning. Our CPO executes the day-to-day people strategy and reports regularly to the Board and executive leadership team on key workforce metrics and initiatives.

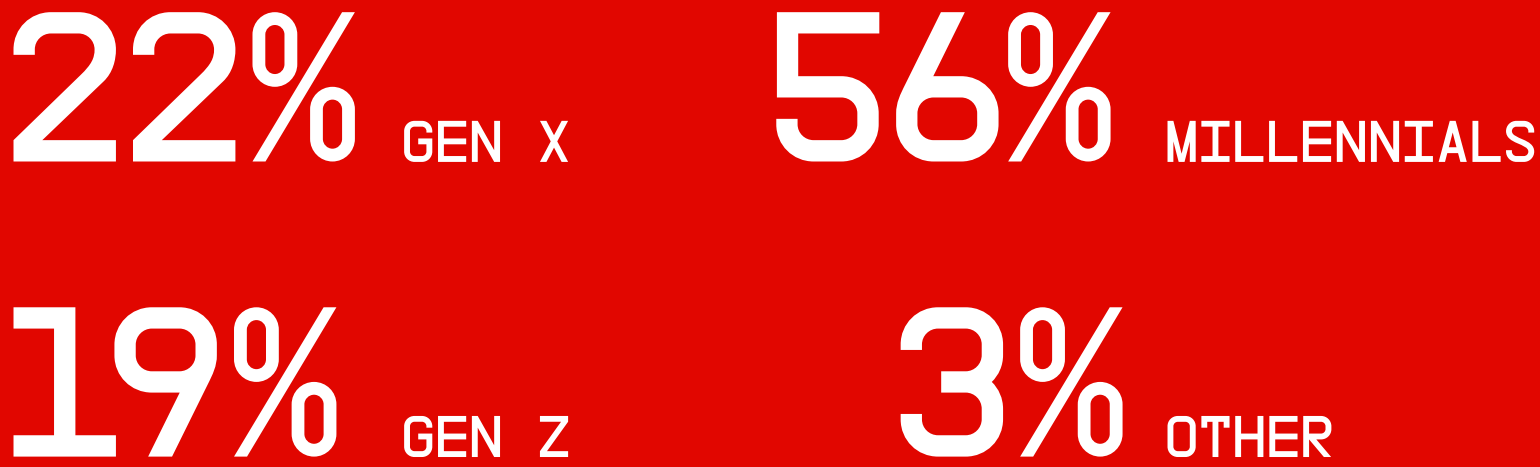
Attracting Top Talent

Sandisk’s People Experience teams collaborate to attract, retain, and grow top talent.

Our People Attraction, Movement, and Development team leads global hiring efforts—while our Business People Partners work closely with business leaders to support talent needs and strengthen retention. Through our global talent brand, we highlight the experiences and achievements of our employees, showcasing why Sandisk is an exceptional place to build a career.

We look for quality people who will stay at Sandisk in the long term and develop into future leaders. We attract this high caliber talent by providing employees with rich, cross-border experiences that broaden their perspectives, enhance their skills, and prepare them for future leadership roles within the organization.

In addition to being a new company, Sandisk has the strength of a multifaceted workforce



We act on this strategy by:

- **Identifying and prioritizing specific capabilities and proficiencies** essential for success regardless of where they were acquired—while accounting for different market conditions and cultural nuances worldwide
- **Using advanced analytics to forecast talent needs** and build a skills-based, agile workforce capable of adapting to technological and market changes
- **Identifying where Sandisk’s global business requires critical skills** and capabilities and deploying talent accordingly
- **Creating capabilities that are inherently global in nature** to ensure that our workforce adapts to complex market demands and cultural contexts

Sandisk’s Talent Strategy

We employ the following strategies to broaden and cultivate our talent pool:

- Working closely with talent sourcing organizations and engaging in conferences and forums
- Building and maintaining strong relationships with universities that support and attract top talent from a wide range of backgrounds
- Piloting skills-based sourcing strategies to meet our technical skill needs, with the plan to expand globally
- Building and broadening our talent pipeline through job fairs, conferences, and traditional postings
- Developing new and expanding existing strategic partnerships across the globe to tap into emerging talent markets to strengthen our pipeline of highly skilled and innovative employees for the future

Talent Development

Sandisk works to help our people feel empowered in their careers, while challenging them to innovate for our customers. By providing opportunities and resources for our employees to grow and develop, we create an inspired work environment where they can do their best work.

Sandisk’s foundational learning and development strategy is grounded in our core values and mission that focuses on growth and adaptation. This strategy leverages on-demand e-learning platforms, embraces interactive modules and AI-powered learning tools, and builds a culture of continuous professional growth.

Leadership Development

Sandisk’s leadership development strategy focuses on strong leadership engagement and dedicated mentorship. This enables a supportive environment where future leaders can learn directly from seasoned professionals, gain invaluable insights, and build a strong internal network. Through continuous assessment and development, we equip employees with the insights and support they need to navigate their own unique growth path. Our goal is to ensure that employees are inspired to contribute meaningfully from day one while identifying opportunities for long-term growth and leadership within our enterprise.

At Sandisk, we know that the best leaders are already among us. To identify and develop future leaders, we offer programs like Leader Essentials to equip employees at all levels with the skills needed to thrive. This program focuses on essential competencies such as effective communication, and building strong, collaborative relationships. To support this development, our performance framework encourages open dialogue and feedback, helping to build trust and transparency between employees and their leaders.

Emerging Talent: FLASH FWD (→)

As part of our commitment to cultivating the next generation of global leaders in the technology sector, Sandisk launched Emerging Talent: FLASH FWD in FY25, our flagship program designed for interns and new college graduates. This initiative reflects our strategic focus on attracting and developing top early career talent from a range of academic backgrounds.

Through Emerging Talent: FLASH FWD, we actively engage with universities, participate in career fairs, and build strong partnerships to expand our reach and connect with promising individuals at the start of their professional journeys.

The program offers immersive, hands-on experiences that are both business-relevant and personally enriching, enabling participants to contribute meaningfully to real-world projects while gaining valuable industry exposure.

In addition to project-based learning, Emerging Talent: FLASH FWD features a robust speaker series that equips participants with essential skills, such as communication, personal branding, and professional networking. Interns and new graduates also benefit from direct engagement with various leaders, including fireside chats with our C-suite executives, offering their insights into strategic thinking, and career development.

By investing in emerging talent, we not only strengthen our future leadership pipeline but also foster a culture of innovation, belonging, and continuous growth across the organization.

LUNCH-AND-LEARN

In FY25, Sandisk launched a peer-led weekly lunch-and-learn series where employees come together over lunch to share stories, spark ideas, and strengthen relationships across our organization.

Held on-site over lunch, sessions give employees the opportunity to present on a topic of their choice—personal, professional, or somewhere in between—followed by a live Q&A.

Informal by design, this series helps build community, encourage knowledge-sharing, and foster a more connected workplace experience



TOTAL REWARDS

Recognition and reward is essential to attracting, retaining, and motivating top talent. Sandisk’s compensation philosophy is rooted in flexibility, competitiveness, and responsiveness to the needs of our workforce and the evolving local talent markets in which we operate.

We offer a modern Total Rewards strategy that goes beyond traditional compensation by incorporating employee choice, creativity, and ongoing feedback. Our programs include a mix of base salary, short-term and long-term incentives, and regionally tailored benefits. These are informed by annual benchmarking using third-party market data, as well as proactive engagement with our employees through focus groups, listening sessions, and surveys. This ongoing dialogue helps us identify new opportunities and tailor offerings that align with employee priorities and expectations.

Sandisk conducts annual pay equity reviews to examine how similarly situated employees are paid globally. Our process involves analyzing current pay and evaluating attributes such as seniority, skills, experience, performance, location, expertise, hiring, and promotion dates.

Sandisk also invests in the physical, mental, and financial well-being of our employees through a suite of benefits reflecting local needs while staying true to our global culture and values. **At Sandisk, we’re proud to offer benefits that support our team’s health and wellness at work and at home—reflecting who we are today and where we’re headed tomorrow.** With this future-focused mindset, we are evolving our offerings to invest in new enhancements and flexible options that maintain our competitive edge as a top-tier employer in our industry while staying true to Sandisk’s culture.

People Intelligence Engine (PIE)

To support more strategic, data-informed decisions about talent, we introduced the People Intelligence Engine (PIE), a self-service analytics platform that equips leaders with actionable insights across the employee lifecycle. PIE delivers standardized metrics that help people leaders better understand their organizations, including team composition, geographic distribution, leadership depth, and trends in hiring and attrition. By making people data accessible and consistent, PIE empowers leaders to develop more effective workforce strategies, aligned with both business needs and employee experience.

BE@SANDISK

In FY25, Sandisk began our journey as a new company taking a fresh approach to fostering inspiration, collaboration, and community across the organization by laying the groundwork for BE@SANDISK, Belonging Everyday at Sandisk.

BE@Sandisk is all about The Power of Being Connected. It fuels the heart of our culture where every voice matters, every person is seen, and every action, big or small, helps shape who we are and how we move forward. With a planned launch in FY26, this initiative will include a new Employee Communities program—expanding beyond traditional cultural or professional affiliations to include groups built around shared interests, hobbies, activities, and events. These communities celebrate the unique backgrounds and experiences of our employees while offering new ways to connect, grow, and learn together.

Open to all employees, our communities will provide opportunities to build relationships, foster a sense of belonging, and support the business through talent attraction, brand advocacy, and even employee-driven product ideas. Together, we’re building more than just a workplace, we’re creating spaces where everyone belongs.

Performance Designations

Sandisk uses Performance Designations as a consistent, global framework for differentiating and recognizing individual employees’ impact across our organization. These offer common language and criteria, allowing performance to be tracked over time, helping identify development opportunities or career progression, and serving as an input in prioritizing participation in Focal review programs—a performance management process designed to provide employees with regular feedback on their job performance.

Sandisk evaluates designations based on measurable performance and contribution to our collaborative culture. Leaders share designation decisions along with feedback to guide future performance and development. Beyond recognition, Performance Designations inform strategic decisions related to career development, talent movement, and pay-for-performance. During Focals, they serve as one of many inputs considered in compensation decisions, alongside company performance, market pay, retention considerations, and employee criticality.



Workplace Health & Safety

Sandisk’s corporate real estate and workplace (CREW) teams oversee our environmental, health, and safety (EHS) strategy, which encompasses four critical areas that guide our daily operations and long-term strategic planning:

- **Regulatory Compliance:** Maintaining strict adherence to all applicable EHS laws and regulations across our global operations, ensuring our practices meet or exceed local requirements in every jurisdiction where we operate
- **Workplace Safety:** Creating and maintaining safe, healthy work environments for all employees remains a fundamental priority, supported by comprehensive safety protocols and continuous monitoring of workplace conditions
- **Occupational Health Programs:** Implementing robust occupational health and safety programs designed to prevent workplace injuries and illnesses while promoting employee well-being across all organizational levels
- **Environmental Stewardship:** Advancing environmental protection and natural resource conservation as part of our efforts to minimize our ecological footprint and promote sustainable business practices throughout our operations

EHS MANAGEMENT

Our global EHS team provides centralized oversight of workplace conditions across all facilities to ensure consistent application of safety standards and regulatory compliance. Local EHS teams work closely with site management to adapt global standards to regional requirements while maintaining our high safety benchmarks.

To monitor and execute proactive EHS management, our sites conduct regular inspections, job hazard analyses, and safety observations with employee input through safety committees and near-miss reporting. We have established global reporting systems to track key performance metrics, enabling regular assessment of our EHS programs’ effectiveness and driving continuous improvement. We implement EHS programs based on site-specific risks.

We also require all contractors to meet minimum health and safety requirements which are defined in our contractual agreements, with formal safety programs, including evaluations, orientations, and EHS oversight, scaled to project complexity.

At our manufacturing facilities, where operational risks are highest, we use our Integrated Management System (IMS) to manage EHS in a structured and consistent way, establishing clear policies, objectives, and commitments aligned with ISO standards. This additional layer provides oversight, training programs, and risk mitigation protocols that are tailored to the unique conditions of our manufacturing operations.

The IMS clearly defines operational requirements, roles and responsibilities, points of contact, emergency response procedures, which keeps the focus on protecting people, production, and the environment. All manufacturing processes include Emergency Power Off or Emergency Machine Off switches for imminent danger situations.

Employees can report hazards through multiple channels including supervisors, EHS representatives, Safety Good Catch submissions, Ethics Helpline, People Experience Teams, and through our facility work order ticketing system.

Risk Assessment and Hazard Control

Our IMS provides consistent hazard identification and risk management across operations. Manufacturing sites implement structured Hazard Identification, Risk Assessment, and Control processes evaluating equipment, chemicals, physical conditions, and operational processes, based on severity, likelihood, and control effectiveness. Other sites apply tailored approaches based on specific needs.

In FY25, Sandisk advanced EHS through:

- **Comprehensive site assessments** that identified and addressed workplace hazards, with particular focus on the most common incidents such as reducing slips, trips, and falls
- **Enhancing our emergency preparedness capabilities** by upgrading medical emergency response programs at manufacturing facilities, including an automated headcount system to improve personnel tracking during evacuations, a global medical emergency response guideline, and safety training and drills
- **Increasing the frequency of practical drills** to ensure rapid and effective responses to workplace incidents
- **Tailoring site-level EHS program** to address the specific nature of operational risks
- **Training employees on potential workplace hazards** and preventive actions for their safety and protection of the environment
- **Clarifying roles and responsibilities** for maintaining a safe, healthy, and compliant workplace

SAFETY METRICS

0.6

Total Recordable Incident Rate

5

Lost Time Incidents

0.6

Lost Time Injury Rate

0

Fatalities

Sandisk's global recordable and lost time injury and illness incident rates consistently remain lower than North American Industry Classification System (NAICS) industry averages.

- **Leveraging our Safety Good Catch Program** that reinforces a proactive safety culture by empowering employees to leverage our digital platform, EHS representatives, and site-specific channels to report potential hazards and unsafe conditions before an incident occurs. **In FY25, we had 120 Safety Good Catches reported.**

In FY25, we established and certified our Integrated Management Systems for all of Sandisk manufacturing operations:

- ISO 14001 (Environmental Management)
- ISO 45001 (Occupational Health and Safety)
- ISO 9001 (Quality)
- ISO 22301 (Business Continuity)

All of these were independently audited and certified by a third-party accreditation body, underscoring our dedication to internationally recognized standards amidst significant organizational transformation.

Read more about our IMS Policy [here](#).

CHEMICAL MANAGEMENT AND SAFETY

We maintain a comprehensive global chemical management program emphasizing safe use, reduction, and substitution of hazardous substances in storage drive manufacturing.

Our program aligns with international frameworks including the Montreal Protocol and Kigali Amendment, actively phasing out substances with high global warming potential or known health impacts.

Our achievements to-date include:

- **Phasing-out of all Clean Electronics Production Network (CEPN) Priority 1 chemicals** from manufacturing operations
- **Implementing internal PFAS (per- and polyfluoroalkyl substances) controls** requiring EHS review and formal justification to proactively identify and limit PFAS use, reducing our environmental and regulatory risk
- **Integrating Restricted and Banned Chemicals List** into site-level authorization workflows to prevent the use of high-risk substances to ensure regulatory compliance, protect worker health, and meet customer expectations

Regulatory Compliance

Our hazardous material safety programs comply with European Union Restriction of Hazardous Substances (EU RoHS); Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH); Waste Electrical and Electronic Equipment (WEEE); Packaging and Battery Directives; and International Electrotechnical Commission (IEC) 62474 declarable substances.

All suppliers must provide Material Declaration Data Sheets, ICP-AES (Inductively Coupled Plasma - Atomic Emission Spectroscopy) laboratory test reports, and Environmental Declaration of Compliance, managed through our Compliance Material Analysis Program database, with new Component to Product and Compliance Material Analysis Program tracking tools, implemented in CY24.



Responsible Sourcing

Sandisk ensures our global supply chain aligns with our values through comprehensive monitoring programs that address environmental compliance, social risks, such as labor and human rights, and conflict minerals across our complex supplier network.

Our Responsible Minerals Steering Committee, led by the Head of Procurement, with senior leaders from Legal, Procurement, Quality Management, and Sustainability. This Committee is responsible for oversight of compliance efforts.

Sandisk has a long history of working with the Responsible Business Alliance (RBA). Sandisk was engaged with RBA when we were part of Western Digital, and we immediately became an independent member upon becoming an independent public company. Our commitment to RBA reflects our strong commitment to labor and human rights best practices in our operations and across our supply chain.

Global Procurement and Responsible Sourcing Management teams evaluate the systematic Validated Assessment Program (VAP) audits conducted by the RBA, reviewing supplier performance against international standards for labor rights, health and safety, environmental protection, and business ethics.

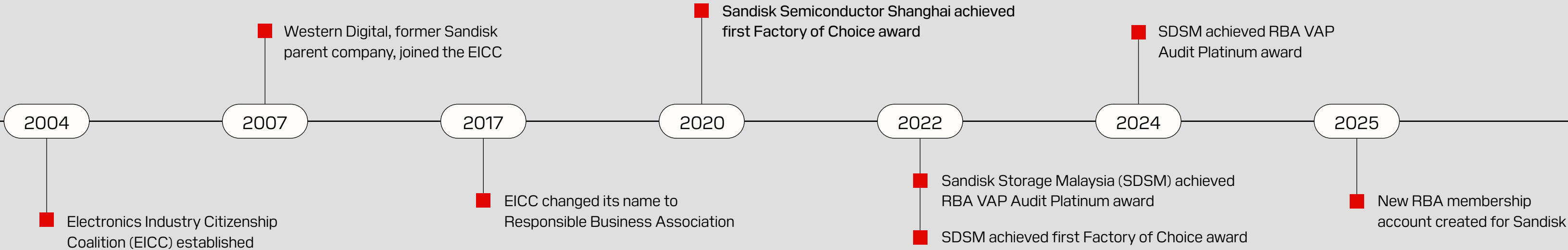
Sandisk is committed to responsibly sourcing materials, goods, and services across the business. Our membership with RBA provides the framework, and through initiatives led by RBA and integrated into our day-to-day business practices, we review and evaluate suppliers using the following criteria, which we define as CRISP:

- Cost
- Resilience
- Innovation
- Sustainability
- Performance

Sandisk conducts periodic sustainability portfolio reviews through internal and external audits, using our centralized Sustainability Dashboard for real-time supplier performance tracking and data-driven decision-making. Beyond monitoring, we build collaborative supplier relationships that promote shared responsibility and transparency.

In FY25, we established sustainability baselines with top suppliers, expanded RBA Code of Conduct training to indirect suppliers, and implemented the third-party risk management system dashboard for real-time program metrics monitoring. These initiatives strengthen our responsible sourcing foundation while enabling proactive identification of improvement opportunities across our supply chain.

SANDISK RESPONSIBLE BUSINESS ALLIANCE (RBA) PROGRAM MILESTONES



MATERIALS

Sandisk is committed to ensuring that all materials used in our product manufacturing are sourced in a manner that respects labor and human rights and the environment.

Conflict Minerals

Sandisk's Responsible Minerals policy condemns violence, unsafe working conditions, and child labor in the Democratic Republic of Congo (DRC) and other conflict-affected regions. We are committed to responsible sourcing of 3TG minerals (tin, tantalum, tungsten, gold), cobalt, and other materials from high-risk areas, including conformant smelters.

While transparency remains challenging due to our indirect sourcing through multiple supply chain tiers, we conduct Organization for Economic Cooperation and Development (OECD)-aligned due diligence and will suspend or discontinue supplier relationships where reasonable risks are identified.

Sandisk actively participates in RBA's Responsible Minerals Initiative (RMI), collaborating through key working groups to share best practices for responsible sourcing across supply chains. Our membership provides access to critical tools like Country Risk Maps, smelter databases, and risk assessments for ongoing due diligence. We utilize RMI's e-Learning academy to train employees and suppliers, while conducting assessments beyond traditional 3TG and cobalt to include aluminum, copper, nickel, silicon, silica, and neodymium in our products.

[Learn more](#) about our Responsible Minerals Policy.

Responsible Minerals Risk Mitigation Program

Sandisk's Responsible Minerals Risk Mitigation Program's due diligence process aligns with the OECD Guidance.

Risk Management Tools

To identify risks in our supply chain, we use three main resources from the RMI:

1. Conflict Minerals Reporting Template

(CMRT): Facilitates the transfer of information through the supply chain regarding mineral country of origin and smelters and refiners used; we require all in-scope suppliers to complete and submit the CMRT.

2. Extended Minerals Reporting Template

(EMRT): Facilitates the transfer of information through the supply chain regarding cobalt country of origin and smelters and refiners used; we require all in-scope suppliers to complete and submit the EMRT.

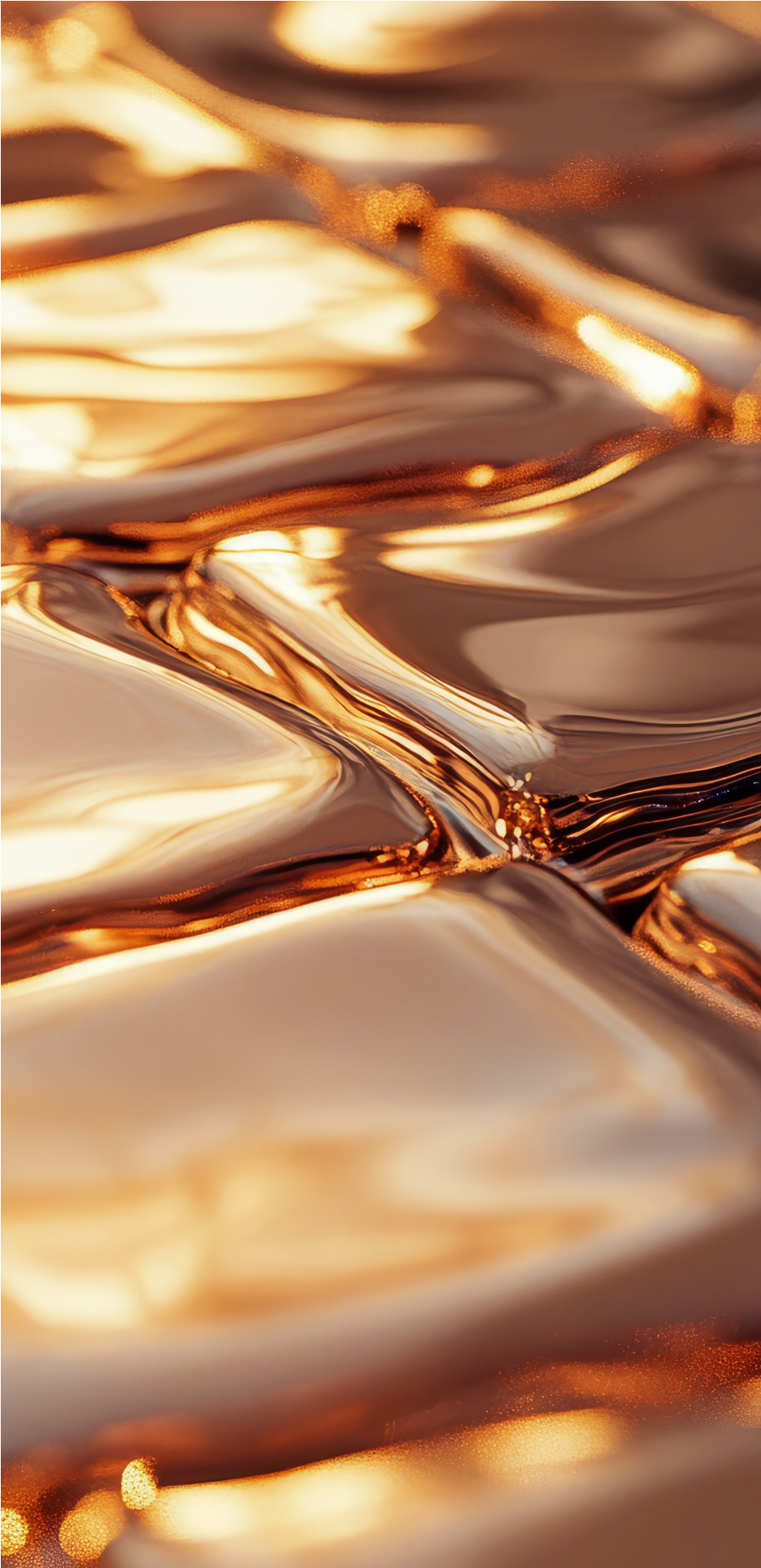
3. Country Risk Map Tool:

Provides a framework and guidance to monitor high-risk suppliers and smelters and allows our program manager to develop a country risk indicator to monitor risk levels by country with an 80% and above confidence level.

The smelter information gathered from suppliers on the minerals reporting template allows us to map our smelters and suppliers with reasonable country of origin inquiry data and determine the sourcing practices.

Our approach includes several key components:

- Developing a risk management plan that includes due diligence reviews of relevant suppliers and smelters or refiners
- Using tools available for RMI members to review the smelters or refiners reported by our suppliers and assess the quality of the responses in their CMRTs and EMRTs
- Incorporating the information and the result of this assessment into supplier risk profiles in our supply chain base
- Reviewing risk profiles to mitigate any risks to suppliers or smelters
- Informing Procurement of the high-risk suppliers and developing an action plan to mitigate the risk
- Working with suppliers to mitigate the risk for identified high-risk smelters, via direct outreach with the smelter or indirectly via collaborating with customers or engaging with industry-level working groups



Conduct Supplier Risk Assessment

Sandisk conducts risk assessments based on many factors, including smelter or refiner assessment status, “red flags” identified based on CMRTs and EMRTs, reasonable country of origin inquiry, and due diligence assessment. We escalate suppliers in higher-risk categories in accordance with our risk mitigation procedures. We use a formal tracking mechanism to track the supplier risk assessment and the risk mitigation activities we perform.

Execute Risk Mitigation Activities

To meet our goal of responsible minerals sourcing, we execute appropriate risk mitigation actions. Sandisk is subject to performance assessments from our customers related to our sourcing practices. Multiple customers have consistently acknowledged our excellent performance, citing numerous key indicators such as energy efficiency, emissions reduction, conflict-free smelters, voluntary sustainability reporting, and RBA audit compliance.

For more detailed information on our Responsible Minerals Program measures, including commitments and steps taken to mitigate the risk that the 3TG in our products benefits armed groups, please see our [Responsible Minerals Policy](#) as well as the [Western Digital 2024 SEC Conflict Minerals Report](#), which included Sandisk's flash business for the period covered by the report.

SUPPLY CHAIN ENGAGEMENT

Sandisk's global network spans 40,000+ factory employees and hundreds of suppliers and contract manufacturers across China, Malaysia, Taiwan, and Thailand. Our collaborative engagement strategy balances global governance with local execution through Quality Assurance team leadership-defining RBA Validated Audit Program, Integrated Management System (IMS), and Business Continuity Management (BCMS) implementation requirements.

We ensure compliance with RBA Code of Conduct and ISO standards, maintain BCMS frameworks for operational resilience, and engage partners on labor standards, ethics, safety, environmental sustainability, and management systems. Our Learning Series provides suppliers with compliance tools and operational excellence expertise.

In FY25, Sandisk launched an internal RBA Council to provide governance and strategic oversight across all supplier relationships and engagements. The Council is comprised of leaders and representatives from Quality, Procurement, Sustainability, Legal, People Experience, EHS, and Communications.

Sandisk evaluates supplier performance through our comprehensive CRISP scorecard, measuring Cost, Resilience, Innovation, Sustainability, and Performance to provide suppliers with clear feedback and targeted improvement opportunities. Through regular training sessions sharing industry trends, performance insights, and best practices, we've evolved from basic compliance monitoring to strategic partnerships focused on mutual value creation.

Our data-driven approach has transformed our supplier relationships from transactional compliance checking to collaborative improvement planning that benefits both Sandisk and our suppliers, driving supply chain reliability and resilience while enabling suppliers to enhance their capabilities and competitiveness in alignment with our procurement decisions.

SANDISK FACILITY WINS RBA AWARDS

Sandisk’s Penang, Malaysia facility earned RBA's highest honors in FY25—Factory of Choice Award and the Platinum Award, given only to those operations with a perfect 200/200 score.

The facility had zero findings of non-conformance with ethics, environment, safety, and supply chain requirements, and in fact, our Malaysia operations received the Factory of Choice Award for exceptional responsible business practices. The Factory of Choice designation demands VAP scores above 160, zero priority findings, certified factory leadership, and active worker forums driving continuous improvement.

These globally recognized achievements, valued by tech leaders like Apple, Dell, Lenovo, and HP Inc., reflect Sandisk's sustainability leadership and support our steadfast commitment to maintaining customer trust.

Improving Efficiencies Through Joint Ventures and Contract Manufacturers

Sandisk leverages strategic partnerships to maximize efficiency in the complex semiconductor industry—focusing on our core strengths while accessing specialized capabilities through joint ventures and contract manufacturing.

Our joint ventures with Kioxia and JCET Group deliver breakthrough technology development and supply chain resilience.

The Kioxia partnership has created category-defining innovations, like 3D flash memory, while strengthening both companies and earning Japanese government support for enhanced production.

Contract manufacturers provide specialized production capabilities based on our designs and specifications, eliminating the need for additional factory investments. The contract manufacturing model allows us to focus on research and development, design, and marketing while leveraging manufacturing expertise, reducing capital requirements, and maintaining production flexibility across global markets.

Environmental Accounting

Sandisk requires supply chain partners to disclose climate and water data through the CDP climate change questionnaire, a global platform for emissions and energy data disclosure. CDP provides module focused training to support both returning and first-time supplier respondents.

In FY25, we launched a Global Reporting Initiative-accredited platform compliant with World Resources Institute’s Greenhouse Gas Protocol that captures product-level lifecycle emissions data from suppliers. For suppliers lacking this level of emissions data, the platform includes a built-in calculator to estimate product-specific impacts—and Sandisk is currently building supplier capability around this area.

Sandisk integrates Science-Based Targets initiative (SBTi) adoption into Supplier Performance Reviews. Tracking the SBTi approval status accelerates decarbonization across our entire value chain through targeted feedback and performance evaluation.

Our Product Environmental Compliance team ensures global regulatory adherence through centralized governance and localized execution, managing compliance via monitoring, management, and supporting workflows aligned with ISO standards.

In FY25, we qualified 2,465 new supplier parts and 30 finished products meeting environmental regulatory requirements, while achieving zero major findings across customer audits, including hyperscaling customers.

Supply Chain and Logistics

As a global company with a large and complex value chain, supply chain disruptions pose a significant risk to our business. We work to build a more resilient and successful supply chain by implementing analytics-driven procurement processes and widening our supply base by qualifying additional suppliers.

Relying on hundreds of direct and thousands of indirect suppliers to create our products, Sandisk has developed and deployed proprietary advanced predictive capabilities that enable us to predict and detect probable risk and disruptions.

Using suppliers’ data such as location, past performance, and potential risk factors, we apply AI, machine learning, and natural language processing capabilities to monitor and consider alternate suppliers, detect potential disruptions, and mitigate risks.

In FY25, we continued to enhance our supply chain strategies and processes to improve resiliency and balance the focus on social, economic, and environmental factors across Sandisk’s supply base.

Labor and Human Rights

Sandisk champions fair, respectful, and sustainable working conditions across our global operations, recognizing that human rights protections vary by country while ensuring all workers are treated with dignity and respect universally. We predominantly hire and directly manage manufacturing teams for greater working condition control. In Malaysia, we work exclusively with vetted labor agents prohibited from collecting recruitment fees, conducting regular audits with zero tolerance for non-compliance and immediate termination for standards violations.

We ensure human rights are respected across our entire value chain through comprehensive policies, due diligence, stakeholder engagement, and grievance mechanisms. Our Responsible Sourcing Management team continuously monitors for potential violations using RBA Validated Assessment Program audits.

Factory general managers oversee compliance with our Global Code of Conduct, country-specific Work Rules, and Supplier Code of Conduct—all aligned with the latest RBA standards, trade requirements, and supply chain transparency mandates.

We deliver mandatory training on critical issues including human trafficking, modern slavery, forced labor, and child labor to decision-makers and manufacturing teams. On-site personnel complete RBA e-Learning covering manufacturing, procurement, human resources, and safety functions.

Our policies exceed local labor laws and fully conform to RBA standards, creating safe, respectful working environments where all employees are treated with dignity throughout our operations and supplier network.

Sandisk conducts comprehensive human rights due diligence through proactive risk assessments and continuous monitoring across facilities and suppliers representing 90% of spend, plus strategic and logistics partners.

Our mandatory biennial RBA VAP audits achieved exceptional results: Platinum certificates for plants in Malaysia and China.

We minimize risks through RBA Code implementation alongside our Supplier Code of Conduct and Global Human Rights Policy, ensuring UK Modern Slavery Act and California Transparency Act compliance. Partners receive capacity building through CDP training, RBA eLearning, and RMI guidance. Multiple reporting channels include direct escalation, Ethics and Compliance, People Solutions, Legal teams, and our global Ethics Helpline, with supply chain grievances escalating through RBA, activists, and non-governmental organizations to our Responsible Sourcing Management team for resolution.



INTEGRITY

(⇒) KEY ISSUES

- GOVERNANCE
- ETHICS AND COMPLIANCE
- ENTERPRISE RISK MANAGEMENT
- CYBERSECURITY

FY25 HIGHLIGHTS



Created robust, customized organizational models, policies, and processes to launch the Sandisk business



Achieved a 100% completion rate for our annual Global Code of Conduct online training



Our Approach

At Sandisk, we know progress requires integrity. We have defined ethical standards for our business and operations worldwide, grounded in our commitment to build trust and ensure respect, inclusivity, and accountability. Our approach to integrity encompasses the following foundational priority areas: Governance, ethics & compliance, enterprise risk management, and cybersecurity.

Strong corporate governance extends from our Board of Directors to every level of the organization, ensuring accountability through independent oversight and strategic guidance. Our ethics and compliance framework drives ethical business conduct across all operations and stakeholder relationships, supported

by comprehensive training, clear policies, and robust grievance mechanisms. Our enterprise risk management program proactively identifies, assesses, and monitors strategic, operational, compliance, and financial risks while embedding risk intelligence into business planning. Sandisk's approach to cybersecurity emphasizes structure and adaptability to safeguard our operations from emerging threats.

This enables us to maintain the highest standards of business conduct, protect stakeholder interests, and support sustainable long-term growth through principled and disciplined actions that align with our vision and values.



Sandisk believes in always doing better, which we accelerate through principled and disciplined actions that achieve long-term outcomes and vision.

At Sandisk, our success is grounded in strong governance, commitment to compliance, and risk management.”

Bernard Shek
Chief Legal Officer



GOVERNANCE

Sandisk prioritizes accountability and integrity through strong corporate governance that extends from our Board of Directors to every level of the organization. Our Board provides strategic oversight and risk management guidance while regularly monitoring the company's overall sustainability initiatives and performance.

The Board operates under the leadership of our Chief Executive Officer, as Chair, and a Lead Independent Director. Of our nine current directors, eight maintain independence from management—only our Chief Executive Officer serves as an inside director. This composition maintains objective oversight and strategic guidance. Directors are elected annually through a simple majority of shareholder votes, reinforcing accountability to our stakeholders.

The Board has standing Audit, Compensation and Talent, Governance and Executive Committees, each of which operates under a written charter that will undergo annual review and updates based on consideration of prevailing governance best practices.

As Sandisk's strategic direction evolves, we remain committed to ongoing Board refreshment, ensuring our current and prospective directors possess the relevant experience and skills needed for effective oversight.

Our Enterprise Risk Management (ERM) process facilitates the identification, assessment, management, reporting, and monitoring of material risks across both short-term and long-term horizons. This ensures regular communication with our Board of Directors and its committees regarding emerging and ongoing risks that could impact our business operations and strategic objectives.

The management team actively manages identified risks and provides annual updates to both the Audit Committee and the full Board of Directors. Material risks are formally documented and disclosed in our [Annual Report](#), providing transparency to stakeholders about our risk profile and mitigation strategies.

Governance Committee

The Governance Committee is responsible for assisting our Board in overseeing the development and maintenance of our corporate responsibility and sustainability policies, practices, and programs. The committee has specific responsibility for periodically reviewing our policies and practices related to human rights, environmental and climate change, political and lobbying activities, and other such topics designated by our Board from time to time.

The Governance Committee receives detailed updates from our sustainability team several times annually focused on strategic initiatives, the establishment and execution of goals and plans, and review of sustainability roadmaps and reporting frameworks. Our Corporate Governance Guidelines require the Governance Committee to include, and instruct any search firm it engages to include, women and members of underrepresented communities in the pool from which the committee selects director nominees.





Audit Committee

The Audit Committee provides comprehensive oversight of Sandisk's enterprise risk management process, including risk assessments and related policies. This committee also maintains oversight of our Ethics & Compliance program, ensuring adherence to our corporate values and regulatory requirements. A key responsibility includes reviewing the implementation of legal and regulatory requirements regarding public disclosure of topics covered by our corporate responsibility and sustainability programs, such as data integrity protocols and climate-related regulations.

The committee's charter specifically requires review and discussion with management regarding the company's risk assessment policies and enterprise risk management practices. Cybersecurity represents a critical focus area, with the Audit Committee meeting regularly with our Chief Information Security Officer to receive reports on cybersecurity matters, threat assessments, and mitigation strategies.

Compensation and Talent Committee

The Compensation and Talent Committee conducts periodic reviews of our people-related policies and programs. This includes comprehensive oversight of initiatives focusing on talent attraction, employee engagement and retention strategies, and other topics as may be designated by our Board.

Sustainability Oversight

Our global sustainability strategy is overseen by our executive leadership team, ensuring alignment with overall business objectives and stakeholder expectations. The corporate sustainability team leads development and implementation of the strategy, in partnership with the sustainable operation team that leads discovery, prioritization, and implementation of energy, water, and waste initiatives across our global operations.

This implementation includes comprehensive public reporting on our sustainability performance, progress against established goals, and strategic initiatives that support long-term value creation for all stakeholders. The sustainability team works collaboratively with representatives from Corporate Sustainability, People Experience (HR), Supply Chain Management, Quality, Global Sales and Consumer, Global Operations, Research and Development, Corporate Strategy, and Legal.

For more information, please refer to our [2025 Proxy Statement](#) and [Corporate Governance Guidelines](#).

ETHICS & COMPLIANCE

At Sandisk, ethical business conduct drives everything we do—from operations to stakeholder relationships. Our ethical practices and culture of compliance build trust with our stakeholders.

Clear governance structures deliver accountability and results. We report quarterly to our Board's Audit Committee, balancing independent oversight with operational agility. Our compliance strategy targets high-risk areas identified through regular enterprise-wide risk assessments. This risk-based approach ensures we focus resources where they matter most. Sandisk's Chief Legal Officer (CLO) oversees annual certification from thousands of key employees, including all senior management. Each participant completes a comprehensive questionnaire that includes confirmation of disclosures related to conflicts of interest and business courtesies. This process creates individual accountability while giving management visibility into our compliance culture.

Sandisk's global teams complete annual ethics and compliance training with strong support from leadership. Our Ethics & Compliance team also analyze metrics, solicit stakeholder feedback, and stay on top of industry trends to adapt our approach to changing regulations, business risks, and organizational needs.

In FY25, Sandisk achieved a 100% completion rate for our annual Global Code of Conduct online training, ensuring every team member understands their ethical responsibilities.

We also successfully replicated the Ethics & Compliance infrastructure in the Sandisk business to support organizational transitions, including our ethics helpline, disclosure management platform, and privacy management tools.

“

Ethics and compliance form the bedrock of good governance, and we are committed to being honest and ethical in everything we do. These principles uphold the integrity of our business practices, deliver value to our customers and stakeholders, and improve the communities where we work and live.”

Alex Eaton-Salners
Deputy Chief Compliance Officer

OUR ETHICS & COMPLIANCE FRAMEWORK

Our Ethics & Compliance program addresses risk areas including:

(→) **CONFLICTS OF INTEREST**

Identification and management protocols

(→) **TRADE REGULATIONS**

Import/export controls and international compliance

(→) **ANTI-BRIBERY & ANTI-CORRUPTION**

Zero-tolerance enforcement

(→) **INTELLECTUAL PROPERTY**

Protection and enforcement

(→) **DATA PRIVACY**

Regulatory compliance and protection

(→) **ANTITRUST**

Competition law adherence

We drive organizational awareness through training, strategic communications, and targeted compliance initiatives that reach every employee globally.

Global Code of Conduct

Sandisk’s Global Code of Conduct (the Code) outlines expectations around safeguarding our workplace, upholding our business practices, supporting our shareholders, and building our communities. We make the Code accessible to Sandisk’s workforce, its business partners, and the public at large by posting it on both our external company website and on the ethics helpline website. Read our [Code of Conduct](#).

Our values form the basis of the Code, reflecting the ethical and legal standards and expectations we follow in our business and professional conduct. The Code also demonstrates to our stakeholders that we prioritize protecting our workforce, upholding business integrity, delivering value to shareholders, and improving our communities.

Sandisk also expects third-party agents, distributors, business partners, consultants, licensees, and service providers to follow the principles of the Global Code of Conduct. Likewise, we require suppliers to adhere to our Supplier Code of Conduct, which reflects our core values and principles. As a proud member of the Responsible Business Alliance (RBA), we align our practices with internationally recognized standards related to minerals sourcing, labor practices, human rights, and environmental accountability.

100% completion rate for annual Global Code of Conduct training

Anti-Bribery and Anti-Corruption

Sandisk requires our employees and business partners to comply with global anti-corruption laws, including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and the anti-bribery laws of the countries in which we operate.

Sandisk prohibits its employees, consultants, agents, and representatives from corruptly seeking to obtain or retain business by paying or offering to pay money or provide other things of value to government officials for the purposes of:

- Influencing any act or decision of such official in their official capacity
- Inducing such official to do or omit to do any act in violation of their official duty
- Inducing such official to use their influence with a government or instrumentality thereof to affect or influence a governmental act or decision
- Securing an improper advantage

Sandisk’s Global Code of Conduct and Supplier Code of Conduct outline compliance with global anti-corruption laws. Our Global Anti-Bribery and Anti-Corruption Policy, Global Business Courtesies Policy, and Global Conflicts of Interest Policy are available to all employees worldwide.

Our Ethics & Compliance team and company leadership regularly communicate with our employees and partners about anti-corruption principles, legal requirements, and performance expectations across the organization. We also deliver anti-corruption content through onboarding training, annual refresher courses, and targeted instructor-led sessions tailored to specific roles and risk profiles.

Grievance Mechanisms

Sandisk empowers employees and stakeholders to report potentially improper conduct through our Speak Up channels without fear of retaliation. Our comprehensive Ethics Helpline serves our entire value chain, including employees, business partners, suppliers, and community members, reflecting our commitment to accountability.

We promote awareness of our Ethics Helpline through internal communications, training, our Global Code of Conduct, our public website, our Supplier Code of Conduct, and other communications with stakeholders, including suppliers, customers, and business partners.

The Ethics Helpline operates 24/7 with multiple reporting options:

- Online portal available in nine languages at www.sandiskethicshelpline.com
- Trained telephone operators who collectively speak more than 150 languages

Whether someone suspects misconduct, has feedback, or seeks clarification on our ethics and compliance standards, the Ethics Helpline provides a safe (and, if desired, anonymous) channel for raising concerns. We strictly prohibit retaliation against people who raise a concern in good faith or participate in an investigation.

Our Ethics Helpline operates through a trusted third-party provider that manages intake and forwards reports to our investigators. They collaborate with appropriate internal and external resources to thoroughly investigate concerns, implement corrective measures, and strengthen controls to prevent recurrence. Our CLO updates the Audit Committee quarterly on misconduct reports and remediation efforts, ensuring board-level oversight of our ethical performance.



ENTERPRISE RISK MANAGEMENT

Sandisk’s Internal Audit team leads and facilitates our ERM program in close collaboration with business leaders to identify, assess, and monitor key strategic, operational, compliance, and financial risks across our organization.

We advance this by integrating risk intelligence into business planning to proactively address emerging risks, enhance operational resilience through frameworks and controls, and embed a risk-aware culture that drives ownership and accountability across all organizational levels.

Our ERM Governance

Each year, Sandisk's executive leadership team reviews and evaluates enterprise risks in coordination with the ERM process. The Board and its standing committees oversee strategic planning and risk management, with the Audit Committee holding primary responsibility for enterprise risk oversight, including risk assessments, policies, and the Ethics & Compliance program.

Each functional area within the company is responsible for evaluating, identifying, and managing risks that are relevant to their operations. For example, the following organizations manage risks relevant to their domains and expertise:

- **Sustainability:** Energy and climate risk assessments applicable to our operations, upstream supply chain, and downstream use of products in customer environments
- **Procurement:** Supplier risk assessments, including human rights and labor rights policies and practices
- **Corporate Real Estate & Workplace:** Workplace-related risks, including employee health, safety, and facility-related risk assessments
- **Information Security:** Continuous cybersecurity monitoring and analysis to safeguard employee and customer data, systems, and integrations

THE SANDISK ERM PROCESS

RISK MITIGATION & MONITORING

Alignment on mitigation and action plans and quarterly monitoring

PLANNING

Alignment on timeline, key stakeholders, participants, and objectives

RISK IDENTIFICATION¹

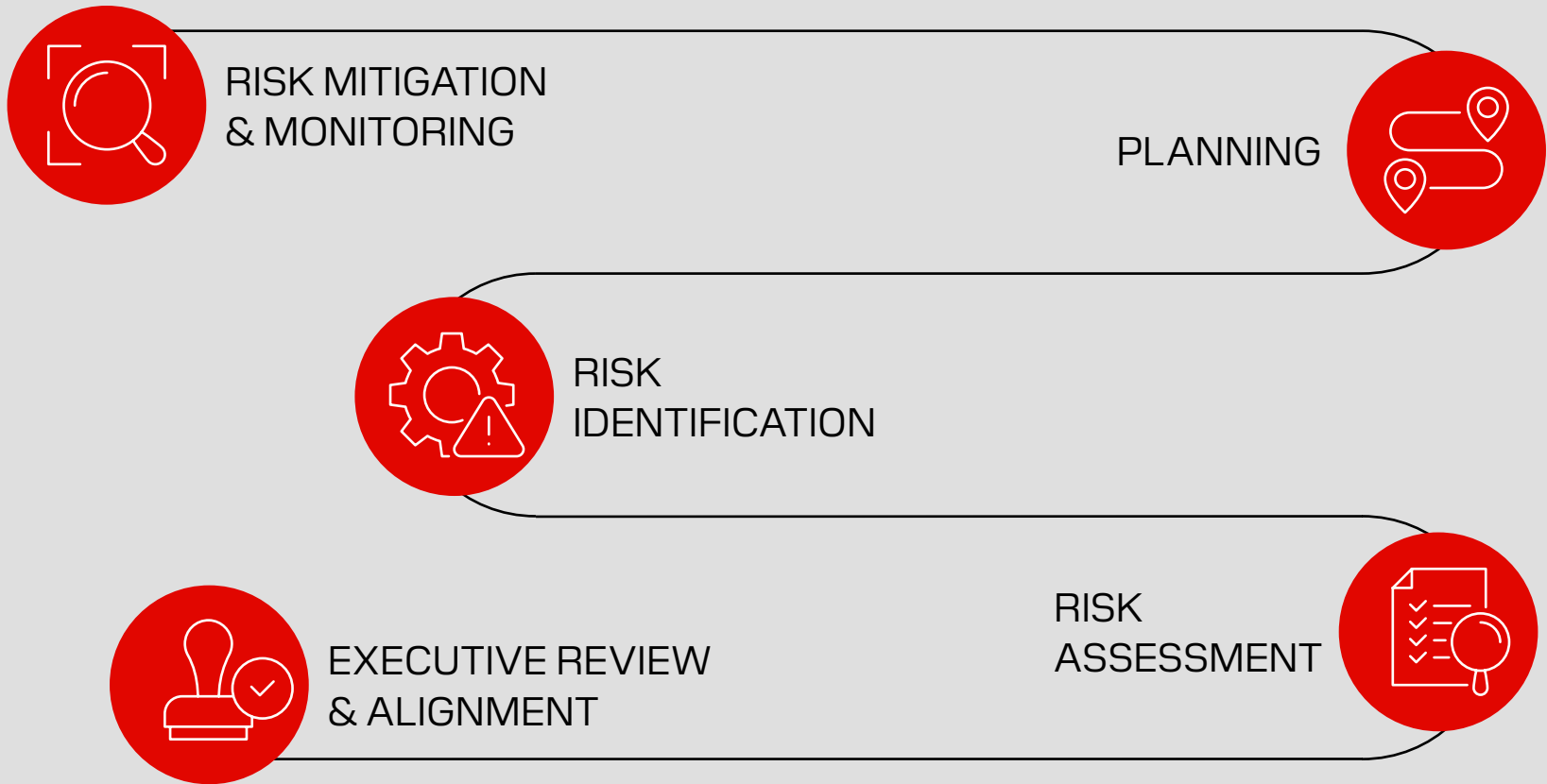
Identify and update enterprise risk universe aligned to Sandisk's business objectives

RISK ASSESSMENT

Peer risk analysis, alignment to the Committee of Sponsoring Organization of the Treadway Commission (COSO), conduct stakeholder discussions, standardize risk ratings, and update risk register

EXECUTIVE REVIEW & ALIGNMENT

Evaluate risk register, assign Executive Risk Owners, prioritize risks, and finalize assessment report



¹ Risks are identified through internal sources (e.g., management interviews, reviews and discussions) and external sources (e.g., Gartner, industry reports), and the risk universe is updated to reflect emerging risks, including regulatory and geopolitical shifts, technological and industry trends, and economic, social and environmental developments.

CYBERSECURITY

Sandisk has established comprehensive organizational structures, procedures, and response plans to combat cybersecurity threats through a dynamic strategy that adapts to the evolving threat landscape using frameworks like NIST-CSF (National Institute of Standard and Technologies - Cyber Security Framework). Examples of our approach includes endpoint protection, network security, vulnerability management, access controls, third-party risk management, workforce training, and compliance programs to mitigate risks and protect our business.

Our Board of Directors oversees cybersecurity risk management in collaboration with the Audit Committee, which is responsible for overseeing cybersecurity threats under our Audit Committee Charter. The Charter requires regular review and discussion of the Company's risk assessment and ERM policies, including cybersecurity risk exposure. The Audit Committee meets regularly with our Chief Information Security Officer and receives cybersecurity reports on a quarterly basis.

Our Chief Audit Executive manages day-to-day ERM program activities and reports annually to the Board on enterprise risk assessment, providing updates on key risks, mitigation status, and residual risk trends, including cybersecurity analysis. Our Chief Information Security Officer reports to the full Board on cybersecurity matters impacting our company and business with the same frequency.

Our dedicated 24x7 Security Operations Center incorporates specialized systems and processes for handling security incidents into its regular work and operates an integrated security infrastructure with appropriate security sensors and event monitoring capabilities.

Upon detection of a cybersecurity incident, the Security Operations Center determines the severity of the incident in accordance with a pre-established incident severity matrix, initiates the appropriate notification and escalation protocols, and begins triage. Predefined severity tiers serve as a guide to match our response to each incident's determined severity or risk level.

Additionally, we have established a Cybersecurity Incident Response Plan that follows the structure of the Incident Handling Guide published by the NIST - 800-61r2 and that serves as an operational guide for handling cybersecurity incidents at Sandisk. Our Cyber Incident Response Plan offers both procedural and strategic guidance. It is designed to be flexible enough to address a wide range of incidents, while remaining specific enough to support incident prevention, detection, analysis, escalation, notification, containment, eradication, and recovery.

PRODUCT SECURITY

Sandisk provides products and services that store and transfer data with the understanding that protecting data is critical to our users. We strive to innovate and enhance our products to provide increased privacy and security. Transparency of our privacy and security practices is essential to our commitment to users.

Our Product Security Incident Response Team (PSIRT) manages issues relating to possible security risks in the products we sell. We maintain a **public website** to provide information and transparency to our customers and to direct security researchers or others who seek to responsibly disclose vulnerabilities to our team.



We are unwavering in our commitment to systems and data security, protecting our employees, customers, and intellectual property—while building resiliency.

This helps fuel innovation and technological advancement.”

BJ Stephan
Chief Information
Security Officer



DATA MANAGEMENT

Data integrity and transparency drive our comprehensive approach to workforce information management. Our core people systems, with Workday as the central source of truth for global employee records, feature robust access controls and governance policies that protect sensitive data while ensuring accuracy. Regular audits and standardized validation processes support reliable internal analytics and external disclosures, with all human capital reporting reviewed by relevant stakeholders for regulatory compliance and alignment to environmental, social, and governance standards and frameworks.

Sandisk maintains rigorous data management practices aligned with our transparency and continuous improvement commitments. All employee-related data follows established retention policies to preserve historical information for trend analysis and regulatory compliance. Our controlled document management system on the Agile platform provides secure, version-controlled access to critical EHS procedures and standards, which ensures that we protect the privacy rights of our employees and others while at the same time supporting our health and safety objectives.

PUBLIC POLICY

Sandisk participates in legislative, regulatory, and public policy affairs as deemed by management and the Board of Directors to be in the best interests of our business, without regard for the private political preferences of executives. The Board of Directors’ Governance Committee, which consists solely of independent directors, is tasked with reviewing and approving Sandisk’s political and lobbying strategy, activities, and expenditures, including payments to trade associations, and the policies and procedures regarding the foregoing. Our Government Affairs function directs all political activity on the federal, state, and local level, in accordance with the Sandisk U.S. Political Activities Policy, where applicable.

Sandisk does not have or support a political action committee. We also do not make independent political expenditures using corporate funds or resources, nor do we make payments to trade and other industry associations to be used specifically for political purposes. Prior approval by the Governance Committee is required to use corporate funds or resources for donations to local, state, or national elections, whether to candidates, political parties, non-candidate organizations, Section 501(c) (4) organizations, Section 527 organizations, or local or state ballot measures.



DATA TABLES



Supply Chain

SASB TC-HW-430A.1, SASB TC-HW-430A.2

Tier 1 Suppliers Assessed Using RBA Validated Assessment Program ¹	FY2023	FY2024	FY2025
Number of in-scope Tier 1 suppliers	138	138	77
Number of in-scope supplier facilities (Tier 1 + Sub-Tier)	410	408	253
Percentage of all Tier 1 supplier facilities audited in the RBA Validated Assessment Program or equivalent ²	67%	71%	72%
Percentage of high-risk Tier 1 supplier facilities audited in the RBA Validated Assessment Program or equivalent	0%	100%	75%
Tier 1 suppliers' non-conformance rate with the RBA Validated Assessment Program or equivalent	7%	8%	6%
Tier 1 suppliers' associated corrective action rate for priority non-conformances	91%	90%	73%
Tier 1 suppliers' associated corrective action rate for other non-conformances ³	85%	81%	86%

¹ Percentages are based on facility count.

² Total supplier facilities for FY2023 - FY2025 encompass 90% of direct material spend and single/sole source and strategic suppliers.

³ "Other non-conformance" refers to major and minor findings.

SASB TC-HW-430A.1, SASB TC-HW-430A.2

Sub-Tier Suppliers Assessed Using RBA Validated Assessment Program ⁴	FY2023	FY2024	FY2025
Number of Sub-Tier suppliers	77	78	17
Number of Sub-Tier supplier facilities	127	131	83
Percentage of all Sub-Tier supplier facilities audited in the RBA Validated Assessment Program or equivalent ⁵	61%	69%	78%
Percentage of high-risk Sub-Tier supplier facilities audited in the RBA Validated Assessment Program or equivalent	0%	100%	100%
Sub-Tier suppliers' non-conformance rate with the RBA Validated Assessment Program or equivalent	6%	6%	9%
Sub-Tier suppliers' associated corrective action rate for priority non-conformances	100%	78%	67%
Sub-Tier suppliers' associated corrective action rate for other non-conformances ⁶	98%	92%	90%

⁴ Percentages are based on facility count.

⁵ Total supplier facilities for FY2023 - FY2025 encompass 90% of direct material spend and single/sole source and strategic suppliers.

⁶ Other Non-Conformance refers to major and minor findings.

GRI 414-2

3TG Smelter Status	2022	2023	2024
Conformant	231	218	231
Active	3	1	2
Non-Conformant	1	2	0
Total	235	221	233
Cobalt Smelter Status	2022	2023	2024
Conformant	48	42	51
Active	5	5	5
Due Diligence in Progress	41	25	15

Smelter Status by 3TG Metal	Sandisk ¹	Industry
Tantalum	100%	92%
Tungsten	100%	63%
Tin	99%	74%
Gold	99%	54%

¹ Sandisk Update as December of 2024.

Conflict Minerals Risk	2022	2023	2024
High Risk Smelter - Conformant	114	112	121
High Risk Smelter - Active	0	-	-
High Risk Smelter - Smelter in Various Condition	-	1	-
Medium Risk Smelter - Conformant	10	-	-
Medium Risk Smelter - Active	3	1	-
Medium Risk Smelter in Various condition	1	-	-
Low Risk Smelter - Conformant	106	105	102
Risk Yet to be determined - Conformant	1	1	8
Risk Yet to be determined - Active	-	-	2
Risk Yet to be determined - Smelter in Various Condition	-	1	-
Total Smelters	235	221	233

Governance and Ethics

GRI 205-1

Global Code of Conduct TrainingFY2025 ²	
Number of professional and managerial workers ¹ assigned online Global Code of Conduct training	18,653
Training completion percentage	100%

¹ Includes Sandisk employees and contractors.
² Includes training conducted pre-seperation by Western Digital.

GRI 205-1

Anti-CorruptionFY2025	
Percentage of operations assessed for risks related to corruption	100%

GRI 405-1

Board CompositionFY2025		
By Gender	Male	67%
	Female	33%
By Age	Under 30	0%
	30–49	0%
	50–64	56%
	65+	44%

SASB3, TC-HW-000.B, TC-SC-000.B

Activity Metrics	Unit	FY2025
Area of manufacturing facilities	Square feet (sq ft) ⁴	Refer to Sandisk 10K p.39

³ Sandisk Board composition as of June 27th, 2025.
⁴ Includes computer storage units.

Environmental

GRI 302-1, SASB TC-SC-130a.1

Energy consumption within the organization ¹	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
	GIGAWATT HOURS			TRILLION JOULES		
Total fuel consumption from nonrenewable sources (gas/oil)	4.2	3.5	3.5	15.2	12.6	12.6
Total fuel consumption from renewable sources	0.0	0.0	0.0	0.0	0.0	0.0
Total Electricity consumption	211.4	220.2	217.7	761.0	792.7	783.7
Electricity consumption from renewable sources	36.6	47.1	81.0	131.8	169.6	291.6
Electricity consumption from nonrenewable sources	174.9	173.1	136.8	629.6	623.2	492.5
Total energy consumption	215.6	223.7	221.2	776.2	805.3	796.3

¹ Data includes the main research, development and manufacturing facilities owned by Sandisk Corporation in each fiscal year. These facilities are located in the United States, India, Israel, Japan, Malaysia. Sandisk Corporation accounts for energy and emissions data in accordance with the Greenhouse Gas Protocol (GHG Protocol).

GRI 302-3

Energy Intensity	FY2024	2025
Energy intensity ratio (kWh/PB) ²	1,489	1,415

² The annual electrical power savings for FY2023 and FY2024 have been restated from previously published data due to an update of the supporting data.

GRI 305-2

Total Direct (Scope 1) GHG Emissions (tCO ₂ e) ³	FY2023	FY2024	FY2025
tCO ₂ e ⁴	1,673	1,738	1,265

Total Indirect (Scope 2) GHG Emissions (tCO ₂ e) ³	FY2023	FY2024	FY2025
tCO ₂ e ⁴	105,595	104,522	82,058

³ Scope 2 market-based emissions; all gases CO₂, CH₄, N₂O are included.

⁴ International Energy Association (IEA) emission factors.

Performance from FY24 Base Year	FY2024	FY2025
Scope 1 & 2 emissions (tCO ₂ e)	102,784	83,323
YOY change (%)	-	-18.9%

GRI 305-4

GHG Emissions Intensity ⁵	FY2025
GHG emissions intensity ratio (tCO ₂ e/PB) ⁶	0.55

⁵ The denominator used to calculate the GHG emissions intensity ratio is shipped memory capacity.

⁶ Includes Scope 1 and market-based Scope 2 GHG emissions and all gases CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃.

GRI 305-3

Other Indirect (Scope 3) GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Category 1: Purchased goods and services ^{^1}	331,651	331,540	244,333
Category 2: Capital goods ¹	25,107	30,894	12,154
Category 3: FERA (fuel & energy related activities) ²	-	-	-
Category 4: Upstream transportation and distribution ³	46,504	48,462	24,888
Category 5: Waste generated in operations ⁴	443	212	214
Category 6: Business travel ⁵	2,629	5,432	4,855
Category 7: Employee commuting ³	5,072	4,605	12,780
Category 8: Upstream leased assets ¹	1,528	1,718	8,615
Category 9: Downstream transportation & distribution ³	130	18	7228
Category 10: Processing of sold products	-	-	-
Category 11: Use of sold products ⁶	975,223	1,572,577	1,416,592
Category 12: End-of-life treatment of sold products ⁴	684	321	391
Category 13: Downstream leased assets	-	-	-
Category 14: Franchises	-	-	-
Category 15: Investments ¹	543,032	547,528	558,336
Total Scope 3	1,932,003	2,543,307	2,309,126

¹ United States Environmental Protection Agency Environmentally-Extended Input-Output Factors (US EPA EEIO)

² United States Environmental Protection Agency Environmentally-Extended Input-Output and United Kingdom Department for Business, Energy and Industrial Strategy 2023 Factors (US EPA EEIO and UK BEIS 2023)

³ United States Environmental Protection Agency Emission Factors (US EPA)

⁴ United States Environmental Protection Agency Waste Reduction Model Version 16 (US EPA WARM v16)

⁵ United Kingdom Department for Environment, Food and Rural Affairs Factors (UK DEFRA)

⁶ Intergovernmental Panel on Climate Change Sixth Assessment Report (IPCC AR6)

GRI 306-3, 306-4, 306-5, SASB TC-SC-150A.11

Waste Management (Metric Tons)	FY2023	FY2024	FY2025
HAZARDOUS WASTE ⁷			
Waste directed to disposal	23	18	32
Waste diverted from disposal	184	124	144
Total Hazardous Waste	208	142	177
NON-HAZARDOUS WASTE			
Waste directed to disposal	1,207	254	130
Waste diverted from disposal	996	1,169	960
Total Non-Hazardous Waste	2,203	1,423	1,090
Total reuse/recycle/recover rate	45%	82%	88%

⁷ Hazardous waste is defined in accordance with applicable jurisdictional legal or regulatory frameworks where the waste was generated.

SASB TC-SC-410A.1

IEC 62474 Declarable Substances	FY2022	FY2023	FY2025
Percentage of products by revenue that contain International Electrotechnical Commission (IEC) 62474 substances ⁸	100%	100%	100%

⁸ Though Sandisk products generally contain IEC 62474 declarable substances, we meet all legal requirements for those substances. The main IEC 62474 declarable substances used in Sandisk products—lead and nickel—are fully compliant with regulations wherever our products are sold.

GRI 303-3, 303-5, SASB TC-SC-140A.1

Water Withdrawal, Recycling, and Consumption	FY2023	FY2024	FY2025
Total volume of water withdrawn (m³)	1,086,220	1,036,453	928,319
Total volume of water recycled and reused (m³)	278,362	315,104	303,147
Total volume water consumed (m³)	753,399	700,652	617,605

Workforce

GRI 401-1

Employee Attraction, Retention, and Engagement		January to June 2025		
EMPLOYEE HIRES ¹		HEADCOUNT	% OF NEW HIRES	% OF AVERAGE ACTIVE HEADCOUNT
Hires by age group	Under 30	369	15%	53%
	30–50	297	5%	42%
	50+	34	2%	5%
Hires by region	Americas	135	7%	19%
	Asia-Pacific	536	7%	77%
	Europe, Middle East, and Africa	29	3%	4%
Total employee hires		700	6%	

¹ Calculated as a percentage of total Sandisk employee population by age/regional cohort as of June 27, 2025.

Employee Attraction, Retention, and Engagement		January to June 2025		
EMPLOYEE TURNOVER ²		HEADCOUNT	% OF NEW HIRES	% OF AVERAGE ACTIVE HEADCOUNT
Voluntary turnover by age group	Under 30	198	8%	39%
	30–50	276	4%	55%
	50+	31	2%	6%
Involuntary turnover by age group	Under 30	23	<1%	21%
	30–50	69	1%	63%
	50+	17	<1%	16%
Voluntary turnover by region	Americas	63	3%	13%
	Asia-Pacific	432	6%	85%
	Europe, Middle East, and Africa	10	1%	2%
Involuntary turnover by region	Americas	14	< 1%	3%
	Asia-Pacific	91	1%	18%
	Europe, Middle East, and Africa	4	< 1%	< 1%
Total voluntary employee turnover			5%	
Total involuntary employee turnover			1%	

² Calculated as a percentage of total Sandisk employee population by age/regional cohort as of June 27, 2025.

GRI 405-1, SASB TC-HW-330A.1

Age Representation of Global Employees¹				June 2025
		UNDER 30	30–50	50+
Executive management²		0	30 (<1%)	58 (<1%)
Non-executive management		8 (<1%)	959 (9%)	520 (5%)
Technical staff		1,118 (10%)	3,069 (28%)	753 (7%)
All other employees				
Factory employees³		1,043 (10%)	862 (8%)	42 (<1%)
Non-factory employees		371 (3%)	1,575 (15%)	408 (4%)

¹ Data is based on the headcount at the end of the indicated fiscal year.

² Executive management is Vice President level and above.

³ For purposes of this report, “factory employees” are those working in our factory setting that directly work on product assembly; all remaining employees are considered professional or managerial.

GRI 102-8

Information on Employees and Other Workers¹				June 2025
		FULL-TIME EMPLOYEES	PART-TIME EMPLOYEES	TOTAL EMPLOYEES BY REGION
Region	Americas	1,952 (18%)	118 (1%)	2,070
	Europe, Middle East, and Africa	909 (8%)	-	909
	Asia-Pacific	7,837 (72%)	-	7,837
TOTAL EMPLOYEES				10,816

¹ Data is based on Sandisk’s non-contingent headcount at the end of the indicated fiscal year.

Environmental, Health, and Safety

GRI 403-8 and 403-9

Health and Safety		FY2025
EMPLOYEES	#	RATE
#/rate of employee fatalities	0	0.000
#/rate of high-consequence work-related injuries (excluding fatalities)—employees	0	0.000
Employee Lost Time Incident Rate (LTIR) ¹	5	0.057
#/rate of recordable work-related injuries (including fatalities)—employees	5	0.057
Employee Total Recordable Incident Rate (TRIR) ¹	5	0.057
Main types of work-related injury—employees		Sprain/Strain, Abrasion/Cut, Fracture
Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked	200,000	
Any workers excluded from this disclosure (and why)	0	
Workers covered by an occupational health and safety management system	100%	
Total number of hours worked - employees	17,570,122	
NON-EMPLOYEE WORKERS	#	RATE
#/rate of non-employee worker fatalities	0	0.000
#/rate of high-consequence work-related injuries (excluding fatalities—non-employee workers)	0	0.000
#/rate of recordable work-related injuries (including fatalities—non-employee workers)	0	0.000

¹ From FY2023, employee LTIR and TRIR are included injuries from commuting incident organized by Sandisk Corporation according to GRI403 standard (Disclosure 403-9 Work-related injuries).

² In FY24, there were 10 cases involving commuting incidents.

³ Sandisk currently does not track main types of work-related injury or total number of hours worked for non-employee workers.

⁴ Occupational health and safety management system covers all manufacturing locations.

Work-related hazards that pose a risk of high-consequence injury, including:

i. how these hazards have been determined;

ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period;

iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls

i. Hazards including those related to Machine Safety, Chemical Contact, Slip/trip/fall, Struck on/by, Ergonomics and Repetitive Trauma are identified through hazard identification and risk assessment process; incident investigation process; and internal/external audits and workplace inspections.

ii. N/A - We did not have any high consequence injuries during the reporting period.

iii. Actions taken to minimize risks include the following:

1. Design and evaluate workplace to eliminate hazards.

2. Design and evaluate workplace and stations to eliminate repetitive trauma hazards.

3. Create operating procedures and work instructions, provide control measures to different hazards

4. Train and communicate workers to understand and identify hazards and follow control measures to control hazards.

5. Conduct periodic inspection/walk-through to monitor the workplace and verify that it is free from hazards.

6. Take corrective and preventive actions to eliminate the hazards.

INDICES



GRI Index

This report was prepared in alignment with the GRI 2021 Sustainability Reporting Standards framework.

GRI Standard	Disclosure Description	Report Location or Direct Answer
GRI 2: GENERAL DISCLOSURES 2021		
2-1	Organizational details	Sandisk 2025 10-K (pg. 5)
2-2	Entities included in the organization’s sustainability reporting	Sandisk 2025 10-K (pg. 5)
2-3	Reporting period, frequency and contact point	Annually, this report covers Sandisk's fiscal year 2025 (July 1, 2024 to June 27, 2025). For inquiries contact: sustainability@sandisk.com
2-6	Activities, value chain and other business relationships	Sandisk 2025 10-K (pg. 7,8,9,14)
2-7	Employees	Pg.24
2-9	Governance structure and composition	Sandisk 2025 Proxy Statement (pg.24), CDP 4.1; 4.1.2; 4.2
2-10	Nomination and selection of the highest governance body	Sandisk 2025 Proxy Statement (pg. 19)
2-11	Chair of the highest governance body	Sandisk 2025 Proxy Statement (pg. 24)
2-12	Role of the highest governance body in overseeing the management of impacts	Sandisk 2025 Proxy Statement (pg. 24)

GRI Standard	Disclosure Description	Report Location or Direct Answer
2-13	Delegation of responsibility for managing impacts	Sandisk 2025 Proxy Statement (pg. 26)
2-14	Role of the highest governance body in sustainability reporting	Sandisk 2025 Proxy Statement (pg. 26)
2-15	Conflicts of interest	Sandisk 2025 Proxy Statement (pg. 28)
2-16	Communication of critical concerns	Pg. 38
2-17	Collective knowledge of the highest governance body	Sandisk 2025 Proxy Statement (pg. 22)
2-18	Evaluation of the performance of the highest governance body	Sandisk 2025 Proxy Statement (pg. 29)
2-19	Remuneration policies	Sandisk 2025 Proxy Statement (pg. 36)
2-20	Process to determine remuneration	Sandisk 2025 Proxy Statement (pg. 36)
2-21	Annual total compensation ratio	Sandisk 2025 Proxy Statement (pg. 59)
2-22	Statement on sustainable development strategy	CEO Letter

GRI Standard	Disclosure Description	Report Location or Direct Answer
2-23	Policy commitments	RBA Code of Conduct Sandisk Global Code of Conduct Global Human Rights Policy Supplier Code of Conduct Responsible Mineral Policy
2-24	Embedding policy commitments	Pg.35, 36
2-25	Processes to remediate negative impacts	Pg.38
2-26	Mechanisms for seeking advice and raising concerns	Pg.38
2-28	Membership associations	The Responsible Business Alliance, SEMI Industry Consortium, Semiconductor Industry Association (SIA)
2-30	Collective bargaining agreements	No employees are covered by a collective bargaining agreement with Sandisk
GRI 3: MATERIAL TOPICS		
3-1	Process to determine material topics	Pg.11
3-2	List of material topics	Pg.11
3-3	Management of material topics	Pg.11
GRI 200: ECONOMIC STANDARD SERIES		
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Sandisk 2025 10-K (pg. 48)
201-3	Defined benefit plan obligations and other retirement plans	Sandisk 2025 10-K (pg. 10)

GRI Standard	Disclosure Description	Report Location or Direct Answer
GRI 205: Anti-Corruption		
205-1	Operations assessed for risks related to corruption	Data Table Pg. 45
205-2	Communication and training about anti-corruption policies and procedures	Pg. 38
GRI 300: ENVIRONMENT STANDARD SERIES		
GRI 302: Energy		
302-1	Energy consumption within the organization	Data Table Pg. 46
302-3	Energy intensity	Data Table Pg. 46
302-4	Reduction of energy consumption	CDP 7.10, 7.10.1
302-5	Reductions in energy requirements of products and services	Pg. 8, 14
GRI 303: Water and Effluents		
303-1	Interactions with water as a shared resource	CDP 9.2, 9.2.2, 9.2.7
303-3	Water withdrawal	Data Table pg. 47
303-4	Water discharge	Sandisk 2025 CDP 9.2
303-5	Water consumption	Data Table pg. 47

GRI Standard	Disclosure Description	Report Location or Direct Answer
GRI 305: Emissions		
305-1	305-1 Direct (Scope 1) GHG emissions	Data Table pg. 46
305-2	305-2 Energy indirect (Scope 2) GHG emissions	Data Table pg. 46
305-3	305-3 Other indirect (Scope 3) GHG emissions	Data Table pg. 47
305-4	305-4 GHG emissions intensity	Data Table pg. 46
305-5	305-5 Reduction of GHG emissions	Sandisk 2025 CDP 7.10, 7.10.1
303-6	305-6 Emissions of ozone-depleting substances (ODS)	Sandisk 2025 CDP 7.15.1
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	Data Table pg. 47
306-2	Management of significant waste-related impacts	Sandisk does not have significant waste-related impacts
306-3	Waste generated	Data Table pg. 47
306-4	Waste diverted from disposal	Data Table pg. 47
306-5	Waste directed to disposal	Data Table pg. 47
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Data Table pg. 43
308-2	Negative environmental impacts in the supply chain and actions taken	Data Table pg. 43

GRI Standard	Disclosure Description	Report Location or Direct Answer
GRI 400: SOCIAL STANDARD SERIES		
GRI 401: Employment		
401-1	New employee hires and employee turnover	Data Table pg. 48
GRI 403: Occupational Health & Safety		
403-1	Occupational health and safety management system	Pg. 27
403-2	Hazard identification, risk assessment, and incident investigation	Pg. 27 , Data Table pg. 50
403-4	Worker participation, consultation, and communication on occupational health and safety	Pg. 27
403-5	Worker training on occupational health and safety	Pg. 27
403-6	Promotion of worker health	Pg. 26 , 27
403-8	Workers covered by an occupational health and safety management system	Data Table pg. 50
403-9	Work-related injuries	Pg. 27 , Data Table pg. 50
GRI 404: Training & Education		
404-1	Average hours of training per year per employee	Pg. 27
404-3	Percentage of employees receiving regular performance and career development reviews	Pg. 26
GRI 405: Diversity & Equal Opportunity		
405-1	Diversity of governance bodies and employees	Data Table pg. 45

SASB Hardware Standard Index

SASB Code	Metric	Report Location or Direct Answer
ACTIVITY METRICS		
TC-HW-000.B	Area of manufacturing facilities	Data Table pg. 45
ACCOUNTING METRICS		
TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Pg. 40
TC-HW-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (c) all other employees	Data Table pg. 49
TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Data Table pg. 47
TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	There is no EPEAT standard for the products that Sandisk produces
TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	There are no energy efficiency certifications that are relevant, or apply, to our products
TC-HW-410a.4	Weight of end-of-life products and e-waste recovered; percentage recycled	Total weight recovered: 0 metric tons Percentage recycled: 0%
TC-HW-430a.1 & TC-HW-430a.2	Suppliers Assessed Using RBA Validated Assessment Program (VAP)	Data Table pg. 43
TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Pg. 30

SASB Semiconductors Standard Index

SASB Code	Metric	Report Location or Direct Answer
ACTIVITY METRICS		
TC-SC-000.B	Percentage of production from owned facilities	Data Table pg. 45
ACCOUNTING METRICS		
TC-SC-110a.1	(1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds	Data Table pg. 46 , Sandisk 2025 CDP 7:15.1
TC-SC-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Pg. 19
TC-SC-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Data Table pg. 46
TC-SC-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Data Table pg. 47
TC-SC-150a.1	Amount of hazardous waste from manufacturing, percentage recycled	Data Table pg. 47
TC-SC-320a.1	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	Pg. 27

SASB Code	Metric	Report Location or Direct Answer
TC-SC-320a.2	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	FY2025: \$0
TC-SC-330a.1	Percentage of employees that require a work visa	Sandisk does not disclose the percentage of employees who require a work visa. However, we disclose a breakdown of our workforce by region. See the Data Tables for more information.
TC-SC-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Data Table pg. 47
TC-SC-410a.2	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops	Sandisk does not manufacture servers (processors), desktops, or laptops. Thus, this metric is not applicable to our business.
TC-SC-440a.1	Description of the management of risks associated with the use of critical materials	Pg. 27 , 28
TC-SC-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	FY2025: \$0

TCFD Index

Sandisk has considered the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). This Index demonstrates the alignment between Sandisk’s disclosures and the TCFD recommendations and indicates where relevant information can be referenced.

Topic	TCFD Recommended Disclosure	Disclosure Reference
ACTIVITY METRICS		
Governance	a) Describe the Board’s oversight of climate-related risks and opportunities.	Pg. 35
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Pg. 39
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Sandisk 2025 10-K (pg. 11, 15, 25, 50, 95)
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Sandisk 2025 10-K (pg. 11, 15, 25, 50, 95)
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Sandisk 2025 10-K (pg. 11, 15, 25, 50, 95)

Topic	TCFD Recommended Disclosure	Disclosure Reference
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks.	Sandisk 2025 10-K (pg. 11, 13-15)
	b) Describe the organization’s processes for managing climate-related risks.	Sandisk 2025 10-K (pg. 11, 13-15)
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	Pg. 15-16, 35, 39 Sandisk 2025 10-K (pg. 11, 13-15)
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Pg. 39, Sandisk 2025 CDP 2.2.2
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Data Tables Pg. 46, 47
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Sandisk 2025 CDP 2.2.2



©2025 Sandisk Corporation or its affiliates. All rights reserved.

Sandisk, architecting how data enables the world to solve its biggest challenges. New devices, new systems, new solutions, all optimized and tuned to create the right conditions for data to realize its full potential. As a leader in data infrastructure, we accept the responsibility to empower people and systems that depend on data. Sandisk’s data-centric solutions are comprised of the Sandisk brands. www.sandisk.com

Sandisk, the Sandisk design, the Sandisk logo, and Sandisk are registered trademarks or trademarks of Sandisk Corporation or its affiliates in the United States and/or other countries. All rights reserved.

Forward-Looking Statements & Other Disclaimers:

This 2025 Sustainability Report (this “Report”) contains forward-looking statements within the meaning of federal securities laws, including statements regarding expectations for: the impacts and achievements of our governance practices and sustainability initiatives, programs and business practices; the achievement of our sustainability-related goals and commitments; the impact, use-cases, growth and performance of our products and technologies, including BiCS8 and High Bandwith Flash. These forward-looking statements are based on management’s current expectations and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied in the forward-looking sustainability.

Key risks and uncertainties that could cause actual results to differ materially from those expressed or implied in the forward-looking statements include: adverse changes in global or regional economic conditions, including the impact of evolving trade policies, tariff regimes and international conflicts; volatility in demand for our products; pricing trends and fluctuations in average selling prices; the impact of business and market conditions; the impact of competitive products and pricing; our development and introduction of products based on new technologies and management of technology transitions; risks associated with restructurings, acquisitions, divestitures, cost saving measures, joint ventures and our reliance on strategic relationships; risks related to product defects; difficulties or delays in manufacturing or other supply chain disruptions; hiring and retention of key employees; our use of debt financing; changes to our relationships with key customers or customer consolidation; compromise, damage or interruption from cybersecurity incidents or other data system security risks; the impact of artificial intelligence on our business and performance; risks associated with compliance with changing legal and regulatory requirements; our ability to achieve some or all of the expected benefits of the separation from Western Digital Corporation; potential liabilities related to the separation from Western Digital Corporation; and other risks and uncertainties set forth in our Annual Report on Form 10-K filed with the SEC on August 21, 2025, which is available on the SEC’s website at www.sec.gov. You should not place undue reliance on these forward-looking statements, which speak only as of the date hereof, and we undertake no obligation to update or revise these forward-looking statements to reflect new information or events, except as required by law..

Furthermore, certain statements in this Report, particularly pertaining to our ESG performance, goals, and initiatives, are subject to additional risks and uncertainties, including regarding: Gathering and verification of information and related methodological considerations; our ability to implement various initiatives under expected timeframes, cost, and complexity; our dependency on third-parties to provide certain information and to comply with applicable laws and policies; our reference to various ESG reporting standards and frameworks (including standards for the measurement of underlying data), which continue to evolve; and other unforeseen events or conditions. These factors, as well as others, may cause results to differ materially and adversely from those expressed in any of our forward-looking statements.

The metrics and quantitative data contained in this Report are not based on generally accepted accounting principles and have not been audited. Such data and metrics are subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

This Report also includes certain information regarding sustainability and corporate impact practices that is obtained from published sources or third parties. The accuracy and completeness of such information are not guaranteed. Although we believe such information is reliable, such information is subject to assumptions, estimates and other uncertainties, and we have not independently verified this information. We are dependent on such information to evaluate and implement sustainability practices. The standards of measurement and performance for sustainability issues are developing or are based on assumptions, and norms may vary.

The inclusion of information and data in this Report is not an indication that such information or data or the subject matter of such information or data is material to our company for purposes of applicable securities laws. The principles used to determine whether to include information or data in this Report do not correspond to the principles of materiality contained in federal securities laws, the concept of materiality used to determine whether disclosures are required to be made in filings with the SEC or otherwise disclosed, or principles applicable to the inclusion of information in financial statements.