



## 2016 Sustainability Report





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D. Mark Durcan  
Chief Executive  
Officer, Director

## Letter From Our CEO

I am proud to share Micron's first sustainability report. This is an important milestone for the company and a natural progression of how we have done business for nearly 40 years—with innovation and integrity.

We have become a leader in the semiconductor industry by striving to deliver innovative solutions that accelerate our customers' success. A critical part of delivering on that mission is our dedication to corporate sustainability and supporting our global community.

This report shares some of the activities that demonstrate our proactive approach to environmental stewardship, the health and safety of our workforce, supply chain responsibility, and high-quality product standards. Below are just a few examples:

**\$55 million in giving from the Micron Foundation** to improve access to science, technology, engineering, and math (STEM) education, and to invest in the local communities where we live and work.

**Strong systems and industry-wide partnerships that ensure ethical business practices across our supply chain**, including Micron's own Code of Business Conduct and Ethics, our active participation in the Electronic Industry Citizenship Coalition (EICC), and our role as a founding member of the Conflict-Free Sourcing Initiative (CFSI), a respected consortium devoted to addressing conflict minerals.

**More than 100 active projects aimed at reducing energy consumption, conserving water, and reducing chemical consumption.** This includes our ongoing aquifer recharge project at our Boise campus where we inject local river water into the aquifer to maintain the integrity of the water source.

While this is our first sustainability report, you can see from these examples that Micron has a long history of positive action. We are committed to enriching the world through technology advancement, while staying true to our core philosophy of conducting business with uncompromising integrity.

Thank you for reading our first report. I look forward to hearing from our team members, business partners, investors, customers, and communities. I invite you to provide feedback about Micron's sustainability efforts by emailing [sustainability@micron.com](mailto:sustainability@micron.com).



Founding members, 1978.

## About Micron

Micron is comprised of a team of visionaries and trailblazers, designing and building advanced semiconductor technologies. From mobile devices to connected automobiles, to supercomputers and cloud servers—our innovative memory and storage solutions are used in things that we depend on and use every day. They are foundational to the technological advancements that are changing how the world uses information.

Micron Technology began in 1978 as a four-person semiconductor design company in the basement of a Boise, Idaho, dental office. Located between a high desert plain and the Rocky Mountain foothills, Boise was an unlikely spot for a high-tech start-up, but we broke ground on our first fabrication plant by 1980 and introduced the world's smallest 256K DRAM just a few years later. In 1985, we earned a spot on the Fortune 500 and then steadily grew into an industry leader, playing an instrumental role in some of the world's most significant technological advancements.

Today, we are a global leader in the semiconductor industry with more than 30,000 team members working in 18 countries. Our multinational diversity, manufacturing scale, and broad product portfolio enable us to advance new ideas and develop technologies that can transform what's possible.



**\$16.1**  
BILLION  
FY15 net sales

**4<sup>th</sup>**  
LARGEST

Semiconductor  
company in  
the world

**2<sup>nd</sup>**  
LARGEST

Memory  
company in  
the world

**190**

On Fortune 500's  
list of US companies  
by revenue





## Micron Memory and Storage Solutions

Micron offers the industry's broadest portfolio of silicon-to-semiconductor memory solutions—starting with foundational dynamic random-access memory (DRAM), NAND, and NOR Flash memory, and extending to solid state drives (SSDs), modules, multichip packages (MCPs), hybrid memory cube (HMC) technology, and other semiconductor systems. Our best-in-class technology powers leading-edge computing, consumer, enterprise server and storage, networking, embedded, automotive, industrial and mobile products.

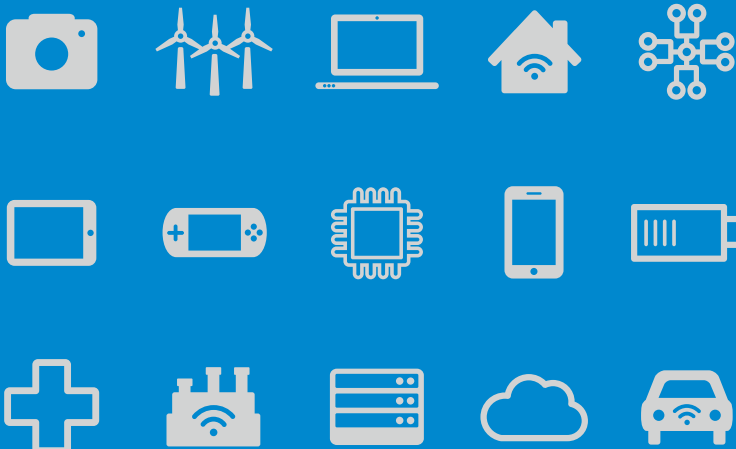
In addition to our Micron portfolio, we offer a full range of memory products through our consumer brands, [Crucial](#), [Ballistix](#) and [Lexar](#). These brands are available worldwide at leading retail and e-tail stores, commercial resellers, system integrators, and direct at [crucial.com](#) and [lexar.com](#).

## Manufacturing/Value Chain

The foundation of our memory chips (or die) is silicon. More than 90 percent of the earth's crust is composed of Silica (SiO<sub>2</sub>) or Silicate, and silicon is the second-most abundant element on earth and the most widely used element in the electronics and technology sector.

Hundreds of die are manufactured on one silicon wafer, and it can take more than one month and hundreds of precise steps from the time a new wafer enters the fab until it has been fully processed. The manufacturing process includes design, wafer fabrication, probe, assembly, and test. Fabrication takes place in a cleanroom environment where particle levels, temperature, and humidity are tightly controlled to ensure the quality of the final memory chip as it passes through 10 process areas, each with a unique set of tools.

Our complex manufacturing process requires major investments in facilities, equipment, and talented team members around the world. We have more than 30,000 team members working in 18 countries, including 13 manufacturing facilities, and 10 customer labs.



You may not know it, but MICRON MEMORY is in the things you use every day.





### Customer Labs:

Our hands-on customer labs are team-oriented environments strategically located close to our customers' design and manufacturing teams. They are equipped with leading-edge tools and equipment and provide a collaborative environment where customers work with our experienced engineering teams to perform early product validation testing, help solve complex design challenges, and improve product performance.

### Customer Lab Locations:

- |                        |                      |
|------------------------|----------------------|
| 📍 Milpitas, California | 📍 Singapore          |
| 📍 Boise, Idaho         | 📍 Tokyo, Japan       |
| 📍 Munich, Germany      | 📍 Taipei, Taiwan     |
| 📍 Shanghai, China      | 📍 Seoul, South Korea |

Micron strives to build and operate sustainable world-class facilities around the world that enable excellence in safety, reliability, and cost.

## Micron's Global Presence



### WORLD HEADQUARTERS

Boise, Idaho

### NORTH AMERICA

USA: California | Colorado | Minnesota | Texas | Utah  
Virginia | Washington | Washington DC

### EMEA

Belgium | Finland | France | Germany | Italy  
Netherlands | Sweden | UK

### APAC

Australia | China | Hong Kong | India | Japan | Malaysia  
Singapore | South Korea | Taiwan



## Sustainability Strategy & Governance

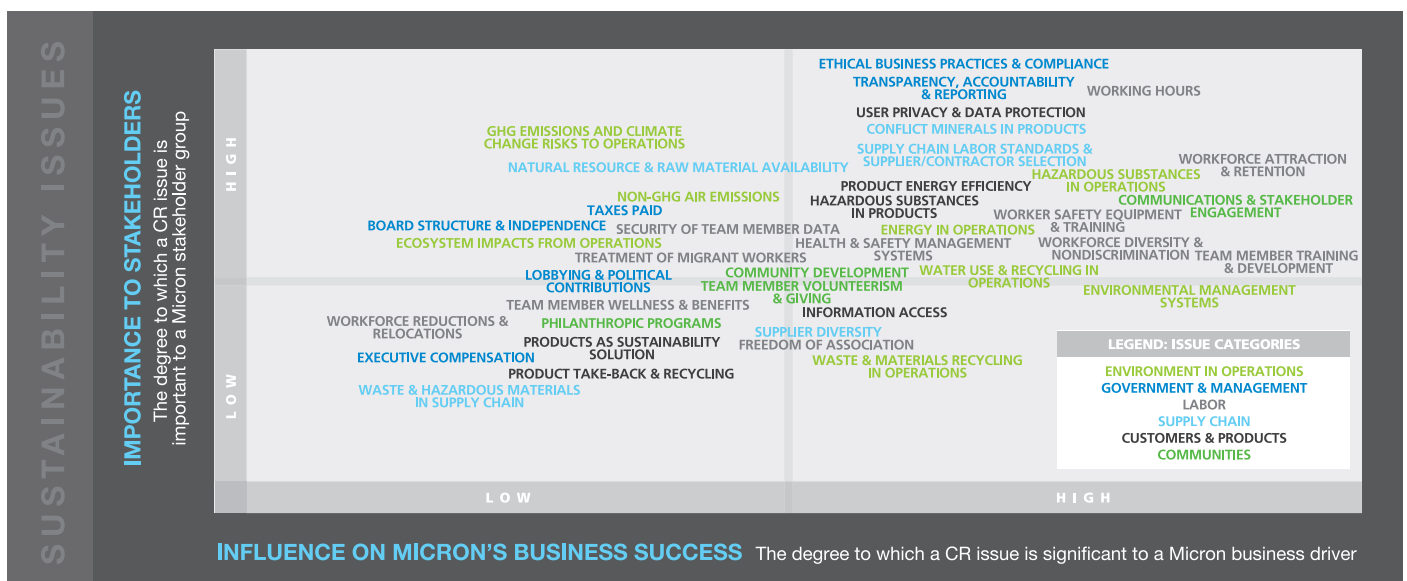
Our sustainability strategy launch stands on the shoulders of roughly 40 years of company operations marked by integrity and innovation. Through the publication of this inaugural sustainability report, we welcome the opportunity to share our historical commitment—as well as our strategy going forward—for mitigating our impact on the environment, keeping our team members safe, driving transparency and accountability in our supply chain, and developing products that support a sustainable future. This report also highlights our long tradition of giving back to the communities where we operate through the [Micron Foundation](#).

### Our Approach

In 2015 Micron took steps to formalize its approach to sustainability with the intention of increasing transparency in our operations and driving greater stakeholder value. To gain a better understanding of the unique risks and opportunities related to our business, we engaged a third-party, global nonprofit organization, Business for Social Responsibility (BSR), to lead us through an extensive sustainability strategy-setting process. This included a materiality assessment to ensure that we focus on the issues of highest priority for our business and stakeholders. As we continue to build on these foundational steps, we will set goals to establish ambition and create metrics that will help us measure our progress.

### Materiality & Focus Areas

The methodology behind Micron's 2015 materiality assessment is aligned with sustainability standards and current industry practice: We started by developing an exhaustive list of sustainability issues that cover all aspects of our business. We then interviewed internal stakeholders and researched external stakeholders to understand the issues of greatest importance to both groups. Finally, we plotted the results on a graph to reveal the issues that both sets of stakeholders ranked highly, and we analyzed them to develop a short list of material issues to address. (See the illustration below.)





This materiality exercise helped inform Micron's overall sustainability objective: To drive stakeholder value through an enterprise-wide strategy and increased transparency. It also helped us gain internal alignment on four sustainability focus areas and their related self-assessment opportunities:

**Sustainable Operations:** How can we improve the impact of our operations on the environment and also ensure that we provide a safe, healthy, and secure workplace for our global team?

**Sustainable Products:** How can we produce increasingly energy- and resource-efficient products that support a sustainable future?

**Sustainable Supply Chain:** How can we work with our industry peers and supply chain partners to ensure that suppliers meet our high standards for social and environmental responsibility?

**Sustainable Communities:** How can we address the most important needs and challenges in the communities where we live and work to help our company, communities, and industry thrive?

As we finalize our sustainability strategy over the next year, we will be developing goals and key performance indicators related to these areas. We will also periodically review these areas to ensure that we address changing risks, opportunities, and stakeholder expectations.

PURPOSE	Micron will meet or exceed sustainability expectations of customers, team members, communities, and investors.			
FOCUS/ OBJECTIVES	<b>Customers:</b> Micron as a reliable business partner	<b>Team Members:</b> Micron as a desirable place to work	<b>Communities:</b> Micron as a good local citizen	<b>Investors:</b> Micron as a profitable & growing company
TARGETS & METRICS	[Goals & KPIs]	[Goals & KPIs]	[Goals & KPIs]	[Goals & KPIs]
PRIORITY ISSUES	Transparency, ethics, supply chain labor, conflict minerals, working hours, user privacy	Working hours, safety, workforce, attraction & retention, training, diversity	Communications & engagement, workforce issues, environmental hazards, ethics	Ethics, transparency, workforce attraction & retention, supply chain & operation risks
INITIATIVES IN ACTION	[Programs]	[Programs]	[Programs]	[Programs]
OVERSIGHT	Governance & Management Systems: Ensuring management & internal/external communication on critical issues.			





## Sustainability Governance

Governance, or how we design our strategy and decide who is accountable for ensuring outcomes, is an important part of our approach to sustainability.

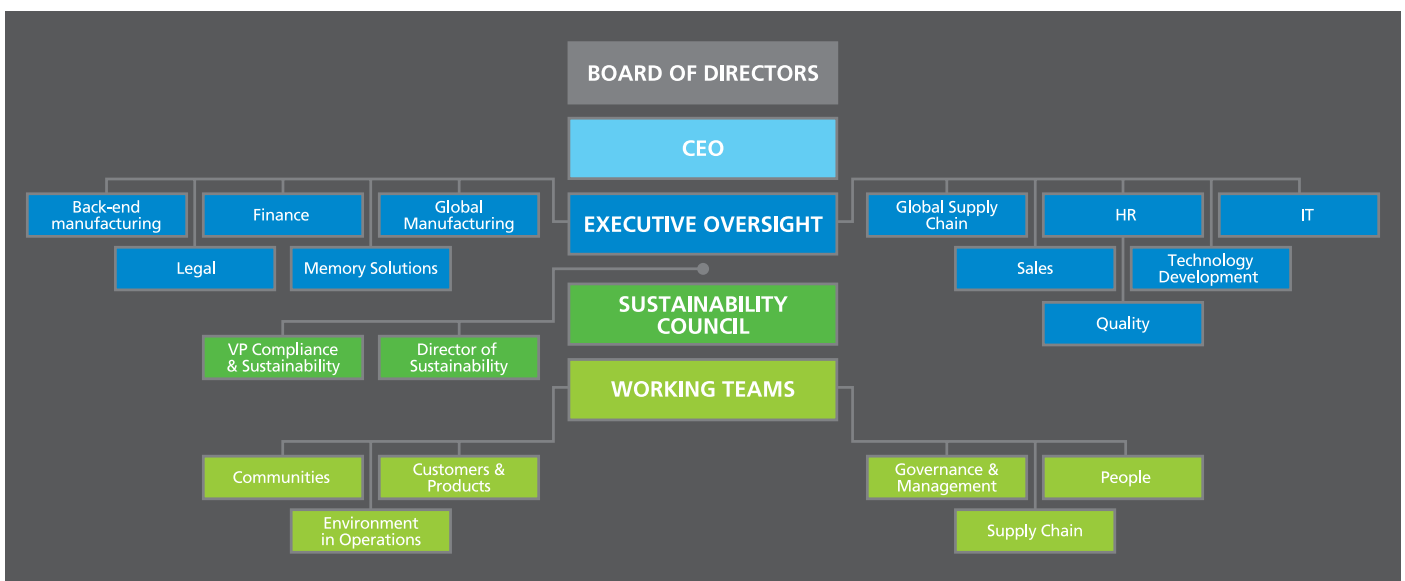
At the direction of Micron Chief Executive Officer Mark Durcan, we created our first sustainability governance structure in 2015. At its core is our Sustainability Council, composed of senior leaders responsible for developing all aspects of the company's sustainability strategy. This organization is subject to executive oversight and operates under a new vice president of sustainability. In addition, Micron's director of sustainability is responsible for setting the direction and coordinating working teams across all offices and functions to ensure that actions are taken and goals are met.

## Ethics & Compliance Process

At Micron, we conduct our business with integrity and in strict compliance with the law. Not only is this the right thing to do, it makes good business sense. By acting with integrity, we earn the trust of our customers, investors, team members, regulators, suppliers, and our communities.

We have created comprehensive, clear, and accessible ethics and compliance policies and practices that cover a wide range of topics, including anti-bribery and corruption, safety and health, employment, exports, environmental law, securities, antitrust, insider trading, privacy laws, and business ethics. We expect every team member, manager, and officer at Micron to adhere to these standards and to attend regular training sessions on ethics and compliance.

Since our corporate character is based on good corporate governance, legal compliance, transparency, and cooperation, we regularly review and update our policies, practices, and training programs to reflect changes in legal requirements, emerging best practices, and our company's operations. We believe this proactive approach to ethics and compliance sets us apart from others in a competitive global marketplace.





Key features of our compliance and ethics program include:

#### Compliance Hotline

Anyone can use this hotline to report possible violations or to raise concerns about Micron's Code of Business Conduct and Ethics. Hotline reports are entered directly into a secure server managed by a third-party vendor, EthicsPoint. Except where prohibited by local law, Compliance Hotline reports may be filed anonymously.

#### Chief Compliance Officer

Joel Poppen, Micron's vice president of legal affairs, general counsel, and corporate secretary, is responsible for all aspects of the compliance and ethics program, while managers and supervisors throughout the company are charged with ensuring their teams understand, and comply with, their compliance obligations. Our Board Audit Committee is provided with regular updates regarding our compliance and ethics program.

#### Training

We have developed anti-bribery/corruption and antitrust training to educate team members on how to interact with competitors, suppliers, customers and government officials. The training is required for all finance, sales, marketing, and purchasing team members, as well as any other team members who want to participate.

#### Governance Policies

Our comprehensive governance policies incorporate Sarbanes-Oxley and Nasdaq Stock Market requirements, as well as company-driven initiatives, including board and company committees, such as independent Board Governance, Compensation and Audit Committees, as well as a company Disclosure Committee. The Micron web site also includes a corporate governance page containing Micron's Code of Conduct and Business Ethics, Corporate Governance Guidelines, and Board Committee Charters.

See our web site for more information on [Micron's corporate governance](#).

**STAKEHOLDER ENGAGEMENT** As part of our normal business activities, we regularly engage with a wide range of stakeholders, including our team members, suppliers, industry partners, investors, local communities, NGOs, regulators, and trade associations. Below is a brief overview of the groups we engage with and the kind of input we seek from them. Going forward, Micron will be developing a focused stakeholder engagement strategy that will inform our overall sustainability strategy.



**CUSTOMERS:** Our customers have growing expectations about sustainability issues related to products (user privacy, energy efficiency), operations (working hours, greenhouse gas emissions), and supply chains (conflict minerals, supplier standards). As a company dedicated to meeting and exceeding customers' needs—and as a company with a proud history of going beyond standards compliance—we want to demonstrate our leadership on these issues.



**TEAM MEMBERS:** Technology is one of the world's fastest-growing industries, and attracting talented, skilled team members is vital to continued innovation and business success. We are committed to attracting new team members by creating a desirable place to work, continuously improving our business practices, and promoting a culture of integrity within our company.



**COMMUNITIES:** Communities and regions are a source of potential team members, suppliers, and needed resources. By investing in communities and incorporating their needs into our strategies, we can build a social license to operate, reduce business risks, and support the local economy.



**INVESTORS:** Today, an increasing number of investors understand how sustainability affects business, and these investors are asking companies to disclose how sustainability factors influence their operations and business plans. Micron's first sustainability report is designed to meet these evolving investor expectations.



## Micron Code of Business Conduct & Ethics

Today's laws and standards of business conduct are complex, and our [Code of Business Conduct and Ethics](#) is intended to be a practical resource that outlines the basic rules Micron applies to our business regarding risk, legal, and ethical issues. It also explains the personal responsibility that all Micron team members have to speak up if they see something that does not seem right.

All aspects of our code support each team member and the company as a whole in conducting business with integrity—with team members, the company, the marketplace, investors, and communities.

## Enterprise Risk Management

Our enterprise risk management (ERM) program is one of the primary tools we use to create a unified approach to understanding risk and formulating strategies, processes, and decisions. Micron's Risk Committee is appointed by our CEO and reports major findings to the Board of Directors' Audit Committee.

When risks are identified, our risk management personnel conduct formal assessments and analysis based on business intelligence and trends. We then prioritize the issues based on the company's overall risk exposure, which is considered as a function of likelihood and impact of the occurrence. Our risk management team then recommends actions, and Micron leaders are accountable for managing risks affecting their area of responsibility.

## Looking Forward

Micron is committed to increased transparency in our approach to sustainability with our stakeholders moving forward. As we continue to build and improve the core management systems that drive continuous improvement in our sustainability programming, our materiality assessment enables our focus to remain on the issues that matter most to our business and our stakeholders. We look forward to sharing our progress through our annual public reporting and on [micron.com](https://micron.com).



## Environment



Micron has more than 100 active projects aimed at reducing energy consumption, conserving water, and reducing chemical consumption.

In 2015, Micron CEO Mark Durcan received the industry's SEMI Outstanding EHS Achievement Award, recognizing his environmental leadership in the global semiconductor industry.

### Our Approach

We recognize the role of environmental responsibility in good corporate citizenship, and we strive to minimize the impact of Micron's operations on the air, water, land, and energy demand beginning at the earliest stages of planning and production. This philosophy is reflected in our [Environmental, Health, and Safety \(EHS\) Policy](#).

Compliance has always been at the core of our commitment to environmental performance. We take pride in our strong track record of compliance with environmental regulations relevant to Micron's manufacturing operations. But we also believe regulations serve as a minimum standard. Wherever possible, we go beyond compliance and adopt management systems anchored in continuous improvement principles as a demonstration of the responsibility we feel toward our local and global communities.

To meet our own high standards, we have integrated environmental programming into our corporate strategy development and throughout our operations. Our newly formed Sustainability Council, in coordination with our Environment in Operations Committee, drive our climate strategy and other strategic initiatives to meet our own expectations and those of our key stakeholders. Based on our industry and Micron's most material environmental impacts, our strategy is focused on climate, energy, and water.

Strategy alone does not ensure success. Tactical execution is at the heart of our environmental program. Our corporate EHS team leads 120 dedicated EHS professionals who are responsible for ensuring that our worldwide operations are in keeping with our compliance and environmental standards. As a company, we hold all Micron team members responsible for carrying out daily tasks and activities in accordance with applicable laws, policies, and standards.

## ISO Certification

Micron has corporate-level certification for the International Organization for Standardization (ISO) 14001, the leading voluntary international environmental management standard that helps ensure organizations have effective environmental management systems. We also have corporate-level certification for OHSAS 18001, the Occupational Health and Safety Management system. More information on our certifications can be found at [micron.com/about/our-commitment/environment-and-safety/ehs-certifications](http://micron.com/about/our-commitment/environment-and-safety/ehs-certifications)



## Climate & Energy

The international Paris Agreement on climate change, adopted in December 2015, underscored the importance of ambitious climate action by all sectors of society. At Micron, we consider climate issues—particularly management of GHGs and energy—a global priority.

Since 2009, we have tracked and reported on our GHG emissions through the Carbon Disclosure Project (CDP). Since that time, we have seen an increase in our overall GHG footprint. This is in part due to our growth as a company with the addition of 8 new manufacturing sites, and in part due to advancements in manufacturing techniques critical to the continued innovation of our products. Our CDP reporting indicates that our Scope 2 emissions from energy consumption dominate our operational GHG footprint. To address this, we have implemented hundreds of solutions to increase energy efficiency and reduce GHG emissions.

Looking forward, we have adopted energy-reduction goals for fiscal years 2016 and 2017. In FY2016, we intend to save 94 million kilowatt hours and avoid 60,000 metric tons of CO<sub>2</sub> equivalent emissions (MTCO<sub>2</sub>e) against our 2015 baseline. This will result from actions we took in 2015 to design and construct multiple new facilities using energy-efficient best practices, as well as measures we took to continuously improve energy performance at existing manufacturing sites. In FY2017, our target grows to a savings of 123 million kilowatt hours and 78,000 metric tons of CO<sub>2</sub>.

**Performance Indicators:** 3,169,979 MTCO<sub>2</sub>e total emissions in 2015 (scope 1 and 2 combined); 67% came from energy sources (electricity and fuel); 32% came from process gases identified as GHGs.

**FY2017 Target:** Save 123 million kilowatt hours and avoid 78,000 metric tons of CO<sub>2</sub> equivalent emissions (MTCO<sub>2</sub>e) compared to 2015.

### Reducing Energy Consumption and Increasing Efficiency

Over the past few years, we have implemented several projects globally to reduce energy consumption by upgrading to newer technologies and by improving the efficiency of our processes.

As a result of these efforts, between 2014 and 2015, we saved 180 million kilowatt hours of energy and 106,000 MTCO<sub>2</sub>e.

Additionally, in FY2016, we laid the groundwork for two GHG abatement pilot tests at select high-volume manufacturing sites within our network. The purpose of these pilot programs is to evaluate the feasibility of further GHG emission reduction through additional abatement of process gasses associated with our wafer manufacturing. We will use the results of these programs to make future recommendations regarding supplemental process gas abatement throughout our global sites.

**Some of these projects include:**

- Installation of high-efficiency motors
- Speed adjustment on motors to increase efficiency
- Facility chiller optimization
- Air-conditioning system optimization
- Improved insulation and efficiency design in our manufacturing space to reduce energy loss
- Exhaust system rebalance
- Lighting power (LED conversion)





## Water Use

As a company founded in the high-desert city of Boise, Idaho, one of our main conservation goals from the beginning has been to manage our impact on local water sources. Our manufacturing process is water-intensive. Each wafer used to make our products goes through a series of cleaning steps dependent on ultra-pure water. Our manufacturing sites generate ultra-pure water from a combination of recycled water from our operations and local raw water resources.

As semiconductor technologies have become more complex, demand for water has grown. Micron proactively manages water consumption by identifying opportunities to increase water efficiency and reduce raw water demand. For example, we redirect post-production water from our manufacturing process to our water purification systems for reuse in production, or we redirect the water to ancillary activities such as cooling towers, boilers, and fire suppression.

Our water-conservation measures include:

**Designing our new Singapore manufacturing building to recycle** more than 60 percent of the water used in production.

**Reclaiming process wastewater for direct reuse** into the water-purification system.

**Recycling wastewater from abatement systems** directly connected to production equipment (already implemented at some manufacturing sites and evaluating the deployment to all eligible sites).

**Using production wastewater as an input to abatement systems.**

**Reclaiming wastewater from mechanical equipment (cooling towers).**

As a result of our global water mitigation efforts, Micron has received several awards and recognition for innovation and commitment to water conservation. In 2005, we received

## Green in Singapore

In August 2016, the Singapore government's building and construction authority awarded our new wafer manufacturing site in Singapore the Green Mark Platinum award for performance in energy consumption, carbon footprint, and environmental consciousness.





the Pacific Northwest Section of the American Water Works Association award for our aquifer mitigation efforts at our Boise site. More recently, in 2014, the Taiwan Ministry of Economics awarded our manufacturing site in Taiwan the Water Conservation Outstanding Facility Award for our site's water conservation initiatives.

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**Performance Indicators:** In FY2015, 42% of water used in our global manufacturing operations was recycled. This is a 1% increase over our FY2014 average recycle rate.

Our manufacturing sites in Hiroshima, Japan and Taichung, Taiwan recycle more than 70% of the water used in manufacturing each day.

**FY2017 & FY2018 Target:** Save 130,000 cubic meters of water by the end of FY2017, and identify additional savings opportunities for 1.5 million cubic meters for future implementation starting in 2018.

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### Hazardous Substances & Waste

We maintain an active program for continuous reduction of hazardous chemicals in the manufacturing process, and our goal is to reduce landfill disposal and identify new recycling opportunities for any waste we produce.

This starts with a rigorous chemical review process that ensures only approved chemicals reach our facilities. This prevents banned or restricted chemicals from reaching our operations and helps us ensure the proper handling, recycling, and disposal of chemicals throughout their life cycle. It also helps us track and understand our chemical usage profile for assessment of chemical reduction and elimination initiatives.

## Boise Aquifer Recharge

Our legacy of proactive water management reaches back decades. In the 1990s, we invested in one of the biggest and most innovative water projects in our history. At the time, groundwater monitoring indicated a decline in aquifer levels beneath our manufacturing facility in Boise, Idaho.

To mitigate and reverse the trend, Micron acquired water rights from the nearby Boise River and invested \$7 million in infrastructure to divert the water through underground piping traversing 4.5 miles and ascending 300 feet from the riverbed to an injection well on Micron's Boise campus. Once on site, the river water is introduced to the aquifer, where the river water replenishes the aquifer and the aquifer naturally stabilizes the water temperature prior to extraction for use in Micron's operations.

Today, this system supports aquifer health to the benefit of all stakeholders, and the aquifer levels now exceed baseline levels from the 1990s.



Beyond chemical screening, we perform due diligence on every new waste vendor to make sure their practices meet applicable legal requirements and safeguard the surrounding environment. If a waste facility passes this evaluation, Micron updates the assessment on a periodic basis to ensure the consistent and effective management of waste materials over time.

Over the past few years, we have taken several measures to reduce and manage hazardous substances and waste at various sites, including:

- On-site reuse of chemicals from production;

- Recycling of inorganic sludge for construction off site;

- Sending solvents and acids off site for reuse; and

- Sending mix of solvents to an off-site distillation facility for reuse of constituents.

Given our dynamic industry, we keep abreast of any developments that could present new risks or opportunities related to hazardous substances. We are committed to exploring methods to reduce chemical consumption and waste production and to identifying new opportunities to increase our waste recycle rate. In 2017, we plan to define a formal goal for hazardous substances and waste.

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**FY15 Performance Indicators:** Recycled 42% of hazardous waste across global manufacturing operations, with a 2% increase over our 2014 average recycle rate.

Recycled 47% of non-hazardous waste across global manufacturing operations, with a 5% increase over our 2014 average recycle rate.

On average, our manufacturing sites in Hiroshima, Japan, and Taichung, Taiwan, recycle 90% of their hazardous and/or non-hazardous waste.

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## Looking Forward

We believe our commitment to the ongoing improvement of our environmental performance benefits the environment, local communities, our customers, and our team members.

Since Micron has strategically grown through acquisition, our manufacturing facilities are diverse in design and capabilities. While this growth can make standardization of environmental design and performance more difficult, it also gives us an important opportunity to analyze the capabilities of each facility and apply lessons and best practices across all of our sites to reduce energy use, water consumption, and waste impacts.

Going forward, we plan to grow our environmental sustainability program, putting in place more advanced data-collection and management tools, creating programs to encourage greater resource efficiency, and defining more goals and objectives for our program.



In 2015, the average number of training hours per full-time team member was 33 hours.



In 2016, the Brandon Hall Group awarded Micron with Gold in Excellence in Leadership Development for our Micron Leadership in Action program.



The Micron Women's Leadership Network (MWLN) was created to accelerate advancement of women at Micron. By connecting women throughout the Company, team members are able to better share best practices, success stories and advice for common challenges. MWLN events focus on professional development through a variety of forums including monthly brown bag lunches, training sessions, mentoring activities and networking events.

## People

### Our Approach

Micron depends on a talented and inclusive workforce located in 18 different countries (FY2016) to develop and drive high quality, cutting edge memory solutions that drive innovation. To that end we pursue exceptional people in our hiring, and we maintain a work environment that enables our team members to thrive throughout their Micron careers. We believe the individual growth and career development of our team members contributes to the collective success of our company.

Our commitment to our workforce is reflected in our investment in career development, dedication to workplace safety, and relentless focus on maintaining an open and ethical workplace. We comply with all applicable labor laws, set high standards with Micron's own Code of Conduct, implement robust systems and practices with clear lines of accountability, and invest in the talent development of our team members.

### Talent Development

Our people are our most important resource, a true competitive advantage. That is why talent development is a key area of focus. To attract and retain exceptional people with exceptional capabilities, we invest in the ongoing learning and development of our team members, fostering a work environment that inspires creativity, leadership, and collaboration.

To this end, we provide a range of meaningful experiences, from structured to informal, self-directed to collaborative, in the classroom and in the workplace. These opportunities cover everything from technical subjects to business and professional skills.

Our latest leadership development program is designed to go beyond the classroom to challenge our current and future leaders to solve critical business cases using skills and behaviors from our leadership framework. For senior leaders, we offer a multiweek Micron Leadership in Action program that includes classroom training labs where coaches and skills champions provide guidance to participants on solving real-world business problems.

We offer a similar, consolidated program to give midlevel leaders access to the skill development necessary to become tomorrow's senior leaders. Through this experience-based approach, our leaders not only contribute to projects that have a significant impact on Micron's bottom line, they also gain and refine the leadership and networking skills necessary to help drive the company's evolution.

For our technologists, we offer a parallel career development path through the Technical Leadership Program (TLP). To fuel innovation and promote collaboration across functions, TLP offers a platform for Micron's brilliant technologist community to share technical papers, seminars, and forums. TLP also offers recognition and rewards to team members that distinguish themselves within Micron's technical community and the global semiconductor industry at large.



## Workplace Health, Safety & Security

Maintaining a safe, healthy, and secure workplace for our team members is a core focus and includes identifying and mitigating workplace hazards, preventing occupational illnesses and injuries, and promoting team members' wellness. We believe this commitment benefits our team members and the communities where we live and operate.



Micron's global manufacturing recordable injury rate in 2015 was 0.4 (aligned to U.S. Occupational Safety and Health Administration recordable injury standards). This compares to the 2015 U.S. semiconductor industry benchmark OSHA rate of 0.37.

Our approach begins with legal compliance: Micron is firmly committed to conducting business in an ethical manner and in full compliance with the letter and the spirit of all laws related to working conditions, hours, and wages.

We also set high standards through the Micron Code of Business Conduct and Ethics and our Environmental Health, Safety, and Security (EHSS) policy. We hold managers and supervisors responsible for leading, implementing, and maintaining safe, secure, and compliant work areas. Managers actively analyze the workplace to anticipate and prevent hazards, and they monitor team members to ensure that they follow established policies, use safe work practices, and identify and mitigate any hazards they encounter.

An important aspect of our approach to workplace safety and security is our focus on industry-wide challenges. We believe that by forming strategic partnerships within the industry, we can make more of an impact than by focusing on our operations alone. That's why Micron is a member of and participates in the Electronic Industry Citizenship Coalition (EICC), which establishes minimum expectations for employment conditions throughout the industry. Micron meets the EICC's standards for occupational safety, emergency preparedness, occupational injury and illness, industrial hygiene, physically demanding work, machine safeguarding, sanitation, food, housing, and health and safety communication. (For more information about Micron's work with the EICC, see page 21.)

In 2015, more than 2,800 Micron leaders took advanced safety training to reinforce Micron's expectations for leader roles in ensuring the safety of our workforce and the communities where we operate.

We expect everyone at our sites—team members and contractors—to follow relevant EHSS procedures and applicable legal requirements, and to help identify, eliminate, and control EHSS hazards and risks.

**We are proud that we have cultivated a culture of compliance and speaking out, and we reward team members who report on hazards through our Good Catch program.** We also maintain OHSAS 18001:2007 certification for our occupational health and safety management systems.







## Looking Forward

We are committed to continuous improvement in workplace health and safety and the talent development of our diverse, inclusive workforce.

Looking forward, we are developing goals and key performance indicators (KPIs) to drive strategies related to attracting and retaining talented team members, creating a diverse workforce, and investing in continuous learning and development.

We believe that supporting our strong team member culture and attracting the most talented people depends on our promoting and more widely sharing Micron's commitment to integrity and innovation. We are developing this by increasing the capabilities of our recruiting team, with a focus on programs such as a talent brand strategy and a global team member referral program.

To support our diversity and inclusion goals, we plan to develop programs that will increase engagement and hiring of diverse candidates at all levels and sourcing channels. We will then work to increase the development, advancement, and retention of our diverse workforce.

To support our learning and development goals, we plan to develop a strategy that will ensure that every Micron team member has access to resources and a meaningful development plan that is supported by Micron leadership.

We are committed to our team members at Micron, and we look forward to working with our team to build an even better place to work.





# Supply Chain

## Our Approach

In keeping with our company's commitment to integrity, we seek to ensure that the materials and services that sustain our operations are responsibly and reliably sourced. To attain our high standards, we rely on robust internal management systems, partnerships with our suppliers, and collaboration with peers and customers on industry supply chain standards relating to human rights, ethical conduct, and the environment.

With suppliers in more than 30 countries, Micron is faced with a myriad of potential supply chain risks, including disruptions related to the environment, labor, safety, finances, ethics, conflict minerals, and more. Fueled by our unyielding focus on technological innovation, our supply chain needs are constantly changing—which means we must develop adaptable due diligence programs to monitor sustainability risks and opportunities in our supply chain. Our senior supply chain executives navigate this complex landscape by monitoring our program implementation to ensure consistent execution against our standards.

Our vision is to build a resilient, compliant, and sustainable global supply chain.

### **Resilience**

We manage risks to ensure an uninterrupted supply of materials and services by building in redundancy wherever possible, monitoring global supply chain events, implementing enterprise risk management systems, and collaborating with our suppliers.

### **Compliance**

We pride ourselves on following the law to the letter. Our comprehensive supplier-quality requirements help ensure that we receive and procure goods and services only if they conform to global legal standards. We also seek out and partner with suppliers that share our compliance focus.

### **Sustainability**

Beyond legal compliance, we implement supply chain programs informed by global social



## Supply Chain Vision & Objectives

### VISION

- Build a resilient, compliant and sustainable global supply chain

### OBJECTIVES

- Manage supply chain risk to minimize disruptions
- Ensure supplier compliance with Micron requirements, including those related to legal compliance and social, ethical, and environmental responsibility
- Set an example by applying these standards in our own operations
- Achieve a conflict-mineral-free global supply chain



and environmental standards to help ensure that our products are sourced responsibly. These standards include the Electronic Industry Citizenship (EICC) Code of Conduct and the Organization for Economic and Community Development (OECD) Guidance for Responsible Supply Chains of Minerals from Conflict-Affected High Risk Areas.

## Sustainable Sourcing

Our approach to sustainable sourcing begins with resilience. We rely on a strategic risk-assessment process to identify basic business continuity vulnerabilities in our supply chain so that we can manage the inevitable challenges encountered in a complex supplier network like ours.

Our risk assessment centers on six considerations:

1. Location: Where is the supplier's exposure to natural disaster, macroeconomic, and geopolitical risks?
2. Sourcing: What are the opportunities for redundancy in sourcing, in terms of the goods/service and geographical location of the source?
3. Business continuity planning: What are the supplier's capabilities in maintaining business continuity?
4. Financial: What is the supplier's financial resiliency?
5. Historical performance: What is the supplier's record of business performance with respect to quality, delivery, and cost?
6. Recovery: What is the supplier's estimated capability to recover from unavoidable and unanticipated events?

By profiling and managing the relative risks of each of our strategic suppliers, we ensure our global operations are prepared for continuous production and product delivery to our customers.



### EICC CODE

What We Expect  
of Suppliers'  
Operations —  
And Our Own

Electronic Industry Citizenship Coalition (EICC) plays a critical role in our approach to supplier management.

We firmly believe that the best supply chain results are achieved when the industry comes together to uphold a single set of expectations regarding social and environmental responsibility and a single process for demonstrating conformance. Through EICC training materials, monitoring tools, and third-party audits, we are able to support the efforts of our key suppliers to maintain responsible operations. We can also hold them accountable when they veer off course.

We also set an example by holding ourselves accountable to the same standards and protocols we impose on our suppliers.

To comply with the EICC Code, we have adopted a vigorous management approach that includes training team members on the code requirements and using third-party auditors to verify our actions. Our global EICC oversight team includes representatives from legal, human resources, EHS, and supplier management functions. They monitor key EICC metrics across all of our manufacturing locations and review quarterly reports on Micron's overall EICC performance.

According to ongoing risk assessments and third-party audits, our EICC management system is driving performance. In CY2015, each of our manufacturing sites was categorized as low risk through EICC risk assessments. Between 2015 and 2016, biannual third-party audits of our sites produced four perfect EICC audit scores in our manufacturing network.



We believe compliance with laws is foundational to good business. In order to work with Micron, each supplier must make a commitment to comply with all applicable laws and to adhere to [Micron's Code of Business Conduct and Ethics](#). Concerns regarding Micron supplier conformance with these obligations may be reported through our continuously monitored Compliance and Ethics Hotline.

Finally, we believe responsible supply chains begin with responsible procurement practices. We require our suppliers to adhere to operational standards that protect fundamental human rights for workers, ensure compliance with environmental standards, and guarantee businesses operations are conducted with integrity. We ensure this through supplier commitment to the [Electronic Industry Citizenship Coalition \(EICC\) Code of Conduct](#). We take this responsibility a step further through our supplier quality documents, which ensure that our suppliers contribute responsible raw materials and services to our operations. For example, our Banned and Restricted List identifies a number of hazardous substances that Micron will not tolerate in end products and, thus, will not tolerate in our product supply chain.

## Conflict Minerals

Like many technology companies, Micron relies on the use of tin, tungsten, tantalum, and gold in the manufacture of our products. These materials, known as conflict minerals, are abundant in the Democratic Republic of the Congo (DRC) and surrounding countries. This region has endured significant conflict, with armed groups controlling conflict mineral mines and using the profits from the sale of these metals to fund violence and other human right violations.

We want to help end these abuses by doing our part to enable a conflict-free supply chain. To this end, we abide by international best practices and legislation such as the OECD conflict mineral guidance and the Dodd-Frank Wall Street Reform and Consumer Protection Act, which requires publicly traded U.S. companies to track, monitor, and report annually on conflict minerals used in their supply chains.

We believe that collaboration among government, industry, and communities is key to achieving a conflict-free supply chain. In keeping with this philosophy, Micron is a founding member of the Conflict-Free Sourcing Initiative (CFSI), a respected consortium that works across the minerals industry value chain to develop a common approach to address conflict minerals. This includes a third-party auditing process, due diligence tools, and a public database documenting where each smelter stands in its conflict-free journey.

Our strategy to drive a conflict-free supply chain focuses on two clear, achievable goals:

1. Ensure our existing suppliers source exclusively from suppliers reliant on smelters and refiners that have been verified as compliant with appropriate due diligence protocols.
2. Engage exclusively with new suppliers that can demonstrate the same capability.

We are committed to transparency, and we report publicly on our due diligence and progress toward a conflict-free supply chain. We also require similar reporting by our suppliers. To learn more about our efforts, read our annual [conflict minerals report](#).



We recognize that managing conflict minerals in our supply chain will be an ongoing challenge. The pace of technological innovation means that our supplier base is constantly changing. Smelters and refiners also encounter trials in maintaining their own conflict-free verification. To date, these events have proven difficult to anticipate and necessitate continuous monitoring and due diligence. Despite these challenges, we are committed to using our systems and partnerships to achieve change within our company and beyond to one day achieve a conflict-free supply chain.

### Looking Forward

Management of global supply chains is complex, but feedback from customers and third-party assessments demonstrates that our commitment to supply chain resilience, compliance, and sustainability is paying off.

Sustainable sourcing will remain an area of focus as we continue to expand our supplier diligence programs and implement programs to strengthen ethical training for our suppliers. When it comes to the issue of conflict minerals, we plan to continue our active engagement with CFSI and annually report on the outcomes of our conflict minerals due diligence.

In the future, we look forward to finding new ways to improve our internal systems, collaborate with industry and other partners, and engage with our suppliers to improve our supply chain resilience, compliance, and sustainability.





## Customers & Products

### Our Approach

The history of memory is a story of rapid innovation and growth. Today, we largely take for granted the incredible endurance and performance of DRAM. And almost everyone uses products like smartphones and tablets that are enabled by NAND flash. From mobile devices to embedded applications to the data center, the requirements for memory and storage are evolving faster than ever.

We have maintained our position as a global leader in advanced semiconductor systems because of our commitment to delivering the highest-quality products that satisfy the needs of our customers and the demands of a fast-changing market.

To achieve this, we continue to introduce new generations of products that offer improved performance, including faster data transfer rates, lower power consumption, improved reliability, and reduced package size.

Our goal is to make Micron the customer's first choice for quality—and today, quality includes sustainability. For our customers, product sustainability means that our products address three concerns: They deliver best-in-class data protection and privacy security, they are energy efficient, and they are designed to address hazardous material requirements.

To ensure performance in these areas, we work closely with our customers to understand their needs related to user privacy and data protection, we invest in research to develop new technologies and systems that deliver energy efficiency, and we focus on legal compliance and supplier engagement to reduce hazardous materials in our products.



## Types of Computing Memory

Although computing memory refers to any form of electronic storage, Micron produces a number of different types of memory to store and access different kinds of information. DRAM and other forms of random access memory (RAM) are the most common types of memory. They are used to store the data required to run programs or applications, as well as data currently in use—information the processor needs quickly and frequently. Although RAM functions fast, it is not able to retain information when the device is powered down, which makes it “volatile.”

“Nonvolatile memory” such as NAND, on the other hand, does not require a connection to a power source to retain information. Examples of nonvolatile memory include flash or solid state drives (SSDs), which are a key use of NAND memory.



## User Privacy & Data Protection

Cybersecurity is a critical challenge for our customers. In a 2016 Micron-sponsored survey, two-thirds of IT professionals identified cybersecurity as the most important issue they face today. Whether data is stored on a phone, personal computer, workstation, or in the cloud, some kind of storage device is used to keep the data safe. These storage devices, known as data “endpoints,” should be protected by encryption.

The majority of data breaches are caused by intruders outside of an enterprise or through insider attacks. Security experts report that another major cause of reported data breaches is the physical loss of data storage devices. This can occur when a consumer loses a laptop in an airport or taxi, or when drives go missing from data centers. As recently as 2010, industry experts reported that between 10 percent and 20 percent of all data breaches were caused by lost computers or lost storage devices.

To help prevent data breaches caused by lost storage devices, the computing industry developed the self-encrypting drive (SED). Along with strong authentication techniques, which include password discipline, SEDs can greatly reduce the risk of data breach when a storage device is lost.

The Trusted Computing Group (TCG) is an industry standards body that develops and maintains the open standards and specifications for SEDs and other secure, “trusted” devices. Micron became a contributing, voting member of the TCG in 2009, and by 2011 we launched one of the industry’s first solid state SEDs intended for mobile computing.

In 2013, Micron made SEDs widely available as a standard option on the Crucial M500 SED, bringing this advanced encryption capability to the consumer market.

By 2015, the availability of SED was having a strong positive effect on data security. According to the Risk Based Security organization, less than 2 percent of reported data breaches occurred because of the loss or theft of a computer or storage device.

In 2016, we launched our first FIPS 140-2 validated SSDs, which have completed a rigorous government validation process covering the security requirements for cryptographic modules—in our case, the SED. Completing this validation process ensures the best available security for stored data for both client and enterprise environments.

## Product Energy Efficiency

As the number of applications and devices requiring memory grows, the requirement for energy efficiency remains a constant. According to a CIO Magazine survey, 54 percent of IT leaders report that their organizations have environmental sustainability goals for information technology. In 2007 Gartner estimated that power consumption by the global information and communications technology (ITC) industry accounts for 2 percent of global carbon dioxide (CO<sub>2</sub>) emissions. That’s roughly equal to the carbon output of the airline industry.

To satisfy the demand for energy-efficient computing products, Micron’s design and engineering teams focus on solutions that reduce the power requirements of memory. Responding to the bandwidth and energy requirements of the supercomputing and networking markets, Micron partnered with other industry leaders to develop the



Hybrid Memory Cube (HMC). A radical approach to stacked memory, HMC provides unprecedented performance with dramatically reduced energy consumption—up to 70 percent less energy usage per bit than existing DRAM technologies.

## Hazardous Substances in Products

The third area of our sustainability focus for products is hazardous substances. Our goals are twofold. First, we aim to ensure product compliance with legal and customer requirements, such as the European Union Directive on the restriction of the use of certain hazardous substances (RoHS) and the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH). Second, we aim to deliver new products quickly by using a proactive product compliance validation and certification process.

Our EHS service teams, product compliance group, and procurement teams, are responsible for ensuring that Micron products and processes meet customer and legal product compliance requirements. When new items are added to relevant regulatory lists, our procurement team queries all Micron suppliers and subcontractors and requires a response within 45 days informing us of use and/or providing a non-use certificate. We also expect our suppliers to monitor the development of the candidate list for potential inclusions in Annex XIV and/or XVII of the REACH regulation.

## Looking Forward

Today, computing continues to undergo major transformation, and data is at the heart of that transformation. The amount of data being created and stored is projected to grow by a factor of 10 between 2013 and 2020—from 4.4 trillion gigabytes to 44 trillion gigabytes. This growth has implications for sustainability because organizations can now extract and analyze large quantities of meaningful information on energy consumption, raw material use, team member travel, and emissions.

Processing these huge data sets presents a major challenge to computing technology because it is time consuming and uses substantial amounts of energy. To address this, Micron is pioneering new solutions that provide a faster, more efficient, and more secure way to manage data. The advanced analytical applications made possible through innovations such as 3D XPoint™ technology – an entirely new class of nonvolatile memory – could eventually empower organizations to better detect anomalies in energy or water use or leverage predictive data analytics to optimize the deployment of resources.



## Community

### Our Approach

From our earliest days, Micron has had a history of giving back to the community and enriching the areas where we live and work. Established in 1999, the Micron Foundation identified science, technology, engineering, and math (STEM) education as a priority for students in Idaho, which is home to our first manufacturing site and our global headquarters.

Today, our STEM initiatives have matured into leading resources for educators and students in Idaho communities and beyond.

In addition to STEM, the Micron Foundation donates several million dollars to organizations and events identified by our local teams around the world. In this way, the Micron Foundation is more than a philanthropic entity. It enables our strategic mission by sustaining the unique local cultures and communities across our global organization. We are privileged to be part of these communities and proud to make these contributions.

### STEM

Micron relies on a strong pipeline of talented scientists and engineers, and the Micron Foundation cultivates this future generation of innovators by providing a range of STEM-based programs.

Our programs are based on a twofold approach to STEM engagement: We give educators the resources, training, and tools they need to spark a passion for STEM among students, and we create engaging, hands-on experiences for the students themselves. Through Micron Foundation giving and Micron's research and development partnerships, we also strengthen the educational institutions that nurture tomorrow's technology pioneers.

## 2015 HIGHLIGHTS

**\$25 million gift** announced to create the new world-class **Center for Materials Research** at Boise State University—the largest gift in the Micron Foundation's history.

**\$25**  
million

**\$7.9 million** in giving to **Micron's global communities** to enrich educational institutions and promote a vibrant culture.

**\$7.9**  
million

More than **13,000 Micron team member volunteer hours** for activities supporting local needs.  
**40,000 students** inspired through our **Engineering the Future programs.**

**13,000**  
40,000

More than **100+ educators empowered** to inspire future generations of technology innovators through our **Sparking a Passion** workshops, grants, lesson plans, and research materials.

**100**

**\$675,000 in grants** awarded to **StembusUSA**, which will provide experiential STEM-learning programs for 150 schools and thousands of K-12 students over the next three years.

**\$675**  
thousand



## Sparkling a Passion

Our Sparking a Passion programs help teachers, faculty, and other educators do what they do best: Inspire students, show students the different paths they can take, and guide them to be the most successful people they can be on their chosen path. We do this with a STEM lens, and we tailor our programs to the needs of local areas.

### PROGRAM HIGHLIGHTS:

#### ***Supporting Teach for America and Teach for China***

Around the world, students in underserved schools suffer due to a lack of strong math and science programs. While school leaders are motivated to enhance their internal capacity to serve students, they often lack the resources to do so. The Micron Foundation supports Teach for America and Teach for China programs to help get more math and science teachers into underserved schools in our home state of Idaho and in China's Yunnan Province.

Through our Shanghai design office, we provide financial support to Teach for China, and our engineering team offers mentoring for educators.

Through our global headquarters in the United States, we help Teach for America-Idaho build leaders who are empowering students in 14 of the highest-need schools in southwestern Idaho. In just two years, this program has recruited and trained 28 educators and provided 2,500 students with a quality education, regardless of their socioeconomic or racial background.

#### ***Teaching the Teachers About Semiconductors in Singapore***

In Singapore, where STEM is a strategic part of the economy, the Ministry of Education has developed the country's Applied Learning Program to give secondary school students insights about career opportunities and job market trends.

In November 2015, Micron's Singapore fabrication site hosted 20 teachers from Balestier Hill Secondary School to teach them about the semiconductor industry so they could

## Gift Supports New Materials Research Center

In 2015, the Micron Foundation announced the largest donation in our history: A \$25 million gift to help launch Boise State University's new Center for Materials Research.

This world-class center, which will open for students in the fall of 2020, will enable the university to meet a growing demand for materials scientists. It will support the industry as a whole by developing a more broadly based, technically fluent workforce across many scientific disciplines. The center will provide resources for and leading researchers in manufacturing technology, new materials, cancer research, energy studies, and space and aeronautics, as well as support the development of new sensors and microelectronic devices.







integrate these lessons into their curriculum. This marked the first time we gave visitors access to our state-of-the-art manufacturing facilities.

### ***Building a Bridge Between Business and Academia***

In 2014, the Micron Foundation launched a faculty-in-residence program to help faculty from Boise State University, Montana State University, the University of Arizona, and the University of Idaho increase their research competitiveness by working at Micron and contributing technical knowledge on a specific project. During these 8- to 12-week residencies, we open our labs for faculty members to join our technical management teams and provide insights on different fields, including electrical engineering, materials science and engineering, computer science, chemistry, and other areas that directly correlate to Micron's technical needs.

This gives faculty members a chance to access Micron's state-of-the-art metrology, analytical, and fab resources, which supports our projects and also aids university research. These residency programs enhance the flow of information between industry and academia, allowing us to collaborate and align goals so that we can advance the semiconductor industry and support the growth of world-class education and research on materials sciences.

## **Engineering the Future**

In addition to investing in educators, the Micron Foundation also promotes student engagement in STEM. Our activities are aimed at enhancing and expanding STEM programs, and helping students learn about the real-world possibility created by their STEM education through careers in engineering, design, innovation, fabrication, and more.

The students who participate in our programs are the future industry leaders who will use technology to transform what is possible. Through hands-on programs such as our long-running Chip Camp, in-school labs and presentations by Micron's professional engineers, and international competitions, our Engineering the Future initiative shows students they can apply their STEM education to redefine the technologies of tomorrow.





## PROGRAM HIGHLIGHTS:

### ***A Chip Camp Made for Middle-Schoolers***

Each summer since 2001, the Micron Foundation and Micron volunteers have hosted 150 7th and 8th grade students for three days of Chip Camp, where students get an inside view of the semiconductor industry. Middle school is a critical time period to spark students' interest in STEM fields, which is why we developed a camp solely for this age group.

At Chip Camp, students explore Micron's manufacturing operations, where they engage in STEM activities and also learn problem-solving and team-building skills. In one program, students use the same tools applied in our production process in a competition to transfer silicon wafers efficiently and with the least amount of disruption inside our cleanroom. Our hope is that Chip Campers experience the thrill of science and technology and return to school excited to pursue challenging math and science coursework.

### ***Getting Engineers Into the Classroom***

Since 2006, the Micron Foundation has partnered with K-12 schools to deliver classroom activities and grants throughout Idaho's Treasure Valley.

Through our Engineers in the Classroom program, Micron team members have visited more than 4,000 classrooms, providing activities ranging from "States of Matter" to "Engineering Design." In 2015 alone, more than 25,000 primary, secondary, and university students participated in this program, either by receiving a STEM lesson or by attending a career-awareness presentation. We also hosted more than 15 Women in Technical Careers Lunch and Learn programs that reached 316 girls between the ages of 14 and 18. These events gave the girls a chance to meet women in technical fields, learn about their experiences, and ask candid questions about engineering careers.

### ***Taking STEM On the Road With Our Mobile Discovery Lab***

Sometimes, making STEM more accessible means taking it on the road. That idea "drove" us to create our 60-foot STEM bus mobile lab, which gives students hands-on science and technology experiences.





Whether it's a school assembly in a gymnasium or a classroom project aboard the bus in the school parking lot, our exciting on-site events engage students in activities like video-game programming and robotics, biotech and electronics, and much more. In 2015, we traveled a total of 3,787 bus miles and reached 20,000 students throughout Idaho.

### ***Supporting University Of Washington's Math Academy***

The Micron Foundation strives to increase the diversity of students who access STEM education, which is why we provide \$15,000 toward the University of Washington's four-week Math Academy, whose participants are 54 percent female, and 48 percent Hispanic or African American.

The Math Academy began in the summer of 2009 and since its inception, the program has served 180 students. This program is designed to provide high school juniors with an intensive math experience to hone basic algebra skills, review precalculus concepts and prepare for calculus, and get students ready for college-level math. Evaluations given to the students who completed the academy revealed that students' math skills had improved, and that students felt more confident and even "ahead of the game" as they entered their senior year of high school.

### **Enriching the Community**

The Foundation's tradition of supporting Micron communities through giving, programming, and volunteerism extends throughout our global reach. While our STEM investment has met a critical need in U.S. communities, we are careful to make sure our giving in other areas reflects the culture and priorities of the people who live and work in those places.

In 2015, we donated more than \$1.3 million to community organizations in 15 different global communities, and Micron team members contributed an estimated 13,000 hours of volunteer time helping on projects that included toy and clothing donations, blood drives, disaster recovery, and home-building efforts with Habitat for Humanity.







At its core, our community giving initiative is about meeting local needs, which is why we give our team members and communities a voice in our investments, including strategic giving, sponsorships, and volunteer hours.

## Investing Locally with Charity of Choice

Launched in 2014, our Charity of Choice program allows team members to vote for the charities that matter most to them in their community, and the Micron Foundation donates money to those causes.

In 2015, we awarded a total of \$100,000 divided among the following organizations:

**Aguadilla:** Santuario de Animales San Francisco de Asis, Inc  
**Boise:** Women's & Children's Alliance  
**Catania:** Centro Antiviolenza Thamaia  
**East Kilbride:** Kilbryde Hospice  
**Folsom:** Shriner's Hospital for Children (Northern California)  
**Japan:** Network for Children with Rare Intractable Disease  
**Longmont:** Habitat for Humanity (St. Vrain Valley)  
**Manassas:** American Cancer Society  
**Milpitas:** Hope Services  
**Munich:** Stern Stunden  
**Shanghai:** Tian Zi Ge  
**Singapore:** TOUCH Community Services  
**Taiwan:** Taiwan Fund for Children and Families  
**Vimercate/Agrate:** VAAV (Vivere Aiutando a Vivere – Living Helping Living)  
**Xian:** Shaanxi 029 Public Service Center

## Micron's Global Giving



### NORTH AMERICA

Aguadilla, Puerto Rico | Boise, ID | Folsom, CA  
Longmont, CA | Manassas, VA | Milpitas, CA  
Washington DC

### EMEA

Catania, Italy | East Kilbride, UK | Munich, Germany  
Agrate, Italy | Vimercate, Italy

### APAC

Tokyo, Japan | Shanghai, China | Singapore  
Taichung, Taiwan | Xian, China



## Individual Giving

In 2015, Micron team members donated nearly 13,000 volunteer hours for different causes in their local communities. For instance, the Micron Folsom team provided toys to local children in need for the Salvation Army Angel Tree Giving Program. During a five-month period, Singapore team members participated in a Tabs for Hope campaign. Their recycling efforts collected 692,000 tabs from canned drinks, to be transformed into 461 prosthetic limbs for disadvantaged individuals through a Lion's Club Singapore program. In a single day in Boise, Idaho, 177 members of our local team volunteered to support the Western Idaho Science Bowl tournament, acting as judges, moderators, timekeepers, and scorekeepers in hosting a 24-team National Science Bowl qualifying event.

## Looking Forward

Micron is committed to continuing our long tradition of giving back to the communities where we live and work—and we will continue to look for ways to use our philanthropic investments and the dedication of our team members' talent and time to support our strategic mission.

Our focus on STEM education and our team member-led local community-investment programs is helping make our company, communities, and industry thrive. By investing in the future technology workforce and addressing the most important community needs and challenges, we believe we are making a difference through the Micron Foundation.





## About This Report

### Reporting Period, Scope, & Boundaries

Published in November 2016, this report covers Micron's sustainability performance in calendar and fiscal year 2015, unless otherwise stated and includes all of Micron's controlled entities.

Additional information about Micron can be found on our corporate sustainability web page: <https://www.micron.com/about/our-company> and in our 2016 Annual Report, which is available at: <http://investors.micron.com/index.cfm>.

### Reporting Framework

We use the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines to guide the selection of report content and improve report quality.

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