



Resiliency and Responsibility

2025 ESG Report

12-month period ending November 2, 2025
Publication date: June 2026

Cover Image Credit

Photos throughout this report were submitted by Analog Devices’ employees from across the globe. Our cover credit goes to **Shannon H.**, a Lead Technical Program Manager in Engineering Enablement, working from southwest Washington state. Shannon joined ADI in 2023 after more than 14 years in software program management roles. Outside of work, she enjoys all forms of exercise, caring for her small flock of sheep, cooking, and traveling with her family.

The winning photograph was captured by a drone on an early Saturday morning in October. Beneath a dense layer of clouds and fog, Shannon and family were harvesting grapes by headlamp in near-total darkness. Above the cloud cover, however, the view opened to a breathtaking scene of Mount Hood rising over the Columbia River in Oregon.

About This Report

This report is published annually and focuses primarily on fiscal year activities. All references to a year throughout the report refer to ADI’s fiscal year, unless “calendar year” is specified. This report addresses environment, social, and governance (ESG) impacts and activities across ADI’s business.

ADI aligns our ESG Report with our financial reporting cycle to provide a more integrated perspective of our ESG and financial performance, thereby reinforcing our commitment to transparency and sustainability. This approach aims to better align our disclosures with our financial reporting cycle to enable compliance with forthcoming regulatory mandates and ensure our disclosures remain timely, pertinent, and comprehensive for our stakeholders.

We are committed to transparency and seek to frame our ESG disclosures to be responsive to the needs of our stakeholders by leveraging the frameworks developed by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD).

We are grateful for the ongoing support of our stakeholders and welcome them to learn more about our ESG initiatives within this report.





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Forward-Looking Statements

This report contains forward-looking statements that are subject to the safe harbors created under the Securities Act of 1933, as amended, and the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are statements that could be deemed forward-looking statements. These statements are based on current expectations, estimates, forecasts, and projections about the industries in which we operate and the beliefs and assumptions of our management, which could cause actual results to differ materially from those described in the forward-looking statements. Words such as “expects,” “anticipates,” “targets,” “goals,” “projects,” “intends,” “plans,” “believes,” “momentum,” “seeks,” “estimates,” “continues,” “potential,” “endeavors,” “strives,” “may,” “could,” and “will,” and variations of such words and similar expressions are intended to identify such forward-looking statements. In addition, any statements that refer to our environmental sustainability objectives and commitments, including those related to Net Zero, carbon neutrality, renewable energy usage, greenhouse gas emissions, water withdrawal, and waste diversion; our future strategy; our anticipated growth and trends in our industry, markets, and businesses; expected product solutions, offerings, technologies, capabilities, and applications,

including those that may incorporate artificial intelligence capabilities; our future market position, expected competitive changes in the marketplace, and demand and supply for our products; the importance of our product offerings and technologies to our customers; future investments in research and development; our hybrid manufacturing strategy; the effects of business, economic, political, legal, and regulatory impacts or conflicts upon our global operations; recruiting or retaining our key personnel; future governance practices related to artificial intelligence; and other characterizations of future events or circumstances are forward-looking statements. Readers are cautioned that these forward-looking statements are only predictions and are subject to risks, uncertainties, and assumptions that are difficult to predict, which could cause actual results to differ materially from those described in the forward-looking statements. The following important factors and uncertainties, among others, could cause actual results to differ materially from those described in these forward looking statements: economic, political, legal and regulatory uncertainty or conflicts; recently announced and future tariffs and other trade restrictions; changes in export classifications, import and export regulations or duties and tariffs; changes in demand for semiconductor products; performance of independent distributors; manufacturing delays, product and raw materials availability and supply chain disruptions; products that may be diverted from our authorized distribution channels; our development of technologies and research and development investments;

our ability to compete successfully in the markets in which we operate; our future liquidity, capital needs and capital expenditures; our ability to recruit and retain key personnel; risks related to acquisitions or other strategic transactions; security breaches or other cyber incidents; risks related to the use of artificial intelligence in our business operations, products, and services; adverse results in litigation matters; reputational damage; changes in our estimates of our expected tax rates based on current tax law; risks related to our indebtedness; the discretion of our Board of Directors to declare dividends and our ability to pay dividends in the future; factors impacting our ability to repurchase shares; and uncertainty as to the long-term value of our common stock. For additional information about factors that could cause actual results to differ materially from those described in the forward-looking statements, please refer to our filings with the Securities and Exchange Commission, including the risk factors contained in our most recent Annual Report on Form 10-K. Forward-looking statements represent management’s current expectations and are inherently uncertain. Except as required by law, we do not undertake any obligation to update forward-looking statements made by us to reflect subsequent events or circumstances.



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This report has been prepared in consideration of all readers and is compatible with assistive technology.



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Message from Our CEO and Chair of the Board

ADI's more than six decades of impact and success are the result of our ability to sense, learn, and adapt to the evolving times and environments around us with speed and wisdom. We view the many fragmented challenges facing humanity today as an interconnected mosaic of opportunity and challenges for both business and society. This year's *Resiliency & Responsibility* ESG report presents our clear-eyed perspective on those challenges and how we continually adapt to seize the opportunities while managing the risks on behalf of all our stakeholders – employees, customers, investors, partners, governments, and communities.

We exist to sense and *make sense* of the physical world for the good of people and our planet. ADI builds cutting-edge solutions comprised of analog, digital, software, and AI technologies – the critical substrate of the AI era – to solve the most consequential real-world problems across the domains of autonomy, proactive healthcare, sustainable energy transition, immersive consumer experience, and computing and connectivity.

Let me share a few examples of what this strategy looks like in operation and impact. By enabling greater data density and faster throughput across wireless and wired networks, we are connecting people, organizations, applications, and infrastructure and unleashing the power of information around the globe. By facilitating faster and safe charging and longer ranges in electric vehicles, greater awareness and responsiveness in autonomous vehicles, and a more comfortable, natural in-cabin sensory experience, we are enhancing the sustainability, safety, and pleasure of transportation. In healthcare, our solutions improve human health by giving providers earlier and deeper insights into patient conditions and the tools to address them more effectively in hospitals and outside of clinical settings. As demographics, technology, and geopolitics reframe the challenges and opportunities in manufacturing, we are providing critical edge intelligence to enable digital factories. Electrical grids are struggling to meet the world's ever-evolving and burgeoning energy needs, and ADI is enabling utilities to dynamically manage demand volatility

and growth more effectively. And as the semiconductor industry works to extend the impact of AI beyond the data center into the real world, we are leveraging Physical Intelligence to give AI the ability to intuitively sense, understand, and act within the world's uncompromising latency, power, and bandwidth constraints – with precision, efficiency, and fidelity.

Our excitement for what these advances can mean for humanity and our planet is matched by our commitment to delivering these advances *responsibly and sustainably*. We take our role as stewards of the environment and partners with the people and places with whom we interact seriously, but this is not just a reflection of our own values. Customers increasingly show preference for partners who take a broader view of market impact, and for our employees, this is increasingly a non-negotiable issue. The means by which ADI delivers solutions to customers is just as important as the solutions themselves.

To that end, ADI applies the same passion, creativity, and ingenuity to our operations as we do our products. We leverage a sophisticated, complex supply chain to serve the diverse and dynamic needs of our global customers, without sacrificing efficiency, responsibility, or sustainability. Our investments in our hybrid manufacturing strategy have given our customers flexibility and resiliency in their supply chains *and* allowed us to continue making steady progress toward our ambitious environmental goals. For example, we reached our goal of 100% renewable energy use across our

global manufacturing facilities by the end of the year despite significantly ramping up production to support record revenue growth. We also continued to make steady progress toward reducing our greenhouse gas (GHG) emissions, achieving a 42% reduction in our combined Scope 1 and 2 emissions since 2019. And for the first time, we are pleased to announce an interim Scope 3 emissions goal in this year's *Resiliency & Responsibility* report. ADI remains deeply committed to emissions reduction progress at all levels as we continue our rapid growth.

We are equally committed to ADI's positive impact in the communities in which our employees live and in which we do business. That commitment extends to a deeply held belief in everyone's right to dignity and to be treated with respect and fairness. We monitor our supply chain to protect human rights with the same rigor with which we ensure our products are not illicitly diverted to unintended applications. Within ADI's own facilities, our focus is on nurturing an open and inclusive, constantly evolving, high-performance work

environment where everyone is empowered to bring their authentic selves and perspectives to the important challenges we tackle.

Looking to the future, ADI is planting seeds that will grow into the next generation of leaders and innovators. From our Analog Devices Foundation channeling financial and volunteer time labor donations to more than 1,500 local non-profits around the world, to our global STEM and robotics programs for budding scientists and engineers, to our partnerships with universities and research institutions around the world, our focus is on the challenges of the here and now, as well as the unknown future. We are putting our technology in the hands of partners around the world who are working to solve some of the most difficult problems facing people and our planet. I encourage you to explore one example of our work in this report, where the Cornell Lab of Ornithology is leveraging our cutting-edge bioacoustics technology at scale to monitor and protect remote and fragile ecosystems.

The global challenges we face as a company and society are truly profound, but we have never shied away from a challenge. Rather, we are energized and deeply committed to cutting the "Gordian knots" we face through human ingenuity and superior, impactful technology. Our employees, customers, partners, investors, and communities have placed their trust in ADI, and it is a trust that we work hard to earn every single day. We look forward to continuing to work collaboratively with our stakeholders to further enhance the human condition and the resilience and vitality of our shared world.

Vincent

Vincent Roche
CEO and Chair



“The global challenges we face as a company and society are truly profound, but we have never shied away from a challenge. Rather, we are energized and deeply committed to cutting the 'Gordian knots' we face through human ingenuity and superior, impactful technology.”

Vincent Roche
CEO and Chair



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We create technology that accelerates human breakthroughs to enrich lives and the world.

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Who We Are

ADI leverages analog, digital, and software technologies to deliver transformative solutions across various sectors, accelerating advancements in digitized factories, mobility, and digital healthcare. As a values-driven destination for the brightest minds, we're home to a diverse array of insatiably curious and technologically savvy people who "engineer good" for our planet and society.

What We Do

A pioneer for more than 60 years, we bridge the physical and digital worlds and bring intelligence to the Edge where our solutions help customers transform raw data into actionable insights to make connected devices smarter and more responsive. By harnessing the power of AI and machine learning (ML) at the Edge, we strive to significantly reduce complexity while increasing impact and innovation for our 100,000 global customers.

Whatever breakthroughs are next, ADI will be there to keep you ahead of what's possible.

Our Mission

Transforming digital healthcare
for better access and outcomes

Unlocking human potential by safely
automating factories
and transportation

Combating climate change
through electrification,
energy management,
and industrial automation

Connecting humanity to foster
knowledge, understanding,
and community



Hayat A., US



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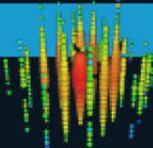
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Ahead of What's Possible: Our History of Innovation

For decades, Analog Devices has always been Ahead of What's Possible™ with game-changing technologies and ever-reliable, industry-leading products — including converters, amplifiers, and linear products, not to mention devices such as digiPOTs, clocks, and switches — that help get the system done right. We're proud to help enable some of the world's most important and impactful technologies. We look forward to continuing our history of innovation, advancing our partnership with innovators across the globe, and building the bridge between the physical and digital worlds.



Milestones across the Decades

1960s	1970s	1980s	1990s	2000s	2010s	2020s
						
1965 Analog Devices founded in Cambridge, Massachusetts, by Ray Stata and Matthew Lorber.	1970 Introduction of the first monolithic operational amplifier.	1982 First high-speed digital-to-analog converter introduced.	1990 Entry into digital signal processing (DSP) market.	2000 Development of MEMS accelerometers for automotive airbags.	2014 Acquisition of Hittite Microwave Corporation for \$2 billion.	2021 Completed acquisition of Maxim Integrated, strengthening mixed-signal portfolio.
						
1967 Launch of Analog Dialogue, the industry's longest-running technical publication.	1977 Opened first manufacturing plant outside the U.S. in Limerick, Ireland (first semiconductor facility in Ireland).	1987 ADI listed on the New York Stock Exchange.	1996 Jerald Fishman becomes CEO.	2008 Expansion into healthcare and energy markets.	2015 Celebrated 50th anniversary.	2025 Continued leadership in Intelligent Edge solutions and sustainability initiatives.

ADI End Markets¹

45% Industrial

- Factory Automation
- Sustainable Energy
- Instrumentation and Test
- Digital Healthcare
- Aerospace and Defense

13% Consumer

- Prosumer Hearable and Wearable Devices
- High-End Portable Electronics

13% Communications

- Advanced Connectivity (Wireline and Wireless)
- High-Performance Digital Signal Processing

30% Automotive

- Electrification
- In-Cabin Experience
- Autonomous Mobility



Fiscal Year 2025 Performance Highlights

\$11.0B

Revenue

61.5%

Gross Margins

26.6%

Operating Margin

\$4.56

Diluted Earnings per Share

\$4.8B

Operating Cash Flow

~87%

Business-to-Business
Revenue

69.3%

Adjusted Gross Margins²

41.9%

Adjusted Operating Margin²

\$7.79

Adjusted Diluted Earnings per
Share²

\$4.3B

Free Cash Flow²

¹ The breakdown of our annual revenue by end market can be found in our [2026 Annual Report](#). The sum of the individual percentages may not equal 100% due to rounding.

² See [here](#) for additional information regarding non-GAAP financial measures and reconciliations of non-GAAP financial measures to their most directly comparable GAAP financial measures.

Company Snapshot¹

ADI at a Glance

FOUNDED	HEADQUARTERS	EMPLOYEES	CUSTOMERS	PRODUCT SKUS	ADI DESIGN CENTERS	PUBLICLY LISTED
1965	Wilmington, MA	~24,500	100,000+	75,000+	70+	ADI (NASDAQ)

Our Global Footprint

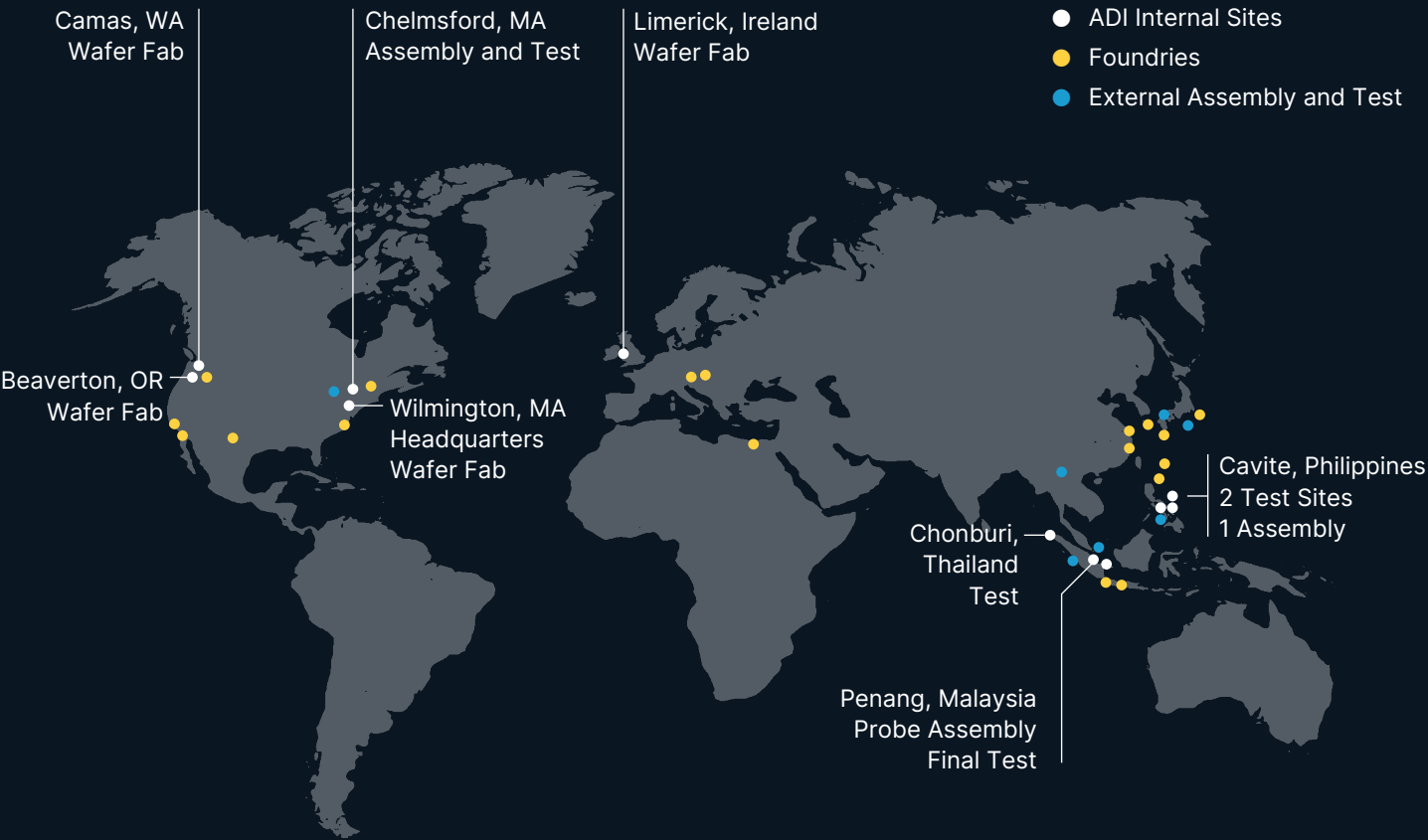
ADI's extensive hybrid manufacturing and supply chain network

GLOBAL MANUFACTURING

United States (Massachusetts, Oregon, Washington) | Ireland | Philippines | Malaysia | Thailand

OFFICE LOCATIONS

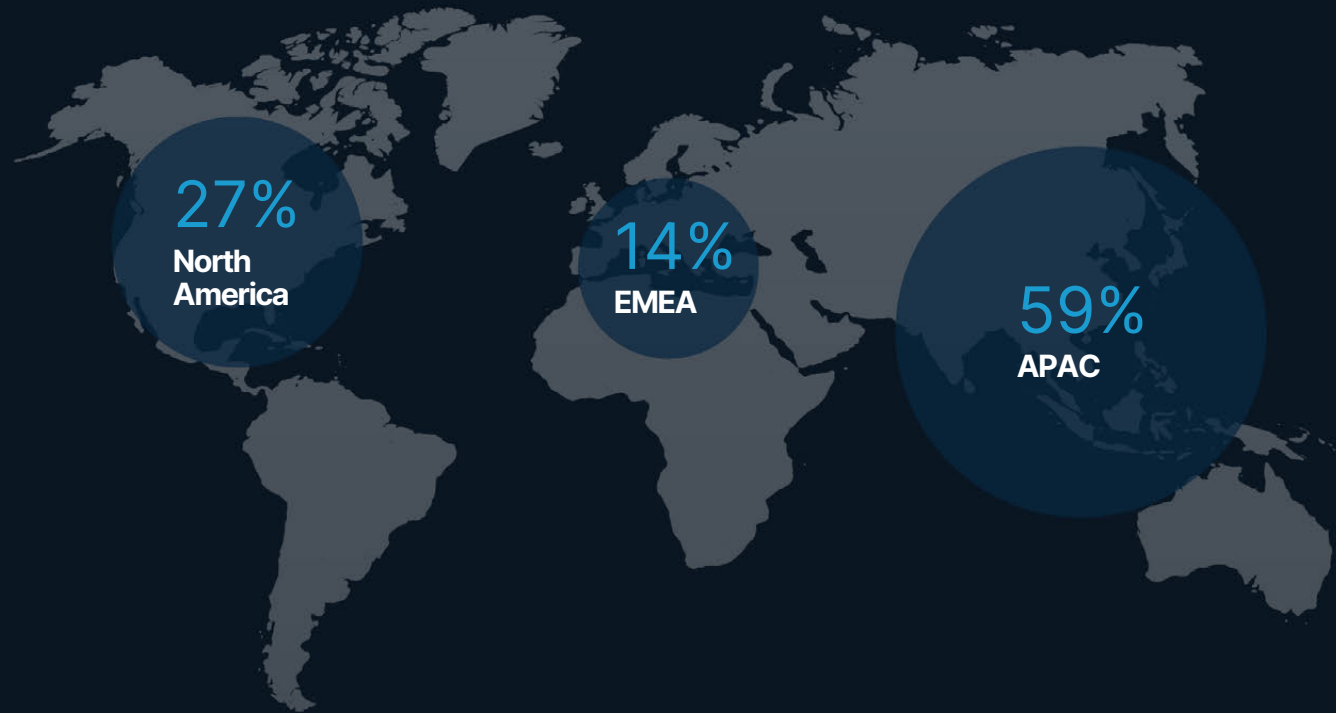
Worldwide sales, field applications, product development, design, service, and technical support



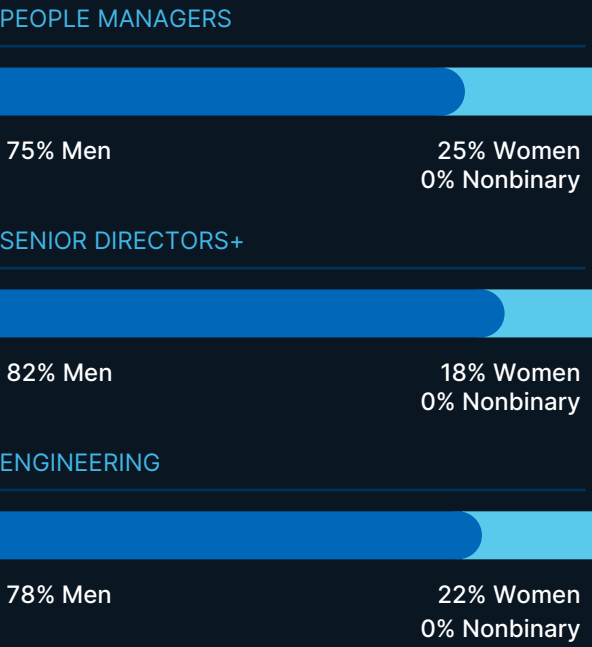
¹ As of November 1, 2025. ADI completed the sale of its Penang facility in May 2026. Notwithstanding the sale of the Penang facility, the data presented in this report reflects ADI's operations during 2025 and therefore includes the operations of the Penang facility.

Workforce Data Snapshot¹

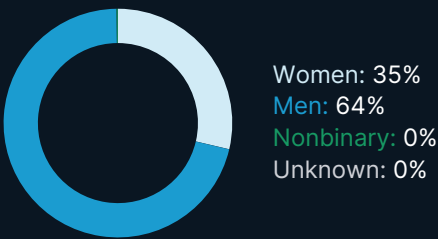
Employees by Geography



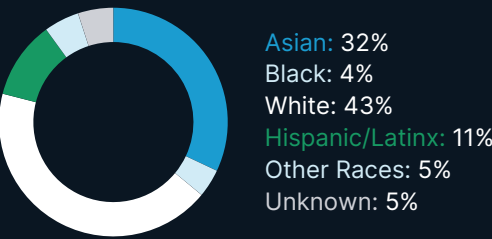
Global Leadership by Gender ²



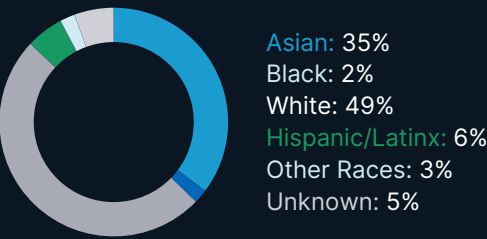
Global New Hires by Gender



U.S. New Hires by Race and Ethnicity



Race and Ethnicity in U.S.



¹ As of November 1, 2025.

² Numbers based on self-identification.

Awards and Recognition

2025 CLEAN200

Clean200™ 2025 ranked ADI among the largest 200 public companies by clean revenue.

BARRON'S 100 MOST SUSTAINABLE COMPANIES

Barron's listed ADI as one of the 100 Most Sustainable Companies, which considers five weighted categories — planet, workplace, customer, community, and shareholder.

TIME WORLD'S MOST SUSTAINABLE COMPANIES 2025

TIME and data firm Statista named ADI one of the World's Most Sustainable Companies 2025, which ranks companies based on their public commitment to and progress toward sustainability targets.

USA TODAY AMERICA'S CLIMATE LEADERS 2025

For the third year in a row, USA Today and Statista named ADI one of America's Climate Leaders — a recognition of our ongoing commitment to innovation that helps solve society's most pressing problems.

FORBES AMERICA'S BEST EMPLOYERS FOR COMPANY CULTURE 2025

Forbes named ADI one of America's Best Employers For Company Culture 2025. Forbes partnered with Statista to rank companies based on a range of company culture-related topics involving fairness, inclusivity, and opportunity.

NEWSWEEK AMERICA'S GREENEST COMPANIES 2025

Newsweek recognized ADI as one of America's Greenest Companies for 2025. This award highlights the companies that are leading the way in sustainability and preserving our planet for future generations.

Membership Organizations

BSR®

CDP

Global Semiconductor Alliance

Responsible Business Alliance

Semiconductor Climate Consortium

Semiconductor Industry Association

Semiconductor PFAS Consortium

Silver 2025 EcoVadis
Sustainability Rating

Technology Trade Regulation Alliance

United Nations Global Compact

WEF Alliance of CEO Climate Leaders



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ESG Oversight

ADI's Nominating and Corporate Governance Committee oversees ADI's ESG programs, practices, and reporting, including issues of significance relating to climate, sustainability, and social and governance activities. The Nominating and Corporate Governance Committee receives quarterly updates from ADI's Head of ESG and Human Rights on programs and progress against stated targets, as well as updates such as stakeholder engagement, risks and opportunities, regulatory preparedness, ESG ratings, and key ESG focus areas. These ESG reports also include educational components to keep our Board of Directors abreast of the quickly changing ESG regulatory environment, as well as evolving practices, risk oversight, mitigation strategies, and other relevant ESG topics.

ADI's Central ESG team leads and coordinates an ESG executive council, composed of in-house subject matter experts in areas including human resources, procurement, environment, health, and safety (EHS), operations, legal, risk, and compliance and ethics. The Central ESG team meets with these organizations regularly and provides program updates across the organization and to leadership, as appropriate. These updates highlight advancements, regulatory updates, and risks, and provide the foundation for updates to our Leadership Team and Nominating and Corporate Governance Committee.

For additional information on our approach to governance practices, see our [2026 Proxy Statement](#).



Our Solutions and Impact

The global environment is entering a period in which digital intelligence and physical infrastructure are tightly connected. Data centers are scaling to support more AI workloads, national priorities are shifting toward stronger energy sovereignty, and organizations are working to lower operating costs while managing finite power and material resources with greater discipline. These pressures are driving demand for systems that can sense their environment, manage energy precisely, and operate with improved efficiency over long lifecycles. This context reinforces the importance of ADI’s hardware, software, digital, and AI capabilities.

As intelligence becomes embedded in every aspect of the modern world, the greatest opportunity lies in translating digital insight into reliable action in the physical domain — helping customers operate faster, safer, and more efficiently while addressing sustainability and resilience challenges.

ADI enables this transformation through Physical Intelligence: the ability to sense, interpret, and act on real-world signals with precision, efficiency, and trust. By enabling real-time insights and dependable interaction with the physical world, ADI helps customers solve their most complex challenges, transform industries, and deliver outcomes that enrich lives.

POWERING INTELLIGENT SYSTEMS

The rapid expansion of AI, electrification, and connected infrastructure is increasingly constrained by power inefficiency and system unreliability. As data center workloads scale and energy systems become more

distributed, performance gains depend on precise power delivery, accurate measurement, and predictable behavior across the full system lifecycle. ADI addresses these challenges through system-level solutions that integrate power management and signal chain technologies into cohesive hardware and software solutions.

In data center and AI infrastructure, ADI delivers higher-performance power architectures that are in operation today, including intelligent voltage regulation and system-level power-density improvements for high-current compute platforms. The system-level power and test platforms support AI and memory platform updates in a rapid release cadence, integrating power, signal integrity, and test for improved reliability, scalability, and deployment speed. Engagements with leading ecosystem partners reflect the need for complete, validated solutions rather than just discrete components — solutions that can be quickly deployed in high-volume data processing environments.

In energy management, ADI’s solutions support the transition to smarter, more resilient infrastructure by embedding intelligence directly at the system level. ADI sensing, power, and software platforms deployed in the field today enable utilities and partners to monitor, manage, and optimize energy assets more effectively. Early deployments in grid and battery applications demonstrate how integrated hardware and software subsystems can improve operational efficiency, enhance reliability, and support new data-driven service models across energy ecosystems.

In transportation, ADI battery management and power conversion solutions are deployed in electric vehicles and charging infrastructure, enabling more accurate state of charge estimation, longer battery lifetimes, and safer, more efficient charging.

By delivering integrated solutions that accurately manage power, reliably validate performance, and scale across diverse operating environments, ADI helps customers deploy AI and electrification technologies faster, operate them with greater confidence, and enable growth with less energy use.

ENABLING AUTONOMOUS AND ADAPTIVE MACHINES

As automation advances across industrial systems and mobility platforms, machines must deliver greater precision, awareness, and adaptability in real-world environments. Reliable operation depends on accurate sensing, deterministic control, robust power delivery, and functional safety, particularly where machines interact with people, products, and infrastructure.

ADI enables autonomous and adaptive machines with system-level solutions that combine sensing, motion control, power management, and safety to deliver real-time insight and dependable performance across applications that demand precision.



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In industrial automation and robotics, ADI’s sensing and motion solutions enable precise control and safe human-machine interaction, critical to modern production environments.

Solutions for inertial and magnetic position sensing, time of flight ranging, and tactile awareness provide high-precision positioning and real-time feedback for collaborative robots, factory automation, and advanced motion systems. Integrated with functional safety and motion control, these capabilities support the accuracy, reliability, and uptime required in modern production environments.

In automotive, ADI supports the transition toward more integrated, software-defined architectures through scalable signal chain, power, and safety solutions already deployed across electrified and automated platforms. These solutions improve vehicle range, enhance occupant safety, and strengthen system reliability. By providing validated subsystems designed for long operational lifecycles, ADI helps customers navigate increasing system complexity while maintaining consistent performance and functional safety as software increasingly defines system behavior.

ADI’s integrated hardware and software solutions reduce development complexity, improve system robustness, and enable machines to respond more effectively to real-world conditions. By embedding intelligence directly into the operation of machines, ADI helps customers increase productivity, enhance safety, and deploy adaptive systems with confidence at scale.

ADVANCING PROACTIVE HEALTH

Healthcare systems worldwide are under increasing pressure as chronic disease becomes more prevalent and costly. Diabetes already affects hundreds of millions of people worldwide and accounts for a significant portion of global healthcare spending. Projections show that prevalence will continue to rise over the coming decade. These realities are accelerating the shift from episodic care to continuous monitoring, where earlier insight can improve outcomes while reducing long-term system costs.

ADI enables this transition through technologies that support accurate, continuous, and energy-efficient health monitoring. In diabetes care, ADI solutions are deployed today in continuous glucose monitoring systems, where ultralow-power electrochemical front ends, integrated wireless microcontrollers, and power management enable clinical-grade accuracy, extended device wear time, and compact form factors.

As users become more engaged in managing their own health, expectations for performance have increased. Patients and caregivers increasingly demand solutions that deliver high accuracy, low power consumption, and small, discreet designs. ADI’s healthcare platforms address these needs by combining sensing, processing, and connectivity into integrated subsystems that reduce system complexity while improving measurement quality and usability.

Beyond disease management, ADI technologies are also deployed in diagnostic and acute care environments, including medical imaging and patient monitoring systems. Precision signal processing and sensing solutions support higher-resolution, lower-noise, and more efficient clinical workflows, enabling clinicians to access actionable information at the point of care.

Across healthcare applications, ADI’s integrated hardware and software solutions help shift care toward earlier insight and more informed intervention. By embedding intelligence directly into medical devices and healthcare infrastructure, ADI supports better outcomes for patients while helping healthcare systems operate more efficiently and sustainably.

SAFEGUARDING OUR TECHNOLOGY AND CUSTOMERS

Across all of our applications, ADI seeks to apply its responsible AI principles to ensure that Physical Intelligence is developed and deployed with human benefit, transparency, technical rigor, and security. These principles guide how AI is integrated into sensing, signal processing, and deterministic control systems, enabling ADI solutions to operate safely and predictably in real-world environments. ADI hardware-based security solutions also help protect critical infrastructure and industrial control systems against cyber threats, supporting operational continuity, safeguarding data integrity, and promoting the safety of personnel and communities.



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Listening to Our Planet



Conservation Bioacoustics

Founded in 1915, the Cornell Lab of Ornithology is a nonprofit organization whose mission is to interpret and conserve the Earth’s biological diversity through research, education, and participatory science focused on birds and nature. The K. Lisa Yang Center for Conservation Bioacoustics at the Cornell Lab was built on the idea that people urgently need information about ecosystem health, and that studying sound is a powerful way to do this across the lands and waters of the world, including remote habitats without human observers. Today, the Yang Center advances bioacoustics research, technology, and capacity sharing, partnering with communities around the globe working together for conservation.

“

It’s so exciting to see Analog Devices deploy its unparalleled technological expertise and capacity to address one of the world’s most urgent challenges: conserving the last remaining wild places and finding a way for humans and nature to live next to one another.”

Ian Owens
Louis Agassiz Fuertes Executive
Director, Cornell Lab

“

It has been a privilege to work alongside the exceptional engineering team at the Cornell Lab of Ornithology. Driven by a deep commitment to advancing global biodiversity, the Cornell team brings remarkable passion and purpose to their mission. Their cutting-edge work in advanced acoustic monitoring aligns seamlessly with ADI’s expertise and product portfolio, creating a collaboration in which both teams stand to benefit greatly.”

Bob Adams
Analog Devices Fellow

Introduction to Conservation Bioacoustics

Conservation bioacoustics involves studying sounds in nature to better understand, manage, restore, and protect species and ecosystems. The Yang Center is a global leader in this field. The Yang Center’s mission is to advance wildlife and habitat conservation by collecting and analyzing sounds from nature using innovative bioacoustics technologies deployed at ecologically relevant scales. The Yang Center conducts wide-ranging applied research across terrestrial, freshwater, and marine environments, with a strong emphasis on conserving endangered species and habitats. To date, the Cornell team has amassed more than 2 petabytes of audio data from recordings gathered across all seven continents and the world’s oceans. Over the past two and a half years, a team at ADI has partnered with the Yang Center’s engineering team to improve the design of its bioacoustics recording devices, aiming to achieve higher recording fidelity and longer recording durations to more efficiently monitor the last wild places on Earth.

Key Technologies in Conservation Bioacoustics

The Yang Center has been at the forefront of developing and deploying hardware and AI-powered software solutions for passive acoustic monitoring across land and aquatic environments. Below are some examples of the technologies that have been developed:

The **SwiftOne** autonomous recording unit is the current platform for collecting terrestrial passive acoustic data. SwiftOnes were designed to be small, lightweight, and cost-effective, and they have been deployed in support of conservation efforts on every continent.

The **Rockhopper** Marine Passive Acoustic Recording Unit is designed for studying acoustically active marine animals, such as whales and dolphins. The Rockhopper units’ increased depth capabilities (deployable to 3,500 m) allow scientists to deploy the comparatively compact unit across a wide range of habitats.

BirdNET is an advanced AI-powered analysis tool for large audio datasets. While initially focused on birds, it can now be trained to detect any acoustic signal of interest and has become one of the most important analysis tools in bioacoustics.



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ADI PARTNERSHIP: ADVANCING THE NEXT GENERATION OF BIOACOUSTICS RECORDERS

Recent advances in precision low-power electronics presented the Cornell team with an opportunity to enhance their bioacoustics recording capabilities significantly. By integrating Analog Devices’ high-precision, energy-efficient integrated circuits into their next-generation platform, Magpie, they achieved substantial improvements over their previous SwiftOne recorder.

ENHANCED SAMPLING CAPABILITIES

At the heart of Magpie’s improved performance is ADI’s two-channel, simultaneous-sampling, successive approximation register analog-to-digital converter (ADC). This advanced technology enables Magpie to quadruple its sampling rate from SwiftOne’s 96 kHz to 384 kHz, extending recording capabilities well into the ultrasonic range (>20 kHz). The new ADC also enables 24-bit sampling, which is critical for marine applications.

This enhanced frequency response opens new research possibilities by capturing acoustic signals from previously inaccessible species:

Terrestrial applications: Numerous insect and bat species produce vocalizations in ultrasonic frequencies. These groups represent ecologically critical components of terrestrial food webs, especially in tropical ecosystems where their diversity and abundance peak.

Marine applications: Numerous dolphin and porpoise species produce vocalizations in ultrasonic frequencies. These cetaceans represent ecologically critical components of marine food webs, serving as apex and mesopredators that regulate fish populations and maintain trophic balance across diverse oceanic habitats from coastal waters to pelagic zones.

IMPROVED SIGNAL QUALITY AND SYSTEM ROBUSTNESS

Beyond its expanded frequency range, Magpie delivers superior audio fidelity through ADI’s precision amplifiers and low-noise power integrated circuits. This improvement both increases the acoustic detection range and streamlines subsequent data processing and interpretation. The system’s enhanced capabilities are supported by:

- Expanded memory storage for extended recording sessions
- Magpie’s ability to be equipped with a solar panel
- Ruggedized housing designed for the harshest environmental conditions

These improvements position Magpie as an ideal solution for extended field monitoring applications where reliability and precision are paramount.

TESTING AT THE BIOME SCALE

Through a recent grant from the Bezos Earth Fund, 1,000 Magpie units will be deployed in the Pantanal, the world’s largest wetland, in Brazil. This will be the largest passive acoustic monitoring project in the Global South to date. The Pantanal faces unprecedented threats from wildfires, agricultural expansion, and climate change. Current human observer surveys are expensive, infrequent, and often detect problems too late for effective intervention, leaving dangerous blind spots in our understanding of how 650-plus bird species and other wildlife are responding to rapid environmental changes. Passive acoustic monitoring will provide the first real-time, comprehensive picture of ecosystem health across the entire biome, enabling early detection of population declines or threats, demonstrating which conservation interventions actually work, and directing limited funding to the most effective strategies.



Larissa Sugai, Interim Assistant Director, Yang Center, with prototype Magpie

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What’s Next?

SPATIAL AUDIO

Acoustic source localization and individual animal tracking remain significant technical challenges in bioacoustics research. We envision developing an enhanced Magpie design with ADI incorporating a 4- or 6-channel ADC paired with an ambisonics microphone array, enabling directional estimation (bearing angle) of captured vocalizations. When two spatially separated devices detect the same acoustic event, triangulation of the resulting bearing angles can determine the sound source location. This capability will enable researchers to track individual animals through acoustic signatures and map species distribution patterns across monitored areas.

EDGE AI

The bioacoustics field is rapidly advancing toward Intelligent Edge-AI monitoring systems. AI integration into acoustic recorders enables real-time, on-site data processing, eliminating the need for physical data retrieval from remote field locations. Edge-based AI processing combined with wireless communication networks is particularly valuable for immediate threat detection, where rapid response times are critical for conservation outcomes.

“

ADI’s collaboration with the engineering team from the Yang Center at the Cornell Lab of Ornithology has deepened our understanding of remote acoustic monitoring and the technical challenges it presents. As AI becomes increasingly integrated into bioacoustics recorders, remote monitoring will continue to be at the forefront of the ‘Intelligent Edge.’ Leading in this space will open new opportunities for ADI across conservation, industrial, civilian, and defense applications, leveraging our strengths in precision analog, power, and processing technologies.”

Jeff Stevens

Central Applications Director, Analog Devices



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ADI Horizon

ADI Horizon is our unified approach to our ESG programs, which helps promote ESG practices both within the company and across the broader ecosystem and supports our commitment to people, planet and progress.

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Message from Our Head of ESG and Human Rights

Goals. Metrics. Frameworks. Emissions. Accounting. Audits. Reports. This is the language of sustainability and ESG.

These help to create accountability, measure progress, and communicate transparently with our stakeholders – and with regulation, that rigor and transparency has come more sharply into focus.

They’re important, but not the actual work.

The real work happens in our fabs, labs, and test facilities. It’s tangible in procurement decisions, product design reviews, strategy discussions, and leadership meetings. The real work shows up naturally in supplier engagements and customer discussions where we talk meaningfully about challenges and opportunities.

True success in sustainability and ESG cannot be achieved in isolation – it requires partnerships. Coordination and partnership are critical amongst teams across an organization, suppliers and customers across the value chain, and public and private institutions working together toward a shared future. At ADI, that belief shapes how we approach this work every day.

“ True success in sustainability and ESG cannot be achieved in isolation – it requires partnerships.”

Mary Farris
Head of ESG and Human Rights

Meaningful progress requires collaborative action across the organization and throughout our value chain. The expertise and discipline of our operations, facilities, engineering, procurement, finance, and EHS teams drive our environmental performance. Human rights and responsible sourcing are strengthened through close collaboration among ESG, legal, quality, procurement, sales, and supplier partners. Strong governance depends on clear accountability, robust review, reliable data, and our culture of transparency and integrity. Finally, our ability to help customers solve complex challenges in more efficient, resilient, and responsible ways depends on the ingenuity of our technologists and the trust we build with partners around the world.

At ADI, ESG is operationalized and collectively owned by design. That is key to our success. It is embedded in how we manage risk, strengthen our operations, support our people, engage our customers, and plan for long-term growth. The issues are too interconnected, the expectations too dynamic, and the opportunities too significant for anything less. The same is true beyond our walls. Our progress depends on strong relationships across our value chain and with the stakeholders who challenge, inform, and partner with us. Customers are asking deeper questions about emissions, human rights, product stewardship, and resilience. Suppliers are essential to advancing responsible practices and improving transparency. As the value chain contracts, relationships based on shared values and trust matter even more.

We are fortunate to work with leaders and teams who understand that progress is built through practical action and persistent collaboration. Our employees are reducing energy use, improving processes, strengthening data quality, engaging suppliers, managing risk, advancing product innovation, supporting communities, and helping customers meet their own sustainability objectives. These efforts may look different from one part of the business to another, but together they reflect a common commitment: to operate responsibly, create value, and help protect people and the planet.

This report reflects that collective effort. It is a record of progress, but also a reminder that sustainability is not a destination we reach once and declare complete. That is why we call this report ADI Horizon - not as a fixed endpoint, but as an orientation for continued progress. It reflects our commitment to keep moving forward with focus, accountability, and a clear understanding that meaningful progress depends on many people and partners working together.

I am grateful to the many colleagues and teams whose award-winning work is represented in these pages. We are honored to be a part of a committed and courageous organization, motivated by the progress achieved thus far, and looking forward to what is on the horizon.



Mary Farris
Head of ESG
and Human Rights



Our Approach to ESG

Environment, social, and governance (ESG) principles are at the heart of our work at ADI. The efforts we take to operate with integrity, preserve the environment, slow down and remediate climate change, and ensure opportunity for all, both within our leadership and our workforce, are key to our long-term growth and profitability. Our innovative solutions make positive, demonstrable impacts on the world.

We think about our ESG efforts and impact holistically — inclusive of our own operations, the communities in which we live and operate, and our solutions, which enrich lives and the world. As a global, hybrid manufacturer of semiconductors, our commitment to reducing our environmental footprint and operating with integrity in our engagements is core to who we are. We believe our internal practices and efforts give us a foundation of trust and credibility for our stakeholders. These practices extend beyond our walls to our value chain, including our suppliers, contractors, distributors, customers, and the communities where we live and operate.

Our greatest positive impact on the globe is through our solutions. ADI's products are helping to drive sustainability efforts and the transition to a Net Zero world. They are designed to improve human experience and outcomes. They also help support robust data privacy and security controls. To learn more about the ways in which ADI's technology solutions are improving lives and the world, please see [Our Solutions and Impact](#).

Finally, excellence, credibility, and transparency are at the heart of our ESG program and culture. Fostering rich conversations with our stakeholders — customers, investors, regulators, talent, NGOs, and communities —

helps make ADI better by providing an opportunity to discuss shared challenges and identify best practices. This grounding in honesty and transparency drives a culture of inclusion, understanding, and discovery that is foundational to who we are and differentiates us as a partner and solutions provider.

Our commitment to **excellence, credibility, and transparency** is woven throughout this report.

We seek to share the realities of our programs, progress, and challenges, and our data. Our reported claims go through a variety of reviews and verifications. [Click here](#) for more information on our verification process.

Meet Giuseppe

“During my tenure at ADI, I’ve been fortunate to work with teams who are deeply committed to each other, to our customers, and to advancing innovative projects. The work we do — while complex and long term — reinforces a shared sense of purpose and strengthens our culture of collaboration and problem solving. I’ve tried to contribute to that culture by building trust, encouraging open dialogue, and giving people the space to learn and grow. That shared sense of respect, purpose, and innovation is what makes ADI special — and what I believe will carry us forward for the next 60 years.”



Giuseppe O.

Massachusetts, US



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Our Resiliency and Responsibility

Resiliency

Our customer-centric manufacturing organization delivers world-class, quality products. We help our customers solve their most challenging technology problems. ADI's hybrid manufacturing strategy is foundational for our overall resiliency strategy. Based on a strong network of wafer fabrication plants, foundries, and assembly and test factories that are owned by ADI or our trusted partners, this manufacturing network helps insulate ADI from external factors while providing the means to increase output and scale rapidly to meet customer needs.

With resilient hybrid manufacturing, ADI runs our legacy and new process technologies in both our internal and partner fabrication plants. Our ability to cross-qualify technologies quickly in factories across our supply chain helps us to allocate customer demand over multiple locations, delivering a broad array of technology and packaging necessary to create innovative solutions from seven nanometers to seven microns. This strategic play is designed to enable ADI to flex among factories to meet customer demand and help address potential disruptions.

The critical pieces to a resilient hybrid manufacturing model are our trusted partners with whom we share technology and our ability to utilize their established infrastructure. This results in quick time to production for our customers to meet their business goals and helps to avoid or reduce unplanned downtime due to weather, geopolitical, or other external issues beyond our control.

ADI's resilient hybrid manufacturing model enables us to deliver for our customers and provide shareholder value. As part of this resiliency strategy, we are expanding ADI's fabrication plant capacity, internally and externally, with investments to support our target to double the wafer production output in the U.S. and Europe:

- In Beaverton, Oregon, we are increasing our cleanroom by 25,000 square feet to double capacity and support more products.
- In Limerick, Ireland, we are expanding our footprint by 15,000 square feet to triple capacity.
- In 2022, we began efforts and investment to double our capacity at our Camas, Washington, site by end of year 2027.

ADI is leveraging these expansions to make progress against our stated climate, water, and waste goals. Modernizing our factories with new, state-of-the-art fabrication tools will increase efficiencies and allow us to use chemistries that are more environmentally friendly. We are also leveraging sensor technology to optimize our water consumption and enable more precise water-recycling efforts. ADI recognizes that managing our resource consumption and reducing our emission profile is a critical part of our resiliency strategy. These efforts are enabled through significant investments in equipment and our operations, and through the innovation, excitement, and commitment of our own engineering teams, who seek to make ADI's operations best in class.

ADI performs most test operations in our own factories in the Philippines, Malaysia, and Thailand, and outsources most assembly to trusted partners. To add resilience to our large operations in the Philippines, we are expanding our

test facilities in Thailand as well as implementing a multi-year campus expansion in the Philippines to add office space for expected additional engineering and other capabilities. Additionally, we are cross-qualifying our test processes both across our internal sites as well as with our external partners to ensure dual sourcing where needed.

Responsibility

ADI takes to heart our responsibility to be a positive force for good in the world. Our employees, customers, shareholders, and communities expect it — and it continues to be a differentiator in our engagements.

Our ESG commitments are embedded in our strategy, including operating to our strong ethical standards across the globe, continuously improving our programs and disclosures for our stakeholders, and driving a world-class culture to attract and retain smart, diverse, and innovative talent.

ADI's overall ESG strategy is guided by a team of experts from within the CEO's Strategy Office. This team provides oversight for our programs, working across the organization to ensure alignment, and driving change where needed. This team also leads our ESG disclosures and shareholder and customer engagements, and monitors changes in reporting and regulatory requirements as well as the impact of these requirements on ADI's operations and strategy.

ADI has an operationalized model for ESG deployment, with significant leadership engagement and dedicated subject matter experts driving their programs across the globe. Transparency, accountability, and a culture focused on continuous improvement are foundational for success.

Our Central ESG team meets with subject matter experts at least quarterly to discuss regulatory advancements and program challenges and successes, and share stakeholder feedback for improvement. This operationalized model helps drive accountability within the functions where the work happens.

Progress on Our ADI Horizon Journey

In 2024 and 2025, ADI conducted a climate scenario analysis (CSA) to assess our global operational and value chain's physical and transition risks and opportunities.

A CSA informs business strategy using forward-looking research and evaluation to compare scenarios related to global warming pathways and socioeconomic issues contributing to climate-related financial risks and opportunities in various time frames. It is considered a best practice for integrating climate change considerations into corporate governance, risk management, and strategy.

ADI's CSA Process

Leveraging the expertise of an advisory firm, ADI engaged stakeholders from across the organization to consider the implications of the following climate transition scenarios:

- Net Zero 2050 (1.5°C) with low physical risks and medium-low transition risks.

- Delayed transition (2.0°C) with medium physical risks and medium-high transition risks.
- Current policies (3.0°C) with low transition risks and high physical risks.

The impact of these scenarios was considered in the short, medium, and long terms.

Our risk driver identification drew from desktop research, strategy recommendations from ADI's lead insurer, and interviews with internal stakeholders. Stakeholders across ADI participated in interviews and discussions examining the scenarios and drivers, physical climate risks, transition climate risks, and climate-related opportunities. Impacts on our operations, supply and customer base, employees and potential talent, and business models were reviewed by keys teams based on inherent risk. These were then scored and ranked using ADI's enterprise risk management (ERM) scoring rubric and assessing both likelihood and impact. This exercise enabled prioritization of identified climate risks and opportunities, many of which had already been identified and are being mitigated by ADI's resiliency work and strategic reviews. Others will need to be monitored and evaluated as the world and business evolves. Signals indicating where a response is required were also identified, and where strategies do not exist, those can be developed as needed for the appropriate teams.

ADI's Central ESG team worked alongside internal partners to conduct a science-based climate scenario analysis. Insights from this work helped inform our Climate Transition Plan and broader risk management processes.



Nick J., US

Climate Transition Plan

In 2026, ADI is publishing our first Climate Transition Plan (CTP), illustrating how ADI understands, assesses, and responds to climate change and is working toward our long-term decarbonization targets. The CTP is informed by ADI’s climate scenario risk assessment and evaluates the potential impacts of climate change on the company’s strategy, operations, and value chain. Our CTP reflects ADI’s view of climate change as both a source of risk and an area of opportunity, and it is intended to support informed decision-making across the enterprise. We will update our CTP regularly to reflect significant changes to our greenhouse gas (GHG) footprint or business operations. As with any CTP, our journey is shaped by assumptions and uncertainties that may evolve over time, including technology availability, policy and regulatory developments, market conditions, and changes in our business.

ADI approaches climate change through a business-focused risk management approach, considering how physical and transition risks may affect ADI’s long-term resilience, competitiveness, and growth, while also identifying opportunities to strengthen the business in a changing global environment. The report builds on ADI’s broader enterprise risk management and resiliency efforts, leveraging existing governance and operational programs to improve visibility into climate-related risks and opportunities and to support strategic planning and investment decisions.

ADI also recognizes the broader role it plays in the transition to a low-carbon economy and is mindful of the importance of a Just Transition that considers impacts on people, communities, and value-chain partners. The CTP reflects this perspective by balancing business resilience with responsible action, acknowledging that addressing climate change requires careful consideration of social, environmental, and economic outcomes.

Stakeholder Engagement

ADI believes stakeholder engagement is an important part of our approach to ESG. In addition to engaging with shareholders, we engage with a variety of stakeholders, including employees, customers, membership organizations, local communities, and suppliers. We value these conversations and use the information to help inform our strategy.

We participate in and initiate ongoing, transparent communications to ensure we continue to focus on the issues most important to our stakeholders. Topics covered include embodied carbon, regulatory compliance, ethical supply chain, resiliency, resource and chemical management, EHS programs, and progress toward our climate targets.

Meet Javier

“ADI is a great place to grow as a professional and as a person. I feel part of a worldwide team actively working to improve the world we live in and our local communities. Being part of a company that is a key piece in the history of an industry that made a better world is an overwhelming honor. Sharing this project with many intelligent people, semiconductor legends, and anonymous heroes is a gift. Not too sure whether I will be around in 60 years from now but I guarantee I will live each and every day with intensity and passion and I will do my best to make ADI a better place to work, learn, and grow.”



Javier C.

ADI Fellow, Valencia, ES

How ADI Engages with Our Stakeholders



EMPLOYEES

- Regular company- or business-wide emails and videos from senior leadership
- Leadership town halls, discussions, and webinars, including opportunities for questions and answers
- Engagement survey



CUSTOMERS

- ESG-specific engagements across all industries
- Meetings with senior executives at the business and corporate levels
- Engagement strategy driven by business leadership depending on industry



MEMBERSHIP ORGANIZATIONS

- Signatory to the UN Global Compact
- Member of the Responsible Business Alliance (RBA), Responsible Minerals Initiative (RMI), and Responsible Labor Initiative (RLI)
- Member of the Semiconductor Industry Association (SIA), and our CEO and Board Chair Vincent Roche serves on its Board of Directors
- Member of Semiconductor Equipment and Materials International (SEMI)



COMMUNITIES

- ADI locations: empowered to support charitable organizations based on the needs of the local community
- ADI volunteers: contributing to the communities where ADI employees live and work
- Analog Devices Foundation: committed to transforming our communities with a mission to protect the environment, improve education access, and advance social change
- Community and local stakeholder engagement through local agencies and outreach as needed



REGULATORS/GOVERNMENT AGENCIES

- Pursuit of “honest broker” relationships with government stakeholders to promote collaborative, win-win outcomes
- Commitment to regulatory compliance and strong performance
- Engagement to support decision-makers with sustainability goals, including climate change and decarbonization goals



INVESTORS/SHAREHOLDERS

- Quarterly earnings conference calls open to investors and available on our website
- Annual meeting of shareholders
- [Investor Relations](#) website
- Regular engagement with institutional investors and other shareholders, covering a variety of topics including governance, executive compensation, and ESG



SUPPLIERS

- Commitment to an ethical supply chain program and [Code of Corporate Social Responsibility](#) for suppliers based on RBA’s strong guidance
- [Supplier Ethics](#) Commitment
- Evaluation of our suppliers through RBA online tools

For more information regarding our shareholder engagement, please see our [2026 Proxy Statement](#).

Our ESG Priorities and Objectives

Setting ESG Priorities

ESG is deeply embedded across our organization and our business strategy. Our overarching ESG program is led by a core centralized team of experts in the CEO’s Strategy Office that engages across the organization to ensure a breadth of inputs are incorporated into our strategy. ADI’s ESG strategy and priority setting is informed by stakeholder engagement, the global regulatory landscape, our internal assessments and outcomes, and our own aspirations and goals. We also consider third-party ESG assessments, engage with industry associations, and benchmark best practices in disclosure. This report is intended to address the needs of these stakeholders. Our ESG priorities are:

- Business innovation, including developing products to enable a Net Zero future and improve the human experience and outcomes
- Human rights across our value chain
- Supply chain resilience
- Risk oversight
- Cybersecurity, data privacy, and protection
- Environmental sustainability
- Corporate culture
- Talent management, including recruitment, retention, inclusion initiatives, and employee health and safety



Our ESG Objectives¹

Net Zero

By 2050 or sooner

Carbon Neutrality

At least 50% reduction in absolute
Scope 1 and 2 GHG emissions in
2030 or sooner

100%

Renewable energy use at ADI's
manufacturing facilities² in 2025³

75%

Reduction in Scope 1 GHG emissions
from ADI's fabs by 2026

100%

Waste diversion from landfill
from ADI's manufacturing facilities²
by 2030

50%

Reduction in water withdrawal
normalized to production
output⁵ in 2027

30%-35%

Reduction in upstream Scope 3 GHG emissions intensity by 30%-35% by
the end of 2030⁴

2025 ESG Achievements

- Achieved 100% renewable energy at our manufacturing operations
- Prepared for emerging and increased regulatory expectations across ESG issues
- Maintained our commitment to transparency for our stakeholders
- Engaged with our customers across several ESG topics, including human rights, product carbon footprint, and sustainability efforts
- Maintained our certifications and third-party relationships in support of our ESG efforts

2026 ESG Objectives

- Achieve 75% reduction in Scope 1 emissions from ADI's fabs by the end of the year
- Continue rich customer engagements on ESG topics, including sustainability, human rights, and product carbon footprint
- Maintain and enhance transparency for our stakeholders, including customers, investors, and talent current and future
- Continue to refine and mature key activities, including Human Rights program, supplier engagement, and regulatory preparedness
- Issue Climate Transition Plan, including an interim Scope 3 target

ADI launched a Product Carbon Footprint (PCF) program to provide customers with transparent, product-level emissions data to support their Scope 3 reporting and decarbonization efforts. This initiative reflects ADI's commitment to transparency and collaboration, enabling customers to make more informed sustainability decisions. Find more information regarding methodology [here](#).

¹ All goals are relative to a 2022 base year, except for Scope 1 and 2, which use a 2019 base year.
² Manufacturing facilities include locations with fabrication, assembly, and/or test on-site.
³ Renewable energy use averaged 67% during the reporting period; 100% renewable energy use was achieved at period end and is intended to be sustained.
⁴ Emissions intensity is calculated as metric tons of CO₂ equivalent per million USD in revenue.
⁵ Water withdrawal is normalized to fab production output. A description of the metric and how it is calculated is noted [here](#).

Sustainable Development Goals

How Our Strategy and Sustainability Priorities Align with the UN SDGs

The United Nations Sustainable Development Goals (UN SDGs) represent a global agenda to address the most pressing challenges facing our world, including climate action, access to healthcare, and reduction of inequities throughout the world. We recognize the importance and urgency of this global initiative, and believe ADI has a critical role to play in expanding infrastructure, advancing quality of life, and furthering global development sustainably.

ADI has been a signatory to the UN Global Compact since 2020, and we see close alignment between these UN SDGs and our strategy and sustainability priorities:



Sarju P., US



GOOD HEALTH AND WELL-BEING

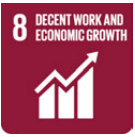
Our technologies impact the health and well-being of individuals through vital signs monitoring, medical imaging, medical instrumentation, and disease management and wellness.



AFFORDABLE AND CLEAN ENERGY

We deploy programs to improve energy efficiency and have set ambitious targets related to achieving 100% renewable energy in all manufacturing sites by 2025.

Our technologies enable advancements across a broad range of applications, including electric vehicles, energy storage systems, data centers, 5G networks, and industrial automation.



DECENT WORK AND ECONOMIC GROWTH

We are committed to promoting safe work environments for all.

ADI is committed to the protection of human rights of all and to ensuring our employees are treated with respect and dignity and work within humane working conditions.



INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Our technologies impact the adoption and expansion of Industry 4.0, including factory automation, safety, and efficiency.



SUSTAINABLE CITIES AND COMMUNITIES

Transportation and smart buildings are two major levers in making cities and communities inclusive, safe, resilient, and sustainable. Our technologies impact how we travel, enabling the electrification of vehicles and the modernization of the electricity grid that powers how we plug in. ADI technologies also impact how we work, enabling intelligent building management systems.



CLIMATE ACTION

ADI strives to build sustainability into all our actions. We are committed to reducing our environmental impact through a focus on three areas: climate and energy, water, and waste.

2025 Results

As part of our commitment to accurate and transparent disclosures for our stakeholders, the following pages itemize our publicly available ESG performance metrics and key performance indicators (KPIs). ADI transitioned our KPIs to align with our fiscal year, beginning with the 2024 ESG report. Footnotes have been provided to identify previously reported values that were not restated.

KPI and Definition	2023 Value	2024 Value	2025 Value	UN SDG Alignment		
DIVERSITY, EQUITY, AND INCLUSION						
Female engineers globally ¹ FY	22%	22%	22%			
Female people managers globally FY	25%	25%	25%			
Black, Hispanic, and Latinx employees in the U.S. FY	7%	7%	8%			
WORKFORCE DATA						
Number of total employees Calendar year (CY), Total number of ADI's employees	~26,000	~24,000	~24,500			
Percentage of female employees in our global workforce CY, Percentage of female employees in our global workforce	39.5%	37.9%	37.6%			
HEALTH AND SAFETY						
Injury and illness recordable rate FY, Number of injury and illness cases per year, based on 100 employees working 200,000 hours annually, as measured against OSHA recordability criteria ²	0.16	0.19	0.43			
Lost workday incident rate FY, Number of injuries and illnesses resulting in days away from work, based on 100 employees working 200,000 hours annually, as measured against OSHA recordability criteria	0.12	0.12	0.12			
High-consequence injuries FY, Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months	4	3	5			
Fatalities FY, Number of employee and contingent worker work-related fatalities during year	0	0	0			
ISO 14001 sites FY, Number of manufacturing sites certified to ISO 14001 ³	9/9	9/9	8/8			
ISO 45001 sites FY, Number of manufacturing sites certified to ISO 45001 ³	9/9	9/9	8/8			
Notices of violation with fines FY, Number of written notices of violation involving fines served by a regulatory agency due to environmental, health, or safety infractions	1	0	1			

¹ This figure reflects an adjustment to how we identify female engineers in exempt roles. For this and future calculations, the population will be identified using internal career band classifications rather than country-specific exempt status definitions. This adjustment provides greater consistency and accuracy.

² FY2025 increases reflect the impact of a localized occupational health event that contributed to an elevated number of recordable cases during the reporting period.

³ Manufacturing site count reflects consolidation during the reporting period; all sites maintained 100% ISO certification coverage.

KPI and Definition	2023 Value	2024 Value	2025 Value	UN SDG Alignment
EMISSIONS ¹				
Scope 1 GHG emissions Direct GHG emissions from ADI's operations	138 thousand metric tons CO ₂ e	99 thousand metric tons CO ₂ e	79 thousand metric tons CO ₂ e	  
Scope 2 GHG emissions Indirect GHG emissions from electricity usage, market-based	140 thousand metric tons CO ₂ e	117 thousand metric tons CO ₂ e	124 thousand metric tons CO ₂ e	 
Scope 3 GHG emissions² Other indirect GHG emissions not within ADI's Scope 1 and 2 boundaries	2,343 thousand metric tons CO ₂ e	1,692 thousand metric tons CO ₂ e	1,990 thousand metric tons CO ₂ e	
ENERGY ^{1,3}				
Consumption of fuel Energy from combusted fuels used in operations	104 GWh	109 GWh	117 GWh	  
Total electricity used Total electricity used	604 GWh	615 GWh	663 GWh	
Non-renewable electricity Non-renewable electricity purchased	252 GWh	254 GWh	217 GWh	
Renewable electricity — direct Renewable electricity from direct procurement (on-site generation, PPAs, green tariffs, etc.)	225 GWh	342 GWh	264 GWh	
Renewable electricity (EACs) Renewable electricity from the purchase of unbundled Environmental Attribute Certificates	126 GWh	18 GWh	180 GWh	
WATER ^{1,3}				
Water withdrawn (production)⁴ Quantity of all water drawn from surface water, groundwater, seawater, or a third party for any use over the course of the year normalized to production	0.27 U.S. gallons/cm ² Si/ML	0.36 U.S. gallons/cm ² Si/ML	0.30 U.S. gallons/cm ² Si/ML	 
Water withdrawn (revenue) Quantity of all water drawn from surface water, groundwater, seawater, or a third party for any use over the course of the year normalized to revenue	0.07 U.S. gallons/USD	0.10 U.S. gallons/USD	0.09 U.S. gallons/USD	
Surface water withdrawn Water withdrawn that occurs naturally on the Earth's surface in ice sheets, ice caps, glaciers, icebergs, bogs, ponds, lakes, rivers, and streams	0 million U.S. gallons	0.1 million U.S. gallons	1.7 million U.S. gallons	
Groundwater withdrawn Water withdrawn that is held in an underground formation	2.6 million U.S. gallons	0.5 million U.S. gallons	7.7 million U.S. gallons	
Seawater withdrawn Water withdrawn from the sea or ocean	0 U.S. gallons	0 U.S. gallons	0 U.S. gallons	
Third-party water withdrawn Water withdrawn from municipal water suppliers	918 million U.S. gallons	906 million U.S. gallons	934.9 million U.S. gallons	

¹ 2023 values are reported in calendar year.

² Includes categories 1 through 8 as defined by the Greenhouse Gas Protocol. Downstream categories 10–12 are excluded as our products are intermediate products with many potential downstream applications. More information can be found [here](#).

³ For ADI manufacturing facilities inclusive of fabrication, assembly, and/or test.

⁴ Water withdrawal is normalized to fab production output. A description of the metric and how it is calculated is noted [here](#).

KPI and Definition	2023 Value	2024 Value	2025 Value	UN SDG Alignment	
WATER ^{1,2}					
Water recycled Quantity of all water recycled or reused for purposes that would otherwise require additional water withdrawn	1,098 million U.S. gallons	1,073 million U.S. gallons	1,125 million U.S. gallons		
Water discharged Quantity of effluents, used water, and unused water released to surface water, groundwater, seawater, or a third party, for which the organization has no further use	701 million U.S. gallons	694 million U.S. gallons	773 million U.S. gallons		
Water consumed Quantity of water that has been withdrawn and incorporated into products, generated as waste, evaporated, transpired, or is polluted to the point of being unusable by other users, and is therefore not released back to surface water, groundwater, seawater, or a third party	220 million U.S. gallons	213 million U.S. gallons	171 million U.S. gallons		
WASTE ^{1,2}					
Total waste Total waste generated, where waste is defined according to the national legislation at the point of generation	5,745 metric tons	4,817 metric tons	5,649 metric tons		
Total nonhazardous waste Total waste that is not considered hazardous by national legislation	4,265 metric tons	3,523 metric tons	4,337 metric tons		
Total nonhazardous waste recycled Total nonhazardous waste that is recycled, reused, or reclaimed	2,214 metric tons	1,676 metric tons	2,308 metric tons		
Total nonhazardous waste landfilled Total nonhazardous waste that is sent to landfill	242 metric tons	219 metric tons	568 metric tons		
Total hazardous waste Total waste that is considered hazardous by national legislation	1,480 metric tons	1,293 metric tons	1,312 metric tons		
Total hazardous waste recycled Total hazardous waste that is recycled, reused, or reclaimed	223 metric tons	284 metric tons	299 metric tons		
Total hazardous waste landfilled Total hazardous waste that is sent to landfill	9 metric tons	10 metric tons	9 metric tons		

¹ For ADI manufacturing facilities inclusive of fabrication, assembly, and/or test.
² 2023 values are reported in calendar year.

KPI and Definition	2023 Value	2024 Value	2025 Value	UN SDG Alignment
PHILANTHROPIC OUTREACH				
Community grants FY, Grants provided by the Foundation to charitable organizations	\$510,000	\$710,000	\$786,000	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
Employee donations and Foundation match FY, A combination of employee donations and time spent volunteering that is matched by the Foundation	\$2,300,000	\$2,200,000	\$3,169,000	
Hours volunteered by employees FY, Number of hours volunteered reported by employees	14,500+ hours	23,500+ hours	32,700+ hours	
Unique organizations supported FY, Number of unique charitable organizations supported through the Foundation	1,300+	~1,400	~1,500	
Countries impacted FY, Number of countries impacted by the Foundation’s community grants, donations, and volunteering	18	25	22	
FINANCIAL HIGHLIGHTS				
Revenue	\$12,305,539 thousands	\$9,427,157 thousands	\$11,019,707 thousands	1 NO POVERTY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
R&D spend	\$1,660,194 thousands	\$1,487,863 thousands	\$1,766,001 thousands	
Capital expenditures as a percentage of revenue	10.3%	7.7%	4.8%	



About ADI

ADI Horizon

**Environmental
Sustainability**

People and
Human Rights

Analog Devices
Foundation

Governance

Appendices

Environmental Sustainability

Environmental sustainability is core to our business. ADI is driven to use our ingenuity and technologies to connect the physical and digital worlds to help solve the problems that really matter. The climate crisis is a universal challenge, and we are eager to leverage our culture of problem-solving and innovation in the service of bettering our planet.

38	2025 Progress on Environmental Goals
39	Climate and Energy
45	Water
48	Waste
50	Biodiversity

Our Strategy

Our goal to achieve Net Zero by 2050 or sooner directs our emissions reduction approach. At ADI, Net Zero means reducing greenhouse gas (GHG) emissions across our value chain in line with climate science, achieving deep and sustained emissions reductions across Scopes 1, 2, and upstream Scope 3 before addressing residual emissions through credible, limited neutralization, such that remaining emissions are balanced over the long term.

ADI’s Net Zero ambition is informed by science-based approaches and shaped by the technical and operational realities of our hybrid manufacturing model. We prioritize eliminating emissions where we have direct control and influence, while working collaboratively with suppliers and partners to drive reductions beyond our operational boundaries. We take a similar approach to our water use and waste generation practices.

Net Zero is not treated as a single end state, but as the outcome of a structured pathway governed through interim targets, transparency, and continuous improvement.

This approach recognizes that deep decarbonization should occur before reliance on neutralization mechanisms, and that sustained progress depends on measurable reductions across energy use, manufacturing processes, and the broader value chain.

Our focus is illustrated by our thoughtful expansions. We have continued growing our production capacity while also reducing emissions through smart tooling choices in Beaverton, Oregon; Camas, Washington; and Limerick, Ireland.

Cross-site, cross-organizational teams are working to define, refine, and execute the roadmaps needed to help meet our water reduction, zero waste to landfill, and GHG emissions reduction goals. Our teams share data, strategies, and best practices, and they collaborate on plans to reduce our environmental footprint. Meetings are led and attended by members of our factory operations, facilities, and EHS teams and are overseen by our factory leadership, who are responsible for manufacturing sustainability initiatives.



Meet Stephen

“As a college hire in 2001, I’ve had the privilege of growing alongside ADI and seeing firsthand how far we’ve come. Working in IT infrastructure and supporting facilities projects around the world has allowed me to collaborate with incredible teams whose passion and commitment truly define ADI. What I love most about Analog Devices is our people — their drive, innovation, and willingness to work together to build something bigger than themselves. As we look toward the next 60 years, I’m proud to help shape our culture by fostering collaboration, strengthening connections, and continuing to invest in the relationships that make ADI such a special place to work.”



Stephen C.
Massachusetts, US

2025 Progress on Environmental Goals

	Goal ¹	2025 Progress
Net zero by 2050 or sooner	 Carbon Neutral: At least 50% reduction in absolute Scope 1 and 2 GHG emissions in 2030 or sooner	42% REDUCTION
	 100% Renewable energy use at ADI's manufacturing facilities ² in 2025 ³	Achieved
	 75% Reduction of Scope 1 GHG emissions from ADI's fabs in 2026	55% REDUCTION
	 Reduction in upstream Scope 3 GHG emissions intensity by 30%–35% by the end of 2030 ⁴	18% REDUCTION
Water & waste reduction	 50% Reduction in water withdrawal normalized to production output ⁵ in 2027	6% INCREASE ⁶
	 100% Waste diversion from landfill from ADI's manufacturing facilities ² in 2030	90% WASTE DIVERTED ⁷

¹ All goals are relative to a 2022 base year, except for Scope 1 and 2, which use a 2019 base year.
² Manufacturing facilities include locations with fabrication, assembly, and/or test on-site.
³ Renewable energy use averaged 67% during the reporting period; 100% renewable energy use was achieved at period end and is intended to be sustained.
⁴ Emissions intensity is calculated as metric tons of CO₂ equivalent per million USD in revenue.
⁵ Water withdrawal is normalized to fab production output. A description of the metric and how it is calculated is noted [here](#).
⁶ Water withdrawal intensity decreased year over year, but remains above base year levels due to underlying operational factors. Refer to the [Water](#) section of the report for details.
⁷ Waste diverted decreased year over year due to underlying operational factors. Refer to the [Waste](#) section of the report for details.

Climate and Energy

Approach

The world’s environmental challenges are so vast in scale that stakeholders from every industry and of every size have a role to play in addressing climate change, including ADI. ADI is committed to achieving Net Zero by 2050 or sooner. GHG emissions from ADI manufacturing sites make up the majority of our Scope 1 and 2 emissions (89%); therefore, in the short term, we are driving reductions in Scope 1 and 2 GHG emissions with a focus on cost-effective initiatives that promise the largest impact, including:

- Process and equipment optimization
- Increasing renewable energy use across ADI’s global manufacturing operations
- Energy efficiency and conservation
- Smart monitoring and control of manufacturing facilities

Our [Energy Policy](#), overseen by our Global Operations and Technology organization, provides our commitment to mitigating the significant impacts of our activities on our facilities’ energy performance through energy efficiency and conservation and renewable energy integration. The policy applies to all employees and on-site suppliers working on ADI’s behalf.

STRATEGIC ENERGY MANAGEMENT PROGRAM

In 2025, the Beaverton site built on the momentum of its Strategic Energy Management (SEM) program by executing a strong pipeline of low- to no-cost projects identified in prior years. These efforts delivered approximately 1.1 million kWh in annual electricity savings. The largest impacts were driven by process cooling water (PCW) system rebalancing, cleanroom fan optimization, and tool consolidation and production transfers, which together accounted for the majority of site-wide savings. Additional contributions came from air leak repairs, air supply unit heating and cooling control optimization, and exhaust and static pressure reductions. Collectively, these actions reinforced a culture of operational efficiency while maintaining cleanroom performance and manufacturing reliability.

Meet Anna

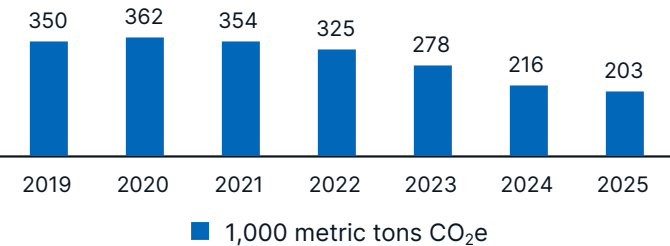
“I’m proud to work at ADI, where leaders take environmental responsibility seriously and understand the real impacts of our operations. This is reinforced by a strong culture of data integrity, which helps ensure our reporting is reliable and that our decisions and actions are grounded in sound data.”



Anna D.
Cavite, PH

Our Progress¹

SCOPE 1 & 2 (MARKET-BASED) ABSOLUTE EMISSIONS²



In 2025, ADI achieved a 42% absolute reduction in Scope 1 and 2 emissions compared to our 2019 baseline. Normalized against revenue, our GHG intensity decreased by 57% since 2019 and 20% since 2024. ADI has obtained third-party assurance for emissions data covering both our manufacturing facilities and non-manufacturing sites.

The overall reduction in emissions was primarily driven by a significant decrease in Scope 1 emissions, resulting from abatement projects implemented at our Beaverton facility. At the end of year ADI achieved 100% renewable energy across all global manufacturing operations, which will be maintained going forward.

In 2025, ADI finalized agreements to invest in two large-scale solar developers in the U.S. as part of our commitment to our renewable energy target and expanding our renewable energy footprint. These renewable energy construction projects are slated to both be in production at the time of the issuance of this report. As part of these agreements, ADI will receive RECs covering 100% of ADI's U.S. non-renewable electricity consumption. We expect to source approximately 300,000 MWhs of RECs annually for 10 years, split roughly equally between the two projects.

In addition to abatement projects and renewable energy transitions, emissions reduction initiatives focusing on energy efficiency as well as reduction of direct-process emissions have also contributed to reductions to date.

In 2025, sites advanced their energy-efficiency performance through a combination of high-efficiency tooling, facility optimizations, and targeted infrastructure upgrades. Our overall strategy centers on maximizing productivity without

SCOPE 1 AND 2 EMISSIONS INTENSITY³ BY REVENUE

2025 vs 2024	2025 vs 2019
↓20%	↓57%

increasing energy intensity where feasible. Investments in efficient tools, upgraded pumps, abatement systems, point-of-use chillers, and other supporting equipment translated into measurable improvements. These initiatives include:

- Manufacturing process optimization, such as the use of lower-emitting gases, process improvements, and recipe optimization to reduce gas consumption. Programs to optimize and reduce etch and clean steps and to lower fluorinated gas consumption per wafer through process and integration changes delivered more than 2,000 metric tons CO₂e in avoided emissions.
- In 2025, the Beaverton site transitioned from 6-inch to 8-inch tooling, a higher-capacity equipment and process, enabling higher throughput with less energy use.

- In Camas, the site achieved a total of 500,000 kWh/year of energy savings through initiatives that increased throughput, added variable-frequency drives and optimized back-side etch processes. These resulted in a 26% year-over-year improvement in efficiency.
- Accelerated deployment of plasma abatement systems across all fabrication sites by late 2025, reaching over 85% etch abatement coverage and reducing etch-related emissions by over 60% relative to 2022.
- Transition of select equipment from in situ chamber cleaning to remote plasma cleaning, reducing cleaning gas consumption, improving process efficiency, and enabling the phased retirement of legacy chambers beginning in 2025. Although the retired tools retained residual resale value, we elected to retain them only as parts donors and permanently scrap the remaining tool frames to ensure sustainability gains were not offset through downstream reuse.
- In Limerick, the site delivered energy savings through tool efficiency and facility-level improvements. Optimization of the nitrogen plant allowed energy use to better correlate with actual demand, resulting in an annual reduction of 1.6 million kWh. Combined with increased reliance on high-efficiency tooling, the site achieved an 18% improvement in energy efficiency compared to FY2024.

¹ More detail on how we calculate Scope 1, 2, and 3 GHG emissions is available [here](#).
² Per the WRI/WBCSD GHG Protocol: ADI adjusts its 2019 base year GHG and energy data annually to reflect changes in structure or calculation methodology, improvements in accuracy of emission factors or activity data, and discovery of error. Interim years are not adjusted except upon discovery of significant error.
³ 2019–2021 revenue based on fiscal year pro forma revenue for Legacy ADI and Legacy Maxim.

- Energy conservation initiatives, such as equipment upgrades, building energy management systems, ultrasonic leak detection scanning, and the use of energy-efficient/LED lighting upgrades.
- In Wilmington, the site achieved a total of 600,000 kWh/year in energy reduction through operational and equipment improvement initiatives. An additional 1.7 million kWh/year in savings was realized through chiller replacement and optimization of the deionized water system.
- In 2025, we sustained the certification of all ADI manufacturing facilities to ISO 50001, the international standard for energy management systems, which continuously strengthens our energy management systems and efficiency.

RENEWABLE ENERGY AT
ADI MANUFACTURING SITES

ADI operates our own manufacturing facilities in Massachusetts, Oregon, and Washington in the U.S., as well as in Ireland, Malaysia, Thailand, and the Philippines. By the end of 2025, we fulfilled our commitment to transition all manufacturing sites to 100% renewable energy. This milestone was achieved through a diversified renewable electricity sourcing strategy, including contractual renewable energy arrangements, REC purchases, and participation in green utility tariff programs.

ENVIRONMENTAL RECOGNITIONS FOR ADI
FACTORY IN PENANG, MALAYSIA

Our Malaysia site received a Platinum Award from the Ministry of Energy Transition and Water Transformation in recognition of its commitment to 100% renewable energy. In addition, the site was also honored with four awards at the Penang Green Council Awards — the Penang Green Council Excellence Award, Aqua Save Certificate, Penang Green Office Award, and Penang Green Hero Award presented to one of our employees — underscoring the site’s strong commitment to sustainability, environmental stewardship, and responsible resource management.

ADI THAILAND: ADVANCING SUSTAINABLE SEMICONDUCTOR MANUFACTURING

Developed in alignment with Leadership in Energy and Environmental Design (LEED) standards, ADI’s new advanced manufacturing facility in Thailand reflects our commitment to environmentally responsible manufacturing. Designed as a smart, sustainable factory, the new facility brings together advanced automation, digital manufacturing technologies, and operations optimized for efficiency and environmental performance to enable faster response to demand while continuing to deliver the quality, reliability, and performance customers expect in a dynamic global environment.

The expansion supports ADI’s broader sustainability commitments, including 100% renewable electricity, energy-efficient facility design, enhanced water recycling systems, and real-time environmental performance monitoring. The facility is also the first semiconductor manufacturer in Thailand to adopt low-carbon liquid nitrogen, further reducing carbon intensity across testing operations and reinforcing ADI’s leadership in sustainable semiconductor manufacturing.

From energy-efficient systems and resource optimization to thoughtfully designed spaces that promote employee well-being, the facility is a workplace built not only for performance but also for the planet. Key features include:

- 1,600 structural foundation piles with Environmental Product Declarations (EPDs) and high recycled materials content
- 65% green concrete use, lowering carbon footprint compared with traditional concrete
- Triple-glazed glass wall minimizing solar heat gain to improve indoor comfort and reduce cooling energy use
- EPD-certified composite panels and high-performance insulation improve thermal efficiency and reduce energy demand
- Solar carport roofing provides shaded car parking while generating renewable energy
- Roof is covered with solar panels, reducing hardscape heat impact and supplying a portion of the building’s electricity needs
- 35% open space and green area planted with native and endemic species
- Environmentally sustainable chillers provide efficient cooling while minimizing emissions
- Heat compressor cooling system with heat exchanger recovers waste heat to generate hot water, improving overall energy efficiency
- Stormwater retention tank captures and manages rainwater, reducing runoff and flood risk
- Above-ground water tank and pump station enable water reuse for building operations
- Advanced technology sewer treatment tanks support on-site wastewater treatment and water conservation
- Responsible nighttime illumination balances energy-efficient lighting with safety, reduces light pollution and ecological impact to wildlife, and minimizes electricity use
- Dedicated parking for EV/eco cars and carpool promotes green mode of transportation

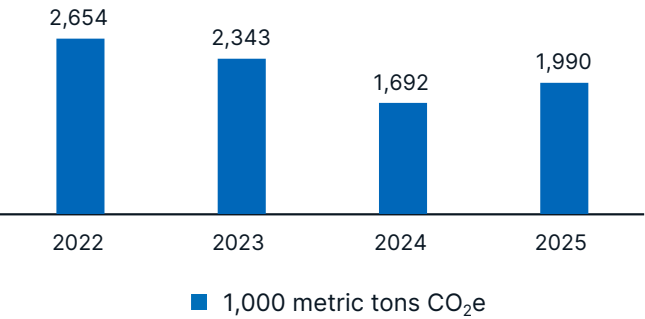
In addition to representing an important achievement for our Thailand site, ADI can apply learnings from the building’s project design in other sites and facilities. We are proud of the journey we took to open this new facility.

Scope 3

Upstream Scope 3 emissions remain the most significant component of ADI’s overall carbon footprint. Category 1 (Purchased Goods and Services) and Category 2 (Capital Goods) accounted for 89% of Scope 3 emissions, up 4 percentage points from our previous report. These increases were driven by updated industry and supplier-specific emission factors and more rigorous data quality controls. Scope 3 intensity measured 0.180 kgCO₂e/USD on a revenue intensity basis.

As part of our supplier engagement strategy, we continue to evaluate and emphasize supplier GHG reporting capabilities. Central to this effort is increasing the share of supplier-specific emission factors in our Scope 3 methodology. We are actively evaluating digital solutions to automate ESG risk assessment and supplier maturity monitoring. As we map our course to Net Zero by 2050, our focus remains on Scope 3 intensity reduction while operating in a high-growth market.

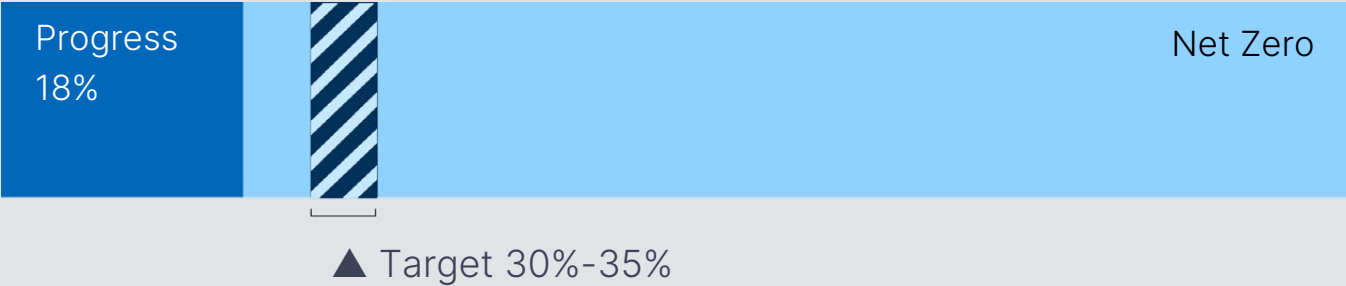
SCOPE 3 EMISSIONS¹



¹ Includes categories 1 through 8 as defined by the Greenhouse Gas Protocol. Downstream categories 10–12 are excluded as our products are intermediate products with many potential downstream applications. More information can be found [here](#).

ADI produces intermediate products with many potential downstream applications, each of which has a different GHG emissions profile. A critical component of our action plan is to inventory, calculate, and report on applicable Scope 3 categories in alignment with the Greenhouse Gas Protocol’s guidance. Our Scope 3 data has been inventoried and verified. In addition, our Scope 3 data has undergone third-party assurance since 2021. To calculate Scope 3 emissions, ADI uses a mixture of primary and secondary data, depending on the emissions category, as well as a combination of methodologies, depending on the data available. For Purchased Goods and Services and Capital Goods, we use CDP Primary Data and CEDA emission factors to calculate our emissions. To translate spend or consumption data to emissions, we utilize the most recent and representative emission factors available globally.

FY25 Progress to Reduce Upstream Scope 3 GHG Emissions Intensity Relative to Revenue by 30%-35% by the End of 2030^{2,3}



² Relative to a 2022 base year. Emissions intensity is calculated as metric tons of CO₂ equivalent per million USD in revenue.

³ Baseline year uses CY2022 emissions and FY2022 revenue; subsequent years are aligned on a fiscal year basis.

PIONEERING THE USE OF LOW-CARBON LIQUID NITROGEN IN THAILAND

Our Thailand site became the first semiconductor company in the country to integrate low-carbon liquid nitrogen in its testing processes through a partnership with its supplier, helping reduce carbon emissions and environmental impact across the value chain.

Plans for Future Reductions

Scope 1 and 2

ADI uses a roadmap to decrease our Scope 1 and 2 emissions to meet our reduction goals.

A key driver of our progress continues to be our commitment to expanding the use of renewable electricity. In 2025, we transitioned all manufacturing facilities to 100% renewable energy. Looking ahead, all new buildings and future expansion projects will create additional opportunities to further strengthen our clean energy procurement and reduce our environmental footprint.

Additionally, we expect further Scope 1 emissions reductions through continued process transitions, elimination of unnecessary layers, advancement of low-PFC chemistries and the phase-out of SF₆-based platforms, alongside the completion of full abatement coverage, finalization of remote plasma cleaning upgrades, and deployment of real-time, stack-level emissions monitoring to further strengthen emissions control and transparency across our fab operations.

Our roadmap for future reductions also includes:

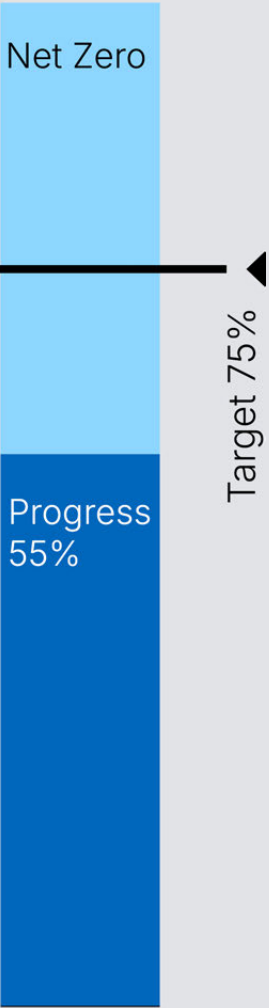
- Continuing to source renewable energy through supplier green rates or green tariffs.
- Pursuing new renewable energy construction projects, either through power purchase agreements (PPAs), direct investments, or financing self-generation of renewable energy.

ADI strives for transparency and accuracy in our disclosures for our stakeholders. We finalized our Climate Transition Plan in 2025 in support of our Net Zero target, illustrating how our business model will adapt to a low-carbon economy, and we are making it available to our stakeholders in 2026.

GHG Emissions Roadmap

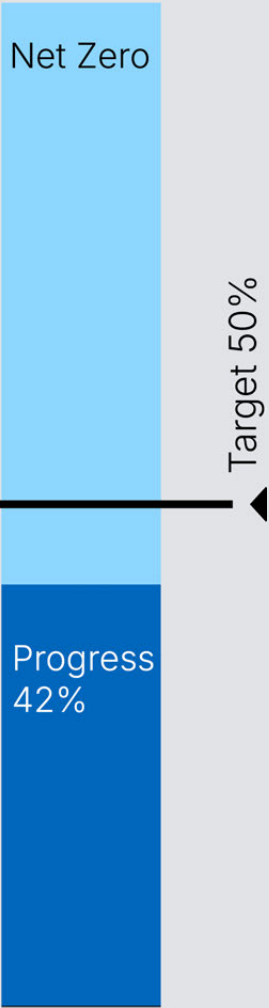
GHG EMISSIONS REDUCTIONS: OPERATIONS & SUPPLY CHAIN

FY25 Progress to Reduce Scope 1 GHG Emissions From ADI's Fabs by 75% by 2026¹



¹ Relative to a 2022 base year.

FY25 Progress to Reduce Absolute Scope 1 & 2 GHG Emissions by at Least 50% by 2030 or Sooner²



² Relative to a 2019 base year.

Non-GHG Emissions

ADI sites operate under air permits that govern their non-GHG emissions in accordance with local requirements. Types of non-GHG pollution accounted for include particulate matter, nitrogen oxides (NOx), sulfur oxides (SOx), hazardous air pollutants (HAPs), and volatile organic compounds (VOCs). All sites maintain air abatement systems when required by law. Additionally,

some sites maintain air abatement systems on a voluntary basis. Types of abatement include exhaust scrubbers and VOC destruction.

In addition, ADI sites monitor their abatement systems per the terms of their air permits and local regulations. Monitoring may include emissions monitoring and abatement parameters (e.g., pH, flow, and differential pressure).

ADI'S APPROACH TO PFAS

Per- and polyfluoroalkyl substances (PFAS) are a class of approximately 15,000 synthetic chemicals commonly used to make products resistant to heat, water, grease, and stains. Found in a wide range of industrial and consumer applications, PFAS are valued for their durability and unique chemical properties.

In the semiconductor industry, PFAS are indispensable. They are primarily utilized in the photolithography process, where intricate patterns are imprinted onto silicon wafers. Chemicals containing PFAS facilitate the smooth transfer of these patterns onto the semiconductor substrate, ensuring precise and reliable chip fabrication. Unfortunately, the same things that make PFAS invaluable in processing also make them challenging to replace.

ADI continues to engage with industry groups seeking to find non-regrettable alternatives to PFAS usage. As part of ADI's ongoing focus on high environmental standards ADI established an internal PFAS Working Group to assess usage, alternatives, and management more aggressively. Members include representatives from Environment, Health and Safety (EHS), Legal, Operations, Procurement, Quality, Manufacturing, and ESG. This Working Group's collaboration has been productive, and ADI identified some actions to be taken, though the work is not complete. In 2025, ADI took the additional step of testing a sampling of our integrated circuit products to help understand what may remain after production. Though we are in early days, the sampling gives ADI and our customers additional information as the industry shifts. Continued partnerships across industry with research institutions, SIA, SEMI's FOA, and with the chemical industry remain critical as the industry and ADI look to drive safer, more sustainable work practices.

Meet Rebecca

"It is a privilege to work alongside colleagues who are intelligent, act with integrity, and consistently prioritize enterprise success over individual recognition. When people at ADI talk about our mission — to accelerate breakthroughs that benefit society and the planet — it's sincere, and that authenticity shows up in how we work every day. When I started at ADI, I certainly didn't expect to still be here two decades later. Over the years, so much has changed, yet so much has remained the same: the culture, the commitment to teamwork, and the drive to innovate. A 60-year-old technology company today is not an example of average longevity — it represents exceptional resilience. The ability to adapt and thrive is what inspires me most."



Rebecca D.

Massachusetts, US

Water

Approach

ADI is committed to both water conservation and reuse to reduce our water risks, conserve water availability, and protect the natural resources in our local communities. Semiconductor manufacturing requires significant water resources. ADI’s manufacturing processes use the most water for wet benches and rinsing processes in our fab operations. Discharge of effluents is created from wet processes and domestic water use. We rely on both municipal and groundwater water sources, and certain processes within our manufacturing require high-quality water inputs. Water availability and quality are both critical to our ability to meet our customers’ needs.

ADI assesses our sites to understand which ones are located in water-stressed regions using the WRI Aqueduct Water Risk Atlas. Based on this assessment, we have identified three manufacturing sites located in a water-stressed region. We closely monitor water availability at these and all our sites.

Our enterprise-wide [Water Policy](#) is overseen by our Global Operations and Technology organization. The policy, which acknowledges the significant impact semiconductor manufacturing operations can have on water resources, affirms our commitment to UN SDG 6: Clean Water and Sanitation; water quality and pollution prevention; water withdrawal reduction; and the World Health Organization’s Water, Sanitation and Hygiene (WASH) principles.

ADI tracks progress against our goal of 50% reduction in water withdrawal normalized to production from our manufacturing operations by 2027. We calculate our performance by normalizing wastewater withdrawal to fab production output calculated against a 2022 baseline.

Water reuse and water reduction initiatives are identified and compiled by our facilities organization and manufacturing operations and reviewed quarterly by senior leadership. ADI successfully maintained its ISO 46001 Water Efficiency Management Systems certification for all of our manufacturing sites in 2025, demonstrating our commitment to water efficiency and water withdrawal reduction. Additionally, we aim to design our buildings and operations in accordance with LEED standards or other green building standards, which include aspects on water conservation and efficiency (e.g., rainwater harvesting, use of low-flow fixtures, recycled water usage for toilets and landscaping, etc.) over the long term.

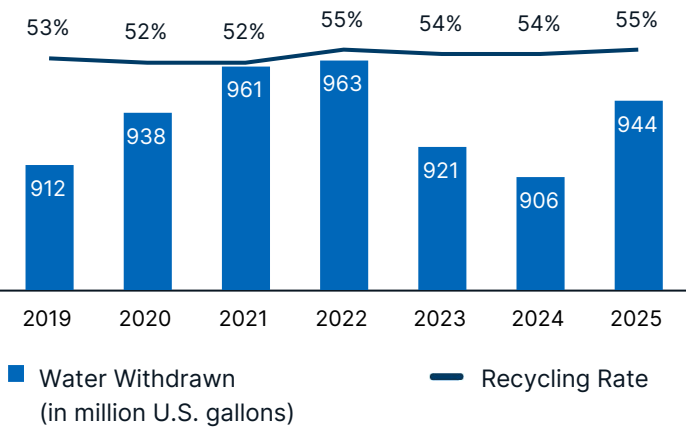
Many ADI water-related initiatives to date have focused on water reuse in our facilities systems, with waste or reject water streams being used for scrubbers, cooling towers, irrigation, or other applications where water quality is not as critical. Water usage in our manufacturing operations is also a focal point in our water reduction efforts. Process and equipment engineers across our global operations are

implementing projects to reduce the amount of water used in our manufacturing tools, with particular attention paid to the water used for rinsing and cleaning, as well as optimization of “idle flows,” or the use of water unrelated to active operation of the tool.

For water effluent, we monitor and measure our wastewater discharge volume using water meters and site water balances as part of our compliance program. These monitoring and measurement activities are essential elements of our water conservation and efficiency initiatives. To ensure compliance, water effluent is treated on-site per local regulatory requirements, with most water undergoing pH neutralization prior to discharge and subsequent treatment in municipal wastewater treatment plants. In some cases, wastewater is segregated for separate treatment of fluoride, metals, or other constituents. Sampling is conducted prior to discharge or collection to verify compliance with water quality standards.

Our Progress

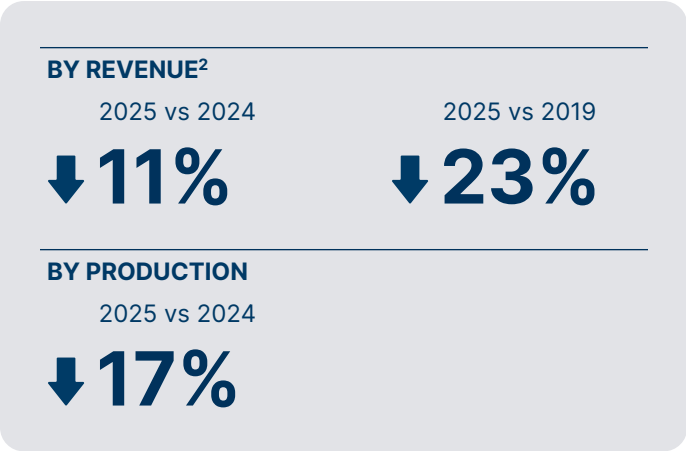
WATER WITHDRAWN AND RECYCLING RATE¹



In 2025, ADI manufacturing sites achieved a reuse rate of 55%, equating to 1.1 billion gallons of water. Absolute water withdrawal increased by 4% from 2024 with 944 million gallons used across our manufacturing sites, but when normalized against revenue and production output, ADI’s water withdrawal intensity decreased 11% and 17% respectively from 2024. We still remain on track to meet our goal of 50% normalized water withdrawn from our manufacturing operations by 2027.

In 2025, our cross-site water reduction team continued to implement water reduction projects, as described on the next page.

WATER WITHDRAWAL INTENSITY



Matt W., US

¹ The calculation for water recycled was updated to conform with ISO 46001. More detail on how we define and calculate water reuse and our water reduction goal can be found [here](#).
² 2019–2021 revenue based on fiscal year pro forma revenue for Legacy ADI and Legacy Maxim.

Water Conservation

CAVITE, PHILIPPINES

The site implemented a new cooling tower treatment system with side-stream filtration, reducing water consumption by approximately 6.9 million gallons per year. In addition, real-time water meter tracking was deployed for manufacturing equipment, supported by automated control charts to ensure continuous optimization and operational efficiency.

CAMAS, WASHINGTON

In Camas, the site advanced toward more sustainable operations by transitioning to new wet benches with higher throughput and water efficiency, improving water intensity by 30% compared to FY2024, supporting both growth and resource-efficient manufacturing.

BEAVERTON, OREGON

In Beaverton, the installation of tool-level water meters enabled real-time monitoring to identify discrepancies between tool design and actual performance and to optimize start-up procedures. Combined with the upgrade to a 20% more efficient Reverse Osmosis Deionization plant, these initiatives resulted in more than 20 million gallons per year of water savings.

CHONBURI, THAILAND

The site sourced reuse water from the industrial park to support the site-wide cooling tower system, landscaping, and domestic use. By year end, 50% of the water used to support the site’s recycled water demand was attributed to this source, reducing overall reliance on freshwater sources.

LIMERICK, IRELAND

In Limerick, the site drove continuous water reduction through optimization of flow rates and process conditions, enabled by the installation of new water meters that enhanced the monitoring systems.

WILMINGTON, MASSACHUSETTS

In Wilmington, fab rightsizing efforts led to the decommissioning of high-water-consuming tools, reducing annual water withdrawal by 13 million gallons compared to FY2024. Additionally, the installation of new water meters improved measurement accuracy and strengthened future water-use forecasting.

PENANG, MALAYSIA

The Malaysia site reduced water use in manufacturing operations by optimizing plating machine rinse flow rates. In addition, approximately 65% of the site’s toilets were retrofitted and connected to the recycled water supply for flushing, further decreasing total water demand.

Plans for Future Reductions

ADI is committed to identifying opportunities to reduce the total amount of water withdrawal, with the primary focus on reduction, followed by reuse.

We will continue to investigate ways to further reduce water in our manufacturing processes to achieve our goal to reduce water withdrawal intensity by 50% by 2027 versus a 2022 baseline. Water teams at each of our fab facilities continue to collaborate and benchmark on water conservation projects, and cross-site teams ensure that opportunities and learnings are shared.

Initiatives to further manage our water usage include:

- Significant reverse osmosis and scrubber reclaim systems in Beaverton to expand water reuse at the site, which are expected to become operational in the next two years.
- Treatment and recycling of effluent discharge.
- Continued implementation of water reuse projects.
- Proliferation of water metering throughout our operations.
- Fine-tuning and increased use of water efficiency capabilities of recently installed tools.

Waste

Approach

ADI generates much of our waste through our manufacturing operations and construction activities, and we responsibly manage and dispose of these wastes. Our approach is to reduce the amount of waste we generate by limiting what we procure, segregating our waste streams, and striving to reuse, reclaim, or recycle chemicals and materials to the extent possible. Examples of waste we recycle include glass, paper, metals, and wood. Certain wastes are used for energy recovery or co-processed as alternative material and fuel for cement kilns. Anything that cannot be recycled or reused, we dispose of according to local laws.

To drive our waste reduction efforts, ADI has set a goal to divert 100% of waste from landfills by 2030 from its manufacturing facilities, defined as those with fabrication, assembly, and/or test on-site. Multiple departments and site teams work to identify waste reduction or recycling initiatives that will lead to significant results. We determine ways to further segregate our waste streams and work with our waste disposal suppliers to divert those wastes from landfills. We engage with our employees through initiatives like the Green Team Network to educate our workforce on the importance of recycling and reducing waste. Activities promoted include proper bin use, composting, and reducing takeout containers and plastic bottles.

ADI follows all local laws and regulations for hazardous waste storage, treatment, and disposal, and all waste is appropriately documented and/or registered. Hazardous waste quantities are tracked, and the waste is segregated where possible for recycling or reclaim opportunities. Hazardous waste is managed by licensed waste disposal suppliers, which are audited by ADI. Opportunities for chemical reduction are assessed to reduce the amount of hazardous waste generated.

Hazardous waste is a significant environmental and public health concern. Semiconductor manufacturing involves the use of dangerous chemicals, such as acids, solvents, and heavy metals, which, if not controlled, can harm both human health and the environment.

Continued research and innovation are crucial in identifying safer and more environmentally friendly alternatives to toxic chemicals used in the manufacturing process.

RESTRICTION OF HAZARDOUS SUBSTANCES

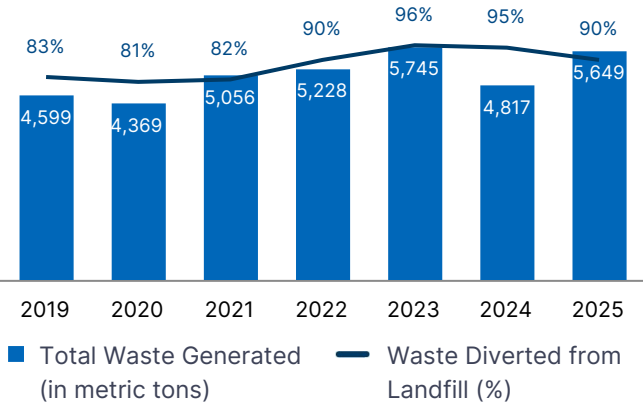
ADI provides products that allow our customers to be compliant with the Restriction of Hazardous Substances (RoHS) Directive.

For more information on ADI's RoHS compliance program, see our [RoHS Compliance Information and Position Statement](#).

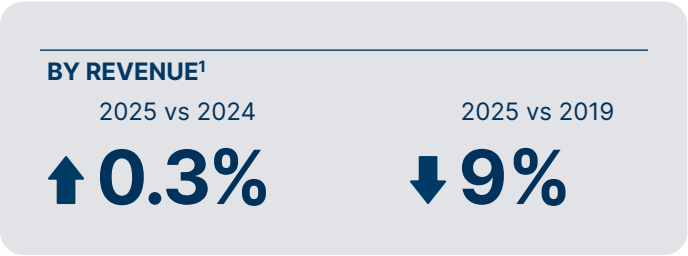


Our Progress

WASTE GENERATED AND DIVERSION RATE



WASTE INTENSITY



In 2025, ADI continued its initiatives to reduce landfill waste through enhanced segregation practices and the use of alternative disposal methods. However, the percentage of waste diverted from landfills decreased to 90%, down from 95% in 2024. This decline was largely due to the closure of a major waste-to-energy facility previously supporting our U.S. manufacturing operations. We have since identified a new facility to support future recovery and diversion efforts.

ENABLING CIRCULARITY THROUGH PET RECYCLING AND EMPLOYEE ENGAGEMENT

The Philippines site advanced its plastic circularity efforts by recycling PET bottles into new beverage containers through a partnership with a local bottle recycling facility. By enabling these materials to re-enter the production cycle, we are helping divert plastic waste from landfills and oceans while supporting a more sustainable, circular plastics economy.

In parallel, the site launched “No Takeout Box Wednesdays” to encourage employees to dine-in and avoid using disposable food packaging, promoting sustainable habits and behaviors.

Plans for Future Reductions

In 2025, food waste remained one of our larger waste streams at our Malaysia site. The site partnered with a third-party composting facility for a specific period, which helped divert a portion of food waste away from landfill. Current efforts are focused on identifying more sustainable long-term solutions, including developing on-site composting capabilities.

Potential projects will continue to focus on minimizing the quantity of waste generated. These efforts may involve reduction of chemical and material use, avoidance of chemical expiration, and extended lifetime of consumable parts.



Regner R., PH

¹ 2019–2021 revenue based on fiscal year pro forma revenue for Legacy ADI and Legacy Maxim.

Biodiversity

ADI recognizes the importance of biodiversity to our food chains, communities, health, and supply chains. We are continuing to identify ways to include biodiversity considerations in our strategy. The biodiversity loss drivers that are most relevant to ADI’s operations include climate change from our emissions, land use change from our facilities and operation locations, and pollution related to our manufacturing operations.



In 2025, ADI finalized our [Biodiversity Protection and Deforestation Prevention Position Statement](#), outlining our commitment to protecting biodiversity, ecosystems, and communities, specifically in our approach to site development and operations.

We have assessed our operations to identify the locations with the greatest potential biodiversity loss risks. ADI has executed a biodiversity impact review for our facilities and operations in order to create interventions appropriate for each area to mitigate our impact, if needed. ADI tracked our proximity to protected areas using data from resources such as the European Environment Agency’s Natura 2000 protected areas network, the list of [UNESCO World Heritage Sites](#), and [Protected Planet’s database](#) of the world’s protected and conserved areas. Environmental impact assessments were then conducted for the locations where ADI operates.

Based on that review, we determined that while ADI has sites/operations located in or near biodiversity-sensitive areas, our activities are unlikely to negatively affect those areas.

Biodiversity conservation remains a key element of our building design and operations. We incorporate green spaces, plant native trees and vegetation, install green roofs, and integrate sustainable materials and natural elements throughout our facilities. These features not only enhance the local ecosystems but also support the LEED certification of our facilities.

We are proud to partner with our Green Team Network, which has identified biodiversity as one of its key priorities. The group’s actions range from species identification, tree planting, and promoting pollinators to removing trash and invasive species.

Meet Dindo

“I’ve been with ADI for nearly three decades, and from the start, our leaders helped us understand that our work truly matters. Today, that meaning is even clearer as ADI defines its purpose: enriching lives and the planet. What makes it powerful is that this isn’t new — it reflects how ADI has always been and where we’re going. Throughout my career, I’ve been fortunate to learn from great leaders who have shared their knowledge across the industry and to experience a culture built by people who cared deeply about others. Developing our employees by passing on what I learned is my way of giving back. By investing in our people, we strengthen the culture that made ADI thrive for 60 years and will carry us forward for many more.”



Dindo B.

Cavite, PH

The Green Team Network

The Green Team Network (GTN) at ADI brings together employees globally to educate, inspire, and empower them around sustainability and the environment. Green teams at the country or major-site level each have their own local leadership, with employees driving the areas of focus for each chapter. The GTN promotes actions both to make ADI a more sustainable workplace and to help members incorporate sustainability into their personal lives.

The following examples of GTN activities are just a few highlights from 2025.

- As part of World Cleanup Day, ADI’s Italy GTN team engaged in a community clean-up effort, removing trash from the area surrounding Ursino Castle.
- The Philippines site celebrated Earth Week with environmental awareness and sustainability initiatives that included a solar plant tour, sustainable commuting challenges, and the Amazing Earth Run. Employees also participated in nature-focused activities such as a biodiversity photography contest and birdwatching. The event also featured a session on Smart-Tech Tips for an Energy-Efficient Home, which encouraged the adoption of energy-efficient practices at home.
- ADI sites hosted activities that highlighted the important role of birds and bees as nature’s pollinators in supporting biodiversity. The Wilmington, Massachusetts, site hosted an on-campus event that emphasized the essential role

of bees as pollinators, highlighting their life cycles, the environmental factors that affect their survival, and the importance of protecting pollinator populations. In India, the site partnered with a local organization to promote urban biodiversity by establishing a pollinator-friendly garden that supports native plant growth. Our Philippines site held its annual birdwatching activity, raising awareness of local bird species, their behaviors and ecological significance, and their role supporting biodiversity across the campus.

- Our sites engaged in river and marine conservation awareness initiatives. At our Philippines site, we organized Reef Talk: Stories from the Frontlines of Marine Protection, a marine biodiversity session featuring marine professionals who discussed the challenges facing marine ecosystems and the vital role communities play in ocean conservation. In Massachusetts, employees took part in River Fest, hosted by the Ipswich River Watershed Association and supported by the Analog Devices Foundation. The event promoted river stewardship through family-friendly activities, including introductory fishing experiences and activities that highlight local biodiversity.
- At the Malaysia site, the Upcycle-a-Cup Workshop enabled employees to transform used vending machine cups, and compost made from food waste, into terrariums, promoting waste reduction practices.





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People and Human Rights

Creating a culture of impact where people can imagine the future and then build it, for our customers and the communities in which we operate.

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Our Purpose, Culture, and Priorities

ADI’s collaborative culture, internally and with customers and ecosystem partners, is the cornerstone of the breakthrough solutions we provide. As a values-driven destination for the brightest minds, we’re home to a diverse array of insatiably curious and technical people who engineer good for people, planet, and the economy.

ADI has a strong legacy of being a place where innovation, belonging, and learning thrive — a place where people matter. Together, Innovation, Agility, Leadership, Learning, Community, Balance, Impact, and Respect give us a common language and provide collective behaviors that work together to bind our thriving culture together around the world.

These values reflect the through lines that have been core to ADI’s business for 60 years and integrate new pathways for success that are taking us into the next 60 years.

Our Priorities

FOSTERING GROWTH MINDSET AND ACCELERATING THE ACHIEVEMENT OF OUR GOALS

We believe our commitment to a culture of learning and development is a catalyst to business success, accelerating the achievement of our ambitions. We are building on ADI’s legacy of innovation and development, and accelerating our business ambition to lead the Intelligent Edge. ADI embeds our values into our employee experiences and ensures mentorship thrives and technical learning is always at the cutting edge. Employees consistently rank learning as one of the strongest elements of our culture.

ATTRACTING AND EMPOWERING OUR TALENT TO SOLVE THE WORLD’S MOST COMPLEX PROBLEMS

As a values-driven destination for the brightest minds, we’re home to a diverse array of insatiably curious and technical people who engineer good for people and planet.

We continue to successfully attract talent in a competitive talent market, and deploy retention and recognition efforts to positively impact our attrition, which remains better than the market at-large. We invest in developing our technologists, leaders and managers to create a workplace where employees at all levels have the freedom, opportunity, and coaching to unlock their potential and accelerate their impact.

Our engineering spirit, collaborative culture, and ability to address some of the world’s most interesting and complex problems are central to our ability to attract and retain brilliant technical minds. We invest the time, resources, and energy to develop the skills our people need to innovate and learn across every level and function. To support skills of the future, we have a platform that allows employees to validate their existing skills, identify aspirational skills, and receive recommendations for learning, connections to colleagues, and job opportunities. For managers and employees, we provide training related to management essentials and technical and business skill development, and to prepare employees to lead today and into the future.

A GLOBAL APPROACH TO INCLUSION DRIVES INNOVATION

ADI is home to a global workforce across many different geographies and backgrounds. We strive to make ADI a warm and welcoming place to build a career. We believe inclusion drives innovation, because when we can bring

together the best and brightest from all backgrounds and experiences to contribute at ADI, we deliver world-class results.

Our culture harnesses the power of diversity of thought and perspectives to drive creativity, problem-solving, and better business outcomes through global understanding and inclusion. Opportunity for all for ADI means attracting exceptional candidates and promoting internal mobility and collaboration across ADI.

LISTENING AND RESPONDING TO EMPLOYEE FEEDBACK

ADI’s business is rooted in listening to our employees and working to evolve our employee experience to fit those needs. Throughout the year, we conduct employee surveys and listening activities to gain feedback and understand our strengths and opportunities for growth as a workplace. This enables us to sense and adapt to our employees’ needs and invest in areas to help employees thrive at ADI.



Our Engagement

Over the past six decades, we have built a diverse community of problem solvers with a sales presence around the globe across the consumer, industrial, healthcare, and communications industries. We aspire to create an equitable and inclusive environment where employees can reach their full potential and accelerate the breakthroughs that improve the quality of people’s lives and the health of the planet.

We believe culture and talent engagement can be a source of competitive advantage and help speed our innovation, accelerate our growth, and attract and retain the world’s best problem solvers. To this end, we aim to align our purpose, vision, strategy, and values with the day-to-day work of employees, by encouraging meaningful connections and fostering healthy and high-performing teams across ADI. To ensure we are moving in the right direction and living our values, we measure our employee engagement and ask for input on ways to improve our employee experience.

To ensure employees have what they need to thrive, we conduct our ADI engagement survey annually. The survey measures employee engagement, willingness to recommend ADI, and overall happiness at work.

In 2025, we enhanced our listening approach by introducing a structured pulse surveying strategy to complement the annual engagement survey. These targeted, shorter surveys — along with town halls and roundtables — enable more timely feedback, deeper exploration of priority topics, and ongoing tracking of progress against core actions throughout the year.

To encourage open and honest feedback, we leverage confidentiality safeguards and anonymized reporting thresholds provided by our survey partner, Glint, ensuring individual responses and comments cannot be attributed to specific employees.

In 2025, ADI’s employee engagement score performed above benchmark, indicating a strong connection between employees and the organization’s culture, values, and purpose. Insights gathered through the survey and complementary listening channels continue to inform leadership actions and guide efforts to strengthen the overall employee experience.

In response, we are deploying multiyear, enterprise-wide initiatives designed to further embed our values and leadership expectations into everyday work. These include a digital talent marketplace that enables employees to explore personalized, skill-based learning recommendations, internal opportunities, and connections aligned to current capabilities and future aspirations.

We continue to invest in manager and leadership development through Leading ADI Forward workshops and a newly introduced Leadership Accelerator program, which focuses on building enterprise leadership capability and reinforcing inclusive, values-based leadership practices.

In addition, we expanded access to our AI Coaching assistant across the organization. In its first year, employees engaged in more than 33,000 coaching conversations, using the tool as a resource for performance, development, and feedback aligned to ADI values and expectations. Together, these initiatives support scalable upskilling in software, digital, AI, core engineering, and professional capabilities.

Meet Kalash

“ADI’s legacy of innovation inspires me because it has always been grounded in integrity, rigor, and long-term thinking. Being part of a company that values both technical excellence and stewardship makes my work deeply fulfilling. I see my role as helping translate sustainability from a concept into everyday operational decisions that last. In doing so, I hope to help weave a culture that balances innovation with responsibility for generations to come.”



Kalash P.

Oregon, US

Inclusion Drives Innovation

Promoting diversity in all its forms, including diversity of thought, is how we stay on the cutting edge: considering all the angles, looking at our peripheral vision, and pushing forward together.

Our strategy in this space is defined by three principles:

- 1. **Inclusive Culture:** Harnessing and leveraging the power of diverse perspectives to drive creativity, problem-solving, and better business outcomes
- 2. **Opportunity for All:** Attracting exceptional candidates and promoting internal mobility and collaboration across ADI to drive the value of diversity throughout our organization
- 3. **Equitable Practices:** Ensuring transparent and equitable talent management processes that enable employees to thrive and achieve their full potential

Our work is a long-term commitment and does not include quotas or other quick fixes meant to circumvent the real work of building a stronger company.

We are committed to transparency for our stakeholders, and employee programs are open to everyone. We will continue to report progress as we have for multiple years.

PATIENT AND PERSISTENT PROGRESS

- Our global female manager population maintained at 25% and our global female engineering population at 22%.
- In the U.S., we measure ethnicity using Equal Employment Opportunity Commission (EEOC) categories.

	FY21	FY22	FY23	FY24	FY25
Women People Managers	23%	25%	25%	25%	25%
Women Engineers	20%	21%	22%	22%	22%
Black, Hispanic, and Latinx Employees (U.S. only)	6%	7%	7%	7%	8%

Meet Gina

“There is a reason I’ve been at ADI for over two decades — the collaborative, innovation-driven culture. Innovation isn’t just about advancing technology; it’s about investing in people and building solutions that will matter for decades. I’ve been fortunate to help shape teams and initiatives that think beyond short-term wins and focus on lasting impact. What energizes me most is watching talented people do their best work when they feel empowered to take smart risks and learn fast. That’s how we’ll keep weaving a culture that endures for the next 60 years — curious, bold, and genuinely collaborative.”



Gina A.

Massachusetts, US

Engaging Employees through Employee Networks

With thousands of members globally, ADI’s Employee Networks foster community, accelerate professional development, and impact organizational policy. These grassroots, employee-led groups are open to all and help people connect and build community at work. Together, we learn, grow, and celebrate.

Many networks have a formalized leadership team, which ADI supports with executive sponsors. Our networks support professional growth, connection, creativity, and innovation.

We have seven networks across ADI:

- **Analog Veterans Network (AVN):** Supports veterans, active service members, and allies by fostering community, easing the transition from military to civilian careers, and recognizing the leadership and skills veterans bring to ADI
- **Neurodiversity Network:** Promotes awareness, inclusion, and support for neurodivergent employees and their allies, celebrating different ways of thinking while helping create an environment where every mind can thrive
- **People of Color and Allies:** Builds community and allyship while advancing equity, representation, and professional growth for employees of color, partnering with the business to strengthen inclusion and opportunity across ADI
- **Pride Network:** Fosters a safe, inclusive, and welcoming workplace for LGBTQ+ employees and allies through advocacy, education, and community connection

- **Women’s Leadership Network:** Empowers women at all levels of ADI through leadership development, mentorship, and networking to support career advancement
- **Young Professionals Network:** Connects early-career employees to peers, mentors, and leaders, supporting professional growth, networking, and engagement across ADI
- **Green Team Network:** Engages employees around environmental sustainability by promoting awareness, education, and actions that support ADI’s environmental goals and responsible practices

Employees from all backgrounds are welcome to join any group or participate in events and programs sponsored by the Employee Networks. Everyone is invited and included.

The Community Activities Board, which focuses on volunteering, giving, and community engagement, closely partners with our Employee Networks to coordinate activities in our local communities.



Talent

Recruitment and Retention

At ADI, we invest in our people so they can contribute to solutions that make our world a better place. This includes our efforts to recruit and retain creative problem solvers from around the globe.

Attracting Exceptional Talent in Communities

Our talent acquisition strategy is rooted in a robust, data-driven methodology, enabling a comprehensive understanding of the dynamic labor market. Recognizing the unique challenges of diverse and competitive landscapes, we have refined our approach to be both adaptable and targeted. Our dedicated regional recruitment teams possess a deep understanding of their respective local market nuances, allowing us to build productive relationships across educational institutions, industry groups, and community-based programs to attract top talent. These partnerships are instrumental in our quest to attract

candidates in our very specialized fields, ensuring we tap into a rich pool of expertise and perspectives, as well as reflect the communities where we work.

Engaging Early-Career Talent

We are committed to developing and hiring the next generation of innovators. In 2025, we welcomed 777 interns and co-op students globally, fostering development through on-the-job experience and pathways to employment for many, reflecting our focus on building the capability of the next generation.

ADI remains committed to being a destination for top talent, fostering an environment where employees can thrive. Our voluntary attrition rate of 7% remains below the semiconductor industry average and, in 2025, we expanded headcount in key areas such as software, AI/ML, and digital design while continuing to strengthen core analog capabilities. Nearly 50% of new hires were early-career professionals, reflecting our commitment to developing the next generation of talent.

Creating a Great Place to Work

We are proud to receive the following recognitions:

Newsweek - America's Greatest Workplaces for Diversity 2025	U.S. News & World Report's 2025-2026 Best Company to Work For
Forbes America's Best Employers For Company Culture 2025	Barron's - 100 Most Sustainable Companies

Meet David

“ADI has been solving real engineering problems for decades and enabling technologies that people rely on every day. Being part of that long tradition of innovation and helping push it forward in new areas like software and AI is something I’m proud of. What inspires me most is the culture of engineering curiosity. ADI has always encouraged people to dig into hard problems and figure things out, often in very collaborative ways. To me, ADI’s culture has always been about smart people working together to solve difficult engineering problems. Even as the company has grown, that collaborative mindset is still very much there.”



David B.

Limerick, IE

Talent Development

Our culture is driven by lifelong learners and a genuine curiosity to innovate and solve our customers’ toughest challenges. We are committed to aligning that curiosity with opportunity, providing employees with educational experiences that match their desire to learn and innovate so they can grow their abilities to new levels. Through a combination of hands-on, collaborative, and formal learning programs, employees can explore their interests and build new skills to equip them for today and prepare them for tomorrow.

Learning for Everyone

Learners at ADI have choices. Development teams across engineering, sales, operations, and human resources come together to deliver experiences that speed up onboarding, enhance performance, build managerial skills, and ready employees for more complex roles.

We provide mechanisms for employees to request training in particular subjects and to propose training that could be provided by subject matter experts.

Based on these requests and the results from surveys, we update course offerings to ensure our suite of learning programs aligns with the most employee-requested topics.

Courses can be offered through various modalities: live instruction, digital self-paced content, or a new hybrid approach where digital learning is reinforced through scheduled meetings with instructors and mentors throughout the program to review curricula-based material and for employees to demonstrate learning. Course run-times range from minutes to months, so employees can select the content that best fits their needs.



Mark M., US

172,761
HOURS

ADI provides a **robust selection of educational content**. Our employees have access to multiple technical and professional skill development programs to meet their needs. ADI learners consumed 172,761 hours of instructional content in 2025.

Building Engineering Skills for the Future

To expand both engineering skill sets and the understanding of the fundamental concepts associated with application spaces, we have created both skills-based instruction and communities of practice. The skills-based instruction lays a foundation that enables team members to work in various groups, applying the skills they have learned to the problems presented by our customers.

ADI has enhanced our training offerings by incorporating tools training alongside skills-based training for AI, ML, and software. To ensure effective utilization of new technology, ADI provides intensive instructor-led training sessions as well as multiple eLearning self-paced programs. This comprehensive approach enables team members to fully understand and leverage the value of these advanced tools.

Driving Innovation through Learnings and Collaboration

ADI’s General Technical Conference (GTC) has a 40-plus-year tradition of bringing together our technical community — in person and virtually — for three days of innovation, collaboration, and transformation. GTC welcomes upward of 2,000 employees in person and an additional 2,500 join virtually. This flagship learning event offers an opportunity to share, gain knowledge, and cultivate ideas across geographies, levels of expertise, and technologies. GTC highlights our drive for creativity and skill development — a true “pillar of innovation” for ADI. In addition to the flagship GTC, we also host multiple regional technical conferences to bring learning and new ideas forward from all our engineers globally. Technical learning is our heart and soul as a company, and GTC reflects that commitment and ongoing investment.

Meeting the Needs of a Mobile Sales Workforce

Our sales teams also benefit from our culture of learning and curiosity. More than 1,000 Field Application Engineers, Field Sales Engineers, and Customer Support personnel from around the globe gather annually for an intensive and inspiring training conference that includes 110 individual training sessions, 36 workshops, and 95 demonstrations of ADI and partner hardware, software, and solutions.



Driving Excellence and Problem-Solving

ADI’s Global Operations and Technology team focuses on developing talent, driving continuous improvement, and delivering customer value through system modernization, AI/ML integration, and operational excellence. Employee skills development programs span quality, culture, analytics, scientific problem-solving, and Lean Six Sigma and Agile practices, supporting smart manufacturing, technology innovation, QMS flexibility, and high-quality standards. Programs are delivered through flexible virtual, on-demand, and in-person formats to support global accessibility. ADI also provides specialized training for new manufacturing employees, including workplace safety, carbon footprint reduction, supervisory skills, data analytics, technical skills, reliability, compliance, responsible sourcing, and quality assurance.

Mentoring Matters

Careers at ADI can take many paths. To help employees navigate these opportunities in FY2025, we matched 1,076 mentees with 637 mentors. The program matches participants based on area of expertise, personal objectives, experience level, and a few personality characteristics. The structured design of the program means participants have access to guides, milestone trackers, and reminders. Participants rank the relationships formed as part of the program as among their career highlights.

Developing Enterprise Leaders

During 2025, Analog Devices strengthened leadership capability as a core pillar of its human capital strategy. Enterprise-wide initiatives focused on succession planning, executive development, and building future-ready leadership skills aligned with AI adoption and digital transformation.

ADI expanded executive coaching, 360-degree feedback, and targeted development programs to enhance strategic thinking, cross-functional collaboration, and global leadership effectiveness. Strategic enterprise initiatives, including collaboration with MIT, supported advanced leadership learning and innovation capability across the organization.



Mark R., PH



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Investing in Research

To stay at the forefront of technology innovation that supports a sustainable future, ADI continues to invest in leading research activities. Our investments span a wide range, from basic scientific exploration to applied research that points to future innovative products. Examples of ADI research collaborations include:

- UC Berkeley Sensor and Actuator Center (BSAC)
- UC Berkeley Wireless Research Center (BWRC)
- IoT4AG NSF Engineering Research Center for Agriculture
- UC Berkeley Power and Energy Center for Agriculture
- Stanford SystemX Alliance
- Center for Power Electronics Systems (CPES)
- NSF Power Management Integration Center (PMIC)
- Georgia Tech 3D Systems Packaging Research Center
- MIT Medical Electronic Device Realization Center (MEDRC)
- MIT Center for Quantum Engineering
- MIT Future Energy Systems Center
- MIT AI Hardware Program
- Center for Design Analog-Digital Integrated Circuits (CDADIC)
- NYU WIRELESS
- UMass Lowell Printed Electronics Research Collaborative (PERC)
- Power America

In addition to collaborations at the center level, ADI has provided further gifts to stimulate research at Georgia Institute of Technology (GTech), the University of California San Diego (UCSD), Columbia University, Worcester Polytechnic Institute (WPI), the University of Illinois, the University of Michigan, Oregon State, the University of South Carolina, and the University of Texas at Dallas.

Another important activity is expanding our international research engagement. Examples include:

- KU Leuven research collaboration, Belgium
- Delft University of Technology, Netherlands
- Microelectronics Circuit Center Ireland (MCCI)
- University of Pavia, Italy
- Sabanci University, Turkey
- Glasgow University, United Kingdom
- Universidad Politecnica de Madrid, Spain
- IIT Chennai, India
- University of Toronto, Canada
- Universidad Jaime I, Spain

One of our key engagements is participation in the Semiconductor Research Corporation's (SRC) public/private Joint University Microelectronics Program 2.0 (JUMP 2.0). This SRC-led effort is aimed at accelerating U.S. advances in information and communications technologies.



JUMP 2.0 seeks to significantly improve performance, efficiency, and capabilities across a range of electronics systems. Novel materials, devices, architectures, algorithms, designs, integration techniques, and other innovations are at the heart of problem-solving for next-generation information and communications challenges. To that end, the centers will focus on JUMP 2.0’s seven complementary research themes, led by the following university-run centers:

- **Cognition:** Next-generation AI systems and architectures (Center for the Co-Design of Cognitive Systems, Georgia Institute of Technology)
- **Communications and Connectivity:** Efficient communication technologies for ICT systems (Center for Ubiquitous Connectivity, Columbia University)
- **Intelligent Sensing to Action:** Sensing capabilities and embedded intelligence to enable fast and efficient generation of actions (Center on Cognitive Multispectral Sensors, Georgia Institute of Technology)
- **Systems and Architectures for Distributed Compute:** Distributed computing systems and architectures in an energy-efficient computer and accelerator fabric (Evolvable Computing for Next Generation Distributed Computer Systems, University of Illinois Urbana-Champaign)
- **Intelligent Memory and Storage:** Emerging memory devices and storage arrays for intelligent memory systems (Center for Processing with Intelligent Storage and Memory, University of California San Diego)
- **Advanced Monolithic and Heterogenous Integration:** Novel electric and photonic interconnect fabrics and advanced packaging (Center for Heterogeneous Integration of Micro Electronic Systems, Penn State)

- **High-Performance Energy-Efficient Devices:** Novel materials, devices, and interconnect technologies to enable next-generation digital and analog applications (Superior Energy-Efficient Materials and Devices (SUPREME), Cornell University)

More information on JUMP 2.0 can be found on the [SRC website](#).



Total Rewards: Compensation and Benefits

As a knowledge-based business, we believe the skills, expertise, and experience of our employees are unique and critical factors in our overall success. To drive continued, successful operational and financial performance, our total rewards package is designed to attract, motivate, and retain world-class talent through market-competitive compensation packages and highly prevalent benefits that meet the needs of our employees worldwide.

Compensation

ADI’s job architecture is designed to better support our human resource processes and programs and to enable ADI to attract, develop, engage, and move talent across different business units, functions, and geographies. This framework also helps create greater transparency for career development and progression. ADI’s compensation approach provides alignment to market practice and helps ensure we offer market-competitive pay packages consisting of base salary and performance-based compensation, such as our Corporate Bonus Plan and Sales Incentive Plan. In addition, a portion of employees at professional levels are eligible for stock awards. Pay for performance is a key component of our compensation philosophy. From the CEO to the frontline worker, every employee participates in either our Corporate Bonus Plan or Sales Incentive Plan. Those plans link employees’ compensation to ADI’s revenue and operational performance goals, as we believe that having all employees strive to achieve the same goals drives excellence and creates opportunities to celebrate achievement.

ADI sponsors a voluntary Employee Stock Purchase Plan, under which eligible employees can purchase ADI stock at discount. Our current global participation rate in this program is nearly 66%, creating a sense of belonging and ownership of our company at all levels of the organization.

We also have various recognition programs that thank employees for going above and beyond in making important contributions to ADI’s business results and success. This is part of our culture, and we recorded more than 25,000 recognition moments globally in 2025.

We examine our compensation programs annually, including in-depth analysis against industry market data in all the regions where we do business, to ensure our compensation programs remain competitive and compliant.

Pay Equity

ADI is deeply committed to providing equitable compensation regardless of gender, race, or ethnicity. Our goal is to attain 100% pay equity for employees performing similar work, taking into account factors such as position, location, experience, tenure, and performance. ADI is a dynamic organization in which employee movements such as joining, leaving, or moving to new opportunities within the company are common. As a result, we conduct regular global pay equity assessments of employees performing similar work and make adjustments where appropriate. In addition to our internal measures, we also use a third-party tool to assess pay equity from a statistical perspective. Globally, we continue to maintain pay equity with less than 1% pay equity difference for females and males in similar roles. We continue to maintain pay equity with less than 1% difference for minorities and non-minorities in the U.S. We consider total compensation, including base salary, bonus, and stock compensation.

Living Wage

ADI is committed to ensuring people are compensated fairly. ADI strives to pay a living wage to all our employees. In 2025, ADI leveraged WageIndicator to conduct a global review because they provide one standard that we can use globally. As part of that assessment, we found less than 3% of employees globally fell beneath the threshold. Across 2025 and into 2026, ADI is taking steps to address these gaps. Going forward, this assessment will be folded into ADI’s annual pay process to help ensure pay in line with market standards and best practices.

Benefits

ADI is proud to support our employees with benefits programs that address their physical, mental, and financial well-being to help them live healthier and happier lives. We provide market-competitive benefits to our employees around the world. Our benefits programs vary by country and are reviewed regularly to meet the changing needs of our global workforce while adhering to local laws and regulations.

Globally, we provide comprehensive healthcare, short-term and long-term disability plans, life and accident plans, retirement plans, paid time off, and more.

In addition, we recognize employees sometimes need flexibility in their work and life flow, and we have various leave programs to allow employees to take time away from work. As an example, ADI believes in the importance of providing parents with time to bond with their new child through parental leave. Our parental leave benefits vary by country and are often subject to local regulations.



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ADI's Flexible Work Policy supports employees by providing flexible options in support of fluid working environments. Our hybrid model allows eligible employees the flexibility to work an in-office and remote flex schedule (three days in office, two remote) or the opportunity to flex working hours. While in-person collaboration remains essential, we also maintain that mobile technology, the nature of many work activities, and our responsibility to reduce carbon emissions all require a flexible approach regarding where and when work is conducted.

U.S. BENEFITS OVERVIEW

ADI supports employees in the U.S. with benefits programs that include medical, dental, and vision coverage; 401(k) company and matching contributions; paid time off; and an employee assistance program.

Our 401(k) plan is highly competitive, providing a company basic contribution of 5% of eligible pay, plus up to 3% matching contributions, totaling up to an 8% company contribution. We believe financial well-being contributes to overall well-being, and our 401(k) plan encourages a partnership with our employees to save for their future.

95%

of U.S. employees participate in ADI's 401(k) plan.

APAC AND EMEA BENEFITS OVERVIEW

ADI supports employees in Asia-Pacific (APAC) and European, Middle Eastern, and African (EMEA) countries, offering comprehensive supplemental benefits programs in addition to statutory benefits that, according to local market practice, include the following:

- Supplemental medical, dental, and vision coverage
- Annual preventive health screenings
- Supplemental retirement plans
- Income protection insurance
- Disability insurance
- Life insurance
- Education assistance, tuition reimbursement
- Employee assistance programs
- Perks and allowances, such as transportation allowance, meal vouchers, holiday allowance
- Additional leaves, such as annual leave, sick leave, parental leave
- Supplemental compensation above statutory payments during periods of leave such as illness, maternity, adoptive, and paternity leave
- Employee club activities such as wellness activities, family days, outings, and annual parties

Additional U.S. Benefits
Program Highlights

- Six weeks of fully paid gender-neutral parental leave benefits (for birth, adoption, or foster placement)
- Ten weeks of paid medical recovery time through disability for birth-giving parents
- Fertility benefits and coverage for women's health and gender-affirming care
- Medical premiums based on annual base salary to improve healthcare affordability for employees at lower base salary levels
- Benefits, including healthcare, for part-time employees working more than 20 hours per week
- Virtual visits for both medical and mental health visits
- Well-being program providing guidance, resources, and support for a healthier lifestyle
- Six confidential, no-cost counseling sessions, per issue, under our employee assistance program
- Adoption financial assistance up to \$10,000
- Ten backup child-care or adult-care days, and access to tutoring assistance
- No-cost college coaching services to employees and their families as they pursue continued education
- Fitness reimbursement and no-cost, on-site gym facilities at major locations
- Legal services for adoption, estate planning, home and real estate, elder-care issues, identity theft, and more

Human Rights

Salient Human Rights Risks

Salient human rights risks are those that may cause the most severe potential or actual adverse impacts on people, considering the nature of our operations and our value chain. For ADI, these risks are most likely to arise in manufacturing and service environments and across our multi-tier supply chain.

In 2024 and 2025, ADI engaged a globally recognized human rights nonprofit to assess the maturity of our human rights protections and programs. Drawing on stakeholder interviews, industry risk analysis, and best practices, ADI identified the following salient human rights risk areas as priorities:

- Forced labor, recruitment fees, and risks associated with migrant labor and labor brokers
- Working hours, wages, and benefits
- Workplace health and safety
- Discrimination, harassment, and inhumane treatment
- Freedom of association and worker voice

Human Rights Commitment and Governance

Respect for human rights is fundamental to ADI’s values and informs how we conduct business across our operations, products and services, workforce, and global value chain. This commitment applies to all employees and contingent workers and extends to our business relationships, including suppliers and other partners.

Our approach is guided by internationally recognized frameworks, including the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the Universal Declaration of Human Rights. ADI also supports the principles of the UN Global Compact relating to human rights and labor.

ADI embeds human rights requirements within its policies and governance frameworks. Our [Code of Corporate Social Responsibility](#) as well as our [Code of Business Conduct and Ethics](#) expressly prohibit forced, involuntary, and child labor in our own operations and throughout our supply chain. We are committed to the humane treatment of all workers and providing safe and healthy working conditions free from discrimination, persecution, or abuse.

In 2025, ADI established an internal Human Rights Council with representation from across the organization, including Procurement and supplier-facing organizations; Legal; Sales; Operations; Human Resources; Environment, Health, and Safety (EHS); and Product Stewardship. Chaired by our Head of ESG and Human Rights, and led by our Senior Program Manager of Human Rights, the Council assesses

emerging human rights risks across our enterprise activities and drives continuous improvement in our policies, processes, and programs.

ADI is a member of the Responsible Business Alliance (RBA), a globally recognized, industry-aligned organization that establishes consistent standards across environment, social, and governance topics including labor, EHS, ethics, and management system practices. The RBA Code of Conduct provides a consistent set of expectations aligned with international standards and best practices, enabling ADI to benchmark performance, identify risk areas, and drive continuous improvement across our global footprint. ADI has embedded core RBA expectations into our own Code of Corporate Social Responsibility and references these standards in our Supplier Ethics Agreement.

To operationalize this framework internally, ADI utilizes RBA tools for our manufacturing sites, including annual RBA Self-Assessment Questionnaires (SAQs) and biannual on-site third-party Validated Assessment Program (VAP) audits. These assessments help ADI evaluate site-level controls, identify potential nonconformances or risks, and implement corrective actions that address root causes and prevent recurrence as needed. This approach supports ADI’s broader human rights due diligence program and reinforces accountability, transparency, and continuous improvement within our own operations.

ADI’s [Anti-Slavery and Human Trafficking Statement](#) outlines how ADI and our suppliers comply with anti-human-trafficking laws and regulations, ADI’s [Code of Business Conduct and Ethics](#), and the [RBA Code of Conduct](#).

Our Approach to Human Rights Due Diligence

ADI seeks to identify, assess, and address human rights risks affecting our workforce and workers throughout our value chain through a combination of internal controls, supplier requirements, and third-party assessment mechanisms. Where risks are identified, we work to prevent or mitigate adverse impacts through corrective actions, supplier engagement, and alignment with recognized industry standards. When adverse impacts occur, we seek to support appropriate remediation consistent with our policies and applicable legal requirements.

ADI also leverages our Responsible Business Alliance (RBA) membership and practices in our supplier engagement program. ADI evaluates the RBA Self-Assessment Questionnaires (SAQs) completed annually by our identified Major Direct Suppliers to assess supplier risk and compliance. We also review these Major Direct Suppliers’ periodic Validated Assessment Program (VAP) assessments, looking for nonconformance and risks. Instances of nonconformance are addressed with the supplier directly, as we seek to contain and correct the core issue to prevent future recurrence. Our approach to remedy aligns with recognized best practices and the RBA expectations to conduct a root cause analysis and put corrective measures in place that not only establish controls for management to prevent recurrence, but address the human impact as well. Whenever possible, ADI seeks to remedy issues with our suppliers to build capacity and drive a healthier and safer working environment, including working over weeks and months to ensure durable corrections are in place. Different actions will be taken when we find our values are misaligned or corrective action plans are not implemented.

We believe open communication and direct engagement between workers and management are essential to resolving workplace and compensation issues. ADI respects

the right of all workers to freedom of association and to raise concerns or share ideas with management regarding working conditions and management practices without fear of reprisal, intimidation, or harassment. ADI maintains reporting and escalation channels, including a confidential hotline, to enable concerns to be raised and addressed in a timely manner.

ADI is committed to continuous improvement in its human rights practices and due diligence processes. We review our policies, controls, and supplier engagement activities with a goal of enhancing effectiveness and aligning with evolving regulatory requirements, industry standards, and stakeholder expectations. ADI leverages an internal scorecard to help standardize supplier evaluations in each category, including relevant ESG topics.

WAYS TO SUBMIT WHISTLEBLOWER REPORTS



Supervisors
HR Department
ADI’s Chief Legal Officer



ADI’s Toll-Free Ethics Hotline



analog.ethicspoint.com



Scan for Global Mobile Access



ADI’s Ethics Email Box

Meet Aine

“ADI is a great place to work because of its people, strong culture, and clear sense of purpose, which is built on trust, respect, and collaboration. Our culture is so important as it encourages innovation, builds strong relationships, and helps everyone do their best work, generating an environment where people feel respected and included. ADI is a place where everyone supports each other, shares ideas openly, and works towards a common goal. Ensuring that ADI’s values are kept at the center in our external outreach, by inspiring the next generation, developing strong education partnerships as well as connecting with the wider external community, I feel will be crucial to thrive for the next 60 years and beyond.”



Aine M.
Limerick, IE

Responsible AI

As artificial intelligence (AI) continues its relentless march forward, another significant shift is underway. The next wave of AI innovation is happening at the boundary where digital intelligence meets physical reality. The world is demanding systems that can sense, interpret, and act inside the real world with accuracy, speed, and trust. This shift is driven by progress in edge compute, high-fidelity sensing, and advanced AI models that can reason about physical context.

Physical Intelligence is ADI’s strategy for this new era. It describes intelligent systems that can perceive, reason, and act within the physics of the environment. This is not abstract intelligence. Physical Intelligence is grounded in measurable signals, real-time data, physics-informed models, and trustworthy local decision-making.

The core function of our edge-based products is to transform real-world physical inputs into electrical signals. Adding AI to the edge has the ability to enhance functionality by providing the user with informed options based on those signals.

While traditional AI models require robust computational power, ADI is focused on developing AI technologies at the edge. Local data processing and storage at the edge, as well as low computational latency, minimize the complexity and power requirements for running edge AI algorithms.

AI Governance and Oversight

As ADI increasingly develops and incorporates AI capabilities into our products and services, product development, and operations, we are acutely aware of both the opportunities and risks. We take AI risk management and governance seriously. As this space is evolving quickly, we have revisited our approach to governance. We believe that accountability should lie with practitioners, and to that end, we have shifted the Responsible AI governance responsibility under the Senior Vice President, Software and Digital Platforms Group’s organization. As part of their structure, they continue to work with our Enterprise Risk Management Committee, our Legal and Risk Optimization Organization, ADI’s Head of ESG and Human Rights, and others across the organization.

The Audit Committee oversees AI matters, and ADI’s Board of Directors receives regular updates on our AI programs and practices. As ADI’s AI program matures, we will continue to develop controls and practices to ensure practices align with our values.



Grazyna R., US

Engaging Our Suppliers

Supply Chain Responsibility and Supplier Engagement

ADI is committed to driving social responsibility, supplier integrity, and continuous improvement across our global supply chain. Our supply chain spans multiple tiers and geographies, and we recognize that effective management of human rights and environmental risks requires clear expectations, robust oversight, and active engagement with suppliers. ADI takes a risk-based approach, recognizing the various factors may impact our programs.

ADI's procurement strategy is designed to promote consistency, transparency, and accountability while supporting suppliers in understanding and meeting ADI's expectations. This strategy integrates ESG considerations into supplier selection, onboarding, performance evaluation, and ongoing engagement, with a focus on high-risk regions, sectors, and activities.

ADI collaborates with industry organizations and multi-stakeholder initiatives, including the RBA, its [Responsible Labor Initiative](#) and [Responsible Minerals Initiative](#), and the [Semiconductor Industry Association](#). Through these collaborations, ADI aligns with industry standards, contributes to shared learning, and participates in collective efforts to address systemic risks in the electronics supply chain.

ADI has adopted the [RBA Code of Conduct](#) into our [Code of Corporate Social Responsibility](#), establishing foundational expectations for suppliers related to labor and human rights, health and safety, environmental protection, ethics, and management systems. Suppliers are expected to cascade these requirements throughout their own supply chains and implement management systems that support compliance, risk identification, and continuous improvement.

To support transparency and capacity building, ADI maintains a supplier-facing website that provides access to relevant policies, standards, and sustainability resources. ADI engages directly with suppliers through assessments, audits, training, and corrective action processes to promote alignment with our expectations and to support meaningful, sustained improvements in performance.

Environmental Responsibility in the Supply Chain

ADI's commitment to environmental sustainability extends to our value chain, recognizing that supplier environmental performance is integral to reducing overall environmental impacts and advancing ADI's sustainability objectives, including our Net Zero target. We expect suppliers to manage environmental risks proactively and to implement practices that minimize negative impacts on the environment and surrounding communities.

In addition to the requirements set forth in ADI's Code of Corporate Social Responsibility and the RBA Code of Conduct, suppliers are expected to establish and maintain environmental management systems appropriate to the nature and scale of their operations. These systems should support regulatory compliance, risk management, performance monitoring, and continuous improvement.

ADI expects suppliers to:

- Establish plans to monitor, manage, and reduce greenhouse gas emissions and to support the transition toward renewable energy where feasible
- Comply with applicable prohibitions and restrictions on hazardous substances and manage chemicals responsibly
- Comply with applicable laws and regulations related to air emissions, wastewater discharges, and waste management
- Reduce waste generation and water consumption through efficiency measures and responsible resource use
- Implement measures to prevent pollution and mitigate environmental incidents

ADI assesses supplier environmental performance through a combination of self-assessments, audits, and performance metrics, and incorporates environmental criteria into supplier evaluations and scorecards. Where gaps or risks are identified, ADI works with suppliers to develop and implement corrective actions aimed at strengthening environmental controls and improving performance over time.

ADI will continue to engage with suppliers, industry partners, and other stakeholders to enhance environmental performance across the supply chain and support progress toward ADI's climate and environmental goals.



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Responsible Minerals

Like many technology companies, ADI may utilize, and some products may contain, tin, tantalum, tungsten, and gold (3TG); cobalt; and other minerals in the manufacturing of our semiconductor device products. 3TG and cobalt minerals can be sourced globally but are known to be frequently sourced from the Democratic Republic of Congo and adjoining countries. This region has been identified as an area of human rights abuses and armed conflict. ADI works to ensure these minerals within our semiconductor device manufacturing supply chain do not originate from sources that support or engage in human rights abuses or armed conflict in this region.

ADI's [Responsible Minerals Policy](#) defines the requirements within ADI and throughout ADI's semiconductor device supply chain for mineral traceability of 3TG minerals and cobalt to support conformant sourcing. Procedures and processes are in place following the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance to support execution of ADI's Responsible Minerals Policy.

ADI has been a member of the Responsible Minerals Initiative (RMI), formerly known as the Conflict-Free Sourcing Initiative (CFSI), since 2009, and utilizes RMI's Responsible Minerals Assurance Process (RMAP) to understand mineral country of origin and smelter or refiner RMAP status. The RMAP process includes a third-party independent evaluation of validated mineral smelters or refiners to determine its conformance status to the RMI standard. ADI continues our use, support, and involvement in the RMI initiative and is currently evaluating other minerals that may be at risk of impacting responsible sourcing beyond regulatory requirements.

For additional information regarding our due diligence processes, risk management plan, and the results of our most recent inquiries, please see the Conflict Mineral Report included with our [Form SD](#).



Health and Safety

Approach

The health and safety of those doing work on our behalf is a top priority for ADI.

In 2025, we continued on our journey to build a strong and resilient safety culture. Our cross-site safety culture team, comprising site representatives and the Environment, Health, and Safety (EHS) function, advanced the rollout of new global EHS standards and training programs. We harmonized our leading and lagging safety indicators and strengthened hazard and near-miss reporting across operations.

To further enhance employee engagement, we aligned EHS promotional efforts and celebrated Safety Week globally under a unified theme: “Think Safe. Work Safe. Go Home Safe”. During this event, we also launched the new ADI Core Safety Principles, designed to guide each employee in contributing to a safer workplace through everyday actions.

We continued to leverage cross-site collaboration, standardization, and communications through our quarterly EHS reviews, a biweekly EHS leaders’ forum, an annual strategy meeting, and a quarterly injury review committee.

GLOBAL SAFETY WEEK CELEBRATIONS

All our sites celebrated Safety Week 2025 under the unified theme “Think Safe. Work Safe. Go Home Safe,” reinforcing safety as a fundamental part of ADI’s culture. The week opened with safety messaging from our Executive Vice President for Global Operations and Technology, underscoring strong leadership commitment and promoting accountability across the organization. We also launched safety videos highlighting personal safety, ergonomic wellness, and the prevention of slips, trips, and falls.

Across our global sites, we introduced a unified hazard and near-miss reporting tool, enabling employees to easily share safety observations through site-specific QR codes and strengthening our culture of shared responsibility. Site leaders further demonstrated their commitment by leading the signing of the Safety Pledge to our ADI Core Safety Principles, reaffirming their role in championing safety in daily operations.

The celebration featured learning forums on ergonomics, slips-trips-falls prevention, safe behaviors, and first aid, complemented by interactive demonstrations and gamified activities covering ergonomics, chemical safety, lock-out tag-out, disaster preparedness, and other essential safety topics. Through these efforts, we continue to foster a positive safety culture where employees feel valued and supported, creating an environment where safety is consistently prioritized.

Enterprise ISO 14001 and 45001 Certification

ADI achieved certification for ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System standards in 2023 for all manufacturing facilities and our office in San Jose, California. In 2025, we continued our alignment with ISO 14001 standards and successfully maintained our ISO 45001 certifications by passing all audits in full conformance with the standard.

Product Stewardship

Our product stewardship program assesses and assists with substance compliance of material content according to relevant regulations around substances of concern (REACH, RoHS, ELV). We continuously monitor developments in the global regulatory landscape and provide our customers with regular updates [online](#) to facilitate transparency on the materials and environmental substances used within our semiconductor manufacturing process and those found in our end products.

**ENGAGING OUR LOCAL PARTNERS ON
EMERGENCY PREPAREDNESS AND FIRE SAFETY**

ADI sites collaborated with the local fire department and a non-governmental organizations to strengthen fire safety and emergency preparedness programs. In Ireland, we hosted the Limerick City Fire Service for hands-on emergency response training and drills conducted by the city’s first responders, enhancing community preparedness and building strong relationships with local emergency teams. In Malaysia, we organized a Fire Safety Awareness Talk, “The Critical Choice: Live or Leave,” delivered in partnership with the Fire Prevention Organization. It provided employees with practical fire safety insights to help protect themselves at work and at home. In the Philippines, employees facilitated an emergency and disaster preparedness learning session for elementary students in partnership with a local public school in General Trias, Cavite, helping strengthen community awareness and readiness.

SAFE AND SUSTAINABLE TRANSPORTATION EFFORTS

A number of programs were hosted that encouraged safe and sustainable transportation and commuting:

- In Thailand, the site launched a Holiday Safe Driving campaign to promote road safety, sharing key safety reminders and distributing goody bags with items to help employees stay alert while driving home for the holidays. In a separate event, the site partnered with Toyota to provide on-site vehicle inspections and discounted oil-change services, supporting employees in maintaining their vehicles in safe operating condition.
- In Malaysia, the site collaborated with Boon Siew Honda to provide employees with road safety education, featuring practical, hands-on training to enhance safe driving awareness and skills.
- In the Philippines, our site held a Pedal-Forward activity during Earth Week, where employees engaged in active and sustainable mobility practices by cycling to work, participating in Clean-Up Rides, running errands without a car, and joining group rides to encourage cleaner transportation habits. The site also hosted an EV showcase, providing employees with first-hand driving and riding experiences of electric vehicles to promote sustainable transportation alternatives.
- In Limerick, the site launched a week-long program encouraging employees to bike to work, supported by an on-site bike tune-up activity, promoting sustainable transportation, emission-reduction efforts, safe commuting, and healthy habits among employees.

Health and Safety Training

To support our employees in conducting their EHS responsibilities, ADI provides comprehensive health and safety training that builds awareness and skills. Manufacturing employees undergo EHS training when they join ADI. Varied learning methodologies are employed to meet the needs of our diverse workforce, and EHS training is offered in different languages and through both web-based and on-site platforms.

Training information is also tailored to what is needed for specific jobs, such as hazardous materials management, electrical safety, tool safety, and ergonomic workplace design.

We rolled out an updated and enhanced version of our company-wide mandatory basic EHS training in 2025, along with other program-specific courses, through ADI’s standard learning management system. Our platform enables consistent delivery of EHS education and best practices across all sites globally.

Emergency planning across our sites also contributes to our employee safety. Employees receive training on emergency protocols, including instructions for reporting emergencies and procedures for safely evacuating our buildings. Members of our emergency response team receive training, which includes training on first aid, cardiopulmonary resuscitation (CPR), automated external defibrillators (AEDs), blood-borne pathogens, and chemical response. Learn more about our emergency preparations in [Business Resilience Management](#).

Looking ahead, we are aiming to finalize our training metrics to establish a consistent way to monitor our health and safety beyond our reporting commitments for legal compliance in 2026.

CONTINUOUS IMPROVEMENT

Our certification to ISO standards, regulatory compliance, enhanced EHS Policy, and thorough investigations contribute to the continuous improvement of our health and safety initiatives. These efforts help to avoid repeat incidents. Globally, we are working to standardize and promote robust health and safety processes, standards, and training. At the site level, through active management-level support, we work to ensure that safety is visible and EHS accomplishments are highlighted.

Managing Health and Safety Processes

ADI fully implemented an enterprise software solution that facilitates more robust injury and illness tracking, documentation of inspections, action item tracking, and incident management, to include recording of investigations, root cause analysis, and corrective action closure. This system allows access-controlled centralized tracking of injuries, EHS-related events, inspections, and notices of non-conformance or violation, further improving how we manage our EHS programs.

In 2025, we expanded the capability of this enterprise software solution by standardizing our hazard and near-miss reporting tool. This continued to promote engagement at all levels of the organization by streamlining how unsafe conditions and behaviors are reported and addressed. The unified system also enables more efficient global trend analysis and supports coordinated resolution of common issues.

2025 Performance

ADI recognizes the importance of metrics to support our commitment to continuous improvement of our health and safety performance. We use two industry-standard metrics to assess our injury performance and trends globally — incident rates and lost workday rates. We review our metrics on a consistent basis to understand how we are doing and learn where we can improve. We compare our incident rate and lost workday rate against the U.S. semiconductor industry and U.S. manufacturing industry rates as benchmarks.

ADI's recordable injury rate increased to 0.43 in 2025 from 0.19 in 2024, driven primarily by unexpected cases of skin irritation at one of our manufacturing sites, which have since been resolved. Despite this, we continued to achieve better rates than the industry averages for incident rates and lost workday rates. We include temporary workers in addition to all employees in our rate calculations. The types of injuries are tracked at the site level, and prevalent injury categories include slips and falls, overexertion, and ergonomic issues.

There were no fatalities at any ADI site in 2025. There were five injuries defined as high consequence by the Global Reporting Initiative, an increase from 2024.

To continuously improve our health and safety performance, every site maintains EHS-specific procedures and specifications, performs a periodic self-assessment or self-audit, posts health and safety communications, tracks its injury metrics, conducts investigations of safety incidents, and identifies causes and corrective actions.

SHOE INSOLES FOR ERGONOMICS

To promote comfort during work hours and reduce the risk of ergonomic-related injuries, our Camas site launched a shoe insole program. As part of the initiative, all employees were offered tailored shoe inserts designed to fit their specific foot type.

FOURTH PLATINUM CLASS AWARD FOR ADI FACTORY IN CHONBURI, THAILAND

ADI's factory in Chonburi, Thailand, received its fourth consecutive Platinum Class Award in Thailand's Zero Accident Campaign 2025 for an impressive 30 million hours of lost day accident-free operation.





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5 years of social impact

Connects to Communities

We created the Analog Devices Foundation to align our employee engagement and community investment initiatives in a way that expands our positive social impact. Together, we can make a greater impact in the communities where we operate and live throughout the world.



Analog Devices Foundation

Our Mission

Engineering a more sustainable future for our planet and people.

How We Lead

The Analog Devices Foundation supports communities around the world where ADI employees work and live. Guided by the United Nations Sustainable Development Goals and established in 2020, the Foundation supports charitable organizations that further the mission and align with our guiding pillars: Protect the Environment, Improve Access to Education, and Advance Societal Change. The Foundation also supports employee involvement with qualified nonprofit organizations through matching gifts for both employees’ time spent volunteering and their monetary contributions. We also encourage employees to nominate local nonprofit organizations for community grants that reflect our guiding pillars.

ADI was named a **Top 100** charitable contributor in Massachusetts **in 2025** (#39) by Boston Business Journal.

Fiscal 2025 Impact

\$786,000

Community Grants

\$3.16 MILLION

Employee Donations and Foundation Match

32,760 HOURS

Volunteered by Employees

1,527

Nonprofit Beneficiaries

22

Countries Received Support
Employee Donations

Board of Directors



Vincent Roche

Executive Advisor



Stephanie Sidelko

Chair



Vivek Jain



Rich Puccio

Foundation Officers



John Weidman

President



Rebecca Dishotsky

Vice President



Shelly Shaw
Secretary



Mike Sondel
Treasurer



Christina Dervin
Executive Director

Our Guiding Pillars



Protect the Environment

We support initiatives and organizations that help reduce carbon emissions, conserve water, reduce waste, protect the ocean, and promote renewable energy sources.



Improve Education Access

We support initiatives and organizations that broaden access to high-quality STEM education and job opportunities, and those that provide underserved communities with the tools they need to progress and thrive.



Advance Societal Change

We support initiatives and organizations that harness innovative solutions to help solve community problems, eradicate poverty, and promote health and well-being.



Christina Dervin
Executive Director

“The Analog Devices Foundation is proud of the outstanding achievements and impact we’ve delivered in five short years. We have activated and supported meaningful initiatives around the world that have improved lives and built strong partnerships within the communities where ADI employees work and live. We are inspired by the unwavering commitment and passion of our employees, whose tireless engagement has fueled our mission and amplified our reach. Their dedication — through volunteering time, sharing expertise, and leading local initiatives — has been instrumental in driving positive outcomes.

Together, we have championed environmental sustainability, fostered educational advancement, and delivered vital support to those in need. Looking ahead, I am more confident than ever that our continued engagement will empower us to deepen our impact and reinforce our commitment to building a more sustainable and equitable future for all.”



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2025 Grant Recipient Highlights

In 2025, the Analog Devices Foundation awarded over 120 grants to various charitable organizations across the globe dedicated to advancing our guiding pillars: Protect the Environment, Improve Access to Education, and Advance Societal Change. Each grant contributes to our commitment to engineer a more sustainable future for our planet and people. While we are incredibly proud of the impact our grants delivered throughout the year, three stand out for demonstrating our commitment to foster lasting, positive change in the communities where our employees work and live.

Disaster Relief and Lifting Up a Community

When disaster strikes, investing in community organizations that directly support our local communities is imperative. In the direct aftermath of the Valencia flash floods, the Analog Devices Foundation, in partnership with ADI employees based in Valencia, supported Asociación Valenciana de Caridad (Casa Caridad), an organization with a 120-year tradition of aiding the Valencia community.

On behalf of the Analog Devices Foundation, CAF America provided a \$25,000 grant from the Community Grant Fund to deliver essential goods to flood victims and help fund reconstruction efforts. ADI employees embodied resilience in a time of distress by volunteering in various services run by Casa Caridad, including cleanups and food distributions to the most vulnerable victims.

“What made the volunteer experience even more powerful was having colleagues join in to volunteer. Seeing employees from different teams come together, offering their time, energy, and support, created a strong sense of unity and shared purpose.” - **David A., Valencia, Spain**



An Education Hub for Environmental Innovation

Investing in the next generation of innovative education initiatives is important for the Analog Devices Foundation. In Adare, Ireland, a community close to ADI’s Limerick office, Our Lady’s Abbey is dedicated to teaching students, ages 4 to 12, through sustainability and environmental projects to nurture environmental awareness.

On behalf of the Analog Devices Foundation, CAF America provided a \$10,000 grant from the Community Grant Fund to support the school’s most recent project, an outdoor classroom. This project has revitalized an underused area of Our Lady’s Abbey into a vibrant sustainability hub, which supports students with important educational resources.

The new space includes a geodesic dome and community garden, creating a biodiverse, hands-on outdoor learning space to serve as a catalyst for further community engagement and connection.

The shared educational space equips students to tackle sustainability projects, learn to make informed and responsible environmental choices, and connect to nature. Over time, the outdoor classroom will be open to the wider Adare community.



“Having the support of the Analog Devices Foundation means having the opportunity to create real, positive change that improves education, well-being, and environmental awareness for local children and families. The Foundation’s support helps turn ideas into meaningful, lasting impact for the community’s future.”
- Sharon B., Limerick, Ireland

Building River Resilience

The Ipswich River serves over 380,000 people and businesses in 12 communities throughout the North Shore of Massachusetts. The river is essential for sustaining native fish, flora, and wildlife populations; providing spaces for families and community members to enjoy nature; and providing clean, safe drinking water.

Ipswich River Watershed Association (IRWA) is a community of educators, scientists, gardeners, and citizens partnering with communities to enhance environmental stewardship. Together, they restore the river to allow native wildlife to flourish and promote sustainable water usage and conservation measures among municipalities and individuals.

ADI volunteer groups participate in river cleanups and office educational events, and a Wilmington Employee Network, the Green Team, continues to collaborate with IRWA.

In recent years, the river has been listed as one of America’s Most Endangered Rivers, with water withdrawals causing dangerously low levels. At times, the river has run dry.

To support the efforts of IRWA, the Analog Devices Foundation contributed a total of \$26,000 in 2025 to its Resilient Water Supply Campaign, aimed at removing the Ipswich River from the endangered list and building long-term community initiatives focused on conservation education and watershed restoration.

“Partnering with IRWA through the Analog Devices Foundation has allowed me to connect funding resources to restoration efforts, engage municipal leaders and volunteers, and help the Ipswich River as part of a broader watershed recovery effort.” - Sarah B., Wilmington, Massachusetts



Employee Engagement: Community Activities Board

The passion and dedication of ADI employees have been pivotal in positively impacting communities where we work and live. Employees’ unwavering commitment to our volunteerism motto, “Give. Care. Do.,” drives the success of the Foundation’s mission. This dedication is evident in the numerous initiatives spearheaded by our employees, which range from local community service activities to programs delivering a global impact. By volunteering their time, skills, and resources, ADI employees not only contribute to the betterment of society, they exemplify the core values of Analog Devices. Their efforts have led to meaningful change and have inspired others to join in our mission of giving, caring, and doing to make a difference.



ADI’s Global Impact Initiatives

We lend our hands to local communities through a variety of impact initiatives. The Community Activities Board (CAB) is a global network of employees who help facilitate engagement efforts that promote social welfare and volunteerism. Three times a year, the CAB launches a global project aligned with each guiding pillar area: Protect the Environment, Improve Access to Education, and Advance Societal Change.

One of our global projects, Operation Backpack, provides essential school supplies to children in need. Employees hold supply drives and donate prepacked backpacks for various grade levels. Operation Backpack “packing parties” bring employees together to fill backpacks with donated supplies to ensure students have the tools they need to succeed.

EMPLOYEE IMPACT

Year after year, our employees’ commitment to Operation Backpack reaches new heights. In FY2025, 19 office locations participated to donate over 3,100 backpacks to community organizations and the students they support.

Employees also contribute to World Food Day drives and food bank events, spread holiday kindness through toy drives and community programs, and celebrate Volunteer Month and Earth Day in April with activities focused on protecting our environment.



Employee Engagement Spotlight: Racing to End Food Insecurity

As our San Jose campus marks its 25th year partnering with Second Harvest of Silicon Valley, our 2025 Race to End Hunger and participation in the organization’s annual Make It to a Million Challenge celebrate employees’ passion and commitment to supporting the Bay Area community.

Analog Devices has been a key partner supporting Second Harvest’s mission to end hunger in the Bay Area and advancing food security, which has a fundamental role in helping students thrive in school, improving community health, and reducing the impact of food waste.

In 2025, our employee volunteers sorted and packed over 38,000 pounds of produce to support Second Harvest’s ability to serve nearly 500,000 clients every month and contribute to the growing needs of the Bay Area.

Second Harvest’s Make It to a Million Challenge further enables employees to engage by raising funds to provide nutritious meals and groceries. During the 2025 week-long challenge, ADI employees raised \$56,916 — equivalent to 113,832 meals for individuals and families facing hunger. The challenge has been instrumental in championing Second Harvest’s new 215,000-square-foot facility, which will support increased food distribution.



While the challenge unites employees to raise funds, our San Jose campus also comes together for our annual Race to End Hunger, creating awareness and excitement for Second Harvest’s challenge and mission. Employees embrace the friendly competition as walkers and runners on the race route and as volunteers at race stations. They are proud to rally as one community in support of the partnership.

“The dedication, compassion, and enthusiasm demonstrated by the Analog Devices team has generated a profound and lasting impact on the lives of those we serve. Through generous corporate donations, hands-on volunteerism, and continued participation in our annual Make It to a Million Challenge, we extend our sincere gratitude to the entire Analog Devices community for your steadfast support and meaningful partnership.”

Emily Sparling
Senior Corporate Philanthropy Officer,
Second Harvest of Silicon Valley

Employee participation in the race, contributions to the Make It to a Million Challenge, and volunteer efforts with Second Harvest exemplify the core values of Analog Devices. These initiatives, with the shared commitment to ending food insecurity, pave the way for meaningful impact and living our volunteerism motto, “Give. Care. Do.”





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Driving STEM Education

ADI and the Analog Devices Foundation is committed to expanding access to educational resources necessary for students to develop skills that continue to improve our lives and the planet. For 60 years, ADI's investments in science, technology, engineering, and math (STEM) education programs at the K-12 level — and for university students at the undergraduate and graduate levels — have extended community resources, funding capabilities, and employee expertise to programs globally.



Harnessing Curiosity through STEM Kits

Improving access to education is a guiding pillar for the Analog Devices Foundation. In communities around the world where STEM educational resources may be limited, the Analog Devices Foundation distributes STEM kits to elementary schools and STEM-focused organizations. These kits equip young minds with the tools and resources they need for hands-on learning that fosters curiosity and a passion for STEM subjects.

In 2025, Analog Devices employees collaborated during technical conferences to assemble and donate over 3,000 STEM kits to organizations in Massachusetts, Oregon, Washington, Ireland, and the Philippines. Activities in the kits included:

- A catapult to teach students about velocity and engineering
- A sundial for learning how to tell time without technology
- A human hand model for students to build and explore human biology

The STEM kits were packaged into reusable, insulated lunch bags for students. The integration of STEM-focused learning opportunities underscores ADI's commitment to inspiring the next generation of innovators and problem solvers, ensuring students are prepared to meet the challenges of the future.





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We have long believed good corporate governance is important to ensuring that ADI is managed for the long-term benefit of our stakeholders.

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Risk Management

As a leading provider of digital transformation solutions at the Intelligent Edge, ADI utilizes our risk management programs to identify, manage, and govern risk throughout our organization to promote the achievement of our financial and operational goals, and to drive long-term business and ESG strategy and solutions in a compliant manner.

Enterprise Risk Management

ADI has adopted the [Committee of Sponsoring Organizations](#) (COSO) framework for enterprise risk management (ERM). This framework employs a six-phase approach: risk identification, risk categorization, risk quantification, risk control and response, risk and control monitoring, and risk reporting and communication. With this framework we have categorized our organization’s risks into four categories (strategic, operational, compliance, and financial) and quantified their impact using four scales (financial impact, likelihood of occurrence, velocity, and difficulty of recovery).

Our ERM program aims to support informed organizational decision-making for strategic planning, tactical execution, budgeting, and risk oversight that optimizes risk outcomes and protects stakeholder value. The ERM function enables the organization to make risk management more efficient and effective by providing and maintaining a risk management framework and developing appropriate mitigation strategies.

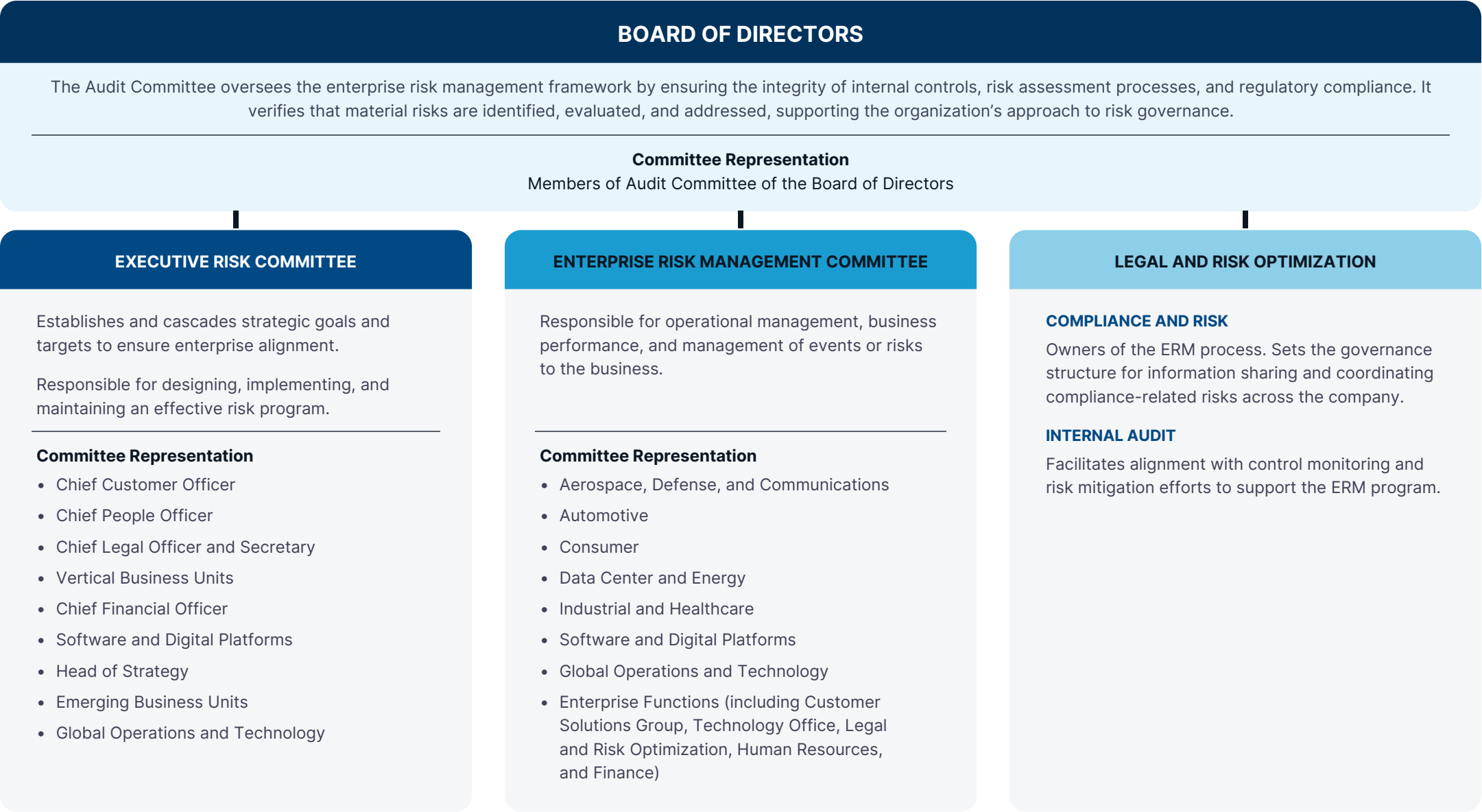
We also believe a strong ERM program enhances corporate governance and helps to define management’s leadership and commitment toward openness, honesty, integrity, and ethical behavior.

We utilize both a top-down and a bottom-up approach to risk management wherein high-level strategic goals and priorities are cascaded down to the business by leadership and day-to-day risk management activities are managed by the business units and functions and reported up to the Board of Directors and Leadership team.

Our dedicated ERM program manager has created a Risk Center of Excellence as a resource for risk owners and champions to continuously improve their day-to-day risk management activities. Additionally, the ERM program manager functions as a conduit of risk information between management and the Board of Directors.



Enterprise Risk Management Oversight





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Business Resilience Management

Business resilience involves emergency, crisis, and continuity planning and response, as well as crisis communications, to protect our people and guarantee our operations remain strong in unforeseen situations, such as cyberattacks, natural disasters, extreme weather conditions, geopolitical problems, supply chain interruptions, or any other disruptions to our business.

We prepare and plan for such potential interruptions to minimize their impact on our people and business operations. In the event of an issue, we engage cross-functional internal stakeholders, including Human Resources, Legal and Risk, EHS, Global Operations, Procurement, Communications, and Security, as appropriate. Our resilience plan is designed to address potential disruption to our business and locations. These efforts are supported by systems, policies, and procedures designed to mitigate risk, protect the safety of our employees, and preserve the trust of our customers. Our teams proactively monitor and maintain their readiness to identify, assess, and respond to potential events.

To support our resilience and monitoring efforts, we subscribe to an emergency alert system that notifies us if there are severe weather, natural disaster, geopolitical challenges, or other events in areas that could impact our operations, so any needed response can begin quickly.

Teams receive emails whenever such events happen, which allows for a quick assessment and activation of the applicable resilience plans and procedures.

We reach out to manufacturing sites and suppliers in the proximity of an emergency and, if there may be an impact to our supply continuity, we take swift mitigating actions.

We are committed to continually enhancing our business resilience programs based on changing global conditions. In 2025, we continued to focus on the coordination of our program across our functions and global locations. To continuously improve our program, we conduct training exercises and auditing of our resilience plans and processes, and we incorporate learnings from real-world experiences and inputs from stakeholders worldwide.



Ryan M., IE

Business Ethics

At ADI, integrity defines our culture. It is foundational to all we do with our customers, our communities, and each other. We are committed to continuously driving the importance of ethics and compliance at ADI. It is everyone’s responsibility to uphold our company values, foster an ethical culture, and build upon the foundation of trust and respect that ADI has created.

ADI continues to enhance our policies, practices, and trainings as a reflection of our responsibility to embed integrity and high ethical standards in the way we do business. ADI’s [Code of Business Conduct and Ethics](#) outlines ADI’s approach to conducting business ethically, in compliance with the law, and in a way that reflects our deeper values. We review and update our Code annually and promote awareness of ethics and compliance issues. Our Code provides a blueprint to guide our day-to-day decision-making at ADI. Everyone who works for ADI and our subsidiaries, including the members of our Board of Directors, all executive officers, and every employee, as well as all independent contractors, consultants, agents who provide services to ADI, and all who engage in business activities with ADI, are expected to comply with our Code and the law during their relationship with ADI in all countries and regions in which we do business.

ADI prohibits bribery and corruption in our business. We comply with applicable anti-corruption and anti-bribery laws in all countries where we do business. Our Code explicitly prohibits offering, giving, or receiving bribes

in connection with work for ADI at any time for any reason. ADI’s global employee population receives annual training to ensure their understanding of anti-corruption and anti-bribery laws, our gifts and entertainment policy, and the critical role of accurate recordkeeping. We focus on education and prevention to ensure that our policies are followed by our employees and business partners, and that concerns are easily reported and quickly addressed.

At ADI, we seek to drive a culture of inclusion that values and leverages each employee’s uniqueness and perspectives. We strive to maintain a respectful work environment that is free from harassment and discrimination, and to provide a professional environment that promotes respect for every individual. Our expectations are detailed in ADI’s [Anti-Harassment Policy](#).

We communicate with all employees about our commitment to ethics, integrity, and compliance, and our policy updates and resources, training, and accessibility enhancements, and encourage them to raise any suspected or actual violation of law, our Code, or our policies, or unethical conduct using reporting channels described in our Whistleblower program. We also expect our suppliers to comply with our Code of Corporate Social Responsibility (CCSR) and Code of Business Ethics, including raising concerns if they become aware of any violations or unethical conduct. For more information, please see [Supplier Resources](#) webpage.

ADI POLICIES ON STRATEGIC CORPORATE RESPONSIBILITY ISSUES:

- [Code of Business Conduct and Ethics](#)
- [Code of Corporate Social Responsibility](#)
- [Anti-Slavery and Human Trafficking Statement](#)
- [Global Tax Policy](#)
- [Information Security Statement](#)
- [Political Contributions and Expenditures](#)
- [Privacy Policy](#)
- [Anti-Harassment Policy](#)
- [Supplier Ethics Commitment](#)
- [Insider Trading Policy](#)

Documents are available at: [investor.analog.com](#) and [Corporate Policies | Analog Devices](#).

Raising Awareness and Training

We are dedicated to raising awareness of ethics and compliance topics. We have a centralized and comprehensive compliance training program for our global workforce. The program is designed to emphasize ADI’s core values of respect and continuous learning; focus on educating employees about applicable laws, regulations, and company policies that govern their behavior at the workplace; and promote a culture of integrity. All ADI employees receive mandatory ethics and compliance courses delivered on either an annual or biennial basis, based on legal requirements, risk considerations, and industry standards. These courses include region-specific and role-based assignments and cover topics related to conflict of interest, anti-bribery and anti-corruption, insider trading, workplace harassment prevention, data privacy and security, antitrust and trade compliance, intellectual property, and confidentiality, among others. Depending on their role and responsibilities at ADI, certain employees receive additional in-depth training assignments covering topics related to healthcare compliance and government contracting. Training completion includes review and certification of adherence to ADI’s Code, the CCSR, and other applicable policies.

Our training materials are translated into local languages in key locations. We actively monitor compliance training performance.

Whistleblower Program, Reports, Investigations, and Corrective Measures

At ADI, we are committed to creating an environment where every employee is respected and valued. We value transparency and rely on our employees to demonstrate honesty and integrity and to speak up to raise concerns. We maintain multiple channels for employees and others to report concerns, including reporting anonymously. Anyone can report concerns through ADI’s Ethics Hotline (online at analog.ethicspoint.com, by phone, or through mobile access). ADI’s Ethics Hotline is operated by an independent third party and allows anonymous reporting where permitted by applicable law. Employees can request a translator for reporting by phone or online, and Global Mobile Access Reporting is available in local languages for key locations. Additional channels for employees’ reporting include their supervisor, Human Resources, ADI’s Chief Legal Officer, and ADI’s Ethics and Compliance team through its [Ethics Email Box](#).

ADI maintains a process to ensure reports are investigated by the Ethics and Compliance team and appropriate corrective actions are implemented. The Chief Legal Officer and Ethics and Compliance team provide oversight of all global investigations to ensure the investigation process is transparent and matters are handled fairly and consistently. Additionally, the Board of Directors provides oversight on investigation processes, compliance trends, and matters, as appropriate. ADI does not tolerate retaliation against anyone

who in good faith makes a report or assists ADI in identifying suspected violations of the law, ADI’s Code, the CCSR, or other company policies or procedures, or participates in an internal investigation. ADI trains our employees on our Anti-Retaliation Policy and takes proactive steps to prevent retaliation with corrective action up to and including termination. Additionally, ADI requires our suppliers to prohibit retaliation for good faith reporting or participation in whistleblower investigation processes.

WAYS TO SUBMIT WHISTLEBLOWER REPORTS

- 

Supervisors
HR Department
ADI’s Chief Legal Officer
- 

ADI’s Toll-Free Ethics Hotline
- 

analog.ethicspoint.com
- 

Scan for Global Mobile Access
- 

[ADI’s Ethics Email Box](#)

Trade Compliance

Trade Compliance

Within ADI’s Legal and Risk Optimization organization, the Global Government Affairs and Trade team includes a robust Trade Compliance function that ensures ADI’s adherence to applicable laws and regulations governing the import and export of goods and services.

The Trade Compliance team is composed of dedicated professionals focused on compliance with international trade laws and multilateral import and export controls. The team ensures the consistent application of compliance policies across business units and is responsible for implementing compliance systems, managing documentation, and conducting impact analyses. In addition, the team provides strategic advice and guidance to ADI’s business groups to support cross-functional collaboration and facilitate lawful cross-border sales and product distribution.

The team manages a broad range of activities, including product classification, license authorization management, and the development and implementation of policies, processes, and programs designed to ensure ADI does not engage with sanctioned, embargoed, or otherwise restricted entities. These measures are intended to prevent the unauthorized import or export of goods, services, and technologies and to mitigate risk to the company.

ADI’s global business activities are subject to a wide range of laws, rules, and regulations administered by U.S. and foreign governments. As a multinational company, ADI faces risks and uncertainties that may adversely affect its financial condition and business operations. These risks include

international economic and political conditions; geopolitical tensions in regions where ADI operates; changes in regulatory or legislative requirements; and trade-related restrictions such as tariffs, quotas, deemed-export controls, and other trade barriers. ADI monitors global trade developments and provides recommendations to business leaders to adjust policies and practices as appropriate.

Illicit Diversion of Our Products

ADI recognizes and understands the severity of illicit diversion in the semiconductor industry and has established procedures to go above and beyond our legal obligations to prevent it.

Following Russia’s invasion of Ukraine and in compliance with U.S. and EU sanctions, ADI ceased business activities in Russia, Belarus, and the Russian-backed regions of Ukraine, and promptly instructed our distributors to halt shipments of our products into these regions. ADI does not condone or support the use of its products in Russian military equipment or for end applications for which they were not intended or authorized, nor does ADI condone or support the illicit diversion or transshipment of its products to countries or entities subject to U.S. or international sanctions.

ADI continues to deploy a range of strategies to combat illicit diversion, including enhanced Know Your Customer procedures to identify unusual purchasing patterns and other red flags in high-risk regions and for designated products of concern, annual audits of distribution partners, and heightened analysis and screening capabilities to detect grey-market activity.

ADI continues to collaborate with government agencies investigating the improper diversion of semiconductor products by brokers or other unauthorized intermediaries. Through partnerships with law enforcement, government authorities, and external stakeholders, ADI remains fully committed to ensuring the safety and integrity of its products and to taking ongoing measures to reduce the risk of illicit diversion and transshipment.



Taxation

ADI is a responsible taxpayer and aims to comply with statutory obligations and to provide full disclosure to the tax authorities in each country in which we operate. Our tax strategy is closely aligned with our business and sustainability strategies, and our tax affairs are managed in line with our rigorous governance standards.

Our tax payments are composed of corporate income, employment, property, and other tax payments. We maintain appropriate policies, management structures, and governance processes to comply with tax laws in jurisdictions in which we do business. The ADI [Global Tax Policy](#) serves as our framework to identify key tax risks.

We manage those risks through appropriately designed and operated controls, policies, and processes, which are regularly audited by internal audit and for Sarbanes-Oxley (SOX) purposes. The framework is fully supported by our Board of Directors, our management team, and the entire tax organization. The Audit Committee of our Board of Directors reviews our tax strategy and regularly confers with our tax professionals to discuss tax policies and the impact of tax laws and regulations on the company. The result is a tax structure that is transparent and complies with internationally accepted taxation principles.

Our tax professionals manage and oversee the tax control framework and the day-to-day tax affairs of the company. Our tax department members stay aligned and up to date with the latest developments in the global tax landscape

through internal and external training programs. When appropriate, we engage external tax advisors to help us manage tax risk and to ensure accuracy in tax-related matters.

We operate in many different tax jurisdictions and frequently deal with transfers that involve cross-border payments within our consolidated group of companies. To avoid potential tax issues with these internal cross-border transactions, we rely on transfer pricing to ensure we use the same pricing structure as we would if such transfers were between unrelated third parties. Our transfer pricing complies with country-specific transfer pricing rules and is in accordance with [OECD Transfer Pricing Guidelines](#). We recognize the importance of transfer pricing being at arm's length such that tax payments are made appropriately to locations that contribute value.

Given our global footprint, we leverage available tax incentives and tax regulations in the various jurisdictions where we operate as appropriate. We aim to be transparent about our tax position, fostering a relationship of honesty and trust with tax authorities in each of these jurisdictions.

See Note 10 in our Consolidated Financial Statements included in our [Annual Report on Form 10-K](#) for the fiscal year ended November 1, 2025, for a detailed discussion of our income taxes.

For additional information on our approach to tax policy and transparency, see our [Global Tax Policy](#).



Anne R., US

Privacy and Information Security

Global Data Protection and Privacy

ADI is committed to complying with global data privacy regulations, including the General Data Protection Regulation (GDPR), China’s Personal Information Protection Law (PIPL), and California’s Consumer Privacy Act (CCPA). At ADI, we aim to foster a culture that values strong business practices as well as individual privacy. We do this by raising awareness about privacy issues, communicating with our business stakeholders, ensuring transparency about ADI’s data privacy program, training employees, evaluating new suppliers and technologies, and implementing good corporate practices for handling personal data.

ADI’s data protection and privacy program is organized around the data lifecycle, including the collection, use, sharing, and deletion of personal information. ADI maintains privacy policies for employees, candidates, and customers and other visitors to analog.com, which are updated regularly to reflect changes in regulations. We actively monitor our centralized privacy mailbox to respond to data privacy inquiries, and assign data privacy compliance training to relevant employees focusing on legal and organizational requirements.

ADI’s data privacy program prioritizes the following values by adhering to established policies and procedures that support them:

- **Transparency:** We inform individuals about what personal information is collected from them and how their data will be used.
- **Data and Information Security:** We implement tools and procedures to safeguard personal information.
- **Ahead of the Curve:** The world of data privacy is rapidly changing. We actively track laws and trends to ensure that ADI stays ahead of the curve. We also educate stakeholders on new requirements and required changes.
- **Preparedness:** We perform data security diligence and implement standard contractual controls on new products and services. We take active steps to protect against data breaches and respond to any data breach quickly if it happens.
- **Letting Go:** We aim to retain personal information only for as long as necessary to fulfill the purposes for which it was collected, consistent with our retention schedules and legal obligations.
- **Responsiveness:** Our team is ready to assist with any data privacy questions.

ADI’s data privacy team monitors regulatory developments on an ongoing basis and meets with cross-functional leaders to advise them of important developments.



Enterprise Information Security

To minimize the likelihood and impact of a cybersecurity incident, we have deployed cybersecurity protections designed to protect ADI's networks, devices, and data from external and internal threats. These protections are deployed in accordance with global privacy regulations.

ADI's enterprise security program has been developed based on industry standards, including those published by the International Organization for Standardization (ISO) and the National Institute of Standards and Technology (NIST).

Program Elements

ADI protects against threats by adopting all six core functions of the NIST Cybersecurity Framework including:

- Identifying critical assets and high-risk threats
- Implementing cybersecurity detection with a 24x7x365 operations center
- Implementing security controls and remediation practices
- Having an incident response capability
- Evaluating our partners' cyber posture through the implementation of a third-party risk management program
- Maintaining a comprehensive set of cybersecurity policies and procedures

For additional information regarding our cybersecurity and information security risks and oversight, see our [Annual Report on Form 10-K](#) for the fiscal year ended November 1, 2025.

Risks identified by our enterprise security program are analyzed to determine the potential impact on us and the likelihood of occurrence. Such risks are regularly monitored so that appropriate and timely actions and program modifications can be taken should the circumstances and severity of risks change. We evaluate our security program effectiveness by performing internal audits and periodic external audits by an independent information systems expert to determine both the adequacy of and compliance with controls and standards.

External Inputs

ADI regularly conducts threat assessments and benchmarks best practices. Intelligence sharing is conducted with leading global security providers and the National Defense Information Sharing and Analysis Center, as well as industry peers, which helps all participating companies improve their cybersecurity programs.

Security Awareness and Training

Education is an important tool in our overall Cybersecurity program. We provide regular workforce training sessions to instruct all eligible employees to identify cyber concerns and to take appropriate actions. Training covers topics such as phishing, malware, social media, and incident-reporting processes. We install and regularly update antivirus software on all company-managed systems and workstations to detect and prevent malicious code from impacting our systems.

External Certification

Cybersecurity Maturity Model Certification (CMMC) is a unified standard for the implementation of cybersecurity across an enterprise that is designed to help protect sensitive unclassified information. The U.S. Department of

Defense (DoD) developed the certification, which could become a compliance requirement for the 300,000 companies supplying the DoD by November 2026. The framework covers 110 controls specified in NIST 800-171, and ADI is pursuing CMMC certification.

Information Security Governance

ADI governs cybersecurity risk through a management-led, cross-functional steering committee chaired by our Chief Information Security Officer that is charged with security governance, coordination, and monitoring of cyber risks, potential cyber incidents, and key mitigation initiatives.

ADI's Board of Directors includes three members with cybersecurity expertise to assist the Board in its oversight of the company's Information Security program. Senior leadership and Internal Audit regularly provide the Audit Committee with updates on the performance of our Cybersecurity program. At least annually, the Chief Information Officer updates the full Board of Directors on information security matters and risk, including cybersecurity, and quarterly updates to the Audit Committee.

Safeguarding Our Products

ADI continually invests in the security, safety, and quality of our products to support the safe and intended use of our solutions and to help accelerate breakthroughs.

Product Security

Distributed computing is further connecting our world and enhancing access to a wide array of information, processes, and infrastructure. It is more important than ever to add the right amount of protection to ensure people, processes, and assets are safe and able to operate as intended. Threats continue to grow in scale and complexity as ADI expands our digital footprint. Regulations and standards are being created to help safeguard against the growing threat landscape, and companies like ADI are at the forefront of innovation, enabling progress at a fast pace while actively protecting against misuse and rapidly responding to new emerging threats.

ADI takes a customer-first approach to security, seeking to understand use, need, and integration challenges to deliver appropriate solutions. Different markets and applications present a range of security requirements. Whether dealing with personal health information, national security, or data privacy requirements, ADI designs for both the use and the appropriate regulatory environment to achieve the broadest ecosystem interoperability and accelerate deployment of new solutions.

Governance and Prevention

ADI’s secure development process helps to ensure new products are designed to be both compliant in the end market and protected against the relative threat landscape by deriving appropriate requirements from standards, regulations, and threat modeling. To help ensure standards are met, we have curated a well-organized and accessible set of product security resources and educational programs for our engineers.

We consider process controls important to ensure a high security standard is met across our wide array of product lines. Extending beyond our development environment, ADI provides tools to manage products securely throughout the lifecycle of the product. These capabilities are made available for customer applications when applicable for the

product’s use. Additionally, we closely monitor our product families for known vulnerabilities while extending an incident response portal for white hat hackers, customers, and others to securely report new vulnerabilities. ADI’s Incident Response team is committed to actively remediating or mitigating known vulnerabilities, as necessary. We strive to address these issues quickly with notifications and updates.

ADI monitors the expanding threat environment and regulatory requirements to proactively design products and solutions to protect against tomorrow’s emerging threats and to establish technology that enhances a system’s ability to identify new attacks, recover from an exploited vulnerability, and make appropriate updates to security protocols.



Public Policy

Approach

ADI engages in advocacy to advance thoughtful, forward-looking policies that support innovation, sustainable growth, and resilient global supply chains. ADI’s Global Government Affairs and Trade team works with policymakers, regulators, and other stakeholders to represent the company’s interests and to contribute constructively to policy discussions affecting our business, the communities in which we operate, and the global semiconductor ecosystem.

Through this engagement, ADI provides subject matter expertise and perspective to governments in the U.S. and internationally on issues that directly impact our industry and society more broadly. Our public policy priorities include international trade, tax, supply chain resiliency, advanced research and innovation, intellectual property protection, workforce development, climate-related policies, and responsible sourcing of materials.

ADI belongs to trade associations in the U.S. and globally that represent the interests of the semiconductor industry and other industries in which ADI operates. These organizations work to represent shared industry perspectives on major public policy issues. Our participation in trade associations does not mean we agree with every position they take on an issue.

ADI is an active member of the Semiconductor Industry Association (SIA), where our CEO serves on the board, as well as Semiconductor Equipment and Materials International (SEMI) and other trade associations. In states where we have a significant presence, we support state and local policy-focused associations to advance regional competitiveness and improve education and employment opportunities. We are also members of several trade associations outside the U.S., including in Ireland, India, the Philippines, and China, among others.

ADI conducts our advocacy activities in compliance with applicable laws. Where required by the law, ADI files lobbying disclosure reports with federal, state, and local governments regarding our advocacy activities. We do not make any political contributions to parties or candidates through intermediary organizations. This policy applies worldwide, even where such contributions are permitted by law. Our public policy and government relations are broadly managed by ADI’s Global Government Affairs and Trade team. The Nominating and Corporate Governance Committee of our Board oversees our policies and practices and receives quarterly reports from ADI management on government affairs-related policies, practices, and activities.

2025 Advocacy Activities

In 2025, ADI continued to strengthen relationships and broaden engagement with U.S. policymakers, including members of Congress, the Executive Administration, governors, state legislators, and municipal leaders in states where we have a significant presence.

At the federal level, our focus centered on policies that support long-term R&D investment, competitiveness, and talent access. We pursued federal and state incentives to strengthen ADI’s growth and supply chain resiliency, while informing AI policy frameworks that balance responsible innovation with regulatory clarity. Through participation in industry- and university-led consortiums, we also advanced workforce development initiatives and pathways to commercialization for breakthrough technologies.

Across its global footprint, ADI engaged with key government and industry stakeholders to advance export and import regulatory compliance, strengthen supply chain resiliency, promote technology and innovation, and ensure that our global business activities drive product excellence and a positive global impact.



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Topic	Recommended disclosure	Response or Location
Governance Disclose the organization’s governance around climate-related risks and opportunities.	a. Describe the board’s oversight of climate-related risks and opportunities.	2025 ESG Report: About ADI — ESG Oversight, page 15 ;
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	2026 Proxy Statement: Corporate Governance — Oversight by Our Board — Risk Oversight — ESG Oversight, page 30
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2025 ESG Report: ADI Horizon — Our Approach to ESG — Progress on Our ADI Horizon Journey, page 26-27
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	2025 Form 10-K: Item 1A. Risk Factors — General Risk Factors, page 24
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.	a. Describe the organization’s processes for identifying and assessing climate-related risks.	ADI Horizon — Our Approach to ESG — Progress on Our ADI Horizon Journey, page 26-27
	b. Describe the organization’s processes for managing climate-related risks.	
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2025 ESG Report: ADI Horizon — 2025 Results — Emissions, page 33 ;
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Environmental Sustainability — 2025 Progress on Environmental Goals, page 38 ; Climate and Energy, pages 39-44
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	



Industry: Semiconductors

Table 1. Sustainability Disclosure Topics and Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Response	Location
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds	Quantitative	Metric tons (t) CO ₂ -e	TC-SC-110a.1	(1) 79,000 metrics tons of CO ₂ e (2) No Disclosure	2025 ESG Report: ADI Horizon — 2025 Results — Emissions, page 33
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	TC-SC-110a.2		2025 ESG Report: Environmental Sustainability — Climate and Energy, pages 39-44
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	TC-SC-130a.1	No Disclosure	
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	TC-SC-140a.1	(1) 3,574.6 thousand cubic meters (2) 647.3 thousand cubic meters	2025 ESG Report: ADI Horizon — 2025 ESG Results — Water, pages 33-34
Waste Management	Amount of hazardous waste from manufacturing, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TC-SC-150a.1	Hazardous waste: 1,312 metric tons Recycled hazardous waste: 299 metric tons Percentage recycled: 23%	2025 ESG Report: ADI Horizon — 2025 ESG Results — Waste, page 34
Employee Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	Discussion and Analysis	n/a	TC-SC-320a.1		2025 ESG Report: People and Human Rights — Health and Safety, pages 70-72 Code of Corporate Social Responsibility
	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	Quantitative	Presentation currency	TC-SC-320a.2	No Disclosure	

Topic	Accounting Metric	Category	Unit of Measure	Code	Response	Location
Recruiting & Managing a Global & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	TC-SC-330a.1	(1) No Disclosure (2) 14% of employees are in EMEA countries and 59% of employees are in APAC countries.	2025 ESG Report: About ADI — Who We Are — Workforce Data Snapshot, page 13
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	Quantitative	Percentage (%)	TC-SC-410a.1	No Disclosure	
	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops	Quantitative	Various, by product category	TC-SC-410a.2	No Disclosure	
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	n/a	TC-SC-440a.1		2025 ESG Report: People and Human Rights — Engaging Our Suppliers — Environmental Responsibility in the Supply Chain — Responsible Minerals, page 69 Conflict Minerals Policy Statement Responsible Minerals Policy
Intellectual Property Protection and Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Reporting currency	TC-SC-520a.1	No Disclosure	

Table 2. Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Response	Location
Total production	Quantitative		TC-SC-000.A	No Disclosure	
Percentage of production from owned facilities	Quantitative	Percentage (%)	TC-SC-000.B	No Disclosure	



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GRI Index

Statement of use	Analog Devices, Inc. has reported the information cited in this GRI content index for the period October 31, 2024 to November 2, 2025 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

Disclosure Number	Disclosure Title	Location
GRI 2: General Disclosures 2021		
2-1	Organizational details	Name of the organization: Analog Devices, Inc. Ownership and legal form: We were incorporated in Massachusetts in 1965. 2025 Form 10-K: Item 1. Business — Company Overview, Strategy and Mission, page 2 Location of headquarters: Wilmington, Massachusetts U.S.A Location of operations: 2025 ESG Report: About ADI — Who We Are — Our Global Footprint, page 12 2025 Form 10-K: Item 2. Properties, page 27
2-2	Entities included in the organization’s sustainability reporting	All entities included, none treated differently. 2025 Form 10-K: Item 8. Financial Statements and Supplementary Data, pages 44-79
2-3	Reporting period, frequency and contact point	Reporting period: 12-month period ending November 2, 2025 Reporting cycle: Annual Publication date of the report: June 2026 Contact point for questions regarding the report: Mary Farris, Head of ESG and Human Rights
2-4	Restatements of information	N/A
2-5	External assurance	2025 ESG Report: Environmental Sustainability — Climate and Energy, pages 39-44 Assurance Statements



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2-6	Activities, value chain and other business relationships	There were no significant changes to activities, value chain and other business relationships for FY 2025 2025 ESG Report: About ADI — Who We Are, pages 8-14 ; Our Solutions and Impact, pages 16-17 2025 Form 10-K: Item 1. Business, pages 2-10 2026 Proxy Statement: Proxy Summary — ADI at a Glance, page 1
2-7	Employees	2025 ESG Report: About ADI — Who We Are — Company Snapshot — ADI at a Glance, page 12 ; Workforce Data Snapshot, page 13 ; ADI Horizon — 2025 Results — Workforce Data, page 32 2025 Form 10-K: Item 1. Business — Human Capital and Empowerment, pages 9-10
2-8	Workers who are not employees	ADI does not report contingent workers in our data, but we do include them in our injury and illness data sets, as set forth by OSHA guidance.
2-9	Governance structure and composition	2025 ESG Report: About ADI — ESG Oversight, page 15 2026 Proxy Statement: Proxy Summary — Our Board of Directors and Corporate Governance, pages 4-5 ; Board of Directors — Proposal 1 — Election of Directors — Director Criteria, Qualifications, and Experience, pages 9-11 ; Director Nominee Biographies, pages 12-17 ; Determination of Independence, page 18 ; Corporate Governance — Board and Committee Structure — Board Leadership Structure, page 22 ; Board Committees, pages 23-26 ; Oversight by Our Board — Risk Oversight — ESG Oversight, page 30 Corporate Governance Guidelines : D. Board Committees, pages 10-11
2-10	Nomination and selection of the highest governance body	2026 Proxy Statement: Board of Directors — Director Criteria, Qualifications, and Experience, pages 9-11 ; Determination of Independence, page 18 ; Director Candidates, pages 18-19 ; Additional Information — Shareholder Director Nominations for Inclusion in Proxy Statement, page 97 Corporate Governance Guidelines : B. Director Qualification Standards — 7. Selection of New Director Candidates, page 7 ; Criteria for Nomination as a New Director, page 15
2-11	Chair of the highest governance body	2026 Proxy Statement: Corporate Governance — Board and Committee Structure — Board Leadership Structure, page 22
2-12	Role of the highest governance body in overseeing the management of impacts	2025 ESG Report: About ADI — ESG Oversight, page 15 ; Governance — Risk Management — Enterprise Risk Management Oversight, page 83 2026 Proxy Statement: Corporate Governance — Oversight by Our Board — Risk Oversight — ESG Oversight, page 30 Corporate Governance Guidelines : A. Director Responsibilities — 1. Oversee Management of the Company, pages 1-2 Information Security Statement Political Contributions and Expenditures



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2-13	Delegation of responsibility for managing impacts	2025 ESG Report: About ADI — ESG Oversight, page 15; Environmental Sustainability — Water — Approach, page 45; People and Human Rights — Human Rights — Responsible AI — AI Governance and Oversight, page 67; Governance — Risk Management — Enterprise Risk Management Oversight, page 83; Governance — Business Ethics — Whistleblower Program, Reports, Investigations, and Corrective Measures, page 86; Trade Compliance — Taxation, page 88; Privacy and Information Security — Enterprise Information Security, page 90; Public Policy — Approach, page 92 2025 Form 10-K: Item 1. Business — Environment, Social and Governance, page 9; Item 1C. Cybersecurity — Governance, pages 25-26 2026 Proxy Statement: Corporate Governance — Board and Committee Structure — Board Committees, pages 23-26; Oversight by Our Board — Risk Oversight — Cybersecurity Oversight and Risk Management, page 29; Oversight of Artificial Intelligence Matters, page 30; ESG Oversight, page 30; Human Capital Management Oversight, page 30 Corporate Governance Guidelines: A. Director Responsibilities — 1. Oversee Management of the Company, pages 1-2 Global Environment, Health, & Safety Policy Information Security Statement Political Contributions and Expenditures
2-14	Role of the highest governance body in sustainability reporting	ADI's ESG Report is reviewed and verified by our Internal Audit organization, which includes issuing an Audit Report to the senior leadership team and Audit Committee of the Board of Directors. ADI's senior leadership team and Nominating and Corporate Governance Committee of the Board of Directors are also part of the official review process. ADI's ESG program and progress is reported quarterly to the senior leadership team and to the Nominating and Corporate Governance Committee of the Board of Directors.
2-15	Conflicts of interest	2026 Proxy Statement: Board of Directors — Proposal 1 — Election of Directors — Determination of Independence, page 18; Corporate Governance — Other Governance Matters — Certain Relationships and Related Transactions — Policies and Procedures for Related Person Transactions, pages 33-34
2-16	Communication of critical concerns	2026 Proxy Statement: Corporate Governance — Oversight by Our Board — Communications from Shareholders and Other Interested Parties, page 33 Corporate Governance Guidelines: J. Board Interaction with Shareholders, Institutional Investors, the Press, Customers, Etc., page 13 Code of Business Conduct and Ethics



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2-17	Collective knowledge of the highest governance body	2026 Proxy Statement: Corporate Governance — Board and Committee Structure — Director Education and Orientation Program, page 26 ; Oversight by Our Board — Risk Oversight — ESG Oversight, page 30 Corporate Governance Guidelines : G. Director Orientation and Continuing Education, page 12
2-18	Evaluation of the performance of the highest governance body	2026 Proxy Statement: Corporate Governance — Board and Committee Structure — Board Evaluations, page 27 Corporate Governance Guidelines : I. Annual Performance Evaluation of the Board, page 13 Frequency of the evaluations: Annual
2-19	Remuneration policies	2026 Proxy Statement: Director Compensation, pages 35-37 ; Executive Compensation — Compensation Discussion and Analysis, pages 42-58 ; Compensation Tables — Non-Qualified Deferred Compensation Plan, pages 64-65 ; Termination and Change in Control Benefits — Potential Payments Upon Termination, Death, or Disability, pages 67-68 Corporate Governance Guidelines : F. Director Compensation, pages 11-12
2-20	Process to determine remuneration	2026 Proxy Statement: Corporate Governance — Board and Committee Structure — Board Committees — Compensation and Talent Committee, page 24 ; Oversight by Our Board — Risk Oversight — Shareholder Engagement, pages 31-32 ; Director Compensation, pages 35-37 ; Executive Compensation — Proposal 2 — Advisory Approval of the Compensation of ADI’s Named Executive Officers, page 41 ; Compensation Discussion and Analysis — Process for Determining Compensation, pages 45-46 ; Components of Executive Compensation – Severance, Retention, and Change in Control Benefits – Compensation and Talent Committee Consultants, page 55 Corporate Governance Guidelines : F. Director Compensation, pages 11-12
2-21	Annual total compensation ratio	2026 Proxy Statement: Executive Compensation — CEO Pay Ratio, page 68
2-22	Statement on sustainable development strategy	2025 ESG Report: Message from Our CEO and Chair of the Board, pages 5-6



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2-23	Policy commitments	2025 ESG Report: Environmental Sustainability — Climate and Energy — Approach, page 39; Water — Approach, page 45; People and Human Rights — Human Rights —Human Rights Commitment and Governance, page 65; Engaging Our Suppliers —Environmental Responsibility in the Supply Chain, pages 68-69 Governance — Business Ethics, pages 85-86 2026 Proxy Statement: Corporate Governance — Board Policies and Practices, pages 20-21; Oversight by Our Board — Risk Oversight — Oversight of Artificial Intelligence Matters, page 30 Anti-Harassment Policy Anti-Slavery and Human Trafficking Statement Code of Business Conduct and Ethics Code of Corporate Social Responsibility Conflict Minerals Policy Statement Conflict of Interest Overview Energy Policy Global Environment, Health, & Safety Policy Gift and Entertainment Guidelines Global Tax Policy Information Security Overview Privacy Policy Responsible AI @ ADI Responsible Minerals Policy Supplier Ethics Commitment Water Policy Workplace Safety Overview



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2-24	Embedding policy commitments	2025 ESG Report: Environmental Sustainability — Climate and Energy — Approach, page 39 ; Water — Approach, page 45 ; Governance — Business Ethics, pages 85-86 ; People and Human Rights — Engaging Our Suppliers, pages 68-69 ; Anti-Harassment Policy Anti-Slavery and Human Trafficking Statement Code of Business Conduct and Ethics Code of Corporate Social Responsibility Conflict Minerals Policy Statement Energy Policy Gift and Entertainment Guidelines Global Environment, Health, & Safety Policy Global Tax Policy Privacy Policy Responsible Minerals Policy Supplier Ethics Commitment Water Policy Workplace Safety Overview Policy
2-25	Processes to remediate negative impacts	ADI is committed to applying a consistent and objective review process to evaluate reports of alleged wrongdoing, including those related to Human Rights. All reports are fairly and promptly reviewed. If an internal investigation is warranted, ADI will promptly investigate allegations and implement any necessary corrective actions. All efforts are made to handle investigations confidentially, consistent with applicable laws. At ADI, employees are required to fully cooperate with internal and external investigations. ADI's Chief Compliance Officer and Ethics and Compliance team provide oversight of all global investigations to ensure matters are handled fairly, consistently, and transparently. We are focused on continuous improvement of our internal investigation and corrective action practices and procedures. We track and analyze data and metrics on all global investigations, monitor trends, and evaluate our data vis-à-vis industry benchmarks. Additionally, the Board of Directors provides oversight on investigation processes, compliance trends and matters, as appropriate.



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2-26	Mechanisms for seeking advice and raising concerns	At ADI, we are committed to creating an environment where every employee is respected and valued. We have an open-door policy and rely on our employees to speak up to raise concerns. We maintain multiple channels for employees and others to report concerns, including reporting anonymously. Anyone can report concerns through ADI’s Ethics Hotline (online at www.analog.ethicspoint.com, by phone or through mobile access). ADI’s Ethics Hotline is operated by an independent third party and allows anonymous reporting where permitted by applicable law. Additional channels for employees’ seeking advice or raising concerns about the organization’s business conduct include their supervisor, Human Resources, ADI’s Chief Legal Officer and ADI’s Ethics and Compliance team through its Ethics Email Box. 2025 ESG Report: Governance — Business Ethics, pages 85-86 Anti-Corruption Policy Anti-Harassment Policy Anti-Slavery and Human Trafficking Statement Code of Business Conduct and Ethics Code of Corporate Social Responsibility Conflict Minerals Policy Statement Energy Policy Privacy Policy Responsible Minerals Policy Water Policy Privacy Policy
2-27	Compliance with laws and regulations	2025 ESG Report: ADI Horizon — 2025 Results — Health and Safety, page 32 2025 Form 10-K: Item 8. Financial Statements and Supplementary Data — Notes to Consolidated Financial Statements — 8. Commitments and Contingencies, page 70



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2-28	Membership associations	2025 ESG Report: About ADI — Who We Are — Awards and Recognition — Membership Organizations, page 14 U.N. Global Compact (UNGC) Responsible Business Alliance (RBA) Responsible Minerals Initiative (RMI) Responsible Labor Initiative (RLI) Semiconductor Industry Association (SIA) SEMI Semiconductor Research Corporation Open RAN Policy Coalition BSR Technology Trade Regulation Alliance (TTRA) Global Semiconductor Alliance (GSA)
2-29	Approach to stakeholder engagement	2025 ESG Report: ADI Horizon — Our Approach to ESG — Stakeholder Engagement, pages 27-28
2-30	Collective bargaining agreements	In full compliance with laws, ADI respects the rights of workers to associate freely, form and join workers organizations, seek representation and bargain collectively.
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	In 2024, ADI executed a CSRD-D158 aligned Double Materiality Assessment in partnership with external experts. We account for input from stakeholders, including investors, customers, ratings agencies, and our insurers. We are informed by our industry associations’ input (SEMI, SIA) and best practices. ADI assesses potential impacts using scenario-based and real-world information. ADI's central ESG team meets regularly with subject matter experts from across the company including from EHS, Operations, Procurement, Finance, Human Resources, Legal, and Compliance. These inputs both internal and external inform our material topics. 2025 ESG Report: ADI Horizon — Our Approach to ESG — Stakeholder Engagement, pages 27-28 ; Our ESG Priorities and Objectives — Setting ESG Priorities, page 29
3-2	List of material topics	2025 ESG Report: ADI Horizon — Our ESG Priorities and Objectives — Setting ESG Priorities, page 29



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3-3	Management of material topics	2025 ESG Report: ADI Horizon, pages 22-35; Environmental Sustainability, pages 36-51; People and Human Rights, pages 52-80; Governance, pages 81-92 2025 Form 10-K: Item 1. Business — Environment, Social and Governance, page 9; Human Capital and Empowerment, pages 9-10; Item 1C. Cybersecurity, pages 25-26 2026 Proxy Statement: Corporate Governance — Oversight by Our Board — Risk Oversight — Cybersecurity Oversight and Risk Management, page 29 2022 U.S. Benefits Program 2025 Ireland Pay Gap Analysis Anti-Slavery and Human Trafficking Statement Code of Corporate Social Responsibility Conflict Minerals Report (Form SD for Calendar Year 2024) Energy Policy Information Security Statement Water Policy See 2-23 for policies and commitments regarding the material topics.
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Revenues: 2025 ESG Report: About ADI — Who We Are — ADI End Markets — Fiscal Year 2025 Performance Highlights, page 11 2025 Form 10-K: Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations — Results of Operations, pages 31-34; Item 8. Financial Statements and Supplementary Data, pages 44-79 2026 Proxy Statement: Proxy Summary — ADI at a Glance — Fiscal Year 2025 Performance Highlights, page 1; Executive Compensation — Compensation Discussion and Analysis — Executive Summary — Fiscal Year 2025 Performance, page 42 Operating costs: 2025 Form 10-K: Item 8. Financial Statements and Supplementary Data, pages 43-81 Payments to providers of capital: 2025 Form 10-K: Item 8. Financial Statements and Supplementary Data, pages 44-79 Payments to government by country: 2025 Form 10-K: Item 8. Financial Statements and Supplementary Data, pages 44-79 Community investments: 2025 ESG Report: ADI Horizon — 2025 ESG Results — Philanthropic Outreach, page 35



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201-2	Financial implications and other risks and opportunities due to climate change	2025 Form 10-K: Item 1A. Risk Factors — General Risk Factors, page 24
201-3	Defined benefit plan obligations and other retirement plans	2025 Form 10-K: Item 8. Financial Statements and Supplementary Data — Notes to Consolidated Financial Statements — 9. Retirement Plans, pages 70-74
201-4	Financial assistance received from government	2025 Form 10-K: Item 8. Financial Statements and Supplementary Data — Notes to Consolidated Financial Statements — 2. Summary of Significant Accounting Policies — g. Grant Accounting, page 53
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	2025 ESG Report: People and Human Rights — Analog Devices Foundation, pages 73-80
203-2	Significant indirect economic impacts	2025 ESG Report: ADI Horizon — 2025 ESG Results — Philanthropic Outreach, page 35 ; Analog Devices Foundation, pages 73-80 2025 Ireland Pay Gap Analysis
GRI 207: Tax 2019		
207-1	Approach to tax	2025 ESG Report: Governance — Trade Compliance — Taxation, page 88 Global Tax Policy
207-2	Tax governance, control, and risk management	2025 ESG Report: Governance — Business Ethics — Whistleblower Program, Reports, Investigations, and Corrective Measures, page 86 ; Trade Compliance and Taxation — Taxation, page 88 Global Tax Policy
207-3	Stakeholder engagement and management of concerns related to tax	2025 ESG Report: Governance — Trade Compliance — Taxation, page 88 Global Tax Policy
207-4	Country-by-country reporting	2025 Form 10-K: Exhibit 21
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Activity data for both fuel and electricity is regularly collected and reviewed. Fuel data is expressed in energy units using conversion factors provided in CDP. 2025 ESG Report: ADI Horizon — 2025 ESG Results — Energy, page 33
302-2	Energy consumption outside of the organization	No Disclosure



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302-3	Energy intensity	Energy intensity ratio (Energy/Revenue) = 0.00007 MWH/\$ Energy intensity data are expressed in terms of total energy consumed against company revenue. Sources of energy included in the calculation are fuel and electricity consumed by our manufacturing sites.
302-4	Reduction of energy consumption	No Disclosure
302-5	Reductions in energy requirements of products and services	No Disclosure
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	We employ internal procedures for comprehensive water data collection using water metering, water balance calculations, and utility bill analysis. We determine the baseline water stress level from each manufacturing location by utilizing the Aqueduct Risk Assessment Tool, a publicly available tool developed by the World Resources Institute (WRI). 2025 ESG Report: ADI Horizon — 2024 ESG Results — Water, pages 33-34 ; Environmental Sustainability — Water, pages 45-47
303-2	Management of water discharge-related impacts	2025 ESG Report: Environmental Sustainability — Water — Approach, page 45
303-3	Water withdrawal	2025 ESG Report: ADI Horizon — 2025 ESG Results — Water, pages 33-34 ; Environmental Sustainability — Water — Our Progress — Water Withdrawn and Recycling Rate, page 46 . Available metrics reported in 2025 ESG Results in unit of millions of gallons. (Other parameters not yet calculated)
303-4	Water discharge	2025 ESG Report: ADI Horizon — 2025 ESG Results — Water, pages 33-34 Reported in 2025 ESG Results in unit of millions of gallons. (Other parameters not yet calculated)
303-5	Water consumption	2025 ESG Report: ADI Horizon — 2025 ESG Results — Water, pages 33-34 Reported in 2025 ESG Results in unit of millions of gallons.



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GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	ADI monitors Scope 1 and Scope 2 emissions that fall under its operational control. These emissions are measured and estimated in accordance with the World Resources Institute's (WRI) and World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, utilizing Global Warming Potentials (GWPs) from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment report. Process emissions are calculated based on the IPCC Tier 2a Guidelines for National Greenhouse Gas Inventories, specifically for the electronics industry. For sites in the US, location-based emission factors are obtained from the US Environmental Protection Agency's (EPA) Climate Leadership Emission Factors for Greenhouse Gas Inventories, while those for non-US sites come from the International Energy Agency (IEA). When possible, market-based emission factors are sourced directly from suppliers. Otherwise, location-based factors are adjusted using residual mix factors when available, or retained as market-based factors. The gases included in our GHG inventory are CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃. 2025 ESG Report: ADI Horizon — 2025 ESG Results — Emissions, page 33 GHG Emissions Methodology
305-2	Energy indirect (Scope 2) GHG emissions	2025 ESG Report: ADI Horizon — 2025 ESG Results — Emissions, page 33 GHG Emissions Methodology
305-3	Other indirect (Scope 3) GHG emissions	2025 ESG Report: ADI Horizon — 2025 ESG Results — Emissions, page 33; Environmental Sustainability — Climate and Energy, Our Progress — Scope 3, page 42 GHG Emissions Methodology
305-4	GHG emissions intensity	2025 ESG Report: Environmental Sustainability — Climate and Energy — Our Progress — Scope 3, page 42
305-5	Reduction of GHG emissions	2025 ESG Report: Environmental Sustainability — Climate and Energy, pages 39-44
305-6	Emissions of ozone-depleting substances (ODS)	Our manufacturing sites no longer use Class 1 ODS.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	No Disclosure
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	2025 ESG Report: Environmental Sustainability — Waste — Approach, page 48
306-2	Management of significant waste-related impacts	The amount of waste generated and the applicable management methods used are determined using direct mass or volume measurements or actual counts done by internal resources or by waste management service providers. Waste intensity data are expressed in terms of total waste generated against company revenue. 2025 ESG Report: Environmental Sustainability — Waste, pages 48-49



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306-3	Waste generated	2025 ESG Report: ADI Horizon — 2025 ESG Results — Waste, page 34 ; Environmental Sustainability — Waste — Our Progress — Waste Generated and Diversion Rate, page 49
306-4	Waste diverted from disposal	2025 ESG Report: ADI Horizon — 2025 ESG Results — Waste, page 34 ; Environmental Sustainability — Waste — Our Progress — Waste Generated and Diversion Rate, page 49
306-5	Waste directed to disposal	2025 ESG Report: ADI Horizon — 2025 ESG Results — Waste, page 34
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	2025 ESG Report: About ADI — Who We Are — Workforce Data Snapshot — Global New Hires by Gender, page 13 2025 Form 10-K: Item 1. Business — Human Capital and Empowerment, pages 9-10
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2025 ESG Report: People and Human Rights — Talent — Total Rewards: Compensation and Benefits, pages 63-64 2025 Form 10-K: Item 1. Business — Human Capital and Empowerment, pages 9-10 ; Item 8. Financial Statements and Supplementary Data — Notes to Consolidated Financial Statements — 3. Stock-Based Compensation and Shareholders’ Equity — Employee Stock Purchase Plan, page 64 ; 9. Retirement Plans, pages 70-74 2026 Proxy Statement: Executive Compensation — Compensation Discussion and Analysis – Components of Executive Compensation — Other Compensation — Retirement and Other Employee Benefits, pages 53-54
401-3	Parental leave	No Disclosure
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	The system has been implemented voluntarily and not due to legal requirements. 2025 ESG Report: People and Human Rights — Health and Safety — Enterprise ISO 14001 and 45001 Certification, page 70 2025 Form 10-K: Item 1. Business — Environment, Social and Governance, page 9
403-2	Hazard identification, risk assessment, and incident investigation	2025 ESG Report: People and Human Rights — Health and Safety, pages 70-72 Code of Corporate Social Responsibility
403-3	Occupational health services	2025 ESG Report: People and Human Rights — Health and Safety, pages 70-72 Code of Corporate Social Responsibility



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403-4	Worker participation, consultation, and communication on occupational health and safety	2025 ESG Report: People and Human Rights — Health and Safety — Approach, page 70
403-5	Worker training on occupational health and safety	2025 ESG Report: People and Human Rights — Health and Safety — Health and Safety Training, page 71 Code of Corporate Social Responsibility
403-6	Promotion of worker health	2025 ESG Report: People and Human Rights — Talent — Total Rewards: Compensation and Benefits — Additional U.S. Benefits Program Highlights, page 64 2025 Form 10-K: Item 1. Business — Human Capital and Empowerment, pages 9-10 2022 U.S. Benefits Program
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2025 ESG Report: Governance — Health and Safety, pages 70-72
403-8	Workers covered by an occupational health and safety management system	ADI achieved certification for ISO 14001 Environmental Management Systems (EMS) and ISO 45001 Occupational Health and Safety Management System (OHSMS) standards in 2023 for all manufacturing facilities and our office in San Jose, California. In 2025, we continued our alignment with ISO 14001 standards and successfully maintained our ISO 45001 certifications by passing all audits in full conformance with the standard.
403-9	Work-related injuries	2025 ESG Report: ADI Horizon — 2025 Results — Health and Safety, page 32 ; People and Human Rights — Health and Safety — 2025 Performance, page 72 . The number of reported high-consequence work-related injuries includes employees only.
403-10	Work-related ill health	2025 ESG Report: ADI Horizon — 2023 Results — Health and Safety, page 32 ; People and Human Rights — Health and Safety — 2025 Performance, page 72
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	2025 ESG Report: People and Human Rights — Talent — Talent Development — Learning for Everyone, pages 58-59
404-2	Programs for upgrading employee skills and transition assistance programs	2025 ESG Report: People and Human Rights — Our Purpose, Culture, and Priorities — Our Priorities, page 53 ; Talent — Talent Development, pages 58-60
404-3	Percentage of employees receiving regular performance and career development reviews	A formal assessment of employee specific achievements, behaviors and performance is performed annually for all employees.



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Disclosure Number	Disclosure Title	Location
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2025 ESG Report: About ADI — Who We Are — Workforce Data Snapshot, page 13 ; ADI Horizon — 2024 ESG Results — Diversity, Equity, and Inclusion, page 32 ; People and Human Rights — Our Purpose, Culture, and Priorities — Inclusion Drives Innovation, pages 55-56 2025 Form 10-K: Item 1. Business — Human Capital and Empowerment, pages 9-10 2026 Proxy Statement: Proxy Summary — Our Board of Directors and Corporate Governance — Board Profile, page 5 ; Board of Directors — Proposal 1 — Election of Directors — Director Criteria, Qualifications, and Experience, pages 9-11 2025 Ireland Pay Gap Analysis
405-2	Ratio of basic salary and remuneration of women to men	2025 ESG Report: People and Human Rights — Talent — Total Rewards: Compensation and Benefits — Pay Equity, page 63
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	ADI prohibits the use of forced, involuntary or child labor within our operations and those of our suppliers. ADI is a member of RBA and adopts its Code of Conduct. 2025 ESG Report: People and Human Rights — Human Rights, pages 65-67 Anti-Slavery and Human Trafficking Statement
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ADI prohibits the use of forced, involuntary or child labor within our operations and those of our suppliers. ADI is a member of RBA and adopts its Code of Conduct. 2025 ESG Report: People and Human Rights — Human Rights, pages 65-67 Anti-Slavery and Human Trafficking Statement
GRI 415: Public Policy 2016		
415-1	Political contributions	We do not make political contributions of any kind to parties or candidates, including any direct contributions through intermediary organizations. This policy applies worldwide, even where these contributions are permitted by law. 2025 ESG Report: Governance — Public Policy — Approach, page 92 Political Contributions and Expenditures
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have not experienced a material security breach in the last three years, and as a result, we have not incurred any net expenses from such a breach. Furthermore, we have not been penalized or paid any amount under an information security breach settlement over the last three years. 2025 Form 10-K: Item 1C. Cybersecurity — Risk Management and Strategy, pages 25-26

Reconciliation of GAAP Measures to Non-GAAP Measures

Non-GAAP financial measures included in the [Proxy Statement](#) are financial measures that are not in accordance with, nor an alternative to, generally accepted accounting principles (GAAP) and may be different from non-GAAP measures presented by other companies. In addition, these non-GAAP measures are not based on any comprehensive set of accounting rules or principles.

Management uses non-GAAP measures internally to evaluate ADI's operating performance from continuing operations against past periods and to budget and allocate resources in future periods. These non-GAAP measures also assist management in evaluating ADI's core business and trends across different reporting periods on a consistent basis. Management also uses these non-GAAP measures as the primary performance measurement when communicating with analysts and investors regarding ADI's earnings results and outlook and believes that the presentation of these non-GAAP measures is useful to investors because it provides investors with the operating results that management uses to manage the company and enables investors and analysts to evaluate ADI's core business. Management also believes that the non-GAAP liquidity measure free cash flow is useful both internally and to investors because it provides information about the amount of cash generated after capital expenditures that is then available to repay debt obligations, make investments and fund acquisitions, and for certain other activities.

We believe that non-GAAP measures have material limitations in that they do not reflect all of the amounts associated with ADI's results of operations as determined in accordance with GAAP and should not be considered in isolation from, or as a substitute for, ADI's financial results presented in accordance with GAAP. ADI's use of non-GAAP measures, and the underlying methodology when including or excluding certain items, is not necessarily an indication of the results of operations that may be expected in the future, or that ADI will not, in fact, record such items in future periods. Investors should consider the company's non-GAAP financial measures in conjunction with the corresponding GAAP measures.

Free Cash Flow: Net cash provided by operating activities, determined in accordance with GAAP, less additions to property, plant and equipment, net. Free cash flow revenue percentage represents free cash flow divided by revenue.

Acquisition Related Expenses: Expenses incurred as a result of current and prior period acquisitions and primarily include expenses associated with the fair value adjustments to debt, inventory, property, plant and equipment and amortization of acquisition related intangibles, which include acquired intangibles such as purchased technology and customer relationships. Expenses also include fair value adjustments associated with the replacement of share-based awards related to the Maxim acquisition. We excluded these costs from our non-GAAP measures because they relate to specific transactions and are not reflective of our ongoing financial performance.

Special Charges, net: Expenses, net, incurred as part of the integration of the Maxim acquisition, in connection with facility closures, consolidation of manufacturing facilities, severance, other accelerated stock-based compensation expense and other cost reduction efforts or reorganizational initiatives. We excluded these expenses from our non-GAAP measures because apart from ongoing expense savings as a result of such items, these expenses have no direct correlation to the operation of our business in the future.

Tax Related Items: Income tax effect of the non-GAAP items discussed above, an income tax benefit from a discrete tax item related to a federal corporate income tax relief claim and certain other income tax benefits associated with prior periods. We excluded the income tax effect of these tax related items from our non-GAAP measures because they are not associated with the tax expense on our current operating results.



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Reconciliation of GAAP Measures to Non-GAAP Results (Unaudited)

(In thousands, except per-share amounts)

Twelve months ended November 1, 2025	
Gross margin	\$6,773,478
Gross margin percentage	61.5%
Acquisition related expenses	867,613
Adjusted gross margin	\$7,641,091
Adjusted gross margin percentage	69.3%
Operating income	\$2,932,496
Operating margin	26.6%
Acquisition related expenses	1,619,671
Special charges, net	69,980
Adjusted operating income	\$4,622,147
Adjusted operating margin	41.9%
Diluted EPS	\$4.56
Acquisition related expenses	3.24
Special charges, net	0.14
Tax related items	(0.16)
Adjusted diluted EPS	\$7.79



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Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow (Unaudited)

(In thousands)

Twelve months ended November 1, 2025	
Revenue	\$11,019,707
Net cash provided by operating activities	\$4,812,202
% of revenue	44%
Capital expenditures	\$(533,552)
Free cash flow ¹	\$4,278,650
% of revenue	39%

¹ Free cash flow is defined as net cash provided by operating activities, less capital expenditures.



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