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KEY LEADERSHIP INTERVIEW



Mr. Boon Soo Lim

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Southeast Asia, particularly Malaysia, is gaining momentum as a manufacturing hub. From your perspective, what is driving this shift, and how is Sandisk positioning its Batu Kawan operations within this growth?

From integrated circuit design to packaging, machine manufacturing, assembly, testing, and automation, there is a robust manufacturing sector in Malaysia. In Penang especially, the semiconductor industry has a rich history spanning over 50 years, supported by deep talent, experience, and industry knowledge.

Sandisk Batu Kawan has a vertically integrated infrastructure, enabling wafer-in to box-out capabilities. The site is not only scalable but also adaptive and resilient to changing global demands. It is a leading-edge intelligent manufacturing site, recognised by the World Economic Forum's Global Lighthouse Network as Malaysia's 1st Advanced 4IR Lighthouse and Asia's 1st Sustainability Lighthouse. This business operating model allows us to support regional growth while strengthening our role in the global supply chain.



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With demand for data storage accelerating alongside AI and digitalisation, how is Sandisk scaling its manufacturing operations while maintaining quality, efficiency, and cost competitiveness?

Sandisk participates across multiple parts of the computing ecosystem and can strategically focus our portfolio to best serve evolving market dynamics and emerging technology trends, including AI. We are leveraging IR4.0 to transform into a factory of future - an autonomous, intelligent manufacturing model as part of our long-term strategy. Our approach is to embed intelligence across the production environment, leveraging automation, real-time data, and predictive decision-making to drive outcomes. This enables us to sustain quality, efficiency, and cost competitiveness even as volumes increase.



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What has been key to Sandisk's intelligent manufacturing journey so far, and where do you see the next phase of transformation?

A key factor in our intelligent manufacturing journey has been establishing a strong foundation in automation, data integration, and process discipline. PRiSMS DnA is a framework developed within Sandisk that encompasses Process Automation, Robotic Transformation, Storage Automation, Material Management, System Integration, Data Analytics, and Artificial Intelligence. Our approach is to simplify, standardise, eliminate, and streamline operations.

While PRiSMS DnA serves as the foundation for our IR4.0 journey based on its ten elements, we are evolving toward IR5.0 on our own terms and definition—focused on collaboration among humans - data - robotics. Central to this evolution is our factory of future vision, where systems have the intelligence that continuously optimise performance and enable smarter decision-making. This represents a shift from existing smart automation to an agentic operation system.



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You've overseen end-to-end operations from process engineering to logistics and sustainability. What does it take to achieve operational excellence across such a complex manufacturing ecosystem?

Achieving operational excellence across a complex manufacturing ecosystem—spanning process engineering, logistics, and sustainability—requires full alignment and integration.

At Sandisk, we are guided by our R.E.S.E.T. strategy—Reimagine, Empower, Simplify, Excel, and Transform—to drive our next phase of transformation. At the core are our four pillars: High-Performing Workforce (our culture), Mindset Reset for Disruptive Innovation, Best in Class Everywhere, and IR5.0 Future-ready. Together, these pillars align people, culture, and operations toward a common vision where all functions operate seamlessly as one connected system.



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What are the most critical priorities for semiconductor manufacturing leaders as the industry navigates volatility, talent constraints, and rapid technological change?

Semiconductor manufacturing leaders must focus on building resilience within teams while driving growth. This includes strengthening operational agility to respond to disruptions and addressing talent constraints through continuous workforce transformation. Embracing rapid technological change requires moving toward an intelligent, integrated operating model where data drives decision-making. At the same time, sustainability must remain central. Leadership today is about balancing speed, adaptability, and long-term value creation in an increasingly complex landscape.



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