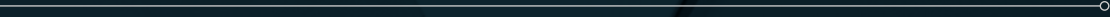




S U S T A I N A B I L I T Y R E P O R T F I S C A L 2 0 2 2





Our vision at Plexus is to help create the products that build a better world, and we do this by partnering with our customers to design, manufacture and service some of the world's most transformative technologies. Plexus' innovative culture of excellence, along with the collective power of our talented global workforce, provides us the opportunity to help solve our customers' most complex challenges.

Our commitment to Environmental, Social and Governance (ESG) action and progress is not only the right thing to do as a corporate citizen, but foundational to our strategy and core to the long-term success of our business. In order to deliver enduring value for our customers, team members and shareholders, we continue to evolve our product lifecycle solutions to help our customers create and deploy more sustainable, responsible products to the market. In parallel, we have the responsibility to build a better world through our own operations to prioritize our team members, enhance our social impact, protect the planet and responsibly govern our company.

By prioritizing ESG principles and investing in good business practices, we are able to address important social and environmental issues and at the same time capture new business opportunities that create a long-term competitive advantage. As we seek to accelerate change through our business and beyond, we must be bold and think differently on how best to maximize our positive impact and realize the full value of our efforts.

I am proud of what we have accomplished and am inspired by our path forward. ESG is a critical, strategic and exciting journey we are all on together. I thank you for your support of our ESG efforts as we strive to be a better Plexus in the pursuit of a better world.

TODD KELSEY | CHIEF EXECUTIVE OFFICER (CEO)





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This report contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, that are not historical in nature, including statements regarding the Company's beliefs, estimates, and expectations relating to its future prospects, developments, and business and other strategies. These statements are often identified by use of words such as "anticipate," "believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will" and similar expressions. Such statements involve known and unknown risks, uncertainties and other factors that could cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Factors that could cause or contribute to such differences include those discussed in the company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the year ended October 1, 2022, quarterly reports on Form 10-Q and current reports on Form 8-K. You should not place undue reliance on these forward-looking statements. In addition, the forward-looking statements in this report speak only as of the date hereof and we undertake no obligation, except as required by law, to update or release any revisions to any forward-looking statement, even if new information becomes available in the future.



OUR VISION

WE HELP CREATE THE PRODUCTS THAT BUILD A BETTER WORLD.

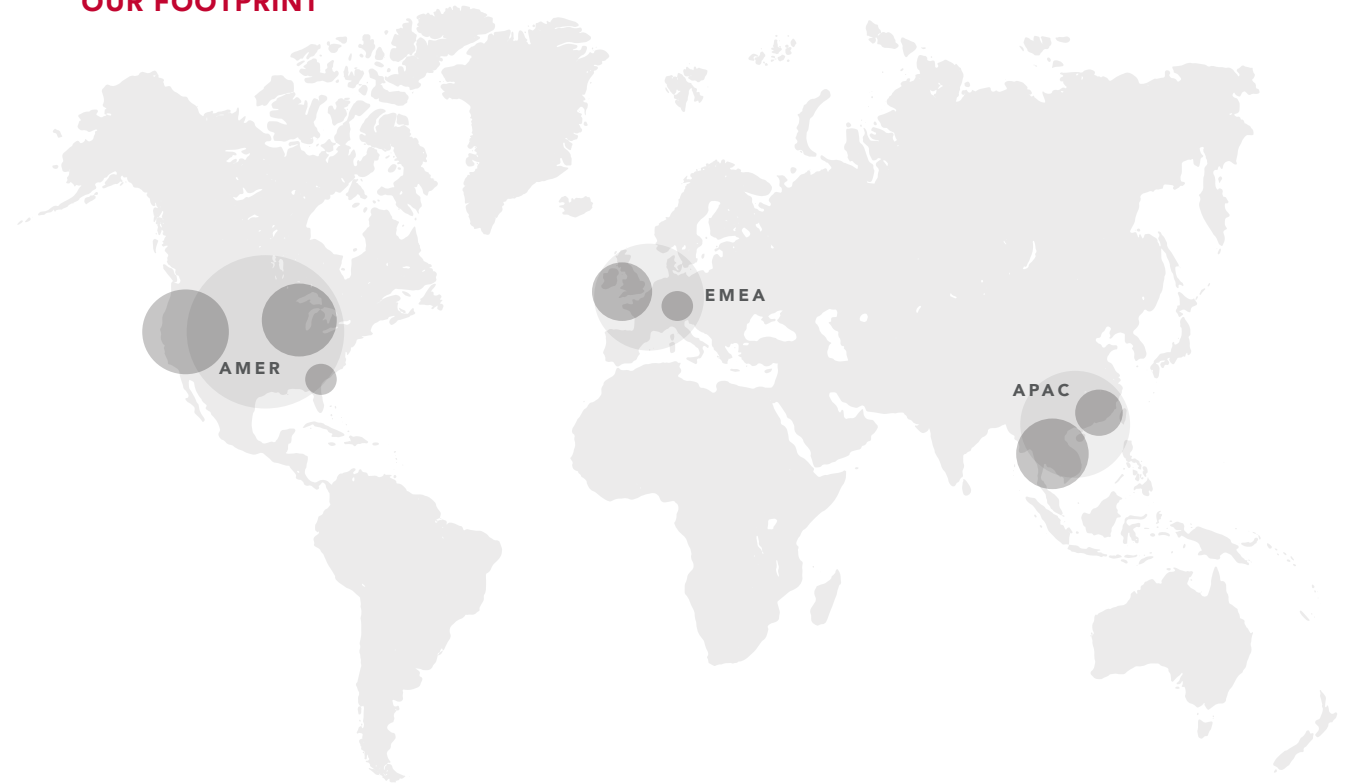
OUR MISSION

THE LEADER IN HIGHLY COMPLEX PRODUCTS AND DEMANDING REGULATORY ENVIRONMENTS.

We partner with our customers to create highly complex products that impact the way we live, work and experience the world. These products range from life-saving medical devices and mission-critical aerospace and defense products to industrial automation systems and semiconductor capital equipment, accelerating the rapid pace of technological change.

Our passionate team of nearly 25,000 individuals creates products that define and influence our everyday lives, and our vision and mission converge on where this advanced technology and human impact intersect.

OUR FOOTPRINT



OUR FISCAL 2022 NUMBERS

\$3.81B Revenue

13.0% ROIC

\$4.86 Diluted earnings per share

Nearly 25,000 Team members globally

640+ Development engineers

5.1M Total square feet

28/8 Facilities/Countries

ESG IS AT THE HEART OF OUR STRATEGY

ESG is vital to realizing our vision to help create the products that build a better world. Our enduring strategy delivers value through our unique market focus, superior execution, a passionate and engaged workforce and a disciplined corporate model. As a new climate economy emerges and market dynamics shift, we are uniquely positioned to deliver more sustainable and responsible products and product lifecycle solutions for our customers, while attracting and retaining team members who align to this value proposition.

Through our integrated strategic approach, the positive impact we can achieve through our ESG efforts is transformative—for people, customers, our business and the planet.

“Our position as a services provider—delivering product lifecycle solutions to our customers—enables us to be agents of change for them. We can deliver tangible value alongside positive social and environmental impacts that extend beyond our own industry.”

- Oliver Mihm,
Chief Operating Officer (COO)



We engineer innovative solutions for customers in growth markets with highly complex products and demanding regulatory requirements.

MARKET FOCUS

Our full product lifecycle solutions position us to deliver unique services to advance our customers' ESG goals, embrace new disruptive technologies and pursue emerging markets that are helping to drive a global energy transition.

For more information, see **INNOVATOR**

We are dedicated partners to our customers, committed to achieving zero defects and perfect delivery through Operational Excellence.

SUPERIOR EXECUTION

Our commitment to superior execution is enhanced by transforming our operations to accelerate the adoption of more responsible and sustainable business practices. We optimize operations and deliver high quality products to advance the circular economy.

For more information, see **GLOBAL CITIZEN**

We align our purpose to our team members' passions, including social and environmental issues. Our goal to be an employer of choice and a community partner underscores our enduring commitment to corporate social responsibility.

PASSION MEETS PURPOSE

For more information, see **RESPONSIBLE EMPLOYER & COMMUNITY PARTNER**

We are united as a team. We are guided by our values and leadership behaviors. We do the right thing to support our team members, communities and customers.

DISCIPLINE BY DESIGN

Our culture of accountability and systems of management ensure we are honest, fair and transparent in our practices. Sound corporate governance forms the foundation of a disciplined and resilient business model.

For more information, see **GOVERNANCE**

We hold ourselves accountable to delivering shareholder value through consistent application of a disciplined financial model.



We provide innovative solutions to our customers across the lifecycle of their products, which means we have a unique opportunity as their partner of choice to help create and deploy more responsible, sustainable products to the market.

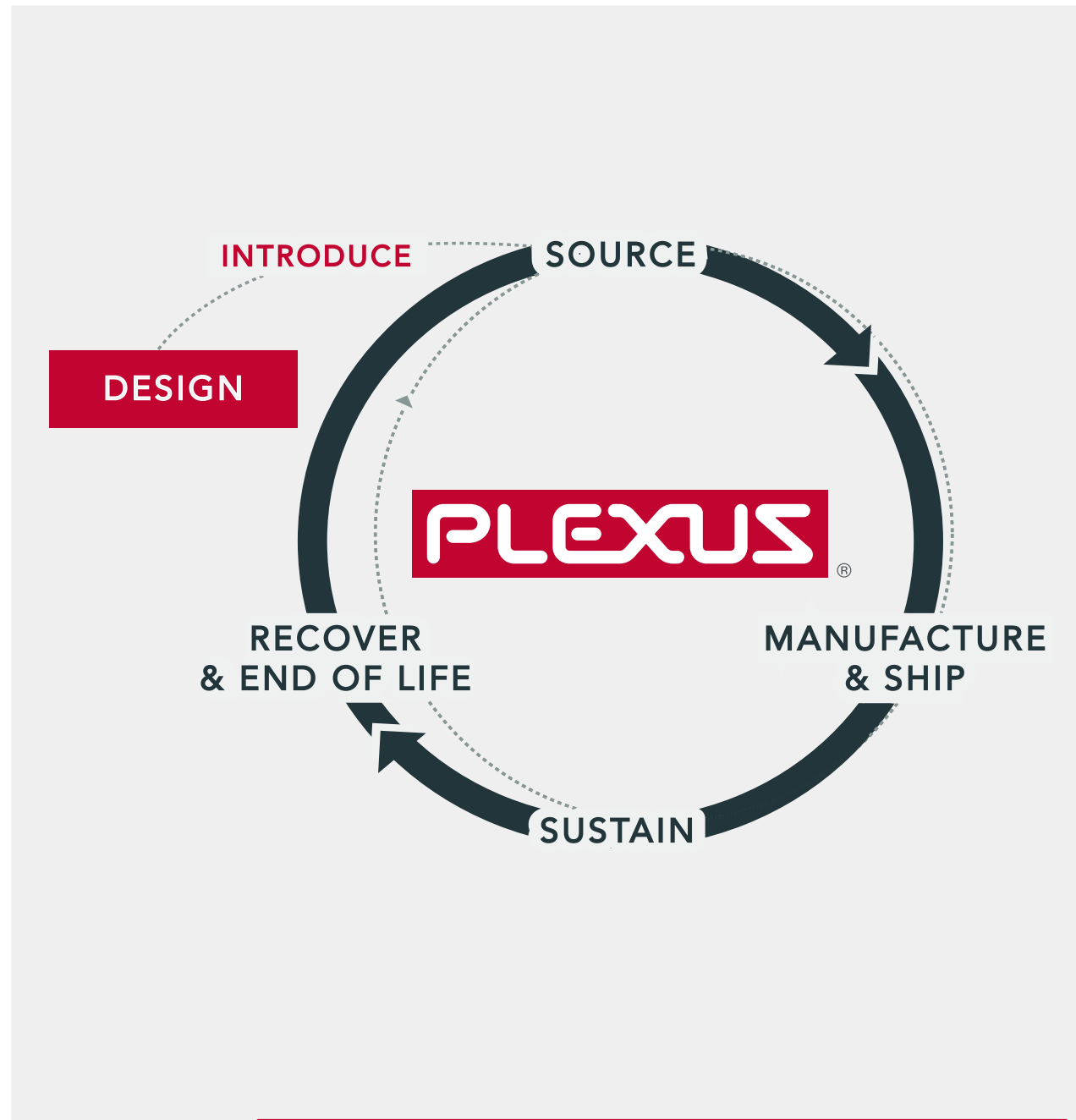
OUR PRODUCT LIFECYCLE SOLUTIONS

Opportunities to lessen the negative environmental or social impacts of a product exist regardless of where it is in its lifecycle.

We partner with our customers to uncover these opportunities, navigating their product portfolios to unlock financial and non-financial value and help them eliminate emissions, waste and human impact risks associated with the creation of their products. This includes product design services, packaging or logistics modifications, assessing and deploying product life extension and part recovery strategies, or enabling a more responsible, sustainable supply chain.

These services are part of a larger suite of sustainability-oriented capabilities we are deploying to help accelerate the global shift to circularity, to attempt to lessen the environmental impact of our customers' products and their supply chains and optimize shared value creation both within and beyond our industry.

Leveraging our culture of innovation and the power of our talented workforce, we can help solve our customers' most complex challenges.



DESIGNING PRODUCTS FOR A BETTER WORLD

To aid our customers in their efforts to reduce the environmental impacts of their products—particularly their Scope 3 emissions—we are increasingly focused on how to embed eco-design principles throughout our engineering solutions, ensuring the products we create are built with a better world in mind.

Through our Design for Environment (DfE) capabilities, we collaborate with our customers on product design elements to find innovative ways to directly reduce a product’s environmental impact by reducing waste and emissions associated with its use, production processes and end-of-life, such as:

Designing for lower power and energy efficiency is critical to reducing energy use throughout the life of a product, thus resulting in lower Scope 3 emissions associated with the product’s use.

Optimizing resource use, efficiency and material mix to reduce the environmental impact of new part sourcing and eliminate waste at a product’s end-of-life, advancing our customers’ Zero Waste goals.

Identifying alternative materials with a lower environmental impact that still fit form and function requirements—such as reusable, recyclable, biodegradable or non-hazardous—resulting in more sustainable, responsible production.

These capabilities enhance our core suite of engineering solutions—including conceptual design, Design for Excellence (DfX), mechanical, electrical and software engineering, test engineering, quality engineering, compliance expertise and differentiated project management solutions. Whether collaborating on a new product design or the next generation of an existing product, we continue to embed sustainability principles into our design guidelines, enabling our 640+ development engineers to deliver more responsible and environmentally sustainable products to the market for our customers.

Designing for longevity and serviceability, which focuses on a product’s modularity, ease of disassembly and cleaning/sterilization to support the repair and servicing of a product. This prolongs its useful life and support while maintaining its highest, best use in a circular economy.

Designing for part and resource recovery and recyclability to incorporate parts and materials that are ideal for recovery and reuse in support of optimized serviceability and circularity.

PRODUCT LIFECYCLE ASSESSMENT

IDENTIFYING STRATEGIC OPPORTUNITIES TO REDUCE WASTE AND EMISSIONS FOR OUR CUSTOMERS

Through our Lifecycle Assessment (LCA) services, we can estimate the ecological impact of a product, part or subassembly at its various life stages. Leveraging the intimate understanding we have of our customers’ products and industries, and paired with the demonstrated experience we have across all phases of product development, this assessment provides our customers a roadmap of strategic areas of opportunity to lessen the global warming potential and waste-to-landfill associated with a unique product.

We then conduct what-if analyses to propose changes to the product design, product use, end of life treatment and logistics strategy to lower the environmental impact of a product.

This iterative assessment also integrates into our new product design services, helping us design more environmentally friendly products for our customers and enabling them to make conscious decisions about design choices based on the potential ecological impact.

“We consider the impact we have on everything. We are mindful of how we use materials that come from nature and aim to design and develop innovative products with minimal waste.”

*Svenja Mueller, Sr. Site Director
Darmstadt, Germany*



BUILDING BETTER SOLUTIONS THROUGH A SUSTAINABLE, RESPONSIBLE SUPPLY CHAIN

Building a better world requires us to lead and influence beyond the four walls of our business, including sourcing components and materials from companies that share our values around human rights, ethics and environmental responsibility. The heightened expectations we have of our supply chain partners enable us to competently navigate the complexities of a global supply chain, as we collaborate with our customers to deliver more responsible and sustainably-sourced parts for their end products.

We accomplish this through an integrated and multi-faceted approach to supply chain due diligence, beginning with responsible minerals sourcing within the components we purchase all the way through robust and advanced risk mitigation capabilities to monitor our portfolio of over 7,000 suppliers. In an ever-connected and competitive economy, delivering optimal supply chain solutions for our customers is about much more than simply getting their product where it needs to be on time. It's about understanding the total supply chain—from the product design phase through product launch and beyond—and delivering a more sustainable, responsible and resilient value chain for our customers.



Responsible Business Alliance

Advancing Sustainability Globally

As a member of the Responsible Business Alliance (RBA) since 2014, we abide by and cascade the RBA Code of Conduct to our suppliers and take action against business practices that threaten the prosperity of our team members, business, communities and the environment.

For more information on how we integrate RBA standards into our operations, see Governance, page 56.

How we deliver more sustainable, responsible products includes integrating ESG into our sourcing strategy.

PARTS & PRODUCT COMPLIANCE

Supporting our customers with their product compliance needs across a variety of end market requirements and regulatory schemes, including responsible minerals sourcing

RESPONSIBLE SOURCING

Ensuring we source from responsible partners and incorporate ESG criteria into our assessments

SUSTAINABLE SOURCING

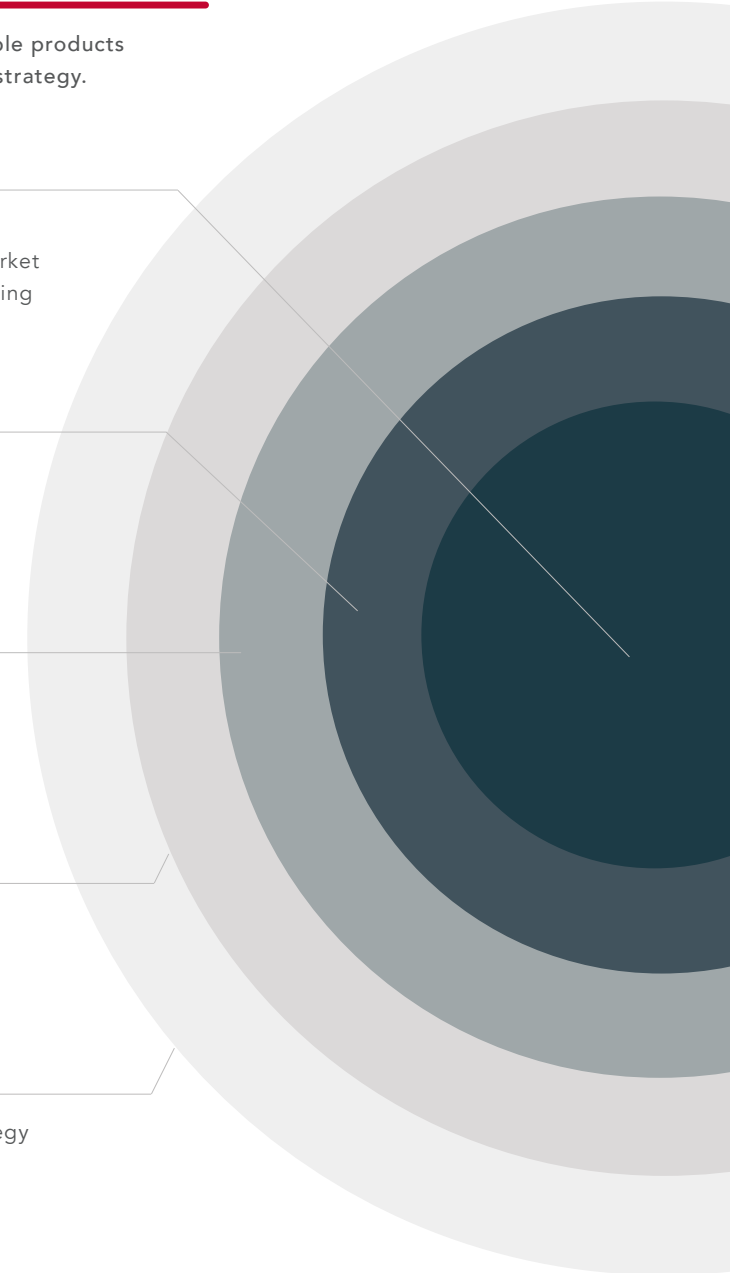
Enabling a supply chain that lessens the environmental impact of products and processes

SUPPLY CHAIN OPTIMIZATION

A focus on demand planning, localization, risk and logistics to enable an efficient and effective supply chain

SUPPLY CHAIN RESILIENCY

Protected and proactive risk mitigation strategy



HOW WE INTEGRATE ESG INTO OUR SOURCING STRATEGY

PARTS & PRODUCTS COMPLIANCE

We understand product and part compliance is more than just a regulatory requirement. It represents the interconnected world in which we operate and the social and environmental costs of the materials and parts used in the advanced products we help create. We help our customers navigate part and process materials compliance such as RoHS, REACH and TSCA, in addition to other unique product requirements and user-defined criteria. We deploy a zero-tolerance counterfeit parts policy and prevention process and diligently evaluate the source of the minerals that go into our customers' products. Through these compliance efforts, we help to safeguard the human lives affected throughout our value chain.

RESPONSIBLE SOURCING

We expect our suppliers to abide by the requirements of our Supplier Code of Conduct, which prohibits human rights abuses and unethical business practices and requires all suppliers to comply with applicable laws. Our Supplier Code of Conduct is aligned with the U.N. Declaration of Human Rights, ILO International Labor Standards and OECD Guidelines for Multinational Enterprises, and incorporates the RBA Code of Conduct. We evaluate our major suppliers annually using an RBA Risk Assessment. Suppliers flagged as high risk are expected to complete the RBA Self-Assessment Questionnaire (SAQ), providing us a more detailed view of their business practices and ensuring alignment with our expectations. The results of the SAQ determine what further action we may take to eliminate or reduce potential supply chain risks. In fiscal 2022, the majority of our suppliers were deemed low to medium risk. We also perform denied and restricted party screenings to prevent engagement with companies or persons who are known bad actors.

SUSTAINABLE SOURCING

In order to help advance our entire value chain toward a more sustainable and circular model, we are focusing our efforts on expanding our supply chain solutions—leveraging third party assessments and ESG data inputs into our sourcing decisions. We are establishing relationships with alternative materials and sustainable packaging suppliers, and identifying suppliers that support part reuse, service and takeback, and part and resource recycling.

SUPPLY CHAIN OPTIMIZATION

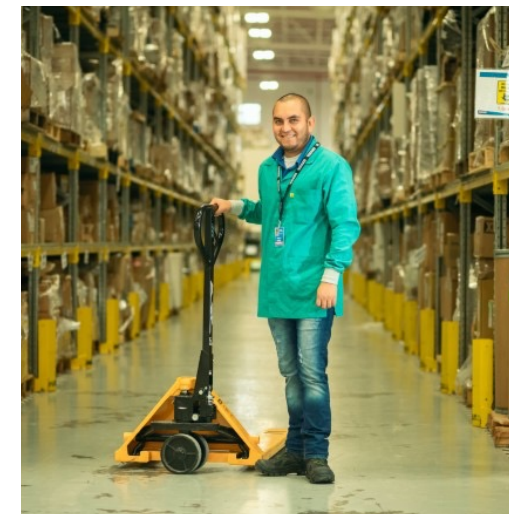
As we further embed ESG into our supply chain strategy, we are exploring ways to optimize efficiency and cut waste from our supply chain. For example, we are driving feasibility planning for more efficient inventory fulfillment. Optimization results in decreased inventory and warehouse costs for Plexus and our customers, which in turn works to lower our overall footprint, transportation and energy needs associated with inventory transit and storage.

SUPPLY CHAIN RESILIENCY

Each layer of our approach helps to create a more robust and resilient supply chain, enabling our customers to meet their commitments and market demands. To ensure the resilience of our supply chain, we are proactively mitigating risks by providing supply chain visibility, monitoring for disruptions and analyzing internal and external threats. As the complexity and risks associated with our global supply chain endure, we continue to invest in resources to understand and address the impact our suppliers and certain raw materials have on the environment and society.

Our supply chain due diligence and systems of management supporting a responsible supply chain are reinforced by a number of corporate policies and practices, such as:

- **Supplier Code of Conduct**
- **RBA Code of Conduct**
- **Human Rights Policy**
- **Conflict Minerals Policy**
- **Anticorruption Policy**
- **Gifts and Entertainment Policy**
- **Supplier Quality Manual**
- **Anti-Counterfeit Controls and Mitigation Standard Operating Procedure**
- **Supplier Scorecards**
- **Supplier Development & Training**
- **Supplier Auditing**



QUALITY OF LIFE DEPENDS ON OUR COMMITMENT TO QUALITY

We understand the trust our customers place in a partner to produce the kind of quality that creates a memorable experience for the end users of their products. These products may change lives and the quality of those products depends on us.

Our commitment to quality and zero defects is paramount to safeguarding the end users of our customers' products in addition to advancing our journey to minimize emissions and waste.

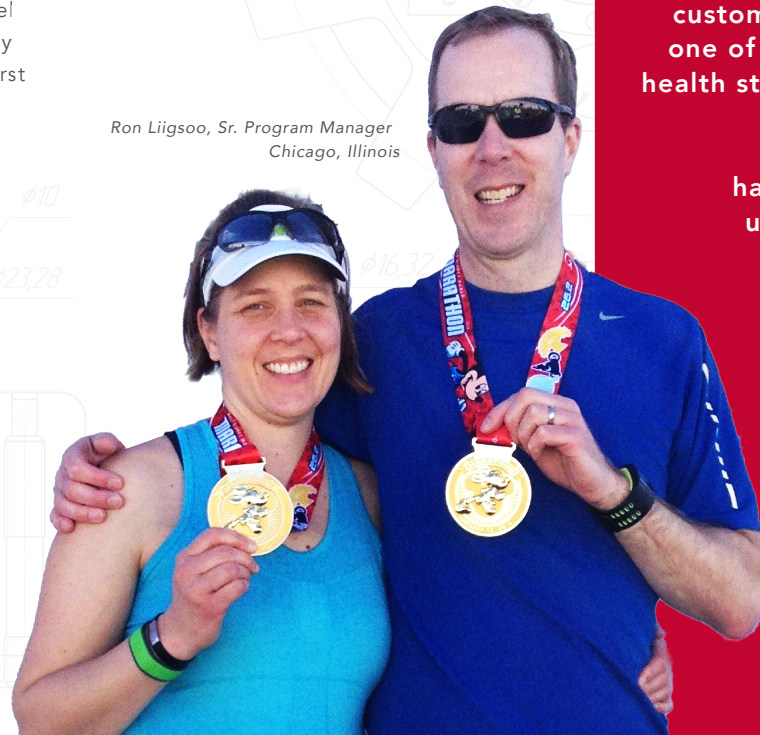
When we execute on our goal of zero defects, it means the products will function correctly for the people who rely on them most. This means flawless execution to our customers' requirements and specifications, enabled by the ability to detect, eliminate and prevent errors that lead to defects. It also means products do not need to go through rework, translating to lower manufacturing costs. That's time, effort and energy saved in the process and a reduction of scrap waste-to-landfill, resulting in high quality products that last longer and advance the circular economy.

We instill a personal sense of accountability for quality through our "Quality Begins with Me" program. Our teams drive activities at the site, regional and global level to empower personal ownership, ensure compliant processes, encourage two-way communication, leverage metrics in decision-making and recognize the quality-first behaviors of our team members.



QUALITY
Begins
with **ME**

Ron Liigsoo, Sr. Program Manager
Chicago, Illinois



As Senior Program Manager on our Healthcare and Life Sciences team, Ron Liigsoo understood the impact our customers' products make in people's lives. But when one of those products became a part of his own heart health story, that impact took on a whole new meaning.

Experiencing Atrial fibrillation (A-fib), Ron had a procedure to address the condition—which used a product manufactured right in the Plexus facility in which he works. With the help of this product, Ron went from experiencing daily interruptions—including having to put a hold on his love of running—to saying, "I got my life back."

The work we do, improves and even saves lives—sometimes right inside our own walls, making our commitment to quality and zero defects a non-negotiable.

INTEGRATED, OPTIMIZED MANUFACTURING

Our fully integrated, globally aligned team of manufacturing experts work alongside our customers to bring transformative technology to life. Our approach to manufacturing focuses on innovation, continuous improvement and the flexibility to tailor our services to our customers' exact needs—even if that means building out our capabilities to meet those needs.

To realize superior execution and drive zero defects, we leverage innovative technologies in our manufacturing solutions to enable a more sustainable and resilient business while driving efficiencies and delighting our customers in the process. Our skilled and passionate teams are armed with the latest tools to meet our customers' specific needs, and our 18 global manufacturing facilities use a "One Plexus" approach to ensure consistent execution around the world. This includes:

- New Product Introduction (NPI) and rapid prototyping
- Surface-mount Technology (SMT) and automated through-hole
- Higher Level Assembly (HLA)
- Conformal coating and bonding
- Traceability capabilities
- Microelectronics
- Smart, integrated manufacturing
- Complex System Integration
- 3D printing
- Extensive testing solutions, including a failure analysis lab

We envision our manufacturing facilities as factories of the future, optimizing systems and automation to increase quality, expedite a product's time to market, improve productivity and provide access to accurate metrics to help us measure and advance our performance.

For information on our efforts related to the environmental sustainability of our facilities and operations beyond manufacturing process technology and innovation, please see our Global Citizen section.



REGULATORY EXPERTISE AND COMPLIANCE

- Medical Standard ISO 13485:2016
- 21 CFR Part 820 (FDA) (Finished Medical)
- JMGP accreditation
- GMP-Korea certification
- ANVISA accreditation
- NPMA (National Medical Products Administration) registration
- ISO 14001 (Environmental Management)
- ISO 45001 (Occupational Health & Safety)
- ANSI/ESD (Electrostatic Discharge Control Program) S20.20
- ITAR (International Traffic and Arms Regulation) self-declaration
- Aerospace Standard AS9100
- NADCAP certification
- FAR 145 certification (FAA Repair Station)
- EASA repair approval
- ATEX/IECEx certification
- IRIS certification (Railway)
- ISO 50001 (Energy Management)

DRIVING EMISSIONS & WASTE REDUCTIONS THROUGH OPTIMIZED PACKAGING & LOGISTICS

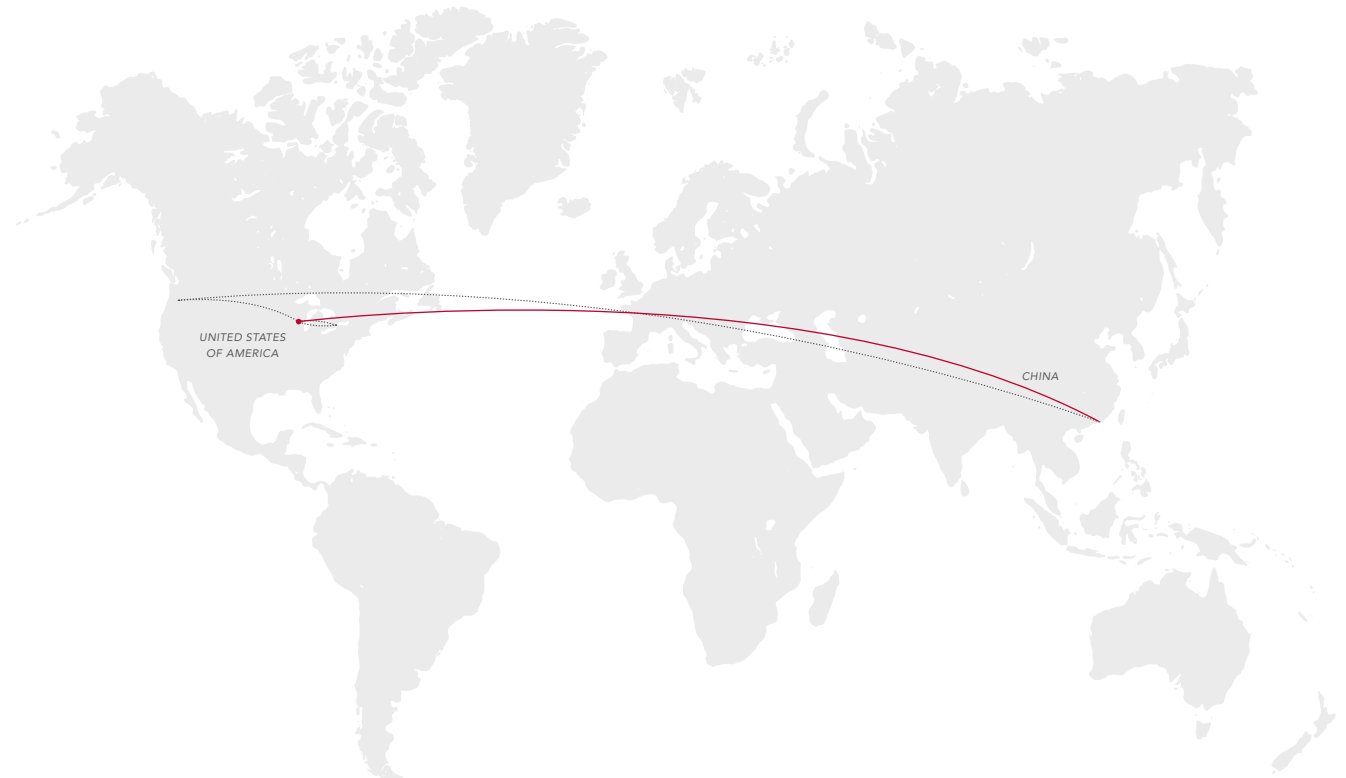
The safe transport of highly complex devices to their end destinations is not an afterthought, and packaging represents a critical area of opportunity when it comes to emissions and waste reductions. Working with our customers, our engineers and logistics professionals assess how the packaging materials, weight and volume of products can make a dramatic impact on packaging waste and the overall emissions associated with product delivery.

Our objective is to deliver products safely and on time, while enabling a more sustainable, cost competitive packaging and logistics strategy.



PACKAGING & LOGISTICS: REDESIGNING IMPACT ON SHIPPING | CUSTOMER EXAMPLE

The below represents a real-life example of one of the outputs of our LCA services, which we deployed to scope the carbon footprint of a product with a focus on transportation modes and routes and related CO₂ emissions. The result is a “geographical heat map” to identify ways to reduce the environmental impact of the shipping strategy associated with a customer’s product.



TYPE OF TRAVEL	% OF CO ₂ REDUCTION FROM WORST CASE	CO ₂ IMPACT
Shenzhen -> Seattle -> Appleton (Truck)	Worst Case	~12,000 kg of Co ₂
Actual Route	41% reduction	~7,000 kg of Co ₂
Shenzhen -> Seattle -> Appleton (Train)	50% reduction	~6,000 kg of Co ₂
Toronto -> Appleton (Truck)	72% reduction	~3,200 kg of Co ₂
Toronto -> Appleton (Train)	93% reduction	~800 kg of Co ₂

ESG VALUE CREATION THROUGH SUSTAINING SERVICES

We understand that our collective journey to a circular economy requires product lifecycle thinking. Our global Sustaining Services provides solutions to extend a product's useful life, which helps reduce waste-to-landfill while increasing revenue and profitability to our customers and maintaining brand integrity and loyalty from their end users. This includes robust service offerings related to repair, replacement, re-manufacturing and refurbishment.

We handle demand planning for service parts needs and field events, and provide end-of-life analysis and life-extension solutions for field replaceable units. Through an efficient stocking, distribution management and depot repair network for critical components and devices, we can decrease the demands on freight while also extending product use. This reduces transit emissions through a network of strategically located service operations and reduces the waste streams of products that would typically be sent to landfill when they no longer operate as intended.

At the end of a product's useful life, we can help recapture materials or resources, ideally to be revitalized and reused or otherwise upcycled, down-cycled or converted into fuel. We reprocess these materials on site for reuse or leverage one of our reprocessing and recycling partners to capture value from resources that would otherwise go to landfill.

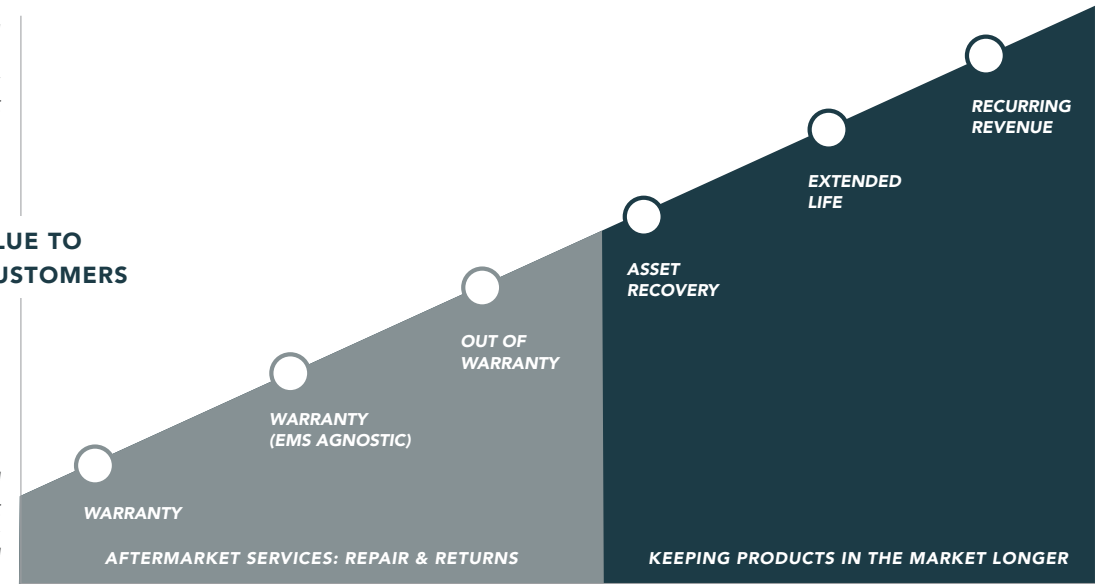
We realize that our customer's product is their promise. And when it's in the hands of end users, it needs to keep that promise day in and day out. Our Sustaining Services team exists to extend a product's useful life, with a proactive approach to service that's fully integrated with every aspect of product design, supply chain and manufacturing. It's a different way of thinking about products—and crucial to our vision to build a better world.

INCREASING OUR IMPACT THROUGH SUSTAINING SERVICES

Generating Revenue, Profit & ESG Impact

VALUE TO OUR CUSTOMERS

Focused on cost of goods sold



SUSTAINING SERVICES

"The 'E' of ESG is built into everything we do in Sustaining Services. We create long-term value for our customers through our ability to extend the useful life of their product and increase the positive impact on the environment.

The coolest part about it is when we provide solutions beyond what they may even realize are possible."

Samuel Haltom, Service Supervisor
Neenah, Wisconsin



SHARED PURPOSE, COLLECTIVE IMPACT
DELIVERING LONG-TERM VALUE WITH THE COCA-COLA COMPANY®

While sustainability has moved front and center across many global organizations as of late, The Coca-Cola Company® has been firmly established as an innovator and leader in sustainability efforts for decades. On a quest to reduce packaging waste, Coca-Cola has been driving towards a myriad of environmental goals in an effort to make a transformative impact, from waste reduction and sustainable packaging to water stewardship and carbon footprint reduction. All of this done while offering over 200 beverage brands to refresh the world.

Plexus is a long-time partner of Coca-Cola, delivering Sustaining Services to its line of revolutionary beverage dispensing units, such as the Coca-Cola Freestyle® machine. Through an integrated set of solutions, this long-standing relationship has yielded a number of substantial environmental and cost-saving results, aligning to our shared vision of a more sustainable future.

Over the past decade, Plexus refurbished over 10,000 beverage dispensers, harvested approximately 360,000 parts for reuse and reduced the cost of spare parts by an average of 25%.

As a result, Plexus helped Coca-Cola avoid waste that otherwise would have gone to landfill through proactive reuse and recycling of materials.

This collaborative partnership has extended the life of Coca-Cola's products and added long-term value to one of the world's most recognizable brands.

We are proud to unite with like-minded companies as we build a better world through this kind of shared purpose and collective impact.



10,000 Units refurbished
360,000 Parts harvested
25% Reduction in cost of spare parts

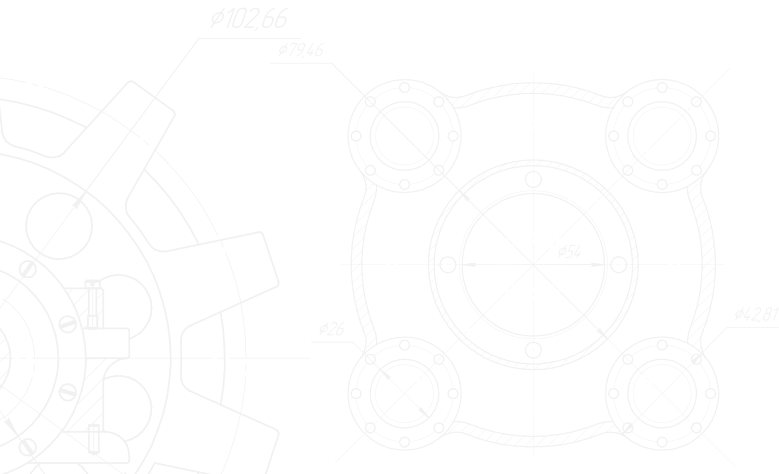


GREEN GROWTH MARKETS

We are proud to partner with customers to deliver cutting-edge, highly complex products to market, and the global energy transition creates ample opportunity for us to help accelerate the world's transition to cleaner energy sources. These emerging technologies align with our strategy and serve as expansions of our current market focus. Our mission to be the leader in highly complex products and demanding regulatory environments positions us well to help advance the technology needed to fight climate change. We help our customers create and deploy new energy storage solutions, cutting edge electric vehicle hyper-charging stations and fuel cell power technology, to name just a few. As the world's clean energy needs evolve, we are a partner of choice in advancing the technologies for a more sustainable world.



Vehicle hyper-chargers, such as the one pictured here from Plexus customer, alpitronic, are innovative and cost-efficient solutions making transportation more environmentally friendly.



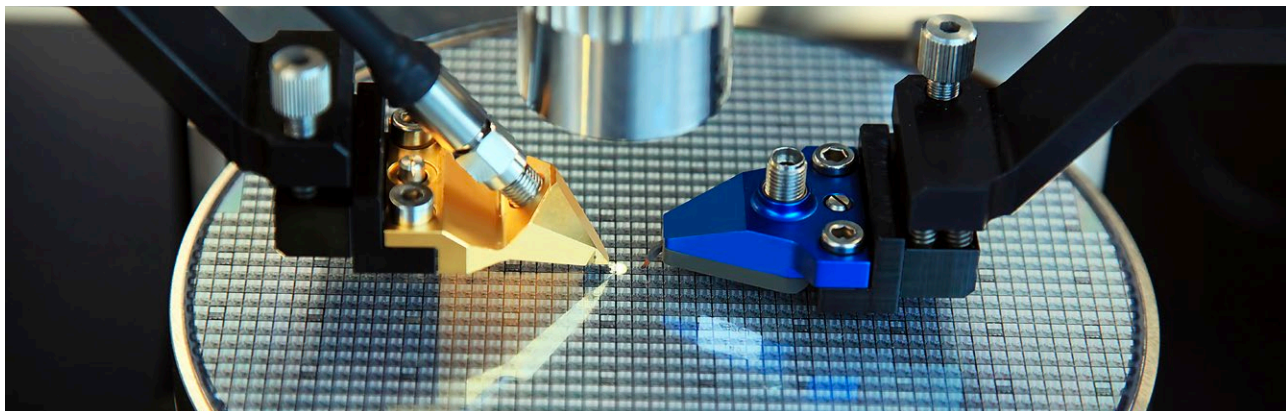
OUR SUCCESS DEPENDS ON THE STRENGTH OF OUR PARTNERSHIPS

Our concerted market focus and mission to serve customers with highly complex products and demanding regulatory environments results in a wider, deeper level of value-add. It requires us to be experts not only in our own business but our customers' businesses. Our market sector alignment results in team member expertise across our Healthcare and Life Sciences, Industrial and Aerospace and Defense sectors, allowing for more intimate, impactful, long-term customer engagements with the right partners supporting the right products.

We are committed to helping our customers solve complex problems and enabling their success across our product lifecycle solutions. This commitment to our customers' causes underpins our commitment to ESG—how we can combine forces and coordinate efforts in order to maximize our collective impact on people and the planet. We help drive innovation, value and sustainability throughout our customers' products and industries, as they deliver transformative technologies for a more sustainable world.

NET PROMOTER SURVEY

One method we use for measuring the success of our partnerships is to annually survey our customers. We utilize a Net Promoter Survey (NPS) methodology whereby we ask each customer one primary question: "Would you recommend Plexus as a preferred partner?" That analysis and the overall survey results are reviewed at sector, regional, executive and Board of Directors (Board) levels following the survey's completion, and serves as a basis for continuous improvement.



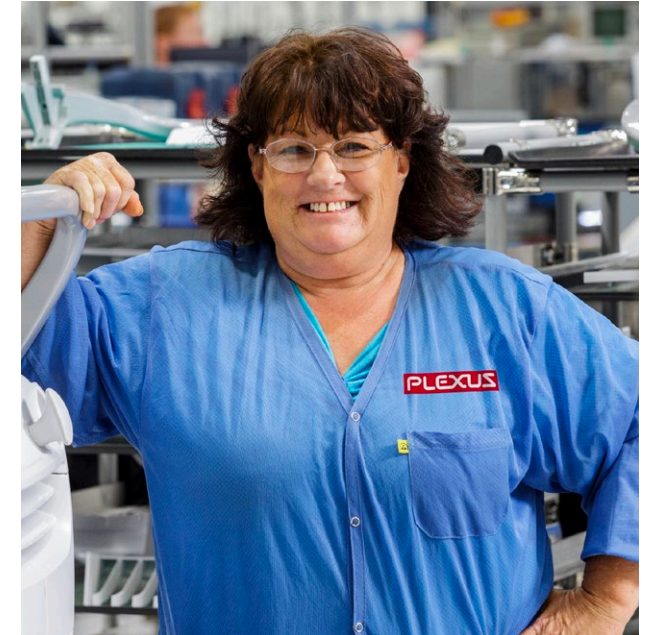


RESPONSIBLE EMPLOYER

Our ability to realize our vision to build a better world fundamentally depends on the wellbeing and inclusive engagement of each and every individual on our team. We build through the products we support, enhancing the lives of people around us. We build through innovation, powered by the ideas and experiences of our diverse, talented global workforce. And, we build through the opportunities we offer our team members as we strive to be a better Plexus, in pursuit of a better world.

The ability to employ nearly 25,000 team members globally is a privilege, and we consider each hire as an opportunity to help realize our vision of building a better world. People have the choice to work for an endless number of companies and we understand that in order to attract and retain talented individuals we must provide our team members the ability to do meaningful work, create memorable experiences beyond their role and continually grow through diverse and innovative engagements.

Passion and purpose intersect at our organizational culture—a culture built upon doing the right thing for our team members, customers and community. We are at our best when we are united as a team and guided by our values and leadership behaviors. Embodied in our **Code of Conduct and Business Ethics (our Code)**, our culture has evolved through the growth and strength of our team members' talents and intellectual curiosity.



DIVERSITY & INCLUSION

Be You.

Our people create our best Plexus.

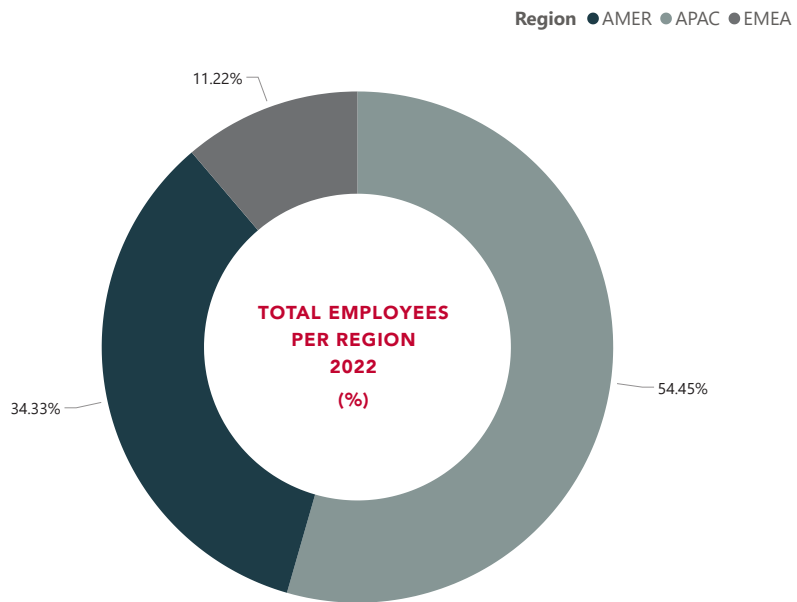
Ingrained in our culture of inclusion is the philosophy that each individual offers diverse perspectives, backgrounds and experiences that create great outcomes when we are united as a team. We respect our people and embrace our differences. We welcome everyone and value the ideas generated by our collective uniqueness. We aspire that all of our people reach their full potential.

Our Diversity & Inclusion (D&I) journey is not a project or an initiative. It's a continuous commitment to our team members, communities and ourselves as individuals to embrace diverse backgrounds, differences and ideas. As a global organization, there is an ever-present opportunity to integrate D&I principles into everything we do. We are at our best when we open our minds to the thoughts of others, allowing diverse behaviors and experiences from a myriad of team members to come together and work towards a shared purpose. Through this, we position Plexus to create enduring value for our people, customers and the planet.

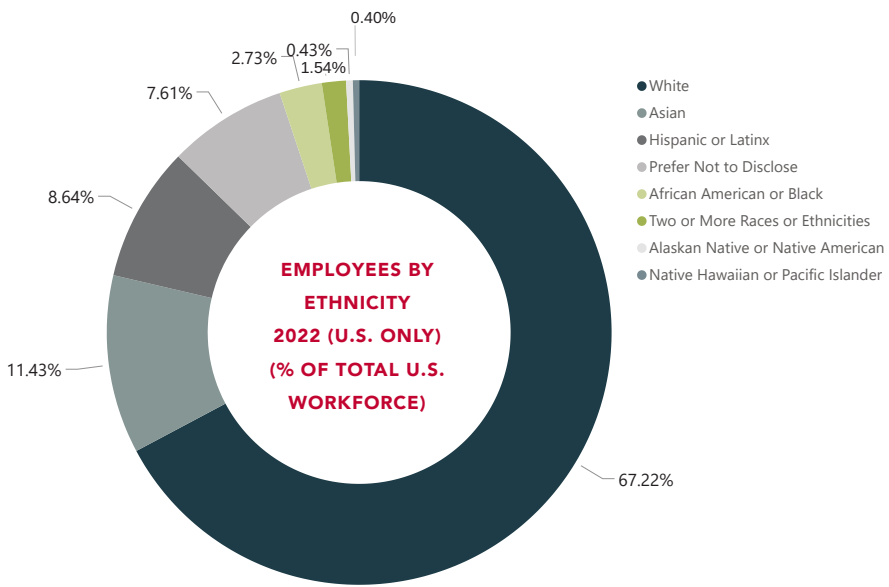
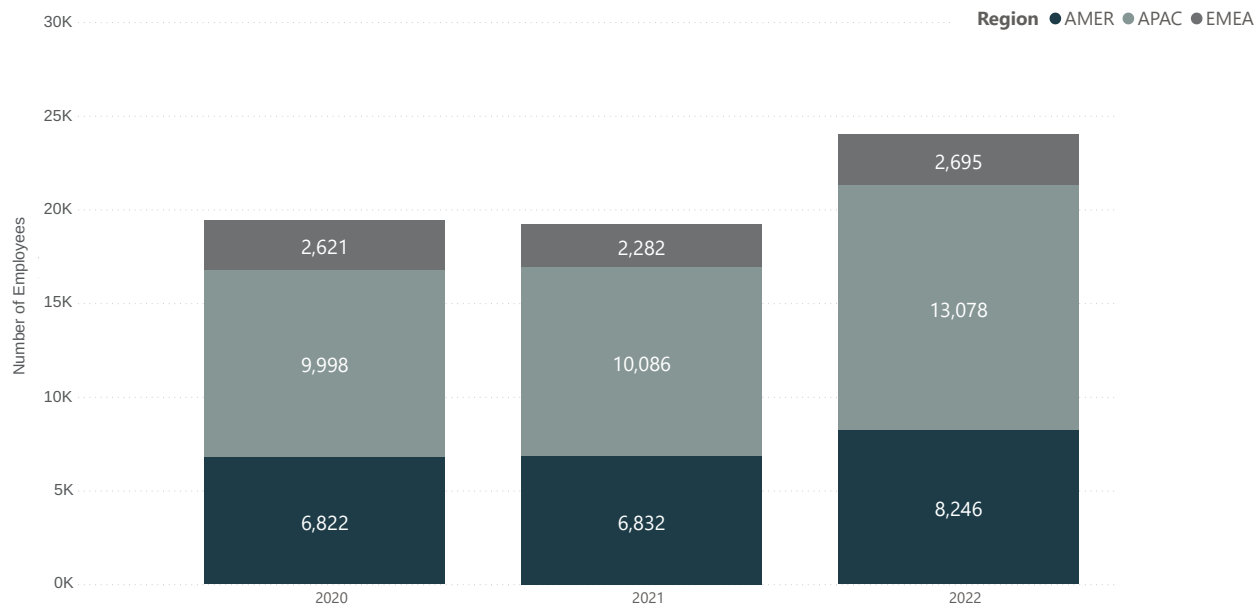




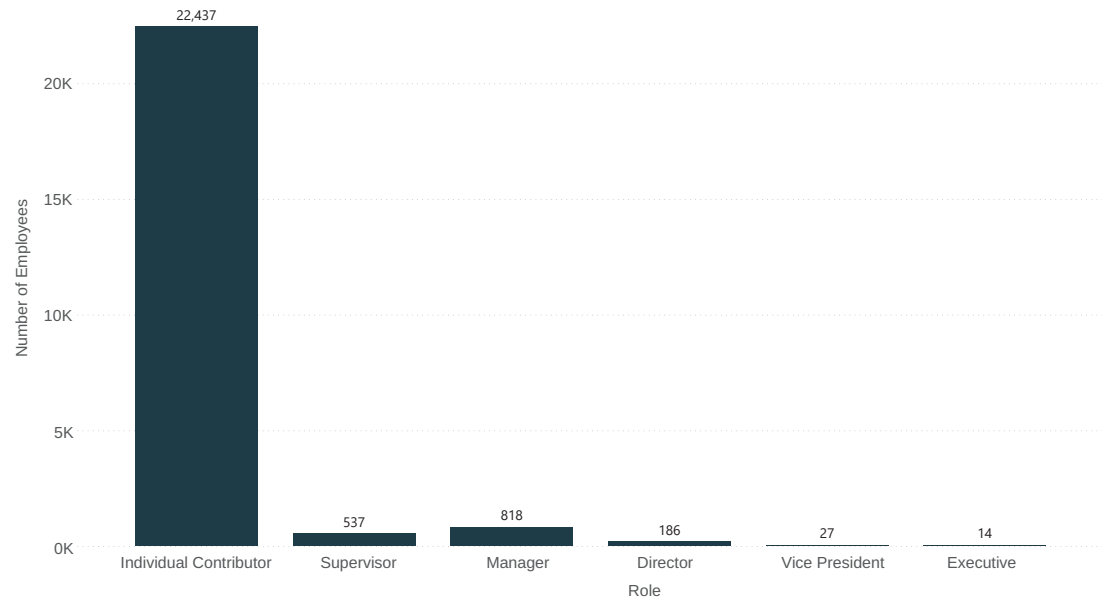
OUR WORKFORCE INSIGHTS



TOTAL EMPLOYEES YEAR OVER YEAR



TOTAL EMPLOYEES BY ROLE 2022¹



¹We code our internal positions based on these six (6) management levels; job titles within each management level may vary.

FISCAL 2022 D&I PROGRESS

At the beginning of fiscal 2022, we deployed a three-year roadmap to accelerate and advance D&I efforts across Plexus. The focus areas include: communication tools, talent acquisition reach, workplace culture and metrics. Accountability to progress in these areas is driven through the executive ESG PLT Committee, made up of executive management including our Chief Executive Officer (CEO), with oversight by the Compensation & Leadership Development Committee of our Board.

Progress in D&I not only comes from direct interactions, but access to tools and resources that expose our team members to information and insights they may not encounter during their normal work day. As a way to expand team member thought and inclusive engagements, we have deployed—and continue to enhance—a D&I learning repository where team members can access educational materials that align with their personal D&I journey.

We introduced “Foundations of Diversity & Inclusion” and “Unconscious Bias” training modules, offering in-person and virtual options for team members to better understand themselves and others. Along with additional on-demand courses made available through the Plexus Academy, our global learning platform, we provide access to country-specific handbooks that educate team members on cultural nuances. As a global organization, it is important to arm our team members with information on how countries outside of their own approach topics like etiquette, communication styles, collaboration preferences and social norms. Through these handbooks, we empower our team members to learn about the experiences of others and expand their cultural knowledge. Additionally, we have three enterprise initiatives tied to our executives’ short-term variable incentive compensation plan (VICP) related to D&I in fiscal 2023—specifically, advancing our educational content and trainings, identification of new diverse recruitment sources and requiring diverse representation on interview panels.

We take pride in providing equal employment opportunities to everyone regardless of their race, ethnicity, beliefs, religion, marital status, gender identity, citizenship status, age, veteran status or disability. We encourage all to apply. Accordingly, our **Equal Opportunity Policy** reinforces our commitment to the creation and maintenance of a diverse workplace where equality, respect and consideration for one another are the norm.



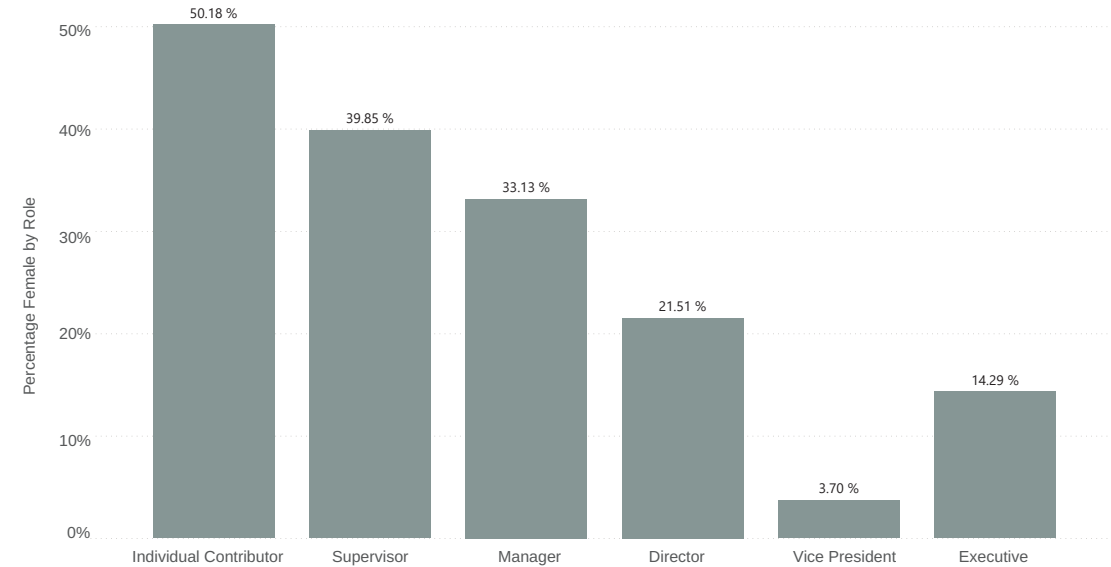
CLOSING THE GAP ON GENDER REPRESENTATION

In fiscal 2022, we strengthened our focus on gender representation across the organization. This included aggregating metrics to drive visibility into gender representation across locations, roles and leadership.

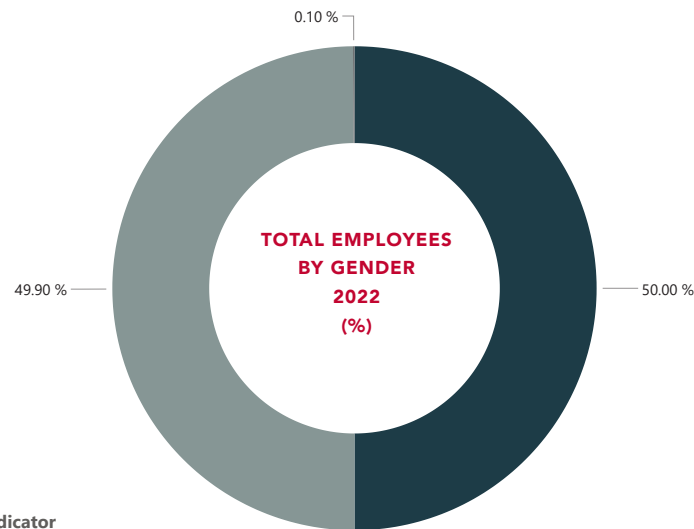
We recognize a need to increase diverse representation, particularly in leadership and critical roles, and strengthen executive leadership's accountability for delivering on our D&I goals. To further these efforts, our talent acquisition teams have a strategic initiative to broaden the funnel of talent seeking to join Plexus.

Efforts are customized by geography and based on the current workforce dynamic. This includes partnerships with organizations such as the Society of Women Engineers (SWE), universities with diverse student populations and groups supporting underrepresented minorities with leadership aspirations across many disciplines.

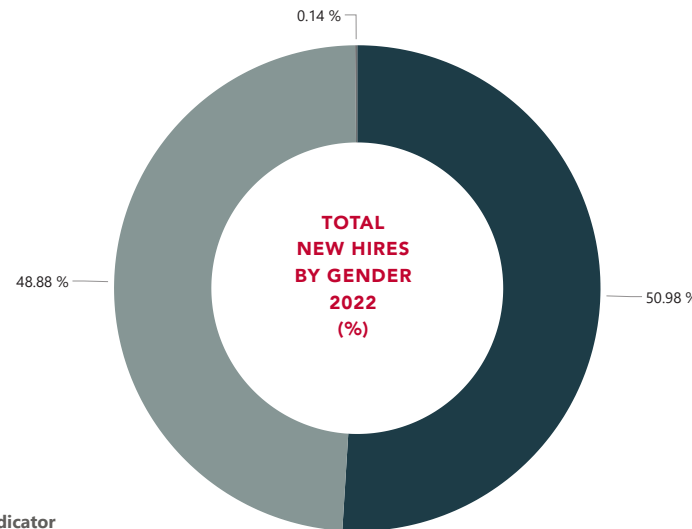
TOTAL FEMALE EMPLOYEES BY ROLE 2022 (%)²



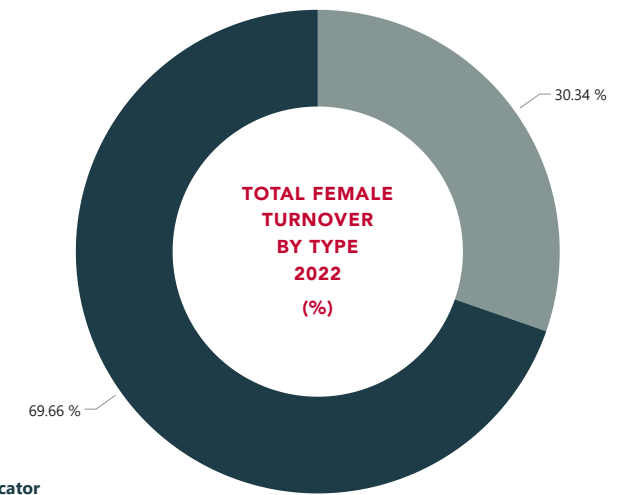
²We code our internal positions based on these six (6) management levels; job titles within each management level may vary.



Indicator
 ● Male
 ● Female
 ● Choose not to identify



Indicator
 ● Male
 ● Female
 ● Choose not to identify



Indicator
 ● Involuntary Turnover
 ● Voluntary Turnover

EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are an element of our D&I journey that tap into leadership, growth and development opportunities in a unique setting. Whether it be aligned with a specific gender, orientation or demographic, each ERG celebrates the diversity of our company, contributes to the communities where we live and provides its members the ability to collaborate across functions and locations. The organic, team-member driven nature of these groups—with direct support and engagement from executive leadership—has delivered a wide-reaching positive impact across Plexus and its stakeholders.

In fiscal 2022, we saw enhancements with new hire onboarding experiences by engaging new team members with ERG events early in their journey at Plexus. All ERGs were active in their local communities, volunteering their time as well as making financial contributions across a number of organizations and causes. With our customer engagements, ERGs co-hosted executive-level events where D&I was a focal point in demonstrating how we innovate and collaborate, strengthening our partnerships with these customers.

Since establishing a formal ERG program in 2019, we saw the introduction and expansion of three ERGs. **Plexus Young Professionals (PYP)** and **Women in Network (WiN)** have sustained healthy global growth and are represented in all three regions. **Unus Plexus** initiated their efforts across the Wisconsin campus, focusing its first year on cultural awareness content and discussion forums. At the end of fiscal 2022, we introduced a fourth ERG, **Plexus PRIDE**—focused on supporting the needs of the LGBTQ+ community—with two additional ERG charters under development as we entered fiscal 2023.

The following features represent the impact each of these groups made to our culture and our communities in fiscal 2022. Our ERGs celebrate advocacy, empowerment and outreach, as they align passion with purpose.





EMPLOYEE RESOURCE GROUPS (ERGs)



PLEXUS YOUNG PROFESSIONALS

When we think about the foundation of Plexus, we think problem solving. Examining a situation and taking the initiative to drive positive, lasting change. When it comes to the Plexus Young Professionals (PYP) ERG, its origin story is a nod to our problem solving roots. In 2019, a new Plexus team member—with a history of ERG participation in their career—recognized a critical need in supporting our D&I journey to launch an ERG that could drive a deeper level of engagement across teammates and make enduring connections within the communities where we reside.

With the mission of enhancing talent development and retention, creating an environment that fosters networking and sponsorship for career growth, and providing community engagement opportunities, PYP’s impact is far-reaching. From charity golf outings and partnering with other young professional networks, to bake sales and its annual “Volunteer-a-thon,” the group raised over \$40,000 for charitable causes—more than doubling the previous year’s contributions—and engaged in various volunteer activities across its 437 global members in fiscal 2022 alone.

“Our approach to community outreach and charitable giving provides people with a higher purpose at work,” said Dimitri Fafalios, PYP Strategic Advisor and Manufacturing Operations Manager. “You can actually measurably see that you made an impact on somebody’s life. It’s a critical piece of how we contribute to the development and retention of team members because you can go beyond your day-to-day [job] and see there’s more ways to make a difference.”

In fiscal 2022, the group expanded its chapter reach into APAC, spanning seven sites in the region and bringing its overall total to 15 chapters across Plexus. Looking ahead, the team will focus on deeper integration and collaboration with fellow Plexus ERGs in support of our D&I goals, formal mentor programs for its members and maintaining an emphasis on providing opportunities that mean the most to its members.

“We are seeing more people focused on working for companies that align with their values and personal interests,” said Dimitri. “And our mission and vision aligns with that focus.”



Dimitri Fafalios
Manufacturing Operations Manager
Neenah, Wisconsin

EMPLOYEE RESOURCE GROUPS (ERGs)

WOMEN IN NETWORK

According to McKinsey’s 2022 “Women in the Workplace” report³, women are craving more from work and exiting companies at a rapid pace in order to find it. Coupled with the lack of women—particularly women of color—in leadership roles across most companies, we have embraced our role in retaining, developing and elevating women across the organization with the creation of the Women in Network (WiN) ERG playing a critical role in addressing these needs.

Launched in October of 2020, WiN’s mission to champion the advancement of women in their professional and personal development quickly resonated across the organization. What was initially expected to begin as a two-year pilot program at our Global Headquarters rapidly grew across the AMER region and into EMEA in the first two years of its existence due to its far-reaching impact.

WiN saw its global leadership team accelerate personal development, with 30% accepting new roles or promotions in calendar year 2022. Internal events provided forums for participants to gain insight and experience related to concerns many women encounter including: unconscious bias, work/life balance challenges and formal mentoring.

The group also made clear connections across several Plexus customers, hosting a variety of diversity-related events showcasing the importance of shared values in customer partnerships that extend beyond the products we help create.

Its most recent chapter introduction in Penang, Malaysia at the end of fiscal 2022 marked the sixth chapter of WiN, further cementing the group as a critical, global resource in honoring and empowering women throughout the organization.

“We have a clear opportunity to add value in the lives of our female team members and support their journey in growing and developing in their career and personal life,” said Siow Sen Tan, WiN Penang Co-Chair and Finance Director. “With WiN, you have a group of passionate, empowered women who want to connect with others to share common conversations, create fresh experiences and pick up new skills.”

Looking ahead, WiN aims to expand its network and reach through pillars of performance, including a heightened focus on team member development, community engagement and outreach, and elevating brand awareness. Through these pillars, WiN stands firm in its belief that the continued efforts of the group will contribute to more women in elevated roles, fulfilling opportunities in the workplace and increased diversity in leadership positions across Plexus.

*Siow Sen Tan, Finance Director
Penang, Malaysia*



³<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>



EMPLOYEE RESOURCE GROUPS (ERGs)

UNUS PLEXUS

Founded in March 2022, the Unus Plexus (Unus, Latin for “One”) ERG exists in order to create and promote a welcoming and inclusive environment to all teammates through the celebration and inclusion of all cultures and diversity. Rooted in the belief that each person has lived experiences that stimulate intellectual and cultural curiosity, Unus aims to approach opportunities for growth and learning with an attitude of empathy.

When it comes to intellectual and cultural curiosity, Unus President and Manager - Functional & Project Management, Allen Braggs, leans on a bevy of experiences in leading Unus. Thanks to the support of his grandparents and parents, Allen was encouraged to chase his passions which led him to depart his country of birth, India, for the United States and pursue his personal and professional goals. Over the course of his career, Allen has traveled to over 25 countries and speaks six languages, immersing himself in a wide-ranging set of viewpoints and way of life.

“As people, it’s important to acknowledge that not everyone’s experience in life is the same,” said Allen. “And being part of an ERG is an opportunity to take the initiative to know each other better, to understand our environments, and make our teams and ourselves successful.”

Over the course of fiscal 2022, Unus exposed Plexus team members to a number of opportunities to learn about different cultures, backgrounds and education.

From celebrating Hispanic Heritage Month and hosting a cultural “potluck” meal for over 100 team members, to offering guest speakers and podcast studies on inclusivity and cultural awareness, Unus has continued to guide teammates through the journey of uncovering ways to engage in experiences and viewpoints that may differ from their own.

“Often times in large organizations, silos—both actual and perceived—can be created, limiting our lived experiences,” said Allen. “But when we can break down these silos, you see stronger connections built that go beyond simply working for the same organization.”

Looking ahead, the group aims to expand into a global organization with sights set on chapter launches in EMEA and APAC regions in the coming year. Unus plays a key role in embodying the D&I mission at Plexus, and through its tenets of communication, cultural celebration and community outreach, will continue to create memorable learning experiences across Plexus.

*Allen Braggs
Manager - Functional & Project Management
Neenah, Wisconsin*



EMPLOYEE RESOURCE GROUP (ERGs)

PLEXUS PRIDE

Regardless of how we identify—be it race, gender or sexual orientation—we are all deserving of living a life where we can be our true selves. For Plexus PRIDE, this belief is foundational to its mission and vision.

Focusing on supporting the needs of the LGBTQ+ community by creating greater awareness of the challenges and uniqueness of this demographic, Plexus PRIDE aims to provide educational, networking and development opportunities for all Plexus team members.

“It’s so important that we have the awareness and understanding that even though we are all different, our needs and what we want as humans—to be loved and respected—is the same for everyone, regardless of who we are and how we identify,” said Roxanna Vidrio Rubio, Plexus PRIDE co-founder and Human Resources Business Partner.

Plexus PRIDE’s inaugural chapter is located in Guadalajara, Mexico and will begin its official activities in fiscal 2023.



*Roxanna Vidrio Rubio
Human Resources Business Partner
Guadalajara, Mexico*



TEAM MEMBER EXPERIENCE

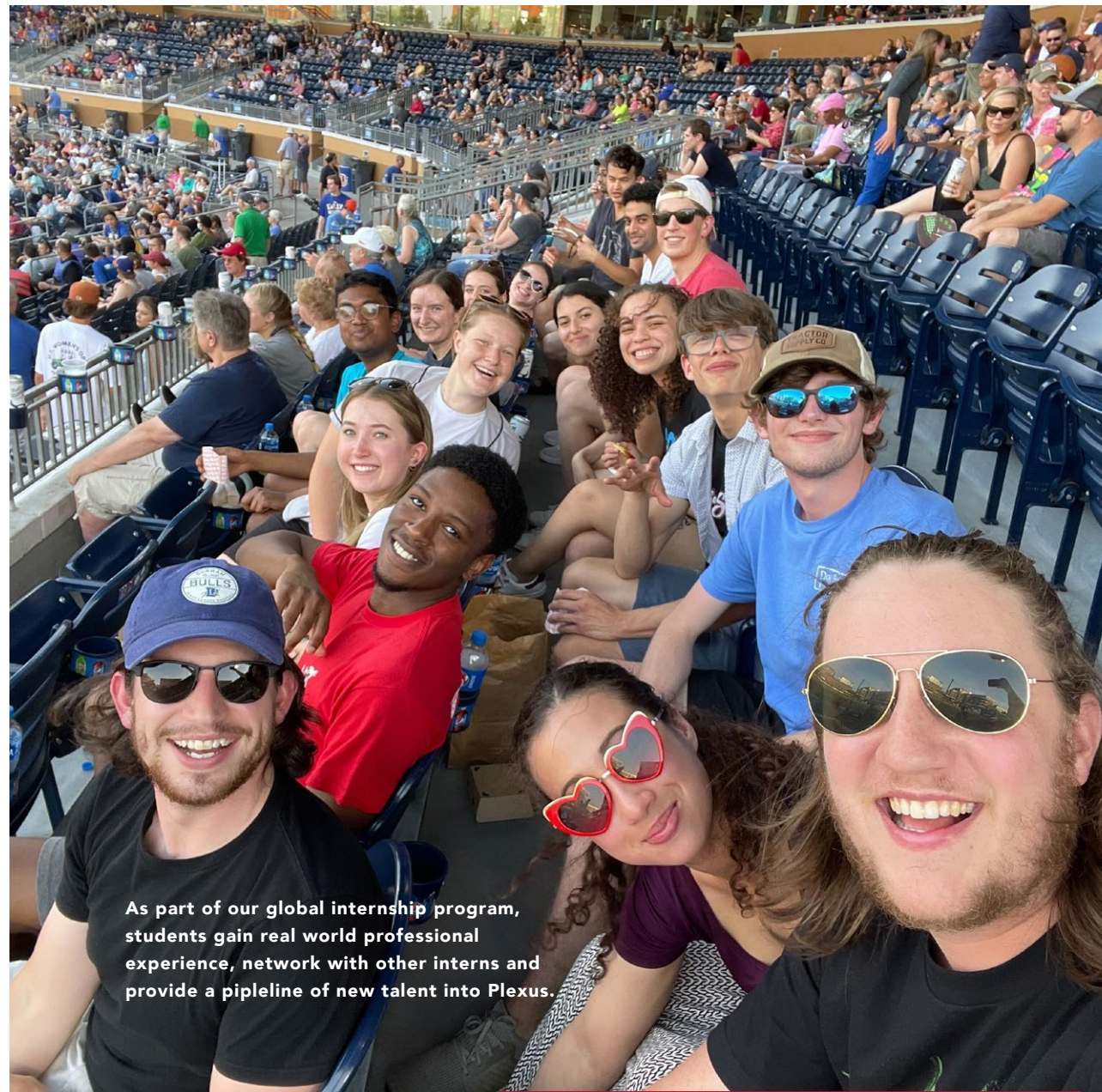
As a tenet of our strategy, we are constantly looking for ways to connect our team members' passions with a sense of purpose in their professional and personal lives. The connection is holistic in nature, as we understand that a person is at their best when their mental, physical and emotional wellbeing is nurtured. At Plexus, we focus on the entire experience we offer our team members. The work that we do has a real-life impact on the world around us, and that impact starts within our four walls as we support our team members in ways that engage, motivate and celebrate.

WELCOMING DIVERSE, DYNAMIC TALENT

The Plexus experience begins before a new hire officially joins our team. We are proud to be an equal opportunity employer where all people are welcome and encouraged to apply, and our talent acquisition specialists look to align the right person for the right role based on skills, experience and potential. We do not aim to meet a quota or satisfy a specific data point. The intent is to continue to recruit and retain talented people—regardless of experience in the industry—that enrich our culture and embody our values.

Our focus on team member engagement is layered and enduring. From the recruiting and interview process to day one orientation, team members joining Plexus feel and understand how our culture is foundational to our success.

The onboarding process gives new team members an immediate sense of inclusion and comfort through information that will help them better understand Plexus. Onboarding begins at the point of selection through a team member's first year in a new position. We invest early in team members so they quickly integrate and are positioned to make an immediate impact in their new role. New team members are assigned a peer mentor and provided resources to build their own personal network, establish operational familiarity, develop competency in both customer and Plexus information systems and apply this knowledge to deliver customer service and operational excellence.



As part of our global internship program, students gain real world professional experience, network with other interns and provide a pipeline of new talent into Plexus.

A FLEXIBLE WORKPLACE

We are committed to being an employer of choice and fostering an environment where all are able to reach their full potential. We recognize the correlation between team member wellbeing and workplace experience, and understand that the two are directly linked.

Teamwork and collaboration foster innovation and enable our individual success. We leverage the talents and input of our team members while creating solutions for our internal or external customers. Coaching and impromptu networking opportunities are optimized when we maintain and encourage open lines of communication regardless of where team members choose to work or reside. Our workplace flexibility solutions need to ensure these tenets remain a top priority, as they are vital to Plexus' long-term continued success.

There are many factors that contribute to a successful workplace experience for our people and we strive to understand them and satisfy them through flexible work environments, collaborative on-site meeting spaces and innovative tools and technology.

WORKPLACE ENVIRONMENTAL, HEALTH & SAFETY

Protecting our team and those within our communities is paramount as we strive to be the safest place for our team members outside of their home. We take an adaptive and proactive approach to ensure we conduct all of our operations across the globe safely and responsibly. We maintain a method of evaluating environmental, health & safety (EHS) performance for continual improvement and are committed to providing a workplace that respects the health and safety of all those who work, visit or are contracted to provide a service at Plexus.

We have a three-pronged approach to our EHS program:

1. Promote the health and safety of our team members, including a focus on eliminating workplace hazards and injuries;
2. Assess and control risks and ensure compliance with local regulations;
3. Operate in a sustainable manner, preserving the environment.



We execute on this approach through the leadership of a global network of EHS professionals, closely coordinating with our leadership across sites. Safety is a critical part of our site operations system of management. We follow industry standards and applicable local laws. Team members are encouraged to report safety concerns locally and encouraged to use our Ethics Hotline to anonymously express safety concerns if they so choose. Further, we have executive oversight of EHS through our executive Compliance, Ethics & Risk Committee, which includes our CEO as an active member.



For more information on our EHS program, see Global Citizen, page 51.

FINANCIAL WELLBEING

We have a pay for performance philosophy, which gives us the opportunity to eliminate a culture of entitlement and instead establish a culture of accountability with a clear connection between performance and rewards. Pay for performance puts team members in control of their destiny and leaders have the flexibility to reward individual performance. Based on role and opportunity, compensation packages consider elements of pay including base, incentive and equity (company stock) compensation. The compensation elements and pay levels differ from country to country based on market trends and fluctuations in currency exchange rates.

We deploy a disciplined compensation review process, including through an established Rewards and Workforce Engagement Philosophy. A risk assessment on our compensation plans and strategy is performed annually, including a market pay analysis to ensure we are competitive with local market practices in the countries where we operate. We provide the results of this risk assessment and a summary of all global total rewards programs to our Compensation & Leadership Development Committee of our Board on an annual basis.

Our processes also include standardized tools and approvals to determine base-pay compensation for new hires, promotions or other internal people moves based on pay range segments, market considerations and applicable experience. We also have formal guidance on incentive pay and equity awards—each considered important tools for rewarding high performance and recognizing the potential of exceptional leaders and contributors—with a particular focus on potential for key leadership roles. These practices ensure our compensation philosophy is easily understood by team members, fair in application, internally equitable and externally competitive.

In addition to our performance-based compensation, we support financial wellbeing through external fiduciary advisors that can help team members with topics ranging from retirement investing and paying off debt to general money matters.

For information on our compensation practices related to our executive officers and Board members, see our 2023 Proxy Statement.

PHYSICAL & MENTAL WELLBEING

We realize the importance of health and wellbeing in order to live better, plan better and work better. We provide benefits, programs and healthcare plans that support the overall wellbeing of our team members and their families. This set of resources allows each team member to navigate their wellbeing journey, when and where they need it most.

On-site health coaches can provide health screenings, lifestyle coaching and guidance on wellness opportunities and actions. Team members can monitor their efforts through a digital wellness app with built-in activity and nutrition tracking and wellness tips and guidance, with the opportunity to earn points that can be redeemed for rewards throughout the year. We also offer an Employee Assistance Program (EAP)—or similar programs depending on the country of employment—which offers confidential support for managing stress and supporting mental health, including offering clinician, counselor, legal or financial resources to team members and members of their households.

We offer a range of benefits to eligible team members and their eligible dependent(s), including workplace flexibility, paid parental leave and a wellness program that gives access to the resources team members need to lead healthy, balanced lives.

PENANG EVENT CENTER

Opened in 2019 with a focus on supporting a healthy work-life integration for team members, The Plexus Event Center in Penang, Malaysia offers an in-house fitness center and gym, rock climbing wall, badminton and futsal courts, fitness studio and multipurpose hall, among many other amenities.



PEOPLE LEADER PHILOSOPHY

Creating an environment where team members feel engaged is a critical leadership accountability and requires purposeful action and commitment on the part of all Plexus people leaders. It is an expectation that people leaders drive team member engagement by providing regular opportunities for team building, open and transparent communication channels that encourage two-way feedback, setting clear goals to drive engaged and purposeful work, and recognizing effort by celebrating successes and moments of empowered action. Leading our teams in this fashion—and in an environment of respect, empathy and humility—creates a forum where team members can maintain trust and take on challenges in the spirit of personal development.

Our people leaders also engage with team members through the Plexus Global Mentor Program, which is in its sixth year and provides an intentional way for participants to foster connections with leaders whom they may not otherwise interact. On average, 80 team members are nominated annually. Nominees are typically high potential and successor talent identified in the annual talent review process. Senior leadership mentors within the organization are paired with nominated team members to provide a structured way for participants to build ongoing relationships that can eventually be continued outside of the formal program and support the ongoing development of our future leaders through coaching, experience sharing and guidance.

PEOPLE GROWTH & DEVELOPMENT

Whether through job skills training, leadership development opportunities, mentoring or experiential assignments, we encourage all team members to look for ways to grow and develop. Development is a partnership. Team members are invited to work with their leaders to define goals that develop important competencies and leverage the knowledge and experience of other team members for growth.

Throughout fiscal 2022, we made steady progress through a learning culture where team members participated in leadership trainings that enhanced their soft skills and expanded their professional competencies. We focused on technical leadership in addition to a continued emphasis on people leaders and a robust succession pipeline.

Plexus Academy, our new global learning platform, launched in fiscal 2022 with the intent of empowering team members to develop their leadership, functional and technical competencies, putting them in control of their career and personal development. With access to learning for all key functional areas, in addition to over 10,000 online learning resources, Plexus Academy utilizes modern learning methods like micro-videos to easily integrate development into a weekly schedule and offer team members the ability to individualize and accelerate their development.

FISCAL 2022 TRAINING HOURS

59 Hours/employee
1,428,119
Total training hours globally

GENERAL MANAGER SKILLS ACADEMY

One notable leadership program that has demonstrated year-over-year success, is our General Manager (GM) Skills Academy. Our GMs lead our manufacturing sites and successor talent in these roles is an important element of our continued success. The GM Skills Academy consists of a 12-month curriculum with quarterly modules that are centered on understanding our manufacturing operations, making complex decisions, embracing authenticity, influencing others, optimizing diverse talent and focusing on performance.

The GM Skills Academy kicked off its third cohort in October 2022, engaging an additional 19 high potential leaders in the accelerated talent program. Out of the 32 leaders who participated in cohort 1 and 2, 63% (20 out of 32) have moved into more senior leadership roles at Plexus with 45% of those (9 out of 20) moving into General Manager roles at our manufacturing sites in all regions. Emphasis continues to remain on highlighting key business and leadership competencies critical for leadership success within the GM role at Plexus. Cohort 3 is our most diverse cohort to date and includes representation across all of our regions (63% AMER, 26% APAC, 11% EMEA), and within these segments representation across all of our solutions (90% Manufacturing Solutions, 5% Sustaining Services, 5% Engineering Solutions) and by gender (89% male, 11% female).



ADDITIONAL GROWTH OPPORTUNITIES

To meet the evolving technical and soft skills needed across our organization, we have enlisted additional development opportunities to support individual growth and advancement.

The **Engineering Business Leadership Program (EBLP)** targets engineers with at least one year of experience and identified as having leadership potential. The EBLP is designed to expedite growth of our engineers in a supported and systematic way to become future people leaders within Engineering Solutions.

The **Accelerated Leadership Academy (ALA)** is curated for team members developing skills in alignment with the respective ALA track. ALA is a 12-month blended learning program combining online learning modules with bi-monthly group discussions. The program is organized into multiple tracks including: developing core experience, leading project teams, leading customer accounts, people leadership and senior people leadership.

The **Business Development Manager (BDM) Program** provides an opportunity for individuals to job shadow within each of our market sector teams, gaining exposure to sector strategy, market insights and business development technical and behavioral knowledge, with the intent of creating a pipeline of qualified Business Development Director candidates within Plexus.

Joining Plexus straight from university with a degree in Psychology, Michaela Belling began her career as a Human Resources Coordinator with no previous experience in the Electronics Manufacturing Services industry. She quickly realized a hunger for learning more about Plexus' infrastructure and how we successfully partner with customers. That desire, paired with Plexus' ongoing commitment to develop our team members, was parlayed into a formal exposure plan with her mentor as part of Plexus' Global Mentor Program. Michaela gained insight into various functions across the organization to better understand the role each plays, from Engineering and Supply Chain to Manufacturing and Quality.

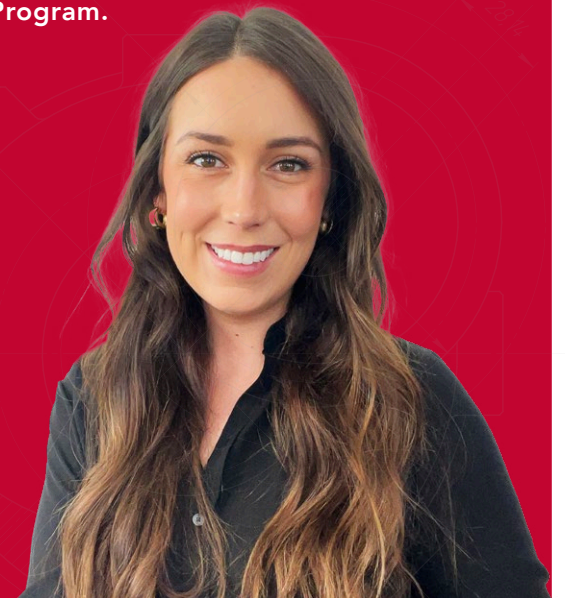
After gaining a holistic perspective, she was ready to take on a new challenge as the inaugural participant of the Business Development Manager Program (BDM).

"Through the program I was exposed to the complexities of our business. Whether it was customers, markets or products, I was able to gain invaluable knowledge on each of the sector's uniqueness, their needs from a solutions perspective and make connections to the various behaviors and motivations of our customers," said Michaela.

Now fully integrated into her role as Business Development Director for the Industrial Market Sector, Michaela believes that her career trajectory would not be where it is without the guidance of her mentor and the BDM Program.

"I feel very fortunate that Plexus actively invests in my growth and development," said Michaela. "The program gave me the opportunity to identify where I wanted to go in my career and align it to what I'm passionate about, and I know the company truly wants to see me succeed."

Michaela Belling
Business Development Director
Neenah, Wisconsin





PERFORMANCE FEEDBACK

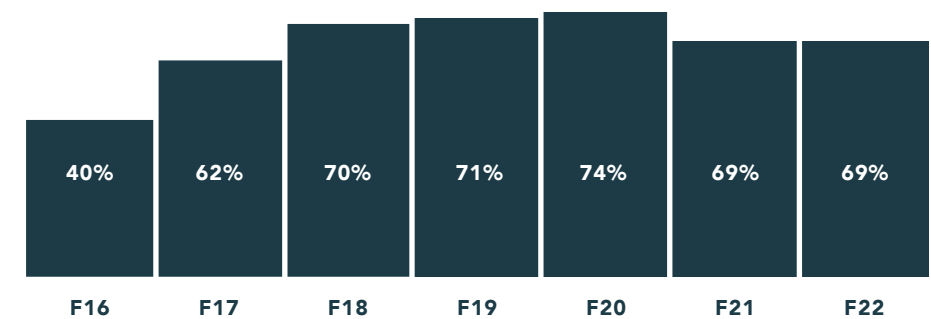
We are committed to providing tools and feedback to make team members successful through our performance evaluation process. Based on feedback from individuals, their managers and team members, performance evaluations provide an opportunity to reflect on accomplishments from the previous year and to establish areas of focus for the year ahead. While we may evaluate performance on an annual basis, the process of managing performance is ongoing and embedded in our dedication to continuous feedback. We use an annual performance evaluation process to arrive at a performance rating. The final performance rating is a combination of results achieved (the what) and the demonstration of our values & leadership behaviors (the how). We also offer an anytime “get feedback” functionality to our team members through our human resources management system.

TEAM MEMBER ENGAGEMENT SURVEY

To retain team members and develop leaders, we must cultivate an environment focused on team member success and offer opportunities that lead to an increase in engagement. To support this, we commit to an annual employee Net Promoter Survey (eNPS) that collects feedback on areas of excellence and necessary improvements. Through surveying team members, we are better able to identify areas of improvement and develop strategic efforts to engage and retain our talent.

We strive to improve our overall eNPS results by empowering leaders and teams to make long-term improvements in the areas that matter most to their team members.

ENPS SURVEY | PAST ENPS SURVEYS





COMMUNITY PARTNER

The communities where we do business are woven into the fabric of how we operate. The sense and actuality of community encompasses our people, our culture and our experiences, and we understand the responsibility we have to positively affect this interconnected network. From volunteer activities to sustaining partnerships with local charities, organizations and universities, our position as a service provider extends beyond our operations and supports the places where we raise our families, create memorable experiences and lead fulfilling lives.

We actively seek to collaborate and integrate with our local communities as we aim to collectively prosper. Each year, we contribute to nonprofit causes, partner on community engagement events, identify and advocate for community improvement opportunities and encourage team member volunteerism. Helping to improve the places where we do business supports a continuous cycle of wellbeing that doesn't begin or end at our facilities.



PLEXUS GIVES BACK

We are dedicated to making charitable donations and volunteering time to support local nonprofits that enhance innovation, promote technology-related educational programs and preserve the quality of life in the communities where our team members reside. We take pride in our ability to positively impact the world around us by strengthening our communities through diverse engagement and giving opportunities.

CHARITABLE GIVING

The Plexus Charitable Foundation (PCF) is dedicated to making charitable contributions on behalf of Plexus to organizations supporting the advancement of Science, Technology, Engineering & Mathematics (STEM) education and the communities in which we operate.

Giving opportunities are assessed by the impact such organizations have on STEM education or community, and the ability we have to make a meaningful impact through our contributions. Organizations receiving funds from the PCF must be nonprofit organizations. Individuals and private foundations are not eligible to receive funds. Neither Plexus nor the PCF financially contribute to labor, political or fraternal organizations, or support lobbying efforts, political action committees or any political causes.

In addition to the PCF, we offer a match on our team members' personal charitable contributions. Through 2022, team members in the United States and parts of EMEA were able to request the PCF match donations towards eligible nonprofit organizations up to \$250 annually.

Beginning in fiscal 2023, the PCF will support Plexus' charitable giving on a larger scale by donating to the charities and causes that are most important to our team members globally. Each site or campus will have a fixed amount of funds annually to give to charities of their choosing. In addition, sites and campuses will have the opportunity to gain additional funds based on volunteer time off hours contributed.

PCF total giving

\$669,938 Fiscal 2020

\$751,284 Fiscal 2021

\$1,022,578 Fiscal 2022

Over the course of 2022, team members in Kelso, Scotland raised over £15,000 for their nominated Scottish charities. As part of these efforts, Becca Dunbar (Technical Training Specialist), Alex Gibbs (Functional Test Supervisor) and Rachel Meikle (Regional Component Analyst) took on the 3 Peaks Challenge in support of the Held in Our Hearts charity. The mentally and physically taxing event consisted of a 24-hour time limit to traverse the three highest mountains in the United Kingdom, totaling over 22 miles.

While battling the elements, lack of sleep and the time constraint, the team stayed motivated by the support of their Plexus teammates and the cause.

"Knowing that we have the opportunity to give back in a greater way to our community, we feel exceptionally lucky that we were able to do this with the support of Plexus [through the employee match]," said Becca.

While the team is split on whether they'd take on the challenge again, the takeaway extends well beyond the satisfaction of completing the event and the opportunity to give back to a charity they hold dear.

"If you have an ambition to do something and it looks like quite a challenge—in your personal life or your career—have a go at it," said Alex. "You won't know until you give it a try."





OUR INVOLVEMENT IN EDUCATIONAL & STEM ACTIVITIES

As we continue to grow, our ability to attract and retain talent is directly tied to our ability to meet and exceed our organizational goals. We see immense potential in future leaders and innovators emerging from technical trades, universities and STEM-related organizations across the globe and support these programs' ability to achieve continued success. We also collaborate with educational organizations in evaluating curriculum for future workforce needs and contribute funds and talent to support educational programs and investment needs.

Developing top talent through these programs effectively establishes a pipeline of next-generation team members for our organization who come prepared to tackle tomorrow's challenges within and beyond the Electronics Manufacturing Services industry.

\$164,000 Fiscal 2022
STEM-related PCF donations





PLEXUS WOMEN IN STEM CENTER AT UNIVERSITY OF WISCONSIN-PLATTEVILLE

The Plexus Women in STEM Center at the University of Wisconsin (UW)-Platteville symbolizes and supports diversity in STEM majors. The mission of the Plexus Women in STEM Center is to provide support, networking opportunities and friendships with other women in STEM. It aims to empower women to achieve their full potential as leaders while expanding the image of women in male-dominated STEM professions.

Through partnerships with institutions such as UW-Platteville, we're able to further our focus of creating environments that champion, inspire and promote growth, diversity and development.

OUR SUSTAINING PARTNERSHIP WITH MICHIGAN TECHNOLOGICAL UNIVERSITY

Plexus contributed \$150,000 to build a workspace lab at Michigan Technological University—the "Plexus Innovation Lab." Our partnership with Michigan Tech offers students more hands-on learning experiences to better prepare for a successful career in engineering.

WOMEN IN ELECTRONICS PARTNERSHIP

Plexus joined Women in Electronics (WE) in fiscal 2022, a public charity that provides growth opportunities for women within the electronics industry. Focused on fostering leadership growth and development, mentorship, networking, thought-leadership and providing resources that advance gender parity in the electronics industry, we're proud to support WE's actions that influence the industry to be more aligned with our values. Our Regional President of the AMER region actively participates as a member of WE's Advisory Council. Empowering, advocating and celebrating women is critical in expanding opportunities and building leadership talent at Plexus and in the electronics industry.

In her third year as an Engineering Graduate Apprentice at our Kelso, Scotland manufacturing facility, Fatima Asif is making a significant impact in her role at Plexus while supporting—and serving as a role model for—women in STEM.

As a young student, Fatima found a love for science and math, and after doing research on various career paths realized that her passions aligned with the broad opportunities the engineering field offered.

During her apprenticeship with Plexus, Fatima spent the majority of her experience as a member of the Continuous Improvement team. She credits her mentors along the way as she gained vital industry and technical experience, built relationships across the organization and demonstrated the potential one has when utilizing STEM-based skillsets.

"Going into a STEM-related career provides you with knowledge and skills that are transferable across so many professional and personal instances," said Fatima. "I have high ambitions for my career, and I know that my experience in STEM will serve me well as I move ahead."

Successfully balancing school and work, Fatima achieved high marks in her studies and was voted Plexus Apprentice of the Year. She also takes pride in supporting a number of STEM-related activities, including school career fairs and graduate recruitment, promoting Plexus and sharing her knowledge with future leaders and innovators.

"It's amazing to serve as an advocate for Plexus," said Fatima. "I know how much this experience will benefit me in my career and I really enjoy sharing it as a way to encourage others about things they should be thinking about when they consider their future plans."

Fatima Asif
Plexus Engineering Graduate Apprentice
Kelso, Scotland



PLEXUS LABS IN ORADEA

Plexus Labs offers students in Oradea, Romania the opportunity to gain “real-world” technical experience and a competitive advantage following graduation. The labs are designed for second and third year students at the University of Oradea, Faculty of Electrical Engineering and Information Technology, as part of an eight-week program in the fields of Electronics and Telecommunications. Specializations offered include applied electronics, networking technology, software and telecommunications.

PENANG STEM SHOWCASE

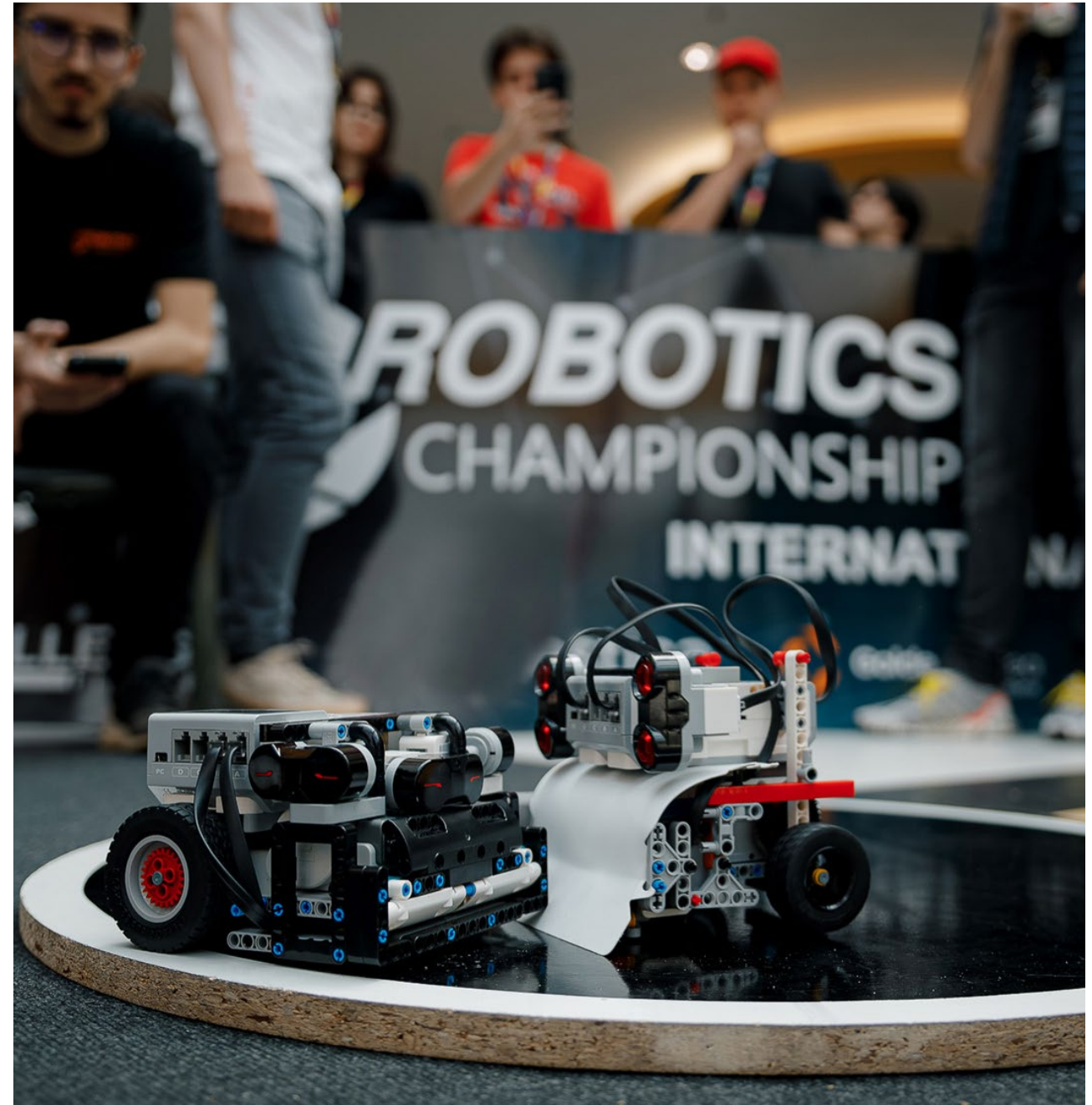
In fiscal 2022, Plexus served as a corporate sponsor in the Penang STEM Showcase, the largest STEM event in Malaysia. The showcase is in partnership with the Penang state government, education authorities and the corporate sector.

In support of our focus in promoting technology-related educational programs, our team members exhibited at the event, participated in a career-focused panel discussion and served as a judge in the high school innovation competition.

The event welcomed approximately 10,000 visitors and included numerous government attendees, leaders from the Ministry of Science, Technology and Innovation (MoSTI) and various educational departments and organizations.

SUPPORTING FIRST ROBOTICS

For over 25 years, Plexus has supported the FIRST® Robotics program across the United States. FIRST® (For Inspiration and Recognition of Science and Technology) is a robotics community that prepares young people for the future through a suite of inclusive, team-based robotics programs for ages 4-18 (grades Pre-K to 12) that can be facilitated in school or in structured afterschool programs. Our contributions go beyond financial donations as we partner with teams and compete in events local to our United States Design Centers. Our team members are inspired and energized to mentor students in the program, guiding them on what it takes to design, build and program a robot.



BRINGING EMPLOYEE SUCCESSES TOGETHER (BEST)

BEST is a global continuous improvement competition focused on expanding our culture of team member engagement, innovation and knowledge sharing by recognizing best practices that have been implemented across the organization. The competition also incorporates charitable giving as a way to drive deeper connections across the communities where we live and work.

Included in our PCF annual giving, total charitable giving through the BEST competition exceeded \$450,000 from fiscal 2016 through fiscal 2022 and donated to more than 82 charitable organizations across the globe, as winning teams are awarded the opportunity to select causes that hold personal significance.

To learn more about BEST's environmental sustainability impact, see Global Citizen, page 52.

VOLUNTEERISM

As a services organization, the term "service" encompasses not only the opportunity we have to serve our customers, but our team members and communities through ways that engage and inspire as well. And through our Volunteer Time Off (VTO) program, our team members are encouraged to participate in causes they're passionate about to contribute to building a better world.

Our VTO program is intended to be team-oriented and provides community engagement opportunities that are meaningful, purposeful and helpful to those in need. At the same time, we recognize that participating in these activities will also enrich and inspire the lives of our team members. It is our belief that each Plexus team member has the ability—and is encouraged—to make a difference through volunteering. Whether it be building stronger relationships with team members and community members or experiencing a sense of accomplishment for the impact made, our VTO program aims to offer diverse perspectives and experiences and enhance the overall team member experience.

6,288 Total VTO hours used in fiscal 2022



PLEXUS VOLUNTEERISM AROUND THE WORLD



BOISE, IDAHO

Team members in Boise, Idaho, United States volunteer monthly at the Idaho Food Bank, sorting through donations and organizing them into categories to prepare the food to give to the community.



LIVINGSTON, SCOTLAND

Raymond Allan, Senior Business Supply Chain Analyst, spent time supporting Pumpherston, Scotland senior citizens. He brought attendees from their homes to the venue, picked up food, served meals and spent time getting to know the individuals. A rewarding day for all, leaving everyone feeling a bit more connected.



PENANG, MALAYSIA

The APAC Legal team, Customer Management team, HR Business Partners and Global Operations volunteered with the Penang, Malaysia Inshore Fishermen Welfare Association (PIFWA), planting 100 mangrove saplings in the mangrove swamp of Sungai Aceh, Nibong Tebal, Penang.



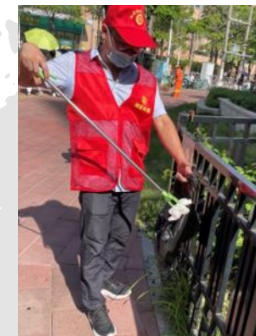
NEENAH, WISCONSIN

Members of the Quality team at Global Headquarters in Neenah, Wisconsin, United States volunteered at Feeding America. Repacking 2,000 lbs of rice, the team prepared 1,700 boxes for food distribution to local groups.



ORADEA, ROMANIA

Members of the Oradea, Romania Design Center team visited a local children's home in December to bring a bit of Christmas magic by filling backpacks with gifts such as clothes, boots, sneakers, winter jackets and socks.



XIAMEN, CHINA

Team members in Xiamen, China engaged with the local community on a "Sweet Home" initiative where they cleaned up streets throughout the city using 6S techniques, promoting the culture and proper waste classification.



REMOTE

Team members in Colorado, United States took part in Volunteers for Outdoor Colorado's (VOC) trail restoration project. The team helped close and revegetate 2,700 feet of social trail and constructed a rock wall and check steps. These efforts will increase the ecological sustainability in the area while allowing for sustainable recreation.



REMOTE

Team members from New Hampshire and Massachusetts, United States volunteered at the New Hampshire Food Bank production garden, harvesting vegetables and performing garden clean up and maintenance. Their efforts supported the only food bank in the state, providing hunger relief to those suffering from food insecurity.





ENVIRONMENTAL IMPACT

FISCAL YEAR 2022 HIGHLIGHTS

↓ 11.9%

Total energy intensity reduction of global manufacturing sites over fiscal 2020 baseline⁴

83%

Manufacturing sites equipped with LED lighting and technology

0

Number of environmental fines

16

Manufacturing sites certified to ISO 14001

\$1.2M

Investment in energy reduction activities and technologies

83%

Manufacturing sites with installed electricity sub-metering technology

0

Number of reportable spills

1

Manufacturing site certified to ISO 50001

61%

Manufacturing sites sourcing at least 10% of energy needs from a renewable energy source

67%

Manufacturing sites achieved 5% energy intensity reduction target over fiscal 2020 baseline⁴

2

Facilities in areas of extremely high baseline water stress

40+

Active environmental sustainability projects entering fiscal 2023

⁴Our approach to emissions calculations is aligned with the GHG Protocol, the internationally recognized standard for corporate emissions accounting. For fiscal 2022 reporting, our energy intensity includes electricity consumption only. The 11.9% reduction surpassed our executives' short-term VICP goal of 5%.

We have a responsibility to give future generations a planet that is better than we found it. Embedded in our commitment to superior execution is how we minimize our environmental impact and accelerate the adoption of more responsible, sustainable and resilient business practices.

Our commitment to evolving our business practices not only reduces extraction of natural resources, preserves biodiversity and combats climate change, but drives efficiencies and optimization to improve the health of our operational ecosystem and create long-term sustaining value for our organization.

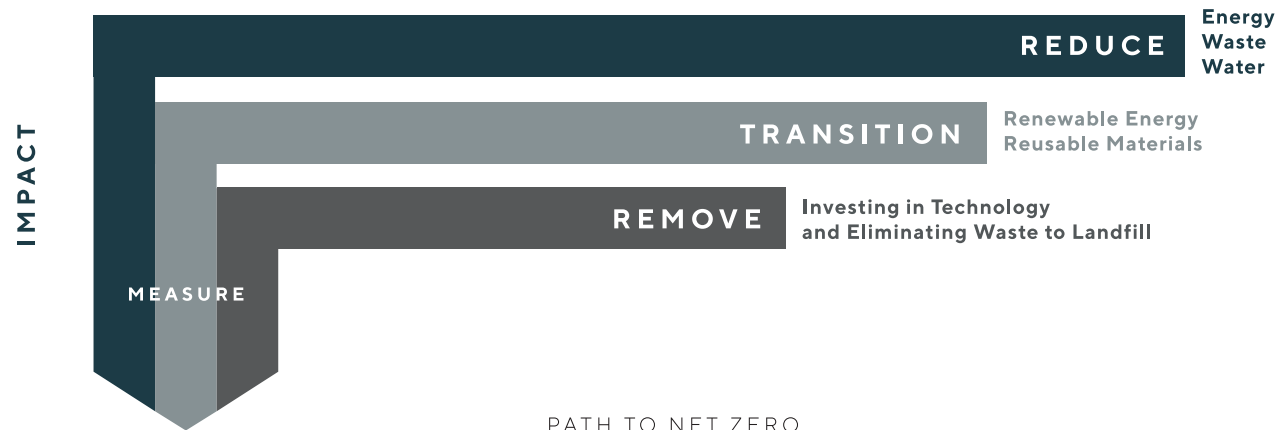
At the core of our environmental sustainability strategy is how we can deliver innovative services to help our customers create and deploy more environmentally responsible products to the market (see *Innovator, page 6*). Our sustainability objectives also focus inward on how we transform our own operations to reduce our impact, including how we integrate sustainable practices into our business and throughout our value chain. Our environmental sustainability strategy is based on three parts:

- **Part one:** reduce resource use and reliance
- **Part two:** transition to renewable and reusable sources
- **Part three:** invest in technology to remove emissions and eliminate waste-to-landfill generated by our operations

In fiscal 2022, we advanced this three-part strategy through operational efficiency improvements, renewable energy transition projects, materials reductions and other waste and carbon emissions elimination activities. This included the achievement of an 11.9% energy intensity reduction across our manufacturing sites, exceeding a 5% reduction goal, an initiative that comprised a portion of our executives' VICP. We also issued a formal **Climate Policy** to formalize our intent to work with our upstream and downstream partners to reduce our collective environmental impact.



ENVIRONMENTAL SUSTAINABILITY STRATEGY



PART ONE: REDUCE

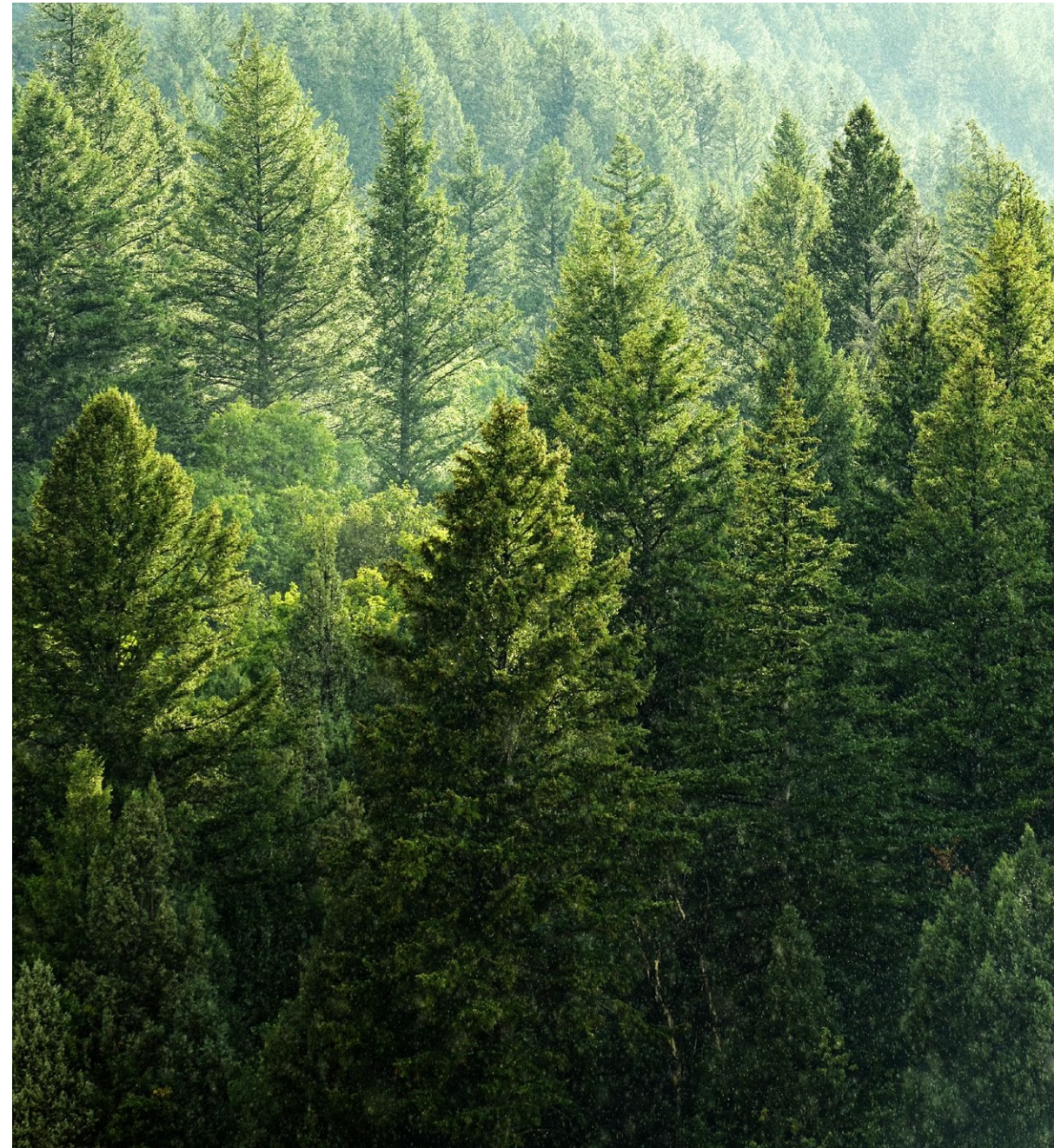
Energy & Emissions

Our objective is to implement decarbonization measures in support of international climate initiatives. Over the past two years, we focused on measuring and reducing our Scope 1 and Scope 2 greenhouse gas (GHG) emissions, with a specific focus on purchased electricity consumed by our manufacturing facilities, which represents the bulk of our indirect GHG emissions. We completed the installation of electricity sub-metering technology across all multi-customer global manufacturing sites. Our goal was to measure the consumption of significant energy users, defined as a piece of equipment or system that accounts for 2% or more of a site's annual electricity consumption. To better understand consumption rates, each manufacturing site installed up to six smart metering boxes, with the ability to individually monitor 48 circuits. Electricity consumption is now tracked with detailed real-time monitoring of over 6,000 circuits across these facilities.

Following these baselining activities, our enterprise goal in fiscal 2022 was to reduce energy intensity by a minimum of 5% across our global manufacturing operations. We surpassed this goal, delivering an 11.9% energy intensity reduction over a fiscal 2020 baseline. This was achieved by our ability to understand inefficient energy use through sub-metering technology, driving equipment optimization and replacement decisions, implementing auto-controls, and investing in facility improvements to maintain temperature consistency and humidification control. Our overall investment in these projects totaled \$1.2M in fiscal 2022.

Our sub-metering systems provide ongoing real-time data to help us identify ways to continuously improve our energy usage—with an active list of over 40 projects identified for fiscal 2023 to drive additional energy reductions within our manufacturing operations, including an additional 5% energy intensity reduction goal tied to our executives' short-term VICP.

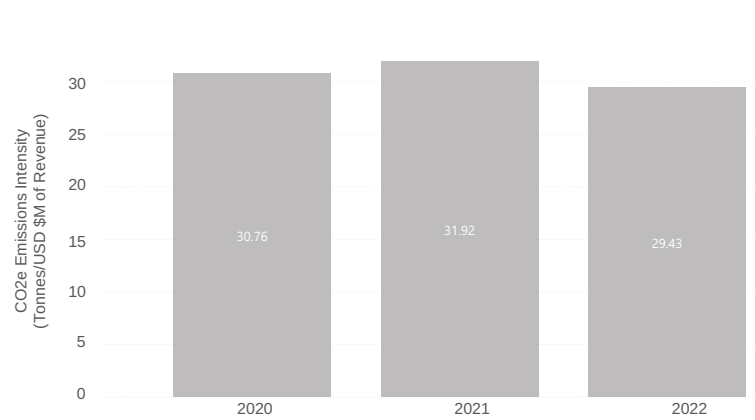
As we monitor our energy usage and continue to set near-term reduction goals, we will gain better insights and understanding into what is possible with respect to setting science-based targets and creating a long-term roadmap with meaningful goals in support of international climate initiatives.



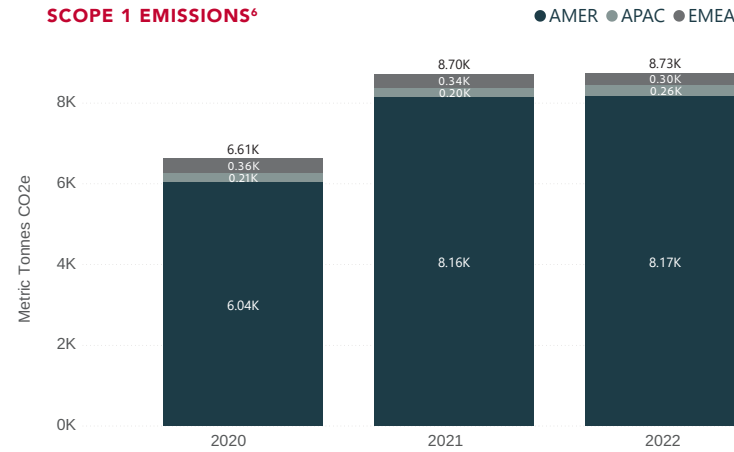


OUR ENERGY & EMISSIONS INSIGHTS

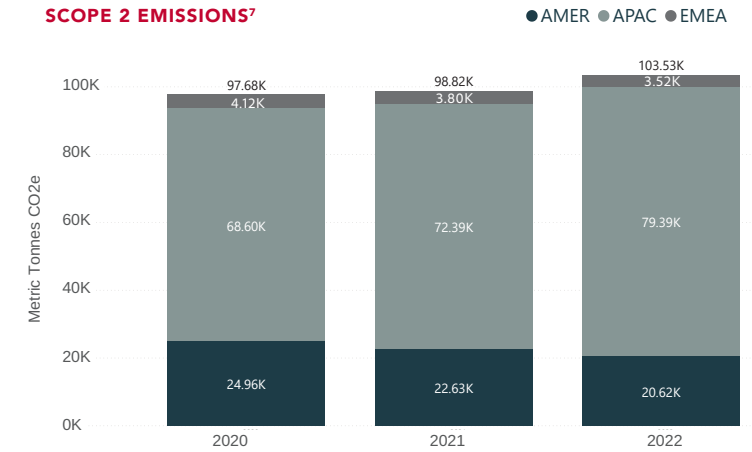
TOTAL EMISSIONS INTENSITY⁵



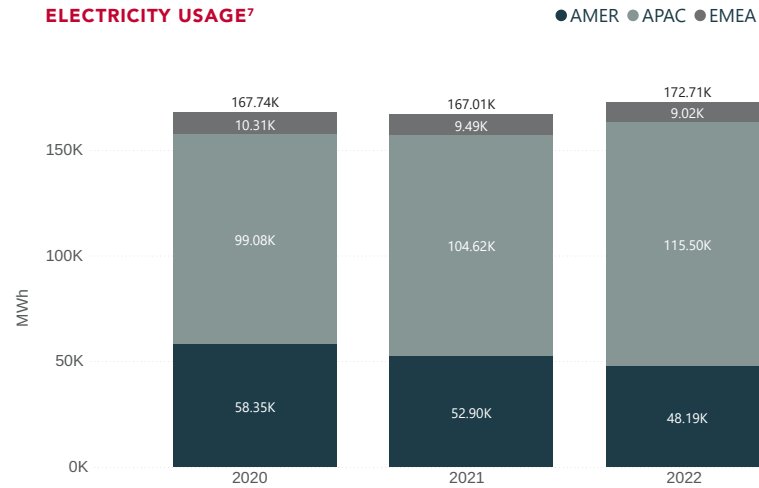
SCOPE 1 EMISSIONS⁶



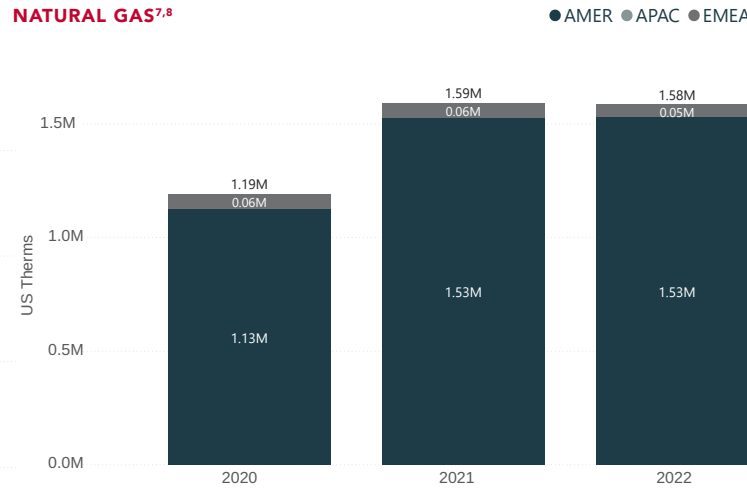
SCOPE 2 EMISSIONS⁷



ELECTRICITY USAGE⁷



NATURAL GAS^{7,8}



SCOPE & METHODOLOGY

We align our emissions measurement to the Greenhouse Gas Protocol, the internationally recognized standard for corporate emissions accounting. Our measured GHG emissions capture the following:

- **SCOPE 1:** Fuel from heating facilities and water; fuel from emergency generators; fuel from tri-generation micro turbine
- **SCOPE 2:** Purchased electricity
- **SCOPE 3:** As we work to inventory our Scope 3 emissions, we are initially focused on Category 5 – Waste

⁵ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany (Scope 1 excluded); Livingston, Scotland (Scope 1 excluded); and Raleigh, North Carolina, United States (Scope 1 and 2 excluded).

⁶ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland; and Raleigh, North Carolina, United States.

⁷ Excludes our leased office located in a shared multi-tenant facility in Raleigh, North Carolina.

⁸ We do not use natural gas as a source of energy in our APAC facilities.

Water

Many areas of the world are challenged by water scarcity. We strive to understand our water consumption at each of our facilities to reduce usage, increase team member awareness, update aging infrastructure and leverage sustainable design features and fixtures in new construction. We have operations in the United States and Mexico, both considered countries with high baseline water stress.⁹ Guadalajara, Mexico, specifically, where we have two manufacturing facilities, is an area considered to have extremely high baseline water stress. In all regions, we seek to find ways to recycle and reuse water, such as leveraging wastewater to pre-heat the fresh water utilized in our printed circuit board wash processes.

Our future efforts related to water abstraction and consumption reduction include installing sub-metering to monitor water usage across all of our manufacturing sites, which is also a component of our executives' short-term VICP for fiscal 2023. From these baselining activities, we will focus on capturing our total water withdrawal by source and define additional projects to reduce our impact around the globe.

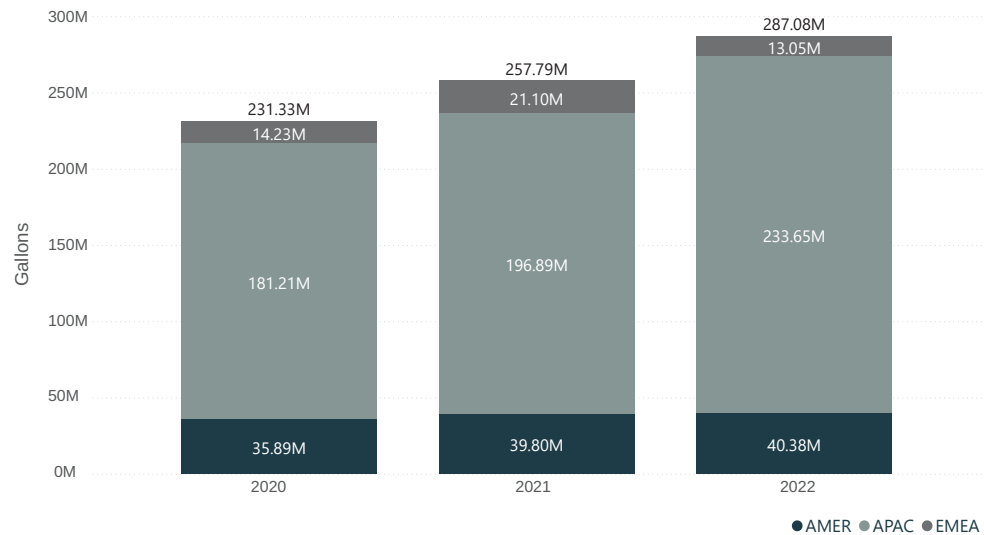
A FOCUS ON TARGETED, INNOVATIVE WATER REDUCTION SOLUTIONS

An example of our water reduction efforts include innovative updates our team in Oradea, Romania made to their humidity management system. After installing a water meter to measure actual water consumption at the site, they found their heating, ventilation and air conditioning (HVAC) system—which aside from heating and cooling also maintained humidity levels—was the site's most water-intensive component, using enough water each month to fill the equivalent of nearly two Olympic-sized swimming pools.

Due to the complexity of the products we create, maintaining stable humidity levels within our manufacturing spaces is essential to ensuring electrostatic discharge (ESD) compliance, and for this reason the HVAC system was a critical component of the site's manufacturing infrastructure. The team set a target to reduce the HVAC's water consumption by 30% while maintaining humidity compliance (30 to 60% relative humidity).

Through technical analysis and planning, the team concluded that separating humidification from the HVAC system and installing a new high-pressure water spray system to stabilize humidity levels was the best solution. The team's efforts resulted in a reduction in water consumption of approximately 93% for the site, while also decreasing the site's power needs by 32% and overall carbon emissions of the site by roughly 3%. They were also able to remove all potential health and safety concerns related to cleaning the old humidification system.

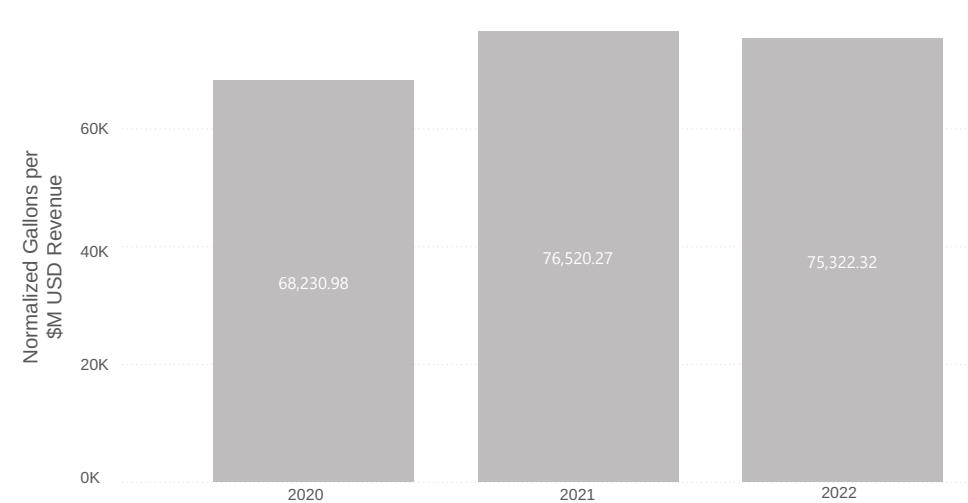
WATER CONSUMPTION¹⁰



⁹ According to the World Resources Institute, measuring ratio of water withdrawals to supply.

¹⁰ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland; and Raleigh, North Carolina, United States.

TOTAL WATER CONSUMPTION INTENSITY¹⁰



PART TWO: TRANSITION

In fiscal 2022, we began to execute on renewable energy procurement opportunities and invest in on-site renewable energy technology. By the end of fiscal 2022, 61% of our sites were sourcing at least a portion of their energy needs from renewable sources. This includes the installation of solar panel technology at one of our Penang, Malaysia sites and installation of on-site tri-generation micro turbine technology at one of our Guadalajara, Mexico sites. We have a number of other sites with planned solar energy transition projects to be initiated or completed in fiscal 2023.

We continue to explore opportunities to source renewable energy, including solar, hydro-power and tri-generation.

In 2022, Aurore Reteau, a team member based out of our Livingston, Scotland facility, took a new role that would require her to commute more frequently to our sister site in Kelso, nearly 100 kilometers away. She asked the simple question: how would Plexus offset her carbon emissions as a result of her increased commute?

As a result of Aurore's meaningful inquiry, we explored and ultimately partnered with a company to offer all eligible team members in Scotland an electric vehicle (EV) through a third party EV leasing program, which facilitates affordable, clean and green driving. This benefit includes access to a brand new EV, servicing, insurance and home charging solutions, resulting in more EVs on the road and offering team members up to a 42% savings to incentivize their cleaner-driving transition.



*Aurore Reteau, Finance Manager
Livingston, Scotland*





PART THREE: REMOVE | FOCUSING ON WASTE-TO-LANDFILL

In fiscal 2022, we standardized the various waste stream inventories across our manufacturing sites. Waste that is generated at any site is now categorized into one of the following waste streams:

- Electronics scrap
- Food waste
- Hazardous or scheduled waste
- Metals
- Paper / cardboard
- Plastics
- Solder dross
- Wood
- General waste (uncategorized or separated from one of the above)

Each site carefully monitors their waste streams to ensure proper handling and disposal of waste generated by our facilities and processes. The focus is to ensure we identify opportunities to recycle or meaningfully reuse waste and minimize waste stream content going to landfill. As part of our environmental management system process, we have adopted a policy of inspecting and qualifying recycling operations, waste management facilities and waste transporters to ensure they're reputable and properly handling waste in alignment with our processing goals.

This includes reuse and recycling and identifying areas where we can better embrace circular inputs in the manufacturing processes utilized to build our customers' products. For example, we leverage renewable, recycled or highly recyclable inputs to eliminate waste and lessen our overall environmental impact, all while maintaining the strictest focus on zero defects. In our Neenah and Appleton, Wisconsin facilities, we segregate soft plastics waste and convert it to clean burning energy pellets that are used locally as a means to reduce reliance on fossil fuels. We also deploy solder dross reclamation, systems to reduce volatile organic compounds (VOC) and chemistry reclamation, and reuse of grey water. Further, we have a strong focus on ensuring hazardous wastes stay out of landfills. As an example, our electronics waste is broken down into its sub-elements, with most of the metals being recovered and put back into the supply chain, or leveraging hazardous waste for meaningful uses such as energy recovery or reuse.

In fiscal 2023, we aim to quantify waste generation at each site in order to baseline and set quantitative targets and reduction goals. Subsequently, we expect to continue to evolve our waste quantification capabilities in order to more accurately measure waste generation and reduction initiatives. This will be a continuous improvement process to drive greater efficiency and accuracy across our data validation efforts.

ENVIRONMENTAL, HEALTH & SAFETY

Our Environmental, Health & Safety Management System (EHSMS) ensures we maintain the safest place for our team members to be outside of their homes while ensuring we meet all applicable legal and regulatory compliance obligations for the services we perform. Beyond these imperatives, a critical outcome of a robust EHSMS is to protect the environment and continuously work to improve our environmental performance. Sixteen of our 18 manufacturing locations are certified to the ISO 14001 Environmental Management system, an internationally recognized environmental management standard. Since 2016, one of our sites (Kelso, Scotland) has been certified to the ISO 50001 Energy Management system. The ISO 50001 international standard requires the development and implementation of a comprehensive energy management system, helping the site to achieve continual improvement of energy performance, including efficiency, security, use and consumption.

To help drive best practices and to enhance our safety and environmental performance, we employ a global team of over 50 EHS professionals, who help to develop and deploy standard policies and procedures to protect our team members and enable safe and sustainable operations.

For more information on how we prioritize team member health and safety, see Responsible Employer, page 30.



INNOVATING FOR MORE SUSTAINABLE OPERATIONS

Rooted in the belief that our people create our best Plexus, we need grassroots engagement from our team members to drive transformative change in order to advance our environmental sustainability goals. BEST, our global continuous improvement competition, was an ideal forum to foster idea generation and empower our team members to think boldly about transforming how we operate. With that in mind, we created a new BEST category focused on environmental sustainability in fiscal 2022. Project entries focused on emissions reductions through equipment optimization and energy savings, transitions to renewable energy, as well as parts recovery capabilities to avoid waste-to-landfill and reduce the carbon footprint associated with new parts sourcing.

2022 BEST ENVIRONMENTAL SUSTAINABILITY CATEGORY | GLOBAL FINALISTS

Creating Value in the Circular Economy	Submitted by Sustaining Services	Our Sustaining Services offers many innovative solutions to our customers that have prolonged the life of products in the field. This team evaluated past and current service lines for opportunities to reduce supply chain constraints and explore the impact that circular supply chains have on our environment.
Energy Optimization	Submitted by Guadalajara, Mexico Operations	Using its CO2e intensity baseline, the team leveraged the measurements and monitoring of energy usage to reduce the energy, nitrogen and water consumption at the site, lessening the site's overall impact and supporting a regional year-over-year reduction in energy intensity in the region by over 8%.
Humidification Control System	Submitted by Oradea, Romania Operations	Following a systematic analysis of the root causes and known defects combined with in-depth understanding of available technologies, the project team successfully implemented a new humidification solution. The change has led to year-over-year water savings of approximately 93% and power savings of 32% at the site. See page 48 for more details.
Making Our Planet Greener	Submitted by APAC Operations	Our APAC team focused its efforts on energy efficiency optimization and renewable energy to reduce its carbon footprint, all of which helped to support a regional year-over-year reduction in electricity intensity by over 11%.





We remain disciplined by design, fostering a culture of accountability and establishing systems of management to ensure we are honest, fair and transparent in our practices. Our ability to deliver long-term value to our stakeholders critically depends on who we are, how we act and what we stand for as a responsible, reputable company. Foundational to our ability to deliver on these outcomes is the culture we help to create and the governance frameworks we build and employ.

A CULTURE OF ACCOUNTABILITY

We believe our culture is one of our key differentiators as a company—a culture built upon strong relationships and teamwork, excellence, customer focus, open communication and integrity. These values—and the related leadership behaviors we prioritize—are embodied in **our Code**, which defines our culture and the responsibility we have to maintain it.

We continuously educate team members at all levels of the organization about the importance of avoiding unfair business practices, complying with fair competition laws and other critical regulatory, social and ethics topics. Formal training on our Code is required of all team members biennially, and tracked in our Learning Management System. Additionally, we assess compliance and social risks associated with each individual role and tailor training needs based on this risk assessment.

The effectiveness of our Code and our commitment to its enforcement depends, in part, on individuals telling us about inappropriate workplace conduct. We offer several avenues for team members to voice concerns if they suspect any conduct that they believe violates policy or the law. Team members can report an alleged act in violation of the Code immediately to their supervisor, Human Resources or our Ethics Hotline, following which a prompt investigation will be conducted. Our Ethics Hotline supports anonymous reporting via phone, web or postal service through an independent vendor, and is available 24/7/365 in over 200 languages. Our team members, business partners and other stakeholders may use the Ethics Hotline to report suspected or observed violations of our Code in addition to any other policies or legal requirements. All Ethics Hotline complaints are shared with the Audit Committee of our Board to provide awareness and assurance of appropriate investigation.

We prohibit retaliation against team members, applicants and business partners for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights.

With zero tolerance for discrimination, corruption and dishonest business practices, we hold ourselves accountable for operating our business the right way. Excellence only flourishes when we hold ourselves to high standards in every interaction between and among our team members, customers, suppliers and other impacted stakeholders.

99.90% Rate of completion
for fiscal 2022 Code of Conduct training

GLOBAL EMPLOYMENT STANDARDS & HUMAN RIGHTS

At the core of our value system is a fundamental respect for human rights. Our **Human Rights Policy** formalizes Plexus' commitment to respect human rights and embodies principles reflected in the United Nations (UN) Global Compact, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, core International Labour Organization Conventions, the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises, and the laws of the countries in which we operate.

We prohibit practices such as discrimination and harassment, recruiting fees imposed on our workers, the use of child labor, forced labor or labor that results from human trafficking, and the unreasonable restriction of movement or travel of workers. We support reasonable working hours and time off, fair wages, access to basic liberties (including clean sanitation facilities and potable water), freedom of association, the humane treatment of all workers and fair and honest business practices.

Our Human Rights Policy supports the **The RBA Code of Conduct** labor standards framework, and reinforces our **statement** in support of the California Transparency in Supply Chains Act and the UK Modern Slavery Act. Our Human Rights Policy was created by a cross-functional team appointed to conduct regular policy and impact mapping, as outlined by the UN Global Compact, to facilitate continuous improvement and commitment to our standards.



RESPONSIBLE BUSINESS ALLIANCE

Since 2014, Plexus has been an active member of the RBA. Our RBA membership reinforces the critical business standards we expect and require of our team members and business partners related to human rights, environmental responsibility, health and safety, labor and business ethics. Being a member of the RBA means we help collectively influence our broader business ecosystem by propagating and maintaining responsible and sustainable business practices. We meet or exceed the standards set by the RBA in areas such as:

FOREIGN WORKERS

- Authenticated processes for foreign worker recruiting
- Prohibit practices related to holding of identity or immigration documents, except as may be required by law
- Ensure health and safety standards are met, including those related to sanitation, food and living accommodations

LABOR

- Limit working hours to prevent excessive work hours and consecutive work days
- Provide fair wages and payroll practices
- Prohibit discrimination and workplace harassment
- Offer reasonable accommodation for religious practices
- Established grievance process

SUPPLY CHAIN DUE DILIGENCE

- Promote and report on responsible minerals sourcing
- Support the protection of human rights across various geographies, including Uyghur region (China)
- Deploy iterative risk assessment and risk management processes

BUSINESS ETHICS

- Prohibit any improper advantage
- Maintain and enforce intellectual property rights
- Safeguard privacy rights, globally



To ensure compliance and to test the controls and policies we have in place to support these practices, we conduct both internal assessments and external audits on our ethics program. Our manufacturing sites complete annual self-assessment questionnaires (SAQs), inclusive of submitting evidence of practices related to the topics listed above. Since 2015, our global average score on our SAQs rose more than four percentage points, from an average score of 85.82 to 90.01, with all of our manufacturing facilities rated “low risk” in fiscal 2022 pursuant to the RBA’s scoring methodology. We have established a cadence of annually auditing at least one site to be externally validated by a certified third party, which exceeds the standard required by the RBA (excepting 2020 and 2021 when no audits were performed due to the COVID-19 pandemic). We also comply with any customer-requested RBA audit.

In fiscal 2022, we had no reports or evidence of any human rights violations or abuses within our global hiring or employment practices.

RBA RATINGS | PAST FOUR AUDITS (OUT OF 200 POINTS):

Penang, Malaysia 2022

SILVER (173.0)

Xiamen, China 2019

GOLD (183.5)

Chicago, United States 2018

GOLD (196.3)

Guadalajara, Mexico 2017

SILVER (167.8)

CORPORATE GOVERNANCE FRAMEWORK

Our corporate governance framework and the systems of management we build are critical to achieving our vision and mission and safeguarding the integrity of our organization. We regularly dedicate time and resources to design and maintain systems, processes and controls to ensure accountable, transparent and ethical business practices across our global facilities.

Our leadership structure is two-tiered, and consists of our Plexus Leadership Team (PLT), comprised of our executive officers, regional presidents and key senior vice president and vice president management positions, and our Board, which as of the end of fiscal 2022 was comprised of seven independent Board members, one independent Lead Director, one non-independent Chair and our CEO.

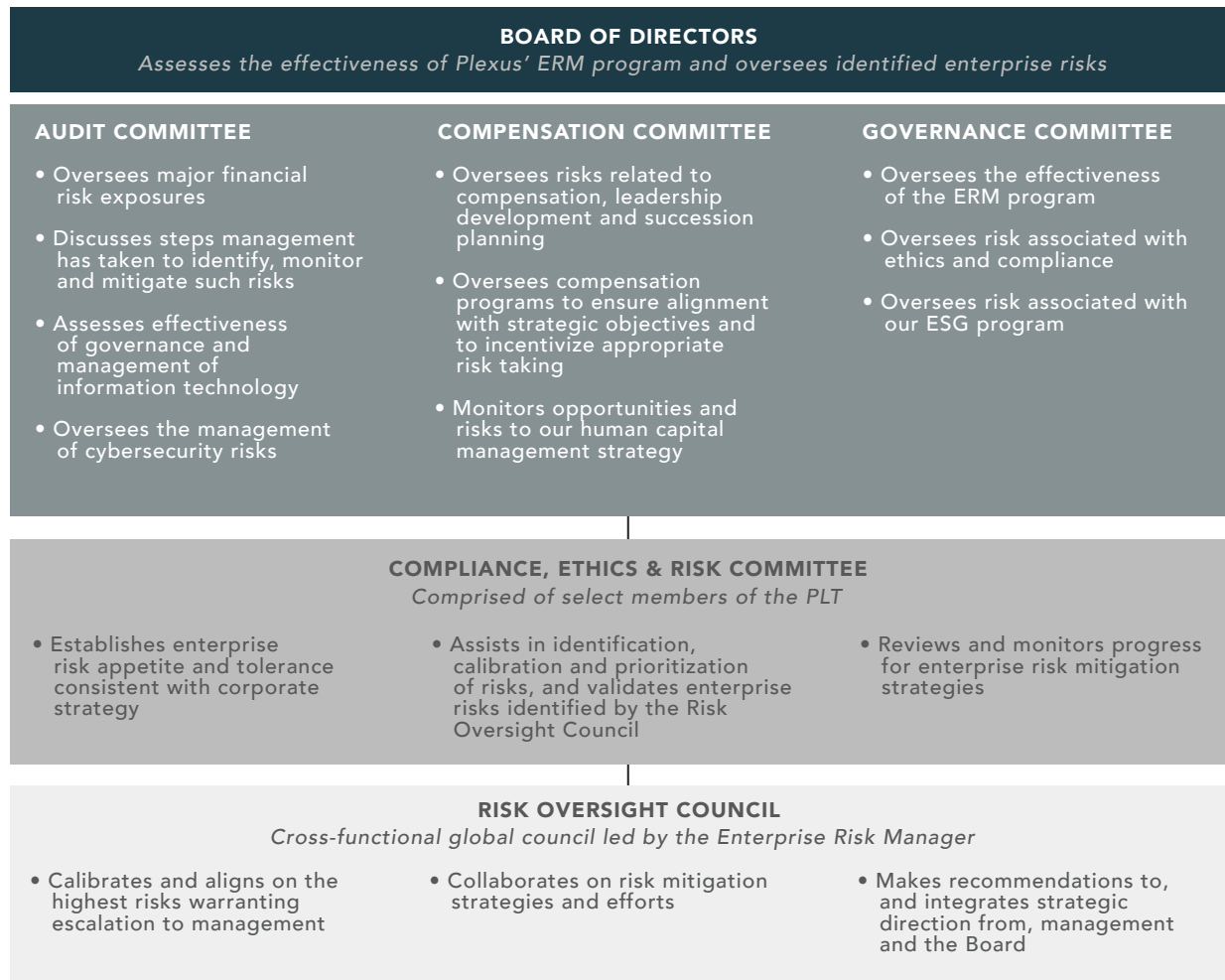
Additional information related to our corporate governance practices can be found on our **Corporate Governance** page of our website, including:

- Our PLT
- Our Board of Directors
- Committee Composition
- Committee Charters
- Corporate Governance Guidelines
- Director Stock Ownership Guidelines
- Executive Officer Stock Ownership Guidelines
- Clawback Policy
- Plexus Code of Conduct & Business Ethics

For details about our executive officers and Board members, including demographics and qualifications, skills and experiences, please see our 2023 Proxy Statement and 2022 Annual Report.

RISK MANAGEMENT & CONTROL FRAMEWORK

Aptly managing enterprise risks and opportunities is a critical part of our governance infrastructure. Our enterprise risk management (ERM) approach and control framework includes broad leadership oversight paired with integrated participation across the organization in order to ensure identification, assessment and appropriate response to risks and opportunities that may affect our ability to achieve our strategic objectives. This includes engagement by our Board, oversight by our executive Compliance, Ethics & Risk Committee and process execution by the Risk Oversight Council, a cross-functional global council led by our Enterprise Risk Manager. Our risk methodology includes processes to categorize and quantify the likelihood and impact of risks, risk appetite and tolerance review, risk mitigation and opportunity strategies and subsequent strategic integration through the establishment of key risk indicators and iterative recalibration of risk tolerances.



This governance framework establishes an effective risk oversight program that successfully integrates risk management practices throughout the organization, enables open communication between management and the Board and ensures all members of the Board are actively involved in the risk oversight function. In addition, our Board oversight structure expressly provides committee oversight over key areas of enterprise risk, such as those related to climate change, cybersecurity, human capital risks and other ESG-related risks and opportunities.

For more information on the oversight of our ERM program, see our 2023 Proxy Statement.

CYBERSECURITY & DATA GOVERNANCE

An enduring risk to all organizations and a key area of our governance framework relates to the sensitive data we manage on behalf of our partners and team members. It is critical to deliver information security and data privacy across all aspects of our value chain to protect the confidentiality, integrity and availability of systems and data. We maintain a comprehensive information protection and privacy program that contains policies and practices supporting administrative, technical and physical safeguards, which collectively demonstrate the priority of information security and privacy globally.

Information security and data privacy are the foundation of our cybersecurity program. We have a dedicated team devoted solely to our cybersecurity strategy, design, implementation, monitoring and continuous improvement. The cybersecurity team collaborates with others in the delivery of network security, anti-malware, email security, endpoint security, detection/alerting, application security, data security, identity and access management, incident response, cybersecurity awareness, vulnerability management, and IT risk and threat intelligence.

We have established a comprehensive collection of policies and standard operating procedures to define our cybersecurity strategy, which is based on a "defense in depth" methodology; multiple layers of administrative, technical and physical safeguards are used to protect information systems and data. The strategy also includes "security by design" for all technical and business solutions, where security and control requirements are identified and met prior to a solution being released into production and throughout all lifecycle phases. We also maintain a formal incident response plan (based on the NIST framework) to be activated in the event of a cyber-incident.

Our cybersecurity team works globally and in alignment with our data governance and privacy program. This program is essential in protecting information assets, managing data privacy and ensuring compliance with applicable laws, regulations and industry best practices. We have an established data governance framework that guides the identification, management, and use of data across the organization and is inclusive of business rules, business processes and role assignments.

Our data classification scheme helps define restrictions over team member data and the proprietary information of customers and business partners. Our priority is to protect against unauthorized data disclosure, modification or loss; further, a robust data governance scheme also helps team members make sound business decisions, deliver on customer expectations and enables innovation.

CYBERSECURITY & INTERNAL CONTROLS

Frameworks we actively support include:

- Sarbanes-Oxley Act (SOX) Section 404
- United States Federal Acquisition Regulation (FAR) 52.204-21
- United States Federal Acquisition and Regulation Supplement (DFARS) 252.204-7012
- Cyber Security Essentials Plus Certification
- National Institute of Standards and Technology (NIST) Cybersecurity Framework
- General Data Protection Regulation (GDPR)
- Cybersecurity Maturity Model Certification (CMMC) (preparing for future certification)

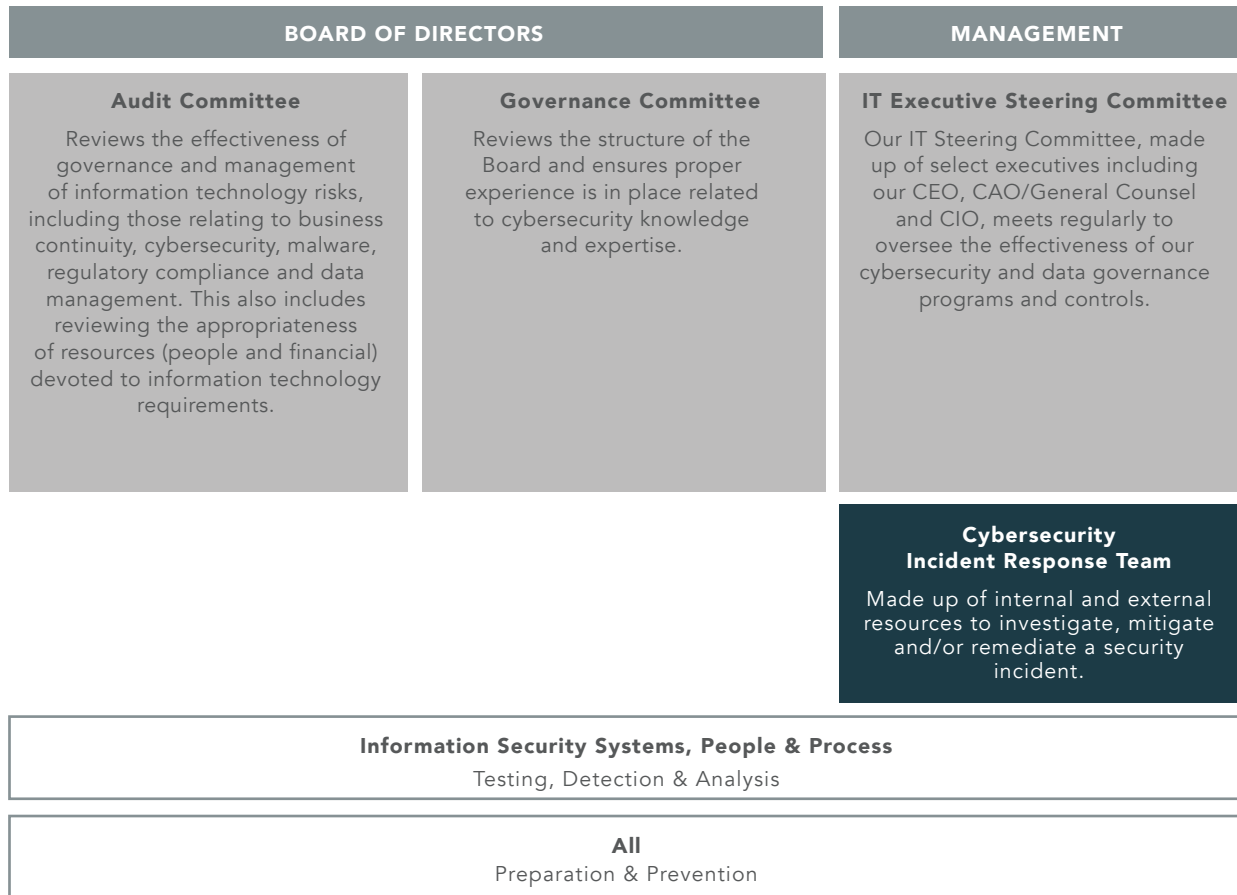
We also monitor and maintain compliance with all other applicable information protection and privacy laws including, but not limited to, those of China, Malaysia, Mexico, Thailand and the United Kingdom, and state-specific data privacy laws in the United States, including the California Privacy Rights Act.

"Our customers and team members trust us as their partner and employer to protect their privacy and the critical information assets we share.

Our reputation is built on this commitment, and our mutual success depends on it."



*Brooke Noland
Director of Cybersecurity
Neenah, Wisconsin*

CYBERSECURITY RISK OVERSIGHT FRAMEWORK**CYBERSECURITY & DATA GOVERNANCE OVERSIGHT**

Oversight of our cybersecurity and data governance and privacy programs are aligned to our ERM program and the responsibilities of our executive management and Board, as set forth in the visual to the left. Our Board conducts a self-evaluation annually on a number of key qualifications, attributes, skills and experiences, as that process is set forth in our **2023 Proxy Statement**. Through this self-evaluation process, all 10 of our Board members identified as having experience managing cybersecurity practices in a multi-national organization in fiscal 2022.

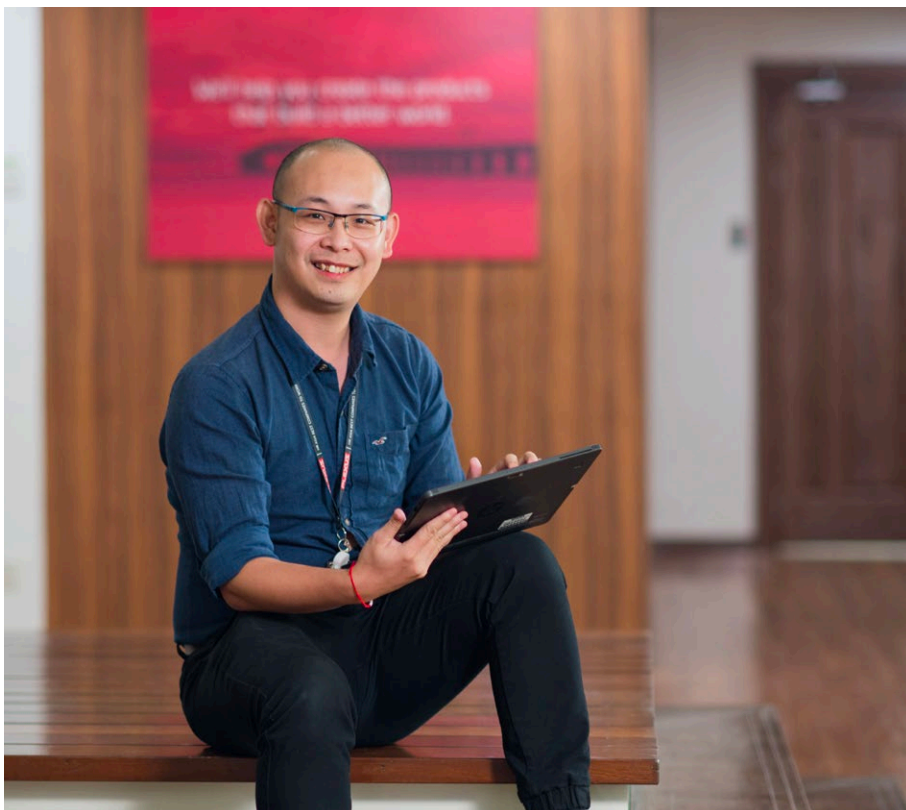
Executive management briefs the Audit Committee quarterly on cybersecurity matters, including key specific risks, mitigation plans, risk management and governance. Our Board is briefed at least annually on our IT strategy, to ensure alignment with the business, assets and infrastructure review, impact of IT trends and key risks and initiatives.

100% Board Members with Information Security experience in fiscal 2022



ESG OVERSIGHT FRAMEWORK

Our integrative approach to ESG requires leadership engagement and oversight at the highest levels in order to assess risks and opportunities and to rapidly advance more responsible and sustainable business practices deep into our organization. This organizational framework, represented in the visual to the right, enables us to effectively assess and address emerging social and environmental risks and opportunities, establish focus areas and goals, and align the organization to effectively execute on key priorities.



BOARD OF DIRECTORS

Oversight of our ESG program starts at the top. Our Board and each of our independent Board committees play a key role in overseeing environmental, social and governance risks and opportunities, and in guiding our ESG efforts.

- Our **Board** engages annually on our ESG program and enterprise risks and is updated on topical ESG matters more frequently as determined by the Board or management
- Our **Governance & Sustainability Committee** reviews our ESG strategy to ensure alignment with business objectives, including policies and initiatives, sustainability reporting and trends that could impact operations, performance, reputation and sustainable growth. This includes, among other things, review and oversight of the company’s management of climate-related risks and opportunities, such as those caused by the impacts of climate change, geopolitical dynamics, social unrest and related market disruption.
- Our **Compensation & Leadership Development Committee** oversees our human capital strategy, including diversity and inclusion efforts, talent development and global compensation policies and philosophies—all core components of our ESG program. This committee also works with management to identify non-financial goals, such as those related to our environmental efforts or social impact, that are important in positioning Plexus for sustainable, long-term success. These goals often comprise objectives under our short-term VICP, which is reviewed at least bi-annually as part of the compensation approval and performance evaluation process.
- Our **Audit Committee** oversees the effectiveness of our internal controls over financial reporting and public disclosures, including sustainability reporting, our whistle-blower and Ethics Hotline reporting, and management and governance of information technology and cybersecurity risks.

Plexus provides regular updates to the Board between Board meetings with regard to issues that could materially impact the business, including through our business continuity and crisis communications protocols.

ESG PLT STEERING COMMITTEE

Our ESG PLT Steering Committee—which includes our CEO and is chaired by our Chief Administrative Officer (CAO)—sets the vision and mission of our ESG efforts, oversees integration of ESG into our business strategy, sets short and long-term goals and drives organizational engagement and accountability. The ESG PLT Steering Committee also includes our President and Chief Strategy Officer (CSO), COO, Sr. VP of Human Resources, Sr. VP of Sustaining Services and VP of Communications and Investor Relations. All PLT members are responsible for integrating ESG into their strategic planning process, driving education of and participation in our efforts, committing resources to meet annual and continuing ESG goals and maintaining health and progress in enduring ESG categories.

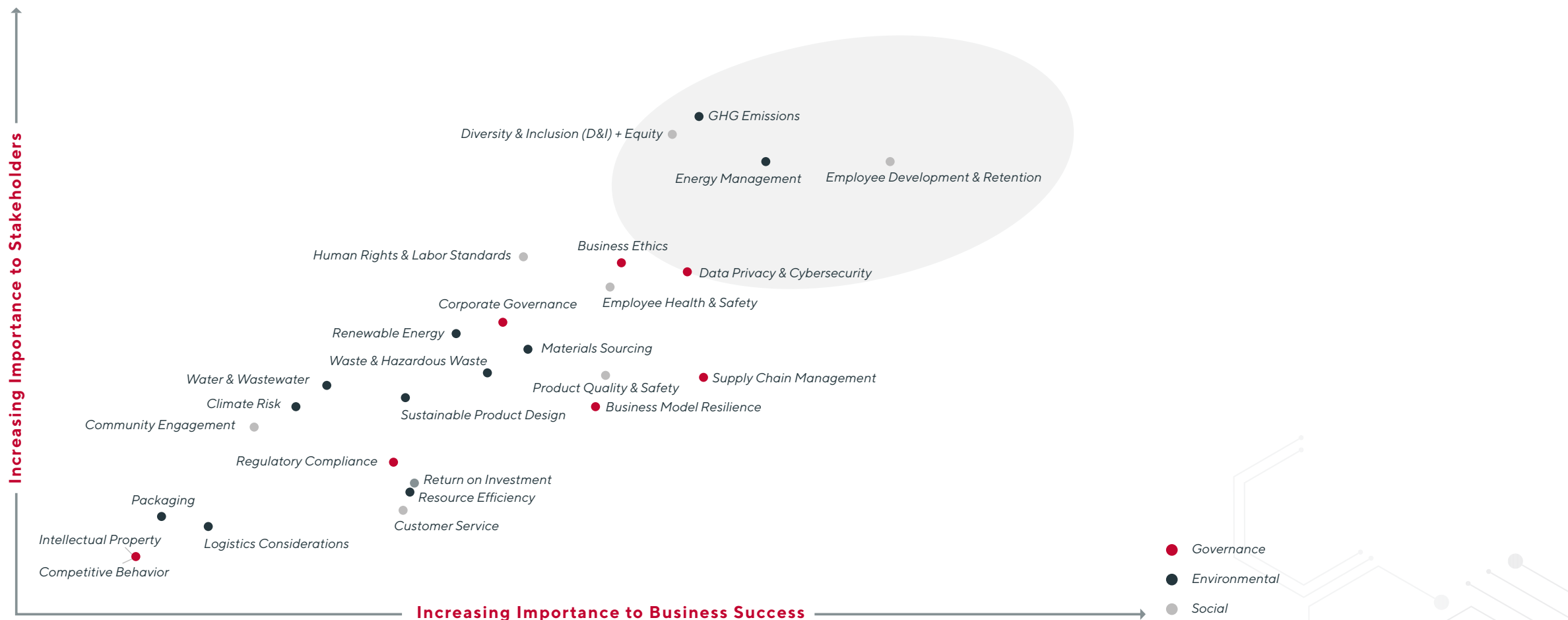
ESG TEAM

Our Sr. Director of ESG, along with their direct reports and dedicated resources throughout the organization, works closely with the ESG PLT Steering Committee and the PLT to converge on an ESG strategy that we believe will create long-term value for our business, meet key stakeholder expectations and ensures ESG accountabilities are effectively embedded throughout our organization. This includes the development of near-term priorities and long-term initiatives, overseeing their implementation and progress and communicating to key stakeholder groups, including the Board.

ASSESSING STAKEHOLDER INTERESTS & INPUT

Our ESG priorities are also informed through proactive and regular engagement with key stakeholders to understand their perspectives and requirements, including investors. Plexus' executive leaders, including our CEO, CSO, COO and Chief Financial Officer (CFO) engage with shareholders through quarterly scheduled in-person and virtual meetings, investor conferences and other engagements. The company's VP of Communications and Investor Relations manages this process and supports any inbound investor inquiries. In addition, as a United States publicly traded company, we provide timely information through our quarterly and annual filings with the Securities and Exchange Commission, our Sustainability Report, press releases, quarterly earnings calls and webcasts.

Stakeholder input is an integral part of the development of our strategy and will continue to be a valued voice in how we evolve our business to meet stakeholder needs and exceed market expectations. To fully capture the unique perspectives of various stakeholders, we undertook a third party materiality assessment in fiscal 2022 that identified 27 ESG topics relevant to Plexus. The assessment included interviews of key stakeholders—such as Board members, investors, executive leadership, customers, talent acquisition leaders and other Plexus team members. The topics identified and the importance and relevance to our business and stakeholder groups are represented in the following heat map.



ALIGNMENT TO STANDARDS & FRAMEWORKS

We leverage external standards and frameworks to help guide our ESG efforts and we voluntarily submit data to a number of ESG ratings agencies, including the following:

ESG RATERS & RANKERS	2022 MAX/BEST	2022 RATINGS
CDP Climate Change	A, A- (Leadership) B,B- (Management) C,C- (Awareness) D,D- (Disclosure)	D (Disclosure)
Ecovadis	Platinum - top 1% (75-100) Gold - top 5% (67-74) Silver - top 25% (56-66) Bronze - top 50% (47-55)	Silver (top 25%)
ISS ESG	1 (higher quality) through 10 (lower quality) compared against peer companies	Environmental - 5 Social - 2 Governance - 1
ISS ESG Corporate	A+, A, A- (Excellent) B+, B, B- (Good) C+, C, C- (Medium) D+, D, D- (Poor)	C (Medium)
MSCI ESG	AAA, AA (Leader) A, BBB, BB (Average) B, CCC (Laggard)	A (Average)
RBA Audit	Platinum (200+) Gold (180+) Silver (160+)	Silver (173.0) (Penang, Malaysia)
Sustainalytics	0-10 (Negligible Risk) 10-20 (Low Risk) 20-30 (Medium Risk) 30-40 (High Risk) 40+ (Severe Risk)	9.5 (Negligible Risk)

Additionally, we've aligned our disclosures to the following frameworks, which are linked below and available on our website:

- **Task force on Climate-related Financial Disclosures (TCFD)**
- **Alignment to the U.N.'s Sustainable Development Goals (SDGs)**

As we continue to progress on our data validation activities, we will add additional disclosures aligned to various frameworks to our website as they are completed.





FISCAL 2022 ESG GOALS & PROGRESS

These internal and external assessments served as key inputs into our focus areas and priorities to set our fiscal 2022 ESG initiatives. This included formal ESG initiatives comprising a portion of our executives' VICP, as set forth in the visual below.

FISCAL 2022 ESG VICP INITIATIVES

	TOPIC	INITIATIVE	RESULTS	% ATTAINED
ENVIRONMENTAL	ENERGY INTENSITY REDUCTION ¹¹	5.0%	11.9%	100%
SOCIAL	D&I FOCUSED EMPLOYEE RESOURCE GROUP (ERG) EXPANSION	Creation of new ERG Expansion of existing ERGs Creation of business integration plan for existing ERGs	Unus Plexus created New chapters of WiN and PYP created WiN and PYP strategic integration plans complete	100%
GOVERNANCE	CYBER-INCIDENT PREPAREDNESS	Enhance cyber-incident response plan and specific related activities	Response plan updated Cyber-incident tabletop exercise complete	100%

¹¹ 5.0% energy reduction at each of our manufacturing sites, normalized by manufacturing site revenue and measured against fiscal 2020 baseline. For fiscal 2022 reporting, our energy intensity includes electricity consumption only.

LOOKING FORWARD

As we strive to be a better Plexus in the pursuit of a better world, we intend to harness the momentum we gained in fiscal 2022 as we continue to operationalize and prioritize ESG areas of impact. This includes continuing to set shorter-term goals as we work to aggregate and validate the completeness and accuracy of our data across ESG categories and calibrate on areas of strategic importance. We aim to leverage this data to drive key performance and risk indicators in order to accelerate our ESG efforts.

To continue this momentum, a portion of the fiscal 2023 shared individual objectives for our executives' VICP include: (a) global reduction targets in energy intensity in furtherance of our environmental sustainability strategy; (b) expansion of our talent sourcing strategy and tools to ensure we are recruiting diverse talent—specifically, the advancement of our educational content and trainings, identification of new diverse recruitment sources and requiring diverse representation on interview panels; and (c) measuring our waste-to-landfill, leveraging the waste stream inventories completed in fiscal 2022.

In addition to the formal initiatives tied to our executives' VICP, we made progress across a number of other ESG categories, as highlighted below and as set forth throughout this report:

FISCAL 2022 ADDITIONAL ESG PROGRESS

INNOVATOR	RESPONSIBLE EMPLOYER	COMMUNITY PARTNER	GLOBAL CITIZEN	GOVERNANCE
Formalized our Design for Environment (DfE) service offering	Enhanced D&I education fully deployed to all Plexus people leaders	VTO policy established and implemented, offering each team member 8 hours of paid time to volunteer with team members	83% of manufacturing sites were equipped with LED lighting and technology	Completed third party materiality assessment on Plexus' ESG program
Broader deployment of product life extension services to reduce product waste-to-landfill and reduce environmental burden of materials in new product designs	Workplace flexibility philosophy established, and enhanced our parental leave policy in the United States	Expanded deployment of our charitable match software program to help increase matched charitable giving	83% of manufacturing sites installed sub-metering technology to track facility energy usage	Adjusted pay-for-performance metrics by raising return on invested capital target to balance enterprise productivity with incentives for plan participants
Captured Voice of the Customer (VoC) feedback on ESG matters to better understand our customers' ESG journeys and needs	Expanded our Global Wellness Program and associated perks and policies	Over \$1M total charitable giving	All manufacturing sites completed initial level waste stream inventories	Enhanced disclosure practices to ensure transparency and accountability across public communication channels



PLEXUS



MEGAN SCHLEICHER | SR. DIRECTOR OF ESG

Although many of the principles and practices represented by the term “ESG” are not new to Plexus, the heightened role we can now play in accelerating the shift to a more just and sustainable global economy is vital. We are at an industrial and economic inflection point—a transformative moment that presents a remarkable opportunity for us to redefine how we innovate, operate and coordinate our efforts to combat the social and environmental impacts of climate change and adopt more resilient and responsible business practices.

We fully intend to align the power of our partners with the strength of our team members to maximize our positive impact and lead in ESG. I am excited to share our present practices and progress in this Sustainability Report, which reinforce our commitment to this shared purpose and help us realize our vision to help create the products that build a better world.