



SUSTAINABILITY REPORT FISCAL 2023

Our vision at Plexus is to help create the products that build a better world. Vital to realizing our vision is our commitment to progressing our sustainable and responsible business practices. I am extremely proud of how our team members act in service to our vision and our core values, enabling us to advance exceptional business practices across our global organization.



In fiscal 2023, we made significant progress advancing our sustainable and responsible business practices driven by the passion of our people and our focus on integrating these practices into our enterprise strategy. Through this coordinated approach, we seek to leverage our innovative capabilities, global reach and strategic partnerships to maximize our positive impact and achieve transformative results together.

Our focus on innovation and solving complex challenges in response to changing market dynamics is the very notion on which we were founded. This focus continues to be our foundation as we look to be a leading partner in helping to create the products that build a better world. We will continue to celebrate bold ideas and thinking differently at all levels of our organization as a strategic imperative to our long-term success. Our people are the heart of what we do and who we are, and I am impressed by how they continue to lead by example, as demonstrated throughout this report.

However, innovation does not come at the expense of our past achievements. Rather, it reflects our commitment to raising the standard of excellence as we design, manufacture and service some of the world's most transformative products in partnership with our customers. As we seek to accelerate change through our business and beyond, we will continue to push the boundaries of innovation, setting new standards of excellence and achieving extraordinary outcomes together. We've always been driven to do something more for our customers, our team members and our communities as we strive to be a better Plexus in the pursuit of a better world.

TODD KELSEY | PRESIDENT & 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 September 30, 2023, 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. The information captured in this report covers activities that occurred between October 2, 2022 and September 30, 2023, published as of June 24, 2024.

OUR VISION

WE HELP CREATE THE PRODUCTS THAT BUILD A BETTER WORLD.

OUR MISSION

THE LEADER IN HIGHLY COMPLEX PRODUCTS AND DEMANDING REGULATORY ENVIRONMENTS.

At Plexus, we help create the products that build a better world. Driven by a passion for excellence, we partner with our customers to design, manufacture and service some of the world's most transformative products. From life-saving medical devices and mission-critical aerospace and defense products to industrial automation systems and semiconductor capital equipment, our purpose converges where advanced technology and human impact intersect.

Built on a foundation of people working together to solve complex challenges, we are relentless in our pursuit of progress, environmental sustainability and the inclusive well-being of every individual impacted by our operations.



OUR FISCAL 2023 NUMBERS

\$4.21B Revenue

Nearly 25,000 Team members globally

5.1M Total square feet

13.4% ROIC

640+ Development engineers

28/8 Facilities/Countries

\$4.95 Diluted earnings per share

Our vision is to help create the products that build a better world, yet the opportunity and responsibility we have to build a better world goes far beyond the products we help to create. We are committed to elevating the standards of business conduct, which is why we have integrated sustainable and responsible business practices into our enduring strategy.



INTEGRATION OF SUSTAINABLE AND RESPONSIBLE BUSINESS PRACTICES INTO ENTERPRISE STRATEGY

MARKET FOCUS

Our solutions across the product lifecycle position us to deliver more sustainable and responsible products to the market for our customers, helping them meet their sustainability goals. We seek to pursue new markets and disruptive technologies emerging from an evolving focus on circularity and a new climate economy.

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

MARKET FOCUS

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

SUPERIOR EXECUTION

SUPERIOR EXECUTION

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

PASSION MEETS PURPOSE

People are at the heart of what we do and who we are. Our vision is rooted in the well-being and inclusive engagement of our team members, our customers, their end users and our communities.

PASSION MEETS PURPOSE

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

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

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.



PEOPLE ARE THE HEART OF PLEXUS.



OUR CORE VALUES

Centered on people, Plexus is committed to building a better world throughout all facets of our business starting with our core values. We recognize that the strength of our company lies in the collective empowerment of our people. That’s why we continually foster an environment where every team member feels valued, connected to our shared vision and empowered to reach their full potential.

And our commitment doesn’t stop there. We also recognize the impact of our work on our communities, customers and their end users. That’s why we are unwavering in our pursuit of excellence and are dedicated to creating shared success and driving positive change for a sustainable, resilient future for generations to come.

FORMALIZING OUR SUSTAINABILITY COMMITMENT

In fiscal 2023, we became a member of the UN Global Compact. Joining the UN Global Compact is representative of our unwavering and public commitment to our vision of building a better world through sustainable and responsible business practices. As we advance the positive impact we can have for our team members, customers and communities, we are thrilled to join this global movement of sustainable companies and stakeholders.

We are focused on driving action to implement and progress change through alignment to the UN’s Sustainable Development Goals, specifically the following goals core to our business and where we believe we can have the greatest impact:



We are inspired by the opportunity in front of us to innovate, operate differently and coordinate our efforts in order to drive the adoption of more resilient and responsible business practices, both within our industry and beyond.

“I am fulfilled and motivated knowing that our products positively impact the world in enhancing life quality and efficiency and contributing to sustainability efforts, and I’m more mindful of my own actions and how they impact the world. ”

JH TAN
TALENT ACQUISITION
SPECIALIST
PENANG, MALAYSIA



STRATEGIC OVERVIEW OF SUSTAINABLE & RESPONSIBLE BUSINESS PRACTICES

Our strategy is focused on how we drive innovation across our business and accelerate change throughout our operations in order to become a leader in sustainable and responsible business practices. The success of this approach requires an integrated value chain and an iterative review of our business model, with an initial and necessary focus on infrastructure development and baselining activities.

SUSTAINABLE & RESPONSIBLE BUSINESS PRACTICES

INNOVATE	OPERATE	COMMUNICATE
Innovate to design, manufacture and service products to be more sustainable and responsible.	Evolve our operations and ways of working to maximize our positive environmental and social impact.	Drive transparency and partnership within and beyond our organization to collectively advance sustainable and responsible business efforts.

Entering fiscal 2024, we have reached an inflection point in our sustainability journey, having achieved a number of foundational milestones over the last few years necessary to more effectively and continuously assess and prioritize areas of opportunity and risk across business categories and drive toward better, more sustainable business outcomes and long-range plans. A few of these milestones are highlighted on the following page.



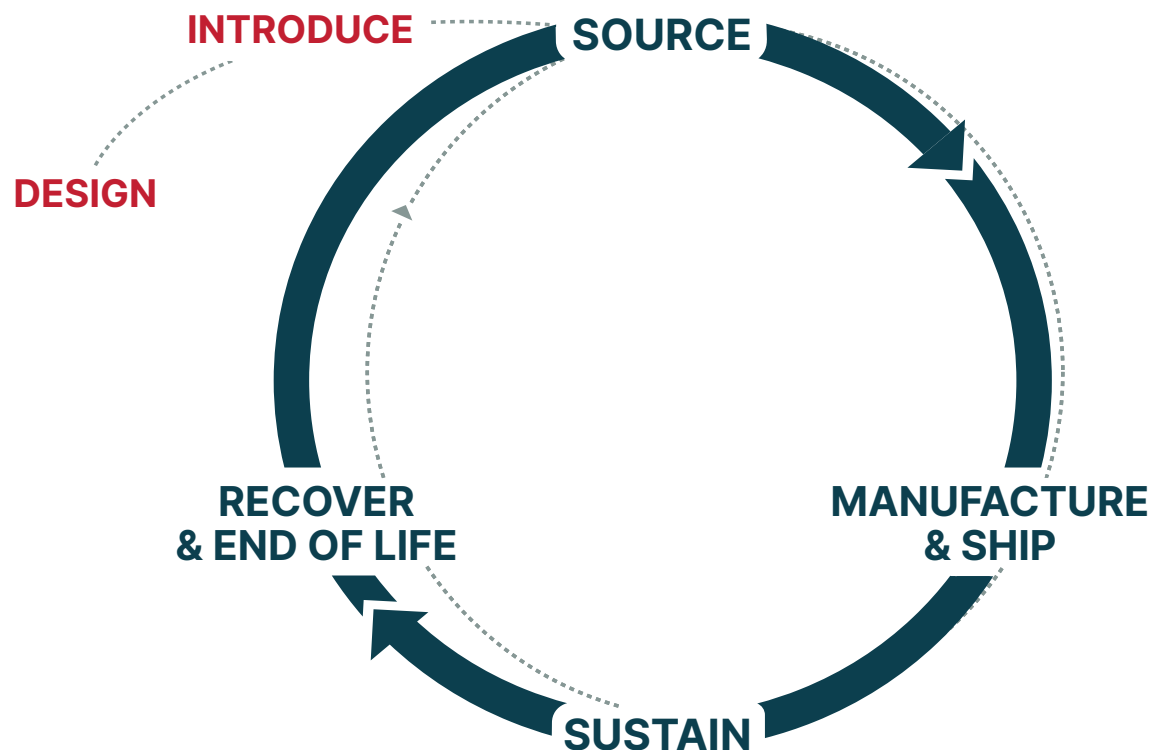
	FISCAL 2022 PROGRESS	FISCAL 2023 PROGRESS	FISCAL 2024 GOALS
MARKET FOCUS	Formalized Design for Environment (DfE) service offering and broadened deployment of product life extension solutions	Expanded technical capabilities related to reducing product impact across solutions Partnered with multiple customers to assess global warming potential of their products	Targeting assessment of top 100 suppliers by spend on Environmental, Social & Governance (ESG) criteria
SUPERIOR EXECUTION	Implemented waste stream inventory baselining and energy sub-metering installation at sites	Implemented water and gas sub-metering at manufacturing facilities	Intent to analyze baseline data to establish longer-term goals and transition plan
	11.9% energy intensity reduction achieved (5% reduction goal over fiscal 2020 baseline)	8.4% energy intensity reduction achieved (5% reduction goal over fiscal 2022 baseline)	5% emissions intensity reduction goal over fiscal 2023 baseline
PASSION MEETS PURPOSE	Workplace flexibility philosophy established	Established diversity in interviewing training and guidelines	Workplace pay equity and transparency solution piloted in U.S.
	Added 1 new Employee Resource Group (ERG) and 14 new ERG chapters	Added 1 new ERG and 8 new ERG chapters	Formalization of broader social impact strategy and Diversity & Inclusion roadmap
	>6,200 Volunteer Time Off (VTO) hours utilized	>19,000 VTO hours utilized	Aspire to exceed 2023 VTO hours utilized
	>\$1M charitable giving	>\$1M charitable giving	>\$1M allocated for charitable giving
DISCIPLINE BY DESIGN	Third party materiality assessment completed	Published inaugural Sustainability Report Joined UN Global Compact	Intent to complete double materiality assessment for largest manufacturing facility in each region
			Integration of key environmental and social performance indicators into Plexus System of Operational Excellence (PSOE)



Our solutions across the lifecycle of a product position us to deliver more sustainable and responsible products to the market for our customers, helping them meet their sustainability goals. By innovating for our customers on ways to lessen a product’s impact, we continue to create customer service excellence while maximizing our collective impact on people and the planet.

As companies embrace circularity and adapt to a new climate economy, our customers are looking for ways to reduce their product impact. As a services provider, our solutions are uniquely positioned throughout the life of a product, enabling us to identify opportunities to reduce impact while leveraging circular thinking to design, manufacture and service more sustainable, responsible products for our customers.

SOLUTIONS ACROSS
THE PRODUCT LIFECYCLE



WE DESIGN

We are focused on embedding eco-design principles into our engineering solutions, ensuring the products we create are built for reduced impact, circular thinking and a better world in mind.

WE MANUFACTURE

We are committed to establishing more sustainable production processes, and actively partner with customers on building a more transparent, responsible and resilient supply chain and product distribution and logistics strategy.

WE SERVICE

We work with our customers to deploy customized product life extension strategies to unlock value as the global climate transition and circular economy advances.

HELPING CUSTOMERS REDUCE IMPACT THROUGH OUR PRODUCT IMPACT ASSESSMENT SERVICES

Leveraging our product lifecycle intelligence, we help customers find ways to reduce environmental impact, optimize value stream efficiencies and create tangible value through our Product Impact Assessment. Each unique Product Impact Assessment delivers potential impact and reduction findings across the following categories:



LIFECYCLE ASSESSMENT (LCA)

Estimating the global warming potential of a product and its production processes for areas of emissions weakness.



TRANSPORTATION & LOGISTICS

Identifying ways to improve a product's environmental impact on distribution.



DESIGN FOR ENVIRONMENT (DfE)

Providing recommendations to improve a product's design for reduced impact.



SUSTAINABLE PACKAGING

Identifying ways to reduce the environmental impact and cost of product packaging.



SUSTAINABLE SUPPLY CHAIN

Assessing opportunities for a more sustainable and resilient parts selection and procurement strategy.



PRODUCTION & END OF LIFE

Determining ways to promote circularity in manufacturing and extend product life.

We subsequently work with our customers to take action on opportunities identified in the assessment—driving real value to our customers and positive impact to our planet through absolute, tangible results.

ADVANCING SUSTAINABILITY GOALS THROUGH OUR PRODUCT LIFECYCLE SOLUTIONS

Our customers trust us as their outsourcing partner to help design, manufacture and service their products—and this partnership also extends to their sustainability goals. Through leveraging our technical capabilities across the product lifecycle, we are committed to working together to advance our customers' Net Zero, Zero Waste and Supply Chain Transparency goals associated with their unique products.

In parallel to the focus on our customers' products, we are focused on these areas throughout our own operational reach and footprint. For more information on the sustainability strategy related to our operations, see ***Superior Execution on p. 28.***



NET ZERO

HOW WE HELP OUR CUSTOMERS REDUCE THEIR SCOPE 3 PRODUCT EMISSIONS



DESIGNING

- Lifecycle Assessment (LCA)
- Design for Environment (DfE)
- Sustainable packaging design



MANUFACTURING

- Production and distribution optimization
- Zero defects



SERVICING

- Product life extension
- Part and resource recovery

DESIGNING PRODUCTS TO REDUCE CARBON EMISSIONS

To help design a product with lower emissions, we conduct an LCA to estimate the global warming potential of a product across its lifecycle. This includes the environmental impact associated with the production of raw materials, energy consumption during manufacturing and emissions released during product use and end-of-life.

Informed by the standards of ISO 14040/44, conducting an LCA enables flexible and timely feedback to support comparative analysis and improve the overall sustainability of a product. As a result of our LCA performance, we help customers prioritize decisions on how to drive actual reductions within the carbon footprint of their product.

Further, our ability to design products for reduced impact is critical to supporting our customers' ability to advance their Net Zero strategies. Knowing that the design of a product determines the majority of its environmental impact, we are focused on our ability to design products for greater energy efficiency, alternative materials selection and optimized resource use. Additionally, our ability to design packaging to limit environmental impact through size, volume and sustainable or reusable materials can have an exponential impact across our customer programs and their extended distribution networks.

LCA | IDENTIFYING ENVIRONMENTAL IMPACT OPPORTUNITIES

Our LCA services help our customers identify where to prioritize emissions reduction activities. The details below provide a snapshot of some of the estimated carbon emissions reductions uncovered through LCA execution.

	Product Type	Est. Impact Opportunity*
Materials Selection	Medical Device	25% CO2 reduction
	Heavy Equipment Subassembly	15% CO2 reduction
Packaging, Logistics & Transportation	Medical Device Kiosk	70% CO2 reduction 90% CO2 reduction
	End-of-Life Treatment	Infusion Pump

*Impact is captured by comparing two LCAs; the first is the baseline, and the second includes modification(s) to that particular area (ex: comparing selected design material with lower emissions potential plastics, leading to a carbon footprint reduction opportunity).

Our LCA efforts include a focus on finding “win-wins,” where changes to products or processes result in opportunities to reduce emissions and to reduce overall product cost.

PURDUE PARTNERSHIP

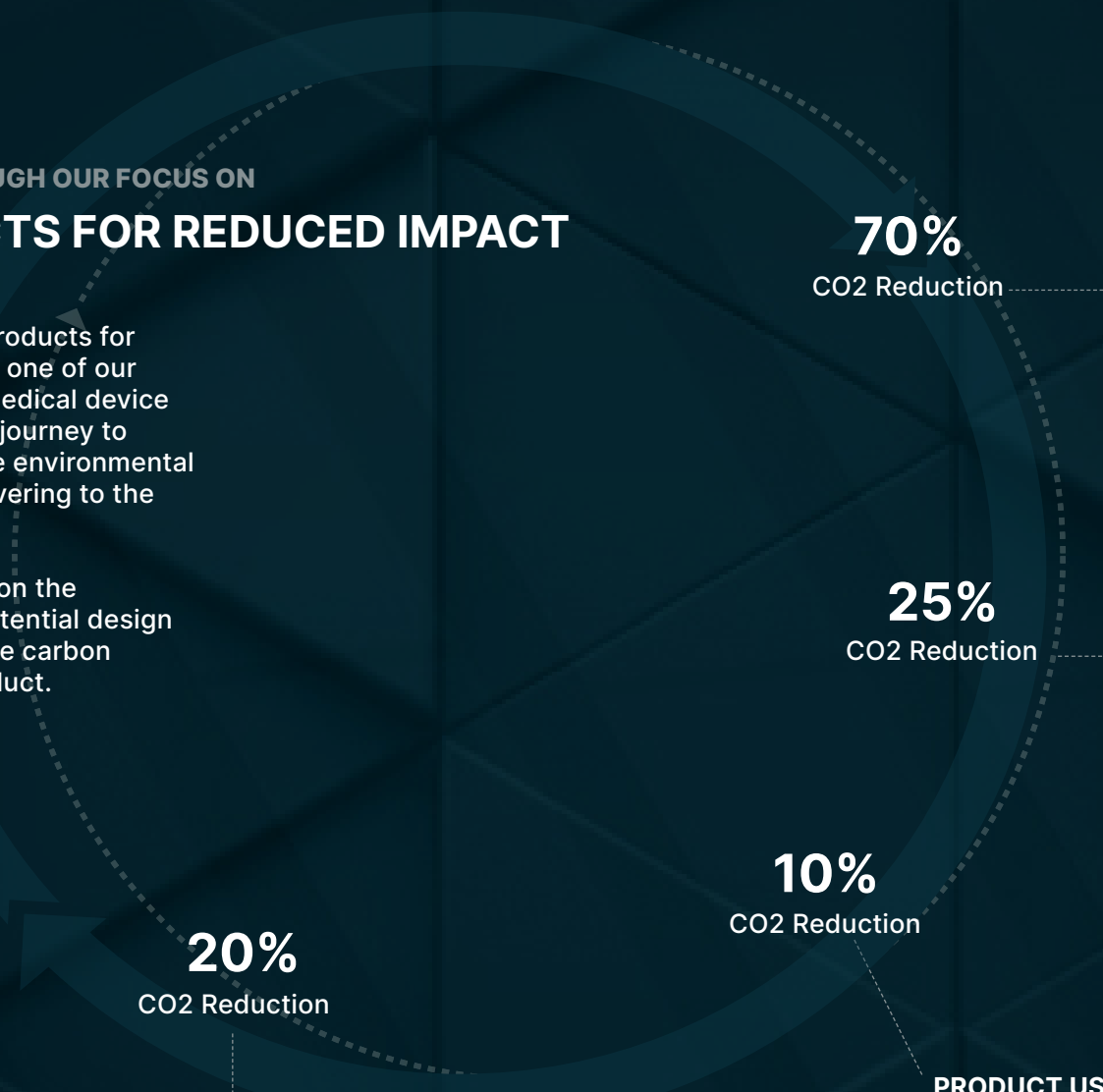


In fiscal 2023, we partnered with Purdue University to help develop a curriculum for our engineers related to eco-design principles and sustainability topics in product development, with a specific focus on the application to our business. This includes four modules delivered through virtual classroom training in fiscal 2024, helping to strengthen our DfE capabilities across our Engineering Solutions team as we drive environmental impact considerations deeper into our design practices.

DEMONSTRATED RESULTS THROUGH OUR FOCUS ON DESIGNING PRODUCTS FOR REDUCED IMPACT

As an example of how we assess products for reduced impact, we partnered with one of our Healthcare customers on a novel medical device early in their product development journey to identify opportunities to reduce the environmental impact of the device while still delivering to the specified product requirements.

Four primary areas were assessed on the baseline product design against potential design improvements that could reduce the carbon emissions associated with the product.



PACKAGING & LOGISTICS

Packaging proved to be a critical improvement area to reduce the carbon footprint and cost of the product through redesign. Taking an iterative approach, we indentified materials changes (all recyclable), optimized packaging shape and size and improved palette utilization for more efficient shipping. Overall, the improvements identified an estimated **70% reduction in carbon footprint** for the shipping materials and transportation, coupled with a **35% reduction in the cost**.

MATERIALS SELECTION

Focusing on the device's plastic housing, we used the initially selected material as a baseline for comparison. Evaluating alternative materials against the product requirements—including flammability, RoHS and fracture toughness—we also reviewed cost within our materials selection tools to identify feasible alternatives. Using our LCA capabilities to provide the emissions comparison, which included material extraction, manufacture and transport, the team identified a potential replacement plastic with an estimated **25% lower annual carbon footprint**.

PRODUCT USE

Our hardware team reviewed the product's power consumption, including peak loads driven by specific components. We proposed a preliminary concept for redesign of those components to lower load and improve efficiency, with an estimated **reduction in carbon emissions outputs by 10%**.

SERVICEABILITY

Completing a design assessment of the product's serviceability, we identified areas to improve future designs to enable the recycle or refurbish of specific components and pivot toward a field replacement unit architecture, allowing for improved serviceability and extension of part and product life. These improvement opportunities estimated a **20% reduction in the carbon footprint** of the product at its end-of-life phase.

MANUFACTURING PRODUCTS FOR LOWER EMISSIONS

We strive to continuously improve the customized manufacturing processes we deploy on behalf of our customers, who may control or influence decisions related to the production and test processes utilized in manufacturing their products.

As it relates to energy and emissions reductions of these processes, we iteratively seek ways to optimize manufacturing lines, reduce or eliminate cure cycles, deploy automation solutions and improve energy streams, all while maintaining the utmost focus on zero defects. The result is a more efficient production process that helps to reduce energy consumption—with an added focus on customer cost reductions and value creation.

We also can help build a more sustainable, cost competitive packaging and logistics strategy for our customers. In fiscal 2023, we invested in a tool to help comparatively calculate emissions associated with downstream product transport. The output enables us to take into account a detailed view of emissions, covering individual shipment mode, location and weight, along with clear delineation of the fuel and vehicle emissions contribution. Paired with designing and sourcing more sustainable packaging, our ability to identify alternative emissions pathways in product transportation is yet another way we strive to help our customers advance their product emissions reduction goals.

To learn more on how we are focused on emissions reduction across our facilities, see p. 32

SERVICING PRODUCTS FOR EMISSIONS AVOIDANCE

The ability we have to service our customers' products not only helps to reduce biodiversity impacts and avoid waste to landfill (more on that on [p. 35](#)), but also helps reduce emissions. Helping our customers extend product life through repair, refurbishment, remanufacturing or service parts planning avoids the extraction of raw materials, parts production, manufacturing and logistics associated with new part procurement and new product manufacturing. The result is emissions avoidance throughout the value chain. Further, by recovering or recycling parts, products and precious metals from end-of-life units, we can help to eliminate CO₂ emissions generated by landfill waste.

PARTNERING WITH CUSTOMERS ON ENERGY REDUCTION PROJECTS

As an electronics manufacturing services provider, we design, manufacture and service products to our customers' specifications. This often includes certain production or test processes that our customers require, some of which may consume considerable electricity. With the installation of sub-metering devices across our facilities, we have greater visibility into equipment and production processes that warrant a priority focus, enabling us to provide opportunities to partner with our customers to reduce their Scope 3 emissions.

For example, we worked with a strategic customer in our Industrial Sector that required an end-of-life test that consumed over 164 kWh of electricity per day, equivalent to the daily average electricity consumption of approximately seven Wisconsin, United States households. We re-engineered the test system to incorporate additional system commands that resulted in a 68% reduction in power consumption, resulting in an estimated savings of 41,000 kWh annually without adding any operator inputs to the system or sacrificing the quality of the test results.

Identifying these opportunities and partnering with our customers results in a "win-win"—reducing impact while also reducing costs of production.



ZERO WASTE

HOW WE HELP OUR CUSTOMERS REDUCE PRODUCT WASTE

DESIGNING

- Optimized resource use
- Design for serviceability
- Design for recycling/biodegradability
- Sustainable packaging

MANUFACTURING

- Circular process inputs and waste stream improvements
- Automation solutions
- Zero defects
- Reusable packaging

SERVICING

- Aftermarket repair and replacement
- Product refurbishment and remanufacturing
- Service parts planning
- Part recovery and reuse
- Medical device decontamination

DESIGNING PRODUCTS TO REDUCE WASTE

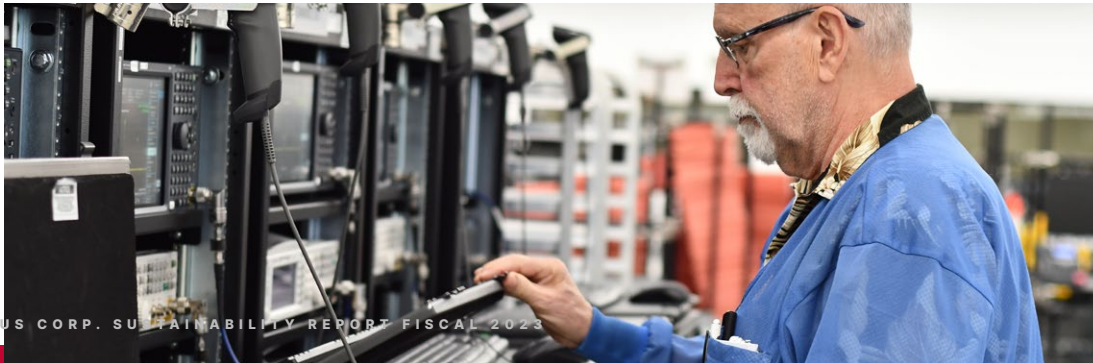
Starting with the end in mind, we partner with our customers to design products for extended life and circularity. This includes designing a product to minimize resource usage through optimization of materials and designing for serviceability.

Understanding how to address components at end-of-life informs our product architecture and design decisions to ensure parts can be recovered and separated easily for repair, refurbishment, reuse or recycling. This understanding also informs material selection and assembly for custom and off-the-shelf components and our ability to source from environmentally-conscious suppliers.

By focusing on serviceability early in the product development process, we can design products for easy maintenance, repair and upgrade, all of which help to extend a product's useful life. By prioritizing prolonged product use into our design criteria, we work with our customers to reduce waste and resource consumption, extend the lifespan of products and promote a circular economy.

WASTE REDUCTION EFFORTS IN ACTION

Our Boise, Idaho team partnered with one of our Aerospace and Defense customers to change their lamination process due to inefficiencies and waste the team identified as issues. The solution cut epoxy usage in half, increased the number of boards printed per stencil by 300%, reduced waste associated with used stencils and excess epoxy, and reduced engineering and production time.



MANUFACTURING PRODUCTS FOR WASTE REDUCTION

Plexus' waste reduction efforts take many forms. This includes our commitment to quality and zero defects, which is not only paramount to safeguarding the end users of our customers' products, but also enhances our ability to minimize waste. In addition to our own operational focus on reducing waste, we strive to help our customers reduce waste associated with the manufacturing of their products. One method—alongside avoiding prolonged production cycles and costly rework—is to ensure products we manufacture are evaluated through our Design for Excellence (DfX) services. Whether at a board level or for a high level assembly, a DfX assessment can identify potential production challenges or manufacturability concerns, which we then help our customers solution.

Further, deploying robust incoming inspection processes allows for rework of parts that do not meet specifications early in the process, preventing rework or scrap later and driving materials efficiencies into the production process. The result is high quality products that are manufactured more efficiently, last longer and advance the circular economy.

As each of our customers' products is unique, we partner with them to identify opportunities to reduce waste associated with their packaging specifications and preferred distribution methods. Paired with our ability to design packaging for lower environmental impact, we are focused on developing reusable or fully recyclable packaging solutions for our customers. Our preferred suppliers can help generate new packaging options to reduce packaging materials waste, increase shipment capacity and ensure the security of our customers' products to their end destinations.

To learn more on how we are focused on waste reduction across our facilities, see p. 35.

PACKAGING FOR A MORE SUSTAINABLE FUTURE WITH GE HEALTHCARE.



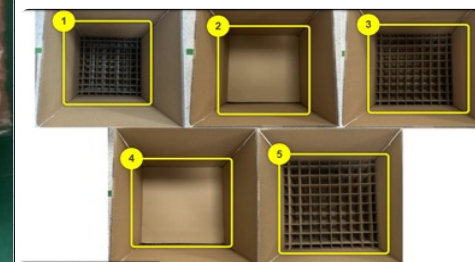
GE Healthcare

Our team in Xiamen, China partnered with long-time customer, GE Healthcare, on a packaging project that resulted in a number of improvements while still meeting all product requirements and specifications. The team identified large volume shipments of boards that could be addressed with redesign of packaging for almost 30 board configurations, replicating the learning across the customer account and sharing best practices with other sites.

The team worked within our existing supply base to design a solution that addressed:

- **Improved quality:** risk of damage and defects due to original packaging configuration was removed due to a safer, easier-to-handle tray solution, reducing waste and scrap.
- **Improved storage:** new packaging solution saves storage space on the production line, along with improving the ability to scan and count product inventory.
- **Greater efficiency:** customer and Plexus feedback points to improved packaging time on the production line (up to 200 hours saved for one configuration).
- **Shipping optimization:** less materials and improved packing efficiency, resulting in an increase of boards per shipment by as much as 33%.
- **More sustainable materials:** new tray design utilizes a recyclable plastic, rather than anti-static single-use plastic bags; reduced overall size of outer shipping box.
- **Cost reduction of almost 50%** compared to the original solution, and an approximate **50% reduction in transportation emissions** associated with the optimized packing density.

ORIGINAL PACKAGING



OPTIMIZED PACKAGING



SERVICING PRODUCTS TO EXTEND PRODUCT LIFE, REDUCE WASTE-TO-LANDFILL

We are committed to supporting the circular economy through servicing our customers' products to extend their useful life, which helps reduce waste-to-landfill and increase revenue and profitability to our customers while maintaining brand integrity and loyalty from end users.

Our Sustaining Services represent a primary focus for our customers who have committed to reduce their impact while navigating the costs of change associated with product redesign or premium alternative materials. As it relates to our Healthcare and Life Sciences customers, we provide medical device decontamination, making reusable medical devices safe for future patients with cleaning and disinfecting services, including removal of patient data.

At the end of a product's useful life, we can help recapture materials or resources, ideally to be revitalized and reused, 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. Through our reverse logistics capabilities, we can retrieve defective products and repair, refurbish or recycle them as appropriate.

Leveraging product defect and failure analysis, we seek to integrate this aftermarket intelligence back into our design, supply chain and manufacturing processes when creating new products, which means they can be designed and manufactured with serviceability in mind. This is just another way we are working with our customers to meet their Zero Waste goals and to embrace full lifecycle thinking.

EVERY OPPORTUNITY COUNTS

As a trusted partner to our customers, there are times we are asked to take on work considered out of the ordinary; but for team members at our Neenah, United States operations, not out of the question when it comes to going above and beyond in support of a positive environmental impact.

Early in fiscal 2023, our team was asked by a Healthcare and Life Sciences customer to support a large inspection project—one that originally saw approximately 28,000 assemblies on their way to the landfill. Our team identified the environmental impact concern to our customer and quickly accepted the challenge of how to try to retain the parts for future use. The team solutioned the issue, created work instructions for reuse and completed the inspection work on the assemblies. Their combined efforts resulted in approximately 96% of the parts deemed safe for use, avoiding significant waste to landfill.

SUPPLY CHAIN TRANSPARENCY

HOW WE DRIVE TRANSPARENCY INTO THE SUPPLY CHAIN

DESIGNING FOR AN OPTIMIZED, RESILIENT SUPPLY CHAIN

When we design products, our engineering and supply chain professionals collaborate at the front end of the process to identify the best strategic partners for our customers' products and to help identify opportunities for supply chain optimization.

Based on end-user and end-market requirements, we help design products to avoid sourcing substances known to harm human health or damage the environment, such as those captured by RoHS, REACH, TSCA, Prop65 and other regulations. This includes helping our customers identify materials of concern within their supply chains and navigate emerging materials concerns, such as those associated with PFAS. We seek to work with our customers to source alternative, less hazardous materials that maintain the performance characteristics required of our customers' products based on their end use.

Our Engineering Solutions team can review an existing product design to assess its bill of materials and approved vendor list, reveal risks and opportunities and help to assure intended compliance down to the part materials level. These engineering solutions help our customers drive resiliency and responsible sourcing into their product design and extended production processes.

MANUFACTURING WITH PARTS FROM RESPONSIBLE SOURCES

As our customers often direct the procurement of specific parts and suppliers, our ability to aid our customers in navigating the complexities of their unique supply chains depends on partnership and trust. We work together to build confidence that the parts they prefer are responsibly produced and sustainably sourced. We accomplish this through an integrated and multi-faceted approach to supply chain management and due diligence, beginning with responsible minerals sourcing within the parts we purchase, all the way through robust and advanced risk mitigation capabilities to monitor our supply base.

We deploy a counterfeit parts prevention policy in an effort to ensure accurate and dependable supply. We aid our customers in ensuring responsible sourcing of minerals that make up the components that go into their products, avoiding sources that support human rights atrocities. And, as a matter of course, we screen all business partners against a multitude of restricted party screening lists to ensure we're engaging with reliable and trusted companies.

Our **Supplier Code of Conduct** ("Supplier Code"), **Human Rights Policy**, **Anti-Corruption Policy** and **Gifts & Entertainment Policy** capture and cascade the heightened standards we expect of our supply chain partners. Our Supplier Code incorporates the **Responsible Business Alliance (RBA) Code of Conduct** and we evaluate our major suppliers using an RBA Risk Assessment. Suppliers flagged as high risk are expected to complete the RBA Self-Assessment Questionnaire (SAQ), which then guides further actions to eliminate or reduce potential supply chain risks. We deploy a number of third-party assessments, trainings, supplier scorecards, quality audits and other standards to help reinforce these requirements with our top tier suppliers, as well.

Beyond responsible sourcing, we are focused on enabling a supply chain that lessens the environmental impact of a product through the value chain. We are working to identify alternative materials suppliers and those that offer part reuse, service, take back and recycling. We also partner with strategic packaging suppliers for reusable or recyclable packaging materials.

ADDRESSING SUPPLY CHAIN RISK, RESILIENCY & OPTIMIZATION

Based on our customers’ bill of materials and approved vendor list—particularly for products not designed by Plexus—our Supply Chain Solutions team can holistically assess parts and suppliers against unique sourcing needs and criteria. Whether seeking specific materials declarations, trade compliance intelligence, emissions reduction opportunities or localization strategies, we help support the unique due diligence and supply chain optimization needs of our customers to help mitigate risk and build resiliency across their supply base.

After validating part and supplier requirements are met, we manage the total supply chain by deploying proactive risk mitigation tools to drive visibility into our customers’ supply chains, monitoring for disruptions and analyzing threats through our risk mitigation expertise and a suite of proprietary tools focused on providing end-to-end supply chain visibility. These services underscore our commitment to elevating supply chain management beyond demand planning and the procurement of high-quality, cost-effective, responsibly produced parts.

We continue to integrate sustainability into our sourcing strategy and, in fiscal 2024, we identified an initiative tied to aggregating and assessing ESG data from our top 100 suppliers by spend, helping us achieve a more holistic picture of supply chain risks, opportunities and our Scope 3 pathway. Understanding the total supply chain—from the product design phase through product launch and beyond—helps us deliver a more sustainable, responsible and resilient supply chain for our customers.



As a member of the 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 well-being or prosperity of our team members, business, communities and the environment.

For more information on how we integrate RBA standards into our operations, see [p. 46](#).



Responsible Business Alliance

Advancing Sustainability Globally

END MARKET IMPACT

Our vision is to help create the products that build a better world. Our market sector alignment enables us to bring this vision to life through helping to create transformative products for customers in the Healthcare and Life Sciences, Industrial and Aerospace and Defense market sectors. These technologies include: medical devices and hospital equipment; complex industrial equipment supporting electrification; energy management and semiconductor products and applications; aerospace avionics and controls; and satellite and space technology. We are proud to partner with customers in these market sectors to deliver cutting-edge products.

Our mission to be the leader in highly complex products and demanding regulatory environments positions us to help advance the technology needed to improve human life and help fight climate change.

"I feel incredibly lucky to have traveled the world, visiting loved ones and discovering new places. Every time I board an aircraft, I'm filled with immense pride knowing that our global teams have crafted the high-tech systems and components that span the entire aircraft, making these journeys not just possible, but safe."

RITU DAHIYA
SR. MARKET ANALYST
REMOTE, UNITED STATES



"I am most proud of the ultrasound medical products we build. Why? Because I was at the doctor's office with my expectant wife three times with my yet-to-be-born children, and each time I saw them for the first time on units that were built on our line. How do I know? I opened the panel and saw the circuit boards we built."

ERIC HOLTZ
DIRECTOR OF
MANUFACTURING
SOLUTIONS
NEENAH, WISCONSIN



"Every day we benefit from the products we help create. Personally, I support the Industrial market sector where a product we build is key in asset management of fleet vehicles, developing routes that lead to efficient product delivery using as little fuel as possible. This reduces wear and tear and extends maintenance periods, ultimately keeping costs down for the end user. I take pride knowing that we not only support time and cost-saving measures, but also a positive environmental impact."

URSULA GORE
CUSTOMER MANAGER
REMOTE, UNITED STATES



We help drive innovation, value and sustainability throughout our customers' products and industries, as they deliver transformative products for a more sustainable world.

The role we play across these market sectors and value chains is multidimensional. For example, as clean energy markets evolve, we help multiple customers deliver technology to meet new energy and infrastructure demands. We support our customers in the semiconductor capital equipment industry create process equipment for epitaxial deposition of silicon carbide (SiC), a material that extends the battery life and range of electric vehicles (EV). We also help manufacture electric vehicle hyperchargers for Alpitronic, who is committed to shaping a sustainable, electric future. Finally, we partner with companies pursuing cleaner energy technologies and renewable energy storage capabilities. At multiple junctures across the clean energy value chain, we are considered a partner of choice in advancing the technologies for a more sustainable world.

SEMICONDUCTOR CLIMATE CONSORTIUM

In early fiscal 2023, Plexus became a founding member of the Semiconductor Climate Consortium (SCC). The SCC was created with support from SEMI, a leading industry association representing the electronics manufacturing and design supply chain, to accelerate the reduction of greenhouse gas emissions throughout the semiconductor value stream. Joining the SCC as a founding member reflects our desire to coordinate across the industry and represents one of a growing number of strategic partnerships formed in support of our ongoing sustainability efforts.



DRIVING CLEAN ENERGY WITH ALPITRONIC

With its vision of leading the world towards sustainable mobility, Alpitronic aims to inspire people through its innovative and reliable EV charging solutions. Since 2017, Alpitronic's signature hypercharger line of DC fast chargers offers its end users reliability, efficiency and design in compact and powerful solutions, with a power range from 50 kW to 400 kW. Plexus serves as Alpitronic's manufacturing partner, providing in-region printed circuit board assembly (PCBA) support in Oradea, Romania for the HYC50, HYC200 and HYC400 Hyperchargers.

As Alpitronic rapidly expands its global reach to meet growing CO2 emission targets, the company recently opened its North American headquarters in Charlotte, North Carolina. The expansion meant further support from Plexus, this time by way of full product manufacturing—with the Neenah, United States team manufacturing PCBAs before the Appleton, United States team builds HLAs and test support for the Hyperchargers.

Demonstrating its commitment to innovation and efficiency, Alpitronic has developed and integrated cutting-edge technology throughout 2023, specifically utilizing SiC semiconductors into their products. **This initiative has led to an increase in efficiency of the Hyperchargers to over 97%, cutting energy losses by half and significantly contributing to carbon emission reduction initiatives.**

Our partnership with Alpitronic demonstrates the opportunity and ability we have to meet our customers where they are and where they're headed on their journey, by delivering innovative solutions toward a positive environmental impact.



ALIGNING PASSION WITH PURPOSE



Through a shared purpose, we believe in our ability to maximize the positive impact we can have on people and the planet in partnership with our customers.

Across the global beverage industry, billions of plastic bottles are produced each year and energy consumed in production and transport contributes to crude oil extraction, increased greenhouse gas emissions and waste sent to landfills.

Bevi, a provider of smart water dispensers that offer filtered, flavored and sparkling water on-demand for offices and commercial spaces, is focused on making the beverage industry sustainable. Through its mission to “unbottle the future,” Bevi’s product line—which is manufactured in Plexus’ Appleton, United States facility—has saved over 500 million bottles to date, reducing plastic waste that would have otherwise gone to landfill and the carbon footprint of its users across the U.S.

Thousands of Bevi machines are already in use across North America at leading global corporations, including at Plexus’ U.S. facilities, where users contributed to saving over 163,000 12 oz. bottles in fiscal 2023.

In October 2023, Bevi’s water dispenser was named “The Coolest Thing Made in Wisconsin” in an annual competition sponsored by Wisconsin Manufacturers & Commerce (WMC) and voted on by the public, beating out over 100 products nominated.

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



CUSTOMER SERVICE EXCELLENCE

We view ourselves as an extension of our customers’ teams; as a result, we desire to partner with companies whose values align with our own. We continue to coordinate with our customers on ways to maximize our impact whether through the products we help to create or the connections we make among our people.

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 market sector, regional, executive and Board of Directors (Board) levels following the survey’s completion, and serve as the basis for continuous improvement.



Plexus received ASM International’s PRISM award for supply chain and sustainability innovation.

The award was given as a result of our global internal competition called BEST, which fosters team member innovation and continuous improvement.

This competition highlights Environmental, Social and Governance initiatives that help reduce our environmental impact.

“We are protagonists of creating real solutions for human beings on a global scale. I feel honored and inspired by the personal opportunity to safeguard life and well-being, protect and connect families, harmonize society & the environment, and foster trusted, innovative technologies.”

RAMON NOGALES
SR. DIRECTOR OF ENGINEERING
GUADALAJARA, MEXICO



SUPERIOR EXECUTION

SUPERIOR EXECUTION

FISCAL YEAR 2023 HIGHLIGHTS

-8.4%

Total energy intensity reduction of global manufacturing facilities over fiscal 2022 baseline ¹

94%

Manufacturing facilities with the majority of lighting from LED technology

0

Number of environmental fines

\$2.5M

Investment in energy reduction activities and technologies

89%

Manufacturing facilities with installed electricity sub-metering technology

0

Number of reportable spills

2,539.3 MWh

On-site renewable energy produced in fiscal 2023

20+

Active environmental sustainability projects entering fiscal 2024

94%

Manufacturing facilities certified to ISO 14001

¹ Our approach to emissions calculations is aligned with the Greenhouse Gas Protocol, the internationally recognized standard for corporate emissions accounting. For fiscal 2023 reporting, our energy intensity includes electricity.

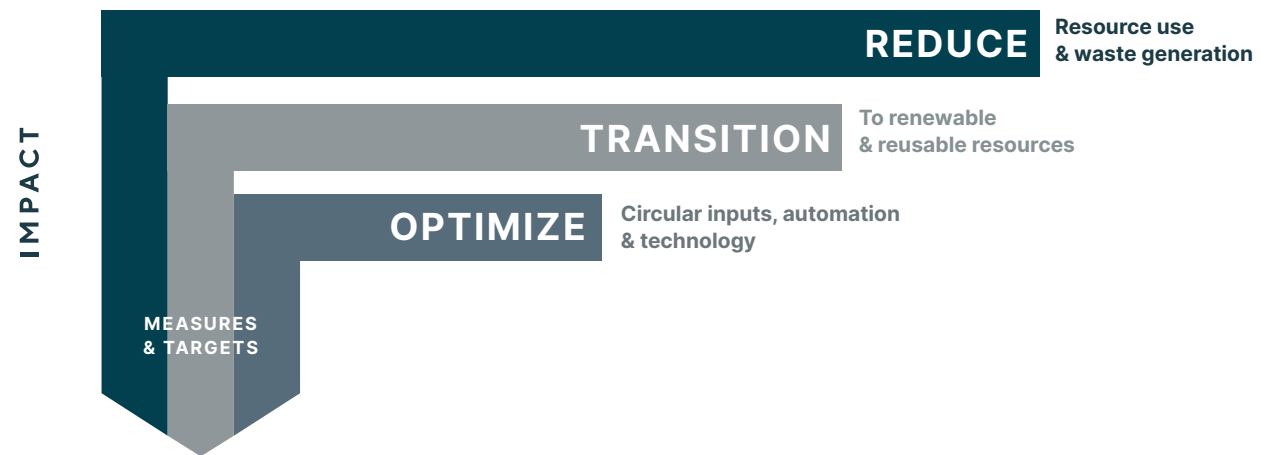
We have a responsibility to give future generations a planet that is better than we found it. Embedded in our commitment to superior execution is how we minimize our environmental impact and accelerate the adoption of more sustainable, responsible and resilient business practices.

Our ongoing objective is to integrate broader impact thinking into our business model, operations and culture. The success of these efforts requires us to adopt an iterative, analytical approach to our current ways of working in order to improve the sustainability of our operations. This requires continuous consideration of how we can operate differently.

Our current environmental sustainability strategy is based on three key areas of focus:

1. **Reduce** resource use and waste generation
2. **Transition** to renewable and reusable resources
3. **Optimize** circular inputs, automation and technology

ENVIRONMENTAL SUSTAINABILITY STRATEGY



PATH TO NET ZERO & ZERO WASTE

SNAPSHOT | ENVIRONMENTAL IMPACT 2024 ENTERPRISE INITIATIVES

IMPACT CATEGORY ²	FISCAL 2024 ENTERPRISE INITIATIVES
AMBITION SETTING	Complete double materiality assessment at largest facility in each of our three regions to set baseline, prioritize areas of opportunity and develop longer-term goals across impact categories
EMISSIONS TRACKING	Continue reporting on Scope 1 & 2 emissions Establish controls to capture priority categories of Scope 3 emissions
ENERGY REDUCTION	5% energy intensity reduction goal versus prior year Integrate key environmental performance indicators into PSOE, our integrated manufacturing execution system that sets the foundation for operational excellence and drives continuous improvement
ENERGY TRANSITION	Participate in UN Global Compact's Climate Ambition Accelerator program to advance energy transition and align with longer-term aspirations
WASTE	5% waste intensity reduction goal versus baseline

² Priority areas of focus identified; not exhaustive of all environmental impact categories. Includes enterprise-level goals and not all site-specific projects and activities helping to advance our environmental impact strategy.

OUR ROLE AS A SERVICES PROVIDER

As a services provider, we create products for other companies—we do not brand our own products in the market. That is why a core feature and opportunity for our environmental sustainability strategy is how we can deliver innovative product design, manufacturing and service solutions to help our customers create and deploy more environmentally responsible products to the market (see **Market Focus on p. 10**). The positive impact we can have through the reach and depth of our customers' products and their various industries and end markets is expansive—and partnering with our customers will be both critical to the success of our business relationships and to reaching overall global environmental impact aspirations.



ENERGY & EMISSIONS

Our objective is to implement decarbonization measures in support of international climate initiatives. Our **Climate Policy** formalizes this objective and offers structure to aid in prioritizing our efforts.

SCOPE 1 & 2 EMISSIONS

We are committed to reducing our Scope 1 and Scope 2 greenhouse gas emissions—with a specific focus on purchased electricity consumed by our manufacturing facilities, which represents the bulk of our Scope 2 emissions. Leveraging electricity sub-metering technology installed across our global facilities, we advanced over 50 energy-related projects in fiscal 2023 to reduce our Scope 2 emissions. This includes energy reduction and optimization projects, such as system and equipment upgrades, equipment optimization projects and LED lighting and sensory system installation. Beyond energy reduction initiatives, we continued to execute on renewable energy procurement opportunities and expand on-site renewable energy technology deployment. In fiscal 2023, 16.7% of our sites were producing renewable energy on-site, representing a 200% year-over-year increase of on-site renewable energy production.

These projects helped us achieve an 8.4% energy intensity reduction in fiscal 2023 over a fiscal 2022 baseline, exceeding our annual goal to reduce global energy intensity by 5% year-over-year. These efforts resulted in 5,932kg CO₂e emissions avoidance in fiscal 2023 and bring our total electricity intensity reduction to 14.9% since formalizing our annual reduction goals in fiscal 2021.

FISCAL 2023 ENERGY & EMISSIONS REDUCTION PROJECTS HIGHLIGHTS:

Over 50 energy-related projects completed in fiscal 2023 to reduce consumption and transition to renewable energy sources, including:

- Solar panel installation in Kelso, Scotland; Oradea, Romania; Penang, Malaysia; and Xiamen, China
- Installation of a destratification system in Guadalajara, Mexico which helps to gain HVAC system efficiency
- LED lighting and occupancy sensors installed
- Equipment and system optimization
- Incorporating auto shutdown and “sleep” commands into equipment controls



SCOPE 3 EMISSIONS BASELINING

In fiscal 2023, we began scoping and baselining our Scope 3 emissions. Our initial focus is on Category 1 (Purchased Goods and Services), Category 5 (Waste Generated in Operations), Category 6 (Business Travel), Category 7 (Employee Commuting) and Category 9 (Downstream Transportation and Distribution). We continue to assess these initial categories as we establish data control plans related to the capture, aggregation and validation of such data in preparation for internal use to drive improvements and external disclosure.

To accelerate baselining efforts related to our Scope 3, Category 1 emissions, we established an initiative focused on capturing broader environmental and social impact data from our suppliers. Our initial goal is to capture information and build intelligence of our top 100 suppliers by annual spend. The results of this assessment will, in part, give us visibility into which of our suppliers are reporting their greenhouse gas emissions and how to prioritize our engagement activities to drive greater transparency through our value chain.

AUTOMATION SOLUTIONS FOR MORE EFFICIENT PRODUCTION

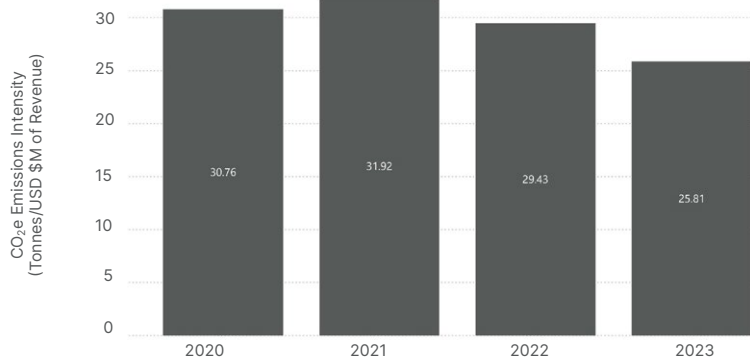
In fiscal 2023, Plexus completed 33 new augmented operator and automation solutions focused on product optimization and productivity. Each of these solutions has unique capabilities to support our high mix manufacturing, while driving efficiency and effectiveness into our production lines.

In one instance, the Cobot Augmented Operator Dispensing Cell increased the efficiency and velocity of our assembly processes, resulting in lower energy consumption per unit while also improving output per operational hour.

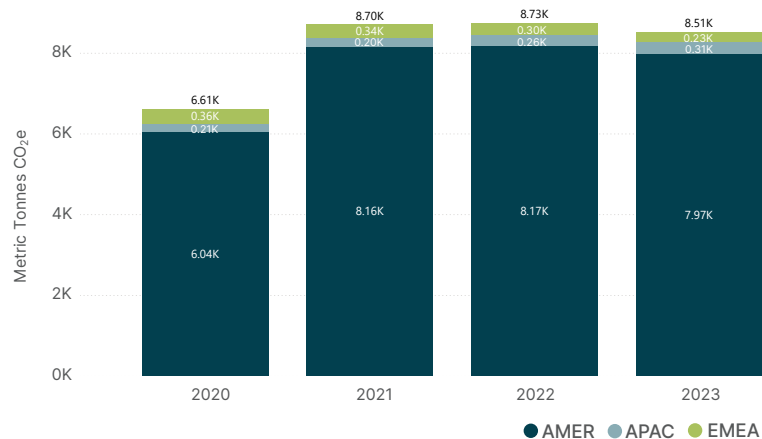


OUR ENERGY AND EMISSIONS INSIGHTS

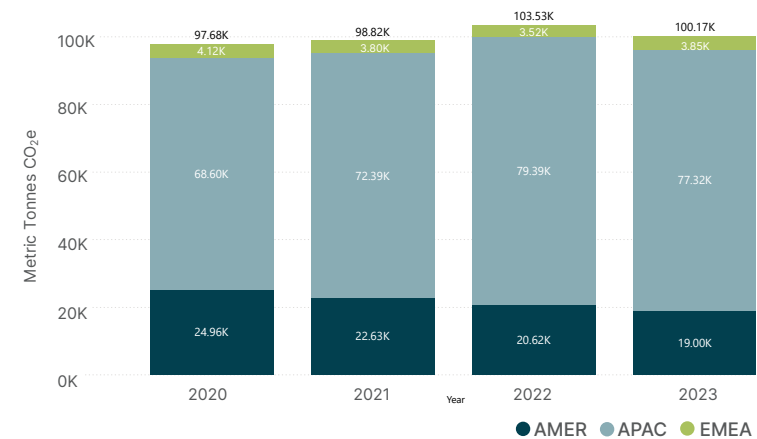
TOTAL EMISSIONS INTENSITY³



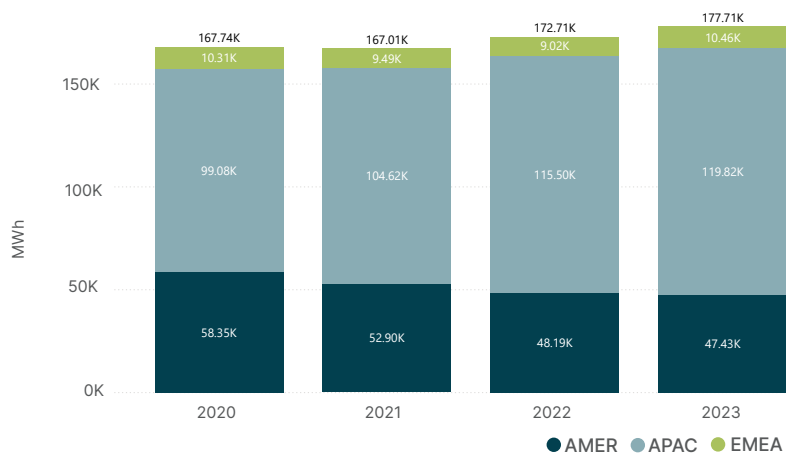
SCOPE 1 EMISSIONS⁴



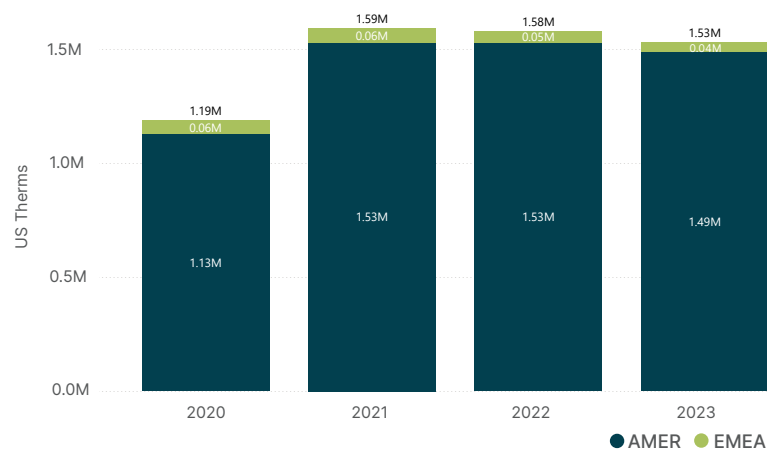
SCOPE 2 EMISSIONS⁵



ELECTRICITY USAGE⁵



NATURAL GAS^{5,6}



SCOPE & METHODOLOGY

We align our emissions measurements to the Greenhouse Gas Protocol, the internationally recognized standard for corporate emissions accounting. We deploy a combination of market-based and location-based methods to capture our emissions, which currently include the following forms of energy:

- Scope 1: Fuel from heating facilities and water; fuel from emergency generators; fuel from tri-generation micro turbine
- Scope 2: Purchased electricity

³ 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).

⁴ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland; and Raleigh, North Carolina, United States.

⁵ Excludes our leased office located in a shared multi-tenant facility in Raleigh, North Carolina.

⁶ We do not use natural gas as a source of energy in our APAC facilities.

WASTE

Over the past two years, we standardized our waste stream inventories across our global facilities, developed better controls to quantify and baseline each waste category, and set a 5% waste-to-landfill intensity reduction goal for fiscal 2024. As required by our Environmental, Health & Safety Management System (EHSMS), each of our facilities carefully monitors these waste streams to ensure proper handling and disposal of waste generated by our facilities and processes. Our policies require inspection and qualification of recycling operations, waste management facilities and waste transporters to ensure we are engaging with reputable partners who properly handle our waste in alignment with our processing goals.

To reduce waste generation, promote reuse and recycling and minimize waste to landfill, we iteratively seek to identify areas where we can better embrace circular inputs in our manufacturing processes. For example, we leverage renewable, recycled or highly recyclable inputs into our production processes to eliminate waste and lessen our overall environmental impact, all while maintaining the strictest focus on zero defects. In a number of our manufacturing 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 and chemistry reclamation, and reuse of grey water.

Further, we have a strong focus on ensuring hazardous wastes stay out of landfills. Our electronics waste is broken down into its sub-elements, with most of the metals being recovered and put back into the supply chain, and we seek to leverage any waste for meaningful uses such as energy recovery or reuse. **For more information on hazardous waste handling, see p. 44.**

Waste segregation and measurement helps drive awareness to our team members and enables us to promote better practices across our facilities and within our personal lives. This is delivered through team member training, conducting “dumpster reviews” and including environmental improvement efforts in new hire orientation. We offer plastic bag recycling for team member drop-off and host e-recycling events for team members to help broaden waste awareness across our workforce and expand our ability to drive the individual behavior changes needed to maximize our collective impact.

0.40

Waste-to-landfill intensity across manufacturing facilities (tonnes per USD\$1,000) in Q4F23, the first quarter in which we established baseline data



ESD foam trays prior to recycling

Carpet pads created from repurposed ESD foam trays

FOCUSING ON REUSE AND REPURPOSE

Our Boise, United States manufacturing facility uses electrostatic discharge (ESD)-safe foam trays as carriers to transport PCBAs on the production floor. As the trays are die-cut per product requirements, they eventually become obsolete as new product is introduced, creating excess inventory and no place to dispose of other than a landfill.

To avoid disposing of the carriers, the site partnered with our corporate sourcing team to identify a local recycling partner where the foam is recycled, made into carpet padding and sold at home goods stores, adding value back into the community and avoiding waste to landfill.

EXTENDING PRODUCT LIFE

Our Sustaining Services not only creates value for our customers, but also helps reduce waste. Our ability to extend product life through repair and refurbishment, pursue part and resource recovery and ensure appropriate recycling and disposal at a product's end-of-life protects the planet as much as it protects our customers' bottom line. This not only avoids waste-to-landfill and advances the circular economy, but also helps reduce environmental impacts related to the extraction of additional raw materials from the earth.

For more on our Sustaining Services, see p. 21.



PENANG WASTE REDUCTION & RECYCLING

In fiscal 2023, our Penang campus team set a waste-to-landfill reduction goal for the year. By analyzing their waste streams, the team identified that plastic waste and food waste constituted a significant part of their waste to landfill. The team set to work on four corrective actions focused on these two categories.

They began segregating waste at the source, replaced single-use plastics with durable products, sought to recycle biodegradable waste and promote recycling of single-use plastics. For biodegradable waste, the site installed its own composting equipment to process waste into fertilizer, which they then shared with Plexus team members. They further sought ways to repurpose and recycle single-use plastics, resulting in certain plastics being turned into granular plastic pellets for re-use as well as pyrolysis oil, which can be used as fuel. As a result of these efforts, the team reduced their landfill waste in these two categories by an estimated 3.58 tonnes per month following implementation and reduced waste-related emissions by 1.50 tonnes CO₂e per month.

QUALITY AND ZERO DEFECTS

Zero defects reflects Plexus’ commitment to eliminating quality escapes. This means flawless execution to our customers’ product requirements and specifications. It is the ability to detect, eliminate and prevent errors that lead to defects or non-conformances. One of the ways in which zero defects can help differentiate our value to our customers is in the prevention of rework and repair. This, in turn, helps reduce our scrap and emissions by reducing the process times and machine usage in our facilities.

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.



“At our Chicago, Illinois facility, we have implemented a Quality Begins with Me wall to recognize individuals that not only know the quality policy, but have lived it out on the line by raising their hand when they see a defect, preventing bad products from going out in the field. When an individual is recognized, we not only put their story on the wall, but have a bell that they ring which generates applause throughout the factory.

The inspiration for the bell comes from my mom who was diagnosed with breast cancer and was encouraged to ring a bell after completing chemo and radiation to signify that part of her journey was complete and she was ready to move to the next steps. The bell signifies hope for the individual and their family and friends as they progress to the next steps, however, to get to that point every piece of equipment that was used—from blood diagnostic systems to radiation machines and chemo dispensing equipment—all had to work properly.

Serving Healthcare and Life Sciences products gives hope to individuals, family and friends on whatever their health journey is because our product helps them get to their next steps.”

ADAM GRELA
MANUFACTURING MANAGER
CHICAGO, ILLINOIS



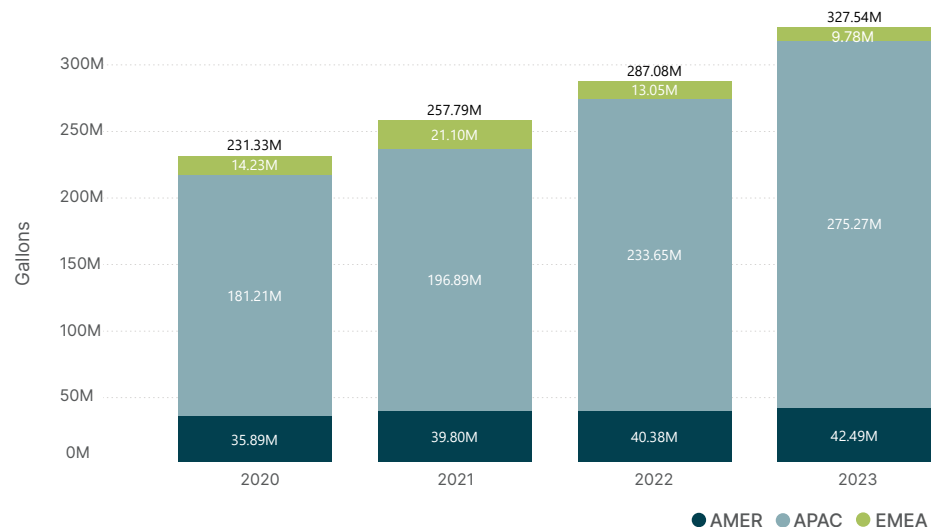
WATER

Of our global manufacturing locations, we have two facilities in Guadalajara, Mexico and one facility in Chicago, United States located in areas considered to have high baseline water stress. In addition, our facilities in Bangkok, Thailand and Boise, United States are in areas considered to have extremely high baseline water stress.⁷

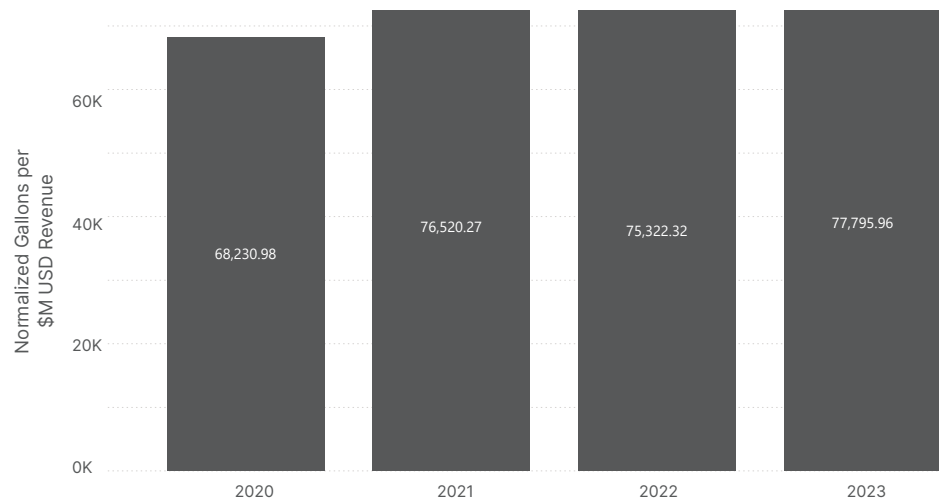
Across our manufacturing sites in fiscal 2023, we installed water sub-metering devices in order to monitor water usage. Leveraging these devices, we are able to identify opportunities to drive reduction efforts, increase awareness, update aged infrastructure and leverage new fixtures and technology to reduce water consumption used within our operations. We seek to find ways to recycle and reuse water in all regions, such as utilizing wastewater to pre-heat the fresh water used in our printed circuit board wash processes. Each of our facilities abides by all local regulations related to maintaining compliance to water treatment standards, including all local water discharge requirements. In fiscal 2023, there were no citations issued related to our water usage.

Our future efforts related to water include integration of water usage as a key performance indicator across our global manufacturing facilities, testing alternative, more sustainable production processes in lieu of water usage for our manufacturing lines, and continuing to identify ways to improve water flows within our facilities. This includes specific projects planned for fiscal 2024 that improve water flows associated with our cooling towers, canteens, restrooms and reverse osmosis systems to help us reduce our water consumption.

WATER WITHDRAWAL⁸



WATER WITHDRAWAL INTENSITY



⁷ According to the World Resources Institute, measuring ratio of water withdrawals to supply as of June 2024.

⁸ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland; and Raleigh, North Carolina, United States.

ENVIRONMENTAL, HEALTH & SAFETY MANAGEMENT SYSTEM

Our EHSMS serves as the primary system of management to protect the environment and continuously work to improve our environmental performance. This system incorporates global standards, dedicated Environmental, Health & Safety (EHS) professionals, metrics and improvement targets.

Standards – Seventeen of our 18 manufacturing facilities are certified to the ISO 14001 Environmental Management standard, an internationally recognized environmental management standard, and all of our sites abide by global policies and processes that align to this standard, regardless of certification. Our facility in Kelso, Scotland is certified to the ISO 50001 Energy Management system, which 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. Our site teams are trained on these requirements and certifications to these standards are audited and renewed annually, in alignment with ISO standards.

People - To help drive best practices and enhance our environmental and safety 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. These roles are integrated into operational teams and process reviews to ensure appropriate consideration of potential safety concerns and environmental consequences of our operating procedures.

Metrics – All of our manufacturing facilities measure and monitor energy, water and waste generation on a monthly basis and report to corporate leadership on these metrics semi-annually. In fiscal 2024, we plan to formally integrate key environmental and social performance indicators into PSOE, our integrated manufacturing execution system that sets the foundation for operational excellence and drives continuous improvement.

Improvement Targets - In fiscal 2022 and fiscal 2023, we set quantitative targets for energy intensity reduction across our global manufacturing facilities, with a broader emissions intensity reduction target and our first waste reduction target set for fiscal 2024.

For more on our EHSMS and our safety program and performance, see p. 43.



“When considering our commitment to conducting business as a sustainable and responsible company, I am proud and have a sense of purpose. It’s inspiring to be part of an organization that prioritizes ethical practices, environmental stewardship and social responsibility.

I feel empowered knowing that our efforts contribute to a better future for both our company and the world around us. “



KEVIN MULLEN
LOGISTICS MANAGER
LIVINGSTON, SCOTLAND

CONTINUOUS IMPROVEMENT MINDSET

Our commitment to superior execution means we consider best practices as simply the baseline. Our global continuous improvement competition—Bringing Employee Successes Together (BEST)—is a testament to this commitment. BEST is focused on collaboration, innovation and knowledge sharing by recognizing best practices that have been implemented across the organization, culminating in an annual competition to celebrate and promote the innovation and passion of our people.

Rooted in the belief that our people create our best Plexus, we created a new BEST category focused on environmental sustainability in fiscal 2022. Fiscal 2023 projects included submissions on designing products for the environment ([see p. 15](#)), waste reduction activities ([see p. 35](#)) and energy and emissions reduction projects ([see p. 32](#)).

The competition also incorporates charitable giving as a way to drive deeper connections across the communities where we live and work. Included in our Plexus Community Foundation (PCF) annual giving, total charitable giving through the BEST competition exceeded \$500K from fiscal 2014 through fiscal 2023 and impacted more than 100 charitable organizations across the globe, as winning teams are awarded the opportunity to select causes that hold personal significance.



Our ability to realize our vision to build a better world fundamentally depends on the well-being 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.

OUR COMMITMENT TO SOCIAL RESPONSIBILITY & SOCIAL IMPACT

Corporate social responsibility is embedded in our organizational culture—a culture built upon doing the right thing. The heightened expectations we set for our team members and business partners are embodied in our core values and our **Code of Conduct and Business Ethics (The Code)**. We consider the safety, well-being and development of our team members to be critical non-negotiables.

Beyond this, we recognize we have an opportunity to positively affect human lives and the broader network of people and places through which we have the privilege of doing business. This includes the social impact we seek through our Employee Resource Groups (ERGs), community and educational partnerships and how we give back through volunteerism and charitable giving.

One of the ways we measure the success of our social responsibility and impact efforts is through trending workforce data, alongside other key metrics that help us understand the growth, development and engagement of our team members and social impact efforts. Our goal is to see positive trends year-over-year (YoY) in each of these categories, as applicable.

	FISCAL 2021	FISCAL 2022	FISCAL 2023	AVERAGE YoY TREND
WORKFORCE GROWTH	19,200	24,019	23,014	+10.5%
TRAINING HOURS	913,483	1,428,119	1,242,181	+21.7%
eNPS RESULTS	69	69	74	+3.6%
ERG GLOBAL CHAPTERS	8	22	30	+105.7%
VOLUNTEER TIME OFF UTILIZATION	No formal VTO	6,288	19,763	+214.3%
CHARITABLE GIVING	\$751,284	\$1,022,578	\$1,157,919	+24.7%

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 EHS performance for continual improvement and we are committed to providing a workplace that promotes the health and safety of all who walk through our doors.

Our **Corporate Policy for Quality, Environmental, Health & Safety and Social Responsibility Management** sets forth our EHS policy statement. This includes our commitment to: maintain, evaluate and continuously improve our global EHS management system; provide processes for consultation and participation of team members to reduce safety risks; and maintain compliance with applicable environmental and occupational health and safety laws and other requirements.

Our goal is to eliminate workplace hazards and injuries from our operations through our global EHSMS and each of our Site Management Systems (SMS). Our EHSMS ensures we have the organizational structure, documented policies, operational controls and monitoring procedures necessary to meet all applicable ISO, legal and regulatory compliance obligations for the services we perform. Each SMS provides a standardized approach and structured, data-driven methodology to ensure effective governance, controls and continual improvement at each site. This combination of global standards and site-specific execution enables us to iteratively assess health and safety risks related to our processes. These management systems cover all direct and indirect workers, visitors and vendors.

As one way to measure the success of our EHSMS, we monitor our Total Recordable Incident Rate. Each individual facility also maintains specific goals and targets related to safety and tracks key performance metrics, regularly reviewed by site management and as a part of production floor safety meetings. Our global team of EHS professionals monitors these metrics, provides supporting technical expertise and the tools and systems necessary for our operations to succeed in achieving a safe working environment. These teams work collaboratively to promote best practices and drive continuous improvement activities across our global footprint.

.24

Total Recordable Incident Rate per 100 employees working during fiscal 2023

0

Number of fatalities in fiscal 2023

ISO CERTIFICATIONS & TRAININGS

Seventeen of our 18 manufacturing facilities are certified to ISO 14001 Environmental Management and one of 18 are certified to ISO 45001 Occupational Health and Safety Management standards. All of our manufacturing facilities, regardless of formal certification, abide by global policies and processes that align with both of these standards. Further, we provide education and training for every team member on important environmental and safety topics applicable to their role. We leverage a risk-based approach to training to proactively ensure our team members have the knowledge they need to keep themselves and their peers safe.

For more information on our EHS program, including environmental controls, see Superior Execution, p. 28.

HANDLING OF HAZARDOUS SUBSTANCES

Prioritizing the health and safety of our team members includes how we evaluate and manage team member exposure to hazardous substances, such as the tracking and approval of chemicals, banning or restricting the use of certain substances and materials we deem to pose an unreasonable exposure risk, and following a consistent methodology to ensure any potential hazards are identified and controlled.

All substances used in our production processes are screened prior to entry into our facilities and we work with our customers and partners to find safer, more responsible alternatives to any prohibited chemistries. When we identify a substance that could potentially put a team member at an elevated risk of exposure, we deploy a hierarchical approach to managing that exposure: first, by deploying engineering controls to avoid the exposure risk; next, by implementing administrative controls to mitigate the exposure risk; and lastly, by providing personal protective equipment to reduce or eliminate any residual exposure risk.

We routinely monitor working conditions and conduct analytical testing where necessary to ensure we maintain safe conditions. Our team members are trained to understand the chemicals used in our processes and have access to materials declarations and other chemical substance information, which are translated in local languages as required. For any team member handling or exposed to potentially hazardous substances, additional training is provided to ensure appropriate handling and storage, as well as proper response in the event of any spills.





WELL-BEING

We are committed to being an employer of choice and fostering an environment that empowers every team member to realize their full potential. We recognize the correlation between team member well-being and workplace experience, and understand that the two are directly linked.

WORKPLACE STANDARDS

As a responsible employer, we are committed to following global standards when defining the conditions of employment. Collectively, The Code, our **Human Rights Policy** and our labor and employment policies incorporate and reflect our adherence to the following tenets, which we consider foundational expectations:

- Fair wages and benefits
- Freedom of association and collective bargaining
- Freely-chosen employment
- Humane treatment of all team members and contracted workers
- Non-discrimination
- Prohibition on the restriction of movement
- Prohibition on unreasonable recruiting fees
- Time off aligned to the RBA (or more stringent local laws)
- Working hours aligned to the RBA (or more stringent local laws)

Our Code and other policies support the RBA Code of Conduct labor standards framework, California Transparency in Supply Chains Act and the UK Modern Slavery Act. Our Human Rights Policy embodies principles reflected in the 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. The Code 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

Our commitment to being a responsible employer is reinforced through our membership with the RBA. Since 2014, our RBA membership reinforces the critical business standards required of Plexus, our team members and business partners related to human rights, environmental, 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 sustainable and responsible business practices. We meet or exceed the standards set by the RBA in areas such as:

FOREIGN WORKERS

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

LABOR

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

SUPPLY CHAIN DUE DILIGENCE

- Deploy iterative risk assessment and risk management processes
- Promote and report on responsible minerals sourcing
- Support the protection of human rights across various geographies, including for the Uyghur ethnic group of Xinjian, China

BUSINESS ETHICS

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

Our compliance to these tenets is validated through internal and external assessments and audits, including a desktop audit completed by each of our global sites annually to ensure we are consistently following our policies and processes.

Our manufacturing facilities also complete annual SAQs, inclusive of submitting evidence of practices related to the topics listed to the left. Since 2015, our global average score on our SAQs rose more than four percentage points, from an average score of 85.82 to 89.85, with none of our sites rated high risk pursuant to the RBA’s scoring methodology.

Further, we seek to audit at least one site annually by a certified third party, which exceeds the standards required by the RBA. We also comply with any customer-requested RBA audit. We have had no reports or evidence of any human rights violations or abuses within our global hiring or employment practices in any of our past four audits.

RBA RATINGS / PAST FOUR AUDITS

Penang, Malaysia | 2023

Remote Recognition (173.0)

Xiamen, China | 2019

Gold (183.5)

Chicago, United States | 2018

Gold (196.3)

Guadalajara, Mexico | 2017

Silver (167.8)

No audits were performed in 2020 and 2021 due to the COVID-19 pandemic, which also impacted our scheduled site audit in fiscal 2022, that had to be postponed due to a COVID-19 breakout near the site. We have an audit planned for fiscal 2024.





WORKPLACE FLEXIBILITY

Beyond safe, fair and equitable treatment of our team members, we realize workplace expectations and dynamics are changing, particularly with regard to workplace flexibility. As a company focused on innovation, our workplace flexibility solutions strive to ensure we maintain teamwork, collaboration and interactive problem solving as vital components to Plexus' long-term continued success.

Our workplace flexibility guidance recognizes every person is unique and has different capabilities, workplace preferences and personal situations, and our commitment to team member well-being includes supporting the work-life integration everyone deserves.

Some roles may be remote by nature, while some require deeper integration with others. Given the multitude of factors that may influence workplace flexibility, we allow and encourage each team member and their leader to establish a solution that considers the suitability of the job, individual and team for a flexible workplace arrangement. We offer flexible workplace tools and technology for physical needs and continue to actively explore "new ways of work." In the United States, for example, we are piloting a "shift-selection" flexibility solution for roles deemed non-disruptive to the flow of operations.

Beyond the day-to-day, we look to provide flexible solutions for team members that need to take time away from work for personal reasons—whether caring for a dependent, family member or themselves—in ways that go beyond minimum compliance to family and medical leave laws.

PHYSICAL & MENTAL WELL-BEING

Prioritizing team member well-being demonstrates our commitment to the importance and value we place on all who choose to work at Plexus. By providing benefits, programs and healthcare plans that support the overall well-being of our team members and their families, we empower each team member to navigate their well-being journey, when and where they need it most.

In addition to our benefits packages, we provide on-site health coaches that offer screenings, lifestyle and wellness guidance. Through a digital wellness app, team members can track activities and nutrition, and an Employee Assistance Program (EAP)—or similar program depending on the country of employment—provides confidential support for stress management and mental health, including counseling and resources for team members and their households.

FINANCIAL WELL-BEING

We employ a "pay for performance" approach, emphasizing a direct correlation between performance and rewards and empowering team members to steer their own professional destinies. Leaders are provided with the flexibility to recognize exceptional individual contributions through customized elements of pay such as base salary, cash incentives and equity (company stock) compensation. Further, we support financial well-being through external fiduciary advisors that can help team members with topics ranging from retirement investing and paying off debt to general money matters.

Our compensation guidelines and pay structures are adapted to reflect market dynamics and currency exchange rate fluctuations, ensuring alignment with regional trends, pay range segments and applicable experience. 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 where we operate. We provide the results of this risk assessment and a summary of all global total rewards programs to the Compensation and Leadership Development Committee (Compensation Committee) of our Board on an annual basis. These practices not only facilitate a clear and transparent understanding of our compensation philosophy among team members, but also ensure internal fairness and external market competitiveness.

A pay equity tool will be introduced within the United States in fiscal 2024 to automate our process for ensuring equity within our compensation framework and allow for enhanced transparency with our team members. This tool will analyze various factors such as job roles, job levels, qualifications, performance and industry benchmarks.

Through the integration of this tool into our compensation process, we intend to prevent pay disparities before they start.

*For information on our executive compensation practices, please see our **2024 Proxy Statement**.*

GROWTH & DEVELOPMENT

PEOPLE LEADER PHILOSOPHY

With our people at the heart of our strategy, we create, implement and accelerate development opportunities for our team members in order to enable business growth, enhance our culture, drive leadership accountability and inspire purposeful engagement.

It is an expectation that people leaders drive team member engagement by providing regular opportunities for team building, open and transparent communication channels, clear goals and recognition of team member success. Further, people leaders champion a diverse and inclusive workforce, support recruitment and talent development and implement talent management best practices. Leading our teams in this fashion—and in an environment of respect, empathy and courage—creates a forum where team members can maintain trust and take on challenges in the spirit of personal development.

PEOPLE GROWTH AND DEVELOPMENT

We relentlessly seek to create, implement and accelerate talent conversations, enable strong succession bench strength and enhance the culture around the value of investing in our people.

Through education, hands-on experiential projects and exposure, we continuously seek out ways to provide engaging, influential opportunities that support team member development. We leverage our recruiting process to find high-performing and high-potential talent, and our leadership pipeline is advancing through innovative competency and capability-focused programming. Through these efforts, we continue to build a highly flexible and agile enterprise. Highlighted on the following pages are some of the programs we deploy to help advance the development of our people and enterprise growth goals.

“Working at Plexus feels like being part of a tight-knit community! And the best part? I feel truly appreciated here. It’s amazing to be in a workplace where your efforts are recognized and valued. Plexus is more than just a job for me—it’s a place where I feel supported, challenged and happy to be part of something great.”

ANDREI BORZE
SOFTWARE DEVELOPER
ORADEA, ROMANIA



“The courses in the ALA program have been incredibly insightful and inspired a lot of self-reflection. ALA has provided an avenue to broaden my network within Plexus and hear from others on their personal stories of success and learning. Overall, I am extremely grateful for the opportunity. It has been a transformative experience that has positively impacted both my personal and professional growth.”

MORGAN FLENORY
 MANAGER OF GLOBAL
 QUALITY MANAGEMENT
 SYSTEMS
 NEENAH, WISCONSIN



PLEXUS ACADEMY

Plexus Academy launched in fiscal 2022 with the intent of empowering team members to develop their leadership, functional and technical competencies. Plexus Academy utilizes modern learning methods to easily integrate development into schedules and offers team members the ability to individualize and accelerate their growth.

Throughout fiscal 2023, Plexus Academy realized several accomplishments, including:

- **2,680** Plexus team members enrolled
- **13,375** learning hours
- **3,873** course certificates earned
- **4.7 out of 5 stars** course rating by Plexus team members

ACCELERATED LEADERSHIP ACADEMY

The Accelerated Leadership Academy (ALA) is a 12-month blended, curated learning program combining online learning modules with bi-monthly group discussions. The program is organized into multiple lanes including: developing core experiences, leading project teams, leading customer accounts, people leadership and senior people leadership.

Deployed in April 2023, ALA highlights include:

- **252** participants
- **4,651** hours of learning
- **88%** report that ALA has strongly helped them move forward in their professional development

To continue to improve this program, we leveraged team member feedback to identify enterprise-wide development needs in fiscal 2024 in areas such as: organizational change management capabilities, developing new people leaders and driving accelerated strategy execution.

GLOBAL MENTOR PROGRAM

Workplace mentoring is an indispensable competitive advantage within effective talent management practices, and Plexus leverages the expertise of our team members to foster a culture of professional and personal growth. In fiscal 2023, we launched the sixth year of the program with 88 mentor-mentee pairs, with regionally and gender diverse mentee representation across various functional and business units.

Our mentor pool grew by 40% in fiscal 2023, equating to more engagement opportunities for Plexus leaders. In addition to the formal program, there are many informal mentor pairings that exist and many program graduates maintain relationships with past mentors.

As we prepare to launch the seventh year of the Global Mentor Program in fiscal 2024, we have plans to integrate more site and regional mentoring programs into the Global Mentor Program, thereby reaching more people and incorporating diverse backgrounds to further enhance the positive impact, involvement and ownership of all participants.

GM SKILLS ACADEMY

To continue to add to the tremendous bench strength of our operational succession plans, we kicked off the third cohort of the GM (General Manager) Skills Academy at the start of fiscal 2023.

Sixteen high-potential leaders engaged in this accelerated program and traveled to each of our regions to gain an immersive global business perspective. Our 2023 group was our most diverse cohort to-date with representation across regions, genders and functions.

Looking ahead to fiscal 2024, we will launch a new cohort with an emphasis on fostering key business and leadership competencies critical for success within general manager and senior operational leader roles throughout Plexus.

“The mentor program was a great opportunity for me to bring up questions to my mentor, understand different thought processes and ways of getting things done. And not just about mindset or general operations logic, but also the real difficulties I encounter during my day-to-day activities, which helped me to grow faster in the General Manager position.”



KARES LU
GENERAL MANAGER
XIAMEN, CHINA

INTERN AND APPRENTICE PROGRAM

Achieving our vision requires a talented team of innovative thinkers. We see immense potential in the future leaders and innovators emerging from schools and universities across the globe.

Our competitive global internship and apprentice program allows university-aged students to gain experience in their field of study while preparing them for the workforce after graduation. We offer a variety of internships, including Engineering, Manufacturing, Human Resources, Finance and Brand Experience.

We assign each of our interns and apprentices a mentor to foster professional and personal growth, helping them understand potential career paths and full-time employment options within Plexus. Most notably, our UK Graduate Apprentice program has converted 100% of participants into full-time roles throughout Plexus.

Our goal is to have our interns and apprentices stay and grow within our organization, but we also provide them with the knowledge and tools they need to be successful wherever their career may take them. Our interns and apprentices also experience networking opportunities inside and outside the workplace, including leadership round tables, team outings and local community events.

In addition to our internship program, Plexus fosters a Youth Apprentice program for high school-aged students. Currently, we have apprentices engaged with our Wisconsin, United States campus, supporting IT, Engineering and Manufacturing.

Our Youth Apprentice program also benefits our recruitment initiatives, as it's our goal to move apprentices to our internship program or even a full-time role.



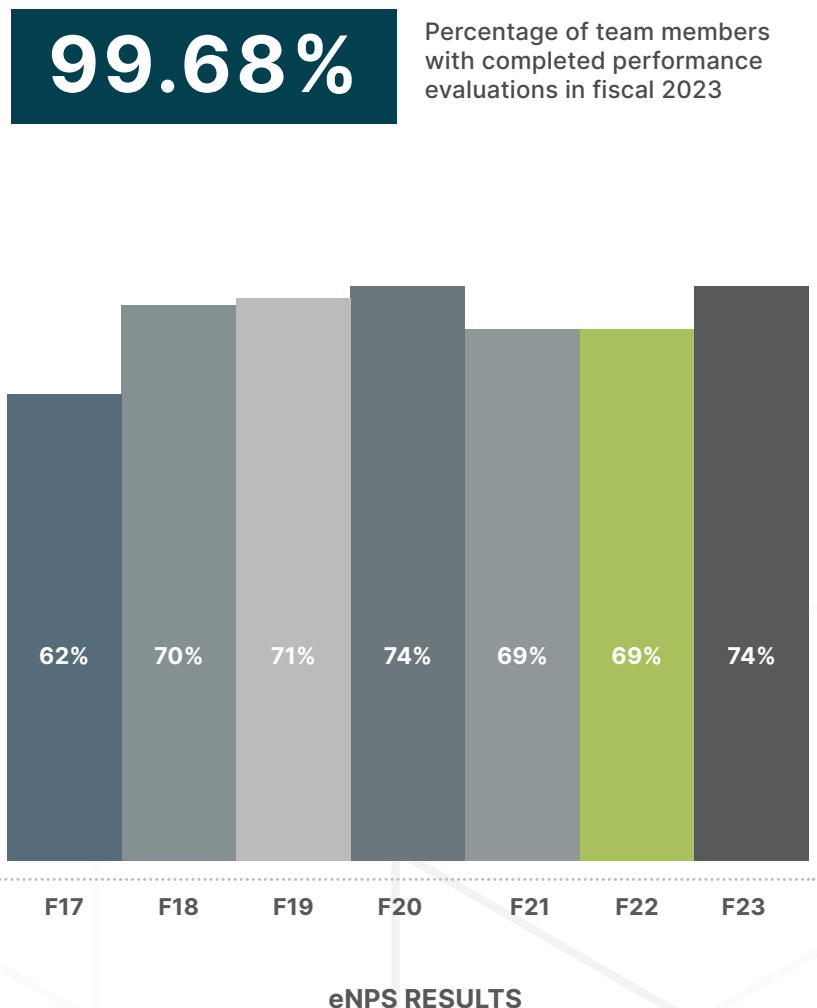
PERFORMANCE FEEDBACK

At Plexus, we emphasize the critical nature of transparency and open communication in an ongoing effort to develop and retain talent, and enhance overall organizational performance. Annual evaluations are conducted to assess team member performance, considering both results achieved and the demonstration of our core values. While the formal evaluation occurs annually, our commitment to continuous feedback means that performance management is an ongoing practice, with the expectation that people leaders provide team and individual feedback continually. Additionally, we provide a “get feedback” feature accessible anytime through our human resources management system to encourage real-time feedback from peers and leaders.

EMPLOYEE NET PROMOTER

As a measure of the success of our team member engagement efforts, we commit to an annual anonymous employee Net Promoter Survey (eNPS) that collects feedback on areas of excellence and necessary improvements. By surveying team members, we more effectively identify areas of improvement and develop strategic efforts to engage and retain 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.



TEAM MEMBER ENGAGEMENT & EMPLOYEE RESOURCE GROUPS

We focus on the entire experience we offer our team members. The work 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.

Each of our facilities has an Employee Committee (EC) that helps to facilitate team member engagement, celebration and cultural enhancement. This includes formal programs and events such as town hall meetings, roundtable discussions and team member recognition events, as well as more casual events such as barbecues, family fun days, competitive games and cultural events. Each EC is financially supported to drive engagement activities geared toward enriching our team members' experience at Plexus. Our ECs also serve as critical infrastructure through which we facilitate charitable giving, community engagement and broader community and social impact events.

Broader than our site ECs, our Employee Resource Groups (ERGs) support networking, leadership development and growth of our team members on a regional and global scale, while celebrating the diversity across our company and encouraging team members to engage in activities they are passionate about outside of their day job. Our ERGs are active in local community organizations, volunteering time as well as charitable giving across a number of different causes. ERGs also seek to engage our customers as we see an opportunity to strengthen our partnerships through shared aspirations, innovation and collaboration.

Our formal ERG program was established in 2019 and has steadily grown across our global locations ever since. Plexus currently has five ERGs and 30 chapters, positively impacting our culture and local communities through their advocacy, empowerment and outreach.

<p>PRIDE</p> <p>Welcoming all LGBTQIA+ team members and helping them be successful as their authentic selves.</p>	<p>YOUNG PROFESSIONALS</p> <p>Connecting early career team members and providing a platform for them to build relationships.</p>	<p>WOMEN IN NETWORK</p> <p>Empowering the mentorship and advancement of women in their professional and personal endeavors.</p>	<p>VETERANS NETWORK</p> <p>Uniting veterans with shared experiences, creating a network of camaraderie and mentorship through community outreach.</p>	<p>UNUS</p> <p>Celebrating all cultures and backgrounds by stimulating curiosity, developing empathy for diverse perspectives and fostering an inclusive environment.</p>
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Nuestra gente crea nuestro mejor Plexus.
Nosotros respetamos a nuestra gente y creámonos nuevas
alternativas. Queremos la innovación a todos y valoramos las ideas
generadas por nuestra individualidad colectiva. Agradecemos a que
gracias a nuestra gente alcanza su pleno potencial.





VETERANS NETWORK

For many Veterans, the drive to serve others and foster camaraderie extends far beyond their military service. Plexus Vets, Plexus’ newest ERG, launched in fiscal 2023 and became a hub for Veterans along with their supporters to build a network for outreach, mentorship and career growth.

Originating from a Veterans Day luncheon initiated by a dedicated Veteran at one Plexus location, Plexus Vets has expanded its support throughout the United States in fiscal 2023. Initiatives bring together Veterans spanning from the Vietnam era to present-day Reservists and National Guard members, fostering a strong sense of community and support within and beyond Plexus.

Beyond the personal connections forged through Plexus Vets, Co-Chair and Marine Corps Veteran Andy Mathes underscores how the work done at Plexus resonates with service members.

“Veterans are drawn to the products we make and services we provide our customers because we appreciate the impact they have on our customers and end users,” said Andy. “Our work is highly complex and requires technical leadership, qualities that align perfectly with the technical skillset and leadership prowess of transitioning service members.”

With a cadre of action-oriented members, the group has quickly developed organic connections across Plexus locations in the United States, engaging with Plexus team members who are Veterans or support Veteran outreach. In addition, they have begun establishing the first global chapter in the UK.

Looking ahead, the group has its sights set on deepening relationships with local Veteran organizations, establishing ties to national support groups and continuing to build a cohesive ERG across Plexus. This concerted effort aims to deepen the bonds between Veterans and their allies, fostering a supportive environment that transcends boundaries.





Through its charter of empowering women in and out of work, the Women in Network (WiN) ERG brought that to life through a home build in partnership with Habitat for Humanity, helping a single mother and her daughter make a new home and life for themselves. This effort met at the intersection of thinking differently and acting boldly when it comes to the social impact that can be made in our local communities.

The home build marked the largest contribution—\$90,000 towards various aspects of construction—that Plexus has given to Habitat to date. What’s more, 89 Plexus team members volunteered 712 hours to support the build during the summer of 2023. The opportunity was offered to all team members across the Fox Cities Campus (Wisconsin), and WiN Global Vice President Heidi Chalupny noted how quickly entire teams signed up for the event.

“It was a wonderful opportunity for WiN to expand its impact beyond just our ERG and shows how eager our team members are across Plexus to give back to our local communities,” said Heidi.

The completion of the home build was recognized with a ribbon cutting with Plexus leadership, WiN leadership, the new home owner and her young daughter. As the keys were handed over, tears were shed and an enduring connection was made.

“We were able to realize our vision of building a better world, and in this woman’s instance, we were able to help her world get better,” said Heidi. “She worked side-by-side with us [during the build], and being able to see her do that and show that to her daughter as she grows up is so rewarding.”





YOUNG PROFESSIONALS

Since its inception, the Plexus Young Professionals (PYP) ERG has not only expanded its reach through establishing global chapters throughout Plexus, but has also aimed to maximize its impact across its members and local communities. By organizing a variety of internal events and engaging in community service, the group creates opportunities that extend well beyond professional growth.

“Our networking activities allow us to break down organizational silos so team members can interact with a diverse group of people and learn about their lives and career paths,” said Erin Minervini, PYP Global President. “And our community activities allow people to connect with other team members through shared interests and passions outside of the normal work day.”

From its annual golf outing tied to local charities to professional development round tables and local blood drives, team members from different functions, sites and personal backgrounds create a sense of unity and collaboration that transcends traditional workplace boundaries and supports Plexus’ talent development efforts.

“While PYP is directly beneficial to our current team members, we also align our goals with the overall business strategy,” said Erin. **“One of our goals is to help attract, develop and retain talent, so we are present at campus events, host numerous personal and professional development opportunities, and support current member needs during the year to ensure we are being impactful.”**





With Plexus' D&I strategy rooted in maximizing the human experience, the Unus ERG introduced an interactive experience called "Boxes & Walls." Derived from the University of Wisconsin-Whitewater activity, team members experienced what life may be like for someone with a different background, culture, physical or mental ability. From a hands-on accessibility activity to cross-cultural conversations and neuro-divergent explorations, team members were offered intentional spaces to ask questions, consider how others experience life and establish greater empathy.

"The event was unprecedented because we were pushing people to be uncomfortable," said Akhila Ravikumar, Unus Communications Lead. "Many events we host at Plexus aim to make people comfortable, but this event immersed people in experiences that left them feeling something different."

Looking forward, Unus will continue to realize its mission of celebrating diversity and inclusivity through hosting Boxes & Walls at additional Plexus sites. Not only do they anticipate direct impact for future participants, but they are confident in the ripple effect events like this can create across the organization.

"Companies are trying to improve their value proposition and candidates are looking for a space where companies celebrate D&I," said Erica Roberts, Unus Cultural Celebrations Lead. "Immersive experiences like this demonstrate that we're not just talking about it, we're showing up and creating these transformational learning experiences."



PLEXUS®



PRIDE

The Plexus Pride ERG strives to create a safe and inclusive space for LGBTQIA+ team members and allies to share their experiences, address challenges and advocate for the LGBTQIA+ community. In fiscal 2023, the group looked beyond its LGBTQIA+ focus and dedicated efforts on serving the diverse needs of Plexus and the local community at large.

Along with taking part in the annual Pride Parade in Guadalajara, Mexico alongside dozens of Plexus team members, the group participated in activities that supported a wide range of interests and needs. From physical well-being workshops and a sign language conversation club to celebrating the International Day for Cultural Diversity, Plexus Pride demonstrated its commitment to addressing the holistic well-being of its members.

“We want everyone to feel comfortable to be themselves when they come to work, because every person is a unique and important part of Plexus,” said Anahid Zaragoza, Plexus Pride Coordinator. **“We’re excited about the momentum created in our first full year as an ERG and look to capitalize on the interest of our team members and their desire to do more to create a positive impact.”**

Looking ahead, Plexus Pride plans to broaden its offerings by providing educational resources and events that help educate team members about the LGBTQIA+ community. Through workshops, discussions, and partnerships with external organizations, the group seeks to promote awareness, empathy and the welcoming environment Plexus offers for all its team members.



VOLUNTEERISM

As a services organization, we seek to serve and positively impact society beyond our internal Plexus community. One way we do so is through our VTO program, where our team members are encouraged to participate in causes they are passionate about to contribute to building a better world. Not only does our VTO program provide community engagement opportunities for Plexus team members to give back, but it helps inspire and enrich the lives of our team members, enhancing our overall team member experience.

All full-time and part-time team members are eligible for eight hours per calendar year of paid volunteering, while interns are eligible for four hours per calendar year. Our program supports only volunteering activities with tax-exempt or similar non-profit status organizations, educational institutions and non-affiliated faith-based programs, and does not permit time off for efforts that support individual/private foundations, labor or political affiliations, lobbying groups or social/fraternal organizations.

In fiscal 2023, our VTO program inspired team members to contribute over 19,000 hours to local communities and charitable causes, representing a 214% year-over-year increase.





COMMUNITY ENGAGEMENTS & EDUCATIONAL PARTNERSHIPS

Plexus is dedicated to contributing to community organizations and institutions that enhance innovation, promote technology-related educational programs and preserve the quality of life in the communities in which our team members reside. In fiscal 2023, we expanded the scope and charter of the Plexus Charitable Foundation to encompass broader community-based engagements, and renamed the Plexus Charitable Foundation to the Plexus Community Foundation, or PCF. PCF provides strategic, coordinated support to our community partnerships and manages financial contributions made to non-profit organizations.

In an effort to promote team member engagement and transparency in PCF’s donation process, our charitable giving program was revised to allocate both a fixed and variable donation to each Plexus site or local campus, where applicable, in fiscal 2023. The variable donation is calculated based on the site or campus’s total team member VTO hours for the year in order to encourage team member participation and engagement beyond financial contributions. All team members in each site or campus vote on the non-profit organizations selected for their location, empowering local teams to decide where our contributions will be most impactful. Total PCF giving in fiscal 2023 exceeded \$1.1 million to non-profit organizations and local charities.

Our community engagement and charitable giving is especially important as we look to our partnerships with educational institutions. Whether through formal campus recruiting, career fairs or high school robotics programs, we are committed to investing in the workforce of our future as we seek to attract and retain top talent to our organization.

DIVERSITY & INCLUSION AT PLEXUS

By embracing Diversity & Inclusion (D&I) as a fundamental business imperative, we create a workplace that maximizes and optimizes the human experience as we achieve extraordinary outcomes, together.

Over the past few years, Plexus initiated critical activities in support of our D&I focus, enabling organic, bottoms-up participation from our global team members and introducing new ways to integrate D&I into our business practices. In fiscal 2023, over 96% percent of our people leaders were trained on “D&I within Hiring” and 100% of management interviews had at least one diverse interviewer on the panel. We also sought to foster a more diverse workforce by requiring each country in which we operate to identify two new organizations to foster more diverse recruitment.

In the latter part of fiscal 2023, we revisited our D&I strategic framework to help inspire and activate systemic and behavioral changes that support our long-term pursuit to be an employer and partner of choice, which we believe are critical to achieving our enterprise growth goals. We have identified four initial areas of focus to drive D&I progress across a multi-year plan: Leadership & Culture, Policies & Processes, Strategic Alignment and Integration and Employee Engagement.

In fiscal 2024, we intend to conduct a maturity assessment to inform our priorities and goals across these focus areas. D&I activities already planned for fiscal 2024 include an executive leadership series, deeper training and education across the organization supporting talent recruitment and engagement and skillset development.

96%

Percentage of people leaders trained on "D&I Within Hiring" in fiscal 2023

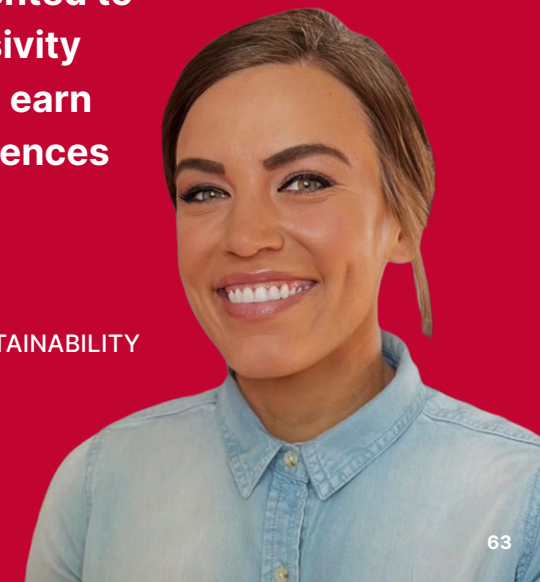
POLICY AND PRACTICES

We take pride in providing equal employment opportunities (EEO) 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 EEO Policy reinforces our commitment to the creation and maintenance of a diverse workplace where equality, respect and consideration for one another are the norm.

As part of our EEO Policy, Plexus has developed and maintained a written Affirmative Action Program (AAP) in the United States. We maintain an audit and reporting system to determine overall compliance with our AAP and EEO mandates. Our Legal team oversees the development, modification, implementation, effectiveness and reporting requirements of the AAP. We also invite any applicant and/or team member to review Plexus’ written AAP upon request.

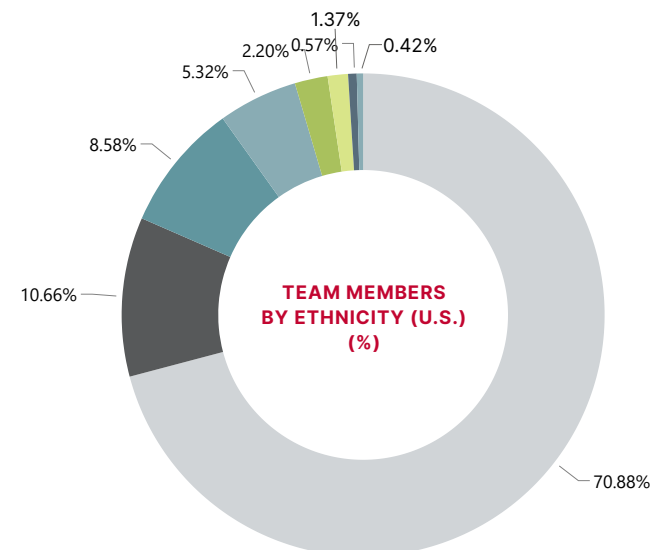
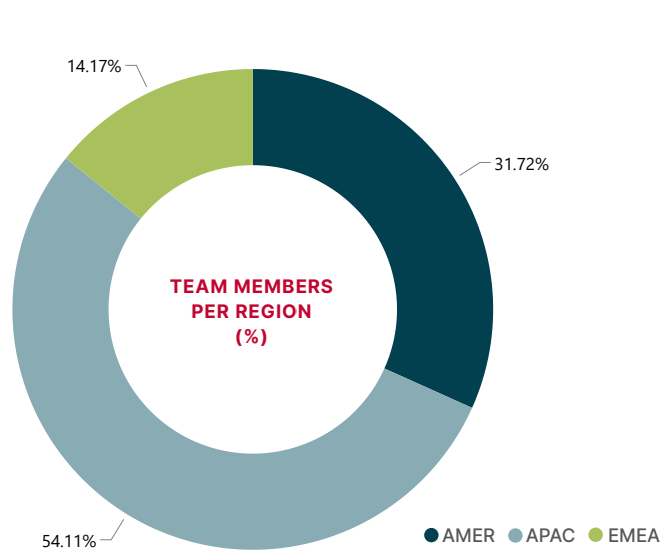
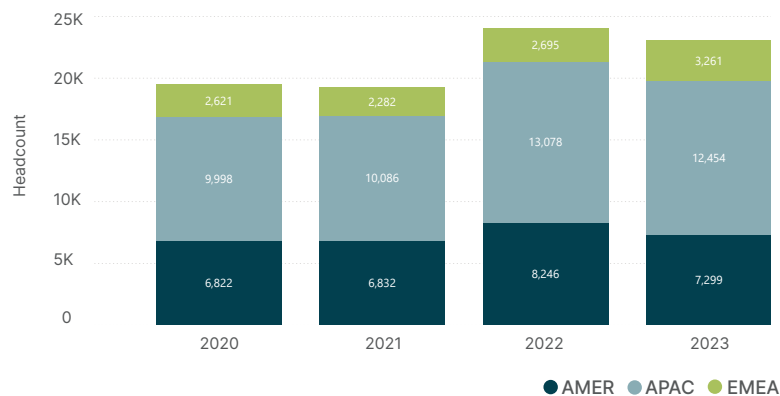
"As a global organization, we have an optimal environment where we can draw from the unique experiences and backgrounds of others and evolve our ways of working through our daily interactions. I'm constantly motivated by and grateful for the opportunities I've been presented to exercise inclusivity and create and earn positive experiences every day."

CASEY LEISGANG
 SR. MANAGER OF SUSTAINABILITY & SOCIAL IMPACT
 REMOTE, UNITED STATES

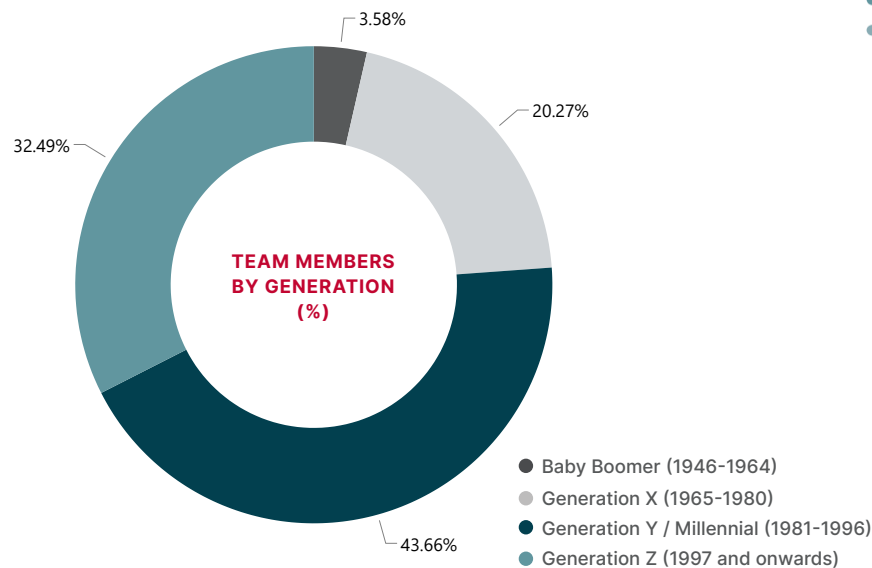
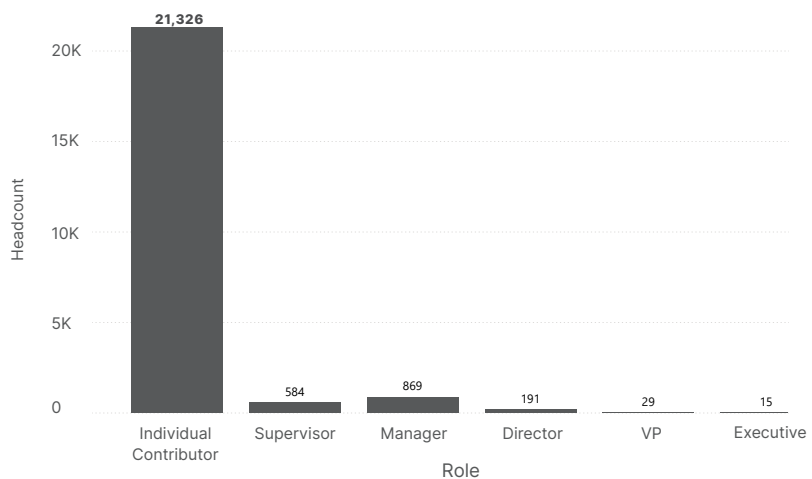


WORKFORCE INSIGHTS

TEAM MEMBER HEADCOUNT YEAR-OVER-YEAR BY REGION



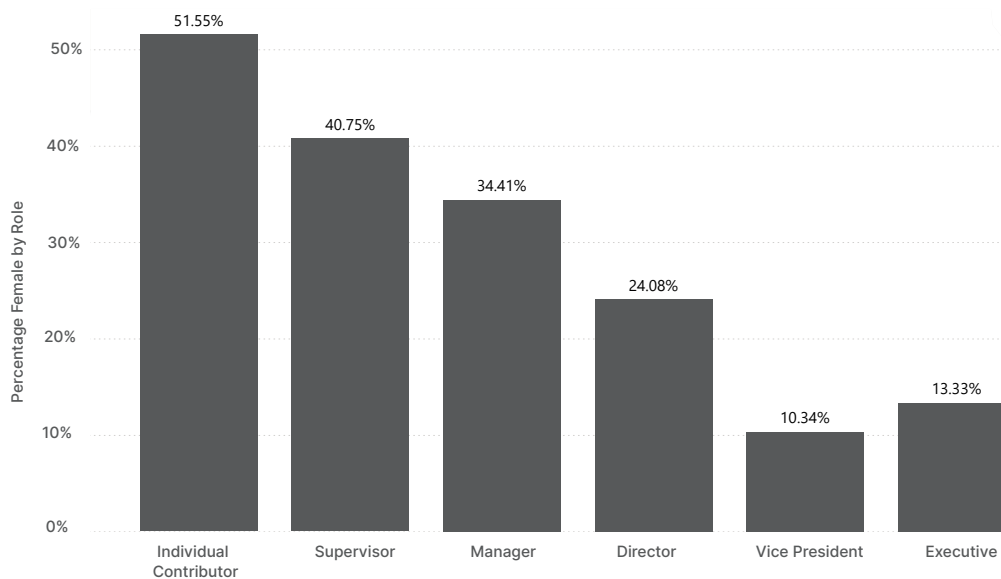
TEAM MEMBER HEADCOUNT BY ROLE



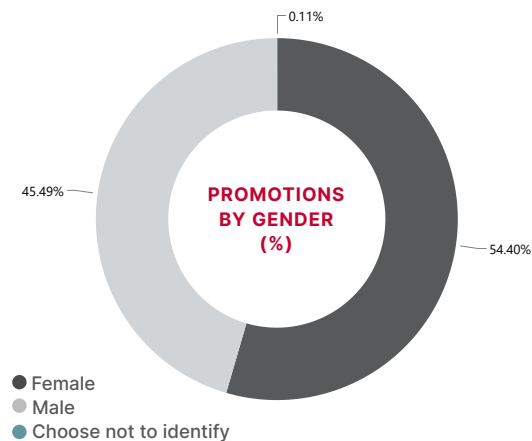
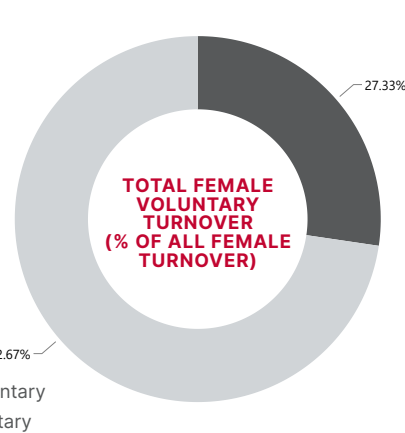
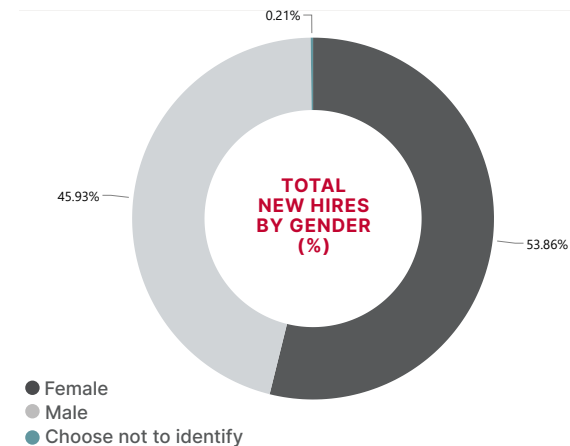
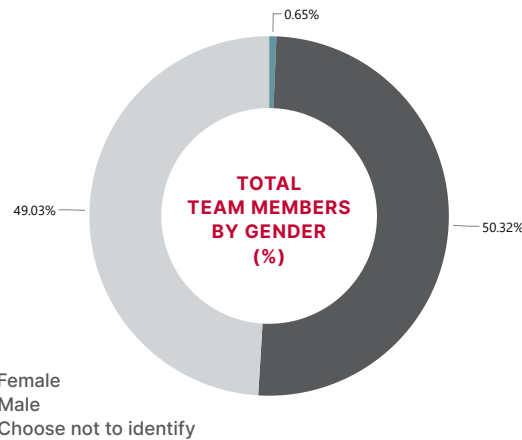
GENDER DIVERSITY

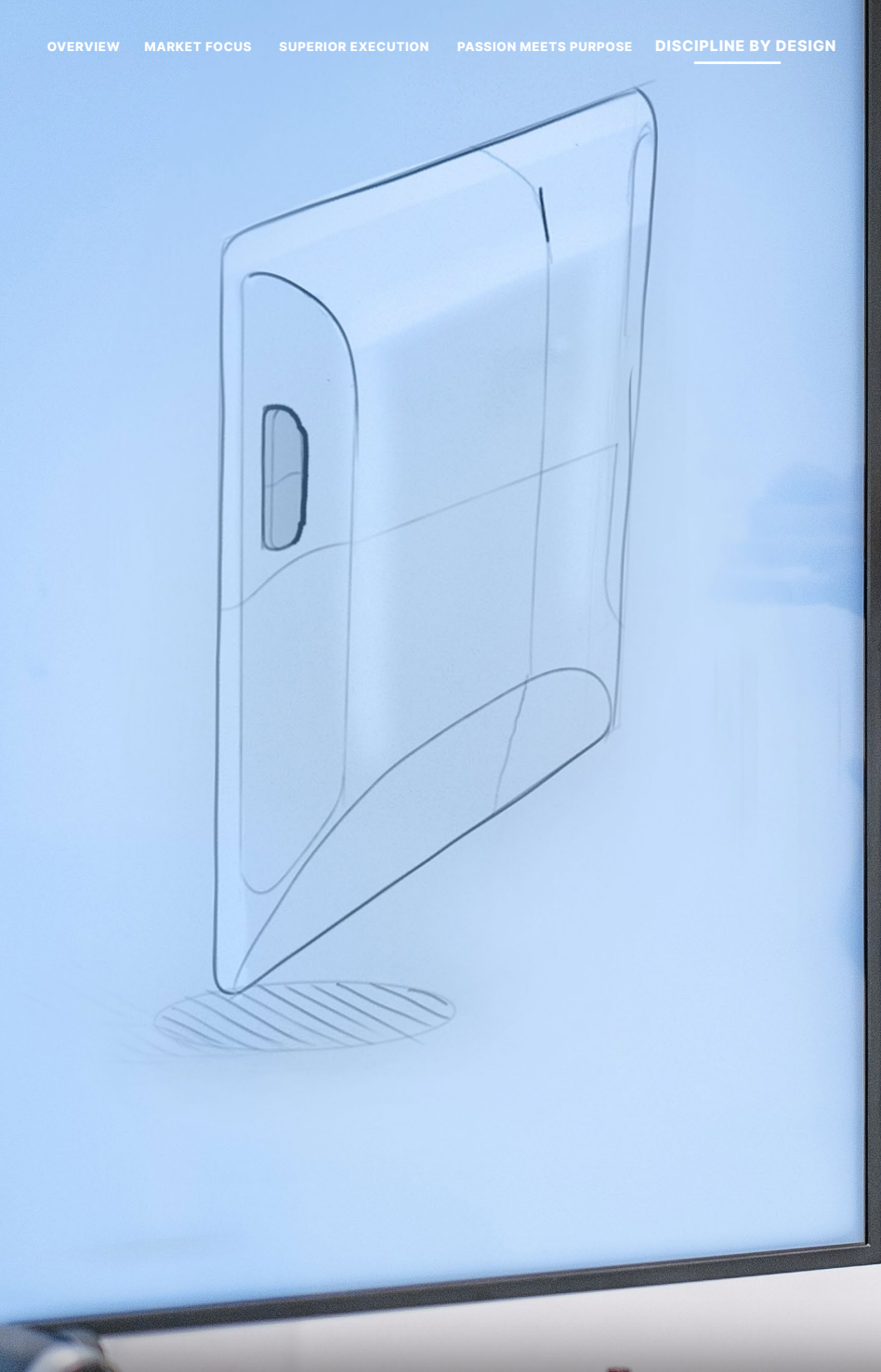
We continue our focus on increasing gender representation across the organization, recognizing the need to increase diverse representation, particularly in leadership and critical roles.

**TOTAL FEMALE TEAM MEMBERS BY POSITION LEVEL
(% OF ALL EMPLOYEES IDENTIFYING AS FEMALE)¹⁰**



¹⁰We code our internal positions based on these six (6) management levels; job titles within each management level may vary.





DISCIPLINE BY DESIGN

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. Foundational to our ability to deliver on these outcomes is the culture we help to create and the governance frameworks we build and employ.

OUR CODE OF CONDUCT AND BUSINESS ETHICS

The Code defines the ethical business practices we expect of ourselves and our business partners. These values and expectations reflect who we are, how we act and what we stand for as a responsible, reputable company. This includes our commitment to fair dealings, a safe and positive work environment, honesty and transparency in our business practices and responsible sourcing. The global ethical standards we define in The Code apply to all of our team members and representatives, including all directors, agents, consultants and independent contractors.

Our broader ethics and compliance program (Ethics Program) serves as the infrastructure through which we activate The Code, including Board and executive oversight, formal training and how we iteratively monitor risks and respond to concerns through our Ethics Hotline and investigation procedures.

ETHICS TRAINING

We routinely 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, and promoting an ethical culture in our interactions with each other and our business partners. Formal training on The Code is required of all team members biennially and tracked through 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.

99.59%

Rate of completion for fiscal 2023 Code of Conduct training

The Code is reinforced by a number of corporate policies and practices applicable to our global operations, such as:

- **Anti-Corruption Policy**
- **Anti-Counterfeit Controls and Mitigation Standard Operating Procedure**
- **Conflict Minerals Policy**
- **Human Rights Policy**
- **Insider Trading Policy**
- **RBA Code of Conduct**
- **Supplier Code of Conduct**
- **Supplier Quality Manual**

For more detailed information on these practices, see The Code as well as other pertinent sections of this report, including:

- **Diversity & Inclusion (D&I), p. 63**
- **Responsible Business Alliance, p. 46**
- **Responsible Sourcing, p. 22**
- **Safety, p. 43**
- **Workplace Standards, p. 45**

ETHICS GOVERNANCE & OVERSIGHT

Governance of our Ethics Program includes oversight by the Governance and Sustainability Committee (Governance Committee) of our Board. This includes an annual evaluation of the adequacy of human and financial resources devoted to the program. No less than biennially, the Governance Committee reviews The Code to ensure its adequacy and approve any proposed revisions. This committee also oversees the applicability of the Ethics Program to third parties (e.g., business partners, agents, consultants and suppliers).

Our executive-level Compliance, Ethics and Risk Committee (CE&R Committee) includes our President & CEO and is chaired by our Executive Vice President, Chief Administrative Officer, General Counsel and Secretary (CAO). The CE&R Committee meets at least quarterly and oversees development of the standards, policies, controls and trainings related to the Ethics Program (including The Code) and program implementation. This includes oversight of our reporting and investigation processes, and how we monitor and audit those processes through internal and/or external audits and surveys. The CE&R Committee is also charged with enforcement and reviews violations of The Code (or other policies or legal requirements) to ensure appropriate accountability, remediation, discipline and steps to prevent a future occurrence.

A working group of cross-functional and cross-regional representatives are accountable for ensuring that appropriate and effective policies, controls and trainings have been established to address ethics-related matters, including applicable regulatory compliance obligations. This group includes our Corporate Compliance Officer, Sr. Director of Internal Audit, Enterprise Risk Manager, Corporate Counsel - Employment Practices and regional General Counsels.

ETHICS HOTLINE & INVESTIGATIONS

The effectiveness of The Code and our commitment to its enforcement depends, in part, on individuals telling us about inappropriate workplace conduct. We offer several avenues for individuals to voice concerns if they suspect any conduct that they believe violates policy or the law. Team members can report concerns immediately to their supervisor, Human Resources, the leaders listed in The Code, or our **Ethics Hotline**. A prompt investigation is conducted on all reports.



Our Ethics Hotline supports anonymous reporting (where permitted by local law) via phone, web or postal service through an independent vendor, and is available 24/7/365 in over 200 languages. Any person may use the Ethics Hotline to report suspected or observed violations of The Code in addition to any other policies or legal requirements. All Ethics Hotline reports are reviewed with the Audit Committee of our Board to provide awareness and assurance of appropriate investigation.

We prohibit retaliation against whistleblowers for filing a report, 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.

CORPORATE GOVERNANCE

Our corporate governance framework and the systems of management we build are critical to safeguarding the integrity of our organization and necessary to create long-term value for our shareholders. These systems of oversight, processes and controls enable us to iteratively adapt to new risks across our global operations and ensure we maintain accountable, transparent and ethical business practices.

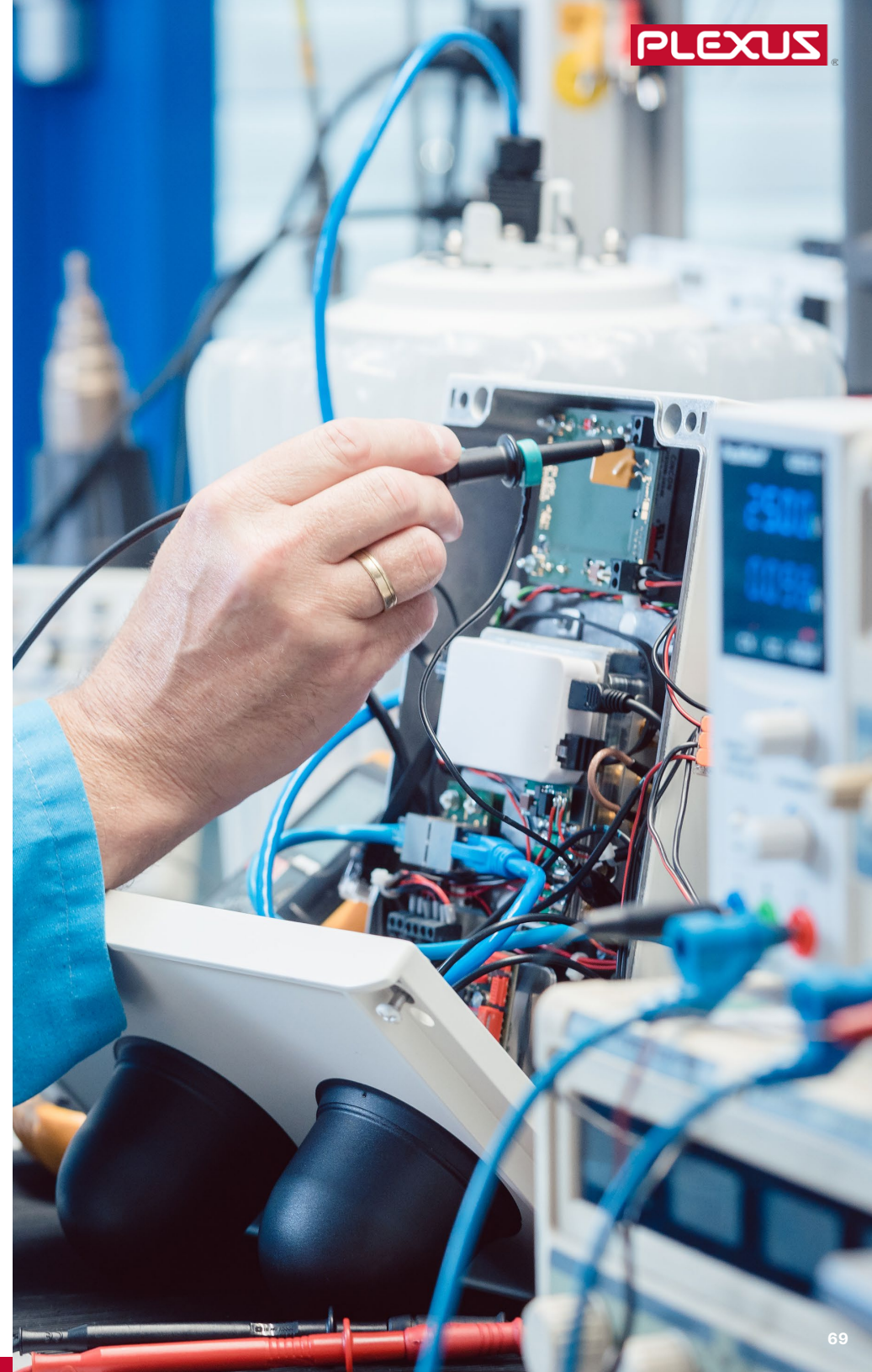
Our leadership structure is two-tiered. It includes our Plexus Leadership Team, comprised of our executive officers, regional presidents and key senior vice president and vice president management positions, and our Board, with standing Audit, Compensation and Governance committees. At the end of fiscal 2023, our Board was comprised of eight independent directors, one independent Lead Director, one non-independent Chair and our CEO. Each of our three standing Board committees was 100% comprised of independent directors in fiscal 2023.

Along with The Code, Bylaws and Board committee charters, our Board has adopted **Corporate Governance Guidelines** (Guidelines), reflecting our commitment to monitoring the effectiveness of policy and decision-making at Plexus. The principles outlined in these Guidelines include qualification criteria for our Board, our philosophy on board composition and member selection process, continuing Board education and evaluation, and director independence, refreshment and succession.

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

- Our Plexus Leadership Team
- Our Board
- Clawback Policy
- Committee Charters
- Committee Composition
- Director Stock Ownership Guidelines
- Executive Officer Stock Ownership Guidelines

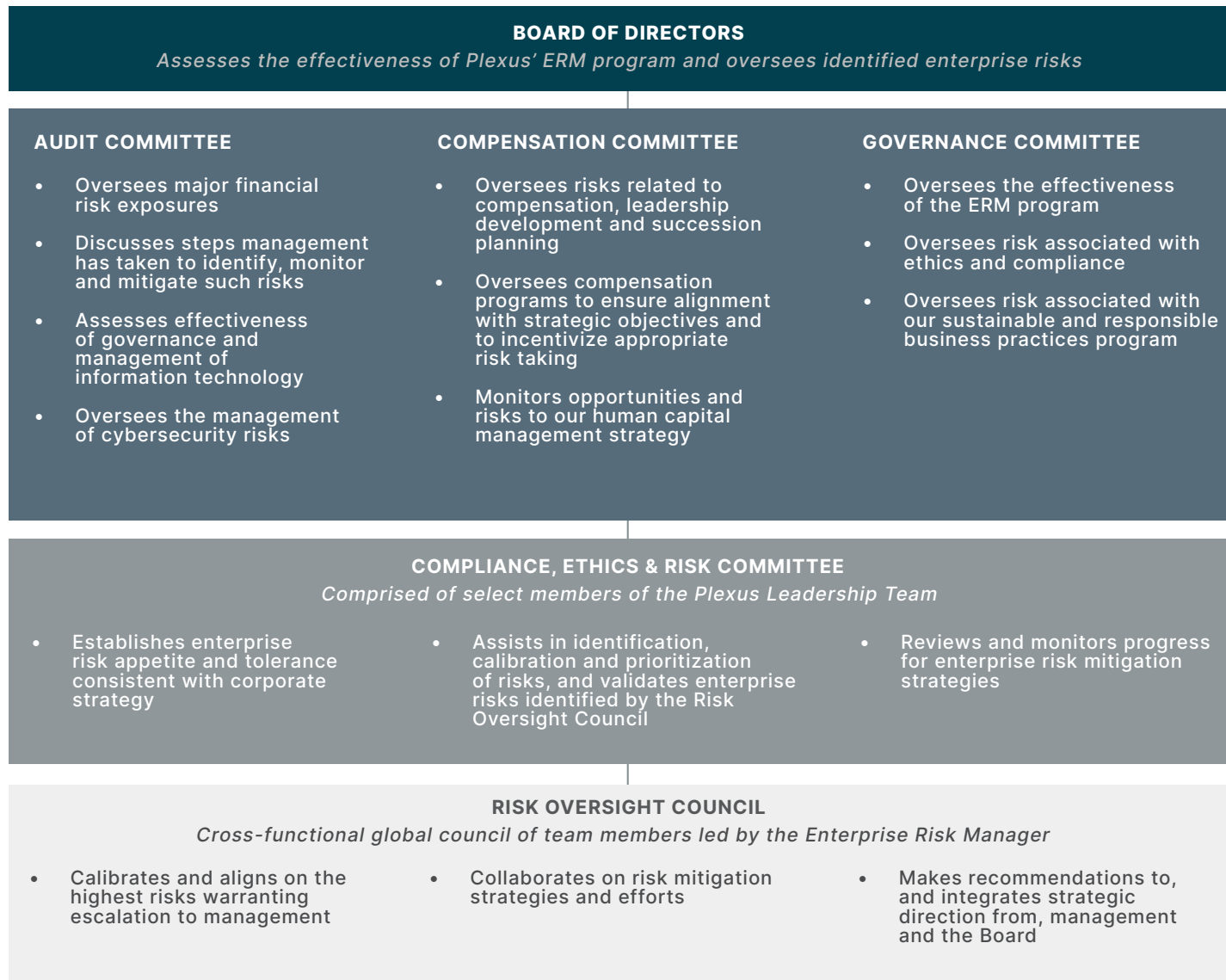
For more details about our executive officers and Board members, including demographics and qualifications, skills and experiences, please see our **2024 Proxy Statement** and **2023 Annual Report**.



RISK OVERSIGHT

Aptly managing enterprise risks and opportunities is a critical part of our governance infrastructure. Our enterprise risk management (ERM) approach and control framework includes Board oversight paired with integrated participation at all levels of 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 oversight by our executive CE&R 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 controls and recalibration of risk tolerances.



CYBERSECURITY

At Plexus, we understand that our customers and team members must trust and have confidence in our ability to protect what matters most. Our reputation is built on this commitment and our mutual success depends on it. Protecting the sensitive data of our partners and team members is a continuous, evolving risk and a fundamental aspect of Plexus’ governance framework. Ensuring information security and data privacy throughout our value chain is essential to safeguard the confidentiality, integrity and availability of our systems and data. Through a robust information protection and privacy program, we enforce policies and practices that incorporate administrative, technical and physical safeguards. These measures collectively underscore our unwavering commitment to global information security and privacy.

We have crafted a comprehensive cybersecurity strategy focused on “defense in depth” with various safeguards for our information systems. Our approach also emphasizes “security by design” for all solutions, prioritizing security and control requirements from development to production. Additionally, we maintain and exercise an incident response plan, internal data governance structures and a global privacy program. This framework protects information assets, manages data privacy and ensures compliance with laws and industry standards, informed by our established data governance guidelines.



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.

We have a dedicated team devoted solely to our cybersecurity strategy, secured by design architectural principles, cybersecurity operations (including a 24/7 security operations center for incident detection and response), cybersecurity program management to track key performance and risk indicators, and dedicated cybersecurity awareness efforts.

The global 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 view cybersecurity as a critical business imperative, foundational to protecting Plexus, our customers and our team members. Built into our cybersecurity program is the fundamental understanding that risks and threats are dynamic and we must continue to prioritize cybersecurity investments in our people, processes and technology to remain nimble in our maturity.

Throughout fiscal 2023, the global cybersecurity team led critical efforts to drive continued compliance, awareness and learning across the organization, including:

- Third party penetration tests and assessments to evaluate Plexus’ overall cybersecurity risk
- Governance and alignment to the new Securities and Exchange Commission (SEC) Cybersecurity Rule and commitment to transparency to our investors
- Our cybersecurity operations include a 24/7/365 operations center for detection and response capabilities
- Deployment of a new cybersecurity awareness learning management system and hosted a number of events throughout cybersecurity awareness month, highlighting ways our team members can support enterprise efforts

We believe that our people are our strongest cybersecurity defense and we are committed to our team members’ social well-being by making cybersecurity knowledge accessible. Through our commitment to our team members, we empower our people to protect themselves and Plexus against cybersecurity threats.



To demonstrate our commitment to sustainable and responsible business practices, a new Sustainabil-IT Advisory Board was created with the goal of driving toward a “carbon free Plexus IT.”

The advisory board developed three core objectives to help define their work and purpose:

1. Promote sustainable and responsible business practices in IT through awareness and education;
2. Manage and track progress of Sustainabil-IT objectives; and
3. Communicate progress to stakeholders

Our IT team is a great example of how we are integrating sustainability into all facets of our business, stepping up to embrace a critical role in helping create a more sustainable and equitable future.

CYBERSECURITY GOVERNANCE & OVERSIGHT

Our Plexus Leadership Team oversees our cybersecurity, data governance and privacy programs. 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. Executive management reports to the Audit Committee quarterly on cybersecurity matters, including specific risks, mitigation plans, risk management and governance.

“In the world we live in today, the cybersecurity threat landscape continues to change every day. Cybersecurity is critical to our success and Plexus remains committed to keeping our customers and team members safe.”

BRYAN FROST
CYBERSECURITY TEAM LEAD
NEENAH, WISCONSIN



CYBERSECURITY RISK OVERSIGHT FRAMEWORK

BOARD OF DIRECTORS

Audit Committee

Reviews the effectiveness of governance and management of information technology risks, including those relating to business continuity, cybersecurity, malware, regulatory compliance and data management. This also includes reviewing the appropriateness of resources (people and financial) devoted to information technology requirements.

Governance Committee

Reviews the structure of the Board and ensures proper experience is in place related to cybersecurity knowledge and expertise.

MANAGEMENT

IT Executive Steering Committee

Our IT Steering Committee, made up of select executives including our CEO, CAO/General Counsel and Chief Information Officer (CIO), meets regularly to oversee the effectiveness of our cybersecurity and data governance programs and controls.

Security Steering Committee

Made up of select executives including our Chief Operating Officer (COO), CAO/General Counsel and CIO. The Security Steering Committee provides oversight and ensures program alignment to Plexus' strategic goals. The committee serves as a means to provide awareness and guidance to the vision, funding, prioritization, conflict resolution and enablement of resources to minimize risk to Plexus operations, brand and reputation. Relevant programs include Cybersecurity, Data Governance and Privacy and Corporate Security.

Cybersecurity Incident Response Team

Made up of internal and external resources to investigate, mitigate and/or remediate a security incident.

Cybersecurity Security Systems, People & Process

Testing, Detection & Analysis

All

Preparation & Prevention

SUSTAINABILITY OVERSIGHT

The Board engages regularly on our sustainability program and enterprise risks and is updated annually on our enterprise sustainability strategy and on topical sustainability matters more frequently as determined by the Board or management. Plexus provides regular updates between Board meetings with regard to issues that could materially impact the business, including through our business continuity and crisis communications protocols.

The Governance Committee of our Board reviews details of our sustainability strategy at least quarterly 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 our management of risks and opportunities, such as those caused by the impacts of climate change, geopolitical dynamics, social unrest and related market disruption.

Our Compensation Committee oversees our human capital strategy, including D&I efforts, talent development and global compensation policies and philosophies—all critical components of our social responsibility and social impact efforts. This committee also works with management to identify non-financial goals, such as those related to our environmental efforts or social impact, that are critical in positioning Plexus for sustainable, long-term success. These goals often comprise objectives under our executives' short-term variable incentive compensation plan, which is reviewed at least biannually 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 whistleblower and Ethics Hotline reporting, and management and governance of information technology and cybersecurity risks.

Our Plexus Leadership Team Sustainable & Responsible Business Committee—which includes our CEO and is chaired by our CAO—oversees integration of sustainable and responsible business practices into our business strategy, sets short and long-term goals and drives organizational engagement and accountability. A broader set of functional leaders are responsible for integrating evolving business practices into their strategic planning process, driving education of and participation in our efforts, contributing to our environmental and social impact goals and maintaining health and progress in enduring sustainability categories.

The Sr. Director of Sustainability & Social Impact, along with their direct reports and dedicated resources throughout the organization, works closely with the Sustainable & Responsible Business Committee to converge on a strategy that we believe will create long-term value for our business, meet key stakeholder expectations and ensure 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 & INPUTS

Our priorities are informed through proactive and regular engagement with key stakeholders to understand their perspectives and requirements, including investors. Plexus' executive leaders, including our CEO, Chief Strategy Officer, COO and Chief Financial Officer, engage with shareholders through quarterly scheduled in-person and virtual meetings, investor conferences and other engagements. Plexus' VP of 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 SEC, 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 sustainability-related 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. Aligning stakeholder value to these topics enabled us to pursue goals across topics meaningful to our business interests in fiscal 2023, including those related to emissions and energy management, team member development and retention, and D&I ([see p. 61](#)).

To view the 2022 assessment results, please see the [Supplement to 2023 Sustainability Report | Task Force on Climate-Related Financial Disclosures](#) as well as our [2022 Sustainability Report](#).

As part of our fiscal 2024 activities, we intend to perform a double materiality assessment at each of our largest sites in each region. This assessment is structured to comply with the Corporate Sustainability Reporting Directive, applying a two-dimensional lens based on impact materiality—how Plexus impacts people and the planet, and financial materiality—how the financial health of our business can potentially be affected by environmental and social issues. The results of the assessment will serve to inform our strategy as to material risks and opportunities across key aspects of our sustainability program, as we strive to be a better Plexus in the pursuit of a better world.



ALIGNMENT TO STANDARDS & FRAMEWORKS

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

RATERS & RANKERS	2023 MAX/BEST	2023 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)	Bronze
ISS ESG	1 (higher quality) through 10 (lower quality) compared against peer companies	Environmental – 5 Social – 2 Governance – 2
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)	AA (Leader)
RBA Audit	Platinum (200+) Gold (180+) Silver (160+)	Remote Recognition (173.0) (Penang, Malaysia)
Sustainalytics	0-10 (Negligible Risk) 10-20 (Low Risk) 20-30 (Medium Risk) 30-40 (High Risk) 40+ (Severe Risk)	7.2 (Negligible)



GOVERNMENT RELATIONS & PUBLIC POLICY

Neither Plexus nor the PCF financially contribute to labor, political or fraternal organizations, or support lobbying efforts, political action committees or any political causes.

We may, from time-to-time, explore meaningful public-private partnerships and value-driven alignment with various governments and agencies as may be applicable to our business. This can include potential grants or tax incentives we pursue related to our facilities investments or workforce development initiatives, or as applicable to the innovative technologies we help create, or end markets we help to support. For information on any material tax incentives and grants realized in fiscal 2023, please see our **2023 Annual Report**.

We have not meaningfully engaged in public policy activities other than through participation in various industry groups, such as the Manufacturer's Alliance (MAPI) or IPC, a trade association for manufacturers and suppliers producing electronic equipment and assemblies. These groups may survey or call on their members to provide opinions on policy matters. We also regularly partner with our local and regional Chambers of Commerce or equivalent in the regions in which we operate.

It has always been implicit in our roots as a services organization that people are at the heart of our strategy. From individuals making small changes, to entire sites delivering on strategic enterprise initiatives, our team members are who drive our success both within our organization and beyond.

The progress we made in fiscal 2023 is a testament to these roots and the incredible passion of our team members. We've extended the reach of our strategic integration efforts, proving responsiveness and agility to seize on new opportunities and navigate changing market dynamics. We consider environmental sustainability as a critical differentiator in how we design, manufacture and service products for our customers, partner with our suppliers and operate our facilities.

We've expanded our formalized social impact efforts beyond being a "responsible employer" to recognize the positive impact and value that can be realized through a more coordinated and intentional approach to our social and community engagement channels. And we continue to emphasize the importance of a strong foundation of good governance as core to both managing risk and adjusting to change as we advance on our growth journey.

As we continue our relentless pursuit to do business more sustainably and responsibly, I am incredibly proud of what our team has accomplished. Yet one thing is for certain—we can be proud of where we came from while acknowledging greater excitement about where we're headed. I look back at fiscal 2023 as a critical inflection point as we pivot from integration to execution mode, continuing to evolve our services while better servicing our people—including our customers, team members and society—in pursuit of building a better world.



MEGAN SCHLEICHER | SR. DIRECTOR - SUSTAINABILITY & SOCIAL IMPACT

