



Corporate Sustainability Report 2012-2013







Mike McNamara
Chief Executive Officer

WELCOME TO FLEXTRONICS' MOST RECENT CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (CSER) REPORT COVERING THE YEARS 2012 AND 2013.

Chief Executive Officer
Mike McNamara

As I noted in our last report, excellence in CSER is one of my personal goals and that commitment remains unchanged. If anything, as we engage more closely with many of our customers on CSER issues, Flextronics' commitment to sustainability has only increased. We also understand and trust that our stakeholders recognize that building a sustainable, multinational enterprise is a journey and we are working hard every day to make progress along that path. This report reflects some of the key indicators of that progress as well as highlighting some of the key challenges we will face in the future.

The cornerstone of our CSER program is the Flextronics Pledge management system, described in this report. We are proud of this system and have found it to be an approach that meets our needs as well as the interests of our stakeholders. The key aspect of Flextronics Pledge is that it is multi-dimensional and addresses not only environmental compliance and leadership, safety and human rights, but also ethics and governance and partnerships with the communities where we operate. As a founding member of the *Electronic Industry Citizenship Coalition*[®] (EICC[®]), we also appreciate that the EICC's Code and our management system are aligned with key international standards, such as ISO 14001:2004, the International Labour Conventions and the U.N. Guiding Principles on Business and Human Rights. With the resources available to us and with the dedication and commitment of our thousands of employees, Flextronics aspires not simply to comply with standards, but to assume a position of leadership and become a role model for other companies. My team and I are intent on advancing the enterprise towards that goal on a daily basis.

As we have operations in thirty countries, one of our strategic imperatives is to uphold sensitivity towards different cultural norms and values. Our aim is to treat all of our employees and business partners with respect and dignity, consistent with our corporate values as well as local ones. Whether those workers are migrants or local, full-time or temporary, Flextronics wishes to provide them with a decent livelihood and a safe and healthy work environment. Our company's strengths in so many regions are testament to the success we have achieved thus far in meeting that challenge, but we will continue to be challenged to attract, engage and retain talented workers around the world. As a company that provides goods and services to hundreds of customers, including some of the world's best-known brands, we have less control than we would like over the resources consumed in our business. With mega-trends including urbanization, climate change and resource scarcity accelerating, we will need to be even more committed and creative in conserving energy, water and materials. Our performance during the periods covered by this report reflects some of that creativity. We will establish new sustainability goals in the coming year and hope to accomplish more over the next few years.

Our sustainability strategy and performance are enhanced continuously by feedback from customers, from community organizations, from our academic partners and others. I would encourage readers to reach out to us by using the feedback mechanisms (at the end of this report) to offer comments and suggestions. We welcome your involvement as we continue on our sustainability journey. Thank you.



ABOUT  **2**

FLEXTRONICS

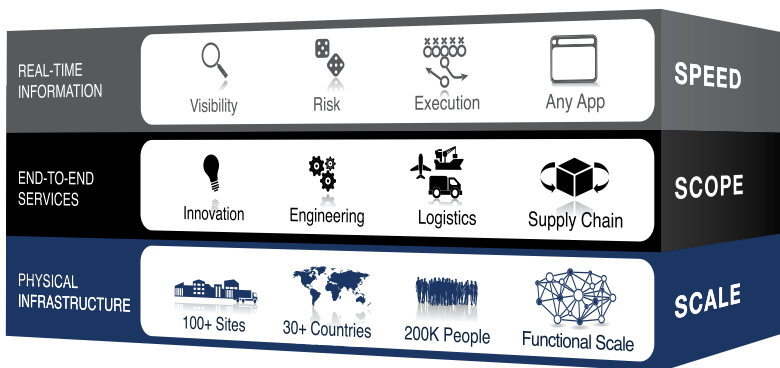
About Flextronics

Flextronics International Ltd. (Company Registration No. 199002645H) is a leading total global supply chain solutions company that delivers design, engineering, manufacturing and logistics services to a range of industries and end-markets, including data networking, telecom, enterprise computing and storage, industrial, capital equipment, appliances, automation, medical, automotive, aerospace and defense, energy, mobile, computing and other electronic product categories.

Flextronics is an industry leader with \$26 billion in sales, generated from helping our customers design, build, ship, and service their products through an unparalleled network of facilities in more than 30 countries across four continents.

The Flextronics Platform represents our competitive advantage. It stitches the winning elements that transform our customers' supply chains and their industries, from concept to consumption, by providing:

The Flextronics Platform



• Real-Time Information

Real-time information for speed of decision making

• End-to-End Solutions





End-to-end solutions with scope to increase customer competitiveness

• Physical Infrastructure

Physical infrastructure with unmatched ability to scale globally and leverage on our global assets

Ultimately, the Platform aims to optimize customer supply chains by lowering costs, increasing flexibility, and reducing time-to-market.

End-to-End Services

 Innovation	 Engineering	 Logistics	 Supply Chain
Product Innovation Centers	Design Engineering	Logistics Management	Optimization
Advanced Manufacturing	Product Co-Innovation	Spare Part Logistics	Regionalization
3D Printing Services	Engineering Automation	Reverse Logistics	Rationalization
		Vendor Managed Inventory	

► Breakdown of Employees (by employment contract and gender)

*DL= Direct Laborers / IDL= Indirect Laborers

As of Dec 2013					
Category	Total Employee Population	Male/Female%		Male/Female Population	
		Male %	Female%	Male	Female
DL*	143,710	57%	43%	81,485	62,219
IDL*	36,977	64%	36%	23,711	13,259
Grand Total	180,674	58%	42%	105,196	75,478

As of Dec 2012					
Category	Total Employee Population	Male/Female%		Male/Female Population	
		Male %	Female %	Male	Female
DL*	138,675	54%	46%	74,748	63,920
IDL*	35,008	64%	36%	22,238	12,762
Grand Total	173,668	56%	44%	96,986	76,682

► Employees covered by collective bargaining agreements.

Flextronics respects the right of our employees to have freedom of association. This includes the right to form or join trade unions or other worker organizations. In all situations, Flextronics fully complies with all applicable laws and regulations at the sites in which we operate.

Main Markets Served

Flextronics is committed to serve and meet the demands of key markets around the globe.



Flextronics in the World

Flextronics operates in over 100 sites across America, Europe and Asia, serving the growing needs of multinational and regional original equipment manufacturers (OEMs). With a diverse workforce of around 200,000 employees, our global sites allow high flexibility in transitioning projects to any sites to fulfill customers' requirements.

In 2013, Flextronics acquired three new sites: Hagglingen, Switzerland; Tianjin, China and Jaguariuna, Brazil. Through these strategic acquisitions, we are able to expand our geographic footprint and broaden our offerings -- creating value for our stakeholders.



EMEA REGION

- 5 Design
- 14 Manufacturing
- 12 Global Services
- 1 Global Business Services

Israel

- Migdal Haemek
- Ofakim
- Yavne

Sweden

- Ronneby

Austria

- Althofen

Czech, Republic

- Brno & Pizen
- Pardubice

Ireland

- Cork
- Rahen

UK

- Manchester
- Swindon

Italy

- Milan
- Treviso

Switzerland

- Hagglingen

Germany

- Frickenhausen

Netherlands

- Venray

Hungary

- Budapest
- Pecs
- Sárvár
- Tab
- Zalaegerszeg
- Gyal

Ukraine

- Mukachevo

Romania

- Timisoara

Turkey

- Corlu

Poland

- Lodz
- Tczew

Taiwan

- Taipei

Malaysia

- Penang
- Port of Tanjung
- Pelepas (Johor)
- Skudai (Johor)
- Senai

India

- Gurgaon
- Chennai
- Bangalore
- Mumbai
- Pune

Japan

- Ibaraki
- Tokyo

Singapore

- Changi
- Joo Koon
- Kallang

Philippines

- Manila
- Cebu

China

- Dongguan
- Fuyong (Shenzhen)
- Gushu (Shenzhen)
- Huangtian (Shenzhen)
- Nanshan (Shenzhen)
- Shenzhen
- Hong Kong
- Zhuhai
- Nanjing
- Shanghai
- Suhong (Suzhou)
- Wuzhong (Suzhou)
- Chengdu
- Tianjin
- Ganzhou

Indonesia

- Batam

ASIA REGION

- 11 Design
- 23 Manufacturing
- 8 Global Services
- 3 Global Business Services

Precautionary Approach

Flextronics has not formally adopted the United Nations Global Compact and the Precautionary Principle (Principle 7). As a contract manufacturer and service provider to original equipment manufacturers (OEMs), Flextronics generally does not create the specifications for the products we assemble and those products are distributed and sold under other brands.

A significant number of our leading customers have issued specifications to Flextronics that include lengthy lists of restricted and prohibited chemical substances, in many cases well beyond regulatory requirements, i.e., our customers have effectively introduced the Precautionary Principle into our business via those product specifications.

For example, some customers have already banned the use of plasticizers, flame retardants and other materials with suspected cancer-causing or reproductive effects.

Flextronics maintains its own list of restricted and prohibited substances that are passed on to the suppliers we control and we utilize a pre-approval process for new chemicals to be introduced into our factories.



Externally Developed Initiatives Endorsed by Flextronics and Membership Associations

In terms of externally developed initiatives endorsed by Flextronics, the principal one is the Electronic Industry Citizenship Coalition's Code of Conduct. First issued in 2006, the EICC® Code in turn references several key international standards, including the Universal Declaration of Human Rights, International Labour Standards, ISO14001:2004, OHSAS18000, SA8000, the *Organisation for Economic Co-operation and Development*® (OECD®) Guidelines for Multinational Enterprises and others. Flextronics has incorporated the EICC® Code into our Code of Business Conduct and Ethics and

our Flextronics Pledge management system, and we require our suppliers to conform to the Code's standards as well. Many of our facilities are registered under ISO14001:2004 or OHSAS18000 or both, providing additional assurance that these various standards are being implemented into our regular operations.

Flextronics actively collaborates with various non-governmental organizations to strive for a greener environment, responsible sourcing and further advancement of human rights.

Electronics Industry Citizenship Coalition® (EICC®)



Electronics Industry Citizenship Coalition® (EICC®) is a non-profit, global association that aims to establish a corporately responsible supply chain within the electronics industry.

As a founding member of EICC®, Flextronics works diligently to ensure that every link of its global electronics supply chain does not harm the environment. We also constantly strive to improve working conditions across our supply chain network.

Conflict-Free Sourcing Initiative® (CFSI®)



Over 150 companies from seven different industries participate in

the CFSI® today, contributing to a range of tools and resources including the Conflict-Free Smelter Program, the Conflict Minerals Reporting Template, Reasonable Country of Origin Inquiry data and a range of guidance documents on conflict minerals sourcing. The CFSI® also runs regular workshops on conflict minerals issues and contributes to policy development and debates with leading civil society organizations and governments.

Flextronics is an active participant in the CFSI® and has been involved with workgroups developing the processes, tools, and resources to enable organizations in all industries to move toward responsible sourcing, and compliance with Conflict Mineral regulations. For more details, visit <http://www.conflictreesourcing.org/>

Global Business Initiative on Human Rights™ (GBI)



Global Business Initiative on Human Rights™ (GBI) is a unique business-led initiative with a focus on advancing human rights around the world, especially in emerging and developing markets. GBI strives to unite business leaders to cultivate good practices, while identifying barriers to the advancement of human rights and providing input for international policy developments. GBI works together with the UN Global Compact Office and is endorsed by the UN Human Rights Council and supported by the Swiss Government.

Flextronics has been a member of GBI since March 2, 2010. This move further solidifies our commitment towards respecting and protecting the rights and dignity of our employees.

Flextronics will continue to map and carry out practices that comply with the UN's Guiding Principles on Business and Human Rights.

Sustainability Awards & Recognition Around The Globe



Fortune World's Most Admired Companies®, 2012 & 2013

Recipient: *Flextronics*

Awarded by: *Fortune Magazine®*

Flextronics has been one of *Fortune Worlds' Most Admired Companies®* for four consecutive years. In 2013, we ranked #7 in the Semiconductor Industry, two places higher than the previous year.

Key attributes that propelled the Company included Social Responsibility, Use of Corporate Assets and Global Competitiveness.



Mike McNamara Accepts Pioneer Business Leader Award

Recipient: Mike McNamara, Chief Executive Officer (CEO) of Flextronics

Awarded by: *Silicon Valley Education Foundation™ (SVEF)*

The *Silicon Valley Education Foundation™ (SVEF)* honored Mike McNamara, CEO of Flextronics, with the 2013 Pioneer Business Leader Award at its 9th annual Pioneers & Purpose gala on November 6. The event was held in San Jose, California.

McNamara spoke of Flextronics' commitment to raise the bar in education with a focus on STEM programs (Science, Technology, Engineering & Mathematics). "We need more technical talent developed in this country," Mike said. "The future is in our schools and in the innovative programs they are able to provide our future leaders."

McNamara was honored for his leadership in driving change in the business and philanthropy worlds. His strong commitment to corporate and social responsibility has resulted in Flextronics' support and involvement in numerous successful programs that have improved access to educational programs around the globe.



World Excellence Award (WEA), 2012

Recipient: *Flextronics*
Awarded by: *Ford® Motor Company*

Flextronics was honored by *Ford®* Motor Company as one of its top performing global suppliers of 2012 during the company's 15th Annual World Excellence Awards (WEA) Ceremony. Out of the 47 awards presented, Flextronics received two, including Recognition of Achievement in Corporate Sustainability. These awards are a testament to Flextronics commitment to providing highly reliable and environmentally sound solutions to the automotive industry. It also reaffirms our strong culture of accountability and relentless drive to continuously add value for our customers.



Business Towards Happiness Corporate Social Responsibility (CSR) Award, 2012

Recipient: *Flextronics*
Awarded by: *Business Review®, China*

On October 10, 2012 Flextronics was bestowed with the prestigious "Business Towards Happiness Corporate Social Responsibility (CSR) Award" by the *Business Review®*, China's leading management magazine. The award recognizes Flextronics for its excellent management practices in the areas of CSR and employee relations. Since 2007, more than 2,000 companies have competed for the coveted awards. In 2012, 300 companies vied for recognition across three categories – 'Award of Excellence for Best Management Practices', 'Gold Award for Best Management Practices' and 'Business Towards Happiness CSR Award'. Flextronics is the only company that received the CSR award.

The *Business Review®* is affiliated with many top international business schools and publications including the *California Management Review™*. Held annually, the Business Review's 'Best Management Practice Award' event aims to promote and disseminate innovative management ideas, including those related to CSR in China.



FLEXTRONICS ECONOMIC PERFORMANCE



3

Economic Performance

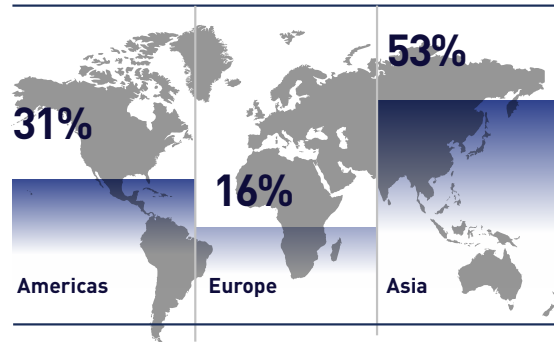
In fiscal year 2014, Flextronics generated revenue of US\$26.1 billion with net income of US\$0.4 billion, earnings per share of US\$0.59 and operating cash flow of US\$1.2 billion.

We use a portfolio management approach to manage our extensive service offerings. As our OEM customers change the way they market, we reorganize and rebalance our business portfolio in order to align with our customers' needs and requirements and to optimize our operating results. For example, during fiscal years 2013 and 2014, we launched multiple programs broadly across our portfolio services, and in some instances, we deployed certain new technologies. We expect that these new programs will continue to increase in complexity in order to provide competitive advantages to our customers. We anticipate these programs will continue ramping with an increase in volume production during fiscal 2015 and beyond.

Flextronics provides risk factor disclosure in its Forms 10-K and 10-Q filed with the U.S. Securities and Exchange Commission (SEC®).

For more information, refer to our 2014 Annual Report available at <http://www.flextronics.com>.

SALES BY REGION



Direct Economic Value generated and distributed

Sales

We are one of the world's largest manufacturing service providers, with revenues of US\$26.1 billion in fiscal year 2014 and US\$23.6 billion in fiscal year 2013. We have established an extensive network of manufacturing facilities in the world's major electronics markets (Asia, the Americas and Europe) in order to serve the growing outsourcing needs of both multinational and regional OEMs.

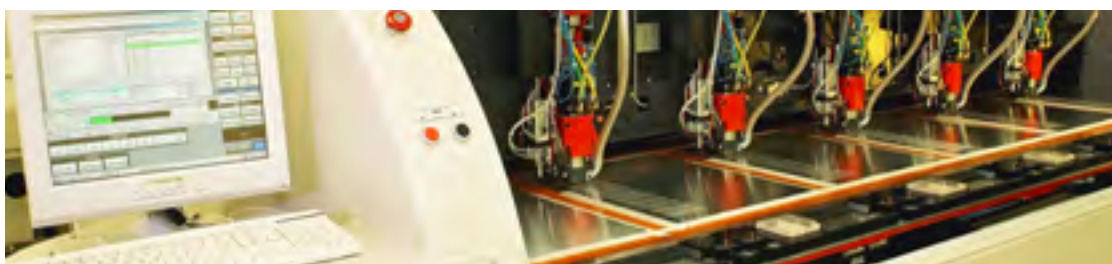
In fiscal year 2014, our net sales in Asia, the Americas and Europe represented approximately 53 percent,

31 percent and 16 percent respectively of our total net sales based on the location of the manufacturing site.

The objective of our operating model is to allow us to redeploy and reposition our assets and resources to meet specific customer needs across all of the markets we serve, and we have been able to successfully reposition our assets and capacity between various business groups to serve our customers as required.

2014*	2013*	2012*	2011*	2010*
NET SALES				
(In millions, except per share amounts)				
26,108.6	23,569.5	29,343.0	28,442.6	23,962.1
INCOME BEFORE TAXES				
400.5	328.8	574.7	634.3	(5.1)
NET INCOME				
365.6	277.1	488.8	596.2	18.6
EPS				
0.59	0.45	0.72	0.77	0.04
TOTAL ASSETS				
12,500.2	10,591.5	11,033.8	11,633.1	10,642.5
TOTAL LONG-TERM DEBT, EXCLUDING CURRENT PORTION				
2,070.0	1,651.0	2,149.3	2,198.9	1,988.9
SHAREHOLDERS' EQUITY				
2,201.7	2,246.8	2,284.0	2,294.7	1,984.6

*Fiscal years ended March 31



Profitability and Cash Flow Generation

The Company's gross profit totaled US\$1.4 billion in fiscal year 2014, and US\$1.2 billion in fiscal year 2013. Income from continuing operations was US\$365.6 million in fiscal year 2014, compared to the US\$302.5 million in fiscal year 2013. Changes in our profitability were primarily affected by less restructuring charges incurred during fiscal year 2014 as compared to the prior year.

These restructuring activities were intended to rationalize our global manufacturing capacity and infrastructure to further shift manufacturing capacity to locations with higher efficiencies. During fiscal year 2014, we recognized US\$75.3 million pre-tax restructuring charges comprised of US\$73.4 million cash charges, which are predominantly related to employee severance costs and other exit charges.

For the three-year period ended March 31, 2014, we generated US\$3.1 billion of operating cash flow that has allowed us to repurchase 193 million shares of our outstanding stock for a total price of US\$1.3 billion.

For more information, please refer to our 2014 Annual Report at <http://www.flextronics.com>.

Financial Implications due to Climate Change

Flextronics had no financial implication or other risks and opportunities due to climate change in fiscal year 2014.

Defined Benefit Plan Obligations

During fiscal year 2014, Flextronics had a limited number of defined benefit plans. Some of these plans were put in place to conform to the laws of the countries we operate in, while others were inherited from prior acquisitions. These contributions were primarily made in Europe and were immaterial in fiscal year 2014.

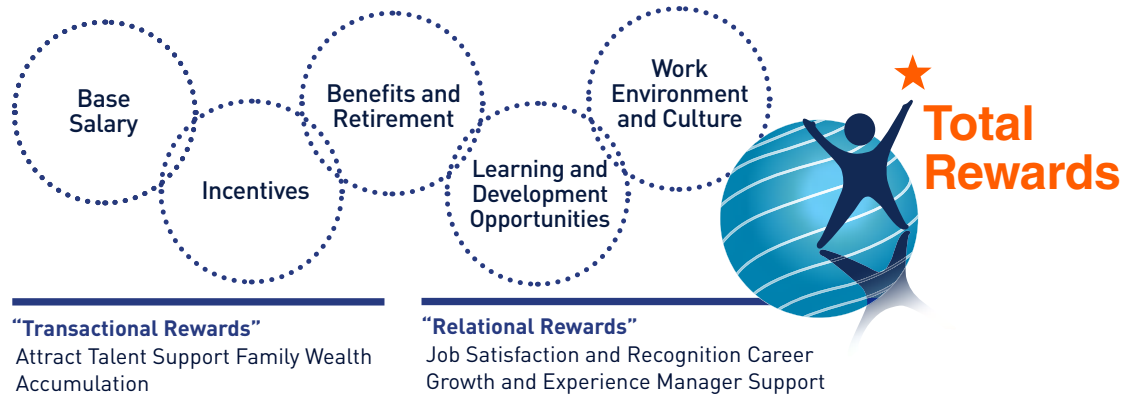
Financial Assistance received from Government

Flextronics received no financial assistance from any government agency during fiscal year 2014.



Market Presence

FLEXTRONICS VALUE PROPOSITION



In order to attract, retain and motivate our workforce, Flextronics has put in place the Total Rewards philosophy, which is designed to foster a conducive working environment, supported by the “right mix” of transactional and relational rewards. Transactional rewards relate to base salary, incentives and benefits such as insurance and pension contributions. Relational rewards are based on the provision of a work environment which enhances and actively supports the employee experience and creates a platform for development, job satisfaction and career growth. Our aim is to provide employees the opportunity to achieve a rich career experience, enabling lateral and vertical career opportunities for those who demonstrated work ethics, results, skills and capabilities to drive business performance. Together, these elements combine to support our overall Flextronics Value Proposition.



The Total Rewards is a comprehensive package of:

- Base salaries
- Cash bonuses
- Equity-based compensation
- Various incentives such as recognition awards, personal well-being benefits, financial protection programs, capital accumulation opportunities, employee assistance programs and opportunities for career development.

An employee’s total compensation is driven by the quality of his/her performance, as well as the performance of Flextronics. Compensations are closely monitored by local Human Resource and managers to ensure compliance with the Total Rewards philosophy, job titles, grades and pay.

Flextronics also ensures that our Total Rewards practices are competitive with our peer group companies. We use pay ranges based on employee grades, jobs and location. These ranges are assessed annually by participation in market surveys and adjustments are made accordingly.

Ratios of Standard Entry Level Wage by Gender compared to Local Minimum Wage at Significant Locations of Operation

MALE	FEMALE				
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2013					
1.16*					
2013					
1.16*					

*Average Ratio to Minimum Wage - Significant Locations-

Procurement Practices

Flextronics has indirect economic impacts in the countries or regions where we do business. One measure of our impact is the proportion of spending on local suppliers.

Proportion of spending on local suppliers at significant locations of operation

Local suppliers support Flextronics businesses by providing low volumes of high inventory rotation, saving freight costs, and enabling prompt response for business needs. These companies also create local job opportunities, which impact the local economy.

At Flextronics, the 2013 spending on local suppliers at the top 10 locations worldwide was 31 percent. The spending percentage on local suppliers varies due to the nature of the projects and related OEM customers. For example, Asia had an average local spending of 39 percent (mainly China), whereas Europe and the Americas had 2 percent and 24 percent local spending, respectively.

Even within a region the percentage of spending can vary significantly - one site in the US had local spending of approximately 64 percent, due to the nature of OEM projects (specialized segments such as Aerospace and Defense), compared to several sites in Mexico that had an average of 3 percent local spending.





ABOUT THIS REPORT 4



About this report

Flextronics Corporate Sustainability Report summarizes the activities, performance and results in 2012 and 2013, as well as future measures centered around Flextronics Pledge's four cornerstones – Our People, Environment, Community Partnership and Ethics & Governance.

This report is prepared in accordance to *Global Reporting Initiative*® (GRI®*) G4 Guidelines, Core Option ([See GRI® Content Index in Appendix section](#)).

The core indicators reported are directed to explain why the information is material to the organization. With time, we will appoint a third party agency for external validation.

Flextronics has published CSER Sustainability Reports since 2008 and has documented environmental activities continuously to date. The last published report includes 2010 and 2011 data. We are planning annual reporting from this point forward, supplemented by more extensive publication of information on the Company's external website.

Feedback

We welcome your feedback on our activities and performance. If you would like to share your opinion, please contact Flextronics' Sustainability Team: sustainability.feedback@flextronics.com

* The *Global Reporting Initiative*® (GRI®) drives sustainability reporting by all organizations. GRI® produces a comprehensive Sustainability Reporting Framework that is widely used around the world, to enable greater organizational transparency. The Framework, including the Reporting Guidelines, sets out the Principles and Indicators organizations can use to report their economic, environmental, and social performance. GRI® is committed to continuously improving and increasing the use of the Guidelines, which are freely available to the public.



**CSER
SUSTAINABILITY
GOVERNANCE**



5

CSER Sustainability Governance

Sustainability governance at Flextronics is well established and an important part of our business. Flextronics' Code of Business Conduct and Ethics (CBCE) applies to all of our directors, officers and employees (including our principal executive officer, principal financial officer and principal accounting officer). Our CBCE can be found on the Corporate Governance page of the Investor Relations section of our website at www.flextronics.com. It also incorporates the Electronic Industry Citizenship Coalition's (EICC®) Code of Conduct (http://www.eicc.info/eicc_code.shtml), making the EICC® Code a part of our governance system.

Flextronics' Articles of Association gives our Board of Directors the authority to manage our business. In that regard, the Board oversees the overall interest of the company, provides guidance on strategic business planning processes, watches over the senior management's business conduct and is responsible for the succession planning of key executives, including our Chief Executive Officer (CEO). Our Board of Directors held a total of nine meetings during fiscal year 2013. Throughout fiscal year 2013, our non-employee Directors met at regularly scheduled executive sessions without management participation.



Governance Structure



The Corporate Social and Environmental Responsibility (CSER) team is led by a Senior Director who reports to the Chief Human Resources Officer (CHRO) and thus has direct access to the Executive Staff. Sustainability updates are delivered regularly to the Executive Staff via a CSER Dashboard.

In addition, a quarterly Executive Sponsor meeting is held with the following executives' participation: Chief Financial Officer (CFO), Chief Ethics and Compliance Officer, General Counsel, Segment Presidents, Vice President of Quality, Vice President of Security and Brand Protection and Vice President of Audit and Risk Management. The head of CSER also regularly presents sustainability updates to the Board of Director's Audit Committee.

The Senior CSER Director is a standing member of the Ethics and Compliance Council which meets monthly. The Sustainability Council - comprised of Flextronics' CEO, CFO, Group President of Operations, the CHRO (and others) - convenes when sustainability strategy-related matters requiring consideration arise, e.g. adoption of sustainability goals. The Corporate Sustainability Leadership Committee similarly gathers semi-annually to share information amongst individuals across various organizations who are directly responsible for implementing sustainability initiatives. During the course of the year, the CSER team publishes internal and external newsletters and works closely with internal functions such as Procurement and Supplier Quality, Engineering Operations, Legal, and Technology.



STAKEHOLDER ENGAGEMENT



6

Stakeholder Engagement

[G4-24, G4-25]

Flextronics values feedback and input from our internal and external stakeholders, to whom we listen, collaborate with and provide responses to all their concerns identified during the engagement process. We principally recognize our customers, shareholders, potential investors, suppliers, subcontractors, governments/regulatory agencies, unions, Non-Governmental Organizations (NGOs), Corporate Social and Environmental Responsibility (CSER) industry associations, and our employees as key stakeholders [G4-24].

The engagement and interaction between Flextronics and its stakeholders is defined by the nature of company business, the scale of the organization, and the social, economic and environmental impacts of our operations [G4-25].



Flextronics approach to stakeholder engagement [G4-26]

Flextronics uses all type of communications channels available to approach all its stakeholders, including written communication, meetings, regular and specialized reports, contracts, and surveys, among others [G4-26a]. The frequency varies, and depending upon the topic and business process, the engagement might be daily, monthly, quarterly, annually or whenever the need arises [G4-26a].

Stakeholder	Engagement Approach	Frequency
Customers	Contracts, quoting process, written communication, meetings, video conferences.	Depends on the topic and business process, it might be daily, monthly, quarterly and/or annually.
Shareholders and Potential Investors	Earning release, Investor and Analyst Day, Quarterly Report - Form 10-Q, Annual Report - Form 10-K.	Quarterly and annually.
Suppliers and Subcontractors	Contracts, meetings, written communication, SAQ (Self-Assessment Questionnaire), qualification and assessment.	Depends on the topic and business process, it might be daily, monthly, quarterly and/or annually.
Government/Regulatory Agencies	Quarterly Report - Form 10-Q, Annual Report - Form 10-K, local reports.	Quarterly and annually.
Unions	Follow and comply with the Collective Bargaining Agreement (CBA) with various unions and works councils.	Can often be daily and may be initiated by Human Resources (HR) or by the unions or Works Council (WC). More formal meetings occur at various times per the CBA agreement to cover items such as annual increases, benefits, etc.
NGOs	Association meetings such as <i>Electronic Industry Citizenship Coalition</i> ®(EICC®) Member meetings or 1:1 collaborative meetings, correspondence.	EICC® meetings take place twice annually, other means are as-needed or ongoing (e.g. with social welfare organizations).
CSER Industry Associations	Charter member of the EICC® and Board member.	Monthly, quarterly, annually or when the need arises.
Employees	Global employee engagement surveys, manager direct communication channel, electronic communication (i.e. via cellphone).	Once every two years with occasional pulse checks.

Stakeholder	Engagement Approach	Frequency
Local Communities	Community activities, volunteering, grant applications, disaster relief, celebrations.	Year-round with varying frequency.
Local Universities	Regular visits with students, hosting students at our facilities, participation in Boards or advisory committees.	Varies.
Media	Correspondence and other direct inquiries.	As needed.

Key Topics and Concerns Raised Through Stakeholder Engagement [G4-27]

Taking advantage of the regular communication and business process, Flextronics continually identifies key sustainability topics and concerns of our stakeholders and then strives to incorporate them into its business and corporate sustainability strategies (see table below). Key topics include integrity/ethics, company performance, regulatory compliance, compliance to EICC® standards, working conditions, among others [G4-27].

Stakeholder

Customers

Key Topics and Concerns

- ▶ CSER management system and CSER initiatives.
- ▶ Environmental performance (including CO2 emissions, waste management, water consumption).
- ▶ Conflict Minerals.
- ▶ CSER supply chain management.
- ▶ Occupational health and safety performance.
- ▶ Labor and human rights. Increasing site audits.

Flextronics Response

- Flextronics has a robust CSER management system upgraded in 2012 and fully implemented globally in 2013: Flextronics Pledge 2.0.
- CSER management system integrates ISO 14001:2004, OHSAS18000, and EICC® 4.0, among other product environmental regulations such as The Restriction of the Use of Certain Hazardous Substances (RoHS) and Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals (REACH).
- Flextronics has initiated targeted Respect and Dignity audits of high risk sites, as well as prioritizing sites for the broader Flextronics Pledge protocol based on the risk profile of the site.
- We continue to make the CSER data collection and reporting process more robust which allows us to be able to respond to the increasing customer requests to understand the environmental impact and footprint of their company.
- We are also participating in the broadly accepted reporting standards of *Carbon Disclosure Project®* and *Global Reporting Initiative®*.

Customers ▶▶

Key Topics and Concerns

Flextronics Response

- Flextronics has been an active participant in the EICC®/Global e-Sustainability Initiative™(GeSI) Conflict Free Sourcing Initiative, and supports our customers with the collection and reporting of this information. We have a dedicated team that has been actively involved with this activity since the summer of 2011, a full year before the U.S. Securities and Exchange Commission (SEC®) rules were published.
- CSER is included into supplier qualification process and in the Global Business Agreement (GBA) signed by our suppliers. A dedicated team performs physical audits of risk suppliers and monitors closure of corrective action plans.

Stakeholder

Shareholders and Potential Investors

Key Topics and Concerns

Flextronics Response

- ▶ The importance of our culture, integrity and ethics.
- ▶ Company performance.
- Flextronics emphasizes our pledge to ethical behavior. One way is through our Code of Business Conduct and Ethics which can be found on our public website and available in multiple languages.
- Introduction to a different way of thinking about Flextronics and the way we approach customers and the marketplace.
- Introduction of the top five supply chain trends impacting Flextronics' customers.
- Q&A session with CFO about the financial results of the Company during the period.

Stakeholder

Suppliers and Subcontractors

Key Topics and Concerns

Flextronics Response

- ▶ How they are applying the Flextronics CSER initiatives.
- ▶ Our standard of ethics and compliance is adhered throughout the supply chain.
- Flextronics has a supplier code of conduct which clearly communicates our collective commitment to act with integrity and expectation that our suppliers do the same.
- The Supplier Quality team incorporates CSER criteria into its supplier management processes, including auditing.

Stakeholder

Government/ Regulatory Agencies

Key Topics and Concerns

Flextronics Response

- ▶ Compliance with regulations.
- Acknowledgment of SEC® comments and provides clarification around the questions raised.

Government/ Regulatory Agencies ▶▶

Key Topics and Concerns

Flextronics Response

- Where noncompliance is alleged, we use formal and informal means to acquaint the regulators with our operations and CSER framework.
- We proactively meet with regulators where new pollution controls or other systems are being planned.

Stakeholder

Unions

Key Topics and Concerns

Flextronics Response

- ▶ Some of the interactions that occur on a daily basis may be based on individual issues or items that individuals have brought to the union or works council.
- ▶ Other topics would include notification of changes in the business environment, and request of input from the WC and union on matters related to the employees, etc.
- Flextronics maintains a direct relationship with the unions and works councils that represent our employees. WC and unions will contact HR directly if they have any concerns. In the same way, HR and management will reach out to the union or WC if there are items that need to be discussed per the CBA. Flextronics, unions, and WCs usually work together on employee matters. For example, Flextronics and the WC in Althofen recently collaborated on a wellness fair and awareness day for the employees.

Stakeholder

NGOs

Key Topics and Concerns

Flextronics Response

- ▶ Freedom of association.
- ▶ Incorporation of U.N. Guiding Principles and/or International Labour Standards.
- The EICC® regularly hosts NGO participants at its meetings and we have engaged actively in these dialogues.
- In various parts of the world, we engage directly with individual NGOs. Our aim is to improve the substance of the EICC® Code of Conduct and its implementation.

Stakeholder

CSER Industry Associations

Key Topics and Concerns

Flextronics Response

- ▶ Increase transparency.
- ▶ EICC® standard compliance.
- ▶ Working hours issues.
- ▶ Environmental performance (including CO2 emissions, waste management, water consumption).
- While our Flextronics Pledge protocol is tailored to our operations, and has proven to be robust and well accepted among our customer base, we are making strides toward providing more information through the EICC® tools, both to support our customers' requirements and for membership obligations purposes.
- Flextronics has been vocal in the need for a solution to working hours issues that is generated by interested parties, including the EICC®, Original Equipment Manufacturers (OEMs), Electronics Manufacturing Services (EMS) companies, NGOs, academia, and governments. We recognize that there are many factors that contribute to this situation, and only through a broad consortium of stakeholders will we find common ground.

CSER Industry Associations ▶▶

Key Topics and Concerns

Flextronics Response

- We participate in EICC® Task Forces on the U.N. Guiding Principles, Trafficking and Forced Labor, Transparency and Environmental Compliance.

Stakeholder

Employees

Key Topics and Concerns

- ▶ Supervisor and employee relationships, senior management communication transparency, supervisors' leadership, recognition for performance, opportunities to learn and grow, respect and dignity, working environment, canteen.

Flextronics Response

- Special projects and programs to address their concerns and improve employee engagement: GM Talk2Me, Talk2Me by managers, site/segment/function coffee talks/town halls, lunch & learn, mutual respect training, management workshop (culture intervention), values workshop, leadership skills training (e.g. coaching & mentoring skills workshop, frontline leaders program), recognition programs, team building activities, community involvement projects.

Stakeholder

Local Communities

Key Topics and Concerns

- ▶ Identify suitable community partners, consistent with Flextronics' ability to contribute.

Flextronics Response

- Grants and/or feedback, volunteering.

Stakeholder

Local Universities

Key Topics and Concerns

- ▶ Issues of mutual interest or concerns, e.g. social responsibility, sustainability, incubation of startups by students.

Flextronics Response

- Employment of interns, consultation with faculty and staff.

Stakeholder

Media

Key Topics and Concerns

- ▶ Social and environmental responsibility and/or specific issues.

Flextronics Response

- We attempt to be fully responsive and transparent.



FLEXTRONICS KEY SUSTAINABILITY ISSUES



7

Scope and Process

STEP 1 Review GRI® list of Aspects and Indicators and assess its relevancy:

Flextronics economic, environmental and social impact versus influence on Flextronics' stakeholders assessment and decisions.

STEP 2 Identify Material Aspects to be included in the Sustainability Report 2012/2013:

Criteria: high impact, high influence on Flextronics stakeholders' assessment and decisions added to collected data during 2012/2013 calendar period.

STEP 3 Define final list of Topics, Aspects and Indicators endorsed by Functional Executives.

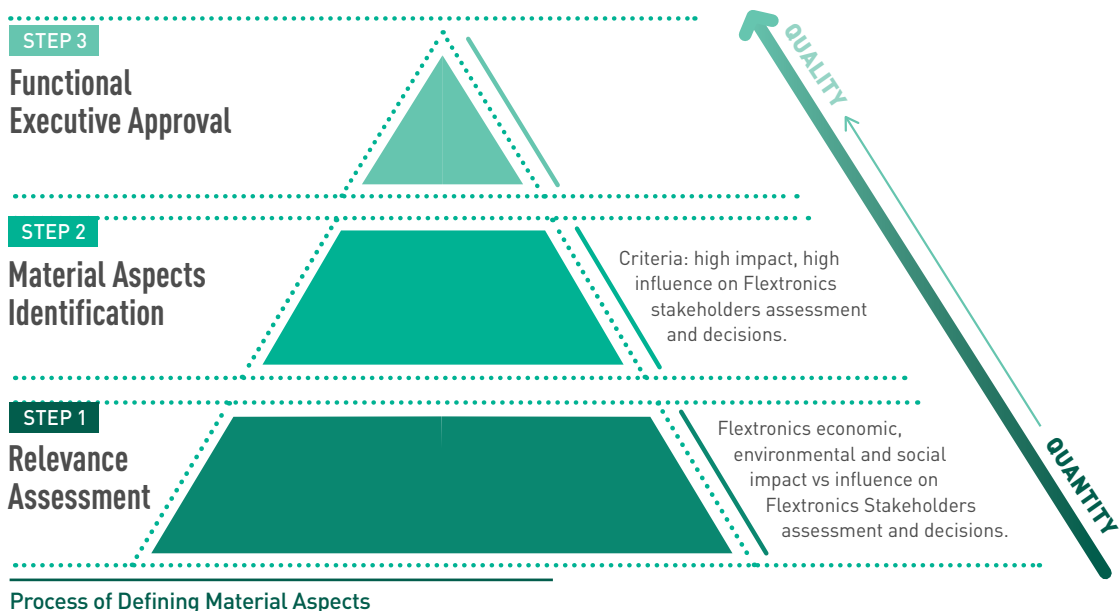
Process of defining material Aspects

Flextronics facilities include large industrial parks in Brazil, China, Hungary, Indonesia, Israel, Malaysia, Mexico, Poland, Romania, the Ukraine, and regional manufacturing operations in Austria, Brazil, Canada, China, Czech Republic, Germany, Hungary, India, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, the Philippines, Singapore, Sweden, Taiwan, Turkey, the Ukraine, United Kingdom and the United States. We also have design, engineering, and product introduction centers throughout the world [G4-17a]. This Report covers all Flextronics entities [G4-17b], however the scope of the material aspects and/or indicators included may be smaller depending on our materiality analysis ([see 7.2 Material Aspects and Boundaries](#)).

Process for Defining the Report Content and the Aspect Boundaries [G4-18]

Key functional areas of the Company were identified in order to define relevant content in this report and to provide pertinent information. Individual representatives were assigned to each area and worked closely with their respective team to distinguish *Global Reporting Initiative*® Material Aspects by following the steps outlined below. The identification was the outcome of collaboration between our internal and external stakeholders during the reporting period [G4-18a]. The final list of Material Aspects was then submitted for approval to the respective Functional Executives. As part of the process, we identified the scope of every Material Aspect in significant locations around the globe and its impact within or outside of Flextronics [G4-18a].

Each Functional Representative and their team members were briefed on GRI® reporting principles for defining report content prior to project kickoff. During the data collection period we constantly validated GRI® principles and made continuous improvements [G4-18b].



Material Aspects and Boundaries [G4-19, G4-20, G4-21]

At Flextronics, we considered all GRI® aspects during our initial Materiality Assessment and then pre-selected 27 potential areas such as economic performance, employees, communities, environment, ethics and governance, risk management, product

and supply chain responsibilities etc. At the end of the process we settled on 16 Material Aspects covering all the cornerstones of our Flextronics Pledge program (People, Environment, Ethics and Governance, Community Partnership), Supply Chain and more.

Category	Material Aspect [G4-19]	# of GRI® Indicators	Within Organization [G4-20]	Outside the organization [G4-21]
SOCIAL				
Human Rights	Working Hours	● NA***	All manufacturing and logistics sites*	No
	Forced or Compulsory Labor	● NA***	All manufacturing and logistics sites*	No
	Supplier Human Rights Assessment	● 1	No	Preferred Supplier List (PSL)**
Labor Practices and Decent Work	Occupational Health and Safety	● 1	All manufacturing and services sites*	No
	Supplier Assessment for Labor Practices	● 1	No	Preferred Supplier List (PSL)**
	Training and Education	● 2	All entities	No
Society	Anti Corruption	● 2	All entities	No
	Supplier Assessment for Impacts on Society	● 1	No	Preferred Supplier List (PSL)**
ENVIRONMENTAL				
	Effluents and Waste Discharges	● 2	All manufacturing and services sites*	No
	GHG Emissions	● 4	All manufacturing and services sites*	No
	Supplier Environmental Assessment	1	No	Preferred Supplier List (PSL)**
	Water Use	● 2	All manufacturing and services sites*	No
ECONOMIC				
	Economic Performance	● 1	All entities	No
	Market Presence	● 1	All manufacturing and services sites*	No
	Procurement Practices	● 1	No	Local Suppliers*

Legend

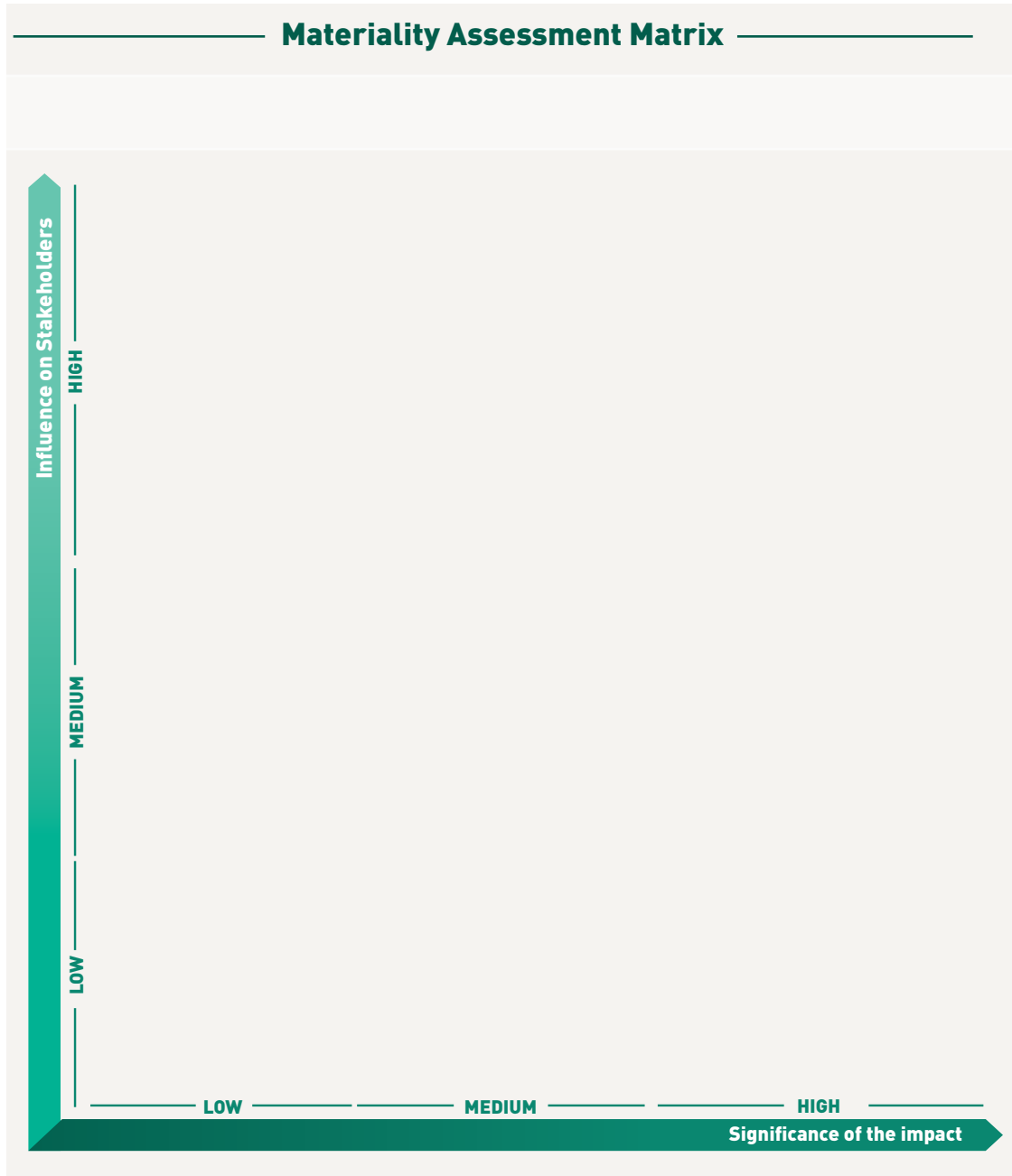
- Our people
- Environment
- Ethics and Governance
- Community Partnership
- Supply Chain
- Economic performance

* Operations in the Americas, Europe, the Middle East, Africa (EMEA) and Asia: Austria, Brazil, Canada, China, Czech Republic, Germany, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Malaysia, Mexico, Netherlands, Poland, Romania, Singapore, Sweden, Turkey, United Kingdom, Ukraine and the United States. [G4-20a].

** Geographical location varies, but more attention is on suppliers located in China [G4-21a].

*** Building the capabilities to report more complete information in next reports.

The following matrix shows the classification of GRI® Aspects according to the final relevancy assessment done by each functional area. All evaluations were conducted on a daily engagement with internal and external stakeholders.



Restatements and Changes from Previous Reports [G4-22, G4-23]

We have not reassessed the previous reports [G4-22]. This report includes a broader list of Aspects compared to the previous report covering: economic performance, environmental performance, supplier assessments, local communities and anti-corruption [G4-23].



**SUSTAINABILITY
MANAGEMENT:
FLEXTRONICS
PLEDGE**



8



Bruce Klafter
Sr. Director, Corporate Social &
Environmental Responsibility

Message from our Sr. Director, Corporate Social & Environmental Responsibility:

Since our first sustainability report was published in 2008, Flextronics' Corporate Social and Environmental Responsibility (CSER) program has made significant progress towards achieving our short and long term goals and objectives. We have achieved even greater integration with our internal functional departments (Operations, Human Resources, Risk Management, etc.), increased alignment with our customers related to our mutual CSER objectives, and enhanced collaboration with our employees around the world to address what matters most. I am very excited about the future of our CSER program and the many opportunities that exist to collaborate more deeply with our stakeholders around the world to foster positive change and create value to increase customer competitiveness.

This report is intended to provide more details on the growth and evolution of our program, in addition to addressing the most important issues within the

context of our business and the electronics industry as a whole. Flextronics' sustainability culture is rooted in the concept of harnessing the power of a full value chain approach towards sustainability. Our culture rests upon our dedicated employees and we are striving to integrate sustainability with other key facets of our culture, most notably lean, compliance and ethics. We encourage everyone reading this report to reach out to Flextronics to provide us feedback or to pose questions. One of our objectives is to develop a next generation reporting strategy that increases the transparency of our CSER strategy and that makes key metrics and other information more readily available and in a more timely fashion. You should anticipate that we will make CSER information and resources accessible to our stakeholders on our company website, among other changes. We invite you to keep an eye on www.flextronics.com for updates on our program and information on how to get involved in your areas of interest.

The Flextronics Pledge Overview

Flextronics Corporate Social and Environmental Responsibility (CSER) program is built around the following principles:

- Protect the environment to enable future generations to prosper.
- Treat everyone with respect and dignity.
- Be an outstanding member in the communities where we operate.
- Uphold the highest standards.

The Flextronics Pledge’s four cornerstones – People, Environment, Ethics and Governance & Community Partnership - form the foundation of innovative and proactive solutions that call on Flextronics to continually improve the Company’s corporate citizenship and workplace performance.

The Flextronics Pledge is an integrated CSER management system that enables all Flextronics global operations to meet and often times exceed all regulatory, customer and stakeholder requirements in a consistent and sustainable fashion. Through the Flextronics Pledge, Flextronics is able to deliver a significant and sustainable impact on the global communities in which we live and work to become a trusted investment, employer and partner of choice.

The electronics industry is faced with a myriad of social and environmental challenges that significantly



Flextronics Pledge 2.0 Strategy

impact the competitiveness of our business and customers. Over the last decade, Flextronics CSER/Sustainability strategy has been focused on building sustainability into the DNA of all Flextronics employees – achieved through the development and implementation of Flextronics Pledge – and extending through the entire value chain. The management system approach is intended to enhance the positive impacts in all locations where we operate, and embody the spirit of our commitment to build a sustainable framework for social, economic and environmental activities that are integral to us and consistent with our purpose and values.

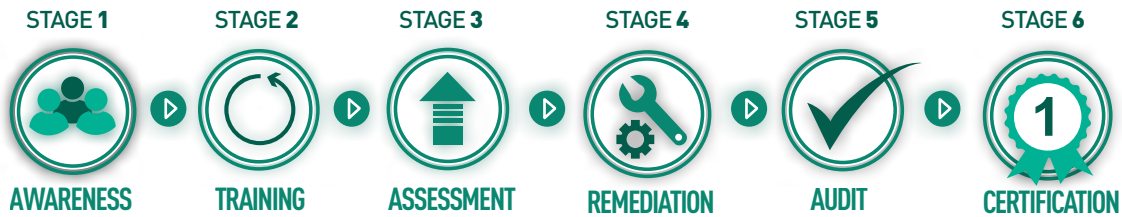
One of the key achievements Flextronics had during this last period was the development and launch of a new version of our CSER management system, Flextronics Pledge 2.0. This new version includes several enhancements to bolster our compliance process and proactively address the issues facing our industry today and in the future:

- EICC® Code of Conduct 4.0.
- Flextronics Updated Code of Business Conduct and Ethics (CoCBE).
- Environmental Management System with a scope beyond ISO 14001:2004.
- Health and Safety Management System based on OHSAS 18000.
- Labor, Human Rights and Ethics Management System.
- Conflict Minerals Program.
- Community Partnership Program.
- New foundational capabilities/enabling solutions:
 - Sustainability Metrics Program.
 - Communications and consultation improvements.
- Revamped Self-Assessment Questionnaire (SAQ), Environmental Health and Safety Standards, Procedures, Guidance Documents and Trainings.

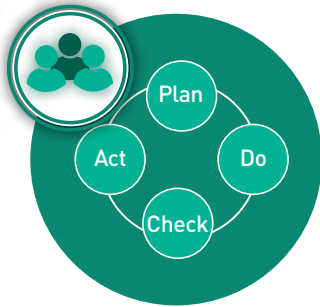
The new changes were focused to support our Environmental, Health and Safety (EHS) and Labor & Human Rights Policies.

Deployment & Certification

In order to achieve the Flextronics Pledge 2.0 goals for deployment and certification, we developed a 6-step competency building process called ATARAC: Awareness, Training, Assessment, Remediation, Audit and Certification. The first four stages are part of the global deployment process, and in the last two stages a certification process is conducted with sites that include a self-assessment and an audit requirement. In order to be certified, all sites must complete each of the six stages and an on-site audit. The ATARAC model follows our corporate business model of Discover, Design, Deliver and Sustain for continual improvement.



Flextronics Pledge 2.0 ATARAC Model



STAGE 1 AWARENESS

At the awareness stage, training webinars and regional coffee talks were conducted in order to provide guidance to the sites on the required steps to establish, implement and maintain a formal CSER management system. This guidance is based on the Plan/Do/Check/Act principle management system for sustainable and continual improvement.



STAGE 2 TRAINING

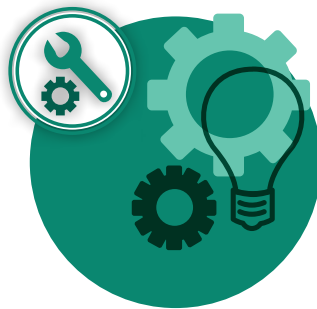
In order to ensure an effective deployment process, all sites were required to establish a cross-functional CSER Team that included a Site Representative for each of the elements of the Flextronics Pledge 2.0 system. Sequentially, a series of training materials were created to give the sites the basic requirements that their local team needed for the development of employee skills and competence. There are 11 mandatory training modules for the different audiences, according to the responsibility of each target position within the CSER organization and structure. These training modules include the Flextronics Pledge 2.0 requirements, environmental, health, safety, labor and human rights, as well as the business code of conduct and ethics. In addition to the training delivered through our learning management system (LMS), our CSER Regional Leads conducted in-depth, on-site training classes for the CSER site compliance manager and team. This one-on-one approach enabled the corporate team to learn from the site perspective and optimize our internal tools, systems and process to allow more effective and sustainable implementation of the Flextronics Pledge.



STAGE 3

ASSESSMENT

Once the employee competence has been developed, it is required that the sites perform a self-assessment in order to give them a general picture of the current status of the site. This is done according to the system requirements and the corrective actions needed to achieve a determined score by the Corporate Sustainability Leadership Committee (CSLC) to apply for an audit. A revised SAQ and audit tool that reflected the integrated management system and incremental requirements added to Flextronics Pledge 2.0 was created, and covered all the CSER areas.



STAGE 4

REMEDIATION

When the site completes the SAQ and receives a lower score than the one required, an internal Corrective Action Plan (CAP) must be developed to include a root cause analysis for each gap identified in the self-assessment step. All of the gaps detected during the self-assessment step must be closed before requesting a site audit.



STAGE 5

AUDIT

To obtain Flextronics Pledge 2.0 certification, an on-site audit process must be performed. The CSER Regional Lead and a team of auditors will conduct a physical audit with the CSER site representatives. After the audit takes place, the CSER Regional Lead will provide an audit report with the final score and a non-conformance report. The site must generate an action plan based on the report findings and close all the gaps and improvement areas.



STAGE 6

CERTIFICATION

Once the site effectively closes all the gaps identified in the audit, the site will submit a final report to the CSLC for review. If the final report is approved by the CSLC, a Flextronics Pledge 2.0 certificate valid for three years will be delivered to the site.

Flextronics Pledge 2.0 - First Site Certification: Gushu



In July 2012, the Flextronics Gushu executive management team was searching for answers to meet their escalating customer, social and environmental requirements. They realized that they needed to respond quickly and effectively with a solution. Through a collaborative effort with the corporate CSER/Sustainability team, the site realized that the answers they were looking for to fulfill their customer, regulatory and stakeholder requirements were embedded inside the Flextronics Pledge 2.0 program.

The corporate and site teams went through a comprehensive 4-day training workshop led by our Corporate Sustainability team. The goal of the workshop was to demonstrate the business justification of our robust CSER program, and explain how true CSER excellence starts from the highest level of leadership. This partnership continued with follow-up visits from the corporate team to provide in-depth CSER subject matter knowledge and management system requirements training to the site's cross-functional CSER committee, and senior site management personnel.

From July to September 2012, the Gushu CSER team used the knowledge they received from the corporate training and cascaded what they learned to all levels of employees through training workshops, CSER handbooks, promotional posters and even a special CSER knowledge competition. The CSER internal audit was conducted at the end of August 2012 to assess the status of their compliance process. As a result of the internal audit, corrective actions were identified, implemented and completed, which in turn warranted the corporate audit. Corrective actions resulting from the corporate audit were implemented and completed in November 2012.

The net impact of their Flextronics Pledge 2.0 program implementation was a very obvious improvement in customer satisfaction, successful customer audits and lower attrition rates. Flextronics Gushu's experience serves as an excellent foundation for the deployment of Flextronics Pledge 2.0 to the rest of our sites around the world.



**SUSTAINING A 
CULTURE OF ETHICS
& COMPLIANCE **9****



Marianne Wolf
Chief Ethics & Compliance

Message from our Chief Ethics & Compliance:

At Flextronics, our commitment to operate ethically and to lead with integrity encompasses the values that have been and will continue to be vital to Flextronics' success. Our Key Values - Intense Collaboration; Passionate Customer Focus; Thoughtful Fast, Disciplined Execution; Tenacious Commitment to Continuous Improvement; and Relentless Drive to Win - represent who we are and reflect how we treat one another, deal with our customers, respond to stakeholders, and hold each other accountable. While Flextronics is diverse in culture, background, experience and custom, when it comes to integrity, we speak with one voice, recognizing the innovation and power of "One Plan. One Flex. One Team."

Our Management System: Identifying Compliance Risks

Flextronics' Corporate Compliance function links compliance-related activities and teams through a common management system designed to prevent violations of company policy, regulatory requirements, and laws. The Compliance Program activities are driven by the Corporate Compliance Team, headed by the Chief Ethics & Compliance Officer and partnering with the Compliance Directors from across our

company, who are subject matter experts in specific areas of legal and regulatory compliance. Every Compliance Director is accountable for monitoring and managing his/her own internal control system, which includes maintaining policies and procedures, conducting training, monitoring and assessing the key risks and root causes of issues, and implementing remediation in his/her respective area.



Flextronics' Compliance Management System

Our Organization: Dedicated to Supporting Ethics & Compliance

Management of Flextronics' Ethics & Compliance Program is achieved through the combined efforts of several key groups:



Flextronics' Compliance Management Structure



● Audit Committee

The Audit Committee is chartered by the Board of Directors to oversee the Compliance Program.

● Executive Sponsors

The Executive Sponsors oversees the Compliance function and ensures implementation and continuous improvement of the program. The group meets quarterly to review program initiatives and key matters as well as resolves matters which have been escalated to the Executive Sponsors to ensure consistency in discipline and remediation across the organization.

● Chief Ethics & Compliance Officer

The Chief Ethics & Compliance Officer engages stakeholders and reports the Compliance Program progress to the Business Presidents, Executive Sponsors and Audit Committee on a quarterly basis.

● Regional Compliance Directors

The Regional Compliance Directors subject matter and functional experts, including who provide support to the Compliance Program in their respective regions. These professionals assist in driving compliance in their regions and conduct regional compliance-related training. They also act as reporting and investigative resources for the Compliance Program.

● Compliance Council

The Compliance Council is comprised of the General Counsel, the Chief Ethics & Compliance Officer, Regional Compliance Directors, Corporate Compliance team members, and other relevant stakeholders within the company who support the Compliance function and help drive Compliance across our company around the globe. The Council meets regularly to share best practices, highlight key regulatory and legislative changes that may affect our business and Compliance Program, and provide updates on their latest accomplishments.

● Investigations Committee

The Investigations Committee is a cross-functional team that meet regularly to review closed and substantiated investigations to ensure that appropriate discipline and remediation are recommended and implemented across the Company, with respect to violations of Flextronics' Code of Business Conduct & Ethics and company policies and procedures.

Our Culture, Our New Code of Business Conduct & Ethics: What We Stand For

Our Code of Business Conduct & Ethics reflects Flextronics' values and embodies our culture of integrity and commitment to high ethical standards. Every day provides new opportunities to do the right thing, and our Code provides direction to navigate the many challenges that may arise, and helps us make the sound decisions in every aspect of our work. Our Code sets the expectation that our employees will do the right thing at all times, and in all situations, exhibit the conduct that helps us earn and keep the trust and confidence of all our stakeholders, including our employees, customers, suppliers, investors, and the communities in which we live and work.

Flextronics released a new, interactive Code of Business Conduct eBook.

The Code eBook is designed for easy understanding of our values, ethics and integrity. Its fresh and interactive design enables employees direct access to many company policies and procedures. It also contains video messages from our Chief Executive Officer and other executives, which reinforce our commitment to act with integrity in all that we do.



The cover of our new Code of Business Code of Conduct & Ethics

In conjunction with the new Code, the following initiatives were launched subsequently to create awareness among employees:

- A new e-learning Code of Conduct course
- A mobile phone application called "eCode", highlighting key portions of the new Code, tips and reporting resources which includes our Ethics Hotline.

In addition, Flextronics maintains an internal Compliance newsletter, "Integrity" which is distributed to all employees with Flextronics-assigned computer access.

The newsletter provides our employees with case studies and stories which demonstrate what it means to act with integrity in a challenging and ever-changing business environment.

All of these tools are valuable resources to not only learn about the importance of ethics and compliance, but also to ensure that we continue to work according to our company's Ethical Values.



Our new Code of Business Code of Conduct & Ethics lists numerous reporting resources available to pose questions and report concerns.

Sustaining a Culture of Ethics & Compliance

9.3 Our Culture, Our New Code of Business Conduct & Ethics: What We Stand For

Flextronics Code Benchmarks

Corpedia®, a well-recognized independent compliance consultant, which is part of *The New York Stock Exchange*® (NYSE®) Governance Services, benchmarked Flextronics' Code eBook, calling it "the future of interactive codes". *Corpedia*® also stated that Flextronics' Code is "exceptionally designed", demonstrates a "confident show of support for the Code by the executive management team" and "an excellent example of a modern, forward-thinking resource".

The overall grade for Flextronics' Code is derived through the weighting of eight category grades. The breakdown of those weights is as follows: Public Availability (5%), Tone from the Top (15%), Readability & Tone (20%), Non-Retaliation & Reporting (10%), Values & Commitments (10%), Risk Topics (20%), Comprehension Aids (5%), and Presentation & Style (15%).

Training

All Flextronics' employees are required to receive training on the Code of Business Conduct and Ethics, among other training coursework. At Flextronics, training goes beyond simply checking the box. Our in-person training uses real examples and stories which help bring our company values and policies to life.

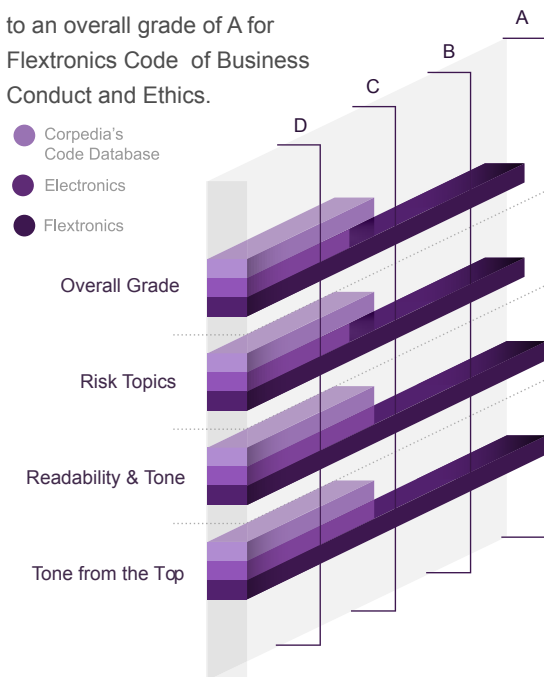
In 2012 and 2013, the Chief Ethics and Compliance Officer, members of the Corporate Compliance Team, Legal Department, Compliance Directors, and our business segments conducted in-person training covering our Code of Business Conduct and Ethics, Anti-Corruption, Insider Trading, and general compliance issues across the globe. In our continuous effort to set the right tone at the top and throughout our organization, our executives and senior management have undergone this training.

Flextronics also provides a number of e-learning compliance courses, from anti-discrimination and harassment, to protecting confidential information. At Flextronics University, employees are offered over 30 courses relating to ethics and compliance.

Over 96% of indirect labor employees have received Code of Business Conduct and Ethics training. In line with its continuing anti-corruption compliance efforts, Flextronics launched a new global anti-corruption e-learning course for all employees with Flextronics-assigned computer access.

Flextronics' Overall Code Grade: A

The factors above all contribute to an overall grade of A for Flextronics Code of Business Conduct and Ethics.



NYSE® Governance Services, Corpedia®
Diagnostic of Flextronics' Code of Business Conduct and Ethics eBook.

The overall grade for Flextronics' Code is a solid A and falls at the 1st percentile when benchmarked against Corpedia's entire code review database which consists of over 2,500 codes.

Anti-Corruption

At Flextronics, we prohibit corruption and bribery to anyone in any form. We raise awareness about corruption-related risks and provide training on how to prevent potential corruption concerns. Flextronics maintains an Anti-Corruption Compliance Program designed to ensure compliance with our Code of Business Conduct and Ethics, and anti corruption laws and regulations of the countries in which we do business. The Anti-Corruption Compliance Program defines the standards, processes, and procedures that must be followed to ensure that Flextronics does not offer or give bribes to anyone, or involved in any intermediaries with unethical practices. In addition, Flextronics Audit Risk Management Services conducts internal audits designed to identify potential anticorruption risks.

In 2012 and 2013, approximately 64% of Flextronics' sites globally were audited and anti-corruption procedures were applied to a subset of those sites.

Our Reporting & Investigation Process: Addressing Questions, Issues and Concerns

Flextronics enables stakeholders to report questions, concerns, misconduct, and suspected violations of policies quickly and confidentially. Employees have multiple reporting resources available to them, including contacting any of the following: any Flextronics manager, Human Resources, our Chief Ethics & Compliance Officer, the Legal Department, Corporate Compliance, any Compliance Director, or our Ethics Hotline. All reporting resources treat matters as confidentially as possible, and the Ethics Hotline allows for anonymous reporting.

Flextronics recognizes that asking a question or reporting a concern requires courage, and we do not tolerate retaliation against anyone who in good

faith asks a question, speaks up about possible misconduct, or participates in an audit or investigation.

All reports go through our formal intake process which they are reviewed and assigned for investigation as appropriate. Significant substantiated matters are reviewed by an Investigation Committee to ensure consistency in the investigative, remedial and disciplinary processes.

Brand Protection: Protecting the IP and Assets of Our Customers and Flextronics

In 2012 and 2013, we made significant efforts to enhance our security in several areas by creating a cross-functional team to implement best-in-class processes and controls.

We appointed a dedicated Vice President of Brand Protection focused on improving the security of our manufacturing sites and to ensure that our customers' designs, products and intellectual properties are kept secure. In 2013, we rolled-out a standard loss prevention assessment tool for sites to gauge their level of loss prevention compliance. Specifically, we established a self-assessment tool to measure the existence and effectiveness of loss prevention processes at our sites. In our effort to continuously improve, our compliance program is audited by our audit risk and amendment services.

Our goal in self-auditing is to have multiple layers of assessment and evaluation to ensure we have the most robust and effective compliance program possible.



OUR
PEOPLE



10



Paul Baldassari
Chief Human Resources Officer

Message from our Chief Human Resources Officer:

At Flextronics, people make the difference. Sustainability is a key part of our people strategy, as we strive to provide the best employee experience to our people. Flextronics Pledge 2.0, in partnership with many other HR programs covered in this section, has helped us further improve Flextronics as a great place to work.

Flextronics recognizes the correlation between high employee engagement and active ownership of sustainability activities by employees. Talent Management is a key driver for high employee engagement and Flextronics continues to attract and retain the best people, while promoting a workplace that supports our employees' career aspirations and well-being. We believe that our high-performing culture in Flextronics is only possible if we give our employees the opportunity to advance

their knowledge and skills. Development tools, comprehensive information about performance and goals, training, career advancement, and recognition are all key elements to retaining talent at Flextronics. This report details our Talent Management successes as well as our ongoing strategy.

In addition to Talent Management, employee engagement is a high priority for all levels of our leadership. We have increased the scope of our engagement survey to include all employees. We have also made significant investment in the well-being of our people, including physical, mental, emotional, social, community and financial well-being. Our people approach will help us achieve best-in-class sustainability practices for our business, our talent and the communities in which we live and work.

Flextronics' Human Resource Management Strategy

The Global Human Resource (HR) department drives our employee strategies and the employee experience through our HR programs, HR Management Strategy, HR Management Strategy, and standardized policies and practices. The department supports and executes programs such as:

Total Rewards

HR Strategy & Engagement

HR Business Partners

Global HR Operations

Talent Acquisition & Talent Management

Corporate Social & Environmental Responsibility (CSER)

Human Resource Information Systems

Global HR Programs

Wellness

HR Global Business Services



We have furthered the capabilities of the HR department and employee experience since we first shared our HR Management Strategy in the 2010/2011 CSER Sustainability Report, and have moved closer to employee self-service and information.

Our management approach is always focused on enhancing the positive aspects of our processes and the entire employee experience. We also strive to mitigate and remediate any risks or issues quickly with sustainable solutions.

Attracting and retaining the right talent by providing an environment that fosters career growth in a supportive collaborative environment.

Establishing learning and career development programs that empower our talent to further their skills and capabilities.

Inspiring and retaining our people by providing opportunities for workplace and community engagement.

Striving to transform Flextronics into a great place to work while strengthening the human resource function to become a cost, quality and customer-focused, strategic business partner.

A major aspect of HR Transformation over the last few years was demonstrated in our expansion of our HR Global Business Services team (GBS), formerly known as HR Shared Services. We now have four locations supporting our global HR team, managers, and employees from India, China, Mexico, and Romania. By relocating our back office and HR transactional activities, our HR professionals and centers of excellence are able to focus on more value-added priorities, align more closely with our business partners, and build more proactive and strategic programs within HR.

Period	GBS Transactions
2012	
Jan – Mar	1,171,054
Apr – June	949,201
July – Sept	1,573,690
Oct - Dec	1,749,284
2013	
Jan – Mar	1,398,635
Apr – June	1,900,660
July – Sept	1,870,851
Oct – Dec	3,544,489

GBS Transactions

Fluctuations in transactions from quarter to quarter can be dependent on the global HR activities occurring during that time period.



HR department highlights from 2012 to 2013:

- Integrated our Annual Merit Review, Goal Setting and Performance Appraisal process for indirect employees into Workday, our global Human Resource Information System (HRIS).
- Expanded our GBS group to four locations; India, China, Romania, and Mexico and averaged 2.1 million transactions on a quarterly basis for 2013.
- In 2013, Flextronics expanded its Global Employee Engagement Survey to include all Flextronics team members, including regular employees, agency workers and contractors.
- In Sorocaba, excluding the lowest level position hired externally, 100 percent of the opened positions went to Internal Recruitment first. We closed 49 percent of the opened positions through our Internal Recruitment program in 2012 and 70 percent of the opened positions were filled internally in 2013.
- We enhanced career opportunities for Flextronics' internal talent by building their professional profile with skills and experience with Workday in 2013.
- In order to inspire higher levels of performance and engagement from our employees, we have added the Mid-Year Checkpoint Discussion process to our performance management processes.
- The HR Team is now using business analytic tools, project management tools, Lean Six Sigma knowledge and Kaizen to actualize results.
- With our new global HR systems and processes, we now have access to key performance indicators involving hiring, retention, engagement and transformational activities.
- Over 650 children of Flextronics employees participated in "Back to School" in Guadalajara, receiving supplies, backpacks and shoes to help them prepare for the new school year. Flextronics Foundation also awarded a grant to help children with their reading comprehension by providing a part-time teacher, homework tutoring, learning materials and lectures about studying habits.
- We have significantly increased the number of our Flextronics Foundation projects related to children, their education, development and health in Europe, the Middle East, Africa and Brazil. Furthermore, we have improved our volunteering activities in countries such as Hungary, Ukraine, Czech Republic, Romania, Turkey, Ireland and Poland, in the form of time and financial donations.

Time to Acquisition

As a global employer, we are focused on building talent communities to connect talented people to Flextronics globally. In the last 18 months, our Talent Acquisition team and the HR Centers of Excellence (COE) have expanded our systems and processes to enhance the candidate experience by building employer brand awareness and cultivating strong personal relationships with diverse communities. In fiscal year 2013:

- Over 34 percent of our new hires were recruited through our employee referral network which improved the quality and engagement of our employees.
- We hired over 162,701 regular full-time workers, with 9,400 at professional level and 228 at directorial level and above.

We enhanced our Flextronics Career Page with employees' "Power Up" stories about their career and experiences at Flextronics, as well as their personal lives. Flextronics has created a Talent Network infrastructure for search engine optimization, relationship management with external talent (over 6,000 Talent Network participants in six months with over 500 veterans), supply/demand capabilities, and enhanced job postings access (10,000 job sites in 68 countries) to enable accelerated contact to talent internally and externally. In addition, the Flextronics Career Page has over 70,000 followers on LinkedIn. Flextronics has a world class time-to-fill of 35 days which is driven by the Talent Communities.

During the fiscal year 2014, our University Relations Program was built to increase our hiring and outreach with local and key universities. We are supporting critical research with the Tech@Campus, a program aimed at collaborating with universities to help them develop and offer curricula in disciplines relevant to the electronics manufacturing industry. The program also helps to develop industry-academia relationships focused on developing emerging talent. Tech@Campus is uniquely designed to keep students updated with state-of-the-art technologies through interactive channels such as elective disciplines, workshops, seminars, industry visits, case studies, projects and internship programs.

The Flextronics Sorocaba Inclusion Program is a project that encourages equality of opportunity through the employment of Persons With Disabilities (PWD). It began in October 2010 through a partnership with *Serviço Nacional de Aprendizagem Industrial*™ (SENAI), a public institution that offers courses and training related to the industrial area.

Currently, we have 200 PWD employees working in the office and production. The maintenance of this program is done by the recruitment and staffing area in Brazil. Selections are made through internal suggestions, agencies and partner institutions. Our social responsibility team keeps contact with several institutions, where we also give support through campaigns and partnership actions.

These practices were recognized by the local legislative and Main House, and in November 2012, Flextronics was honored by the City Council of Sorocaba, for our Inclusion Program.



Inclusion Program



Time to Performance

Flextronics Talent Vision

The Flextronics Talent Vision accelerates business growth by providing rapid access to talent with relevant capabilities and genuine commitments to create value to Flextronics and its customers. We see this vision realized through three key components:

1. Know and deploy talent quickly and efficiently,
2. Build capabilities for today and tomorrow,
3. Enable business ownership of talent.

Talent Processes and Development

Professional and personal growth is important to Flextronics and our employees. To encourage career growth and development, we offer employees many different avenues to develop through career rotations, exposure opportunities such as mentoring, and online and instructor-led education programs.

In order to inspire higher levels of performance and engagement from our employees, we are also expanding our Performance Management Process to support more career development focus.

Additionally, we have built talent processes and systems to develop and support employees' performance and development. We also keep connected to the business needs and requirements for exemplary company performance. Our Performance Management and Talent Review processes are designed to know and develop our talent, with over 90% positive feedback from employees on the processes. In 2013, we conducted our annual Talent Review Process (TRP) with the goal of obtaining a 100 percent completion rating for our businesses and manufacturing sites. We accomplished this goal and had 100 percent completion for our 2013 TRP. The TRP focuses on building succession and development plans at senior levels in our organization which creates global visibility in leadership talent for analysis and identification of strengths, gaps and actions for our executives and senior leaders.

In 2013, we enhanced our culture of development by offering more e-learning offerings and resources, extending the Learning Month where our larger sites (Zhuhai, Chennai, Penang, and Shenzhen) hosted a wide variety of learning events and competitions. The company also hosted a Leadership Summit where 300 of our global leaders come to learn about the company strategy, initiatives and development options.

INDIRECT LABOR

*Indicative not exhaustive

Disciplines*	Approaches	Tools & Technology	Culture
<ul style="list-style-type: none"> • Process & Product Engineering • Test Engineering • Industrial Engineering • Mechanicals • Plastic Molding • Quality/Lean & Six Sigma • Operations & Supply Chain Management • Human Resources • Finance • Project & Program Management • Business Development • Communication • Leadership & Strategic • Change Management • Compliance 	<p>Formal</p> <ul style="list-style-type: none"> • Instructor-led Skill-Based • eLearning-FlexU, Skillsoft®, eCornell® • Feedback-intensive Development Programs <p>Developmental</p> <ul style="list-style-type: none"> • Ex -pat Assignments • Job rotations • Strategic Projects • Stretch Assignments • Increase in Job Scope <p>Collaborative</p> <ul style="list-style-type: none"> • Internal or External Coaches / Mentors • Cohort Development Programs • Leader Exchanges <p>Informal</p> <ul style="list-style-type: none"> • Books 24x7® • Conferences • Off-the-job Experiences 	<ul style="list-style-type: none"> • Learning Management System • Content Management & Development • Reports & Analytics 	<ul style="list-style-type: none"> • Executive Support • Performance Management • Development Planning • Knowledge Sharing

Leadership Programs

Over 21,000 employees participated in 160,000 hours of instructor-led leadership, managerial and professional skill development programs. Programs included, frontline leader, emerging leader, business leader, negotiations and presentation skills.

Flextronics has created a global leadership development program that has driven significant business results including millions of dollars of value creation for the company and enabled innovation and culture transformation. The Executive Development Program has had 141 global leaders participate in three cohorts with phenomenal results.

The leadership bench is stronger as evidenced by the number of participants who moved into larger roles following the program. On average 50 percent

of the participants who attended the program were promoted within 12 months of attending the program.

The program consists of executive assessments, a world-class week-long residential program at Stanford University and Action Learning Projects that deliver enterprise level, value-added outcomes to the organization by having teams work on high impact business issues, such as:

- Launching a business/innovation incubator,
- Developing tools and structures to encourage innovation and new revenue streams,
- Winning pricing strategies and governance,
- Architecting business transformation initiatives,
- Voice of the customer processes.

4519
employees
have enrolled in the program,
including 1040 in FY13, and 1314
have received
CAP certificates
since the program began,
including 332 in FY13.



Certification

We currently have two types of certification programs:

A) Capability Acceleration Program (CAP) – this addresses several critical core manufacturing disciplines:

- Surface Mount Technology (SMT),
- Product engineering plastics,
- Mobile and optics test engineering, and
- Radio Frequency (RF) tuning.

CAP also addresses several critical functional disciplines that support manufacturing:

- Project management,
- Industrial engineering
- Quality, program management
- Supply human resources.

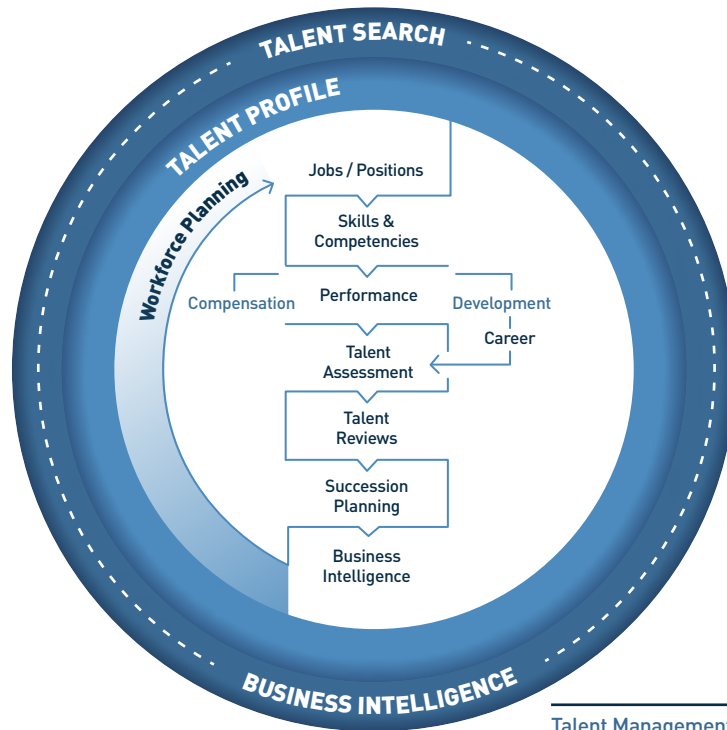
This initiative aims to accelerate capabilities and create a pool of competent professionals, managers and subject-matter experts who will help the organization achieve its business goals.

B) The IPC® certification – this provides a standardized set of approved and recognized industry training programs to enhance understanding and appropriate application of criteria.

Talent Management in Workday

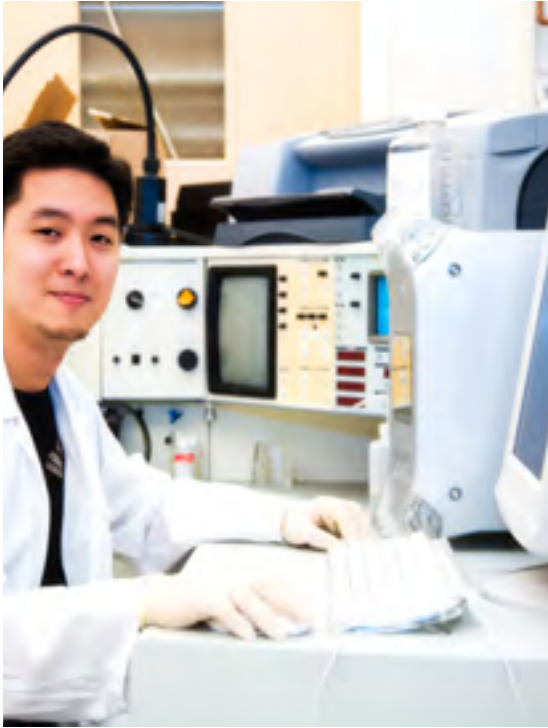
Our business success and the strength of our culture are a direct result of the talent and engagement of our employees. We are utilizing the full capabilities of our Workday system to support the ease of access to talent, talent programs and information.

Using an employee driven methodology, employees have access to their Professional Profile to enter their experience, education, language proficiency, relocation/travel willingness, and career goals, enabling us to match their skills sets with opportunities throughout Flextronics.



Talent Management in Workday





New Employee Experience (NEE)

At Flextronics, we strive to create an experience that will delight new employees and help them assimilate quickly.

We have designed a New Employee Experience (NEE) website containing all the key information new employees need to become acquainted with Flextronics.

In addition to the website, our online New Employee training has been developed in nine languages and we have an instructor-led version of this training for use in a classroom environment. During this training, new employees are taken on a tour of a Flextronics virtual campus, meet the CEO, learn about Flextronics Culture, our business strategies and structure, as well as their role as a new employee.



Flextronics University (FlexU)

Through Flextronics University (FlexU), Flextronics actively promotes continuous learning by encouraging employees to develop and advance their career.

FlexU is a complete corporate university offering a wide variety of online training, electronics books and reference materials for employees "free of charge".

FlexU is a single convenient portal which offers Flextronics employees access to 3000+ online courses, books and videos that cover a wide variety of content, ranging from highly technical subjects to critical business skills development.

These courses and associated learning assets are used as reference tools supporting our employees with their day-to-day jobs, or specific questions that arise as part of their personal development. Many of these offerings are also available in multiple languages including Spanish and Simplified Chinese.

Flextronics has established partnerships with Skillsoft®, Books 24X7®, Education First® and eCornell®. These partnerships are aimed at enhancing employees' leadership and management skills as well as English language proficiency. FlexU is committed to supporting our employees' development by providing

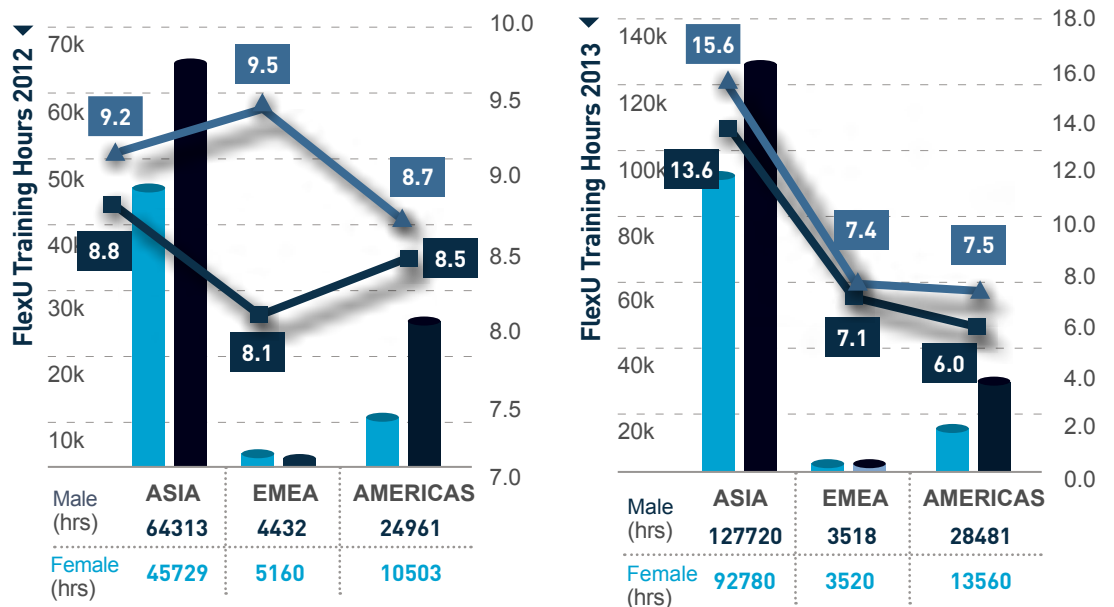
innovative online learning that can be accessed 24 hours a day, seven days a week. In response to our ongoing commitment, the University has demonstrated growth in the number of training hours our employees have completed year after year.

We tailor our direct labor training programs at the site level and create programs that focus on direct labor career paths, the work they are doing, the products and customers they work with, etc. For example, our operators in Sorocaba, Brazil are trained in Baan Basic, Flex Flow Basic, Lean Basic, Ergonomic Methods of Work, Usage of Individual Protection Equipment and Hands and Fingers Protection.

In addition to on-the-job training, all direct labor employees in Timisoara, Romania receive training in Flextronics Culture, CSER, Code of Conduct & Ethics, Basic Electronics Components, ISO 9001:2008, ISO 14001:2004, Electrostatic Sensitive Devices (ESD), Moisture Sensitive Devices (MSD), handling of electronics subassemblies, 5S+1 (sorting, straightening, shining, standardizing, and sustaining + safety), Restriction of the use of Certain Hazardous Substances (RoHS), lean awareness, and security to further their understanding of our culture and critical aspects of manufacturing.

Average Hours of Training per Year per Employee by Gender and by Employee Category.

Source: Flextronics Learning Management System



Performance Management Cycle

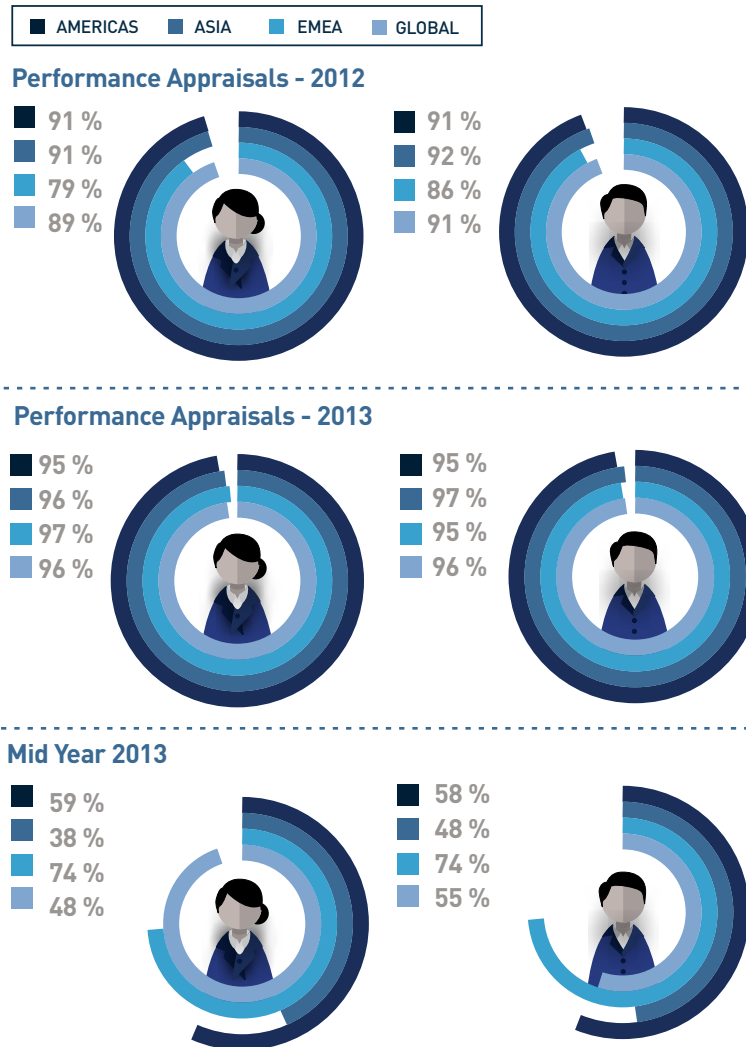
Our Performance Management Cycle is a systematic framework of practices designed to drive individual and organizational performance. This is done through the establishment of planned goals, rewards tied to performance, ongoing management of progress through coaching, feedback, recognition, and assessment of employee performance. The cycle includes the following processes:

- **Goal Setting** –Employees align their personal direction, purpose and focus with the organization's business objectives
- **Performance Appraisals** – Employees are appraised on the degree to which they accomplish their goals and demonstrate Flextronics leadership traits and values,
- **Merit** – As an outcome of the Performance Appraisal Process, managers have the opportunity to propose compensation changes for their employees, but salary increases are not guaranteed,
- **Mid-Year Checkpoint Discussion** – Facilitates feedback between managers and employees on performance and development, ensuring that employees' efforts are kept aligned to the goals of the organization.

Our Performance Portal equips employees, managers, and HR with the necessary training and information to complete our

Percentage of Employees Receiving Regular Performance and Career Development Reviews, by Gender and by Employee Category.

Source: Workday



Performance Management Cycle. From online and instructor-led training on setting SMART and aligned goals, to creating and holding effective performance appraisals, quick reference guides, short system tutorials, discussions job aids, and goal setting and performance appraisals templates.

Flextronics does not use a forced distribution for performance appraisals. We have guidelines that help managers assess performance against the Flextronics rating system. Our direct labor populations also participate in performance appraisal processes but those are directed and tailored by the site where an employee works. Our direct labor populations' goals and performance objectives vary depending on the work completed but can consist of goals and performance assessed against production, on-time delivery, and safety and quality standards.



Time to Engagement



Flextronics' engagement strategy focuses on making Flextronics a great place to work. We recognize that recruiting the best global talent is not enough. We need to continue to develop and retain our talent by building a strong community and giving our employees a say in how the company is run.

Key Values

- Intense Collaboration
 - Passionate Customer Focus
 - Thoughtful Fast
- Disciplined Execution
- Tenacious Commitment to Continuous Improvement
 - Relentless Drive to win

Culture, Key Values, and Leadership Traits

Flextronics' five key values and our leadership traits form the core of our culture. Together, they outline how we achieve the highest levels of operational performance and compliance, while defining how we treat our colleagues, customers, suppliers and communities. Every Flextronics employee is educated on our culture, key values, and leadership traits.



Leadership Traits

- Intelligence and Street Smarts
- Sound Judgment
- Ability to Anticipate
- Creative, Innovative and Entrepreneurial
- Unbelievable Work Ethic
- Results Oriented, Tenacious and Relentless
- Loyal
- Honest
- Humble and Unselfish
- Intensely Collaborative

Flextronics employees reinforce our values through engagement assessments, recognition programs and annual evaluations.

Talent Management in Workday



Talent Management
in Workday

Employee Engagement Survey

The Flextronics Global Employee Engagement Survey is critical to our management of employee satisfaction and needs. Flextronics believes that engaged employees drive performance, retention, compliance, and profitability – all critical to the success of our business and communities.

The Global Employee Engagement Survey is deployed at all of Flextronics' global sites every two years. This past year, we made a number of changes to improve its effectiveness. Flextronics now gives all of its regular employees the opportunity to take the survey and deliver feedback to management. Many agency/contingent workers were also invited to provide feedback. Additionally, Flextronics partnered with a human resources consulting firm to administer the survey, both increasing the survey's confidentiality and allowing Flextronics to benchmark itself against other global manufacturing and high-performing companies.

Flextronics ENGAGEMENT

score was over

70%
in 2013

Flextronics' overall engagement score was over 70 percent in 2013, similar to other manufacturing companies. This information was used to drive change throughout the company.

Action planning takes place on three levels:



Company-wide
(corporate)



Business
Segment



Site

Each action planning team was focused on improving nine general areas, which included our five key values:

ACTION PLAN

- Intense collaboration
- Passionate customer focus
- Thoughtful fast disciplined execution
- Tenacious commitment to continuous improvement
- Relentless drive to win
- One Plan. One Flex. One Team.
- High performance
- Working conditions
- Overall employee engagement (great place to work)

This comprehensive action planning approach reinforced our company values and culture, which makes Flextronics a great place to work.

Employee Engagement Programs

Each Flextronics site has its own engagement programs that build community. Some of these programs have been created as a result of the Global Employee Engagement Survey activities. Many others were developed due to other management activities and/or employee input. Flextronics' "open door" policy allows employees and management to collaborate on the best way to make their site a great place to work.

We are proud to share just a few examples from our many engagement programs.



EMPLOYEE DAY (CHENNAI, INDIA)

Each year, the GBS site in our Chennai, India location holds a day of activities that celebrate the contributions of its local employees. The culmination of this day is a dinner and cultural performances. This year's employee day theme was "Onederland," celebrating Flextronics' goal to have One Plan. One Flex. One Team.

Most of the routines during Onederland were performed by Flextronics Chennai employees, showcasing the broad talents within the team. GBS Chennai collaborates closely across boundaries, cultures, and with multiple stakeholders. "One Plan.

One Flex. One Team." was further reinforced, as Flextronics GBS employees from Shenzhen, China and Guadalajara, Mexico, also came to Chennai to perform dances that reflected their local culture. The Flextronics management team also had the chance to try their hand at various games and activities.

ZHUHAI LEARNING SEASON (ZHUHAI, CHINA)

Annually, Flextronics Zhuhai conducts a site-wide Learning Season that provides various opportunities for learning and development for its employees. The campaign aims to inspire and motivate employees and people managers, and nurture them to acquire knowledge not just in a formal setting but in a fun way too, and apply the learning in their work and personal life. Among the activities were a Youth Forum, Chinese Debate, English Speech Contest and Orienteering Competition.



"The Learning Season has been very refreshing for me. It has taught me the logical approach to my day-to-day work, apart from making working life much more interesting and enriching."

Yanan He, Zhuhai Employee

FLEXTRAORDINARIO (GUADALAJARA, MEXICO)

To position Flextronics as a best place to work in Mexico and achieve new heights in employee engagement, FlextraOrdinario was born in 2012. FlextraOrdinario is a three-year culture change program that aims to allow employees to focus on their personal and professional development, including leading healthy lives and enjoying good work relations with the company and each other.

The program was rolled out across Guadalajara, Aguascalientes and Ramos Arizpe in 2012, and Juarez in 2013.

Being FlextraOrdinary involves:

- Thinking differently
- Daring to do different things
- Inspire and spreads optimism
- Become an agent of change
- Feel proud of your work



Alma Corral,
Administrative Assistant,
Juarez

“I’m delighted to be part of FlextraOrdinario as it has made me realize the importance of having a good attitude towards professional and personal life. It has motivated me to give my best. I am confident that this program will help us create a better, happier work environment.”

As there are multiple factors that affect employee engagement, the program was designed with a holistic approach. It aims to improve several areas at the same time by simultaneously running 25 projects under the five areas of leadership, performance management, professional development, work-life balance and organizational culture. Each of the projects is independently significant to the entire program.



- **Miguel Angel Trujillo (right)** from Plastics segment in Guadalajara
North Plant with Abraham González, Plant Manager

“I thank Flextronics for looking into the needs of its employees. I believe it will help me identify the opportunities available to me not only in my job but also in my personal life. I’m up for the challenge.”

Emerging Leader Program (ELP), Frontline Leader Program (FLP), Lean Manufacturing Programs, Talk2Me, Good Habits, Compliance Counts, Environmental Programs, Occupational Safety, Medical Insurance, Savings fund, Discount programs, Competency Certification are some of the initiatives. These programs have used the Flextronics Organizational Change Model to complement and reinforce the corporate and local programs that we already have.



Eduardo Dieguez, Juarez
Facilities Manager

“This is the first time in the past 7 years in Flextronics, that I see everyone a lot more enthusiastic and happier at work. We feel like we are an integral part of the company and also wish to stay and give our best to Flextronics.”



Wellness Programs

Wellness is critical in all aspects of our employees' lives, including work. Flextronics believes that healthy opportunities are all around us. By encouraging employees to make healthy choices, we can continue to work together toward our goals as individuals and as a company.

We are stepping up our commitment to further building a healthy company culture. Through a wellness partnership, we are able to help coach, guide, and encourage our employees through simple steps that add up considerably over time. Beyond a simple focus on physical health, our new approach opens the door for each of us to feel and be our best in many areas of life.

- The Wellness Program was initially launched to the US workforce (employees and enrolled spouses/domestic partners) in 2011,
- Taking a more holistic approach to overall well-being, the program was enhanced in 2013 to incorporate, mental, emotional, spiritual, social, community and financial well-being,
- Realizing the value of a healthier workforce, the program expanded in mid-2013 to six pilot sites in Asia and Europe (Chennai, India; Penang, Malaysia; Suzhou, China; Manchester, UK; Tczew, Poland; Venray, Netherlands),
- Employee well-being surveys were launched at pilot sites in January 2014 to help Flextronics understand how employees currently feel about their own well-being, about program services and expectations, healthy activities of interest, and more,



- Survey results will help the Company to determine its two-year well-being strategy, understand our unique culture and that "one size does not fit all",
- Developing a global well-being intranet site for 2014 is underway. This will allow the company to post/share newly created scorecards representing the baseline well-being of employees located (initially) at the six pilot sites. This will allow Flextronics to measure the current state of employee well-being against future results,
- Opportunities for the future are to leverage successful programs, success stories, share best practices, ideas and creativity among Flextronics' 30+ countries where we employ around 200,000 employees. Making wellness a valuable component of our culture.

DIABETES AWARENESS AND PREVENTION WORKSHOP – TIMED WITH WORLD DIABETES DAY ON NOVEMBER 14, 2013, OUR SUZHOU, CHINA FACILITY HOSTED A LECTURE ON DIABETES PREVENTION AND TREATMENT.

This year's theme was "Diabetes Education and Prevention."

To promote staff attention on diabetes prevention, the company invited Professor Chen Xilin from *Soochow University*™ in Suzhou, to give a lecture on "Diabetes Prevention and Treatment." The purpose of this lecture was to discuss employees' concerns with diabetes, reduce the cost and impact on employees' lives due to a lack of knowledge and understanding, improve employee health awareness, promote healthy behavior and encourage employees to go for treatment. More than 50 employees from the site joined the seminar.

Professor Chen used vivid language, combined with clinical examples, to explain diabetes, pathogenesis, clinical manifestations, and treatment methods to the staff.

On October 10-11, 2013, our Penang, Malaysia site hosted a Wellness Powerstart Workshop on health and exercising safely, led by one of Malaysia's top wellness gurus - Wong Yu Jin.



"The training was well conducted. Information shared was simple but fairly comprehensive – covering the main elements of diet and physical exercise. The videos were inspirational as well. Most importantly, we were taught the correct and safe way to exercise – the exercises were practical (these can be done at home with no need for expensive equipment or gym memberships) and were designed for busy people who may not otherwise have time for it."

– Pay Fern Chew, Sales & Marketing

"Excellent program as it gave us in-depth ideas on how to take care of our health without much hassle. All the tips shared were easy to follow in order for us to maintain a healthy lifestyle. I would certainly recommend staff to attend this program."

– Noraisah Binti Mohamed, Human Resources

Time to Transformation

We relentlessly drive our programs and processes for our employees and managers to feel more engaged. We are also constantly looking for new and creative ways to drive quality, cost, and value for our employees in everything that we do.

Our Management Strategy emphasizes the importance of change, strong controls and structure, and an efficient and effective HR department.

Global HR Lean Program

Our Global HR Lean Kaizen events and lean activities continue to drive improvements in HR with direct and positive impact for our employees and managers as well as the HR team. Some of our CSER specific Kaizen events have focused on:

- Improving cafeteria, housing and dormitory services
- Improving employee transportation and taxi services
- Raising CSER awareness
- Waste recycling

Within HR, we have certified 39 Lean Green Belts and 24 Six Sigma Green Belts. In 2012 and 2013, we ran 198 Internal Kaizens, 29 Shingijutsu Kaizens and 198 Small Group Activities (SGAs). In just one quarter in 2013, we eliminated over 3,000 hours of non-value added tasks as a result of our HR Lean activities.

We are able to engage more with employees and managers on important and strategic programs ranging from more efficient position postings for candidates, improved DL recruiting and hiring lead times, training and talent development processes, through time-off and work transition activities. We continue to experience the benefits of our Lean Program as the tools and techniques enable our HR professionals to become more efficient, effective and productive.

"I'm writing to let you know how much better, faster and easier the LOA process is for us (management). I have been with the company for a while and have experienced all types of leaves of absence requests; generally it was a longer process, much more paper work, extensive communication with several people, more paper work, confused employees...etc.



I had a recent leave request that was a last minute request, but everything went seamlessly.

I appreciate the fact that all steps are broken down clearly and right away we know what to do, when to do it and how. I can also say for a fact, that one of my supervisors has expressed the same satisfaction with the process. He has had several LOAs and everything was quick and simple."

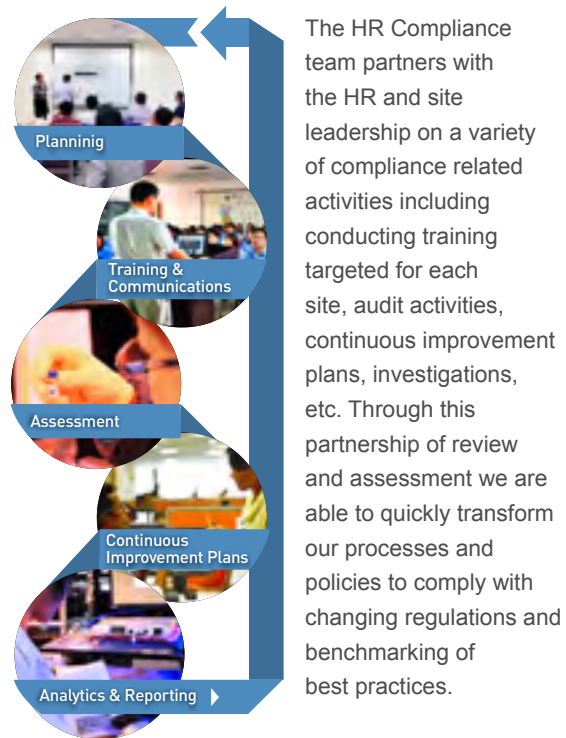
**-Mary Fallie-McKoy,
Operations Production Manager**

HR Compliance Management System

Flextronics is a global company that believes in and supports global diversity and equal opportunity employment in a safe and free environment as demonstrated in our policies and procedures:

- Code of Business Conduct and Ethics
- Diversity-Equal Employment and Prevention of Workplace Harassment Policy
- Labor & Human Rights Policy
- Open Door Policy
- Performance Management Procedures
- Total Rewards Philosophy

Building from our policies, the Global HR Compliance Management System (GHCMS) is the framework for our HR compliance programs. The GHCMS gives our HR compliance team, HR and site leadership the tools and guidelines needed to achieve our desired compliance outcomes in an effective and efficient manner.



HR Compliance Management System Process Flow

Health and Safety Management System

Flextronics' Health and Safety management approach aims to ensure that all of our employees and contractors have a safe and healthful work environment. The foundation of the system is identification of risky activities and tasks and the implementation of measures intended to avoid and mitigate negative impacts. Our Environmental Health and Safety (EH&S) Policy expresses that intention as follows:

- We will take the necessary measures to provide a safe and healthy workplace and prevent labor risks by applying appropriate management practices and technology.

“safe and healthy workplace and prevent labor risks”

- We will monitor and measure our performance and comply with all applicable EHS legal and other requirements to which we subscribe in order to maintain our status as a responsible corporate citizen in all locations in which we operate.

“comply with all applicable EHS legal and other requirements to which we subscribe”

- We will promote and foster a culture where it is the responsibility of management, persons working for or on behalf of Flextronics, and business associates to work in partnership for the benefit of the environment and the health and safety of all.

“to work in partnership for the benefit of the health and safety of all”

Flextronics' ambition in terms of Health and Safety extends beyond regulatory compliance. Our second revision of the Flextronics Pledge program integrates, among other enhancements, a built-in Health and Safety Management System and Safety 900 Program (health and safety awareness and training). These enhancements were meant to strengthen the essence of the program by incorporating those elements into the overall Flextronics Pledge audit structure.

Flextronics Pledge 2.0
Integrated CSER Management System

The Flextronics Pledge 2.0 is an integrated CSER Management System built to address our ever-expanding customer, regulatory and stakeholder requirements in a sustainable fashion.

Safety 900
Design to reduce workplace accidents.

Our Safety 900 program was designed to continuously improve our workplace environment, reducing workplace accidents to zero-tolerance level while meeting regulatory and customer demands.



EH&S Roles and Responsibilities

In conjunction with our [CSER Sustainability governance structure](#), the Flextronics Pledge/CSER Management System requirements establish a local CSER organizational structure to manage the CSER activity at a site level. It considers the following major roles and responsibilities:

Site CSER Leadership team



Site CSER Leadership team. This team is composed of General Manager and staff (Operations, Human Resources, Finance, Supply Chain and Customer Facing Representatives). Responsible for supporting the site CSER Management System implementation, maintenance and ensuring that CSER requirements are being implemented and sustained at their corresponding functions at the site. This team provides support, guidance and leadership during management reviews to assure continual improvement of the site's CSER Management System.

Site CSER/Sustainability Compliance Manager



Site CSER/Sustainability Compliance Manager. Responsible for leading the Site CSER team in the implementation and sustaining of the Site CSER Management System, including applicable procedures and policies.

Site EH&S Representative



Responsible for leading the site Environmental Health and Safety (EH&S) Management System in the implementation and sustaining phases, understanding applicable EH&S customer and legal requirements, as well as ensuring that the site's EH&S Management System is aligned with the corporate requirements stipulated in CSER Management System requirements.

Health & Safety Goals and Key Performance Indicators

Our corporate goal is to achieve Injury and Occupational Diseases and Lost Time Cases rates equal to 0 or a 15% reduction year over year by the end of CY2015 (baseline CY2012). These Health and Safety targets apply to manufacturing and logistics sites and are voluntary (not mandated by law). Flextronics has a CSER metrics system that enables tracking, monitoring and reporting of Health and Safety performance on a regular basis. We use that internal measurement system to evaluate the effectiveness of our Health and Safety management approach.

After we established our H&S goal in CY2012, the first year we achieved very good results:

12.5% Injury and Occupational Diseases Rate decreased

- Injury and Occupational Diseases Rate decreased by 12.5% (2012 vs 2013).

11.4% Lost Time Rate decreased

- Lost Time Cases Rate decreased by 11.4% (2012 vs 2013).

33% of our sites had +100 days without accidents

- As of December 31, 2013, 30% of our sites had more than 100 days without accidents.

13 sites had zero accidents

- Thirteen sites across the world had zero injuries and occupational diseases during CY2013.



Health and Safety Key Performance Indicators

🚨 Injury and Occupational Diseases Rate ¹		
AMERICAS	Annual Variation	-15.9%
	2012	2013
	1.28	1.08
ASIA	Annual Variation	-10.5%
	2012	2013
	0.46	0.41
EMEA	Annual Variation	-5.4%
	2012	2013
	0.80	0.76
FLEXTRONICS	Annual Variation	-12.5%
	2012	2013
	0.68	0.59

🏠 Lost Time Cases Rate		
AMERICAS	Annual Variation	-18.7%
	2012	2013
	0.84	0.68
ASIA	Annual Variation	-5.6%
	2012	2013
	0.31	0.29
EMEA	Annual Variation	-3.7%
	2012	2013
	0.72	0.69
FLEXTRONICS	Annual Variation	-11.4%
	2012	2013
	0.47	0.42

📅 Lost Time Rate ²		
AMERICAS	2012	2013
	No Data	7.65
ASIA	2012	2013
	No Data	3.65
EMEA	2012	2013
	No Data	10.3
FLEXTRONICS	2012	2013
	No Data	5.19

👤 Work-related Fatalities		
AMERICAS	2012	2013
	0	0
ASIA	2012	2013
	1	1
EMEA	2012	2013
	0	0
FLEXTRONICS	2012	2013
	1	1

Notes:

1) This report integrates both injury and occupational diseases rates into one. Our future report will include them separately. Industry Injury and Occupational Diseases Rates Benchmarks: Electronics Mfg. 1.40, PCBA 1.4, Plating 5.4, Stamping 7.0 [Source: U.S. Occupational Safety & Health Administration (OSHA®)].

2) Industry Lost Time Case Rate Benchmarks: Mfg. 0.7, PCBA 0.6, Plating 2.8, Stamping 3.9.

Fines & Penalties

During this reporting period (2012-13), Flextronics received no material fines or penalties for violations of environmental, health and safety laws.

Medical Treatment Center in Dongguan, China

In many locations around the world, Flextronics runs clinics on site to provide first aid, treatment of minor occupational injuries and general medical care. We recently established a new clinic with local government support in the dormitory block in Dongguan, China. Since the end of December, 2013, it has been open to all employees. This new medical center eliminates the issue of delay in furnishing first aid/medical treatment following an incident. It is much more convenient for the site's employees in seeing a doctor/seeking medical services when necessary. This has been an excellent example of our model in terms of integrating medical services where we can as an enhancement to our health and safety programs.



A number of exhibitors, ranging from the Red Cross to fitness academies, provided activities for all employees.

Health Day in Althofen, Austria

Another example of local implementation of our management approach is at the Althofen facility. Management there recognizes that the health and safety of our employees is a top priority. Fit and healthy employees are less likely to get sick, have more energy and are less stressed. Therefore the Althofen site decided to organize a Health Day to create and improve awareness of personal initiatives for a healthy lifestyle.



Health Screening

Health Day gave our employees an understanding of the importance of a healthy lifestyle and we promoted better living through health awareness. While the event demonstrated the holistic view of health with information on many contributing factors, the key message was how we look after ourselves, and how we can enhance our own personal initiatives for a healthy lifestyle.

Flextronics Labor and Human Rights Policy

At Flextronics we are committed to respecting the Labor and Human Rights of all our employees through the principles stated in the Flextronics Code of Business Conduct and Ethics (CoBCE). The *Electronics Industry Code of Conduct*® (EICC®) is incorporated into the Flextronics Code and is key to our human rights programs. Flextronics also expects its suppliers to respect Labor and Human Rights and adhere to the principles of the Flextronics CoBCE and the EICC®. Key elements of our policy include:

● Freely Chosen Employment

We will ensure that our employees work at their own free will and are free to leave the Company upon reasonable notice under the terms of their labor contract. Our employment contracts are voluntary agreements. Forced, bonded (including debt bondage) or indentured labor, involuntary prison labor, slavery or trafficking of persons shall not be practiced.

● No Child Labor

We will comply with all appropriate local and international regulations on the restriction on the employment of child labor.

● Benefits and Wages

We will ensure that employee compensation and benefits comply or exceed the minimum legal requirements of the country where they are employed.

● Working Hours

We will comply with local working hours requirements or the EICC® guideline, whichever is lower. Overtime work is voluntary and employees are compensated for overtime work in accordance with local laws.

● Harassment and Abuse

We will not tolerate any physical, sexual, psychological or verbal harassment or abuse against employees, suppliers or vendors.

● Equal Opportunity and No Discrimination.

We will ensure that our hiring, compensation, training, promotion, termination and retirement policies and practices do not discriminate on the basis of race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.

● Freedom of Engagement with Management.

We will provide the means for employees to freely voice their concerns and opinions and to engage with management without fear of reprisal and retribution. We will respect employees' engagement rights in accordance with local laws.

● Health and Safety

We are committed to providing a healthy and safe working place for all.

Our Labor and Human Rights Policy was issued in 2011 and revised in December, 2013 to expand its scope to our suppliers and the Freely Chosen Employment section was updated. The Policy covers all Flextronics entities and was approved by our Chief Executive Officer, Mike McNamara.

Flextronics is actively working on human rights issues in partnership with customers and through our participation in the *Electronic Industry Citizenship Coalition*® and the *Global Business Initiative on Human Rights*™. These organizations include many enterprises from whom we can identify and learn best practices. We are determining which of those practices should become part of our policies and standards and others are being incorporated into guidance materials for Human Resources and Operations. We have already put a number of these practices into place in South Asia where the Company employs migrant workers, foreign contract workers, students and others who need additional protections. As we formalize these procedures and practices, we will update this report on our external website.

Labor and Human Rights Key Performance Indicator

We initiated a project to track certain labor and human rights metrics focused upon EICC® and legal compliance (covering working hours, overtime and rest periods). The challenge is drawing the data from a multiplicity of timekeeping systems and then measuring compliance against both Company standards and various legal requirements.

The goal is to track these indicators globally (all manufacturing and logistics sites). Our CSER team is collaborating with the IT department to develop a system that consolidates the working hours information from several time and attendance tracking systems and then calculates compliance automatically. During calendar year 2014, a pilot test will be conducted and phase I (that covers US, Mexico and China) will be completed. Our next report will share more information about this initiative.

Making a difference in Chennai

About two years ago, a few employees at the Flextronics Power operations in Chennai, India, decided to make a difference in their community. They wanted to hire specially-abled persons to work at their site. Partnering with government groups, they hired and trained people for assembly, packing, material feeding and other jobs. To accommodate the new recruits, they retrofitted bathrooms, cafeterias and other facilities. Management and training teams learned sign language. A buddy system was introduced for each employee.

Despite the challenges, the Chennai team made it happen. In 2013, the site held a graduation ceremony for 34 of these specially-abled people. They were happy to be a part of our company, and to be given a chance to prove that they, too, can contribute and make a difference.

This story is about much more than our team in Chennai. It's about Flextronics' commitment to corporate, social and environmental responsibility.



Sustainability Awards & Recognitions



Great Place to Work® Award, 2012

Recipient: Flextronics Institute of Technology (FIT) Brazil

Awarded by: Great Place to Work® (GPTW)

On July 29, 2012, Flextronics Institute of Technology (FIT) was acknowledged as a “Great Place to Work” by Great Place to Work® (GPTW), one of Brazil’s pioneer research organizations in employee confidence evaluation and people management.

Companies were assessed based on their employee feedback in five key areas: Credibility, Respect, Fairness, Pride and Camaraderie; and nine areas of management practices: Hiring and Onboarding, Inspiration, Talking, Listening, Thanking, Development, Caring, Celebration and Sharing.

The rigorous selection process involved independent employee interview sessions, as well as a separate audit process by the GPTW team.



Flextronics Mexico Honored with Socially Responsible Company Award

Recipient: Flextronics Mexico

Awarded by: Levantate Hoy™ Magazine

Flextronics Mexico was recently presented with the Socially Responsible Company Award by *Levantate Hoy™*, a magazine dedicated to promoting inclusion of the physically challenged in the workforce. In a ceremony on October 5, 2013, Human Resources Representatives received the award on behalf of Flextronics Mexico.

This award recognizes companies and leaders with proven commitment to corporate social responsibility and drive to deliver value by engaging and developing an inclusive culture in Mexico.

This was Flextronics’ first year participating in the competition held by the magazine.



Asia's Best Employer Brand Award, 2012

*Recipient: Multek Hong Kong & China
Awarded by: World HRD Congress and
Employer Branding Institute*

On July 19, 2012, Multek Hong Kong & China was one of the 100 organizations across Asia to be awarded Asia's Best Employer Brand Award by the World Human Resources Development (HRD) Congress and Employer Branding Institute.

A first win for the company, the award cements Multek's position as one of the most sought-after employers in the industry and region. It also recognizes Multek's successful efforts in consistently enhancing its human resources policies through emphasizing exemplary learning and development initiatives, distinctiveness in employee hiring, excellent training and retention practices and displaying continuous innovation.





ENVIRONMENTAL 11

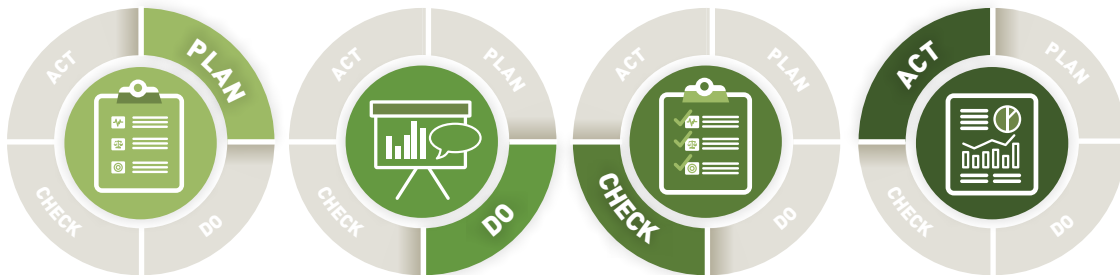
Flextronics Environmental Management System

Flextronics' integrated Corporate Social and Environmental Responsibility CSER/Sustainability Management System consolidates several management systems into one, incorporating current environmental, health and safety requirements and the changes from latest EICC® Code of Conduct and aligning them into the ISO/OHSAS Plan Do Check Act (PDCA) format.

Flextronics Pledge 2.0 Includes an Environmental Management System with a scope that extends far beyond ISO 14001:2004 (including Product Environmental Compliance and E-Waste management).



CSER Management System Requirements



PLAN

- CSER Risk Assessment and Risk Management
- Legal and Other Requirements
- Objectives, Targets and Programs

DO

- Structure and Responsibility
- Competence, Training, Awareness
- Communication, consultation
- Documentation
- Operational and Process Controls
- Emergency Preparedness and Response

CHECK

- Monitoring and Measurement
- Gap closure and performance improvement
- Control of documents
- Corrective/Preventive Action
- Records Management
- Internal audit and assessment
- Corporate CSER/ Flextronics Pledge Certification Audit

ACT

- Management Review and Reporting

Flextronics' environmental management approach is intended to make all aspects of our business environmentally responsible and to avoid or mitigate negative impacts. Flextronics issued its Environmental, Health and Safety (EHS) Policy in

2002 and the last revision was done in 2012 (see latest version below). The EHS Policy scope covers all Flextronics entities and was approved by our Chief Executive Officer, Mike McNamara.

Environmental, Health and Safety Policy



Flextronics recognizes its responsibility as a corporate citizen. Through our Environmental, Health and Safety (EHS) Management Systems:

- We will take the necessary measures to provide a safe and healthy workplace, protect the environment, conserve energy and natural resources, and prevent pollution and labor risks by applying appropriate management practices and technology.
- We will monitor and measure our performance and comply with all applicable EHS legal and other requirements we subscribe to maintain our status as a responsible corporate citizen in all locations in which we operate.
- We will periodically review our environmental objectives and goals, our practices and procedures to address changing circumstances and to continually improve our performance.
- We will openly make this policy available to all persons working for or on behalf of Flextronics, vendors, customers and the public.
- We will promote and foster a culture where it is the responsibility of its management, persons working for or on behalf of Flextronics and business associates to work in partnership for the benefit of the environment and the health and safety of all.



Mike McNamara, Chief Executive Officer

CSE-CPL-1-001-00 Rev. F

5 x 5 Environmental Strategy

Flextronics has architected a “5x5 strategy” comprising a 5-Pillar Environmental Framework and 5 CLEAN Value Propositions. This robust environmental strategy accommodates both existing and future environmental requirements.



5 x 5



Chemical Substance Management

Effective management and control of all chemical substances in products and manufacturing processes.



Compliance with Legal and Customer Requirements

Global legal and customer requirements translated into actions that will mitigate risks and maximize compliance.



Take-Back and Recycling

We practice take-back, reuse, recycling and ethical disposal of waste. This applies to the design, manufacturing and after life elements of the entire product life cycle.



Liability and Cost Protection for Flextronics and our Business Partners

We are dedicated to create win-win agreements with all our business partners.



Pollution Prevention and Control

Proper management systems and controls are in place to restrict or ban contaminants from escaping into the air, ground or water.



Environmental Stewardship

We aspire to be stewards of the environment and our communities and to fulfill our business needs in an environmentally responsible manner.



Resource Conservation

Our resource conservation program focuses specially on the reduction of energy and water consumption.



Asset Recovery

Flextronics has established a B2B asset recovery business. This will help ensure that electronics waste does not end up in landfills.



Climate Change

Proper energy saving programs to reduce energy consumption and create respective solutions in each critical manufacturing equipment, to finally reduce our CO2 emissions (carbon footprint).





New Business Opportunity


Flextronics is preparing capabilities and services that will enable new businesses to come to fruition.

Environmental Goals and KPIs

Our corporate environmental goals cover reduction of CO2 emissions, water consumption, and waste generation. These environmental targets apply to manufacturing and logistics sites and are voluntary (not mandated by law):

- 

● **Reduce water consumption** per revenue dollar by 10% by the end of CY2015 (Baseline CY2012).
- 

● **Reduce CO2 emissions** per revenue dollar by 15% by the end of CY2015 (Baseline CY2009).
- 

● **Reduce waste generation** per revenue dollar by 10% by the end of CY2015 (Baseline CY2012).

Flextronics has a CSER metrics system that allows us to track, monitor and report environmental performance on a regular basis. We use that internal measurement system to evaluate the effectiveness of our environmental management approach.


Among the positive results achieved by the end of CY2013 (vs CY2009):

- **Total water withdrawn** decreased by 3%, while water withdrawn normalized to revenue (m3/\$M USD of revenue) decreased by 7%.
- **CO2 Emissions Scope 1 and Scope 2** decreased by 46%¹ and 6% respectively, and Total CO2 emissions normalized to revenue (Tonnes/\$M USD of revenue) decreased by 13%.
- **Non-hazardous waste** normalized to revenue (Tonnes/\$M USD of revenue) decreased by 2%.

1) We are planning a validation of our footprint and accounting, including the 2009 baseline year. Our data collection today is far more complete and accurate than it was during that timeframe.

Environmental Achievements 2012/2013


Achievements 2012 / 2013

KPI
 **Water Withdrawn**

Flextronics Recycled
381,534m3


of water during 2013 (57% for irrigation purposes and 43% for industrial use).

40% in total water withdrawn of our sites (representing more than **achieved reductions** 347,000m3).

KPI
 **CO2 Emissions**

44% in total CO2 emissions of our sites (representing more than **achieved reductions** 45,000 tonnes).

3 sites generated on-site electricity from **renewable sources** Aguascalientes in Mexico, Zhuhai in China and Althofen in Austria, adding up to a total of 5.7 million KWh in 2013.

KPI
 **Waste Generation**

52% Composting total amount increased by 52%.

81,312 tonnes of waste were recycled an increase of 5% from 2012.

95% of Flextronics sites recycled their waste and 32% sent zero waste to landfill.

56% of our sites reduced their total waste amount (representing more than 16,000 tonnes).

60% of total waste was recycled in 2013.

► Total water withdrawal by source

Water withdrawn (m3)

2009	2010	2011	2012	2013
TOTAL				
13,668,757	12,646,514	12,845,246	12,720,564	13,207,862
MUNICIPAL WATER SUPPLY				
No Data	No Data	No Data	7,854,622	8,523,992
GROUND WATER				
No Data	No Data	No Data	717,108	619,316
SURFACE WATER				
No Data	No Data	No Data	29,656	11,291
RAINWATER				
No Data	No Data	No Data	948	2,937
WASTE WATER FROM ANOTHER ORGANIZATION				
No Data	No Data	No Data	10	150
PRIVATE COMPANY WATER SUPPLY				
No Data	No Data	No Data	0	67,611
OTHER WATER UTILITIES: UNTREATED WATER FOR INDUSTRIAL USE ONLY				
No Data	No Data	No Data	4,118,213	3,982,565

Notes:

1) Source of data: Water data come from water bills or invoices, other portion is based on water meter reading and a few data were estimated based on previous billing records.

2) Other water utilities: One site in China obtains this supply from a private party; this water is not potable.

► Water Withdrawn Intensity

Water withdrawn (m3/\$M USD of revenue)

2009	2010	2011	2012	2013	Variation 2009 vs 2013
WATER WITHDRAWN					
575.45	455.55	428.98	515.91	535.19	7% ▼

► Percentage and total volume of water recycled and reused

Recycled Water (M³)

2009	2010	2011	2012	2013
TOTAL				
No Data	No Data	No Data	490,177	381,534
% OF RECYCLED WATER				
No Data	No Data	No Data	3.9%	2.9%

► **Direct and Indirect Greenhouse Gas (GHG) Emissions (Scope 1, 2 and 3)**
CO2 Emissions (tonnes)

2009	2010	2011	2012	2013	Variation 2009 vs 2013
TOTAL CO2 EMISSIONS					
1,370,814	1,444,765	1,428,474	1,138,478	1,235,409	10% ▼
SCOPE 1					
118,930	82,876	44,354	43,118	63,936	46% ▼
SCOPE 2					
1,251,884	1,361,889	1,384,120	1,095,360	1,171,473	6% ▼
SCOPE 3 – BUSINESS TRAVEL					
No Data	No Data	No Data	21,568	29,591	NA

Notes:

- 1) Flextronics defined 2009 as the base year because at that time a new energy reduction program was launched and its effectiveness started being measured.
- 2) Standards/Methodologies used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).
- 3) Source of emission factors: IEA International Energy Agency® (© OECD/IEA2012 CO2 Emissions from Fuel combustion, IEA Publishing).

- Licence: <http://www.iea.org/t&c/termsandconditions/>.
Consolidation approach for emissions:
Operational control.
- 4) Flextronics defined 2013 as the base year for Scope 3 emissions because in that year a new travel reduction program was launched and its effectiveness started being measured.
 - 5) Business Air Travel CO2 emissions were provided by travel service providers.

► **Greenhouse Gas (GHG) Emissions Intensity**
CO2 Emissions Normalized to revenue (Tonnes/\$M USD of revenue)

2009	2010	2011	2012	2013	Variation 2009 vs 2013
TOTAL CO2 EMISSIONS (SCOPE 1 + SCOPE 2)					
57.71	52.04	47.70	46.17	50.06	13% ▼
SCOPE 1					
5.01	2.99	1.48	1.75	2.59	48% ▼
SCOPE 2					
52.70	49.05	46.22	44.42	47.47	10% ▼
SCOPE 3 – BUSINESS TRAVEL					
No Data	No Data	No Data	0.88	1.20	NA

► Total Water Discharged

Water Discharged (m3)

2009	2010	2011	2012	2013
TOTAL				
No Data	No Data	No Data	No Data	9,577,278

► Total Weight of Waste by Type and Disposal Method

Waste (Tonnes)

2009	2010	2011	2012	2013
NON HAZARDOUS WASTE				
102,896	114,974	114,117	107,110	105,146
HAZARDOUS WASTE				
27,788	33,045	26,453	26,061	30,250
TOTAL WASTE				
130,684	148,019	140,570	133,171	135,396
COMPOSTING				
No Data	No Data	No Data	846	1,781
REUSE				
No Data	No Data	No Data	3,328	3,182
RECYCLING				
No Data	No Data	No Data	76,942	81,312
RECOVERY				
No Data	No Data	No Data	29,574	22,065
INCINERATION - OR USE AS FUEL				
No Data	No Data	No Data	7,251	12,405
LANDFILL				
No Data	No Data	No Data	12,453	12,848
DEEP WELL INJECTION				
No Data	No Data	No Data	20	17
ON-SITE STORAGE				
No Data	No Data	No Data	203	95
OTHER				
No Data	No Data	No Data	2,554	1,691

Notes:

1) Most of the disposal methods data were provided by the waste disposal contractors unless the waste was disposed of directly by the reporting organization or otherwise confirmed. 2) Other disposal methods include mulching, food waste used to feed animals or a combination of methods where we are unable to separate per treatment method.

► **Waste Intensity**
Waste (Tonnes/\$M USD of revenue)

2009	2010	2011	2012	2013	Variation 2009 vs 2013
NON HAZARDOUS WASTE					
4.33	4.14	3.81	4.34	4.26	2% ▼
HAZARDOUS WASTE					
1.17	1.19	0.88	1.06	1.23	5% ▲
TOTAL WASTE					
5.50	5.33	4.69	5.40	5.49	0.3% ▼

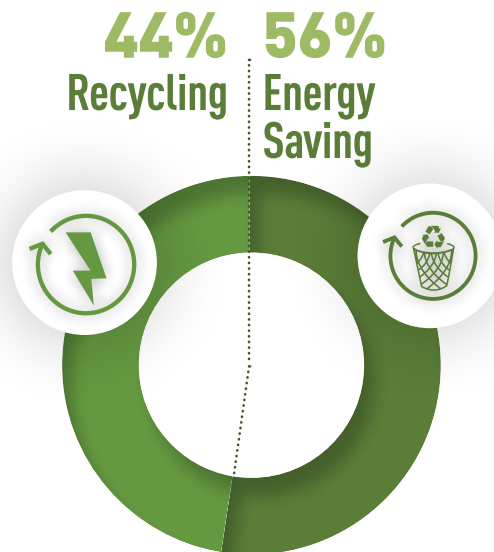
Lean and Green Initiatives

Flextronics has a well-developed Lean program and culture where a systematic approach is used to identify and eliminate “muda” (waste), thereby adding value to our business processes. Environment and safety are reviewed during “kaizen” and other Lean events and leaner operations often consume less energy, fewer resources and generate less waste and emissions to our environment. Our continuous improvement projects focus mainly on energy savings and energy consumption reduction. One area of focus has been equipment energy use, which in some of our factories may account for over 50% of total energy consumption. By incorporating idle modes and other leaner modes of operation and maintenance, some significant recurring savings have been identified.

Looking forward, we are committed to continuing our efforts in energy conservation and environmental preservation, while improving quality, delivery and cost of our products and services to our customers based on “Double the Good, Halve the Bad and Triple the Speed”.

During 2012 and 2013, there were a total of 121 Lean in Green projects including energy saving and recycling. In 2013 more than 600 employees participated in these kinds of projects.

Green Initiatives



Flextronics Aguascalientes, Mexico Recycling Center



Flextronics Aguascalientes, Mexico | Solar Panels

Environmental Best Practices Competition

The Flextronics Environmental Best Practices Competition is an enterprise-wide sharing program that encourages the involvement of Flextronics employees across the globe to collaborate on the most effective ways to achieve their CSER/ Sustainability goals and objectives.

During the first competition, Flextronics had the opportunity to recognize our global sites' continuous development in environmental performance, operations and awareness of Flextronics CSER culture among employees.

In order to enhance the positive results obtained from the sites' participation, the competition will continue to communicate and replicate state-of-the-art projects throughout our global sites.

History of Best Practices Competition

During 2012, the Corporate Sustainability Group held the first Flextronics Environmental Best Practices Competition.

The main objective was to optimize environmental resources and create a Flextronics Sustainability Culture.

A CSER review committee was established to analyze the data and practices received from 30 participating sites across the globe, in order to select the best.

- Air emissions reduction = two practices submitted.
- Energy consumption reduction = thirteen practices submitted.
- Waste management improvements = nine practices submitted.
- Water consumption reduction = five practices submitted.
- Environmental culture = one practice submitted.

An overall winner and one winner per region were presented with an award certificate. A winner was also chosen for each of the following categories:

- Economic impact.
- Ability to replicate.
- Natural Resources Conservation.
- 5 Environmental Pillar Application:
 - Pillar 1. Chemical Substance Management.
 - Pillar 2. Take Back and Recycling.
 - Pillar 3. Pollution Prevention and Control.
 - Pillar 4. Resource Conservation.
 - Pillar 5. Climate Change.
- Application of the 5 element CLEAN Value Proposition.
 - C: Compliance with Legal and Customer Requirements.
 - L: Liability and Cost Protection for Flextronics and our Business Partners.
 - E: Environmental Stewardship.
 - A: Asset Recovery.
 - N: New Business Opportunity.

Environmental Best Practices Overall Winner

SITE

Sárvár Ikervári, Hungary

PROJECT

Recycling Rate Improvement and Waste Cost Decreasing Project.

OBJECTIVE

Expanding recycling capabilities based on proper waste classification; implementing upgrades and improvements in technology; improving waste selection methodology; and waste disposal partner.

BENEFITS

- Optimization of average recycling rate.
- Customer brand protection.
- Higher selectivity ensured by local waste-handlers onsite.
- Carbon footprint decreased.
- Reducing storage containers space and improving efficiency.
- Establishment of a special central place for on-site waste handling.

CSER Best Practices Competition Trophy



All the information related to CSER Best Practices, including details about the previous competition was shared with the Flextronics community with the aim of promoting continuous improvement and learning from other sites. There is a dedicated CSER Best Practices Competition section on the Flextronics intranet where submitted practices can be shared with every site.

We are on a continuous drive to develop a well-defined excellence recognition program for every site to enhance their environmental performance amongst employees.

Environmental Sustainability Projects

Flextronics Penang Project: River Adoption – River Water Quality Improvement Project

As part of our CSER efforts, Flextronics Penang, in collaboration with the Seberang Perai Local Council, commenced the River Adoption Project. A site known for active participation in Environmental Sustainability Projects, Flextronics Penang decided to “adopt” the Sungai Junjung Mati River, which flows in front of Plant 2 at Flextronics Penang. To begin the project, the local government decided to release enzymes into the river. This will be a long term and continuous effort in improving the quality of the river water.

The enzymes, produced through the fermentation of fruit skin inside drums, will be slowly released into the river over a period of time. The fruit skins are collected from Flextronics Penang’s cafeteria. Through this effort, waste at the dumpsite is reduced and water quality is improved.

The site also released 3000 fish into the river. In addition, 1000 “effective microorganism” (EM) mud balls were thrown into the water in an effort to support sustainable practices as well as improve the quality of the river water.



Tapping Solar Energy at Flextronics Zhuhai

On June 8, 2012, Flextronics Zhuhai’s solar installation project was officially inaugurated by President of Global Operations, Francois Barbier. This solar field initiative represents our maiden journey in using solar power in China and is part of our Flextronics Pledge CSER program that aims to promote sustainability across our operations. It is also in line with the Chinese Government’s “National Golden Sun Initiative” that emphasizes the usage of clean, renewable energy sources to ensure sustainable growth for the nation.

These solar installations will generate 4.95 MWh of clean energy each year over the next 25 years while reducing 4,600 tonnes of carbon emission annually.

The energy generated by these solar fields is channeled to the entire factory to power up our operations via a dedicated power distribution hub.



Electric Car Facility in Venray, Netherlands

Flextronics Facility Services continuously strives to reduce our carbon footprint by implementing sustainability projects. In the past, diesel vehicles were used as transportation between the buildings on the Flextronics campus at Venray. Those cars were replaced by electric cars and dedicated parking spaces were created for them. The dedicated charging areas are also available for our customers to use when they visit our site.

Benefits of an electric car:



• 100% eco-friendly, no harmful exhaust emissions



• CO2 reduction of 115 gram/Km



• Fuel cost savings – an electric car is 10 times more efficient



Recycling of Cooking Oil Waste

Flextronics Penang’s CSER Team, in collaboration with Seberang Perai Municipal Council, organized an environmental sustainability project called “Recycling of Cooking Oil Waste” in August 2012.

The main objective of the project was to recycle the cafeteria cooking oil waste into a product that could be sold to generate funds that would provide financial aid to employees in need. Another project goal was to eradicate the sale in the market of hazardous third grade cooking oil, which is produced from processed cooking oil waste.

Seberang Perai Municipal Council rendered its expertise in turning the cooking oil waste into dishwashing soap. About 30 employees took part in making this soap, including senior managers and the director.



480 soaps were produced by Flextronics Penang’s CSER Team, in collaboration with Seberang Perai Municipal Council



A total of 480 soaps were produced during the first session

Environmental Awards and Recognition



The Chinese Government Recognizes Flextronics Suzhou as “2012 Advanced Environmental Protection and Awareness Company.”

Recipient: Flextronics Suzhou
 Awarded by: Suzhou Industrial Park Environment Bureau™

On World Environment Day (June 5, 2012), Flextronics Suzhou was recognized as the “2012 Advanced Environmental Protection and Awareness Company” by *Suzhou Industrial Park Environment Bureau™*.

Flextronics Suzhou is highly active in promoting environmental awareness. They constantly carry out and support environmental related activities and programs such as “Green Handkerchief” and tree planting at *Xinghai Primary School™*.

In conjunction with the “Green Handkerchief” program, Flextronics Suzhou’s Environmental, Health and Safety (EHS) team presented 600 environmental handkerchiefs to students of *Xinghai Primary School™* in an effort to promote awareness of “saving disposable paper towels” amongst the children.

On March 12th, 2012, Flextronics Suzhou officially announced the formation of an environmental union between the site and the primary school. Flextronics Suzhou promised to continue to hold Environmental Health and Safety (EHS) related activities with the school to promote environmental awareness and protection.



“Tree-Nation® Certificate”

Recipient: Flextronics Romania
 Certified by: Tree- Nation®

In the program “Plantăm fapte bune” (Romanian), or “Planting Trees,” Flextronics volunteers participated in a forest replanting activity. Near the village of Livezile, the participants planted seedlings, ensuring that the forest lives on. This program is not new for Flextronics Timisoara, as the volunteers have participated in this program in the past years.

In recognition for their efforts in the area of environmental protection, Flextronics Timisoara has received the “*Tree-Nation®*” Certificate, given to companies that contribute to the fight against climate change.



Certificate of Appreciation “One Million Apologies to Mother Earth”, 2012

*Recipient: Flextronics Technology Penang
Certified by: Penang State Government*

Flextronics Penang was presented with the “Certificate of Appreciation” by the Penang State Government for environmental sustainability efforts in 2012.

With the cooperation of Seberang Perai Municipal Council, Flextronics Penang had undertaken several environmental projects such as tree planting, training and certification of internal Eco Instructors, and sponsoring the local sustainability community projects.



Flextronics Penang Awarded Green Office Certification, 2013

*Recipient: Flextronics Penang
Awarded by: Penang Green Council™*

In conjunction with World Environment Day on June 5, 2013, Flextronics Penang, Malaysia received the “Green Office Certification” by Penang Chief Minister and *Penang Green Council™* (PGC) Chairman, Lim Guan Eng.

The Green Office project promotes a clean and safe Penang, and the use of green technology. The recognition was granted after a rigorous assessment including an audit by PGC to assess the quality of indoor air, waste reduction and recycling practices, water and energy conservation initiatives, and employee and community engagement activities.



COMMUNITY
PARTNERSHIP



12

Community Partnership Overview

Flextronics is a global leader in profit/non-profit partnership, providing assistance in the places around the world that need it most. We are committed to finding sustainable solutions to the social and economic issues that exist in the communities in which we operate.

Our initiatives focus on providing low-income students with access to science, technology, engineering and math (STEM) education, improving the lives of migrant workers and their families, and addressing the needs of specially-abled children.

Community Partnership is one of the key pillars of our Flextronics Pledge 2.0 Corporate Social and Environmental Responsibility (CSER) Program. In addition to a community involvement program that promotes volunteerism, Flextronics Pledge 2.0 includes a grant making arm, known globally as The Flextronics Foundation. It's through these vehicles that Flextronics seeks to aid, enrich, engage, educate and empower the communities where our company, suppliers and customers have a business presence.

Community Involvement

At Flextronics, our people make a difference and this is evident in our commitment to our community. Our corporate community involvement programs include “Flextronics Cares” in North America; “FlexKids” under the Flextronics Cares umbrella in Europe, the Middle East and Africa (EMEA) and Brazil; and “Team Sunshine” in Asia. These worldwide programs involve employees in the areas in which they live and work and provide employees with the opportunity to help others through voluntary giving and community service, bringing together resources for the benefit of both internal and external communities. Nearly three quarters of our global sites have community involvement committees that follow a set of guidelines to help them narrow down and decide which foundations to support. We enable the sites to establish strong relationships with local organizations to affect change for the greater good through partnerships and volunteer work.



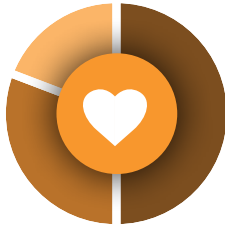
Employees at Flextronics Cork raised funds to support cancer treatment through a soccer match.

Community Involvement Activities done in CY2013

During calendar year 2013 Flextronics did around 475 community involvement activities (see below the breakdown per area of focus and vulnerable groups supported) where 11,272 volunteers participated representing 85,439 volunteers' hours. 70% of the manufacturing and logistics sites implemented local community engagement in calendar year 2013.

Activities by Area of Focus

Health and Wellbeing 216 activities



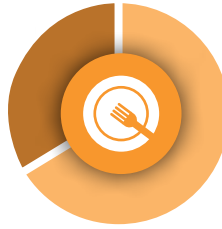
- 48 Americas
- 107 Asia
- 61 EMEA

Education 160 activities



- 32 Americas
- 48 Asia
- 80 EMEA

Hunger 20 activities



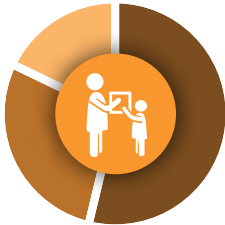
- 13 Americas
- 00 Asia
- 07 EMEA

Housing 16 activities



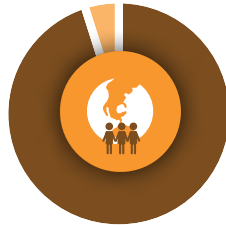
- 07 Americas
- 06 Asia
- 03 EMEA

Disaster 26 activities



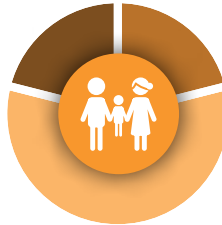
- 05 Americas
- 12 Asia
- 09 EMEA

Migrant Workers 22 activities



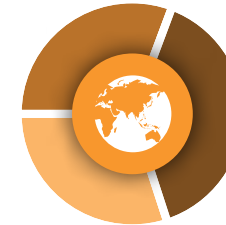
- 02 Americas
- 20 Asia
- 00 EMEA

Poverty 9 activities



- 05 Americas
- 02 Asia
- 02 EMEA

World Preservation 6 activities



- 02 Americas
- 02 Asia
- 02 EMEA



Community Involvement
Activities that Supported
Vulnerable Groups



ACTIVITIES	AMERICAS	ASIA	EMEA
▶ Children and youth 178 Total Flextronics Involvement Activities	53	27	98
▶ Elderly 31 Total Flextronics Involvement Activities	12	14	5
▶ People with Disabilities 45 Total Flextronics Involvement Activities	16	16	13
▶ Excombatant 1 Total Flextronics Involvement Activities	1	--	--
▶ Internally displaced 15 Total Flextronics Involvement Activities	--	15	--
▶ Refugees or returning refugees 1 Total Flextronics Involvement Activities	--	--	--
▶ HIV/AIDS-affected households 1 Total Flextronics Involvement Activities	--	1	--
▶ Indigenous Peoples 4 Total Flextronics Involvement Activities	1	3	--
▶ Ethnic minorities 1 Total Flextronics Involvement Activities	1	--	--

Examples of Flextronics Cares and Team Sunshine Programs

AMERICAS



Volunteers help package carrots at *Second Harvest Food Bank of Metrolina™*.

Flextronics, Silicon Valley (US)

- Hosted career day for 28 underserved students attending Aim High's summer learning program.
- Judged The Tech Museum's "The Tech Challenge".
- Highlighted the importance of math and college for seventh-grade students through the support of Silicon Valley Education Foundation's "Stepping Up To Algebra", now known as "Elevate [Math]" classes.
- Presented Santa Clara University's Summer Engineering Seminar.

Flextronics, Louisville (US)

- Renovated a building (through *Volunteers of America®*) for expectant mothers recovering from drug/alcohol problems.

Flextronics, Memphis (US)

- Raised US\$ 2,115 in pledges and T-shirt sales for American Cancer Society's 5K Run.
- Donated gifts to 40 children and 10 seniors through the Salvation Army's Angel Tree Donation Drive.
- Collected 2,833 pounds of canned and dry food goods for the *Mid-South Food Bank™*.
- Judged *Southwind Elementary School Science™* Fair.
- Donated 23 laptop computers to *Remington College®* and participated in summer jobs program.

Flextronics, Charlotte (US)

- Led soldering workshop at Discovery Place, Inc. Museum in Uptown, Charlotte.
- Stocked shelves of Classroom Central's Free Store in preparation for the start of the school year.
- Demonstrated electronics manufacturing at John Motley Morehead STEM Academy's STEM Fair.
- Collected 17,000 pounds of food to benefit *Second Harvest Food Bank of Metrolina™*.



North America



South America

Flextronics, Juarez (Mexico)

- Planted trees for reforestation in the Juarez community.

Flextronics, Aguascalientes (Mexico)

- Donated funds to support activities for over 40 children at *Dulce Refugio™* (orphanage).

Flextronics, Tijuana

- Collected over 500 clothing items for underprivileged children at *Casa Hogar el Faro™* (orphanage) and senior citizens at *Asilo el Refugio™* (convalescent home).
- Provided 78 volunteers to construct home for underprivileged family through *Comunidad Corazón™*.

Flextronics, Manaus

- Held "Christmas in Community" celebration involving employees and their families, eight local social institutions, and two hospitals. Employees and suppliers contributed 1,500 kg of food to 120 families, and provided lunch for more than 400 people and 840 new toys for children.

EMEA



Flextronics, Budapest, Tab, Sárvár, Zalaegerszeg (Hungary)

- Organized an Internet-based environmental competition called “FlexKid”, part of Flextronics Hungary’s Environmental Program series for school children in the local community. Children used their creativity and imagination to solve environmentally related exercises.



Flextronics, Cork (Ireland)

- Participated in radio station 96 FM’s “Giving for Living” Radiothon supporting cancer treatment at local hospitals. Raised funds through a soccer match with employee-sponsored teams as well as site donation.

Flextronics, Tczew (Poland)

- Conducted road safety workshops at schools impacting 800 students with help from the local police, firemen and lifeguards.
- Held a football tournament for 200 local children to encourage physical activity.

EMEA

ASIA

Flextronics, Zhuhai (China)

- Launched activity for Children’s Day called “Hand in Hand, Heart to Heart” in partnership with *Doumen Federation of the Disabled™*.
- Organized a six-day summer camp called “Sunshine Paradise” for 120 children of employees and local residents.
- Held rummage sale with 3,000 employees. Matched funds that were collected to donate to the *Zhuhai Xinqing Volunteer Association™* to help disadvantaged children.
- Organized a campus wide donation drive to aid Sichuan earthquake victims.

Flextronics, Wai Gao Qiao (China)

- Donated 1,050 sets of school uniforms for *PuGuang Ementary School™*.

Flextronics, Gushu (China)

- Cleaned XiChong Beach in Shenzhen where 70 volunteers collected 10kg of trash.
- Planted 50 trees at *LongGang, University Village™*, Shenzhen, with the help of 90 participants.
- Provided 130 volunteers for a blood donation drive for *Shenzhen Baoan Central Blood Station™*.



ASIA

Tech@Campus

Tech@Campus is a university collaboration program developed to create industry-academia relationships with the goal of developing emerging talent through novel high technology electronics curricula. The program keeps students updated with state-of-the-art technologies through interactive channels such as elective disciplines, workshops, seminars, industry visits, case studies, projects and internship programs. Participating universities are chosen based on proximity to our sites, academic reputation, Flextronics' ability to attract talent, and expertise in specific areas such as micro-electronics, CSER and energy.



Tsinghua University®

Since 2010, Flextronics and *Tsinghua University*® have collaborated to provide CSR curriculum at China's Tsinghua University's School of Economics and Management (SEM).

In 2011, Flextronics funded the launch of CSR Chair Professorship Program. The program educates future business and technology leaders in CSR, so that executives are well prepared to make business decisions that strike an optimal balance between profit, people and environment.

Over the years, the Flextronics CSR Chair Professorship Program has been actively involved in specific CSR joint efforts with *Tsinghua University*®.

Among the key achievements of the Flextronics CSR Chair Professorship Program for 2012/2013 are:

- Immersive study trip for students and faculty members of Tsinghua SEM to Flextronics Zhuhai Industrial Park;
- Business Ethics Case Writing Competition.

In addition, a significant grant was given to the University to continue funding of the CSR Chair Professorship Program through 2014.



Other University Partnerships

Flextronics received industry visits from *Tsinghua University*[®] (China); *Guangdong University of Technology*[™], Guangzhou (China); *Anna University*[™], Chennai (India) and *Universiti Teknologi Malaysia*[™], Johor Bahru (Malaysia).

Flextronics subject matter experts delivered lectures on surface mount technology to *Guangdong University of Technology*[™], *Anna University*[™] and *Universiti Teknologi Malaysia*[™].



Flextronics Foundation



The Flextronics Foundation grant to *Asociacion Deportiva, Cultural y Recreativa Silente de Jalisco, A.C.* provided funding for technical equipment used for teaching hearing impaired students in Guadalajara, Mexico.

Established in March 2002, the Flextronics Foundation operates as a private foundation with a primary focus on providing financial support through grant making. The Foundation invests globally and serves as a catalyst for positive change in communities around the world, providing assistance in the areas of natural disaster relief, human rights and educational programs. Emphasis is placed on programs that serve the needs of people in communities where Flextronics employees, suppliers and customers live and work. Grant proposals must meet a set of criteria set by the Foundation, and grant officers follow due diligence when recommending grants for approval. Projects are selected by the Grant Review Committee and awarded by the regional grant officers or local site CSER managers.

Projects Supported by the Flextronics Foundation

NGOs	Causes
AMERICAS	
Aim High™ for High School	Summer Learning on the Peninsula (California)
ALearn™	Year-Round math acceleration program (MAP)
Ann Richards School Foundation™	STEM Education Program
Asociación Deportiva, Cultural y Recreativa Silente de Jalisco, A.C.	Integral education technology for hearing impaired
Associacao Sorocabana de Atividades para Deficiente™ (ASAC)	Remodel
Asociación Programa Lazos, I.A.P.™	Lazos & Flextronics for the education of Mexico
Banco Pérola™	Young Entrepreneur meeting area
Centro de Enseñanza Técnica Industrial™ (CETI)	Supporting education in Guadalajara
Children International® Jalisco, A.C.	Educational reinforcement in Jalisco
Instituto Tecnológico de Ciudad Juárez™ (ITCJ)	Scholarships
Classroom Central™	STEM program
Discovery Place, Inc.	Discovery Place Inc. education studio at Bank of America
Centro de Educación Diferencial Especializada para Sordos™ (CEDES A.C.)	Education for the hearing impaired
Faribault Public Schools™	STEM education
John Motley Morehead STEM Academy™	STEM program
Level Playing Field Institute™	Summer math and science honors academy (SMASH)
Plano ISD Education Foundation™	Grants to educators
Resource Area For Teaching® (RAFT)	Tailored training for underserved schools
Reviver Group™	Reviver Group™ infrastructure
Santa Clara University®	Summer engineering seminar
Silicon Valley Education Foundation™	Elevate [Math]
Technical Education Research Centers (TERC®)	Investigations workshops for transforming math
Universidad Tecnológica de Coahuila™ (UTC)	Supporting education in Ramos Arizpe
The Tech Museum of Innovation®	The Tech Challenge
Universidad Tecnológica de Tijuana™ (UTT)	Flextronics scholarship
United Way®	Ottawa Coalition of Community House-Homework Club



Greg McNeil, Flextronics VP and GM, innovation Labs, talks to high school students about the different disciplines of engineering at Santa Clara University's Summer Engineering Seminar.



Flextronics Foundation supported the Left Behind Children Project™ via the Inno Foundation.

NGOs	Causes
United Way® For Greater Austin	Middle School Matters
ASIA	
Beijing Youth Development™	Empowering blind people through drama: tour sponsorship
The Children's Cancer Foundation®	Hair for Hope
Chinese Relief & Development Foundation™	Sichuan earthquake relief
Left Behind Children Project™	Inno community development
Oxfam Hong Kong™	Poverty alleviation and emergency relief
Save the Children®	Philippines disaster relief
Zhuhai Center for Social Work Facilitators™	Support for the center
EMEA	
Centrum Aministacyjne Placowek Opiekunczo Wychowawczych™	IT and foreign language teaching lab community project
Children's Center Veská™	Donation for reconstruction of the Children's Center
Cristian Serban Foundation™	Medical project
Eletjel Foundation™	Financial support for the education of children with disadvantages and intellectual disabilities
Emergency County Hospital™	Refurbishment of the oncology department
Oblasnyi budynok dytynv™	Healthy environment and children's welfare orphanage in Svaliava
Opening Doors International Services™ (ODIS)	Donation to support school's renovation community project
Polish Society Against Cystic Fibrosis™	Support for families of children with mucoviscidosis
Sports Club Libero™	Sports integration for disabled children
The Balint Foundation™	Financial support for the education of children with disadvantages and intellectual disabilities
The Garden of Hope Association™	Hospice ward day room equipment
The Warrington Wolves Charitable Foundation™	Warrington Children's University community project
Turk Egitim Vakfi™ (TEV)	Educational support for underserved school



HOLISTIC MIGRANT TALENT SUPPORT PROGRAM

Beijing Social Work Development Center for Facilitators (SDCF), China

To support needs of the 100,000 migrant people working at our China operations, Flextronics teamed up with Beijing Social Work Development Center for Facilitators (SDCF), formerly known as Culture and Communications Center for Facilitators (CCCF). SDCF's first few projects with Flextronics put migrant talent in the spotlight and drew public-wide support. The projects brought pertinent issues affecting migrant talent to the forefront.

In 2009, Flextronics and SDCF extended the partnership by establishing the Zhuhai Center for Social Work Facilitators™ (ZCSWF) within the vicinity of our industrial park in Zhuhai. Backed by the Chinese government, the Center's aims are three-fold:

- Enhance migrant employees' sense of belonging to the community and support urban assimilation;
- Train social volunteers for community work to serve the growing community of migrant talents;
- Provide migrant employees with counseling and social support.

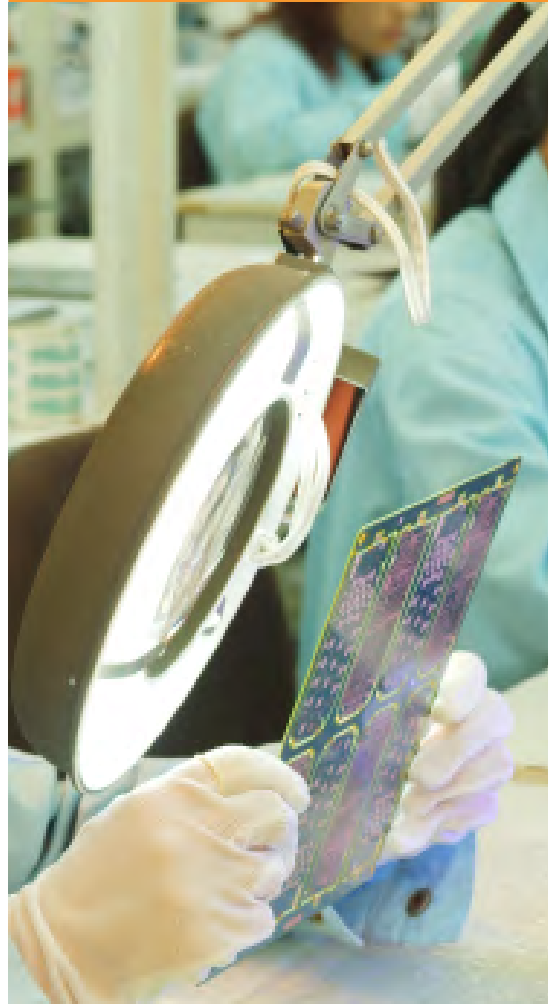
Beijing Hongdandan Education and Culture Exchange Center™ (Hongdandan)

In 2013, Flextronics partnered with Hongdandan, an NGO dedicated to empowering the visually impaired in China.

The first Flextronics-Hongdandan joint project collaboration was a theater performance entitled, "The Facial Mould of a Maid by the Seine" which debuted in August 2013. The drama was directed by two iconic players in China's movie industry, Mr. Liang Guoqin and Ms. Zheng Zheng. Performed entirely by 10 visually-impaired actors from Hongdandan, this performance was staged in major Chinese cities, including Beijing, Wuhan, Changsha, Nanchang, Shenzhen and Dongguan.

In 2012/2013, Flextronics completed the following projects:

- Contributed over 1,000 hours of community service;
- Provided social support to 16,376 migrant workers and 8,909 migrant workers' children;
- Helped 253 workers through a 24-hour counseling hotline;
- Benefited 1,016 children through offering affordable child care for working parents;
- Trained 46 new volunteers to become social workers;
- Supported 15,536 migrant workers through public service centers to encourage community growth.



A COMMITMENT TO STEM EDUCATION

Silicon Valley Education Foundation™



Flextronics is a longtime supporter of the *Silicon Valley Education*

Foundation™ (SVEF), a non-profit organization in San Jose, California, which drives scholastic achievement in the areas of math and science by combining resources and partnerships to provide innovative academic programs.

SVEF delivers programs and partners with organizations that support its mission of improving public education through STEM education, advocacy, Teacher Innovation Grants, an online database of 10,000+ lesson plans, education forums and partnerships.

In 2008, Flextronics was invited by SVEF to brainstorm on “Elevate [Math]”, a year-round math program that includes a 75-hour summer preparatory course for incoming eighth-grade students. This program prepares students for success in Algebra 1 and, ultimately, in their college careers. In 2012 and 2013, Flextronics continued its support through grants and volunteers in “Elevate [Math]” classrooms.



Matt Perrone, Corporate Sustainability, helps 7th grade student with math at SVEF’s “Elevate [Math]” class at Morrill Middle School™ in Milpitas, California.



DISCOVERY PLACE, INC. MUSEUM

Flextronics partnered with Discovery Place, Inc., a non-profit educational organization to help improve access to STEM education



for underserved youth by providing a grant to fund science workshops for underserved local schools. In 2012, the following projects were carried out:

- Discovery Place’s ScienceReach mobile science lab delivered its “Electrifying Attractions” workshop to 1,000 fourth grade students at eight local Title 1 schools. Several Flextronics employees assisted with workshops.
- In April 2012, Flextronics assisted with Discovery Place’s “Tech Guts” demonstration table at an Uptown Charlotte event, showing participants how to break down and rebuild popular electronics devices.

- Discovery Place, Inc. presented an interactive science show called “Fire and Ice” for the Charlotte site’s Family Day in June 2012.

Flextronics employees created and led a soldering workshop for over 50 participants at Discovery Place, Inc. Museum in Uptown Charlotte.



PROVIDING OPPORTUNITIES FOR YOUTH

Ashoka™

In 2012, Flextronics partnered with Ashoka™ to launch the Young Changemakers Initiative in Hungary, to enable young people to obtain skills and support needed to become a force for good in their communities.



The goal of the one-year initiative was to support 22-25 young people aged between 15 to 18 from Tab, Sárvár, Zalaegerszeg and the 18th district of Budapest, to identify significant social problems and develop innovative solutions.

In 2012, Ashoka™ took their program on a roadshow, during which approximately 2,000 students learned about the Young Changemakers Initiative. Twenty-two



Students participating in one of Ashoka's workshops for Young Changemakers.

participants were selected from this roadshow to attend workshops. Participants learned how to structure complex projects, set and measure goals, and execute action plans.

Other projects included:

- Day of Opportunities, Sárvár – Cultural event to expose youth to new cultures through music and dance.
- Happy Day, Tab – An event focused on educational games and musical entertainment for underprivileged youth between ages five and 18.
- Life is Full of Mobility, Sárvár – One-day sporting event for disabled and abled people to decrease discrimination.
- Go Green With Us!, Tab – Clean-up project to improve local high schools.
- The Nature Re-Occupies the City, Budapest – Project to transform the city into a more colorful and inspiring place, focusing on creating art through murals.
- Change to Be Able to Change, Sárvár – Roundtable to educate high school students on the dangers of drug and alcohol abuse.



Ashoka™ students at the second workshop.

BANCO PÉROLA™

The *Banco Pérola™* is a non-governmental organization (NGO) that supports businesses managed and/or owned by young disadvantaged adults through low-income loans in the city of Sorocaba, Brazil. The Bank serves people between ages 18 and 35.



Participants are trained to develop a business plan, covering both economic and social impacts of their proposed businesses.

In December 2012, Flextronics awarded *Banco Pérola™* a grant to improve its administrative headquarters with the addition of a separate room to meet with new entrepreneurs.

Since the creation of this new space, the NGO has assisted 241 youth entrepreneurs with loans totaling more than US\$1 million in 2013 alone. Loans to date have had an impressively low default rate.



The grant from Flextronics enabled *Banco Pérola™* to build a separate space for meeting new entrepreneurs.

Recognition



**Silicon Valley Business Journal® Article
“Flextronics Funds Silicon Valley Education
Foundation’s algebra program”**

*Recipient: Silicon Valley, CA, US
Awarded by: Silicon Valley Business Journal®
2012*

Highlighted for \$50,000 grant for Silicon Valley Education Foundation’s “Elevate [Math]” program.



**SF Gate® Article: “Resource Area For
Teaching® receives Flextronics donation”**

*Recipient: Silicon Valley, CA, US
Awarded by: SF Gate®
2012*

Highlighted for grant for Resource Area For Teaching’s professional development program for teachers.



SUSTAINABILITY 
SUPPLY CHAIN
PROGRAM 13



Tom Linton
Chief Procurement &
Supply Chain Officer

Message from our Chief Procurement & Supply Chain Officer:

As a leading global supply chain solutions company, Flextronics is strongly committed to trading fairly and ensuring everyone in our supply chain is treated with honesty, fairness and respect. Ethical sourcing and responsible supply chain management is central to all our procurement decisions at Flextronics and we work very closely with our approved suppliers, encouraging them to support our key CSER initiatives through adoption and implementation of sustainable business practices.

As a founding member of the *Electronic Industry Citizenship Coalition*® (EICC®) and as part of the Flextronics Pledge, we regularly conduct

assessments and collaboratively implement corrective actions across our approved supply chain.

Flextronics is committed to constantly improve our supply chain assessment tools and capabilities, effectively manage new requirements and prove to customers that our supply chain management is the best in the industry. I am proud of our team's accomplishments and remain committed to continuous improvement in our business processes, increased efficiency and upholding and driving our strong CSER initiatives throughout our supply chain management.

Our Supply Chain

Flextronics values our suppliers as business partners who contribute to the success of both our company as well as our customers. We strive to foster long-term relationships with our suppliers and ensure that they are in alignment with our guiding principles on sustainability-related issues such as human rights and environmental protection as outlined in our [Flextronics' Code of Conduct](#).

Commitment: As a major consumer of components and materials purchased from suppliers around the globe, Flextronics is committed to continuously monitoring and driving compliance to Flextronics' Supplier Corporate Social and Environmental Responsibility (CSER) requirements throughout its entire supply chain. These CSER requirements are included in [Flextronics' CSER training](#), which aligns with *Electronic Industry Citizenship Coalition*[®] (EICC[®]) requirements and addresses labor practice issues such as: freely chosen employment, humane treatment, working hours, forced labor, wages and benefits, human rights issues such as child labor, discrimination and freedom of association, health and safety, environmental, and other issues, including conflict minerals and ethical conduct. We also require our suppliers to have a management system in place to ensure continuity and effectiveness of CSER activities and to mitigate potential risks. Our aim is to leverage the magnitude of our supply chain to make a positive impact in our industry.

Supply Chain Corporate Social and Environmental Responsibility (CSER) Program

A well-managed supply chain is vital to the success of Flextronics. Our worldwide supply chain includes approximately 20,000 suppliers of direct, indirect, vertically integrated and non-production procurement materials. Most of our suppliers are controlled by our customers. In 2013, approximately 13.6 percent of our total material cost was paid to Flextronics-controlled suppliers. This group of suppliers forms the focus of our Supply Chain CSER Program.

All employees in procurement-related functions are required to adhere to Flextronics' Global Procurement & Supply Chain Policy. This helps to ensure fair and ethical business practices. We expect our suppliers to comply with Flextronics' CSER requirements and EICC's Code of Conduct. The EICC® is a non-profit, membership-driven global association aimed at forming a single code of conduct for supply chains within the information and communications technology sector.

Flextronics' supplier CSER program revolves around the following areas:

- CSER requirements and training to suppliers
- Self-assessment and reports by suppliers
- Selection and qualification of new suppliers
- Assessment of current and existing suppliers
- Supplier corrective action and development

Setting Expectations for Our Suppliers

Flextronics' CSER policies and expectations for new suppliers are communicated via our website:

<http://www.flextronics.com/supplier/supplierquality/default.aspx>

[Supply Chain CSER Program Overview](#) and [Supplier CSER Training](#)

Flextronics' Suppliers are expected to:

- **Promote positive CSER activities** - Suppliers are expected to understand their social responsibility and to promote CSER activities within their company and their supply chain,
- **Conform to EICC® requirements** - Suppliers are expected to understand EICC® requirements and conform to these requirements,
- **Contribute to society and community** - Suppliers should proactively participate in activities that contribute to the development of global society and local community.

Flextronics Supplier Code of Conduct

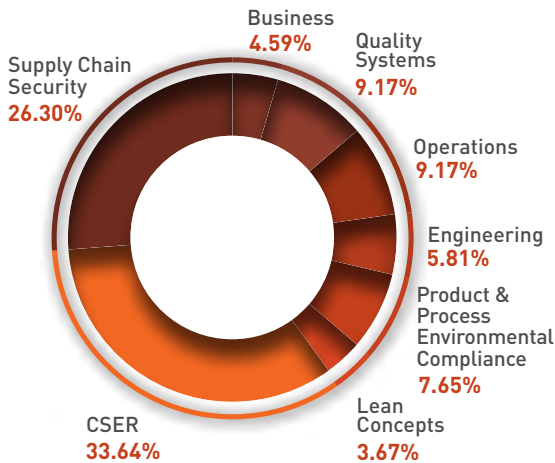
Our General Business Agreement requires compliance with the EICC® Code of Conduct, to ensure that working conditions in the electronics industry are safe, workers are treated with respect and dignity, and that design and manufacturing processes are environmentally responsible.

The EICC® Code of Conduct is made up of five sections. Sections A, B, and C outline standards for labor, health and safety and the environment, respectively. Section D adds standards relating to business ethics; Section E outlines the elements of an acceptable system to manage conformity to this Code.

The complete EICC® Code of Conduct can be obtained directly from the EICC® website at:

http://www.eicc.info/eicc_code.shtml
(available in 19 languages)

Assessing suppliers



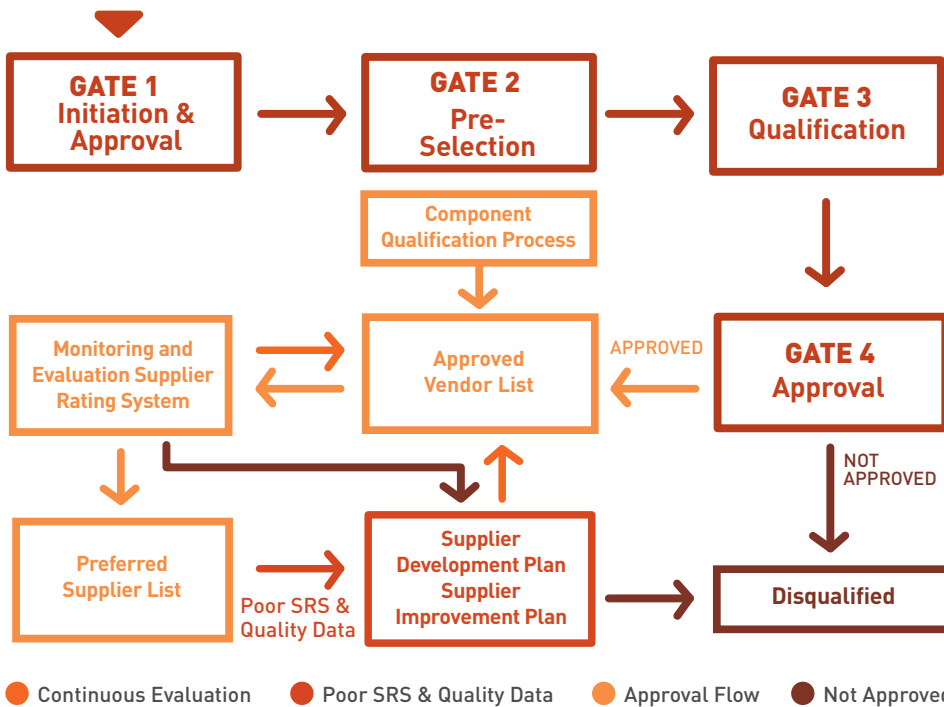
Flextronics has integrated elements of the Flextronics Supplier Code of Conduct into our Supplier Qualification Process. The Flextronics Supplier Qualification Process covers several key elements, including business, quality systems, operations, engineering/design, product and process environmental compliance, supply chain security, CSER and lean concepts.

As illustrated in the pie chart, over 40 percent of questions asked in the Supplier Assessment Questionnaire (SAQ) relate to “CSER” and “Product & Process Environmental Compliance”, demonstrating Flextronics’ commitment to CSER and environmental compliance.

Assessing Suppliers

CSER assessments are critical in the selection of new suppliers. The process flow used by Flextronics for new supplier selection and qualification is described below:

Flextronics’ Supplier CSER program has been extended to all existing Flextronics-controlled suppliers and subsequently imparted to Preferred Supplier List (PSL) suppliers.



The process flow used by Flextronics for new supplier selection and qualification

More than **227**
suppliers
trained on CSER
(EICC®) requirement.

Due Diligence Process for Supplier Assessment

We have carried out preliminary risk assessment on our Preferred Supplier List (PSL). Our preliminary risk assessment was based upon spending and geography. For example, manufacturing suppliers in China with whom we spent more than US\$25k/quarter were considered potential high-risk suppliers. We collected supplier information and performed a comprehensive risk assessment based on the commodity purchased, the level of manual labor required, the suppliers' ownership structure, and the certification or recognition achieved. On-site physical audits were conducted for those suppliers deemed to be high risk.

More than **1135**
supplier personnel
trained on CSER
(EICC®) awareness
and requirements.

A dedicated and independent supplier CSER team was established at the corporate level to assess Flextronics-controlled suppliers. Since 2010, we have conducted more than 370 CSER on-site audits of existing and prospective suppliers. These audits provide feedback to both Flextronics and the suppliers on how well they are meeting legal requirements and Flextronics' expectations. These also provide insight into the effectiveness of our training and our suppliers' improvement efforts. These audits consist of the suppliers' completion of a detailed questionnaire, followed by a document review and factory visit, including management and employee interviews by qualified CSER auditors.

Training information is available to suppliers at the [Flextronics Supplier Information Internet](#):

[Supply Chain CSER Overview \(pdf\)](#)

[Supplier CSER Training \(pdf\)](#)

If suppliers are found to have deficiencies, they are required to complete corrective action plans (CAP) within a specified time frame. Our CSER team then approves the plan and monitors the CAP implementation status. The team will return to the facility within six to 12 months to confirm resolution of the issues.



Flextronics Procurement Practices

The flowchart below summarizes the assessment process:



● Supplier Training

Suppliers can obtain the training material from the Flextronics website:

<http://www.flextronics.com/supplier/supplierquality/default.aspx>

or can liaise with their Flextronics contact for information. Flextronics' Supplier CSER Team also provides CSER training during each physical audit.

● SAQ Submission

Flextronics' CSER Supplier Assessment Questionnaire (SAQ) requires suppliers to answer 109 questions covering areas such as labor, ethics, environment, health, production processes, material and finished goods stores, inspection areas, dormitories, wash rooms and canteen. Audit results are evaluated and scored based on pre-defined criteria in order to alleviate subjective findings. Each question asked on the self-assessment or during the on-site audit is assigned a 5-point grade scale, with one representing the poorest score, five representing the best possible score, and three representing the minimum passing mark. One element listed in the SAQ is the requirement for suppliers to communicate sustainability-related issues and guidelines to their own suppliers and encourage their supply base to foster a culture of social responsibility.

● SAQ Review

Flextronics' Supplier CSER Team reviews the submitted SAQs, ensuring that any additional documentation required to support a score has been included with the response.

● Risk Assessment

Flextronics' Supplier CSER Team identifies the level of risk associated with each supplier based on pre-defined criteria included in our Risk Assessment Tool. If a supplier is deemed to be high risk, a physical audit is scheduled and performed.

● Physical Audit (On Site)

Independent auditors from the Supplier CSER Team, as well as auditors from Flextronics sites, carry out CSER due diligence assessments of high-risk suppliers according to the Supplier CSER Audit Procedure, which includes audit man-day requirements as well as specific audit processes e.g., opening meeting, document review, facility walkthrough, employee interview and closing meeting.

● Supplier Corrective Action

If deficiencies are found during the on-site audit, Flextronics formally requests the supplier to develop and submit a Corrective Action Plan (CAP) within seven days of the audit for critical deficiencies, and within one month for non-critical items. It is expected that suppliers correct and improve their areas of deficiency within 90 days of the audit. The CAP should outline how the supplier will resolve the issue(s) following an 8D problem-solving methodology, addressing containment, root-cause analysis, correction and preventive action as well as assignment of action owners and timeline for completion.

Flextronics monitors, reviews and reports on compliance with these requirements using a Corrective Action tracker to initiate the request, track response times, and report on response status and outstanding supplier deficiencies.

To confirm that suppliers have put effective measures in place to correct critical deficiencies, Flextronics carries out a follow-up on-site audit. For non-critical items, the suppliers are required to provide objective evidence that demonstrates the corrective action resolution. If corrective actions for non-critical items cannot be verified via the document review process, Flextronics' Supplier CSER Team will conduct an on-site audit.

Supplier CSER Goals Completion Status for 2010-2011

⊕ Goal for 2010-2011	% Completion status
Carry out CSER audits on 115 Flextronics-controlled suppliers in Asia to ensure CSER compliance.	From 2010 to 2011, the team carried out CSER audits on 137 Flextronics-controlled suppliers located in Asia.

Progress status for the 2010-2011 Report:	
"Next steps" set in 2010-2011	Progress status
Enhanced Supplier Awareness	Provided CSER (EICC®) awareness training to over 227 suppliers, with over 1135 participants attending. We have also provided CSER training to over 130 Flextronics employees who interface with suppliers.
Collaboration with Industry Organizations	Flextronics participates in EICC® initiatives and follows new EICC® guidelines, such as updating EICC® score calculation to align with new guidelines on excessive work time.
Increased CSER Assessments	From 2012 to 2013, we have increased the number of assessed suppliers to 394, and have increased the number of follow-up audits to 75.

Supplier CSER Goals 2012-2013

Flextronics' 2012-2013 goals are listed as follows. These goals are minimum requirements and are considered to be mandatory.

⊕ Goal for 2012-2013	% Goal Completion
Complete due diligence assessment of all preferred suppliers,	Completed assessments for 98.4 percent of preferred suppliers, with the gaps due to several suppliers not responding to our requests
Establish supplier working hours improvement program and monitor the progress of suppliers with excessive working hours issues.	26 suppliers that were found to have excessive issues with working hours are participating in a working hours improvement program. They have committed to a plan to improve working hours and they report their progress monthly to Flextronics.



Gaps in Supplier CSER Physical Audit

Although it is a difficult task to verify whether our suppliers are upholding our high standards of business ethics at all times, they are required to, at a minimum, establish policies and procedures designed to achieve compliance and that reflect a commitment to EICC's Code of Conduct.

Suppliers are required to provide training to their employees to prevent unethical business practices. Freedom of association has been another requirement that has been difficult to verify, but suppliers are required to either have union representatives or an effective grievance process.

Periodic SAQ reviews and sustainability-related updates		SAQ Rev. & date
2010	Fully introduced EICC® Code of Conduct	2.0, Sept. 2010
2011	Added Conflict Minerals Requirement	3.0, Aug. 2011
2011	Added California Law requirement on human trafficking and slavery	3.1, Dec. 2011
2012	Changed scoring for working hours issue (based on EICC's new decision)	3.1, Dec. 2011
2012	Updated CSER summary page to obtain formatted data for analysis	3.2, Mar. 2012
2012	Included Aerospace and lean concepts sections	3.3, Jul. 2012
2012	Availed SAQ in Chinese, English and Portuguese	3.4, Mar. 2013
2013	Use of IPC-1752 for declaration of components environmental composition	3.5, Jun. 2013
2013	Include working shifts on supplier company information	3.6, Aug. 2013
2014	Updated Company Information page	3.7, Jan. 2014

SAQ reviewed periodically and sustainability related requirements updated.

Supplier CSER Requirement Review and Update

We carry out periodic supplier CSER requirement reviews and updates to ensure timely implementation of new requirements and laws. For example, when the Dodd-Frank Act was signed into law in the US on July 21, 2010, new requirements were included in Flextronics' SAQ in August 2010 to be compliant with the new law.

When the California Transparency in Supply Chains Act of 2010 was signed into law in California on January 1, 2012, Flextronics included these new requirements in our SAQ on the same day to comply with the new law.

China Supplier Focus Team Project – Supply Chain Group

In 2010, Flextronics established a dedicated CSER team to accelerate CSER compliance. In 2012, the CSER team trained additional internal auditors to ensure all Flextronics-controlled suppliers complied with our CSER requirements. By 2013, over 130 Flextronics employees who interfaced with suppliers have been trained on CSER (EICC®) guidelines to ensure they had sufficient knowledge to address CSER-related supplier issues.



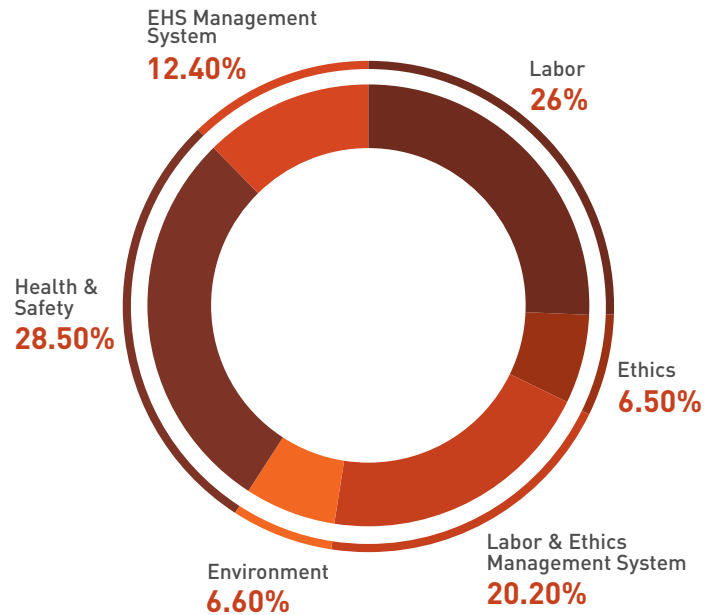
Audit Statistics (2012-2013)

From 2012 to 2013, Flextronics assessed 394 suppliers. These included 90 initial physical audits and 74 follow-up audits of supplier facilities. Based on the physical audit results, the following table lists the top-five SAQ questions that suppliers failed to answer in a satisfactory manner:

Question #	Category	SAQ Details
CR13	Labor	The average hours worked in a work week over the last 12 months at this facility does not exceed 60 hours or the legal limit (whichever is stricter).
CR14	Labor	Workers must be provided with at least one (1) day off every week (seven-day) on average.
CR43	Labor and Ethics Management System	Senior management of the facility should periodically review the status of the labor/ethics management system and identify planned improvements.
CR45	Labor and Ethics Management System	The facility should establish written performance objectives for labor and ethical practices. These include metrics and targets with implementation plans and well-defined regular reviews. Meanwhile, review evidence must be maintained at the facility.
CR58h	Health and Safety	Fire safety - The facility should implement a process to identify, control or eliminate all risks associated with their operations. This process must also be in compliance with all legal requirements.

These findings show that some suppliers do not diligently maintain policies, processes or relevant documentation relating to labor, and health and safety, due to lack of effective management systems. While many suppliers do not face CSER-related issues, Flextronics wishes to see them develop and maintain a robust management system to prevent potential issues from arising.

Based upon the physical audits of suppliers that were conducted, the largest number of findings stem from the health and safety section, while the second-largest number relates to the labor section.



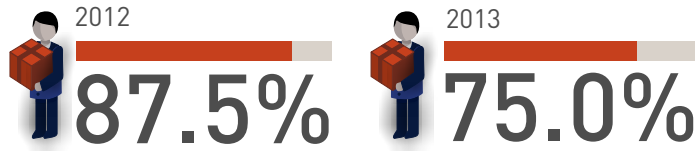
2012-2013 CSER Findings by category

Percentage of New Suppliers that were Screened Using Environmental, Human Rights, Labor Practices and Impact on Society Criteria

Flextronics' new suppliers are screened according to our CSER qualification process that includes: self-assessment by supplier, risk assessment by Flextronics (based on submitted data), and physical audit by Flextronics. We have added 16 new preferred suppliers in 2012 and 2013, and 13 suppliers with 16 factories have been assessed using our CSER criteria. The remaining suppliers are in the process of being assessed.

The following table shows the screened new PSL suppliers.

% NEW SUPPLIERS



SECTION/SUBSECTIONS

Human Rights	Labor Practices	Impact on Society	Environmental Protection (non-product)
Child Labor	Employment		
Discrimination	Health and Safety		
Freedom of Association and Collective Bargaining	Incidents (Abuse, Harassment)		
	Wages and Compensation		
	Forced or Compulsory Labor		

Supplier Human Rights

Flextronics values and respects human rights and takes active measures to meet human rights-related guidelines. A section on our requirements for human rights is included in both the Supplier CSER requirements and Supplier CSER assessment. The human rights requirements include child labor avoidance, non-discrimination, freedom of association and collective bargaining, freely chosen employment and no forced/compulsory labor, humane treatment, human rights grievance mechanisms, supplier human rights assessment and other aspects.

Expectations in the human rights section of the SAQ, include:

- No hiring of workers below the minimum age (EICC® sets the minimum age at 15 if there is no legal national minimum age defined) working at the facility,

- Facility will review and validate the legal age documents (e.g., government-issued identity card, work permit) for all potential workers upon hire and file copies of legal age documents. Facility should not withhold original legal age documents of the workers,
- Restrict workers under the age of 18 (juvenile workers) from performing work that may jeopardize their health and safety. Prohibit the use of forced, prison, indentured, bonded labor, human trafficking, and slavery,
- Labor contracts are signed with the workers where legally required. Workers must have a signed copy of the labor contract. This contract shall not contain any terms that prohibit site workers from freely quitting their job and leave upon reasonable notice with no penalty,
- Communicate to workers about their legal rights related to freedom of association. Workers are informed if they are automatically enrolled in a union or other forms of worker representation,
- Opportunities/avenues for workers to communicate openly with management regarding working conditions without fear of reprisal or intimidation,

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- Written policies in place that ban discrimination on the grounds of race, color, age, gender, sexual orientation, ethnicity, disability, pregnancy, religion, political affiliation, union membership or marital status,
- Facility certifies that materials incorporated into the product comply with laws regarding slavery and human trafficking of the country or countries in which they are doing business,
- Periodic surveillance audits on human rights, labor or ethical practices to assess conformance with regulations and other requirements,
- Guidance for employees or suppliers to confidentially report suspected ethics-related issues, inhumane treatment, and any other types of misconduct, and protect them from retaliation or other consequences.



Sustainability Supply Chain Program

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The table below shows the corrective action taken for potential issues identified. All corrective actions were followed up and verified by Flextronics through on-site audits.

Human Rights		
% Suppliers with Potential Issues	Findings	Corrective Action
Child Labor		
2.3%	a) A minor under 16 years of age was employed in the facility.(16 years old is the minimum age to be employed in China. It's stipulated in China Labor Law)	a) Business with supplier was immediately suspended until the follow-up audit verified that permanent corrective actions have been implemented.
	b) Young workers exposed to hazardous substances that were likely to jeopardize their health.	b) The young workers were reassigned to perform tasks that would not jeopardize their health.
	c) No juvenile worker protection policy / procedure in place.	c) The Young Workers Protection Policy and Procedure was implemented into the workplace.
Discrimination		
0.8%	a) A policy that regulates age discrimination in recruitment and hiring.	Both age and pregnancy status restrictions were abolished and a non-discrimination policy and procedure was established.
	b) Pre-employment pregnancy tests for female workers.	
Freedom of Association and Collective Bargaining		
0%	N/A	N/A
Forced or Compulsory Labor		
0%	N/A	N/A

California's New Transparency in Supply Chains Law

Since 2012, companies manufacturing or selling products in the state of California are required to disclose their efforts (if any) to address the issue of forced labor and human trafficking, in accordance with the California Transparency in Supply Chains Act of 2010 (SB 657). This law was designed to increase the amount of information made available by companies, thereby allowing consumers to make better, more informed choices regarding the products they buy and the companies they choose to support.

Forced labor and human trafficking can take many forms, including child labor. Flextronics has a zero tolerance policy for both forced labor and child labor. We have instituted a number of actions to safeguard against the use of human rights abuses, including forced labor.

Flextronics' SAQ includes the full EICC® requirement and the requirement of avoidance of Slavery and Human Trafficking. Violation of forced labor and child labor requirements are the most critical issues in our CSER assessment. We have included the California Supply Chain Transparency requirement in the SAQ version 3.1. Our direct suppliers are required to certify that materials incorporated in the product, comply with the laws regarding slavery and human trafficking of the country or countries in which they do business.

In-depth supplier self-assessments are conducted with both our existing and new suppliers. After preliminary risk assessment, high-risk suppliers are subjected to an on-site audit. Our audit checklist forbids the use of forced labor, child labor and physically abusive disciplinary practices. The suppliers which do not certify compliance with our prohibition of forced labor, child labor and physical disciplinary abuse are not approved, and we reserve the right to terminate our relationship with a supplier if issues of noncompliance with our policies are discovered and/or non-compliance is not addressed in a timely manner.

We regularly conduct supplier workshops and training sessions with our Flextronics manufacturing sites.

Supplier CSER requirements and the CSER process training are always the focus of the workshops. Our purchasing staff including buyers, commodity managers and supplier quality teams are trained on the CSER requirements.

Before each physical audit, Flextronics suppliers are given CSER awareness training by Flextronics auditors which normally takes half an hour and provides an opportunity for face-to-face communication on Flextronics CSER requirements. California's Supply Chain Transparency Law became part of the training at the beginning of 2012.

Working Hours Improvement Program

Excessive overtime is the most common audit finding and is the most frequently reported labor issue in China. Labor shortages, more stringent working hour requirements, and inconsistent government enforcement of those requirements all contribute to China's challenges related to excessive working hours. Excessive working hours are known to potentially have negative effects on both the employee and the business, including employee health and safety issues, work-life balance, reduced employee productivity and low morale due to fatigue. We have started a program to improve the excessive working hours issue with our suppliers.

- We established a supplier risk review process within Flextronics. High-risk suppliers including those that have been found to have too much overtime are reviewed by the commodity managers and CSER team. The results of the review could include reducing orders from these suppliers or terminating the relationship with suppliers.
- We require suppliers that have excessive working hours issues to identify the root cause and commit to improvement. To monitor the status of the suppliers' improvement, we started to collect working hours data from suppliers every month since early 2013. Up to this point we have 26 suppliers in China reporting their working hours data every month.

Records indicating excessive working hours are highlighted and suppliers are required to provide reasoning and corrective action to ensure that they can improve in the subsequent months. With this approach, we have been successful with all participating suppliers in reducing the level of excessive working hours.

- We monitor suppliers' progress and verify the data at suppliers' facilities after receiving 12 monthly reports. If a supplier fails to meet monthly reporting requirements or fails to achieve the committed plan, it will be graded as an unsatisfactory supplier. Flextronics reviews the risk of the supplier and makes appropriate decisions, which include possible termination of the business relationship.

Supplier Labor Practices

Flextronics adopts humane labor practices and abides by related laws and regulations, taking actions to ensure compliance and improvement, and assessing suppliers to drive their conformance with related requirements. Supplier labor practices reflect how a supplier respects the human rights of their employees and abides by laws and regulations.

A section on labor practices is included in the Supplier CSER requirements and Supplier CSER assessment. It covers employment, incidents (abuse, harassment), wages and compensation, working hour, health and safety, training and education, supplier assessment for labor practices and other aspects.

Expectations in the supplier labor practices section of our SAQ, include:

- Freedom for workers to enter and exit facility and dormitory during non-work hours,
- Access to basic necessities or amenities such as toilets, washrooms and drinking fountains during working hours,

- Rules and regulations regarding disciplinary procedures need to be clearly written and communicated to workers,
- Company policies protect workers from inhumane disciplinary treatment, including sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse,
- Disciplinary actions are tracked and consistent with procedures,
- Facility implements proper procedures to investigate, report, and, if appropriate, discipline those who commit acts of harsh or inhumane treatment against workers,
- No form of sexual harassment or abuse, corporal punishment, mental or physical coercion, verbal abuse or intimidation of workers,
- Workers are paid for regular hours and overtime hours as legally required,
- Facility to provide social security / social insurance / provident fund to workers,
- No delays or withholding of payments to workers,
- No disciplinary deductions in use,
- Workers' normal and overtime hours records are maintained, kept and retained for a period of time for audits and control,
- Working hours are controlled and weekly rest day is provided in accordance with EICC® requirements,
- Workers are allowed legally mandated breaks, holidays and vacation days,
- Indirect workers receive legally mandated benefits in addition to their wages,

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- A documented process to provide training to all levels of employees on wage calculations (including overtime), working time schedule and other facility policies,
- A process to identify the hazards and evaluate the risks associated with the workplace and operations,
- Training program for all employees to ensure basic knowledge of safety, workplace hazards (both safety and occupational health), legal requirements and control measures requirements,
- A process to manage accidents, including medical treatment, investigation, determine root causes, implementation and tracking to closure of corrective actions and in compliance with local laws,
- Training program for employees to respond to any injury or illness found,
- Workers are provided with clean toilet facilities, well maintained for usage and clean drinking water which can be accessed at all times within reasonable distance,
- Dormitories are clean, safe and well maintained, including adequate ventilation and heating (to achieve acceptable comfort), lighting, cold and hot water for bathing or showering, secure storage for personal belongings and emergency exit facilities,
- Canteens and cafeterias are clean, well maintained and managed, in compliance with local health and hygiene regulations,
- A process to encourage workers to report safety concerns or hazards is in place.

The table below shows the corrective action taken for potential issues identified. All corrective actions were followed up and verified by Flextronics through on-site audits.

Labor Practices		
% Suppliers with Potential Issues	Findings	Corrective Action
Employment		
0%	N/A	N/A
Health and Safety		
3%	A) Dangerous chemical warehouse in close proximity to workplace.	a) The chemical warehouse was relocated away from the work areas and dormitory.
	B) Workplace / dormitory with only one emergency exit available (or one of the two exits were blocked / locked).	b) An additional emergency exit was added where required and emergency exits have been kept unlocked and unblocked.
	C) No fire certificate from local fire safety department was available.	c) A fire certification from the local authorities has been obtained.
Incidents (Abuse, Harassment)		
0%	N/A	N/A
Wages and Compensation		
0.3%	Local minimum wage was not guaranteed.	A minimum wage was guaranteed and paid to workers, per legal requirements.
Working Hours		
16.2%	a) Average weekly working hours in the last 12 months exceeded 60 hours.	Excessive working hours were reduced and workers were guaranteed a weekly rest day.
	b) Weekly rest day was not guaranteed.	

Supplier Impact on Society

Flextronics upholds the highest standards of business integrity and we require for our suppliers to embrace the same.

A section on supplier impact on society is included in the Supplier CSER requirements and Supplier CSER assessment. It covers anti-corruption, public policy, anti-competitive behavior, compliance, grievance mechanisms for impacts on society, supplier assessment for impact on society and other aspects.

Expectations in the supplier impact on society section of our SAQ, include:

- Written "gift giving" policies that ensure gifts to or from suppliers and customers are not excessive or otherwise in violation of our Ethics rules,
- Information on business activities, financial situation and performance is reported according to local laws and regulations,
- Procedures to protect intellectual property rights (IPR), including customers' IPR,
- Policy to ensure that advertising statements are not false or misleading, and adhere to fair business, fair competition and legal requirements,
- Documented process to assure non-disclosure of sensitive or confidential information about customers, channel partners, suppliers, workers, and other business partners in accordance with applicable laws and regulations,
- Periodic audits on labor and/or ethical practices to assess conformance with regulations and other requirements,
- Guidance for employees or suppliers to confidentially report suspected unethical misconduct and protect them from retaliation or other consequences.



Supplier Environmental Protection

A section on environmental protection is included in the Supplier CSER requirements and Supplier CSER assessment. It covers energy, water, emissions, effluents and waste, compliance, transport, environmental grievance mechanisms, supplier environmental assessment and other aspects.

Expectations in the supplier environmental protection section of our SAQ, include:

- Compliance with all local and national discharge limit, monitoring, reporting, and other permit requirements as to chemical waste and hazardous substances, solid waste (including industrial solid waste and sanitary solid waste), waste water (including industrial waste water discharge and sanitary waste water discharge), airborne emissions and radioactive materials,
- Implementation of programs to reduce or eliminate pollution, waste, waste water, hazardous material, and energy consumption,
- Hazardous wastes are categorized, handled, stored, transported and deposited using licensed vendors per local legislation,
- Chemicals and waste storage areas that are designed and maintained to prevent leaks and inadvertent mixing of incompatible materials,
- Periodic audits on environmental practices to assess conformance with regulations and other requirements,
- Guidance for employees or suppliers to confidentially report suspected environmental misconduct and protect them from retaliation or other consequences.

The table below shows the corrective action taken for potential issues identified. All corrective actions were followed up and verified by Flextronics through on-site audits.

Environmental Protection Practices		
% Suppliers with Potential Issues	Findings	Corrective Action
5.1%	A) Hazardous waste disposal records were not maintained.	a) Suppliers have maintained hazardous waste disposal records.
	B) Hazardous waste was not collected, transported and disposed by a licensed vendor.	b) Suppliers have contracted a licensed vendor to handle hazardous waste.
	C) Waste water discharge permits were not available.	c) Suppliers have applied for a waste discharge permit from local authorities.
	D) Waste water or airborne emissions or noise were discharged without annual monitoring.	d) Suppliers have used a qualified third party to monitor the waste water or airborne emissions annually to ensure the discharged wastes are within the legal discharge limits.

Supplier Feedback

We typically ask our suppliers for feedback at the end of an audit. The most common supplier feedback we received to date relates to excessive overtime (OT) hours in China.

Specific feedback includes:

- Goods are produced based on their clients' purchase orders and demand requirements.

When demand peaks, employees have to work excessive OT hours to fulfill clients' requirements. One supplier even stated that they had to keep the production lines running during mandatory holidays to fulfill customers' orders.

- Many Chinese employees worked excessive OT hours in the months before and after the Chinese New Year holidays.

Many Chinese employees take lengthy annual leave during this season or even resign from the company. Consequently, remaining employees have to compensate for lack of manpower with longer OT hours in order to meet customers' orders.

- Chinese workers' basic pay is low and they rely heavily on OT hours to get higher wages. Therefore, the more overtime they work, the more money they earn.

Workers often leave if the factory is unable to offer enough OT hours.

Despite all the challenges mentioned above, most suppliers are committed to finding solutions to resolve excessive working hour-related issues.

Flextronics is not the only company facing the above-mentioned issues as this is a systemic problem plaguing China's entire supply chain.

It will require strong collaboration between suppliers and customers to overcome these challenges.

CSER Good Practice Leads to Win-Win for Flextronics, its Suppliers and the community

Flextronics aims to establish long-term partnerships with our suppliers, and we put great effort into ensuring suppliers are capable of meeting Flextronics' CSER requirements.

Labor & Human Rights Success Story in China

One of our PCB suppliers in Jiangmen, China had several findings from the initial on-site audit by Flextronics:

- With the factory adhering to a "normal" work month of 26 days instead of five-day weeks, workers were underpaid. The basic wage was then less than the permitted minimum wage by local law.
- There was excessive overtime. With the factory operating on a two-shift system, night-shift workers had to work four hours of overtime, starting at 8:00pm and ending at 8:30am with only a 30-minute break at midnight.
- Disciplinary deductions took place and not all were included in factory policy.
- There was a lack of training on the potential hazards of industrial chemicals, and workers were not provided with adequate personal protective devices, e.g. gloves, facemasks, safety glasses, etc.

The supplier was treated as a high-risk supplier, and we communicated our corrective action plan to them, giving them six months to improve. Flextronics' CSER team provided training to the factory and monitored the progress of the corrective action plan. We returned to the factory after six months to follow up on the corrective actions, and subsequently four months later. The supplier had improved on all the findings.

In follow-up communications with their management team, they expressed gratitude toward Flextronics as they had benefitted from the corrective actions. The factory has since become more competitive in attracting skilled workers, even with the increasingly significant shortage of migrant workers in China.

Sustainability Supply Chain Program

13.5 Conflict Free Sourcing of Extractives

Flextronics and its suppliers support a non-profit organization in US every year

Flextronics' Automotive group holds a charity event each year in support of the Lighthouse of Oakland County. The Lighthouse has a 41-year history of providing a continuum of services to families in crisis and it is the single largest non-profit provider of emergency food and housing to low-income families in Oakland County, Michigan.

Every year, Flextronics invites suppliers and distributors to the event, many of whom donate raffle items that allow us to raise money for additional items that the charity may need. This year we focused on providing winter clothing for the cold Michigan winter. We received over US\$5,400 in checks (made out directly to the Lighthouse of Oakland County), gift cards, toys, and clothing.

We were thrilled to have 52 suppliers and our own employees participate in this event, and we look forward to more of the same next year.

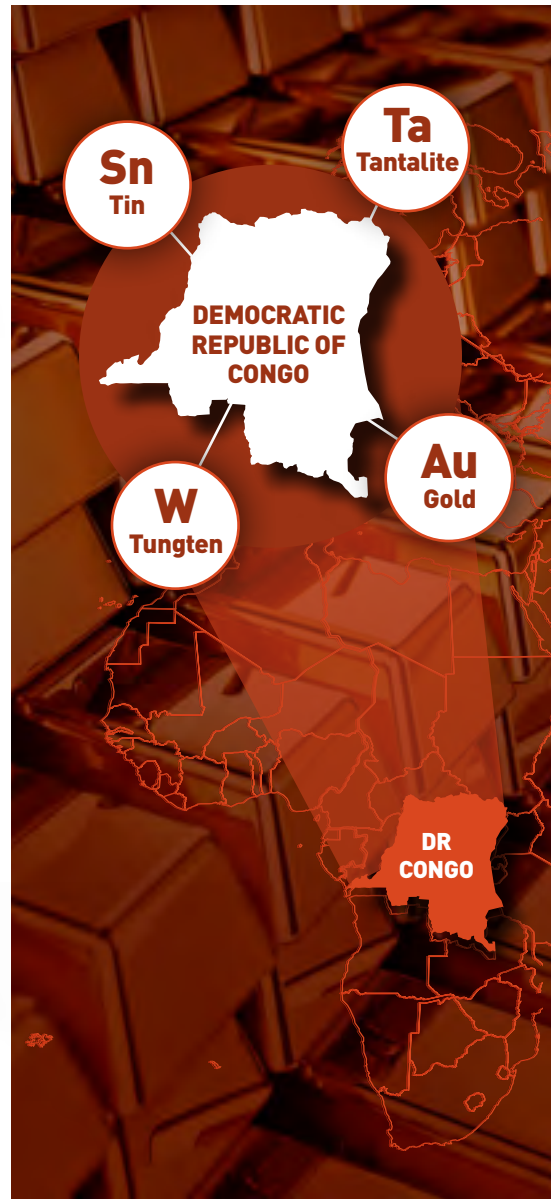
Conflict Free Sourcing of Extractives

Conflict Minerals Overview

The Democratic Republic of Congo (DRC) was ravaged by several wars from 1997 – 2003 resulting in political strife in and around the country. The United Nations Group of Experts on the DRC found that the trade of Conflict Minerals e.g. columbite-tantalite (coltan/tantalum), cassiterite (tin), wolframite (tungsten) and gold was helping to finance the conflict, characterized by extreme levels of violence in eastern Congo, particularly sexual-and gender-based violence.

On July 21, 2010, US President Barack Obama signed the "Dodd-Frank Wall Street Reform and Consumer Protection Act" that includes section 1502(b) on Conflict Minerals. This section requires the "disclosure of Conflict Minerals originating from the DRC and neighboring countries". On August 22, 2012, the U.S. Securities and Exchange Commission

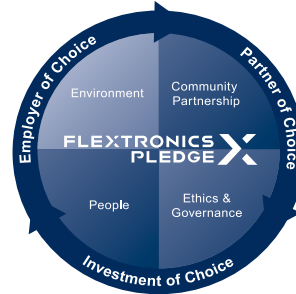
(SEC®) released the final rules which require all publicly traded US companies to disclose the use of Conflict Minerals in their supply chain reports. In response to this requirement, the EICC® and the *Global e-Sustainability Initiative™* (GeSi) have created tools and continue to develop processes and resources designed to assist companies determine compliance with the rules. The Conflict Minerals Reporting Template was created to streamline data collection and is consistent with related activities, including the Conflict Free Smelter (CFS) Program.



Conflict Region

Flextronics Conflict Minerals Policy

“Conflict Minerals” refers to minerals or other derivatives mined in the Democratic Republic of the Congo (DRC) and in the adjoining countries where revenues may be directly or indirectly financing armed groups engaged in civil war, resulting in serious social and environmental abuses. In July 2010, the United States passed the Dodd-Frank Wall Street Reform and Consumer Protection Act. Section 1502(b) of this law requires all US stock listed companies to disclose the usage of Conflict Minerals (Tin, Tantalum, Tungsten, and Gold 3TG).



Flextronics fully supports this legislation and the *Electronic Industry Citizenship Coalition*[®] (EICC[®])/*Global e-Sustainability Initiative*[™] (GeSI) position to assure that specified minerals are not being sourced from mines in the “Conflict Region”, which are controlled by non-government military groups. Consistent with the “OECD[®] Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas”, Flextronics has adopted the EICC[®] Due Diligence reporting process and will require declarations from all Flextronics, ensuring transparency in our supply chain.

- Flextronics expects our suppliers to source from socially responsible suppliers. This means we not only source from suppliers using sources from other regions but also source with suppliers who have confirmed non-conflict sources, even if those sources do come from the DRC or adjoining countries,
- Suppliers are expected to have policies and procedures in place to ensure that products and parts supplied to Flextronics are “DRC Conflict-free”,
- Suppliers are expected to provide all necessary due diligence information to confirm that all 3TG supplied to Flextronics are “DRC Conflict-free”,
- Flextronics expects suppliers to pass this requirement on to their supply chain,
- Compliance to these requirements will be taken into consideration when selecting and retaining suppliers.

This Conflict Minerals policy is in line with the Global Business Initiatives on Human Rights, of which Flextronics is a member, and the framework of the United Nations Principles of Human Rights encouraging governments and businesses to respect, protect and remedy human rights.

Flextronics' Position in Conflict Minerals

Flextronics upholds CSER and part of this commitment is to comply with regulatory obligations, as well as to provide required information to satisfy our customer needs for compliance, as it relates to responsible sourcing of minerals in our supply chain. Our products contain various minerals, including tin, tantalum, tungsten and gold, which originate in mines from around the world. Flextronics fully supports the humanitarian goal of ending violent conflict and human rights abuses in the DRC and adjoining countries.

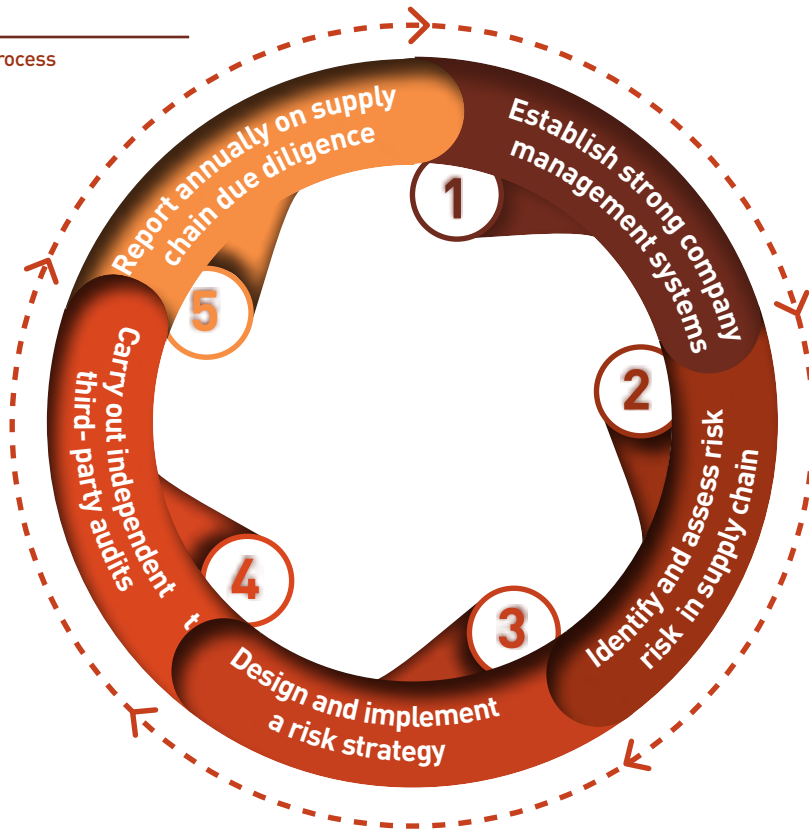
Flextronics is an active member of the EICC's Conflict Mineral workgroup, the Conflict Free Sourcing Initiative and the EICC® Due Diligence sub-team. Flextronics has adopted the tools and programs released by these organizations as part of our corporate Conflict Minerals Due Diligence activities.

Prior to the SEC releasing its official rules for conflict minerals reporting, Flextronics adopted the declaration tool created by EICC®-GeSI Conflict Minerals sub-team and deployed our Conflict Minerals Due Diligence Program in August 2011.

Flextronics has established a functional team to address the challenge of conflict minerals in the supply chain and we are currently following the OECD's five-step process as part of our compliance efforts.

- **May 2011**
 - ⚙️ Develop functional work flow
 - 💎 Kick off Conflict Minerals team
- **June 2011**
 - ⚙️ Develop process/ tool/ system requirements
 - ⚙️ Develop training documentation
- **Aug 2011-current**
 - ⚙️ Development of conflict Minerals program (ongoing)
 - 💎

OECD® 5 Step Process



Flextronics' Conflict Minerals Due Diligence Activities and Process. **Next Steps**

- 1) Flextronics collects Conflict Minerals Reporting Templates from both customer-owned and Flextronics-owned suppliers. Flextronics' collection of customer-owned data is solely for our Due Diligence reporting obligations.
- 2) Flextronics will collect and provide aggregated declarations, specific to the customer's supply base, for Flextronics-owned suppliers.

Flextronics has been involved in collecting Conflict Mineral data from our supply base since August 2011. We are an active participant in the CFSI® and have adopted the tools published by the organization, including the Conflict Minerals Reporting Template as well as the Conflict Free Smelter Program. Flextronics is committed to promoting the expansion of these programs primarily to drive transparency and responsible sourcing within our supply base.

We have identified 17,300 suppliers in our supply base which have the potential of using 3TG in the products they supply. 70 percent of the suppliers, by spending, have been addressed and 42 percent have submitted valid, complete declarations.

Flextronics has provided more than 100 customer-specific rollups of validated supplier templates. Our approach has been to provide aggregated declarations which are specific to the customer supply base, so as to provide our customers with a more accurate representation of their supply base.

On May 30, 2014 Flextronics filed our first [Form SD and Conflict Mineral Report](#) with the U.S. Securities and Exchange Commission (SEC®).



Our ultimate goal is to ensure that the supply base is capable of meeting our CSER requirements. In an effort to meet this goal, we will strive to further improve our Supplier CSER Compliance Program by:

a) Expend due diligence assessment to cover more suppliers. Flextronics will continue to widen the coverage of this program to more suppliers in more regions,

b) Increasing supplier CSER training at manufacturing sites and developing more auditors. Flextronics will continue to arrange CSER training for suppliers and increase awareness of sustainable development. This year, we also plan to improve our CSER audit training so that our personnel who interface with suppliers will have sufficient knowledge to address various supplier issues,

c) Including CSER requirements in our standard Global Business Agreement template to set the expectations of doing business with Flextronics. Currently, new suppliers are assessed to determine the level of compliance to CSER requirements and actions are taken to address noncompliance,

d) Training and promoting the Sustainability Initiative for new local/domestic suppliers. Our efforts up to this point have been focused on our larger, corporate-level suppliers on our PSL. Going forward, we will reach out to the local suppliers supporting our domestic sites. We will provide training and perform assessments on this group of suppliers,

e) Providing updated customer-specific Conflict Minerals information to assist with our customers' reporting and compliance obligations. As new rules or regulations become effective with regard to responsible sourcing, Flextronics will work with industry associations, our suppliers and customers to ensure that we are helping to drive compliance and responsible sourcing behavior.



**TECHNOLOGY
INNOVATION AND
SUSTAINABILITY**



14



Murad Kurwa
Vice President, Advanced
Engineering Group

Message from our Vice President, Advanced Engineering Group:

The Flextronics Advanced Engineering Group (AEG) focuses on technological innovations that enable and advance sustainability in a holistic manner.

Our vision is to become the industry leader in manufacturing technology and to provide support and services through best-in-class innovative engineering solutions.

Our mission is to create technology differentiators by providing value engineering services to customers, delivering rapid solutions through application engineering, and deploying effective regional support.

AEG's strong commitment to Flextronics' Corporate, Social and Environmental Responsibility (CSER) lies at the core of our Technology and Innovation foundation. Through Technology Innovation and Sustainability, our engineering focus and projects span Automation, Design for Manufacturing (DFX), Energy, Health and Safety, Intellectual Property (IP) Patents, Process

Technology Development, Best Practice, Academia Industry Consortia, Materials Research and Technology Roadmapping.

AEG remains an industry leader and pioneer in advanced electro-mechanical technology-based, valued-added assembly services and process development. We continue to publish and present technical papers that promote the use of alternative alloys such as lead-free, low temperature and low Ag (Silver) that benefit the industry and environment. We foster environmental-friendly technological solutions to the electronics manufacturing industry to help reduce energy consumption while creating products that are ergonomic friendly and safe for our associates and consumers.

Concurrently, Flextronics DFX's programs have enabled waste and materials minimization in product development and design.

Recycling wave solder alloys and using environmentally safe chemicals to reduce dross waste are a few examples related to our in-house designed solutions. We also conserve energy at work by using automated shut-off oven controls and soldering equipment with power reductions.

The use of automated systems, such as robotics, helps improve worker safety and environmental control. Human-assisted robots are also employed to improve tasks that are repetitive in nature in order to eliminate fatigue and strain.

Flextronics continues to be heavily involved in the Clean Tech market. We are actively developing new alternative solar module materials with energy efficient processes, power supply and thermal solutions for servers, along with LED lighting and other applications that minimize global carbon footprint.

Through technological innovations, we continuously strive to minimize any adverse impact on people and the environment.



Advanced Engineering Group (AEG)

Flextronics' Advanced Engineering Group (AEG) helps our business groups and customers achieve competitive advantages by promoting safe, ergonomic and green products through engineering innovations. It also enables our business groups to optimize product design and manufacturing in a sustainable manner.

AEG's achievements include:

- Flextronics Lean Product Engineering (FLPE) to reduce waste and maximize value-adds,
- Automated equipment process solutions to promote employee health and safety while improving environmental working conditions,
- Multiple invention disclosures and patents,
- Best Practice proliferation across global sites,
- Conducted commercial activities in several important areas of renewable energy including, solar PV, wind energy and fuel cells,
- Helped accelerate Flextronics Energy Business group, servicing global leading OEMs in green and Renewable Energy areas.

Energy, Environment, Health and Safety

Automated DIMM Insertion Process

The automated Dual Inline Memory Module (DIMM) insertion process utilizes a Flextronics custom-designed machine that delivers consistent placement, pressing and seating of memory modules into electromechanical chassis slots.

Objective

To improve process consistency and repeatability, automate manual DIMM insertion, reduce cycle times to load the entire chassis (64 places) and eliminate operator ergonomic strain and fatigue.

Results:

- Automated machine pick, place and press of parts into chassis
- Improved cycle time and reduced process variation
- Quick 16-month return on investment
- Tool design can now be deployed to other Flextronics sites
- Installed sensors to detect chassis and DIMM cards
- Added Human Machine Interface (HMI) control and interface
- Incorporated down force monitoring and feedback system
- Improved scanning and traceability
- Designed and utilized machine within six months



DIMM Insertion Machine

Before Automation:

- Operators pick, place and press DIMMs manually
- Long cycle time to perform repetitive motions - 64 places per assembly

After Automation:

- Eliminated manual hand insertion and fatigue for operators
- Reduced process cycle times by 100%.



Robot inserts DIMM into Backplane Chassis

Automated Sanding Process

The automated sanding cell delivers a high quality sheet metal surface finish, eliminates operator manual labor, and improves operator safety and air quality while in production.

Objective

To improve the operators working conditions and process performance. The most common health risks with the constant use of vibration power tools range from aches to stiffness and locked fingers.

Results:

- Eliminated manual operator sanding process by the use of automated sanding machine
- Improved process cycle time by 400% and achieved controlled surface finish with repeatable quality
- Improved operator ergonomics and dust controls

Before Automation:

- Operators place part on the table and handle the sanding tool while exerting a manual force over the material
- Operators stretch or manipulate the part to be able to sand what was outside his reach
- Dust collection method located too far from debris source

After Automation

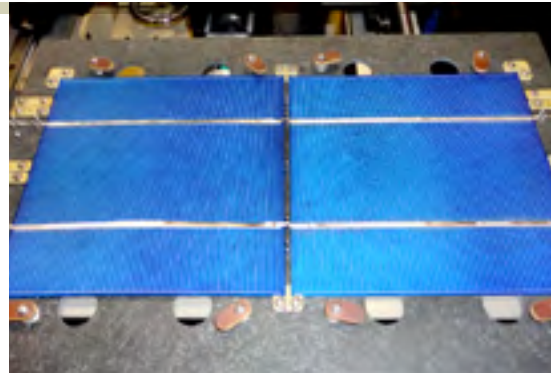
- Operators are not in direct contact with dust from sanded material
- Operators only handle the material during placement onto and removal from turntable, reducing injury risks
- Dust extraction is automated by in-line vacuum close to source
- Reduced dust collection enhances ventilation in the surrounding environment
- Dust is now processed and recycled
- Consistency and quality of the metal surface finish has been improved and it is now replicable worldwide



New Process, IP, Patents and Technology Development

PV Solar Cell Soldering – New Process Patent

Flextronics' innovative technological approach to new process development yielded Photovoltaic (PV) Solar Cell Soldering patent #8,328,077. This patent incorporates existing traditional PCBA assembly process and equipment technology in order to solder PV Solar Cells. It uses equipment that utilizes less floor space, less power consumption and lower capital costs than custom PV Solar Soldering Equipment.



Soldered PV Cells in Fixture

Objective

To develop a new PV Solar Cell Soldering process method that is faster, costs less, utilizes existing equipment and is equally effective when compared to existing equipment.

Results:

- PV Solar Cell soldering process developed, tested and validated on Flextronics designed PV Solar Test Vehicle Modules

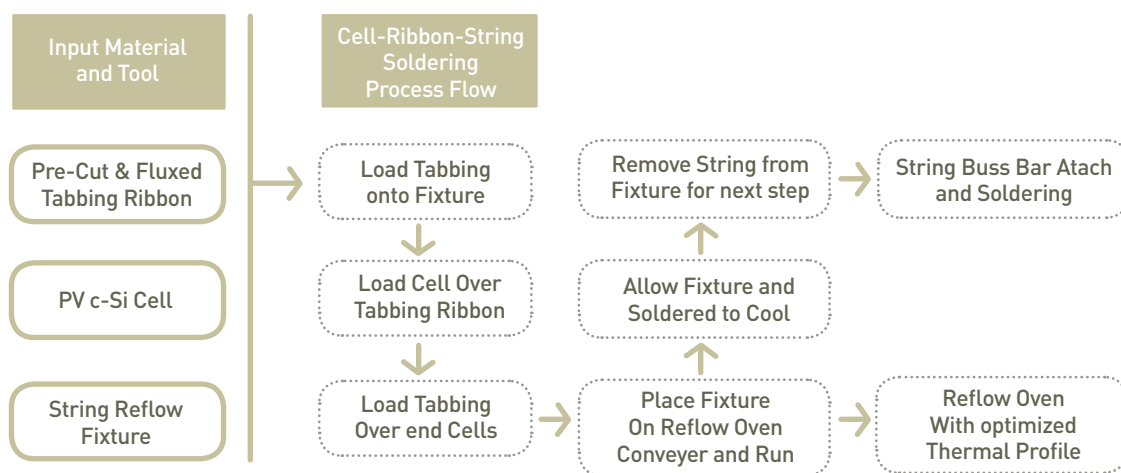
Before New Process:

- Operators manually solder PV Cells together using hot iron, liquid flux and solder wire
- High cost tab and string soldering equipment solder cells together
- Large floor space to hold house custom equipment - tab-string equipment consumed large amounts of power, air and maintenance

After New Process:

- Demonstrated effective use of existing PCBA equipment
- Soldered cells demonstrated high quality and passed power and Electroluminescence EL tests
- PV Mini-module Test Vehicles built and tested validating process, power and quality
- Received US Patent #8,328,077, which was issued on Dec 11, 2012

Process Flow Chart: Cell, Ribbon & String Soldering



Consumer Electronics Device - Switch Design

Consumer Electronics Device has hand-actuated switch that powers the unit on and off. Operators testing the device experienced stress, strain and fatigue from the sliding the switch 20 times per unit using high force.

Objective

To reduce the manual hand force needed to slide the switch from the “Off” to “On” position.

Results:

- Recognized force and ergonomic issue with switch design and tolerances
- Computer modeled design improvements and incorporated changes
- Enhanced design and reduced ergonomic fatigue

Before New Process:

- Force to slide the button to the “On” position exceeded the specifications – 1.4 kgf over maximum limit
- Potential switch part tolerance issue
- Performed Tolerance Stack Up Analysis (TSA) to check minimum/maximum interference for slide switch and case

After New Process:

- Finite Element Analysis (FEA) used to validate switch slide force requirement meets customer design
- Achieved a reduced switch sliding force to allow easy actuation by operator and customer
- Customer accepted alternate switch design



Improved Assembly Design for Network Storage

Power connector is fastened by seven screws from three different directions, thus the operators need to turn over chassis to fasten all screws. As the chassis is heavy, the operators become fatigued and exhausted during mass production.

Objective

To evaluate switch design and features that will reduce the manual hand force needed to slide the switch from the “Off” to “On” position.

Results:

- Recognized force and ergonomic issue with switch design and tolerances
- Computer modeled design improvements and incorporated changes
- Enhanced design and reduced ergonomic fatigue

Before New Process:

- Operators fasten seven screws from three different directions
- Handling of heavy chassis was difficult for operators
- Operators experienced fatigue and exhaustion
- Bill of Materials (BOM) cost higher and more items to handle (screws) during production

After Automation

- Reduced operators’ fatigue and exhaustion
- Reduced the number of screws needed from seven to one
- Metal chassis redesigned to have stamped-in clips to hold power connector in place instead of screws
- Reduced process cycle times and BOM item quantities
- Handling chassis is simplified and easy for operators

Best Practice, Academia and Industry Consortia

Solder Dross Reduction Strategy

Dross is a mass of solid impurities floating on a molten metal or dispersed in wave soldering alloy. It forms on the surface of low-melting-point metals such as tin, lead or lead-free alloys by oxidation of the metal(s). Solder dross requires specific methods to reduce its volume, reclaim valuable solder and recycle elements that may end up in hazardous materials.

Objective

To reduce solder dross during wave soldering processes without affecting product reliability and quality - minimized dross results in lower costs and solder alloy wastage.

Results:

- Estimated over US\$3 million worth of cost savings per year in solder dross reduction and recycling
- Established chemistry and equipment best practice methods to reduce and recycle solder dross

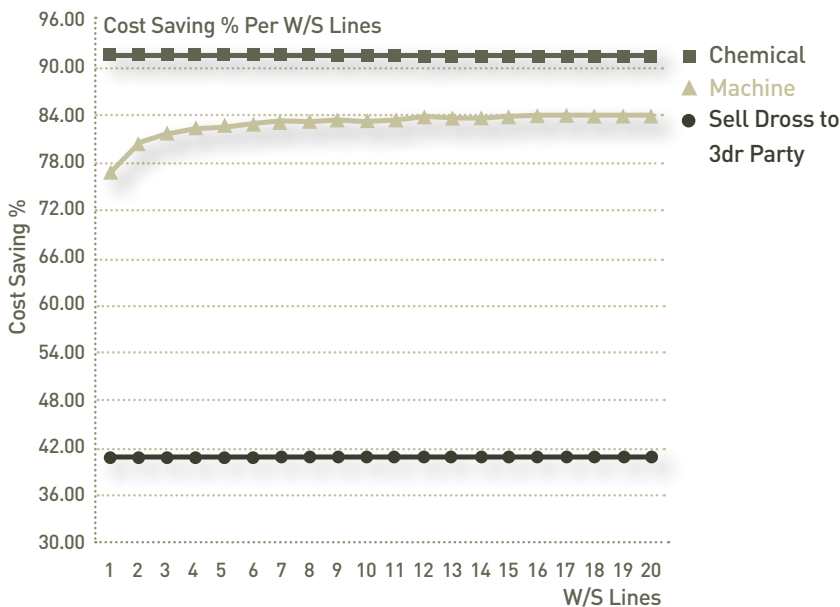


Before New Process:

- Solder dross processed by external supplier to reclaim solder and discard hazardous waste

After New Process:

- Implementation of equipment and chemistry best practice methods to reduce solder dross and recovery of solder within Flextronics sites
- 80.3% solder removed from dross by equipment best practice methods; 19.7% dross sent to recycler instead of 100%
- 92.9% solder removed from dross by chemistry best practice methods; 7.1% dross sent to recycler instead of 100%



Cost Savings per Wave Soldering Line

Flextronics Test and Diagnosis System

Flextronics Test & Diagnostic System (FTDS) is an internal web-based tool used to optimize the debug and repair process, and create a data repository which helps debug technicians to take quick and consistent actions. FTDS also serves as a knowledge base for the technicians.

Objective

To improve diagnostic testing efficiency by reducing training and diagnostic time for technicians, thus lowering scrap while improving quality.

Results:

- FTDS has been introduced and implemented across Flextronics Business Unit Global Sites as a Best Practice method for improvement
- These improvements drive high benefits for the operator, process, yields and product quality

Before New Process:

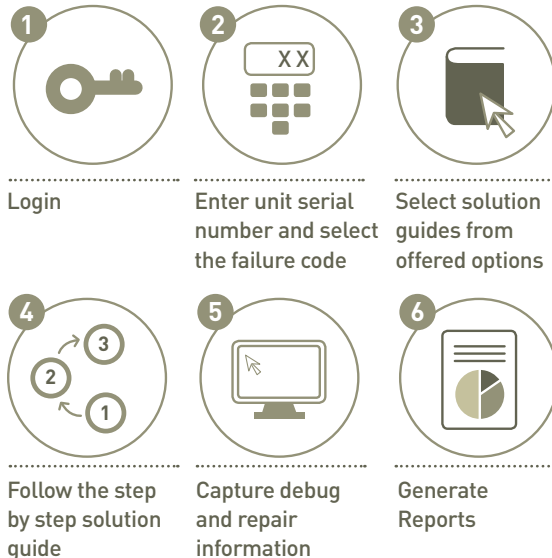
- Long tedious process to diagnose testing failures and faults
- Testing diagnostic process varied from site to site

After New Process:

- Best Practice and process release
- Test Diagnostics Cookbook and Flexipedia released
- Built-in schematic for easy operator viewing
- Knowledge base expanded
- Metrics linked to Flex-Flow
- Improved diagnostic efficiency and unit diagnostic time
- Reduced new technician training time
- Reduced scrap
- Improved quality by analyzing the statistical information
- Case study improvement examples:
 - Scrap reduction of 38%.
 - Diagnostic time reduced 42%.
 - Training time reduction 67%.

How does FTDS work?

Process Flow on how FTDS work



FTDS Benefits include:

- Improve Diagnostic efficiency
- Improve Units Diagnostic Time
- Reduce New Technician Training Time
- Reduce Scrap
- Improve Quality, by analyzing the statistical information.

FTDS Features include:

- Cookbook
- Flexipedia
- Built in schematic Viewer
- Knowledge Base
- Metrics
- Linked to Flex-Flow or Standalone

Case study showing before and after improvements

BEFORE FTDS January-March	AFTER FTDS April-June	RESULTS
Technician Training Reduction		
3 Month	1 Month	67% ↓
Unit diagnostic Time		
9:37 minutes	5:55 minutes	42% ↓
Scrap UPM		
1579	982	38% ↓

N2 (Nitrogen) Reduction Strategy

The N2 (Nitrogen) Reduction Strategy aims to reduce nitrogen gas consumption in reflow ovens and wave soldering processes without affecting product reliability and quality.

Objective

To reduce consumption, eliminate waste and utilize the gas only when justified.

Results:

- N2 Reduction Best Practices documented, controlled and implemented across many Flextronics sites to achieve cost savings and precious gas reductions
- Over US\$1 million has been saved by nitrogen gas reduction efforts across Flextronics sites

Before New Process:

- Reflow oven's entrance and exits were opened, allowing nitrogen gas to escape and oxygen gas levels to rise
- High amounts of dross generation at wave solder processes

After New Process:

- N2 Reduction Strategy Best Practice Guideline released
- N2 Expense Control, Best Practice Guidelines released
- Implemented O2 Oxygen ppm level measurement, reflow oven nitrogen gas flow rate controls, and nitrogen gas leakage detection monitors
- Convert existing nitrogen products from nitrogen gas to air
- Reflow profile changes when making conversions
- Process validation changes via analytical checks such as X-Ray, cross section, SEM-EDX and Dye n Pry methods to evaluate solder connections
- Installed nitrogen curtains at entrance and exit of reflow oven
- Installed nitrogen gas monitoring gages and systems to measure levels and turn off nitrogen gas when not needed



Use Ultra Sonic Leakage Detector and soapy solution to detect N2 gas leaks, mainly focus on pipe joints, cracked bowl, faulty seal, worm out rings, etc.



Academia and Industry Consortia

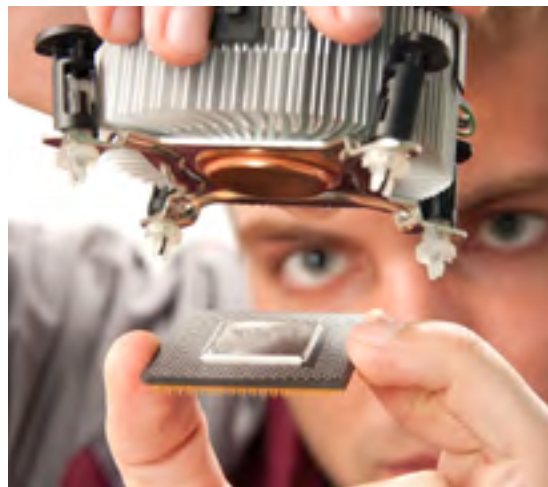
AEG remains a leader and pioneer within the Electronics, Microelectronics Packaging and Advanced Assembly Technology industries. We value active collaboration with academic institutions and consortia groups for various activities and projects. We present and publish a wide range of technical papers that include the promotion of alternative materials, processes or environmental-friendly alloys such as lead-free, low temperature and low Ag (silver) that benefit the industry.

Academia and Industry Consortia Groups

IPC- Association Connecting Electronics Industries®, *High Density Product Users Group™ (HDPug)*, *iNEMI International Electronics Manufacturing Initiative®*, *SMTA Surface Mount Technology Association®*, Institute of Electrical and Electronics Engineers (IEEE®), among others.

Project Examples

- Consortia, Low Temp and Low Ag (silver) Soldering Alloy, Press Fit Connectors, Optoelectronics, Assembly Process Technology Roadmaps, and Press Fit Technology Roadmaps.
- DOE (Department of Energy), Renewable Energy Project on Alternative PV Solar Module Construction.



Process, Equipment and Materials Research, Technology Roadmapping

Low / No Ag (Silver) Solder Alloy

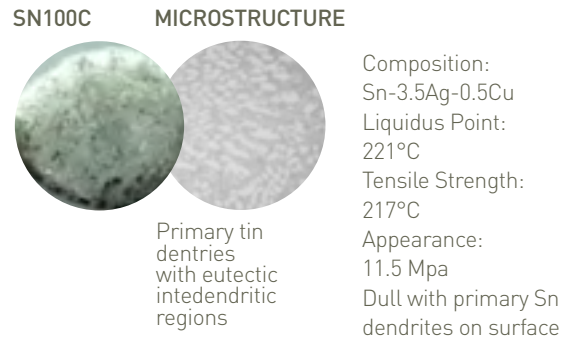
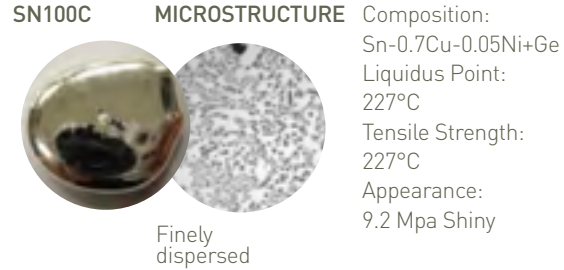
The purpose of the project is to lead and participate in collaborative efforts on using low to no silver solder alloy in Printed Circuit Board (PCB) electronics assembly processes. High silver cost is the major driver of alternative lead-free alloy usage. The material cost saving for alternative low/no silver alloy can range from 15-30%, depending on the alloys and suppliers. Flextronics provides technology leadership to the industry of Electronics and Contract Manufacturing to study process feasibility and reliability of low/no silver solder alloys, in order to raise awareness and generate acceptance from industry of low/no silver alloy uses in the manufacturing process.

Objective

- To characterize the process window of Low/No Silver alloy solder paste by studying the reliability of solder joint assembled with Low/No Silver solder paste and comparing the data with SAC305.
- To improve mechanical reliability is another reason for alternative lead-free alloys.

Results:

- Flextronics presented internal evaluation findings at IPC APEX EXPO® 2013
- Led New Industry Consortia Group activities
- Collaborative projects in process with industry leaders (Material Vendors, Suppliers, Contract Manufacturers and OEM Customers)
- Flextronics Alternative Lead Free Solder Alloy Application Notes published

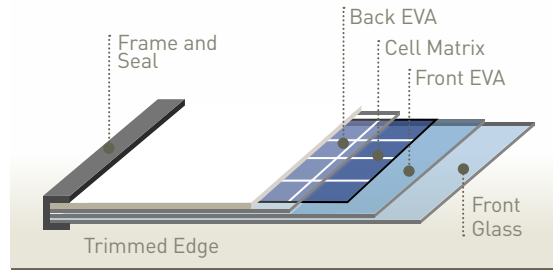


PV Solar Module – Renewable Energy

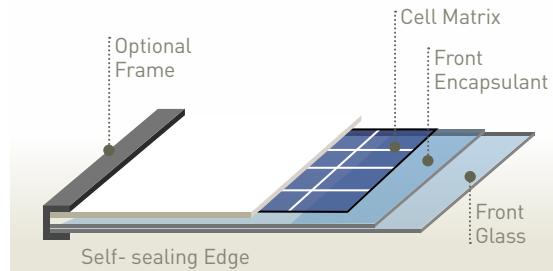
Flextronics' focus on renewable energy continues with research and development for new materials and process technologies. This focus extends to collaborative partnerships and projects with industry leaders to develop and test the next generation PV Modules with lower manufacturing costs, higher power output and long term quality and reliability.

Achievements:

- Initial prototype PV Solar Mini module samples using alternative encapsulate constructions passed industry recognized and accepted tests and targets
- Commissioned expanded engineering efforts to further explore, investigate and refine materials selection for next generation full-size prototypes
- Lower cost per watts
- Higher PV module quality and reliability (25 years +)
- Time, energy and cost improvements in the following areas:
 - Capital equipment and floor space requirements
 - Cycle times and product throughput
 - Materials utilization and consumption



Current Laminated Construction



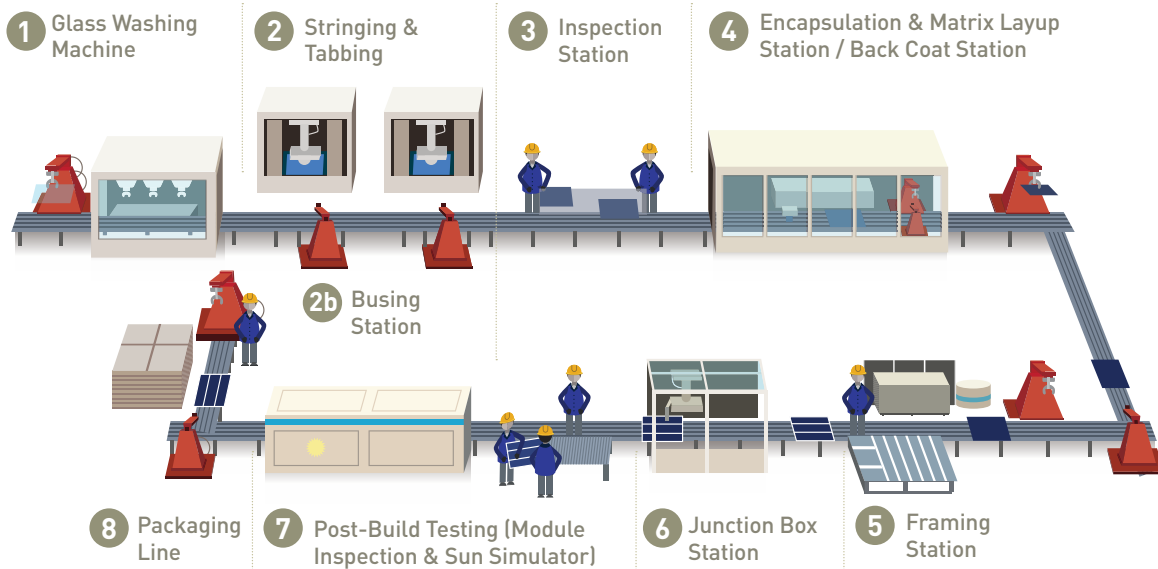
Rapid Compact Construction

Objective

- To develop and test new encapsulation materials and processes to achieve lower cost, higher quality and reliable PV Solar Modules.

Before New Process:

- High cost of encapsulation materials
- High-cost lamination equipment with long process cycle times required to cure traditional encapsulation materials
- High energy consumption



Process Flow Diagram



SUSTAINABILITY
AWARDS &
RECOGNITION
AROUND THE
GLOBE



15

Corporate Sustainability Awards

Over the past two years, Flextronics has been recognized by numerous publications and agencies for our corporate social responsibility efforts. Among them are:

Manufacturing Sites Awards and Recognition



**GLOBAL
REPORTING
INITIATIVE® INDEX**



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GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance
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ORGANIZATIONAL PROFILE		
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G4-5	8	*
G4-6	10, 11	*
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G4-8	9	*
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G4-10	9	*
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G4-12	110	*
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IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
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G4-26	29, 30	*
G4-27	30, 31, 32, 33	*

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance
REPORT PROFILE		
G4-28	23	*
G4-29	23	*
G4-30	23	*
G4-31	23	*
G4-32	23	*
G4-33	23	*
GOVERNANCE		
G4-34	25, 26	*
ETHICS AND INTEGRITY		
G4-56	46, 48	*

* Not verified by an external organization.

SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
CATEGORY: ECONOMIC					
MATERIAL ASPECT: ECONOMIC PERFORMANCE					
G4-DMA	17, 18				*
G4-EC1	18				*
MATERIAL ASPECT: MARKET PRESENCE					
G4-DMA	20				*
G4-EC5	20				*
MATERIAL ASPECT: PROCUREMENT PRACTICES					
G4-DMA	21				*
G4-EC9	21				*
CATEGORY: ENVIRONMENTAL					
MATERIAL ASPECT: WATER					
G4-DMA	80, 81, 82, 83				*

SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
G4-EN8	84				*
G4-EN10	84				*
MATERIAL ASPECT: EMISSIONS					
G4-DMA	80, 81, 82, 83				*
G4-EN15	85				*
G4-EN17	85				*
G4-EN19	85				*
MATERIAL ASPECT: EFFLUENTS AND WASTE					
G4-DMA	80, 81, 82, 83				*
G4-EN22	86	By destination and quality of the water	The information is currently unavailable	First time reporting this information, future reports may include more information, building the capabilities to report more complete info.	*
G4-EN23	86				*
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT					
G4-DMA	110, 111, 112, 113, 114, 115, 116, 117, 126				*
G4-EN32	118				*
CATEGORY: SOCIAL					
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK					
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY					
G4-DMA	71, 72, 80, 81				*
G4-LA6	73				*
MATERIAL ASPECT: TRAINING AND EDUCATION					
G4-DMA	53, 54, 55, 59, 62, 63				*
G4-LA9	62				*
G4-LA11	63				*

SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Page Number (or Link)	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES					
G4-DMA	110 , 111 , 112 , 113 , 114 , 115 , 116 , 117 , 122 , 123				*
G4-LA14	118				*
SUB-CATEGORY: HUMAN RIGHTS					
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT					
G4-DMA	110 , 111 , 112 , 113 , 114 , 115 , 116 , 117				*
G4-HR10	118				*
SUB-CATEGORY: SOCIETY					
MATERIAL ASPECT: LOCAL COMMUNITIES					
G4-DMA	95 , 100 , 101				*
G4-S01	96				*
MATERIAL ASPECT: ANTI-CORRUPTION					
G4-DMA	46 , 47 , 48 , 50				*
G4-S03	50				*
G4-S04	49	Break down by employee category and region	The information is currently unavailable	Future reports may include more information about this, building the capabilities to report more complete information.	*
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY					
G4-DMA	110 , 111 , 112 , 113 , 114 , 115 , 116 , 117 , 125				*
G4-S04	118				*

* Not verified by an external organization. We are exploring the third-party validation of portions of the report, likely beginning with our environmental metrics.

FEEDBACK

We welcome your feedback on our activities and performance. If you would like to share your opinion, please contact Flextronics' Sustainability Team: sustainability.feedback@flextronics.com