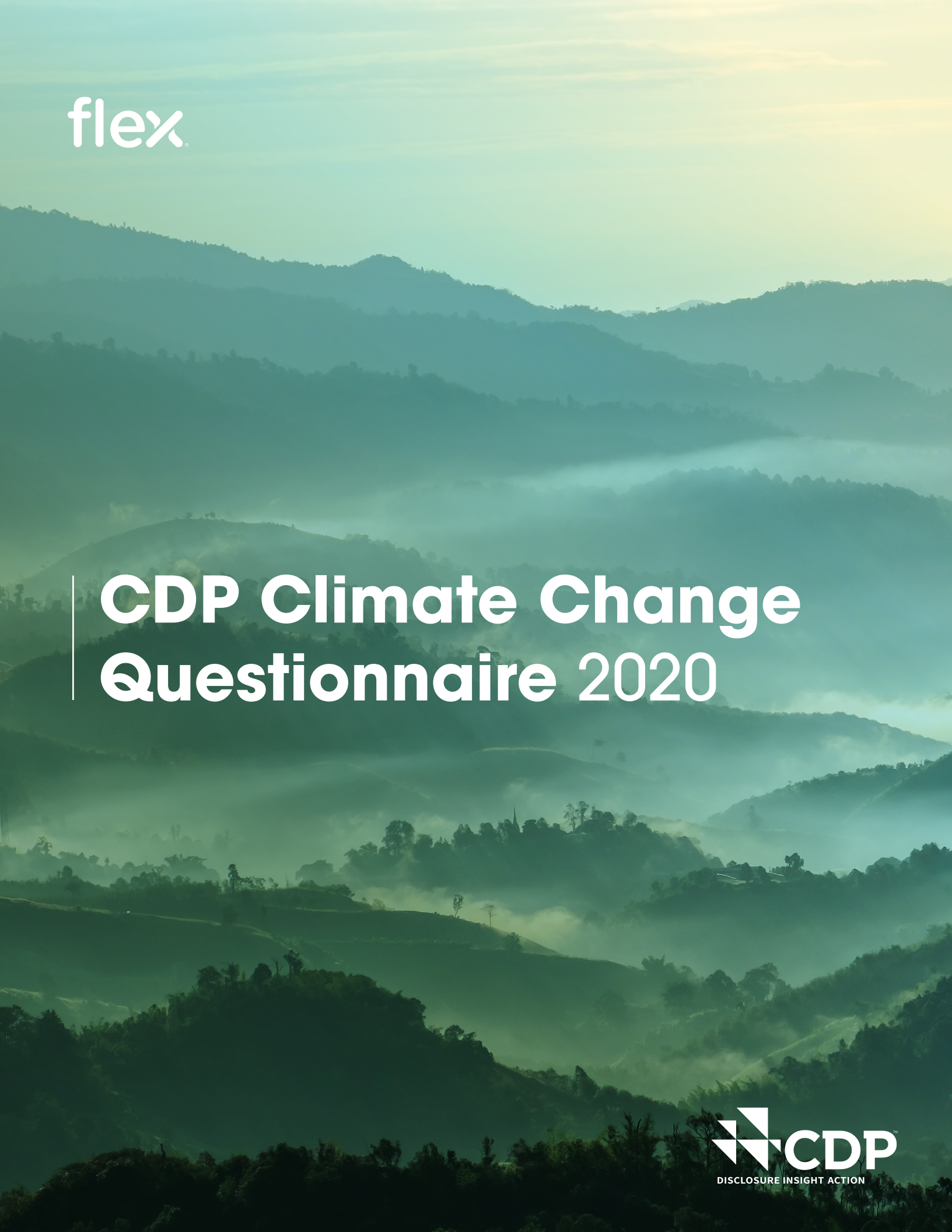
flex
CDP Climate Change Questionnaire 2020
CDP
DISCLOSURE INSIGHT ACTION

CDP Climate Change 2020 Questionnaire

C0 Introduction

Introduction

(C0.1) Give a general description and introduction to your organization.

We are the manufacturing partner of choice that helps a diverse customer base design and build products that improve the world. Through the collective strength of a global workforce across 30 countries and responsible, sustainable operations, we deliver technology innovation, supply chain and manufacturing solutions to diverse industries and end markets, including automotive, communications, energy, healthcare, and industrial, among others.

Sustainability and environmental, social and governance (ESG) have always been a core part of how we operate as a responsible manufacturer. Our new long-term strategy, purpose statement, vision, mission and values reinforce our duty to positively contribute to the world, from designing and building our customers' products to continuously improving our day-to-day operations. Our advancement of sustainability includes aligning efforts with global initiatives to ensure progress across our footprint and beyond our four walls. We are a participant in the world's largest sustainability initiative, the UN Global Compact, and in 2020, we reached the Global Compact's advanced level.

Our sustainability efforts have gained recognition from several organizations, including the Manufacturing Leadership Awards, Frost and Sullivan and Ecovadis, a provider of CSR Ratings and Scorecards that awarded us the "Gold Recognition Level." We achieved the highest disclosure and transparency score on ESG factors, recognized by the Institutional Shareholder Services Inc. (ISS), and received the Prime status in 2019. For the fourth consecutive year, we are a constituent of the FTSE4Good Index. Most recently, we qualified for inclusion in the Sustainability Yearbook 2020, as an Industry Mover. In 2019, we received the Ethical Corporation's Responsible Business Award for circular innovation.

The value we bring and the progress we make toward a more sustainable future are enabled by our ~160,000 employees, who are committed to doing the right thing always for our customers, colleagues, shareholders and communities. We believe that a sustainable approach is not only essential to our business, but also the environment and our broader communities where we live and work. Our sustainability strategy and ESG efforts identify our commitment to sustainable development across five cornerstones: people, community, environment, innovation and integrity. These cornerstones support our Flex 20 by 2020 goals and form the foundation of global and local initiatives that continually inspire us to improve our corporate citizenship and workplace performance. As our sustainability and ESG journey continues beyond our 2020 commitments, we will remain focused on operating a responsible business, meeting the needs of all our stakeholders and delivering meaningful impact in our many communities as a trusted manufacturing partner, employer and investment of choice.

(C0.2) State the start and end date of the year for which you are reporting data.

No change from 2019. Please complete the following table.

Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
January 1, 2019	December 31, 2019	No	[leave blank]

(C0.3) Select the countries/areas for which you will be supplying data.

Minor change from 2019. Please complete the following table:

Country/area
China Malaysia Mexico United States of America Other: rest of world

(C0.4) Select the currency used for all financial information disclosed throughout your response.

No change from 2019. Please complete the following table:

Currency
USD

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Minor change from 2019. Select one of the following options:

- **Operational control**

C1 Governance

Board oversight

(C1.1) Is there board-level oversight of climate-related issues within your organization?

No change from 2019. Select one of the following options:

- **Yes**

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues. (2,400)

Characters: 2,387

Minor change from 2019 for FS only. This question only appears if you select “Yes” in response to C1.1. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Position of individual(s)	Please explain
Select from: ● Board Chair ● Director on board ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Procurement Officer (CPO) ● Chief Risk Officer (CRO) ● Chief Sustainability Officer (CSO) ● Chief Investment Officer (CIO) [Financial services only] ● Chief Credit Officer (CCO) [Financial services only] ● Chief Underwriting Officer (CUO) [Financial services only] ● Other C-Suite Officer ● President ● Board-level committee ● Other, please specify	Text field [maximum 2,400 characters] Provide a description of the position(s)/committee(s) in the corporate structure and the level of responsibility they have towards climate-related issues. Explain how the responsibilities of the position(s)/committee(s) are related to climate issues. Note that this question asks about the position and not about the names of the staff holding these positions. Do not include the name of any individual or any other personal data in your response. Report where in the board the responsibility for oversight of climate-related issues lies. This may be with an individual member of the board or a board-level committee, e.g. sustainability committee, risk committee, etc. Note that this question is asking about direct responsibility for oversight. In practical terms, this is the person or committee at the top of the chain of command specifically managing information on climate-related issues, making decisions about what the company will do and adapting those decisions based on climate-related information. The CEO is ultimately responsible for everything in the company; however, this question is looking to identify board-level responsibility specifically on climate-related issues. While this may be the CEO, it is not necessarily always the case.

Board-level committee	Ultimate responsibility for climate-related issues resides with the Nominating and Governance Committee of our board of directors. The charter for the Nominating and Governance Committee is responsible for shaping and overseeing the application of the company's environmental, social, and corporate governance policies and procedures and is best positioned to oversee Flex's sustainability program, including climate-related risks and opportunities. The committee's responsibilities, among other activities, include: (1) review and revise, as necessary, Flex's corporate governance procedures and policies, corporate responsibility and sustainability policies and programs, (2) review and assess current and emerging environmental, social, and corporate governance issues, trends, regulatory developments, and best practices, and (3) monitor assessments of Flex's governance and applicable proxy advisory services policies and reports. Our board of directors conducts an annual strategic review in which climate-related risks and opportunities are highlighted and directional initiatives are approved, e.g. increases in our onsite solar power capacity and generation. By way of example, the board of directors made the following climate-related decisions in 2019: 1. Increased investments in renewable energy and cogeneration - the board approved funding to commission a new 1.56 MW rooftop solar system in San Luis Rio Colorado, Mexico and invested into a cogeneration facility in Tijuana, Mexico which will become operational in 2020. The cogeneration facility is expected to provide 44,080 MWh/year of energy to our Tijuana plant when fully operational. 2. Expanded low-carbon product offerings and launched a CO2 calculator to help customers assess embedded carbon in products and the supply chain and prioritize carbon reduction measures. Our innovative CO2 calculator enables our customers to (1) understand the CO2e embedded in products and the supply chain, (2) conduct scenario and comparative analysis, (3) measure CO2e impacts and reductions from mitigation activities, (4) identify carbon hotspots, (5) plan carbon budgeting, and (6) develop a pathway towards Net Zero carbon impacts. Flex is aiming to be the leading global provider of Circular Economy solutions via repair, refurbish and recycling of products to minimize environmental impacts, maximize value recovery, and provide sustainability stewardship to all our customers.

(C1.1b) Provide further details on the board's oversight of climate-related issues. **(3,000)** Characters: 2,270 characters

Modified question from 2019 for FS only. This question only appears if you select "Yes" in response to C1.1. Please complete the following table. You are able to add rows by using the "Add Row" button at the bottom of the table.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Select from: ● Scheduled - all meetings ● Scheduled - some meetings ● Sporadic - as important matters arise ● Other, please specify	Select all that apply: ● Reviewing and guiding strategy ● Reviewing and guiding major plans of action ● Reviewing and guiding risk management policies ● Reviewing and guiding annual budgets ● Reviewing and guiding business plans ● Setting performance objectives ● Monitoring implementation and performance of objectives ● Overseeing major capital expenditures, acquisitions and divestitures	Text field [maximum 3,000 characters] Describe the governance mechanisms selected in column 2 and how these mechanisms contribute to the board's overall oversight of climate-related issues. Include such details as what climate issues are scheduled agenda items, who briefs the board and on which matters (e.g. "a report from each Business Head regarding performance against climate targets is reviewed quarterly"). As much as possible, please give examples from the reporting year.

	• Monitoring and overseeing progress against goals and targets for addressing climate-related issues • Other, please specify	
Scheduled – some meetings	• Reviewing and guiding strategy • Reviewing and guiding major plans of action • Reviewing and guiding business plans • Monitoring implementation and performance of objectives • Overseeing major capital expenditures, acquisitions and divestitures • Monitoring and overseeing progress against goals and targets for addressing climate-related issues	The Nominating and Governance Committee of our board of directors assists in fulfilling oversight of environmental, social, and corporate affairs that may have a significant impact on the financial statements and related company compliance policies and programs. This includes the responsibility to assess climate-related sustainability risks and opportunities, including: (1) review and revision of the corporate governance procedures and policies, (2) review of corporate responsibility and sustainability policies and programs, (3) review and assessment of current and emerging environmental, social, and corporate governance issues, trends, regulatory developments, and best practices. The board of directors conducts an annual strategic sustainability review in which climate-related risks and opportunities are highlighted and directional initiatives are approved, e.g., increases in our onsite solar power capacity and generation. At the operational level, our greenhouse gas (GHG) inventory and reduction program is overseen by an Executive Sponsor Group (ESG) comprised of the Chief Financial Officer, Chief Human Resources Officer, Chief Ethics and Compliance Officer, General Counsel, VP of Audit and Risk Management, the Executive Vice President of Strategy and Resources (including real estate and facilities), VP of Security and Brand Protection, VP of Marketing, Communications and Sustainability, VP of Corporate Social Environmental Responsibility, VP of Quality, and the Business Segment Presidents. The ESG is responsible for prioritizing climate-related risks and opportunities and highlighting them to the appropriate business functions. Progress towards our GHG reduction goal is reviewed regularly by the ESG and periodically with the CFO and the Executive Committee. Flex's corporate sustainability leadership committee holds quarterly meetings and conducts sustainability scorecard reviews to assess progress on key sustainability indicators and targets by program, region and site. In addition, the team conducts periodic reviews of key issue areas, including key performance indicators, e.g., environmental, health and safety are reviewed quarterly with senior management and every two months with groups of general managers from the regions.

Management responsibility

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Chief Financial Officer (CFO)	Both assessing and managing climate-related risks and opportunities	Quarterly
Other C-Suite Officer, please specify Chief Compliance Officer	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify General Counsel	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify Business Segment Presidents	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify Executive Vice President, Strategy	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify VP Security + Brand Protection	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify VP of Audit + Risk Management	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify VP of Marketing, Communications and Sustainability	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify VP of Corporate Real Estate + Facilities	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify Executive Sponsor Group (ES)	Both assessing and managing climate-related risks and opportunities	Quarterly
Other, please specify Head of Global Sustainability	Both assessing and managing climate-related risks and opportunities	Half-yearly
Other, please specify General Manager (GM)	Both assessing and managing climate-related risks and opportunities	Quarterly

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals). (5,000) Characters: 4,942

Modified guidance from 2019. This is an open text question with a limit of 5,000 characters. Use the text box to describe where the highest management-level position(s)/committee(s) with responsibility for climate-related issues sit in the organizational structure, their responsibilities, and how climate-related issues are monitored. Give a company-specific description including:

I. Where in the organizational structure this position(s)/committee(s) lie;

II. A rationale of why responsibilities for climate-related issues have been assigned to this/these position(s) or committee(s).
III. If you selected "no management level responsibility for climate-related issues" in C1.2 explain your selection here.

Note that this question asks about the position and not about the names of the staff holding these positions. Do not include the name of any individual or any other personal data in your response.

Ultimate responsibility for climate-related issues resides with the Nominating and Governance Committee of our board of directors. Below board-level, the Executive Sponsor Group (ESG) is the highest management level committee responsible for climate-related issues, including our greenhouse gas (GHG) inventory and reduction program. The ESG is a cross-functional group of senior executives which includes the Chief Financial Officer, the Chief Ethics and Compliance Officer, General Counsel, VP of Corporate Social Environmental Responsibility, VP of Quality, VP of Audit and Risk Management, VP of Marketing, Communications and Sustainability, the Chief Human Resources Officer, Executive Vice President of Strategy and Resources (including real estate and facilities) and Business Segment Presidents.

The responsibilities for climate-related issues on a strategic level have been assigned to the ESG because it spans a range of business functions; therefore it is best positioned to provide guidance and direction on the integration of sustainability programs, including climate-related matters, across all aspects of our business.
For example, with the guidance and direction from the ESG, we have established 20 goals (referred to as “Flex 20 by 2020 goals”) aligned to the United Nations’ Sustainable Development Goals (SDG’s) that reflect our commitment to the highest sustainability standards across our operations and supply chain. The environmental goals include reducing GHG emissions, increasing the utilization of renewable energy at our own sites, and offering low-carbon products and services to our customers. For example, we are increasing the production of Flex Energy Solutions solar PV modules and trackers to power the equivalent of 3.5 million homes and providing electricity to the grid at a cost 5% less than average fossil fuel sources through Flex Energy Solutions renewable energy systems.

The responsibilities for climate-related issues in operations have been assigned to the Sustainability (formerly Corporate Social and Environmental Responsibility (CSER)) team because it is a cross-functional team comprised of global directors and regional managers overseeing operations, supply chain, regulatory compliance, metrics and communications. It is therefore in the best position to integrate sustainability in all functional and operational aspects of our business. Sustainability is responsible for coordinating with CREF to set the overall carbon strategy and implementing energy efficiency and carbon reduction initiatives through our global operations. Progress towards our emissions reduction goal is reviewed regularly by Sustainability in consultation with our Corporate Real Estate and Facilities team (CREF) and periodically with the CFO and the ESG. Sustainability holds semi-annual meetings to share information across various business groups directly responsible for implementing our sustainability initiatives. Sustainability develops corporate standards and tools, monitors performance, captures customer environmental, social and governance requirements. Sustainability also supports implementation of our social and environmental management system used to identify, address, mitigate, and control site-level risks, including climate-related risks. Sustainability plans and executes strategies in accordance with our social and environmental management requirements. Flex’s approach for managing sustainability issues includes:
· Conducting corporate audits to identify key areas of improvement; results are shared with our board of directors on a regular basis
· Leveraging our sustainability metrics system to monitor company compliance and performance at the global, regional and local levels
· Participating in industry and sustainability organizations and communicating regularly with stakeholders to identify relevant or emerging sustainability topics and concerns.

Sustainability matters including climate-related risks and opportunities at a facility level (e.g. in our manufacturing and logistics sites) are overseen by sustainability teams led by site general managers (GMs). These teams are responsible for the implementation of our sustainability management system, creating and implementing site-specific plans, and report monthly to the corporate sustainability team as well as to senior operations management. The responsibilities for climate-related issues on a facility level have been assigned to sustainability teams led by GMs, because they have full visibility into manufacturing facilities and logistics sites and are in the best position to implement site-specific plans, including climate-related projects. Our corporate sustainability team conducts quarterly sustainability scorecard reviews to assess progress on key sustainability indicators and targets by program, region, and site. The team also conducts periodic reviews of key issue areas, including key performance

indicators, e.g., environmental, health and safety are reviewed quarterly with senior management and every two months with groups of general managers from the regions.

Employee incentives

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

Change from 2019

Provide incentives for the management of climate-related issues	Comment
Yes	Flex provides monetary and non-monetary incentives for energy and emissions reduction projects, as well as recognition for reducing emissions through initiatives and challenges.

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Select from: ● Board Chair ● Board/Executive board ● Director on board ● Corporate executive team ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Procurement Officer (CPO)	Select from: ● Monetary reward ● Non-monetary award	Select all that apply: ● Emissions reduction project ● Emissions reduction target ● Energy reduction project ● Energy reduction target ● Efficiency project ● Efficiency target ● Behavior change related indicator	Text field [maximum 2,400 characters] Performance indicators might include: - Projects: The implementation of projects that are realizing savings in emissions, energy, and/or that are promoting efficiency; - Targets: Activity resulting in progress towards your company's target(s); - Behavior change: Contribution towards corporate global reputation improvement, rate of participation by employees in environmental activities, number of employees receiving training. Note that this question asks about the position of employees receiving incentives. Do not include the name of any individual or any other personal data in your response.

• Chief Risk Officer (CRO) • Chief Sustainability Officer (CSO) • Other C-Suite Officer • President • Executive officer • Management group • Business unit manager • Energy manager • Environmental, health, and safety manager • Environment/Sustainability manager • Facilities manager • Process operation manager • Procurement manager • Public affairs manager • Buyers/purchasers • All employees • Other, please specify		• Environmental criteria included in purchases • Supply chain engagement • Company performance against a climate-related sustainability index • Portfolio/fund alignment to climate-related objectives [Financial services only] • Other, please specify	
Other, please specify Executive Vice President of Strategic Programs and Asset Management	Monetary reward	Emissions reduction target	Environmental management, including achieving energy and GHG reduction targets, falls under the Executive Vice President of Strategic Programs and Asset Management, who reports to the Operations Group President. Annual performance reviews measure and assess accomplishments in global related programs, projects, and targets. The annual merit process is based on annual performance reviews. Energy and GHG reductions are objectives and thus figure into bonus compensation.
Chief Executive Officer (CEO)	Recognition (non-monetary)	Other, please specify: achievement of sustainability strategy	The Chief Executive Officer is rewarded based on the progress towards and achievement of the highest level of ethics, compliance, and commitment to Environment, Social, and Governance (ESG). This includes (1) updating and relaunching the sustainability strategy, and (2) the implementation of sustainability targets and goals, including operational energy efficiency. This is measured through the Ethics and Compliance Scorecards for the top 50 Flex facilities. Energy has been identified as a material issue for Flex, and our sustainability strategy performance monitoring process has the objective to ensure that our direct operations work towards achieving higher energy efficiency through renewable energy purchases and energy conservation initiatives.
Energy manager	Recognition (non-monetary)	Emissions reduction project	• Meeting emission reduction and energy spending targets • Sustainability Best Initiatives – Environment Category (climate

			change efforts) • Energy savings/Cost reductions
Facilities manager	Recognition (non-monetary)	Energy reduction project	• Meeting emission reduction targets • Sustainability Best Initiatives – Environment Category (climate change efforts) • Energy savings/Cost reductions
All employees	Recognition (non-monetary)	Other, please specify Best Practices Recognition	• Meeting emission reduction targets • Sustainability Best Initiatives – Environment Category (climate change efforts) • Energy savings/Cost reductions
Other, please specify Project Lead + team–Earth Day Challenge	Recognition (non-monetary)	Other, please specify Earth Day Challenge Recognition	• Contribution to Flex 20 by 2020 Goals and SDGs • Recognition kit (Flex branded items) to winners (1 per region)

C2 Risks and opportunities

Management processes

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

New question. Select one of the following options:

- **Yes**

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

Minor change from 2019 (2019 C2.1). Please complete the following table:

Time horizon	From (years)	To (years)	Comment
	Numerical field [enter a number from 0-100 using no decimals or commas]	Numerical field [enter a number from 0-100 using no decimals or commas]	Text field [maximum 2,400 characters] You may specify if this time horizon for assessing climate-related risks and opportunities is aligned with other business practices time horizons and provide any other relevant information.
Short-term	3	5	Our goals to date have primarily been short-term goals. This is also the time horizon used in our company strategy.
Medium-term	5	10	Some of our customer partnerships have a medium-term planning horizon. In addition, human resources and real estate planning are also evaluated over a medium-term horizon.
Long-term	10	25	From a research and projections standpoint, we use a long-term planning horizon.

(C2.1b) How does your organization define substantive financial or strategic impact on your business? (5,000) Characters: 1061

We evaluate risks based on their potential impact to our operations and likelihood of occurrence. For example, severe weather events may impact our factories and cause substantive losses due to business interruption and facility damage. For CDP reporting purposes, we define a substantive financial impact as one that could create a $10M to $20M charge to our statement of operations, resulting in two to four pennies per share negative impact. We estimate our financial impact using a quantifiable indicator of a one penny loss in earnings per share for every five million USD loss incurred, meaning that any event that incrementally costs the company up to five million USD would result in a loss of one penny per share. Extreme climate-related events with the potential to disrupt our business operations, such as severe storms or flooding, would also affect our ability to provide reliable customer service, could delay our product delivery, and impact our customers' business continuity, resulting in additional reputational impacts that we are unable to quantify currently.

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities. (7,000)

Characters: 6,966

Value chain stage(s) covered	Risk management process	Frequency of assessment	Time horizon(s) covered	Description of process
• Direct operations • Upstream • Downstream	Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes	More than once a year	• Short-term • Medium-term • Long-term	Our facilities include a network of design, engineering, manufacturing, and logistics in 30 countries, across 100 locations. Our worldwide supply chain embraces 16,000 direct, indirect and vertically integrated suppliers, most of whom are controlled by our customers. Our company-wide risk identification and assessment process includes the following potential climate-related risks: current and emerging regulatory requirements; new customer requirements; interrupted supply of energy, raw materials or components; brand/reputation; and potential business interruption or facility damage, including those from frequent and/or extreme weather events. Flex identifies, assesses, and determines risks with a substantive financial impact through company-wide processes, e.g. annual materiality assessments and operational and supply chain risk assessments. For CDP reporting purposes, we define a substantive financial impact as one that could create a $10M charge to our statement of operations, resulting in a one to two penny per share negative impact. To determine which sustainability topics are most relevant to our business, in our materiality assessment, we identify topics with the greatest influence for stakeholders, analyze feasibility of impact on stakeholders, and filter potential topics by geography and functional areas. Our stakeholders include employees, customers, shareholders, potential investors, suppliers, subcontractors, governments/regulatory agencies, unions, non-profits, industry associations. In 2019, energy, water, emissions and supplier environmental assessments were identified as material issues for our business. To evaluate climate-related transitional risks and opportunities, our regulations market intelligence (RMI) lead monitors changes in global climate

				regulations and evaluates applicability and relevance to our operations. The RMI lead and an in-house legal counsel use web-based and in-person methods to identify, analyze, and respond to relevant climate-related risks. Our customer-facing (CF) lead identifies customer environmental requirements and works with RMI to analyze the impact of such requirements and agreements. RMI and CF leads, along with the corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. To evaluate site-level climate-related risks and opportunities, our Sustainability team engages with the Corporate Real Estate and Facilities (CREF) team which ensures that resources are in place to mitigate potential risks at the regional and site level in all locations where we operate. To identify and evaluate site-level risks from physical climate-related impacts, we conduct resilience assessments across our facilities, and develop scorecards. Our facilities globally are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls, and they have emergency and business continuity plans in place. To identify and assess our suppliers' climate-related risk exposure, we monitor compliance with our social and environmental standards. We require our suppliers to have a management system in place to ensure the continuity and effectiveness of their social and environmental activities and to mitigate potential risks. Through supplier training sessions, onsite audits, screenings, and self-assessment questionnaires, we identify potential risks and flag sites for compliance audits. Results from RMI, CF, Sustainability and EHS Regional Leads, operational and supply chain assessments are reported quarterly to the VP of CREF and Marketing, Communications and Sustainability and discussed with enterprise risk management (ERM). Our annual ERM process includes input from compliance-area owners and more than 100 interviews with senior management from across the business. Key risks identified through this process are flagged and prioritized for mitigation based on impact and likelihood. Top risks are reported to the Executive Sponsor Group (ESG) and the Nominating and Governance Committee of our board of directors for further evaluation and mitigation. **Transition opportunity example:** We are increasingly identifying and capitalizing on opportunities related to higher demand for energy-efficient products and services. We prioritize such opportunities through materiality assessments and evaluation processes that align with Flex sustainability goals and commitments around carbon reduction, the potential to deliver other climate related benefits, including climate resilience, and financial impact of the opportunity, such as its return on investment. For example, by understanding key climate-related issues important to our customers, in

				FY19, we built and piloted a CO2 calculator for customers to measure embedded carbon in their products and prioritize carbon reduction actions. Our CO2 calculator, which will be launched in 2021, will enable our customers to (1) understand the CO2 embedded in products, (2) conduct scenario and comparative analysis, (3) measure CO2e impacts and reductions from mitigation activities, (4) identify carbon hotspots, (5) plan carbon budgeting, and (6) develop a pathway towards Net Zero carbon impacts. Flex is aiming to be the top global provider of circular economy solutions via the repair, refurbishment and recycling of products to minimize the environmental impact and maximize value recovery. We estimate that the business opportunity of this new service to our clients is around 25 million USD. **Physical risk example:** We are examining exposure of our key assets and operations to physical climate-related risks, to reduce the possibility of loss of insured property. By conducting third-party site visits and using a resilience assessment tool, we conducted a risk assessment at one of our key sites in Malaysia. This site was included in the assessment because it provides critical manufacturing and R&D activities. Any delay in our product delivery will affect business operations of our customers, leading to financial and reputational impacts. The resilience assessment examined the potential exposure of the site in Malaysia to climate-related natural hazards, fire, as well as equipment and occupancy hazards. We review forecasts and plans quarterly to identify potential site-level risk mitigation projects, and we review project investment opportunities monthly. At all our sites, we maintain business recovery plans and insurance coverage with multiple carriers in numerous jurisdictions. Global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls.

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments? (2,500)

Modified question from 2019 (2019 C2.2c). This question only appears if you select "Yes" in C2.1. Please complete the following table:

Risk type	Relevance & inclusion	Please explain

	Select from: ● Relevant, always included ● Relevant, sometimes included ● Relevant, not included ● Not relevant, included ● Not relevant, explanation provided ● Not evaluated	Text field [maximum 2,500 characters] Your response should explain: - Your decision on the relevance and inclusion of this risk type in your risk assessment. - For every risk type deemed relevant, an example of a specific risk considered in your assessment, and an explanation of how it is assessed. - If you choose 'Not relevant, explanation provided': why this risk type is not deemed relevant.
Current regulation	Relevant, always included	Current regulation is deemed relevant and is always included in our climate-related risk assessment, because our network of design, engineering, manufacturing, and logistics facilities spans multiple jurisdictions, covering 100 locations in 30 countries. Therefore, we monitor risks related to regulatory changes to existing climate policies, such as the geographic coverage and requirements of carbon trading regimes in the major regions where we operate. As of our most recent risk assessment, these risks have not been identified as material to our business. Examples of current regulations include restrictions on GHG emissions, cap and trade programs, and mandatory reporting. Our business is not energy intensive, and most of our facilities fall below threshold requirements for current regulations limiting GHG emissions, cap and trade programs, and mandatory reporting. To date, Flex is only required to participate in the Shenzen Emission Trading Scheme. To identify and assess the relevance of current regulations to our business, our regulations market intelligence (RMI) lead monitors changes in global climate-related regulations and evaluates applicability and relevance. The RMI lead and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our customer-facing lead identifies customer environmental requirements and works with RMI to analyze impacts. RMI and CF leads and our corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our CSER and Corporate Real Estate and Facilities (CREF) teams collaborate to identify issues, interpret climate-related regulations and customer requirements, assess potential impacts, and ensure resources are in place to mitigate potential risks in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with enterprise risk management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating & Governance Committee for further evaluation and mitigation.
Emerging regulation	Relevant, always included	Emerging regulation is deemed relevant and is always included in our climate-related risk assessment, because our extensive network of design, engineering, manufacturing, and logistics facilities spans multiple jurisdictions, covering 100 locations in 30 countries. With facilities in every major region and a global supply chain network, we monitor risks related to the emergence of new climate policies related to GHG emissions and energy in the major geographies where we operate. We understand that climate related emerging regulations may have direct and indirect impacts on our business, but none have been identified as being potentially material to our business. Because our business is not energy intensive, and nearly all our facilities fall below threshold requirements for current regulations limiting GHG emissions, cap and trade programs, and mandatory reporting., we assume this would be true for any emerging regulation as well. To identify and assess the relevance of emerging regulations to our business, our regulations market intelligence (RMI) lead monitors changes in global climate-related regulations and evaluates applicability and relevance. The RMI lead and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our customer-facing (CF) lead identifies customer environmental requirements and works with RMI to analyze impacts. RMI and CF leads and our corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums. Our CSER and Corporate Real Estate and Facilities (CREF) teams collaborate to identify issues, interpret specific climate-

		related regulations and customer requirements, assess potential impacts, and ensure necessary resources are in place to mitigate potential risks at the regional and site level in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with enterprise risk management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating & Governance Committee for further evaluation and mitigation.
Technology	Relevant, always included	Technology risks are deemed relevant and are always included in our climate-related risk assessment. Examples of technology risks that are monitored in this respect are related to energy efficiency, renewable energy production, and carbon reduction driven by circular economy solutions. For example, climate change can influence consumer behavior by driving higher demand for energy-efficient technology products and services. If we fail to respond to changing consumer behavior or customer requirements for energy efficiency, for example, there could be some impact to our reputation or customer relations. Our company-wide risk identification and assessment process therefore encompasses technology. To identify and assess the relevance of technology-related risks to our business, our regulations market intelligence (RMI) lead and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our customer-facing (CF) lead identifies customer environmental requirements and works with RMI to analyze impacts. RMI and CF leads and our corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. To assess technology-related risks in our operations and ensure necessary resources are in place to mitigate potential risks where we operate, our CSER and Corporate Real Estate and Facilities (CREF) teams collaborate to identify issues, interpret customer requirements, and assess potential climate-related impacts. For example, climate change is an important factor for Flex's decision making regarding infrastructure upgrade, such as HVAC, electrical distribution, and other capital improvements initiatives. We are reviewing regional and site-level forecasts and plans quarterly, and examining investments into such projects monthly. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with Enterprise Risk Management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating & Governance Committee for further evaluation and mitigation.
Legal	Relevant, sometimes included	Legal issues are deemed relevant and are sometimes included in our climate-related risk assessment, because our network of design, engineering, manufacturing, and logistics facilities spans multiple jurisdictions, covering 100 locations in 30 countries. To ensure our compliance with relevant regional, national and international climate laws and policies in all locations where we operate, we monitor legal risks at a regional and country level. We have not received any climate-related litigation claims to date and are not aware of any potential climate-related compliance issues nor any exposure to date.
Market	Relevant, always included	Market trends are deemed relevant and are always included in our climate-related risk assessment, because as a technology company, we are increasingly focused on identifying and capitalizing on new market opportunities related to the development of climate change solutions to meet the changing needs of our customers. Climate change can influence consumer behavior, driving higher demand for energy-efficient technology products and services. We will continue partnering with existing and new customers to deliver design and manufacturing services for more energy-efficient technology products, such as our NEXTracker smart solar PV and storage system solution, Flex LED Lighting Solutions, and electric vehicle infrastructure. If we fail to respond to changing market demand, consumer behavior or customer requirements for energy efficiency, for example, there could be some impact to our reputation or customer relations. Our company-wide risk identification and assessment process therefore encompasses market demand and changing consumer preferences. To identify and assess the relevance of market related risks to our business, our regulations market intelligence (RMI) lead and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our customer-facing (CF) lead identifies customer environmental requirements and works with RMI to analyze impacts.

		RMI and CF leads and our corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our CSER and Corporate Real Estate and Facilities (CREF) teams collaborate to identify issues, interpret customer requirements, assess potential impacts, and ensure necessary resources are in place to mitigate potential risks at the regional and site level in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with Enterprise Risk Management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating and Governance Committee for further evaluation and mitigation.
Reputation	Relevant, always included	Reputation related matters are deemed relevant and are always included in our climate-related risk assessment, because as a technology company, we are increasingly focused on identifying and capitalizing on business opportunities related to climate change solutions to meet changing needs and shifting preferences of our customers. Reputation risks that we are monitoring in this respect are related to changes in consumer behaviour and shifting preferences resulting in higher demand for energy-efficient technology products and services. We will continue partnering with existing and new customers to deliver more energy-efficient technology products, such as our NEXTracker smart solar PV and storage system solutions, Flex LED Lighting Solutions, and electric vehicle infrastructure. If we fail to respond to customer requirements for energy efficiency, for example, there could be impacts to our business reputation and associated relations with our customers, investors, and other key stakeholders. To identify and assess the relevance of reputation related risks to our business, our regulations market intelligence (RMI) lead and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our customer-facing (CF) lead identifies customer environmental requirements and works with RMI to analyze impacts. RMI and CF leads and our corporate social and environmental responsibility (CSER) team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our CSER and Corporate Real Estate and Facilities (CREF) teams actively collaborate to identify issues, interpret customer requirements, assess potential impacts, and ensure necessary resources are in place to mitigate potential risks at the regional and site level in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with Enterprise Risk Management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors for further evaluation and mitigation.
Acute physical	Relevant, sometimes included	Acute physical climate risks are deemed relevant and are sometimes included in our climate-related risk assessment, because major hazards driven by climate change, such as cyclones and floods, could have an adverse effect on our operations and financial results across our network of design, engineering, manufacturing, and logistics facilities, covering 100 locations in 30 countries. Due to the extensive geographic coverage of our operations and supply chain network, we continuously monitor our exposure to extreme weather events that could, for example, lead to interruptions of service from utilities, transportation or telecommunications providers and impact our manufacturing operations. Due to business interruptions, we may experience delays in our product and service delivery and hindered ability to perform critical functions, which could adversely affect our revenue and require significant recovery time and expenditures to resume operations. In recent years, severe weather events impacted our factories (e.g., a 2017 typhoon in Southern China) and caused losses due to business interruption and facility damage. These losses were not material to our overall results, and were therefore not described in our 10-K or other reporting. To identify and assess our exposure to acute physical climate stressors, our corporate social and environmental responsibility (CSER) and corporate real estate and facilities (CREF) teams actively collaborate to identify and assess physical climate risks at the site level in all locations where we operate. For example, we conduct resilience assessments by running site visits and leveraging third party risk management analytics tools to assess the exposure of our sites to various

		climate related hazards, as well as equipment and occupancy hazards, to generate site specific scorecards. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against or social and environmental audit protocol, including climate-related controls, and have an emergency and business continuity plans in place. Results are reported quarterly to the VP of CSER and discussed with enterprise risk management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating and Governance Committee for further evaluation and mitigation.
Chronic physical	Relevant, sometimes included	Chronic physical climate risks are deemed relevant and are sometimes included in our climate-related risk assessment, because chronic physical risks from climate change could have an adverse effect on our operations and financial results across our network of design, engineering, manufacturing, and logistics facilities, covering 100 locations in 30 countries. Due to the extensive geographic coverage of our operations and supply chain network, we continuously monitor our exposure to chronic climate-related risks, such as water stress and prolonged droughts that could, for example, disrupt service from water utilities and impact our operations or systems. Such events could make it difficult or impossible to manufacture or deliver products to our customers or perform critical business functions, which could adversely affect our revenue and require significant recovery time and expenditures to resume operations. To identify and assess our exposure to acute physical climate stressors, our corporate social and environmental responsibility (CSER) and corporate real estate and facilities (CREF) teams actively collaborate to identify and assess risks at the site level in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. Results are reported quarterly to the VP of CSER and discussed with enterprise risk management (ERM). Top risks are reported to the Executive Sponsor Group (ESG) and our board of directors' Nominating and Governance Committee for further evaluation and mitigation.

Risk disclosure

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

No change from 2019. Select one of the following options:

- **Yes**

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Modified question from 2019. This question only appears if you select "Yes" in response to C2.3. Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the "Add Row" button at the bottom of the table.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type
Emerging regulation

Primary climate-related risk driver
Carbon pricing mechanisms

Primary potential financial impact

Increased indirect (operating) costs

Company- specific description (2,500 characters)

Concern over climate change has led to international legislative and regulatory initiatives directed at limiting carbon dioxide and other greenhouse gas (GHG) emissions. Proposed and existing efforts to address climate change by reducing greenhouse gas emissions could directly or indirectly affect our costs of energy, materials, manufacturing, distribution, packaging and other operating costs, which could impact our business and financial results. While regulations related to carbon and climate change may have direct and indirect impacts on our business, we do not find these regulatory risks to be material. Our business is not energy intensive (our annual energy spend is less than 5% of total operational spend), and nearly all our facilities fall below threshold requirements for current regulations limiting GHG emissions, cap and trade programs, and providing for mandatory reporting of GHG emissions. To ensure business continuity in the face of new climate-related policy development, we are closely monitoring and following current and emerging global carbon emissions trading, carbon taxes, renewable tariffs, and air pollution standards. For example, if more stringent air pollution standards are imposed in China, we may be subject to additional liability and increased operating costs because 21% of our manufacturing operations by number are based there. Additional environmental matters may arise in the future, at sites where no problem is currently known or at sites that we may acquire in the future. Additionally, we could be required to alter our manufacturing and operations and incur substantial expenses in order to comply with environmental regulations. Our failure to comply with environmental laws and regulations could limit our ability to expand our facilities or could require us to incur significant operating expenses. Not meeting climate related compliance requirements can create additional business reputational impacts associated with stakeholder concern or negative stakeholder feedback.

Time horizon
Short-term

Likelihood
Virtually certain

Magnitude of impact
Low

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)
1

Potential financial impact figure – maximum (currency)
20,000,000

Explanation of financial impact figure (2,500)
Financial impacts can include increased operating costs associated with reporting, disclosure, environmental compliance and management (e.g., taxes, purchase levies, or management costs such as consulting and IT fees). We could also incur costs associated with altering our manufacturing and operations in order to comply with environmental regulations. In addition, our failure to comply with environmental laws and regulations could also limit our ability to expand our facilities. While it is difficult to accurately quantify the financial implications, we estimate potential increased operating costs related to shifting policy and legislation to range from $1 to $20M annually which is our definition for 'substantive' for CDP reporting purposes. This estimate is based on a one to two penny per share negative impact (i.e. any event that impacts our revenue up to five million USD) and an assessment by subject matter experts within Finance, Corporate Treasury, Corporate Real Estate and Facilities (CREF) and Corporate Social and Environmental Responsibility (CSER).

Description of response and explanation of cost calculation (2,500)
We have developed rigorous risk mitigation environmental compliance programs designed to meet applicable regulations. Our Regulations Market Intelligence (RMI) lead monitors worldwide climate change regulatory activity. The RMI lead, along with the Vice President of CSER, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our process for identifying relevant emerging regulatory requirements and risks. Thus far, carbon emissions trading schemes have not been applicable to Flex and have not presented a risk of substantive financial impact. For example, we are evaluating potential impacts from carbon taxation proposals in the US that could have broader application and emissions trading schemes in California, China, UK and the EU. In each case, either the schemes do not cover our operations (i.e. as opposed to "major" emitters) or our relevant emissions are below the threshold for participation. Our CSER and CREF teams actively collaborate to assess risks at the site level in all locations where we operate. All global sites are required to adopt and implement our social and environmental management system, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against our social and environmental audit protocol, including climate-related controls. It is difficult to accurately quantify the cost of responding to emerging regulatory risks, since managing policy and legal risks falls within the normal course of business and incurs zero incremental costs.

Cost of response to risk
0

Identifier
Risk 2

Where in the value chain does the risk driver occur?
Direct operations

Risk type
Acute physical

Primary climate-related risk driver
Acute: Increased severity of extreme weather events such as cyclones and floods

Primary potential financial impact

Decreased revenues due to reduced production capacity

Company- specific description (2,500)
Climate related hazards and acute shocks associated with cyclones and floods could have a material adverse impact on our direct operations and financial results across our extensive network of design, engineering, manufacturing, and logistics facilities located across 30 countries. We could experience business interruptions indirectly, as a result of service interruption from utilities, transportation or telecommunications providers, as well as directly, as a result of disrupted manufacturing operations. Reduced production due to business interruption can affect our ability to timely deliver products to our customers, or perform critical business functions, which could adversely affect our revenue and require significant recovery time and expenditures to resume operations. No instances of severe storms were observed in 2019 that damaged facilities or disrupted operations. The most recent storm that significantly affected our business took place in August 2017. Our factory in Zhuhai, China, was exposed to a storm surge associated with Typhoon Hato that caused severe flooding and wind gusts that reached 150 mph. As a result, up to $10M in losses were incurred at our Zhuhai factory, including business interruption for both shipments and supplies, as well as physical damage to our facilities. As one of our largest manufacturing facilities measuring over 5.5M square feet, our Zhuhai factory is critical to operations.

Time horizon
Short-term

Likelihood
More likely than not

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)
1,000,000

Potential financial impact figure – maximum (currency)
20,000,000

Explanation of financial impact figure (2,500)
Financial impacts can include potential closure of operations, facility repair costs, lost work time, increased utility costs, lost revenue, damaged equipment, lost inventory, and increased insurance premiums. The financial impact is expected to range between $1M and $20M, which is our typical insurance deductible. It is consistent with our threshold for substantive financial impact noted in 2.1b and defined as once that could create up to $20M charge to our statement of operations, resulting in two to four pennies per share negative impact. This estimated financial impact is based on an assessment by subject matter experts within Finance, Corporate Treasury, Corporate Real Estate and Facilities (CREF), Corporate Social and Environmental Responsibility (CSER), and business continuity teams. The company maintains insurance that mitigates the high end of financial impacts.

Description of response and explanation of cost calculation (2,500)
While we maintain business recovery plans that are intended to allow us to recover from natural disasters or other events that can be disruptive to our business, some of our systems are not fully redundant, and we cannot be sure that our plans will fully protect us from all such disruptions. We maintain a program of insurance coverage for

a variety of property, casualty, and other risks. Losses not covered by insurance may be large, which could harm our results of operations and financial condition. After Typhoon Hato impacted our Zhuhai China factory in 2017, we compiled lessons learned and developed mitigating steps to reduce potential facility impacts and keep employees safe during future storms. This included establishing a center of command and emergency response team; inspecting and reinforcing facilities, water tanks and back-up power sources; developing recovery plans with key suppliers to reduce down time; and minimizing activities during storms, sending employees home, and stock piling food and water inside buildings for those unable to go home. Capital and expense planning are parts of our normal budgetary cycle. As we adjust our strategy to address risks, we naturally incorporate those strategies into our spending, e.g. by adding features to new facilities, upgrading and/or repairing current facilities, disaster planning, etc. It is difficult to accurately quantify the cost of responding to emerging regulatory risks, since managing physical risks in our operations falls within the normal course of business and incurs zero incremental costs.

Cost of response to risk
0

Comment

Identifier
Risk 3

Where in the value chain does the risk driver occur?
Upstream

Risk type
Acute physical

Primary climate-related risk driver
Acute: Increased severity of extreme weather events such as cyclones and floods

Primary potential financial impact
Decreased revenues due to reduced production capacity

Company- specific description **(2,500)**
Due to increased exposure to extreme weather events influenced by climate change, such as severe storms or floods, we may experience adverse impacts in our supply chain or inventory, resulting in shortages of raw materials and required electronic components. Unanticipated component shortages could result in curtailed production or delays in production, which may prevent us from making scheduled shipments to customers. No instances of extreme weather events were observed in 2019 that disrupted our upstream operations, however, in 2018, we experienced a severe storm in Chennai, India, which damaged air freight cargo in transit from one location to another. Our inability to make scheduled shipments could cause us to experience a reduction in sales, an increase in inventory levels and costs, and could adversely affect relationships with existing and prospective customers. Component shortages may also increase our cost of goods sold because we may be required to pay higher prices for components in short supply and redesign or reconfigure products to accommodate substitute components. As a result, component shortages could adversely affect our operating results. Our performance depends, in part, on our ability to incorporate changes in component costs into the selling prices of our products.

Time horizon
Short-term

Likelihood

More likely than not

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)
1,000,000

Potential financial impact figure – maximum (currency)
20,000,000

Explanation of financial impact figure (2,500)
Financial impacts can include inventory damage, lost revenue from curtailed production or delays in production, increased cost of raw materials or components, increased costs related to redesign or reconfiguration of products to accommodate substitute components, and increased insurance premiums. The financial impact is expected to range between $1M and $20M, which is our typical insurance deductible. It is consistent with our threshold for substantive financial impact noted in 2.1b and defined as once that could create up to $20M charge to our statement of operations, resulting in two to four pennies per share negative impact. This estimated financial impact is based on an assessment by subject matter experts within Finance, Corporate Treasury, Corporate Real Estate and Facilities (CREF), Corporate Social and Environmental Responsibility (CSER), and business continuity teams. The company maintains insurance that mitigates the high end of financial impacts.

Description of response and explanation of cost calculation (2,500)
We have developed rigorous risk mitigation compliance programs which include collecting compliance data from our suppliers, full laboratory testing and public reporting of environmental metrics such as GHG emissions, energy, and water. To manage financial impacts from potential shortages of raw materials and electronic components, we aim to diversify our supply base and develop redundant capabilities. We have developed a Preferred Supplier Program (PSP) and work with key suppliers to identify, assess, and manage risks, ensure compliance with social and environmental standards that meet and exceed RBA's code of conduct, and maintain a high performance within our suppliers. In 2019, we conducted 223 on-site audits and 24 follow-up audits on suppliers located in high risk regions, using our Supplier Assessment Questionnaire (SAQ). Our SAQ enables us to understand supplier efforts to measure, monitor and reduce climate-related impacts and mitigate risks. Through supplier training sessions, onsite audits, screenings, and SAQs, we ensure the continuity and effectiveness of supplier social and environmental activities. In 2019, 607 suppliers received training on social and environmental expectations, and we also held on-site supplier training sessions at our Shenzhen and Penang sites in China, engaging 938 suppliers in total. Through direct engagement with our suppliers, we can also mitigate potential risks such as those related to component shortages caused by severe storms or flooding. Additionally, we are able to mitigate financial impacts from component shortages by increasing our cost of goods sold. It is difficult to accurately quantify the cost of responding to emerging regulatory risks, since managing risks in our supply chain falls within the normal course of business and incurs zero incremental costs.

Cost of response risk
0

Comment

Opportunity disclosure

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

- **Yes**

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier
Opp1

Where in the value chain does the opportunity occur?
Customer

Opportunity type
Products and services

Primary climate-related opportunity driver
Development and/or expansion of low emission goods and services

Primary potential financial impact
Increased revenues resulting from increased demand for products and services

Company-specific description (2,500)

We are increasingly identifying and capitalizing on opportunities related to climate change solutions. Climate change can influence consumer behavior, driving higher demand for energy-efficient products and services. We will continue partnering with existing and new customers to deliver more energy-efficient products related to renewable energy (solar trackers and assembly of solar modules and power inverters), energy efficiency ("smart" meters and actuators, high efficiency LED lighting solutions) and efficient power conversion and storage (high-density batteries and power supplies, wireless charging). For example, NEXTracker, a Flex Company, designs, manufactures, builds, and services single-axis solar tracker systems and storage components for power plants (more than 30 GW of solar trackers installed or under contract). NEXTracker's remote monitoring and control capabilities associated with the solar trackers also offer climate resilience solutions and enable power plant operators to monitor and control their solar assets for reliable operation across a wide range of weather conditions. The current resilience capabilities include resistance against hail and enhanced snow shed, and NEXTracker products also proved to be resistant to the hurricanes Matthew and Irma. Another example is Flex Lighting Solutions which help businesses and property owners provide highly energy-efficient LED lighting solutions for commercial and industrial facilities. As the costs of electricity and maintenance continue to rise, customers are increasingly aware of the impact of renewable energy and energy efficient lighting solutions to their bottom line. We produce some of the world's most efficient LED lighting systems for commercial and industrial applications worldwide. Between 2013 and 2019, we installed over 115,000 LED light fixtures manufactured by Flex Lighting Solutions in 15 countries (Austria, Brazil, Canada, China, Hungary, India, Ireland, Italy, Malaysia, Mexico, Poland, Romania, Switzerland, Ukraine and the US). This resulted in savings of over 89 GWh/year, which could power the equivalent of more than 8,180 homes for one year this avoids the generation of 63,500 tonnes, equivalent to removing over 13,700 cars off the road. Our LED lighting fixtures covered approximately 1.2M sq. ft. of Flex space last year for an estimated total power savings of 382,800 Watts. Flex Lighting Solutions helps facility owners and managers dramatically reduce energy costs by up to 80%, improve light quality, and lower total cost of ownership with our portfolio of highly energy-efficient LED high bays. Businesses around the world are embracing the cost and quality benefits of industrial LED lighting.

Time horizon
Current

Likelihood
Very likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)

6,180,000,000 **Potential financial impact figure – minimum (currency)**

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure **(2,500)**
Although the scale of the financial opportunity associated with the development and/or expansion of low emission goods and services is difficult to quantify, NEXTracker is a substantive business unit included in Flex's Industrial and Emerging Industries (IEI) segment which had $6.2 billion USD revenue for 2019 included in our enterprise-wide 2019 $25 billion revenue. The potential financial impact figure of $6.2 billion reported is calculated based on the 2019 revenue of Flex's Industrial and Emerging Industries (IEI) segment. In 2019, NEXTracker had achieved a 29% market share of the global photo-voltaic (PV) tracker market and maintained a strong market presence in in U.S., Latin America, India, Australia, Middle East, Africa and Europe. According to Wood Mackenzie, the global tracker market grew 62 percent in 2019, reaching 23 GW of installations, and is expected to grow further on average by 11 percent annually from 2019 through 2024. According to the Solar Energy Industries Association, deployment is predicted to reach 100 GW by 2021 and installed solar capacity will more than double over the next 5 years.

Strategy to realize opportunity and explanation of cost calculation (2,500)

Our account management teams work with existing and new customers to identify opportunities to design and build more energy-efficient products. Our design engineers work towards more energy-efficient product designs. We have aggregated our innovation efforts under a single organization – Innovation and New Ventures – to provide manufacturing and engineering expertise to both start-ups and established enterprises working on a wide variety of smart technologies, cloud-based technologies, and automation. We have also established Customer Experience Centers in the U.S. and China to showcase our Sketch-to-Scale® capabilities. These centers support the needs of customers of any size and at any stage of product design, development and manufacturing, from start-ups to large enterprises. We have also invested in our Flex Lighting Solutions business as we have been seeing increasing demand for our energy efficient lighting products. For example, Flex Lighting Solutions and LED Lowcountry partnered with Port City Logistics to design a new lighting floorplan. The new system replaced 1,144 T5 fluorescent fixtures with Flex Essentials Series 4.0 LED high bays. As a result, Flex has enabled Port City Logistics to achieve: (1) >86% energy reduction, (2) 100% reduction of maintenance costs, (3) $21,500 estimated annual cost-savings. There is zero cost to design and build more energy-efficient products over and above the normal costs of management and operation, thus our cost to realize opportunity is zero (0).

Cost to realize opportunity

0

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description (2,500)

We have an opportunity to increase production and distribution processes at our owned and operated manufacturing locations through implementation of energy efficiency and low carbon initiatives. This opportunity is driven, in part, by our key customers, such as Google, who are increasingly setting supply chain targets and requesting that we improve our energy performance and increase purchases of renewable energy to power our facilities. For example, Google has a vision that all suppliers' sites will source 100% renewable energy in every region where Google products are made. Within our operations globally, we are committed to reducing our energy use and related GHG emissions. We are working toward our goals to reduce CO2e emissions by at least 10% per unit revenue (2016-2020) and increase the utilization of renewable energy (RE) by deploying a minimum of 2MW/yr. solar power and/or procuring the same amount of RE from third party sources. Approximately 88% of our scope 1 and 2 GHG emissions result from electricity purchases at our operated locations. We see this as an opportunity to reduce our operating costs. Through energy efficiency initiatives and renewable energy purchases, we can enhance our reputation, improve the resiliency of our operations and further develop relationships with key customers.

Time horizon
Short-term

Likelihood
Likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)
1

Potential financial impact figure – maximum (currency)
3,400,000

Explanation of financial impact figure (2,500)
Cost-savings achieved through implementation of energy efficiency initiatives and low-carbon energy installations in 2019 was ~$3.4 million, which is the potential financial impact figure. Example 2019 energy efficiency projects include upgrades to HVAC, building controls, lighting, motors and drives, combined heat and power, compressed air, process optimization, refrigeration and more.

Strategy to realize opportunity and explanation of cost calculation (2,500)
Flex's energy management strategy involves the development and implementation of energy reduction best practices, on-site energy generation through solar panels, buying energy from renewable sources, and replacing and installing LED light fixtures. We are working toward our goals to reduce CO2e emissions by at least 10% per unit revenue (2016-2020) and increase the utilization of renewable energy (RE) by deploying a minimum of 2MW/yr. solar power and/or procuring the same amount of RE from third party sources. As of 2019, we are on track to meet both goals, having implemented energy efficiency initiatives and low-carbon energy installations, leading to an avoidance of over 22,000 MTCO2e. We are also working closely with customers who have set supply chain targets. For example, in 2017, Google invited us to participate in the Technical Pilot Program for China Energy Management and Performance Evaluation. This program is designed to help Google's supply chain partners in China increase energy efficiency. To date, we have completed three training workshops, launched an internal energy management system using ISO 50001 standards, and identified 5 energy efficiency projects at factories in China, totalling more than 6M kWh/yr. We have achieved ~5M kWh/yr. savings through other energy-efficiency measures. 2019 monetary investments related to energy efficiency initiatives and low-carbon energy installations were ~$8M with no additional costs beyond management and operation.

Cost to realize opportunity
8,300,000

Comment

Identifier
Opp3

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Energy source

Primary climate-related opportunity driver
Use of lower-emission sources of energy

Primary potential financial impact
Reduced indirect (operating costs)

Company-specific description (2,500)
We have an opportunity to reduce our operating costs by increasing our renewable energy (RE) purchases. This opportunity is driven, in part, by our key customers, such as Google, who are increasingly setting supply chain targets and requesting that we improve our energy performance and increase RE purchases to power our facilities. For example, Google has a vision that all suppliers' sites will source 100% RE in every region where Google products are made. Within our operations globally, we are committed to reducing our energy use and related GHG emissions. We are working toward our goals to reduce CO2e emissions by at least 10% per unit revenue (2016-2020) and increase the utilization of renewable energy (RE) by deploying a minimum of 2MW/yr. solar power and/or procuring the same amount of RE from third party sources. Approximately 88% of our scope 1 and 2 GHG emissions results from electricity purchases at our operated locations. We see this as an opportunity to reduce operating costs and exposure to GHG emissions by increasing our RE purchases, enhancing our reputation, improving the resiliency of our operations and further developing relationships with key customers. We now have solar installations in Austria, China, Mexico, India, and Netherlands, with the total capacity of 22 MW. We have begun actively investing in green power purchases in other regions, sometimes aided by our customers, and we plan to factor procurement into our next set of company-wide goals. We are looking for opportunities in all the locations where our footprint is substantial, including, for example, China, Malaysia, Mexico, the United States and India. In some locations, the green energy market is less developed, but we expect that to change rapidly over the next several years.

Time horizon
Short-term

Likelihood
More likely than not

Magnitude of impact
Low

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
500,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure (2,500)
Cost-savings achieved through renewable energy purchases in 2019 was ~$500,000. In 2019, we expanded our solar power generation capacity, totalling 22 MW (with an expected lifetime of 30 years) and producing over 19.2 GWh/year. At one of our sites in the US, we purchased approximately 15,000 MWh of wind power.

Strategy to realize opportunity and explanation of cost calculation (2,500)
Flex's energy management strategy involves the development and implementation of energy reduction best practices, on-site energy generation through solar panels, buying energy from renewable sources, and replacing and installing LED light fixtures. We are working toward our goals to reduce CO2e emissions by at least 10% per unit revenue (2016-2020) and increase the utilization of renewable energy (RE) by deploying a minimum of 2MW/yr. solar power and/or procuring the same amount of RE from third party sources. As of 2019, we are on track to meet both goals, having implemented energy efficiency initiatives and low-carbon energy installations, leading to an avoidance of over 22,000 MTCO2e. From 2018 to 2019, we increased RE capacity by 10%. We are working closely with customers who have set supply chain targets. For example, in 2017, Google invited us to participate in the Technical Pilot Program for China Energy Management and Performance Evaluation. This program is designed to help Google's supply chain partners in China increase energy efficiency. To date, we have completed three training workshops, launched an internal energy management system using ISO 50001 standards, and identified 5 energy efficiency projects at factories in China, totalling more than 6M kWh/yr. 2019 monetary investments related to renewable energy purchases were ~$3M with no additional costs beyond management and operation.

Cost to realize opportunity
3,000,000

Comment

Identifier
Opp4

Where in the value chain does the opportunity occur?
Customer

Opportunity type
Markets

Primary climate-related opportunity driver
Access to new markets

Primary potential financial impact
Increased revenues through access to new and emerging markets

Company-specific description (2,500)
According to the Ellen MacArthur Foundation, in Europe, India, and China, a circular economy could reduce GHG emissions by 22–44% in 2050 compared to the current development path, when implemented in sectors such as the built environment, mobility, food, electronics, and textiles. Acknowledging the importance of circular economy solutions in climate change mitigation, Flex is leveraging our technologies to develop new products and services to enable our customers to understand the CO2e impacts of their products and identify carbon reduction measures. Development of new and expansion of existing low-carbon products and services will enable Flex to enter new

markets and develop new business opportunities. For example, Flex is now expanding its circular economy strategy and is aiming to be the top global provider of circular economy solutions to minimize the carbon impacts associated with products, maximize value recovery, and provide sustainability stewardship to all our customers. In 2019, Flex refurbishment and remarketing of returned and off-lease products reduced CO2e by 75-80% compared with the development of new products and by 70% via parts harvesting to re-manufacture refurbished units versus the development of new parts. In 2019, Flex received Ethical Corporation's Responsible Business Award for circular innovation. Flex also developed and piloted a CO2 calculator which will become available in 2021. It enables our customers to (1) understand the CO2 embedded in their products and the supply chain, (2) conduct scenario and comparative analysis, (3) measure CO2 impacts and reductions from mitigation activities, (4) identify carbon hotspots, (5) plan carbon budgeting, and (6) develop a pathway towards Net Zero carbon impacts. By applying advanced analytics, the CO2 calculator enables our customers to estimate avoided CO2 emissions resulting from different product end-of use decision options, such as product repair and upgrade versus replacing it with a new one. Services provided by the CO2 calculator can help our customers to develop more informed decisions and prioritize their carbon reduction measures.

Time horizon
Long-term

Likelihood
More likely than not

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes

Potential financial impact figure (currency)
25,000,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure (2,500)
The potential financial impact of the opportunity relates to the estimated new business associated with customers interested in leveraging our CO2 calculator to minimize embedded carbon in products and reduce supply chain emissions. The quantification of the financial impact is based on: (1) projected increase in demand for Flex's recycling and refurbishing processes, (2) increased number of customers interested in investing in Flex's circular economy solutions, including the CO2 calculator, (3) increased sales of circular economy solutions associated with the CO2 calculator.

Strategy to realize opportunity and explanation of cost calculation (2,500)
Flex's carbon reduction strategy involves the development of innovative solutions to enable our customers to minimize and avoid CO2 emissions associated with their products. Flex is now expanding its circular economy strategy and is aiming to be the top global provider of circular economy solutions to minimize the carbon impacts associated with our customers' products, maximize value recovery, and provide sustainability stewardship to all our customers. Flex is investing in innovation and R&D to build out four functions based on the circular economy principles: (1) reverse logistics, (2) recycling facilities, (3) R&D (for example, through the Green IT Innovation Center developed in Brazil by Flex-owned company, Sinctronics, and (4) reverse supply chains. Flex is also continuing to develop refurbishment and remarketing of returned and off-lease products and is exploring new opportunities, such as the recently piloted CO2 calculator which quantifies CO2e embedded in our customers' products. The cost to realize this opportunity includes the estimated cost to develop, build and pilot the CO2 calculator. It is likely that we will provide further enhancements to the calculator and integrate with our own Flex and customer systems over time.

Cost to realize opportunity

100,000

Comment

C3 Business strategy

Business strategy

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

- Yes, and we have developed a low-carbon transition plan
- **Yes**

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

- **Yes, quantitative**

(C3.1b) Provide details of your organization's use of climate-related scenario analysis (4000 character limit)

Climate-related scenarios and models applied	Details
RCP 8.5	In FY20, we conducted a preliminary scenario analysis using WRI Aqueduct's Water Risk Assessment tool which enables us to identify which of our global sites could be vulnerable to baseline water stress in 2030 and 2040, for optimistic, business as usual, and pessimistic scenarios. We entered all of our global facilities into the WRI Aqueduct tool and analyzed the output report in the context of our global operations. Our assessment focused on identifying facilities at 'extremely high' or 'high risk' of future baseline water stress in light of a changing climate. We selected the risk type "future water stress" and identified which sites fell under the categories of "High" and "Extremely High". We then filtered the resulting list of sites based on contribution to global sales and global workforce, to determine which of the facilities most critical to our operations could be impacted. 2030 and 2040 were considered because they align to our medium and long-term company-wide planning horizons, which align with human resources, real estate planning, research, and business projections. The areas of our organization that were considered as part of the scenario analysis are all global facilities.

	The results of this scenario analysis show that many of our sites will be at “High” and “Extremely High baseline water stress in 2030 and 2040 for all scenarios: optimistic, business as usual, and pessimistic. This includes sites in Mexico, US, China, Malaysia, India, and Singapore. Most of the facilities that we currently consider at risk will also be at “High” and “Extremely High baseline water stress in 2030 and 2040 for all scenarios. A smaller number of sites we currently consider at risk will no longer be at risk in 2030 or 2040. For example, our facilities in the Xun Jiang basin, which we currently consider at risk, will not have “High” and “Extremely High baseline water stress in 2030 and 2040 for all scenarios. As our analysis is in the early stages, we are currently in the process of analyzing data and understanding what it means for our business. We will leverage results to inform our business strategy and objectives for risk mitigation based on our experience with currently vulnerable locations. This includes reporting the results to the VP of Corporate Social Environmental Responsibility and discussing with Enterprise Risk Management (ERM). Our current annual ERM process takes into account input from compliance-area owners and interviews with senior management from across our business. Key risks are flagged by region and prioritized for mitigation based on impact and likelihood. The results of the scenario analysis have reinforced our decision to incorporate water stewardship into our Flex 20 by 20 environmental goals, which is part of our strategy for achieving long-term business objectives. Access to an affordable, reliable and adequate freshwater supply is critical to the success of our business because it is required across our operations to meet customer needs. We have committed to two water goals to support our business objectives and strategy: (1) achieve 10% reduction in absolute water withdrawals and (2) increase our water recycling rate to 10%. Our strategy is three-fold: (1) reduce water consumption and water withdrawal in our direct operations, (2) promote water recycling and reuse at our facilities, (3) implement wastewater treatment facilities and water conservation measures to reduce our dependency on freshwater and achieve more efficient water management. An example of how these water issues are integrated into our strategy for achieving long-term objectives is the 2017 upgrade of our wastewater treatment plants in China and the U.S. We enhanced our treatment plant in Austin, TX by installing a wastewater recycling system and upgrading the prefilter system. As a result, this plant can now recycle almost 91,000 m3/yr. These updates contribute to our long-term strategy to reduce our dependency on freshwater.

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy. (2,400)

Business area	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
	Select from: ● Yes ● No ● Evaluation in progress ● Not evaluated	Text field [maximum 2,400 characters] Describe how your strategy in this area has been influenced by climate-related risks and opportunities and the time horizon(s) it covers; Specify if this includes any climate change adaptation and mitigation activities. Include the most substantial strategic decision(s) in this area to date that have been influenced by the climate-related risks and opportunities; If a certain strategic decision was informed by the climate-related scenario analysis, please specify that. If your strategy in this area has not been influenced by climate-related risks and opportunities, explain why not.

Products and services	Yes	Climate change can influence consumer behavior, driving higher demand for energy-efficient and low-carbon products/services. By leveraging our technological capabilities, we will be able to respond to changing market demands and continue partnering with existing and new customers to deliver innovative solutions. These climate-related opportunities have been influencing Flex's market strategy to expand the Industrial and Emerging Industries segment. From 2018 to 2019, the segment's revenue increased by 5% totaling to $6.2 billion. We developed and launched energy-efficient products, such as NEXTracker solar PV and storage systems, Flex LED Lighting Solutions, and electric vehicle infrastructure. Flex has also been pursuing opportunities to reduce carbon embedded in our customers' products by expanding our circular economy services. The time horizon associated with the strategy is short- to medium-term. Examples of substantial strategic decisions (case study) include investments in: (1) refurbishment and remarketing of returned and off-lease products to reduce carbon embedded in our customers' products and (2) innovative tools, such our recently piloted CO2 calculator, which helps our customers estimate CO2e embedded in their products and prioritize carbon reduction measures. Physical climate-related impacts (e.g. a typhoon in Southern China in 2017) can disrupt our operations by impacting shipment and supply of materials, manufacturing, and timely delivery of our products and services, leading to potential financial and reputational impacts. Extreme weather events have informed our business continuity planning. At our sites, we maintain business recovery plans and insurance coverage with multiple carriers in numerous jurisdictions. Sites are required to adopt and implement our social and environmental management system, to identify, address, mitigate, and control site-level risks. The time horizon associated with the strategy is short- to medium-term. As an example of a substantial strategic decision (case study), we conducted a climate resilience assessment at our business-critical R&D and manufacturing facility in Malaysia using third-party risk analysis tools and an onsite audit. We examined the potential exposure of the site to climate-related natural hazards, fire, and other risks to generate a site-specific scorecard and inform risk mitigation actions.
Supply chain and/or value chain	Yes	From time to time, we have experienced shortages of raw materials and electronic components. These shortages may be caused by events outside our control, including, but not limited to, natural or environmental occurrences such as severe storms or floods which impact our supply chain or inventory. Unanticipated component shortages could result in curtailed production or delays in production, which may prevent us from making scheduled shipments to customers. For example, in Chennai, India in 2018, a storm damaged air freight cargo in transit from one location to another. Physical climate-related risks to which our supply chain is exposed have influenced our supplier engagement strategy which is based on: (1) adopting a robust code of conduct that requires our suppliers to measure and report their environmental and social performance, including the metrics related to GHG emissions and energy efficiency, (2) providing supplier environmental trainings, (3) conducting on-site audits and due diligence to increase our visibility into our key supplier operations and provide recommendations on corrective actions to mitigate climate-related impacts. The time horizon associated with the strategy is short- to medium-term. As an example of a relevant substantial strategic decision (case study), in 2019, we included water-specific questions in our supplier self-assessment questionnaire to better understand how our suppliers measure and address their water-related risks that could be exacerbated by increasingly pronounced climate-related risks.
Investment in R&D	Yes	Climate-related opportunities associated with investment in R&D have influenced Flex's market strategy for our Energy segment and New Ventures segment. They have also further strengthened our Sketch-to-Scale® innovation model to enable start-up companies with innovative climate solutions to grow their business from design to full production. Our strategy has been also to further expand our Industrial and Emerging Industries (IEI) segment by developing and launching energy-efficient products, such as NEXTracker smart solar PV and storage systems, Flex LED Lighting Solutions, and electric vehicle infrastructure. The time horizon associated with the strategy is short- to medium-term. As an example of a relevant substantial strategic decision (case study), we conducted a climate resilience assessment at our business-critical R&D facility in Malaysia using third-party risk analysis tools and an onsite audit. The resilience assessment examined the potential exposure of this R&D site to climate-related natural hazards, fire, as well as other risks to generate a site-specific scorecard and inform risk mitigation actions.
Operations	Yes	Increasing or decreasing temperatures could impact site energy usage and increase operational costs or disrupt production capacity. This risk is being managed through improved efficiencies in usage and facilities climate control and through the addition of onsite power generation capabilities, where appropriate. Climate-related risks to our operations have influenced our strategy of prioritizing investments in LED lighting, onsite solar and procurement of green energy through local utilities, PPAs, etc. The time

		horizon associated with the strategy is short- to medium-term. As an example of a relevant substantial strategic decision (case study), we increased our renewable energy capacity by commissioning a new 1.56 MW rooftop solar system in San Luis Rio Colorado, Mexico and investing in a cogeneration facility in Tijuana, Mexico, which will become operational in 2020. The cogeneration facility is expected to provide 44,080 MWh/year of energy to our Tijuana plant when fully operational.

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning. (7,000)

Financial planning elements that have been influenced	Description of influence
Select all that apply: ● Revenues ● Direct costs ● Indirect costs ● Capital expenditures ● Capital allocation ● Acquisitions and divestments ● Access to capital ● Assets ● Liabilities ● Provisions or general reserves [Financial services only] ● Claims reserves [Financial services only] ● None of the above	Text field [maximum 7,000 characters] Provide details on how climate-related risks and opportunities have influenced the selected elements of your financial planning. Specify the time horizons this planning covers. If you selected “None of the above”, explain if there is another element of financial planning that has been influenced; or why climate-related risks and opportunities have not yet influenced your financial planning.
Revenues Direct costs Indirect costs Acquisitions and divestments Access to capital Assets	**Revenues**: The revenues from our energy-related climate change solutions were sizeable in the last fiscal year. NEXTracker, which is a developer of solar tracker solutions for utility-scale and distributed generation projects is a substantive business unit included in Flex’s Industrial and Emerging Industries (IEI) segment which had $6.2 billion USD revenue for 2019 included in our enterprise-wide 2019 $25 billion revenue (IEI also includes revenue from Flex Lighting Solutions). Flex is continuing to pursue additional business in this sector with industrial customers, public and private utilities, energy developers and others. In some cases, we have a significant market share, e.g. for single-axis trackers utilized in utility-scale solar instillations. **Time horizon:** Current (up to 1 year). **Case Study:** Flex is leveraging technologies to innovate and increase sales of products and services that enable our customers to understand their CO2 impacts and plan carbon reduction measures. In FY19, Flex built and piloted a CO2 calculator that enables our customers to measure their carbon footprint associated with their products use and prioritize carbon reduction measures: to (1) understand CO2e embedded in their products and supply chain, (2) conduct scenario and comparative analysis, (3) measure CO2e reductions from mitigation activities, (4) identify carbon hotspots, (5) plan carbon budgeting, and (6) develop a pathway towards Net Zero carbon impacts. Services provided by the CO2 calculator can help our customers to develop more informed decisions and prioritize their carbon reduction actions. The business opportunity associated with the development of tool-based solutions, such as the CO2 calculator, values at more than $25 million. Climate-related impacts can also create revenue losses because of severe weather events (e.g. a typhoon in Southern China in 2017) that can impact our manufacturing operations. Losses could include business interruption (both shipments and supplies) as well as physical damage to facilities. These types of weather events have usefully informed our business continuity planning. In terms of likelihood and magnitude, these product related risks and opportunities are medium and there is potential for the revenue opportunities to be material.

	Indirect costs: Increasing or decreasing temperatures could impact site energy usage and increase operational costs or disrupt production capacity. This risk is being managed through improved efficiencies in usage and facilities climate control and through the addition of site power generation capabilities, where appropriate. There are no significant cost expenditures at this time. The management of monitoring this development will not increase because existing teams will work on this issue. This is a risk that has a high likelihood of occurrence and is medium in terms of magnitude. We are continuing to invest in LED lighting, onsite solar and are investigating procurement of green energy through local utilities, PPAs, etc. **Time horizon:** Current (up to 1 year). **Acquisitions and divestments:** We are looking for growth opportunities in several areas that have the potential to mitigate climate change, including renewable energy, connected home, autonomous vehicles, smart agriculture, and supply chain optimization. This opportunity is lower in likelihood only because it depends upon what our customers pursue from a strategic standpoint and the nature of the services we provide, e.g. design vs. assembly only. The magnitude could be high because of the demand for climate change solutions in all of the sectors mentioned above, but the timeframe is relatively long and thus the size of the opportunity is somewhat speculative. **Time horizon:** Short- to medium-term (1-5 years). **Access to capital:** Climate-related risks and opportunities are impacting our access to capital, and we are working continuously to meet our investors' expectations. Our Corporate Social and Environmental Responsibility (CSER) team is monitoring the development of climate change issues through our regulations and market intelligence function and feeds any insights back into our market strategy. Our mid-to-long term plan is to shift mix to a more diversified, higher value portfolio, also including the expansion of our Industrial and Emerging Industries (IEI) segment covering energy-efficient products, such as NEXTracker solar PV and storage systems, Flex LED Lighting Solutions, and electric vehicle infrastructure. We are growing our differentiated capabilities to continue meeting and anticipating customer and market needs and create value for our existing and new customers. We have new business development teams investigating market opportunities on a daily basis (Energy segment, New Ventures segment, Strategic Marketing Operations, etc.). Additionally, we have pioneered the Sketch-to-Scale® innovation model to enable start-up companies with new technologies that address these climate-related issues to grow their business from design to full production. **Time horizon:** Short- to medium-term (1-5 years). **Assets:** Physical climate-related impacts, such as severe weather events have impacted our facilities in China and India, leading to temporary impairment of business as well as physical damage to structures and other facilities. The most recent storm that significantly affected our business took place in August 2017, when our factory in Zhuhai, China, was exposed to a storm surge associated with Typhoon Hato that caused severe flooding and wind gusts that reached 150 mph. As a result, losses were incurred at our Zhuhai factory, including business interruption for both shipments and supplies, as well as physical damage to our facilities. We could also experience business interruptions indirectly, as a result of service interruption from utilities, transportation or telecommunications providers. Reduced production due to business interruption can affect our ability to timely deliver products to our customers, or perform critical business functions, which could adversely affect our revenue and require significant recovery time and expenditures to resume operations. Transition climate risks related to carbon pricing policies lead to increased operating costs associated with reporting, disclosure, environmental compliance and management (e.g., taxes, purchase levies, or management costs such as consulting and IT fees). We could also incur costs associated with altering our manufacturing and operations in order to comply with environmental regulations. In addition, our failure to comply with environmental laws and regulations could also limit our ability to expand our facilities. **Time horizon:** Short- to medium-term (1-5 years).

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional). (7,000)

i. Climate-related factors have influenced our business strategy in three basic ways:

1. With a growing energy business, there are new opportunities for us to work with customers to bring energy efficiency and generation products to the market.
2. In terms of drivers, our customers are placing greater emphasis on their Scope 3 footprints, which in many instances is driving reductions in our operational footprint.
3. With extreme weather events increasing in frequency and severity, and regulation in some jurisdictions being considered, our risk management process is affected. During our reviews in the past several years, we resolved to increase the amount of on-site solar we install. Simultaneously, we are actively pursuing collaborations with customers in this area in order to increase our leverage.

Examples of our product development and engagement include:

- In collaboration with Renewable Energy Systems (RES) – a top battery energy storage integrator and renewable energy company in North America – we have successfully deployed the first energy storage solution for the U.S.
- We are joining forces with the United Nations Global Compact (UNGC) to demonstrate our focus on integrating sustainability throughout our company. This initiative will also help customers, partners, and other businesses expand and increase their efforts to build a more sustainable future
- Sites were recognized locally by their respective governments for the exceptional results we achieved during our 2019 Earth Day Challenge, which engaged employees to reduce their environmental impact within their local communities.

ii. Our business strategy is linked to a GHG reduction target. Our energy management strategy involves the development and implementation of energy reduction best practices, on-site energy generation through solar panels, buying energy from renewable sources, and replacing and installing LED light fixtures. We are working toward our goals to reduce CO2e emissions by at least 10% per unit revenue (2016-2020) and increase the utilization of renewable energy (RE) by deploying a minimum of 2MW/yr. solar power and/or procuring the same amount of RE from third party sources. As of 2019, we are on track to meet both goals, having implemented energy efficiency initiatives and low-carbon energy installations, leading to an avoidance of over 22,000 MTCO2e.

iii. Examples of our most substantial 2019 climate-related business decisions:

1. We are continuing to execute on our plan to install solar photovoltaic (PV) systems across our sites globally. In 2019, we expanded our solar power generation capacity, totaling 22MW and producing over 19.2 GWh/year.
2. At one of our sites in the US, we purchased ~15,000 MWh wind power.
3. We are continuing to invest in operational resiliency by deploying our own energy efficient lighting products across global operations. Between 2013 and 2019, we installed over 115,000 LED light fixtures manufactured by Flex Lighting Solutions in 15 countries (Austria, Brazil, Canada, China, Hungary, India, Ireland, Italy, Malaysia, Mexico, Poland, Romania, Switzerland, Ukraine and the US). This resulted in savings of over 89 GWh/year, which could power the equivalent of more than 8,180 homes for one year this avoids the generation of 63,500, equivalent to removing over 13,700 cars off the road. Our LED lighting fixtures covered approximately 1.2M sq. ft. of Flex space last year for an estimated total power savings of 382,800 Watts.

iv. The aspects of climate change that have influenced these business decisions include cost-savings from operational efficiencies, reputation enhancement, operational resiliency, reduced exposure to GHG emissions.

v. The most important components of our short-term strategy (3-5 years) that have been influenced by climate change include the implementation of new operational practices to identify energy efficiency and low carbon solutions for key manufacturing equipment, development of energy-efficiency best practices and replication across global sites to reinforce our environmental management systems.

vi. The most-important components of the long-term strategy that have been influenced by climate change (10-25 years) include the incorporation of new technologies (new equipment that consumes less energy) and the development of manufacturing solutions in an effort to reduce our energy consumption. In addition to engineering

solutions, we incorporated the Energy Market Segment into the business portfolio, our energy group is delivering solutions for the clean technology industry. This includes renewable energy, energy monitoring and smart grid technology, energy-efficient lighting, and green transportation. Our energy group actively monitors regulatory developments that affect international markets (e.g. tariffs, solar incentive programs, local content legislation). Local governments where we operate have recognized our actions to mitigate climate change impact. For example, the local government in Zhuhai, China gave us the "Zhuhai Excellent Enterprise Energy Saving Award," while our facility in Guadalajara, Mexico received an Energy Conservation Award.

vii. Strategic advantage: Our climate change strategy allows us to offer value-creating electronic manufacturing services that increase customer competitiveness.

C4 Targets and performance

Emissions targets

(C4.1) Did you have an emissions target that was active in the reporting year?

- **Intensity target**

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number	Year target was set	Target coverage	Scope(s) (or Scope 3 category)	Intensity metric	Base year	Intensity figure in base year (metric tons CO2e per unit of activity)	% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure
Int1	2016	Company-wide	Scope 1+2 (location-based)	Metric tons CO2e per unit revenue	2016	0.0000395	100%

Target year	Targeted reduction from base year (%)	Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]	% change anticipated in absolute Scope 1+2 emissions	% change anticipated in absolute Scope 3 emissions	Intensity figure in reporting year (metric tons CO2e per unit of activity)

2020	16.2%	[auto-calculated]	**-17**	0%	0.0000331

% of target achieved [auto-calculated]	Target status in reporting year	Is this a science-based target?	Please explain (including target coverage)
[auto-calculated]	Underway	No, but we anticipate setting one in the next 2 years	We have committed to reducing location-based GHG emissions per revenue by 10% by 2020 by implementing energy efficiency initiatives.

Other climate-related targets

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

- **Target(s) to increase low-carbon energy consumption or production**

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number	Year target was set	Target coverage	Target type: absolute or intensity	Target type: energy carrier	Target type: activity	Target type: energy source
Low1	2016	Company-wide	Absolute	Electricity	Production	Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)	Target denominator (intensity targets only)	Base year	Figure or percentage in base year	Target year	Figure or percentage in target year	Figure or percentage in reporting year	% of target achieved [auto-calculated]
MW	[leave blank]	2016	25	2020	33	38	[auto-calculated]

Target status in reporting year	Is this target part of an emissions target?	Is this target part of an overarching initiative?	Please explain (including target coverage)
Underway	Int1	No, it's not part of an overarching initiative	Increase the utilization of renewable energy by deploying a minimum of two megawatts of solar power annually and/or procuring the same amount of power from third party renewable sources.

Emissions reduction initiatives

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

- **Yes**

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

Stage of development	Number of initiatives	Total estimated annual CO2e savings in metric tons CO2e (only for rows marked *)
	Numerical field [enter a number from 0-999,999,999,999 using a maximum of 2 decimal places and no commas]	Numerical field [enter a number from 0-999,999,999,999 using a maximum of 2 decimal places and no commas]
Under investigation	188	[leave blank]
To be implemented*	16	2,871
Implementation commenced*	71	7,175
Implemented*	329	22,133
Not to be implemented	0	[leave blank]

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category	Initiative type	Estimated annual CO2e savings (metric tons CO2e)	Scope(s)	Voluntary/ Mandatory	Annual monetary savings (unit currency – as specified in C0.4)	Investment required (unit currency – as specified in C0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy Efficiency in Buildings	Lighting	3,220	Scope 2 (location-based)	Voluntary	$ 402,240	$ 1,338,851	1-3 years	6-10 years	
Energy Efficiency in Buildings	Heating, Ventilation and Air Conditioning (HVAC)	921	Scope 1	Voluntary	$ 76,131	$ 600,000	4-10 years	6-10 years	
Energy Efficiency in Buildings	Heating, Ventilation and Air Conditioning (HVAC)	4,548	Scope 2 (location-based)	Voluntary	$ 860,091	$ 1,117,080	1-3 years	6-10 years	
Energy Efficiency in Buildings	Insulation	89	Scope 2 (location-based)	Voluntary	$ 9,235	$ 21,860	1-3 years	6-10 years	
Energy Efficiency in Production Processes	Compressed air	522	Scope 2 (location-based)	Voluntary	$ 165,323	$ 64,310	<1 year	6-10 years	
Energy Efficiency in Production Processes	Machine/Equipment replacement	1,711	Scope 2 (location-based)	Voluntary	$ 272,211	$ 1,538,030	4-10 years	3-5 years	
Energy Efficiency in Production Processes	Process optimization	861	Scope 2 (location-based)	Voluntary	$ 805,872	$ 65,680	<1 year	6-10 years	
Non-energy industrial process emissions reductions	Process equipment replacement	2	Scope 1	Voluntary	$ 18,377	$ 1,503	<1 year	6-10 years	
Energy Efficiency in Buildings	Draught Proofing	96	Scope 2 (location-based)	Voluntary	$ 184	$ 23,493	>25 years	6-10 years	
Energy Efficiency in Buildings	Insulation	5	Scope 1	Voluntary	$ 888	$ 1,333	1-3 years	6-10 years	
Energy Efficiency in Buildings	Other: sensors	235	Scope 2 (location-based)	Voluntary	$ 17,824	$ 27,291	1-3 years	6-10 years	
Energy Efficiency in Production Processes	Process equipment replacement	12	Scope 2 (location-based)	Voluntary	$ 8,445	$ 10,667	1-3 years	3-5 years	

Low-carbon energy generation	Solar PV	1,621	Scope 2 (location-based)	Voluntary	$ 505,933	$ 3,149,381	4-10 years	21-30 years	
Energy Efficiency in Buildings	Combined heat and power (cogeneration)	358	Scope 2 (location-based)	Voluntary	$ 146,807	$ -	<1 year	21-30 years	
Energy Efficiency in Production Processes	Motors and drives	686	Scope 2 (location-based)	Voluntary	$ 105,155	$ -	<1 year	6-10 years	
Energy Efficiency in Production Processes	Machine/equipment replacement	30	Scope 1	Voluntary	$ 4,500	$ 27,387	4-10 years	3-5 years	
Low-carbon energy consumption	Wind	7,190	Scope 2 (market-based)	Voluntary	$ -	$ 265,668	No payback	Ongoing	
Low-carbon energy generation	Solar heating and cooling	26	Scope 2 (location-based)	Voluntary	$ 579	$ 6,473	11-15 years	21-30 years	

(C4.3c) What methods do you use to drive investment in emissions reduction activities? (2,400)

Method	Comment
Compliance with regulatory requirements/standards	We replaced refrigerant containing systems with more efficient ones. The Flex site in Tab, Hungary received an energy management system certificate in November 2016 for fulfilling ISO50001.
Dedicated budget for energy efficiency	We have a dedicated budged for energy and water efficiency projects.
Employee engagement	We launched our Flex 20 by 2020 goals outlining ten actions to encourage employees to save energy. We developed an annual program, called “Earth Day Challenge,” where we invited all our facilities to organize environmental initiatives over two consecutive weeks. As part of the program, employees are encouraged to increase awareness and support of local communities by volunteering their time and expertise. This program contributes to our Flex 20 by 2020 environmental and community goals.
Lower return on investment (ROI) specification	Our goal is to achieve a two-year or lower payback in energy efficiency projects and up to six years in renewable generation.
Other	We established a dedicated revolving fund for energy efficiency projects.

Low-carbon products

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

- **Yes**

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions. (2,400)

Minor change from 2019; Modified question for FS only. This question only appears if you select “Yes” in response to C4.5. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Level of aggregation	Description of product/ Group of products	Are these low-carbon product(s) or do they enable avoided emissions?	Taxonomy, project, or methodology used to classify product(s) as low-carbon or to calculate avoided emissions	% revenue from low-carbon product(s) in the reporting year	Comment
Group of products	Solar PV products including single axis trackers, high efficiency modules, inverters, smart meters, solenoids, LED lighting, and other industrial energy-saving products.	Low-carbon product and avoided emissions	Climate Bonds Taxonomy	[leave blank]	The use of our solar PV products allows other organizations to avoid Scope 2 emissions because electricity from solar panels has zero emissions. As this is a relatively new business, we are not reporting % of revenue yet.
Group of products	LED lighting solutions for industrial applications	Low-carbon product and avoided emissions	Climate Bonds Taxonomy	[leave blank]	The use of our LED lighting solutions allows other organizations to reduce Scope 2 emissions LED lighting is more energy efficient than traditional lighting and reduces the need for purchased electricity. As this is a relatively new business, we are not reporting % of revenue yet.

C5 Emissions methodology

Base year emissions

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

No change from 2019. Please complete the following table:

Scope	Base year start	Base year end	Base year emissions (metric tons CO2e)	Comment
	Use the calendar button or enter dates manually in the format DD/MM/YYYY	Use the calendar button or enter dates manually in the format DD/MM/YYYY	Numerical field [enter a number from 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	Text field [maximum 2,400 characters]
Scope 1	January 1, 2016	December 31, 2016	73,527	
Scope 2 (location-based)	January 1, 2016	December 31, 2016	865,993	
Scope 2 (market-based)	January 1, 2016	December 31, 2016	857,097	

Emissions methodology

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Minor change from 2019.

Select all that apply from the following options:

- **Greenhouse Gas Protocol: Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard)**
- **The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)**
- **The Greenhouse Gas Protocol: Scope 2 Guidance**

C6 Emissions data

Scope 1 emissions data

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

No change from 2019. Please complete the following table:

Year	Gross global Scope 1 emissions (metric tons CO2e)	Start date	End date	Comment
Reporting year	Numerical field [enter a range of 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	[This cell is not seen in ORS]	[This cell is not seen in ORS]	Text field [maximum 2,400 characters]
2019	102364	[This cell is not seen in ORS]	[This cell is not seen in ORS]	

Scope 2 emissions reporting

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

No change from 2019. Please complete the following table:

Scope 2, location-based	Scope 2, market-based	Comment
Select from: ● We are reporting a Scope 2, location-based figure ● We are not reporting a Scope 2, location-based figure	Select from: ● We are reporting a Scope 2, market-based figure ● We have no operations where we are able to access electricity supplier emission factors or residual emission factors, and are unable to report a Scope 2, market-based figure ● We have operations where we are able to access electricity supplier emission factors or residual emissions factors, but are unable to report a Scope 2, market-based figure	Text field [maximum 2,400 characters]
We are reporting a Scope 2, location-based figure	We are reporting a Scope 2, market-based figure	

Scope 2 emissions data

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

No change from 2019. Please complete the following table:

	Scope 2, location-based	Scope 2, market-based (if applicable)	Start date	End date	Comment
Reporting year	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	[This cell is not seen in ORS]	[This cell is not seen in ORS]	Text field [maximum 2,400 characters]
2019	724,465	775,817	[This cell is not seen in ORS]	[This cell is not seen in ORS]	

Exclusions

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No change from 2019. Select one of the following options:

- **No**

Scope 3 emissions data

(C6.5) Account for your organization’s gross global Scope 3 emissions, disclosing and explaining any exclusions. (2,400)

Scope 3 category	Evaluation status	Metric tons CO2e	Emissions calculation methodology	Percentage of emissions	Please explain

				calculated using data obtained from suppliers or value chain partners	
Purchased goods and services	Relevant, calculated	6,589,519	Purchased goods and services cradle-to-gate emissions are calculated by combining Flex's total 2019 spend data into sector categories. The spend in each category is multiplied by sector-specific emission factors from UK Defra "2014 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting." GWPs are IPCC Second Assessment Report (SAR - 100 year).	0	[leave blank]
Capital goods	Relevant, calculated	417,987	Capital goods cradle-to-gate emissions are calculated by combining Flex's total 2019 spend data into sector categories. The spend in each category is multiplied by sector-specific emission factors from UK Defra "2014 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting." GWPs are IPCC Second Assessment Report (SAR - 100 year).	0	[leave blank]
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	200,540	FERA emissions are calculated based on the amount of energy consumed per energy type (electricity, natural gas, etc.). Total consumption by each fuel type is multiplied by the appropriate emission factor. The upstream emission factor for purchased fuel is based on life-cycle analysis software. The emission factor for upstream emissions of purchased electricity is based on life cycle analysis for the United States and based on the UK DEFRA Guidelines for other countries. The transmission and distribution emission factors are location-based and taken from the EPA's eGRID database for the United States and based on UK DEFRA Guidelines for other countries. All GWPs are IPCC Fourth Assessment Report (AR4-100 year).	100	[leave blank]
Upstream transportation and distribution	Relevant, calculated	235,625	The emissions for upstream transportation and distribution includes emissions from Flex's main logistics providers. Each logistics provider provided the emissions that were attributed to Flex, using standard calculation methodologies. Emissions from the distribution phase are split between upstream and downstream transportation based on the assumption that 90% of logistics shipping is inbound (upstream), and that Flex pays for 50% of outbound transportation, leaving 5% to downstream transportation.	100	[leave blank]
Waste generated in operations	Relevant, calculated	30,529	Emissions in this category include those that result from landfilling, incineration, recycling, and composting of waste from our facilities. We collect data regarding the amount, type, and disposal method of waste from facility managers. We calculate emissions from waste using methodologies and emission factors from the EPA's Waste Reduction Model (WARM). This model calculates emissions based on a life cycle analysis, including emissions from the long-term decomposition of waste in a landfill or from upstream sources/sinks. GWPs are IPCC Fourth Assessment Report (AR4 - 100 year).	100	[leave blank]
Business travel	Relevant, calculated	24,166	Business travel emissions include air travel, rail travel, rental cars, and hotel stays. Air and rail travel, and hotel stay activity data include miles travelled and class of service obtained from our travel agency. Rental car activity data is provided directly from rental car providers. Emissions are calculated based on the activity data and emission factors from the Guidelines to DEFRA / DECC's GHG Conversion Factor for Company Reporting, Climate Leaders Mobile Source Guidance, Climate Leaders Business Travel and Commuting Guidance, and EPA Emission Factor for Greenhouse Gas Inventories. All GWPs are IPCC Fourth Assessment Report (AR4-100 year).	100	[leave blank]

Employee commuting	Relevant, calculated	105,165	Emissions from commuting include emissions from a portion of employees utilizing shuttles that transport employees to and from work, as well as emissions based on employees travelling to and from work in their own vehicles. Shuttle emissions are calculated based on the miles travelled, fuel consumed, and fuel type, per shuttle route. The remainder of commuting emissions were based on a commuting survey completed by a portion of Flex's employees. Information collected included distance travelled to work, number of days employees commute to work, and mode of transportation. Based on this analysis, commuting emissions per responding employee were calculated. This value was then applied to remaining employees to extrapolate emissions for all employees. Total emissions for each mode of transportation, plus the shuttle emissions, were calculated using emission factors and methodologies from EPA Emission Factors for Greenhouse Gas Inventories, Climate Leaders Mobile Source Guidance, Climate Leaders Business Travel and Commuting Guidance, and Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting. GWPs are IPCC Fourth Assessment Report (AR4 - 100 year).	0	[leave blank]
Upstream leased assets	Not relevant, explanation provided	[leave blank]	[leave blank]	[leave blank]	Under the operational control approach which we use to define our inventory boundary, all emissions from all upstream leased assets are included in our Scope 1 and Scope 2 emissions, therefore they constitute 0% of our scope 3 emissions.
Downstream transportation and distribution	Relevant, calculated	12,401	The emissions for downstream transportation and distribution includes emissions from Flex's main logistics providers. Each logistics provider provided the emissions that were attributed to Flex, using standard calculation methodologies. Emissions from the distribution phase are split between upstream and downstream transportation based on the assumption that 90% of logistics shipping is inbound (upstream), and that Flex pays for 50% of outbound transportation, leaving 5% to downstream transportation.	100	[leave blank]
Processing of sold products	Relevant, calculated	X	Flex does not have primary data on the processing of their sold products. Therefore, assumptions were made to estimate the emissions associated with processing Flex's sold products. The number of Flex sold products was multiplied by the assumed electricity used per product to process Flex's product. This assumed electricity is based on research of electricity usage in a "pick and place" machine. Emissions are calculated from this electricity and are from EPA's eGRID2018 US Average emission factors.	0	[leave blank]
Use of sold products	Relevant, calculated	X	Flex estimates use of sold products emissions by categorizing our thousands of sold products into standard product categories. These product categories are assigned an annual electricity consumption value based on research and Flex knowledge. The number of products sold per category is multiplied by the annual electricity consumption and the assumed lifetime of the product, which is based on Flex market segment data. Emissions are calculated from this electricity and are from EPA's eGRID2018 US Average emission factors.	0	[leave blank]
End of life treatment of sold products	Relevant, calculated	X	Flex estimates the end of life emissions of our sold products by categorizing our thousands of sold products into standard product categories. These product categories are assigned a weight and material type based on research and Flex	0	[leave blank]

			knowledge. The number of products sold per category and material type is multiplied by the weight of each product category, to calculate total products disposed. We assume all products are landfilled, therefore all emissions are from the result of landfilling our products. We calculate emissions from these disposed products using methodologies and emission factors from the EPA's Waste Reduction Model (WARM). This model calculates emissions based on a life cycle analysis, including emissions from the long-term decomposition of waste in a landfill or from upstream sources/sinks. GWPs are IPCC Fourth Assessment Report (AR4 - 100 year).		
Downstream leased assets	Not relevant, explanation provided	[leave blank]	[leave blank]	[leave blank]	Emissions in this category are not relevant, because we do not have owned spaced that is leased to others. Therefore, emissions from downstream leased assets constitute 0% of our scope 3 emissions
Franchises	Not relevant, explanation provided	[leave blank]	[leave blank]	[leave blank]	We do not have franchises; therefore, emissions from franchises are not relevant for us and constitute 0% of our scope 3 emissions.
Investments [row hidden for FS sector companies, data point requested in C-FS14.1a]	Relevant, calculated	5,164	Investment emissions were calculated based on the investments where Flex owns more than 20% of the investee company. The emissions calculation was made using the Quantis Scope 3 Evaluator, a Greenhouse Gas Protocol tool.	0	[leave blank]
Other (upstream)	[leave blank]	[leave blank]	[leave blank]	[leave blank]	[leave blank]
Other (downstream)	[leave blank]	[leave blank]	[leave blank]	[leave blank]	[leave blank]

Biogenic carbon data

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Minor change from 2019; Removed question for FS only. Select one of the following options:

- **Yes**

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

Minor change from 2019; Removed question for FS only. This question only appears if you select “Yes” in response to C6.7. Please complete the following table:

CO2 emissions from biogenic carbon (metric tons CO2)	Comment
Numerical field [enter a number from 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	Text field [maximum 2,400 characters]
3.22	

Emissions intensities

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure	Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change	Reason for change
0.00003314	826,828	Unit total revenue	$24,951,504,000	Location-based	3	Decreased	Scope 1 and 2 location-based gross emissions decreased by 9%. The 6% decrease in revenue from 2018 result in an overall 3% decrease in gross GHG intensity per dollar of revenue. In addition to the decrease in emissions and revenue, the decrease in gross GHG intensity per dollar of revenue can be attributed to the 329 implemented emission reduction activities. These emission reduction activities saved over 22,000 metric tons CO2e in 2019.

C7 Emissions breakdown

Scope 1 breakdown: GHGs

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Removed question from 2019 for FS only. Select one of the following options:

- **Yes**

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Removed question from 2019 for FS only. This question only appears if you select “Yes” in response to C7.1. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Greenhouse gas	Scope 1 emissions (metric tons in CO2e)	GWP Reference
CO2	96,772	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	225	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	281	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	5,086	IPCC Fourth Assessment Report (AR4 - 100 year)

Scope 1 breakdown: country

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Removed question from 2019 for FS only. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Country/Region	Scope 1 emissions (metric tons CO2e)
Select from a drop-down list of countries and regions. Please see the Technical Note “Country and Regions” for details around the available regions and their constituent countries.	Numerical field [enter a number from 0-999,999,999,999 using a maximum of 3 decimal places and no commas]
China	21,990
Mexico	37,217

Malaysia	4,607
United States of America	12,728
Other, please specify Rest of the world	25,822

Scope 1 breakdown: business breakdown

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Removed question from 2019 for FS only. Select all that apply from the following options:

- **By activity**

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Removed question from 2019 for FS only. This question only appears if you select “By activity” in response to C7.3. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Activity	Scope 1 emissions (metric tons CO2e)
Text field [maximum 500 characters]	Numerical field [enter a range of 0-999,999,999,999 using a maximum of 3 decimal places and no commas]
Stationary Combustion	74,806
Mobile Combustion	22,472
Fugitive Emissions	5,086

Scope 2 breakdown: country

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Removed question for EU and FS only. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
China	277,640	361,247	445,903	0
Mexico	98,547	101,822	205,865	0
Malaysia	111,569	95,634	171,043	0
United States of America	71,556	59,456	166,791	15,093
Other, please specify Rest of the world	165,153	157,658	405,127	10,007

Scope 2 breakdown: business breakdowns

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Removed question from 2019 for EU and FS only. Select all that apply from the following options:

- **By activity**

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Removed question for EU and FS only. This question only appears if you select “By activity” in response to C7.6. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Purchased Electricity	721,273	772,625
Purchased Steam	3,192	3,192

Emissions performance

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

- Increased

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Reason	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain
Change in renewable energy consumption	2,042	Decrease	0.2%	One way Flex has reduced market-based emissions is by purchasing electricity through contracts with suppliers supported by energy attribute certificates. The resulting market-based emission reduction was 2,042 metric tons CO2e, divided by our total reported emissions in the previous year of 866,441 metric tons CO2e gives a 0.2% reduction (2,042/866,441)*100 = 0.2%.)
Other emissions reduction activities	22,133	Decrease	3%	Flex implements energy efficiency projects resulting in a market-based emission reduction of 22,133 metric tons CO2e, divided by our total reported emissions in the previous year of 866,441 metric tons CO2e gives a 3% reduction (22,133/866,441)*100 = 3%.)
Divestment	[leave blank]	[leave blank]	[leave blank]	[leave blank]
Acquisitions	[leave blank]	[leave blank]	[leave blank]	[leave blank]
Mergers	[leave blank]	[leave blank]	[leave blank]	[leave blank]
Change in output	[leave blank]	[leave blank]	[leave blank]	[leave blank]
Change in methodology	35,914	Increase	4%	Improved data quality and more supplier-specific emission factors

Change in boundary Change in physical operating conditions	[leave blank] [leave blank]	[leave blank] [leave blank]	[leave blank] [leave blank]	[leave blank] [leave blank]
Unidentified Other	[leave blank] [leave blank]	[leave blank] [leave blank]	[leave blank] [leave blank]	[leave blank] [leave blank]

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

No change from 2019. This question only appears if you select “Increased”, “Decreased” or “Remained the same overall” in response to C7.9. Select one of the following options:

- Location-based
- **Market-based**
- Don’t know

C8 Energy

Energy spend

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

No change from 2019. Select one of the following options:

- **More than 0% but less than or equal to 5%**

Energy-related activities

(C8.2) Select which energy-related activities your organization uhas undertaken.

Minor change from 2019. The energy-related activities that you select in response to C8.2 determine which energy breakdowns you will be prompted to respond to in the proceeding questions. Please note, if your response to C8.2 is amended, data in dependent questions may be erased. Please complete the following table:

Activity	Indicate whether your organization undertook this energy-related activity in the reporting year
	Select from: ● Yes ● No
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Activity	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable + non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV	14	428,299	428,313
Consumption of purchased or acquired electricity	N/A	25,100	1,361,788	1,386,888
Consumption of purchased or acquired steam	N/A	0	7,841	7,841
Consumption of self-generated non-fuel renewable energy	N/A	19,207	0	19,207
Total energy consumption	N/A	44,321	1,797,927	1,842,248

(C8.2b) Select the applications of your organization’s consumption of fuel.

Removed question for FS only. This question only appears if you select "Yes" to “Consumption of fuel” in response to C8.2. Each option that you select in this table will appear as an additional column in C8.2c. Please complete the following table:

Fuel application	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	Yes

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Modified question from (2019 C8.2c, C8.2d); Removed question for FS only. This question only appears if you select “Consumption of fuel” in C8.2. For each fuel application selected in C8.2b a column appears in the table in addition to the “MWh fuel consumed for self-generation of heat” and “Total MWh consumed by the organization” columns. If no fuel application is selected in C8.2b then only the “Total MWh consumed by the organization” column will appear. Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Natural gas	HHV	373,312	24,462
Fuel oil No 2	HHV	11,916	0
Liquefied Petroleum Gas (LPG)	HHV	20,682	0
Bioethanol	HHV	14	0
Jet kerosene	HHV	3,999	0
Motor gasoline	HHV	13,056	0
Diesel	HHV	5,334	0

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	0	0	174,674
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Emission factor	Unit	Emission factor source	Comment
117	lb CO2e per million BTU	Center for Corporate Climate Leadership GHG Emission Factors Hub	
164	lb CO2e per million BTU	Center for Corporate Climate Leadership GHG Emission Factors Hub	
139	lb CO2e per million BTU	Center for Corporate Climate Leadership GHG Emission Factors Hub	
19	lb CO2 per gallon	Center for Corporate Climate Leadership GHG Emission Factors Hub	
23	lb CO2 per gallon	Center for Corporate Climate Leadership GHG Emission Factors Hub	
13	lb CO2 per gallon	Center for Corporate Climate Leadership GHG Emission Factors Hub	
22	lb CO2e per gallon	Center for Corporate Climate Leadership GHG Emission Factors Hub	

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Modified guidance from (2019 C8.2e); Removed question for EU and FS only. This question only appears if you select “Generation of electricity, heat, steam, or cooling” in response to C8.2. Please complete the following table:

Energy Carrier	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
	Numerical field [enter a number from 0 to 999,999,999 using up to 2 decimal places and no commas]	Numerical field [enter a number from 0 to 999,999,999 using up to 2 decimal places and no commas]	Numerical field [enter a number from 0 to 999,999,999 using up to 2 decimal places and no commas]	Numerical field [enter a number from 0 to 999,999,999 using up to 2 decimal places and no commas]
Electricity	91,685	91,685	19,207	19,207
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Modified question from (2019 C8.2f); Removed question for EU and FS only. This question only appears if you select “We are reporting a Scope 2, market-based figure” in response to C6.2. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Sourcing method	Low-carbon technology type	Country/region of consumption of low-carbon electricity, heat, steam or cooling	MWh consumed accounted for at a zero emission factor	Comment
Power purchase agreement (PPA) with on-site/off-site generator owned by a third party with no grid transfers (direct line)	Wind	North America	15,093	
Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates	Hydropower	Europe	10,007	

C9 Additional metrics

Other climate-related metrics

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description	Metric value	Metric numerator	Metric denominator (intensity metric only)	% change from previous year	Direction of change	Please explain
Select from: ● Waste ● Energy usage ● Land use ● Other, please specify	Numerical field [enter a number from 0 to 99,999,999,999 using up to 2 decimal places]	Text field [maximum 50 characters] Enter the quantity of the unit tracked and reported in column 3. E.g. if your company tracks kilograms of waste, enter the kilograms measured during the reporting year. When providing an intensity metric, provide the value of the intensity. E.g. if your companies tracks kilograms of waste per FTE, enter the kilograms measured during the reporting year normalized to the number of FTE in the reporting year.	Text field [maximum 50 characters] This column is only applicable for companies tracking an intensity metric (e.g., kilograms of waste per FTE). If you do not track an intensity metric, leave this column blank.	Numerical field [enter a number from 0 to 999 using up to 2 decimal places]	Select from: ● Increased ● Decreased ● No change	Text field [maximum 2,400 characters] Use this column to provide any additional context relevant to the metric you are reporting and to the direction of change. Additional information could include projects or initiatives implemented to achieve progress on this metric, or any timeframes included in these goals.

C10 Verification

Verification

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

No change from 2019. Please complete the following table:

Scope	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions and attach the relevant statements.

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Annual process	Complete	Limited assurance	XX	Whole Document	ISO14064-3	100

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/ section reference	Relevant standard	Proportion of reported emissions verified (%)

Scope 2 location-based	Annual process	Complete	Limited assurance	XX	Whole Document	ISO14064-3	100
Scope 2 market-based	Annual process	Complete	Limited assurance	XX	Whole Document	ISO14064-3	100

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/ section reference	Relevant standard	Proportion of reported emissions verified (%)
●Scope 3: Purchased goods and services ●Scope 3: Capital goods ●Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) ●Scope 3: Upstream transportation and distribution ●Scope 3: Waste generated in operations ●Scope 3: Business travel ●Scope 3: Employee commuting ●Scope 3: Investments ●Scope 3: Downstream transportation and distribution	Annual process	Complete	Limited assurance	XX	Whole document	ISO14064-3	XX

Other verified data

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

- **Yes**

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C6. Emissions data	Year on year change in emissions (Scope 1 and 2)	ISO14064-3	The 2019 vs 2018 change in scope 1 and scope 2 emissions were verified.
C6. Emissions data	Year on year change in emissions (Scope 3)	ISO14064-3	The 2019 vs 2018 change in scope 3 emissions were verified for Fuel- and Energy-Related Activities, Waste, and Business Travel
C4. Targets and performance	Progress against emissions reduction target	ISO14064-3	The 2019 progress against our emission reduction target was verified.
C8. Energy	Energy consumption	ISO14064-3	The total energy consumed in 2019 was verified.
C8. Energy	Other, please specify Use of renewable energy (MW)	ISO14064-3	The use of renewable energy (MW) in 2019 was verified.

C11 Carbon pricing

Carbon pricing systems

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Removed question for FS only. Select one of the following options:

- **Yes**

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

- **Shenzhen pilot ETS**

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.

System name	% of Scope 1 emissions covered by the ETS	% of Scope 2 emissions covered by the ETS	Period start date	Period end date
Shenzen pilot ETS	0.4	6	January 1, 2019	December 31, 2019

Allowances allocated	Allowances purchased	Verified Scope 1 emissions in metric tons CO2e	Verified Scope 2 emissions in metric tons CO2e	Details of ownership	Comment
79,909	0	445	53,754	Facilities we own and operate	

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Flex's strategy for complying with the Shenzhen pilot Emissions Trading Scheme (ETS) is to stay under the cap by implementing energy efficiency measures in operations and optimizing production processes at the three sites covered by this ETS. We measure and monitor our emissions to ensure that we have not exceeded regulatory limits. For example, in FY19 we applied our strategy by:
Site 1 Case Study:
1. Optimizing cooling tower exhaust fan run times;
2. Optimizing equipment for HVAC system;
3. Installing Variable Speed Drive (VSD) on chiller water pump
4. Improving fresh air systems in cleanroom

Site 2 Case Study:
1. Adding automatic adjustment valve for variable chilled water flow controls
2. Adding a timer and induction switch to shut off washing machine power automatically
3. Increasing the quantum tube copper ring and reducing the water molecule structure
4. Adding Power-Line Communication\ Human-Machine Interface\ Variable Frequency Drive and temperature sensors in system
5. Adding Power-Line Communication\Human-Machine Interface pressure sensors and SMART electricity meters
6. Applying the ISO 50001 energy management system

Project-based carbon credits

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

- **Yes**

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase	Project type	Project identification	Verified to which standard
Credit Purchase	Hydro	CDM Project 4676: Malagone SHP CDM Project, Minas Gerais, Brazil (JUN1122)	CDM (Clean Development Mechanism)
Credit Purchase	Hydro	CDM Project 1966: Sichuan Miyaluo Hydroelectric Station	CDM (Clean Development Mechanism)
Credit Purchase	Hydro	CDM Project 4988: El General Hydroelectric Project	CDM (Clean Development Mechanism)
Credit Purchase	Hydro	CDM Project 1326: Jorethang Loop Hydroelectric Project, India	CDM (Clean Development Mechanism)
Credit Purchase	Biomass energy	CDM Project 6651: 10 MW Biomass based Power plant in Punjab, India	CDM (Clean Development Mechanism)
Credit Purchase	Landfill gas	CDM Project 1254: The TIMARPUR-OKHLA Waste Management Company Pvt Ltd's (TOWMCL) integrated waste to energy project in Delhi	CDM (Clean Development Mechanism)
Credit Purchase	Wind	CDM Project 8374: Wind Power Project by EON Electric limited in Rajasthan	CDM (Clean Development Mechanism)
Credit Purchase	Other: Natural Gas	CDM Project 4828: Natural Gas based grid connected power project at Peddapuram, A.P. by Gautami Power Limited	CDM (Clean Development Mechanism)

Number of credits (metric tons CO2e)	Number of credits (metric tons CO2e): Risk adjusted volume	Credits cancelled	Purpose, e.g. compliance

2,000	2,000	Yes	Voluntary Offsetting
6,500	6,500	Yes	Voluntary Offsetting
2,000	2,000	Yes	Voluntary Offsetting
22,689	22,689	Yes	Voluntary Offsetting
17,000	17,000	Yes	Voluntary Offsetting
10,678	10,678	Yes	Voluntary Offsetting
4,940	4,940	Yes	Voluntary Offsetting
4,748	4,748	Yes	Voluntary Offsetting

Internal price on carbon

(C11.3) Does your organization use an internal price on carbon?

- **No, and we don't anticipate doing so in the next two years**

C12 Engagement

Value chain engagement

(C12.1) Do you engage with your value chain on climate-related issues?

Modified question for FS only. Select all that apply from the following options:

- **Yes, our suppliers**
- **Yes, our customers**
- Yes, our investee companies [Financial services only]
- **Yes, other partners in the value chain**
- No, we do not engage

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Minor change from 2019. This question only appears if you select “Yes, our suppliers” in response to C12.1. Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Type of engagement #1
Compliance & onboarding

Details of engagement
Code of conduct featuring climate change KPIs

% of suppliers by number
100

% total procurement spend (direct and indirect)
100

% of supplier-related Scope 3 emissions as reported in C6.5
100

Rationale for the coverage of your engagement (2,400)
While conducting business with or on behalf of Flex, our suppliers and our employees, agents, and subcontractors must understand and adhere to our Supplier Code of Conduct (“Code”) which is based on ISO 14001 and the Eco Management and Audit System (EMAS) and is aligned with the with Responsible Business Alliance (RBA) standards. We expect all our suppliers to implement appropriate and effective policies to ensure compliance with the code and all relevant laws and regulations. The code applies to all suppliers including, but not limited to, those engaged in:
• Manufacturing products, packaging, parts, components, subassemblies, materials or otherwise involved in processes related to any of the foregoing; and
• Providing services to, or on behalf of Flex, regardless of type, location or duration.
Adoption of compliance to the Responsible Business Alliance Code of Conduct (“RBA Code”) is fundamental to the code. The RBA embodies a set of standards on social, environmental and ethical issues in the supply chain. Our standards exceed those of the RBA Code. We require additional compliance with respect to the social and environmental responsibility requirements. The RBA Code states that energy consumption and all relevant Scope 1 and Scope 2 greenhouse gas emissions are to be tracked and documented, at the facility and/or corporate level. Participants are to look for cost- effective methods to improve energy efficiency and to minimize their energy consumption and greenhouse gas emissions.

Impact of engagement, including measures of success (2,400)
Our aim is to leverage the magnitude of our supply chain to make a positive impact in our industry and communities. We strive to do this by continuously monitoring our supply chain to ensure its compliance with our social and environmental standards which exceed RBA standards. Through supplier trainings, onsite audits, screenings,

self-assessment questionnaires we ensure the continuity and effectiveness of supplier social and environmental activities and mitigate potential risks. Beneficial outcomes include: (1) increased awareness and improved supplier reporting (2) supply chain resiliency, and (3) reduced supply chain risk. Flex measures of success include: # suppliers screened using RBA tool, % increase in supplier due diligence assessments from previous year, # completed social and environmental assessments, # trained and certified Flex social and environmental supplier auditors and % increase from previous year, # Flex labor agents assessed, # suppliers trained on social and environmental / RBA requirements, # new suppliers screened using social and environmental criteria, # onsite audits.

Comment

Type of engagement #2

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

8

% total procurement spend (direct and indirect)

80

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement (2,400)

We convey our requirements to suppliers through due diligence assessments, on-site audits, and social and environmental training. In 2019, our supplier due diligence assessments increased by 20% from 2018, totalling almost 2,000 completed social and environmental assessments. We screen new suppliers by auditing health and safety, environmental, business ethics and management systems data, using Elevate Limited, a tool provided by the RBA. In 2019, we conducted 223 on-site audits and 24 follow-up audits.

Trainings provide a critical opportunity for us to strengthen our relationship with suppliers and further encourage innovation to reduce climate impacts. They create an opportunity for us to meet face to face for information sharing and discussion. In 2019, 607 attendees, representing 288 suppliers, received training on our social and environmental expectations for suppliers, our Supply Chain Social and Environmental Management Program, and the updated RBA standards. We selected these suppliers because they were (1) local to our campus, (2) represented a diverse cross-section of our supplier base, or (3) were labor agency suppliers.

Impact of engagement, including measures of success (2,400)

One way we convey our requirements to suppliers is through on-site social and environmental training, which also provides an opportunity for both Flex and our suppliers to meet face to face for information sharing and discussion. In 2019, Flex conducted trainings at Flex Shenzhen and Penang campuses, embracing 288 total suppliers, including 607 supplier personnel. Beneficial outcomes of trainings include: (1) increased understanding of Flex social and environmental expectations for suppliers, our Supply Chain Social and Environmental Management Program, and the updated RBA standards and (2) sharing of best practices on social and environmental management, and (3) risk mitigation. Since 2010, more than 3,507 personnel, representing 938 suppliers have been trained on the Flex and RBA social and

environmental standards. Flex measures of success include: # and type of suppliers trained, # of personnel trained, percent increase in suppliers trained from previous year, # locations where trainings were held, percent of supplier base covered by trainings, # due diligence assessments, # onsite audits, # follow-up audits, # new supplier screenings.

Comment

Type of engagement #3

Compliance & onboarding

Details of engagement

Included climate change in supplier selection / management mechanism

% of suppliers by number

3

% total procurement spend (direct and indirect)

71.34

% of supplier-related Scope 3 emissions as reported in C6.5

0

Rationale for the coverage of your engagement (2,400)

Our worldwide supply chain embraces roughly 16,000 direct, indirect and vertically integrated suppliers, most of whom are controlled by our customers. For top suppliers where we have control, we have developed a Preferred Supplier Program (PSP) based on commodity, unique capabilities, spend and commercial negotiations. In 2019, there were 474 suppliers in our PSP, of which 97% have been assessed via our Self-Assessment Questionnaire (SAQ). Flex's supplier SAQ contains questions related to the measurement, monitoring and existence of systems to reduce impacts from water use, discharge, air emissions (e.g., VOCs, ozone depleting substances, GHG emissions), energy use, waste, and hazardous materials.

Impact of engagement, including measures of success (2,400)

In order to be included in Flex's PSP program, suppliers are required to meet key criteria established by a cross-functional team of senior leaders. All suppliers must (1) implement appropriate and effective policies to ensure compliance with our Supplier Code of Conduct, which aligns with the Responsible Business Alliance Code of Conduct ("RBA Code") and (2) be approved via our supplier qualification process which covers several key elements, including business, quality systems, operations, engineering /design, product/ process environmental compliance, supply chain security, corporate social and environmental responsibilities, and lean concepts. For example, suppliers in Flex's PSP measure, monitor and have systems in place to reduce impacts from water use, discharge, air emissions (e.g., VOCs, ozone depleting substances, GHG emissions), energy use, waste, and hazardous materials. PSP suppliers are also required to complete our self-assessment questionnaire (SAQ) so we can validate their commitment to supporting and respecting the standards of social, environmental and ethical issues in the supply chain. Our measures of success include: (1) % of PSP suppliers assessed, (2) % spend represented by PSP suppliers, (3) # suppliers completing our SAQ, (4) # initial audits conducted, (5) # follow-up audits conducted

Comment

Type of engagement #5

Information collection (understanding supplier behavior)

Details of engagement
Collect climate change and carbon information at least annually from suppliers

% of suppliers by number
1

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5
0

Rationale for the coverage of your engagement (2,400)
Flex works with ~250 logistics providers. Five of these providers are considered strategic suppliers based on spend. Each quarter, we conduct a scorecard review with our strategic suppliers to evaluate their environmental sustainability capabilities, including their ability to report greenhouse gas (GHG) emissions based on freight they moved for us. All our strategic suppliers have published annual corporate social responsibility reports and have the capability to allocate GHG emissions to us.

Impact of engagement, including measures of success (2,400)
Flex's strategic suppliers for logistics are evaluated quarterly based on their environmental sustainability capabilities, including their ability to report greenhouse gas (GHG) emissions based on freight they moved for us. This review is undertaken to ensure that logistics providers are measuring and monitoring GHG emissions and publishing annual corporate social responsibility reports. Our measures of success include: (1) # strategic suppliers, (2) # quarterly scorecard reviews, (3) # suppliers able to allocate their GHG emissions to us.

Comment

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Minor change from 2019; Modified question for FS only. This question only appears if you select "Yes, our customers" in response to C12.1. Please complete the following table. You are able to add rows by using the "Add Row" button at the bottom of the table.

Type of engagement #1
Education / information sharing

Details of engagement
Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number
50%

% Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
As a B2B business, Flex serves customers across diverse industries, including automotive, telecom, enterprise compute, consumer, home appliances, connected living, energy, healthcare and industrial. Aligned to Flex 20 by 2020 sustainability goals, we develop customer awareness initiatives around circular economy that help our customers to understand their own carbon footprint and prioritize carbon reduction activities. Flex engages top electronic manufacturing customers which benefit from our global logistics services that incorporate the principles of circular economy and include: (1) repair and refurbishment of a range of electronic devices, and (2) advanced analytical solutions, such as in our recently piloted CO2 calculator, that enable our customers to quantify carbon embedded in their products and better understand CO2e impacts of different product end-of use decision options. The group of customers who were, for example, part of our CO2 calculator pilot, included hardware producing tech companies with ambitious carbon reduction targets, and customers willing to better understand CO2e impacts across their value chain and involved in circular economy related organizations, such as the Ellen MacArthur Foundation. The scope of engagement included sharing the early version of our new CO2 calculator with the targeted group of our customers, demonstrating and discussing how the tool could impact the lifecycle emissions of our customer's products. The product specific data and perspectives provided by our customers enable Flex to adapt the CO2 tool and launch it in 2021 for the broader market.

Impact of engagement, including measures of success **(2,400)**
Flex engages customers by providing circular economy solutions to minimize the carbon impacts associated with our customers' products, maximize their product's value recovery, and ensure sustainability stewardship to our customers. Our measures of success: (1) In 2019, Flex received Ethical Corporation's Responsible Business Award for circular innovation, (2) revenue (USD) associated with circular economy solutions, including that associated with CO2 calculator, (3) # customers using CO2 calculator, (4) percent emissions reduced by customers using Flex circular economy solutions. Company-specific description of the impact of climate-related engagement strategy: (1) Thanks to the Zero Waste Initiative, Sinctronics, Flex's funded company, received Ethical Corporation's Responsible Business Award for its circular innovation. Sinctronics uses reverse logistics and repair and refurbishment of a range of electronic devices to transform e-waste into raw materials, resulting in 97 percent of recovered material being put back into the supply chain. The plastic parts produced by Sinctronics through its re-manufacturing process represent a savings of up to 82 percent on energy over normal plastics production, and an 82 percent reduction in greenhouse gas emissions; (2) Flex estimates that the total revenue associated with current and planned circular economy solutions, including the newly piloted CO2 calculator, can be as high as $25 million, representing a new business opportunity for our circular economy services; (3) To develop our new CO2 calculator, Flex engaged our top electronic manufacturing customers with ambitious carbon reduction targets, and customers willing to better understand CO2e impacts across their value chain and involved in circular economy related organizations, such as the Ellen MacArthur Foundation. Flex expects to grow our customer base interested in using the CO2 calculator to develop more informed decisions and prioritize their carbon reduction measures; (4) Our circular economy services represent a great opportunity to help our customers reduce CO2e impacts associated with their products. In 2019, Flex refurbishment and remarketing of returned and off-lease products reduced CO2e by 75-80% compared with the development of new products and by 70% via parts harvesting to re-manufacture refurbished units versus the development of new parts.

Type of engagement #2
Collaboration & innovation

Details of engagement
Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number
5%

% Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement (2,400)
Each year, we conduct quarterly business reviews with ~5% of customers during which we have one-on-one discussions on our GHG emissions performance or GHG target-setting. These customers are selected because they tend to be major customers with significant spend and corresponding energy demands. As a service business, we are focused on serving our customers' needs, so most of these efforts are initiated by customers as part of their efforts to evaluate and reduce their own Scope 3 GHG emissions.

Impact of engagement, including measures of success (2,400)

By way of example, we have collaborated with a key customer -- a major networking equipment company -- to optimize their burn-in and testing protocols to minimize energy loads and reduce related GHG emissions. Process optimization and reduction of energy and related GHG emissions are examples of the beneficial outcomes of our engagement with key customers. Measures of success for this engagement include: (1) net reduction in energy consumption, (2) net reduction in related GHG emissions, (3) related cost-savings.

Type of engagement #3
Education/info sharing

Details of engagement
Other, please specify: Run an engagement campaign to educate customers about the power of technology to connect people, products and services to create a smarter, more sustainable future.

% of customers by number
100

% Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement (2,400)
Flex hosts and participates in a range of industry events, tradeshows and conferences annually to showcase innovative solutions, from smart home and lifestyle to automotive, healthcare, and enterprise computing. All customers may attend such events. In 2019 for example, we participated in the Consumer Electronics Show (CES) to demonstrate new ways of understanding and experiencing smart technology – from the way products are manufactured in the Fourth Industrial Revolution, to how they are utilized and connected. Also, in 2019, NEXTracker, a Flex company, hosted a roundtable with PV Magazine at the Solar Power Southeast trade show in Atlanta to explore the challenges of deploying solar in Southern states (e.g., hurricanes, floods, and damp heat). The panel discussion will cover experiences from both the field and the lab to inform developers, installers, engineers and contractors – as well as financiers and asset owners – on dealing with this diverse set of challenges. We also host curated and guided tours for customers at our customer innovation centers.

Impact of engagement, including measures of success
Through our participation in industry events, we are able to educate our customers about the power of technology to connect people, products and services to create a smarter, more sustainable future. We are also able to share best practices in deploying solar to enable customers to reduce their energy use and related GHG emissions. Measures of success include: (1) # of tradeshows, events and conferences attended per year, (2) # of customer visits to Flex customer innovation centers.

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain. (5,000)

Flex values feedback and input from our internal and external stakeholders. Our key stakeholders, or 'other partners in our value chain', include, but are not limited to, employees, customers, shareholders, potential investors, suppliers, subcontractors, labor agents, governments/regulatory agencies, unions, Non-Governmental Organizations (NGOs) and industry associations. Regularly, we update our materiality assessment based on stakeholder concerns and publish information based on requests for qualitative and quantitative information on corporate GHG emissions, performance trends, emissions reduction goals, climate change risks and opportunities, and governance practices.

We use multiple communication channels to inform stakeholders, including written communication, meetings, regular and specialized reports, contracts, surveys, and other methods. The frequency of communication varies depending on the topic and business process. Engagement may be daily, monthly, quarterly, annually or as needed to keep an open dialog with all stakeholders. For example, Flex runs annual Investor & Analyst Day events where we share an update on our long-term strategy, segment strategies, and our progress for the past year, also featuring our progress on sustainability, specifically our progress towards GHG and energy reduction targets. Taking advantage of the regular communication and business process, we continually identify the key sustainability topics and concerns of our stakeholders. Then we strive to incorporate these priorities into our business and corporate sustainability strategy. In 2019, key topics included environmental performance, working hours, working conditions, social and environmental supply chain management, integrity/ethics, company performance, regulatory compliance and adherence to RBA standards, among others. Through our 2019 materiality assessment process, we identified, among other issues, energy, water, emissions and supplier environmental assessments as material for our business.

Each year, we publish our annual Sustainability Executive Report and online GRI content index to share information on our climate-related strategy and progress toward GHG and energy goals with our stakeholders. In 2019, we achieved an Ecovadis Gold CSR Rating, and an “A-” score for our CDP 2019 Climate Change response. In 2019, for the fourth year in a row, we were a constituent of the FSTE4Good Index. These awards recognize our strong performance and oversight of environmental, social and governance issues.

To ensure that we operate an ethical supply chain, our other climate-related engagements include labor agent audits. We have performed social and environmental on-site audits on our major labor agents in China since 2015. In recent years, we have extended these audits to other regions in Southeast Asia, Europe and South America. Eight of our labor agents were assessed in 2019.

Public policy engagement

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

No change from 2019. Select all that apply from the following options:

- **Direct engagement with policy makers**
- **Trade associations**
- Funding research organizations
- Other
- No

(C12.3a) On what issues have you been engaging directly with policy makers? (2,400)

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Select from: ● Mandatory carbon reporting ● Cap and trade ● Carbon tax ● Energy efficiency ● Clean energy generation ● Adaptation or resilience ● Climate finance ● Regulation of methane ● Emissions ● Other, please specify	Select from: ● Support ● Support with minor exceptions ● Support with major exceptions ● Neutral ● Oppose ● Undecided	Text field [maximum 2,400 characters] This column gives an opportunity to provide more details on the particular legislation on which you are engaging. Use the text field to provide details of how you are engaging (e.g., responding to a consultation, meeting directly with policy makers, etc.) and the legislation on which you are engaging. Please give the name of the legislation and the geographies to which it applies. Please only give details of the legislation that you have engaged on in the reporting year.	Text field [maximum 2,400 characters] This column gives an opportunity to provide more details on the actions you are advocating. If you support the legislation with no exceptions, you can state this. However, if you support it with exceptions, you should provide details of the exceptions and what you would propose in their place. If you oppose the legislation, please provide details of an alternative legislative approach that you feel would more effectively reduce carbon emissions in the corporate sector.
Clean energy generation	Support	NEXTracker, a Flex company, lobbies in support of clean energy generation. In 2018, NEXTracker lobbied in Sacramento, California in support of solar photovoltaic and energy storage legislation (Senate Bill-100 California Renewables Portfolio Standard Program: emissions of greenhouse gases). The company's lobbying efforts were joined by solar companies big and small.	By lobbying in support of SB-100, NEXTracker is advocating for directional support from California state assembly for 100% renewable by 2015, cleaning up our air and creating good jobs in the process. The bill creates thousands of high-quality paying jobs while also reducing the pollution that warms the planet and harms California's children and families.
Clean energy generation	Support	In 2015, NEXTracker's Chief Executive Officer (CEO) lobbied for net metering in California and testified for it both at the California Energy Commission and the California Public Utilities Commission. Lobbying efforts were successful in getting net metering passed in California, and it has since been replicated in almost every state in the United States.	By lobbying in support of net metering, NEXTracker advocates for the lowest levelized cost of energy with solar. With more solar integrated on to California's grid, ratepayers (or California consumers), are paying less on their monthly utility bills. This is accomplished with net energy metering (or NEM). NEM is a billing mechanism that allows homeowners and businesses that generate their own electricity with their solar energy system to deliver power they do not use back into the grid and receive a credit.
Clean energy generation	Oppose	In 2018, NEXTracker lobbied against the US Solar Tariff, which places tariffs on imported solar cells and modules for a period of four years. According to the Solar Energy	By lobbying against the US Solar Tariff, NEXTracker is advocating for the lowest levelized cost of producing energy through solar. With extensive tariffs (20-30% on solar panels

		Industries Association (SEIA), “The historic growth of solar energy in the U.S. has shown that increases in deployment depend on falling costs. Across all market segments, solar is competing with other low-cost fuel sources such as wind and natural gas. At such thin margins, even the slightest increase in the price of modules can mean that homeowners, utilities and businesses will choose an alternative for their power generation. That’s why these tariffs will be damaging to the entire U.S. industry. With hardware costs increased as a result of import fees, many projects may not pencil out. This translates to losses in jobs and economic investment, and a missed opportunity to grow the U.S. economy.”	coming into the United States – of which 90% are manufactured in China; and an additional steel and aluminum tariff imposed on the solar racking and mounting structures in large scale utility that NEXTracker relies on to deliver the lowest cost of solar power to its customer, these tariffs will increase the cost of solar, going against what consumers want. In polls across the US and across both political parties, 7 out of 10 US voting age adults prefer solar over any other form of energy source.

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

- **Yes**

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation. (2,400)

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association’s position	How have you influenced, or are you attempting to influence their position?
Solar Energy Industries Association (SEIA)	Consistent	From SEIA’s website, SEIA “is the driving force behind solar energy and is building a strong solar industry to power America through advocacy and education. As the national trade association for the U.S. solar energy industry, which employs more than 242,000 Americans, we represent all organizations that promote, manufacture, install and support the development of solar energy. SEIA works with its 1,000 member companies to build jobs and diversity, champion the use of cost-competitive solar in America, remove market barriers and educate the public on the benefits of solar energy.” According to SEIA, “The near-term growth of the U.S. solar industry is dependent, in part, on national and state policy. One way SEIA can be an effective public policy	The CEO of NEXTracker, a Flex company, sits on SEIA’s board of directors. Together with NEXTracker, we support SEIA’s efforts to review pending regulations and proposed directives and provide comments from a solar manufacturer/ supplier perspective.

		advocate for the solar industry is through a strong and vibrant PAC [political action committee]. As a maturing industry, we have a responsibility to support policymakers who will back pro-solar policies and provide financial contributions to the political campaigns of key policymakers…The SolarPAC allows the solar industry to support federal candidates who are committed to expanding the use of solar technologies in the global marketplace and who will promote a legislative and regulatory climate favorable to our industry." In 2018, NEXTracker, a Flex company, lobbied with SEIA against the US Solar Tariff, which places tariffs on imported solar cells and modules for a period of four years.	

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy? (5,000)

No change from 2019. This question only appears if you select "Direct engagement with policy makers", "Trade associations", "Funding research organizations" and/or "Other" in response to C12.3. This is an open text question with a limit of 5,000 characters. The intention is to understand how you as an organization manage the multiple engagement activities around climate change across business divisions and geographies to ensure that you have a common approach that is also consistent with your strategy on climate change. Use the text box provided to explain the processes that you have in place, or if you do not have any in place, how you plan to address this potential for conflict in the future.

We have implemented processes to ensure direct and indirect activities that influence policy are consistent with our overall climate change strategy: our Corporate Social and Environmental Responsibility (CSER) Regional Leads (RLs) and Corporate Real Estate and Facilities (CREF) Regional Leads (RLs) report any pertinent activity in their regions to CSER and CREF Vice Presidents (VPs) on a regular basis. CSER and CREF RLs provide communication links between sites and corporate, ensuring site-level activity is aligned to our corporate strategy. CSER and CREF VPs provide leadership and resources to drive global climate-related activities.

Our CSER VP, our CSER Customer Facing and Product Compliance representative, and our CSER Regulations Market Intelligence (RMI) lead representative actively participate in the Information Technology Industry Council's Environmental Leadership Committee (ELC). We are a member of the Silicon Valley Leadership Group's Sustainability and Energy Committee, which advocates for balanced, efficient, and effective policies and programs. In addition, our CSER in-house legal counsel support our CSER team members. Through this active participation, we ensure our external engagements are consistent with our company strategy, including our climate change strategy.

Communications

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication	Status	Attach the document	Page/Section reference	Content elements	Comment
Select from: ● In mainstream reports ● In mainstream reports, in line with the CDSB framework (as amended to incorporate the TCFD recommendations) ● In mainstream reports, incorporating the TCFD recommendations ● In other regulatory filings ● In voluntary communications ● In voluntary sustainability report ● No publications with information about our response to climate-related issues and GHG emissions performance ● Other, please specify	Select from: ● Complete ● Underway – previous year attached ● Underway – this is our first year	Attach your document here.	Text field [maximum 500 characters] Identify the page(s) and section(s) of the report attached that refers to climate change and GHG emissions performance. If the whole document relates to climate change and GHG, please state this. If your document is only 1 page long, please still state this.	Select all that apply: ● Governance ● Strategy ● Risks & Opportunities ● Emissions figures ● Emission targets ● Other metrics ● Other, please specify	Text field [maximum 2,400 characters]
In mainstream reports	Complete	AR2019	pp. 30-39	Governance Strategy Risks & opportunities	
In voluntary communications	Complete	Sustainability Report 2020	Sustainability Strategy - pp. 18-20 Emissions figures, targets - pp. 41-46 Other metrics – pp. 59-80	Strategy Emissions figures Emission targets Other metrics	
In voluntary communications	Complete	Sustainability webpage	https://flex.com/company/our-sustainability	Strategy Other metrics	

C15 Signoff

Further information

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

No change from 2019. This is an open text question with a limit of 9,999 characters.

Signoff

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

Job title	Corresponding job category
Group President, Global Operations	President