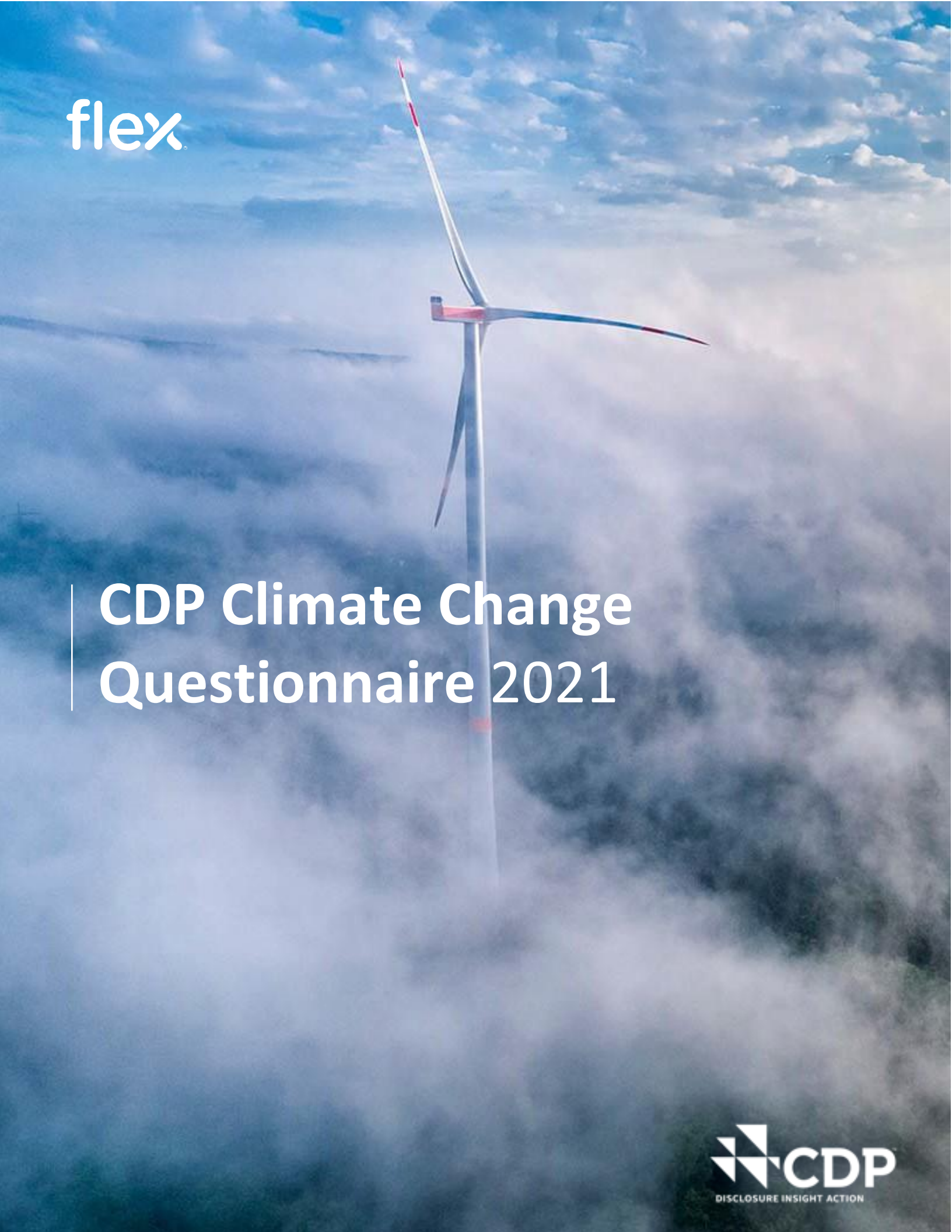

flex

# CDP Climate Change Questionnaire 2021

CDP
DISCLOSURE INSIGHT ACTION

# CDP Climate Change 2021

## Contents

# C0. Introduction

## C0.1

**(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 including environmental, social and governance (ESG) have always been a core part of how we operate as a responsible manufacturer. Our 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 proudly offer low carbon products that allow other organizations to avoid Scope 2 emissions through solar energy, representing 5.12% of our total revenue. We are a participant in the world's largest sustainability initiative, the UN Global Compact, and in 2021, we reached the Global Compact's advanced level for second year in a row.

Our sustainability efforts have gained recognition from several organizations, including the Manufacturing Leadership Awards, Responsible Business Alliance, Frost and Sullivan and EcoVadis, a provider of CSR Ratings and Scorecards that awarded us the "Platinum 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 2020. For the fifth consecutive year, we are a constituent of the FTSE4Good Index. Most recently and for the second year in a row, we qualified for inclusion in the S&P's Sustainability Yearbook. We were named to CDP's prestigious A list for water security, a historic first for Flex, and received an A- for climate change in 2020.

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 and ESG strategy and efforts identify our commitment to sustainable development across our framework that focuses on the world, our people and our approach to doing business. Our framework encompasses several pillars, including the environment, community, health and safety, inclusion and diversity, labor practices, suppliers, customers, ethics and governance. Our framework supports our 2030 goals and forms 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 toward our 2030 goals, we 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.

Note: Flex Lighting Solutions (FLS) was sold in 2021. Linmore LED has acquired the operating assets; products, and intellectual property related to the High-Performance Industrial Lighting business of FLS. Linmore LED will continue to manufacture and commercialize the Essentials, CH Series, and the rest of FLS industrial fixtures. This shift in business will not impact the current reporting period. Additionally, NEXTracker was divested in 2021. These structural shifts will not impact the current reporting period.

## C0.2

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

| | 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 |
|---|---|---|---|---|
| Reporting year | January 1 2020 | December 31 2020 | No | <Not Applicable> |

## C0.3

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

China
Malaysia
Mexico
United States of America

## C0.4

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

USD

## C0.5

**(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.**

Operational control

# C1. Governance

## C1.1

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

Yes

## C1.1a

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

| Position of individual(s) | Please explain |
|---|---|
| Board-level committee | Ultimate responsibility for climate-related issues resides with the Nominating and Governance Committee (NGC) of our board of directors. The charter for the NGC 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, 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. The committee reports on these efforts and updates to the board of directors every 6 months. Our board 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. The Board of Directors made the following climate-related decisions in 2020: 1. In FY20, the Board was presented a proposal for setting Science-Based Targets by the Business Strategy Team. The Board approved going forward with developing the following targets, which were publicly announced in 2021: • Reduce absolute Scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year • Require 50% of its preferred suppliers to set GHG emissions reduction targets by 2025, and 100% by 2030 • Commit to partner with 70% of customers by emissions covering purchased goods and services, capital goods and use of sold products to set science-based targets by 2025 • Achieve zero waste in 50% of its manufacturing & logistics sites by 2025 • Reduce water withdrawn by 5%, focusing on sites located in water scarce areas, by 2025 2. The Board continued to approve funding towards increased investments in renewable energy and cogeneration in FY20, including a solar photovoltaic system put into operation in Austria in February 2020. Flex also saw the development of a new solar farm on a Venlo building and entered in a PPA in Dongguan, China for over 54K MWh of renewable energy. |

## C1.1b

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**

| Frequency with which climate-related issues are a scheduled agenda item | Governance mechanisms into which climate-related issues are integrated | Scope of board-level oversight | Please explain |
|---|---|---|---|
| Scheduled – some meetings | Reviewing and guiding strategy<br>Reviewing and guiding major plans of action<br>Reviewing and guiding business plans<br>Monitoring implementation and performance of objectives<br>Overseeing major capital expenditures, acquisitions and divestitures<br>Monitoring and overseeing progress against goals and targets for addressing climate-related issues | <Not Applicable> | 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 Leadership Team (ELT) comprised of the Chief Financial Officer, Chief Human Resources Officer, General Counsel, Operations President, VP of Strategy, the Executive Vice President of Strategic Programs and Asset Management (including real estate and facilities), VP of Marketing, Communications and Sustainability and Head of Global Sustainability. The Sustainability Program Management Officer (PMO) has been designated to lead the ELT and coordinates all related meetings, agreements, negotiations, and tasks. The ELT 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 ELT 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. |

## C1.2

**(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) | Reporting line | Responsibility | Coverage of responsibility | Frequency of reporting to the board on climate-related issues |
|---|---|---|---|---|
| Chief Executive Officer (CEO) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Chief Financial Officer (CFO) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (General Counsel) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (Business Units Presidents) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (Vice President, Strategy) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (VP Security + Brand Protection) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (VP of Audit + Risk Management) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (VP of Marketing, Communications and Sustainability) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (VP of Corporate Real Estate+Facilities) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (Executive Sponsor Group (ES)) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |
| Other, please specify (Head of Global Sustainability) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Half-yearly |
| Other, please specify (General Manager (GM)) | <Not Applicable> | Both assessing and managing climate-related risks and opportunities | <Not Applicable> | Quarterly |

## C1.2a

**(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).**

Ultimate responsibility for climate-related issues resides with the Nominating and Governance Committee of our Board of Directors and the Chief Executive Officer who is responsible for progress towards and achievement of the highest level of ethics, compliance, and commitment to Environment, Social, and Governance. Below board-level, the Executive Leadership Team (ELT) is the highest management level committee responsible for climate-related issues, including our GHG inventory and reduction program. The ELT is a cross-functional group of senior executives comprised of the Chief Financial Officer, Chief Human Resources Officer, General Counsel, Operations President, VP of Strategy, the Executive Vice President of Strategic Programs and Asset Management (including real estate and facilities), VP of Marketing, Communications and Sustainability and Head of Global Sustainability. The responsibilities for climate-related issues on a strategic level have been assigned to the ELT, who reports to the CEO, as 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.

With the guidance and direction from the ELT, we established our Flex 20 by 2020 goals aligned to the UN's Sustainable Development Goals (SDGs) that reflect our commitment to the highest sustainability standards across our operations and supply chain in 2015. Over the last five years, the 20 by 2020 goals successfully decreased Flex's CO2e emissions, water consumption, and cost of electricity while increasing the use of renewable energy, % of recycled water, and the number of powered homes equivalent. As our 20 by 20 goals sunset, the ELT has been busy continuing to develop Flex's long-term sustainability strategy throughout 2020. Continuing our purpose-driven journey, we've set new sustainability goals through 2030 against a refreshed framework. These ambitious 2030 goals and publicly announced in 2021, with our goals on GHG emissions and customer science-based targets being approved by the Science Based Target initiative.

The responsibilities for climate-related issues in operations have been assigned to the Sustainability team because it is a cross-functional team comprised of global directors and regional managers overseeing operations, supply chain, regulatory compliance, metrics and communications. Sustainability is responsible for coordinating with Corporate Real Estate and Facilities (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 CREF and periodically with the CFO and the ELT. 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 are overseen by sustainability teams led by site general managers (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. 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. Our sustainability team conducts quarterly 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 KPIs; environmental, health and safety are reviewed quarterly with senior management and every two months with groups of GMs from the regions.

## C1.3

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

| | Provide incentives for the management of climate-related issues | Comment |
|---|---|---|
| Row 1 | 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

**(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 inventivized | Comment |
|---|---|---|---|
| Chief Operating Officer (COO) | Monetary reward | Emissions reduction target | The COO, also known as the Operations Group President, oversees the organization's Strategic Programs and Asset Management efforts. Responsibilities encompass leading energy and GHG emissions reduction target actions, including measuring and assessing global related programs, projects, and targets. The success of these efforts' correlates to bonus compensation. |
| 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. |
| Corporate executive team | Monetary reward | Emissions reduction project | The corporate executive team, also known as the General Council, oversees sustainability strategy, reporting, and disclosure efforts. Performance bonuses are tied to the achievement of sustainability-related emissions reduction projects. |
| Chief Procurement Officer (CPO) | Monetary reward | Supply chain engagement | The CPO performance bonuses are tied to the achievement of sustainability related emissions reduction projects. |
| Chief Executive Officer (CEO) | Non-monetary reward | 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 Sustainability, Ethics and Compliance Scorecards. 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. |
| Environmental, health, and safety manager | Non-monetary reward | Emissions reduction project | • Meeting emission reduction and energy spending targets • Sustainability Best Initiatives – Environment Category (climate change efforts) • Energy savings/Cost reductions |
| Facilities manager | Non-monetary reward | Energy reduction project | • Meeting emission reduction targets • Sustainability Best Initiatives – Environment Category (climate change efforts) • Energy savings/Cost reductions |
| All employees | Non-monetary reward | 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) | Non-monetary reward | Other (please specify) (Earth Day Challenge Recognition) | • Contribution to Flex 20 by 2020 Goals, SDGs, and SBTi • Recognition kit (Flex branded items) to winners (1 per region) |

# C2. Risks and opportunities

## C2.1

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

Yes

## C2.1a

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

| | From (years) | To (years) | Comment |
|---|---|---|---|
| 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 | Recently announced 2030 sustainability goals follow this time horizon, to initiate longer-term efforts than before. 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

**(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

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 $15M to $25M charge to our statement of operations, resulting in three to five 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

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

**Value chain stage(s) covered**
Direct operations
Upstream
Downstream

**Risk management process**
Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**
More than once a year

**Time horizon(s) covered**
Short-term
Medium-term
Long-term

**Description of process**
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 purposes, we define a substantive financial impact as one that could create a $15M charge to our statement of operations, resulting in a 3 to 5 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 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 2020, energy, water, emissions, effluents and waste, and supplier environmental assessments were identified as material issues for our business. To evaluate climate-related transitional risks and opportunities, our sustainability team monitors changes in global climate regulations and evaluates applicability and relevance to our operations. The sustainability team and an in-house legal counsel use web-based and in-person methods to identify, analyze, and respond to relevant climate-related risks. Our Sustainability team identifies customer environmental requirements and analyzes the impact of such requirements and agreements. The Sustainability team regularly engages 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 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 systems, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against the Responsible Business Alliance (RBA) 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 sustainability 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 Sustainability and EHS Regional Leads, operational and supply chain assessments are reported monthly to the Head of Global Sustainability. Key risks identified are flagged and prioritized for mitigation based on impact and likelihood. Top risks are reported to the Executive Leadership Team and the Nominating and Governance Committee of our board of directors for further evaluation and mitigation. Transition case study: 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 FY21, we launched our CO2 calculator for customers to measure embedded carbon in their products and prioritize carbon reduction actions. Our CO2 calculator, has enabled 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. As a member of the Ellen MacArthur Foundation, we invest in specialized personnel and tools to measure the CO2 impact of circular economy services and the impact of logistics. In 2020, we launched a company-wide training program educating our employees in circular economy and sustainability. The business opportunity associated with the development of tool-based solutions, such as the CO2 calculator, values at more than $150 million. Physical risk case study: We are examining exposure of our key assets and operations to physical climate-related risks, to reduce the possibility of loss of insured property. COVID-19 impacted our postponed our assessment calendar, however we were able to resume limited assessments towards the end of 2020. By conducting third-party site visits and using a resilience assessment tool, we conducted a risk assessment at one of our key sites in Suzhou. This site was included in the assessment because it provides critical manufacturing 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 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 systems, to methodically identify, address, mitigate, and control site-level risks. All sites are audited against the RBA audit protocol, including climate-related controls.

## C2.2a

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

| | Relevance & inclusion | Please explain |
|---|---|---|

| | Relevance & inclusion | Please explain |
|---|---|---|
| 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 evaluate climate-related transitional risks and opportunities, our sustainability team monitors changes in global climate regulations and evaluates applicability and relevance to our operations. The sustainability team and an in-house legal counsel use web-based and in-person methods to identify, analyze, and respond to relevant climate-related risks. Our sustainability team identify customer environmental requirements and analyze the impact of such requirements and agreements. The sustainability team regularly engages in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our Sustainability 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 Head of Global Sustainability. Top risks are reported to the Executive Leadership Team (ELT) 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, including emerging carbon pricing, GHG compliance, and disclosure regulations. 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 evaluate transitional risks and opportunities, our sustainability team monitors changes in global climate regulations and evaluates applicability and relevance to our operations. The sustainability team and an in-house legal counsel use web-based and in-person methods to identify, analyze, and respond to relevant climate-related risks. Our sustainability team identify customer environmental requirements and analyze the impact of such requirements. The sustainability team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our Sustainability 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 Head of Global Sustainability. Top risks are reported to the Executive Leadership Team 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 sustainability team and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our sustainability team identifies customer environmental requirements and works to analyze impacts. The Sustainability 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 Sustainability 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 Head of Sustainability. Top risks are reported to the Executive Leadership Team (ELT) 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, such as the Shenzen Emission Trading Scheme. 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 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 Sustainability team and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our Sustainability team identifies customer environmental requirements and works to analyze impacts. The Sustainability team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our Sustainability 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 Head of Global Sustainability. Top risks are reported to the Executive Leadership Team (ELT) and our board of directors' Nominating & 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 behavior 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 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 Sustainability team and in-house legal counsel use web-based and in-person methods to identify, analyze, and act on relevant climate-related risks. Our sustainability team identify customer environmental requirements and work to analyze impacts. The Sustainability team, regularly engage in dialogue with industry workgroups, trade associations, and other forums as part of our risk identification process. Our Sustainability 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 Head o Sustainability. Top risks are reported to the Executive Leadership Team (ELT) and our board of directors' Nominating & Governance Committee for further evaluation and mitigation. f |
| 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 Sustainability 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 Head of Global Sustainability. Top risks are reported to the Executive Leadership Team (ELT) and our board of directors' Nominating & 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 Sustainability 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 Head of Global Sustainability. Top risks are reported to the Executive Leadership Team (ELT) and our board of directors' Nominating & Governance Committee for further evaluation and mitigation. |

## C2.3

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

Yes

## C2.3a

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

**Identifier**

Risk 1

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

Direct operations

**Risk type & Primary climate-related risk driver**

| | |
|---|---|
| Emerging regulation | Carbon pricing mechanisms |

**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

There is increasing concern that a gradual increase in global average temperatures due to increased concentration of carbon dioxide and other greenhouse gases in the atmosphere will cause significant changes in weather patterns around the globe and an increase in the frequency and severity of natural disasters. Changes in weather patterns and an increased frequency, intensity and duration of extreme weather conditions could, among other things, impair our production capabilities, disrupt the operation of our supply chain, and impact our customers and their demand for our services. 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 20% 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)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

1

**Potential financial impact figure – maximum (currency)**

20000000

**Explanation of financial impact figure**

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 Sustainability.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

We have developed rigorous risk mitigation environmental compliance programs designed to meet applicable regulations. Our Sustainability lead monitors worldwide climate change regulatory activity. The Sustainability lead, along with the Vice President of Marketing, Communications and Sustainability, 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 Sustainability 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.

**Comment**

---

**Identifier**
Risk 2

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

**Risk type & Primary climate-related risk driver**

| | |
|---|---|
| Acute physical | Increased severity and frequency of extreme weather events such as cyclones and floods |

**Primary potential financial impact**
Decreased revenues due to reduced production capacity

**Climate risk type mapped to traditional financial services industry risk classification**
<Not Applicable>

**Company-specific description**
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. Such events could make it difficult or impossible to manufacture or deliver products to our customers, receive production materials from our suppliers, or perform critical functions, which could adversely affect our revenue and require significant recovery time and expenditures to resume operations. 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. 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. Severe winter storms in 2021 closed our operations in Austin, Texas for one week due to damaged infrastructure and no access to water. Once water was reactivated, it took several more days to receive potable water in our facilities. The same winter storm affected our operations at our Juarez North and Juarez South facilities in Mexico. Both facilities experienced power outages and subsequent closures, with the north location being closed for one day and the south site being down for three days. While these closures did not cause a substantive impact, they represent an example of vulnerability to acute physical risks. The most recent storm that significantly affected our business took place in 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, one of our largest manufacturing facilities, including business interruption for both shipments and supplies, as well as physical damage to our facilities.

**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)**
<Not Applicable>

**Potential financial impact figure – minimum (currency)**
1000000

**Potential financial impact figure – maximum (currency)**
20000000

**Explanation of financial impact figure**
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), Sustainability, and business continuity teams. The company maintains insurance that mitigates the high end of financial impacts.

**Cost of response to risk**
0

**Description of response and explanation of cost calculation**
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.

**Comment**

**Identifier**
Risk 3

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

**Risk type & Primary climate-related risk driver**

| | |
|---|---|
| Acute physical | Increased severity and frequency of extreme weather events such as cyclones and floods |

**Primary potential financial impact**
Decreased revenues due to reduced production capacity

**Climate risk type mapped to traditional financial services industry risk classification**
<Not Applicable>

**Company-specific description**
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 2020 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)**
<Not Applicable>

**Potential financial impact figure – minimum (currency)**
1000000

**Potential financial impact figure – maximum (currency)**
20000000

**Explanation of financial impact figure**
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), Sustainability, and business continuity teams. The company maintains insurance that mitigates the high end of financial impacts.

**Cost of response to risk**
0

**Description of response and explanation of cost calculation**
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. Through supplier training sessions, onsite audits, screenings, and SAQs, we ensure the continuity and effectiveness of supplier social and environmental activities. In 2020, as the COVID-19 pandemic restricted global travel, we faced the challenge of assessing suppliers in a safe manner, as the health and safety of our employees and suppliers was paramount. Instead, we pivoted to conduct more of our supplier audits remotely. Throughout last year, we conducted 136 initial audits (including 62 remote and 74 onsite) and 64 follow-up audits (including 59 remote, 5 onsite) focused on suppliers located in high-risk regions, including China and Southeast Asia, Europe and South America. Additionally, in 2020, we expanded our supplier training efforts to reach 551 suppliers and 1153 supplier personnel – nearly doubling the total number of suppliers that completed training since 2019Through 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.

**Comment**

## C2.4

**(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

**(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?**
Downstream

**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**
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. 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.

**Time horizon**
Short-term

**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)**
6180000000

**Potential financial impact figure – minimum (currency)**
<Not Applicable>

**Potential financial impact figure – maximum (currency)**
<Not Applicable>

**Explanation of financial impact figure**
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.

**Cost to realize opportunity**
0

**Strategy to realize opportunity and explanation of cost calculation**
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).

**Comment**
Note: Flex Lighting Solutions (FLS) was sold in 2021. Linmore LED has acquired the operating assets; products, and intellectual property related to the High-Performance Industrial Lighting business of FLS. Linmore LED will continue to manufacture and commercialize the Essentials, CH Series, and the rest of FLS industrial fixtures. This shift in business will not impact the current reporting period.

**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 direct costs

**Company-specific description**
We have an opportunity to increase the efficiency of 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 have met 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/year solar power and/or procuring the same amount of RE from third party sources. Approximately 89% 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, a single figure estimate

**Potential financial impact figure (currency)**
6575000

**Potential financial impact figure – minimum (currency)**
<Not Applicable>

**Potential financial impact figure – maximum (currency)**
<Not Applicable>

**Explanation of financial impact figure**
Cost-savings achieved through implementation of energy efficiency initiatives and low-carbon energy installations in 2020 was ~$6.6 million, which is the potential financial impact figure. This was calculated based on the actual and estimated savings of implemented energy efficiency initiatives and low-carbon energy installations in 2020. Example 2020 energy efficiency projects include upgrades to HVAC, resource efficiency, lighting, motors and drives, compressed air, process optimization, insulation and more.

**Cost to realize opportunity**
12780000

**Strategy to realize opportunity and explanation of cost calculation**
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 have met 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/year solar power and/or procuring the same amount of RE from third party sources. We exceeded our goals, having implemented energy efficiency initiatives and low-carbon energy installations, leading to an avoidance of over 71,000 MTCO2e. To continue these achievements, in 2020, we committed to reducing water withdrawn by 5% per revenue, focusing on sites located in water scarce areas, by 2025. 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, totaling more than 6M kWh/yr. We have achieved ~5M kWh/yr. savings through other energy-efficiency measures. 2020 monetary investments related to energy efficiency initiatives and low-carbon energy installations were ~$12,780,000 with no additional costs beyond management and operation. In 2020, we avoided more than 71k tonnes of CO2e emissions through our energy efficient projects. We also have deployed over 20MW of solar power generation systems across our portfolio to supplement our power demand with renewable energy.

**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**

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 exceeded 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/year solar power and/or procuring the same amount of RE from third party sources. In 2020, we committed to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year, an SBTi approved goal that is consistent with required reductions to limit global warming to 1.5°C. Approximately 89% 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)**
131000

**Potential financial impact figure – minimum (currency)**
<Not Applicable>

**Potential financial impact figure – maximum (currency)**
<Not Applicable>

**Explanation of financial impact figure**
Cost-savings achieved through renewable energy purchases in 2020 was ~$131,000. In 2020, we expanded our solar power generation capacity, totaling 22 MW (with an expected lifetime of 30 years) and producing over 21.8 GWh/year. At one of our sites in the US, we purchased approximately 10,000 MWh of wind power.

**Cost to realize opportunity**
2593000

**Strategy to realize opportunity and explanation of cost calculation**
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 have met 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/year solar power and/or procuring the same amount of RE from third party sources. As of 2020, we exceeded our goal to Increase use of renewable energy. From 2019 to 2020, we increased RE capacity by 92%. To continue this strategy, we set additional GHG goals in FY20 to reduce absolute Scope 1 and 2 greenhouse gas emissions 50% by 2030 from a 2019 base year. We strive to reduce the climate impacts of the energy our operations consume and turn to renewable energy sources and reliable off-sets. In 2020, we expanded our renewable energy sourcing at our site in Hartberg, Austria. Additionally, in 2020, we engaged in a new power purchase agreement in Dongguan, China for renewable energy. We are proud of these achievements at our factories and look forward to making strong progress towards renewable energy sources within our operations. 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, totaling more than 6M kWh/yr. 2020 monetary investments related to renewable energy purchases were ~$2.6M with no additional costs beyond management and operation.

**Comment**

---

**Identifier**
Opp4

**Where in the value chain does the opportunity occur?**
Downstream

**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**
According to the Ellen MacArthur Foundation (which Flex is now a proud member of), in Europe, India, and China, a circular economy could reduce GHG emissions by 22–44% in 2050 compared to the current development path in Europe, India, and China, 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. We invest in specialized personnel and tools to measure the CO2 impact of circular economy services and the impact of logistics. In 2020, we launched a company-wide training program educating our employees in circular economy and sustainability both within our own organization and the wider world. Currently, we are focused on certifying our Budapest and Bangalore Circular Centers of Excellence as Zero Waste facilities by the end of 2021. Our goal is that by 2022, our Memphis and Juarez sites will also be certified as Zero Waste facilities. Our circular economy focused site in Sorocaba, Brazil is pioneering circular manufacturing processes that make the ICT industry greener and more sustainable. In 2020, 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 2020, we performed millions of repairs in partnership with customers, providing a second life to equipment that would have otherwise gone to a landfill and avoiding CO2 emissions. Our parts harvesting capabilities further enhance the sustainable models we provide. Due to the global increase of remote work during the COVID-

19 pandemic, demand has increased for circular services, repair and refurbishment of computing equipment.

**Time horizon**
Long-term

**Likelihood**
More likely than not

**Magnitude of impact**
Medium

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

**Potential financial impact figure (currency)**
25000000

**Potential financial impact figure – minimum (currency)**
<Not Applicable>

**Potential financial impact figure – maximum (currency)**
<Not Applicable>

**Explanation of financial impact figure**
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 of $25,000,000 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.

**Cost to realize opportunity**
100000

**Strategy to realize opportunity and explanation of cost calculation**
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. We invest in specialized personnel and tools to measure the CO2 impact of circular economy services and the impact of logistics. In 2020, we launched a company-wide training program educating our employees in circular economy and sustainability both within our own organization and the wider world. 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. In FY21, Flex launched a CO2 calculator that enables our customers to measure their carbon footprint associated with their products use and prioritize carbon reduction measures. 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. The CO2 Calculator can help customers to design more sustainable supply chains and provide analysis on environmental impacts of different product and supply chain scenarios. The cost to realize this opportunity is $100,000 and includes the estimated cost to develop, build, pilot, and launch 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.

**Comment**

# C3. Business Strategy

## C3.1

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

## C3.1b

**(C3.1b) Does your organization intend to publish a low-carbon transition plan in the next two years?**

| | Intention to publish a low-carbon transition plan | Intention to include the transition plan as a scheduled resolution item at Annual General Meetings (AGMs) | Comment |
|---|---|---|---|
| Row 1 | Yes, in the next two years | No, we do not intend to include it as a scheduled AGM resolution item | While we plan to publish a low-carbon transition plan in the next two years, we do not intend to include it in our AGM at this point in time. However, in our Flex 2021 Sustainability report we disclose our progress toward aligning with the Taskforce for Climate-related Financia Disclosure (TCFD) guidance for climate action. |

## C3.2

**(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?**
Yes, quantitative

## C3.2a

**(C3.2a) Provide details of your organization's use of climate-related scenario analysis.**

| 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 wate 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, 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. 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 the Marketing, Communications and Sustainability, also the sustainably team 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 20 by 20 environmental goals and motivated the development of water withdrawal targets in our 2030 goals, which is part of our strategy for achieving long-term business objectives. Our strategy is three-fold: reduce water consumption and withdrawal in our direct operations; promote water recycling and reuse at our facilities; implement wastewater treatment facilities and conservation measures to reduce our dependency on freshwater and achieve more efficient water management. Our 2020 data shows that we decreased our water use by 17% compared to 2019, while increasing our recycled water year over year by 5%, exceeding both our 20 by 20 goals. Our new 2030 environmental targets build on these achievements by striving to reduce water withdrawn by 5% by 2025. An example of how these water issues are integrated into our strategy for achieving long-term objectives to reduce our dependency on freshwater are our 2020 water efficiency projects including implementing an injection workshop cooling water system at our Chengdu site to manage the water evaporation capacity; using recycled water for all gardening purposes at our Aguascalientes facilities; and installing self-close water taps for restroom and canteen purposes at our Skudai site. |

## C3.3

**(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.**

| | Have climate-related risks and opportunities influenced your strategy in this area? | Description of influence |
|---|---|---|
| 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 2019 to 2020, the business unit's revenue increased by 18% totaling to $7.3 billion. We developed and launched energy-efficient products, such as 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 launched CO2 calculator, which helps our customers estimate CO2e embedded in their products and prioritize carbon reduction measures and support our customers to achieve their sustainability commitment. 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. 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 additional 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) adoptin 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 2020, we committed that 50% of our 'Preferred Suppliers' will set their own GHG emissions reduction targets by 2025 and 100% by 2030. We engaged with 500 of our preferred suppliers, including direct and indirect procurement, through CDP. We have had 6 supplier trainings for different regions as Americas, Europe and Asia, to provide a further understanding of Flex expectation in regards the program. In addition, we have had more than 30 meetings with the suppliers that request further support and guidelines on how to log in into CDP and how to answer the questionnaire. We have created numerous resources and calculation methods in order to support and coach our suppliers to reach the goal. A second round of trainings will be conducted after CDP disclosure date to start engaging with the rest of the PSL suppliers that were not part of this year's disclosure invite, as well we will keep coaching those suppliers that remained as non-response in CDPs platform to reach the target set up goal that we have for all our preferred suppliers. |
| 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 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 assessmen 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 0.66 MW rooftop solar system in Hartberg, Austria and investing in a cogeneration facility in Tijuana, Mexico, which will become operational in 2021. The cogeneration facility is expected to provide 44,080 MWh/year of energy to our Tijuana plant when fully operational. |

## C3.4

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

| | Financial planning elements that have been influenced | Description of influence |
|---|---|---|
| Row 1 | Revenues<br>Direct costs<br>Indirect costs<br>Acquisitions and divestments<br>Access to capital<br>Assets | Revenues: The revenues from our energy-related climate change solutions were sizeable in the last fiscal year. 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 installations. 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 FY21, Flex launched 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 and potential savings. The business opportunity associated with the development of tool-based solutions, such as the CO2 calculator, values at more than $150 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. 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 Sustainability 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 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). |

## C3.4a

**(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

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

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 2020, we exceeded both goals, having implemented energy efficiency initiatives and low-carbon energy installations, leading to an avoidance of over 71,000 MTCO2e.

iii. Examples of our most substantial 2020 climate-related business decisions:

1. We are continuing to execute on our plan to install solar photovoltaic (PV) systems across our sites globally. In 2020, we expanded our solar power generation at our site in Hartberg, Austria, which. produced 600,000 kWh in 2020, resulting in an average $5,300 in savings every month.

2. At one of our sites in the China, we purchased 54K MWh solar 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. For more than a decade, we have worked on hundreds of energy efficiency projects, including installing energy-efficient HVAC systems, solar generation systems, replacing lighting installations with LEDs, and improving maintenance programs and building control systems. In 2020, we avoided more than 71K tonnes of CO2e emissions through our energy efficient projects. We also have deployed over 20MW of solar power generation systems across our portfolio to supplement our power demand with renewable energy.

We strive to reduce the climate impacts of the energy our operations consume and turn to renewable energy sources and reliable off-sets. In 2020, we engaged in a new power purchase agreement in Dongguan, China for renewable energy. We are proud of these achievements at our factories and look forward to

making strong progress towards renewable energy sources within our operations.

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

## C4.1

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

Both absolute and intensity targets

## C4.1a

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

**Target reference number**
Abs 1

**Year target was set**
2020

**Target coverage**
Company-wide

**Scope(s) (or Scope 3 category)**
Scope 2 (market-based)

**Base year**
2019

**Covered emissions in base year (metric tons CO2e)**
878181

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**
100

**Target year**
2030

**Targeted reduction from base year (%)**
50

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**
439090.5

**Covered emissions in reporting year (metric tons CO2e)**
704688

**% of target achieved [auto-calculated]**
39.5119001663666

**Target status in reporting year**
New

**Is this a science-based target?**
Yes, and this target has been approved by the Science-Based Targets initiative

**Target ambition**
1.5°C aligned

**Please explain (including target coverage)**
Flex commits to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. This target was approved by Flex in 2020 and formally approved by SBTi in 2021. The targets covering greenhouse gas emissions from company operations (scopes 1 and 2) are consistent with reductions required to keep warming to 1.5°C.

## C4.1b

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

**Target reference number**
Int 1

**Year target was set**
2016

**Target coverage**
Company-wide

**Scope(s) (or Scope 3 category)**
Scope 1+2 (location-based)

**Intensity metric**
Metric tons CO2e per unit revenue

**Base year**
2016

**Intensity figure in base year (metric tons CO2e per unit of activity)**
0.00003952

**% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure**
100

**Target year**
2020

**Targeted reduction from base year (%)**
10

**Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]**
0.000035568

**% change anticipated in absolute Scope 1+2 emissions**
-12

**% change anticipated in absolute Scope 3 emissions**
0

**Intensity figure in reporting year (metric tons CO2e per unit of activity)**
0.00003066

**% of target achieved [auto-calculated]**
224.19028340081

**Target status in reporting year**
Achieved

**Is this a science-based target?**
No, but we are reporting another target that is science-based

**Target ambition**
<Not Applicable>

**Please explain (including target coverage)**
We have committed to reducing location-based GHG emissions per revenue by 10% by 2020 by implementing energy efficiency initiatives.

## C4.2

**(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
Other climate-related target(s)

## C4.2a

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

**Target reference number**
Low 1

**Year target was set**
2016

**Target coverage**
Company-wide

**Target type: absolute or intensity**
Absolute

**Target type: energy carrier**
Electricity

**Target type: activity**
Production

**Target type: energy source**
Renewable energy source(s) only

**Metric (target numerator if reporting an intensity target)**
MWh

**Target denominator (intensity targets only)**
<Not Applicable>

**Base year**
2016

**Figure or percentage in base year**
25

**Target year**
2020

**Figure or percentage in target year**
33

**Figure or percentage in reporting year**
73

**% of target achieved [auto-calculated]**
600

**Target status in reporting year**
Achieved

**Is this target part of an emissions target?**
Yes, Abs 1

**Is this target part of an overarching initiative?**
No, it's not part of an overarching initiative

**Please explain (including target coverage)**
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. This goal is measured in MW.

## C4.2b

**(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.**

**Target reference number**
Oth 1

**Year target was set**
2020

**Target coverage**
Company-wide

**Target type: absolute or intensity**
Absolute

**Target type: category & Metric (target numerator if reporting an intensity target)**

| | |
|---|---|
| Engagement with customers | Percentage of customers with a science-based target |

**Target denominator (intensity targets only)**
<Not Applicable>

**Base year**
2019

**Figure or percentage in base year**
45

**Target year**
2025

**Figure or percentage in target year**
70

**Figure or percentage in reporting year**
45

**% of target achieved [auto-calculated]**
0

**Target status in reporting year**
New

**Is this target part of an emissions target?**
No

**Is this target part of an overarching initiative?**
Science Based Targets initiative

**Please explain (including target coverage)**
Flex commits to partner with 70% of customers by emissions covering purchased goods and services, capital goods and use of sold products to set science-based targets by 2025.

---

**Target reference number**
Oth 2

**Year target was set**
2020

**Target coverage**
Company-wide

**Target type: absolute or intensity**
Absolute

**Target type: category & Metric (target numerator if reporting an intensity target)**

| | |
|---|---|
| Engagement with suppliers | Percentage of suppliers setting emissions reduction targets |

**Target denominator (intensity targets only)**
<Not Applicable>

**Base year**
2020

**Figure or percentage in base year**
9

**Target year**
2030

**Figure or percentage in target year**
100

**Figure or percentage in reporting year**
9

**% of target achieved [auto-calculated]**
0

**Target status in reporting year**
New

**Is this target part of an emissions target?**
No

**Is this target part of an overarching initiative?**
No, it's not part of an overarching initiative

**Please explain (including target coverage)**
Flex requires 50% of its preferred suppliers to set greenhouse gas emissions reduction targets by 2025, and 100% by 2030

---

## C4.3

**(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

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

| | Number of initiatives | Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *) |
|---|---|---|
| Under investigation | 35 | |
| To be implemented* | 63 | 55 |
| Implementation commenced* | 3 | 472 |
| Implemented* | 559 | 71220 |
| Not to be implemented | 0 | |

## C4.3b

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

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Lighting |

**Estimated annual CO2e savings (metric tonnes CO2e)**
2912

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
587876

**Investment required (unit currency – as specified in C0.4)**
2351763

**Payback period**
4-10 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Heating, Ventilation and Air Conditioning (HVAC) |

**Estimated annual CO2e savings (metric tonnes CO2e)**
12505

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
7132

**Investment required (unit currency – as specified in C0.4)**
149300

**Payback period**
21-25 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Heating, Ventilation and Air Conditioning (HVAC) |

**Estimated annual CO2e savings (metric tonnes CO2e)**
1002

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
169660

**Investment required (unit currency – as specified in C0.4)**
2139519

**Payback period**
11-15 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Insulation |

**Estimated annual CO2e savings (metric tonnes CO2e)**
278

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
40746

**Investment required (unit currency – as specified in C0.4)**
173038

**Payback period**
4-10 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Compressed air |

**Estimated annual CO2e savings (metric tonnes CO2e)**
626

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
122861

**Investment required (unit currency – as specified in C0.4)**
555573

**Payback period**
4-10 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Machine/equipment replacement |

**Estimated annual CO2e savings (metric tonnes CO2e)**
459

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

112362

**Investment required (unit currency – as specified in C0.4)**
779996

**Payback period**
4-10 years

**Estimated lifetime of the initiative**
3-5 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Process optimization |

**Estimated annual CO2e savings (metric tonnes CO2e)**
26321

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
4807523

**Investment required (unit currency – as specified in C0.4)**
2898006

**Payback period**
<1 year

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Insulation |

**Estimated annual CO2e savings (metric tonnes CO2e)**
7829

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
786

**Investment required (unit currency – as specified in C0.4)**
3000

**Payback period**
1-3 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in buildings | Other, please specify (sensors) |

**Estimated annual CO2e savings (metric tonnes CO2e)**
39

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
8186

**Investment required (unit currency – as specified in C0.4)**
159169

**Payback period**
16-20 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Machine/equipment replacement |

**Estimated annual CO2e savings (metric tonnes CO2e)**
1594

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
310456

**Investment required (unit currency – as specified in C0.4)**
832931

**Payback period**
1-3 years

**Estimated lifetime of the initiative**
3-5 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Low-carbon energy consumption | Solar PV |

**Estimated annual CO2e savings (metric tonnes CO2e)**
582

**Scope(s)**
Scope 2 (market-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
131110

**Investment required (unit currency – as specified in C0.4)**
2593041

**Payback period**
16-20 years

**Estimated lifetime of the initiative**
21-30 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Motors and drives |

**Estimated annual CO2e savings (metric tonnes CO2e)**
63

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
11284

**Investment required (unit currency – as specified in C0.4)**
6900

**Payback period**
<1 year

**Estimated lifetime of the initiative**

6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Machine/equipment replacement |

**Estimated annual CO2e savings (metric tonnes CO2e)**
4220

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
540

**Investment required (unit currency – as specified in C0.4)**
0

**Payback period**
No payback

**Estimated lifetime of the initiative**
3-5 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Company policy or behavioral change | Resource efficiency |

**Estimated annual CO2e savings (metric tonnes CO2e)**
974

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
131821

**Investment required (unit currency – as specified in C0.4)**
0

**Payback period**
No payback

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Company policy or behavioral change | Resource efficiency |

**Estimated annual CO2e savings (metric tonnes CO2e)**
2698

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
607

**Investment required (unit currency – as specified in C0.4)**
0

**Payback period**
No payback

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Low-carbon energy generation | Solar heating and cooling |

**Estimated annual CO2e savings (metric tonnes CO2e)**
56

**Scope(s)**
Scope 2 (market-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
10534

**Investment required (unit currency – as specified in C0.4)**
4855

**Payback period**
<1 year

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Process optimization |

**Estimated annual CO2e savings (metric tonnes CO2e)**
8148

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
112560

**Investment required (unit currency – as specified in C0.4)**
100411

**Payback period**
<1 year

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Energy efficiency in production processes | Machine/equipment replacement |

**Estimated annual CO2e savings (metric tonnes CO2e)**
911

**Scope(s)**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
7606

**Investment required (unit currency – as specified in C0.4)**
20541

**Payback period**
1-3 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

---

**Initiative category & Initiative type**

| | |
|---|---|
| Non-energy industrial process emissions reductions | Process equipment replacement |

**Estimated annual CO2e savings (metric tonnes CO2e)**
3

**Scope(s)**
Scope 2 (location-based)

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
1750

**Investment required (unit currency – as specified in C0.4)**
11500

**Payback period**
4-10 years

**Estimated lifetime of the initiative**
6-10 years

**Comment**

## C4.3c

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

| 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 marked the last year of 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 o f local communities by volunteering their time and expertise. This program contributes to our Flex 20 by 2020 environmental and community goals. Additionally, each year, Flex participates in a Bike to Work competition in Tczew, Poland aimed to reduce CO2 emissions and encourage citizens to use more bike than cars. In 2020, Flex won the award for the best bicycle investment and company bike to work program. |
| 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. |

## C4.5

**(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

**(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.**

**Level of aggregation**
Group of products

**Description of product/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.

**Are these low-carbon product(s) or do they enable avoided emissions?**
Low-carbon product and avoided emissions

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**
Climate Bonds Taxonomy

**% revenue from low carbon product(s) in the reporting year**
5.12

**% of total portfolio value**
<Not Applicable>

**Asset classes/ product types**
<Not Applicable>

**Comment**
The use of our solar PV products allows other organizations to avoid Scope 2 emissions because electricity from solar panels has zero emissions.

# C5. Emissions methodology

## C5.1

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

**Scope 1**

**Base year start**
January 1 2016

**Base year end**
December 31 2016

**Base year emissions (metric tons CO2e)**
73527

**Comment**
\

**Scope 2 (location-based)**

**Base year start**
January 1 2016

**Base year end**
December 31 2016

**Base year emissions (metric tons CO2e)**
865993

**Comment**

**Scope 2 (market-based)**

**Base year start**
January 1 2016

**Base year end**
December 31 2016

**Base year emissions (metric tons CO2e)**
857097

**Comment**

## C5.2

**(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
The Greenhouse Gas Protocol: Scope 2 Guidance

# C6. Emissions data

## C6.1

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

**Reporting year**

**Gross global Scope 1 emissions (metric tons CO2e)**
76427

**Start date**
<Not Applicable>

**End date**
<Not Applicable>

**Comment**

## C6.2

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

**Row 1**

**Scope 2, location-based**
We are reporting a Scope 2, location-based figure

**Scope 2, market-based**
We are reporting a Scope 2, market-based figure

**Comment**

## C6.3

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

**Reporting year**

**Scope 2, location-based**
639217

**Scope 2, market-based (if applicable)**
628261

**Start date**
<Not Applicable>

**End date**
<Not Applicable>

**Comment**

## C6.4

**(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

## C6.5

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

**Purchased goods and services**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
5420078

**Emissions calculation methodology**
Purchased goods and services cradle-to-gate emissions are calculated by combining Flex's total 2020 spend data into sector categories. The spend in each category is multiplied by sector-specific emission factors (kg CO2e per 2018 US dollar) from the U.S. EPA Supply Chain GHG Emission Factors for US Industries and Commodities (US EEIO). GWPs are IPCC Second Assessment Report (SAR - 100 year).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
0

**Please explain**

**Capital goods**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
218920

**Emissions calculation methodology**
Capital goods cradle-to-gate emissions are calculated by combining Flex's total 2020 spend data into sector categories. The spend in each category is multiplied by sector-specific emission factors (kg CO2e per 2018 US dollar) from the U.S. EPA Supply Chain GHG Emission Factors for US Industries and Commodities (US EEIO). GWPs are IPCC Second Assessment Report (SAR - 100 year).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
0

**Please explain**

**Fuel-and-energy-related activities (not included in Scope 1 or 2)**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
153325

**Emissions calculation methodology**
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).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100

**Please explain**

**Upstream transportation and distribution**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
230715

**Emissions calculation methodology**
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.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100

**Please explain**

**Waste generated in operations**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
26249

**Emissions calculation methodology**
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 EHS site representatives. 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).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100

**Please explain**

**Business travel**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
4692

**Emissions calculation methodology**
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).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100

**Please explain**

### Employee commuting

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
95110

**Emissions calculation methodology**
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. 2020 commuting emissions were adjusted by reducing the emissions in proportion to the percentage of employees that worked from home in 2020 due to the Coronavirus Pandemic. Note, the majority of Flex's employees are direct labor, that largely continued working at Flex sites in 2020.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).

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
0

**Please explain**

### Upstream leased assets

**Evaluation status**
Not relevant, explanation provided

**Metric tonnes CO2e**
<Not Applicable>

**Emissions calculation methodology**
<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>

**Please explain**
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 upstream leased assets constitute 0% of our scope 3 emissions.

### Downstream transportation and distribution

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
12143

**Emissions calculation methodology**
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.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100

**Please explain**

### Processing of sold products

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
35

**Emissions calculation methodology**
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 that require additional processing 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. Data on number of sold products was collected for a subset of all sold products; emissions were then adjusted based on the revenue of sold products with data vs all sold products. Emissions are calculated from this electricity and are from EPA's eGRID2019 US Average emission factors.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
0

**Please explain**

### Use of sold products

#### Evaluation status
Relevant, calculated

#### Metric tonnes CO2e
28206764

#### Emissions calculation methodology
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 actual Flex data. 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. Data on number of sold products was collected for a subset of all sold products; emissions were then adjusted based on the revenue of sold products with data vs all sold products Emissions are calculated from this electricity and are from EPA's eGRID2019 US Average emission factors.

#### Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

#### Please explain

### End of life treatment of sold products

#### Evaluation status
Relevant, calculated

#### Metric tonnes CO2e
5266

#### Emissions calculation methodology
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 actual Flex data. 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. Data on number of sold products was collected for a subset of all sold products; emissions were then adjusted based on the revenue of sold products with data vs all sold 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).

#### Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

#### Please explain

### Downstream leased assets

#### Evaluation status
Not relevant, explanation provided

#### Metric tonnes CO2e
<Not Applicable>

#### Emissions calculation methodology
<Not Applicable>

#### Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

#### Please explain
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

#### Evaluation status
Not relevant, explanation provided

#### Metric tonnes CO2e
<Not Applicable>

#### Emissions calculation methodology
<Not Applicable>

#### Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

#### Please explain
We do not have franchises; therefore, emissions from franchises are not relevant for us and constitute 0% of our scope 3 emissions.

**Investments**

**Evaluation status**
Relevant, calculated

**Metric tonnes CO2e**
11549

**Emissions calculation methodology**
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.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
0

**Please explain**

**Other (upstream)**

**Evaluation status**

**Metric tonnes CO2e**
<Not Applicable>

**Emissions calculation methodology**
<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>

**Please explain**

**Other (downstream)**

**Evaluation status**

**Metric tonnes CO2e**
<Not Applicable>

**Emissions calculation methodology**
<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>

**Please explain**

## C6.7

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

## C6.7a

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

| | CO2 emissions from biogenic carbon (metric tons CO2) | Comment |
|---|---|---|
| Row 1 | 3.58 | |

## C6.10

**(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**
0.00003066

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**
715644

**Metric denominator**
unit total revenue

**Metric denominator: Unit total**
23343000000

**Scope 2 figure used**
Location-based

**% change from previous year**
7

**Direction of change**
Decreased

**Reason for change**
Scope 1 and 2 location-based gross emissions decreased by 13%. The 6% decrease in revenue from 2019 result in an overall 7% 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 559 implemented emission reduction activities. These emission reduction activities saved over 71,000 metric tons CO2e in 2020.

# C7. Emissions breakdowns

## C7.1

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

## C7.1a

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

| Greenhouse gas | Scope 1 emissions (metric tons of CO2e) | GWP Reference |
|---|---|---|
| CO2 | 71596 | IPCC Fourth Assessment Report (AR4 - 100 year) |
| CH4 | 38 | IPCC Fourth Assessment Report (AR4 - 100 year) |
| N2O | 70 | IPCC Fourth Assessment Report (AR4 - 100 year) |
| HFCs | 4723 | IPCC Fourth Assessment Report (AR4 - 100 year) |

## C7.2

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

| Country/Region | Scope 1 emissions (metric tons CO2e) |
|---|---|
| China | 6288 |
| Mexico | 35556 |
| Malaysia | 2238 |
| United States of America | 11724 |
| Other, please specify (Rest of the world) | 20621 |

## C7.3

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

## C7.3c

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

| Activity | Scope 1 emissions (metric tons CO2e) |
|---|---|
| Stationary Combustion | 67444 |
| Mobile Combustion | 4260 |
| Fugitive Emissions | 4723 |

## C7.5

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

| 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 | 245236 | 269430 | 400273 | 54870 |
| Mexico | 92115 | 100174 | 201875 | 0 |
| Malaysia | 95887 | 82072 | 144867 | 0 |
| United States of America | 64846 | 51308 | 162257 | 10021 |
| Other, please specify (Rest of the world) | 141133 | 125277 | 361835 | 9327 |

## C7.6

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

By activity

## C7.6c

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

| Activity | Scope 2, location-based (metric tons CO2e) | Scope 2, market-based (metric tons CO2e) |
|---|---|---|
| Purchased Electricity | 636083 | 625127 |
| Purchased Steam | 3134 | 3134 |

## C7.9

**(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?**

Decreased

## C7.9a

**(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.**

| | Change in emissions (metric tons CO2e) | Direction of change | Emissions value (percentage) | Please explain calculation |
|---|---|---|---|---|
| Change in renewable energy consumption | 54463 | Decreased | 6 | 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 54,463 metric tons CO2e, divided by our total reported emissions in the previous year of 878,181 metric tons CO2e gives a 6% reduction (-54,463/878,181)*100 = -6%.) |
| Other emissions reduction activities | 71220 | Decreased | 8 | Flex implements energy efficiency projects resulting in a market-based emission reduction of 71,220 metric tons CO2e, divided by our total reported emissions in the previous year of 878,181 metric tons CO2e gives an 8% reduction (-71,220/878,181)*100 = -8%.) |
| Divestment | | <Not Applicable> | | |
| Acquisitions | | <Not Applicable> | | |
| Mergers | | <Not Applicable> | | |
| Change in output | | <Not Applicable> | | |
| Change in methodology | 47809 | Decreased | 5 | Improved data quality and more supplier-specific emission factors, as well as a greener grid have contributed to a decrease of emissions. resulted in a 5% reduction in market-based emissions. The reduction was 47,809 metric tons CO2e, divided by our total reported emissions in the previous year of 878,181 metric tons CO2e gives a 5% reduction (-47,809/878,181)*100 = -5%.) |
| Change in boundary | | <Not Applicable> | | |
| Change in physical operating conditions | | <Not Applicable> | | |
| Unidentified | | <Not Applicable> | | |
| Other | | <Not Applicable> | | |

### C7.9b

**(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?**

Market-based

## C8. Energy

### C8.1

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

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

### C8.2

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

| | Indicate whether your organization undertook this energy-related activity in the reporting year |
|---|---|
| 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

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

| | Heating value | MWh from renewable sources | MWh from non-renewable sources | Total (renewable and non-renewable) MWh |
|---|---|---|---|---|
| Consumption of fuel (excluding feedstock) | HHV (higher heating value) | 15 | 383309 | 383324 |
| Consumption of purchased or acquired electricity | <Not Applicable> | 74218 | 1189190 | 1263408 |
| Consumption of purchased or acquired heat | <Not Applicable> | <Not Applicable> | <Not Applicable> | <Not Applicable> |
| Consumption of purchased or acquired steam | <Not Applicable> | 0 | 7699 | 7699 |
| Consumption of purchased or acquired cooling | <Not Applicable> | <Not Applicable> | <Not Applicable> | <Not Applicable> |
| Consumption of self-generated non-fuel renewable energy | <Not Applicable> | 21824 | <Not Applicable> | 21824 |
| Total energy consumption | <Not Applicable> | 96058 | 1580198 | 1676256 |

## C8.2b

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

| | 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

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

**Fuels (excluding feedstocks)**
Natural Gas

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
342591

**MWh fuel consumed for self-generation of electricity**
24771

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
145102

**Emission factor**
117

**Unit**
lb CO2e per million Btu

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Fuel Oil Number 2

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
10619

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**
164

**Unit**
lb CO2e per million Btu

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Liquefied Petroleum Gas (LPG)

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
14051

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**
139

**Unit**
lb CO2e per million Btu

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Bioethanol

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
15

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**
13

**Unit**
lb CO2 per gallon

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Jet Kerosene

**Heating value**

HHV (higher heating value)

**Total fuel MWh consumed by the organization**
1078

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**
22

**Unit**
lb CO2e per gallon

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Motor Gasoline

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
10573

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**
19

**Unit**
lb CO2 per gallon

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

---

**Fuels (excluding feedstocks)**
Diesel

**Heating value**
HHV (higher heating value)

**Total fuel MWh consumed by the organization**
4397

**MWh fuel consumed for self-generation of electricity**
0

**MWh fuel consumed for self-generation of heat**
0

**MWh fuel consumed for self-generation of steam**
<Not Applicable>

**MWh fuel consumed for self-generation of cooling**
<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**
0

**Emission factor**

23

**Unit**
lb CO2 per gallon

**Emissions factor source**
Center for Corporate Climate Leadership GHG Emission Factors Hub

**Comment**

## C8.2d

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

| | 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) |
|---|---|---|---|---|
| Electricity | 91845 | 91845 | 21824 | 21824 |
| Heat | 0 | 0 | 0 | 0 |
| Steam | 0 | 0 | 0 | 0 |
| Cooling | 0 | 0 | 0 | 0 |

## C8.2e

**(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.**

**Sourcing method**
Power purchase agreement (PPA) with a grid-connected generator with energy attribute certificates

**Low-carbon technology type**
Wind

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**
United States of America

**MWh consumed accounted for at a zero emission factor**
10021

**Comment**

---

**Sourcing method**
Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

**Low-carbon technology type**
Solar

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**
China

**MWh consumed accounted for at a zero emission factor**
54870

**Comment**

---

**Sourcing method**
Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

**Low-carbon technology type**
Hydropower

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**
Austria

**MWh consumed accounted for at a zero emission factor**
8999

**Comment**

---

**Sourcing method**
Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

**Low-carbon technology type**
Hydropower

**Country/area of consumption of low-carbon electricity, heat, steam or cooling**
Netherlands

**MWh consumed accounted for at a zero emission factor**
328

**Comment**

---

# C9. Additional metrics

## C9.1

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

# C10. Verification

## C10.1

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

| | 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

**(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**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/ section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

## C10.1b

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

**Scope 2 approach**
Scope 2 location-based

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/ section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

**Scope 2 approach**
Scope 2 market-based

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/ section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

## C10.1c

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

**Scope 3 category**
Scope 3: Purchased goods and services

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Capital goods

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Upstream transportation and distribution

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Waste generated in operations

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Business travel

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Employee commuting

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Downstream transportation and distribution

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Processing of sold products

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Use of sold products

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: End-of-life treatment of sold products

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

---

**Scope 3 category**
Scope 3: Investments

**Verification or assurance cycle in place**
Annual process

**Status in the current reporting year**
Complete

**Type of verification or assurance**
Limited assurance

**Attach the statement**
DNV Assurance Statement.pdf

**Page/section reference**
Whole document

**Relevant standard**
ISAE3000

**Proportion of reported emissions verified (%)**
100

## C10.2

**(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

**(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) | ISAE3000 | The 2020 vs 2019 change in scope 1 and scope 2 emissions were verified. |
| C6. Emissions data | Year on year change in emissions (Scope 3) | ISAE3000 | The 2020 vs 2019 change in scope 3 emissions were verified for Fuel- and Energy-Related Activities, Waste, and Business Travel |
| C8. Energy | Energy consumption | ISAE3000 | The total energy consumed in 2020 was verified. |
| C8. Energy | Other, please specify (Use of renewable energy (MW)) | ISAE3000 | The use of renewable energy (MW) in 2020 was verified. |

# C11. Carbon pricing

## C11.1

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

## C11.1a

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

## C11.1b

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

**Shenzhen pilot ETS**

**% of Scope 1 emissions covered by the ETS**
0.4

**% of Scope 2 emissions covered by the ETS**
6

**Period start date**
January 1 2020

**Period end date**
December 31 2020

**Allowances allocated**
39860

**Allowances purchased**
0

**Verified Scope 1 emissions in metric tons CO2e**
297

**Verified Scope 2 emissions in metric tons CO2e**
35562

**Details of ownership**
Facilities we own and operate

**Comment**

## C11.1d

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

Flex Shenzhen is strategically located in a city which is also known as “Silicon Valley” of China and the pioneer city of China’s economy. Our three manufacturing sites in Gushu, Fuyong and Shiyan and two offices in Nanshan (R&D and Global Business Services) offer complete technology and supply chain solutions to our internal and external customers across multiple industries. 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. As a case study, in FY21, we continued to apply our strategy through significant conservation and efficiency efforts throughout our Fuyong facility. We continuously measure and monitor our emissions to ensure that we have not exceeded the set emissions limit (Balance: 9042), while, at the same time, implementing continuous energy saving kaizen, energy efficiency techniques. In the past year we have implemented the following initiatives: (1) Installed the CDA SMART control system; (2) Updated the cooling tower and relocated it to the B2 plant; (3) Installed the CDA waste heat utilization system; (4) Held an electricity saving kaizen for split air conditioners for canteen purposes; (5) Added timers to lighting, washing machines, water dispensers, and other electrical facilities. Under this strategy, Flex has remained compliant with the Shenzhen pilot ETS since 2013 and greatly reduced its energy consumption and emissions output.

## C11.2

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

## C11.2a

**(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**
Credit purchase

**Project type**
Hydro

**Project identification**
Start serial number: BR5823197161104676 End serial number: BR5823209481104676

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
1233

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
1233

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

**Credit origination or credit purchase**
Credit purchase

**Project type**
Wind

**Project identification**
Start serial number: CN511038401032208273 End serial number: CN511038513302208273

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
11228

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
11228

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

---

**Credit origination or credit purchase**
Credit purchase

**Project type**
Hydro

**Project identification**
Start serial number: CN510953409872201966 End serial number: CN510953481812201966

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
7195

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
7195

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

---

**Credit origination or credit purchase**
Credit purchase

**Project type**
Hydro

**Project identification**
Start serial number: CR510254121104988 End serial number: CR510274911104988

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
2080

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
2080

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

---

**Credit origination or credit purchase**
Credit purchase

**Project type**
Wind

**Project identification**
Start serial number: IN5186472777110267 End serial number: IN5186481976110267

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
9200

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
9200

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

---

**Credit origination or credit purchase**
Credit purchase

**Project type**
Wind

**Project identification**
Start serial number: PH533084362207980 End serial number: PH533094352207980

**Verified to which standard**
CDM (Clean Development Mechanism)

**Number of credits (metric tonnes CO2e)**
1000

**Number of credits (metric tonnes CO2e): Risk adjusted volume**
1000

**Credits cancelled**
Yes

**Purpose, e.g. compliance**
Voluntary Offsetting

---

### C11.3

**(C11.3) Does your organization use an internal price on carbon?**
No, and we do not currently anticipate doing so in the next two years

## C12. Engagement

### C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**
Yes, our suppliers
Yes, our customers
Yes, other partners in the value chain

### C12.1a

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

**Type of engagement**
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**

**Rationale for the coverage of your engagement**
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 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**

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 screening, self-assessment questionnaires, onsite audits and supplier trainings, 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: 637 new global suppliers screened using RBA tool, 26% increase in supplier due diligence assessments from previous year, 456 completed social and environmental assessments, 58 trained and certified Flex social and environmental supplier auditors (a 12% increase from the previous year), and 551 suppliers trained on social and environmental / RBA requirements. Due to the COVID-19 pandemic, we halted our hiring through labor agencies in 2020, which decreased our usual number of agency audits. We also pivoted to conduct more of our supplier audits remotely. Throughout last year, we conducted 136 initial audits (including 62 remote and 74 onsite) and 64 follow-up audits (including 59 remote, 5 onsite) focused on suppliers located in high-risk regions.

**Comment**

---

**Type of engagement**
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**

**Rationale for the coverage of your engagement**
We convey our requirements to suppliers through due diligence assessments, on-site audits, and social and environmental training. In 2020, our supplier due diligence assessments increased by 26% from 2019, totaling almost 2,500 completed social and environmental assessments. We screen new global suppliers by auditing health and safety, environmental, business ethics and management systems data, using Elevate Limited, a tool provided by the RBA. In 2020, we conducted 136 initial audits and 64 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 2020, 1,153 attendees, representing 551 suppliers, received training on our social and environmental expectations for suppliers, our Supply Chain Social and Environmental Management Program, and the updated RBA standards, due to COVID-19 most of the training were conducted online. 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**
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 2020, Flex conducted an onsite training in Chennai, India and rest of the trainings were conducted online for Asia, Europe and Americas regions. We expanded our supplier training efforts to reach 551 suppliers and 1153 supplier personnel – nearly doubling the total number of suppliers that completed training since 2019. 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, total more than 4,600 personnel, have been trained on the Flex and RBA social and environmental standards. Flex measures of success include: manufacturers and on-site service providers that were trained throughout the year, the number of due diligence assessments, and completed onsite and follow-up audits. In 2020, 1,153 personnel were trained, a 41% percent increase in suppliers trained from previous year. Chennai, India was the only on-site location where a training was held, due to COVID-19. We also conducted 456 due diligence assessments and 637 new global supplier screenings. Due to the COVID-19 pandemic, we halted our hiring through labor agencies in 2020, which decreased our usual number of agency audits. We also pivoted to conduct more of our supplier audits remotely. Throughout last year, we conducted 136 initial audits (including 62 remote and 74 onsite) and 64 follow-up audits (including 59 remote, 5 onsite) focused on suppliers located in high-risk regions.

**Comment**

---

**Type of engagement**
Compliance & onboarding

**Details of engagement**
Included climate change in supplier selection / management mechanism

**% of suppliers by number**
3

**% total procurement spend (direct and indirect)**
36.3

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

**Rationale for the coverage of your engagement**
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 2020, there were 502 suppliers in our PSP, of which 88% 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**
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)88% of PSP suppliers assessed, (2)42% spend represented by PSP suppliers, (3) 441 PSL suppliers completing our SAQ, (4) conducted 136 initial audits (including 62 remote and 74 onsite), (5) and 64 follow-up audits (including 59 remote, 5 onsite).

**Comment**

---

**Type of engagement**
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)**
0

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

**Rationale for the coverage of your engagement**
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**
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

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

**Type of engagement**
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

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

**Portfolio coverage (total or outstanding)**
<Not Applicable>

**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 enabled Flex to adapt the CO2 tool and launch it in 2021 for the broader market.

**Impact of engagement, including measures of success**
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. Our measures of success: (1) In 2020, Flex received Frost and Sullivan's 2020 Manufacturing Leadership Award for Sustainability Leadership, for the third consecutive year, (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 innovative work of Sinctronics, Flex's funded company, received Frost and Sullivan's 2020 Manufacturing Leadership Award for Sustainability Leadership. Sinctronics uses reverse logistics and repair and refurbishment of a range of electronic devices to transform e-waste into raw materials, resulting in 97% 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% on energy over normal plastics production, and an 82% 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 launch 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 calculator to develop more informed decisions and prioritize their carbon reduction measures; (4) Our circular economy services represent an opportunity to help our customers reduce CO2e impacts associated with their products. In 2020, 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**
Collaboration & innovation

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

**% of customers by number**
5

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

**Portfolio coverage (total or outstanding)**
<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**
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**
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**
Education/information 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

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

**Portfolio coverage (total or outstanding)**
<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**
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. These events were suspended in 2020 due to the COVID-19 pandemic. 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 covered 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 look forward to hosting in-person events, such as curated and guided tours for customers at our customer innovation centers, in the future.

**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

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

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 a case study, 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 2020, key topics included environmental performance, working hours and conditions, social and environmental supply chain management, local communities, integrity/ethics, company performance, regulatory compliance and adherence to RBA standards, among others. Through our 2020 materiality assessment process, we identified, among other issues, energy, water, emissions, effluents and waste, 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 2020, we achieved an Ecovadis Platinum CSR Rating, and an "A-" score for our CDP 2020 Climate Change response. In 2020, for the fifth 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.

Regarding employee-specific engagement, each year, Flex participates in a Bike to Work competition in Tczew, Poland aimed to reduce CO2 emissions and encourage citizens to use more bike than cars. In 2020, Flex won the award for the best bicycle investment and company bike-to-work program.

We ensure that our supply chain partners uphold the same high standards we hold ourselves to, and we rigorously assess both our material suppliers and our labor agents. Since 2015, we have performed social and environmental on-site audits with our major labor agents in China. In recent years, we have extended these audits to other regions in Southeast Asia, Europe and South America. Agents are approved or rejected as Flex partners with suppliers based on their audit results, and only approved agents can conduct business with our organization. The most common issues found during these audits are related to payroll accuracy and transparency. Due to the COVID-19 pandemic, we halted our hiring through labor agencies in 2020, which decreased our usual number of agency audits.

## C12.3

**(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?**

Direct engagement with policy makers

Trade associations

## C12.3a

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

| Focus of legislation | Corporate position | Details of engagement | Proposed legislative solution |
|---|---|---|---|
| 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 | 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 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." | 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 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. |
| Clean energy generation | Oppose | In 2020, the founder and CEO of NEXTracker provided testimony to the House Committee on Natural Resources Subcommittee on Energy and Mineral Resources against the Bureau of Land Management's current Competitive Processes, Terms, and Conditions for Leasing Public Land for Solar and Wind Energy Development, which undermines the goals for renewable deployment in all respects: "Under this rule, the total rents charged for solar projects are now up to10 times higher than fair market value, in violation of FLPMA. BLM's policies require large prepayments prior to securing complete project entitlements and onerous "megawatt capacity fees." Because solar and wind projects do not extract minerals like other energy sources, BLM should instead rent land for these projects at similar costs to grazing. The Competitive Leasing Rule also instituted a nonsensical auction process for designated Solar Energy Zones, eliminating the popular first-in-line priority application process, resulting in only one successful leasing process in 4 years. Finally, the Competitive Leasing Rule can result in large fluctuations in rent bills for renewable energy projects, as the rental rates are adjusted every 5 years, even for operational projects. The unpredictability of this system threatens to bankrupt existing projects and pushes new solar investment onto private lands." | The Competitive Leasing Rule must be addressed, this time taking into consideration the input of leading clean energy developers. BLM should craft a policy that meets the unique economics of solar projects, complies with FLPMA, incentivizes smart solar energy development on federal lands, and generates millions of dollars in revenues to the American people. There is bipartisan support to fix the broken process at BLM and we urge action to make these sites affordable in a timely way for solar and wind development. In addition to the above actions, the testimony also recommended the following solutions to further incentivize the growth of solar in the U.S.: • Implementing Direct Pay or refundability to address the issue of limited tax equity available to the Investment Tax Credit, the only federal support for solar, due to the COVID-19 pandemic. • Maintaining the current level of the ITC for several years before the scheduled step down to allow the industry to take full advantage as Congress intended • Curtailing or radically reducing the 201 and 301 tariffs when safe solar installation activities outdoors can compensate for job losses in other sectors • Reforming recent FERC action that unnecessarily added uncertainty and red tape to a previously successful program, to ensure free market supporting commissioners are appointed without an agenda to subsidize obsolete and polluting industries • Increasing the federal procurement of renewable power by setting targets for deferral agencies and facilities and enabling agencies to enter into long-term power purchase agreements |

## C12.3b

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

Yes

## C12.3c

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

**Trade association**

Silicon Valley Leadership Group

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

The Silicon Valley Leadership Group (SVLG) aims to develop, promote, pass, and implement policy initiatives in the tech industry that benefit our members and their employees. According to the SVLG website: "The Climate and Energy Policy team is focused on supporting policies and legislation that encourages the development of solutions to environmental challenges. Our top policy priorities are the climate crisis; water supply reliability, infrastructure improvement, and reliable, high-quality, environmentally responsible and competitively-priced energy." SVLG supports a range of climate-related legislation including, but not limited to, the CA Electric Vehicle Charging Stations and Rental Property Bill (AB 1796), the Clean Truck Act (AB 2061), the Zero-Emissions Buildings (AB 3232), etc.

**How have you influenced, or are you attempting to influence their position?**

As a leading member of the global tech industry, Flex supports public policy that encourages the innovative solutions to tackle climate change. The CEO of Flex participated in SVLG's 'Inclusive conversations' series at its 2020 Annual Virtual Forum on running a $24 billion global company, the boardrooms of Uber, and Catalyst as well as the lessons learned about identity when playing among the pinnacles of power in Silicon Valley. Flex has participated in the Climate and Energy committee whose focus has been to educate California state legislators regarding clean and renewable energy and advocate for increased accessibility. Flex also has a representative who sits on the

SVLG Foundation Board of Directors. The Foundation's mission is to raise funds to improve the quality of life for underserved populations by supporting NGOs in the areas of food security, healthcare, education, and community engagement.

**Trade association**
Business Roundtable

**Is your position on climate change consistent with theirs?**
Consistent

**Please explain the trade association's position**
From the Business RoundTable's (BRT) website, BRT "supports policies that build on America's strengths in technology and energy diversity, encourage investment and innovation in our nation's vibrant energy sector, and preserve environmental quality for the 21st century and beyond." BRT states that "Through a strong commitment to environmental sustainability, a focus on renewing America's energy infrastructure for both traditional and renewable resources, and support for regulations that balance environmental and economic needs, Business Roundtable is dedicated to unlocking our nation's energy potential in a manner that benefits all Americans. Elevating energy efficiency and environmental responsibility is not only good for the planet, it's good for business and our nation's economy." "For over a decade, Business Roundtable CEOs have been a leading voice in the business community on sustainability. However, policymakers and the public are often still unaware that large U.S. companies have implemented environmentally sustainable practices across their businesses, directly contributing to positive environmental and economic outcomes. The Business Roundtable has launched a public campaign to foster greater awareness of our members' contribution to sustainability. U.S. businesses are making a positive impact toward sustainable outcomes, which can be seen across major trends such as: • Driving Efficiency, Reuse, and Recycling • Advancing Renewable Energy • Reducing Carbon Emissions • Growing Sustainable Investment"

**How have you influenced, or are you attempting to influence their position?**
As a member of the Business Roundtable, Flex's CEO contributes to BRT's by embracing environmentally sustainable practices access their business. Flex's CEO also encourages other CEOs to join: "Join me in this growing global community to help create more inclusive, diverse workplaces. Step outside of your safety bubbles and dare to advocate for someone who is cut from a cloth that is altogether different from your own. Find a way to sponsor people, stand up for women and minorities so we can see real change happen."

**Trade association**
Original Equipment Suppliers Association

**Is your position on climate change consistent with theirs?**
Consistent

**Please explain the trade association's position**
The Original Equipment Suppliers Association (OESA) has a stated mission "to champion the business interests of automotive original equipment (OE) suppliers. The Association addresses issues of common concern and advocates on behalf of the supplier community. One of the topics of the Policy agenda is Technology, Innovation & Sustainability. Motor vehicle suppliers are leading the way in sustainability and the new development of new vehicle"

**How have you influenced, or are you attempting to influence their position?**
Flex participates in OESA as a Supplier Member

## C12.3f

**(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?**

Flex has strong environmental commitments to its stakeholders including customers, investors and employees. As such, Flex hopes to bring a unique and important perspective to bear on policy issues that impact the economy and the environment and, we try to improve business and living conditions in the area. As per our Code of Business Conduct and Ethics, we do not make contributions to and spending for political campaigns, political organizations, lobbyists or lobbying organizations. We are members of many trade organizations across the various areas of our business. Our participation in these organizations is to understand various regulations and to drive compliance across Flex, not to influence policies.

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

We joined Ellen MacArthur Foundation to accelerate the transition to a circular economy. Through this active participation, we ensure our external engagements are consistent with our company strategy, including our climate change strategy.

## C12.4

**(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**
In mainstream reports

**Status**
Complete

**Attach the document**
FLEX002_ANNUAL_REPORT_2021_Bookmarked_Final.pdf

**Page/Section reference**
Pages 18-29

**Content elements**
Governance
Strategy
Risks & opportunities
Emission targets
Other metrics

**Comment**

---

**Publication**
In voluntary sustainability report

**Status**
Complete

**Attach the document**
flex-2021-sustainability-report.pdf

**Page/Section reference**
All

**Content elements**
Strategy
Emissions figures
Emission targets
Other metrics

**Comment**

---

**Publication**
In voluntary communications

**Status**
Complete

**Attach the document**
Our sustainability _ Flex.pdf

**Page/Section reference**
Entirety of page

**Content elements**
Strategy
Other metrics

**Comment**

---

**Publication**
In mainstream reports

**Status**
Complete

**Attach the document**
FLEX002_PROXY_2021_Bookmarked_Final.pdf

**Page/Section reference**
Pages 18-29

**Content elements**
Governance
Strategy
Risks & opportunities
Other metrics

**Comment**

---

# C15. Signoff

## C-FI

**(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.**

## C15.1

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

| | Job title | Corresponding job category |
|---|---|---|
| Row 1 | Chief Executive Officer (CEO) | Chief Executive Officer (CEO) |