flex

2026 Sustainability Report





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Forward-looking statements

This report contains forward-looking statements within the meaning of U.S. securities laws. Statements other than historical or current facts, including statements regarding our future business performance, sustainability strategy, priorities, plans, goals, targets, ambitions, expected progress, anticipated financial effects, and related timeframes, are forward-looking statements.

Forward-looking statements are based on current expectations, assumptions, estimates, and judgments as of the date of this report, and are subject to risks, uncertainties, and changes in circumstances that may cause actual results to differ materially from those expressed or implied. These statements may relate, among other things, to the availability and performance of technologies, regulatory developments, market conditions, energy and supply-chain transitions, data availability and quality, and other factors affecting the execution of our strategy and sustainability objectives. Any references to the planned spin-off, including its timing and the leadership of each company following the separation, are forward-looking and remain subject to applicable approvals and completion of the spin-off.

Words and phrases such as "will," "may," "believe," "expect," "intend," "plan," "estimate," "target," "goal," "aim," "on track," "working to," "seek," "continue," and similar expressions are intended to identify such forward-looking statements. Forward-looking statements are not guarantees of future performance and should not be read as assurances that the outcomes described will be achieved.

Important factors that could cause actual results to differ materially are described in Item 1A, "Risk Factors," and Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations," in our Annual Report on Form 10-K for the fiscal year ended March 31, 2026, and in our subsequent filings with the U.S. Securities and Exchange Commission. We undertake no obligation to update any forward-looking statements, which speak only as of the date they are made.



About this report and external alignment

This 2026 Sustainability Report covers Flex's global sustainability performance for calendar year 2025, from January 1, 2025, through December 31, 2025, unless otherwise stated. Flex Ltd. is incorporated in the Republic of Singapore (Co. Reg. No. 199002645H), headquartered in Austin, Texas, U.S.A., and publicly traded on NASDAQ (FLEX). We have significant operations[1] in Mexico, China, Malaysia, and the U.S.A., which we define by fiscal year revenue. A list of our operating locations is on our website.

Our financial statements are reported in our Annual Report and include the accounts of Flex and its majority-owned subsidiaries but do not include statements of the Flex Foundation, a private, non-profit organization that supports philanthropic initiatives, unless noted. Our annual financial disclosures are reported based on our fiscal years, while our sustainability disclosures are reported based on calendar years due to our data collection processes[2]. Our sustainability disclosures align with external frameworks, including the GRI Standards, United Nations (UN) Sustainable Development Goals (SDGs), the Sustainable Accounting Standards Board (SASB), the UN Global Compact (UNGC), and the Task Force on Climate-related Financial Disclosures (TCFD).

Flex has reported in accordance with the GRI Standards for the period January 1, 2025, through December 31, 2025. Our prior sustainability report, which was published in October 2025, can be accessed on the Reports and Disclosures page at flex.com. We appreciate your interest and welcome feedback on the information presented in this report. If you have any comments or questions, please contact us at sustainability.feedback@flex.com



1 Significant operations defined as countries that accounted for more than 10 percent of net sales in fiscal year 2026.
2 Flex acquired JetCool, a provider of liquid cooling solutions tailored for the data center market, and Crown Technical Systems, a leader in fully integrated power distribution and protection systems, in November 2024. In February 2025, Flex acquired the U.S. manufacturing operations of Husqvarna's Forest & Garden division, a global provider of outdoor power products and solutions for forest, park, and garden management. The activities of JetCool, Crown Technical Systems, and the acquired Husqvarna operations are included in this report.

Letter from our CEO



Dear stakeholders,

As Flex continues its sustainability journey, we remain focused on creating long-term value through responsible operations, innovation, and execution. In 2025, we made progress across our environmental, social, and governance priorities while helping our customers bring increasingly complex products to market.

Because 2025 marked the target year for several of our sustainability goals, this report provides our final results against those commitments. As our business continues to evolve, we will reassess our goals and reporting approach and share updates in future reports.

Our progress is grounded in operational excellence and continuous improvement. We remain focused on managing our environmental footprint across energy, water, waste, and emissions while creating a positive impact in the communities where we operate. Our commitment to achieving net-zero greenhouse gas emissions by 2040 remains unchanged.

Key report highlights

Progress from calendar 2025 includes:

52%

decrease in absolute scope 1 and 2 greenhouse gas emissions from our 2019 base year[3]

8%

decrease in total case incident rate year over year, a key safety metric that reflects workplace injuries and illnesses

480k+

Flex Foundation beneficiaries

2026 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 4-TIME HONOREE

Recognition for the fourth consecutive year by Ethisphere as a 2026 World's Most Ethical Companies® honoree; application and assessment process conducted primarily in 2025

Looking forward

As I reflect on my time as CEO of Flex and prepare to become CEO of Axiom, following the planned spin-off expected in the first quarter of 2027, I am proud of what our teams have accomplished together. Sustainability has been an important part of our progress and how we create value for our customers, employees, communities, and shareholders.

It has been a privilege to lead Flex. I am confident that expected Flex CEO Michael Hartung and the leadership team will build on the strong foundation we have created and continue advancing the company's sustainability journey.

Sincerely,



Revathi Advaithi

3 The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Absolute scope 1 and 2 market-based emissions.

About Flex

Company profile

Our capabilities

Industries served

Company profile

Flex is the advanced, end-to-end manufacturing partner of choice that helps a diverse customer base design, build, deliver, and manage products that improve the world.

Through the collective strength of a global workforce across approximately 30 countries with responsible, sustainable operations, we deliver technology innovation, supply chain, and manufacturing solutions to diverse industries and end markets.

The company's full suite of specialized capabilities includes design and engineering, supply chain, manufacturing, and integrated services, plus a portfolio of power and cooling products. Over time, we have built differentiated scale and expertise across both technology-driven and regulated markets, enabling us to support customers with increasingly complex product, infrastructure, and compliance requirements. We partner with customers across a diverse set of industries, including data center, healthcare, industrial, automotive, communications, and lifestyle.

OUR VALUES

We support each other as we strive to find a better way

We move fast with discipline and purpose

We do the right thing always

OUR WAYS OF WORKING

- Respect and value others
- Collaborate and share openly
- Learn and adapt
- Honor commitments

Our capabilities



Design and engineering

We provide global design and engineering capabilities supported by product development expertise across key industries.



Advanced manufacturing

We produce electronic products through build-to-order and configure-to-order models, leveraging advanced technologies and manufacturing expertise.



Supply chain services

We deliver global supply chain solutions supported by digital tools, real-time visibility, analytics, and supplier collaboration.



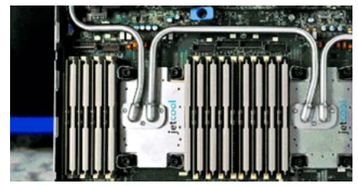
Value-added fulfillment and logistics

We provide fulfillment and logistics services that enable efficient delivery supported by supply chain visibility and data insights.



Aftermarket services

We offer reverse logistics and circular economy services that improve turnaround times, meet customer needs, and reduce environmental impacts.



Power and cooling portfolio

We provide power and cooling solutions that address energy and thermal challenges in data centers, including systems supporting AI-related demand.

Industries served

Flex's three operating segments are Integrated Technology Solutions (ITS), Regulated Manufacturing Solutions (RMS), and Cloud and Power Infrastructure (CPI), spanning a diverse range of industries.

INTEGRATED TECHNOLOGY SOLUTIONS (ITS)

ITS focuses on industries requiring flexibility, volume manufacturing, speed to market, supply chain expertise, and value-added services.



Communications

Industrializes next-generation networking platforms, enterprise communications equipment, and satellite communications systems through our technical expertise, advanced manufacturing, and global scale

Flex's value-added fulfillment, logistics, and aftermarket services enable communications customers to optimize product lifecycles, recover value, and advance circular economy opportunities through capabilities such as repair, refurbishment, reuse, resale, and recycling.



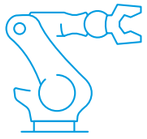
Lifestyle

Enables leading brands to deliver premium, connected products across home, personal, and commercial markets through Flex's global supply chain, advanced manufacturing, and lifecycle services

For lifestyle customers, our integrated manufacturing, logistics, and aftermarket capabilities support more sustainable and circular business models, helping brands capture value across the product lifecycle while addressing evolving business and sustainability needs.

REGULATED MANUFACTURING SOLUTIONS (RMS)

RMS delivers value for industries that require high levels of precision, quality, reliability, regulatory compliance, and technical expertise.



Industrial

Provides solutions for critical markets, including energy infrastructure, renewables, robotics and automation, semiconductor, metering, and controls that enable customers to improve operational efficiency, reliability, and long-term performance

We partner with industrial companies to advance technologies that support faster time to market and a more efficient and sustainable future at scale. We leverage our design, manufacturing, supply chain, and circular economy capabilities to help them achieve their business and sustainability goals.



Automotive

Provides solutions for the next-generation mobility ecosystem, including compute platforms, power electronics, motion control systems, and integrated vehicle technologies. Automotive supports innovations in hybrid and electric vehicles while helping customers improve efficiency, performance, and electrification

Our automotive compute and power platforms support the transition to next-generation mobility, helping customers optimize vehicle architectures for power efficiency, size, weight, and performance while enabling greater technology reuse and material sustainability.



Healthcare

Provides manufacturing and lifecycle services for medical devices, drug delivery, and medical equipment integrating sustainability through design, sourcing, and circular solutions that extend product life and support patient care

Across the product lifecycle, we help healthcare customers integrate sustainability considerations into design, manufacturing, and lifecycle services, supporting more efficient use of resources, product life extension, and circularity while meeting stringent quality and regulatory requirements.

CLOUD AND POWER INFRASTRUCTURE (CPI)

CPI provides cloud, power, and cooling solutions for AI data centers and mission-critical infrastructure. The business delivers integrated compute, electrical, and thermal management technologies that help customers enhance efficiency, reliability, and scalability while supporting the growing demand for digital infrastructure.



Cloud and cooling

Provides integrated compute systems supporting power-dense digital infrastructure deployments and advanced liquid cooling solutions for higher-density, power-intensive rack architectures, helping customers improve performance, thermal efficiency, and scalability for AI and cloud environments

Our integrated compute and cooling solutions help customers address the growing power and thermal demands of AI and high-performance computing, enabling more efficient data center infrastructure while supporting their performance, scalability, and sustainability goals.



Power

Delivers utility- and facility-level electrical infrastructure enabling dependable, scalable power delivery, as well as high-density rack- and board-level power systems that support power-hungry compute workloads and increasing energy demands across digital infrastructure environments

Our power solutions help customers address growing energy demands through efficient and reliable power delivery, ensuring optimized energy use and more scalable, resilient infrastructure.

Our strategy

Flex promotes sustainability by carrying out initiatives, setting policies, and making progress that reflect its core vision and values.

Our sustainability strategy →

Our commitments →

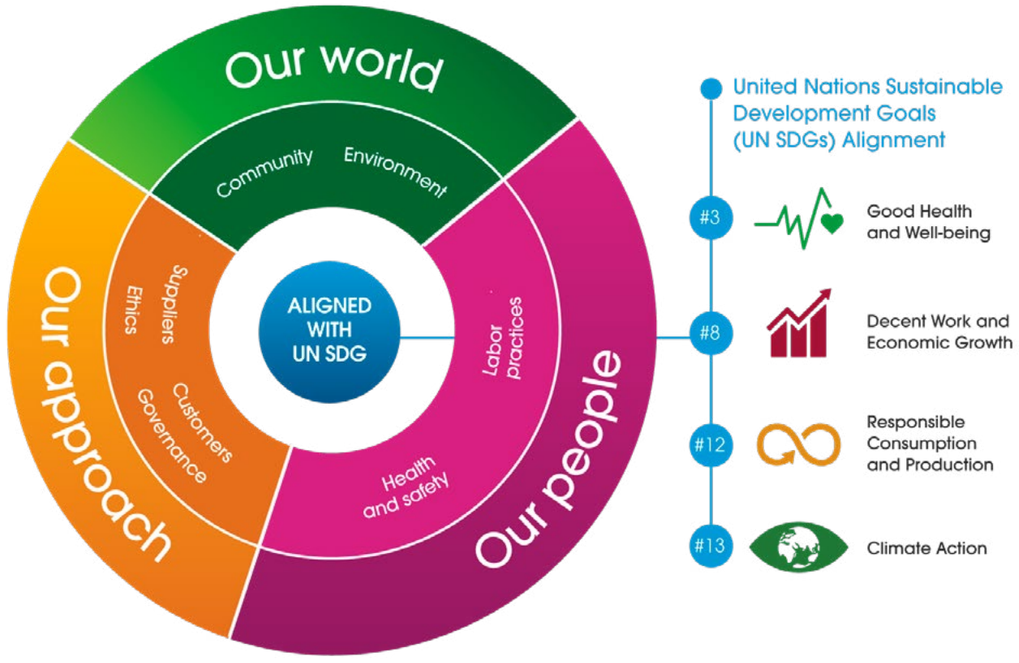
Recognition of our performance →

Our 2030 sustainability goals →

Sustainability management systems →

Stakeholder engagement →

Our sustainability strategy



Our sustainability strategy is structured around three evidence-based pillars — our world, our people, our approach — informed by our materiality assessment, enterprise risk management, and stakeholder engagement. We target four UN SDGs where we generate greatest impact:









Operationalizing our sustainability strategy

At Flex, we embed sustainability in our strategy and support it with structured, data-driven management systems that ensure consistent, transparent implementation across global operations. These systems enable ongoing performance monitoring, identify improvement opportunities, and align with evolving stakeholder and regulatory expectations. As part of our commitment to transparency, we annually disclose our environmental performance through CDP's Climate Change and Water Security questionnaires, which are publicly available on the Reports and Disclosures section of our website.

Our commitments

We regularly engage with key stakeholders, including customers, suppliers, employees, investors, and communities, to understand evolving expectations, shape our sustainability priorities, and drive continuous improvement. Through cross-functional collaboration, we collect, assess, and report relevant sustainability data and insights to support transparency, accountability, and informed decision-making.

Our approach extends beyond our direct operations, incorporating expectations and requirements across the value chain in areas such as labor practices, business ethics, health and safety, and environmental stewardship. Active participation in industry initiatives, sustainability working groups, and memberships enables us to exchange knowledge, adopt leading practices, and collaborate with peers to advance sustainable outcomes. These engagements strengthen our ability to innovate, enhance performance, and contribute to collective progress toward global sustainability goals.

SUSTAINABILITY WORKING GROUPS AND MEMBERSHIPS:

Flex maintains memberships in select sustainability and industry associations that are relevant to our business and sustainability priorities. These affiliations support alignment with industry standards, access to best practices, and awareness of emerging regulatory and market expectations. Through these memberships, we support collaboration and continuous improvement in areas such as environmental management, labor practices, health and safety, and responsible business conduct.

GROUP	PARTICIPATION DETAILS	MEMBERSHIP DETAILS
Responsible Business Alliance (RBA)	Upholding responsible business practices throughout our industry and global supply chain	Founding member and advanced level of participation since 2004
Boston College Center for Corporate Citizenship (BCCCC)	Leveraging the knowledge and experiences of a network of companies and researchers to promote sustainability	Member since 2017
Global Compact Network USA (UNGC – USA)	Advancing UN SDGs with a network of U.S. companies and stakeholders	Member since 2018
Business Roundtable (BR)	Advocating for CEO-led responsible policies that foster a thriving U.S. economy	Member since 2019
Global Business Initiative on Human Rights (GBI)	Collaborating across industries and geographies to advance the UN Guiding Principles on Business and Human Rights	Member since 2010
GRI Community Membership	Connecting with a global network focused on enhancing corporate transparency and reporting	Member since 2019
Manufacturers Alliance Sustainability Council	Connecting manufacturing leaders with the resources and ideas they need to enhance company sustainability strategies in the manufacturing industry	Member since 2024
Sustainability World 50	Connecting with large organizations embedding environmental and social sustainability into every part of their core business operations	Member since 2025
World Economic Forum (WEF)	Collaborating across industries to enhance knowledge of the global landscape and advance climate action	Member since 2016

To explore all our memberships and associations, view Index A. of this report.

Recognition of our performance

In 2025, Flex received multiple external recognitions for its sustainability performance, ethical business practices, innovation, and workplace culture, reflecting our continued commitment to delivering responsible and measurable outcomes.

We maintained our A- score from CDP for Climate Change, demonstrating consistent performance and transparency in managing environmental impacts.

Flex was included on the TIME and Statista World's Best Companies list for the third consecutive year, recognizing sustained performance across financial results, workplace culture, and responsible business practices. In addition, we were named one of the World's Most Ethical Companies® by Ethisphere for the fourth consecutive year, reinforcing our commitment to integrity and ethical conduct.

Our sustainability performance was also recognized by our customers and partners. Flex received Ford's 2025 Sustainability Supplier of the Year Award, underscoring our leadership in advancing sustainable manufacturing and value chain collaboration.

Flex's continued recognition and participation in the Business Ethics Leadership Alliance (BELA) reinforces our reputation as a company committed to fostering a culture of integrity that holds ourselves to the highest ethical standards.

These recognitions reflect our ongoing commitment to advancing sustainability, innovation, and operational excellence across our global operations and value chain. Additional ratings, rankings, and disclosures that support transparency and performance tracking are presented in the table below. Further information is available in the Newsroom section of our website.

KEY INDEX	KEY INTERESTED STAKEHOLDERS	MAX/BEST	2020	2021	2022	2023	2024	2025
DJSI (S&P)	Investors	Listed in index as industry best	62	67	65	61	58	52
MSCI	Investors	AAA	A	AA	AA	AA	A	A
ISS ESG	Investors	Excellence (A+)	Prime(C+)	Prime(C+)	Prime(C+)	Prime (C+)	Prime (C+)	Prime (C+)
FTSE4Good	Investors	5	4.1	3.9	4.2	4.1	N/A[4]	4.1
CDP – Climate	Investors / Customers	A	A-	A-	A-	A-	A-	A-
CDP – Water Security	Investors / Customers	A	A	A	A	A-	B	B
EcoVadis	Customers	Platinum	Platinum	Platinum	Gold	Platinum	Gold	Silver

Year-over-year changes reflect methodology updates.

4 Score was postponed in 2025 due to further calculations needed.



Our 2030 sustainability goals

Flex continues to advance toward its 2030 sustainability goals, which are designed to drive measurable progress across key priority areas.

These goals focus on:

- Reducing environmental impact
- Investing in communities where we operate
- Promoting a safe and respectful workplace
- Collaborating with customers and suppliers to address value chain emissions
- Strengthening ethical business practices and transparency

We monitor progress against these goals through defined key performance indicators (KPIs). Detailed results for 2025 are presented in Index G: Our 2025 KPIs.

Our world

SUSTAINABILITY FOCUS	GOAL BY 2030	PROGRESS IN 2025
Environment	Commit to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year[5]	Our absolute scope 1 and 2 GHG emissions were 424,293 tonnes of CO2e, a 52% decrease from our baseline year.
Environment	Achieve zero waste in 50% of our manufacturing and logistics sites by 2025	53% of sites within scope[6] were validated zero waste in 2025.
Environment	Reduce water withdrawn[7] by 5%, focusing on sites located in water scarce areas, by 2025	We reduced water withdrawn at the sites located in water scarce areas by 18% from our 2019 baseline.
Community	Commit to 100% of our major sites[8] partnering with a local NGO by 2025	100% of our major sites partnered with a local NGO in 2025.
Community	Commit to provide the tools needed to engage 75% of employees to volunteer by 2025 and 100% by 2030	While we did not achieve our community engagement goal within the original timeframe, we continued to advance employee participation in community initiatives through locally led programs across our sites. We progressed the development of an in-house tracking system during the year, with its official launch planned for the beginning of 2027. The system is expected to strengthen our ability to consistently capture and and measure employee participation across our global operations. In the meantime, our sites continued to support local communities through volunteering and other community engagement initiatives.

Our people

SUSTAINABILITY FOCUS	GOAL BY 2030	PROGRESS IN 2025
Health and Safety	Commit to reducing total case incident rate (TCIR) to below 0.2 by 2025	Our TCIR was 0.13 in 2025, an 8% reduction year over year.
Health and Safety	Commit to certifying all manufacturing sites with 'RBA factory of choice' by 2025	96% of our manufacturing sites were 'RBA factory of choice' certified as of 2025.
Labor Practices	Ensure 100% of our employees have access to emotional / mental health programs by 2023	100% of employees had access to emotional / mental health programs in 2025.
Labor Practices	Target an average of 40 hours of training and development annually per employee by 2025	We achieved an average of 35.2 hours of training per employee in 2025.

Our approach

SUSTAINABILITY FOCUS	GOAL BY 2030	PROGRESS IN 2025
Suppliers	Commit that 50% of our 'Preferred Suppliers' will set their own GHG emissions reduction targets by 2025 and 100% by 2030	71% of our preferred suppliers had GHG emissions reduction targets in 2025. This exceeds our 2025 goal of 50% and puts us at 71% toward our 2030 goal.
Customers	Commit that 70% of our customers by emissions covering purchased goods, and services, capital goods and use of sold products will have science-based targets by 2025	100% of specified customers had science-based targets.[9]
Ethics	Be independently evaluated as having a world-class ethics and compliance program by 2025	In 2025, we maintained our achievement as one of the World's Most Ethical Companies® by Ethisphere, upholding our commitment to operate with the highest ethical standards.
Governance	Continue to maintain high (top quartile) governance standards as measured by investors, proxy advisory firms, and governance best practices	Our governance scores recognize us as a leader among our industry peers. During 2025, ISS continued to award Flex its highest overall governance quality score rating, compared against the Russell 3000. We continue to see the benefit of engaging with our shareholders on our governance program.

5 The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Absolute scope 1 and 2 market-based emissions.
6 Our 2025 performance exceeded our goal of achieving zero waste validation at 50% of our manufacturing and logistics sites, reaching 53% of sites within scope.
7 Per revenue.
8 Sites with more than 1,000 employees.
9 Progress based on our commitment that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025, which was baselined in calendar year 2019. Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.

Sustainability management systems

Our management systems include the policies, programs, and standards that enable consistent, transparent implementation of our sustainability strategy across global operations, aligned with a unified global code of ethical business conduct, ISO-14001, ISO-45001, and ILO, among others. Governance is structured around a Plan–Do–Check–Act framework and is supported by our Enterprise Risk Management program and an independent third party.

Alignment and implementation

Our system principles are supported by global policies, procedures, programs, training, and organizational culture. These include our Code of Business Conduct and Ethics; Environmental, Health, and Safety Policy; Forced Labor and Human Trafficking Statement; Human Rights Policy; and Responsible Sourcing Minerals Policy. Each section of this report addresses applicable policies, their coverage, review processes, and the governance bodies responsible for accountability.

We adopt a proactive, forward-looking approach to long-term strategy development while continuously strengthening the accuracy and reliability of our sustainability reporting. Our strategy is informed by ongoing evaluation of global trends, evolving regulatory requirements, and industry standards, ensuring timely adaptation and alignment with stakeholder expectations. We also actively participate in key external initiatives and memberships, including GBI, the Manufacturers Alliance, and other relevant industry groups, to integrate leading practices and strengthen our strategic direction.

Evaluation of the system

We manage risks and opportunities through regular corporate reviews and our Enterprise Risk Management (ERM) program, ensuring sustainability compliance across all levels. Our ERM framework prioritizes key organizational risks and identifies site-level exposures to support effective mitigation actions. Sustainability and risk teams work closely to strengthen integration and respond to evolving regulations. We further verify compliance through scheduled and unscheduled independent third-party audits across our manufacturing and logistics sites.

Training and integration

Our legal, EHS, HR, and supply chain teams oversee compliance with applicable laws and regulations, and support readiness for recognized independent third-party social compliance audits. Employees and business partners complete annual training and self-assessments to confirm adherence to our policies. Ongoing training and performance tracking help strengthen compliance and awareness.

Our management systems framework helps us pinpoint areas for improvement, mitigate risks, and protect stakeholders. The framework is based on four pillars: Plan, Do, Check, and Act.

Plan

OBJECTIVES AND PROGRAMS

SOCIAL AND ENVIRONMENTAL RISK MANAGEMENT

COMPLIANCE OBLIGATIONS

Do

SUPPORT

- Resources
- Competence
- Awareness
- Communication, consultation, and employee feedback
- Documented information

OPERATION

- Operational planning and control
- Emergency preparedness and response

Check

MONITORING, MEASUREMENT, ANALYSIS, AND EVALUATION

EVALUATION OF COMPLIANCE

- Internal audit
- Enterprise Risk Management (ERM)
- Corporate management system certification audit
- Management review

Act

NONCONFORMITY AND CORRECTIVE ACTION

CONTINUOUS IMPROVEMENT



We evaluate our management approach through our ERM program, regular corporate reviews, and audit processes to identify risks and opportunities, track sustainability performance, and escalate key matters to governance bodies when relevant. We build capabilities through targeted training and verify effectiveness through internal audits and cross-functional reviews. Third-party validation further strengthens our approach, including recognized independent social compliance assessments.

Our precautionary approach

Safety is a top priority at Flex. We apply the UNGC precautionary principle across our design, manufacturing, and assembly operations to minimize potential risks. This includes maintaining site-level lists of hazardous, restricted, and prohibited substances, and requiring all new chemicals to comply with our corporate chemical management standards.

Stakeholder engagement

We consider stakeholder engagement a key responsibility and an integral input to our sustainability strategy, goals, and performance. Regular stakeholder feedback helps strengthen our programs and management systems. We engage stakeholders through a range of channels, including:

EMPLOYEES	CUSTOMERS	SHAREHOLDERS	SUPPLIERS	GOVERNMENTS	NGOs	UNIONS	INDUSTRY ASSOCIATIONS
Surveys	Customer surveys	Earnings calls	Performance assessments	Community events	Materiality assessments	Regular negotiations	Materiality assessments
Town halls	Quarterly business reviews	Materiality assessments	Audits	Regulatory input	Grant making	Meetings	Meetings
1:1 conversations	Materiality assessments	Conferences	Quarterly business reviews				Conferences
Materiality assessments	1:1 conversations	Outreach meetings	Materiality assessments				
Internal audits			Webinars				

Materiality assessment and material sustainability topics

Flex conducted a Double Materiality Assessment (DMA) in 2025 to support sustainability strategy and regulatory readiness. The assessment outcomes generally aligned with Flex's existing materiality priorities and did not identify significant changes that require immediate updates to its sustainability strategy or goals. Given the planned spin-off and the anticipated evolution of business structures, operations, and stakeholder impacts, Flex has elected to defer publishing an updated materiality assessment and any associated revisions to long-term sustainability goals until the post-separation organization is established.

The material topics in this report correspond to our last assessment; please refer to Index D for the full list.

Our materiality assessment considers relevant topics presented in the GRI Standards, SASB, TCFD, and UNGC, and supports the UN SDGs.

OUR MATERIALITY ASSESSMENT IN SIX KEY STEPS:

1 **ASSESS** sustainability topics from GRI Standards, SASB, TCFD, the UN, and others

2 **FOCUS** on topics with the greatest potential for impact and importance to our business and stakeholders

3 **SELECT** internal and external stakeholders representing a wide range of functions, geographies, and sectors

4 **ENGAGE** stakeholders through in-depth interviews to gain input

5 **ANALYZE** responses from stakeholders to determine material priorities

6 **INTEGRATE** material topics into our sustainability strategy

The sustainability topics that have been identified as material for disclosure and reporting are shown in the table below.

Our world

MATERIAL TOPIC	SUBTOPICS INCLUDED
Emissions reduction and management	• Scope 1, 2, and 3 GHG emissions reduction • Science-based goals
Energy sourcing and consumption	• Energy sourcing and reduction • Renewable energy consumption
Waste management	• Waste management • Recycling, reuse, and repair
Water management	• Water withdrawal and consumption • Sourcing from water-stressed areas • Treatment and discharge
Community engagement and giving	• Community engagement at global scale • Giving and philanthropy

Our people

MATERIAL TOPIC	SUBTOPICS INCLUDED
Employee benefits and well-being	• Comprehensive, inclusive, and accessible benefits to employees globally • Physical and mental health and well-being
Employee engagement and retention	• Employee engagement, satisfaction, and communication • Employee learning, development, career advancement, and retention
Employee experience and engagement[10]	• Fair and inclusive recruiting, hiring, and promotion based on merit • Inclusion training, anti-bias awareness, and fostering an inclusive workplace • Equal opportunities and compensation
Occupational health and safety	• Health and safety management systems • Incident and injury rate tracking and reduction • Training and safety-first culture
Responsible labor practices	• Human rights focused labor practices addressing topics such as forced labor, harassment, discrimination, retaliation, working hours, fair wages, and more • Supply chain due diligence
Universal human rights	• Global advocacy for human rights • Alignment to internationally recognized frameworks

Our approach

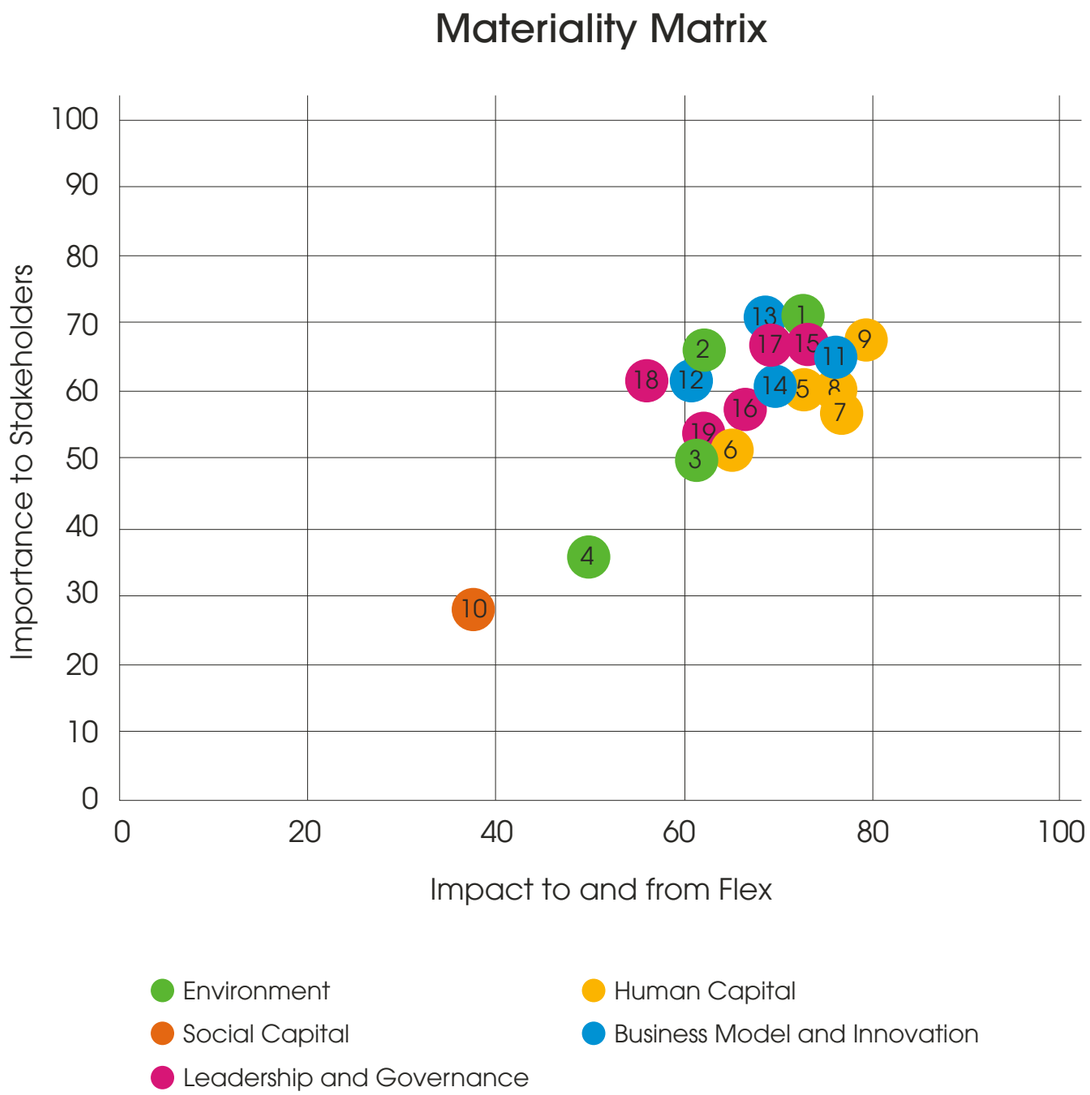
MATERIAL TOPIC	SUBTOPICS INCLUDED
Supplier sustainability performance	• Supplier screening, tracking, and capacity building on sustainability-related issues
Responsible innovation and production	• Responsible consumption of materials and production of goods • Customer partnership for social and environmental responsibility
Responsible for sourcing and supply chain management	• Due diligence for responsible sourcing • Conflict mineral management and reporting • Engagement with suppliers for improvement and impact
Design for environment	• Innovation for environmentally focused design • Responsible management of materials
Ethics and anti-corruption	• Reporting of concerns through anonymous and accessible process • Tracking and resolution of grievances • Strong management systems and policies • Regular training of employees and business partners • Anti-corruption, antitrust, and other compliance topics
Leadership engagement and accountability	• Engagement of leadership within the company and at board level • Cultivating a strong culture of transparency and responsibility
Privacy, data protection, and cybersecurity	• Stakeholder privacy and consent • Responsible collection, protection, and management of personal and sensitive data • Secure IT systems, cyber hygiene, and incident response strategy
Risk management for sustainability issues	• Integration of sustainability topics into the company's risk management system • Inclusion of environmental and social risks associated with major business decisions

10 As part of Flex's continuous evolution to support a unified, inclusive, and engaging global workplace culture and new priorities, the Global Diversity, Equity, and Inclusion (DEI) function has transitioned to Global Employee Experience and Engagement. This transformation reflects a broader and more integrated commitment to enhancing the employee journey across all touchpoints.

Our materiality assessment results

Flex has elected to defer publication of an updated materiality assessment. In the meantime, we continue to present the topics identified as material through stakeholder engagement, considering their relative importance and their impacts on and from our operations, in accordance with our 2021 materiality assessment and brief annual reviews.

These material topics guide our sustainability strategy, initiatives, goals, and reporting disclosures.



Note:We use materiality as defined by the GRI Standards for all our stakeholders, including customers, and by SASB for the benefit and understanding of our investors and financial community.The chart shows the topic's importance and impact to our stakeholders and does not indicate Flex's performance.

Environment

Human Capital

Social Capital

Business Model & Innovation

Leadership & Governance

1. Emissions Reduction and Management
2. Energy Sourcing and Consumption
3. Waste Management
4. Water Management
5. Employee Benefits and Wellbeing
6. Employee Engagement and Retention
7. Global Employee Experience and Engagement
8. Occupational Health and Safety
9. Responsible Labor Practices
10. Community Engagement and Giving
11. Supplier Sustainability Performance
12. Responsible Innovation and Production
13. Responsible Sourcing and Supply Chain Management
14. Design for Environment
15. Ethics and Anti-Corruption
16. Leadership Engagement and Accountability
17. Privacy, Data Protection, and Cybersecurity
18. Risk Management for Sustainability Issues
19. Universal Human Rights

Our world

Our sustainable manufacturing supports a healthier planet and benefits our communities.

Environmental stewardship →

Waste and materials management →

Water use and management →

Energy management and emissions reduction →

Our reverse logistics and circular economy services →

Community investment →

Our world key highlights

52%

decrease in absolute scope 1 and 2 greenhouse gas emissions from our 2019 baseline[11]

43+ MW

onsite photovoltaic capacity installed globally

100%

of major sites[12] continued to partner with a local non-governmental organization

18%

reduction in water withdrawn[13] focusing on sites located in water-scarce areas from our 2019 baseline

53%

of our in-scope manufacturing and logistics sites were validated as zero waste

480k+

Flex Foundation beneficiaries



11 The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Absolute scope 1 and 2 market-based emissions.
12 Sites with more than 1,000 employees.
13 Per revenue.

Environmental stewardship

Flex 2030 goals progress: environment

GOAL

Commit to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year[14]

2025 PROGRESS

Our absolute scope 1 and 2 GHG emissions were 424,293 tonnes of CO_2e, a 52% decrease from our baseline year

GOAL

Achieve zero waste in 50% of our manufacturing and logistics sites by 2025

2025 PROGRESS

53% of sites within scope[15] were validated as zero waste in 2025

GOAL

Reduce water withdrawn[16] by 5%, focusing on sites located in water scarce areas, by 2025

2025 PROGRESS

We reduced water withdrawn at the sites located in water scarce areas by 18% from our 2019 baseline

14 The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Absolute scope 1 and 2 market-based emissions.
15 Our 2025 performance exceeded our goal of achieving zero waste validation at 50% of our manufacturing and logistics sites, reaching 53% of sites within scope.
16 Per revenue.

We are committed to reducing our environmental footprint by minimizing emissions and resource use through our environmental management strategy. As of December 31, 2025, 100%[17] of in-scope sites were ISO 14001:2015 certified.

Our EHS function monitors site performance through company dashboards covering key environmental metrics (e.g., water use), safety indicators, and certifications such as ISO 14001 and ISO 45001. These insights feed into an improvement tracker that consolidates operational projects, with quarterly reviews of environmental and financial performance.

ELCITA'S SUSTAINABILITY AWARDS 2025-26

Flex GSS Bengaluru earned the Silver Award for Overall Excellence in Sustainability at the ELCITA Sustainability Excellence Awards 2025-26, recognizing achievements in water stewardship, waste management, renewable energy, biodiversity, ESG reporting, and carbon reduction initiatives.

We continuously enhance our environmental monitoring systems through global, cross-functional collaboration to improve data accuracy and efficiency. These insights support action planning and performance tracking. In 2025, we expanded the system to include additional sites, increasing visibility to drive environmental improvements.



Silver Award for Overall Excellence in Sustainability at the ELCITA Sustainability Excellence Awards

17 The reported 100% certification achievement applies to all sites included in the approved CY2025 certification target scope. It should not be interpreted as representing all Flex sites globally. Sites excluded from the target scope, including certain newly acquired or recently integrated facilities, are progressing through Flex's integration and certification program and are scheduled for certification as part of future objectives.

Waste and materials management

Flex focuses on minimizing waste at its source and advancing circular practices in collaboration with our customers. Our reverse logistics and circular economy solutions support value recovery and promote a closed-loop approach.

We prioritize waste diversion to reduce environmental impacts, including emissions and pollution. Waste reduction efforts are embedded across operations — particularly in raw material management — through reuse, recycling, and diversion strategies. When waste cannot be avoided, it is managed in accordance with applicable regulations and best practices.

We track waste data across all sites using a standardized internal template covering generation, recycling, diversion, and disposal methods. This data informs our strategy and supports our goal of achieving zero waste to landfill in 50% of manufacturing and logistics sites by 2025. In 2025, we achieved a 93% diversion rate for campus-generated waste.



In 2025, the Flex facility in Zhuhai, China, advanced circular economy practices by implementing resource recovery programs across more than 200 waste streams, transforming traditional waste handling into a comprehensive reduction, reuse, recycling, and recovery model.

Our zero waste operations

Our aim is to continue to expand zero waste practices across our global footprint. As of December 31, 2025, 53% of sites within scope[18] were validated as zero waste to landfill. By year-end, four sites had achieved validation, including locations in India and China. The approach includes waste audits, site-level targets, and implementation of reuse, recycling, and composting solutions. We also promote employee engagement, training, and sustainable procurement to support progress.

Responsible disposal of waste

Sites report disposal monthly through our sustainability metrics system. Our EHS function oversees waste management and drives continuous improvement along with our facilities.

Our waste disposal partners are licensed for waste management and informed of our sustainability criteria and expectations, with some earning certifications in responsible disposal standards such as R2 or e-Stewards.

Environmental packaging improvements

Flex also designs packaging to reduce waste while maintaining product protection and quality. This includes expanding returnable packaging solutions and reducing single-use materials.

Our ISTA-certified laboratories in Aguascalientes, Mexico, Lodz, Poland, and Zhuhai, China, test and optimize packaging to enhance performance and sustainability.

Materials management and safety compliance

As part of our commitment to our customers' products, we work to ensure product safety and regulatory compliance across the full material lifecycle, including manufacturing, packaging, recycling, and disposal.

Through our Full Materials Declaration (FMD) process, we work to maintain compliance with key global regulations that can vary by jurisdiction, including Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH); the Restriction of Hazardous Substances Directive (RoHS); California Proposition 65; Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS); and the Waste from Electrical and Electronic Equipment Directive (WEEE), among others. We monitor and respond to evolving compliance requirements and customer requests on demand.

This approach supports material transparency, responsible sourcing, and protection of environmental and human health.



18 Our 2025 performance exceeded our goal of achieving zero waste validation at 50% of our manufacturing and logistics sites, reaching 53% of sites within scope.

Water use and management

We promote responsible water management across our operations and surrounding communities. In 2025, we achieved a reduction of 18% in water withdrawal intensity (per revenue) from our 2019 baseline, with a focus on sites in water-scarce areas, meeting our 2025 commitment.

We continuously monitor water use to ensure compliance with applicable regulations and internal standards. Our corporate water standard defines requirements for protecting water resources, managing consumption, controlling waste, water discharges, and supporting access to safe water and sanitation in the communities where we operate.

Risk identification and mitigation

Flex has identified and managed water-related risks through site-level assessments, with a focus on high water-use and water-scarce areas. Using tools such as the World Resources Institute's Water Risk Atlas, we prioritize risks and inform targeted mitigation actions.

We implement water efficiency and conservation measures across our operations, including efficient fixtures, water recycling, and optimized cooling systems. Most sites source water from municipal supplies and discharge wastewater to licensed treatment facilities in compliance with applicable regulations.

We enhance transparency and accountability through annual participation in CDP's Water Security questionnaire, supporting disclosure of our water management practices and performance.

Our key water metrics, including withdrawal, withdrawal by source, recycling, discharge, and consumption, are externally verified and reported in Index G, supporting our 2025 KPIs.

Water monitoring

We monitor and manage water use across all manufacturing and logistics sites through a centralized system, focusing on locations facing higher water stress. This system tracks water use, mitigation projects, expected savings, and timelines to support effective planning and decision-making.

Our EHS dashboards provide visibility into water withdrawal trends, enabling regional and site teams to implement targeted actions, monitor progress, and share best practices globally.

In 2025, as part of the broader water-efficiency and conservation efforts implemented across our operations, we tracked 15 water-saving projects across 12 sites. Of these, 9 were completed, delivering approximately 10,000 cubic meters in estimated savings. Collectively, these projects and other water-management initiatives contributed to an 18% reduction in water use.

We also maintain our commitment to the WASH Pledge, supporting access to safe water, sanitation, and hygiene for employees and communities, in alignment with UN SDG #6: Clean Water and Sanitation.



Flex's site in Milpitas, California, U.S.A., was recognized by the San José–Santa Clara Regional Wastewater Facility for maintaining compliance with federal and local industrial wastewater regulations. The Certificate of Recognition reflects the site's commitment to responsible environmental management and pollution prevention.

Energy management and emissions reduction

Flex is committed to advancing sustainable manufacturing and working toward net-zero greenhouse gas emissions by 2040. Our approach addresses emissions across our operations and value chain: we reduce scope 1 and 2 emissions through energy-efficiency programs, increasing the use of renewable energy where feasible and procuring energy attribute certificates (EACs) in local markets, and address scope 3 emissions through supplier engagement initiatives. As demand for data center and AI-related products grows, managing energy consumption and emissions across our operations and value chain remains an ongoing challenge. We therefore continue to adapt our programs and collaborate with suppliers to support progress toward our climate goals.

Our climate strategy

As a global manufacturing partner, we are committed to addressing climate change through transparent, collaborative, and science-based action, building on more than 20 years of sustainability experience.

We have set clear, time-bound targets, including reducing operational emissions by 50% by 2030, advancing supplier engagement to set GHG targets by 2030, and supporting customer[19] science-based targets by 2025. We also committed to achieving net-zero greenhouse gas emissions by 2040. In 2025, we continued to advance and commit to these goals by scaling energy efficiency measures, expanding renewable energy adoption, and adapting approaches to local market conditions.

Our emissions reduction strategy focuses on three key approaches: improving energy efficiency, increasing the use of renewable energy, and procuring renewable electricity. We also collaborate with customers and suppliers to reduce scope 3 emissions across our value chain.

We align our approach with leading external frameworks, including the Science Based Targets initiative (SBTi), and disclose our progress annually through CDP. We also use insights from our Task Force on Climate-related Financial Disclosures Report (TCFD) aligned assessments to evaluate climate risks and opportunities and inform decision-making.

Energy management strategy

Flex leverages its global footprint and experience to improve energy performance and reduce operational emissions, aligning actions with global, regional, and site-specific requirements. Increasing energy efficiency remains a key lever to achieving our emissions reduction targets.

GREEN FACTORY CERTIFICATIONS STRENGTHEN SUSTAINABLE MANUFACTURING

Our Green Factory certifications at the Wuzhong, Fuyong, and Suzhou sites in China demonstrate how we are embedding sustainability into our operations. The certifications recognize progress in energy efficiency, resource efficiency, cleaner production, emissions reduction, and environmental management, supporting our broader strategy to reduce environmental impact and advance more sustainable manufacturing.

Our scope 1, 2, and 3 emissions performance and targets are externally verified and reported in Index G. Our 2025 KPIs.

19 We commit that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025. Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.

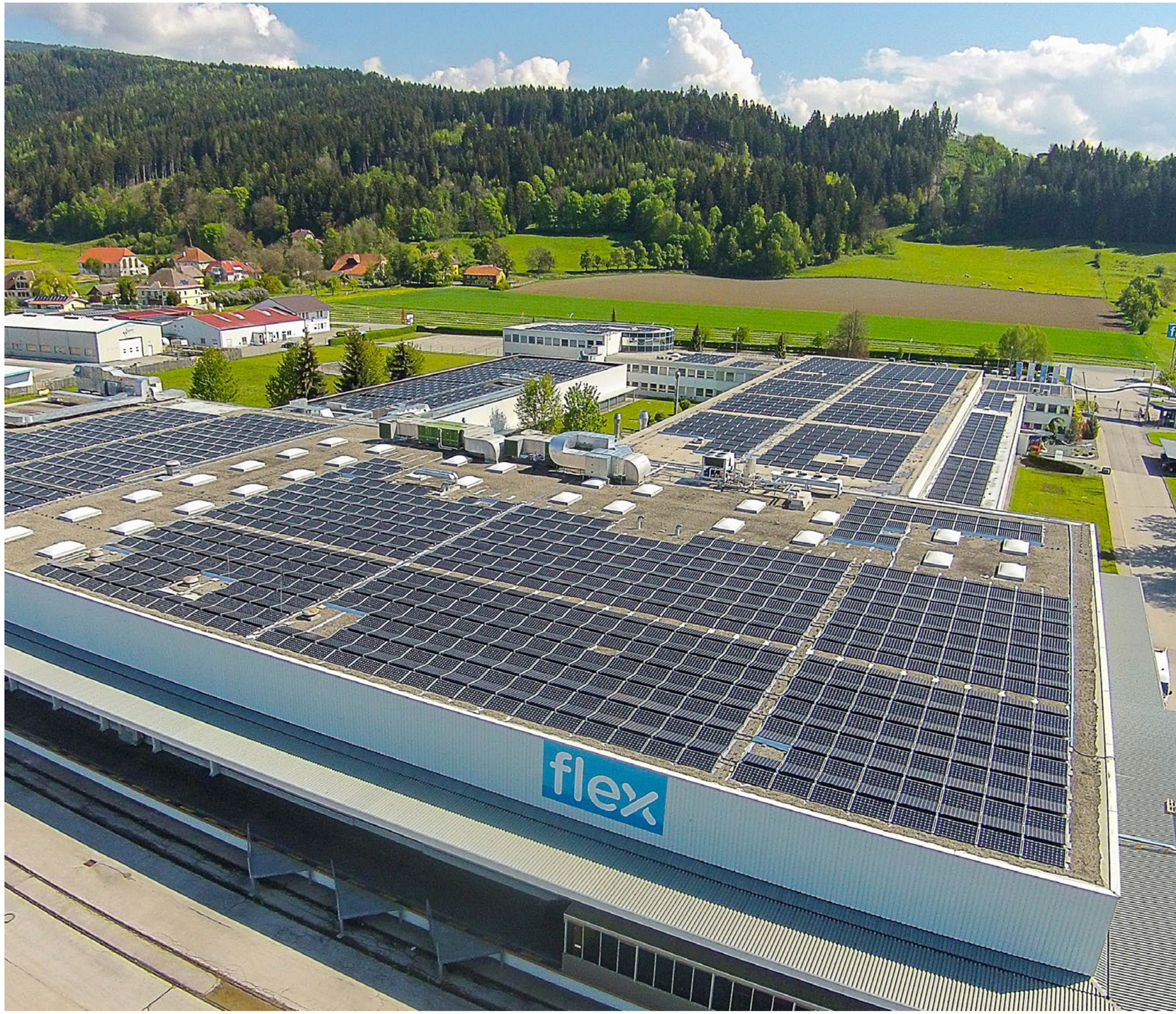
Energy sourcing and renewables

Flex continues to focus on accelerating the adoption of renewable energy to support our emissions reduction goals and long-term business performance. In 2025, we strengthened our energy strategy through site-level implementation, supported by training and expert guidance.

Renewable electricity accounted for **48%**[20] of our total electricity use in 2025. We expanded onsite solar capacity to **43+** MW, avoiding more than **21,000** metric tons of CO_2e.

In addition, we purchased 3,333 metric tons of CO_2e in certified emission reduction (CER) credits from wind projects registered under the Clean Development Mechanism in India. These purchased credits are reported separately as offsets in Index G and are not included in, or presented as, reductions in our scope 1 and 2 greenhouse gas emissions. The 3,333 metric tons form part of the total offsets reported in Index G.

Detailed energy consumption, sourcing, and performance data are disclosed in Index G and our 2025 KPIs.



20 Percent of renewable energy is considering purchased and on-site generation divided by the total of electricity used for tracking sites.

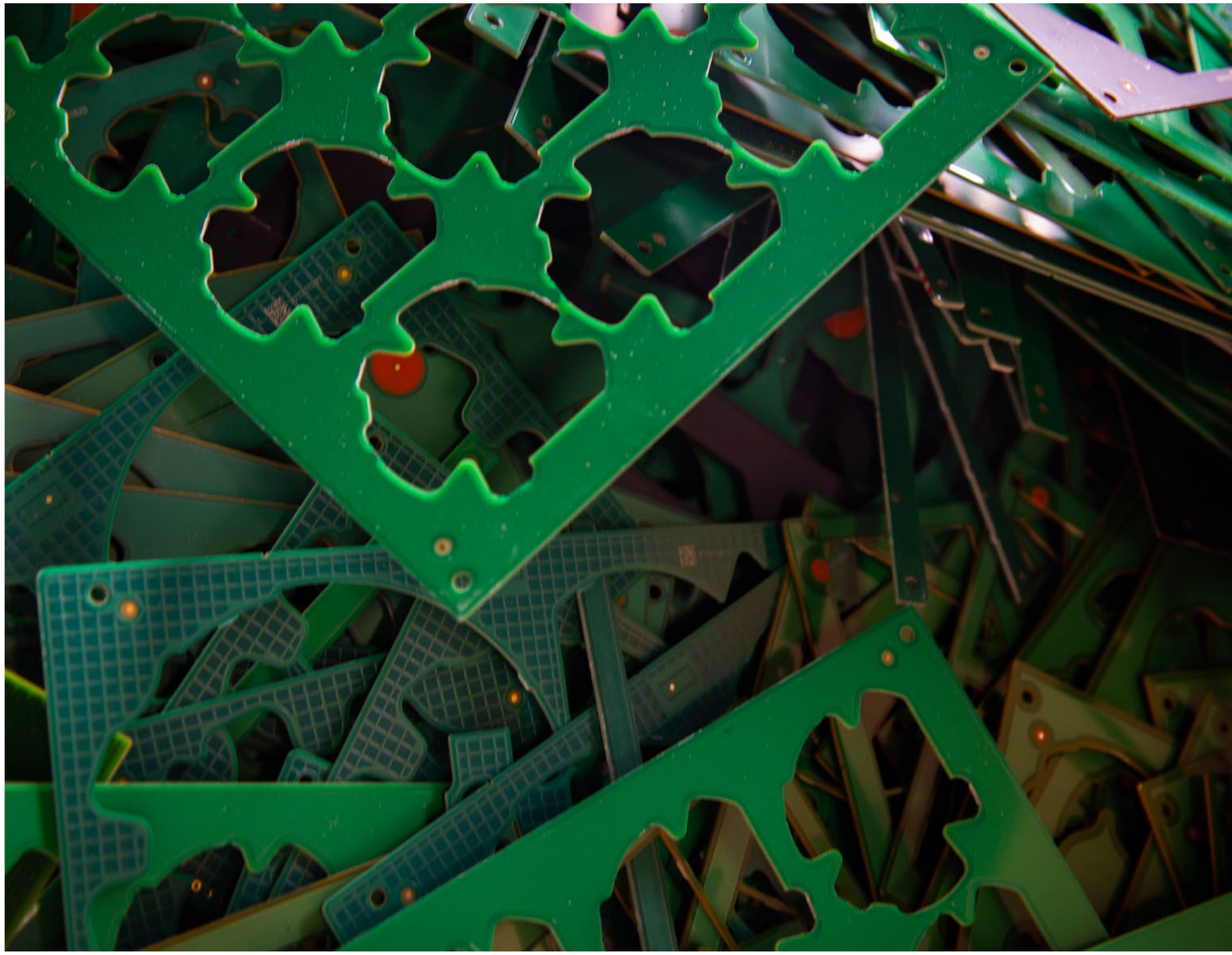
Our reverse logistics and circular economy services

We support the transition to a circular economy by extending product lifecycles, improving resource efficiency, recovering product and material value, and reducing waste directed to disposal and landfill. Our reverse logistics and circular solutions include analytics, returns management, repair, refurbishment, reuse, resale, parts harvesting, asset recovery, and recycling. Integrated with our design, manufacturing, and supply chain capabilities, these services support circular open and closed-loop approaches across our operations and value chain.

We use data-driven tools and standardized processes to track operational, environmental, and financial outcomes, supporting decision-making and continuous improvement.

Flex also collaborates with industry organizations, including the Ellen MacArthur Foundation, to advance circular practices and respond to evolving regulatory and market expectations. We support customers in adopting circular business models, including Product-as-a-Service (PaaS), and provide refurbishment services for IT equipment.

Our printer cartridge program in Mukachevo, Ukraine, illustrates this approach. Returned cartridges are collected and dismantled to enable parts recovery and refurbishment, followed by testing and reassembly, with residual materials managed for recovery or recycling. This process supports the recovery of products, components, and materials while reducing waste directed to disposal.



Community

Flex 2030 goals progress: community

GOAL

Commit to 100% of our major sites[21] partnering with a local NGO by 2025

2025 PROGRESS

100% of our major sites partnered with a local NGO in 2025

GOAL

Commit to provide the tools needed to engage 75% of employees to volunteer by 2025 and 100% by 2030

2025 PROGRESS

While we did not achieve our community engagement goal within the original timeframe, we continued to advance employee participation in community initiatives through locally led programs across our sites. We progressed the development of an in-house tracking system during the year, with its official launch planned for the beginning of 2027. This system is expected to strengthen our ability to consistently capture and measure employee participation across our global operations. In the meantime, our sites continued to support local communities through volunteering and other community engagement initiatives



21 Sites with more than 1,000 employees.

Community investment

Flex aims to benefit local communities through employee engagement, volunteering, and partnerships via the Flex Foundation.

Our initiatives are aligned with key UN Sustainable Development Goals (SDGs), including:



We continue to expand employee participation and scale programs across our global sites.

We have achieved our goal of having **100% of major sites**[22] partner with local NGOs by 2025, ensuring consistent community engagement and meaningful local impact.

Flex Foundation

Established in 2002, the Flex Foundation provides grants and supports partnerships that drive social impact in the communities where we operate. In 2025, the Foundation collaborated with organizations such as Operation Smile Mexico A.C., No Food Waste, and 10 Million Trees Foundation, reaching more than 480,000 beneficiaries.

2025 FLEX FOUNDATION RESULTS

15 countries

56 projects, including 51 local projects and 5 disaster relief projects

$1.39M in grants

Volunteering at Flex

Our global sites partner with local NGOs to deliver community programs aligned with Flex's values and priority SDGs. Employee volunteerism is a core component of our community engagement approach, supporting consistent, locally driven impact.

In 2025, employees contributed more than 8,000 volunteer hours during the Earth Day Challenge, supporting environmental conservation, protection, and education initiatives. Through Giving Week, employees collaborate with NGOs worldwide to advance community impact aligned with our SDGs.

One example is MapSwipe, developed in partnership with the American Red Cross, where employees contribute to virtual mapping efforts that support community preparedness for humanitarian response.



In 2025, **18,000+** employees contributed **50,000+** volunteer hours to **909** community activities.

22 Sites with more than 1,000 employees.

Supporting disaster relief and emergency response

As a global company, we support disaster relief and emergency response efforts in the communities where we have a presence through coordinated programs and partnerships with nonprofit organizations. Our approach focuses on providing timely assistance in response to events such as earthquakes, floods, and hurricanes across multiple regions.

Through the Flex Foundation, we partnered with organizations that deliver critical support, including American Red Cross, Planet Water Foundation, and Indonesia Red Cross.

Highlighting NGO investments that support the UN SDGs

#3 GOOD HEALTH AND WELL-BEING

Amar Seva Sangam: Provides rehabilitation support to individuals with spinal cord injuries and stroke, helping improve their overall health and well-being. Its support also promotes social integration, enabling individuals to lead more fulfilling lives and contribute positively to the broader community and economy.

This work is important for medical, psychological, social, and economic reasons. Rehabilitation can improve physical health, enhance quality of life, support social reintegration, encourage personal development, benefit families, and contribute to broader societal impact. It can also create economic benefits by helping individuals participate more fully in their communities and lead more fulfilling lives.

#8 DECENT WORK AND ECONOMIC GROWTH

Dóchas Midwest Autism Support: Provides real-world training, work experience, and employment opportunities for autistic individuals, neurodivergent people, and others who lack access to the labor market. It aims to create a supportive learning environment tailored to individual needs, helping participants build practical experience and access employment opportunities.

#12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Indian Institute of Technology Madras: Leads several projects that support local communities and contribute to food sovereignty, livelihoods, and circular economies. One example is its work to build peri-urban resilience pathways in communities such as Katchipattu and Manimangalam. These projects integrate tank maintenance, nutri-gardens, self-help group enterprises, agro-ecological farming, and household waste management. Together, these initiatives show how the organization's projects can address interconnected community needs through locally relevant, integrated approaches.

#13 CLIMATE ACTION

10 Million Trees Foundation: Supports afforestation and urban biodiversity efforts through locally relevant restoration initiatives. Its work contributed to a six-hectare afforestation project in Pölöskefő, Zala County, and to creating a Miyawaki mini-forest at Nyitnikék Kindergarten in Budapest's 18th District.

In addition to advancing reforestation, the project gave Flex employees an opportunity to volunteer. Together, these efforts demonstrate how the organization's work can strengthen climate resilience, protect biodiversity, support environmental education, and encourage community engagement.





Our people

We foster a values-driven culture that enables our global teams to perform at their best.

Employee health and safety →
Employee experience and engagement →
Labor practices →
Employee development →
Wellness for our employees →
Fair wages and competitive benefits →
Human rights →

Our people key highlights

8%

decrease in total case incident rate year over year

100%

of employees had access to emotional/mental health programs

100%[23]

our facilities and our manufacturing locations are ISO 45001:2018 certified

36k+

employees enrolled in our Capability Acceleration Program, accelerating technical and functional skills

36

mentors have completed five or more mentoring connections in our global mentoring programs



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Employee health and safety

Employee health and safety is a top priority at Flex. We are committed to continuously improving our programs, policies, and practices to reduce risks across our operations and support our employees' physical and mental well-being.

Our health and safety approach focuses on strong employee engagement, consistent standards, and proactive risk management to reduce incidents. We track performance through key metrics, including Total Case Incident Rate (TCIR), and set clear targets to drive improvement.

We achieved our goal of reducing our TCIR to below 0.2 by 2025, a significant milestone toward our long-term objective of a zero-injury workplace. In 2025, our TCIR was 0.13, reflecting an 8% year-over-year reduction. This progress reflects our focus on proactive risk management and prevention, while our emergency preparedness measures help us protect employees and maintain operational resilience when unexpected events occur.

In 2025, Flex's Mukachevo, Ukraine, facility was damaged amid the ongoing conflict. Flex's emergency response protocols enabled the evacuation of more than 600 employees to onsite shelters, while its business continuity procedures supported the assessment and stabilization of the site and the safe restoration of operations.

EMBEDDING LIFE-SAVING BEHAVIORS ACROSS OUR OPERATIONS

Flex introduced 10 global Life-saving Rules to reinforce critical behaviors that help prevent serious workplace injuries. Supported by a global communications rollout and the Stronger, Safer Together video series, the initiative provides employees and leaders with accessible resources to recognize risks, discuss safe behaviors, and integrate safety expectations into everyday work.



DIGITIZING AND STANDARDIZING EHS MANAGEMENT

Flex continued deploying Compliance Quest to help standardize core EHS processes, including safety inspections, risk assessments, permits, and chemical management. Centralized training and rollout resources support sites in integrating the platform into daily operations, improving visibility, consistency, and proactive risk management.

All Flex sites use a standardized corporate training matrix to plan, track, and manage employee training. This tool enables EHS teams to define required competencies for employees and those acting on behalf of the company, ensuring alignment with safety performance objectives and applicable legal and compliance requirements.

Our global safety training program, led by the corporate EHS team, uses environmental and health and safety risk assessments to define training needs for employees and contractors across all sites. Training covers key topics such as risk management, chemical handling, machine safety, and industrial hygiene.

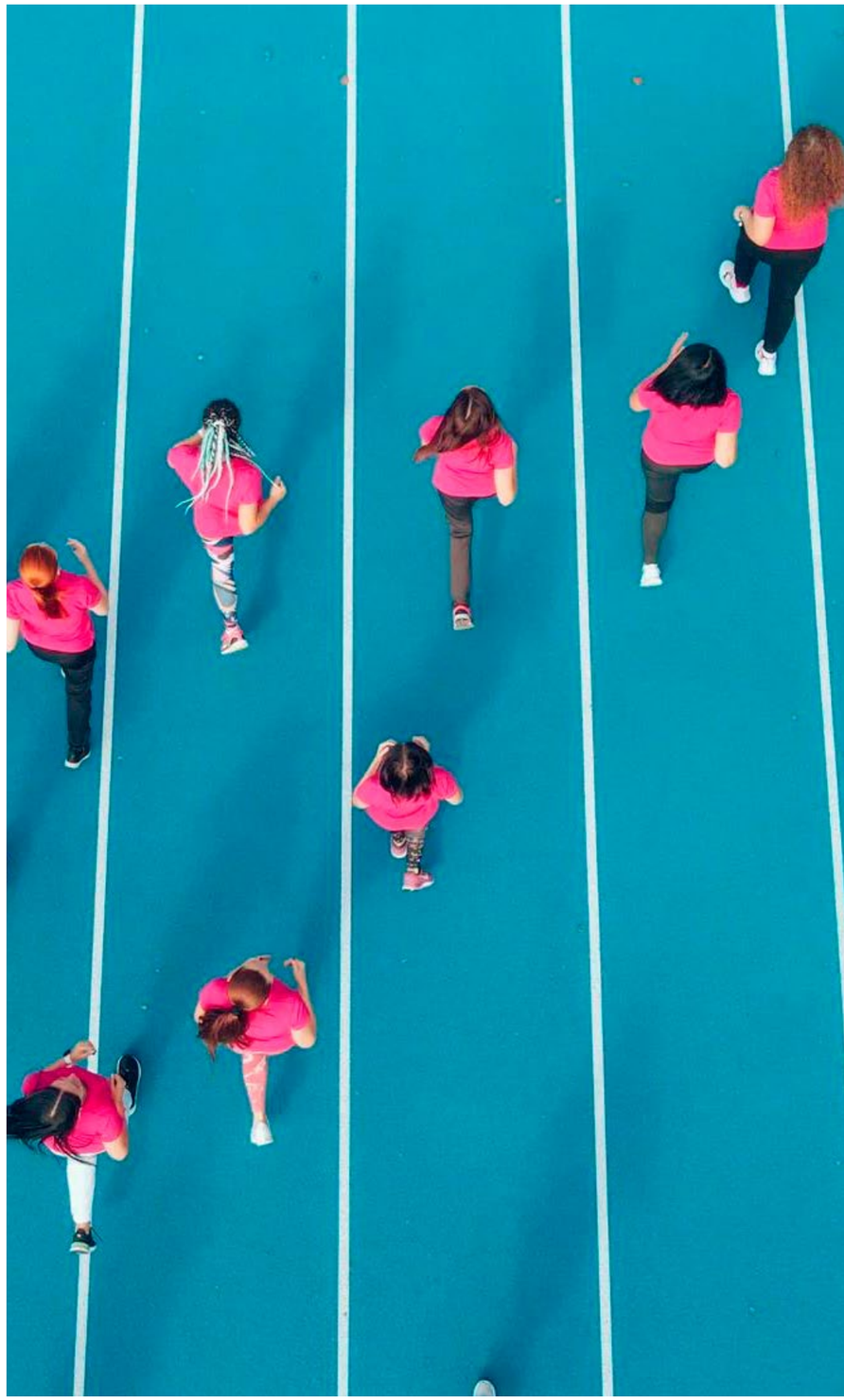
Sites are responsible for tracking and reporting training completion to ensure compliance with internal standards and legal requirements. We also promote proactive risk identification through our Gemba approach, encouraging employees to identify hazards and report concerns.

As part of continuous improvement, each site implements at least one EHS improvement initiative annually to reduce risks and enhance workplace safety.

We promote employee health and well-being by providing access to workplace health programs, including fitness, nutritious meals, and medical services across our sites. As of December 2025, 100%[24] of our facilities, including manufacturing locations, are certified to ISO 45001:2018, supporting a consistent, high standard for occupational health and safety management.

Flex operates an integrated EHS management system that governs documentation, audits, and operational controls across all sites. The system aligns with ISO principles and applies a risk-based approach to managing health and safety impacts. It covers all workers, including employees and contractors, and supports consistent implementation, performance monitoring, and management review.

Management is committed to preventing and minimizing occupational health and safety risks associated with our operations and services. Guided by our EHS management system, we apply a proactive, risk-based approach to identify, control, and mitigate potential impacts, with the goal of providing a safe and healthy, harm-free workplace. Our approach is continuously improved through the integration of new technologies and evolving best practices.



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Celebrating health and safety achievements across the globe



HONG KONG, CHINA

On April 2, Flex Hong Kong received the Excellence Award from Mercer Marsh Benefits in recognition of its participation in the first Healthiest Workplace Event in Hong Kong. The award highlights Flex Hong Kong's commitment to enhancing its workplace and fostering a healthy, supportive environment for employees.



PENANG MECHANICAL, MALAYSIA

In July 2025, Flex Penang Mechanical achieved Level 5 (EXCELLENT) in all elements in the Systematic Occupational Health Enhancement Level Programme (SOHELP) such as Noise Exposure Management, Ergonomic Exposure Management, and Chemical Exposure Management. This recognition was issued by the Department of Occupational Safety & Health (DOSH) SOHELP.

Our culture of safety

We foster a strong safety culture through active leadership, employee engagement, and consistent communication across all sites. Our safety management systems prioritize prevention, incident management, and accountability through defined procedures, regular reporting, and continuous improvement.

- **Employee engagement and participation**: Safety is reinforced through structured processes that actively involve employees. Our Culture of Safety Maturity Assessment (CoSMA) evaluates key safety practices annually at all sites and drives corrective and preventive actions. We communicate results to employees to increase awareness of risks and controls.
- **Safety Gembas:** We conduct regular safety Gemba walks to observe operations, identify risks, and engage employees directly. This "go see, fix, and teach" approach empowers employees and leaders to address hazards and improve practices in real time. General managers and site teams actively participate to strengthen accountability.
- **Safety meetings** (communication and consultation): Safety is integrated into daily and regular team meetings, including toolbox talks where employees provide feedback and raise concerns. We also share global safety alerts and best practices to promote consistent learning across sites.
- **Systems, incident management, and continuous improvement:** Our global Safety Management System standardizes key processes such as machine safety, contractor management, and incident investigation. Safety committees at each site support implementation and communication. We report, investigate, and document all incidents to drive corrective and preventive actions, while regular audits and management reviews ensure ongoing effectiveness.



Employee experience and engagement

Flex is dedicated to being an Equal Opportunity Employer focused on nurturing a workplace that values inclusion, respect, and diversity. We strive to foster an environment where every individual is treated fairly, irrespective of race, color, religion, gender (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, veteran status, or any other characteristic protected by law. Our commitment extends to promoting equal opportunity and ensuring that all employees and applicants receive professional support throughout their experience at Flex.

Our culture statement, together with our other company policies and values, reflects our commitment to our dedicated team members worldwide. We recognize that the diverse perspectives and experiences of our employees are vital to our overall success, and we continually strive to ensure that these values are integrated into every aspect of our workplace culture.

FLEX'S CULTURE STATEMENT

At Flex, we are committed to an inclusive culture where every employee feels respected, valued, and empowered to contribute. We believe diverse perspectives are essential to innovation and enhance our ability to deliver for our customers, communities, and each other.

Fostering inclusive leaders

We promote an inclusive workplace where all employees can contribute and thrive, regardless of background. Our approach to attracting and retaining talent is grounded in fairness, transparency, and equal opportunity, supported by partnerships with organizations such as Catalyst and the Business Roundtable (BR).

We invest in leadership development programs that build inclusive leadership capabilities and strengthen our leadership pipeline. These programs are available globally and regionally, providing employees with opportunities for career development and advancement.

We reinforce our inclusive culture through employee resource groups that are open to all employees and accessible tools and platforms that support engagement and information sharing across our global workforce. These efforts help ensure that diverse perspectives are valued and integrated into our workplace.



Labor practices

Flex supports talent development, human rights, and employee wellness.

Flex 2030 goals progress: **labor practices**

GOAL

Ensure 100% of our employees have access to emotional / mental health programs by 2023

2025 PROGRESS

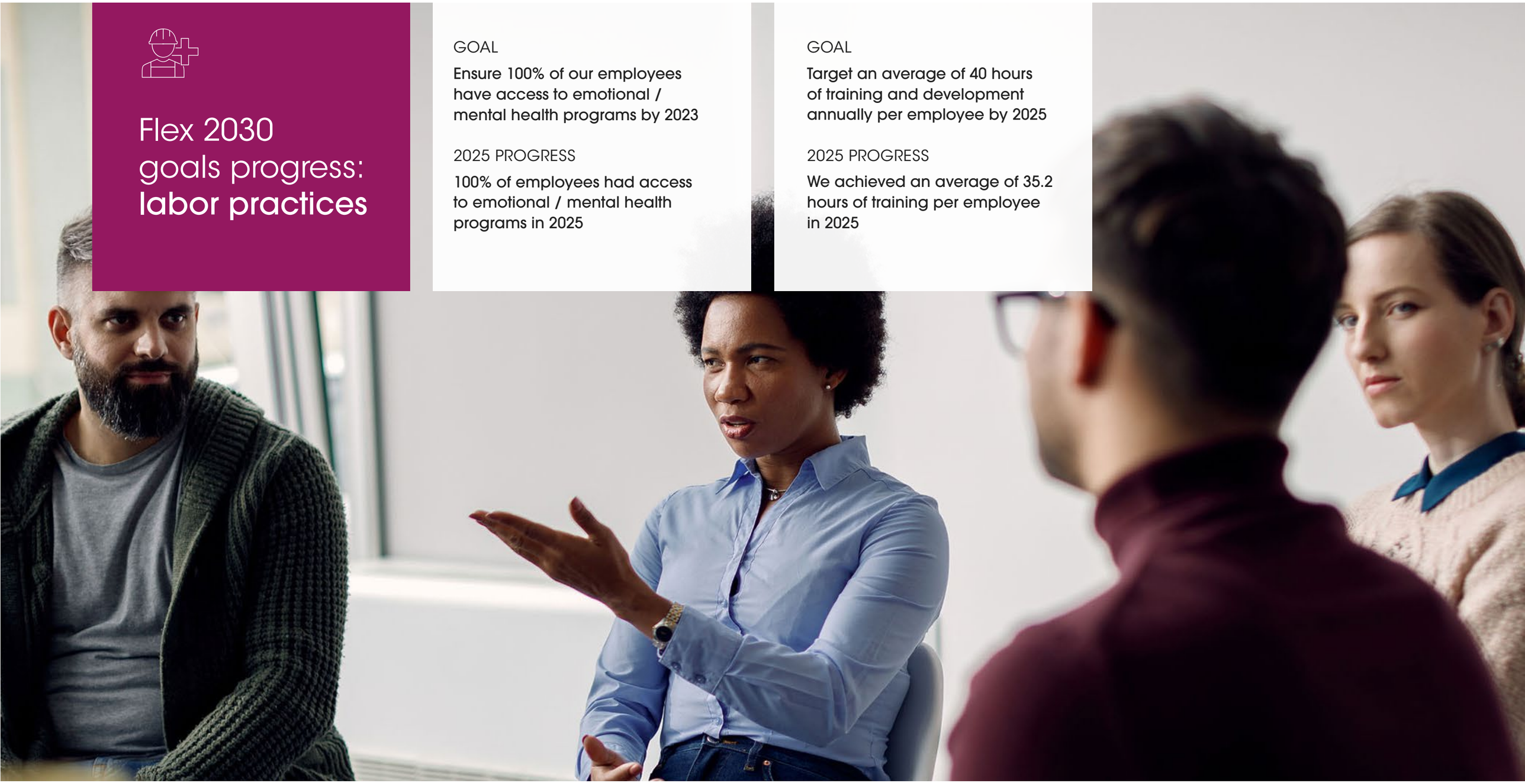
100% of employees had access to emotional / mental health programs in 2025

GOAL

Target an average of 40 hours of training and development annually per employee by 2025

2025 PROGRESS

We achieved an average of 35.2 hours of training per employee in 2025



Employee development

Flex invests in employee development to build skills, support career growth, and strengthen organizational capability. Our approach integrates learning opportunities into daily work and aligns development programs with business needs and employee aspirations.

We empower employees to take ownership of their development, supported by managers and enabled through structured programs and tools. We provide access to a global learning platform offering on-demand, role-based training and industry-relevant content.

We use learning tools and performance insights to monitor engagement and continuously improve development programs.

Employees continued to have access to career-mapping tools, individual development planning, and discussion resources to support meaningful development conversations with their managers. These resources help employees identify career aspirations, define development goals, and connect their growth with relevant learning and career opportunities.

One example of a regional development program is Flex's Leadership Accelerator Program (LEAP), which continued in 2025 across Asia. LEAP is designed to strengthen people-manager capabilities and connect leadership development with practical business experience. Participants applied their learning through on-the-job assignments and projects, including high business impact, stretch, and Lean projects.

TOTAL LEARNING TRAINING HOURS ACROSS IDL AND DL:

5,179,760	147,288	35.2
Global training hours in 2025	Flex employees (from 2025)	Average hours/ employee

We prioritize ongoing development through experiential learning, exposure, and formal education, encompassing both peer-to-peer initiatives and established programs. Our educational portfolio features microlearning modules, compliance training tailored for specific roles and regions, technical instruction in fields such as engineering, IT, and finance, as well as skills enhancement in leadership, communication, and related areas.

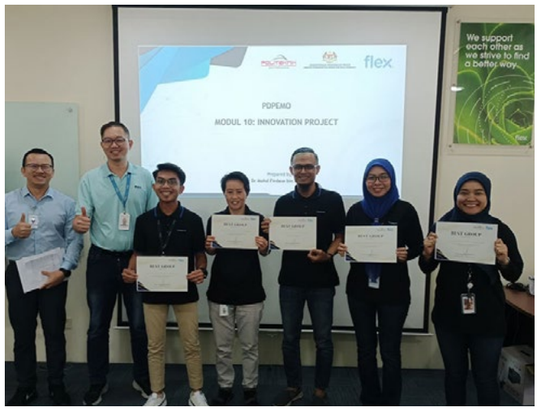
Direct labor team members benefit from hands-on training in the workplace, supplemented by comprehensive printed materials.

HARNESSING INTERNAL TECHNICAL EXPERTISE TO DEVELOP THE NEXT GENERATION OF MANUFACTURING PROFESSIONALS

Flex continues to develop manufacturing talent through its Capability Acceleration Program (CAP), leveraging internal technical expertise to strengthen employees' functional and technical capabilities and build an internal talent pipeline. CAP combines self-paced, instructor-led, on-the-job, and project-based learning across manufacturing disciplines and proficiency levels. The program supports development in areas including quality and project management, helping employees build capabilities relevant to increasingly advanced manufacturing environments. Flex continues to evolve its technical learning offerings to support employee development and changing business needs.

To support ongoing learning and skill development, Flex offers a global employee scholarship program at select facilities. This initiative provides financial aid for education and training, including certifications, degrees, language courses, and licenses. Over the past decade, we've partially or fully funded external programs tailored to employees and locations, strengthening workforce skills and retention.





MALAYSIA

In Malaysia, 612 Flex employees from the PTP and Senai Medical sites graduated from professional certification programs delivered with an external education partner. This collaboration demonstrates how industry–academic partnerships can make career-relevant credentials accessible at scale.

The main programs conducted were:

- Professional Diploma in Production Engineering and Manufacturing Operation (PDPEMO)
- Professional Diploma in Production Injection Molding Engineering (PDPIME)
- Professional Diploma in Manufacturing Engineering (PDIME)
- Flex provided employees with the opportunity to work while studying, supporting their self-improvement and career enhancement.





MEXICO

In Mexico, 60 entry-level employees from the Guadalajara North site completed high school through Flex's 80/20 scholarship model while building vocational skills in Quality and Mechatronics, creating a pathway to continued professional growth inside Flex.



POLAND

The Flex Tczew site in Poland continued its business language courses and study scholarship program, which are available to all team members at the site. As of 2025, the language offerings included 173 English courses, five German courses, three Italian courses, and two Chinese courses. The site also offered 78 scholarships for studies and postgraduate studies.

Effective communication and regular feedback are integral to our employee development approach. We use structured processes—including annual goal setting, quarterly check-ins, and year-end assessments—to support employee growth and alignment with our Ways of Working (WoW).

In 2025, we reinforced these practices through manager playbooks, executive-led communications, and ongoing employee training programs. Employees are encouraged to participate in development discussions, supported by managers trained to provide consistent feedback and guidance.

We also gather employee input through engagement surveys, town halls, and all-hands meetings, using feedback to strengthen our programs.

Leadership development

Flex invests in leadership development to build capabilities, support employee growth, and strengthen organizational performance. Leaders at all levels play a key role in developing talent, providing feedback, and fostering inclusive and high-performing teams.

Our global leadership programs are designed to address both organizational priorities and regional needs, supporting leaders across all levels. These include structured training such as Manager 101, which equips new managers with essential skills, and regional programs such as Lead Forward, which supports frontline leaders transitioning into supervisory roles. These programs are being expanded globally. We also launched the global Accelerate leadership development program, aimed at preparing our high potential talent for the next level of leadership.

We also promote development through mentoring. The Mentoring@Flex program connects employees across functions and regions to share knowledge, build skills, and support career growth. The program uses a structured matching process and ongoing engagement between mentors and mentees.

We monitor participation and outcomes to improve effectiveness. In 2025, 30+ mentors completed five or more mentoring connections through our global mentoring programs.



Wellness for our employees

At Flex, we prioritize employee well-being through programs that support physical and mental health across our global workforce.

In 2025, Flex's EAP and Asia FlexCare programs delivered 177 well-being activities, including 41 webinars, reaching more than 50,000 participations across Asia. The Asia FlexCare approach expands beyond traditional EAP support to address emotional, social, physical, financial, career, and preventive well-being. Flex Asia received the Best Innovative Employee Wellbeing and Benefits Program Award at the HRflag Employer Brand Creative Awards and the Well-being Workplace Award from the Employer Branding Institute, highlighting our leadership in fostering a healthy, supportive, and resilient workplace culture.



Austria

The Flex facility in Althofen, Austria, received the Family-Friendly Employer certificate for the third consecutive year from the Federal Ministry for Family and Youth, in cooperation with Familie & Beruf Management GmbH, after successfully completing the audit for the "Family-Friendly Employer" designation. The certification evaluated the site's family-oriented practices and overall commitment to employee well-being.

The wide range of initiatives already offered in this area helped demonstrate a strong culture of support and flexibility for employees. Flex has also committed to developing new measures over the coming years to further strengthen its family-friendly environment and continuously improve in this important area.



China

In 2025: Flex's Fuyong, China, (including Futian) site demonstrated their commitment to corporate social responsibility by promoting employee well-being across five dimensions: physical, mental, financial, social, and career health. Following a rigorous process that included a company self-assessment, on-site evaluations by an expert panel, and employee interviews, Flex became one of only nine companies nationwide to receive the China Healthy Enterprise Lighthouse Certification.

Fair wages and competitive benefits

We provide competitive compensation and benefits aligned with local market conditions, roles, and performance. Our total rewards approach considers market benchmarks, company and individual performance, and job level to ensure equitable and consistent practices across our global workforce.

We offer a range of benefits designed to support employee well-being and work-life balance, including health programs, parental leave, and family support. Benefits are adapted to regional requirements and legal standards, with additional offerings in selected locations to address specific employee needs.

Our compensation governance framework includes fixed and variable pay, incentives, and benefits, with oversight informed by the Board of Directors, independent advisors, and stakeholder feedback to ensure transparency and alignment with business performance.

We are committed to regularly reviewing compensation practices to promote fairness and address potential gaps across employee groups.

We respect and uphold employees' rights to freedom of association and collective bargaining in accordance with applicable laws. As of 2025, approximately **49%** of our workforce is covered by collective bargaining agreements.

We work to comply with applicable labor laws and regulations across all locations and we provide support programs, such as flexible work arrangements and transition assistance, to meet the evolving needs of our workforce.



Human rights

In 2026, after the reporting period, Flex launched a new Human Rights Policy, reaffirming our commitment to upholding internationally recognized human rights across our operations and value chain. This policy strengthens our approach by integrating updated global standards and international regulations, ensuring respect for all workers and guiding our social management systems. Our Human Rights Policy serves as the cornerstone of our social management practices, emphasizing transparency, accountability, and ongoing improvement. We continue to align our efforts with international frameworks, providing a robust foundation for respecting and protecting human rights throughout our global operations.

We are a member of the Global Business Initiative on Human Rights (GBI) and align our approach with the UN Guiding Principles on Business and Human Rights, among other relevant institutions. Our human rights due diligence involves regular risk assessments, training, and supplier self-evaluations based on internationally recognized human rights, labor, ethics, and responsible sourcing standards of the manufacturing and electronics sectors. We monitor compliance through audits, update supplier contracts as regulations change, and require adherence to our Supplier Code of Conduct and the applicable human rights, labor, ethics, and responsible sourcing standards. These actions help us identify and address human rights risks throughout our value chain.

Labor rights and working hours

Transparency, due diligence, and continuous improvement guide our approach to safeguarding labor rights and human rights across our global operations and value chain. In 2025, we continued to strengthen our management systems, training, assessments, and audit readiness to support safe, respectful, and responsible working conditions.



In 2025, several Flex sites received recognition following independent third-party social compliance assessments covering labor practices, ethics, and management systems. MCi Manorhamilton in Ireland achieved the maximum score with zero findings. Flex's Gushu facility in Shenzhen, China, was also recognized for compliance in these areas, while the Flex facility in San Luis, Mexico, completed its recertification with no findings. The Austin, Texas, U.S.A., and Tab, Hungary, sites also completed their respective third-party recertification audits with zero findings or nonconformities across human resources and environmental, health, and safety areas.

The findings identified in 2025 third-party assessments were managed and monitored through corrective action plans.

Our human rights assessment processes, Global Migrant Hiring Guidelines, and policy framework help maintain high labor standards and support alignment with internationally recognized social, environmental, and ethical industry standards. Flex is committed to addressing excessive working hours, a persistent challenge in the manufacturing industry. Our Working Hours Policy requires compliance with local working-hour requirements or recognized responsible labor practices designed to protect worker well-being. Employees are limited to a maximum of 60 hours per week or the applicable local legal limit, whichever is lower. Overtime must be voluntary and compensated in accordance with applicable law.

Collaboration remains essential to advancing responsible labor practices. Through participation in initiatives and task forces focused on human rights, forced labor, transparency, working hours, and environmental compliance, we work with industry peers, customers, suppliers, NGOs, governments, and academic institutions to address systemic labor challenges and promote responsible business conduct throughout our operations and supply chain.

Based on our 2025 assessments, no significant risks related to incidents of child labor or young workers being exposed to hazardous work were identified across Flex's operations and supply chain.

Industry-wide action for human rights

Flex supports industry-wide action to strengthen responsible labor practices and advance respect for human rights across global manufacturing supply chains. We align our operations with internationally recognized human rights, labor, environmental, and ethical business standards, the UN Guiding Principles on Business and Human Rights, and our internal human rights and social management systems to promote safe working conditions, respect and dignity for workers, and responsible business conduct.

In 2025, we continued to advance our social and environmental compliance management system through self-assessments, pre-audits, corrective action planning, and independent third-party assessments. These processes help identify gaps, strengthen site readiness, and verify alignment with recognized expectations and industry standards across labor, ethics, health and safety, and environmental requirements.

Our audit management playbook and cross-functional preparation process support consistent implementation and continuous improvement. We conduct pre-audits against internationally recognized social, labor, environmental, and ethical standards to identify improvement opportunities weeks or months before required audits, while corrective action plans help sites address findings and strengthen practices. We also apply environmental and social compliance expectations to preferred suppliers through supplier assessments, audits, and engagement programs.

We continue to pursue external recognition programs for manufacturing sites as part of our broader commitment to responsible operations. These recognition programs recognize factories that demonstrate leadership in responsible business practices, including strong assessment performance, closure of priority findings, trained factory leadership, and worker feedback mechanisms that support workplace improvements.

Beyond our own operations, we collaborate through the Responsible Labor Initiative (RLI), the Global Business Initiative on Human Rights (GBI), and other industry platforms to address systemic risks such as forced labor, responsible recruitment, working hours, and worker voice. These partnerships support shared due diligence, capacity building, and continuous improvement across sectors and geographies. Currently, we have identified no sites within our operations or supply chain that present a significant risk of forced or compulsory labor incidents. Flex remains dedicated to fostering a culture of respect, dignity, transparency, and accountability in human rights and labor practices across our global footprint and value chain.



Our approach

We demonstrate strong corporate governance, ethical behavior, and consistent integrity in every aspect of our operations and throughout our value chain.

Corporate governance and our Board of Directors →

Integrity, ethics, and compliance →

Data protection and cybersecurity →

Customer partnerships →

Supply chain integrity →

Our approach key highlights

100%

of our employees completed the Code of Business Conduct and Ethics (CoBCE) refresher online training

100%

of customers covering purchased goods and services, capital goods, and use of sold products had science-based targets[25]

100%

of new global suppliers screened using social and environmental criteria

71%

of preferred suppliers had emissions reduction targets, exceeding our 2025 goal of 50%

$3.09B USD

saved from supplier emissions reduction initiatives

4th

year in a row of being independently evaluated as having a world-class ethics and compliance program



25 Progress based on our commitment that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025, which was baselined in calendar year 2019. Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.

Corporate governance and our Board of Directors

Our sustainability program is built upon robust governance practices. Through a commitment to responsible corporate governance, we seek to protect the long-term interests of both shareholders and stakeholders, strengthen accountability across the Board and management, and promote trust in our organization. The program involves internal stakeholders such as our Board of Directors, Board committees, executive leadership team, and employees.

Effective governance starts with our highest governing body, the Board of Directors, which is chaired by an independent leader who operates separately from the executive team. The Board includes specialized committees — Audit, Compensation and People, and Nominating, Governance, and Public Responsibility (NG&PR)— composed exclusively of independent directors and functioning under formal charters.

Risk oversight is a collective duty shared by the entire Board and its standing committees. Guided by the NG&PR Committee, Flex's Board regularly assesses Board succession and the skill sets required as the company evolves. All directors are expected to demonstrate high professional and personal integrity, possess comprehensive knowledge of the business and industry, and exhibit broad business acumen, advanced education, and strategic judgment.

When evaluating prospective board nominees, the NG&PR Committee adopts a holistic review process. The Board values diverse perspectives, recognizing their importance for effective deliberations, governance, and oversight.

The NG&PR Committee is responsible for identifying, assessing, and recommending candidates for Board membership. Recommendations may come from directors, management, shareholders, or through third-party search firms engaged on occasion to assist in the process.

The Board, with support from its committees, conducts its activities in accordance with the Corporate Governance Guidelines, committee charters, and the Code of Business Conduct and Ethics (CoBCE), all of which establish the company's governance structure. The CoBCE defines the ethical standards that direct our business activities and applies to all directors, specifically addressing topics such as conflicts of interest. Oversight of compliance with the CoBCE, as well as adherence to legal, ethical, and regulatory requirements, is delegated to the Audit Committee.

Flex 2030 goals progress: governance

GOAL

Continue to maintain high (top quartile) governance standards as measured by investors, proxy advisory firms, and governance best practices

2025 PROGRESS

Our governance scores recognize us as a leader among our industry peers. During 2025, ISS continued to award Flex its highest overall governance quality score rating, compared against the Russell 3000. We continue to see the benefit of engaging with our shareholders on our governance program



The Corporate Governance Guidelines establish standards for director independence, address policies regarding related person transactions, and define disclosure requirements pertaining to these subjects. The Board is dedicated to continuous enhancement and conducts annual evaluations of individual directors, each committee, and the Board of Directors as a whole to assess their effectiveness.

Our governance framework keeps leadership engaged and accountable, with all employees and directors expected to uphold our core values of responsibility, sustainability, and sound judgment. These principles, supported by an active Board, drive our success and sustain Flex's commitment to sustainability.

The Board is instrumental in guiding our sustainability initiatives and strategic planning. In response to the increasing complexity and evolving landscape of sustainability, each standing committee is responsible for risk oversight within their designated areas and receives regular updates regarding sustainability activities and performance indicators.

Each year, the Board undertakes an evaluation of Flex's sustainability program, incorporating insights from management regarding emerging sustainability trends and current initiatives. At every quarterly meeting, the Board and the NG&PR Committee review and discuss governance matters, notable industry developments, and pertinent regulatory requirements.

The NG&PR Committee oversees Flex's sustainability policies and programs in areas such as human rights, social issues, climate change, and environmental risks and opportunities. It guides and evaluates the sustainability strategy, receives updates from management on initiatives and trends, reviews regulatory changes and best practices, and examines the annual sustainability report.

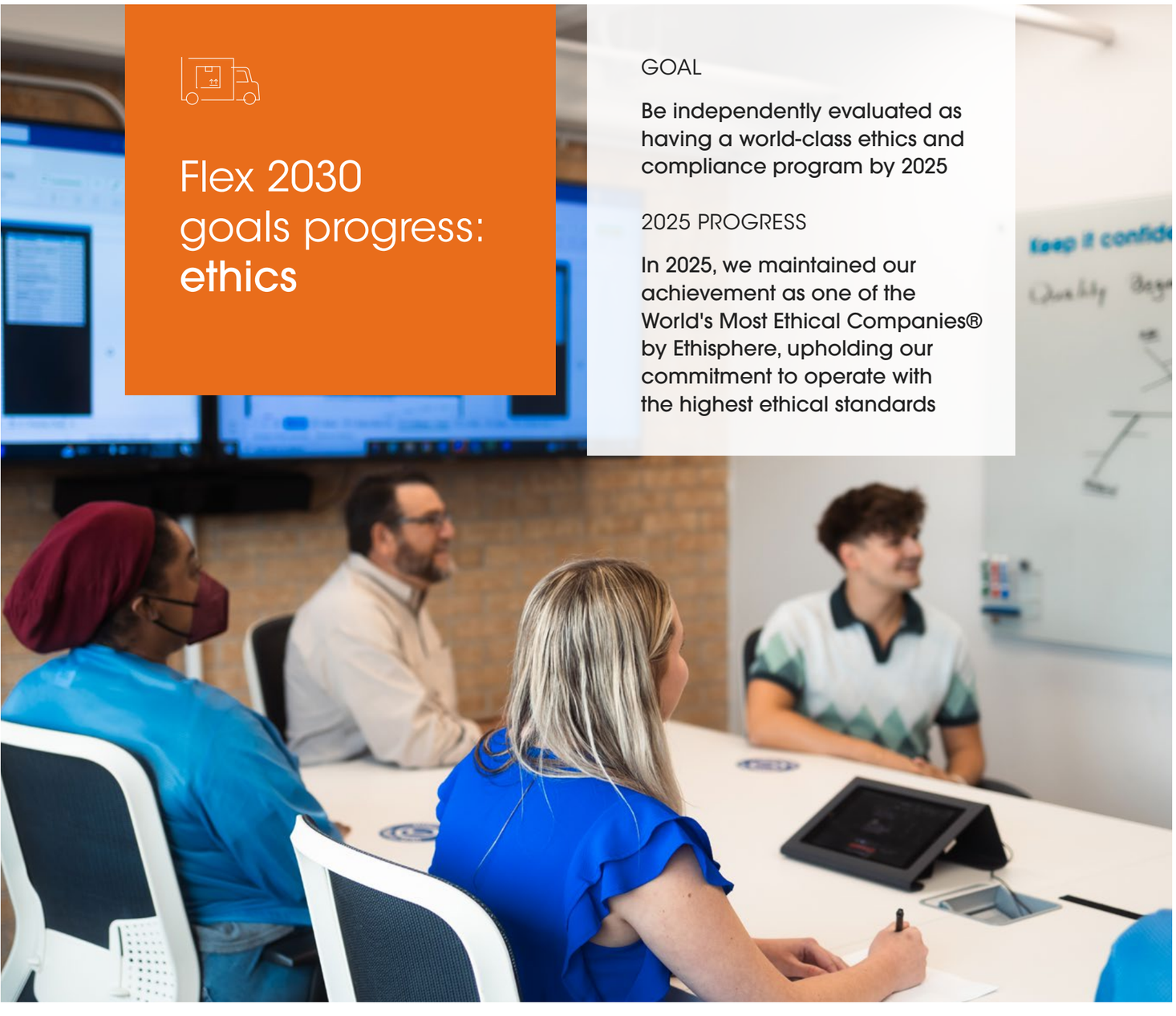
The Audit Committee is tasked with overseeing internal controls that uphold the integrity of sustainability reporting. Additionally, the Compensation and People Committee conducts regular evaluations of Flex's human capital management strategy, placing emphasis on corporate culture, talent acquisition, retention, and training programs. For fiscal year 2025, sustainability performance was included as a separate modifier in determining final bonus payouts under the annual incentive bonus plan. Beginning in fiscal year 2026, sustainability is no longer included as a separate modifier in the annual incentive bonus plan. Instead, the executive leadership team and functional leaders incorporate sustainability-related objectives into their individual annual goals. This approach is intended to support execution across the pillars of Flex's sustainability program and reinforce shared, team-based accountability.

Internal committees and governance alignment

Our sustainability strategy relies on collaboration, disciplined execution, and ongoing improvement. The Corporate Sustainability Leadership Committee, made up of leaders from across Flex, oversees key initiatives in operations, supply chain, legal, finance, HR, commercial teams, and communications through monthly meetings. Sustainability program owners are accountable for objectives at each site, with general managers and functional leads coordinating implementation locally. Teams enforce standards, monitor performance, address customer needs, and verify program success.

We align with global frameworks like the UN Global Compact and Science Based Targets initiative (SBTi), using SBTi to set emissions targets in line with the Paris Agreement. Our progress is assessed externally through benchmarks such as CDP and ISS governance scores.

Integrity, ethics, and compliance



Flex 2030 goals progress: ethics

GOAL

Be independently evaluated as having a world-class ethics and compliance program by 2025

2025 PROGRESS

In 2025, we maintained our achievement as one of the World's Most Ethical Companies® by Ethisphere, upholding our commitment to operate with the highest ethical standards

Ethics and compliance

100% of our employees completed the Code of Business Conduct and Ethics (CoBCE) online training

1,870 hotline reports remediated, addressing a variety of issues through guidance, review, and/or investigation

55+[26] Integrated Scorecards completed, ensuring the highest standards in our manufacturing operations and corporate function

Our steadfast commitment to ethics and compliance enables us to earn and retain the trust of our stakeholders, fostering a culture built on integrity, respect, and accountability. These measures are fundamental to our global operations and align with the expectations of stakeholders and partners throughout the value chain.

To emphasize the importance of ethical conduct and ensure adherence to our standards, we provide systematic training, educational programs, ongoing communications, assessments, and audits on a global scale. We continue to uphold the highest ethical standards while regularly evaluating our progress toward established objectives. These initiatives encompass all global sites—approximately 100 in total. For the covered period our assessment processes have identified no significant risks associated with corruption.

2026 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 4-TIME HONOREE

For the fourth straight year, Flex was named a World's Most Ethical Company® by Ethisphere. This recognition highlights our ongoing commitment to achieving an independently evaluated world-class ethics and compliance program by 2025.

26 Corresponding to FY26.

Ethics and anti-corruption management material to our business

Adherence to industry standards, together with robust internal controls[27], is fundamental to sustaining our operations and strengthening relationships with suppliers and customers.

Code of Business Conduct and Ethics

The Code of Business Conduct and Ethics (CoBCE), accessible via a searchable microsite, offers comprehensive guidance to Flex employees and establishes a framework for integrating company values into daily operations. The code clearly defines and prohibits unethical conduct — including conflicts of interest, kickbacks, and bribery — and mandates adherence to applicable local laws across all regions of operation. Our CoBCE aligns with internationally recognized human rights, labor, environmental, and ethical standards and undergoes regular review to ensure it meets evolving regulatory requirements and industry best practices.

Currently, the code is available in 22 languages on both internal and external websites. Completion of CoBCE training is mandatory for all employees.

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

GROUP / AUDIENCE	TOTAL NUMBER (BY REGION) COMMUNICATED TO	PERCENTAGE (BY REGION) COMMUNICATED TO	TOTAL NUMBER (BY REGION) TRAINED	PERCENTAGE (BY REGION) TRAINED
Governing body members	Asia: 1 EMEA: N/A Americas: 8	Asia: 100% EMEA: N/A Americas: 100%	Asia: 1 EMEA: N/A Americas: 8	Asia: 100% EMEA: N/A Americas: 100%
Indirect Labor Employees[28,29]	Asia: 15,336 EMEA: 7,103 Americas: 15,336	Asia: 100% EMEA: 100% Americas: 100%	Asia: 6,418 EMEA: 3,384 Americas: 5,987	Asia: 42% EMEA: 48% Americas: 50%
Business partners	Asia: 392 EMEA: 153 Americas: 76	Asia: 4.35% EMEA: 1.90% Americas: 2.62%	N/A	N/A

Our corporate compliance program

Flex's ethics & compliance program is designed to assess potential risks and ensure full compliance with established policies, as well as relevant laws and regulations. Oversight is provided by the chief ethics and compliance officer, compliance directors, and subject matter experts, who collectively administer, monitor, and continually improve our global management system. Internal controls encompass comprehensive policies, procedures, training, communication, risk assessments, root cause analysis, and remediation initiatives. The Flex's ethics and compliance organization is dedicated to implementing advanced tools for optimizing third party anti-corruption risk management conflict of interest reporting and managing gifts to commercial entities and government officials.

Our ethical culture

Our commitment to mutual respect and accountability defines our culture of ethics and compliance. Flex prioritizes comprehensive training across all levels of the organization, integrating both in-person and virtual methods through leadership conferences, regional meetings, and site-specific sessions. The training strategy is designed to foster employee engagement and solicit feedback, with regular global surveys conducted to assess our ethical environment and guide the selection of training topics.

We recognize that effective leadership is fundamental in promoting adherence to the Code of Business Conduct and Ethics (CoBCE) and compliance policies at Flex. The leadership team, including the CEO and senior executives, maintains consistent communication with employees and stakeholders regarding business ethics. Multiple internal channels, such as all-hands meetings, digital resources, and newsletters, are utilized to reinforce ongoing ethics and compliance efforts.

Integrated compliance scorecards

Our integrated compliance scorecard program supports change management by providing leadership with actionable data to address issues efficiently. It embeds ethics throughout the organization, making compliance a shared responsibility. By consolidating data from sources such as ethics hotline reports, employee surveys, and fraud risk assessments, Flex gains clear insight into compliance across manufacturing sites and corporate functions. We have implemented compliance scorecards at 55+ sites[30] to evaluate ethics and compliance performance.

LEVERAGING DATA TO STRENGTHEN OUR CULTURE OF INTEGRITY

Flex continued to strengthen its integrated compliance scorecard and analytics capabilities in 2025, providing leaders with greater visibility into ethics and compliance trends across our global operations. By bringing together ethics case information and other compliance indicators, these tools help leaders identify emerging risks, monitor trends and develop targeted action plans that reinforce accountability and ethical decision-making.

27 Includes policies, procedures, training, communications, risk assessments, root cause analysis, and remediation efforts.
28 Includes all employees who received the global anti-corruption and bribery communication during 2025.
29 Includes all employees who have taken the global anti-corruption and bribery training, as of March 31, 2026 (end of Flex Fiscal year).
30 Corresponding to FY26.

Raising concerns

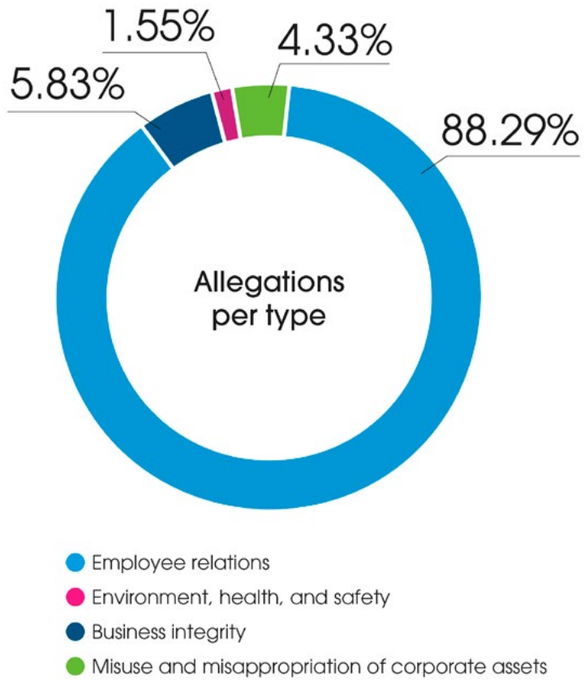
It is vital that every team member at Flex feels confident in raising workplace concerns without fear of reprisal. Our CoBCE and anti-retaliation policies are designed to protect employees and ensure anonymity, thereby promoting trust among staff and business partners that all reported matters will be handled promptly, respectfully, and with appropriate confidentiality. Concerns related to ethics, labor practices, information security, or suspected violations may be reported through multiple channels, including email, web-based platforms, and toll-free hotlines. We also encourage direct communication with management, the human resources team, or the legal department. Employees seeking advice or guidance on ethical matters are welcome to utilize any of these internal avenues.

Our Ethics Hotline enables anonymous reporting 24/7 in nine languages. It can be accessed online or by calling the toll-free numbers on www.flexethicshotline.com.

We remain committed to continuously improving hotline access and enhanced accessibility features on the external website.

The corporate ethics and compliance team is responsible for managing ethics cases and coordinating investigations alongside cross-functional teams such as brand protection and security, human resources, health and safety, and legal. Each case undergoes a formal intake review, ensuring it is assigned to the appropriate team for comprehensive investigation. The ethics and compliance teams submit quarterly reports to executive sponsors and the Audit Committee of the Board of Directors, detailing significant matters and trends identified in these cases.

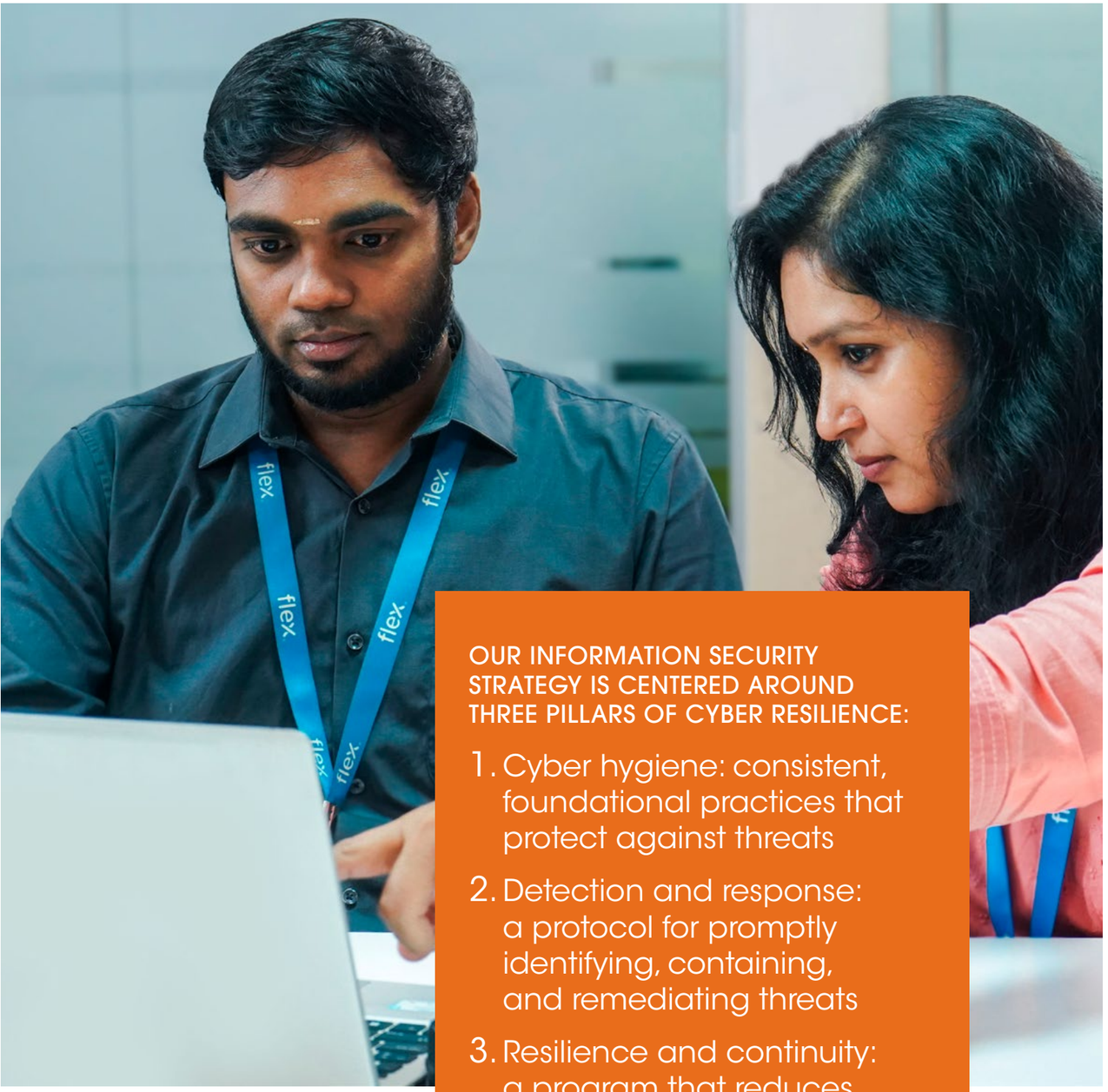
In 2025, we managed **1,870** reported cases encompassing employee relations, environmental, health, and safety issues, ensuring thorough investigation and remediation where appropriate.



In 2025, we had no reports of corruption or bribery involving government officials and no fines, penalties, or enforcement actions related to corruption or bribery. We investigated and substantiated 12 incidents of commercial corruption related to supply chain decisions, resulting in disciplinary action or termination of employment for 16 employees. **No** business relationships were terminated due to violations of our Code of Business Conduct and Ethics (CoBCE).

In 2025, there were no public legal cases brought against Flex or our employees related to corruption, anti-competitive behavior of antitrust, or monopoly legislation in which Flex was identified as a participant.





OUR INFORMATION SECURITY STRATEGY IS CENTERED AROUND THREE PILLARS OF CYBER RESILIENCE:

1. Cyber hygiene: consistent, foundational practices that protect against threats
2. Detection and response: a protocol for promptly identifying, containing, and remediating threats
3. Resilience and continuity: a program that reduces cyber-related business risk and supports compliance with regulatory and customer requirements

Data protection and cybersecurity

Protecting the personal data of our employees, customers, partners, and suppliers is central to the trust that our stakeholders place in Flex. Our data privacy and cybersecurity program is designed to identify, manage, and reduce the risk of unauthorized access, misuse, or loss of information across our global operations and supply chain.

Cybersecurity and data privacy risks are overseen by the Audit Committee of the Board of Directors, which receives regular updates from our Chief Information Security Officer and Data Protection Officer (and currently, on an interim basis, from our Chief Information Officer). Cyber risk is built into our enterprise risk management process. This lets us weigh it alongside other strategic, operational, and regulatory risks.

We maintain global policies, procedures, and technical and organizational safeguards aligned with recognized frameworks such as the NIST Cybersecurity Framework 2.0 and ISO/IEC 27001.

These measures are designed to comply with the data protection laws that apply to us, including the EU General Data Protection Regulation (GDPR) and other national and state privacy laws in the jurisdictions where we operate. In 2025, we did not identify any cybersecurity incidents that have materially affected, or are reasonably likely to materially affect, Flex's business strategy, operational results, financial condition, or operations, nor did we experience any incidents resulting in customer data theft.

As a global manufacturing and supply chain partner, we know our security also depends on the resilience of our suppliers and service providers. We assess third parties' security and privacy controls during onboarding and periodically thereafter, and include data protection and security requirements in our contracts.

Customer partnerships

We work with leading brands to design, build, and manage products that improve the world. Our integrated services, including supply chain, manufacturing, fulfillment, logistics, reverse logistics, and circular economy, help customers achieve sustainability goals, meet regulatory requirements, and maximize product value.

To achieve net-zero greenhouse gas emissions by 2040, we foster strong partnerships and collaborative solutions across the value chain, prioritizing scope 3 emissions. By adopting an ecosystem approach and sharing best practices with top-emitting customers[32] and suppliers, we use frameworks such as TCFD and CDP to scale sustainability efforts efficiently.

We are proud to have fully achieved our target, as 100% of our specified customers[33] have established science-based targets. This accomplishment fulfills our 2025 goal and demonstrates our value chain's strong commitment to climate action.

We engage customers on sustainability through surveys, assessments, and meetings to understand their goals. Our sustainability inquiry tool helps us address customer questions efficiently and collaborate to advance their objectives. We continually update our resources to reflect current priorities and trends. Flex values industry recognition and remains committed to strong partnerships and responsible innovation as a global manufacturing partner.



31 Progress based on our commitment that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025, which was baselined in calendar year 2019. Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.
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Supply chain integrity



Flex 2030 goals progress: **suppliers**

GOAL

Commit that 50% of our 'Preferred Suppliers' will set their own GHG emissions reduction targets by 2025 and 100% by 2030

2025 PROGRESS

71% of our preferred suppliers had GHG emissions reduction targets in 2025. This accomplishment exceeds our 2025 goal of 50% and puts us at 71% towards our 2030 goal

Supply chain integrity

Using Flex's expertise, we efficiently deliver quality products worldwide while managing industry challenges and increasing expectations for transparent, sustainable supply chains.

Supply chain management

Our suppliers play a vital role in delivering reliable and sustainable products. We require high ethical standards, strong management systems, rigorous risk mitigation, and transparent reporting. Flex suppliers must support environmental and social initiatives while managing risks.

Our supply chain management, supplier requirements, and audit programs follow internationally recognized human rights, labor, environmental, and ethical standards, addressing issues such as anti-slavery, conflict minerals, environmental protection, ethics, forced labor, freedom of association, health and safety, and human rights. Flex regularly assesses risks to keep our management systems effective and updated. In 2025, we revised our supplier assessment and audit guidance to reflect evolving industry expectations and best practices and integrated it into our supply chain processes.

Flex stays current with industry changes, customer expectations, and regulations, sharing insights through internal training and resources for stakeholders, including employees and business partners.

Emissions reduction in our supply chain

Working with the value chain to address scope 3 emissions is vital for achieving net-zero greenhouse gas targets by 2040. Engaging suppliers enhances our environmental impact, strengthens partnerships, and ensures we deliver sustainable products.

In 2025, 71% of our preferred suppliers established greenhouse gas emissions reduction targets, exceeding our 2025 goal of 50% and advancing our progress toward our 2030 commitment of reaching 100% supplier target adoption.

Our Supplier Greenhouse Gas Emissions Reduction Program helps preferred suppliers measure emissions, set targets, and accelerate sustainability. Using CDP's Climate Change Questionnaire and other internal data collection tools, we guide suppliers to establish measurable goals and require them to set emissions reduction targets within three years of joining the preferred supplier program. For the 2025 cohort, we hosted 23 supplier training, including some on-site sessions, provided greenhouse gas emissions calculation and renewable energy education, and offered one-on-one support. These efforts have advanced our emissions reduction progress with suppliers:

- **81%** of our preferred suppliers have disclosed their operational emissions
- **71%** of our preferred suppliers have set GHG emissions reduction targets
- **20%** of our preferred suppliers have set a renewable energy target

We are pleased to acknowledge the progress achieved in emissions reduction since the inception of our supplier sustainability program in 2021, made possible by the commitment of our supplier network.[34] Figures are cumulative since 2021, reported by suppliers, and are not deducted from Flex's emissions inventory:

26.5%	of overall spend is covered by preferred suppliers in the GHG emissions reduction and renewable energy program
$3.088B USD	saved from supplier emissions reduction initiatives
212M	metric tons of CO_2e reduced by suppliers[35]

Supplier assessments and on-site audits

We conduct due diligence on suppliers and labor agencies to manage risks and improve sustainability. Our assessments cover key responsible business areas, including labor, ethics, health and safety, environment, and management systems. Social and environmental criteria are integrated into our policies, training, audits, and corrective action plans.

New suppliers undergo audits and risk assessments during onboarding. High-risk suppliers must complete a Self-Assessment Questionnaire and follow our Supplier Code of Conduct and supplier requirements. This process educates suppliers and identifies improvement areas. We monitor risk areas, ensure corrective actions are taken, and perform on-site audits when needed. We continue to refine onboarding by analyzing media, adjusting sustainability topics, and assessing at-risk regions for forced labor.

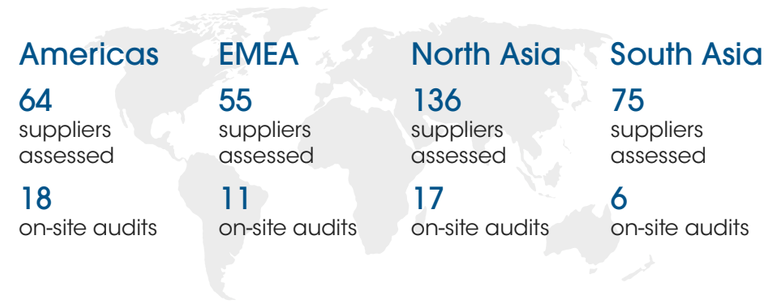
Flex regularly performs remote and on-site audits to prioritize safety. In 2025, we conducted 226 initial and 88 follow-up audits in high-risk regions across Asia, Europe, South America, and North America. On-site audits include employee interviews to uncover concerns such as excessive work hours, insufficient rest, health and safety issues, wage problems, and management deficiencies.

Supplier audits

INITIAL AUDITS	FOLLOWUP
214 on-site audits	68 on-site audits
12 remote audits	20 remote audits

Our procurement team assesses compliance for various suppliers — including chemical, welding, calibration, and on-site services — covering both indirect suppliers and service providers.

REGIONAL BREAKDOWN



Americas	EMEA	North Asia	South Asia
64 suppliers assessed	55 suppliers assessed	136 suppliers assessed	75 suppliers assessed
18 on-site audits	11 on-site audits	17 on-site audits	6 on-site audits

Responsible mineral sourcing

We remain committed to responsible supply chain practices by prioritizing ethical raw material sourcing and safeguarding supply chain workers globally.

Supplier engagement is streamlined using standardized guidance and reporting templates, covering both conflict minerals — tin, tantalum, tungsten, and gold or 3TG — and other relevant minerals. This approach clarifies expectations and advances accountability across our supply chain.

Flex works with stakeholders to address environmental and social impacts from minerals beyond 3TG.

We aligned our responsible sourcing efforts with evolving legislation and best practices, providing targeted training for key functions and stakeholders.

34 Data provided by CDP reporting and other internal data collection tools.
35 Accumulative CO2e tons since 2021.

Our Responsible Sourcing Minerals Policy follows OECD due diligence guidance. Through industry collaboration, supplier engagement, and risk-based due diligence processes, we improve our due diligence by proactively addressing minerals of concern.

Flex continues to strengthen responsible sourcing of minerals through cross-functional collaboration, supplier engagement, and risk-based due diligence. Our compliance framework and supporting systems help us collect and assess supplier data, identify potential sourcing risks, and respond to customer and regulatory requirements. We use standardized industry reporting tools and work with suppliers, customers, and the Responsible Minerals Initiative to promote greater transparency and continuously improve due diligence across our global supply chain. Our cross-functional responsible sourcing group supports annual SEC (Form SD) conflict minerals reporting through the filing of Form SD and the associated Conflict Minerals Report.

In 2025, about 64 percent of identified smelters or refiners were RMAP certified or undergoing audits. We engage suppliers to further minimize sourcing risks.

We collaborate with customers and suppliers to address responsible sourcing risks associated with high-risk minerals. Through standardized industry reporting templates and disclosure tools, we enhance supply chain transparency, support compliance requirements, and strengthen responsible sourcing due diligence across our global supply chain.

Sustainability training for our suppliers

Providing virtual and on-site sustainability training is essential for ensuring supplier alignment with our sustainability initiatives. In 2025, we delivered trainings to **1,818** suppliers covering topics such as our sustainability expectations, effective sustainability management, supply chain social and environmental programs, and adherence to applicable responsible business, sustainability government regulations, and Supplier Code of Conduct requirements. Internal communications are also continuously shared to build awareness of sustainability concepts, including our programming, regulations, and Life Cycle Assessments (LCAs).

Supplier training also includes product-level sustainability data submission during the quoting process. These monthly sessions guide suppliers in calculating emissions per part number and foster compliance with governmental regulations and customer standards. We remain committed to advancing sustainable practices for our customers and expect this commitment to persist across new and ongoing commercial relationships.

Supplier due diligence in high-risk areas

Through our working hours and labor agent programs, we undertake systematic and strategic evaluations of suppliers and labor agents located in regions identified as high-risk.

WORKING HOURS ASSESSMENT

For more than 10 years, we have consistently tracked the monthly working hours of employees at our suppliers. As of 2025, 140 of our suppliers in China submitted monthly working hours data, with 116 achieving a full year of reporting. When discrepancies are identified, we collaborate with suppliers to review their data, require evidence of corrective actions, and conduct on-site audits when necessary. Our monitoring efforts have encompassed records for over 76,649 workers[36], resulting in reductions in excessive working hours among participating suppliers. Suppliers that do not provide monthly reports or fail to fulfill improvement commitments are designated as high-risk. This designation triggers appropriate measures that may include discontinuing the business relationship.

LABOR AGENT ASSESSMENT PROGRAM

We conduct thorough evaluations of material suppliers and labor agents to ensure adherence to pertinent labor regulations and Flex's internal standards. Since 2015, we have implemented social and environmental on-site audits with our primary labor agents located in regions deemed high-risk for labor violations and abuses. In 2025, all eight labor agencies engaged for dispatched workers in China underwent comprehensive on-site audits. The insights gained from these assessments inform our decisions regarding the approval or rejection of labor agents as Flex partners. The most frequently observed issues during these audits concerned inadequate social insurance coverage and wage-related matters.

36 From calendar year 2013-2025

Supplier diversity and local spending

Flex is committed to enhancing partnerships with diverse suppliers[37] and providing our customers with resources to facilitate diverse supplier sourcing. We offer access to a third-party managed supplier database, enabling efficient procurement and sourcing processes. Furthermore, we routinely engage with local suppliers or those located within the countries where materials are used, thereby supporting local economies in regions where our employees reside and work.

Registration for the diverse supplier database can be completed via our external website. This database enables supplier partners to upload and update certifications, contact details, and business information for improved accessibility and record-keeping. On an annual basis, we assess our suppliers through this database to identify suitable diverse partners and share these findings with customers when necessary. For all sourcing decisions, Flex awards business based on supplier cost, quality, value, and risk assessment.

Below are some of our diverse supplier advocacy partnerships where we maintain corporate membership:

- APACC (Asian Pacific American Chamber of Commerce)
- GLWBE (Great Lakes Women's Business Enterprise)
- MHCC (Michigan Hispanic Chamber of Commerce)
- MMSDC (Michigan Minority Supplier Development Council)



37 There is only certain diverse spend allocation for customers requesting indirect diverse spend reporting, as long as it complies with Flex confidentiality policies.

Indices

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Index A. Memberships and associations

Below are the memberships we held in 2025:

BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP (BCCCC)
http://ccc.bc.edu

BUSINESS ETHICS LEADERSHIP ALLIANCE (BELA)
https://ethisphere.com/solutions/the-bela/

BUSINESS ROUNDTABLE
http://www.businessroundtable.org

CATALYST
https://www.catalyst.org/

CHWMEG INC.
http://chwmeg.org

ELLEN MACARTHUR FOUNDATION
http://www.ellenmacarthurfoundation.org

GLOBAL BUSINESS INITIATIVE ON HUMAN RIGHTS (GBI)
http://gbihr.org

GRI COMMUNITY MEMBERSHIP
http://www.globalreporting.org

RESPONSIBLE BUSINESS ALLIANCE (RBA)
http://www.responsiblebusiness.org

RESPONSIBLE MINERALS INITIATIVE (RMI)
http://www.responsiblemineralsinitiative.org

GLOBAL COMPACT NETWORK USA
https://www.globalcompactusa.org/

THE VALUABLE 500
http://www.thevaluable500.com

WORLD ECONOMIC FORUM'S ALLIANCE OF CEO CLIMATE LEADERS
https://initiatives.weforum.org/alliance-of-ceo-climate-leaders/home

Index B. Alignment to the UN SDGs

Our sustainability framework supports the UN SDGs, with a specific focus on the four SDGs most aligned to our strategy: Good Health and Well-being, Decent Work and Economic Growth, Responsible Consumption and Production, and Climate Action.

The UN SDG alignment table to the right was carried out based on the GRI standards, the World Business Council for Sustainable Development (WBCSD), and the UNGC: SDG Compass.

SDG	REPORT ALIGNMENT
	• Community investment • Employee health and safety • Wellness for our employees • Employee experience and engagement • Labor practices • Index G: Our 2025 KPIs
	• Community investment • Employee experience and engagement • Employee development • Fair wages and competitive benefits • Human rights • Index G: Our 2025 KPIs

SDG	REPORT ALIGNMENT
	• Environmental stewardship • Waste and materials management • Water use and management • Energy management and emissions reduction • Our reverse logistics and circular economy services • Community investment • Human rights • Supply chain integrity • Index G: Our 2025 KPIs
	• Environmental stewardship • Waste and materials management • Water use and management • Energy management and emissions reduction • Our reverse logistics and circular economy services • Community investment • Index G: Our 2025 KPIs

Index C. Alignment to the UNGC

The following table outlines this report's alignment to the Ten Principles of the UNGC. This alignment was carried out with guidance from UNGC and GRI "Making the Connection: Using the GRI Standards to Communicate Progress on the UN Global Compact Principles." More information can be found in our 2030 goals progress report in Index H. of this report.

UNGC PRINCIPLE	OUR ALIGNMENT
HUMAN RIGHTS: PRINCIPLE 1 Businesses should support and respect the protection of internationally proclaimed human rights	• Operationalizing our sustainability strategy • Human rights • Index G: Our 2025 KPIs
HUMAN RIGHTS: PRINCIPLE 2 Businesses should make sure that they are not complicit in human rights abuses	• Human rights • Supply chain integrity • Index G: Our 2025 KPIs
LABOR: PRINCIPLE 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	• Fair wages and competitive benefits • Human rights • Supply chain integrity • Index G: Our 2025 KPIs
LABOR: PRINCIPLE 4 Businesses should uphold the elimination of all forms of forced and compulsory labor	• Human rights • Supply chain integrity • Index G: Our 2025 KPIs
LABOR: PRINCIPLE 5 Businesses should uphold the effective abolition of child labor	• Human rights • Supply chain integrity • Index G: Our 2025 KPIs
LABOR: PRINCIPLE 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation	• Employee experience and engagement • Human rights • Index G: Our 2025 KPIs

UNGC PRINCIPLE	OUR ALIGNMENT
ENVIRONMENT: PRINCIPLE 7 Businesses should support a precautionary approach to environmental challenges	• Operationalizing our sustainability strategy • Index G: Our 2025 KPIs
ENVIRONMENT: PRINCIPLE 8 Businesses should undertake initiatives to promote greater environmental responsibility	• Environmental stewardship • Waste and materials management • Water use and management • Energy management and emissions reduction • Our reverse logistics and circular economy services • Community investment • Index G: Our 2025 KPIs
ENVIRONMENT: PRINCIPLE 9 Businesses should encourage the development and diffusion of environmentally friendly technologies	• Operationalizing our sustainability strategy • Environmental stewardship • Our reverse logistics and circular economy services • Index G: Our 2025 KPIs
ANTI-CORRUPTION: PRINCIPLE 10 Businesses should work against corruption in all its forms, including extortion and bribery	• Our sustainability strategy • Integrity, ethics, and compliance • Index G: Our 2025 KPIs

Index D. GRI Content Index

We have aligned our public sustainability reporting with the Global Reporting Initiative (GRI) Standards since 2013 and have been proud members of the GRI Community since 2019.

Flex has prepared this report in accordance with the GRI Standards. The report includes topics and disclosures identified through our materiality assessment process. We conducted a materiality assessment reflected in this report in 2021 and completed a Double Materiality Assessment in 2025. Given the planned spin-off, publication of an updated materiality assessment and any associated revisions to long-term goals has been deferred.

A GRI Content Index is provided to assist stakeholders in locating the disclosures reported in accordance with the GRI Standards.

Statement of use: Flex has reported in accordance with the GRI Standards for the period January 1, 2025 – December 31, 2025.
GRI 1 used: GRI 1: Foundation 2021
Applicable GRI Sector Standard(s): N/A

GRI 2: General Disclosures 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
2-1	Organizational details	About this report and external alignment
2-2	Entities included in the organization's sustainability reporting	About this report and external alignment
2-3	Reporting period, frequency, and contact point	About this report and external alignment
2-4	Restatements of information	Index G: Our 2025 KPIs
2-5	External assurance	Index I: Third-party assurance
2-6	Activities, value chain, and other business relationships	Company profile Our capabilities Industries served
2-7	Employees	Index G: Our 2025 KPIs
2-8	Workers who are not employees	Index G: Our 2025 KPIs
2-9	Governance structure and composition	Corporate governance and our Board of Directors Flex 2025 Annual Report
2-10	Nomination and selection of the highest governance body	Corporate governance and our Board of Directors Flex 2025 Annual Report
2-11	Chair of the highest governance body	Corporate governance and our Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance and our Board of Directors Internal committees and governance alignment
2-13	Delegation of responsibility for managing impacts	Corporate governance and our Board of Directors Internal committees and governance alignment
2-14	Role of the highest governance body in sustainability reporting	Corporate governance and our Board of Directors
2-15	Conflicts of interest	Corporate governance and our Board of Directors Code of business conduct and ethics Our ethical culture
2-16	Communication of critical concerns	Raising concerns
2-17	Collective knowledge of the highest governance body	Corporate governance and our Board of Directors

GRI 2: General Disclosures 2021		
DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
2-18	Evaluation of the performance of the highest governance body	Corporate governance and our Board of Directors
2-19	Remuneration policies	Fair wages and competitive benefits Corporate governance and our Board of Directors
2-20	Process to determine remuneration	Fair wages and competitive benefits
2-21	Annual total compensation ratio	Flex 2025 Proxy Statement
2-22	Statement on sustainable development strategy	Letter from our CEO
2-23	Policy commitments	Sustainability management systems Our precautionary approach Employee experience and engagement Human rights
2-24	Embedding policy commitments	Sustainability management systems
2-25	Processes to remediate negative impacts	Raising concerns
2-26	Mechanisms for seeking advice and raising concerns	Raising concerns
2-27	Compliance with laws and regulations	Sustainability management systems Our corporate compliance program Raising concerns Data protection and cybersecurity During 2025, we did not find significant instances of non-compliance with laws and regulations regarding environment and worker's health and safety.
2-28	Membership associations	Sustainability working groups and memberships Index A. Memberships and associations
2-29	Approach to stakeholder engagement	Stakeholder engagement
2-30	Collective bargaining agreements	Fair wages and competitive benefits Index G: Our 2025 KPIs
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Sustainability management systems Materiality assessment and material sustainability topics
3-2	List of material topics	Sustainability management systems Materiality assessment and material sustainability topics

Our world: Emissions Reduction and Management

GRI 3: Material Topics 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
3-3	Management of material topics:	Sustainability management systems Stakeholder engagement Materiality assessment and material sustainability topics Energy management and emissions reduction

GRI 305: Emissions 2016

305-1	Direct (scope 1) GHG emissions	Energy management and emissions reduction Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
305-2	Energy indirect (scope 2) GHG emissions	Energy management and emissions reduction Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
305-3	Other indirect (scope 3) GHG emissions	Energy management and emissions reduction Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
305-4	GHG emissions intensity	Index G: Our 2025 KPIs Index I: Third-party assurance
305-5	Reduction of GHG emissions	Energy management and emissions reduction Index G: Our 2025 KPIs 2025 CDP Climate Change and Water Security Questionnaire
305-6	Emissions of ozone-depleting substances (ODS)	Flex currently estimates all refrigerant emissions assuming they are Hydrofluorocarbons (HFCs) and are thus included in our scope 1 emissions. If in the future actual refrigerant data is collected, Flex will report any hydrochlorofluorocarbons (HCFCs) within 305-6.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	NOx: 35.9, SOx: 1.3, VOC: 3.6, PM: 5.3. These emissions are not considered in scope 1 or 2 as the GHG protocol covers the accounting and reporting of seven greenhouse gases covered by the Kyoto Protocol.

Our world: Energy Sourcing and Consumption

GRI 3: Material Topics 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
3-3	Management of material topics	Sustainability management systems Stakeholder engagement Materiality assessment and material sustainability topics Energy management and emissions reduction

GRI 302: Energy 2016

302-1	Energy consumption within the organization	Energy management and emissions reduction Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
302-2	Energy consumption outside of the organization	Energy management and emissions reduction 2025 CDP Climate Change and Water Security Questionnaire
302-3	Energy intensity	Energy intensity is not reported as the organization does not currently track energy consumption relative to a normalized metric. Methods to calculate this data are being evaluated for future reporting in the coming five years.
302-4	Reduction of energy consumption	Energy management and emissions reduction 2025 CDP Climate Change and Water Security Questionnaire
302-5	Reductions in energy requirements of products and services	Energy management and emissions reduction Our reverse logistics and circular economy services 2025 CDP Climate Change and Water Security Questionnaire

Our world: Waste Management

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder engagement Materiality assessment and material sustainability topics Waste and materials management

GRI 306: Waste 2020

306-1	Waste generation and significant waste-related impacts	Waste and materials management
306-2	Management of significant waste-related impacts	Waste and materials management Our reverse logistics and circular economy services

GRI 306: Waste 2020

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
306-3	Waste generated	Waste and materials management Index G: Our 2025 KPIs Index I: Third-party assurance
306-4	Waste diverted from disposal	Waste and materials management Index G: Our 2025 KPIs
306-5	Waste directed to disposal	Waste and materials management Index G: Our 2025 KPIs

Our world: Water Management

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Water use and management

GRI 303: Water and Effluents 2018

303-1	Interactions with water as a shared resource	Water use and management 2025 CDP Climate Change and Water Security Questionnaire
303-2	Management of water discharge-related impacts	Water use and management 2025 CDP Climate Change and Water Security Questionnaire
303-3	Water withdrawal	Water use and management Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
303-4	Water discharge	Water use and management Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire
303-5	Water consumption	Water use and management Index G: Our 2025 KPIs Index I: Third-party assurance 2025 CDP Climate Change and Water Security Questionnaire

Our world: Community Engagement and Giving

GRI 3: Material Topics 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Community investment

GRI 413: Local Communities 2016

413-1	Operations with local community engagement, impact assessments, and development programs	Community investment Index G: Our 2025 KPIs
413-2	Operations with significant actual and potential negative impacts on local communities	We have not identified significant negative impacts regarding Flex operations in the surrounding areas where the sites are located.

Our people: Employee Benefits and Well-being

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Wellness for our employees Fair wages and competitive benefits

GRI 401: Employment 2016

401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Fair wages and competitive benefits
401-3	Parental leave	Index G: Our 2025 KPIs

Our people: Employee Engagement and Retention

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Employee development

GRI 401: Employment 2016

401-1	New employee hires and employee turnover	Index G: Our 2025 KPIs

Our people: Employee Engagement and Retention

GRI 404: Training and Education 2016

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
404-1	Average hours of training per year per employee	Employee development Index G: Our 2025 KPIs
404-2	Programs for upgrading employee skills and transition assistance programs	Employee development Fair wages and competitive benefits
404-3	Percentage of employees receiving regular performance and career development reviews	Index G: Our 2025 KPIs

Our people: Employee Experience and Engagement

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Employee experience and engagement

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	In alignment with our policies and practices, we commit to inclusive employment practices across all stages — hiring, compensation, training, promotion, and leadership composition — regardless of personal characteristics. We are prioritizing strengthening culture through behaviors, programs, and experiences, regularly reviewing company-level performance.
405-2	Ratio of basic salary and remuneration of women to men	In alignment with our policies and practices, we commit to inclusive employment practices across all stages — hiring, compensation, training, promotion, and leadership composition — regardless of personal characteristics. We are prioritizing strengthening culture through behaviors, programs, and experiences, regularly reviewing company-level performance.

Our people: Occupational Health and Safety

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Employee health and safety

Our people: Occupational Health and Safety

GRI 403: Occupational Health and Safety 2018

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
403-1	Occupational health and safety management system	Employee health and safety
403-2	Hazard identification, risk assessment, and incident investigation	Employee health and safety
403-3	Occupational health services	Employee health and safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Employee health and safety Our culture of safety
403-5	Worker training on occupational health and safety	Employee health and safety
403-6	Promotion of worker health	Employee health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee health and safety
403-8	Workers covered by an occupational health and safety management system	Employee health and safety
403-9	Work-related injuries	Employee health and safety Index G: Our 2025 KPIs
403-10	Work-related ill health	Employee health and safety Index G: Our 2025 KPIs

Our people: Responsible Labor Practices

GRI 3: Material Topics 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Labor practices Fair wages and competitive benefits Labor rights and working hours

Our people: Responsible Labor Practices

GRI 402: Labor/Management Relations 2016

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
402-1	Minimum notice periods regarding operational changes	Fair wages and competitive benefits

Our people: Universal Human Rights

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Human rights

GRI 407: Freedom of Association and Collective Bargaining 2016

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Fair wages and competitive benefits Index G: Our 2025 KPIs

GRI 408: Child Labor 2016

408-1	Operations and suppliers at significant risk for incidents of child labor	Labor rights and working hours

GRI 409: Forced or Compulsory Labor 2016

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Industry-wide action for human rights

Our approach: Supplier Sustainability Performance

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Supply chain management Supplier assessments and on-site audits

Our approach: Supplier Sustainability Performance

GRI 308: Supplier Environmental Assessment 2016

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
308-1	New suppliers that were screened using environmental criteria	Index G: Our 2025 KPIs
308-2	Negative environmental impacts in the supply chain and actions taken	Index G: Our 2025 KPIs

GRI 414: Supplier Social Assessment 2016

414-1	New suppliers that were screened using social criteria	Index G: Our 2025 KPIs
414-2	Negative social impacts in the supply chain and actions taken	Index G: Our 2025 KPIs

Our approach: Responsible Innovation and Production

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Our reverse logistics and circular economy services

GRI 301: Materials 2016

301-1	Materials used by weight or volume	Our reverse logistics and circular economy services Data on materials used by weight or volume is not currently tracked; collection methods are under evaluation to be reported in the next five years.
301-2	Recycled input materials used	Our reverse logistics and circular economy services Data on recycled input materials used is not currently tracked; collection methods are under evaluation to be reported in the next five years.
301-3	Reclaimed products and their packaging materials	Our reverse logistics and circular economy services Environmental packaging improvements Following a comprehensive review of our Circular Economy strategy — alongside those of our customers and the supporting data landscape — we have defined and aligned a core set of global indicators to measure progress.These indicators have been streamlined, validated, and integrated into our Sustainability Management System, with implementation underway in 2025. Our focus now shifts to ensuring robust adoption, data completeness, and reporting accuracy across all operations.

Our approach: Responsible Sourcing and Supply Chain Management

GRI 3: Material Topics 2021

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Supply chain integrity Responsible minerals sourcing

GRI 204: Procurement Practices 2016

204-1	Proportion of spending on local suppliers	Index G: Our 2025 KPIs Supplier diversity and local spending

Our approach: Design for Environment

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Our reverse logistics and circular economy services

Our approach: Ethics and Anti-Corruption

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Integrity, ethics, and compliance

GRI 205: Anti-corruption 2016

205-1	Operations assessed for risks related to corruption	Integrity, ethics, and compliance
205-2	Communication and training about anti-corruption policies and procedures	Code of business conduct and ethics Index G: Our 2025 KPIs
205-3	Confirmed incidents of corruption and actions taken	Raising concerns

Our approach: Ethics and Anti-Corruption

GRI 206: Anti-competitive Behavior 2016

DISC #	DISCLOSURE TITLE	REPORT SECTION(S)
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Raising concerns

Our approach: Leadership Engagement and Accountability

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Internal committees and governance alignment

Our approach: Privacy, Data Protection and Cybersecurity

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Data protection and cybersecurity

GRI 418: Customer Privacy 2016

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection and cybersecurity

Our approach: Risk Management for Sustainability issues

GRI 3: Material Topics 2021

3-3	Management of material topics	Sustainability management systems Stakeholder Engagement Materiality assessment and material sustainability topics Energy management and emissions reduction

GRI 201: Economic Performance 2016

201-2	Financial implications and other risks and opportunities due to climate change	Energy management and emissions reduction 2025 Task Force on Climate-related Financial Disclosures Report 2025 CDP Climate Change and Water Security Questionnaire

Index E. Alignment to SASB

The index outlines our response to SASB's standards on material metrics for the "Electronic Manufacturing Services & Original Design Manufacturing" sector.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	REFERENCE IN REPORT	OUR RESPONSE
WATER	(1) Total water withdrawn, (a) percentage in regions with High or Extremely High Baseline Water Stress (2) total water consumed, (a) percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m^3), Percentage (%)	TC-ES-140a.1	Index H. Flex 2030 goals progress report	(1) 4,959 thousand m^3 (a) 30% (2) 1,130 thousand m^3 (a) 53%
WASTE	(1) Amount of hazardous waste from manufacturing, (2) percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TC-ES-150a.1	Index G: Our 2025 KPIs	(1) 7,293 metric tons (2) 22%
LABOR PRACTICES	(1) Number of work stoppages and (2) total days idle	Quantitative	Number, Days, idle	TC-ES-310a.1	N/A	Manufacturing experiences micro-stoppages regularly. We will evaluate the feasibility to track and disclose this data in the short term.
LABOR CONDITIONS	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate for (a) direct employees and (b) contract employees	Quantitative	Rate	TC-ES-320a.1	Index H: Flex 2030 goals progress report	(1) 0.13 (2)(a) 0.02 (2)(b) Anyone that is directly supervised by a Flex supervisor is included in our reported KPIs
LABOR CONDITIONS	Percentage of (1) entity's facilities and (2) Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Quantitative	Percentage (%)	TC-ES-320a.2	Index G: Our 2025 KPIs	(1)a 53% (1)b Flex does not have high risk facilities (2)a 47% (2)b 49%
LABOR CONDITIONS	(1) Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent and (2) associated corrective action rate for (a) priority non-conformances and (b) other nonconformances, broken down for (i) the entity's facilities and (ii) the entity's Tier 1 supplier facilities	Quantitative	Rate	TC-ES-320a.3	Index G: Our 2025 KPIs	(1)a.i 0.00% (1)b.i 2.6% (2)a.i 100% (2)b.i 59% (1)a.ii 9% (1)b.ii 91% (2)a.ii 4% (2)b.ii 51%

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	REFERENCE IN REPORT	OUR RESPONSE
PRODUCT LIFECYCLE MANAGEMENT	Weight of end-of-life products and e-waste recovered, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TC-ES-410a.1	N/A	Following a comprehensive review of our Circular Economy strategy — alongside those of our customers and the supporting data landscape — we have defined and aligned a core set of global indicators to measure progress. These indicators have been streamlined, validated, and integrated into our Sustainability Management System, with implementation underway in 2025. Our focus now shifts to ensuring robust adoption, data completeness, and reporting accuracy across all operations.
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	n/a	TC-ES-440a.1	Responsible minerals sourcing	Please see the referenced section of the report.

SASB activity metrics

SASB CODE	KPI	2023	2024	2025
TC-ES-000.A	Number of manufacturing facilities	~100	~100	~100
TC-ES-000.B	Area of manufacturing facilities	46M sq ft	45M sq ft	41M sq ft

Index F. Alignment to TCFD

In the index below, we demonstrate our company's alignment to the Task Force on Climate-related Financial Disclosure (TCFD). In 2022, we released our first TCFD report. For more details on our approach to climate change, please read our annual disclosure to 2025 CDP Climate Change and Water Security Questionnaire.

Governance	Strategy	Risk management	Metrics and targets
Our Board has oversight of climate-related risks and opportunities. See the "Governance" section of our 2025 TCFD Report.	Our organization has identified climate-related risks and opportunities over the short, medium and long term. See the "Strategy" section of our 2025 TCFD Report.	We have processes for identifying and assessing climate-related risks. See the "Risk Management" section of our 2025 TCFD Report.	Our organization uses metrics to assess climate-related risks and opportunities in line with our strategy and risk management process. See the "Metrics and Targets" section of our 2025 TCFD Report.
Our management assesses and manages climate-related risks and opportunities. See the "Governance" section of our 2025 TCFD Report.	We have identified the impact of climate-related risks and opportunities on our businesses, strategy, and financial planning. See the "Strategy" section of our 2025 TCFD Report.	Our organization has processes for managing climate-related risks. See the "Risk Management" section of our 2025 TCFD Report.	We disclose scope 1 and scope 2 GHG emissions, and the related risks. See the "Metrics and Targets" section of our 2025 TCFD Report and Energy management and emissions reduction.
	We have identified the resilience of our strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. See the "Strategy" section of our 2025 TCFD Report.	Our processes for identifying, assessing, and managing climate-related risks are integrated into our company's overall risk management system. See the "Risk Management" section of our 2025 TCFD Report.	We have targets to manage climate-related risks and opportunities. See the "Metrics and Targets" section of our 2025 TCFD Report.

Index G.
Our 2025 KPIs

Our annual sustainability KPIs keep us accountable in making progress against our goals and commitments.

Our World							
GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
305-4	CO_2e location-based emissions Intensity - scope 1 and 2 (tonnes/US $M of revenue)[1,2,3,4]	30.66	29.12	25.10	24.71	26.08	25.23
	Total scope 1, 2 and 3 CO_2e gross emissions - location-based emissions (tonnes)[2,8]	102,718,686	104,403,018	137,523,997	116,004,328	147,748,458	215,821,068
	Total scope 1 and 2 CO_2e gross emissions - location-based emissions (tonnes)[1,2,4]	715,644	739,671	747,897	726,228	667,358	676,968
	Total scope 1 and 2 CO2 e gross emissions - market-based emissions (tonnes)[1,2,4]	704,688	756,731	642,036	587,258	496,560	424,293
305-1	Scope 1 CO_2e[1,2,4,5]	76,427	81,647	86,991	83,630	78,935	91,681
305-2	Scope 2 CO_2e location-based[1,2,4,6]	639,217	658,024	660,906	642,598	588,423	585,287
	Scope 2 CO_2e market-based[1,2,4,6,7]	628,261	675,084	555,045	503,628	417,625	332,613
305-3	Total scope 3[1,2,8]	102,003,042	103,663,347	136,776,100	115,278,100	147,081,100	215,144,100
	Scope 3 – Purchased Goods and Services[8,9]	5,420,078	6,331,683	7,268,000	5,347,000	2,502,000	588,000
	Scope 3 – Capital Goods[8,9]	218,920	266,457	301,000	202,000	127,000	2,681,000
	Scope 3 – Fuel- and Energy-Related Activities[1,2]	153,325	215,690	232,000	237,000	168,000	158,000
	Scope 3 – Upstream Transportation and Distribution[8]	230,715	345,576	313,000	229,000	244,000	323,000
	Scope 3 – Waste[1,2]	26,249	28,566	29,000	30,000	30,000	32,000
	Scope 3 – Business Travel[1,2,10]	4,692	4,684	10,000	11,000	10,000	5,000
	Scope 3 – Employee Commuting[8]	95,110	96,112	97,000	92,000	58,000	58,000
	Scope 3 – Downstream Transportation and Distribution[8]	12,143	18,188	16,000	12,000	13,000	17,000
	Scope 3 – Processing of Sold Products[8,9]	35	58	100	100	100	100
	Scope 3 – Use of Sold Products[8,9]	95,824,959	96,331,749	128,482,000	109,100,000	143,864,000	211,224,000

Our World

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
	Scope 3 – End of Life Treatment of Sold Products[8,9]	5,266	13,293	27,000	17,000	64,000	57,000
	Scope 3 – Investments[8]	11,549	11,291	1,000	1,000	1,000	1,000
	Offsets CO_2e[11]	31,936	12,801	16,535	25,700	29,450	3,333
	Water withdrawn intensity (m^3 /US $M of revenue)[1,2,3,12]	239.98	241.85	200.78	193.64	198.33	184.81
303-3	Water withdrawn (m^3)[1,2,12]	5,601,838	6,143,047	5,983,388	5,690,430	5,074,027	4,959,451
SASB: TC-ES-140a.1	Water withdrawn from locations with High or Extremely High Baseline Water Stress as a % of the total water withdrawn	30%	29%	30%	31%	31%	30%
	Water withdrawals in water stressed regions (m^3)	1,676,171	1,783,296	1,808,031	1,788,754	1,574,398	1,487,308
SASB: TC-ES-140a.1	Water withdrawn (thousand m^3)[1,2,12]	5,602	6,143	5,983	5,690	5,074	4,959
303-3	Water withdrawn (Million m^3)[1,2,12]	5.60	6.14	5.98	5.69	5.07	4.96
303-3	Municipal water supply[1,2]	4,674,416	5,101,275	4,935,896	4,653,566	4,143,803	4,068,725
303-3	Ground water[1]	743,661	852,222	870,504	906,124	817,834	782,892
303-3	Surface water[1]	0	0	0	0	0	21,367
303-3	Seawater[1]	No data	No data	No data	0	0	0
303-3	Rainwater[1]	290	269	32	0	1,109	0
303-3	Waste water from another organization[1]	1,413	1,574	2,655	0	0	0
303-3	Private company water supply[1]	167,106	170,744	146,799	130,739	111,280	80,798
303-3	Other water utilities: untreated water for industrial use only[1,2]	14,952	16,964	27,502	0	0	5,669
	% of recycled water[1,2,13]	11%	10%	10%	9%	8%	7%
	Recycled water (m^3)[1,2]	592,168	602,303	578,981	496,005	429,211	367,253
303-4	Total Water discharged (m^3)[1,2,14,15]	4,053,848	4,628,383	4,509,031	4,653,992	3,925,575	3,829,233
	Total water discharges to rivers and streams[2]	97,912	157,691	96,505	310,880	315,818	157,554
303-4	Total water discharges to sea or ocean	0	0	0	0	0	0
303-4	Total water discharges to lakes	0	0	0	0	0	0

Our World

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
303-4	Total water discharges to wetlands	0	0	0	0	0	0
303-4	Total water discharges to municipal/local off-site/common treatment facility[2]	3,910,916	4,470,692	4,084,466	4,307,604	3,596,556	3,650,047
303-4	Total water discharges to other[2]	45,020	435,843	334,015	35,509	13,201	21,632
303-5	Water Consumption (m^3)[16]	1,547,990	1,514,665	1,474,357	1,036,437	1,148,452	1,130,218
SASB: TC-ES-140a.1	Water Consumption (Thousand m^3)[16]	1,548	1,515	1,474	1,036	1,148	1,130
303-5	Water Consumption (Million m^3)[16]	1.55	1.51	1.47	1.04	1.15	1.13
303-5 SASB: TC-ES-140a.1	Water consumed from locations with High or Extremely High Baseline Water Stress as a % of the total water consumed	41%	48%	55%	49%	51%	53%
306-3	Waste Intensity (tonnes/US $M of revenue)[3]	5.16	6.41	5.61	6.33	7.98	8.07
306-3	Total Waste (tonnes)[2,17]	120,454	162,725	167,318	186,155	204,174	216,574
306-3	Non-hazardous Waste (tonnes)[1,2]	113,369	156,292	160,849	177,967	195,313	209,280
306-3 SASB: TC-ES-150a.1	Hazardous Waste (tonnes)[1,2]	7,084	6,433	6,470	8,188	8,861	7,293
306-5	Total Waste by Disposal Method (tonnes)[1,2,17]	120,454	162,725	167,318	186,155	204,174	216,574
306-5	Composting[1,2]	1,150	2,386	3,466	3,828	4,441	4,938
306-5	Reuse[1,2]	9,091	6,249	7,460	8,265	20,500	11,660
306-5	Recycling[1,2]	81,295	98,539	103,336	106,983	113,092	126,504
306-5	Recovery[1,2]	5,020	4,704	4,335	5,427	7,420	7,300
306-5	Incineration - with or without energy recovery[1,2]	8,239	11,126	10,482	9,382	7,158	6,187
306-5	Landfill[1,2]	11,364	10,303	9,944	13,030	9,941	15,124
306-5	Deep well injection[1,2]	0	0	0	0	0	0
306-5	On-site storage[1,2]	154	113	55	64	41	54
306-5	Other[1,2]	4,140	29,305	28,240	39,176	41,579	44,807
306-4	Waste diversion rate[1,2,18]	91%	94%	94%	93%	95%	93%

Our World

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
306-4	Recycling rate[1,2,19]	76%	66%	68%	64%	68%	66%
SASB: TC-ES-150a.1	Recycling rate of hazardous waste	20%	21%	23%	20%	23%	22%
	% Renewable Energy[20]	No data	No data	No data	25%	32%	48%
	Electricity generated on-site from renewable sources (MWh)[21]	21,824	20,209	20,523	25,146	29,866	40,348
	% of sites with ISO 14001 certification[22]	68.3%	75%	70%	94%	95%	100%

1 We started verifying our data with DNV since 2017, with scope 1, 2, and 3 absolute CO2e emissions, and total water withdrawn data. In 2018, this verification was extended to include water, waste, and renewable energy use. In 2019, verification was extended to the new scope 3 categories: Purchased Goods and Services, Capital Goods, Upstream Transportation and Distribution, Employee Commuting, Downstream Transportation and Distribution, and Investments. Processing of Sold Products, Use of Sold Products, and End of Life Treatment of Sold Products were not verified. In 2020, verification was extended to include the rest of the scope 3 categories: Processing of Sold Products, Use of Sold Products, and End of Life Treatment of Sold Products. Since 2022, scope 3 emissions have been rounded to the nearest thousand except category 10, which is rounded to the nearest hundred.
2 Since 2017, DNV has verified our CO2 emissions and water data.
3 Revenue period considered: calendar year (January - December).
4 Total includes scope 1 and 2 emissions only. Standards/methodologies used: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Source of emission factors: Environmental Protection Agency (EPA), country-specific, and International Energy Agency (IEA). Source of Global Warming Potential (GWP): IPCCC. Consolidation approach for emissions: Operational control. Since 2016, refrigerants, jet fuel, and steam-related emissions were added to scope 1 and 2 calculations, as applicable. Since 2016, electricity factors have been updated on an annual basis, according to the latest reports. In 2017, scope 1 and 2 CO2e emissions were re-baselined due to an improvement in the emissions quantification and the inclusion of new sites. The coverage is 100% of our operations with Flex acquiring FreeFlow in May 2024, a company serving global secondary markets with asset disposition and digital circular economy tracking and reporting capabilities. Its activities are included in this report. JetCool, a provider of liquid cooling solutions tailored for the data center market, and Crown Technical Systems, a leader in fully integrated power distribution and protection systems, were acquired in November 2024. The activities of JetCool, Crown Technical Systems, and the U.S. manufacturing operations of Husqvarna's Forest and Garden division in Orangeburg, South Carolina, are included in this report.
5 Gases included in calculations: CO2, CH4, N2O, and HFCs.
6 Gases included in calculations: CO2, CH4, and N2O.
7 The market-based CO2e emissions have been calculated since 2016. Information about market-based emissions for previous years is not available.
8 Since 2017, our total scope 3 emissions have included Business Travel, Waste, and Fuel- and Energy-Related Activities (not included in scope 1 and 2). Previous years only included business travel. Since 2019, our total includes the scope 3 categories Purchased Goods and Services, Capital Goods, Upstream Transportation and Distribution, Employee Commuting, Downstream Transportation and Distribution, Processing of Sold Products, Use of Sold Products, End of Life Treatment of Sold Products, and Investments. The total scope 1, 2, and 3 CO2e gross emissions - location-based emissions calendar year 2019 was recalculated to match with the totals per scope.
9 In 2021, the scope 3 categories Processing of Sold Products, Use of Sold Products, and End of Life Treatment of Sold Products were recalculated.
10 Business Travel emissions were given by travel service providers, the GWP, emission factors and standards are not currently available.
11 Offsets of CO2e refer to certified emission reduction (CER) certificates that are generated from a clean development mechanism (CDM) project. Each CER equals one tonne of CO2e. In 2019, we supported projects in Brazil, China, Costa Rica, and India. In 2020, we supported projects in Brazil, China, Costa Rica, India, and the Philippines. In 2021, we supported projects in China, India, and the Philippines. In 2022, we supported projects in China, India, Brazil, and the Philippines. In 2023 and 2024, we supported projects in China and India. In 2025 we supported projects in India.
12 Most of the information has been obtained from invoices. The remaining information was obtained from meter readings and estimations. Since 2017, total water withdrawn has been verified by DNV. The coverage is 100% of our operations.
13 Percentage calculated based on water withdrawn.
14 During 2017, total withdrawals and discharges decreased in the same proportion due to the upgrade and installation of water treatment plants in China and the U.S.
15 Water discharged quality data is unavailable. Future reports may include more information about this as we build the capabilities to report more complete information. All sites meet local, regional, or national standards for water quality, as applicable. Total was obtained using the full number, including decimals.
16 To ensure consistency in reporting among different stakeholders (CDP and GRI Sustainability Reporting Standards), discharges to soil have been included in the water consumption metric since 2018.
17 Most of the disposal method data was provided by the waste disposal contractors, unless waste was disposed directly by the reporting organization, or confirmed otherwise. Other disposal methods include mulching or a combination of methods where we are unable to separate per-treatment method. Breakdown of hazardous and non-hazardous waste by disposal method is currently unavailable. Future reports may include more information about this as we build the capabilities to report more complete information. Total was obtained using the full number, including decimals. The coverage in 2020 was 91% of our operations. In 2021, coverage was 88% of our operations. In 2022, the data coverage was approximately 89% of our operations. In 2023, the data coverage was approximately 88% of our operations. In 2024, data coverage was approximately 92% of our operations. In 2025, data coverage was approximately 93% of our operations.
18 Percentage of waste diverted from landfill destinations.
19 Recycling refers to waste that was composted, reused, or recycled.
20 Percent of renewable energy is considering purchased and on-site electricity generation divided by the total of electricity used for tracking sites.
21 This amount includes solar installed capacity across the globe and wind energy purchased by our site in Austin, Texas, U.S.A. In 2019, solar installations were deployed at our San Luis, Mexico, and Venray, Netherlands sites. In 2020, solar installations were deployed in Hartberg, Austria, and renewable energy was purchased in Dongguan, Althofen, Hartberg, and Hoogeveen. For 2021, one of our sites in Asia had a contract to procure 100% of renewable energy but did not obtain it due to a change in the energy provider's strategy. In 2022, solar installations were deployed in Aguascalientes, Mexico; Sárvár Ikervári, Hungary; Sorocaba, Brazil; and Venray, Netherlands. Renewable energy was purchased in Budapest, Hungary; Sárvár Ikervári; Tab, Hungary; Tczew, Poland; Timisoara, Romania; Trieste, Italy; Venray, Austria; and Zalaegerszeg, Hungary, among other locations. In 2023, Flex installed and expanded14 on-site photovoltaic solar farms, including in China and Malaysia. In 2024, Flex installed and increased solar capacity, including in China, Ireland, and Mexico. In 2025, Flex installed and increased solar capacity, including in Mexico, Malaysia, and the UK.
22 Status is considering sites in scope. Certification achievement is based on the CY2025 target scope. All sites included in the approved CY2025 certification plan achieved certification. Certain newly acquired or recently integrated sites were excluded from the CY2025 target scope and are progressing toward future certification.

Our People

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
2-7 SASB:TC-ES-000.C	Total Employees1	167,313	167,504	175,844	151,193	147,350	147,288
	Direct laborers	130,129	128,652	134,343	114,263	113,108	113,195
	Indirect laborers	37,184	38,849	41,501	36,930	34,242	34,093
2-7	Full-time	166,268	166,514	174, 687	150,708	146,793	146,769
2-7	Part-time	1,045	990	1,157	485	557	519
405-1	Age group < 30 years old	39%	35%	35%	33%	31%	34%
405-1	Age group 30 - 50 years old	51%	54%	53%	13%	55%	52%
405-1	Age group > 50 years old	10%	11%	12%	54%	14%	14%
2-7	**AMERICAS**[2]	-	-	65,763	61,759	58,619	58,680
	Direct laborers	No data	No data	No data	No data	47,037	47,025
	Indirect laborers	No data	No data	No data	No data	11,582	11,655
2-7	Full-time	No data	No data	No data	No data	58,604	58,662
2-7	Part-time	No data	No data	No data	No data	15	18
2-7	**ASIA**[2]	-	-	75,692	58,640	59,642	61,112
	Direct laborers	No data	No data	No data	No data	44,345	45,742
	Indirect laborers	No data	No data	No data	No data	15,297	15,370
2-7	Full-time	No data	No data	No data	No data	59,637	61,106
2-7	Part-time	No data	No data	No data	No data	5	6
2-7	**EMEA**[2]	-	-	34,389	30,794	29,089	27,496
	Direct laborers	No data	No data	No data	No data	21,726	20,428
	Indirect laborers	No data	No data	No data	No data	7,363	7,068
2-7	Full-time	No data	No data	No data	No data	28,552	27,001
2-7	Part-time	No data	No data	No data	No data	537	495

Our People

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
2-8	Workers who are not employees[28]	No data	No data	21,932	12,035	16,114	15,866
	% of Indirect laborers who took the employee engagement survey	83%	87%	92%	92%	94%	95%
401-3	Total number of employees that were entitled to parental leave, by gender. – Male (U.S. only)[29]	No data	No data	5,665	5,956	6,030	7,933
401-3	Total number of employees that were entitled to parental leave, by gender. – Female (U.S. only)[29]	No data	No data	3,080	3,247	3,436	4,452
401-3	Total number of employees that returned to work in the reporting period after parental leave ended, by gender. – Male (U.S. only)[29]	No data	No data	94	118	152	203
401-3	Total number of employees that returned to work in the reporting period after parental leave ended, by gender. - Female (U.S. only)[29,35]	No data	No data	35	48	49	63
401-3	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. – Male (U.S. only)[29,32]	No data	No data	46	67	81	110
401-3	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. – Female (U.S. only)[29,32]	No data	No data	16	26	29	38
401-3	Return to work rates of employees that took parental leave, by gender. – Male (U.S. only)[29]	No data	No data	97%	98%	96%	97%
401-3	Return to work rates of employees that took parental leave, by gender. – Female (U.S. only)[29]	No data	No data	87%	89%	84%	95%
401-3	Retention rates of employees that took parental leave, by gender after parental leave ended that were still employed 12 months after their return to work, by gender. – Male (U.S. only)[29,32]	No data	No data	57%	77%	69%	72%
401-3	Retention rates of employees that took parental leave, by gender after parental leave ended that were still employed 12 months after their return to work, by gender. – Female (U.S. only)[29,32]	No data	No data	41%	68%	60%	78%
404-3	% indirect labor employees receiving regular performance and career development reviews (average)[3]	74%	99%	97%	99%	100%	100%
404-1	Global Training Hours[5,6]	383,292	5,360,689	5,722,722	6,330,440	5,488,384	5,179,760
404-1	Average Hours of Training per Employee[5,6]	9.62	27.2	32.5	41.9	37.2	35.2
401-1	Total regular indirect labor voluntary turnover	9.2%	14.5%	14.9%	10.2%	9.80%	9.76%
407-1	Freedom of Association[7]	58%	57%	45%	51%	49.3%	49%

Our People

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
	% of sites with ISO 45001 certification	22%	42%	48%	75%	78%	100%
403-9, TCES-320a.1	Incident Rate[8,9,10,11,12,30]	0.29	0.24	0.20	0.15	0.14	0.13
403-9	Injury rate[8,11,12,30]	0.27	0.23	0.19	0.15	0.14	0.13
403-9	Americas[30]	0.38	0.29	0.25	0.18	0.17	0.17
403-9	Asia[11]	0.13	0.12	0.06	0.06	0.06	0.06
403-9	EMEA[30]	0.52	0.41	0.39	0.33	0.28	0.19
403-9	Occupational diseases rate[8,10,11,12,30,31]	0.01	0.01	0.00	0.00	0.00	0.00
403-9	Americas	0.02	0.02	0.00	0.00	0.00	0.01
403-9	Asia[11]	0.00	0.00	0.00	0.00	0.00	0.00
403-9	EMEA	0.00	0.00	0.00	0.00	0.00	0.00
403-9	Lost time cases rate[8,11,12,13]	0.13	0.15	0.14	0.11	0.10	0.08
403-9	Americas	0.18	0.12	0.13	0.11	0.11	0.08
403-9	Asia[11]	0.04	0.11	0.06	0.05	0.05	0.05
403-9	EMEA	0.33	0.36	0.38	0.29	0.23	0.16
403-9	Work-related fatalities (employees)[8]	0	1	0	0	0	0
403-9	Minor injuries[8,11,12,14]	399	355	309	242	199	179
403-9	Americas	184	158	162	121	98	101
403-9	Asia[11]	93	91	41	36	35	34
403-9	EMEA	122	106	106	85	66	44
403-9	Serious injuries[8,11,12,14]	20	10	10	6	3	5
403-9	Americas	8	3	2	2	2	3
403-9	Asia[11]	12	4	6	1	0	2
403-9	EMEA	0	3	2	3	1	0

Our People

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
403-9	Fatal injuries[8,15]	0	1	0	0	0	0
403-9	Americas	0	1	0	0	0	0
403-9	Asia[11]	0	0	0	0	0	0
403-9	EMEA	0	0	0	0	0	0
	% of manufacturing sites with 'RBA factory of choice'	No data	6%	15%	34%	73%	96%
	Ethics score[16]	100%	100%	100%	99%	99%	98%
	Labor score[16]	100%	90%	93%	90%	94%	95%
	Health & Safety score[16]	100%	96%	91%	86%	95%	95%
	Management systems score[16,33]	100%	98%	98%	92%	100%	No data
	Supply Chain Management Score[16,33]	No data	No data	No data	93%	98%	94%
	Environment score[16]	100%	96%	100%	98%	99%	99%
413-1	% of operations that have implemented local community engagement activities[17,19]	91.5%	92%	96%	95%	91%	90%
	Total local community engagement activities[17]	552	807	794	953	888	909
	Total volunteers[4,20]	6,970	13,919	16,600	14,229	19,996	18,820
	Total volunteer hours[20]	42,133	56,581	147,250	55,976	48,293	50,647
	% employees participating as volunteers	No data	8%	9.6%	9.3%	13.6%	12.8%
	% of our major sites partner with a local NGO[21]	No data	97%	100%	100%	100%	100%
SASB: TC-ES320a.2	% of Flex facilities audited in the RBA Validated Audit Process (VAP) by all facilities[22,23]	4%	10%	13%	23%	55%	53%
SASB: TC-ES320a.2	% of Flex facilities audited in the RBA Validated Audit Process (VAP) by high risk facilities.	Flex does not have high risk facilities	Flex does not have high risk facilities	Flex does not have high risk facilities	Flex does not have high risk facilities	Flex does not have high risk facilities	Flex does not have high risk facilities
SASB: TC-ES320a.2	% of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) by all facilities[24,25]	34%	15%	22%	32%	35%	47%
SASB: TC-ES320a.2	% of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) by high risk facilities[24,25]	60%	13%	32%	29%	18%	49%

Our People

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
SASB: TC-ES320a.3	Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent for (a) priority non-conformances for (i) the entity's facilities[26]	0%	0.35%	0%	0.16%	0.04%	0.00%
SASB: TC-ES320a.3	Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent for (b) other non-conformances for (i) the entity's facilities[26]	0%	5.64%	5.19%	5.38%	2.39%	2.61%
SASB: TC-ES320a.3	Associated corrective action rate for (a) priority non-conformances, for (i) the entity's facilities[26]	0%	100%	100%	100%	100%	100%
SASB: TC-ES320a.3	Associated corrective action rate for (b) other nonconformances, for (i) the entity's facilities[26,34]	0%	100%	80.95%	70.59%	86.96%	59%
SASB: TC-ES320a.3	Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent for (a) priority non-conformances for (ii) the entity's Tier 1 supplier facilities[24,27]	9.17%	13%	15%	11%	10%	9%
SASB: TC-ES320a.3	Non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent for (b) other non-conformances, for (ii) the entity's Tier 1 supplier facilities[24,27]	90.83%	87%	85%	89%	90%	91%
SASB: TC-ES320a.3	Associated corrective action rate for (a) priority non-conformances, for (ii) the entity's Tier 1 supplier facilities[24,27]	5.27%	4%	7%	8%	4%	4%
SASB: TC-ES320a.3	Associated corrective action rate for (b) other non-conformances, for (ii) the entity's Tier 1 supplier facilities[24,27]	56.88%	45%	57%	56%	53%	51%
	% of 'Preferred Suppliers' with GHG emissions reduction targets[18]	No data	29%	35%	51%	58%	71%

1 Complete information about the total number of employees by region was added in 2022.
2 The number disclosed is considering all genders by region.
3 The "information by employee" category is currently unavailable. Future reports may include more information about this, as we're building the capabilities to report more complete information.
4 Refers to all levels of management, including junior-, middle-, and senior-level management.
5 In 2021, we were able to report on all the online training for indirect labor. We also implemented a new learning platform, "Flex Learn," that tracks formal and informal learning across the various learning platforms. In 2022, we implemented several corporate learning programs such as Ways of Working.
6 In 2018, our online training system was replaced, and employees didn't have access to new system during the transition period.
7 In 2019, the number was corrected.
8 The coverage in 2020 was approximately 91% of our operations. In 2021, coverage was 88% of our operations. In 2022, the data coverage was approximately 89% of our operations. In 2023, data coverage was approximately 88% of our operations. In 2024, coverage was approximately 92% of our operations.
9 The absentee rate is currently unavailable. In 2025, data coverage was approximately 93% of our operations.
10 Number of employees per 100 full-time employees who have been involved in a recordable injury or illness. Disease is also considered as illness. Printed circuit assembly (electronic assembly) manufacturing 0.9, Plastics and rubber products manufacturing 2.9, Warehousing and storage 4.7, Forging and stamping 4.1, Source: TABLE 1. Incidence rates (1) of nonfatal occupational injuries and illnesses by industry and case types, 2023. U.S. Bureau of Labor Statistics. Last Modified Date: November 8, 2024.
11 In 2020, TCIR was recalculated due to new cases found. The TCIR (Incident Rate), injury rate, and minor injuries for calendar year 2023 were recalculated considering new reported data after the reporting cycle. The Injury rate, Lost time cases rate, and minor injuries for calendar year 2024 were recalculated considering new reported data after the reporting cycle.
12 The data may vary the following year in case the result of an investigation determines that an accident is recordable. The data generated is calculated with the incidents registered until August 2026.
13 Any work-related injury that leads to missing day(s) of work after the date of injury. The focus of these cases is the employee's ability to be present in the work environment during his or her normal work shift to perform his or her routine job functions. Printed circuit assembly (electronic assembly) manufacturing 0.5, Plastics and rubber products manufacturing 1.9, Warehousing and storage 4.1, Forging and stamping 2.4. Source: TABLE 1. Incidence rates (1) of nonfatal occupational injuries and illnesses by industry and case types, 2023. U.S. Bureau of Labor Statistics. Last Modified Date: November 8, 2024.
14 Minor injuries defined as work injuries.
15 In 2019, a contractor suffered a serious injury at one of our sites in Asia.
16 Since 2021, scores are referring to RBA Validated Audit Process.
17 Local community development programs based on local communities' needs.
18 GHG progress towards 2030, including public and non-public targets.
19 Data verified by DNV.
20 Number of volunteers are counted as participants of volunteering activities throughout the year (may include repeated employees).
21 Sites with more than 1,000 employees.
22 The COVID-19 pandemic disrupted most professions across the globe with auditing being no exception. Mandatory lockdown measures were imposed by governments to control the spread of the virus, with individuals having to work from home where possible. For auditors, this meant they couldn't travel to perform audits, nor even to their own offices, and audits had to be postponed. Due to this, we couldn't complete the audit schedule according to our plans in both cases, the internal and third-party audits.
23 The facilities considered here include only manufacturing sites, and starting in 2024, only those aligned with our target.
24 We have limited our Tier 1 suppliers to those suppliers that in aggregate account for 80% of our supplier spending.
25 The tool that we use as a first assessment is Elevate, an RBA screening tool. Last year, Elevate changed their parameters, which caused an increased number of high-risk suppliers. We are working on requesting a SAQ to these suppliers as well as a corrective action plan, if applicable.
26 In 2020, zero priority findings and 0% of nonconformances identified were priority nonconformance. In 2021, two priority findings were identified, and actions were closed. In 2022, zero priority findings and 0% of nonconformances identified were priority nonconformance. In 2023, two priority findings were identified, and actions were closed. In 2024, there were no priority findings, indicating that 0% of the identified nonconformances were classified as priority nonconformances.
27 After running an elevate test on 100% of our Tier 1 suppliers, we use an equivalent audit process based on an RBA Self-Assessment Questionnaire (SAQ), which covers the topics and scope of the RBA VAP.
28 Considering contingents, agency workers, and interns.
29 In the U.S., Flex provides up to eight weeks of paid parental leave for births, adoptions, or placements of foster children. Paid Parental Leave (PPL) allows our employees to care for and bond with a newborn, newly adopted, or newly placed child.
30 From 2020 to 2022, the injury rate was the same as incident rate; there was not a defined method to split injuries and illness in data sources. For the 2023 report, a way to split the injuries and illness as category was defined. Data from 2020 to 2022 was recalculated.
31 From 2020, the occupational Diseases Rate uses occupational diseases that are specifically related to repetitive motion, thus it is the only illness category recorded. Any new reported disease category will be considered in future reports.
32 2022 values were updated to include complete historical data in calculation.
33 Since 2021, scores are referring to the RBA Validated Audit Process. In 2023, five sites were audited with VAP Version RBA Protocol 7.0.1 - Sept. 2021, and nine sites were audited with VAP Version RBA Protocol 7.1.2 - July 2023. In 2024, 24 sites were audited with VAP Version RBA Protocol 8.0 - Jan. 2024, three in RBA Protocol 7.1.2 - July 2023, two in RBA Protocol 7.0.1 – Sept. 2021, and one in RBA Protocol 7.1.3 - Aug. 2023.
34 In 2023, 68 other findings were identified, 48 actions closed. The data generated is calculated with the records until March 4, 2024. In 2024, 40 actions have been completed out of a total of 46 actions eligible for closure audit, resulting in an action rate of approximately 86.96%. Additionally, there are other actions in various statuses, including six actions submitted for approval, 171 that have not yet started, and eight with approved plans and underway. As of June 10, 2025. In 2025, 64 non-priority findings were identified. According to the CAP status recorded in the RBA-Online platform, 38 corrective actions are currently shown as open; however, it is possible that some actions have been closed but the status has not yet been updated in the platform. Of the 64 findings, 23 are from China and relate to working hours and social insurance. Currently, there is no indication that these findings are ready for closure.
35 2022 value was corrected.
36 Certification achievement is based on the CY2025 target scope. All sites included in the approved CY2025 certification plan achieved certification. Certain newly acquired or recently integrated sites were excluded from the CY2025 target scope and are progressing toward future certification.

Our Approach

GRI DISCLOSURE(S) / SASB CODE	KPI	2020	2021	2022	2023	2024	2025
308-1, 414-1	Percentage of new global suppliers screened using environmental, human rights, labor practices, and impact on society criteria	100%	100%	100%	100%	100%	100%
	Number of suppliers trained on corporate social and environmental responsibility/ requirements	551	424	680	592	419	621
308-2, 414-2	Number of suppliers assessed for environmental impacts	No data	No data	1,835	1,649	1,571	1,771
	Number of suppliers identified as having significant actual and potential negative environmental impacts	No data	No data	13	19	3	3
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment[3]	No data	No data	0.71%	1.15%	0.19%	0.17%
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why	No data	No data	0	0	0	0
	Number of suppliers assessed for social impacts	No data	No data	1,835	1,649	1,571	1,771
	Number of suppliers identified as having significant actual and potential negative social impacts	No data	No data	45	49	34	46
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment[4]	No data	No data	2.45%	2.97%	2.16%	2.60%
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why	No data	No data	0	0	0	0
204-1	% spend on local suppliers[1]	24%	22%	28%	29%	34%	41%
Conflict Minerals	% of global materials spend for the period that corresponds to suppliers that submitted valid complete declarations	60%	60%	61%	60%	62%	64%
205-2	Code of business conduct and ethics training completion[2]	99%	98%	98%	98.6%	99.63%	99.22%
	% of specified customers with science-based targets[5]	No data	57%	64%	80%	100%	100%

1 2016-2019 data is based on top 10 locations. 2020-2025 data is based on top 30 locations. Suppliers are based on same- facility country.
2 Includes all employees who have taken the Code of Conduct training, as of March 31, 2026 (end of Flex fiscal year).
3 Significant actual and potential negative environmental impacts identified in the supply chain: a) wastewater discharge/air emissions/border noise not monitored on a timely basis, or environmental impact assessment report and approval not available, or environmental protection acceptance approval not available; b) hazardous waste disposal contract with qualified vendor not available, or hazardous waste not disposed on a timely basis.
4 Significant actual and potential negative social impacts identified in the supply chain: a) weekly working hours exceeded 60; b) weekly rest day not guaranteed; c) overtime wage not correctly paid; d) young workers arranged with overtime work or hazardous work; e) health check fee for employment paid by workers.
5 Percentage based on our commitment that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025, which was baselined in calendar year 2019.The progress in calendar year 2021 was adjusted considering the 70% of customers by emissions.Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.

Index H. Flex 2030 goals progress report

In 2025, we continued working towards the 2030 goals supporting our sustainability strategy and framework: Our world, Our people, Our approach. Our progress is reported to the right.

Our world

	GOAL BY 2030	PROGRESS IN 2025
Environment	Commit to reduce absolute scope 1 and 2 GHG emissions 50% by 2030 from a 2019 base year[1]	Our absolute scope 1and 2 GHG emissions were 424,293 tonnes of CO_2e, a 52% decrease from our baseline year.
Environment	Achieve zero waste in 50% of our manufacturing sites by 2025	53% of sites within scope[2] were validated as zero waste in 2025.
Environment	Reduce water withdraw[3] by 5%, focusing on sites located in water scarce areas, by 2025	We reduced water withdrawn at the sites located in water scarce areas by 18% from our 2019 baseline.
Community	Commit to 100% of our major sites[4] partner with a local NGO by 2025	100% of our major sites partnered with a local NGO in 2025.
Community	Commit to provide the tools needed to engage 75% of employees to volunteer by 2025 and 100% by 2030	While we did not achieve our community engagement goal within the original timeframe, we continued to advance employee participation in community initiatives through locally led programs across our sites. We progressed the development of an in-house tracking system during the year, with its official launch planned for the beginning of 2027. This system is expected to strengthen our ability to consistently capture and measure employee participation across our global operations. In the meantime, our sites continued to support local communities through volunteering and other community engagement initiatives.

Our people[5]

Health and Safety	Commit to reducing total case incident rate (TCIR) to below 0.2 by 2025	Our TCIR was 0.13 in 2025, an 8% reduction year-over-year.
Health and Safety	Commit to certifying all manufacturing sites with 'RBA factory of choice' by 2025	96% of our manufacturing sites were 'RBA factory of choice' certified as of 2025.
Labor practices	Ensure 100% of our employees have access to emotional / mental health programs by 2023	100% of employees had access to emotional / mental health programs in 2025.
Labor practices	Target an average of 40 hours of training & development annually per employee by 2025	We achieved an average of 35.2 hours of training per employee in 2025.

Our approach

Suppliers	Commit that 50% of our 'Preferred Suppliers' will set their own GHG emissions reduction targets by 2025 and 100% by 2030	71% of our preferred suppliers had their own GHG reduction targets in 2025. This accomplishment exceeds our 2025 goal of 50% and puts us at 71% towards our 2030 goal.
Customers	Commit that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025	100% of specified customers had science-based targets.[6]
Ethics	Be independently evaluated as having a world-class ethics and compliance program by 2025	In 2025, we maintained our achievement as one of the World's Most Ethical Companies® by Ethisphere, upholding our commitment to operate with the highest ethical standards.
Governance	Continue to maintain high (top quartile) governance standards as measured by investors, proxy advisory firms and governance best practices	Our governance scores recognize us as a leader among our industry peers. During 2025, ISS continued to award Flex its highest overall governance quality score rating, compared against the Russell 3000. We continue to see the benefit of engaging with our shareholders on our governance program.

1 The target boundary includes biogenic emissions and removals from bioenergy feedstocks. Absolute Scope 1 and 2 market-based emissions.
2 Our 2025 performance exceeded our goal of achieving Zero Waste validation at 50% of our manufacturing and logistics sites, reaching 53% of sites within scope.
3 Per revenue.
4 Sites with more than 1,000 employees.
5 In alignment with our policies and practices, we commit to inclusive employment practices across all stages - hiring, compensation, training, promotion, and leadership composition regardless of personal characteristics. We are prioritizing strengthening culture through behaviors, programs, and experiences, regularly reviewing company-level performance. In response to evolving external dynamics, this report focuses on our cultural approach rather than publicly detailing specific workforce representation targets.
6 Progress based on our commitment that 70% of our customers by emissions covering purchased goods and services, capital goods, and use of sold products will have science-based targets by 2025, which was baselined in calendar year 2019. Top customer by emissions selection was updated based on the 2023 data. Although 20% of our top customers by emissions do not have an official SBTi target, their strategies and targets are aligned with science-based principles.

Index I. Third-party assurance

Through cross-functional collaboration, our corporate sustainability team tracks and annually reports data relevant to our industry, stakeholders, and sustainability commitments. In addition to our respective reporting practices, our annual sustainability report is externally assured and validated by DNV.

DNV

WHEN TRUST MATTERS

Independent Assurance Statement

Flex Ltd. "Flex" commissioned DNV Business Assurance USA Inc. ("DNV", "we", or "us") to undertake independent assurance including verification of selected performance indicators in the Flex 2026 Sustainability Report (the "Report") for the year ended 31st December 2025.

Our Conclusion:

- On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe Flex's adherence to the Principles of stakeholder inclusiveness, materiality, responsiveness, sustainability context, completeness, balance, accuracy, and reliability.
- In terms of quality of the performance data, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate.

Our observations and areas for improvement will be raised in a separate report to Flex's Management. Selected observations, based on the evidence reviewed, are provided below. These observations do not affect our conclusion set out above.

Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.

Flex continues to use stakeholder engagement to drive an understanding of its operating context and business improvement in the context of sustainable development and stakeholder need. It can evidence engagement at all levels of the organization including with key stakeholders such as customers and suppliers, including in material areas such as Greenhouse Gas emission reduction targets and circular economy. It operates inclusive engagement with employees and in communities where it operates.
Evidence reviewed confirmed how significant outcomes and expectations from engagement at operational to functional levels are fed to the Executive Leadership team and pertinent issues are reviewed quarterly by the Board.

Materiality

The process for determining the issues that are most relevant to an organization and its stakeholders in relation to its impacts.

In our opinion, the Report addresses the most material sustainability issues facing Flex and its stakeholders. It refreshes its understanding of material issues each year and publishes these in the Report. The process uses defined materiality thresholds and recognises impacts from the perspective of the environment, society and individual rightsholders as well as on the organization.

Although a detailed, double materiality process was undertaken in 2025 and the outcomes shared, the recent announcement of the separation of Flex into Flex and a new business - Axiom, has meant that the outputs will need to be reviewed again and incorporated into adjusted strategies for both business. This is particularly relevant for energy use, Greenhouse gas emissions, water and community impact. The 2021 full materiality process with annual refresh remains the main source for this report.
We recommend disclosure of further materiality review within new structure of Flex and that level of disclosure is sufficiently detailed to meet forthcoming reporting standards and growing expectations.

Responsiveness

The organization's timely and relevant reaction to material sustainability topics and their related impacts.

The Report adequately summarises Flex's policies, strategies, management systems and governance mechanisms it has in place to respond to topics identified as material and significant concerns of key stakeholder groups.
Links are frequently provided to enable users to access Policies, related disclosures and other resources.
Following up on our recommendation from last year, evidence shows that exceptions to working time policy have stabilized and the Report summarises the Policy and actions Flex takes to limit longer working hours. We recommend improved tracking to link exceptions to specific locations, processes and clients so patterns can be identified and acted upon.

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Sustainability context

The presentation of the organization's performance in the wider context of sustainability.

Fed by its engagement processes, inclusion in a range of benchmark indices, memberships and policy, Flex can evidence how its programme is contextualised and reflected in the Report. It maintains a useful narrative around how it can influence sustainability impact through its customers and suppliers.
It would be useful to present further information in relation to potential impacts of AI on its employees.

Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported.

Flex has operations at 100 locations, across 30 countries around the world, ~150,000 employees and complex value chains. As such, the sustainability report can only ever provide an insight into the range of work it does in material areas.
The broad range of supporting publications (which have informed but our outside of the direct scope of our assurance), such as the CDP GHG and water reporting and the Task Force for Climate Related Financial Disclosures (TCFD), as well as the extensive Appendices and Indices provide comprehensive disclosure on the broad scope of material issues it has identified.

Reliability

The ability of underlying data management systems to ensure consistent, comparable and reliable information is presented in the Report.

Flex has continued to develop its data management systems which can evidence performance at corporate to site level. Our verification of the specified data indicate a comprehensive and consistent approach is generally used across Flex operations.
Disclosures are supported by documented evidence, validated data sources, and established internal controls. It outlines the processes used to collect, compile, and review information, ensuring that the data presented is dependable and reproducible. The inclusion of third-party assurance further enhances the reliability of the disclosures and supports informed decision-making by stakeholders.

Neutrality/balance

The extent to which the organization's Report provides a balanced account of performance and disclosed in a neutral tone.

Our review of drafts and the final Report indicates that it generally provides a balanced account of performance including recognizing challenges and opportunities and is drafted in a neutral tone.
Balance could be further enhanced through examples of where the implementation of policy and procedure has been challenging, including by exception events.

Accuracy

The extent to which the data and qualitative information presented in the Report is sufficiently accurate and detailed for stakeholders to understand the organization's performance on material topics.

Our data verification and claims checking processes did not find any material inaccuracies in the data and information reported.

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Scope and approach

We performed our work using DNV's assurance methodology VeriSustain™, which is based on our professional experience and international assurance best practice including the International Standard on Assurance Engagements 3000 Revised (ISAE 3000).

We evaluated the Report for adherence to the VeriSustain™ Principles of Stakeholder Inclusiveness, Materiality, Responsiveness, Sustainability Context, Completeness, Accuracy, Neutrality/Balance, and Reliability. We evaluated the selected GRI indicators and performance data using the GRI Reporting Principles for defining report quality (Accuracy; Balance; Clarity; Comparability; Completeness; Sustainability Context; Timeliness; Verifiability), SASB's standards on material metrics for the 'Electronic Manufacturing Services & Original Design Manufacturing' sector together with Flex's data protocols for how the data are measured, recorded and reported. Greenhouse gas emissions reporting criteria used was the GHG Protocol. The GHG emissions inventory verification was conducted using ISO 14064-3:2019 - Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.

Reported financial data and information are based on data from Flex's Annual Report and Accounts, which are subject to a separate independent audit process. The review of financial data taken from the Annual Report and Accounts is not within the scope of our work.

Performance data

The scope of our work covers the following disclosures ("Performance data"):

Energy	
Energy Consumption (incl. onsite renewable electricity generation)	1,791,835 MWh
Electricity Generated on Site from Renewable Sources	40,348 MWh
Year on year change in emissions	
Scope 1 and Scope 2 (Location Based)	1%
Scope 1 and Scope 2 (Market Based)	-15%
Scope 3	
• Category 3: Fuel- and Energy-Related Activities	-6%
• Category 5:Waste generated in operations	7%
• Category 6: Business Travel	-50%
Water	
Total water withdrawn	4,959,451 m^3
Total water withdrawn by source:	
• Municipal water supply	4,068,725 m^3
• Ground water	782,892 m^3
• Surface water	21,367 m^3
• Seawater	0 m^3
• Rainwater	0 m^3
• Wastewater from another organization	0 m^3
• Private company water supply	80,798 m^3
• Other water utilities	5,669 m^3
• Recycled water	367,253 m^3
• Recycled water percentage	7%
• Total water discharged	3,829,233 m^3
• Total water consumption	1,130,218 m^3
Waste	
Total Waste	216,574 tonnes
• Non-Hazardous Waste	209,280 tonnes
• Hazardous Waste	7,293 tonnes
Total Waste by Disposal Method	216,574 tonnes
• Composting	4,938 tonnes
• Preparation for reuse	11,660 tonnes
• Recycling	126,504 tonnes
• Recovery	7,300 tonnes
• Incineration- with or without energy recovery	6,188 tonnes
• Landfill	15,124 tonnes
• Deep Well Injection	0 tonnes
• On-Site Storage	54 tonnes
• Other	44,807 tonnes
Waste Diversion rate	93%
Recycling Rate	66%
Community	
Percentage of operations that have implemented local community engagement activities	90%
Total volunteer hours	50,647 hours
Occupational Health and Safety	
Incident Rate	0.13
Supply Chain	
Percentage of Preferred Suppliers that have a GHG emission target	71%

Responsibilities of the Directors of Flex and of the assurance providers

The Directors of Flex have sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of Flex; however, our statement represents our independent opinion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

DNV's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Level of assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our Assurance Opinion at a 'limited level' of assurance. 'Reasonable level' assurance requires considerably more investigation at corporate and site level.
For data verification, the materiality threshold applied to this assurance engagement is +/- 5%.

Independence

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with Flex.

DNV Energy Systems

DNV Business Assurance USA, Inc. is part of DNV Energy Systems, a global provider of independent assurance services and digital and data solutions, helping organizations manage risk, strengthen resilience, and advance the transition to a safe, resilient, and sustainable energy future.
https://www.dnv.com/about/energy-systems/

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In addition, DNV has conducted verification on the following 2025 GHG emissions and carbon intensity related indicators in accordance with ISO 14064-3:2019:

- Scope 1 Emissions
- Scope 2 Emissions (location based)
- Scope 2 Emissions (market based)
- Total Scope 1 and 2 CO2e Gross Emissions - Location-based
- Total Scope 1 and 2 CO2e Gross Emissions - Market-based
- CO2e Gross Location-based Emissions Intensity - Scope 1 and 2 (Tonnes/US $ million of revenue)
- Scope 3 Emissions:
  - Category 1 – Purchased Goods and Services
  - Category 2 – Capital Goods
  - Category 3 – Fuel- and Energy-Related Activities
  - Category 4 – Upstream Transportation and Distribution
  - Category 5 – Waste
  - Category 6 – Business Travel
  - Category 7 – Employee Commuting
  - Category 9 – Downstream Transportation and Distribution
  - Category 10 – Processing of Sold Products
  - Category 11 – Use of sold products
  - Category 12 – End of life treatment of sold products
  - Category 15 – Investments

Our opinion for the GHG emissions related data is provided in a separate statement dated 16 September 2026 for publication with the 2025 Report and reporting to sustainability disclosures such as the CDP. We do not express any conclusions on any other information that may be published on Flex's website or the Report for the current reporting period.

The review of any data from prior years is not within the scope of our work (this includes any data in scope in previous years that has been re-stated).

Basis of our opinion

A multi-disciplinary team of sustainability and assurance specialists performed work remotely and onsite. We undertook the following activities:

- Review of the current sustainability issues that could affect Flex and are of interest to stakeholders;
- A media review in Chinese, Spanish and English languages
- Review of Flex's approach to stakeholder engagement and recent outputs;
- Review of information provided to us by Flex on its reporting and management processes relating to the Principles;
- Interviews with 8 selected Directors and senior managers responsible for management of sustainability issues and review of selected evidence to support issues discussed. We were free to choose interviewees and functions covered;
- Interviews with Sustainability Leads for Asia & North America sites to review process and systems for supply chain sustainability, preparing site level sustainability data and implementation of sustainability strategy.
- A remote site visit conducted for Zhuhai, China to gather evidence for principles assurance and for data verification. We were free to select this site for a remote site visit;
- Review of supporting evidence for key claims in the Report. Our checking processes were prioritised according to materiality, and we based our prioritization on the materiality of issues at a consolidated corporate / Group / head office level; and
- Review of the processes for gathering and consolidating the selected Performance data and, for a sample, checking the data consolidation.

For and on behalf of DNV Business Assurance USA, Inc
Houston, Texas, USA
19 November 2026

David Knight — Digitally signed by David Knight Date: 2026.11.19 12:17:16 Z

Gangwar, Vishal — Digitally signed by Gangwar, Vishal Date: 2026.11.19 22:06:25 +08'00'

Lead Assuror
Dave Knight

Technical Reviewer
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