



SUSTAINABILITY REPORT

FISCAL 2024





Our vision—we help create the products that build a better world—is more than a statement; it is a commitment to our team members, our customers and the communities where we live and work.

From the beginning, Plexus was built on the idea that when talented people and innovation come together under a shared purpose, we can achieve extraordinary outcomes. Today, that spirit continues to fuel our commitment to being a sustainable and responsible business partner. By embedding environmental considerations, social responsibility and ethical business practices into everything we do, sustainability is not just a priority—it is core to our ability to design, manufacture and service some of the world's most transformative products. Our notable accomplishments in fiscal 2024 include:

- >5% absolute Scope 1 & Scope 2 emissions reduction over fiscal 2023 baseline
- >10% global reduction in waste to landfill intensity year-over-year
- \$1M+ dollars donated globally through the Plexus Community Foundation
- 20,000+ paid volunteer hours contributed to local communities
- >50% of our global supply chain spend assessed on sustainability criteria

As we share our progress in this report, we remain steadfast in our vision to drive positive change—within our industry and beyond. This progress would not be possible without the dedication of our team members, the trust of our customers and the collaboration of our partners. We are grateful for the ongoing support and partnership as we continue to build a better world together.

TODD KELSEY | PRESIDENT & CHIEF EXECUTIVE OFFICER (CEO)



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This report contains certain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, that are not historical in nature, including statements regarding the Company's beliefs, estimates, and expectations relating to its future prospects, developments, and business and other strategies. These statements are often identified by use of words such as "anticipate," "believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will" and similar expressions. Such statements involve known and unknown risks, uncertainties and other factors that could cause our actual results, performance, or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Factors that could cause or contribute to such differences include those discussed in the company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the year ended September 28, 2024, quarterly reports on Form 10-Q and current reports on Form 8-K. You should not place undue reliance on these forward-looking statements. In addition, the forward-looking statements in this report speak only as of the date hereof and we undertake no obligation, except as required by law, to update or release any revisions to any forward-looking statement, even if new information becomes available in the future. The information captured in this report covers activities that occurred between September 30, 2023 and September 28, 2024, published as of June 2, 2025.



OVERVIEW



OUR VISION

WE HELP CREATE THE PRODUCTS
THAT BUILD A BETTER WORLD

GUIDED BY OUR VALUES

Growing our People
Building Belonging
Innovating Responsibly

Delivering Excellence
Creating Customer Success

DELIVERED BY OUR STRATEGY

Market Focus
Superior Execution

Passion Meets Purpose
Discipline by Design

At Plexus, we help create the products that build a better world. Our vision is rooted in the well-being and inclusive engagement of our team members, customers, and communities—because people are the heart of who we are and what we do. Guided by our values, we strive to make a meaningful impact every day.

By embracing an innovative culture of excellence, we pride ourselves on designing, manufacturing and servicing some of the world’s most transformative products. From life-saving medical devices and mission-critical aerospace and defense products to industrial automation systems and semiconductor capital equipment, we are proud to partner with our customers to bring their most complex ideas to market. Built on the notion of people working together to solve complex challenges, we are relentless in our pursuit of excellence, environmental sustainability and the well-being of every individual impacted by our operations.

PLEXUS OVERVIEW



OUR FISCAL 2024 NUMBERS

\$3.96B	Revenue	11.8%	ROIC	\$4.01	GAAP diluted EPS
~20,000	Team members globally	26/7	Facilities/ Countries	5.0M	Total square feet

OUR VALUES

As we deliver on our vision to help create the products that build a better world, our values unite us as Plexus and guide us in everything that we do.

Growing our people

WE foster a culture of trust, courage and growth, empowering every team member to realize their full potential.

Building belonging

WE build an inclusive enviroment, valuing each member, embracing diversity and promoting teamwork to achieve extraordinary outcomes together.

Innovating responsibly

WE innovate and leverage technology, guided by a clear strategy, to boldly drive positive change and promote a sustainable future.

Delivering excellence

WE commit to exceptional quality and perfect delivery by standarizing, scaling and continuously improving.

Creating customer success

WE exceed customer expectations and forge relationships built on trust, candor and shared successes.

OUR STRATEGY

Our commitment to sustainability is integrated into Plexus’ enterprise strategy. Through this integrated approach, we have an incredible opportunity to deliver differentiated value to our stakeholders in a way that is aligned to our enterprise strategic growth goals.

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

**MARKET
FOCUS**

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

**SUPERIOR
EXECUTION**

**PASSION MEETS
PURPOSE**

We are united as a team. We are guided by our values and leadership behaviors. We do the right thing to support our team members, communities and customers.

**DISCIPLINE
BY DESIGN**

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

SUSTAINABILITY OVERVIEW

Strategic Framework

In service to our vision and rooted in our values, our commitment to sustainability centers around our value of **Innovating Responsibly** as we boldly drive positive change and promote a sustainable future for and through Our People, Our Solutions and Our Operations, all of which is built on a foundation of Trust & Transparency.



We Innovate Responsibly for Our People

People are the heart of who we are and what we do. We are deeply committed to growing our people, building belonging and strengthening our communities.

We Innovate Responsibly through Our Solutions

We create customer success through our innovative solutions to design, manufacture and service products to be more sustainable and responsibly produced.

We Innovate Responsibly through Our Operations

To deliver excellence, we must continuously improve how we operate to reduce our environmental impact and promote circular thinking.

Built on a Foundation of Trust & Transparency

We hold ourselves and our business partners to high ethical standards of professional conduct, upheld through a culture of accountability.

At Plexus, we are committed to innovating responsibly as we’ve always been driven to do something more for our customers, our team members and the world.

Strategic Priorities

Through this strategic framework, our objective is to deliver a positive return on our investments while minimizing risk and maximizing the positive impact we can create for our business, people and the planet. To aid in setting our strategic priorities, we regularly assess, benchmark and calibrate our business practices against key market trends, stakeholder expectations and regulatory requirements. We then set priorities based on those issues most relevant to Plexus, based both on financial impact to our business as well as our impact on the environment and society. These priorities serve as the basis for annual or multi-year initiatives and targets, which are often tied to individuals’ and our executives’ annual compensation for that year under our short-term variable incentive compensation plan (VICP).

Biennially, we strive to conduct a formal materiality assessment related to sustainability issues, and in fiscal 2024 we completed double materiality assessments at the largest site in each of our three operating regions (AMER, APAC and EMEA) to recalibrate on areas of material impact. We pursued assessments in each region with the understanding that material issues may vary based on geographic, cultural or political dimensions. In fiscal 2025, we will be synthesizing the relevant topics identified through formal stakeholder engagement to validate or adjust our enterprise focus on those sustainability-related issues, risks and opportunities with the most material impact. These assessments will refine our last stakeholder materiality assessment conducted in fiscal 2022.

Our sustainability strategy, materiality assessments as well as our strategic priorities are reviewed by our board of directors (Board) as well as our Plexus Leadership Team (PLT) Sustainability Committee as part of a multi-tiered governance structure that oversees the success of our sustainability efforts. **For more information on our sustainability governance, see pg. 53.**

Alignment to External Standards & Frameworks

As a member of the United Nations (UN) Global Compact, our actions align with the following UN Sustainable Development Goals where we believe we can make the greatest positive impact.

We also leverage external standards and frameworks to help guide our efforts and to build trust through transparent reporting, including reporting aligned with the Task Force on Climate-Related Financial Disclosures (**see pg. 58**) as well as submitting information through third party assessments and ratings agencies (**see pg. 55**).

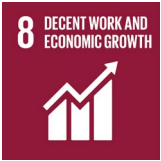
Executive Compensation Tied to Sustainability Goals

Shared individual VICP objectives for all named executive officers over the past three years included goals related to advancing our sustainable business practices, as set forth below.

GOALS TIED TO EXECUTIVE COMPENSATION	2022	2023	2024 ¹
Our People	ERG expansion and enhancement	Expansion of talent sourcing and tools	Pilot of pay equity tool in United States
Our Solutions	--	--	Assessment of 100 suppliers on sustainability criteria
Our Operations	5.0% energy intensity reduction	5.0% energy intensity reduction	5.0% emissions intensity reduction 5.0% waste to landfill intensity reduction
Trust & Transparency	Enhancement of cybersecurity incident response plan	Creation of waste to landfill data control plans	--

¹The fiscal 2024 shared individual objectives for our named executive officers set at the beginning of the year were revisited during fiscal 2024 and revised to focus solely on customer controllable free cash flow performance for the second half of the fiscal year. Despite this shift, we maintained focus on and achieved or surpassed each of these sustainability goals, as detailed in this report.

For more information on our executive compensation practices and VICP pay-outs, please see the applicable Proxy Statement for that year’s annual meeting of shareholders accessed through the Investors page on our website.





OUR PEOPLE



OUR PEOPLE

People are the heart of who we are and what we do.

We are deeply committed to growing our people, building belonging and strengthening our communities. This includes valuing and protecting human rights, fostering an inclusive environment, empowering our team members to reach their full potential, and giving back to society through our volunteer time off and charitable giving programs.

2024 GOALS

Pay equity tool piloted in the United States

Exceed fiscal 2023 Volunteer Time Off (VTO) hours

Formalization of broader social impact strategy and inclusion roadmap

Greater than \$1M allocated for charitable giving

RESULTS

Achieved Goal

Achieved Goal

Achieved Goal

Achieved Goal

HIGHLIGHTS

Successful pilot of pay equity tool in the United States will lead to global deployment of the tool in fiscal 2025

21,877 VTO hours achieved, exceeding 19,763 VTO hours in fiscal 2023

Strategy includes changes to our organizational structure, including the creation of a global role focused, in part, on community engagement and our employee resource groups (ERGs), and the standardization of regional models to empower local teams and support scalability

\$1.07M in charitable giving in fiscal 2024

2025 GOALS

Successfully deploy pay equity tool globally

Exceed fiscal 2024 VTO hours

Successfully execute on organizational structure changes identified in fiscal 2024

Greater than \$1.1M allocated for charitable giving



SOCIAL RESPONSIBILITY

Global Employment Standards & Human Rights

Corporate social responsibility is foundational to our vision of building a better world. We are dedicated to responsible employment practices and upholding global human rights standards within our business and throughout our value chain. This commitment is formalized in our **Human Rights Policy**, which integrates principles from key international frameworks and standards such as the:

- Core International Labour Organization conventions
- Guidelines for Multinational Enterprises
- Laws of the countries in which we operate
- Organization for Economic Cooperation and Development
- **Responsible Business Alliance (RBA) Code of Conduct**
- UN Global Compact
- UN Guiding Principles on Business and Human Rights
- Universal Declaration of Human Rights

Our Human Rights Policy was created by a cross-functional team appointed to conduct regular policy and impact mapping, as outlined by the UN Global Compact, to facilitate continuous improvement and commitment to our standards. It applies to all team members, contingent workers, our subsidiaries and our business partners, including our suppliers. This policy, along with our **Code of Conduct & Business Ethics** (The Code) and other labor and employment policies, establish the following global practices:

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

Additionally, the commitments in our Human Rights Policy and The Code are reinforced by our **Prevention of Human Trafficking and Modern Slavery** statement in support of the California Transparency in Supply Chains Act and the UK Modern Slavery Act.

Responsible Business Alliance (RBA)

Since 2014, Plexus’ RBA membership has reinforced the critical business standards we expect and require of our team members and business partners related to human rights, environmental responsibility, health and safety, labor and business ethics. Being a member of the RBA means we help collectively influence our broader business ecosystem by propagating and maintaining sustainable and responsible business practices. We meet or exceed the standards set by the RBA in areas such as:

Foreign Workers

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

Labor

- Established grievance process
- Limit working hours and consecutive work days
- Offer reasonable accommodations for religious practices
- Prohibit child labor
- Prohibit discrimination and workplace harassment
- Provide fair wages and payroll practices
- Respect workers’ rights to association and collective bargaining

Environmental Responsibility

- Maintain environmental compliance with laws and regulations, including those pertaining to prohibited, restricted or hazardous substances
- Track and report on energy consumption and establish goals to improve energy efficiency and greenhouse gas (GHG) emissions
- Work to conserve and reduce the use of natural resources

Business Ethics

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

Supplier Responsibility

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

To ensure compliance and to test the controls and policies in place to support these practices, we conduct both internal assessments and external audits. Our manufacturing sites complete annual RBA Self-Assessment Questionnaires (SAQs), inclusive of submitting evidence of practices related to the topics listed above. We strive to externally audit at least one site annually to be externally validated by a certified third party, while also complying with any customer-requested audits.

In fiscal 2024, we had **no reports or evidence of human rights violations or abuses** in our global hiring and employment practices.

RBA SCORES (OUT OF 200 POINTS)*:

Penang, Malaysia | 2023
Remote Recognition (173.0)

Xiamen, China | 2019
Gold (183.5)

Chicago, United States | 2018
Gold (196.3)

Guadalajara, Mexico | 2017
Silver (167.8)

*No audits were performed in 2020 and 2021 due to the COVID-19 pandemic, and our scheduled site audit in fiscal 2022 had to be postponed due to a COVID-19 outbreak. Our next audit is planned for June 2025.



Team Member Health & Safety

Our top priority is to ensure the safety and well-being of our team members, communities and all individuals who work, visit or provide services to Plexus. We aim to be the safest place for our team members outside of their homes.

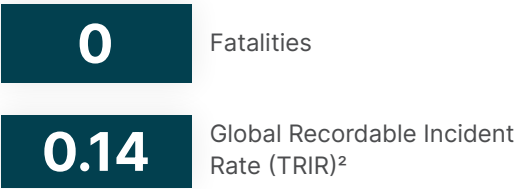
Plexus cultivates a safety-conscious culture by integrating health and safety standards into our operational system of management, encouraging and celebrating team members who identify safety hazards and implementing robust processes to create a safe and healthy work environment. These standards are defined and implemented through a number of corporate policies, controls and management systems, including our global Environmental Health & Safety (EHS) policies, Environmental Health & Safety Management System (EHSMS) and Site Management Systems (SMS). This integrated approach allows for iterative health and safety risk assessments across all direct and indirect workers, visitors and vendors, reinforcing our dedication to a secure and healthy workplace.

One method we use to measure EHSMS effectiveness is through the Total Recordable Incident Rate (TRIR), complemented by site-specific safety goals and metrics reviewed regularly by site management and in recurring EHS meetings. Our **TRIR decreased by over 40% in fiscal 2024** from 0.24 in fiscal 2023 to 0.14 in fiscal 2024, which is below the North American Industry Classification System standard of 0.90. We plan to implement a metric in fiscal 2025 to track accident and injury near-misses, ensuring prompt closure of corrective actions associated with those near-misses. Through this tracking, our teams will be better suited to proactively implement corrective actions and prevent repeat occurrences.

Our global EHS team provides technical support and resources, enabling sites to achieve a safe work environment while promoting best practices and continuous improvements. We also provide every team member with role-specific education and training on important environmental and safety topics, utilizing a proactive, risk-based approach to equip our teams with the necessary knowledge to protect themselves and their colleagues.

Two of our 18 sites are certified to ISO 45001 Occupational Health and Safety Management standards. All of our sites, regardless of formal certification, abide by global policies and processes that align with this standard.

For more information on our ISO certifications and EHSMS, see pg. 37.



²Number of recordable incidents multiplied by 200,000, divided by total hours worked. This standardized base of 200,000 represents the hours 100 full-time team members would work in a year (40 hours/week x 50 weeks). The result represents the number of recordable incidents per 100 team members annually.

Proactive Safety Improvements

In fiscal 2024, we proactively initiated targeted deep dives into critical safety programs. With a focus on the top five programs potentially impacting life safety, we assessed existing conditions against desired outcomes. This analysis drove implementation of two initiatives and the publication of revised policies concerning controlled hazardous energy (also known as “Lock-out Tag-out” procedures) and machine safeguarding. We also deployed new comprehensive ergonomics guidance in fiscal 2024.

Engaging Team Members To Embrace Health & Safety Best Practices

Team members from our Penang, Malaysia site hosted a successful multi-day event dedicated to enhancing EHS and sustainability awareness.

Each day focused on a different theme that encouraged active participation to emphasize how each team member can promote a safer, healthier and more sustainable workplace. This included identifying hazards through an interactive safety test, a site-wide “lights off” campaign and a community blood drive. Through their efforts, team members were able to achieve a **558 kWh energy reduction** and fulfill **173 individual blood donations**.

GROWING OUR PEOPLE

Workplace Flexibility

Plexus recognizes evolving workplace expectations and supports flexible solutions that balance team member well-being with our desire to maintain an environment that fosters collaboration and innovation. Our flexible work guidance acknowledges varying individual needs and job requirements, empowering team members and leaders to establish effective arrangements that consider job suitability and team dynamics. We provide necessary tools and actively explore new work models, considering business and team member needs. Beyond daily flexibility, we offer benefits and solutions exceeding legal requirements for personal time off and family leave—demonstrating our commitment to work-life integration.

Team Member Well-Being

Prioritizing team member well-being demonstrates our commitment that people are the heart of who we are and what we do. We provide benefits, programs and healthcare plans that support the overall well-being of our team members and their families, encompassing their physical, mental and financial health.

In addition to our benefits packages, Plexus launched three new programs in fiscal 2024 to significantly enhance team member well-being. Our Spring Health program provides accessible mental health support, facilitating over 800 care appointments since its launch at the start of calendar 2024. In addition, our new Hinge Health program offers team members virtual physical therapy, with participation exceeding initial engagement expectations. We also introduced voluntary legal insurance in fiscal 2024 through LegalEASE, providing team members a cost-effective legal support option to reduce the stress of finding and paying for an attorney for personal legal issues.

Foundational to our team members financial well-being is our compensation philosophy. We utilize a “pay for performance” model, directly linking rewards to performance and empowering professional growth by allowing leaders to customize compensation elements (base salary, incentives, equity) to recognize exceptional contributions. Our compensation guidelines and pay structures are adapted to reflect market dynamics, currency rates, regional trends, pay ranges and experience, and we annually assess compensation plan risks and conduct market pay analysis to ensure local competitiveness. The results are shared with our Compensation and Leadership Development Committee (Compensation Committee) of our Board, annually. These practices ensure compensation transparency, internal fairness and external market competitiveness for our team members.

Pay Equity & Pay Transparency Practices

In fiscal 2024, we performed a robust pay analysis in the United States and increased our pay transparency tools and practices. A sophisticated pay equity analysis tool was piloted, automating statistical analyses for job family groups with at least 30 team members, including at least 10 of each gender, and conducting cohort reviews for smaller groups. This comprehensive analysis, covering approximately 2,700 team members, revealed we can account for 96% of differences in pay, in line with the commonly acceptable range of 75-95% and indicating strong and equitable pay practices in alignment with our compensation philosophy. This tool allows for continuous monitoring and proactive adjustments to maintain pay equity and is intended to be deployed globally in fiscal 2025.

Pay range transparency for United States team members will begin in fiscal 2025, with ranges visible both internally and externally, following comprehensive compensation training for 800 leaders globally.

Understanding How Our Practices Support “Living Wages”

In fiscal 2025 we are committed to participate in the UN Global Compact’s Living Wage Peer Learning Group to help us more intimately understand how our compensation practices may align to living wages in the geographies in which we operate.

Team Member Growth & Development

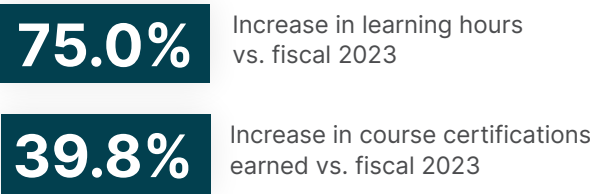
We relentlessly seek to create, implement and accelerate talent development to enable highly flexible and agile team members, while building succession bench strength to support our enterprise growth goals. We have a history of developing talent through a mix of on-the-job experiences, formal learning, mentoring and coaching as highlighted below. This includes **completing 1,088,859 total training hours globally, averaging 51 training hours per team member.**

Plexus Academy

Our global online professional and leadership development platform was launched in fiscal 2023 to equip all team members with resources to own and drive their career and personal development.

Throughout fiscal 2024, Plexus Academy realized several accomplishments, including:

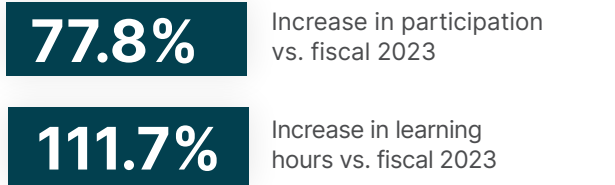
- 2,551 Plexus team members enrolled
- 23,404 learning hours
- 6,143 courses completed
- 5,413 course certificates earned
- 4.7 out of 5 stars course rating by Plexus team members



Accelerated Leadership Academy (ALA)

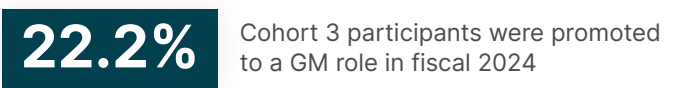
ALA is a global program designed to address some of the most common leadership skills needed within our organization: Managing Change, Leading People and Leading Strategically. This program combines self-paced learning through Plexus Academy, with facilitated courses led by Plexus leaders and discussions showcasing case studies from the participant’s own experiences.

- Fiscal 2024 ALA highlights include:
- 448 participants
 - 9,848 hours of learning
 - 86.6% report that ALA has strongly helped them move forward in their professional development



GM Skills Academy

We kicked off the fourth cohort of the GM (General Manager) Skills Academy at the start of fiscal 2024. Eighteen high-potential leaders engaged in this accelerated program and traveled to each of our regions to gain an immersive global business perspective. Participants were representative of all three of our operating regions and included multiple genders and diverse functions.



Global Mentor Program

Workplace mentoring is an indispensable competitive advantage within effective talent management practices, and Plexus leverages the expertise of our team members to foster a culture of continuous learning and personal and professional growth. In fiscal 2024, we launched the seventh year of the formal program, reaching 179 participants with regionally and gender diverse mentee representation across various functional and business units. In addition to the formal program, there are many informal mentor pairings that exist and many program graduates maintain relationships with past mentors.

Fiscal 2024 highlights include:

- 93.3% of respondents report Excellent, Very Good or Good progress is being made on the mentee’s development goals
- 93.3% of respondents report they are satisfied with their mentoring relationship
- 100% of respondents report there is an atmosphere of trust and support in their mentoring relationship

103.4%

Increase in participants in
fiscal 2024 vs. fiscal 2023

Interns & Apprentices

Our competitive global internship and apprenticeship program allows university-aged students to gain experience in their field of study while preparing them for the workforce after graduation. We offer a variety of opportunities, including Engineering, Manufacturing, Supply Chain, Human Resources, Finance and Brand Experience. We assign each of our interns and apprentices a mentor to foster professional and personal growth, helping them understand potential career paths and full-time employment options within Plexus. Our program provides professional growth, career guidance and networking opportunities, equipping participants for success within Plexus or beyond.

In addition to our internship and apprenticeship program, Plexus fosters a Youth Apprentice program for high school-aged students in certain locations, supporting engagements in areas including IT, Engineering and Manufacturing. Our Youth Apprentice program also benefits our recruitment initiatives, as our goal is to transition apprentices to our internship program or even a full-time role.



Powering Futures Project

Five of our apprentices in Kelso, Scotland teamed up with social enterprise Powering Futures to take on one of their challenges and develop their skills in innovation, problem solving, networking and sustainability. The challenge explored ways to optimize air compressors to satisfy the increase in demand for nitrogen at the Kelso site, which had the dual benefit of developing youth while also supporting our site’s decarbonization efforts.

Performance Feedback & Employee Net Promoter Survey (eNPS)

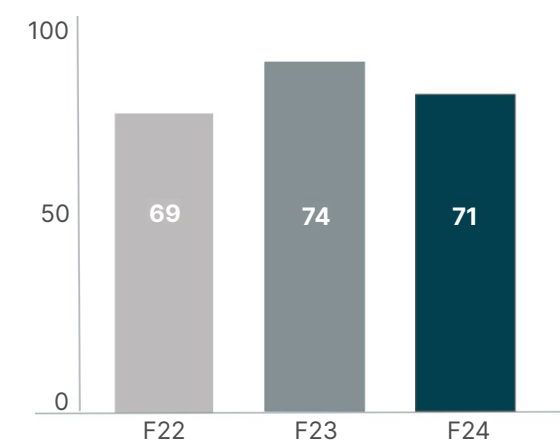
Plexus fosters talent development and organizational success through transparent and open communication. We conduct annual evaluations that assess performance outcomes and the alignment of team member actions and behaviors with our values. In an effort to continuously improve how we remain transparent and open with performance evaluations, we are embarking on a two-year enhancement process. This will allow us to standardize our practices globally, ensure our team members know what is expected at all times and ensure alignment on how we measure performance.

To gauge team member satisfaction, Plexus conducts an annual eNPS survey, gathering anonymous feedback for continuous improvement. This survey helps us identify key areas for enhancement, enabling targeted strategies for talent engagement and retention. We expect and empower leaders to act on survey results, driving meaningful, long-term improvements that positively impact team member satisfaction and our overall eNPS score. As part of our continuous improvement efforts, we continue to evaluate the process and tools used, questions asked and ways to create actionable change based on feedback.

>95%

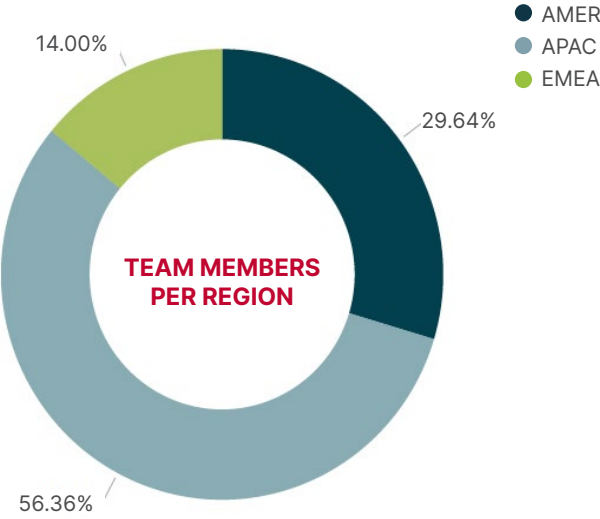
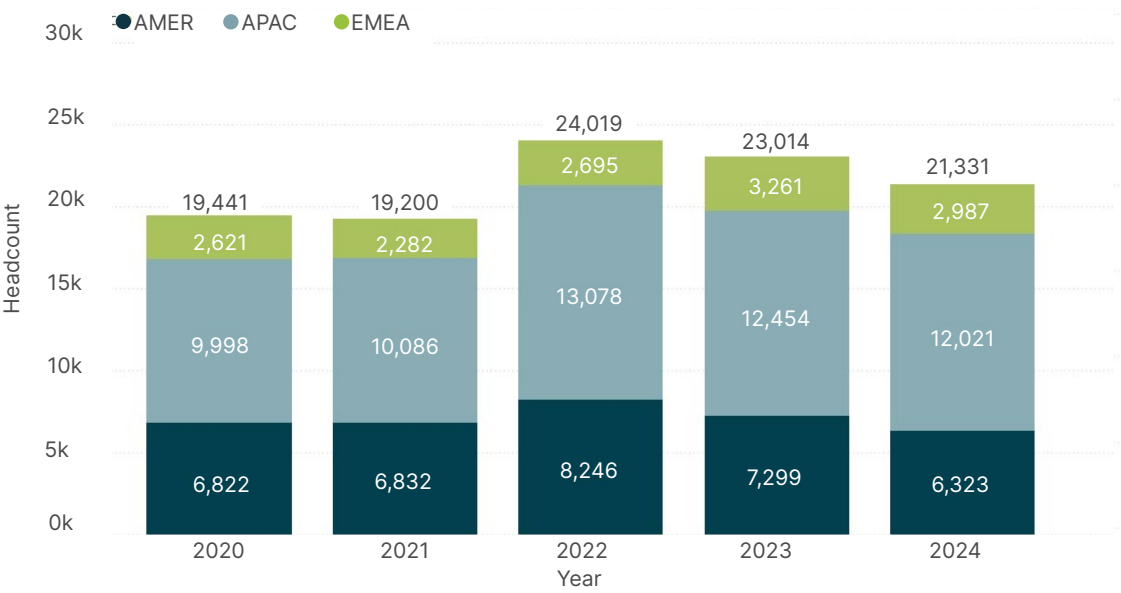
eNPS global participation

ENPS RESULTS | PAST THREE YEARS

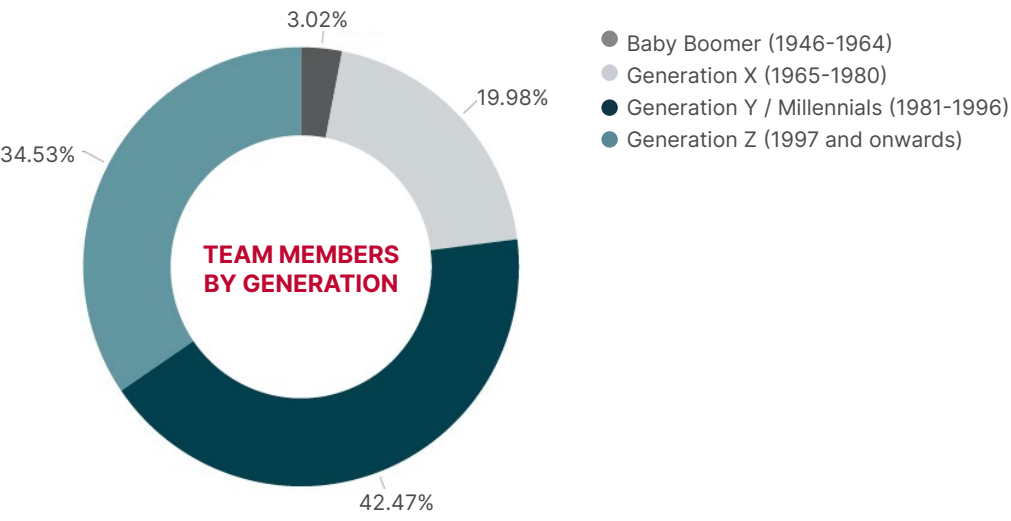
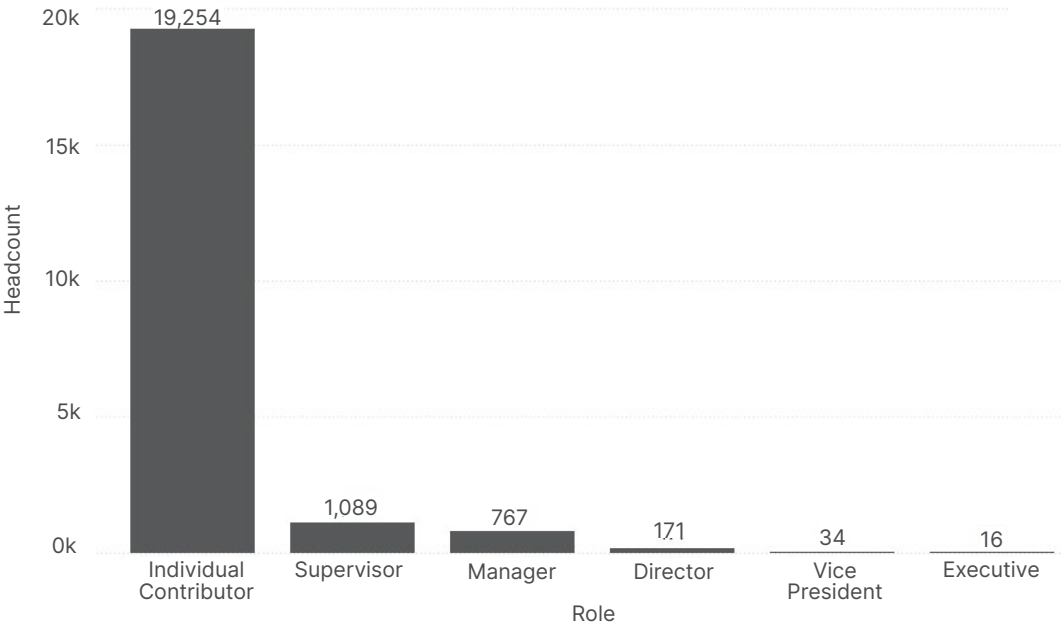


WORKFORCE INSIGHTS

TEAM MEMBER HEADCOUNT YEAR-OVER-YEAR BY REGION



TEAM MEMBER HEADCOUNT BY ROLE



BUILDING BELONGING

Foundational to Plexus is its value of Building Belonging. Through this value, we commit to the expectation that all team members, customers, partners and stakeholders are treated fairly, respected for their unique experiences and backgrounds and that all are provided the opportunity to learn, grow and succeed in an inclusive environment. As such, our inclusion efforts have maintained focus on ways in which we grow our people through a culture of trust and empowerment, while aligning strategic initiatives to drive better individual and business outcomes, together.

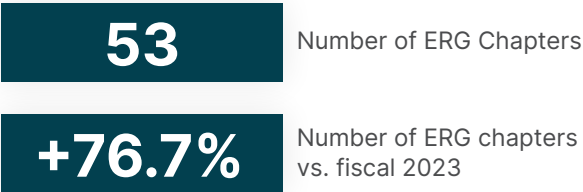
Throughout fiscal 2024, we revisited our inclusion strategic framework, guided by our value of Building Belonging, to better align our efforts with our long-term pursuit to be an employer and partner of choice, which we believe are critical to achieving our enterprise growth goals. We identified four initial areas of focus to drive progress across a multi-year plan: Leadership & Culture, Policies & Processes, Strategic Alignment & Integration and Team Member Engagement.

We intend to continue integration efforts across functional groups within Plexus to thoughtfully align tools, resources and development opportunities with strategic initiatives and activities. Further, we plan to deploy new Hiring and Promotion Guidelines in fiscal 2025, beginning in the United States. The deployment of these guidelines will ensure that our global hiring and promotion process is merit-based and provides equitable opportunity for all Plexus team members.

Team Member Engagement & Employee Resource Groups (ERGs)

Through a holistic approach to team member engagement, we create and nurture an environment where every team member can feel connected and supported. From supporting site programs and events that enrich our team member experience, to our focus on connecting with communities through our volunteering efforts, we encourage everyone to take part in fulfilling experiences beyond their day jobs.

Our ERGs are another key engagement point for our team members, fostering networking, leadership development and personal growth, globally. At Plexus, all team members are welcome to participate. ERGs celebrate our diversity and encourage passion-driven activities, strengthening both internal connections and external partnerships through community involvement and customer collaboration.





Welcoming all LGBTQIA+ team members and helping them be succesful as their authentic selves.



Connecting early career team members and providing a platform for them to build relationships.



Empowering the mentorship and advancement of women in their professional and personal endeavors.



Uniting veterans with shared experiences, creating a network of camaraderie and mentorship through community outreach.



Celebrating all cultures and backgrounds by stimulating curiosity, developing empathy for diverse perspectives and fostering an inclusive enviroment.

Fiscal 2024 ERG Highlights



PRIDE

- Facilitated inclusion workshops to understand more about inclusivity among Plexus team members
- “Equality Agent” certification for both of our Guadalajara, Mexico sites, received from the Secretaria de Igualdad Sustantiva (Secretariat for Substantive Equality)
- Participated in the Guadalajara PRIDE parade that celebrates diversity, seeks equal rights for LGBTQIA+ people



VETERANS NETWORK

- Facilitated two successful fundraising events raising over \$5,000 for the Old Glory Honor Flight, demonstrating our commitment to giving back and building positive community relations
- Deployed a “Veterans Impact Awareness” campaign to highlight the unique skills and contributions of Veterans in our workplace and community
- Partnered with the Employer Support of the Guard and Reserve to align Plexus policies with best practices for supporting Guard and Reserve members, enhancing team member morale and retention



PLEXUS YOUNG PROFESSIONALS

- Granted two wishes for Make-A-Wish Wisconsin, raising \$10,645 in total through the annual Fox Cities Golf Outing
- 365 members performed 2,300 VTO hours
- Penang, Malaysia chapters raised 14,081 MYR through a donation drive to help three local charitable organizations (Cerebral Palsy Children's Association of Penang, The Penang Home for the Infirm and Aged and Special Children's Centre Penang)



UNUS

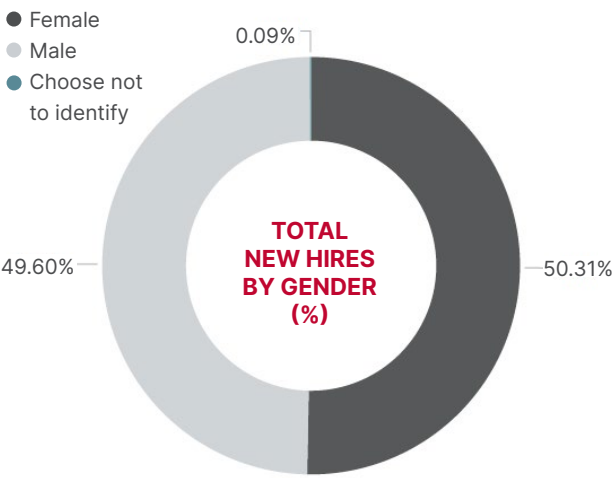
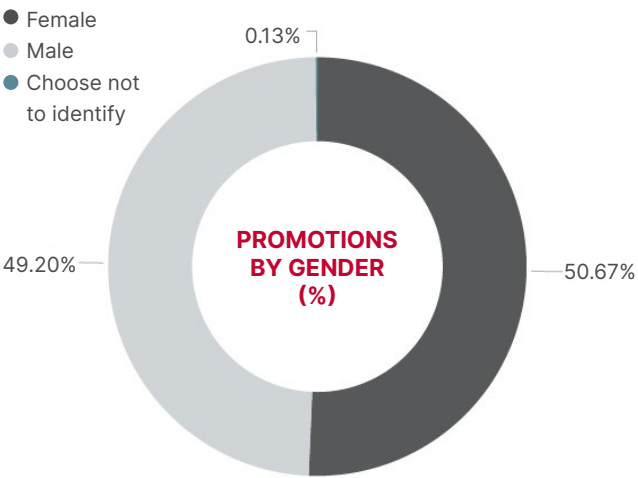
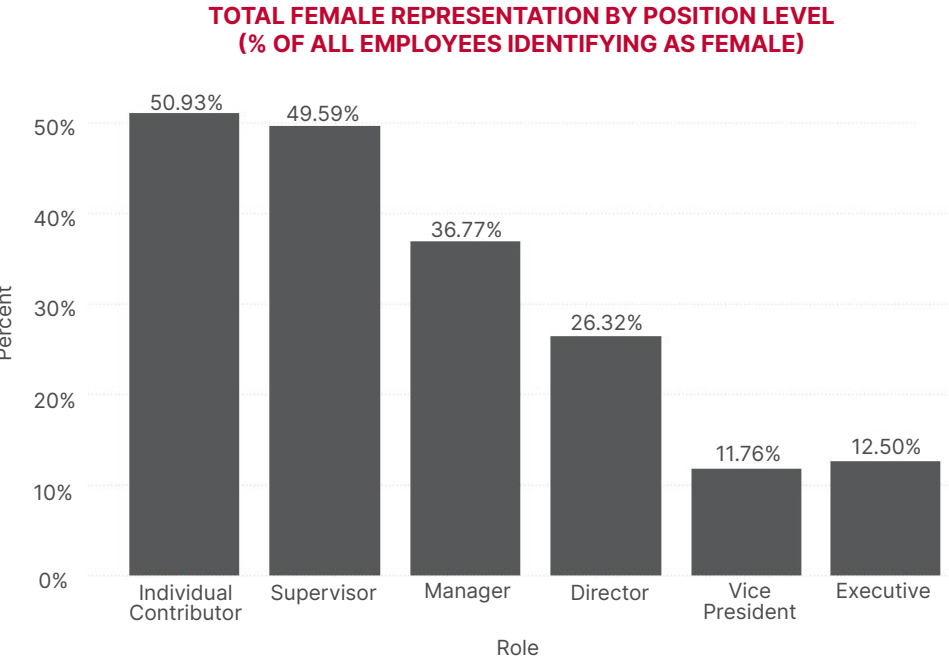
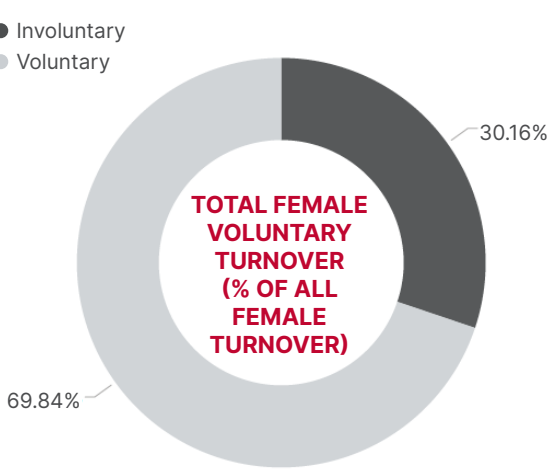
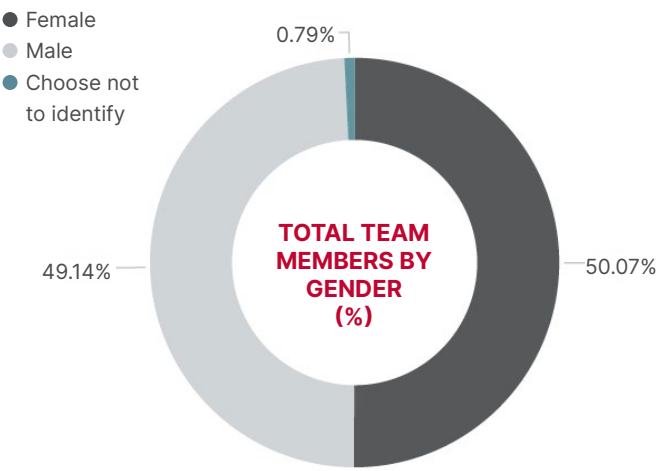
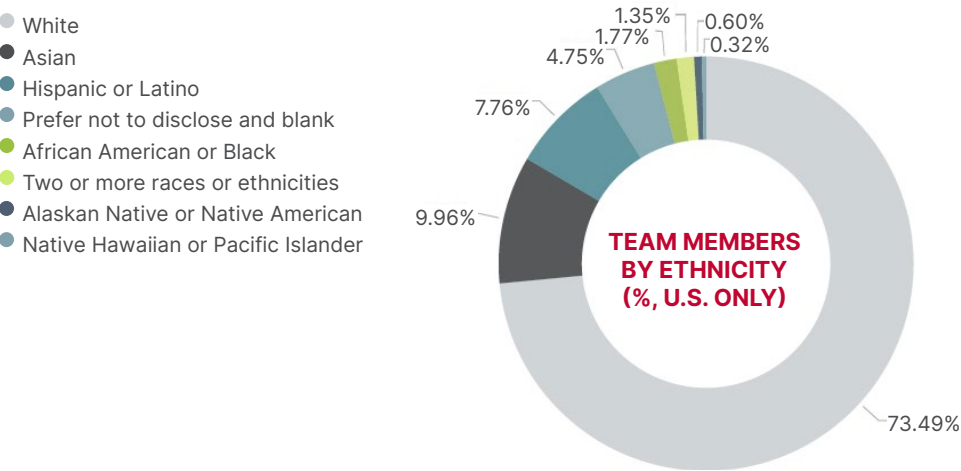
- Raised awareness and celebrated several cultural events including Chinese New Year, Lunar New Year, "Hula through History" and Cultural Potluck meals
- Implemented "little libraries" at Plexus sites to drive further cultural awareness and education
- Volunteered with the Special Olympics of Wisconsin and other local community events



WOMEN IN NETWORK (WIN)

- Hosted "WinHer" workshops in Oradea, Romania, hosting over 800 participants across four events, focused on leadership and development
- Organized annual clothing drive in Chicago, IL, United States collecting over 2,100 lbs of clothing for a local charitable organization
- Supported "Plexus Pink Run" in Malaysia, raising funds for breast cancer awareness

WORKFORCE DIVERSITY



STRENGTHENING OUR COMMUNITIES

Plexus is committed to building a better world by providing enriching experiences for our team members, community members and students. Our VTO program enables connections with our local communities and empowers team members to engage in causes about which they are passionate. Through our VTO program, we offer eight hours paid time off to all full-time and part-time team members to contribute to eligible non-profits and educational institutions, thereby inspiring our team and enhancing their overall experience.

Further, the Plexus Community Foundation strategically supports organizations that foster innovation, promote technology education and enhance quality of life in our communities. To encourage team member engagement, the Plexus Community Foundation allocates the donations to local Plexus sites based on both a fixed amount and variable amounts tied to VTO hours, empowering team members to collectively decide which non-profits receive support. Our community engagement efforts are particularly vital as we build strategic partnerships with educational institutions through recruitment, career events and STEM (Science, Technology, Engineering and Mathematics) programs, investing in the next generation of our workforce.



Charitable giving
\$1.07M

Total charities impacted through PCF
81

Global VTO hours
21,877

VTO participation rate year-over-year
+15.1%

VTO hours year-over-year
+10.7 %

VTO participation rate
15.9%

COMMUNITY AWARDS & RECOGNITION

2024 MY AMCHAM CARES Award

Plexus Malaysia was recognized by the American Malaysian Chamber of Commerce (AMCHAM), celebrating and promoting best practices within the corporate citizenship and social responsibility programs implemented by its members.

Friend of the Environment Award for Sustainability

Plexus was selected as the winner of the “Business Friend of the Environment” award for sustainability from the Wisconsin Manufacturers & Commerce and Waste Management in the large business category. This recognition reflects our dedication to environmental stewardship, sustainable practices and our vision to build a better world.

HR Asia Awards 2024

Our Penang, Malaysia team was recognized by HR Asia, a leading publication in the human resources industry, for exemplary HR practices, showcasing our commitment to fostering a vibrant and diverse workplace environment. The team took home three awards, including: “Best Companies to Work for in Asia Award” for the third consecutive year, the “Diversity, Equity & Inclusion Award” for the second consecutive year and the “Sustainable Workplace Award” for the first time.

“New North” ESG Summit

Plexus was proud to co-sponsor the New North, Inc. ESG Summit at Lawrence University in Appleton, WI, United States. Members of our Sustainability Team were able to connect with other regional, corporate and community leaders, gaining a deeper understanding of how other organizations are leveraging sustainable and responsible business practices through presentations, panel discussions and roundtable conversations.



Chicago's Best and Brightest Companies to Work For

For the 17th consecutive year, our Chicago, IL, United States site was selected by The National Association for Business Resources (NABR), honoring companies that deliver exceptional employment practices and demonstrate an impressive commitment to their team members.



Recognized as Top 100 Internship Program

Plexus was selected as a 2024 Top 100 Internship Program by Yello and WayUp. The award highlights Plexus' Internship Programs across our United States sites that are developing students, providing innovative opportunities and fostering inclusive work environments.



Team members from our Oradea, Romania site participated in “Researcher’s Night” at the University of Oradea, presenting innovative projects in the field of electronics and automation. Students were able to experience live demonstrations and learn about technologies developed by Plexus.



Thanks to our VTO in the local community in fiscal 2024, our Xiamen, China team received the “Most Beautiful Charity Partner” trophy issued by Huli Changle Community.



Team members from our Wisconsin, United States sites utilized their VTO hours and completed a second full-home build in partnership with Habitat for Humanity for a local family. The Plexus Community Foundation not only financially sponsored the home build, 159 Plexus team members also volunteered more than 1,250 hours to complete the home’s construction.



OUR SOLUTIONS



OUR SOLUTIONS

We create customer success through our innovative solutions to design, manufacture and service products to be more sustainable and responsibly produced. This includes how we design products to reduce their environmental impact, how we optimize production processes to eliminate waste and how we extend a product’s useful life through sustaining services.

Further, our solutions are focused on supporting highly complex products and demanding regulatory environments. As a result, we are well positioned to partner with customers in new and emerging markets accelerating the global climate transition, helping to advance product sustainability and clean technology development in both current as well as future products.

2024 GOAL

Assess top 100 suppliers by spend on sustainability criteria

RESULT

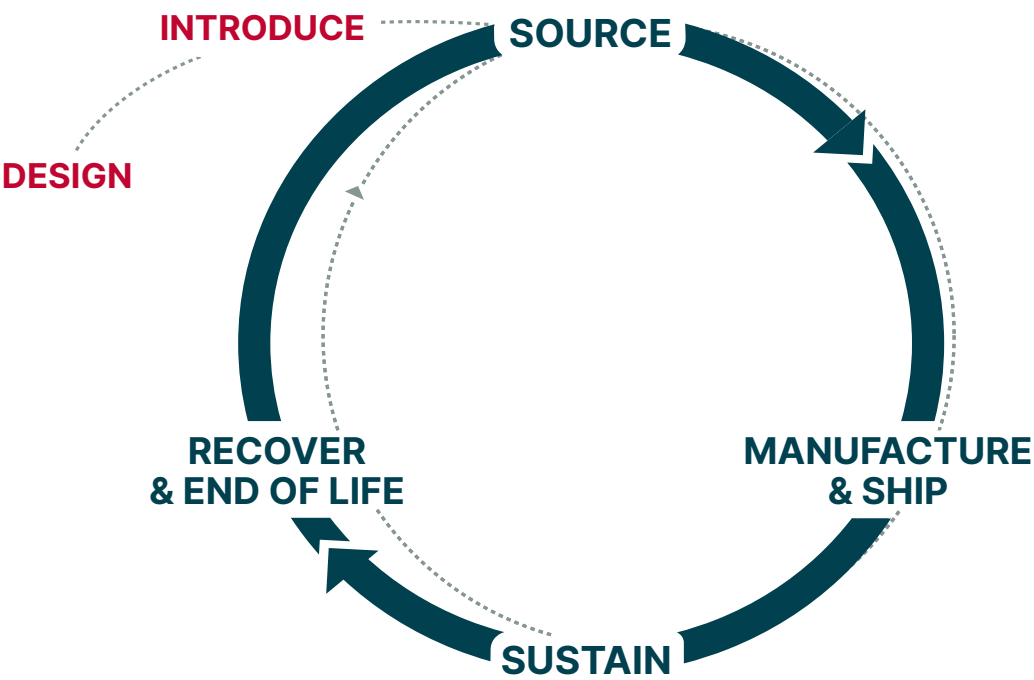
Surpassed Goal

HIGHLIGHTS

>150 suppliers assessed, representing 56.0% of fiscal 2024 global supply chain spend

2025 GOAL

Assess additional 100 suppliers on sustainability criteria



OUR PRODUCT LIFECYCLE SOLUTIONS

DESIGNING

We are focused on embedding eco-design principles into our design solutions, ensuring the products we create are built for reduced impact and circularity. As the vast majority of a product's environmental impact is driven by decisions made during the design process, early consideration of eco-design principles during the product development phase is advantageous. To strengthen our Design for Environment (DfE) capabilities, we offer training for our engineers related to eco-design principles and sustainability topics to drive environmental impact considerations deeper into our product development practices.

Designing for lower power and energy efficiency is critical to reducing energy use and associated emissions throughout a product's life.

Designing for reliability, durability and serviceability can help maximize the lifecycle of a product once it is in the market. We are able to perform robust reliability and durability testing, such as accelerated life testing, highly accelerated life testing, cycle testing, thermal analysis and tolerance analysis. Based on product requirements, we can design products for easy maintenance, repair and upgrade, all of which help to extend a product's life.

Designing for modularity and part and resource recovery at end-of-life informs our product architecture and design decisions to ensure parts can be recovered and separated easily for serviceability, sterilization, reuse or recycling.

Designing for product compliance to regulations such as RoHS, REACH, TSCA, Prop65 and other regulations or customer-defined requirements involves eliminating substances known to harm human health or damage the environment, such as per- and polyfluoroalkyl substances (PFAS). We research and identify safer alternatives that meet or exceed performance standards, including those that may be reusable, recyclable and biodegradable, collaborating with customers to ensure product compliance while minimizing environmental impact.

Designing for cybersecurity encompasses both pre-market and post-market cybersecurity protections, built upon the Secure Product Development Framework aligned with the United States Food & Drug Administration's recommendations for medical devices. Design for cybersecurity is a non-negotiable pre-market consideration for product safety, while enabling post-market monitoring of threats and vulnerabilities helps maintain a product's commercial viability, thus avoiding premature product obsolescence.

MANUFACTURING

We are committed to establishing more sustainable production processes and partnering with our customers to improve the environmental impact of the customized manufacturing solutions we deploy.

Design for Excellence (DfX)

Evaluating products through our DfX services prior to full volume manufacturing helps to identify potential production challenges or manufacturability concerns. Early identification and problem solving optimizes our production processes, increasing manufacturing efficiencies and resulting in reduced natural resource consumption and waste generation.

Incoming Inspection

Deploying robust incoming inspection processes allows for rework of parts that do not meet specifications early in the process, driving materials efficiencies and preventing rework or scrap later.

Optimized Production

Throughout the manufacturing process, we iteratively seek ways to optimize manufacturing lines, reduce or eliminate cure cycles, deploy automation solutions and improve energy streams, all while maintaining the utmost focus on delivering excellence. The result is a more efficient production process that reduces energy consumption and the carbon footprint of our customers' products.

Circular Inputs

To further minimize waste, promote reuse, and embrace circularity, we are actively integrating renewable, recycled and highly recyclable inputs into our production processes. For example, we deploy solder dross reclamation, volatile organic compound reduction systems, chemistry reclamation and grey water reuse. In a number of our sites, we segregate soft plastics waste and convert it into clean-burning energy pellets that are used locally as a means to reduce reliance on fossil fuels.

Packaging & Distribution

We partner with our customers to build a more sustainable, cost-competitive packaging and logistics strategy by providing them with a detailed view of associated emissions, covering individual shipment mode, location and weight, along with clear delineation of the fuel and vehicle emissions contributions. We can then help design and source more sustainable packaging solutions and identify alternative emissions pathways in product transportation to help advance emissions reduction goals.

Estimating Emissions for Specific Printed Circuit Board Assemblies (PCBAs)

By leveraging circuit metering and standardized equipment data, we can estimate the manufacturing footprint of specific PCBAs. This process provides valuable insights for customers who can leverage this unique data for informed decision-making and guides our own internal improvements by identifying energy-intensive processes in need of enhancements or targeted operational upgrades.

Optimizing Logistics & Transportation Costs Through Reuse

In partnership with a Healthcare/Life Sciences customer, we identified and implemented a new reusable packaging solution that not only increased packaging density but also resulted in an **83.7% reduction in packaging and transportation emissions**. Designed with a collapsible feature, the new packaging further optimized transportation costs through efficient reuse. Moreover, the design was specifically tailored to the customer's manufacturing line, leading to decreased handling time at their site and eliminating waste by removing the necessity for single-use Electrostatic Discharge (ESD) bags.



SERVICING

Sustaining Services

We help our customers extend product life through repair, refurbishment, remanufacturing or service parts planning. This reduces the extraction of raw materials, manufacturing and logistics associated with new parts procurement and new product manufacturing. Providing these sustaining services directly reduces emissions, avoids waste to landfill and lessens biodiversity impacts throughout the value chain.

At the end of a product's useful life, we help recapture materials or resources, ideally to be revitalized and reused, upcycled, down-cycled or converted into fuel. We reprocess these materials on site for reuse or leverage one of our reprocessing and recycling partners to capture value from resources that would otherwise go to landfill, reducing landfill waste and associated emissions.

Leveraging product defect and failure analysis, this aftermarket intelligence can be integrated back into our design, supply chain and manufacturing solutions to further advance our circular thinking.

Delivering Emissions and Costs Savings Through Part Recovery and Logistics Improvements

A collaboration with a Healthcare/Life Sciences customer on several projects in fiscal 2024 reduced the environmental impact for a number of their post-market products, while simultaneously lowering costs. These activities included the development of an internal rework process, which brought a previously outsourced service in-house, resulting in reduced packaging material waste and transportation emissions.

One example of this rework process improvement eliminated **over 440 roundtrip shipments from AMER to EMEA, along with an over 35% estimated emissions reduction**. Further, we helped advance a parts recovery strategy that resulted in the **recovery and reuse of nearly 400 subassemblies, which eliminated waste to landfill and reduced the need for new material purchases by 75%**.

Supply Chain Solutions

As our customers often direct the procurement of specific parts and suppliers, we work together to build confidence that the parts they prefer are sustainably sourced and responsibly produced. We accomplish this through a multi-faceted approach to supply chain management and due diligence.

Parts & Product Compliance

We partner with our customers to manage the risks associated with harmful chemicals in their products and production processes and to identify alternate materials within their supply chains. We also deploy a zero-tolerance counterfeit parts policy and prevention process and diligently evaluate the source of the minerals that go into our customers’ products, working to avoid sources that support human rights atrocities. As a United States public company, we identify and report the use of conflict minerals (tin, tungsten, tantalum and gold) annually and conduct due diligence efforts focused on eliminating high-risk smelters from our supply chain.

Responsible Sourcing

We expect our suppliers to abide by our **Supplier Code of Conduct**, which prohibits human rights abuses, unethical business practices and requires compliance with applicable laws. Our Supplier Code of Conduct is aligned with the UN Declaration of Human Rights, ILO International Labor Standards and OECD Guidelines for Multinational Enterprises, and incorporates the RBA Code of Conduct. We also perform denied and restricted party screenings to prevent engagement with companies or persons who are known bad actors.

We evaluate our major suppliers annually using an RBA Risk Assessment. Suppliers flagged as high risk are expected to complete the RBA SAQ, providing us a more detailed view of their business practices and ensuring alignment with our expectations. The results of the SAQ determine what further action we may take to eliminate or reduce potential supply chain risks. **For more information on our membership with the RBA, see pg. 12.**

Further, we deploy a number of assessments, trainings, workshops, quality audits and other supplier engagement practices to help reinforce these requirements and drive continuous improvement with suppliers.

Sustainable Sourcing

We are also focused on enabling a supply chain that lessens the environmental impact of a product, working to identify localization strategies, alternative materials suppliers and those that offer part reuse, service, take back and recycling. In support of this effort, we also partner with strategic packaging suppliers for reusable or recyclable packaging materials and solutions.

Supply Chain Risk & Resiliency

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

Supply Chain Transparency

In fiscal 2024, we launched a campaign to collect and assess sustainability-related data from our top 100 suppliers by spend. The campaign resulted in assessing over 150 suppliers, **achieving coverage of 56% of Plexus’ fiscal 2024 global supply chain spend**. These assessments enhanced our understanding of supply chain risks, opportunities and our Scope 3 emissions pathway. The resulting assessment scores are leveraged in our quarterly business reviews with suppliers to drive awareness and continuous improvement dialogue and are also captured in Plexus’ parts optimization database as a consideration for source selection.

For fiscal 2025, our goal is to assess an additional 100 suppliers.

Product Impact & Lifecycle Assessments

Opportunities to reduce a product’s impact exist across the lifecycle of a product. Our Lifecycle Assessment (LCA) services provide a baseline understanding of a product’s environmental impact, identifying opportunities for improvements in the production of raw materials, manufacturing, transportation and logistics, product use and end-of-life treatment.

Additionally, we can assess opportunities to reduce a product’s impact in targeted areas such as packaging, bills of materials, part sourcing and part recovery. Our LCA process leverages independent databases and tools and is informed by the standards within ISO 14040 and 14044. Our flexible approach allows us to quickly uncover available opportunities for our customers to reduce the environmental impact of their products at any point in the product lifecycle.

We help identify emissions improvement opportunities for customers across industries and product types, whether high level assemblies (HLAs) or PCBAs. Summarized below are highlights from assessments we conducted for customers in fiscal 2024:

BASELINE

Product carbon footprint

Lifecycle Assessment

Performed a baseline LCA showing that complex electronic components accounted for over **50% of the carbon footprint** of a product, followed by packaging, which constituted **28% of the total emissions**.

80%

Emission reduction for parts analyzed

Sustainable Supply Chain

Identified supply chain regionalization as a viable path to improve the carbon footprint of a product. Utilizing transportation emissions estimates at a component level, we discovered alternate components that could be localized, potentially **improving transportation-related emissions by up to 80%**.

50%

Subassembly emissions reductions

Production

Reviewed an HLA production process and identified opportunities for waste reduction and efficiency gains by optimizing product testing to recycle and reuse water and other consumables and by reducing component count through hardware consolidation and architecture improvements. This included identifying an opportunity for a simple design modification that could **save up to 50% of carbon emissions** associated with select subassemblies.

5+

Packing lifetime extension (years)

Packaging

Identified a returnable packaging and logistics solution with an **extended lifetime of 5+ years** that would potentially **reduce landfill waste by 90%** over the current packaging solution.

90%

Packaging waste to landfill reduction

CREATING CUSTOMER SUCCESS & OUR END-MARKET IMPACT

Plexus is driven by a deep commitment to its values of Innovating Responsibly, Delivering Excellence and Creating Customer Success for our partners and their end-users within the Healthcare/Life Sciences, Industrial and Aerospace/Defense sectors.

One method we use for measuring the success of our partnerships is to annually survey our customers. We utilize a Net Promoter Survey methodology whereby we ask each customer one primary question: “Would you recommend Plexus as a preferred partner?” That analysis and the overall survey results are reviewed at functional, regional, executive and Board levels following the survey’s completion, and serve as the basis for continuous improvement.

Our End-Market Impact

As clean energy markets evolve, we help customers deliver technology to meet new global energy and clean technology demands. For example, we partner to create electric vehicle (EV) hyperchargers, energy storage and management systems, electrification solutions and assemblies for renewable energy technologies such as hydrogen, nuclear and wind. These technological advancements improve human lives, actively combat the challenges associated with climate change and solidify our shared commitment to building a better, more sustainable world.





OUR OPERATIONS



OUR OPERATIONS

To deliver excellence, we must continuously improve how we operate to reduce our environmental impact and promote circular thinking. This includes a global focus on key environmental impact areas like energy, emissions, waste and water. Combined with our commitment to delivering excellence through exceptional quality and zero defects, we’re dedicated to proving that sustainable practices and operational excellence can, and do, go hand-in-hand.

2024 GOALS	RESULTS	HIGHLIGHTS
5.0% emissions intensity reduction over fiscal 2023 baseline	Surpassed Goal	Our emissions intensity reduced by -0.6% in fiscal 2024, however we achieved a 6.4% absolute emissions reduction . As a result, we consider this a better than anticipated outcome.
5.0% waste to landfill intensity reduction over fiscal 2023 baseline	Surpassed Goal	Achieved a 13.7% waste to landfill intensity reduction
Complete GHG inventory management plan aligned to GHG Protocol	Achieved Goal	GHG inventory management plan completed and material categories of Scope 3 emissions baselined per GHG Protocol
<i>Established water withdrawal baseline year in fiscal 2023</i>		

2025 GOALS
Absolute emissions equal to or less than fiscal 2023 absolute emissions performance
5.0% waste to landfill intensity reduction over fiscal 2024
Complete individual site sustainability impact assessments to support longer-term ambition planning
5.0% water withdrawal intensity reduction over fiscal 2024 baseline

ENVIRONMENTAL SUSTAINABILITY STRATEGY

Our commitment to evolving and improving our business practices to be more sustainable is captured in our *Environmental Impact and Climate Policy*. This commitment to environmental sustainability reduces our impact and drives efficiencies to improve the health of our operational ecosystem and creates long-term value for our organization. It also enables us to deliver more sustainable product lifecycle solutions to our customers, empowering them to achieve their own product and environmental impact goals.

Our internal framework for reducing the environmental impact of our direct operations is based on three parts: **reducing** resource consumption and waste generation; **transitioning** to renewable and reusable resources; and **optimizing** our operations through deployment of circular inputs, automation and technology.

Within this strategic framework, we measure and monitor energy, emissions, waste and water across our global sites using key performance metrics, as disclosed in this report. All of our manufacturing sites measure and monitor these metrics on a monthly basis and report on these metrics to site management monthly and corporate leadership quarterly. Individual sites may also establish additional goals to address environmental aspects beyond these core metrics, ensuring a holistic and responsive approach to environmental management that may be unique to that geography.

Next, we set annual enterprise targets, which are approved by our Board and are often tied to our executives’ short-term VICP for the year. We then drive strategic improvements to reach these targets, balancing projects across our strategic framework and prioritizing activities that generate both immediate and systemic value creation.

These projects are managed by our cross-functional, global Environmental Sustainability Council, led by our Corporate Sustainability Officer and composed of global operations, EHS and site representatives. This council meets monthly to review metrics and progress against targets, fostering global visibility, engagement and best practice sharing. Progress is shared with the PLT Sustainability Committee, which provides executive-level oversight on our environmental sustainability strategy. Updates are provided to our Board quarterly.

For more information on our oversight structure and how we manage the impacts, risks and opportunities of climate change that may influence our strategy, see our disclosures aligned to the Task Force on Climate-related Financial Disclosures on pg. 58.

Our Environmental Impact & Climate Policy

Plexus recognizes the unique opportunity we have to build a better world by mitigating the environmental impact of our global operations in line with recognized climate science and the circular economy. We also recognize our role as a services provider and the opportunity to maximize our mitigation efforts by enhancing collaboration across our value chain. As such, we strive to:

- Help our customers deliver products to the market with lower global warming potential and reduced environmental impact by identifying opportunities to design, manufacture and service more sustainable, responsible products
- Actively lower emissions across our operations through reducing energy consumption, optimizing resource use and efficiencies, updating aged facility infrastructure and deploying new technologies
- Produce or procure renewable and clean energy to support our operational energy needs while reducing the consumption of fossil fuels and other forms of non-renewable energy
- Assess areas to improve our Scope 3 emissions footprint and work with our upstream and downstream partners to promote emissions reduction efforts and activities
- Divert waste from landfill in favor of beneficial reuse, repurpose or recycling in support of circularity and reducing waste-related environmental impacts, including emissions
- Improve processes to reduce water consumption and increase the recycle and reuse of water in all regions, particularly in areas of high or extremely high baseline water stress
- Limit consumption of resources to avoid biodiversity impacts of raw material extraction
- Develop interim goals related to material environmental impacts

Ambition Planning

During fiscal 2025, Plexus will perform detailed sustainability impact assessments across our global operations, assessing each location for site and process opportunities related to energy, emissions, waste and water. This assessment incorporates building and operational data, trends and sources of significant resource consumption. The results of these assessments will enable the development of a more detailed roadmap of impact reduction opportunities in support of longer-term ambition planning.

Environmental Management System

Plexus prioritizes a safe and healthy work environment as defined and implemented through a number of corporate policies, controls and systems of management. This includes our comprehensive global EHSMS and SMS. The EHSMS provides the organizational structure, policies and controls to meet ISO, legal and regulatory obligations, while the SMS offers a standardized, data-driven methodology for effective site-level governance and continuous improvement.

As part of standard operating procedures, our EHS leaders have established recurring management reviews through a multi-tiered approach including corporate, regional and site leaders. The review process emphasizes a data-driven approach, leveraging performance metrics, audit findings and site-specific initiatives to assess performance, determine action plans and drive continuous improvement.

Sites certified to ISO 14001 17 of 18	Site certified to ISO 50001 1 of 18
Sites certified to ISO 45001 2 of 18	Reportable spills 0

For more information on our team member health and safety program and performance, see pg. 13.

Our EHSMS includes:



Standards

17 of our 18 manufacturing sites are certified to the ISO 14001 Environmental Management standard, an internationally recognized environmental management standard, and 100% of our sites abide by global policies and processes that align to ISO 14001, regardless of certification. Our site in Kelso, Scotland is certified to the ISO 50001 Energy Management system, which requires the development and implementation of a comprehensive energy management system, helping the site to achieve continual improvement of energy performance including efficiency, security, use and consumption. Our site teams are trained on these requirements and certifications are audited and renewed annually in alignment with ISO standards.



People

We employ a global team of over 50 EHS professionals who help to develop and implement standard policies and procedures to protect our team members and enable safe and sustainable operations. These roles are integrated into operational teams and process reviews to ensure appropriate consideration of potential safety concerns and environmental consequences of our operating procedures.



Metrics

Each of our manufacturing sites measure and monitor energy, emissions, water and waste on a monthly basis and report to leadership on these metrics quarterly.



Improvement Targets

We continue to set quantitative targets related to our environmental performance at both site and enterprise levels, as detailed throughout this report.

ENERGY & EMISSIONS

As part of our *Environmental Impact and Climate Policy*, we have formalized our aspirations to implement decarbonization measures aligned with international climate initiatives. In both fiscal 2022 and 2023, we targeted a 5.0% energy intensity reduction across global manufacturing sites, transitioning to a 5.0% emissions intensity reduction target for fiscal 2024. Notably, fiscal 2025 will mark another shift with a goal of global Scope 1 & 2 emissions equal to or less than fiscal 2023 Scope 1 & 2 emissions performance. This shift is intentional to evolve toward absolute emissions reduction goals as we progress on our sustainability journey.

To support this shift, Plexus finalized a comprehensive GHG inventory management plan. This plan, aligned to the GHG Protocol, defines our boundary conditions and calculation methodology to standardize our measurement and reporting practices. We also implemented a global system of management to streamline reporting and emissions data validation. Looking ahead to fiscal 2025, we anticipate fully adopting absolute emissions measurements for internal tracking and reporting, providing clear, direct insights into emissions performance.

94.4%

Percentage of manufacturing sites with LED lights

Realizing Renewable Energy Gains

In fiscal 2023, a Photovoltaic (PV) solar system was installed at the Kelso, Scotland manufacturing site with a focus on reducing the site's reliance on the local power grid and improving profitability by reducing utilities spend. The system is projected to generate 530 MWh annually, with 85% of energy produced directly consumed by operations, leading to an estimated **27% reduction in annual utility costs**. Since its commission in May 2024, the solar PV system has generated 330 MWh of electricity through the end of January 2025, of which the site has directly consumed 301 MWh. This has resulted in a **>62,000kg reduction in CO2 emissions and a 23% reduction in utility costs to-date**.

Scope 1 & 2 Emissions

Plexus is actively working to decrease its Scope 1 & 2 emissions with a strong emphasis on reducing purchased electricity consumption at our manufacturing sites, the largest contributor to our combined Scope 1 & 2 emissions. In fiscal 2024, we implemented over **40 energy-focused projects** aimed at lowering Scope 1 & 2 emissions, including equipment optimization, replacement of significant energy users and expansion of solar energy technology, achieving a **6.4% absolute reduction of our combined Scope 1 & 2 emissions in fiscal 2024 compared to fiscal 2023**.

Scope 3 Emissions

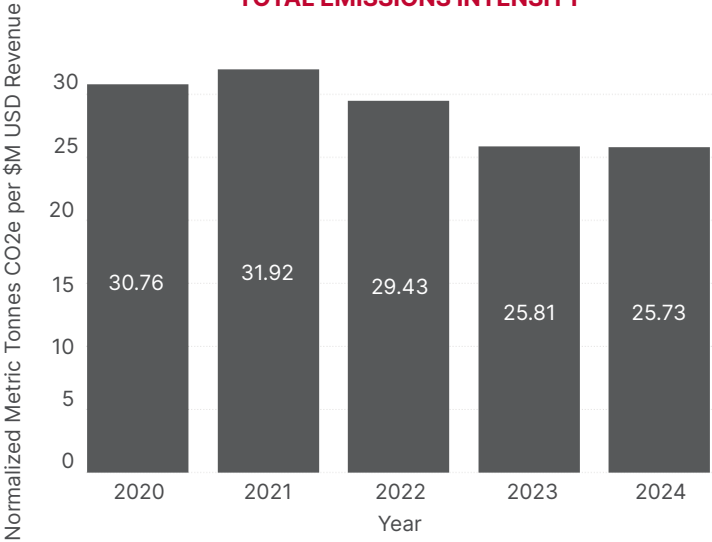
In fiscal 2024, we completed baselining efforts on our Scope 3 emissions inclusive of: Category 1 (Purchased Goods and Services), Category 5 (Waste Generated in Operations), Category 6 (Business Travel), Category 7 (Employee Commuting) and Category 9 (Downstream Transportation and Distribution), which we believe constitute Scope 3 emissions categories most material to our business operations. In fiscal 2025, we will internally validate our methodology and emissions calculations to support future Scope 3 emissions reporting.

ISO 50001 Certification & Global Sustainability Performance Standards Deployment

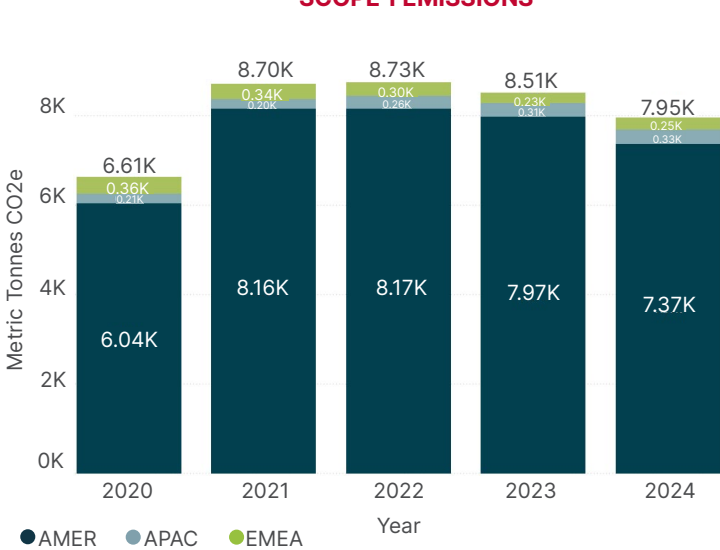
In addition to our 14001 certifications, our site in Kelso, Scotland is certified to the ISO 50001 Energy Management system. In fiscal 2025, we plan to deploy more detailed global sustainability performance standards to all of our manufacturing sites, leveraging key aspects of the ISO 50001 framework.

ENERGY & EMISSIONS INSIGHTS

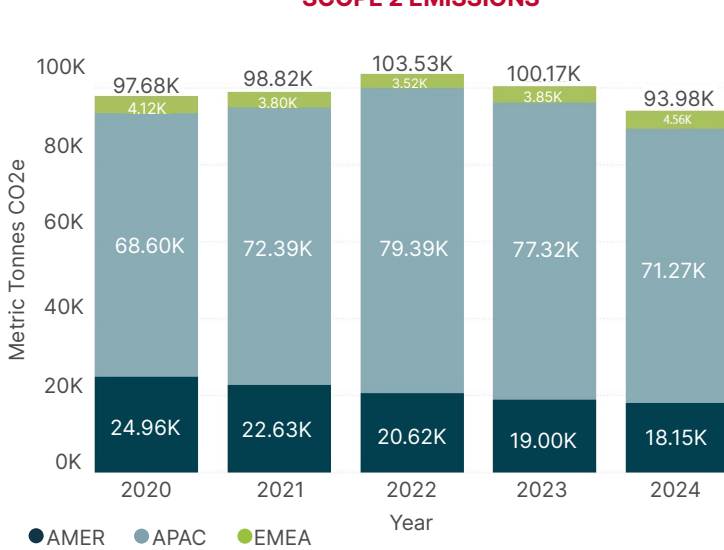
TOTAL EMISSIONS INTENSITY³



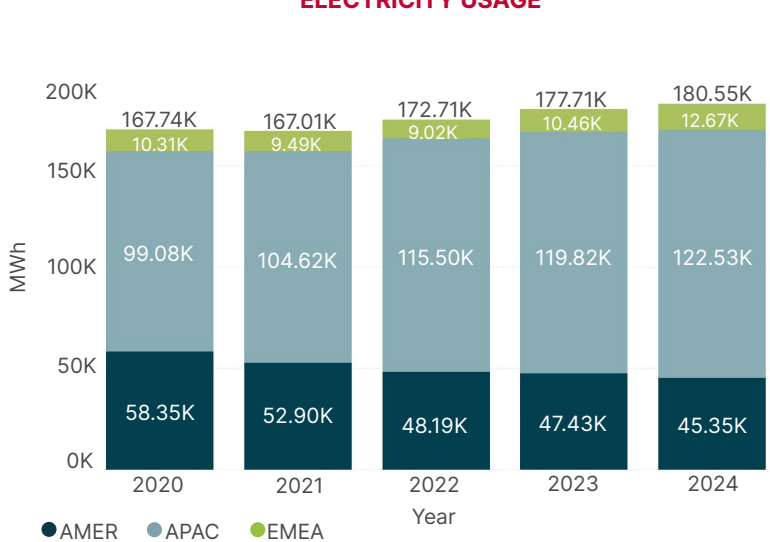
SCOPE 1 EMISSIONS⁴



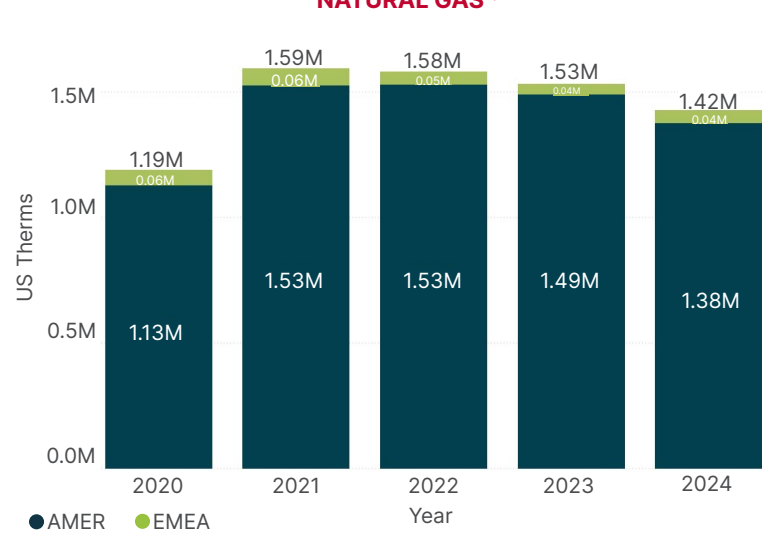
SCOPE 2 EMISSIONS⁵



ELECTRICITY USAGE⁵



NATURAL GAS^{5,6}



Scope & Methodology

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

- Scope 1: Fuel from heating facilities and water; fuel from emergency generators; fuel from tri-generation micro turbine
- Scope 2: Purchased electricity, renewable electricity produced on site, and purchased renewable electricity

Plexus has not yet fully implemented the processes to utilize contractual information for market-based accounting and dual-reporting.

³ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany (Scope 1 excluded); Livingston, Scotland (Scope 1 excluded); and Raleigh, North Carolina, United States (Scope 1 and 2 excluded).
⁴ Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland; and Raleigh, North Carolina, United States.
⁵ Excludes our leased office located in a shared multi-tenant facility in Raleigh, North Carolina.
⁶ We do not use natural gas as a source of energy in our APAC facilities.

WASTE

Plexus rigorously monitors waste streams across all sites, adhering to our EHSMS. We ensure responsible waste handling and disposal through strict policies that mandate inspection and qualification of recycling operations, waste management sites and transporters, partnering only with reputable entities aligned with our sustainability goals. We’ve standardized global waste stream inventories and implemented robust controls for quantification, as highlighted by the formal establishment of a 5.0% waste to landfill intensity reduction goal for fiscal 2024, which we exceeded by achieving a **13.7% reduction over the fiscal 2023 baseline**.

To cultivate a culture of responsible waste practices, we deploy comprehensive waste segregation and measurement programs, providing team member training, conducting regular waste audits and integrating environmental awareness into new hire orientation. We also offer plastic bag recycling drop-offs, host e-recycling events and have focused efforts on removing single-use and plastic beverages, cutlery and service wear from our canteens and customer areas.

1,633,162

E-waste collected for recycling and reuse (lbs)

Zero Waste to Landfill Achievements

Our Kelso and Livingston, Scotland sites achieved a significant organizational milestone by becoming the first Plexus sites to attain zero waste to landfill status. This accomplishment resulted from sustained efforts to enhance waste segregation at the point of origin, encourage internal material reuse and collaborate with regional suppliers to **recycle 93% of waste materials**, with the residual waste being directed to waste-to-energy processing plants.

Since fiscal 2019, our Neenah, WI, United States manufacturing site has implemented innovative waste diversion processes. Starting with the conversion of soft plastics into fuel pellets, the site then partnered with a local company in fiscal 2022 to recycle paper and hard plastics, successfully **reducing landfill waste from 31% to 25%**.

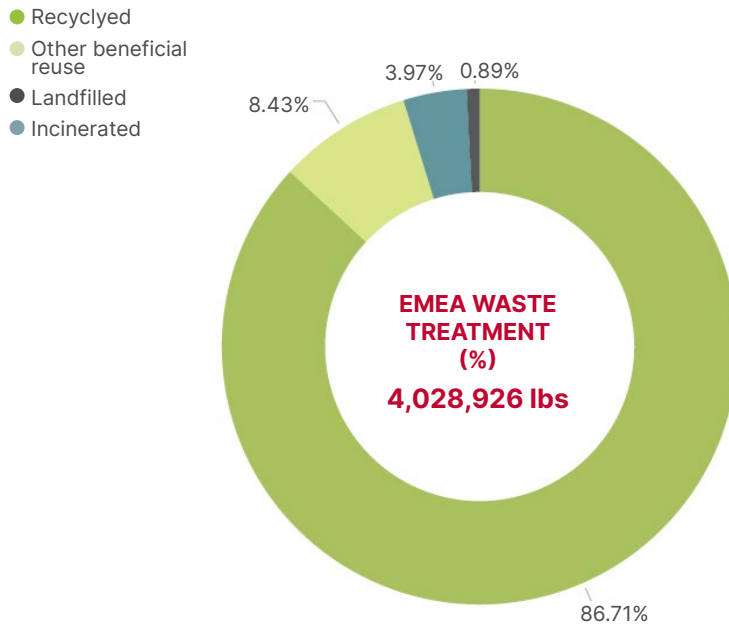
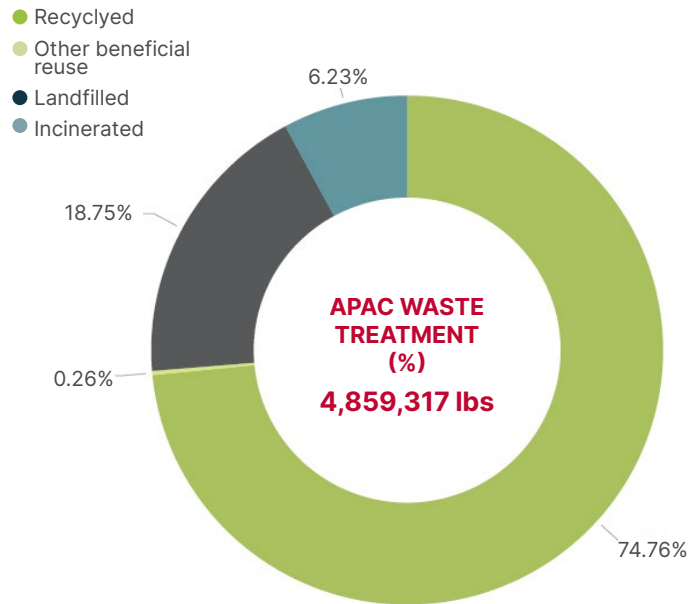
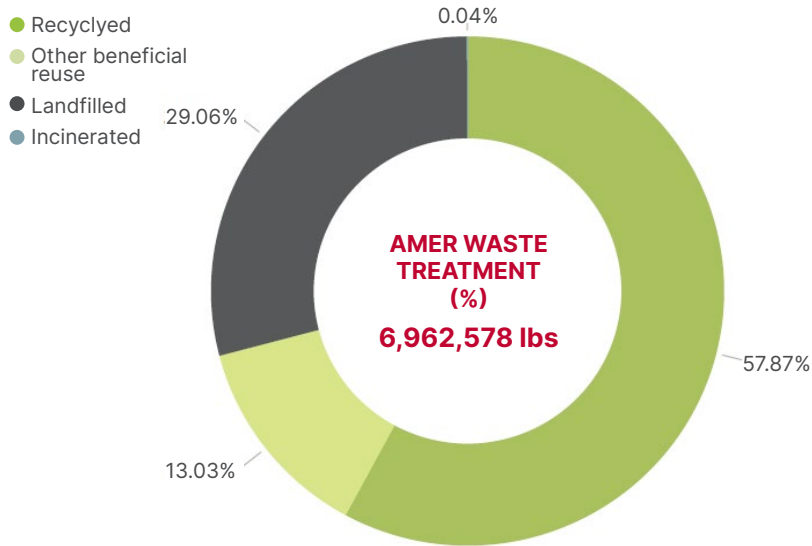
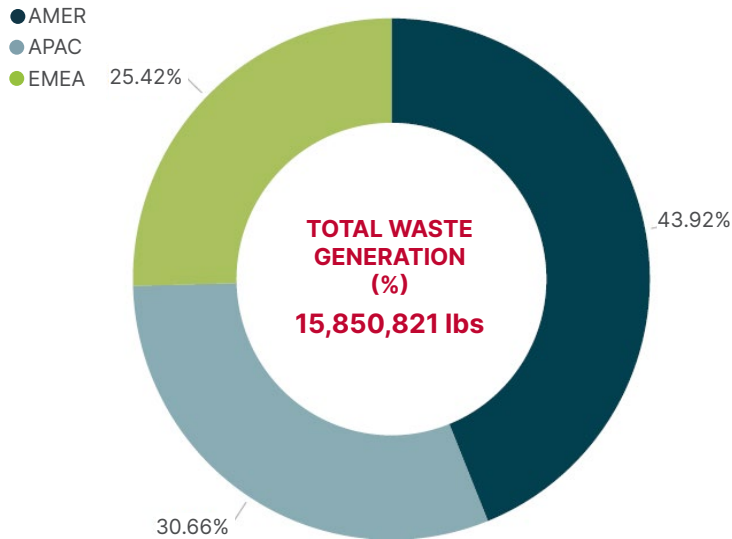
Building on these efforts, fiscal 2024 saw the initiation of organic waste composting with the Neenah site’s waste management provider, diverting this stream from landfill. Finally, in the fourth quarter, a successful circular economy collaboration with regional stakeholders enabled the site to achieve zero waste to landfill status, with remaining general waste processed in a waste-to-energy operation to supply power to a local cheese producer.

Team Engagement Drives Significant Improvements in Recycling

Recycling improvements at our Appleton, WI, United States site have led to a **21% year-over-year increase in recycling**, achieved through a strong focus on education, regular communication campaigns, recurring internal inspections and high engagement from all the team members to improve segregation at the source. Looking ahead, we expect that Appleton will join our sites in Neenah, WI, United States, Kelso, Scotland and Livingston, Scotland as **a zero waste to landfill site in fiscal 2025**.



WASTE INSIGHTS



Total global waste generated (lbs)
15,850,821

Global waste to landfill (lbs)
18.7%

Global non-hazardous waste incinerated (lbs)
2.3%

Global waste generation intensity (lbs per USD\$1,000)
4.0

Global waste to landfill intensity (lbs per USD\$1,000)
0.8

Scope & Methodology

Waste is monitored and quantified, encompassing all waste generated on-site and managed by external entities. The collected waste data is classified according to the following criteria:

- Waste Type & Treatment Method:** Each site uses a standard waste narrative template to capture the types of waste (e.g., hazardous, non-hazardous, electronic and specific materials like plastic, cardboard, food waste) and the treatment methods used (e.g., landfilling, recycling, incineration and other beneficial reuse including composting, waste to energy, biodigestion).
- Quantity of Waste & Data Sources:** The amount of waste is tracked by weight (e.g., pounds, tonnes or kilograms). The data sources include internal records and waste carrier reports.

HAZARDOUS SUBSTANCE & WASTE MANAGEMENT

We are dedicated to safeguarding our team members and the environment through stringent hazardous substance management. We proactively evaluate and control exposure risks by tracking and approving chemicals, banning or restricting harmful substances and adhering to consistent safety protocols to ensure any potential hazards are identified and controlled. All production substances undergo rigorous screening and we collaborate with customers and suppliers to replace prohibited chemistries with safer alternatives. Substances such as polychlorinated biphenyls, chlorinated solvents, isocyanates, asbestos and heavy metals are strictly prohibited from our processes. By actively restricting substances of concern within our manufacturing processes and heavily scrutinizing incoming materials into our sites, we protect our workforce and contribute to a cleaner, healthier environment.

Some of our manufacturing processes generate low levels of air emissions consistent with our industry, such as the chemical spray process required for coating printed circuit board assemblies; however, we actively seek to reduce chemical usage and identify alternatives that generate little to no emissions during use. We also deploy new technologies to limit chemical application and exposure, such as deployment of robotics to spray coating resins in more precise areas, reducing air emissions and improving team member safety through removal of hand spray operations. Further, we restrict certain chemicals used in our customers’ products and our production processes, including substances with High Global Warming Potential, Ozone Depleting Potential and carcinogens.

When we identify a substance that could potentially put a team member at an elevated risk of exposure, we employ a hierarchical control approach to managing that potential exposure: engineering controls to prevent exposure, administrative controls to mitigate risk and personal protective equipment as a final layer of protection.

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

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

Eliminating Hydrofluorocarbons (HFCs)

In fiscal 2024, we eliminated potential HFCs from our assembly materials, even though not banned under current regulation. This effort identified viable alternatives for the materials and worked across multiple sites and with customers impacted to implement the change. The team’s work resulted in removal of HFCs across thirteen assemblies and all Plexus sites.

843,794

Global hazardous waste generated (lbs)

595,250

Global hazardous waste recycled (lbs)

243,133

Global hazardous waste diverted for other beneficial reuse or incinerated (lbs)⁷

⁷The remainder hazardous waste is sent to authorized vendors for controlled disposal or treatment meeting local regulations.

WATER

Of our global manufacturing locations, we have two sites in Guadalajara, Mexico and one site in Chicago, IL, United States located in areas considered to have high baseline water stress. In addition, our sites in Bangkok, Thailand and Boise, ID, United States are in areas considered to have extremely high baseline water stress.⁸

We are committed to responsible water management through comprehensive monitoring, actively measuring water consumption through our sub-metering systems and installing sensors to gain granular insight into usage patterns across our global manufacturing sites. For sites with wastewater permits or treatment plans, we strictly adhere to local regulatory requirements, maintaining compliance as part of our ISO 14001 certifications.

We continuously explore opportunities to recycle and reuse water, such as utilizing wastewater to preheat fresh water in printed circuit board wash processes. By leveraging water monitoring data to build a strategic roadmap of improvement opportunities, **we achieved a >20% global reduction in our water withdrawal year-over-year in fiscal 2024.**

Looking ahead, we are investigating opportunities to install meters across our sites to measure discharged water, further strengthening our understanding of water usage. This proactive approach will enable us to better understand, manage and reduce water consumption across our global sites.

88.9%

Percentage of manufacturing sites with sub-metering for water withdrawal

Water Conservation Efforts in Regions of High Baseline Water Stress

Using sub-metering data, the analysis of water withdrawal resulted in several changes at one of our manufacturing sites in Guadalajara, Mexico in fiscal 2024, including:

- Bypassing reverse osmosis treatment for processes that do not require mineral depletion, such as canteen and cooling tower operations
- Installation of piston valves and sensor calibration in restrooms to control and reduce water flow
- Hands-free pedals installed at canteen faucets to prevent water waste

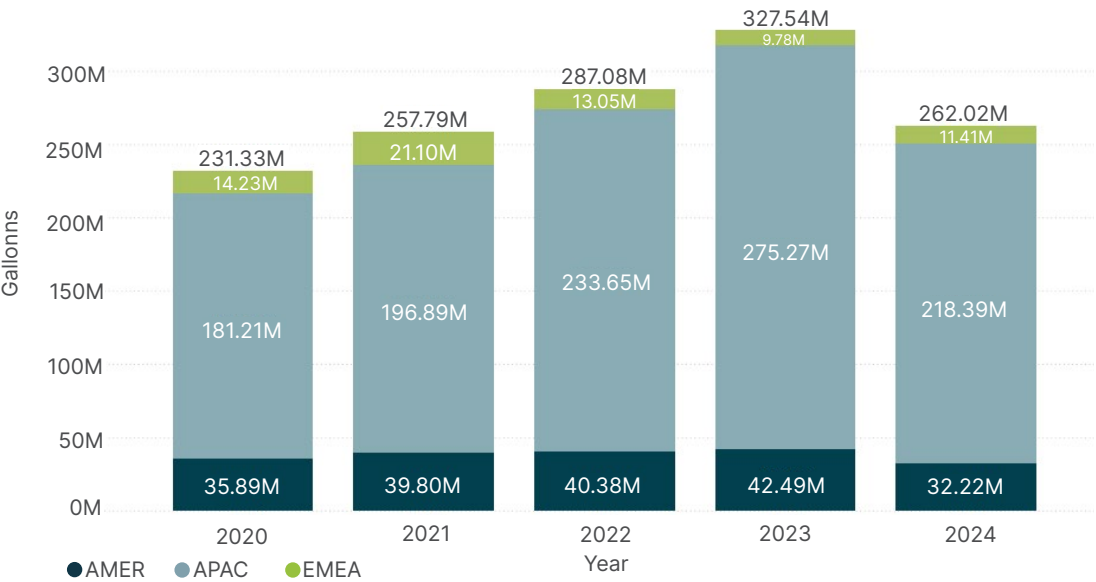
The improvements resulted in a **39% reduction in water withdrawal**, from 14.1 million gallons in fiscal 2023 to 8.6 million gallons in fiscal 2024, dramatically reducing water withdrawal in a region of high baseline water stress.

⁸According to the World Resources Institute, measuring ratio of water withdrawals to supply as of March 21, 2025.

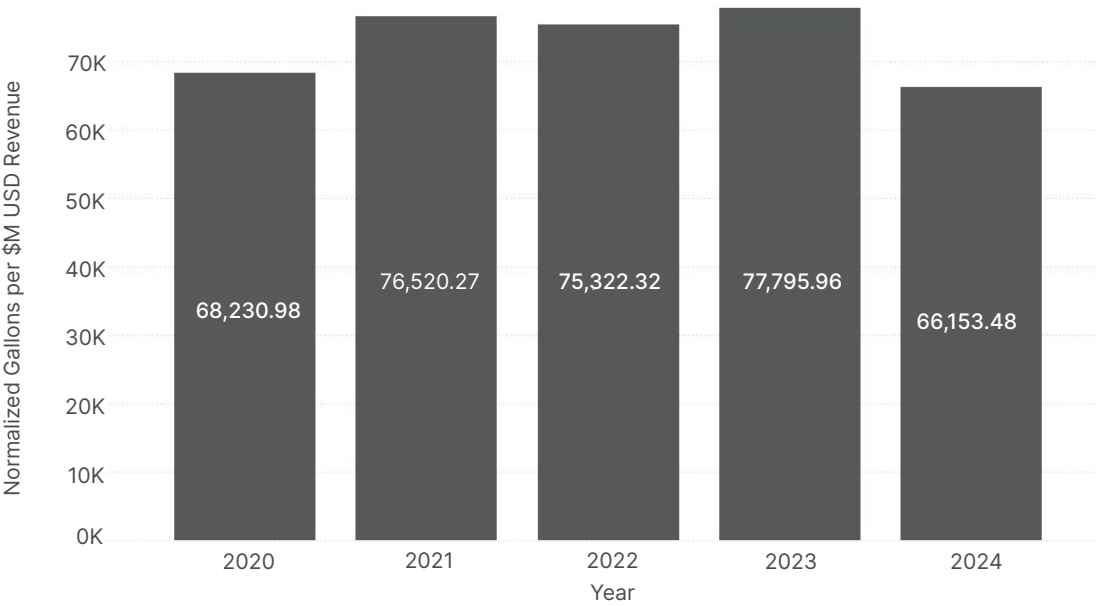


WATER INSIGHTS

WATER WITHDRAWAL⁹



WATER WITHDRAWAL INTENSITY⁹



⁹Excludes our leased offices located in shared multi-tenant facilities in Darmstadt, Germany; Livingston, Scotland and Raleigh, NC, United States

Zero Defects & Exceptional Quality

Our focus on zero defects and exceptional quality significantly reduces our environmental impact. By eliminating quality escapes and preventing rework, we significantly reduce scrap, minimize emissions and optimize resource utilization. This focus on precision directly translates to a smaller environmental footprint.

Our “Quality Begins with Me” program empowers every team member to take personal ownership of quality, fostering a culture where prevention is paramount. Through site, regional and global initiatives, we promote compliant processes, open communication, data-driven decisions and the recognition of quality-first behaviors. This dedication to quality not only differentiates our value and delivers excellence to customers, but also reinforces our commitment to a more sustainable future.

Continuous Improvement

Plexus fosters a culture of continuous improvement by empowering our team members to standardize, scale and improve processes impacting our operations and customers. Central to this focus is BEST (Bringing Employee Successes Together), Plexus’ global competition designed to cultivate a culture of continuous improvement. It serves as a dynamic stage for sharing innovative ideas and best practices from teams across the entire company. The competition includes a category focused on environmental sustainability and, in fiscal 2024, our global teams submitted seven impactful projects spanning topics such as solder waste reduction, water efficiency, workstation energy usage and customer packaging.

A key aspect of BEST is giving back. Each team that reaches the global competition receives a donation to a charity of their choosing. **In fiscal 2024, Plexus donated \$50,000 to local charities through BEST, bringing the total giving to more than \$500,000 over the 11-year span of the competition.**

By recognizing and celebrating these efforts through a competitive framework, BEST fosters a spirit of innovation, promotes organizational learning and boosts team member engagement, ultimately empowering us to live our values and contribute to building a better world.



2024 BEST Winner in Environmental Sustainability

The award-winning project team at our site in Guadalajara, Mexico identified an opportunity to reduce energy consumption and related emissions by developing a custom motion sensor that detects when operators are absent from their workstations. The sensors automatically turn off certain workstation equipment and task lighting when the operator is not present. The sensors result in lower energy consumption and have the potential to reduce carbon emissions for the site.



TRUST & TRANSPARENCY



TRUST & TRANSPARENCY

Our efforts to innovate responsibly are built on a foundation of Trust & Transparency, as we hold ourselves and our business partners to high ethical standards of professional conduct, upheld through a culture of accountability.

By establishing and living up to these expectations, we ensure we are honest, fair and transparent in our practices, reinforcing our commitment to building trust and delivering lasting value.

2024 GOALS

Complete double materiality assessment for largest manufacturing site in each region

Integration of key environmental and social performance indicators into Plexus System of Operational Excellence

RESULTS

Achieved Goal

Achieved Goal

HIGHLIGHTS

In fiscal 2024, we completed double materiality assessments at the largest site in each of our three operating regions (AMER, APAC and EMEA) to converge on areas of financial impact and material impact to our business, people and the planet.

Sites have completed the first round of assessments with positive feedback and environmental opportunities shared across facilities

2025 GOAL

Stakeholder interviews and calibration on double materiality assessment results



CODE OF CONDUCT & BUSINESS ETHICS

The Code defines the ethical business practices and heightened expectations we set for our team members and business partners, including, but not limited to, expectations around:

- Compliance with laws, including anti-corruption and fair competition
- Disciplined accounting practices, audits and company records
- Fair treatment, anti-discrimination and a harassment free workplace
- Fiduciary responsibility, privacy, securities trading and conflicts of interest
- Government relations, including prohibitions on political contributions and activities
- Restrictions around gifts and entertainment
- Team member health and safety
- Use of company assets, including confidential information and intellectual property

The Code applies globally to all of our team members and representatives, including all directors, agents, consultants and independent contractors.

Ethics Governance & Oversight

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

Governance of our Ethics Program includes oversight by the Governance and Sustainability Committee (Governance Committee) of our Board. The Governance Committee reviews The Code every two years to ensure its adequacy and approve any proposed revisions. This committee also conducts an annual evaluation of the human and financial resources allocated to the program and the applicability of the Ethics Program to third parties (e.g., business partners, agents, consultants and suppliers).

Our PLT Compliance, Ethics and Risk Committee (CER Committee) includes our President & CEO and is led by the Executive Vice President, Chief Administrative Officer, General Counsel & Secretary (CAO). The CER Committee meets at least quarterly and oversees development of the standards, policies, controls and training related to the Ethics Program (including The Code) and program implementation. This includes oversight of our reporting and investigation processes and how we monitor and audit those processes through internal and/or external audits and surveys. The CER Committee is also responsible for enforcement and reviews violations of The Code (or other policies or legal requirements) to ensure appropriate accountability, remediation, discipline and preventative measures to avoid future occurrences.

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

Ethics Training

We routinely educate team members at all levels of the organization about the importance of avoiding unfair business practices, complying with fair competition laws and other critical regulatory, social and ethics topics. Formal training on The Code is required of all team members biennially and tracked through our Learning Management System.

Additionally, we assess compliance and social risks associated with each individual role and tailor training needs and requirements based on this risk assessment. This includes how we uphold a strong ethical culture through targeted anti-corruption training, empowering team members in high-risk roles—those engaging with customers, foreign and government officials, suppliers, consultants and third-party intermediaries—to recognize, prevent and report corrupt practices.

99.8%

Rate of completion for fiscal 2024 Code of Conduct training

Ethics Enforcement Procedures & Whistleblower Protections

Enforcement of our values relies on individuals reporting inappropriate workplace conduct, including violations of The Code or any other policies or legal requirements. Individuals can report violations to their supervisor, Human Resources or our independent third-party Ethics Hotline, which supports anonymous reporting 24/7/365 in over 200 languages via phone, web or postal service through an independent vendor.

All reports, whether submitted internally or through the Ethics Hotline, are treated with the utmost seriousness and investigated promptly and discreetly, with confidentiality safeguarded within legal boundaries. We encourage individuals to fully cooperate with investigations and we strictly prohibit retaliation against individuals for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation or hearing, or otherwise seeking to enforce their legal rights. Investigations are reviewed meticulously by our Internal Audit team, reported to our CER Committee and presented to the Audit Committee of our Board at least quarterly.



Transparency & Reporting

Our executive-level Disclosure Committee assists management in fulfilling their responsibility for accurate, complete and timely SEC reporting and other material publicly disclosed metrics. The Disclosure Committee ensures an adequate system of disclosure controls exists to comply with the provisions of the Sarbanes-Oxley Act and related SEC regulations. This includes the establishment and maintenance of detailed financial policies and review procedures, preparation of reports and recordkeeping. Evaluation of the effectiveness of disclosure controls and procedures are performed as deemed necessary, but no less frequently than annually. Chaired by the Corporate Controller, the Disclosure Committee reports to the President & CEO and Chief Financial Officer (CFO) and includes our Chief Operating Officer (COO) and CAO, Sr. VP of Global Market Development and Sr. Director of Internal Audit.

In discharging its duties, the Disclosure Committee has full access to all books, records, sites and personnel, including members of the Board and Audit Committee, internal auditors, independent auditors and internal and external legal counsel. Further, all material public reports and filings are reviewed and approved by Plexus’ external counsel as well as its independent auditor prior to finalization.

Government Relations & Public Policy

Plexus and the Plexus Community Foundation do not provide financial support to labor, political or fraternal organizations. They also do not support lobbying efforts, political action committees or any political causes.

Governments and agencies may periodically present opportunities for us to engage in meaningful public-private partnerships and value-driven alignment. These opportunities can include grants or tax incentives related to site investments, workforce development, innovative technologies or supported end markets. Material tax incentives and grants realized in fiscal 2024 are detailed in our **2024 Annual Report on Form 10-K** dated September 28, 2024.

We regularly collaborate with our local and regional Chambers of Commerce or their equivalents in the areas where we operate. In addition, we participate in various industry groups, including the Manufacturers Alliance for Productivity and Innovation (MAPI) and IPC, a trade association for electronics manufacturers and suppliers. These groups may occasionally survey or call on their members to provide feedback on policy issues. Aside from these activities, we do not engage in public policy activities in any significant way.

Stakeholder Responsiveness

Plexus values stakeholder input and actively seeks it through various channels. Our executive leaders, including the President & CEO, COO and CFO, engage with shareholders through quarterly in-person and virtual meetings, investor conferences and other events. Our VP of Investor Relations manages this process and supports any inbound investor inquiries. As a U.S. publicly traded company, we provide timely information through our United States Securities & Exchange Commission filings, our Sustainability Report, press releases, quarterly earnings calls and webcasts. Stakeholder input is critical to shaping our strategy and ensuring that we continue to meet stakeholder needs and exceed market expectations.



RISK MANAGEMENT

Enterprise Risk Management (ERM) Program

Ensuring identification, assessment and appropriate response to risks and opportunities that impact our strategic objectives is a critical part of our corporate governance infrastructure. The Risk Oversight Council (ROC), a cross-functional global council led by our Enterprise Risk Manager, collates and aligns on the highest risks warranting escalation to senior management, collaborates on risk mitigation strategies and efforts and makes recommendations to and takes direction from senior management and the Board. Our risk methodology includes processes to categorize and quantify the likelihood and impact of risks, risk appetite and tolerance reviews, risk mitigation strategies and subsequent strategic integration through the establishment of key risk indicators and iterative recalibration of risk tolerances.

The activities of the ROC are reported to the CER Committee, which is charged with establishing enterprise risk appetite and tolerance consistent with corporate strategy, assisting in identification, calibration and prioritization of enterprise risks and reviewing and monitoring progress for enterprise risk mitigation strategies.

On an annual basis, our Board assesses the effectiveness of our ERM program and receives a report on enterprise risks and response activities quarterly. Further, each of our Board Committees is assigned oversight responsibilities for specific risk categories, summarized to the right, pursuant to our Corporate Governance Guidelines and Committee Charters, available on the [Corporate Governance](#) page of our website.

Audit Committee

- Oversees major financial risk exposure
- Discusses steps management has taken to identify, monitor and mitigate such risks
- Assesses effectiveness of governance and management of information technology
- Oversees the management of cybersecurity risks

Compensation Committee

- Monitors opportunities and risks to our human capital management strategy
- Oversees risks related to compensation, leadership development and succession planning
- Oversees compensation program to ensure alignment with strategic objectives and to incentivize appropriate risk-taking

Governance Committee

- Oversees the effectiveness of the ERM program
- Oversees risk associated with ethics and compliance
- Oversees risk associated with our sustainability program



Information Technology & Cybersecurity Risk Management

Information security and data privacy risk management, including cybersecurity, is integrated into and aligns with our ERM program. Our information protection and privacy program incorporates administrative, technical and physical safeguards, and incorporates various cybersecurity and internal control frameworks to protect information assets, manage data privacy and ensure compliance with laws and industry standards. We leverage the National Institute of Security and Technology (NIST) and Cybersecurity Framework, among others, to provide a strategic and adaptable approach to managing evolving cyber risks. This framework assists in assessing and improving our security posture by identifying vulnerabilities and prioritizing investments or improvements.

We maintain a cybersecurity incident response plan to assist in the assessment and management of cybersecurity incidents. The plan includes tactical playbooks and crisis response procedures based on incident severity and materiality impact. These crisis response procedures include escalation to the Audit Committee and the full Board, where appropriate. Our incident response plan is periodically tested through tabletop exercises, the results of which are reported to the Audit Committee.

For information security and cybersecurity governance and oversight, please see our **2024 Annual Report on Form 10-K** dated September 28, 2024.





SUSTAINABILITY GOVERNANCE

Sustainability is integrated into our enduring enterprise strategy and business practices. We deploy a multi-tiered governance framework to oversee integration progress, manage risks and advance enterprise priorities.

Board-Level Oversight

Our Board oversees the conduct of Plexus’ business. The Board reviews, approves and interacts with senior management with respect to Plexus’ fundamental financial and business strategies and major corporate actions and assesses major risks facing the company. The Board engages in an annual review of Plexus’ sustainability strategy.

As specified in its charter, the Governance Committee of our Board is charged with reviewing our sustainability strategy, governance, policies, initiatives, reporting and trends that could impact our operations, performance, reputation and growth. The Governance Committee also oversees the effectiveness of Plexus’ ERM program that serves to identify, prioritize, monitor and manage key risks facing the company. This includes overseeing the company’s response strategies to key sustainability risks related to climate change, geopolitical dynamics, social unrest and related market disruption.

Our Compensation Committee oversees elements of Our People pillar, including efforts related to inclusivity, talent development and global compensation policies and philosophies. This committee also works with management to identify objectives under our executives’ VICP, which is reviewed at least biannually as part of the executive compensation approval and performance evaluation process.

Our Audit Committee oversees the effectiveness of our internal controls over financial reporting and public disclosures, including sustainability reporting, our whistleblower and Ethics Hotline reporting, and management and governance of information technology and cybersecurity risks.

Management Oversight

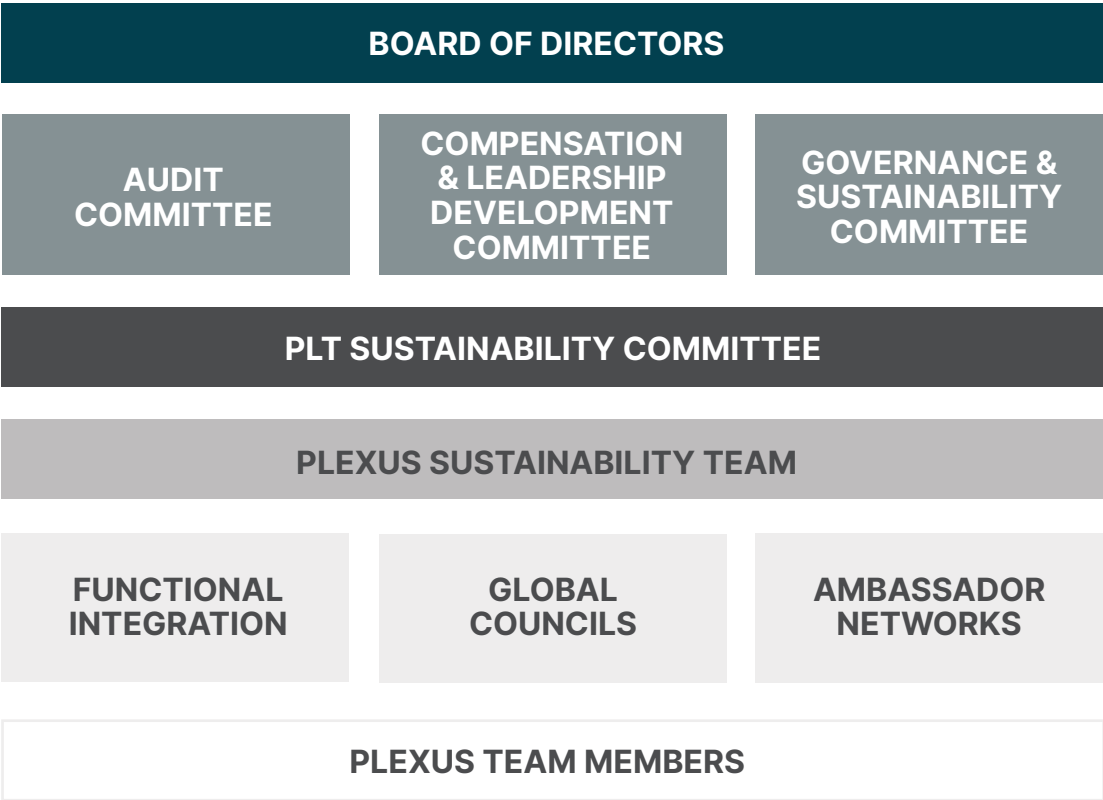
Our PLT Sustainability Committee is the highest management-level committee responsible for sustainability oversight. This committee includes our President & CEO and is chaired by our CAO. The PLT Sustainability Committee also includes our Chief Human Resources Officer, Sr. VP of Global Market Development, Sr. VP of Sustaining Services and VP of Investor Relations. The PLT Sustainability Committee provides oversight and direction to the development of a sustainability strategy aligned to long-term value creation, approves short- and long-term goals and drives organizational integration, engagement and accountability.

Our Corporate Sustainability Officer, along with their direct reports and dedicated resources throughout the organization (Plexus Sustainability Team), works closely with the PLT Sustainability Committee to create, deploy and execute the sustainability strategy. This includes the development of near-term priorities and long-term initiatives, overseeing their implementation and progress and communicating to key stakeholder groups, including the Board.

The Plexus Sustainability Team works with a broader set of functional leaders to integrate sustainability into their strategic planning process, driving coordinated participation, contributing to environmental and social impact goals and maintaining health and progress in enduring sustainability categories.

Further, cross-functional councils aligned to regions or specific topics support the development and deployment of strategic activities and specific plans to manage sustainability impacts, risks and advancement towards goals. This includes global, cross-functional councils such as our Environmental Sustainability Council, Risk Oversight Council and Ethics Council, as well as regional-specific Sustainability Councils.

We also deploy a network of sustainability and social impact ambassadors, leveraging the passion of our people to accelerate change and evolve our ways of work across all Plexus team members.



ALIGNMENT TO STANDARDS & FRAMEWORKS

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

RATERS & RANKERS	2024 MAX/BEST	2024 RATINGS
CDP Climate Change	A, A- (Leadership) B, B- (Management) C, C- (Awareness) D, D- (Disclosure)	C (Awareness)
Ecovadis	Platinum (Top 1%, 99+ percentile) Gold (Top 5%, 95+ percentile) Silver (Top 15%, 85+ percentile) Bronze (Top 35%, 65+ percentile)	Bronze (top 35%)
ISS ESG	1 (higher quality) through 10 (lower quality) compared against peer companies	Environmental - 6 Social - 2 Governance - 2
ISS ESG Corporate	A+, A, A- (Excellent) B+, B, B- (Good) C+, C, C- (Medium) D+, D, D- (Poor)	C (Medium)
MSCI ESG	AAA, AA (Leader) A, BBB, BB (Average) B, CCC (Laggard)	AA (Leader)
RBA Corporate SAQ	>=80 (Low Risk) >=60 and <80 (Medium Risk) <60 (High Risk)	87.3 (Low Risk)
Sustainalytics	0-9 (Negligible Risk) 10-19 (Low Risk) 20-29 (Medium Risk) 30-39 (High Risk) 40+ (Severe Risk)	11.1 (Low Risk)



As the world around us continues to change, we remain committed to a future where responsibility and innovation go hand-in-hand, proactively partnering across our value chain to help reduce our impact on the planet through how we design, manufacture and service products to be more sustainable and responsibly produced.

We remain rooted in our values of Growing our People and Building Belonging, reinforcing our conviction that our vision to build a better world goes far beyond the products we help create.

I would like to thank our team members and business partners for their continued commitment to innovating responsibly, upholding our values and partnering to boldly drive positive change and promote a sustainable future, together. Because at Plexus, we’ve always been driven to do something more for our customers, our team members and the world.

MEGAN SCHLEICHER | CORPORATE SUSTAINABILITY OFFICER
& ASSISTANT GENERAL COUNSEL





APPENDIX



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Our commitment to corporate governance best practices extends to how we manage the impacts, risks and opportunities specific to climate change. This section summarizes our sustainability governance, strategy, risk management and metrics and targets, as aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Governance

Sustainability is integrated into our enduring enterprise strategy and business practices. We deploy a multi-tiered governance framework to oversee integration progress, manage risks and advance enterprise priorities.

Board-Level Oversight

Plexus’ Board oversees the conduct of Plexus’ business. The Board reviews, approves and interacts with senior management with respect to Plexus’ fundamental financial and business strategies and major corporate actions and assesses major risks facing the company. The Board is updated regularly on specific risks impacting Plexus’ strategy directly through senior management as well as through standing committee reports, including climate-related issues, risks and opportunities that may arise through those communications. The Board engages in an annual review of Plexus’ sustainability strategy as well as the effectiveness of our ERM program. Updates are provided to the Board between Board meetings on issues that could materially impact the business, including through our business continuity and crisis communications protocols.

As specified in its charter, the Governance Committee of our Board is charged with reviewing our sustainability strategy, governance, policies, initiatives, reporting and trends that could impact our operations, performance, reputation and growth. The Governance Committee also oversees the effectiveness of Plexus’ ERM program that serves to identify, prioritize, monitor and manage key risks facing the company. This includes overseeing the company’s response strategies to any material risks related to climate change, geopolitical dynamics, social unrest and related market disruption.

Our Compensation Committee oversees elements of Our People pillar through integration into our human capital strategy, including efforts related to inclusivity, talent development and global compensation policies and philosophies. This committee also works with management to identify objectives under our executives’ VICP, which is reviewed at least biannually as part of the executive compensation approval and performance evaluation process.

Our Audit Committee oversees the effectiveness of our internal controls over financial reporting and public disclosures, including sustainability reporting, our whistleblower and Ethics Hotline reporting, and management and governance of information technology and cybersecurity risks.

Management Oversight

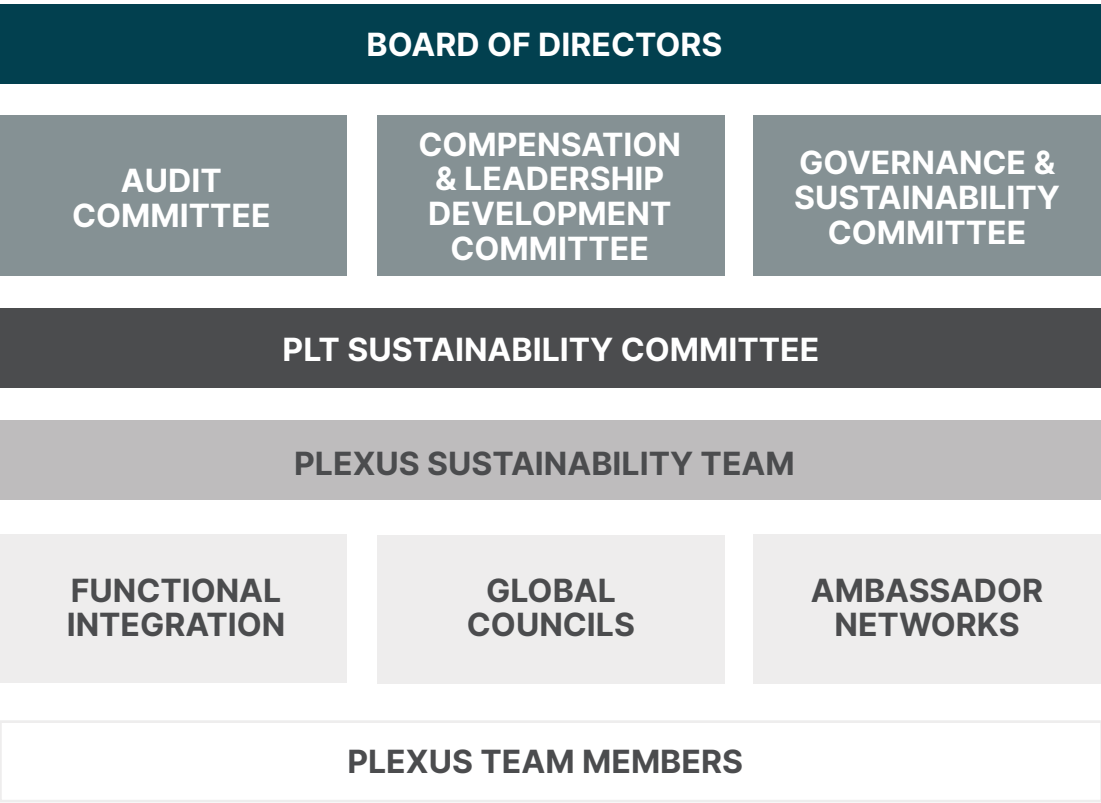
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Our Corporate Sustainability Officer, along with their direct reports and dedicated resources throughout the organization (Plexus Sustainability Team), works closely with the PLT Sustainability Committee to create, deploy and execute the sustainability strategy. This includes the development of near-term priorities and long-term initiatives, overseeing their implementation and progress and communicating to key stakeholder groups, including the Board.

The Plexus Sustainability Team works with a broader set of functional leaders to integrate sustainability into their strategic planning process, driving coordinated participation, contributing to environmental and social impact goals and maintaining health and progress in enduring sustainability categories.

Further, cross-functional councils aligned to regions or specific topics support the development and deployment of strategic activities and specific plans to manage sustainability impacts, risks and advancement towards goals. This includes global, cross-functional councils such as our Environmental Sustainability Council, Risk Oversight Council and Ethics Council, as well as regional-specific Sustainability Councils.

We also deploy a network of sustainability and social impact ambassadors, leveraging the passion of our people to accelerate change and evolve our ways of work across all Plexus team members.



STRATEGY

Strategic Framework

In service to our vision and rooted in our values, our sustainability strategy centers around our value of **Innovating Responsibly** as we boldly drive positive change and promote a sustainable future for and through Our People, Our Solutions and Our Operations, all of which is built on a foundation of Trust & Transparency.



We Innovate Responsibly for Our People

People are the heart of who we are and what we do. We are deeply committed to growing our people, building belonging and strengthening our communities.

We Innovate Responsibly through Our Solutions

We create customer success through our innovative solutions to design, manufacture and service products to be more sustainable and responsibly produced.

We Innovate Responsibly through Our Operations

To deliver excellence, we must continuously improve how we operate to reduce our environmental impact and promote circular thinking.

Built on a Foundation of Trust & Transparency

We hold ourselves and our business partners to high ethical standards of professional conduct, upheld through a culture of accountability.

Strategic Priorities

Through this strategic framework, our objective is to minimize risk and to maximize the positive impact we can create for our business, people and the planet. To aid in setting our strategic priorities, we regularly assess, benchmark and calibrate our business practices against key market trends, stakeholder expectations and regulatory requirements. We then set priorities based on those issues most relevant to Plexus, based both on financial impact to our business as well as our impact on the environment and society. These priorities serve as the basis for annual or multi-year initiatives and targets, which are often tied to individuals’ and our executives’ annual compensation for that year under our short-term VICP.

Biennially, we strive to conduct a formal materiality assessment related to sustainability issues, and in fiscal 2024 we completed double materiality assessments at the largest site in each of our three operating regions (AMER, APAC and EMEA) to recalibrate on areas of material impact. We pursued assessments in each region with the understanding that material issues may vary based on geographic, cultural or political dimensions. In fiscal 2025, we will be synthesizing the relevant topics identified through formal stakeholder engagement to validate or adjust our enterprise focus on those sustainability-related issues, risks and opportunities with the most material impact. These assessments will refine our last stakeholder materiality assessment conducted in 2022.

Our sustainability strategy, materiality assessments as well as our strategic priorities are reviewed by our Board as well as our PLT Sustainability Committee as part of the multi-tiered governance structure, discussed above.

Climate-Related Risk Management

Our EHSMS incorporates a global management system covering compliance obligations, legal and regulatory requirements, ISO certifications retention and annual objectives. Inclusive of the system is a thorough analysis of climate risks and the needs of interested parties, ensuring all stakeholder requirements are addressed. At least annually, our sites conduct analyses to identify emerging environmental impacts and improve our practices, providing a site-specific, regional and global view of environmental-related risks and opportunities. *For more information on our EHSMS, see pg. 37.*

Climate-related risks and opportunities are brought to the attention of the ROC through the Corporate Sustainability Officer, Environmental Sustainability Council or other ROC members for review and calibration, escalating risks of highest priority to our executive CER Committee, which aligns on those risks deemed “enterprise risks” for priority focus and reporting to our Board. *For information on how we manage enterprise risks, see pg. 51.*

Summarized below are the actual and potential impacts of climate-related risks and opportunities on our business, strategy and financial planning. Please see our **2024 Annual Report on Form 10-K** dated September 28, 2024.

Physical Risks

Physical risks, including natural disasters and weather events caused by global climate change and other events outside our control, and the ineffective management of such events, may harm our business.

Some of our sites are located in areas that may be impacted by natural disasters including tornadoes, hurricanes, earthquakes, water shortages, tsunamis or floods. Further, there continues to be concern that global climate change is impacting the frequency and severity of these natural disasters. All sites are subject to other potential natural or man-made disasters such as those related to weather events or global climate change, fires, acts of terrorism or war, breaches of security, theft or espionage, workplace violence and failures of utilities.

If such an event was to occur and we did not have an effective business continuity plan in place, our business could be harmed due to the event itself or due to our inability to effectively manage the effects of the particular event, with the impact of the event potentially magnified in areas where we have multiple sites in close proximity. For example, we maintain significant production capacity in Penang, Malaysia, and an event in that geography could materially hinder our production capabilities. Potential harms include the loss of business continuity, financial risk, the loss of business data and damage to infrastructure.

These natural disasters and physical climate risks could also disrupt our operations by impacting the availability and cost of materials within our supply chain, and could also increase insurance and other operating costs. These factors may impact our decisions to construct new sites or maintain existing sites in areas most prone to physical climate risks, such as our sites in Malaysia that are at or near sea level.



Transition Risks & Opportunities

Customer, investor and team member expectations relating to the environment and society have been rapidly evolving and increasing. In addition, governmental and non-governmental organizations are enhancing or advancing requirements specific to these matters. Specifically, certain stakeholders are beginning to request or require disclosures on environmental, social and governance topics such as GHG emissions, human capital matters and specific environmental risk management practices, and we expect this trend to continue and be amplified by existing and potential legislation, such as the Corporate Sustainability Reporting Directive in the European Union.

A failure to adequately meet stakeholder expectations and reporting requirements may result in non-compliance with any imposed regulations, the loss of business, reputational impacts, an inability to attract and retain customers, and an inability to attract and retain talent. In addition, our adoption of certain standards, related reporting requirements, or mandated compliance to certain requirements could necessitate additional investments that could impact our profitability.

Further, increased public awareness and concern regarding global climate change may result in new or enhanced requirements and/or stakeholder expectations to reduce or mitigate the effects of GHG emissions and transition to low-carbon alternatives, driven by policy and regulations, low-carbon technology advancement and shifting consumer sentiment and societal preferences. These transition risks could negatively impact our financial condition and results of operations including by means of carbon pricing mechanisms, investments in lower GHG emissions technology, increased cost of raw materials and mandates on and regulation of existing products and services.

In addition, the economic and market uncertainty created by transitioning to low-carbon alternatives could result in reduced demand or product obsolescence for certain of our customers' products and/or price modifications for our customers' products and the resources needed to produce them. This could in turn put pressure on our costs and result in reduced profit margin associated with certain of our customer programs, or loss of customer programs that we may not be able to replace.

The transition also creates business opportunities for Plexus. As a services provider, our end-to-end product lifecycle solutions uniquely position us to identify opportunities to reduce product impact while leveraging circular thinking to design, manufacture and service more sustainable, responsible products for our customers. This includes product design services, packaging or logistics modifications, assessing and deploying product life extension and part recovery strategies or enabling a more responsible, sustainable supply chain. These services are part of a larger suite of sustainability-oriented capabilities we are deploying to help accelerate the global shift to circularity, to attempt to lessen the environmental impact of our customers' products and their supply chains and to optimize shared value creation both within and beyond our industry.

This transition also creates business opportunities in our end markets, as Plexus' mission in being the leader in highly complex products and demanding regulatory environments aligns well with new, disruptive markets and clean technologies being deployed to combat climate change or its effects, such as supporting electrification of complex industrial equipment, energy generation, energy management and EV charging.

Metrics & Targets

To assess climate-related risks and opportunities, we utilize enterprise-wide metrics focused on energy, emissions, water and waste. All of our manufacturing sites measure and monitor these metrics on a monthly basis and report on these metrics to management monthly and corporate leadership quarterly. Individual sites may also establish additional goals to address environmental aspects beyond these core metrics, ensuring a holistic and responsive approach to environmental management that may be unique to that geography.

Our enterprise-level climate-related metrics are as follows:

	METRICS
Energy	Natural gas (US Therms) Electricity Usage (MWh)
Emissions	Scope 1 & 2 emissions (metric tonnes CO2e) Scope 1 & 2 emissions intensity (metric tonnes CO2e/USD \$M Revenue)
Waste	Waste to landfill (pounds)
Water	Water withdrawal (gallons)
Supplier Assessments	# of suppliers / % spend

For information about our environmental impact targets and progress, see pg. 35.

Executive Compensation Tied to Sustainability Goals

Shared individual VICP objectives for all named executive officers over the past three years included goals related to advancing our sustainable business practices, as set forth below.

GOALS TIED TO EXECUTIVE COMPENSATION	2022	2023	2024 ¹
Our People	ERG expansion and enhancement	Expansion of talent sourcing and tools	Pilot of pay equity tool in United States
Our Solutions	--	--	Assessment of 100 suppliers on sustainability criteria
Our Operations	5.0% energy intensity reduction	5.0% energy intensity reduction	5.0% emissions intensity reduction 5.0% waste to landfill intensity reduction
Trust & Transparency	Enhancement of cybersecurity incident response plan	Creation of waste to landfill data control plans	--

¹ The fiscal 2024 shared individual objectives for our named executive officers set at the beginning of the year were revisited during fiscal 2024 and revised to focus solely on customer controllable free cash flow performance for the second half of the fiscal year. Despite this shift, we maintained focus on and achieved or surpassed each of these sustainability goals, as detailed in this report.

For more information on our executive compensation practices and VICP pay-outs, please see the applicable Proxy Statement accessed through the Investors page on our website.