Interplex

MAKING SUSTAINABILITY A REALITY

SUSTAINABILITY REPORT 2021

INSIDE THIS REPORT

Section

1

ⓘ Click on the links ⬀ to further information within the document.

ABOUT INTERPLEX

THE INTERPLEX CREDO

COLLABORATION AND CAN-DO ATTITUDE
We believe in collaborating with trust,
open dialogue and respect.
Together, we can make the impossible possible!

—

CUSTOMERS
Customers are the heart of our business
- we will exceed their expectations!

—

DO IT RIGHT THE FIRST TIME
We do things right the 1st time and on time.

—

LEAD BY EXAMPLE
We lead by example.

—

VALUE CREATION
We strive to create value in everything we do.

—

PEOPLE MATTER
Interplex is a place where everyone can thrive!

—

QUALITY
Quality = Customer Trust = Business

Interplex is a world-class business striving to provide best-fit solutions and products. Leveraging a global footprint, technical expertise, and vertically integrated manufacturing capabilities enable us to solve complex customer problems and bring ideas to life.

Our unique offering of speed and agility is based on the combination of excellent design skills in interconnect technology and mechanical- and high-precision engineering.

Solutions of Interplex include numerous patented and trademarked products, underpinned by our reputation for developing new solutions a step ahead of emerging industry trends.

Interplex is a Blackstone company, the world's largest alternative asset manager seeking to create positive economic impact and long-term value for their investors, the companies they invest in, and the communities in which they work.

With its headquarters in Singapore, Interplex works with more than 13,000 talents across the globe, spanning 33 sites and 13 countries.

Employees
Over
13,000

Locations
33

Countries
13

R&D Centers
12

At Interplex, we continually invest in R&D in the fields of mobility, medtech, information & communications technology, engineering, and material science. In today's fast-growing market, our focus is on global R&D sites, with Interplex Product Development (IPD) teams and Tech Innovation Centers (TIC) being our incubators for innovations in material, product, and manufacturing.

Our innovative solutions impact the markets we serve by reducing carbon footprint and Total Cost of Ownership (TCO). We do this with our technical expertise, vertically integrated production capabilities, and global footprint.

Sustainability and innovation drive our daily efforts to responsibly develop and produce business solutions. Minimizing our environmental footprint and keeping our workforce safe is central to our approach to giving back to society.

To learn more about Interplex, please visit our website at www.interplex.com

ABOUT INTERPLEX

MARKET SEGMENTS

Mobility

Electric Vehicles
·
ICE Electrification
·
Autonomous Driving
·
Connected Mobility
·
Future Vehicle Concept

General Industrial

Commercial Jet Engine
·
Imaging and Printing
·
Smart Warehouse

Medical & Life Science

Mobile Medicine
·
Surgical Precision
·
Health Living

Information & Communications Technology

Mobile Devices
·
Cloud Computing
·
Enterprise Storage

AT A GLANCE

Countries
13

Manufacturing Sites
25

Tech Innovation Centers
2

Product Development Sites
6

CERTIFICATIONS

Environment

ISO 14001

Environmental Management System

Health and Safety

ISO 45001

Occupational Safety and Health Management System

STANDARDS

Quality

ISO 9001

Quality Management System

ISO 13485

Quality Management System – Medical Devices

IATF 16949

Automotive Quality Management System

ABOUT THIS REPORT

We are pleased to present our second annual Sustainability Report. The report provides detailed information about how Interplex addresses its economic, environmental and social impacts, risks, and opportunities to create value for all stakeholders.

Reporting Standards

We have continued to apply the internationally recognized GRI Standards for sustainability reporting. Global Reporting Initiative (GRI) is the developer of the global best practice for impact reporting, and this report has been prepared in accordance with the GRI Standards – Core option.

In addition, we have used the Task Force on Climate-related Financial Disclosures (TCFD) framework for climate reporting. Furthermore, we have continued to align our report with the UN Sustainable Development Goals (SDGs). In preparing the report, we have also referred to the assessment criteria of EcoVadis, CDP Climate Change, and CDP Water. We have referred to the AA1000 Accountability Principles 2018 in assessing material topics for reporting.

Standards and Framework

GRI Standards – Core Option

Task Force on Climate-Related Financial Disclosures (TCFD) Recommendations

UN Sustainable Development Goals (SDGs)

AA1000 Accountability Principles

Greenhouse Gas (GHG) Protocol

Science-Based Targets Initiative (SBTi)

Scope

The report covers our global operations and includes performance data from all facilities with full operational or financial control. Unless stated otherwise, the data provided in the report is for the financial year ending 30 June 2021 (FY2021). Energy, emissions, and water data are reported for the calendar year (January-December 2021).

Restatements

We have restated supplier and waste data for FY2019 and FY2020 and water data for FY2020 following improvements in data collection and reporting processes we implemented during the year.

Assurance

We have reported our sustainability performance data in good faith and to the best of our knowledge. We have relied on internal verification and reviews to ensure data accuracy and reliability. As such, we have not obtained external assurance for this report.

Feedback

We always welcome and value feedback from our stakeholders. Please send any questions, comments or suggestions to Nantha Kumar Chandran, Chief Sustainability Officer & VP Global Plating Operations at sustainability@interplex.com

Global Headquarters

The Interplex of Companies Interplex Holdings Pte. Ltd.
298 Tiong Bahru Road
#17-01 Central Plaza
Singapore 168730

SUSTAINABILITY HIGHLIGHTS

ENVIRONMENT

91%
ISO 14001:2015
Certified facilities
100% certification by FY2023

93%
Facilities with energy efficient lighting
100% coverage by FY2022

5%
Energy saving target
by FY2022

12%
Solar energy equipped facilities

3,165 MWh
Solar energy installations

11%
Reduction in CO_2 intensity
since 2019

50%
Reduction in total GHG emissions
by 2030 from 2019 levels

19,800 tCO₂
Offset target by FY2025

20,269
Trees planted by 2021

37%
Reduction in water use
Since 2019

1.16t
Plastic avoided yearly

PEOPLE

40.9%
Female employees

11.1 Hours
Training per employee

CERTIFICATION AND RECOGNITIONS

99   Certifications covering 10 international standards

21%   45001:2018 Certified facilities
100% Certification by FY2024

30   Customer quality awards
FY2019-FY2021

ESG RATINGS

ecovadis → **Platinum**

CDP ⟶ Climate Change C
& Water B

COMMITMENTS

Supporter Organisation
TCFD — TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Commitment
SCIENCE BASED TARGETS

Report Integration
SUSTAINABLE DEVELOPMENT GOALS

Signatory
WASH Pledge

MESSAGE FROM CEO

"

Two key events dominated global headlines in this reporting period: the COVID-19 pandemic which continued to affect communities and businesses worldwide, and the increasing urgency of tackling the climate crisis.

ALESSANDRO PERROTTA
Chief Executive Officer
Interplex Holdings Pte. Ltd.

As a global corporation with operations spanning 33 locations, 13 countries and employing more than 13,000 talents, we have a strong responsibility to develop strategies and actions to minimize our environmental footprint, to keep our workforce healthy and safe, and to contribute as a responsible business to the communities in which we operate. The global events of COVID-19 and the climate crisis put our responsibilities into an even sharper focus.

This is our second year of reporting on our material environmental, social, and governance (ESG) topics. We have made demonstrable progress across a variety of areas, such as energy optimization, increasing our share of renewable energy, improving water conservation, reducing waste, and sourcing responsibly, as this report details.

In light of our sharper sustainability focus, in December 2021, Interplex was awarded a Platinum Medal from EcoVadis, the world's largest and most trusted provider of business sustainability ratings. The award is the highest recognition of a company for sustainability, positioning Interplex in the top one percent of companies assessed globally. It is a fantastic recognition of our commitment to sustainability and is a great validation that we are on the right path toward increasing our positive societal impact.

Our overarching aim is to build a future-fit, resilient Interplex. We recognize that climate change is a critical issue. In April 2022, we committed to setting science-based targets for emissions reduction in line with the Science-Based Targets Initiative (SBTi) criteria. In 2021, we declared our support for the Task Force on Climate-related Financial Disclosures (TCFD), joining more than 2,000 organizations in demonstrating a commitment to building a more resilient financial system and safeguarding against climate risk through better disclosures. With the adoption of the TCFD framework, we are developing strategies to build climate resilience across our business segments, and you can find our first TCFD report on page 27.

In the last few years, Interplex has established a strong position in the mobility market, thanks to its leading position in designing and manufacturing customized interconnect and mechanical product solutions by using our R&D expertise to develop innovative products, helping industries successfully transition to a low carbon economy. I am especially proud of our latest product innovations – the Hydrogen Fuel Cell Bipolar Plates and Cell-PLX™ – both part of our Energy Solution business. These examples will help our customers transition to cleaner forms of transportation.

We know that we are just beginning our journey towards fully managing our impacts and contributions, specifically regarding environmental topics. Over the coming years have much work to do, and have set numerous targets to hold ourselves accountable. For example, we aim to equip 100% of our facilities with energy - efficient lighting by FY2022; reduce over 19,000 tCO_2 by 2025 by switching to renewable energy sources, and achieve ISO 45001:2018 certification (occupational health and safety management system) for all of our manufacturing facilities by FY2024. We will also be intensifying our research and development efforts to offer more innovative green solutions to our customers.

I invite you to take a look through this report to learn more about the progress we have made over the past year and where our future focus lies as we strive for better, greener ways of working and a brighter tomorrow for all.

MESSAGE FROM CHIEF SUSTAINABILITY OFFICER

"

We are making steady progress in achieving our sustainability goals, targets and ambitions.

NANTHA KUMAR CHANDRAN
Chief Sustainability Officer
Vice President,
Global Plating Operations
Interplex Holdings Pte. Ltd.

I am proud to report that we have made solid progress over the past year regarding our material environmental, social, and governance aspects through our strategic approach. We also improved our detailing of actions and improvements through the sustainability reporting process.

Our current environmental strategy emphasizes reducing emissions across our manufacturing facilities to reduce our operational carbon footprint.

In 2021, we focused on improving energy efficiency and complementing our energy needs with renewable energy such as solar power. By the end of 2021, we had retrofitted 93% of our facilities with LED lights and achieved an 11% reduction in CO_2 intensity since 2019. We installed solar panels at 12% of our facilities during FY2021, generating 3,165 MWh of solar power, which amounts to 2.1% of our total electricity consumption for the year. Continued efforts to analyze detailed energy consumption rates by site will result in more targeted reduction projects in the coming years.

Furthermore, 91% of our manufacturing plants had achieved the ISO 14001:2015 certification for environmental management systems at the end of the reporting period, and we aim to reach 100% of all plants by FY2023.

Our efforts to improve water efficiency have resulted in a 37% reduction in global water usage within our facilities since 2019. At the end of 2021, 7% of our facilities were equipped with on-site water recycling systems. These improvements helped us to raise our CDP Water rating from C to B, and we will continue our progress in this area, specifically with the aim to increase the number of facilities equipped with on-site water recycling systems by 30% by 2030. Several installations are already underway for 2022.

Beyond environmental management, Interplex is focused on maintaining a fair, healthy, and safe workplace for employees and across the communities in which we work. As part of our focus on water safety, in 2021, Interplex became a WASH Pledge signatory, meaning that we are committed to implementing and supporting access to safe water, sanitation, and hygiene for all our employees across all of Interplex's offices and manufacturing facilities. Under the Pledge, we also committed to addressing WASH (water, sanitation, and hygiene) across our value chain and in the communities where we operate. Access to WASH is a fundamental human right and key to realizing the UN Sustainable Development Goals, specifically SDG 3: Good health and wellbeing and SDG 6: Clean water and sanitation.

Health and safety in the workplace remains a top priority for Interplex, and all of our manufacturing facilities have completed a health and safety risk assessment as part of implementing their occupational health and safety (OH&S) management system. In contrast, 21% of our manufacturing facilities had achieved the ISO 45001:2018 certification for OH&S management systems by the end of FY2021. We have set a target for at least 50% of our manufacturing facilities to be certified by the end of FY2023 and 100% by the end of FY2024.

Gender diversity is an additional diversity noteworthy area. During the past financial year, female employees constituted 43.1% of new hires; and now represent 40.9% of our workforce, with 22.6% of managerial positions held by women.

We are proud to be sharing the improvements we have made in 2021 throughout this report and look forward to furthering improvements and continued progress in achieving a more sustainable company in 2022.

PERFORMANCE SUMMARY

Key Performance Indicators

MATERIAL TOPICS	2019	2020	2021
ENVIRONMENTAL			
Total energy consumption (GJ)	561,293	560,386	761,318
Energy intensity (GJ/ million $ revenue)	586	603	656
Total GHG emissions (tCO$_2$e)	99,001	91,180	105,255
GHG emission intensity (tCO$_2$e/million $ revenue)	103	98	91
Total water withdrawal (ML)	1,939	1,058	1,205
Water intensity (ML/million $ revenue)	2.03	1.14	1.04
Total weight of non-hazardous waste (tons)	50,274	45,211	50,149
Total weight of hazardous waste (tons)	5,307	6,694	2,353
PEOPLE			
Number of full-time employees	12,683	11,980	14,007
Female employees (%)	39.6	40.4	40.9
Women in managerial roles (%)	23.3	23.4	22.6
Female heads of department (%)	19.2	20.4	21
Average training hours per employee	19.2	17.2	11.1
Number of fatalities	0	0	0
Number of recordable work-related injuries (number of incidents)	74	37	59
ETHICS AND GOVERNANCE			
Confirmed cases of corruption	0	0	0
Confirmed cases involving anti-competitive behavior	0	0	0
Confirmed cases of non-compliance with data protection and privacy regulations	0	0	0
Significant incidents of environmental non-compliance	0	0	0

Notes:
1. Energy, GHG and water data are reported for the calendar year (January-December). The rest of the figures are for the financial year (July-June)
2. The GHG emissions include Direct (Scope 1) GHG emissions and Energy indirect (Scope 2) GHG emissions

AWARDS

2021

Several of our sites continue to win recognition for their responsible business practices. Some of the awards and accolades are listed as follows:

● **CHINA**

4-star Rating by the Enterprise Development Service Centre of Suzhou Industrial Park
for our intelligent digital plant.
Interplex (Suzhou) Precision Engineering Ltd.

Recognized R&D Centre
Awarded by Pudong New District.
Interplex Metalforming (Shanghai) Ltd.

High Tech Enterprise Certificate
by Science and Technology Bureau.
Interplex Metalforming (Shanghai) Ltd.
Interplex (Suzhou) Precision Engineering Ltd.
Interplex Tech Innovation Center
Interplex Electronic Hangzhou Co., Ltd.
Interplex Plastic (Shenzhen) Ltd.

Recognized for Safe Production
by Shanghai Pudong Emergency Management Bureau.
Interplex Metalforming (Shanghai) Ltd. (IMS)

Recognized for Managing Employers' and Employees' Relationships
by Employment and Promotion Bureau.
Interplex Metalforming (Shanghai) Ltd.

2019-2020

● **INDONESIA**

2019 BAPETEN Award Certificate: Safety and Security Activities
Awarded for our safety and security activities.
PT. Amtek Engineering Batam

● **NORTH AMERICA**

Narragansett Bay Commission Pollution Prevention Award
Awarded for exceptional wastewater management and treatment.
Interplex Engineered Products, Inc.

● **MALAYSIA**

2019 Workplace Accident Free Week (WAFEW)
Participated in WAFEW 2019, which was organized by the Department of Occupational Safety & Health (DOSH), Perak.
AEL Engineering Sdn. Bhd.

● **CHINA**

2019 Safety Management Advance Collective of Huinan Town, Shanghai City
Based on the ranking of safety management levels at all local sites in 2019 by Shanghai, Huinan Town's Safety Department.
Interplex Metalforming (Shanghai) Ltd.

2020 Safety Promotion Demonstration Projects of Huinan Town
Awarded the Local Safety Model Company for 2020 by Huinan Town's Safety Department.
Interplex Metalforming (Shanghai) Ltd.

2019 Hangzhou Qiantang District Domestic Garbage Classification Award
Based on the ranking of garbage management levels of all local sites in 2019 by Hangzhou, Qiantang District's ENV Department.
Interplex Electronic (Hangzhou) Co., Ltd.

Top 10 Employer
Awarded by the local government and Labor Union for good performance in personnel management.
Interplex Electronic (Hangzhou) Co., Ltd.

Second Prize – Skills Competition for Hazardous Waste Posts
Awarded by the local EPA and independent bodies for good performance in hazardous waste management.
Interplex Electronic (Hangzhou) Co., Ltd.

Safety Canteen
Awarded by the local government and Labor Union for good performance in canteen management.
Interplex Electronic (Hangzhou) Co., Ltd.

Advanced Enterprise of Precursor Chemicals Management
Awarded by the industry association for good performance in precursor chemicals management.
Interplex Electronic (Hangzhou) Co., Ltd.

Solid Waste Classification and Standardization Base
Awarded by the local government for good performance in solid waste classification.
Interplex Electronic (Hangzhou) Co., Ltd.

Advanced Enterprise
Awarded by the local government for good performance in all aspects of our operations.
Interplex Electronic (Hangzhou) Co., Ltd.

Advanced Company of Solid Waste Classification
Awarded by the local government for good performance in solid waste classification.
Interplex Electronic (Hangzhou) Co., Ltd. Advanced Enterprise of Online Learning Project

Advanced Enterprise of Online Learning Project
Awarded by an independent body for good performance in online learning projects.
Interplex Electronic (Hangzhou) Co., Ltd.

Section

2

ⓘ Click on the links ⬈ to further information within the document.

GOVERNANCE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Interplex is committed to upholding high standards of governance and ethics.

As a privately owned global company, principled governance, ethical business practices, integrity, regulatory compliance, and stewardship are vital to our international competitiveness. Our governance model is aimed at earning the trust of our shareholders and stakeholders. We have adopted a sustainability governance structure where the top management has direct oversight of sustainability strategy, targets, and performance.

Sustainability Committee

At Interplex, sustainability is led by the C-suite and other senior management. The Sustainability Committee, headed by the Chief Executive Officer, is responsible for developing sustainability strategies and priorities. Members of the Sustainability Committee represent our key functions, divisions, and markets.

Sustainability Governance Structure

Board of Directors — Chief Executive Officer — Chief Sustainability Officer & VP Global Plating Operations

- Chief Finance Officer
- Chief HR Officer
- Chief Supply Chain Officer
- Regional VPs
- General Counsel
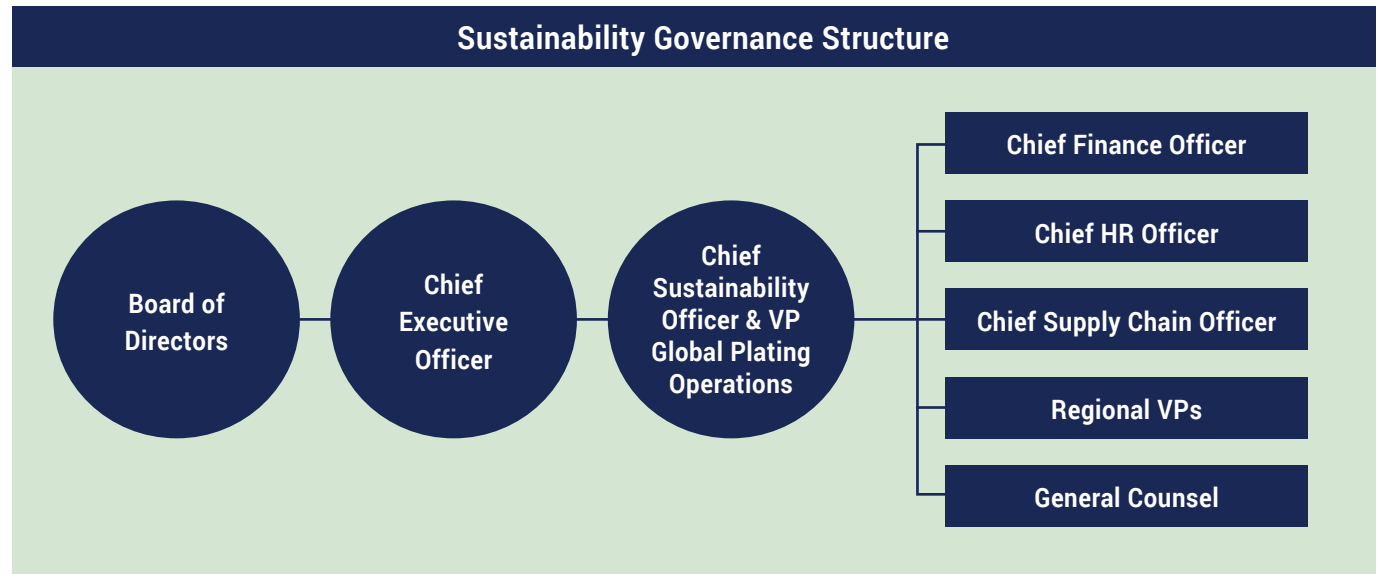
The Committee's key responsibilities include:

- Assessing our material economic, social and environmental impacts, risks, and opportunities.
- Developing strategies, metrics, and targets to mitigate climate-related risks.
- Assessing and mitigating human rights risk.
- Developing strategies for responsible sourcing.
- Determining sustainability priorities and topics for reporting.
- Establishing sustainability targets.
- Reviewing sustainability performance.
- Approving sustainability reports.
- Engaging stakeholders.

The Sustainability Committee is assisted by the Environment, Social and Governance ("ESG") Committee which is responsible for implementing sustainability initiatives across the organization. Various work committees and plant-level environment, health and safety ("EHS") teams work closely with the ESG Committee to drive sustainability performance.

GOVERNANCE

Interplex Code of Conduct

Our business principles and ethical guidelines are embedded in our Code of Conduct. The Code of Conduct, available in several languages, outlines our comprehensive policies and procedures for ethical conduct by all our directors, officers, and employees worldwide. It is communicated to our employees and requires strict adherence by all workers.

We also extend our ethics and governance principles to our suppliers and their employees, personnel, agents, and subcontractors through the Interplex Supplier Code of Conduct. To learn more about our Supplier Code of Conduct, please refer to page 45.

Our employees are required to complete an annual Code of Conduct training. This is done through an e-learning module. The objective is to educate employees on the ethical behaviors expected when interacting with stakeholders.

Anti-Corruption

We maintain a zero-tolerance policy against corruption, bribery, and fraud. Our Code of Conduct requires total compliance with all anti-bribery and corruption laws in all markets and jurisdictions where we operate. Employees are also required to disclose any potential conflicts of interest to their managers. Our Code of Conduct prohibits money laundering, and we are committed to complying with all applicable laws that prohibit money laundering and the financing of terrorism.

There was no confirmed incident of corruption during the reported period.

Anti-Competitive Behavior

We support free and fair competition among businesses. Our Code of Conduct requires our employees to comply with all applicable antitrust and competition laws.

There have been no legal actions against Interplex for anti-competitive behavior, antitrust or monopoly practices in the reported period.

The Code covers the following policies:

Our Business
- Anti-Corruption and Anti-Bribery
- Anti-Money Laundering
- Antitrust and Competition
- Data Protection
- Accuracy of Company and Public Records

Our People
- Non-Discrimination and Preventing Harassment
- Conflicts of Interest
- Gifts, Entertainment and Hospitality
- Safe and Healthy Work Environment

Protecting Our Assets
- Use of Company Assets
- Intellectual Property and Confidential Information

Our Community
- Environmental Protection
- Political Contributions
- Working With Suppliers

See our detailed Code of Conduct at https://interplex.com/corporate-social-responsibility-old/code-of-business-conduct

GOVERNANCE

Whistle-Blower Policy

We are committed to conducting our business with integrity and in compliance with all applicable laws and regulations. Our Whistle-Blower Policy provides communication channels that our employees, suppliers, or other stakeholders can use to report instances of unethical conduct safely.

As part of the policy, we have established an Ethics Hotline operated by an independent third party. Anyone can lodge a report about suspected unethical or illegal activities or concerns, either online at **www.interplex.ethicspoint.com** or by phone using the dial-in numbers on the site.

Our no-retaliation policy protects complainants against potential reprisals, and we are committed to reviewing and investigating all complaints promptly.

Ethics Training

Our employees are made aware that they are required to adhere to the Interplex Code of Conduct and our policies on anti-corruption and bribery, and they must complete an annual Code of Conduct training. Employees also have access to human resources and legal personnel who can help them address any questions or concerns relating to our policies and procedures.

Personal Data Protection

We are committed to protecting the personal data of our employees, customers, and others who may share their personal data with us. We have implemented measures to safeguard the personal data of our employees and customers in accordance with applicable regulations.

There was no incident of a data breach in the reported period.

Information Security

We are committed to implementing information security measures in line with the ISO/IEC 27000 Information Security Management System. One of our plants in China has obtained the ISO/IEC 27000:2013 Certification. Our plans for the coming year include adopting the Trusted Information Security Assessment Exchange (TISAX) assessment and exchange mechanism for information security in the mobility industry. TISAX, an information security assessment (ISA), was developed by the Association of the German Automotive Industry (Verband der Automobilindustrie) in partnership with the European Network Exchange (ENX), an association of European automotive manufacturers.

Regulatory Compliance

We are committed to complying with all applicable laws and regulations. There were no incidents of non-compliance with socio-economic laws and regulations and no incidents of non-compliance with environmental laws and regulations involving significant fines or non-monetary sanctions in the reported period.

SUSTAINABILITY STRATEGY

Our strategy is to build a future-fit, resilient Interplex.

Our focus is on creating sustainable value for our shareholders, customers, employees, suppliers, business partners, local communities, and key stakeholders. We regularly review, assess, and address the most significant environmental, social, and governance impacts of our business activities and the issues that affect our ability to create sustainable value to inform our ESG approach. We determine our most significant impacts and topics through an annual materiality assessment, with the first assessment undertaken in 2020.

Responsible manufacturing forms the foundation of our sustainability strategy. In our plants worldwide, our priorities include reducing the environmental footprint of our manufacturing operations, nurturing a culture of safety, and driving quality through the Interplex Business System.

To drive progress on reducing our environmental footprint, we have committed to setting science-based targets for emissions reduction in line with the Science-Based Targets Initiative (SBTi) criteria. We have also established ambitious goals to continuously improve energy efficiency, increase the proportion of renewable energy, reduce waste, improve water conservation, and source responsibly.

Climate change poses significant risks and opportunities to our business segments, and we have adopted the TCFD Recommendations to disclose how we are addressing these climate-related risks and opportunities.

Our employees' wellbeing, safety, and personal and professional development remain one of among our top priorities. Our aim is to maintain our high occupational health and safety standards while creating an inclusive, empowering, and enabling workplace where employees can thrive. We promote diversity, equality, mutual trust and respect at the workplace, and ongoing learning opportunities to help retain our top talent and position Interplex as an employer of choice.

Helping our customers prepare for the future is a key aim of our work. Our research and development (R&D) priorities consider megatrends such as decarbonization, advanced mobility, increased longevity, and digitalization to develop innovative solutions for our customers worldwide.

Lastly, we have developed the Interplex Business System (IBS), which defines who we are and what we do and consists of seven pillars and six elements highly focused on people, operational excellence, Kaizen (continuous improvement), and the customer. The IBS is designed to deliver exceptional quality to maintain customer trust, and we have adopted 10 global standards and obtained 99 certifications covering quality and environmental health and safety (EHS) areas. Operating our business with integrity, upholding high standards of ethics and regulatory compliance are fundamental principles that drive our daily business.

STAKEHOLDERS

CUSTOMERS

Our business success depends on our ability to exceed our customers' expectations and build long-term partnerships.

EMPLOYEES

Employees are our most valuable assets and play a vital role in driving our business success and growth.

SUPPLIERS AND CONTRACTORS

A reliable supply chain and trusted partnerships with suppliers and contractors are crucial for our operations.

ENGAGEMENT CHANNELS

Customers
- Contracts
- Business review meetings
- Phone and email communication
- Conference calls and virtual meetings
- Marketing materials
- Website
- Newsletters
- Social media
- Satisfaction surveys
- Audits

Employees
- Townhalls
- Engagement surveys
- Training
- Performance reviews
- Staff meetings
- Conference calls
- Internal memos and communications
- Intranet
- Newsletters
- Social Events

Suppliers and Contractors
- Requests for Proposal
- Purchase agreements
- Supplier code of conduct
- EHS policies
- Audits
- Surveys
- Regular meetings and interactions
- Emails
- Phone calls

STAKEHOLDER CONCERNS AND EXPECTATIONS

Customers
- Timely delivery
- Product quality
- Prompt response
- Material safety compliance
- Confidentiality
- Regulatory compliance
- Ethical conduct
- Sustainability
- Corporate responsibility

Employees
- Open communication
- Personal development
- Career growth
- Competitive pay and benefits
- Work-life balance
- Job security
- Fair employment practices
- Safe work practices
- Diversity
- Corporate reputation

Suppliers and Contractors
- Respectful business partnership
- Clear communication and instructions
- Clarity of specifications
- Reasonable lead times
- On-time payments
- Onsite health and safety
- Ethical conduct

HOW WE MEET STAKEHOLDER EXPECTATIONS

Customers
- Investment in R&D and innovation
- World-class manufacturing facilities
- Robust quality management system
- Competitive pricing
- Focused sales teams
- Customer service
- Performance scorecard from customers
- Dedicated ESG teams
- Sustainability strategy and key performance indicators
- Responsible sourcing
- Certified management systems (ISO 9001, ISO 14001, ISO 45001, CE, and TS)
- Regulatory compliance

Employees
- Promoting mutual trust and teamwork
- Progressive HR policies aimed at attracting, developing, and retaining talent
- Promoting diversity
- Investment in people development
- Objective performance management system
- Compensation benchmarking
- Regulatory compliance

Suppliers and Contractors
- Meeting contractual obligations
- Providing written contracts and purchase orders with clearly defined specifications
- Responsible business practices
- Building trust

STAKEHOLDERS

GOVERNMENT AND REGULATORS
A trustworthy relationship with local government agencies and regulators is key to operating our business globally in a lawful manner.

LOCAL COMMUNITIES
Building a trusted relationship with neighboring communities and societies is critical to maintaining our social license to operate.

SHAREHOLDERS
Although Interplex is a privately-owned company, we still have a duty to create value and sustainable growth for our shareholders.

ENGAGEMENT CHANNELS

GOVERNMENT AND REGULATORS	LOCAL COMMUNITIES	SHAREHOLDERS
• Business licenses and permits • Reporting • Compliance forms, visits, audits, and inspections • Meetings	• Community programs, initiatives, and outreach	• Meetings • Reporting • Emails • Phone Calls

STAKEHOLDER CONCERNS AND EXPECTATIONS

GOVERNMENT AND REGULATORS	LOCAL COMMUNITIES	SHAREHOLDERS
• Compliance with regulatory requirements • Contributions to socio-economic and industrial development • Environmental responsibility • Job creation • Tax payments	• Corporate social responsibility • Management of environmental and health and safety (EHS) risks and impacts such as hazardous waste, pollution, and noise • Support for community projects	• Good governance • Sustainable growth, reasonable returns • Sustainability reputation

HOW WE MEET STAKEHOLDER EXPECTATIONS

GOVERNMENT AND REGULATORS	LOCAL COMMUNITIES	SHAREHOLDERS
• Policies and measures to ensure regulatory compliance • Staying updated about regulatory developments and requirements • Internal audits • Prompt response to requests for information • On-time reporting • Assisting with facility inspections	• Open and honest communication • Community engagement • EHS compliance • Support of charitable causes	• Robust governance and risk management • Strategies to create value for shareholders and stakeholders • Sustainability reporting • ESG Ratings

Memberships

Interplex engages with various trade and industry associations and advocacy organizations worldwide to stay updated on emerging trends and participate in stakeholder dialogs.

Senior Interplex executives also make meaningful contributions to various industry organizations by serving on their governance bodies or committees. For example, our Chief Executive Officer, Mr. Alessandro Perrotta, is the Deputy President of the Singapore Manufacturing Federation (SMF). He is also the Chairman of SMF's Innovation & Productivity Function Committee.

Some of our association memberships include:

• Singapore Manufacturing Federation (SMF)

• Singapore Business Federation (SBF)

• Fuel Cell Cluster Baden Württemberg, Germany

• Fuel Cell Knowledge Exchange Aachen, Germany

• Elektromobilität süd-west Cluster, Germany

MATERIALITY ASSESSMENT

We identify and prioritize sustainability topics for reporting based on a systematic materiality assessment that involves an annual review.

We conducted our first comprehensive materiality assessment in 2020 to identify our most significant economic, environmental and social impacts. More than 35 senior Interplex leaders and over 250 employees worldwide participated in two materiality assessment workshops facilitated by CSRWorks International, a sustainability consulting firm. Feedback from our key customers was considered in prioritizing the topics for reporting. The final list of material sustainability topics was reviewed and approved by the Sustainability Committee, chaired by our Chief Executive Officer.

In 2021, we conducted a review of the material topics identified in 2020, with help from external experts. We have concluded that the material topics included in our 2020 Sustainability Report remain relevant. However, we have added Innovation as a new material topic which reflects our ongoing emphasis on cutting-edge research and development activities to provide innovative products and solutions for product application and manufacturing processes.

Materiality Assessment Process

We follow a four-step materiality process to identify significant impacts and topics for reporting and developing our sustainability strategies:

01 — Assess Sustainability Context
- Review the scope and nature of business operations, products, and services.
- Consider issues in supply chains.
- Examine sustainability trends at the global, regional, and local levels.
- Identify stakeholders' interests including customer, employee, regulatory, and investor interests.

02 — Identify Economic, Environmental and Social Impacts
- Identify potential negative and positive economic, environmental and social impacts of operations, products, and services.
- Refer to sustainability standards, frameworks, and ratings such as GRI, SDGs, TCFD, CDP, and EcoVadis.
- Customers' ESG audits reports.
- Study reporting trends in the industry.
- Consider expectations of customers and other stakeholders.

03 — Assess the Significance of Impacts
- Assess the severity and likelihood of negative impacts.
- Assess the scale, scope, and likelihood of positive impacts.
- Consider expectations of customers and other stakeholders.

04 — Prioritize Topics for Reporting
- Prioritize topics based on the significance of the impact.
- Review of material topics by the Sustainability Committee.
- Approval by the senior management and the Board.

MATERIALITY ASSESSMENT

Material Topics

An overview of our material topics and our approach to managing the impacts is presented below:

MATERIAL TOPICS	IMPACT DESCRIPTION AND BOUNDARY	MANAGEMENT APPROACH
ENVIRONMENT		
Energy	• Electricity is used in our manufacturing plants and offices.	• Improve energy efficiency. • Harness renewable energy.
GHG Emissions	• Our greenhouse gas emissions primarily result from the use of electricity and fuel consumption.	• Reduce emissions from our own operations. • Engage suppliers and customers to reduce emissions in the value chain.
Water	• Water is a key resource used in our manufacturing facilities.	• Improve water efficiency, recycling, and conservation. • Develop strategies for plants in water stress locations .
Waste	• Waste is generated during the manufacturing process.	• Minimize waste. • Reuse and recycle where possible. • Dispose of waste safely.
PEOPLE		
Talent Management	• As an organization driven by innovation, research and development, and technological advancement, people are our most valuable assets.	• Attract, develop and retain high-performing talent.
Diversity	• As a global organization serving worldwide markets, we see strength in diversity.	• Nurture and promote workplace diversity and inclusion.
Occupational Health and Safety	• As a manufacturing-driven business, health and safety pose potential risks to the people and contractors working in our facilities.	• Aim to be a zero-accident workplace. • Drive and promote safety culture. • Implement robust health and safety management systems. • Constantly monitor performance.
Human Rights • Non-discrimination • No forced labor • No forms of modern slavery • No child labor • Freedom of association and collective bargaining	• Potential human rights risks in supply chains.	• Respect and protect the human rights of our employees. • Conduct human rights risk assessment. • Engage with suppliers to promote policies and practices to uphold international human rights principles.

MATERIALITY ASSESSMENT

MATERIAL TOPICS	IMPACT DESCRIPTION AND BOUNDARY	MANAGEMENT APPROACH
PRODUCT QUALITY		
Product Quality	• Our customers require high-quality products and services. • Potential risks from the use of our products by end customers.	• Comply with applicable product safety regulations and standards. • Obtain international certifications for quality management.
Innovation	• We need to stay ahead of the market and provide creative solutions to our customers .	• Invest in research and development with robust system implementation to drive innovative products and services for competitive advantage.
SUSTAINABLE PROCUREMENT		
Sustainable Procurement	• Economic, environmental and social impacts in our supply chain.	• Implement sustainable procurement policies and processes. • Adhere to our Conflict Minerals Policy to ensure we buy from conflict-free sources. • Adhere to our Sustainable Procurement Policy to ensure responsible sourcing and resource efficiency.
GOVERNANCE		
Anti-Corruption	• Corruption and bribery incidents can harm our reputation and invoke legal actions.	• Maintain zero tolerance for corruption and bribery.
Anti-Competitive Behavior	• Anti-competitive practices can harm our reputation and invoke legal actions.	• Comply with anti-competitive laws and regulations.
Personal Data Protection	• We have a responsibility to safeguard personal and confidential information.	• Ensure compliance with the Personal Data Protection Policy. • Implement information security management systems in line with ISO/IEC 27000.
Regulatory Compliance	• Local regulations apply to our manufacturing plants and overall business operations.	• Ensure compliance with applicable regulations and international standards, including environmental and socio-economic issues.
SOCIETY		
Local Communities	• Trusted relations with local communities are crucial for smooth business operations.	• Contribute to community development. • Engage with local communities to build trusted relationships.

MATERIALITY ASSESSMENT

Contributing to Sustainable Development

Interplex is committed to advancing the UN Sustainable Development Goals (SDGs) that provide a pathway for governments, businesses, and civil society organizations to end poverty, protect the planet and ensure peace and prosperity for all people by 2030.

We have aligned our sustainability strategy to the most relevant SDG targets and indicators. We have also mapped our material economic, environmental, and social impacts across the 17 SDGs and identified the areas where we can create value.

MATERIALITY ASSESSMENT

OUR MATERIAL TOPICS	SDG GOALS AND TARGETS SUPPORTED	OUR STRATEGY
Climate Change (Energy and GHG Emissions)	**7.3** By 2030, double the global rate of improvement in energy efficiency.	Assess, monitor and manage climate-related risks and opportunities, reduce GHG emissions, increase use of renewable energy, report performance using the TCFD Recommendations, and disclose progress through CDP Climate Change and CDP Water annual assessments.
	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes – all countries to take action according to their respective capabilities.	
	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle in accordance with agreed international frameworks and significantly reduce their release into the air, water, and soil in order to minimize their adverse impacts on human health and the environment.	
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	
	13.2 Integrate climate change measures into national policies, strategies, and planning.	
Water	**3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	Assess water-related risks and opportunities, monitor water stress locations to identify short, mid- and long-term impacts on our operations and value chain, and adopt water efficiency and conservation programs.
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	
Waste	**3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination.	Maximize resource efficiency, reduce waste, reuse and recycle where possible, and ensure safe disposal of waste, spread employee awareness to minimize waste and conserve resources.
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.	
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.	
	12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	
Innovation	**7.3** By 2030, double the global rate of improvement in energy efficiency.	Enhance R&D efforts to develop products and solutions to help customers reduce their environmental impact.
	9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.	

MATERIALITY ASSESSMENT

| OUR MATERIAL TOPICS	SDG GOALS AND TARGETS SUPPORTED		OUR STRATEGY
Talent Management Diversity and Equal Opportunity Occupational Health and Safety	5.5	Ensure women's full and effective participation, with equal opportunities for leadership at all levels of decision-making in political, economic, and public life.	Promote inclusive human resource practices, encourage gender diversity at all levels, invest in employee development, and promote safety culture.
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	
Human Rights (non-discrimination, forced labor, child labor, freedom of association and collective bargaining) Local Communities	8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking, and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers – and by 2025, end child labor in all its forms.	Ensure adherence with international human rights principles and agreements such as the International Labour Organization (ILO) Core Labour Standards, the UN International Bill of Human Rights, and the UN Guiding Principles on Business and Human Rights. Comply with national laws concerning the protection of rights of employees.
	8.5	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers – women migrants in particular – and those in precarious employment.	
	16.b	Promote and enforce non-discriminatory laws and policies for sustainable development.	
Sustainable Procurement	8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.	Implement Sustainable Procurement Framework with a supplier code of conduct, engage suppliers through screening, assessments, dialogue and training to build a sustainable supplier network.
	8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.	
	12.2	By 2030, achieve the sustainable management and efficient use of natural resources.	
	12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	
	17.14	Enhance policy coherence for sustainable development.	
Product Quality Anti-Corruption Anti-Competition Personal Data Protection Regulatory Compliance	16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all.	Maintain international certifications for quality management, ensure adherence to our code of conduct for employees and suppliers to drive ethical business practices, and comply with applicable regulations and international standards, including environment, and socio-economic issues.
	16.5	Substantially reduce corruption and bribery in all their forms.	
	16.6	Develop effective, accountable, and transparent institutions at all levels.	

Section

3

ℹ Click on the links ↗ to further information within the document.

ENVIRONMENT

Our material environmental issues include energy, greenhouse gas (GHG) emissions, water, waste, and regulatory compliance. Our strategy is to reduce the significant environmental impacts across our manufacturing operations and supply chains.

Our manufacturing facilities have implemented rigorous environmental management systems to manage risks, set targets, track performance, and improve continuously. As of the end of 2021, 91% of our manufacturing plants achieved the ISO 14001:2015 certification for environmental management systems.

We also benchmark our environmental performance against various ESG ratings. For example, we participate in the annual CDP assessment for Climate Change and Water. In 2021, we improved our CDP Water rating from C to B. In the same year, we achieved a platinum rating in the EcoVadis Sustainability Assessment, being placed in the top 1% of the assessed companies globally.

Environmental stewardship is a key element of our sustainability strategy. Our environmental policies and measures aim to minimize our operational impact and develop products and solutions with a lower environmental impact for our clients.

Science-Based Targets
Interplex has committed to setting a science-based target for emissions reduction through the Science Based Targets initiative.

91% Manufacturing facilities with ISO 14001:2015 certification

ENVIRONMENT

Climate Action

Climate change is one of the biggest global threats to the planet and people. The Intergovernmental Panel on Climate Change (IPCC) warned in its Sixth Assessment Report (AR6) published in 2021 that human influence has warmed the climate at an unprecedented rate in at least the last 2000 years. Furthermore, the AR6 states that climate change is already affecting every inhabited region across the globe, with human influence contributing to many observed changes in weather and climate extremes.

Scientists predict that continued global warming will cause extreme weather conditions and events, such as floods and hurricanes, droughts and heatwaves, and rising sea levels. In the last few years ,we have already seen an increase in the number of these severe weather events. Severe changes in weather patterns will directly impact food supplies, ecosystems, coastal stability, and public health. In the worst-case scenarios, climate change can have a catastrophic effect on societies and businesses.

PLANTING TREES TO FIGHT CLIMATE CHANGE

We continue to plant trees across our properties and their surrounding communities. Planting trees can help fight climate change by offsetting CO_2 emissions. Trees reduce greenhouse gases by absorbing and storing carbon dioxide from the atmosphere, a process known as carbon sequestration. Trees can also help mitigate biodiversity loss by providing habitats for wildlife such as birds, butterflies, and bees.

As of the end of 2021, we have planted

20,269

trees.

There is a global urgency to mitigate climate change and limit the global temperature rise to well below 2°C while aiming for 1.5°C compared with pre-industrial levels, as agreed by the Paris Agreement. At Interplex, we fully support the Paris Agreement and aspire to reduce our operational emissions to align with science-based targets. We also respond to the CDP's Climate Change and Water Security Questionnaires to disclose our climate strategy and performance data.

CDP
Water - B

CDP
Climate Change - C

ecovadis
EcoVadis - Platinum

We recognize that climate change entails potential risks and opportunities which can have a financial impact on our various businesses. Therefore, we are developing strategies to build climate resilience across our business segments. We are implementing recommendations of the Taskforce on Climate-Related Financial Disclosures ("TCFD") to identify and address potential risks and opportunities from climate change.

TCFD REPORT

In 2021, we engaged an external consultant to help us conduct the first phase of climate-scenario analysis to develop a deeper understanding of the potential financial impacts of climate change on our businesses. Our first TCFD report is provided below.

Governance

At Interplex, oversight for actions on climate change is held by the Board, while the CEO is responsible for implementing strategies.

As a privately-owned company, management has the primary accountability for the sustainability strategy and climate-related risks and opportunities. Interplex has established a Sustainability Committee, the highest executive body responsible for the sustainability strategy, including the Group's actions on tackling climate change. The Sustainability Committee, chaired by the CEO, comprises senior management executives from various functions. Responsibility to operationalize climate strategies lies with the Chief Sustainability Officer & Vice President, Global Plating Operations. An international ESG team, supported by plant-level ESG staff, is responsible for implementing the plans and gathering performance data.

The Sustainability Committee regularly evaluates potential climate-related risks and opportunities and monitors performance against key performance indicators. The CEO provides regular updates to the Board to share progress against targets. The Board considers climate-related risk as part of the comprehensive risk management and maintains strategic risk management oversight.

Strategy

We are committed to building our understanding of climate-related risks and opportunities and adopting the necessary business strategies to mitigate such risks and embrace climate-related opportunities. In this way, we are transforming Interplex into a climate-resilient business. At the same time, our approach is to seize new growth opportunities as the economies transition to net-zero. We believe there will be several opportunities for our businesses as the world transitions to a lower-carbon economy by 2030 and a net-zero state by 2050.

Our current strategy is to reduce emissions across our manufacturing facilities to lower our operational footprint. We focus on improving energy efficiency and complementing our energy needs with renewable energy such as solar power. We collaborate with various customers to develop low-emission products and solutions. In addition, we are intensifying our research and development efforts to offer innovative green solutions.

Risk Management

An essential approach is identifying and assessing climate-related physical and transition risks to our various business segments to develop mitigation strategies.

In 2021, we conducted a comprehensive scenario analysis to understand climate-related risks and opportunities. The scenario analysis covered all of our manufacturing facilities to assess physical risks from climate change such as floods, typhoons, hurricanes, cyclones, heat stress, and droughts. In addition, we assessed potential transition risks arising from government policies and legislations, technologies, and markets, and reputational issues.

Our risk assessment is based on the following TCFD risk categories:

PHYSICAL RISKS:

Physical risks arise from extreme weather events. Acute physical risks result from the increased severity of extreme weather events, such as cyclones, hurricanes, or floods. Chronic physical risks are posed by longer-term shifts in climate patterns, such as rising temperatures that may cause sea level rises or chronic heat waves.

Physical risks of climate change may have a financial impact on business operations, assets, markets, or supply chains. Potential financial impacts on businesses may be caused by direct damage to assets and indirect impacts from disruption to business operations and supply networks.

TRANSITION RISKS:

Transition risks from climate change refer to risks and opportunities resulting from the policy, legal, technology, and market changes in the transition to a low carbon economy. Transition risks may have financial and reputational implications for businesses. However, the shift to a lower-carbon economy also presents a host of opportunities for many businesses.

TCFD REPORT

Assessment of Physical Risks

In 2020, we commenced an assessment of physical risk for our 33 facilities located across the Americas (covering our facilities located in the United States and Mexico), Europe (covering the Czech Republic, France, Germany, Hungary, and UK), and the Asia Pacific (covering China, India, Indonesia, Malaysia, Singapore, and Vietnam).

According to the latest IPCC AR6 Climate Change 2021 Report, mean and extremely high temperatures in Northern and Central America are expected to continue increasing with larger warming in the subregions in the north. In Europe, it is projected that temperatures will rise at a rate exceeding global mean temperatures, similar to past observations.

Published information from The European Climate Adaptation Platform Climate-ADAPT and the UK Climate Projections 2018 (UKCP18) revealed that heatwaves in the Czech Republic, Hungary, France, and Scotland would occur more frequently, and the length and intensity will also increase. In Asia, the IPCC Report revealed that heat extremes have increased while cold extremes have decreased, and these trends will continue over the coming decades. Although countries along the equator are already experiencing higher average temperatures, projected temperature rise in these countries is expected to lead to chronic heat stress.

Unlike mean surface temperature, the projected spatial and temporal distribution of rainfall and wet-dry and wind-related weather events differ across the regions. An increase in rainfall intensity is expected in much of Asia. In the US and Europe, precipitation

Germany, for example, has already experienced a 1.6°C rise in average annual temperature, compared to the global mean temperature rise of 1.09°C.

Globally, the mean sea level has increased by 0.20 m between 1901 and 2018, and it is virtually certain that it will continue to rise over the 21st century.

in the northern subregions is projected to increase during winter and decrease during summer. Tropical cyclones are expected to become more extreme in north-central and southern-central America, East Asia, and Southeast Asia. An increase in droughts has been observed in northern-central and southern-central America and East Asia, and the trend is projected to continue.

Rising sea levels coupled with amplified storm events would increase coastal flooding events' magnitude and geographic size. An increase in the intensity of extreme precipitation events also increases coastal and river flooding risks.

Our preliminary analysis indicates that our facilities sited in cities and highly urbanized areas would experience a stronger warming effect, leading to a higher risk of heat-related morbidity and mortality and lower labor productivity. Warming temperatures can also expand mosquito populations that transmit diseases such as dengue, chikungunya, and zika fever, which are currently endemic in tropical regions of the world, to temperate areas such as Florida in the US southeast region, the Czech Republic and Hungary in Europe. In cities like California, New Jersey, Florida, Hanoi, Shanghai, Shenzhen, Suzhou, and Batam (Indonesia), our premises would be particularly vulnerable to coastal and river flooding.

In countries and cities where fresh water supply is highly reliant on surface water flows and hydropower generation is a major source of energy supply, for example, Florida and California in the United States, Hungary, China, Indonesia, and Vietnam, we are concerned that highly variable precipitation rates and local extreme weather events such as droughts

could impair the reliability of fresh water and energy supplies. The risk could be further exacerbated due to increasing water demand from population growth as well as industrial and agricultural activities and poor water management at the municipal, provincial, or state level. This leads us to assess the water stress risks in our facilities.

Based on the CEO Water Mandate, Corporate Water Disclosure Guidelines, 2014, water stress is the ability, or lack thereof, to meet human and ecological demand for fresh water. Compared to scarcity, "water stress" is more inclusive, considering physical scarcity, water quality, and the accessibility of water. Using the WRI Aqueduct Water Risk Atlas (v3.0) tool, we identified that 33% of our facilities are presently located in areas with high and extremely high baseline water stress risk. This increases to 39% and 52% in 2030 and 2040, respectively, under the SSP2-45 scenario, referring to the middle-of-the-road development, intermediate emissions scenario. We have another water stress risk assessment that forms part of our current water and effluent management system; in that assessment, we evaluated and identified facilities located in areas with high water stress risk based on appropriate water risk indicators. Refer to page 31 (Water) for details.

We anticipate climate science will continue to advance, and our current assessment of physical risks and water stress will evolve along with better data and more localized projections. We will continue to monitor our climate risks and incorporate them into our broader risk management strategies.

TCFD REPORT

Climate-Related Risks and Opportunities

A summary of our initial assessment of physical risks and transition risks and opportunities is presented in the table below.

CLIMATE-RELATED RISKS	
Risk Type	**Description**
Physical Risk	
Acute	Increased severity of extreme weather events such as cyclones and floods can potentially damage or disrupt our manufacturing facilities in high-risk zones, resulting in revenue loss and increased insurance costs. Physical risk can also affect our suppliers in high climate risk areas and supplies to our facilities, causing delays to production and customer deliveries.
	We regularly review our business continuity plans for direct operations and supply chain management to build operational resilience and mitigate potential disruptions from extreme weather events.
Chronic	Rising temperatures can lead to longer dry spells and water stress. This could result in higher water costs and investments in water efficiency and conservation in our facilities in water stress areas to ensure water availability. Rising mean temperatures can also increase thermal stress and a health risk for our employees in manufacturing plants.
	We have conducted water stress assessments for our manufacturing plants and are developing appropriate mitigating and adaptive measures.
	Our EHS team monitors the heat stress hazard in our manufacturing plants to take preventive measures.
Transition Risk	
Policy and Legal	Climate action policies and regulations by governments may impose higher energy efficiency standards, energy audits, emissions controls, carbon tax, and new disclosure requirements, increasing compliance costs. In addition, failure to comply with emerging environmental and climate regulations can expose us to a financial penalty.
Technology	Interplex is a technology-driven company serving industries such as Information and Communications Technology, Mobility, and Medical and Life Sciences, where technology has been evolving rapidly with a high obsolescence rate. Our leading customers in mobility, information and communications technology, medical and life sciences, and industrial sectors are transitioning to carbon-efficient products and services. Inability to keep pace with technological solutions to support their climate goals is a significant risk for Interplex.
Market	Our customers continue to raise the bar for sustainability performance for their suppliers with an increasing focus on climate-related performance. Failure to meet customers' ESG requirements could potentially lead to revenue loss. Therefore, meeting customer expectations and their requirements for low emission products is crucial for Interplex to maintain market access and enter lower emission markets.
Reputation	The inability to reduce our operational carbon footprint can affect our competitiveness and corporate reputation. A poor ESG rating can also affect our reputation.
Climate-Related Opportunities	
Resource Efficiency	Enhancing energy efficiency and water conservation in our manufacturing operations can reduce costs. Savings from energy efficiency could be substantial if energy prices increase.
	As part of our energy efficiency goals, 93% of our global facilities were converted to 100% LED lighting by the end of 2021.
Energy Sources	Increasing the share of renewable energy such as solar power at our manufacturing plants would enhance our energy resilience and reduce our carbon footprint.
	As of the end of 2021, our onsite solar PV installation capacity reached 3,165,000 kWh.
Products and Services	Interplex is well placed to benefit from a range of opportunities across our businesses. We see opportunities in developing new products and solutions for a range of sectors, including renewable energy, electric vehicles, and automobiles. Interplex can benefit by focusing on developing solutions that will help our customers transition to a low-increased emission business successfully. Product energy efficiency has become one of the most significant business drivers for our customers. Inability to offer new low carbon and energy-efficient products manufactured in a low carbon manufacturing operation will lead to a loss of market share.
	Interplex has set up six product development sites and two Tech Innovation Centers, which can play a significant role in developing innovative products and services for a lower-carbon economy.
	Our strategy is to become a green supply chain partner of choice for some of the world's largest companies in the mobility, information and communications, medical and life sciences, and industrial sectors.

TCFD REPORT

Metrics and Targets

We currently report the Scope 1 and 2 carbon emissions for our businesses. We have also started reporting on some of the Scope 3 emissions this year. We have established targets for emission reduction and report our performance against these targets. We plan to expand our reporting of material Scope 3 emissions. In addition, we have adopted water efficiency targets and report our water performance.

Science-Based Targets

We have made a public commitment to set science-based targets for emission reduction. Science-based targets provide companies with a clearly defined path to reduce emissions in line with **the Paris Agreement goal of limiting global warming to well below 2°C above pre-industrial levels and striving to limit warming to 1.5°C.** Our commitment letter was approved in April 2022 by the Science-Based Targets Initiative (SBTi). We will be working toward establishing science-based targets for reducing our emissions and have the targets approved by SBTi within the next 24 months.

You will find more information about our climate-related metrics and targets on the following pages.

Next Steps in Our TCFD Implementation

We will be developing internal capabilities to effectively manage and mitigate climate-related risks and identify new climate-related opportunities. As part of this work, we will continue to improve our climate scenario modeling for both risks and opportunities, while expanding our disclosure of our climate risk management process and actions relating to climate-related risks and opportunities. We will continue to develop mechanisms for capturing, quantifying, and considering climate-related issues in reviewing major capital expenditures, acquisitions, and divestments while continuing to embed climate issues in business strategy and decisions relating to our supply chain.

GHG Emissions

Our greenhouse gas (GHG) emissions mainly come from purchased electricity and fuel consumption. We measure, monitor, and review these emissions at our manufacturing facilities and offices.

We are implementing a combination of measures to reduce our GHG emissions, including improving energy efficiency, increasing our share of renewable energy, and investing in more carbon offsets.

In 2021, our combined Scope 1 and Scope 2 GHG emissions amounted to 105,255 tCO_2e. We commenced Scope 3 reporting in the same year, and our Scope 3 emissions amounted to 545.79 tCO_2e.

CO_2 EMISSIONS REDUCED

11%
in tons of CO_2 emitted per sales dollar since 2019

Carbon Dioxide Emissions (tCO_2e)			
EMISSION SOURCE	2019	2020	2021
Direct Emissions Scope 1	1,374	2,953	3,649
Indirect Emissions Scope 2	97,626	88,227	101,606
Total Emissions (tCO_2e)	**99,001**	**91,180**	**105,255**
Emissions Intensity (tCO_2e/$ million in revenue)	**103**	**98**	**91**

Note:
GHG emissions were calculated in accordance with The GHG Protocol Corporate Accounting and Reporting Standard. Scope 1 includes direct emissions from fuel used for power generators and company vehicles. Scope 2 includes indirect emissions from purchased electricity. Scope 3 includes other indirect emissions arising from business air travel at the headquarters and water.

Our Energy Efficiency Drive

We are replacing conventional energy-intensive lighting systems with energy-efficient LED lights at our sites globally. As of 2021, 93% of our facilities have been retrofitted with LED lights.

OUR ENERGY EFFICIENCY TARGETS

Convert all of our facilities to **100%** LED lighting by the end of financial year 2022

Attain **5%** energy savings across our facilities by the end of financial year 2022

Reduce the electricity consumption of lighting to **75 MWh** by the end of financial year 2022, based on the consumption of 1,507 MWh for lighting

Note:
Supply and water treatment for all water withdrawal. The GHGs reported include carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O). Emission factors from the US EPA and the UK DEFRA and GWP values from the 2014 IPCC Fifth Assessment Report were used. Scope 2 emissions were calculated using the location-based method, with grid emission factors from the US eGRID database and the Institute for Global Environmental Strategies (IGES). Intensity is calculated using combined Scope 1 and 2 emissions as the numerator and the revenue for the reporting year as the denominator.

ENVIRONMENT

Energy Efficiency

Most of our energy consumption is from electricity usage in our manufacturing facilities and offices. In addition, our operations also use fuel, mainly natural gas, petrol, and diesel.

We have adopted a two-pronged strategy to reduce our energy intensity – utilizing energy-efficient technology and equipment in our manufacturing facilities and increasing our use of renewable energy.

Our total energy consumption in 2021 was 761,318 GJ, higher than the 560,386 GJ we used in 2020. Our energy intensity in 2021 was 656 GJ per million USD revenue, compared with 603 GJ/million USD revenue in the previous year. Purchased electricity from the grids contributed 68.9% of the total energy used.

Renewable Energy

While we continue with energy efficiency initiatives in our facilities, we are committed to meeting a certain percentage of our energy needs from renewable sources. Progressively increasing the use of renewable energy is a vital part of our strategy to reduce our greenhouse gas emissions, and we have already installed solar panels at 12% of our facilities. A total of 3,165 MWh of solar power was generated on-site, amounting to 2.1% of total electricity consumption in 2021.

Our goal is to offset 19,800 metric tonnes of CO_2 emissions by the end of the financial year 2025 through the use of renewable energy.

Water

Water is a necessary resource in our manufacturing sites. We consider water a precious resource that must be managed responsibly. We use water primarily for domestic and operational purposes. Our operational use of water includes the cleaning and washing of components, impregnation machine and vibratory wash units, tumbling, wire cutting, injection molding and surface treatment processes, wastewater treatment, and use in the cooling tower.

In 2021, we consumed 1,205 ML of water, an increase of 14.0% compared to 1,058 ML in 2020. Water intensity for the reporting year was 1.04 ML/million $ revenue. Our manufacturing facilities account for most of our water usage. We do not withdraw raw water from direct sources such as rivers, lakes, groundwater, or coastal zones. Instead, we mainly rely on public utilities for our water supply.

Our water stewardship aims to implement water and climate resilience initiatives, and our water management practices align with the UN SDG 6: Water and Sanitation. Our water policy is carefully governed, implemented, and periodically reviewed by our Safety, Health, and Environment Committee, with oversight from the Sustainability Committee, headed by our CEO.

We respond to the annual CDP Water Security assessment, submitting detailed information about management, governance, use, and stewardship of water resources – including our water performance data. In 2021, our CDP Water Security rating improved from C to B.

THE WASH PLEDGE

As a signatory to the WASH Pledge, Interplex is committed to:

Providing access to safe water, sanitation, and hygiene at the workplace for all employees.

Engaging our suppliers to take action on WASH.

Caring for the water needs of the local communities around our manufacturing facilities.

Reaffirming our commitment to water stewardship, we became a signatory of the WASH pledge for access to safe water, sanitation, and hygiene in 2021. In line with the pledge, we ensure all of our workplace employees have access to clean water and adequate toilet facilities. Our facilities promote hygiene through employee awareness and education, and we are using the WASH Pledge self-assessment tool to evaluate the implementation of access to safe WASH at the workplace. The assessment will help us identify areas for improvement and support decision-making regarding investment and priority actions.

Water-Related Risks

As part of our water policy, we constantly work to improve our understanding of water-related risks from water stress and climate change, measure and report water use data, and reduce our impacts on water availability and quality wherever we operate.

We evaluate water risks as part of our manufacturing facilities' environmental risk assessment. We plan to focus on assessing the water-related risks in our direct operations first and then extending it to our key materials suppliers.

ENVIRONMENT

In 2019, we commenced our first water stress assessment using the Aqueduct Water Risk Atlas (v3.0) tool. We identified eight facilities located in areas with high and extremely high baseline composite overall water risk.

In 2021, we conducted further analysis and decided to expand our criteria in identifying facilities with high and extremely high water stress risk. In addition to the baseline composite overall water risk, we also considered other baseline physical indicators such as water stress risk, water depletion risk, groundwater table decline risk, riverine flood risk, coastal flood risk, and untreated connected wastewater risks. Some of our facilities are located in close proximity to rivers and seas, and some are located in areas where robust water management is lacking. We also considered past extreme weather events and projected impacts of climate change, such as drought, changing rainfall patterns, and sea-level rise. We identified 21 facilities located in areas with water stress, representing 63% of our total facilities in 2021.

Close to three-quarters of these facilities are situated in Asia. We closely monitor our water withdrawal and usage at our facilities in these water stress areas and other manufacturing plants.

Our efforts to improve water efficiency, minimize leakage and recycle or reuse water have resulted in a 37% reduction in our global water usage since 2019. At the end of 2021, 7% of our facilities were equipped with on-site water recycling systems. We aim to increase this by 30% by 2030.

Some of our manufacturing facilities are also equipped with water treatment plants to neutralize our alkaline effluent arising from cleaning or rinsing processes to allowable limits before discharging into public sewers or bodies of water.

Materials

Our input materials include various metals such as steel, stainless steel, copper alloy, aluminum alloy, zinc alloy, plastic, chemicals, and packaging material. We closely monitor and review our usage of these materials to continually improve the resource efficiency of our manufacturing processes.

Exploring ways to reduce plastic tray thickness.

Finding solutions to use recycled materials in packaging.

Working with customers on potentially recycling resin.

Redesign of tools.

MATERIALS CONSUMPTION

2021

Non-renewable Material:

124,136 metric tons

of non-renewable material, mainly comprising metals, plastic, and chemicals. Steel accounted for 64% (by weight) of all metals purchased. Other metals included copper alloys, aluminum alloys, and zinc alloys.

Renewable Material:

270,069 pieces

used in the same year consisted of wooden pallets.

Please see detailed materials data charts on the following pages.

Waste Management

Waste is mainly generated in our manufacturing operations.

We have three primary approaches to managing waste in our manufacturing operations:

Enhance our resource efficiency to minimize waste.

Ensure safe disposal of all waste.

Divert waste from landfills to recycling or waste-to-energy incineration.

Hazardous and non-hazardous waste

The hazardous waste generated by our production processes includes waste chemicals, sludge, resin, and solid wastes. Non-hazardous waste mainly comprises metal scraps.

In FY2021, our facilities generated 2,353 metric tons of hazardous waste and 50,149 metric tons of non-hazardous waste. Compared with 2020, our total waste increased by 11% due to increased production activity.

Hazardous waste generated in our plants includes waste chemicals, spent resins, sludge, and other hazardous solid waste. Non-hazardous waste refers to scrap metals.

ENVIRONMENT

As part of our environmental management system, we have implemented measures to segregate, store, and dispose of waste safely. We dispose of hazardous waste in strict compliance with local regulations. Non-hazardous waste metal scraps are recycled through scrap collectors who sell them to various mills that use the metal to make new steel coils, copper alloys, etc. We have a target to ensure all personnel responsible for chemical waste and spill management attend at least eight hours of training per year. We consistently achieve this target every year.

We also have a target to reduce non-hazardous waste by 3% by 2022 (from the 2019 baseline) and by 20% by 2030. For hazardous waste, our target is to decrease the waste intensity by 5% by 2025 and 10% by 2030 from the 2019 baseline.

Environmental Compliance

We aim to maintain air emissions levels below applicable regulatory thresholds and monitor these in accordance with local regulatory requirements.

Developing Green Technology

Developing innovative technologies is crucial for Interplex and its customers to successfully transition to a low carbon economy. Our vertically integrated production capabilities and extensive global footprint enable us to develop top-notch green energy solutions for our customers.

For example, our Fuel Cell Bipolar Plates and Cell-PLX™ Customized Energy Interconnect Systems with cooling systems can help industries such as aerospace, mobility, transportation, industrial and maritime in transitioning to greener forms of energy.

Fuel Cell Bipolar Plates (BPPs)	Cell-PLX™ Customized Energy Interconnect Systems
Manufactured in house, our BPPs are a critical component of hydrogen fuel cells.	These are optimized battery cells and thermal cooling systems used in electric vehicles, maritime vessels, personal mobility devices, and solar and wind energy storage systems.

The Interplex Product Development team also partners with a number of our customers to deliver customized green technology solutions that help minimize their environmental impact.

Employee Awareness

Building employee awareness of environmental issues is an ongoing activity across our facilities. Our relevant employees attend the annual ISO 14001 training to support the implementation of our environmental management system. Across our manufacturing facilities, relevant employees are also periodically trained in preventing and managing chemical spills.

Employee awareness has helped us eliminate single-use plastic in our offices, factories, and R&D centers. We have installed water dispensers across our global locations and encouraged staff to use their personal, reusable cups for beverages. This practice has eliminated approximately 1.6 tons of plastic waste yearly.

ENVIRONMENT

Environment Key Performance Indicators

Combined Scope 1 + 2 Emissions - Absolute and Intensity

Bar/line chart. Left axis (emissions): 0–140,000. Right axis (intensity): -500 to 100.

Year	Combined Scope 1 and 2	Emissions Intensity
2019	99,001	103
2020	91,180	98
2021	105,225	91

- Combined Scope 1 and 2 (tCO$_2$e/million USD revenue)
- Emissions Intensity (tCO$_2$e/million USD revenue)
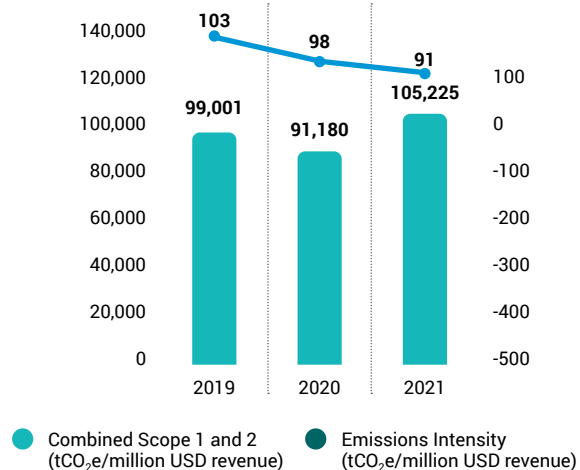
2021 Combined Scope 1 + 2 Emissions, by Region (tCO$_2$e,%)

- 90,973, 86%
- 9,160, 9%
- 5,122, 5%

- Asia Pacific
- Europe
- Americas

Total GHG Emission (tCO$_2$e)

Year	Scope 1	Scope 2	Scope 3
2019	1,374	97,626	
2020	2,953	88,227	
2021	3,649	101,606	546

- Scope 1
- Scope 2
- Scope 3
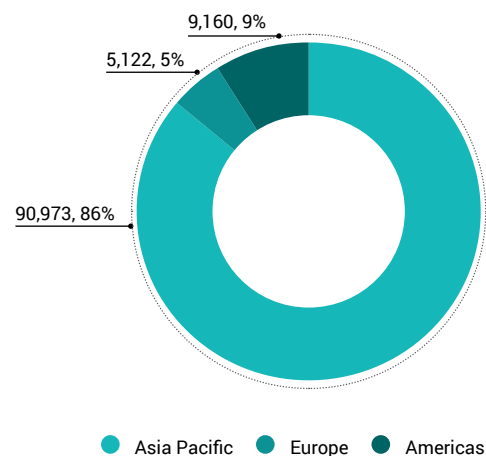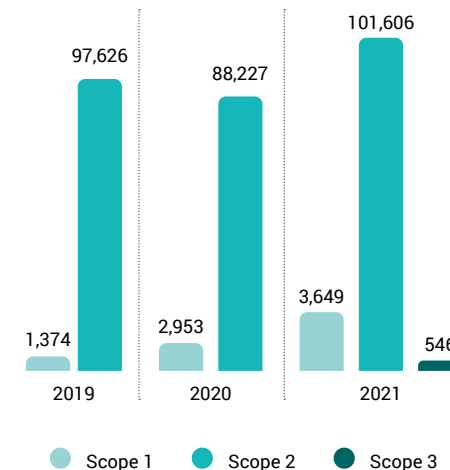
Energy Consumption - Absolute and Intensity

Left axis: 0–900,000. Right axis: -2800 to 700.

Year	Consumption	Intensity
2019	561,293	586
2020	560,386	603
2021	761,318	656
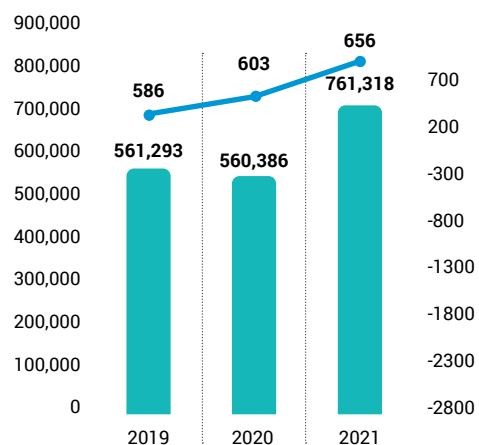
2021 Energy Consumption by Type (GJ,%)

- 524,794, 69%
- 11,394, 1%
- 225,130, 30%
- 38,520, 5%
- 14,516, 2%
- 171,729, 23%
- 365, 0%

- Electricity
- Solar
- Natural Gas
- Gasoline/Petrol
- Diesel
- Fuel Oil

Water Withdrawal (ML)

Year	All Areas	Areas with Water Stress
2019	1,939	
2020	1,058	964
2021	1,205	1,090

- All Areas
- Areas with Water Stress
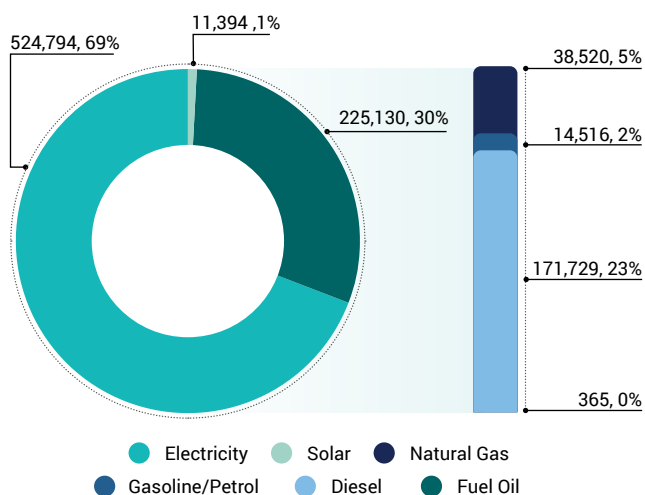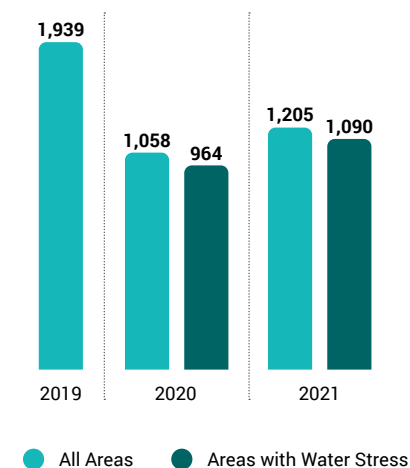
ENVIRONMENT

Environment Key Performance Indicators

Waste Generated (metric tons)

FY2019
- 52,945
- 2,671
- 50,274

FY2020
- 47,485
- 2,274
- 45,211

FY2021
- 52,502
- 2,353
- 50,149

● Non-hazardous Waste   ● Hazardous Waste
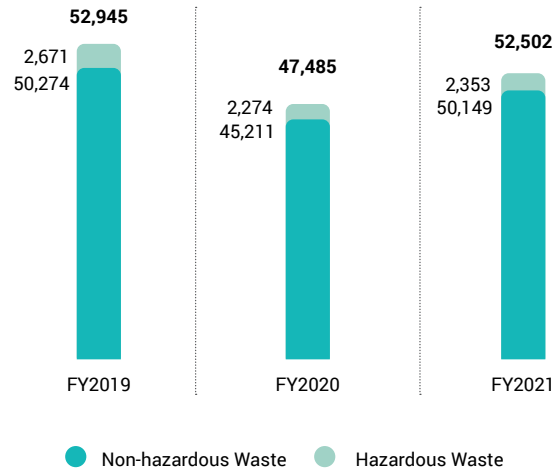
Non-renewable Materials Used (metric tons)

FY2019
- 105,160
- 2.20
- 6,524
- 98,634

FY2020
- 113,488
- 2.14
- 6,023
- 107,463

FY2021
- 124,136
- 1.98
- 7,402
- 116,732

● Metal   ● Plastic   ● Chemical

Type of Metals (FY2021)

- 0.1%
- 0.4%
- 3.5%
- 3.6%
- 9.7%
- 82.7%

● Steel   ● Copper Alloy   ● Stainless Steel   ● Aluminium Alloy   ● Zinc Alloy   ● Other Metals
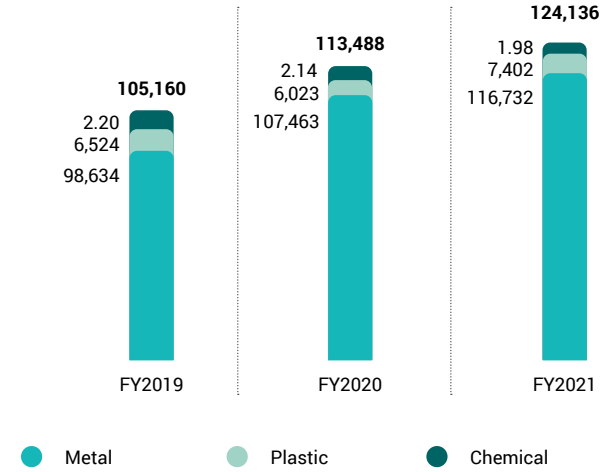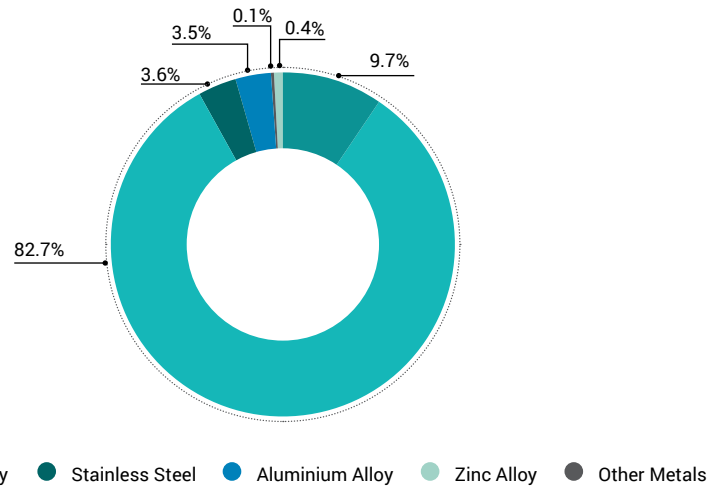
Renewable Materials Used - Wooden Pallet (pcs)

FY2019
- 246,290

FY2020
- 270,069

FY2021
- 316,485
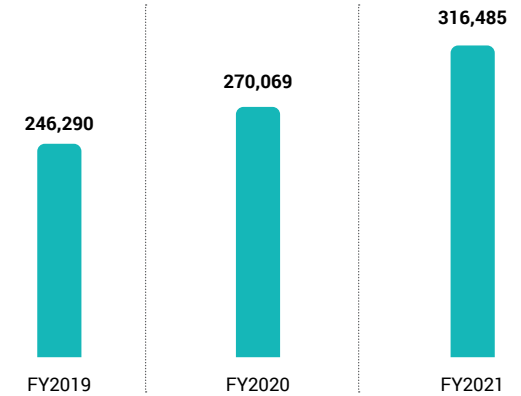
PEOPLE

Our human resources policies focus on creating an inclusive, empowering, and enabling workplace where employees can thrive. We promote diversity, equality, and mutual trust and respect at the workplace, while the safety, health, and mental wellbeing of our people remain our top priorities. We provide ongoing learning opportunities to our employees for personal and professional development.

Our people are at the heart of our business success. We aim to attract and retain the best talent to maintain our high performance, and our goal is to be an employer of choice.

PEOPLE

Employment

At the end of FY2021, Interplex had 14,007 employees. Permanent employees held 34.8% of the roles, while 61.2% were on fixed-term employment contracts. Asia accounted for 83.7% of our workforce. We hired 5,867 new employees during the financial year.

Diversity

Interplex is an equal opportunity employer. We work with individuals and business partners from various backgrounds and cultures, offering diverse skills, and we strive to create an inclusive work environment regardless of age, religion, race, mental or physical disability, gender identity, marital status, or sexual orientation. Our HR policies are designed to foster a ONE Interplex culture and celebrate diversity and inclusion in the workplace while advocating for fair and progressive workplace practices. In Singapore, we adopted the Tripartite Standards established by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP). We are also members of the Singapore National Employers Federation (SNEF), driving excellence in responsible employment practices.

As of the end of FY2021, women represented 40.9% of our employees and held 22.6% of our managerial positions. During the financial year, female employees constituted 43.1% of the new hires.

FY2021 Employees by Gender	Male	Female	Total
No. of employees	8,281	5,726	14,007
No. of permanent employees	3,054	1,820	4,874
No. of temporary employees	374	103	477
No. of fixed-term contract employees	4,853	3,803	8,656
No. of full-time employees	8,127	5,633	13,760
No. of part-time employees	154	93	247

FY2021 Employees by Region	Asia	Americas	Europe	Total
No. of employees	11,723	1,308	976	14,007
No. of permanent employees	2,805	1,230	839	4,874
No. of temporary employees	437	18	22	477
No. of fixed-term contract employees	8,481	60	115	8,656
No. of full-time employees	11,499	1,296	965	13,760
No. of part-time employees	224	12	11	247

Total Employees by Gender

	FY2019	FY2020	FY2021
Male	7,917	7,244	8,281
Female	5,109	4,912	5,726
Total	13,107	12,156	14,007

- Male
- Female
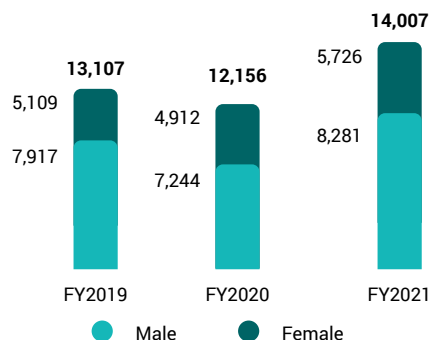
Total Employees by Age Group

	FY2020	FY2021
<30 years	5,004	6,050
30-50 years	6,228	6,668
>50 years	924	1,289
Total	12,156	14,007

- <30 years
- 30-50 years
- >50 years

Total Employees by Region

	FY2019	FY2020	FY2021
Asia	11,055	10,118	11,723
Americas	1,228	1,143	1,308
Europe	824	895	976
Total	13,107	12,156	14,007

- Asia
- Americas
- Europe
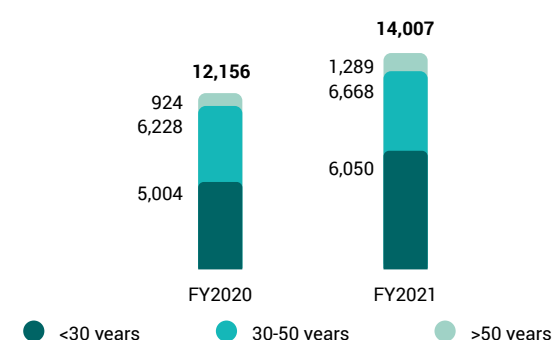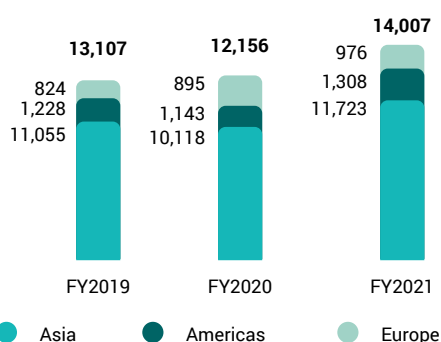
Employees by Category & Gender (FY2020)

	Male	Female
Operators	52%	48%
Junior Staff	65%	35%
Middle Management	79%	21%
Senior Management	88%	12%

- Male
- Female
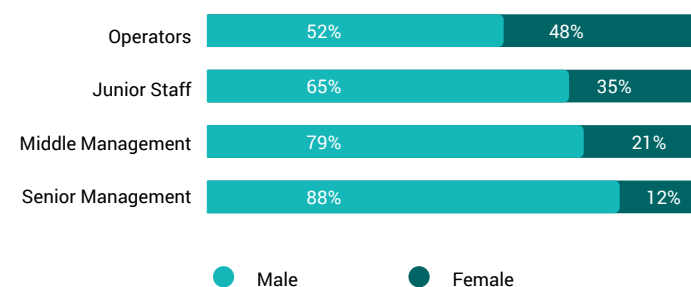
PEOPLE

Protecting Our People in the Pandemic

New waves of the COVID-19 virus in several parts of the world provide a stark reminder that the pandemic is not yet over. As it continues to create new challenges and disruptions to our societies and economies, our employees' health, safety, and well-being remain our highest priority.

To protect our employees, we have enforced these strict prevention protocols within all Interplex facilities:

Maintain frequent communication with employees, sharing the realities of global and local COVID-19 situations.

Implement prevention protocols (e.g., wearing of masks, safe distancing, frequent disinfection of common spaces) and ensure adherence to government regulations.

Provide access to COVID-19 tests and personal protective equipment (PPE) as needed.

Disseminate frequent reminders on prevention protocols to minimize the spread of the COVID-19 virus.

Encourage employees to take COVID-19 vaccinations and boosters when eligible.

Employee Engagement

Highly engaged, energized, and involved team members play a crucial role in driving innovation, productivity and performance. We engage our employees in various ways to build mutual trust, understanding and teamwork.

Quarterly management calls and regular town hall meetings

Led by our Chief Executive Officer, the senior leadership team hosts a quarterly communication call with managers worldwide to share and exchange important business updates. These calls allow managers to engage with our senior management on important issues and ideas.

At the facility level, local General Managers hold regular town hall meetings with their teams to maintain ongoing communication. In addition, Bulletin Boards in common areas help keep everyone updated on policies and developments, while suggestion boxes allow team members to provide feedback and ideas for improvement.

Open door policy

Our employees can approach their supervisors, managers, or senior management with their concerns, complaints, questions, or suggestions. In addition, our open-door policy encourages employees to bring their concerns, views, and ideas to the management team – at any level.

Events and celebrations

We continue to organize various team-building events, health awareness campaigns, family events, get-togethers and celebrations of birthdays, and local festivals throughout the year. This is done with the aim of fostering collaboration and building team morale.

As a result of the disruptions from COVID-19, there was an increased emphasis on conducting health and wellness workshops across all regions to improve the well-being of employees. We held a "Workplace Outreach Wellness (WOW)" program, "Energy and Resilience" workshops, "Island of Stillness" workshops, "Team-Care for Challenging Times" and "Self- Care for Challenging Times" workshops, and other employee wellness programs.

All events were organized in adherence to our strict COVID-19 protocols to protect the health and well-being of our employees.

Developing Our People

Employee development is a vital part of our employee engagement strategy. We provide training opportunities to all employees to help them grow professionally and personally. A range of learning and development opportunities are accessible to employees across all locations.

Over the past two years, we have launched a range of online development courses, as many of our colleagues have continued to work from home during the pandemic. In 2021, our employees accessed more than 200 curated courses to equip themselves with new skills and knowledge. The average training hours in FY2021 were lower than in previous years due to COVID-19-related disruptions impacting the workplace. In FY2022, we will assess the learning needs and work with sites to drive the talent development agenda for our people.

This report covers training hours relating to indirect employees.

PEOPLE

INTERPLEX TRAINING AT A GLANCE

	FY2019	FY2020	FY2021
Total hours of training delivered	4,540	4,255	4,190
Average hours of training per employee	19.2	17.2	11.1

Note: Training data refers to indirect employees

Average Training Hours Per Employee, by Gender

	FY2019	FY2020	FY2021
Male	20.5	15.6	11.6
Female	17.3	20.8	10.8
Overall	19.2	17.2	11.1
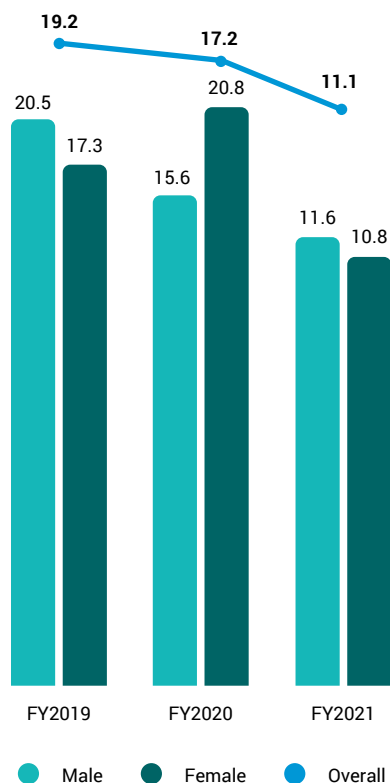
Average Training Hours Per Employee, by Employee Category

	FY2020	FY2021
Senior Management	7.8	4.6
Middle Management	18.2	10.2
Junior Management	16.5	12.7
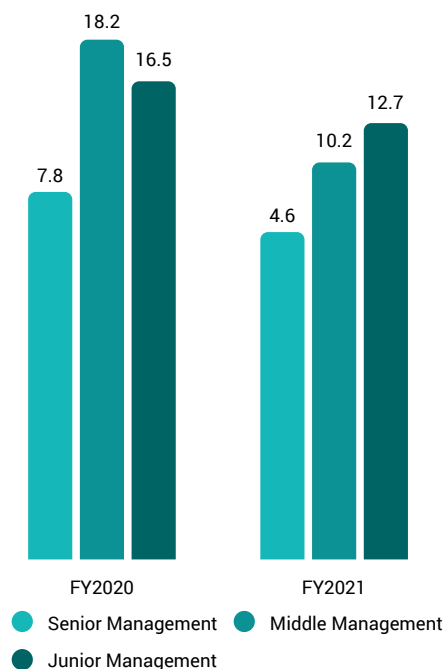
Performance Management

Our performance management system rewards performance and identifies career development opportunities through a fair, transparent, and objective assessment.

We take a key performance indicator (KPI)-based approach to managing performance and have developed a KPI culture across the organization. Our performance appraisal process covers all employees, and the process includes three key milestones every year:

> At the start of the year, managers establish KPI goals with their direct reports.

> A mid-year appraisal reviews the performance to assess progress and identify potential areas for improvement.

> At the end of the year, employees review their overall performance and achievements with their managers and make plans for the following year.

PEOPLE

New Hires Demographic Representation

New Hiring by Gender

Indicators	FY2020			FY2021		
	Male	Female	Total	Male	Female	Total
No. of new hires	2,190	1,748	3,938	3,338	2,529	5,867
Rate of new hires	30.2%	35.6%	32.4%	40.3%	44.2%	41.9%

New Hiring by Age Group

Indicators	FY2020				FY2021			
	< 30 years	30-50 years	>50 years	Total	< 30 years	30-50 years	>50 years	Total
No. of new hires	2,599	1,224	115	3,938	4,002	1,666	199	5,867
Rate of new hires	51.9%	19.7%	12.4%	32.4%	66.1%	25.0%	15.4%	41.9%

New Hiring by Region

Indicators	FY2020				FY2021			
	Asia	Americas	Europe	Total	Asia	Americas	Europe	Total
No. of new hires	3,463	322	153	3,938	5,278	409	180	5,867
Rate of new hires	34.2%	28.2%	17.1%	32.4%	45.0%	31.3%	18.4%	41.9%

Total New Hires (Number, Rate)

32.4% 41.9%

3,938 5,867

FY2020 FY2021
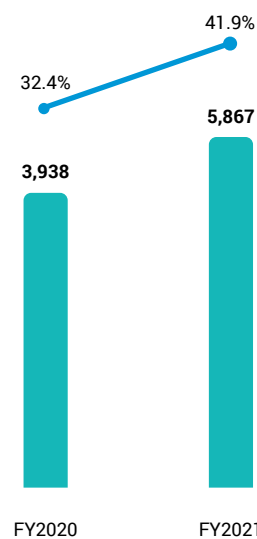
PEOPLE

Occupational Health and Safety

Our people's safety, health and wellbeing are our foremost priorities, and we strive to maintain a zero-accident workplace.

Our comprehensive Environmental, Health and Safety (EHS) Policy aims to ensure environmental protection, safe, healthy, and incident-free workplaces, and regulatory compliance across our global operations. We have adopted key performance indicators to track our EHS progress and performance. EHS is one of the five themes of the employee performance management system, promoting accountability, safety, health, and environmental issues. The senior management has oversight over the EHS performance through regular reviews.

Occupational Health and Safety Management System

Our manufacturing facilities have adopted international occupational health and safety (OH&S) management standards. By the end of 2021, 21% of our manufacturing facilities had achieved the ISO 45001:2018 certification for occupational health and safety management systems. We have set a target for at least 50% of our manufacturing facilities to be certified by the end of 2022 and 100% by the end of 2024.

OH&S CERTIFICATION TARGET

100%
manufacturing facilities to be certified to ISO 45001:2018 by 2024

SAFETY PERFORMANCE

55%
of our locations had ZERO injuries in FY2021

Injuries that resulted in >3 days of lost time

Occupational Health & Safety KPIs FY2021

	Reduce total number of incidents by 50%	Review and close out at least 75% of risk assessments
KPI		
PROGRESS	**33%**	**>75%**

All of our manufacturing facilities have already completed the health and safety risk assessment as part of implementing the OH&S management system. Following the risk assessment, each site has implemented the necessary measures for improving and providing a safe and healthy workplace for employees, customers, contractors, and visitors.

EHS KPIs and Targets

We follow strategic KPIs and specific annual targets to maintain a sharp focus on managing environmental health and safety risks. Our senior management regularly reviews our organization-wide EHS performance against these KPIs and targets.

In FY2021, the EHS KPIs were fully achieved by 20 of our facilities (69%) across the Americas, Europe, China, Southeast Asia, and South Asia.

EHS Audits

Our global EHS audit program plays a central role in driving continuous improvement. The audit process focuses on:

Evaluating compliance with Interplex EHS standards and regulatory requirements.

Assessing the adequacy of site risk management, including EHS and business continuity risks.

Summarizing site EHS performance to site managers, including identification of site management strengths and areas for improvement.

Engaging site-level EHS professionals to perform audits at other sites, maximizing technical knowledge across the network.

Encouraging knowledge sharing by identifying best practices and model programs that other sites can replicate appropriately.

Proposing solutions to close gaps identified during the audit process.

PEOPLE

EHS Training

An annual EHS Training Plan ensures our employees across the organization can receive ongoing training in health, hygiene, and safe work practices. Some of the ongoing training activities include:

- Regular safety briefings to employees in our manufacturing facilities, emphasizing safe work practices.

- Risk assessment workshops and safety training are organized throughout the year.

- Awareness campaigns by our manufacturing facilities to promote health and wellbeing among our employees.

Employee Health & Safety Committees

We have established Health & Safety Committees as part of the OH&S management system to encourage employee participation in safety and health matters. The committees have joint representation from both employees and the management.

Our Safety Performance

Our policy is to thoroughly investigate all incidents of workplace injuries in order to take preventive or corrective actions. The number of recordable work-related injuries in FY2021 was 59, compared with 37 and 74 in FY2020 and FY2019, respectively. A detailed description of our safety performance is presented in the table below.

Indicators	Unit Measurement	FY2019	FY2020	FY2021
Fatalities due to work-related injuries				
Direct workforce	number	0	0	0
Subcontractor	number	0	0	0
Direct workforce	rate	0	0	0
Subcontractor	rate	0	0	0
High-consequences (non-fatal) work-related injuries				
Direct workforce	number	0	0	0
Subcontractor	number	0	0	0
Direct workforce	rate	0	0	0
Subcontractor	rate	0	0	0
Recordable work-related injuries				
Direct workforce	number	74	37	59
Subcontractor	number	0	0	2
Direct workforce	rate	2.54	1.36	2.61
Subcontractor	rate	0	0	0.31
Lost time injury (LTI) severity rate				
Direct workforce	rate	21.82	31.16	24.32
Subcontractor	rate	Not reported	Not reported	2.19
Total number of man-hours worked				
Direct workforce	man-hours	29,143,751	27,277,853	22,573,170
Subcontractor	man-hours	4,223,866	3,766,636	6,393,397

Note:
The fatality and injury rates were computed based on number of incidents per million man-hours worked. Recordable work-related injury rate is also known as lost time injury (LTI) frequency rate. The lost time injury severity rate is calculated based on the number of workdays lost per million man-hours worked.

Recordable Work-Related Injuries - Direct Workforce

- Number
- Rate

PEOPLE

Types of Injuries

The main work-related injuries in FY2021 included cuts and lacerations, sprain/strain, and bruises. We have taken corrective and preventive actions to improve safety by taking the following measures:

Automation.
Installing guarding and safety sensors.
Reinforcing standard operating procedures, safe work procedures, and risk assessments.

Specifically, we have completed risk assessments to identify the adequacy and effectiveness of personal protective equipment (PPE) for each task and documented the glove requirements or procedures to reduce risk from identified hazards. We ensure that annual lock-out (LOTO) training for operators and technicians is appropriate to their job levels, and we conduct scheduled weekly inspections of machine guarding conditions and daily checks of safety device functionality.

Two incidents of non-compliance with health and safety laws resulted in a fine of US$20,878 in FY2020 and one finding in FY2019. There were no incidents of non-compliance in FY2021.

Human Rights

We respect and uphold international human rights principles enshrined in various agreements and conventions such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization's (ILO) Core Labour Standards.

Our measures include protecting human rights in our operations and supply chain. Our human rights policy prohibits forced labor, child labor, and discrimination. We respect our employees' right to freedom of association and collective bargaining in accordance with local laws. As of the end of FY2021, nearly 30% of our employees were covered by collective bargaining agreements.

In our assessment, the risk of forced labor, child labor, or violation of freedom of association is negligible in our own operations due to the robust implementation of our human resource policies.

SUSTAINABLE PROCUREMENT

We have adopted a comprehensive sustainable procurement framework to establish guidelines for responsible sourcing across Interplex. The framework integrates business conduct and social and environmental standards into the procurement activities with our suppliers. A key purpose is to mitigate environmental, social, and governance risks in our supply chain. In addition, we have established sustainable procurement key performance indicators (KPIs) to monitor our progress in responsible sourcing.

In 2021, we worked with 2,146 active suppliers worldwide. Plastics and metals such as steel, aluminum, zinc, and copper account for a large part of our total purchase value.

We hold our suppliers accountable to the same ethics, governance, and sustainability standards that apply to our own operations.

SUSTAINABLE PROCUREMENT

Supplier Code of Conduct

To ensure clarity and compliance, we provide all our suppliers with our Supplier Code of Conduct, which sets out the minimum standards. We follow up to secure their acknowledgment and ensure they understand that we expect them to implement these standards within their own supply chains. Suppliers are required to renew their acknowledgment of our Supplier Code of Conduct every two years.

Please refer to the sidebar for more information about our Supplier Code of Conduct.

GOVERNANCE AND ETHICS	**LABOR AND HUMAN RIGHTS**	**WORKPLACE HEALTH, SAFETY, AND QUALITY**	**ENVIRONMENT**
• Compliance with Laws • Business Integrity • Financial Responsibility • Accurate Records • Conflict of Interest • Intellectual Property • Privacy • Confidential and Proprietary Information • Responsible Sourcing of Minerals • Risk Assessment and Risk Management	• Modern Slavery • Child Labor • Diversity and Inclusion • Fair Working Hours, Wages and Benefits	• Quality Requirements • Product Safety • Health, Safety, Environmental, and Quality Regulations • Process Safety	• Environmental Permits and Reporting • Waste and Emissions

See details at https://interplex.com/supplier-code-of-conduct

Supplier Sustainability Assessment

Assessing suppliers' sustainability efforts is a key element of our sustainable procurement framework. We require all new direct materials suppliers to complete a supplier sustainability self-assessment before registration as an approved vendor. Our top suppliers, accounting for 80% of our purchase value, are required to submit the self-assessment every two years.

Supplier Audits

We are progressively rolling out a comprehensive sustainable procurement action plan that includes supplier self-assessments and onsite compliance audits. In FY2021, we conducted onsite assessments for 21% of our suppliers.

These charts show our most recent supplier assessment results:

Sustainable Procurement 2022 Targets

>30%
of purchase spend on direct materials with recycled content.

>70%
Tier 1 suppliers covered by sustainability assessment.

>90%
of active direct materials suppliers provided CMRT declaration.

>25%
of suppliers covered by capacity building program.

SUSTAINABLE PROCUREMENT

Supplier Certifications

We actively engage with suppliers to encourage them to implement a sustainability management system and adopt international standards in the areas of environment, health and safety, and quality. We monitor their progress through regular audits and assessments.
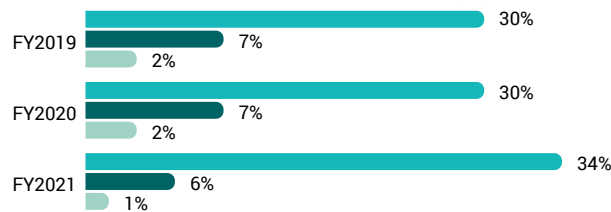
Below is a summary of our suppliers with international certifications at the end of FY2021:

New Suppliers Screened using Social and Environment Criteria (%)

FY2019	87%
FY2020	88%
FY2021	85%

Note: New Supplier data for FY2019 & FY2020 covered China and ASEAN, Japan and India (AJI) region only.

Active Suppliers with Social and Environmental Certification (%)

FY2019: ISO14001 30%, ISO45001 7%, ISO50001 2%
FY2020: ISO14001 30%, ISO45001 7%, ISO50001 2%
FY2021: ISO14001 34%, ISO45001 6%, ISO50001 1%

● ISO14001   ● ISO45001   ● ISO50001

Note: ISO50001 data for FY2019 & FY2020 excluded US.

Engagement with Active Suppliers (%)

FY2019: On-site Assessment 15%, Acknowledgement 40%, Submission of CMRT 24%
FY2020: On-site Assessment 17%, Acknowledgement 47%, Submission of CMRT 24%
FY2021: On-site Assessment 21%, Acknowledgement 51%, Submission of CMRT 43%
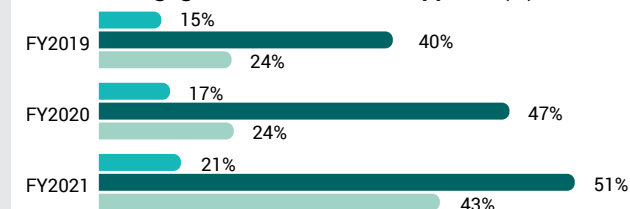
● On-site Assessment at Suppliers' Facilities
● Acknowledgement of Interplex Supplier Code of Conduct
● Submission of CMRT Declaration

Conflict Minerals

Conflict Minerals refers to minerals such as tantalum, tin, tungsten, and gold (3TG) mined mainly in the Democratic Republic of Congo and its surrounding countries by armed rebel groups in violation of human rights, using child labor, forced labor, and other unsafe mining practices. The groups sell the minerals extracted from the illegal mines to fund weapons.

Tantalum, tin, tungsten, and gold are necessary materials for electronic parts and components. The electronics industry commonly uses these materials in CPUs, hard disks, memory, motherboards, resistors, inductors, and connectors.

Responsible Minerals Sourcing

Some of our electronics products contain tantalum, tin, tungsten, and gold in their metal form. Our responsible minerals procurement policy prohibits conflict minerals from sources connected to the funding of armed conflicts, violence, and human rights violations. We do not procure these minerals directly from smelters. We require our suppliers to source them only from the smelters certified by the Responsible Minerals Initiative (RMI) to ensure the supplies are of conflict-free origin.

We ask our suppliers to exercise due diligence on the source and chain of custody of these minerals in their own supply chains. We also require them to share their reports and the details of their implemented measures.

100%

Sourcing of tantalum, tin, tungsten, and gold from RMI-Certified smelters

We have adopted the Conflict Minerals Reporting Template (CMRT), standardized by RMI. We require suppliers to complete the CMRT form and provide information regarding the minerals' countries of origin and the smelters and refiners utilized. All new direct materials suppliers must provide their CMRT declaration before registering as a new vendor. All active direct minerals suppliers are required to submit their CMRT declaration once a year.

Human Rights in Our Supply Chain

We extend our human rights policy to our suppliers. Our Supplier Code of Conduct requires suppliers to respect human rights. We have not formally assessed the potential risks of human rights violations in our supply chain. However, we remain committed to engaging our suppliers through our Supplier Code of Conduct and social assessments to mitigate human rights risks.

QUALITY

We are committed to providing products and services of outstanding quality – which not only meet but exceed our customers' expectations.

To this end, we have equipped our multi-technological facilities with state-of-the-art testing and metrology equipment that ensure only products which meet our exacting quality specifications can leave our production facilities.

Quality

Customer Trust

Business

What makes Interplex a leader in our industry is our emphasis on quality, safety, sustainability, and putting our customers at the center of what we do.

QUALITY MANAGEMENT

Interplex Business System

The Interplex Business System (IBS) defines who we are and what we do. It guides us to pursue a principled approach to business and our philosophy of Quality = Customer Trust = Business. IBS aims to build a strong operational foundation to pursue safety, quality, delivery, cost, morale, and employee satisfaction.

Customer

Technology & Innovation Teams

Sales
- Global Account Manager
- Regional Account Manager
- Core Accounts

Interplex Product Development (IPD)

Operations
- China
- Americas
- Europe
- Asia

QUALITY + CUSTOMER TRUST = BUSINESS

Techonlogy Innovation Center (TIC)

Mobility
- Interconnect – Energy
- Interconnect – Power
- Interconnect – Advance Mobility
- Interconnect – Terminal Contact Products
- Mechanical Solutions – Energy
- Mechanical Solutions – Infotainment

Medical & Life Sciences
- Medical Cables
- Surgical Devices
- Catheters
- Sensors Deposition Devices
- General Durables

Datacom & Telecom
- Server enclosures
- Customized Cables
- Data Centre Racks
- Bus-Bars
- Thermal Solutions
- Mobile Devices (miniature components, such as battery venting, and antenna contacts)

IBS consists of seven pillars and six elements, highly focused on People, Operational Excellence, Kaizen (continuous improvement), and the Customer. IBS upholds our operation system based on seven key pillars:

1. New Program Management
2. Effective Cost Management
3. Environmental Health & Safety
4. Employee Development and Engagement
5. Lean, Kaizen, and Six Sigma
6. Operational Excellence
7. Quality

Guided by IBS, each Interplex production line strives to adopt the following six elements:

1. Standardize Work
2. Total Productive Maintenance (TPM)
3. 5S
4. Quality failure management
5. Visual management
6. Lean, Kaizen, and Six Sigma

Based on its compliance and performance on Safety, Quality, Delivery, Cost, and Morale, the production line is recognized as Gold, Silver or Bronze, reflecting its journey within or towards excellence.

Manufacturing sites are already fully utilizing Kaizen and Kaizen events to drive Overall Equipment Efficiency (OEE), productivity, and cost savings improvement. Building on this experience, Interplex plans to expand current IBS implementation to non-manufacturing functions in order to optimize key processes and reduce lead time.

QUALITY MANAGEMENT

Quality Standards

Our design and manufacturing facilities around the world uphold international standards and have earned certifications for relevant quality and environmental management systems across sectors and industries such as:

| Mobility |
| Industrial Products |
| Consumer Electronics |
| Imaging & Printing |
| Mobile & Telecommunications |
| Medical & Life Science |
| Mass Storage |
| Network, Enclosure & Server |

Globally, our product design centers, manufacturing facilities, test laboratories, and tooling centers hold 99 certifications covering 10 international standards, including ISO 9001, ISO 13485, IATF16949, ISO 14001, ISO 45001, and ISO/IEC 17025. Interplex's significant registrations include an FDA Registration for Class 1 Medical Devices and an FDA Registration for Medical Device Manufacturers.

Certifications

Our facilities around the world are certified to various international environmental, health and safety, and quality standards, including:

- ISO 9001:2015
- AS 9100:2016
- IATF 16949:2016
- ISO 13485:2016
- ISO 14554-1:2013
- ISO 17025:2017
- ISO 3834-2:2005
- ISO 45001:2018
- ISO 14001:2015
- ISO 27000:2013

	Quality				Social & Environment Responsibilities			Laboratories	Welding Process Controls		Total
Standards (10)	ISO 9001	IATF 16949	ISO 13485	AS 9100	ISO 14001	ISO 45001	ISO-IEC 27000	ISO/IE 17025	ISO 3834-2:2005	ISO 14554-1:2013	
Total Sites (42)	31	25	7	1	21	6	1	3	3	1	99

You will find more details about our certifications at: *https://interplex.com/standards-certifications*

Customer Health and Safety

One of our utmost priorities is to mitigate the potential health and safety hazards of our products. Our commitment to a Zero-Defect Approach requires all products to pass through stringent quality and safety checks. Every item we produce is certified to be in full compliance with customer requirements and government regulations.

There were no incidents of non-compliance concerning the health and safety impacts of our products and services in the reported period.

Product Safety

Product safety and liability are particularly significant factors for our mobility segment. To mitigate product safety risks, we have implemented comprehensive quality and safety assurance measures in our manufacturing operations and across our supply chain. Our strict product safety requirements are also included in our Supplier Code of Conduct.

Awards and Recognition

We continue to earn appreciation and recognition from our customers for our focus on quality and total customer satisfaction. Since FY2019, we have received 30 awards covering areas such as excellence in quality, support and service, and overall performance and technology.

COMMUNITY

We are committed to making a positive difference in the communities where we operate. Interplex facilities around the world take part in community initiatives to support various causes and provide help to those in need. Some of our philanthropic initiatives in 2021 are highlighted below.

CHINA

Drive donation activities for communities affected by the Henan disasters
Interplex prepared a consolation package and donated RMB 600 to each of the 90 flood-affected employees.

VIETNAM

Covid-19 test kit for local hospitals
Interplex donated disposable masks and COVID-19 test kits to two local hospitals in Hanoi, Bac Ninh Center of Disease Control (CDC) and Bac Ninh Obstetrics & Pediatrics Hospital, to fight the pandemic.

INDIA

In Bangalore, the Interplex team donated utensils, clothes, and groceries to the Sri Sai Charitable Trust for distribution among the orphans and the elders. Founded in 1972, the Trust houses more than 100 orphans and elderly under its shelter and serves the local communities in health and education.

CZECH REPUBLIC

Supporting School Children
Interplex donated funds to five primary schools in Písek. The funds go towards purchasing items such as disposable gloves, respirators, and air purifiers to help protect the 3,000 children attending the schools.

Contribution to Hospice
Interplex donated funds to Domácí hospic Athelas, a health and social services non-profit organization in Pisek. This hospice houses about 120 terminally ill patients. Unfortunately, due to the pandemic, the patients are separated from their loved ones, and they only have the companionship of the hospice caregivers as they walk their final journey.

USA

Supporting Students in Need
Interplex donated learning materials and Covid-related personal protective equipment to the Academy of St Paul for the new school term. Established by the Sisters of Charity of Convent Station in 1952, the Academy of Saint Paul offers scholarships, education, and social services to families from several towns in New Jersey and New York.

Aid for underprivileged children
In partnership with Several Sources Shelters, Interplex donated school supplies for children in need. A non-profit organization, Several Sources Shelters, supports women and children in need while providing education and ongoing compassionate support services in the New Jersey area.

Read more about our philanthropic efforts at https://interplex.com/corporate-social-responsibility/philanthropy

Section

4

ⓘ Click on the links ⬈ to further information within the document.

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Organizational Profile		
GRI 102-1	Name of the organization	3
GRI 102-2	Activities, brands, products, and services	3, 4
GRI 102-3	Location of headquarters	3
GRI 102-4	Location of operations	3-4
GRI 102-5	Ownership and legal form	3
GRI 102-6	Markets served	3-4
GRI 102-7	Scale of the organization	3-4, 9
GRI 102-8	Information on employees and other workers	9, 36-37
GRI 102-9	Supply chain	44-46
GRI 102-10	Significant changes to the organization and its supply chain	3
GRI 102-11	Precautionary Principle or approach	25
GRI 102-12	External initiatives	3, 4, 5
GRI 102-13	Membership of associations	17
Strategy		
GRI 102-14	Statement from senior decision-maker	7
GRI 102-15	Key impacts, risks, and opportunities	27-29, 7, 8, 19-23
Ethics and Integrity		
GRI 102-16	Values, principles, standards, and norms of behavior	3, 4, 5, 6, 13
GRI 102-17	Mechanisms for advice and concerns about ethics	14
Governance		
GRI 102-18	Governance structure	12
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	12
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	12, 16-17

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Governance		
GRI 102-29	Identifying and managing economic, environmental, and social impacts	12, 18
GRI 102-31	Review of economic, environmental, and social topics	12, 18
GRI 102-32	Highest governance body's role in sustainability reporting	12
Stakeholder Engagement		
GRI 102-40	List of stakeholder groups	16-17
GRI 102-41	Collective bargaining agreements	43
GRI 102-42	Identifying and selecting stakeholders	16-17
GRI 102-43	Approach to stakeholder engagement	16-17
GRI 102-44	Key topics and concerns raised	16-17
Reporting Practice		
GRI 102-45	Entities included in the consolidated financial statements	3
GRI 102-46	Defining report content and topic boundaries	18 -20
GRI 102-47	List of material topics	18-20
GRI 102-48	Restatement of information	3
GRI 102-49	Changes in reporting	None
GRI 102-50	Reporting period	3
GRI 102-51	Date of the most recent report	March 2021
GRI 102-52	Reporting cycle	3
GRI 102-53	Contact point for questions regarding the report	3
GRI 102-54	Claims of reporting in accordance with the GRI Standards	3
GRI 102-55	GRI content index	52-56
GRI 102-56	External assurance	3

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
ECONOMIC TOPICS		
Anti-Corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	13, 20
	103-2 The management approach and its components	13, 20
	103-3 Evaluation of the management approach	13, 20
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	13, 14
	205-3 Confirmed incidents of corruption and actions taken	13
Anti-competitive Behavior		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	13, 20
	103-2 The management approach and its components	13, 20
	103-3 Evaluation of the management approach	13, 20
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	13
ENVIRONMENTAL TOPICS		
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	32
	103-2 The management approach and its components	32
	103-3 Evaluation of the management approach	32
GRI 301: Materials 2016	301-1 Materials used by weight or volume	32-35
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 22, 31
	103-2 The management approach and its components	19, 22, 31
	103-3 Evaluation of the management approach	19, 22, 31
GRI 302: Energy 2016	302-1 Energy consumption within the organization	31, 34
	302-3 Energy intensity	31, 34

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 22, 31-32
	103-2 The management approach and its components	19, 22, 31-32
	103-3 Evaluation of the management approach	19, 22, 31-32
Management Approach Disclosures 2018	303-1 Interactions with water as a shared resource	31-32
	303-2 Management of water discharge-related impacts	19, 31, 32
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	31, 34
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 22
	103-2 The management approach and its components	19, 22
	103-3 Evaluation of the management approach	19, 22, 30, 34
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	30, 34
	305-2 Energy indirect (Scope 2) GHG emissions	30, 34
	305-4 GHG emission intensity	30, 34
Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 22, 32
	103-2 The management approach and its components	19, 22, 32
	103-3 Evaluation of the management approach	19, 22, 32
Management Approach Disclosures 2020	306-1 Waste generation and significant waste-related impacts	19, 22, 32
	306-2 Management of significant waste-related impacts	19, 32
GRI 306: Waste 2020	306-3 Waste generated	32, 35

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	14, 20, 23
	103-2 The management approach and its components	14, 20, 23, 33
	103-3 Evaluation of the management approach	14, 20, 23
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	14
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	20, 23
	103-2 The management approach and its components	20, 23, 44-46
	103-3 Evaluation of the management approach	20, 23, 44-46
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	44-46
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23, 41-43
	103-2 The management approach and its components	19, 23, 41-43
	103-3 Evaluation of the management approach	19, 23, 41-43

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Occupational Health and Safety		
Management Approach Disclosures 2018	403-2 Hazard identification, risk assessment, and incident investigation	41
	403-3 Occupational health services	41-42
	403-4 Worker participation, consultation, and communication on occupational health and safety	42
	403-5 Worker training on occupational health and safety	42
	403-6 Promotion of worker health	41-42
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	41-42
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	41-42
	403-9 Work-related injuries	43
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23, 38, 39
	103-2 The management approach and its components	19, 23, 38, 39
	103-3 Evaluation of the management approach	19, 23, 38-39
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	38-39
	404-3 Percentage of employees receiving regular performance and career development reviews	39
Diversity and Equal Opportunities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23, 37
	103-2 The management approach and its components	19, 23, 37
	103-3 Evaluation of the management approach	19, 23, 37
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	37

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Non-Discrimination		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23
	103-2 The management approach and its components	19, 23
	103-3 Evaluation of the management approach	19, 23
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	43
Freedom of Association and Collective Bargaining		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23
	103-2 The management approach and its components	19, 23
	103-3 Evaluation of the management approach	19, 23
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	43
Child Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23
	103-2 The management approach and its components	19, 23
	103-3 Evaluation of the management approach	19, 23
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidence of Child Labor	43
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	19, 23
	103-2 The management approach and its components	19, 23
	103-3 Evaluation of the management approach	19, 23
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidence of forced or compulsory labor	43

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20, 23, 50
	103-2 The management approach and its components	20, 23, 50
	103-3 Evaluation of the management approach	20, 23, 50
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	50
Supplier Social Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	20, 23
	103-2 The management approach and its components	20, 23
	103-3 Evaluation of the management approach	20, 23
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	44-46
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	20-23
	103-2 The management approach and its components	20-23
	103-3 Evaluation of the management approach	20-23
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	14

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S)
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)		
GRI 102: General Disclosures 2016		
Socio-Economic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	14, 20, 23
	103-2 The management approach and its components	14, 20, 23
	103-3 Evaluation of the management approach	14, 20, 23
GRI 419: Socio-economic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	14
NON-GRI MATERIAL TOPICS		
Product Quality		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	20-23, 47-49
	103-2 The management approach and its components	20-23, 47-49
	103-3 Evaluation of the management approach	20-23, 47-49
Product Quality	Ensuring high quality of products	47-49

TCFD DISCLOSURES

This report is aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. The following table indicates our TCDF disclosures.

CODE	TCFD RECOMMENDATIONS	PAGE NO.
GOVERNANCE		
TCDF 1(a)	Describe the board's oversight of climate-related risks and opportunities.	27
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	27
STRATEGY		
TCFD 2(a)	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	27
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	27
TCFD 2(c)	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	27
RISK MANAGEMENT		
TCFD 3(a)	Describe the organization's processes for identifying and assessing climate-related risks.	27
TCFD 3(b)	Describe the organization's processes for managing climate-related risks.	27
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	27, 28, 29
METRICS AND TARGETS		
TCFD 4(a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	30
TCFD 4(b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	30
TCFD 4(c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	30

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