



# Linxens

crafting the future of connections

GLOBAL COMPACT COMMUNICATION

ON PROGRESS 2020



Network France  
WE SUPPORT

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## 1. ABOUT THIS DOCUMENT

The United Nations Global Compact was launched in 2000 and is a call to companies to align strategies and operations with universal principles in the areas of human rights, labor, environment and anti-corruption and to undertake actions that advance societal goals.

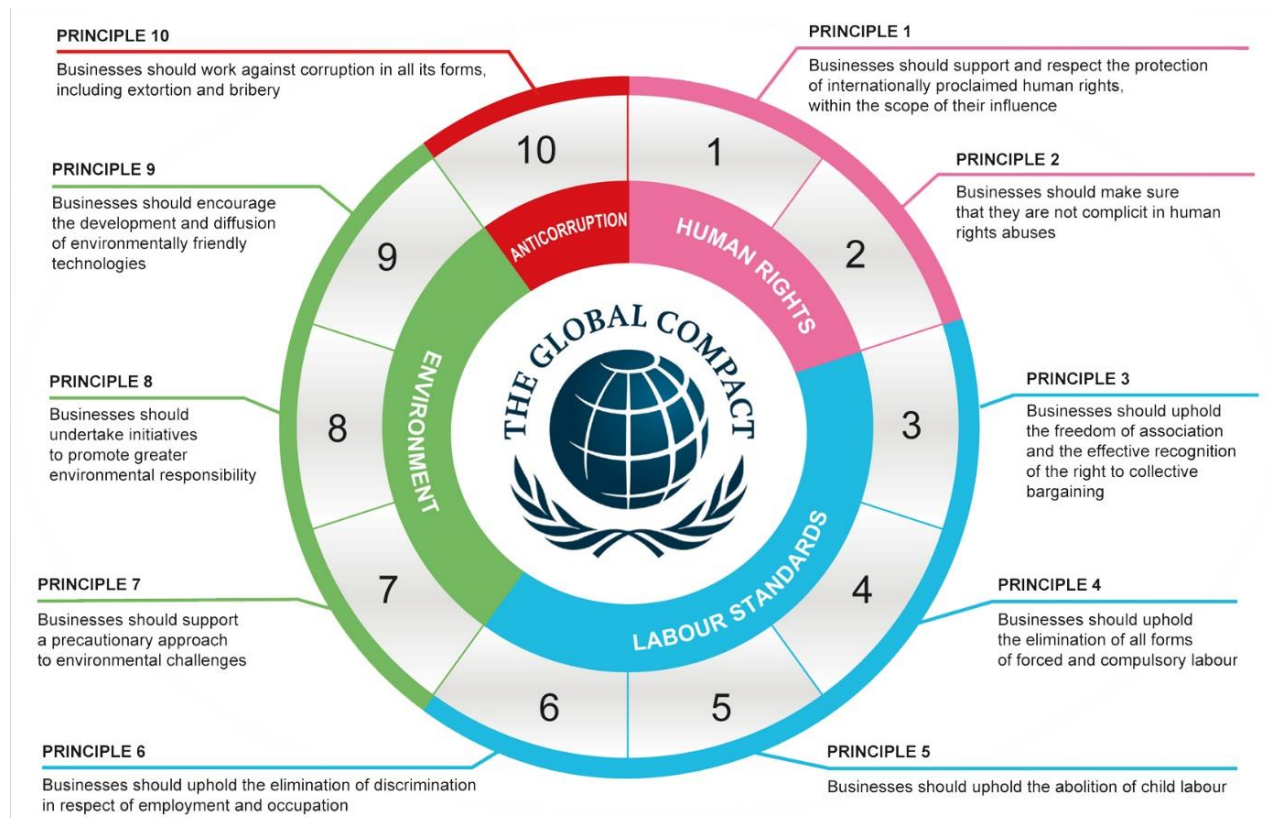
The UN Global Compact states its mission is to ‘mobilize a global movement of sustainable companies and stakeholders to create the world we want’.

With their membership, corporations express their commitment to align their operations and strategies with ten universally accepted principles of Responsible Business Conduct.

Linxens is taking part in the United Nations Global Compact (UNGC) initiative since August 2017.

Linxens is submitting its third Communication On Progress (COP) report to demonstrate the company’s ongoing accountability to the UNGC’s Ten Principles of Responsible Business Conduct.

### United Nations Global Compact Principles



## 2. CEO'S STATEMENT OF CONTINUED SUPPORT FOR GLOBAL



As a member of the United Nations Global Compact since August 2017, Linxens has been and will continue to be fully committed to its Corporate Social Responsibility towards all the Group's stakeholders - customers, suppliers, employees, communities and institutions.

It is Linxens' commitment and Group policy to conduct its business in accordance with all applicable laws, rules and regulations of the jurisdictions in which it operates.

Taking our compliance with laws and regulations one step further, at the end of June 2018 Linxens launched its Corporate Social Responsibility ("**CSR**") Program, which sets the highest standards in terms of ethics, business, integrity and sustainability.

Our CSR Program is part of our mission and values and is applied in our daily decision making activities. Linxens is committed to ensuring that its employees are treated with respect and dignity and that its manufacturing processes are environmentally responsible. Our CSR Program is designed in accordance with international standards and in particular with the OECD Principles of Corporate Governance.

In line with our UN Global Compact commitments, our CSR Program makes clear that we integrate human rights, anti-corruption and other ethical considerations into all aspects of our own risk management, and at every stage of our assignment. Our CSR Program also expresses the values and expectations of Linxens in its relationship with its stakeholders.

In 2019, our CSR Program was successfully deployed throughout the Group, with workshops on all of our sites, including those acquired recently, as well as training sessions to support and reinforce its practical implementation.

2020 has been a year like no other and we are extremely proud of how all Linxens employees have pulled together during the Covid-19 pandemic, proving themselves resilient and responsive. We have changed the way we worked, whilst continuing to deliver the excellent client experience we are known for. Our values have never been as important as they have been in 2020 and we are proud to be a member of the UN Global Compact. Incorporating the Ten Principles and producing an annual CSR report has become an automatic commitment and is already part of the company's DNA.

In this annual Communication on Progress, we give details of our actions to continuously improve the integration of the Global Compact and its Ten principles into our business strategy, culture, and daily operations.

Thank you for helping me make Linxens a socially responsible company. I hope you enjoy the read and will find inspiration reading it!

Yours sincerely,

Cuong H. DUONG  
President & CEO

### 3. ABOUT LINXENS

Linxens is a leading technology company providing secure component-based solutions for security and identification.



A world-class specialist in the design and manufacture of Microconnectors for smart cards and RFID Antennas and Inlays, Linxens' portfolio also includes module packaging. With over **100 billion Microconnectors** and **4 billion RFID Antennas** supplied to date, Linxens is the preferred supplier of many of the world's technology pioneers shaping the markets of telecom, transport, hospitality, leisure & entertainment, financial services, eGovernment, access control, healthcare and connected objects.

With its leading edge, high speed, high reliability production capabilities, Linxens sets the standard in terms of production efficiency and cost optimization, while also providing a full spectrum of design, fast prototyping and technical support services to meet customer-specific needs.

Linxens Microconnectors are used in SIM cards, payment cards, multifunctional IDs and many other credentials by smart card manufacturers, chipmakers and module manufacturers to empower billions of people every day with the tools of the digital age. The same technology is also a key enabler of the next generation of secure cards integrating biometric sensors.

Linxens RFID Antennas and Inlays are used to empower any type of card, label, token, ticket, seal, wristband or wearable technology with contactless functionality. The product line encompasses LF, HF, UHF, contact/contactless and dual-frequency Inlays, as well as state-of-the-art prelaminate that are compliant with all relevant industry standards.

This global footprint also means we can identify best practices from a broad palette of experience and apply them within each Group entity.

## Leadership Team



**Cuong H. Duong**  
 Chief Executive Officer



**Arnaud Brunetière**  
 Chief Operating Officer



**Benoit Ravier**  
 SVP Global Sales



**To Be Hired**  
 Chief Financial Officer



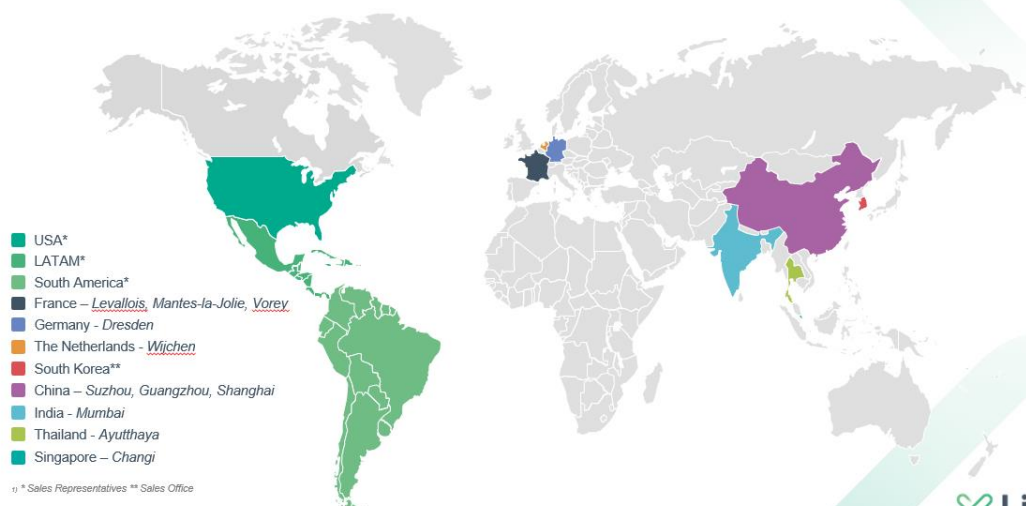
**Arnaud Lay**  
 General Counsel & CCO



**Patrick Roux**  
 SVP Group HR & Comms



## Our global footprint



## 4. SOCIAL POLICY

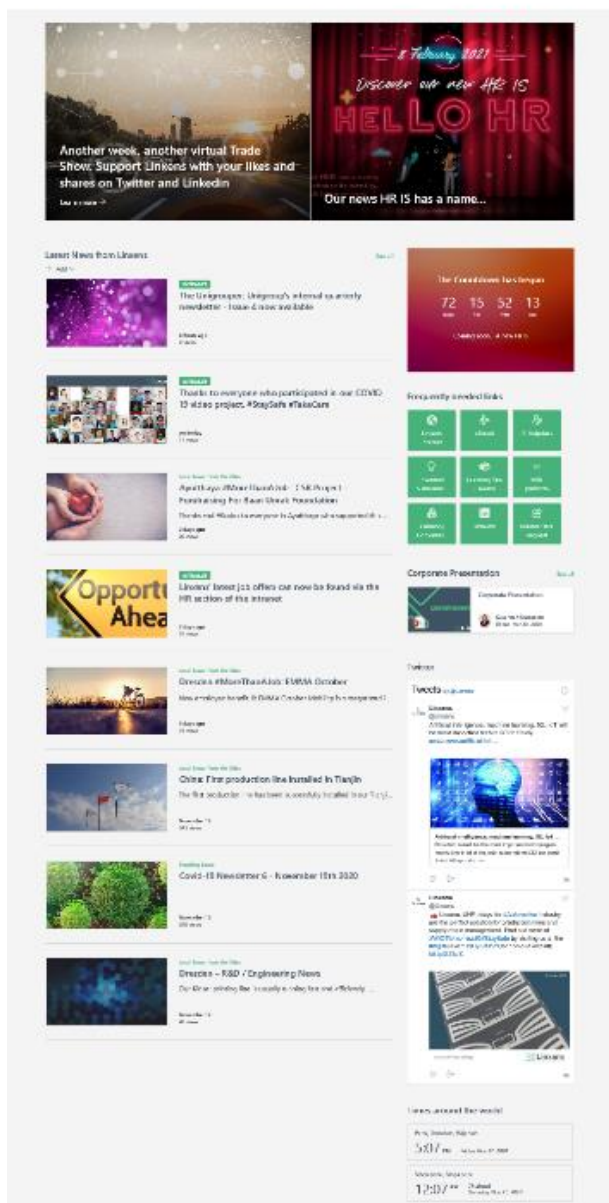
At Linxens, we know that our people make the difference, therefore Linxens recognizes their engagement both during working hours and outside the workplace.

Our social policy has three ambitions

- shape a common culture and share values within the Group and improve **employee engagement**.
- defend and promote the **human and labor rights**.
- **employee development** and **performance**.



## EMPLOYEE ENGAGEMENT



We believe that our employees should have access to the latest company news and up to date information. Therefore in 2020, the group launched a new Intranet hub.

The intranet homepage is a hub for all the company's information – from group news or local news from the sites, to product information and appointment notices.

**Our ambition** is to ride the digital wave and to adapt our communication means to provide our employees with the best possible user experience.

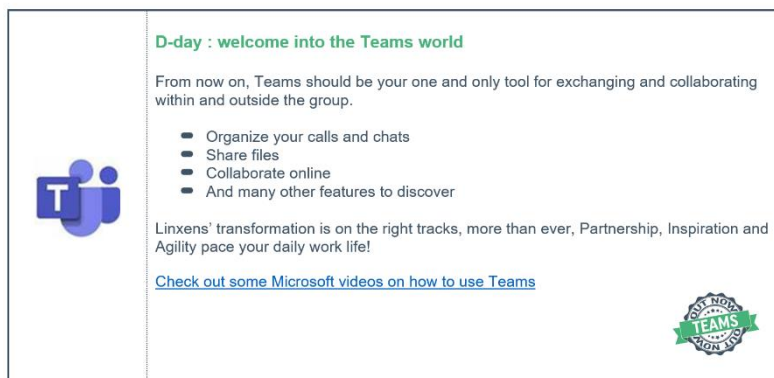
**Our desire** is to provide our employees with the most up-to-date and 'hot off the press' information.

**Our wish** is to provide a useful digital working tool that relentlessly adapts to fit our employees needs and expectations.



## The roll-out of Teams

After a successful teasing campaign, Teams was rolled out across the company and installed on every employee's professional computer.



Encouraging collaboration, Teams is used daily between colleagues and also for organizing regular Town Hall Meetings between the CEO, the Executive Committee and over 200 members of staff.

## Flexibility @ Work

In 2020, to reinforce the corporate cultural change and to meet the need for the business to be more agile and improve the employee experience, Linxens introduced a Global Flexibility @ Work policy. The objective of the Global Flexibility @ Work policy is to develop effective work organization opportunities for remote work, to promote flexible working hours, to consider flexible vacations and to rethink the organization of work space. This new policy has been designed as a global frame to support the change of mindset and to let sites management own the change.

## #MoreThanAJob

At Linxens, we fervently believe in sharing our goals, in giving everyone the keys to understanding our strategic plans, because we know that the group's success depends on the contributions and job satisfaction of every employee.

We place tremendous importance on ensuring that every newcomer is given the warmest welcome and a top-notch orientation to ensure he or she feels at home. We also support volunteer and sports activities that strengthen relationships – both those between all of us at Linxens and those with the communities in which we live. Working for Linxens means knowing that your job is much #MoreThanAJob.

## Ayutthaya

## Fundraising for the Baan Unrak Foundation

## 'Linxens Get Fit' - Walk and Run

## 'Linxens Get Fit' – 60-day weight loss challenge

## 'Linxens Get Fit' – 300 000 steps in 30 days

## Dresden



Campaign to promote the use of bicycles as means of transport to and from work



Teambuilding event between COVID 19 Confinement periods

## Vorey

Well-being training: nutrition, sleeping, musculoskeletal disorders

## Changi

### Launch of local Intranet

One platform for employees to locate all need information and e-services: supporting digitalization & engagement

The Singapore intranet is a centralized platform where you can find:

- ✓ Latest trending news in Changi
- ✓ All digitalized links and platform, for example:
- ✓ E-Leave / Employee Handbook
- ✓ PDR
- ✓ SAP Concur
- ✓ E-LISS (Lean suggestion scheme)
- ✓ Safety reporting
- ✓ Rewards & Recognition System
- ✓ Policies etc

### Launch of Yammer

Linxens Singapore has launched Yammer from Microsoft 365 as a platform for employees to connect with one another. This platform allows interaction between colleagues, breaking the



barrier between the management and employees. This platform fosters stronger communication between employees, allowing us to understand each other better.

## Wise and Well

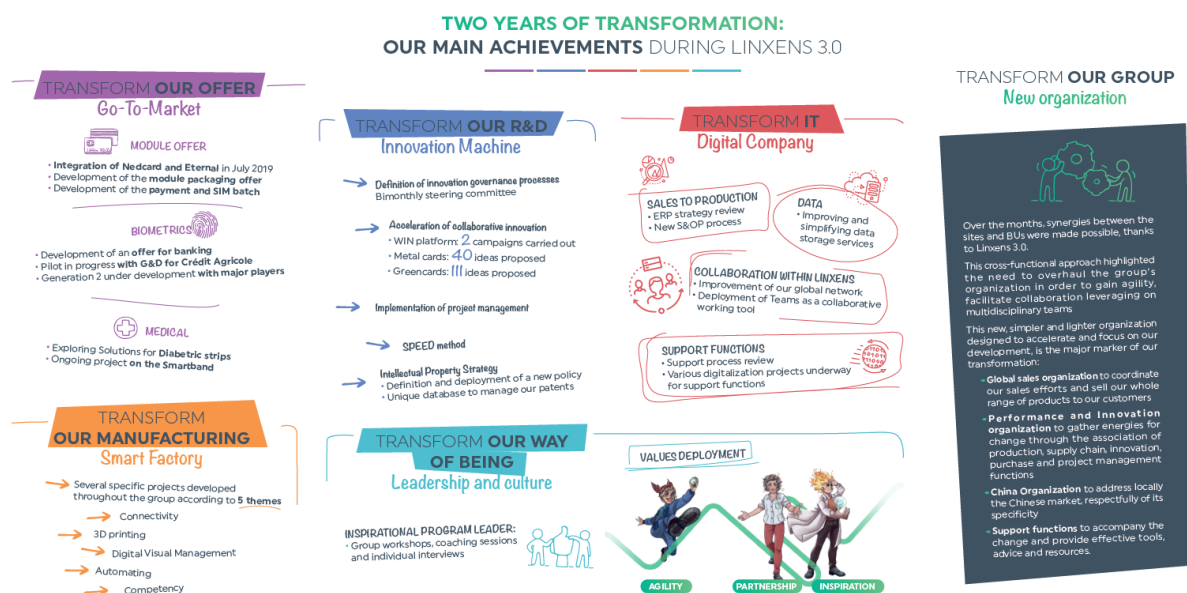
Zoom Activities to connect with people that work from home including:

- Consultants brought in to talk about Ergonomics in home and Offices
- Aerobics Trainers brought in to conduct zoom exercise

## Linxens 3.0

We know that our people are key to our success and that it is important to regularly inform our staff on the on goings of the company and its projects, and in particular of our transformation program, Linxens 3.0.

In 2020, our Linxens 3.0 came to an end because we have achieved objectives set in the transformation plan. Communication was made on each site and via the group's intranet.



**A focus on our Values:** Objective: to shape a common culture and share values within the group.

Values are the fundamental beliefs upon which a company and its behavior are based. They are the guiding principles that help to define how we should behave in our daily work with the objective of deploying a common culture within the group's various sites supporting the growth and transformation of Linxens.

In 2019, we identified **Inspiration**, **Partnership** and **Agility** as our 3 cultural values to drive our transformation. In 2020 they continued to be deployed across our sites.

### Examples of values in action

In 2020, we continued to deploy our values across the sites. Below is an example of a flyer that we distributed in five languages to all our employees, explaining how our values were defined and how they can be owned by each employees and demonstrated in their everyday work..



#### WHAT ARE VALUES?

Values are the fundamental beliefs upon which a company and its behavior are based. They are the guiding principles that help to define how we should behave in our daily work. They support a company's vision and help shape its culture.

To support Linxens' transformation, we have identified **Inspiration**, **Partnership** and **Agility** as our 3 cultural values. They are closely related to our vision and strategy to reinforce our leadership on our core businesses and expand in connected objects.



Together, we are building Linxens' culture. Your contribution is key to aligning our behaviors and actions with our beliefs. Our cultural journey is just beginning!

#### HOW DID WE GET THERE?

Through workshops, questionnaires and interviews completed by more than 100 employees from all across our sites, we collected the behaviors that you believe define the desired Linxens culture for tomorrow and we consolidated them into our three cultural values.



#### WHAT'S NEXT?

Over the coming months and years, these values will completely infuse our behaviors, practices, processes and organization. They will influence our professional lives, question our existing processes and even suggest new ways of production. We will embed them into the appearance and tasks of our work. It's now up to each and every one of us to put these values in motion all across Linxens.

## Changi

- Appointed values ambassadors
- Conduct Values workshop
- Involved the management team as sponsors to continue drive values

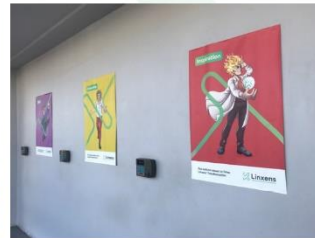
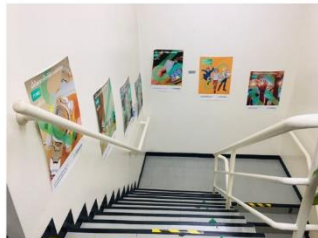




## Ayutthaya



### Communicate core values to employees

#### Brochures




## Collaborative Platform WIN, We Innovate Now

In 2020, we held another WIN campaign:

Date: February 6<sup>th</sup>, 2020



**Second WIN campaign:**  
*How can we decrease our environmental impact and lead the way to a greener future?*

**Campaign**

Following on from the success of the WIN metal card campaign, we have decided to launch a second one dedicated to the environment.

We are proud of the progress we have made in terms of offering eco-friendly products and processes, but it is now time to accelerate and build our **eco-roadmap** based on **quantified actions** and **measurable carbon footprint reduction**.

Sponsored by Franck Germain, VP Product Marketing BU SCS, this second campaign is open to all Linxens employees through the [WIN](#) platform.

[Watch Franck's video for more information](#)


The [WIN](#) platform enables all employees to participate in innovation campaigns and to become active members of Linxens' innovation community.

You are encouraged to participate in campaigns and submit your innovations or ideas to find solutions to the proposed challenges. **You can also comment, challenge, grade and like existing ideas.**

**The jury** made up of senior representatives from R&D, Sales, Marketing & Corporate Social Responsibility will score all ideas and decide whether to proceed with the solution or not. The selection criteria are: **Environmental impact – Feasibility – Innovative solution – Meets Market expectations.**

Put your thinking caps on and [join WIN](#) to help us to innovate together to find greener solutions for our clients and for our planet.

Please don't use Firefox to connect to the platform.

communications@linxens.com




Date: 20 May, 2020



### Partnership and Inspiration paving the way to a greener future

The [second WIN campaign](#) dedicated to decreasing our environmental impact mobilized the whole Linxens community. This demonstrates our shared awareness of our collective responsibility to improve our ecological footprint.

- 187 visitors / 97 participants
- 111 Ideas submitted
- 272 Comments posted

We are pleased to announce the jury's and sponsors' votes for the **SEVEN BEST IDEAS** :

#### COMMUNITY VOTE

- Wood cards
- Wood-based cards – contactless if possible

Catheline Ramsamy & Thierry Dumont

#### INLAYS

- More environmentally-friendly way to produce RFID UHF antennas, with dry etching service in Europe

Jens Engler

#### CARDS & MODULE

- Deliver SIM cards directly in 4FF Format
- Reduction of SIM packaging size

Sebastien Germain & Antoine Lecuire

#### OPERATIONS

- Optimize & tailor number of parts per shipping reel,
- Supply chain optimization to reduce transportation

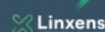
Annette Gazel & Frederic Guislain

In addition to these ideas, 30 other interesting proposals will be reviewed. People concerned will be contacted directly.

#### A word from our campaign sponsor, Franck Germain – VP Product Marketing

*"The environmental path that we identified for years as mandatory for Linxens has been one of the drivers of this innovation campaign. The current pandemic crisis can also be seen as a wake-up call to stop exceeding planet's limit. Ignite a global green re-boot, pursuing more sustainable growth is a way to rebuild!"*

*Thanks for your great participation. Together, let's lead the way for a more sustainable industry for us and our clients."*

[communications@linxens.com](mailto:communications@linxens.com)


## HUMAN RIGHTS AND LABOR RIGHTS

Linxens joined the United Nations Global Compact in August 2017 to defend and promote the values of the international community, following the international Labor Organization's Declaration of Fundamental Principles and Rights at work.

Linxens wants each of its employees to be treated equally and fairly in relation to all other employees, regardless of their location or position in the company's hierarchy. Every Linxens employee must feel safe in a caring atmosphere.

Once again this year, through concrete examples of the implementation of procedures or awareness campaigns, Linxens is addressing the themes that are key to its success for happy employees, such as gender equality, quality of life at work, work-life balance, etc.

### ■ Professional Equality

In accordance with the provisions of the Future Act of 05 September 2018, companies with more than 50 employees are invited once again to evaluate their performance in terms of professional equality and to publish their results in the "Gender Equality Index for Men".

This index consists of 5 quantified indicators:

- Pay gaps between women and men
- Difference in individual pay increases (excluding promotion) between women and men
- Proportion of women and men promoted
- The parity among the company's 10 highest paid employees
- The percentage of employees who have benefited from an increase in the year following their return from maternity leave

In 2018, Linxens France achieved an overall score of 87/100.

**In 2019, Linxens France achieved an overall score of 81/100.**

This result, above the minimum set at 75 points, encourages us more than ever to develop new actions to attract more women to our technical professions, develop women's careers and allow them better access to positions of the highest responsibility.

As declared in 2019 our objective was to apply this study to other French sites and the **results for Linxens Microtech (Vorey sur Arzon) are 88/100.**

**Professional equality index between women and men, results for Linxens France:**

Indicators	Linxens France	Maximum points
Pay gaps between women and men	39	40
Difference in individual increases (excluding promotion) between women and men	20	20
Proportion of women and men promoted	10	15
The parity among the company's 10 highest paid employees	0	10
The percentage of employees who have benefited from an increase in the year following their return from maternity leave	NS	15
<b>Overall score</b>	<b>81</b>	<b>100</b>

**Professional equality index between women and men, results for Linxens Microtech:**

4 Indicators	Linxens Microtech	Maximum numbers of points per indicators
Pay gaps between women and men	40	40
Difference in individual pay increases (excluding promotion) between women and men	35	35
The percentage of employees who have benefited from an increase in the year following their return from maternity leave	NS	15
The parity among the company's 10 highest paid employees	0	10
Global note out of 85	75	
Global note out of 100	88	100

To make our managers impartial and neutral when recruiting, the HR department continues to use a **Job interview assessment**. This online form directly accessible from the Linxens' intranet ensure the avoidance of any discrimination in the recruitment process. Several fields are evaluated allowing the manager to explain why a candidate is accepted or rejected. The job interview assessment form can be used by all interviewers to help them make their recruitment decision. For each criterion, the interviewer should check the appropriate option and provide a specific comment.

#### **Harassment awareness sessions**

In addition to the training sessions in Vorey and establishment of a Harassment committee in Mumbai reported for 2019, our site in Mantes-la-Jolie designated harassment referents in 2020.



## PEOPLE DEVELOPMENT

At Linxens, our employees' know-how is what makes it possible for us to continually reinvent ourselves as a company and satisfy our customers' needs. This means that our customers, in turn, can continue to move forward and evolve in their respective business domains, now and in the future. And therefore, we invest so much energy in helping our employees hone and expand their skills.

**Annual appraisal interviews** for each Linxens employee worldwide. These meetings are the opportunities for employees and managers to exchange on the performance and development areas.

**Performance and Development Reviews (PDR)** are an important part of each exempt employee's journey at Linxens, to review the professional evolution over the last year and set performance and development objectives for the year ahead.

The 4 Objectives of the PDR are:

- Manage **Performance**
- Develop a **Feedback Culture**
- Sustain Ownership and **Leadership**
- Ensure Employee Development and **Engagement**

In 2020, our PDR was simplified and modified to include our values.

■ **[NEW for Campaign 2020/2021]** Below are the new soft skills which will be evaluated for the next PDR Campaign 2020/2021. These soft skills are the associated behaviors of our 3 values (Agility, Partnership, Inspiration) Reminder: the leadership objectives for the year ahead have to be based on these behaviors  
 ■ Thank you for already starting to discuss the expectations linked to the expected behaviors below

VALUES	Associated behaviors	Examples and / or comments to justify ratings	Appraisal
<b>Agility</b>	Generates new ideas by learning from innovators both inside and outside the industry Rethinks and simplifies processes to move faster Focuses and arbitrates on priorities that create added value	Available from PDR 2020/2021 Campaign	
<b>Partnership</b>	Fosters collaboration both inside and outside the organization, to deliver groundbreaking solutions Makes strong interpersonal connections with others by showing empathy Maintains a high level of optimism and leverages a positive work environment	Available from PDR 2020/2021 Campaign	
<b>Inspiration</b>	Empowers, grows and recognizes people. Role models inspirational leadership and takes responsibility Shows determination to succeed and is ready to stand up for their beliefs	Available from PDR 2020/2021 Campaign	

In 2020, a New HRIS vendor selection project with participation of all Linxens sites (site need gathering; tool demo assessment...) and cross department (HR, IT, Legal, Purchasing) was launched and selected. The implementation & deployment of Workday has started on the sites.

## Talent Management

Each year, the Human Resources staff and managers are asked to assess the skills of their teams, identify talent, and specify support needs. In conjunction with this assessment, they evaluate the group's expected needs in the months and years to come.

This **Talent Review** is currently in place for the management and executive population. The talent review helps identify the skillsets currently available to the Group's entities and those which merit special attention in the foreseeable future based on changes in both our markets and our customers' needs.

The results of these extensive assessments and forecasts are shared with the group's top management, leading to specific support that is monitored throughout the year by all the HR teams. This is what makes it possible for the company's human resources to grow as fast as Linxens itself. These sessions are also the opportunity to anticipate organizational needs with successions plans discussions, etc.

## Training

Training is an essential part of any company's success. Linxens wishes to focus on the development of its employees by giving them access to many training courses on both soft and hard skills.

### Training Overview - Hours of training on Hard and Soft Skills



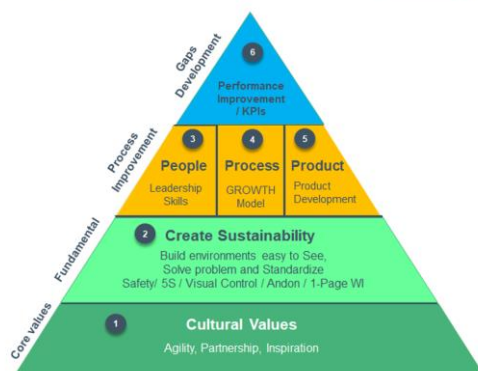
## Ayutthaya

Development training strategy and development framework

## Year 2020 Training Strategy :



## Development Framework :

To achieve business goals the Development program focuses on **enhancing peoples capabilities in 6 key areas**

## Changi



### COJTC Renewal

In 2020, Linxens has successfully renewed the status as **Certified On-the-Job Training Centre (COJTC)** by the Singapore Institute of Technical Education (ITE) to 2023. This recognition validates Linxens core aim of developing a quality workforce and sharpening our competitiveness.

### Structured Training for Operators

- Operators undergo structured On the Job Training
- Selected operators are also cross trained in other functions through OJT
- Senior Operators will go through Integrated Assessment Pathway program designed to develop their competencies in Lean, Quality and soft skills like team work. Upon completion, their work permit could be upgraded to the next skilled level.
- Senior Operators that are promoting to Team Leader will go through Section Leader course. These programs focused on further developing their team building and leadership skills in the shop floor.

Despite COVID 19 pandemic, Linxens Singapore has continued to strive for development of our people through online Learning. Employees can choose from a plethora of courses ranging from internally created online learning programs to Massive Open Online Courses (MOOC) like Udemy, Coursera and others.

Linxens Singapore team has developed in house e-Learning program including Lean 5S, Manager Essential – Recruitment and Training, QRQC and Quality Golden Rules. More eLearning are currently in development and are prepared to be launched in 2021. Employees can access all in house training through the intranet and Yammer.

### Smart Factory Competency Development

The management in Linxens Singapore continues their effort to drive Smart Factory competencies and awareness to the employees. All engineers went through an 8 hours micro learning program designed by Singapore Polytechnic to understand industry 4.0, advanced equipment and tools that are currently used in the market.

Singapore Polytechnic has also conducted training sessions with supervisors to broaden their awareness of smart factory on the shop floor. The supervisors acts as a change ambassador to drive changes in technologies to the shop floor.

For the continued effort to drive competencies of workforce towards smart factory. Linxens was recognized for Company Workforce Transformation award.

### **Manager Essential Training**

Managers often have the technical capability to perform their day to day operations. However, people management deals with a whole set of different skills which includes motivating, assessing, understanding and developing their employees.

Linxens Singapore has developed a series of program to keep managers up to date to new management practices and also government regulations covering topics like Employment Act, Fair Employment Practices guidelines, Data Protection act etc.

### **Building a Culture of Coaching and Feedback training**

- Organized coaching training for people's manager
- Section Managers and supervisors attended the workshop
- Understanding different coaching techniques and learns how to provide feedbacks.

### **Monthly Plant Communication**

Management continues engage the plant through monthly communication sessions giving employees the latest updates of the plant.

### **Engagement Survey and Workshop with Work from home**

- Conducted a workshop on time management and discuss best practices for working from home.
- Conduct engagement survey to understand employees' sentiment and emotions during the circuit breaker.
- Gather feedback from employees on how the management can support them during this period.

## SUMMARY OF ACHIEVEMENTS IN 2020

- Implementation of a **grading project** to identify and weigh the company's positions
- Review of the **salary policy** for increases and bonuses
- Introduction of **Global Flexibility @ Work** policy
- Creation and implementation of a **community of experts** to enable the recognition of experts and their development with the retention of key skills
- **Integrate #MoreThanAJob** initiative into **all new sites**
- Selection of a **new HRIS solution**
- **New HR Organization** – closer to the customer

## TARGETS FOR 2021

- Implementation of **Flexibility @ Work** policy – follow the implemented activities at each site and number of people benefitting
- Build an extensive **competency** model
- **Training efficiency program** – measurement of new knowledge implementation and impact in the day-today job
- Set up of a **coherent remuneration grid** within the group
- Start **Digitalization & Harmonization** of all HR process within Workday
- Workday **Go Live** in Q1 for the Group
- Continuous Workday **deployment**
- Continuous **Change Management** for new HR process or tool and Business projects
- Investment in **strategic reskilling** for future success



## 5. HEALTH AND SAFETY

Our commitment to make all our sites a safe workplace for our employees continue into the year of 2020 with global effort for health and safety initiatives, programs and awareness communication.

From the Group to sites level, our management and managers believed that all accidents are preventable and Safety is part of the business process and always remain as a Top Priority.

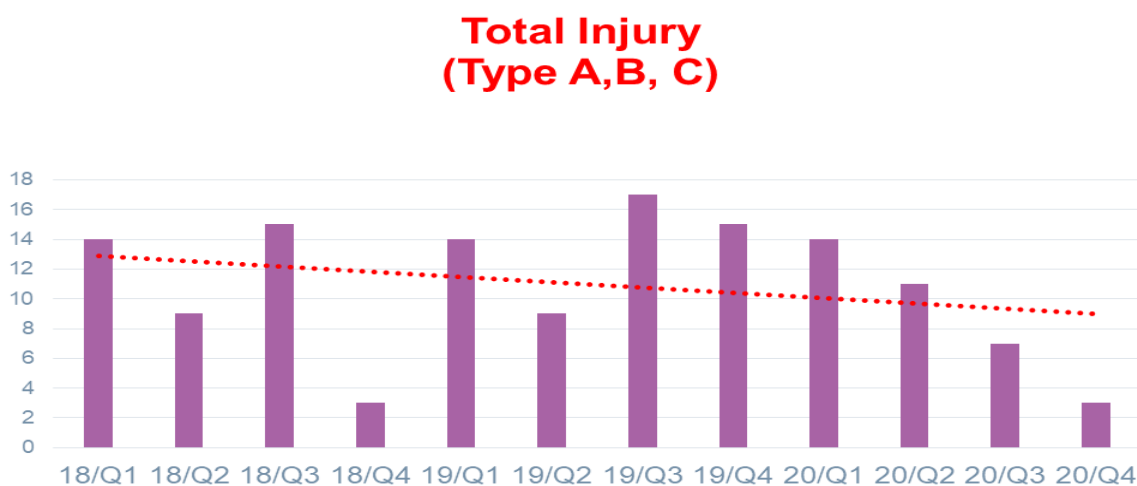
The health and safety of each of our employees is of ultimate importance and we are paying very close attention to continually making each of the workplace as safe as we could provide.

Regardless of where we are operating our business, meeting the local Health and Safety regulation is the minimum requirement and making sure that we put in all reasonable and practical measures/ processes for health and safety of employees are mandatory.

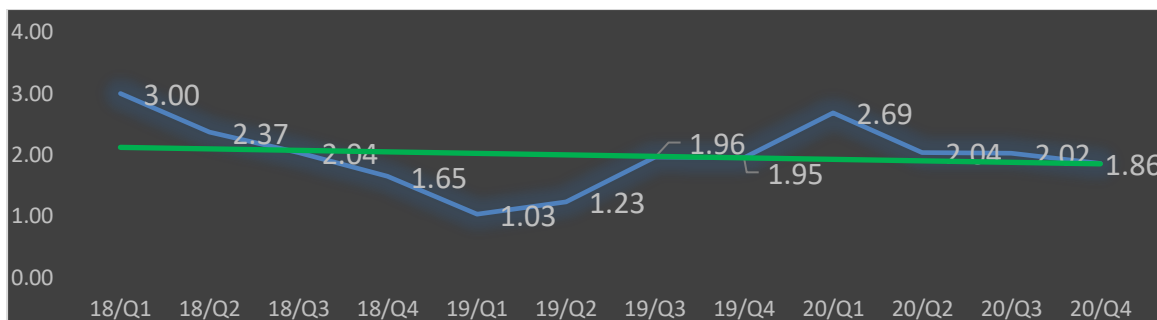
In particular this year, with the global pandemic situation of the Covid-19 that strike each and every of the countries that we are operating, thus we reacted very swiftly in the beginning of the pandemic to ensure all our employees globally are well protected with protective gears and all sites activated their contingency plan and safety protocols to ensure the continual operating the business throughout the pandemic without compromising the safety of each of our employees. No room for complacency, all our sites are still putting safety measures and protocols in place and regularly reporting, reviewing and adjusting them as needed.

### ● Workplace accident and Incident

Accident and Incident prevent is always the key performance indicator in Linxens and this year till the month of November, we are seeing decrease in number of injuries in the company from a quarter to quarter comparison.

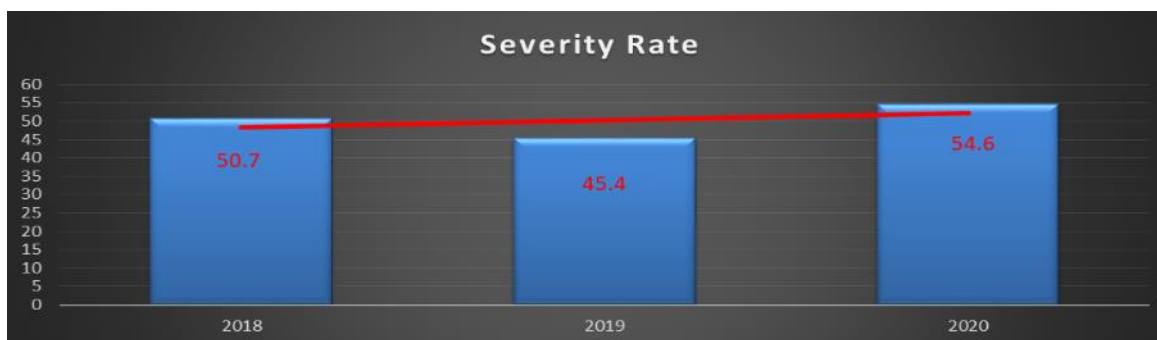


From a quarter to quarter comparison in term of Total Recordable Frequency rate, we see a slight decreasing trend from Q1 20 till date. Till Nov 2020, our Total Recordable Case Frequency Rate were at 1.86:



**Total Recordable Case Frequency (TRCF):** number of Type A & B Accident) per unit man-hours in respect of 1 million man-hours.  
*(Type A + Type B) / Man-hours x 1,000,000.*

Although we see decreased in the number of recordable accidents in 2020, the severity rate resulted from these accidents had risen. Year to date, the group severity rate at 54.6:



**Severity Rate of injuries** = Number of days lost due to the loss time injury case (Type A) per unit man-hours in respect of 1 million man-hours. *No. of loss days from Type A / Man-hours x 1,000,000*

Besides reporting of workplace accidents, we had also included in our Key Performance Indicators this year to track for environmental incident reported at sites. This is to ensure that we do not missed out the importance to prevent any significant impact to the environment we are operating.

2 categories of environment incident were introduced to all sites.

**Environmental Incident Cat. A:** Refer to cases where the incident reflect breaches of environmental legislation including environmental protection licence condition. Example in this category such as - Discharging waters that are polluted or out of limits set by environment protection approval/license; chemical/ oil spills and sewage/ septic overflows beyond the control boundary.

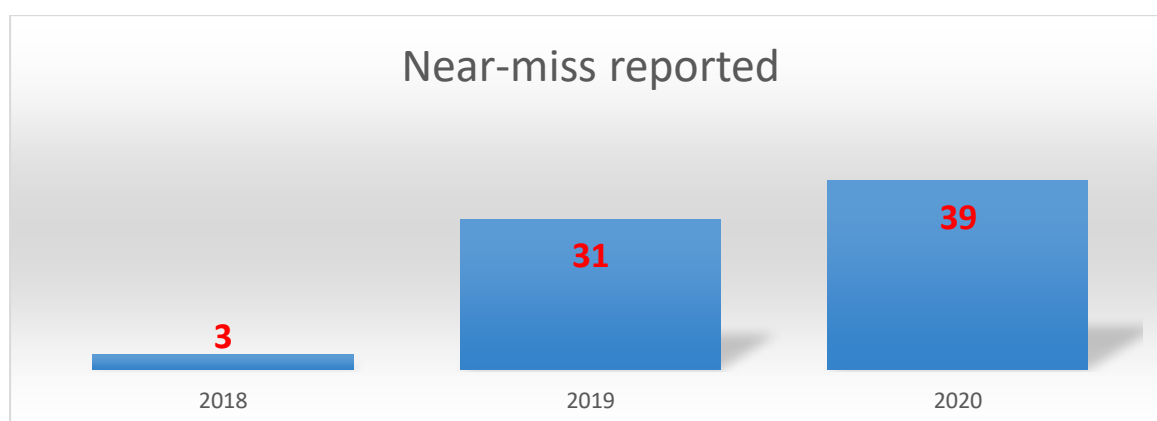
**Environmental Incident Cat. B :** Refer to cases where the incident reflect potential breaches of environmental legislation that need to be identified and reported in order to track potential trends that may lead to more serious Cat. A incident. Such as spills of chemical/ oil and overflows of discharged water from water treatment process, sewage/ septic that do not leave a site boundary and are cleaned up without environmental harm or residual environmental impact

Under the above classification, the group reported and investigated a total of **2 CAT A and 20 CAT B environmental related incidents**. All were closely followed up, investigated and most of them already implemented corrective and preventive measures.

### Near-miss Reporting

One strong area and focus at Linxens in Accident/ Incident Prevention is the emphasizing of open reporting and feedback by all employees in the workplace. We introduce near-miss reporting into at all sites since 2018.

Although without injuries or lower severity, all these Near-miss reporting at sites are taken seriously, all reported and investigated.



In 2020 till November, 39 Near-miss were reported, more than 10 folds as compared to 2018. These 39 Near misses (23 Health & Safety and 16 Environmental related) if not reported, could have been resulted in higher category or severity of accident or incident.

### ● Health and Safety Program at Sites

2020, is a challenging and disruptive year due to the Covid-19 pandemic, but operations sites ensure that related Health and Safety program and activities continue to be in place to create the needed awareness for employees.

### Ayutthaya Sites

#### ● Zero Accident Award Contest 2020



Zero loss time accident campaign 2020 Award organized by Thailand Institute of Occupational Health and Safety, Ministry of labor. Our 3 operations sites obtain the following

- AY1 Silver level – Working hour without loss time accident 7,055,293 Hrs.
- AY2 Gold level- Working hour without loss time accident 11,973,691 Hrs.
- AY3 Silver level working hour without loss time accident 5,275,515 Hrs.

#### – Safety Stand Down Activity 2020

- ✓ Dedicated Session for Operations Head to speak with employees on Safety and presenting Safety Award to outstanding employees on health and safety contribution.



#### – Health and Safety Training on sites for critical activities

- ✓ Organize the LPG gas training for the canteen operator, Janitors and Technicians on fire extinguisher instruction and leak test of LPG gas in the kitchen.



- Theory and driving training for lift truck drivers to enhance material handling safety on site





## Emergency Response Activities

- ✓ Annual Fire and evacuation Drill for both Day and Night Shift



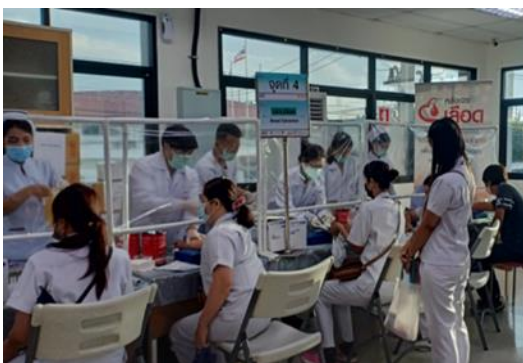
- ✓ Conduct the Flooding prevention Drill for preparedness of raining season



- ✓ First Aid & CPR Training for in house first aider and selected employees



## Annual Health Check Up - General and Occupational Health Program



### Bus Traffic Management - Improving Site Safety and Security requirement

1. Changed U-Turn point location
2. Separated bus to 2 group to prevent congestion at waiting point
3. Additional Illumination in front of the building
4. Improving the road painting for designated walk way



### Mantes-la-Jolie

#### Hand Safety Process - PPE Review of hand protection against cut

- ✓ To reduce the hand injuries on site
- ✓ Review for the right hand protective glove for employee
- ✓ Making PPE more assessable for shop floor employees



- Project team with operator -



- 3 Cut protection gloves type-



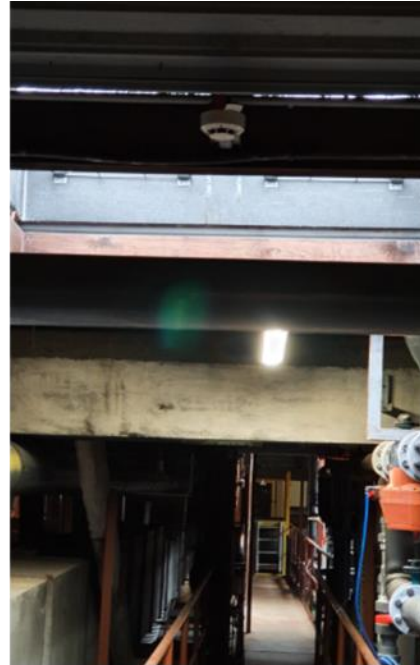
- Deployment in automatic dispenser-



- **FIRE Safety Enhancement - Increase of detection sensor: 100% of building surface coverage**
  - ✓ Extension of the fire detection coverage added 82 smoke/ heat sensors
  - ✓ Increases detection in technical attic
  - ✓ Increase sensors in chemical storage containers
  - ✓ Increase sensors in waste water treatment station



- Fire alarm -

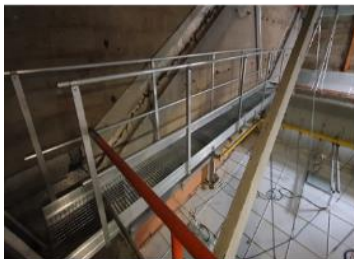


- Detector head -



- Detector head -

- **Safe Working/ Assess Height Enhancement – Guardrails on all roofs, cage ladder access, footbridge.**



- Footbridge other roof-



- Ladder and guardrails-



- Guardrails-



- Ladders-

- Enhance human traffic assess around the site – additional pathway marking human crossing



### Singapore – Changi Site

- ISO 45001 Certification** – They made it this year! Changi become the first site in Linxens that achieved the ISO 45001 certification for Occupational Safety & Health Management System.



- Health and Safety Promotional Activities – Increase employee awareness
  - ✓ **Safety Campaign** – “Think Safety & Work Safely”, app game where people make choices from a work scenario till they reached home safely.



**Safety Campaign WK48 ~ WK52**

**Think Safety and end work safely.**  
 Scan QR code to Start & to end work safely.  
 You will see the "GO HOME SAFELY" picture.  
 Be eligible a chance for Lucky Draw when you answered the 3 Material Safety Data Sheet (MSDS) questions correctly.

**Lucky Draw**  
 1st S\$300  
 2nd S\$150  
 3rd S\$50.  
 10 Consolation S\$10 each

**考虑安全问题，安全结束工作。**  
 您将看到“安全回家”图片。  
 正确回答了材料安全数据表  
 3个 MSDS 问题，有资格参加抽奖。  
 一等奖 S\$300  
 二等奖 S\$150  
 三等奖 S\$50  
 十个安慰奖 - 每人 S\$10

Closing Date 25 Dec 2020 / 5pm

Scan me 扫描我

**GO HOME SAFE**

**安全回家**

**Linxens**  
 crafting the future of connections

- ✓ **Site Safety Award**– The Safety Awards aim to raise safety awareness, encourage and recognise workshops and staff/team making significant contributions in improving safety and health performance @ Linxens. 3 Category
  - Safe Worker Award
  - Best Solution for Workplace Hazard Award
  - Best Safety Workshop Award





- **Safety Reflection** - every 10 days with various workshops and department – A sustaining effort where site employees discuss and make their commitment for safety.



### ● **Safety Enhancement – Implemented Suggestion and Improvement on site**

- ✓ **Hazard Reporting platform:** deployed hazard reporting in DVM so that workshop staff able to report hazards whenever they observe any hazard besides the QR code on mobile phone

Established 2 leading KPIs

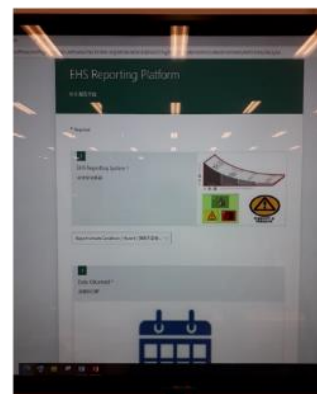
- Hazards & near miss reporting
- Implemented Safety suggestion



Category	Y2020
Hazards & Near Miss	121
Implemented EHS suggestion	84



EHS Hazard  
Reporting Platform



- ✓ **Manual Handling Improvement:** Pallet jack could jack up so that staff need not bend down to place the carton boxes @ TPA and warehouses.
- **Hazard Elimination/reduction:**
  - Manual Handling Improvement
  - Install timer cut-off for battery charging of lifters/pallet jacks to affected workshops – minimise fire risk



- ✓ **Machine Guarding Safety:** Continual effort since 2019 to ensure machine are properly guarded to prevent serious injuries when Employees operating.

Sensor to cover side of entrance to Stamping tool



Before Implementation



After Implementation

Safety Guarding for Rollers at Corona system (SB5 & SB6)



Before Implementation



After Implementation



### ● **Workplace Covid-19 Safety Protocol**

2020 caught the world by surprise with the outbreak of the Covid-19 pandemic and we are definitely not spared.

At the beginning of this year, alerted by the situation in China, we reacted quickly by organizing discussion meeting with all the sites to ensure we are able to organize ourselves supply protective equipment to all our site and at the same time implemented appropriate safety and health measures and protocols on all our sites, including where the virus was not present yet.

This exemplary responsiveness has allowed us to continue our site production safely and attain approval from local authority to allow continual operations. With supportive management, employees who can, are working from home. Strict procedures have been deployed in all our production facilities, and we have updated and exceeded any instructions received from the governments in of each of the countries where we operate. The health and safety of our staff are values on which we cannot compromise.

Since January, we have seen few cases among our staff but the number remain very low and as soon as we are informed of the slightest suspected case, the employee concerned is placed in quarantine at their home and a new test is requested before resuming work.. So far, there wasn't any cluster of spreading cases in any of our sites.

Our supply of prevention equipment (mask, gel, gloves, etc.) is checked every week to ensure a sufficient supply of at least 2-months at all our sites.

All sites are updating their tracking status and reporting daily to the group to ensure that we are able to quick react on any emergency situation.

Since the pandemic started in the earlier part of year till now, we continue to meet up weekly in conference call to review, discuss and share the Covid-19 situation at all the sites globally. That will allows us to quickly react and adjust our safety protocol and contingency plan as situation changes.

As we are all not sure when the world can be out of this pandemic situation, but at Linxens we will continue to put in place the best effort and resources we could to protect our employees and the business.

In the following sections, we are sharing some of the sites implementation of the Covid-19 safety protocols and practices.

## Our Core Protocols at each site



- **Screening Process on sites**

At all our Sites, temperature screening is made mandatory for all employees and visitors at the entrance to the premises. Thermal scanning station are setup up and our front line personnel (Security Officers) are trained to ensure this is carried out safely. This process will prevent any personnel with high body temperature from entering the sites. Visitors will also be asked to follow local health and travel declaration protocols as appropriate.

All employees, visitors, contractors or suppliers who are exhibiting COVID-19 symptoms are prohibited from entering Linxens site. They are advised to immediately seek medical care and avoid our facilities and other public places. Those affected must work with their direct manager/supervisors on any needed assistance.

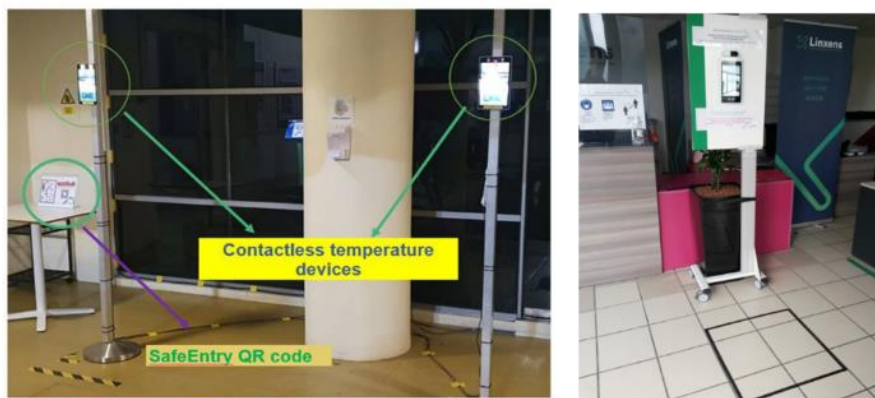
We had recently included oximeter at some of our operations sites as a step up measures for checking oxygen saturation in the blood. (SpO2) another indication for Covid-19 tested positive cases, in particular asymptomatic case who may not show sign of fever but the low SpO2 reading may indicate of respiratory distress, since a gradual drop in oxygen saturation has been noticed in COVID positive patients.



**Temperature Screening @ Our China, Shanghai, Guangzhou Sites, Suzhou Office and our Tianjin Construction Project**



*Temperature Screening @ Our Ayutthaya sites for Visitors/ vendors and employees.*



*Contactless Temperature Screening @ Our Changi and Mantes sites.*

- Mandatory of Wearing Mask , other PPE**

From the very beginning of this pandemic, all our sites ensure that putting on mask is made mandatory when inside the plant. This is regardless of what the local requirements for mask wearing. To ensure we have sufficient masks for our workforce to operate safely, we ensure that masks are centrally source and stock at each sites and strategic regional location for any emergency usage.

Sites are tacking mask usage and stock on a weekly basis to ensure we are well aware and ready to place any need for the mask if any emergency situation take place.

On top of the surgical masks, other PPE such as N95 masks and face shield are being deployed for some employees where they are having closer contact with an unknown or handling daily hygiene work. Security personnel and janitorial workers.



**Mantes – Given Masks & Hand sanitizer for employee-**



**PPE for our Tianjin Construction sites**





We acknowledge the need of PPE for front line emergency workers in some countries and during the time when masks are in shortage, our Mantes-la-Jolie site donated to local medical staff – 10,000 surgical masks and 1500 N95 Masks



- **Hand Cleaning/ Sanitizing and Workplace Hygiene.**

Hand washing protocols and communication to create awareness are being done at all sites. Hand sanitizers/ hydrogel stations are placed in many commonly access location, such as staircases, entrance/exit, and shop-floor so that all employees can frequently ensure that they can keep their hands clean.

The area cleaning frequency has been increased on sites to at least 2 times per day in many of our sites particularly in common spaces or regularly contact surfaces.



*AYU sites - Cleaning and disinfection at commonly touch surfaces and area*



*Mantes site- Avoidance of contact, use of Automatic tap and sanitizer dispenser and auto door at entrances*

- **Creating Safe distancing in the Workplace**

Our sites covid-19 coordinating team have made great effort to reconfigure and plan out the workplace to improve safe distancing and to avoid unnecessary contact. They discussed to plan out proper way of circulating employees in one directional.

Employees sitting arrangement in offices are re-arranged to ensure sufficient safety distancing and also avoid same department function in the same location as part of business continuity measures.

Physical face to face meeting are replaced by tele-conferencing as much as possible and if cannot be avoided, will be carried out in designated meeting room with minimal number of people in the room. These meeting room/ location are carefully mark/ signage.

Canteen, changing room and employees' rest area are also being review and arranged to avoid congestion. These are done either by physical barrier in the location or stagger timing.

Safety distancing are also being observed on the shop floor during operations and if cannot be avoided, other masks of protective measures, such as face shield wearing are being deployed.

Other arrangement such as maintaining safety distancing in routine production meeting with shop floor employees. Stagger timing for shift changing and non - physical contact handing over are carefully being carried on sites.



Spacing in canteen AY2



Barriers between seating in canteen AY1



Queuing standing position in canteen





Re-Layout Office AYU

*Mantes Site - Protective- shielding in canteen and safe distancing in meeting room*

- Travel/ Visit Restriction and Declaration**

We put in place travel and visitor guideline in the early part the pandemic and all sites are implementing them accordingly.

This is done with Orientation given at Group level and guidelines are defined by country. But with the following guiding principle and process.

- Travel/ visit remain high risk to workplace not just because of the designation but also due to mode of public transport and the travel hub (Airport, Train Station etc.)
- Important to ensure we can review the requests to assess the risk before each travel/ visit and in place safe measure before returning of traveler to workplace and ensure safe entry of each visitor to workplace.



- **Safe Commuting to/ from Workplace**

As much as possible we tried to make our employees avoid the use of public transport to work if we can do so. Arrangement such as more company transport and closer pickup location and flexi approach for working timing for some employees so as for them to avoid peak hours when commuting to/ from workplace. Other stagger timing arrangement are also made at many sites including allowing employees to leave earlier from work.

Education and communication is also being step up to advice employees to strictly put on their masks on public transport and avoid communication as much as possible inside the public transport.



*During earlier stage of Pandemic, Buses were arranged at some sites to bring workers to work. Buses comply with safe distancing and cleaned and disinfected to upkeep hygiene.*

- **Facilitate Working From Home**

At the very early stage of the pandemic, most of our sites, in particular those office bounded position, working from home is the default working arrangement.

Nevertheless, in order to balance the social and work life, some sites alternate employees in week or some days to be back to office.

We will continue to facilitate this arrangement and review the situation with priority for the safety of our employees, according to local government regulatory advisory and also the operational needs of the sites.

- **Tracking/ Reporting, Frequent Communication and Engagement**

We greatly understand the importance of obtaining the information on suspected or confirmed cases among our employees thus we put in-place coordinated process at each site for handling of any Covid-19 issues and tracking/ reporting.

Linxens Executive Committee and Sites Leadership are committed to ensure that all known confirmed cases at each sites are communicated and followed through.

Our tracking/ reporting process at each site for Covid-19 is put in place to identify any employee who may have been exposed to a positive covid-19 case at work or outside work.

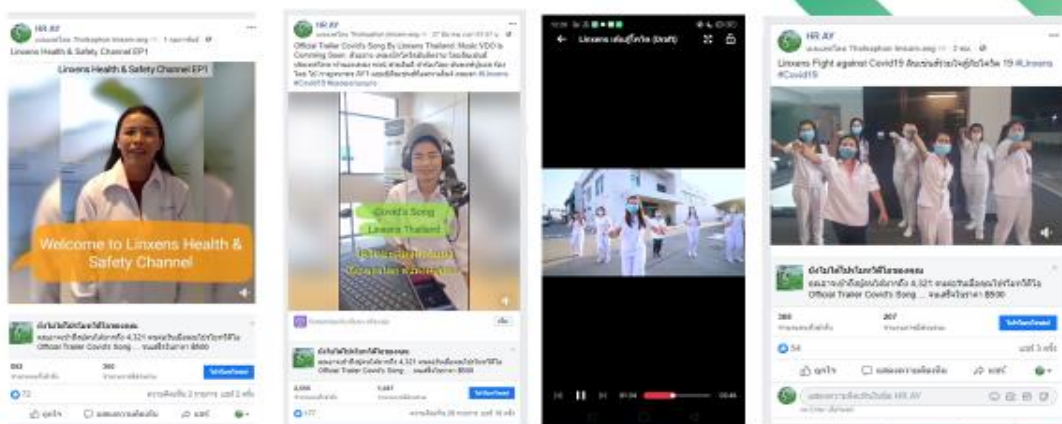
The Site Covid-19 coordinator will update the status tacking daily when they identify suspected case due to traveling, recite in high risk area, close contact with someone with symptom or positive cases and someone with covid-19 symptom. These suspected cases will be put under quarantine and testing arrangement under the

country health authority directive will be followed. We will continue to actively monitor the evolving situation about Covid-19 testing and work with local health and government officials to determine the best method of providing testing to our employees.

We want to ensure that we can shared and updates our current situation at all sites, understand the reporting protocols as we learn about suspected and confirmed cases, thus we maintain a weekly update meeting with all sites coordinators, consist of operations, EHS and HR personnel. These coordinators will then ensure that they coordinate sites communication to their sites employees.

At group level, Covid-19 Communication is made through our Town-Hall meeting, regular report in company Websites.

## Communication : VDO



- First VDO was made and released on 1 February 2020.
- Cover Covid's song to promote way to protect employee from Covid19 released on 27 March 2020.
- Covid's song cover dance by employee is on production and plan to release on 1 April 2020
- Linxens tagline to promote Linxens to fight against Covid19.

11

### Mesures sanitaires – Covid-19

En complément des gestes barrières, mise en place des mesures complémentaires:

**Port du Masque**

- 4 par personnes, par jour
- Face bleue à l'extérieur
- Disponible à l'infirmerie ou auprès de votre responsable.

**Port des gants nitrile**

- Disponible dans votre secteur ou auprès de votre responsable.

**+ 1,5 m**

**Distance minimale entre personnes**

**Linxens**  
Creating the future of healthcare

### COVID-19 UPDATE

**Message from Management**  
16 April 2020

**Covid 19 Situation on 16 April 2020**

Ayutthaya Covid-19 Control Center has agreed to extend the closure period of barter and salon up until 30 April 2020. This is to avoid customers and service providers staying close to each other and improper equipment sanitization.

Meanwhile, there will also be an alcohol band extended period that was planned to end on 16 April 2020 to new date until 30 April 2020. This is due to half of those being arrested against the curfew were drunk drivers.

**2,000 Kap Clips were donated to local authorities such as:**

**Global Covid-19 Record**

Confirmed cases	2,083,304
Deaths	134,812

**Thailand Covid-19 Record**

New cases	2,643
Deaths	1,497

**SAFETY FIRST**

**What are health and safety issues surrounding a work from home arrangement?**

It is becoming more and more common for people to work from home or another location instead of going into the office. Technology has made it possible for a worker to stay at home but be connected to the office by internet, computer, e-mail, VDO conference or even mobile phone and LINE application.

From a health and safety viewpoint, employers and employees should consider a few important points when perform work from home condition. These include:

- workstation design and arrangement (ergonomics)
- work scheduling and distribution
- working alone
- Surrounding safety and security concerns



## 6. ENVIRONMENT

At Linxens, protecting the environment is as important as all performance indicator in the company and thus having natural resources conservation and other environmental protection initiatives and programs have always being highly demanded.

The company had gone beyond seeing the advantage of cost saving when using less energy, water and other resources to the wider perspective and benefits in protecting the natural environment, the communities, our customers and suppliers in business enhancement.

At every Linxens site, we are committed to conducting our business, in every possible way, to protect the environment, and towards building environmental quality into our products, processes, and services. This is achieved through the following activities

- Energy efficiency improvement
- Tracking carbon footprint and GHG generation.
- Water conservation through reuse and recycling of water
- Tracking emissions and discharge in meeting regulatory parameters.
- Reducing reliance on and replenishing local groundwater supplies
- Reduce and Recycle our waste generation in both general and hazardous waste.

In 2020, we continue to ensure that our operations sites ensure meet or exceed all applicable Environmental, Health and Safety laws and regulations and other requirements.

This year, all the sites with ISO 14001 certification successful **PASS** their surveillance or re-certification audit.

### **Tape:**

- Mantes-la-Jolie (France)
- Changi (Singapore)
- Vorey (France)

### **In-Lay:**

- Ayutthaya (Thailand)
- Dresden (Germany)
- Guangzhou (China)

### **Modules:**

- Wijchen (The Netherland)
- Shanghai (China)



On top of the Management System Certification, some other Green Award and Certification from the sites includes

### Ayutthaya Sites-



### Green Industry Certificate,

Presented by Thailand

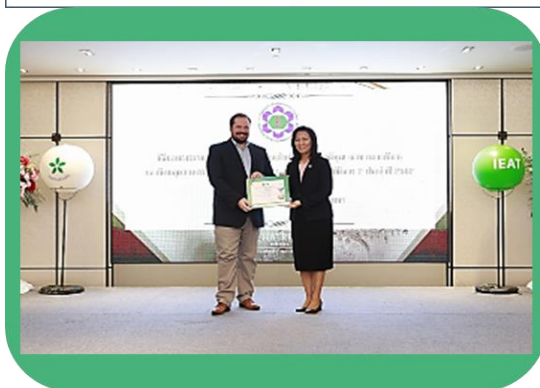
Government, Ministry of Thailand



### Green Star Awards,

Presented by Industrial Estate

Authority of Thailand.



The Green Star Award is initiated by Ministry of Industry for company that achieve on fulfilled 9 criteria's: waste water treatment, industrial waste management, air quality management, volatile organic compound management, workplace area safety management, accident control management, green area management, community promote and civil society engagement support, employee engagement, and excellence in international standards of completeness and accuracy of reports -

LinXens (Thailand) Ltd. received the Green Star Award from Industrial Estate Authority of Thailand



### Dresden Site -



## Dresden successfully passes FSC Chain of Custody (CoC) certification

Congratulations to our teams in Dresden with the great teamwork, have successfully passed the FSC® Chain of Custody certification.

Even though this certification was a customer prerequisite for a project requiring FSC certified paper-based alternatives to their used plastic cards because of their corporate sustainability requirements, it underlines our commitment to providing sustainable solutions to our clients.

*"This achievement is a mandatory milestone for our company, and I wish to extend thanks to all of you who made it possible to pass the audit! We are aware of the tight timeline and the effort you spend to make this success happen,"* commends Heiko Wiedemann, Quality Manager, Dresden. Linxens drives the adoption of sustainable and environment-friendly solutions.

Such a certification rewards our efforts to foster the use of ecological material and is major step towards a greener industry, of which Linxens aims to be at the forefront.

### About the Forest Stewardship Council®

The Forest Stewardship Council (FSC) is a body which strives to establish an ecological and sustainable forest management. With over 25 years of experience in sustainable forest management, they implemented a certification system for forests and forest products such as wood, furniture, paper etc.

FSC Chain of Custody certification verifies that FSC-certified material has been identified and separated from non-certified and non-controlled material as it makes its way along the supply chain, from the forest to the market.

## Our 2020 ENVIRONMENTAL PERFORMANCE

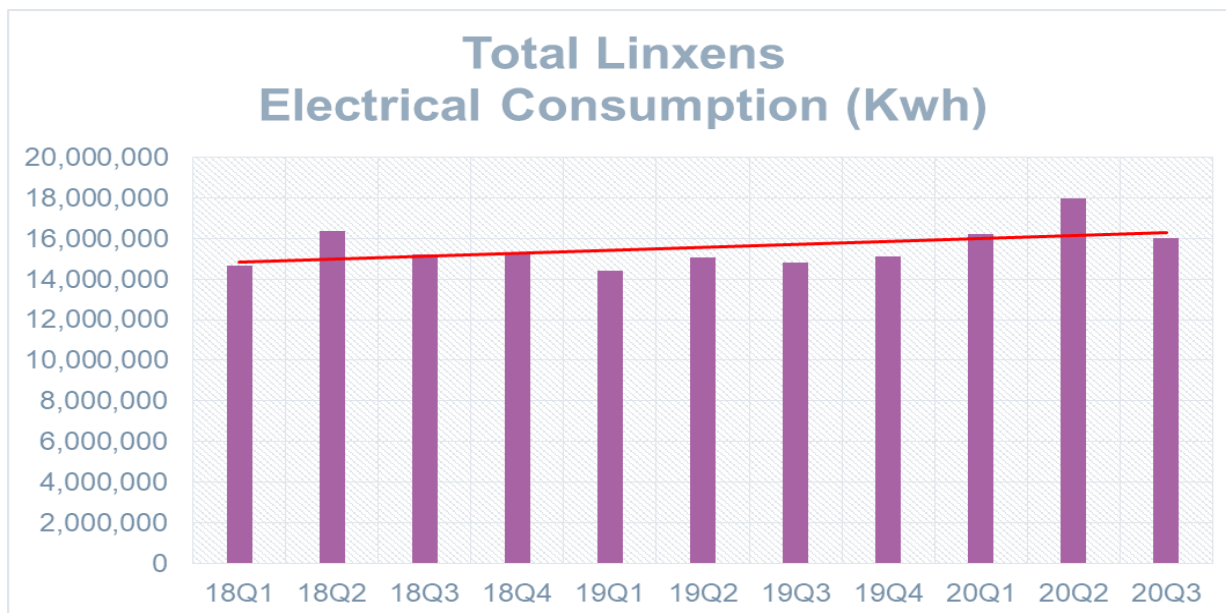
All operations sites report their electrical, water consumption and waste generation monthly set objective and target in reduction. In 2020, all sites start tracking and reporting their Scope 1 and Scope 2 Green House Gas generation.

All operations sites continue to build on their effort for reducing impact to the environment for having environmental projects that have direct reduction to utilities resources, improving rate of recycling and workplace/ process improvement to minimized pollution to the environment.

### ● Energy consumption performance indicator

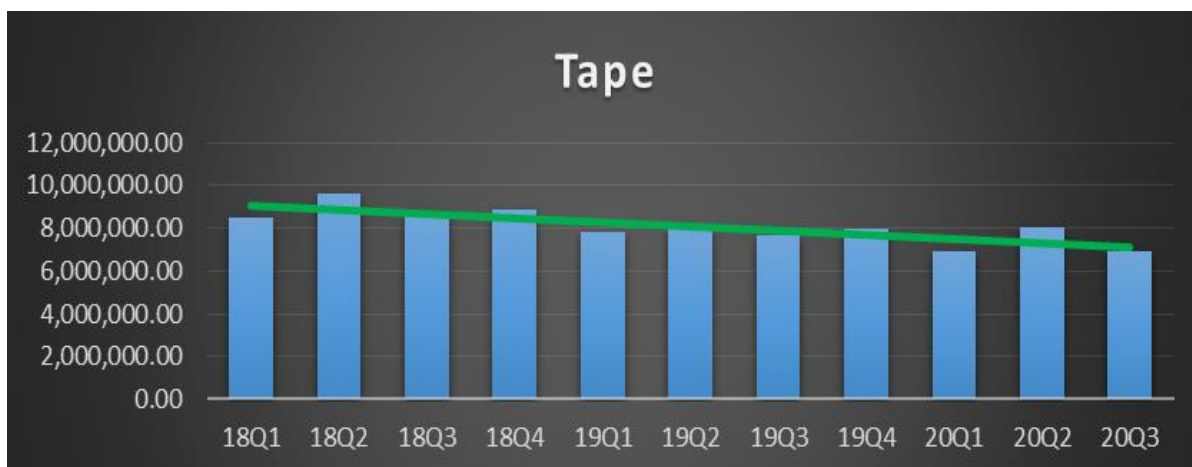
Overall, we seen an increase in total electricity consumption in 2020 (Q1 to Q3) as compared with 2019 and the main reason for the increase is due to more operations sites data were added to this year tracking and reporting. In all, 3 additional operations sites consumption were tracked in this year of reporting. (2 Sites in Shanghai, 1 site in Mumbai).

The average of **2,346,518 Kwh** of electricity was added to the quarterly tracking which translate to about 32% of total each quarter.



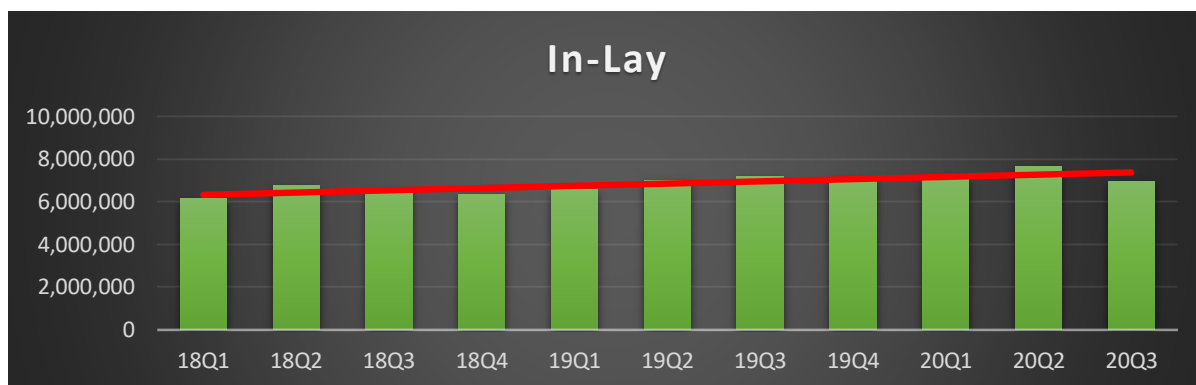
*By Quarter (2018 till Q3 2020)*

Although with the impact of Covid-19, where globally many businesses were affected but our operations sites worldwide continue with its activities due to the good safety measures in place on site. For that reason, we are not seeing much fluctuation in the electrical consumption in both our major business unit as compared to the previous year.



*Tape BU - By Quarter (2018 till Q3 2020)*

For our Tape business unit, we seen a decrease in consumption this year (from a period to period comparison of first 3 quarter of 2019 and 2020), 1,665,292 kWh reduction (7%).



As for our In-Lay business unit, we seen an increase in consumption resulted from the addition of Mumbai site in the 2020 tracking and also the increase in production volume in Q2 2020. From a period to period comparison of first 3 quarter of 2019 and 2020, we seen an increase of 575,219 kWh (3.6%) in electrical consumption.

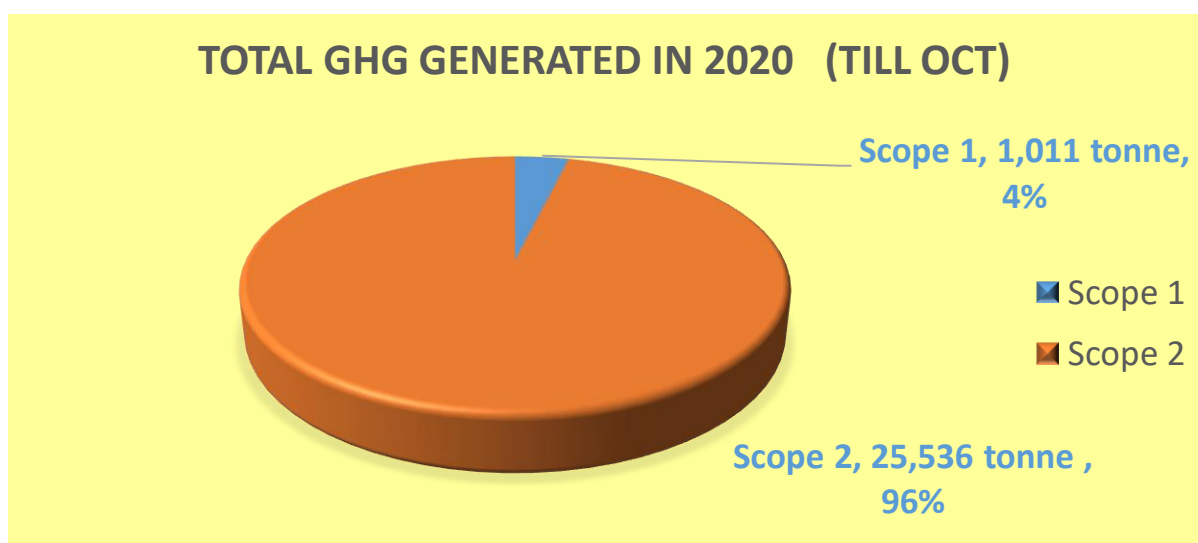
Even though this year most of our sites are having employees working from home time to time thus there should be some obvious reduction in electrical consumption in offices utilities.

However, what we seen common in this year trend among all the sites is that the total energy usage are mainly tied with Production activities and most of these machine and equipment cannot be turned off and remain idling even when the production volume is low, thus leading to not low reduction or increase in consumption among the operations sites.

This is one of the opportunity that operations sites will be reviewing in the coming next year in their reduction program.

### ● Green House Gas (GHG) Emission

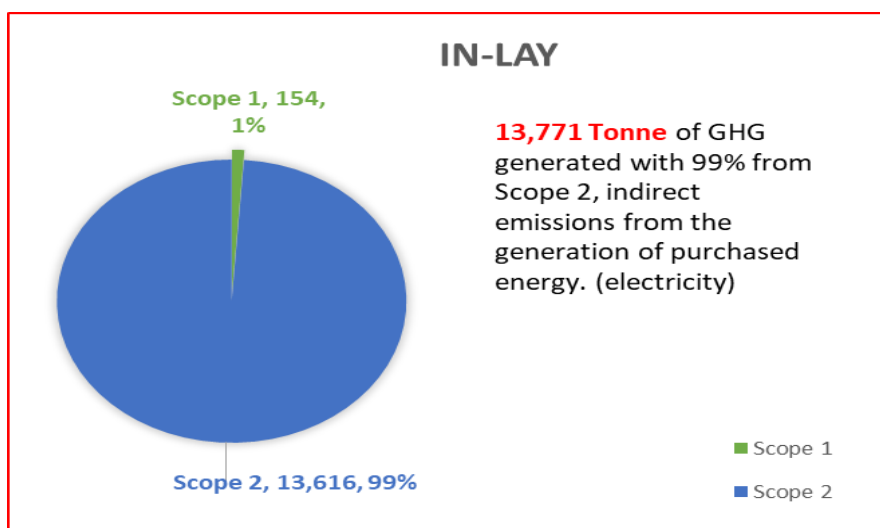
We begin our journey of tracking the GHG emission this year and all our operations sites started to report their greenhouse gases emission in Scope 1 and Scope 2 emission. It is important for us to understand our source of emission and thus we intend to use the data collected this year to review and set a baseline for a sustainable goal for 2021 and beyond.

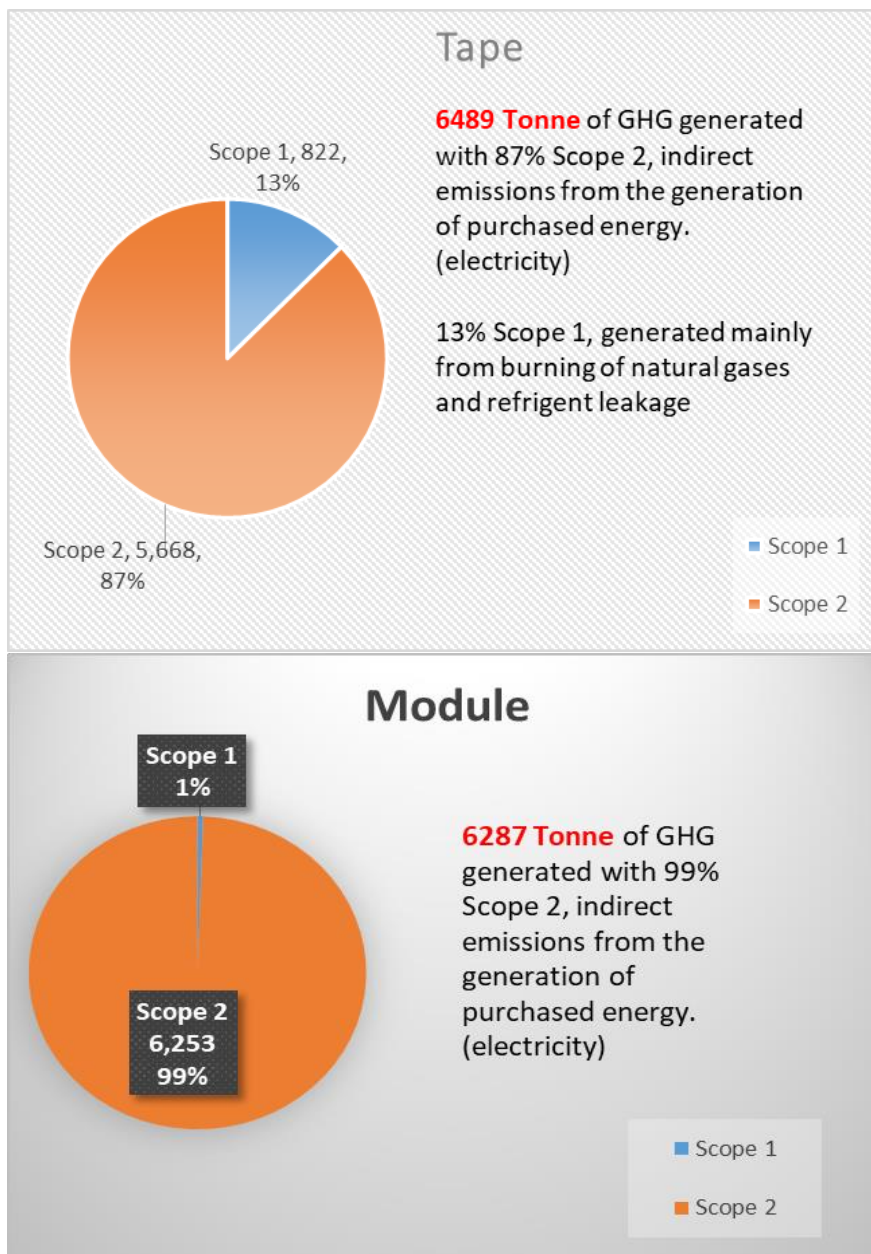


- Total of **26,547 Tonne** of Green House Gas were generated from our activities in 2020 with **96%** from Scope 2 which is the indirect emissions from the generation of purchased energy (electricity)
- The 4% Scope 1, direct emissions from owned or controlled sources, such as our process activities, gas/ chemical usage.
- This **26,547 tonne of GHG** is equivalent to 2,393,753,140 of smartphones charged or 4055 Passenger vehicles driven for one year \*

\* <https://www.epa.gov/energy/greenhouse-gas-equivalenciescalculator?unit=kilowatthours&amount=26547000>

### Our GHG Emissions from each of our Business Unit





As the GHG emission from all the 3 Business units are pointing to the direction of Scope 2 emission, it is thus important for us to continue with the effort on energy conservation in order to reduce consumption thus reducing the greenhouse gas.

We are also reviewing on how we can practically introduce Scope 3 emission into our reporting.

#### ● Life cycle assessment.

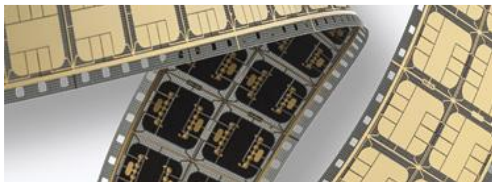
In order to go further to understand our carbon footprint and our understanding of the environmental impact, LINXENS has decided to do this year the life cycle assessment on his tape product (made in France ones). It will drive to take into account the impact of all activities and materials all along the process from the raw materials to the shipment to customers. (Known as cradle to gate assessment).



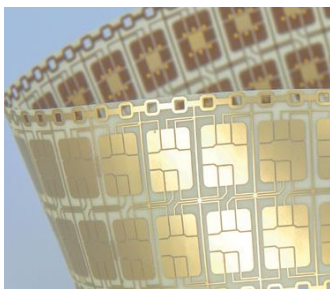
There are many goal on this project:

- ✓ Give to customers the part of environmental impact due to the tape. It can be also integrated in their own life cycle study.
- ✓ Improve the ecofriendly conception for new R&D project:
  - By giving additional way of improvement
  - Start earlier to reduce negative impact by doing life cycle assessment simulation on potential new product
  - Quantify the environmental improvement with figures and with standard criteria for new environmental improvement. Eco friendly action will not be only on great wording.

For this, LINXENS has choose to be supported with a well know LCA French company. It has be done on 2 standard family of product, which represent a wide range of the production volume: 1 “Single Sided” product representative for SIM card application and 1 “Double Sided” product use for dual interface solutions for banking or long-life span application.



**Double sided product**



**Single sided product**

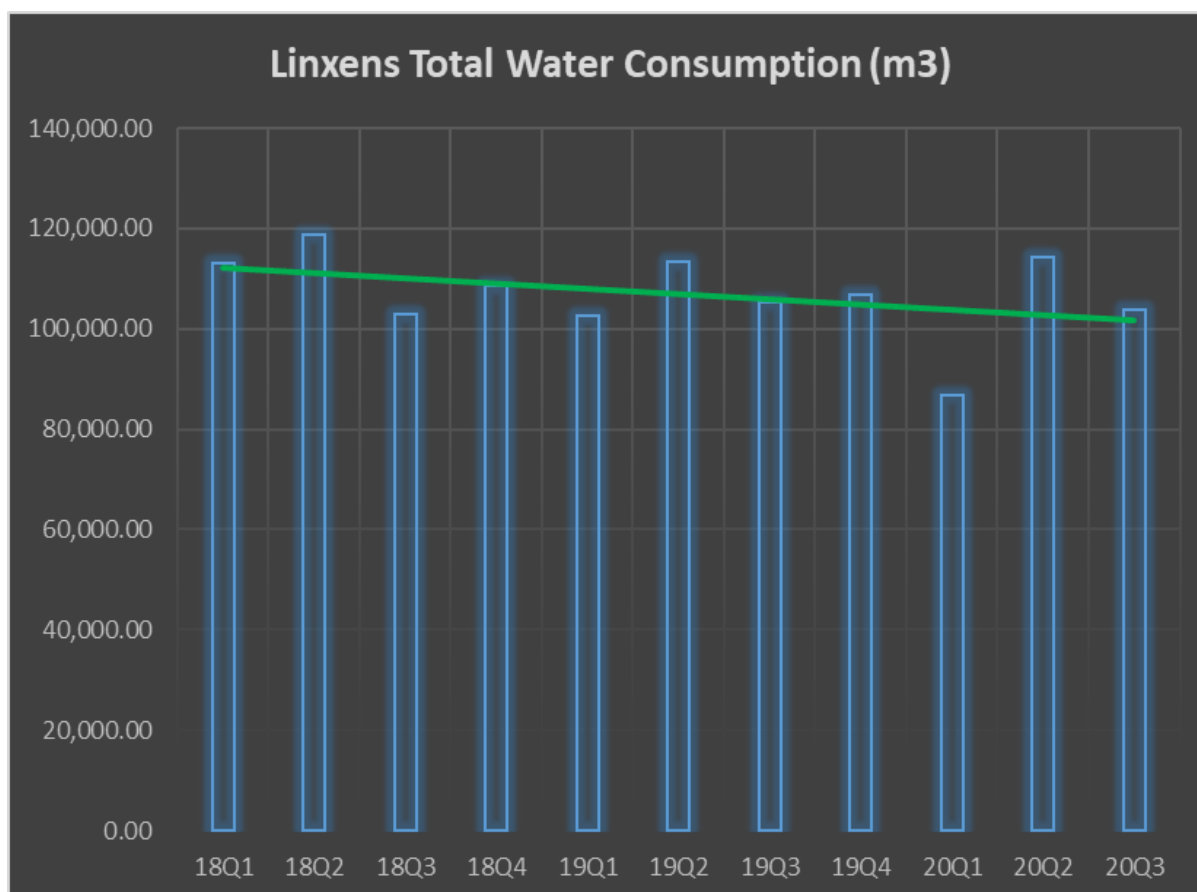
After this 2 product studies, LINXENS will develop a knowledge of life cycle assessment by using appropriate LCA software and Database. This will give autonomy for new development product study, extended it to less mass production products and update the analysis in including continuous improvement on existing process.

Linxens will, as the next step, deploy it to the module packaging activity for 2021.

### — Water consumption performance indicator

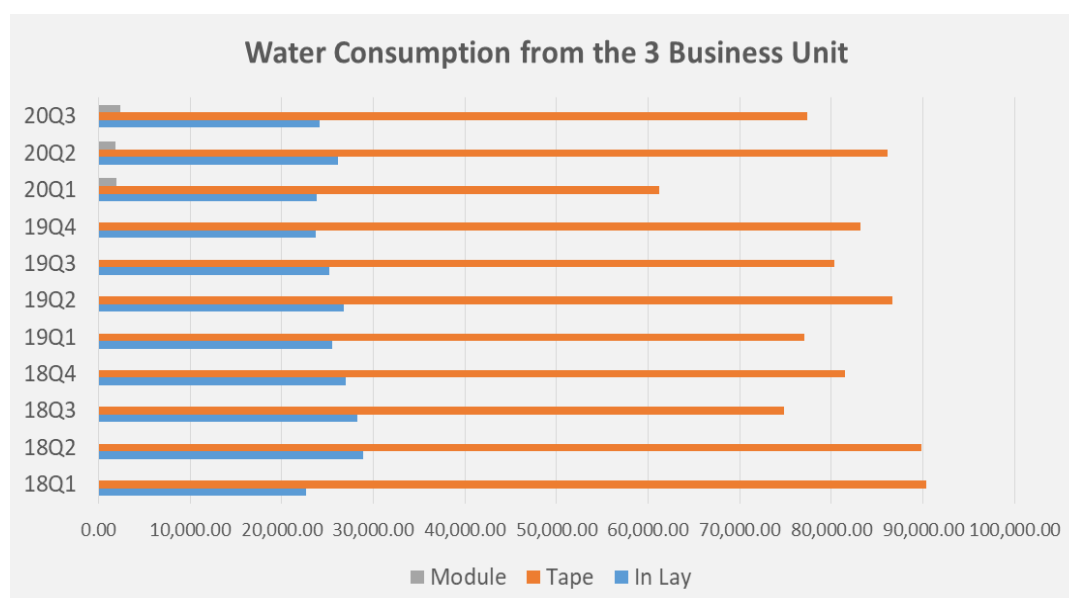
Water consumption is the one of the key performance indicator that Linxens has put in place as one of the parameters for reduction. In the quarter to quarter comparison of the last 3 years data, we are observing an overall lower consumption this year.

From the same period of Q1 to Q3 2019 and comparing to same period in 2020, we see a 5% (16,599 m3) decrease water consumption. This is despite 3 additional sites data are included into this year reporting.



For past years, sites are actively engaging in employees' awareness program on water conservation. From communication through training program, posters around the sites reminding employees on water conservation.

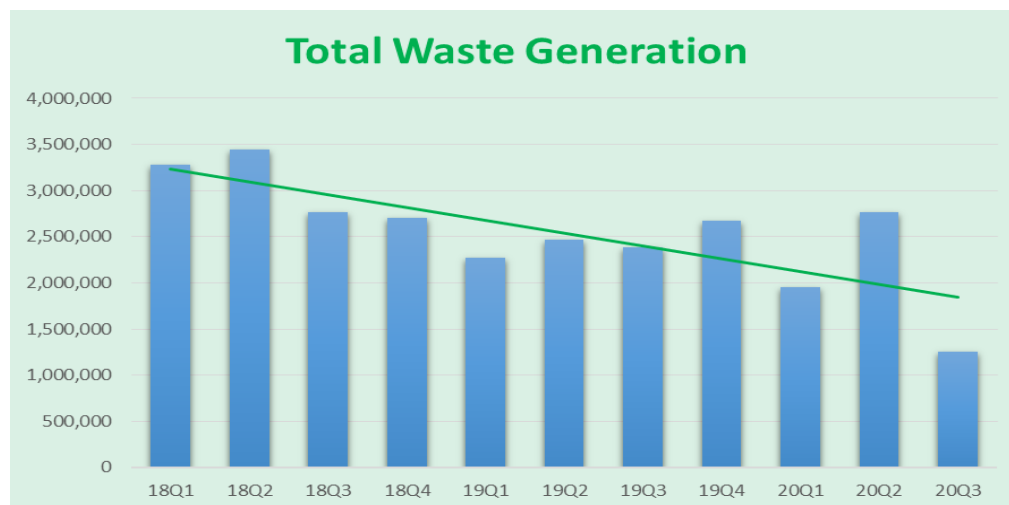
In fact, not all the sites are having production processes that has high water usage but only those sites with wet processes such as those in our Tape Business unit where etching and plating is part of the key importance process. From the below graph, it clearly shown that more than 75% of the water usage occur in the Tape Business Unit mainly focusing on 2 sites – Changi and Mantes-la-Jolie.



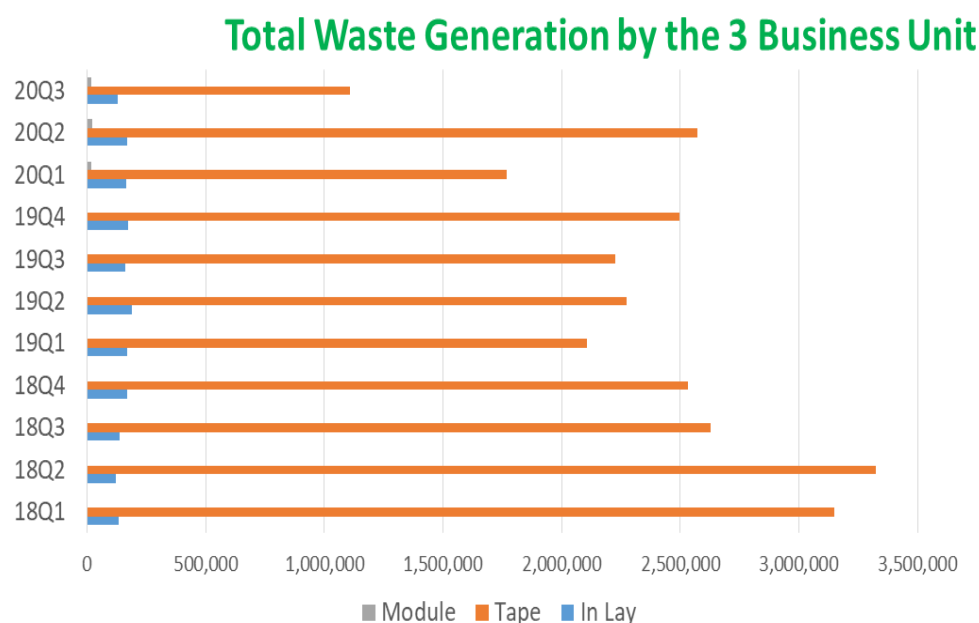
Thus, projects relating to reduction and reusing of process water were priorities for the 2 sites in the past years. One example for instance, in our Changi, Singapore site, at waste water treatment plant, projects were done to recycle RO reject water back to scrubber sump and raw water tank instead of draining as waste water, thus saving of 18,000 m3 of RO raw water and 6000 m3 of new water per year.

### Waste Management Performance Indicator

From a quarter to quarter trending, we see a decrease in waste generation overall in Linxens, From the same period of comparison in 2019 and 2020 (Q1 to Q3), we seen **1157 Tonne (16%)** reduction in waste generation.

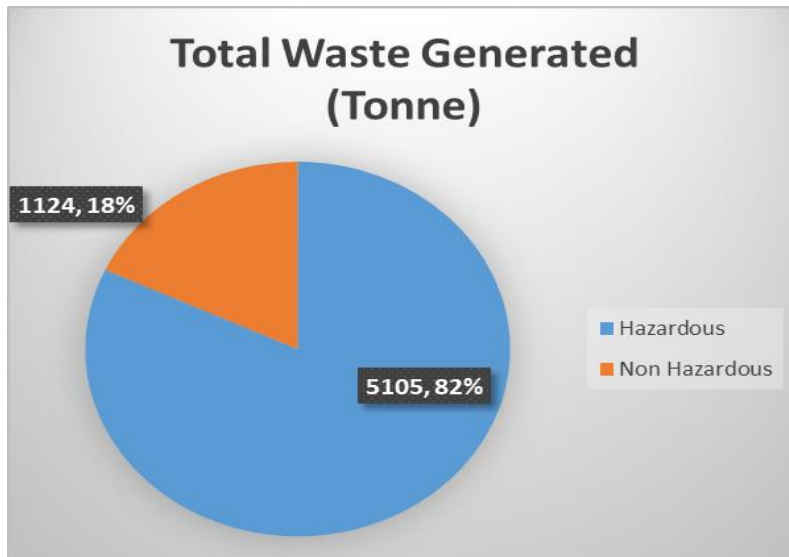


- From the below chart, it indicated that among the 3 business units, the Tape BU generate more waste in the operations processes, In 2020 till date, of the total waste generated, 91% were from Tape, 8% from In-lay and only 1% from Module.



In 2020 till date, a total of **6229 Tonne** of Waste were generated, Out of that among **82% (5105 Tonne)** were classified as Hazardous and **31% (2682 Tonne)** of these hazardous waste were recycled.

**97%** of our current generated Non-hazardous Waste on sites are either being **energy recovery, reuse or recycled**.



## OUR GO GREEN EFFORTS

It is a challenging 2020, as globally we are impacted by the Covid-19 pandemic thus focus and effort are mainly placed on ensuring the employees safety on sites.

Some environmental projects and program were not able to be completed or delayed due to the reduction in site activities. Employees established new way of working as sites adopted Work from Home a default way to work. Meeting are mostly conducted using laptops through video conferences.

Working with the constraint and limitation, our operations sites continue to show their commitment to make green efforts.

### Ayutthaya

- ✓ **Reduce Electricity through improving machine efficiency**



## Energy Saving Program

**AY2 Project Name : Reduce cycle time of AY2 Laminate Machine**

**Detail : Reduce Heating time from 55 Minute to 35 Minute.**

**Target : To reduce electricity of AY2 laminate Machine**



	Kw/Hour	Cycle 55Min(Kw)	Cycle 17Min(Kw)	Cycle 55 Min	Cycle 17Min(Kw)	Kw/day (55Min)	Kw/day (17Min)	Cost Saving/day	Cost Saving/Year
Laminate 44	104	95.33	60.67	24	34	2288	2052.666667	1.109243697	331.6638665
Laminate 47	103	94.42	60.08	24	34	2266	2042.833333	1.109243697	331.6638665
Laminate 57	101	92.58	58.92	24	34	2222	2003.166667	1.109243697	331.6638665
								Total saving	994.9915966

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### ✓ Some other effort on energy saving

The environmental team continue to works closely with production and facilities to look into opportunities to reduce energy consumption. Some of the effort includes the optimizing and replacement of more energy efficient equipment such as

- Reducing of air pressure of compressed dry air –reduce the supply pressure of the dry air from 9 bar to 6,5 bar, thus a saving of **18,986 Kwh/month**
- Reduce leakage from compressed air – by checking the leakage of compressed air in production equipment, found 75 points of leakage and the remedy action taken by replacing air tube and connection. Resulting in energy saving of **201,124 kwh/ year**

### ✓ Improve Employees Awareness on Environment

- To create environmental awareness and encourage participation of employees, created clear instruction and communication tools to help employees to properly disposing of their trash and industrial waste.

## Enhance Environmental Awareness

- Start from Y2020, Ayutthaya site has implemented the Awareness communication project to all employee via one page newsletter which monthly change the content and passed in rest room door in everywhere rest room in Ayutthaya site.



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## Improving our wastewater discharge parameters

### Wastewater Discharge Improvement

- Along Y2020, Ayutthaya team have implemented the new control method to reduce the Grease & Oil parameter in wastewater which make the good trend of Grease & Oil parameter in the control limit of Linens company.

#### Apr'20

- Installed 2 Grease trapping tank connected from Washing sink to trapping the grease & oil
- Reduce the oil for cooking the food
- Scooping the food scrap out from washing sink
- Created checklist for daily record on Grease & Oil scooping and conduct the daily auditing to ensure that the food cooking vendor comply with our instruction.
- Fixed the sieving stainless in the washing sink, not allow to remove out.



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## Mantes-la-Jolie

### Carbon Foot Print Reduction Effort

**Target:** substitute mechanical mowing using petrol & develop biodiversity on 6 000m<sup>2</sup> green area.

- Used of sheep on the biggest area
- Later cutting on smallest places (4 x years)



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### Improve wastewater discharge

#### Decrease of chloride rate in water discharge

**Target:** 800PPM of Chloride rate

2 years plan:

- 2019: Substitution of Sodium hypochlorite, new treatment unit installed
- 2020 Optimization of usage of hydrochloric acid for the regeneration operation on filtration resins



- Chloride rate graph-

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## Changi – Singapore

### ■ The Energy Saving Effort

- Installed VSD @ Cu lam exhaust (old workshop) to reduce energy, saved about 19,000 kWh/year
- Fine tuning of the exhaust capacity to match the workshop requirement, saving 30,000 kWh/year
- Chiller water system PLC interface with Etching machine – chilled water pressure automatically switched between running SS/DS. Note that DS required higher pressure than SS to cool the bath (for energy saving on chillers).
- Replaced AHU @ warehouse to Fancoil unit with better energy efficiency type (5 tick) – completed in Sept, saving of 120,000 kWh/yr



Fan-coil unit



Condensate unit

- To install 1 x WST high **energy** efficient compressor by end Dec, target saving 120,000 kWh/yr.
- Completed the feasibility studies of Solar Installation @ our roof top with solar provider.

## Dresden

**Zero CO2 Emission Energy** – Understanding that the major impact on the environment is the use of electricity for production activities, Dresden continue with another year of selecting to purchase electricity from 100% renewable energy sources.



## Zertifikat für Ökostrom 2021

Hiermit bestätigen wir der

Linens Germany GmbH  
 Manfred-von-Ardenne-Ring 12  
 01099 Dresden

den Bezug von 100 % Ökostrom aus Wasserkraftanlagen mit modernen Umweltstandards.

Die Energieerzeugung erfolgt in nachhaltigen Wasserkraftanlagen, die moderne Umweltstandards erfüllen und die an das europäische Stromnetz angeschlossen sind. Die Ökostrom-Herkunftsnachweise entsprechen dem Kriterienkatalog ÖKOSTROM der KlimainVEST Green Concepts GmbH und des TÜV NORD.

Mit der Entwertung der Ökostrom-Herkunftsnachweise wird der Nachweis erbracht, dass in den Jahren 2021 eine Strommenge in Höhe von bis zu 1.800.000 kWh einer zu 100 % ökologischen und klimaneutralen Stromerzeugung aus erneuerbarer Energie gegenübersteht.

Die Entwertung gem. § 17 der Herkunftsnachweis-Durchführungsverordnung wird über das Ökostrom-Herkunftsnachweisregister des Umweltbundesamtes durchgeführt und bestätigt.

  
 Peter Kochan  
 Geschäftsführer

  
 I. V. Julian F. Marquard  
 Leiter Vertrieb



Stadtwerke Pirna Energie GmbH



Seminarstraße 18 b • 01796 Pirna

[www.stadtwerke-pirna.de](http://www.stadtwerke-pirna.de)

### OUR TARGET FOR THE COMING YEAR

- Continue to refine our track and report of Green House Gas (Carbon reporting) by exploring to expand into tracking Scope 3 emission.
- From the experience gain from the Product Life Cycle assessment in the Tape Business Unit, extend the knowledge to the Inlay and Module Business unit.
- Continual effort for Energy Conservation and reviewing of renewable energy source such as solar energy
- Improve recycling rate hazardous waste or reduce the hazardous waste
- Continual effort to raise employee environmental awareness

## 7. ETHICS AND COMPLIANCE

Linxens is a company with a strong commitment to Corporate Social Responsibility. Beyond the expected compliance with local legislation and regulations, Linxens strongly believes that setting the highest standards in terms of ethics, business integrity and sustainability is its responsibility. It is part of its values and missions, **it is part of its DNA.**

### OUR CORPORATE SOCIAL RESPONSIBILITY PROGRAM













- In 2018, Linxens refreshed its Business Code of Conduct and established a Corporate Social Responsibility (“**CSR**”) Program with an Ethics Line to guide the company in its day-to-day operations and express its values and expectations in its relationship with its stakeholders.
- Essential topics and issues are covered by the Linxens CSR Program and Policies, including but not limited to equal employment opportunity, diversity, prohibition of forced and child labor, wages and hours, working conditions, freedom of association, avoidance of conflicts of interest, environment, health and security, conflict minerals, data protection, fair competition, export control regulations, business integrity and corruption prevention.
- Available on the intranet and internet, our CSR Policies must be read, understood and applied by all Linxens employees.



- The Linxens CSR Policies are used as the foundation for our CSR trainings. Linxens employees are all company ambassadors, responsible for promoting our objectives of excellence and assisting in implementing and improving our Corporate Social Responsibility Program throughout the entire Group.
- Linxens takes a zero-tolerance approach to bribery and corruption and is committed to conduct all of its business in a honest and ethical manner and requires all employees at all times to act honestly and with integrity and to safeguard the resources for which they are responsible.
- Linxens does not tolerate any form of corruption and takes the most serious view of any attempt to commit corrupt practices by members of staff, contractors, agents and business partners.
- Each Linxens employee shall only conduct business in compliance with the applicable laws and the Anti-Bribery Policy.
- Employees are encouraged to report suspected wrongdoing or dangers in relation to activities including criminal activity, danger to health and safety, damage to environment, harassment, bribery, failure to comply with any professional obligations, financial fraud or mismanagement or any breach of the Linxens CSR Code of Conduct.

A dedicated e-mail ([ccco@linxens.com](mailto:ccco@linxens.com)) and an external whistleblowing helpline and website is available to employees and business partners. Any concerns can be reported via e-mails, telephone or via website at: [www.linxens.ethicspoint.com](http://www.linxens.ethicspoint.com).

#### Frequently needed links

 Linxens Internet	 Workday	 Ethic Line
 eTravel	 IS Helpdesk	 Invention Submission
 Learning Site - Teams	 WIN platform	 Currency Converter
 LinkedIn	 Master Data Request	 QHSE Database

#### Telephone numbers

France	0800-91-0066
Germany	0800 071 3512
United States	844-893-1073
China	4006000336
Singapore	800-110-2340
Thailand	1800-011-795
Netherlands	08000201566
India	000-117 844-893-1073

**No incident** were reported during 2020.

- In September 2020, Linxens' global CSR performance was assessed by the CSR platform EcoVadis and Linxens was awarded a Silver certification. EcoVadis is an international organization that monitors and provides CSR and sustainability ratings for organizations across the supply chain. Integrating Process, People and Platform the criteria used by EcoVadis for evaluating companies include Ethical, Environmental, Social and Supply Chain functions. The ethical functions focus on the following aspects while measuring the performance standard of a company such as corruption & bribery, anti-competitive practices and fair marketing.
- With an overall score of 61/100 Linxens is in the top 11% of companies assessed by EcoVadis in the manufacture of electronic components and boards industry.



## OUR MAIN ACHIEVEMENTS IN 2020

- Linxens continued to educate its employees and management on a continual basis to reinforce its values and its CSR Code of Conduct but this year, several of our CSR Awareness sessions were impacted by the pandemic and does not reflect a typical trajectory.
- 169 employees signed a Conflict of Interests Disclosure Declaration. Twelve Declarations were analyzed in depth and one conflict of interest was identified and closed.



- Specific internal communication about the Corporate Responsibility at Linxens was organized to communicate on the importance of the integrity, ethical business with a specific focus on our Ethics Line.

## CORPORATE SOCIAL RESPONSIBILITY

## Corporate Social Responsibility at Linxens

Linxens is fully committed to its Corporate Social Responsibility (CSR) towards all its stakeholders and this is reinforced by our five CSR policies which are the bedrock of our ethics, business integrity and sustainability. Available on the [intranet](#) and [internet](#), our CSR policies must be read, understood and applied by all Linxens employees. We are all Company ambassadors, responsible for promoting our objectives of excellence and assisting in implementing and improving our Corporate Social Responsibility Program throughout the entire group.

### Corporate Social Responsibility Code of Conduct

This is the pillar of our program. The Code of Conduct provides a set of governing principles applicable to the whole Linxens group and our different stakeholders (i.e. customers, suppliers, contractors, business partners and shareholders). It gives the main rules, particularly in relation to Human Rights, Health & Safety, Environment and Conflicts of Interest which must govern our decisions on a day-to-day basis, helping us to meet our values and respecting our environment.

### Antibribery Policy

The Anti-Bribery Policy defines the minimum standards that each employee of the Linxens group must observe when dealing with Government Officials and/or any other Persons in the course of its business.

### Competition Laws Policy

The Competition Laws Code of Conduct sets minimum standards that each employee of the Linxens group must observe when dealing with competitors, suppliers, customers, distributors or other trading partners. It aims to help our employees to prevent and avoid violation of competition laws.

### Export Control and Fund Freezing Policy

This Policy aims at providing our employees with a set of basic rules to be complied with while conducting commercial activities in the context of the export and/or import of certain kinds of products, or when dealing with persons of a certain nationality, in order to help identify the situations which may pose a problem with regard to export control or fund freezing rules.

### Whistleblowing Policy

This Policy explains how our customers, suppliers and other stakeholders can report any unethical behavior or any actual or suspected violation of applicable laws or the Linxens Corporate Social Responsibility Code and/or related policies.

The CSR Program and its implementation within Linxens is under the responsibility of **Arnaud Lag**, as Chief Compliance Officer (CCO) and **Cécile Paré**, Deputy Chief Compliance Officer, with the support of the Management Team.



### Country Specific Ethics Line Numbers

Countries	Phone Numbers
United States	844-893-1073
China	4006000336
France	0800-91-0066
Germany	0800 071 3512
Singapore	800-110-2340
Thailand	1800-011-795
India	000-117 844-893-1073
Netherlands	08000201566

If you have any questions or would like any further information please contact the Compliance Department at [cco@linxens.com](mailto:cco@linxens.com)

## More about the Whistleblowing Policy and our Ethics Line

### 1 What is Whistleblowing ?

"Whistleblowing" comes from the idea that an individual "blows the whistle". We blow a whistle when we want to draw the attention to something. Therefore whistleblowing at work means to raise a concern regarding unethical or illegal behaviour.

### 2 What is unethical or illegal behaviour?

Unethical and illegal behaviour can be classified as any behaviour that does not comply with the Linxens Corporate Social Responsibility Code of Conduct or its related policies, or the laws and regulations applicable to Linxens in connection with its business. Some examples include fraud, misconduct, conflict of interest, bribery, unauthorized use or disclosure of confidential information, discrimination or harassment.

### 3 Why should I report what I know?

We believe every employee shares in the responsibility for promoting a positive workplace and making a commitment to doing what is right. How we work is as important as the work we do.

### 4 Seen some unethical behaviour and want to report it?

While speaking directly to your Line manager or your HR manager or your Compliance Department may be the most effective way to report your concerns, Linxens also offers a confidential and anonymous Ethics Line that allows you to communicate via the internet (<https://linxens.ethicscloud.com>) or by telephone, 24 hours a day, 7 days a week by using the Country Specific Ethics Line Numbers (The Ethics Line is multilingual and supports all our Linxens languages). When filing a report, you may choose whether to provide your name, or not.

### 5 How does the Ethics Line maintain confidentiality and anonymity?

The Ethics Line does not trace phone calls and does not generate or maintain any internal connection logs containing IP addresses. Reports from your computer come through a secure internet portal which does not trace or show user screen names. Additionally, the Ethics Line removes internet addresses to ensure that anonymity in the system is maintained. If you provide your name, information likely to identify you will not be disclosed without your prior consent, unless required by the judicial authorities.

### 6 Can I lose my job if I report unethical or illegal behaviour?

If the report has been submitted in good faith, even if later proves to be unfounded, no sanctions will be applied to you and Linxens will not tolerate any form of retaliation. However, disciplinary sanctions will be applied in the event of reports which are deliberately false or defamatory.

### 7 Who has access to the reports?

The Compliance Department is responsible for receiving the reports and may be assisted by a dedicated team specially trained for this purpose. All reports are confidential and will be treated seriously. Reports may be followed by an investigation. You may be contacted for complementary information and will be informed of the outcome of the investigation. If you decide to file a report anonymously you can be informed of the status of the investigation via the Ethics Line.

- Linxens continued to encourage suppliers, consultants, customers and other business partners within its sphere of influence to follow its CSR Program and its standards for Corporate Social Responsibility, health and safety, the environment, quality assurance and training and competence by signing a CSR Compliance Declaration.

## COMPLIANCE DECLARATION

We, the undersigned hereby confirm:

- That we have received and read carefully the content of the Linxens Corporate Social Responsibility Code of Conduct, the Anti-Bribery Policy, the Competition Laws Code of Conduct, the Export Control Policy and the Whistleblowing Policy, which express the values and expectations of Linxens in its relationship with its different stakeholders (i.e. customers, suppliers, contractors, business partners and shareholders) (the "Code of Conduct").
- That we undertake to comply with the principles and requirements set out in the Code of Conduct.
- That the Code of Conduct shall form part of all the agreements which have been and will be entered into between (name of the Company) and any Linxens company, regardless of whether it is expressly incorporated into a given contract by reference or not.
- That we agree that Linxens or any third party appointed by Linxens may carry out periodic inspections/audits on our facilities to verify our compliance with the Code of Conduct.
- That we will communicate the contents of the Code of Conduct to our employees, agents, subcontractors and suppliers and ensure all measures required are implemented accordingly.
- We also confirm that we have understood and agreed that compliance to the Code of Conduct is an essential prerequisite for business relations between Linxens and (name of the Company) and are aware that any breach of the principles and requirements set out in the Code of Conduct shall be deemed a material breach, and shall entitle Linxens to terminate any contracts with us.

The signatory hereby acknowledges that (a) he/she is an authorized representative of (name of the Company), and (b) he/she is permitted to make these undertakings on behalf of (name of the Company).

Name: \_\_\_\_\_

Function: \_\_\_\_\_

Company Name: \_\_\_\_\_

Company Address: \_\_\_\_\_

Place, date: \_\_\_\_\_

Signature: \_\_\_\_\_

- In light of the Linxens's commitments towards anti-harassment and as part of the Linxens Corporate Social Responsibility Program, Linxens has formulated an Anti-Harassment Policy against harassment (psychological and sexual) at the workplace. Trainings and on-line sessions for all managers and employees will be organized in 2021.



- Compliance with rules on import and export control is essential for Linxens and each Linxens entity is requested to conduct business in compliance with all applicable regulations governing dual-use export and import operations. In addition to the Export Control and Fund Freezing Policy, Linxens has formulated an Export Control and Trade Compliance Program describing the implementation measures that are required for Linxens to comply with all applicable laws and regulations. The Export Control and Trade Compliance Program aims at helping each Linxens entity and employees to prevent and avoid violations of export control and/or economic sanctions rules.

Roll-out of the Export Control and Trade Compliance Program, trainings and on-line sessions for all managers and employees will be organized in 2021.

- A new Gifts & Hospitality Policy and registration approval process have been issued end of 2020 and is currently being deployed within the Linxens Group. This Policy clarifies when gifts and hospitality may be offered or accepted and the registration and record-keeping requirements.

	<b>LINXENS GIFTS AND HOSPITALITY POLICY</b>
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**OBJECTIVE**

This Policy is part of the CSR Program. More specifically, this Policy is supplemental to the [Anti-Bribery Policy](#).

This Policy clarifies when gifts and hospitality (hereinafter, "Gifts & Hospitality") may be offered or accepted and the registration and record-keeping requirements.

**SCOPE**

The Policy applies to each Linxens entity, employee, officer and director of Linxens as well as to temporary employees. Employees must comply with the stricter of this Policy and the local law of the country in which they work. For example, if this Policy restricts gifts in excess of a specific value and local laws restrict gifts to a lower value, then the lower value is the one that must be complied with.

The Policy also applies to Gifts & Hospitality exchanged on behalf of Linxens by third parties, such as agents and customs brokers. It is the duty of every officer, director and employee to ensure that third parties are informed about and follow this Policy.

**POLICY STATEMENTS**

Linxens does not encourage exchanges of Gifts & Hospitality. While Linxens accepts that giving or receiving appropriate Gifts & Hospitality is common business practice, Gifts & Hospitality should never be offered or accepted with the intention to influence, or appear to influence, business decisions or relationships in any way.

Regardless of their value, Gifts & Hospitality shall:

- be in line with the [Anti-Bribery Policy](#), this Gifts and Hospitality Policy and all applicable laws,
- be for legitimate business reasons,
- be unsolicited,
- be reasonable, appropriate and occasional,
- not create a conflict of interest,
- not be offered as a bribe, payoff or kickback.

**REGISTER OF GIFTS / HOSPITALITY RECEIVED & PROVIDED**

Use this form to record details of actual or proposed gifts or hospitality, received from or provided to third parties.



Department:	
Type of record:	<input type="checkbox"/> Newly added to record either as a Provider (gift or hospitality received) or Recipient (gift or hospitality given)

**1. DETAILS OF GIFT OR HOSPITALITY**

Use this section to specify details of the gift or hospitality actually given, or intended to be given.

1.a Brief description of item:	
1.b Reason for gift or hospitality:	
1.c Date(s) of provision:	1.d Value of item:
1.e Location where provided:	
1.f Action on Gifts Received:	

Complete part 1 of the form by specifying the nature of the gift or hospitality in boxes 1.a and 1.b; the date it was - or is intended to be - provided in box 1.c; its known or estimated value in box 1.d; and whereabouts it was - or is intended to be - given at 1.e. For Gifts Received only, summarize what has or will happen to the item(s) in question - e.g. "kept in dept.", "held for charity raffle", "returned by recipient", etc.

**2. PROVIDER DETAILS**

Use this section to specify details of the person or body corporate who is providing, or planning to provide, the gift or hospitality.

2.a Name of Person or Body Corporate:
2.b Provider Address:
2.c Contact Name:
2.d Contact E-mail / Phone Details:
2.e Relationship:

Complete part 2 of the form by specifying who is providing the gift or hospitality: in boxes 2.a and 2.b state the name and address of the provider; if a body corporate is named then at boxes 2.c and 2.d provide an individual contact name and details; in box 2.e you must state the nature of the relationship of the provider to the Department (e.g. "customer", "supplier", "partner", etc.).

**3. RECIPIENT DETAILS**

Use this section to specify details of the person(s) or body corporate who is receiving, or intended to receive, the gift or hospitality.

3.a Name of Person(s) or Body Corporate:
3.b Recipient Address:
3.c Contact Name:
3.d Contact E-mail / Phone Details:
3.e Relationship:

Complete part 3 of the form by specifying who is receiving the gift or hospitality: in boxes 3.a and 3.b state the name and address of the recipient(s); if a body corporate is named then at boxes 3.c and 3.d provide an individual contact name and details; in box 3.e you must state the nature of the relationship of the recipient(s) to the Department (e.g. "customer", "supplier", "partner", etc.).

**4. AUDIT & APPROVAL**

4.a Record Made by:  Give the name of the person completing this form.

Normal approval from the manager is required for all gifts and hospitality above US\$50	
4.b Name of Approver:	4.c Position of Approver:
4.d Date:	4.e Approved/Disapproved:
Normal approval from the Chief Compliance Officer is required for all gifts and hospitality above US\$200	
4.f Name of Approver:	4.g Position of Approver:
4.h Date:	4.i Approved/Disapproved:

## OUR CSR OBJECTIVES AND TARGETS FOR 2021

- Committed to the highest standards of business integrity.
- Continue to raise awareness through guidance, videos and face to face trainings about ethical behaviors.
- Organization of Anti-Harassment trainings and on-line sessions for all managers and employees in 2021.
- Roll-out of the Export Control and Trade Compliance Program, trainings and on-line sessions for all managers and employees will be organized in 2021.
- Roll-out of the Gifts & Hospitality Policy and registration approval process for all the sites.
- Increase Linxens EcoVadis performance to be awarded a gold certification level
- Define a Responsibility 5-Year Plan, with objectives, measurement tools and corresponding reporting.

## 8. DATA PROTECTION

- In an increasingly digitalized world, people's privacy is threatened by the misappropriation of Personal Data that they are likely to disclose through the services they use on a daily basis: shopping, social networks, jobs, health, telecommunications, etc. Without protection, the misappropriation of this Personal Data can have significant consequences for the people to whom it belongs. Hijacking can range from annoying spam to embezzlement through phishing or identity theft, not to mention dramatic consequences for a family.
- All the companies that make up the Linxens Group ("**Linxens**") are committed to a policy of respect and application of high standards of compliance, in particular in the field of the protection of Personal Data and respect for privacy. At Linxens, it is a question of ethics, Personal Data belongs to the people who entrusted it to us and we must respect its use with integrity and protect it.
- Concerned about building a lasting relationship of trust with its employees, customers, suppliers and other stakeholders, based on mutual respect and the sharing of responsible social values, the Linxens Group has implemented compliance measures, both technical and organizational, in order to comply with laws and regulations in force in all the countries in which Linxens operates with regard to the processing of Personal Data. These measures are aligned with the highest level of protection that exists in all countries and are applicable to all entities of the Linxens Group, including countries where there are no specific regulations for the processing of Personal Data.
- The Linxens Group's own compliance approach was designed and approved by Linxens General Management in 2018.
- In 2019, the basis of the Linxens Personal Data protection Policy (the "Linxens Policy") gave rise to sessions training and communication for Group employees. At the same time, the tools essential to the deployment and application of the Linxens Policy were built, tested and validated.
- In 2020, the deployment was completed for 5 Linxens Group sites around the world: France (Mantes-La-Jolie), Germany (Dresden), the Netherlands (Wijchen), Singapore and Thailand (Ayutthaya).
- In 2021, this deployment will continue with new sites: France (Levallois), China (Shanghai, Tianjin) and India (Mumbai), and measures will be put in place to monitor and perpetuate compliance with the Linxens Policy.



## THE BASIS OF LINXENS' PERSONAL DATA PROTECTION POLICY

The Linxens Policy is based on 3 principles:

- The same protection for all; the Personal Data entrusted to us are protected in the same way, regardless of the nationality of the Data Subjects.
- Taking into account, at a minimum, the regulations and laws of the countries where the Linxens Group is present.
- Protection aligned with the highest level of existing laws and regulations.

The construction of the Linxens Policy is thus based on the **General Data Protection Regulation** in Europe (the “**GDPR**”) which, to date and in the majority of cases, appears to be the most demanding and the most comprehensive of existing regulations. The Linxens Policy is then adjusted to comply with regulations and laws in each country.

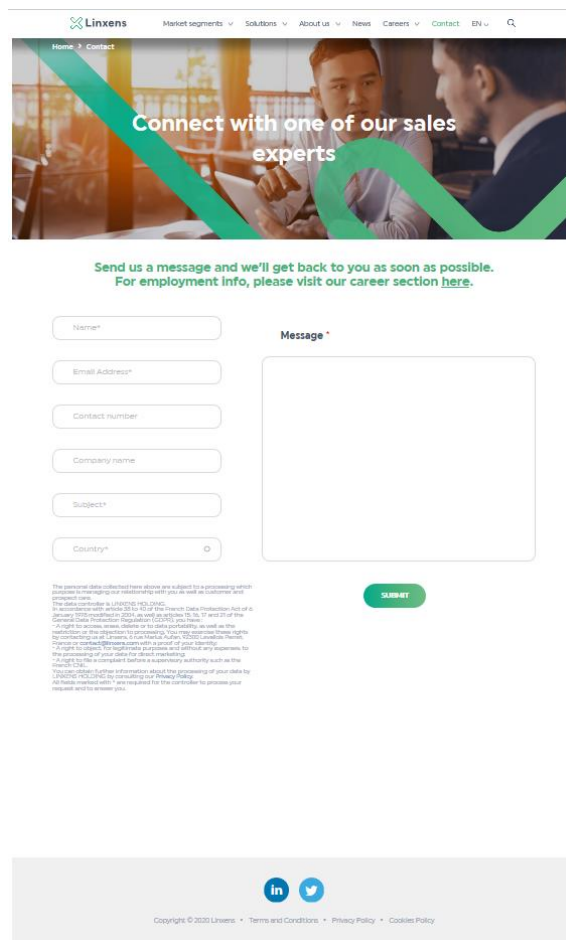
## THE IMPLEMENTATION OF THE POLICY

With the support of professional experts in the field of Personal Data protection, essential compliance tools have been developed.

- **Vis-à-vis to our customers, suppliers and visitors**

The website, Linxens' image to the outside, was first modified to inform visitors of our policy on the protection of Personal Data and the management of cookies. The Personal Data collection forms have also been revised to provide all the information required in accordance with the principle of transparency of the GDPR.

In addition, an agreement on the protection of Personal Data in accordance with Article 28 of the GDPR is systematically offered to subcontractors who process Personal Data on behalf of Linxens.



Connect with one of our sales experts

Send us a message and we'll get back to you as soon as possible.  
For employment info, please visit our career section [here](#).

Name\*

Email Address\*

Contact number

Company name

Subject\*

Country\*

Message \*

SUBMIT

The personal data collected here above are subject to a processing which permits managing our relationship with you as well as customer and product data.  
Linxens Group is a Linxens company.  
In accordance with article 20 to 22 of the French Data Protection Act of 6 January 1978 modified in 2018, as well as articles 10, 11, 17 and 18 of the European Data Protection Regulation (GDPR), you have:  
- the right to access, review, delete or to data portability as well as the opposition or the objection to processing; you may also exercise these rights by contacting us at Linxens, 6 rue Victor Hugo, 92020, Levallois-Perret, France or [contact@linxens.com](mailto:contact@linxens.com) with a proof of your identity.  
- the right to object to legitimate purposes and without any conditions to the processing of your data for direct marketing.  
You may also, at any time, exercise your right to be forgotten.  
You may also, at any time, exercise your right to be forgotten.  
For more information about the processing of your data by Linxens, please visit our website and Privacy Policy.  
We warrant that this contact form is secure and that your data will be protected and not shared with third parties.

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- **Vis-à-vis to our employees**

Essential tools to communicate and explain the Linxens Policy have been created:

- **Employee Information:** to raise awareness and facilitate understanding of our Personal Data protection policy.
- **Human Resources Charter:** to identify and manage the processing of Personal Data carried out by the human resources department and the main processing of Personal Data in the departments, in particular IT, Legal and Internal Audit.
- **Personal data protection policy:** to communicate on the commitments made by the Linxens Group in terms of the protection of Personal Data.
- **A video presenting the Linxens Policy in a few minutes.**

The video was presented and the documents cited were distributed to all employees of the sites where the deployment of the Linxens Policy has been completed. A Quiz was also distributed to help employees test their knowledge.

The same process will be carried out for all sites where the deployment is in progress or to come.

All these tools are available in all languages spoken at Linxens; they are accessible on the Intranet by all Linxens staff. The video is shown on all the sites' public screens.

## Personal Data Protection

By  
Group Data Protection Officer

**L**inxens is committed to protecting the personal data of its employees, and in such is compliant with the highest levels of data protection regulations in force. This protection is going to be deployed and maintained across all our entities, including in countries where there are no specific regulations.

Today, we have chosen to align the protection of all our sites with the European Data Protection Regulation (GDPR), which came into force in 2018, while respecting the regulations.



You may wonder what is meant by 'personal data'? As defined by the GDPR, it is 'any information that relates to an identified or identifiable living individual'. Different pieces of information, when collected together, can lead to the identification of a particular person, also constitute personal data. Examples include your name, address, ID number, car number plate, email and even metadata held by your device.

From a regulatory point of view, compliance is important to protect Linxens' reputation, maintain the confidence of our stakeholders and also to avoid financial sanctions. But above all, we protect personal data, including yours, because it does not belong to Linxens, it belongs to each of the relevant individuals, and it should stay that way. It is a question of ethics.

As part of the Personal Data Protection Project that I have been leading since September 2018, I have carried out many interviews across almost all the sites to identify how we manage and process data. I have identified and recorded more than 100 processes in our Personal Data Processing Register database. Now I will work with local corresponding or improving our data management so that all the sites respect the same protective standards, ensuring that the Linxens Group is compliant with the highest data protection requirements.

Regular audits of our data processing activities will be carried out, therefore it is important to keep records of personal data processing up to date for proof of consent. We will also be training our staff on the basic principles of the GDPR and the guidelines being implemented for compliance. Our privacy policy has already been updated and changes have been implemented to our activities, ensuring that we are compliant with the GDPR regulations – there are just few more updates of changes that we have already made.

We cannot claim anything, but we can all work together from today, to ensure that all our personal data remains that way – personal!

### Linxens Privacy Policy Video

Chinese / English / French  
German / The Netherlands /  
Thai

### Linxens Privacy Policy Library

Information for employees...  
HR Charter  
Linxens Privacy Policy  
Personal Data Agreement

### Confirmation form

Ayuthaya  
Dresden  
Mantes-La-Jolie  
Singapore  
Wijchen

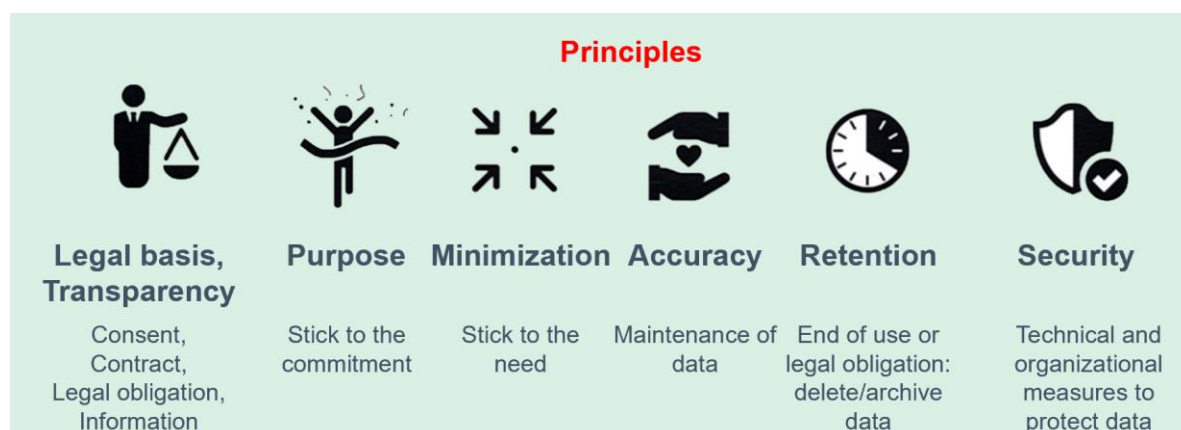
### Quiz

Chinese / English / French  
German / The Netherlands /  
Thai



## • Vis-à-vis heads of department and process owners

The heads of department and those responsible for processing Personal Data are the guarantors of the support and proper application of the Linxens Policy. The Linxens Group is committed to an in-depth training process on the principles and obligations of the protection of Personal Data. Appropriate training has thus been created.



## Obligations



### Data processing database

Show the status of compliance



### PIA

Privacy Impact Assessment is compulsory for sensible data and risky processes



### DPO

Data Protection Officer to be assigned by country



### Security breaches Notification

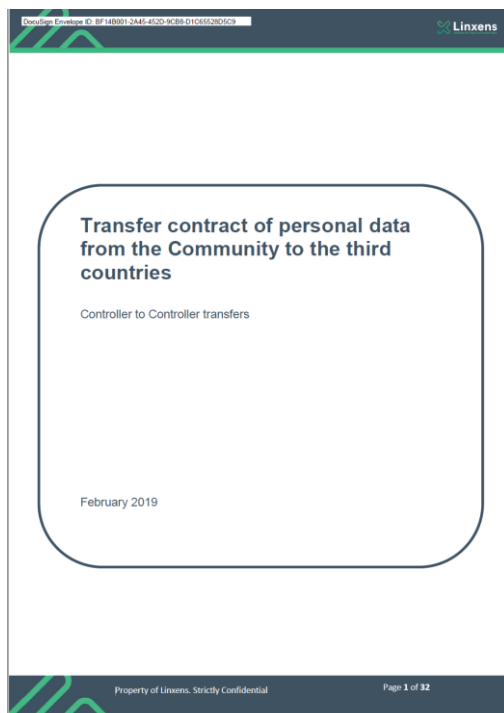
To the country authority (before 72 hours) and to persons concerned (ASAP).



### Ensure the rights of person (Data Subject)

- **Vis-à-vis heads of department and process owners**

The transfers of Personal Data between the entities of the Linxens Group are governed by contracts identical or similar to the Standard Contractual Clauses (**SCC**) validated by the European Commission. These contracts were signed by all representatives of the Linxens Group entities.



#### DATA TRANSFER AGREEMENT – COMPANIES WITHIN THE SAME CORPORATE GROUP

This **DATA TRANSFER AGREEMENT** is dated the 5<sup>th</sup> day of March 2019 (this 'Agreement') and is

**BETWEEN:** the companies listed in Part 1 of the schedule to this Agreement (each a 'Data Exporter')

**AND** the companies listed in Part 2 of the schedule to this Agreement (each a 'Data Importer'),

(each a 'Group Company' and, collectively, the 'Group Companies')

#### Background

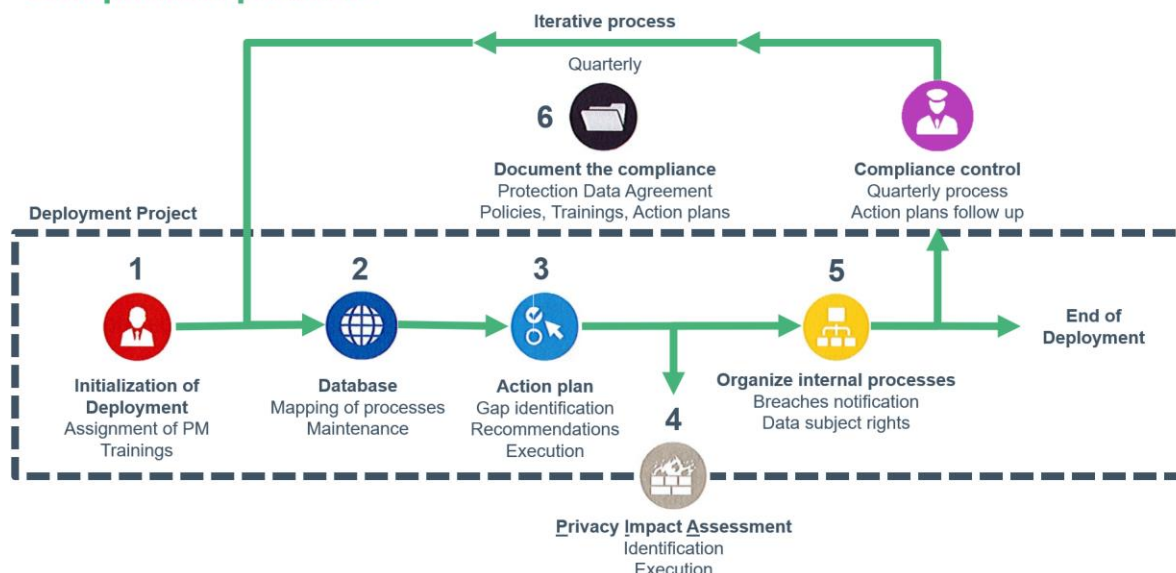
- Each of the Group Companies is a member of the same corporate group (the 'Group').
- The Group Companies wish to provide for the possibility that from time to time in the future additional companies will become members of the Group ('Additional Companies') and will become a parties to this Agreement by accession (collectively, with the Group Companies, a 'Party' and, collectively, the 'Parties').
- A Party to this Agreement may collect Personal Data for the purpose of its human resource operations and may, due to the way in which the Group's business is operated, need to transfer such Personal Data to one or more or all other Parties to this Agreement (for example, a transfer between a headquarters Party and an operating subsidiary or a transfer between Parties that enjoy the benefits of a 'shared services' human resources function).
- All Parties might be located in Singapore or one or more of the Parties may be located in the European Economic Area or in a country or territory other than Singapore and the European Economic Area.
- The Parties are entering into this Agreement to set out their respective rights and obligations in connection with Personal Data transferred by a Data Exporter to a Data Importer.
- Obligations of the Data Exporter**  
Each Data Exporter warrants and undertakes that:
  - The Personal Data have been collected, processed and transferred in accordance with the laws applicable to the Data Exporter.
  - It has used reasonable efforts to determine that the Data Importer is able to satisfy its legal obligations under this Agreement.



## THE DEPLOYMENT OF THE LINXENS POLICY

Once the Linxens Policy has been defined and the tools available, we have started the process of bringing all Linxens Group sites into compliance. It is a 6 step process.

### Compliance process



#### Step 1: The appointment of a Group DPO and coordinators

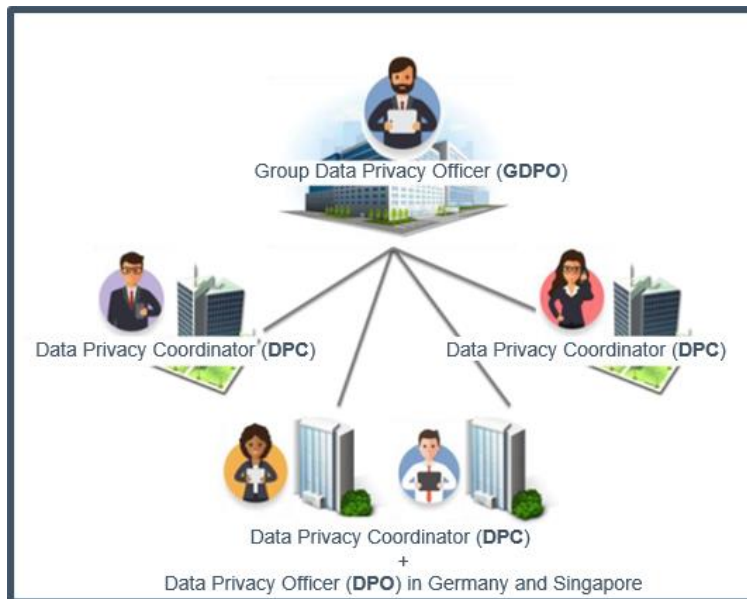
A Data Privacy Officer (**DPO**) has been appointed for the Group and has been officially declared to the French regulatory authority, the **CNIL**. His mission as DPO is to:

- ensure compliance with regulations applicable to Groups;
- inform and advise the organization;
- be the interface between the Organization and the regulatory authorities (CNIL, PDPA, BfDI, etc.) and the Person Concerned.

Deploying the Linxens Policy across all sites is part of his mission to ensure Group compliance.

In each country where deployment is scheduled, a data privacy coordinator (**DPC**) has been appointed to relay the actions of the DPO within the framework of the local implementation of the Linxens Policy.

In order to comply with local regulations, external Data Protection Officers have also been appointed for Germany and Singapore.



## Step 2: Process mapping

The processes involving the processing of Personal Data have been identified for each site. Interviews with those responsible for these processes made it possible to map all the processing of Personal Data on the site and to record them in a single database (the **Register**) according to a structure recommended by the CNIL.

Linens Privacy Policy Portal

Ref	Primary Purpose	Controller	Country	Site	Sensitive	Outside EU	Initiator	Last Update	Action
PDPR 2020 - 000	Operations in KTC and KTS	Linens (Thailand) Co. Ltd	Thailand	Headline	Yes		Quinn Quan Da	14-Sep-2020	Edit Print
PDPR 2020 - 001	Global Quality Management	HeadCard BV	The Netherlands	Wijchen		Yes	Quinn Quan Da	25-Apr-2020	Edit Print
PDPR 2020 - 002	Audit	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	15-Jun-2020	Edit Print
PDPR 2020 - 003	Facility Management	HeadCard BV	The Netherlands	Wijchen	Yes		Quinn Quan Da	04-Jul-2020	Edit Print
PDPR 2020 - 004	Telecommunication Management	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	15-Jun-2020	Edit Print
PDPR 2020 - 005	IT Security Management	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	15-Jun-2020	Edit Print
PDPR 2020 - 006	Applications management CRM, ERP, Internet	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	15-Jun-2020	Edit Print
PDPR 2020 - 007	Email System Outlook	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	25-May-2020	Edit Print
PDPR 2020 - 008	Internal Site	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	15-Jun-2020	Edit Print
PDPR 2020 - 009	Purchasing	HeadCard BV	The Netherlands	Wijchen	Yes		Quinn Quan Da	22-Sep-2020	Edit Print
PDPR 2020 - 010	Customer Data Management (CRM)	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	04-Jul-2020	Edit Print
PDPR 2020 - 011	Data transfer to Tax consultants / auditors / customs	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	22-Sep-2020	Edit Print
PDPR 2020 - 012	Finance Audit	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	22-Sep-2020	Edit Print
PDPR 2020 - 013	Credit check	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	22-Sep-2020	Edit Print
PDPR 2020 - 014	General Processing of payment transactions	HeadCard BV	The Netherlands	Wijchen			Quinn Quan Da	22-Sep-2020	Edit Print

- Step 3 & 4: Action plan and Privacy Impact Assessment

Processing presenting significant risks to the privacy of Data Subjects are also identified during previous examinations and a privacy impact assessment (**PIA**) is planned for each of these processing operations.



### Step 3 & 4: Organize Internal processes

In order to meet our obligations vis-à-vis regulatory authorities and Data Subjects, an internal organization has been set up around the Group DPO, DPCs, IT managers and data controllers. This organization is reinforced at each site with the support of the site manager and local department heads. Two standard operating modes were thus put in place and communicated to the people concerned to specify the processing circuits for the following two events:

- A Personal Data breach
- A request to exercise the rights of the Data Subjects.

These procedures make it possible to react within the time limits imposed by the regulations, namely 72 hours for the notification of Personal Data breaches to the regulatory authority and 1 month (maximum 2 months with justification) for a request to exercise rights.

#### Security and Data Breaches – Procedure for Linens XXXXXXXXXX employees

It is responsibility of all Linens employees to report any event that might compromise information systems security or data privacy breaches as well as potential data privacy breaches.

<b>Employee recognizes an event of (potential)</b> <ul style="list-style-type: none"> <li>- compromising information systems security and/or</li> <li>- data privacy breaches</li> </ul>	<b>Definitions and examples:</b> <ul style="list-style-type: none"> <li>- Computer account(s) accessed by an unauthorized person</li> <li>- Compromise of credentials resulting from malware infection, phishing attack, or improper disclosure of password(s) to an unauthorized person</li> <li>- Device(s) infected by a ransomware</li> <li>- Virus, Malicious code</li> <li>- Leakage of classified information</li> <li>- Human errors resulting in classified information disclosure</li> <li>- Unauthorized access to, alteration of, or activity within Linens information systems (Unexplained or unauthorized code changes, compromised/defaced website, assets, etc.)</li> <li>- Stolen or loss of: laptop, suitcase with documents, tablet, paper documents or Smartphone</li> <li>- Denial of Service attack</li> <li>- Cyber Crime (Phishing, identity theft, telecom and/or financial fraud, etc.)</li> <li>- Probe, scan, unauthorized electronic monitoring (sniffer)</li> <li>- Leakage/loss of personal data</li> <li>- Loss of sensitive documents</li> <li>- Etc.</li> </ul>
<b>Information flow</b>	<ol style="list-style-type: none"> <li>1) Phone call or email to the Helpdesk by employee (if the employee does not speak English, he needs to find locally a person who helps to make the call to the Helpdesk).               <ol style="list-style-type: none"> <li>a) Helpdesk will follow the Linens Information Systems Security Incident Procedure and Linens Information Systems Incident Management Procedure</li> <li>b) Helpdesk will qualify the call and will escalate to the IS Security Team</li> </ol> </li> <li>2) If employee becomes aware that the event is more serious or broader than what was originally reported employee submits another notification to the person that confirmed receipt of the initial security incident.</li> <li>3) IS Security Team informs immediately in the local organization by e-mail distribution list the following persons:</li> </ol>

#### Exercise of data protection rights of data subjects – Procedure for Linens XXXXXXXXXX employees

Data Subject may exercise their rights by sending an email to [dpo@linens.com](mailto:dpo@linens.com) or by letter with acknowledgment of receipt to:

Linens – Group Data Privacy Officer  
 6 rue Marius Auran  
 92300 Levallois-Perret, France

Linens undertakes to process their request within one month of receipt, except in special circumstances where this period may be extended to two months.

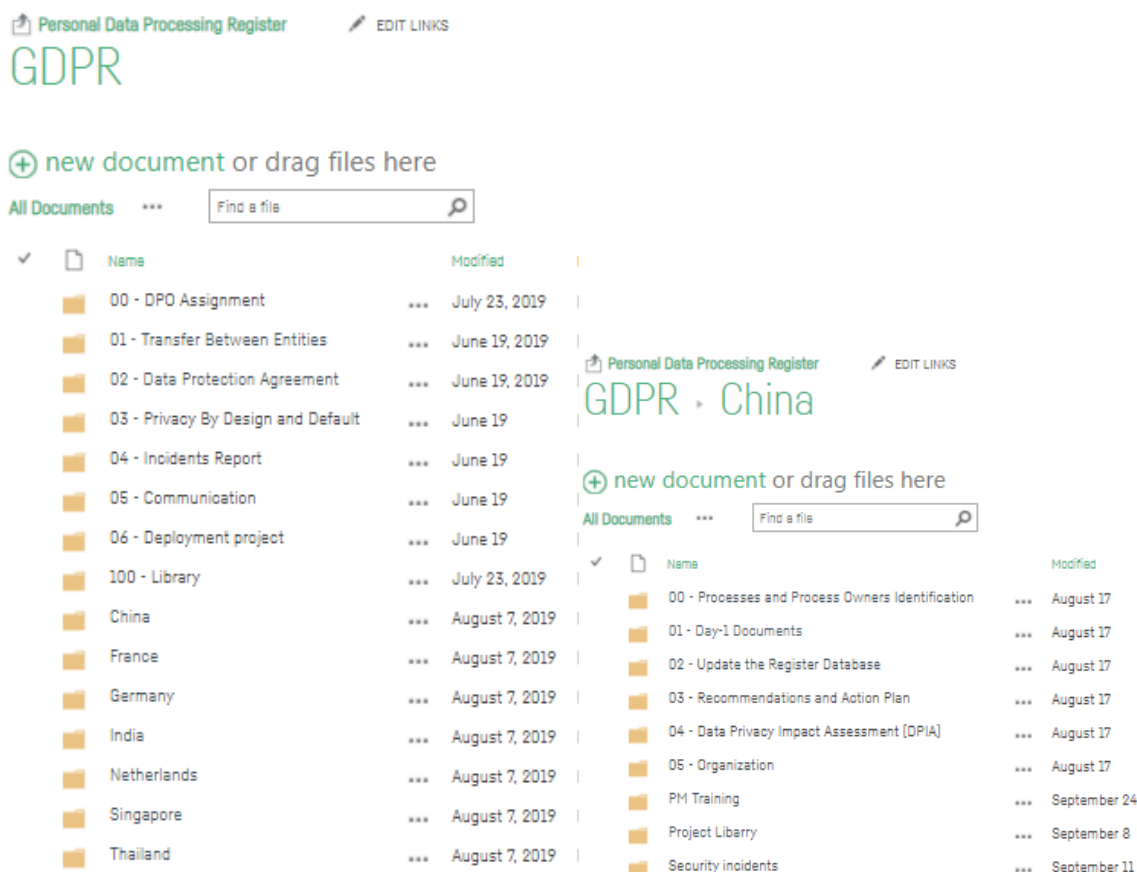
<b>Linens receives the request from the Data Subject:</b> <ul style="list-style-type: none"> <li>- by letter with acknowledgement of receipt,</li> <li>- or by email</li> </ul>	<b>The request concerns:</b> <ul style="list-style-type: none"> <li>- access, update, deletion, opposition, limitation, portability, opposition to profiling<sup>1</sup>.</li> </ul>
<b>Information flow</b>	<ol style="list-style-type: none"> <li>1) The Group Data Privacy Officer send acknowledgement to requester.</li> <li>2) The Group Data Privacy Officer informs immediately the appropriate local organization by e-mail distribution list of the following persons:               <ol style="list-style-type: none"> <li>a) Data Privacy Coordinator</li> <li>b) General Manager</li> <li>c) Data Privacy Officer</li> </ol> </li> <li>3) The Data Privacy Officer is responsible for communicating with the requester, validating of the answer to the request and keeping all stakeholders informed until the request is resolved.</li> <li>4) The Data Privacy Coordinator is responsible for coordinating local actions and ensuring the resolution of the request within one month.</li> </ol>

<sup>1</sup> "profiling" means any form of automated processing of personal data consisting of the use of personal data to evaluate certain personal aspects relating to a natural person, in particular to analyse or predict aspects concerning that natural person's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements.



## Step 5: Document the compliance

Throughout the process of implementing the Linxens Policy, documents have been produced and collected in an electronic library called GDPR. The GDPR library and the Registry together constitute a complete documentation of our compliance process. This group will continue to be enriched over time with the integration of new sites and with the taking into account of changes in the Linxens Group and regulations.



The screenshot displays two views of the GDPR library interface. The top view shows the 'Personal Data Processing Register' with a list of documents including '00 - DPD Assignment', '01 - Transfer Between Entities', '02 - Data Protection Agreement', '03 - Privacy By Design and Default', '04 - Incidents Report', '05 - Communication', '06 - Deployment project', '100 - Library', and various country-specific folders like 'China', 'France', 'Germany', 'India', 'Netherlands', 'Singapore', and 'Thailand'. The bottom view shows the 'GDPR - China' library with a list of documents including '00 - Processes and Process Owners Identification', '01 - Day-1 Documents', '02 - Update the Register Database', '03 - Recommendations and Action Plan', '04 - Data Privacy Impact Assessment (DPIA)', '05 - Organization', 'PM Training', 'Project Library', and 'Security incidents'.

## MEASUREMENT OF OUTCOMES

Deployment continues at the remaining sites in France, India and China and will continue at new sites in the event of new acquisitions / locations.

After deployment is complete, the Linxens Policy continues to apply.

Each change in administrative management having an impact on the processing of Personal Data must be reported in the Register. A compliance action plan will be provided if this change results in a deviation from the requirements of the Linxens Policy. The documentation for the GDPR library will also be updated accordingly.

An internal audit will be carried out on a quarterly basis in order to check the compliance of the treatments.

An external audit of our Policy may be ordered from time to time to validate by experts our compliance with the laws and regulations on the protection of Personal Data in each country.



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[linxens.com](https://linxens.com)

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