



GLOBAL COMPACT COMMUNICATION
ON PROGRESS 2021



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 fourth 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



When we joined the United Nations Global Compact in August 2017, we probably didn't yet know how much it would contribute to changing not only the way we do business but also our perception of the role we have to play as a responsible company.

It is with great pride that this report allows us to highlight, year after year, the progress we have made and to realize that, no matter how small, in whatever area, they allow us to build a stronger company, one that is more rooted in its time and in its local ecosystems, better equipped to face major

upheavals and always ready to accompany major changes, attentive to underlying trends and to all signals.

We have been able to get through the Covid crisis thanks to the commitment of our teams and the attention we have been able to give to each other, to our employees, whose well-being and safety remain our absolute priority, but also to their families whenever possible, and to our customers, partners and all our stakeholders, to whom we have been able to reach out whenever necessary.

For me, this is also the embodiment of our Corporate Social Responsibility.

For the past five years, our commitment has been steadily strengthened and affirmed in all areas covered by the United Nations Global Compact. If for us, in all the countries and jurisdictions where we operate, respecting laws, rules and regulations was a matter of course, pushing our requirements in these areas a little further each day has become a real commitment for each of Linxens' employees.

In 2021, Linxens teams collaborated to develop a new 5-year strategic plan and it became clear to us that responsibility should be one of the five key objectives we set for ourselves. The result is our Vitality program, which is built on five pillars: Compliance, Environment, Markets, Employees and Communities.

In each of these pillars, we will deploy action plans over the next five years that will further strengthen our commitment to ensuring that our activities are conducted in strict compliance, that our operations reduce or eliminate our environmental impact, that we can lead our ecosystems towards a more virtuous and responsible production model, that our employees find within Linxens the respect and dignity they are due, and that we can give back a little of what is given to us to the communities around our various production sites.

Vitality was developed last year, is being rolled out now, and I look forward to presenting the fruits of these commitments to you in our annual report next year.

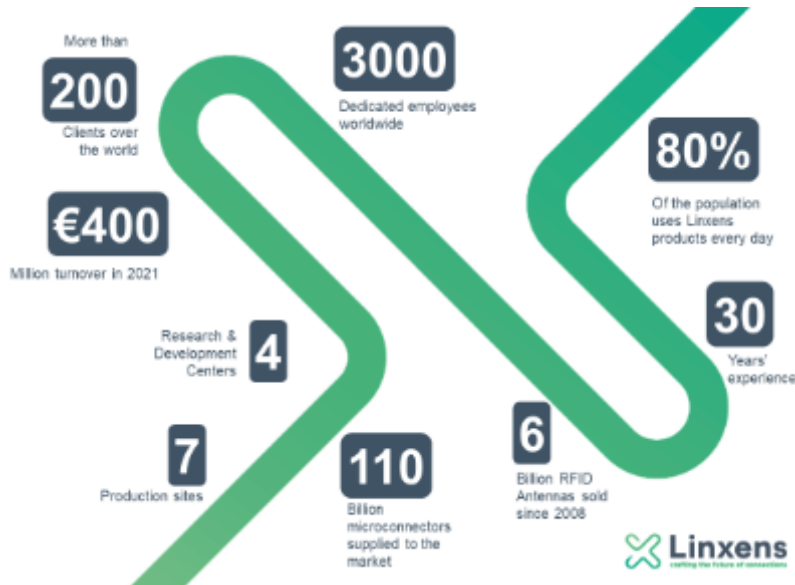
For now, you will find in this annual communication the details of our actions to continually improve the integration of the Global Compact and its ten principles into our business strategy, culture and daily operations.

Thank you for helping me make Linxens a socially responsible company.

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 **6 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



Our production and R&D sites



Serving our clients around the world



4. DISCOVER VITALITY

The Executive Committee, with the support of the entire Linxens management community, has established responsibility as one of the five objectives of our 2021-2025 strategic plan, **Faster, Further, Stronger**.

Within this framework, a multidisciplinary and international project team was set up and the year 2021 was devoted to establishing a diagnosis, defining our action priorities and planning for the next five years in **five key areas, called "pillars"**.

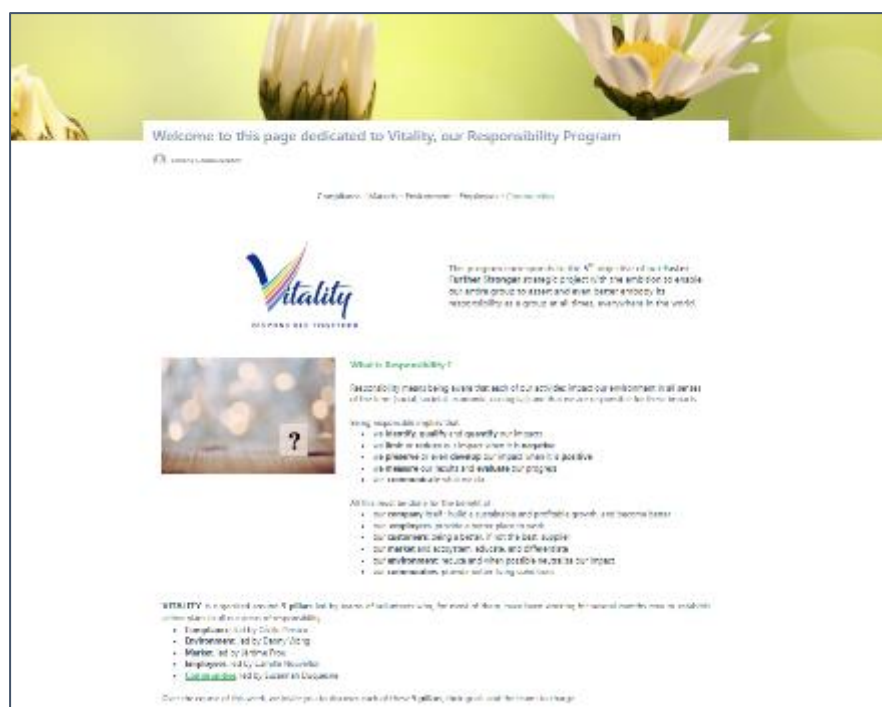


- The **compliance pillar**: as the cornerstone of any CSR approach, we felt it was key to guarantee the compliance of all our actions and activities, and to ensure awareness and internal communication on these subjects
- The **environmental pillar**: guaranteeing on the one hand that our activities are carried out in the best possible conditions, but also ensuring that our environmental impact is reduced and, above all, that our employees' safety is guaranteed at all times and in all places
- The **market pillar**: as a true trailblazer in these markets, innovation is in the DNA of Linxens. It is with this pioneering spirit that we want to stimulate our customers and partners to deploy a responsible and virtuous approach for the whole sector.
- The **employee pillar**: in an international and multicultural group such as Linxens, ensuring the best bid on all our sites, providing our employees with better coverage in case of hardship, offering harmonized processes to ensure the equality of chances and fairness among all is our commitment.
- The **communities pillar**: simply giving a little back wherever we operate. To deploy charitable activities, to support and accompany populations, to mobilize our employees on causes that are close to our hearts to do good and to do good to ourselves.

Vitality is organized around 5 pillars led by teams of volunteers who, for most of them, have been working for several months now to establish action plans in all our areas of responsibility.



The program is currently being deployed and actions have already been launched at all our sites on all pillars.



A dedicated page on our intranet has been shared on which we will update our employees about our progress



A logo and a graphic charter have been specially designed to better embody the program

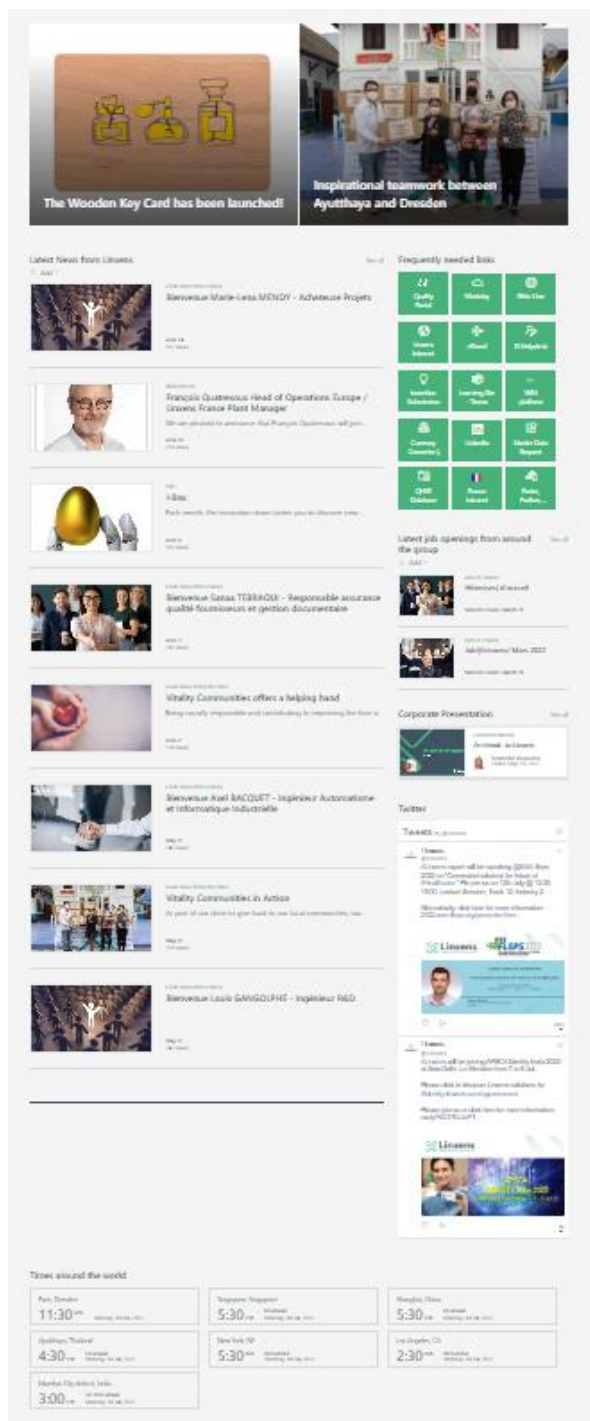
5. SOCIAL POLICY

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



After installing the intranet as a key information tool for all group employees, we have continued our commitment to transparency by developing new media

in 2021, more than 120 newsletters were distributed, i.e. more than two news items per week concerning all the company's functions

In addition, we have introduced new quarterly « Managers Meetings » at which the Executive Committee shares the news of the last three months with the group's 200 main managers and the main priorities for action.

These meetings are followed by the distribution of information called "Quarterly Highlights" in which, through 7 key indicators, we share with employees the group's results in terms of finance, sales, production, health, safety, human resources, etc.

All these measures provide a global view of the current situation and the company's strategy.

Better informed, everyone is better able to carry out their missions and tasks, and is also better equipped to share key information with their teams as managers to ensure the company's development.

Finally, we have set up monthly **"Fireside Talks"** during which our CEO comes to meet about ten employees per site in order to freely discuss the group's activities as well as more local issues. The proximity line created in this way allows us to bring up our employees' expectations without any filter in order to propose the most appropriate responses, whether in terms of HR, investment, operations or project management...

Below are few employees feedback after a session with Mumbai's team

"The initiative and the session was very good. To interact to CEO and SVP HR shows the openness and support of the organization and management";

"It was really good experience. We should do this session quite often; we get more knowledge from experienced person this motivates us in a way that we can share our experience, failures and how we can create opportunities and make better";

"Session was good and expectation was met in management's response."

First ever Group Employee Engagement Survey

In November 2021, all employees of the group were invited to take part to the first engagement survey for the Linxens Group in order to share their feelings towards the company as well as their expectations and their understanding of the group's strategy.

As a result, 83 % participated to the survey, attesting the need to express themselves. Detailed results will be shared in 2022 and dedicated action plans will be implemented both at group and local levels.




Date: 04 November 2021



The floor is yours!

On November 8, Linxens will launch its first global **Engagement Survey**

This is an opportunity for each and every one of you to let us know how you feel within our company, what you understand about our strategy for Linxens, what you expect from your manager, how you feel appreciated, valued, recognised...

This survey is conducted on behalf of Linxens by an external firm, **Peakon**, which specialises in this type of study. The data is processed anonymously and no Linxens colleague will have access to your answers.

On site or at home, from your personal computer or smartphone or on a laptop provided at your workplace, 20 minutes is all it takes to complete this questionnaire.

Your manager will explain the details to you in more detail, so talk to them!

The more people who respond, the richer the results of this study will be.

We are counting on you and are eager to hear your opinions.

Every opinion counts!

Please note that we are for Linxens employees only. They must not be shared outside the company.

communications@linxens.com




Date: 02 december 2021



83 %

This is the impressive participation rate in Linxens' first Engagement survey.

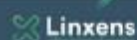
- First of all, this is a sign of your interest in these topics, and your desire to contribute to the transformation of our company, together
- Secondly, it is a guarantee of an excellent representation of the results that will guide our actions' priorities for the coming years
- Finally, it represents a huge amount of data that Peakon (the external company in charge of piloting this survey) will analyse over the coming weeks.

See you in the first quarter of 2022 for a complete presentation of the results and action plans! Every opinion counts!

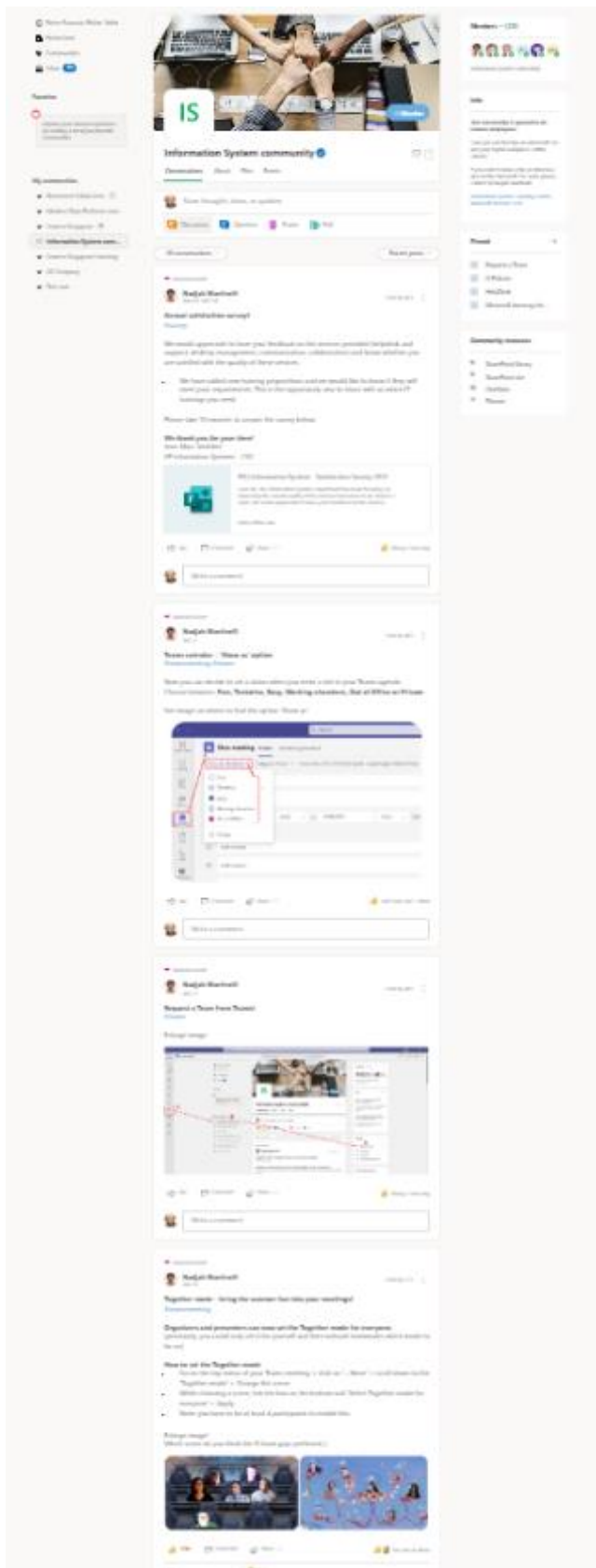
Many thanks to you all!

Please note that e.Linx are for Linxens employees only. They must not be shared outside the company.

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Pursue the digitalization of the company

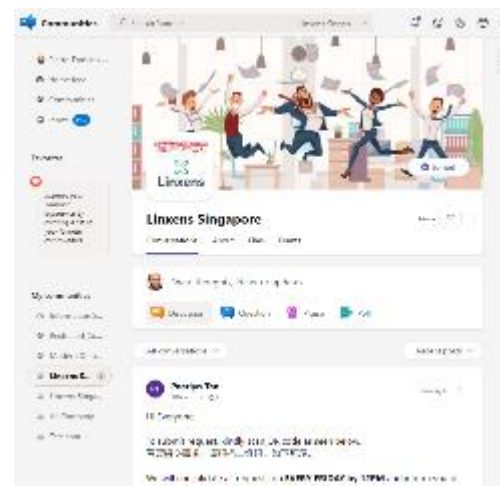


After the successful deployment of Teams in 2020, during the COVID-19 pandemic, we continued our efforts to raise awareness and acculturate employees to the use of these new tools. A dedicated animation was created to share new and practical ways to use the collaborative tools each week.

Employees learn how to use the new tools such as OneNote, Whiteboard, Teams and any other collaborative tool as well as office tools, which allows them to be more efficient during their remote meetings and to follow all the projects in progress in the company.

The animations are done in the form of live meetings but also by sending newsletters and publishing tips and tricks on the Communities (aka Yammer) tool

In addition, each site and each function can now create its own community and share news about its projects as well as the latest news about the life of the sites via Communities.



Flexibility @ Work

In line with our global Flexible Working Policy deployed in 2020, the French HR team has implemented a social agreement to allow their employees with compatible assignments to work from home 2 days a week.

This new agreement is a great innovation for Linxens French employees. We are happy to offer them a better quality of work and a better balance between professional and personal life. Among several other provisions, Linxens France proposed to their employee a “guidebook” which content many advices to work from home. The site also decided to support employees to buy furniture or material like chair, desk to ensure the best possible working conditions at home.

This policy has inspired all of our sites, which, depending on local rules and habits, have been able to deploy similar policies aimed at making these new ways of working a habit and supporting managers in the changes that this implies in their daily work with their teams.

#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.

Our **#MoreThanAJob** mindset can be shown through various initiatives across our sites. Some examples include:

Ayutthaya

For example, at our site in Thailand, which was severely affected by the Covid pandemic, we went beyond our obligations as employers to provide close support to our teams and their families by organizing information camps, facilitating family vaccinations, and providing support to sick people with volunteers.

This is no longer a question of work but of solidarity and mutual aid.

Employee Experience Management

Covid19 Management

In July, the COVID situation worsened, thereby employee communication and employee experience have been focusing on providing CSR activities during COVID pandemic situation for our employees, the activities in progress are as follows.

1. Provide Covid test for all employees
2. Provide Covid vaccinate for all employees
3. Provide treatment for infected employees (home isolation, hospital and hospital)
4. Set up a volunteer team (Aar So More) to take care of infected employees individually daily basis
5. Continue communication to employee through email, newsletter, Line and supervisor network



This is also embodied through partnership initiatives, collective celebrations etc...

CSR Donation Linxens gift to Watchumpolnikayaram school



Songkran's Day

- Make merit in Thai New Year festival
- Game playing
- Lucky Draws



Long Service Awards

Mr. Cuong H. Duong give certification to the employee working 10,15 and 20 years



Linxens Newsletter

communicate covid news, company news and sharing knowledge



LINXENS Engagement Activity

Employee Experience Activities in April



Employee Appreciation Day

Purpose : Thank you to all employees for their dedication and perseverance in Achieving the target of 88 Million Pieces in 2021 and combined with Songkran Festival to celebration Thai New Year Festival. It's a celebration for Embraces goodwill, Love, Compassion and Thankfulness by using water as the means of expression



LINXENS DRESDEN AND AY DISTRIBUTED A CHRISTMAS PACKAGES AND THE GIFTS TO THE CHILDREN

GLOBAL AND LOCAL CSR ACTIVITY



LINXENS Engagement Activity

Employee Experience Activities

Our Local action priorities for Ayutthaya

Driver	Action priority
Management Support	<ul style="list-style-type: none"> • Enhance the management support for the employees • Enhance the management support for the employees • Enhance the management support for the employees
Reward	<ul style="list-style-type: none"> • Enhance the management support for the employees • Enhance the management support for the employees • Enhance the management support for the employees
Growth	<ul style="list-style-type: none"> • Enhance the management support for the employees • Enhance the management support for the employees • Enhance the management support for the employees
Environment	<ul style="list-style-type: none"> • Enhance the management support for the employees • Enhance the management support for the employees • Enhance the management support for the employees
Operational Support	<ul style="list-style-type: none"> • Enhance the management support for the employees • Enhance the management support for the employees • Enhance the management support for the employees



LINXENS Wise & Well

Wise and Well 2022 Program



LINXENS Wise & Well

LINXENS 30 Day Step for Ambassador Change Champion



Animated VDO communication





Changi

Launch of local Intranet

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

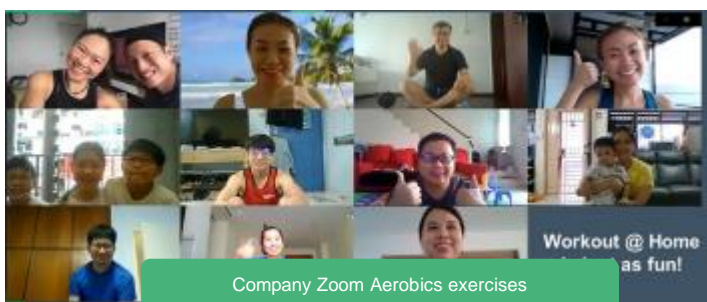
The Singapore intranet is a centralized platform where you can find:

- 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

Encouraging Fitness and Sports as part of wise and well

Before relaxing of social distancing regulations

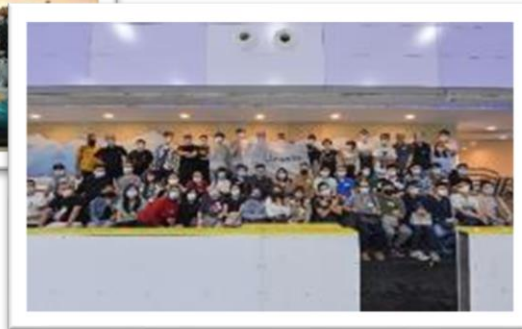
Team cycling event while maintaining social distancing regulations.



After relaxation of COVID 19 restriction regulations



Companywide bowling and ice-skating event



Dresden



Around 15,000 runners set off in five starting waves from the Kulturpalast to the Rudolf Harbig Stadium on Wednesday evening, 25 May 2022. Among them were our colleagues from the site in the teams "Flotte Käfer" and "LINXträger". After the exertion, the red carpet was rolled out in Dresden's "most emotional sports venue" and the evening ended in high spirits. The LINXträger finished in 452nd place out of 774 and the Flotte Käfer in 887th place out of 1596. We congratulate the runners and look forward to the next sporting event!

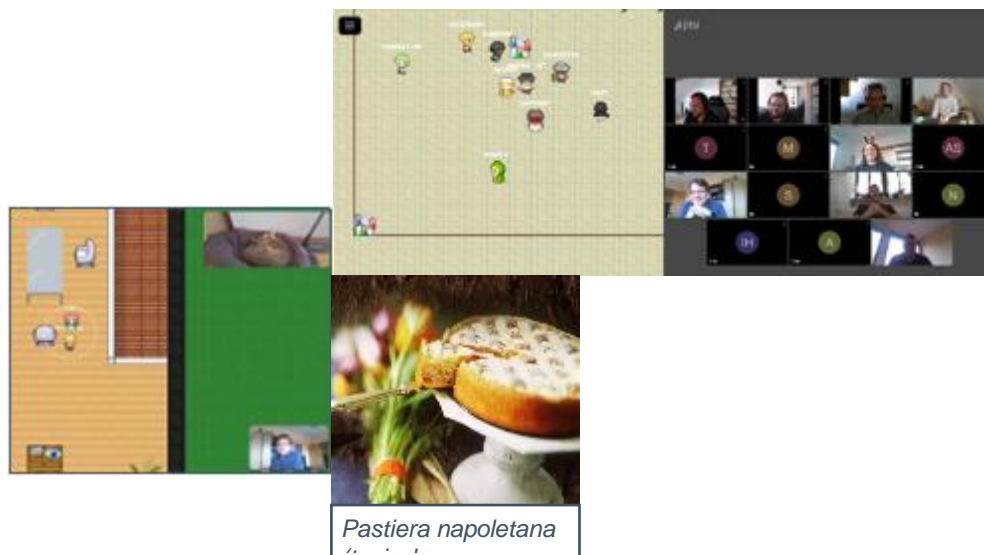
Help for Dresden school

Quickly and easily we helped a Dresden school during Corona pandemic by providing tube racks for pupils' Corona rapid tests.



Online Team Event 2021

Our R&D software team designed a virtual company mind map for us in their free time on the WorkAdventure platform. Based on this great project, we were able to offer a virtual team event as Easter 2021 with a lot of actions and online offers designed by our employees. It was a complete success and a lot of fun!



HR Newsletter

One per month HR Dresden provided for employees information of

- interviews new joiners
- health & safety topics
- project updates
- "Linxens more than a job"



Mantes

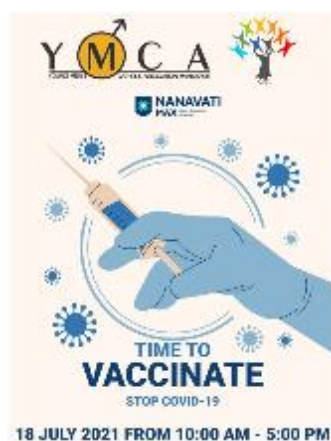
In 2021, Linxens France changed their health care provider to offer a better quality of service to their employees. The new provider offers the same benefits at a lower cost as the previous one and offers a free non-stop online consultation service.

In a context that remains tense due to the Covid crisis, Linxens France has organized various celebrations throughout the year to thank employees for their efforts and to underline its commitment to the quality of life on site and to renew face-to-face exchanges whenever possible.

- ## Mumbai

- [illegible]

- Employee & Family Wellbeing: Vaccination Camps for Linxens Mumbai



- Tri color, Diwali color, Trust, Women Empowerment



Tianjin

Organization of Christmas events for all employees



Faster, further, Stronger, our 2021-2025 strategic plan

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.

In March 2021, we launched an unprecedented process, both in terms of form, since all the meetings had to be held remotely, and in terms of content, with the desire to involve a panel of experts in each function to establish a new strategic plan for Linxens.

To frame the debates and to be able to propose a coherent global synthesis, all the teams involved, for each department of the company (Sales, Operations, HR, Finance and IT, Legal) followed the OGSM methodology.



These five objectives, set by the Group Executive Committee, were broken down into Goals, Strategies and Measures for each function, which will be monitored and updated each year.

Around one hundred employees were able to exchange views during 15 workshops organized between March 15 and April 23, enabling us to establish 44 goals and 98 strategies that will shape our priorities for action over the next five years, which will be made known and shared with everyone during information sessions organized at all our sites in July 2021.

Ayutthaya

To ensure the proper understanding and deployment of the strategic plan, Headquarters has provided the sites with various deployment aids in the form of powerpoint presentations accompanied by argument sheets.

At our Ayutthaya site, we had to go further with more pedagogy and the local HR teams deployed a dedicated action plan to ensure that these elements were properly disseminated. One objective: not to be satisfied with disseminating information, but above all to ensure that it is well understood and assimilated, to integrate employees into the success of the project, and to value the role they have to play in the success of the entire company.

The Strategic Communication

To crystallize our objectives in people's minds, we intend to adopt a more interactive approach over last September 2021, therefore we're implementing Goal to the Goals, a factory quiz competition which has been implemented from 8 November to 8 December 2021. So far, our activity has been completed and we have achieved the winner, which can be summarized as follows:

Activities' Methodologies



Activity Summary

- More than 80% of employees are involved in this activity, which is a huge increase compared to the previous activity.
- We have the winners as follow :
 - 1st the winner is AY2,AY4
 - 2nd the winner is AY1
 - 3rd the winner is AY3
- We have also provided surprise rewards for all team as follow:
 - The Best of Improvement Award is Team 1 (AY1)
 - The Best of Never Give Up Award is Team 3 (AY3)
 - The Best of Consistency Award is Team 2 (AY2,AY4)

**** The award of surprise is ICE CREAM for all employees****





Management Insight

How do we achieve the Be Leader objective?
 เราจะบรรลุวัตถุประสงค์เป็นผู้นำได้อย่างไร

"The first objective deal with historical activities on the card. It's a question of repositioning our leadership in these markets by proposing new value-added offers and being part of a process of continuous improvement of our quality and our production times to differentiate ourselves from our competitors. We need to deliver products quicker than our competitors can and with less defect."

André Fauriol, Director



Management Insight

How do we achieve the Be Leader objective?
 เราจะบรรลุวัตถุประสงค์เป็นผู้นำได้อย่างไร

"My first vision is about the future development in the past, what we do well, and what we can improve together, which is leadership or manufacturing as mean the needs of customers who have a lot of demand quality, quantity, and speed. My second vision is the ability to meet customer needs such as increasing production times according to customer requirements. My third vision is the making of product that we produce. The last vision is to make customer needs change over time. Therefore, it is our responsibility to promote leadership in this industry. I believe when everyone has their own leadership they can lead everyone in our organization and our company will move forward as we as leader in this highly competitive industry and of course, we grow things with together to win it."

Faster, Further, Stronger



Management Insight

How do we achieve the Be Leader objective?
 เราจะบรรลุวัตถุประสงค์เป็นผู้นำได้อย่างไร

"The first vision is about the future development in the past, what we do well, and what we can improve together, which is leadership or manufacturing as mean the needs of customers who have a lot of demand quality, quantity, and speed. My second vision is the ability to meet customer needs such as increasing production times according to customer requirements. My third vision is the making of product that we produce. The last vision is to make customer needs change over time. Therefore, it is our responsibility to promote leadership in this industry. I believe when everyone has their own leadership they can lead everyone in our organization and our company will move forward as we as leader in this highly competitive industry and of course, we grow things with together to win it."

Faster, Further, Stronger



Linens

Management Insight

How do we achieve the Profitability & Growth objective?

เราจะต้องทำอะไรบ้างเพื่อให้ได้กำไร

"Profitability grows across managing a sustainable cost structure as well."

Fast-changing technology makes everything around us change rapidly. Higher business competition, more business mergers and changing needs, every business has something new happening every day. And information is easy to be accessed through all channels as well. Under such circumstances, there is an opportunity.

One of the things that can help us improve customer value is flexibility. Offering new services, options, and being ready to adjust quickly when changing situations will be our main focus from tomorrow every day.

Being faster. Further. Stronger isn't too difficult for us?



When I was asked to give a presentation in the class of Management & Finance Department.

"I was asked to give a presentation about the business plan of Linens. I was asked to give a presentation about the business plan of Linens. I was asked to give a presentation about the business plan of Linens."

I had a presentation about the business plan of Linens. I had a presentation about the business plan of Linens. I had a presentation about the business plan of Linens.

And I was asked to give a presentation about the business plan of Linens. I was asked to give a presentation about the business plan of Linens. I was asked to give a presentation about the business plan of Linens.

Faster. Further. Stronger. It's not too difficult for us.

Faster. Further. Stronger.

[illegible]

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 law of September 5, 2018 for the freedom to choose one's professional future, 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.

In 2021, Linxens France achieved an overall score of 86/100.

(The results vary from year to year depending on the variation in the number of employees present in the company over the year.)

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.

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

Indicators	Linxens France	Maximum points
Pay gaps between women and men	38	40
Difference in individual increases (excluding promotion) between women and men	35	35
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
Total Calculable Indicators	73	85
Overall score	86	100

PEOPLE DEVELOPMENT

For Linxens, the ambition of People development is to secure business activities and prepare future in terms of resources and competencies. 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.

In 2021, the priorities have been dedicated to developing engagement, to consolidating the foundations of people development in terms of performance management, talent management, competencies model, Learning management.

Performance Management:

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 **four Objectives** of the PDR are:

- Manage Performance, mainly through SMART objectives linked with strategy
- Develop a Feedback Culture
- Sustain Ownership and Leadership
- Ensure Employee Development and Engagement

After successfully implementing & deploying the New HRIS through end 2020, beginning 2021 to all Linxens sites, we used this global HR tool for our 7 sites to run following HR campaigns: Performance Review (PDR); Compensation campaign; Talent Review.

This helps our employee to have one common platform with harmonized HR processes, it also helped managers & HR reducing their time spend in administrative work:

- We received tremendous positive feedbacks from our manager & HR communities.
- We achieve to close more than 200 Microsoft office licenses which help our IT department reducing cost and have more control on employee license and access
- Compensation campaign last 5 weeks now vs. 10 weeks before the HRIS
- HR have in real time all employee data at one single place.

Talent Management

Each year, through a Talent review process, 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.

As from 2022, in order to enrich the Talent Review, special attention will be paid on key performer, Talents to review their individual plan and in the same time, on succession plan for executive positions and for management committee positions.

Learning

Learning is an essential part of any company's success. Linxens wishes to develop Learning culture in perspective of becoming in mid/long term a Learning organization.

In this framework, a main objective is to focus on the development of its employees by giving them an easy and larger access to many training courses on both soft and hard skills.

Ayutthaya

Development training strategy and development framework

Training & Development as of February 2022 - 2025

Upskilling Project 2022 - 2025

- 2022 target : we focus on upskilling Lean Excellence, Industrialization, Process Engineering, Innovation and continue upskill training for the Shop floor operator, Technician of Operation team and Warehouse team.
- Current Status: We are working with managers to summarize the upskill training plan 2022 for Shop floor operators and technicians.



Increasing Employee Engagement Project

- From the results of employee engagement surveys, there are some areas in Ayutthaya that need to be improved.
- We are implement workshops with AYU management & managers to brainstorm ideas to close employee engagement gaps and increase employee engagement as schedule following.



Upskilling Project 2021-2025

To develop the skills required of employees to be able to work in multi-skills and to replace missing employees according to the redundancy program.



Upskilling Project 2021-2025

Technical Skill Matrix for Operation Team (Ayutthaya Site)

Category	Skill required to maintain current level	Production Operator															
		APT 37500000				APT 37500000				APT 37500000				SOP			
		Line Leader	Team Leader	Operator	Operator	Line Leader	Team Leader	Operator	Operator	Line Leader	Team Leader	Operator	Operator	Line Leader	Team Leader	Operator	Operator
Product Knowledge	• Drawing GBT	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• Layout Specification	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• Safety Culture Awareness	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Technical Skill	• GBT	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• Standard Operation Procedure SOP & Risk Instruction (SI)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• Safety & Visual Control System	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• QC	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	• OEC	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

No.	Employee Name	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill	Product Knowledge	Technical Skill
1	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
3	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
5	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
6	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
7	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
8	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
9	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
10	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
11	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
12	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
13	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
14	Mr. Chaiyaporn	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3



Skill Gap Analysis Dashboard for Shop Floor Operator (Ayutthaya Site)

Employee: Operator

The dashboard of skill gap analysis below is used to present the current capability of shop floor operator Ayutthaya site. The information contains: 1) skill requirements, which refers to the average skill level of all employees. 2) skill gap analysis, which shows the current skill level, which shows the current skill level of the employee. 3) skill gap analysis, which shows the current skill level, which shows the current skill level of the employee.



TD&EE activity highlight of AY 2021 and on-going

Overall Training & Development <ul style="list-style-type: none"> The challenge of training & development activities in 2021 was Covid19 situation, so we turned the traditional training method to the online, this is the first step to transform learner behaviors from traditional to digital training. In 2021, the average training hours per employee was 18 hours, compared to 39 hours in 2020. The decrease in the training hours was due to the epidemic situation in the Ayutthaya site at the end Q2 and Q3 which distracted us to focus on managing the emergency situation. Most of the training was on-the-job training (OJT), which focused on recertification for the operators. 	Compulsory Training <ul style="list-style-type: none"> The compulsory training courses covered HSE and Quality courses, there were 38 courses in the master plan. Due to the Covid19 situation the onsite training courses had to be cancel owing to the safety of employees. To achieve training goals we had adapted our training courses to online training instead of onsite training and had changed some courses as appropriate. In 2021 we were able to provide 100% training as planned. (the details as attachment) 	Implementation of the Global Projects <ul style="list-style-type: none"> Full implementation of the Workday system People Review Project Mentoring Program Employee Engagement Survey LXS Strategic Objective Communication Linxens Privacy Policy (LPP)
Training Required by Government (DSD) <ul style="list-style-type: none"> In principle, the Thai government has set a target for companies to train at least 50% of the total employees. Due to the Covid19 situation, the government adjusted the target to train at least 20% of the total employees. In 2021, we were able to train 70% of our employees, above the target = 50%. The reason why we achieved the DSD target was because we was well planned in early 2021, such as the restructuring of the training curriculum on the job, designed Wd training to match with the government's training criteria, etc. 	Upskilling Project <ul style="list-style-type: none"> In 2021 we focused on designing a framework to upskill the shop floor operators and technicians. What we fully achieve included: <ul style="list-style-type: none"> The skill matrix of the production team. Skill assessment for 803 operators and 816 technicians Skill gaps analysis (dashboard of skill gaps analysis) of each individual Training course development for upskilling As COVID spread in AY21, we had to postpone the upskill training to 2022 as production teams needed to speed up production to compensate for the lost production during the Covid19 pandemic. 	Employee Experience Management <ul style="list-style-type: none"> Overview of employee engagement in 2021, we focused on managing the covid19 situation and took active part to keep employees safe from covid19 as follows: <ul style="list-style-type: none"> WH management Continued communication to build employee awareness Vaccination management Support Covid test management Medical treatment support of the infected employees For Ser More – Volunteer team In addition, we were in the process of increasing the standard of the canteen getting the cooperation from the government under the Clean Food Good Taste program. In 2021, we began the program by training the canteen staff on Taste program. In 2022, we will begin in the program standards.

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. Employees can access all in house training through the intranet and Yammer.

Smart Factory Competency Development

The management in Linixens 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 act 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. Linixens 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.

Linixens 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.

Tianjin

- Conduct CSR training for all employees.
- Organize leadership training on Dec. 27 & Dec. 28 in Shanghai.
- Deliver PDR & PDA Training in the end of Dec.



SUMMARY OF ACHIEVEMENTS IN 2021

- Design & implementation of our five years strategic plan: “Faster, further, Stronger”
- Design and implementation of a unique and global compensation review process
- Salary increases based on individual performance
- Transparency - Communication of the salary increase principles
- France Company car – moving to a more responsible policy (electric car recommended)
- Integration in Workday system the performance reviews for all employees
- Deployment of Mentoring programs as dedicated Talent development solutions
- Selection of Cornerstone as a Learning Management System (LMS) platform to support development of Learning culture
- Engagement survey to be conducted to measure level and nature of engagement and to benchmark

TARGETS FOR 2022

- Design of a Diversity and Inclusion policy
- Inventory of our Benefits in each site
- Define and deploy global and local Action plan following 2021 engagement survey
- Leverage Performance Management culture with dedicated learning sessions for managers
- Develop Learning culture through Learning Management System programs deployment
- Implement Knowledge Management solutions to secure business continuity in capturing critical knowledge
- Support Linxens transformation through HR specific support for change management
- Improve Talent review management with focus on follow up on individual plans for Talent

In China

- Focus on **two-way communication**, launch “Let’s Talk” program to invite employees from different department to raise their ideas, questions.
- Conduct **quarterly employees’ activities** including technical competition, CSR, Funny sports, and teambuilding as plan to engage employees.

- Build **Recognition culture** through excellent employee nomination, milestone celebration, employees storytelling, etc. to build the sense of belonging.
- **Define China flexible work policy** based on global F@W policy to address and reduce the negative impact of covid-19.
- **Arrange training** per request and even **set up internal trainer team to empower employees.**
- Create and optimize **China Intranet** to promote China events.

6. HEALTH AND SAFETY

Providing a safe and healthy workplace for all our employees all around the world is not just a priority but also our commitment. Regardless of where we are operating our business, we want to meet the local Environment, Health and Safety regulation as a minimum requirement and are ready to go beyond in all reasonable and practical measures/ processes for health and safety of employees.

As a company, we are aligned to the vision of providing an injury free environment for our workforce. Thus, health and safety of each of our employees is of ultimate importance, the management and managers believe that accidents are preventable and Safety is part of the business process and not taken as extra chores.

Covid-19 struck the world in 2020 and extended into 2021 causing many disruption and creating new norms for work and the workplace. With more employees working from home during that period, workplace having to reorganize and rules for safe distancing, screening, and wearing of mask throughout work and higher absenteeism at workplace due to the contacting of the virus of employees.

All these has posted some physical and mental challenges and inconveniences to both the business and the employees. To ensure that employees are well informed of the situation and given the safe instruction and attention, many sessions of awareness communication and training were carried out on sites to help employees.

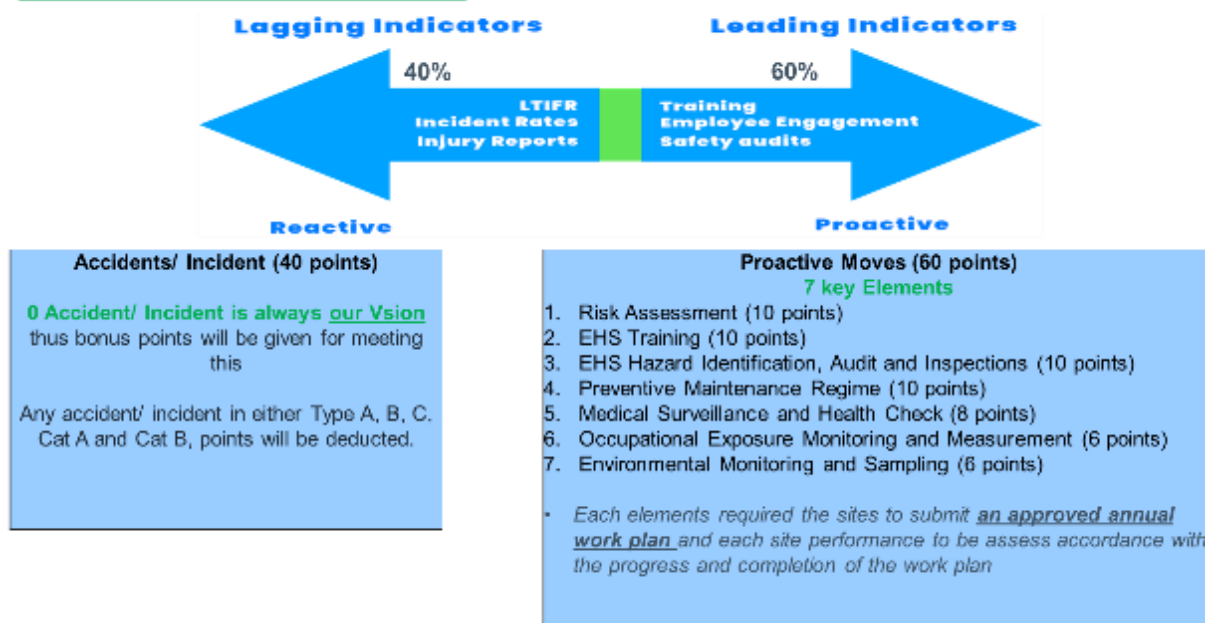
On top of people, the pandemic has also caused delay and disruption to maintenance and repair schedule for utilities and production machine and equipment, thus if without proper planning and the common mindset for the safety and health from all the stakeholders on sites, these can also pose a high risk to the employees operating or working in the workplace.

To ensure that safety and health is not being compromised, the Site EHS team worked very closely with the Operations, Engineering and Facilities team to review each situation and conduct risk assessment and input immediate action to counter any hazards and reducing the risk level if exist.

This saying, “every crisis offers an opportunity”. Due to the Covid-19 pandemic, we have step up our health and safety process in creating more communication and training opportunity to our employees, at the same time tested the actual implementation and readiness of our procedures and risk assessment abilities.

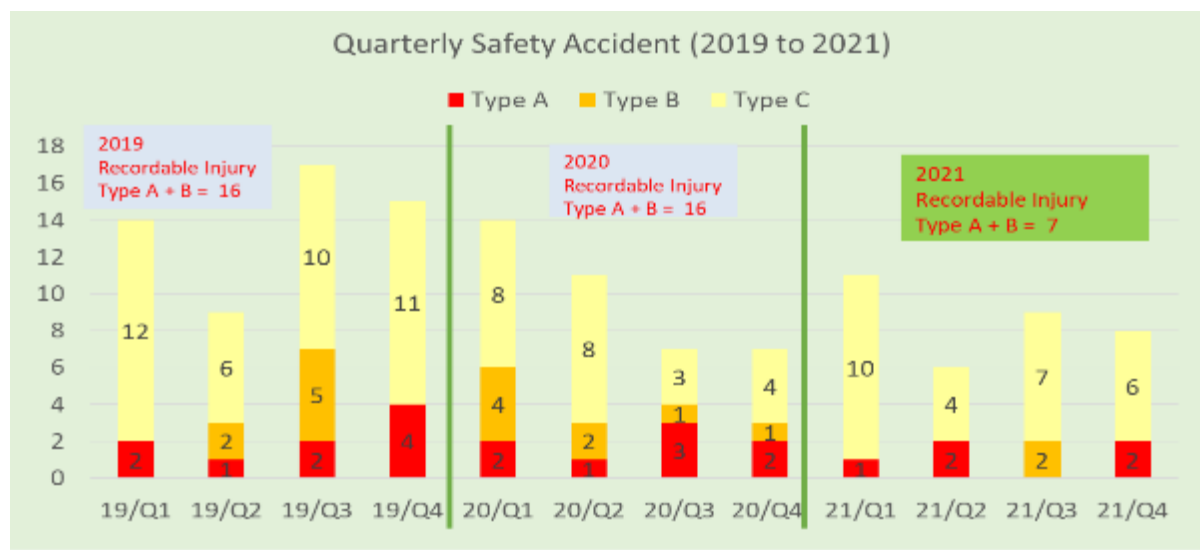
In 2021, an EHS scorecard tool has been reviewed and will be readily rolled out in 2022. This scorecard will continue with the lagging indicator measurement of accident and incident but at the same time creating the leading indicator measurement of the following 7 elements which stand for a total of 60% weightage.

EHS Score Card System



We believe that in order for us to have sustainable EHS performance and building a stronger safety culture, we need to emphasize on proactive process that measure prevention efforts and can be observed and recorded.

Accident and Incident



At Linxens, we account workplace injury in the following classification:

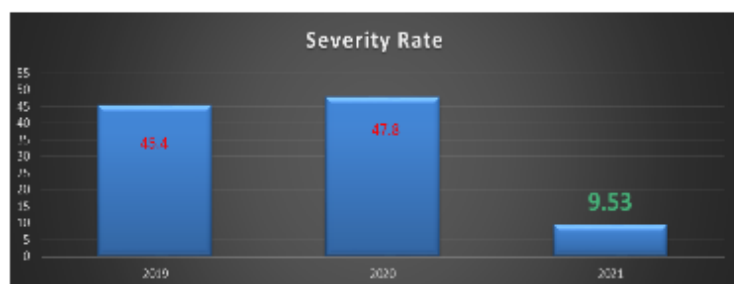
- 1- **Type A (Lost Workday Cases):** refers to cases where the employee's injury needs to be treated in the hospital or clinic and the doctor has declared the employee unfit to work on the next working day(s).
- 2- **Type B (Medical Treatment Cases):** refers to cases where the employee can continue to do his/her original work immediately after the injury is treated by designated doctor in clinic or hospital and treatment given is beyond First Aid

- 3- **Type B (Restricted Workday Cases):** refers to cases where the employee cannot continue to do his/her original work, but he/she can be arranged to do some other works immediately and no working day is lost after the injury is treated by designated doctor in clinic or hospital.
- 4- **Type C (First Aid Cases):** refers to cases where the employee can continue to do his/her original work after the injury is being treated or medicine being applied by site medical nurse/ trained first aid team.
- 5- **Near Miss Case:** Cases where all aspects are present but an accident did not happen or the occurred incident did not cause any injury to personnel. It also refers to cases where accidents might happen due to faulty apparatus, facility or equipment or employees violating the safety regulations.

In 2021, total of 34 Injuries recorded in 2021 vs 39 Injuries in 2020, this is a 13% improvement.

The number of recordable injuries, accounted in Type A and Type B, 7 cases vs 16 cases in 2020. This is a 56% improvement.

Severity (Number of Loss Days)				
Year	Module	Tape	In-Lay	Group
2019		197	175	372
2020	0	349	52	401
2021	0	9	71	80



As compared to last year, a lower severity rate due to reduce number of cases of loss-time injury (Type A) from 10 to 5 cases

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

In term of severity (loss days), a total of 80 days in 2021 vs 401 in 2020, this is 80% improvement. The severity rate in 2021 is 9.53, the lowest for the last 3 years.

EHS Accident Frequency Rate and Incidence Rate



Total Recordable Case Frequency (TRCF) : number of Type A & B Accident) per unit man-hours in respect of 1 million man-hours.

TRCF = (Type A + Type B) / Man-hours x 1,000,000.

From a quarter to quarter comparison in term of Frequency rate, we see a lower frequency rate in 2021 Q1, (below 1)

The overall injury Frequency rate @ 0.83 which is calculated based on the number of recordable injuries of Type A and Type B. This is also the lowest in the last 3 years.

The improvement in the health and safety performance is the outcome of the

Accident Prevention Plan in 2021, reduce in number of injuries and its severity, based on the following specific actions:

1. Hand Safety Campaign and awareness
2. Culture for Eye on path at work to prevent Slip Trip and fall
3. Kick start Risk Assessment Review
4. Reviewing of Safe Working Instruction, Site Safety rules and procedures

Environment Incident

Besides reporting of workplace injuries accidents, we had also in our system reporting environmental incident and other incident at sites. We are into the 2nd year of capturing these reporting and investigation into each of them to prevent any significant impact and violation of law to the environment we are operating.

2 categories of environment incidents:

- Environmental Incident Cat. A: Refer to cases where the incident reflects 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, in 2021 a total of 1 CAT A and 21 CAT B environment related incidents were reported. All of them were closely followed up, investigated and while some required long term follow-up action and to be carried out in phases, but all cases are put in place with immediate and short-term action to contain the risk.

Near miss Reporting

We believe that that the emphasizing of open reporting and feedback by all employees in the workplace is important for us in preventing accident and incident, thus we introduced near miss reporting into at all sites since 2018.

Near misses reported in 2021, 33 vs 39 in 2020, slightly reduced. While these incidents are not causing injury but had the potential if left unattended or reported. All near-miss reporting at sites are taken seriously, all reported will be similarly investigated.

A step up to the near miss reporting system, we are working to ensure that each operations site has their hazard reporting platform established and able to encourage employees to proactive reporting any hazards. We want to do better to hunt down hazards before they resulted into a near miss case.

Health and Safety Achievement and Program at Sites

Reward and Certification

- ISO 45001 Certification for Occupational Safety & Health Management System – 2 of our operations sites, **Changi and Mantes** have been certified in 2021, with 2 more sites (Tianjin and Mumbai) to be completed in Quarter 1 in 2022.



- Zero Accident Award** - Zero loss time accident campaign 2021 Award organized by Thailand Institute of Occupational Health and Safety, Ministry of labor. 2 of our operations sites in Ayutthaya obtain the award.
 - AY2 Gold level - Working hour without loss time accident 14,213,457 Hrs.
 - AY3 Silver level - working hour without loss time accident 6,045,446 Hrs.



Health and Safety Program and Activities at Sites

Thailand - Ayutthaya

- Kick off 2021 Hazard Reporting Program.



Hazard hunter promotion on Sep 2021



Communicate via E-mail and Line application



Submit by EHS-008-A or Online form by scan QR Code



Give award to Hazard hunter participated





- Prevention of Falling and improved planning to reduce human and vehicle hazard



- Access path improvement by adding lighting to walkway at bussing pickup



- Machine Guarding Safety

New Machine Validation at AY1&AY2

Date :
8 December 2021.

Title :
New Machine Validation at AY1&AY2

Objective :

- Review Machine risk assessment.
- Safety function validation.
- Machine Operation safety review.

Target :
Machine safety when operate.

Result :
Pass



Linxens
crafting the future of connections

- Emergency Response Planning and Business Continuity Planning

Fire drill and Evacuation drill 2021

Objective :

To enhance their knowledge and skills to handle the hazards of process plants correctly, in the event of an outbreak of fire and Hazmat incident which they are called on to fight. All delegates will have hands-on fire-fighting.

Target :
ERT knowledge and skills to handle the hazards of process plants correctly. All Linxens member to join



2021 Flood prevention

- Inspection the pumping system and dike at Hi-tech industrial park on 23 Sep 2021.

Hi-Tech industrial estate already conducted maintenance program for Generator and Submersible pumps



Health and Safety Training and Communication

Hand safety and Risk assessment training

Date :
26 October 2021.

Title :
Hand safety and Risk assessment training

Objective :
1. Hand safety training and give material for tool box talk.
2. Participate can create JSA and risk assessment.
3. JSA work shop

Target :
Pass 80% test.

Result :
All participant pass the test



Safety newsletter

Date :
Bi-Weekly

Title :
Safety newsletter

- Objective :**
- To communicate summary of hazard hunter program on October.
 - To communicate safety trips for bus travel to all employee.
 - Build safety awareness.

Target :
All Linxens member.

Result :
Done.



● France - Mantes-la-Jolie

- Improvement in accident prevention

**New record number of days without serious accident:
@ Dec. 31st, 2021 = 255 days**



- **FIRE Safety Enhancement** - improve external fire detection and localization with CCTV system.

New CCTV system + new external surveillance company



-Improve time to localize and confirm real fire, avoiding to send human for « doubt removal ».
-24h/24h coverage with video report to external guardian.

- **Hazard Report on Site**

Hazard reporting software application



- Hazard reporting application available in production screens-



- Statistic analysis on hazard reported-

- Develop hazard reporting on site.
- Centralized the hazard reported data.
- Monthly awareness program for the best solution found to solve the issue.

○ Working At Height Improvement

Improve safety on roof on access



- Ladder and guardrails-



- Guardrails-

- Secured the access for maintenance.

○ Hazard Communication – Chemical Safety

New safety data sheet for each workplace: 130 sheets done, 3 month of work



- Workplace Saefity Sheet-

- Easy to read.
- Centralised all EHS data required for a workplace.
- Addition of specific training, specific waste .

● Singapore – Changi Site

- **Health and Safety Promotional Activities – Increase employee awareness**

Safety Campaign – “Hunt for Safety Treasures



Linxens crafting the future of connections

Safety Treasure Hunt 8 Nov 0900hrs to 26 Nov 2359hrs
安全设施寻宝 11月8日 0900点 至 11月26日 2359点

Safety TREASURES AT LINXENS

Safety Treasure Hunt at Linxens
 Hunt for safety features that fits the campaign question and submit images of it via the QR Code or by website shown.

Winning Criteria:

- Winners will be selected base on lucky draw with all correct submissions.

Prizes:

- 1st Prize : \$300 vouchers
- 2nd Prize : \$200 vouchers
- 3rd Prize : \$100 vouchers
- Consolation: \$20 vouchers (10 pax)

Boost your chance by:

- 3x chance for valid Hazard Report between 8-26 Nov.
- 2x chance for first 20 submissions.
- 1x chance for next 20 submissions.

Linxens 安全设施寻宝
 在厂里寻找符合安全运动题目有关的事物。通过二维码/网址将答案上传。

获奖条件:

- 答对所有题目，以抽签形式选出得奖者。

奖金:

- 头奖: \$300 礼券
- 二奖: \$200 礼券
- 三奖: \$100 礼券
- 安慰奖: \$20 礼券 (10名)

提高获奖几率:

- 11月8日至11月26日有效安全隐患申报有三倍的获奖机会。
- 首20位将有两倍的获奖机会。
- 接下来20位将有一倍的获奖机会。

<https://forms.office.com/tigFeJ2NXRXe>

Linxens crafting the future of connections

Site Safety Award– Best Safety Worker, Best solution for eliminating/ reducing safety and health hazards and Best Safety Workshops.

Safe Worker Award Winner Jiang Wen Hui



Improvements:

- No sharp edges
- Better aesthetics
- Safer for everybody

Best Solution for Workplace Hazard Award (Leak Detection for H₂SO₄ Pipeline from WWTS to Plating)



Improvements:

- From manual detection to real-time online leak detection system
- No need to search through pipelines in hazardous area for leakage
- Efficient tracking and alerts WWTS staff for remedial actions

Pipeline in hazardous area



Best Workshop - WWTS



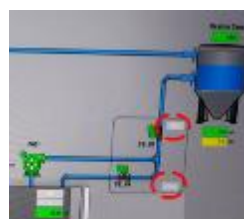
Improvements:

- Replace Monkey ladder with stairs
- Ease of access to sample collection point.



Improvements:

- Connect exhaust pipeline for Chemical Blending Tank and Batch Tank to Acid Scrubber treatment before releasing to environment
- Cleaner air released



Improvements:

- Installation of leak sensors linked to SCADA at auto-valves of Chemical Blending Tank.
- Online monitoring that alerts the WWTS staff if remedial actions are required.



○ 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



● China – Tianjin Site

Fire and Emergency evacuation practice for day and night shifts



EHS training and Communication for employees



EHS Training Record	
Training Topic	Training Date
Fire Safety	2020.12.15
First Aid	2020.12.15
Emergency Evacuation	2020.12.15
Personal Protective Equipment (PPE)	2020.12.15
Occupational Health and Safety	2020.12.15
Environmental Protection	2020.12.15
Quality Management	2020.12.15
Customer Satisfaction	2020.12.15
Supplier Management	2020.12.15
Product Development	2020.12.15
Marketing and Sales	2020.12.15
Human Resources	2020.12.15
Finance and Accounting	2020.12.15
Information Technology	2020.12.15
Legal and Compliance	2020.12.15
Public Relations	2020.12.15
Corporate Governance	2020.12.15
Sustainability	2020.12.15
Other	2020.12.15

EHS Training Record	
Training Topic	Training Date
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Occupational Health and Safety	2020.12.15
Environmental Protection	2020.12.15
Quality Management	2020.12.15
Customer Satisfaction	2020.12.15
Supplier Management	2020.12.15
Product Development	2020.12.15
Marketing and Sales	2020.12.15
Human Resources	2020.12.15
Finance and Accounting	2020.12.15
Information Technology	2020.12.15
Legal and Compliance	2020.12.15
Public Relations	2020.12.15
Corporate Governance	2020.12.15
Sustainability	2020.12.15
Other	2020.12.15

- India – Mumbai

2021 – EHS Site Improvement



BEFORE

AFTER

Hand Rail added to Stairway



Annual Medical Check Up



Hazards awareness poster at shop floor

- Germany – Dresden

Improvement of PPE

Extension of personal protective equipment when handling hazardous substances (wafer processing production area)

following components are added:

- Chemical protection apron
- Sleeves

Improvement of PPE:

- New full safety glasses
- New face shield (better wearing comfort in connection with safety glasses and respiratory protection mask)

→ Effective personal protection during the execution of work processes

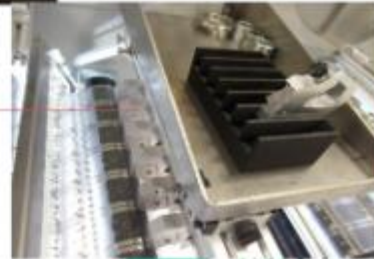


Prevention of cut by sharps object

Manufacture of brackets and cassettes (internal 3D printing) for storage of:

- sharp-edged tools (safety knives / hand scissors)
- Cutting knife for use on the transponder assembly lines (input spooler, slitting unit)

→ Secure storage to protect against cutting accidents


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Ergonomics at the workplace

Construction / integration of new work tables in the warehouse / logistics area

- Tables adjustable in height

→ Reducing the physical strain on employees when packing materials by setting the optimal working height


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Workplace Covid-19 Safety Protocol

The Covid-19 situation continued to challenge sites in 2021 as the pandemic began to escalate from the U.S., then Europe, to South Asia, and finally to Southeast Asia.

However, due to our preparedness and persistent implementation of our protocols across all sites, all of our business and operating sites remain operational and are essentially running without any major disruptions.

We continue to ensure that we put in place the best efforts and resources to protect our employees and the company. Covid-19 safety protocols and practices remain the same at all sites, with additional measures such as facilitating and providing in-country vaccination information and testing for Covid-19 when available at the end of the year, when the situation at some of our sites, particularly in Asia, began to see an increase in Covid-19 positive cases in the workplace.

Existing and Core Protocols



Step Up Measures and Protocols

● Facilitate vaccination on site for employees

When the Covid-19 vaccination campaign began in most countries, we began monitoring the situation and trying to figure out how we could help employees get information and ask for clarification on vaccination if needed. While vaccination remains an individual choice and we have chosen not to impose a vaccination policy, we have done our best to facilitate vaccination if the need arises. Our Covid-19 site coordinators are monitoring the progress of vaccination and will report regularly.

When in some countries, at the beginning of the vaccination campaign, it was difficult to obtain vaccines, the local team worked through many channels, including private hospitals, to help our employees to obtain the vaccine doses.

This effort allowed many of our employees to receive their doses and be protected, making the workplace safe to continue operating.

Vaccination rates at Linxens remain good and, in many countries, higher than the national rate.

COVID-19 Vaccination

- Support COVID-19 Vaccination at AYT.
- To help and lower employee risk of getting and spreading the virus that causes COVID-19.
- To help prevent serious Covid-19 symptoms.



● Conduct Antigen Rapid Test and render support on site

We predicted in late 2020 that PCR testing would become very difficult in many countries when the number of cases continued to increase, which it did and resulted in long wait times for suspected cases.

In early 2021, we asked all site coordinators to begin researching the sources and availability of rapid antigen testing.

In July, the Covid-19 situation in Thailand deteriorated and our Ayutthaya sites began to see increased cases at the sites. Through detailed contact tracing to isolate all suspect employees, we were able to obtain a good number of ART kits to begin testing 100% of our employees at the sites each week. With regular testing at the sites, we were able to bring the situation under control very quickly.

During this difficult period, the sites went to great lengths to help and support infected employees, including setting up a hotline and quarantine facility with medical assistance for infected employees.

To prevent a similar situation from spreading across the sites, all safety protocols remain rigorously in place and rapid antigen testing continues to be rolled out to 100% of employees at least once a week. This practice has continued throughout 2021 and even now into 2022.

Not only at the Ayutthaya sites, but at all of our other sites, we have ensured that test kits are readily available for use whenever an employee needs to be tested.

COVID-19 Suspected screening

- Continue 100% ATK rapid test for all employee for screening and control high risk group. (Every week)



Team wear PPE suit and social distancing.



Nurse swab and always clean by alcohol.



Tracking/ Reporting, Frequent Communication and Engagement

Monitoring and reporting of suspected or confirmed cases remains a daily routine for all sites, so that we can ensure that infected employees are recovering well. At the same time, we are able to respond quickly if we see an increase in cases that could be the result of internal spread at the sites.

We have also created a system to track information on the following

- The country's vaccination mandate as a condition of entry into the workplace
- Covid-19 testing, both PCR and ART, as well as
- the ability to travel between different countries and travel rules and restrictions.

We want to track these changes in a timely manner so that we can adapt and react to ensure business continuity without interruption and, at the same time, inform our employees, customers and other stakeholders as necessary.

Our channel of communication and engagement with employees remains of utmost importance, which is why we maintain our weekly coordination call between the group and all site coordinators. We want to ensure that we are aware of the country situation and are able to provide support and assistance to the sites.

The weekly call is also the channel through which we discuss the employee communication message and align the key message for consistent communication by the site coordinator to their site members and employees.

Company newsletters are regularly published on the status of Covid-19 and communication is done through public meetings.

Linxens will continue to monitor the status of Covid-19 and make necessary adjustments to protocols for the safety of our employees and the continued operation of the company.

7. ENVIRONMENT

Just as we invest in growing our business in other areas and innovate to create new products and materials, we take responsibility for the impact we may have on the environment.

We are committed to protecting the environment by managing our operations to prevent pollution, minimize waste, use energy and materials efficiently throughout the life cycle, and reduce greenhouse gases.

At the operating site level, management is working on every possible opportunity to ensure that the environmental aspect is taken into account in products, manufacturing processes and services. Many of these requirements are part of the system routine and go beyond regulatory compliance requirements, for example:

- Monthly on-site tracking and reporting of energy, water and waste generation.
- Compilation of Scope 1 and 2 greenhouse gas emissions.
- Tracking emissions and discharges against regulatory parameters.
- Reporting of environmental incidents, including near misses
- Annual environmental improvement projects for energy efficiency, waste reduction and recycling
- Environmental management system certification and other environment-related industry certifications

To date, all our operations sites have obtained the ISO 14001 certification and successfully **passed** their surveillance or re-certification audit.

Tape:

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

In-Lay:

- Ayutthaya (Thailand)
- Dresden (Germany)
- Mumbai (India)

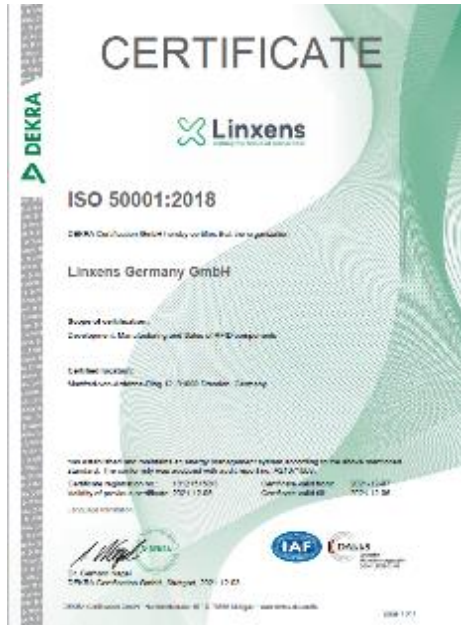
Modules:

- Shanghai (China)
- Tianjin (China)



Other certification includes

- ✓ ISO 50001:2018 Energy Management System at our Dresden Manufacturing Site.
- ✓ Green Industry Certificate, Presented by Ministry of Thailand Industrial for our Ayutthaya Sites.



Contributing to Protect our World

In 2021, we implemented a five-year strategic plan called Vitality, with the environment as one of the five pillars.

In the Environment pillar, a dedicated team has been working for several months to set goals and establish action plans to reduce the impact on the environment by being responsible in the design, sourcing, and manufacturing of our products, including how we use resources, reduce waste and prevent pollution.

At the goal setting stage, the approach is to evaluate and examine our product and process from "cradle to grave". Thus, the scope and limitations are considered from a life cycle perspective.

Based on this approach and a list of opportunities from a brainstorming session, the team defined 4 goals that cover 4 key areas:

1. Responsible sourcing and design of our product
2. Carbon footprint of our manufacturing and supply value chain
3. Waste and materials management
4. Reducing the potential for environmental pollution

Boundary and Scopes

Life cycle perspective of our products and services, in consideration:

- the stage in the life cycle of the product or services
- the degree of control we have over the life cycle stages
- the degree of influence over the life cycle,
- the life of the product,
- our influence on the supply chain,
- the length of the supply chain,
- technological complexity of the product.

When setting goal, we can consider those stages in the life cycle over which it has the greatest control or influence as these may offer the greatest opportunity to reduce resource use and minimize pollution or waste...



These 4 goals were mapped with strategies and measures will be carried out and communicated progressively both internally and externally starting 2022.

Goals for Environment Pillar and the priorities for 2022

Our motto : Contributing to Protect our World

Our goals / Our priorities for 2022

- **Towards responsible sourcing and design of product**
 - Conduct baseline assessment of top of our 10 products and 50% supplier for their carbon footprint/ impact.
 - Assess the current in-house capability, knowledge and resource on Product Life Cycle (LCA) review and trial to score on new projects.
- **Carbon Footprint of Manufacturing and Supply Chain Value Stream**
 - Confirmation of baseline by complete analysis of sites energy usage distribution
 - Clarifying the methodology for GHG reporting at operations sites and definite the boundary and accountability of Scope 1 emission and include supply chain value stream as Scope 3 emission reporting.
 - Validate the reporting of our GHG emission by creditable consultancy.
 - Green Energy deployment at Pilot sites(CHG and AY) and extend opportunity review to other operations sites in 2023
- **Waste and Materials Management**
 - Complete analysis of sites waste generation distribution, waste segregation to set site reduction plan.
 - Establish and track KPI /Cost for Waste generated per site.
 - Deployment of Internal waste treatment 90% @CHG and pilot of recovery/ recycling for chemical and water @ Changi site.
- **Reduce potential of pollution to the environment**
 - Analysis Environment Incident in 2020 and 2021 to review root cause and identify incident trend Identified top 3 contributor/ cause of the incident
 - Track the site preventive maintenance program through Score Card reporting and develop a PM checklist for all environment related equipment
 - Target for improvement plan at Mantes sites for pollution prevention
 - Starting 2022, 10% reduction of Environment Cat B incident from 2021 baseline .

Environment



Our Team



Arnaud Brunetiere
Sponsor



Danny Wong
Leader

- Alexis Guiral - Responsible sourcing
- Patrice Glaris - Responsible Design of Product
- Teerachai Nakagesa - Carbon Footprint of Manufacturing and Supply Chain Value Chain
- Velmurugan Ramanathan - Waste and Materials Management
- Danny Wong - Reduce potential of pollution to the environment
- Mirko Waeckerle - Project/ Investment Cost and Benefit assessor

The priorities for 2022 is about baseline study to confirm our goals and to assess our current resources and situation. The baseline will also help us to make any necessary adjustment to our Goals and Strategies so that we can objectively challenge ourselves the years to come.

Measures of 2021 Environment Performance

Environmental performance reported by operating sites includes energy consumption, greenhouse gas emissions from Fields 1 and 2, waste generation, water consumption, and environmental incidents.

In 2021, more and more production activities have resumed after the improvement of the Covid-19 situation in the world. At the same time, new operating sites were added to the report.

In line with Vitality's environmental goals, operating sites continue to create opportunities and efforts to reduce impact through energy reduction projects, waste reduction, improved recycling, and reducing the potential for environmental pollution incidents.

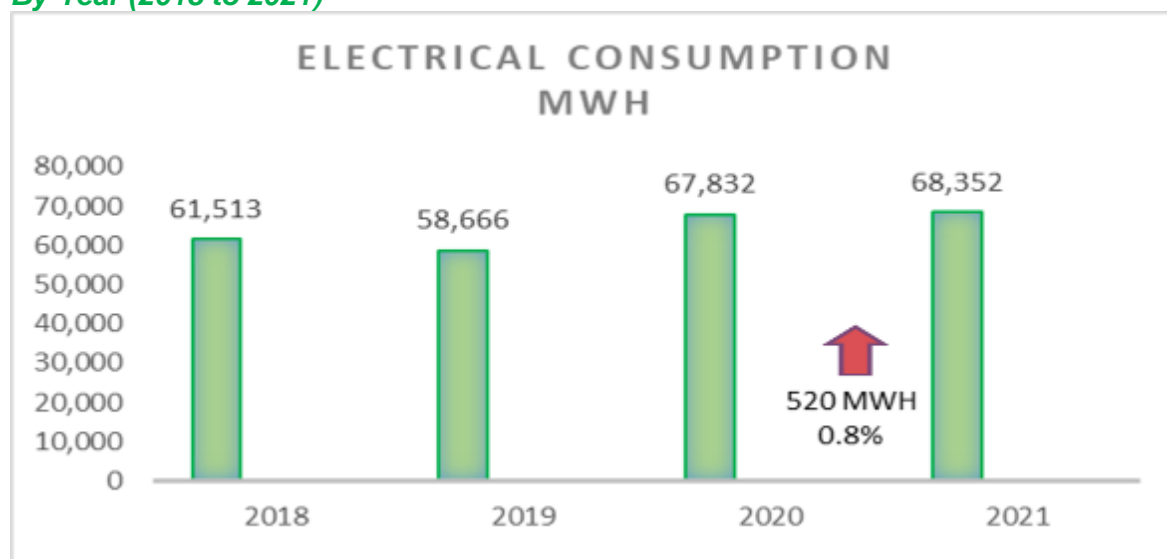
From the perspective of sustainable and environmentally friendly solutions, and in response to market demand for greener products, the development team has innovated by using environmentally friendly recycled materials and low-carbon and energy efficient manufacturing processes.

■ Energy consumption and GHG emission

Overall, we can see an increase in total electricity consumption in 2021 as compared with 2020 and the main reason for the increase is due to the increase in operation activities and the full operational of our manufacturing facility in Tianjin, (China). The marginal increase of 0.8% or 520MWH.

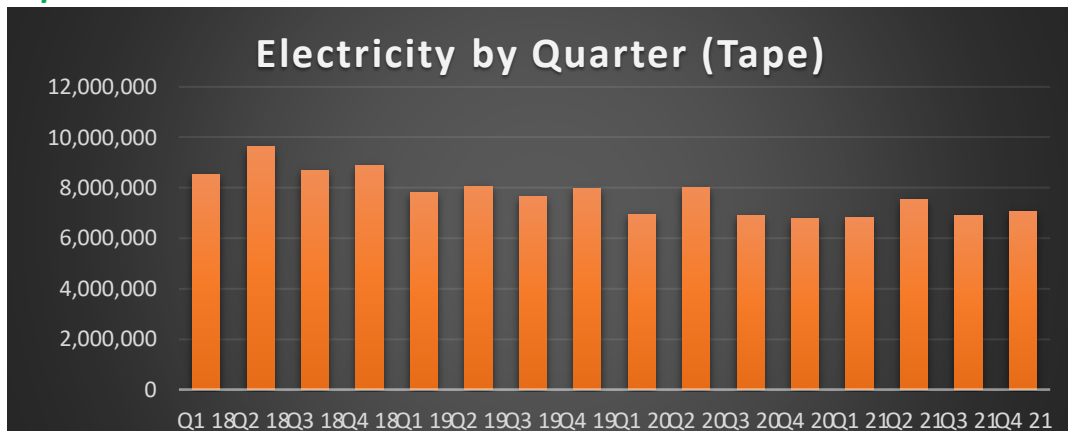
The total consumption **68,352 MWH** of electricity.

By Year (2018 to 2021)



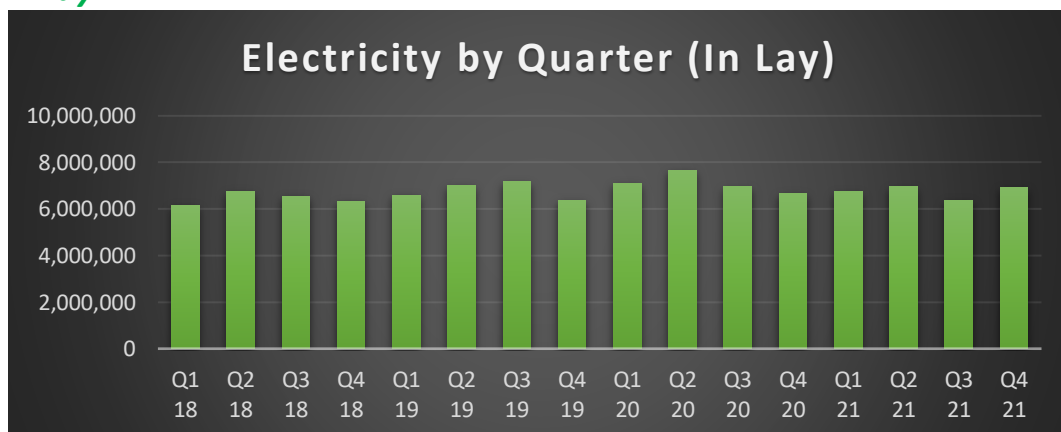
Quarter (2018 till 2021) by Business unit

Tape



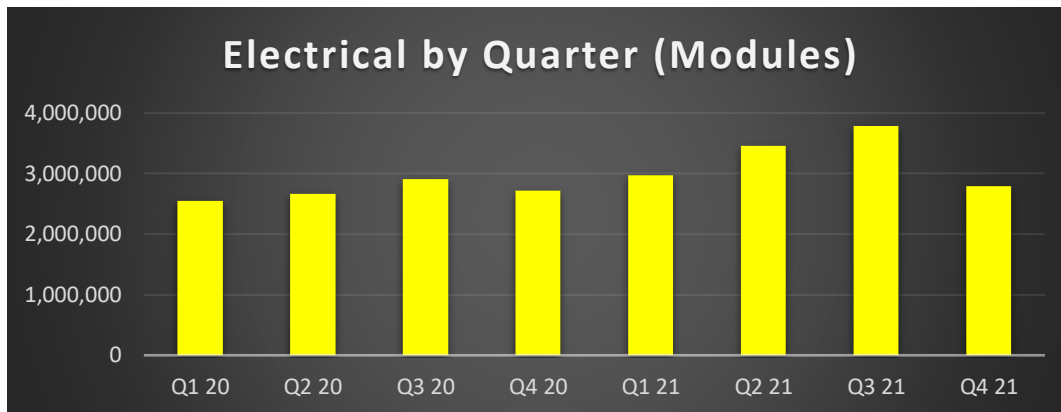
Decrease in electrical consumption from the Tape business unit due to shutdown of the Vorey facility (France). The overall production volume increases from the remaining of two sites, Mantes (France) and Changi (Singapore).

In-Lay



Decrease in overall consumption from the Inlay business unit due to the shutdown of the Guangzhou site (China). The overall production volume increases from the remaining of 5 sites in Ayutthaya 1, Ayutthaya 2, Ayutthaya 3, Dresden (Germany) and Mumbai (India).

Modules



Increase in overall electrical consumption from the Module business unit due to the full operational of the Tianjin site in 2021 but gradually reduced in Q4 when activities at Shanghai 1 and Wijchen facilities slowed down. The overall production volume in Modules BU is lower as compared to 2020.

Green House Gas (GHG) Emission

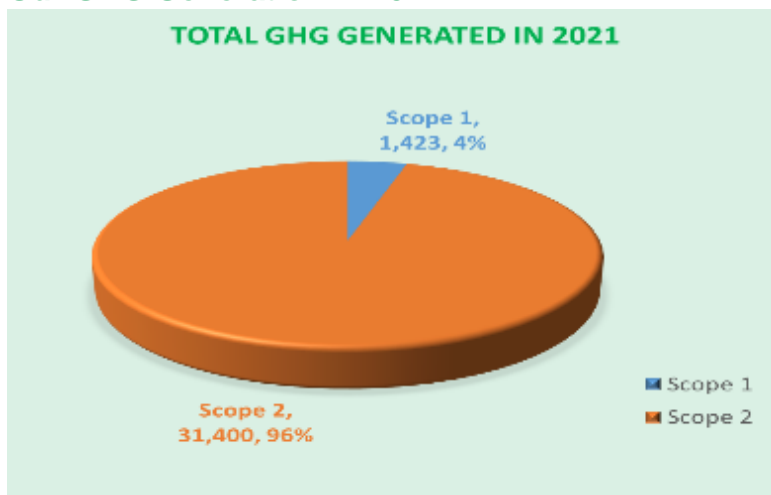
This is the second year of tracking GHG emissions from operating sites for Scope 1 and 2 emissions.

While we are now moving toward greater clarity on our direct emissions (Scope 1) from our site operations, there will still be some revisions to make with some of the new site inclusions tracked.

We have focused the attention of more corporate stakeholders on the review of indirect emissions (Scope 3), as we have now included GHG reporting as one of the four goals in the Environment pillar of our Vitality program.

In the strategies for the "Carbon Footprint of our Manufacturing and Supply Chain Value Chain" goal, we will include Scope 3 emission in our reporting when we complete our 2022 review of indirect emission from supply chain activities such as transportation of raw materials to manufacturing sites and finished products to the customer.

Our GHG Generation in 2021

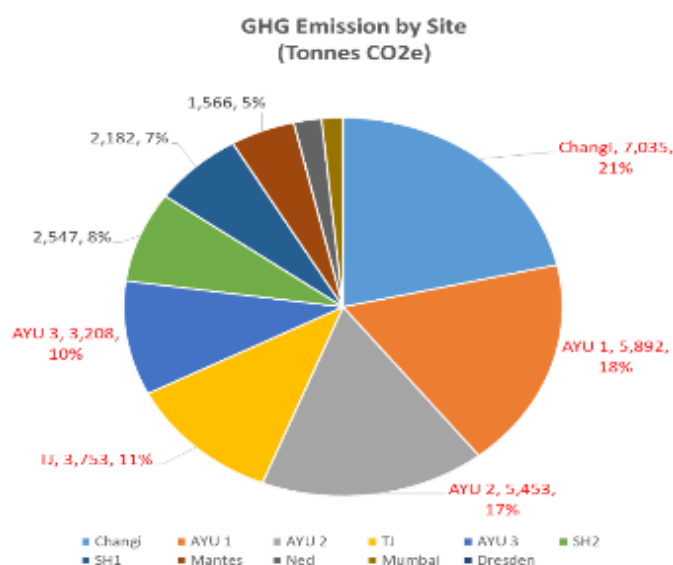


Tonne CO2e	Scope 1	Scope 2	Total Emission
2020	1,177	29,678	30,855
2021	1,423	31,400	32,823
% Increase	21%	6%	6%

- Total of **32,823 Tonne** of Green House Gas were generated from our activities in 2021 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 is equivalent to GHG emissions from 7,072 fuel powered passenger vehicles driven for one year or emission from 6,387 homes' electricity usage for one year*.
- The increase of 21% in Scope 1 emission in 2021 is due to inclusion of more accurate site information of direct emission from our control source.
- The 6% increase in Scope 2 emission in 2021 is due to increase in electricity consumption as more activities occurred on site in 2021 as compared to previously.

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

GHG Emissions from our sites



According to the distribution graph, Changi, Ayutthaya, and Tianjin have the largest shares of GHG emissions, so these sites are chosen as leaders and pilots for carbon emission reduction efforts.

Since 96% of the emissions come from Scope 2, which is energy consumption, we will address this topic.

In fact, over the years, many energy efficiency and conservation-related projects have been completed at the sites.

For example

- The use of more efficient utility equipment, such as an energy-efficient compressor.
- Process improvements, such as reducing compressor air pressure.
- Purchasing electricity from a certified power grid to use more renewable energy.

As part of our environmental goal to reduce greenhouse gases, the team will continue to explore this area.

Another strategy under this goal is to explore renewable energy sources for our electricity supply. In this regard, good progress has been made.

This year, a solar energy project was launched and successfully implemented at our Changi site after a team completed a solar energy course and applied their knowledge. Today, this renewable energy source provides electricity to power the lights in the alley between two buildings.

Another solar project at the Ayutthaya site is underway and in the final stages of technical evaluation and is expected to be completed in 2022.

An ongoing effort at our Dresden operating site is to pursue another year of selection to purchase electricity from 100% renewable energy sources. It is also currently our only ISO 50001 certified site for the energy management system.

As a company, we want to have a mix of different energy sources, including renewable sources. While solar is considered an obvious option for many organizations, it is not the only renewable energy source and is not always the most efficient or suitable, especially in less warm climates.



Solar energy project successfully implemented at our Changi sites

Package and Design Simulation



Proposed AYU1 Solar Roof to supply 100 Kw solar energy during day time.

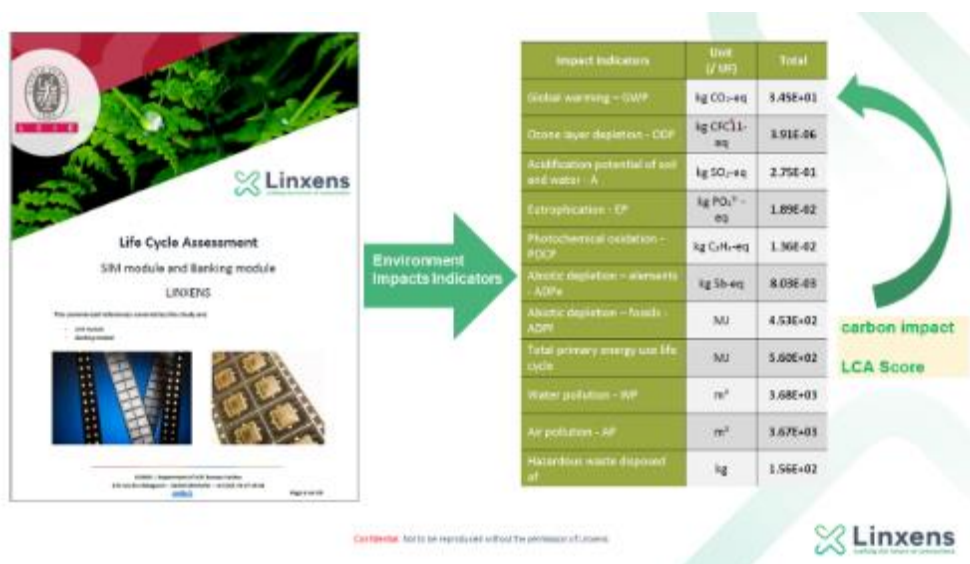
Life cycle assessment.

Another important entry point for understanding our carbon footprint and improving our responsibility by reducing our impact is the life cycle aspect of our product. As such, we have set as one of our goals in the Environment pillar of our responsibility goal to be:

Responsible in sourcing and designing products, to increase the weight of recycled or green materials in our products, and to have more new products that have a better performance in terms of LCA assessment.

To understand the current situation of our product, the methodology of life cycle assessment to evaluate the environmental impacts associated with all stages of the life cycle of a product will be very useful.

The LCA study will help to determine a list of environmental impact indicators and identify the hot spots in the product's life cycle where emissions are significant. For carbon emissions, we will look at the carbon impact, in CO₂e.



For the LCA advancement, in 2020, two sets of evaluation were performed for the standard product family, which represent a wide range of the production volume: 1 "Single Sided" product representative of the SIM card application and 1 "Double Sided" product used for dual interface solutions for banking or long life applications.

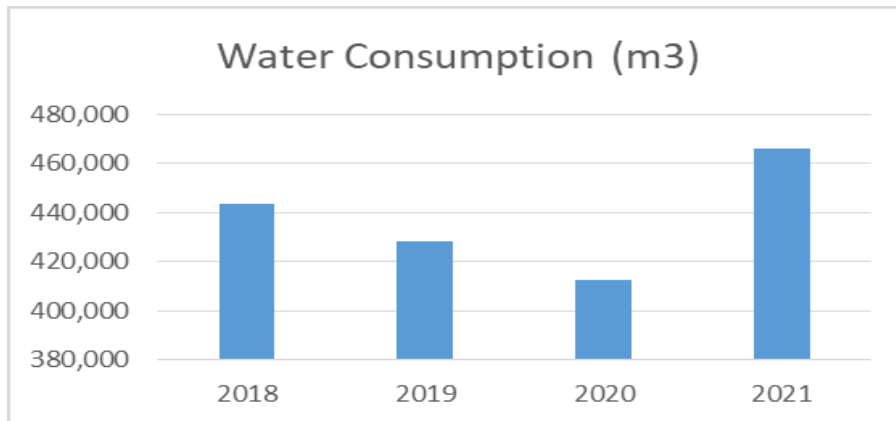
After the study of these two products, we deployed the knowledge of life cycle assessment and conducted an evaluation for the module packaging in 2021. We also conducted some studies on our inlay materials during the CEC certification.

These studies were conducted by external consultants through the coordination of our R&D and operations teams. But as we want to roll out the reference methodology for more product groups, the current progress will be difficult to achieve our goal.

Thus, in 2022, we will improve the process by including dedicated resources to support the deployment of LCA across the company.

Water consumption performance indicator

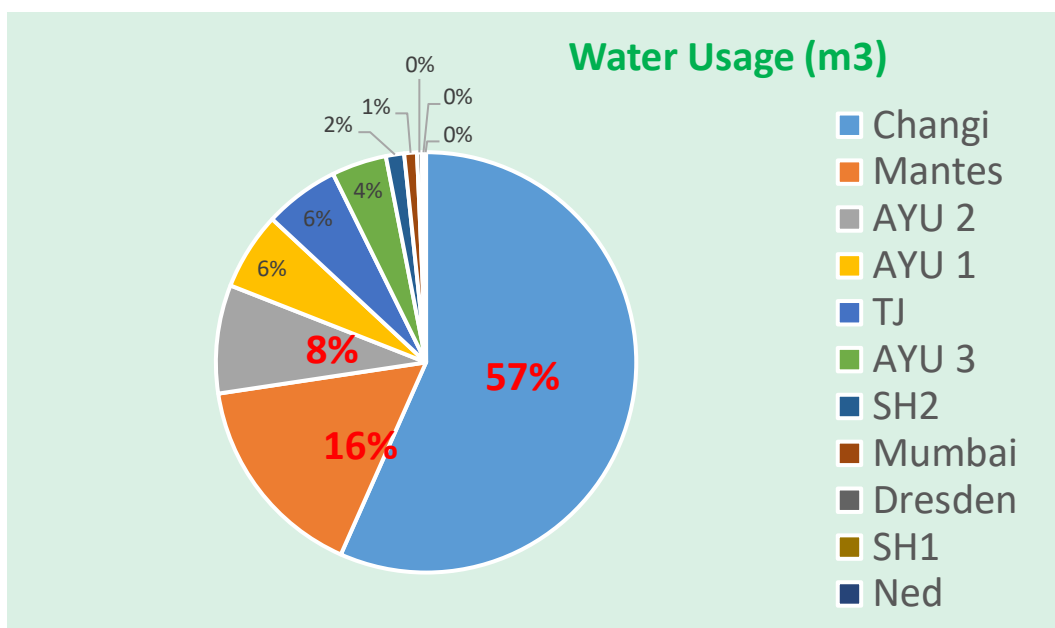
Water consumption is one of the environmental indicators that all operating sites track and report. Total water consumption for 2021 is 466,286 m³ compared to 412,360 m³, an increase of approximately 13%.



The increase in water consumption is primarily from the strip mining sites (Mantes and Changi) due to the wet plating and etching processes and wastewater treatment at the sites. This represents 73% of the total consumption (57% for Changi).

For the In-lay sites (Ayutthaya 1, Ayutthaya 2, Ayutthaya 3, Dresden and Mumbai) that represents about 19% and Module (Tianjin, Shanghai 1&2) about 8%. Use mainly in the domestic market and part of the manufacturing process such as heat exchange.

Manufacturing activities (volume) for tapes and inlays increased but decreased for modules.



Sites continue to implement an employee water conservation awareness program. Communication, training programs and posters placed at the sites remind employees of the importance of water conservation.

As noted, water consumption is significantly higher at sites with wet processes, such as strip mining sites, because the etching and plating processes require the use of water as well as wastewater treatment.

Over the years, projects related to process water reduction and reuse have been priorities for strip sites. At the Changi (Singapore) site, in the wastewater treatment plant, projects have been implemented to recycle water discharged from the reverse osmosis process into the scrubber sump and raw water tank instead of discharging it as wastewater, saving 18,000 m³ of raw reverse osmosis water and 6,000 m³ of new water per year.

This resource conservation will remain a challenge for the sites, as the product quality cannot be compromised with the current wet processes.

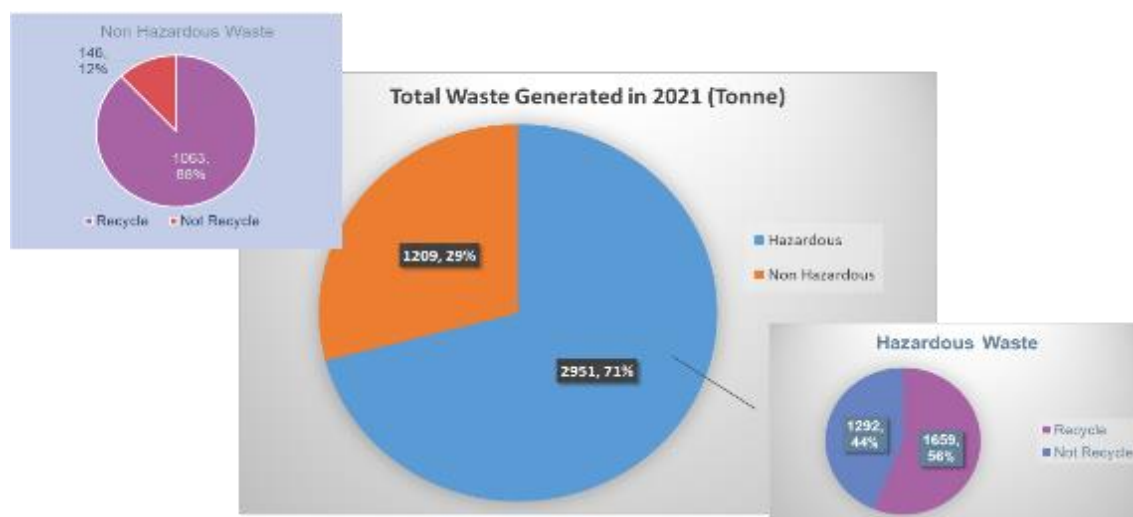
● Waste Management Performance Indicator

Waste reduction has always been a key issue in our business and especially in our production sites. It has often been associated with how processes could be optimized. "If the material can be transformed into a quality product, there will be no waste."

One of the goals of the Environment pillar is to improve the optimization of materials and processes, in order to reduce waste generation by 50% in 2025, by increasing recycling/waste reuse/internal waste treatment.

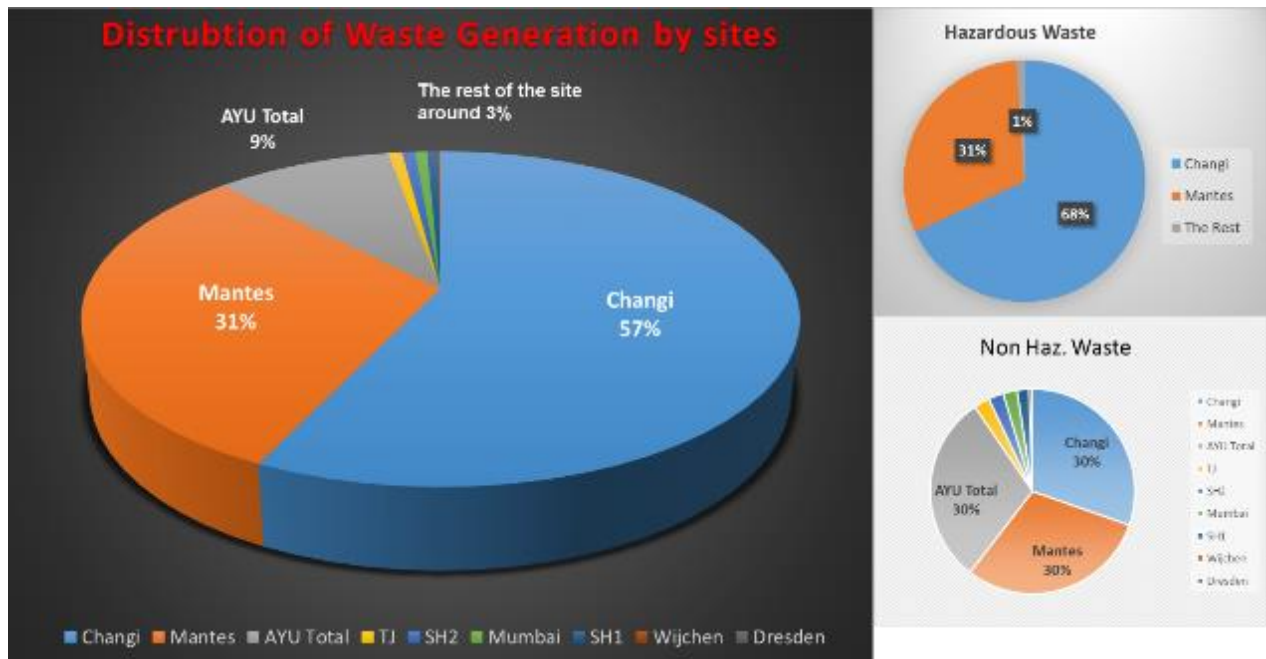
Based on the analysis of waste generation data in 2021, 4,160 metric tons of waste was generated, of which 71% (2,951 metric tons) was hazardous waste.

Total Waste Generated in 2021 (4160 Metric Tonne)



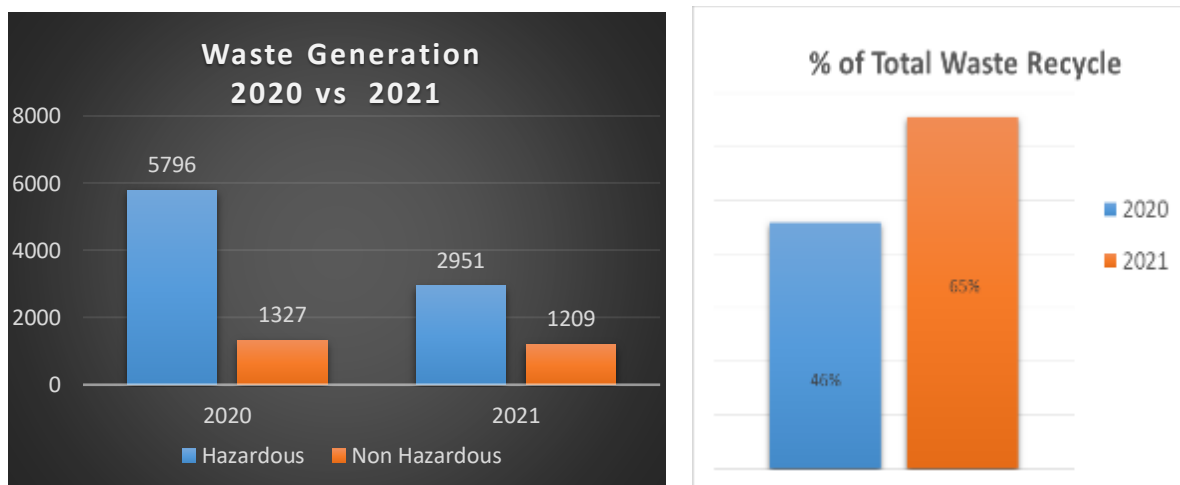
For non-hazardous, 88% were recycled and for hazardous waste 56% were recycled.

Waste was generated mainly from the Tape sites (88%) in particular hazardous waste (99%), since more chemicals are used in their processes, thus their waste were classified as hazardous.



As the goal is to reduce the waste generation by 50% by 2025, thus focus to lead the effort for the reduction for the coming years will be on Changi, Mantas and AYU since in total they make up 97% of the waste generated.

For the less impacted sites, they have their role to play, as they will continue to create awareness among their employees on waste minimization.



Total waste generation in 2021, compared to the previous year, was reduced by 42% and the recycling rate increased by 19%.

These improvements are the result of numerous waste reduction projects at the sites.

As part of the hazardous waste reduction effort, for example, in 2021, the Changi site successfully implemented a project to treat 100% of cyanide waste internally in the wastewater treatment system. The site recognized that it was the largest contributor of waste and

continued to challenge itself to improve its processes to further reduce, reuse and recycle its waste. Additional projects will be implemented in 2022.

For non-hazardous waste, all sites continue to ensure that they conduct better waste segregation and classification to maximize recycling and reduce in-process losses.

In Ayutthaya, reducing waste to landfill is an ongoing campaign to promote positive employee values to enhance the 3Rs concept.

- From improving employee awareness to better segregation and labeling,
- reduce/reuse at source in some processes, such as replacing foam sheets with recycled paper.

As a result of these efforts, the amount of non-hazardous waste decreased by 45% in 2021 compared to the previous year.

● **Pollution Prevention**

We strive to do everything in our power to prevent any environmental pollution from our daily operations and to reduce any potential violations due to environmental incidents. For example, we have set a goal of zero environmental violation incidents and a 10% annual reduction in potential violations of the law to 50% by 2025.

Based on our analysis of reported environmental incidents in 2021, the incidents were categorized as spills/leaks or potential out-of-limits releases/emissions.

90% of these were due to lack of early detection, inadequate maintenance, and in some cases, component failure.

A priority for 2022 is to ensure that all sites have well-executed preventive maintenance on their fleet of production and utility equipment.

This is to ensure that our equipment is not only operational, but that it operates in a safe and environmentally responsible manner.

As such, a review of preventive maintenance was included as one of the key elements of the EHS scorecard for 2022.

An important finding of the analysis is that we recognize that some equipment and infrastructure at the site is aging and in need of overhaul and maintenance. As a result, management has approved budgets for sentence improvement projects beginning in 2022.

OUR TARGET FOR THE COMING YEAR

To complete all our baseline review of all the 4 Goals established under the Environment Pillar of Vitality Program.

● **Responsible Sourcing and Design of our Product**

- Define and deploy the methodology and process for using LCA for baseline study of our material and product.
- A priority plan for selecting the products and suppliers to be review with LCA.

● **Carbon Footprint of our Manufacturing and Supply Chain Value Chain**

- Define the boundary and accountability of Scope 1 and Scope 3 emission and include supply chain value stream as Scope 3 emission reporting.
- Validate the reporting of our GHG emission by creditable consultancy.
- Green Energy deployment at Pilot sites (Changi and Ayutthaya) and extend opportunity review to other operations sites in 2023

● **Waste and Material Management**

- Complete analysis of sites waste generation distribution, waste segregation to set site reduction plan.
- Establish and track KPI /Cost for Waste generated per site.
- Deployment of Internal waste treatment 90% at Changi site and pilot of recovery/recycling for chemical and water at Changi site.

● **Reduce Potential of Pollution to the environment**

- Track the site preventive maintenance program through Score Card reporting and develop a PM checklist for all environment related equipment
- Target for improvement plan at Mantes site for pollution prevention
- Starting 2022,10% reduction of Environment Cat B incident from 2021 baseline.

8. 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

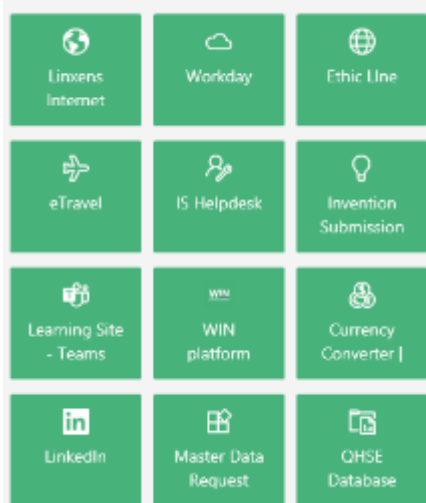
- Since 2018 the Corporate Social Responsibility (“CSR”) Program and Policies guide the company in its day-to-day operations and express its values and expectations in its relationship with its stakeholders.



- 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 CSR Policies.
- Employees and business partners 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) 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.

Frequently needed links



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

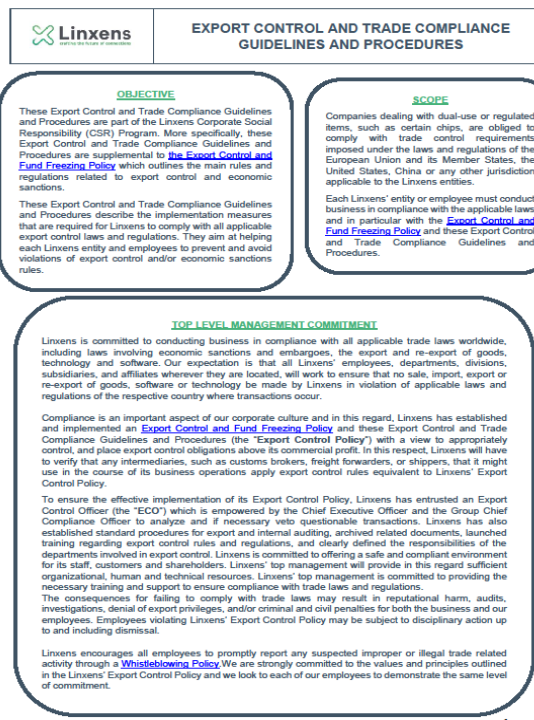
During 2021 **one incident** was reported (potential harassment). **The incident has been treated and successfully closed.**

OUR MAIN ACHIEVEMENTS IN 2021

- Linxens continued to educate its employees and management on a continual basis to reinforce its values and its CSR Program with the help of Compliance Ambassadors located in each site. Compliance Ambassadors have a big role to play in the rollout of the CSR Program. They participate in the streaming of the group's compliance communication. They also participate upstream in the feedback of the information necessary for the quarterly reporting that is made to the EXCOM. By being present locally, they are also local points of contact for compliance concerns.
- As responsibility includes ensuring that we comply with all our legal obligations and commitments in all areas, Compliance is the first Pillar of our Vitality Program.
- 187 employees signed a Conflict of Interests Disclosure Declaration. Twelve Declarations were analyzed in depth and one conflict of interest was identified.
- 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. 75% of our main suppliers have signed a Compliance declaration.
- In light of the Linxens's commitments towards anti-harassment and in addition to the Anti-Harassment Policy rolled out in 2020, trainings for all managers and employees have been organized in 2021 in all sites (including the headquarters). E-learning will be organised by September 2022.
- 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.

The Export Control and Trade Compliance Program has been rolled-out in 2021 with trainings for all managers and employees.

180 Managers have been trained during face-to-face sessions by an external Export Control Officer appointed and empowered by the Chief Executive Officer and the Group Chief Compliance Officer to analyze and if necessary veto questionable transactions.



OUR CSR OBJECTIVES AND TARGETS FOR 2022

- Monitoring and developing the CSR program already in place
- Give a specific focus on export Control and Trade compliance processes
- Refresh some CSR Policies and communication about our Policies and the Ethics Line to continue to raise awareness about ethical behaviors
- Organization of CSR trainings for all sites
- Increase Linxens EcoVadis performance to be awarded a gold certification level

Our motto : Doing the Right Things, Doing the Things Right

Our goals / Our priorities for 2022

- Monitoring and Developing the Compliance Program already in place since 2017
 - Coordination of the activities of the Compliance Ambassadors in the relevant regions
 - Completion of the roll-out of the Gifts Policy
 - Completion of the Business Partners Compliance Declarations
 - Finalisation of the Anti-Harassment e-learning (LMS Platform) and development of new CSR e-learning
- Give a specific focus on Export control and Trade Compliance processes we have to implement
 - Completion of the roll-out of the Export control and trade compliance guidelines
 - Finalisation of the Item material classification by June 2022 and the associated flowchart (process) for each site
 - Refresh of trade compliance trainings
 - Implementation of the screening for business partners and banks
- Refresh of training on our Compliance policies
 - Refresh of the compliance policies by June 2022
 - Refresh of the communication about the CSR policies and in particular the Ethics Line by June 2022
 - Organization of CSR trainings for all sites

Compliance



Our Team



Amaud Luy
Sponsor



Cécile Persico
Leader

Ambassador & Asia Compliance Officer:

Jenny Zhou

Ambassadors:

- Thailand: Thanlye Areearatana
- India: Sandeep Pivath
- Singapore: Rodney Sethi
- Germany: Mirko Waacke

9. 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 bases of the "Linxens Privacy Policy" gave rise to sessions training and communication for employees, customers and suppliers. At the same time, the tools essential to the deployment and application of the Linxens Policy were built, tested and validated.

DEPLOYMENT OF LINXENS' PRIVACY POLICY

The deployment phase consists of 6 steps:

- Step 1: The appointment of a Group DPO and coordinators
- Step 2: Process mapping
- Step 3 & 4: Action plan and Privacy Impact Assessment
- Step 5 : Organize Internal processes
- Step 6: Document the compliance

In 2020, it 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, it was carried out for 2 additional sites: France (Levallois) and India (Mumbai). It was launched for our Tianjin site in China and will be completed in the first half of 2022.

CONSIDERATION OF CHANGES

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

Each regulatory change must be implemented, in 2021 we took into account the new cookie management requirements on our website www.linxens.com. Following the invalidation of the Privacy Shield, our data protection agreement with our processors has been revised to take into account the new Standard Contractual Clauses issued by the European Commission. Amendments to the Singapore Data Protection Act have also been assessed for consideration in our procedures.

Each change in administrative management having an impact on the processing of Personal Data must be reported in the Register database (process mapping). 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.

AUDIT

As part of a continuous improvement approach, an audit procedure has been put in place to verify that changes have been taken into account and compliance with the principles and obligations of the LPP.

In 2021, an audit is carried out on each site every quarter, 103 business processes were audited, 325 corrective actions were requested, most of which were corrected during the year.

2022 ROADMAP

In 2022, we will complete our deployment of sites in China and continue to audit the sites already deployed.

An external audit will be carried out by experts to validate and/or improve our policy.

Projects will be launched to harmonize our processes across all sites and set up a centralized tool for privacy impact assessment.

We will work with all managers in all areas to put in place procedures that will secure our exchanges of personal data with all parties outside the company: customers, suppliers, visitors, etc.



6 Rue Marius Auphan
92300 Levallois Perret – France
linxens.com

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